



## **Program Management Report**

November 18, 2009



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# I. Executive Summary

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## Highlights & Key Issues

- The TransLink® system averaged more than 40,000 transactions per weekday for the month of October 2009—more than double the number of transactions in October 2008.
- Also in October, customers added more than \$2.5 million to TransLink® cards. Total monthly transactions exceeded one million for the first time.
- As of November 5, equipment had been installed, tested and approved on 88 SamTrans buses. On-board equipment installation at VTA is scheduled to begin in January.
- End-of-day settlement took longer than normal on several occasions recently. The Contractor has a short-term and long-term fix for this issue.
- Several cardholder support services performance standards are below the base requirement.
- MTC has been working closely with each transit agency operating TransLink® to prepare requirements for fare media transition that will be included in draft MTC Resolution 3866 in compliance with SB 1474.



Golden Gate Ferry customers use TransLink® to board the Larkspur Ferry.



## 2. System Operations

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# System Utilization

**Table 1: Summary of System Utilization**

Measure	Last Month October 2009	Prior Month September 2009	Prior Year October 2008
<b>Transaction Volume</b>			
Average Number of Weekday Transactions	40,550	38,640	19,280
Fee-Generating Fare Payment Transactions	975,049	875,782	472,033
Fee-Generating Add Value and Refund Transactions	61,248	60,727	28,604
Total Fee Generating Transactions	1,036,297	936,509	500,637
Unique Cards Used	48,616	45,763	21,367
Average Number of Transaction per Unique Card Used	21.32	20.46	23.43
Settled Transit Operator Revenue	\$2,405.138	\$2,257,560	\$1,117,999
<b>Autoload Activity</b>			
Percentage of Registered Cards with Autoload	53%	52%	N/A <sup>1</sup>
Autoload Transactions	23,891	22,183	11,646
<b>Call Volume</b>			
Customer Service Representative (CSR) Calls	8,752	7,472	3,399
CSR Calls per Unique Card Used	0.18	0.16	0.16
Help Desk Calls	178	223	161
<b>Website Traffic</b>			
Unique Visitors	30,513	30,969	10,943
Visits	41,873	41,132	13,968
Website Visits per Unique Card Used	0.86	0.90	0.65

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



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

**Table 2: Market Penetration Rates Based on Average Weekday TransLink<sup>®</sup> Boardings as a Percentage of Total Average Weekday Boardings**

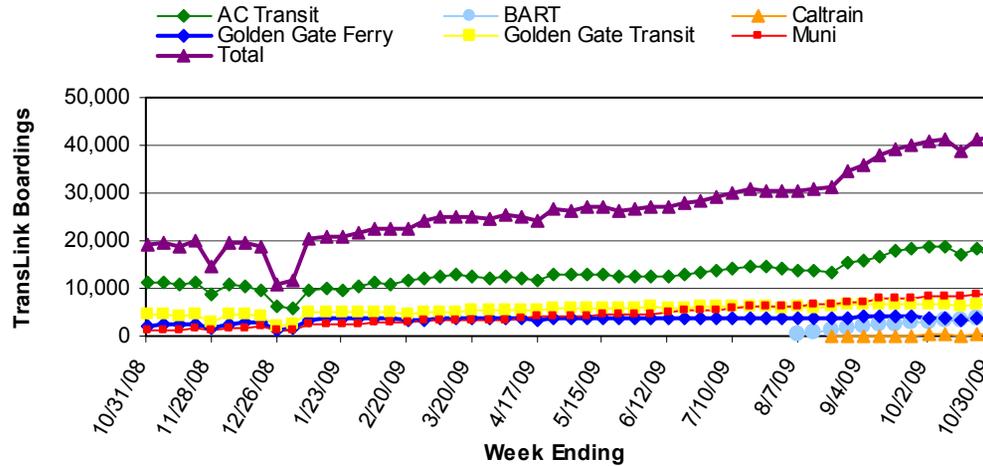
	Average Weekday TransLink Boardings (October 2009)	Total Average Weekday Boardings	TransLink Market Penetration Rate Current Month (October 2009)	TransLink Market Penetration Rate Prior Month (September 2009)	TransLink Market Penetration Rate Prior Year (October 2008)
AC Transit	17,675	236,000 <sup>1</sup>	7.49%	7.59%	4.78% <sup>1</sup>
BART	3,875	359,400 <sup>2</sup>	1.08%	0.71% <sup>3</sup>	0%
Caltrain	375 <sup>4</sup>	39,600 <sup>2</sup>	0.95%	0.41% <sup>3</sup>	0%
GG Ferry	3,875	6,100 <sup>2</sup>	63.52%	65.82% <sup>3</sup>	40.95% <sup>5</sup>
GG Transit	6,350	21,700 <sup>2</sup>	29.26%	30.27% <sup>3</sup>	17.67% <sup>5</sup>
SF Muni	8,550	675,500 <sup>2</sup>	1.27%	1.16% <sup>3</sup>	0.18% <sup>5</sup>

