



## Agenda Item 3b

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TO: Clipper<sup>®</sup> Executive Board

DATE: March 13, 2017

FR: Carol Kuester

RE: Contract Actions – Customer Research, Education and Outreach for the Clipper<sup>®</sup> Program

- i. Contract Amendment – Customer Information Services: MIG, Inc. (\$550,000)
- ii. Contract – Distribution and Communications Planning and Support Services: Synapse Strategies (\$260,000)
- iii. Contract – Clipper<sup>®</sup> Customer Education/Outreach Services: Caribou Public Relations (\$200,000)

### **Background and Overall Strategy**

MTC engages contractors to assist with the strategic planning and implementation of customer research, education and outreach initiatives intended to benefit current and potential Clipper<sup>®</sup> customers. The Clipper<sup>®</sup> customer communications program is built around four core tasks: supporting system expansion; building customer awareness of system changes; improving the customer experience; and targeting cash-paying transit riders in order to increase adoption.

The work plan for the customer research and communications program is primarily driven by work completed by Cubic under the Clipper<sup>®</sup> Contract, including the expansion of Clipper<sup>®</sup> to new operators, integration with transit operator equipment, operator-initiated fare policy changes, and backend operational changes that affect the customer experience. As part of MTC's ongoing mandate to provide Clipper<sup>®</sup> information and outreach to Title VI-protected populations, MTC supports one or more initiatives each fiscal year targeting this segment of transit riders. MTC also strives to support transit operator fare policy changes that are implemented outside of the Clipper<sup>®</sup> system, but create demand for Clipper<sup>®</sup> cards and information. For example, in past years MTC has assisted VTA with the elimination of its paper day pass and SFMTA with the introduction of a discount for customers who pay with Clipper<sup>®</sup> instead of cash. Transit operators regularly submit requests to MTC to assist with their Clipper<sup>®</sup> education efforts during a bi-monthly call on which all the operators are invited to participate or by submitting requests to their respective MTC staff liaisons.

During FY 2017-18, MTC will invest in ongoing C2 public engagement efforts as directed by this Board. Current initiatives include soliciting feedback on the Draft Request for Proposal for System Integrator for Industry Review, maintaining [futureofclipper.com](http://futureofclipper.com), documenting public comments, and conducting focus groups of transit riders. The FY 2017-18 work plan will include Clipper<sup>®</sup>'s biennial customer satisfaction survey, as well as a survey of cash-paying transit riders. We anticipate these research efforts will help us identify opportunities to improve the current system and inform the next-generation Clipper<sup>®</sup> system design process.

During the course of FY 2017-18, MTC will provide ongoing information about customer research and education activities in the Clipper<sup>®</sup> Program Update Report, which is distributed monthly to transit operator staff.

Attachment A provides an overview of the draft Clipper® customer education work plan for FY 2017-18 along with a summary of projects completed during FY 2015-16 and FY 2016-17.

### **Contract Actions**

Staff recommends that the Executive Board approve the following contract actions:

**a) Contract Amendment – Customer Information Services: MIG, Inc. (MIG) (\$550,000)**

MIG is prequalified to enter into contracts with MTC to perform work in the areas of strategic planning, creative design and online services. The original contract was entered into in July, 2016 for \$550,000.

The scope of work for this contract amendment includes support for research and public engagement for the development of the next-generation Clipper® system. MIG will continue to assist with the implementation of customer education initiatives related to the launch of Clipper® on Sonoma Marin Area Rail Transit (SMART). MIG also will support ongoing operational changes, such as fare policy changes and Clipper® system improvements, by updating the Clipper® website and developing materials as needed.

**b) Contract – Distribution and Communications Planning and Support Services: Synapse Strategies (Synapse) (\$260,000)**

Synapse is prequalified as part of MTC's Clipper® Electronic Payment Implementation and Operations bench procurement. Tasks under this contract include operational reporting and strategic planning and management of the public engagement process for the next-generation Clipper® system, as well as general education initiatives and research.

