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CONVENTIONAL AND BUS RAPID TRANSIT OPERATIONS AND MAINTENANCE CONTRACTOR REPORT CARD

The Transportation Services Committee recommends the adoption of the recommendation contained in the following report dated March 11, 2010, from the Commissioner of Transportation Services.

1. RECOMMENDATION

It is recommended that this report be received for information.

2. PURPOSE

This report updates Regional Council on Transit's Operations and Maintenance Contractor Report Card program for 2009 (see *Attachment 1* for 2009 accumulated results).

3. BACKGROUND

Since 2005, York Region Transit (YRT) has used a Contractor Report Card program to record and score contractor performance

The report card provides staff with tools to monitor and report on the performance of the contractors that operate YRT/Viva services. The report card was introduced to Regional Council in September 2006, and is reported on a semi-annual basis.

4. ANALYSIS AND OPTIONS

2009 CONTRACTOR REPORT CARD RESULTS OVERVIEW

YRT/Viva contractors continue to meet the Region's expectations overall

The report card scores the conventional and bus rapid transit contractors on 22 performance standards identified in the performance-based operations and maintenance contract. The results of the accumulated Q1 through Q4 Contractor Report Card indicate that all contractors are meeting the Region's performance expectations overall. Where contractors fall below the benchmark established for each performance standard, staff initiate corrective action and work with the contractors to improve the deficient areas. The performance standards are described in detail in Table 1.

Table 1
Performance Standards

	Performance Standard	Measurement Period	Benchmark Score
1A	On-Time Departures <i>% of on-time vehicle observations; departing no later than 5:00 minutes after the scheduled departure time</i>	Quarterly	90 – 95%
1B	Operating Ahead of Schedule <i>% of not early vehicle observations; no vehicle shall depart before its scheduled departure time for any reason</i>	Quarterly	100%
1C	Missed Trips <i>% of not missed trip observations; vehicles departing more than 20:00 minutes late shall be considered a missed trip</i>	Quarterly	95 – 98%
2A	Kilometres Between Road Calls <i>Average # of km per vehicle per in-service Road Call</i>	Quarterly	8,000 – 10,000 km
2B	In-Service Wheelchair Lift / Ramp Failures <i>% of vehicle observations with functioning wheelchair lifts / ramps</i>	Quarterly	95 – 98%
2C	In-Service Air Conditioning / Heating <i>% of vehicle observations with functioning HVAC systems</i>	Quarterly	95 – 98%
2D	Preventative Maintenance Inspections <i>% of incidences within 5,000 km PMI interval</i>	Quarterly	90 – 95%
2E	Accident Damage Repairs <i># of days beyond repair allowance for all vehicles</i>	Quarterly	Repair allowance of 20 days
2F	In-Service Vehicle Damage Observations <i>% of vehicle observations without body damage</i>	Quarterly	95 – 98%
2G	Exterior Bus Clean <i>% of vehicle observations with properly cleaned exteriors</i>	Quarterly	95 – 98%
2H	Interior Bus Clean <i>% of vehicle observations with properly cleaned interiors</i>	Quarterly	95 – 98%
3A	CVOR <i>Commercial Vehicle Operator's Registration; status of carrier safety rating</i>	Annually	Satisfactory – unaudited
3B	Accidents <i>Average kilometres per vehicle per preventable accident</i>	Quarterly	150,000 – 200,000 km
4A	Customer Complaints² <i># of complaints per 100,000 passenger boardings</i>	Quarterly	10 – 15 complaints
4B	Customer Satisfaction Survey <i>(Biennial survey)</i>	Bi-Annually	70 – 90%
4C	Marketing Materials <i>% of vehicle observations with properly displayed Marketing information</i>	Quarterly	95 – 98%
5A	Customer Service Training <i>1/3rd of bus operators to receive 24 hours of CUTA Ambassador Training per year</i>	Annually	33%
5B	Ongoing Bus Operator Training <i>% of bus operators to receive 16 hours of ongoing training and 1 hour wheelchair lift / ramp training; pass/fail</i>	Annually	90 - 95%
5C	Ongoing Diesel Technician Training <i>% of diesel technicians to receive 12 hours of ongoing training; pass/fail</i>	Annually	80 – 100%
5D	Destination Signs <i>% of vehicle observations with accurate / operational destination signs</i>	Quarterly	95 – 98%
5E	Bus Operator Appearance <i>% of vehicle observations with drivers in proper attire</i>	Quarterly	95 – 98%
6A	Management Reports and TW CARES Tickets⁴ <i># of days late for all reports</i>	Quarterly	95 – 98%

