



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

## Meeting Agenda

### Clipper Executive Board

#### *Members:*

*Denis Mulligan, Chair      Edward D. Reiskin, Vice Chair*

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

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Monday, December 18, 2017

1:30 PM

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

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This meeting will be recorded. Copies of recordings may be requested at the Metropolitan Transportation Commissioner (MTC) at nominal charge, or recordings may be listened to at MTC offices by appointment.

To access meeting location, please access through the Webster Street entrance between CVS Pharmacy and 24-Hour Fitness. Take the elevator to the 3rd floor and exit the elevator to your right where the agenda will be posted. Please enter the room through the double doors. For meeting location questions, please contact Angelica Dill-James at 510-464-6093.

#### 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. [17-2885](#) Minutes of September 18, 2017 Meeting

**Action:** Board Approval

**Attachments:** [2a CEB Minutes Sept 18 2017.pdf](#)

#### 3. Approval

3a. [17-2970](#) Clipper® Executive Board 2018 Calendar and Board Procedures

Clipper® Executive Board 2018 meeting schedule and procedures.

**Action:** Board Approval

**Presenter:** Edward Meng

**Attachments:** [3a CEB 2018 Calendar and Board Procedures.pdf](#)

#### 4. Information

- 4a. [17-2971](#) Next-Generation Clipper® (C2) System Integrator Request for Proposal (RFP)

Update on the C2 System Integrator RFP and Procurement.

**Action:** Information

**Presenter:** Jason Weinstein

**Attachments:** [4a C2 System Integrator RFP..pdf](#)

- 4b. [17-2887](#) Next-Generation Clipper® (C2) Public Engagement

Update on ongoing C2 Public Engagement Efforts.

**Action:** Information

**Presenter:** Lysa Hale

**Attachments:** [4b C2 Public Engagement..pdf](#)

- 4c. [17-3067](#) Current Clipper® Program Update

Current Clipper® System Performance and Operations Update.

**Action:** Information

**Presenter:** Lynn Valdivia

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

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

[17-2888](#)

**Action:** Information

**Attachments:** [5 ORCA Clipper Comparison.pdf](#)

#### 6. Public Comment / Other Business

#### 7. Adjournment / Next Meeting

The next meeting of the Clipper® Executive Board will be at a time and place to be duly noticed.

**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.



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

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**File #:** 17-2885      **Version:** 1      **Name:**  
**Type:** Minutes      **Status:** Consent  
**File created:** 9/13/2017      **In control:** Clipper Executive Board  
**On agenda:** 12/18/2017      **Final action:**  
**Title:** Minutes of September 18, 2017 Meeting  
**Sponsors:**  
**Indexes:**  
**Code sections:**  
**Attachments:** [2a\\_CEB Minutes\\_Sept 18 2017.pdf](#)

Date	Ver.	Action By	Action	Result
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**Subject:**  
Minutes of September 18, 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

#### *Members:*

*Denis Mulligan, Chair      Edward D. Reiskin, Vice Chair*

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

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Monday, September 18, 2017

1:30 PM

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

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#### 1. Roll Call / Confirm Quorum

**Present:** 7 - Rannells, Hursh, Ramacier, Chair Mulligan, Vice Chair Reiskin, Heminger, and Hartnett

**Absent:** 2 - Fernandez, and Crunican

Ali Hudda acted as a delegate and voting member of the Board in place of Nuria Fernandez. Actions noted below as "Fernandez" were taken by Hudda.

Carter Mau acted as a delegate and voting member of the Board in place of Grace Crunican. Actions noted below as "Crunican" were taken by Mau.

Board Member Rannells arrived during Agenda Item 5.

#### 2. Consent Calendar

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

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

**Absent:** 1 - Rannells

2a. [17-2824](#) Minutes of August 21, 2017 Meeting

**Action:** Board Approval

**Attachments:** [2a CEB Minutes Aug 21 2017.pdf](#)

### 3. Approval

- 3a. [17-2834](#) Contract Change Order Amendment - Clipper® Card Procurement: Cubic Transportation Systems, Inc. (\$2,000,000)

Annual procurement of Clipper® cards.

**Action:** Board Approval

**Presenter:** Edward Meng

**Attachments:** [3a Clipper Card Procurement.pdf](#)

Upon the motion by Hartnett and second by Vice Chair Reiskin, the Contract Change Order Amendment - Clipper® Card Procurement: Cubic Transportation Systems, Inc. (\$2,000,000) was unanimously approved. The motion carried by the following vote:

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

**Absent:** 1 - Rannells

### 4. Information

- 4a. [17-2840](#) Next-Generation Clipper® (C2) System Integrator Request for Proposal (RFP) Release

Release of the C2 System Integrator RFP.

**Action:** Information

**Presenter:** Carol Kuester

**Attachments:** [4a\\_C2 RFP Release.pdf](#)

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

[17-2826](#)

Action: Information

**6. Public Comment / Other Business**

Aleta Dupree spoke on this item.

**7. Adjournment / Next Meeting**

The next meeting of the Clipper® Executive Board will be October 16, 2017, 1:30 p.m. in the Caltrain/SamTrans Board Room, 2nd Floor, 1250 San Carlos Avenue, San Carlos, CA.



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 17-2970      **Version:** 1      **Name:**  
**Type:** Report      **Status:** Committee Approval  
**File created:** 10/13/2017      **In control:** Clipper Executive Board  
**On agenda:** 12/18/2017      **Final action:**  
**Title:** Clipper® Executive Board 2018 Calendar and Board Procedures  
Clipper® Executive Board 2018 meeting schedule and procedures.

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [3a\\_CEB 2018 Calendar and Board Procedures.pdf](#)

Date	Ver.	Action By	Action	Result
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### Subject:

Clipper® Executive Board 2018 Calendar and Board Procedures

Clipper® Executive Board 2018 meeting schedule and procedures.