1. Based on FY 2007-08 data posted on AC Transit website at <http://www2.actransit.org/aboutac/ridershipbusfleet.wu>.
2. Based on APTA Transit Ridership Report, Second Quarter 2009.
3. MTC originally published the penetration rate for September 2009 using data from the APTA Transit Ridership Report, First Quarter 2009. For this report, staff has adjusted the penetration rate for September 2009 using the APTA Transit Ridership Report, Second Quarter 2009.
4. 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 reflects the assumption that monthly pass holders board Caltrain twice a day on weekdays. MTC estimates that the 75 calendar pass sales during Caltrain's vending window for October passes translated to 150 Caltrain boardings each weekday.
5. Based on APTA Transit Ridership Report, Fourth Quarter 2008.

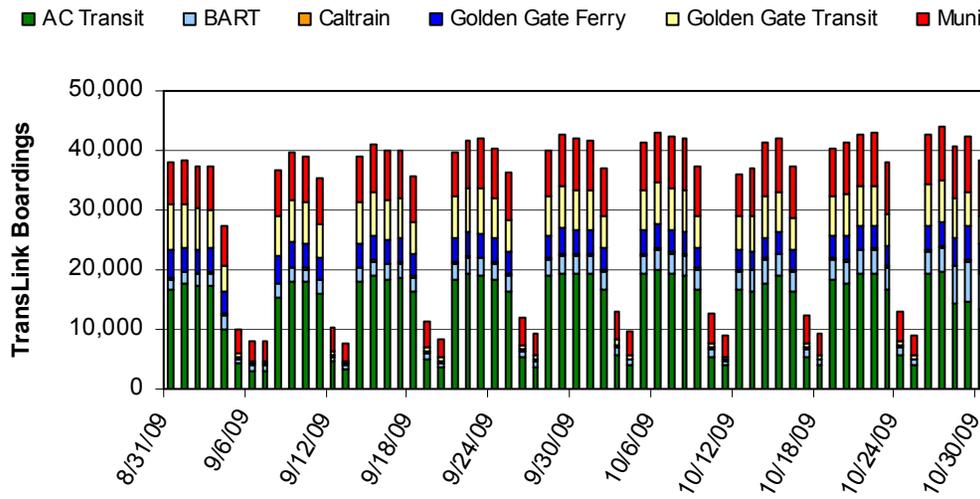


# Transaction Volume

**Figure 1: Average Weekday TransLink® Ridership during the Previous 52-Week Period**



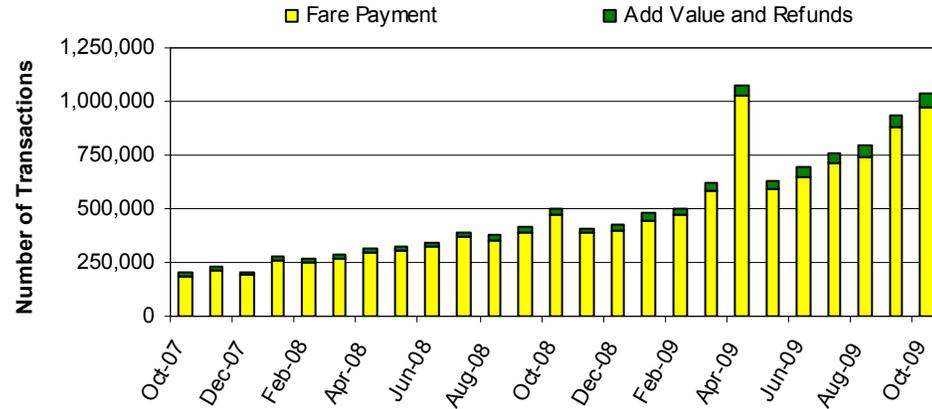
**Figure 2: Daily TransLink® Ridership by Operator over a Rolling 60-Day Period**





