



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

Meeting Agenda

Clipper Executive Board

Julie Kirschbaum, Chair

Denis Mulligan, Vice Chair

Monday, July 27, 2026

11:30 AM

Yerba Buena Conference Room - 1st Floor

The Clipper Executive Board is scheduled to meet jointly with the Regional Network Management Council at 11:30 a.m.

Meeting attendees may opt to attend in person for public comment and observation at the Bay Area Metro Center, Yerba Buena Conference Room (1st Floor), 375 Beale Street, San Francisco, CA 94105.

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.

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/81629419910>

iPhone One-Tap: US: +13092053325,,81629419910# US

+13126266799,,81629419910# US (San Jose)

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: 816 2941 9910

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Detailed instructions on participating via Zoom are available at:

<https://bayareametro.zoom.us/j/81629419910>

<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 business day before the scheduled meeting date.

Please include the committee or board meeting name and agenda item number in the subject line. All comments received will be submitted into the record.

Clerk: Rachel Arbios

Roster

Julie Kirschbaum, Chair; Denis Mulligan, Vice Chair
April Chan, Andrew B. Fremier, Carolyn M. Gonot,
Salvador Llamas, Robert Powers, Danielle Schmitz, Christy Wegener

1. Call Clipper Executive Board to Order**2. Clipper Executive Board Roll Call/Confirm Quorum**

A quorum of the Board shall be a majority of its voting members (5).

3. Call Regional Network Management Council to Order**4. Regional Network Management Roll Call/Confirm Quorum**

A quorum of the Board shall be a majority of its voting members (6).

5. Clipper Executive Board Consent Calendar**5a. [26-0869](#) Minutes of the June 1, 2026 Meeting**

Board Approval of the June 1, 2026 Meeting Minutes.

Action: Approval

Attachments: [5a 26-0869 20260601 Clipper Executive Board Meeting Minutes Draft.pdf](#)

5b. [26-0862](#) Clipper Operations and Performance Update.

Update on Clipper System operations and customer service performance following the launch of the Next-Generation Clipper System to the public on December 10, 2025.

Action: Information

Presenter: Kelley Jackson (MTC)

Attachments: [5b 26-0862 Clipper Operational Data and CSC Performance Update.pdf](#)

5c. [26-0870](#) Clipper® Purchase Order - Network Services: AT&T (\$300,000)

Request for approval of a Purchase Order for Clipper Network Services for Fiscal Year 2026-2027: AT&T (\$300,000).

Action: Approval

Presenter: Jennifer Largaespada (MTC)

Attachments: [5c 26-0870 AT&T Purchase Order.pdf](#)

6. Regional Network Management Council Consent Calendar

- 6a. [26-0678](#) Regional Network Management Council Meeting Minutes of the June 1, 2026 Meeting

Action: Approval

Attachments: [6a 26-0678 20260601 Regional Network Management Council Minutes Dr](#)

7. Approval / Information

- 7a. [26-0861](#) Regional Mapping & Wayfinding - Project Update

Update on Regional Mapping & Wayfinding pilot projects and transit agency collaboration.

Action: Information

Presenter: Gordon Hansen, MTC and Jumana Nabti, BART

Attachments: [7a 26-0861 Summary Sheet RMWP Update Jul 2026.pdf](#)
[7a 26-0861 Attachment A RMWP Update Jul 2026.pdf](#)

- 7b. [26-0847](#) Delivering on the Fare Policy Vision for Customers - Looking Back and Looking Ahead.

An update of recent regional fare coordination and integration efforts, progress on current customer-focused fare policy improvements, and consideration of future opportunities.

Action: Information

Presenter: William Bacon (MTC) and Michael Eiseman (BART)

Attachments: [7b 26-0847 Summary Sheet + Att A Fare Integration Looking Back and Ah](#)
[7b 6-0847 Fare Integration Looking Back and Ahead.pdf](#)

- 7c. [26-0857](#) Next- Generation Clipper Update

Progress update on Next-Generation Clipper system implementation, including resolution of issues and transition of Clipper cardholders to the Next-Generation system.

Action: Information

Presenter: Jason Weinstein, MTC

Attachments: [7c 26-0857 1 Next-Generation Clipper Update.pdf](#)
[7c 26-0857 2 MTC Clipper Presentation.pdf](#)

8. Director's Report - Jason Weinstein

9. Director's Report - Melanie Choy

10. Public Comment / Other Business

*Commissioners 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.*

10a. [26-0903](#) Public Comment

Action: Informational

Attachments: [10a Public Comment Aleta Dupree.pdf](#)

11. Adjournment / Next Meeting

The next meeting of the Clipper Executive Board is scheduled to be held at 1:00 p.m., on August 24, 2026 at Bay Area Rapid Transit (BART) Headquarters, 2150 Webster Street, Oakland, CA 94612. 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 Título 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.



Metropolitan Transportation Commission

Legislation Text

375 Beale Street, Suite 800
San Francisco, CA 94105

File #: 26-0869, **Version:** 1

Subject:
Minutes of the June 1, 2026 Meeting

Board Approval of the June 1, 2026 Meeting Minutes.

Recommended Action:
Approval

Attachments: List any attachments.



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

Meeting Minutes - Draft

Clipper Executive Board

Julie Kirschbaum, Chair

Denis Mulligan, Vice Chair

Monday, June 1, 2026

1:00 PM

Board Room - First Floor

Roster

Julie Kirschbaum, Chair; Denis Mulligan, Vice Chair
April Chan, Andrew B. Fremier, Carolyn M. Gonot,
Salvador Llamas, Robert Powers, Danielle Schmitz, Christy Wegener

1. Call to Order / Roll Call / Confirm Quorum

The meeting was called to order at 1:17 p.m.

Present: 9 - Board Member Powers, Board Member Chan, Board Member Fremier, Board Member Gonot, Chair Kirschbaum, Board Member Llamas, Vice Chair Mulligan, Board Member Schmitz, and Board Member Wegener

2. Consent Calendar

Upon the motion by Vice Chair Mulligan and seconded by Board Member Fremier, the Consent Calendar was approved. The motion carried by the following vote:

Aye: 9 - Board Member Powers, Board Member Chan, Board Member Fremier, Board Member Gonot, Chair Kirschbaum, Board Member Llamas, Vice Chair Mulligan, Board Member Schmitz and Board Member Wegener

2a. [26-0539](#) Minutes of the April 27, 2026 Meeting

Board Approval of the April 27, 2026 Meeting Minutes.

Action: Approval

Attachments: [2a 26-0539 04272026 Clipper Executive Board Meeting Minutes Draft.pdf](#)

2b. [26-0541](#) Clipper® Operational Data and Customer Service Center Performance Update

Update on Clipper System operational data and customer service center performance.

Action: Information

Presenter: Kelley Jackson, MTC

Attachments: [2b 26-0541 Clipper Operational Data and CSC Performance Update.pdf](#)

- 2c.** [26-0699](#) Change Order Amendment - Next Generation Clipper® System Integrator Contract Change Order 13: Cubic Transportation Systems (\$264,000)
- Request for approval of a Change Order Amendment to the Next Generation Clipper System Integrator Contract with Cubic to provide funding for continuing technical and customer assistance support to transit benefit providers in the Next Generation Clipper System during Fiscal Year (FY) 2026-27, subject to approval of the FY 2026-27 MTC Budget.
- Action:** Approval
- Presenter:** Kelley Jackson, MTC
- Attachments:** [2c_26-0699_C2 CO13.1 Transit Benefits.pdf](#)
-
- 2d.** [26-0544](#) Contract Amendment - Clipper® In Person Customer Service - Nematode Holdings, LLC (\$325,000)
- Request for approval of a contract amendment in an amount not to exceed \$325,000 with Nematode to continue providing Clipper in-person customer services at the Bay Crossings store located in the San Francisco Ferry Building, subject to approval of the fiscal year (FY) 2026-27 MTC Budget.
- Action:** Approval
- Presenter:** Alison Edwards, MTC
- Attachments:** [2d_26-0544_Clipper IPCSC Nematode.pdf](#)
-
- 2e.** [26-0545](#) Clipper Technical Consultant Contract Actions: i. Contract Amendment - Implementation, Transition, and Program Management Support: Arcadis, a California partnership (Arcadis) (\$1,200,000); ii. Contract Amendment - Implementation, Transition, and Program Management Support: Invoke Technologies, Inc. (Invoke) (\$300,000); iv. Contract Amendment - Implementation, Transition, and Financial Management Support: ARC Alternatives (ARC Alternatives) (\$200,000); iv. Contract Amendment - Implementation, Transition, and Technical Support: Jacobs Engineering Group (Jacobs) (\$500,000)
- Request for approval to enter into separate contract amendments with i. Arcadis, for \$1,200,000, to provide technical advice to MTC and the transit operators to support the implementation of the Next Generation Clipper (C2) System; ii. Invoke, for \$300,000, for program management support services; iii. ARC Alternatives, for \$200,000, for financial services program management support services; and iv. Jacobs, for \$500,000, for technical and operational assistance, subject to approval of the fiscal year (FY) 2026-27 MTC Budget.
- Action:** Approval

Presenter: Albert Chiu, MTC

Attachments: [2e_26-0545_Clipper Technical Consultant Contract Actions.pdf](#)

- 2f.** [26-0543](#) Clipper® Customer Education and Outreach Contract Actions: i. Contract Amendment - Customer Education Support: Moore Iacofano Goltsman, Inc. (MIG) (\$3,200,000); ii. Contract Amendment - Clipper START Outreach: Caribou Public Relations, Inc. (Caribou) (\$450,000)

Request for approval of the listed consultant contract actions to i. add \$3,200,000 to the MIG contract to provide customer education support to the Next Generation Clipper program and Clipper START program and ii. add \$450,000 to the Caribou contract to provide Clipper START CBO outreach assistance, subject to approval of the fiscal year (FY) 2026-27 MTC Budget.

Action: Approval

Presenter: Kelley Jackson, MTC

Attachments: [2f_26-0543_Clipper Customer Education and Outreach Contract Actions.pdf](#)

3. Information / Approval

- 3a.** [26-0540](#) Next-Generation Clipper Implementation and Transition Update

Update on Next-Generation Clipper System implementation, including issues and outages; transition of current Clipper cardholders to the Next-Generation Account-based System; and upcoming work.

Action: Information

Presenter: Alix Bockelman and Angus Davol, MTC; Altamash Ahmed and Sushil Rajendran, Cubic Transportation Systems, Inc. (Cubic)

Attachments: [3a_26-0540_Clipper Implementation and Transition Update.pdf](#)
[3ai_Cubic CEB Presentation_06.01.26.pdf](#)

The following individuals provided public comment: Aleta Dupree (Team Folds), Adina Levin (Seamless Bay Area), Richard Manning, and Roland.

- 3b.** [26-0542](#) Clipper® Two-Year Budget

The Clipper Two-Year Budget for Fiscal Years (FYs) 2026-27 and 2027-28 for the Clipper Executive Board's review and approval.

Action: Approval

Presenter: Edward Meng, MTC

Attachments: [3b 26-0542 Clipper Two Year Budget.pdf](#)
[3bi 20260510 Clipper Operating Revenue and Budget Update.pdf](#)
[3bii 20260310 Capital Revenue and Budget.pdf](#)
[3biii Clipper Budget presentation.pdf](#)

The following individuals provided public comment: Aleta Dupree (Team Folds), and Adina Levin (Seamless Bay Area).