### Presenter:

Edward Meng

### Recommended Action:

Board Approval

### Attachments:





### Agenda Item 3a

Bay Area Metro Center  
375 Beale Street  
San Francisco, CA 94105  
TEL 415.778.6700  
WEB [www.mtc.ca.gov](http://www.mtc.ca.gov)

TO: Clipper® Executive Board

DATE: December 11, 2017

FR: Edward Meng

RE: Clipper® Executive Board 2018 Calendar and Board Procedures

#### **2018 Executive Board Calendar**

Per the Clipper® Executive Board Procedures Manual adopted by the Board in February 2016, the Board adopts a regular board meeting calendar annually.

Staff recommends that the Board meet on the third Monday of each calendar month, except when that day falls on a Holiday (in January and February 2018). Staff also recommends that the meetings be held regularly at BART, and at SamTrans/Caltrain for a quarter of the meetings in order to accommodate schedules and regional travel. The Clipper® Executive Board 2018 meeting schedule recommended for approval is shown in the calendar in Attachment A.

#### **Election of Chair and Vice Chair and “Small Operator” Board Representatives**

The Board Procedures Manual also defines the terms for the Chair and Vice Chair of the Clipper Executive Board and provides a process for their regular nomination and selection. The initial two-year term for the Chair and Vice Chair ends in February 2018. Board members may serve multiple terms as Chair and Vice Chair, but are limited to two consecutive terms as Chair or Vice Chair. The current Chair (or Vice Chair in the absence of the Chair) may seek nominations (including self-nominations) for Chair and Vice Chair, and votes for the two Board officers shall be held in accordance with the MOU.

Per Article IV, Section A of the MOU and the Executive Board Procedures Manual, the two Board members who represent the “Small Operators” serve at the sole discretion of the Small Operators. The Board members representing the Small Operators shall be selected by the Small Operators, and the identity of those Board members shall be communicated in writing to the current Board Chair. There is no limit to the term of any Board members. If no change in the designation of Board representatives is desired, a letter to the current Chair to that effect should be provided by a representative of the Small Operators.

MTC staff is planning for the nomination and election of the Clipper Executive Board Chair and Vice Chair and the identification of the Small Operator representatives on the Clipper Executive Board to occur at the January 2018 Clipper Executive Board meeting.

Carol Kuester

#### **Attachment:**

- Attachment A: Clipper® Executive Board 2018 Calendar



**CLIPPER**

# CLIPPER® EXECUTIVE BOARD MEETINGS 2018 CALENDAR YEAR

**Bolded** are anticipated meeting dates.

**Blue highlighted** dates Clipper Executive Board Meetings at BART

**Green highlighted** dates Clipper Executive Board Meetings at SamTrans/Caltrain

January						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	<b>22</b>	23	24	25	26	27
28	29	30	31			

February						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	<b>26</b>	27	28			

March						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	<b>19</b>	20	21	22	23	24
25	26	27	28	29	30	31

April						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	<b>16</b>	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

May						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	<b>21</b>	22	23	24	25	26
27	28	29	30	31		

June						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	<b>18</b>	19	20	21	22	23
24	25	26	27	28	29	30

July						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	<b>16</b>	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

August						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	<b>20</b>	21	22	23	24	25
26	27	28	29	30	31	

September						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	<b>17</b>	18	19	20	21	22
23	24	25	26	27	28	29
30						

October						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	<b>15</b>	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

November						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	<b>19</b>	20	21	22	23	24
25	26	27	28	29	30	

December						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	<b>17</b>	18	19	20	21	22
23	24	25	26	27	28	29
30	31					



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 17-2971      **Version:** 1      **Name:**  
**Type:** Report      **Status:** Informational  
**File created:** 10/13/2017      **In control:** Clipper Executive Board  
**On agenda:** 12/18/2017      **Final action:**  
**Title:** Next-Generation Clipper® (C2) System Integrator Request for Proposal (RFP)  
Update on the C2 System Integrator RFP and Procurement.

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [4a\\_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)

Update on the C2 System Integrator RFP and Procurement.

**Presenter:**

Jason Weinstein

**Recommended Action:**

Information

**Attachments:**



## **Agenda Item 4a**

Bay Area Metro Center

375 Beale Street

San Francisco, CA 94105

TEL 415.778.6700

WEB [www.mtc.ca.gov](http://www.mtc.ca.gov)

TO: Clipper® Executive Board

DATE: December 11, 2017

FR: Carol Kuester

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

This memorandum is to update Board members on key developments in the C2 System Integrator procurement since the last Clipper Executive Board meeting in September 2017 and request input on several key issues raised by vendors as requests for clarification or exception.

### **Site Visits**

Site visits took place at selected operator sites throughout the region on October 18, 19 and 20, 2017, including BART's Test Lab, Caltrain San Francisco Station, VTA Mountain View light rail station, BART/Muni Embarcadero Station, the San Francisco Ferry Building, and bus yards at SFMTA, AC Transit, and VTA. The instructions and the schedule for the site visits are shown in Attachment A. Planning and preparation for the site visits required regional coordination. Clipper staff would like to thank operator staff for their support, particularly at SFMTA, BART, AC Transit, SamTrans/Caltrain, VTA, the Golden Gate Bridge District, and WETA.

### **Proposers' Conference**

A Proposers' Conference was held at the Bay Area Metro Center on October 20, 2017. Attachment B sets forth the agenda for the conference, which clarified and highlighted certain aspects of the RFP, the Scope of Work and Technical Requirements, and various provisions of the Contract. The Proposers' Conference was attended by roughly 40 individuals as well as MTC and transit operator staff, and attendees were given time to network at the conclusion of the conference. Clipper staff requested that questions asked at the Proposers' Conference also be submitted in writing so that MTC could post written responses.

### **Addendum 1**

Addendum 1 to the C2 System Integrator RFP was issued on October 26, 2017 and contained several revisions to the RFP. Notably, the closing date for interested proposers to submit requests for modifications and exceptions to the RFP requirements was extended from October 30, 2017 to November 16, 2017.

