



1333 Broadway, Suites 220 & 300

Oakland, CA 94612

PH: (510) 208-7400

www.AlamedaCTC.org

Student Transit Pass Program Development Meeting Agenda

**Wednesday, March 7, 2012, 12 to 2 p.m.
1333 Broadway, Suite 300, Oakland, CA 94612**

12:00 – 12:10 p.m. **1. Welcome and Introductions**

12:10 – 12:20 p.m. **2. Overview of the Process Timeline**
[02 Process Timeline.pdf – Page 1](#)

12:20 – 12:45 p.m. **3. Recap of Previous Meeting**
[03 Meeting Minutes 013112.pdf – Page 3](#)

12:45 – 1:45 p.m. **4. Discussion of Program Scope**
[04 WCCTAC Program Summary.pdf – Page 9](#)

- A. Objectives**
- B. Program Parameters** (geographic differences, eligibility, program days and hours of operation, technology, ability to leverage other programs)
- C. Potential Partners** (schools, transit, funding)
- D. Evaluation Methods** (performance measures)
- E. Program Oversight and Review of Effectiveness** (who will oversee, who will evaluate effectiveness, who will report to the public)
- F. Funding Partners**

1:45 – 2:00 p.m. **5. Wrap Up and Next Steps**

Next Meeting:

Date: Wednesday, April 4, 2012
Time: 12 to 2 p.m.
Location: Alameda CTC Offices, 1333 Broadway, Suite 300, Oakland, CA 94612

Staff Liaison:

Tess Lengyel, Deputy Director of Policy, Public Affairs and Legislation, (510) 208-7428, tlengyel@alamedactc.org

Location Information: Alameda CTC is located in Downtown Oakland at the intersection of 14th Street and Broadway. The office is just a few steps away from the City Center/12th Street BART station. Bicycle parking is available inside the building, and in electronic lockers at 14th and Broadway near Frank Ogawa Plaza (requires purchase of key card from bikelink.org). There is garage parking for autos and bicycles in the City Center Garage (enter on 14th Street between Broadway and Clay). Visit the Alameda CTC website for more information on how to get to the Alameda CTC: <http://www.alamedactc.com/directions.html>.

Public Comment: Members of the public may address the committee regarding any item, including an item not on the agenda. All items on the agenda are subject to action and/or change by the committee. The chair may change the order of items.

Accommodations/Accessibility: Meetings are wheelchair accessible. Please do not wear scented products so that individuals with environmental sensitivities may attend. Call (510) 893-3347 (Voice) or (510) 834-6754 (TTD) five days in advance to request a sign-language interpreter.

Student Transit Pass Program

Process Timeline

	Meeting Date and Time	Outcomes
1	Student Transit Pass Program January 31, 2012 12 to 2 p.m.	<ul style="list-style-type: none"> • Overview of student transit pass programs and direction from Alameda CTC Board • Discussion of program work scope to define: <ul style="list-style-type: none"> ▪ Objectives ▪ Types of programs ▪ Potential partners ▪ Evaluation methods ▪ Program oversight and review of effectiveness
2	Student Transit Pass Program March 7, 2012 12 to 2 p.m.	<ul style="list-style-type: none"> • Review of process timeline • Further discussion of program work scope: <ul style="list-style-type: none"> ▪ Objectives ▪ Types of programs (geographic differences, eligibility, hours of operation, technology, ability to leverage other programs) ▪ Potential partners (schools, transit, funding) ▪ Evaluation methods (performance measures) ▪ Program oversight and review of effectiveness (who will oversee, who will evaluate effectiveness, who will report to the public) ▪ Funding partners
3	Student Transit Pass Program April 4, 2012 12 to 2 p.m.	<ul style="list-style-type: none"> • Review of and input on the draft Student Transit Pass Program work scope
4	Alameda County Technical Advisory Committee (ACTAC) May 3, 2012 1:30 to 4 p.m. Steering Committee May 24, 2012 12 to 3 p.m. Alameda CTC Board May 24, 2012 3 to 5 p.m.	<ul style="list-style-type: none"> • Update on the Draft Student Transit Pass Program work scope to advisory committees and the Commission

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Student Transit Pass Program Development Meeting Minutes

Thursday, January 31, 2012, 12 p.m., 1333 Broadway, Suite 220, Oakland

On January 31, 2012, the following participants and staff met to discuss the development of a scope of work for a student transit pass program for middle school and high school students.

