QA BASELINE REPORT
PRESENTATION TO THE ORCA JOINT BOARD

Prepared by:
ARC Alternatives
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**San Francisco, CA**

next generation
ORCA

Table of Contents

1. Introduction
   a. Background & Methodology
   b. Program Goals and Key Indicators of Program Health

2. Baseline Assessment
   a. Governance
   b. Program Management
   c. Schedule & Budget
   d. System Functionality and Program Scope

3. Future Indicators
   a. Cost Effectiveness
   b. next generation ORCA Utilization
   c. Revenue Management

4. Findings

Background and Methodology

Process

Identify key program goals

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Initial assessment

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Define indicators of program health

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Establish baselines
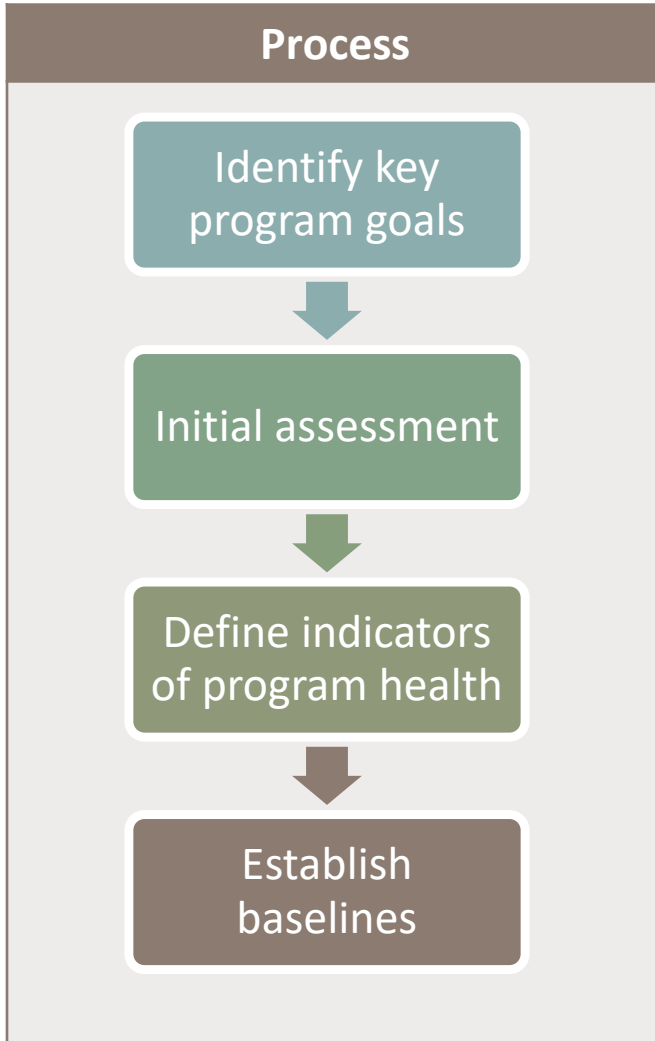
Methodology

Methodology
Data collection with focus on primary sources
Participation in key meetings
Collaboration with RPT on development and/or refinement of processes and tools
Development of logic model
Assessment of current practices
Establishment of baselines

Indicators of Program Health

Program Area	Key Question or Indicator of Program Health
Governance	Are Agencies participating as needed to make the program a success?
	Is governance process in place and working?
Program Management	Is the next gen system being deployed in a way that minimizes customer disruption during transition?
	RPT staffing sufficient to deliver the Program and is the team being maintained?
	Is Agency staffing sufficient to support Program delivery?
	Is a risk management process in place, being used and effective?
	How is the Program managing vendors and is the process adequate given the scope and complexity of next gen ORCA?
Schedule	Are schedule targets clearly established? Is the schedule current and the status of activities (and the Program as a whole) accurately reflected?
	Does the schedule reflect the "true" critical path of the Program?
Budget	Are appropriate budgets established for all components of the Program? Are individual projects and the Program as a whole being delivered within these established budgets?
Cost Effectiveness	Are next gen ORCA deployment and operations costs lower than these costs for the Legacy ORCA program?
	Has the Program demonstrated the ability to add functionality to the system less expensively than can be done currently with Legacy ORCA?
next gen ORCA Utilization	Are unbanked and underbanked populations using next gen ORCA?
	Are institutional programs and business using next gen ORCA?
	Is the use of next gen ORCA meeting or exceeding established targets?
Revenue Management	Is the fare revenue collected equivalent or better than Legacy ORCA?
	Is the distribution of revenue accurate, timely and consistent with agreements?
System Functionality and Scope	Does the system design and deployment limit proprietary solutions and promote adherence to standards?
	Is the Program minimizing software deployed solely to support transition period?
	Are vendors' security plans of acceptable quality, approved, deployed and being used to manage the system?
	Is Program data (by type/class) available within timing standards?
	Does the program design include services needed to serve the unbanked and underbanked?
	Are real-time transaction processing and account-based functionality being deployed?
	Is system availability in compliance with established performance requirements?
	Is the new website sucessfully deployed?
	Is the mobile app sucessfully deployed?
	Are customer service terminals in scope and deployed?
	Are business accounts being adequately serviced?
	Is acceptance of multiple fare media types in scope and deployed?
	Does the retail network provided needed coverage?
	Are all types of needed equipment available on-time for deployment?

