



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,  
Therese W. McMillan, Robert Powers,  
Nina Rannells, and Jeffrey Tumlin*

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Monday, January 27, 2020

1:30 PM

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

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

#### 1. Roll Call / Confirm Quorum

*Quorum: A quorum of this committee shall be a majority of its regular voting members (5).*

#### 2. Consent Calendar

- 2a. [20-0086](#) Minutes of the December 16, 2019 Meeting
- Action: Board Approval
- Attachments: [2a CEB Minutes DEC 16 2019.pdf](#)
- 2b. [20-0190](#) Clipper® Contract Change Order Amendment - Clipper® Program SSAE 18 Audit: Cubic Transportation Systems, Inc. (\$200,000)
- Action: Board Approval
- Presenter: David Weir
- Attachments: [2b SSAE 18 Audit for FY 2019-20.pdf](#)

### 3. Approval

- 3a. [20-0087](#) Clipper® Executive Board 2020 Meeting Calendar
- Request Board approval of Clipper Executive Board 2020 Meeting Calendar.
- Action:** Board Approval
- Presenter:** Edward Meng
- Attachments:** [3a Clipper Exec Board 2020 Calendar.pdf](#)

### 4. Information

- 4a. [20-0164](#) California Integrated Travel Project (Cal-ITP)
- Update Board members about the Cal-ITP and statewide fare payment initiatives.
- Action:** Information
- Presenter:** Gillian Gillett, Cal-ITP
- Attachments:** [4a Cal ITP.pdf](#)
- 4b. [20-0191](#) 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 December 2019 meeting.
- Action:** Information
- Presenter:** Jason Weinstein
- Attachments:** [4b C1 Program Update.pdf](#)
- 4c. [20-0192](#) Next Generation Clipper® System Update
- Update Board members on key developments related to the implementation of the Next Generation Clipper System Integrator project.
- Action:** Information
- Presenter:** Jason Weinstein
- Attachments:** [4c C2 Program Update.pdf](#)

## 5. Executive Director's Report – Kuester

[20-0206](#)

Action: Information

Attachments: [5 ED Report rev.pdf](#)

## 6. Public Comment / Other Business

## 7. Adjournment / Next Meeting

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

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

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

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

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

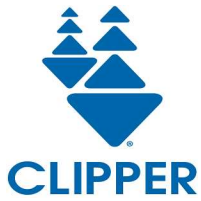
**可及性和法令第六章:** MTC 根據要求向希望來委員會討論有關事宜的殘疾人士及英語有限者提供服務/方便。需要便利設施或翻譯協助者，請致電 415.778.6757 或 415.778.6769 TDD / TTY。我們要求您在三個工作日前告知，以滿足您的要求。

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

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

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



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 20-0086      **Version:** 1      **Name:**  
**Type:** Minutes      **Status:** Consent  
**File created:** 12/27/2019      **In control:** Clipper Executive Board  
**On agenda:** 1/27/2020      **Final action:**  
**Title:** Minutes of the December 16, 2019 Meeting  
**Sponsors:**  
**Indexes:**  
**Code sections:**  
**Attachments:** [2a\\_CEB Minutes\\_DEC 16 2019.pdf](#)

Date	Ver.	Action By	Action	Result
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**Subject:**  
Minutes of the December 16, 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,  
Therese W. McMillan, Robert Powers,  
Nina Rannells, and Jeffrey Tumlin*

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Monday, December 16, 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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#### 1. Roll Call / Confirm Quorum

**Present:** 7 - Chair Mulligan, Board Member Fernandez, Board Member Hartnett, Board Member Hursh, Vice Chair Ramacier, Board Member Rannells, and Board Member Powers

**Absent:** 2 - Board Member McMillan, and Board Member Maguire

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

Diana Hammons acted as a delegate and voting member of the Board in place of Tom Maguire. Actions noted below as "Maguire" were taken by Hammons.

#### 2. Consent Calendar

**Upon the motion by Board Member Hartnett and second by Board Member Powers, 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.**      [19-1358](#)      Minutes of the November 18, 2019 Meeting

**Action:** Board Approval

**Attachments:**    [2a CEB Minutes Nov 16 2019.pdf](#)

### 3. Approval

**3a.**     [19-1371](#)     Clipper® Memorandum of Understanding (MOU) and 2020 Executive Board Calendar

Request Board approval of 2020 Clipper Executive Board Calendar and update board members on attendance requirements and delegation authority under the Clipper® Amended and Restated Clipper MOU.

**Action:** Board Approval

**Presenter:** Edward Meng

**Attachments:** [3a Clipper Exec Board 2020 Calendar.pdf](#)

Upon the motion by Board Member Fernandez and second by Board Member Hursh, the Clipper® Memorandum of Understanding (MOU) and 2020 Executive Board Calendar was approved as amended to approve the January 2020 meeting date and location and return to the Board in January with a revised schedule that would rotate the meeting locations between BART, SamTrans/Caltrain, and MTC, as well as proposed meeting dates that do not conflict with APTA and CTA meetings. 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

**3b.**     [19-1372](#)     Clipper® Unregistered Inactive Funds Disbursement

Request Board approval of a third disbursement of money, representing balances on unregistered inactive Clipper cards, from the Clipper Float Account to the Clipper Operating Budget, while also setting aside funds within the Float Account as a reserve to cover past and potential future use of inactive Clipper cards.

**Action:** Board Approval

**Presenter:** David Weir

**Attachments:** [3b Clipper-MTG-CEB 2019 Inactive Funds Dist.pdf](#)

Upon the motion by Board Member Hartnett and second by Board Member Rannells, the Clipper® Unregistered Inactive Funds Disbursement was approved as amended to allow the disbursement to the unallocated reserve account and to return to the Board in the future with a recommendation for how the funds will be spent. 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

**4. Information****4a.     [20-0042](#)     Clipper® START Means-Based Pilot Program Update**

Update on the Clipper START regional means-based transit fare discount pilot program.

