

Metropolitan Transportation Commission Programming and Allocations Committee

March 11, 2020

Agenda Item 2h

MTC Resolution No. 4397

Subject: FY 2019-20 Transportation Development Act (TDA) Productivity Improvement Program (PIP).

Background: In accordance with TDA legislation, MTC annually adopts a PIP, which is a set of projects to be undertaken by transit operators in the region in the near-term to improve productivity and lower operating costs. Before MTC can allocate TDA or State Transit Assistance (STA) funds to the operators for FY 2020-21, MTC must approve the FY 2019-20 PIP and affirm that operators have made a reasonable effort to implement their PIP project(s).

Attachment 1 to this memo summarizes the PIP projects for each operator while Attachment A to this resolution provides a more detailed description of all PIP projects. Historically, PIP projects were derived from recommendations made in the operators' most recently completed triennial TDA performance audits. For the seven largest operators, the PIP development process was revised in 2014 to incorporate the Transit Sustainability Project (TSP) performance metrics. Projects identified as "complete" will be removed from the PIP after the operator's next TDA audit.

Large Operators – PIP Projects

Annually, MTC evaluates the TSP performance for the seven large operators (AC Transit, BART, Caltrain, Golden Gate, SamTrans, SFMTA, and SCVTA). Staff finds that most agencies have aligned costs with productivity, but that agencies are beginning to see ridership declines – in some cases of significant magnitude. A transit use study by UCLA that was presented to the Commission in January (<http://www.its.ucla.edu/publication/bay-area-transit-ridership-trends/>) will inform future discussions with the transit operators to address issues affecting the industry as a whole and Bay Area operations in particular. The large operators have submitted annual updates to their TSP strategic plans that identify strategies to continue progress towards achieving the 5% reductions and limiting growth in costs as part of the PIP.

Small Operators – PIP Projects

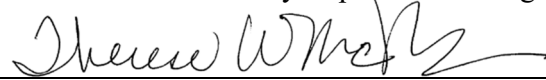
The smaller operators have drawn upon recommendations from the TDA performance audit, TSP, or other agency plans to improve productivity or lower operating costs.

The PIP is one tool that operators and MTC have at their disposal to make incremental improvements in transit operational efficiencies and the customer experience. Given recent discussions at the Committee and Commission levels surrounding seamless travel and ways in which to encourage greater coordination among Bay Area transit providers, staff welcomes input from Commissioners and stakeholders on ways to modernize the PIP and will return with a recommendation for the next cycle that fits with and supports evolving regional priorities.

Issues: None.

Recommendation: Refer MTC Resolution No. 4397 to the Commission for approval.

Attachments: Attachment 1 – Summary of PIP Projects
MTC Resolution No. 4397
- Attachment A, Fiscal Year 2019-2020 Productivity Improvement Program



Therese W. McMillan

Attachment 1 – Summary of PIP Projects

Large Operators

| Agency | Project | Status |
|---|---|---------|
| AC Transit, BART, Caltrain, Golden Gate Transit, SamTrans, SFMTA, SCVTA | Transit Sustainability Project (TSP) Strategic Plan | Ongoing |
| BART | Reduce unscheduled absences | New |

Small Operators

Regional Projects

| Agency | Project | Status |
|--------|--------------------------|-----------|
| WETA | Mobile Ticketing Project | Completed |

Alameda County

| Agency | Project | Status |
|------------|--|------------|
| LAVTA | Fixed Route Bus Service On-Time Performance Improvement Project | Completed |
| Union City | Student Transit Pass Pilot Program (with ACTC) | Completed |
| | Install Automated Vehicle Location and Counters on Fixed-Route Service | Continuing |

Contra Costa County

| Agency | Project | Status |
|---------------------------|---|---------------|
| CCCTA (County Connection) | Bus Stop Access Improvement Project | Continuing |
| ECCTA (Tri Delta Transit) | Non-ADA Paratransit to Fixed Route Incentive Program | Completed |
| WCCTA (WestCat) | Implement Strategies to Track Bus Service On-time Performance | Continuing |

