



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*

Monday, November 15, 2021

1:30 PM

REMOTE

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

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

The meeting webcast will be available at <http://mtc.ca.gov/whats-happening/meetings>. 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/82064017767>

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Webinar ID: 820 6401 7767

International numbers available: <https://bayareametro.zoom.us/u/kbsy9hMAwX>

Detailed instructions on participating via Zoom are available at:

<https://bayareametro.zoom.us/u/keF6DXG0Ji>

<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 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. [21-1415](#) Minutes of the October 18, 2021 Meeting

Action: Board Approval

Attachments: [2a Clipper Executive Board Minutes Oct 18 2021.pdf](#)

3. Information

- 3a. [21-1418](#) Clipper® Two Year Budget and Work Plan Update

Update on Clipper budget and work plan for Fiscal Years (FYs) 2021-22 and 2022-23.

Action: Information

Presenter: Edward Meng

Attachments: [3a Clipper Budget Update.pdf](#)

- 3b. [21-1416](#) Current Clipper® Operations and Performance Update

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

Action: Information

Presenter: Jason Weinstein

Attachments: [3b Clipper Operations and Performance Update.pdf](#)

- 3c. [21-1417](#) Clipper® Implementation Update

Update on key developments related to the implementation of the Current and Next Generation Clipper system.

Action: Information

Presenter: Jason Weinstein

Attachments: [3c Clipper Implementation Update.pdf](#)

4. Executive Director's Report – Kuester

5. 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.*

[21-1543](#)

Correspondence Received

Attachments:

[5 Correspondence Received 1 Clipper Customer Support and Communica](#)

6. Adjournment / Next Meeting

The next meeting of the Clipper® Executive Board will be held Monday, December 20, 2021, at 1:30 p.m. remotely and by webcast as appropriate. Any changes to the schedule will be duly noticed to the public.

Public Comment: The public is encouraged to comment on agenda items at Committee meetings by completing a request-to-speak card (available from staff) and passing it to the Committee secretary. Public comment may be limited by any of the procedures set forth in Section 3.09 of MTC's Procedures Manual (Resolution No. 1058, Revised) if, in the chair's judgment, it is necessary to maintain the orderly flow of business.

Meeting Conduct: If this meeting is willfully interrupted or disrupted by one or more persons rendering orderly conduct of the meeting unfeasible, the Chair may order the removal of individuals who are willfully disrupting the meeting. Such individuals may be arrested. If order cannot be restored by such removal, the members of the Committee may direct that the meeting room be cleared (except for representatives of the press or other news media not participating in the disturbance), and the session may continue.

Record of Meeting: Committee meetings are recorded. Copies of recordings are available at a nominal charge, or recordings may be listened to at MTC offices by appointment. Audiocasts are maintained on MTC's Web site (mtc.ca.gov) for public review for at least one year.

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

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

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

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

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



Meeting Minutes - Draft

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***

Monday, October 18, 2021

2:00 PM

REMOTE

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

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

The meeting webcast will be available at <http://mtc.ca.gov/whats-happening/meetings> 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/83237249682>

**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
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Webinar ID: 832 3724 9682

International numbers available: <https://bayareametro.zoom.us/u/kdm2JhWlNs>

Detailed instructions on participating via Zoom are available at:

<https://bayareametro.zoom.us/u/keF6DXG0Ji>

<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 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

Present: 7 - Board Member Mulligan, Board Member Hursh, Chair Ramacier, Board Member McMillan, Vice Chair Powers, Board Member Kranda, and Board Member Mau

Absent: 2 - Board Member Tumlin, and Board Member Gonot

Diana Hammons acted as a delegate and voting member of the Board in place of Jeffrey Tumlin. Actions noted below as "Tumlin" were taken by Hammons.

2. Consent Calendar

Upon the motion by Board Member Kranda and second by Board Member Hursh, the Consent Calendar was approved. The motion carried by the following vote:

Aye: 7 - Board Member Mulligan, Board Member Hursh, Chair Ramacier, Board Member McMillan, Vice Chair Powers, Board Member Kranda and Board Member Mau

Absent: 2 - Board Member Tumlin and Board Member Gonot

2a. [21-1243](#) Minutes of the September 20, 2021 Meeting

Action: Board Approval

Attachments: [2a Clipper Executive Board Minutes Sept 20 2021.pdf](#)

3. Approval

3a. [21-1288](#) 2022 Clipper® Executive Board Calendar

Request Board approval of 2022 Clipper Executive Board Calendar.

