



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

Meeting Agenda

Clipper Executive Board

Members:

Denis Mulligan, Chair Rick Ramacier, Vice Chair

*Nuria Fernandez, Jim Hartnett, Michael Hursh,
Tom Maguire, Therese W. McMillan,
Robert Powers, and Nina Rannells*

Monday, September 16, 2019

1:30 PM

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

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, all guests will sign in with the lobby guard and take the elevators to the second floor Auditorium. For meeting location questions, please contact Paola Ledezma at 650-508-6222.

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. [19-0937](#) Minutes of the August 19, 2019 Meeting

Action: Board Approval

Attachments: [2a CEB Minutes Aug 19 2019.pdf](#)

2b. [19-1007](#) Clipper® Contract Amendment - Technical, Strategic, and Long-Range Planning: Invoke Technologies (\$200,000)

Action: Board Approval

Presenter: Jason Weinstein

Attachments: [2b Contract Amendment Invoke.pdf](#)

3. Approval

3a. [19-0960](#) Fare Coordination and Integration Work Program

Request for Board approval of the following items related to regional fare coordination and integration efforts:

1. Establishment of a Fare Integration Task Force as a special committee of the Clipper Executive Board.
2. Designation of Chair and Vice Chair of a Fare Integration Task Force.
3. Confirmation of a project management structure for a Fare Integration Task Force.
4. Authorization of MTC staff to request Commission allocation of up to \$599,839 in residual funds available from Regional Measure 2 (RM 2) to fund a fare coordination and business case study scope of work.

Action: Board Approval

Presenter: Pamela Herhold, Bay Area Rapid Transit District and William Bacon, MTC

Attachments: [3a Fare Coordination Integration Work Program.pdf](#)
 [3a ii Handout Comments i Clipper Fare Integration \(002\).pdf](#)
 [3a ii Handout Comments ii SPUR Comment Letter.pdf](#)

4. Information

4a. [19-0963](#) Current Clipper® System Update

Update Board members on the current Clipper program. Clipper staff last updated this Board on the ongoing work and projects related to the current Clipper system at the August 2019 meeting.

Action: Information

Presenter: Jason Weinstein

Attachments: [4a_C1 Program Update.pdf](#)

4b. [19-0964](#) Next Generation Clipper® System Update

Update Board members on key developments related to the implementation of the Next Generation Clipper System Integrator project, focusing on recent strategies on next generation onboard equipment and an update on the Next Generation Clipper customer service center procurement.

Action: Information

Presenter: Jason Weinstein and Edward Meng

Attachments: [4b_C2 Program Update.pdf](#)

5. Executive Director's Report – Kuester

6. Public Comment / Other Business

7. Adjournment / Next Meeting

The next meeting of the Clipper® Executive Board will be Monday, October 21, 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 #: 19-0937 **Version:** 1 **Name:**
Type: Minutes **Status:** Consent
File created: 8/14/2019 **In control:** Clipper Executive Board
On agenda: 9/16/2019 **Final action:**
Title: Minutes of the August 19, 2019 Meeting
Sponsors:
Indexes:
Code sections:
Attachments: [2a_CEB Minutes_Aug 19 2019.pdf](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Subject:
Minutes of the August 19, 2019 Meeting

Recommended Action:
Board Approval

Attachments:



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

Meeting Minutes - Draft

Clipper Executive Board

Members:

Denis Mulligan, Chair Rick Ramacier, Vice Chair

*Nuria Fernandez, Jim Hartnett, Michael Hursh,
Tom Maguire, Therese W. McMillan,
Robert Powers, and Nina Rannells*

Monday, August 19, 2019

1:30 PM

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

1. Roll Call / Confirm Quorum

Present: 8 - Chair Mulligan, Board Member Fernandez, Board Member Hartnett, Vice Chair Ramacier, Board Member Rannells, Board Member McMillan, Board Member Powers, and Board Member Maguire

Absent: 1 - Board Member Hursh

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.

2. Consent Calendar

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

Aye: 9 - Chair Mulligan, Board Member Fernandez, Board Member Hartnett, Board Member Hursh, Vice Chair Ramacier, Board Member Rannells, Board Member McMillan, Board Member Powers and Board Member Maguire

2a. [19-0869](#) Minutes of the July 15, 2019 Meeting

Action: Board Approval

Attachments: [2a CEB Minutes July 15 2019.pdf](#)

2b. [19-0874](#) Clipper® Contract Change Order - End of Useful Life Devices: Cubic Transportation Systems, Inc. (\$300,000)

Action: Board Approval

Presenter: Edward Meng

Attachments: [2b Change Order End of Life Devices.pdf](#)

3. Information

3a. [19-0876](#) Current Clipper® System Update

Update Board members on the current Clipper program. Clipper staff last updated this Board on the ongoing work and projects related to the current Clipper system at the July 2019 meeting.

Action: Information

Presenter: Jason Weinstein

Attachments: [3a_C1 Program Update_rev.pdf](#)

3b. [19-0877](#) Next Generation Clipper® System Update

Update Board members on key developments related to the implementation of the Next Generation Clipper System Integrator project, provide an overall program update, and highlight key technical updates.

Action: Information

Presenter: Jason Weinstein and Lysa Hale

Attachments: [3b_C2 Program Update.pdf](#)

Adina Levin of Seamless Bay Area spoke on this item.

Aleta Dupree spoke on this item.

3c. [19-0878](#) Regional Fare Coordination and Integration Update

Update Board Members on regional fare coordination and integration efforts and proposed next steps.

Action: Information

Presenter: Pamela Herhold, Bay Area Rapid Transit

Attachments: [3c_Regional_Fare_Coordination_and_Integration.pdf](#)

Aleta Dupree spoke on this item.

Ian Griffiths of Seamless Bay Area spoke on this item.

Adina Levin of Seamless Bay Area spoke on this item.

4. Executive Director's Report – Kuester

[19-0922](#) So Long, Swiping. The 'Tap-and-Go' Subway Is Here.
The New York Times

Attachments: [4 ED Report - So Long, Swiping. The 'Tap-and-Go' Subway Is Here. - The New York Times smaller font.pdf](#)

[19-0953](#) Excerpts from: Cal-Integrated Travel Project Market Sounding Kick-off
Event

Action: Information

Attachments: [4 ED Report Handout Market Sounding Presentation.pdf](#)

5. Public Comment / Other Business

Aleta Dupree was called to speak.

Adina Levin of Seamless Bay Area was called to speak.