**Action:** Information

**Presenter:** Lysa Hale

**Attachments:** [4a Clipper START Means-Based Pilot Program Update.pdf](#)

**4b.     [19-1375](#)     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 November 2019 meeting.

**Action:** Information

**Presenter:** Jason Weinstein

**Attachments:** [4b C1 Program Update.pdf](#)

**4c.     [19-1376](#)     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 updates regarding accelerated deployment and the Clipper mobile app.

**Action:** Information

**Presenter:** Jason Weinstein

**Attachments:** [4c 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 held Monday, January 27, 2020 at 1:30 p.m. in the Board Room - 1st Floor, Bay Area Metro Center, 375 Beale Street, San Francisco, CA.**



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 20-0190      **Version:** 1      **Name:**  
**Type:** Contract      **Status:** Consent  
**File created:** 1/14/2020      **In control:** Clipper Executive Board  
**On agenda:** 1/27/2020      **Final action:**  
**Title:** Clipper® Contract Change Order Amendment - Clipper® Program SSAE 18 Audit: Cubic Transportation Systems, Inc. (\$200,000)

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [2b SSAE 18 Audit for FY 2019-20.pdf](#)

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

Clipper® Contract Change Order Amendment - Clipper® Program SSAE 18 Audit: Cubic Transportation Systems, Inc. (\$200,000)

### Presenter:

David Weir

### Recommended Action:

Board Approval

### Attachments:

# Clipper® Executive Board

January 27, 2020

Agenda Item 2b

## Clipper® Contract Change Order Amendment — Clipper® Program SSAE 18 Audit: Cubic Transportation Systems, Inc. (\$200,000)

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**Subject:** Request for approval of a Contract Change Order Amendment – Clipper® Program SSAE 18 Audit: Cubic Transportation Systems, Inc. (Cubic) (\$200,000).

**Background:** In May 2012, the MTC Operations Committee approved a contract change order (CO 159) for Cubic to engage a firm to assess Cubic's financial and system controls associated with fare processing, financial reconciliation, cardholder support services, card fulfillment, information system operations and card account management functions. These tasks are completed via a standard approach called a Statement on Standards for Attestation Engagement No. 18 Report (SSAE 18 Audit). This change order amendment (Amendment 7 to CO 159) will allow Cubic to engage a firm to perform an SSAE 18 Audit for FY 2019-20.

Industry best practices recommend conducting annual audits to maintain a vendor's focus on controls. Article III.G of the Clipper Amended and Restated Memorandum of Understanding (MOU) requires that the Contracting Agency provide such audit. Transit agencies rely upon the SSAE report as part of their own annual audits, as an SSAE report can reduce the procedures required in agencies' own audit processes.

The first SSAE Audit under CO 159 was completed in November 2013 for FY 2012-13. CO 159 was subsequently annually amended to provide for SSAE Audits of each subsequent fiscal year. Most recently, this Board approved the FY 2018-19 SSAE 18 Audit (Amendment 6) in April 2018.

This contract change order amendment was contemplated and \$230,000 was set aside for this purpose in the Two-Year Clipper Operating Budget and Work Plan approved by the Board on March 19, 2019.

**Issues:** None

**Recommendation:** Staff recommends that the Executive Board approve a contract change order amendment with Cubic in the amount not to exceed \$200,000 for the SSAE 18 audit for FY 2019-20, as described above.

  
Carol Kuester

## REQUEST FOR BOARD APPROVAL

### Summary of Proposed Contract Change Order Amendment

Contractor:	Cubic Transportation Systems, Inc. San Diego, CA
Work Project Title:	Statement on Standards for Attestation Engagement No. 18 Report (SSAE 18) for FY 2019-20 (Am. #7 to CO-159)
Purpose of Project:	To produce a Statement on Standards for Attestation Engagement No. 18 Report (SSAE 18) for the 2019-20 Fiscal Year.
Brief Scope of Work:	SSAE 18 audits provide an attestation report to state that management's financial and information technology controls are tested as effectively meeting risk management objectives during the observation period of the report. This Amendment adds funds to an already existing Change Order.
Project Cost Not to Exceed:	\$200,000 (this Change Order Amendment)  Total contract value including amendments before this amendment = \$172,878,112  Total contract amount with this amendment = \$173,078,112
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 Change Order Amendment with Cubic Transportation Systems, Inc., as described herein and in the Clipper Executive Director's January 27, 2020 memorandum, is hereby approved by the Clipper Executive Board.
Clipper Executive Board:	<hr/> Denis Mulligan, Chair
Approved:	January 27, 2020



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

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**File #:** 20-0087      **Version:** 1      **Name:**  
**Type:** Report      **Status:** Committee Approval  
**File created:** 12/27/2019      **In control:** Clipper Executive Board  
**On agenda:** 1/27/2020      **Final action:**  
**Title:** Clipper® Executive Board 2020 Meeting Calendar  
Request Board approval of Clipper Executive Board 2020 Meeting Calendar.

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [3a Clipper Exec Board 2020 Calendar.pdf](#)

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

Clipper® Executive Board 2020 Meeting Calendar

Request Board approval of Clipper Executive Board 2020 Meeting Calendar.

**Presenter:**

Edward Meng

**Recommended Action:**

Board Approval

**Attachments:**

# Clipper<sup>®</sup> Executive Board

January 27, 2020

Agenda Item 3a

## Clipper<sup>®</sup> Executive Board 2020 Meeting Calendar

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**Subject:** Request Board approval of Clipper Executive Board 2020 Meeting Calendar.

**Background:** Per the Clipper Executive Board Procedures Manual adopted by the Board in February 2016, the Board adopts a regular board meeting calendar annually. Currently, meetings rooms have been reserved at the locations indicated for all proposed meeting dates. At December's Board meeting, the Board approved of January's meeting date, time, and location, and that in order to maximize Board member attendance, requested staff alternate geographic locations and consider alternate dates to not interfere with scheduled American Public Transportation Association (APTA), County Transportation Agencies (CTAs) and other industry conferences like Conference of Minority Transportation Officials (COMTO), National Association of City Transportation Officials (NACTO), and Women in Transportation (WTS).