Attendees: John Claassen, Genesis; Stan Dobbs, Hayward Unified School District (HUSD); Jeff Flynn, Livermore Amador Valley Transit Authority (LAVTA); Unique Holland, Alameda County Office of Education; Brett Hondorp, Alta Planning & Design; Kelly Hubbard, HUSD; Lindsay Imai, Urban Habitat; Nathan Landau, Alameda-Contra Costa Transit District (AC Transit); Sue Lee, AC Transit; Billy Martin, HUSD; John Mattos, New Haven Unified School District (NHUSD); Anne Richman, Metropolitan Transportation Commission; Amy Shrago, Supervisor Carson's Office; Blanca Snyder, NHUSD; Tina Spencer, AC Transit

Alameda CTC Staff/Consultants: Tess Lengyel, Deputy Director of Policy, Public Affairs and Legislation; Arun Goel, Safe Routes to School Project Manager; Saravana Suthanthira, Senior Transportation Planner; Angie Ayers, Public Meeting Coordinator

1. Welcome and Introductions

Tess Lengyel called the meeting to order at 12:10 p.m. The meeting began with introductions.

2. Purpose of Meeting

Tess Lengyel stated that during the development of the Countywide Transportation Plan (CWTP) and Transportation Expenditure Plan (TEP) both the public and many members of the Community Advisory Committee showed a lot of interest in the development of a student transit pass program. The Alameda CTC Board adopted the TEP on January 26, 2012, which includes \$15 million for to test different models and \$174 million in discretionary funds that can support successful programs.

Alameda CTC is initiating the development of a student transit pass program as directed by the Commission and will develop a scope of work and bring it back for the Commission's consideration. If the transportation sales tax measure on the November 2012 ballot does not pass, the Alameda CTC could move forward to test the program, if it can identify funding and partners. Currently, the Alameda CTC does not have funding for a student transit pass program.

3. Overview of Student Transit Pass Programs and Direction from Alameda CTC Board

Tess gave a presentation on the student transit pass program, which was also given at the September 22, 2011 Steering Committee meeting.

The presentation covered:

- Background and consideration of objectives and purpose for a program in Alameda County
- Background on student pass programs in the county and other regions
- Key issues to consider

The research covered:

- Review of 14 transit agencies from the Bay Area and across the country with youth and/or student fare reductions
- Review of academic research related to student passes, including study of the 2002 AC Transit pilot program
- Review of seven youth pass programs in the nation
- Review of 11 university student pass programs
- Review of the City of Berkeley employee pass program

The presentation and research covered existing conditions, and a review of peer youth programs, university programs, and an Alameda County employer-based program. Tess noted that few areas have free student passes. In the majority of the locations with student passes, students pay a nominal fee and the program supports both bus and rail transit use. New York City has the longest-standing student pass program, and its program eligibility is distance based and hours are only during school days.

4. Discussion of Program Scope

Participants discussed the program scope and brainstormed objectives, types of programs, eligibility and hours of operation. Additional discussion will continue at the next meeting on these and other program parameters. Below summarizes the brainstorming concepts.

A. Objectives

- Increase high-school graduation rates by a certain percentage
- Increase student ridership on transit
- Reduce car congestion around schools
- Reduce the cost of children getting to school by a certain percentage
- Build the “next generation of transit riders”
- Improve safety/access to schools (discussion involved different solutions for different schools; for example, one school may have car congestion; whereas, another school will have a different issue)

- Educational opportunity for students regarding traffic, emissions, and environment
- The program will serve 158,000 students in middle schools and high schools in Alameda County.
- Participants suggested we use the objectives listed in slide four of the presentation:
 - Increase transportation options for travel to school
 - Improve participation in after-school activities
 - Reduce the financial burden on families
 - Improve social equity
 - Improve school attendance
 - Improve academic performance
 - Reduce emissions and traffic congestion
 - Educate students about climate change

B. Types of Programs

- Geographic areas

East County – Potentially use the student identification (ID) card as a pass for all students who use WHEELS, similar to how it is done during certain times of the year; to track the usage, the bus driver will count student IDs using a manual counter since WHEELS doesn't have the clipper card technology; BART will not accept the IDs as passes. East County has a method of tracking the information; however it would need to be communicated more clearly to school districts.

