



Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105

Meeting Agenda

Clipper Executive Board

Robert Powers, Chair April Chan, Vice Chair
Members
Bill Churchill, Eddy Cumins, Andrew B. Fremier, Carolyn M.
Gonot,
Michael Hursh, Denis Mulligan, and Jeffrey Tumlin

Monday, April 24, 2023

1:30 PM

Board Room - 1st Floor

Meeting attendees may opt to attend in person for public comment and observation at 375 Beale Street, Board Room (1st Floor). In-person attendees must adhere to posted public health protocols while in the building.

The meeting webcast will be available at <http://mtc.ca.gov/whats-happening/meetings>

Members of the public are encouraged to participate remotely via Zoom at the following link or phone number. Committee Members and members of the public participating by Zoom wishing to speak should use the "raise hand" feature or dial *9. When called upon, unmute yourself or dial *6. In order to get the full Zoom experience, please make sure your application is up to date.

Attendee Link: <https://bayareametro.zoom.us/j/83383502148>

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Join by Telephone (for higher quality, dial a number based on your current location) US:
888 788 0099 (Toll Free) or 877 853 5247 (Toll Free)
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International numbers available: <https://bayareametro.zoom.us/j/kcmJXTJES8>

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<https://mtc.ca.gov/how-provide-public-comment-board-meeting-zoom>

Members of the public may participate by phone or Zoom or may submit comments by email at info@bayareametro.gov by 5:00 p.m. the day before the scheduled meeting date. Please include the committee or board meeting name and agenda item number in the subject line. Due to the current circumstances there may be limited opportunity to address comments during the meeting. All comments received will be submitted into the record.

1. Call Meeting to Order / Roll Call / Confirm Quorum

Quorum: A quorum of this committee shall be a majority of its regular voting members (5).

2. Consent Calendar

- 2a. [23-0560](#) Minutes of the March 27, 2023 Meeting

Action: Board Approval

Attachments: [2a Minutes of the March 27, 2023 Meeting](#)

3. Approval

- 3a. [23-0607](#) Contract Amendment for Moore Iacofano Goltsman Inc. (\$2,700,000)

An amendment to add funds to Moore Iacofano Goltsman Inc.'s contract for the purpose of customer education and marketing for Clipper, particularly the Next Generation Clipper System, and the Clipper START program.

Action: Board Approval

Presenter: Lysa Hale

Attachments: [3a Contract Amendment for Moore Iacofano Goltsman Inc.](#)

4. Information

- 4a. [23-0562](#) Clipper® Schedule, Implementation, and Deployment Update

Update on key developments related to the Next Generation Clipper System (C2)

Action: Information

Presenter: Jason Weinstein

Attachments: [4a Clipper Schedule and Implementation Update](#)
[4ai Executive Summary Status Report – April 24, 2023](#)
[4aii Clipper Next Generation Equipment Pilot Installation Pictures](#)

- 4b.** [23-0563](#) Current Clipper® Operations and Performance Update
- Update on current Clipper System operations and performance; Clipper staff last updated the Clipper Executive Board (CEB) on the ongoing work and projects related to the current Clipper system at the March 2023 meeting
- Action:** Information
- Presenter:** Jason Weinstein
- Attachments:** [4b Current Clipper Operations and Performance Update](#)
[4bi March Clipper Data Clipper Executive Board](#)
- 4c.** [23-0577](#) Draft Clipper® Two Year Budget and Work Plan
- Draft Clipper budget and work plan for Fiscal Years (FY) 2023-2024 and 2024-2025 for Executive Board review and discussion.
- Action:** Information
- Presenter:** Edward Meng
- Attachments:** [4c Clipper Two Year Budget](#)
[4ci Operating Revenue and Budget](#)
[4cii Capital Revenue and Budget](#)

5. Executive Director's Report-Kuester

6. Public Comment / Other Business

*Board Members and members of the public participating by Zoom wishing to speak should use the "raise and" feature or dial *9. When called upon, unmute yourself or dial *6.*

7. Adjournment / Next Meeting

The next meeting of the Clipper Executive Board will be held on May 22, 2023 at 1:30 p.m. at the Bay Area Metro Center, 375 Beale Street, San Francisco, CA. Any changes to the schedule will be duly noticed to the public.

Public Comment: The public is encouraged to comment on agenda items at Committee meetings by completing a request-to-speak card (available from staff) and passing it to the Committee secretary. Public comment may be limited by any of the procedures set forth in Section 3.09 of MTC's Procedures Manual (Resolution No. 1058, Revised) if, in the chair's judgment, it is necessary to maintain the orderly flow of business.

Meeting Conduct: If this meeting is willfully interrupted or disrupted by one or more persons rendering orderly conduct of the meeting unfeasible, the Chair may order the removal of individuals who are willfully disrupting the meeting. Such individuals may be arrested. If order cannot be restored by such removal, the members of the Committee may direct that the meeting room be cleared (except for representatives of the press or other news media not participating in the disturbance), and the session may continue.

Record of Meeting: Committee meetings are recorded. Copies of recordings are available at a nominal charge, or recordings may be listened to at MTC offices by appointment. Audiocasts are maintained on MTC's Web site (mtc.ca.gov) for public review for at least one year.

Accessibility and Title VI: MTC provides services/accommodations upon request to persons with disabilities and individuals who are limited-English proficient who wish to address Commission matters. For accommodations or translations assistance, please call 415.778.6757 or 415.778.6769 for TDD/TTY. We require three working days' notice to accommodate your request.

可及性和法令第六章: MTC 根據要求向希望來委員會討論有關事宜的殘疾人士及英語有限者提供服務/方便。需要便利設施或翻譯協助者，請致電 415.778.6757 或 415.778.6769 TDD / TTY。我們要求您在三個工作日前告知，以滿足您的要求。

Acceso y el Titulo VI: La MTC puede proveer asistencia/facilitar la comunicación a las personas discapacitadas y los individuos con conocimiento limitado del inglés quienes quieran dirigirse a la Comisión. Para solicitar asistencia, por favor llame al número 415.778.6757 o al 415.778.6769 para TDD/TTY. Requerimos que solicite asistencia con tres días hábiles de anticipación para poderle proveer asistencia.

Attachments are sent to Committee members, key staff and others as appropriate. Copies will be available at the meeting.

All items on the agenda are subject to action and/or change by the Committee. Actions recommended by staff are subject to change by the Committee.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 23-0560 **Version:** 1 **Name:**
Type: Minutes **Status:** Consent
File created: 4/4/2023 **In control:** Clipper Executive Board
On agenda: 4/24/2023 **Final action:**
Title: Minutes of the March 27, 2023 Meeting
Sponsors:
Indexes:
Code sections:
Attachments: [2a_Minutes of the March 27, 2023 Meeting](#)

Date	Ver.	Action By	Action	Result
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Subject:
Minutes of the March 27, 2023 Meeting

Recommended Action:
Board Approval

Attachments:



Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105

Meeting Minutes - Draft

Clipper Executive Board

Robert Powers, Chair April Chan, Vice Chair

Members

Bill Churchill, Eddy Cumins, Andrew B. Fremier, Carolyn M.

