

Metropolitan Transportation Commission Programming and Allocations Committee

January 10, 2007

Item Number 2c

Resolution No. 3791

Subject: Recommended FY 2006-07 MTC Productivity Improvement Program (PIP).

Background: In accordance with the Transportation Development Act, MTC annually adopts a PIP, an annotated listing of the projects to be undertaken by transit operators in the region during the fiscal year, which could improve productivity and lower operating costs. Projects are derived from recommendations made in the operator's most recently completed Triennial Performance Audit. The audits are conducted by an independent auditing firm, and PIP projects are developed cooperatively by staff from MTC and each affected operator.

A finding that an operator has made a reasonable effort in implementing its PIP project(s) is required for MTC to allocate Transportation Development Act (TDA) or State Transit Assistance (STA) funds to the operator. The finding relative to FY 2006-07 PIP projects will pertain to the allocation of FY 2007-08 funds. The PIP process also serves as a strategy to achieve efficiencies that the Commission reviewed at its May 2006 workshop focusing on Transit Efficiency and Effectiveness.

Though all public transit operators to which MTC apportions TDA and/or STA funds are subject to inclusion in the PIP, not all operators are included in the PIP each fiscal year. In some cases, an operator may have already completed all of the projects recommended in its most recently completed Triennial Performance Audit. In other cases, an operator may choose to implement a performance audit recommendation in the second or third year following the audit; although all audit recommendations must be addressed prior to the next audit, MTC encourages operators to undertake the projects as soon as practical.

Attachment 1 to this summary sheet lists audit recommendations made to each operator in its most recent audit report. The operators are grouped by audit report year. Operators have three years following the audit report to address recommendations made. If the area in the column titled "Status of Recommendation" is blank, staff is working with the operator about responding to the recommendation.

Attachment A to Resolution No. 3791 lists each FY 2006-07 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."

The recommended fiscal year 2006-07 PIP includes projects for the following operators: AC Transit, BART, City of Benicia, City of Dixon, ECCTA, City of Fairfield, Golden Gate Bridge, Highway & Transportation District, MUNI, Napa County Transportation Planning Agency, City of Petaluma, City of Santa Rosa, SamTrans, Sonoma County Transit, Union City, and WestCat.

Issues: None.

Recommend: Refer MTC Resolution No. 3791 to the Commission for approval.

Attachments: Attachment 1 – List of Operators and Audit Recommendations
MTC Resolution No. 3791
Attachment A – Project Listing

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

2004 - Most Recent Audit Report
2007- Last Year Recommendations are Expected to be Addressed

AGENCY	RECOMMENDATION	STATUS
MTC	1 Re-examine the Process for Developing Strategic Plan Goals and Revise Goals as Necessary in Order to Provide a Logical Flow from the Strategic Plan Goals to the Overall Work Program	Completed
	2 Re-evaluate the Budget Development and Reporting Process for the Overall Work Program Work Elements to Ensure that Information is Pertinent and Accurate	Completed
	3 Revise Procedures to Ensure that Allocations Do Not Exceed Apportionments	Completed
	4 Develop Procedures to Identify Reserved Capital Funds that are Nearing the End of the Three-Year Reserve Period and to Notify Affected Claimants at least 30-days Prior to the End of the Reserve Period	Completed
	5 Ensure that an Appropriate Public Participation Process is Conducted Annually in the Northern Counties	In Progress
Benicia	1 Continue to Implement Procedures for Routine Performance Monitoring and Assessing Performance Against Standards	In Progress
	2 Review the Increasing Incidence of Preventable Accidents	Completed
	3 Update the City's S RTP	In Progress
Fairfield-Suisun	1 Expand <i>The Data Collection and Monitoring Handbook</i> to Include Procedures for Routine Performance Monitoring and Assessing Performance Against Standards	In Progress
	2 Ensure Zero Paratransit Denials to Comply with ADA	Completed
	3 Additional Project: Review System Goals, Objectives, Performance Measures and Standards	In Progress
LAVTA	1 Review the Wheels Vehicle Maintenance Activities to Improve Service Reliability	Completed
MUNI	1 Develop Strategies to Achieve the Service Delivery Standards Mandated by Proposition E	In Progress
	2 Review Maintenance Practices at the Potrero Trolley Coach Division and Develop a Plan to Address any Deficiencies	Completed
Union City	1 Review the Fixed-Route Vehicle Maintenance Activities to Improve Service Reliability	Completed
	2 Ensure Zero Service Denials on the ADA Paratransit Trips to Comply with the ADA	In Progress
	3 Take Steps to Transform Overall Performance Monitoring Mechanism into a More Effective Management Tool	In Progress
VTA	1 Continue to Refine and Implement the Strategies to Sustain Financial Stability	Completed
	2 Incorporate the Projected Impacts of VTA's Cost Efficiency and Cost Effectiveness Strategies in the Next S RTP Update	Completed
	3 Expand VTA's Performance Monitoring Program to Include Standards for Schedule Adherence and for Contracted Services	Completed