### **Addendum 2**

Addendum 2 to the C2 System Integrator RFP was issued on December 1, 2017 and extended the date to submit proposals in response to the RFP from Tuesday, January 16, 2018 to Monday, March 5, 2018. This extension was viewed as necessary to fully consider close to 200 questions and requests for clarifications and exceptions received from vendors.

### **Addendum 3 and Questions & Answers #3**

MTC and transit operator staff's consideration of the questions posed by prospective Proposers and vendors resulted in a number of changes to the RFP in Addendum #3. The changes fall into several categories:

- Clarifications to Proposal submission requirements and evaluation procedures
- Clarifications and revisions to the Price Forms
- Corrections of inconsistencies in Contract definitions and requirements
- Clarifications in MTC's expectations relative to rights to Project Software

Several substantive objections emerged that MTC wishes to discuss with the Board, since they may affect the vendors' pricing of their Proposals. They relate to:

- Liquidated damages
- No cap on liability
- Damages not limited to direct damages
- Contractor responsibility for lost revenue
- Contractor responsibility for loss of materials
- Performance/Payment Bonds and Letter of Credit
- Limitations on MTC compensation for Changes in Law

As of the date of this memorandum, the only revision to the foregoing requirements recommended by MTC, transit operator staff, the C2 technical advisor (IBI) and outside counsel (Thompson Coburn) is to agree to a cap on total liability equal to the Maximum Payment under the Contract. We are still discussing changes to the remaining items, and will present recommendations and seek input at the December 18 meeting.

We will continue to provide the Clipper® Executive Board with updates on key developments in this procurement process.



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Carol Kuester

### **Attachments:**

- Attachment A: Site Visit Information, Locations and Logistics for Solicitation Number #18761 Request for Proposal (RFP) For Next Generation Clipper® (C2) Regional Transit Fare Payment System Integrator (SI)
- Attachment B: Proposers' Conference Agenda for Solicitation Number #18761 Next Generation Clipper® (C2) Regional Transit Fare Payment System Integrator (SI) Request for Proposal (RFP)

**Site Visit Information, Locations and Logistics for  
Solicitation Number #18761  
Request for Proposal (RFP)  
For Next Generation Clipper® (C2)  
Regional Transit Fare Payment System Integrator (SI)**

**Overarching Site Visit Information:**

- All attendees must arrive on time at locations and times noted;
- Unless specified below that transportation will be provided to a specific site, attendees will be required to make arrangements for and pay for their own transit to and from the various sites being visited;
- Attendees are encouraged to take public transportation, as no parking will be provided at any of the locations;
- Lunch and refreshments will not be provided, attendees are responsible for providing their own drinks, snacks and lunch;
- Questions are allowed during the site visits, but any answers provided will be provided as a courtesy only and are not formalized as part of the C2 SI RFP. To receive a formal response to a question it must be submitted in writing to MTC. MTC will provide a formal response in the form of the Question and Answer document that will be posted as an addendum;
- Only registered attendees will be allowed to attend the site visits;
- No more than three (3) attendees per Proposer will be allowed;
- Attendees should wear appropriate attire including closed toe shoes appropriate for walking and visiting bus yards, etc. Temperatures may vary from site to site; and
- No pictures will be allowed in the BART Test Lab, and Transit Operators at any site may restrict photographs.

**I. Site Visits Day #1-9:00 a.m. on October 18, 2017:**

9:00 a.m.	Meet in the SFMTA Union Square Conference Room located at the SFMTA offices, One South Van Ness Avenue, 7 <sup>th</sup> floor, San Francisco, CA 94103 (closest stations - Muni Van Ness Station, BART Civic Center Station)
9:30 to 9:45 a.m.	Travel in SFMTA provided bus to SFMTA Potrero Division located at 1899 Bryant Street, San Francisco, CA, 94110
9:45 to 10:45 a.m.	Tour SFMTA Potrero Division
10:45 to 11:00 a.m.	Travel in SFMTA provided bus to from SFMTA Potrero Division to San Francisco Ferry Plaza located at 1 Ferry Building, San Francisco, CA 94111
11:00 a.m. to 12:25 p.m.	Lunch (Note: lunch will not be provided)
12:30 p.m.	Meet in the lobby at the BART offices located at 300 Lakeside Drive, Oakland, CA 94612 (closest station – BART 19 <sup>th</sup> Street Oakland Station)
12:35 to 2:00 p.m.	Tour BART Test Lab (Note: no pictures will be allowed in the BART Test Lab)
2:00 to 2:15 p.m.	Travel in AC Transit provided bus from BART Test Lab to AC Transit Division 2 Yard located at 1177 47 <sup>th</sup> Street, Emeryville, CA 94608
2:15 to 3:15 p.m.	Visit AC Transit Division 2 Yard
3:15 to 3:30 p.m.	Travel in AC Transit provided bus from AC Transit Division 2 Yard to 12 <sup>th</sup> Street Oakland City Center BART station

**II. Site Visits Day #2-9:00 a.m. October 19, 2017:**

9:00 a.m.	Meet at Caltrain San Francisco Station Plaza located at 700 4 <sup>th</sup> Street (at King Street), San Francisco, CA, 94107
9:05 to 10:00 a.m.	Tour Caltrain San Francisco Station
10:00 to 11:13 a.m.	Travel from Caltrain San Francisco Station to Caltrain/VTA Mountain View Station located at 600 West Evelyn Avenue, Mountain View, CA 94041 (Note: transportation not provided)
11:13 to 11:45 a.m.	Tour Caltrain/VTA Mountain View Station
11:45 a.m. to 1:00 p.m.	Lunch (Note: lunch will not be provided)
1:00 to 1:05 p.m.	Meet at Caltrain/VTA Mountain View Station
1:05 to 1:20 p.m.	Travel in VTA provided bus from VTA Mountain View Station to VTA Cerrone Yard located at 3990 Zanker Road, San Jose, CA 95134
1:20 to 2:30 p.m.	Tour VTA Cerrone Yard
2:30 to 2:45 p.m.	Travel in VTA-provided bus from VTA Cerrone Yard to Caltrain Sunnyvale Station located at 121 West Evelyn Avenue, Sunnyvale, CA 94086

