



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,
Michael Hursh, Therese W. McMillan, Rick Ramacier, and
Nina Rannells*

Monday, April 15, 2019	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. [19-0300](#) Minutes of the March 18, 2019 Meeting

Action: Board Approval

Attachments: [2a CEB Minutes Mar 18 2019.pdf](#)

3. Approval

- 3a. [19-0302](#) Contract Actions - In-person Clipper® Customer Service Center (IPCSC) Amendments
- i. Contract Amendment - Clipper Customer Service Center Operations at Embarcadero San Francisco Bay Area Rapid Transit (BART) Station: Faneuil, Inc. (\$415,000)
 - ii. Contract Amendment - Clipper Customer Service Center Operations at the San Francisco Ferry Building: Nematode Holdings, LLC (\$300,000)
 - 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 Customer Service Contracts.pdf](#)

- 3b. [19-0303](#) Contract Actions - Customer Research, Education and Outreach for the Clipper® Program
- i. Contract Amendment - Customer Information Services: MIG, Inc. (\$770,000)
 - ii. Contract Amendment - Electronic Payments Consultant Assistance Services: Resource Development Associates, Inc. (\$270,000)

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](#)

4. Executive Director's Report – Kuester

5. Public Comment / Other Business

6. Adjournment / Next Meeting

The next meeting of the Clipper® Executive Board will be Monday, May 20, 2019 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) for public review for at least one year.

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

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

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

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

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



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 19-0300 **Version:** 1 **Name:**
Type: Minutes **Status:** Consent
File created: 3/15/2019 **In control:** Clipper Executive Board
On agenda: 4/15/2019 **Final action:**
Title: Minutes of the March 18, 2019 Meeting
Sponsors:
Indexes:
Code sections:
Attachments: [2a_CEB Minutes_Mar 18 2019.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:
Minutes of the March 18, 2019 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,
Michael Hursh, Therese W. McMillan, Rick Ramacier, and
Nina Rannells*

Monday, March 18, 2019

1:30 PM

Caltrain / SamTrans
1250 San Carlos Ave, 2nd Floor
San Carlos CA, 94070
Caltrain / SamTrans Auditorium

1. Roll Call / Confirm Quorum

Present: 7 - Chair Mulligan, Vice Chair Reiskin, Board Member Crunican, Board Member Hartnett, Board Member Hursh, Board Member Rannells, and Board Member McMillan

Absent: 2 - Board Member Fernandez, and Board Member Ramacier

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

2. Welcome Therese W. McMillan, Executive Director MTC

3. Consent Calendar

Upon the motion by Vice Chair Reiskin and second by Board Member Hartnett, the Consent Calendar was unanimously approved. The motion carried by the following vote:

Aye: 8 - Chair Mulligan, Vice Chair Reiskin, Board Member Crunican, Board Member Fernandez, Board Member Hartnett, Board Member Hursh, Board Member Rannells and Board Member McMillan

Absent: 1 - Board Member Ramacier

3a. [19-0178](#) Minutes of the February 25, 2019 Meeting

Action: Board Approval

Attachments: [3a_CEB Minutes_Feb 25 2019.pdf](#)

4. Approval

4a. [19-0212](#) Clipper® Two Year Budget and Work Plan

Approval of Clipper Two Year Operating and Capital Budget and Work Plan.

Action: Board Approval

Presenter: Edward Meng

Attachments: [4a Two Year Budget and Work Plan.pdf](#)

Upon the motion by Board Member Hursh and second by Board Member Rannells, the Clipper® Two Year Budget and Work Plan was unanimously approved. The motion carried by the following vote:

Aye: 8 - Chair Mulligan, Vice Chair Reiskin, Board Member Crunican, Board Member Fernandez, Board Member Hartnett, Board Member Hursh, Board Member Rannells and Board Member McMillan

Absent: 1 - Board Member Ramacier

4b. [19-0226](#) Clipper® Contract Amendment - Next Generation Clipper System Advisor Contract: IBI Group (IBI) (\$4,000,000)

Approval of a contract amendment with IBI in an amount not to exceed \$4 million for continued support to the next generation Clipper system project.

