



## **Program Management Report**

October 21, 2009

Smart Card. Smart Travel.



## Table of Contents

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1. Executive Summary	Pg. 3
2. System Operations	Pg. 6
3. System Implementation	Pg. 12
4. Program Financial Summary	Pg. 19
5. Systems and Operations Data	Pg. 25
Appendix	Pg. 34



# I. Executive Summary

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## Highlights & Key Issues

- In Sept. 2009, the TransLink® system averaged 38,640 transactions per weekday—an increase of 123% compared to Sept. 2008.
- Customers added \$2,367,164 to TransLink® cards in September.
- The TransLink® Direct Benefits program to help employers provide transit benefits signed up its first two clients.
- Pilot training sessions with VTA staff will take place this month.
- SamTrans onboard equipment installation began October 5<sup>th</sup>. On-board equipment installation at VTA is tentatively scheduled to begin in early/mid-November. Each has a revenue ready date of April 15, 2010.
- In September, the Contractor continued to fall below service level standards in two customer service call performance areas: “abandoned calls” and “calls answered with 20 seconds”. MTC has requested performance improvement plans from the Contractor.
- AVM availability was slightly below the key performance indicator in September and TOT performance also dipped.
- MTC and operator staff are still reviewing the issues involved in the deployment of limited use tickets.



SFMTA Outreach Manager Gina Zagotta with TransLink Fan “Akit” at San Francisco State University



## 2. System Operations

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## TransLink<sup>®</sup> Market Penetration

**Table 1: Market Penetration Rates Based on Average Weekday TransLink Boardings as a Percentage of Total Average Weekday Boardings**

	Average Weekday TransLink Boardings (September 2009)	Total Average Weekday Boardings	TransLink Market Penetration Rate Current Month (September 2009)	TransLink Market Penetration Rate Prior Month (August 2009)
AC Transit	17,910	236,000 <sup>1</sup>	7.59%	5.95%
BART	2,535	363,100 <sup>2</sup>	0.70%	0.28%
Caltrain	245 <sup>3</sup>	36,600 <sup>2</sup>	0.67%	0.18%
GG Ferry	4,015	5,300 <sup>2</sup>	75.75%	70.75%
GG Transit	6,570	23,800 <sup>2</sup>	27.61%	26.16%
SF Muni	7,825	652,100 <sup>2</sup>	1.20%	1.04%

1. FY 2007-08 data posted on AC Transit website at <http://www2.actransit.org/aboutac/ridershipbusfleet.wu>. Ridership includes 60,000 school children and 12,000 Transbay commuters.
2. Based on APTA Transit Ridership Report, First Quarter 2009
3. Since Caltrain pass holders are only required to tag on and off the system once per month in order to load a pass, MTC's calculation of average weekday TransLink boardings for Caltrain reflects the assumption that monthly pass holders board Caltrain twice a day on weekdays. MTC estimates that the 40 calendar pass sales during Caltrain's vending window for September passes translated to 80 Caltrain boardings each weekday.



## System Utilization

Measure	Last Month September 2009	Prior Month August 2009	Prior Year September 2008
<b>Transaction Volume</b>			
Average Number of Weekday Transactions	38,640	31,850	17,330
Fee-Generating Fare Payment Transactions	875,782	740,230	391,179
Fee-Generating Add Value Transactions	60,684	57,213	25,789
Unique Cards Used	45,763	41,275	20,232
Settled Transit Operator Revenue	\$2,257,560	\$2,054,294	\$1,027,430
<b>Autoload Activity</b>			
Percentage of Registered Cards with Autoload	52%	56%	N/A <sup>1</sup>
Autoload Transactions	22,183	18,918	9,757
<b>Call Volume</b>			
Customer Service Representative Calls	7,472	6,688	3,470
Help Desk Calls	223	194	95
<b>Website Traffic</b>			
Unique Visitors	30,969	33,676	12,365
Visits	41,132	44,576	15,801

1. MTC did not begin archiving comprehensive registered card data until January 2009.



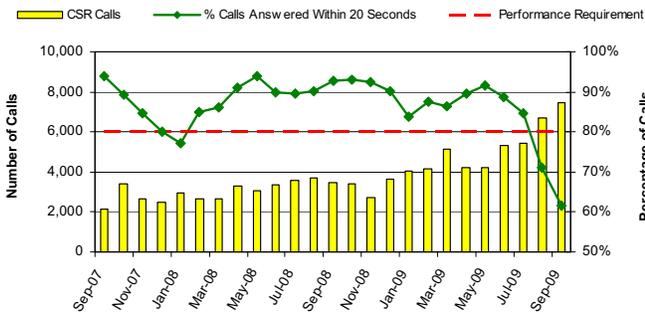
# System Operations Key Performance Indicators

