

**Metropolitan Transportation Commission
Programming and Allocations Committee**

October 3, 2007

Item Number 2d

Resolution No. 3827

Subject: Recommended FY 2007-08 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. An independent auditing firm conducts the audits, 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 2007-08 PIP projects will pertain to the allocation of FY 2008-09 funds.

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. 3827 lists each FY 2007-08 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 2007-08 PIP includes projects for the following operators: BART, City of Benicia, CCCTA, City of Dixon, ECCTA, City of Fairfield, GGBHTD, Healdsburg Transit, NCTPA, City of Petaluma, SamTrans, SFMTA, City of Santa Rosa, Sonoma County Transit, Union City, Vallejo, and VTA.

Issues: None.

Recommend: Refer MTC Resolution No. 3827 to the Commission for approval.

Attachments: Attachment 1 – List of Operators and Audit Recommendations
MTC Resolution No. 3827

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	Completed
	2 Re-Examine Performance Standards that are Set Unrealistically High and Reporting Procedures for Data Accuracy	In Progress
	3 Resume Reporting Preventative Maintenance Inspections Completed for the County Connection Revenue Vehicle Fleet	Completed
	4 Additional Project: Reduce the Number of Missed Trips at County Connection.	Completed
Healdsburg	1 Utilize the Short Range Transit Plan as the Primary Forum for Defining Performance Expectations	In Progress
	2 Expand Routine Performance Monitoring and Begin Assessing Performance Against Standards	Complete
Petaluma	1 Review Fixed-Route Vehicle Performance to Improve Service Reliability	Complete
	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	In Progress
	2 Review the Fixed-Route Vehicle Maintenance Activities to Improve Service Reliability	Completed
	3 Additional Project: Improve Effectiveness of System	Completed
	4 Additional Project: Improve Cost Effectiveness of System	Completed
Sonoma	1 Continue to Monitor the Fixed-Route Farebox Recovery Ratio	In Progress
	2 Additional Project: Improve Runcut/Scheduling Efficiency	Completed

* 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 GGBTHD's Goals and Objectives	In Progress
	2 Complete the Efforts to Develop a Comprehensive Performance Monitoring System	In Progress
	3 Investigate the Decrease in Bus On-Time Performance and Develop an Improvement Plan	Completed
	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	Completed
	6 Establish Procedures to Track Bus Mechanic Absences on a Regular Basis	Completed
NAPA	1 Address NCTPA's Continuing Failure to Meet its Standard for Spending Two Percent of the Budget on Promotional Activities	In Progress
	2 Monitor Performance for Service Denials and Other Measures of Service Quality for ADA Trips	Completed
	3 Continue Evaluating NCTPA's Goals and Objectives, and Develop Procedures for Regular Performance Monitoring to Support Their Achievement	Completed
	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	Complete
	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	Completed
	2 Utilize Existing Road Call Data to Monitor Performance	Completed
	3 Continue Efforts to Improve Pick-Up Schedule Adherence on Vacaville's Special Services	In Progress
	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 2

AGENCY	RECOMMENDATION	STATUS
Vallejo	1 Ensure that Pooled Administrative Costs and Employee Time are Allocated to the Transit Functions Accurately	Complete
	2 Annually Evaluate the Transportation Enterprise Fund's Financial Needs and Service Levels to Ensure that these are Consistent with the Available Resources	Complete
	3 Continue Efforts to Increase the Staff Resources Assigned to the City's Transit Program	Complete
	4 Update the Current Short Range Transit Plan in Accordance with MTC Guidelines and Revise Current Goals, Objectives Performance Measures and Standards	In Progress
	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	Complete
WestCAT	1 Expand Routine Performance Monitoring to Include the Assessment of Performance Against Standards	Complete
	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.	Complete

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

2007 - Most Recent Audit Report
2010- Last Year Recommendations are Expected to be Addressed