**iii. Contract – Clipper® Customer Education/Outreach Services: Caribou Public Relations (Caribou) (\$200,000)**

Caribou is prequalified as part of MTC's Clipper® Electronic Payment Implementation and Operations bench procurement. Under the proposed contract, Caribou will provide Clipper® outreach services to transit riders, including Title VI-protected customers.

### **Recommendation**

Staff is recommending approval of three contracts or contract amendments with MIG, Inc. (\$550,000), Synapse Strategies (\$260,000), and Caribou Public Relations (\$200,000). MTC will return to the Executive Board for authorization of any additional contracts or contract amendments needed to support the customer research, education and outreach program that exceed the MTC Executive Director's signature authority.

  
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Carol Kuester

### **Attachment:**

- Attachment A: Clipper® Customer Education Program Activities (FY 2015-16 through FY 2017-18)
- Attachment B: Clipper® Customer Research, Education, and Outreach Program

REQUEST FOR CLIPPER® EXECUTIVE BOARD APPROVAL

Summary of Proposed Contract Amendment

Contractor: MIG, Inc.  
Berkeley, CA

Work Project Title: Public Awareness and Customer Education Services

Purpose of Amendment: Continue to provide assistance with Clipper® research and customer education efforts

Brief Scope of Work: Provide customer education information through printed materials, content on clippercard.com and other websites, and, where appropriate, paid media, i.e., advertisements

Project Cost Not to Exceed: \$550,000 (this amendment)  
Total Contract value including amendments before this amendment = \$550,000  
Total contract amount with this amendment = \$1,100,000

Funding Source: Regional Measure 2 Marketing and Operations, STA, STP

Fiscal Impact: Funds dependent on the approval of the FY 2017-18 MTC agency budget

Motion: That a contract amendment with MIG, Inc., for the purposes described herein and in the Executive Director's memorandum dated March 13, 2017, is hereby approved by the Clipper® Executive Board, subject to adoption of the FY 2017-18 MTC agency budget.

Executive Board:

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Denis Mulligan, Chair

Approved:

Date: March 20, 2017

## REQUEST FOR CLIPPER® EXECUTIVE BOARD APPROVAL

### Summary of Proposed Contract

Contractor: Synapse Strategies  
Oakland, CA

Project Title: Distribution and Communications Planning and Support Services

Purpose of Contract: Provide strategic planning and oversight for customer education and communications functions

Brief Scope of Work: Oversee in-person customer education/outreach services; planning and support services related to Clipper® marketing and communications initiatives

Project Cost Not to Exceed: \$260,000

Funding Source: Regional Measure 2 Marketing and Operations, STA, STP

Fiscal Impact: Funds dependent on the approval of the FY 2017-18 MTC agency budget.

Motion: That a contract with Synapse Strategies, for the purposes described herein and in the Executive Director's memorandum dated March 13, 2017, is hereby approved by the Clipper® Executive Board, subject to adoption of the FY 2017-18 MTC agency budget.

Executive Board:

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Denis Mulligan, Chair

Approved: Date: March 20, 2017

# REQUEST FOR CLIPPER® EXECUTIVE BOARD APPROVAL

## Summary of Proposed Contract

Contractor: Caribou Public Relations  
San Francisco, CA

Project Title: Clipper® Customer Education/Outreach Services

Purpose of Amendment: On-call public outreach services

Brief Scope of Work: Provide general education and communicate the benefits of Clipper® to Bay Area transit riders, including Title VI-protected customers

Project Cost Not to Exceed: \$200,000

Funding Source: Regional Measure 2 Marketing and Operations, STA, STP

Fiscal Impact: Funds dependent on the approval of the FY 2017-18 MTC agency budget.

Motion: That a contract with Caribou Public Relations for the purposes described herein and in the Executive Director's memorandum dated March 13, 2017, is hereby approved by the Clipper® Executive Board, subject to adoption of the FY 2017-18 MTC agency budget.

