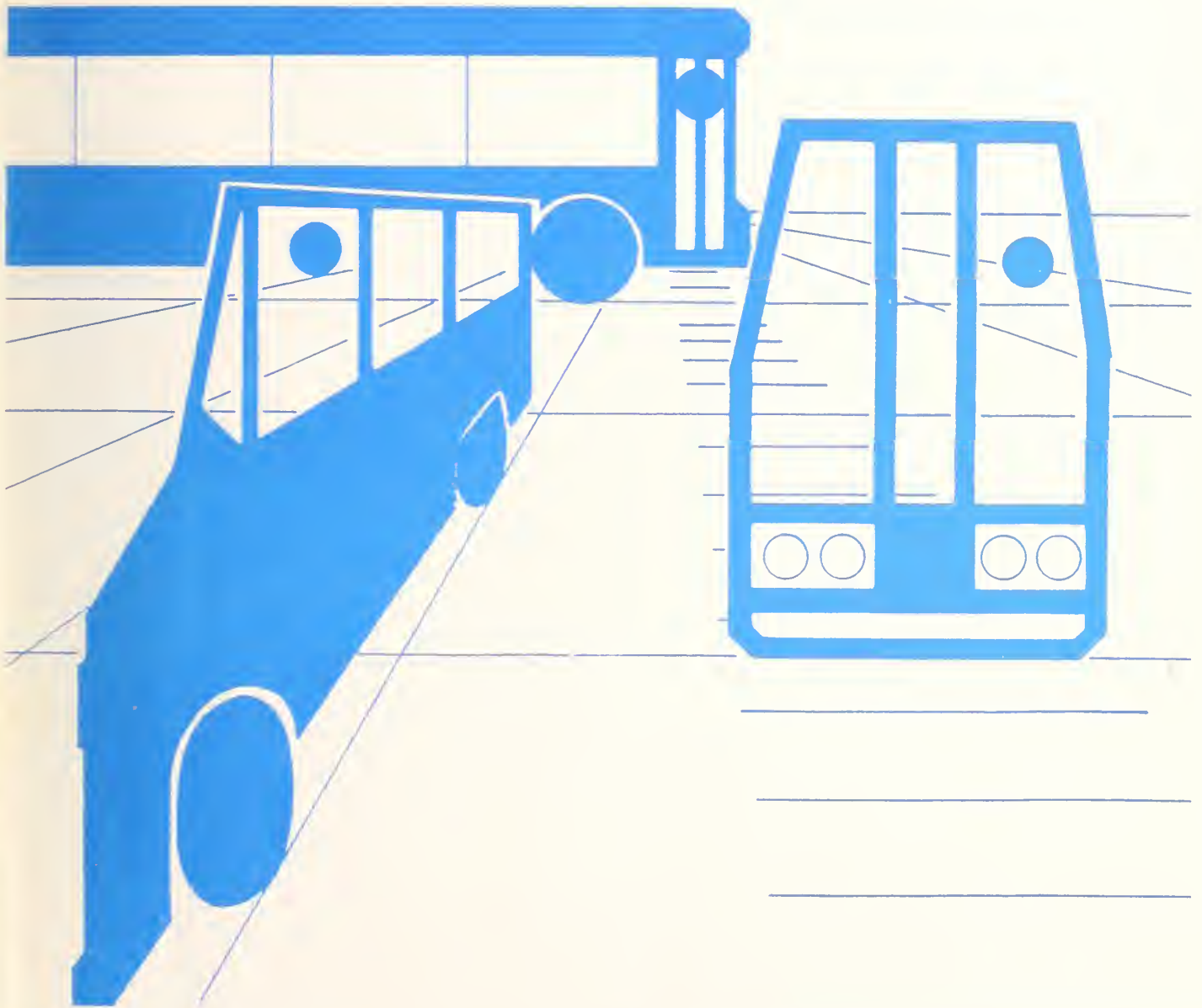




US Department
of Transportation

Celebrating Excellence in Public Transit

March 1993



FEDERAL TRANSIT ADMINISTRATION

Celebrating Excellence in Public Transit

**Final Report
March 1993**

Coordinated by

Utah Transit Authority
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TRANSIT EXCELLENCE PROJECT

BACKGROUND

The Utah Transit Authority was awarded a grant in 1990 to study excellence in the Transit industry. The purpose of the grant included:

- Identify and showcase pockets of excellence in the transit industry
- Produce and make available to the industry a media piece celebrating transit excellence and providing a call to action for the industry to pursue innovation and excellence
- Produce and make available to the industry print materials outlining the research and enabling communication between properties, agencies and authorities regarding their efforts to excel.

Under the direction of John C. Pingree, Utah Transit Authority General Manager, a steering committee comprised of transit executives at properties from New York to California, were assembled to consider the project process.

The steering committee discussed industry issues, private sector concepts of excellence, such as Disney and Peters, and industry goals. They outlined the process to be followed in identifying industry excellence.

The industry was surveyed for projects, programs and practices representing transit innovation and excellence. These were reviewed by the committee in terms of their discussion which included private sector criteria.

Thirty-Six efforts were selected for in-depth review and consideration. Of these excellent efforts, one dozen projects were selected for inclusion in the showcase video.

An additional 25 projects of all those submitted were selected for special focus as "Transit Great Ideas."

An indexed reference guide to all submissions was prepared.

The video was premiered at the 1992 Annual APTA meeting in San Diego on October 21, 1992. During a presentation at the meeting, the project was reviewed, the video shown and the committee members recognized.

