

**Metropolitan Transportation Commission
Regional Network Management Committee**

June 12, 2026

Agenda Item 2c – 26-0597

Clipper Technical Consultant Contract Actions: i. Contract Amendment - Implementation, Transition, and Program Management Support: Arcadis, a California partnership (Arcadis) (\$1,200,000); ii. Contract Amendment - Implementation, Transition, and Program Management Support: Invoke Technologies, Inc. (Invoke) (\$300,000); iii. Contract Amendment - Implementation, Transition, and Financial Management Support: ARC Alternatives (ARC Alternatives) (\$200,000); iv. Contract Amendment - Implementation, Transition, and Technical Support: Jacobs Engineering Group (Jacobs) (\$500,000)

Subject:

Request for approval to enter into separate contract amendments with i. Arcadis, for \$1,200,000, to provide technical advice to MTC and the transit operators to support the implementation of the Next Generation Clipper (C2) System; ii. Invoke, for \$300,000, for program management support services; iii. ARC Alternatives, for \$200,000, for financial services program management support services; and iv. Jacobs, for \$500,000, for technical and operational assistance, subject to approval of the fiscal year (FY) 2026-27 MTC Budget.

Background:

i. Contract Amendment – Arcadis, a California partnership (Arcadis) (\$1,200,000)

After evaluating the C2 System implementation schedule, staff recommends that this Committee authorize a contract amendment with Arcadis – formerly known as IBI Group – to extend the period of contract performance an additional year to June 30, 2027, and add \$1,200,000 in contract value. This amendment would enable Arcadis to continue to provide technical advice to MTC and the transit operators, oversee testing of the C2 system, support transition activities, assist with the management of the System Integrator and other C2-related contracts, including oversight of the System Integrator’s requirements to meet the System Completion milestone. In 2015, MTC and the transit operators developed a scope of work for a consultant to advise and help manage the procurement and implementation of the next generation Clipper system and, after a competitive procurement, awarded a contract for this work to Arcadis. The contract

originally had an initial term through June 2020 with options to extend it up to an additional 10 years. The contract with Arcadis was set up to allow MTC and the operators the opportunity to evaluate ongoing and upcoming needs for technical advisor support, as key procurement, system design and implementation milestones occurred. Multiple past amendments to the contract between MTC and Arcadis have occurred as the work on the C2 system has progressed.

Arcadis is neither a small business nor a disadvantaged business enterprise. Attachment A includes a summary of Arcadis' and its subcontractors' small business and disadvantaged business enterprise status.

The Clipper Executive Board approved this proposed contract action at its June 1, 2026 meeting.

ii. Contract Amendment – Invoke Technologies, Inc. (Invoke) (\$300,000)

The contract is the result of a direct selection of Invoke from the Electronic Payments Section Consultant Assistant Bench that was competitively procured and established in 2020 and under which Invoke was pre-qualified for professional services. The former MTC Operations Committee approved the contract in the amount of \$500,000 at its June 11, 2021 meeting and staff subsequently amended the contract on April 1, 2023 (time extension to June 30, 2024); December 1, 2023 (time extension to June 30, 2025 and addition of \$100,000) using Executive Director authority; July 1, 2024 (addition of \$250,000); June 13, 2025 (addition of \$125,000) with approval of the Committee; and March 19, 2026 (time extension to December 31, 2026 and addition of \$175,000) using Executive Director Authority. This sole source amendment would add \$300,000 to the contract to enable Invoke to provide ongoing assistance through June 30, 2027 based on its exceptional experience supporting the implementation of contactless fare payment systems and mobile apps for programs such as LA Metro's TAP and Chicago's Ventra. Attachment B includes a summary of Invoke's and its subcontractors' small business enterprise status.

Staff are requesting to add funds and extend the contract term with Invoke in the interest of continuity of performance, as tasks described in the contract's Scope of Work still need to be completed to support the Next Generation Clipper System Integrator's progress towards achieving the System Completion milestone. Staff believe that the administrative time and cost to transition to a different firm would not be cost-effective, as it would take too long for a new firm to get up to speed with the ongoing program management workflows.

