



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

Meeting Agenda

Clipper Executive Board

Robert Powers, Chair Carter Mau, Vice Chair
Members
Bill Churchill, Carolyn M. Gonot, Michael Hursh, Beth Kranda,
Therese W. McMillan, Denis Mulligan, and Jeffrey Tumlin

Monday, November 21, 2022

1:30 PM

REMOTE

The Clipper Executive Board is scheduled to meet on Monday November 21, 2022 at 1:30 p.m., in the Bay Area Metro Center (Remotely). In light of Governor Newsom’s State of Emergency declaration regarding the COVID-19 outbreak and in accordance with Executive Order N-29-20 issued by Governor Newsom on March 17, 2020 and the Guidance for Gatherings issued by the California Department of Public Health, the meeting will be conducted via webcast, teleconference, and Zoom for committee, commission, or board members who will participate in the meeting from individual remote locations. A Zoom panelist link for meeting participants will be sent separately to committee, commission, or board members.

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/85283989925>

iPhone One-tap US: +16699006833,,82036521433# or +14086380968,,82036521433#

Join by Telephone (for higher quality, dial a number based on your current location) US:

+1 669 900 6833 or +1 408 638 0968 or +1 346 248 7799 or

+1 253 215 8782 or +1 646 876 9923 or +1 301 715 8592 or

+1 312 626 6799 or 888 788 0099 (Toll Free) or 877 853 5247 (Toll Free)

Webinar ID: 852 8398 9925

International numbers available: <https://bayareametro.zoom.us/u/kdB6gcZC1a>

Detailed instructions on participating via Zoom are available at:

<https://mtc.ca.gov/how-provide-public-comment-board-meeting-zoom>. Committee members and members of the public participating by Zoom wishing to speak should use the “raise hand” feature or dial “*9”. In order to get the full Zoom experience, please make sure your application is up to date.

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 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. [22-1708](#) Minutes of the October 17, 2022 Meeting

Action: Board Approval

Attachments: [2a Draft Minutes of the October 17, 2022 Meeting](#)

3. Approval

- 3a. [22-1715](#) Clipper Contract Change Order Amendment - Clipper Card Procurement: Cubic Transportation Systems, Inc. (\$2,000,000)

Request for approval of a Change Order Amendment for procurement of Clipper cards: Cubic Transportation Systems, Inc. (Cubic) (\$2,000,000)

Action: Board Approval

Presenter: Jennifer Largaespada

Attachments: [3a Change Order Amendment – Clipper Card Procurement Cubic Transportatic](#)

- 3b. [22-1599](#) Contract Amendment - Next Generation Clipper® System Advisor Contract: IBI Group (IBI) (\$1,800,000)

Request for approval of a contract amendment with IBI to provide technical advice to MTC and the transit operators.

Action: Board Approval

Presenter: Jason Weinstein

Attachments: [3b_CEB_Amd to IBI Contract](#)

4. Information

- 4a. [22-1718](#) 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_CEB Status Report 2022-11-21](#)

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

4b. [22-1709](#) 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 October 2022 meeting

Action: Information

Presenter: Jason Weinstein

Attachments: [4b Current Clipper Operations and Performance Update](#)
[4bi_Oct_Clipper Data_Clipper Executive Board_20220718](#)

4c. [22-1717](#) Clipper® Budget Update

An update on the Approved Clipper budget and work plan for Fiscal Years (FYs) 2022-23 and 2023-24 for the Executive Board's review

Action: Information

Presenter: Edward Meng

Attachments: [4c_Clipper Budget Update](#)
[4ci — 20221103 - Operating Capital Revenue and Budget](#)
[4cii — 20220627 - Operating 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 Monday, December 19, 2022, at 1:30 p.m. 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 #: 22-1708 **Version:** 1 **Name:**
Type: Minutes **Status:** Consent
File created: 10/25/2022 **In control:** Clipper Executive Board
On agenda: 11/21/2022 **Final action:**
Title: Minutes of the October 17, 2022 Meeting
Sponsors:
Indexes:
Code sections:
Attachments: [2a Draft Minutes of the October 17, 2022 Meeting](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Subject:
Minutes of the October 17, 2022 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 Carter Mau, Vice Chair
Members

*Bill Churchill, Carolyn M. Gonot, Michael Hursh, Beth Kranda,
Therese W. McMillan, Denis Mulligan, and Jeffrey Tumlin*

Monday, October 17, 2022

1:30 PM

REMOTE

In light of Governor Newsom's State of Emergency declaration regarding COVID 19 and in accordance with the recently signed Assembly Bill 361 allowing remote meetings, this meeting will be accessible via webcast, teleconference, and Zoom for all participants.

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](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. Board 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/83800007822>

Join by Telephone Dial (for higher quality, dial a number based on your current location) US:
+1 408 638 0968 or +1 669 900 6833 or +1 253 215 8782 or +1 346 248 7799 or +1 312 626 6799
or +1 646 876 9923 or +1 301 715 8592 or 877 853 5247 (Toll Free) or 888 788 0099 (Toll Free)

Webinar ID: 838 0000 7822

International numbers available: <https://bayareametro.zoom.us/j/83800007822>

Detailed instructions on participating via Zoom are available at:

<https://bayareametro.zoom.us/j/83800007822>

https://mtc.ca.gov/how_to_participate_in_board_meetings

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

Present: 9 - Board Member Mulligan, Board Member Hursh, Board Member McMillan, Chair Powers, Board Member Tumlin, Board Member Kranda, Vice Chair Mau, Board Member Gonot, and Board Member Churchill

April Chan acted as a delegate and voting member of the Board in place of Carter Mau. Actions noted below as "Mau" were taken by Chan.

2. Consent Calendar

Upon the motion by Member Tumlin and second by Member Churchill, the Consent Calendar was unanimously approved. The motion carried by the following vote:

Aye: 8 - Board Member Mulligan, Board Member Hursh, Board Member McMillan, Chair Powers, Board Member Tumlin, Board Member Kranda, Board Member Gonot and Board Member Churchill

Abstain: 1 - Vice Chair Mau

2a. [22-1344](#) Minutes of the August 15, 2022 Meeting

Action: Board Approval

Attachments: [Minutes of the August 15, 2022 Meeting](#)

3. Approval

3a. [22-1385](#) Proposed 2023 Clipper® Executive Board Meeting Calendar

Request Board Approval of Proposed 2023 Clipper Executive Board Meeting Calendar

Action: Board Approval

Presenter: Edward Meng

Attachments: [3a Proposed 2023 CEB Meeting Calendar memo](#)
[3ai Proposed 2023 CEB Calendar](#)

The following individuals spoke on this Item:
Aleta Dupree; and
Adina Levin.

Upon the motion by Board Member McMillan and seconded by Board Member Kranda, the 2023 Clipper Executive Board Meeting Calendar was approved with the amendment to find an alternate date for the month of September 2023, to avoid conflict with Yom Kippur Holiday. The motion carried by the following vote:

Aye: 9 - Board Member Mulligan, Board Member Hursh, Board Member McMillan, Chair Powers, Board Member Tumlin, Board Member Kranda, Vice Chair Mau, Board Member Gonot and Board Member Churchill

- 3b.** [22-1546](#) Clipper® Contract Change Order Amendment - Clipper Card
Procurement: Cubic Transportation Systems, Inc. (\$2,000,000)

Request for approval of a Change Order Amendment for procurement of
Clipper cards: Cubic Transportation Systems, Inc. (Cubic) (\$2,000,000)

Action: Board Approval

Presenter: Jason Weinstein

Attachments: [3b Change Order Amendment – Clipper Card Procurement Cubic Transportation Systems](#)

The following individuals spoke on this Item:
Aleta Dupree.

Upon the motion by Board Member Mulligan and seconded by Board Member Churchill, Change Order Amendment – Clipper Card Procurement: Cubic Transportation Systems, Inc. (\$2,000,000) was approved. The motion carried by the following vote:

Aye: 9 - Board Member Mulligan, Board Member Hursh, Board Member McMillan, Chair Powers, Board Member Tumlin, Board Member Kranda, Vice Chair Mau, Board Member Gonot and Board Member Churchill

4. Information

- 4a.** [22-1347](#) 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 August 2022 meeting.

Action: Information

Presenter: Jason Weinstein

Attachments: [4a Current Clipper Operations and Performance Update](#)
[4ai Clipper Data Clipper Executive Board 2022 10 17](#)

The following individuals spoke on this Item:
Aleta Dupree.

