Department of Transportation (DOT) Performance Review

Director: Art Holmes
19 February 2010

CountyStat

Agenda

- DOT Headline Measures Update
- Transportation Indicators Update
- DOT Parking Services Follow-Up Item
- 2009 DOT Parking Customer Survey
- Transit Specific Agenda For Future Analysis

DOT Headline Measures and Indicator Map

DOT Division	Headline Measure
Highway Services	▪Primary/Arterial Road Quality ▪Rural/Residential Road Quality
Traffic Engineering and Operations	▪Traffic Studies Pending ▪Average Days to Complete Study
Transportation Engineering	▪Project Completion within 3 Months of Plan ▪Cost Estimate Accuracy within 10%
Transit Services	▪Passengers Transported per Capita ▪Complaints Per 100,000 Riders ▪Scheduled Runs Missed per 1,000 Runs ▪Accidents per 100,000 Miles
Parking Management	▪PLD Expenses as Percentage of Revenue ▪ * Customer Satisfaction Rate

Indicator

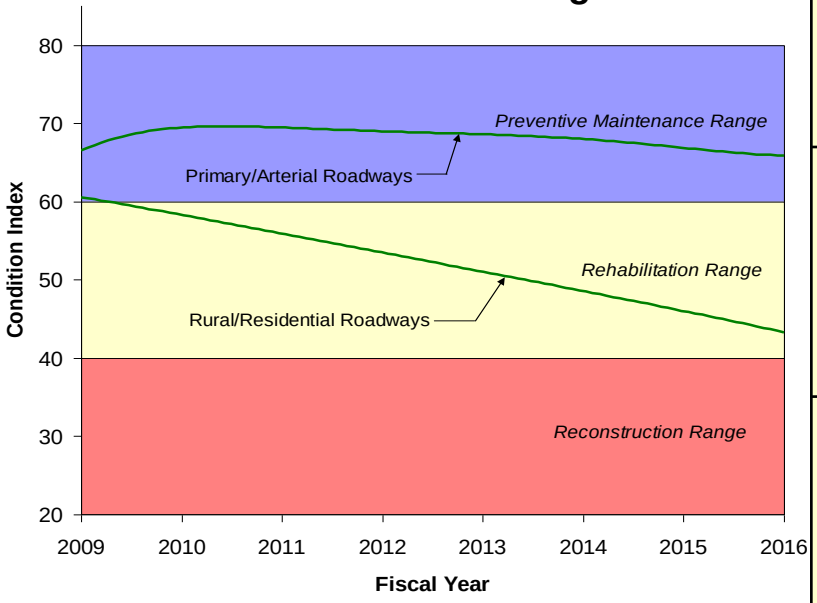
- Mean Travel Time to Work
- Vehicles Miles Traveled
- Traffic Fatalities
- Transit Use

* Measure Under Development

Explanation of DOT Road Quality Rating System

- The department has engaged in a countywide Pavement Management System whereby all pavements are inspected and rated according to a prescribed formula.
- The Pavement Management System assigns a Pavement Condition Index (PCI) value to the entire network, Primary and Residential sub-networks, and at road segment levels.

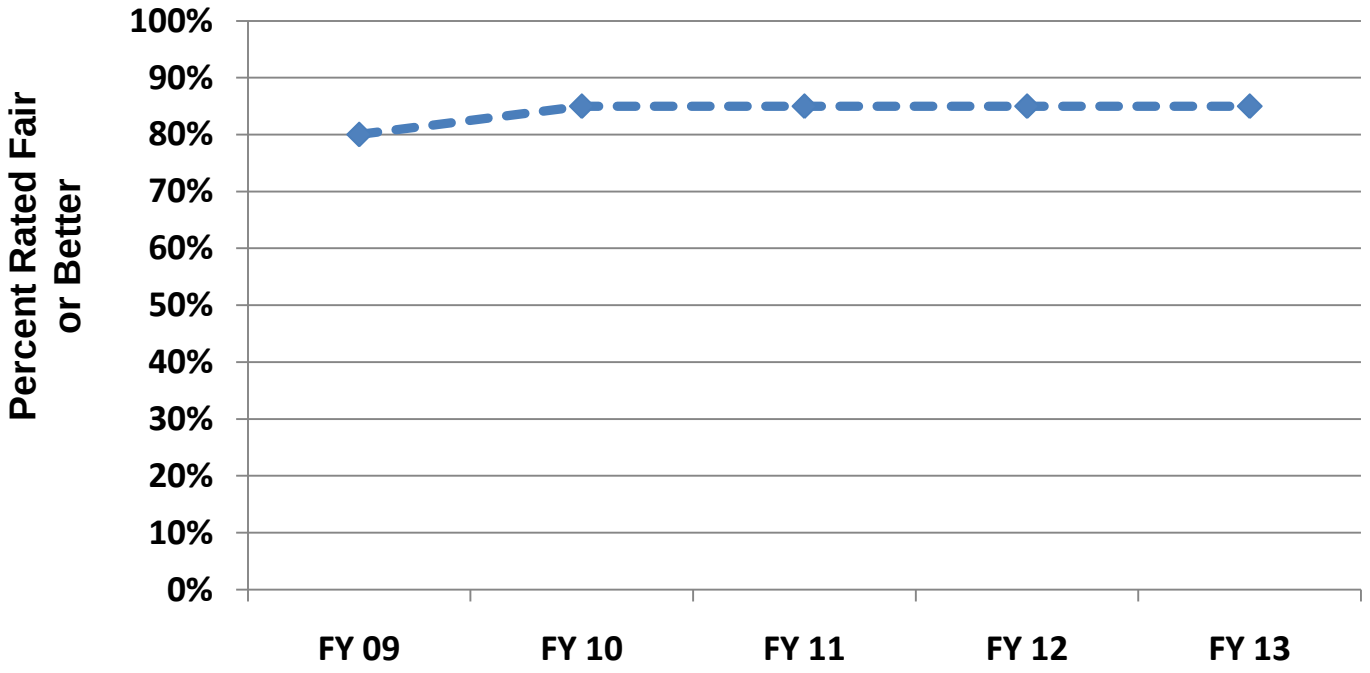
Sub-network Average PCI Values Based on Current 6-Year Funding Trend



PCI Road Rating	Maintenance Goal	Description
Tier 1: Very Good & Good	Keep good roads in good condition	▪ Preserve pavement using Crack Seal and Slurry Seal to preclude moisture and extend service life.
Tier 2: Fair & Poor	Restore structural capacity of roads rated as fair and poor	▪ Resurface using Hot Mix Asphalt, including as necessary full depth patching, milling, and overlays from one to two inches.
Tier 3: Very Poor	Rehabilitate roads that have reached the end of their service life	▪ This includes full-depth reconstruction or may include full depth patching, deep milling, and new base and wearing courses.

Headline Measure: Percent Primary/Arterial Road Quality

Highway Services

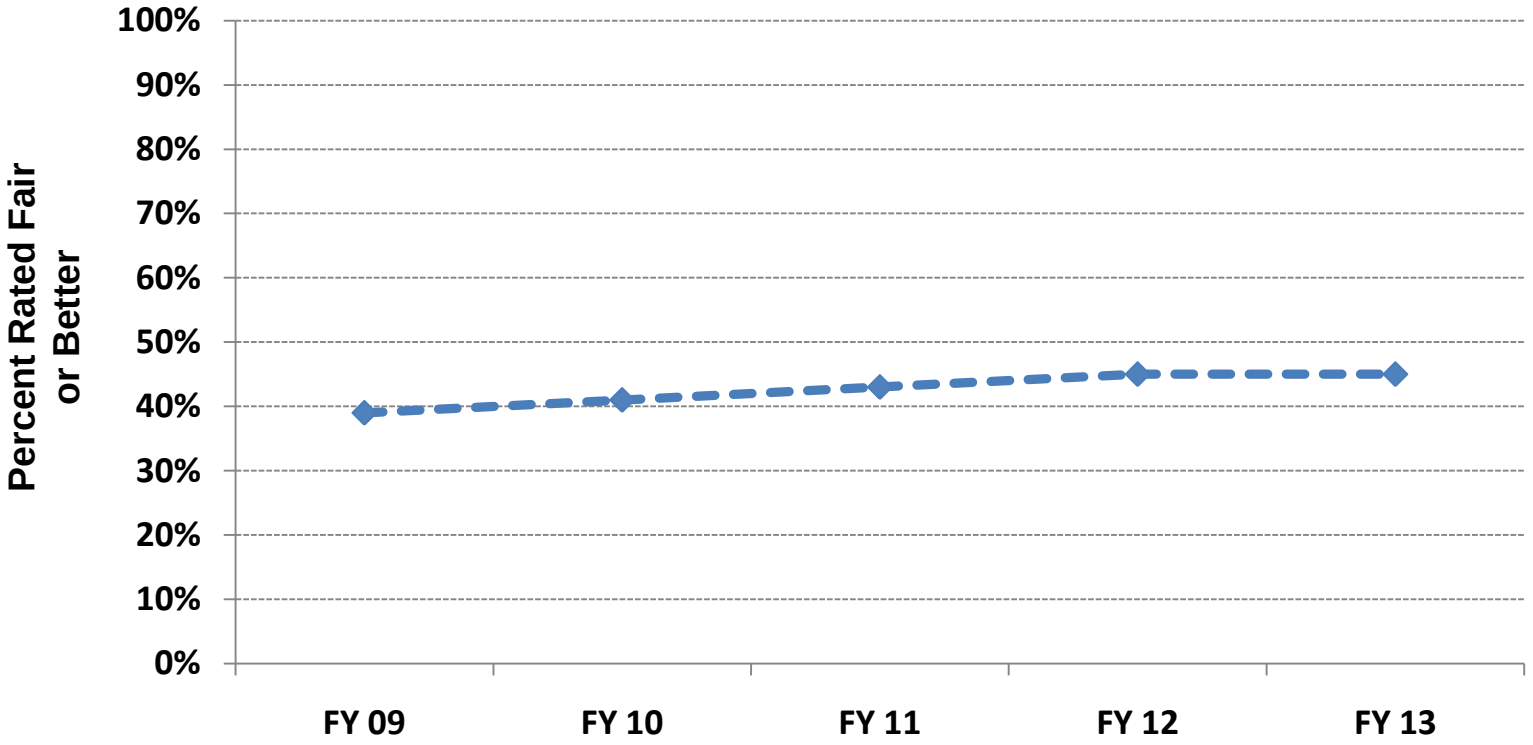


Actual	Projections			
FY 09	FY 10	FY 11	FY 12	FY 13
80%	85%	85%	85%	85%

Percent Primary/Arterial Road Rated Fair or Better

Headline Measure: Rural/Residential Road Quality

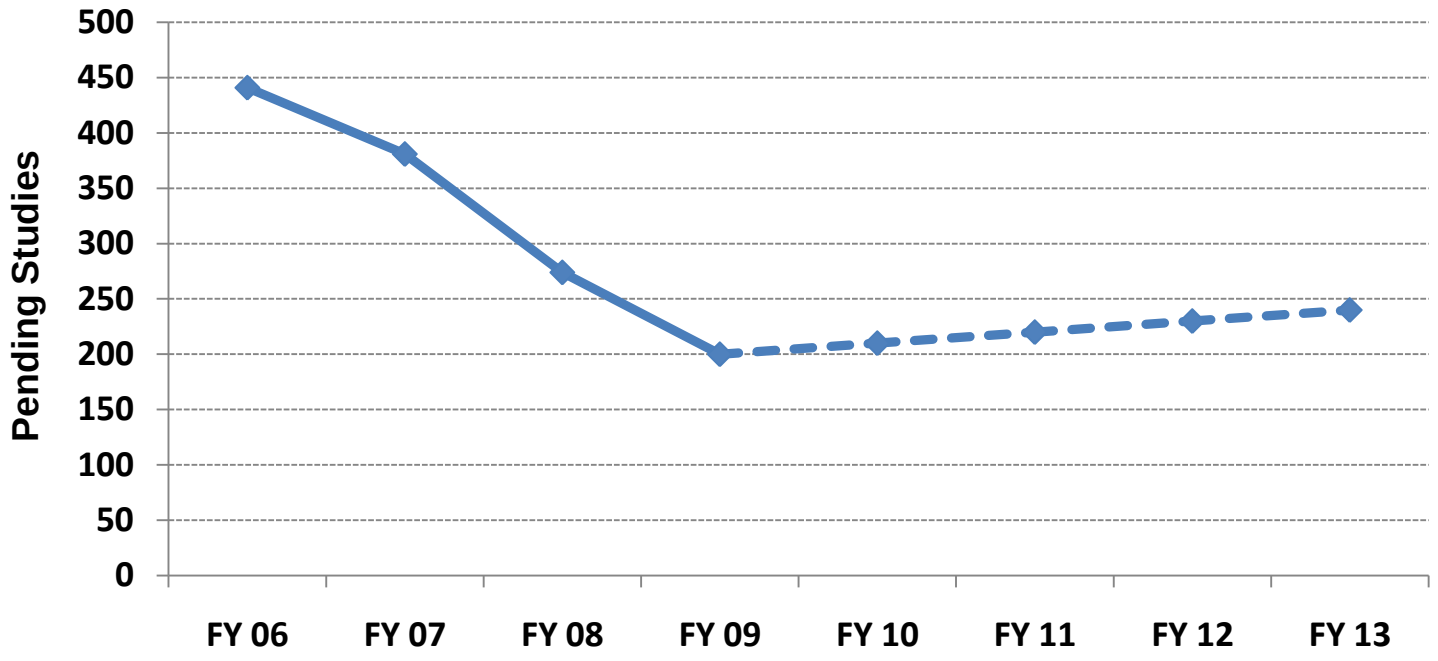
Highway Services



	Actual	Projections			
	FY 09	FY 10	FY 11	FY 12	FY 13
Percent Rural/Residential Road Rated Fair or Better	39%	41%	43%	45%	45%