6B	Accident / Incident Reports³ <i># of days beyond reporting allowance for all accidents</i>	Quarterly	2
7A	CAD/AVL (INIT) System Requirement⁵ <i>(% of vehicles correctly tracking on the CAD/AVL system each day, all day)</i>	Quarterly	95 – 98%

- Notes: 1. Average calculated using either three or four divisions, based on available data. (See Attachment 1, Report Card)
2. Customer complaints for Veolia do not include issues regarding schedule adherence or fare dispute.
3. Accident / Incident Reports to be submitted within 2 days of event.
4. Veolia is scored only on TW CARES Tickets.
5. First Canada is currently the only contractor being scored

The performance standards are used to determine whether or not the contractor exceeds, meets or falls below the benchmark

Each quarter, random checks of service schedule adherence and equipment are performed by YRT Operations Inspectors. In addition, data pertaining to vehicle maintenance, accident reports, responses to customer concerns and personnel training is provided to YRT by the contractors. This data is submitted on a daily, monthly and annual basis as specified in the performance-based contract. The results of the YRT random checks and data collection are compiled and used to score each of the 22 performance standards.

Each of the 22 performance standards has been assigned a benchmark score. Scores are illustrated by a percentage, percentage range, or pass/fail. Scoring of the performance standard is done using 1, 2, or 3 scores, where:

1. Exceeds benchmark
Contractor's score is greater than the benchmark score.
2. Meets benchmark
Contractor's score is equal to the benchmark score.
3. Below benchmark
Contractor's score is less than the benchmark score.

First Canada (formerly Laidlaw Transit) ranks third amongst the three conventional contractors

First Canada operates the YRT conventional transit service in the Newmarket, King, Aurora, East Gwillimbury and Georgina areas (North Division).

Performance standards scoring one (exceeding benchmark) or two (meeting benchmark) are listed in Table 2.

Table 2
Performance Requirements Exceeding or Meeting Standard Benchmark
(First Canada)

Exceeding Standard Benchmark	Meeting Standard Benchmark
• Missed Trips • In-service Wheelchair Lift / Ramp Failures • In-service Air Conditioning/Heating • Commercial Vehicle Operators Registration • Marketing Materials • Destination Signs • Bus Operator Appearance • CAD/AVL (Init) System	• On-Time Departures • Customer Complaints • Customer Satisfaction Survey • Management Reports and TW CARES tickets • Customer Service Training • Ongoing Bus Operator Training • Ongoing Diesel Technician Training

Performance standards scoring three (below standard benchmark) and indicating a need for improvement are listed below in Table 3.

Table 3
Performance Requirements Below Standard Benchmark (First Canada)

Below Standard
• Operating Ahead of Schedule • Kilometres Between Road Calls • Preventative Maintenance Inspections • In-Service Vehicle Damage • Exterior Bus Clean • Interior Bus Clean • Accidents

Tokmakjian Transit ranks second overall

Tokmakjian operates YRT's conventional transit service in the Vaughan and Richmond Hill areas (Southwest Division).

Performance standards scoring one (exceeding standard benchmark) or two (meeting standard benchmark) are listed in Table 4.

Table 4
Performance Requirements Exceeding or Meeting Standard Benchmark
(Tokmakjian)

Exceeding Standard Benchmark	Meeting Standard Benchmark
• Missed Trips • In-Service Air Conditioning/Heating • Preventative Maintenance Inspections • Commercial Vehicle Operators Registration • Accidents • Customer Complaints • Bus Operator Appearance	• On-Time Departures • In-Service Wheelchair Lift/Ramp Failures • Customer Satisfaction Survey • Marketing Materials • Customer Service Training • Ongoing Bus Operator Training • Ongoing Diesel Technician Training • Destination Signs • Management Reports and TW CARES Tickets

Performance standards scoring three (below standard benchmark) and indicating a need for improvement are listed in Table 5.

Table 5
Performance Requirements Below Standard Benchmark (Tokmakjian)

Below Standard Benchmark
• Operating Ahead of Schedule • Kilometres Between Road Calls • In-Service Vehicle Damage Observations • Exterior Bus Clean • Interior Clean

Miller Transit ranks first overall

Miller operates YRT's conventional transit service in the Markham and Richmond Hill areas (Southeast Division).

Performance standards scoring one (exceeding standard benchmark) or two (meeting standard benchmark) are listed in Table 6.

