

Date: November 26, 2008
W.I.: 1514
Referred By: PAC

ABSTRACT

Resolution No. 3870

This resolution adopts MTC's FY 2008-09 Productivity Improvement Program (PIP).

Further discussion of this action is contained in the Programming and Allocation's Summary Sheet for November 12, 2008.

Date: November 26, 2008
W.I.: 1514
Referred By: PAC

Re: MTC Productivity Improvement Program and Technical Assistance Program

METROPOLITAN TRANSPORTATION COMMISSION
RESOLUTION NO. 3870

WHEREAS, Public Utilities Code (PUC) section 99244 provides that each transportation planning agency shall annually identify, analyze, and recommend potential productivity improvements which could lower the operating costs of transit operators within the area under its jurisdiction; and

WHEREAS, as provided for in Government Code sections 66500 et seq., the Metropolitan Transportation Commission (MTC) is the regional transportation planning agency for the San Francisco Bay Area; and

WHEREAS, PUC section 99244 provides that recommendations for improvements and productivity shall include, but not be limited to, those recommendations related to productivity made in the triennial performance audits of transit operators conducted pursuant to PUC section 99246; and

WHEREAS, in accordance with PUC section 99244, MTC is required each fiscal year, to make a finding that a transit operator has made a reasonable effort in implementing productivity improvement recommendations prior to approving the allocation of Transportation Development Act funds in an amount greater than was allocated to the operator in the preceding fiscal year; and

WHEREAS, in accordance with PUC section 99314.7, MTC is required each fiscal year, to make a finding that a transit operator has made reasonable effort in implementing productivity improvements pursuant to PUC section 99244, prior to approving the allocation of State Transit Assistance funds to the operator for operating purposes; and

WHEREAS, in accordance with PUC section 99233.2, MTC may support the regional transportation planning process by providing technical assistance funding to transit operators or other entities to implement transit productivity improvements; and

WHEREAS, MTC adopted Resolution No. 3617, which describes MTC's statutory responsibilities related to the identification, development and recommendation of transit

productivity improvements through the MTC Productivity Improvement Program, and which reference MTC's administrative procedures attendant to these programs; now, therefore, be it

RESOLVED, that MTC adopts the performance audit-based projects, and other productivity improvement projects, as the case may be, set forth in Attachment A to this resolution, and incorporated herein by reference.

METROPOLITAN TRANSPORTATION COMMISSION

Bill Dodd, Chair

The above resolution was adopted by the Metropolitan Transportation Commission at a regular meeting of the Commission held in Oakland, California, on November 26, 2008.

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Revised: 11/28/07-C

Attachment A
Resolution No. 3870
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Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: **AC Transit**

Project Title: Continue to Focus on Strategies for Reducing Operator Absences

Project Goal: Reduce unscheduled absences for transit operators.

Project Description: The District is focusing on strategies to reduce unscheduled absences for transit operators. Unscheduled time off averages above 16% on a daily basis, and encompasses a number of categories, including: sick leave, industrial injury, Family Medical Leave (FML), and a number of other more minor categories (e.g. excused misses, jury duty, bereavement leave, assault pay, and suspensions).

The District has formed a working group that meets monthly to discuss ways to minimize absenteeism. Outcomes of the discussions include implementation of pay codes to track reasons for absences, educating labor arbitrators about the problem, and challenging absenteeism in the collective bargaining agreement. The group has targeted absenteeism relating to family/medical leave and industrial injuries for further investigation and consideration for mitigation.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Completed	Convene Internal Task Force to develop Specific Strategies.	20%
2	March 2008	Implement Key Strategies.	40%
3	April 2008	Evaluate Effectiveness.	20%
4	July 2008	Modify Strategies/Continue Implementation.	20%
		Total	100%

Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: **BART**

Project Title: Continue to Focus Efforts on Improving On-Time Performance,
 Emergency Medical Services

Project Goal: The intent of this program is to reduce delays by quickly assisting any passengers requiring help with illness or injury at the stations with largest passenger through-traffic in the system. The program will not only directly benefit passengers stricken with medical problems, but will improve on-time performance in the most active section of the system.