## A. Customer Service Response Time Performance

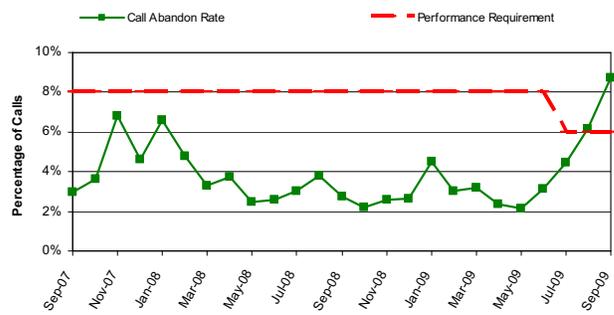
Measure	Requirement	September 2009	Prior Month August 2009	Prior Year September 2008
Percentage of Calls Answered within 20 seconds	Greater than 80%	61.51%	71.13%	92.65%
Percentage of Calls Abandoned	Less than 6% <sup>1</sup>	8.76%	6.17%	2.74%

- Call volume reached a record 7,472 calls – an 11.7% increase in comparison to the previous month. The TransLink Contractor is planning to hire additional customer service representative for the TransLink Customer Service Center before the end of the calendar year in order to handle the growth in call center activity.

## B. Customer Service Representative (CSR) Response Time in Relation to Call Volume



## C. Percentage of Calls Abandoned in Customer Service Representative Phone Queue



1. The base performance level for the percentage of calls abandoned was reduced from 8% to 4-6% with the execution of the Conformed Contract between MTC and Cubic Transportation Systems on July 2, 2009.



## System Operations Key Performance Indicators

### B. System Availability Performance

Device	Goal	Status
AVM	99.73%	98.23% <sup>1</sup>
TOT	99.73%	97.46% <sup>2</sup>
TDS	99.73%	100%
TCS	99.73%	100%
Data Store	99.73%	100%

### C. Accuracy Performance – September 2009

Device	Goal	Status
AVM	99.73%	100%
TOT	99.73%	100%
CID1	99.73%	99.00% <sup>3</sup>
CID2	99.73%	100%
CID3	99.73%	100%

1. AVM availability was marginal in September. Three AVMS received new card readers after Golden Gate Ferry and AC Transit staff reported problems with the completion of credit and debit transactions. The network monitoring system also detected 5 AVM printer faults during September.
2. TOT performance declined in September. The TransLink Contractor replaced a Caltrain TOT that failed and two Patron Interface Devices on the TOTs operated by the Regional Transit Connection Discount Program Contractor.
3. The TransLink Contractor has identified a few minor issues with the CID1 audit registers, which are affecting the accuracy measurement. The Contractor is developing a new CID1 release to resolve these issues, but the Contractor plans to hold the release until after the completion of the CID memory upgrade.

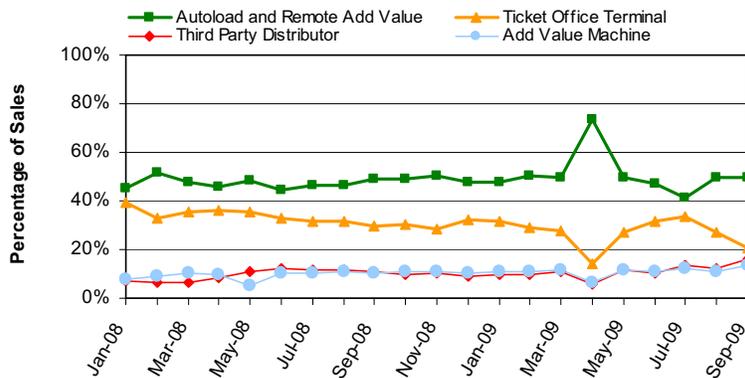


# TransLink® Value Distribution

**TransLink Sales Value by Distribution Channel – September 2009**

Distribution Channel	Dollar Value
Autoload and Remote Add Value	\$1,176,328
Ticket Office Terminal	\$492,109
Add Value Machine	\$316,533
Third Party Distributor	\$382,195
<b>Total</b>	<b>\$2,367,164</b>

**Share of Monthly Sales of TransLink Value by Distribution Channel**



- The spike in sales volume during April 2009 is due to BART's conducting a revenue cycle test that required more than \$1,156,700 in e-cash and BART High Value Discount (HVD) Ticket value to be loaded to test cards via Autoload.



