



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, April 16, 2018	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. [18-0155](#) Minutes of February 26, 2018 Meeting

Action: Board Approval

Attachments: [2a\\_CEB Minutes\\_Feb 26 2018.pdf](#)

2b. [18-0231](#) Contract Amendment - Legal Services for Procurement of the Next-Generation Clipper® (C2) System: Thompson Coburn LLP (Thompson Coburn) (\$100,000)

Action: Board Approval

Presenter: Melanie Morgan

Attachments: [2b\\_C2 Legal Advisor.pdf](#)

- 2c.**     [18-0230](#)     Contract Change Order Amendment - Clipper® Program SSAE 16 Audit: Cubic Transportation Systems, Inc. (\$200,000)

**Action:**             Board Approval

**Presenter:**        Edward Meng

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

- 2d.**     [18-0235](#)     Contract Amendment - Clipper® Consultant Services: Invoke Technologies, Inc. (\$200,000)

**Action:**             Board Approval

**Presenter:**        Jason Weinstein

**Attachments:**     [2d Invoke Technologies.pdf](#)

### **3. Approval**

- 3a.**     [18-0232](#)     Contract Actions - Clipper® In-Person Customer Services
- i.    Contract Amendment - Clipper® Customer Service Center Operations at Embarcadero Bay Area Rapid Transit (BART) Station: Faneuil, Inc. (\$410,000)
  - ii.   Contract Amendment - Clipper® Customer Service Center Operations at the San Francisco Ferry Building: Nematode Holdings, LLC (\$265,000)
  - iii.   Funding Agreement Amendment - Clipper® Customer Service Center Operations at Alameda-Contra Costa Transit District (AC Transit) Headquarters: AC Transit (\$250,000)

Contract Actions for IPCSCs at Embarcadero Station, Ferry Building, and AC Transit.

**Action:**             Board Approval

**Presenter:**        Kelley Jackson

**Attachments:**     [3a In Person Customer Service Center Contracts.pdf](#)

- 3b.**     [18-0233](#)     Contract Actions - Customer Research, Education and Outreach for the Clipper® Program
- i.    Contract Amendment - Customer Information Services: MIG, Inc. (\$625,000)
  - ii.   Contract Amendment - Distribution and Communications Planning and Support Services: Synapse Strategies (\$250,000)
  - iii.   Contract Amendment - Clipper® Customer Education/Outreach Services: Caribou Public Relations (\$200,000)
  - iv.   Contract Amendment - Electronic Payments Consultant Assistance Services: Resource Development Associates, Inc. (\$200,000)

Contract Actions for Customer Research, Education, Outreach, and Operational Monitoring for the Clipper® Program.

**Action:**             Board Approval

**Presenter:**        Kelley Jackson

**Attachments:**     [3b\\_Customer Communications Contracts.pdf](#)

- 3c.**     [18-0234](#)     Proposed Revisions to Clipper® Executive Board Policy

Update to Clipper® Executive Board Policy.

**Action:**             Board Approval

**Presenter:**        Edward Meng

**Attachments:**     [3c\\_Clipper Board Policy.pdf](#)

#### **4. Executive Director's Report – Kuester**

[18-0156](#)

#### **5. Public Comment / Other Business**

#### **6. Adjournment / Next Meeting**

**The next meeting of the Clipper® Executive Board will be Monday, May 21, 2018 at 1:30 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](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 #:** 18-0155      **Version:** 1      **Name:**  
**Type:** Minutes      **Status:** Consent  
**File created:** 2/15/2018      **In control:** Clipper Executive Board  
**On agenda:** 4/16/2018      **Final action:**  
**Title:** Minutes of February 26, 2018 Meeting  
**Sponsors:**  
**Indexes:**  
**Code sections:**  
**Attachments:** [2a\\_CEB Minutes\\_Feb 26 2018.pdf](#)

Date	Ver.	Action By	Action	Result
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**Subject:**  
Minutes of February 26, 2018 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, February 26, 2018

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, Ramacier, Chair Mulligan, Vice Chair Reiskin, Crunican, Heminger, and Hartnett

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

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

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.

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

##### 2a. [18-0077](#) Minutes of January 22, 2018 Meeting

**Action:** Board Approval

**Attachments:** [2a CEB Minutes Jan 22 2018.pdf](#)

##### 2b. [18-0079](#) Clipper® Contract Change Order - Water Emergency Transportation Authority (WETA) Expansion: Richmond and San Francisco Ferry Terminals: Cubic Transportation Systems, Inc. (\$60,000)

**Action:** Board Approval

**Presenter:** Michael Gougherty, WETA

**Attachments:** [2b Contract Change Order – WETA.pdf](#)

**3. Approval****3a. [18-0080](#) Clipper® Inactive Unregistered Card Funds Disbursement**

Disbursement of Inactive Unregistered Card Funds to the Clipper® Budget.

**Action:** Board Approval

**Presenter:** Carol Kuester

**Attachments:** [3a Clipper Inactive Unregistered Funds.pdf](#)

**Upon the motion by Heminger and second by Hartnett, the Clipper® Inactive Unregistered Card Funds Disbursement was unanimously approved. The motion carried by the following vote:**

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

**3b. [18-0081](#) Clipper® Two Year Operating and Capital Budget and Work Plan**

Clipper® budget and work plan for FY 2018-19 and 2019-20.

**Action:** Board Approval

**Presenter:** Edward Meng

**Attachments:** [3b Two Year Operating and Capital Budget.pdf](#)

**Upon the motion by Ramacier and second by Rannells, the Clipper® Two Year Operating and Capital Budget and Work Plan was unanimously approved. The motion carried by the following vote:**

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

**4. Information****4a. [18-0082](#) Next-Generation Clipper® (C2) System Integrator Request for Proposal (RFP)**

Update on the C2 System Integrator RFP.

**Action:** Information

**Presenter:** Jason Weinstein

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

**4b.**     [18-0135](#)     Next-Generation Clipper (C2) Public Engagement

Update on the C2 Public Engagement Campaign.

**Action:** Information

**Presenter:** Patricia Nelson, Bay Area Rapid Transit

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

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

[18-0078](#)

**Action:** Information

**6. Public Comment / Other Business**

**7. Adjournment / Next Meeting**

The next meeting of the Clipper® Executive Board will be Monday, March 19, 2018 at 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)

<b>File #:</b>	18-0231	<b>Version:</b>	1	<b>Name:</b>	
<b>Type:</b>	Contract	<b>Status:</b>		Consent	
<b>File created:</b>	3/20/2018	<b>In control:</b>		Clipper Executive Board	
<b>On agenda:</b>	4/16/2018	<b>Final action:</b>			
<b>Title:</b>	Contract Amendment - Legal Services for Procurement of the Next-Generation Clipper® (C2) System: Thompson Coburn LLP (Thompson Coburn) (\$100,000)				
<b>Sponsors:</b>					
<b>Indexes:</b>					
<b>Code sections:</b>					
<b>Attachments:</b>	<a href="#">2b_C2 Legal Advisor.pdf</a>				

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

Contract Amendment - Legal Services for Procurement of the Next-Generation Clipper® (C2)  
System: Thompson Coburn LLP (Thompson Coburn) (\$100,000)

### Presenter:

Melanie Morgan

### 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](http://www.mtc.ca.gov)

TO: Clipper® Executive Board

DATE: April 9, 2018

FR: Carol Kuester

RE: Contract Amendment – Legal Services for Procurement of the Next-Generation Clipper® (C2) System: Thompson Coburn LLP (Thompson Coburn) (\$100,000)

This memorandum requests the Executive Board's approval for MTC to enter into a contract amendment with Thompson Coburn in an amount not to exceed \$100,000 to continue to provide legal services in support of the procurement of the C2 System through June 30, 2019.

