



Potomac and Rappahannock
Transportation Commission

ITEM 12-C.1


(19 PAGES)

14700 Potomac Mills Road
Woodbridge, VA 22192

August 15, 2008

TO: Robb Howell, General Manager

FROM: Eric Marx, Director of Planning and Operations

THROUGH: Alfred H. Harf, Executive Director 

RE: First Transit Fifth Annual Review

Introduction

This is the fifth annual review of First Transit's performance (covering the period between July 2007 and June 2008) and includes both narrative assessments and quantitative analyses from a variety of perspectives. As called for in the contract, First Transit is entitled to earn back up to 50 percent of outstanding assessed liquidated damages (LDs) incurred during the 12-month period. The analysis sets the stage for determining what portion of the LDs PRTC management sees fit to award as an "earn-back." This earn-back determination is made as part of the evaluation.

Additionally, the review includes snapshots of where First Transit stands roughly at the mid-point of the incentive earning period (December 1, 2007 – November 30, 2008), i.e., what incentives First Transit would be paid if performance through the first seven months of the evaluation period is sustained at the same level for the entire year.

This year, incentives were adjusted to allow higher potential earnings to account for the fact that the original incentives did not anticipate the effects of inflation or service growth to the extent appropriate. Contract Change Order Number Nine, authorized by the PRTC Board in February 2008, introduced an index that escalates potential incentive earnings. Most of the "enhanced incentives" are intended to be retained by First Transit corporate¹ versus being passed along to employees at the PRTC location, as the "existing/original incentives" are. This modification (see Table One) is designed to help

¹ A portion of the "enhanced incentives" earned will be used to supplement the "existing/original incentives" based on a formula calculating the difference in daily revenue hours operated at the end of one fiscal year vs. the end of the prior fiscal year. For this reporting period, the portion of "enhanced earnings" flowing to FT/PRTC employees is 14.4 percent.

enhance service quality to the extent that the corporation now has the potential to earn incentives as a result of demonstrated high quality service. In addition to enhanced incentives, PRTC agreed to compensate First Transit for justified unusually high insurance premiums, refunded First Transit's share of the new bus washer purchase because anticipated staff reductions resulting from the new washer did not materialize, and agreed to revise the operator uniform to save purchase and cleaning costs.

TABLE ONE: DECEMBER 2007 – NOVEMBER 2008 POTENTIAL INCENTIVE EARNINGS			
	Original Incentives (max. possible)	Enhanced Incentives (max. possible)	Total Incentives (max. possible)
Turnover	\$237,468	\$40,810	\$278,278
Surveys (service quality)	\$50,000	\$19,570	\$69,570
Service Interruptions	\$50,000	\$19,570	\$69,570
Complaints	\$50,000	\$19,570	\$69,570
Accidents	\$25,000	\$34,785	\$59,785
TOTAL	\$412,468	\$134,305	\$546,773

Operations

We are now marking the fifth anniversary of what could be a ten year long contract with First Transit. The fact that First Transit has had four general managers in five years and that two of the first three departed under less-than-desirable circumstances are not what we intended when the contract was awarded. To First Transit's credit, however, this was as much a concern to First Transit as it was to PRTC and has seemingly been remedied by virtue of your promotion and other astute hiring decisions (i.e., Mr. Johnson, Mr. Vincent, Ms. Garth, and Mr. Pitchke to name the four most prominent examples). Your "take-charge, can-do" attitude is refreshing as is your/your direct reports' understanding and acceptance of why we operate the services the way we do. The management team First Transit has now assembled is a recognized strong suit, and the prospects for across-the-board success have never been greater since many of the fundamental issues your predecessor had to contend with (e.g., operator shortage, union negotiations, maintenance lapses, revenue room lapses) are behind us, such that the basics are in-place and the focus can be on striving for excellence.

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We know you are all about improving the consistency and accountability of your training and supervisory staff and that you espouse high standards for vehicle appearance and operator professionalism that mirror our goals. We look forward to a further “blending” of our monitoring staff with First Transit’s forces so that, collectively, we have as good a handle of on-street operations as we can.