Table 6
Performance Requirements Exceeding or Meeting Standard Benchmark (Miller)

Exceeding Standard Benchmark	Meeting Standard Benchmark
• On-Time Departures • Missed Trips • Kilometres Between Road Calls • In-Service Wheelchair Lift/Ramp Failures • In-Service Air Conditioning/Heating • Preventative Maintenance Inspections • Accidents • Customer Complaints • Marketing Materials • Destination Signs • Bus Operator Appearance • Management Reports and TW CARES Tickets	• Commercial Vehicle Operators Registration • Customer Satisfaction Survey • Customer Service Training • Ongoing Bus Operator Training • Ongoing Diesel Technician Training

Performance standards scoring three (below standard benchmark) and indicating a need for improvement are listed in Table 7.

Table 7
Performance Requirements Below Standard Benchmark (Miller)

Below Standard Benchmark
• Operating Ahead of Schedule • In-Service Vehicle Damage Observations • Exterior Bus Clean • Interior Clean

Veolia Transportation operates the Viva bus rapid transit service and is not ranked in comparison to the other three conventional bus operating contractors for various reasons

These include:

- Buses are operated on an 'accelerated' basis maintaining equal spacing between buses as opposed to adhering to a bus stop to bus stop schedule. Staff monitor schedule adherence from beginning and end points on routes, typically at terminals, through

both physical observation and the Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) system.

- On-street operating conditions are somewhat different. Viva buses do not operate on the local road network and are only required to stop at Viva stations. These stations are spaced approximately one kilometre apart. Conventional bus stops are typically spaced every 250-300 metres.
- Veolia is operating the BRT service only. They are not required to operate services such as shuttles and school specials.
- Veolia has had the advantage of operating with all new buses since 2005.
- Veolia uses an off-board fare payment system which means there is little or no interaction between passenger and operator.

Performance standards scoring one (exceeding standard benchmark) or two (meeting standard benchmark) are listed in Table 8.

Table 8

Performance Requirements Exceeding or Meeting Standard Benchmark (Veolia)

Exceeding Standard Benchmark	Meeting Standard Benchmark
• On-Time Departure • Missed Trips • In-service Air Conditioning/Heating • Preventative Maintenance Inspections • Accidents • Customer Complaints • Marketing Materials • Destination Signs • Bus Operator Appearance • Management Reports and TW CARES Tickets	• Kilometres Between Road Calls • In-Service Wheelchair Lift/Ramp Failure • Commercial Vehicle Operators Registration • Customer Satisfaction Survey • Customer Service Training • Ongoing Bus Operator Training • Ongoing Diesel Technician Training

Performance standards scoring three (below standard benchmark) and indicating a need for improvement are listed below in Table 9.

Table 9

Performance Requirements Below Standard Benchmark (Veolia)

Below Standard Benchmark
• Operating Ahead of Schedule • In-Service Vehicle Damage Observations • Exterior Bus Clean • Interior Clean

The 2009 accumulated Operations and Maintenance Contractor Report Card summary is attached as *Attachment 1*.

CORRECTIVE MEASURES

YRT staff continue to work with contractors to implement corrective measures to improve upon their overall performance

Current initiatives include:

- State-of-the-art Control Centre opened to monitor systems performance.
- Program Coordinator, Safety and Training, hired.
- Driver training records audited. New audit process established focusing on training requirements included in the performance based contract.
- Monthly review of report card data with contractors by both Operations and Fleet sections of YRT.
- Quarterly audits of contract terms and conditions other than performance standards.
- Utilization of a new web-based reporting system, TIRS (Transit Incident Reporting System) to report service delay issues and on-board technology equipment malfunctions, and to track corrective actions taken.
- Development of fleet-related technical instruction sheet processes and service criteria for contractors.
- Development of an electronic vehicle maintenance tracking database.
- AssetWorks has been awarded a contract to implement a fleet asset management system for YRT as well as Roads, EMS and Police. This system will better track vehicle maintenance performed by our Contractors. Implementation at the first garage is scheduled for August 2010.
- First Canada has seconded a fleet specialist from the corporate office to implement measures to improve the compliance to the Report Card.
- Inspection is being conducted on the Contractor's fleet maintenance records every quarter through a contact audit process in accordance to contract specifications.
- Meetings continue with contractors that focus solely on fleet-related issues. This includes a review of fleet maintenance and parts warranty issues, and mechanic training requirements.
- Continue to conduct monthly operations meetings with contractors to discuss service issues, resource issues, and operator training requirements.
- Quarterly meetings of the Driver Training and Communications Team continue. The team is made up of YRT, Risk Management and contractor staff. The team's focus is the development of training practices and procedures for the bus operators, "Safety First". Current focus is on-board accidents, and device and customer securement for the safety of persons with disabilities and other YRT/Viva customers.
- Continue to work with each contractor to improve and investigate various cleaning practices pertaining to interior and exterior bus cleaning. Interior bus cleaning continues to be a challenge as, unlike most other transit systems, YRT and Viva buses

are stored outside, which poses a particular cleaning challenge in winter months. The contractors have taken steps to improve quality control including hiring new sub-contractors and improving work oversight.