**Transit Excellence Steering Committee
1992
Coordinated by Utah Transit Authority**

1. **Mr. John C. Pingree, Steering Committee Chairperson**
General Manager
Utah Transit Authority
Salt Lake City, Utah

2. **Ms. Sandra L. Draggoo**
Executive Director
Capital Area Transportation Authority
Lansing, Michigan

3. **Mr. Gerald T. Haugh**
General Manager
San Mateo County Transit District
Burlingame, California

4. **Mr. Dennis J. Fitzgerald**
Executive Director
Capital District Transportation Authority
Albany, New York

5. **Mr. Michael S. Townes**
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Peninsula Transportation District Commission
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6. **Mr. Gayland K. Moffat**
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Organizational Consultants to Management, OCM
Salt Lake City, UT

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Stan Bennion
Organizational Consultants to Management, OCM

TRANSIT EXCELLENCE PROJECT

Directory Key

This directory contains a full listing of projects, programs and practices submitted for review under the Utah Transit Authority's FTA sponsored excellence research grant.

Our review has been an extended process and has involved successively different levels of review. Also, the level of detail provided by some properties varied, ranging from a title or a few sentences, to pages of background material and extensive description.

To aid you in understanding the differential level of detail in the directory and to also clearly let you know which properties were showcased and reviewed, we have developed an icon key to the directory materials. The directory and the key are organized as follows:

Format

All entries are by property name. Properties are listed in alphabetical order. A topical index is also included at the back of the directory.

Key



This project was reviewed in depth and is featured in the "Destination Excellence" Video



This project was reviewed in-depth



This project was singled out as a particularly creative/innovative effort



This project was submitted as an example of excellence. It was not reviewed in depth.

TRANSIT EXCELLENCE SUBMISSIONS

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SUMMARIES



**ALAMEDA-CONTRA COSTA TRANSIT DISTRICT, AC TRANSIT
Oakland, California**

PROJECT TITLE

Alternate Work Week



Description

Additional descriptive material was not provided on this project. Please contact this agency, authority or property if you wish to get more information.

PROJECT TITLE

Annual Bus Roadeo



Description

Additional descriptive material was not provided on this project. Please contact this agency, authority or property if you wish to get more information.

PROJECT TITLE

Coed Softball



Description

The program gives all interested employees an opportunity to get physically fit by playing softball each Saturday with a work-site team. At the end of each season trophies are awarded to the champion 1st, 2nd & 3rd place teams.

PROJECT TITLE

Cultural Diversity Training



Description

Additional descriptive material was not provided on this project. Please contact this agency, authority or property if you wish to get more information.

ALAMEDA-CONTRA COSTA TRANSIT DISTRICT Cont.

PROJECT TITLE

Employee Empowerment Model



Description

Additional descriptive material was not provided on this project. Please contact this agency, authority or property if you wish to get more information.

PROJECT TITLE

Employee Recognition Program



Description

The Employee Recognition Program recognizes employees for work performance above and beyond the normal in the positions of bus driver, maintenance, clerical and management on a quarterly basis. Nominations can be submitted by any employee which are then reviewed by a committee composed of representatives across the board. The selectee receives recognition at his/her division/department in the presence of peers, along with a plaque, gift certificates, etc.

PROJECT TITLE

Miles Between Roadcalls Program



Description

This program recognizes a work-site for achieving the most miles driven between mechanical roadcalls. This effort includes the work of maintenance and transportation alike. It is done on a quarterly basis.

PROJECT TITLE

Student Internships - A Model



Description

Additional descriptive material was not provided on this project. Please contact this agency, authority or property if you wish to get more information.

AMES TRANSIT AGENCY
Ames, Iowa

PROJECT TITLE

Complaint Processing



Description

System to determine when management believes passenger or driver.

PROJECT TITLE

Driver Evaluation



Description

The purpose of this project is evaluation of training from the trainee's perspective. The Operations Supervisor and an assistant take groups of three or four new drivers out for lunch after they have been employed for six months to evaluate the training and hiring procedures from the trainee's perspective. Problems and inconsistencies are used as inputs for revising the training program. This involves the newer employees in organization decisions and encourages comments from them in the future.

PROJECT TITLE

Let's Do Lunch



Description

The purpose of this project is proactive communication. The Director and operations supervisor take all full time drivers and long term part time drivers to lunch every summer, usually in groups of four or five drivers. Any topic of interest to the drivers is discussed; helps avoid rumors. Provokes thoughtful suggestions and discussion in a peer group with management interaction.

AMES TRANSIT AGENCY Cont.

PROJECT TITLE

Mobile Dispatcher



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 36 Buses, 92 Employees
 Suburban service area
 Population of service area: 47,000
 15 Years in operation
 Unionized

A. Genesis

- Original objective was to keep buses on time.
- The unique challenge was a train route that went through the center of town. Trains, some of which were more than a mile long, were required to travel at no more than 10 mph. This held up traffic and threw the busses off schedule.
- Complaints and information from focus groups indicated that timeliness was the **greatest** concern to passengers.
- The greatest barrier to success was seen to be union opposition to non-union drivers carrying passengers. However, the relief of driver stress and the property's increased reputation for being on time have won the union over.

B. Planning

- **This program evolved as employees have responded to needs that they observed.**
- The program was initiated when Bob Borne, the Director, couldn't stand to see the buses run late when a train slowed them down. One day when a train broke down, he hopped in a mini-bus and helped the busses get back on schedule.
- He didn't think of formalizing the program because he had a mental block that told him that non-union employees could never carry passengers.
- Once the program became a regular occurrence, **drivers started to make suggestions of other times when they could use help. ie. accidents, blockages, inclement weather, etc..**

AMES TRANSIT AGENCY Cont.