4b. [22-1447](#) Clipper Customer & Non-User Research Survey Results

Update on the key results of the 2022 survey to research Clipper customer and non-user travel behavior and attitudes, focusing on results by subgroup.

Action: Information

Presenter: Helise Cohn

Attachments: [4b Clipper Customer & Non-User Research Survey Results](#)
[4b Attachment A Presentation](#)

The following individuals spoke on this Item:
Aleta Dupree; and
Adina Levin.

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, November 21, 2022, at 1:30 p.m. 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 #: 22-1715 **Version:** 1 **Name:**

Type: Contract **Status:** Committee Approval

File created: 10/27/2022 **In control:** Clipper Executive Board

On agenda: 11/21/2022 **Final action:**

Title: Clipper Contract Change Order Amendment - Clipper Card Procurement: Cubic Transportation Systems, Inc. (\$2,000,000)

Request for approval of a Change Order Amendment for procurement of Clipper cards: Cubic Transportation Systems, Inc. (Cubic) (\$2,000,000)

Sponsors:

Indexes:

Code sections:

Attachments: [3a Change Order Amendment – Clipper Card Procurement Cubic Transportation Systems](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Subject:

Clipper Contract Change Order Amendment - Clipper Card Procurement: Cubic Transportation Systems, Inc. (\$2,000,000)

Request for approval of a Change Order Amendment for procurement of Clipper cards: Cubic Transportation Systems, Inc. (Cubic) (\$2,000,000)

Presenter:

Jennifer Largaespada

Recommended Action:

Board Approval

Attachments:

Clipper[®] Executive Board

November 21, 2022

Agenda Item 3a

Clipper Contract Change Order Amendment – Clipper Card Procurement: Cubic Transportation Systems, Inc. (\$2,000,000)

Subject:

Request for approval of a Change Order Amendment for procurement of Clipper cards: Cubic Transportation Systems, Inc. (Cubic) (\$2,000,000).

Background:

Since its inception, the Clipper program has issued nearly eight million cards. Demand has remained steady with the program issuing approximately 175,000 new adult cards each month. This amendment, in addition to the Clipper card request approved by this Board last month, is intended to order cards that when combined with other cards already ordered should last through the start of C2 fare media usage.

The Clipper program partially offsets the cost of cards by charging most adults a \$3 card acquisition fee. In the early years of the program, there was no charge for Clipper cards, but transit operators encountered a loss of revenue due to some customers taking one ride and then disposing of the card with a negative balance. After the card fee was instituted, this loss was measurably reduced.

MTC does not recoup the full cost of producing a card with the \$3 card acquisition fee. With current supply chain issues, the actual cost of each card is approximately \$2.25, while the program cost of issuing each card is approximately \$1.85, bringing the total cost of issuing a new card to approximately \$4.10. Funds from the \$3 card fee will be used to partially fund this Change Order Amendment. The funds in this Change Order Amendment were fully contemplated in the Two-Year Budget and Work Plan. The funds for this proposed change order amendment are currently available in the Clipper card fee account.

Issues:

None identified

Recommendation:

Staff recommends that the Board approve a Contract Change Order Amendment with Cubic in an amount not to exceed \$2,000,000, to produce Clipper cards for distribution to customers.

Attachments:

None.



Carol Kuester

Request for Board Approval

Summary of Proposed Contract Change Order Amendment

Contractor: Cubic Transportation Systems
Oakland, CA

Work Project Title: Clipper Card Procurement (Change Order Amendment, CO-145)

Purpose of Project: To procure Clipper cards

Brief Scope of Work: Under this Change Order Amendment, Cubic Transportation Systems will purchase Clipper cards as directed by MTC. This Amendment adds funds to an already existing Change Order.

Project Cost Not to Exceed: \$2,000,000 (this Change Order Amendment)

Total contract value including amendments before this amendment = \$184,191,808

Total contract amount with this amendment = \$186,191,808

Funding Source: Clipper cardholder administrative fees, STP, CMAQ, STA, STP Exchange, Regional Measure 2 Capital and Regional Measure 2 Operating, Regional Measure 3, SB1 State of Good Repair

Fiscal Impact: Funds available in the Clipper card fee account and in the 2022-23 MTC agency budget.

Motion by Board: That the Change Order Amendment with Cubic Transportation Systems for the purposes described above and in the Clipper Executive Director's summary sheet dated November 21, 2022, is hereby approved by the Clipper Executive Board.

Clipper Executive Board:

Robert Powers, Chair

Approved: November 21, 2022



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 22-1599 **Version:** 1 **Name:**
Type: Contract **Status:** Committee Approval
File created: 9/30/2022 **In control:** Clipper Executive Board
On agenda: 11/21/2022 **Final action:**
Title: Contract Amendment - Next Generation Clipper® System Advisor Contract: IBI Group (IBI) (\$1,800,000)

Request for approval of a contract amendment with IBI to provide technical advice to MTC and the transit operators.

Sponsors:

Indexes:

Code sections:

Attachments: [3b_CEB_Amd_to_IBI_Contract](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Subject:
Contract Amendment - Next Generation Clipper® System Advisor Contract: IBI Group (IBI) (\$1,800,000)

Request for approval of a contract amendment with IBI to provide technical advice to MTC and the transit operators.

Presenter:

Jason Weinstein

Recommended Action:

Board Approval

Attachments:

Clipper® Executive Board

November 21, 2022

Agenda Item 3b

Contract Amendment – Next Generation Clipper® System Advisor Contract: IBI Group (IBI) (\$1,800,000)

Subject:

Request for approval of a contract amendment with IBI to provide technical advice to MTC and the transit operators.

Background:

In 2015, MTC and the transit operators worked to develop a scope of work for a consultant to advise and help manage the procurement and implementation of the Next Generation Clipper system and, after a competitive procurement, awarded a contract for this work to IBI in May 2015. The IBI contract provides technical advice during the design, testing, installation, and implementation of the Next Generation Clipper System, supports related Clipper Program procurements, and provides additional consulting services as needed to help deliver the Next Generation Clipper System.

The contract originally provided for a contract period through June 2020 with options to extend it up to an additional 10 years. This flexible contract term was set up to allow MTC and the operators the opportunity to periodically evaluate upcoming needs for technical advisor support following key procurement, system design and implementation milestones.

This Board approved amendments to add funding to the contract and extend the contract term in May 2016, September 2018, March 2019 and May 2021. The most recent amendment to the contract was effective on July 1, 2021 and added \$1,100,000 to the contract, bringing the total contract amount to \$10,100,000 and extended the period of performance to June 30, 2023.

The proposed contract amendment would add another year to IBI's contract period, extending it to June 30, 2024 and would add \$1,800,000 for IBI's support through that date. This Amendment would not alter the scope of IBI's services but is a continuation of their current scope of work.

This amendment's intention is for IBI to continue the same level and scope of services to accommodate the Clipper Executive Board's April 2022 Approval of the revised Account-based System delivery approach (ultimately reflected in Change Order 9 of the Next Generation System Integrator Contract) until the System Completion milestone. This includes a testing plan

in which certain tests are to be performed twice, once before the Revenue Ready milestone, and once between the Revenue Ready and Customer Transition milestone.

This contract amendment is contemplated and included in the Two-Year Clipper Budget and Work Plan that this Board approved on June 27, 2022.

Issues:

None identified.

Recommendation:

Staff recommends that the Board approve a contract amendment with IBI in an amount not to exceed \$1,800,000 to provide next generation Clipper system technical advisory support, as described above.

Attachments:

None.



Carol Kuester

Request for Board Approval

Summary of Proposed Contract Amendment

Contractor (or “Consultant”): IBI Group
Seattle, WA

Work Project Title: Next Generation Clipper System Consultant Support

Purpose of Project: Provide technical support, advice and management services to support delivery of the next generation Clipper system.

Brief Scope of Work: Provide Next Generation Clipper consultant support through June 2024

Project Cost Not to Exceed: \$1,800,000 (this amendment)
Total contract amount including amendments before this amendment = \$10,100,000
Total contract amount with this amendment = \$11,900,000

Funding Source: TCP, STP (FTA/FHWA) / CMAQ (OBAG 1 and OBAG 2), STA, Regional Measure 2 Capital, Regional Measure 2 Operating, Regional Measure 3, LCTOP, SB1 State of Good Repair, BATA Rehab

Fiscal Impact: Funds included in the approved FY 2022-23 MTC agency budget

Motion by Board: That a contract amendment with IBI Group for the purposes described above and in the Clipper Executive Director’s summary sheet dated November 21, 2022, is hereby approved by the Clipper Executive Board.