Executive Board:

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Denis Mulligan, Chair

Approved: Date: March 20, 2017

**Attachment A**  
**Clipper® Customer Education Program Activities (FY 2015-16 through FY 2017-18)**

<b>Fiscal Year</b>	<b>Activity</b>	<b>Primary Audience</b>	<b>Secondary Audience</b>	<b>Tactics</b>
2017-18 (draft)	SMART Launch (promotional fare)	<ul style="list-style-type: none"> <li>• SMART</li> </ul>	<ul style="list-style-type: none"> <li>• Golden Gate Transit/Ferry</li> <li>• Marin Transit</li> <li>• Petaluma Transit</li> <li>• Santa Rosa CityBus</li> <li>• Sonoma County Transit</li> </ul>	<ul style="list-style-type: none"> <li>• Operator microsite</li> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Content and programming updates to clippercard.com</li> <li>• Advertising</li> <li>• Outreach events</li> <li>• Card sleeve</li> <li>• Take-one with retailer list</li> <li>• Customer service training</li> </ul>
	C2 Public Engagement	<ul style="list-style-type: none"> <li>• Current and potential Clipper® customers</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders, including community-based organizations (CBOs), employers</li> </ul>	<ul style="list-style-type: none"> <li>• Content and programming updates to futureofclipper.com</li> <li>• Stakeholder interviews</li> <li>• Focus groups</li> <li>• Discussion guide for operator presentations</li> </ul>
	Cash-customer Survey	<ul style="list-style-type: none"> <li>• Regional</li> </ul>		<ul style="list-style-type: none"> <li>• Intercept survey and report</li> </ul>
	Biennial Customer Satisfaction Survey	<ul style="list-style-type: none"> <li>• Regional</li> </ul>		<ul style="list-style-type: none"> <li>• Intercept survey and report</li> </ul>
	Card Sales at BART Ticket Machines	<ul style="list-style-type: none"> <li>• BART</li> </ul>	<ul style="list-style-type: none"> <li>• AC Transit</li> <li>• County Connection</li> <li>• Tri Delta Transit</li> <li>• Union City Transit</li> <li>• WestCAT</li> <li>• Wheels</li> </ul>	<ul style="list-style-type: none"> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Content and programming updates to clippercard.com</li> <li>• Customer service training</li> </ul>
	Clipper® is Everywhere Campaign	<ul style="list-style-type: none"> <li>• Regional</li> </ul>		<ul style="list-style-type: none"> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Advertising</li> <li>• Car cards</li> <li>• Card sleeve</li> <li>• Outreach events</li> </ul>
	Website Improvements	<ul style="list-style-type: none"> <li>• Dumbarton Express</li> <li>• Clipper® Direct participants</li> <li>• Tourists</li> </ul>		<ul style="list-style-type: none"> <li>• Dumbarton Express microsite</li> <li>• Clipper® Direct website</li> <li>• Tourist-focused page</li> </ul>

Fiscal Year	Activity	Primary Audience	Secondary Audience	Tactics
2017-18 (continued)	Communications Material Archive	<ul style="list-style-type: none"> <li>Regional</li> </ul>		<ul style="list-style-type: none"> <li>Development of archive for creative files and messaging for transit operator use</li> </ul>
	Miscellaneous regional events	<ul style="list-style-type: none"> <li>BART</li> <li>Transbay Transit Center</li> </ul>		<ul style="list-style-type: none"> <li>BART National Night Out outreach events</li> <li>Outreach events for BART station and Transbay Transit Center openings</li> <li>Content and programming updates to clippercard.com</li> <li>License agreements updates</li> </ul>
	Miscellaneous fare policy and service changes	<ul style="list-style-type: none"> <li>TBD</li> </ul>		<ul style="list-style-type: none"> <li>Content and programming updates to clippercard.com</li> <li>Social media announcements</li> <li>Website announcements</li> <li>Emails to targeted registered customers</li> <li>Clipper® Service Bureau coordination</li> </ul>
2016-17	SFMTA Fare Differential	<ul style="list-style-type: none"> <li>SFMTA</li> </ul>	<ul style="list-style-type: none"> <li>BART</li> <li>SamTrans</li> </ul>	<ul style="list-style-type: none"> <li>Social media announcements</li> <li>Website announcements</li> <li>Content and programming updates to clippercard.com</li> <li>Streamlined website landing page</li> <li>Advertising: digital banner ads, 30-second animated video</li> <li>Car cards</li> <li>Retailer signage</li> <li>Ticket machine decals</li> <li>Card sleeve</li> <li>Take-one with retailer list</li> <li>Outreach events (62)</li> </ul>
	C2 Public Engagement	<ul style="list-style-type: none"> <li>Current and potential Clipper® customers</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders, including community-based organizations (CBOs), employers</li> </ul>	<ul style="list-style-type: none"> <li>Social media announcements</li> <li>Website announcements</li> <li>Content and programming updates to futureofclipper.com</li> <li>Summary of Draft Request for Proposal for System Integrator for Industry Review</li> <li>Stakeholder interviews</li> <li>Focus groups (4)</li> <li>Opt-in online survey</li> <li>30-second video</li> <li>Car cards</li> <li>Take-one</li> <li>Discussion guide for operator presentations</li> </ul>