Action: Board Approval

Presenter: Edward Meng

Attachments: [3a 2022 Clipper Executive Board Calendar.pdf](#)

Upon the motion by Board Member Mulligan and second by Board Member Kranda, the 2022 Clipper® Executive Board Calendar was approved. The motion carried by the following vote:

Aye: 8 - Board Member Mulligan, Board Member Hursh, Chair Ramacier, Board Member McMillan, Vice Chair Powers, Board Member Tumlin, Board Member Kranda and Board Member Mau

Absent: 1 - Board Member Gonot

- 3b.** [21-1344](#) Next Generation Clipper® (“C2”) System Integration Contract Change Order - Mobile Provider Fees: Cubic Transportation Systems, Inc. (Cubic) (\$15,000,000)

Request for approval of a Change Order for the inclusion of mobile card provisioning and trip planner fees charged by Google and Apple as pass-through fees to the C2 System Integrator Contract (“Contract”).

Action: Board Approval

Presenter: Edward Meng

Attachments: [3b Clipper 2 System Integration Change Order Mobile Provider revised.pdf](#)

Aleta Dupree spoke on this item.

Upon the motion by Board Member Mulligan and second by Board Member McMillan, the Next Generation Clipper® (“C2”) System Integration Contract Change Order - Mobile Provider Fees: Cubic Transportation Systems, Inc. (Cubic) (\$15,000,000) was approved. The motion carried by the following vote:

Aye: 8 - Board Member Mulligan, Board Member Hursh, Chair Ramacier, Board Member McMillan, Vice Chair Powers, Board Member Tumlin, Board Member Kranda and Board Member Mau

Absent: 1 - Board Member Gonot

4. Information

- 4a.** [21-1244](#) Current Clipper® Operations and Performance Update

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

Action: Information

Presenter: Jason Weinstein

Attachments: [4a Clipper Operations and Performance Update.pdf](#)

- 4b.** [21-1245](#) Clipper® Implementation Update

Update on key developments related to the implementation of the Current and Next Generation Clipper system.

Action: Information

Presenter: Jason Weinstein

Attachments: [4b Clipper Implementation Update.pdf](#)

5. Executive Director’s Report – Kuester

6. Public Comment / Other Business

Aleta Dupree was called to speak.

Joe Kunzler was called to speak.

[21-1420](#)

Correspondence Received

Action: Information

Attachments: [06 Correspondence Received.pdf](#)

Written public comments were received from: Joe A. Kunzler

7. Adjournment / Next Meeting

The next meeting of the Clipper® Executive Board will be held Monday, November 15, 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.

Clipper® Executive Board

November 15, 2021

Agenda Item 3a

Clipper® Two Year Budget and Work Plan Update

Subject:

Update on Clipper budget and work plan for Fiscal Years (FYs) 2021-22 and 2022-23.

Background:

Under the Memorandum of Understanding (MOU), the Executive Board reviews and adopts biennial Clipper budget. The budget is intended to provide an understanding of the scope and size of major expense categories, proposed funding plan, and overall summary of Clipper program work elements. The budget is updated annually and includes both current Clipper system and Next Generation Clipper system and integrator costs, as well as costs to operate, maintain, and implement the overall Clipper program, including staffing, customer education and marketing, and estimated costs from other Next Generation Clipper procurements.

At the April 2021 Clipper Executive Board (CEB) meeting, Clipper staff committed to return to the Board semi-annually with an update of the Clipper Budget.

Attachment A and B to this memo, respectively, show the Clipper Operating and Capital Two Year Budget updated in October 2021, as well as the Clipper Operating and Capital Two Year Budget approved and adopted by this Board in April 2021, as reference. The budget is intended to provide an understanding of the scope and size of major expense categories and confirm availability of funding. The budget is updated annually and includes both current Clipper system and next generation Clipper items.

Highlights and Updates from Board-approved FY 2021-22 and 2022-23 Budget and Work Plan in April 2021

Updates of the Clipper Two Year Budget item approved in April 2021 are highlighted below.