- Participants discussed the possibility of a program that supports crossing guards in East County and participants noted that crossing guards may be more appropriate for grades K-5 and not necessarily for a middle and high school program.

South County – Currently, South County does not have a bus program. In this area of the county, middle schools and high schools are near AC Transit bus lines and Union City Transit in Union City.

AC Transit/BART

- Use the Clipper card for AC Transit services in combination with student IDs (if the student IDs are provided to students and have clipper card technology, they will allow entry on transit; however the tracking and administering processes will need to be defined).
- West Contra Costa Transportation Advisory Committee (WCCTAC) has a program that provides a student pass to low-income youth in West Contra Costa County; this program does not use Clipper because it requires a photo ID, and the schools are concerned about privacy.

- Staff will contact WCCTAC for information on its student pass program.
- Lifetouch photo, which provides services to most schools for student IDs could potentially print the student IDs on a card Clipper technology. Parents and/or a program administrator could have the ability to activate the card: this method allows every student to have access to transit services.
- Times of use
- School year or based on engagement in year-round programs, such as enrichment, music, summer school, etc.
 - School day: To/from school, after-school programs, homework assignments, tutoring programs, weekends, etc. (questions regarding morning/evening usage)
 - Time restrictions do not make sense if the program is to support the needs of student transportation related to academic needs, which aren't only during school hours
 - Time restrictions may be needed for program cost considerations
 - Bell time and bus time coordination will be needed
 - Focus on schools that may not have good school access to transit; identify how service could potentially be changed to accommodate more schools.
- Eligibility
- Currently, an AC Transit youth pass costs \$20 per month for 31 days of unlimited rides.
 - Construct a student transit pass program that is free to students using the free and reduced lunch (FRL) program. Meeting participants suggested not combining the FRL program with the student transit pass because a social stigma is attached with any program associated with the FRL program as a qualification. If we use FRL, the program must protect privacy and not have a stigma attached to it.
 - Provision 1 and 2 Programs – If 80 percent of the children at any given school are enrolled in the FRL program, the federal government and state will pay schools for meals and other benefits; if the school is coded as provision 1 or 2, the entire school is considered eligible for FRL (the difference between provisions 1 or 2 is a percentage).
 - Potentially construct a program for all students to use:
 - Alameda County has approximately 158,000 students, and it would initially cost about \$16 million to provide all students with a free transit pass and approximately \$8 million to provide service to low-income families.

- A program could be developed that allows all children to receive a student transit pass (which could be the student ID that has Clipper technology), and parents could activate the card for those that can afford it, and a program administrator(s) could activate and pay for the card usage for those who cannot afford it.

The following items will be discussed at the next meeting due to time constraints.

- Technology
- Leveraging with other programs

C. Potential Partners

D. Evaluation Methods

E. Program Oversight and Review of Effectiveness

F. Funding Partners

G. Other Discussion Points

Do we want restrictions on the pass for travel time/day? We must define the program before placing restrictions.

- How do you identify potential new riders? The best approach is to provide a pass for all students or low-income students.
- Some school districts may already provide a level of bus service. If this is the case, will we consider those areas?
- Public expectations must be considered if the transportation sales tax measure passes. How do we manage the expectations if the public considers paying for the service? We may need to consider different models in different areas of the County.
- How do we distribute the passes? Who will administer and keep the privacy? What role will technology play? We need to integrate a fare structure and integrate it into the student transit pass program.
- Who will receive the pass? Should there be any other considerations for integration of other programs with this one? For example, students graduating from high school are not fully prepared for the workforce and need exposure to different working environments to better prepare them to more easily enter the workforce. Should the program be linked with Alameda County's Safe Routes to Schools Program? Should travel training be integrated into the program?
- What are the performance requirements for students to receive a free transit pass? What are the constraints? Discussion took place on using attendance

as a positive reinforcement to receive the pass. It was noted that homeless youth have the greatest need for the free transit pass and have a higher probability of not meeting certain attendance constraints due to their circumstances. The program should promote school attendance, and achievement; and tracking the information on student use of the program is different than limiting access.

5. Wrap Up and Next Steps

The meeting adjourned at 2:20 p.m. Additional meetings were scheduled at Alameda CTC offices as follows:

- Wednesday, March 7, 2012 from 12 to 2 p.m.
- Wednesday, April 4, 2012 from 12 to 2 p.m.