The Clipper Two-Year Budget for Fiscal Years (FYs) 2026-27 and 2027-28 was approved. The motion carried by the following vote:

Aye: 9 - Board Member Powers, Board Member Chan, Board Member Fremier, Board Member Gonot, Chair Kirschbaum, Board Member Llamas, Vice Chair Mulligan, Board Member Schmitz and Board Member Wegener

- 3c.** [26-0700](#) Change Order Amendment - Amendment 2 to Clipper System (C1) and Customer Service Center Contract Change Order 218: Cubic Transportation Systems (Cubic) (\$3,100,000)

Extension of the Clipper Contract with Cubic for ongoing support and operations of the Clipper legacy system, subject to approval of the FY 2026-27 MTC Budget.

Action: Approval

Presenter: Angus Davol, MTC

Attachments: [3c 26-0700 C1 Extension CO218.2.pdf](#)

The Change Order Amendment - Amendment 2 to Clipper System (C1) and Customer Service Center Contract Change Order 218: Cubic Transportation Systems (Cubic) (\$3,100,000) was approved. The motion carried by the following vote:

Aye: 9 - Board Member Powers, Board Member Chan, Board Member Fremier, Board Member Gonot, Chair Kirschbaum, Board Member Llamas, Vice Chair Mulligan, Board Member Schmitz and Board Member Wegener

- 3d.** [26-0546](#) Change Order - Next Generation Clipper® Customer Service Center: WSP USA Services, Inc. (WSP)

Request for approval of a Change Order with WSP USA Services, Inc. that revises the payment form and reduces the period of performance to align with resources for the operations of the Next Generation Clipper Customer Service Center, subject to approval of the FY 2026-27 MTC Budget.

Action: Approval

Presenter: Kelley Jackson, MTC

Attachments: [3d 26-0546 WSP CSC CO10.pdf](#)

Adina Levin, Seamless Bay Area, provided public comment.

The Change Order - Next Generation Clipper® Customer Service Center: WSP

USA Services, Inc. (WSP) Report was approved. The motion carried by the following vote:

Aye: 9 - Board Member Powers, Board Member Chan, Board Member Fremier, Board Member Gonot, Chair Kirschbaum, Board Member Llamas, Vice Chair Mulligan, Board Member Schmitz and Board Member Wegener

4. Director's Report - Jason Weinstein

5. Public Comment / Other Business

Aleta Dupree, Team Folds, provided public comment on this item.

6. Adjournment / Next Meeting

The meeting was adjourned at 3:21 p.m. The next meeting of the Clipper Executive Board is scheduled to be held at 1:00 p.m., June 22, 2026 at Bay Area Rapid Transit (BART) Headquarters, 2150 Webster Street, (1st Floor - Board Room) Oakland, CA 94612. Any changes to the schedule will be duly noticed to the public.



Metropolitan Transportation Commission

Legislation Text

375 Beale Street, Suite 800
San Francisco, CA 94105

File #: 26-0862, **Version:** 1

Subject:

Clipper Operations and Performance Update.

Update on Clipper System operations and customer service performance following the launch of the Next-Generation Clipper System to the public on December 10, 2025.

Presenter:

Kelley Jackson (MTC)

Recommended Action:

Information

Attachments: List any attachments.

Clipper® Executive Board

July 27, 2026

Agenda Item 5b – 26-0862

Clipper® Operational Data and Customer Service Center Performance Update

Subject:

Update on Clipper System operational data and customer service center performance.

Background:

The start of customer transition to the Next-Generation Clipper (C2) System on December 10, 2025, was accompanied by issues with device functionality, back-office operations, and card account migration. Consequently, the start of full bulk migration of approximately 15 million Clipper cards is on hold while Cubic works through the resolution of critical issues identified as transition blockers by MTC. During this period, continued growth of the Account-based System is driven by customers obtaining new Clipper cards, on-demand migration of legacy Clipper cards (initiated when customers log in to their Clipper accounts or contact Clipper Customer Service by phone for assistance), and payment of fares by tapping credit and debit cards directly on Clipper readers. Bulk migration testing has also been occurring, primarily with older inactive cards but also for active cards where migration has been needed for operational purposes (e.g., select institutional/transit benefits program participants and Marin Transit riders). As of mid-July, over 2.2 million Clipper cards have been migrated through these processes.

Card-Based Clipper Operations

Between May and June 2026, the volume and revenue associated with legacy Clipper cards remained relatively steady with just under 9 million fare-payment transactions generating more than \$19M in revenue.

Next-Generation Clipper Operations

Account-based transaction activity has continued to grow, with more than 50% of trips systemwide now being processed through the account-based system (for the week ending July 11, C2 processed 51% of Clipper trips systemwide: 36% on Clipper cards, 15% on contactless bank cards).

In June 2026, trip and revenue figures are as follows:

- Clipper customers using Account-based Clipper cards and tickets made 5.4 million trips generating \$14.6 million in transit operator revenue
- Account-based Clipper cards and limited-use tickets accounted for 35% of trips (up from 31% in May 2026)
- Clipper customers using contactless bank cards made 2.3 million trips generating over \$10.5 million in transit operator revenue
- Open payments accounted for 15% of all Clipper trips (14% of all weekday trips and 19% on weekends)
- Napa VINE had the highest percentage of open payments trips (25%), followed by Golden Gate Transit (23%), Golden Gate Ferry (22%), BART (21%), Vacaville City Coach (17%), WETA (14%), Sonoma County Transit (13%), and Muni (13%).

Clipper Call Center Performance

WSP USA Services Inc. is under contract to provide Next-Generation Clipper customer services. MTC and WSP continue to work together to track the C2 System Integrator's progress developing fixes to the critical issues affecting Customer Service Center performance while WSP implements additional training and operational changes to improve productivity. Exhibit 1 below shows changes in month over month contact volumes via the phone, call back and email channels. WSP achieved an average speed of answer time of 6 minutes and 53 seconds in June – up slightly from the 6 minute and 51 second customer hold time in May, though customer service representatives were still able to decrease average handle time from 11 minutes and 10 seconds in May to 10 minutes and 52 seconds in June. The use of WSP's call back feature increased in June, likely due to an overall increase in call volume and slightly higher average speed of answer.

*Exhibit 1. WSP Call Center Activity on a Monthly Basis **

Month Ending	Calls Offered	Calls Answered	Calls Abandoned	Call Backs Offered	Call Backs Answered	Chats Offered	Chats Answered	eMails Offered	eMails Answered
1/31/2026	41,621	16,201	25,419	0	0	0	0	10,935	10,912
2/28/2026	34,192	14,848	19,343	0	0	0	0	6,617	6,449
3/31/2026	36,247	20,727	15,520	39	39	0	0	4,167	4,315

4/30/2026	29,436	25,152	4,159	108	108	0	0	2,669	2,753
5/30/2026	28,644	23,370	4,830	558	558	0	0	1,709	2,578
6/30/2026	32,866	26,438	5,608	624	624	0	0	2,000	2,958

* Minor discrepancies in data from January-March 2026 made consistent with formally-submitted monthly performance reports.

Issues:

None identified.

Recommendations:

None.

Attachments:

None.



Jason Weinstein



Metropolitan Transportation Commission

Legislation Text

375 Beale Street, Suite 800
San Francisco, CA 94105

File #: 26-0870, **Version:** 1

Subject:

Clipper® Purchase Order - Network Services: AT&T (\$300,000)

Request for approval of a Purchase Order for Clipper Network Services for Fiscal Year 2026-2027:
AT&T (\$300,000).

Presenter:

Jennifer Largaespada (MTC)

Recommended Action:

Approval

Attachments: List any attachments.

Clipper® Executive Board

July 27, 2026

Agenda Item 5c – 26-0870

Clipper® Purchase Order – Network Services: AT&T (\$300,000)

Subject:

Request for approval of a Purchase Order for Clipper Network Services for Fiscal Year 2026-2027: AT&T (\$300,000).

Background:

AT&T provides network services for the legacy Clipper system that enable connections between handheld card readers, Ticket Office Terminals, data servers, and the Clipper Central System. Per the Clipper Memorandum of Understanding, approximately 95% of this cost is reimbursed by Clipper transit agencies. This Purchase Order would cover network operations during Fiscal Year 2026-2027. The Clipper Operating Budget approved by the Clipper Executive Board on June 1, 2026, includes \$300,000 for this expense in Fiscal Year 2026-2027. Once the transition to C2 is complete, these network services will no longer be needed.

Issues:

None identified.

Recommendation:

Staff recommends that the Board approve a Purchase Order with AT&T in an amount not to exceed \$300,000, to provide the services described above.

Attachments:

None.



Jason Weinstein

Request for Board Approval

Summary of Proposed Purchase Order

Contractor (or “Consultant”):	AT&T Carol Stream, IL
Work Project Title:	Clipper® Network Services
Purpose of Project:	To provide network services for the Clipper system during FY 2026-2027
Brief Scope of Work:	Provision of network services and operations to allow telecommunications connections between Clipper devices, data servers and the central system.
Project Cost Not to Exceed:	\$300,000
Funding Source:	Participating Operator funds, STP, CMAQ, STA, STP Exchange, Regional Measure 2 Operating funds, CARES Act funds, Inactive Card funds, Float Account Interest
Fiscal Impact:	Approximately 95% of the funding will be provided by the participating transit operators. Additional funding is included in the MTC FY 2026-2027 budget.
Motion by Board:	That a Purchase Order with AT&T for the purposes described above and in the Clipper Executive Director’s summary sheet dated July 27, 2026, is hereby approved by the Clipper Executive Board.
Clipper Executive Board:	Julie Kirschbaum, Chair
Approved:	July 27, 2026



Metropolitan Transportation Commission

Legislation Text

375 Beale Street, Suite 800
San Francisco, CA 94105

File #: 26-0678, **Version:** 1

Subject:

Regional Network Management Council Meeting Minutes of the June 1,
2026 Meeting

Recommended Action:

Approval



Meeting Minutes - Draft

Regional Network Management Council

Robert Powers, Chair April Chan, Vice Chair

Monday, June 1, 2026

11:30 AM

Board Room - 1st Floor

Roster

Robert Powers, Chair; April Chan, Vice Chair

**Michelle Bouchard, Bill Churchill, Rachel Ede, Andrew Fremier,
Carolyn Gonot, Julie Kirschbaum, Sal Llamas, Denis Mulligan, Seamus Murphy**

1. Call to Order / Roll Call / Confirm Quorum

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

Jason Baker acted as a delegate and voting member of the Council in place of Michelle Bouchard. Actions noted below as "Bouchard" were taken by Baker.

Ruby Horta acted as a delegate and voting member of the Council in place of Bill Churchill. Actions noted below as "Churchill" were taken by Horta.

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

Present: 10 - Chair Powers, Vice Chair Chan, Council Member Bouchard, Council Member Churchill, Council Member Fremier, Council Member Gonot, Council Member Kirschbaum, Council Member Llamas, Council Member Mulligan, and Council Member Murphy

Absent: 1 - Council Member Ede

2. Consent Calendar

Aleta Dupree, Team Folds, spoke on this item.

Upon the motion by Board Member Mulligan and seconded by Board Member Gonot, the Consent Calendar was approved. The motion carried by the following vote:

Aye: 10 - Chair Powers, Vice Chair Chan, Council Member Bouchard, Council Member Churchill, Council Member Fremier, Council Member Gonot, Council Member Kirschbaum, Council Member Llamas, Council Member Mulligan and Council Member Murphy

Absent: 1 - Council Member Ede

2a. [26-0547](#) Minutes of the April 27, 2026, Meeting

Board Approval of the April 27, 2026, Meeting Minutes.

Action: Approval

Attachments: [2a 2026 04 27 Regional Network Management Council Minutes Draft.pdf](#)

3. Information

3a. [26-0551](#) Connect Bay Area Act - Senate Bill 63 (2025) Rider-Focused Improvements Expenditure Plan

Overview of a proposed expenditure plan to guide the use of revenues focused on transit rider improvements from a future ballot measure authorized by the Connect Bay Area Act (Senate Bill 63 of 2025).

