



Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105
TEL 415.778.6700
WEB www.mtc.ca.gov

CALL AND NOTICE FOR SPECIAL CLIPPER® EXECUTIVE BOARD MEETING

**1:30 p.m. Monday, May 22, 2017
Board Room – 1st Floor
Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105**

As Chair of the Clipper® Executive Board, I am calling a special meeting of the Clipper® Executive Board for May 22, 2017 at 1:30 p.m., at the Bay Area Metro Center, 375 Beale Street, San Francisco, CA 94105, in the 1st Floor Board Room.

The business to be transacted will include: (1) Roll Call / Confirm Quorum; (2) Consent Calendar: (2a) Minutes of April 17, 2017 Meeting (Approval), (2b) Contract Amendment - Clipper® Technical Advisor Contract: CH2M Hill, Inc. (\$800,000) (Approval), (2c) Contract Amendment - Operational Monitoring and Reporting: Resource Development Associates, Inc. (RDA) (\$200,000) (Approval); (3) Information: (3a) Next Generation Clipper® (C2) System Integrator Request for Proposal (RFP), (3b) Next Generation Clipper® (C2) Public Engagement, (3c) Clipper® Operating Rules, (3d) Ford GoBike Update; (4) Executive Director's Report – Kuester (Information); (5) Public Comment / Other Business; and (6) Adjournment / Next Meeting.

Members of the public shall be provided an opportunity to directly address the aforementioned public agencies concerning any item described in this notice, before or during consideration of that item. An agenda will be posted and distributed for this meeting by MTC staff in the normal course.

Denis Mulligan
May 15, 2017



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

Meeting Agenda

Clipper Executive Board

Committee Members:

Denis Mulligan, Chair Edward D. Reiskin, Vice Chair

*Grace Crunican, Nuria Fernandez, Jim Hartnett,
Steve Heminger, Michael Hursh, Rick Ramacier,
Nina Rannells*

Monday, May 22, 2017

1:30 PM

Board Room – 1st Floor
Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105

This meeting is scheduled to be webcast live on the Metropolitan Transportation Commission's Website: <http://mtc.ca.gov/whats-happening/meetings> and will take place at 1:30 p.m.

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. [17-2519](#) Minutes of April 17, 2017 Meeting
- Action:* Board Approval
- Attachments:* [2a_CEB Minutes_Apr 2017.pdf](#)
- 2b. [17-2589](#) Contract Amendment - Clipper® Technical Advisor Contract: CH2M Hill, Inc. (\$800,000)
- Action:* Board Approval
- Presenter:* Jason Weinstein
- Attachments:* [2b_Technical Advisor Amendment.pdf](#)
- 2c. [17-2533](#) Contract Amendment - Operational Monitoring and Reporting: Resource Development Associates, Inc. (RDA) (\$200,000)
- Action:* Board Approval
- Presenter:* David Weir
- Attachments:* [2c_Operational Monitoring and Reporting-RDA.pdf](#)

3. Information

- 3a. [17-2524](#) Next Generation Clipper® (C2) System Integrator Request for Proposal (RFP)

Review of Industry Feedback from the C2 Draft RFP.

Action: Information

Presenter: Jason Weinstein

Attachments: [3a_C2 System Integrator RFP.pdf](#)

- 3b. [17-2521](#) Next Generation Clipper® (C2) Public Engagement

Update on C2 public engagement efforts.

Action: Information

Presenter: Kelley Jackson

Attachments: [3b_C2 Public Engagement.pdf](#)

- 3c. [17-2534](#) Clipper® Operating Rules

Initiation of review of the Clipper® Operating Rules for potential updating and changes.

Action: Information

Presenter: Carol Kuester

Attachments: [3c_Clipper Operating Rules.pdf](#)

- 3d. [17-2430](#) Ford GoBike Update

Use of Clipper® as identification on Ford GoBike.

Action: Information

Presenter: Sara Barz

Attachments: [3d_Ford GoBike Update.pdf](#)

4. Executive Director's Report – Kuester

5. Public Comment / Other Business

6. Adjournment / Next Meeting

The next meeting of the Clipper® Executive Board will be June 19, 2017, 3:30 p.m. in the BART Board Room, 3rd Floor, 344 20th Street, Oakland, CA.

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

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

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

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

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

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

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

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



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 17-2519 **Version:** 1 **Name:**
Type: Minutes **Status:** Consent
File created: 4/11/2017 **In control:** Clipper Executive Board
On agenda: 5/22/2017 **Final action:**
Title: Minutes of April 17, 2017 Meeting
Sponsors:
Indexes:
Code sections:
Attachments: [2a_CEB Minutes_Apr 2017.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:
Minutes of April 17, 2017 Meeting

Recommended Action:
Board Approval

Attachments



Agenda Item 2a

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

Meeting Minutes - Draft

Clipper Executive Board

Committee Members:

Denis Mulligan, Chair Edward D. Reiskin, Vice Chair

*Grace Crunican, Nuria Fernandez, Jim Hartnett,
Steve Heminger, Michael Hursh, Rick Ramacier,
Nina Rannells*

Monday, April 17, 2017

3:30 PM

San Francisco Bay Area Rapid Transit District
344 20th Street, 3rd Floor
Oakland CA, 94612
BART Board Room

1. Roll Call / Confirm Quorum

Present: 8 - Rannells, Hursh, Ramacier, Chair Mulligan, Vice Chair Reiskin, Fernandez, Crunican, and Hartnett

Absent: 1 - Heminger

Andrew B. Fremier acted as a delegate and voting member of the Board in place of Steve Heminger. Actions noted below as "Heminger" were taken by Fremier.

