

**POTOMAC AND RAPPAHANNOCK  
TRANSPORTATION COMMISSION**

**RESOLUTION**

**MOTION:** \_\_\_\_\_

**RESOLUTION NO. 10-01-\_\_\_\_\_  
OFFICIAL COMMISSION MEETING  
JANUARY 7, 2010**

**SECOND:** \_\_\_\_\_

**RE: PERFORMANCE OBJECTIVES FOR PRTC ORGANIZATION-AT-LARGE AND FOR EXECUTIVE DIRECTOR – DECEMBER 2009 THROUGH NOVEMBER 2010**

**WHEREAS**, each year the Potomac and Rappahannock Transportation Commission (PRTC) adopts pay-for-performance objectives for the organization-at-large for the Executive Director as a motivational tool to guide management efforts and reward potential, exemplary performance; and

**WHEREAS**, a proposed set of pay-for-performance objectives have been developed by the Commission's Executive Committee in cooperation with the Executive Director; and

**WHEREAS**, the Commission has reviewed the proposed objectives and supports them as drafted; and

**WHEREAS**, the objectives have a maximum value of \$110,000 for the organization-at-large and \$25,000 for the Executive Director.

**NOW, THEREFORE, BE IT RESOLVED** that the Potomac and Rappahannock Transportation Commission does hereby adopt the objectives as described in attachments one and two for the December 2009 through November 2010 period.




Potomac and Rappahannock  
Transportation Commission

14700 Potomac Mills Road  
Woodbridge, VA 22192

January 7, 2010

TO: Chairman May and Commissioners

FROM: Alfred H. Harf   
Executive Director

RE: Performance Objectives for PRTC Organization-At-Large and for  
Executive Director – December 2009 through November 2010

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Recommendation:

Adopt the accompanying performance objectives for the PRTC organization-at-large and for the Executive Director for the period December 2009 through November 2010.

Background:

Each year the Commission has adopted “pay-for-performance” objectives for the PRTC organization-at-large and for the Executive Director to guide management efforts and reward potential, exemplary performance. They are proposed for the Commission’s consideration by the Executive Committee in cooperation with the Executive Director, and they are designed to closely resemble certain “incentive” provisions in the PRTC – First Transit contract in recognition of the fact that desired outcomes require collaboration between management and PRTC’s contractor.

The three proposed performance objectives for the organization-at-large (attachment one) have a maximum earnings potential of \$110,000, the same as last year: (1) a “favorable passenger revenue variance” objective (i.e., maximum of \$60,000); (2) a “service performance” objective for low complaint rates (i.e., maximum of \$25,000); and (3) a “service quality” objective measured by the incidence of “excellent” responses to the “overall service quality” survey questions for OmniRide and for OmniLink (i.e., maximum of \$25,000).

Continuing the practice that has been operative for the past eight years, the performance objectives proposed for the Executive Director (attachment two) have a maximum collective earnings potential of \$25,000. Three of the six objectives applicable to the Executive Director are identical to the objectives for the organization-at-large (but

with smaller payouts), while the others are unique. The three identical objectives account for \$20,000 of the \$25,000 maximum: (1) a maximum of \$10,000 for the "favorable passenger revenue" objective; (2) a maximum of \$5,000 for the "service performance" objective; and (3) a maximum of \$5,000 for the "service quality" objective.

Again as in years past, the other proposed objectives (with maximum earnings potential of \$5,000) are unique to the year of evaluation. Three such objectives are proposed: (1) substantial completion of the VDRPT-mandated transit development plan and interim resolution of the "OmniLink running time/off-route trip allowance" issue management discussed with the PRTC Board Operations Committee in November 2009 (maximum earning potential of \$1,500); (2) successful resolution of the "average call waiting time" issue management discussed with the PRTC Board Operations Committee in November 2009 (where resolution means an outcome sanctioned by the Commission which might include an adjustment to the "two minute average" that has served as the desired performance metric for a number of years; maximum earning potential of \$1,500); and (3) substantial completion of the mobility management plan for the Prince William County, Manassas, and Manassas Park area (maximum earning potential of \$2,000).

Note that the measures proposed for incentive calculation purposes in the "service performance" and "service quality" areas are the same as in prior years, notwithstanding the fact that these measures will be more difficult to attain than in years past because of resource constraints that limit management's latitude to remedy overcrowding conditions, running time challenges, and limitations on off-route trip capabilities that have been recently discussed with the Commission's Operations Committee. While an argument can be legitimately made that these measures warrant adjustments to account for the likely effects on service performance and quality, management is not proposing adjustments -- it is simply informing the Commission so this issue can be revisited depending on how things transpire.

