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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, September 21, 2007, from the General Manager, Transit:**

#### **1. RECOMMENDATION**

It is recommended that this report be received for information.

#### **2. PURPOSE**

This report provides the results of York Region Transit's Operations and Maintenance Contractor Report Card for the first and second quarters of 2007 (see *Attachments 1 and 2*).

#### **3. BACKGROUND**

With the implementation of the performance based contracts for the Viva service in 2005 and conventional services in 2006, a Contractor Report Card was developed to record and score contractor performance. Staff introduced the Contractor Report Card to Transit Committee, Regional Council and its contractors in September 2006, after approximately six months of data collection and analysis.

York Region Transit (YRT) Operations staff utilizes the Contractor Report Card to assist in monitoring the performance of both the conventional and Viva service contractors. It has become an enhanced management tool providing staff with the means to identify areas where the contractors meet, exceed or fall below our performance standards.

At the February 2007 Transit Committee meeting, it was decided that YRT would continue to provide updates on a semi-annual basis.

#### **4. ANALYSIS AND OPTIONS**

##### **4.1 2007 Q1 and Q2 Contractor Report Card Results Overview**

The Report Card has been utilized to assess the contractor performance for the past 18 months. YRT Operations staff continue to review the requirements of the 22 performance measures to determine their appropriateness. One performance measure requiring

assessment is “Operating Ahead of Schedule”. For each of the six report cards prepared to date, all of the contractors have fallen below the expected 100% requirement. The on-going staff review may result in the recommendation by staff to revise this requirement as currently set out in the performance-based contracts. The review process will be in consultation with the contractors.

#### 4.1.1 Division 2 - Laidlaw Transit

Laidlaw’s cumulative Q1 and Q2 report card results rank them number one overall with a score of 33, scoring one (exceeding standard) or two (meeting standard) in 80% of the performance measurements. Laidlaw Transit continues to consistently perform well in most of the key performance areas with a need for staff to focus on just a few performance standards.

**Table 1**  
Performance Requirements Exceeding or Meeting Standard

<b>Exceeding Standard</b>	<b>Meeting Standard</b>
<ul style="list-style-type: none"> <li>• On-Time Departures</li> <li>• Missed Trips</li> <li>• In-service AC/Heating</li> <li>• Preventative Maintenance</li> <li>• Accident Damage Repair</li> <li>• Exterior Bus Clean</li> <li>• Interior Bus Clean</li> <li>• Accidents</li> <li>• Destination Signs</li> <li>• Bus Operator Appearance</li> </ul>	<ul style="list-style-type: none"> <li>• In-Service Wheelchair Lift/Ramp Failures</li> <li>• Commercial Vehicle Operator’s Registration</li> <li>• Customer Complaints</li> <li>• Customer Satisfaction Survey</li> <li>• Report/CARES Submission</li> <li>• Customer Service Training</li> <li>• Ongoing Bus Operator Training</li> </ul>

Areas scoring 3 (below standard) and indicating a need for improvement are listed below in Table 2.

**Table 2**  
Performance Requirements Below Standard

<b>Below Standard</b>	<b>Requirement</b>	<b>Q1 Results</b>	<b>Q2 Results</b>
• Operating Ahead of Schedule	100%	97.06%	95.96%
• Kilometres Between Road Calls	8,000-10,000km	4,591 km	5,771 km
• In-Service Vehicle Damage Observations	95%-98%	94.57	79.70
• Diesel Technician Training	Pass (12 hours)	*Fail	*Fail

\*2006 result

YRT staff is placing emphasis on Laidlaw’s vehicle body damage repair practices through communication with Laidlaw’s senior management staff. Additional inspections

are also being performed by YRT's fleet staff. Laidlaw is performing the required bus preventative maintenance, however, they are experiencing a number of road calls to address vehicle breakdowns. The number of road calls has decreased from Q1 to Q2, and with the replacement of four buses in 2007 and three in 2008, we anticipate that the number of on-road vehicle breakdowns will continue to decrease.

Training performance is measured once every 12 months based on the contract term. Laidlaw's failing grade will not be reassessed until the Q3 report card. YRT staff did provide Laidlaw with contacts at Detroit Diesel and Cummins, and has offered to assist them with the co-ordination of the required training. In January 2007, Operations staff formed an Operator Training and Communication Team consisting of a representative from each of our operating contractors, York Region's Risk Management branch, YRT Marketing and two representatives from YRT Operations. The team is reviewing the Operator Training Program for each of the operating contractors and is working towards creating consistency in operator training from one contractor to another and to address any training deficiencies.

