

# King County Auditor's Office

Cheryle A. Broom, King County Auditor



King County

DATE: February 11, 2013

TO: Metropolitan King County Councilmembers

FROM: Cheryle A. Broom, King County Auditor

SUBJECT: Follow-up on Implementation of Recommendations from 2009 Performance Audit of Transit

This memorandum provides the results of a follow-up review of our 2009 Performance Audit of Transit. Overall, Transit has implemented the bulk of our audit recommendations, 35 of 51. They made significant progress toward addressing 10 of the remaining 16 recommendations and none of the recommendations are wholly unaddressed. Of particular note, Transit has been successful in implementing recommendations that will save \$21 million annually and has utilized \$100 million of the audit-identified unused fund balance.

Although a review of all 51 recommendations is included in this memo, some were completed in our first follow-up review in April 2011 and are detailed in the appendix.

## Background

In 2009, the auditor's office completed a comprehensive performance audit of Transit that included six areas of focus: (A) financial and capital planning; (B) service development; (C) staffing; (D) paratransit; (E) vehicle maintenance; and (F) ridership data and emergency communication.

We found that the ways that Transit pursued its mission contributed to higher costs – a situation exacerbated by the fact that in the two years prior to the audit, and continuing forward, Transit's economic environment has resulted in dramatically reduced revenues, and in some areas, increased costs. Our audit focused on providing information that would result in cost savings and analyses that decision-makers could utilize when making policy decisions.

## Summary of Findings and Cost Savings

Twenty-one recommendations were fully implemented in 2011. See Appendix A for detailed information. Of the 30 audit recommendations not completed at the first audit follow-up:

DONE	14	have been fully implemented
CLOSED	6	are substantially complete and/or will no longer be monitored by KCAO
PROGRESS	10	are in progress or partially implemented
OPEN	0	remain unresolved

### Fully Implemented - DONE

Transit implemented many key recommendations in this period. Highlights include financial planning, service development, operator staffing, and paratransit operations.

Significant progress was made in Transit's financial and capital planning. Transit utilized \$100 million in the Revenue Fleet Replacement Fund that was not estimated to be needed for fleet replacement. They developed financial policies and made financial projections for grant revenue more robust.

Transit substantially implemented bus service efficiency recommendations. They report that, in total, they were able to capture 119,034 annual hours of service (approximately \$12 million). Transit states that as a result of implementing some service efficiencies service quality has declined as the 2009 audit anticipated may be the case. For example, weekday on time performance has decreased from 80% to 75% since 2009.

In our 2011 follow-up study, we indicated that Transit had implemented recommendations related to operator staffing that have resulted in staffing efficiencies and savings. We are now able to report that through closer monitoring of staffing needs, strategic hiring practices, more flexible use of part-time staff and the creation of a System Board (operators who can fill in for absences at any base), Transit has been able to reduce the number of reserve pool operators who fill in when other operators are absent. This has been accomplished without an increase in bus run cancellations. While it is difficult to determine the precise value of this staffing reduction, we believe that it may be producing savings in the range of \$3.6 million per year, expressed in 2009 dollars.

Further, Transit submitted a plan as part of their budget process containing Access service. Council required public outreach activities prior to implementing service contraction. If the Transit's plan moves forward, an additional \$2 million may be saved in 2013-2014. In addition, as a result of our recommended contract enforcement, Transit was able to improve service for Access users by decreasing missed trips by 36 percent.

#### *No Longer Tracked - CLOSED*

There are several recommendations that are either substantially complete and will no longer be tracked by the office, or have not been implemented but do not warrant further monitoring.

We made two overarching recommendations to Transit in 2009 related to changing the organizational culture that would leverage Transit efficiency and effectiveness for the long term. Transit substantially implemented these two recommendations. Their demonstrable progress toward adopting a culture of intentional planning and data-based decision-making is clear. Building on this foundation will continue at Transit, and KCAO will no longer prioritize these efforts for follow-up.

