

# Metropolitan Transportation Commission Programming and Allocations Committee

October 13, 2010

Item Number 2d

## Resolution No. 3973

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**Subject:** FY 2010-11 MTC Productivity Improvement Program (PIP)

**Background:** In accordance with the Transportation Development Act, MTC annually adopts a PIP, a set of projects to be undertaken by transit operators in the region during the fiscal year to improve productivity and lower operating costs. Historically, projects have been derived from recommendations made in the operators' most recently completed Triennial Performance Audits (presented in item 4b). A finding that an operator has made a reasonable effort in implementing its PIP project(s) is required before allocating the Transportation Development Act (TDA) or State Transit Assistance (STA) funds to the operator. The finding relative to FY 2010-11 PIP projects will pertain to the allocation of FY 2011-12 funds.

In a related effort, the Commission's Transit Sustainability Project is examining financial, service, and institutional changes that could improve the region's transit system. These findings may inform future PIP efforts.

Attachment 1 summarizes the status of the current PIP projects. Operators are not included in the PIP if they have already completed all of the projects recommended in their most recently completed Triennial Performance Audits or if they choose to implement a performance audit recommendation in the second or third year following the audit. Because all audit recommendations must be addressed prior to the next audit, MTC encourages operators to undertake the projects as soon as is practical.

Attachment A to Resolution No. 3973 lists each FY 2010-11 PIP project, including project description, goals and milestones. In several cases, operators have commenced a project prior to adoption of the PIP, and certain milestones for such projects will be shown in the project listing as "completed". Recommendations for fiscal year 2010-11 include projects for AC Transit, BART, ECCTA, Golden Gate, NCTPA, SamTrans, Santa Rosa, Vacaville, and Vallejo.

**Issues:** 1) AC Transit will have completed or have projects in progress for 5 of the 6 required PIP projects by the close of FY 2010-11. The remaining project will be re-scoped per Resolution 3831, Revised, wherein AC Transit has, in cooperation with MTC, agreed to an independent comprehensive agency financial review and subregional analysis of service effectiveness as part of the Transit Sustainability Project and to take the necessary steps to implement the identified financial strategies before the release of remaining FY 2010-11 CMAQ funding.

2) Vallejo's PIP project is to transition ferry operations to the Water Emergency Transportation Authority (WETA). MTC staff has been working closely with Vallejo, WETA, and the Solano Transportation Authority to achieve the June 2011 service transfer milestone.

**Recommend:** Refer MTC Resolution No. 3973 to the Commission for approval

**Attachments:** Attachment 1 – List of Operators and Audit Recommendations  
MTC Resolution No. 3973

Productivity Improvement Program (PIP)  
List of Operators and Triennial Audit Recommendations

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**2008 - Most Recent Audit Report**  
**2011 - Last Year Recommendations Are Expected to Be Addressed**

AGENCY	RECOMMENDATION	STATUS
<b>AC Transit</b>	1 Evaluate the district's CBO performance monitoring program to enhance its effectiveness	
	2 Expand efforts to improve schedule adherence and other service delivery performance	Completed
	3 Continue to focus on strategies for reducing operator absences	Completed
	4 Review security policies in light of increasing rate of calls for protective services assistance	In Progress
	5 Investigate the reasons for worsening road call rates despite improved preventive maintenance	In Progress
	6 Take steps to reduce the call abandonment rate	In Progress
<b>BART</b>	1 Continue to Focus Efforts on Improving On-Time Performance	Completed
	2 Expand efforts aimed toward reducing operational safety-related incidents	Completed
	3 Address the continuing perception among passengers that police presence is declining	In Progress
<b>CCCTA</b>	1 Continue to work with the paratransit contractor to reduce the turnover rate of LINK contract employees	Completed
	2 Ridecheck Plus Implementation	Completed
	3 Additional Project: Analysis of Service Using Cost per Passenger	Completed
<b>Healdsburg</b>	1 Continue efforts to expand routine performance monitoring and begin assessing performance against standards	In Progress
	2 Develop a strategy to improve performance in the cost per passenger, farebox recovery, average fare and subsidy per passenger	In Progress
	3 Utilize the Short Range Transit Plan (SRTP) as the Primary Forum for Defining Performance Expectations	Completed
<b>Petaluma</b>	1 Continue to monitor fixed route vehicle performance to improve service reliability	Completed
	2 Examine the trends in fixed-route performance and develop strategies to improve performance relative to standards	Completed
	3 Evaluate the inclusion of the contract clause requiring contractors to supplement farebox revenues	Completed
	4 Provide MTC with a cost allocation plan that shows the methodology for how the city allocates its administrative costs to the transit system	Completed
<b>Santa Rosa</b>	1 Continue efforts to improve CityBus On-Time Performance	Completed
	2 Examine the established performance standards and revise as necessary to improve their usefulness	In Progress
	3 Meet state TDA mandated farebox recovery ration for paratransit	In Progress
<b>Sonoma</b>	1 Continue to monitor fixed-route farebox recovery performance	Completed