1. Operating Actuals for FY20-21 turned out to be less than previously estimated, largely as a result of lower-than-expected O/M costs related to the mobile application release date;
2. COVID-19 Economic Relief (CARES) funding was able to cover a portion of Clipper operating costs longer than originally estimated;

3. Growth in “inactive funds” potentially available to be used for operations increased the amount of funds that were previously “active” that then became “inactive” as overall use in the system declined, resulting in the ability to offset operating shortfalls in future fiscal years;
4. The Clipper program’s Capital budget now has better estimates for the capital portion of the Customer Service Center, Payment Services, and Fare Media supplier contracts, as well as updates in estimates of capital portions of the System Integrator contract and estimated installation of Next Generation equipment; and
5. In order to address uncertainty around Regional Measure 3, the Clipper program is also considering using OBAG3 funds to offset potential delays in receipt of funds and the ability to pay invoices in a timely manner. Any additional OBAG3 funds would negate or offset the need for RM3 funds for the Clipper program.

Issues:

None identified.

Recommendations:

Information.

Attachments:

- Attachment A: Clipper Operating and Capital Budget – October 25, 2021 (updated)
- Attachment B: Clipper Operating and Capital Budget – March 31, 2021 (reference)



Carol Kuester

CLIPPER® **DRAFT** OPERATING BUDGET - OCTOBER 25, 2021

Item No.	Descriptions	Actual FY 20/21 (\$M)	Current FY 21/22 (\$M)	FY 22/23 (\$M)	FY 23/24 (\$M)	FY 24/25 (\$M)	FY 25/26 (\$M)	Total FY 21/22 - FY 25/26
MTC Operating Costs								
1	Annual Current Clipper Operating Costs - MTC	\$9.8	\$10.8	\$6.0	\$2.0	\$0.3	\$0.0	\$28.9
2	Annual Next Gen Clipper SI Operating Costs - MTC	\$0.1	\$1.8	\$7.5	\$9.5	\$10.0	\$10.3	\$39.2
3	Annual Next Gen Clipper Other Operating Costs - MTC ¹	\$0.0	\$0.2	\$1.0	\$1.1	\$1.1	\$1.1	\$4.5
4	MTC Staff - Current Clipper Operating	\$0.6	\$0.7	\$0.4	\$0.1	\$0.0	\$0.0	\$1.8
5	MTC Staff - Next Gen Clipper Operating	\$0.2	\$0.7	\$1.1	\$1.4	\$1.6	\$1.7	\$5.0
6	Clipper® Operations - Misc.	\$0.3	\$0.3	\$0.3	\$0.3	\$0.4	\$0.4	\$2.0
7	In Person Customer Service Centers	\$1.0	\$1.1	\$1.2	\$1.2	\$1.3	\$1.3	\$7.1
8	Customer Education Program	\$1.6	\$1.7	\$1.8	\$1.9	\$2.0	\$2.1	\$11.0
9	<i>Subtotal MTC expenses</i>	<i>\$13.7</i>	<i>\$17.3</i>	<i>\$19.3</i>	<i>\$17.5</i>	<i>\$16.6</i>	<i>\$16.9</i>	<i>\$101.2</i>
Transit Agency Operating Costs								
10	Annual Current Clipper Operating Costs - Transit Agencies	\$6.9	\$10.7	\$12.0	\$4.0	\$0.5	\$0.0	\$34.1
11	Annual Next Gen Clipper SI Operating Costs - Transit Agencies	\$0.1	\$1.8	\$7.5	\$9.5	\$10.0	\$10.3	\$39.2
12	Annual Next Gen Clipper Other Operating Costs - Transit Agencies ²	\$0.0	\$0.7	\$7.2	\$7.4	\$7.6	\$7.7	\$30.6
13	<i>Subtotal Transit Agency expenses</i>	<i>\$7.0</i>	<i>\$13.2</i>	<i>\$26.7</i>	<i>\$20.9</i>	<i>\$18.1</i>	<i>\$18.0</i>	<i>\$103.9</i>
14	Total Operating Costs (MTC+Transit)	\$20.7	\$30.5	\$46.0	\$38.4	\$34.6	\$34.9	\$205.2
Operating Revenues								
15	Total STA Revenues	\$0.2	\$6.3	\$7.5	\$7.7	\$7.8	\$8.0	\$37.5
16	Total RM2 Marketing Revenue	\$1.1	\$1.1	\$1.1	\$1.1	\$1.1	\$1.1	\$6.6
17	Additional RM2 Marketing Revenue ³	\$1.5	\$1.7	\$1.7	\$1.7	\$1.7	\$1.7	\$10.0
18	Additional RM2 Operating Revenue ³	\$1.6	\$1.7	\$2.0	\$2.0	\$2.0	\$2.0	\$11.3
19	CARES Act	\$8.9	\$4.7	\$0.0	\$0.0	\$0.0	\$0.0	\$13.6
20	Unregistered Inactive Funds	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
21	Float Account Interest	\$0.0	\$0.0	\$1.2	\$1.2	\$1.2	\$1.2	\$4.8
22	State of Good Repair (SB1) ⁴	\$0.4	\$2.7	\$0.0	\$0.0	\$0.0	\$0.0	\$3.1
23	Total Transit Agency Revenue	\$7.0	\$13.2	\$26.7	\$20.9	\$18.1	\$18.0	\$103.9
25	Total Operating Revenue	\$20.7	\$31.4	\$40.2	\$34.6	\$31.9	\$32.0	\$197.8
24	Operations Reserve ⁵	\$7.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
26	Net Budget	\$7.0	\$7.9	\$2.1	(\$1.7)	(\$4.5)	(\$7.4)	