- Suggestions and feedback from employees have caused the program to evolve. There is now a mobile dispatcher assigned to each rush hour. In the winter there are two.

C. Implementation

- The mobile dispatcher is on the road in a 12-17 passenger minibus. When fixed route buses are delayed over 3 minutes, they call the mobile dispatcher who helps get them back on schedule.
- There are four ways in which the mobile dispatcher can help.
 - 1) Dispatcher may take transfers from a delayed bus at next transfer location in order to avoid delaying other buses, or may short turn late bus and cover remainder of route in minibus.
 - 2) Dispatcher may also detour a delayed bus to a shorter route and cover missed stops so no passengers are inconvenienced by missing the trip.
 - 3) Also assists when buses are unexpectedly overloaded. Full bus will continue on route and minibus will pick up remaining passengers.
 - 4) The mobile can also be used to relieve an overloaded bus.
- Only the secretary the shop people, and the janitor are exempt from the possibility of driving a bus to make sure a trip starts on time.
- At first, the operators used the service frequently because they were curious to see if it would work. After a time, drivers worked hard to have the pride of saying that they didn't have to use it often.
- The effectiveness of the program depends on quick and precise communication between operators and dispatchers.

D. Communication

- Operators were informed through announcements and at the bi-annual driver meetings.
- Feedback is exchanged at bi-annual formal retraining meetings.
- The fact that management is out working with operators creates a mutual understanding of problems and solutions.
- The effort the organization gives to offer excellent customer service reminds everyone of its importance.

AMES TRANSIT AGENCY Cont.

E. Measurements

- The main measurement is manifest in a spirit of customer service. Employees take pride in knowing that riders can count on them.
- Usage per capita has increased dramatically since the program began 10 years ago: from 8 to 50. However, some of this increase is a result of an increase in the number of stops and busses.
- The most pleasant unexpected outcome is that drivers now take a greater pride in being on time and try harder to do so.
- Also, supervisors don't have to do as many driver checks because they are out in the system and aware of what is going on.

F. Coordination

- Coordination depends on the willingness of operators to communicate their difficulty when they are behind.
- Coordination also depends on learning to anticipate problems that will cause slowdowns and to be ready to respond.

G. Customer Focus

- No one is above being pulled out of any meeting (except Board meeting) to make sure the busses arrive on time.
- The "theme" of the property is "On Time Every Time."
 - The principle riders are Iowa State students whose main concern is to be on time.
- In their quest to provide excellent customer service, Ames Transit found that their ability to stay on time was the factor that contained the most variables beyond their control.
 - This program has the flexibility and responsiveness to address that challenge.

AMES TRANSIT AGENCY Cont.

H. Additional Information

- The director believes that the most unique aspect of this program is that it has been an immediate response to an immediate problem. There were no endless planning meetings by managers who were out of touch with the realities of the job. The energy behind the evolution of the program has come from below.
- The program will evolve as needs arise.
- When applying this program to other properties, Bob advises that the calculation of mobile dispatchers be based on the number of traffic lights, not square miles.
- Bob believes that a barrier to transferring this program is that operators see the benefit of it before management does.
- The cost of this system includes a mini-bus and a dispatcher at peak hours. However, most properties already have supervisors driving around and buses can usually be purchased with matching funds.

ANCHORAGE PUBLIC TRANSIT MUNICIPALITY OF ANCHORAGE
Anchorage, Alaska

PROJECT TITLE

Hewlett-Packard Palmtop Computer



Description

While automation of transit data collection has been in practice for a number of years, the true beauty of the HP 95LX is the ease of use. Our Planning Division has used Lotus Symphony spreadsheets since 1986. With the power of Lotus, start-up time was negligible. Within four hours of the time we received the Palmtop in the office, our data collector was in the field gathering usable ridership information. I believe the Palmtop would be as great a benefit to other small and medium sized properties as it is to ours. We would be happy to share our experiences with others.

ANN ARBOR TRANSPORTATION AUTHORITY
Ann Arbor, Michigan

PROJECT TITLE

Call Taker Incentive Program



Description

Additional descriptive material was not provided on this project. Please contact this agency, authority or property if you wish to get more information.

PROJECT TITLE

Driver Incentive Program



Description

Additional descriptive material was not provided on this project. Please contact this agency, authority or property if you wish to get more information.

PROJECT TITLE

Maintenance Team Building



Demographics:

69 Buses, 160 Employees

Urban

Population of service area: 100,000

Has been in service for 15-20 years.

Unionized

A. Genesis

- Before the changes the shop was controlled by traditional management techniques. The mechanics made very few decisions and were pretty much powerless to change the system. Promotions were almost nonexistent. There was no standard criteria to measure the ability of mechanics in order to facilitate promotions.
- The first step was a labor agreement modification introducing a fourth mechanic skill level: Master. Next, AATA focused on the development of a formalized, in-house training and certification program. Now the only barriers to reaching the highest level of pay (Master Mechanic) were the ones that a mechanic imposed on himself.

ANN ARBOR TRANSPORTATION AUTHORITY Cont.

- Dan Hodges, the Manager of Maintenance, had tried several variations of teams to try to keep up with preventative maintenance and decrease road failures. He had a "strong gut feeling" that if work teams were given "ownership" of their own buses, they could effectively manage themselves.
- A small experiment was initiated with two mechanics who agreed to test the new concept. The ownership agreement permitted the team to select six similar buses. The team would be totally responsible for all maintenance. "We agreed that the team could do virtually whatever it wanted to its buses as long as the inspection intervals were being met."