Action: Board Approval

Presenter: Jason Weinstein

Attachments: [4b IBI Contract Amendment.pdf](#)

Upon the motion by Board Member Hursh and second by Board Member Crunican, the Clipper® Contract Amendment - Next Generation Clipper System Advisor Contract: IBI Group (IBI) (\$4,000,000) was unanimously approved. The motion carried by the following vote:

Aye: 8 - Chair Mulligan, Vice Chair Reiskin, Board Member Crunican, Board Member Fernandez, Board Member Hartnett, Board Member Hursh, Board Member Rannells and Board Member McMillan

Absent: 1 - Board Member Ramacier

5. Information

5a. [19-0213](#) Current Clipper® Program Update

Update on the current Clipper system.

Action: Information

Presenter: Jason Weinstein

Attachments: [5a_C1 Program Update.pdf](#)

5b. [19-0214](#) Next Generation Clipper® System Integrator Implementation Update

Update on the Next-Generation Clipper System Implementation.

Action: Information

Presenter: Jason Weinstein

Attachments: [5b_C2 SI Update.pdf](#)

6. Executive Director's Report – Kuester

7. Public Comment / Other Business

8. Adjournment / Next Meeting

The next meeting of the Clipper® Executive Board will be Monday, April 15, 2019 at 1:30 p.m. in the BART Board Room, 3rd Floor, 344 20th Street, Oakland, CA.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 19-0302 **Version:** 1 **Name:**

Type: Contract **Status:** Committee Approval

File created: 3/15/2019 **In control:** Clipper Executive Board

On agenda: 4/15/2019 **Final action:**

Title: Contract Actions - In-person Clipper® Customer Service Center (IPCSC) Amendments

- i. Contract Amendment - Clipper Customer Service Center Operations at Embarcadero San Francisco Bay Area Rapid Transit (BART) Station: Faneuil, Inc. (\$415,000)
- ii. Contract Amendment - Clipper Customer Service Center Operations at the San Francisco Ferry Building: Nematode Holdings, LLC (\$300,000)
- 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 Customer Service Contracts.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Contract Actions - In-person Clipper® Customer Service Center (IPCSC) Amendments

- i. Contract Amendment - Clipper Customer Service Center Operations at Embarcadero San Francisco Bay Area Rapid Transit (BART) Station: Faneuil, Inc. (\$415,000)
- ii. Contract Amendment - Clipper Customer Service Center Operations at the San Francisco Ferry Building: Nematode Holdings, LLC (\$300,000)
- 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

TO: Clipper® Executive Board

DATE: April 8, 2019

FR: Carol Kuester

RE: Contract Actions – In-person Clipper® Customer Service Center (IPCSC) Amendments

- i. Contract Amendment – Clipper Customer Service Center Operations at Embarcadero San Francisco Bay Area Rapid Transit (BART) Station: Faneuil, Inc. (\$415,000)
- ii. Contract Amendment – Clipper Customer Service Center Operations at the San Francisco Ferry Building: Nematode Holdings, LLC (\$300,000)
- 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 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 March 18, 2019. Staff recommends that the Executive Board approve the following contract actions:

- i. **Contract Amendment – Clipper Customer Service Center Operations at Embarcadero San Francisco Bay Area Rapid Transit (BART) Station: Faneuil, Inc. (Faneuil) (\$415,000)**

In March 2017, following a competitive procurement, this Board approved the recommendation to award Faneuil a contract to operate the Clipper Customer Service Center at the Embarcadero BART/Muni Metro station. The Embarcadero IPCSC replaces over 1,100 cards and completes over 6,800 sales on average each month. The initial contract amount was \$817,922; the proposed amendment would add \$415,000, extending operations for one year through June 30, 2020, which extension is permitted by the procurement.

ii. Contract Amendment – Clipper Customer Service Center Operations at San Francisco Ferry Building (Bay Crossings): Nematode Holdings, LLC (Nematode) (\$300,000)

In December 2010, MTC entered into a sole source contract with Nematode to offer Clipper customer services based on its Bay Crossings store being the only vendor in the San Francisco Bay Ferry Building to provide transportation information and sell transit tickets to commuters and tourists. During the first half of Fiscal Year (FY) 2018-19, Bay Crossings has completed an average of 270 card replacements and 4,600 Clipper sales each month – a year-over-year increase of 20% and 5%, respectively. Under this contract, Nematode is also responsible for the maintenance of the ferry departure flap sign in the Ferry Building’s central lobby. The current contract amount is \$2,063,481; the proposed amendment would add \$300,000, extending operations for one year through June 30, 2020 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 to provide expanded Clipper customer services at AC Transit’s headquarters in Oakland. During the first half of FY 2018-19, AC Transit’s multilingual staff issued an average of 400 replacement cards each month – a 38% year-over-year increase. The current funding agreement amount is \$1,810,200; the proposed amendment would add \$250,000, funding these ongoing activities through June 30, 2020.