The Clipper Executive Board approved this proposed contract action at its June 1, 2026 meeting.

iii. Contract Amendment – ARC Alternatives (ARC) (\$200,000)

Clipper staff requests the Committee authorize an amendment of the contract between MTC and ARC Alternatives to add \$200,000 in contract value. The proposed amendment would enable ARC Alternatives to continue to provide comprehensive technical advice to the Clipper program in the areas of governmental compliance, and financial and program management, with the work carried out through task orders. ARC Alternatives has already demonstrated its capability to MTC by conducting a Title VI analysis of a mobile Clipper card fee differential and an assessment of Clipper credit and debit card payment service fees estimates as Clipper customers adapt their behavior as new features to the Clipper system are publicly available, including real-time loading and open payment acceptance.

The contract between MTC and ARC Alternatives, which is to be amended, currently has a value of \$400,000. This contract was entered into effective January 1, 2022, following a mini-Request for Proposals to eligible firms on the Electronic Payments Section Bench approved by the MTC Operations Committee in December 2020, and amended in June 2024 following an approval by the Regional Network Management Committee in May 2024.

ARC Alternatives is a Small Business Enterprise (SBE) certified by the State of California (#1783953). Attachment C includes a summary of ARC Alternative's and its subcontractors' small business enterprise status.

Staff are requesting to add funds and extend the contract term in the interest of continuity of performance. Staff believe that the administrative time and cost to transition to a different firm would not be cost-effective, as it would take too long for a new firm to get up to speed with the ongoing program management workflows and develop the necessary relationships with various partners who have already been engaged on this effort.

The Clipper Executive Board approved this proposed contract action at its June 1, 2026 meeting.

iv. Contract Amendment – Jacobs Engineering Group (Jacobs) (\$500,000)

Jacobs proposed and was pre-qualified for program management, planning, operational monitoring and reporting, and technology oversight under the Electronic Payments Section

(EPS) Consultant Assistant Bench that was competitively procured and established in 2020. In February and June 2022, the former MTC Operations Committee approved a contract with Jacobs in an amount of \$1,000,000 to perform technical, planning and operational work. Since that approval date, this contract has been amended once in June 2024 to extend the contract period to June 30, 2026 and add \$660,000 in contract value. This amendment would add \$500,000 to the contract to enable Jacobs to continue providing operational support to participating agencies during through the transition to the Next Generation Clipper system and assisting with the closeout of the original Clipper contract. Attachment D includes a summary of Jacobs' and its subcontractors' small business and disadvantaged business enterprise status. Staff are requesting to add funds and extend the contract term in the interest of continuity of performance, as the firm has worked on this project since 2022 and tasks described in the contract's Scope of Work still need to be completed to support the Next Generation Clipper System Integrator's progress towards achieving the System Completion milestone. Staff believe that the administrative time and cost to transition to a different firm would not be cost-effective, as it would take too long for a new firm to get up to speed with the ongoing program management workflows and develop the necessary relationships with various partners who have already been engaged on this effort.

The Clipper Executive Board approved this proposed contract action at its June 1, 2026 meeting.

Issues:

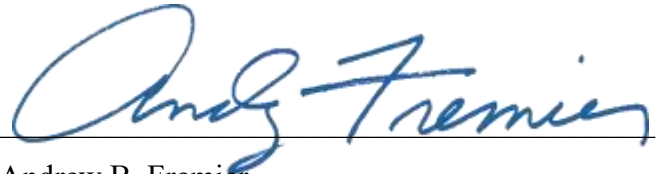
None identified.

Recommendations:

Staff recommends the Regional Network Management Committee authorize the Executive Director or designee to negotiate and enter into, respectively, i. a contract amendment with Arcadis in an amount not to exceed \$1,200,000, ii. a contract amendment with Invoke in an amount not to exceed \$300,000, iii. a contract amendment with ARC in an amount not to exceed \$200,000 and iv. a contract amendment with Jacobs in an amount not to exceed \$500,000, each for consultant services to the Clipper program as described above, subject to approval of the FY 2026-27 MTC Budget.