Headline Measure: Traffic Studies Pending

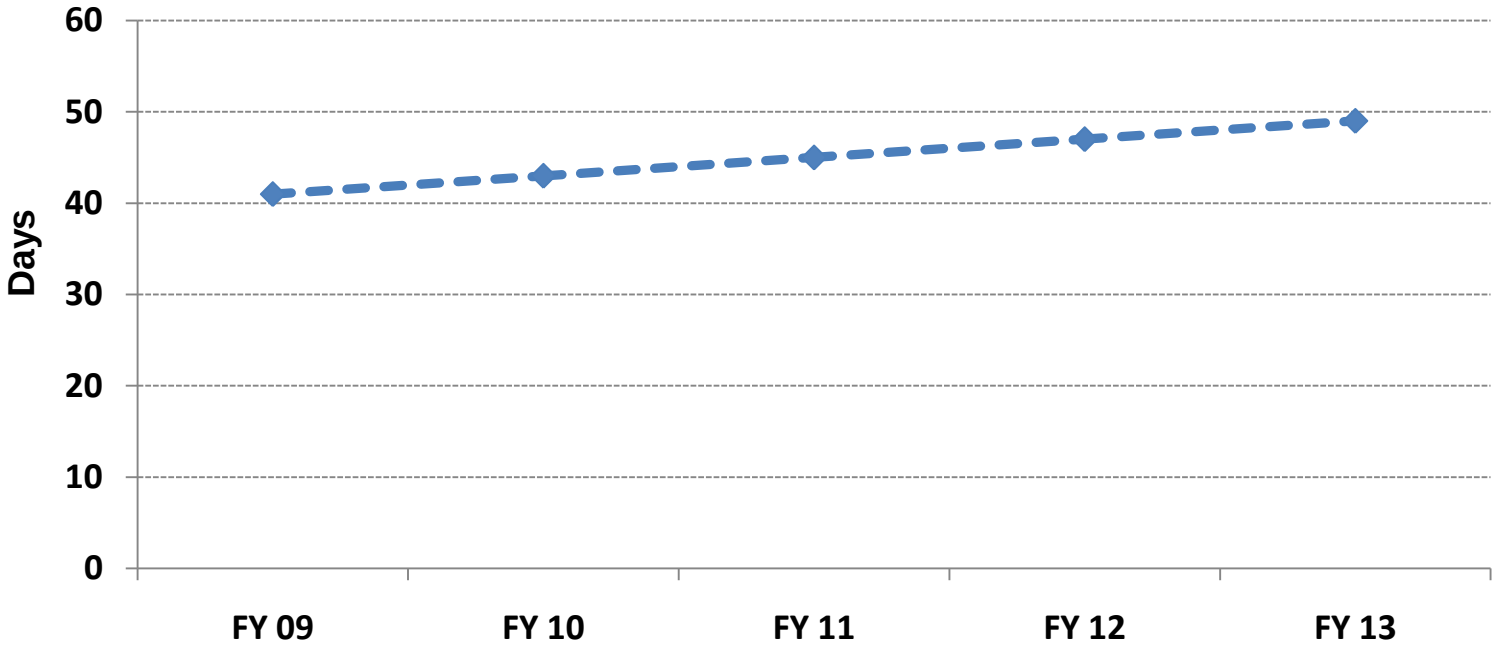
Traffic Engineering and Operations



	Actual				Projections			
	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13
Traffic Studies Pending	441	381	274	200	210	220	230	240

Headline Measure: Average Number of Days to Complete Traffic Study

Traffic Engineering and Operations

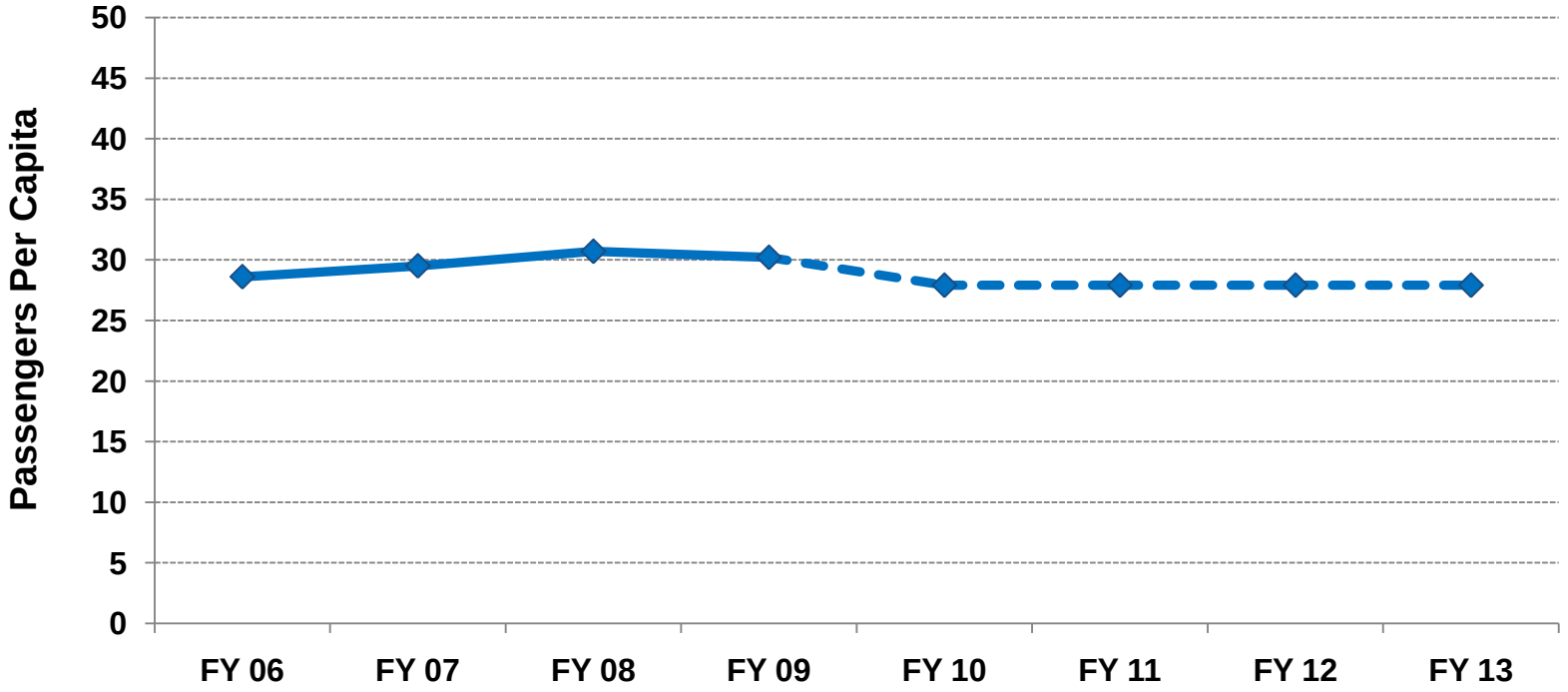


Average Days to Complete Traffic Study

Actual	Projections			
FY 09	FY 10	FY 11	FY 12	FY 13
41	43	45	47	49

Headline Measure: Passengers per Capita

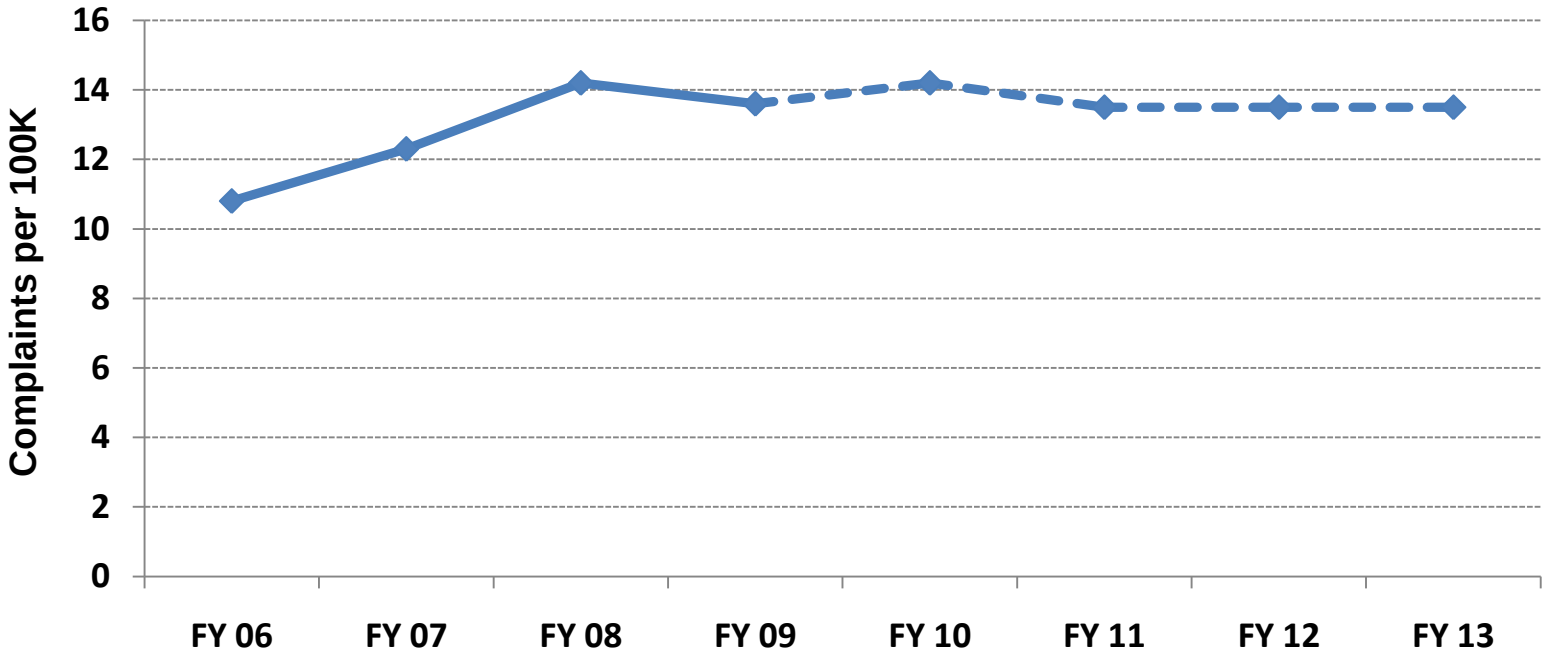
Transit Services



	Actual				Projections			
	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13
Passengers Per Capita	28.6	29.5	30.7	30.2	27.9	27.9	27.9	27.9

