

Prepared for

**Sun Metro
City of El Paso**



Prepared by



August 6, 2018

Agenda

- Review the different approaches for managing and operating transit services
- Review history of Sun Metro management and operations from 2006
- Assess current approaches for Sun Metro
- Confirm direction for Sun Metro procurement
 - Transit management for fixed route
 - Transit service contract for LIFT paratransit

Background

- The City of El Paso (the City) contracts with First Transit to manage Sun Metro fixed-routes.
- The City contracts with MV Transportation to operate Sun Metro LIFT paratransit services according to the Americans with Disabilities Act (ADA).
- Initial term of each contract was 2012 through 2017.
- Each contract extended for one 2-year period ending November 2019.
- New procurement(s) should be awarded April 2019; RFP should be issued in early November 2018.

APPROACHES FOR MANAGING AND OPERATING TRANSIT SERVICES

Transit Service Delivery Models

1. Directly Operated and Publicly Owned – public employees
2. Transit Management – Public Employees – professional management; non-management employees remain public employees **[Current Sun Metro fixed route]**
3. Transit Management – Subsidiary Corporation Employee – professional management; non-management employees are employed by a subsidiary corporation managed by the private company on behalf of the public agency
4. Transit Service Contract – private contractor employs all personnel required to deliver transit services **[Current LIFT]**
5. Turnkey Contract – same as Transit Service Contract except the contractor also provides capital for vehicles (and may provide facilities)

Texas Transit Authority Service Delivery

Transit Authority	Directly Operated and Publicly Owned	Transit Management – Public Employees	Transit Management – Subsidiary Corporation	Transit Service Contract	Turnkey Contract
Austin Capital Metro				Fixed Route Bus Commuter Rail Paratransit	
Corpus Christi RTA	Fixed Route Bus			Paratransit Express Bus	
Dallas DART	Fixed Route Bus Light Rail Streetcar			Commuter Rail Paratransit	
Denton County DCTA			Fixed Route Bus Paratransit	Commuter Rail	
El Paso Sun Metro		Fixed Route Bus Streetcar		LIFT Paratransit	
Ft Worth Trinity Metro		Fixed Route Bus		Commuter Rail Paratransit	Paratransit
Houston METRO	Fixed Route Bus Light Rail			Paratransit	Paratransit
Laredo El Metro		Fixed Route Bus Paratransit			
San Antonio VIA	Fixed Route Bus Paratransit				Paratransit

HISTORY OF SUN METRO MANAGEMENT AND OPERATIONS FROM 2006

Management Review of Sun Metro 2006

- Review conducted by third party, June – August 2006
- Example Findings in 2006:
 - Sun Metro could not ensure that enough buses were available to meet daily bus requirements.
 - Service levels were reduced 17% during peak periods.
 - Sun Metro buses in service were often not air-conditioned.
 - LIFT service did not operate on time.
 - A number of budgeted employee positions were vacant.
 - Sun Metro did not have a comprehensive process for analyzing service performance for fixed route or LIFT.
 - Customer complaints were many and reflected the poor quality of service.

Change in Approach, November 2006

- Change from directly operated fixed route and LIFT to professional transit management with public employees (i.e., City employees).
- The City issued a request for proposals (RFP).
- The City awarded a contract to First Transit, Inc. to provide a professional transit management team for Sun Metro fixed route and LIFT.

Historical Timeline for Sun Metro Contracts

2006

- City issued RFP #1 for Sun Metro professional management
- Contract for fixed route and LIFT awarded to First Transit

2008

- City revised scope and budget; issued RFP #2
- Contract for fixed route and LIFT awarded to First Transit

2011

- Performance assessment for transit management
- City issued RFP #3 with options for transit service delivery

2012

- Contract for fixed route management awarded to First Transit
- Transit service contract for LIFT awarded to MV Transportation

ASSESS CURRENT APPROACHES FOR SUN METRO

Purpose

Use data analysis to assess efficiency and effectiveness of selected service delivery approaches for Sun Metro:

- Professional management for fixed route.
- Transit service contract for LIFT.

Fixed Route Methodology

- Achievements and awards
- Peer agency comparisons 2016
- Trend analysis 2009 – 2017

Performance Metrics

- Cost efficiency: Operating cost/revenue hour
- Service effectiveness: Passenger trips/revenue hour
- Cost effectiveness: Operating cost/passenger trip

Current Contract

Professional Management for Fixed Route

- Contractor: First Transit, Inc.
- Positions:
 - Director
 - Assistant Director for Fixed Route
 - Assistant Director for Safety/Planning/Ridership
 - Staff responsible for Safety, Security and Training (6 staff)
 - (Added) Assistant Director for Streetcar
- Term: Contract began December 2012, ends November 2019

Achievements: Fixed Route

- Improvement in performance metrics since 2006
- New operating and maintenance facility
- New transfer centers with enhanced passenger amenities
 - Downtown Santa Fe, Mission Valley, Westside, Glory Road, Northeast
 - (Planned) Far Eastside
- BRIO
 - Mesa, Alameda, Dyer, Montana
- Streetcar

Awards

- 2014 Outstanding Metropolitan Transit System Award presented by the Texas Transit Association
- 2011 Outstanding Public Transportation System presented by the American Public Transportation Association
- 2009 South West Transit Association Spotlight Award (Third Place) presented by the South West Transit Association
- 2009 Gold Award for the Lowest Collision Rate per 100,000 Miles presented by First Transit for systems in the “Over 50 Peak Buses” category
- 2008 Outstanding Metropolitan Transit System Award presented by the Texas Transit Association