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West Contra Costa Transportation Advisory Committee Student Bus Pass Program Summary

Program description: West Contra Costa Transportation Advisory Committee (WCCTAC) provides bus fare subsidies for low-income, high-school students in the West Contra Costa Unified School District (WCCUSD). All students under the Free and Reduced Lunch Program (FRL) are eligible for this program on a first come first serve basis. For additional information on the program, refer to the *West County Low-Income Student Bus Pass Program Guidelines for West Contra Costa Unified School District*.

The WCCTAC Student Bus Pass Program attempted to convert from using paper passes to the Clipper card and faced many challenges. The transition has not occurred to date. For details on these challenges, refer to the *Student Bus Pass Program: Transition to Clipper from paper passes* document.

Program initiation: In August 2002, this program began using the Metropolitan Transportation Commission Low-Income Flexible Transportation (LIFT) Grant.

Cost to student: Free

Source of funding: Paid for by Measure J, Contra Costa County's half-cent sales tax. The Expenditure Plan allocates 0.725 percent of the revenues for the Low Income Student Bus Pass Program.

Level of subsidy: Fully funded by Measure J. The annual program cost is \$415,000, of which \$40,000 goes toward administration.

Types of transit: Bus (AC Transit and Western Contra Costa Transit Authority (WestCAT)).

Measures of success: Approximately 1,500 high-school youth are enrolled in the WCCTAC Student Bus Pass Program. For additional information refer to *Overview: Low Income Bus Pass Program in AC Transit Service Area*.

Pass availability and duration: Students who use the service obtain their passes and coupons from the West Contra Costa Unified School District (WCCUSD). The school district mails the passes to the students monthly. They can ride AC Transit for 31 days on a pass valued at \$20 and ride WestCAT for 20 rides on a pass valued at \$20.

Questions:

- Since this program is free to eligible high-school students under the FRL program, once the paper passes are converted to Clipper, will it continue to be free for eligible students? Yes, the program will remain free for eligible students. For Clipper, the school district will obtain databases and merge with AC Transit to turn the Clipper card on in September and turn off the card in June.
- Can the students use the paper passes on other transit systems in Contra Costa County? No.
- Once the program is converted to Clipper, can the students use the Clipper to travel wherever BART goes? No, the Clipper is for AC Transit use only.
- Once the paper passes are converted to the Clipper card, how will the rides/trips per month be controlled? To be determined.
- What are the restrictions on the paper passes? Will the Clipper have restrictions, if so what are they? For the paper passes, the students must be enrolled in the FRL program and the student transit pass program. For Clipper, the students must travel to AC Transit offices and provide information that verifies the student identity.
- Has the program improved attendance as stated in the documentation as an objective, or did it increase the graduation rate of the students? Data does not exist for analysis.
- Did this program increase bus ridership? Data does not exist for analysis.
- What are the lessons learned? If you had an opportunity to start this program again, what would you do differently? The following lessons were learned or would be done differently:
 - Need a lot of education/preparation before starting the program
 - Need approximately 10% of the projected budget for administration
 - Need a lot of time and energy to get the stakeholders involved for implementation and roll out. A pilot project will tell you where your challenges are and how quickly it can be implemented.
 - Need the process to get students on Clipper to be refined
 - The Student Bus Pass Program has yet to reach its maximum efficiency
 - Need to create a place in West Contra Costa County for a Clipper outlet
 - When AC Transit fares increase the number of students the program is able to serve decreases

WEST COUNTY LOW-INCOME STUDENT BUS PASS PROGRAM

GUIDELINES FOR WEST CONTRA COSTA UNIFIED SCHOOL DISTRICT

BACKGROUND & PURPOSE OF GUIDELINES

In 1988, Contra Costa voters approved Measure C, a half-percent transportation sales tax that would be in place for 20 years. In 2004, the voters approved Measure J, the continuation of the tax for another 25 years from 2009 through 2034. The Measure J Expenditure Plan specifically makes available 0.725% of sales tax revenues for the Low-Income Student Bus Pass Program. The purpose of the Program is to provide assistance to West County's low-income population by making the cost of transportation to and from school and after-school activities more affordable. These guidelines pertain to the administration of the Program for students within the West Contra Costa Unified School District. Public transportation within the District is provided by AC Transit and WestCAT.