Clipper Executive Board:

Robert Powers, Chair

Approved: November 21, 2022



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 22-1718 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 10/27/2022 **In control:** Clipper Executive Board

On agenda: 11/21/2022 **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 CEB Status Report 2022-11-21](#)
[4aii Nov Clipper Next Generation Equipment Pilot Installation Pictures](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

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

November 21, 2022

Agenda Item 4a

Clipper® Schedule, Implementation, and Deployment Update

Subject:

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

Background:

Next Generation Project Schedule

As part of the Clipper Executive Director's report at the October Clipper Executive Board meeting, Jason Weinstein said that we would come back to this Board with an updated schedule. We have been working with the System Integrator (SI) contractor on a revised schedule that addresses the challenges that have come with implementing a system the size and complexity of Clipper, particularly in the aftermath of the COVID pandemic. We are working with all our C2 contractors to address staffing challenges impacting system testing and equipment installation, as well as chip supply shortages impacting equipment delivery. Figure 1 is the schedule we last shared with the Board in August 2022, showing completion of Account-based System implementation in late 2023. Figure 2 is a revised schedule incorporating the challenges noted above that shows our projected path to completion of implementation. The remaining work is shown in two workstreams:

- Equipment Installation, which incorporates both installation tasks from the previous schedule: new devices and Account-based System components, which in Figure 1 was depicted as the two "Install" dark-blue lines.
- 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, which in Figure 1 was embedded within the dark blue line "Account Based System Install". Figure 2 now breaks this down into Account-based System Testing, Transition Pilot Test, and Customer Transition.

Figure 1



Figure 2



Based on our assessment of the remaining work, we are projecting that installation work 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 all ancillary equipment such as handheld fare inspection devices and retail sales devices. Customers will start to transition automatically, without any need for customer action, to the new system, simply while continuing to use their existing Clipper cards. There will also be a new mobile app, new website, and all new Customer Service Center that will support great new features like on-line applications for youth and senior cards and live chat capability between customers and customer service representatives. Advancing implementation of the Fare Integration Task Force (FITF) work is a motivating driver of the C2 schedule. Cubic is evaluating if some of the FITF goals could be implemented in the current Clipper system, given proper review and agreement of fare policy logic between operators. Preliminary analysis shows that implementing some early items could be achieved by the Fall 2023 timeframe, with likely extension to the C2 schedule.

Between now and Customer Transition we will continue to focus on:

- System testing, which is underway and being virtually witnessed by MTC and the Operators;

- Equipment installations, which are on-going at multiple agencies (see Attachment B for photos);
 - Replacement of the current platform devices are approximately 85% complete and we expect to be fully replaced by the end of 2022;
 - Replacement of vehicle devices are approximately 12% complete and will continue installation into the start of 2024;
- Transition Pilot test, which will start in Fall 2023;
- Customer Transition, which will start in Summer 2024, at which point:
 - All bus, rail, ferry, and sales equipment are installed and tested;
 - Back-end accounts are created and financial functions are working;
 - The new Customer Service Center is operational;
 - Existing Clipper cards can be used while new C2 Clipper cards are also being distributed;
 - Discount programs such as Clipper START and RTC are converted;
 - Open payments is functional across all Operators; and,
 - All training is completed.

We are working to be agile and to deliver as quickly as we can. Our number one goal has always been and continues to be making the customer transition as seamless as possible to riders.

Next Generation Implementation Updates

Open payments as scoped in the System Integrator contract (and implemented through Change Order 6, authorized by CEB in November 2020) included only “pay-as-you-go” functionality, in which a customer pays full fare for each leg of a trip with no transfer privileges. However, as part of our schedule revision negotiations with the SI contractor, MTC has secured a commitment from the SI contractor to launch open payments with transfers and fare accumulators supported. This means that at Customer Transition the same fares, transfer policies, and fare accumulators (e.g., daily, weekly, or monthly fare caps) will apply to riders using either a Clipper card or a contactless credit or debit card. A Clipper card would still be needed for pre-paid passes (e.g., 31-day or monthly passes), although, per the recommendation of Clipper staff,

many operators offering these passes in C1 are considering implementing equivalent fare accumulators in C2 that will work for open payment users.

MTC has also been working with Transit Operators and the SI contractor on the Account-based System fare rules to be implemented in C2. As originally planned, new C2 fare rules were to be made available only after Customer Transition was fully complete. Now, the SI contractor has committed to supporting new fare rules at the start of Customer Transition, with availability to the public to be determined by the order in which customer groups are transitioned from C1 to C2. MTC is currently working with Transit Operators and the SI contractor to ensure that the transition plan aligns with operator and regional priorities for new fare rules to be made available early during customer transition.

Included as Attachment A to this memorandum is the Next Generation Clipper Program Executive Summary Status Report, which includes the updated schedule along with the summary of recently completed activities related to delivering C2; upcoming activities and deliverables for MTC, the C2 contractors, and the transit operators; and noteworthy items that the project team is managing.

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 – November 21, 2022



Figure 1: Project Timeline as of August 2022

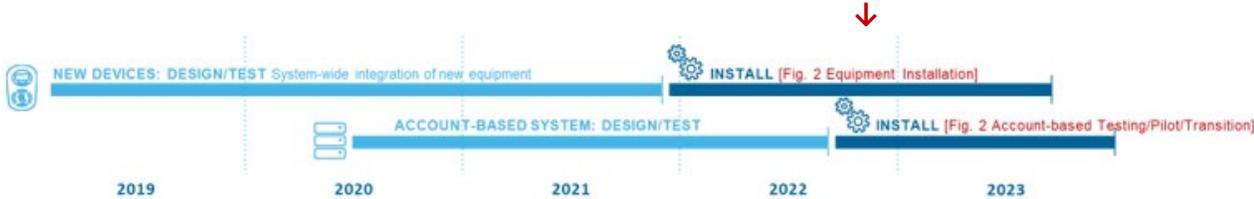
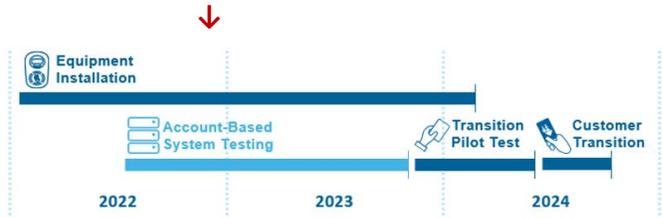


Figure 2: Revised Project Timeline



Summary

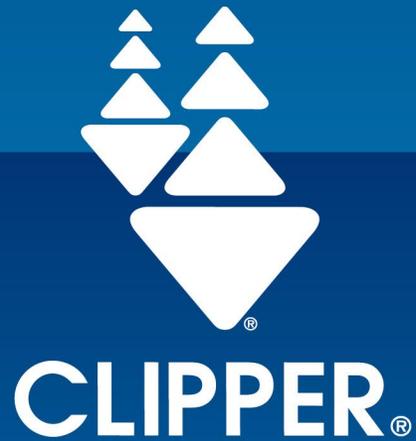
- Regionwide installation of standalone validators (SAVs), SFMTA onboard validators, and retail sales devices continues. System Integration Testing (SIT) of remaining onboard validator integration options continues.
- Factory Acceptance Testing (FAT) complete for Account-based equipment.
- Account-based System Demonstration Testing (SDT) and User Acceptance Testing (UAT) 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 Proposals (RFP) for Fare Media Fulfillment Contractor posted. Request for Qualifications (RFQ) for Fare Ticket Suppliers in development.

