



Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105

Meeting Agenda

Clipper Executive Board

Robert Powers, Chair

April Chan, Vice Chair

Monday, January 22, 2024

1:30 PM

Board Room - 1st Floor

The Clipper Executive Board is scheduled to meet at 1:30 p.m.

Meeting attendees may opt to attend in person for public comment and observation at 375 Beale Street, Board Room (1st Floor). In-person attendees must adhere to posted public health protocols while in the building. The meeting webcast will be available at <https://mtc.ca.gov/whats-happening/meetings/live-webcasts>. Members of the public are encouraged to participate remotely via Zoom at the following link or phone number.

Members of the public participating by Zoom wishing to speak should use the “raise hand” feature or dial *9. When called upon, unmute yourself or dial *6. In order to get the full Zoom experience, please make sure your application is up to date.

Attendee Link: <https://bayareametro.zoom.us/j/85759697049>

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<https://mtc.ca.gov/how-provide-public-comment-board-meeting-zoom>

Members of the public may participate by phone or Zoom or may submit comments by email at info@bayareametro.gov by 5:00 p.m. the day before the scheduled meeting date. Please include the committee or board meeting name and agenda item number in the subject line. Due to the current circumstances, there may be limited opportunity to address comments during the meeting. All comments received will be submitted into the record.

Roster**Robert Powers, Chair; April Chan, Vice Chair****Members: Bill Churchill, Eddy Cumins, Andrew B. Fremier, Carolyn M. Gonot, Michael Hursh, Denis Mulligan, and Jeffrey Tumlin****1. Call to Order / Roll Call / Confirm Quorum***A quorum of the Board shall be a majority of its voting members (5).***2. Consent Calendar****2a.** [23-1485](#) Minutes of the November 27, 2023 Meeting**Action:** Board Approval**Attachments:** [2a. 2023 11 27 Clipper Executive Board Meeting Minutes](#)**3. Approval****3a.** [23-1486](#) Clipper Contract Amendment - Next Generation Clipper® System Advisor Contract: Arcadis, A California Partnership (Arcadis) (\$550,000)**Action:** Board Approval**Presenter:** Edward Meng**Attachments:** [3a_Arcadis, A California Partnership \(Arcadis\)](#)**4. Information****4a.** [23-1483](#) Clipper® Schedule, Implementation, and Deployment Update

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

Action: Information**Presenter:** Kelley Jackson**Attachments:** [4a Clipper Schedule and Implementation Update 2024-01-22](#)[4ai_CEB Status Report 2024-01-22](#)[4aii Clipper Next Generation Equipment Pilot Installation Pictures](#)**4b.** [23-1484](#) Current Clipper® Operations and Performance Update

Update on current Clipper system operations and performance

Action: Information**Presenter:** Edward Meng**Attachments:** [4b Current Clipper Operations and Performance Update](#)[4bi Clipper Data Clipper Executive Board](#)

5. Acting Executive Directors Report-Weinstein

6. Public Comment / Other Business

*Members of the public participating by Zoom wishing to speak should use the “raise hand” feature or dial *9. When called upon, unmute yourself or dial *6.*

7. Adjournment / Next Meeting

The next meeting of the Clipper Executive Board will be held on February 26, 2024, 1:30 p.m. at BART Board Room, 2150 Webster Street, 1st Floor, Oakland, CA 94612. Any changes to the schedule will be duly noticed to the public.

Public Comment: The public is encouraged to comment on agenda items at Committee meetings by completing a request-to-speak card (available from staff) and passing it to the Committee secretary. Public comment may be limited by any of the procedures set forth in Section 3.09 of MTC's Procedures Manual (Resolution No. 1058, Revised) if, in the chair's judgment, it is necessary to maintain the orderly flow of business.

Meeting Conduct: If this meeting is willfully interrupted or disrupted by one or more persons rendering orderly conduct of the meeting unfeasible, the Chair may order the removal of individuals who are willfully disrupting the meeting. Such individuals may be arrested. If order cannot be restored by such removal, the members of the Committee may direct that the meeting room be cleared (except for representatives of the press or other news media not participating in the disturbance), and the session may continue.

Record of Meeting: Committee meetings are recorded. Copies of recordings are available at a nominal charge, or recordings may be listened to at MTC offices by appointment. Audiocasts are maintained on MTC's Web site (mtc.ca.gov) for public review for at least one year.