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

2005 - Most Recent Audit Report
2008 - Last Year Recommendations are Expected to be Addressed

AGENCY	RECOMMENDATION	STATUS
AC Transit	1 Finalize the Integration of the District Goals, CBOs, and Performance Monitoring into One Cohesive Program	
	2 Continue Efforts to Generate Reliable Schedule Adherence Data and Improve On-Time Performance	In Progress
	3 Continue to Focus on Strategies for Reducing Operator Absences	
BART	1 Continue to Focus Efforts on Improving On-Time Performance	In Progress
	2 Ensure that SRTP Remains a Relevant Source of Policy Direction for the Transit System	Completed
	3 Take Measures to Reduce the Call Abandonment Rate	Operator Disagrees with Recommendation *
CCCTA	1 Continue to Focus on Reducing the Turnover Rate of Link Contractor Employees	
	2 Re-Examine Performance Standards that are Set Unrealistically High and Reporting Procedures for Data Accuracy	Completed
	3 Resume Reporting Preventative Maintenance Inspections Completed for the County Connection Revenue Vehicle Fleet	
	4 Additional Project: Evaluate and Revise Standards as Warranted to Reflect Actual Trends in Performance	In Progress
Healdsburg	1 Utilize the Short Range Transit Plan as the Primary Forum for Defining Performance Expectations	
	2 Expand Routine Performance Monitoring and Begin Assessing Performance Against Standards	
Petaluma	1 Review Fixed-Route Vehicle Performance to Improve Service Reliability	In Progress
	2 Ensure Zero Service Denials on the ADA Paratransit Trips to Comply with the ADA	In Progress
Santa Rosa	1 Continue to Focus on CityBus On-Time Performance	
	2 Review the Fixed-Route Vehicle Maintenance Activities to Improve Service Reliability	
	3 Additional Project: Improve Effectiveness of System	In Progress
	4 Additional Project: Improve Cost Effectiveness of System	In Progress
Sonoma	1 Continue to Monitor the Fixed-Route Farebox Recovery Ratio	In Progress
	2 Additional Project: Improve Runcut/Scheduling Efficiency	In Progress

* While the operator agrees that its call abandonment rate has increased, the level is still within BART's standard for percentage of calls answered.

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

2006 - Most Recent Audit Report
2009 - Last Year Recommendations are Expected to be Addressed

AGENCY	RECOMMENDATION	STATUS
Dixon	1 Continue to Monitor and Take Steps to Control Operating Cost Increases	
	2 Evaluate and Revise Standards as Warranted to Reflect Actual Trends in Performance	In Progress
	3 Implement a System of Regular Performance Monitoring to Better Track Performance Trends	
Golden Gate	1 Establish a Set of Quantifiable Performance Standards for GGBTS's Goals and Objectives	In Progress
	2 Complete the Efforts to Develop a Comprehensive Performance Monitoring System	
	3 Investigate the Decrease in Bus On-Time Performance and Develop an Improvement Plan	In Progress
	4 Investigate the Increase in Complaints in the Bus and Ferry Divisions and Develop a Plan to Reduce Complaints	In Progress
	5 Investigate the Increase in Bus Operator Absences and Develop a Plan to Reduce those Absences	In Progress
	6 Establish Procedures to Track Bus Mechanic Absences on a Regular Basis	In Progress
NAPA	1 Address NCTPA's Continuing Failure to Meet its Standard for Spending Two Percent of the Budget on Promotional Activities	
	2 Monitor Performance for Service Denials and Other Measures of Service Quality for ADA Trips	
	3 Continue Evaluating NCTPA's Goals and Objectives, and Develop Procedures for Regular Performance Monitoring to Support Their Achievement	
	4 Additional Project: Vine Connection Improvement Program	In Progress
SamTrans	1 Complete the Efforts to Establish a Comprehensive and Consistent Set of District Goals, Objectives, Performance Measures and Standards	
	2 Link the Performance Monitoring Systems to the District's Goals, Objectives, Performance Measures and Standards	In Progress
Tri Delta	1 Continue the Process for Redefining Performance Standards to Meet Goals and Objectives	
	2 Continue Efforts to Compare Performance with Adopted Standards on an Annual Basis	Completed
	3 Continue Efforts to Improve On-Time Performance in the Paratransit System	In Progress
Vacaville	1 Continue to Expand Routine Performance Monitoring and the Assessment of Performance Against Standards	
	2 Utilize Existing Road Call Data to Monitor Performance	In Progress
	3 Continue Efforts to Improve Pick-Up Schedule Adherence on Vacaville's Special Services	
	4 Take Steps to Complete Preventive Maintenance Inspections in a more Timely Manner	