PROGRAM GOALS & OBJECTIVES

The Program aims to improve student attendance, promote equity, and enhance students' access to jobs and after-school activities through the provision of bus fare subsidies to low-income students in West Contra Costa County.

AGENCIES INVOLVED, ROLES & RESPONSIBILITIES

- ✓ *Contra Costa Transportation Authority (CCTA)* allocates funding for the Program.
- ✓ *West Contra Costa Transportation Advisory Committee (WCCTAC)* provides overall Program oversight and policy direction.
- ✓ *West Contra Costa Unified School District (District)* administers and implements the Program: establishes student eligibility and Program enrollment; develops and manages the Program budget; distributes bus passes and coupons to students; and monitors Program progress.
- ✓ *AC Transit and WestCAT* provide bus passes and discount coupons for the Program.

TERMS & PROGRAM BUDGET

These guidelines apply to school years 2009-10 and 2010-11. The projected quarterly budget for the 2009-10 school year is shown below.

School Yr	Quarterly Budget		
	Subsidy	Admin.	Total
2009-2010	\$89,680	\$9,964	\$99,644

Funding for the subsidies is provided by CCTA directly to AC Transit and WestCAT on a reimbursement basis.

Funding for the District's administration is provided by WCCTAC in quarterly disbursements (around July 1, Oct. 1, Jan. 1, Apr. 1), and is capped to 90% of the estimated allocation amount, then adjusted once per year to reconcile with actual sales tax revenue receipts.

SUBSIDY AMOUNTS & FARE OPTIONS

The subsidy is \$15 per month per student for 11 months out of the school year. No subsidy is provided during the month of August.

The subsidy may be applied towards any of the following transit fare options:

- ✓ AC Transit 31-day youth pass, valued at \$15
- ✓ WestCAT 15-ride stored value card/coupon off \$40 monthly pass, valued at \$15.

The AC Transit youth pass is a fare instrument. The WestCAT stored value card may be used either as a fare instrument or as a coupon off the monthly pass. To be used as a coupon, the student or the student's parent or guardian must redeem its value at WestCAT's office located at 601 Walter Avenue in Pinole, and supply the cost difference of \$25.

STUDENT ELIGIBILITY

All alternative and high school students enrolled in the State's Free and Reduced Lunch Program are eligible to receive a subsidy from the Program. However, the bus passes and/or coupons will be provided on a first come-first served basis until the budget allocation is reached. An estimated 2,000 students can be served per year.

The District may reserve bus passes/coupons for up to 25 students per year to distribute under special circumstances, as long as the provision for distribution of those passes/coupons are in keeping with the Program Goals and Objectives. The District may also reserve up to 25 bus passes/coupons per year for contingencies.