B. Planning

- Dan informed the GM of what his idea was and received permission and support from above.
- Stages of development of this project have been emergent rather than planned. The department is now divided into six teams. Each team has different strategies for achieving their goals and different ways of working out problems.
- This team building program was a radical extension of the TQM and customer service vision that the property had espoused.
- The group that had the most difficult transition was the first line supervisors. Their traditional function was no longer necessary. The manager tried to be very sensitive to their situation and found them new positions. One former supervisor now specializes in "high-tech" electronic maintenance; another has become a full-time trainer. The last supervisor chose to resign.
- The Manager of Maintenance also spoke to each mechanic individually and explained the new way they would be working. Some offered input on how the teams should be set up.
- The Manager set the parameters for the teams' span of control and performance expectations. He wanted them to be sure to keep up with the maintenance schedule and to reassure them that he would support them in their mistakes.

C. Implementation

- Now there are no supervisors in the shop. One facilitator is usually present to answer questions and help with difficulties.

ANN ARBOR TRANSPORTATION AUTHORITY Cont.

- Teams share in all the risks and success of their accomplishment. They do a lot of preventative maintenance because when a bus breaks down, it returns to them personally.
- External service representatives and operators within the organization work directly with the teams.
- Now the Mechanics and Service Attendants are completely organized into teams. The parts department and facility maintenance are just starting down that road.
- An integral part of this type of organization is open and honest communication. Teams must have complete and correct information to be able to make proper decisions. Leaders must be very careful to follow through on their word.
- There is some natural and healthy competition between teams, but nothing has been done to encourage or diffuse it. In reality, there are too many variables between teams to make meaningful competition possible. When the department achieves a success, it celebrates together.
- When verbal confrontations broke out during the transition (usually between former supervisor and team worker) it was important to intervene quickly and come up with a permanent solution.
- The most significant problems that arose were due to the fact that the old systems could not keep up with the new levels of productivity.
 - 1) Teams were getting so far ahead, that the normal scheduling technique wasn't getting enough buses to teams to service. A new schedule had to be developed.
 - 2) When the department went to teams, the parts inventory for preventive maintenance became rapidly depleted. Inventory had to be adjusted to keep pace with productivity.
- The productivity numbers were so impressive at first that administration was skeptical of the veracity of the measures.

D. Communication

- On hindsight, the Manager of Maintenance feels that if he would have kept administration more up to speed he would have had more support.
- Working on teams has made maintenance employees more aware of the need for effective and accurate communication. They decided to form a communication team in which each member would focus on communications issues with a significant segment of their environment.

ANN ARBOR TRANSPORTATION AUTHORITY Cont.

- The team has given other departments a policy for how they can best contact the teams. Team members will now have radios because there is no manager who sits by the phone.
- A bulletin board keeps teams up to date on each others' activities and informs drivers of the current and future plans of the department.
- Future plans include a computer link with operators.

E. Measurement

- The bottom line measurement is roadcalls. The roadcalls per year have decreased steadily from 834 in 1985 to 275 in 1991. Miles between roadcalls has gone from 1,72 in 1985 to 9,231 in 1991.
- Performance has increased so dramatically that traditional measures are no longer sufficient. The department has started to use "service minutes lost" which is a much more precise measurement than roadcalls. This includes any time the bus is late in leaving or incurs any mechanical problems on the road that cause inconvenience to passengers.
- These new measures are essential because they highlight to the teams the impact their performance has on the customer.
- Preventative maintenance roadcalls are now almost nonexistent.
- The only unexpected outcome has been the incredible productivity and satisfaction that occur among workers when they are not faced with a constant adversarial situation.
- A performance based evaluation has been put into effect. The evaluation is done by team, with the team members sitting down with the manager to identify opportunities for improvement and devise methods for solving problems. The process gives both mechanics and management the opportunity to voice concerns in a non-adversarial setting. Goals are jointly established and time frames are discussed for completion.

F. Coordination

- The union was informed of every action and included in every major decision that had to do with this program.
- The fact that one of the original pilot team members was a ranking member of the local union helped create much support.

ANN ARBOR TRANSPORTATION AUTHORITY Cont.

G. Customer Focus

- Operators, the internal customers, have much higher expectations than they did 5 years ago. This creates a constant challenge to live up to.
- Operators leave a report at the end of every day for the teams to communicate any possible problems.
- Mechanics receive and take very seriously customer complaints.
- The ultimate customer service is the fact that riders can depend on the buses.

H. Additional Information

- Possible problems in transferring this program to other properties include:
 - 1) A certain measure of open communication, trust, and good working relationships must exist for participative management to have a chance.
 - 2) People must be secure enough in themselves and their jobs to be able to take feedback and suggestions.
 - 3) The union has to understand and support the idea.
- Traditional contract negotiations are difficult because of the different spirit they encourage.
- The future holds a pay for performance system to pay people to work smarter. Overtime should not be the only way for workers to make more money.
- A "replace before failure" plan is in the works to track parts and replace them in the shop before they break on the road.
- Articles on the program have been published in "Passenger Transport" and "Transit Performance" magazines.
- The total cost includes a heavy investment in training, both technical and on teams and communication. The greatest investment has to be management's willingness to carry through on their word and support the teams in their successes and failures.
- The program has been successful because mechanics commit to specific vehicles; mechanics commit to team members; and because teams have the responsibility to develop maintenance programs for their fleet.

ANN ARBOR TRANSPORTATION AUTHORITY Cont.

PROJECT TITLE

Radial Tires - Cold Cap vs. Hot Cap



Description

Our tire team has been doing extensive research and application of the radial versus bias tire. We have found that the initial cost of radials benefits us in long life. Using a cold cap method also extended the tire recapabilities.