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

Continued from Page Three

AGENCY	RECOMMENDATION	STATUS
Vallejo	1 Ensure that Pooled Administrative Costs and Employee Time are Allocated to the Transit Functions Accurately	
	2 Annually Evaluate the Transportation Enterprise Fund's Financial Needs and Service Levels to Ensure that these are Consistent with the Available Resources	In Progress
	3 Continue Efforts to Increase the Staff Resources Assigned to the City's Transit Program	In Progress
	4 Update the Current Short Range Transit Plan in Accordance with MTC Guidelines and Revise Current Goals, Objectives Performance Measures and Standards	
	5 Expand Routine Performance Monitoring to Include the Assessment of Performance Against Standards	
	6 Include Service Standards in the Next Paratransit and Ferry Operating Contracts	
	7 Continue to Take Steps to Control Passenger Cancellations on the Paratransit Service	
WestCAT	1 Expand Routine Performance Monitoring to Include the Assessment of Performance Against Standards	
	2 Additional Project: Increase productivity through careful monitoring of the service and tailoring the hours of service to meet the demands of the system, while maximizing the number of passengers per trip.	In Progress

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Date: January 24, 2007
W.I.: 1514
Referred By: PAC

ABSTRACT

Resolution No. 3791

This resolution adopts MTC's FY 2006-07 Productivity Improvement Program (PIP).

Further discussion of this action is contained in the Programming and Allocation's Summary Sheet of January 10, 2007.

Date: January 24, 2007
W.I.: 1514
Referred By: PAC

Re: MTC Productivity Improvement Program and Technical Assistance Program

METROPOLITAN TRANSPORTATION COMMISSION
RESOLUTION NO. 3791

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

Jon Rubin, Chair

The above resolution was adopted by the Metropolitan Transportation Commission at a regular meeting of the Commission held in Oakland, California, on January 24, 2007.

Date: January 24, 2007
W.I.: 1514
Referred By: PAC

Attachment A
Resolution No. 3791
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Fiscal Year 2006-2007 Productivity Improvement Program

Transit Operator: **AC Transit**

Project Title: On-Time Performance Improvement Plan: Hastus Version Upgrade.

Project Goal: This project has two goals: a) Improve the accuracy of the reference data for District systems that help AC Transit staff monitor operating performance; and b) Provide an efficient system to update the reference data when scheduled and unscheduled changes are made.

Project Description: Several of the District's existing systems, including the NextBus real time prediction software, require a physical manipulation of the scheduling data after every quarterly change. Not only is this routine manipulation time consuming and inefficient, it can also contribute to unreliable real-time data because there is not an efficient way to update the reference data that feeds these systems when scheduled or unscheduled changes are made.

This PIP Project will upgrade AC Transit's existing Hastus scheduling system to the newest version that includes the functionality to provide map-based data that is used by internal District systems such as AC Transit's Automatic Vehicle Locating system (ORBCAD), operating time-keeping systems, as well as external systems such as the NextBus system, Adept paratransit trip planning software, automatic passenger counters, and data collection projects analyzing map-based data.