Headline Measure: Complaints per 100,000 Riders

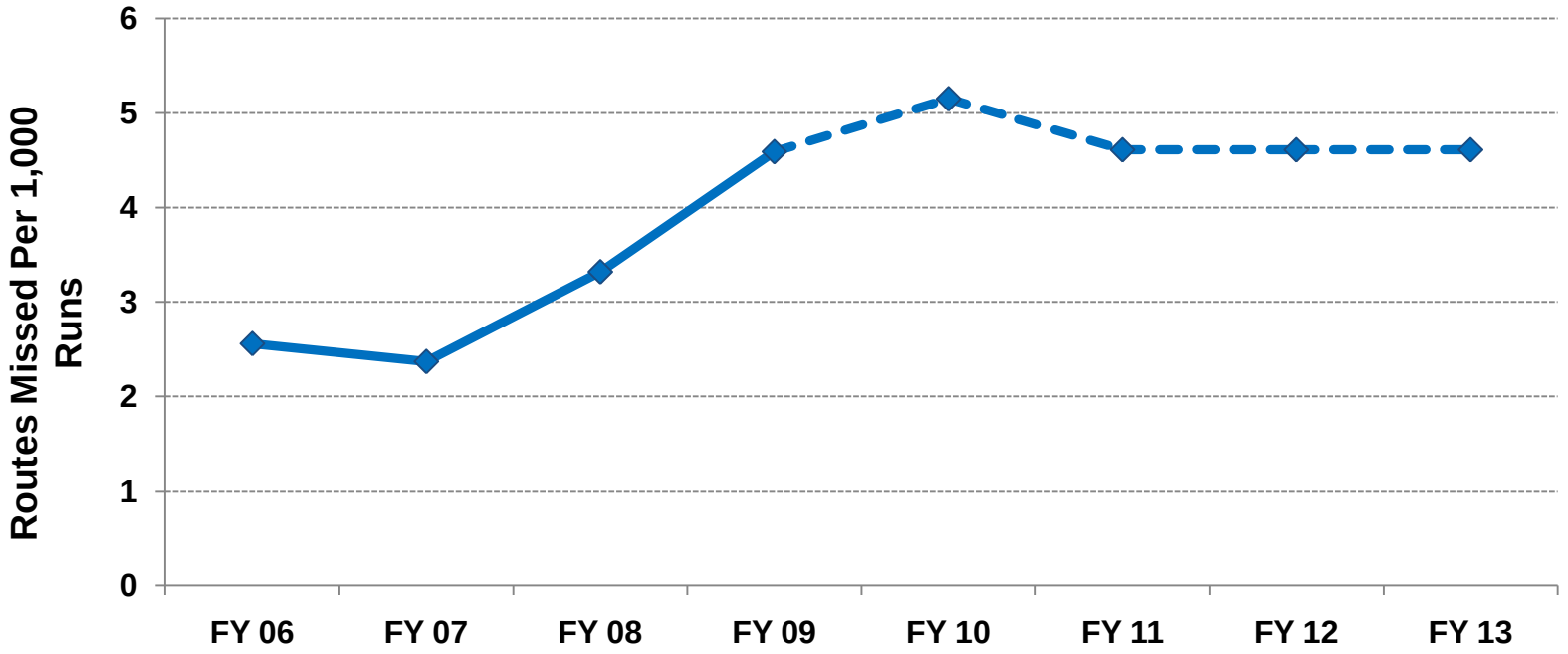
Transit Services



	Actual				Projections			
	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13
Complaints per 100,000 Riders	10.8	12.3	14.2	13.6	14.2	13.5	13.5	13.5

Headline Measure: Scheduled Runs Missed per 1,000 Runs

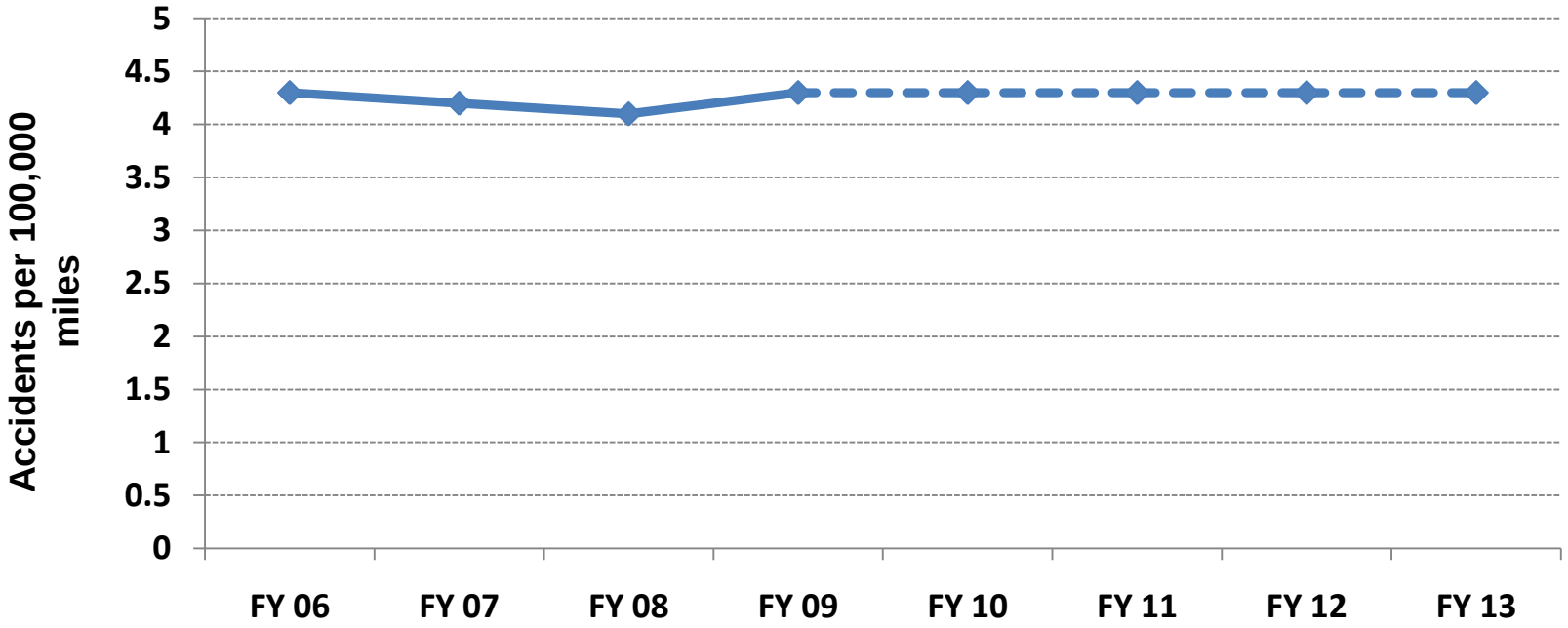
Transit Services



	Actual				Projections			
	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13
Scheduled Runs Missed per 1,000 Runs	2.56	2.37	3.32	4.59	5.15	4.61	4.61	4.61

Headline Measure: Accidents per 100,000 Miles

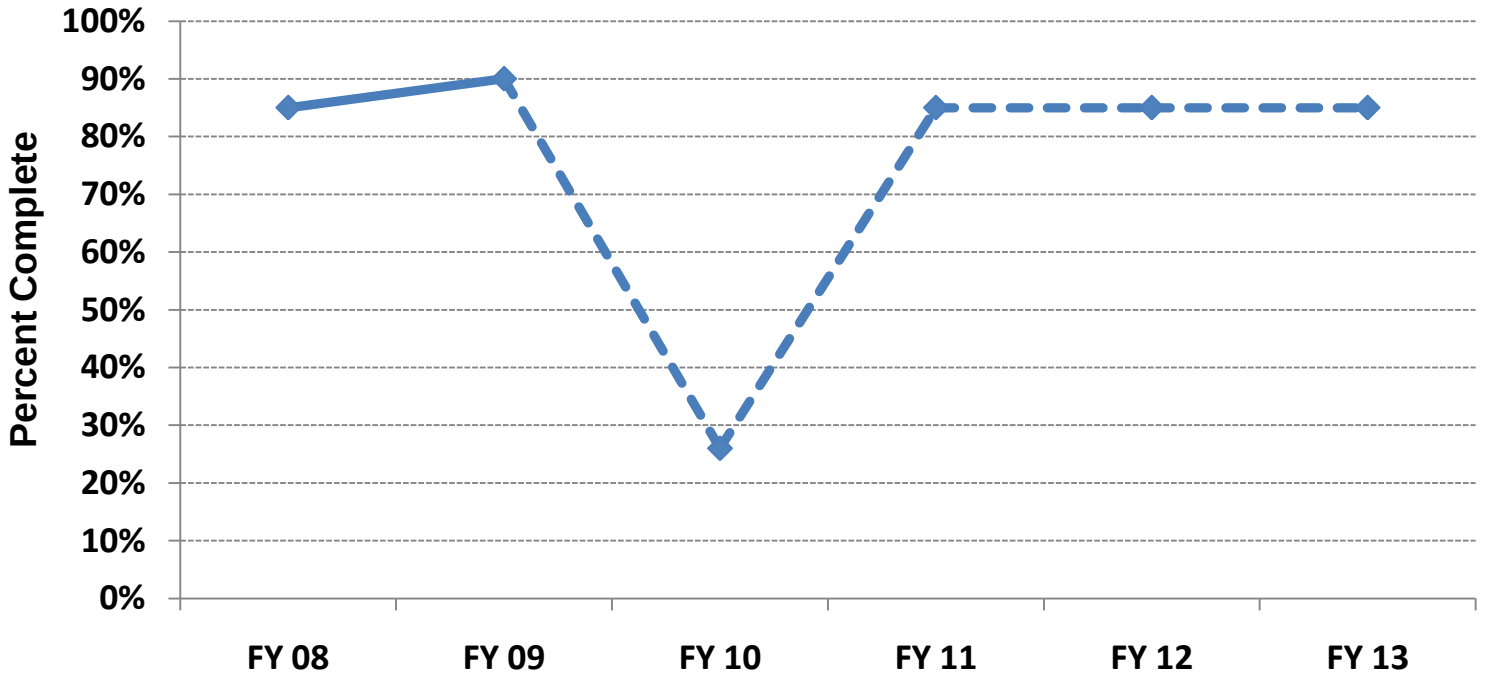
Transit Services



	Actual				Projections			
	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13
Accidents per 100,000 Miles	4.3	4.2	4.1	4.3	4.3	4.3	4.3	4.3

Headline Measure: Projects Completed Within 3 Months

Transportation Engineering



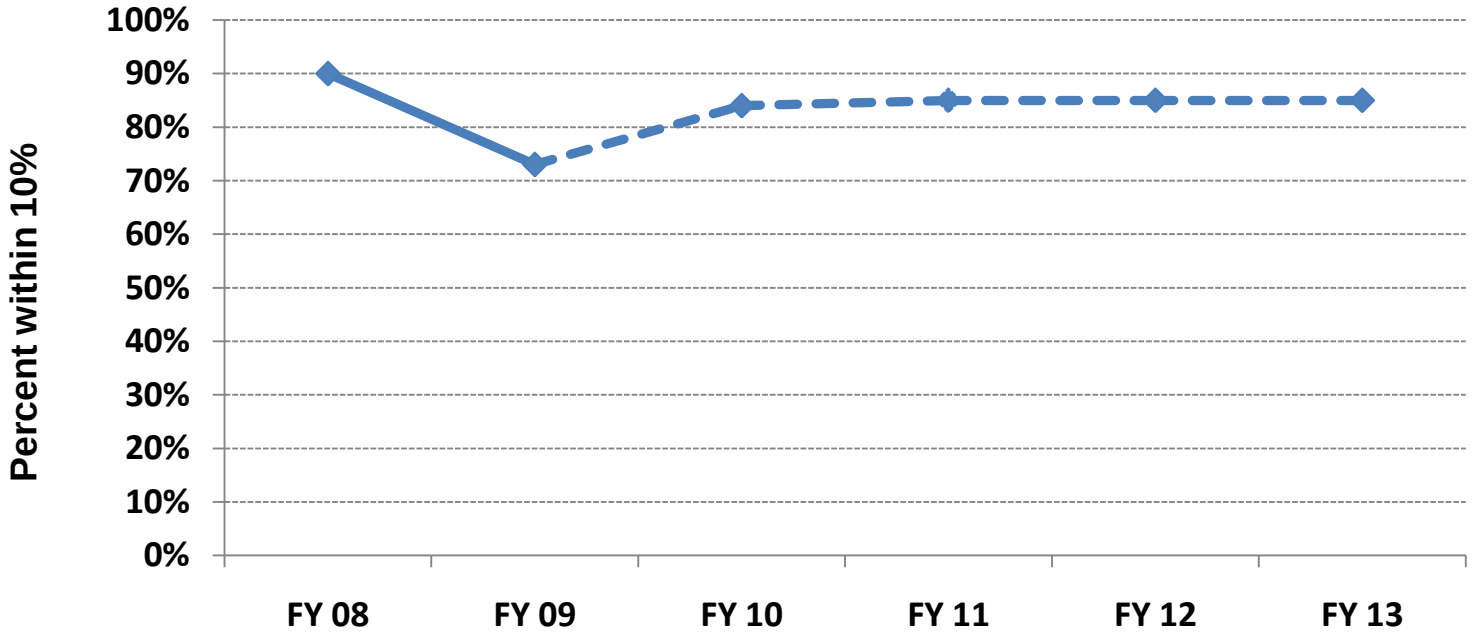
Actual			Projections		
FY 08	FY 09	FY 10	FY 11	FY 12	FY 13
85%	90%	26%*	85%	85%	85%