Marin County

| Agency | Project | Status |
|---------------|--|---------------|
| Marin Transit | Paratransit Preventative Maintenance Reporting | Completed |
| | Fare Policy Update | New |

Napa County

| Agency | Project | Status |
|---------------|---|---------------|
| NVRTA | VINE Bus Stop Informational Signs Upgrade | Continuing |
| | VINE Transit Comprehensive Operational Analysis | Completed |

Solano County

| Agency | Project | Status |
|---|--|---------------|
| Solano Transportation Authority for all Solano County Operators | Solano County Mobility Management Program Enhancements | Completed |
| | Solano Express Operations Implementation Plan | Completed |
| Soltrans | Local Fare Increase | New |
| City of Vacaville | Service Evaluation and Route Planning | Completed |
| | Reduce Preventable Accidents | Completed |
| | Eliminate ADA Trip Denials on Paratransit | Completed |

Sonoma County

| Agency | Project | Status |
|---|---|---------------|
| City of Petaluma | Install Real-Time Signage at Major Bus Stops | New |
| Santa Rosa | Improve data collection and reporting activities for fixed route and paratransit services | Completed |
| Sonoma County | Reduce Preventable Accidents | Completed |
| | Reduce Paratransit Trip Cancellations | Completed |
| Petaluma, Santa Rosa, and Sonoma County | Transit Efficiency Integration Study | Completed |

Date: March 25, 2020
W.I.: 1514
Referred By: PAC

ABSTRACT

Resolution No. 4397

This resolution adopts MTC's FY2019-20 Productivity Improvement Program (PIP).

This resolution includes the following attachments:

Attachment A: Productivity Improvement Program for Large and Small Transit Operators

Further discussion of this action is contained in the Programming and Allocations Committee Summary Sheet for March 11, 2020.

Date: March 25, 2020
W.I.: 1514
Referred By: PAC

Re: MTC Productivity Improvement Program

METROPOLITAN TRANSPORTATION COMMISSION
RESOLUTION NO. 4397

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 (TDA) 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 (STA) 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; now, therefore, be it

RESOLVED, that MTC adopts the productivity improvement projects set forth in Attachment A to this resolution, and incorporated herein by reference; and

RESOLVED, that MTC finds that all transit operators identified in Attachment A have made reasonable effort in implementing productivity improvements and are eligible for allocations of TDA and STA funds next fiscal year in accordance with PUC sections 99244 and 99314.7.

METROPOLITAN TRANSPORTATION COMMISSION

Scott Haggerty, Chair

The above resolution was adopted by the
Metropolitan Transportation Commission
at a regular meeting of the Commission held in
San Francisco, California, on March 25, 2020.

Date: March 25, 2020
W.I.: 1514
Referred By: PAC

Attachment A
Resolution No. 4397
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Fiscal Year 2019-2020 Productivity Improvement Program

Large Operators

Transit Operator: AC Transit, BART, Caltrain, Golden Gate Transit, SamTrans, SFMTA, and SCVTA

Project Title: Transit Sustainability Project Strategic Plan

Project Goal: Achieve a 5% reduction by FY2016-17 in at least one of the three performance measures outlined in MTC Resolution 4060.

Project Description: MTC Resolution No. 4060 established performance measures and targets for the largest seven Bay Area transit operators to achieve a five percent (5%) reduction by FY2016-17 in one of three performance measures with no growth beyond the Consumer Price Index (CPI) thereafter. These measures are:

- Cost Per Vehicle Service Hour;
- Cost Per Passenger; and
- Cost per Passenger Mile.

Each agency adopted a strategic plan in FY2012-13 and annually updates this plan to describe how it intends to meet one or more of the performance targets. Beginning in FY2013-14, each agency submits performance data on all three measures and targets as part of MTC's ongoing monitoring of progress towards meeting the targets.

Estimated Completion Date: Ongoing

Transit Operator: Bay Area Rapid Transit District (BART) *(NEW)*

Project Title: Reduce Unscheduled Absences

Project Goal: Curtail unscheduled absences.

Project Description: Develop and implement process to reduce unscheduled absences including improving understanding of absences, target communication to employees with excessive absences, provide training to supervisors, and audit attendance.