Productivity Improvement Program (PIP)  
List of Operators and Triennial Audit Recommendations

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**2009 - Most Recent Audit Report**  
**2012- Last Year Recommendations are Expected to be Addressed**

AGENCY	RECOMMENDATION	STATUS
<b>Dixon</b>	1 Continue to Implement the Revised Goals, Objectives, Measures and Standards, and the New System of Performance Monitoring	Completed
<b>Golden Gate</b>	1 Continue Efforts to Develop a Comprehensive Performance Monitoring System	
	2 Continue to Address the Increasing Rates of Complaints in Most Categories	In Progress
	3 Continue to Address the Recent General Downturn in Ferry Performance	In Progress
	4 Evaluate SRTP Performance Standards that Appear to be Inconsistent with Actual Performance	In Progress
<b>NCTPA</b>	1 Continue Efforts to Meet Established System Promotion Targets, and Reevaluate Those Targets Given the Current Operating Environment	Completed
	2 Review Performance Monitoring Efforts to Ensure Consistency with Established Measures and Standards	
	3 Take Steps to Control Passenger Cancellations on the Paratransit Service	
	4 Develop Policies and Procedures to Improve Administration Oversight of Data Collection, Reporting and Recordkeeping	In Progress
	5 Additional Project: Create and implement new performance goals and targets based upon recommendations from based upon new Short Range Transit Plan (SRTP).	In Progress
	6 Additional Project: Create and implement new performance goals and targets based upon recommendations from completed Market Segmentation Study.	In Progress
	7 Additional Project: New VINE Transit Services Riders Guide	In Progress
<b>Rio Vista</b>	1 Evaluate Performance Measures and Standards to Ensure Consistency, Adequacy and Measurability	In Progress
	2 Continue to Refine Procedures for Routine Performance Monitoring and Assessing Performance Against Standards	Completed
<b>SamTrans</b>	1 Reconfigure the long term target items contained in the quantitative performance standards in the SRTP	In Progress
	2 Investigate and monitor the increases in bus operator and maintenance worker absences, and develop a plan to reduce those absences	
	3 Comprehensive operational analysis	In Progress
<b>Tri Delta</b>	1 Continue Evaluation of Performance Standards to Meet Goals and Objectives	Completed
	2 Evaluate the Recent Decline in Performance for Percent of Lost Calls For its Fixed-Route Service and Take Steps to Improve Performance	In Progress
<b>Vacaville</b>	1 Updated Contractor Incentives & Liquidated Damages Program.	Completed
	2 Re-Evaluate the Standard For Fixed-Route Miles Between Preventable Accidents	In Progress
<b>Vallejo</b>	1 Continue to Refine Procedures for Routine Performance Monitoring and Assessing Performance Against Standards	
	2 Evaluate Objectives, Performance Measures and Standards to Ensure Comprehensiveness, Adequacy and Measurability	
	3 Re-Evaluate the Performance Standards and Measures in Light of Current Fiscal and Operating Environment	Completed
	4 Transition of Ferry Operations to Water Emergency Transportation Authority (WETA)	In Progress
	5 Consolidation of Service Between Benicia and Vallejo	Completed
<b>WestCAT</b>	1 Expand routine performance monitoring to include the asesment of performance against standards	Completed
	2 Re-Evaluate the Performance Standards For Both Bus and Paratransit Services to Ensure Adequacy of the Standards	Completed
	3 Re-evaluate the performance standards for miles between roads calls for both bus and paratransit services	Completed

Productivity Improvement Program (PIP)  
List of Operators and Triennial Audit Recommendations