Peer Transit Systems – Fixed Route

Peer Selection Criteria

- Service area population
- Service area square miles
- Geographic location

Fixed route local bus

- Transit vehicles in peak
- Level of service (revenue hours)

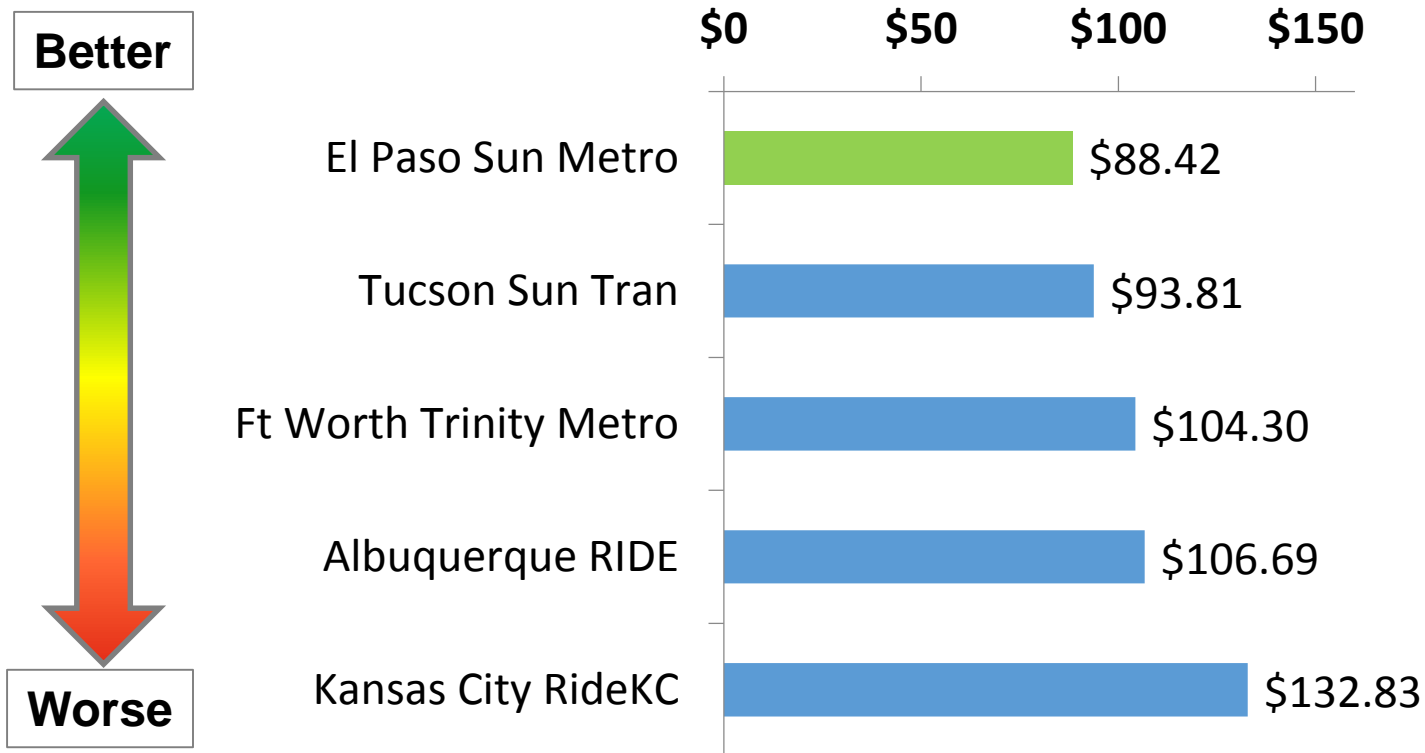
Peer Transit Systems

- Albuquerque RIDE
- El Paso Sun Metro
- Ft Worth Trinity Metro
- Kansas City RideKC
- Tucson Sun Tran