The management changes just discussed were instrumental in mitigating what would otherwise have been a disastrous year from a “liquidated damages” perspective. Damages levied over the course of the year were at an all-time high – \$384,827 – but \$225,212 was earned back as a result of concerted recovery efforts. Dissecting the total damages levied, almost half were directly related to revenue room issues (over \$137,000 is attributable to Late/Inaccurate Reports and almost \$53,000 was generated through Inadequate Management/Administrative Staffing). While the earn-backs are a measure of dramatic improvement since the early part of the year, there can be no disputing the fact that performance warranting the exaction of heavy damages in the first place and then having to earn it back is not a desired practice. I hasten to add that this result was in large measure a consequence of a single major lapse – related to the revenue room – without which total LDs would have been far lower than the previous year and on par with the first two years.

We also want to go on record praising First Transit for elevating Tom Cain to the “Region Vice President” position. Tom has evidenced a keen understanding of our unique operating environment and contractual relationship and his continued involvement and reasoned approach to our contract is refreshing and reassuring. We firmly believe that with Tom in this role, major, foundational issues, such as the revenue room and vehicle maintenance problems, will never be allowed to fester by corporate management again.

Maintenance

This year also began on a low note regarding vehicle maintenance. A poor fleet audit in May of 2007, which was not entirely surprising in light of negatively trending “Miles between Service Interruptions” statistics, resulted in a change in top maintenance management, introduction of new management, additional staff resources, and the development of more rigorous quality assurance practices.

Because the second audit conducted this year happened only shortly after new management took over, its results were similarly wanting, which PRTC management attributed to the fact that the new maintenance management team had not been on the job long enough to institute necessary changes. The subsequent two audits (the last of which was conducted just after the end of this reporting period), however, clearly showed that changes instituted are making a tremendous difference (see Table Two). The fact that the just-completed audit was performed on the heels of completing the bus yard expansion project, which caused significant disruption, is a further testament to the quality of the current crew. Congratulations are in order for becoming an ASE Blue Seal certified facility.

TABLE TWO: DEFECTS PER BUS		
	Total Defects	"A" Level Defects
October 2007	8.2	1.6
February 2008	5.1	0.7
July 2008	3.9	0.3

In the coming year, further gains are foreseen as a result of sustained maintenance management efforts complemented by the prospective acquisition of an automated system (Zonar) for performing pre and post-trip inspections (among other functions) that will result in more accountability, better information exchange, and faster repair times. We also want to acknowledge our partnership in performing mid-life bus overhauls, beginning this coming year with the Orion Vs and continuing with the first of the 45-foot MCIs. In agreeing to provide on-site inspection of the overhaul process, First Transit recognized that PRTC was not obligated to perform such an overhaul and that performing overhauls would reduce maintenance costs.

Facility

The facility audit conducted this year documented a number of repairs that are needed to both PRTC and First Transit maintained items – most are not immediate, high priority items and, therefore, can be worked into coming year budgets. PRTC is currently in the process of reconsidering its approach toward requiring First Transit to pay for big-ticket items needing overhaul, major repair, and replacement provided that they have been properly maintained and/or have exceeded their useful life; this will be the subject of further discussion in the near future.

Gains in preventive maintenance and record-keeping practices first achieved last year were sustained this year, in contrast to the previous two years' findings that found these practices wanting relative to the contract requirements. Because we continue to believe that recordation of preventive maintenance, inspections, and repairs is essential in order to track efforts made, determine when PMs are due, reveal negative trends, etc. we purchased a program to automate this process. Comprehensive information from the facility audit, including detailed documentation of building, grounds, and equipment; condition; remaining life expectancy; and as-built drawings were entered into the web-based system (called iDrawings) and both PRTC and First Transit facility maintenance staff are in the process of incorporating it into their everyday functions. Additionally, we have retained the facility audit firm to develop a formal PM program for PRTC-owned (maintained by either PRTC or First Transit) building, grounds, and equipment items that do not currently have one.

We also note that First Transit completed re-painting and carpeting of the administrative offices this year and the area looks great. Reconfiguration work is currently progressing in the dispatch/operators' lounge area and we are pleased that First Transit is piggy-backing on this effort to turn part of the former revenue room into the AGM-Operation's office. We look forward to planned improvements to the bus operator training room later this year.

Quantitative Analysis

The remainder of this report provides a quantitative evaluation of First Transit's performance, beginning with a comparison of LDs.

