

# Meeting Agenda

## Fare Integration Task Force

*Members:*

*Michael Hursh, Chair Denis Mulligan, Vice Chair*

*April Chan, Michelle Bouchard, Bill Churchill, Eddy Cumins,  
Andrew B. Fremier, Carolyn M. Gonot, Daryl Halls, Kate Miller,  
Robert Powers, Jeffrey Tumlin, and Christy Wegener*

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Monday, June 26, 2023

12:45 PM

Board Room - 1st Floor

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This meeting shall consist of a simultaneous teleconference call at the following location(s):  
NVRTA's office, JoAnn Busenbark Boardroom, 625 Burnell Street, Napa CA 94559

Meeting attendees may opt to attend in person for public comment and observation at:  
Bay Area Metro Center, 375 Beale Street, Board Room (1st Floor).

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.

In-person attendees must adhere to posted public health protocols while in the building. The meeting webcast will be available at  
<https://mtc.ca.gov/whats-happening/meetings/live-webcasts>.

Members of the public are encouraged to participate remotely via Zoom at the following link or phone number.

Attendee Link: <https://bayareametro.zoom.us/j/82057040675>

iPhone One-Tap: +13462487799,,82057040675# US (Houston)  
+12532158782,,82057040675# US (Tacoma)

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)

Webinar ID: 820 5704 0675

International numbers available: <https://bayareametro.zoom.us/j/82057040675>

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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](mailto: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 (7).*

## 2. Chair Introduction / Remarks-Hursh

## 3. Consent Calendar

- 3a. [23-0599](#) Approval of the Minutes from the April 24, 2023 Meeting

**Action:** Approval

**Attachments:** [3a Minutes from the April 24, 2023 Meeting](#)

## 4. Information

- 4a. [23-0600](#) Clipper® BayPass Pilot Phase 2 Updates

Staff will provide an update on the implementation of the Clipper BayPass pilot with employers, including an overview of a proposed participation agreement between transit operators and MTC to codify pilot mechanics.

**Action:** Information

**Presenter:** Ryan Reeves (BART) and Michael Eiseman (BART)

**Attachments:** [4a Clipper® BayPass Pilot Phase 2 Updates](#)

[4ai Clipper® BayPass Update Presentation](#)

[4aii Joint Comment Letter](#)

## 5. Public Comment / Other Business

*Task Force 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.*

## 6. Adjournment / Next Meeting

**The next meeting of the Fare Integration Task Force will be held at a time and location to be duly noticed.**

**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](http://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.

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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)

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**File #:** 23-0599      **Version:** 1      **Name:**  
**Type:** Minutes      **Status:** Consent  
**File created:** 4/11/2023      **In control:** Fare Integration Task Force  
**On agenda:** 5/22/2023      **Final action:**  
**Title:** Approval of the Minutes from the April 24, 2023 Meeting  
**Sponsors:**  
**Indexes:**  
**Code sections:**  
**Attachments:** [3a Minutes from the April 24, 2023 Meeting](#)

Date	Ver.	Action By	Action	Result
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**Subject:**  
Approval of the Minutes from the April 24, 2023 Meeting

**Recommended Action:**  
Approval

**Attachments:**

## Meeting Minutes - Draft

### Fare Integration Task Force

*Members:*

*Michael Hursh, Chair Denis Mulligan, Vice Chair*

*April Chan, Michelle Bouchard, Bill Churchill, Eddy Cumins,  
Andrew B. Fremier, Carolyn M. Gonot, Daryl Halls, Kate Miller,  
Robert Powers, Jeffrey Tumlin, and Christy Wegener*

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Monday, April 24, 2023

12:30 PM

Board Room - 1st Floor

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NVRTA's office, JoAnn Busenbark Boardroom, 625 Burnell Street, Napa CA 94559  
STA Office, Mankas Conference Room, 423 Main Street, Suisun City, CA 94585

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

iPhone One-Tap: US:US: +13462487799,,83383502148# or +12532050468,,83383502148#  
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)  
Webinar ID: 833 8350 2148

International numbers available: <https://bayareametro.zoom.us/j/83383502148>

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Heather McKillop acted as a delegate and voting member of the Task Force in place of Member Eddy Cumins. Attendance and Actions noted below as “Cumins” were taken by McKillop.