Fixed Route Peer Comparisons

Operating Cost per Revenue Hour

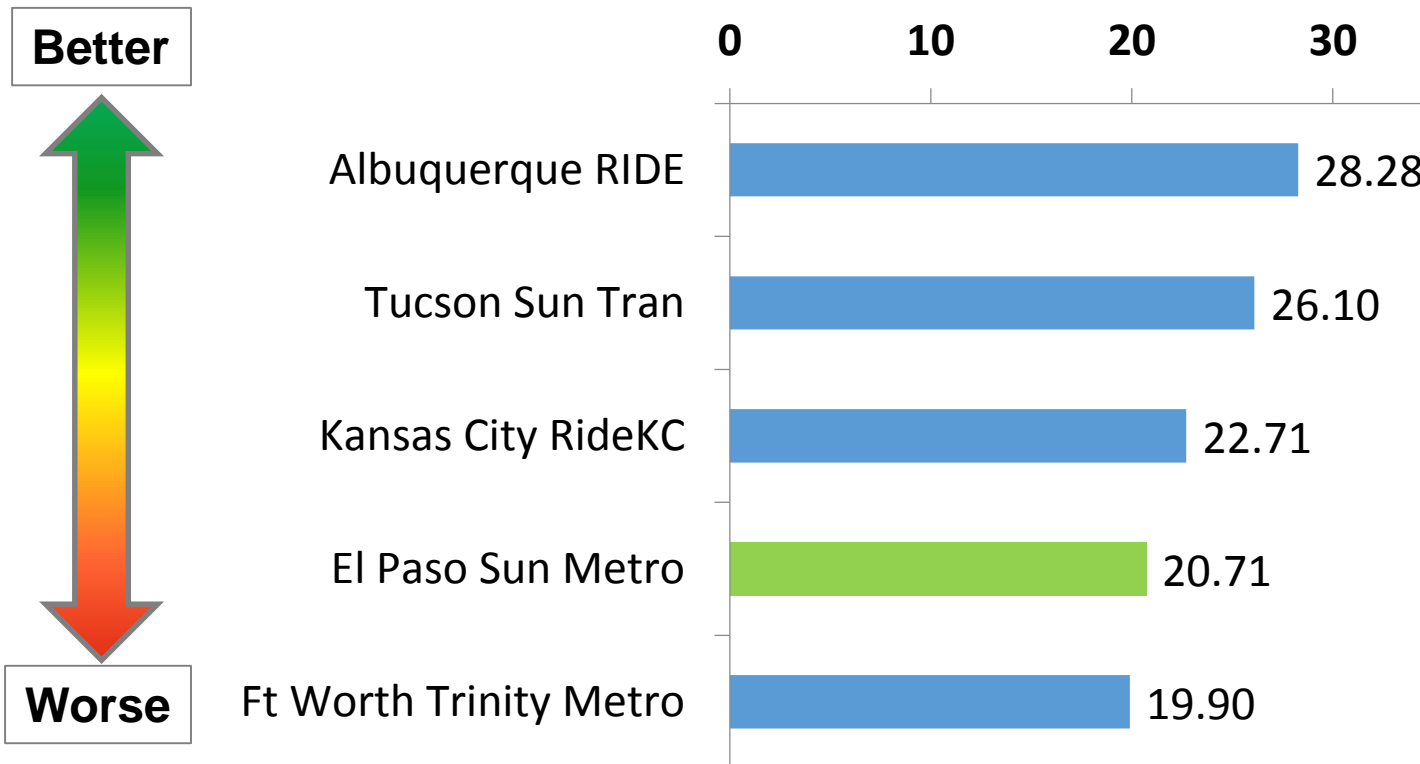
Data Source: National Transit Database (NTD) 2016, most recent national data