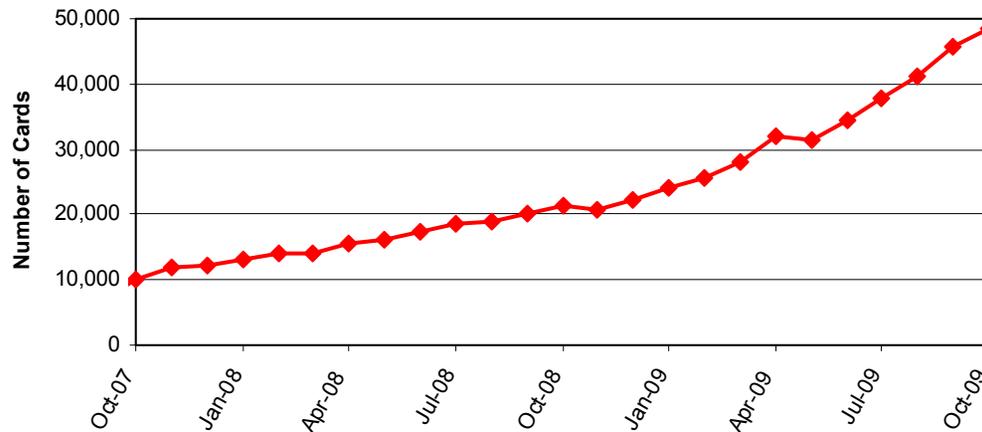
# Transaction Volume

**Figure 3: 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 4: Number of Unique TransLink® Cards Used on a Monthly Basis**



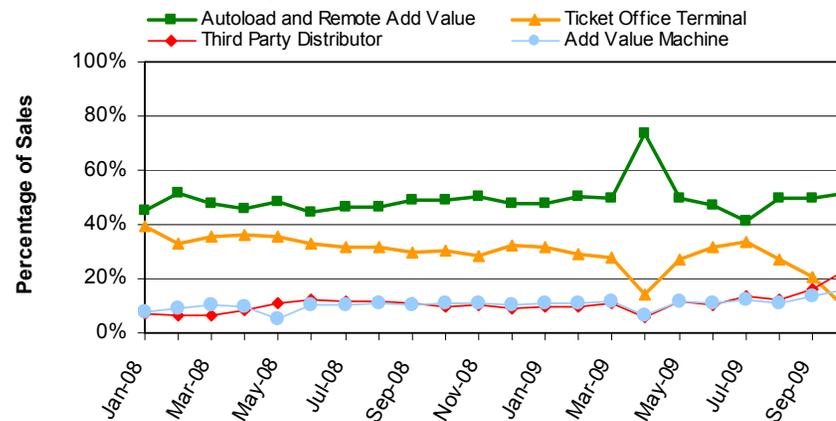


# TransLink® Value Distribution

**Table 3: TransLink® Sales Value by Distribution Channel**

Distribution Channel	Dollar Value Current Month (October 2009)	Dollar Value Prior Month (September 2009)	Dollar Value Prior Year (October 2008)
Autoload and Remote Add Value	\$1,291,451	\$1,176,328	\$559,440
Add Value Machine	\$410,328	\$316,533	\$127,564
Third Party Distributor	\$582,812	\$382,195	\$114,140
Ticket Office Terminal	\$223,525	\$492,109	\$343,790
<b>Total</b>	<b>\$2,508,116</b>	<b>\$2,367,164</b>	<b>\$1,144,934</b>

**Figure 5: Share of Monthly Sales of TransLink® Value by Distribution Channel**



- The significant decline in ticket office terminal (TOT) sales is due in part to the closure of AC Transit's Transbay Terminal ticket office on September 18.
- 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.