2. Consent Calendar

Upon the motion by Hartnett and second by Hursh, the Consent Calendar was approved unanimously by the following vote:

Aye: 9 - Rannells, Hursh, Ramacier, Chair Mulligan, Vice Chair Reiskin, Fernandez, Crunican, Heminger and Hartnett

2a. [17-2428](#) Minutes of March 20, 2017 Meeting

Action: Board Approval

Attachments: [2a CEB Minutes Mar 2017.pdf](#)

2b. [17-2485](#) Contract Change Order Amendment - Clipper® Program SSAE 16 Audit: Cubic Transportation Systems, Inc. (\$200,000)

Action: Board Approval

Presenter: Stephen Abbanat

Attachments: [2b Clipper Contract Action SSAE 16 Audit.pdf](#)

3. Approval

- 3a. [17-2457](#) Contract Change Order - Five Year Operation and Maintenance Extension:
Cubic Transportation Systems (Cubic) (\$25,000,000 annually)

Request for an extension of the Cubic contract to operate and maintain
Clipper® to ensure smooth transition to a Next-Generation Clipper®
contract.

Action: Board Approval

Presenter: Carol Kuester

Attachments: [3a Current Clipper Contract Extension.pdf](#)
[3a Handout-Summary Schedule.pdf](#)

Walter Allen of Acumen Building Enterprises spoke on this item.

**Upon the motion by Hartnett and second by Rannells, this Contract was adopted.
The motion carried by the following vote:**

Aye: 8 - Rannells, Hursh, Ramacier, Chair Mulligan, Fernandez, Crunican, Heminger and
Hartnett

Nay: 1 - Vice Chair Reiskin

3b. [17-2435](#) Proposed Revisions to Clipper® Memorandum of Understanding (MOU) and Executive Board Procedures

Amendments and Revisions to the Clipper® MOU and Executive Board Procedures Manual.

Action: Board Approval

Presenter: Edward Meng

Attachments: [3b_Proposed Revisions to Clipper MOU and EB Procedures.pdf](#)

Upon the motion by Fernandez and second by Rannells, a substitute motion was offered by Fernandez to permit up to four (4) absences that allow a delegate to vote for a Board Member and establish a quorum and additional absences if a Board Member elected not to attend a meeting without appointing a delegate. The motion failed by the following vote:

Aye: 4 - Rannells, Chair Mulligan, Vice Chair Reiskin and Fernandez

Nay: 4 - Hursh, Crunican, Heminger and Hartnett

Abstain: 1 - Ramacier

Upon the motion by Hartnett and second by Fernandez, a second substitute motion was offered by Hartnett to permit up to four (4) absences that allow a delegate to vote for a Board Member and establish a quorum, provided that if there is no action item on the agenda, the absence does not count toward the total absences allowed. The motion failed by the following vote:

Aye: 4 - Rannells, Chair Mulligan, Fernandez and Hartnett

Nay: 5 - Hursh, Ramacier, Vice Chair Reiskin, Crunican and Heminger

Upon the motion by Hursh and second by Crunican, the Proposed Revisions to Clipper® Memorandum of Understanding (MOU) and Executive Board Procedures were approved. The motion carried by the following vote:

Aye: 8 - Rannells, Hursh, Ramacier, Chair Mulligan, Vice Chair Reiskin, Crunican, Heminger and Hartnett

Nay: 1 - Fernandez

4. Information

4a. [17-2458](#) Clipper® Cardholder License Agreement

Revisions to the current Clipper® Cardholder Agreement.

Action: Information

Presenter: David Weir

Attachments: [4a Clipper Cardholder License Agreement.pdf](#)

4b. [17-2437](#) Current Clipper® Program Update

Current Clipper® System Operations Update.

Action: Information

Presenter: Lynn Valdivia

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

4c. [17-2429](#) Next-Generation Clipper® (C2) Request for Proposal (RFP) for Industry Review

Update on the C2 System Integrator RFP for Industry Review.

Action: Information

Presenter: Jason Weinstein

Attachments: [4c C2 RFP Update.pdf](#)

The following individuals spoke on this item:

Rachel Hyden, Executive Director of San Francisco Transit Riders;

Arielle Fleisher of SPUR;

Adina Levin of Friends of Caltrain and Around the Bay Coalition;

Raines Cohen of Planning for Sustainable Communities;

David Vartanoff;

Alexander Dunlap; and

Emma Daugherty of San Francisco Transit Riders.