Action: Information

Presenter: Melanie Choy and William Bacon

Attachments: [3a Summary Sheet RNMC Connect Bay Area Act Rider-Focused Expenditure Plan.pdf](#)
[3ai Attachment A RNMC Connect Bay Area Act Rider-Focused Expenditure Plan.pdf](#)
[3aii Presentation RNMC Connect Bay Area Act Rider-Focused Expenditure Plan.pdf](#)

The following individuals spoke on this item: Aleta Dupree (Team Folds), Roland, and Adina Levin (Seamless Bay Area).

3b. [26-0549](#) Draft Regional Network Management Council Two Year Work Plan for Fiscal Years 2026-27 and 2027-28

Update on the proposed two-year Work Plan for the RNM Council for fiscal years (FY) 2026-27 and 2027-28.

Action: Information

Presenter: Allison Quach

Attachments: [3b 26-0549 1 Summary Sheet Draft RNM Council FY27-FY28 Work Plan.pdf](#)
[3b 26-0549 2 Draft RNM Council FY27-FY28 Work Plan.pdf](#)
[3b 26-0549 Presentation Draft RNM Council FY27-FY28 Work Plan.pdf](#)

The following individuals spoke on this item: Adina Levin (Seamless Bay Area), and Aleta Dupree (Team Folds).

3c. [26-0550](#) Transit Priority Roadway Assessment Update

Overview of the Transit Priority Roadway Assessment.

Action: Information

Presenter: Joel Shaffer, MTC; Mika Miyasato, AC Transit

Attachments: [3c 26-0550 1 Summary Sheet Transit Priority Roadway Assessment.pdf](#)
[3c 26-0550 2 Presentation Transit Priority Roadway Assessment.docx.pdf](#)

The following individuals spoke on this item: Adina Levin (Seamless Bay Area), and Aleta Dupree (Team Folds).

4. Director's Report - Melanie Choy**5. Public Comment / Other Business**

The following individuals spoke on this item:
Adina Levin (Seamless Bay Area), and Roland.

6. Adjournment / Next Meetings



Metropolitan Transportation Commission

Legislation Text

375 Beale Street, Suite 800
San Francisco, CA 94105

File #: 26-0861, **Version:** 1

Subject:

Regional Mapping & Wayfinding - Project Update

Update on Regional Mapping & Wayfinding pilot projects and transit agency collaboration.

Presenter:

Gordon Hansen, MTC and Jumana Nabti, BART

Recommended Action:

Information

Attachments: List any attachments.

Regional Mapping & Wayfinding – Project Update

Subject:

Update on Regional Mapping & Wayfinding pilot projects and transit agency collaboration.

Background:

In collaboration with Bay Area transit agencies, MTC is implementing the Regional Mapping & Wayfinding Project following recommendations from the Blue Ribbon Transit Recovery Task Force. The project team is creating a set of design standards for Bay Area transit agencies to use at their facilities, stations and stops, including directional signs, maps, diagrams and information about how to pay fares and ride. These standards will include a unified and consistent design language that makes it easier for riders to identify information and use transit throughout the region. On February 23, 2026, the RNM Council approved the use of selected initial standard releases – the Regional Network Identity and Transit Stop Signage Design Guides – for pilot projects and voluntary agency use.

Pilot Implementation Phase

The project has now entered the pilot implementation phase, which includes the design and implementation of wayfinding signage and other customer navigation elements at nine transit hubs around the Bay Area and selected bus stops in Sonoma and Solano Counties.

On June 12, 2026, the RNM Committee authorized MTC staff execute contracts with:

1) LC General Engineering & Construction, Inc. (LC General) to support pilot implementation, including design, engineering, fabrication, permitting and installation; and

2) WSP USA Inc. (WSP) to provide construction monitoring, structural engineering review and cost estimating support services in conjunction with implementation.

Public agencies have supported MTC’s procurement process at all stages: staff from BART, VTA, and Caltrain provided input on the Request for Qualifications, staff from BART and SFO evaluated proposals, and additional partner agency support is being offered as MTC advances the work. Currently, sign planning is underway, with much of the technical work being performed by the project’s wayfinding standards consultant, Applied Information Group. This includes detailed sign audits at each transit hub and the identification of potential sign types and their locations and content with transit agency partners. Once LC General and WSP are under

contract, a pilot implementation phasing plan will be developed that will factor in considerations such as ridership impact, permitting complexity, and fabrication lead times.

Transit Agency Collaboration

MTC is working closely with Bay Area transit agencies on several projects and initiatives to advance wayfinding improvements around the region. Examples include:

- Pilot Project planning: Seeking agency staff input on sign infrastructure drawings and Pilot Sign Plans (what signs go where, and what they should say) to inform pilot sign artworking, permitting, fabrication, and installation.
- Standards development: Seeking agency staff input on wayfinding design and policy refinement, including a regional transit glossary to standardize how services are communicated across the region.
- Design Guide usage: BART and Golden Gate Transit/SMART used the Regional Network Identity Design Guide to design and install temporary wayfinding at Millbrae and Larkspur, respectively.
- Signage projects: SFMTA and San Francisco Department of Public Works installed new entrance signage of the regional design at the Castro Muni Metro station in January 2026, and BART is currently working with the project team to iteratively develop bus stop tactile panels for deployment at BART bus transfer hubs later this year.
- Transit Stops: SolTrans is installing new bus stop signs using the Transit Stop Signage Design Guide as part of their August 2nd Systemwide Redesign, and MTC is working with County Connection, Tri Delta Transit, and WestCAT to test new three-agency shared bus stop signs in Downtown Martinez.
- Regional Map deployment: This past spring, new Regional Maps were printed by AC Transit and installed at all 50 BART stations, on platforms and in concourses.

Next Steps:

Over the coming months, MTC will onboard LC General and WSP for the pilot projects and develop a pilot implementation phasing schedule, while also continuing to coordinate with pilot site agencies to finalize sign content and artwork to facilitate implementation. In parallel, MTC will continue to assist agency signage projects using the Regional Network Identity and Transit

Stop Signage Design Guides as needed. The project team will return to Council with updates on pilot progress and implementation schedule later this year.

Issues:

None identified.

Recommendations:

Information only.

Attachments:

- Attachment A: Presentation



Regional Mapping & Wayfinding – Project Update

Regional Network Management Council

July 27, 2026

Today's meeting

- Pilot projects update
- Focus: Transit agency collaboration
- Next steps



Project goals & values

Goals

- **Improve transit accessibility** by reducing information and navigation barriers
- **Grow and sustain ridership** by making transit more visible and easier to understand
- **Improve agency operational efficiency** through shared designs for maps, signs, and navigation materials

Project values

Designing for all

Advance access to anyone who wants to use public transit

Interconnectedness

Support the harmonization and connectivity of the regional system

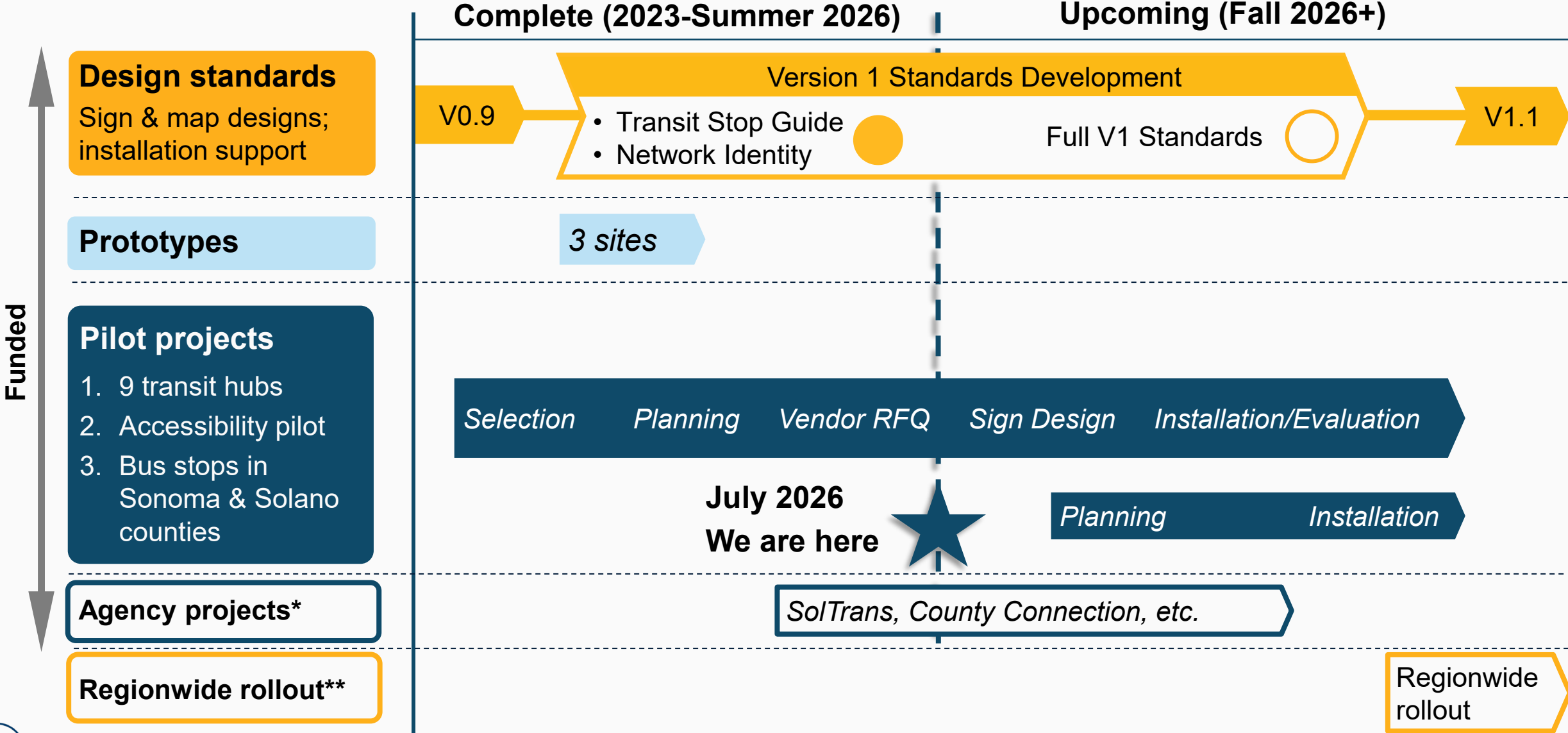
Design excellence

Create attractive signs and maps for welcoming transit environments

Operational viability

Affordable and practical for transit agencies to implement and maintain

Project schedule



* MTC assistance; separate funding **Subject to funding

Pilot Projects update: Implementation vendors selected

Under contract

applied

Applied
Wayfinding Inc.

Pilot planning & artwork

- Pre-engineering drawings
- Pilot sign plans: detailed sign-by-sign locations and content
- Pilot sign artwork

Authorized to enter into contract June 12

Progressive Design-Build Services (Pilot Implementation)

- Design & engineering
- Agency permitting
- Fabrication & installation



LC General Engineering
& Construction, Inc.

Pilot Delivery Support Services

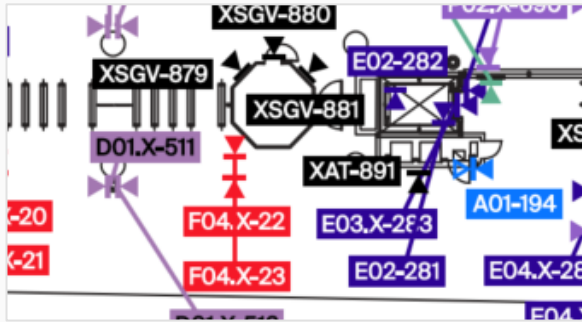
- Construction monitoring
- Structural engineering review
- Cost estimation



WSP USA, Inc.