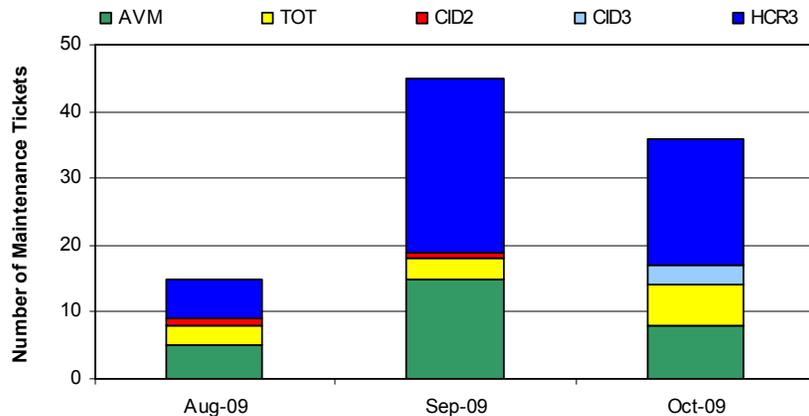
# TransLink<sup>®</sup> Device Performance

The TransLink<sup>®</sup> Service Bureau Help Desk opens maintenance tickets in response to incident reports originating from system monitoring tools or communications from TransLink<sup>®</sup> 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.

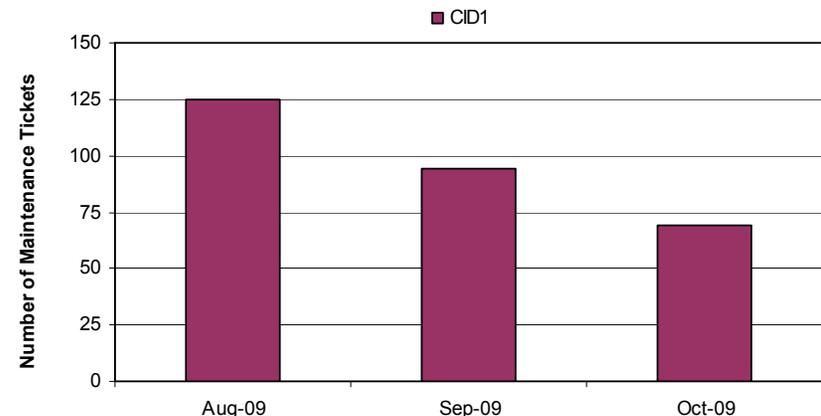
**Table 4: Number of Chargeable Maintenance Tickets per Operator by Device Type – October 2009**

Device Type	Total Device Quantities	AC Transit	BART	Caltrain	Golden Gate Transit/Ferry	SFMTA	Total Included Calls
CID1	3,608	12	N/A	N/A	23	34	69
CID2	186	N/A	N/A	0	0	0	0
CID3	27	N/A	N/A	N/A	N/A	3	3
AVM	52	4	N/A	N/A	3	1	8
TOT	27	0	0	1	5	0	6
HCR3	436	3	5	7	0	4	19

**Figure 6: Number of Chargeable Device Tickets During Prior Three-Month Period (Not Including CID1 Tickets)**



**Figure 7: Number of Chargeable CID1 Tickets During Prior Three-Month Period**





# System Operations Key Performance Indicators



TRANS LINK

**Table 5:  
Card Holder Support Service Performance Level Standards**

Report Run for 10/1/2009 through 10/31/2009

KPI	KPI Description	KPI Value	Below Base	Base	Above Base
I.	Percent of Telephone calls answered by live agent within 20 seconds	51.83%	< 80%	80-90%	> 90%
II.	Percent of Telephone calls voluntarily abandoned by caller	13.33%	> 6%	4-6%	< 4%
III.	Percent of Telephone calls answered within 3 minutes	73.76%	< 90%	90-98%	> 98%
IV.	Average number of days to fill request for new card	3.57	> 5	2 - 5	< 2
V.	Percent of requests for replacement card filled within 3 business days	71.54%	< 95%	95-98%	> 98%
VI.	Average number of hours to process Remote Add Value requests	98.29	> 24	12 - 24	< 12
VII.	Percent of transaction history requests processed within 3 business days	24.10%	< 95%	95-98%	> 98%
VIII.	Percent of card value refunds processed filled within 21 business days	92.31%	< 98%	98-99.5%	> 99.5%
IX.	Percent that the website homepage is available	99.80%	< 99%	99-99.73%	> 99.73%
X.	Percent of email contacts acted upon within 24 hours	TBD	< 90%	90-98%	> 98%
XI.	Percent of calls resolved on the first call	77.06%	< 65%	65-80%	> 80%
XII.	Customer Satisfaction	TBD	< 65%	65-80%	> 80%