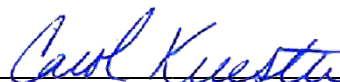
Meeting locations are proposed to alternate between the Bay Area Metro Center in San Francisco and at the BART Board room in Oakland, with occasional meetings at the Caltrain/SamTrans Board room in San Carlos. **Meetings at Caltrain/SamTrans are proposed in the months of April 2020 and September 2020.**

Meeting dates are now proposed on the third Monday of each calendar month, except when that day falls on a holiday or scheduled APTA, CTA, or other industry conferences, in which case the meetings would be held on the fourth Monday. **Meetings proposed on the fourth Monday of the month are January 2020 (holiday), February 2020 (holiday), March 2020 (APTA Legislative Conference), June 2020 (APTA Rail Conference), and July 2020 (COMTO National Conference).**

The Clipper Executive Board 2020 Meeting Calendar is recommended for approval as shown in the calendar in Attachment A.

**Recommendations:** Staff recommends that the Board adopt the Clipper Executive Board Meeting Calendar as shown in Attachment A and described in the memorandum above.

**Attachments:** **Attachment A:** Proposed Clipper<sup>®</sup> Executive Board 2020 Meeting Calendar

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

# Clipper+ Executive Board 2020 Meeting Calendar - Proposed

Blue highlighted dates Clipper Executive Board Meetings @ LOCATION

## JANUARY - MTC

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

## FEBRUARY - BART

S	M	T	W	T	F	S
						1
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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

## MARCH - MTC

S	M	T	W	T	F	S
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

## APRIL - CALTRAIN

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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

## MAY - BART

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10	11	12	13	14	15	16
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24	25	26	27	28	29	30
31						

## JUNE - MTC

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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

## JULY - MTC

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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

## AUGUST - BART

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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

## SEPTEMBER - CALTRAIN

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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

## OCTOBER - MTC

S	M	T	W	T	F	S
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11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

## NOVEMBER - BART

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

## DECEMBER - MTC

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 20-0164      **Version:** 1      **Name:**  
**Type:** Report      **Status:** Informational  
**File created:** 1/7/2020      **In control:** Clipper Executive Board  
**On agenda:** 1/27/2020      **Final action:**  
**Title:** California Integrated Travel Project (Cal-ITP)

Update Board members about the Cal-ITP and statewide fare payment initiatives.

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [4a Cal ITP.pdf](#)

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

California Integrated Travel Project (Cal-ITP)

Update Board members about the Cal-ITP and statewide fare payment initiatives.

**Presenter:**

Gillian Gillett, Cal-ITP

**Recommended Action:**

Information

**Attachments:**

# Clipper<sup>®</sup> Executive Board


January 27, 2020

Agenda Item 4a

## California Integrated Travel Project (Cal-ITP)

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- Subject:** Update Board members about the Cal-ITP and statewide fare payment initiatives.
- Background:** We have invited Gillian Gillett of Cal-ITP to present to transit operator staff in the Bay Area about several initiatives under review and feasibility analyses that Cal-ITP is pursuing. Cal-ITP is a joint collaboration between the California State Transportation Agency (CalSTA), Caltrans, the Capitol Corridor Joint Powers Authority (CCJPA), and state, regional, and local partners. Cal-ITP is largely funded through Caltrans' Transit and Intercity Rail Capital Program.
- Attachments:** **Attachment A:** California Integrator Travel Project

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

# California Integrated Travel Project

Clipper Executive Board  
27 January, 2020



# Contents

- 1 What is Cal-ITP?
- 2 What have we learned from outreach to date?
- 3 What is Cal-ITP evaluating?
- 4 What is the Feasibility Study?

# Introducing Cal-ITP

# What is Cal-ITP?



Cal-ITP is the result of cooperation between the California State Transportation Agency (CalSTA), Caltrans, the Capitol Corridor Joint Powers Authority (CCJPA), as well as local, regional and state partners.



Cal-ITP was started to research, plan and establish a statewide framework for multimodal transportation integration, beginning with trip planning and payments.



# 40 Million Californians in 2019 50-70 Million in 2050

California is the 5<sup>th</sup> largest global economy and home to many of the private sector's mobility and financial innovators, as well as home to the largest and most complex public transportation system in the United States – up to 360 operators.