- YRT staff have implemented a new process where 1/4 of the fleet is inspected each quarter. This will improve the monitoring of bus maintenance and condition, and will result in better bus body condition and fewer in-service breakdowns.
- Data collection of fleet maintenance records is being conducted to avoid repeat in-service maintenance failures.

5. FINANCIAL IMPLICATIONS

Total incentives paid to the conventional bus operating contractors for 2009 total \$177,200

Incentive payments are made to the conventional contractors based on data collected pursuant to the performance-based contract. This program is not currently applied to Veolia Transportation, the Viva operator. Each of the three conventional contractors has the opportunity to receive up to a total of \$144,000 in incentive payments during each contract year, for a total of \$432,000. This represents less than 1% of the total annual value of all conventional contracts.

Contractors receive incentives for individual performance standards when they exceed the benchmark score. Disincentives are levied against the contractor when they do not meet the benchmark score.

Incentive payments made to the conventional contractors in 2008 and 2009 are outlined in Table 10.

Table 10
Performance Payments to the Conventional Contractors

Contractor	2008 Incentives	2009 Incentives
First Canada	\$44,200	\$35,200
Miller Transit	\$68,100	\$95,200
Tokmakjian	\$74,200	\$46,800
Total	\$186,500	\$177,200

Each performance standard has a different value. Incentive payments to the contractor are determined by the number of performance standards exceeded by the contractor and the value associated with those performance standards.

*Incentives/disincentives are calculated based on contract year not calendar year.

The funding required for the maximum incentive payments to contractor is included in the operating budget each year.

6. LOCAL MUNICIPAL IMPACT

Transit customers from the local municipalities benefit from the Contractor Report Card Program through the continual monitoring of service, and the identification of areas in need of improvement. This ensures that customers will continue to receive quality public transit services.

7. CONCLUSION

The Contractor Report Card provides staff with another management tool to continually monitor the performance of transit operations and maintenance contractors, and identify opportunities for quality improvement.

Overall, the contractors are meeting the Region's performance expectations. Where the contractors fall below our benchmark standards staff initiates corrective action and works with them to improve the deficient areas.

On an annual basis, the contractors continue to receive incentive payments. Enhancements to the performance-based contracts and increased incentive/disincentive values are being made through both the implementation of the new Southwest Division contract in August 2010 and the Viva contract extension in September 2010.

For more information on this report, please contact Ann-Marie Carroll, Manager, Operations, (Ext. 5677), of the Transit Branch of the Transportation Services Department.

The Senior Management Group has reviewed this report.

(The attachment referred to in this clause is attached to this report.)