**2010 - Most Recent Audit Report**  
**2013 - Last Year Recommendations are Expected to be Addressed**

AGENCY	RECOMMENDATION	STATUS
Benicia	1 Improve efforts to evaluate data gathering and reporting to ensure accurate monthly performance summaries.	
	2 Continue to review the incidence of preventable accidents for both fixed-route and paratransit services.	
Fairfield-Suisun	1 Examine the inconsistency between paratransit vehicle service hours and vehicle service miles in FY2008 to determine if there is a data collection or reporting error.	
	2 Continue to improve procedures for routine performance monitoring and assessing performance against standards.	
	3 Continue to monitor reporting and trends in ADA paratransit service denials to ensure compliance with the ADA standards.	
LAVTA	1 Continue efforts to monitor casualty/liability costs by mode to ensure more accurate recording and reporting.	
	2 Increase efforts to improve on-time performance for the bus service.	
SFMTA	1 Provide MTC with documentation of the resources expended in recent years toward improving the quality of the motor coach customer experience.	
	2 Coordinate with MTC to resolve Clipper issues impacting the SB602 revenue sharing agreements required with connecting operators.	
	3 Continue efforts toward achievement of all Proposition E service standards.	
	4 Expand the use of maintenance reporting to improve service reliability.	
	5 Incorporate the set of goals, objectives, measures and standards that address paratransit performance into the primary performance monitoring process.	
Union City	1 Modify the performance standard for ADA paratransit service denials to ensure compliance with the federal ADA guidelines.	
	2 Continue to address declines in fixed-route vehicle maintenance performance and improve contractor maintenance activities.	
VTA	1 Increase efforts to improve on-time performance in the bus and light rail systems.	

\* Benicia is currently consolidating with Vallejo; joint short range transit plan (SRTP) is being completed.

Date: October 27, 2010  
W.I.: 1514  
Referred By: PAC

ABSTRACT

Resolution No. 3973

This resolution adopts MTC's FY 2010-11 Productivity Improvement Program (PIP).

Further discussion of this action is contained in the Programming and Allocation's Summary Sheet for October 13, 2010.

Date: October 27, 2010  
W.I.: 1514  
Referred By: PAC

Re: MTC Productivity Improvement Program

METROPOLITAN TRANSPORTATION COMMISSION  
RESOLUTION NO. 3973

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

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Scott Haggerty, Chair

The above resolution was adopted by the  
Metropolitan Transportation Commission  
at a regular meeting of the Commission held in  
Oakland, California, on October 27, 2010.

Date: October 27, 2010  
W.I.: 1514  
Referred By: PAC

Attachment A  
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**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator:    **AC Transit**

Project Title:        Reduce the Call Abandonment Rate

Project Goal: AC Transit is looking to partner with an outside company to assure that call abandonment is improved. The service level targets are as follows:

- 1) 80% of calls answered within 20 seconds
- 2) 97% of calls answered with 3 minutes

Project Description: The total volume of information calls received by the District remained fairly steady through the audit period, and the rate of customer complaints was reduced slightly. Even so, the call abandonment rate (for information and complaint calls combined) increased from seven to nearly ten percent over the three years. This means that close to 30,000 calls did not get through to an operator in FY2007. AC Transit will outsource the customer service contact center including phone calls, emails, letters, and web responses to improve its customer service function so that all information needs and concerns from the public can be addressed satisfactorily. Best practices in call monitoring, quality control and scheduling will be implemented by the contractor.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	Completed	RFP Released	20%
2	Completed	Contract Awarded	35%
3	September 2010	Transition Planning	10%
4	October- November 2010	Implementation	35%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator:    **AC Transit**

Project Title:        Implement the State of Good Repair Program

Project Goal: Implement the State of Good Repair Program to reduce road calls.

Project Description: AC Transit is seeking grant funding from FTA to hire a consultant to review current practices and update them to industry standards and also make sure the condition of the buses are all updated to a state of good repair.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	March 2011	Create and implement a State of Good Repair process.	10%
2	March 2011	Assess vehicle condition.	15%
3	June 2013	Upgrade buses to a State of Good Repair.	75%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator:    **AC Transit**

Project Title:        Augment Baseline Security Enforcement

Project Goal: Reduce the rate of calls for protective services assistance.