AGENCY	RECOMMENDATION	STATUS
Benicia	1 Continue to review the incidence of preventable accidents for both fixed-route and paratransit services.	
	2 Restructure the goals, objectives and performance measures to improve the relationships among the elements and include goals and objectives related to safety.	
	3 Evaluate and revise standards as warranted to improve adequacy and reflect actual trends in performance.	
	4 Evaluate data gathering and reporting to ensure accurate monthly performance summaries.	
	5 Additional Project: Update Benicia Breeze SRTP	In Progress
Fairfield-Suisun	1 Develop a comprehensive new set of goals, objectives and standards in conjunction with the next SRTP update.	Completed
	2 Continue to develop procedures for routine performance monitoring and assessing performance against standards.	Completed
	3 Continue to monitor ADA paratransit denials to ensure compliance with the ADA standards.	In Progress
LAVTA	1 Redefine established goals, objectives and standards to improve consistency.	
SFMTA	1 Continue to make progress towards developing strategies to achieve the Proposition E service delivery standards.	In Progress
	2 Conduct a comprehensive evaluation of maintenance standards and practices in an effort to improve service reliability, particularly at the Potrero, Presidio and Light Rail Divisions. The evaluation should also determine if resources are being used efficiently.	
	3 Refine the routine performance monitoring process to include specific performance standards that clearly support all goals and objectives.	
	4 Develop a set of goals, objectives, measures and standards that address paratransit performance and incorporate these into the primary performance monitoring process.	
Union City	1 Examine the declining trend in fixed-route productivity and develop strategies to reverse the trend.	
	2 Continue reviewing fixed-route vehicle maintenance activities and take actions to improve service reliability.	
	3 Review performance standards to ensure they are reasonable in regard to actual performance.	
	4 Additional Project: Improve Union City Transit's Performance Monitoring Mechanism.	In Progress

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

Continued from Page 4

AGENCY	RECOMMENDATION	STATUS
VTA	1 Continue efforts towards implementing strategies to sustain financial stability.	In Progress
	2 Tighten the relationship between the goals and objectives in the Short Range Transit Plan (SRTP) and the measures and standards in the Transit Operations Performance Report. Additional measures should be developed to address reporting gaps in paratransit service, labor productivity and contracted services.	In Progress
	3 Continue to monitor mechanical schedule loss for the bus system to ensure that it does not decline. Light rail vehicle reliability should be reviewed to ensure that the goal is achievable and consistent with the manufacturer's guidelines and industry best practices.	In Progress

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

ABSTRACT

Resolution No. 3827

This resolution adopts MTC's FY 2007-08 Productivity Improvement Program (PIP).

Further discussion of this action is contained in the Programming and Allocation's Summary Sheet of October 3, 2007.

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

Re: MTC Productivity Improvement Program and Technical Assistance Program

METROPOLITAN TRANSPORTATION COMMISSION
RESOLUTION NO. 3827

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 October 24, 2007.

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

Attachment A
Resolution No. 3827
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Fiscal Year 2007-2008 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%
2	February 2008	Evaluation of results and possible contract extension.	25%
3	August 2008	Second evaluation of results and possible contract extension.	25%
		Total	100%

Fiscal Year 2007-2008 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	September 2007	Publish and distribute final SRTP, including adoption by City Council.	5%
4	January 2008	Implement routine performance monitoring procedures.	5%
		Total	100%

Fiscal Year 2007-2008 Productivity Improvement Program

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

Project Title: Re-Examine Performance Standards That Are Set Unrealistically High And Reporting Procedures For Data Accuracy

Project Goal: To provide realistic standards coupled with ambitious goals in order to monitor system performance

Project Description: Examine performance standards and system goals during the SRTP update process, and propose new standards as appropriate.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Completed	Review past performance of productivity standards.	20%
2	Completed	Develop new performance standards.	30%
3	Completed	Include new performance standards in the draft SRTP.	25%
4	Completed	Board adoption of the final SRTP.	20%
5	Ongoing	Continue to monitor performance standards for revision in future SRTPs.	5%
		Total	100%

Fiscal Year 2007-2008 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: REDI-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	October 2007	Secure funding for a consultant to complete a system wide evaluation of REDI-Ride and to assist in identifying performance standards relevant to the system.	5%
2	December 2007	Hire a consultant to complete system wide evaluation.	10%
3	March 2008	Identify new performance standards.	60%
4	May 2008	Implement service changes based on revised performance standards and trend in demand.	25%
		Total	100%

Fiscal Year 2007-2008 Productivity Improvement Program

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

Project Title: Improve Efficiency Of Dial-A-Ride Paratransit Service

Project Goal: Increase Dial-a-Ride average passenger per hour to a minimum of 3 passengers per hour.