#### **4.1.2 Division 4 - Tokmakjian Transit (CanAr)**

Tokmakjian's cumulative Q1 and Q2 report card results rank them number two overall with a score of 37, scoring one (exceeding standard) or two (meeting standard) in 76% of the performance measurements. Tokmakjian continues to perform consistently well in all key performance areas with a need for staff to focus on just a few performance standards.

**Table 1**  
Performance Requirements Exceeding or Meeting Standard

<b>Exceeding Standard</b>	<b>Meeting Standard</b>
<ul style="list-style-type: none"> <li>• Missed Trips</li> <li>• Exterior Clean</li> <li>• Commercial Vehicle Operator's Registration – audited</li> <li>• Accidents</li> <li>• Customer Complaints</li> <li>• Accident Damage Repairs</li> <li>• Bus Operator Appearance</li> </ul>	<ul style="list-style-type: none"> <li>• On Time Departure</li> <li>• Kilometres Between Road Calls</li> <li>• In-Service Air Conditioning/Heating</li> <li>• In-Service Vehicle Damage</li> <li>• Customer Satisfaction Survey</li> <li>• Destination Signs</li> <li>• Customer Service Training</li> <li>• On-going Bus Operator Training</li> <li>• On-going Diesel Technician Training</li> </ul>

Areas scoring 3 (below standard) and indicating a need for improvement are listed below in Table 2.

**Table 2**  
Performance Requirements Below Standard

<b>Below Standard</b>	<b>Requirement</b>	<b>Q1 Result</b>	<b>Q2 Result</b>
• Operating Ahead of Schedule	100%	87.50	86.63
• In-Service Wheelchair Lift/Ramp Failures	95%-98%	93.70	91.38
• Preventative Maintenance Schedule	90%-95%	82.80	88.46
• Interior Bus Clean	95%-98%	79.12	87.36
• Management Reports/CARES Submission	95%-98%	94.09	94.19

Emphasis is being placed on Tokmakjian's overall bus maintenance practices because they consistently fell below standard in the key area of vehicle maintenance, although some improvement was made from Q1 to Q2. Tokmakjian has taken steps to ensure improvement with their preventative maintenance program. They have now hired additional maintenance staff and are performing the more extensive maintenance works at another location which enables more available shop time to be dedicated to bus preventative maintenance. Improved preventative maintenance should lessen the number of wheelchair lift and ramp failures as well. In regards to wheelchair lift and ramp failures, it has been suggested that the failures are occurring in specific vehicle models. YRT staff are reviewing the data with the contractor to validate this concern and to determine if other actions are required.

Interior cleanliness of buses entering service has improved from Q1 and Q2. Tokmakjian has hired one dedicated employee for the purpose of cleaning bus interiors. YRT staff will continue to monitor and communicate with the contractor.

#### **4.1.3 Division 1 - Miller Transit**

Miller Transit ranks third overall with a score of 39, scoring a one or two in 76% of the performance measures. Miller Transit continues to perform consistently well in all key performance areas with a need for staff to focus on just a few performance standards.

**Table 1**  
Performance Requirements Exceeding or Meeting Standard

<b>Exceeding Standard</b>	<b>Meeting Standard</b>
<ul style="list-style-type: none"> <li>• Missed Trips</li> <li>• Kilometres Between Road Calls</li> <li>• Customer Complaints</li> <li>• Bus Operator Appearance</li> <li>• Management Reports/CARES Tickets</li> </ul>	<ul style="list-style-type: none"> <li>• On-Time Departures</li> <li>• In-Service Air Conditioning/Heating</li> <li>• Accident Damage Repairs</li> <li>• Exterior Clean</li> <li>• Commercial Vehicle Operator's Registration</li> <li>• Accidents</li> <li>• Customer Satisfaction Survey</li> <li>• Customer Service Training</li> <li>• On-going Bus Operator Training</li> <li>• Destination Sign</li> <li>• In-Service Wheelchair Lift/Ramp Failures</li> </ul>

Areas scoring 3 (below standard) and indicating a need for improvement are listed below in Table 2.

**Table 2**  
Performance Requirements Below Standard

<b>Below Standard</b>	<b>Requirement</b>	<b>Q1 Result</b>	<b>Q2 Result</b>
• Operating Ahead of Schedule	100%	89.41	90.58
• Preventable Maintenance	90%-95%	68.83	85.06
• In-Service Vehicle Damage	95%-98%	91.35	91.35
• Interior Clean	95%-98%	60.44	73.63
• On-going Diesel Technician Training	Pass (12 hours)	*Fail	*Fail
• Accident/Incident Reports	# days behind allowance	3 days	3 days

\*2007 results

Miller's performance has steadily improved in a number of performance measures as indicated above. Particular attention should be given to bus preventable maintenance. Miller's management staff have ensured YRT that with recent internal process changes, this particular area would improve by Q2. The improvement has in fact been realized in Q2 as noted.