As the AC Transit District plans to expand the NextBus prediction system throughout the AC Transit service area, it will be necessary to ensure that data from the Hastus scheduling software is provided in an XML format. This project will allow other regional systems (RTIS) and District systems that use the data to be updated frequently and reliably in a cost efficient manner. This Project will provide the District with a greater ability to monitor the District's on-time operation, knowing that the data that is feeding our systems is reliable.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	February 2006	Negotiate with Contractor for the delivery of Hastus version upgrade.	10%
2	October 2006	Development of detailed design specification for upgrade including specifications for any XML interface exports.	30%
3	November 2006	Customization and delivery of Hastus 2005.	30%
4	December 2006	Training and Systems test.	20%
5	June 2007	Go live of Hastus 2005.	10%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

Transit Operator: **BART**

Project Title: Improve SRTP as the Source of Policy Direction for BART

Project Goal: Ensure that BART’s Short Range Transit Plan (SRTP) contains clear links to the goals and objectives of the BART Strategic Plan.

Project Description: The key steps to implement the project are:

1. Report in the SRTP on Strategic Plan focus area goals and performance measure achievement
2. Link in the SRTP pertinent focus area goals, performance measures, and benchmarks to the District’s operating service plan and financial plan
3. Coordinate future production of the SRTP and Strategic Plan updates (updates provide the opportunity to review and update goals, performance measures, and benchmarks) to ensure timeliness and strength of linkages between the two documents

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Completed	Complete and distribute draft FY 2005-06 SRTP/Capital Improvement Program (CIP) that includes a section 3 on Strategic Plan focus area goal performance measure review and application.	35%
2	Completed	Complete and distribute final FY 2005-06 SRTP/CIP that includes specific linkages between (a) Strategic Plan goals and performance measures and (b) the District’s operating service plan and financial plan.	15%
3	Completed	Complete development of process that coordinates production of SRTP and update of Strategic Plan to improve timeliness and strength of document linkages.	15%
4	July 2007	Complete and distribute SRTP that results from implementation of milestone #3.	35%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

Transit Operator: **BART**

Project Title: Strategic Maintenance Program

Project Goal: Develop and implement a reliability centered maintenance program aimed at improving revenue vehicle reliability and on-time performance.

1. Project Description: Conduct detailed engineering analysis for each revenue vehicle subsystem, by vehicle class, to determine the life cycle of each component. Use resulting data to develop scheduled maintenance activity to reduce in service failures.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	June 2009	Complete reliability analysis of vehicle systems.	30%
2	December 2007	Implement Lean Manufacturing and Reliability Centered Maintenance practices in the secondary repair shops.	25%
3	June 2009	Implement Lean Manufacturing and Reliability Centered Maintenance practices in the primary repair shops.	15%
4	June 2009	Develop and implement new procurement and contract standards which include specific provisions for vendor pre-qualification and quality provisions.	30%
		Total	100%

Fiscal Year 2006-07 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	June 2006	Finalize SRTP scope of work	10%
2	July 2006	Develop SRTP	80%
3	September 2006	Publish and distribute final SRTP, including adoption by City Council	5%
4	January 2007	Implement routine performance monitoring procedures	5%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

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

Project Title: Evaluate and Revise Standards as Warranted to Reflect Actual Trends in Performance

Project Goal: Update service and performance standards for REDI-Ride.

Project Description: REDI-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 systems performance.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	November 2006	Research industry trend among similar sized operators and compare standards and methods of measuring standards.	10%
2	November 2006	Evaluate past history of REDI-Ride in meeting or exceeding current standards.	10%
3	January 2007	Develop new performance standards based on industry trends and actual performance of REDI-Ride over the past several years.	25%
4	January 2007	Update methodology of collecting performance indicators to reflect new performance standards.	25%
5	March 2007	Implement new performance standards.	30%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

Transit Operator: **City of Dixon**

Project Title: Evaluate and Revise Standards as Warranted to Reflect Actual Trends in Performance

Project Goal: Update service and performance standards for Readi-Ride.

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 systems performance.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	November 2006	Research industry trend among similar sized operators and compare standards and methods of measuring standards.	10%
2	November 2006	Evaluate past history of Readi-Ride in meeting or exceeding current standards.	10%
3	January 2007	Develop new performance standards based on industry trends and actual performance of Readi-Ride over the past several years.	25%
4	January 2007	Update methodology of collecting performance indicators to reflect new performance standards.	25%
	March 2007	Implement new performance standards.	30%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

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

Project Title: Continue efforts to improve on-time performance and overall efficiency of the paratransit service

Project Goal: Bring on-time performance up beyond 90% and increase efficiency to 3 riders per revenue hour or better.