### **Background**

In May 2016, Thompson Coburn was selected through a competitive procurement to provide legal services to MTC, the Clipper® contracting agency, in connection with the C2 procurement. Thompson Coburn attorneys have participated closely with MTC's Office of General Counsel and MTC and transit operator staff and consultants in developing and implementing a C2 procurement strategy: drafting contractual requirements related to intellectual property and data protection, and advising MTC and C2 procurement participants on Federal Transit Administration procurement requirements, evaluation procedures, risk allocation, financial guaranties, privacy, performance standards, and other legal issues related to procurement. The amount in the approved Clipper® Capital Budgets for FYs 2016-17 and 2017-18 for outside legal services for C2 was \$750,000. In order to learn from the early stages of the C2 procurement and adapt as necessary to the C2 scope as it developed, the original contract budget amount was for \$450,000. Following the issuance and receipt of the industry review draft and the development of the request for proposal, the contract was amended under the MTC Executive Director's signature authority in October 2017 to add an additional \$200,000, of which approximately \$115,000 remains.

### **Amendment Scope of Work**

MTC proposes to continue to consult with Thompson Coburn throughout the C2 procurement process. This amendment will draw on the remaining \$100,000 in the FY 2017-18 Clipper® Budget for C2 legal services and extend the contract for an additional year, keeping the total contract amount within the original \$750,000 budget.

### **Recommendation**

MTC staff recommends that the Executive Board approve the proposed contract amendment with Thompson Coburn for C2 legal services as described in this memorandum, in an amount not to exceed \$100,000, bringing the total contract amount to \$750,000.

Carol Kuester

REQUEST FOR CLIPPER® EXECUTIVE BOARD APPROVAL  
Summary of Proposed Contract Amendment

Firm:	Thompson Coburn LLP St. Louis, MO
Work Project Title:	Legal Services for Procurement of the Next-Generation (C2) Clipper® System
Purpose of Project:	To provide legal support for procurement, contract, funding, compliance and other legal matters relevant to the C2 project.
Brief Scope of Work:	Assist MTC's Office of General Counsel in providing legal services in connection with the C2 procurement, negotiation of the C2 contract, and related legal matters.
Project Cost Not to Exceed:	\$100,000 – this amendment Total contract amount before this amendment: \$650,000 Total contract amount: \$750,000
Funding Source:	TCP, STP, CMAQ, Regional Measure 2 Capital, LCTOP
Fiscal Impact:	\$100,000 is available in the FY 2017-18 Clipper® Budget
Motion:	That a contract amendment with the law firm of Thompson Coburn LLP to provide legal services as described above and in the Executive Director's memorandum dated April 9, 2018 is hereby approved by the Clipper® Executive Board.
Clipper® Executive Board:	<hr/> Denis Mulligan, Chair
Approved:	Date: April 16, 2018



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 18-0230      **Version:** 1      **Name:**

**Type:** Contract      **Status:** Consent

**File created:** 3/20/2018      **In control:** Clipper Executive Board

**On agenda:** 4/16/2018      **Final action:**

**Title:** Contract Change Order Amendment - Clipper® Program SSAE 16 Audit: Cubic Transportation Systems, Inc. (\$200,000)

**Sponsors:**

**Indexes:**

**Code sections:**

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

Date	Ver.	Action By	Action	Result
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**Subject:**  
Contract Change Order Amendment - Clipper® Program SSAE 16 Audit: Cubic Transportation Systems, Inc. (\$200,000)

**Presenter:**  
Edward Meng

**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](http://www.mtc.ca.gov)

TO: Clipper® Executive Board

DATE: April 9, 2018

FR: Carol Kuester

RE: Contract Change Order Amendment – Clipper® Program SSAE 16 Audit: Cubic Transportation Systems, Inc. (\$200,000)

### Background

In May 2012, the MTC Operations Committee approved a contract change order for Cubic Transportation Systems, Inc. (Cubic) to engage a firm to assess Cubic's financial and system controls associated with fare processing, financial reconciliation, cardholder support services, card fulfillment, information system operations, and card account management functions. These tasks are completed via a standard approach called a Statement on Standards for Attestation Engagement No. 16 Report (SSAE 16 Audit). Article III.G of the Clipper Amended and Restated Memorandum of Understanding (MOU) requires that the Contracting Agency provide such audit. Transit operators use this audit as part of their annual audits. Funding the audit separately and not part of the base contract gives MTC and the transit operators' access to the results subject to reasonable security precautions.

Industry leading practices recommend conducting annual audits to maintain vendor focus on controls. Transit agency auditors use these reports to reduce the required audit procedures for the transit agency financial audit process, since a significant portion of transit agency revenue is managed through Clipper®. The original change order, executed after contract assignment to Cubic, produced an SSAE 16 Audit for FY 2012-13. This change order amendment (Amendment 6) will allow Cubic to engage a firm to perform the SSAE 16 Audit for FY 2018-19. Each year, these audits produced an attestation report to state that management controls were tested as effectively meeting risk management objectives. This contract amendment was contemplated and is included in the Two Year Clipper® Budget and Work Plan approved by the Clipper Executive Board on February 26, 2018.

### Recommendation

Staff recommends that the Executive Board approve a contract change order amendment with Cubic in the amount not to exceed \$200,000 for the SSAE 16 Audit for the FY 2018-19 as described above.

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

REQUEST FOR BOARD APPROVAL  
Summary of Proposed Contract Change Order Amendment

Contractor:	Cubic Transportation Systems, Inc. San Diego, CA
Work Project Title:	Statement on Standards for Attestation Engagement No. 16 Report (SSAE 16) for FY 2018-19 (Am. #6 to CCO-159)
Purpose of Amendment:	To produce a Statement on Standards for Attestation Engagement No. 16 Report (SSAE 16) for the 2018-19 Fiscal Year.
Brief Scope of Work:	SSAE 16 audits produce an attestation report to state that management financial and information technology controls are tested as effectively meeting risk management objectives during the observation period of the report.
Project Cost Not to Exceed:	\$200,000 (this Amendment) Total contract value including amendments before this amendment = \$ 167,049,459 Total contract amount with this amendment = \$167,249,459
Funding Source:	TCP, STP, CMAQ, STA, Regional Measure 2 Capital, STA, Regional Measure 2 Operating
Fiscal Impact:	\$200,000 is available in the FY 2017-18 Clipper® Budget.
Motion by Board:	That a contract change order amendment with Cubic Transportation Systems, Inc., for the purposes described herein and in the Executive Director's memorandum dated April 9, 2018, is hereby approved by the Clipper® Executive Board.
Executive Board:	<hr/> Denis Mulligan, Chair
Approved:	Date: April 16, 2018



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

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**File #:** 18-0235      **Version:** 1      **Name:**

**Type:** Contract      **Status:** Consent

**File created:** 3/21/2018      **In control:** Clipper Executive Board

**On agenda:** 4/16/2018      **Final action:**

**Title:** Contract Amendment - Clipper® Consultant Services: Invoke Technologies, Inc. (\$200,000)

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [2d\\_Invoke\\_Technologies.pdf](#)

Date	Ver.	Action By	Action	Result
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**Subject:**  
Contract Amendment - Clipper® Consultant Services: Invoke Technologies, Inc. (\$200,000)

**Presenter:**  
Jason Weinstein

**Recommended Action:**  
Board Approval

**Attachments:**



**Agenda Item 2d**  
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: April 9, 2018

FR: Carol Kuester

RE: Contract Amendment – Clipper® Consultant Services: Invoke Technologies, Inc. (\$200,000)

This memorandum requests the Executive Board's approval for MTC to enter into a contract amendment with Invoke Technologies, Inc. (Invoke) in an amount not to exceed \$200,000 to continue to provide consultant services in support of C2 System procurement and contract implementation through June 30, 2019. This contract amendment was contemplated and is included in the Two Year Clipper® Budget and Work Plan approved by the Clipper Executive Board on February 26, 2018.