Estimated Completion Date: Ongoing

Small Operators

Regional

Transit Operator: Water Emergency Transportation Authority (WETA)

Project Title: Mobile Ticketing Project

Project Goal: The project will address the potential loss of revenue from problematic on-board ticket sales and improve the customer experience by providing a convenient and efficient means of buying tickets.

Project Description: WETA will implement a mobile ticketing platform that will allow riders to purchase tickets from their smartphones. The primary users of the mobile platform will be visitors/tourists and infrequent riders who do not have a Clipper card and want to avoid the need to pay onboard. The application will be a free download and on-board staff will visually inspect all mobile tickets.

Estimated Completion Date: Completed, January 2019

Alameda County

Transit Operator: Livermore Amador Valley Transit Authority (LAVTA)

Project Title: Fixed Route Bus Service On-Time Performance Improvement Project

Project Goal: Examine causes and prepare a plan for improving on-time performance of the fixed route bus service.

Project Description: LAVTA's fixed-route on-time performance for the three years of the most current TDA audit period was consistently in the 80 percent range. The previous Short Range Transit Plan included a standard of 90 percent. LAVTA has examined its fixed-route bus service

to determine the cause(s) for the underperforming on-time scheduled bus service through the process of a comprehensive operations analysis that was completed in FY16. LAVTA continues to monitor performance and adjust schedules and operations as needed with the goal of reaching 85% within that timeframe.

Estimated Completion Date: Completed, June 2019

Transit Operator: Union City

Project Title: Student Transit Pass Pilot Program

Project Goal: Increase student ridership and reduce barriers to transportation access to/from school.

Project Description: Alameda County Transportation Commission (ACTC) has a three-year student transit pass pilot project to test different pass programs to determine if and which pass programs will increase student ridership. ACTC contracted with Union City to purchase passes for students in the first year and in the second year (current FY) will reimburse Union City Transit for trips taken. Pilot started in FY17 and will conclude in FY19 with the goal of creating a countywide student transit pass program.

Estimated Completion Date: Completed, June 2019

Transit Operator: Union City

Project Title: Install Automated Vehicle Location and Counters on Fixed-Route Service

Project Goal: This project will provide fixed-route location via remote system to generate better schedules in the future, provide real-time information to customers, and automate passenger counts.

Project Description: This project will install tablet units inside the fixed route bus fleet. The table will enable office and field staff to track and communicate with the operator. Customers will be able to track their bus using an application that provides stop arrival time predictions. Automated passenger counters will also be installed at the front and rear doors to eliminate the need to manually count riders.

Estimated Completion Date: March 2020

Contra Costa County

Transit Operator: Central Contra Costa Transit Authority (CCCTA)/ County Connection

Project Title: Bus Stop Access Improvement Project

Project Goal: Improve access to bus stops by providing passenger amenities, improved signage, and ADA accessibility.

Project Description: Recommendations in the Bus Stop Access Improvement Study will be implemented to improve passenger amenities, provide additional information to the public, and improve ADA accessibility.

Estimated Completion Date: December 2021

Transit Operator: Eastern Contra Costa Transit Authority/Tri-Delta Transit

Project Title: Non-ADA Paratransit to Fixed Route Incentive Program

Project Goal: Increase efficiency by reducing the number of non-ADA trips and reduce the per passenger operating costs of our paratransit service by incentivizing non-ADA users to utilize fixed route and Transportation Network Company partner alternatives.

Project Description: Tri Delta Transit will implement a pilot program to provide incentives for non-ADA users to use existing fixed route and TNC partner services rather than existing paratransit. Efforts will include major fare incentives as well as significant public outreach and travel training. Results of the program will be presented to the Board to decide whether to continue or end the program.

Estimated Completion Date: Completed, June 2019

Transit Operator: Western Contra Costa Transit Authority (WestCat)

Project Title: Implement Strategies to Track Bus Service On-time Performance

Project Goal: Obtain complete and accurate data on all aspects of the fixed-route service with new CAD/AVL/APC system.

Project Description: A new CAD/AVL/APC system will be tested on the commuter bus routes in late 2018. Depending on available funding, it will be implemented on the entire fixed-route fleet after testing is complete. This system will provide complete and accurate data for fixed-route service.