5. Executive Director's Report – Kuester

6. Public Comment / Other Business

7. Adjournment / Next Meeting

The next meeting of the Clipper® Executive Board will be May 15, 2017, 3:30 p.m. in the BART Board Room, 3rd Floor, 344 20th Street, Oakland, CA.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 17-2589 **Version:** 1 **Name:**

Type: Contract **Status:** Consent

File created: 5/9/2017 **In control:** Clipper Executive Board

On agenda: 5/22/2017 **Final action:**

Title: Contract Amendment - Clipper® Technical Advisor Contract: CH2M Hill, Inc. (\$800,000)

Sponsors:

Indexes:

Code sections:

Attachments: [2b_Technical Advisor Amendment.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:
Contract Amendment - Clipper® Technical Advisor Contract: CH2M Hill, Inc. (\$800,000)

Presenter:
Jason Weinstein

Recommended Action:
Board Approval

Attachments



Agenda Item 2b

Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105
TEL 415.778.6700
WEB www.mtc.ca.gov

TO: Clipper® Executive Board

DATE: May 15, 2017

FR: Carol Kuester

RE: Contract Amendment – Clipper® Technical Advisor: CH2M Hill, Inc. (\$800,000)

This memorandum requests Executive Board approval of a contract amendment between MTC and CH2M Hill, Inc. (CH2M Hill), in an amount not to exceed \$800,000 for continued technical oversight and advice services for the Clipper® program in FY 2017-18. The funds for this amendment are included in the Budget and Work Plan adopted by the Executive Board in February 2017.

Background

In 2009, MTC entered into a competitively-procured, multi-year contract with Booz Allen Hamilton to provide technical support and oversight for the design and implementation of Clipper® on the Bay Area transit operators, as well as technical support for operations and maintenance through 2019. Booz Allen Hamilton assigned this contract to CH2M Hill in 2011. Over the past seven years, CH2M Hill has supported many implementation and operations and maintenance tasks, including deployment of Clipper® at multiple transit agencies, integration of ticket vending machines and faregates, card inventory and retail network management, and design, testing, and deployment support for numerous system modifications.

Under the proposed amendment, CH2M Hill will provide support for the following activities in FY17-18:

1. Administration of the Clipper® Contract, including change notice and change order development, proposal evaluation, and independent engineer's estimates;
2. Development and maintenance of a master schedule summarizing all work in progress;
3. Support transit operator requests for expansion and replacement of Clipper® equipment at new locations, such as SFMTA's Central Subway, as well as on new vehicles in growing fleets at SFMTA, AC Transit, VTA, and others;
4. Delivery of various system enhancements and modifications, including support for testing, distribution, reports, and new functionality;
5. Management of card inventory and oversight of the Clipper® retail network;
6. Development and oversight of institutional programs, products, and strategy, including the SFSU Gator Pass and SMART Eco Pass; and
7. Support for technical operations, including financial reconciliation and reporting, data analysis and reporting, asset management, and evaluation and support of system and device maintenance.

The contract amendment will provide resources equivalent to 2.5 full-time staff including subcontractors to support the activities above. In procuring technical advisor services, MTC weighs the value of directly hiring staff versus procuring specialized expertise. These activities fall within the scope of work outlined in the procurement.

Recommendation

Staff recommends the Executive Board approve a contract amendment with CH2M Hill in an amount not to exceed \$800,000 for continuing technical oversight and support of the Clipper® program.



Carol Kuester

REQUEST FOR BOARD APPROVAL
Summary of Proposed Contract Amendment

Contractor:	CH2M Hill, Inc. Oakland, CA
Work Project Title:	Technical Advisor Contract
Purpose of Amendment:	Provide continued technical oversight and advice services for the Clipper® program
Brief Scope of Work:	Provide support of Clipper® Contract administration, project oversight, project coordination, operations support and deployment oversight during FY 2017-18.
Project Cost Not to Exceed:	\$800,000 (this Amendment) Total contract value including amendments before this amendment = \$14,157,567 Total contract amount with this amendment = \$14,957,567
Funding Source:	TCP, STP, CMAQ, STA, Regional Measure 2 Capital, Regional Measure 2 Operating, Marketing and Commuter Benefits, LCTOP, other bridge toll revenue (if available)
Fiscal Impact:	Funding dependent on approval of the FY 2017-18 MTC agency budget.
Motion by Board:	The contract amendment with CH2M Hill, Inc., for the purposes described herein and in the Executive Director's memorandum dated May 15, 2017, is hereby approved by the Clipper® Executive Board.
Executive Board:	<hr/> Denis Mulligan, Chair
Approved:	Date: May 22, 2017



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 17-2533 **Version:** 1 **Name:**

Type: Contract **Status:** Consent

File created: 4/13/2017 **In control:** Clipper Executive Board

On agenda: 5/22/2017 **Final action:**

Title: Contract Amendment - Operational Monitoring and Reporting: Resource Development Associates, Inc. (RDA) (\$200,000)

