



1 [Amended and Restated Memorandum of Understanding - Clipper® Program Governance and  
2 Operations]

3 **Resolution approving the Amended and Restated Memorandum of Understanding with**  
4 **the Metropolitan Transportation Commission and other Bay Area transit agencies for**  
5 **the future governance and operation of the Clipper® program through June 30, 2025.**

6  
7 WHEREAS, Clipper® is an automated fare collection system for intra- and inter-  
8 operator trips currently operating on 20 Bay Area transit systems; and

9 WHEREAS, The Metropolitan Transportation Commission (MTC) has entered into a  
10 contract with Cubic Transportation Systems, Inc. to implement, operate and maintain the  
11 Clipper® fare payment system through November 2, 2019; and

12 WHEREAS, In November 2011, a Memorandum of Understanding Regarding  
13 Operations and Maintenance of Clipper® Fare Collection System was adopted by participating  
14 Bay Area transit operators and MTC to delineate the responsibilities of MTC and the transit  
15 operators; and

16 WHEREAS, The Parties have examined the successes and challenges of the program  
17 to date and have identified certain areas in which existing arrangements should be modified or  
18 clarified; and

19 WHEREAS, The proposed Amended and Restated Memorandum of Understanding  
20 (MOU) establishes a Clipper® Executive Board made up of one representative from the  
21 SFMTA, BART, Caltrain/SamTrans, AC Transit, Santa Clara Valley Transportation Agency,  
22 the Golden Gate Bridge District, and MTC, and two representatives selected to represent all  
23 other participating agencies; and

24 WHEREAS, The proposed MOU also establishes a position of Clipper® Executive  
25 Director and goals for the next generation Clipper® system; and

1           WHEREAS, The proposed MOU also revises the cost allocation formula between  
2 operators to more equitably distribute costs among the various operators based on actual  
3 usage, revenues and trip transactions, in addition to allowing for the reimbursement and  
4 distribution of of agency credit card fees; and

5           WHEREAS, The proposed MOU is on file with the Clerk of the Board of Supervisors in  
6 File No. 150867, which is declared to be part of this motion as if set forth fully herein; and

7           WHEREAS, On August 18, 2015, the SFMTA Board of Directors adopted Resolution  
8 No. 15-113, which authorized the Director of Transportation to execute the MOU and  
9 commended the MOU to the Board of Supervisors for approval; now, therefore, be it

10          RESOLVED, That the Board of Supervisors approves the Amended and Restated  
11 Memorandum of Understanding with the Metropolitan Transportation Commission and Bay  
12 Area transit operators to clarify their respective roles and responsibilities, define roles and  
13 responsibilities for a newly defined Contracting Agency, establish a Clipper® Executive Board,  
14 establish a Clipper® Executive Director, and revise the cost allocation formula to ensure the  
15 successful operation and maintenance of Clipper®.

<b>Item 3</b> <b>File 15-0867</b>	<b>Department:</b> Municipal Transportation Agency (MTA)
<b>EXECUTIVE SUMMARY</b>	
<b>Legislative Objectives</b>	
<ul style="list-style-type: none"> <li>The proposed resolution would approve the third amendment to the Memorandum of Understanding (MOU) between Metropolitan Transportation Commission, and all participating Bay Area transit agencies, including the San Francisco Municipal Transportation Agency (MTA), to (i) extend the MOU by approximately 5 years and 8 months in order to have the MOU in effect through June 30, 2025, (ii) establish a Clipper Executive Board, (iii) authorize a Clipper Executive Director position, and (iv) revise the cost-allocation formula between the Metropolitan Transportation Commission and participating Bay Area transit agencies.</li> </ul>	
<b>Key Points</b>	
<ul style="list-style-type: none"> <li>In November 2011, the Metropolitan Transportation Commission and seven participating Bay Area transit agencies, including the MTA, adopted an MOU to outline the responsibilities of all parties in the operation and maintenance of the Clipper Fare Collection System (Clipper program) through November 2, 2019. Under the MOU, the Metropolitan Transportation Commission plans for and manages the Clipper program and manages the contract with Cubic Transportation Systems, Inc. to administer the Clipper smart-card system. The participating transit agencies pay a share of the costs for the Clipper program.</li> <li>Under the proposed third amendment to the MOU, the new Clipper Executive Board, consisting of the Metropolitan Transportation Commission and representatives from the participating transit agencies would (a) manage the program, (b) hire an Executive Director, and (c) select a contracting agency from the participating transit agencies to manage the contract for Clipper smart-card system administration.</li> <li>The proposed third amendment also revises the cost-sharing formula for the participating transit agencies and adds new costs for credit card processing and the new Executive Director position.</li> </ul>	
<b>Fiscal Impact</b>	
<ul style="list-style-type: none"> <li>The Clipper program administrative costs paid by MTA from FY 2010-11 through FY 2014-15 were \$28.1 million.</li> <li>Under the proposed third amendment, MTA estimates that their share of the Clipper program costs allocated to the participating transit agencies will decrease by 0.2 percent, from the current cost share of 33.3 percent to the new cost share of 33.1 percent. Because the proposed third amendment adds new costs to the cost allocation formula as noted above, MTA estimates that their actual costs will increase by \$2.4 million from July 1, 2015 through June 30, 2019.</li> </ul>	
<b>Recommendation</b>	
<ul style="list-style-type: none"> <li>Approve the proposed resolution.</li> </ul>	

## MANDATE STATEMENT

City Charter Section 9.118(b) requires approval by the Board of Supervisors for contracts or agreements entered into by a Department, Board, or Commission having a term in excess of ten years, or requiring anticipated expenditures by the City and County of \$10 million, or the modification or amendments to such contract or agreement having an impact of more than \$500,000.

## BACKGROUND

In November 2011, the Metropolitan Transportation Commission and seven participating Bay Area transit agencies, including the Municipal Transportation Agency (MTA), adopted a Memorandum of Understanding (MOU) to outline the responsibilities of all parties in the operation and maintenance of the Clipper Fare Collection System (Clipper program) through November 2, 2019.<sup>1</sup> Any new Bay Area transit agencies that subsequently joined the Clipper program were required to agree to the MOU terms prior to implementing the Clipper program.

The Clipper program is a regional smart-card-based fare collection system common to all participating Bay Area transit agencies. The Clipper program allows transit passengers to use the Clipper Card as a single form of payment for all participating transit agencies.<sup>2</sup>

Under the original MOU, the Metropolitan Transportation Commission:

1. Funds a portion of the administrative and maintenance costs of the Clipper program as defined by cost and revenue allocation formulas included in the MOU;
2. Manages Bay Area transit agencies to ensure compliance with the operating rules; and
3. As the contracting agency for the Clipper program, hired Cubic Transportation Systems, Inc. to oversee and administer the Clipper program through the end of the MOU term on November 2, 2019.<sup>3</sup>

Participating Bay Area transit agencies are required to implement the Clipper program in accordance with the operating rules, and fund their share of costs associated with the program.

Through a series of meetings in 2015, the Metropolitan Transportation Commission staff and participating Bay Area transit agencies, including MTA, evaluated the program achievements

<sup>1</sup> The six other participating Bay Area transit agencies, named in the original MOU, included the Alameda-Contra Costa Transit District (AC Transit), Golden Gate Bridge Highway and Transportation District (GGBHTD), the Bay Area Rapid Transit District (BART), the San Mateo County Transit District (SamTrans), the Santa Clara Valley Transportation Authority (VTA), and the Peninsula Corridor Joint Powers Board (Caltrain).

<sup>2</sup> There are now 21 participating Bay Area transit agencies. The additional 14 include Central Contra Costa Transit Authority; City of Fairfield, as the operator of Fairfield and Suisun Transit; City of Petaluma; Eastern Contra Costa Transit Authority; Livermore/Amador Valley Transit Authority; Marin County Transit District; Napa County Transportation and Planning Agency; Solano County Transit; Sonoma County Transit; Sonoma-Marín Area Rail Transit; Vacaville City Coach; Western Contra Costa Transit Authority; San Francisco Bay Area Water Emergency Transportation Authority; City of Santa Rosa; and City of Union City.

<sup>3</sup> The Metropolitan Transportation Commission will serve as the Contracting Agency through November 2, 2019.

and opportunities for improvement of the Clipper program, and proposed modification of the existing Memorandum of Understanding to enhance the Clipper program.

## DETAILS OF PROPOSED LEGISLATION

The proposed resolution would approve the third amendment to the MOU between Metropolitan Transportation Commission, and all participating Bay Area transit agencies, including MTA, to (i) extend the MOU by approximately 5 years and 8 months in order to have the MOU in effect through June 30, 2025, (ii) establish a Clipper Executive Board, (iii) authorize a Clipper Executive Director position, and (iv) revise the cost-allocation formula between the Metropolitan Transportation Commission and participating Bay Area transit agencies.

### *Establishment of Clipper Executive Board*

Currently, the MOU identifies the Metropolitan Transportation Commission as the sole authority on planning and policy decisions related to the Clipper program. The proposed third amendment to the MOU would transfer responsibility for the Clipper program from the Metropolitan Transportation Commission to a new Clipper Executive Board, consisting of representatives from the Metropolitan Transportation Agency and the participating transit agencies.<sup>4</sup> The Clipper Executive Board would be responsible for developing and evaluating performance goals, adopting a detailed biennial work plan and budget, designating the contracting agency, and approving any business matters that could have a fiscal or operational impact on the Clipper program. The new Executive Board would create a formal structure to enable transit agencies to influence planning and policy decisions.

### *New Definition of Contracting Agency*

Currently, under the MOU, the role of contracting agency is held by the Metropolitan Transportation Commission. The proposed third amendment to the MOU would enable other transit agencies to assume this role, upon approval of the proposed Executive Board, and the governing bodies of the participating agencies.

### *New Executive Director Position*

The proposed third amendment to the MOU would also authorize a new Clipper Executive Director position, which would be hired by the contracting agency and approved by the Clipper Executive Board. The Clipper Executive Director would be accountable to the Clipper Executive Board and to the contracting agency.

### *Revision of Cost-Allocation Formula*

Currently, the Metropolitan Transportation Commission pays all fixed costs of the Clipper clearinghouse and equipment maintenance services, as well as specific variable costs and capital expense items as outlined in the MOU. The balance of the Clipper program administrative costs not paid by the Metropolitan Transportation Commission are allocated

<sup>4</sup> The Executive Board would have nine members including one representative each from MTA, BART, Caltrain/SamTrans, AC Transit, Santa Clara Valley Transportation Agency, the Golden Gate Bridge District, and Metropolitan Transportation Commission, and two additional positions to represent all other participating Bay Area transit agencies.

among the participating transit agencies as follows: 1/3 of Clipper program administrative costs are allocated based on each agency's share of revenues, and 2/3 of Clipper program administrative costs are allocated based on each agency's share of total fee payment transactions. The proposed third amendment to the MOU revises the formula to allocate costs among the participating Bay Area transit agencies, as discussed in the Fiscal Impact Section below.

#### *Performance Measures*

Currently, the MOU does not contain performance measures. The proposed third amendment to the MOU includes performance standards and goals, including expanding electronic payments to all modes of transportation, increasing access points for customers to add value to smart cards, standardizing fare categories and discounts, and improving integration options for the smart card system.

#### *Extension of the MOU Term*

The current contract between the Metropolitan Transportation Commission and Cubic Transportation Systems, Inc. to administer the Clipper smart-card system ends in November 2019. According to Ms. Diana Hammons, MTA Senior Manager of Revenue Collection and Sales, any new Clipper smart-card system contractor selected by the contracting agency and Executive Board after the expiration of the current contract with Cubic Transportation Systems, Inc. in November 2019 is subject to the revised terms of the proposed third amendment.