Gonot,

Michael Hursh, Denis Mulligan, and Jeffrey Tumlin

Monday, March 27, 2023

1:30 PM

Board Room - 1st Floor

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A Zoom panelist link for meeting participants will be sent separately to Board members.

The meeting webcast will be available at <http://mtc.ca.gov/whats-happening/meetings>. Members of the public are encouraged to participate remotely via Zoom at the following link or phone number. Committee Members and members of the public participating by Zoom wishing to speak should use the "raise hand" feature or dial *9. When called upon, unmute yourself or dial *6. In order to get the full Zoom experience, please make sure your application is up to date.

Attendee Link: <https://bayareametro.zoom.us/j/89961025331>

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International numbers available: <https://bayareametro.zoom.us/j/89961025331>

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Due to the current circumstances there may be limited opportunity to address comments during the meeting. All comments received will be submitted into the record.

Diana Hammons acted as a delegate and voting member of the Board in place of Member Jeffrey Tumlin. Attendance and Actions noted below as "Tumlin" were taken by Hammons.

Greg Richardson acted as a delegate and voting member of the Board in place of Member Carolyn Gonot. Attendance and Actions noted below as "Gonot" were taken by Richardson.

Millie Tolleson acted as a delegate and voting member of the Board in place of Member April Chan. Attendance and Actions noted below as "Chan" were taken by Tolleson.

Theresa Romell acted as a delegate and voting member of the Board in place of Member Andrew Fremier. Attendance and Actions noted below as "Fremier" were taken by Romell.

1. Call Meeting to Order / Roll Call / Confirm Quorum

Present: 9 - Board Member Mulligan, Board Member Hursh, Chair Powers, Board Member Tumlin, Board Member Gonot, Board Member Churchill, Board Member Chan, Board Member Fremier, and Board Member Cumins

2. Consent Calendar

Upon the motion by Board Member Hursh and seconded by Board Member Churchill, the Consent Calendar was unanimously approved. The motion carried by the following vote:

Aye: 9 - Board Member Mulligan, Board Member Hursh, Chair Powers, Board Member Tumlin, Board Member Gonot, Board Member Churchill, Board Member Chan, Board Member Fremier and Board Member Cumins

2a. [23-0461](#) Minutes of the February 27, 2023 Meeting

Action: Board Approval

Attachments: [02_Minutes of the February 27, 2023 CEB Meeting](#)

3. Approval

3a. [23-0462](#) Clipper® Contract Approval -Software Design to Support Third Party Integrations into the Next-Generation Clipper® (C2) System: Trapeze Software Group (\$1,069,523)

Action: Board Approval

Presenter: Maureen Devlin

Attachments: [3a_Contract Action Trapeze for C2 Paratransit Integration](#)

Upon the motion by Board Member Gonot and seconded by Board Member Mulligan, Clipper® Contract Approval –Software Design to Support Third Party Integrations into the Next -Generation Clipper® (C2) System: Trapeze Software Group (\$1,069,523) was unanimously approved. The motion carried by the following vote:

Aye: 9 - Board Member Mulligan, Board Member Hursh, Chair Powers, Board Member Tumlin, Board Member Gonot, Board Member Churchill, Board Member Chan, Board Member Fremier and Board Member Cumins

3b. [23-0464](#) Clipper® Contract - Regional Transit Connection (RTC) Operations:
TransSIGHT LLC (\$1,565,250)

Request for approval of a contract with TransSIGHT for eligibility verification and customer service for the Regional Transit Connection (RTC) program in an amount not to exceed \$1,565,250

Action: Board Approval

Presenter: Alison Edwards

Attachments: [3b Regional Transit Connection \(RTC\) Operations](#)

[3bi Clipper Contract – Reg. Transit Connection \(RTC\) Operations:
TransSIGHT](#)

Upon the motion by Board Member Cumins and seconded by Board Member Tumlin, Clipper® Contract – Regional Transit Connection (RTC) Operations: TransSIGHT (\$1,565,250) was unanimously approved. The motion carried by the following vote:

Aye: 9 - Board Member Mulligan, Board Member Hursh, Chair Powers, Board Member Tumlin, Board Member Gonot, Board Member Churchill, Board Member Chan, Board Member Fremier and Board Member Cumins

3c. [23-0463](#) Clipper® Unregistered Inactive Funds Disbursement (\$4,000,000)

Request Board approval of a resumption of disbursements of money, representing balances on unregistered inactive Clipper cards, from the Clipper Float Account toward application of Clipper program operating expenses -- in this specific instance, \$4,000,000 for the FY 23/24 Clipper Operating Budget

Action: Board Approval

Presenter: David Weir

Attachments: [Clipper® Unregistered Inactive Funds Disbursement \(\\$4,000,000\)](#)

The following individuals spoke on this Item:

Aleta Dupree.

Upon the motion by Board Member Hursh and seconded by Board Member Fremier, Clipper® Unregistered Inactive Funds Disbursement (\$4,000,000) was unanimously approved. The motion carried by the following vote:

Aye: 9 - Board Member Mulligan, Board Member Hursh, Chair Powers, Board Member Tumlin, Board Member Gonot, Board Member Churchill, Board Member Chan, Board Member Fremier and Board Member Cumins

4. Information

4a. [23-0465](#) Clipper® Schedule, Implementation, and Deployment Update

Update on key developments related to the Next Generation Clipper System (C2)

Action: Information

Presenter: Jason Weinstein

Attachments: [4a Clipper Schedule and Implementation](#)

[4ai CEB Status Report 2023-03-27](#)

[4aii Clipper Next Generation Equipment Pilot Installation Pictures](#)

The following individuals spoke on this Item:
Adina Levin.

4b. [23-0466](#) Current Clipper® Operations and Performance Update

Update on current Clipper system operations and performance; Clipper staff last updated the Clipper Executive Board (CEB) on the ongoing work and projects related to the current Clipper system at the February 2023 meeting

Action: Information

Presenter: Jason Weinstein

Attachments: [4b Current Clipper Operations and Performance Update](#)

[4bi February Clipper Data Clipper Executive Board](#)

The following individuals spoke on this Item:
Aleta Dupree.

5. Executive Director's Report-Kuester

6. Public Comment / Other Business

The following individuals spoke on this Item:
Aleta Dupree.

7. Adjournment / Next Meeting

The next meeting of the Clipper® Executive Board will be held Monday, April 24, 2023 at the Bay Area Metro Center, 375 Beale Street, San Francisco, CA. Any changes to the schedule will be duly noticed to the public.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 23-0607 **Version:** 1 **Name:**

Type: Report **Status:** Committee Approval

File created: 4/12/2023 **In control:** Clipper Executive Board

On agenda: 4/24/2023 **Final action:**

Title: Contract Amendment for Moore Iacofano Goltsman Inc. (\$2,700,000)

An amendment to add funds to Moore Iacofano Goltsman Inc.'s contract for the purpose of customer education and marketing for Clipper, particularly the Next Generation Clipper System, and the Clipper START program.