### **Background**

In 2017, MTC entered into a professional services agreement with Invoke to support the procurement and implementation of the C2 system including but not limited to program management and administration, strategic and operational planning tasks, review and evaluation of ongoing Clipper® operations, and oversight of design and implementation of vendor technology. In particular, Invoke has informed the C2 procurement process at a strategic level, based on an industry-wide knowledge base and insights gleaned from their work on LA Metro's TAP program. With this contract amendment, Invoke will continue to provide guidance through the next stages of the C2 System Integrator procurement and C2 System development. Additionally, we will continue to monitor programs like TAP in Los Angeles and the MetroCard in New York to stay on top of current trends. The professional services agreement was entered into under a competitively-procured Consultant Assistance Bench established by MTC in 2016 for fare payment system and electronic tolling support. The original contract, in the amount of \$200,000, was entered into under the MTC Executive Director's signature authority in April 2017, of which approximately \$70,000 remains.

Staff recommends negotiating and entering into a contract amendment with Invoke in an amount not to exceed \$200,000 for the services described above.

### **Recommendation**

MTC staff recommends that the Executive Board approve the proposed contract amendment with Invoke for C2 consultant services as described in this memorandum, in an amount not to exceed \$200,000, bringing the total contract amount to \$400,000.

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Carol Kuester



REQUEST FOR CLIPPER® EXECUTIVE BOARD APPROVAL  
Summary of Proposed Contract Amendment

Firm:	Invoke Technologies, Inc. Del Mar, CA
Work Project Title:	Consultant Services for Procurement and Implementation of the Next-Generation (C2) Clipper® System
Purpose of Project:	To provide consultant support in the procurement and implementation of the C2 system.
Brief Scope of Work:	Provide consultant services for program management, planning, operational monitoring and reporting, technology oversight, and other matters relevant to the C2 project.
Project Cost Not to Exceed:	\$200,000 – this amendment Total contract amount before this amendment: \$200,000 Total contract amount: \$400,000
Funding Source:	TCP, STP, CMAQ, Regional Measure 2 Capital, LCTOP
Fiscal Impact:	\$200,000 is available in the FY 2017-18 Clipper® Budget
Motion:	That a contract amendment with Invoke Technologies, Inc. to provide consultant services as described above and in the Executive Director’s memorandum dated April 9, 2018 is hereby approved by the Clipper® Executive Board.
Clipper® Executive Board:	<hr/> Denis Mulligan, Chair
Approved:	Date: April 16, 2018



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 18-0232      **Version:** 1      **Name:**

**Type:** Contract      **Status:** Committee Approval

**File created:** 3/20/2018      **In control:** Clipper Executive Board

**On agenda:** 4/16/2018      **Final action:**

**Title:** Contract Actions - Clipper® In-Person Customer Services

- i. Contract Amendment - Clipper® Customer Service Center Operations at Embarcadero Bay Area Rapid Transit (BART) Station: Faneuil, Inc. (\$410,000)
- ii. Contract Amendment - Clipper® Customer Service Center Operations at the San Francisco Ferry Building: Nematode Holdings, LLC (\$265,000)
- iii. Funding Agreement Amendment - Clipper® Customer Service Center Operations at Alameda-Contra Costa Transit District (AC Transit) Headquarters: AC Transit (\$250,000)

Contract Actions for IPCSCs at Embarcadero Station, Ferry Building, and AC Transit.

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [3a In Person Customer Service Center Contracts.pdf](#)

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

Contract Actions - Clipper® In-Person Customer Services

- i. Contract Amendment - Clipper® Customer Service Center Operations at Embarcadero Bay Area Rapid Transit (BART) Station: Faneuil, Inc. (\$410,000)
- ii. Contract Amendment - Clipper® Customer Service Center Operations at the San Francisco Ferry Building: Nematode Holdings, LLC (\$265,000)
- iii. Funding Agreement Amendment - Clipper® Customer Service Center Operations at Alameda-Contra Costa Transit District (AC Transit) Headquarters: AC Transit (\$250,000)

Contract Actions for IPCSCs at Embarcadero Station, Ferry Building, and AC Transit.

**Presenter:**

Kelley Jackson

**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: April 9, 2018

FR: Carol Kuester

RE: Contract Actions – Clipper® In-Person Customer Services

- i. Contract Amendment – Clipper® Customer Service Center Operations at Embarcadero Bay Area Rapid Transit (BART) Station: Faneuil, Inc. (\$410,000)
- ii. Contract Amendment – Clipper® Customer Service Center Operations at the San Francisco Ferry Building: Nematode Holdings, LLC (\$265,000)
- iii. Funding Agreement Amendment – Clipper® Customer Service Center Operations at Alameda-Contra Costa Transit District (AC Transit) Headquarters: AC Transit (\$250,000)

### Background

The Clipper® program currently funds in-person customer service centers (IPCSCs) at two downtown San Francisco locations and the Alameda-Contra Costa Transit District (AC Transit) Oakland headquarters. Located near rail, bus and ferry hubs, these IPCSCs provide a convenient location for transit riders to obtain youth and senior cards so that they have immediate access to discounts based on age eligibility, in addition to savings that are not available to customers who pay with cash or tickets (i.e., discounted transfers and avoidance of surcharges). During the current fiscal year, the two San Francisco locations alone have issued about 20% of all youth and senior cards distributed in the region.

While all transit operators who operate a standard Clipper ticket office terminal can issue adult, youth and senior cards and sell all types of value, the IPCSCs offer a wider range of services. Staff at the IPCSCs can directly register adult cards that have been purchased through other channels, including at card vending machines and retailers, so that customers can maximize the security and account management benefits of Clipper®. These locations also can immediately issue replacement cards, reducing the customer's burden of waiting for a card to arrive in the mail, as well as enabling customers to pay the balance restoration fee with cash instead of by credit/debit card or money order.

### Contract Actions

These contract and funding agreement amendments were contemplated and are included in the Two Year Clipper® Budget and Work Plan approved by the Clipper Executive Board on February 26, 2018. Staff recommends that the Executive Board approve the following contract actions:

**i. Contract Amendment – Clipper® Customer Service Center Operations at Embarcadero Bay Area Rapid Transit (BART) Station: Faneuil, Inc. (Faneuil) (\$410,000)**

In March 2017, this Board approved the recommendation to award Faneuil a contract to operate the Clipper® Customer Service Center at the Embarcadero BART/Muni Metro station following a competitive procurement. The Embarcadero IPCSC replaces over 1,000 cards and completes over 7,500 sales on average each month. The initial contract amount was \$410,770; the proposed amendment would add \$410,000, extending operations for one year through June 30, 2019.

**ii. Contract Amendment – Clipper® Customer Service Center Operations at San Francisco Ferry Building (Bay Crossings): Nematode Holdings, LLC (Nematode) (\$265,000)**

In December 2010, MTC entered into a sole source contract with Nematode to begin offering expanded Clipper® customer services based on the unique position of its Bay Crossings store as the only vendor in the San Francisco Ferry Building selling transit tickets to commuters and tourists. Bay Crossings regularly completes over 4,400 Clipper sales and replaces 225 cards each month. Under this contract, Nematode is also responsible for the maintenance of the ferry departure flap sign in the central lobby of the Ferry Building. The current contract amount is \$1,739,265; the proposed amendment would add \$265,000, extending operations for one year through June 30, 2019 on a sole-source basis.

**iii. Funding Agreement Amendment – Clipper® Customer Service Center Operations at Alameda-Contra Costa Transit District (AC Transit) Headquarters: AC Transit (\$250,000)**

In April 2012, MTC executed a funding agreement with AC Transit for the provision of Clipper® customer services at AC Transit's headquarters in Oakland. AC Transit's multilingual staff issue over 200 replacement cards on average each month and are trained to provide information about using Clipper® on all participating transit services. The current funding agreement amount is 1,565,400; the proposed amendment would add \$250,000, funding these ongoing activities through June 30, 2019.