BI-STATE DEVELOPMENT AGENCY

St. Louis, Missouri

PROJECT TITLE

Arts in Transit



Description

Arts in Transit (AIT) was organized by a group of civic leaders in 1986, and has become a national model for both its design collaboration among artists, architects and engineers and for its temporary/rotating public arts program. The purpose of the AIT was to develop an unusual and interesting program that could serve to enhance the image of public transit in the St. Louis region by capturing the imagination of the community and the interest of the media.

The activities in the action plan reflect AIT's community programs, some of its aesthetic programs and some of its development programs. Three objectives have been identified through 1994.

1. To build future riders.
2. To build a new image for Bi-State Development Agency through a public art program.
3. To build joint partnerships.

The ART LINK PROGRAM, including the ART LINK BUS, will expand its activities from neighborhood and alignment markers to construction markers by the introduction of a unique downtown signage program and the introduction of the first arts program connecting bus to rail called ART STOPS. Also new in this fiscal year will be an organized communications program with potential supporters and funders of AIT's Right-of Way master planning project. Many of the Arts in Transit activities are underwritten by grants and private donations.

PROJECT TITLE

Fare and Air Challenge



Description

This is an annual spring promotion designed to draw attention to the cost effectiveness of bus riding while promoting the fact that riding buses removes cars from traffic and ultimately reduces pollution. The campaign is promoted on radio, in newspapers and on buses. Information day

BI-STATE DEVELOPMENT AGENCY Cont.

events are scheduled throughout the month to distribute the challenge entry forms and provide bus information.

Entrants must complete a simple form that calculates their savings from riding buses and the amount of air pollution from which they save the environment. The grand prize of a trip to Orlando is solicited through a radio station. The promotion is participatory and educational for both riders and prospective riders. A modified element of the program is designed just for school children.

The Fare and Air Challenge is held during the month of May and begins with the local celebration of Earth Day. Bi-State assists with the promotion of Earth Day through its association with PACE, Partners with Alternatives for a Cleaner Environment. This group includes the American Lung Association, Earth Ways, Operating Brightside, RideShare and Vanpool.

PROJECT TITLE

Management Club



Description

The Management Club was developed to create a common vision for middle and upper managers. This arena germinates strategic ideas focusing on long-range goals for the Agency. The thrust of this format enhances our ability to deliver a quality product to our customers both internally and externally. These quarterly meetings also allow our managers to meet with each other on an informal basis and get to know each other personally. This approach is highly transferrable.

PROJECT TITLE

Student Art Program/Metro Link Construction Site



Description

Bi-State worked with Arts in Transit, St. Louis Center, Downtown St. Louis Inc., and the St. Louis Public School system to arrange for classes to paint 4 x 8 sheets of plywood with designs representing their vision of Metro Link. Schools were provided plywood and paint, all contributed, and given several weeks to complete their works of art. More than 50 of the completed boards were than installed around the construction site of the Downtown Metro Link tunnel.

Certificates were presented to each teacher and student who participated.

BROOME COUNTY DEPARTMENT OF TRANSPORTATION

Vestal, New York

PROJECT TITLE

Annual Safety Awards Banquet



Description

Every year during National Transportation Week, we hold an annual Safety Awards program which is free to all our employees. The coach operators receive safety award pins for every year of accident free driving. Other employees receive a "Certificate of Recognition" for their contribution to the successful operation and administration of the department. The main objective is to promote safe driving and to create a positive attitude.

PROJECT TITLE

CNG Fueled Buses



Description

We have ordered three 40 foot buses fueled by "Clean Natural Gas." We are members of a five city consortium in a 3 year demonstration program with the cooperation of the FTA and the New York State Department of Transportation. These buses are wheelchair accessible and meet the ADA and Clean Air Act Requirements. We have a comprehensive outreach program for employees, the general public, and the disabled community.

PROJECT TITLE

Earthfest 1992



Description

We provide free shuttle bus service for annual earthday celebrations called Earthfest. We transport people from two park-and-ride locations to the place where Earthfest activities take place. This is an environmental program urging people to help save the earth. We provide exterior and interior displays on the buses. We advertise in the newspapers and radio indicating how riding the bus helps the environment.

BROWARD COUNTY DIVISION OF MASS TRANSIT
Pompano Beach, Florida

PROJECT TITLE

Alternative Transit Operations for Low Density Areas



Description

This project involves a partnership between the Regional transit system (Broward County) and cities with relatively low density and low demand. BCT provides the city with a smaller accessible vehicle, \$15,000 for maintenance annually, and technical assistance. The city assumes other operational expenses and alternates using the vehicle for fixed route transit and demand responsive services. BCT costs are reduced from \$30 per passenger to \$2 per passenger.

PROJECT TITLE

Broward County in Transit (Cable TV)



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 190 Buses, 650 Employees
 There is a rail but the property is not responsible for it.
 Population of service area: 1 Million
 In service since 1971

A. Genesis

- The Director got the idea from an APTA Executive who was discussing how to get to a new audience through cable TV.
- Objectives in producing the show are:
 - 1) To market transit to a large audience. Keep the BCT name out there.
 - 2) Television provides a certain "glitz."
 - Boosts the image of the service (which is sometimes viewed as a last resort for people who can't do any better)

BROWARD COUNTY DIVISION OF MASS TRANSIT Cont.