Sponsors:

Indexes:

Code sections:

Attachments: [2c_Operational Monitoring and Reporting-RDA.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Contract Amendment - Operational Monitoring and Reporting: Resource Development Associates, Inc. (RDA) (\$200,000)

Presenter:

David Weir

Recommended Action:

Board Approval

Attachments



Agenda Item 2c

Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105
TEL 415.778.6700
WEB www.mtc.ca.gov

TO: Clipper® Executive Board

DATE: May 15, 2017

FR: Carol Kuester

RE: Contract Amendment - Operational Monitoring and Reporting: Resource Development Associates, Inc. (RDA) (\$200,000)

Background

RDA is prequalified as part of MTC's Electronic Payment Implementation and Operations consultant bench, which was selected by a panel of MTC and transit operator staff including representatives from BART and the Golden Gate Bridge Highway and Transportation District. The bench, covering a period of June 1, 2016 through June 30, 2019, permits selection of a pre-qualified firm to perform professional services evaluated during the competitive bench procurement, including program management, planning, operational monitoring, technology support, communications, and compliance and risk management.

A contract was entered into with RDA for \$180,000 under this bench for operational monitoring and reporting services to the Clipper® program during FY 2016-17. Under this amendment, RDA will continue those operational monitoring and reporting services, particularly in the areas listed below:

- Discounted Clipper® card distribution analysis;
- Call center reporting and in-person customer service performance monitoring;
- Effectiveness of outreach activities; and
- Geographic analysis of card replacement requests.

Recommendation

Staff recommends that the Executive Board approve a contract amendment with RDA for a period of performance through June 30, 2018, at a cost not to exceed \$200,000, for the purposes described above.



Carol Kuester

REQUEST FOR BOARD APPROVAL

Summary of Proposed Contract Amendment

Contractor:	Research Development Associates, Inc. Oakland, CA
Work Project Title:	Operational Monitoring and Reporting Services
Purpose of Amendment:	Continue to provide information about Clipper® program performance through operational monitoring and reporting
Brief Scope of Work:	Operational monitoring and reporting on discounted Clipper® card distribution, call center contacts, and effectiveness of outreach activities, among other program areas
Project Cost Not to Exceed:	\$200,000 (this amendment) Total Contract value including amendments before this amendment = \$180,000 Total contract amount with this amendment = \$380,000
Funding Source:	TCP, STP, CMAQ, STA, Regional Measure 2 Operating
Fiscal Impact:	Funds dependent on the approval of the FY 2017-18 MTC agency budget
Motion by Board:	The contract amendment with Resource Development Associates, Inc., for the purposes described herein and in the Executive Director's memorandum dated May 15, 2017, is hereby approved by the Clipper® Executive Board.
Executive Board:	<hr/> Denis Mulligan, Chair
Approved:	Date: May 22, 2017



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 17-2524 **Version:** 1 **Name:**
Type: Report **Status:** Informational
File created: 4/11/2017 **In control:** Clipper Executive Board
On agenda: 5/22/2017 **Final action:**
Title: Next Generation Clipper® (C2) System Integrator Request for Proposal (RFP)
Review of Industry Feedback from the C2 Draft RFP.

Sponsors:

Indexes:

Code sections:

Attachments: [3a_C2 System Integrator RFP.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Next Generation Clipper® (C2) System Integrator Request for Proposal (RFP)

Review of Industry Feedback from the C2 Draft RFP.

Presenter:

Jason Weinstein

Recommended Action:

Information

Attachments



Agenda Item 3a
Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105
TEL 415.778.6700
WEB www.mtc.ca.gov

TO: Clipper® Executive Board

DATE: May 15, 2017

FR: Carol Kuester

RE: Next-Generation Clipper® (C2) System Integrator Request for Proposal (RFP)

Eighteen firms submitted responses to the C2 System Integrator Draft RFP for industry review. Responses on the Draft RFP, Statement of Work, and Contract ranged from extremely comprehensive feedback to focused areas of concentration, and general questions or concerns.

Overall, industry feedback focused on the following key themes:

- Inclusion of the assumption of Operation and Maintenance of the current C1 system in the statement of work may limit proposals;
- Allocation of financial and performance security requirements in the RFP and Contract was uneven;
- Further clarification of pricing strategy, payment, and service level agreements was requested; and
- Extension of the proposed project schedule was recommended to allow for refinement of design, implementation, installation, and transition of the C2 system.

Other industry feedback focused on the scope of work and its relationship to pricing, the evaluation process, intellectual property, timing of open payment acceptance, equipment purchase, ownership, and maintenance, and retail options.

IBI Group, the technical advisor for C2, has summarized industry feedback and discussed some preliminary recommendations with transit agency staff to be shared with the Clipper Executive Board at this month's meeting, as shown in Attachment A. IBI Group is also prepared to address any other specific areas of industry feedback at the request of Executive Board members.