### **FISCAL IMPACT**

Under the proposed third amendment to the MOU, the Metropolitan Transportation Commission will continue to fund all fixed costs of the Clipper clearinghouse and equipment maintenance services, as well as specific variable costs and capital expense items as outlined in the proposed third amendment to the MOU. The proposed third amendment revises the existing formula for allocating the balance of administrative costs not paid by the Metropolitan Transportation Commission among the 21 participating transit agencies. As noted above, under the existing formula, administrative costs are allocated based on each participating agency's share of revenues (1/3 of the cost allocation) and fee payment transactions (2/3 of the cost allocation). The new cost allocation formula will be implemented in three phases:

*Phase 1 through June 30, 2016:* The cost allocation formula remains unchanged.

*Phase 2 July 1 through December 31, 2016:* New costs will be added to the cost allocation formula, including a portion of (a) credit card fees currently paid by BART and VTA that are attributable to the other participating transit agencies and (b) the Executive Director's salary.

*Phase 3 beginning January 1, 2014:* The cost allocation formula will be revised based on 11 fee categories and each participating transit agency's share of costs for each category.

The Clipper program administrative costs paid by MTA from FY 2010-11 through FY 2014-15 were \$28.1 million, as shown in Table 1 below.

**Table 1: MTA's Annual Clipper Program Administrative Costs, FY 2010-11 through FY 2014-15**

Actual Expenditures	
FY 2010-11	\$2,922,739
FY 2011-12	4,992,164
FY 2012-13	6,810,780
FY 2013-14	6,709,130
FY 2014-15	6,635,986
<b>Total</b>	<b>\$28,070,800</b>

Source: MTA

Under the proposed third amendment, MTA estimates that their share of the Clipper program administrative costs allocated to the participating transit agencies will decrease by 0.2 percent, from the current cost share of 33.3 percent to the new cost share of 33.1 percent. Because the proposed third amendment adds new costs to the cost allocation formula as noted above, MTA estimates that their actual costs will increase by \$2.4 million, or from \$28.1 million to \$30.5 million, from July 1, 2015 through June 30, 2019, as shown in Table 2 below.

**Table 2: MTA's Annual Clipper Projected Program Administrative Costs, FY 2015-16 through FY 2018-19**

	Estimated Costs		
	Current MOU <sup>a</sup>	Proposed Third Amendment	Increase
FY 2015-16	\$6,768,706	\$6,768,706	\$0
FY 2016-17	6,904,080	7,703,280	799,200
FY 2017-18	7,111,203	7,905,603	794,400
FY 2018-19	7,324,539	8,118,939	794,400
<b>Total</b>	<b>\$28,108,528</b>	<b>\$30,496,528</b>	<b>\$2,388,000</b>

Source: MTA

<sup>a</sup> Assumes 2 percent per year increase in costs.

According to Ms. Hammons, these estimates are subject to change as MTA spending will depend on customer utilization of the regional transit fare payment system. According to Ms. Hammons, MTA is unable to estimate costs for the proposed MOU extension term from FY 2019-20 through FY 2024-25 due to the planned implementation of a new Clipper smart card systems contract in 2019, which will result in a new Clipper program contract and cost structure.

## RECOMMENDATION

Approve the proposed resolution.





**SFMTA**  
Municipal  
Transportation  
Agency

Edwin M. Lee, *Mayor*  
Tom Nolan, *Chairman*      Malcolm Heinicke, *Director*  
Cheryl Brinkman, *Vice-Chairman*      Joél Ramos, *Director*  
Gwyneth Borden, *Director*      Cristina Rubke, *Director*  
Edward D. Reiskin, *Director of Transportation*

September 4, 2015

Angela Calvillo, Clerk of the Board  
Board of Supervisors  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102-4689

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
MAY 09 11 44 AM '15

**Subject: *Clipper Memorandum of Understanding***

**Dear Ms. Calvillo:**

Attached are an original and two copies of a proposed resolution authorizing the execution of the Amended and Restated Clipper Memorandum of Understanding between the San Francisco Municipal Transportation Agency (SFMTA), the Metropolitan Transportation Commission and other Bay Area transit agencies for the future governance and operation of the Clipper® program. We respectfully request that this item be scheduled for the first appropriate committee hearing.

The following are accompanying documents:

- Briefing letter
- Resolution
- Clipper MOU
- CEQA Clearance letter
- MTAB Resolution

SFMTA's Local Government Affairs Liaison, Janet Martinsen is available at [janet.martinsen@sfmta.com](mailto:janet.martinsen@sfmta.com) or 701.4693 to answer any questions you may have about the submission.

Sincerely,

**Edward D. Reiskin**  
Director of Transportation



**SFMTA**  
Municipal  
Transportation  
Agency

Edwin M. Lee, *Mayor*

Tom Nolan, *Chairman*

Cheryl Brinkman, *Vice-Chairman*

Gwyneth Borden, *Director*

Edward D. Reiskin, *Director of Transportation*

Malcolm Heinicke, *Director*

Joél Ramos, *Director*

Cristina Rubke, *Director*

September 1, 2015

**The Honorable Members of the Board of Supervisors  
City and County of San Francisco  
1 Dr. Carlton Goodlett Place, Room 244  
San Francisco, CA 94102**

***Subject: Request for Approval – Amended and Restated Clipper® Memorandum of Understanding (MOU) with the Metropolitan Transportation Commission (MTC) and Bay Area Transit Operators***

**Honorable Members of the Board of Supervisors:**

The San Francisco Municipal Transportation Agency (SFMTA) requests that the San Francisco Board of Supervisors approve the execution of an Amended and Restated Clipper® MOU with MTC and Bay Area transit operators to clarify their respective roles and responsibilities, define roles and responsibilities for a newly defined Contracting Agency, establish a Clipper® Executive Board, establish a Clipper® Executive Director, and revise the cost allocation formula to ensure the successful operation and maintenance of Clipper®.

Changes to the Cost Allocation Formula will result in an estimated additional cost of \$730,000 over the approximately \$6.6 million in annual Clipper® operating costs that SFMTA will expend beginning in Fiscal Year 2017 and each year thereafter until the expiration of the Clipper® Contract in November 2019. These additional expenses will be included in the FY17 Operating Budget.

**Recommendation**

This MOU was developed at the behest of the region's transit agencies through an extensive, collaborative process with MTC. I therefore respectfully request and recommend that the Board of Supervisors support the execution of the Amended and Restated Clipper® MOU between the SFMTA, MTC and Bay Area transit operators.

Sincerely,

A handwritten signature in black ink, appearing to read 'E. Reiskin', written over a white background.

**Edward D. Reiskin  
Director of Transportation**

**AMENDED AND RESTATED CLIPPER® MEMORANDUM OF UNDERSTANDING**

This Amended and Restated Clipper® Memorandum of Understanding (this "MOU") is entered into as of the \_\_\_\_ day of \_\_\_\_\_, 2015 (the "Effective Date"), by and among the Metropolitan Transportation Commission ("MTC") and the following transit operators participating in the Clipper® program (referred to herein individually as an "Operator" or collectively as the "Operators"):

Alameda-Contra Costa Transit District ("AC Transit"); Golden Gate Bridge Highway and Transportation District ("GGBHTD"); the San Francisco Bay Area Rapid Transit District ("BART"); the City and County of San Francisco, acting by and through its Municipal Transportation Agency ("SFMTA"); the San Mateo County Transit District ("SamTrans"); the Santa Clara Valley Transportation Authority ("VTA"); the Peninsula Corridor Joint Powers Board ("Caltrain"); Central Contra Costa Transit Authority; City of Fairfield, as the operator of Fairfield and Suisun Transit; City of Petaluma; Eastern Contra Costa Transit Authority; Livermore/Amador Valley Transit Authority; Marin County Transit District; Napa County Transportation and Planning Agency; Solano County Transit; Sonoma County Transit; Sonoma-Marin Area Rail Transit; Vacaville City Coach; Western Contra Costa Transit Authority; San Francisco Bay Area Water Emergency Transportation Authority; City of Santa Rosa; and City of Union City; and any other transit operators that implement Clipper® and execute a Supplemental Agreement to the MOU.

MTC and the Operators are referred to herein collectively as the "Parties" or individually as a "Party".

Recitals

1. Clipper® (formerly TransLink®) is an automated fare payment system for intra- and inter-Operator transit trips in the San Francisco Bay Area that has been implemented and is currently being operated on Operators' transit systems.
2. MTC entered into a contract (the "Clipper® Contract") with Cubic Transportation Systems, Inc. (the "Clipper® Contractor"), to implement, operate and maintain the Clipper® fare payment system through November 2, 2019.
3. On December 12, 2003, MTC and six of the Operators entered into an interagency participation agreement (the "IPA") to create a forum for joint agency decision-making (the "TransLink® Consortium") to work towards the successful implementation of the TransLink® automated fare payment system. The IPA was superseded and replaced by a Memorandum of Understanding Regarding Operations and Maintenance of Clipper® Fare Collection System dated November 10, 2011, by and among MTC and, initially, seven of the Operators (the "2011 MOU"). The 2011 MOU delineated, among other things, MTC's responsibilities, including as contracting agency, the Operators' responsibilities, a consultation process for amending the Clipper® Operating Rules, allocation of operating expenses among the Operators and MTC, and a dispute resolution process.
4. The Parties have examined the successes and challenges of the program to date and have identified certain areas in which existing arrangements should be modified or clarified to maximize the benefits to the Parties and Bay Area transit customers of the continued expansion, modification, operation and maintenance of the Clipper® program.

5. The Parties now wish to amend and restate the 2011 MOU in its entirety to clarify their respective roles and responsibilities, define roles and responsibilities for a newly-defined "Contracting Agency," establish a "Clipper® Executive Board," and establish a Clipper® Executive Director to ensure the successful operation and maintenance of Clipper®.

**ARTICLE I  
Operator Responsibilities**

Each Operator agrees to:

- A. Implement and operate the Clipper® fare payment system in accordance with the Clipper® Operating Rules, as adopted and amended from time to time, consistent with the consultation and approval process set forth in Appendix A, Process for Amending Clipper® Operating Rules, attached hereto and incorporated herein by this reference. The Clipper® Operating Rules establish operating parameters and procedures for the consistent and efficient operation of Clipper® throughout the region. The current version of the Clipper Operating Rules® is available on MTC's website at <http://www.mtc.ca.gov/planning/tcip/>.
- B. Pay its share of Clipper® costs, including costs of the salary of additional Clipper® staff necessary to support the Executive Board, according to Appendix B, Clipper® Cost and Revenue Allocation, attached hereto and incorporated herein by this reference. Changes to Appendix B require an amendment to the MOU in accordance with Article XI.A.
- C. Make its facilities and staff available for implementation and operation of Clipper®. Any Operator and the Contracting Agency may agree to an Operator-specific implementation plan, setting forth specific requirements regarding implementation and operation of Clipper® for such Operator.
- D. Make determinations regarding the placement of Clipper® equipment on the Operator's facilities and equipment; perform necessary site preparation; attend Clipper® Contractor training on the use of the Clipper® equipment; and provide training to employees using the equipment.
- E. Beginning two years after the effective date of this Agreement, and every two years thereafter, participate in a review of the cost and revenue allocation formula in Appendix B, to support fairness among Operators and to accommodate changes in shared operation costs.