Recommendation

Staff recommends approval of a contract amendment with Faneuil in an amount not to exceed \$415,000, a contract amendment with Nematode in an amount not to exceed \$300,000, 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

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 San Francisco 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: \$415,000 (this amendment)
Total Contract value before this amendment = \$817,922
Total Contract value with this amendment = \$1,232,922

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

Fiscal Impact: Funds dependent on the approval of the FY 2019-20 MTC agency budget

Motion: That a contract amendment with Faneuil, for the purposes described herein and in the Executive Director's memorandum dated April 8, 2019, is hereby approved by the Clipper® Executive Board, subject to adoption of the FY 2019-20 MTC agency budget.

Executive Board:

Denis Mulligan, Chair

Approved:

Date: April 15, 2019

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:	\$300,000 (this amendment) Total Contract value before this amendment = \$2,063,481 Total Contract value with this amendment = \$2,363,481
Funding Source:	Regional Measure 2 Marketing and Operations, STA, STP
Fiscal Impact:	Funds dependent on the approval of the FY 2019-20 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 8, 2019, is hereby approved by the Clipper® Executive Board, subject to adoption of the FY 2019-20 MTC agency budget.
Executive Board:	<hr/> Denis Mulligan, Chair
Approved:	Date: April 15, 2019

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 before this amendment = \$1,810,200</p> <p>Total Funding Agreement value with this amendment = \$2,060,200</p>
Funding Source:	Regional Measure 2 Marketing and Operations, STA, STP
Fiscal Impact:	Funds dependent on the approval of the FY 2019-20 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 8, 2019, is hereby approved by the Clipper® Executive Board, subject to adoption of the FY 2019-20 MTC agency budget.
Executive Board:	<hr/> <p>Denis Mulligan, Chair</p>
Approved:	Date: April 15, 2019



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #:	19-0303	Version:	1	Name:	
Type:	Contract	Status:		Committee Approval	
File created:	3/15/2019	In control:		Clipper Executive Board	
On agenda:	4/15/2019	Final action:			
Title:	Contract Actions - Customer Research, Education and Outreach for the Clipper® Program i. Contract Amendment - Customer Information Services: MIG, Inc. (\$770,000) ii. Contract Amendment - Electronic Payments Consultant Assistance Services: Resource Development Associates, Inc. (\$270,000) 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. (\$770,000)
 - ii. Contract Amendment - Electronic Payments Consultant Assistance Services: Resource Development Associates, Inc. (\$270,000)

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

TO: Clipper® Executive Board

DATE: April 8, 2019

FR: Carol Kuester

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

- i. Contract Amendment – Customer Information Services: MIG, Inc. (\$770,000)
- ii. Contract Amendment – Electronic Payments Consultant Assistance Services: Resource Development Associates, Inc. (\$270,000)

Background

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

A primary goal of MTC's customer education and marketing program is to support transit operator fare policy and service changes that create demand for Clipper cards and information. During the current fiscal year, we launched our regional "Clipper Works for You" campaign in partnership with Caltrain, County Connection, Golden Gate Transit, SamTrans and VTA. We plan to continue this campaign to promote the savings that are available to customers who pay with Clipper on AC Transit, Muni and Union City Transit. As always, we will use this initiative and others to deliver on MTC's mandate to provide Clipper information and outreach to Title VI and Environmental Justice-protected populations.

In addition to continuing to provide support for the design of the next-generation Clipper system, the FY 2019-20 work plan also includes the biennial Clipper customer satisfaction survey.

Attachment A provides an overview of the draft Clipper customer education work plan for FY 2019-20 along with a summary of projects completed during the prior two fiscal years.