Transit did not concur with our recommendation to implement an Asset Management Guidebook. They state that they are in compliance with state and federal standards. Although implementation of our original recommendation would further improve Transit's asset management, we will no longer track implementation. Finally, although some efforts were made related to Ride Free Area analysis and Non-Revenue Vehicle fleet replacement, our recommendations are no longer applicable based on intervening events.

#### *Partially Implemented - PROGRESS*

In some cases, Transit has made progress toward implementing each of the remaining audit recommendations, but work remains for full implementation. These recommendations include facility master planning, fare policy updates, global optimization, Metro Transit Police planning, planned vs. unplanned maintenance work, maintenance productivity standards and program, and customer communication.

In the case of an economic replacement model to inform fleet replacement decisions, the model is complete; however, our office remains concerned about delay in utilization of this model that could result in unnecessary costs to the county. Because of our concerns, in February 2013 we will submit a more detailed memo under separate cover describing the issues and making recommendations for moving forward.

The following table shows a conservative estimate of the ongoing annual savings achieved by Transit to date. Additional annual savings or increased revenues may be captured as the remaining recommendations are fully implemented.

<b>Summary of Potential Annual Savings, Revenue Opportunities,  and One-Time Savings or Available Funds from Audit Recommendations</b> All savings indicated are in 2009 dollars Transit Reported Actuals and Initial Projections		
<b>Issue Area</b>	<b><u>Actual</u> Cost Savings or Utilized Fund Balance 2009-2012</b>	<b><u>Projected</u> Cost Savings or Available Fund Balance</b>
<b>One-Time Savings</b>		
Revenue Fleet Replacement Fund Overfunding	\$100 million	\$105 million
<b>Opportunities for Increased Annual Revenue</b>		
Fare Changes	TBD	Up to \$53.8 million
<b>Estimated Annual Savings in 2009 Dollars</b>		
Replace Trolley With Hybrids	\$0 million	\$8.7 million
Scheduling Efficiencies	\$11.6 million	\$15.7 to \$22.7 million
Operator Staffing	\$3.6 million	No estimate
Reduce Access Services to ADA Requirements	TBD <sup>1</sup>	\$1 million
Meet Access Productivity Goal	\$1.2 million	\$2.8 million
Access CAT Program Expansion	\$4.7 million	\$2 million
<b>TOTAL ESTIMATED ANNUAL SAVINGS</b>	<b>\$21.1 million</b>	<b>\$30.2 to \$37.2 million</b>

Source: KCAO

<sup>1</sup> A proviso requires a report on April 1, 2013 on public outreach for the Executive proposed containment of ADA services. \$2.5 million was projected for 2013-2014 if implemented January 1, 2013. Savings for 2013-14 would be \$2.08 million if implemented on April 1, 2013. Savings expressed in 2012 dollars.

PLANNING AND ANALYSIS			
#	Quick Status	Recommendation	Status Detail
S1	CLOSED	Transit should address opportunities to enhance and expand the use of planning across the organization, especially those practices which would lead to increased efficiency and revenue generation. This planning should utilize a strategic approach that includes clear problem identification, goals for outcomes, and methods to measure progress.	Transit has made progress toward using a strategic approach to planning. They have utilized opportunities to expand planning efforts and regularly apply the results. Examples Transit cites are their approach to business planning and specific operational analyses. Although there continue to be opportunities to expand planning, sufficient progress has been made that this recommendation will not be prioritized for further follow-up.
S2	CLOSED	Transit should ensure that systematic, effective data analysis drives organizational choices. When decision-makers are determining Transit policy, Transit should provide thorough data analysis to inform deliberations.	Transit has made progress related to data analysis and data-based decision-making. Transit notes that they continue to build on this progress and that service planning, more comprehensive use of performance indicators and specific operational analyses are specific examples of actions they have taken. Although there continue to be opportunities to expand data-driven decision-making, sufficient progress has been made that this recommendation will not be prioritized for further follow-up.
FINANCIAL AND CAPITAL PLANNING			
#	Quick Status	Recommendation	Status Detail
A1	DONE	Transit should create an updated version of the financial model that facilitates sensitivity analysis and has complete documentation and explicitly identified assumptions. This model should be made available to external parties such as the Office of Management and Budget and council committee staff.	An updated financial model has been developed that includes a tool to facilitate sensitivity analysis. Although it remains quite complex and there are opportunities to increase transparency, it is more explicit and it has been shared with key users.

