



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

## Meeting Agenda

### Clipper Executive Board

*Members:*

*Rick Ramacier, Chair      Robert Powers, Vice Chair*

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

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Monday, July 19, 2021

12:30 PM

Board Room – 1st Floor (REMOTE)

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In light of Governor Newsom's State of Emergency declaration regarding the COVID-19 outbreak and in accordance with Executive Order N-29-20 issued by Governor Newsom on March 17, 2020 and the Guidance for Gatherings issued by the California Department of Public Health, the meeting will be conducted via webcast, teleconference, and Zoom for committee, commission, or board members who will participate in the meeting from individual remote locations.

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

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

Attendee Link: <https://bayareametro.zoom.us/j/89296032148>

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

Webinar ID: 892 9603 2148

International numbers available: <https://bayareametro.zoom.us/j/89296032148>

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

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

## 1. Roll Call / Confirm Quorum

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

## 2. Consent Calendar

- 2a. [21-0836](#) Minutes of the May 17, 2021 Meeting

Action: Board Approval

Attachments: [2a CEB Minutes May 17 2021.pdf](#)

- 2b. [21-0958](#) Clipper® Purchase Order - Network Services: AT&T (\$400,000)

Action: Board Approval

Presenter: Sarah Doggett

Attachments: [2b Purchase Order ATT Network.pdf](#)

## 3. Approval

- 3a. [21-0969](#) Clipper® Executive Board - Fare Integration Task Force Approval of Appointment of Michelle Bouchard to the Fare Integration Task Force

Approval of Chair's Appointment to the Fare Integration Task Force.

Action: Board Approval

Presenter: William Bacon

Attachments: [3a Fare Integration Task Force appointment of M Bouchard.pdf](#)

#### 4. Information

**4a.**     [21-0837](#)     Current Clipper® System Update

Update on the current Clipper system. Clipper staff last updated this Board on the ongoing work and projects related to the current Clipper system at the May 2021 meeting.

**Action:**                    Information

**Presenter:**             Jason Weinstein

**Attachments:**        [4a\\_C1 Program Update.pdf](#)

**4b.**     [21-0838](#)     Next-Generation Clipper® System Update

Update on key developments related to the implementation of the Next-Generation Clipper System Integrator project.

**Action:**                    Information

**Presenter:**             Jason Weinstein

**Attachments:**        [4b\\_C2 Program Update.pdf](#)

#### 5. Executive Director's Report – Kuester

#### 6. Public Comment / Other Business

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

#### 7. Adjournment / Next Meeting

**The next meeting of the Clipper® Executive Board will be held Monday, August 16, 2021 at 1:30 p.m. remotely and by webcast as appropriate depending on the status of any shelter in place orders. 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](http://mtc.ca.gov)) for public review for at least one year.

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

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

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

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

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



## **Meeting Minutes - Draft**

### **Clipper Executive Board**

***Members:***

***Rick Ramacier, Chair      Robert Powers, Vice Chair***

***Michael Hursh, Beth Kranda, Carter Mau, Therese W. McMillan,  
Denis Mulligan, Evelyn Tran, and Jeffrey Tumlin***

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**Monday, May 17, 2021**

**1:30 PM**

**Board Room – 1st Floor (REMOTE)**

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In light of Governor Newsom's State of Emergency declaration regarding the COVID-19 outbreak and in accordance with Executive Order N-29-20 issued by Governor Newsom on March 17, 2020 and the Guidance for Gatherings issued by the California Department of Public Health, the meeting will be conducted via webcast, teleconference, and Zoom for committee, commission, or board members who will participate in the meeting from individual remote locations.

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## 1. Roll Call / Confirm Quorum

**Present:** 6 - Board Member Mulligan, Chair Ramacier, Board Member McMillan, Board Member Tumlin, Board Member Tran, and Board Member Kranda

**Absent:** 3 - Board Member Hursh, Vice Chair Powers, and Board Member Mau

Ahsan Baig acted as a delegate and voting member of the Board in place of Michael Hursh. Actions noted below as “Hursh” were taken by Baig.