- Liquidated Damages -- Quarterly

As detailed in Table Three, when comparing year five LDs with those from years two through four, the gross number is second lowest while the net number was the second highest year (in December PRTC began reducing/waiving LDs if quick action was taken by First Transit management <i.e., investigation and counseling, as warranted>; in all, this change amounted to 125 additional adjustments). The year began by continuing a significantly upward trend that had begun in the fourth quarter of the third year. In the second and third quarters, LDs fell sharply and, while the year ended on an up-tick, we believe this was largely attributable to the fact that you, Robb, largely had to serve as both GM and Assistant GM. Note that year one is excluded due to contract start-up issues.

TABLE THREE: Quarterly Liquidated Damages					
YEAR 2					
	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Total
Gross	295	485	599	186	1,565
Net*	134	196	251	90	671
YEAR 3					
	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Total
Gross	286	276	238	415	1,215
Net*	99	47	67	205	418
YEAR 4					
	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Total
Gross	416	503	487	529	1,935
Net*	197	267	240	306	1,010
YEAR 5					
	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Total
Gross	640	358	221	284	1,503
Net*	422	163	65	70	720

*Excludes LDs that were waived or reduced.

- Liquidated Damages -- Average Monthly Assessments in Key Areas

Table Four compares First Transit's performance in year five versus years two through four for certain key LD categories. Results were mixed this past year: significant improvements are noted in the Strategic Vehicles and Operators average monthly assessments (by far the lowest year!!!) and Communication infractions; whereas Late Trips over 15 minutes, Early Trips, and Late and Inaccurate Reports were up significantly. We look forward to maintenance of the lowered statistics and improvements to those that worsened this year.

TABLE FOUR: Average Gross Monthly Assessments for Key LDs				
LD Category	2nd Year	3rd Year	4th Year	5th Year
Missed Trips*	13.9	10.2	9.8	10.3
Late Trips over 15 Minutes	4.2	1.8	5.6	8.0
Early Trips	6.3	3.8	6.2	9.0
Inadequately Trained Operators	0.1	0.0	5.6	4.7
Strategic Vehicles and Operators	20.3	22.4	19.3	1.8
Communication	56.8	36.1	58.3	18.8
Late and Inaccurate Reports	-0-	-0-	17.8	22.3

*Includes missed, passed, combined, missed deviation w/o contingency and incomplete trips.

- Liquidated Damages -- Earned Back

Liquidated damages can be “earned back” when quarterly damages are less than the previous quarter beginning with the second quarter. This past year, first quarter LDs were very high (almost \$250,000, largely due to revenue room issues) a large portion of assessments were earned back in the second quarter. Assessments in quarter three were really low and resulted in another earn back. Unfortunately, fourth quarter assessments bumped up a little, negating an ability to earn back any third quarter LDs. Results comparing the past four years are shown in Table Five.

TABLE FIVE: Liquidated Damages Earned Back					
	2nd Quarter vs. 1st	3rd Quarter vs. 2nd	4th Quarter vs. 3rd	Total Earned Back	Total Assessed LDs
Year 2	\$0	\$0	\$47,600	\$47,600	\$193,600
Year 3	\$22,950	\$0	\$0	\$22,950	\$161,275
Year 4	\$0	\$40,400	\$0	\$40,400	\$291,039
Year 5	\$164,733	\$60,479	\$0	\$ 225,212	\$ 384,827

- Incentive Program -- General Observations

As PRTC’s goal continues to be to develop an exemplary partnership with First Transit in an effort to provide top quality service, First Transit is eligible to earn significant monetary incentives by providing what can be fairly characterized as exemplary performance in several specifically defined areas. The presence of these incentives is a tangible expression of PRTC’s desire for on-going quality improvement/sustained high performance, and its willingness to pay for it.

For year one, incentives were based on First Transit's performance for calendar year one (2004) compared to that for the predecessor contractor's final year. Year two incentives were based on First Transit's 2005 performance compared to 2004. Beginning in year three (per Change Order #3), a change in the method of calculating incentives was made because performance and satisfaction levels were quite high thanks to the gains already achieved under this contract, thus PRTC management felt that percentage gains of the magnitude included in the contract for incentive purposes were not sustainable.

Instead, absolute measures, based on historical data and in consultation with First Transit management, replaced percentage gains and were structured in brackets so incentive earnings could vary depending on level of performance. The incentive payment period for all but Revenue Sharing (which remains concurrent with PRTC's fiscal year) is December through November in order to provide First Transit's employees news of the incentive amount earned prior to the holiday season.