If the Board recommends changes to the current plan, some of which are summarized in Attachment A, the C2 schedule will be revised and brought back to this Board. Changes to the current plan will likely impact the currently planned June 2017 RFP release date.

Carol Kuester

Attachment:

- Attachment A: Industry Responses and Preliminary Recommendations



C2 System Integrator RFP

Industry Responses and Preliminary
Recommendations

*Clipper Executive Board
May 22, 2017*

Agenda Item 3a
Attachment A

Summary of Responses (18* total)

Type of Response	# Recv'd	Respondents
Relatively Comprehensive	4	Cubic, NEC, Thales, Xerox/Conduent,
Focused Areas of Comment	6	Scheidt & Bachmann, NTT Data, MasterCard, Accenture, Google, Fanueil,
General Questions, Observations, Marketing or Promotion	8	INIT, Passport Parking, TranSight, Informatix, Infineon, Incomm, Acumen, Genfare

* 17 responses were received by the cut-off date. One email response (Accenture) was received subsequent to that date

Overall Messages from Industry

1. Assumption of **C1 Operations and Maintenance** may limit proposals
2. Uneven **Allocation of Risk**
3. More clarity on **Pricing Strategy** needed
4. Suggested a longer **Project Schedule** for procurement, design and transition



IBI Recommendation – Change Strategy

Item	Current Plan and Background	Industry Feedback	Preliminary IBI Recommendation
1. Assumption of C1 O&M	<p>C2 contractor assumes C1 operation</p> <ul style="list-style-type: none"> • <i>Transfers integration risk from MTC to C2 contractor</i> • <i>Incent transition</i> • <i>Supports training and a more seamless customer transition</i> 	<ul style="list-style-type: none"> • Some contractors have indicated they would not bid • A new operator has potential to negatively impact C1 customers and customer satisfaction • C2 Contractor performance may be hindered by splitting resources across C1 and C2 • C2 Contractor would need to provide call center and other C1 functions that would not carry forward into C2 • Nine months budgeted for handover would likely be insufficient • C2 vendor would need to add risk pricing or use T&M to address unknowns 	<ul style="list-style-type: none"> • Risk is lessened with the C1 extension • Remove C1 O&M from C2 contract • Revise Attachment A to expand requirements for C2 contractor to work with C1 contractor to reduce MTC and operator risk and exposure

IBI Recommendation – Refine Strategy

Item	Current Plan and Background	Industry Feedback	Preliminary IBI Recommendation
2. Allocation of Risk	<p>Multi-faceted with bid bond, performance bond, LOC, parent guarantee, payment bond, liquidated damages</p> <ul style="list-style-type: none"> • <i>Provide strong protections for MTC</i> • <i>Provide multiple instruments to draw upon</i> 	<ul style="list-style-type: none"> • Reduce or eliminate bid bond • Cap liabilities and liquidated damages • Eliminate LOC 	<ul style="list-style-type: none"> • Maintain existing security instruments, but consider refining amounts to reflect the risk profile of the project
3. Pricing Strategy and Payment	<p>Detailed cost, price and escalation information requested</p> <ul style="list-style-type: none"> • <i>Provide more transparency in pricing</i> • <i>Stronger basis to negotiate change orders</i> • <i>Support min-target-max pricing concept</i> 	<ul style="list-style-type: none"> • Excessive work to prepare bid sheets • Concern over public disclosure of information • Lack of understanding of payment approach • Incentive/disincentive imbalance • Complex SLAs • Consider lump sum payment schedule 	<ul style="list-style-type: none"> • Review pricing approach and see if vendors are just confused and need clarification, or if changes should be considered • Review SLAs, and think further about performance incentives/disincentives

IBI Recommendation – Refine Strategy

Item	Current Plan	Industry Feedback	Preliminary IBI Recommendation
4. Project Schedule	<p>Schedule that seeks to have C2 operational as soon as feasible</p> <ul style="list-style-type: none">• <i>Developed prior to contract extension to address C1 shutdown risk</i>	<ul style="list-style-type: none">• Extend RFP time to allow more interaction and refinement of proposals• Allow more time for C2 Contractor to work with Transit Operators to define needs and design• Take a more cautious approach and time for transition	<ul style="list-style-type: none">• Risk is lessened with the C1 extension• Stay the course and decide on final schedule once the vendor is selected



Other Industry Feedback

- Scope of Work Detail and Relationship to Pricing
 - Min/Target/Max Pricing does not align with functional scope
 - Site work and legacy system integration cannot be easily priced
- Evaluation Process
 - Requested consideration of other qualifications or weightings
- Intellectual Property
- Timing of Open Payment Acceptance
- Equipment Purchasing, Ownership, and Maintenance
- Retail Options
 - Recommended using retail networks, not separate devices



Metropolitan Transportation Commission

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Legislation Details (With Text)

File #: 17-2521 **Version:** 1 **Name:**
Type: Report **Status:** Informational
File created: 4/11/2017 **In control:** Clipper Executive Board
On agenda: 5/22/2017 **Final action:**
Title: Next Generation Clipper® (C2) Public Engagement
Update on C2 public engagement efforts.