Governance

- Structure is robust and consistent with similar programs

- Decision-making consistent with establishing documents and agreements

- Trusted working relationship between governance and RPT

- Meetings frequent enough to provide timely feedback and well attended (i.e., quorum not an issue)

Program Management

Project Controls

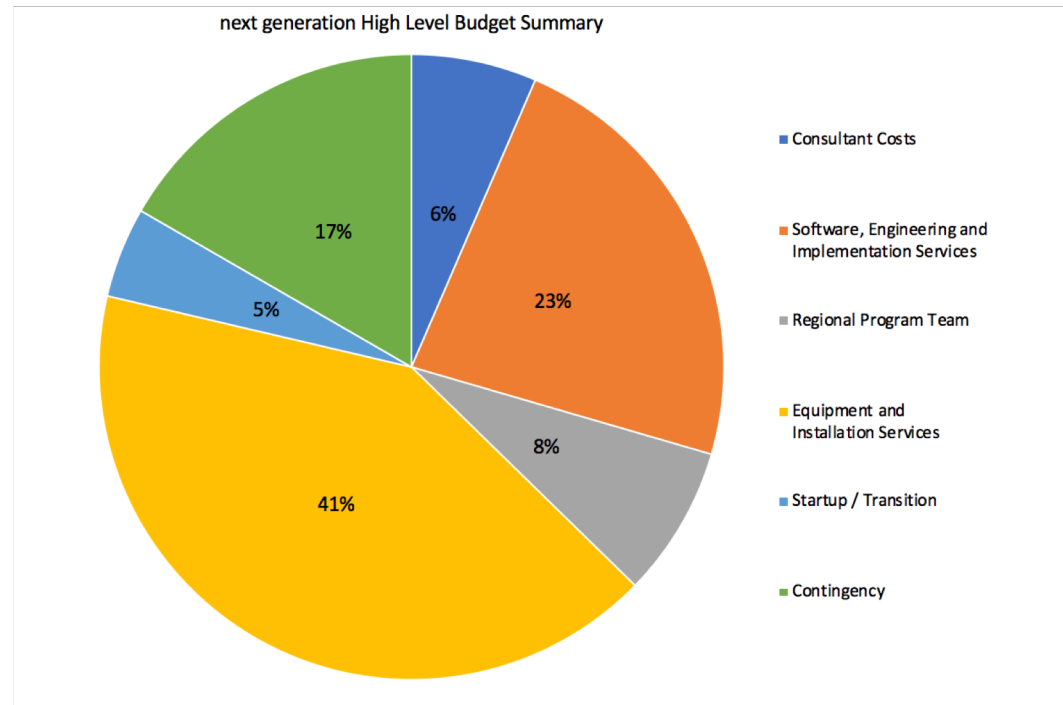| PM Area	Process in Place
Schedule	✓
Budget	✓
Risk	✓
Issue	✓
Vendor	✓
Communications	✓
Stakeholder	✓
Quality	✓

Schedule

- Key milestones in the next generation ORCA Program Schedule

- Baseline schedule was set as the September 14, 2018 update.

- Baseline QA completion date will remain unchanged.

- Projected completion date will change based on update information and changes in progress.