Sponsors:

Indexes:

Code sections:

Attachments: [3a Contract Amendment for Moore Iacofano Goltsman Inc.](#)

Date	Ver.	Action By	Action	Result
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Subject:

Contract Amendment for Moore Iacofano Goltsman Inc. (\$2,700,000)

An amendment to add funds to Moore Iacofano Goltsman Inc.'s contract for the purpose of customer education and marketing for Clipper, particularly the Next Generation Clipper System, and the Clipper START program.

Presenter:

Lysa Hale

Recommended Action:

Board Approval

Attachments:

Clipper® Executive Board

April 24, 2023

Agenda Item 3a

Contract Amendment for Moore Iacofano Goltsman Inc. (\$2,700,000)

Subject:

An amendment to add funds to Moore Iacofano Goltsman Inc.'s contract for the purpose of customer education and marketing for the Next Generation Clipper System and Clipper START.

Background:

MTC annually contracts with a customer education firm to produce materials, manage the Clipper website, produce signage, manage Clipper social media, conduct ambassador outreach, conduct customer research, develop and implement customer education and marketing plans, and conduct Clipper START marketing, among other tasks. The current contract for this work is expiring June 30, 2023.

For the coming fiscal, in addition to regular ongoing tasks, we anticipate the following specific tasks for the customer education contractor:

- Development and implementation of new web content, emails, social media and advertising to educate current customers about the changes in Clipper with the Next Generation System
- Development and distribution of training materials for the operator marketing and customer service staff to remind them of changes in Clipper (this can be extended to other staff as well)
- Development and distribution of customer education materials transit operators can use to educate their customers
- Presentations to advisory committees and other groups as needed
- Continued marketing of Clipper mobile payment including ambassador outreach as needed
- Biennial Clipper customer and non-customer research, including surveys, focus groups, individual interviews and other qualitative methods

In addition, the contractor will be conducting all marketing for the Clipper START program, including developing creative, purchasing media and placing ads through a variety of methods.

This work will also include an equity review to ensure that all marketing materials and tactics are consistent with MTC's equity platform.

In 2022, MTC selected Moore Iacofano Goltsman Inc. through a mini procurement process for a new contractor after issuing a Request for Proposals to nine firms who had qualified for MTC's 2020 Electronic Payments Consultant Assistance Bench. Their contract was approved by the Clipper Executive Board and MTC's Operations Committee.

Issues:

None identified.

Recommendation:

Staff recommends that the Board approve a contract amendment with Moore Iacofano Goltsman Inc. in an amount not to exceed \$2,700,000 and to extend the contract period to June 30, 2024, to provide customer education and marketing for Clipper, particularly the Next Generation Clipper System, and the Clipper START program as described above.

Attachments:

None.



Carol Kuester

Request for Board Approval

Summary of Proposed Contract Amendment

Contractor: Moore Iacofano Goltsman Inc.
Berkeley, CA

Work Project Title: Clipper Customer Education and Marketing

Purpose of Project: To provide customer education and marketing for Clipper and associated programs

Brief Scope of Work: Provide advertising, material development, social media management, research, presentations, training, ambassador outreach and other tasks for the Next Generation Clipper System and Clipper START as needed

Project Cost Not to Exceed: \$2,700,000

Funding Source: SB1 State of Good Repair, Clipper Card Fee Account, Clipper Float Account, Clipper Inactive Card Funds, Regional Measure 2 Marketing, Regional Measure 2 Operating, State Transit Assistance, Low Carbon Transit Operations Program

Fiscal Impact: Funds for FY 2023/24 subject to agency budget approval

Motion by Board: That a contract amendment with Moore Iacofano Goltsman Inc. for the purposes described above and in the Clipper Executive Director's summary sheet dated April 24, 2023, is hereby approved by the Clipper Executive Board.

Clipper Executive Board:

Robert Powers, Chair

Approved: April 24, 2023



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 23-0562 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 4/4/2023 **In control:** Clipper Executive Board

On agenda: 4/24/2023 **Final action:**

Title: Clipper® Schedule, Implementation, and Deployment Update

Update on key developments related to the Next Generation Clipper System (C2)

Sponsors:

Indexes:

Code sections:

Attachments: [4a Clipper Schedule and Implementation Update](#)
[4ai Executive Summary Status Report – April 24, 2023](#)
[4aii Clipper Next Generation Equipment Pilot Installation Pictures](#)

Date	Ver.	Action By	Action	Result
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Subject:
 Clipper® Schedule, Implementation, and Deployment Update

Update on key developments related to the Next Generation Clipper System (C2)

Presenter:
 Jason Weinstein

Recommended Action:
 Information

Attachments:

Clipper® Executive Board

April 24, 2023

Agenda Item 4a

Clipper® Schedule, Implementation, and Deployment Update

Subject:

Update on key developments related to the implementation of the current and Next Generation Clipper System (C2)

Background:

Next Generation Project Schedule

Our current schedule (see top of Attachment A) shows the work remaining in two workstreams:

- Equipment Installation, and
- Account-based System Implementation, which consists of System Testing (shown in light-blue, as this is non-customer facing), a pre-Transition pilot test that will include public participants, and concluding with transition of all customers to the new Account-based system and break out the Account-based System Testing, Transition Pilot Test, and Customer Transition.

Cubic's schedule submitted in March is consistent with Attachment A. MTC has approved the submitted schedule and directed Cubic to proceed according to that schedule pending execution of a future Change Order to true up the milestone dates in the contract. Based on our assessment of the remaining work, we are projecting that on-board equipment installation will be complete in early 2024 and that Customer Transition will start in the summer of 2024. This date is when we expect to have the new Clipper back-office system fully operational, all new equipment installed across 22 transit agencies in the Bay Area, and ancillary equipment such as handheld fare inspection devices and retail sales devices ready for operations. MTC is currently reviewing Cubic's April schedule submittal for discussion in May.

Next Generation Schedule Risk

Risk assessment, mitigation and management are critical to project success. The project team reviews the risks to C2 each month and staff will list the top/key risks based on our current assessment in this section each month to keep the Board apprised:

- Completion of all of business rules updates around the Fare Integration Task Force modifications allowing for end-to-end testing of the entire system with all new transfer rules prior to Customer Transition.
- Completion of all hardware installation at all locations.
- Coordination of the various project components and the timing to “land on a dime” with multiple contractors for the various parts of the system. (e.g. working with the customer service and fare media contractors, transit agency vendors for components like ticket machines and computer-aided dispatch / automatic vehicle location CAD/AVL systems, as well as training transit agency staff)

Next Generation Implementation

Included as Attachment A to this memorandum is a summary of recently completed activities related to delivering C2, upcoming activities and deliverables for MTC, Cubic Transportation Systems, and the transit operators, and other noteworthy items managed by the project team.