**III. Site Visits Day #3-9:00 a.m. on October 20, 2017:**

9:00 a.m.	Meet at Embarcadero BART Station In Person Customer Service Center (IPCSC) located on the Mezzanine Level, San Francisco, CA 94111
9:05 to 10:00 a.m.	Tour Embarcadero BART Station
10:00 to 10:15 a.m.	Walk/travel to Ferry Building located at 1 Ferry Building, San Francisco, CA 94111
10:15 to 11:15 a.m.	Tour WETA/Golden Gate Ferry located within the Ferry Building

**Proposers Conference Agenda**  
**for Solicitation Number #18761**  
**Next Generation Clipper® (C2) Regional Transit**  
**Fare Payment System Integrator (SI) Request for Proposal (RFP)**

<b>Subject</b>	<b>Time*</b>
I. Proposers Conference Commencement	12:30 p.m.
II. Opening Remarks and Introductions	12:31 p.m.
III. Site Visit Information	12:40 p.m.
IV. Overview of Solicitation <ul style="list-style-type: none"> <li><i>i. Minimum Qualifications</i></li> <li><i>ii. Scope of Work</i></li> <li><i>iii. Equipment Ordering</i></li> <li><i>iv. Form of Proposal</i> <ul style="list-style-type: none"> <li>• <i>Part 1-Proposer Information</i></li> <li>• <i>Part 2-Technical Proposal</i></li> </ul> </li> </ul>	12:45 p.m.
V. Break	2:15 p.m.
VI. Overview of Solicitation (continued) <ul style="list-style-type: none"> <li><i>iv. Form of Proposal (continued)</i> <ul style="list-style-type: none"> <li>• <i>Part 3-Proposer Certifications</i></li> <li>• <i>Part 4-Cost/Price Proposal</i></li> <li>• <i>Part 5-Financial Responsibility Qualifications</i></li> </ul> </li> <li><i>v. Contract Overview</i></li> <li><i>vii. Service Level Deficiency and Bonus Points</i></li> <li><i>viii. Timeline/Closing Date and Time</i></li> </ul>	2:30 p.m.
VII. Break	3:45 p.m.
VIII. Questions and Answers	4:00 p.m.
IX. Proposer Networking	5:00 p.m.

*\*Other than the 12:30 start time, all times listed are preliminary and subject to change.*





# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 17-2887      **Version:** 1      **Name:**  
**Type:** Report      **Status:** Informational  
**File created:** 9/13/2017      **In control:** Clipper Executive Board  
**On agenda:** 12/18/2017      **Final action:**  
**Title:** Next-Generation Clipper® (C2) Public Engagement  
Update on ongoing C2 Public Engagement Efforts.

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [4b\\_C2 Public Engagement..pdf](#)

Date	Ver.	Action By	Action	Result
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### Subject:

Next-Generation Clipper® (C2) Public Engagement

Update on ongoing C2 Public Engagement Efforts.

### Presenter:

Lysa Hale

### Recommended Action:

Information

### Attachments



## Agenda Item 4b

Bay Area Metro Center  
375 Beale Street  
San Francisco, CA 94105  
TEL 415.778.6700  
WEB [www.mtc.ca.gov](http://www.mtc.ca.gov)

TO: Clipper® Executive Board

DATE: December 11, 2017

FR: Carol Kuester

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

This memorandum is to update the Clipper® Executive Board on the results of C2 public engagement activities undertaken in 2017 to date. In spring 2017, MTC began a new cycle of C2 public engagement, providing multiple opportunities for members of the public to provide feedback. Activities for C2 engagement continued throughout summer 2017 and included:

- Public Comment on Draft Request for Proposal (RFP): MTC released a draft RFP for the vendor that will serve as system integrator, responsible for coordinating all vendors delivering the new system. MTC invited the payments industry to comment on the draft before releasing the final version and opened the comment opportunity to members of the public from February 27 to April 3, 2017. MTC prepared a summary of characteristics of the draft RFP in English, Spanish, Chinese, and Vietnamese. More than 100 people submitted comments.
- Online Opt-In Survey: MTC's online survey for customers to provide input on the next generation of Clipper opened on April 17 and closed on June 1, 2017. MTC received 8,735 responses to the online opt-in survey regarding the public's preferences about the future of Clipper. In addition, nearly 1,800 respondents provided more than 2,200 open-ended comments on the survey.
- Email, Social Media and Voicemail Feedback: MTC also provided opportunities for people to send comments via email, social media and voicemail. MTC received fewer than 100 total comments through these channels.
- Public Meetings: MTC staff attended several accessibility advisory committee meetings to seek feedback and also provided information to MTC's Policy Advisory Council.
- Stakeholder Interviews: MTC also conducted interviews with representatives of organizations serving low-income individuals and people with disabilities, as well as employers who provide transit benefit programs.

Highlights of the findings are included in Attachment A and summarized in Attachment B.

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Carol Kuester

### Attachments:

- Attachment A: C2 Public Engagement Phase 2 Findings
- Attachment B: C2 Public Engagement Phase 2 Update Presentation

## **C2 Public Engagement Phase 2 Findings**

Following are conclusions drawn as a result of the feedback received in Phase 2 of the C2 Public Engagement efforts:

**Finding 1:**

**Transit riders want to use Clipper for more than fixed-route transit fares.** Riders would like to use Clipper to pay for parking, bike share, tolls, taxis and other rideshare services.

**Finding 2:**

**Transit riders want to be able to add value on the go and use it immediately.** A lot of people prefer using a smart phone or digital wallet.

**Finding 3:**

**Transit riders like finding their own answers more than contacting customer service.** Riders would like the Clipper website to address most customer service questions, and they would like easy access to account statements, service alerts and other important information.