Estimated Completion Date: May 2020

Marin County

Transit Operator: Marin Transit

Project Title: Paratransit Preventative Maintenance Reporting

Project Goal: Ensure that Marin Transit's paratransit contractor's preventative maintenance program complies with Federal Transit Administration standards.

Project Description: A recent review of the maintenance records of Marin Transit's paratransit contractor found discrepancies between the mileage between preventative maintenance reported to Marin Transit by the contractor and the actual mileage between preventative maintenance shown in the individual vehicle maintenance records. Based on the actual mileage, it was determined that preventative maintenance had not been performed to the level required by the Federal Transit Administration. This project provides the corrective action necessary to ensure that FTA standards are met.

Estimated Completion Date: Completed, December 2018

Transit Operator: Marin Transit

Project Title: Fare Policy Update (NEW)

Project Goals: (1) Shift cash payments to other fare media to support operational efficiency (2) Increase Clipper and pass usage (3) Simplify payment (4) Offer fare media that encourages ridership (5) Overall policy changes should be revenue neutral (NEW)

Project Description: Evaluate current fare policies, both price and payment mechanisms, and determine modifications consistent with the Project Goals. Specific tasks include: analysis of current fare revenue, development of recommendations, coordination with Golden Gate Transit

and the Clipper program, Board of Directors workshop, public hearings, and adoption of new policies.

Estimated Completion Date: June 2020

Napa County

Transit Operator: Napa Valley Transportation Authority (NVTa)

Project Title: VINE Bus Stop Informational Signs Upgrade

Project Goal: Replace existing bus signage with new signs containing more customer service options and information.

Project Description: The new bus stop signs will inform riders of automated phone and text lines for information relating to bus service at the specific stop. The signs will also contain information on access to service information via internet or phone application for those possessing smart phones. The purpose of this is to direct some customer service questions to automated sources and reduce the amount of time spent answering routine questions by VINE staff thereby increasing customer service efficiency.

Estimated Completion Date: February 2021

Transit Operator: Napa Valley Transportation Authority (NVTa)

Project Title: VINE Transit Comprehensive Operational Analysis (COA)

Project Goal: The goal of the COA is to find inefficiencies in the transit system and recommend corrective or mitigating actions. The study will also give NVTa potential areas where service is lacking and what can be done to increase service in those areas. This study will cover fixed route as well as on demand services. It will exclude express services but will incorporate findings from the Vine Transit Express Bus Study.

Project Description: NVTa will analyze data regarding Vine's current fixed and on demand services and make recommendations to improve service efficiency.

Estimated Completion Date: Completed, January 2020

Solano County

Transit Operator: Solano Transportation Authority for all Solano County Operators (Dixon, FAST, Rio Vista, Soltrans, Vacaville)

Project Title: Solano County Mobility Management Program Enhancements

Project Goal: Implement a Mobility Management Plan for seniors, people with disabilities and the low-income to assist individuals in finding the right transportation to maintain and/or develop their mobility.

Project Description: The four components of the Mobility Management are 1) One Stop Call Center; 2) Travel Training Program; 3) Countywide In-Person ADA Eligibility Determination; and 4) Intercity Taxi Scrip. The first three have been implemented. Solano Transportation Authority will now administer the Intercity Taxi Scrip Program and incorporate non-ambulatory service into the program.

Estimated Completion Date: Completed, December 2018

Transit Operator: Solano Transportation Authority for all Solano County Operators (Dixon, FAST, Rio Vista, Soltrans, Vacaville)

Project Title: Solano Express Operations Implementation Plan

Project Goal: Implement the revised Express Bus service to improve intra-county and inter-regional service, increase ridership, and meet performance standards.

Project Description: In July 2017, the Board approved the Solano Express Operations Implementation Plan to consolidate the seven existing routes into three routes. Staff is finalizing route schedules, making needed capital improvements, and preparing a marketing plan. FAST and Soltrans will need to have public hearings and outreach regarding the proposed service changes. Operational changes are planned to be implemented in two phases: July 2018 and July 2019.