Accessibility and Title VI: MTC provides services/accommodations upon request to persons with disabilities and individuals who are limited-English proficient who wish to address Commission matters. For accommodations or translations assistance, please call 415.778.6757 or 415.778.6769 for TDD/TTY. We require three working days' notice to accommodate your request.

可及性和法令第六章: MTC 根據要求向希望來委員會討論有關事宜的殘疾人士及英語有限者提供服務/方便。需要便利設施或翻譯協助者，請致電 415.778.6757 或 415.778.6769 TDD / TTY。我們要求您在三個工作日前告知，以滿足您的要求。

Acceso y el Titulo VI: La MTC puede proveer asistencia/facilitar la comunicación a las personas discapacitadas y los individuos con conocimiento limitado del inglés quienes quieran dirigirse a la Comisión. Para solicitar asistencia, por favor llame al número 415.778.6757 o al 415.778.6769 para TDD/TTY. Requerimos que solicite asistencia con tres días hábiles de anticipación para poderle proveer asistencia.

Attachments are sent to Committee members, key staff and others as appropriate. Copies will be available at the meeting.

All items on the agenda are subject to action and/or change by the Committee. Actions recommended by staff are subject to change by the Committee.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 23-1485 **Version:** 1 **Name:**
Type: Minutes **Status:** Consent
File created: 11/15/2023 **In control:** Clipper Executive Board
On agenda: 1/22/2024 **Final action:**
Title: Minutes of the November 27, 2023 Meeting
Sponsors:
Indexes:
Code sections:
Attachments: [2a. 2023_11_27_Clipper_Executive_Board_Meeting_Minutes](#)

Date	Ver.	Action By	Action	Result
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Subject:
Minutes of the November 27, 2023 Meeting

Recommended Action:
Board Approval

Attachments:



Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105

Meeting Minutes - Draft

Clipper Executive Board

Robert Powers, Chair

April Chan, Vice Chair

Monday, November 27, 2023

12:15 PM

Yerba Buena-1st Floor

The Clipper Executive Board is scheduled to meet at 12:15 p.m.

Meeting attendees may opt to attend in person for public comment and observation at 375 Beale Street, Board Room (1st Floor). In-person attendees must adhere to posted public health protocols while in the building. The meeting webcast will be available at <https://mtc.ca.gov/whats-happening/meetings/live-webcasts>. Members of the public are encouraged to participate remotely via Zoom at the following link or phone number.

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Attendee Link: <https://bayareametro.zoom.us/j/82090315683>
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Webinar ID: 820 9031 5683

International numbers available: <https://bayareametro.zoom.us/u/kdSUWI67Xw>
Detailed instructions on participating via Zoom are available at:
<https://bayareametro.zoom.us/u/kdR1hznEgA>
<https://mtc.ca.gov/how-provide-public-comment-board-meeting-zoom>

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Roster**Robert Powers, Chair; April Chan, Vice Chair****Members: Bill Churchill, Eddy Cumins, Andrew B. Fremier, Carolyn M. Gonot, Michael Hursh, Denis Mulligan, and Jeffrey Tumlin****1. Call to Order / Roll Call / Confirm Quorum**

Millie Tolleson acted as a delegate and voting member of the Board in place of April Chan. Attendance and Actions noted below as “Chan” were taken by Tolleson.

Ahsan Baig acted as a delegate and voting member of the Board in place of Michael Hursh. Attendance and Actions noted below as “Hursh” were taken by Baig.

Present: 9 - Board Member Mulligan, Board Member Hursh, Chair Powers, Board Member Tumlin, Board Member Gonot, Board Member Churchill, Board Member Chan, Board Member Fremier, and Board Member Cumins

2. Consent Calendar

Upon the motion by Board Member Cumins and second by Board Member Churchill, the Consent Calendar was unanimously approved. The motion carried by the following vote:

Aye: 9 - Board Member Mulligan, Board Member Hursh, Chair Powers, Board Member Tumlin, Board Member Gonot, Board Member Churchill, Board Member Chan, Board Member Fremier and Board Member Cumins

2a. [23-1427](#) Minutes of the October 23, 2023 Meeting

Action: Board Approval

Attachments: [2a_2023_10_23_Clipper_Executive_Board_Meeting_Minutes](#)

**2b. [23-1429](#) Clipper® Contract Change Order - Price Adjustment for FYs 2021-2022 to 2023-2024:
Cubic Transportation Systems, Inc. (Cubic) (\$900,000)**

Action: Board Approval

Presenter: Edward Meng

Attachments: [2b_C1_Price_Adjustments_FY21-24_CEB_memo](#)