**Contractor failed to meet baseline requirements for seven out of ten KPIs. MTC has requested a recovery plan in writing and will share it with operators when received.**

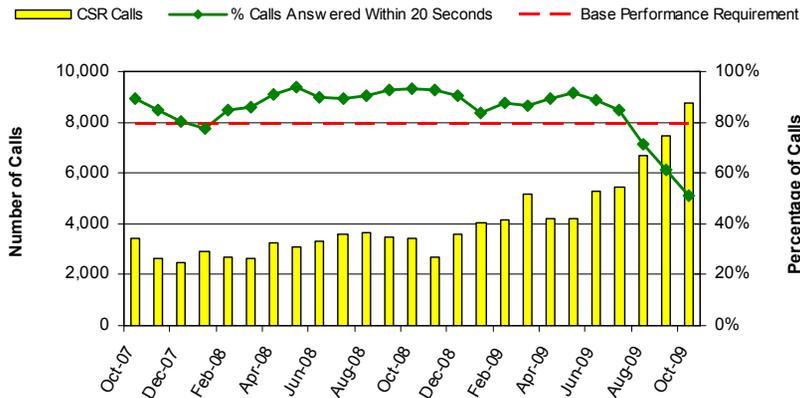


# System Operations Key Performance Indicators

**Table 6: Customer Service Response Time Performance**

Measure	Requirement	October 2009	Prior Month September 2009	Prior Year October 2008
Number of Customer Service Calls		8,752	7,472	3,399
Percentage of Calls Answered within 20 seconds	Greater than 80%	51.02%	61.51%	93.00%
Percentage of Calls Abandoned	Less than 6% <sup>1</sup>	13.44%	8.76%	2.22%

**Figure 8: Customer Service Representative (CSR) Response Time in Relation to Call Volume**



**Figure 9: 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

**Table 7: System Availability Performance**

Device	Goal	Status
AVM	99.73%	98.50% <sup>1</sup>
TOT	99.73%	99.70% <sup>2</sup>
TDS	99.73%	100%
TCS	99.73%	100%
Data Store	99.73%	100%

**Table 8: Accuracy Performance – October 2009**

Device	Goal	Status
AVM	99.73%	99.97%
TOT	99.73%	100%
CID1	99.73%	99.29% <sup>3</sup>
CID2	99.73%	100%
CID3	99.73%	99.96%

1. AVM availability was marginally below the key performance indicator (KPI) in October. The TransLink® Contractor is investigating incidences of AVMs not completing credit/debit card transactions successfully.
2. Ticket office terminal (TOT) performance was marginally below the KPI in October. The TransLink® Contractor replaced a Caltrain TOT that failed and responded to multiple complaints from Golden Gate Ferry about the Patron Interface Device component not being detected by the TOT or being unable to read TransLink® cards.
3. The TransLink® Contractor has identified a few minor issues with the CID1 audit registers, which affect accuracy measurement. The Contractor intends to deploy a fix for these remaining issues on November 13, 2009.



# TransLink® Card Inventory

**Table 9: 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
October 2009	4,943	302	2,935	8,180
<b>Cumulative TSB Card Distribution</b>	<b>141,869</b>	<b>3,033</b>	<b>88,046</b>	<b>232,948</b>
<b>Current TSB Card Inventory</b>	<b>122,553</b>	<b>56,298</b>	<b>22,809</b>	<b>201,660</b>