Estimated Completion Date: Completed, July 2019

Transit Operator: Soltrans

Project Title: Local Fare Increase (NEW)

Project Goal: Ensure farebox recovery requirements are met.

Project Description: Increase local fares July 1, 2019, July 1, 2021, and July 1, 2023 to continue to meet the required farebox recovery rate as costs rise.

Estimated Completion Date: July 2023

Transit Operator: City of Vacaville

Project Title: Service Evaluation and Route Planning

Project Goal: Identify and implement fixed route transit improvements that can be implemented in the near-term.

Project Description: Vacaville will hire a transportation consultant to aid staff in the evaluation of City Coach fixed routes with the goal of identifying improvements that can be implemented by the end of 2018.

Estimated Completion Date: Completed, September 2018

Transit Operator: City of Vacaville

Project Title: Reduce Preventable Accidents

Project Goal: Reduce the preventable accident rate per 100,000 vehicle miles.

Project Description: Vacaville will identify and implement additional strategies to improve operator training and enhance monitoring activities to ensure that safety issues are identified and corrected.

Estimated Completion Date: Completed, January 2019

Transit Operator: City of Vacaville

Project Title: Eliminate ADA Trip Denials on Paratransit

Project Goal: Strive to eliminate all ADA service denials.

Project Description: Vacaville will develop and implement strategies to ensure all requested ADA trips are provided per ADA Regulations.

Estimated Completion Date: Completed, August 2018

Sonoma County

Transit Operator: Petaluma

Project Title: Install Real-Time Signage at Major Bus Stops (NEW)

Project Goal: Improve customer experience through the availability of real-time information at high ridership locations.

Project Description: Install real-time signage, using the existing Automated Vehicle Location (AVL) system, at bus stops on the Petaluma Transit system with the highest boardings or at key transfer points. Based on current funding and pricing, signs will be installed at 10-15 stops in the system.

Estimated Completion Date: March 2021

Transit Operator: Santa Rosa

Project Title: Improve data collection and reporting activities for fixed route and paratransit services

Project Goal: Create a procedure manual for how to collect and report the figures in the TDA worksheet.

Project Description: Data inconsistencies were noted in the previous TDA audit. Staff turnover has also caused methods of data gathering and reporting to be exhaustively time consuming in trying to match previous methods. This project will function as a tool to enhance TDA reporting by more clearly defining the location of the data points used in reporting, why those particular

data sets were selected, and the methodology used to attribute allocated funds to service. This procedure manual will improve consistency in reporting.

Estimated Completion Date: Completed, October 2019

Transit Operator: Sonoma County

Project Title: Reduce Preventable Accidents

Project Goal: Reduce the number of preventable accidents.

Project Description: As recommended in Sonoma County Transit's 2017 TDA Performance Audit, this project will review current performance with regard to preventable accidents and establish training, assessment and targets for improvement during FY 2018-19.

Estimated Completion Date: Completed, September 2019

Transit Operator: Sonoma County

Project Title: Reduce Paratransit Trip Cancellations

Project Goal: Reduce paratransit trip cancellations

Project Description: As recommended in Sonoma County Transit's 2017 TDA Performance Audit, this project will include the development and implementation of strategies to reduce the number of trip cancellations on Sonoma County Paratransit. Over the past five years, paratransit ridership has grown approximately 55%. Along with ridership growth, the number of trip cancellations has increased as well. This project will assess current performance, develop and implement strategies to reduce trip cancellations, set performance targets and review and adjust efforts during FY 2018-19.

Estimated Completion Date: Completed, September 2019

Transit Operator: Petaluma, Santa Rosa, and Sonoma County

Project Title: Transit Efficiency and Integration Study

Project Goal: Identify potential areas of operator integration and develop a timeline for implementation over the next one to fifteen years.

Project Description: Sonoma County Transportation Authority (SCTA) is leading an effort to analyze current operations, cost structures, organizational structures, system performance, community needs, etc., to identify potential cost savings/service delivery improvements under various integration scenarios for implementation over a 1 to 15-year period. All bus transit operators in Sonoma County are participating in this study.

Estimated Completion Date: Completed, November 2019