2c. [23-1431](#) Clipper Contract Change Order No. 159, Amendment No. 11 - Clipper Program SSAE 18 Audit for FY 2023-24: Cubic Transportation Systems, Inc. (\$210,000)

Action: Board Approval

Presenter: David Weir

Attachments: [2c SSAE 18 Audit for FY 2023-24](#)

3. Approval

3a. [23-1430](#) Proposed 2024 Clipper Executive Board Calendar

Action: Board Approval

Presenter: Edward Meng

Attachments: [3a Proposed 2024 Clipper Executive Board Meeting Calendar](#)
[3ai 2024 CEB Calendar Attachment A](#)

Upon the motion by Board Member Mulligan and seconded by Board Member Gonot, the Clipper Executive Board meeting Calendar for 2024 was approved. The motion carried by the following vote:

Aye: 9 - Board Member Mulligan, Board Member Hursh, Chair Powers, Board Member Tumlin, Board Member Gonot, Board Member Churchill, Board Member Chan, Board Member Fremier and Board Member Cumins

4. Information

4a. [23-1432](#) Clipper® Schedule, Implementation, and Deployment Update

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

Action: Information

Presenter: Kelley Jackson

Attachments: [4a Clipper Schedule and Implementation Update 2023-11-27](#)
[4ai CEB Status Report 2023-11-27](#)
[4aii Clipper Next Generation Equipment Pilot Installation Pictures](#)

The following individuals spoke on this Item:
Aleta Dupree.

4b. [23-1433](#) Current Clipper® Operations and Performance Update

Update on current Clipper system operations and performance

Action: Information

Presenter: Edward Meng

Attachments: [4b Current Clipper Operations and Performance Update](#)
[4bi Clipper Data Clipper Executive Board](#)

5. Acting Executive Director's Report—Weinstein

The following speakers were asked to speak:
Adina Levin; and Aleta Dupree

6. Public Comment / Other Business

The following individuals were ask to speak:
Aleta Dupree; and Adina Levin

7. Adjournment / Next Meeting

The next meeting of the Clipper® Executive Board will be held Monday, January 22, 2024, at BART Board Room, 2150 Webster Street, 1st Floor, Oakland, CA 94612, any changes to the schedule will be duly noticed to the public.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 23-1486 **Version:** 1 **Name:**
Type: Contract **Status:** Committee Approval
File created: 11/15/2023 **In control:** Clipper Executive Board
On agenda: 1/22/2024 **Final action:**
Title: Clipper Contract Amendment - Next Generation Clipper® System Advisor Contract: Arcadis, A California Partnership (Arcadis) (\$550,000)

Sponsors:

Indexes:

Code sections:

Attachments: [3a Arcadis, A California Partnership \(Arcadis\)](#)

Date	Ver.	Action By	Action	Result
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Subject:

Clipper Contract Amendment - Next Generation Clipper® System Advisor Contract: Arcadis, A California Partnership (Arcadis) (\$550,000)

Presenter:

Edward Meng

Recommended Action:

Board Approval

Attachments:

Clipper® Executive Board

January 22, 2024

Agenda Item 3a

Contract Amendment – Next Generation Clipper® System Advisor Contract: Arcadis, A California Partnership (Arcadis) (\$550,000)

Subject:

Request for approval of a contract amendment to add \$550,000 to the Arcadis, A California Partnership contract to provide technical advice to MTC and the transit operators during the design, testing, installation, and implementation of the Next Generation Clipper System, support related Clipper system procurements, and provide additional consulting services as needed to help deliver the Next Generation Clipper System

Background:

In 2015, MTC and the transit operators worked to develop a scope of work for a consultant to advise and help manage the procurement and implementation of the Next Generation Clipper System and, after a competitive procurement, awarded a contract for this work to Arcadis (formerly the IBI Group).

The contract was initially provided for a contract period through June 2020 with options to extend up to 10 years. The Arcadis contract term was set to allow MTC and the operators the opportunity to evaluate upcoming needs for technical advisor support following critical procurement, system design, and implementation milestones.

The Clipper Executive Board and the MTC Operations Committee approved amendments to extend the contract period and add funding to the contract in April 2019, June 2021, and December 2022. The most recent amendment to the contract was executed on January 23, 2023, and included an extension of the contract period to June 30, 2024, and the addition of \$1,800,000.