- 3) An information vehicle targeted to present passengers.
 - Route changes
 - New facilities / technologies
 - New legislative requirements
 - Emergency services
 - Special events services
 - 4) To boost morale within the workforce
 - Highlights exemplary employees on and off the job
 - Gives employees a sense of pride in themselves and the organization
 - 5) Helps make friends within the community.
 - Features special places and events that the bus routes serve
- At the beginning, the biggest concern of the property was how they were going to produce a quality show with little experience. Much brainstorming, planning and trial and error occurred. Advice and critique was solicited from external experts

B. Planning

- Most planning was done at the GM's initiative. Details were constructed through a team effort by top management.
- The property had to match only 10% of 1/4 Million in Federal and State grants used to purchase production quality equipment. An auditorium that had been used little previously was transformed into a studio.
- The reasons for having their own studio were so they could:
 - 1) Schedule it to their liking.
 - 2) Use it to make high quality training tapes, advertisements, etc...
 - the TV show only accounts for 30% of the studio time.
 - 3) Avoid the spiraling costs of professional studio time.
- The strategy of the project was to communicate the strategy, vision, and perspective of the transit property with as large a segment of the community as possible. The property wanted to help the people they served to understand the part transit plays in:
 - 1) Pollution control - Broward county is a non-attainment area.
 - 2) Congestion
 - 3) Fuel conservation
 - 4) Safe and convenient transportation for all

BROWARD COUNTY DIVISION OF MASS TRANSIT Cont.

C. Implementation

- The show provides up-to-date information on route and schedule changes, new equipment, and new transit facilities. The format for the show is that of a news magazine.
- The first 10 minutes is dedicated to guest panels for discussions hosted by the Director. Guests range from representatives of interest groups such as the disabled to prominent elected officials who cast votes on transit funding.
- The next session of the program is the "News in Transit" dedicated to various stories. One show included interviews with BCT's bus operators of the month, coverage of the 200 millionth passenger celebration, a video summary of the destinations passengers can reach on Route #1, interviews with interesting passengers, video coverage of a wedding that took place on a BCT bus, and film coverage of the convoy of BCT's 37 new buses that was driven on Interstate-95 and taken through the new terminal.
- This session is anchored by the Manager of Marketing and a broadcast journalism professional who is trying to break into the market and will do the work for free.
- Also included in the program is the "Transit Trivia Contest" that awards significant prizes obtained through bartering. Also some passenger tips are offered.
- A new segment is produced once a month. The Director meets with the Marketing department and the Technical Producer to put together the script.
- The Technical Producer is the only person in the studio full time. He uses many interns from the local schools for no-cost help. These interns often do the field work.
- After the show is edited and polished in-house, it is copied and distributed to the 8 cable companies in the County. Companies play it free weekly on the government access channels.
- The program gives many employees the opportunity to develop their public speaking and communication skills.

D. Communication

- Employees are very aware of the program and it has become an excellent way to communicate internally. It is difficult to disperse information to an organization that runs 24 hours a day, 7 days a week.

BROWARD COUNTY DIVISION OF MASS TRANSIT Cont.

- The program is played in the operations room periodically to give those who don't have cable the opportunity to watch it.
- Current passengers are notified of when "Broward County in Transit" is broadcast by car cards on buses and through brochures given to those who buy passes.

E. Measurement

- The cable companies don't do surveys so there is no way to know how many people are actually watching the program. However, over 300,000 homes in the area have cable so if even a small percentage are tuning in, thousands of people are watching.
- Since the cost has been so low, an elaborate cost/benefit analysis has not been necessary.
- Informal feedback from passengers and employees has been very positive.

F. Customer Focus

- The objective of the program is to make customers and potential customers feel they are part of the system.
- Naturally, BCT hopes to reach those who don't use the bus system. "Ninety percent of the residents of Broward County have never ridden a bus," Director Joel Volinski noted. "If they've never been in a bus, then we need to take the bus right into their living rooms, via TV."
- The show fosters a sense of community between bus operators and passengers who all have a common point of reference.

G. Additional Information

- The most unique aspects of the program are:
 - 1) It is done totally in house, with their own people and without consultants or commercial TV studios.
 - 2) The "News in Transit" portion of the show is not just a talking head, it is a creative news magazine format with field work and a variety of stories opposed to a studio talk show only.

BROWARD COUNTY DIVISION OF MASS TRANSIT Cont.

- As mentioned, \$225,000 in Federal and State grant funds were used to purchase studio cameras, editing equipment, sets, furniture, microphones, and other necessary equipment.
- It has been important to always have fun with the program and not to get overly wrapped up in it.
- The show won a 1st Place Award from APTA in a public information category.
- Other agencies of the county government have requested coverage in the program and use of the studio.

**CAPITAL AREA TRANSPORTATION AUTHORITY, CATA
Lansing, Michigan**

PROJECT TITLE

Awards Banquet
Customer Relations Training
Employee Appreciation Day
Employee Communication (written and verbal)
Health Awareness
Health Club Membership
New Hire Luncheon
Rodeo Competition
Sensitivity Training
Team Building



Description

Additional descriptive material was not provided on these projects. Please contact this agency, authority or property if you wish to get more information.

CAPITAL DISTRICT TRANSPORTATION AUTHORITY, CDTA Albany, New York

PROJECT TITLE

Customer Comment Response and Analysis Program



Description

Additional descriptive material was not provided on this project. Please contact this agency, authority or property if you wish to get more information.