About **5%** of Californians commute to work by **public transit**

**65%** of California public transportation trips are by **bus**



**18% of households are underbanked**

**21% of African American households are unbanked**

**7% of households are unbanked**

**15% of Hispanic households are unbanked**

# The five objectives of Cal-ITP



Improve the transit experience  
in California



Increase public agency buying power  
for technology and services

Reduce inequality



Realize benefits for transit services



Meet California  
climate change law

# Cal-ITP Program



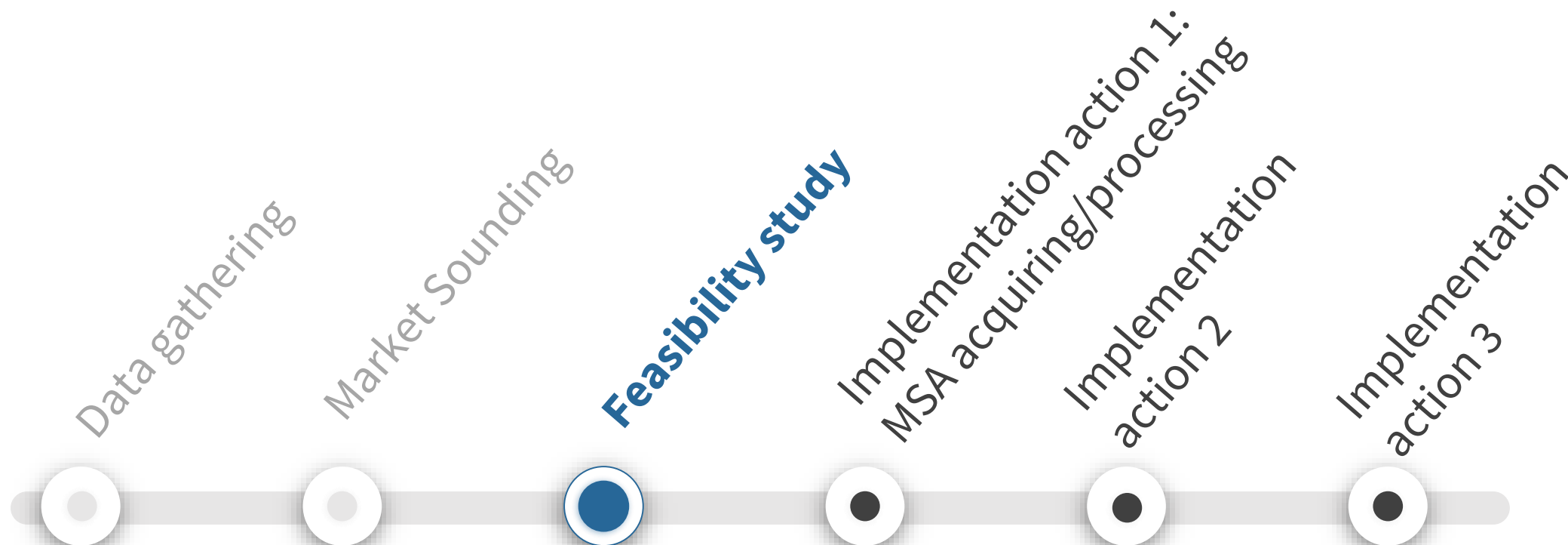
Cal-ITP1 Research and fact-finding on Integrated Transportation Systems.

Cal-ITP2 California Integrated Travel Project Symposium in Davis, CA.

**Cal-ITP3 Statewide Payment Systems and Mobility Service Data, with a focus on Public Transit and Passenger Rail.**

Cal-ITP Future Mobility Service Data for other mobility services, Wayfinding tools and guidelines, User Data & Accounts, Customer Service & Feedback systems.

# Cal-ITP 3: Statewide Payment Systems and Mobility Service Data solutions



# Sharing outcomes from reaching out

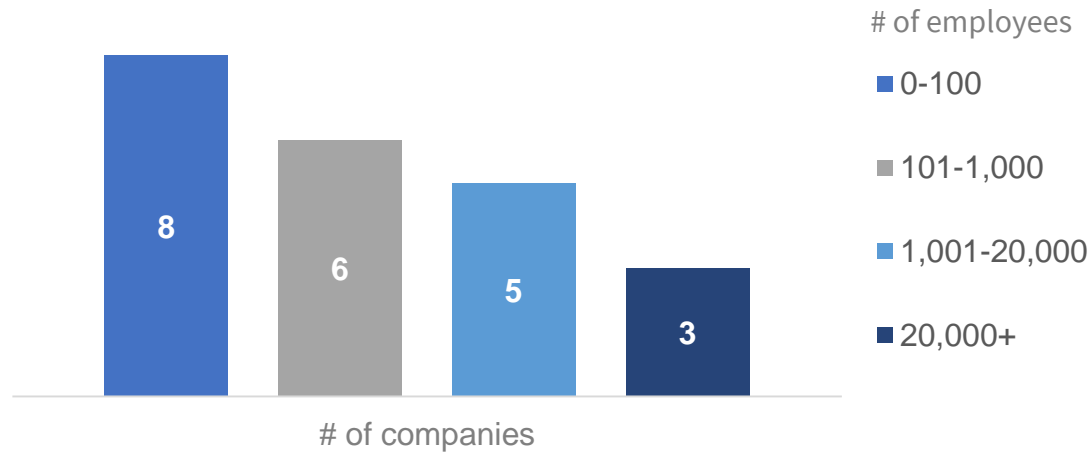
# Market Sounding with private sector

Companies answering our Market Sounding ranged from customer-facing apps to global platforms, fare payment system integrators, the payments sector and the banking industry

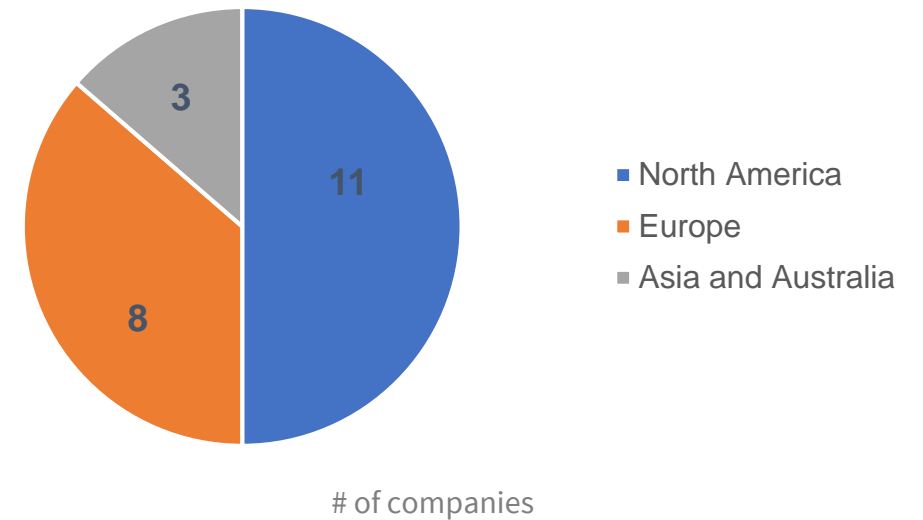


# Overview of Market Sounding respondents

## Distribution of companies by size



## Distribution of companies by location



# How private companies see transit

Convolutd landscape of transit payment systems not designed for interoperability

Large share of unbanked and underbanked customers

Quality and reliability issues of existing mobility data

Lack of harmonized fare policy

Lack of global standards for mobility payments

High financial and payments processing costs

Existing long-term contracts limit modernization

High cost and complexity of registration for certain groups

Transit agencies' insufficient funding and capacity to procure

Privacy expectations of customer segments

**Despite these challenges, private sector companies are very much interested in public transportation and its customers**