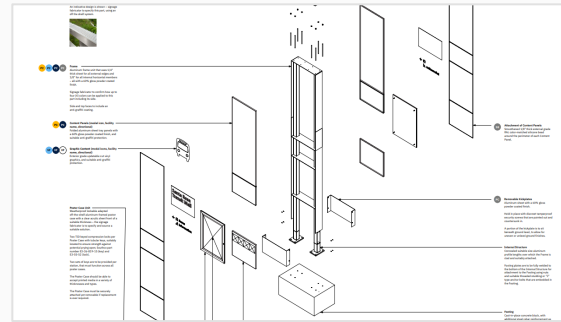
Transit agency collaboration: Pilots & Standards

Pilot Site Plans



- Site plans showing sign type, proposed location, and content
- Collaborative review with stakeholders at each site
- Facilitates sign artworking, permitting, and fabrication

Sign infrastructure



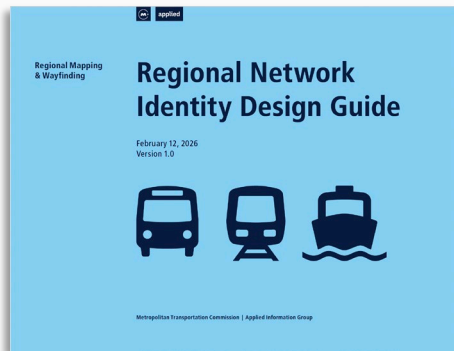
- Fabrication and installation details for main sign types
- Features entirely new signs and incorporates existing agency standards as applicable for flexibility
- Informs engineering drawings for sign fabrication

Standards development

- Continued design and policy refinement for pilots and beyond
- At agency request:
Standardized customer facing terminology
 - Service types
 - Route destination naming
 - Route directionality
 - Payment language
 - "Platform" or "track" at train stations

Transit agency collaboration: Design Guides

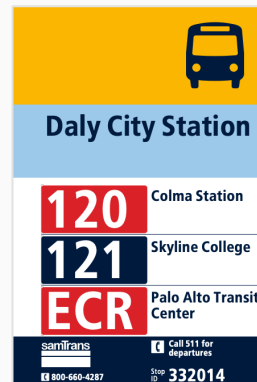
Design Guides – approved in Feb



Regional Network Identity Design Guide:
"Look and feel" for all signs and maps



Transit Stop Signage Design Guide:
Signs for all 19 bus systems



Guidance in action

Temporary signage at Millbrae



Icons for Larkspur ped connection



Transit agency collaboration: Signage projects



New entrance signage at Castro station



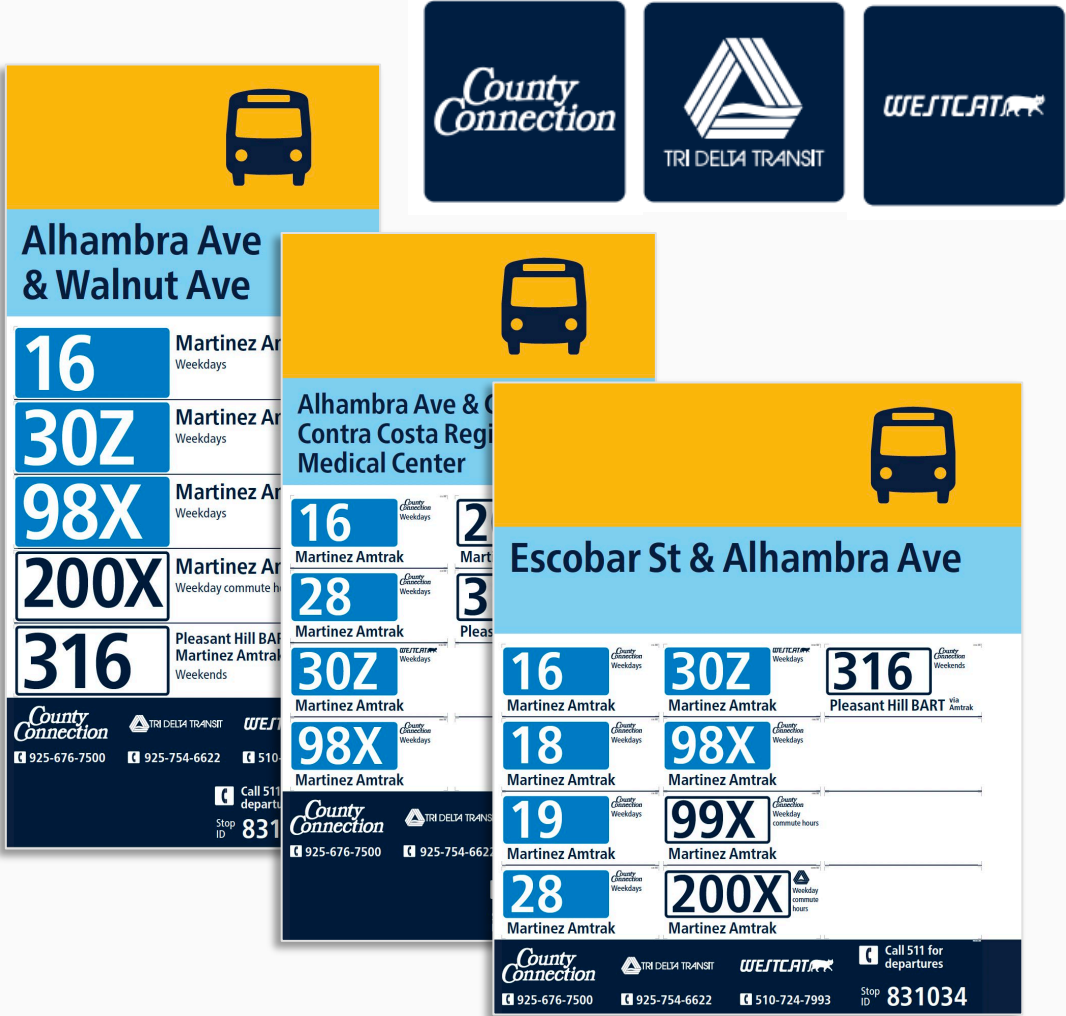
Iterative bus stop tactile panel development for BART transfer centers



Transit agency collaboration: Transit Stops



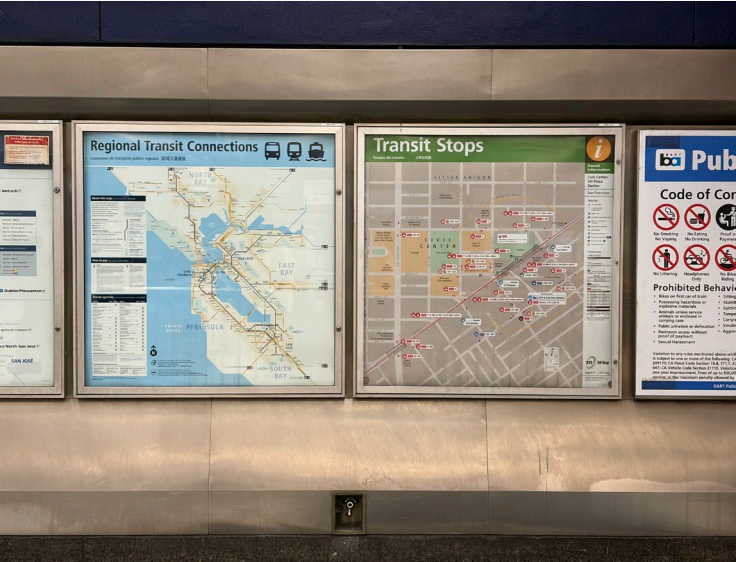
SolTrans system restructure uses new regional bus stop sign design – launches August 2



Downtown Martinez three-agency bus stop sign operations test – install this summer

Transit agency collaboration: Regional Map deployment

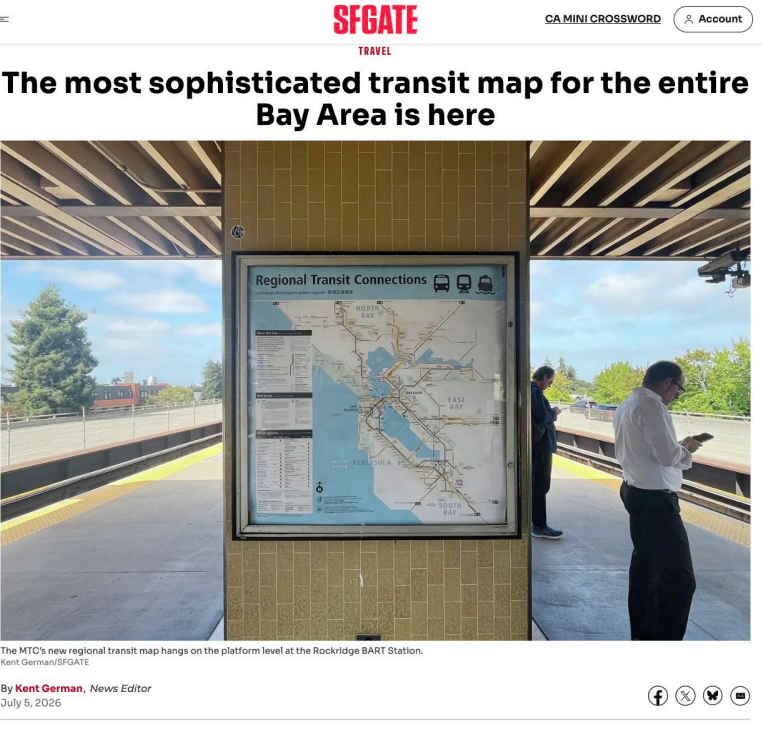
Embarcadero platform



Civic Center concourse



Rockridge platform



Next steps

- Negotiate and enter into contracts with LC General & WSP for pilot implementation
- Determine pilot delivery schedule in discussions with vendors and agency partners
- Continue coordinating with agencies for pilots, standards, and agency signage projects





Metropolitan Transportation Commission

Legislation Text

375 Beale Street, Suite 800
San Francisco, CA 94105

File #: 26-0847, **Version:** 1

Subject:

Delivering on the Fare Policy Vision for Customers - Looking Back and Looking Ahead.

An update of recent regional fare coordination and integration efforts, progress on current customer-focused fare policy improvements, and consideration of future opportunities.

Presenter:

William Bacon (MTC) and Michael Eiseman (BART)

Recommended Action:

Information

Attachments: List any attachments.

Regional Network Management Council

July 27, 2026

Agenda Item 7b – 26-0847

Delivering on the Fare Policy Vision for Customers - Reflection on the Journey and Looking Forward

Subject:

An update of recent regional fare coordination and integration efforts, progress on current customer-focused fare policy improvements, and consideration of future opportunities.

Background:

Transit operators, in partnership with each other and with MTC, have for many years advanced efforts to improve the user experience of paying transit fares. These efforts have included both the development of the Clipper (formerly TransLink) system as well as numerous efforts to harmonize fare policies stretching back decades.

Since 2018, two major studies, the Means-Based Transit Fare Study and the Fare Coordination/Integration Study and Business Case, have resulted in new fare programs and policies being implemented (initially as pilots) by Bay Area operators via the Clipper system:

- Clipper START means-based fare discount – 50% discount off the adult fare for users living in households earning up to 200% of the federal poverty level.
Clipper START transitioned from a pilot to an ongoing program in 2025.
- Clipper BayPass Pilot – The first unlimited use transit pass accepted by all Clipper operators. Clipper BayPass is sold to employers, institutions, residential properties, and transportation management associations and operates on a model similar to insurance whereby Clipper BayPass is provided to all individuals who belong to a defined population (employees, students, residents, etc.).
- Free/Discounted Transfers Pilot – Starting in December 2025, together with the launch of the Next Generation Clipper system, users have benefited from the first Bay Area-wide transfer discount, which offers users up to \$2.85 off their fare whenever they transfer between operators within 120 minutes from the start of their journey. The discount amount is set at the highest local bus/light rail fare to ensure that users always receive a free local transit transfer.