6. Adjournment / Next Meeting

The next meeting of the Clipper® Executive Board will be Monday, September 16, 2019 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)

File #: 19-1007 **Version:** 1 **Name:**

Type: Contract **Status:** Consent

File created: 8/23/2019 **In control:** Clipper Executive Board

On agenda: 9/16/2019 **Final action:**

Title: Clipper® Contract Amendment - Technical, Strategic, and Long-Range Planning: Invoke Technologies (\$200,000)

Sponsors:

Indexes:

Code sections:

Attachments: [2b Contract Amendment Invoke.pdf](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Subject:
Clipper® Contract Amendment - Technical, Strategic, and Long-Range Planning: Invoke Technologies (\$200,000)

Presenter:
Jason Weinstein

Recommended Action:
Board Approval

Attachments:

Clipper® Executive Board

September 16, 2019

Agenda Item 2b

Clipper® Contract Amendment – Technical, Strategic, and Long-Range Planning: Invoke Technologies (\$200,000)

- Subject:** Request for approval of a Contract Amendment for technical, strategic, and long-range planning in support of the Next Generation Clipper System: Invoke Technologies (Invoke) (\$200,000).
- Background:** Invoke proposed and was pre-qualified for professional services under the Electronic Payments Section Consultant Assistant Bench, which was competitively procured and established in 2016 for fare payment system and electronic tolling support. Under the Consultant Assistant Bench, Invoke is qualified to deliver services under four service categories: program management, planning, operational monitoring and reporting, and technology evaluation and support. Invoke's current contract was entered into in 2017, and its period of performance lasts until June 30, 2021.
- Under its current contract, Invoke has delivered services related to the procurement and implementation of the Next Generation Clipper system, including but not limited to scope development and general program management support, contract approach and preparation support, design and implementation of fare payment media and devices, systems engineering review, and mobile app design and development.
- Invoke has specific, unique strengths applying lessons learned from mobile app development at LA Metro for the TAP program to Clipper's mobile app development process. Invoke is also responsible for the creation of LA Metro's multimodal platform to support future Mobility-as-a-Service (MaaS) implementations on TAP and will be uniquely positioned to help us by supporting institutional program work and development of our regional strategy to potentially use Clipper to support expanded payments for mobility services.
- Issues:** There are no issues with this proposed Amendment.
- Recommendation:** Staff recommends that the Clipper Executive Board approve a Contract Amendment with Invoke Technologies in an amount not to exceed \$200,000 to provide ongoing program management, long-range planning, operational monitoring and reporting, and technology oversight services as described above.



Carol Kuester

REQUEST FOR BOARD APPROVAL

Summary of Proposed Contract Amendment

Consultant:	Invoke Technologies Del Mar, CA
Work Project Title:	Technical, Strategic, and Long-Range Planning
Purpose of Project:	To provide support for project management, design, and implementation of the Next Generation Clipper system
Brief Scope of Work:	To provide support ongoing program management, long-range planning, operational monitoring and reporting, and technology oversight in support of the Next Generation Clipper system
Project Cost Not to Exceed:	\$200,000 (this Amendment) Total contract value including amendments before this amendment = \$400,000 Total contract amount with this amendment: \$600,000
Funding Source:	STP, CMAQ, STA, STP Exchange, Regional Measure 2 Capital and Regional Measure 2 Operating, Regional Measure 3, SB1 State of Good Repair
Fiscal Impact:	Funds available in the FY 2019-20 MTC agency budget.
Motion by Board:	That the Contract Amendment with Invoke Technologies as described herein and in the Clipper Executive Director's September 16, 2019 memorandum, is hereby approved by the Clipper Executive Board.
Clipper Executive Board:	<hr/> Denis Mulligan, Chair
Approved:	September 16, 2019



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 19-0960 **Version:** 1 **Name:**
Type: Report **Status:** Committee Approval
File created: 8/21/2019 **In control:** Clipper Executive Board
On agenda: 9/16/2019 **Final action:**
Title: Fare Coordination and Integration Work Program

Request for Board approval of the following items related to regional fare coordination and integration efforts:

1. Establishment of a Fare Integration Task Force as a special committee of the Clipper Executive Board.
2. Designation of Chair and Vice Chair of a Fare Integration Task Force.
3. Confirmation of a project management structure for a Fare Integration Task Force.
4. Authorization of MTC staff to request Commission allocation of up to \$599,839 in residual funds available from Regional Measure 2 (RM 2) to fund a fare coordination and business case study scope of work.

Sponsors:

Indexes:

Code sections:

Attachments: [3a Fare Coordination Integration Work Program.pdf](#)
[3aii Handout Comments i Clipper Fare Integration \(002\).pdf](#)
[3aii Handout Comments ii SPUR Comment Letter.pdf](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Subject:

Fare Coordination and Integration Work Program

Request for Board approval of the following items related to regional fare coordination and integration efforts:

1. Establishment of a Fare Integration Task Force as a special committee of the Clipper Executive Board.
2. Designation of Chair and Vice Chair of a Fare Integration Task Force.
3. Confirmation of a project management structure for a Fare Integration Task Force.
4. Authorization of MTC staff to request Commission allocation of up to \$599,839 in residual funds available from Regional Measure 2 (RM 2) to fund a fare coordination and business case study scope of work.

Presenter:

Pamela Herhold, Bay Area Rapid Transit District and William Bacon, MTC

Recommended Action:

Board Approval

Attachments:

Clipper[®] Executive Board

September 16, 2019

Agenda Item 3a

Fare Coordination and Integration Work Program

Subject:

Request for Board approval of the following items related to regional fare coordination and integration efforts:

1. Establishment of a Fare Integration Task Force as a special committee of the Clipper Executive Board.
2. Designation of Chair and Vice Chair of a Fare Integration Task Force.
3. Confirmation of a project management structure for a Fare Integration Task Force.
4. Authorization of MTC staff to request Commission allocation of up to \$599,839 in residual funds available from Regional Measure 2 (RM 2) to fund a fare coordination and business case study scope of work.

Background:

At its August 19, 2019 meeting, the Clipper Executive Board received an update about work transit agency and MTC staff had undertaken in the previous two months to develop a scope of work for a Fare Coordination and Integration Study and Business Case. Since the August 19th meeting staff have developed a full scope of work proposal along with a proposed project oversight structure. Details on these proposals are set forth below.

Work on a fare coordination and integration study and business case is proposed to be funded with up to \$599,839 in residual funds available from the Integrated Fare Structure Program, capital project number 34, under RM 2. As the successor body to the TransLink Consortium – the project sponsor identified in RM 2 legislation – the Clipper Executive Board is being asked to authorize MTC staff to request that the MTC Commission allocate these funds for the business case study work.

Issues:

Project Scope

Since the August 19th meeting, staff from transit operators and MTC have met a number of times to finalize a proposed scope of work for the Fare Coordination and Integration Study and Business Case. The project seeks to improve the passenger experience and grow transit ridership across the Bay Area. A summary of the scope is included as Attachment A.

Key objectives of the project include:

- Developing goals for the regional fare system that will support an improved user experience, increased transit ridership and build on robust public outreach;
- Identifying barriers, especially barriers related to fares and the user experience, that are impeding increased ridership;
- Identifying opportunities to increase transit ridership by improving the regional fare system through regional fare coordination and integration strategies; and
- Developing a detailed implementation plan, including funding plan, for recommended improvements.