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

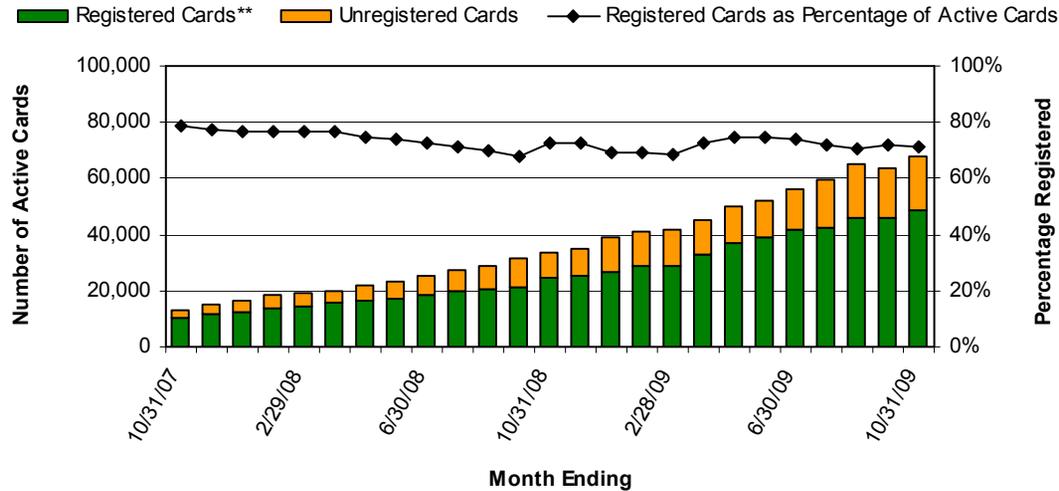
<sup>(2)</sup>Adult & Youth cards: both fare categories use the same cardstock.

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



# TransLink® Card Management

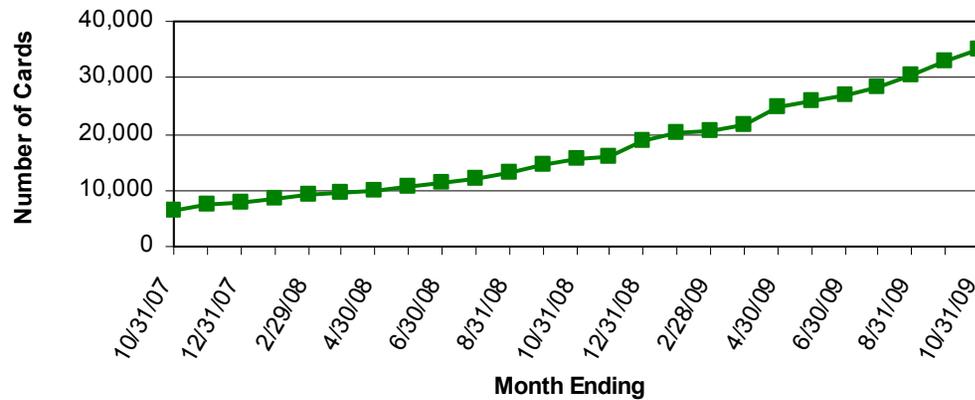
**Figure 10: Number of Active\* TransLink® Cards in Circulation**



\*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 11: Cumulative Number of TransLink® Cards Registered for Autoload**





## 3. System Implementation

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## Equipment Installation

- SamTrans on-board equipment installation began October 5. As of November 5, 88 vehicles had been installed, tested and approved.
- Gillig began delivering the order of new vehicles for SamTrans. The vehicles have TransLink® wiring pre-installed, which will expedite on-board equipment installation.
- VTA on-board equipment installation is now scheduled to begin in early to mid January, which will push the schedule beyond the original Revenue Ready date of April 15, 2010. The Contractor is attempting to mitigate the slip prior to submitting a new schedule.
- VTA network configuration is ongoing and will be available prior to on-board equipment installation.
- Add Value Machines are now scheduled to be delivered and installed at the temporary Transbay Terminal the first week of December.



TransLink® devices installed on SamTrans 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.
- The Contractor will be verifying the electrical and communications wiring at VTA light rail stations within the next few weeks.
- Site preparation construction is being finalized at the temporary Transbay Terminal, slated to open in early 2010.



## TransLink<sup>®</sup> Training for Transit Agencies

- Pilot sessions were conducted by the TransLink<sup>®</sup> Contractor and VTA staff to finalize the content of TransLink training documentation on October 21 and 22. After receiving input from VTA staff regarding two remaining modules, the Contractor will finalize training documentation for VTA's Revenue Ready date next year.



## Marketing & Distribution Activities

- BART sent out their first survey to EZ Rider customers who switched to TransLink® when the agency began accepting TransLink on August 3.
- SFMTA continued distribution of cards to discounted fare groups (seniors, youth and disabled).
- AC Transit stopped accepting paper media on Transbay routes on October 1. The agency is sending a survey to Transbay customers to obtain feedback on their transition to TransLink®.