Project Description: Improve Dial-a-Ride scheduling including software enhancements, procedure evaluation & actual execution to improve efficiency of DR operation.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	September 2006	Make necessary adjustments to the Trapeze scheduling system	25%
2	January 2007	Redeploy	50%
3	March 2007	Incorporate and enforce penalties and incentives in the purchased transportation operators contract.	25%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

Transit Operator: **City of Fairfield**

Project Title: Review System Goals, Objectives, Performance Measures and Standards.

Project Goal: Review published system goals, performance measures and standards, to determine if any adjustments are needed, ensure they are reasonable, and that they can be measured.

Project Description: Originally, this goal was to be met as part of Fairfield/Suisun Transit’s (FST) ongoing planning program and operating system review that would have updated Chapter 3 (Goals, Objectives, Standards, and Policies) of its Short Range Transit Plan (SRTP). However, the impetus for this planning effort was the selection of a Central Transfer Center site. The original site studied for FST's transfer center was rejected by the Planning Commission rendering the first three tasks moot.

FST has since hired Nelson/Nygaard Consulting to complete a new SRTP (2006-2016) using MTC’s newly developed guidelines. This effort should be completed in March/April 2007. Although FST wanted to embark on this planning effort earlier, the SRTP launch was delayed until MTC published the new SRTP guidelines.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
4	Completed	Conclude Consultant Selection Process.	10%
2	Completed	FST Staff and Consultant Review Chapter 3.	25%
3	Completed	FST Staff and Consultant Produce Draft of Chapter 3.	25%
4	Abandoned	FST Staff and Consultant Produce Final Version of Chapter 3.	25%
1	February 2007	New SRTP Guidelines Published, Consultant hired for SRTP	10%
2	February 2007	Draft SRTP	45%
3	March/April 2007	Final Revised Version of SRTP Published	45%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

Transit Operator: **Golden Gate Bridge, Highway & Transportation District (GGBHTD)**

Project Title: Establish Quantifiable Performance Measures and Standards for Transit Service Goals & Objectives.

Project Goal: Develop quantifiable performance indicators to support Golden Gate transit service goals and objectives including specific numerical standards for publication in the Short Range Transit Plan.

Project Description: Several of the performance standards published in the GGBHTD 2004 SRTP have no measurable outcomes. This project will review existing and develop new quantifiable measures and standards, as necessary for publication in the GGBHTD SRTP update in 2007.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	December 2006	Review existing goals, objectives, measures and standards published in 2004 SRTP.	10%
2	January 2008	Develop revised measures and standards as needed to quantify outcomes.	20%
3	February 2007	Compile recent data and update performance status.	20%
4	March 2007	Meet with responsible work groups and managers to obtain approval of revised measures and standards.	20%
5	June 2007	Prepare relevant section of Draft 2007 SRTP using approved measures and standards.	10%
6	September 2007	Obtain Board approval of Final 2007 SRTP with revised measures and standards.	10%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

Transit Operator: **Golden Gate Bridge, Highway & Transportation District (GGBHTD)**

Project Title: Investigate the Decrease in Bus On-Time Performance and Develop an Improvement Plan.

Project Goal: Determine the cause of decreasing bus on-time performance reported during the audit period. Develop a plan to improve bus on-time performance.

Project Description: Review of the results of bus on-time performance checks conducted over the past 5 years. Determine the causes of decreasing on-time performance reported during the audit period. Develop a plan to improve bus on-time performance.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	January 2007	Review the results of bus on-time performance checks conducted between 2000 and 2006.	25%
2	March 2007	Determine the causes of decreasing on-time performance.	25%
3	May 2007	Determine methods of improving on-time performance.	25%
4	July 2007	Develop plan for improving bus on-time performance.	25%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

Transit Operator: **Golden Gate Bridge, Highway & Transportation District (GGBHTD)**

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

Project Goal: Determine the cause if increasing bus and ferry complaints reported during the audit period. Develop a plan to reduce complaints.

Project Description: Review the results of compiling customer complaints on bus and ferry services received over the past 5 years. Determine the causes of increasing complaints reported during the audit period. Develop a plan for reducing complaints addressing the factors that are determined to cause increasing complaints.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	September 2007	Review the results of compiling customer complaints received between 2000 and 2006.	25%
2	December 2007	Determine the causes of increasing customer complaints.	25%
3	March 2008	Determine methods of reducing customer complaints.	25%
4	July 2008	Develop plan for reducing bus and ferry customer complaints.	25%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

Transit Operator: **Golden Gate Bridge, Highway & Transportation District (GGBHTD)**

Project Title: Investigate the Increase in Bus Operator Absences and Develop a Plan to Reduce Those Absences.