# What we heard from public stakeholders



**Even though public stakeholders – including transit agencies – are diverse in number and character, with a diversity of needs, there is a common thread to be found**

Broad support to leverage California's purchasing power to reduce financial acquisition/processing costs

Understanding how to support mobility data and data quality standards statewide, particularly the GTFS family

Early adopters of mobile payment and/or trip planning apps are running into limitations

Support from smaller agencies to leverage California's purchasing power to procure (data and payment) equipment and services

Need for standardization and support in verifying eligibility

**Stakeholders indicate they are ready for opt-in solutions, rather than more studies. Each year without feasible solutions increases vendor lock-ins and further disaggregation.**

# Initiatives under review

# Objectives for improving the customer experience



## Reliable Information

- Service information (e.g. facilities)
- Real-time service information (e.g. vehicle location, arrival time, occupancy rate)
- Fare information (e.g. base fare, discounts, multimodal trip cost information)



## Convenient Payment

- Acceptance of payment cards on vehicles
- Mobile payment acceptance on vehicles
- Support open ticket sales by third-parties



## Inclusivity

- Central eligibility option for discounts
- State issued EMV-based account program

# Cal-ITP Payment Program Initiatives under Review

## Standardization of Mobility Data

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Create California GTFS implementation guidelines to support accuracy of data

## Standardization of Mobility Payments

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Leverage global EMV standards for statewide seamless payments

Leverage existing QR standards for statewide mobile ticketing

Create payment APIs for statewide mobile ticketing

## Standardize Eligibility Verification

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Offer standardized statewide eligibility verification for discount programs



## Organize Implementations

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Provide compliance programs for mobility data / GTFS, mobile payment and eligibility verification

Provide technical assistance to agencies implementing standards

Use California buying power to negotiate Master Service Agreements with vendors of mobility data systems

## Organize.....

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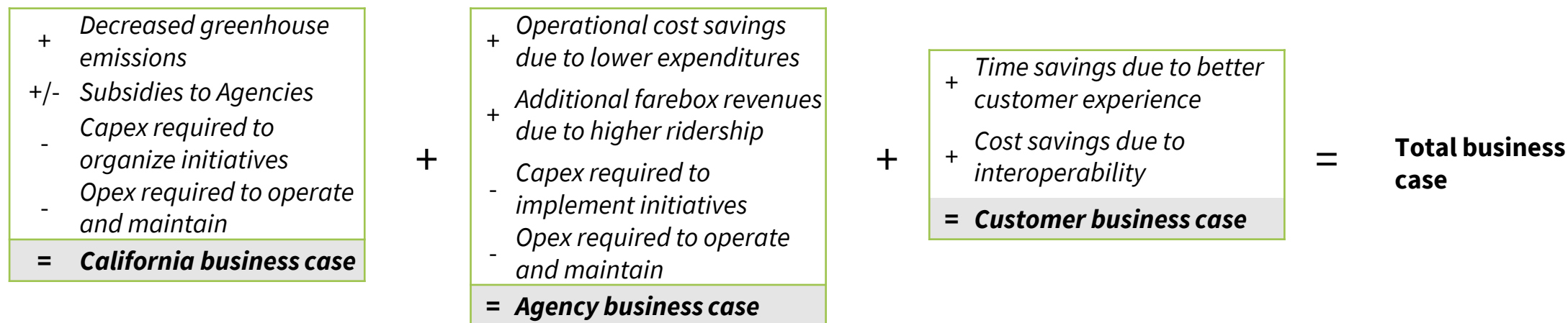
Issue credentials to underserved communities through contactless media

Eligibility verification platform to ease access to and cost of special programs

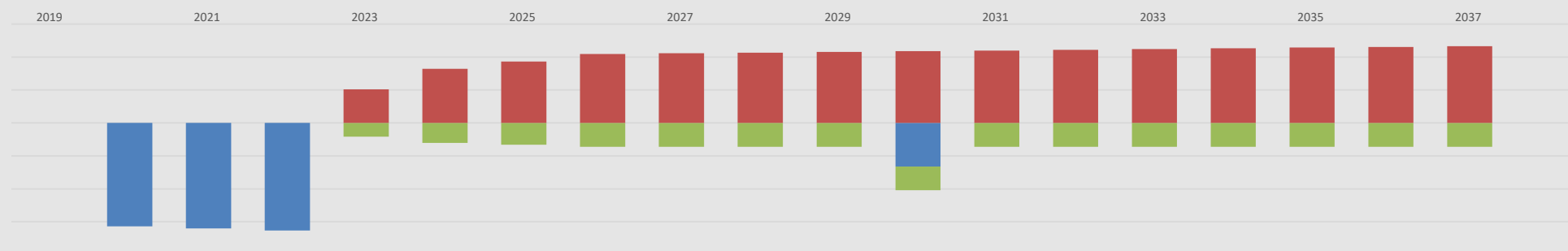
Statewide acquirer/processor contract to lower costs

# What is the Feasibility Study?

# Feasibility Study takes a business case approach to assess the viability of initiatives under review



*Illustrative cash flows for initiatives*



# How agencies can help improve FS results

- Cal-ITP team did receive tons of data from agencies, Caltrans and USDOT, but due to inconsistent data definitions and slices most of the data is impossible to reconcile.
- Key data points that would help improve accuracy:
  - Cost of collection - farebox revenues
  - Cost of cash handling
  - Cost and fees of digital payment (acquiring/processing by payment service provider)
  - Cost of special programs and verifying/maintaining program eligibility

# Cal-ITP next steps

- Finalizing the Feasibility Study (January)
  - Incorporating additional data submissions
  - Sensitivity analysis
  - Reporting
- Outreach to public stakeholders and private sector (cont'd and ongoing)
- Advance feasible initiatives for consideration (2020)

Thank you for your time. If you have ideas, comments, data that you would like to share, or would like further briefings, we can be reached:

**Gillian Gillett**

Program Manager, Caltrans

[Gillian.Gillett@dot.ca.gov](mailto:Gillian.Gillett@dot.ca.gov)

**Jeroen in 't Veld**

Consultant and Feasibility Study Lead at RebelGroup, B.V.

