



### Agenda Item 3b

Bay Area Metro Center  
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San Francisco, CA 94105  
TEL 415.778.6700  
WEB [www.mtc.ca.gov](http://www.mtc.ca.gov)

TO: Clipper® Executive Board

DATE: April 9, 2018

FR: Carol Kuester

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

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

### Background

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

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

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

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

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

## **Contract Actions**

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

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

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

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

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

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

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

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

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

## **Recommendation**

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



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Carol Kuester

## **Attachments:**

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

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

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

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

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

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

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



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

## REQUEST FOR CLIPPER® EXECUTIVE BOARD APPROVAL

### Summary of Proposed Contract Amendment

Contractor: MIG, Inc.  
Berkeley, CA

Work Project Title: Public Awareness and Customer Education Services

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

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

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

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

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

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

Executive Board:

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Denis Mulligan, Chair

Approved:

Date: April 16, 2018

## REQUEST FOR CLIPPER® EXECUTIVE BOARD APPROVAL

### Summary of Proposed Contract Amendment

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

Executive Board:

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Denis Mulligan, Chair

Approved:

Date: April 16, 2018

## REQUEST FOR CLIPPER® EXECUTIVE BOARD APPROVAL

### Summary of Proposed Contract Amendment

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

## REQUEST FOR CLIPPER® EXECUTIVE BOARD APPROVAL

### Summary of Proposed Contract Amendment

Contractor:	Research Development Associates, Inc. Oakland, CA
Work Project Title:	Operational Monitoring and Reporting Services
Purpose of Amendment:	Provide information about Clipper® program performance through operational monitoring and reporting
Brief Scope of Work:	Operational monitoring and reporting on discounted Clipper® card distribution, customer service issues, and effectiveness of outreach activities, among other program areas
Project Cost Not to Exceed:	\$200,000 (this amendment) Total Contract value including amendments before this amendment = \$380,000 Total contract amount with this amendment = \$580,000
Funding Source:	TCP, STP, CMAQ, STA, Regional Measure 2 Operating
Fiscal Impact:	Funds dependent on the approval of the FY 2018-19 MTC agency budget
Motion by Board:	That a contract amendment with Resource Development Associates, Inc., for the purposes described herein and in the Executive Director's memorandum dated April 9, 2018, is hereby approved by the Clipper® Executive Board, subject to adoption of the FY 2018-19 MTC agency budget.
Executive Board:	<hr/> Denis Mulligan, Chair
Approved:	Date: April 16, 2018



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

April 16, 2018

Clipper® Executive Board

Agenda Item 3b  
Attachment B

# Contract Actions for Approval

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

# Fiscal Year 2017-18 Activities



## USING CLIPPER ON SMART

### Get a Card and Add Value

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

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

Visit clippercard.com for all retailers.

\*Accepted on all participating transit agencies.

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

Senior and RTC Clipper card customers can also add value.

Visit clippercard.com for all retailers.

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Senior and RTC Clipper card customers can also add value.

Visit clippercard.com for all retailers.

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## USO DE CLIPPER EN SMART

### Obtenga una tarjeta y agregue valor

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

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

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

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

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

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## BE READY TO RIDE SMART

## GET YOUR CLIPPER CARD

## LEARN MORE ABOUT CLIPPER ON SMART



## TAG ON

Before you board

## TAG OFF

At your destination

Ensure you are charged the correct fare.

## Save on every BART trip with Clipper!

Starting **January 1**, BART will add a surcharge (50¢ for adults, 25¢ for youth, and 19¢ for seniors and disabled riders) for each trip taken with a paper ticket.

**Start using Clipper on BART and save money!**

### Get started

By adding value to your card at:

- Any BART ticket machine
- Walgreens, Whole Foods and other retailers
- Participating transit agency ticket offices
- clippercard.com
- Clipper Customer Service at 877.878.8883

Visit clippercard.com for sales locations.

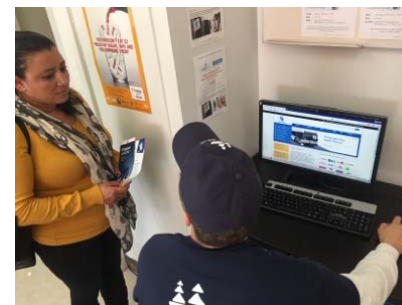
### To use your card on BART

1. Locate the Clipper card reader on top of the BART fare gate or on the side of the accessible fare gate.
2. Hold your card flat against the Clipper logo on the reader.
3. The reader will display "OK," and the gate will open.
4. At the end of your trip, hold your card on the card reader again to tag off.
5. The reader will calculate your correct fare and display your remaining balance.

### Register your card

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

clippercard.com | 877.878.8883



## BART Fare Policy Changes and Clipper Ticket Machine Sales Launch

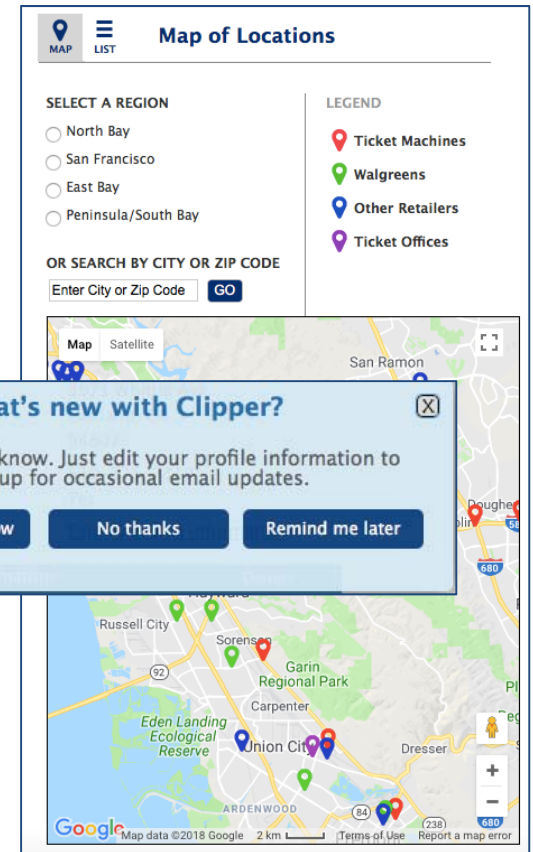
## SMART Launch





# Fiscal Year 2017-18 Activities

## C2 Public Engagement



## Website Improvements

Satisfied 97%

22%

75%

SUPER  
HAPPY  
CUSTOMERS!

Dissatisfied  
2%

Biennial  
Customer  
Satisfaction  
Survey



# Next Steps

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



## Draft Work Plan for FY 2018-19

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