**Recommendation**

Staff recommends approval of a contract amendment with Faneuil in an amount not to exceed \$410,000, a contract amendment with Nematode in an amount not to exceed \$265,000, and a funding agreement amendment with AC Transit in an amount not to exceed \$250,000, to provide in-person Clipper® customer services as described above and in the attached requests for Board Approval.

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

**Attachment:**

- Attachment A: In-Person Customer Service for the Clipper® Program

## REQUEST FOR CLIPPER® EXECUTIVE BOARD APPROVAL

### Summary of Proposed Contract Amendment

Contractor: Faneuil, Inc.  
Hampton, VA

Work Project Title: Clipper® Customer Service Center Operations at  
Embarcadero Bay Area Rapid Transit (BART) Station

Purpose of Amendment: Provide Clipper® in-person customer service, such as  
issuance of new and replacement cards

Brief Scope of Work: Contractor shall provide trained staff to support a range  
of Clipper® customer services

Project Cost Not to Exceed: \$410,000 (this amendment)  
Total Contract value before this amendment =  
\$410,770  
Total contract amount with this amendment = \$820,770

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

Fiscal Impact: Funds dependent on the approval of the FY 2018-19 MTC  
agency budget

Motion: That a contract amendment with Faneuil, for the purposes  
described herein and in the Executive Director's  
memorandum dated April 9, 2018, is hereby approved by the  
Clipper® Executive Board, subject to adoption of the FY  
2018-19 MTC agency budget.

Executive Board:

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Denis Mulligan, Chair

Approved:

Date: April 16, 2018

## REQUEST FOR CLIPPER® EXECUTIVE BOARD APPROVAL

### Summary of Proposed Contract Amendment

Contractor:	Nematode Holdings, LLC San Francisco, CA
Project Title:	Clipper® Customer Service Operations at San Francisco Ferry Building (Bay Crossings) Operations
Purpose of Contract:	Provide Clipper® in-person customer service, such as issuance of new and replacement cards; distribute MTC project materials; and maintain ferry schedule flap sign display
Brief Scope of Work:	Contractor shall provide trained staff to support a range of Clipper® customer services and the operations and maintenance of the ferry schedule flap sign display
Project Cost Not to Exceed:	<p>\$265,000 (this amendment)</p> <p>Total Contract value including amendments before this amendment = \$1,739,265</p> <p>Total contract amount with this amendment = \$2,004,265</p>
Funding Source:	Regional Measure 2 Marketing and Operations, STA, STP
Fiscal Impact:	Funds dependent on the approval of the FY 2018-19 MTC agency budget.
Motion:	That a contract amendment with Nematode Holdings, for the purposes described herein and in the Executive Director's memorandum dated April 9, 2018, is hereby approved by the Clipper® Executive Board, subject to adoption of the FY 2018-19 MTC agency budget.
Executive Board:	<hr/> Denis Mulligan, Chair
Approved:	Date: April 16, 2018

## REQUEST FOR CLIPPER® EXECUTIVE BOARD APPROVAL

### Summary of Proposed Funding Agreement Amendment

Contractor:	Alameda-Contra Costa Transit District (AC Transit) Oakland, CA
Project Title:	Clipper® Customer Service Center Operations at AC Transit Headquarters
Purpose of Amendment:	Provide Clipper® in-person customer service center in the East Bay
Brief Scope of Work:	Operate Clipper® in-person customer service center at AC Transit's District Headquarters building located at 1600 Franklin Street in Oakland.
Project Cost Not to Exceed:	<p>\$250,000 (this amendment)</p> <p>Total Funding Agreement value including amendments before this amendment = \$1,565,400</p> <p>Total Funding Agreement amount with this amendment = \$1,815,400</p>
Funding Source:	Regional Measure 2 Marketing and Operations, STA, STP
Fiscal Impact:	Funds dependent on the approval of the FY 2018-19 MTC agency budget.
Motion:	That a funding agreement amendment with AC Transit for the purposes described herein and in the Executive Director's memorandum dated April 9, 2018, is hereby approved by the Clipper® Executive Board, subject to adoption of the FY 2018-19 MTC agency budget.
Executive Board:	<hr/> <p>Denis Mulligan, Chair</p>
Approved:	Date: April 16, 2018



# In-Person Customer Service for the Clipper® Program

April 16, 2018

Clipper® Executive Board

Agenda Item 3a  
Attachment A



# Clipper Customer Service Center Locations



# In-Person Services

Available Clipper Services	Retailers	Standard transit agency ticket office	Clipper Customer Service Center (Embarcadero, Bay Crossings and AC Transit)*
Issue Adult Clipper cards	X	X	X
Issue Senior and Youth Clipper cards		X	X
Add value to all Clipper cards	X	X	X
Accept paper transit vouchers	?	X	X
Accept transit benefit debit cards		X	X
Accept split payments	?	X	X
Answer general questions about the Clipper program		X	X
Register previously issued Adult cards			X
Immediate replacement of lost, stolen, damaged and defective non-personalized cards			X
Accept cash payment for balance restoration fee			X

\*These services are also available at The Hub at the Bay Area Metro Center and the VTA Downtown Customer Service Center, but these locations are not branded as Clipper Customer Service Centers.

# Contract and Funding Agreement Amendments for Approval

- Faneuil, Inc. (\$410k)
  - The Embarcadero IPCSC replaces over 1,000 cards and completes over 7,500 sales on average each month
- Nematode Holdings, LLC (\$265k)
  - Bay Crossings staff regularly complete over 4,400 Clipper sales and replace 225 cards each month
- AC Transit (\$250k)
  - Multilingual staff issue over 200 replacement cards each month and are trained to provide information about using Clipper on all participating operators



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 18-0233      **Version:** 1      **Name:**

**Type:** Contract      **Status:** Committee Approval

**File created:** 3/20/2018      **In control:** Clipper Executive Board

**On agenda:** 4/16/2018      **Final action:**

**Title:** Contract Actions - Customer Research, Education and Outreach for the Clipper® Program

- i. Contract Amendment - Customer Information Services: MIG, Inc. (\$625,000)
- ii. Contract Amendment - Distribution and Communications Planning and Support Services: Synapse Strategies (\$250,000)
- iii. Contract Amendment - Clipper® Customer Education/Outreach Services: Caribou Public Relations (\$200,000)
- iv. Contract Amendment - Electronic Payments Consultant Assistance Services: Resource Development Associates, Inc. (\$200,000)

Contract Actions for Customer Research, Education, Outreach, and Operational Monitoring for the Clipper® Program.

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [3b Customer Communications Contracts.pdf](#)

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

Contract Actions - Customer Research, Education and Outreach for the Clipper® Program

- i. Contract Amendment - Customer Information Services: MIG, Inc. (\$625,000)
- ii. Contract Amendment - Distribution and Communications Planning and Support Services: Synapse Strategies (\$250,000)
- iii. Contract Amendment - Clipper® Customer Education/Outreach Services: Caribou Public Relations (\$200,000)
- iv. Contract Amendment - Electronic Payments Consultant Assistance Services: Resource Development Associates, Inc. (\$200,000)

Contract Actions for Customer Research, Education, Outreach, and Operational Monitoring for the Clipper® Program.

**Presenter:**

Kelley Jackson

**Recommended Action:**

Board Approval

**Attachments:**



### Agenda Item 3b

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: April 9, 2018

FR: Carol Kuester

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

- i. Contract Amendment – Customer Information Services: MIG, Inc. (\$625,000)
- ii. Contract Amendment – Distribution and Communications Planning and Support Services: Synapse Strategies (\$250,000)
- iii. Contract Amendment – Clipper® Customer Education/Outreach Services: Caribou Public Relations (\$200,000)
- iv. Contract Amendment – Electronic Payments Consultant Assistance Services: Resource Development Associates, Inc. (\$200,000)

### Background

MTC engages contractors to assist with the strategic planning and implementation of customer research, education and outreach initiatives to benefit current and potential Clipper® customers.