A2	DONE	Transit should propose updated financial policies; particularly those related to sales tax distribution and cost growth for consideration by the Regional Transit Committee and the King County Council.	Updated financial policies related to sales tax distribution have been adopted by County Council. Cost growth policies have been incorporated into the strategic plan.
A3	CLOSED	Transit should revise its assumptions to improve the accuracy of projections for capital expenditures and capital grant revenue.	Transit has developed a new methodology for projecting capital underexpenditures and for tying grant revenue to actual expenditure timing; however, it is unclear whether the new practices will result in more accurate projections. Transit has no further plans to modify their approach. This recommendation will not be prioritized for further follow-up.
A4	DONE	Transit should develop a plan for reducing the size of the Revenue Fleet Replacement Fund (RFRF) balance and submit the plan for council approval.	Transit transferred \$100 million out of the RFRF and new financial policies changed the target fund balance from 50% of fleet replacement costs to 30%.
A6	PROGRESS	Transit should create economic replacement analysis model to inform its vehicle replacement decisions, starting with a model for the Revenue Fleet.	Transit contracted with Portland State University to develop a comprehensive economic replacement model. Transit has not begun utilizing the model. KCAO has concerns about the potentially significant cost impact of the delay in implementation. We plan to submit a memo with more detailed discussion of economic replacement analysis in February 2013.
A7	CLOSED	If Transit wishes to continue to use Fleet Administration's replacement criteria for its Non Revenue Vehicle (NRV) Fleet, it should complete its review of Fleet Administration's operations and maintenance data. If Transit chooses not to use Fleet Administration's replacement criteria, economic replacement analysis should be used for non-revenue vehicles. Note: This recommendation is comparable to the 2006 County Vehicle Replacement performance audit recommendation.	Based on the passage of Ordinance 17390 (July 2012) this recommendation is no longer applicable. Transit states that Fleet Administration set replacement standards at 100,000 miles for light duty vehicles and that Transit is adhering to that standard.

A8	CLOSED	In 2005 we recommended that Transit complete its comprehensive Asset Management Guidebook, including all Asset Management efforts currently underway within the division. We continue to recommend that the comprehensive Asset Management Guidebook be completed.	Transit did not concur with this recommendation. They report that they are in compliance with all state and federal asset maintenance requirements. Although we made this recommendation in 2005 and again in 2009 we will close the recommendation as incomplete.
A9	DONE	Transit should implement a Facilities Condition Index and systemwide targets for condition ratings for the Transit Facilities Condition Report.	Transit is participating in APTA's 'State of Good Repair' project. This project includes Asset Condition Reporting, a similar concept to our recommended Facilities Condition Index. Implementation of Asset Condition Reporting has begun and will continue over the coming year.
A10	PROGRESS	In its 2010 update to the Transit Comprehensive Plan, Transit should ensure that it fully incorporates all elements of facility master planning. This is comparable to a recommendation made in 2005.	The 2012 County Council adopted budget included a proviso requiring a facilities master plan for two base complexes due to Council by May 2013. Transit notes that they are focusing on developing plans for these two bases. Following this, they will expand facility master planning to remaining Transit facilities.
A11	DONE	Transit and the council should consider all relevant factors, including costs, when determining an appropriate fleet replacement for the trolley buses.	Transit submitted an analysis of fleet replacement to the County Council in May 2011. This analysis considered all relevant factors.
A12a	DONE	Transit should develop and propose fare policy goals to the Regional Transit Committee and King County Council that are clearly tied to Transit's strategic plan and are representative of Transit's agencywide goals and objectives. These goals should be used as a basis for making fare policy decisions.	Transit's 2011-2021 Strategic Plan includes a description of the recommended fare policy goals in Strategy 6.3.2. Proviso P1 in the 2013 budget requires using Strategy 6.3.2 in an upcoming fare report and plan for fare changes planned for 2014. This report is due to Council by August 1, 2013.