Michelle Bouchard acted as a delegate and voting member of the Board in place of Carter Mau. Actions noted below as “Mau” were taken by Bouchard.

Pamela Herhold acted as a delegate and voting member of the Board in place of Robert Powers. Actions noted below as “Powers” were taken by Herhold.

## 2. Consent Calendar

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

**Aye:** 9 - Board Member Mulligan, Board Member Hursh, Chair Ramacier, Board Member McMillan, Vice Chair Powers, Board Member Tumlin, Board Member Tran, Board Member Kranda and Board Member Mau

**2a.**     [21-0677](#)     Minutes of the April 19, 2021 Meeting

**Action:** Board Approval

**Attachments:**   [2a CEB Minutes Apr 19 2021.pdf](#)

### 3. Approval

- 3a. [21-0678](#) Clipper® Contract Amendment - Next-Generation Clipper System Advisor  
Contract: IBI Group (IBI) (\$1,500,000)

Request for approval of a contract amendment to extend the IBI contract term to June 2023 and to add \$1,500,000 over FY 2021-22 and FY 2022-23 to provide technical advice to MTC and the transit operators, support management of the next-generation Clipper system integrator contract, oversee design and testing of the next-generation Clipper system, support related Clipper system procurements, and provide additional consulting services as needed to support delivery of the next-generation Clipper system.

**Action:** Board Approval

**Presenter:** Jason Weinstein

**Attachments:** [3a\\_I BI C2 Tech Advisor Amendment.pdf](#)

**Upon the motion by Board Member McMillan and second by Board Member Kranda, the Clipper® Contract Amendment - Next-Generation Clipper System Advisor Contract: IBI Group (IBI) (\$1,500,000) was unanimously approved. The motion carried by the following vote:**

**Aye:** 9 - Board Member Mulligan, Board Member Hursh, Chair Ramacier, Board Member McMillan, Vice Chair Powers, Board Member Tumlin, Board Member Tran, Board Member Kranda and Board Member Mau

- 3b. [21-0679](#) Clipper® Contract - Invoke Technologies (\$500,000)

Request for approval of a contract for technical, strategic, and long-range planning in support of the Next-Generation Clipper (C2) System: Invoke Technologies, Inc. (Invoke) (\$500,000).

**Action:** Board Approval

**Presenter:** Jason Weinstein

**Attachments:** [3b\\_Invoke Local FY21-23.pdf](#)

**Upon the motion by Board Member Mulligan and second by Board Member Tumlin, the Clipper® Contract - Invoke Technologies (\$500,000) was unanimously approved. The motion carried by the following vote:**

**Aye:** 9 - Board Member Mulligan, Board Member Hursh, Chair Ramacier, Board Member McMillan, Vice Chair Powers, Board Member Tumlin, Board Member Tran, Board Member Kranda and Board Member Mau

#### 4. Information

4a. [21-0680](#) Current Clipper® System Update

Update on the current Clipper system. Clipper staff last updated this Board on the ongoing work and projects related to the current Clipper system at the April 2021 meeting.

**Action:** Information

**Presenter:** Edward Meng

**Attachments:** [4a\\_C1 Program Update.pdf](#)

4b. [21-0681](#) Next Generation Clipper® System Update

Update on key developments related to the implementation of the Next-Generation Clipper System Integrator project.

**Action:** Information

**Presenter:** Edward Meng

**Attachments:** [4b\\_C2 Program Update..pdf](#)

Adina Levin spoke on this item.

4c. [21-0755](#) Clipper® Coordination with California Integrated Travel Project (Cal-ITP)

Update on key developments related to the interaction and coordination between Clipper and Cal-ITP.

**Action:** Information

**Presenter:** Carol Kuester

**Attachments:** [4c\\_C2 Update on Coordination with Cal-ITP.pdf](#)

Aleta Dupree spoke on this item.