Project Goal: Develop/Revise the reporting system for Labor Utilization to accurately account for scheduled and unscheduled absences and develop a plan to reduce unscheduled absences.

Project Description: This project will determine if the current Labor Utilization Report accurately accounts for scheduled and unscheduled absences. Modification will be made to the report if required. Review current attendance control program for adherence to requirements and determine effects of the Family Medical Leave Act, Family Sick Leave and Workers Compensation. Develop recommended changes for the Attendance Policy for 2008 negotiations. Maintain adequate workforce.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	January 2007	Review existing Labor Utilization Reporting criteria.	10%
2	February 2007	Review Attendance Policy and confirm attendance requirements are adhered to.	30%
3	March 2007	Develop revised Labor Utilization Report criteria and implement.	25%
4	April 2007	Determine absences that are negatively impacting attendance and take necessary corrective action.	20%
5	April 2007, Ongoing	Maintain adequate workforce.	15%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

Transit Operator: Golden Gate Bridge, Highway & Transportation District (GGBHTD)

Project Title: Establish Procedures to Track Mechanic Absences on a Regular Basis.

Project Goal: Automate the tracking of data relating Bus Mechanic absences for sick, industrial injury, vacation, personal business and jury duty.

Project Description: Separate actual “Wrenching Mechanics” from Supervisory Mechanics (Chiefs, Leads, Non-Revenue, Building Maintenance, Machinist). The number of work hours scheduled will be compiled and then after time-off is deducted and categorized, the aggregate number of man hours actually worked and the mileage traveled by revenue vehicles will be used to calculate that man hours per thousand miles report. This report will also include the Servicer work group for a more complete view of man-hours. This report will be generated automatically at the end of each pay period for review and evaluation of Maintenance operations.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	November 2006	Meeting with programmer, payroll representative and Maintenance Manager to review old manual version and develop reporting criteria. Stress that report must be automated.	20%
2	January 2007	Follow-up meetings with same group to review/approve new program expected results.	10%
3	February 2007	Staff developing program expects working program in six weeks.	0%
4	March 2007	Development by out-sourced programmer delayed.	0%
5	May 2007	Completion of report program.	70%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

Transit Operator: **Municipal Transportation Agency, San Francisco Municipal Railway**

Project Title: Strategies to Achieve On-Time Performance.

Project Goal: The goal of this project is to improve on-time performance.

Project Description: This project will use a comprehensive approach to improve on-time performance. Measures to achieve this include studies of lines to determine if schedule adjustments are needed; analysis of supervisory assignments that may improve on-time performance review of procedures to improve vehicle availability; consider hiring plan to effectively backfill operator positions.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	June 2007	Review schedules on poor performance lines to improve on-time performance.	25%
2	January 2007	Review adding vehicle locating (NextBus) computers in the inspectors' trucks.	25%
3	September 2006	Establish satellite rail storage area to improve vehicle availability and to free up space in main yard.	25%
4	June 2007	Evaluate moving/removing stops to increase transit speed.	25%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

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

Project Title: VINE Connection Improvement Plan

Project Goal: Improvement of VINE transfer connections within City of Napa

Project Description: According to the Napa Community Based Plan, some transfer connections within the City of Napa need to be improved. NCTPA has set aside additional funds to add hours into the VINE system in order to improve transfer connections. Developing a plan for improving connections is one of the goals of the 2006-2015 Short Range Transit Plan, which is currently underway.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	December 2006	Develop a plan for improving transfer connections.	45%
2	June 2007	Implement Plan.	45%
3	June 2008	Monitor improvement to inter VINE transfer connections and adapt as needed.	10%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

Transit Operator: **City of Petaluma**

Project Title: Review the fixed route vehicle performance to improve service reliability

Project Goal: The goal is to reduce mechanical failures and improve reliability of the Fixed Route Fleet