## 3. System Implementation

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## Equipment Installation

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- SamTrans onboard equipment installation began on October 5th.
- Gillig will deliver new vehicles for SamTrans with the TransLink wiring pre-installed; this will expedite the process for installing TransLink card readers and driver consoles on the new vehicles.
- On-board equipment installation at VTA is tentatively scheduled to begin in early to mid November.
- VTA network configuration is ongoing and will be available prior to on-board equipment installation.
- AVMs are tentatively scheduled to be delivered and installed at the Temporary Transbay Terminal the first week of November.



New SamTrans Gillig Bus



## Site Preparation

- SamTrans is currently working on site preparation design and engineering for its four bus yards. A temporary wireless network has been installed in the installation area at North Base for equipment installation testing.
- The AT&T circuit at SamTrans North Base is fully functional.
- VTA is finalizing site preparation and network configuration at their three bus yards.
- A walk-through is planned for the VTA Light Rail Vehicle (LRV) station site preparation since it took place quite a while ago.
- Site preparation construction is being finalized at the Temporary Transbay Terminal, slated to open in early 2010.





## TransLink® Training for Transit Agencies

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- **VTA:** VTA's training documents are in the process of being finalized in early to mid October. A pilot training session will take place with VTA staff on October 21 and 22.





## Marketing & Distribution Activities

- The TransLink Contractor has signed agreements with two employers to provide transit benefits to their employees through the TransLink Direct Benefits program.
  - Civic Ventures' 15 participating employees will receive their first transit benefits through the program on November 1<sup>st</sup>.
  - The Bay Area Air Quality Management District's employees will start receiving benefits on December 1<sup>st</sup>.
  - The TransLink Contractor continues to reach out to employers who have participated in the RTCC ticket sales program.

The screenshot shows the TransLink Direct Benefits website. At the top, there is a navigation bar with links for Home, About, Employers, and Employees. Below this is a welcome message: "Welcome to TransLink Direct Benefits". A sub-header reads: "The Bay Area's Smart Card for Transit is proud to introduce TransLink Direct Benefits. Now you can put your pre-tax transit dollars directly onto your TransLink card and use it to pay your transit fares." There are two main call-to-action boxes: "For employers" and "For employees", both with "Learn more" buttons and "Log In" / "Enroll in program" links. Below these are three columns of information: "What is TransLink?", "Employer Payroll Savings", and "Employee Savings".

Category	Metric	Value
Employer Payroll Savings	Number of employees	0
	Avg. cost of transit per employee/month	\$5
	Avg. employer subsidy per employee/month	\$0
	Avg. Fed/State tax rate per employee	0%
Employee Savings	Estimated transit expense/month	\$0
	Avg. Fed/State tax rate	0%
	Pre-tax transit benefit in \$/month	\$230

Additional information from the screenshot includes: "The TransLink card is currently accepted on the following transit agencies: AC Transit, Golden Gate Transit and Ferry, SF Muni, and BART." A "Latest News" section states: "TransLink is now accepted in Caltrain and BART." A disclaimer at the bottom right reads: "† Transit savings calculations are for illustrative purposes only. Please consult a professional."

The TransLink Direct Benefits website is available at [translink.org/directbenefits](https://www.translink.org/directbenefits).



## Marketing & Distribution Activities

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- Retail sales continued to grow, with \$291,377 of sales in August, a 13.5% increase over the previous month.
  - Sales at the top 10 merchants – six of which are Walgreens – accounted for 38% of total sales.
  - Retail card sales also peaked, with 1,309 cards sold in August.
- SFMTA continued to expand outreach to discount customer groups, focusing on seniors and people with disabilities.
  - Outreach staff will be at the Embarcadero Kiosk for three days in November to take and process senior TransLink card applications.



## TransLink® Integration Programs

Operator	Description	Status
<b>BART</b>	Integration of TransLink® functionality into existing ticket vending machines	Software has been exchanged and testing is in progress. Completion expected mid 2010.
<b>Golden Gate Ferry</b>	Introduction of new faregates/vending machines with TransLink functionality	Golden Gate is considering a procurement of ticket vending machines similar to the equipment planned for SFMTA.
<b>SFMTA</b>	Replacement of existing faregates and ticket vending machines with new TransLink-compatible equipment	MTC is in the process of executing a change to the TransLink Contract enabling deployment of new equipment for SFMTA's Metro system.
<b>VTA/Caltrain</b>	Integration of TransLink functionality into existing ticket vending machines.	Pre-award of manufacturing contract underway. Finalizing design for procurement. VTA has requested the balance of the funding from MTC.
<b>SFMTA Parking</b>	Introduction of TransLink as payment option at up to five SFMTA-operated parking garages	USDOT has given permission to extend start of the pilot until December 31, 2010. Cubic and SFMTA's parking garage contractor are exchanging technical details regarding the program.