Fixed Route Peer Comparisons

Passenger Trips per Revenue Hour

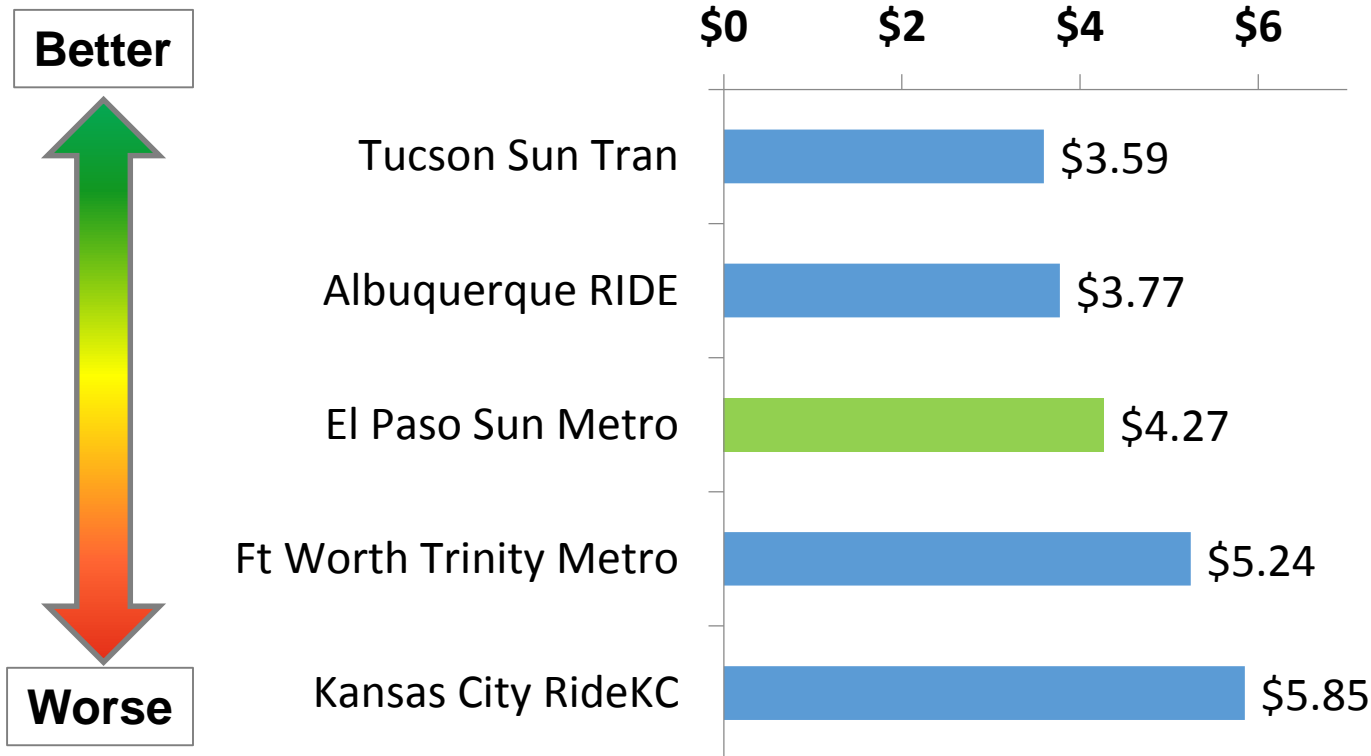
Data Source: NTD 2016



Fixed Route Peer Comparisons

Operating Cost per Passenger Trip

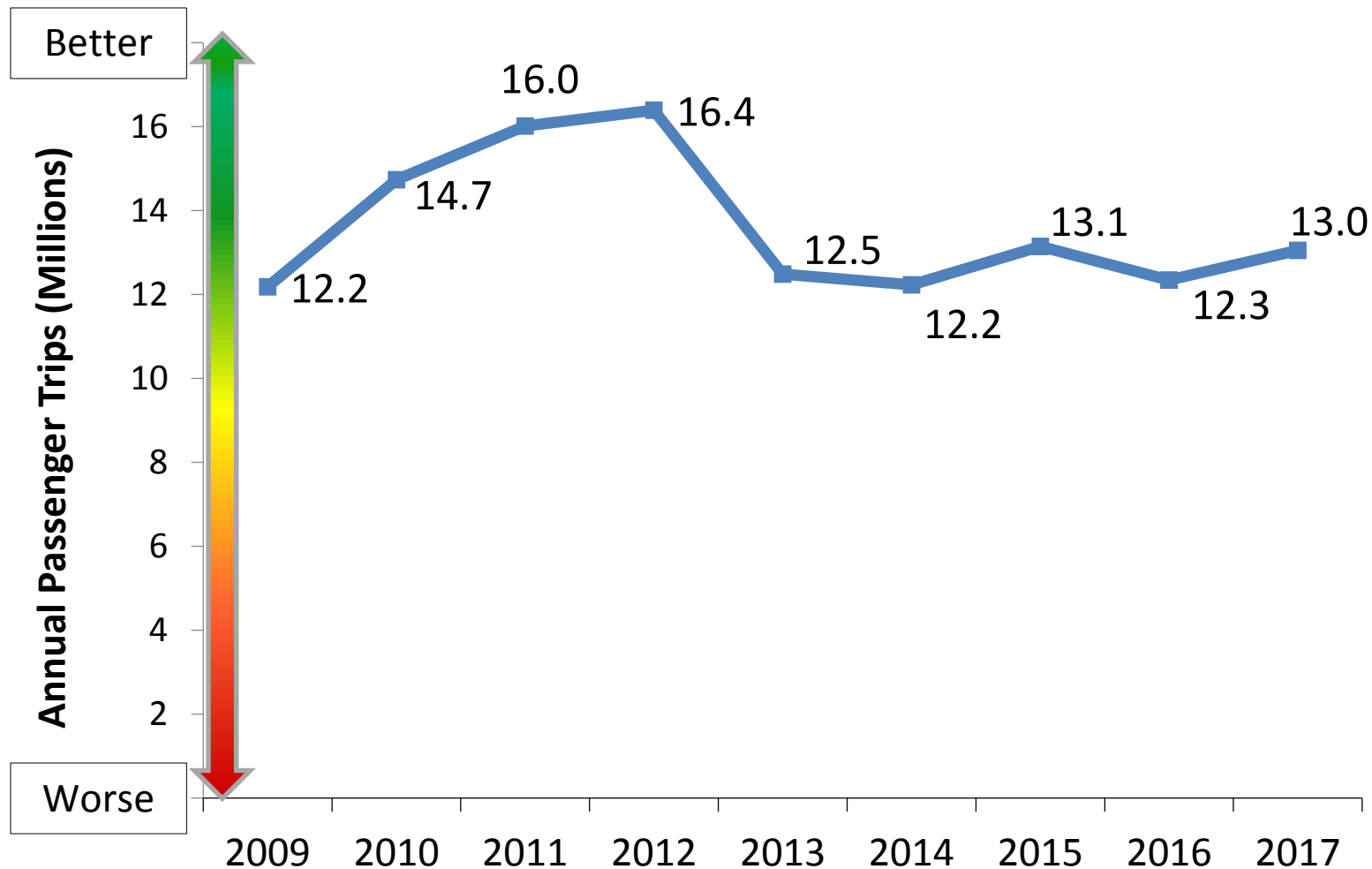
Data Source: NTD 2016