Adina Levin spoke on this item.



**5. Executive Director's Report – Kuester**

**6. Public Comment / Other Business**

Aleta Dupree was called to speak.

Roland Lebrun was called to speak.

**7. Adjournment / Next Meeting**

**The next meeting of the Clipper® Executive Board will be held Monday, June 21, 2021 at 1:30 p.m. remotely and by webcast as appropriate.**

# Clipper® Executive Board

July 19, 2021

Agenda Item 2b

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## Clipper® Purchase Order – Network Services: AT&T (\$400,000)

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- Subject:** Request for approval of a Purchase Order for Clipper Network Services for Fiscal Year 2021/22: AT&T (\$400,000).
- Background:** AT&T provides network services for the Clipper system that enable connections between card readers, other Clipper devices, 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 2021-22.
- Issues:** None.
- Recommendation:** Staff recommends that the Clipper Executive Board approve a Purchase Order with AT&T in an amount not to exceed \$400,000 for the services described above.
- Attachments:** None.



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Carol Kuester

## REQUEST FOR BOARD APPROVAL

### Summary of Proposed Purchase Order

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 2021-2022
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:	\$400,000
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 Fiscal Year 2021-22 budget.
Motion by Committee:	That the Purchase Order with AT&T as described herein and in the Clipper Executive Director's July 19, 2021 summary sheet, is hereby approved by the Clipper Executive Board.
Clipper Executive Board:	<hr/>
	Rick Ramacier, Chair
Approved:	July 19, 2021

# Clipper® Executive Board

July 19, 2021

Agenda Item 3a

## Clipper® Executive Board - Fare Integration Task Force Approval of Appointment of Michelle Bouchard to the Fare Integration Task Force

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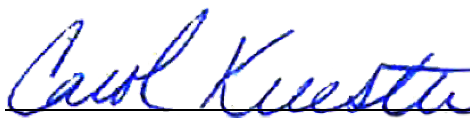
**Subject:** Approval of Chair's Appointment to the Fare Integration Task Force.

**Background:** The Fare Integration Task Force, the governing body for the Fare Coordination/Integration Study and Business Case, is a special committee of the Clipper Executive Board. Article 4.05 of the Clipper Executive Board Procedures Manual provides that the Chair of the Clipper Executive Board "shall appoint members of standing and special committees".

Since the retirement of Jim Hartnett, who was the joint CEO of SamTrans/Caltrain in April 2021, Caltrain has lacked representation on the Fare Integration Task Force. Mr. Hartnett was replaced on the Clipper Executive Board (and therefore on the Fare Integration Task Force) by Carter Mau, Interim General Manager of SamTrans. However, due to the Caltrain Board of Directors' request for separate executive leadership between Caltrain and SamTrans, Mr. Mau does not represent Caltrain, which is now under the executive leadership of Michelle Bouchard as Acting Executive Director.

**Issues:** In order to ensure the Fare Integration Task Force has representation from each of the seven large transit operators in the Bay Area, Clipper Executive Board Chair Rick Ramacier has appointed Michelle Bouchard, Caltrain's Acting Executive Director to Fare Integration Task Force and will seek approval of the Board.

**Recommendation:** Staff recommends that the Clipper Executive Board discuss and consider acting to approve Chair Ramacier's appointment of Michelle Bouchard to the Fare Integration Task Force.

  
Carol Kuester

# Clipper® Executive Board

July 19, 2021

Agenda Item 4a

## Current Clipper® System Update

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**Subject:** Update on the current Clipper system. Clipper staff last updated this Board on the ongoing work and projects related to the current Clipper system at the May 2021 meeting.

**Background:** **Transactions and Sales**  
In May 2021, Clipper processed 5.33 million transactions and settled \$10.5 million in revenue. In June 2021, Clipper processed 6.26 million transactions and settled \$13.1 million in revenue. As of July 6, 2021, only one (Vacaville City Coach) of the 22 operators was still offering fare-free travel due to the COVID-19 emergency.