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# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 20-0191      **Version:** 1      **Name:**  
**Type:** Report      **Status:** Informational  
**File created:** 1/14/2020      **In control:** Clipper Executive Board  
**On agenda:** 1/27/2020      **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 December 2019 meeting.

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [4b\\_C1 Program Update.pdf](#)

Date	Ver.	Action By	Action	Result
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**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 December 2019 meeting.

**Presenter:**

Jason Weinstein

**Recommended Action:**

Information

**Attachments:**

# Clipper® Executive Board

January 27, 2020

Agenda Item 4b

## Current Clipper® System Update

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**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 December 2019 meeting.

**Background:** **Transactions and Sales**

Clipper processed 21.2 million transactions and settled \$51.7 million in revenue in December.

**Clipper Customer Education**

MTC is still working on reports for the recent intercept surveys of Clipper and non-Clipper users on transit. Detailed information on the survey results will be presented in the next Clipper Customer Education/Service and Distribution Committee (CESD) this month.

Development continues on the redesigned website; this launch has now been delayed until March due to prioritization of work on the Clipper START program which shares development resources.

The market penetration rate continues to be strong for several operators, particularly those where Clipper use is driven by operators' fare structures and whether or not they offer discounts for fares on Clipper. Some other operators continue to have a low market penetration rate and should continue to explore ways to increase usage.

**Implementation and Enhancement Projects**

MTC continues to coordinate with transit operators on Clipper equipment installation for several implementations, including:

- WETA Richmond & San Francisco Ferry Terminal Expansion (CO-225) – Re-installation of Clipper equipment at Gate E was completed on January 6.
- SamTrans Business Rules Updates (CO-228) – Updates to the business rules were deployed on December 22 and went into effect January 1.

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

**Attachments:** **Attachment A:** Clipper Master Schedule  
**Attachment B:** Clipper Market Share

  
Carol Kuester

ID	Task Name	Duration	Start	Finish	% Comple																								
						2019														2020									
						O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S
2	CONTRACTING PHASE																												
774	End-of-Life Clipper Device Order (CO-230)	137 days	7/19/19	1/27/20	79%																								
782	SSAE-18I (CN-159, Amendment 7)	109 days	11/18/19	4/16/20	20%																								
817	Walgreens Commission Increase (CO-163, Amend 2)	96 days	12/10/19	4/21/20	9%																								
393	IMPLEMENTATION PHASE																												
310	SFMTA Central Subway (CO-195)	1152 days	5/2/16	9/25/20	26%																								
697	WETA Richmond & San Francisco Ferry Terminal Expansion (CO-225, CN-1	449 days	4/19/18	1/7/20	97%																								
627	BART E. Contra Costa & Silicon Valley Berryessa Extensions (eBART/SVBX) (CO-179-1, CN-145)	437 days	4/30/18	12/31/19	80%																								
769	Means Based Fare Discount Clipper Coupon (CO-227)	380 days	10/15/18	3/27/20	75%																								
492	AC Transit BRT Implementation, (CO-197 & CO-205)	172 days	7/17/19	3/12/20	75%																								
771	SamTrans Business Rules Update--Intra-Operator Transfer (CO-228)	153 days	8/1/19	3/2/20	61%																								
795	Caltrain TVM Clipper Integration (CO-226)	252 days	8/1/19	7/17/20	50%																								
808	BART Add Fare Machine (CO-229)	142 days	1/13/20	7/28/20	0%																								
1	BUS REPLACEMENT AND EXPANSION																												
733	AC Transit (Gilig & New Flyers Buses & Fuel Cell Bus)	270 days	12/19/18	12/31/19	90%																								
799	Soltrans (2 BYD Buses)	4 days	1/6/20	1/9/20	0%																								

**Monthly Market Share<sup>6</sup>**

	Monthly Clipper Boardings	Clipper Market Share	
	October 2019	October 2019	October 2018
AC Transit	2,530,240	48.5%	41.9%
BART <sup>7</sup>	9,567,719	89.6%	82.5%
Caltrain <sup>8</sup>	1,128,960	59.5%	63.1%
Golden Gate Ferry <sup>9</sup>	212,124	96.1%	99.3%
Golden Gate Transit <sup>10</sup>	203,163	48.3%	49.1%
Muni <sup>11</sup>	9,143,025	47.9%	43.0%
SamTrans	477,396	44.9%	43.8%
San Francisco Bay Ferry	194,004	62.5%	59.9%
SMART	41,663	72.8%	82.0%
Union City Transit	12,479	43.9%	50.4%
VTA	1,517,968	44.6%	46.3%
Napa/Solano Group	61,892	18.1%	14.7%
City Coach	693	1.9%	1.5%
FAST	18,661	21.4%	22.2%
SolTrans	38,262	29.9%	21.2%
Vine Transit	4,276	4.8%	3.1%
East Bay Group	331,435	48.1%	26.1%
County Connection <sup>12</sup>	165,437	74.7%	27.2%
Tri Delta Transit	24,611	15.8%	12.7%
WestCAT	55,173	47.1%	42.3%
Wheels	86,214	44.5%	27.0%
Sonoma/101 Group	12,153	4.6%	5.0%
Petaluma Transit	2,034	6.1%	6.3%
Santa Rosa CityBus	7,276	4.8%	4.6%
Sonoma Co. Transit	2,843	3.7%	5.2%

6 MTC uses the National Transit Database (NTD) to calculate market share on most operators. NTD typically has a two-month delay before ridership data are available. If NTD data is not available at publication time, missing data is indicated by “N/A”.