- Incentive Program -- Farebox Revenue Sharing

PRTC's contract calls for First Transit to earn 25 percent of revenue exceeding budget. For the first seven months of the year, OmniLink ridership was dampened by immigration fears and a rapid rise in home foreclosures. The year ended with a ridership increase of only 6.5 percent compared to the prior year, which was approximately the percentage increase that the FY 2008 budget assumed would happen. To state this differently, OmniLink ridership grew by only as much as the budget envisioned, meaning there was no favorable variance. OmniRide ridership for the first seven months of FY 2008 was virtually stagnant, growing an average of only 1.1 percent compared to the same months the prior year or a favorable variance of only 52 daily trips relative to what the FY 2008 budget assumed. With the sharp spike in fuel prices beginning in February, however, ridership rose rapidly -- by year's end, total ridership compared to the prior year was up 5.2 percent and the daily average exceeded goal by 206. Compared to prior years, this past year was a weak showing, as shown in Table Six:

TABLE SIX: AVERAGE DAILY RIDERSHIP CHANGE YEAR-TO-YEAR					
	FY04	FY05	FY06	FY07	FY08
OmniLink	-6.1%	8.6%	16.7%	13.3%	6.5%
OmniRide	8.0%	8.8%	15.0%	9.4%	5.2%

While passenger revenue changes typically closely parallel ridership changes, in FY 2008 they did not owing to PRTC's conversion from tokens as the principal payment method to the SmarTrip card. This conversion compelled PRTC to change its revenue recognition method starting in March 2008 so revenues are recorded not at the time of purchase (which was the practice when we were in the "token era"), but at the time of consumption. PRTC allowed riders who had stockpiled tokens to convert them to SmarTrip card value² as it felt it had to do. As a result, actual passenger revenues are lower than budgeted passenger revenues in FY 2008, contrasting with what one would expect based on modestly higher actual vs. budgeted ridership results. This is the unfortunate consequence of the conversion effects. While management expects ridership and passenger revenue trends to resume their close correlation after a few months of transition time, in the interim the passenger revenue result has the appearance of being worse than the ridership result. Consequently, First Transit will not earn a "favorable passenger revenue" incentive this year.

- Incentive Program -- Operator Turnover

For the first seven months of this incentive period, nine operators (on a base of 134.1 FTE positions) voluntarily left First Transit's PRTC operation. If the trend continues for the remainder of the year, the annual turnover rate will be 11.5 percent, an exceptional statistic that First Transit can and should feel justifiably proud to have achieved. At this rate, First Transit would, again, earn the maximum incentive payment as shown in Table Seven³. Per the contract, this incentive increases annually by the CPI (July to July), and in year five that rate increase is 5.8729%.

² Or cash in the tokens for reimbursement.

³ Per the contract, the "turnover" and all other incentives other than revenue sharing have been amended to also account for growth in service hours, rather than simply being adjusted annually for inflation. The amended incentives have two parts: (1) an "original" maximum potential incentive earning; and (2) an "enhanced" maximum potential incentive earning.

The "original" maximum potential turnover incentive earning is a computed sum in which the prior year "original" maximum incentive earning is multiplied by the July Washington - Baltimore urban wage earners index. The "enhanced" maximum potential incentive earning is also a computed sum which is the difference between: (1) the maximum potential incentive at the outset of the contract multiplied by the revenue hour growth rate since the outset of the contract; and (2) the current year "original" incentive maximum potential earning.

TABLE SEVEN: Operator Turnover		
Annualized Rate	Original Incentive Program	Enhanced Incentive Program
11.5%	\$237,468	\$40,810

Contract Incentive Range

<u>Year 5 Incentive Earning*</u>	<u>Turnover rate ≤</u>
\$29,684	35%
\$59,367	30%
\$118,734	25%
\$237,468	20%

➤ Up to \$40,810 of Enhanced Incentives can also be earned this year.

*Based on CPI of 5.8729% for the period July 2007 – July 2008

• Incentive Program -- Service Quality

This incentive category is measured by the incidence of “excellent” responses to the “overall service quality” survey question, and it is the fall survey of each year that is used for assessing performance for “incentive earning” purposes (the fall 2008 survey has not been done as yet). The high OmniLink rating in September 2005 remains unequaled and, in fact, the June survey was the lowest spring survey in four years. OmniRide, on the other hand, has plateaued, with a laudable three-quarters of riders continuing to give the service high marks. Were First Transit to earn the Service Quality incentive based on the June 2008 survey, PRTC would pay \$23,654 out of a possible \$69,570. As noted before, the actual amount earned will be determined based on the fall 2008 survey.