### **Clipper Customer Education**

Advertising on buses and transit shelters began on June 7, 2021, for the Clipper mobile app and integrated payment with Apple Pay and Google Pay. This campaign will run through August and will be followed by another round of advertising once transit ridership increases.

Clipper staff plan to increase Clipper START outreach starting in July and will reach out to new types of community-based organizations such as unions. Digital advertising and social media promotion is ongoing. A newspaper and digital advertising campaign in Spanish, Chinese, and Tagalog is planned for September.

### **Implementation and Enhancement Projects**

MTC continues to coordinate with transit operators on Clipper equipment installation for several implementations, including:

- Caltrain ticket vending machines (TVM) Integration (CO-226) – Caltrain is working with VenTek to upgrade an additional 21 TVMs. Upgrades are planned to occur between August and October 2021.
- WETA began service at Seaplane Lagoon on July 1, 2021.

Clipper equipment continues to meet contractual performance requirements.

**Attachments:** **Attachment A:** Clipper Master Schedule

  
Carol Kuester

ID	Task Name	Duration	Start	Finish	% Comple	2021												2022															
						J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D				
2	CONTRACTING PHASE																																
393	IMPLEMENTATION PHASE																																
310	SFMTA Central Subway (CO-195)	1479 days	Mon 5/2/16	Tue 12/28/21	26%	<div></div>																											
1	BUS REPLACEMENT AND EXPANSION																																
818	SFMTA (9 Electric Coaches)	59 days	Mon 5/24/21	Thu 8/12/21	20%						<div></div>																						
791	AC Transit (36 MCI Buses)	102 days	Mon 8/2/21	Tue 12/21/21	0%								<div></div>																				
814	SFMTA (3 Historic Street Cars)	259 days	Tue 1/4/22	Fri 12/30/22	0%													<div></div>															

# Clipper® Executive Board

July 19, 2021

Agenda Item 4b

## Next-Generation Clipper® System Update

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**Subject:** Update on key developments related to the implementation of the Next-Generation Clipper System Integrator project.

**Background:** Included as Attachment A to this memorandum is a summary of recently completed activities related to delivering the Next-Generation Clipper program; upcoming activities and deliverables for MTC, Cubic Transportation Services, and the transit operators; and noteworthy items that the project team is managing.

Highlights include:

- Continued review of the account-based design documents and continued participation by MTC and transit operator staff in the design workshops for the account-based mobile app and promotions portal. In particular, comments from MTC and transit operators on account-based business and fare rules design are currently under review by Cubic.
- The plan for Final Design Review is to be complete by the third quarter of this year.
- Regarding the launch of the Clipper mobile app and the use of mobile wallets:
  - The Clipper app and integration with Apple wallet launched on April 15, 2021. The Android version of the app and integration with Google Pay launched on May 19, 2021.
  - Over 85,000 plastic cards have been transferred to mobile wallets, and over 55,000 new mobile cards have been created. Customers have taken over 725,000 trips using Clipper in their mobile wallets.

Cubic's schedule submission for June 2021 has recovered some of the schedule slippage mentioned in earlier updates. As mentioned last month, Cubic has incorporated the account-based system work into the schedule and will continue to refine this and identify opportunities for further schedule recovery in future submittals. The program is currently within expected budget.