Next Generation Deployment

Clipper reader installation at rail and ferry stations are complete at AC Transit, Caltrain, SMART, VTA and WETA; installations at GGF (9 SAVs) and SFMTA (4 SAVs) are expected to be completed in the near future. Onboard Clipper reader installations are completed at Santa Rosa CityBus and Petaluma Transit, a handful of buses remain to be installed at SamTrans, SFMTA is 70% complete, fleetwide install began at VTA in early March, and installations are beginning with Napa and Soltrans in the near future. Clipper retail sales devices are being replaced with their Next Generation counterparts at Bay Area Walgreens, Whole Foods and local retailers. Included as Attachment B to this memorandum is a presentation showing recent pictures of Next Generation Clipper device installations.

Issues:

None identified.

Recommendations:

Information

Attachments:

- Attachment A: Next Generation Clipper Program Executive Summary Status Report
- Attachment B: Clipper Next Generation Equipment Pilot Installation Pictures

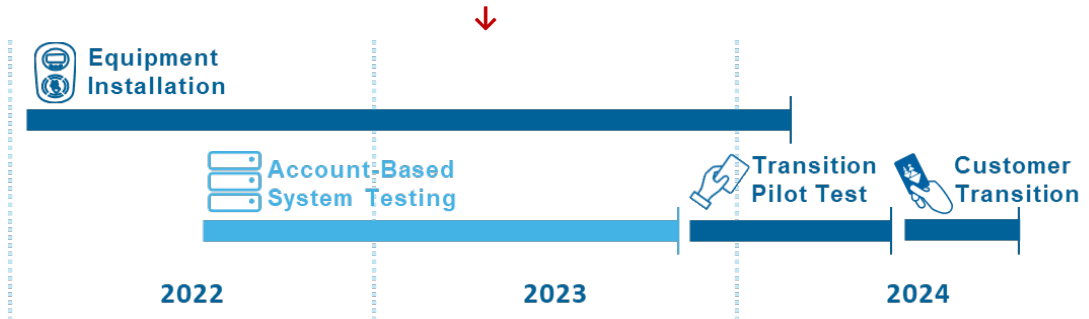


Carol Kuester



Next Generation Clipper Program

Executive Summary Status Report – April 24, 2023



Summary

- Regionwide installation of onboard validators and retail sales devices continues. Pilot testing of operator control unit (OCU) and remaining onboard validator integration options continues.
- Account-based System Demonstration Testing (SDT) and User Acceptance Testing (UAT) continue. System Integration Test (SIT) procedure review underway.
- Technical and planning discussions continue with operators on various topics, including new device installation, BART and Muni equipment, paratransit/third-party integration, and Account-based fare rules.
- Joint coordination meetings ongoing between MTC and C2 Contractors Cubic (System Integrator), WSP (Customer Service Center), and Fiserv (Payment Services).
- Request for Qualifications (RFQ) for Limited Use Fare Ticket Suppliers in development.

Recently Completed Activities

	MTC/IBI	Cubic	Operators	Date
• New Devices:				
o Regionwide installation (cont'd.)	●	●	●	ongoing
• Account-based System Testing:				
o SDT witnessing for Customer Website	●	●	●	Mar 28
o SDT witnessing for Mobile App	●	●	●	Apr 12
o SIT procedure review	●		●	ongoing
• Account-based Documentation:				
o Initial submittal of Operations and Maintenance Documents		●		Apr 12

Upcoming Activities/Deliverables

	MTC/IBI	Cubic	Operators	Date
• New Devices:				
o Pilot installation/testing (cont'd.)	●	●	●	Apr–May
o BART fare gate test/pilot	●	●	●	Apr–May
• Customer Service Center System Testing:				
o SIT Phase 1 demonstration	●			Apr 28
• Account-based System Testing:				
o User Acceptance Testing (cont'd.)	●	●	●	Apr–Jun
o System Demonstration Testing (cont'd.)	●	●	●	Apr–May
o System Integration Testing	●	●	●	Apr–Jun
• Account-based Documentation:				
o Initial review of Operations and Maintenance Documents	●		●	Apr–May
• Clipper Executive Board Meeting	●		●	May 22



Clipper® Next Generation Equipment Pilot Installation Pictures

Clipper Executive Board

April 24, 2023

SolTrans On Board Validator Installation



VTA Onboard Validator Installation





Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 23-0563 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 4/4/2023 **In control:** Clipper Executive Board

On agenda: 4/24/2023 **Final action:**

Title: Current Clipper® Operations and Performance Update

Update on current Clipper System operations and performance; Clipper staff last updated the Clipper Executive Board (CEB) on the ongoing work and projects related to the current Clipper system at the March 2023 meeting

Sponsors:

Indexes:

Code sections:

Attachments: [4b Current Clipper Operations and Performance Update](#)
[4bi March Clipper Data Clipper Executive Board](#)

Date	Ver.	Action By	Action	Result
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Subject:

Current Clipper® Operations and Performance Update

Update on current Clipper System operations and performance; Clipper staff last updated the Clipper Executive Board (CEB) on the ongoing work and projects related to the current Clipper system at the March 2023 meeting

Presenter:

Jason Weinstein

Recommended Action:

Information

Attachments:

Clipper® Executive Board

April 24, 2023

Agenda Item 4b

Current Clipper® Operations and Performance Update

Subject:

Update on current Clipper system operations and performance; Clipper staff last updated the Clipper Executive Board (CEB) on the ongoing work and projects related to the current Clipper system at the Board's March 2023 meeting.

Background:

Transaction and Sales

In March 2023, Clipper processed over 11 million transactions and settled just over \$27 million in revenue.

Clipper Mobile Card Creation and Usage

- Over 418,000 plastic cards have been transferred to mobile wallets, and nearly 1.1 million new mobile cards have been created since program launch.
- Customers have now taken almost 33 million trips using Clipper mobile cards. This represents about 17% of the total trips taken with Clipper since the mid-April 2021 launch. This percentage continues to increase, and, for the month of March 2023 alone, around 25% of Clipper trips were taken using a mobile card.

Clipper START Card Issuance and Usage

- Over 21,300 applications have been submitted through March 2023, with nearly 19,000 approved.
- As of March 2023, just under 14,000 unique Clipper START cards have been used.
- Of the over 1,800,000 Clipper START trips taken since the program launched, over 285,000 were taken using a mobile Clipper card. This represents around 15% of Clipper START trips.

Customer Service Update

- Total CSRs taking calls: 38
- Total CSRs: 38 (0 CSRs on leave or in training)

- Clipper Customer Service Center is continuing to meet all established key performance indicators (KPIs)

Quarterly Fare Change Deadline

- Fare changes and updates are scheduled to occur quarterly to limit demands on development and testing resources as work continues porting current Clipper business rules to Next Generation Clipper devices and developing the Next Generation Account-based system.
- The deadline for requesting fare changes for September 1, 2023 is Thursday, June 1, 2023.

Issues:

None identified.

Recommendations:

Information.