Milestone	Phase	Task #	Baseline QA Completion Date*	Projected Completion Date	Percent Complete	Change
DARe Professional Services (Integrator) NTP	Procurement	2.3.9	2/21/19	2/21/19	7%	
DARe Data Repository NTP	Procurement	2.4.9	11/2/18	11/2/18	39%	
System Integrator NTP	Procurement	2.5.44	10/5/18	10/5/18	97%	
Retail Network Procurement NTP	Procurement	2.7.6.5	2/7/19	2/7/19	84%	
System Security Auditing NTP	Procurement	2.8.24	4/30/20	4/30/20	0%	
Merchant Bank Services NTP	Procurement	2.9.14	5/20/20	5/20/20	0%	
Fare Media NTP	Procurement	2.10.18	8/31/20	8/31/20	0%	
Financial Auditing NTP	Procurement	2.11.24	2/1/21	2/1/21	0%	
Mobile Access Router Operational	Agency Projects	3.1	12/18/20	12/18/20	0%	
Vix-CR-13002 Data Migration Support	Agency Projects	3.2.1	8/31/18	8/31/18	0%	
Wireless Communications Services Operational	Agency Projects	3.3	12/18/20	12/18/20	0%	
Mobile Inspection and Validation Devices Selection Finalized	Agency Projects	3.4	12/18/20	12/18/20	0%	
KCM MDT Testing Complete	Agency Projects	3.5	9/24/21	9/24/21	0%	
WSF EFS2 Testing Complete	Agency Projects	3.6	9/24/21	9/24/21	0%	
DARe Access and Reporting Design Complete	Design	4.1	8/31/18	8/31/18	80%	
SI Final Design	Design	4.2.5	8/13/20	8/13/20	0%	
Retail Design	Design	4.3	5/2/19	5/2/19	0%	
Data Access and Reporting Development	Development	5.1	3/6/19	3/6/19	40%	
Si Development	Development	5.2	3/11/21	3/11/21	0%	
Retail Development	Development	5.3	7/25/19	7/25/19	0%	
DARe Testing	Testing	6.1	3/7/19	3/7/19	0%	
SI Factory Testing	Testing	6.2.1	1/14/21	1/14/21	0%	
SI Integration Testing	Testing	6.2.2	9/23/21	9/23/21	0%	
SI Acceptance Testing	Testing	6.2.3	3/23/23	3/23/23	0%	
Retail Testing	Testing	6.3	9/12/19	9/12/19	0%	
Back Office Launch	Deployment	7.1	9/23/21	9/23/21	0%	
Data Access and Reporting Implementation (Transition P1)	Deployment	7.2	1/6/22	1/6/22	0%	
Validator and DDU Pre Installation (Transition P4)	Deployment	7.3	1/13/22	1/13/22	0%	
Validator and DDU Transition (Phase 5)	Deployment	7.4	9/22/22	9/22/22	0%	
Vending Machine Side by Side Operation (P6)	Deployment	7.5	12/16/21	12/16/21	0%	
Retail Field Test - Side by Side (P7)	Deployment	7.6	12/16/21	12/16/21	0%	

Budget

- Budget numbers reflect information provided as of October 2018.

- Additional detail to be provided as the procurement phase and program moves forward.

next generation High Level Budget Summary


Legend:
- Consultant Costs
- Software, Engineering and Implementation Services
- Regional Program Team
- Equipment and Installation Services
- Startup / Transition
- Contingency

Values shown in pie chart: 6%, 23%, 8%, 41%, 5%, 17%

System Functionality and Program Scope

APIs

Category	API Count
Fare Payment	3
Fare Inspection	2
Central Payment Processing	1
Transit Account Management	6
System Management	5
Fare Distribution	3
Customer Account Management	12
Onboard Integration	3
Total	**35**

System Capabilities

Section	Mandatory	Desired	Total	Section Percent Mandatory	Section Percent of Total Capabilities	Section Percent of Mandatory Capabilities	Section Percent of Desired Capabilities
Section 2 Implementation Services	15	0	15	100%	0.94%	4.45%	0.00%
Section 3 System Design & Architecture	84	233	317	26%	19.87%	24.93%	18.52%
Section 4 Field Devices & Equipment	49	424	473	10%	29.66%	14.54%	33.70%
Section 5 Externally Sourced Applications	22	90	112	20%	7.02%	6.53%	7.15%
Section 6 Back Office Applications	130	410	540	24%	33.86%	38.58%	32.59%
Section 7 Fare Media	6	20	26	23%	1.63%	1.78%	1.59%
Section 8 Operation & Maintenance Services	31	81	112	28%	7.02%	9.20%	6.44%
Total All Sections	**337**	**1258**	**1595**	**21%**	**100.00%**	**100.00%**	**100.00%**