TABLE EIGHT: Overall Quality of Service Excellent						
Service	Sept. 2005	Oct. 2006	Sept. 2007	June 2008	Original Incentive Program	Enhanced Incentive Program
OmniLink	82%	73%	75%	69%	\$0	\$0
OmniRide	75%	76%	76%	76%	\$17,000	\$6,654

Incentive Range

- *OmniLink* - Earnings between \$5,000 and \$25,000 for between 73 and 83 percent (or more) of customers rating service “excellent.”
- *OmniRide* - Earnings between \$5,000 and \$25,000 for between 70 and 80 percent (or more) of customers rating service “excellent.”
- Up to \$19,570 of Enhanced Incentives can also be earned this year.

- Incentive Program -- Miles between Service Interruptions

Accurately measuring the health of the fleet has been a daunting task. The original measure, Miles between Road Calls, ended up being too volatile because the number of incidents qualifying as road calls was so small that virtually any change caused drastic up or down swings. During the third contract year we adopted a new measure, Miles between Service Interruptions (MbSI). Just as all parties were consistently capturing information and a goal had been established based on acceptable historic figures, the measure began dropping rapidly, providing an early indicator that maintenance practices were not as they should have been. It appears that the high interval achieved in year one of the revised program may have been an aberration; PRTC is prepared to assess whether a further adjustment to the incentive range should be recommended to the PRTC Board once the MbSI indicator and vehicle audit results stabilize.

Were First Transit to earn the “Miles between Service Interruptions” incentive at this time, no incentive would be earned, as shown in Table Nine.

TABLE NINE: Miles Between Service Interruptions				
			Original Incentive Program	Enhanced Incentive Program
12/05 – 11/06	12/06 – 11/07	12/07 – 6/08		
6,672	3,250	3,620	\$0	\$0

Incentive Range

- Earnings between \$10,000 and \$50,000 for rates between 5,728 and 10,692 miles (or greater) between service interruptions.
- Up to \$19,570 of Enhanced Incentives can also be earned this year.

- Incentive Program -- Complaints

Table Ten depicts average monthly complaints forwarded to First Transit. The OmniLink complaint rate through June 2008 is higher than last year's incentive period (which is in line with the lower survey ratings) while the OmniRide rate is a good bit lower. If the "Complaint" incentive were to be paid based on performance at this time, a total of \$55,195 out of a possible \$69,570 would be payable, based on the payment thresholds appearing below Table Nine.

TABLE TEN: Complaints per 10,000 Passengers					
Service	12/05 – 11/06	12/06 – 11/07	12/07 – 6/08	Original Incentive Program	Enhanced Incentive Program
OmniLink	4.72	3.99	4.41	\$19,364	\$7,947
OmniRide	6.06	7.01	6.49	\$20,305	\$7,579

Incentive Range

- *OmniLink* - Earnings between \$5,000 and \$25,000 for complaint rates ranging between 5.75 and 4.0 (or less) complaints per 10,000 passenger trips.
 - *OmniRide* - Earnings between \$5,000 and \$25,000 for complaint rates ranging between 7.75 and 6.0 (or less) complaints per 10,000 passenger trips.
- Up to \$19,570 of Enhanced Incentives can also be earned this year.

- Incentive Program -- Accidents

As Table Eleven indicates, First Transit's year-to-date performance is significantly below its fourth year performance, but still at a level warranting the maximum possible earning. Accordingly, if the current level of performance is sustained for the balance of the year, First Transit would earn the full \$59,785.

TABLE ELEVEN: Accidents per 100,000 Miles				
12/05 – 11/06	12/06 – 11/07	12/07 – 6/08	Original Incentive Program	Enhanced Incentive Program
1.04	0.93	1.48	\$25,000	\$34,785

Incentive Range

- *Combined OmniRide and OmniLink* - Earnings between \$5,000 and \$25,000 for preventable accidents ranging between 1.9 and 1.5 (or lower) per 10,000 miles.
 - Up to \$34,785 of Enhanced Incentives can also be earned this year.