The proposed contract amendment would add \$550,000 to the Arcadis contract, whose continued support is required to deliver the Next Generation Clipper System through to June 30, 2024. Specific tasks to be supported by this amendment would include, but would not be limited to, providing technical advice and oversight of the development, testing, equipment installation and

customer transition activities being undertaken by the Next Generation Clipper System Integrator, Customer Service Center, Payment Services, and Fare Media Contractors.

Issues:

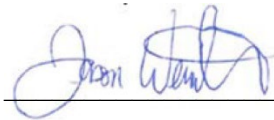
None identified.

Recommendation:

Staff recommends that the Board approve a contract amendment with Arcadis in an amount not to exceed \$550,000 in Fiscal Year 2023-2024 to provide Next Generation Clipper System consultant and technical advisory support, as described above.

Attachments:

None.



Jason Weinstein

Request for Board Approval

Summary of Proposed Contract Amendment

Contractor (or “Consultant”): Arcadis, A California Partnership
Seattle, WA

Work Project Title: Next Generation Clipper System Consultant Support

Purpose of Project: Provide technical support, advice and management services to support delivery of the Next Generation Clipper System.

Brief Scope of Work: Provide technical advice services through June 2024

Project Cost Not to Exceed: \$550,000 (this amendment)

Total contract amount including amendments before this amendment =
\$11,900,000

Total contract amount with this amendment = \$12,450,000

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

Fiscal Impact: Funds available in the FY 23-24 MTC agency budget

Motion by Board: That a contract amendment with Arcadis for the purposes described above and in the Clipper Executive Director’s summary sheet dated January 22, 2024 is hereby approved by the Clipper Executive Board.

Clipper Executive Board:

Robert Powers, Chair

Approved: January 22, 2024



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 23-1483 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 11/15/2023 **In control:** Clipper Executive Board

On agenda: 1/22/2024 **Final action:**

Title: Clipper® Schedule, Implementation, and Deployment Update

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

Sponsors:

Indexes:

Code sections:

Attachments: [4a Clipper Schedule and Implementation Update 2024-01-22](#)
[4ai CEB Status Report 2024-01-22](#)
[4aii Clipper Next Generation Equipment Pilot Installation Pictures](#)

Date	Ver.	Action By	Action	Result
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Subject:

Clipper® Schedule, Implementation, and Deployment Update

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

Presenter:

Kelley Jackson

Recommended Action:

Information

Attachments:

Clipper[®] Executive Board

January 22, 2024

Agenda Item 4a

Clipper[®] Schedule, Implementation, and Deployment Update

Subject:

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

Background:

Next Generation Project Schedule

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

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

Cubic Transportation System's (Cubic) schedule submitted in December is consistent with Attachment A. MTC has approved the submitted schedule and directed Cubic to proceed according to that schedule pending execution of a future Change Order to true up the milestone dates in the contract. Based on our assessment of the remaining work, we are projecting that on-board equipment installation will be complete in early 2024 and that Customer Transition will start in late summer 2024. This date has moved slightly but is consistent with what has been reported as starting in summer 2024, and is when we expect to have the new Clipper back-office system fully operational, all new equipment installed across 22 transit agencies in the Bay Area, and ancillary equipment such as handheld fare inspection devices and retail sales devices ready for operations. MTC is currently reviewing Cubic's January schedule submittal and is evaluating the other workstreams for discussion in February.

Next Generation Schedule Risk

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

- Completion of all of business rules updates to support the Fare Integration Task Force modifications allowing for end-to-end testing of the entire system with all new transfer rules prior to Customer Transition.
- Completion of all hardware installation at all locations, including installation projects by transit operators (e.g., BART network deployment and new fare gate procurement).
- Coordination of the various project components and the timing to “land on a dime” with multiple contractors for the various parts of the system. (e.g., working with the customer service contractor, fare media suppliers, and transit agency vendors for components such as ticket machines and computer-aided dispatch / automatic vehicle location (CAD/AVL) systems, as well as training transit agency staff.)

These risks, if realized, have the potential to impact the planned late summer 2024 transition date. The current schedule has very limited float and assumes all the required work to make the transition possible “goes right.” In addition to day-to-day staff meetings to maintain the schedule and manage risks, executives from MTC, CEB leadership, and Cubic are in close communication to trouble-shoot risk areas. Staff will continue to closely monitor the schedule and provide monthly updates to this Board.