CONTACT INFORMATION

District Information Hotline: 510-307-4527

AC Transit: Dan Lillin, dlillin@actransit.org

CCTA: Peter Engel, pengel@ccta.net

District: Marin Trujillo, mtrujillo@wccusd.net

WCCTAC: Joanna Pallock, joannap@ci.san-pablo.ca.us

WestCAT: Yvonne Morrow, Yvonne@westcat.org

WEST COUNTY LOW-INCOME STUDENT BUS PASS PROGRAM
GUIDELINES FOR WEST CONTRA COSTA UNIFIED SCHOOL DISTRICT

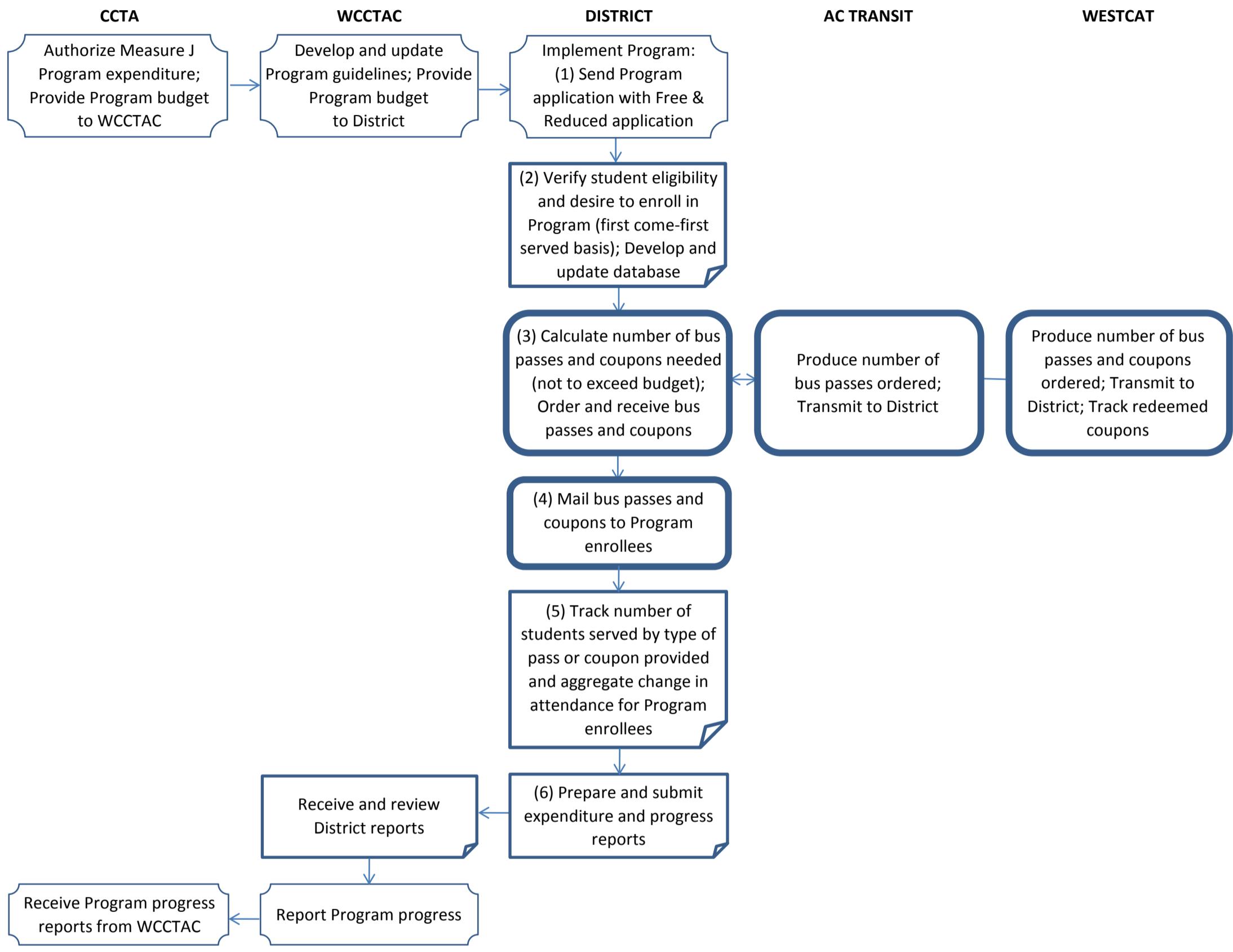
LEGEND

Monthly Task

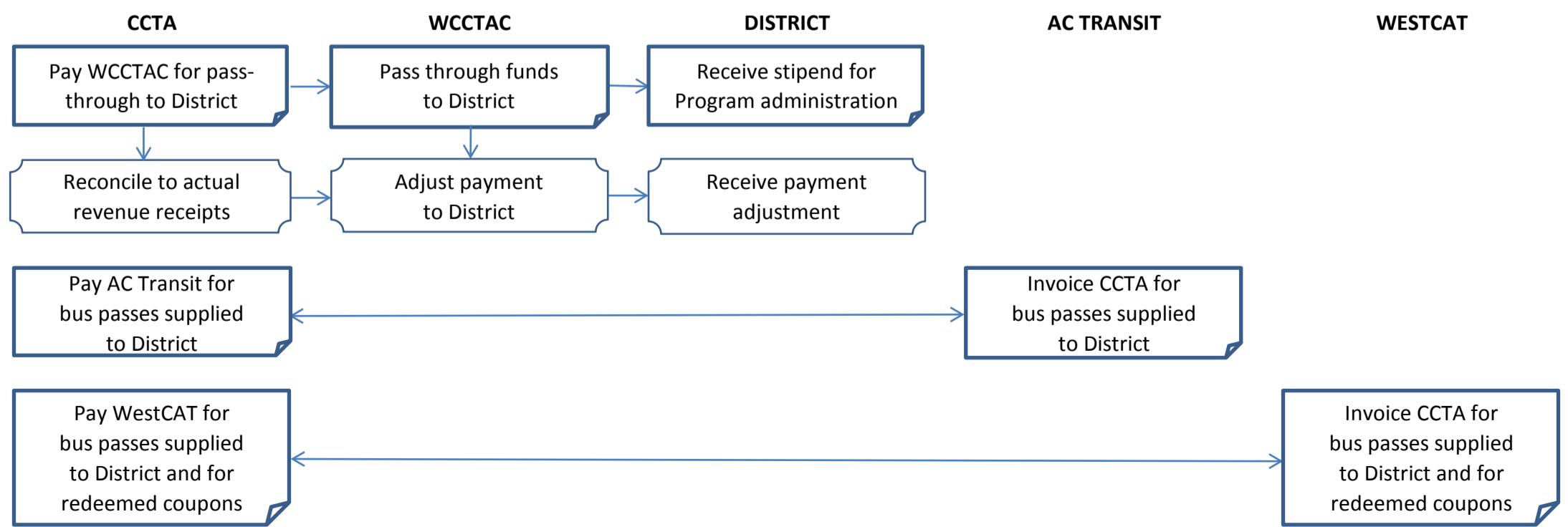
Quarterly Task

Annual Task

PROGRAM IMPLEMENTATION



FUNDING AGREEMENTS



Student Bus Pass Program: Transition to Clipper from paper passes

I. Card Fulfillment & Public Outreach

I don't know how many events occurred before I came on board in September 2010. I know that there were events at some (or all?) of the high schools served by AC Transit, as well as mailings and/or phone calls beginning in the spring of 2010. In fall 2010, I participated in an event at Shields-Reid Community Center, and another at Hilltop Mall.

- A. CONFUSION AT EVENTS.** At both of those events, I witnessed a lot of confusion on the part of students and parents. The confusion was around these issues:
 1. Lack of clarity around having the card and having fare on the card. Particularly, a perception that the card, which was being described as "free" by the AC Transit staff, would let them ride the bus for free.
 2. Families who use WestCat were getting the Clipper card, not realizing that it wouldn't work for WestCat.
 3. Families in WCCUSD with students not in high school thought that they could get subsidized/free bus passes for all their children if they had the Clipper card.
- B. INCONVENIENCE FOR FAMILIES WHO MISSED THE EVENTS.** I had contact with many families who missed these events. A good number of them didn't seem to know anything about the events, which could be because at the time they had reliable transportation and didn't pay attention to anything bus-related, but could also be because the outreach really didn't saturate the market.
 1. When told that the only way to get a youth Clipper card for their child was to get the child to downtown Oakland on a weekday before 4:30, many parents expressed great dismay. For some, their work schedules prevented them from accompanying the child and they didn't feel comfortable sending their child alone to Oakland. For others, the children participate in after-school activities and classes which they would have to miss in order to go to Oakland. If the families have to rely on public transportation to get to Oakland (which is many or perhaps most of the students in our program), some students would need to miss school in order to go get a Clipper card.