• Incentive Program -- Summary of Incentives

As summarized in Table Twelve, if current trends to continue, First Transit would earn \$416,912. Most of this amount -- \$278,278 -- is attributable to low operator turnover. The remainder of the overall projected amount -- \$138,634 -- represents just over half of the maximum value of all the other incentives present in the PRTC-First Transit contract (apart from the revenue sharing incentive, which unfortunately is zero this year). The "\$416,912" projection is obviously not a guaranteed outcome since it depends on performance for the balance of the earning period, but it serves the instructive purpose of sizing what the outcome would be if performance is sustained at the current level. There is clearly the opportunity to do better still, particularly in the areas of "Service Quality" and "Miles between Service Interruptions," both of which are areas that have historically been low incentive earners.

TABLE TWELVE: Mid-year Incentive Estimates		
Incentive Category	Maximum Incentive	Mid-Year Estimate
Operator Turnover	\$278,278	\$278,278
Service Quality	\$69,570	\$23,654
Miles Between Service Interruptions	\$69,570	\$0
Complaints	\$69,570	\$55,195
Accidents	\$59,785	\$59,785
Sub-total	\$546,773	\$416,912
Farebox sharing		\$0
TOTAL		\$416,912

Conclusion

As called for in the contract, First Transit is entitled to earn up to 50 percent of outstanding assessed liquidated damages. Results this year are mixed but in most areas things improved markedly as the year progressed. As we close out the year, with major

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problems related to the vehicle maintenance program and revenue room behind us and a well-staffed, motivated First Transit organization focused on all the right things, PRTC is more optimistic than ever that we are poised to reach a new level of excellence. We look forward to continued "peaceful" service changes and smooth program implementations, such as the SmartCard introduction. We are also very pleased with how rapidly complaints and LDs are being addressed of late, motivated not simply by the desire to reduce assessments but by the desire to deliver higher quality service.

Based on the foregoing, PRTC management has concluded that a return of 75 percent of the maximum allowable earn-back is warranted. Accordingly, \$59,856 will be credited to First Transit, calculated as follows:

Total LDs originally withheld: \$384,827
Less Quarterly LDs earned back: (\$225,212)
Outstanding LDs: \$159,615
Maximum that can be earned back (50%): \$79,808
LDs returned: \$59,856
Final Net LDs withheld: \$99,759

Attachment: FY 2008 Service Monitoring Summary

cc: Joyce Embrey
Leon Jordan
Bill Leisen
Doris Chism
Betsy Massie
Brad Thomas
Tom Cain

Service Monitoring Summary
FY 2008



Contract Category	First Quarter Incidents			Second Quarter Incidents			Third Quarter Incidents			Fourth Quarter Incidents			Total
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
9.B.4b Early Trip	1		3	4				2	4	3			9
9.B.4b Late Trip > 5 Minutes, <15 Minutes	29	13	2	44	14	13	6	7	5	6	5	6	13
9.B.4c Late Trip >15 Minutes	21	21	9	51	7	6	3	14	2	5	7	2	12
9.B.4d Missed Trip	13	10	9	32	14	5	3	6	3	1	4	24	32
9.B.4d Missed Trip w/Contingency	7	8	3	18	8	4	2	12	10	5	3	6	14
9.B.4e Combined Trips	2	6	5	13	5	4	7	6	1	3	8	3	11
9.B.4f Missed Trip - Failure to Meet Vehicle Pull	1		2	2	1	1	1	2					0
9.B.4h Use of Supervisory Personnel to Cover Trips	2			2					2	1	3	1	5
9.B.4i Failure to Implement Contingency Plan				0				1					0
9.B.4j Incomplete Trips	2	3	5	10	3	4	4	2	4	2	3	6	14
9.B.4k Replacement Vehicle/Operator	1			1	12	2	14	1					0
9.B.4l Avoidable Accidents				0		1	1						0
9.B.4m Strategic Vehicles and Operators	5	6	1	6	1	1	2	1	1	7	2	2	4
9.B.4n Late Relief		1		1			0						0
9.B.4o Communication	16	20	30	66	23	12	8	18	14	6	14	31	78
9.B.4p Unattended/Unsecured/Unauthorized Use of Ve		1		1			0						0
9.B.4q Pre-Trip Inspection	1			1			0	1			1		1
9.B.5a Uniforms/Appearance				0			0						0
9.B.5b Fare Collection				0			0						0
9.B.5c Proper Destination Sign	1		1	1			0					1	2
9.B.5d Operator Unsafe Operation of Vehicles	3	10	13	13	3	2	6	3	1	1	11	8	20
9.B.5e Seat Notice Distribution/Posting			1	1			0				2	2	6