Because the project has access to a finite amount of resources, the proposed scope is narrowly focused on how the Bay Area's fare system can be improved from a customer experience standpoint with the goal of facilitating increased ridership. Staff understand that a broader range of issues impacts the user experience apart from fares, but the resources available at this time necessitate a focus on the fare system through this project.

MTC staff hope to present the RM 2 funds allocation request for approval to the MTC Commission at the MTC Commission's October 23, 2019 meeting. Assuming MTC Commission approval, a procurement process to launch the project could begin soon thereafter.

Project Oversight - Fare Integration Task Force

Staff recommend that the Chair of the Clipper Executive Board appoint and that the full Board vote to approve, a special committee of the Clipper Executive Board, as permitted by section H of Article IV of the Amended and Restated Clipper Memorandum of Understanding and detailed in Articles 4.04 and 4.05 of the Clipper Executive Board Procedures Manual, to serve as the project owner for the Fare Coordination and Integration Study and Business Case. The special committee, in the form of a Fare Integration Task Force, which would be a Brown Act entity, would not be limited to members of the Clipper Executive Board and would keep the Clipper Executive Board itself focused on core business matters directly related to the Clipper system.

The Fare Integration Task Force would consist of the members of the Clipper Executive Board as well as the Chair and Vice Chair of the Bay Area County Transportation Agencies (BACTA) group, currently Daryl Halls of the Solano Transportation Authority (STA) and Kate Miller of the Napa Valley Transportation Authority (NVTa). Both STA and NVTa also manage and/or operate bus services in their counties which utilize both the Express Lanes network and local streets. The Fare Integration Task Force would have project oversight responsibilities for all aspects of the project, and the Clipper Executive Board Chair would appoint the Chair and Vice Chair of the Fare Integration Task Force.

Project Management

Project Manager: The project management of the business case work and consultant team oversight is proposed to be co-led by BART and MTC. This combines transit technical expertise with a regional perspective.

Staff Support: Staff also propose that a temporary Staff Working Group composed of at least one staff member representative from each transit operator in the region (if they would like to participate) and at least one staff member representative from MTC would support the work of the Fare Integration Task Force through the duration of the fare coordination effort. Efforts should be made to include staff representing various areas of subject matter expertise in the working group, including but not limited to policy, planning, and revenue. The project manager or co-project managers would support the Staff Working Group by providing feedback on scope deliverables,

offering technical and policy input, and ensuring the project is on-track throughout the duration of this process.

Recommendation: Staff recommends that the Clipper Executive Board take the following actions:

1. Approve the establishment of a Fare Integration Task Force as a special committee of the Clipper Executive Board to have project oversight responsibilities for all aspects of the project, the members of which shall be appointed by the Chair as described above.
2. Approve the Chair and Vice Chair of the Fare Integration Task Force as designated by the Board Chair.
3. Confirm the project management structure for the Fare Coordination and Integration Study and Business Case and designate BART and MTC to co-manage the Fare Coordination and Integration Study and Business Case.
4. Authorize staff to request that the Commission allocate \$599,839 in RM 2 funds (Project #34 Integrated Fare Structure Program) for the Fare Coordination and Integration Study and Business Case scope of work to BART or MTC to procure consultant assistance.

Attachments: **Attachment A:** Increasing Transit Ridership by Developing a Customer-Centered Fare System: A Bay Area Regional Fare Coordination and Integration Study
Attachment B: Correspondence received as of September 6, 2019



Carol Kuester

Increasing Transit Ridership by Developing a Customer-Centered Fare System: A Bay Area Regional Fare Coordination and Integration Study

Draft Scope of Work – Summary – September 2019

Background and Introduction

Similar to many other metropolitan areas in the United States, the Bay Area is currently experiencing a trend of transit ridership flattening or decreasing across many of the region's transit operators. As independent agencies, each of the Bay Area's 27 transit operators is governed by its own board and is responsible for its business model, service, and performance. While each operates independently, however, the Bay Area's transit agencies share a concern about this recent ridership trend. Together with many other stakeholders in the region, including the Metropolitan Transportation Commission (MTC), the transit operators have a strong interest in addressing this concerning trend by better understanding the challenges and opportunities associated with increasing transit ridership in the region.

To better understand this ridership trend, MTC is currently working with transit operators and UCLA to examine recent ridership data and generate possible explanations through the Bay Area Transit Use Study Project. The results of this study will illuminate how and where transit use and service are changing in the Bay Area. To complement this effort, however, this new project aims to begin developing potential measures that could be implemented to increase transit ridership. In particular, this study aims to focus on the region's current disparate fare system and the roles it could be playing in transit ridership trends. The study will identify potential barriers to increased transit ridership, including but not limited to possible impediments in the current disparate fare system, and it will also investigate potential changes to the fare system that would help achieve the goal of increased transit ridership.

To ensure that this study can be efficiently conducted and produce meaningful results for implementation, the types of fare system changes that should be developed should range from regional fare coordination opportunities to strategies that move towards regional fare integration. It will be important to have a full understanding of each strategy's range of potential impacts on operators and on the region, including impacts to ridership, finances, operations, governance, and economics. In particular, the analysis of the alternative strategies should demonstrate that existing operating revenue and transit service levels would be not adversely impacted. If a new operating subsidy would be required to prevent adverse impacts, it should be enumerated and a funding source(s) should be identified. Ultimately, this study should result in a set of recommendations to improve the region's fare system to increase ridership, as well as a detailed implementation plan that includes a funding plan.

Scope Overview

Task 1: Project's Problem Statement and Regional Fare System Goals

The project team will develop and document a brief statement of the problem that this study is addressing. The project team will develop goals for the regional fare system towards the desired outcome of increased transit ridership; the proposed changes that are developed through this planning process will aim to achieve these goals.

Task 2: Existing Conditions and Background Research

The purpose of this task is to document the existing conditions on key topics for transit agencies in the Bay Area today (including passenger travel patterns, transit fare systems, etc.), summarize any findings from previous regional fare-related studies and efforts (focused on integration and coordination), and provide information on best practices for regional fare policy and successful examples of regional coordination and integration from a peer review.

Task 3: Barriers to Transit Ridership

The purpose of this task is to identify barriers to transit ridership, drawing on findings from existing transit operator surveys of riders and the reports from Task 2. This is expected to result in identification of broad barriers to transit ridership and not be limited to fares alone (for example, it could identify other impediments to transit ridership, such as service and scheduling issues). It is anticipated that this task will result in identification of top barriers to transit ridership, with a focus on fare system-related issues.