Alix Bockelman acted as a delegate and voting member of the Task Force in place of Member Andrew Fremier. Attendance and actions noted below as “Fremier” were taken by Bockelman.

Monique Webster acted as a delegate and voting member of the Task Force in place of Member Jeffrey Tumlin. Attendance and actions noted below as “Tumlin” were taken by Webster.

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

- Present:** 11 - Chair Hursh, Task Force Member Halls, Task Force Member Miller, Vice Chair Mulligan, Task Force Member Powers, Task Force Member Tumlin, Task Force Member Bouchard, Task Force Member Wegener, Task Force Member Chan, Task Force Member Fremier, and Task Force Member Cumins
- Absent:** 2 - Task Force Member Gonot, and Task Force Member Churchill

## 2. Chair Introduction / Remarks-Hursh

## 3. Consent Calendar

**Upon the motion by Task Force Member Powers and seconded by Task Force Member Bouchard, the Consent Calendar was unanimously approved. The motion carried by the following vote:**

- Aye:** 11 - Chair Hursh, Task Force Member Halls, Task Force Member Miller, Vice Chair Mulligan, Task Force Member Powers, Task Force Member Tumlin, Task Force Member Bouchard, Task Force Member Wegener, Task Force Member Chan, Task Force Member Fremier and Task Force Member Cumins
- Absent:** 2 - Task Force Member Gonot and Task Force Member Churchill

### 3a. [23-0479](#) Approval of the Minutes from the March 27, 2023 Meeting

**Action:** Approval

**Attachments:** [3a Minutes from the March 27, 2023 Meeting](#)

#### 4. Information

4a. [23-0477](#) Clipper® START Pilot Update

Staff will present evaluation results of the Clipper® START means-based transit fare discount program pilot and proposed recommendations for extending the pilot program beyond the current sunset date of June 2023.

**Action:** Information

**Presenter:** Melanie Choy (MTC) and Judis Santos (MTC)

**Attachments:** [4a 23-0477 Clipper FITF Clipper START Memo](#)  
[4ai 23-0477 Clipper START Presentation](#)

The following individuals spoke on this Item:  
Adena Levin.

4b. [23-0480](#) Clipper® BayPass Pilot Program

Staff will present an update on the Clipper® BayPass Pilot Program including initial findings from Phase 1 of the Pilot now underway at affordable housing communities and educational institutions as well as discuss an approach for Phase 2 of the Pilot targeting other types of employers.

**Action:** Information

**Presenter:** Ryan Reeves (BART) and Terence Lee (MTC)

**Attachments:** [4b 23-0480 Clipper BayPass](#)  
[4bi Clipper BayPass Presentation](#)

The following individuals spoke on this Item:  
Adena Levin, Seamless Bay Area.

#### 5. Public Comment / Other Business

#### 6. Adjournment / Next Meeting

# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

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**File #:** 23-0600      **Version:** 1      **Name:**  
**Type:** Report      **Status:** Informational  
**File created:** 4/11/2023      **In control:** Fare Integration Task Force  
**On agenda:** 5/22/2023      **Final action:**  
**Title:** Cipper® BayPass Pilot Phase 2 Updates

Staff will provide an update on the implementation of the Clipper BayPass pilot with employers, including an overview of a proposed participation agreement between transit operators and MTC to codify pilot mechanics.