Sun Metro Fixed Route Trend Analysis

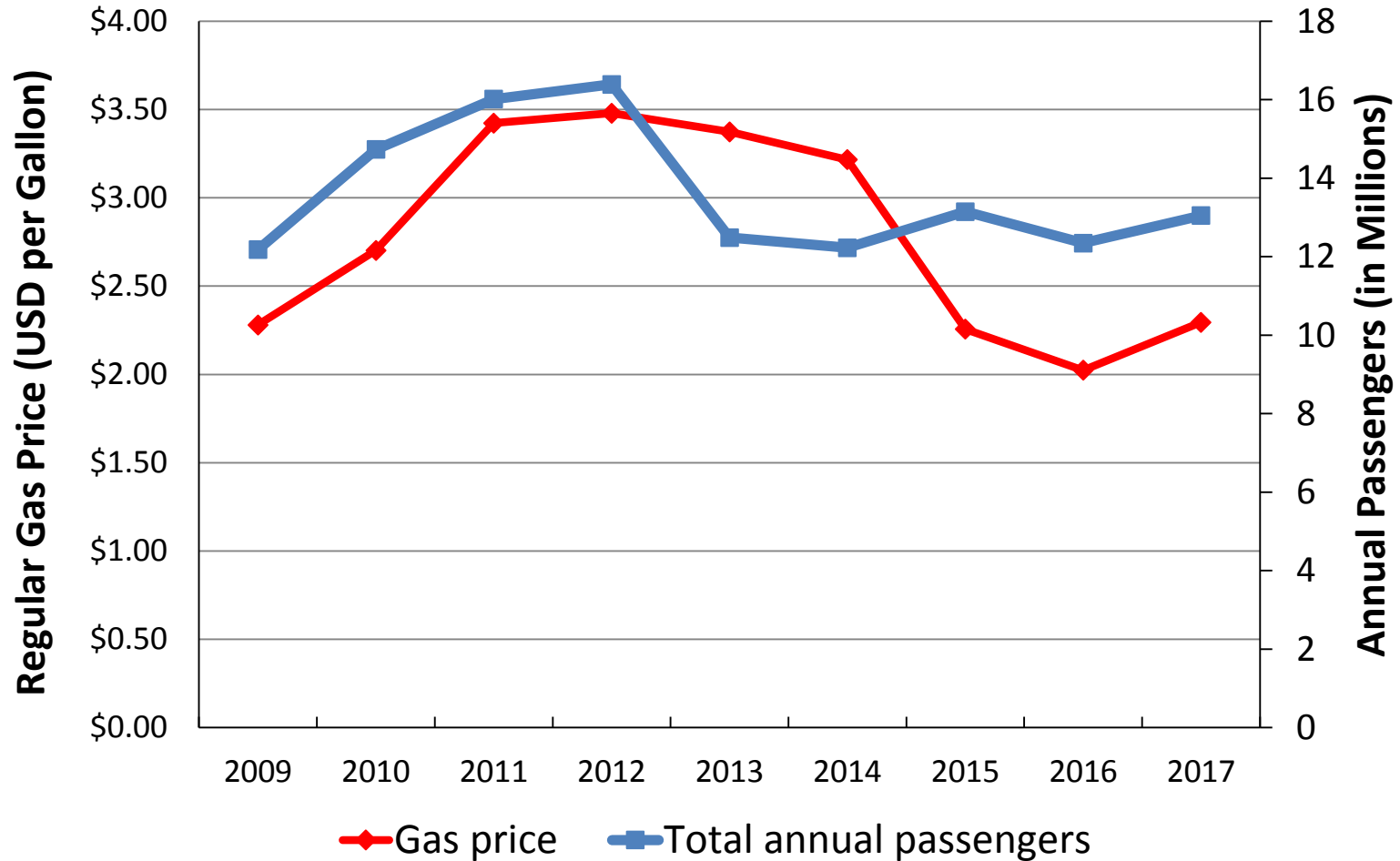
Annual Passenger Trips (in Millions)

Data Sources: NTD 2009-2016, Sun Metro NTD Report 2017



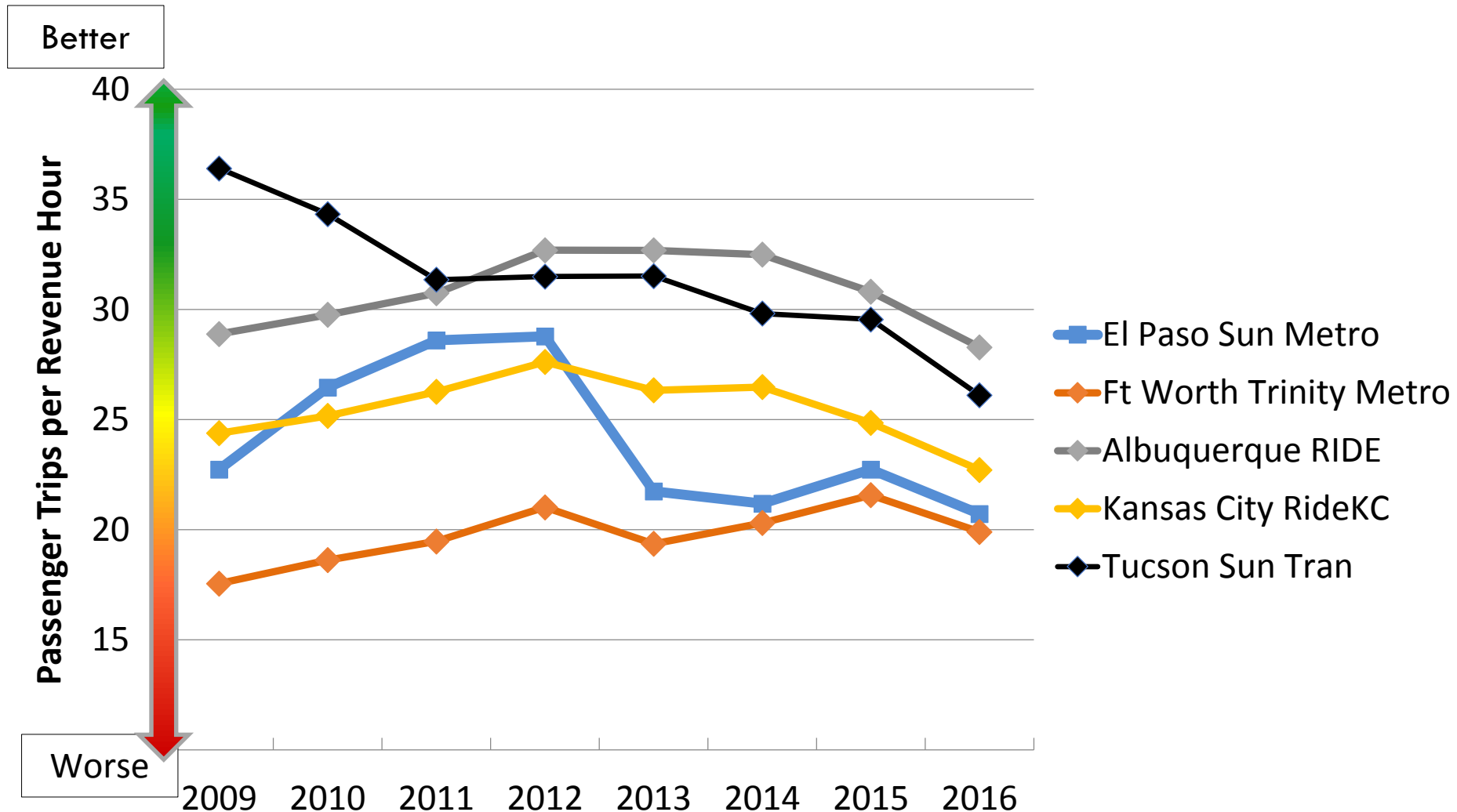
Sun Metro Fixed Route Total Passengers Compared to Gas Price Trend