## 4. Program Financial Summary

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## Recent TransLink® Contractor Invoices\*

Invoice No.	Cost Description/Milestone	Date Received	Invoiced Amount	Total Amount Approved	Approval Status
I200066249	TransLink Website Content Changes - July 2009	8/12/2009	5,249.27	0.00	
I200066362	TSB Activities - July 2009	8/17/2009	668,103.96	668,103.96	Approved
I200066388	Printing of TransLink Cardholder Materials - BART Brochures	8/19/2009	2,235.26	2,235.26	Approved
I200066884	Printing of TransLink Cardholder Materials - Quickstart Guides	9/16/2009	3,085.22	0.00	
I200066885	TSB Activities - August 2009	9/16/2009	654,598.02	654,598.02	Approved
I200067082	Printing of TransLink Brochures - Caltrain User Guides	9/28/2009	2,077.94	0.00	
I200067180	Replacement/Repair of Damaged Equipment	10/1/2009	4,034.67	0.00	
I200067701	TSB Activities - September 2009	10/12/2009	661,061.62	0.00	
<b>Total</b>				<b>1,324,937.24</b>	

\*The table above shows operating and capital invoices submitted to MTC by TransLink Contractor in the past two months.



## Summary of Phase II TransLink® Contract Capital Costs\*

Phase II TransLink® Contract Capital Costs by Fiscal Year

Fiscal Year	Design	Implementation	TransLink® Cards	Equipment	Other	Total
FY 2002-03	\$581,500	\$1,584,958	\$0	\$0	\$3,200	\$2,169,658
FY 2003-04	\$621,273	\$1,011,519	\$0	\$3,085,125	\$0	\$4,717,916
FY 2004-05	\$2,047,522	\$1,136,406	\$1,502,838	\$46,565	\$0	\$4,733,331
FY 2005-06	\$1,371,865	\$194,058	\$0	\$133,750	\$0	\$1,699,672
FY 2006-07	\$2,644,946	\$908,733	\$17,391	\$3,696,265	\$10,700	\$7,278,036
FY 2007-08	\$1,183,540	\$526,273	\$44,625	\$205,631	\$0	\$1,960,069
FY 2008-09	\$1,568,899	\$5,615,302	\$548,668	\$8,175,387	\$0	\$15,908,257
FY 2009-10	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$10,019,545</b>	<b>\$10,977,249</b>	<b>\$2,113,522</b>	<b>\$15,342,723</b>	<b>\$13,900</b>	<b>\$38,466,939</b>

**Note:**

1. This table previously included maintenance costs, but as of FY 2007/08 MTC moved this expense from the capital costs to the operating costs.

\*The table above shows all Phase II TransLink Contract capital costs by fiscal year. This table does not include capital costs not paid under the TransLink Contract, e.g. consultant costs and transit agency funding agreements.



## TransLink<sup>®</sup> Service Bureau Operations Payments\*

Phase II TransLink Service Bureau Activities Costs by Month\*

Invoice Description	Total Amount Paid	Estimated MTC Share	Estimated Transit Agency Share
TSB Activities - FY 2006/07	\$2,768,230	\$2,722,179	\$46,051
TSB Activities - FY 2007/08	\$4,668,835	\$4,451,138	\$217,698
TSB Activities - July 2008	\$402,605	\$377,926	\$24,679
TSB Activities - August 2008	\$451,007	\$424,320	\$26,687
TSB Activities - September 2008	\$458,282	\$419,225	\$39,057
TSB Activities - October 2008	\$455,534	\$426,581	\$28,953
TSB Activities - November 2008	\$443,431	\$418,987	\$24,443
TSB Activities - December 2008	\$458,773	\$424,477	\$34,296
TSB Activities - January 2009	\$469,166	\$435,502	\$33,664
TSB Activities - February 2009	\$458,386	\$426,513	\$31,874
TSB Activities - March 2009	\$484,111	\$445,309	\$38,802
TSB Activities - April 2009	\$484,293	\$437,873	\$46,420
TSB Activities - May 2009	\$585,343	\$543,615	\$41,728
TSB Activities - June 2009	\$582,151	\$536,156	\$45,996
TSB Activities - July 2009	\$668,104	\$614,547	\$53,557
TSB Activities - August 2009	\$654,598	\$583,946	\$70,652
<b>Total</b>	<b>\$14,492,849</b>	<b>\$13,688,294</b>	<b>\$804,556</b>

Notes:

- I. Costs for FY 2009/10 are subject to change due to retroactive price adjustments.