Project Description: AC Transit receives monthly statistics from the Law Enforcement agencies contracted to provide security for AC Transit properties, buses and bus stops. These statistics reflect all major incidences on or around District property, including passenger and operator assaults. AC Transit will focus additional resources, as available, in areas when the data indicates that there is an apparent spike in assaults or other serious crime, such as robberies. The District will augment baseline security enforcement with teams of uniformed deputies who will ride the bus lines in the affected area during the usual time frame when the crimes occur.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	September 2011	Augment the baseline security enforcement.	100%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator:    **BART**

Project Title:        Improve Customer Perception among Passengers that Police Presence is Declining

Project Goal: Increase score for Police Presence on Passenger Environment Survey (PES), or alternate measurement method, if one is chosen.

Project Description: Develop and implement a strategy for improving police presence both on trains and in stations. Create tools for scheduling and tracking patrol deployment needed to meet goals. After implementation, determine a realistic expectation for scores to be achieved on the Passenger Environment Survey (or alternate measurement method, if one is chosen) and update departmental and survey goals accordingly.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	Completed	Develop a strategy for improving police presence on trains and in stations.	10%
2	Completed	Implement strategy using existing patrol division staff.	50%
3	Completed	Develop tools for scheduling and tracking patrol deployment to improve perception of police presence.	10%
4	June 2011	Determine realistic Passenger Environment Survey goal for police presence.	10%
5	December 2011	Adjust patrol deployment parameters as necessary to meet new PES goal.	10%
6	December 2012	Increase patrol division staffing levels to cover increased work load.	10%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator: **Golden Gate Bridge Highway Transportation District**

Project Title: Investigate the Increase in Complaints in the Bus & Ferry Divisions and  
Develop a Plan to Reduce Complaints

Project Goals: Reduce customer complaints by 20% within one year of implementing computerized system.

Project Description: Review the results of complaints on bus and ferry services over the past 5 years. Determine the causes of increasing complaints and develop a plan for reducing complaints and addressing factors that are determined to cause increasing complaints.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	Completed	Review results of compiling customer complaints received between 2006 and 2009	25%
2	December 2010	Determine the causes of increasing customer complaints	25%
3	March 2011	Determine methods of reducing customer complaints	25%
4	July 2011	Develop plans for minimizing bus and ferry customer complaints	25%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator: **Golden Gate Bridge Highway Transportation District**

Project Title: Develop Strategies to Address a Recent General Downturn in Ferry Performance

Project Goals: Improve overall ferry service reliability.

Project Description: This project will address issues identified in the Performance Audit including schedule adherence, trip cancellations and mechanical failures. The response will center on planned fleet improvements including vessel acquisition and rehabilitation.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	Completed	Put first newly acquired high-speed Ferry into service	25%
2	December 2010	Repower Del Norte vessel	25%
3	November 2011	Refurbish and put into service second newly-acquired high-speed Ferry	25%
4	Ongoing	Continue ongoing Ferry overhaul and refurbishment program	25%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator: **Golden Gate Bridge Highway Transportation District**

Project Title: Evaluate SRTP performance standards that appear to be inconsistent with actual performance.

Project Goals: Create more rigorous standards appropriate to actual performance.

Project Description: Review SRTP performance standards to develop more appropriate, relevant, and rigorous standards for ongoing evaluation of transit services.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	Completed	Review and Analyze all numerical performance standards in SRTP	33%
2	Completed	Recommend modifications for performance standards that are inconsistent with actual performance.	33%
3	September 2011	Review modifications with operating division managers and finalize.	34%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator: **City of Healdsburg**

Project Title: Continue Efforts to Expand Routine Performance Monitoring and Begin Assessing Performance Against Standards

Project Goals: The goal of this project is to continue the expansion of and complete enhancement of the performance reporting/monitoring system to make it consistent with the measures and standards that are included in the SRTP goals and objectives. The completed monitoring system will be developed to track data for the deviated fixed-route service and the demand response, Dial-a-Ride service.