At the conclusion of the Fare Coordination/Integration Study and Business Case in November 2021 the Clipper Executive Board's Fare Integration Task Force and the MTC Executive Committee both adopted a Bay Area Transit Fare Policy Vision Statement (included as

Attachment A), which laid out four key policy initiatives to advance for further study. The first two of those policy initiatives have been delivered as the Clipper BayPass Pilot program and the Free/Discounted Transfers Pilot program.

Nearly five years after adoption of the Bay Area Transit Fare Policy Vision Statement, it is appropriate to reflect on progress made, the work still ahead, and the path forward. Collectively, MTC and transit agency staff are focused on delivering and enhancing current fare initiatives and pilots to improve the customer experience, while also recognizing future opportunities for greater coordination and integration. Advancing additional fare policy actions will need to be considered within the realities of today's funding and resource constraints and informed by ongoing stakeholder engagement.

Issues:

None identified.

Recommendations:

Information only.

Attachments:

- Attachment A: Bay Area Transit Fare Policy Vision Statement
- Attachment B: Presentation

Attachment A

*As adopted by the
Clipper Executive Board's Fare Integration Task Force on November 15, 2021*

Bay Area Transit Fare Policy Vision Statement

Based on the draft findings of the Fare Coordination and Integration Study (FCIS), the Fare Integration Task Force (Task Force) recognizes that the implementation of more coordinated and integrated transit fare policies may offer cost-effective options for improving the transit customer experience, promoting transit ridership recovery from the COVID-19 pandemic, and reducing regional vehicle miles traveled, greenhouse gas emissions, and transit travel times for customers, in ways that are compatible with the equity goals of transit operators, local stakeholders, MTC, and the State of California.

Transit Fare Policy Initiatives for Further Development

The Task Force endorses continued work by transit operators and MTC staff to advance the following policy initiatives:

1. Deployment of an all-transit agency institutional/employer pass demonstration pilot in 2022, with a focus on educational institutions, affordable housing properties, and employers of various sizes, pending available resources/technical considerations.
2. Implement no-cost and reduced cost transfers for transit users transferring between different transit agencies beginning in 2023, coinciding with the rollout of the Next Generation Clipper® system/Clipper® 2.
3. Continue to develop a proposal for implementing an all-transit agency pass product for the general public after the launch of the Next Generation Clipper® system/Clipper® 2 in 2023 or later (pending outcomes and data from the pilot noted in no. 1 above).
4. Continue to refine the vision of eventually creating a common fare structure (distance or zone-based) for regional rail, ferry, and express bus service after Next Generation Clipper® system/Clipper® 2 implementation. Direct transit operator staff and MTC staff to continue to evaluate the benefits and costs of a common fare structure for regional transit services in the context of a broader evaluation of post-COVID-19 pandemic ridership patterns, the role of regional transit service in the region, and the funding strategy for these regional transit services.

Complementary and Necessary Objectives to Facilitate Delivery of Transit Fare Policy Initiatives

In collaboratively advancing these improvements for the benefit of the Bay Area's transit customers, we also recognize the continued economic challenges facing the region, and the transit industry in particular. The Task Force recommends that transit operator and MTC staff work to advance the above policies while also acknowledging that successful delivery will require pursuit of the following complementary and necessary objectives:

- Implementation will not require the transfer of locally sourced funds between transit agencies.
- Prior to implementation of any of the Transit Fare Policy Initiatives, new funding sources will be sought to offset adverse transit agency revenue impacts resulting from implementation.
- Implementation of any of the Transit Fare Policy Initiatives will require approval by the appropriate transit agency governing body.
- Implementation of any of the Transit Fare Policy Initiatives shall not result in a reduction of transit agency operating service levels.



Delivering on the Fare Policy Vision for Customers

Reflection on the Journey *and Looking Forward* – Item 3b

Regional Network Management Council
July 27, 2026

Agenda

Focus of Today's Discussion:

1. Reflecting on the Journey

- Evaluation and Study Over Many Years
- Delivering on the Fare Policy Vision Statement

2. Looking Forward

- Shared Goals
- Current Programs – Potential Opportunities
- Evolving our Programs



A high-speed train with a red and white livery is stopped at a modern train station platform. The platform has a yellow safety line and a blue accessibility sign. In the background, there are mountains and a clear sky. The text "Reflecting on the Journey" is overlaid in the center of the image.

Reflecting on the Journey

Our Journey...

2019 and Earlier

- Launch of Clipper/TransLink
 - Clipper Executive Board
 - Means-Based Fare Study
- Staff level coordination via various Clipper forums and study working groups
- Operator-to-operator and subregional coordination
- Standardization of senior & youth fare category definitions
- 2008 Integrated Fare Study

2020

- Fare Coordination/Integration Study & Business Case
- Co-project management model
 - Fare Integration Task Force
- **Clipper START launches (20% and 50% discount offered, not all operators included)**

2022 & 2023

- **Clipper BayPass Phase 1 Pilot (random control trial) launches**
- Development of business rules for Free/Discounted Transfers Pilot

2025

- **Next Generation Clipper begins rollout**
 - Tap & Pay launches
- **Free/Discounted Transfers Pilot launches**
- Clipper BayPass Phase 1 ends
 - Fare Integration Task Force sunsets
- Clipper START transitions from pilot to ongoing program
- RTC becomes Clipper Access

2021

- **Fare Policy Vision Statement adopted**
- Transit Transformation Action Plan adopted

2024

- **Clipper BayPass Phase 2 Pilot (employer/institution-paid program) launches**
 - Free/Discounted Transfers Pilot MOU signed
- **Clipper START offers 50% discount on all Clipper operators**

2026

- **Clipper BayPass Phase 2 Pilot surpasses 100,000 participants**
- **3 million+ trips benefit from Free/Discounted transfers in first six months**
- Connect Bay Area Act (SB 63) includes \$24+ million per year for fare programs

Selected Fare Policy Studies Over the Last 25 Years

Regional Measure 2 Regional Traffic Relief Plan

Integrated Fare Program: \$1.5 million

- Funds to develop a plan for a zonal monthly transit pass covering all regional rapid transit trips
- Encourage greater use of the public transit network by making it easier and less costly for transit riders to use multiple transit systems

Regional Measure 2 Expenditure Plan (2003)



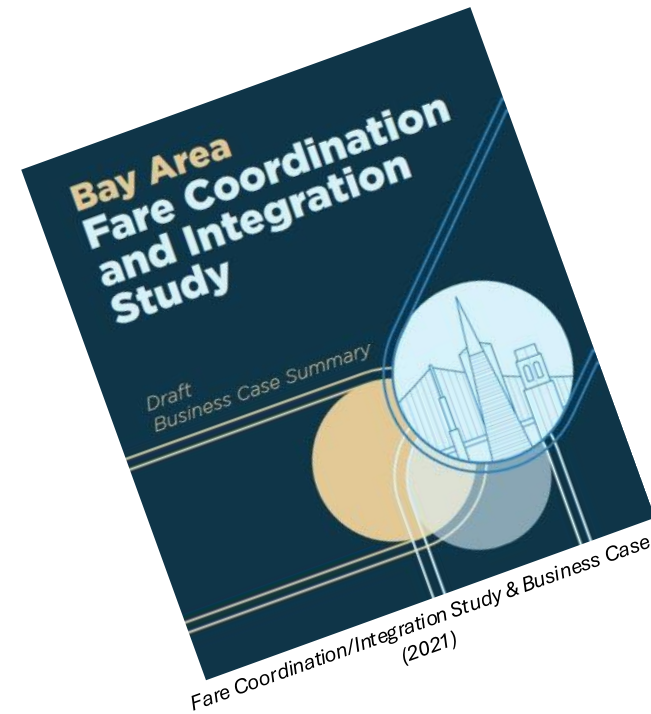
TransLink Integrated Fare Study (2008)



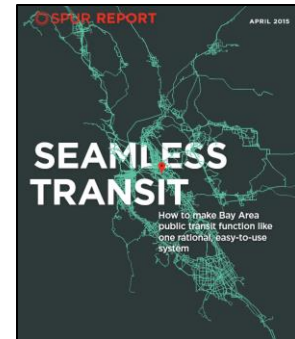
Regional Means-Based Transit Fare Pricing Study (2018)



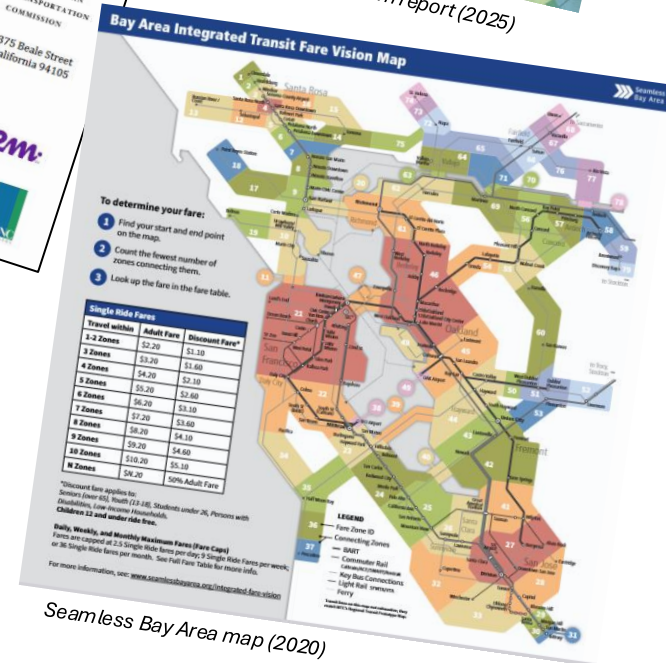
TransForm report (2025)



SPUR report (2019)



SPUR report (2015)



Seamless Bay Area map (2020)

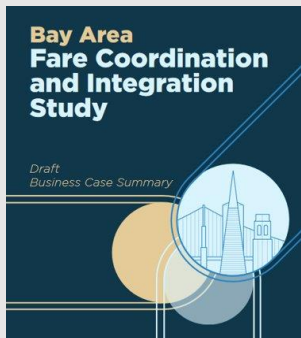
Two Studies Have Had A Major Impact in the Past Decade

Key Study Goals and Questions



Regional Means-Based Transit Fare Pricing Study (2018)

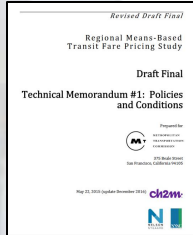
- Is there a way to make transit more affordable for the Bay Area's low-income residents?
- How can the region best move towards a more consistent regional standard for fare discount policies?
- What transit affordability solution is financially viable, administratively feasible, and does not compromise system service levels and performance?



Fare Coordination/Integration Study (2021)

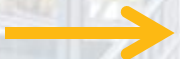
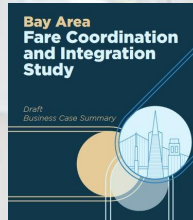
- Do current fare policies suppress ridership and/or impede ridership growth for travelers that could make use of multiple operators?
- Are there potential regional fare coordination and integration policies that can increase ridership?