**ARTICLE II  
MTC Responsibilities**

MTC agrees to:

- A. Fund a portion of the Clipper® operating and maintenance costs, including costs of the salary of additional Clipper® staff necessary to support the Executive Board, as set forth in Appendix B. Subject to availability of necessary funds, inclusion of projects in the Regional Transportation Plan and Transportation Improvement Program where necessary, and receipt of all necessary Commission approvals, budget appropriations and

allocations, MTC will continue to fund capital and Contracting Agency operating costs in the manner that it has funded capital and Contracting Agency operating costs to date, through a dedicated allocation of federal, state and local funds, both discretionary and project designated. Recommended annual capital allocations will be identified in the work plan approved by the Executive Board. (See Article IV.C.4.)

- B. Retain all books, papers, records, documents, and other materials pertaining to its responsibilities under Appendix B (the "Materials") in accordance with federal grant and audit requirements and generally accepted accounting principles and make the Materials available to Parties upon request through reasonable means and at reasonable times. Parties may request that Materials be made available for the most recently closed fiscal year during the term of this MOU and for up to one year thereafter; provided, however, that nothing in this Article II.B is intended to limit a Party's rights to obtain records under the California Public Records Act (Government Code Section 6250 *et seq.*).
- C. Continue to serve as the Contracting Agency (described in Article III), and continue to provide adequate staffing to support the Clipper® program under the direction of the Clipper® Executive Director (described in Article V), until such time as the Executive Board designates, and MTC's Commission approves, the assignment of MTC's duties as Contracting Agency to another Party pursuant to Article IV.D.
- D. Employ the initial Clipper® Executive Director (described in Article V). MTC reserves the right to make decisions regarding hiring, promotion, termination, compensation, and removal of the initial Clipper® Executive Director. Selection of a successor Executive Director shall be in accordance with Article III.J.
- E. Continue to create and maintain all copyrights and other intellectual property necessary or convenient for the operation of the Clipper® fare payment system and provide any necessary licenses to use such intellectual property to the Contracting Agency, if other than MTC.
- F. Enter into supplemental agreements with new operator participants in accordance with Article VI.

### ARTICLE III Contracting Agency Responsibilities

The Contracting Agency agrees to:

- A. On behalf of the Parties, procure, award, manage and carry out the duties and responsibilities of the Clipper® program counterparty under all contracts necessary for the expansion, modification, modernization, operation, maintenance, marketing and customer service of the Clipper® fare payment system, including the Clipper® Contract and any successor contract and any contracts for associated professional services for the Clipper® program as a whole.
- B. Establish, manage and implement Clipper® Operating Rules in accordance with Appendix A.
- C. Provide regular updates (at least quarterly) on the Clipper® program to the Parties.

- D. Support the Parties with respect to Articles I.E and II.A by providing system data affecting the cost allocation formula.
- E. Own specified Clipper® program capital equipment, as may be required by grant or funding agency rules and regulations, and transfer ownership, to the greatest extent permitted under such rules and regulations, to any successor Contracting Agency.
- F. Hold and manage the Clipper® bank accounts and act as an agency in trust for the benefit of the cardholders for funds deposited by the cardholders for the ultimate use on the services provided by the Operators, and for the benefit of the Operators for funds due to Operators until dispersed to such Operators.
- G. Conduct an annual contract compliance audit covering Clipper® program revenue collection and allocation and cost allocation responsibilities under the MOU and provide a copy of the complete audit report to all Parties upon conclusion of each such annual audit.
- H. Retain all books, papers, records, documents, and other materials pertaining to its responsibilities under Appendix B (the "Materials") in accordance with federal grant and audit requirements and generally accepted accounting principles and make the Materials available to Parties upon request through reasonable means and at reasonable times. Parties may request that Materials be made available for the most recently closed fiscal year during the term of this MOU and for up to one year thereafter; provided, however, that nothing in this Article III.H is intended to limit a Party's rights to obtain records under the California Public Records Act (Government Code Section 6250 *et seq.*).
- I. Serve as the Application Issuer and Card Issuer, as those terms are defined in the Clipper® Operating Rules.
- J. Engage the Clipper® Executive Director in accordance with Article V. The Contracting Agency reserves the right to make decisions regarding hiring, promotion, termination, compensation, and removal of the Clipper® Executive Director provided that it shall not engage the successor to the initial and successor Executive Directors without the concurrence of the Executive Board. The Contracting Agency shall collaborate with the Executive Board in considering potential candidates for Executive Director.
- K. Provide adequate staffing (including program and legal staff) to support the Clipper® program. The Contracting Agency reserves the right to make decisions regarding hiring, promotion, termination, compensation and removal of program staff.
- L. Provide necessary logistical and technological support to the Executive Board and any committees thereof, except as provided in Article IV.H.

**ARTICLE IV**  
**Clipper® Executive Board**

- A. Role; Composition. The Parties agree that responsibility for the management of the current Clipper® program, as well as the strategic planning effort to procure and implement a future system on or before the termination of the current Clipper® Contract, shall reside with a Clipper® Executive Board ("Executive Board"). The Executive Board's responsibilities shall be executed in a manner consistent with the Operator, MTC

and Contracting Agency responsibilities set forth in Articles I, II and III, respectively. The Executive Board shall be comprised of nine members: one representative each from SFMTA, BART, Caltrain/SamTrans, AC Transit, VTA, GGBHTD and MTC, and two representatives who are selected to represent all other Operators (the "Small Operators") in the sole discretion of the Small Operators. Each representative shall be at the General Manager or Senior Management level.

**B. Principles.** The Executive Board shall adhere to the following principles:

1. The Clipper® program shall continue as the primary electronic fare collection system for the Operators.
2. Each member of the Executive Board commits to actively advance the continued successful operation, maintenance and growth of the Clipper® program on a cost effective, operationally efficient, and coordinated basis.
3. Promote efforts to reduce the overall cost of the Clipper® system, including operating costs, capital costs and consultant expense.
4. Promote regional efforts to simplify fare structures while protecting revenue levels.

**C. Duties.** The Executive Board shall undertake the following duties:

1. Meet in accordance with a regular meeting schedule established by the Executive Board, not less than quarterly.
2. Establish goals for the Clipper® program, including targets to increase market penetration and cost containment initiatives. The Program Goals and Performance Measures are attached as Appendix C, and may be amended by unanimous vote of the Executive Board from time to time.
3. Propose for review by MTC, Operators and other funding sources (collectively, the "Funding Agencies") a biennial capital and operating budget for the Clipper® program. Revise and adopt the proposed budget in accordance with the Clipper® budgets adopted and/or allocations made by each of the Funding Agencies. The biennial budget will outline staffing requirements and resources needed to accomplish the work plan. The budget will define required funding, identify funding sources, and specify the amount of individual agency contributions.
4. Adopt a detailed biennial work plan to implement the established goals and budget.
5. Designate the Contracting Agency, as further described in and subject to Article IV.D, and provide policy oversight, advice, and direction to the Contracting Agency.
6. Evaluate the performance of the Clipper® Executive Director on at least an annual basis. The Board will develop goals and objectives jointly with the Clipper® Executive Director, which will form the basis for the annual evaluation.
7. Review and authorize Significant Business Matters as described in Article IV.E.

8. Establish such procedures as shall be necessary or desirable to facilitate compliance by the Executive Board with the Ralph M. Brown Act (Government Code Section 54950 *et seq.*) (the "Brown Act") and other applicable laws.
- D. Designation of a Contracting Agency. The Executive Board shall designate one of the Parties to serve as the "Contracting Agency" with the responsibilities defined in Article III. MTC shall serve as the initial Contracting Agency. The Executive Board shall review the designation of the Contracting Agency not more often than once every three (3) years and may designate any of the Parties as a new Contracting Agency no later than one year prior to the proposed assignment date, which designation may be subject to the approval of the governing board of the proposed new Contracting Agency. In the event of a new designation, the then-current Contracting Agency shall seek approval from its governing board to assign all outstanding contracts, funding agreements, licenses, and accounts to the newly designated Contracting Agency and, if it receives approval from its governing board for such assignment, take such other actions as may be necessary or convenient to effect the transition of the Contracting Agency role. In the event of a change from the role of MTC as the Contracting Agency, the Executive Board will work with MTC and the successor Contracting Agency to protect or minimize loss or degradation of jobs for Clipper® support staff at MTC.
- E. Significant Business Matters. The Executive Board shall decide all Significant Business Matters by a majority vote. "Significant Business Matter" shall mean any matter that can reasonably be expected to have a substantial financial impact (defined as an impact of \$250,000 or more) or a substantial operating impact (defined as causing operations to fall below then-current annual operational goals) on Clipper® or any of the Parties. Significant Business Matters, include, but are not limited to the following:
1. Approval of Clipper® Contract Change Orders that exceed the maximum authority levels established by the Contracting Agency's procurement rules for its chief executive officer, or \$250,000, whichever is less, or that are not funded in the biennial budget. Contracting Agency governing board approval may also be required.
  2. Amendments to the Clipper® operating rules, pursuant to Appendix A.
  3. Acceptance of new Parties to the Clipper® program. The Executive Board delegates to MTC the authority to sign supplemental agreements with new Parties accepted into the program, as provided in Article VI.
  4. Implementation of new business ventures or opportunities for the Clipper® program.
  5. Contract awards for contract amounts that exceed the maximum authority levels established by the then-current Contracting Agency's procurement rules for its chief executive officer, or \$250,000, whichever is less. Contracting Agency governing board approval may also be required.
  6. Assignment of the Clipper® Contract. Contracting Agency approval shall also be required.
  7. Approval of expenses (administrative, operating and legal) incurred by the Contracting Agency if in excess of or not contemplated by the current approved budget.



8. Approval of the Clipper® 2.0 rollout strategy.
9. Decision whether any other matter, not expressly included or excluded as a Significant Business Matter in this list, is a Significant Business Matter in accordance with the definition above.

The foregoing definition of "Significant Business Matters" may be amended by unanimous vote of the Executive Board from time to time.

- F. Quorum. Five members of the Executive Board constitute a quorum. In the absence of a quorum, a smaller number of Executive Board members may secure the attendance of absent members by video conference, teleconference or other means compliant with the Brown Act to establish a quorum. Only eligible voting members shall be counted to establish a quorum.
- G. Voting. Each member of the Executive Board shall have one vote. A vote of a majority of the Executive Board is required for approval. Executive Board members may not abstain from voting on any matter before the Executive Board, except in cases of conflicts of interest.
- H. Board Chair; Committees. The Executive Board shall annually elect a Chair and Vice Chair from its members. The Chair shall provide administrative staff support to the Executive Board, as needed as determined by the Chair and the Clipper® Executive Director. The Chair may appoint advisory committees or working groups for specified projects of limited duration. The Executive Board may establish standing committees from time to time.
- I. Delegates. Executive Board members may appoint, in writing, delegates to vote on their behalf in the event of a member's absence from any Executive Board meeting, for up to two (2) meetings per calendar year. No voting rights are accorded to alternates, nor do alternates count toward a quorum of the Executive Board, when alternates are representing an Executive Board member for meetings after two (2) missed meetings in a calendar year.

#### ARTICLE V Clipper® Executive Director

The Clipper® Executive Director shall be responsible for regional coordination of the Clipper® program among the Parties, oversight of consultants and contractors retained for the design, operation and maintenance of the Clipper® program, and effectuation of the goals and work plan adopted by the Executive Board in accordance with the budget. Clipper® program support staff engaged by the Contracting Agency shall report to the Clipper® Executive Director.