Recently Completed Activities

	MTC/IBI	Cubic	Operators	Date
• New Devices:				
o SIT for Operator Control Unit	●	●	●	Sep 8
o Regionwide installation (cont'd.)	●	●	●	ongoing
• Account-based System Testing:				
o FAT for Customer Service Terminal	●	●	●	Aug 30
o Pilot Test Plan resubmitted		●		Oct 31
o SDT for Golden Gate Ferry	●	●	●	Nov 3
o SDT for Caltrain and SF Muni	●	●	●	Nov 10
o UAT for Customer Relationship Management (CRM) module	●	●	●	Nov 17
• Account-based Documentation:				
o Initial submittal of Implementation Plans		●		Nov 4
• Fare Card Fulfillment Contractor Procurement:				
o RFP posted	●			Sep 26

Upcoming Activities/Deliverables

	MTC/IBI	Cubic	Operators	Date
• New Devices:				
○ SIT for onboard equipment (cont'd.)	●	●	●	Nov–Jan
○ Pilot installation/testing (cont'd.)	●	●	●	Nov–Apr
○ SIT for BART fare gates	●	●	●	Dec–Jan
• Account-based System Testing:				
○ User Acceptance Testing	●	●	●	Nov–Dec
○ System Demonstration Testing	●	●	●	Nov–Dec
○ System Integration Testing	●	●	●	Jan–Mar
• Account-based Documentation:				
○ Initial submittal of Operations Documents		●		Jan
• Fare Card Fulfillment Contractor Procurement:				
○ Proposals due	●			Dec 5
• Clipper Executive Board Meeting	●		●	Dec 19



Clipper® Next Generation Equipment Pilot Installation Pictures

Clipper Executive Board
November 21, 2022

Santa Rosa City Bus Onboard Validator Installs



Petaluma Transit Onboard Validator Installs



SamTrans Onboard Validator Installs





Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 22-1709 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 10/25/2022 **In control:** Clipper Executive Board

On agenda: 11/21/2022 **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 October 2022 meeting

Sponsors:

Indexes:

Code sections:

Attachments: [4b Current Clipper Operations and Performance Update](#)
[4bi Oct Clipper Data Clipper Executive Board 20220718](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

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 October 2022 meeting

Presenter:

Jason Weinstein

Recommended Action:

Information

Attachments:

Clipper® Executive Board

November 21, 2022

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 October 2022 meeting.

Background:

Transaction and Sales

In October 2022, Clipper processed over 12 million transactions and settled over \$27 million in revenue. BART offered 50% fares during September. Vacaville continued to offer fare-free travel due to COVID-19. WestCAT also offered free fares for October.

Mobile Clipper Cards Creation and Usage

Regarding Clipper mobile cards created and ridership with the use of mobile cards:

- Over 359,000 plastic Clipper cards have been transferred to Clipper mobile cards, and over 792,000 new Clipper mobile cards have been created in mobile wallets.
- Customers have now taken approximately 21.8 million trips using Clipper mobile cards. This represents nearly 15% of the total trips taken with Clipper since the mid-April 2021 launch. This percentage continues to increase, and, for the month of October 2022 alone, nearly 22% of Clipper trips were taken using a mobile card.

Regarding Clipper START:

- Over 18,000 applications have been submitted through October 2022, with over 16,000 approved.
- As of October 2022, over 11,600 unique Clipper START cards had been used.
- Of the over 1,258,000 Clipper START trips taken since the program launched, over 189,000 were taken using a virtual card. This represents around 13.7% of Clipper START trips.

Customer Service Update

- Current CSRs taking only primary calls: 15
- Current CSRs taking primary/escalation calls: 21
- Total CSRs taking calls: 36
- Total CSRs: 39 (3 CSRs on leave)

Quarterly Fare Change Deadline

- As discussed during the November 15, 2021, CEB meeting, Cubic has requested fare changes occur on a quarterly schedule to limit demands on development and testing resources as work continues porting first generation Clipper business rules to the new devices and developing the Next Generation Account-based System.
- For March 31, 2023 fare changes, Cubic has set a deadline of Tuesday, January 3, 2023 for receiving any fare change requests.

Issues:

None identified.

Recommendations:

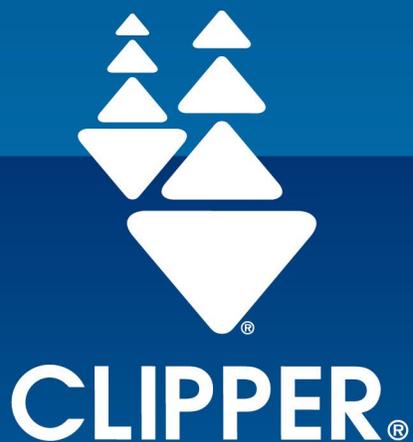
Information.

Attachments:

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



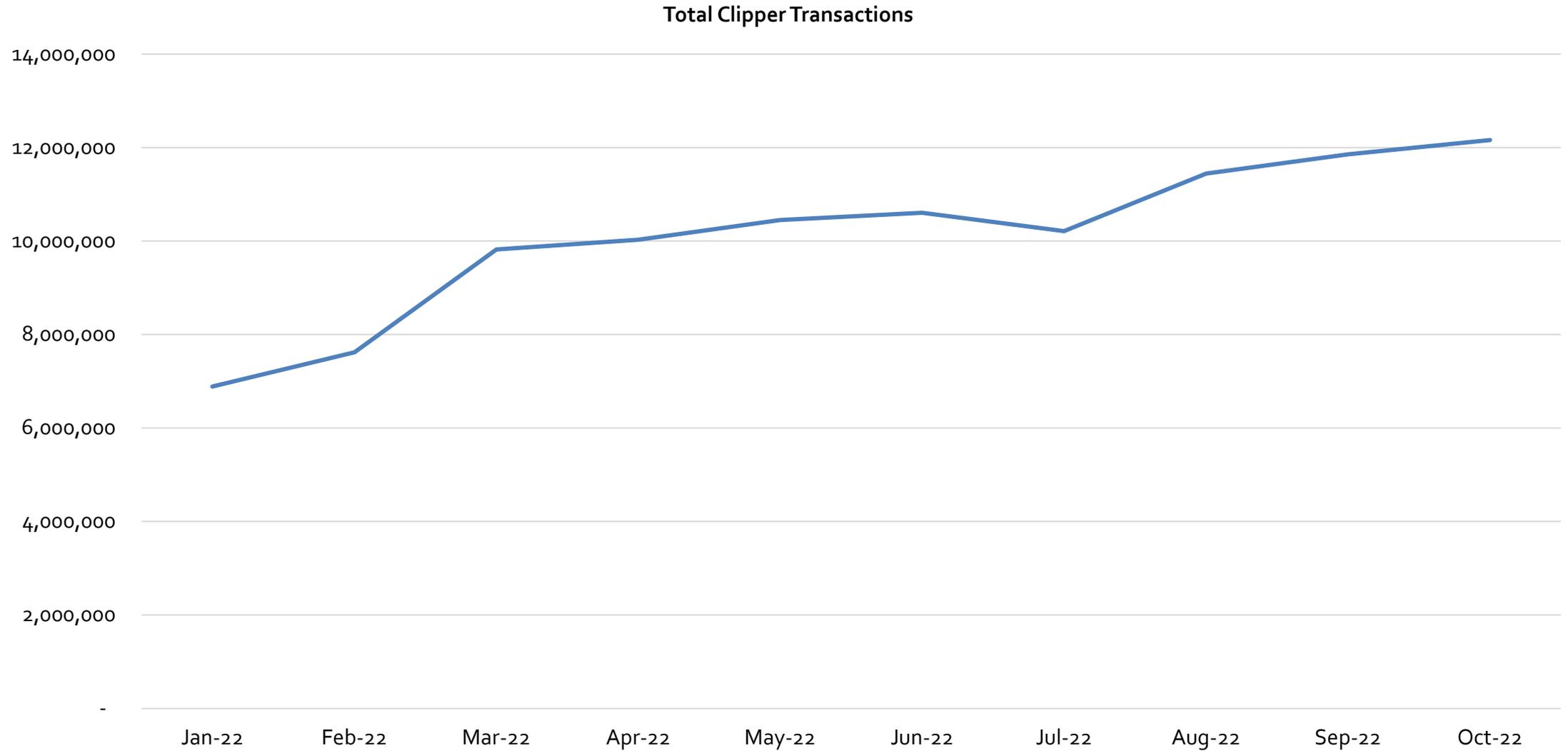
Carol Kuester



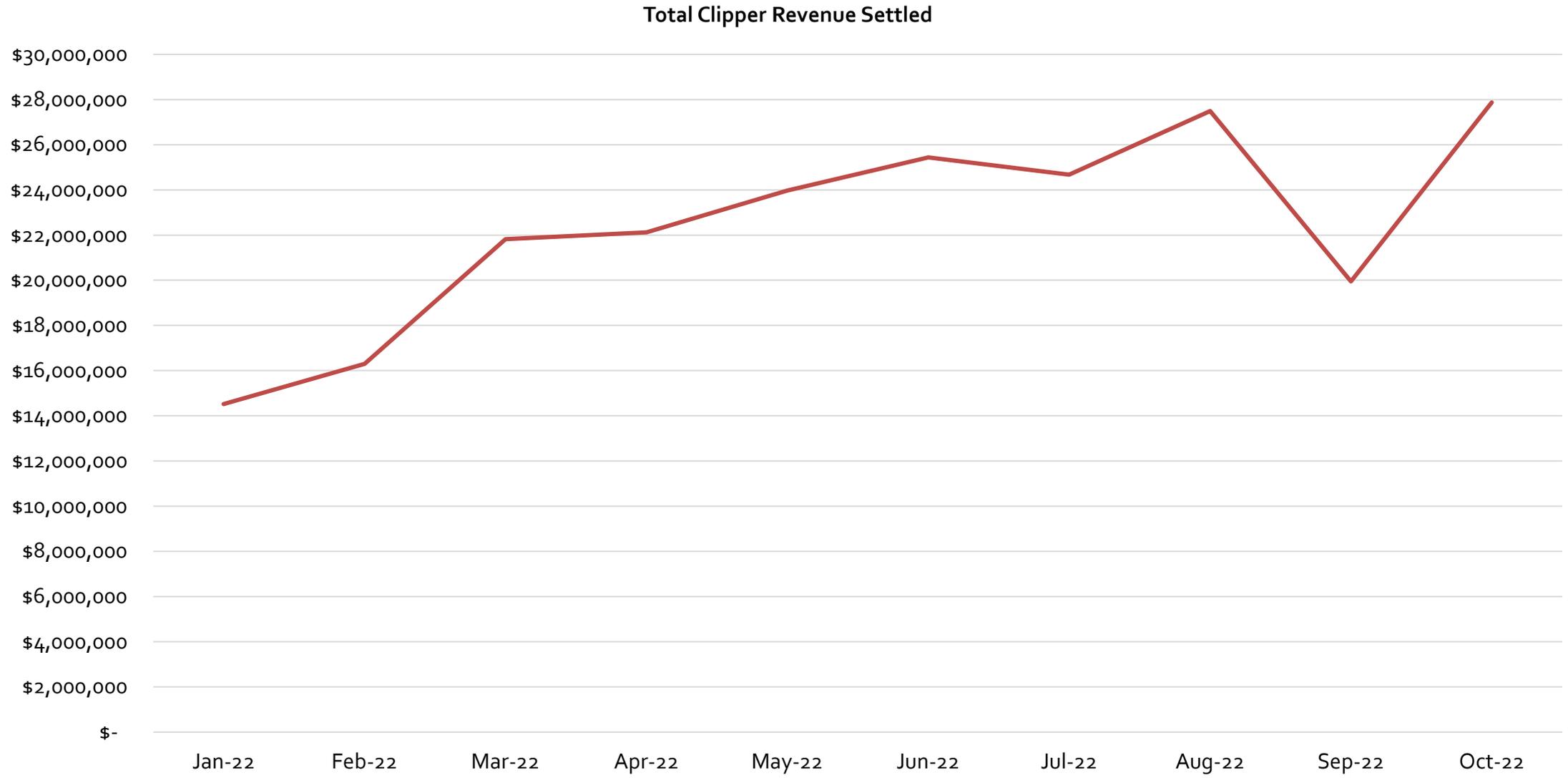
Clipper® System Transaction and Revenue & Mobile App Performance and Usage

Charts and Figures
Clipper Executive Board
November 21, 2022

Total Clipper Transactions



Total Clipper Revenue Settled



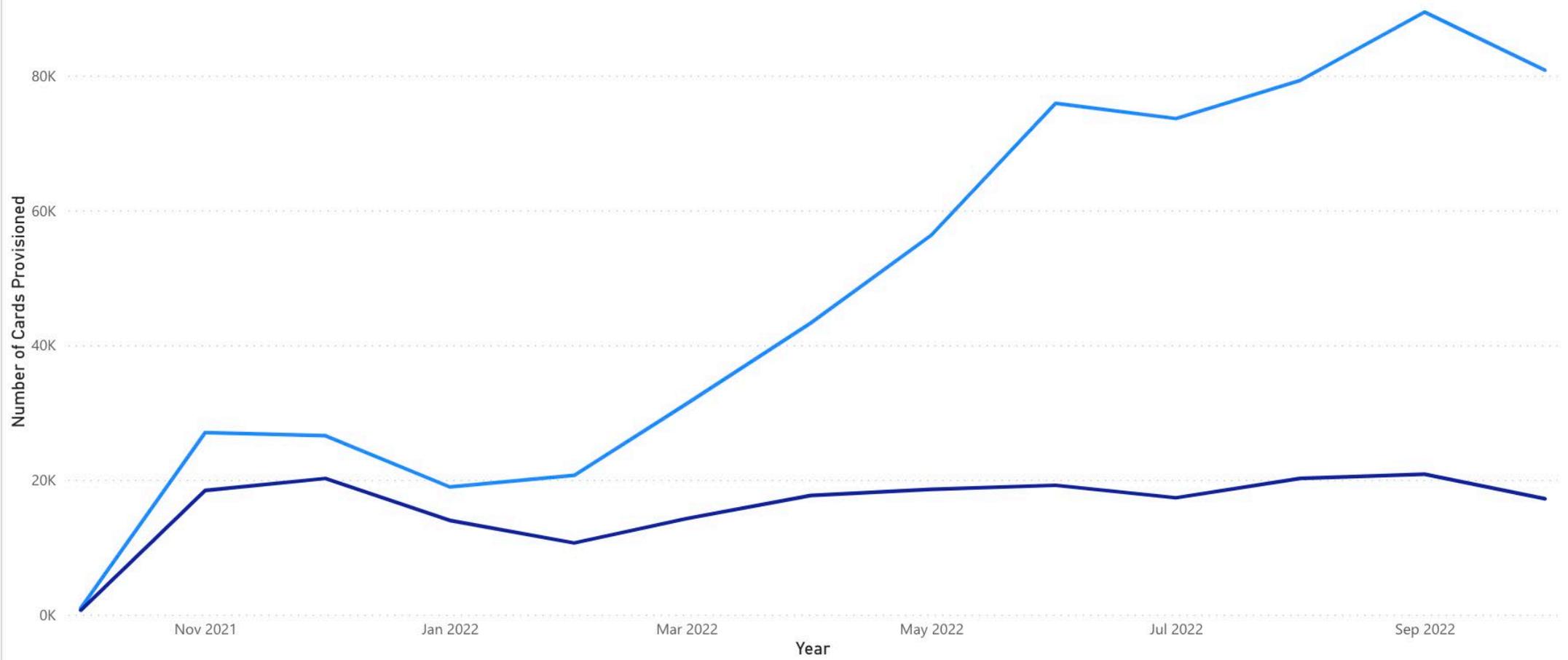
Note: Total Clipper Revenue Settled was down in September due to BART's 50% off fare promotion