Projects Completed Within 3 Months

*** This value projected to increase with schedule adjustments for impacts beyond DOT control**

Headline Measure: Transportation Cost Estimates within 10%

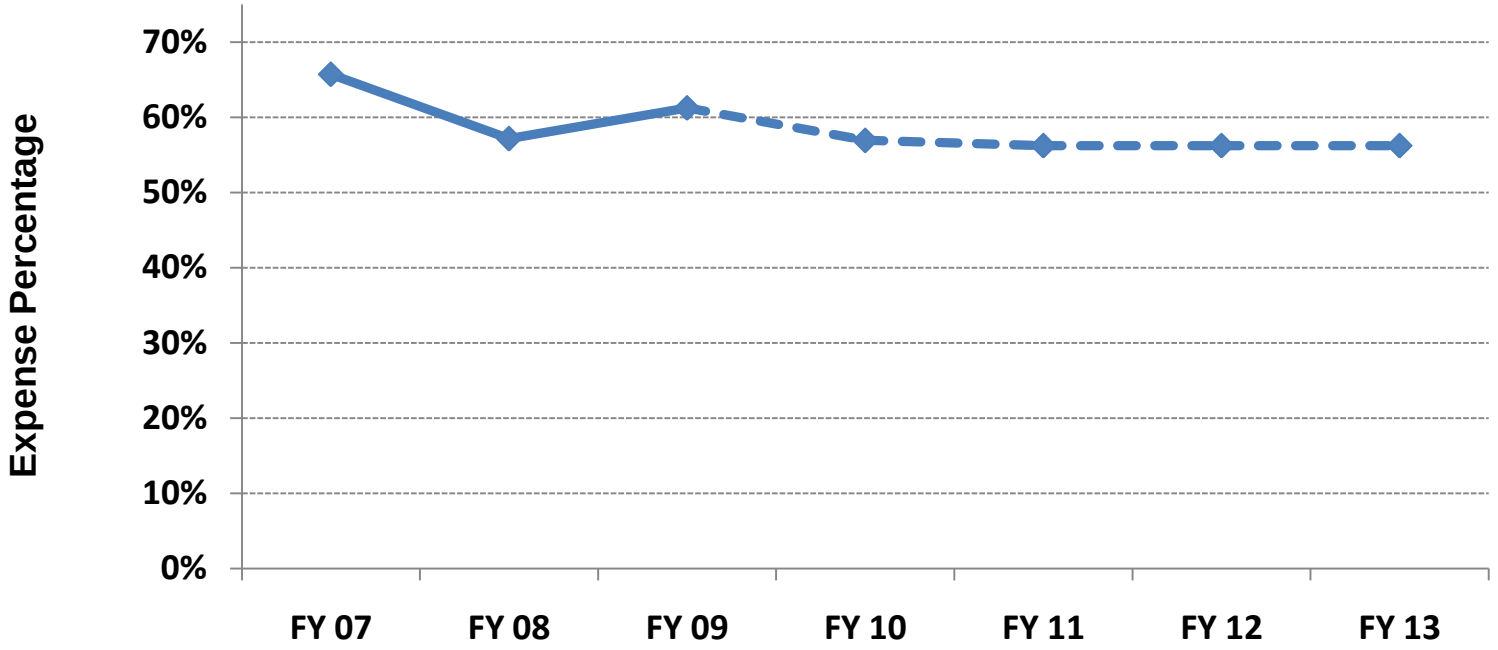
Transportation Engineering



	Actual		Projections			
	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13
Cost Estimates within 10%	90%	73%	84%	85%	85%	85%

Headline Measure: PLD Expenses as Percent of Revenues

Parking Services



	Actual			Projections			
	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13
PLD Expenses as % of Revenues	66%	57%	61%	57%	56%	56%	56%

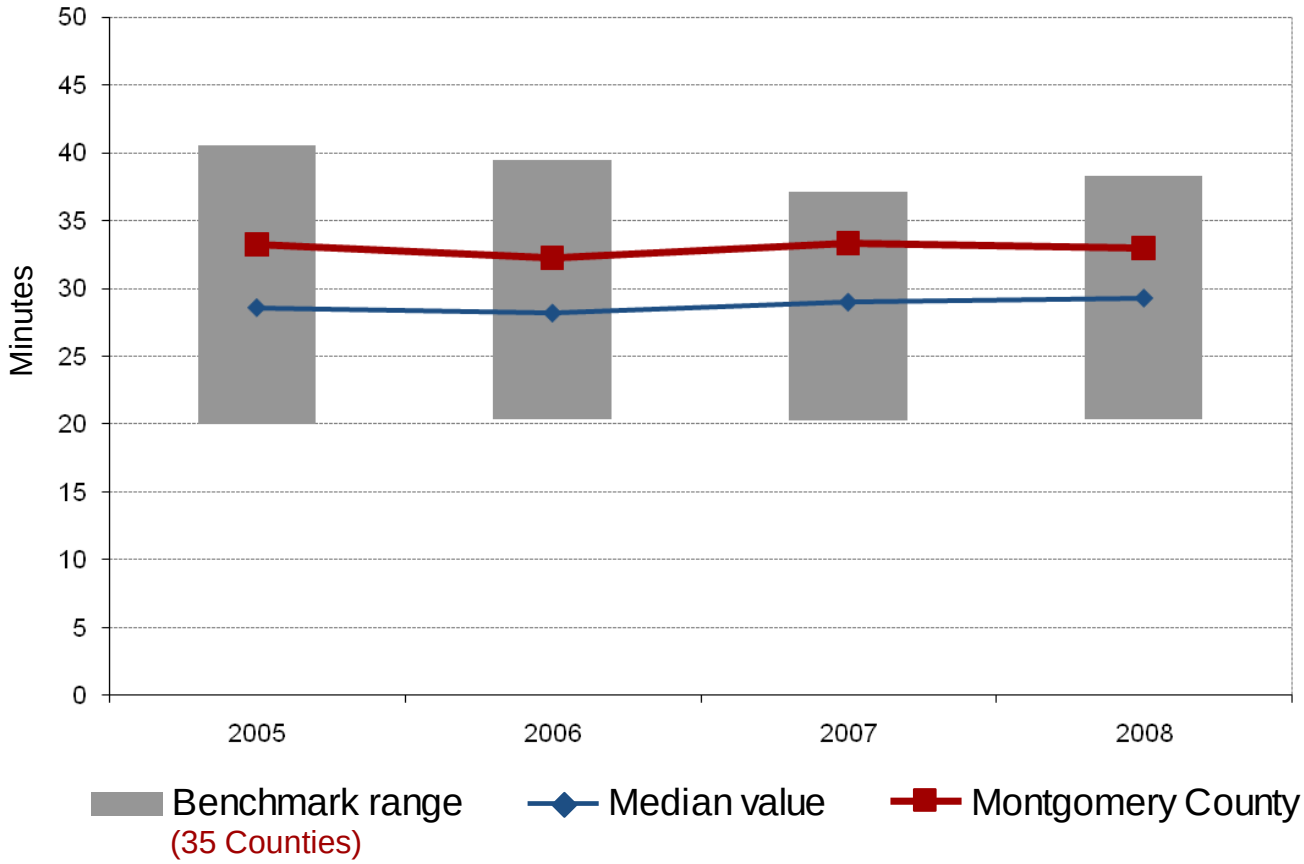
Future DOT Data Collection: MC311 DOT Service Requests

Broken Meter Claims	Litter	Stump Removal
Call Off Parking Enforcement	Mowing	Ride On Service Complaint
Parking Permits	Object in Right-of-Way	Ride On Driver Complaint
Pothole Repair	Guardrail Repair	Taxi Driver Complaint
Road Repair	Leaf Removal	Taxi Service Complaint
Curb, Gutter	Snow Removal	Advertise Request Processing
Sidewalk Repair	Snow Removal Damage	Fare Information
Road Resurfacing	Tree Hanger	Call 'N' Ride
Sinkhole	Tree Planting Request	Refund Request
Debris Pickup	Pruning Requests	Transit Programs
Drainage Repair	Tree Removal Requests	Transit Studies
Medicaid Applications	Trip Planner Requests	Taxi ID Card

MC311 data will provide DOT with numerous options for the future development of performance sub-measures

An Effective and Efficient Transportation Network

Indicator: Mean Travel Time to Work (Commute Time)

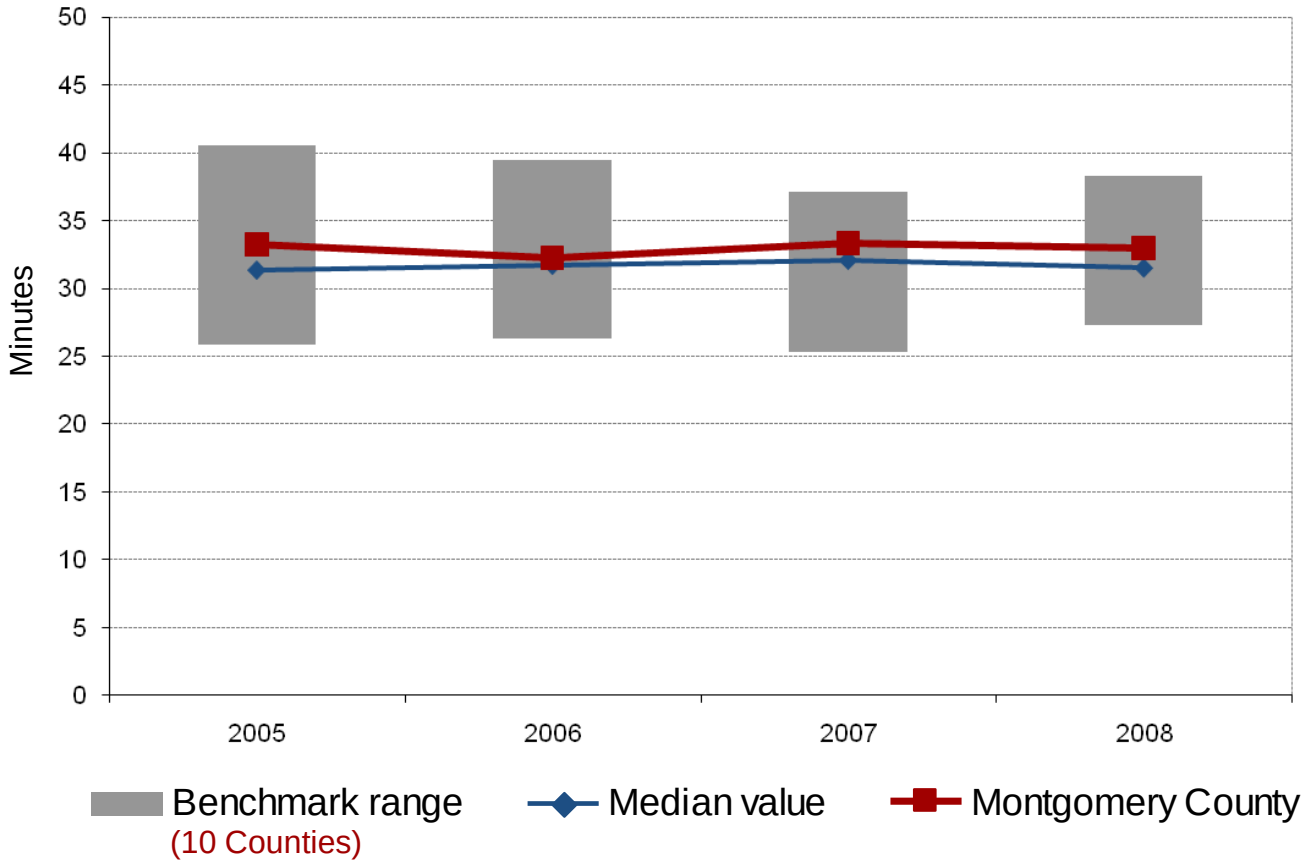


In 2008, the median value was 29.3 minutes. In Montgomery County, mean travel time to work was 32.9 minutes. In 2008, the highest value was 38.3 and the lowest value was 20.4.