Data Sources: NTD 2009-2017, U.S. Energy Information Administration



Fixed Route Peer Trend Comparisons for Passenger Trips per Revenue Hour

Data Source: NTD 2009-2016



Findings for Sun Metro Fixed Route

- Sun Metro is the lowest operating cost per revenue hour among peer transit agencies in 2016.
- Sun Metro falls within the peer range for passengers per revenue hour and operating cost per passenger trip in 2016.
- Sun Metro total passengers for fixed route from 2009 to 2017 tracks the price per gallon for gasoline.
- Sun Metro trends in performance metrics from 2009 to 2016 are comparable to similar trends for peer transit agencies.

LIFT Paratransit Methodology

- Contract goals and current performance
- Achievements
- Peer trend comparisons 2016
- On-time performance

Performance Metrics

- Cost efficiency: Operating cost/revenue hour
- Service effectiveness: Passenger trips/revenue hour
- Cost effectiveness: Operating cost/passenger trip

Current Contract

Transit Service Contract for LIFT

- Contractor: MV Transportation
- Scope:
 - ADA eligibility
 - Call center
 - Scheduling and dispatch
 - Operations
 - Vehicle maintenance
- Term: Contract began December 2012, ends November 2019

Current Contract Goals for Performance

Transit Service Contract for LIFT

Performance Category	Goal FY 2018	YTD May 2018
On-time performance	95%	92.0%
Productivity (ADA trips per revenue hour)	2.0	1.67
Revenue miles between road calls	35,000	80,113
Collisions per 100,000 miles	1.3	1.2

*The contract goal for productivity is measured as **ADA-eligible passenger trips** per revenue hour. This measure does not include personal care attendants (PCA) and companions traveling with the ADA-eligible passenger.*

Achievements: LIFT

- Improvement in performance metrics since 2012/2014
- Improvement in service quality
- Focus on customer service
- Reduction in customer complaints since 2014

