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YORK REGION TRANSIT OPERATIONS AND MAINTENANCE CONTRACTOR REPORT CARD

The Transit Committee recommends the adoption of the recommendation contained in the following report, April 23, 2008, from the Commissioner of Transportation Services:

1. RECOMMENDATION

It is recommended that this report be received for information.

2. PURPOSE

This report updates Transit Committee and Regional Council on York Region Transit's Operations and Maintenance Contractor Report Card program for the third and fourth quarters of 2007 (see *Attachment 1* for 2007 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 and Viva services. The report card was introduced to Council in September 2006, and is reported on a semi-annual basis.

4. ANALYSIS AND OPTIONS

4.1 2007 Q3 AND Q4 CONTRACTOR REPORT CARD RESULTS OVERVIEW

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

The report card scores the conventional and Viva contractors on 22 performance measures identified in the Performance Based 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 standard on the individual performance measures, staff initiates corrective action and works with the contractors to improve the deficient areas.

The following sections detail the performance for each contractor.

First Student (formerly Laidlaw Transit) ranks third amongst the three conventional contractors, scoring one (exceeding standard) or two (meeting standard) in 77% of the performance measurements

First Student operates the YRT conventional transit service in the Newmarket, King, Aurora, East Gwillimbury and Georgina areas, Division 2. First Student has generally ranked first in past report cards. In 2007, they experienced deficiencies primarily in the areas of vehicle body damage repair and staff training. YRT staff have developed a draft fleet strategy to address fleet maintenance and safety issues, and have taken measures to ensure successful completion of operator training in Q1 2008.

Performance measures scoring one (exceeding standard) or two (meeting standard) are listed in Table 1.

Table 1
Performance Requirements Exceeding or Meeting Standard (First Student)

Exceeding Standard	Meeting Standard
• On-Time Departures • Missed Trips • In-service Air Conditioning/Heating • Exterior Bus Clean • Destination Signs • Bus Operator Appearance	• In-service Wheelchair Lift/Ramp Failures • Preventative Maintenance Inspections • Management Reports and TW CARES Tickets • Accidents • Customer Complaints • Customer Satisfaction Survey • Commercial Vehicle Operator Registration (CVOR)

Performance measures scoring three (below standard) and indicating a need for improvement are listed in Table 2.

Table 2
Performance Requirements Below Standard (First Student)

Below Standard	Requirement	Q3 Results	Q4 Results
• Operating Ahead of Schedule • Kilometres Between Road Calls • In-Service Vehicle Damage • Interior Bus Clean • Customer Service Training* • Ongoing Bus Operator Training* • Ongoing Diesel Technician Training*	100% 8,000-10,000 km 95% - 98% 95% - 98% 33% 90% - 95% 80% - 100%	95.5% 6,292km 74.1% 92.7% - Fail** - Fail** - Fail**	95.8% 6,950km 77.7% 92.3% - Fail** - Fail** - Fail**

* Training results are calculated annually based on the contract year.

** A fail occurs when incomplete data is received or the standard was not met to calculate a percentage.

Tokmakjian ranks first overall, scoring one (exceeding standard) or two (meeting standard) in 73% of the performance measurements

Tokmakjian operates YRT's conventional transit service in the Vaughan area, Division 4. They continue to perform well in most of the key performance areas, with a need for improvement in a few areas, primarily relating to vehicle maintenance and repair.

Performance measures scoring one (exceeding standard) or two (meeting standard) are listed in Table 3.

Table 3
Performance Requirements Exceeding or Meeting Standard (Tokmakjian)

Exceeding Standard	Meeting Standard
• Missed Trips • Exterior Clean • Commercial Vehicle Operator Registration (CVOR) • Exterior Bus Clean • Accidents • Customer Complaints • Bus Operator Appearance	• On-Time Departures • Kilometres Between Road Calls • In-Service Air Conditioning/Heating • Customer Satisfaction Survey • Customer Service Training • Ongoing Bus Operator Training • Ongoing Diesel Technician Training • Destination Sign • Management Reports and TW CARES Tickets

Performance measures scoring three (below standard) and indicating a need for improvement are listed in Table 4.

Table 4
Performance Requirements Below Standard (Tokmakjian)

Below Standard	Requirement	Q3 Results	Q4 Results
• Operating Ahead of Schedule	100%	88.1%	88.6%
• In-Service Wheelchair Lift/Ramp Failures	95% - 98%	91.5%	92.7%
• Preventative Maintenance Inspections	90% - 95%	90.4%	89.0%
• In-Service Vehicle Damage Observations	95% - 98%	91.8%	92.9%
• Interior Clean	95% - 98%	86.1%	87.4%

Miller Transit ranks second overall, scoring one (exceeding standard) or two (meeting standard) in 77% of the performance measurements

Miller operates YRT's conventional transit service in the Markham and Richmond Hill areas, Division 1. They continue to perform well in most of the key performance areas, with a need for improvement in a few key areas, primarily relating to vehicle maintenance and repair.