Attachments:

- Attachment A: Clipper System Transaction and Revenue & Mobile App Performance and Usage Charts and Figures



Carol Kuester



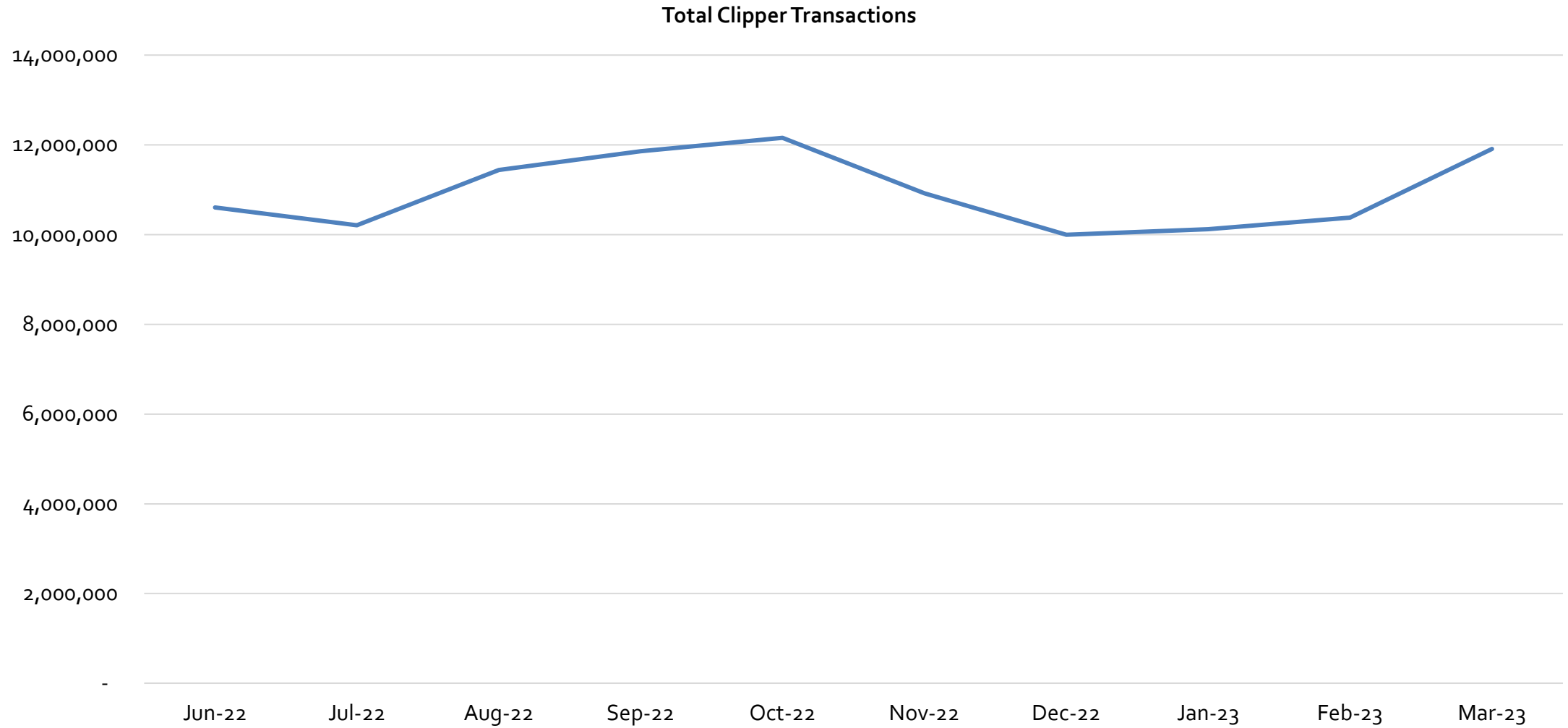
Clipper® System Transactions, Revenue, and Mobile Card Usage