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [4a Cipper® BayPass Pilot Phase 2 Updates](#)  
[4ai Cipper® BayPass Update Presentation](#)  
[4aii Joint Comment Letter](#)

Date	Ver.	Action By	Action	Result
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**Subject:**

Cipper® BayPass Pilot Phase 2 Updates

Staff will provide an update on the implementation of the Clipper BayPass pilot with employers, including an overview of a proposed participation agreement between transit operators and MTC to codify pilot mechanics.

**Presenter:**

Ryan Reeves (BART) and Michael Eiseman (BART)

**Recommended Action:**

Information

**Attachments:**



# Clipper® Executive Board Fare Integration Task Force

June 26, 2023

Agenda Item 4a

## Clipper® BayPass Pilot Phase 2 Updates

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### **Subject:**

Staff will provide an update on the implementation of the Clipper BayPass pilot with employers, including an overview of a proposed participation agreement between transit operators and MTC to codify pilot mechanics.

### **Background:**

In November 2021, the Fare Integration Task Force adopted the Fare Policy Vision Statement directing staff to pilot a regional institutional pass product. In August 2022, the first phase of the Clipper® BayPass pilot was launched to pilot an unlimited-use product at four higher education institutions – University of California Berkeley, San Francisco State University, San Jose State University, and Santa Rosa Junior College. A second phase of the pilot has been scoped to include up to 10 employers or institutions. This phase will begin with a limited-scale launch in summer 2023 with up to three institutions and up to 5,000 total individual participants.

A broader launch including up to the remaining seven employers or institutions will follow the execution of a participation agreement with transit operators and MTC. This participation agreement will articulate guiding principles for the pilot, describe program mechanics including revenue distribution strategies, and codify consent to participate in the pilot. A draft agreement has been shared with operator staff and is included with this memo for general feedback. Operators will be asked to sign the agreement at a later date this summer.

### **Recommendations:**

Information item only

### **Attachments:**

- Presentation slides



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Michael Eiseman, Co-Project Manager, BART



## Clipper BayPass Update

Fare Integration Task Force  
June 26, 2023, Agenda Item 4a



# Clipper BayPass



**Unlimited regional transit pass for rides on all bus, rail and ferry services in the Bay Area - anytime, anywhere**



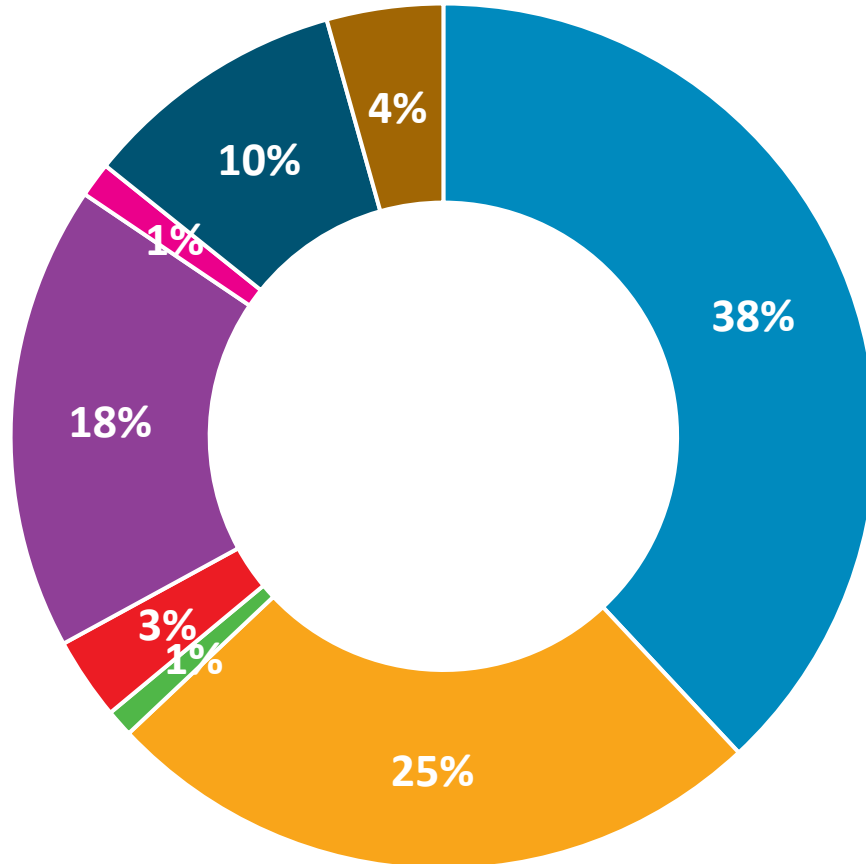
**Phase 1:**  
Pilot with University Students  
and Affordable Housing  
Residents  
*Launched 2022*