\*As of October 9, 2009



## Drawdown of TransLink® Incentive Fund by Operator

	AC Transit	BART	Caltrain	GGBHTD	SFMTA	VTA	Total
<b>TransLink Incentive</b>	\$862,227.00	\$2,128,017.00	\$484,745.00	\$634,239.00	\$2,327,504.00	\$683,271.00	\$7,120,003.00
<b>Total Share of Phase II Operating Fees as of August 2009<sup>1</sup></b>	\$297,910.56	\$27,168.83	\$473.01	\$420,943.22	\$58,060.22	\$0.00	\$804,555.85
<b>Remaining TransLink Incentive Credit</b>	\$564,316.44	\$2,100,848.17	\$484,271.99	\$213,295.78	\$2,269,443.78	\$683,271.00	\$6,315,447.15

(1) These amounts are subject to change pending the resolution of TransLink Contractor claims and retroactive price adjustments.

When the TransLink program reached Revenue Ready for Phase II, the monthly program operating costs became the shared responsibility of the members of the TransLink Consortium, in accordance with Appendix A of the TransLink Interagency Participation Agreement (IPA). MTC has also agreed to assist the operators with Phase II operating costs up to a set dollar amount, which is typically referred to as the “TransLink Incentive.”

The table above identifies the TransLink Incentive amounts for six participating transit operators and the amount that each agency has drawn down since Phase 2.2 Revenue Ready.



## Status of TransLink<sup>®</sup> Contract Change Notices

<b>Number</b>	<b>Description</b>	<b>Status</b>
<b>57</b>	CID memory upgrade	Ready for negotiations
<b>58</b>	Equipment conversion to contactless	Ready for negotiations
<b>59</b>	DesFire card development	Negotiations underway
<b>60</b>	Regional day pass accumulator	Proposal in preparation
<b>61</b>	SFMTA Senior/RTC Fastpass good on BART	Proposal in preparation
<b>62</b>	SFMTA late night transfer	Declined by contractor
<b>63</b>	Employer programs	Proposal in preparation
<b>64</b>	SFMTA TVM/Faregate network	Proposal in preparation



## TransLink® Contract Change Orders Executed Under MTC's Authority in FY 2009-10

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None in the current fiscal year.

The TransLink Interagency Participation Agreement specifies that MTC has delegated authority to execute change orders to the TransLink Contract where the value of the change order is less than or equal to \$250,000.

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## 5. Systems and Operations Data

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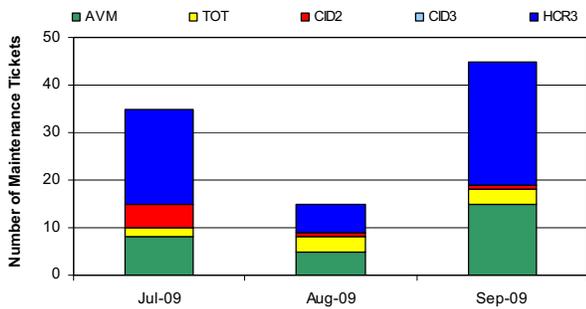
# TransLink® Device Performance

The TransLink® Service Bureau Help Desk opens maintenance tickets in response to incident reports originating from system monitoring tools or communications from TransLink Contractor, MTC or transit operator staff. Maintenance tickets are chargeable if a device fails to perform its designated function, or meet its performance criteria, when being used and operated according to the environmental and operational conditions specified for the device.

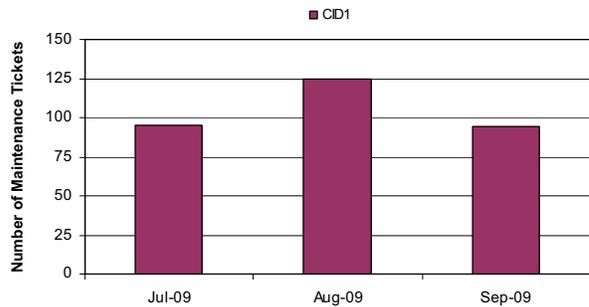
**Table 1: Number of Chargeable Maintenance Tickets per Operator by Device Type – September 2009**

Device Type	Total Device Quantities	AC Transit	BART	Caltrain	Golden Gate Transit/Ferry	SFMTA	Total Included Calls
CID1	3,608	21	N/A	N/A	17	56	94
CID2	186	N/A	N/A	0	1	0	1
CID3	27	N/A	N/A	N/A	N/A	0	0
AVM	52	1	N/A	N/A	8	6	15
TOT	27	0	0	3	0	0	3
HCR3	436	0	6	19	0	1	26