Project Description: BART continues to focus on improving passenger and train on-time performance. To this end, the District is contracting for the provision of emergency medical personnel to be stationed at West Oakland and Embarcadero Stations during the morning and evening rush periods (0600-0900 and 1500-1900). An ambulance, staffed with an Emergency Medical Technician (EMT) and a Paramedic, will be provided at each station. Approximately 300 trains were significantly delayed as a result of medical emergencies at those stations during the last fiscal year.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Completed	Contract for EMT services and program initiation.	50%
	Completed	Evaluation of results and possible contract extension: Vendor #1.	13%
2	October 2008	Evaluation of results and possible contract extension: Vendor #2.	12%
	June 2009	Second evaluation of results and possible contract extension: Vendor #1.	12%
3	October 2009	Second evaluation of results and possible contract extension: Vendor #2.	13%
		Total	100%

Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: **City of Benicia**

Project Title: Update Benicia Breeze Short Range Transit Plan (SRTP)

Project Goal: Update the City's SRTP.

Project Description: The project includes the development of the City's SRTP update in accordance with the MTC's SRTP guidelines.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Completed	Finalize SRTP scope of work.	10%
2	Completed	Develop SRTP.	80%
3	December 2008	Publish and distribute final SRTP, including adoption by City Council.	5%
4	Completed	Implement routine performance monitoring procedures.	5%
		Total	100%

Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: **Central Contra Costa Transit Authority**

Project Title: Adjust Running Time On Routes To Improve Service Reliability.

Project Goal: Improve on time performance to a minimum of 95% by adjusting running time as needed on routes that are chronically late.

Project Description: Reduce incidence of late trips.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	December 2008	Identify routes that experience insufficient running time.	20%
2	February 2009	Develop strategies and alternatives for adjusting running time on routes identified as late.	20%
3	March 2009	Implement strategies.	20%
4	Ongoing	Evaluate results.	20%
5	Ongoing	Continue to monitor on time performance.	20%
		Total	100%

Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: **City of Dixon**

Project Title: Implement System of Regular Monitoring To Better Track Performance Trends

Project Goal: To implement procedures that will ensure the city regularly monitors performance trends and makes system adjustments as needed to address performance related issues.

Project Description: Readi-Ride has a number of service and performance standards that are used to gauge the effectiveness, efficiency and safety of the operation. Some of the performance standards have not been updated as the system has grown. Standards will be revised to reflect current operating parameters. These revised standards will provide a more accurate measure of the system's performance.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Completed	Research industry trend among similar sized operators and compare standards and methods of measuring standards.	10%
2	Completed	Evaluate past history of Readi-Ride in meeting or exceeding current standards	10%
3	Completed	Develop new performance standards based on industry trends and actual performance of Readi Ride over the past several years.	25%
4	December 2008	Update methodology of collecting performance indicators to reflect new performance standards	25%
5	January 2009	Implement new performance standards	30%
		Total	100%

Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: **City of Dixon**

Project Title: Monitor and Take Steps to Control Operating Costs

Project Goal: Implement a strategy to monitor and control operating cost to ensure the long-term financial stability of the system.

Project Description: The City has engaged the services of Nelson Nygaard to complete an efficiency study for Readi-Ride. The study will assist with establishing new goal and objectives to better monitor the performance trends of the system. The study will also evaluate service alternative and operational issues to help control increasing operating cost.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Completed	Secure funding for a consultant to complete a system-wide efficiency study	5%
2	Completed	Hire a consultant to complete system-wide evaluation	10%
3	December 2008	Identify new performance standards and operating alternative	60%
4	January 2009	Implement service changes based on revised performance standards and trend in demand.	25%
		Total	100%

Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: **City of Dixon**

Project Title: Evaluate and Implement New Performance Standards

Project Goal: To evaluate current performance standards and update or institute new standards that more accurately measure trends in performance and demands for service.

Project Description: Readi-Ride currently collects data for a number of performance standards however the current standards have not been updated since the service began in 1983. The standards will be evaluated and updated to reflect current trends and travel demands by the public. Service standards will be monitored and used as a tool to implement new service or modify existing service.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Completed	Secure funding for a consultant to complete a system-wide efficiency study	5%
2	Completed	Hire a consultant to complete system-wide evaluation	10%
3	December 2008	Identify new performance standards and operating alternative	60%
4	January 2009	Implement service changes based on revised performance standards and trend in demand.	10%
5	Ongoing	Make service modifications based on performance and continue to update service standards based on service type.	15%
		Total	100%

Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: **East Contra Costa Transit Authority (ECCTA - Tri Delta)**

Project Title: Continue Efforts to Compare Performance with Adopted Standards on an Annual Basis

Project Goal: Compare ongoing performance with standards outlined in agency goals and objectives on a regular basis.