¹ Includes O&M Estimate for CSC

² Includes O&M Estimate for CSC, Pass Through Fees (incl. Mobile Fees & Third Party Commissions), Payment Gateway Fees, RTC Program Fees, etc.

³ Contingent upon availability and MTC Commission Approval

⁴ Used for Next-Gen Clipper Operating Startup Costs

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

Assumes continuation of ~ 1/3 MTC, 2/3 Transit Agency split in C2 & Agencies can pay their share

Assumes 10% tax, no contingency

CLIPPER® **DRAFT** CAPITAL BUDGET - OCTOBER 25, 2021

Item No.	Description	Actual FY 20/21 (\$M)	Current FY 21/22 (\$M)	FY 22/23 (\$M)	FY 23/24 (\$M)	FY 24/25 (\$M)	FY 25/26 (\$M)	TOTAL FY 20/21 - 25/26 (\$M)
Capital Costs (See Table 1a for Cost Detail)								
1	C1 Clipper Cards & Fare Media	\$1.6	\$4.0	\$1.0	\$0.0	\$0.0	\$0.0	\$6.6
2	C2 Clipper Cards & Fare Media	\$0.0	\$3.0	\$3.0	\$3.0	\$2.0	\$1.0	\$12.0
	Current Clipper® System (C1)							
3	MTC Staff	\$1.1	\$0.9	\$0.5	\$0.0	\$0.0	\$0.0	\$2.5
4	Consultants	\$0.7	\$0.5	\$0.6	\$0.0	\$0.0	\$0.0	\$1.8
5	System Enhancements and Infrastructure Replacement*	\$0.1	\$0.7	\$0.0	\$0.0	\$0.0	\$0.0	\$0.8
	Next Generation Clipper® System							
6	MTC Staff	\$2.8	\$3.3	\$4.0	\$4.7	\$4.9	\$5.2	\$24.9
7	Consultants	\$3.1	\$2.5	\$2.0	\$2.1	\$2.2	\$2.3	\$14.2
8	System Integrator Contract	\$19.2	\$52.4	\$15.2	\$6.1	\$0.0	\$0.0	\$92.9
9	Next-Gen Clipper Equipment	\$0.0	\$8.9	\$47.3	\$0.0	\$0.0	\$0.0	\$56.2
10	Operator CAD/AVL Integration	\$0.0	\$1.3	\$0.0	\$0.0	\$0.0	\$0.0	\$1.3
11	TR4 Integration and Open Payment Deployment	\$1.4	\$7.3	\$1.6	\$0.0	\$0.0	\$0.0	\$10.3
12	Customer Service Center / Payment Services	\$0.0	\$3.0	\$0.0	\$0.0	\$0.0	\$0.0	\$3.0
13	Total Expenses	\$30.0	\$87.8	\$75.2	\$15.9	\$9.1	\$8.5	\$226.6
Revenue								
14	TCP - FTA*	\$14.1	\$47.7	\$0.0	\$0.0	\$0.0	\$0.0	\$61.8
15	TCP - OBAG2-STP/CMAQ*	\$34.9	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$34.9
16	TCP - OBAG2-RM2*	\$13.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$13.0
17	SGR / RM3 / OBAG3*	\$1.0	\$30.0	\$9.6	\$7.0	\$3.2	\$0.0	\$50.8
18	SGR	\$7.6	\$11.0	\$0.0	\$0.0	\$0.0	\$0.0	\$18.6
19	Fare Media and Card Fee Revenue	\$1.6	\$2.0	\$4.0	\$4.0	\$4.0	\$4.0	\$19.6
20	Capital Reserve	\$26.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$26.0
21	STA	\$0.0	\$0.2	\$0.0	\$0.0	\$0.0	\$0.0	\$0.2
21	Total Annual Revenue	\$98.2	\$90.9	\$13.6	\$11.0	\$7.2	\$4.0	\$224.9
22	Cumulative Surplus/Deficit	\$68.2	\$71.3	\$9.7	\$4.8	\$2.9	(\$1.6)	