Charts and Figures

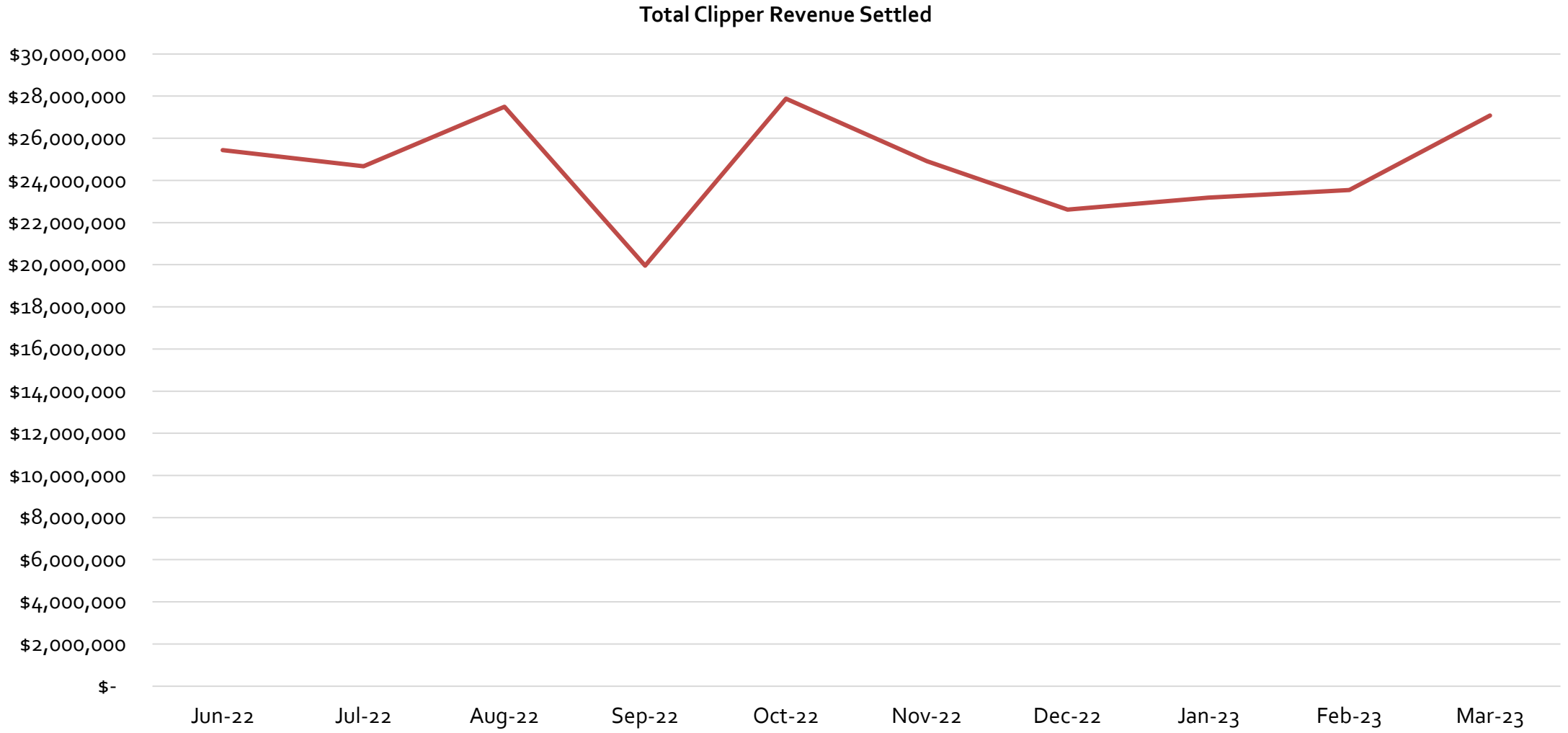
Clipper Executive Board

April 24, 2023

Total Clipper Transactions by Month



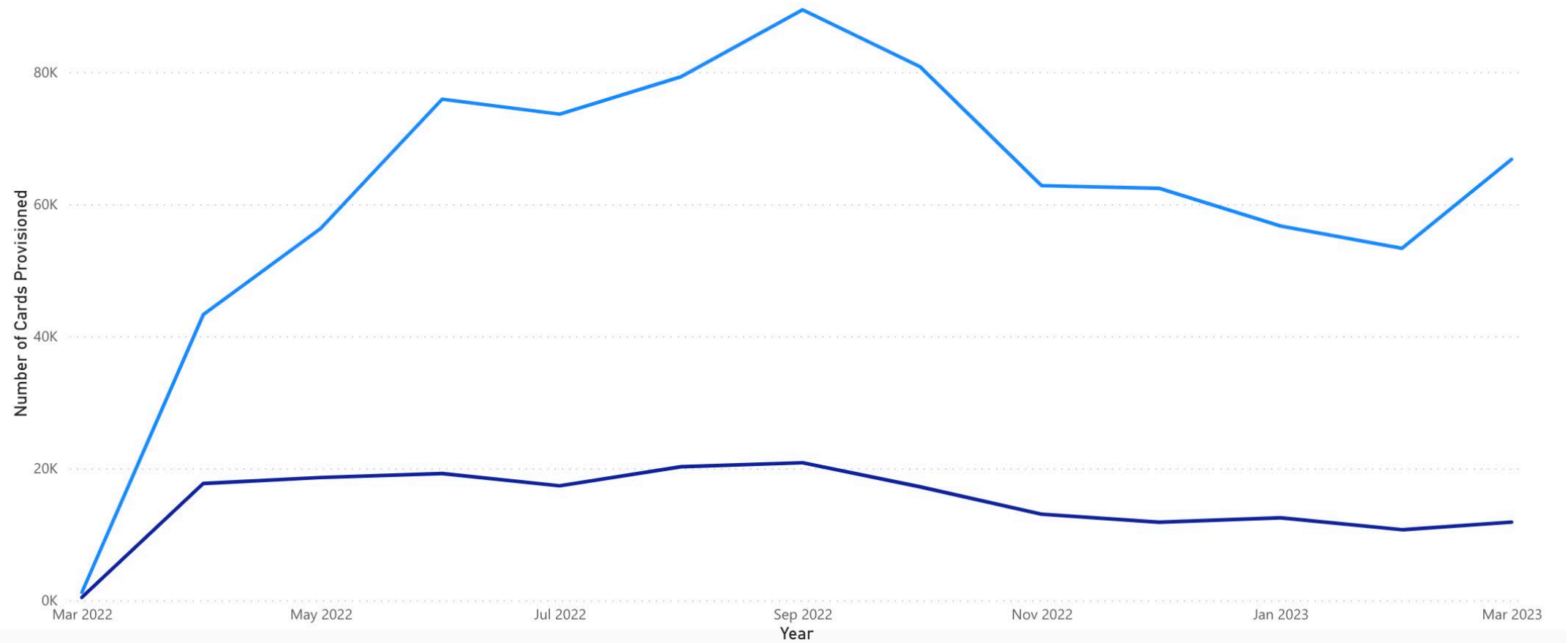
Total Clipper Revenue Settled by Month



Mobile Cards Provisioned by Month and Transaction Type

Number of Cards Provisioned by Year, Month and Transaction Type

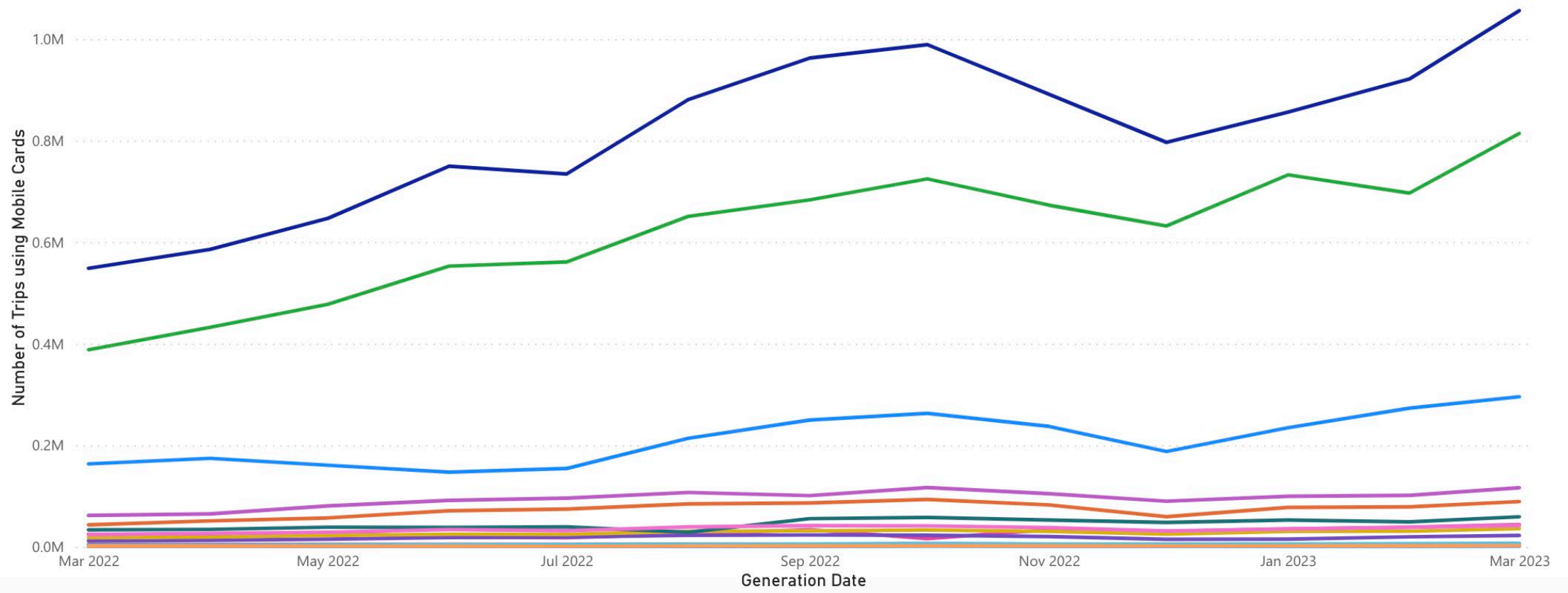
Transaction Type ● New Card Issue ● Physical to Mobile Migration