Project Description: Add quarterly performance related measures to publish reports on a more formal basis than is currently occurring.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Completed	Review existing reports and determine what performance standards are not being calculated and reported.	25%
2	December 2008	Create new, or add to existing reports, the missing information incorporating current, historical and existing standards.	50%
3	June 2009	Develop recurring process to include such information on a quarterly basis.	25%
		Total	100%

Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: **City of Petaluma**

Project Title: Evaluate Inclusion of Contract Clause Requiring Contractors to Supplement Farebox Revenues

Project Goals: The goal is to evaluate and then amend the operating contracts with Petaluma Peoples' Service Corporation (PPSC) and MV Transit to appropriately modify the fare box recovery allocation processes with services. This includes eliminating language requiring the contractors to subsidize the fare differential between farebox recovery ratio benchmarks and actuals.

Project Description: The City has historically, and currently, included contract language requiring the contractor to fill the fiscal gap between farebox recovery benchmarks and actuals. This does not comply with TDA definitions established in PUC pertaining to "local fund," which are a legitimate means of filling such gaps. Per the Audit finding, this clause also can have negative impacts on operating efficiencies such as artificially inflated bid prices.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Ongoing	Review the contract clause at the City and Contractor level	75%
2	March 2009	Amend the operating contracts to eliminate this language	25%
		Total	100%

Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: San Francisco Municipal Transportation Agency (SFMTA)

Project Title: Continue To Make Progress toward Developing Strategies to Achieve the Proposition E Service Delivery Standards: Strategies to Achieve On-Time Performance

Project Goal: Improve transit service reliability (including improving on-time) performance and reducing missed service, breakdowns and pass-ups).

Project Description: Muni transit customers consistently identify reliability as the most important issue that SFMTA needs to address in the provision of transit service. The Transit Effectiveness Project (TEP) has identified a series of initiatives which have been adopted by the agency as a roadmap to improve on-time performance, including (1) providing more realistic schedules, (2) reducing missed service, most importantly by achieving full operator availability, (3) improving vehicle infrastructure reliability, (4) improving service delivery management, and (5) congestion management. The milestones listed below summarize key efforts underway to achieve these goals.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	June 2009	Establish goals for early departure, and begin monitoring line performance. This element will be considered completed when all lines are being actively monitored. Reduction of early departures is a key element for establishing realistic schedules. Program began in August 2008.	20%
2	June 2009	Continue operator hiring and training at a rate which achieves a roster of active transit operators sufficient to minimize missed runs by Summer 2009.	40%
3	June 2009	Hire and train 34 additional 9139 Transit Supervisors as street inspectors (14 hired in June 2008, 20 more expected to be hired and trained by summer of 2009)	20%
4	January 2010	Staff a traffic engineering and planning team to begin developing line-by-line programs and implement transit projects to both improve reliability and to reduce travel times.	20%
		Total	100%

Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: **San Francisco Municipal Transportation Agency (SFMTA)**

Project Title: Conduct a Comprehensive Evaluation of Maintenance Standards and Practices in an Effort to Improve Service Reliability, Particularly At the Light Rail Division, and Determine If Resources Are Being Used Effectively

Project Goal: To adjust practices to improve service reliability at the Green Light Rail Division. Improve the timeliness of major inspections to use resources more efficiently.

Project Description: Identify critical subsystems where component replacement can significantly improve fleet reliability.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Ongoing	Maintenance practices and programs have been implemented to increase fleet reliability.	20%
2	Completed	Implement LRV leveling program by adjusting LRV suspension systems and couplers to decrease the number of trainline issues.	20%
3	Completed	Convert LRV fleet to a 10,000 mile preventive maintenance schedule to improve efficiency of maintenance practices.	20%
4	December 2008	Improve propulsion system reliability by changing out original batteries on propulsion system CPU cards.	20%
5	June 2013	Prevent unnecessary vehicle propulsion and electrical system failures by replacing LRV battery sets, which are mostly reconditioned and exhibiting normal wear and tear. As of September 2008, this project is 27% complete.	20%
		Total	100%

Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: **City of Santa Rosa**

Project Title: Improve On-Time Performance

Project Goal: The goal of this project is to work towards achieving a 95% on-time departure standard.