Transforming Studies into Reality for Customers



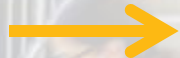
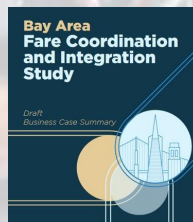
CLIPPER START

- 12 million+ trips since 2020
- \$9 million+ in customer savings per year
- 80,000+ enrolled customers
- Improved transit access and affordability



CLIPPER BayPass

- First pass accepted on all Clipper operators
- 18 million+ trips since 2024
- 100,000+ participants
- Generates 30% more transit trips by users



Free/Discounted Transfers

- 3 million+ trips received free/discounted transfers since 12/10/2025
- \$7 million+ in customer savings
- \$2.85 discount on interagency transfers

Customer Focus

Adult riders with lower incomes, greater barriers

Employers/institutions, supports increased mobility

Riders with more complex journeys

Bay Area Transit Fare Policy Vision Statement

Based on the draft findings of the Fare Coordination and Integration Study (FCIS), the Fare Integration Task Force (Task Force) recognizes that the implementation of more coordinated and integrated transit fare policies may offer cost-effective options for improving the transit customer experience, promoting transit ridership recovery from the COVID-19 pandemic, and reducing regional vehicle miles traveled, greenhouse gas emissions, and transit travel times for customers, in ways that are compatible with the equity goals of transit operators, local stakeholders, MTC, and the State of California.

Transit Fare Policy Initiatives for Further Development

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Fare Policy Vision Statement

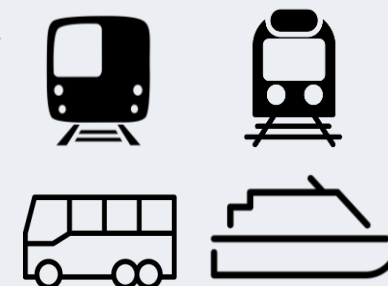
- Adopted in November 2021 based on Fare Coordination/Integration Study recommendations
- Sets forth fare policy initiatives to advance
- #2, #3, #4 utilizes Next Gen Clipper technology
- #1 and #2 being implemented, #3 and #4 policy discussions not started

3.



**All Agency Pass
or
Fare Cap**

4.



**Harmonizing
Fares for
Regional
Services**

A photograph of a light rail train on an elevated concrete track. The train is white with blue accents. Below the track, a street with a crosswalk and a stop sign is visible. A person is walking on the sidewalk to the right. The scene is set in an urban environment with trees and buildings in the background.

Looking Toward the Future

Photo Credit

Current Pilots and Programs, Potential Opportunities



- Ongoing fare program as of 2025
- Improve enrollment & cust. service exp. (Cal-Fresh instant verification)
- Partner with county, other sectors, CBOs



- Pilot approved to 2030 - new MOU needed?
- Transition to an ongoing fare product?
- Relationship with existing pass products
- Investment in capacity needed to scale up



Free/Discounted Transfers

- \$22 million in Pilot funding, likely to last through FY 2026-27
- Evaluation needed to demonstrate value

Sample Areas of Focus:

- Eligibility verification
- Customer Service Center
- Social service and health partnership expansion

Sample Areas of Focus:

- Special events
- Business development strategy
- Client management support

Sample Areas of Focus:

- Secure long-term funding
- Maintain peg to highest local bus fare
- Streamlining fare structures

Delivering the Fare Policy Vision Statement

Bay Area Transit Fare Policy Vision Statement

Based on the draft findings of the Fare Coordination and Integration Study (FCIS), the Fare Integration Task Force (Task Force) recognizes that the implementation of more coordinated and integrated transit fare policies may offer cost-effective options for improving the transit customer experience, promoting transit ridership recovery from the COVID-19 pandemic, and reducing regional vehicle miles traveled, greenhouse gas emissions, and transit travel times for customers, in ways that are compatible with the equity goals of transit operators, local stakeholders, MTC, and the State of California.

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Complementary and Necessary Objectives to Facilitate Delivery of Transit Fare Policy Initiatives

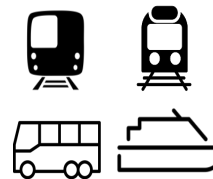
In collaboratively advancing these improvements for the benefit of the Bay Area's transit customers, we also recognize the continued economic challenges facing the region, and the transit industry in particular. The Task Force recommends that transit operator and MTC staff work to advance the above policies while also acknowledging that successful delivery will require pursuit of the following complementary and necessary objectives:



3. “Continue to develop a proposal for implementing an all-transit agency pass product for the general public after the launch of Next Gen Clipper (pending outcomes and data from Clipper BayPass Pilot)”

Example concepts/opportunities

- Fare caps
- Individual rider fare passes



4. “Continue to refine a vision of eventually creating a common fare structure (distance or zone-based) for regional rail, ferry, and express bus service after Next Gen Clipper implementation”

Example concepts/opportunities

- Caltrain Fare Strategy Study

Continual Evolution

- 1. Program Operations - Transition successful pilots and integrate as core Clipper offerings**
 - Improving and refining customer experience
- 2. Pilot Programs - Opportunity to work through challenges but explore possibilities**
 - How to operationalize
 - Scaling considerations
 - Evaluate and decide on transitioning to ongoing program
- 3. Future Priorities – Consider next steps in Fare Policy Vision statement**
 - Reflect on pilots to inform regional priorities
 - Feasibility and Trade-off discussions
 - Opportunity to discuss with Action Plan update in 2027



What Are Our Shared Goals for Fare Policy Change?

Not all goals can be maximized at the same time. Which outcomes should be our highest priorities as we consider any future fare policy initiatives or changes?

Ridership & Network Use

- Grow ridership
- Increase utility of the transit network
- Foster support for transit

Customer Experience

- Reduce complexity
- Leverage new technology and operational capacity
- Increase affordability

Financial Sustainability

- Generate revenue
- Reduce costs

Regional Values

- Advance equitable outcomes
- Demonstrate collaboration

Thank You



Metropolitan Transportation Commission

Legislation Text

375 Beale Street, Suite 800
San Francisco, CA 94105

File #: 26-0857, **Version:** 1

Subject:

Next- Generation Clipper Update

Progress update on Next-Generation Clipper system implementation, including resolution of issues and transition of Clipper cardholders to the Next-Generation system.

Presenter:

Jason Weinstein, MTC

Recommended Action:

Information

Attachments: List any attachments.

Clipper® Executive Board

July 27, 2026

Agenda Item 7c – 26-0857

Next-Generation Clipper Update

Subject:

Progress update on Next-Generation Clipper system implementation, including resolution of issues and transition of Clipper cardholders to the Next-Generation system.

Background:

Next-Generation Clipper System Implementation

Since the full launch of the Next-Generation Clipper (C2) system on December 10, 2025, MTC has been working closely with Cubic (in their role as C2 System Integrator) and transit operator staff to address ongoing issues. MTC Clipper staff have been meeting daily with Cubic and a working group of transit operator staff to prioritize and provide updates on issues and to discuss impacts and workarounds. Clipper staff has also been sending a daily update by email to all Clipper transit operators with the status of high-priority issues and progress on resolution.

The highest priority has been given to issues with direct impacts on customers.

Since the last Clipper Executive Board meeting on June 1, 2026, Cubic has deployed software updates with bug fixes and performance improvements, including the following:

- Back-office server updates/reconfiguration for performance improvements on June 2, 9, 14, 16, 23, and July 13.
- Updates to back-office system components on June 7, June 29, and July 11.
- Updates to Customer Service Terminal software on June 9.
- Settlement report fixes on June 17 and July 15
- Clipper mobile app update on July 12.
- Updated fare inspection device software deployments starting July 13.

Cubic has also been continuing test runs of bulk migration, including successful migrations of Marin Transit riders on June 11 and migration load testing on June 18 and July 13, 15, 20, and 22.

System stability has improved since the last CEB meeting. The last major incident was on June 10. While that incident, and another on June 1, didn't prevent customers from tapping Clipper cards or credit/debit cards to pay fares, it affected all Clipper sales channels, preventing customers from purchasing or adding value to Clipper cards.

Cubic continues to work to address ongoing issues affecting operations including reliability of fare inspection devices and BART's Clipper vending machines, both of which have significant impacts on operator front-line staff.

The attached presentation from Cubic provides an update on their progress in addressing ongoing issues and a revised timeline for readiness for ramping up bulk migration of customer accounts. Cubic executives will be at the July 27 Clipper Executive Board meeting to address questions from Board members.

Clipper Call Center Performance

WSP USA Services Inc. (WSP) is under contract to provide Next-Generation Clipper customer services. WSP and MTC continue to collaborate in addressing customer service performance challenges related to unresolved C2 system issues, while WSP advances workforce training and operational enhancements designed to improve service delivery.

Although average speed of answer remained largely unchanged in June at just under 7 minutes, customer service operations demonstrated improved efficiency, with the average call handling time decreasing slightly to just under 11 minutes. Increased utilization of the callback feature suggests customers continued to experience elevated demand levels, driven by higher call volumes and modest increases in customer wait times. A more detailed summary of the Clipper Call Center performance can be found in agenda Item 2c.

Customer Transition

As of July 16, over 2.2 million Clipper cards have been successfully migrated to the new C2 back office, primarily via on-demand migration on the Clipper website/mobile app or by phone with the Clipper Customer Service Center. Systemwide 51% of trips are now being processed through the C2 system: 36% using Clipper cards, and 15% using contactless bank cards. Bulk migration of customer accounts, which was planned to start in mid-December, has been on hold pending fixes from Cubic for critical issues and demonstrated readiness of the system to handle

the increased load of processing account migrations and account-based fare transactions. MTC and transit operators have established conditions as prerequisites for Cubic to start bulk migration, of which the following remain to be demonstrated:

- System stability and capacity established (i.e., demonstrated system stability, demonstrated migration stability, root cause analyses completed and corrective actions implemented for all past outages)
- Critical blockers resolved (i.e., all critical issues fixed and verified)
- Equipment fully functional (i.e., fixes complete for fare inspection devices)
- Financial controls in place (i.e., financial reconciliation and reporting confirmed by MTC Finance and transit operators, internal controls documented)
- Customer Service Center issues resolved (i.e., Customer Relationship Management system stability demonstrated)
- Organizational readiness demonstrated (i.e., migration and communication plan documented, MTC/operator/stakeholder approval received)

Upcoming Work

The current focus of MTC, Cubic, and transit operators continues to be operations support and triage of critical issues identified post-launch. System updates have been ongoing where possible to address top-priority issues, and upcoming releases will continue to prioritize fixes for issues with the greatest impacts on customers and front-line operator staff.

MTC and Cubic are also continuing migration testing in preparation for ramping up migration of customer cards and accounts once Cubic satisfies the requirements for bulk migration readiness. Per the migration plan previously presented to CEB, discount fare categories (Youth, Senior, Clipper Access, and Clipper START) remain the initial group for bulk migration. Continued testing of bulk migration will focus on confirming system readiness for migrating these customers, as well as using pilot testing to migrate specific groups of cardholders to address operational needs, such as eliminating program management workarounds (e.g., institutional program management, discount card replacements), and migrating inactive cards to prepare for decommissioning of the legacy Clipper system.

Issues:

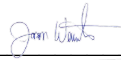
See above.

Recommendations:

None.