Task 4: Alternatives Development

Drawing on the results from Task 3, this task will focus on developing alternative strategies that provide solutions to the problem statement identified in Task 1 and are anticipated to lead to outcomes that support this study's goals. The development of alternative solutions should be informed by Task 3's top barriers to transit ridership and should focus on improvements to the regional fare system that could enhance regional fare coordination and/or move the region towards regional fare integration. After public outreach to solicit input and feedback on the alternative solutions, a selection of the strategies will be selected for analysis in Task 5.

Task 5: Alternatives Analysis

The purpose of Task 5 is to analyze the alternatives selected in Task 4 and develop a business case for each. A methodology for completing the business cases will first be developed, focused on the categories of ridership, finances, operations, governance, economics, and implementation feasibility. Then, the methodology will be implemented to develop a business case for each of the selected alternatives. The results of each business case will be compared to the goals developed in Task 1.

Task 6: Develop Recommendations and Implementation Plan

Drawing on outcomes and discussions from Task 5, the purpose of Task 6 is to develop recommendations that achieve the study's goals, as well as a detailed plan for implementation. It is important to note that the recommended strategies should not adversely impact existing operating revenue and transit service levels. If a new operating subsidy would be required to prevent adverse impacts, it should be enumerated and one or more funding sources should be identified. The implementation plan should include a detailed list of next steps to achieve implementation, including defined actors, roles, responsibilities, and a funding plan.



August 29, 2019

Clipper Executive Board
Copy to: Metropolitan Transportation Commission

Re: Business Case Study for Regional Fare Integration

Dear Chair Mulligan and Executive Board members,

Seamless Bay Area is a nonprofit organization focused on achieving a regionally integrated public transportation system to better achieve the region's goals for mobility, equity, and environmental sustainability.

We are pleased to see the business case study for integrating transit fares moving forward. As the scope of work is developed, we would like to emphasize the following points:

- 1) We think regional fare integration is necessary to substantially increase transit ridership in order to deal with the region's transportation, equity and sustainability challenges. As a region, we should be doing everything we can to make it easy to use transit.
- 2) There are a variety of areas in which the transit system can be improved around the region: speed, frequency, capacity on busy lines, schedule integration. Among the issues, fare integration is one of the significant barriers to ease of use and is critical to address. Customer research is likely to surface issues in addition to fares, which should be captured for use in other improvement initiatives.
- 3) It is essential to consider options for fare integration, not just coordination. While we think coordination is beneficial -- riders should be able to learn something once in the region and use that information anywhere -- this may not go far enough to encourage transit ridership. The study should evaluate the potential effectiveness of strategies based on the ability to grow ridership, encourage mode shift and and promote social equity.
- 4) The staff report for the August CEB meeting said that public engagement is "possible." We believe it is imperative for the effort to include a robust public engagement and outreach process, including research assessing the needs of different demographics and

geographies of people who use transit or might use transit with improvements. Transit agencies should hear directly from riders and potential riders how fares impact people's lives and behavior in order to develop a system that is equitable, convenient, and competitive with the choices that customers have.

- 5) We believe it is valuable for the study to have guidance from diverse stakeholders, representing riders, major customers/potential customers such as major employers, transportation management associations, and housing developments, cities crafting transportation policies; equity and transit advocates, and from policymakers on MTC and Transit Agency boards.
- 6) Given the importance of customer ease of use and opportunities for ridership growth, the professionals who work on this project on behalf of transit agencies should include people whose backgrounds and roles include customer experience and planning, in addition to finance.
- 7) Seek funding to deliver a meaningful scope of work. Approximately \$600,000 is available from Regional Measure 2 funds to study fare integration. If this is determined to be an insufficient amount based on staff based on staff assessment of the work required for a solid study covering the costs and benefits of logical options, including robust customer and stakeholder engagement, we would recommend that additional funding be sought and made available for a robust study that would deliver credible results to support decisions.

Fare integration has the potential to address a significant barriers to transit use, and case studies around the world show that fare integration has strong potential to increase ridership. We are excited for the prospect of a strong study to move forward.

Thank you very much for your consideration,

A handwritten signature in black ink, appearing to be a stylized 'A' followed by a horizontal line.

Adina Levin and Ian Griffiths,
Seamless Bay Area
<https://seamlessbayarea.org>

From: [Nishant Kheterpal](#)
To: [Martha Silver](#)
Subject: Business Case Study for Regional Fare Integration
Date: Tuesday, September 3, 2019 3:43:33 PM

External Email

Dear Clipper Executive Board Members and MTC Commissioners,

Thank you for proceeding with a study of fare integration. As a frequent Muni, BART, and AC Transit rider, integrated fares directly affect me on a nearly daily basis. Lowering total costs to account for mixed-agency trips and streamlining service goes a long way towards improving access and service quality. It would improve ridership and experience, reduce emissions, and reduce traffic.

At least once a week, I commute from Berkeley to San Francisco, which involves an AC Transit 51B ride, a trip on BART to either Embarcadero or 24th Mission stations, and a Muni ride on the K/T or 48 lines in the morning and the reverse trip in evenings. The total cost of that trip is nearly \$10 each way, which is far more than the toll required to cross the Bay Bridge driving. Integrated fares would recognize my mixed-mode travel and reduce costs. Service improvements, such as holding buses for BART arrivals for both AC Transit and Muni would improve the ridership experience and travel time predictability.

I encourage the study to include integrated fares, not just coordinated fares. Integrated fares would be the most user-friendly and have the greatest potential to increase ridership. Additionally, user research should be a large component of the study in order to deliver the best solution for real users, many of whom may not have the means or access to come to public meetings due to work hours or travel difficulties.

Thank you again for listening to transit riders,
Nishant Kheterpal

From: [Derek Pell](#)
To: [Martha Silver](#)
Subject: Business Case Study for Regional Fare Integration
Date: Tuesday, September 3, 2019 4:42:12 PM

External Email

Dear Clipper Executive Board Members and MTC Commissioners,

Thank you very much for moving ahead with the Business Case Study for Regional Fare Integration. I am passionate about this subject and believe it should be of the highest priority for transportation policy makers in the greater Bay Area.

I think that regionally integrated fares will be a great benefit for the entire Bay Area. I know from first-hand experience that integrated fares make for a much more customer-friendly and customer-focused transit system. Having lived in Switzerland for 8 months, I saw how having a single fare for an entire journey made traveling solely by public transport much easier and more appealing.

For instance, my wife and I took my parents across the country to a remote village. To complete this trip, we took a bus from our apartment to a nearby tram stop. We then took the tram to the city train station. Then we rode two different trains to a small town and got on a bus. This bus took us to a gondola and then we rode the gondola up to the village. All of this was booked on a single ticket! There was no worrying about what agency needed to be paid (I believe we used 5 different agencies, but I don't really know) or how much; it was simple, streamlined, and efficient (exactly what public transportation systems should strive to achieve). I think one can hear this anecdote and try and write it off as it's an entirely different country; however, the distance covered here was probably no more than San Jose to Santa Rosa yet to navigate that trip by public transport the entire way is complicated and likely unmanageable for all but the most diehard transit rider.