PROJECT TITLE

The Great Bus Giveaway



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 240 Buses, 480 Employees
 Urban
 Population of service area: 770,000
 In operation since 1970 in its present form

A. Genesis

- In January of 1991, a new marketing campaign was started. The marketing department wanted to integrate promotions and public relations activities into the overall marketing campaign. A media agency aided in the brainstorming process. The ultimate objective was to increase ridership.
- The idea of "The Great Bus Giveaway" promotion was hatched because it was:
 - 1) Unique; transit marketing campaigns are traditionally straight forward.
 - 2) Broad based; it would have high visibility in the community at large.
 - 3) Educational; it spread the word of the value of public transportation.
 - 4) Action oriented; people had to ride the bus to participate.
- Obstacles that were anticipated included locating worthy service agencies, ballot distribution and ballot counting.

CAPITAL DISTRICT TRANSPORTATION AUTHORITY Cont.

B. Planning

- The first step was to identify community service agencies who were in need of mobility. The United Way of Northeastern New York was contacted for assistance. They provided access to agencies, and lended credibility to the promotion.
- The United Way contacted 136 agencies and 30 responded favorably. The United Way helped to define eligibility rules and to keep the agencies informed.
- Ballots, posters and letterhead were prepared.
- Alliances and co-sponsorships were formed with other organizations:
 - 1) A regional supermarket chain provided drop box locations and displayed posters.
 - 2) The Post Office put drop boxes in over 100 locations.
 - 3) A local TV station provided trips that were used as prizes in exchange for the media time that was purchased to promote the contest.
 - 4) A radio station provided another trip.
 - 5) A local mall and newspaper were also co-sponsors.
- Radio time was bought and a billboard was put up. The property representative convinced the billboard company to charge half price because it was a community service project.
- The program was effective because it put the values of CDTA before the public eye across a broad market. It provided mobility to those who needed it most and it generated community awareness of the value of public transit.

C. Implementation

- A media event was staged before the contest for promotion and another was held after to announce the winner.
- The contest actually had four segments to involve as many people as possible, both inside and outside of the organization.
 - 1) The 30 community agencies were placed on the front of the ballots with boxes for voters to check. The agency with the most votes was to receive 250 hours of bus and operator use valued at \$10,000.
 - Some agencies encouraged people to ride the bus and vote for them.
 - 2) On the back of the ballot, there was a space to name the voter's favorite bus driver. The winner was to receive a trip to Hollywood. Marketing wanted the operators to be involved and on their most courteous and helpful behavior.

CAPITAL DISTRICT TRANSPORTATION AUTHORITY Cont.

- Drivers handed out the ballots personally and thanked customers for participating. An unusually large amount of letters and cards with commendations were received during this period.
- Involving drivers in the promotion was essential because it helped ensure that first time riders would have a positive experience.
- 3) There was a space on the ballot for the customer to write his or her own name and address. Names were drawn at random to give away a Florida Universal Studios vacation, luggage and a backpacking tent.
- 4) Internally, special ballots were sent to employees' homes. One of their names were selected also for a trip to Florida.
- For two weeks everyone was talking about CDTA and the Great Bus Giveaway.
- Over 32,000 ballots were turned in. The top 5 vote getters were invited to the post-contest media event. The winner was revealed in a dramatic fashion.
- The winner, St. Catherine's Center for Children, helps troubled families and children. They plan to use the service to transport children and families between facilities, for field trips and special events.

D. Communication

- Before the project got underway, marketing met with the union and asked for support.
- Letters were sent to the employees' homes explaining the promotion.
- A newsletter was circulated before and after the promotion.
- Notices of the winners were posted.
- The GM was a cheerleader throughout the process. He set an enthusiastic tone by participating in every planning meeting, helping count the ballots, buying pizza for ballot counters, and personally thanking co-sponsors and the media before and after the promotion.

E. Measurement

- The greatest measure of success is the increase of the level of awareness and education about the value of public transit (difficult to quantify). Having public agencies campaign for votes demonstrated the value of the service.

CAPITAL DISTRICT TRANSPORTATION AUTHORITY Cont.

- Because of the economic recession, high price of fuel, low credit for cars, and an over-built highway system, the property has been in the midst of a heavy decline in ridership. They experienced a 6% loss in ridership last year but, think that it would have been worse without the promotion.
- The most pleasant unexpected outcome of the program was the explosion of networking contacts that resulted from cooperation in the promotion.
 - 1) The chain of supermarkets have become sales locations for passes and tokens.
 - 2) The Post Office is interested in other co-sponsorship opportunities.
 - 3) The top managers of the United Way and the other agencies that participated are now very accessible and sensitive to the property.

F. Customer Focus

- The power of the promotion was manifest in the number of customer groups that were involved and impacted: CDTA employees, operators, riders, community agencies, non-riders who were informed and educated.

G. Additional Information

- This promotion was a completely new idea. Bob Buchanan, Executive President to APTA, said that the idea behind the Great Bus Giveaway was, "unique within the industry."
- In hindsight, the only thing that might have been done better would be a better way to count the ballots. (computers ?) It might also be nice to award bus service to more winners in smaller quantities.
- The total promotion and marketing costs ranged between \$20-25,000. The bus time given away was valued at \$10,000. Much bartering and trade was done to secure prizes and media time. The GM was especially concerned that the prizes be donated so the property wouldn't be perceived as a free-spending, fat public agency.

CAPITAL METROPOLITAN TRANSPORTATION AUTHORITY Austin, Texas

PROJECT TITLE

Customer Service Training



Description

Additional descriptive material was not provided on this project. Please contact this agency, authority or property if you wish to get more information.

PROJECT TITLE

Dress Down Day (Last Friday Each Month)



Description

The last Friday of every month is "dress down" day. Casual slacks, no ties, nice blue jeans are the dress of the day. It's surprising how the "tone" of the office relaxes.