During FY 2017-18, MTC partnered with a small group of transit operator representatives to review and provide feedback on the next-generation Clipper® system (C2) public engagement efforts. Based on the success of this regional effort, MTC will continue to work with this advisory group to develop and implement the FY 2018-19 communications work plan. Throughout the year, the advisory group will have the opportunity to review plans for key initiatives and offer input on the work plan's implementation.

The work plan will include ongoing C2 public engagement support, but staff also intends to use the data collected in 2017 to inform regional marketing campaign messaging and improvements to website content and print materials. Staff anticipates that these efforts will dovetail with MTC's ongoing mandate to provide Clipper® information and outreach to Title VI and Environmental Justice-protected populations.

MTC also strives to support transit operator fare policy and service changes that create demand for Clipper® cards and information. MTC partnered with BART this past year to support the expansion of the eligibility for youth discounts and the introduction of a discount for customers who pay with Clipper® instead of tickets. We are positioned to use lessons learned from this successful initiative to support other operators who choose to launch or expand discounts for Clipper® customers. During FY 2018-19, we also anticipate supporting AC Transit, BART, VTA and WETA as they begin service to new stations and terminals or enhance existing service (i.e., AC Transit's Bus Rapid Transit route).

Attachment A provides an overview of the draft Clipper® customer education work plan for FY 2018-19 along with a summary of projects completed during FY 2016-17 and FY 2017-18.

## **Contract Actions**

Staff recommends that the Executive Board approve the following contract actions. These contract amendments were contemplated and are included in the Two Year Clipper® Budget and Work Plan approved by the Clipper Executive Board on February 26, 2018. All of the following consultants are part of the pre-qualified Electronic Payment Implementation and Operations consultant bench competitively selected by MTC in May 2016:

**i. Contract Amendment – Customer Information Services: MIG, Inc. (MIG) (\$625,000)**

Under this contract amendment, MIG will continue to implement campaigns to increase adoption, assist with public engagement for the C2 system, and prepare updates to online and print materials in support for ongoing operational changes, such as fare policy changes and Clipper® system improvements. The current contract amount is \$1,300,000; the proposed amendment would add \$625,000. This contract will expire on June 30, 2019.

**ii. Contract Amendment – Distribution and Communications Planning and Support Services: Synapse Strategies (Synapse) (\$250,000)**

Tasks under this contract amendment include operational reporting and strategic planning and management of the public engagement process for the C2 system, as well as general education initiatives and research. The current contract amount is \$260,000; the proposed amendment would add \$250,000, extending the period of performance for one year through June 30, 2019.

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

Under the proposed contract amendment, Caribou will provide Clipper® outreach services to transit riders, including Title VI-protected customers. The current contract amount is \$200,000; the proposed amendment would add \$200,000, extending the period of performance for one year through June 30, 2019.

**iv. Contract Amendment – Electronic Payments Consultant Assistance Services: Resource Development Associates, Inc. (RDA) (\$200,000)**

Under this contract amendment, RDA will continue to provide operational monitoring and reporting services to support the communications and outreach program, including reporting on the outcomes of outreach activities, tracking discounted Clipper® card distribution, and monitoring customer service issues. The current contract amount is \$380,000; the proposed amendment would add \$200,000, extending the period of performance for one year through June 30, 2019.

## **Recommendation**

Staff recommends that the Executive Board approve contract amendments with MIG (\$625,000), Synapse Strategies (\$250,000), Caribou (\$200,000) and RDA (\$200,000). MTC will return to the Executive Board for authorization of any additional contracts or contract amendments needed to support the customer research, education and outreach program that exceed the MTC Executive Director's signature authority.



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Carol Kuester

## **Attachments:**

- Attachment A: Clipper® Customer Education Program Activities (FY 2016-17 through FY 2018-19)
- Attachment B: Customer Research, Education and Outreach for the Clipper® Program



**Attachment A**  
**Clipper® Customer Education Program Activities (FY 2016-17 through FY 2018-19)**

Fiscal Year 2018-19 (Draft)			
Activity	Primary Audience	Secondary Audience	Tactics
Marin Transit as stand-alone operator (contingent on change order being executed)	<ul style="list-style-type: none"> <li>Marin Transit riders</li> </ul>		<ul style="list-style-type: none"> <li>Outreach events</li> <li>Social media announcements</li> <li>Website announcements</li> <li>Content and programming updates to clippercard.com</li> <li>Car cards and onboard signage</li> <li>Card sleeve</li> <li>Take-one with retailer list</li> </ul>
SFMTA fare differential (contingent on Board approval)	<ul style="list-style-type: none"> <li>SFMTA</li> </ul>	<ul style="list-style-type: none"> <li>BART</li> <li>Caltrain</li> <li>SamTrans</li> </ul>	<ul style="list-style-type: none"> <li>Outreach events</li> <li>Social media announcements</li> <li>Website announcements</li> <li>Content and programming updates to clippercard.com</li> <li>Advertising</li> <li>Car cards and onboard signage</li> <li>Retailer signage</li> <li>Ticket machine decals</li> <li>Card sleeve</li> <li>Take-one with retailer list</li> </ul>
“Clipper is for You” campaign	<ul style="list-style-type: none"> <li>TBD</li> </ul>		<ul style="list-style-type: none"> <li>Social media announcements</li> <li>Website announcements</li> <li>Advertising: digital and out-of-home media (i.e., transit shelters)</li> <li>Car cards and onboard signage</li> <li>Outreach events</li> <li>Coordination with operators on website content and messaging</li> </ul>
Tourist-focused campaign	<ul style="list-style-type: none"> <li>Visitors to region who now can get Clipper cards at SFO and OAK airports</li> </ul>	<ul style="list-style-type: none"> <li>Resources for travelers (e.g., TripAdvisor)</li> </ul>	<ul style="list-style-type: none"> <li>Digital advertising</li> <li>Content and programming updates to clippercard.com</li> <li>Explore potential stakeholder partnerships</li> <li>Engage in travel site discussion boards</li> </ul>
Clipper card vending at VTA light-rail stations	<ul style="list-style-type: none"> <li>VTA</li> </ul>	<ul style="list-style-type: none"> <li>Caltrain</li> <li>SamTrans</li> </ul>	<ul style="list-style-type: none"> <li>Brochure updates</li> <li>Social media announcements</li> <li>Content and programming updates to clippercard.com</li> <li>Customer service training</li> </ul>
Miscellaneous regional events, including service expansions	<ul style="list-style-type: none"> <li>AC Transit</li> <li>BART</li> <li>VTA</li> <li>WETA</li> <li>Regional</li> </ul>	<ul style="list-style-type: none"> <li>VTA riders</li> </ul>	<ul style="list-style-type: none"> <li>AC Transit Bus Rapid Transit support</li> <li>BART National Night Out outreach events</li> <li>BART to San Jose station openings</li> <li>WETA’s launch of Richmond service</li> <li>Brochure updates</li> </ul>