The Clipper® Executive Director shall be selected and appointed by the Contracting Agency following consultation with the Executive Board to factor in any Executive Board concerns. The Contracting Agency will directly engage the Clipper® Executive Director as its employee or independent contractor in accordance with any civil service or procurement rules applicable to the Contracting Agency. The initial Clipper® Executive Director shall be Carol Kuester and shall be an employee of MTC.

**ARTICLE VI**  
**New Operator Participants**

Any Bay Area transit operator not a Party to this Agreement must be approved by the Executive Board and agree to the terms of the MOU then in effect as a condition of implementing Clipper®, by entering into a supplemental agreement to this MOU accepting the then-current terms of this MOU. Signature by the other Parties to the MOU is not required. MTC shall not enter into a supplemental agreement with a particular operator prior to the issuance of a Change Notice to the Clipper® Contract covering all or a portion of the work required to accept such operator into the system. MTC shall provide the other Parties to the MOU with written notice of each supplemental agreement.

**ARTICLE VII**  
**Indemnification**

- A. Mutual Indemnification. No Party to this MOU (including any of its directors, commissioners, officers, agents or employees) shall be responsible for any damage or liability occurring by reason of anything done or omitted to be done by any other Party under or in connection with this Agreement. Pursuant to Government Code Section 895.4, each Party agrees to fully indemnify and hold other Parties harmless from any liability imposed for injury (as defined by Government Code Section 810.8) occurring by reason of anything done or omitted to be done by such indemnifying Party under or in connection with this Agreement and for which such indemnifying Party would otherwise be liable.
- B. Contracting Agency Indemnification of Other Parties. Notwithstanding the provisions of Subsection A above, the Contracting Agency shall indemnify, hold harmless, and defend the other Parties from any and all claims or liability resulting from any action or inaction on the part of Contracting Agency relating to the Clipper® Contract or from its failure to carry out its responsibilities under Article III of this MOU. With respect only to MTC as Contracting Agency, this indemnification covers action or inaction on the part of MTC relating to the Clipper® Contract prior to the Effective Date of this MOU. Except as stated in the previous sentence, this indemnification only covers action or inaction on the part of a Contracting Agency while it serves as Contracting Agency under this MOU.
- C. Other Parties' Indemnification of Contracting Agency. Notwithstanding the provisions of Subsection A above, each Party hereto that is not the Contracting Agency shall indemnify, hold harmless, and defend the Contracting Agency from any and all claims or liability resulting from any action or inaction on the part of such Party relating to its responsibilities under Article I or II, as applicable, of this MOU.
- D. Operator Indemnification of MTC. Notwithstanding the provisions of Subsection A above, each Operator shall indemnify, hold harmless, and defend MTC from any and all claims or liability resulting from any action or inaction on the part of such Operator relating to its responsibilities under Article I of this MOU.
- E. MTC Indemnification of Operators. Notwithstanding the provisions of Subsection A above, MTC shall indemnify, hold harmless, and defend each Operator from any and all claims or liability resulting from any action or inaction on the part of MTC relating to its responsibilities under Article II of this MOU.

**ARTICLE VIII**  
**Term**

The term of the MOU shall begin upon the Effective Date and continue through June 30, 2025, unless terminated by written agreement of the Parties.

**ARTICLE IX**  
**Dispute Resolution**

The Parties agree to abide by the dispute resolution procedures in Appendix D, Dispute Resolution, attached hereto and incorporated herein by this reference to resolve disputes between or among Parties to the MOU. To invoke the dispute resolution process, two Executive Board members must request it.

**ARTICLE X**  
**Changed Circumstances**

Any Party may initiate informal discussions among the Parties concerning the provisions of this MOU, based on its assessment that changes in technology or other factors external to the MOU or the Clipper® Contract indicate that it would be in the best interests of one or more Parties to consider revisions to the MOU. If a majority of Parties agree, the Parties will then jointly evaluate the changed circumstances to determine what, if any, revisions to the MOU are necessary or desirable. Any agreed-upon changes shall require an amendment to the MOU approved and executed by all Parties.

**ARTICLE XI**  
**General Provisions**

- A. The entire Agreement between and among the Parties is contained herein, and no change in or modification, termination or discharge of this MOU shall be valid or enforceable unless it is approved by the Parties and made in writing and signed by the Parties.
- B. Headings in this MOU are for convenience only and not intended to define, interpret or limit the terms and conditions herein.
- C. This MOU may be executed in one or more counterparts, each of which shall be considered an original and all of which shall constitute a single instrument.
- D. This MOU is intended for the sole benefit of the Parties and is not intended to nor shall be construed to confer any benefit or create any right in any third party.
- E. Appendix E, Special Provisions for the City and County of San Francisco, attached hereto and incorporated herein by this reference, sets forth the terms and conditions required by the City and County of San Francisco in any expenditure contracts entered into by the City.
- F. If any provision of this MOU or the application thereof to any person, entity or circumstance shall, to any extent, be invalid or unenforceable, the remainder of this MOU, or the application of such provision to persons, entities or circumstances, other

than those as to which it is invalid or unenforceable, shall not be affected thereby, and each other provision of this MOU shall be valid and be enforceable to the fullest extent permitted by law.

- G. Notices provided under the MOU shall be provided to the individuals listed in Appendix F, Notices, attached hereto and incorporated herein by this reference. Each Party to the MOU is responsible for notifying other Parties of a change in the individual designated to receive notices in writing. Changes to Appendix F may be made by any Party without an amendment to this MOU. MTC will distribute to every other Party the notice information of new Parties to the MOU added pursuant to Article VI.
- H. This MOU supersedes and replaces the Memorandum of Understanding Regarding Operations and Maintenance of Clipper Fare Collection System dated November 10, 2011, as amended, in its entirety.
- I. By its execution of this MOU, each Party (i) acknowledges that, although the City of Rio Vista executed a Supplemental Agreement to the 2011 MOU, it subsequently declined to have Clipper® implemented on its bus system, (ii) waives the requirement for 240 days' advance notice to it of the City of Rio Vista's withdrawal from the 2011 MOU, and (iii) acknowledges that the City of Rio Vista is therefore not a Party to this MOU upon its initial execution and delivery.

IN WITNESS WHEREOF, this MOU has been duly authorized and executed by the Parties hereto on the dates specified below by their duly authorized representatives.

**Metropolitan Transportation Commission**

Approved as to form:

\_\_\_\_\_  
Steve Heminger, Executive Director

\_\_\_\_\_  
Adrienne Weil, General Counsel

Date: \_\_\_\_\_

**Alameda-Contra Costa Transit District**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_

\_\_\_\_\_  
Denise C. Standridge, General Counsel

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**Golden Gate Bridge, Highway and  
Transportation District**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

\_\_\_\_\_, General Counsel

**San Francisco Bay Area Rapid Transit District**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

Matthew Burrows, General Counsel

**City and County of San Francisco  
Municipal Transportation Agency**

Approved as to form:  
Dennis J. Herrera, City Attorney

\_\_\_\_\_  
Name: Edward D. Reiskin  
Title: Director of Transportation  
Date: \_\_\_\_\_

\_\_\_\_\_  
Name: Robin M. Reitzes  
Title: Deputy City Attorney

Municipal Transportation Agency Board of Directors  
Resolution No. \_\_\_\_\_  
Dated: \_\_\_\_\_

\_\_\_\_\_  
Secretary, SFMTAB

**San Mateo County Transit District**

Approved as to form:

\_\_\_\_\_  
Name: Jim Hartnett  
Title: General Manager/CEO  
Date: \_\_\_\_\_

\_\_\_\_\_  
Joan L. Cassman, General Counsel

**Santa Clara Valley Transportation Authority**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_, General Counsel

**Peninsula Corridor Joint Powers Board**

Approved as to form:

\_\_\_\_\_  
Name: Jim Hartnett  
Title: Executive Director  
Date: \_\_\_\_\_

\_\_\_\_\_  
Joan L. Cassman, General Counsel

**Central Contra Costa Transit Authority**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

\_\_\_\_\_  
Madeline Chun, General Counsel

**City of Fairfield  
Fairfield and Suisun Transit**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_, General Counsel

**City of Petaluma**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_, General Counsel

**Eastern Contra Costa Transit Authority**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_, General Counsel

**Livermore/Amador Valley Transit Authority**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

\_\_\_\_\_  
Michael N. Conneran, General Counsel

**Marin County Transit District**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_, General Counsel

**Napa County Transportation and Planning Agency**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_, General Counsel

**Solano County Transit**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_, General Counsel

**Sonoma County Transit**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

\_\_\_\_\_, General Counsel

**Sonoma-Marín Area Rail Transit District**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

\_\_\_\_\_, General Counsel

**Vacaville City Coach**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

\_\_\_\_\_, General Counsel

**Western Contra Costa Transit Authority**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

\_\_\_\_\_, General Counsel

**San Francisco Bay Area Water Emergency  
Transportation Authority**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

Stanley S. Taylor III, General Counsel



8/21/2015

**City of Santa Rosa**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_

\_\_\_\_\_, General Counsel

\_\_\_\_\_  
Title: \_\_\_\_\_

\_\_\_\_\_  
Date: \_\_\_\_\_

**City of Union City**

Approved as to form:

\_\_\_\_\_  
Name: \_\_\_\_\_

\_\_\_\_\_, General Counsel

\_\_\_\_\_  
Title: \_\_\_\_\_

\_\_\_\_\_  
Date: \_\_\_\_\_

**LIST OF APPENDICES**

- Appendix A Process for Amending Clipper® Operating Rules
- Appendix B Clipper® Cost and Revenue Allocation, comprised of:
  - Appendix B-1 Effective upon execution of Amended and Restated MOU through June 30, 2016
  - Appendix B-2 Effective July 1, 2016 through December 31, 2016
  - Appendix B-3 Effective January 1, 2017
- Appendix C Program Goals and Performance Measures
- Appendix D Dispute Resolution
- Appendix E Special Provisions for the City and County of San Francisco
- Appendix F Notices

**Appendix A****Process for Amending Clipper® Operating Rules**

1. The Contracting Agency shall provide written notice to the other Parties at least ninety (90) days in advance of making any changes to the Operating Rules affecting Operator Roles and Responsibilities (Section 3 of the Clipper® Operating Rules). Notice shall be provided by email to the contact named in Appendix F, or as subsequently revised or updated by the Parties, as provided in Article XI.G.
2. The Contracting Agency shall provide additional notice to the other Parties on possible changes to the Operating Rules affecting Operator Roles and Responsibilities in the regular Clipper® program reports furnished under Article III.C.
3. The Contracting Agency's notices shall include enough information to enable the other Parties to determine the financial and other impacts of the proposed change.
4. If requested by any Party within 30 days of issuance of such notice, the Contracting Agency will consult with all affected Parties concerning the proposed change prior to its adoption.
5. Any Party that requires additional time in excess of the notice period specified by the Contracting Agency to implement a change may notify the Contracting Agency of the additional period of time required during the initial 30-day notice period. The Contracting Agency will then work with the Party(ies) during the consultation period to modify the effective date and/or content of the Operating Rules change, as necessary.
6. Following such consultation process, if any Party(ies) objects to the proposed change, as modified during the consultation process, such Party(ies) may initiate one or more of the dispute resolution processes described in Appendix D.
7. The Contracting Agency shall delay the implementation of the disputed change until the conclusion of the dispute resolution process.
8. All proposed changes to the Operating Rules shall be presented for approval to the Executive Board. The Contracting Agency agrees that it shall not implement changes to the Operating Rules that have not been approved by the Executive Board.
9. Upon MTC's approval of this MOU, MTC Commission approval of changes to the Operating Rules will no longer be required.