Next Generation Implementation

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

Next Generation Deployment

Clipper reader installations at rail and ferry stations are complete at AC Transit, Caltrain, Golden Gate Ferry, Sonoma-Marín Area Rail Transit (SMART), Santa Clara Valley Transportation Authority (VTA), and San Francisco Bay Area Water Emergency Transportation Authority

(WETA); installation for San Francisco Municipal Transportation Agency's (SFMTA) (4 stand-alone validators) is expected to be completed in the near future. Onboard Clipper reader installations are completed at Santa Rosa CityBus, Petaluma Transit, Livermore/Amador Valley Transit Authority (LAVTA), SamTrans, VTA, County Connection, FAST, Sonoma County, TriDelta, Union City, Napa, Marin Transit with a handful of buses remaining to be installed at SolTrans and Vacaville. Fleet installation is continuing at AC Transit (45% complete) and SFMTA (99% complete) with WestCAT expected to begin in the near future. Clipper retail sales devices are being replaced with their Next Generation counterparts at Bay Area Walgreens, Whole Foods, and local retailers and is expected to be complete regionally in ~April 2024. Included as Attachment B to this memorandum is a presentation showing recent pictures of Next Generation Clipper device installations.

Issues:

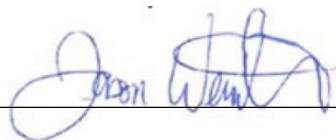
None identified.

Recommendations:

Information

Attachments:

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

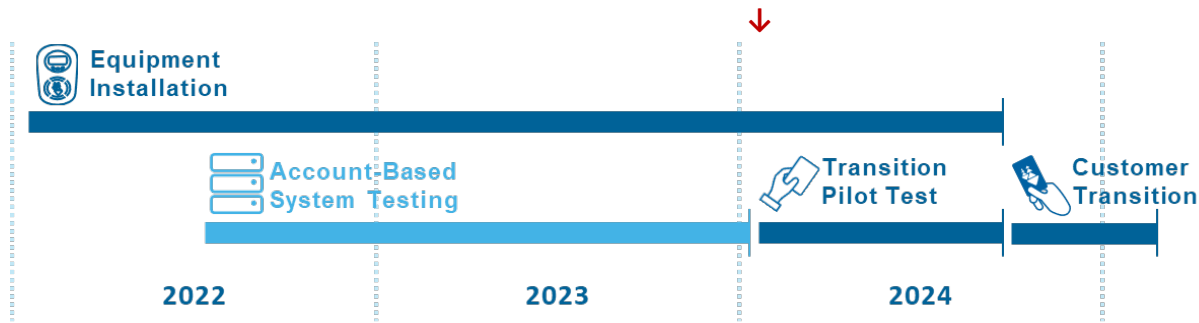


Jason Weinstein



Next Generation Clipper Program

Executive Summary Status Report – January 22, 2024



Summary

- Regionwide installation of onboard validators and retail sales devices continues. BART TVM validator testing in progress.
- System Integration Testing (SIT) for initial pilot nearly complete. Review of pre-Transition SIT procedures ongoing.
- Technical and planning discussions continue with operators on various topics, including new device installation, BART coordination, and paratransit/third-party integration.
- Joint coordination meetings ongoing between MTC and C2 Contractors Cubic (System Integrator and Fare Media Fulfillment), WSP (Customer Service Center), and Fiserv (Payment Services).

Recently Completed Activities

	MTC/IBI	Cubic	Operators	Date
• New Devices:				
o Regionwide installation (cont'd.)	●	●	●	ongoing
• Account-based System Testing:				
o Pre-Revenue-Ready System Demonstration Test Results approved	●		●	Dec 27
o Pre-Revenue-Ready SIT execution (cont'd.)		●		ongoing
•				
o				