Fiscal Year 2018-19 (Draft)			
Activity	Primary Audience	Secondary Audience	Tactics
			<ul style="list-style-type: none"> <li>• Social media announcements</li> <li>• Content and programming updates to clippercard.com</li> <li>• Customer service training</li> </ul>
Miscellaneous fare policy changes and operations support	<ul style="list-style-type: none"> <li>• AC Transit</li> <li>• Caltrain</li> <li>• Golden Gate Transit</li> <li>• TBD</li> </ul>		<ul style="list-style-type: none"> <li>• Brochure changes</li> <li>• Content and programming updates to clippercard.com</li> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Emails to targeted registered customers</li> <li>• Customer service training</li> </ul>
C2 public engagement	<ul style="list-style-type: none"> <li>• Current and potential Clipper customers</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing collection of feedback via email, social media and phone</li> <li>• Content and programming updates to futureofclipper.com</li> <li>• Focus groups and research, as needed</li> </ul>
Regional communications plan	<ul style="list-style-type: none"> <li>• Participating transit operators</li> </ul>		<ul style="list-style-type: none"> <li>• Develop criteria for distributing operator-specific news and announcements through Clipper email and online channels</li> <li>• Work with Clipper Contractor to develop a process to receive and disseminate operator communications</li> </ul>
Brochure streamlining	<ul style="list-style-type: none"> <li>• Current and potential Clipper customers</li> </ul>		<ul style="list-style-type: none"> <li>• Review print materials and identify opportunities to streamline content and better communicate ideas (i.e., infographics)</li> </ul>
Website improvements	<ul style="list-style-type: none"> <li>• Current and potential Clipper customers</li> </ul>		<ul style="list-style-type: none"> <li>• Coordination with Cubic for implementation of responsive site that is optimized for different devices</li> <li>• Develop improved account management interface</li> </ul>
Social media management	<ul style="list-style-type: none"> <li>• Current and potential Clipper customers</li> </ul>		<ul style="list-style-type: none"> <li>• Compose new posts and share program partner posts</li> <li>• Respond to inquiries and address customer service escalations, as needed</li> </ul>

Fiscal Year 2017-18			
Activity	Primary Audience	Secondary Audience	Tactics
SMART launch	<ul style="list-style-type: none"> <li>• SMART</li> </ul>	<ul style="list-style-type: none"> <li>• Golden Gate Transit/Ferry</li> <li>• Marin Transit</li> <li>• Petaluma Transit</li> <li>• Santa Rosa CityBus</li> <li>• Sonoma County Transit</li> </ul>	<ul style="list-style-type: none"> <li>• Outreach events (42)</li> <li>• Operator microsite</li> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Content and programming updates to clippercard.com</li> <li>• Instructional videos</li> <li>• Advertising</li> <li>• Customer service training</li> </ul>
BART fare policy changes <ul style="list-style-type: none"> <li>• Fare increase</li> <li>• Paper ticket surcharge</li> <li>• Change in youth age and discount</li> </ul>	<ul style="list-style-type: none"> <li>• BART</li> </ul>		<ul style="list-style-type: none"> <li>• Outreach events</li> <li>• Engage community-based organizations to participate in free card distribution program</li> <li>• Brochure updates</li> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Content and programming updates to clippercard.com</li> </ul>
Downtown Berkeley BART station Clipper-only gates	<ul style="list-style-type: none"> <li>• BART</li> </ul>	AC Transit	<ul style="list-style-type: none"> <li>• Design informational signage</li> <li>• Review of BART signage and communications</li> <li>• Social media announcements</li> </ul>
Clipper card vending machines at BART stations	<ul style="list-style-type: none"> <li>• BART</li> </ul>	<ul style="list-style-type: none"> <li>• AC Transit</li> <li>• County Connection</li> <li>• Tri Delta Transit</li> <li>• Union City Transit</li> <li>• WestCAT</li> <li>• Wheels</li> </ul>	<ul style="list-style-type: none"> <li>• Brochure updates</li> <li>• Social media announcements</li> <li>• Content and programming updates to clippercard.com</li> <li>• Customer service training</li> </ul>
Discontinuation of Park with Clipper pilot program	<ul style="list-style-type: none"> <li>• Park with Clipper customers</li> </ul>		<ul style="list-style-type: none"> <li>• Website announcements</li> <li>• Content and programming updates to clippercard.com</li> <li>• Development of notice for parking garage operators to post</li> <li>• Coordinate signage removal</li> <li>• Emails to targeted registered customers</li> <li>• Customer service training</li> </ul>
C2 public engagement	<ul style="list-style-type: none"> <li>• Current and potential Clipper customers</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders, including community-based organizations, accessibility organizations, employers, transit agency advisory groups</li> </ul>	<ul style="list-style-type: none"> <li>• Content and programming updates to futureofclipper.com</li> <li>• Stakeholder interviews and presentations</li> <li>• Final report</li> <li>• Presentations on results</li> </ul>

Fiscal Year 2017-18			
Activity	Primary Audience	Secondary Audience	Tactics
Cash-customer survey	<ul style="list-style-type: none"> <li>Regional</li> </ul>		<ul style="list-style-type: none"> <li>Intercept survey and report</li> </ul>
Biennial customer satisfaction survey	<ul style="list-style-type: none"> <li>Regional</li> </ul>		<ul style="list-style-type: none"> <li>Intercept survey and report</li> </ul>
Miscellaneous regional events	<ul style="list-style-type: none"> <li>BART</li> <li>Regional</li> </ul>		<ul style="list-style-type: none"> <li>BART National Night Out outreach events</li> <li>Outreach support for BART to Antioch station openings</li> <li>Content and programming updates to clippercard.com</li> <li>License agreements updates</li> <li>Signage for Clipper vending machines planned for Transbay Transit Center</li> </ul>
Miscellaneous fare policy changes and operations support	<ul style="list-style-type: none"> <li>Caltrain</li> <li>VTA</li> </ul>		<ul style="list-style-type: none"> <li>Brochure changes</li> <li>Content and programming updates to clippercard.com</li> <li>Social media announcements</li> <li>Website announcements</li> <li>Emails to targeted registered customers</li> <li>Customer service training</li> </ul>
Communications material archive	<ul style="list-style-type: none"> <li>Regional</li> </ul>		<ul style="list-style-type: none"> <li>Development of online archive for creative files and messaging for transit operator use</li> </ul>
Brand Style Guide Update	<ul style="list-style-type: none"> <li>Program partners</li> </ul>	<ul style="list-style-type: none"> <li>Private industry</li> </ul>	<ul style="list-style-type: none"> <li>Update guidelines to reflect current standards</li> <li>Develop brand compliance review form</li> <li>Update clippercard.com content and post file</li> </ul>
Website improvements	<ul style="list-style-type: none"> <li>Current and potential Clipper customers</li> </ul>		<ul style="list-style-type: none"> <li>Promote opportunity to opt-in for program communications</li> <li>Accessibility improvements to online forms and account management pages</li> <li>Developing plans for streamlined content and navigation</li> <li>Coordination with Cubic for development of responsive site that is optimized for different devices</li> </ul>
Social media management	<ul style="list-style-type: none"> <li>Current and potential Clipper customers</li> </ul>		<ul style="list-style-type: none"> <li>Compose new posts and share program partner posts</li> <li>Respond to inquiries and address customer service escalations, as needed</li> </ul>