**Appendix B-1****Clipper® Cost and Revenue Allocation****Effective upon execution of Amended and Restated MOU through June 30, 2016****1. Cost Allocation Among Operators**

The allocation of Clipper® operating costs to each Operator shall be based on a combination of revenue collected and the number of fee payment transactions processed. "Revenue collected" shall mean the fee collected on behalf of each Operator by the Clipper® clearinghouse (e.g., the price charged to ride on the Operator's transit system, the value of pass sales, the amount of parking fees paid). A "fee payment transaction" shall mean any activity in which a Clipper® card is used to receive service on or from an Operator's system (e.g., to ride on the Operator's transit system, to park on the Operator's property). A fee payment transaction shall be attributed to the Operator on whose system the service was provided, except that a transaction in which a patron uses a Muni monthly pass to ride BART will be attributed to SFMTA. All fee payment transactions are included for purposes of allocating Clipper® operating costs, regardless of whether the transaction results in a reduction of the amount of stored value or stored rides on a Clipper® card (e.g., use of a monthly pass on a transit system, intra-operator transfers, entry and exit transactions for a single ride where both transactions are required to compute the appropriate fare payment).

One-third (1/3) of Clipper® operating costs shall be allocated to Operators based on each Operator's share of total revenue collected by the Clipper® clearinghouse, as defined above. Two-thirds (2/3) of Clipper® operating costs shall be allocated to Operators based on each Operator's share of total fee payment transactions processed by the Clipper® clearinghouse, as defined above.

In addition to the Clipper® operating costs allocated in accordance with Section 2.B(i) herein, each Operator shall be responsible for payment of:

- a. Clipper® Data Server (CDS) Store operating costs specified below for any CDS Store implemented on such Operator's site;
- b. Credit/debit interchange fees charged through an Operator-specific credit/debit gateway associated with Clipper® sales through add value machines, ticket office terminal devices and ticket vending machines. This responsibility is subject to review pursuant to Article I.E of the MOU to ensure that no single Operator is unfairly burdened by such fees; and
- c. Incremental Clipper® operating costs established by and/or resulting from Clipper® Contract change orders requested and funded by an Operator for such Operator's use and benefit shall be the responsibility of such Operator. This

applies to costs or portions of costs that would otherwise be MTC's responsibility as described in Section 2.A herein.

## 2. Clipper® Costs

### A. MTC Operating and Maintenance Costs. MTC shall pay the following Clipper® operating costs:

- i. All fixed operating costs of the Clipper® clearinghouse and equipment maintenance services costs as specified in the Clipper® Contract's Price Schedule (Attachment 2 to the Clipper® Contract) (the "Price Schedule"), including:
  - a. Item 3.20 Program Management – Operations and Maintenance
  - b. Item 3.30 Clipper® Testbed Operations & Maintenance
  - c. Item 5.31 Operator Help Desk
  - d. Item 5.32 Reporting
  - e. Item 5.33 Asset Management
  - f. Item 6.0 Equipment Maintenance Services
  - g. Item 10.21(a) Location Acquisition
  - h. Item 10.22 Location Servicing and Support
  - i. Item 10.23 (a) Acquisition Payment for Third Party Location
  - j. Item 12.0 Network Management
  - k. Item 13.22 Basic Monthly Operations and Admin
- ii. Variable Clipper® operating costs as specified in the Price Schedule (Attachment 2 to the Clipper® Contract), specifically:
  - a. Item 7.10-2 Senior and Youth Card Mail-In Applications
  - b. Item 8.10(a-g) Card Distribution Services
  - c. Item 8.11 Card Distribution Services
  - d. Item 8.12 Card Distribution Services
  - e. Item 8.20 Cardholder Education
  - f. Item 8.31 Location Acquisition for Completion of Distribution Network
  - g. Item 8.32 Location Acquisition for Completion of Distribution Network
  - h. Item 8.41 Pass Through of Amounts Paid for Installation of Phone Lines
  - i. Item 9.41 Fixed and Incremental Fees Per Active Card Account (50% of the invoiced amount)
  - j. Item 9.5 Service Level Standard Incentives and Abatements
  - k. Item 13.100 Mobile Website Operations and Maintenance
- iii. All other lump sum and capital expense items specified in the Price Schedule not enumerated above or covered by Section 2.B.

### B. Operator Operating Costs.

- i. Operators shall pay the following listed Clipper® operating costs in accordance with the cost sharing formula in Section 1, reduced by any amounts payable by MTC pursuant to Section 2.A. References to Item numbers refer to the corresponding prices payable to the Clipper® Contractor under the Price Schedule, which are subject to annual price adjustment as specified in Article 13.6 of the Clipper® Contract:
  - a. Item 9.24 Balance Protection Services Registration

- b. Item 9.25 Lock/unlock Clipper® Application
- c. Item 9.41 Fixed and Incremental Fees Per Active Card Account (50% of the invoiced amount)
- d. Item 10.11 Clipper® E-purse Load
- e. Item 10.12 Pass/Stored Ride Load
- f. Item 10.24 Employer Program Commission
- g. Item 11.0 Autoload Services
- h. Item 13.22.45 Supplemental Monthly Operations and Admin
- i. Item 13.31 Clipper® Transaction Fee
- j. Item 13.60 Incremental Gateway Fees
- k. Item 13.70 Incremental Debit Card Interchange Fees
- l. Item 13.80 Incremental Credit Card Interchange Fees
- m. Item 13.90 Pass Through Website Credit Card Processing Fees
- n. Reimbursement of Contracting Agency bank fees and direct bank charges in connection with the Clipper® bank account(s) in excess of the amounts reimbursed under Section 3.A below
- o. Direct payment or reimbursement of Contracting Agency costs for network communication.
- p. Direct payment or reimbursement of Contracting Agency costs for materials necessary for additional printing, e.g. secondary printing or personalization, on Clipper® cards
- q. Reimbursement of Contracting Agency costs for a portion of salary and benefits of any additional staffing as approved by the Executive Board to support the Clipper® program.

- ii. Changes or Additions to Operator Operating Costs Items. Except as reserved for Executive Board approval in Section 2.B(i)(q), substantive changes or additions to the Operator-paid operating cost items set forth in Section 2.B(i) require an amendment to this Appendix B and approval of all Parties to the MOU as of the date of the change or addition.

- C. Contracting Agency shall invoice each Operator on a monthly basis for its share of the operating costs. The Operators shall pay Contracting Agency within fifteen (15) calendar days of receipt of such invoice.

### 3. Revenue Allocation

Revenues generated by Clipper® during any period of time, including interest earnings on funds held by the clearinghouse and excluding fare revenues or parking fees collected on behalf of and distributed to Operators, shall be utilized as follows:

- A. To offset Contracting Agency's bank fees and direct bank charges related to the managing of the Clipper® accounts;
- B. After deduction of Contracting Agency's bank fees and charges under Section 3.A, to reduce the Operators' Clipper® operating costs listed in Section 2.B(i); and
- C. After payment of Operators' Clipper® operating costs listed in Section 2.B(i), to be allocated to Operators using the formula specified in Section 1.

Notwithstanding the above, fees charged cardholders for card acquisition, card replacement, balance restoration, failed Autoload funding recovery, card refund processing, and other card-related activities shall be reserved to pay for future card procurements; provided, however, that surcharges on limited use cards or other fare media imposed by an Operator to pay for the acquisition, implementation, administration and replacement of such fare media shall be distributed to and retained by such Operator. (For clarity, any surcharge imposed by an Operator as part of its fare structure shall be considered "fare revenue" and shall be distributed to and retained by such Operator.)

#### **4. Review**

The Parties acknowledge that this Appendix B is based upon and specific to the payment terms of the existing Clipper® Contract which has a term through November 2, 2019. Therefore, the Parties agree to commence timely, good-faith negotiations to implement revisions to this Appendix B necessitated by any Executive Board approval of (a) any extension of the existing Clipper contract or (b) any contracts that succeed or replace the existing Clipper contract, whether in whole or in part.

## Appendix B-2

### Clipper<sup>®</sup> Cost and Revenue Allocation Effective July 1, 2016 through December 31, 2016

#### 1. Cost Allocation Among Operators

The allocation of Clipper<sup>®</sup> operating costs to each Operator shall be based on a combination of revenue collected and the number of fee payment transactions processed. "Revenue collected" shall mean the fee collected on behalf of each Operator by the Clipper<sup>®</sup> clearinghouse (*e.g.*, the price charged to ride on the Operator's transit system, the value of pass sales, the amount of parking fees paid). A "fee payment transaction" shall mean any activity in which a Clipper<sup>®</sup> card is used to receive service on or from an Operator's system (*e.g.*, to ride on the Operator's transit system, to park on the Operator's property). A fee payment transaction shall be attributed to the Operator on whose system the service was provided, except that a transaction in which a patron uses a Muni monthly pass to ride BART will be attributed to SFMTA. All fee payment transactions are included for purposes of allocating Clipper<sup>®</sup> operating costs, regardless of whether the transaction results in a reduction of the amount of stored value or stored rides on a Clipper<sup>®</sup> card (*e.g.*, use of a monthly pass on a transit system, intra-operator transfers, entry and exit transactions for a single ride where both transactions are required to compute the appropriate fare payment).

One-third (1/3) of Clipper<sup>®</sup> operating costs shall be allocated to Operators based on each Operator's share of total revenue collected by the Clipper<sup>®</sup> clearinghouse, as defined above. Two-thirds (2/3) of Clipper<sup>®</sup> operating costs shall be allocated to Operators based on each Operator's share of total fee payment transactions processed by the Clipper<sup>®</sup> clearinghouse, as defined above.

In addition to the Clipper<sup>®</sup> operating costs allocated in accordance with Section 2.B(i) herein, each Operator shall be responsible for payment of:

- a. Clipper<sup>®</sup> Data Server (CDS) Store operating costs specified below for any CDS Store implemented on such Operator's site;
- b. Credit/debit interchange fees charged through ticket office terminal devices using an Operator specific credit/debit gateway. This responsibility is subject to review pursuant to Article I.E of the MOU to ensure that no single Operator is unfairly burdened by such fees; and
- c. Incremental Clipper<sup>®</sup> operating costs established by and/or resulting from Clipper<sup>®</sup> Contract change orders requested and funded by an Operator for such Operator's use and benefit shall be the responsibility of such Operator. This applies to costs or portions of costs that would otherwise be MTC's responsibility as described below.