In contrast to my past experience with an integrated fare network, my coworkers who live in San Francisco and commute to Alameda have a much different experience. They either take Muni or BART (or both) down to the Embarcadero and then take the ferry across the bay. These disparate networks, while all using the Clipper card (thankfully), create a complicated system of monthly passes and pre-loaded money on the card that can be very hard to manage.

I believe the simplicity of an integrated fare system will drive more transit ridership and riders realize that there is no more stress about multiple tickets or fare structures. A single customer-facing ticketing organization reduces the inertia required to get on public transportation (forgive me, I'm an engineer). I strongly believe that distribution of ticket fares between organizations is a task that does not need to be necessarily customer facing, as the customer had no real stake in the transaction. Transit riders want to get from A to B and pay a fair rate, no matter what agencies are required for them to make the journey. Burdening riders with determining exactly what agency needs what fare for a single leg of their total journey is needlessly complex and only seeks to drive down ridership.

It is becoming starkly clear that average vehicle miles traveled per person needs to decrease in order to have a chance of fighting the unfolding global climate catastrophe. As detailed above, I think that integrated fares will improve ridership, thus resulting in less car-driving, pollution,

and greenhouse gas emissions. Furthermore, integrated fares will improve affordability and equity in our transportation system. Under-served and less-affluent communities often bear the brunt of our disjointed transit fare system. Multiple bus transfers and modes of travel drive higher prices for those who are most likely to rely on the services. A more streamlined and unified fare system for the entire Bay Area will continue our society's drive towards equality.

I strongly encourage the board and commission to include fully integrated fares in the Business Case Study. Integrated fares, in contrast to simple coordinated fares, will be the most user-friendly and have the greatest potential to increase ridership. I think having coordinated fares between agencies, while an improvement from the current piecemeal system, would be a disappointing half-measure that does not boldly address flaws inherent in our current system. I truly believe that the Bay Area can continue to lead the nation and develop our current system into a more customer-focused world-class transportation network. Please include rich and diverse customer research in the Business Case Study. This will help you craft options that will encourage more transit ridership and best serve our community.

Thank you all for listening to transit riders. I believe this is a fantastic step forward for transit in the Bay Area and an incredible opportunity to be nationwide leaders for fare and network integration. I wish you all the best of luck in your path forward.

Regards,

Derek Pell



From: [Alex Li](#)
To: [Martha Silver](#)
Subject: Business Case Study for Regional Fare Integration
Date: Tuesday, September 3, 2019 6:49:17 PM

External Email

Dear Clipper Executive Board Members and MTC Commissioners,

Thank you for moving ahead with a study of fare integration in the Bay Area. Fares in the Bay Area are extremely confusing, as I'm sure you know, and this is an important step to ensure high-quality transportation options for the region.

The current fare scheme encourages loyalty to specific agencies. While this may be a good way to allocate funding, it's inconvenient to riders, expensive to those dependent on transit, and limiting to everyone who lives in the Bay Area. A study on fare integration, and not just coordination, will help limit and possibly eliminate the issues caused by the current fare schedule. I urge you to consider integration, because this is just a study, and studying all possibilities gives future decision makers the flexibility to do what is right for the region and its future.

I am personally abhorred by the Bay Area's lack of fare coordination. As a student who travels throughout the region to meet friends, go shopping, and get home, it's incredibly expensive to move around. It cost me more to take a round-trip from Stanford to Berkeley than it does for me to take a bus home to Los Angeles. Considering that my college hopping should be a 1.5 hour round trip in a car, and that a bus ride home is about 6 hours, it's pretty hard to say I derive a lot of value from taking transit in the Bay Area. Make transit attractive--ingrate the fares.

Thank you for your time.

Sincerely,

Alexander Li

From: [Devan Paul](#)
To: [Martha Silver](#)
Subject: Business Case Study for Regional Fare Integration
Date: Wednesday, September 4, 2019 9:49:28 PM

External Email

Dear Clipper Executive Board Members and MTC Commissioners,

Thank you for allowing this crucial study to clear another hurdle. Integrated fares are key to a robust transportation system and can boost ridership. Disjointed fares dissuade those transit can help the most: low-income riders. Plus, a simpler fare schedule across agencies would encourage modeshift and thus lower carbon emissions. Personally, I keep careful track of my budget and find it confusing to calculate vastly different fares for the different agencies I travel with.

I'd like to stress the importance of recommending *integrated* fares rather than just coordinated ones, as a simpler system has the greatest opportunity to increase ridership. I'd also like to ensure that the study conducts extensive outreach with stakeholders.

Thank you again for listening to the voices of transit riders,
Devan Paul

From: [Steven Green](#)
To: [Martha Silver](#)
Subject: Business Case Study for Regional Fare Integration
Date: Friday, September 6, 2019 4:38:21 PM

External Email

Dear Clipper Executive Board Members and MTC Commissioners,

I read recently that you have decided to continue the business case study for fare integration. Thank you so much. As someone who loves the Bay Area and is deeply concerned for its future, we need to be doing everything we can to grow and encourage transit ridership, and a modern and integrated fare system is an incredible way to do that.

As an example, my wife and I moved to Millbrae for its great transit access to both ends of the Peninsula, but her job moved from near 16th Street Bart to the Inner Sunset. As a result, her daily transit costs rose from \$4.75 each way to \$7 each way. That's an extra \$90/month simply because she now has to transfer between agencies. If CalTrain has a significant delay, I have to pay to switch to a SamTrans bus to get home. It costs us \$2.50 less to take the bus to SFO than to take Bart, despite the routes being identical.

I hope your study takes into account customers like me who face baffling difficulties due to our fragmented fare and agency structure. The goal should be about getting people out of cars, regardless of the agency, and at a cost that is reasonable and understandable.

Thanks for your time,
Steven Green - Millbrae resident and Caltrain commuter

From: [Sara Greenwald](#)
To: [Martha Silver](#)
Subject: Business Case Study for Regional Fare Integration
Date: Monday, September 9, 2019 1:23:08 PM

External Email

Dear Clipper Executive Board Members and MTC Commissioners,

The 350 Bay Area Transportation Campaign is a 350 Bay Area program working in alliance with other Bay Area groups to achieve transportation that is clean-powered, convenient, safe, affordable and available for all. We represent thousands of commuters who use transit, or could use transit given improved ease of use.

We are pleased to see the business case study for regional integrated fares moving forward. We believe that regional fare integration is essential to meeting the region's mobility, equity and sustainability needs. Bay Area transit agencies and MTC should be doing everything possible to make it easy to use transit, for our members and for the many commuters and residents who travel without cars.

In considering the scope of a study, we believe it is essential to consider options for fare integration, not just coordination. This substantially improves our ability to motivate many more people to use public transportation.