**Figure 1: Number of Chargeable Device Tickets during Prior Three-Month Period (Not Including CID1 Tickets)**



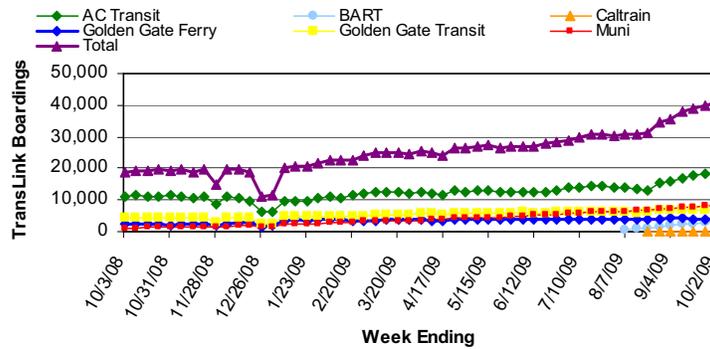
**Figure 2: Number of Chargeable CID1 Tickets during Prior Three-Month Period**



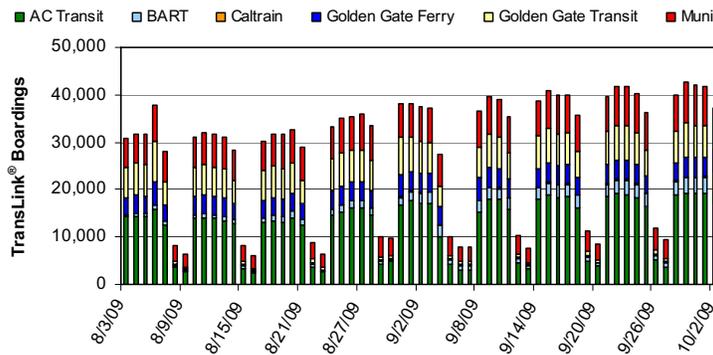


# Transaction Volume

**Figure 3: Average Weekday TransLink Ridership during the Previous 52-Week Period**



**Figure 4: Daily TransLink Ridership by Operator over a Rolling 60-Day Period**

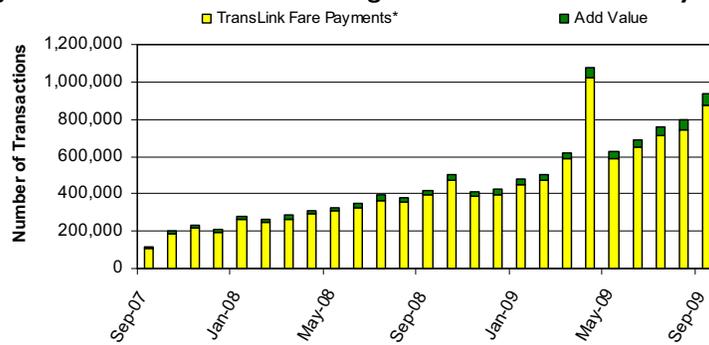


Note: The TransLink Contractor is still investigating the unexplained spike in ridership on August 6. The calculation of average weekday boardings for week ending August 7 excludes the August 6 ridership data.



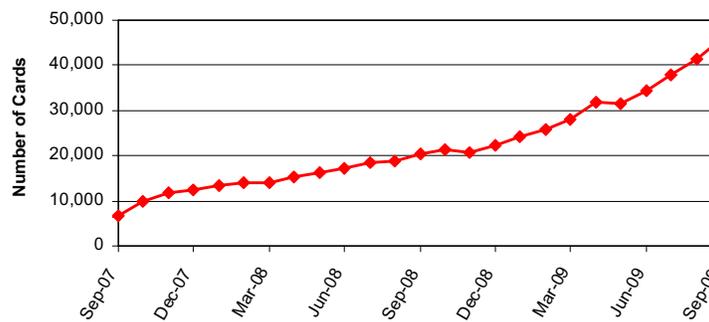
# Transaction Volume

**Figure 5: TransLink Fee-Generating Transactions on a Monthly Basis**



• Spikes in activity volume during April 2009 are due to BART's conducting a revenue cycle test that involved 420,903 fare payment transactions and 13,172 add value transactions using approximately 2,200 test cards.