* Committed to System Integrator Contract

CLIPPER® APPROVED OPERATING BUDGET - MARCH 31, 2021

Item No.	Descriptions	Current FY 20/21 (\$M)	FY 21/22 (\$M)	FY 22/23 (\$M)	FY 23/24 (\$M)	FY 24/25 (\$M)	FY 25/26 (\$M)	Total FY 19/20- FY 24/25
MTC Operating Costs								
1	Annual Current Clipper Operating Costs - MTC	\$9.6	\$10.8	\$6.0	\$2.0	\$0.3	\$0.0	\$28.7
2	Annual Next Gen Clipper SI Operating Costs - MTC	\$0.7	\$1.8	\$7.5	\$9.5	\$10.0	\$10.3	\$29.5
3	Annual Next Gen Clipper Other Operating Costs - MTC ¹	\$0.0	\$0.2	\$1.0	\$1.1	\$1.1	\$1.1	\$3.4
4	MTC Staff - Current Clipper Operating	\$0.9	\$0.8	\$0.5	\$0.2	\$0.0	\$0.0	\$2.3
5	MTC Staff - Next Gen Clipper Operating	\$0.4	\$0.8	\$1.2	\$1.6	\$1.9	\$1.9	\$5.9
6	Clipper® Operations - Misc.	\$0.7	\$0.7	\$0.7	\$0.8	\$0.8	\$0.8	\$3.7
7	In Person Customer Service Centers	\$1.1	\$1.1	\$1.2	\$1.2	\$1.3	\$1.3	\$5.8
8	Customer Education Program	\$1.4	\$1.7	\$1.8	\$1.9	\$2.0	\$2.1	\$8.7
9	<i>Subtotal MTC expenses</i>	<i>\$14.8</i>	<i>\$17.9</i>	<i>\$19.9</i>	<i>\$18.2</i>	<i>\$17.2</i>	<i>\$17.6</i>	<i>\$88.0</i>
Transit Agency Operating Costs								
10	Annual Current Clipper Operating Costs - Transit Agencies	\$7.0	\$14.0	\$12.0	\$4.0	\$0.5	\$0.0	\$37.5
11	Annual Next Gen Clipper SI Operating Costs - Transit Agencies	\$0.7	\$1.8	\$7.5	\$9.5	\$10.0	\$10.3	\$29.5
12	Annual Next Gen Clipper Other Operating Costs - Transit Agencies ²	\$0.0	\$0.7	\$7.2	\$7.4	\$7.6	\$7.7	\$22.8
13	<i>Subtotal Transit Agency expenses</i>	<i>\$7.7</i>	<i>\$16.5</i>	<i>\$26.7</i>	<i>\$20.9</i>	<i>\$18.1</i>	<i>\$18.0</i>	<i>\$89.8</i>
14	Total Operating Costs (MTC+Transit)	\$22.5	\$34.4	\$46.6	\$39.0	\$35.3	\$35.7	\$177.8
Operating Revenues								
15	Total STA Revenues	\$0.2	\$7.3	\$7.5	\$7.7	\$7.8	\$8.0	\$30.5
16	Total RM2 Marketing Revenue	\$1.1	\$1.1	\$1.1	\$1.1	\$1.1	\$1.1	\$5.5
17	Additional RM2 Marketing Revenue ³	\$1.5	\$1.7	\$1.7	\$1.7	\$1.7	\$1.7	\$8.3
18	Additional RM2 Operating Revenue ³	\$1.4	\$1.4	\$2.0	\$2.0	\$2.0	\$2.0	\$8.8
19	CARES Act	\$11.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$11.5
20	Unregistered Inactive Funds	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
21	Float Account Interest	\$0.0	\$0.8	\$1.2	\$1.2	\$1.2	\$1.2	\$4.4
22	State of Good Repair (SB1) ⁴	\$1.1	\$2.8	\$0.0	\$0.0	\$0.0	\$0.0	\$3.9
23	Total Transit Agency Revenue	\$7.7	\$16.5	\$26.7	\$20.9	\$18.1	\$18.0	\$89.8
24	Operations Reserve ⁵	\$4.1	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
25	Total Operating Revenue	\$28.6	\$31.6	\$40.2	\$34.6	\$31.9	\$32.0	\$166.8
26	Net Budget	\$6.1	\$3.3	(\$3.0)	(\$7.5)	(\$11.0)	(\$14.6)	

¹ Includes O&M Estimate for CSC

² Includes O&M Estimate for CSC, Pass Through Fees (incl. Mobile Fees & Third Party Commissions), Payment Gateway Fees, RTC Program Fees, etc.