The study must include a robust public engagement and outreach process, with research assessing the needs of different demographics and geographies of people who use transit, and the barriers and solutions for those who might use transit with improvements. The study should have guidance from diverse stakeholders, representing riders, major customers/potential customers such as major employers, transportation management associations, and housing developments, and cities crafting transportation policies; and from policymakers on MTC and Transit Agency boards.

Fare integration has the potential to address significant barriers to transit use, and case studies around the world show that fare integration has strong potential to increase ridership. So we are delighted by the prospect of a strong study to move forward.

Thank you very much for your consideration,

Sara Greenwald
Co-Chair
350 Bay Area Transportation Campaign

**Clipper Executive Board
Handout - Attachment B
Agenda Item 3a
September 16, 2019**

San Francisco Transit Riders
P.O. Box 193341, San Francisco, CA 94119
www.sftransitriders.org | hello@sftransitriders.org | @SFTRU



September 16, 2019

Clipper Executive Board
375 Beale Street
San Francisco, CA 94105

Re: Business Case Study for Regional Fare Integration

Dear Clipper Executive Board Members and MTC Commissioners,

San Francisco Transit Riders is the city's nonprofit advocate for efficient, affordable, and always growing public transit.

Thank you for moving forward with this crucial study for regional fare integration. We need to remove as many barriers to using public transit as possible. With regional fares that make sense and are affordable, current riders won't be penalized for crossing agency boundaries, and public transit will become more regionally viable for people now stuck in traffic in private cars.

We have a climate emergency, record traffic congestion, and a street safety crisis. Public mass transit is the most efficient, equitable way to address all of these issues. We've seen that ridership increases when public transit is made efficient, welcoming, and easy to use.

We urge you to consider thorough customer research in your study. Input from everyday riders and potential riders, as well as from cities, counties, and employers can point to principles for better serving current riders and encouraging more ridership. Using existing agency studies will likely be insufficient to identify problems integrated fares could solve.

We also recommend establishing a stakeholder group, including the business community as well as nonprofits and advocacy organizations familiar with the needs of different groups of riders. This group could help assess the study and provide valuable input on a periodic basis.

Thank you for your consideration.

Sincerely,

Cat Carter
Acting Executive Director

CC: Tom Maguire, SFMTA Director of Transportation
Julie Kirschbaum, SFMTA Director of Transit
SFMTA Board of Directors



September 16, 2019

Clipper Executive Board
C/O Metropolitan Transportation Commission
375 Beale Street, Suite 800
San Francisco, CA 94105

Re: Item 3a: Fare Coordination and Integration Work Program

Dear Chair Mulligan and Executive Board members:

SPUR is a member-supported nonprofit organization that promotes good planning and good government in the Bay Area through research, education and advocacy. Improving public transportation and increasing transportation use in cities are core priorities for our organization.

SPUR commends and applauds MTC and transit operators for collaborating to develop the scope of work for the Bay Area Regional Fare Integration and Coordination Study. We appreciate that the project management structure includes MTC and transit operators, and that it encourages participation from staff representing various areas of subject matter expertise.

We support the focus on fare coordination and integration, welcome the emphasis on developing a customer-centric fare system that grows transit ridership, and appreciate that the scope is narrowly focused on fare policy given the tremendous opportunity the Clipper upgrade provides to streamline and simplify fares.

SPUR recommends the Clipper Executive Board approve the four items listed in the staff report. We offer the following suggestions to help strengthen the scope of work and project management process.

1. Include user research in the research and existing conditions analysis (Task 2).

Task 2 should include comprehensive user research that seeks to identify what customers, including individual riders and institutional customers such as employers and cities, perceive as issues with the current fare system and what should be the priorities for a future integrated and coordinated regional fare system.

The scope of work proposes to use existing transit agency studies to gather this data, but to date, no study has looked at fare policy from a regional perspective. We simply do not have this information and without it, we cannot expect to understand how fares are a barrier to transit use well enough to propose adequate remedies.

We appreciate that public outreach is included in Task 4 and commend staff for seeking customer feedback on the proposed options. But asking customers to vet solutions they did not help inform

is less likely to be productive; the best way to ensure the solutions are poised to meet customer needs to identify those needs first.

TransLink (Vancouver, BC's transit operator) recently completed a fare review process and it offers an excellent template for the Bay Area's study. (For more information, see: <https://www.translink.ca/Plans-and-Projects/Transit-Fare-Review.aspx>.) Their fare review process was divided into four phases and each included user research. In the first phase, which is akin to Task 2, they sought to uncover customers' fare policy concerns, ideas and issues by:

- Conducting a questionnaire with the broader public and a market research panel survey;
- Listening directly to transit customers through individual and group discussions as well as through intercept interviews out on the system;
- Hosting a series of workshops with stakeholders across multiple sectors, including labor, business, environment, people with disabilities, students, children, youth and seniors.

What TransLink heard and learned through this research provided the foundation for the fare policy options they then developed, which were further refined through additional customer input and feedback. Prioritizing user research not only helped ensure the viability of their recommendations, but it also helped TransLink build trust with their customers who felt confident the solutions would address their pain points.

We understand that the Fare Coordination and Integration study budget may not be sufficient to support robust user research. Nevertheless, we strongly encourage MTC and the transit operators to not skimp on user research; we firmly believe this is the most crucial part of the entire exercise.

As we've noted previously, Metrolinx (Toronto's regional rail transit operator and planning agency) identified as one of the main shortcomings of their Business Case for Fare Integration that it was not adequately anchored in the rider experience. The Bay Area would be wise to heed this lesson and note TransLink's success, and prioritize user research as part of the study.

2. Create a multi-stakeholder group to help guide and inform the study.

The study would benefit from a multi-stakeholder group to provide guidance and input about the study periodically during the project. This group can help ensure the study is meeting customer needs and is a way to build and grow support for the study and its outcomes. This is the approach many complex studies conducted in the Bay Area have used, such as the 101 Managed Lane Mobility Action Plan and the Caltrain Business Plan. For each, a broad set of stakeholders, including members of the business community, nonprofits and community groups, provided valuable insights that were helpful additions to what staff and the consultants proposed.

3. Conduct workshops with transit agency board members and MTC Commissioners to grow their support.

We are concerned that transit agency board members and MTC Commissioners are not being given a chance to be informed and brought along during the study process. Since board members

set fare policy, their interest and support are especially crucial. Furthermore, this effort may need additional investment that will require the buy-in and excitement of elected officials. Many board members and commissioners expressed their support for fare integration at MTC's Fare Integration Seminar. Nurturing and growing their interest by including them in the process and ensuring they understand the issues and trade-offs can help cultivate them as champions for the study and its implementation.

We recommend holding workshops with board members, similar to the Fare Integration Seminar, at key points in the study process. We believe workshops are the right approach as the format is engaging and encourages curiosity and collaborative learning.