**Finding 4:**

**Transit riders are diverse, and they want to pay for transit in different ways.** The next generation of Clipper will harness changes in technology to be more flexible and able to adapt to transit riders' needs.

**Finding 5:**

**Transit riders want riding multiple transit services to be easier and more affordable, and they made a variety of suggestions for regional fare policies.** While Clipper does not set policy, the next generation system will be versatile enough to accommodate any policies set by the region's transit operators.



# Public Engagement Phase 2 Update

Clipper® Executive Board  
December 18, 2017

Agenda Item 4b  
Attachment B

# Many Uses for Clipper

**Transit riders want to use Clipper for more than fixed-route transit fares.**



Riders would like to use Clipper to pay for parking, bike share, tolls, taxis and other rideshare services.

# Many Uses for Clipper

When given a choice...	
Use Clipper for <b>many</b> transportation services (transit, parking, bikeshare, tolls, etc.)	54%
Earn <b>rewards</b> by using Clipper	29%
No preference	10%
A <b>single</b> Clipper-only payment method like a Clipper card or a Clipper mobile app to pay for <b>many</b> transportation services (transit, bikeshare, parking, tolls, etc.)	53%
A <b>choice</b> of methods – a Clipper card or mobile app, but also digital wallets and credit cards that you use for other purchases– to pay for <b>one or two</b> transportation services	27%
No preference	10%

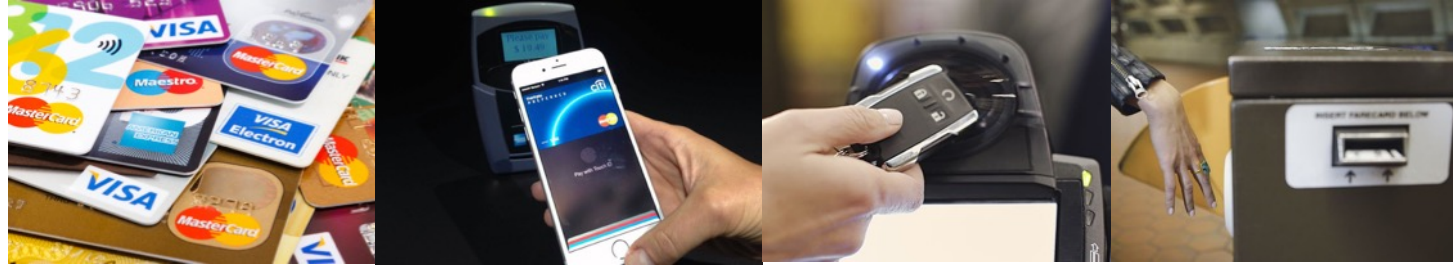
*“All transportation services (transit, tolls, rideshare, bikeshare, car share) should be paid for through one single card/app. It will remove many barriers for people to get out of their cars and on to transit.”*

“Please enable Clipper to pay for parking at all transportation services.”

**“I really like the idea of paying for tolls with Clipper.”**

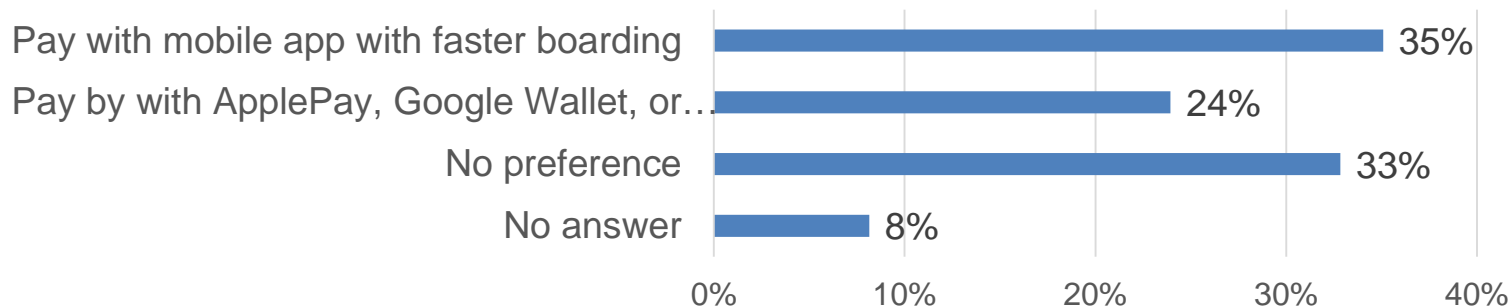
# Real-Time and Payment Choices

**Transit riders want to be able to add value on the go and use it immediately.**



A lot of people prefer using a smart phone or digital wallet.

# Real-Time and Payment Choices



## #1 topic in open-ended comments on survey!

“Payments should NOT take multiple days to be added to Clipper balance - should happen instantly.”

“...fixing an expired credit card shouldn't be a 2 week process”

*“Whether via Apple Pay/Google Wallet or a dedicated app, I would love to be able to replace my physical clipper card with my smartphone”*