## 2. Clipper® Costs

### A. MTC Operating and Maintenance Costs. MTC shall pay the following Clipper® operating costs:

- i. All fixed operating costs of the Clipper® clearinghouse and equipment maintenance services costs as specified in the Clipper® Contract's Price Schedule (Attachment 2 to the Clipper® Contract) (the "Price Schedule"), including:
  - a. Item 3.20 Program Management – Operations and Maintenance
  - b. Item 3.30 Clipper® Testbed Operations & Maintenance
  - c. Item 5.31 Operator Help Desk
  - d. Item 5.32 Reporting
  - e. Item 5.33 Asset Management
  - f. Item 6.0 Equipment Maintenance Services
  - g. Item 10.21(a) Location Acquisition
  - h. Item 10.22 Location Servicing and Support
  - i. Item 10.23 (a) Acquisition Payment for Third Party Location
  - j. Item 12.0 Network Management
  - k. Item 13.22 Basic Monthly Operations and Admin
  
- ii. Variable Clipper® operating costs as specified in the Price Schedule (Attachment 2 to the Clipper® Contract), specifically:
  - a. Item 7.10-2 Senior and Youth Card Mail-In Applications
  - b. Item 8.10(a-g) Card Distribution Services
  - c. Item 8.11 Card Distribution Services
  - d. Item 8.12 Card Distribution Services
  - e. Item 8.20 Cardholder Education
  - f. Item 8.31 Location Acquisition for Completion of Distribution Network
  - g. Item 8.32 Location Acquisition for Completion of Distribution Network
  - h. Item 8.41 Pass Through of Amounts Paid for Installation of Phone Lines
  - i. Item 9.41 Fixed and Incremental Fees Per Active Card Account (50% of the invoiced amount)
  - j. Item 9.5 Service Level Standard Incentives and Abatements
  - k. Item 13.100 Mobile Website Operations and Maintenance
  
- iii. All other lump sum and capital expense items specified in the Price Schedule not enumerated above or covered by Section 2.B.

### B. Operator Operating Costs.

- i. Operators shall pay the following listed Clipper® operating costs in accordance with the cost sharing formula in Section 1, reduced by any amounts payable by MTC pursuant to Section 2.A. References to Item numbers refer to the corresponding prices payable to the Clipper® Contractor under the Price Schedule, which are subject to annual price adjustment as specified in Article 13.6 of the Clipper® Contract:
  - a. Item 9.24 Balance Protection Services Registration
  - b. Item 9.25 Lock/unlock Clipper® Application

- c. Item 9.41 Fixed and Incremental Fees Per Active Card Account (50% of the invoiced amount)
- d. Item 10.11 Clipper® E-purse Load
- e. Item 10.12 Pass/Stored Ride Load
- f. Item 10.24 Employer Program Commission
- g. Item 11.0 Autoload Services
- h. Item 13.22.45 Supplemental Monthly Operations and Admin
- i. Item 13.31 Clipper® Transaction Fee
- j. Item 13.60 Incremental Gateway Fees
- k. Item 13.70 Incremental Debit Card Interchange Fees
- l. Item 13.80 Incremental Credit Card Interchange Fees
- m. Item 13.90 Pass Through Website Credit Card Processing Fees
- n. Reimbursement of Contracting Agency bank fees and direct bank charges in connection with the Clipper® bank account(s) in excess of the amounts reimbursed under Section 3.A below
- o. Direct payment or reimbursement of Contracting Agency costs for network communication.
- p. Direct payment or reimbursement of Contracting Agency costs for materials necessary for additional printing, e.g. secondary printing or personalization, on Clipper® cards
- q. Reimbursement of Contracting Agency costs for a portion of salary and benefits of staffing to support the Clipper program as approved by the Executive Board.
- r. Reimbursement of Contracting Agency costs for a portion of (at least fifty percent) of the salary and benefits of the Clipper Executive Director as approved by the Executive Board.
- s. Reimbursement of Operator costs for credit/debit interchange fees charged through an Operator-specific gateway associated with Clipper® sales through add value and ticket vending machines, as long as the total average fees do not substantially exceed the average Clipper fees. Reimbursement procedures are subject to the adoption by the Clipper® Executive Board at least 90 days in advance.

- ii. Changes or Additions to Operator Operating Costs Items. Except as reserved for Executive Board approval in 2.B(i)(q, r, s), substantive changes or additions to the Operator-paid operating cost items set forth in Section 2.B(i) require an amendment to this Appendix B and approval of all Parties to the MOU as of the date of the change or addition.

- C. Contracting Agency shall invoice each Operator on a monthly basis for its share of the operating costs. The Operators shall pay Contracting Agency within fifteen (15) calendar days of receipt of such invoice.

### 3. Revenue Allocation

Revenues generated by Clipper® during any period of time, including interest earnings on funds held by the clearinghouse and excluding fare revenues or parking fees collected on behalf of and distributed to Operators, shall be utilized as follows:

- A. To offset Contracting Agency's bank fees and direct bank charges related to the managing of the Clipper® accounts;
- B. After deduction of Contracting Agency's bank fees and charges under Section 3.A above, to reduce the Operators' Clipper® operating costs listed in Section 2.B(i) above; and
- C. After payment of Operators' Clipper® operating costs listed in Section 2.B(i) above, to be allocated to Operators using the formula specified in Section 1 herein.

Notwithstanding the above, fees charged cardholders for card acquisition, card replacement, balance restoration, failed Autoload funding recovery, card refund processing, and other card-related activities shall be reserved to pay for future card procurements; provided, however, that surcharges on limited use cards or other fare media imposed by an Operator to pay for the acquisition, implementation, administration and replacement of such fare media shall be distributed to and retained by such Operator. (For clarity, any surcharge imposed by an Operator as part of its fare structure shall be considered "fare revenue" and shall be distributed to and retained by such Operator.)

#### **4. Review**

The Parties acknowledge that this Appendix B is based upon and specific to the payment terms of the existing Clipper® Contract which has a term through November 2, 2019. Therefore, the Parties agree to commence timely, good-faith negotiations to implement revisions to this Appendix B necessitated by any Executive Board approval of (a) any extension of the existing Clipper contract or (b) any contracts that succeed or replace the existing Clipper contract, whether in whole or in part.

## Appendix B-3

**Clipper® Cost and Revenue Allocation**  
**Effective January 1, 2017**

**1. Cost Allocation Among Operators**

The allocation of Clipper® operating costs to each Operator shall be tied to the cost driver of each category of operating expense outlined in Section 2.B. The percent allocation in each category will be based on actuals by Operator. "Percentage of Cards Used" by Operator will be used to assess operating fees for account-based, fixed or other costs not directly attributable to either transit transactions or revenue and will be based on the number of individual cards used at least once on an Operator's system. "Fee Generating Transit Transactions" shall mean any activity in which a Clipper® card is used to receive service on or from an Operator's system that results in a charge pursuant to Attachment 2 to Part I of the contract between MTC and Cubic for the operation of Clipper®. "Revenue Processed" shall mean the fee collected on behalf of each Operator by the Clipper® clearinghouse (e.g., the price charged to ride on the Operator's transit system, the value of pass sales, the amount of parking fees paid).

The allocation of Clipper® operating costs to each Operator shall be based on the following formula:

<b>MOU Section 2.B.i</b>	<b>Fee Category</b>	<b>Allocation Formula</b>
a,b,c	9.0 Cardholder Support Services	Percentage of Cards Used
d,e,f	10.0 Third Party Load Service Fees	Percentage of Cards Used
g	11.0 Autoload Services	Percentage of Cards Used
h	13.22.45 Supplemental Operations	Percentage of Cards Used
i	13.31 Clipper Transaction Fee	Percentage of Fee Generating Transit Transactions
j,k,l,m	13.60-90 Incremental Credit/Debit Card Interchange Fees	Percentage of Revenue Processed
n	Reimbursement of Bank Fees/Direct Charges	Percentage of Revenue Processed
o	Network Communication Reimbursement	Direct Charge to Operator
p	Specialized Card Printing	Direct Charge to Operator
q,r	Operator Share of Staffing	Percentage of Cards Used
s	Add Value/TVM Debit Card Interchange Fees for Non-Clipper Gateways	Percentage of Revenue Processed

In addition to the Clipper® operating costs allocated in accordance with Section 2.B(i) herein, each Operator shall be responsible for payment of:

- a. Clipper® Data Server (CDS) Store operating costs specified below for any CDS Store implemented on such Operator's site;

- b. Credit/debit interchange fees charged through ticket office terminal devices using an Operator specific credit/debit gateway. This responsibility is subject to review pursuant to Article I.E to ensure that no single Operator is unfairly burdened by such fees; and
- c. Incremental Clipper<sup>®</sup> operating costs established by and/or resulting from Clipper<sup>®</sup> Contract change orders requested and funded by an Operator for such Operator's use and benefit shall be the responsibility of such Operator. This applies to costs or portions of costs that would otherwise be MTC's responsibility as described below.

## 2. Clipper<sup>®</sup> Costs

### A. MTC Operating and Maintenance Costs. MTC shall pay the following Clipper<sup>®</sup> operating costs:

- i. All fixed operating costs of the Clipper<sup>®</sup> clearinghouse and equipment maintenance services costs as specified in the Clipper<sup>®</sup> Contract's Price Schedule (Attachment 2 to the Clipper<sup>®</sup> Contract) (the "Price Schedule"), including:
  - a. Item 3.20 Program Management – Operations and Maintenance
  - b. Item 3.30 Clipper<sup>®</sup> Testbed Operations & Maintenance
  - c. Item 5.31 Operator Help Desk
  - d. Item 5.32 Reporting
  - e. Item 5.33 Asset Management
  - f. Item 6.0 Equipment Maintenance Services
  - g. Item 10.21(a) Location Acquisition
  - h. Item 10.22 Location Servicing and Support
  - i. Item 10.23 (a) Acquisition Payment for Third Party Location
  - j. Item 12.0 Network Management
  - k. Item 13.22 Basic Monthly Operations and Admin
- ii. Variable Clipper<sup>®</sup> operating costs as specified in the Price Schedule (Attachment 2 to the Clipper<sup>®</sup> Contract), specifically:
  - a. Item 7.10-2 Senior and Youth Card Mail-In Applications
  - b. Item 8.10(a-g) Card Distribution Services
  - c. Item 8.11 Card Distribution Services
  - d. Item 8.12 Card Distribution Services
  - e. Item 8.20 Cardholder Education
  - f. Item 8.31 Location Acquisition for Completion of Distribution Network
  - g. Item 8.32 Location Acquisition for Completion of Distribution Network
  - h. Item 8.41 Pass Through of Amounts Paid for Installation of Phone Lines
  - i. Item 9.41 Fixed and Incremental Fees Per Active Card Account (50% of the invoiced amount)
  - j. Item 9.5 Service Level Standard Incentives and Abatements
  - k. Item 13.100 Mobile Website Operations and Maintenance
- iii. All other lump sum and capital expense items specified in the Price Schedule not enumerated above or covered by Section 2.B.

B. Operator Operating Costs.

- i. Operators shall pay the following listed Clipper® operating costs in accordance with the cost sharing formula in Section 1, reduced by any amounts payable by MTC pursuant to Section 2.A. References to Item numbers refer to the corresponding prices payable to the Clipper® Contractor under the Price Schedule, which are subject to annual price adjustment as specified in Article 13.6 of the Clipper® Contract:
  - a. Item 9.24 Balance Protection Services Registration
  - b. Item 9.25 Lock/unlock Clipper® Application
  - c. Item 9.41 Fixed and Incremental Fees Per Active Card Account (50% of the invoiced amount)
  - d. Item 10.11 Clipper® E-purse Load
  - e. Item 10.12 Pass/Stored Ride Load
  - f. Item 10.24 Employer Program Commission
  - g. Item 11.0 Autoload Services
  - h. Item 13.22.45 Supplemental Monthly Operations and Admin
  - i. Item 13.31 Clipper® Transaction Fee
  - j. Item 13.60 Incremental Gateway Fees
  - k. Item 13.70 Incremental Debit Card Interchange Fees
  - l. Item 13.80 Incremental Credit Card Interchange Fees
  - m. Item 13.90 Pass Through Website Credit Card Processing Fees
  - n. Reimbursement of Contracting Agency bank fees and direct bank charges in connection with the Clipper® bank account(s) in excess of the amounts reimbursed under Section 3.A below
  - o. Direct payment or reimbursement of Contracting Agency costs for network communication.
  - p. Direct payment or reimbursement of Contracting Agency costs for materials necessary for additional printing, e.g. secondary printing or personalization, on Clipper® cards
  - q. Reimbursement of Contracting Agency costs for a portion of salary and benefits of any additional staffing as approved by the Executive Board to support the Clipper® program.
  - r. Reimbursement of Contracting Agency costs for a portion (at least fifty percent) of the salary and benefits of the Clipper Executive Director as approved by the Executive Board.
  - s. Reimbursement of Operator costs for credit/debit interchange fees charged through an Operator-specific gateway associated with Clipper® sales through add value and ticket vending machines, as long as the total average fees do not substantially exceed the average Clipper fees. Reimbursement procedures are subject to the adoption by the Clipper® Executive Board at least 90 days in advance.
- ii. Changes or Additions to Operator Operating Costs Items. Except as reserved for Executive Board approval in 2.B(i)(q, r, s), substantive changes or additions to the Operator-paid operating cost items set forth in Section 2.B(i) require an amendment to this Appendix B and approval of all Parties to the MOU as of the date of the change or addition.