Project Description: Santa Rosa CityBus' TDA Triennial Review Final Report noted that CityBus maintained, on average, an 81% on-time performance standard during the review period. The stated goal of CityBus is to continue improving on the TDA Triennial Review's on-time performance base. Staff continues to make schedule and equipment adjustments; train bus operators to improve driving skills and comfort levels; and work to maintain a high level of morale to support schedule adherence.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	January 2009	Evaluate current system (as part of 2008-2017 Short Range Transit Plan development process).	30%
2	January 2009	Design Service Enhancements.	30%
3	March 2009	Public Outreach and City Council approval.	20%
4	May 2009	Implementation.	10%
5	April 2010	Continue with system, equipment and personnel adjustments to improve on-time performance standard from 81% to 90%.	5%
6	August 2010	Evaluate system's adherence to a 95% on-time performance standard.	5%
		Total	100%

Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: **City of Santa Rosa**

Project Title: Examine the Established Performance Standards and Revise As Necessary To Improve Their Usefulness

Project Goal: It is the stated objective of this project to evaluate and revise the CityBus fixed-route and paratransit service performance standards to improve the accuracy of CityBus' transit service performance monitoring, and therefore the overall usefulness as a management tool.

Project Description: It is the intention of CityBus to review all performance standards as part of the 2008-2017 Short Range Transit Plan Update and make adjustments to improve consistency and accuracy.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Complete	Review performance standards for fixed route and paratransit services.	10%
2	Complete	Develop list of potential modifications to performance standards.	30%
3	Complete	Evaluate modifications based upon availability of performance data and comparisons with past performance data.	30%
4	November 2008	Select and implement new performance measurements.	20%
5	November 2009	Evaluate performance standards.	10%
		Total	100%

Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: **Sonoma County Transit**

Project Title: Monitor Fixed-Route Farebox Recovery Ratio

Project Goal: Monitor Sonoma County Transit's farebox recovery ratio and update the existing five-year plan for fare-adjustments as necessary to increase or maintain the current farebox recovery ratio.

Project Description: Monitor Sonoma County Transit's farebox recovery ratio and update existing 5-year plan for fare adjustments to increase, or maintain, current farebox recovery ratio.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Completed	Implement minor fare increase in August 2008.	25%
2	January 2009	Conduct assessment of first half farebox revenues and recovery ratio.	25%
3	March 2009	Conduct assessment of third quarter farebox revenues.	25%
4	March 2009	Update existing five-year plan for fare adjustment.	25%
		Total	100%

Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: **City of Union City**

Project Title: Examine the Declining Trend in Fixed-Route Productivity and Develop Strategies to Reverse the Trend

Project Goal: Improve productivity through the revision of bus schedules.

Project Description: Union City Transit's overall ridership trends will be examined to see which routes need to be altered, extended, reduced or cancelled. Routes will be changed to reach the goal of increasing ridership by 5%. Union City Transit will periodically look at ways to increase productivity and ridership.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Completed	Examine ridership levels per route.	50%
2	Completed	Make recommendations for route changes.	10%
3	Completed	Receive approval from Board to implement changes.	10%
4	Completed	Produce new maps/timetables.	20%
5	September 2008	Implement service.	10%
		Total	100%

Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: **City of Vacaville**

Project Title: Fixed Route On-Time Performance

Project Goal: Improve Fixed Route On-Time Performance across the City Coach transit system.

Project Description: There are two parts to this project. Part 1: through a quarterly award based system drivers will be incentivized to work towards better on-time Fixed Route performance. City staff will conduct random time checks throughout the month to sample progress. Where Fixed Route on time performance meets 95% or more of the scheduled runs, drivers will qualify for a \$2,500 bonus award.