Fiscal Impact:

The "favorable passenger revenue variance" objective is financially self-supporting because it is earned only if passenger revenue favorable variances are substantially greater than the incentive payout. The expense associated with the other objectives has to be budgeted and will be as it has been in past years.

Attachments: As stated

ATTACHMENT ONE

Bonus-Related Objectives for the PRTC Organization At-Large  
12/09-11/10 Period

NOTE: These objectives are identical to objectives used for the year just ending and for prior years, in keeping with the Commission's long-standing aim of focusing on ridership/revenue gains and measures of service quality/customer satisfaction.

1. Achievement of a favorable passenger revenue variance relative to budgeted passenger revenue for the period July 2009 through June 2010.

<u>Favorable Passenger Revenue Variance</u>	<u>Amount</u>
More than \$50,000 but less than \$101,904	\$10,000
Between \$101,904 and \$203,808	\$20,000
Between \$203,809 and \$305,712	\$30,000
Between \$305,713 and \$407,616	\$40,000
Between \$407,617 and \$474,999	\$45,000
Between \$475,000 and \$550,000	\$50,000
Over \$550,000	\$60,000

2. Customer satisfaction, as measured by low complaint rate for each service type, excluding farebox-related complaints (OmniRide and OmniLink).

- *OmniRide* – Earnings between \$2,500 and \$12,500 for complaint rates ranging between 9.75 and 8.0 complaints per 10,000 passenger trips (interpolated within the range).
- *OmniLink* – Earnings between \$2,500 and \$12,500 for complaint rates ranging between 7.0-5.25 complaints per 10,000 passenger trips (interpolated within the range).

MAXIMUM TOTAL FOR SERVICES COMBINED -- \$25,000

3. High service quality, as measured by "excellent" responses to the "overall service quality" survey question for each service type (OmniRide and OmniLink).

- *OmniRide* – Earnings between \$2,500 and \$12,500 for between 70 and 80 percent of customers rating service "excellent" (interpolated within the range).
- *OmniLink* – Earnings between \$2,500 and \$12,500 for between 73 and 83 percent of customers rating service "excellent" (interpolated within the range).

MAXIMUM TOTAL FOR SERVICES COMBINED -- \$25,000

ATTACHMENT TWO

Bonus-Related Objectives for the PRTC Executive Director  
12/09-11/10 Period

NOTE: The first three objectives are identical to objectives used for the year just ending and for prior years, in keeping with the Commission's long-standing aim of focusing on ridership/revenue gains and measures of service quality/customer satisfaction. The other objectives dovetail with planned efforts in the coming year.

1. Achievement of a favorable passenger revenue variance relative to budgeted passenger revenue for the period July 2009 through June 2010.

<u>Favorable Passenger Revenue Variance</u>	<u>Amount</u>
More than \$50,000 but less than \$101,904	\$ 2,000
Between \$101,905 and \$203,808	\$ 4,000
Between \$203,809 and \$305,712	\$ 6,000
Between \$305,713 and \$407,616	\$ 8,000
Between \$407,617 and \$475,000	\$ 9,000
More than \$475,000	\$10,000

2. Customer satisfaction, as measured by low complaint rate for each service type, excluding farebox-related complaints (OmniRide and OmniLink).
  - *OmniRide* – Earnings between \$500 and \$2,500 for complaint rates ranging between 9.75 and 8.0 complaints per 10,000 passenger trips (interpolated within the range).
  - *OmniLink* – Earnings between \$500 and \$2,500 for complaint rates ranging between 7.0-5.25 complaints per 10,000 passenger trips (interpolated within the range).

MAXIMUM TOTAL FOR SERVICES COMBINED -- \$5,000

3. High service quality, as measured by "excellent" responses to the "overall service quality" survey question for each service type (OmniRide and OmniLink).
  - *OmniRide* – Earnings between \$500 and \$2,500 for between 70 and 80 percent of customers rating service "excellent" (interpolated within the range).
  - *OmniLink* – Earnings between \$500 and \$2,500 for between 73 and 83 percent of customers rating service "excellent" (interpolated within the range).

MAXIMUM TOTAL FOR SERVICES COMBINED -- \$5,000

4. Substantial completion of the VDRPT-mandated transit development plan and interim resolution of the "OmniLink running time/off-route trip allowance" issue management discussed with the PRTC Board Operations Committee in November 2009

MAXIMUM INCENTIVE VALUE -- \$1,500

5. Successful resolution of the "average call waiting time" issue management discussed with the PRTC Board Operations Committee in November 2009. Resolution means an outcome sanctioned by the Commission which might include an adjustment to the "two minute average" that has served as the desired performance metric for a number of years

MAXIMUM INCENTIVE VALUE -- \$1,500

6. Substantial completion of the mobility management plan for the Prince William County, Manassas, and Manassas Park area

MAXIMUM INCENTIVE VALUE -- \$2,000