Service Monitoring Summary
FY 2008

Contract Category	First Quarter Incidents			Second Quarter Incidents			Third Quarter Incidents			Fourth Quarter Incidents			Total
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
9.B.5f Operator Training/Records	2	4	2	8	3	6	10	4	5	14	3	6	23
9.B.5g Inadequate Management/Admin Staffing	42	40	19	101	15		15		2			1	1
9.B.5h Rudeness		1	1	2	1		1		2		1		1
9.B.5j Failure To Comply With Established SOP or P				0	3		3	1	3	2	2	4	8
9.B.6a Late/Inaccurate Reports	83	80	35	198	40	8	90	12		2	1	1	4
9.B.6b Accident/Incident Reporting				0			0		1	2			2
9.B.7a Vehicle Cleaning				0			0			0	1		1
9.B.7e Deficient Vehicle Condition	40		17	57	75	4	96	20		1	2		3
9.B.7f Heating & Air Conditioning Performance	2	2		4	1		2			3	1	1	5
9.B.7g General Repair	1		2	3			0			0			0
9.B.7i Wheelchair Lifts				0			0			1			1
9.B.7m Graffiti				0			0			0		1	1
Total	271	216	154	641	231	55	358	108	62	77	109	99	285



Service Monitoring Summary
FY 2008

Subtotal By Payment Status Category	First Quarter Incidents			Second Quarter Incidents			Third Quarter Incidents			Fourth Quarter Incidents			Total
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
First offense waived	198	147	77	422	116	13	163	29	12	24	20	24	70
Reduced	5	5	1	11	1	4	6	1	1	1			0
Reduced/waived for quick action				0			0	1					0
Waived	26	8	17	51	73	6	82	19	14	11	23	30	67
Waived for compliance	42	56	59	157	41	18	99	44	10	16	26	37	115
Total	271	216	154	641	231	55	358	108	62	53	77	109	285



Service Monitoring Summary
FY 2008

Contract Category	First Quarter Net Approved Amount			Second Quarter Net Approved Amount			Third Quarter Net Approved Amount			Fourth Quarter Net Approved Amount			Total
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
9.B.4b Early Trip	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9.B.4b Late Trip > 5 Minutes, < 15 Minutes	\$2,500.00	\$5,500.00	\$1,000.00	\$6,000.00	\$7,300.00	\$1,700.00	\$1,000.00	\$300.00	\$1,400.00	\$1,400.00	\$1,700.00	\$500.00	\$3,600.00
9.B.4c Late Trip > 15 Minutes	\$0.00	\$300.00	\$50.00	\$0.00	\$0.00	\$0.00	\$20.00	\$0.00	\$100.00	\$0.00	\$0.00	\$0.00	\$0.00
9.B.4c Late Trip > 15 Minutes	\$1,200.00	\$800.00	\$200.00	\$1,200.00	\$0.00	\$200.00	\$80.00	\$150.00	\$0.00	\$0.00	\$350.00	\$0.00	\$360.00
9.B.4d Missed Trip	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$250.00	\$0.00	\$250.00
9.B.4d1 Missed Trip w/Contingency	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9.B.4e Combined Trips	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9.B.4f Missed Trip - Failure to Meet Vehicle Pull	\$500.00	\$500.00	\$500.00	\$1,000.00	\$0.00	\$0.00	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9.B.4h Use of Supervisory Personnel to Cover Trips	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$300.00	\$300.00	\$600.00	\$900.00	\$300.00	\$1,500.00
9.B.4i Failure to Implement Contingency Plan	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9.B.4j Incomplete Trips	\$1,000.00	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$1,200.00	\$700.00	\$0.00	\$500.00	\$1,200.00	\$0.00	\$0.00	\$1,200.00
9.B.4k Replacement Vehicle/Operator	\$1,500.00	\$0.00	\$0.00	\$1,500.00	\$1,500.00	\$2,000.00	\$500.00	\$0.00	\$0.00	\$500.00	\$0.00	\$0.00	\$0.00
9.B.4l Avoidable Accidents	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9.B.4m Strategic Vehicles and Operators	\$2,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,700.00	\$0.00	\$0.00	\$500.00	\$500.00
9.B.4n Late Relief	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9.B.4o Communication	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50.00	\$0.00	\$0.00	\$0.00	\$0.00
9.B.4p Unattended/Unsecured/Unauthorized Use of Ve	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
9.B.4q Pre-Trip Inspection	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00
9.B.5a Uniforms/Appearance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9.B.5b Fare Collection	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9.B.5c Proper Destination Sign	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
9.B.5d Operator Unsafe Operation of Vehicles	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00
9.B.5e Seat Notice Distribution/Posting	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00