Attachments:

- Attachment A: Small Business Enterprise Status for Arcadis
- Attachment B: Small Business Enterprise Status for Invoke
- Attachment C: Small Business Enterprise Status for ARC
- Attachment D: Small Business Enterprise Status for Jacobs
- Attachment E: Requests for Committee Approval – Summary of Proposed Contract Amendment (Arcadis)
- Attachment F: Requests for Committee Approval – Summary of Proposed Contract Amendment (Invoke)
- Attachment G: Requests for Committee Approval – Summary of Proposed Contract Amendment (ARC)
- Attachment H: Requests for Committee Approval – Summary of Proposed Contract Amendment (Jacobs)

A handwritten signature in blue ink that reads "Andrew B. Fremier". The signature is written in a cursive style and is positioned above a horizontal line.

Andrew B. Fremier

Small Business Enterprise Status (Arcadis)

	Firm Name	Role on Project	SBE** Yes / No	If SBE Yes, List #
Prime Contractor	Arcadis	System Advisor	No	
Subcontractor	Alco Consulting	System Advisor Support	No	
Subcontractor	Clevor Consulting Group	System Advisor Support	No	
Subcontractor	HDS Consulting, Ltd.	System Advisor Support	No	
Subcontractor	The Transport Group	System Advisor Support	No	
Subcontractor	Wardley Consulting Group	System Advisor Support	No	

Footnote

**Denotes certification by the State of California.

Small Business Enterprise Status (Invoke)

	Firm Name	Role on Project	SBE** Yes / No	If SBE Yes, List #
Prime Contractor	Invoke, Inc.	Program management, planning, operational monitoring and reporting and technology oversight	No	
Subcontractor	Matsumoto Consulting	Program management, planning, operational monitoring and reporting and technology oversight	No	

Footnote

**Denotes certification by the State of California.

Small Business Enterprise Status (ARC)

	Firm Name	Role on Project	SBE** Yes / No	If SBE Yes, List #
Prime Contractor	ARC Alternatives	Risk management, compliance, program management & administration, other support services (budget management, etc.)	Yes	1783953
Subcontractor	Four Nines Technologies	Risk management, compliance, other support services	Yes	1751254
Subcontractor	Transportation Management and Design, Inc.	Support with Title VI-related work. Conducting analysis and developing reports related to fare policies and Title VI, as required. Attending meetings with MTC and the transit operators in support of this scope of work.	Yes	CUCP 49228

Footnote

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Small Business Enterprise Status (Jacobs)

	Firm Name	Role on Project	SBE** Yes / No	If SBE Yes, List #
Prime Contractor	Jacobs Engineering Inc.	Technical, strategic, and implementation planning	No	
Subcontractor	Railcar Quality Services, Inc.	Field support	No	
Subcontractor	M. Lee Corporation	Financial and cost allocation analysis	No	

Footnote

**Denotes certification by the State of California.

Request for Committee Approval

Summary of Proposed Contract Amendment

Work Item No.: 2780

Consultant: Arcadis, a California partnership (Arcadis)
Seattle, WA

Work Project Title: Next Generation Clipper System Consultant Support

Purpose of Project: Consultant services to deliver the Next Generation Clipper System

Brief Scope of Work: Provide technical advice services

Project Cost Not to Exceed: \$1,200,000 (this amendment)

Total contract amount including amendments before this amendment = \$14,650,000

Total contract amount with this amendment = \$15,850,000

Funding Source: TCP, STP (FTA/FHWA) / CMAQ (OBAG 1 and OBAG 2), STA, Regional Measure 2 Capital, Regional Measure 2 Operating, Regional Measure 3, LCTOP, SB1 State of Good Repair, BATA Rehab

Fiscal Impact: Funding dependent upon the adoption of the FY 2026-27 MTC agency budget

Motion by Committee: That the Executive Director or designee is authorized to negotiate and enter into a contract amendment with Arcadis for the purposes described above and in the Regional Network Management Committee Summary Sheet dated June 12, 2026, and that the Chief Financial Officer is authorized to set aside \$1,200,000 for such contract amendment, subject to adoption of the FY 2026-27 agency budget.