Peer Transit Systems – Paratransit

Peer Selection Criteria

- Service area population
- Demographics

Paratransit

- Level of service (revenue hours) 2009-2011
- Approach to service delivery

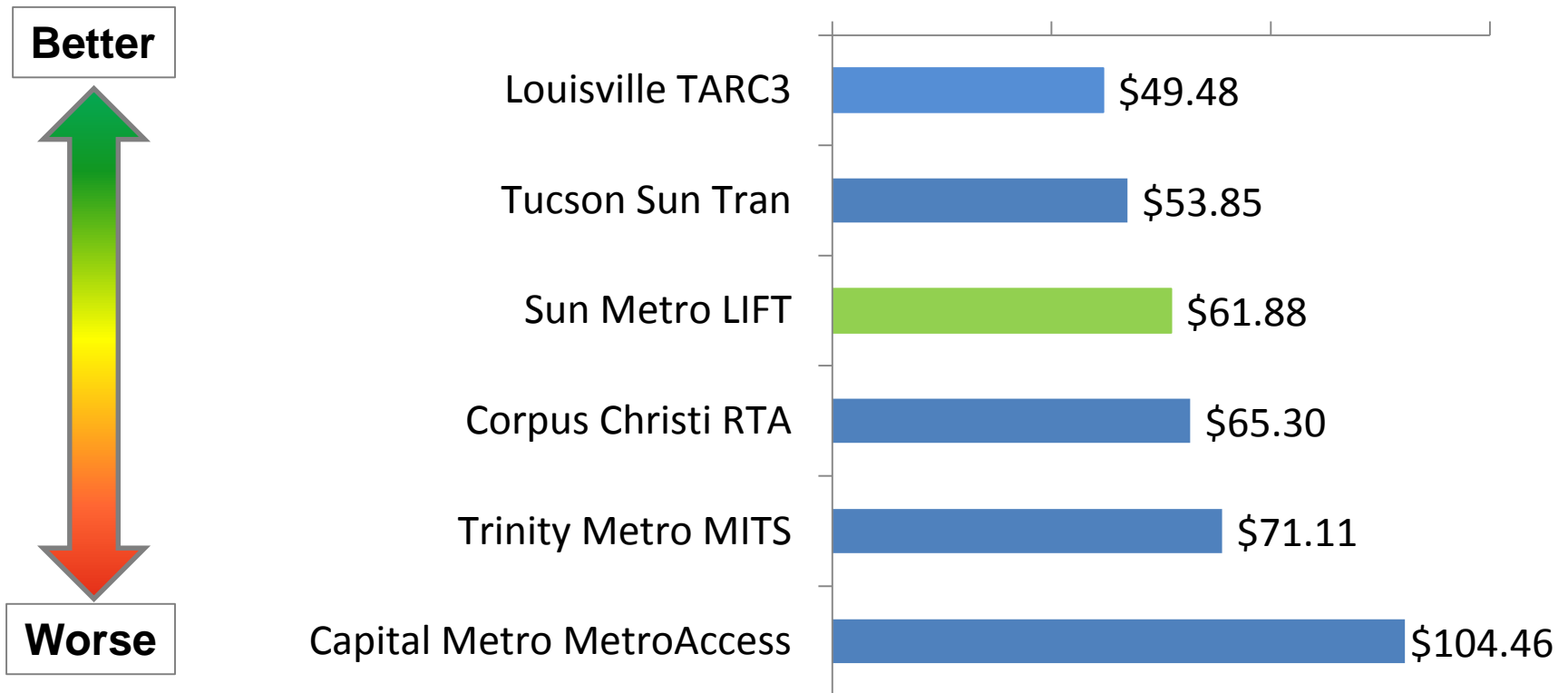
Peer Transit Systems

- Austin Capital Metro MetroAccess
- Corpus Christi RTA
- El Paso Sun Metro LIFT
- Ft Worth Trinity Metro MITS
- Louisville TARC3
- Tucson Sun Van