- C. Contracting Agency shall invoice each Operator on a monthly basis for its share of the operating costs. The Operators shall pay Contracting Agency within fifteen (15) calendar days of receipt of such invoice.

### 3. Revenue Allocation

Revenues generated by Clipper® during any period of time, including interest earnings on funds held by the clearinghouse and excluding fare revenues or parking fees collected on behalf of and distributed to Operators, shall be utilized as follows:

- A. To offset Contracting Agency's bank fees and direct bank charges related to the managing of the Clipper® accounts;
- B. After deduction of Contracting Agency's bank fees and charges under Section 3.A above, to reduce the Operators' Clipper® operating costs listed in Section 2.B(i) above; and
- C. After payment of Operators' Clipper® operating costs listed in Section 2.B(i) above, to be allocated to Operators by applying the percentage of cards used by Operator specified in Section 1 herein, unless otherwise authorized by the Executive Board.

Notwithstanding the above, fees charged cardholders for card acquisition, card replacement, balance restoration, failed Autoload funding recovery, card refund processing, and other card-related activities shall be reserved to pay for future card procurements; provided, however, that surcharges on limited use cards or other fare media imposed by an Operator to pay for the acquisition, implementation, administration and replacement of such fare media shall be distributed to and retained by such Operator. (For clarity, any surcharge imposed by an Operator as part of its fare structure shall be considered "fare revenue" and shall be distributed to and retained by such Operator.)

### 4. Review

The Parties acknowledge that this Appendix B is based upon and specific to the payment terms of the existing Clipper® Contract which has a term through November 2, 2019. Therefore, the Parties agree to commence timely, good-faith negotiations to implement revisions to this Appendix B necessitated by any Executive Board approval of (a) any extension to the existing Clipper contract or (b) any contracts that succeed or replace the existing Clipper contract, whether in whole or in part, that would take effect on such successor contract's effective date."

## Appendix C

### Program Goals and Performance Measures

*The program goals and performance measures below are intended to guide the development and ongoing operations of Clipper®, however, specific actions and targets may be constrained by legal, fiscal and system limitations.*

**Goal: Provide an intuitive, efficient, and familiar experience**

- Electronic fare payment is the primary payment method for all transportation fares and fees
  - ✓ Mobile fare payment is integrated into and branded as Clipper®
  - ✓ Parking at transit stations is paid with Clipper®
  - ✓ Bikeshare at transit stations can be paid with Clipper®
  - ✓ Paratransit trips can be paid with Clipper®
- Transit systems to move 100% to Clipper or incentivize use of Clipper® depending on mode
  - ✓ Heavy commuter rail and ferry systems accept only Clipper® (extended and limited use)
  - ✓ Bus/light rail operators to adopt fare differentials to incentivize use of Clipper® and transition remaining products to Clipper®

**Goal: Provide excellent, proactive customer service**

- Customers can easily obtain and use Clipper®
  - ✓ Media dispensing and reloading options are widely available
  - ✓ Ticket vending machines offering new cards and add-value are located at all heavy rail and ferry locations
  - ✓ Online transactions are immediately available for use
  - ✓ Third-party vendor locations are easily accessible in all service areas
  - ✓ Streamline process for refunds and replacements
  - ✓ Support payment for families, groups, institutional programs, and events

**Goal: Create a transparent, consistent, inclusive and timely decision-making process**

- Implement process for operator involvement in work plan development, field equipment procurement and change order process

**Goal: Govern the program efficiently and cost-effectively**

- Adopt standard fare categories and discount levels
  - ✓ Minimum \$0.50 discount for full-fare adult transfer customers to bus and light rail
  - ✓ Establish uniform youth discount for ages five to 18 and senior discount for ages 65 and older
- Evaluate staffing plan to enhance internal program resources and reduce reliance on consultants

**Goal: Ensure that accurate and complete data is available to support decision making at every level**

- System integrates with vehicle on-board equipment to incorporate route, location and revenue information where necessary
- Clipper® data is accessible to operators and the public to the full extent contemplated by the Clipper® privacy policy

**Goal: Ensure program flexibility and responsiveness**

- System design and contract includes a streamlined process for common changes such as fare adjustments and route changes and additions

**Goal: Ensure operational efficiency and reliability**

- Ensure continued competitive equipment availability, automated status reporting and remote diagnostics
- Utilize open architecture



## **Appendix D**

### **Dispute Resolution**

The Parties agree to resolve disputes concerning this MOU between or among one or more Parties based on the following dispute resolution principles.

#### **1. Informal Dispute Resolution**

The Parties agree to attempt to resolve informally all disputes. In the event of a dispute among any Parties to the MOU, those Parties shall notify every other Party in writing about the substance of the dispute. The Parties to the dispute shall meet and confer by exchanging written positions on the dispute, and by meeting in person thereafter to discuss and resolve the dispute. If those representatives are unable to resolve the dispute, the chief executives of those Parties shall be informed of the substance of the dispute and provided all writings that have been exchanged regarding the dispute. The chief executives shall meet and confer in person or by telephone concerning the dispute, and may choose to exchange letters in preparation for the meet and confer.

#### **2. Mediation**

If the dispute is not resolved, the Parties may avail themselves by mutual consent to mediation, arbitration (binding or non-binding), or any other dispute resolution resource (collectively "Alternate Dispute Resolution (ADR) processes"). All procedures and methodologies in ADR processes shall be by mutual consent of the Parties, including but not limited to the choice of the mediator or arbitrator, dates and times and timelines, whether documents are exchanged in preparation for the ADR session, etc. Fees and expenses of the mediator will be borne equally, unless otherwise agreed. The Parties to the dispute shall be represented by individuals of their choosing, except that the Parties must agree on the question of whether lawyers are present or not. The entire process shall be confidential and treated as a compromise negotiation for purposes of federal and state rules of evidence. If ADR processes are agreed on, the Parties shall agree on the identity of the mediator or arbitrator within 30 days of agreeing on the ADR process. The Parties shall not unreasonably withhold consent as to the choice of the mediator or arbitrator. Unless the schedule of the mediator or arbitrator does not permit, the Parties shall have their ADR process completed within 60 days after agreement on the choice of the mediator or arbitrator. Nothing in this MOU affects the rights or abilities of the Parties to avail themselves of all rights and remedies they have under the law of California or federal law, and to the state or federal courts to resolve their dispute.

#### **3. Financial Obligations**

A Party who disputes amounts claimed by the Contracting Agency to be due under the MOU agrees to pay the amount claimed pending dispute resolution.

## Appendix E

### Special Provisions for the City and County of San Francisco

(References to "City" in Paragraphs 1 and 2 refer to the City and County of San Francisco)

**1. Certification of Funds; Budget and Fiscal Provisions; Termination in the Event of Non-Appropriation.** This Agreement is subject to the budget and fiscal provisions of the City's Charter. Charges will accrue only after prior written authorization certified by the Controller, and the amount of City's obligation hereunder shall not at any time exceed the amount certified for the purpose and period stated in such advance authorization. This Agreement will terminate without penalty, liability or expense of any kind to City at the end of any fiscal year if funds are not appropriated for the next succeeding fiscal year. If funds are appropriated for a portion of the fiscal year, this Agreement will terminate, without penalty, liability or expense of any kind at the end of the term for which funds are appropriated. City has no obligation to make appropriations for this Agreement in lieu of appropriations for new or other agreements. City budget decisions are subject to the discretion of the Mayor and the Board of Supervisors. Contractor's assumption of risk of possible non-appropriation is part of the consideration for this Agreement.

THIS SECTION CONTROLS AGAINST ANY AND ALL OTHER PROVISIONS OF THIS AGREEMENT.

**2. Guaranteed Maximum Costs.** The City's obligation hereunder shall not at any time exceed the amount certified by the Controller for the purpose and period stated in such certification. Except as may be provided by laws governing emergency procedures, officers and employees of the City are not authorized to request, and the City is not required to reimburse the Contractor for, Commodities or Services beyond the agreed upon contract scope unless the changed scope is authorized by amendment and approved as required by law. Officers and employees of the City are not authorized to offer or promise, nor is the City required to honor, any offered or promised additional funding in excess of the maximum amount of funding for which the contract is certified without certification of the additional amount by the Controller. The Controller is not authorized to make payments on any contract for which funds have not been certified as available in the budget or by supplemental appropriation.

**3. Sunshine Ordinance.** In accordance with San Francisco Administrative Code §67.24(e), contracts, contractors' bids, responses to solicitations and all other records of communications between City and persons or firms seeking contracts, shall be open to inspection immediately after a contract has been awarded. Nothing in this provision requires the disclosure of a private person or organization's net worth or other proprietary financial data submitted for qualification for a contract or other benefit until and unless that person or organization is awarded the contract or benefit. Information provided which is covered by this paragraph will be made available to the public upon request.