Trips Made with Mobile Cards by Date and Operator

Number of Trips made with Mobile Cards by Generation Date and Operator Name

Operator Name AC Transit BART Caltrain Corridor 101 East Bay Golden Gate Ferry Golden Gate Transit Napa Solano SamTrans SF Muni SMART Sonoma Union City VTA WETA



Mobile Card Trips, Clipper Trips, and Percent Mobile Card Trips by Operator since Mobile Launch & in March 2023

Since April 2021 Launch

Operator Name	Number of Trips using Mobile Cards	Number of Clipper Trips	Percent Mobile Card Trips
AC Transit	3,608,990	24,948,035	14.47%
BART	13,520,849	73,049,836	18.51%
Caltrain	1,179,101	4,009,582	29.41%
Corridor 101	38,671	215,145	17.97%
East Bay	473,074	3,105,764	15.23%
Golden Gate Ferry	280,659	1,296,204	21.65%
Golden Gate Transit	455,571	1,816,458	25.08%
Napa Solano	88,164	519,283	16.98%
SamTrans	784,454	6,250,813	12.55%
SF Muni	10,365,218	61,680,853	16.80%
SMART	75,723	540,813	14.00%
Sonoma	15,389	74,784	20.58%
Union City	30,495	240,645	12.67%
VTA	1,502,180	13,705,092	10.96%
WETA	552,552	1,722,600	32.08%
Total	32,971,090	193,175,907	17.07%

March 2023

Operator Name	Number of Trips using Mobile Cards	Number of Clipper Trips	Percent Mobile Card Trips
AC Transit	295,731	1,421,719	20.80%
BART	1,056,016	3,961,757	26.66%
Caltrain	89,223	225,562	39.56%
Corridor 101	2,945	14,830	19.86%
East Bay	43,869	194,752	22.53%
Golden Gate Ferry	22,459	68,891	32.60%
Golden Gate Transit	36,166	100,541	35.97%
Napa Solano	6,408	26,609	24.08%
SamTrans	59,303	324,406	18.28%
SF Muni	814,149	3,156,609	25.79%
SMART	6,393	33,099	19.31%
Sonoma	1,400	6,132	22.83%
Union City	2,630	14,527	18.10%
VTA	116,475	734,965	15.85%
WETA	42,388	99,210	42.73%
Total	2,595,555	10,383,609	25.00%

Clipper® Fact of the Month

+72%

YEAR OVER YEAR INCREASE IN % OF REVENUE VIA MOBILE SALES (MARCH 2023)

% of Revenue via TVM/AVMs and Retailers decreased 18% and 21% respectively over the same period





Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 23-0577 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 4/6/2023 **In control:** Clipper Executive Board

On agenda: 4/24/2023 **Final action:**

Title: Draft Clipper® Two Year Budget and Work Plan

Draft Clipper budget and work plan for Fiscal Years (FY) 2023-2024 and 2024-2025 for Executive Board review and discussion.

Sponsors:

Indexes:

Code sections:

Attachments: [4c Clipper Two Year Budget](#)
[4ci Operating Revenue and Budget](#)
[4cii Capital Revenue and Budget](#)

Date	Ver.	Action By	Action	Result
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Subject:
Draft Clipper® Two Year Budget and Work Plan

Draft Clipper budget and work plan for Fiscal Years (FY) 2023-2024 and 2024-2025 for Executive Board review and discussion.

Presenter:
Edward Meng

Recommended Action:
Information

Attachments:

Clipper® Executive Board

April 10, 2023

Agenda Item 4c

Draft Clipper® Two Year Budget and Work Plan

Subject:

The Clipper budget and work plan for Fiscal Years (FYs) 2023-24 and 2024-25 for the Executive Board's review and discussion.

Background:

Under the Memorandum of Understanding, the Executive Board reviews and adopts a biennial Clipper budget. The budget is intended to provide an understanding of the scope and size of major expense categories, proposed funding plan, and overall summary of Clipper program work elements. The budget is updated annually and includes both current Clipper system and next-generation Clipper system costs, as well as costs to operate, maintain, and implement the overall Clipper program, including staffing, customer education and marketing, and estimated costs from other next-generation Clipper procurements.

Attached for your review are the Clipper Draft Operating Budget (Attachment A) and the Clipper Draft Capital Budget (Attachment B) with FYs 2023-24 and 2024-25 bordered in red, along with estimated projections of both the Operating and Capital Budget to FY 2027-28.

Details of the Clipper Two Year Operating and Capital Budget are highlighted in the Attachments, and include:

1. Full parallel operations of the C1 card-based system and the C2 account-based system as the Contractor is expected to achieve the Revenue Ready contractual milestone in FY23-24 (Items 3, 4, 12, and 13 of Attachment A);
2. The inclusion of around \$200,000 at transit agency staff request in this year's Operating budget to fund lost or foregone fare revenue as a result of operational errors under the C1 contract (Item 8 of Attachment A);
3. An increase in expected expenses for Customer Education, Outreach, and Marketing contracts to support preparation for the public launch of Clipper 2.0 at the end of FY23-24 (Item 10 of Attachment A);

4. The inclusion of around \$7M in inactive unregistered funds to cover program expenses, as discussed with the Clipper Executive Board at its March 2023 Board meeting (Item 25 of Attachment A);
5. The inclusion of \$6M in Low Carbon Transit Operation Program (LCTOP) funding from the State's Cap and Trade program (Item 28 of Attachment A). Clipper staff met with Caltrans to discuss using LCTOP funds to fund Clipper Operations as the program transitions from a card-based to an account-based system, noting that Clipper is the primary platform to delivering many benefits and discounts to transit riders, including Clipper START, reduced and no-cost inter-operator transfers, fare-capping and accumulators, and other public-facing benefits;
6. A continuation of the capital work required to design, test, and ultimately rollout the account-based program, with cost of the system staying consistent but with payment milestones noted in the fiscal years that the Contractor is expected to achieve these milestones based on its last schedule submittal; and
7. The full inclusion of Regional Measure 3 (RM3) funds, which has no impact on the Clipper budget, as Clipper staff had already worked with MTC's funding group to secure outside funds. The Clipper program signed a letter of no prejudice to use RM3 funds to replenish the secondary source of funds (OBAG3) needed by the program when the outcome of RM3 legislation was unclear (Items 13 and 14 of Attachment B).

Overall, largely with the federal Coronavirus Aid, Relief, and Economic Security Act funds, the Clipper program was able to stay operational and funded over the duration of the Coronavirus emergency, and because of funding secured by the Clipper team through the State (STA, Senate Bill 1 State of Good Repair, and LCTOP), the program appears stable over the next several fiscal years.

MTC and transit operator staff will continue to work together to update the operating and capital budgets and plan to return to the Clipper Executive Board next month to obtain approval for the Clipper Two Year Budget and Work Plan. Staff will also plan to update the Board six months after the approval of the Clipper Budgets on how expected costs align with actual costs.

Issues:

None identified.