A12b	DONE	As part of adopting fare policy goals, Transit should define and monitor a target farebox recovery ratio. This ratio should include only bus fares and bus fare related revenues divided by only bus operating expenses.	Transit has developed a farebox recovery ratio of 25%. For 2011 the actual recovery was 27%. The farebox recovery formula largely mirrors our recommended ratio, but also includes data that allows Transit to more effectively compare to other jurisdictions.
A12c	PROGRESS	Transit and policy-makers should consider further utilizing fare policy changes to generate additional revenues to assist in funding Transit operations.	Transit has begun the process of evaluating fare changes for 2014.
A13	CLOSED	Transit should update and fully document the formula used to assess the City of Seattle's payment for the Downtown Seattle Ride Free Area to reflect current ridership and operating conditions including trips that are attracted by virtue of free fares. Transit and the council should then consider revising the agreement with the City of Seattle.	Based on the elimination of the Ride Free Area, this recommendation is no longer applicable.

## SERVICE DEVELOPMENT / SCHEDULING

#	Quick Status	Recommendation	Status Detail
B1b	DONE	Transit's planned standards/guidelines document should be completed, formally adopted, and published, providing a policy guide for Transit staff and reference document for external stakeholders.	The King County Metro Service Guidelines were adopted by County Council July 2011. Our office conducted a preliminary review of the guidelines in December 2011 and concluded that they were diligent in the implementation of the standards and that they met their own criteria for having guidelines that are current, concise, transparent, and action-oriented. Transit notes that they are regularly applying the guidelines to all service decisions.
B1c	PROGRESS	Transit should develop a process and procedures for periodic global optimization of its bus system schedule. This should include reviewing and completing the deadhead matrix.	Some global optimization has been implemented and Transit notes that they plan to continue working toward global efficiencies. Transit is considering purchasing a HASTUS module, Geo, that would help them to successfully implement global optimization; however, they have

			some concerns that additional global optimization could result in complexity and cost. The analysis has not been conducted to evaluate savings tradeoffs for these additional complexities and costs. The deadhead matrix has been substantially completed.
OPERATOR AND TRANSIT POLICE STAFFING			
#	Quick Status	Recommendation	Status Detail
C1	DONE	Transit should capture additional data and modify current data sources to aid in the analysis of the relationship of staffing levels and staffing resource utilization to performance.	With the data now available and with new analytic techniques, Transit is much better able to determine the “just right” level of staffing needed as service levels are redesigned, as staff vacancies occur and as staff take leave. Through closer monitoring of staffing needs, strategic hiring practices and more flexible use of part-time staff and System Board operators, Transit has been able to reduce the number of drivers that make up the reserve pool comprised of Extraboard and System Board Operators. Transit has been able to achieve this reduction without negatively impacting service.
C8	PROGRESS	Transit should develop a long-term vision and plan for the Metro Transit Police (MTP) that includes a vision, goals and objectives, as well as measures and targets to track progress towards achieving these goals and objectives. This should be integrated with Transit’s strategic plan.	MTP has undertaken many positive steps related to this recommendation including developing a vision and mission statement, including strategies and measures, and regularly calculating and communicating performance measurement. A remaining challenge includes nonspecific goals and objectives that make it difficult to track achievement. In addition, MTP should document targets for each measure, regular measure analysis, and plans that have resulted from measure analysis.