 - a. Just as an example of the difficulty of getting a card at the AC Transit office: a student attending Richmond HS would need to catch a bus at 2:21 to arrive before the office closed. However, school does not get out until 3:15. The trip, involving two buses, would take an hour and a half in one direction (this is from the 511.org trip planner, using only AC Transit).

Some families just ordered an adult card for their child since it was something they could do easily and conveniently. This was discovered when we tried to load Youth Passes onto their cards.

II. Loading Youth Passes

In late November or early December the details were worked out of what would be needed to start loading Youth Passes onto Clipper cards of students in our program rather than sending them paper passes. It was determined that the pilot program would start February 1st and that we would send AC Transit the data two weeks before the start date.

A. CONFIRMING CLIPPER CARD NUMBERS

1. First step: In late December, along with their paper 31-day Youth Pass for January, we sent students a letter that included either (a) the Clipper number that we had on file for them or (b) a statement that we did not have a Clipper number for them. We asked that they return the bottom portion of the letter, either confirming their number or confirming that they didn't have a card. We stated that if we didn't receive the

- letter by a certain date in January, they would not receive a pass for February. These letters were sent to all students who had been in the program for a month or more and received AC Transit tickets.
2. Second step: We sent a reminder phone call to just before the deadline in January to all students we had not yet heard from.
 3. Third step: In mid- January, we sent a letter to students we hadn't heard from, with another tear-off bottom with either their Clipper number or a statement that we didn't have a Clipper number. We did not send passes to these students.
 4. Fourth step: We sent another phone call letting people know that we needed to hear from them.
 5. Students who applied in late November or December and received their first pass in January received the "We need to hear from you" letter along with their February pass. They also got follow-up phone calls, and a follow-up letter in late February. They did not receive a March pass unless we heard from them.
 6. The result of trying to confirm whether or not people had Clipper cards:

Let us know they had no Clipper card:	Confirmed or changed their Clipper # with us:	No response to date:
361	527	533

B. PROTECTING CONFIDENTIALITY IN ACCORDANCE WITH STATE LAW

1. Due to confidentiality laws relating to student data, we are unable to share information that identifies a particular individual.
2. In order to comply with this law, it was determined that the info we would share with AC Transit was Clipper Card # and date of birth. Clearly, date of birth is not a unique identifier but could be used to confirm that the Clipper number we are sending matches a child in their database with the same Clipper number and date of birth.

C. CHALLENGES & TROUBLE-SHOOTING

1. Cards not working. I got a lot of calls about cards not working. After much communicating with AC Transit, I determined that non-working cards fell into several categories:
 - a. A small number of students had adult passes which AC Transit informed us about and about which I contacted the students. We went back to sending them paper passes.
 - b. Some parents and/or students had looked up online or called the Clipper center to be sure there was fare on their card. However, as I learned later, the Youth Pass would not show up on the student's Clipper account until the card had been activated ("picked up" from the machine on the bus). Once I knew about this, I could explain this to parents/students and they usually got the card working okay.
 - c. Some students apparently didn't wait long enough when first activating the card for the card to "pick up" the Youth Pass. Once I learned about this and explained it to families, some of the problem cards did work.
 - d. A large number of cards were apparently simply defective. As instructed by Ken at AC Transit, I told students that if they couldn't activate the card, there must be something wrong with it and it would need to be replaced.
2. Replacement cards.
 - a. There was some confusion at first about how to deal with this information in terms of communication from WCCUSD to AC Transit. Finally, it was determined that I would not submit any changes because ACT would automatically transfer the pass from the old card to the new one.
 - b. However, since in many cases the old card had never been able to pick up the Youth Pass, there didn't appear to be anything to transfer.

- c. As a result, I got a lot of phone calls from very frustrated parents whose first card hadn't worked, had waited for a second card, and then found that the second card didn't work either.
 - d. Parents when calling Clipper/ACT to replace cards were sometimes being told that they needed to call us (WCCUSD) instead or being told that there was no Youth Pass associated with their card.
 - e. We ended up sending out paper passes to a number of families who had spent a lot of money to get their kid on the bus while their Clipper card wasn't working and while waiting to get the replacement. However, I believe we (WCCTAC) will still be charged for those students since they were on the list to receive Clipper Youth Passes.
3. Parent complaints and record-keeping. Before we started Clipper, I dealt with very few parent complaints. They were not a daily occurrence or even weekly. Since starting the Clipper transition, we receive multiple phone calls on a daily basis. I had to create a form to keep track of each phone call and to record the trail of research leading to a resolution, and start a filing system. Not every call is about Clipper; some are from people who never responded to our letters and therefore stopped getting passes and are finally inquiring about it. The vast majority of calls, however, are regarding a Clipper card not working or a report of a lost/stolen Clipper card.
- a. A lost/stolen card usually involves two-three calls to us:
 - i. letting us know about it, and asking what to do, to which we tell them to call Clipper and get a replacement; and then
 - ii. the participant calling back to let us know they got their replacement card and telling us the new card number, and finally, an unfortunate number call again:
 - iii. to tell us that their replacement card isn't working.

III. Looking Forward

I think the Clipper card has the potential to make providing subsidized bus passes to students easier.

- 1. Advantages:
 - a. We reduce monthly mailings.
 - b. A lost card is not lost cash—the youth pass is transferred from the lost card to a new one.
 - c. The cards are also used by adult commuters and don't have a "subsidized" stigma.
 - d. We don't lose passes through changed addresses, stolen mail, etc.
- 2. Current and future challenges:
 - a. Card fulfillment is a huge hurdle for students in our area. Creating a permanent place in west Contra Costa County where students can get Youth Cards should be a priority.
 - b. Cards that don't work seems to be a big problem.
 - c. The system for dealing with replacement cards needs fine-tuning.

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