Project Description: In 2003, the City purchased a replacement fleet of buses. The primary catalyst for this purchase was the declining reliability of the then ageing fleet. It is reasonable to assume fleet reliability issues translated to erosion in on-time performance. Exacerbating this matter is the replacement fleet also experienced an unusually high degree of reliability problems, due to a number of issues, which included but were limited to electrical, braking, and fuel capacity related matters. To reduce mechanical failures and improve reliability, the city is in active negotiations with the vehicle vendors to correct outstanding maintenance problems so that the buses may remain in service. New Gillig buses will be purchased to supplement the fleet and increase the spare ratio for increased reliability.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Ongoing	Maintain dialogue with bus vendors and bus repair facilities concerning repair of on going maintenance issues	25%
2	August 2006	Hire consultant to audit maintenance practice, assist in dealing with vendors, provide information concerning new transit bus purchase, prepare specs for new transit buses	25%
3	September 2006	Purchase 4 new transit buses for delivery in March of 2007	50%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

Transit Operator: **City of Petaluma**

Project Title: Ensure zero service denials on the ADA paratransit to comply with ADA

Project Goal: The three goals of this project are, 1) Monitor denials to ensure that ADA requirements are being met. 2) Develop and document a procedure to assure it is meeting the "zero denial" standard, and 3) Revise performance standard to reflect "zero denial" guidelines.

Project Description: Federal guidelines require that there be no service denials for ADA paratransit service. The City's paratransit standard had been published in its SRTP as "less than one percent" of total trips. Although the incidence was minimal, the City needs to monitor this to ensure that ADA requirements are being met. The City should develop and document a procedure to assure it is meeting the "zero denial" standard on an ongoing basis. Also, the City should revise its performance standards to reflect the zero denial guidelines.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Ongoing	Track denials as part of our daily scheduling using schedule management software	40%
2	Ongoing	Monitor current schedule software to allow for client additions right up to the moment of dispatch	40%
3	May 2006	Insert "zero denials" in City of Petaluma Short Range Transit Plan	50%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

Transit Operator: **City of Santa Rosa**

Project Title: Improve effectiveness of system.

Project Goal: The goal is to increase ridership by at least 2%.

Project Description: CityBus staff will augment marketing and outreach efforts and work towards improving customer satisfaction to increase ridership. Staff will also work diligently towards making the system easier to understand and more user friendly, as well as improving system reliability and on-time performance, in an effort to attract more discretionary riders and encourage more trips by existing riders. Through such efforts, CityBus hopes to attract more patrons and increase unlinked passenger trips.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	April 2005	Conduct user survey to identify needs/interests of current ridership.	10%
2	January 2007	Evaluate ridership trends over past 2 years (overall ridership, ridership in special programs such as Junior College Program, within fare categories, etc.)	15%
3	January 2007	Conduct analysis to identify factors affecting ridership trend over past 2 years.	20%
4	January 2007	Increase outreach and marketing efforts in public and among stakeholders to identify ways to increase ridership.	25%
5	April 2007	Make schedule adjustments to reflect changing needs of patrons and local traffic conditions (i.e. highway 101 construction activities affect traffic conditions)	25%
6	August 2007	Evaluate ridership in August 2007 to identify success in achieving a 2% ridership increase.	5%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

Transit Operator: **City of Santa Rosa**

Project Title: Improve cost effectiveness of system.

Project Goal: The goal is to reduce the overall system's cost per passenger.

Project Description: CityBus will continue to make every effort to improve ridership and contain costs. By making the system more reliable and user friendly, augmenting marketing and outreach efforts, and improving amenities and equipment to allow for a more comfortable ride on public transit, staff hopes to increase ridership by approximately 2%. In order to contain costs, CityBus plans to make capital improvements (i.e. implementation of AVL/real-time bus information, purchase newer equipment and data collection/reporting software, etc.) in an effort to improve staff efficiency and reduce operating costs. We will also continue to make service adjustments to reduce the use of extra bus service for maintaining on-time performance.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	January 2007	Conduct analysis to identify factors affecting ridership trend over past 2 years.	20%
2	January 2007	Increase outreach and marketing efforts in public and among stakeholders to identify ways to increase ridership.	25%
3	April 2007	Make schedule adjustments to reflect changing needs of patrons and local traffic conditions (i.e. highway 101 construction activities affect traffic conditions)	25%
4	April 2007	Make investments (primarily capital) to improve staff and overall operational efficiency and productivity in an effort to contain costs.	25%
5	April 2007	Evaluate ridership, operating costs, and cost-effectiveness in August 2007.	5%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