**Figure 6: Number of Unique TransLink Cards Used on a Monthly Basis**





# TransLink® Card Inventory

**Table 2: TransLink Service Bureau (TSB) Phase II Card Distribution Activity<sup>(1)</sup>**

Card Distribution Period	Adult/Youth Cards <sup>(2)</sup>	Senior Cards	RTC Discount Cards	Total
Cards Distributed Prior to January 2007	15,640	504	3	16,147
January to December 2007	16,725	68	22,512	39,305
January to December 2008	46,387	1,356	34,959	82,702
January 2009	6,057	2	2,941	9,000
February 2009	1,853	4	0	1,857
March 2009	4,352	2	4,464 <sup>(3)</sup>	8,818
April 2009	9,717	505	4,451	14,673
May 2009	6,140	22	6,388	12,550
June 2009	3,371	9	0	3,380
July 2009	5,841	253	2,954	9,048
August 2009	10,153	3	5,919	16,075
September 2009	10,690	3	520	11,213
<b>Cumulative TSB Card Distribution</b>	<b>136,926</b>	<b>2,731</b>	<b>85,111</b>	<b>224,768</b>
Unusable Cards (Due to Defects)	879	15	0	894
<b>Current TSB Phase II Card Inventory</b>	<b>127,496</b>	<b>56,600</b>	<b>25,744</b>	<b>209,840</b>

<sup>(1)</sup>Includes: cards to transit agencies, third party vendors and patrons as well as test cards.

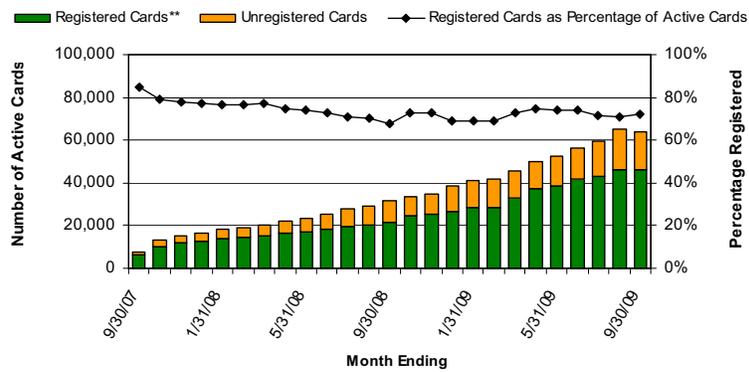
<sup>(2)</sup>Adult & Youth cards: both fare categories use the same cardstock.

<sup>(3)</sup>Includes 1,523 cards for BART cycle test.



# TransLink® Card Management

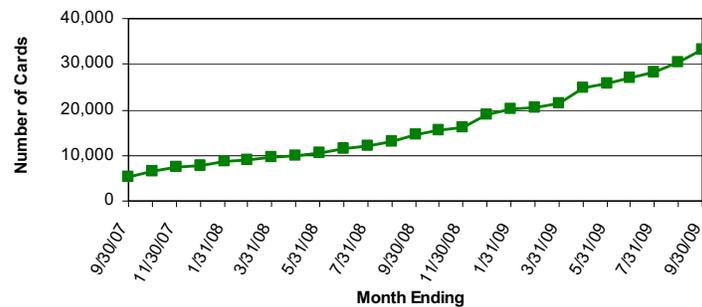
**Figure 7: Number of Active\* TransLink Cards in Circulation**



\*Active cards are those that customers have used to complete a transaction during the previous 365-day period.

\*\* A registered card has patron identification information associated with it in the TransLink Service Bureau database. Only registered cardholders can take advantage of features such as Autoload and TransLink Balance Restoration.

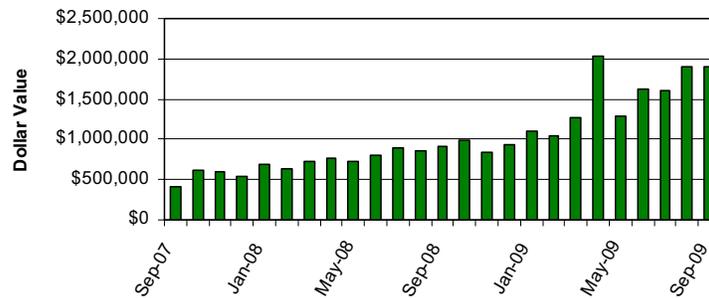
**Figure 8: Cumulative Number of Cards Registered for Autoload**



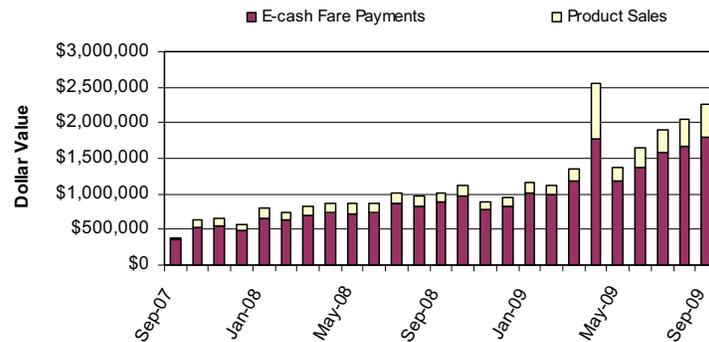


# TransLink® Financial Activity

**Figure 9: E-Cash Value Added by TransLink Cardholders on a Monthly Basis**



**Figure 10: TransLink Operator Revenue on a Monthly Basis**



• Spikes in activity volume during April 2009 are due to BART's conducting a revenue cycle test that involved 420,903 fare payment transactions and 13,172 add value transactions using approximately 2,200 test cards.