Sponsors:

Indexes:

Code sections:

Attachments: [3b_C2 Public Engagement.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Next Generation Clipper® (C2) Public Engagement

Update on C2 public engagement efforts.

Presenter:

Kelley Jackson

Recommended Action:

Information

Attachments



Agenda Item 3b

Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105
TEL 415.778.6700
WEB www.mtc.ca.gov

TO: Clipper® Executive Board

DATE: May 15, 2017

FR: Carol Kuester

RE: Next-Generation Clipper® (C2) Public Engagement

At the December 2016 Executive Board meeting, staff proposed a plan for C2 public engagement. Six transit operators (AC Transit, BART, Caltrain, SamTrans, SFMTA and VTA) have volunteered staff to act as an advisory panel for this effort. This memo updates the Clipper® Executive Board on the progress of the C2 public engagement plan.

In coordination with the January 2017 release of the Draft RFP for Industry Review, Clipper® program staff reached out to the public and to key stakeholders requesting comments on elements of the draft RFP. Staff received over 100 comments from the public, with key topics including fare policy, an account-based system, mobile/app integration, and a desire to preserve the current card. A summary of the responses is currently being prepared to share with transit operator staff.

Program staff also launched a new online survey earlier this month on futureofclipper.com to identify issues that could be addressed through customer education as well as system design. Focus groups were used to fine-tune questions and help create paired choices to determine customer priorities.

Transit operator staff received toolkits and take-ones to help promote the survey through a range of communication channels. A [short video](#) was also released in English, Spanish, Chinese, and Vietnamese to encourage participation in the survey. Staff is currently focused on conducting additional qualitative research and key stakeholder interviews with institutional programs and equity and accessibility service providers and plans to share periodic updates with the Clipper® Executive Board throughout this public engagement effort.

Carol Kuester

Attachment:

- Attachment A: C2 Public Engagement Update



C2 Public Engagement Update

*Clipper Executive Board
May 22, 2017*

Agenda Item 3b
Attachment A

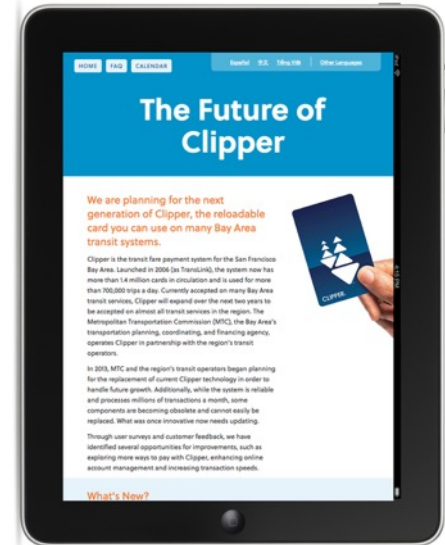
C2 Public Engagement

Phase 1: 2014-15

- Online survey
- Stakeholder interviews
- Email/phone feedback

Phase 2: Spring 2017

- Comment on Draft RFP
- Focus groups/online survey
- Stakeholder interviews
- Email/phone feedback



Phase 2

Comment on Draft RFP

- More than 100 comments received
- Topics include:
 - Fare policy
 - Account-based
 - Mobile/app access
 - Desire to keep card
- Summary being prepared



Phase 2

Online Survey

- Operator toolkit and take-ones
- Public meetings
- Promote through all channels



Other Qualitative

- Stakeholder interviews
- Accessibility research
- Email/phone feedback



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 17-2534 **Version:** 1 **Name:**
Type: Report **Status:** Informational
File created: 4/13/2017 **In control:** Clipper Executive Board
On agenda: 5/22/2017 **Final action:**
Title: Clipper® Operating Rules

Initiation of review of the Clipper® Operating Rules for potential updating and changes.

Sponsors:

Indexes:

Code sections:

Attachments: [3c_Clipper Operating Rules.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Clipper® Operating Rules

Initiation of review of the Clipper® Operating Rules for potential updating and changes.

Presenter:

Carol Kuester

Recommended Action:

Information

Attachments



Agenda Item 3c
Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105
TEL 415.778.6700
WEB www.mtc.ca.gov

TO: Clipper® Executive Board

DATE: May 15, 2017

FR: Carol Kuester

RE: Clipper® Operating Rules

Background

The Clipper® Program has a set of Operating Rules which describe key stakeholder responsibilities, how the system operates, and certain system-related policy details. While not formally part of the Clipper® contract, the Operating Rules serve as the basis for MTC and operator design review comments and are an important reference document. The Clipper® Contractor (Cubic Transportation Systems, Inc.) is not a party to the Operating Rules. The Operating Rules were last revised in 2012.