Number of Mobile Cards Provisioned by Year, Month, and Transaction Type

Number of Cards Provisioned by Year, Month and Transaction Type

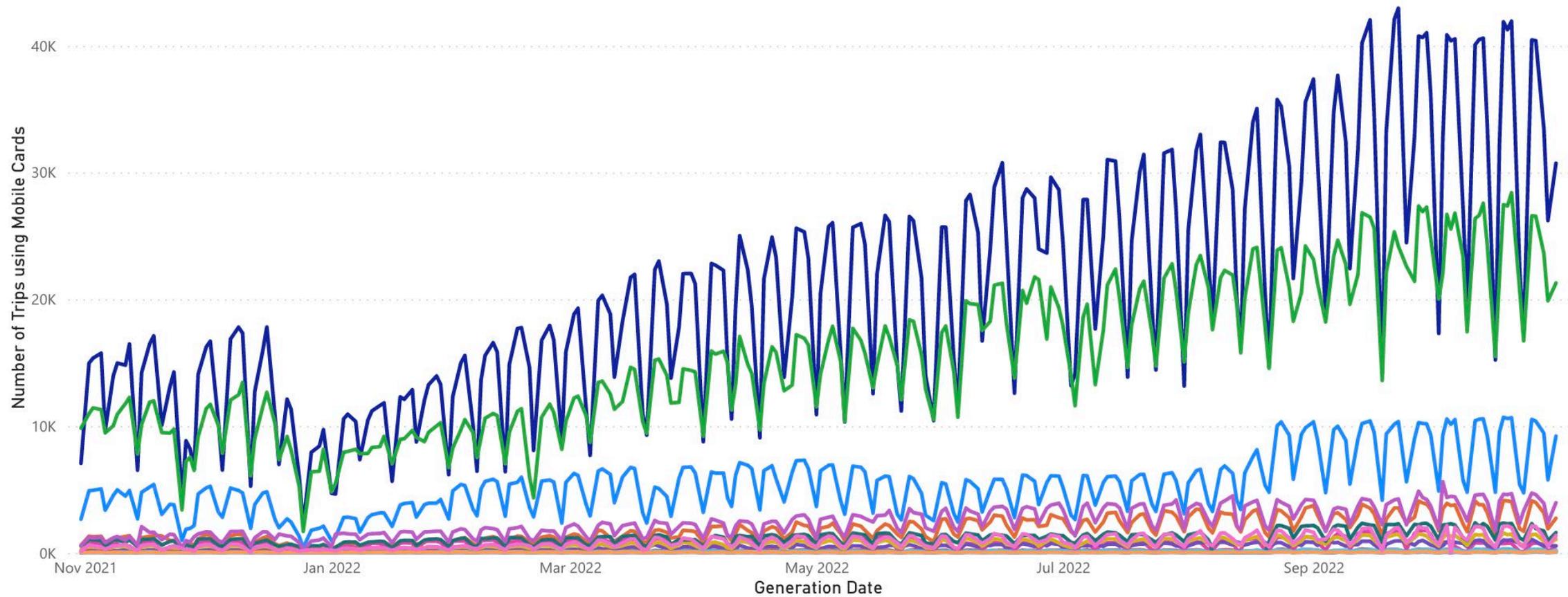
Transaction Type ● New Card Issue ● Physical to Mobile Migration



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

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



Number of Trips Using Mobile Cards, Number of Clipper Trips, and Percent Mobile Card Trips for Each Operator since April 2021 & Just October 2022

Since April 2021 Launch

Operator Name	Number of Trips using Mobile Cards	Number of Clipper Trips	Percent Mobile Card Trips
AC Transit	2,379,242	18,623,011	12.78%
BART	8,998,541	54,990,929	16.36%
Caltrain	791,313	2,982,659	26.53%
Corridor 101	25,282	150,929	16.75%
East Bay	290,977	2,239,588	12.99%
Golden Gate Ferry	187,834	998,666	18.81%
Golden Gate Transit	302,282	1,358,587	22.25%
Napa Solano	61,601	405,362	15.20%
SamTrans	519,437	4,725,053	10.99%
SF Muni	6,812,230	46,854,949	14.54%
SMART	47,377	390,304	12.14%
Sonoma	10,016	51,141	19.59%
Union City	18,966	174,828	10.85%
VTA	989,845	10,277,872	9.63%
WETA	366,975	1,271,020	28.87%
Total	21,801,918	145,494,898	14.98%

Just October 2022

Operator Name	Number of Trips using Mobile Cards	Number of Clipper Trips	Percent Mobile Card Trips
AC Transit	262,167	1,448,240	18.10%
BART	988,850	4,131,637	23.93%
Caltrain	93,432	261,525	35.73%
Corridor 101	2,415	12,630	19.12%
East Bay	16,325	85,264	19.15%
Golden Gate Ferry	22,841	86,734	26.33%
Golden Gate Transit	33,189	105,120	31.57%
Napa Solano	6,076	26,303	23.10%
SamTrans	55,350	341,340	16.22%
SF Muni	720,021	3,300,104	21.82%
SMART	6,093	36,106	16.88%
Sonoma	1,150	4,942	23.27%
Union City	2,331	15,265	15.27%
VTA	116,791	830,144	14.07%
WETA	41,403	106,277	38.96%
Total	2,368,434	10,791,631	21.95%



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 22-1717 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 10/27/2022 **In control:** Clipper Executive Board

On agenda: 11/21/2022 **Final action:**

Title: Clipper® Budget Update

An update on the Approved Clipper budget and work plan for Fiscal Years (FYs) 2022-23 and 2023-24 for the Executive Board’s review

Sponsors:

Indexes:

Code sections:

Attachments: [4c_Clipper Budget Update](#)
[4ci — 20221103 - Operating Capital Revenue and Budget](#)
[4cii — 20220627 - Operating Capital Revenue and Budget](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Subject:

Clipper® Budget Update

An update on the Approved Clipper budget and work plan for Fiscal Years (FYs) 2022-23 and 2023-24 for the Executive Board’s review

Presenter:

Edward Meng

Recommended Action:

Information

Attachments:

Clipper® Executive Board

November 21, 2022

Agenda Item 4c

Clipper® Budget Update

Subject:

An update on the Approved Clipper budget and work plan for Fiscal Years (FYs) 2022-23 and 2023-24 for the Executive Board's review.

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.

At the June 2022 Clipper Executive Board (CEB) meeting, Clipper staff committed to return to the Board semi-annually with an update of the Clipper Budget.

Attachments A and B to this memo, respectively, show the Clipper Operating and Capital Two Year Budget updated in November 2022, as well as the Clipper Operating and Capital Two Year Budget approved and adopted by this Board in June 2022, as reference. The budget is intended to provide an understanding of the scope and size of major expense categories and confirm availability of funding. The budget is updated annually and includes both current Clipper system and next generation Clipper items.

Updates from the June 2022 approved FY 2022-23 and 2023-24 Budget and Work Plan

Updates of the Clipper Two Year Budget item approved in June 2022 are highlighted in red in Attachment A and described below.

1. In both Operating and Capital Budgets, costs for the current Clipper system are expected to decrease, while resources are shifted to Next –Generation Clipper implementation, accelerated deployment, and transition efforts, until Clipper is fully transitioned to the Next Generation Clipper system in FY 2024-25.

2. The Operating Budget estimates operating costs associated with both the current card-based Clipper system, and the account-based system, reflecting progress of equipment installation completed to this point, and the impact of major milestone dates on the account-based operating costs. The Clipper Two Year Budget has always assumed that the card-based operating costs continue until the end of the current Clipper contract's extension to November 2024, and that until then, the card- and account-based systems are operating in parallel.
3. The Operating Budget assumes that \$2.8M in "unregistered inactive funds" are needed in FY23-24 in order to balance the budget, and that when needed, staff will return to the Board for approval of use of these funds to offset operating shortfalls in future fiscal years;
4. The Clipper program's Capital budget has been updated to reflect Cubic's most recently estimated milestone payments, as well as equipment payments based on estimates on the progress of current installation of next-generation equipment; and
5. In order to address uncertainty around Regional Measure 3, the Clipper program signed a Letter of No Prejudice to use OBAG3 funds to offset potential delays in receipt of RM3 funds and to pay invoices in a timely manner. If or when RM3 funds are received, OBAG3 funds used for Clipper would be returned for their original intended use.

MTC staff plans to return to the Clipper Executive Board in approximately six months to review the next Clipper Two Year Budget and Work Plan for the Executive Board's review and approval.

Issues:

None identified.

Recommendations:

Information.