Source: U.S. Census Bureau, American Community Survey

An Effective and Efficient Transportation Network

Indicator: Mean Travel Time to Work (Commute Time)

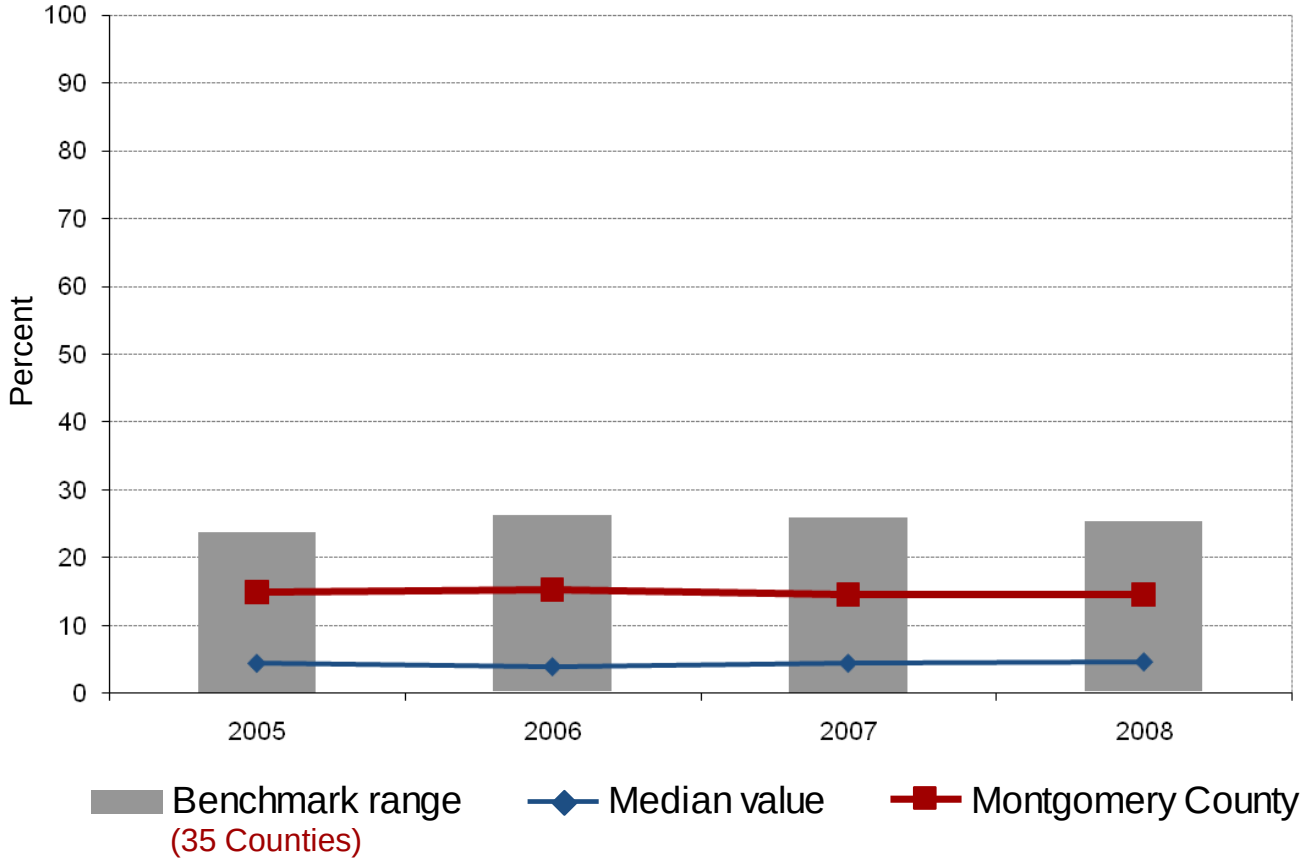


In 2008, the median value was 31.5 minutes. In Montgomery County, mean travel time to work was 32.9 minutes. In 2008, the highest value was 38.3 and the lowest value was 27.3.

Source: U.S. Census Bureau, American Community Survey

An Effective and Efficient Transportation Network

Indicator: Percent of People Taking Public Transportation to Work

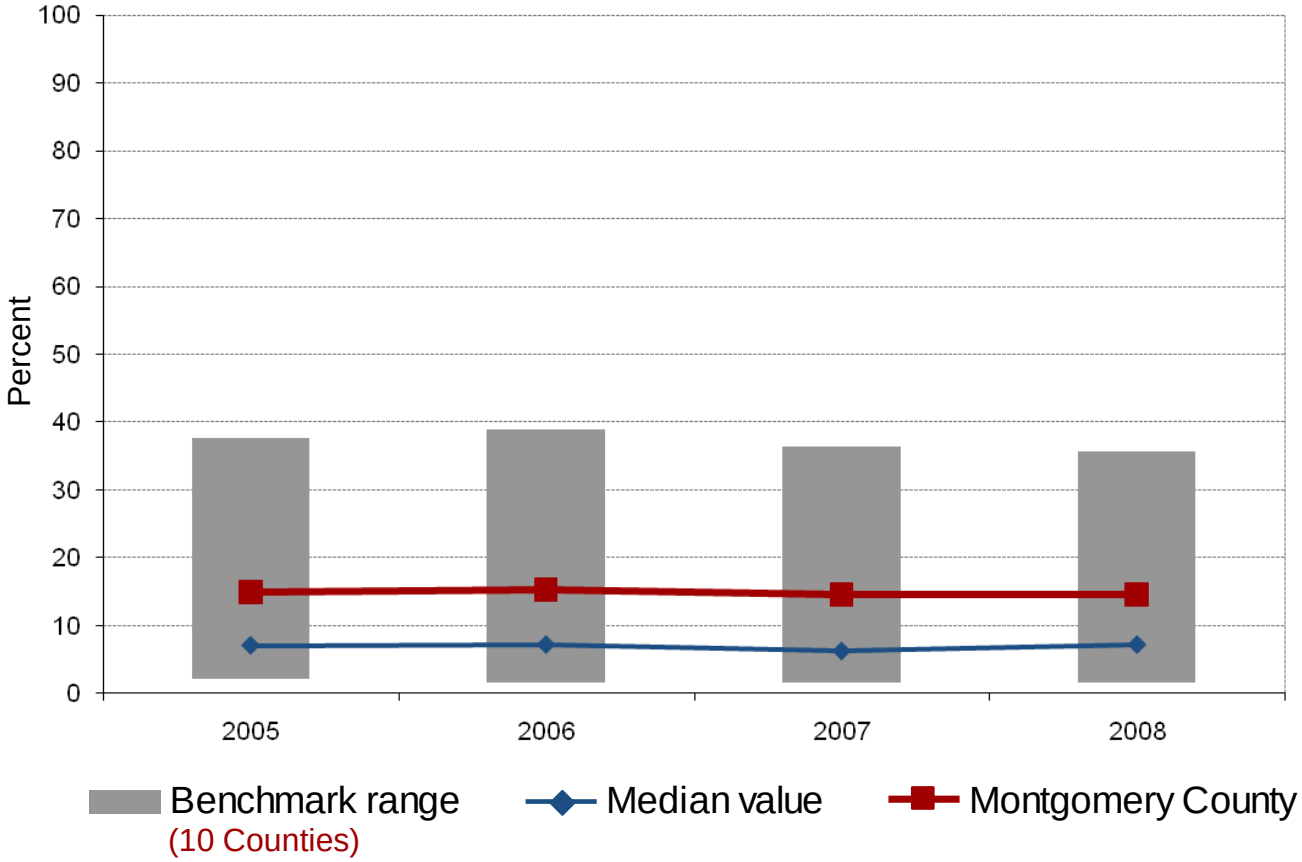


In 2008, the median value was 4.6 percent. In Montgomery County, 14.6% residents took public transportation to work. In 2008, the highest value was 25.4% and the lowest value was 0.4%.

Source: U.S. Census Bureau, American Community Survey

An Effective and Efficient Transportation Network

Indicator: Percent of People Taking Public Transportation to Work

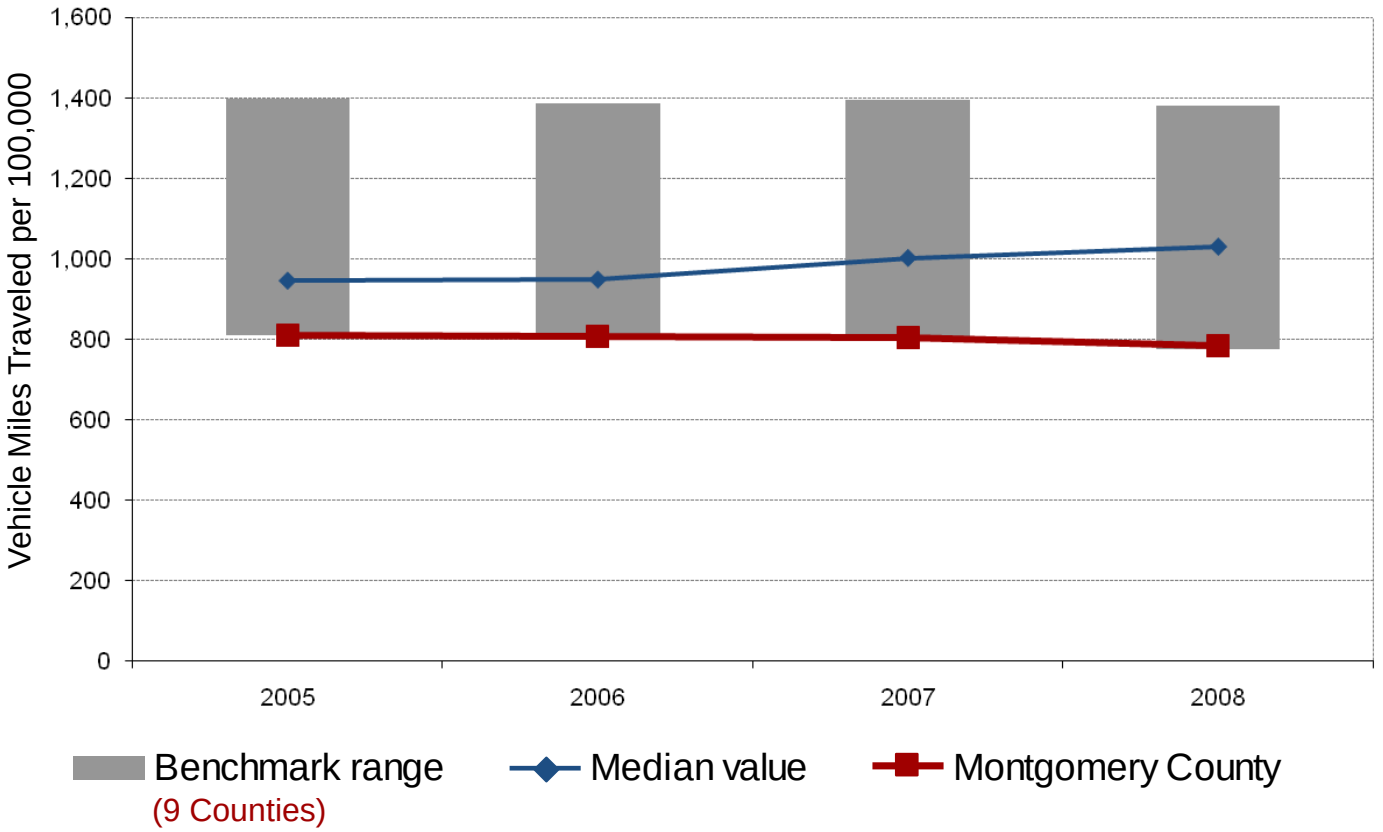


In 2008, the median value was 7.2 percent. In Montgomery County, 14.6% residents took public transportation to work. In 2008, the highest value was 35.7% and the lowest value was 1.7%.

