

Clipper® Executive Board

March 25, 2024

Agenda Item 3a

Clipper® Schedule, Implementation, and Deployment Update

Subject:

Update on key developments related to the implementation of the current and Next Generation Clipper System (C2)

Background:

Next Generation Project Schedule

Our current schedule (see top of Attachment A) shows the work remaining in two workstreams:

- Equipment Installation, and
- Account-based System Implementation, which consists of System Testing (shown in light-blue, as this is non-customer facing), a pre-Transition pilot test that will include public participants, and concluding with the transition of all customers to the new Account-based system.

Prior to the full pre-Transition pilot on all Clipper operators, we are currently conducting a smaller pre-Revenue Ready pilot on five operators: Golden Gate Ferry, SFMTA, WETA, SMART, and Caltrain. MTC and Operator staff have generated Account-based system transactions by tapping pre-authorized Clipper and open payments cards on all five operators. Previously selected members of the public are also participating in this phase of pilot testing and providing feedback.

Cubic Transportation Systems' (Cubic) schedule submitted in February generally reflects the schedule in Attachment A, but Cubic's Schedule Narrative indicates that further schedule recovery will be needed to meet the goal of starting Customer Transition in late summer 2024. MTC is working closely with Cubic on this schedule recovery and will continue to recognize the January 2024 Project Schedule as the Approved Project Schedule, pending execution of a future Change Order to true up the milestone dates in the contract. Based on our assessment of the remaining work, we are projecting that on-board equipment installation for the final remaining

bus operator will be complete in early summer 2024 and that Customer Transition will start in late summer 2024. This date is when we expect to have the new Clipper back-office system fully operational, all new equipment installed across 22 transit agencies in the Bay Area, and ancillary equipment such as handheld fare inspection devices and retail sales devices ready for operations. MTC is currently reviewing Cubic's March schedule submittal and is evaluating the other workstreams for discussion in April.

Next Generation Schedule Risk

Risk assessment, mitigation and management are critical to project success. The project team reviews the risks to C2 each month and staff will list the top/key risks based on our current assessment in this section each month to keep the Board apprised:

- Completion of hardware installation at all locations, including installation projects by transit operators (e.g., BART station equipment), and the delivery of Cubic-provided training materials by transit operators to their staff on the operations and maintenance of the Account-based System components.
- Coordination of the various project components with multiple contractors for the various parts of the system. (e.g., working with the customer service contractor, fare media and services suppliers, and transit agency vendors for integration with ticket machines and computer-aided dispatch / automatic vehicle location [CAD/AVL] systems.)

These risks, if realized, have the potential to impact the planned late summer 2024 transition date. Knowing that the current schedule has very limited float, Cubic, MTC and transit operator partners are working closely together to keep making progress on the tasks that are on the critical path. In addition to day-to-day staff efforts to maintain the schedule and manage risks, executives from MTC and Cubic are in close communication to trouble-shoot risk areas. Staff will continue to provide monthly updates to this Board on our progress towards starting customer transition in late summer.

Next Generation Implementation

Included as Attachment A to this memorandum is a summary of recently completed activities related to delivering C2, upcoming activities and deliverables for MTC, Cubic, and the transit operators, and other noteworthy items managed by the project team.

Next Generation Deployment

The installation of stand alone and onboard Clipper readers are substantially complete for all operators except for WestCAT, which is expected to start its Clipper reader installation in early June following the completion of some required CAD/AVL integration tasks. BART has begun the work of installing next generation Clipper readers in its station faregates and Cubic will start installing new readers in the SFMTA faregates this spring. The replacement of legacy Clipper retail sales devices with their Next Generation counterparts at local retailers should be completed regionally by April 2024. Included as Attachment B to this memorandum is a presentation showing recent pictures of Next Generation Clipper device installations.

Issues:

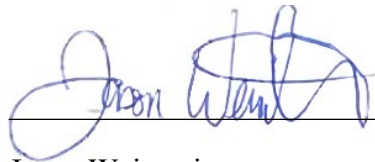
None identified.

Recommendations:

Information

Attachments:

- Attachment A: Next Generation Clipper Program Executive Summary Status Report
- Attachment B: Clipper Next Generation Equipment Installation Pictures



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