Attachments:

- Attachment A: Clipper Operating and Capital Budget – Updated November 2022
- Attachment B: Clipper Operating and Capital Budget – Approved June 2022 (reference)



Carol Kuester

CLIPPER® OPERATING BUDGET - NOVEMBER 3, 2022

Item No.	Descriptions	Actual FY 21/22 (\$M)	FY 22/23 (\$M)	FY 23/24 (\$M)	FY 24/25 (\$M)	FY 25/26 (\$M)	FY 26/27 (\$M)	Total FY 22/23 - FY 26/27
MTC Operating Costs								
1	MTC Staff - Current Clipper Operating	\$0.7	\$0.6	\$0.3	\$0.0	\$0.0	\$0.0	\$0.9
2	MTC Staff - Next Gen Clipper Operating	\$0.7	\$1.0	\$1.3	\$1.7	\$1.8	\$1.9	\$7.8
3	Current Clipper Operating Costs - MTC	\$11.3	\$12.0	\$6.0	\$0.3	\$0.0	\$0.0	\$18.3
4	Next Gen Clipper SI Operating Costs - MTC	\$0.8	\$2.1	\$6.3	\$8.7	\$9.6	\$9.9	\$36.6
5	Next Gen Clipper CSC Operating Costs - MTC	\$0.0	\$0.0	\$0.6	\$0.6	\$0.6	\$0.7	\$2.5
6	Next Gen Clipper Fare Media Operating Costs - MTC	\$0.0	\$0.0	\$1.2	\$1.2	\$1.3	\$1.3	\$5.0
7	Mobile App Fees - MTC	\$0.4	\$1.0	\$1.0	\$1.0	\$1.0	\$1.0	\$5.0
8	Clipper Operations - Misc.	\$0.3	\$0.3	\$0.3	\$0.4	\$0.4	\$0.4	\$1.8
9	In Person Customer Service Centers	\$1.1	\$1.1	\$1.2	\$1.2	\$1.3	\$1.3	\$6.1
10	Customer Education Program	\$1.7	\$2.1	\$1.8	\$1.9	\$2.0	\$2.1	\$9.8
11	<i>Subtotal MTC expenses</i>	\$17.0	\$20.2	\$20.1	\$17.0	\$18.0	\$18.6	\$93.8
Transit Agency Operating Costs								
12	Current Clipper Operating Costs - Transit Agencies	\$10.7	\$12.5	\$12.0	\$0.5	\$0.0	\$0.0	\$25.0
13	Next Gen Clipper SI Operating Costs - Transit Agencies	\$0.8	\$2.1	\$6.3	\$8.7	\$9.6	\$9.9	\$36.6
14	Next Gen Clipper CSC Operating Costs - Transit Agencies	\$0.0	\$0.0	\$0.6	\$0.6	\$0.6	\$0.7	\$2.5
15	Next Gen Clipper Payment Services Operating Costs -Transit Agencies	\$0.0	\$0.5	\$4.0	\$4.1	\$4.2	\$4.4	\$17.2
16	Retail Commissions	\$0.0	\$1.3	\$1.8	\$1.8	\$1.9	\$2.0	\$8.8
17	RTC Program	\$0.0	\$0.5	\$0.6	\$0.6	\$0.6	\$0.6	\$2.9
18	<i>Subtotal Transit Agency expenses</i>	\$11.5	\$16.9	\$25.3	\$16.3	\$17.0	\$17.5	\$93.1
19	Total Operating Costs (MTC+Transit)	\$28.5	\$37.1	\$45.4	\$33.3	\$34.9	\$36.1	\$186.9
MTC Operating Revenues								
15	Total STA Revenues	\$6.3	\$7.5	\$7.7	\$7.8	\$8.0	\$8.0	\$39.0
16	Total RM2 Marketing Revenue	\$1.1	\$1.1	\$1.1	\$1.1	\$1.1	\$1.1	\$5.5
17	Additional RM2 Marketing Revenue ¹	\$1.7	\$1.7	\$1.7	\$1.7	\$1.7	\$1.7	\$8.5
18	Additional RM2 Operating Revenue ¹	\$1.7	\$1.7	\$2.0	\$2.0	\$2.0	\$2.0	\$9.7
19	CARES Act	\$4.7	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
20	Additional RM2 (Reclassified)	\$0.0	\$0.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.5
21	STA Reserve	\$0.0	\$2.5	\$0.0	\$0.0	\$0.0	\$0.0	\$2.5
22	Card and Fare Media Fees	\$0.0	\$0.7	\$1.2	\$1.2	\$1.3	\$1.3	\$5.7
23	Unregistered Inactive Funds	\$0.0	\$0.0	\$2.8	\$0.0	\$0.0	\$0.0	\$2.8
24	Float Account Interest	\$0.0	\$0.0	\$1.2	\$1.2	\$1.2	\$1.2	\$4.8
25	State of Good Repair (SB1) ²	\$1.5	\$1.5	\$0.3	\$0.0	\$0.0	\$0.0	\$1.8
26	Total Transit Agency Revenue	\$11.5	\$16.9	\$25.3	\$16.3	\$17.0	\$17.5	\$93.1
27	Total Operating Revenue	28.5	\$34.1	\$43.3	\$31.4	\$32.3	\$32.8	\$173.9
28	Operations Reserve ³	\$7.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
29	Net Budget	\$7.0	\$4.0	\$1.9	(\$0.0)	(\$2.7)	(\$6.0)	

¹ Contingent upon availability and MTC Commission Approval

² Used for Next-Gen Clipper Operating Startup Costs

³ Operations Carry Forward From Prior Year = \$7.0M (\$2.5 STA Reserve, \$1.1M Float, \$3.4M Inactive Funds)

CLIPPER® CAPITAL BUDGET - NOVEMBER 3, 2022

Item No.	Description	Actual FY 21/22 (\$M)	FY 22/23 (\$M)	FY 23/24 (\$M)	FY 24/25 (\$M)	FY 25/26 (\$M)	FY 26/27 (\$M)	5 YEAR TOTAL - FY 22/23 - 26/27 (\$M)
Capital Costs								
1	Current Clipper Cards & Fare Media	\$4.0	\$2.0	\$0.0	\$0.0	\$0.0	\$0.0	\$2.0
2	Next Gen Clipper Cards & Fare Media	\$3.0	\$3.0	\$3.0	\$2.0	\$2.0	\$1.0	\$11.0
Current Clipper System								
3	MTC Staff	\$0.9	\$0.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.5
4	Consultants	\$0.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
5	System Enhancements and Infrastructure Replacement	\$0.7	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Next Generation Clipper System								
6	MTC Staff	\$3.3	\$2.9	\$3.5	\$3.7	\$3.9	\$4.1	\$18.0
7	Consultants	\$2.5	\$2.2	\$2.3	\$2.0	\$1.5	\$1.5	\$9.5
8	System Integrator Contract	\$21.4	\$48.3	\$6.1	\$0.0	\$0.0	\$0.0	\$54.4
9	Next-Gen Clipper Equipment	\$2.2	\$34.5	\$23.8	\$0.0	\$0.0	\$0.0	\$58.3
10	Operator CAD/AVL Integration	\$1.3	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
11	TR4 Integration and Open Payment Deployment	\$5.2	\$1.6	\$1.4	\$0.0	\$0.0	\$0.0	\$3.0
12	Customer Service Center / Payment Services	\$3.0	\$0.0	\$0.0	\$0.0	\$1.0	\$1.0	\$2.0
13	System Enhancements and Infrastructure Replacement	\$0.0	\$0.0	\$0.0	\$6.5	\$6.5	\$6.5	\$19.5
14	Total Expenses	\$48.0	\$95.0	\$40.1	\$14.2	\$14.9	\$14.1	\$178.2
Capital Revenue								
15	TCP - FTA*	\$47.7	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
16	TCP - OBAG2-STP/CMAQ*	\$34.8	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
17	TCP - OBAG2-RM2*	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
18	SGR / RM3 / OBAG3*	\$0.0	\$39.6	\$7.0	\$3.2	\$0.0	\$0.0	\$49.8
19	SGR	\$11.0	\$10.3	\$0.0	\$0.0	\$0.0	\$0.0	\$10.3
20	Fare Media and Card Fee Revenue	\$2.0	\$4.0	\$4.0	\$4.0	\$4.0	\$4.0	\$20.0
21	Capital Reserve	\$33.4	\$0.0	\$0.0	\$0.0	\$0.0	\$1.0	\$1.0
22	Total Annual Revenue	\$128.9	\$53.9	\$11.0	\$7.2	\$4.0	\$5.0	\$81.1
24	Cumulative Surplus/Deficit	\$80.9	\$39.8	\$10.7	\$3.8	(\$7.1)	(\$16.1)	