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

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	January 2008	Make necessary adjustments to the Trapeze scheduling system.	25%
2	March 2008	Redeploy.	50%
3	June 2008	Incorporate and enforce penalties and incentives in the purchased transportation operators contract.	25%
		Total	100%

Fiscal Year 2007-2008 Productivity Improvement Program

Transit Operator: **City of Fairfield**

Project Title: Continue to Monitor ADA Paratransit Service Denials to Ensure Compliance with ADA Standards

Project Goal: To monitor ADA paratransit service denials in compliance with ADA.

Project Description: Monitor ADA paratransit service denials in an on-going effort to reduce denials in compliance with the ADA.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Ongoing	Monthly review of denials to include time and area of denial, subscription rate during that time slot, no shows during that time slot and an ongoing education effort with customers to eliminate no shows which will increase efficiency and possibly reduce denials.	50%
2	June 2008	Modify SRTP to insert "zero denials" as the standard for ADA paratransit service.	50%
		Total	100%

Fiscal Year 2007-2008 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: The project will address the 2006 Performance Audit recommendation #1. 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	Completed	Review existing goals, objectives, measures and standards published in 2004 SRTP.	10%
2	Completed	Develop revised measures and standards as needed to quantify outcomes.	20%
3	Completed	Compile recent data and update performance status.	20%
4	Completed	Meet with responsible work groups and managers to obtain approval of revised measures and standards.	20%
5	Completed	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 2007-2008 Productivity Improvement Program

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

Project Title: Complete the Efforts to Develop a Comprehensive Performance Monitoring System

Project Goal: Develop a comprehensive performance monitoring and reporting system that includes a comparison of bus, ferry and paratransit performance against established standards published in the GGBHTD Short Range Transit Plan.

Project Description: This project will address the 2006 performance audit recommendation #2. Performance of GGBHTD's three regional transit modes; bus, ferry and ADA complementary paratransit, are monitored and reported individually and inconsistently. Reporting is not linked to established standards. This project will review existing monitoring and reporting for each transit mode and develop a comprehensive performance monitoring and reporting system.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	November 2007	Review existing performance monitoring and reporting efforts.	10%
2	February 2008	Develop revised performance monitoring and reporting methods for a comprehensive system.	30%
3	May 2008	Meeting with responsible work groups and managers to obtain approval of a comprehensive performance monitoring and reporting system.	20%
4	July 2008	Implement the new system.	30%
	August 2008	Prepare the initial set of reports and refine as necessary.	10%
		Total	100%

Fiscal Year 2007-2008 Productivity Improvement Program

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

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

Project Goal: Determine the cause of increasing bus and ferry service 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 and 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 customers 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 plans for reducing bus and ferry customer complaints.	25%
		Total	100%

Fiscal Year 2007-2008 Productivity Improvement Program

Transit Operator: **Healdsburg Transit**

Project Title: Utilize the Short Range Transit Plan as the Primary Forum for Defining
 Performance Expectations

Project Goal: The goal of this project is twofold: 1) to institute a formal documentation and reporting mechanism based on the SRTP framework to enable the City and transit staff to accurately assess the state of the Healdsburg Transit System and 2) to utilize this mechanism as a tool for making future decisions for improving the productivity and efficiency of the system.

Project Description: Standards and performance indicators, identified in the Goals & Objectives portion of the SRTP, will be reviewed and added to the existing computer-based spreadsheet which is currently utilized to document and report ridership and revenue figures. Additionally, reporting procedures to collect necessary data will be enhanced and/or created as necessary. 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 and to identify current trends.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	October 2007	Standards and Performance Indicators for inclusion in the reporting spreadsheet are identified.	5%
2	November 2007	Reporting procedures to collect necessary data are enhanced and/or created as necessary.	20%
3	March 2008	Existing spreadsheet modified to include the Standards and Performance Indicators.	50%
4	April 2008	Documentation for spreadsheet and monitoring process written.	20%
5	June 2008	Issue initial quarterly report; present to city council.	5%
		Total	100%

Fiscal Year 2007-2008 Productivity Improvement Program

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

Project Title: Address NCTPA's Failure To Meet Standard For Spending 2% Of VINE Budget
On Promotional Activities

Project Goal: NCTPA should increase efforts to meet the two percent standard.