Recommendations:

Information

Attachments:

- Attachment A: Clipper Draft Operating Budget – April 10, 2023
- Attachment B: Clipper Draft Capital Budget – April 10, 2023



Carol Kuester

DRAFT CLIPPER® OPERATING BUDGET - APRIL 10, 2023

Item No.	Descriptions	Current FY 22/23 (\$M)	FY 23/24 (\$M)	FY 24/25 (\$M)	FY 25/26 (\$M)	FY 26/27 (\$M)	FY 27/28 (\$M)	Total FY 23/24 - FY 27/28
MTC Operating Costs								
1	MTC Staff - Current Clipper Operating	0.6	0.8	0.0	0.0	0.0	0.0	1.4
2	MTC Staff - Next Gen Clipper Operating	1.0	1.3	2.2	2.3	2.4	2.6	9.2
3	Current Clipper Operating Costs - MTC	13.0	14.7	0.3	0.0	0.0	0.0	28.0
4	Next Gen Clipper SI Operating Costs - MTC	2.1	10.9	8.7	9.6	9.9	10.2	41.2
5	Next Gen Clipper CSC Operating Costs - MTC	0.0	0.6	0.6	0.6	0.7	0.7	2.5
6	Next Gen Clipper Fare Media Operating Costs - MTC	0.0	1.2	1.2	1.3	1.3	1.4	5.0
7	Mobile App Fees - MTC	1.0	1.5	1.0	1.0	1.0	2.0	5.5
8	Clipper Operations - Misc.	0.3	0.6	0.6	0.7	0.7	0.7	2.9
9	In Person Customer Service Centers	1.1	1.1	1.2	1.2	1.3	1.3	5.8
10	Customer Education Program	2.1	2.6	2.7	2.9	3.0	3.2	13.3
11	<i>Subtotal MTC expenses</i>	21.2	35.3	18.5	19.6	20.3	22.0	114.9
Transit Agency Operating Costs								
12	Current Clipper Operating Costs - Transit Agencies	12.5	14.7	0.5	0.0	0.0	1.0	27.7
13	Next Gen Clipper SI Operating Costs - Transit Agencies	2.1	10.9	8.7	9.6	9.9	10.2	41.2
14	Next Gen Clipper CSC Operating Costs - Transit Agencies	0.0	0.6	0.6	0.6	0.7	0.7	2.5
15	Next Gen Clipper Payment Services Operating Costs -Transit Agencies	0.5	2.2	2.3	2.3	2.4	2.5	9.7
16	Retail Commissions	1.3	1.8	1.8	1.9	2.0	3.0	8.8
17	RTC Program	0.5	0.6	0.6	0.6	0.6	1.6	2.9
18	<i>Subtotal Transit Agency expenses</i>	16.9	30.8	14.5	15.1	15.6	19.0	92.8
19	Total Operating Costs (MTC+Transit)	38.1	66.1	33.0	34.6	35.8	41.0	207.7
MTC Operating Revenues								
20	Total STA Revenues	7.5	7.7	7.8	8.0	8.0	8.0	39.0
21	Regional Measure 2 (RM2) ¹	5.0	6.3	4.8	4.8	4.8	4.8	25.7
22	CARES Act	0.0	0.1	0.0	0.0	0.0	0.0	0.1
23	STA Reserve	2.5	0.0	0.0	0.0	0.0	0.0	2.5
24	Card and Fare Media Fees	0.7	2.8	1.2	1.3	1.3	1.4	7.3
25	Unregistered Inactive Funds	0.0	7.0	0.0	0.0	0.0	0.0	7.0
26	Float Account Interest	0.0	0.6	0.0	1.2	1.2	1.2	3.0
27	State of Good Repair (SB1) ²	2.1	5.0	0.0	0.0	0.0	0.0	7.1
28	Low Carbon Transit Operations Program (LCTOP)	0.0	6.1	6.0	6.0	0.0	0.0	
29	Transit Agency Revenue	16.9	30.8	14.5	15.1	15.6	19.0	92.8
30	Total Operating Revenue	34.7	66.4	34.3	36.3	30.9	34.3	202.6
31	Net Operating Budget	0.2	0.4	1.8	3.5	(1.5)	(8.2)	

¹ Contingent upon availability and MTC Commission Approval

² Used for Next-Gen Clipper Operating Startup Costs

DRAFT CLIPPER® CAPITAL BUDGET - APRIL 10, 2023

Item No.	Description	Current FY 22/23 (\$M)	FY 23/24 (\$M)	FY 24/25 (\$M)	FY 25/26 (\$M)	FY 26/27 (\$M)	FY 27/28 (\$M)	5 YEAR TOTAL - FY 23/24 - 27/28 (\$M)
Capital Costs								
1	MTC Staff	\$3.4	\$3.6	\$3.7	\$3.9	\$4.1	\$4.3	\$19.7
2	Current Clipper Cards & Fare Media	\$2.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
3	Next Gen Clipper Cards & Fare Media	\$0.5	\$3.0	\$2.0	\$2.0	\$1.0	\$1.0	\$9.0
4	Consultants	\$2.2	\$2.3	\$2.0	\$1.5	\$1.5	\$1.5	\$8.8
5	System Integrator Contract	\$30.8	\$6.1	\$0.0	\$0.0	\$0.0	\$0.0	\$6.1
6	Next Gen Clipper Equipment	\$37.9	\$23.8	\$0.0	\$0.0	\$0.0	\$0.0	\$23.8
7	Operator Paratransit Integration	\$0.0	\$2.2	\$0.0	\$0.0	\$0.0	\$0.0	\$2.2
8	TR4 Integration and Open Payment Deployment	\$1.6	\$1.4	\$0.0	\$0.0	\$0.0	\$0.0	\$1.4
9	Customer Service Center / Fare Media	\$0.0	\$6.8	\$0.0	\$1.0	\$1.0	\$1.0	\$9.8
10	RTC Enhancements and Support	\$0.0	\$1.1	\$0.0	\$0.0	\$0.0	\$0.0	\$1.1
11	System Enhancements and Infrastructure Replacement	\$0.0	\$1.0	\$6.0	\$5.0	\$5.0	\$5.0	\$22.0
12	Total Expenses	\$78.4	\$51.2	\$13.7	\$13.4	\$12.6	\$12.8	\$103.9
Capital Revenue								
13	OBAG3	\$30.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
14	RM3	\$0.0	\$9.6	\$10.4	\$0.0	\$0.0	\$0.0	\$20.0
15	SGR	\$10.3	\$11.5	\$0.0	\$0.0	\$0.0	\$0.0	\$11.5
16	Fare Media and Card Fee Revenue	\$4.0	\$6.3	\$1.0	\$1.0	\$1.0	\$1.0	\$10.3
17	STA	\$0.0	\$2.2	\$0.0	\$0.0	\$0.0	\$0.0	\$2.2
18	Total Annual Revenue	\$44.3	\$29.6	\$11.4	\$1.0	\$1.0	\$1.0	\$44.0
19	Capital Carry Forward (prior years)	\$71.1						
20	Cumulative Surplus/Deficit	\$37.0	\$15.3	\$13.0	\$0.5	(\$11.1)	(\$23.0)	