Part 2: as on time performance within the City Coach transit system is for the most part a function of traffic congestion during peak hours, the City will be embarking on a project to install GPS type Opticom traffic signal preemption devices on heavily congested intersections. Signals preempted for transit will aid in City Coach bus vehicles progressing on route, on time.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Completed	Part 1: Driver Award Program. Create a random sample data collection sheet for on-time performance recording. Create a monthly report summarizing data. Create a quarterly report summarizing on-time performance, clearly noting an award or no award to be delivered to the driver staff.	25%
2	Completed	Part 2: Research GPS Opticom equipment. Have the Opticom vendor demo the units. Perform a cost/benefit analysis of standard Opticom vs. GPS Opticom - clear savings with GPS Opticom. Sacramento is now installing GPS Opticom - Vacaville will wait until end of summer 2008 to review Sacramento's experience.	25%
3	Completed	Test random sampling and ability to regularly compile this data. Send interns to record on-time Fixed Route performance. Perform the on-time analysis and discuss with contractor.	35%
4	October 2008	Review Part 1, and on-time performance data recording. Make decision as to continue this program or not. Part 2, interview City of Sacramento traffic employees on installation, use and experience with GPS Opticom. Make decision to continue with this project or not.	15%
		Total	100%

Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: **City of Vallejo**

Project Title: Update the Current SRTP in Accordance With MTC Guidelines and Revise Current Goals, Objectives, Measures and Standards

Project Goal: Transportation staff will work with consultants Nelson Nygaard to develop a set of reasonable and appropriate goals, objectives, and performance measures for the bus, ferry, and paratransit service. Unfortunately, due to WETA pending transition of Ferry Service, the City of Vallejo submitted a mini-SRTP in 2007-2008 to comply with MTC guidelines.

Project Description: New MTC guidelines require that transit agencies submit a mini-SRTP in 2006 and a comprehensive SRTP in FY 2007. The City has contracted with Nelson/Nygaard Associates for the preparation of FY 2006 mini-SRTP. Staff will continue to work with the consultants to develop appropriate goals, objectives, and performance measures for the bus, ferry, and paratransit services. Quantifiable and measurable standards will be established. A mini-SRTP was submitted to MTC ranging from 2007-2008 to 2016-2017 in replacement of full blown SRTP due to WETA on-going transition of the Vallejo Ferry Service.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Completed	Develop Mini-SRTP.	20%
2	Completed	Work with Consultants on the full SRTP.	40%
3	December 2008	Establishing standards in full SRTP.	40%
		Total	100%

Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: **Santa Clara Valley Transportation Authority (VTA)**

Project Title: Continue Efforts toward Implementing Strategies to Sustain Financial Stability

Project Goal: The ultimate goal is to achieve long-term financial stability, while sustaining at least current service levels.

Project Description: Continue Efforts Towards Implementing Strategies to Sustain Financial Stability. Implement the fiscal recommendations and the organizational changes related to fiscal stability identified in the 2007 Organization and Financial Assessment conducted by the Hay Group. Short term deliverables include hiring an interim Chief Financial Officer (CFO), implementing GASB-35 compliance with the '08 budget, implementing a cash-management system, updating and validating the 30-year Measure A plan. Longer term deliverables detailed Hay Group March 2007 VTA Organizational & Financial Assessment Part 1, Section B pp. 11 &12.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Completed	VTA Board adopts Hay Group's 2007 Organizational & Management Assessment.	30%
2	Completed	VTA Board hires Interim CFO.	5%
3	Completed	VTA Board Approves CFO's Work plan.	5%
4	December 2008	VTA Implements Short-Term Hay Group Recommendations.	20%
5	June 2009	VTA Implements Medium-Term Hay Group Recommendations.	20%
6	June 2010	VTA Implements Long-Term Hay Group Recommendations.	20%
		Total	100%

Fiscal Year 2008-2009 Productivity Improvement Program

Transit Operator: **Santa Clara Valley Transportation Authority (VTA)**

Project Title: Review and Monitor Mechanical Schedule Loss for Bus System to Prevent Declines and Review Light Rail Vehicle Reliability to Ensure that Goal is Achievable and Consistent with Industry Best Practices

Project Goal: Ensure that bus and light rail mechanical performance continues to be in the acceptable range, and realize any potential improvements.

Project Description: Bus: Monitor and review mechanical schedule losses. Develop strategies and implement them in a timely manner if performance deteriorates.

Light Rail: Re-evaluate and possibly revise current goals to be (1) achievable and (2) consistent with industry standards.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	December 2008	Re-evaluate LRT system reliability goals with respect to industry standards	90%
2	June 2009	Develop and adopt new standards if needed	10%
			100%