Project Description: The remaining standards and performance indicators, identified in the Goals & Objectives portion of the SRTP, will be added to the existing computer-based spreadsheet which is currently utilized to document and report ridership and revenue figures. Documentation will be written and added to the spreadsheet explaining how the monitoring process and spreadsheet works including information on the sources of data, frequency of updating spreadsheet and types of reports produced. The reports will be utilized to assess actual performance against adopted performance standards, to identify current trends and to improve efficiency.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	Completed	Remaining Standards and Performance Indicators for inclusion in the reporting spreadsheet are added to existing spreadsheet	20%
2	Completed	Reporting procedures to collect necessary data are enhanced and/or created as necessary	20%
3	Completed	Documentation for spreadsheet and monitoring process written. Report Templates created.	50%
4	October 2010	Initial Quarterly Report Produced	10%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator: **City of Healdsburg**

Project Title: Develop a Strategy to Improve Performance in the Cost per Passenger, Farebox Recovery, Average Fare and Subsidy per Passenger

Project Goals: The goal of this project is to improve performance in cost effectiveness.

Project Description: Fares and operating costs will be evaluated in relationship to current ridership to determine areas for cost cutting/savings and for increasing revenue. Fares will adjust upward with City Council approval. The Dial-a-Ride service, which has the highest subsidy, will be reviewed to determine if a reduction in service, or a change in service should be considered. A marketing plan will be developed and opportunities to increase ridership will be explored; for example a "Bus Buddy" program will be considered to increase ridership in both the senior and Hispanic populations.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	Completed	A proposal to change Dial-A-Ride service operations and raise fares will go to City Council for approval.	20%
2	Completed	Implementation of new Dial-a-Ride service	15%
3	Completed	Initial quarterly report produced to evaluate ridership and operating costs following implementation of new Dial-A-Ride service and fare increases	10%
4	Completed	Create a transit marketing plan to include concept for Bus Buddy program	20%
5	Completed	Implement new Bus Buddy program	15%
6	October 2010	Evaluation of & report produced for cost cutting and revenue enhancing efforts and results.	20%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator:    **City of Rio Vista**

Project Title:        Evaluate Performance Measures and Standards to Ensure Consistency,  
Adequacy and Measurability

Project Goals: To ensure that performance measures and standards are consistent with the operation, which includes developing new measures and standards.

Project Description: To update goals, objectives and measures in the short range transit plan, Section III. Review goals and objectives. Review performance according to objectives and standards.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	March 2011	Develop new goals and objectives after review of transit system	50%
2	June 2011	Develop a Short Range Transit Plan Amendment	10%
3	August 2011	City Council Approval	10%
4	December 2011	Evaluate Performance Measures and Standards	30%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator: **City of Rio Vista**

Project Title: Continue to Refine Procedures for Route Performance Monitoring and Assessing Performance against Standards

Project Goals: To ensure that the contractor's data is consistent with the City's data and to ensure that the contractor is tracking all performance measures as identified in the Short Range Transit Plan.

Project Description: Revise Contractor Monthly Report and City System Status Report to ensure consistency and to ensure that the Contractor is tracking all performance measures in their monthly report after new goals, objectives and performance measures have been developed and adopted.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	Completed	Update Contractor's Monthly Report and City Summary Report	33%
2	Completed	Discuss new performance measures with Contractor	33%
3	September 2011	Implement new goals, objectives and performance measures	34%
		Total	100%

**Fiscal Year 2010-2011 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:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	Completed	Review performance standards for fixed route and paratransit services.	10%
2	Completed	Develop list of potential modifications to performance standards.	30%
3	Completed	Evaluate modifications based upon availability of performance data and comparisons with past performance data.	30%
4	Completed	Select and implement new performance measurements.	20%
5	November 2010	Evaluate performance standards.	10%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator:     **City of Santa Rosa**

Project Title:         Meet State TDA Mandated Farebox Recovery Ratio for Paratransit

Project Goal: Maintain at least a 10% farebox recovery ratio for paratransit.

Project Description: The City of Santa Rosa's paratransit system must maintain at least a 10% farebox recovery ratio per the State Transportation Development Act (TDA). The City will require improved invoicing processes with its service provider, improved accounting practices, and will evaluate the possibility of increasing passenger fares and/or adjusting its service levels.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	January 2011	Work with MV Transportation to improve the clarity of monthly invoices.	10%
2	January 2011	Improve internal accounting practices to ensure that revenue reimbursements to MV Transportation for tickets are not reflected as expenses to the Department, that deviated fixed route services are not reflected as paratransit expenses, etc.	10%
3	January 2011	Paratransit Manager to produce monthly reports to evaluate expenses, revenues and farebox recovery.	10%
4	January 2011	Paratransit Manager to follow-up with accounting staff to ensure that all expenses and revenues are appropriately accounted for.	10%
5	January 2011	Evaluate the existing service levels and delivery processes to ensure maximized productivity and efficiency.	10%
5	June 2011	Evaluate the possibility of increasing passenger fares.	30%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator: **SamTrans**