Project Description: NCTPA has developed an annual marketing plan that was approved in January of 2007. NCTPA is working on achieving the activities outlined by the marketing plan.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Completed	Develop and Approve Annual Marketing Plan.	50%
2	December 2007	Implement Marketing Plan.	50%
		Total	100%

Fiscal Year 2007-2008 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	Completed	Develop a plan for improving transfer connections.	33%
2	Completed	Implement Plan.	52%
3	December 2007	Monitor improvement to inter VINE transfer connections and adapt as needed.	15%
		Total	100%

Fiscal Year 2007-2008 Productivity Improvement Program

Transit Operator: **City of Petaluma**

Project Title: Ensure Zero Service Denials On The ADA Paratransit To Comply With ADA

Project Goals:

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.
3. Revise performance standard to reflect "zero denial" guidelines.

Project Description: The Federal guidelines that there be no service denials for ADA paratransit service. The City's paratransit standard had been published in it's SRTP as "less than one per cent" 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 a 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 manager software.	40%
2	Ongoing	Monitor current schedule software to allow for client additions right up to the moment of dispatch.	40%
3	October 2007	Insert "zero denials" in City of Petaluma Short Range Transit Plan.	20%
		Total	100%

Fiscal Year 2007-2008 Productivity Improvement Program

Transit Operator: **SamTrans**

Project Title: Development Of Goals, Objectives And Performance Measures And Monitoring Program

Project Goal: To link 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 FY2003-04 - FY2012-13 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 May 2006. An update of the SRTP will occur in the Spring of 2006 to align the 10-year SRTP with the Adopted Strategic Plan. The proposed Productivity Improvement Program will include 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	RTP, including updated and expanded goals, objectives, and performance standards.	25%
2	November 2007	Develop district-wide Performance Monitoring Program and establish linkages to the Draft SRTP.	25%
3	January 2008	Implementation of the district-wide Performance Monitoring Program.	25%
4	Ongoing	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 2007-2008 Productivity Improvement Program

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

Project Title: Continue To Make Progress Towards Developing Strategies To Achieve The Proposition E Service Delivery Standards: 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 and make appropriate changes; evaluate moving/removing stops to increase transit speed and implement appropriate changes; analysis of supervisory assignments and make adjustments that may improve on-time performance; review of procedures to improve vehicle availability and make appropriate changes; consider hiring plan to effectively backfill operator positions. The MTA is partnering with the S.F. Controller's Office on the Transit Effectiveness Program (TEP), which is projected to recommend improvements that will enhance on-time performance in late 2007 to be implemented in subsequent service changes.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	December 2008	Review schedules on poor performance lines and make changes where appropriate to improve on-time performance.	20%
2	January 2008	Add vehicle locating (NextBus) computers in the inspectors' trucks.	20%
3	Completed	Establish satellite rail storage area to improve vehicle availability and to free up space in main yard.	20%
4	December 2008	In coordination with the TEP, evaluate moving/removing stops to increase transit speed and implement appropriate changes.	20%
5	December 2008	Work with S.F. Controller's Office on the Transit Effectiveness Program (TEP) to develop recommended measures to improve on-time performance, and then implement appropriate measures.	20%
		Total	100%

Fiscal Year 2007-2008 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, a 90% on-time performance standard during the review period. The stated goal of CityBus is to continue improving on the TDA Triennial Reviews 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	Completed	Evaluate current system (as part of 2006-2015 Short Range Transit Plan development process).	20%
2	Completed	Design Service Enhancements.	20%
3	Completed	Public Outreach and City Council approval.	20%
4	Completed	Implementation.	20%
5	Completed	Continue with system, equipment and personnel adjustments to improve on-time performance standard from 90% to 95%.	10%
6	January 2008	Evaluate system's adherence to a 95% on-time performance standard.	10%
		Total	100%

Fiscal Year 2007-2008 Productivity Improvement Program

Transit Operator: **Sonoma County Transit**

Project Title: Monitor Fixed-Route Farebox Recovery Ratio

Project Goal: Reverse trend of decreasing farebox recovery ratio.