Fiscal Year	Activity	Primary Audience	Secondary Audience	Tactics
2016-17 (continued)	Relocation of Clipper® Customer Service Center at Embarcadero BART/Muni Metro Station	<ul style="list-style-type: none"> <li>• Current and potential Clipper® customers</li> </ul>		<ul style="list-style-type: none"> <li>• Signage for exterior walls, windows and stanchions</li> <li>• Social media announcements</li> </ul>
	Union City Transit Launch	<ul style="list-style-type: none"> <li>• Union City Transit</li> </ul>	<ul style="list-style-type: none"> <li>• AC Transit</li> <li>• BART</li> </ul>	<ul style="list-style-type: none"> <li>• Operator microsite</li> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Press release</li> <li>• Content and programming updates to clippercard.com</li> <li>• New brochure</li> <li>• Revisions to existing brochures</li> <li>• Ticket office decals</li> <li>• Vehicle decals</li> <li>• Advertising</li> <li>• Outreach events (TBD)</li> <li>• Card sleeve</li> <li>• Customer service training</li> </ul>
	SMART Launch (free period)	<ul style="list-style-type: none"> <li>• SMART</li> </ul>	<ul style="list-style-type: none"> <li>• Golden Gate Transit/Ferry</li> <li>• Marin Transit</li> <li>• Petaluma Transit</li> <li>• Santa Rosa CityBus</li> <li>• Sonoma County Transit</li> </ul>	<ul style="list-style-type: none"> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Press release</li> <li>• Content and programming updates to clippercard.com</li> <li>• New brochure</li> <li>• Revisions to existing brochures</li> <li>• Ticket office decals</li> <li>• Card sleeve</li> <li>• Station signage</li> <li>• Outreach events (TBD)</li> <li>• Customer service training</li> </ul>
	Off-Peak Rider Campaign	<ul style="list-style-type: none"> <li>• Potential Clipper® customers</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• Advertising</li> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Outreach events (TBD)</li> </ul>
	Ford GoBike Launch	<ul style="list-style-type: none"> <li>• Current and potential Clipper® customers</li> </ul>		<ul style="list-style-type: none"> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Press release</li> <li>• Content and programming updates to clippercard.com</li> </ul>
	Website improvements	<ul style="list-style-type: none"> <li>• Current and potential Clipper® customers</li> </ul>		<ul style="list-style-type: none"> <li>• Refresh and standardization of microsite content</li> <li>• Updated value availability language</li> <li>• Streamlined home page menu options</li> <li>• New transit operator logos as needed</li> <li>• New header and footer</li> </ul>