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 March 18, 2019. Both of the consultants are part of the pre-qualified Electronic Payment Systems (EPS) Implementation and Operations consultant bench competitively selected by MTC in May 2016. The original 3-year term of the EPS bench was extended by MTC through June 2021 as permitted by the original request for qualifications.

i. Contract Amendment – Customer Information Services: MIG, Inc. (MIG) (\$770,000)

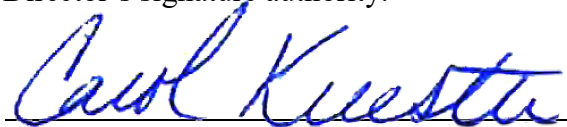
Under this contract amendment, MIG would implement campaigns to increase Clipper adoption, coordinate the biennial customer satisfaction survey, and assist with the implementation of a new website, including accessibility design and review. MIG would continue to prepare updates to online and print materials in support of ongoing operational changes, such as fare policy changes and Clipper system improvements. The current contract amount is \$2,125,000; the proposed amendment would add \$770,000 and extend the contract through June 30, 2020.

iv. Contract Amendment – Electronic Payments Consultant Assistance Services: Resource Development Associates, Inc. (RDA) (\$270,000)

Under this contract amendment, RDA would provide operational monitoring and reporting services, including reporting on the outcomes of outreach activities and tracking Clipper card distribution. RDA also would help establish baseline relationships with social service agencies for the purpose of monitoring administrative feasibility of the Regional Means-Based Transit Fare Pilot. The current contract amount is \$680,000; the proposed amendment would add \$270,000. This contract will expire on June 30, 2020.

Recommendation

Staff recommends that the Executive Board approve contract amendments with MIG (\$770,000) and RDA (\$270,000). 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.



Carol Kuester

Attachments:

- Attachment A: Clipper® Customer Education Program Activities (FY 2017-18 through FY 2019-20)

Attachment A
Clipper® Customer Education Program Activities (FY 2017-18 through FY 2019-20)

Fiscal Year 2019-20 (Draft)			
Activity	Primary Audience	Secondary Audience	Tactics
“Clipper Works for You” campaign	<ul style="list-style-type: none"> • SFMTA • AC Transit • Marin Transit • Union City Transit • TBD 		<ul style="list-style-type: none"> • Advertising: digital and out-of-home media (i.e., transit shelters) • Car cards and onboard signage • Outreach events • Social media announcements • Website announcements
Expansion and enhancement projects	<ul style="list-style-type: none"> • AC Transit • BART • SFMTA 		<ul style="list-style-type: none"> • Outreach and support for operator projects, including: <ul style="list-style-type: none"> ○ AC Transit Bus Rapid Transit ○ BART to San Jose station openings ○ Muni Central Subway station openings
Caltrain ticket vending machine integration	<ul style="list-style-type: none"> • Caltrain 	<ul style="list-style-type: none"> • SamTrans 	<ul style="list-style-type: none"> • Content and programming updates to clippercard.com • Social media announcements • Website announcements • Emails to targeted registered customers • Customer service training
Implementation of more frequent action lists	<ul style="list-style-type: none"> • Regional 		<ul style="list-style-type: none"> • Website updates • Social media announcements • Customer service training
Biannual customer research	<ul style="list-style-type: none"> • Regional 		<ul style="list-style-type: none"> • Surveys of Clipper and non-Clipper customers • Focus groups or other small-group research as needed
Next-generation Clipper customer research	<ul style="list-style-type: none"> • Current and potential Clipper customers 	<ul style="list-style-type: none"> • Stakeholders 	<ul style="list-style-type: none"> • Content and programming updates to futureofclipper.com • Focus groups and surveys
Website improvements	<ul style="list-style-type: none"> • Current and potential Clipper customers 		<ul style="list-style-type: none"> • Coordinate with contractors to test and deploy an accessible, responsive site that is optimized for different devices
Electronic newsletter	<ul style="list-style-type: none"> • Clipper opt-in customers 	<ul style="list-style-type: none"> • Participating operators 	<ul style="list-style-type: none"> • Work with Cubic to develop an electronic newsletter for opt-in customers
Miscellaneous regional events	<ul style="list-style-type: none"> • Regional 		<ul style="list-style-type: none"> • BART National Night Out outreach events • Content and programming updates to clippercard.com
Miscellaneous fare policy and service changes	<ul style="list-style-type: none"> • AC Transit • Golden Gate • SFMTA • SamTrans • TBD 		<ul style="list-style-type: none"> • Content and programming updates to clippercard.com • Social media announcements • Website announcements • Emails to targeted registered customers • Customer service training