Fiscal Year 2016-17			
Activity	Primary Audience	Secondary Audience	Tactics
Union City Transit Launch	<ul style="list-style-type: none"> <li>• Union City Transit</li> </ul>	<ul style="list-style-type: none"> <li>• AC Transit</li> <li>• BART</li> </ul>	<ul style="list-style-type: none"> <li>• Outreach events (3)</li> <li>• Operator microsite</li> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Press release</li> <li>• Content and programming updates to clippercard.com</li> <li>• Revisions to existing brochures</li> <li>• Ticket office decals</li> <li>• Vehicle decals</li> <li>• Card sleeve</li> <li>• Customer service training</li> </ul>
SMART launch preparation	<ul style="list-style-type: none"> <li>• SMART</li> </ul>		<ul style="list-style-type: none"> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Content updates to clippercard.com</li> <li>• Revisions to existing brochures</li> <li>• Ticket office decals</li> <li>• Card sleeve</li> <li>• Station signage</li> <li>• Customer service training</li> </ul>
SFMTA fare differential	<ul style="list-style-type: none"> <li>• SFMTA</li> </ul>	<ul style="list-style-type: none"> <li>• BART</li> <li>• SamTrans</li> </ul>	<ul style="list-style-type: none"> <li>• Outreach events (62)</li> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Content updates to clippercard.com</li> <li>• Advertising: digital banner ads, 30-second animated video</li> <li>• Car cards</li> <li>• Retailer signage</li> <li>• Ticket machine decals</li> <li>• Card sleeve</li> <li>• Take-one with retailer list</li> </ul>
Miscellaneous regional events	<ul style="list-style-type: none"> <li>• BART</li> <li>• Regional</li> </ul>		<ul style="list-style-type: none"> <li>• BART National Night Out outreach events (6)</li> <li>• Privacy policy updates</li> <li>• Customer service training for The Hub</li> </ul>
Miscellaneous fare policy changes and operations support	<ul style="list-style-type: none"> <li>• AC Transit</li> <li>• Golden Gate Transit/Ferry</li> <li>• San Francisco Bay Ferry</li> <li>• SFMTA</li> </ul>		<ul style="list-style-type: none"> <li>• Content updates to clippercard.com</li> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Emails to targeted registered customers</li> <li>• Signage for San Francisco Bay Ferry</li> <li>• Customer service training</li> </ul>
Ford GoBike Launch	<ul style="list-style-type: none"> <li>• Current and potential Clipper customers</li> </ul>		<ul style="list-style-type: none"> <li>• Social media announcements</li> <li>• Website announcements</li> <li>• Press release</li> <li>• Content updates to clippercard.com</li> <li>• Outreach for program launch (1)</li> <li>• Customer service training</li> </ul>

Fiscal Year 2016-17			
Activity	Primary Audience	Secondary Audience	Tactics
Relocation of Clipper Customer Service Center at Embarcadero BART/Muni Metro Station	<ul style="list-style-type: none"> <li>• Current and potential Clipper customers</li> </ul>		<ul style="list-style-type: none"> <li>• Signage for exterior walls, windows and stanchions</li> <li>• Social media announcements</li> </ul>
Website improvements	<ul style="list-style-type: none"> <li>• Current and potential Clipper customers</li> </ul>		<ul style="list-style-type: none"> <li>• Refresh and standardization of microsite content</li> <li>• Updated value availability language</li> <li>• Streamlined home page menu options</li> <li>• New transit operator logos as needed</li> <li>• New header and footer</li> </ul>
Social media management	<ul style="list-style-type: none"> <li>• Current and potential Clipper customers</li> </ul>		<ul style="list-style-type: none"> <li>• Compose new posts and share program partner posts</li> <li>• Respond to inquiries and address customer service escalations, as needed</li> </ul>

## REQUEST FOR CLIPPER® EXECUTIVE BOARD APPROVAL

### Summary of Proposed Contract Amendment

Contractor: MIG, Inc.  
Berkeley, CA

Work Project Title: Public Awareness and Customer Education Services

Purpose of Amendment: Provide assistance with Clipper® research, communications and customer education efforts

Brief Scope of Work: Provide customer education information through printed materials, online content and, where appropriate, paid media, i.e., advertisements

Project Cost Not to Exceed: \$625,000 (this amendment)  
Total Contract value including amendments before this amendment = \$1,300,000  
Total contract amount with this amendment = \$1,925,000

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

Fiscal Impact: Funds dependent on the approval of the FY 2018-19 MTC agency budget

Motion: That a contract amendment with MIG, Inc., for the purposes described herein and in the Executive Director's memorandum dated April 9, 2018, is hereby approved by the Clipper® Executive Board, subject to adoption of the FY 2018-19 MTC agency budget.

Executive Board:

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Denis Mulligan, Chair

Approved:

Date: April 16, 2018

## REQUEST FOR CLIPPER® EXECUTIVE BOARD APPROVAL

### Summary of Proposed Contract Amendment

Contractor:	Synapse Strategies Oakland, CA
Project Title:	Operational Reporting and Communications Planning and Support Services
Purpose of Contract:	Support operational reporting and provide strategic planning and oversight for customer education and communications functions
Brief Scope of Work:	Oversee customer education and outreach services; planning and support services related to Clipper® operational reporting and communications initiatives
Project Cost Not to Exceed:	\$250,000 (this amendment) Total Contract value including amendments before this amendment = \$260,000 Total contract amount with this amendment = \$510,000
Funding Source:	Regional Measure 2 Marketing and Operations, STA, STP
Fiscal Impact:	Funds dependent on the approval of the FY 2018-19 MTC agency budget.
Motion:	That a contract amendment with Synapse Strategies, for the purposes described herein and in the Executive Director's memorandum dated April 9, 2018, is hereby approved by the Clipper® Executive Board, subject to adoption of the FY 2018-19 MTC agency budget.

Executive Board:

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Denis Mulligan, Chair

Approved:

Date: April 16, 2018



## REQUEST FOR CLIPPER® EXECUTIVE BOARD APPROVAL

### Summary of Proposed Contract Amendment

Contractor:	Caribou Public Relations San Francisco, CA
Project Title:	Clipper® Customer Education/Outreach Services
Purpose of Amendment:	On-call public outreach services
Brief Scope of Work:	Provide general education and communicate the benefits of Clipper® to Bay Area transit riders, including Title VI-protected customers
Project Cost Not to Exceed:	\$200,000 (this amendment) Total Contract value including amendments before this amendment = \$200,000 Total contract amount with this amendment = \$400,000
Funding Source:	Regional Measure 2 Marketing and Operations, STA, STP
Fiscal Impact:	Funds dependent on the approval of the FY 2018-19 MTC agency budget.
Motion:	That a contract amendment with Caribou Public Relations for the purposes described herein and in the Executive Director's memorandum dated April 9, 2018, is hereby approved by the Clipper® Executive Board, subject to adoption of the FY 2018-19 MTC agency budget.
Executive Board:	<hr/> Denis Mulligan, Chair
Approved:	Date: April 16, 2018

## REQUEST FOR CLIPPER® EXECUTIVE 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:	Provide information about Clipper® program performance through operational monitoring and reporting
Brief Scope of Work:	Operational monitoring and reporting on discounted Clipper® card distribution, customer service issues, 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 = \$380,000 Total contract amount with this amendment = \$580,000
Funding Source:	TCP, STP, CMAQ, STA, Regional Measure 2 Operating
Fiscal Impact:	Funds dependent on the approval of the FY 2018-19 MTC agency budget
Motion by Board:	That a contract amendment with Resource Development Associates, Inc., for the purposes described herein and in the Executive Director's memorandum dated April 9, 2018, is hereby approved by the Clipper® Executive Board, subject to adoption of the FY 2018-19 MTC agency budget.
Executive Board:	<hr/> Denis Mulligan, Chair
Approved:	Date: April 16, 2018



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

April 16, 2018

Clipper® Executive Board

Agenda Item 3b  
Attachment B

# Contract Actions for Approval

- Synapse Strategies (\$250k)
  - Strategic planning and management of the communications program and operational reporting
- MIG, Inc. (\$625k)
  - Creative development and media buys
  - Manage social media and futureofclipper.com
- Caribou Public Relations (\$200k)
  - Outreach to transit riders, including Title VI-protected customers
- Research Development Associates, Inc. (\$200k)
  - Monitoring and reporting on the outcomes of outreach activities, customer service issues and card distribution

# Fiscal Year 2017-18 Activities



## Get a Card and Add Value

You can add cash value,\* a SMART 31-day pass or both at:

- SMART fare machines
- clippercard.com
- 877.878.8883
- Participating retailers
- Participating transit agency ticket offices

Visit clippercard.com for all retailers.

\*Accepted on all participating transit agencies.