Attachments:

- Attachment A: Next-Generation Clipper Update Presentation



Jason Weinstein

Next-Generation Clipper Update

Clipper Executive Board
& Regional Network Management Council
July 27, 2026



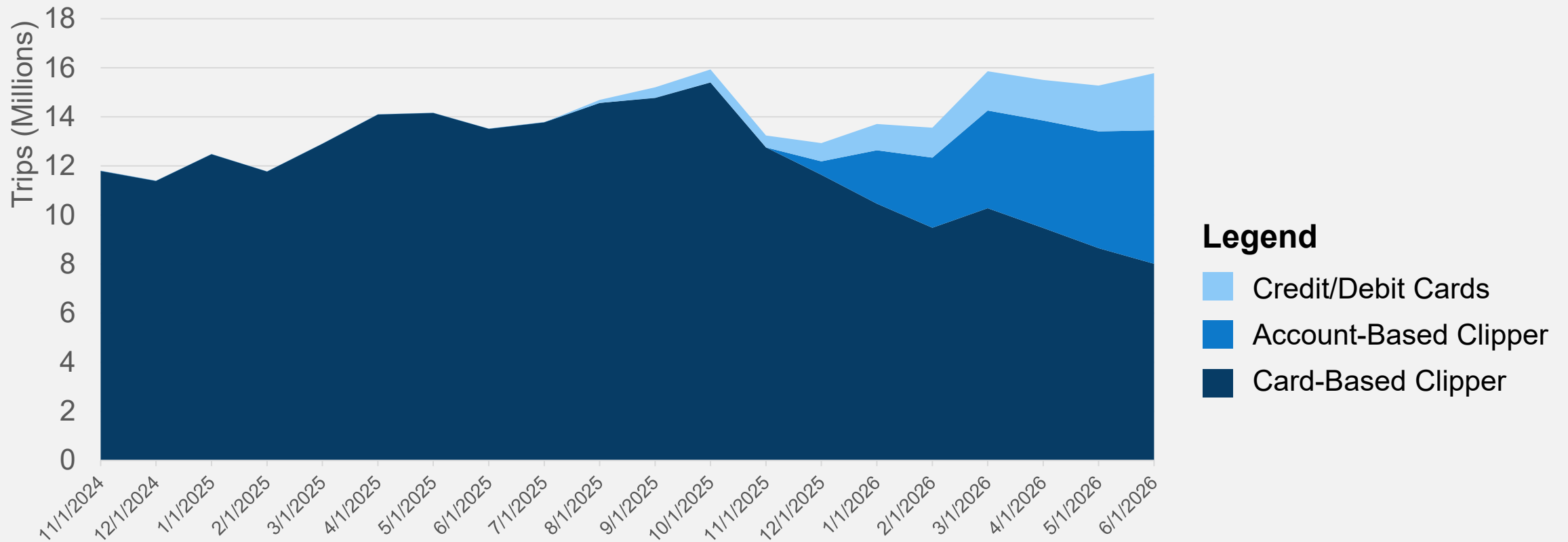
**METROPOLITAN
TRANSPORTATION
COMMISSION**

C2 Transition Status

- As of July 2026:
 - Over 2.2 million cards migrated (on-demand via Clipper website/app or phone)
 - 51% of Clipper trips being processed through the new system:
 - 36% on Clipper cards
 - 15% on contactless credit/debit cards
 - Bulk migration of remaining ~13M cards pending system readiness

All Clipper Trips by Month

- Overall, Clipper usage remains strong with higher usage levels compared with this same time last year
- In June 2026, Clipper processed 15.8M trips, collecting \$42.6M in fare revenue
 - C2 system processed 7.8M trips, \$25.1M in fare revenue (account-based Clipper cards + credit/debit cards)



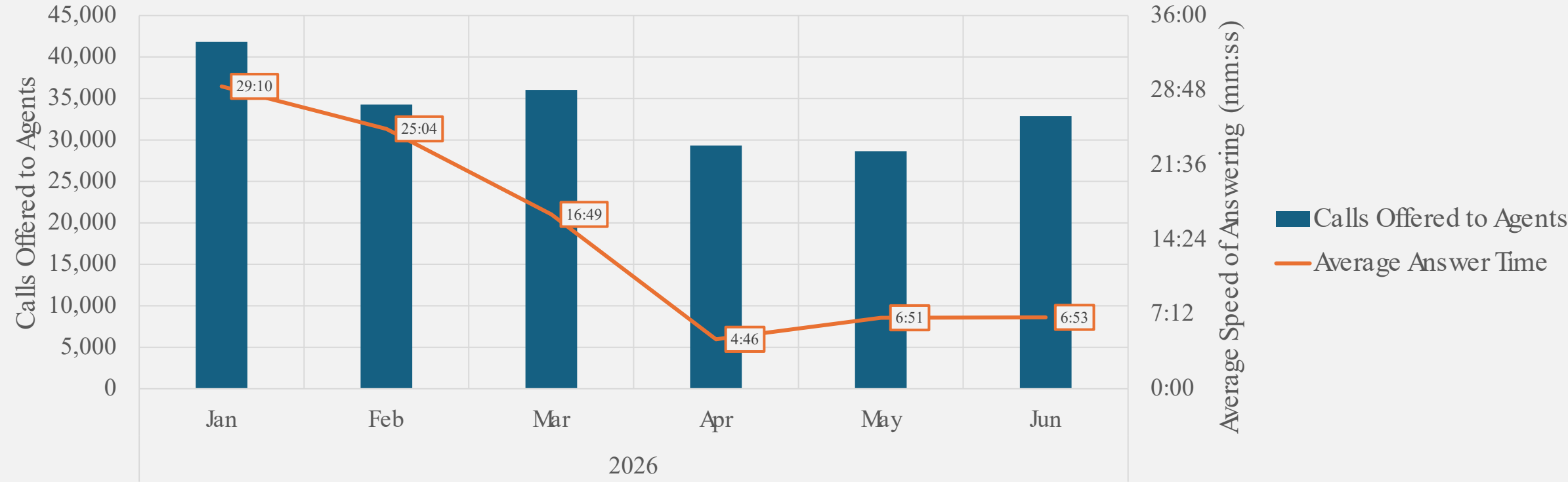
Legend

- Credit/Debit Cards
- Account-Based Clipper
- Card-Based Clipper

Contact Volumes and Customer Wait Times

- Average answer time remains stable at 7 minutes, which is much shorter than earlier in the year

Average Speed of Answer and Calls Offered



- Monthly call volume remains under the peak levels early in transition (the blue bars above).
- Customer service performance has greatly improved with extended hours and additional staffing (orange line above)
- Call handling times continued to decrease in June to just under 11 minutes.

Since June 1 CEB Meeting

Software updates with bug fixes and performance improvements

- Back-office server updates/reconfiguration on June 2, 9, 14, 16, 23, and July 13.
- Updates to back-office system components on June 7, June 29, and July 11.
- Updates to Customer Service Terminal software on June 9.
- Settlement report fixes on June 17 and July 15
- Clipper mobile app update on July 12.
- Updated fare inspection device software deployments starting July 13.

Successful bulk migration tests

- Marin Transit riders on June 11
- Migration runs on June 18 and July 13, 15, 20, and 22.

Operational issues

- Clipper sales channel outages on June 1 and June 10
- Fare inspection device reliability
- BART vending machine reliability

Prerequisites for Start of Bulk Migration

System stability and capacity: Demonstrated system stability, system monitoring/alerts

- Status: 30-day system stability period achieved, but intermittent BART vending machine issues persist.

Critical blockers resolved: All critical bugs fixed and verified

- Status: 12 still open (in verification or awaiting deployment).

Equipment fully functional: Fixes complete for fare inspection devices

- Status: Improved software being field tested, but fixes still needed for remaining card read errors.

Financial controls in place: Financial reconciliation and reporting confirmed by MTC Finance and transit operators, internal controls documented

- Status: Reporting fixes in verification; full documentation pending.

Customer Service Center issues resolved: Fixes implemented to eliminate critical workarounds, CRM system stability demonstrated

- Status: All critical workarounds addressed; 1 issue (CRM stability) still under investigation.

Next Steps

- Continued software/system updates to address remaining critical issues
- Monitoring to ensure continued stability
- Continue resolving issues affecting customers and operator staff
- Continue bulk migration testing
- Proceed with bulk migration of Clipper customers once prerequisites are met (with approval from Clipper Executive Board leadership)
- Post-delivery review, including lessons learned and steps to improve system resiliency



Metropolitan Transportation Commission

Legislation Text

375 Beale Street, Suite 800
San Francisco, CA 94105

File #: 26-0903, **Version:** 1

Subject:
Public Comment

Recommended Action:
Informational

Attachments: List any attachments.

From: [Aleta Dupree](#)
To: [MTC-ABAG Info](#)
Subject: Clipper Exec Bd 27 July 2026

External Email

Commission Secretary, with thanks, please forward this message to the Clipper Executive Board for the General Meeting of 27 July, 2026.

Greetings to the Chairs and Members of the joint Meeting of the Network Management Committee and the Clipper Executive Board.

Aleta Dupree for the record, she, her, with Team Folds.

First I proffer to you my comments which were intended for the General Meeting of 1 June, 2026, but were not published in the associated Agenda.

Letter begins here:

I reflect on the Proceedings of your most recent Meeting, that which convened on 27 April, 2026. This was definitely one of our longer Meetings, and I appreciate the robust discussion, even with things being testy at times. This was also the first Meeting where I was able to address Julie Kirschbaum as your Chair. It is not easy managing a megaproject such as Clipper, nor is service in leadership positions involving General Management. I share things as I know them and I call things as I see them. I do not have specific experience in management of public transportation systems. I do however, come to you with fifty six years of public transportation experience, beginning in the New York City Subway in early 1970.

I consider the mechanics of money, and various shifts in how money is tendered to public transportation agencies, and enterprises in general. I have seen many changes over the years. At one time the Subway used brass tokens, there were no credit card readers, and the revenue was collected using special trains. These trains brought the daily revenue to underground loading areas adjacent to the headquarters at the Transportation Building (370 Jay Street, Brooklyn, New York, 11201). And paper magstripe tickets have existed for many years, including on BART. And now we're in the era of tap and ride, though such is not new, tap and ride systems have been used in other countries for a long time.

I consider the mention of batching payment transactions. I think this is a matter that should definitely be considered. You see, underlying bank interchange fees for most categories of transactions have both fixed and variable components. Therefore smaller transactions result in the underlying bank fee being of a larger percentage of the total transaction amount than with larger transactions. Given that, debit card transactions from what are called regulated institutions are more favorable toward larger transaction amounts, given a low variable percentage component but a fairly high fixed component. The opposite is pretty much true for credit card transactions, where the fixed portion of the fee is lower, yet a higher variable rate. And different categories of merchants have different transaction profiles. As such, a small coffee shop has many small transactions, most probably under \$10. Yet a hotel could often see single transactions of more than \$1000 for a stay of several nights. Sometimes these single transactions are over \$5000. And in any case, these transaction fees are embedded into the cost of offering products and services to end users.

It was a few years ago that I inquired of the Metropolitan Transportation Authority (MTA) in New York City pertaining to electronic transaction protocols. You see, with the advent and growth of the OMNY (One Metro New York) fare payment system, there are now millions more smaller transactions. In the days of the MetroCard, many

bought weekly passes at vending machines, with transactions ranging between \$15 and \$30, given some were of Reduced Fare. Yet now the MTA has millions of \$3 transactions on a given day, and some of \$1.50 as well. Yet the MTA does not batch transactions, it was implied to me that their transaction cost percentages really hadn't changed much. And so given my use of the Subway, and buses as well, in a given 7 day period, I have up to 11 transactions at \$1.50 each. The 12th is \$1, after that the 17.50 fare cap is reached, and all trips afterward are free until the 7 day period expires.

Yet the MTA (New York, not to be confused with MUNI), also has larger transactions that can be averaged in. These larger transactions are generally found in commuter rail, of which monthly passes are as much as \$500. About 70 percent of commuter rail fares are purchased and presented through the Train Time mobile application, which I use.

And some laundromats I have been to batch transactions. Some laundromats also issue a pre authorization, and several days later, the final amount is posted to the customer's checking account or credit card. And when using batched transaction protocols, outreach is essential as this is a fairly uncommon practice. For this who need to itemize expenses such as individual transit trips, a way to access and import such information is necessary.

And moving into a world of "micro" payments brings about interesting challenges. Yet for many, there is a bifurcation between large and small transactions. For many it's routine to pay for hotel stays and higher end restaurant meals with cards. Yet many still feel like they need to pay cash for their morning hot drink or a piece of candy. And I asked myself, why is that, especially when I can use my card to pay for almost anything?