**“Please please an app! That would be great :) ”**



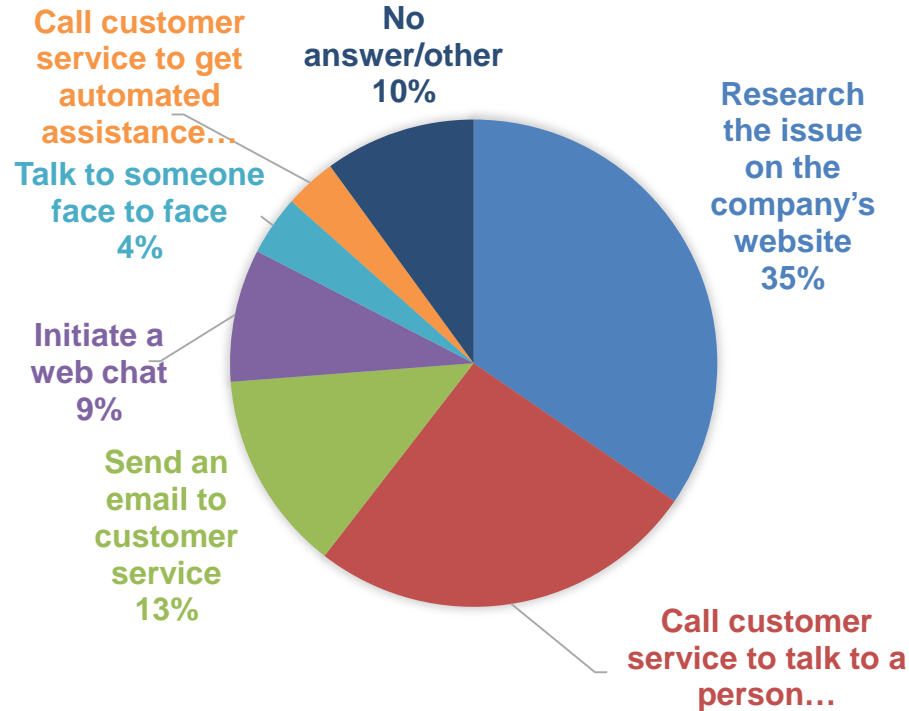
# Information is Key

**Transit riders like finding their own answers more than contacting customer service.**



Riders would like the Clipper website to address most customer service questions, plus easy access to account statements, service alerts and other important information.

# Information is Key



Have a simple website I can login to and see the ticket /purchase history..

*I like the idea of getting alerts via text. It would be really nice if you could receive alerts for certain routes, i.e. Golden Gate Transit Route 101, that you frequently use or have the ability to update your preferences for other routes on multiple agencies.*

**I wish the website was mobile-friendly and the UX was overall better.**

# Ready for Whatever the Future Brings

**Transit riders are diverse, and they want to pay for transit in different ways.**



The next generation of Clipper will harness changes in technology to be more flexible and able to adapt to transit riders' needs.

# Ready for Whatever the Future Brings

**Some disabled riders have difficulty waving cards.**

*Based on a survey conducted by one accessibility organization in 2016, only 38% of their clients had cell phones and under 40% had internet.*

Agencies serving low-income individuals said their clients also have language barriers, often don't have bank accounts and sometimes do not have Internet access – though many have cell phones.

*Clipper needs a way for organizations to add value to clients' cards – this is a significant problem, and organizations sometimes buy multiple cards for clients.*

People who are blind find apps easier to use...

# A Fare Policy for Everyone

**Transit riders want riding multiple transit services to be easier and more affordable. They made a variety of suggestions for regional fare policies.**



The next-generation system will be versatile enough to accommodate any policies set by the region's transit operators.

# A Fare Policy for Everyone

Social service providers would like an integrated pass for multiple agencies.

*One accessibility organization said 35 to 40 percent of their clients are low income, so a consistent regional policy would make it easier for clients to ride transit.*

127 people asked for some form of regional fare policy in their comments.

A sampling of suggestions included:

- In theory, Clipper should allow us to implement cross-agency discounts more easily.
- MTC should make an actual effort to unify the fare structure across all transit providers!
- Affordable and reasonable prices will most likely draw in more customers.
- A monthly cap would reduce the amount of prediction I need to use when buying transit passes.
- ...break up the Bay Area into fare zones, then charge fares based on which zone and the number of zones used



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

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**File #:** 17-3067      **Version:** 1      **Name:**  
**Type:** Report      **Status:** Informational  
**File created:** 12/5/2017      **In control:** Clipper Executive Board  
**On agenda:** 12/18/2017      **Final action:**  
**Title:** Current Clipper® Program Update  
Current Clipper® System Performance and Operations Update.

**Sponsors:**

**Indexes:**

**Code sections:**

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

Date	Ver.	Action By	Action	Result
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**Subject:**

Current Clipper® Program Update

Current Clipper® System Performance and Operations Update.

**Presenter:**

Lynn Valdivia

**Recommended Action:**

Information

**Attachments:**



**Agenda Item 4c**  
Bay Area Metro Center  
375 Beale Street  
San Francisco, CA 94105  
TEL 415.778.6700  
WEB [www.mtc.ca.gov](http://www.mtc.ca.gov)

TO: Clipper® Executive Board

DATE: December 11, 2017

FR: Carol Kuester

RE: Current Clipper® Program Update

### **Background**

Clipper staff last updated the Executive Board on the ongoing overall work and projects related to the current Clipper system at the April 2017 Executive Board meeting. This memorandum is to update the Clipper Executive Board on the current overall program. The Clipper system is currently processing 20 to 22 million transactions monthly and is settling nearly \$50 million in monthly revenue.

### **Transactions and Sales**

Clipper transaction volumes recovered from normal seasonal lows expected every summer, and fee-based transactions in October topped 22 million. The program recently reached two milestones, exceeding 1 million unique cards and 2 million active card accounts for the first time in August. Still, average weekday ridership in October was down 6.3 percent from October 2016.

### **SFMTA Download Issue Mitigation**

In April, MTC received reports of file download issues with bus operators using legacy devices. SFMTA also reported a decrease in successful file downloads following the launch of a new institutional pass for San Francisco State in September. Cubic took several actions in October and November to mitigate these issues for SFMTA, including reordering of file delivery and reducing file sizes. Cubic Transportation Systems will analyze the effect of these efforts on file downloads and reassess the proposed solutions as necessary in December. Once Cubic has proven the effectiveness of the solutions with SFMTA, they can deploy the same tactics across all operators using legacy devices.

### **Back-Office Improvements Project**

MTC has been working with Cubic to implement a series of back-office system improvements designed to ensure the current Clipper program has a maintainable and operationally reliable back-office payment system. A side benefit of these improvements is that we have been or will be able to implement features not previously possible in the system prior to the project. Some of the highlights of new features include a more “real-time” view of customer accounts; automatic handling of refunds, credits and other order-related issues; improved reconciliation of cash order fulfillment; automated customer service work flows; and improved credit risk management.