## TransLink<sup>®</sup> Bank Account Balances

**Table 3: TransLink Bank Account Balances During the Previous 6-Month Period**

Month End	TransLink <sup>®</sup> Float	TransLink <sup>®</sup> Cardholder Fees	TransLink <sup>®</sup> Participation Claim Fund (PCF) <sup>1</sup>	Walgreens Settlement
April 2009	\$1,610,057	\$162,015	\$68,563	\$111,715
May 2009	\$1,835,836	\$171,235	\$76,093	\$137,469
June 2009	\$1,987,075	\$181,915	\$83,061	\$59,070
July 2009	\$1,926,612	\$191,300	\$88,600	\$106,928
August 2009	\$2,048,311	\$196,050	\$93,229	\$43,531
September 2009	\$2,172,302	\$212,140	\$102,521	n/a <sup>2</sup>

1. If a fare payment transaction gap is not closed within a 21-day period, the e-cash value associated with the gap is moved from the Float Account to the PCF. Operators may file claims on the PCF at any time.

2. Walgreens Settlement account balance not available to MTC as of October 10, 2009.



# Appendix

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## Abbreviations

- **AVM** Add Value Machine
- **BNA** Bank Note Acceptor
- **CD** Configuration Data
- **CID** Card Interface Device
- **CIMS** Consortium Information Management System
- **CIPP** Card Initialization, Printing and Personalization
- **FACI** First Article Confirmation Inspection
- **FAT** First Article Testing
- **FRB** Failure Review Board
- **HCR** Hand-held Card Reader
- **IIIT** Interface and Integration Inspection and Testing
- **IIT** Installation Inspection and Testing
- **KPI** Key Performance Indicator
- **MASS** Multiple Application Smartcard System
- **MTBF** Mean Transactions Between Failures
- **MOHBF** Mean Operating Hours Between Failures
- **OBE** On-Board Equipment
- **OCMS** Operations, Configuration and Management System
- **OFS** Off-Line Server
- **OLS** On-Line Server
- **OWS** Operator Work Station
- **PIO** Public Information Officer
- **RCDA** Referential Configuration Data Administrator
- **SAM** Security Access Module
- **TCS** TransLink Central System
- **TDS** TransLink Data Server
- **TSB** TransLink Service Bureau
- **TOT** Ticket Office Terminal
- **TRU** TransLink Retail Unit
- **UD** Usage Data



## Definitions

- **Future CD** Configuration Data that is deployed on a date prior to the planned effective date to facilitate deployment to devices that may not connect to the network on a daily basis. The CD does not activate until the planned date is reached.
- **Acceptance Testing** This testing is conducted in stages as required in the Contract to verify that the equipment meets the specified reliability requirements. It will be carried out immediately after Conditional Acceptance for all of the 2.3 Operators.
- **Launch** TransLink is introduced as a fare payment option to riders.
- **Soft Launch** Approach to introducing TransLink as a fare payment option where all aspects of the system are available to customers, but a transit operator engages in very limited marketing activities. The purpose of a soft launch is to analyze the system's performance prior to widely publicizing the system's availability.
- **Punch List** With respect to the TransLink system, the Punch List is a collection of issues not completely addressed by Contractor prior to Revenue Ready. Each item is agreed to by MTC and respective operator(s) affected and includes a date by which Contractor will complete the work necessary to resolve the issue.
- **Pass Accumulator** A product with a set duration and set price that accumulates the value of designated travel taken until the product price is reached within the set duration. After the product price is reached, no more charges are incurred until the end of the set duration is reached.
- **Revenue Ready** As defined in Article 8.2, Part I of the TransLink Contract, MTC will issue one Certificate of Revenue Ready Status for each Phase II Operator when Contractor has complied with the Contract requirements in the following areas:
  - All equipment has been installed and the Installation Inspection and Testing, as required under Volume B, Statement of Work, Section B4-4.3 has been completed;
  - Contractor has hired all personnel designated for the operations and maintenance of the particular Phase in Contractor's Program Implementation Master Plan required under Volume B, Statement of Work, Section B4-4.1.1;
  - Contractor has completed all of its contractual training obligations required by Volume B, Statement of Work, Section B4-4.6.