I think back to a few years ago when I appeared at a BART Board Meeting. I made comments about the add fare functions being cash only. I stood up and said, I went to a supermarket and bought a banana for twenty six cents, and nothing else, and I paid for that with my card. I then mentioned, why can't BART do the same? And BART did enable electronic payment functionality for add fare machines, just as with the vending machines outside the paid area. I mentioned in my comments over time the importance of BART being The Peoples System, with the goal of building the best BART that we can have.

I am perhaps one who is all in on electronic payments and transfers. The last time I used cash in any substantial form was at the Pinball Hall of Fame, 4925 Las Vegas Blvd South, Las Vegas, NV, 89119. The Pinball Hall has several hundred historical pinball machines and some other kinds of games as well. The Pinball Hall is a non profit museum showcasing these games in their original forms. Therefore I wouldn't expect of them to put electronic payment interfaces on the games, which would certainly change the experience. And this place is a rare and understandable exception. For the purchase of merchandise, there are peer to peer payment options available. There are ATM machines available as well, they are owned by the museum, so the ATM fees go directly to the museum instead of a third party.

I consider my recent time in New York, and my preparations to depart from LaGuardia Airport. It was very early, before 5 AM, and I found myself in the Queens Plaza Subway Station (E, F, R, services, B Division). This station is an "express station", but not a "big station", (big stations are several stations connected together). I went down the stairs to the platform and I noticed a penny on the steps. I decided to let it go, and wait fifteen minutes for the train, and I was the only person on the platform. And then I returned to the steps a few minutes later, it was still there, I decided to pick it up and then the train arrived. And I will once again spend this in a grocery store, as I have done so before.

I feel it important to understand on a global scale, across our Bay Area transit network, the amounts of revenue collected using all the different modes, and the percentages thereof. And how do we go to an all Clipper based system? Such requires not only deep technical expertise but also keen understanding of the populations our public transportation network serves. And I am seeing this work in New York City Transit, in 98 percent of all fares collected using the OMNY system. And most of those transactions are from customers using their own cards and devices. Yet there are also many who use plastic OMNY cards, which can be refilled using cash, by way of the retail network and the 980 OMNY vending machines located throughout the system. And how do we in our beloved Bay Area move fully into the era of tap and ride? We can certainly learn from our friends in New York. And unlike in New York, our Clipper system works on commuter rail (Caltrain, SMART), and of course our unique rail system that is BART. (In New York commuter rail fares are not yet enabled for open payments).

And there is a small subset of people in New York who still use legacy MetroCards and coins on the buses. People are spending down their MetroCard balances, though these balances can be converted to OMNY value. Perhaps some are nostalgic, though the changes will eventually come, and with broad notification. And there are similar subsets of our population here in our Bay Area. And things continue to change, and change is not only inevitable but also necessitates deep and thoughtful conversations.

I reflect on my time in New York, and one day I didn't really have anything planned, so I decided to take the PATH train (Port Authority Trans-Hudson) to Journal Square in Jersey City. I wanted to take advantage of the new Reduced Fare program for persons with qualifying disabilities. And I was able to set up an account so I could practice open payments with Reduced Fares, just as I do with OMNY. About a week and a half later I received a message acknowledging my qualification for using Reduced Fares on PATH. Given this, I will be paying \$1.60 instead of \$3.25 per trip going forward.

And some might say, why do you bring up matters of PATH? I do not know if any of you have experience with PATH. You see, PATH is a commuter railroad that has about fourteen miles of route, and every trip makes all stops, much like BART. I share this with you as proof positive once again that Reduced Fares can be practiced with open payments, and in systems very much in common with our own.

I consider the challenges that our Clipper program endures. Yet I do not believe things to be frozen, but instead that they evolve and improve with time. Just because there is a problem with Clipper today, that doesn't mean we'll have that problem tomorrow. I believe in the ideal of continuous improvement. For me, Clipper has basically been a good news story. That being said, I have had issues along the way, unnerving at times, but not existential. And we never want to minimize the issues of others. I can only understand things as I know them, but I am not able to read the minds of others. I can conjecture, but that often doesn't go very far, and such can be fraught.

And I emphasize the importance of the basics. There are inherent challenges in ventures that have not been done before. And patience is not easy to come by. We as people and society are more geared to instant gratification than waiting for the best results. I find utility in using a microwave oven (I have two). Yet preparing brisket or pork shoulder can take all day. It is not easy leaning into things that are uncomfortable in the moment. And I do believe we have a very good group in place, both with MTC, and our contracting partners, to deliver this most important work. I ask for your oversight to always be respectful, and we certainly have to hold the help accountable. Yet I ask that you not be arrogant or petulant in your approach. I ask that you remember the importance of the People, and of things much bigger than ourselves. For it was in Grand Central Terminal, on my first visit in the fall of 1980, that I first came to discovering things much bigger than myself. And I often say, "one can never have enough Grand Central Terminal", which is located in New York City. A day will come that we will achieve our ultimate goal, a Clipper that is embraced by a grateful Public. I look forward to your next General Meeting.

Thank you.

Letter ends here.

I consider the importance of timely transmission of written comments to you. You see, some of my writings are time sensitive, and perhaps perishable if you will. And how can we ensure the timely transmission of comments, especially given various staff changes in the Clipper program? I expect meticulous preparation of the Agenda, in order that the business of the Meeting can proceed in an orderly and efficient manner. And written Public Comments are an essential part of Meetings, given the limitations of speaking time on the part of the Public. Such is understood, given the importance of ensuring fairness to all speakers when Public Comments are called for. I ask for oversight and accountability in this matter, so the exchange of ideas can continue in building on this most important work that is our Clipper program.

I am enjoying Next Generation Clipper and the benefits thereof, especially the transfer credits. However, recently, there was a problem that I needed to have resolved. On two occasions, I was charged the excursion fare on BART, yet the trips I took were between two different stations. Besides, excursion fares are supposed to be refunded if the corresponding entries and exits occurs within thirty minutes of each other. Upon discovering these issues I waited a few days to see if the system would update and correct itself. This is understood given some transactions do not update immediately, much as I would like them to.

And in having some conversations with people in BART, it seemed like this problem originated with the fare gate in the platform level of Embarcadero Station, that which serves the elevator. And on both of these incorrectly charged trips, I had used the fare gate on the platform at Embarcadero. You see, on those trips, I had decided to use the elevator, really because I feel like it. I believe in the idea that elevators in BART should be available for everyone to use in their intended manner. It is stated very clearly that elevators in the New York City Subway are open for all to use. And the Subway does not take elevators for granted. You see, the Subway has stations opened as early as 1904, and that original line was only accessible by stairs. And before 1990, there were only a few accessible stations, three at ground level with ramps, the Archer Avenue Line, and World Trade Center (formerly Hudson Terminal).

And some might ask, why this mention of accessibility in the New York City Subway in a letter about fare systems in the Bay Area? For me, I used the elevator in Embarcadero as a means of introducing myself to the friendly employees of District Works. I shared my “elevator pitch” of elevators being for everyone. Yet in the aftermath of this problem with Clipper at this particular fare gate, I have refrained from using the elevator. For me, using the elevator is a choice for the most part, though at times my knee acts up, especially when the weather changes. But what about those who have to use the elevator at Embarcadero, and possibly finding themselves having to ask for fare adjustments? These things should never happen. And no one should have to change plans and use different elevators to avoid fare issues.

I feel that in our work of managing our Clipper program that root cause analysis is absolutely necessary. And so is the issue of the platform fare gate in Embarcadero a Clipper problem or a BART problem, or perhaps both? I expect ownership of the situation and expeditious correction. I will not lay blame, given that I am not privy to the deep and complex matters of fare system mechanics. Yet I expect the fullest of collaboration of all concerned to work toward addressing the issues that come up over the course of time.

I did contact the Clipper customer service center by phone. And my call was answered by a person in a bit under two minutes. And that time is from when I initiated the call, including the various messages and call prompts. And I respectfully articulated my issue and a refund was issued to me in short order, and posted to my Clipper balance before the call was ended. I am impressed with the professional and courteous service I received from the Clipper customer service department. And the next day I called the same customer service line with a different question, again the call was answered in under two minutes. Both calls took place on weekday mornings. Should we be surprised? I am not surprised. I think that we all should not be surprised. Clipper has always exhibited professionalism in their work and mission since the brand’s inception in 2010.

I consider the transfer credits and understandings thereof. For me as a Reduced Fare user of the system, there are various layers. Such entails up to a \$1.40 credit when changing systems, except on BART, which is \$1.10, for transferring between different systems within a two hour period. And it seems like these credits are being calculated correctly. As simple as this system of credits seems, are there more nuanced variations to be concerned with? Such comes up with transferring into a system with a two hour period of rides from the time of entry to that particular system. For MUNI, that two hour period allows unlimited transfers within MUNI. Yet on AC Transit, the two hour period allows one transfer before additional fare is charged. AC Transit also has a daily, weekly, and monthly fare cap.

And it is possible for me to save money when I use a system that is less expensive as the first and then transfer to a more expensive system subsequently. Such can take on many forms and can be quite complicated to explain. In brief, if the fare on the first system I use is less than the second, then in transferring second system I can often save some money. Over time the choices one makes in which systems to use and in what order can make a substantial difference in fare expenditures. When in San Francisco, I have taken BART one stop, and transferred to MUNI. In that case I save about forty cents.

I think back to 1 July, 2026, just a few weeks ago. I decided to go to South San Francisco. I asked myself, can I do five different systems within two hours? And so I started in Emeryville on AC Transit. Then I took BART from MacArthur to Embarcadero. Then the MUNI “N” line to Fourth and King (not to be confused with the “N” service of the New York City Subway). Then I used Caltrain to South San Francisco. Upon arrival in South San Francisco I sought to use SamTrans to finish the trip. I was still within the two hour window when SamTrans arrived. And I discovered that SamTrans was free that day. I’m not going to complain about free transit. Yet I saw just how powerful these transfer credits are.

AC transit \$1.37
BART \$.70 (\$1.10 credit)
MUNI \$.00 (\$1.40 credit)
Caltrain \$.60 (\$1.40 credit)
SamTrans \$.00 (free due to SamTrans 50 anniversary celebration)
Total \$2.67

However, if not for transfer credits, the fare would have been as follows.

AC Transit \$1.37
BART \$1.80
MUNI \$1.40
Caltrain \$2.00
SamTrans \$.00 on 1 July, but normally \$1.00

Total \$6.57 (\$7.57 when normally paying \$1.00 for SamTrans).

Yet if I also consider this scenario.

Emery Go Round to MacArthur. \$.00
BART \$2.20
SamTrans \$.00 (\$1.00 without credits).

This trip with transfer credits would cost me \$2.20. And without transfer credits, \$3.20. And this shows how fare integration can somewhat even out the costs of travel in using diverse systems and routes.

And these are Reduced Fares, so for full fare users the costs would be about double. And so I am enjoying the benefits of Next Generation Clipper, and everyone should. It is my hope we can start migrating cards in bulk, even in small batches, and closely monitor the progress thereof. And I consider my resume of fifty six years of using Public Transportation, beginning in the New York City Subway. And for a time in 1980-81, I skipped fare often. Yet later in 1981, I received a free Subway pass good for weekdays when school was in session. And so I only had to pay for the Subway on weekends. The Subway has the unique distinction of being the System that is Legendary and Stately. I also am cognizant of the importance of BART being The Peoples System. And I often share of using OMNY in New York, and seeing BART style fare gates in the Metropolitan Avenue Station in Brooklyn (G service, B Division, IND). And I feel the new BART fare gates are achieving their stated goals, and operating in a mindset of continuous improvement. And there is more that I can say, and I seek to be intentional when it comes to the things of Clipper. I look forward to your upcoming General Meeting.

Thank you.