Project Title: Development of Goals, Objectives and Performance Measures and Monitoring Program

Project Goal: To develop an on-going performance monitoring system that measures the progress towards goals contained in SamTrans' Strategic Plan and Short-Range Transit Plans (SRTPs).

Project Description: SamTrans has completed and its Board has adopted a five-year District-wide Strategic Plan. The District Strategic Plan serves as a foundational policy document for the formation of future Short-Range Transit Plans (SRTPs) and contains the framework for the goals to be incorporated in the next full SRTP to be undertaken in FY 2011-12. Currently, the District maintains a quarterly performance monitoring report.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	On-going	Quarterly Operations Reports and Reviews	10%
2	Winter 2011	FY 2012 Full SRTP with updated performance measure data and targets	20%
3	September 2010	Comprehensive Operational Analysis (COA) will identify efficiencies and potential improvements, and it will be developed in coordination with Transit Sustainability Project. COA data collection will inform future SRTP targets, goals and objectives.	70%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator:   **SamTrans**

Project Title:       Comprehensive Operational Analysis (COA)

Project Goals:

- Implement Strategic Plan goals of reinventing the District’s fixed route service and linking transportation and land use;
- Identify improvements to the bus transit system, including connectivity between systems; and
- Evaluate opportunities to improve the transit system’s market share.

Project Description: A Comprehensive Operational Analysis (COA) is a process developed to understand the current use and performance of a transit system and how service performance can be maximized within the existing resources. The first phase of the COA identified best practices and developed a COA model for the District. The second phase will include service analysis, evaluation of the transit market, development of a service plan, and outreach for disseminating information and seeking public input. SamTrans 'COA will coordinate with, and provide input into the MTC Transit Sustainability Project (TSP).

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	Completed	COA Phase I - Research best practices and development of a COA model	20%
2	September 2010	Initiating COA Phase II	80%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

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

Project Title: Bring lost calls back to less than the 20% performance standard.

Project Goal: Investigate decline from 12% in FY2006 to more than 24% in FY07 & FY08. Then, make whatever corrections are necessary to return to meeting or exceeding standard.

Project Description: Investigate the decline with the contractor. ECCTA handles complaints directly, but all calls do not get through to ECCTA personnel from contractor.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	September 2010	Investigate causes.	25%
2	December 2010	Propose corrective actions.	25%
3	May 2011	Implement proposals.	25%
3	June 2011	Verify that corrective actions have resulted in meeting standard.	25%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator: **Napa County Transportation and Planning Agency (NCTPA)**

Project Title: Develop Policies and Procedures to Improve Administrative Oversight and Data Collection, Reporting, and Recordkeeping

Project Goal: NCTPA needs to establish formal policies and procedures to improve overall administrative oversight of its data collection, reporting and recordkeeping functions. The agency should also develop a monitoring program to ensure the policies and procedures are being followed and established.

Project Description: NCTPA will be tasked to create internal infrastructure systems to memorialize policies and procedures developed by staff.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	Completed	Personnel policies and procedures	25%
2	September 2010	Office policies and procedures	25%
3	September 2010	Finance policies and procedures	25%
4	November 2010	Procurement policy and procedures	25%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator: **Napa County Transportation and Planning Agency (NCTPA)**

Project Title: Create and Implement New Performance Goals and Targets for New Short Range Transit Plan (SRTP).

Project Goal: NCTPA is looking to develop and adopt a Short Range Transit Plan based upon public input and current needs of passengers.

Project Description: NCTPA will develop a full Short Range Transit Plan. The SRTP will evaluate the regional transit system and unmet needs assessment. The SRTP will survey existing riders and potential riders and address the Napa County Strategic Transportation Plan adopted in June 2009.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	December 2010	RFP process and selection of Short Range Transit Plan consultants	25%
2	December 2012	Development of community transit plans for American Canyon, Yountville, St. Helena, and Calistoga	25%
3	November 2010	Short Range Transit Plan Report	50%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator: **Napa County Transportation and Planning Agency (NCTPA)**

Project Title: Create and Implement New Performance Goals and Targets Based Upon Recommendations from Completed Market Segmentation Study.