Upcoming Activities/Deliverables

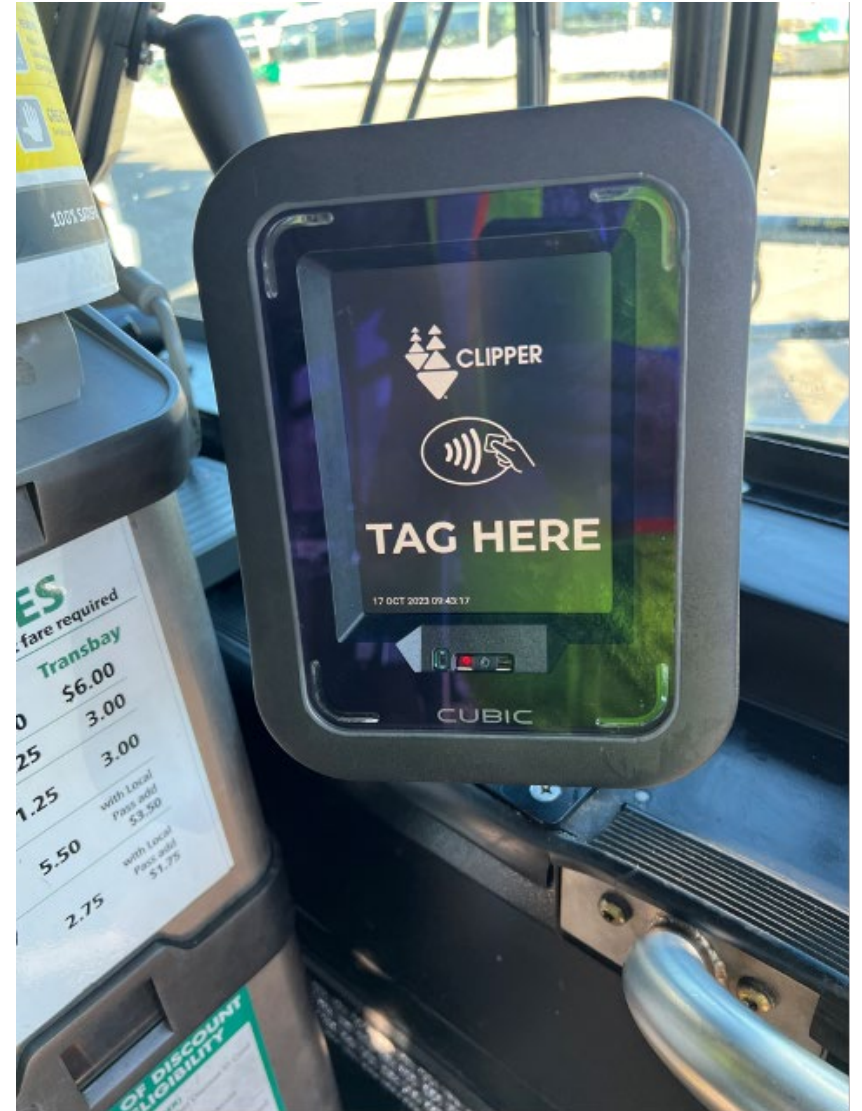
	MTC/IBI	Cubic	Operators	Date
• New Devices:				
o BART TVM validator testing (cont'd.)	●	●	●	Jan–Feb
• Account-based System Testing:				
o Pre-Revenue-Ready SIT execution (cont'd.)		●		Jan
o Pre-Revenue-Ready Pilot Testing	●	●	●	Jan–Mar
o Pre-Transition SIT procedures review	●		●	Jan–Mar
• Account-based System Documentation:				
o O&M Documents resubmittal		●		Jan
• Fare Media:				
o Fare Ticket (limited use tickets) procurement release	●			Jan/Feb
• Clipper Executive Board Meeting	●		●	Feb 26



Clipper® Next Generation Equipment Installation Pictures

Clipper Executive Board
January 22, 2024

AC Transit On Board Validator Install



Fare	Transbay
0	\$6.00
25	3.00
1.25	3.00
5.50	with Local Pass add \$3.50
2.75	with Local Pass add \$1.75



Metropolitan Transportation Commission

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Legislation Details (With Text)

File #: 23-1484 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 11/15/2023 **In control:** Clipper Executive Board

On agenda: 1/22/2024 **Final action:**

Title: Current Clipper® Operations and Performance Update

Update on current Clipper system operations and performance

Sponsors:

Indexes:

Code sections:

Attachments: [4b Current Clipper Operations and Performance Update](#)
[4bi Clipper Data Clipper Executive Board](#)

Date	Ver.	Action By	Action	Result
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Subject:

Current Clipper® Operations and Performance Update

Update on current Clipper system operations and performance

Presenter:

Edward Meng

Recommended Action:

Information

Attachments:

Clipper® Executive Board

January 22, 2024

Agenda Item 4b

Current Clipper® Operations and Performance Update

Subject:

Update on current Clipper system operations and performance; Clipper staff last updated the Clipper Executive Board (CEB) on the ongoing work and projects related to the current Clipper system at the Board's November 2023 meeting.

Background:

Transaction and Sales

In December 2023, Clipper processed over 11 million transactions and settled over \$26 million in revenue.

Clipper Mobile Card Creation and Usage

- Nearly 536,000 plastic cards have been transferred to mobile wallets, and over 1.8 million new mobile cards have been created since program launch.
- Customers have now taken over 61.2 million trips using Clipper mobile cards. This represents about 20% of the total trips taken with Clipper since the mid-April 2021 launch. For the month of December 2023 alone, over 28% of Clipper trips were taken using a mobile card.