* Committed to System Integrator Contract

APPROVED CLIPPER® OPERATING BUDGET - JUNE 6, 2022 - REFERENCE

Item No.	Descriptions	Current FY 21/22 (\$M)	FY 22/23 (\$M)	FY 23/24 (\$M)	FY 24/25 (\$M)	FY 25/26 (\$M)	FY 26/27 (\$M)	Total FY 22/23 - FY 26/27
MTC Operating Costs								
1	MTC Staff - Current Clipper Operating	\$0.7	\$0.6	\$0.4	\$0.0	\$0.0	\$0.0	\$1.0
2	MTC Staff - Next Gen Clipper Operating	\$0.7	\$1.0	\$1.3	\$1.7	\$1.8	\$1.9	\$7.8
3	Current Clipper Operating Costs - MTC	\$11.3	\$10.5	\$6.0	\$0.3	\$0.0	\$0.0	\$16.8
4	Next Gen Clipper SI Operating Costs - MTC	\$0.8	\$2.6	\$7.2	\$9.3	\$9.9	\$10.1	\$39.1
5	Next Gen Clipper CSC Operating Costs - MTC	\$0.0	\$1.0	\$2.0	\$1.6	\$1.6	\$2.1	\$8.3
6	Next Gen Clipper Fare Media Operating Costs - MTC	\$0.0	\$0.2	\$1.2	\$1.2	\$1.3	\$1.3	\$5.2
7	Mobile App Fees - MTC	\$0.4	\$1.0	\$1.0	\$1.0	\$1.0	\$1.0	\$5.0
8	Clipper Operations - Misc.	\$0.3	\$0.3	\$0.3	\$0.4	\$0.4	\$0.4	\$1.8
9	In Person Customer Service Centers	\$1.1	\$1.1	\$1.2	\$1.2	\$1.3	\$1.3	\$6.1
10	Customer Education Program	\$1.7	\$2.1	\$1.8	\$1.9	\$2.0	\$2.1	\$9.8
11	<i>Subtotal MTC expenses</i>	<i>\$17.0</i>	<i>\$20.4</i>	<i>\$22.4</i>	<i>\$18.6</i>	<i>\$19.2</i>	<i>\$20.2</i>	<i>\$100.8</i>
Transit Agency Operating Costs								
12	Current Clipper Operating Costs - Transit Agencies	\$10.7	\$12.5	\$12.0	\$0.5	\$0.0	\$0.0	\$25.0
13	Next Gen Clipper SI Operating Costs - Transit Agencies	\$0.8	\$2.6	\$7.2	\$9.3	\$9.9	\$10.1	\$39.1
14	Next Gen Clipper CSC Operating Costs - Transit Agencies	\$0.0	\$1.0	\$2.0	\$1.6	\$1.6	\$2.1	\$8.3
15	Next Gen Clipper Payment Services Operating Costs -Transit	\$0.0	\$2.2	\$4.0	\$4.1	\$4.2	\$4.4	\$18.9
16	Retail Commissions	\$0.0	\$1.3	\$1.8	\$1.8	\$1.9	\$2.0	\$8.8
17	RTC Program	\$0.0	\$0.5	\$0.6	\$0.6	\$0.6	\$0.6	\$2.9
18	<i>Subtotal Transit Agency expenses</i>	<i>\$11.5</i>	<i>\$20.1</i>	<i>\$27.6</i>	<i>\$17.9</i>	<i>\$18.2</i>	<i>\$19.2</i>	<i>\$103.0</i>
19	Total Operating Costs (MTC+Transit)	\$28.5	\$40.5	\$50.0	\$36.5	\$37.5	\$39.4	\$203.8
MTC Operating Revenues								
15	Total STA Revenues	\$6.3	\$7.5	\$7.7	\$7.8	\$8.0	\$8.0	\$39.0
16	Total RM2 Marketing Revenue	\$1.1	\$1.1	\$1.1	\$1.1	\$1.1	\$1.1	\$5.5
17	Additional RM2 Marketing Revenue ³	\$1.7	\$1.7	\$1.7	\$1.7	\$1.7	\$1.7	\$8.5
18	Additional RM2 Operating Revenue ³	\$1.7	\$1.7	\$2.0	\$2.0	\$2.0	\$2.0	\$9.7
19	CARES Act	\$4.7	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
20	Additional RM2 (Reclassified)	\$0.0	\$0.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.5
21	STA Reserve	\$0.0	\$2.5	\$0.0	\$0.0	\$0.0	\$0.0	\$2.5
22	Card and Fare Media Fees	\$0.0	\$0.7	\$1.2	\$1.2	\$1.3	\$1.3	\$5.7
23	Unregistered Inactive Funds	\$0.0	\$0.0	\$3.4	\$0.0	\$0.0	\$0.0	\$3.4
24	Float Account Interest	\$0.0	\$0.0	\$1.2	\$1.2	\$1.2	\$1.2	\$4.8
25	State of Good Repair (SB1) ⁴	\$1.5	\$1.5	\$0.3	\$0.0	\$0.0	\$0.0	\$1.8
26	Total Transit Agency Revenue	\$11.5	\$20.1	\$27.6	\$17.9	\$18.2	\$19.2	\$103.0
27	Total Operating Revenue	\$28.5	\$37.3	\$46.2	\$33.0	\$33.5	\$34.5	\$184.4
28	Operations Reserve ⁵	\$7.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
29	Net Budget	\$7.0	\$3.8	\$0.0	(\$3.5)	(\$7.5)	(\$12.4)	

³ Contingent upon availability and MTC Commission Approval

⁴ Used for Next-Gen Clipper Operating Startup Costs

⁵ Operations Carry Forward From Prior Year = \$7.0M (\$2.5 STA Reserve, \$1.1M Float, \$3.4M Inactive Funds)

APPROVED CLIPPER® CAPITAL BUDGET - APRIL 28, 2022 - REFERENCE

Item No.	Description	Current FY 21/22 (\$M)	FY 22/23 (\$M)	FY 23/24 (\$M)	FY 24/25 (\$M)	FY 25/26 (\$M)	FY 26/27 (\$M)	5 YEAR TOTAL - FY 22/23 - 26/27 (\$M)
Capital Costs								
1	Current Clipper Cards & Fare Media	\$4.0	\$2.0	\$0.0	\$0.0	\$0.0	\$0.0	\$2.0
2	Next Gen Clipper Cards & Fare Media	\$3.0	\$3.0	\$3.0	\$2.0	\$2.0	\$1.0	\$11.0
Current Clipper System								
3	MTC Staff	\$0.9	\$0.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.5
4	Consultants	\$0.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
5	System Enhancements and Infrastructure Replacement	\$0.7	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Next Generation Clipper System								
6	MTC Staff	\$3.3	\$2.9	\$3.5	\$3.7	\$3.9	\$4.1	\$18.0
7	Consultants	\$2.5	\$2.2	\$2.3	\$2.0	\$1.5	\$1.5	\$9.5
8	System Integrator Contract	\$46.8	\$35.3	\$6.1	\$0.0	\$0.0	\$0.0	\$41.4
9	Next-Gen Clipper Equipment	\$0.0	\$51.7	\$0.0	\$0.0	\$0.0	\$0.0	\$51.7
10	Operator CAD/AVL Integration	\$1.3	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
11	TR4 Integration and Open Payment Deployment	\$7.3	\$0.4	\$0.0	\$0.0	\$0.0	\$0.0	\$0.4
12	Customer Service Center / Payment Services	\$3.0	\$0.0	\$0.0	\$0.0	\$1.0	\$1.0	\$2.0
13	System Enhancements and Infrastructure Replacement	\$0.0	\$0.0	\$0.0	\$6.5	\$6.5	\$6.5	\$19.5
14	Total Expenses	\$73.3	\$97.9	\$14.9	\$14.2	\$14.9	\$14.1	\$155.9
Capital Revenue								
15	TCP - FTA*	\$47.7	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
16	TCP - OBAG2-STP/CMAQ*	\$34.8	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
17	TCP - OBAG2-RM2*	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
18	SGR / RM3 / OBAG3*	\$0.0	\$39.6	\$7.0	\$3.2	\$0.0	\$0.0	\$49.8
19	SGR	\$11.0	\$10.3	\$0.0	\$0.0	\$0.0	\$0.0	\$10.3
20	Fare Media and Card Fee Revenue	\$2.0	\$4.0	\$4.0	\$4.0	\$4.0	\$4.0	\$20.0
21	Capital Reserve	\$33.4	\$0.0	\$0.0	\$0.0	\$0.0	\$1.0	\$1.0
22	Total Annual Revenue	\$128.9	\$53.9	\$11.0	\$7.2	\$4.0	\$5.0	\$81.1
24	Cumulative Surplus/Deficit	\$55.6	\$11.6	\$7.8	\$0.8	(\$10.1)	(\$19.1)	

* Committed to System Integrator Contract