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	Completed	Implement minor fare increase.	25%
2	Completed	Establish five-year plan for fare adjustments - included in FY 2008 SRTP full update.	25%
3	January 2008	Conduct assessment of first half farebox revenues and recovery ratio.	25%
4	March 2008	Conduct assessment of third quarter farebox revenues and recovery ratio.	25%
		Total	100%

Fiscal Year 2007-2008 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	July 2007	Train assigned staff on goals and objectives of the project and reporting and collection method of information.	10%
4	July 2007	Start Monthly Ride Checks - Ongoing Monthly.	25%
5	September 2008	Produce report - Ongoing Quarterly.	25%
6	October 2008	Meet with Contractor to discuss findings and corrective action as needed - Ongoing Monthly and/or Quarterly.	15%
			100%

Fiscal Year 2007-2008 Productivity Improvement Program

Transit Operator: **City of Vacaville**

Project Title: Continue Efforts To Improve Pick-Up Schedule Adherence On Vacaville's Special Services

Project Goal: Improve City Coach ADA Schedule Adherence.

Project Description: Improve Special Services (ADA) on-time pick-up schedule adherence (pick-ups 15 minutes early to 15 minutes late).

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	Completed	Staff working with contractor to identify Special Services pickup time schedule adherence. Pickup times were compiled, reviewed and examined to determine contributing factors in not meeting the City's stated goal of 90% pickups within a 30-minute window of the scheduled time.	30%
2	Completed	Meetings held with drivers and dispatch staff to understand actual field issues in not meeting stated City standard.	20%
3	Completed	Apply information learned from research and discussions with staff to actual field operations and ADA pickup scheduling. This task expected to take time as monitoring and adjustments are made to correct the issue.	30%
4	October 2007	Continue to monitor and adjust pickup scheduling process until most efficient method is obtained. Staff will continue to work directly with the transit contractor to monitor this process and ensure progress and improvements are made.	20%
			100%

Fiscal Year 2007-2008 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 to develop set of reasonable and appropriate goals, objectives, and performance measures for the bus, ferry, and paratransit service.

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.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	September 2006	Develop Mini-SRTP.	20%
2	Completed	Work with Consultants on the full SRTP.	40%
3	November 2007	Establishing standards in full SRTP.	40%
			100%

Fiscal Year 2007-2008 Productivity Improvement Program

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

Project Title: Continue Efforts Towards 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%
	Completed	VTA Implements Short-Term Hay Group Recommendations.	20%
	June 2009	VTA Implements Medium-Term Hay Group Recommendations.	20%
	June 2010	VTA Implements Long-Term Hay Group Recommendations.	20%
			100%

Fiscal Year 2007-2008 Productivity Improvement Program

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

Project Title: Tighten Relationship Between SRTP Goals and Objectives and Transit Operations Report Measures and Standards

Project Goal: Collect service data and adopt performance standards that accurately measure VTA's progress towards the organization's long-term goals.

Project Description: Adopt new agency wide goals (the current set dates from 1999). Develop new performance standards that reflect the new goals. Begin collecting data for and reporting measures that could demonstrate progress towards meeting the performance standards and achieving agency wide goals.

Schedule and Percentages of Milestones/Deliverables:

	Completion	Milestone/Deliverable	% of Project
1	March 2008	Develop and adopt new agency wide goals and objectives.	50%
2	June 2008	Develop and adopt performance standards.	25%
3	June 2008	Develop and implement new performance measures.	10%
4	September 2008	Incorporate new goals, standards and measures in the SRTP and Transit Operations Report.	15%
			100%

Fiscal Year 2007-2008 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	March 2008	Develop and adopt new agency wide goals and objectives.	50%
2	June 2008	Develop and adopt performance standards.	25%
3	June 2008	Develop and implement new performance measures.	10%
4	September 2008	Incorporate new goals, standards and measures in the SRTP and Transit Operations Report.	15%
			100%