



Agenda Item 4b
Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105
TEL 415.778.6700
WEB www.mtc.ca.gov

TO: Clipper® Executive Board

DATE: October 17, 2016

FR: Carol Kuester

RE: Comparison of Clipper® and FasTrak® Programs

MTC manages both the regional Clipper® and FasTrak® programs under the Electronic Payments Section (EPS). The section was created in 2013 to take advantage of various synergies between these two customer-facing programs. The contractor currently providing FasTrak® services is Xerox Corporation. FasTrak® toll tags allow customers to pay for bridge tolls, use of the region's express lane network and parking at San Francisco International Airport by linking tags to an account, and then deducting the amount from the account total each time a tag occurs.

The Clipper® and FasTrak® programs have similar elements: software customized to support this region's business rules; back-end systems to apply business rules and manage accounts; relationships with retailers who sell Clipper® cards, value and toll tags; customer relationship management software to support call center functions; customer-facing websites that support payment transactions; and call takers who answer customer calls and handle escalated problems and complaints. The current Clipper® and FasTrak® contracts are set to expire in November 2019 and September 2019 respectively. These contract end dates were aligned to potentially allow for contract functions to be bundled differently than they are today.

The attachments to this memo provide information comparing the volume of business under the Clipper® contract and under the FasTrak® contract. Attachment A is an overview of comparative usage statistics. The Clipper® system generally averages over 20 million transactions a month, while FasTrak® averages around 9 million. While Clipper®'s transactions tend to vary seasonally, FasTrak®'s transactions are generally relatively stable. However, while transactions are fewer, the FasTrak® system on average collects more revenue than the Clipper® system due to larger average tolls compared to an average transit trip. Autoload is enabled for 31% of Clipper® customers and 88% of FasTrak® customers. While Clipper® is used for fare payment on nearly 50% of the region's transit trips, nearly 2 out of 3 of the region's bridge crossings are paid with FasTrak®.

FasTrak®'s customer service center is currently located at the Bay Area Metro Center at 375 Beale Street, which is also the site of the soon-to-be regional resource center "The Hub @ 375 Beale".

In our procurement strategy we have proposed procuring the Clipper® back-end system integrator services separate from Clipper® call answering functions. We further propose to build into that procurement and contract the option to support call answering functions for FasTrak® as well, which could result in economies of scale. Attachment B illustrates the current schedule for these procurements and how they would be aligned for these two programs.



Carol Kuester

Attachments:

Attachment A: Clipper® / FasTrak® Monthly Statistics Comparison

Attachment B: Clipper® / FasTrak® Procurement Schedule Comparison



Clipper[®] / FasTrak[®] Comparison

Clipper Executive Board

Agenda Item 4b
Attachment A - Revised

Clipper and FasTrak Operating Models



Model: Design-Build-Operate-Maintain (DBOM)

Customer Service –
Contracted out (Cubic)

Technical operations –
Contracted out (Cubic)

Device/Hardware Maintenance –
Contracted out (Cubic)

IT/Network Management –
Contracted out (Cubic)



Model: Hybrid DBOM
(Multiple Contractors)

Customer Service –
Contracted out (Xerox)

Technical operations –
Hybrid: BATA/Contractors (Xerox/TransCore)

Lane Operations/Maintenance –
Contracted out (TransCore)

IT/Network Management –
Directly Managed (BATA)

Clipper and FasTrak Customer Service



~55k calls/month



IVR

~50% calls resolved



CSC (~35 FTE)



CRM System
Pivotal (Cubic)