Fiscal Year	Activity	Primary Audience	Secondary Audience	Tactics
2016-17 (continued)	Miscellaneous regional events	<ul style="list-style-type: none"> <li>• BART</li> <li>• Current and potential Clipper® customers</li> </ul>		<ul style="list-style-type: none"> <li>• BART National Night Out outreach events (6)</li> <li>• Privacy policy updates</li> <li>• Customer service training for The Hub</li> </ul>
	Miscellaneous fare policy and service changes	<ul style="list-style-type: none"> <li>• AC Transit</li> <li>• Golden Gate Transit/Ferry</li> <li>• San Francisco Bay Ferry</li> <li>• SFMTA</li> </ul>		<ul style="list-style-type: none"> <li>• Content and programming updates to clippercard.com</li> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Emails to targeted registered customers</li> <li>• Signage for San Francisco Bay Ferry</li> <li>• Clipper® Service Bureau coordination</li> </ul>
2015-16	East Bay Bus Services Launch	<ul style="list-style-type: none"> <li>• County Connection</li> <li>• Tri Delta Transit</li> <li>• WestCAT</li> <li>• Wheels</li> </ul>	<ul style="list-style-type: none"> <li>• BART</li> <li>• AC Transit</li> </ul>	<ul style="list-style-type: none"> <li>• New brochure</li> <li>• Operator microsites (4)</li> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Press release</li> <li>• Content and programming updates to clippercard.com</li> <li>• Revisions to existing brochures</li> <li>• Advertising: on-vehicle, connecting BART stations, transit shelters, digital and print (including Chinese and Spanish-language media), local radio</li> <li>• Ticket office decals</li> <li>• Vehicle decals</li> <li>• Outreach events (33)</li> <li>• Customer service trainings (8)</li> </ul>
	Sonoma/101 Corridor Launch	<ul style="list-style-type: none"> <li>• Petaluma Transit</li> <li>• Santa Rosa CityBus</li> <li>• Sonoma County Transit</li> </ul>	<ul style="list-style-type: none"> <li>• Golden Gate Transit</li> </ul>	<ul style="list-style-type: none"> <li>• New brochure</li> <li>• Operator microsites (3)</li> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Press release</li> <li>• Content and programming updates to clippercard.com</li> <li>• Updates to existing brochures</li> <li>• Advertising: on-vehicle, digital and print (including Spanish-language media), local radio</li> <li>• Ticket office decals</li> <li>• Vehicle decals</li> <li>• Outreach events (20)</li> <li>• Customer service trainings (4)</li> </ul>
	VTA Paper Day Pass Elimination	<ul style="list-style-type: none"> <li>• VTA</li> </ul>		<ul style="list-style-type: none"> <li>• Content updates to clippercard.com</li> <li>• Updates to existing brochures</li> <li>• Take-one with retailer information</li> <li>• Outreach events (25)</li> </ul>

Fiscal Year	Activity	Primary Audience	Secondary Audience	Tactics
2015-16 (continued)	WestCAT Lynx 31-Day Pass	<ul style="list-style-type: none"> <li>• WestCAT</li> </ul>		<ul style="list-style-type: none"> <li>• Social media</li> <li>• Outreach events (6)</li> </ul>
	Cash Customer Campaign	<ul style="list-style-type: none"> <li>• AC Transit</li> <li>• SamTrans</li> </ul>	<ul style="list-style-type: none"> <li>• BART</li> <li>• Caltrain</li> <li>• SFMTA</li> <li>• VTA</li> </ul>	<ul style="list-style-type: none"> <li>• Advertising: on-vehicle, transit shelter, digital, mobile and Comcast banner ads during broadcasts of A's and Giants games (3 languages)</li> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Outreach events</li> </ul>
	Miscellaneous regional events	<ul style="list-style-type: none"> <li>• BART</li> <li>• SFMTA</li> </ul>	<ul style="list-style-type: none"> <li>• AC Transit</li> <li>• Caltrain</li> <li>• Golden Gate Transit/Ferry</li> <li>• SamTrans</li> <li>• SF Bay Ferry</li> </ul>	<ul style="list-style-type: none"> <li>• BART National Night Out outreach events (6)</li> <li>• SFSU Welcome Days outreach event</li> <li>• BART Blue Sky Festival outreach event</li> <li>• Super Bowl commemorative card promotion via website updates, social media announcements and retail signage</li> </ul>
	Miscellaneous fare policy and service changes	<ul style="list-style-type: none"> <li>• BART</li> <li>• Caltrain</li> <li>• Golden Gate Transit/Ferry</li> <li>• SamTrans</li> <li>• SF Bay Ferry</li> <li>• VINE</li> <li>• VTA</li> </ul>		<ul style="list-style-type: none"> <li>• Content and programming updates to clippercard.com</li> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Retailer signage (multilingual)</li> <li>• Revisions to existing brochures</li> <li>• Emails to targeted registered customers</li> <li>• Clipper® Service Bureau coordination</li> </ul>