Source: U.S. Census Bureau, American Community Survey

An Effective and Efficient Transportation Network

Indicator: Vehicles Miles Traveled (VMT) per 100,000 Population

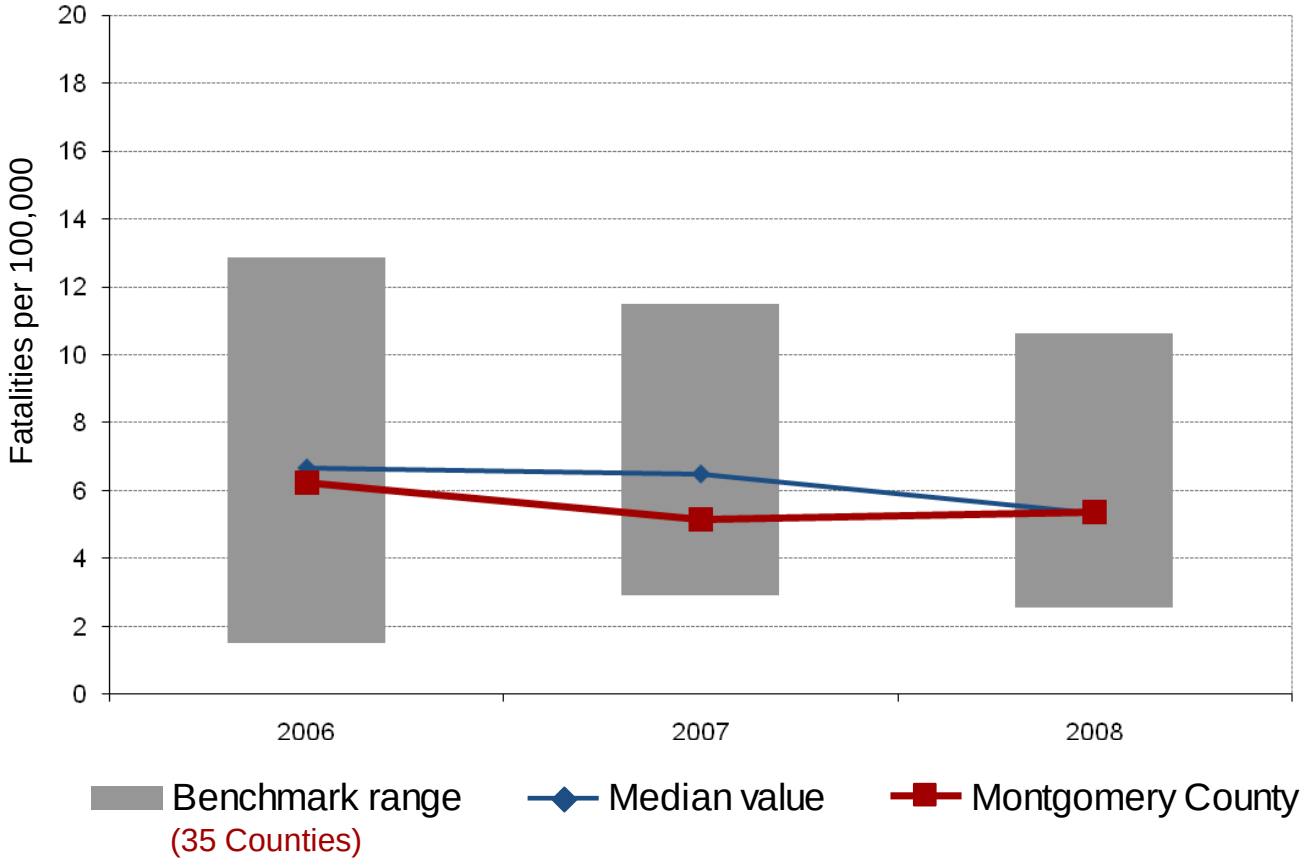


In 2008, the median value was 1,030 million VMT. There were 783 million vehicle miles traveled per 100,000 in Montgomery County. In 2008, the highest value was 1,379 per 100,000 and the lowest value was 776 per 100,000.

Note: Comparable data was only available via MSHA and VDOT
Source: Maryland State Highway Administration; Virginia Department of Transportation

An Effective and Efficient Transportation Network

Indicator: Traffic Fatalities per 100,000 Population

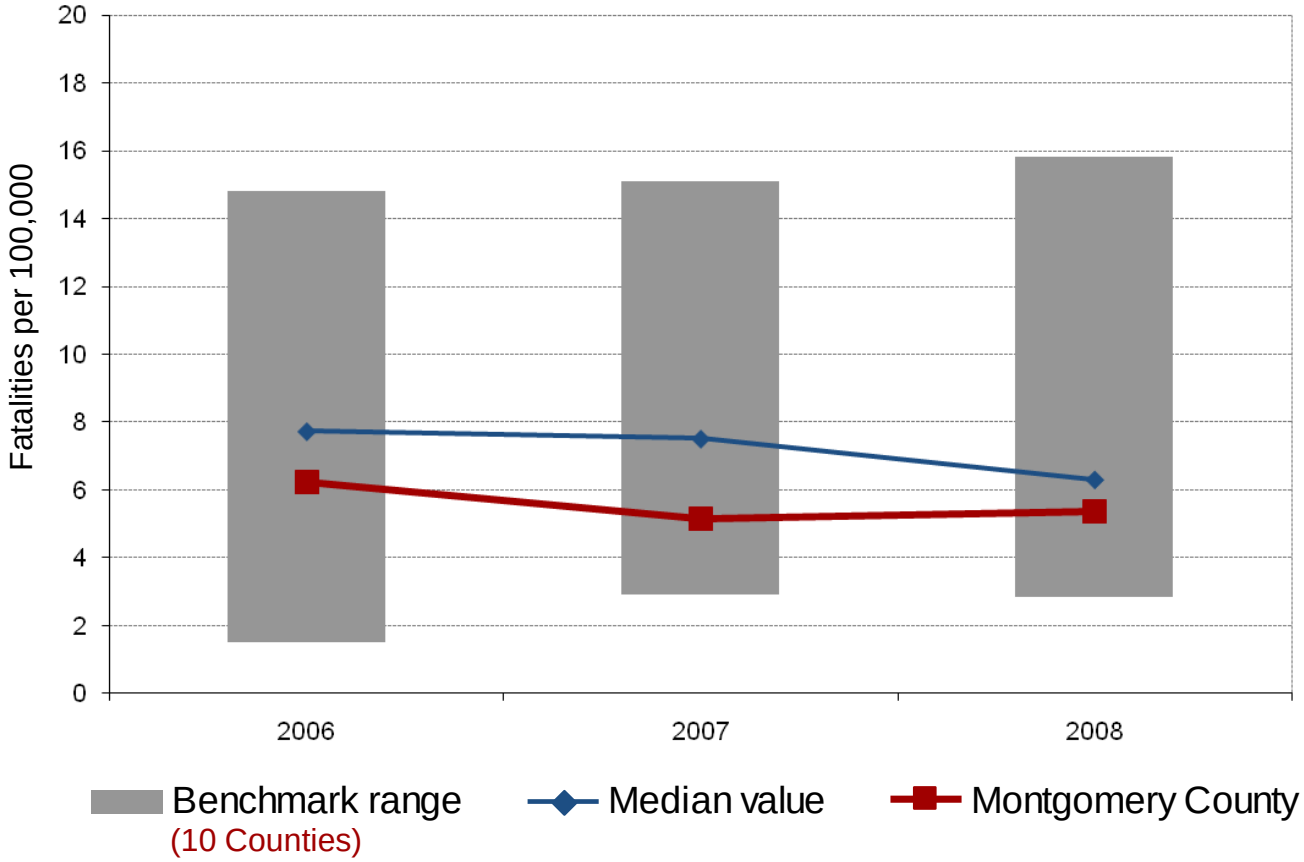


In 2008, the median value was 5.3 per 100,000. There were 5.4 traffic fatalities per 100,000 population in Montgomery County. In 2008, the highest value was 10.7 per 100,000 and the lowest value was 2.6 per 100,000.

Source: National Highway Traffic Safety Administration, Fatality Reporting Analysis Systems; Only 2006-2007 data available

An Effective and Efficient Transportation Network

Indicator: Traffic Fatalities per 100,000 Population



In 2008, the median value was 6.3 per 100,000. There were 5.4 traffic fatalities per 100,000 population in Montgomery County. In 2008, the highest value was 15.8 per 100,000 and the lowest value was 2.9 per 100,000.

Source: National Highway Traffic Safety Administration, Fatality Reporting Analysis Systems

DOT 2009 Parking Survey and Follow-Up Item

CountyStat

Follow-up Item: Determine Amount of Theft from Vehicle Crime Occurring in County Parking Facilities

- In response to follow-up item from the Police performance update meeting, CountyStat convened a meeting between DOT Parking Services and Police
- The meeting led to the development of better information sharing protocols and an enhanced commitment to pooling resources
- Police Crime Analysis provided address locations that are currently used to identify a county parking facility. These address were then matched to the existing dataset:"thefts from vehicles FY03-FY09" used in the previous Police meeting
- **Data caveat:** Existing Police data does not capture whether the theft took place within the parking garage, or at the same address but outside of the facility
  - Future collaboration efforts will provide this detail

Thefts from vehicles within County parking garages accounted for an average of 1% of total thefts from vehicles

Thefts from Vehicles in County Garages as Percentage of Total

FY03	FY04	FY05	FY06	FY07	FY08	FY09
0.5%	1.1%	1.1%	0.6%	1.9%	1.2%	0.9%

Thefts From Vehicles at Parking Garage Address FY03-FY09

Garage/ Lot	2003	2004	2005	2006	2007	2008	2009	Grand Total
Garage 61		17	10	12	13	13	8	73
Garage 60		1	13	2	18	22	6	62
Garage 7	7		8	4	8	13	7	47
Garage 55	4	17	2		11	9	3	46
Garage 21	6	4	6	1	4	1	11	33
Garage 47	2	3		1	17	2		25
Garage 9		1		7	3	8	5	24
Garage 11	3	2	1		11	3	4	24
Garage 57	1		3	1	11	4	3	23
Garage 2	3	3	2		4	6	4	22
Garage 4	2	1	3	5	3	3		17
Garage 49	2		1		9	2	2	16
Garage 58		1				4	11	16
Garage 40	1	4	1		3	2		11
Garage 45	2	1	1	1		3	3	11
Garage 5	1	3	1			2	4	11
Garage 35	1	2		1	3	2	1	10
Grand Total	35	60	52	35	118	99	72	471

Key: Bethesda (2D) | Silver Spring (3D) | Wheaton (4D)

2009 DOT Parking Survey Overview

- **Purpose:** Gauge the current performance of the public parking system from customers' perspective/opinion
- **Audience:** Permit Holders, Transient Parkers, Business Owners
  - Permit Holders 870; Transient Parkers 937; Business Owners 98; On Street 102
- **Time of Day:** Between 11AM and 7PM
- **Dates Administered:** October 22nd, 23rd, 26th, and 29th 2009
- **Methodology:** Contractor personnel circulated through each parking district and each block between 11AM and 7PM during a typical weekday in an effort to meet and interview representative business owners/managers.
  - The surveyed business were limited to street level shops and restaurants.

This presentation contains initial data from the 2009 DOT Parking survey that will serve as the basis for a comprehensive report and creation of a headline performance measure.

2009 DOT Parking Survey Lessons Learned

Pedestrian Questionnaire

POINT OF ACCESS QUESTIONNAIRE

LOCATION

"Excuse me sir/madam, I'm doing a survey for the Montgomery County. May I ask you 10 quick questions regarding your visit here today?"

SURVEYOR'S NAME

WHAT IS THE PURPOSE OF YOUR VISIT?	Unless otherwise noted please rate each question using the following scale: 1. Poor 2. Fair 3. Good 4. Excellent 5. No Opinion	
	Employee/Permit Holder	Visitor/Transient Parking

Employee | Visitor | Availability of parking? | Ease of navigation/maneuverability? | Condition of facility (clean, well lit, way finding)? | Feeling of safety and security? | Convenience to destination? | Ease of signing up for a monthly permit? | Cost of parking? | How do you purchase/renew your parking permit (walk-in, mail, or both)? | How many blocks is it to your final destination? (1, 2, 3 or >4) | Availability of parking? | Ease of navigation/maneuverability? | Condition of facility (clean, well lit, way finding, informational signage)? | Feeling of safety and security? | Convenience to destination? | Ease of paying you parking fee? | Cost of parking? | How long will your visit be today (< 1 hour, 1-2, 2-3, 3-4, or > 4 hours | How many blocks is it to your initial destination? (1, 2, 3 or >4)

Business Questionnaire

Business Parking Customer Service Survey

Business Information

Address (Block) _____

Type of Business Office ☐ Retail ☐ Restaurant ☐ Other ☐

Please check one: Owner ☐ Tenant ☐

Type of Business_____

Average number of employees on a typical day_____

Employees' average length of stay on a typical day_____

Customers' average length of stay on atypical day_____

Busiest day(s) of the week:

Sun ☐ Mon ☐ Tues ☐ Wed ☐ Thurs ☐ Fri ☐ Sat ☐

Busiest time of day:

Before 9am ☐ 9am-11am ☐ 11am-1pm ☐ 1pm-5pm ☐ After 5pm ☐

Do you provide parking for your employees? Yes ☐ No ☐

Do you provide parking for your customers/visitors? Yes ☐ No ☐

Do your employees or customers park in a Montgomery County parking space and if so where?