Make sure you have a valid pass or cash value on your card.

Senior and RTC Clipper card customers can add value at the time you board.

## Tag On and Tag Off

1. When you arrive at the station, hold your card flat against the reader.

2. Hold your card flat against the reader.

3. Wait for the beep and green light on the reader.

4. When you exit the train, hold your card flat against the reader again to tag off.

Tagging off ensures Clipper charge and applies appropriate discount.

Learn how to apply for a Youth, Clipper card at clippercard.com.

Get detailed fare information by SonomaMarinTrain.org.

clippercard.com | 877.878.8883

## USO DE CLIPPER EN SMART

### Obtenga una tarjeta y agregue valor

Usted puede agregar valor en efectivo,\* un pase SMART de 31 días, o ambos en:

- Máquinas de pasajes de SMART
- clippercard.com
- 877.878.8883
- Tiendas participantes
- Taquillas de las agencias de transporte público participantes

Visite clippercard.com para ver una lista completa de ubicaciones de tiendas.

\*Aceptado en todos los sistemas de transporte público participantes.

Asegúrese de tener un pase válido o un mínimo de \$3.50 en valor en efectivo en su tarjeta (\$1.75 para los clientes de la tarjeta Clipper para Jóvenes, Adultos Mayores y RTC) antes de abordar.

Pasar La Tarjeta al Subir y Bajar

1. Cuando llegue a la estación, localice el lector de tarjetas Clipper en el andén.

2. Sostenga su tarjeta de forma plana contra el logotipo Clipper que está en el lector.

3. Espere al pitido y a la luz verde, luego aborde el tren.

4. Al bajarse del tren, sostenga su tarjeta sobre el lector de tarjetas nuevamente para registrar la salida.

Al registrar la salida garantiza que Clipper cobra la tarifa correcta y aplica los descuentos con descuento apropiados para Golden Gate Transit, Marin Transit, Petaluma Transit, Santa Rosa City/Bus y Sonoma County Transit.

## BE READY TO RIDE SMART

## GET YOUR CLIPPER CARD

## LEARN MORE ABOUT CLIPPER ON SMART

## 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
- Clipper Customer Service at 877.878.8883

Visit 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

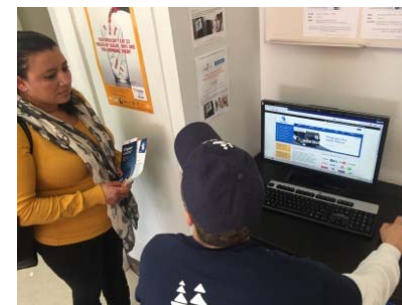
When you register your card, Clipper can replace your card and balance for a small fee. Registration is optional, but it's free and easy—just visit clippercard.com.

clippercard.com | 877.878.8883



Ensure you are charged the correct fare.

SMART Launch

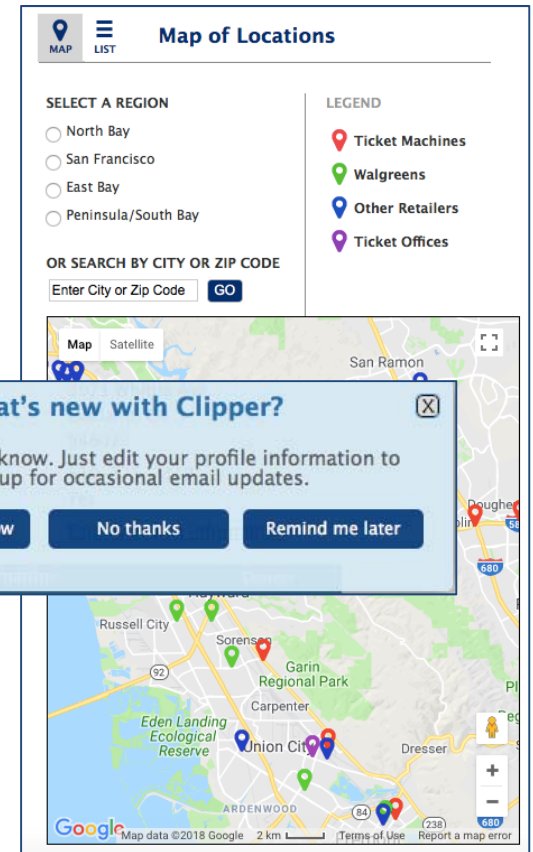


BART Fare Policy Changes and Clipper Ticket Machine Sales Launch



# Fiscal Year 2017-18 Activities

## C2 Public Engagement



Satisfied 97%

22%

75%

Biennial  
Customer  
Satisfaction  
Survey

SUPER  
HAPPY  
CUSTOMERS!

Dissatisfied  
2%

Website Improvements





# Next Steps

- Operator advisory group
  - BART, Caltrain/SamTrans, GGBHTD, SFMTA and VTA
- Use C2 public engagement data now
  - Address misconceptions about Clipper
  - Optimize communication channels for better customer service
  - Promote benefits



## Draft Work Plan for FY 2018-19

- Extended regional campaign
  - Focus on 2-3 operators at a time
- Visitor-focused campaign
  - Leverage availability of cards at SFO and OAK
  - Customer service and operational benefits
- Support for fare changes and service expansions
  - AC Transit, BART, SFMTA, VTA and WETA
- Communications improvements
  - Website, print materials and email
- C2 public engagement





# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

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**File #:** 18-0234      **Version:** 1      **Name:**  
**Type:** Report      **Status:** Committee Approval  
**File created:** 3/20/2018      **In control:** Clipper Executive Board  
**On agenda:** 4/16/2018      **Final action:**  
**Title:** Proposed Revisions to Clipper® Executive Board Policy  
Update to Clipper® Executive Board Policy.

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [3c\\_Clipper Board Policy.pdf](#)

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

Proposed Revisions to Clipper® Executive Board Policy

Update to Clipper® Executive Board Policy.

**Presenter:**

Edward Meng

**Recommended Action:**

Board Approval

**Attachments:**



### Agenda Item 3c

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: April 9, 2018

FR: Carol Kuester

RE: Proposed Revisions to Clipper® Executive Board Policy

At the February 2018 Clipper® Executive Board meeting, several Board Members requested that Board meetings be scheduled only when substantive program approvals and key informational items are necessary. Under the Amended and Restated Memorandum of Understanding (MOU) and Executive Board Procedures Manual (adopted in February 2016 and amended in April 2017), the Board is required to meet regularly, but not less than quarterly, which allows for cancellation of meetings if a quorum cannot be convened or if there is insufficient business to warrant a meeting.

There is, however, a program need for Board approval of contractual actions to facilitate normal conduct of business when Board meetings are canceled or rescheduled. The Board Procedures Manual includes the following provision:

“The Chair shall perform such functions as may be delegated by action of the Board. Where circumstances warrant, the Chair may, in the absence of existing policy, act as necessary for the Board between its scheduled meetings and shall report that action at the next Board meeting.”

#### **Recommended Policy**

MTC and transit operator staff recommend that the Executive Board approve a policy that would empower the Clipper® Executive Board Chair to act on behalf the Clipper® Executive Board to approve contractual items that are not “Significant Business Matters” (defined in the MOU as contractual items with a financial impact less than \$250,000) in periods between scheduled meetings. The Chair would then report such actions at the next scheduled Board meeting. No revisions to the MOU or the Executive Board Procedures Manual would be required to effectuate this policy.

MTC and transit operators will continue to work together to identify potential for further operational and program efficiency, and will update or recommend policies subject to the approval of the Clipper® Executive Board.

Carol Kuester



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

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**File #:** 18-0156      **Version:** 1      **Name:**  
**Type:** Report      **Status:** Informational  
**File created:** 2/15/2018      **In control:** Clipper Executive Board  
**On agenda:** 4/16/2018      **Final action:**

**Title:**

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:**

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