**Phase 2:**  
Pilot with Employers,  
Transportation Management  
Associations and Property  
Managers  
*Launching 2023*

# More than 2 Million Trips Taken (Phase 1)



BayPass Trips by Operator



"I can go from school to work to my home without having to worry about refilling my Clipper and counting how much money I've spent on it."

"I really like how convenient it is to have all the public transportation options in one card."

"I love the Clipper BayPass. It makes commuting so much easier and more convenient than using a regular Clipper card."

■ AC Transit ■ BART ■ Caltrain ■ SamTrans ■ SF Muni ■ SMART ■ VTA ■ Other

# Phase 2 – Employer Pass Goals



**Phase 2 of the BayPass program will pilot an unlimited regional transit pass covering all operators**

## **Objectives:**

1. Increase regional transit ridership and improve passenger experience
2. Evaluate the impacts of an all-agency institutional pass on behavior
3. Expand into new models of funding to support transit operator financial sustainability
4. Reduce cost-burden for transit-dependent communities and serve a broader set of employers beyond traditional office workers
5. Support region's climate change and sustainability goals with reduced VMT

# Phase 2 – Context / Goals for Today

**Significant progress on key challenges to date, but additional input is needed to advance pilot**

- New pilot proposals, including a draft Participation Agreement, have been shared with agency staff working group
- Staff discussions ongoing regarding key implementation needs
- **Goal today:** outline remaining areas to make decisions, gather feedback on concerns or issues
- **Next steps:** staff will come back to the FITF in July/August with revisions based on feedback today

# Approach and Timeline to Launch



**Managing risk and implementation with a phased approach and limited scale pilot for up to 10 employers and a total of up to 20,000 employees over 2+ years**

## Soft Launch

- Goal: Late Summer 2023
- Up to 3 employers and up to a total of 5,000 employees
- Transit operators proposed to be fully reimbursed by MTC for any trips taken using BayPass (\$1M in backstop funding available)

## Full Launch

- Goal: Late 2023
- Up to 7 employers and up to a total of 15,000 employees (on a rolling basis)
- Goal of pilot is to price BayPass at revenue neutral or revenue positive levels. Work is underway to identify funds to provide an additional revenue backstop to manage and evaluate impacts to transit operator revenues.



# Draft Participation Agreement



## Purpose

- Signed by and among MTC and all Transit Operators
- To outline pilot parameters including: guiding principles, roles and responsibilities, program revenues and coordination with existing institutional programs

## Key Roles and Responsibilities

- **Transit Operators:** provide unlimited transit for selected employers (up to 7 employers and a total of up to 15,000 employees)
- **MTC:** Manage collection of payments from employers and distribute funds to operators using a defined methodology
- **MTC/BART Project Team:** Manage coordination with employers, including marketing materials, data/reporting, evaluation activities, and card activation/deactivation

## Guiding principles for transit operator participation

### Pilot designed with a goal of:

- Generating new riders and new revenue sources and broadening access to institutional programs
- Evaluating and managing impacts to transit operator revenues, especially for operators with existing institutional pass programs

### Project staff will:

- Continue to engage with operator staff and executives to share pilot findings, project updates, and to collect feedback
- Proactively seek input and consent from operators before any long-term program is established