## 4. System Improvements

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# TransLink® Integration Programs

**Table 10: Integration Programs**

<b>Operator</b>	<b>Description</b>	<b>Status</b>
<b>BART</b>	Integration of TransLink® functionality into existing ticket vending machines	Software has been exchanged and testing is in progress. Completion expected late 2010.
<b>Golden Gate Ferry</b>	Introduction of new faregates/vending machines with TransLink® functionality	Golden Gate has requested RM-2 funding from MTC for 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 issued NTP to Cubic on October 28 <sup>th</sup> for this order of equipment. Additional changes related to this change are lined up for negotiation and execution. Design review activities are already underway for the initial change order.
<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 have exchanged technical details regarding the program. A change proposal from Cubic is due soon.



# Clearing and Settlement Transition

- Cubic contract assignment requires transition to new clearing and settlement procedures and timeframes.
- Settlement responsibility has transitioned from Cubic's operating groups (OPCO) to the Controller, resulting in improved accounting practices.
- Five key actions are in process:
  - Operator settlement will occur in three days versus two days.
  - Account reconciliations—previously requested—will now be delivered on a monthly basis for all consortium accounts.
  - Resolution of latency issues in point-of-sale processing are being addressed.
  - Improved risk management practices will be implemented.
  - KPMG will institute a 'controls review' in five major areas of concern.
- End-of-day processing has been delayed recently due to issues with the queries that take place during processing. The Contractor is developing both short- and long-term fixes.



# Wireless Data Transfer System (WDTS)

- Project launched in July 2009 to identify issues and actions with the wireless network supporting buses and light-rail vehicles.
- Seven project objectives identified. The primary objective is to increase the number of vehicles successfully transmitting usage data and receiving configuration data in a 24-hour period to 80-plus percent. Currently, the transmission percentage is less than 50 percent in 24 hours.
- Five major areas of focus have been identified for resolution:
  - Firmware upgrade is currently being installed to address outage of the CIDIB.
  - Elimination of duplicate device IP addresses will eliminate transmission “clashes.”
  - Reprogramming of the CIDIB cradle will aid in determining location of vehicles and vehicle identification.
  - Wireless local area network coverage will be “tailored” to the operating characteristics of each yard.
  - Improved overall reporting for proactive problem determination and ease of resolution is being implemented.



# Status of TransLink® Contract Change Notices

**Table 11: Contract Change Notices**

<b>Number</b>	<b>Description</b>	<b>Status</b>
<b>57</b>	CID memory upgrade – upgrade memory of CIDs and driver console	Contractor providing additional information; negotiations on hold.
<b>58</b>	Contactless device conversions – convert devices that currently make use of the contact interface to accept a contactless-only card format	Contractor providing additional information; negotiations on hold.
<b>59</b>	DesFire card development – migrate TransLink® application to contactless-only card	Contractor providing additional information; negotiations on hold.
<b>60</b>	Regional day pass accumulator – provide universal period pass accumulator product	Proposal in preparation
<b>61</b>	SFMTA Senior/RTC Fastpass good on BART – provide SFMTA Fast Pass for senior/RTC fare categories that can be used on BART in SF	Proposal in preparation
<b>62</b>	SFMTA late night transfer	Declined by contractor
<b>63</b>	Employer programs – enhancements to employer program, including website improvements, online balance and transaction history, use of multiple funding sources, automated email notification and availability of BART HVD	Proposal in preparation
<b>64</b>	SFMTA TVM/Faregate network – network upgrade required to support new ticket vending machines and fare gates	Proposal in preparation



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

**Table 11: Contract Change Notices**

<b>Number</b>	<b>Description</b>	<b>Status</b>
<b>65</b>	Additional HCR3s for SFMTA – Provide 50 additional handheld card reader 3s for cable cars	Proposal in preparation
<b>66</b>	Additional SFMTA card readers – Add card readers to exit ends of new fare gates to require tagging on exit	Proposal in preparation
<b>67</b>	Caltrain parking permit distribution – Provide monthly parking permits to Caltrain riders through the TransLink <sup>®</sup> system	Proposal in preparation
<b>TBD</b>	Extended warranty for SFMTA TVMs and fare gates – provide extended warranty for SFMTA ticket vending machines and fare gates	Change notice not started; waiting for completion of Request for Change Order 149 negotiations (operations and maintenance costs for SFMTA)
<b>TBD</b>	SFMTA TVM site preparation – prepare for installation of SFMTA ticket vending machines	Change notice not started
<b>TBD</b>	Lifeline pass – implement Lifeline pass for low-income customers for SFMTA	Change notice not started



## Contract Change Orders Executed in FY 2009-10

Table 12: Contract Change Orders

Number	Description	Status
126	Replacement of existing fare gates and ticket vending machines with new TransLink <sup>®</sup> -compatible equipment	Work in progress



## 5. Program Financial Summary

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

Table 13:

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	\$3,263	\$0	\$0	\$0	\$3,263
<b>Total</b>	<b>\$10,019,545</b>	<b>\$10,980,512</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.