Employees : On-St_____, Surface Lot_____, Garage _____

Customers/Visitors : On-St_____, Surface Lot, _____, Garage _____

Unless otherwise noted use the following scale to rate each question:

1. Disagree 2. Somewhat Disagree 3. Agree 4. No Opinion

Customer Surveys:

a. Their parking space is conveniently located ☐
b. They believe that the parking facility/space was safe and secure ☐
c. They believe that parking enforcement is fair ☐
d. The parking space/facility was in good condition (clean, well lit, clear signage) ☐
e. The parking facility was easy to navigate/maneuver within ☐
f. Parking rates are fair ☐

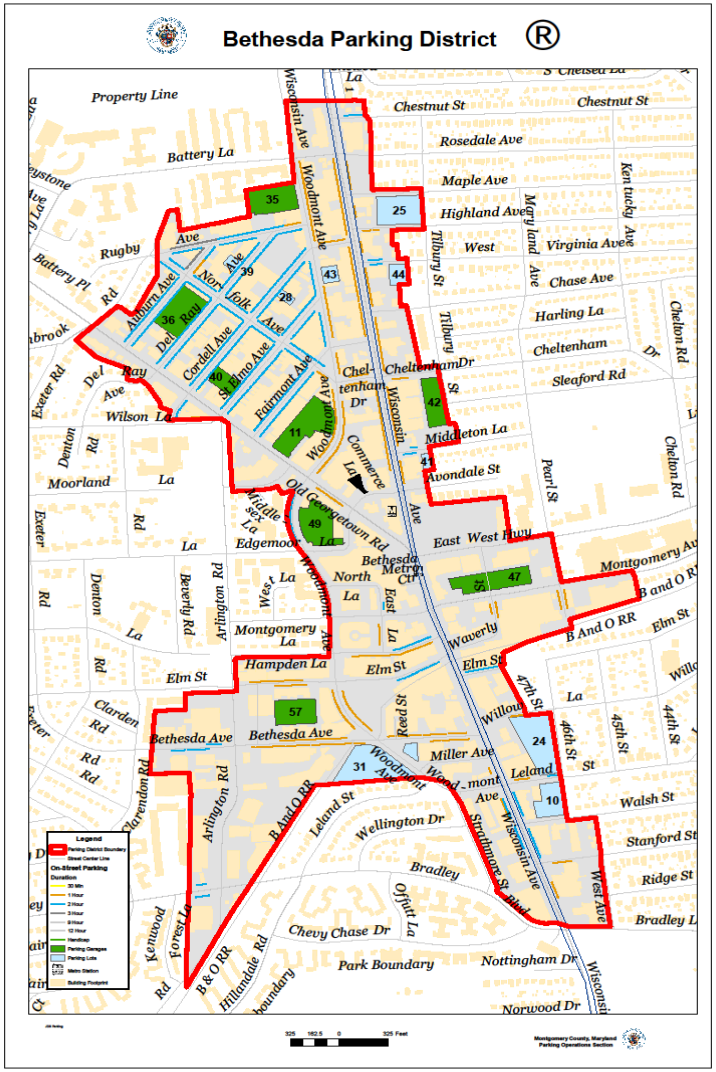
Employee Surveys:

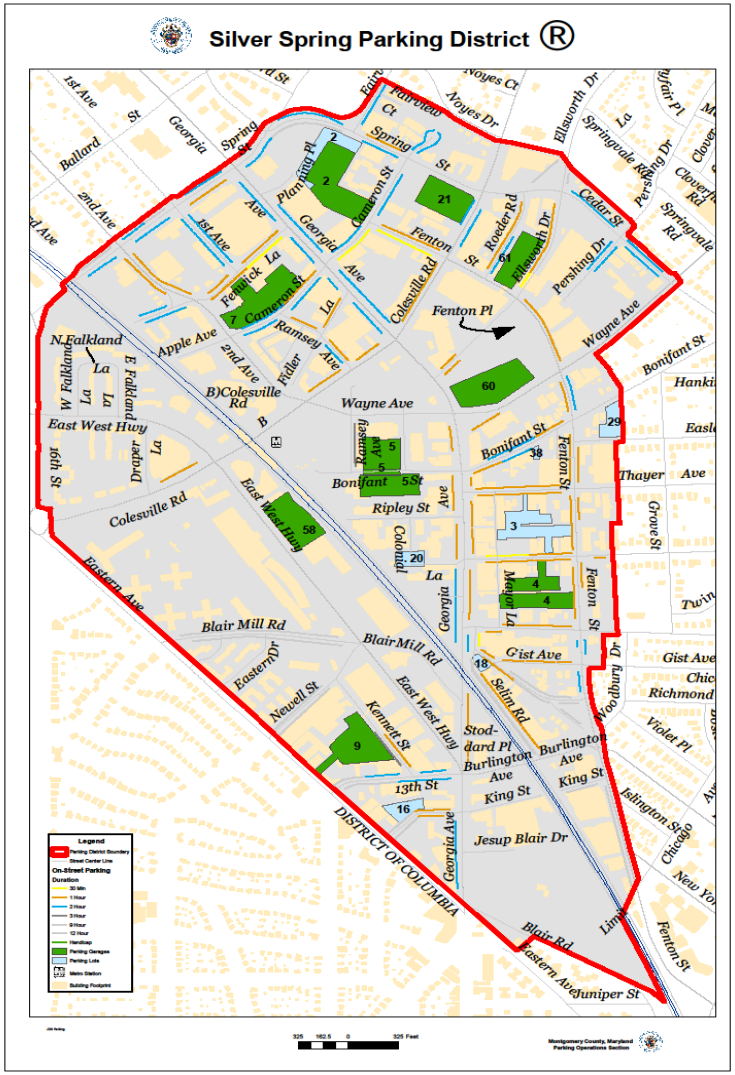
a. Their parking space is conveniently located ☐
b. They believe that the parking facility/space was safe and secure ☐
c. They believe that parking enforcement is fair ☐
d. The parking space/facility was in good condition (clean, well lit, clear signage) ☐
e. The parking facility was easy to navigate/maneuver within ☐
f. Parking rates are fair ☐

Lessoned Learned:

- Create more stringent data collection requirements
- Ensure large enough sample population from each location
- Audit existing private parking to more accurately quantify business perceptions

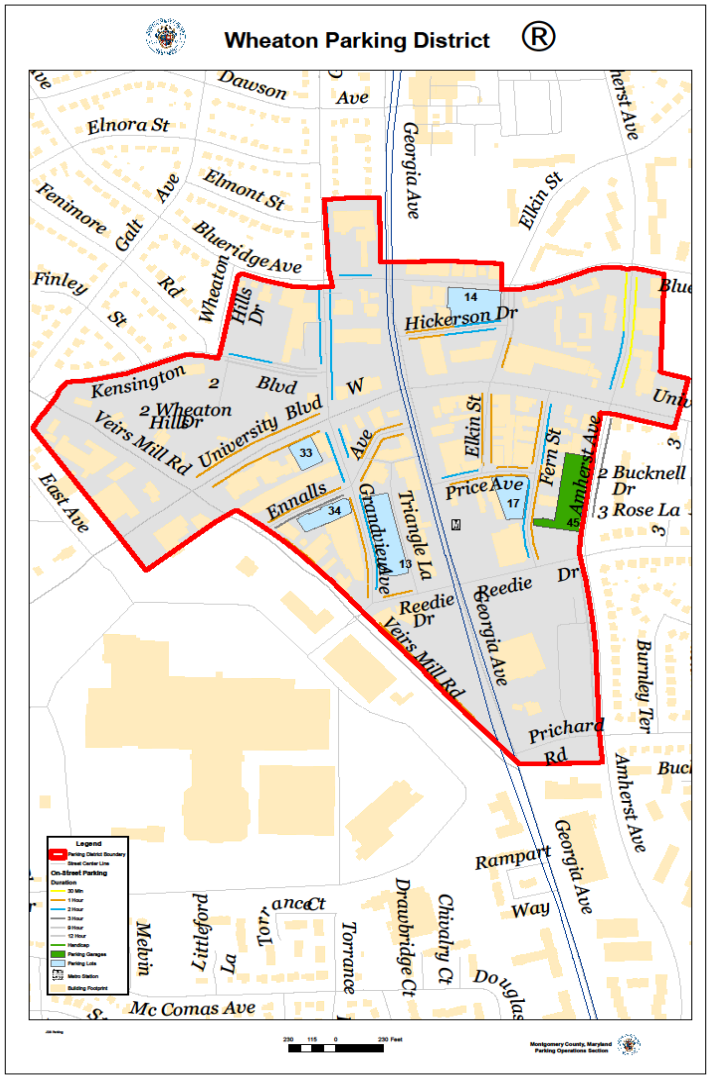
Bethesda and Silver Spring Parking District Maps

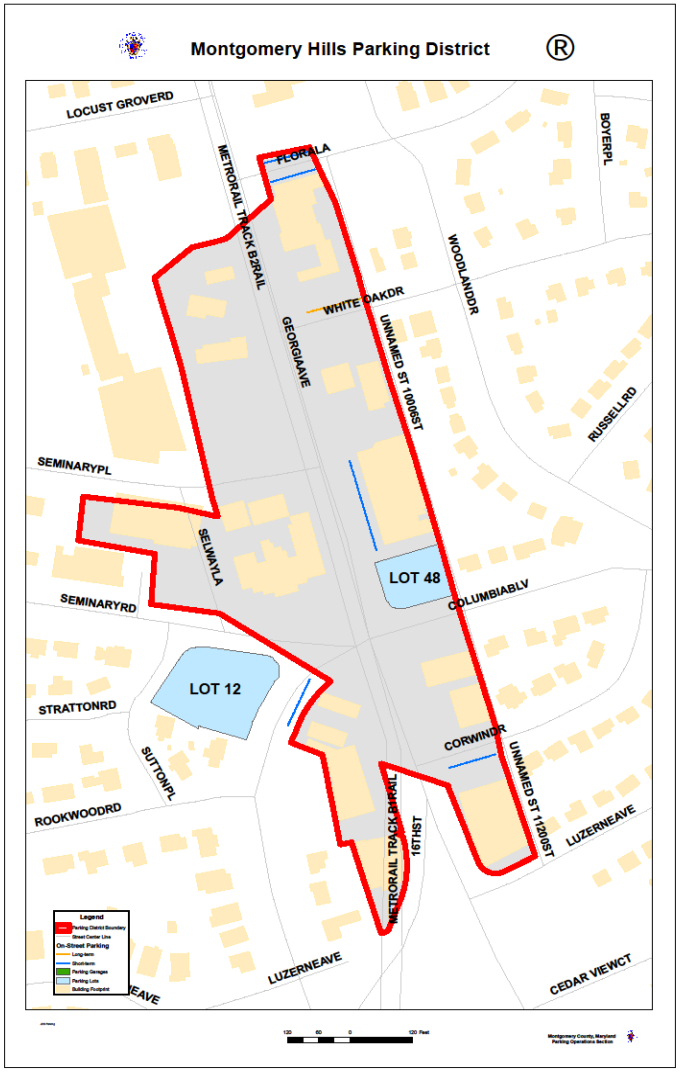




Key: Bethesda | Silver Spring | Wheaton | Montgomery Hills

Wheaton and Montgomery Hills Parking District Maps





Key: Bethesda | Silver Spring | Wheaton | Montgomery Hills

CountyStat

2009 DOT Parking Survey: Snapshot of Business Survey Data

Satisfaction Rating of Owner Perception (1= Disagree; 2=Somewhat Disagree; 3= Agree)