# Draft Participation Agreement

## Existing Institutional Programs

**The Region already has well-established single-agency institutional programs. Goal of the pilot is to coordinate to ensure that BayPass complements and aligns with single-agency programs.**

- Clipper BayPass will only be offered to any existing employer/institutional customer as an upgrade to their Preexisting Institutional Pass Product
- MTC will manage a supplemental contract for the BayPass upgrade
- Staff will aim to align operational processes between the Clipper BayPass and the Preexisting Institutional Pass programs

## Program Revenues

**Goal of the pilot is to price BayPass at revenue neutral or revenue positive levels. Work is underway to identify funds to provide an additional revenue backstop to manage and evaluate impacts to transit operator revenues.**

- MTC will allocate Phase 2 revenue based on actual passenger usage twice per fiscal year. Any additional revenues will be invested into the operation and management of the pilot program
  - If insufficient revenue is collected, MTC may use budgeted and MTC Commission approved funds as an alternative source of funding to reimburse Operators.
  - If any budgeted and MTC Commission approved funds are also insufficient, each Operator will share proportionally in the reduced reimbursement

# Next Steps for All Transit Agencies



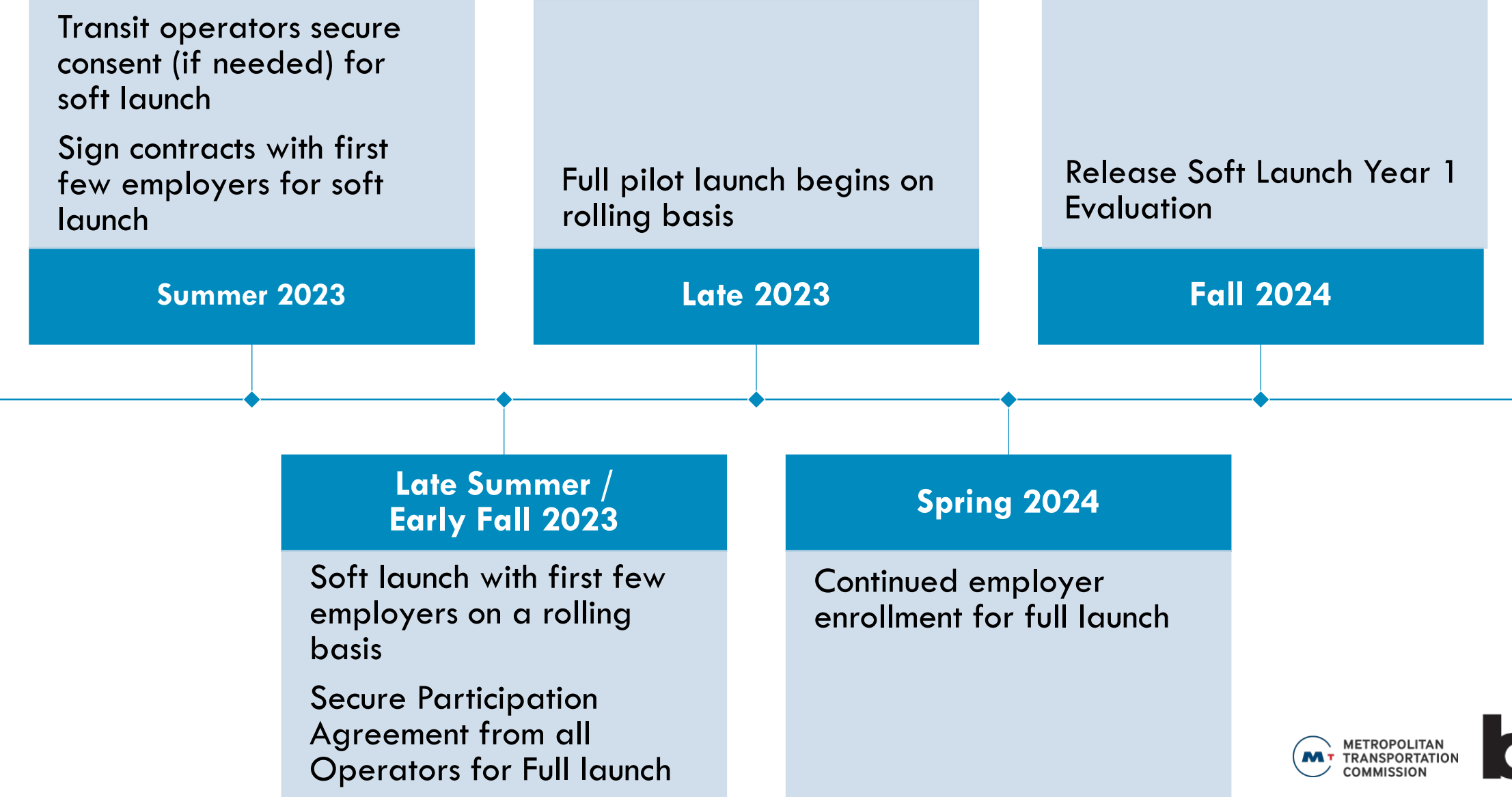
## Soft Launch (Late Summer 2023)