7 Monthly market share on BART is calculated using monthly BART total exits by ticket type, which is equivalent to number of linked trips per month.

8 Calculation of market share on Caltrain assumes that monthly pass holders board Caltrain 1.75 times a day per weekday.

9 Includes payment with Clipper-compatible limited-use tickets.

10 Includes boardings on Marin Transit routes, which currently operate under the umbrella of Golden Gate Transit’s Clipper business rules.

11 Includes payment with Clipper-compatible limited-use tickets.

12 In market penetration calculation, County Connection ridership number excludes free routes and employer/school programs.



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 20-0192      **Version:** 1      **Name:**  
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**Title:** Next Generation Clipper® System Update

Update Board members on key developments related to the implementation of the Next Generation Clipper System Integrator project.

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [4c\\_C2 Program Update.pdf](#)

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

Next Generation Clipper® System Update

Update Board members on key developments related to the implementation of the Next Generation Clipper System Integrator project.

**Presenter:**

Jason Weinstein

**Recommended Action:**

Information

**Attachments:**

# Clipper® Executive Board

January 27, 2020

Agenda Item 4c

## Next Generation Clipper® System Update

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**Subject:** Update Board members on key developments related to the implementation of the Next Generation Clipper System Integrator project.

**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.

Highlights include the ongoing technical meeting “road shows” held on-site at transit operator locations to familiarize transit operator staff with the next-generation equipment and to discuss integration options with existing on-board vehicle solutions. By the date of this Clipper Executive Board meeting, these will have been completed at all bus operator sites except Marin Transit, Tri Delta Transit, Union City Transit, WestCAT, and Wheels/LAVTA.

As we continue to move through the various phases of design, we want to remind transit operators of the importance of their involvement. We will continue reaching out to ensure the greatest level of operator staff participation during critical periods for review and input.

Testing for faster and more frequent load times at rail stations and ferry terminals when purchasing products via phone or through the website is ongoing, with faster load times to begin rolling out within the next several months.

To date, no critical milestones have slipped beyond their contractual guaranteed completion date, and the program is currently on schedule and within expected budget.

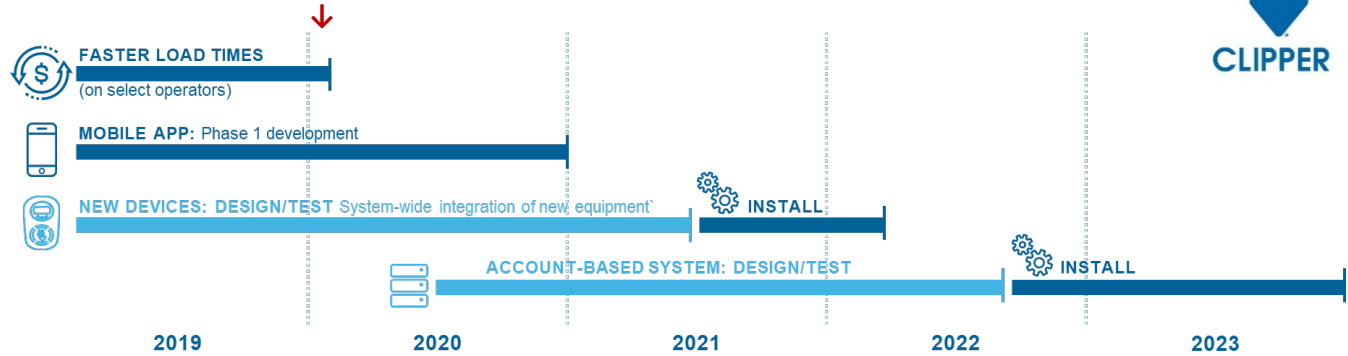
**Attachments:** **Attachment A:** Next Generation Clipper Program Executive Summary Status Report

  
Carol Kuester



# Next-Generation Clipper Program

## Executive Summary Status Report – January 27, 2020



### Summary

- Review Cycle 2 for Accelerated Deployment design documents complete. Review Cycle 3 underway.
- System Integration Testing for Faster Load Times complete.
- Technical discussions continue with operators, including on-site meetings regarding onboard equipment.

### Recently Completed Activities

	MTC/IBI	Cubic	Operators	Date
• Review Cycle 2 documents:				
o Approval by MTC	•			Dec 19
• Review Cycle 3 documents:				
o Submittal by Cubic		•		Jan 7
o Review meetings with Cubic	•	•	•	Jan 21–23
• System Integration Testing for Faster Load Times:				
o Test witnessing	•	•	•	Dec 18–20
o Test Results submitted by Cubic		•		Jan 20–24
• Technical meetings with operators:				
o SFMTA	•	•	•	Dec 3, Jan 16
o VTA	•	•	•	Dec 10, Jan 15
o Golden Gate	•	•	•	Dec 16
o AC Transit	•	•	•	Jan 7
o Sonoma County Transit	•	•	•	Jan 14
o Napa, SolTrans, Santa Rosa, Petaluma	•	•	•	Jan 14
o BART	•	•	•	Jan 15
o SamTrans	•	•	•	Jan 15
o County Connection	•	•	•	Jan 17
o Vacaville, FAST	•	•	•	Jan 23