³ Contingent upon availability and MTC Commission Approval

⁴ Used for Next-Gen Clipper Operating Startup Costs

⁵ Operations Carry Forward From Prior Year = \$4.1M (\$2.5 STA Reserve, \$1.1M Float, \$0.5M Inactive Funds)

Assumes continuation of ~ 1/3 MTC, 2/3 Transit Agency split in C2 & Agencies can pay their share

Assumes 10% tax, no contingency

CLIPPER® **APPROVED** CAPITAL BUDGET - MARCH 31, 2021

Item No.	Description	Current FY 20/21 (\$M)	FY 21/22 (\$M)	FY 22/23 (\$M)	FY 23/24 (\$M)	FY 24/25 (\$M)	FY 25/26 (\$M)	TOTAL FY 20/21 - 25/26 (\$M)
Capital Costs (See Table 1a for Cost Detail)								
1	C1 Clipper Cards & Fare Media	\$1.5	\$2.0	\$1.0	\$0.0	\$0.0	\$0.0	\$4.5
2	C2 Clipper Cards & Fare Media	\$0.0	\$1.0	\$3.0	\$3.0	\$2.0	\$1.0	\$10.0
	Current Clipper® System (C1)							
3	MTC Staff	\$1.2	\$0.9	\$0.5	\$0.0	\$0.0	\$0.0	\$2.6
4	Consultants	\$1.0	\$0.5	\$0.6	\$0.0	\$0.0	\$0.0	\$2.1
5	System Enhancements and Infrastructure Replacement*	\$0.7	\$0.7	\$0.0	\$0.0	\$0.0	\$0.0	\$1.4
	Next Generation Clipper® System							
6	MTC Staff	\$3.0	\$3.3	\$4.0	\$4.7	\$4.9	\$5.2	\$25.1
7	Consultants	\$4.7	\$2.5	\$2.0	\$2.1	\$2.2	\$2.3	\$15.8
8	System Integrator Contract	\$44.4	\$32.7	\$11.7	\$6.5	\$0.0	\$0.0	\$95.3
9	Next-Gen Clipper Equipment	\$0.0	\$33.9	\$21.8	\$2.3	\$0.0	\$0.0	\$58.0
10	Operator CAD/AVL Integration	\$3.3	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$3.3
11	TR4 Integration and Open Payment Deployment	\$4.2	\$6.2	\$1.0	\$0.0	\$0.0	\$0.0	\$11.4
12	Customer Service Center / Payment Services	\$0.3	\$2.0	\$2.7	\$0.0	\$0.0	\$0.0	\$5.0
13	Total Expenses	\$64.3	\$85.7	\$48.3	\$18.6	\$9.1	\$8.5	\$234.6
Revenue								
14	TCP - FTA*	\$14.1	\$20.3	\$16.9	\$5.8	\$0.0	\$0.0	\$57.1
15	TCP - OBAG2-STP/CMAQ*	\$34.9	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$34.9
16	TCP - OBAG2-RM2*	\$13.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$13.0
17	SGR / RM3*	\$1.0	\$50.0	\$9.6	\$7.0	\$3.2	\$0.0	\$70.8
18	SGR	\$7.6	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$7.6
19	Fare Media and Card Fee Revenue	\$1.6	\$2.0	\$4.0	\$4.0	\$4.0	\$4.0	\$19.6
20	Capital Reserve	\$26.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$26.0
21	STA	\$0.0	\$0.2	\$0.0	\$0.0	\$0.0	\$0.0	\$0.2
21	Total Annual Revenue	\$98.2	\$72.5	\$30.5	\$16.8	\$7.2	\$4.0	\$229.2
22	Cumulative Surplus/Deficit	\$33.9	\$20.7	\$2.9	\$1.1	(\$0.8)	(\$5.4)	

* Committed to System Integrator Contract

Clipper® Executive Board

November 15, 2021

Agenda Item 3b

Current Clipper® Operations and Performance Update

Subject:

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

Background:

Transaction and Sales

In October 2021, Clipper processed 8.97 million transactions and settled \$18.8 million in revenue. Vacaville continued to offer fare-free travel due to COVID-19.