## Appendix F

Notices

<b>Contact:</b>	<b>Mailing Address:</b>
Metropolitan Transportation Commission Name: Carol Kuester Title: Director, Electronic Payments Email: ckuester@mtc.ca.gov Phone: 510-817-5853 Fax: 510-817-5848	<i>Until February 1, 2016</i> 101 – 8th Street Oakland, CA 94607  <i>After February 1, 2016:</i> 375 Beale Street San Francisco, CA 94105
Alameda-Contra Costa Transit District Name: _____ Title: _____ Email: _____ Phone: _____ Fax: _____	1600 Franklin Street Oakland, CA 94612
Central Contra Costa Transit Authority Name: _____ Title: _____ Email: _____ Phone: _____ Fax: _____	2477 Arnold Industrial Way Concord, CA 94520
City of Fairfield, as the operator of Fairfield and Suisun Transit Name: _____ Title: _____ Email: _____ Phone: _____ Fax: _____	
City of Petaluma Name: _____ Title: _____ Email: _____ Phone: _____ Fax: _____	
City and County of San Francisco, acting by and through its Municipal Transportation Agency Name: _____ Title: _____ Email: _____ Phone: _____ Fax: _____	1 South Van Ness Avenue, 7th Floor San Francisco, CA 94103

<p>Eastern Contra Costa Transit Authority</p> <p>Name: _____</p> <p>Title: _____</p> <p>Email: _____</p> <p>Phone: _____</p> <p>Fax: _____</p>	
<p>Golden Gate Bridge Highway and Transportation District</p> <p>Name: _____</p> <p>Title: _____</p> <p>Email: _____</p> <p>Phone: _____</p> <p>Fax: _____</p>	<p>P.O. Box 9000, Presidio Station San Francisco, CA 94129-0601</p>
<p>Livermore/Amador Valley Transit Authority</p> <p>Name: _____</p> <p>Title: _____</p> <p>Email: _____</p> <p>Phone: _____</p> <p>Fax: _____</p>	
<p>Marin County Transit District</p> <p>Name: _____</p> <p>Title: _____</p> <p>Email: _____</p> <p>Phone: _____</p> <p>Fax: _____</p>	
<p>Napa County Transportation and Planning Agency</p> <p>Name: _____</p> <p>Title: _____</p> <p>Email: _____</p> <p>Phone: _____</p> <p>Fax: _____</p>	
<p>Peninsula Corridor Joint Powers Board</p> <p>Name: Rita P. Haskin</p> <p>Title: Executive Officer, Customer Service and Marketing</p> <p>Email: <a href="mailto:haskinr@samtrans.com">haskinr@samtrans.com</a></p> <p>Phone: 650-508-6248</p> <p>Fax: 650-508-7919</p>	<p>P.O. Box 3006 San Carlos, CA 94070-1306</p>
<p>San Francisco Bay Area Rapid Transit District</p> <p>Name: Patricia Nelson</p> <p>Title: Project Manager, Clipper Program</p> <p>Email: <a href="mailto:pnelson@bart.gov">pnelson@bart.gov</a></p> <p>Phone: 510-874-7323</p> <p>Fax: 510-287-4747</p>	<p>300 Lakeside Drive, 16th floor Oakland, CA 94612</p>

<p>San Francisco Bay Area Water Emergency Transportation Authority</p> <p>Name: _____</p> <p>Title: _____</p> <p>Phone: _____</p> <p>Fax: _____</p>	
<p>San Mateo County Transit District</p> <p>Name: Rita P. Haskin</p> <p>Title: Executive Officer, Customer Service and Marketing</p> <p>Email: <a href="mailto:haskinr@samtrans.com">haskinr@samtrans.com</a></p> <p>Phone: 650-508-6248</p> <p>Fax: 650-508-7919</p>	<p>P.O. Box 3006 San Carlos, CA 94070-1306</p>
<p>Santa Clara Valley Transportation Authority</p> <p>Name: Ali Hudda</p> <p>Title: Deputy Director, Accounting</p> <p>Email: <a href="mailto:ali-hudda@vta.org">ali-hudda@vta.org</a></p> <p>Phone: 408-546-7922</p> <p>Fax: _____</p>	<p>3331 N. First Street, Building C San Jose, CA 95134-1906</p>
<p>Solano County Transit</p> <p>Name: _____</p> <p>Title: _____</p> <p>Email: _____</p> <p>Phone: _____</p> <p>Fax: _____</p>	
<p>Sonoma County Transit</p> <p>Name: _____</p> <p>Title: _____</p> <p>Email: _____</p> <p>Phone: _____</p> <p>Fax: _____</p>	
<p>Sonoma-Marin Area Rail Transit</p> <p>Name: _____</p> <p>Title: _____</p> <p>Email: _____</p> <p>Phone: _____</p> <p>Fax: _____</p>	
<p>Vacaville City Coach</p> <p>Name: _____</p> <p>Title: _____</p> <p>Email: _____</p> <p>Phone: _____</p> <p>Fax: _____</p>	

Western Contra Costa Transit Authority Name: _____ Title: _____ Email: _____ Phone: _____ Fax: _____	
City of Santa Rosa Name: _____ Title: _____ Email: _____ Phone: _____ Fax: _____	
City of Union City Name: _____ Title: _____ Email: _____ Phone: _____ Fax: _____	



**SFMTA**  
Municipal  
Transportation  
Agency

Edwin M. Lee, *Mayor*

Tom Nolan, *Chairman*

Cheryl Brinkman, *Vice-Chairman*

Gwyneth Borden, *Director*

Edward D. Reiskin, *Director of Transportation*

Malcolm Heinicke, *Director*

Joël Ramos, *Director*

Cristina Rubke, *Director*

### **Clipper® Memorandum of Understanding**

The SFMTA proposes to execute an Amended and Restated Clipper® Memorandum of Understanding with the Metropolitan Transportation Commission and Bay Area transit operators.

Clipper® is the automated regional fare payment system for intra- and inter-Operator transit trips in the San Francisco Bay Area that has been implemented and is currently being operated on 20 transit systems. More than 20 million trips and 43 million dollars in revenue are processed per month on the Clipper® system. The program is managed by MTC, which has contracted with Cubic Transportation Systems, Inc. to implement, operate and maintain the Clipper fare payment system through November 2, 2019.

On November 10, 2011, participating transit agencies entered into a Memorandum of Understanding Regarding Operations and Maintenance of Clipper® Fare Collection System (the "2011 MOU"). The 2011 MOU delineated, among other things, MTC's responsibilities, including as contracting agency, the Operators' responsibilities, a consultation process for amending the Clipper® Operating Rules, allocation of operating expenses among the Operators and MTC, and a dispute resolution process.

The participating agencies have examined the successes and challenges of the program to-date and have identified certain areas in which existing arrangements should be modified or clarified to maximize the benefits to the transit agencies and Bay Area transit riders for the continued expansion, modification, operation and maintenance of the Clipper® program. The primary goal of the Amended and Restated MOU is to create a formal structure whereby transit agencies have a role in planning and policy decisions related to the regional fare payment system. The current MOU delegates this authority solely to MTC.

Changes to the basic provisions of the existing MOU are as follows (the provisions of the current MOU are contained in the italicized bullet):

#### ***1. Clipper® Executive Board***

- Establishes a nine-member Executive Board comprised of one representative from SFMTA, BART, Caltrain/SamTrans, AC Transit, Santa Clara Valley Transportation Agency (VTA), the Golden Gate Bridge District, and MTC, and two representatives selected to represent all other participating agencies.
- The Executive Board will be responsible for developing and evaluating performance goals, adopting a detailed biennial work plan and budget, designating the "Contracting Agency," and approval of all business matters expected to have a substantial fiscal or operating impact.
- *Under the current MOU, MTC maintains sole authority for these actions.*

#### ***2. Contracting Agency***

- Establishes a Contracting Agency to procure, award, manage and carry out the duties and responsibilities of the Clipper® program necessary for the expansion, modification, modernization, operation, maintenance, marketing and customer service.

- The Contracting Agency will be responsible for holding and managing the Clipper® bank accounts and act as an agency in trust for the funds deposited by the cardholders for the ultimate use with the Operators, and for the benefit of the Operators for funds due.
- Provide adequate staffing to support the Clipper® program.
- *The role of the Contracting Agency is currently held by MTC, however, this MOU would allow this role to be assigned to a transit agency, upon approval of the Executive Board and the governing bodies of the participating agencies.*

### 3. Clipper Executive Director

- The Clipper® Executive Director shall be responsible for regional coordination of the program among the Agencies, oversight of consultants and contractors retained for the design, operation and maintenance of the program, and effectuation of the goals and work plan adopted by the Executive Board in accordance with the budget.
- The Clipper® Executive Director will be selected and appointed by the Contracting Agency following consultation with the Executive Board. The initial Clipper® Executive Director will be Carol Kuester, an employee of MTC.
- *Currently, there is no Executive Director.*

### 4. Cost and Revenue Allocation Formula

- *The current allocation of Clipper® operating costs was developed prior to wide scale implementation of the program and is based on a formula of 2/3 transactions and 1/3 revenue.*
- Credit card fees for agencies operating ticket vending or add-value machines outside of the Clipper® gateway are absorbed by those agencies and currently exceed two million dollars per year.
- Agencies have determined that the current allocation formula is not equitable and have developed a revised formula, outlined in Appendix B of the MOU, that aligns actual cost drivers and usage of the system with the allocation amounts.
- As the proposed change will result in increased costs to most agencies, it is proposed that the increases be phased in, with the addition of agency credit card fees effective July 1, 2016 and the implementation of the new model effective January 1, 2017.

### 5. Performance Standards


- The MOU includes Performance Standard Requirements intended to guide the development and ongoing operations of Clipper®.
- Goals include expanding electronic payment to all modes of transportation, enhanced access for customers to load value, establishing consistent fare categories and discounts, and improving the operation and integration options for the system.
- *The current MOU does not contain performance standards.*

### 6. Extend the Term of the MOU

- The MOU is effective on the date when all parties have signed the MOU and will terminate on June 30, 2025, unless otherwise terminated by the parties.
- *The current MOU terminates on November 2, 2019, but will be superseded by this MOU.*



Not a project under CEQA Guidelines Sections 15060(c) and 15378(b) because the action would not result in a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment.

  
\_\_\_\_\_ 8/25/2015  
Erik Jaszewski, SFMTA Date  
San Francisco Municipal Transportation Agency

SF Planning Department Concurrence:  
Not defined as a project under CEQA Guidelines Sections 15378 and 15060(c)(2) because it does not result in a physical change in the environment.

  
\_\_\_\_\_ 8/27/2015  
Christopher Espiritu Date  
Environmental and Transportation Planner  
San Francisco Planning Department

SAN FRANCISCO  
MUNICIPAL TRANSPORTATION AGENCY  
BOARD OF DIRECTORS

RESOLUTION No. 15-113

WHEREAS, Clipper<sup>®</sup> is the automated fare payment system for intra- and inter-operator transit trips in the San Francisco Bay Area that has been implemented and is currently being operated on 20 transit systems; and

WHEREAS, The Metropolitan Transportation Commission (MTC) entered into a contract with Cubic Transportation Systems, Inc. to implement, operate and maintain the Clipper<sup>®</sup> fare payment system through November 2, 2019; and

WHEREAS, In November 2011, a Memorandum of Understanding Regarding Operations and Maintenance of Clipper<sup>®</sup> Fare Collection System was adopted by participating operators and MTC to delineate the responsibilities of MTC and the transit operators; and

WHEREAS, The Parties have examined the successes and challenges of the program to date and have identified certain areas in which existing arrangements should be modified or clarified; and

WHEREAS, The proposed Memorandum of Understanding (MOU) establishes a Clipper<sup>®</sup> Executive Board made up of one representative from the SFMTA, BART, Caltrain/SamTrans, AC Transit, Santa Clara Valley Transportation Agency, the Golden Gate Bridge District, and MTC, and two representatives selected to represent all other participating agencies; and

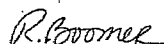
WHEREAS, The MOU also establishes a position of Clipper<sup>®</sup> Executive Director and goals for the next generation system; and

WHEREAS, The revised Cost Allocation Formula between operators more equitably distributes costs among the various operators based on actual usage, revenues and trip transactions; now, therefore, be it;

RESOLVED, That the San Francisco Municipal Transportation Agency Board of Directors approves the Amended and Restated Memorandum of Understanding with the Metropolitan Transportation Commission and Bay Area transit operators to clarify their respective roles and responsibilities, define roles and responsibilities for a newly defined Contracting Agency, establish a Clipper<sup>®</sup> Executive Board, establish a Clipper<sup>®</sup> Executive Director, and revise the cost allocation formula to ensure the successful operation and maintenance of Clipper<sup>®</sup>; and be it

FURTHER RESOLVED, That the SFMTA Board of Directors commends the MOU to the Board of Supervisors for its approval.

I certify that the foregoing resolution was adopted by the Municipal Transportation Agency Board of Directors at their meeting of August 18, 2015.



Secretary to the Board of Directors  
San Francisco Municipal Transportation Agency