Plan to Review and Update Operating Rules

MTC staff have completed a preliminary review of the Operating Rules and identified several sections that might be revised to better align the text of the Rules with current operational practices or policies. Examples of the topics these sections cover are card registration, disbursements of the Participant Claim Fund, and protection of cardholder data.

MTC plans to convene a working group made up of MTC and transit operator staff to review and propose changes to the Operating Rules. This working group would be empowered to perform not just the “housekeeping” function of updating the Operating Rules, but also to propose substantive changes to the Operating Rules if the working group believed such changes would be beneficial.

MTC, as the ‘Contracting Agency’ under the Amended and Restated Clipper® Memorandum of Understanding, is obligated to give written notice at least 90 days in advance of any proposed change to Section 3 of the Operating Rules that covers ‘Operator Roles and Responsibilities’. MTC will provide that notice, as required.

Upon completion of the working group’s review of the Operating Rules, any proposed changes to the Operating Rules will be presented to the Executive Board for consideration and approval. Program staff anticipate completing this work within the next four months. For your information, the current Operating Rules can be found online [here](#). For reference, Attachment A gives an overview of the main documents that govern the Clipper® program.

Carol Kuester

Attachment:

- Attachment A: Clipper® Governance Documents



Clipper[®] Governance Documents

*Clipper[®] Executive Board
May 22, 2017*

Agenda Item 3c
Attachment A



- Between MTC and transit operators
- Operating parameters and procedures for Clipper®
- Policies and responsibilities for implementation, operation and maintenance including:
 - Card issuance, management, and distribution
 - Fees and financial settlement
 - Customer service and education
 - Protection of customer privacy
- Operators set fare policy and approve refunds.



Memorandum of Understanding

- Between MTC and transit operators
- Defines roles and responsibilities
 - Financial and contractual relationships
 - Commitments to program policy implementation
 - Staff and cost sharing
 - Role, composition, principles and duties of Clipper® Executive Board
 - Role and responsibilities of Clipper® Executive Director
 - Process for adding parties to MOU
 - Indemnification and other general provisions



- Between MTC and cardholder
- Terms and conditions for use of Clipper®
 - Fare payment and add value functionality
 - Card loss and damage policies, including balance replacement
 - Registration and Autoload features
 - Refund policies
 - Fees



- Between MTC and cardholder
- Transit operators agree to comply with privacy policy in Operating Rules
- Defines personally identifiable information (PII) and how MTC and transit operators protect PII
- Description of:
 - Types of information collected
 - Third parties with whom information can be shared
 - Customer notification process about changes to privacy policy



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 17-2430 **Version:** 1 **Name:**
Type: Report **Status:** Informational
File created: 3/15/2017 **In control:** Clipper Executive Board
On agenda: 5/22/2017 **Final action:**
Title: Ford GoBike Update

Use of Clipper® as identification on Ford GoBike.

Sponsors:

Indexes:

Code sections:

Attachments: [3d_Ford GoBike Update.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Ford GoBike Update

Use of Clipper® as identification on Ford GoBike.

Presenter:

Sara Barz

Recommended Action:

Information

Attachments



Agenda Item 3d

Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105
TEL 415.778.6700
WEB www.mtc.ca.gov

TO: Clipper® Executive Board

DATE: May 15, 2017

FR: Carol Kuester

RE: Ford GoBike Update

Background

In December 2015, a ten-year and seven-party agreement between MTC and Bay Area Motivate was executed to begin an expansion plan to increase the bicycle share program from 700 bikes to 7,000 in the cities of Berkeley, Emeryville, Oakland, San Francisco and San Jose. The expansion was expected to primarily be funded through a sponsorship partnership. In September 2016, Motivate announced Ford Motor Company as the sponsor and Ford GoBike as the rebranded system name.

The regional launch for Ford GoBike is tentatively planned for June 28 in San Francisco, June 29 in San Jose and July 11 in the East Bay. All of the current bicycles and bike share stations in San Francisco and San Jose will be swapped out with new Ford GoBike branded equipment, and additional stations will be installed in new neighborhoods.

After launch, the annual memberships will increase from \$88/year to \$152/year or \$15/month. The Low-Income Pass, for those who qualify for PG&E CARE or Muni Lifeline, will be \$5/year in the first year and then \$5/month thereafter.