ACCESS PARATRANSIT SERVICES			
#	Quick Status	Recommendation	Status Detail
D3	DONE	Transit should submit a plan to council detailing the potential savings and impacts on customer service if Transit adjusts paratransit service and fares to levels allowed by the ADA.	Transit proposed service changes in the 2013 budget proposal focusing Access service between 9am and 6pm. They projected a savings of \$2.5million in 2013-2014. County Council requested a report detailing public outreach efforts by April 1, 2013.
D4	PROGRESS	Transit should develop a thorough staffing model that incorporates workload factors and processes, efficiency benchmarks, impacts of workload changes on staffing needs, and effects of staffing changes on Access performance.	Transit reports that efforts are still underway in development of an Access staffing model.
D5	DONE	Transit/Access should monitor and enforce its contract incentives and penalties for a period of one year, and then re-evaluate their usefulness as a tool for improving productivity and performance.	Transit reports that enforcements of contract penalties decreased missed Access trips by 36%. They report that it was not clear whether contract incentives for meeting productivity targets was effective because contractors rarely met the target or received the incentive.
VEHICLE MAINTENANCE			
#	Quick Status	Recommendation	Status Detail
E2	PROGRESS	Transit should track and monitor planned and unplanned vehicle maintenance work and formulate a strategic approach to manage unplanned work.	Transit has begun to monitor planned and unplanned maintenance and has made progress toward a strategic approach. There are additional opportunities to set goals, targets, and regularly measure outcomes.

E3a	PROGRESS	Transit should regularly monitor adherence to vehicle maintenance productivity standards and work to ensure consistency in the standards across bases.	Transit has made progress in establishing a system wide productivity program. Policies and procedures are in draft form and training is planned for implementation in 2013.
E3b	DONE	Transit should expand vehicle maintenance productivity standards beyond preventive maintenance inspections (PMIs) to other routine jobs.	Transit has made progress in expanding productivity standards beyond PMIs. A large number of non-PMI work has been evaluated for time standards. A team meets weekly to continue development of time standards for all maintenance work.
E3c	PROGRESS	Transit should establish a systemwide vehicle maintenance productivity program, expanding on current productivity standards and performance measures.	Transit has made progress in establishing a systemwide productivity program. Policies and procedures are in draft form and training is planned for implementation in 2013.

## EMERGENCY COMMUNICATION

#	Quick Status	Recommendation	Status Detail
F1	DONE	Transit should develop a detailed implementation plan and timeline for integrating new on-board and central communications systems (OBS/CCS) data with their existing data processing tools and data streams as the new system comes online.	Transit developed a plan and timeline for data integration. They report that they are working through the integration issues and continue to review the data reports for reliability and validity.
F2a	PROGRESS	Ensure that the update to Transit's strategic plan includes elements related to effective customer communication, standards for Transit's communication of changes in bus schedules or reroutes to customers, and metrics for measuring Transit's performance that include customer feedback.	Transit has made some progress in addressing this issue and is in the process of developing metrics for the next strategic plan to address customer communications during emergencies.
F2b	DONE	Complete analysis of the communications options and developing a prioritized implementation plan. The analysis should assess how each option would meet Transit's communications goals and the potential costs and benefits of each option.	Transit has developed a customer information systems technology plan which includes a prioritized 2012-2016 implementation schedule to address a number of current limitations with various customer information tools.

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Kymber Waltmunson, Senior Principal Management Auditor, conducted this follow-up review with support from the original audit team. Please contact Kymber at 296-0383 or me at 296-1655 if you have any questions about the issues discussed in this letter.

Attachment: Appendix: Implemented Recommendations

cc: Dow Constantine, County Executive  
Rhonda Berry, Assistant Deputy County Executive  
Harold Taniguchi, Director, Department of Transportation (DOT)  
Kevin Desmond, General Manager, DOT  
Christine Anderson, Interim Deputy General Manager, DOT  
Jill Krecklow, Finance Manager, DOT  
John Resha, King County Council (KCC) Analytical Staff  
Paul Carlson, KCC Analytical Staff

## Implemented Recommendations

These 21 recommendations were reviewed and concluded to be implemented at the initial audit follow-up in April 2011.