- Review Phase 1 consent taken and determine if consent applies to soft launch or if additional consent is needed
- If additional consent is needed, secure by August 31, 2023 with goal of obtaining to allow for late summer launch
- Implementation will begin with first customer late summer

## Full Launch (Late 2023)

- Determine if board action is needed
- Sign participation agreement once available (late Summer / early Fall)
- Aiming to have participation agreement signed and board action if needed to allow for Late 2023 full launch

# Milestones for Launching Employer Pass Pilot



# Key Operator Implementation Needs



## Aligning with Existing Institutional Programs

- Coordinating to ensure that BayPass complements and aligns with well established single-agency programs

## Limiting Potential for Any Revenue Risk

- Working to ensure that operators will not face revenue loss from new riders if pricing is insufficient to match new ridership demand

## Evaluation for a Permanent Program

- Ensuring that the pilot will have a full evaluation before moving to a permanent program
- Pilot serves as a demonstration project to test pricing, implementation feasibility, market demand, additional resources that may be needed, etc.

# Addressing Key Operator Needs to Date

## Add-on contracts

- Establishing requirement that for existing institutional customers, BayPass will only be added on as an addition to existing contracts

## Managing scale and geography

- Limiting number of employer customers (10 employers, 20,000 total employees)
- Selecting employers across the 9 counties to ensure that no region or operator bears majority of pilot participation in terms of trips/revenue

## Phased approach

- Soft launch allows for lessons learned on pricing and ridership before scaling up
- Incremental pilot pricing approach to test willingness to pay, customer demand, and understand impacts of different pricing models



# Phase 2 Implementation Discussion & Next Steps



1. Do risk management approaches address key operator concerns?
2. Other concerns to consider or address for pilot implementation?
3. Does draft participation agreement capture all issues?
4. How should excess revenue or revenue shortfall be allocated?
5. What other info is needed to move forward?