Project Goal: Develop a plan to improve the efficiency of the region's public transportation infrastructure.

Project Description: NCTPA is looking to develop a plan to receive public opinion research data to improve the efficiency of the region's public transportation infrastructure. The information will help refine marketing approaches and develop appropriate tools to reach potential markets. Also, the information will make it possible to prepare a comprehensive marketing plan based upon the research data and assist NCTPA staff on an as-needed basis to implement the plan with specific marketing elements.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	Completed	RFP process and selection of Marketing Segmentation Consultants	50%
2	Completed	Market Segmentation Study Report	25%
3	June 2011	Implement Marketing Plan	25%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator: **Napa County Transportation and Planning Agency (NCTPA)**

Project Title: New VINE Transit Services Riders Guide

Project Goal: Develop a VINE Riders Guide to be used by riders, agencies and public.

Project Description: The VINE Riders Guide will be a comprehensive "how to" informational used by people to read a schedule, understand the rate structure and fare media, explain bus rules, provide an ADA component and other pertinent information.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	Completed	Draft VINE Riders Guide	20%
2	January 2011	Internal and External Review and version translation into Spanish	15%
3	February 2011	Final Draft and printing	15%
4	March 2011	Public Distribution of English and Spanish VINE Riders Guide	50%
		Total	100%

**Fiscal Year 2010-2011 Productivity Improvement Program**

Transit Operator: **City of Vacaville**

Project Title: Re-Evaluate the Standard for Fixed-Route Miles between Preventable Accidents

Project Goal: Re-evaluate the standard for fixed-route miles between preventable accidents.

Project Description: Based on recommendation from the last MTC Triennial Performance Audit (completed in April 2009), transit staff will re-evaluate our fixed route miles between preventable accidents standard and possibly "raise the bar" to bring the standard more in line with actual performance.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	Completed	Evaluate current fixed route miles between preventable accidents.	20%
2	October 2010	Compare our current fixed route miles between preventable accidents to other transit agencies of similar size to Vacaville City Coach.	20%
3	December 2010	Develop a potential revision of our fixed route miles between preventable accidents - work with contractor to determine viability.	20%
4	March 2011	Update our standard to reflect the more realistic goal of fixed route miles between preventable accidents.	20%
5	June 2011	Perform quarterly analysis of fixed route miles between preventable accidents under the new standard/goal.	20%
		Total	100%

Fiscal Year 2010-2011 Productivity Improvement Program

Transit Operator: **City of Vallejo**

Project Title: Transition of Ferry Operations to Water Emergency Transportation Authority (WETA)

Project Goal: By July 1 2009, the WETA Board of Directors must adopt a transition plan that includes the following financially constrained elements: An operating element describing existing services and planned service expansions; and a capital element defining a five-year Capital Improvement Program identifying all assets required to maintain, sustain and expand the system as planned. The WETA also must develop a Water Emergency System Management Plan on or before July 1, 2009 in coordination with MTC, the US Coast Guard and the state Office of Emergency Services, which has been developed as a separate planning document. In developing this transition plan, under additional legislation, SB 1093, WETA is required to balance planned expansion services with the needs of existing Alameda and Vallejo ferry services planned for transition to WETA.

This plan is structured to fulfill the reporting mandates of SB 976 and SB 1093 by providing a description of the existing Bay ferry services, charting a course for transfer and consolidation of those services under WETA, plans for service expansion and a five-year financial outlook, including capital improvements. The document concludes with a set of next steps to meet a service transfer target of January 1, 2010. The City of Vallejo and WETA are working on the transfer, but the schedule has been delayed to June 2011 for a transfer of service.

Project Description: Under SB 976, WETA is to assume control over publicly operated ferries in the Bay Area, except those owned and operated by the Golden Gate Bridge District. Additionally, SB 976 requires WETA to produce a transition plan outlining the process of consolidating and transferring three existing ferry services to the WETA, the Alameda/Oakland, Harbor Bay and Vallejo Baylink Services.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	Completed	Transition Plan	35%
2	June 2011	Transfer of service	65%
		Total	100%