~300K calls/month



IVR

~60% calls resolved



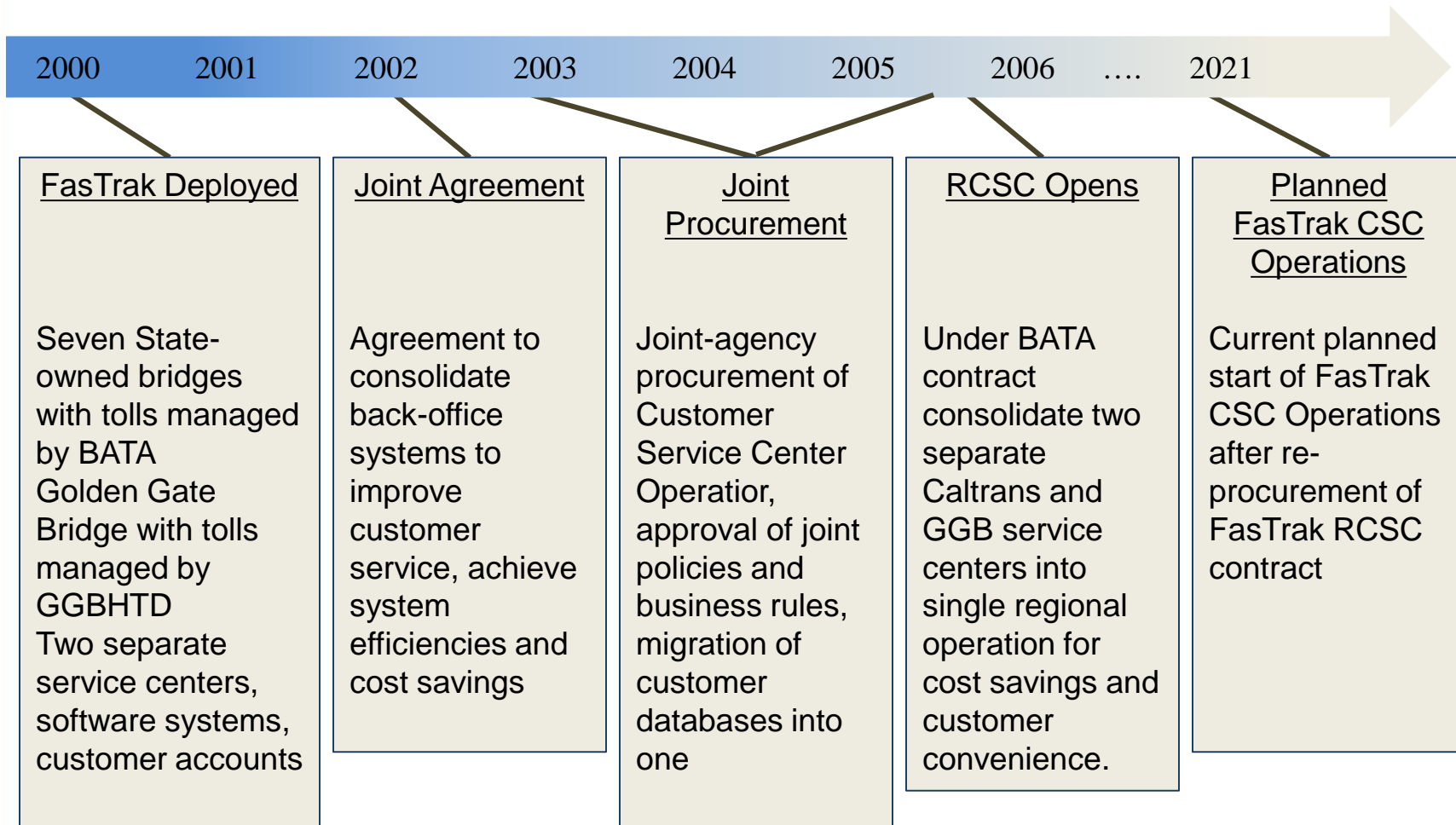
CSC (~100 FTE)