Mobile App Performance and Usage

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

- Over 150,000 plastic cards have been transferred to mobile wallets, and over 169,000 new mobile cards have been created.
- Customers have now taken approximately 3.6 million trips using Clipper mobile cards. This represents over 8.7% of the total trips taken with Clipper since mid-April. This percentage is increasing as, in October alone, we reached over 11.6% of Clipper trips taken with a mobile card.

Operations and Maintenance Fare Changes

Cubic has requested that to better predict resourcing needs, fare change requests follow a schedule of quarterly changes. The proposed schedule allows operators to continue their practice of major fare changes at the start of either the fiscal or calendar year and for two other changes during the year as well.

<u>Change Effective</u>	<u>Request Due</u>
January 1	October 1
April 1	January 1

<u>Change Effective</u>	<u>Request Due</u>
July 1	April 1
September 1	June 1

The proposed schedule is for fare changes only, not any route or service changes, and would apply for the remainder of C1.

Issues:

None identified.

Recommendations:

Information.

Attachments:

- None



Carol Kuester

Clipper® Executive Board

November 15, 2021

Agenda Item 3c

Clipper® Implementation Update

Subject:

Update on key developments related to the implementation of the Current and Next Generation Clipper system.

Background:

Next Generation Implementation and Enhancement Projects

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:

- expected resubmission of Equipment Manuals and Training Materials;
- expected resubmission of Account-based Development and Testing documents;
- execution and witnessing for System Integration Testing;
- start of Pilot installations and testing;
- ongoing Final Design Review of the account-based system;
- ongoing technical and planning discussions and review with operators; and
- planned installation of new devices, scheduled to begin later this year.

MTC received an updated Project Schedule and Schedule Narrative from Cubic on October 8, 2021. This schedule still shows the same delays we described in previous months, namely delays caused by COVID-driven engineering resource shortages and supply chain issues with chips and plastics leading to a 4-month delay in equipment installation. The current schedule for equipment installation will start towards the end of this year with fleetwide installation complete by Fall 2022.

Clipper staff will continue to work with Cubic to refine an approach to make meaningful schedule recovery. Cubic has outlined a proposed approach to achieve Revenue Ready by the Oct 2022 Guaranteed Completion Date in which C2 Account-based system components and functions would be tested and implemented in two stages: the first prior to achieving Revenue Ready and the second prior to starting Customer Transition.

Cubic has agreed to document this approach for MTC and Transit Operator review in the development, testing, and implementation documents. We have finished the initial review of the Development and Testing Plans and Implementation Plans should be received soon. We expect that the Project Schedule will be updated in December to reflect this approach if, and when, MTC and Cubic reach agreement on the details and the Development, Testing, and Implementation plans are approved by MTC.

Issues:

None identified.

Recommendations:

Information.

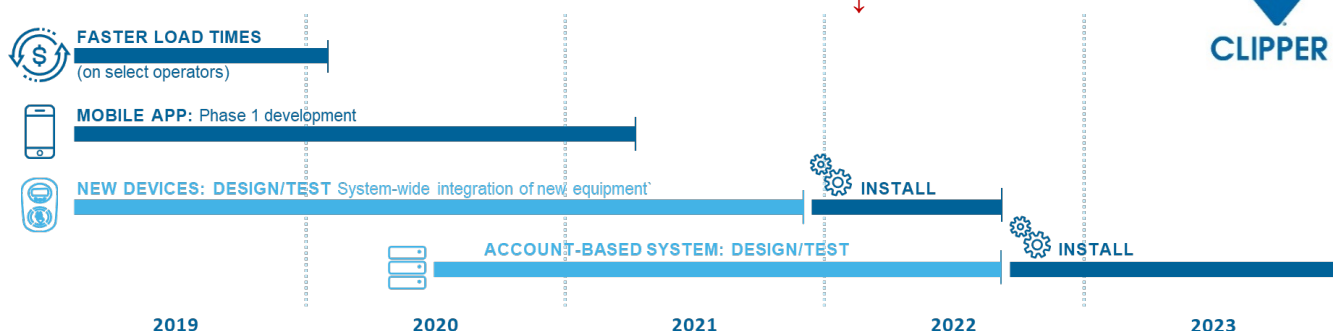
Attachments:

- Attachment A: Next Generation Clipper Program Executive Summary Status Report



Carol Kuester

Next-Generation Clipper Program Executive Summary Status Report – Nov 15, 2021



Summary

- System Integration Testing (SIT) dry runs for new devices (standalone and onboard validators) continue; SIT witnessing and Pilot installations/testing starting soon.
- Account-Based documentation review continues, including Final Design Review (FDR) submittals, Development & Testing Plans, and Implementation Plans.
- Technical and planning discussions continue with operators on various topics, including Clipper business rules, CAD/AVL integration, paratransit integration, BART and Muni equipment, and new device installation.
- Joint coordination meetings ongoing between MTC and C2 Contractors Cubic (System Integrator), WSP (Customer Service Center), and Fiserv (Payment Services). Responses to Fare Media Supplier RFP due 11/18/2021.