### **Other Implementation and Enhancement Projects**

Other noteworthy implementation and enhancement projects for the Clipper system include:

- Deployment of Clipper devices to support WETA's new Richmond service as well as dockside improvements to WETA's San Francisco terminal;
- Single-point log on for AC Transit vehicles, an enhancement that could be expanded to other operators; and
- Retrofitting of VTA ticket machines to vend Clipper cards.

### **Outreach and Customer Education**

Starting January 1, BART is implementing a surcharge on all trips taken with a paper ticket (50¢ for adults, 25¢ for youth and 19¢ for seniors/disabled). The Clipper program is partnering with BART to support their Title VI mitigation efforts. Clipper ambassadors will distribute free cards through 34 outreach events at community-based organizations and BART stations between December and March.

The Clipper system continues to serve transit riders in the region well and earns high ratings from customers. Just-received topline results of a customer survey revealed that 97 percent of Clipper customers are satisfied with the program, including 75 percent who say they are very satisfied. We will be analyzing the results of the survey in coming months and will present more in a future update.

  
\_\_\_\_\_  
Carol Kuester

### **Attachment:**

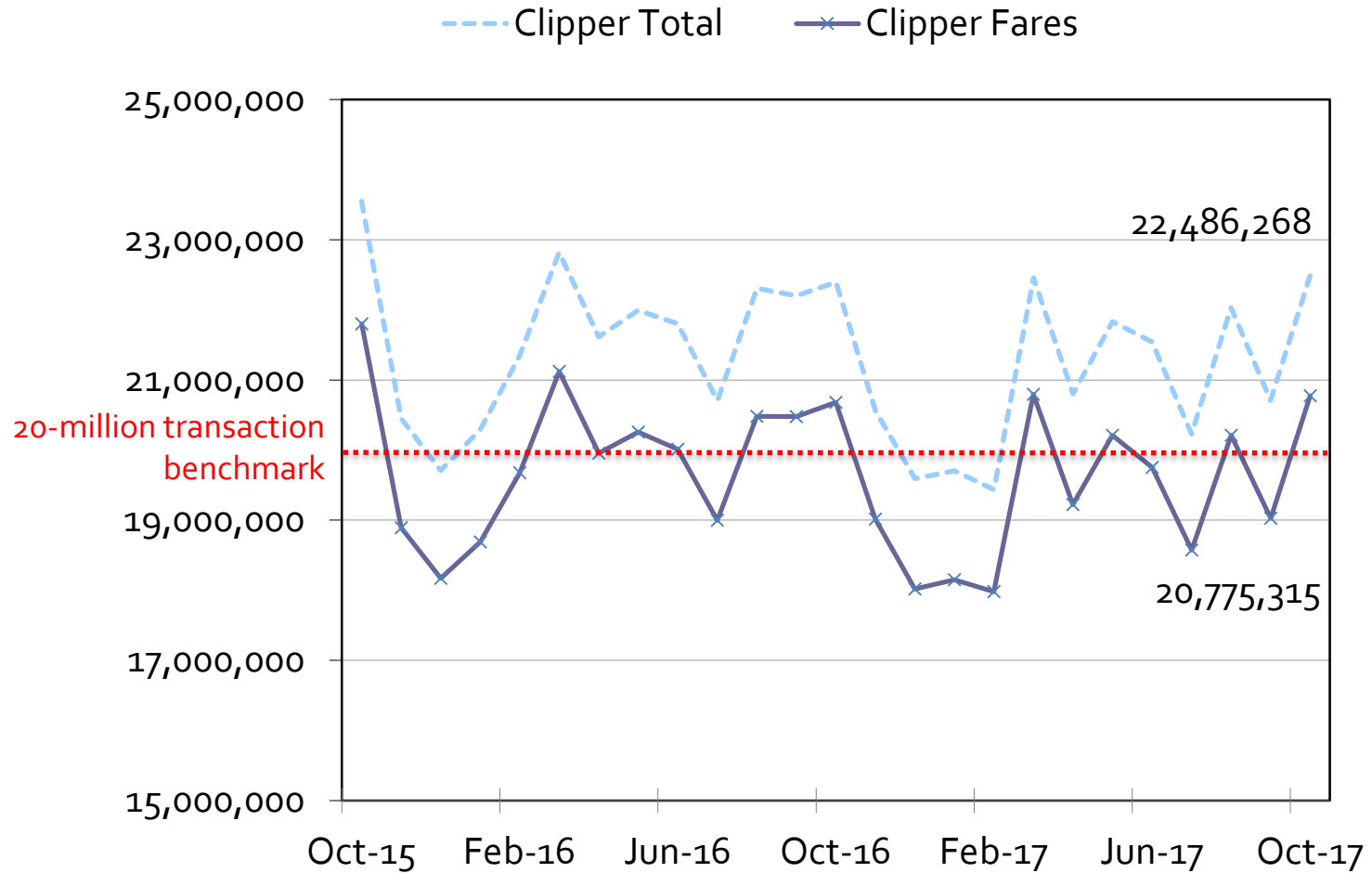
- Attachment A: Current Clipper® Program Update



## Current Clipper Program Update

Clipper Executive Board Meeting  
December 18, 2017  
Agenda Item 4c | Attachment A

# Clipper Transactions



"Clipper Total" is fare-payment and add-value transactions that count toward a contractual benchmark, which requires that MTC and the operators pay a fee of ~\$100,000 for each month when transactions are below 20 million.