# Drawdown of TransLink<sup>®</sup> Incentive Fund by Operator

**Table 14: Incentive Funds Drawdown**

	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 September 2009<sup>1</sup></b>	\$325,725.30	\$35,062.82	\$1,156.41	\$449,148.39	\$70,530.30	\$0.00	\$881,623.22
<b>Remaining TransLink Incentive Credit</b>	\$536,501.70	\$2,092,954.18	\$483,588.59	\$185,090.61	\$2,256,973.70	\$683,271.00	\$6,238,379.78

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

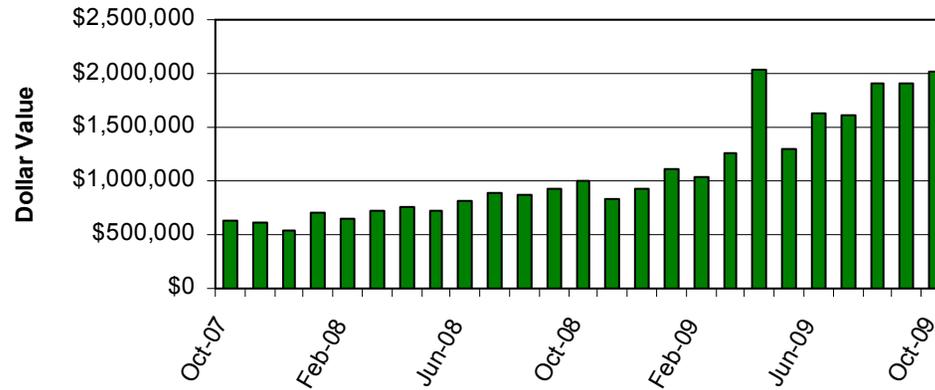
When the TransLink<sup>®</sup> program reached Revenue Ready for Phase II, the monthly program operating costs became the shared responsibility of the members of the TransLink<sup>®</sup> Consortium, in accordance with Appendix A of the TransLink<sup>®</sup> Interagency Participation Agreement (IPA). 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<sup>®</sup> Incentive.”

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

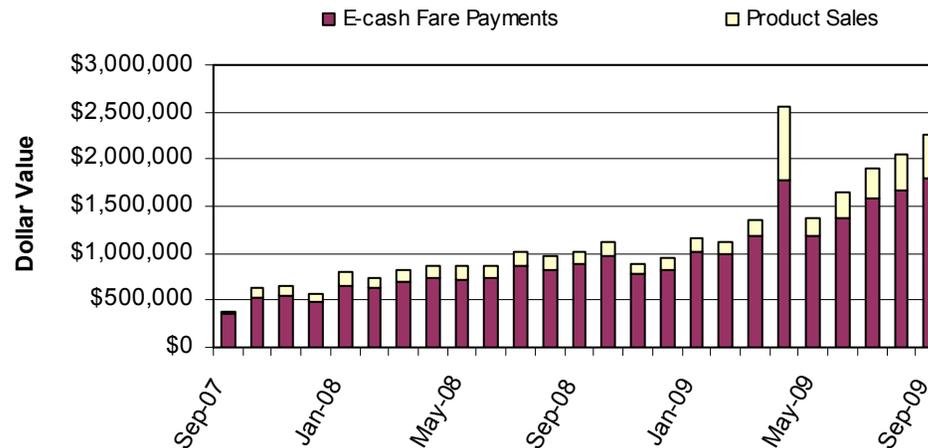


# TransLink® Financial Activity

**Figure 12: E-Cash Value Added by TransLink® Cardholders on a Monthly Basis**



**Figure 13: 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 15: TransLink<sup>®</sup> 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
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	\$11,788
October 2009	\$2,254,553	\$224,817	\$51,747	\$717

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.