FINANCIAL AND CAPITAL PLANNING			
#	Quick Status	Recommendation	Status Detail
A5	DONE	Transit should address technical issues with its economic analysis model and provide it to the auditor's office to confirm its accuracy.	The auditor's office has evaluated the model and believe that it is technically sound.
A12d	DONE	Transit should reintroduce senior/disabled/youth fare discounts in line with peers and peg discounted fares to base fares by specifying a percentage discount.	Transit has moved discounted fares into alignment with other regional transit entities and recommended pegging discounted fares to base fares.
SERVICE DEVELOPMENT / SCHEDULING			
#	Quick Status	Recommendation	Status Detail
B1	DONE	Transit should develop a plan to implement the schedule efficiency tools related to service development in recommendations B1 a-j. The plan should identify efficiency targets and propose a timeline for putting each tool into operation.	Transit has developed a plan for implementation of schedule efficiency tools that includes timelines, targets, and impacts. They report that they are exceeding their savings targets set forth in the plan and have achieved 80,744 hours of savings to date of a total target of 125,000 hours.
B1a	DONE	Transit should expand its set of efficiency indicators (as noted in <i>Technical Report B: Service Development, Appendix A</i> ) and goals and use them as targets when developing schedules. These goals should be used by management to monitor the performance of the service development group and regularly communicated to decision-makers.	Transit developed a Scheduling Efficiencies report that includes the audit's recommended performance metrics. Progress toward goals is calculated and communicated.
B1d	DONE	Transit should employ a systematic percentile-based cycle time analysis process systemwide. This system should consider both the variation of trip times within a time period (run time) and time gaps between busses (headways) to determine a minimum round trip cycle time that can be used with confidence for scheduling purposes.	Transit reports that they have implemented cycle time analysis in new schedule development in 2010/2011 and plans to continue using this process. Transit reports that they have achieved 27,000 hours of schedule efficiencies.
B1e	DONE	Transit should utilize HASTUS' Minbus module to implement scheduling procedures that assign vehicles to service trips most efficiently.	Transit reports that each scheduler now uses HASTUS' Minbus module when updating vehicle schedules.
B1f	DONE	To develop the most efficient run cut, Transit's HASTUS CrewOpt module should be utilized rather than the current manual runcutting process.	Transit reports that each scheduler now uses HASTUS' CrewOpt module when updating operator assignments.

BIg	DONE	Transit should ensure full calibration of HASTUS to support schedule efficiency and to reduce the time required to produce schedules.	Transit reports that HASTUS has been fully calibrated.
BIh	DONE	Transit should develop a systematic process for ensuring that accurate costs are programmed into HASTUS and ensure that it is updated on a regular basis.	Transit reports that they updated costs in HASTUS in 2010 to reflect calculations prepared during the audit process and that they are updating HASTUS again with 2011 costs.
BIi	DONE	Transit should maintain accurate data in HASTUS data fields, including restoring algorithm-related data fields to their intended use and creating new user-defined fields as needed for external systems; populating minimum recovery durations for each trip with performance-driven minimum recovery (using the results of cycle time analysis described in Chapter 4); and populating allowed vehicle groups for each trip.	Transit reports that data fields in HASTUS have been populated with accurate data.
BIj	DONE	Transit should ensure that Service Development staff have the knowledge to fully utilize the HASTUS system.	Transit has invested resources in expert HASTUS training, updating their skill sets and teaching new scheduling approaches. Ongoing training is planned.