Regional Network
Management Committee:

Candace Andersen, Chair

Approved: June 12, 2026

Request for Committee Approval

Summary of Proposed Contract Amendment

Work Item No.: 2780

Consultant: Invoke Technologies, Inc. (Invoke)
Del Mar, CA

Work Project Title: Consultant services to deliver the Next Generation Clipper System

Purpose of Project: Consultant services to support of the implementation of C2

Brief Scope of Work: Provide program management, technical and strategic advice

Project Cost Not to Exceed: \$300,000 (this amendment)

Total contract amount including amendments before this amendment = \$1,150,000

Total contract amount with this amendment = \$1,450,000

Funding Source: TCP, STP (FTA/FHWA) / CMAQ (OBAG 1 and OBAG 2), STA, Regional Measure 2 Capital, Regional Measure 2 Operating, Regional Measure 3, LCTOP, SB1 State of Good Repair, BATA Rehab

Fiscal Impact: Funding dependent upon the adoption of the FY 2026-27 MTC agency budget

Motion by Committee: That the Executive Director or designee is authorized to negotiate and enter into a contract amendment with Invoke for the purposes described above and in the Regional Network Management Committee Summary Sheet dated June 12, 2026, and that the Chief Financial Officer is authorized to set aside \$300,000 for such contract amendment, subject to adoption of the FY 2026-27 agency budget.

Regional Network
Management Committee:

Candace Andersen, Chair

Approved: June 12, 2026

Request for Committee Approval

Summary of Proposed Contract Amendment

Work Item No.: 2780

Consultant: ARC Alternatives (ARC)
Moraga, CA

Work Project Title: Consultant Support

Purpose of Project: Technical advice to the Clipper program in the areas of governmental compliance, and financial and program management

Brief Scope of Work: Provide technical and implementation support for the C2 system

Project Cost Not to Exceed: \$200,000 (this amendment)
Total contract amount including amendments before this amendment = \$400,000
Total contract amount with this amendment = \$600,000

Funding Source: TCP, STP (FTA/FHWA) / CMAQ (OBAG 1 and OBAG 2), STA, Regional Measure 2 Capital, Regional Measure 2 Operating, Regional Measure 3, LCTOP, SB1 State of Good Repair, BATA Rehab

Fiscal Impact: Funding dependent upon the adoption of the FY 2026-27 MTC agency budget

Motion by Committee: That the Executive Director or designee is authorized to negotiate and enter into a contract amendment with ARC for the purposes described above and in the Regional Network Management Committee Summary Sheet dated June 12, 2026, and that the Chief Financial Officer is authorized to set aside \$200,000 for such contract amendment, subject to adoption of the FY 2026-27 agency budget.

Regional Network
Management Committee:
Candace Andersen, Chair

Approved: June 12, 2026

Request for Committee Approval

Summary of Proposed Contract Amendment

Work Item No.: 2780

Consultant: Jacobs Engineering, Inc. (Jacobs)
San Francisco, CA

Work Project Title: On-Call Consultant Assistance for Next Generation Clipper® (C2)

Purpose of Project: Consultant will provide support to implement the C2 system

Brief Scope of Work: Provide technical and implementation support for the C2 system

Project Cost Not to Exceed: \$500,000 (this amendment)

Total contract amount including amendments before this amendment = \$2,160,000

Total contract amount with this amendment = \$2,660,000

Funding Source: State of Good Repair

Fiscal Impact: Funding dependent upon the adoption of the FY 2026-27 MTC agency budget

Motion by Committee: That the Executive Director or designee is authorized to negotiate and enter into a contract amendment with Jacobs for the purposes described above and in the Regional Network Management Committee Summary Sheet dated June 12, 2026, and that the Chief Financial Officer is authorized to set aside \$500,000 for such contract amendment, subject to adoption of the FY 2026-27 agency budget.

Regional Network
Management Committee:

Candace Andersen, Chair

Approved: June 12, 2026