Paratransit Peer Comparisons

Operating Cost per Revenue Hour

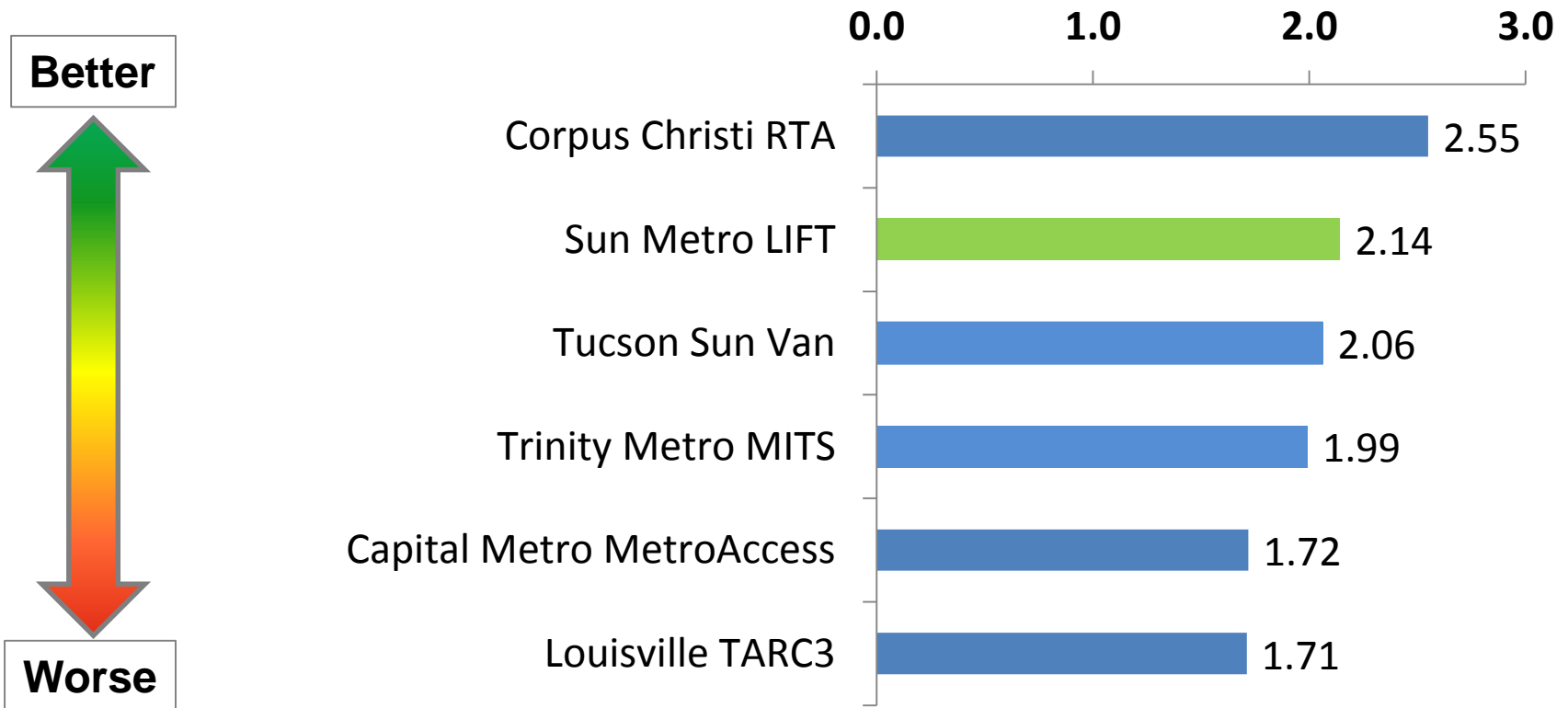
Data Source: NTD 2016



Paratransit Peer Comparisons

Passenger Trips per Revenue Hour

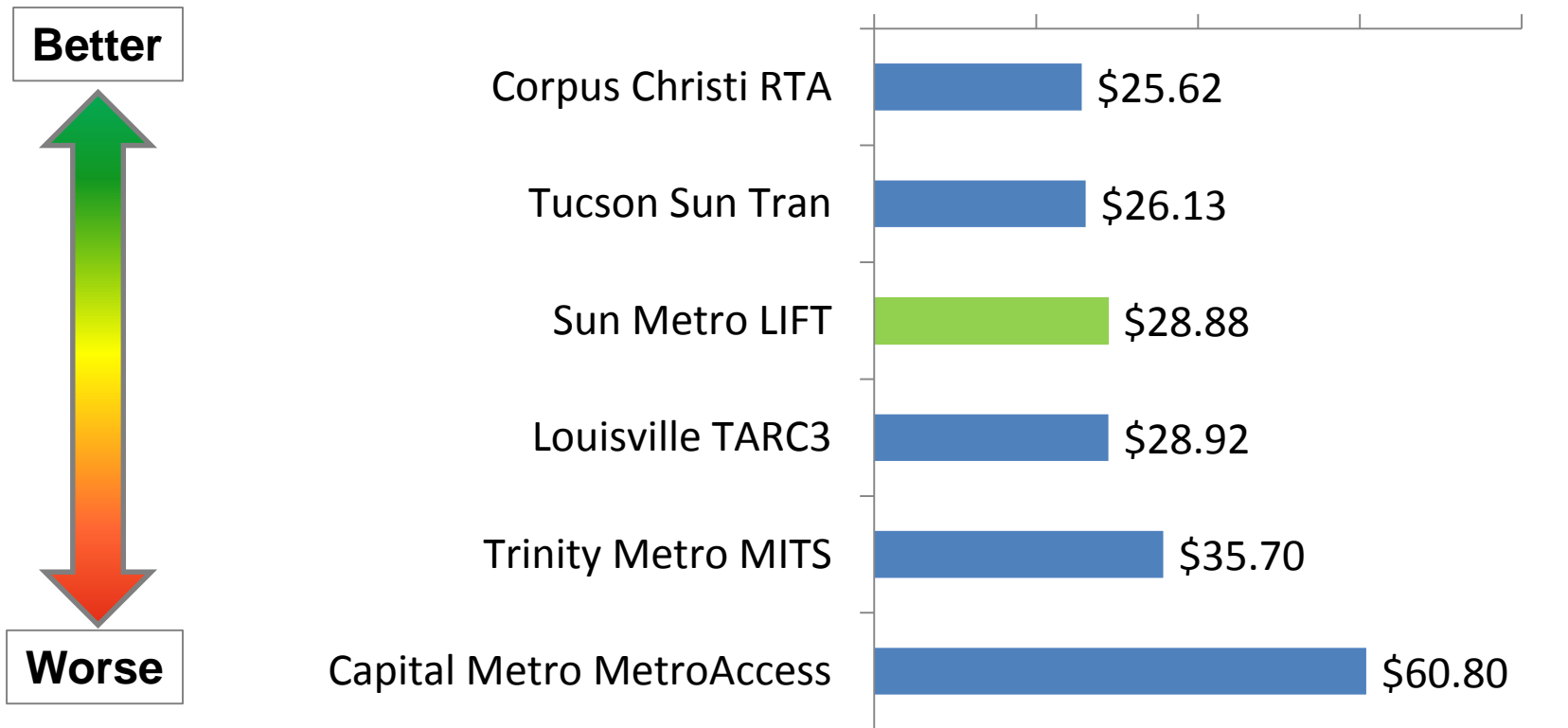
Data Source: NTD 2016; Passenger Trips include ADA-eligible, PCA, companions



Paratransit Peer Comparisons

Operating Cost per Passenger Trip

Data Source: NTD 2016



Paratransit Peer On-Time Performance

Data Sources: From transit agencies that reported data

Sun Metro LIFT		Capital Metro MetroAccess		Tucson Sun Van	
Actual YTD May 2018	<i>Goal</i>	Actual 2 nd Q 2018	<i>Goal</i>	Actual May 2018	<i>Goal</i>
92.0%	95%	92.2%	92%	95.1%	95.4%

Findings for Sun Metro LIFT

- LIFT falls within the peer range for performance metrics in 2016.
- LIFT trends are comparable to similar trends for peer transit agencies.
- LIFT on time performance is above 90%.
- Customer service and service quality have improved under the transit service contractor, resulting in a reduction in customer complaints.

DIRECTION FOR SUN METRO PROCUREMENT

Sun Metro RFP Approach and Scope

- Transit management for fixed route
 - Include management of fixed route bus and streetcar
 - Expand scope to include financial management and accountability
 - Reassess staff responsibility for safety/security/training
 - Include performance metrics for efficiency and effectiveness
- Transit service contract for LIFT
 - Expand scope to ensure contractor responsibility for ADA compliance and facility maintenance for LIFT
 - Increase minimum performance metrics