# Thank you!

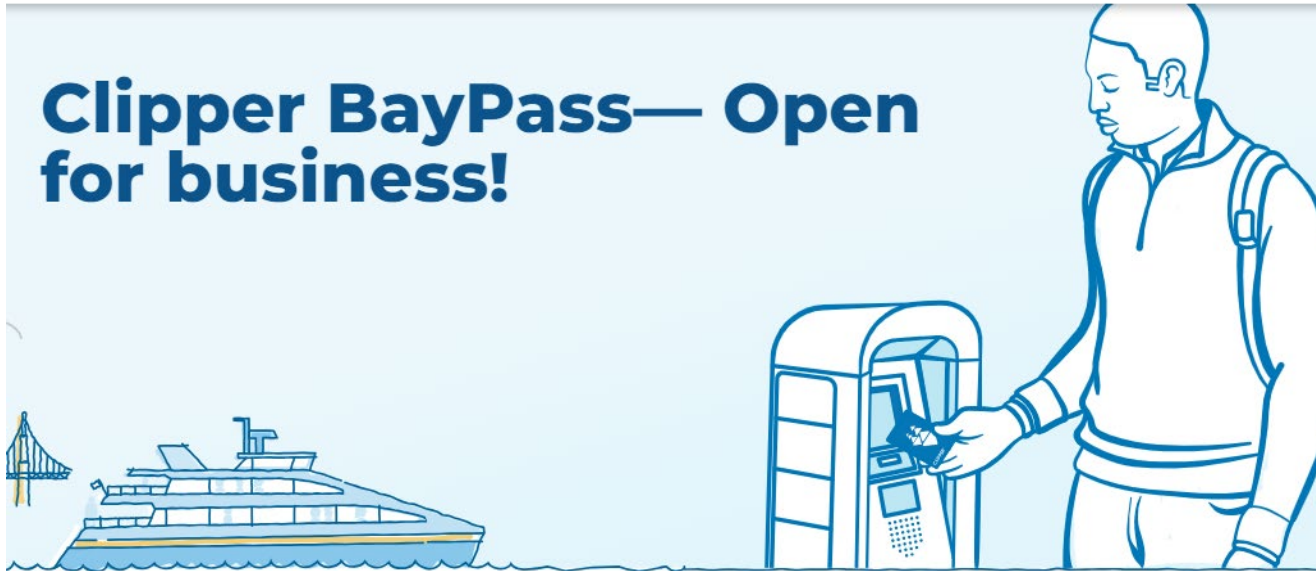


For Employers

For Employees

Interest Form

## Clipper BayPass— Open for business!



### Unlimited transit across the Bay Area!

Clipper BayPass gives your employees unlimited travel on all Bay Area transit services — bus, rail and ferry.

For more information please visit:

<http://clipperbaypass.com>



**SPUR**



**Seamless  
Bay Area**



**FRIENDS  
OF  
CALTRAIN**



Re: Fare Integration Task Force Item 4a. - Clipper BayPass Pilot Phase 2 Updates

Chair Hursh and Taskforce Members,

This month's update on the Clipper BayPass Pilot program shows encouraging progress and we applaud the project team, transit operators and MTC for continuing to take steps to advance this important regional effort.

Transit's value is ultimately tied to the number of people who use it- and it is imperative that our region's transit systems continue working aggressively to grow ridership. Regrowing ridership is essential to meet the needs of the region for equity, climate, congestion relief, and housing; and to build the confidence of voters and legislators to provide transit with needed public funding.

Individually, transit agencies have spent the last several years experimenting with fare discounts, service changes and other approaches to retain and attract riders. Some of these efforts have found success, others have not. While there is no single, simple way to rebuild ridership, early results from the Phase 1 pilot of the Clipper BayPass program suggest that an all-agency institutional pass may be one of the most promising and realistic mechanisms to grow transit usage quickly and at a regionally meaningful scale.

We recognize that launching a new regional fare product presents a variety of inherent challenges and risks and we understand that the potential for financial impacts is different for agencies with existing institutional pass programs. Nonetheless, the cost of inaction is also great and we believe that the limited scale and pilot status of the program provide effective guardrails to manage risk. We urge operators and MTC to resolve any remaining issues and move forward expeditiously with Phase 2 of the pilot program.

Thank you for your ongoing efforts on this critical program.

Sebastian Petty  
Transportation Policy Manager, SPUR

Adina Levin  
Executive Director, Friends of Caltrain

Zack Deutsch-Gross  
Policy Director, TransForm

Ian Griffiths  
Policy Director, Seamless Bay Area