API Share by Category

Total Capabilities by Section and Status
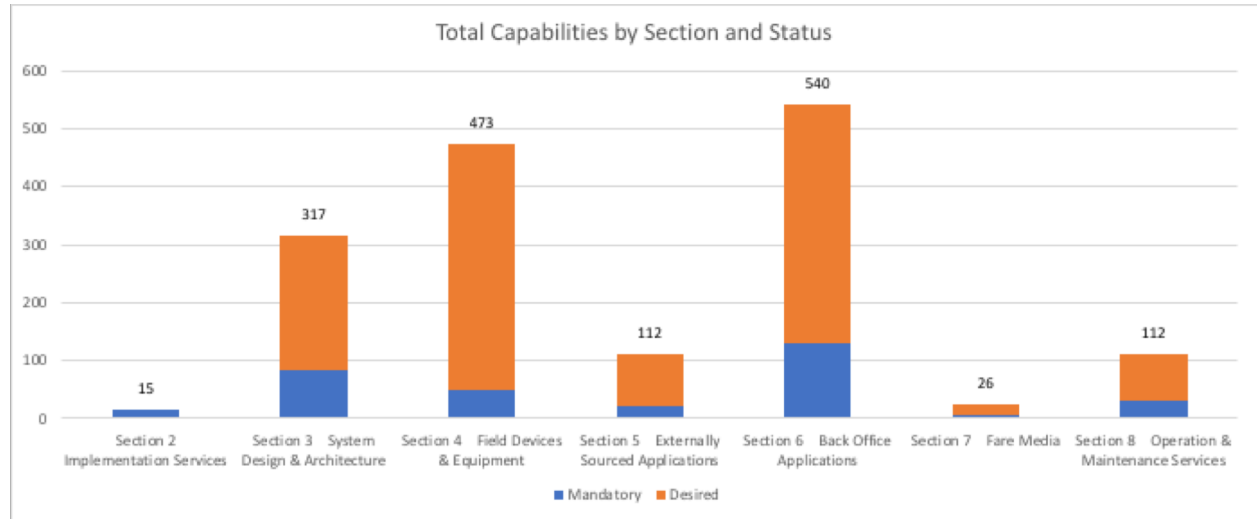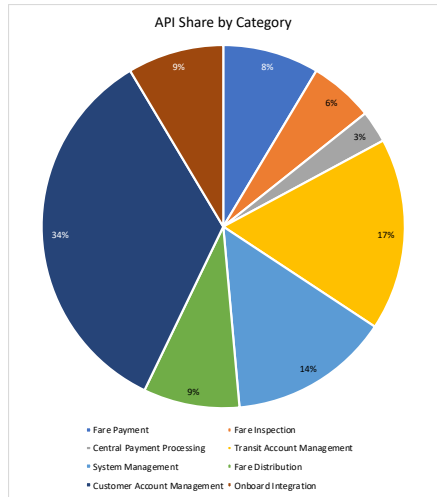
Evolving Indicators

Several program areas are either still undergoing significant change or will not have any meaningful data available until at least the transition period. The QA Baseline Report establishes baseline values against which the Program can be measured at a future date where possible.

Program Indicator	Comments
Cost Effectiveness	Still collecting data on Legacy ORCA operating costs. Will provide assessment in Q1 2019.
next gen ORCA Utilization	QA Baseline Report contains initial set of baselines based on Legacy ORCA. These will be updated prior to the transition period to provide the best point of comparison.
Revenue Management	Still collecting data on settlement-related issues and delays for Legacy ORCA.

arc
ALTERNATIVES

Findings

- Program is effectively managed

- Strong RPT with significant technical capabilities

- Clear commitment to success by Program participants

- Robust governance structure

- Strong working relationships

Recommendations

- Improvements to scheduling tool to enable enhanced analytics

- Continue emphasizing strong communications with participating Agencies. Prepare to further develop user-facing communications.

- Execute against staffing plans

- Continue to develop and improve the risk management and issue management processes

What to Expect Next – Q1 2019

Quarterly Program Health Status Report

- Update metrics with current data
- Fill in gaps as data becomes available

Online Dashboard

- Develop online tools
- Determine audience(s) and access
- RPT review (beta)
- Deployment

Continued Engagement with RPT

- Schedule
- Risk management and issue management
- Budget tracking