Clipper® and Ford GoBike Access

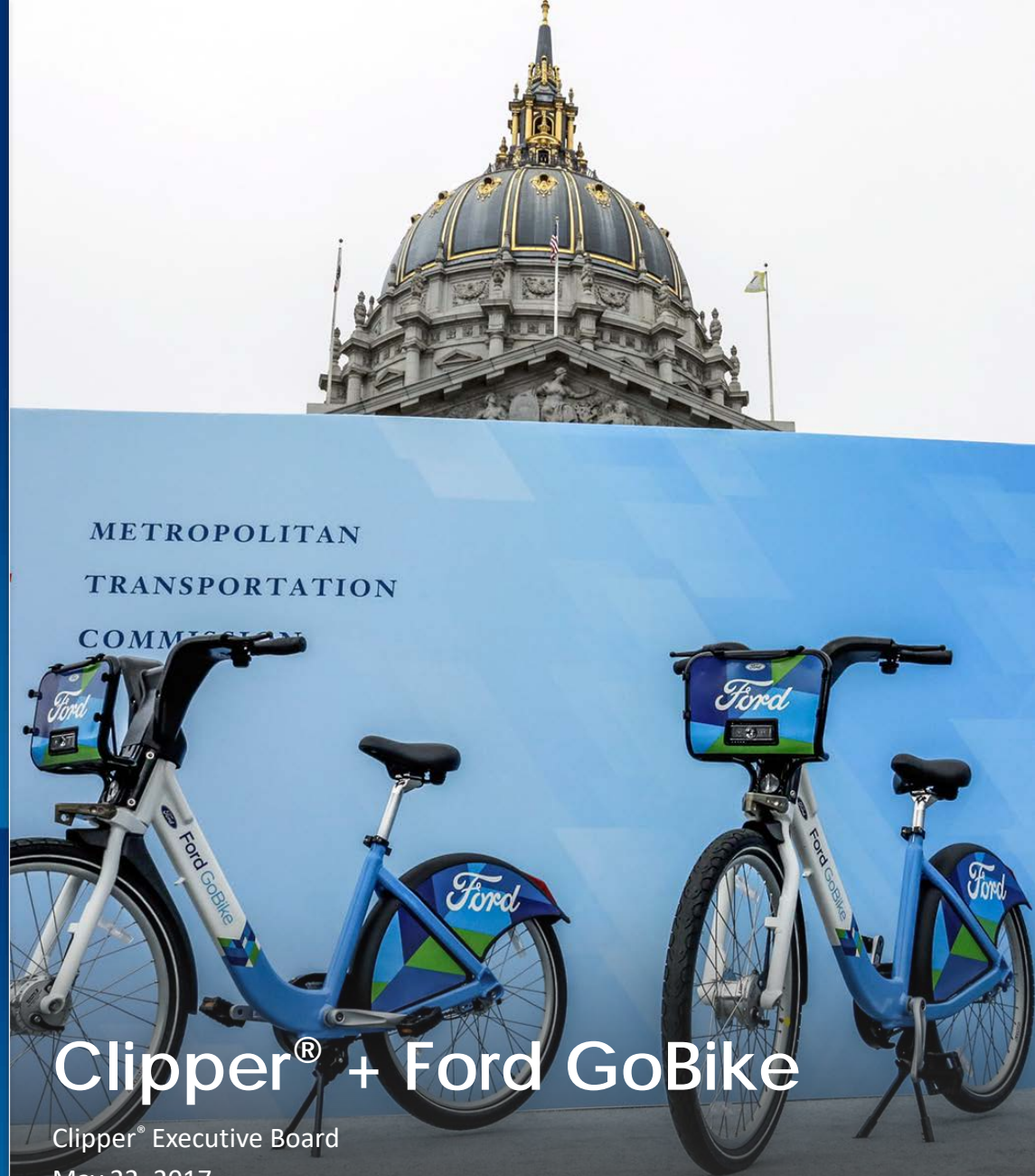
Members will be able to use one of three access mechanisms to take out a bike from a station: 1) the member's current Clipper® card, 2) a new Clipper® card provided by Ford GoBike, or 3) the Ford GoBike mobile application. For a member to use a Clipper® card to release a bike, he or she will provide her Clipper® card number to Ford GoBike, which the system will recognize when the member tags their Clipper® card at a Ford GoBike docking station.

Carol Kuester

Attachment:

- Attachment A: Clipper® + Ford GoBike

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Clipper® + Ford GoBike

Clipper® Executive Board
May 22, 2017

Agenda Item 3d
Attachment A

Bike Share Collaboration

"Allow Annual Members to use Clipper® Card to access Bicycles in lieu of key fob" by August 2017.

~ Agreement between Motivate and MTC, 2015

"Bikeshare at transit stations can be paid with Clipper®"

~ Amended Clipper® MOU, Appendix C, 2015

Membership Details

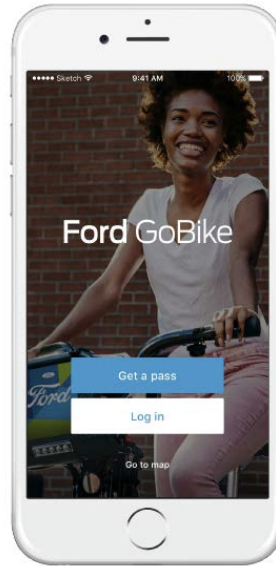
- \$152/year or \$15/month
- \$5/year Low-Income (PG&E CARE or Muni Lifeline) then \$5/mo.
- In-person membership and sales at the Hub at the Bay Area Metro Center



Accessing Bike Share with Clipper®



Sign up
with Ford
GoBike



Provide
your
Clipper ID



Go to a bike
share station



Swipe your
Clipper® card



Go for a Ride!