Miller's diesel technician training will not be scored again until Q1, 2008. During the remainder of 2007, training issues are being addressed through the Operator Training and Communications Team.

#### 4.1.4 Division 7 - Veolia Transportation

As of January 2007, staff began collecting random schedule adherence data for Veolia. They are now being scored on all 22 key performance measures. The data results are included in the total score for both Q1 and Q2. Veolia is not scored along with the conventional contractors due to operating differences such as: operating in headway mode; operating and maintaining newer vehicles; and not having to deal with fare issues.

Veolia's cumulative Q1 and Q2 report card results give them a score of 32, scoring one (exceeding standard) or two (meeting standard) in 80% of the performance measurements. Veolia Transportation continues to consistently perform well in all key performance areas with a need for staff to focus on a few performance standards.

**Table 1**  
Performance Requirements Exceeding or Meeting Standard

Exceeding Standard	Meeting Standard
<ul style="list-style-type: none"> <li>• On-Time Departures</li> <li>• Missed Trips</li> <li>• Kilometres Between Road Calls</li> <li>• In-Service Air Conditioning/Heating</li> <li>• Preventable Maintenance</li> <li>• Exterior Bus Clean</li> <li>• Accidents</li> <li>• Customer Complaints</li> <li>• Customer Satisfaction Survey</li> <li>• Destination Sign</li> <li>• Bus Operator Appearance</li> </ul>	<ul style="list-style-type: none"> <li>• In-Service Wheelchair Ramp/Lift Failures</li> <li>• Commercial Vehicle Operator's Registration</li> <li>• Accident Damage Repairs</li> <li>• Customer Service Training</li> <li>• On-going Operator Training</li> <li>• On-going Diesel Technician Training</li> </ul>

Areas scoring 3 (below standard) and indicating a need for improvement are listed below in Table 2.

**Table 2**  
Performance Requirements Below Standard

Below Standard	Requirement	Q1 Result	Q2 Result
• Operating Ahead of Schedule	100%	91.53	94.36
• In-Service Vehicle Damage	95% - 98%	90.53	79.23
• Interior Bus Clean	95% - 98%	100	93.99
• Management Report/CARES Submission	95% - 98%	87.76	77.75

Repairs to vehicle body damage have been addressed by Veolia with the hiring of a new contractor who is successfully completing repairs in a shorter period of time. This contractor has employed methods to repair body panels on-site, thereby reducing the time that the vehicle is either out of service or operating on-road with the damage. Veolia is also stocking more materials and parts on-site to assist with timely repairs.

Veolia's bus interior cleaning contractor was requested to replace its supervisor approximately two months ago due to unsatisfactory work. It is anticipated that bus interior cleanliness will improve during the Q3 period.

CARES submissions are due within five days of issuance to the contractor and Veolia staff have not been able to meet the minimum requirement set within the performance based contract.

## 5. FINANCIAL IMPLICATIONS

The Region's budget is impacted by the contractors' performance through the incentive and disincentive payment program. The Contractors' payment by the Region for incentives is based on the data collected and information obtained by staff that is applied to the Contractors' Quarterly Report Card. Incentives are currently paid to the conventional contractors only. An incentive and disincentive program will be developed for Veolia Transportation, the Viva operator, in 2007.

**Table 3**  
Incentives Paid to the Conventional Contractors

<b>Contractor</b>	<b>2006 Incentive Paid</b>	<b>2007 Incentive Paid *</b>
Laidlaw Transit	\$29,900	\$34,500
Miller Transit	\$23,100	\$18,200
Tokmakjian Transit	\$27,950	\$43,000

\*to-date

## 6. LOCAL MUNICIPAL IMPACT

Transit customers from the local municipalities will benefit from the Contractor Report Card program as service will continually be monitored and a mechanism provided to identify areas in need of improvement.

## 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 Q1 and Q2, Operations and Maintenance Contractors Report Card is attached as *Attachment 1 and 2*.

For more information on this report contact Ann-Marie Carroll, Assistant Manager, Operations (Ext. 5677) or Rick Takagi, Manager, Operations (Ext. 5624), of the Transit Branch in the Transportation and Works Department.

The Senior Management Group has reviewed this report.

*(The attachments referred to in this clause are attached to this report.)*