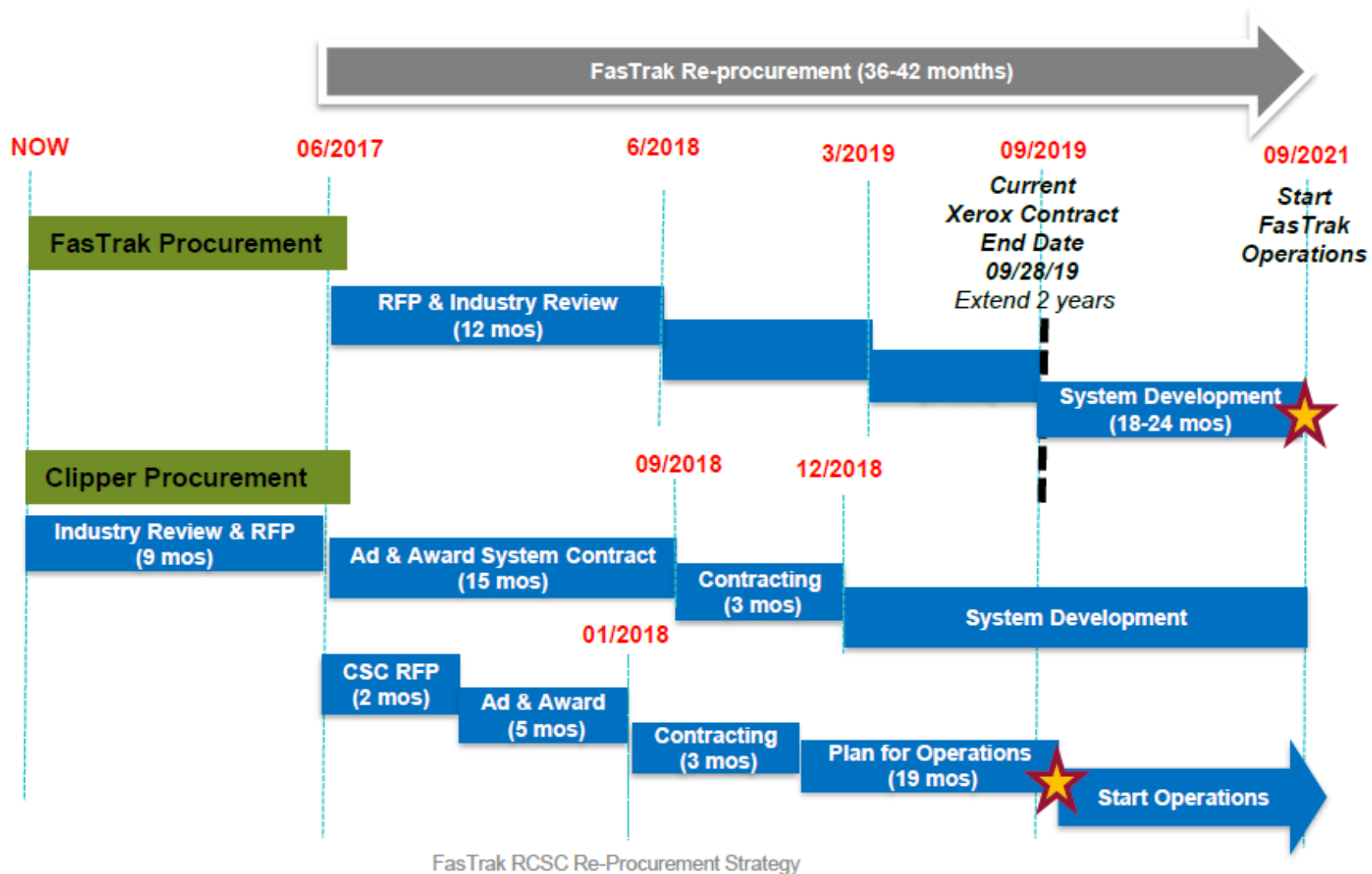
CRM System
Vector



FasTrak CSC History



FasTrak CSC Procurement Timeline

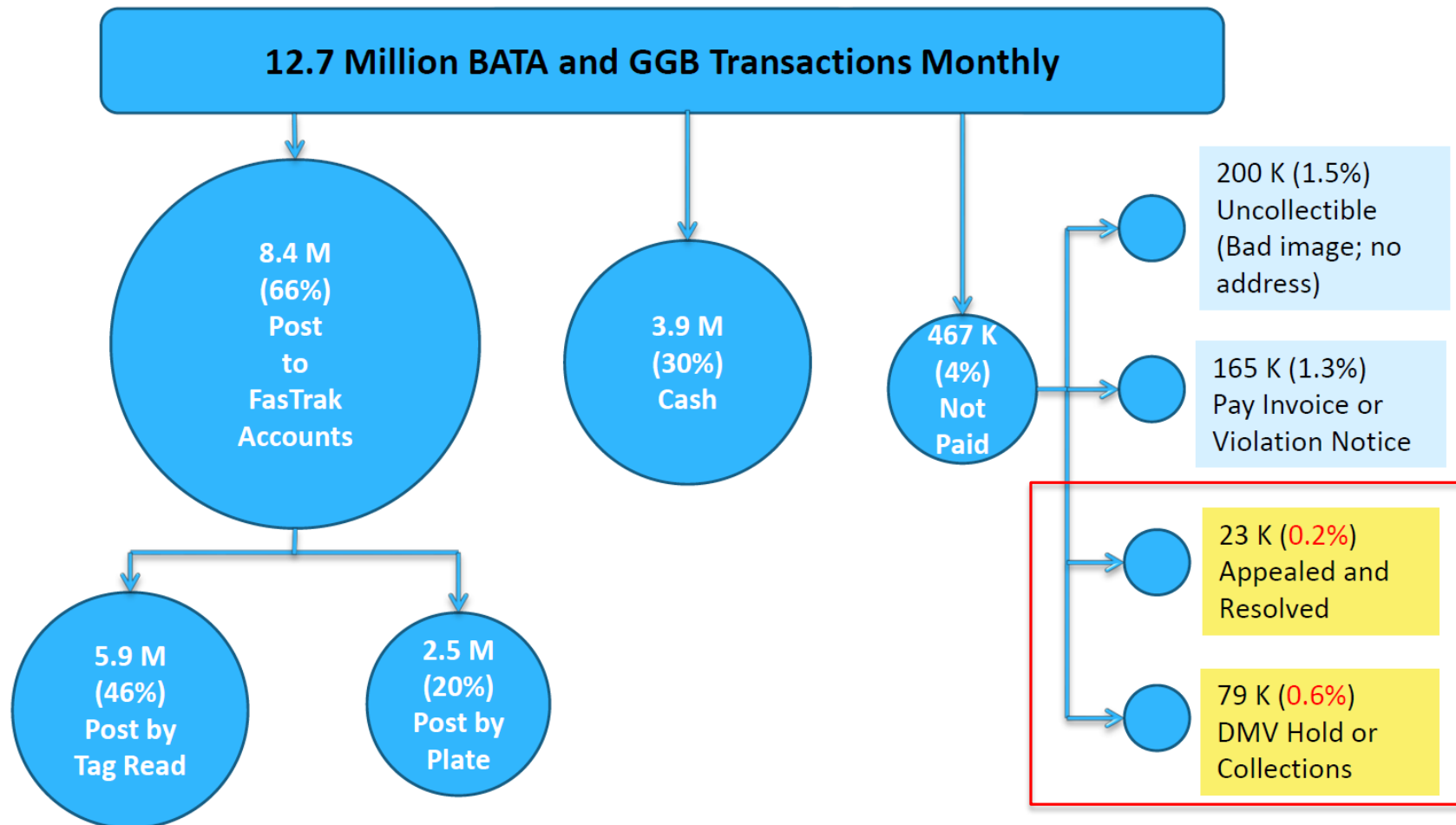


Clipper® / FasTrak® Program Overview

	Clipper		FasTrak	
	Aug-16	12-Mo Avg	Aug-16	12-Mo Avg
Unique Cards/Tags	1M	0.9M	1.2M	1.1M
Card/Tag Circulation	4M	3.6M	3.4M	3.2M
Total Transactions	22.3M	21.6M	9.7M	9M
Total Calls	66K	52K	325K	250K
Revenue Collected	\$49M	\$45M	\$53M	\$49M
% auto-load	31%	32%	88%	91%



FasTrak Transaction Breakdown



- Small share of transactions hurt the brand

Clipper® / FasTrak® Procurement Schedule Comparison

	2016			2017												2018												2019	
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
FasTrak CSC																													
Consultant Support	Develop RFP																												
Replacement (may be multiple RFPs)						Develop requirements & RFP									Vendor response			Evaluation & Clarification				BAFO		Evaluate BAFO			Award & finalize contract		
Clipper System Integrator - RFP(s)																													
System Integrator	Develop RFP				Industry Review		Finalize RFP			Vendor response		Review		Discuss, site visit, contract develop					BAFO		Evaluate BAFO					Award & finalize contract			
Payment Gateway					Develop RFP		Response	Clarification	Award & finalize contract																				
CSC Operations										Develop RFP		Response		Evaluate		Award & finalize contract													
Fare Media																										Fare Media RFP			

Updated 10/10/16