## Customer Research, Education and Outreach for the Clipper® Program

March 20, 2017

Clipper® Executive Board

Agenda Item 3b  
Attachment B

# Contract Actions for Approval

- Synapse Strategies (\$260k)
  - Strategic planning and management of the communications program, including the C2 public engagement process
- MIG, Inc. (\$550k)
  - Development of digital and print materials
  - Management of social media and [futureofclipper.com](http://futureofclipper.com)
  - Oversight of customer research subcontractors
- Caribou Public Relations (\$200k)
  - Outreach to transit riders, including Title VI-protected customers



# Development of Annual Work Plan

- Support for work completed by the Clipper<sup>®</sup> Contractor
  - System expansion and integration
  - Fare policy changes
- C2 public engagement
- Transit operator requests for assistance
  - Clipper<sup>®</sup> discounts and elimination of paper products
  - Informational signage
- Focus on Title VI-protected populations



# Fiscal Year 2016-17 Activities

## Makatipid sa Clipper!

Magdagdag ng halaga ng cash para sa diskwento sa mga ibang sakay.  
Magdagdag ng mga passes para sa katipin sa madalas na sumasakay.

Kumuha ng Clipper card at magdagdag ng halaga sa:

- Walmarts
- Whole Foods Market
- Bay pang mga tindah
- Muni ticket machines
- clippercard.com

## Save with Clipper!

Get discounts on Muni  
Reload cash value  
Use it on all Bay Area

¡Ahorre dinero cuando utilices Clipper!  
Recarga dinero en tu tarjeta Clipper para obtener descuentos en Muni y en todos los lugares que aceptan Clipper.  
Muni를 이용할 때는 Clipper를 사용하세요!  
Makatipid ng para kapag gumamang Muni sa madalas na sumasakay.

Save with Clipper!  
Add cash value for single-ride discounts  
Add passes for frequent rider savings.

Get a Clipper card and add value at:

- Walmarts
- Whole Foods Market
- Other retailers
- Muni ticket machines
- clippercard.com

## Get a Clipper card. Add value here!

GET CLIPPER AND SAVE ON MUNI

Get Clipper and Save on Muni

Bay Area Clipper

1,095 views

### Muni Fare Differential Campaign

## Pay with Clipper!

Use it on the bus and throughout the Bay Area.

## Using Clipper

## CÓMO UTILIZAR CLIPPER

Get a Card and Add Value  
Use your card and add value at:  
Walmarts  
Whole Foods Market  
Participating retailers  
Muni ticket machines  
This value will only apply to the card. Your balance will not be affected.

Use Clipper on Union City Transit

Using Clipper on Union City Transit

Fares and passes

FAQ

Union City Transit Launch

- New microsite – desktop/mobile
  - Updates to 28 web pages
  - Updates to 23 brochures in 3 languages
- SMART Launch Planning

## Website Improvements

What would you like to add?

Passes | Cash | Parking

Clipper deducts the exact fare for each trip as you travel.

### Cash Value

Cash value can only be used for transit.

### Value Availability

Value you order online will not be available immediately until your card to pick up the value.

- If you place your order by 6 p.m., you can pick up your value in the next 1 to 2 days.
- If you are picking up your value on a bus or Muni light-rail vehicle, please allow up to 5 days.
- If you are setting up Autoload with a bank account, please allow an additional 10 days for value to first be available.

If you need value on your card immediately, you will need to go to an in-person location.

Find an in-person location | Continue adding value online

## C2 Public Engagement

## The Future of Clipper

Summary of Draft RFP

Resumen del borrador de la solicitud de presentación de propuestas

徵求建議書 (RFP) 草案摘要

Tóm lược dự thảo RFP



SF Bay Ferry Pole Wraps



# Draft Work Plan for FY 2017-18

- SMART launch
  - Clipper<sup>®</sup> is everywhere!
- C2 public engagement
  - Cash-customer survey
- Biennial customer satisfaction survey
- Card sales at BART ticket machines
- Website improvements
  - Incorporate research findings
  - Tourist-focused information
- Communications material archive