Clipper START Card Issuance and Usage

- Over 30,000 applications have been submitted through December 2023, with over 26,000 approved.
- As of December 31st, 2023, almost 20,000 unique Clipper START cards have been used.
- Of the nearly 3,000,000 Clipper START trips taken since the program launched, around 540,000 were taken using a mobile Clipper card. This represents around 18% of Clipper START trips.

Quarterly Fare Change Deadline

- Fare changes and updates are scheduled to occur quarterly to limit demands on development and testing resources as work continues porting current Clipper business

rules to Next Generation Clipper devices and developing the Next Generation Account-based System.

- The deadline for requesting fare changes for July 1, 2024 is April 1, 2024.

Issues:

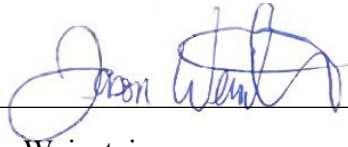
None identified.

Recommendations:

Information.

Attachments:

- Attachment A: Clipper® Operations and Performance Update Charts and Figures



Jason Weinstein



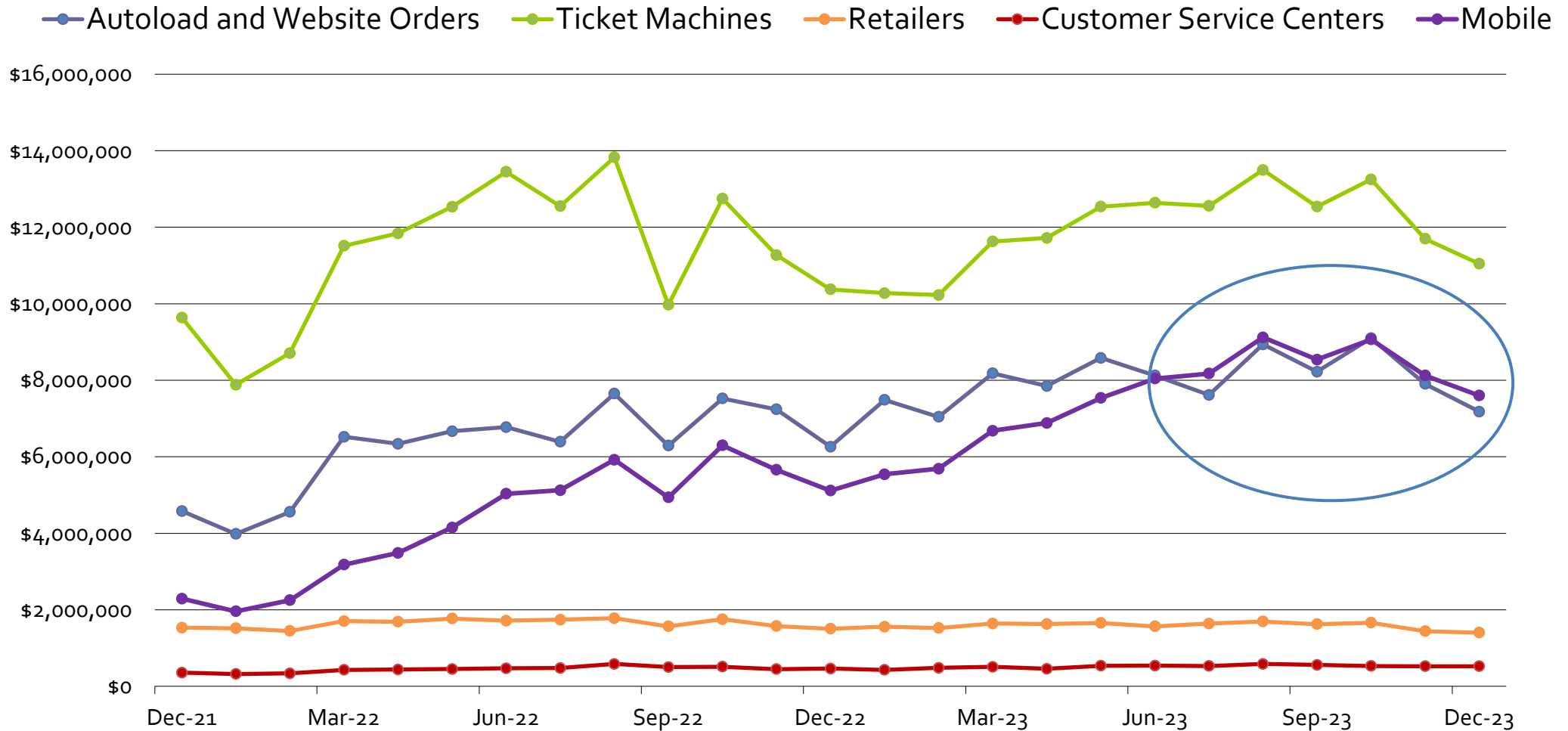
Clipper® Operations and Performance Update