Service Monitoring Summary
FY 2008

Contract Category	First Quarter Net Approved Amount			Second Quarter Net Approved Amount			Third Quarter Net Approved Amount			Fourth Quarter Net Approved Amount			Total
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
9.B.5f Operator Training/Records	\$500.00	\$1,000.00	\$500.00	\$1,500.00	\$0.00	\$1,600.00	\$1,300.00	\$1,100.00	\$1,700.00	\$4,300.00	\$1,300.00	\$2,100.00	\$7,700.00
9.B.5g Inadequate Management/Admin Staffing	\$21,000.00	\$20,000.00	\$9,500.00	\$1,000.00	\$1,000.00	\$0.00	\$0.00	\$0.00	\$850.00	\$850.00	\$0.00	\$500.00	\$300.00
9.B.5h Rudeness	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$200.00	\$200.00	\$0.00	\$0.00	\$0.00
9.B.5j Failure To Comply With Established SOP or P	\$0.00	\$0.00	\$0.00	\$100.00	\$0.00	\$0.00	\$50.00	\$110.00	\$100.00	\$100.00	\$80.00	\$140.00	\$320.00
9.B.6a Late/Inaccurate Reports	\$67,086.85	\$37,572.00	\$22,905.00	\$7,330.70	\$410.00	\$940.00	\$832.00	\$100.00	\$0.00	\$200.00	\$100.00	\$100.00	\$400.00
9.B.6b Accident/Incident Reporting	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$250.00	\$250.00	\$250.00	\$0.00	\$0.00	\$500.00
9.B.7a Vehicle Cleaning	\$40,500.00	\$0.00	\$1,500.00	\$23,000.00	\$4,000.00	\$2,000.00	\$7,000.00	\$0.00	\$0.00	\$500.00	\$500.00	\$0.00	\$1,000.00
9.B.7b Deficient Vehicle Condition	\$600.00	\$600.00	\$1,200.00	(\$300.00)	\$300.00	\$0.00	\$0.00	\$0.00	\$300.00	\$300.00	\$0.00	\$300.00	\$1,200.00
9.B.7f Heating & Air Conditioning Performance	\$200.00	\$400.00	\$600.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00	\$500.00	\$0.00	\$500.00
9.B.7g General Repair	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00	\$500.00	\$0.00	\$300.00
9.B.7i Wheelchair Lifts	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9.B.7m Graffiti	\$140,036.85	\$67,922.00	\$40,605.00	\$50,180.70	\$14,010.00	\$9,740.00	\$11,732.00	\$2,920.00	\$8,700.00	\$9,930.00	\$10,740.00	\$8,410.00	\$29,080.00
Total			\$248,563.85	\$248,563.85	\$83,930.70	\$83,930.70	\$83,930.70	\$11,732.00	\$2,920.00	\$8,700.00	\$9,930.00	\$8,410.00	\$29,080.00

Note that there were an additional 51 wrong bus # and wrong bus type LDs in September that PRTC waived, totaling \$25,500 in a spirit of cooperation to allow new maintenance management time to turn things around.

In Oct there were 26 add'l wrong bus # LDs included in LD comments but not broken out individually. Altogether, PRTC waived \$27,250 of wrong bus #/bus type LDs. QUARTERLY LDs EARNED BACK Q2 VS. Q1 = \$248,563.85 - \$83,830.70 = \$164,733.15.

QUARTERLY LDs EARNED BACK Q3 VS. Q2 = \$83,830.70 - \$23,352.00 = \$60,478.70.

NO QUARTERLY LDs EARNED BACK Q4 VS. Q3.