Performance measures scoring one (exceeding standard) or two (meeting standard) are listed in Table 5.

Table 5
Performance Requirements Exceeding or Meeting Standard (Miller)

Exceeding Standard	Meeting Standard
• Missed Trips • Kilometres Between Road Calls • In-Service Air Conditioning/Heating • Management Reports and TW CARES Tickets • Bus Operator Appearance • Customer Complaints	• On-Time Departures • In-Service Wheelchair Lift/Ramp Failures • Exterior Bus Clean • Commercial Vehicle Operator Registration (CVOR) • Accidents • Customer Satisfaction Survey • Customer Service Training • Ongoing Bus Operator Training • Destination Sign

Performance measures scoring three (below standard) and indicating a need for improvement are listed in Table 6.

Table 6
Performance Requirements Below Standard (Miller)

Below Standard	Requirement	Q3 Results	Q4 Results
• Operating Ahead of Schedule	100%	90.9%	91.4%
• Preventative Maintenance Inspections	90% - 95%	89.0%	84.6%
• In-Service Vehicle Damage Observations	95% - 98%	93.0%	93.8%
• Interior Clean	95% - 98%	80.2%	78.2%
• Ongoing Diesel Technician Training*	80% - 100%	Fail**	Fail**

* Training results are calculated annually based on the contract year.

** A fail occurs when incomplete data is received or the standard was not met to calculate a percentage.

Veolia Transportation scored one (exceeding standard) or two (meeting standard) in 77% of the performance measurements

Veolia operates the Viva service and is not ranked compared to the other three contractors. They continue to perform well in most of the key performance areas with a need for improvement in a few areas, primarily relating to superficial vehicle maintenance, timely submission of reports and responses to customer concerns and inquiries.

Performance measures scoring one (exceeding standard) or two (meeting standard) are listed in Table 7.

Table 7
Performance Requirements Exceeding or Meeting Standard (Veolia)

Exceeding Standard	Meeting Standard
• On-Time Departure • Missed Trips • Kilometres Between Road Calls • In-Service Wheelchair Lift/Ramp Failure • In-service Air Conditioning/Heating • Preventative Maintenance Inspections • Accidents • Customer Complaints • Customer Satisfaction Survey • Customer Service Training • Ongoing Bus Operator Training • Ongoing Diesel Technician Training • Destination Sign • Bus Operator Appearance	• Exterior Bus Clean • Commercial Vehicle Operator Registration (CVOR)

Performance measures scoring three (below standard) and indicating a need for improvement are listed below in Table 8.

Table 8
Performance Requirements Below Standard (Veolia)

Below Standard	Requirement	Q3 Results	Q4 Results
• Operating Ahead of Schedule	100%	94.9%	95.6%
• In-Service Vehicle Damage Observations	95% - 98%	71.9%	74.9%
• Interior Clean	95% - 98%	81.0%	80.3%
• Management Reports and TW CARES Tickets	95% - 98%	74.7%	75.3%

4.2 CORRECTIVE MEASURES

YRT staff have initiated several corrective measures to address performance requirements that fell below standard during Q3 and Q4, 2007

Corrective measures include:

- Development of a fleet strategy which includes:
 - Additional human resources allocated to YRT's fleet section to improve monitoring of contractor compliance to vehicle safety regulations and the performance-based contract. The draft 2008 operating budget contains the necessary dollars for these resources.
 - Short, mid and long term initiatives to improve fleet safety including: development of maintenance standards and process documentation, assessing the Fleet Sections needs, review and implementation of a Fleet Maintenance Management system.
- Fleet Supervisor position filled in September 2007 after long vacancy period.
- Review of Operator/Mechanic training requirements under the performance-based contract with the contractors' driver trainers.
- Quarterly training review implemented to ensure contractors will achieve compliance with the performance-based contract by the end of the contract year.
- Initiation of a review of contractor hiring and operator training programs and practices using a consultant.

5. FINANCIAL IMPLICATIONS

Total incentives paid to the conventional bus operating contractors as of December 31, 2007 total \$127,600

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 contractor has the opportunity to receive up to a total of \$144,000 in incentive payments during each contract year. Contractors receive incentives for individual performance standards when they exceed the minimum range identified in the report card. Disincentives are levied against the contractor when they do not meet the minimum score.

Incentive payments made to the conventional contractors in 2007 are outlined in Table 9.

Table 9
Incentives Paid to the Conventional Contractors

Contractor	2007 Incentives	2007 Disincentives	2007 Net Incentive Paid
First Student	\$78,000	\$37,700	\$40,300
Miller Transit	\$51,500	\$17,800	\$33,700
Tokmakjian	\$79,200	\$25,600	\$53,600

The dollars required for incentive payments to the contractor are included in the 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.

The 2007 accumulated Operations and Maintenance Contractor Report Card summary is attached as *Attachment 1*.

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

The Senior Management Group has reviewed this report.

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