Recently Completed Activities

	MTC/IBI	Cubic	Operators	Date
• New Devices:				
o SIT dry runs (validators)		•		Nov
• Account-Based System Final Design Review:				
o FDR Part 2 comments from MTC/operators	•		•	Nov 8
o FDR Part 1 resubmittal by Cubic		•		Nov 10 (planned)
• Account-Based Development and Testing Plans:				
o Comments from MTC/operators to Cubic	•		•	Oct 28

Upcoming Activities/Deliverables

	MTC/IBI	Cubic	Operators	Date
• New Devices:				
o Manuals/Training Materials resubmittal		•		Nov
o SIT execution/witnessing (cont'd.)	•	•	•	Nov–Jan
o Pilot installation and testing	•	•	•	Dec–Feb
• Account-Based System Final Design Review:				
o FDR Part 1 resubmittal review	•		•	Nov–Dec
o FDR Part 2 resubmittal by Cubic		•		Nov/Dec
• Account-Based Development and Testing Plans:				
o Resubmittal by Cubic		•		Nov/Dec
• Account-Based Implementation Plans:				
o Initial submittal by Cubic (Package 9)		•		Dec
• Clipper Executive Board Meeting	•		•	Dec 20

From: [E Kools](#)
To: [Martha Silver](#)
Subject: Clipper Customer Support and Communications
Date: Wednesday, November 3, 2021 8:05:37 PM

External Email

To: Martha Silver, Executive Office msilver@bayareametro.gov

From: E. Kools

Dear Clipper Executive Board:

There are problems with Clipper and I am upset enough to write this letter.

First let me say I am an advocate for public transportation and have been riding AC Transit and other modes of public transport for about 40 years. The idea of the Clipper Card is great, but there are some serious issues for the consumer. While both human and computer error can be expected, there is no excuse for the **consumer's inability to easily report and track resolution to problems**. Clipper Card falls **way** short on this. Just in the past year+ during the pandemic I have several examples.

Customer Service by Phone is fraught with issues. I cannot think of any other account where my money is held that I do not have secure messaging to take care of problems. This phone system is inefficient for both customer service and the consumer.

Wait times are now an hour or longer. I have spent over a full day on the phone with Clipper Support since the pandemic began and this is with very little use of my Clipper.

Issues are not resolved while on the phone. The response is "give it 3-5 days". Or, the next time you tag it will all be fine. Things have not been fine for me. On two occasions I had refunds due me that were not processed and I had to contact Clipper a second time. I tried email support but they had the nerve to ask me to call support yet again ! I have yet to receive at least one of these refunds, choosing to deal with the issue below first.

My current issue had to do with a large pending order of cash that disappeared from the pending orders area of my account. The first call to customer service let me know that if too much time goes by, it disappears and needs to be reactivated. They assured me they reactivated it. As time went by, I still could not view it on my online account. I called again (1.5 hours+ on phone) and customer service said not to worry it would reload once it dropped to a certain level. I was promised a call back from a manager because I still took issue with the inability to see it on my account. After one week, I still had not received a call. After a **two** hour call yesterday, I was able to speak with management who tells me a "resequence order" has been submitted and there were some syncing issues they thought were fixed now. I also received a call and email which I am grateful for.

Questions:

In what universe is it okay to deactivate my cash? It is my cash. It is my right to know what is available in my account. You can't just make it disappear from my view. This is dishonest. And, if something happens to me, I would like my representative to be aware of this money in the account.

I had two valid requests for refunds over the past year. Neither was processed the first time around and at least one remains unsettled. Those are not good stats. Like I said, I don't mind mistakes. But if I have to call and sit on hold for an hour, that is a problem for me. I want to remind Clipper politely with a secure message. You really need (I am strongly suggesting) a web interface that can handle the messaging to keep the requests bundled together.

I am sparing you all of the details from these interactions. I ask that you please consider improvements to the communication lines between consumer and support. It is broken. Really broken.

Thank you.