4. Expand the definition of revenue neutrality to account for system-wide gains.

SPUR commits to supporting fare integration proposals that help keep transit operator income whole through increased revenues or subsidies. The scope of work states that the fare options should not adversely impact existing operator revenue. This formulation does not consider the potential of an integrated fare option to increase ridership overall and thus increase revenue for the *regional system*, which could then be distributed among operators through revenue sharing.¹ We encourage MTC and transit operators to adopt a definition of revenue neutrality that accounts for system-wide gains. Acknowledging and supporting the region's transit system *as a network* is going to be crucial to achieving a fare-system that is truly customer-centric.

Thank you for your leadership on this crucial issue. We look forward to working with you as the study progresses.

Sincerely,



Arielle Fleisher
Transportation Policy Director

¹ For example, using a simplified illustration: Let's say the Bay Area's transit system consisted of two operators (A and B), which earn a cumulative \$100,000 in fare revenue per year. Operator A earns \$60,000 and Operator B earns \$40,000 per year from fares. The two operators choose to study a regional pass product, which would likely shift the distribution of revenues so that Operator B would earn \$50,000 per year from fares, but Operator A would only earn \$55,000. Regionally, the transit system would see a 5 percent increase in fare revenue due to the regional fare product. The product, however, would not be considered "revenue neutral" to each individual operator in the region and thus would not meet the definition outlined in the scope of work even though the benefits to the region are substantial and a revenue-sharing formula would support the redistribution of funds from Operator B to Operator A.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 19-0963 **Version:** 1 **Name:**
Type: Report **Status:** Informational
File created: 8/22/2019 **In control:** Clipper Executive Board
On agenda: 9/16/2019 **Final action:**
Title: Current Clipper® System Update

Update Board members on the current Clipper program. Clipper staff last updated this Board on the ongoing work and projects related to the current Clipper system at the August 2019 meeting.

Sponsors:

Indexes:

Code sections:

Attachments: [4a_C1 Program Update.pdf](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Subject:

Current Clipper® System Update

Update Board members on the current Clipper program. Clipper staff last updated this Board on the ongoing work and projects related to the current Clipper system at the August 2019 meeting.

Presenter:

Jason Weinstein

Recommended Action:

Information

Attachments:

Clipper[®] Executive Board

September 16, 2019

Agenda Item 4a

Current Clipper[®] System Update

Subject: Update Board members on the current Clipper program. Clipper staff last updated this Board on the ongoing work and projects related to the current Clipper system at the August 2019 meeting.

Background: **Transactions and Sales**
Clipper processed 24.1 million transactions and settled \$59.4 million in revenue in August. This is the highest recorded level of activity for August for the Clipper program.

Clipper Customer Education

MTC continues to support BART's Clipper-only station pilot. Since August, BART has rolled out three of the four pilot stations that now vend only Clipper cards; these stations will, however, still accept magnetic stripe tickets. The final station in the pilot, Downtown Berkeley, is expected to roll out on September 24. MTC has been supporting the pilot with 12 outreach events.

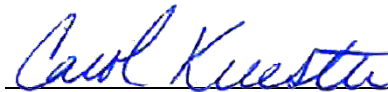
Implementation and Enhancement Projects

AC Transit is still targeting a December 2019 revenue service date for Bus Rapid Transit (BRT). Cubic will provide an updated implementation schedule upon receipt of the construction schedule from AC Transit's contractor.

MTC continues to coordinate with SFMTA on Clipper equipment installation for the Central Subway, currently anticipated to begin in November.

Clipper equipment continues to perform well in the field and meets contractual performance requirements.

Attachments: **Attachment A:** Clipper Master Schedule



Carol Kuester

[illegible]



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 19-0964 **Version:** 1 **Name:**
Type: Report **Status:** Informational
File created: 8/22/2019 **In control:** Clipper Executive Board
On agenda: 9/16/2019 **Final action:**
Title: Next Generation Clipper® System Update

Update Board members on key developments related to the implementation of the Next Generation Clipper System Integrator project, focusing on recent strategies on next generation onboard equipment and an update on the Next Generation Clipper customer service center procurement.

Sponsors:

Indexes:

Code sections:

Attachments: [4b_C2 Program Update.pdf](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Subject:

Next Generation Clipper® System Update

Update Board members on key developments related to the implementation of the Next Generation Clipper System Integrator project, focusing on recent strategies on next generation onboard equipment and an update on the Next Generation Clipper customer service center procurement.

Presenter:

Jason Weinstein and Edward Meng

Recommended Action:

Information

Attachments:

Clipper[®] Executive Board

September 16, 2019

Agenda Item 4b

Next Generation Clipper[®] System Update

Subject: Update Board members on key developments related to the implementation of the Next Generation Clipper System Integrator project, focusing on recent strategies on next generation onboard equipment and an update on the Next Generation Clipper customer service center procurement.

Background: **Executive Summary**

Included as Attachment A to this memorandum is a summary of recently completed activities related to delivering the Next Generation Clipper program; upcoming activities and deliverables for MTC, Cubic, and the transit operators; and noteworthy items that the project team is managing. This will be updated and presented to this Board monthly.

Initial Design Review

Cubic, MTC, and the transit operators participated in six meetings held August 27, 28, and 29 related to the initial design review submittal, including documents related to:

- Accelerated Deployment Design
- Validator Design (multiple validator types as required by the Contract)
- Back Office Design (C1 functionality to support future system migration)
- Website, Web Portal, and Mobile App Design
- Communications Network Design

Participation was high, as nearly 70 MTC and transit operator staff representing over 13 agencies in the region participated in at least one of these meetings. Comments from nearly 40 MTC and transit operator staff were submitted to Cubic the first week in September, with a targeted date for approval in early October.

Next Generation Onboard Equipment Strategy

At its June 17, 2019 meeting, the Clipper Executive Board unanimously approved a revision to the Next Generation Device Strategy, in which all the region's bus operators would receive Next Generation devices under Accelerated Deployment. Through a streamlined change management process defined under the Next Generation Clipper scope of work, the Change Control Board, consisting of MTC and transit operator staff, reviewed the proposed scope and voted unanimously to move forward with a Change Order. The Change Order is currently routing and resulted in savings of nearly \$100,000 in the Next Generation Clipper System Integrator contract.

Currently, MTC and transit operator staff are reviewing work related to several options of integration with bus operators' CAD/AVL systems that would communicate with the onboard validators and may eliminate the need for an Operator Control Unit. Work is expected to ramp up this year, as initial equipment order quantities are needed by the end of this year. MTC, Cubic, transit operator staff, and their CAD/AVL vendors are required to participate in the discussions if they want to pursue this option. We will return to the Board for the approval of a contract change order should the CAD/AVL integration options with the Next Generation equipment and system require a change to the Next Generation Clipper Contract.

Next Generation Customer Service Center (CSC) Update


Unlike the current iteration of the Clipper program, the Next Generation Clipper program split the system integrator tasks from other functions of the program. The system integrator contract was awarded in September 2018. The CSC, payment gateway, and fare media contracts are yet to be awarded.