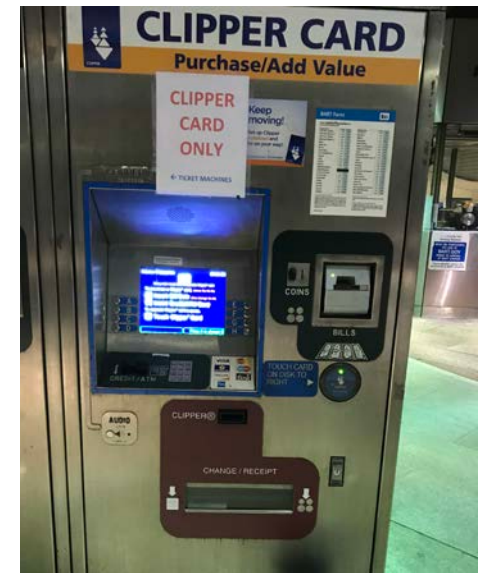
# SFMTA Download Issue Mitigation



- Download issues with legacy bus operators
- Impacts on settlement and ridership reporting, as well as order delivery
- In November, Cubic deployed 3 of 5 proposed actions from their mitigation plan
- Preliminary observations indicate positive impact
- Full analysis by early 2018



# Expansion/Enhancement Projects



# Back-Office System Improvements

## Goals

- Maintainable, reliable back office payment system
- Facilitate new features not previously possible

## Highlights of New Features

- More “real time” view to customer accounts
- Automatic handling of certain order related issues (like refunds, credits)
- Improved cash order-fulfillment reconciliation
- Automation of customer service work flows
- Improved credit risk management

# Outreach and Customer Education Efforts

- BART fare policy change campaign
- Website improvements, including opt-in
- 97% of Clipper customers express satisfaction

## Save on every BART trip with Clipper!

**Adult Clipper cards available at a Clipper card machine in this station**

**Senior and youth discount cards available—[clippercard.com/discounts](http://clippercard.com/discounts)**

Ahorré dinero con la tarjeta Clipper—obtenga una tarjeta en la máquina expendedora de tarjetas BART.

用Clipper卡節省資金—在BART卡自動售貨機上取卡

[clippercard.com](http://clippercard.com) | 877.878.8883



## Save on every BART trip with Clipper!



**Starting January 1, BART will add a surcharge (50¢ for adults, 25¢ for youth, and 19¢ for seniors and disabled riders) for each trip taken with a paper ticket.**

**Start using Clipper on BART and save money!**

### Get started

By adding value to your card at:

- Any BART ticket machine
- Walgreens, Whole Foods and other retailers
- Participating transit agency ticket offices
- [clippercard.com](http://clippercard.com)
- Clipper Customer Service at 877.878.8883

Visit [clippercard.com](http://clippercard.com) for sales locations.

### To use your card on BART

1. Locate the Clipper card reader on top of the BART fare gate or on the side of the accessible fare gate.
2. Hold your card flat against the Clipper logo on the reader.
3. The reader will display "OK," and the gate will open.
4. At the end of your trip, hold your card on the card reader again to tag off.
5. The reader will calculate your correct fare and display your remaining balance.

### Register your card

When you register your card, Clipper can replace your card and balance for a small fee. Registration is optional, but it's free and easy—just visit [clippercard.com](http://clippercard.com).



[clippercard.com](http://clippercard.com) | 877.878.8883





# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

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**File #:** 17-2888      **Version:** 1      **Name:**  
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**On agenda:** 12/18/2017      **Final action:**

**Title:**

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [5\\_ORCA Clipper Comparison.pdf](#)

Date	Ver.	Action By	Action	Result
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**Recommended Action:**  
Information

### Attachments



**ORCA and Clipper**  
**Comparison of Key Attributes<sup>1</sup> - 2017-12-5**

Attribute	ORCA (Seattle region)	Clipper (SF Bay Area)
<b>General Program Information</b>		
Population served	3.7m	7.0m
Number of transit operators	7	23
Transit modes where smart card can be used	Bus, paratransit, vanpool, commuter rail, light rail, ferry	Bus, commuter rail, light rail, heavy rail, ferry, cable car
Annual smart card fare payment transactions (boardings)	125m	250m
Average weekday transactions – all fare payment methods	640,000	~1.5M
Average weekday transactions – smart card only	450,000	740,000
Smart card market penetration (weekday)	70%	~50%
Fare categories	<ul style="list-style-type: none"> <li>• Adult</li> <li>• Youth</li> <li>• Disabled</li> <li>• Senior</li> <li>• Low Income (Note 1)</li> </ul>	<ul style="list-style-type: none"> <li>• Adult</li> <li>• Youth</li> <li>• RTC</li> <li>• Senior</li> </ul>
Fare products	<ul style="list-style-type: none"> <li>• Stored value/e-purse</li> <li>• Institutional program passes</li> <li>• Regional passes (Note 2)</li> <li>• Agency-specific passes</li> <li>• Day passes (negligible)</li> </ul>	<ul style="list-style-type: none"> <li>• Stored value/e-purse</li> <li>• Institutional program passes</li> <li>• Agency-specific passes</li> <li>• Day pass accumulator – single-agency and multi-agency</li> <li>• Universal pass</li> </ul>
Annual smart card revenue	\$250m	\$560m
Number of unique cards used in a given month	500,000	1 million
Number of new cards issued each month	25,000	55,000
Current number of retail sales sites	122	320

<sup>1</sup> The table above has been compiled and projected based on publicly available information (primarily the ORCA Joint Board 2017 Q1 report and published data for Clipper), and has been averaged or rounded for summary purposes. IBI Group is solely responsible for the accuracy of any content.

New Project Procurement Comparison		
Date RFP Issued	August 23, 2017	September 13, 2017
Proposals Due	November 1, 2017	March 5, 2018
Expected Award Recommendation	August, 2018	Q1 2019 (estimated)

**Notes:**

- (1) Low income fares are only valid on services operated by three of the ORCA agencies – Sound Transit, King County Metro and Kitsap Transit
- (2) Regional passes, known as the “Puget Pass”, allow travel on five of the seven agencies within the Sound Transit service area including Everett Transit and Community Transit, Sound Transit, King County Metro, and Pierce Transit.