Charts and Figures

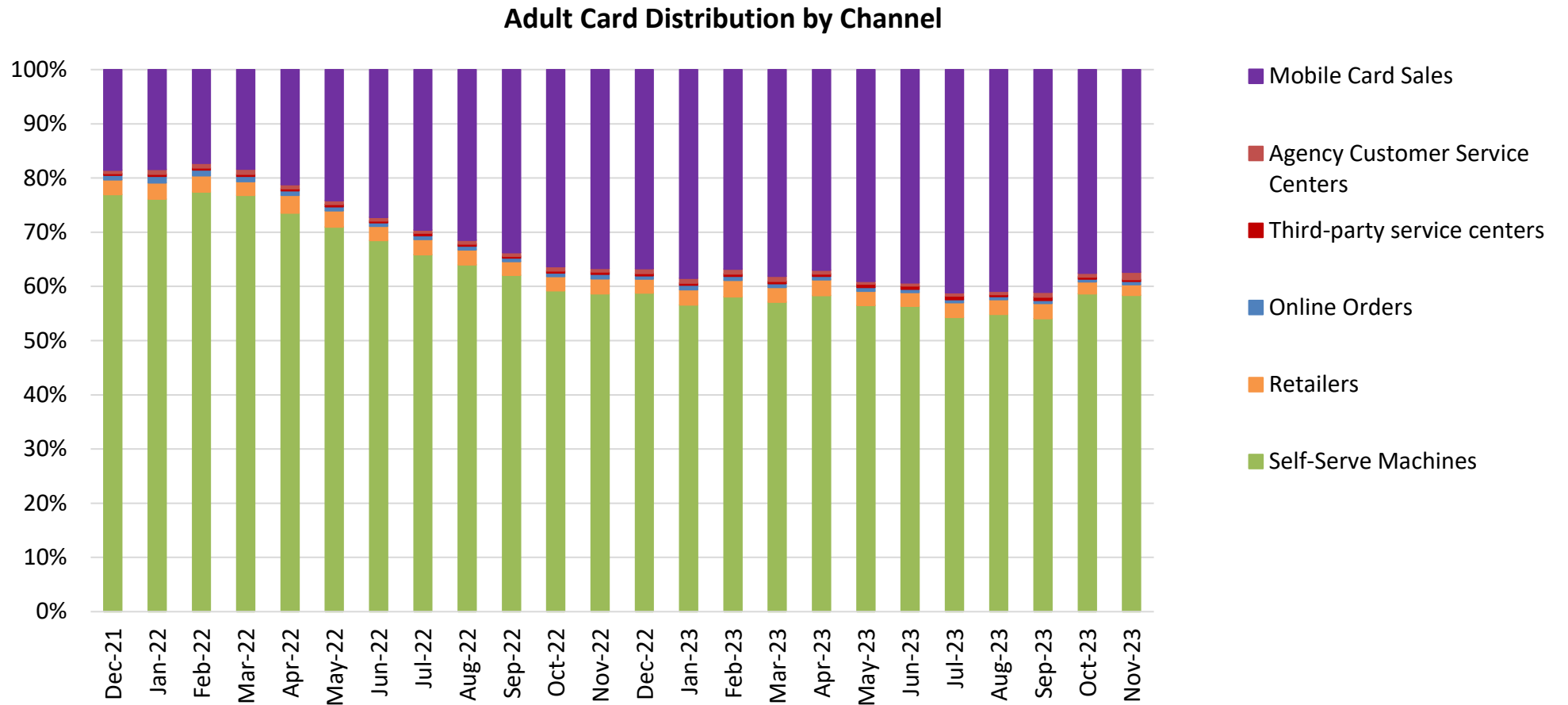
Clipper Executive Board

January 22, 2024

Mobile sales have overtaken Autoload/Website Orders in Clipper sales



Mobile cards are increasingly a major source of adult Clipper cards



Clipper® Fact of the Month

+300%

**Increase in Mobile Value Sold
2021 to 2023**