Over the past several months, MTC, transit operators, and program technical advisors, the IBI Group, have been drafting a scope of work to release a Request for Information (RFI) for the Next Generation CSC. The purpose of the CSC RFI is to obtain feedback and input from industry experts in the area of customer service operations and from integrated voice response (IVR) and automatic call distribution (ACD) system developers that will further inform and refine the CSC procurement document. This feedback will be used to promote a level playing field and to maximize the number of competitive proposals received for the Request for Proposals once released. As shown in Attachment B, the RFI is expected to be released for industry feedback later this month.

Attachments:

Attachment A: Next Generation Clipper Program Executive Summary Status Report

Attachment B: Next Generation Clipper® Customer Service Center Update

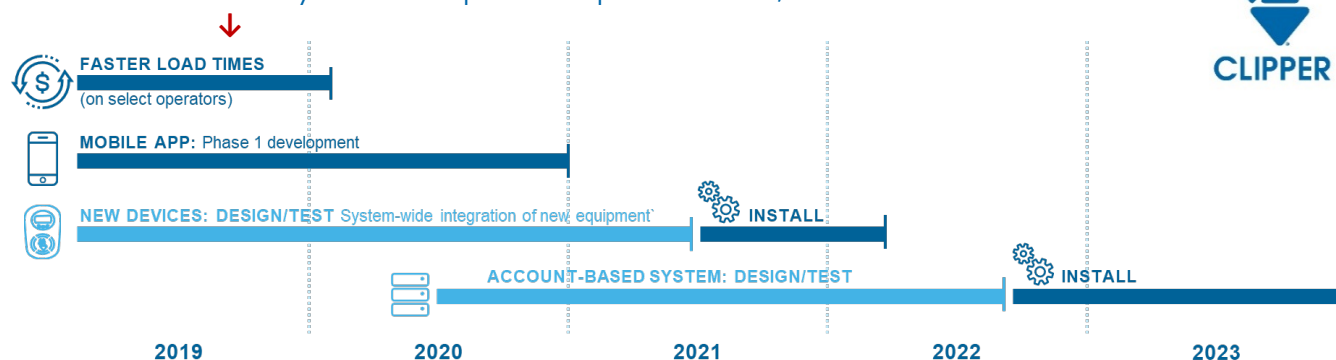


Carol Kuester



Next-Generation Clipper Program

Executive Summary Status Report – September 16, 2019



Summary

- Faster Load Times and Mobile App test plans approved.
- Review Cycle 1 for Accelerated Deployment design documents underway.
- Mobile App UI/UX workshops and technical discussions continue with operators.
- Review Cycle 2 submittal expected in mid-October.

Recently Completed Activities

	MTC/IBI	Cubic	Operators	Date
• Technical meetings with operators:				
o BART	•	•	•	Aug 21
o SFMTA	•	•	•	Aug 16
• Accelerated Deployment Test Plans:				
o Resubmittal by Cubic		•		Aug 21
o Comments on resubmittal sent to Cubic	•			Aug 30
o Approval by MTC	•			Sep 6
• Mobile App UI/UX design workshops	•	•	•	Sep 3, 9
• Review Cycle 1 documents:				
o Review meetings with Cubic	•	•	•	Aug 27-29
o Comments sent to Cubic	•		•	Sep 5

Upcoming Activities/Deliverables

	MTC/IBI	Cubic	Operators	Date
• Mobile App UI/UX design:				
o UI/UX design workshops	•	•	•	Sep 17
o UX approval	•		•	Sep 23
o UI approval	•		•	Sep 23
• Review Cycle 1 documents:				
o Resubmittal by Cubic		•		Sep 20
o Comments on resubmittal due to Cubic	•		•	Oct 3
• Review Cycle 2 documents:				
o Submittal by Cubic		•		Oct 18
o Review meetings with Cubic	•	•	•	Week of Oct 28
• Technical meetings with operators:				
o BART	•	•	•	Oct 16
o SFMTA	•	•	•	Oct 18
• Clipper Executive Board Meeting	•	•	•	Oct 21



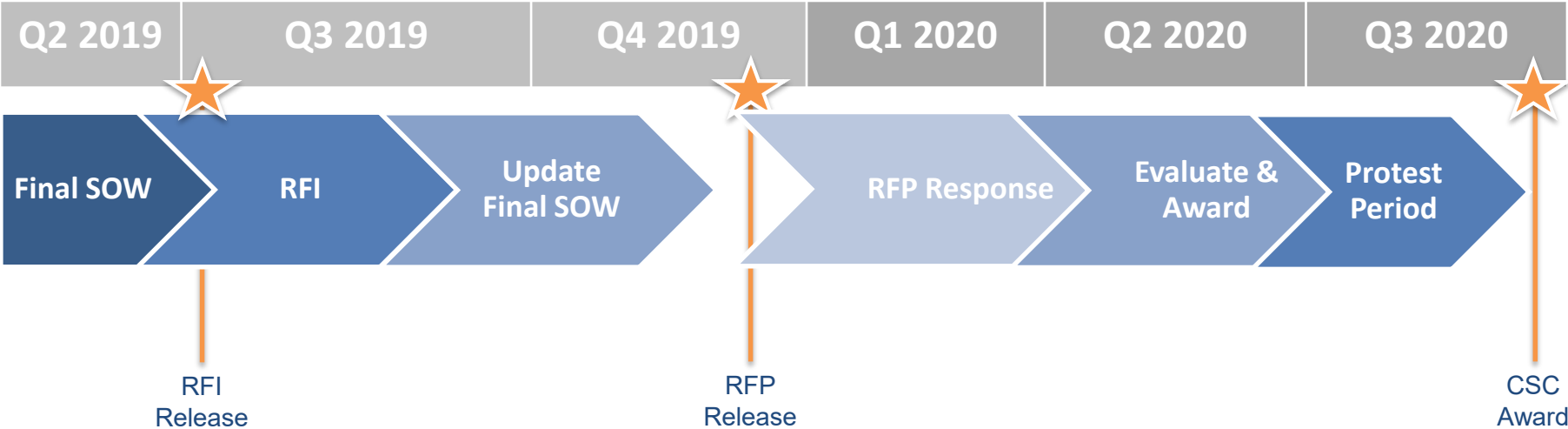
Next Generation Clipper Customer Service Center Procurement

Clipper® Executive Board

September 16, 2019

Agenda Item 4b
Attachment B

Next Generation Clipper CSC Procurement Timeline



Next Steps – Resolve Outstanding Items

1. Financial Guarantees
2. Service Levels / KPIs
 1. Incentives and disincentives scheme
3. Payment Methodology
 1. Lump sum, firm fixed price for design through transition
 2. Monthly firm fixed and volume-based unit price for O/M work with a not to exceed maximum payment amount