## OPERATOR AND TRANSIT POLICE STAFFING

#	Quick Status	Recommendation	Status Detail
C2	DONE	In order to more effectively manage the costs of planned and unplanned operator leave, the following issues should be addressed: 1) Transit should quantify the cost impacts of leave procedures, and the county's representatives should take these costs into consideration when negotiating the next labor agreement; 2) Transit should adjust its payroll procedures so that operators who run out of sick leave do not automatically default to unpaid leave of absence in conformance with the labor agreement; and 3) Transit should utilize data available in HASTUS to monitor sick leave usage in accordance with the collective bargaining agreement.	1) Transit has quantified the cost impacts of some bargaining elements. The level of detail for the analysis depends on the likelihood of inclusion in bargaining. 2) The automatic default in the payroll system has not been resolved; however, Transit has manual processes in place to catch transitions between sick leave and unpaid leave of absence. 3) Transit has developed reports in HASTUS to better monitor leave usage.
C3	DONE	Transit should further investigate opportunities and incentives for more extensive use of overtime in lieu of full-time staff, when such use would be cost effective, and more extensive use of part-time operators to provide backfill in lieu of using the Extra Board.	Transit has identified and implemented opportunities to use overtime over full-time staff. Transit successfully bargained for changes to the collective bargaining agreement that will increase Transit's ability to use staff more cost effectively, including more extensive use of overtime and the creation of a System Board (staff who fill in at any base).

C4	DONE	Transit and Metro Transit Police (MTP) management should identify opportunities to use lower cost staffing options and implement them when they are consistent with security objectives.	Transit and MTP completed analysis of staffing options, using it in combination with political and environmental factors to make staffing decisions. The analysis informed decisions related to security contracts and fare enforcement staffing decisions on Rapid Ride.
C5	DONE	The Metro Transit Police should strengthen its staffing management practices by employing a more statistically sound approach to planning its staffing needs and by regularly updating its employee absences to reflect actual absences and backfill needs of Transit Police Officers.	MTP has completed analysis to better understand staffing needs, particularly the need for backfill relief. In conjunction with departmentwide efforts of the Sheriff's Office, MTP is more carefully tracking non-deployable officer time and using an updated relief factor to estimate staffing needs. A statistical approach to planning staffing needs would be more accurate; however, the responsibility to develop and use such a tool lies with the Sheriff's Office rather than with Transit.
C6	DONE	The Metro Transit Police should work with its employees to schedule their comp time absences and avoid the need to backfill whenever possible.	MTP provided training regarding use and approval of Compensatory Time (CT). Preliminary analysis shows a positive impact on CT use.
C7	DONE	Transit should develop a more precise approach to calculating and charging for Sound Transit's portion of tunnel-related police costs.	Transit's contract with Sound Transit identifies a charge of 40% of staffing costs in the tunnel. The Sheriff's Office tracks and annually reconciles overtime costs for all of its contract partners, including Sound Transit.

## ACCESS PARATRANSIT SERVICES

#	Quick Status	Recommendation	Status Detail
D1	DONE	Transit should adopt a comprehensive, fully documented strategic plan and approach to address how productivity goals are to be met and should regularly reassess its paratransit productivity goal, based on historical trends and the anticipated future service environment.	Transit developed a strategic plan for Paratransit that identified 18 strategies that could lead to increased productivity. Transit plans to issue a biannual status report on progress.
D2	DONE	Transit should continue Access' cost containment efforts and monitor their effectiveness while expanding CAT and other alternative service programs proven to effectively offset the cost of the more expensive Access services.	Transit expanded the Community Access Transportation (CAT) program by 25% in 2009. Transit estimates that this resulted in savings of \$3.6 million in 2010. Transit completed this recommendation ahead of schedule.

## VEHICLE MAINTENANCE

#	Quick Status	Recommendation	Status Detail
EI	DONE	Transit should initiate a pilot program to extend the preventive maintenance interval to +600/-200 miles on a control fleet at Bellevue Base.	Based on the implemented pilot program and exchange of information with other transit systems, Transit has determined that the inspections can be safely completed between 6,000 and 7,000 miles. They will continue to monitor the data and are currently rewriting the Vehicle Maintenance Plan.

## EMERGENCY COMMUNICATION

#	Quick Status	Recommendation	Status Detail
F2c	DONE	Update the website so applications customers use during adverse weather are accessible and easy to use; implement a route specific e-mail notification system; and finally, implement alert information via text messaging to rider cell phones and make key website pages available to customers in a format compatible with mobile devices.	Customer communications during emergencies has improved and has been tested twice thus far in 2010-11. Transit has implemented route-specific e-mail and text message alerts. The website and web offerings have been improved.