Transit Operator: **SamTrans**

Project Title: Strategic Initiatives and Objectives Implementation and Performance Measurements

Project Goal: To link the broad range planning in the SamTrans Strategic Plan for the 21st Century and the goals and objective in the Short Range Transit Plan to regular performance monitoring and reporting to SamTrans executive management and the board of directors

Project Description: SamTrans completed its FY2004 - FY2013 Short Range Transit Plan in the Spring of 2004. The SamTrans Strategic Plan for the 21st Century is under development and is scheduled for adoption in December 2006. An update of the SRTP in the spring of 2006 aligned the 10-year SRTP with the Adopted Strategic Plan. The proposed Productivity Improvement Program includes the development and implementation of a quarterly reporting and monitoring system for SamTrans to chart performance or "agency vitals" against adopted goal, objectives, and performance standards.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Completed	Release draft FY 2003-04-FY 2012-13 SRTP, including updated and expanded goals, objectives, and performance standards	10%
2	Completed	Develop district-wide Performance Monitoring Program and establish linkages to the Draft SRTP	30%
3	December 2006	Release of the draft strategic plan, was originally scheduled for May 2006 has changed to December 2006	5%
4	March 2007	Completion of Strategic Plan has changed from May 2006 to March 2007.	5%
5	Completed	Implementation of the district-wide Performance Monitoring Program	25%
6	On-going	Review results of the Performance Monitoring Program with executive management and Board on a quarterly basis, and make as-needed adjustments.	25%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

Transit Operator: **Sonoma County Transit**

Project Title: Monitor Fixed-Route Farebox Recovery Ratio.

Project Goal: Improve the farebox recovery ratio for the fixed-route system by increasing revenue and/or reducing operating costs.

Project Description: Monitor Sonoma County Transit's farebox recovery ratio and establish five-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	January 2007	Conduct assessment of first half farebox revenues and recovery ratio.	25%
2	April 2007	Conduct assessment of third quarter farebox revenues and recovery ratio.	25%
3	June 2007	Propose minor fare increase for implementation in August 2007.	30%
4	August 2008	Implement proposed fare structure.	20%
		Total	100%

Fiscal Year 2006-07 Productivity Improvement Program

Transit Operator: **City of Union City**

Project Title: Improve Union City Transit's Performance Monitoring Mechanism

Project Goal: This goal of this project is to improve the performance monitoring system of Union City Transit. The improved system will help staff to internally track actual performance against the reported performance as submitted by the Contractor.

Project Description: A staff member will be assigned to ride the bus system according to a monthly schedule. Ride check data collected will be compared to the information submitted by the Contractor each month. A report analyzing the findings will be produced on a quarterly basis. Findings from the analysis can be used to support the goals and objectives of the service, as outlined in the contract.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Completed	Develop a standard checklist of items (i.e. calling stops, arrival/departure times, etc.) for assigned staff to use on each ride check.	10%
2	Completed	Develop a spreadsheet and report module to enter and analyze data collected.	15%
3	June 2006	Train assigned staff on goals and objectives of the project and reporting and collection method of information.	10%
4	July 2006	Start Monthly Ride Checks - Ongoing Monthly	25%
5	September 2006	Produce report - Ongoing Quarterly	25%
6	October 2006	Meet with Contractor to discuss findings and corrective action as needed - Ongoing Monthly and/or Quarterly	15%
			100%

Fiscal Year 2006-07 Productivity Improvement Program

Transit Operator: **Western Contra Costa Transit Authority (WCCTA, WestCat)**

Project Title: Increase Productivity through Careful Monitoring of the Service

Project Goal: Provide more cost efficient and effective Dial-A-Ride service to better meet the needs of the community WCCTA serves and to maximize the amount of service that WCCTA provides to riders. Hours of service will be tailored to meet the demands on the system while maximizing the number of passengers per trip

Project Description: The Authority has an ongoing goal to increase productivity and efficiency on its Dial-A-Ride system. WCCTA has now installed new software, trained the dispatcher in its use and is now working with the vendor to implement reports that will assist in the assessment of the system.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	June 2006	Work with vendor to fine tune reports available from new software.	25%
2	July 2006	Train dispatch staff to input data correctly and produce reports from software.	25%
3	Ongoing	Assess reports to see what improvements can be made to the system for more efficient, effective operating.	30%
4	Ongoing	Continue to monitor productivity and make adjustments to reporting module as needed.	20%
			100%