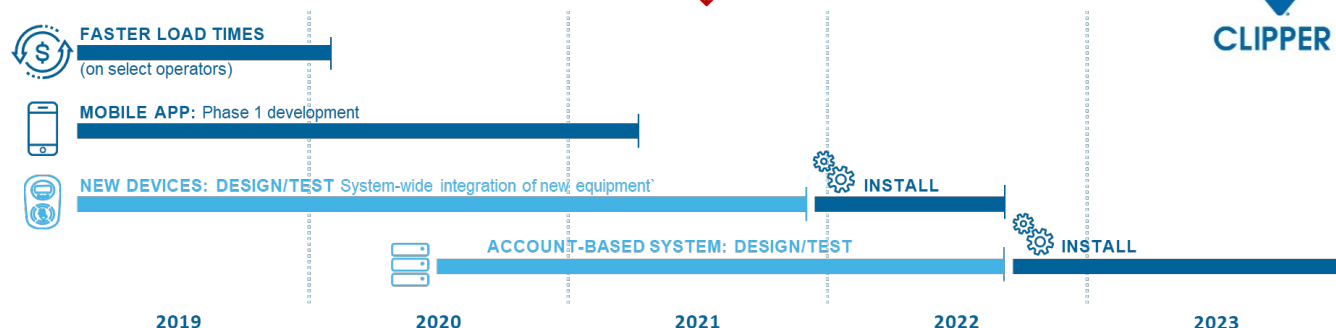
**Attachments:** Attachment A: Next Generation Clipper Program Executive Summary Status Report

  
Carol Kuester



# Next-Generation Clipper Program

## Executive Summary Status Report – July 19, 2021



### Summary

- Android App released May 19; System Integration Testing (SIT) and Pilot Test results being finalized.
- New Devices Factory Acceptance Testing (FAT) underway; SIT Plan approved; On-Site System Installation (OSIT) and Pilot Test plans being finalized. Initial Pilot installations starting soon.
- Preliminary Design Review (PDR) nearly complete; Final Design Review (FDR) submittal expected shortly.
- Account-based design workshops continue.
- Technical and planning discussions continue with operators on various topics, including CAD/AVL integration, BART and Muni equipment, and new device installation.

### Recently Completed Activities

	MTC/IBI	Cubic	Operators	Date
• Mobile App:				
o Public launch of Android app	•	•	•	May 19
• New Devices:				
o OSIT/Pilot Test plans submitted by Cubic		•		May 24
o Installation plan draft submitted by Cubic		•		May 28
o SIT Plan comments sent to Cubic	•		•	Jun 2, 18
o FAT execution/witnessing (retail devices)	•	•	•	Jun 4
o SIT Plan resubmittal by Cubic		•		Jun 16
o OSIT/Pilot Test plans comments to Cubic	•		•	Jun 22
o Installation plan draft comments to Cubic	•		•	Jun 22
o SIT Plan approval by MTC/Operators	•		•	Jun 30
• Account-Based System design documentation:				
o PDR business rules submitted by Cubic		•		May 19, 26
o PDR comment review sessions	•	•	•	May 26–27; Jun 1–4
o PDR comment responses from Cubic		•		Jun 28
o PDR business rules comments to Cubic	•		•	Jun 30
o PDR approval by MTC/Operators (excluding business rules)	•		•	Week of Jul 12 (planned)
• Account-Based System design workshops:				
o Institutional & Transit Benefits Web Portal	•	•	•	May 18; Jun 17
o Mobile App	•	•	•	May 24; Jun 7, 14, 21, 28; Jul 12, 19
o Third-Party Integration	•	•	•	Jun 8, 22; Jul 6
o Fare Media Management	•	•	•	May 26
o Promotions Web Portal	•	•	•	Jun 8



## Upcoming Activities/Deliverables

	MTC/IBI	Cubic	Operators	Date
• Mobile App:				
○ SIT results submission by Cubic		●		Jul
○ Pilot results submission by Cubic		●		Jul
• New Devices:				
○ FAT execution/witnessing (cont'd.)	●	●	●	Jul–Aug
○ SIT execution/witnessing	●	●	●	Jul–Aug
○ Installation at Pilot Test locations	●	●	●	Aug–Dec
• Account-Based System design documentation:				
○ Final Design Review submission by Cubic		●		Jul
○ FDR document review sessions	●	●	●	Week of Aug 2
• Account-Based System design workshops:				
○ Promotions Web Portal	●	●	●	Jul
○ Mobile App	●	●	●	Jul 26
• Clipper Executive Board Meeting	●		●	Aug 16