YRT Contractor Report Card

January to December 2009

Performance Standards		Per.	Req.	Division 1 (Miller)		Division 2 (First Student)		Division 4 (Tokmakjian)		Division 7 (Veolia)		Average ¹
				Data	Score	Data	Score	Data	Score	Data	Score	
1A	On-Time Departures (% of on-time vehicle observations; departing no later than 5:00 minutes after the scheduled departure time)	Q	90% - 95%	96.87%	1	94.78%	2	92.92%	2	97.77%	1	95.75%
1B	Operating Ahead of Schedule (% of not early vehicle observations; no vehicle shall depart before its scheduled departure time for any reason)	Q	100%	98.01%	3	96.52%	3	93.22%	3	98.89%	3	96.83%
1C	Missed Trips (% of not missed trip observations; vehicles departing more than 20:00 minutes late shall be considered a missed trip)	Q	95% - 98%	99.72%	1	100.00%	1	99.41%	1	99.55%	1	99.66%
2A	Kilometres Between Road Calls (average # of km per vehicle per in-service Road Call)	Q	8,000 - 10,000 km	15,209	1	3,948	3	5,244	3	9,045	2	7,021
2B	In-Service Wheelchair Lift / Ramp Failures (% of vehicle observations with functioning wheelchair lifts/ramps)	Q	95% - 98%	99.23%	1	98.39%	1	95.53%	2	97.13%	2	97.58%
2C	In-Service Air Conditioning / Heating (% of vehicle observations with functioning HVAC systems)	Q	95% - 98%	100.00%	1	99.54%	1	100.00%	1	99.74%	1	99.81%
2D	Preventative Maintenance Inspections (% of incidences within 5,000 km PMI interval)	Q	90% - 95%	97.75%	1	84.44%	3	97.84%	1	98.41%	1	95.95%
2E	Accident Damage Repairs (# of days beyond repair allowance for all vehicles)	Q	Repair allowance of 20 days	0	1	0	1	0	1	0	1	0
2F	In-Service Vehicle Damage Observations (% of vehicle observations without body damage)	Q	95% - 98%	91.84%	3	90.55%	3	83.13%	3	79.11%	3	86.29%
2G	Exterior Bus Clean (% of vehicle observations with properly cleaned exteriors)	Q	95% - 98%	93.54%	3	88.24%	3	91.01%	3	82.91%	3	88.90%
2H	Interior Bus Clean (% of vehicle observations with properly cleaned interiors)	Q	95% - 98%	92.13%	3	74.51%	3	80.58%	3	74.79%	3	80.49%
3A	CVOR (Commercial Vehicle Operator's Registration; status of carrier safety rating)	A	satisfactory - unaudited	satisfactory - unaudited	2	satisfactory - audited	1	satisfactory - audited	1	satisfactory - unaudited	2	satisfactory - unaudited
3B	Accidents (avg. kilometres per vehicle per preventable accident)	Q	150,000 - 200,000 km	237,775	1	105,358	3	205,794	1	218,171	1	189,888



YRT Contractor Report Card

January to December 2009

	Performance Standards	Per.	Req.	Division 1 (Miller)		Division 2 (First Student)		Division 4 (Tokmakjian)		Division 7 (Veolia)		Average ¹
				Data	Score	Data	Score	Data	Score	Data	Score	
4A	Customer Complaints ² (# of complaints per 100,000 passenger boardings)	Q	10 - 15 complaints	3.98	1	10.10	2	5.86	1	1.86	1	4.14
4B	Customer Satisfaction Survey (biennial survey)	BA	70% - 90%	81%	2	83%	2	78%	2	87%	2	82%
4C	Marketing Materials (% of vehicle observations with properly displayed Marketing information)	Q	95%-98%	100.00%	1	98.88%	1	96.81%	2	99.72%	1	98.42%
5A	Customer Service Training (1/3rd of bus operators to receive 24 hours of CUTA Ambassador Training per year; pass / fail)	A	33%	Pass	1	Pass	1	Pass	1	Pass	1	Pass
5B	Ongoing Bus Operator Training (% of bus operators to receive 16 hours of ongoing training and 1 hour wheelchair lift / ramp training; pass / fail)	A	90% - 95%	Pass	1	Pass	1	Pass	1	Pass	1	Pass
5C	Ongoing Diesel Technician Training (% of diesel technicians to receive 12 hours of ongoing training; pass / fail)	A	80% - 100%	Pass	1	Pass	1	Pass	1	Pass	1	Pass
5D	Destination Signs (% of vehicle observations with accurate / operational destination signs)	Q	95% - 98%	98.47%	1	98.39%	1	97.52%	2	99.48%	1	98.45%
5E	Bus Operator Appearance (% of vehicle observations with drivers in proper attire)	Q	95% - 98%	100.00%	1	100.00%	1	100.00%	1	100.00%	1	100.00%
6A	Management Reports and TW CARES Tickets (# of days late for all reports)	Q	95% - 98% See Note 4	98.48	1	96.11	2	96.80	2	98.40	1	97%
6B	Accident / Incident Reports ³ (# days beyond reporting allowance for all accidents)	Q	See Note 3	18	N/A	7	N/A	5	N/A	35	N/A	16.25
7A	CAD/AVL (INIT) System Requirement ⁵ (% of vehicles correctly tracking on the CAD/AVL system each day, all day)	Q	95% - 98% See Note 7	0	N/A	0	N/A	0	N/A	0	N/A	0
Total Score				32		40		38		34		

OVERALL RANK			
1	3	2	N/A

Notes

- 1) Average calculated using either three or four divisions, based on available data
- 2) Customer complaints for Veolia do not include issues regarding schedule adherence or fare dispute
- 3) Accident / Incident Reports to be submitted within 2 days of event; methodology for ranking under development
- 4) Veolia is scored only on TW CARES Tickets
- 5) First Canada is the only contractor currently being scored