### Upcoming Activities/Deliverables

	MTC/IBI	Cubic	Operators	Date
• Review Cycle 3 documents:				
o Initial comments due to Cubic	•		•	Feb 3
o Resubmittal expected from Cubic		•		Feb 13
o Resubmittal comments due to Cubic	•		•	Feb 24 (tentative)
o Approval by MTC	•			Feb 26 (tentative)
• Technical meetings with operators:				
o BART	•	•	•	Feb 19
o SFMTA	•	•	•	Feb 20
• Clipper Executive Board Meeting	•	•	•	Feb 24



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

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**File #:** 20-0206      **Version:** 1      **Name:**  
**Type:** Report      **Status:** Informational  
**File created:** 1/16/2020      **In control:** Clipper Executive Board  
**On agenda:** 1/27/2020      **Final action:**

**Title:**

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [5\\_ED Report\\_rev.pdf](#)

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

**Attachments:**



## THE FUTURE OF CLIPPER

# Current and Next-Generation Clipper System

## The heart of mobility payment in the Bay Area

- ▶ Use a Clipper card to conveniently pay fares on 22 transit agencies with a single card.
- ▶ Clipper allows customers to easily transfer between agencies.
- ▶ Eight transit agencies offer single-ride discounts to Clipper customers.
- ▶ Seven transit agencies offer money-saving passes only on Clipper.
- ▶ Clipper processes 23 million fare payments and \$50 million in transit revenue every month.
- ▶ Customers love Clipper, which earns a 96% satisfaction rating.



## But...an aging system

- ▶ Finding parts to fix existing equipment is increasingly difficult.
- ▶ Fixing problems can require customized, costly solutions.
- ▶ So we're upgrading to a new system.

## A bright future—and the future of seamless mobility

- ▶ The new Clipper system is on schedule to roll out over the next couple of years (full transition by 2023).
- ▶ The new system will:
  - Allow you to pay with a Clipper card or your phone.
  - Have value availability immediately.
  - Replace 90s-era equipment with new, modern equipment.
  - Be available for transit parking and other transportation choices for seamless travel.

## Clipper goals



Intuitive, familiar experience



Excellent, proactive customer service



Transparent and efficient governance



Accurate and complete data



Flexibility and responsiveness



Efficient and reliable operations

**We are taking a successful but outdated system and bringing it up to date while preparing for the future.**



## THE FUTURE OF CLIPPER

# Next-Generation Clipper Frequently Asked Questions

### Schedule

▶ **Is the next-generation Clipper system on schedule?**

Yes. Customers will start seeing faster load times on some systems in early 2020, with the mobile app rolling out in late 2020. The full system will be updated by 2023. Customers will continue to use their current payment methods, but their accounts will be transitioned to better account management in the new system by 2024.

### Mobile App

▶ **Will customers be able to use phones to pay fares?**

Yes. When the app rolls out in late 2020, customers can use phones to pay fares with a mobile card. Value added to a mobile card will be available to use immediately. Customers will also be able to manage their plastic cards through the app.

▶ **What about using digital wallets to directly pay fares?**

Yes, you'll be able to use your digital wallet linked to a Clipper account to pay fares.

▶ **Will the Clipper app include trip planning?**

Yes, you'll be able to plan multi-agency trips on the Clipper app.

▶ **Will the app provide real-time information about when a bus will arrive?**

Yes, the app will provide information on routes and schedules for transit agencies that make this information available.

▶ **What about the apps that transit operators are currently offering or developing?**

Individual transit agency apps are filling the gap until the Clipper app can provide the functionality that these other apps provide today.

### Value Loading

▶ **How long will it take for value I load online to be available? Right now, it can take days.**

When the full system is introduced in 2023, you'll be able to place an order and use it immediately anywhere in the system. When the mobile card is available in late 2020, you will be able to load value and access it immediately.

▶ **It's frustrating if there's a problem with my transit benefits. Will the new Clipper system address those issues?**

Yes, it will make it easier for transit benefit providers to see what's been loaded to customers' Clipper cards and fix any problems.

### Other Uses

▶ **What about other uses for Clipper, like paratransit or parking?**

The new Clipper will be able to accept payment for paratransit, transit parking and other services that are part of the transit system. MTC and the transit agencies are building in the flexibility to offer payment for other services through Clipper, too.

▶ **Can I use Clipper to pay for purchases at convenience stores and other retailers?**

Retail purchases require compliance with complex banking regulations and are not part of the plan for Clipper.

▶ **Will I be able to pay tolls on bridges and express lanes with Clipper?**

No, you'll still need a FasTrak account to conveniently pay bridge and express lane tolls.

▶ **What role will Clipper play in a seamless mobility program?**

Clipper will be the heart of payment in a seamless mobility program. The new system is being designed for maximum flexibility to be part of such a program.

## Accessibility

- ▶ **What are you doing to make Clipper more accessible for people with disabilities?**

The Clipper website is accessible to people with disabilities, and the app also will be designed using the Web Content Accessibility Guidelines 2.0.

## Tagging

- ▶ **Will I still have to tag on and tag off?**

Some agencies will continue to require you to tag on and tag off. These agencies charge by the distance you travel, so tagging off ensures you are only charged for that distance.

## Discount Cards

- ▶ **Right now, it's inconvenient to apply for a youth or senior Clipper card – you have to apply by email or mail or go in person. Will you be able to apply online in the next generation of Clipper?**

Yes, the new Clipper system will feature online applications for youth and senior cards.

- ▶ **How about the RTC Clipper card for people with disabilities? Can you apply for that online with the new Clipper?**

We don't know at this time whether online applications will be available.

## Account Management

- ▶ **Clipper currently doesn't let you manage your kids' (or parents') cards with your own. Will that change?**

Yes, a family will be able to manage all their cards in a single account.

## Fare Coordination

- ▶ **Will MTC and the transit agencies use this opportunity to fix fares in the Bay Area?**

Fare policy and fare collection are two different things, and Clipper is the program for collecting fares. However, MTC in its role as the transportation planning, financing and coordinating agency for the Bay Area will work with transit agency partners to explore ways the region's fares can be streamlined or simplified.