Fiscal Year 2018-19			
Activity	Primary Audience	Secondary Audience	Tactics
“Clipper Works for You” campaign	<ul style="list-style-type: none"> • Caltrain • County Connection • Golden Gate Transit • SamTrans • VTA 		<ul style="list-style-type: none"> • Advertising: digital and out-of-home media (i.e., transit shelters) • Car cards and onboard signage • Outreach events • Coordination with operators on website content and messaging • Social media announcements • Website announcements
Clipper card vending at VTA light-rail stations	<ul style="list-style-type: none"> • VTA 	<ul style="list-style-type: none"> • Caltrain • SamTrans 	<ul style="list-style-type: none"> • Brochure updates • Social media announcements • Content and programming updates to clippercard.com • Customer service training
Miscellaneous regional events, including service expansions	<ul style="list-style-type: none"> • AC Transit • BART • VTA • WETA • Regional 		<ul style="list-style-type: none"> • BART National Night Out outreach events • WETA’s launch of Richmond service • Social media announcements • Content and programming updates to clippercard.com • Customer service training
Miscellaneous fare policy changes and operations support	<ul style="list-style-type: none"> • AC Transit • Caltrain • FAST • Golden Gate Transit • SFMTA • SolTrans 		<ul style="list-style-type: none"> • Brochure changes • Content and programming updates to clippercard.com • Social media announcements • Website announcements • Emails to targeted registered customers • Customer service training
C2 public engagement	<ul style="list-style-type: none"> • Regional 	<ul style="list-style-type: none"> • Stakeholders 	<ul style="list-style-type: none"> • Ongoing collection of feedback via email, social media and phone • Content and programming updates to futureofclipper.com • Focus groups and research, as needed
Regional communications plan	<ul style="list-style-type: none"> • Participating operators 		<ul style="list-style-type: none"> • Develop criteria for distributing operator-specific news and announcements through Clipper email and online channels
Communications material archive	<ul style="list-style-type: none"> • Regional 		<ul style="list-style-type: none"> • Development of online archive for creative files and messaging for transit operator use
Brochure streamlining	<ul style="list-style-type: none"> • Regional 		<ul style="list-style-type: none"> • Review print materials and identify opportunities to streamline content and better communicate ideas (i.e., infographics)
Website improvements	<ul style="list-style-type: none"> • Current and potential Clipper customers 		<ul style="list-style-type: none"> • Coordinate with contractors on design of a new accessible, responsive site that is easier to navigate and features an improved account management interface
Social media management	<ul style="list-style-type: none"> • Current and potential Clipper customers 		<ul style="list-style-type: none"> • Compose new posts and share program partner posts • Respond to inquiries and address customer service escalations, as needed

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

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

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:	\$770,000 (this amendment) Total Contract value including amendments before this amendment = \$2,125,000 Total contract amount with this amendment = \$2,895,000
Funding Source:	Regional Measure 2 Marketing and Operations, STA, STP
Fiscal Impact:	Funds dependent on the approval of the FY 2019-20 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 8, 2019, is hereby approved by the Clipper® Executive Board, subject to adoption of the FY 2019-20 MTC agency budget.

Executive Board:

Denis Mulligan, Chair

Approved:

Date: April 15, 2019

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, Regional Means-Based Transit Fare Pilot, and effectiveness of outreach activities, among other program areas
Project Cost Not to Exceed:	\$270,000 (this amendment) Total Contract value including amendments before this amendment = \$680,000 Total contract amount with this amendment = \$950,000
Funding Source:	TCP, STP, CMAQ, STA, Regional Measure 2 Operating
Fiscal Impact:	Funds dependent on the approval of the FY 2019-20 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 8, 2019, is hereby approved by the Clipper® Executive Board, subject to adoption of the FY 2019-20 MTC agency budget.
Executive Board:	<hr/> Denis Mulligan, Chair
Approved:	Date: April 15, 2019