		Convenient Location	Safe Facility	Fair Enforcement	Facility Condition	Easy Maneuverable	Fair Rates
Bethesda	Customer	1.94	2.48	1.52	1.97	1.88	1.75
	Employee	2.03	2.35	1.66	2.16	2.13	1.88
Silver Spring	Customer	2.21	2.52	1.83	2.24	2.21	1.83
	Employee	2.22	2.52	1.78	2.44	2.38	2.00
Wheaton	Customer	2.27	2.36	1.64	2.55	2.41	1.86
	Employee	2.09	2.14	1.68	2.41	2.36	1.27
Montgomery Hills	Customer	1.77	2.15	1.85	2.31	2.31	1.92
	Employee	1.50	1.67	1.17	1.75	1.75	1.58

Busiest Day

	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
Bethesda	5%	18%	5%	14%	11%	23%	25%
Silver Spring	13%	13%	8%	8%	13%	21%	24%
Wheaton	13%	5%	8%	10%	10%	21%	33%
Montgomery Hills	23%	15%	0%	0%	8%	15%	38%

Busiest Time

	Prior 9 AM	9-11 AM	11AM-1 PM	1-5 PM	After 5 PM
Bethesda	8%	19%	39%	11%	22%
Silver Spring	6%	24%	27%	21%	21%
Wheaton	7%	14%	14%	28%	38%
Montgomery Hills	6%	6%	31%	31%	25%

2009 DOT Parking Survey: Parker Characteristics

Permit Holder Characteristics

	How do you purchase/renew your parking permit?					How many blocks is it to your final destination?				
	Mail	Walk-In	Both	n/a	Total	One	Two	Three	>Four	Total
Garage	148	126	7	303	584	439	149	42	56	686
Lot	33	23	4	69	129	127	23	4	4	158
Total	181	149	11	372	713	566	172	46	60	844
Percent	25.4%	20.9%	1.5%	52.2%		67.1%	20.4%	5.5%	7.1%	

Transient Parker Characteristics

	How many blocks is it to your initial destination?				
	One	Two	Three	>Four	Total
Garage	430	127	73	66	696
Lot	172	47	8	5	232
Total	602	174	81	71	928
Percent	64.9%	18.8%	8.7%	7.7%	

Proximity to destination is an important determinate in parking facility location. 88% of permit holders and 84% of transient parkers used facilities within two blocks of their destination.

2009 DOT Parking Survey: Permit Holder Satisfaction

Garage/ Lot	Availability	Navigation	Facility Condition	Safety and Security	Destination Convenience	Sign-up Ease	Cost of Parking	Overall
2	3.46	3.32	3.18	3.29	3.59	3.32	2.91	3.30
3	3.29	3.53	3.12	2.65	3.76	3.43	2.38	3.17
7	3.70	3.36	3.25	3.20	3.66	3.13	2.98	3.33
11	3.79	3.75	3.68	3.76	3.88	4.00	2.89	3.68
12								
13	3.54	3.58	3.68	3.36	3.73	3.65	2.88	3.49
14								
25	3.82	3.64	3.61	3.89	3.50	2.77	3.07	3.47
31	3.15	3.15	3.45	3.90	3.70	3.80	2.43	3.37
35	3.16	3.00	3.16	2.95	3.53	2.42	2.58	2.97
42								
45	3.79	3.72	3.69	3.57	3.79	3.24	3.06	3.55
48								
49	3.76	3.69	3.81	3.74	3.80	2.63	3.43	3.55
57	2.95	3.05	3.59	3.77	4.00	3.90	2.83	3.44
58	1.67	2.57	2.33	2.81	3.71	2.75	2.76	2.66
60	3.80	3.90	3.87	3.70	3.90	3.50	2.89	3.65
5-55	3.94	3.92	3.98	3.91	3.93	3.02	3.17	3.69
Average	3.49	3.52	3.53	3.52	3.79	3.35	2.96	3.45

0.1 Level of Significance = Population Sample Too Small

CountyStat

2009 DOT Parking Survey: Visitor Satisfaction

Garage/ Lot	Availability	Navigation	Facility Condition	Safety and Security	Destination Convenience	Pay Ease	Cost of Parking	Overall
2	3.47	3.36	3.20	3.27	3.59	2.96	3.19	3.29
3	2.94	3.47	2.56	2.94	3.50	3.28	2.72	3.06
7	3.14	3.05	2.94	2.95	3.42	2.99	2.74	3.03
11	3.78	3.83	3.67	3.89	3.94	3.89	3.50	3.79
12	4.00	4.00	3.92	4.00	3.96	3.94	3.94	3.97
13	3.57	3.59	3.42	3.23	3.71	3.77	3.32	3.52
14	3.60	3.90	3.83	3.76	4.00	3.53	2.87	3.64
25								
31	2.76	3.10	3.26	3.87	3.69	3.04	1.51	3.03
35	3.21	3.08	3.06	2.95	3.32	2.82	2.65	3.01
42	3.28	3.35	3.33	2.85	3.53	3.55	3.45	3.33
45	3.84	3.79	3.66	3.42	3.74	3.29	3.13	3.55
48	4.00	4.00	3.95	3.97	4.00	4.00	4.00	3.99
49	3.75	3.55	3.68	3.62	3.58	3.18	3.12	3.50
57	3.33	3.18	3.57	3.65	3.92	2.96	2.61	3.32
58								
60	3.79	3.66	3.79	3.78	3.84	3.68	3.24	3.68
5-55	4.00	3.83	3.94	3.85	3.97	2.82	2.91	3.62
Average	3.46	3.49	3.42	3.49	3.68	3.35	3.02	3.42

0.1 Level of Significance = Population Sample Too Small

2009 DOT Parking Survey: Permit Holder Facility Rankings

Rank		1	2	3	4	5	6	7	8	9	10
Garage	Lot	12	48	5-55	11	60	42	45	13	49	14
Average Satisfaction		3.94	3.91	3.69	3.68	3.65	3.58	3.55	3.55	3.55	3.47

Rank		11	12	13	14	15	16	17	18
Garage	Lot	25	57	31	7	2	3	35	58
Average Satisfaction		3.47	3.44	3.40	3.35	3.30	3.17	2.97	2.66

Parking District	Montgomery Hills	Wheaton	Bethesda	Silver Spring
Average Satisfaction	3.93	3.53	3.44	3.29

2009 DOT Parking Survey: Visitor Facility Rankings

Rank		1	2	3	4	5	6	7	8	9	10
Garage	Lot	48	12	11	60	14	5-55	45	13	49	25
Average Satisfaction		3.99	3.97	3.79	3.68	3.64	3.62	3.55	3.52	3.50	3.41

Rank		11	12	13	14	15	16	17	18
Garage	Lot	42	57	2	3	7	31	35	58
Average Satisfaction		3.33	3.32	3.29	3.06	3.03	3.03	3.01	2.75

Parking District	Montgomery Hills	Wheaton	Bethesda	Silver Spring
Average Satisfaction	3.98	3.57	3.34	3.24

2009 DOT Parking Survey: Facility Ranking Comparison of Permit Holder and Visitor Parkers

	1	2	3	4	5	6	7	8	9	10
Permit Holder	12	48	5-55	11	60	42	45	13	49	14
Visitor	48	12	11	60	14	5-55	45	13	49	25

	11	12	13	14	15	16	17	18
Permit Holder	25	57	31	7	2	3	35	58
Visitor	42	57	2	3	7	31	35	58

Key: Bethesda | Silver Spring | Wheaton | Montgomery Hills

2009 DOT Parking Survey Initial Observations and Next Steps

Initial DOT Observations

- High average satisfaction in all seven rating categories
- Similar overall satisfaction among the four PLDs and between customer types
- Three lowest ranked facilities have high occupancy and individual meters as a common factor:
  - Proposed an Occupancy Information System in FY11 CIP
  - Proposed a County-wide pay-by-cell phone program in FY11
- Survey results will impact utilization of operating budget
  - Requested FY11 funding to annually conduct survey

Next Steps

- Conduct joint work session between CountyStat and DOT Parking Services to identify key variables that impact customer satisfaction
- Draft a joint summary of findings and recommendations and develop headline measure

DOT Transit-Specific Topics for Future Analysis

CountyStat

Transit Future Analysis: Existing Advertising Practices

Analyze revenues from bus and transit advertising and benchmark with revenues generated in other jurisdictions to determine if the County is adequately capturing all potential advertising money.

- The Shelter Agreement is a 15 year franchise awarded as part of a court settlement (not contract) and has 9 years to run from 6/1/10
- DOT currently monitors the transit advertising industry on an ongoing basis
- There are new technologies coming (some are currently present in the experimental stage)
  - For both buses and shelters, there are wafer thin, flat mounted LED/LCD/Plasma screens with changing messages
- DOT is exploring making these new technologies a prominent feature in the next bus advertising RFP
  - New advertising RFP should go out this summer for April 2011 implementation

Transit Future Analysis: Existing Advertising Practices Next Steps

- Determine current and projected revenue generation from transit advertising practices
- Benchmark these figures against similar jurisdictions and transit systems throughout the region and nation
- Identify strategies to maximize advertising revenue generation
- Draft a report for submission to the CAO with complete analysis, recommendations, and an implementation strategy

Transit Future Analysis: "Fare Share" and "Super Fare Share" Programs

Identify and develop performance metrics for this program that demonstrate their effectiveness in promoting public transportation and their cost efficiency. Benchmark the Fare Share transit subsidy with other jurisdictions offering similar programs.

- **Cost Effectiveness – Potential Measures**
  - Number of employers participating and average cost per employer
  - Number of employees participating and average cost per employee
  - Compare investment of employers in these programs relative to investment of County (e.g., show how County investment leverages private sector investment)
  - Effectiveness of these programs as a marketing tool to obtain employer interest in TDM and break down resistance to considering other strategies

- **Program Effectiveness – Potential Measures**
  - Growth in number of transit users at the worksite (#/%)
  - Employees participating who were former auto drivers (#/%)
  - Employers continuing to offer transit benefits after County contribution ends (#/%)

- **Benchmarking – Potential Sources**
  - National research demonstrating value of these types of programs
  - OLO study
  - CSS efforts to compare with similar programs (e.g., market research, ad hoc data collection)

Transit Future Analysis: Ride-On Ridership and Routing

Identify how DOT selects Ride-On routing options. Use data to determine routes of low frequency and demand. Identify whether DOT's management response to Ride-On use/demand corresponds with these routes.

- The data currently collected for route and ridership analysis includes manual data collection, farebox ridership counts, CAD/AVL reports, customer and bus operator comments and feedback.
  - This data helps DOT determine stronger and weaker performing segments of routes as well as individual trips.
- Population and employment data coupled with customer service requests and regular planning meetings help identify potential new service areas.
  - New resources are programmed and allocated to these areas.
- Regular adjustments to service, including reallocations of underperforming services, are made to stronger performing service using the existing data sources.

Transit Future Analysis: : Ride-On Operators Attendance Policy (1 of 2)

Provide an assessment of the impact of staff leave usage on Ride-On operations, overtime use, and performance measures.

- The existing Transit Attendance Policy has been in effect for nearly four years
- Although the recorded number of unscheduled absences has dropped slightly, the difference is surpassed by the number of absences not charged or subject to points
  - The policy has a “loophole” that allows operators to turn in sick once they have reported to work without being charged an unscheduled absence
- Management has established daily leave quotas in each depot to insure adequate available manpower, but manpower numbers are so marginal that there are daily personnel shortages due to unscheduled leave usage.
  - The issue is further compromised by some bus operator’s prospective ambivalence to their responsibility as essential personnel.
  - Emergency weather events have the potential to trigger significant sick call ins, impacting the ability of the department to meet staffing requirements.

Transit Future Analysis: Ride-On Operators Attendance Policy (2 of 2)

- Annual leave requests that are not approved are taken regardless, either using the loophole or as unscheduled sick leave.
  - The above situation has translated into a steep increase in overtime to meet the service requirements.
  - Despite the fact that there are financial incentives attached to good attendance (the last six month payout was over $90,000), at least half of the disciplinary actions in progress are attendance related, so the policy has not had a positive impact in that respect.

Identifying Industry Best Practices

- There are few peers in the industry that are municipal governments owning and operating their own transit system.
- Those transit systems of similar size with attendance policies that responded to our query indicated that attendance is a never ending problem in the industry.
- Most have attendance policies that are not as forgiving as our own
  - Other jurisdictions utilize a no fault point system that assists management to identify their employee attendance problems earlier
  - These systems also puts the employee on notice earlier in the process so that positive corrective action can be taken by both parties before the attendance issue becomes critical