PROJECT TITLE

Gainsharing



Description

Can gainsharing work in a public transportation agency? The Capital Metropolitan Transportation Authority of Austin, Texas, is in its second year of attempting to fit traditional gainsharing into the organizational culture of CMTA. For the first quarter of 1992, the incentive formula paid out a total of \$99,905. This is shared by almost everyone in CMTA as a percent of their earning during the first quarter. Unlike gainsharing in the private sector which generally pays incentives out of the difference between expected cost and actual cost, CMTA combines budgetary savings with fixed dollars for performance attainment of measured goals. For example, in the first quarter of 1992, budgetary savings were \$328,816 and \$.20 out of every dollar saved goes to gainsharing. Additional monies were allocated by the Board for improvement in accidents, customer satisfaction, on-time performance, and lost time. The measured performance for customer satisfaction and on-time performance was achieved and, thus, an additional \$33,332 was added to the gainsharing pool to create the \$99,905.

CAPITAL METROPOLITAN TRANSPORTATION AUTHORITY Cont.

Gainsharing is much more than just an incentive system for working smarter and harder. At CMTA, two employee-management committees worked six months designing and adapting gainsharing ideas for what is believed to be the first gainsharing plan in a public transit authority. One large committee worked on the structure of the employee involvement system. A smaller committee worked on developing a formula for measuring gains in organizational performance that would justify the disbursement of incentive payments. The two committees were guided by Dr. Brian Graham-Moore of the University of Texas at Austin who also assisted in the educational effort that explained gainsharing to all CMTA employees early in 1991.

The employee-management committees basically created the following:

- a structure for the involvement system
- policies and procedures for processing suggestions
- a formula to calculate incentive payments based on organizational improvement
- a statement of principles with which to guide gainsharing at CMTA

It is instructional to examine the principles of gainsharing developed by the employee-management committees.

- This gainsharing plan was designed to fit the specific culture, technology, and environment of CMTA.
- Gainsharing incentives should be paid as a percent of wages or salaries earned during the bonus period. The actual incentive pay-out varies with actual earning and depends on the amount of hours earned in a quarter.
- Gainsharing, because it is paid to everyone, should not be a part of the union contract. However, union participation in the design and implementation of gainsharing is a requirement for an acceptable plan.
- Gainsharing plan implementation requires an education program that enlists the great majority of employees.
- Gainsharing should be "experimental" and evaluated against its objectives.
- The Gainsharing formula should be understood by everyone at least in terms of its connection to productivity and cost savings.

CAPITAL METROPOLITAN TRANSPORTATION AUTHORITY Cont.

- The Gainsharing formula should be monitored regularly and carefully to ensure equity to the company and to the employees. To that end, CMTA management reserves the right to adjust the Formula to preserve equity for employees and the Authority.
- Discussion of the labor contract and of fringe benefits is inappropriate in the Improvement Team and Participation Committee meetings.
- All suggestions and minutes of the involvement system should be open, public, and distributed so that **maximum employee recognition** is achieved.
- The Participation Committee is an advising body and not a decision-making one - management manages, the committee advises.
- **Rapid follow-up on the disposition of suggestions encourages more suggestions.**
- Incentive earning should be separated from normal earnings and paid on a separate check.
- Since **teamwork is the key to success**, Gainsharing is not a reward for one group of workers at the expense of other workers.

PROJECT TITLE

OPS Group



Description

Operations, planning and communications managers meet weekly, together with Senior staff. It began as an information sharing exercise. It has evolved into two purposes:

1. Performance reporting at a departmental level that is increasingly sophisticated and that prompts decisions and actions.
2. Discussion and decisions on matters of policy.

The Ops Group is used as a development tool for staff and teaches performance measurement, presentation skills, alternatives analysis, and decision making. (Seeing this group in action is impressive!)

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
Concord, California

PROJECT TITLE

Rapid Response
Wellness Program



Description

Additional descriptive material was not provided on this project. Please contact this agency, authority or property if you wish to get more information.

CENTRAL OHIO TRANSIT AUTHORITY
Columbus, Ohio

PROJECT TITLE

Customer Service Standards - Award of Excellence



Description

COTA has established a Customer Service Mission Statement as a visible reminder to employees of the importance of the customer to our business. It emphasizes giving customers courteous, accurate, straightforward and timely replies to inquiries or problems. In order to reinforce the mission, new job performance standards have become policy, with all customer service employees being notified of expectations and in addition, recognition of exceptional job performance through an Award of Excellence presented quarterly and annually. The program is transferable and cost efficient. A plaque is presented to the quarterly recipient and the annual award winner receives a monetary award plus their picture on a plaque.

PROJECT TITLE

Quality Service Development/Quality Management



Description

With the creation of a mission statement and comprehensive business plan, COTA established performance goals in all areas of the system that challenge employees on a daily basis. To provide safe, clean, reliable, efficient and courteous transportation service impacts transportation, maintenance, management, labor relations community involvement and everyone from coach cleaners to board members. Performance goals are monitored and reported monthly. This gives workers a visible indication of their progress in achieving goals. Successes are evident as large charts are posted in work areas. This is an extremely successful program and is transferable. The innovative way of posting results draws the attention of the entire authority.

*Seems too
TOP DOWN*

CENTRO, INC.
Syracuse, New York

PROJECT TITLE

Stuff-A-Bus



Description

Provide buses with customized information packs.

CHARLOTTE TRANSIT SYSTEM

Charlotte, North Carolina

PROJECT TITLE

Employee Survey Implementation Committee
Guaranteed Ride Home Program
Passenger Advocate Position



Description

Additional descriptive material was not provided on these projects. Please contact this agency, authority or property if you wish to get more information.

CHICAGO TRANSIT AUTHORITY
Chicago, Illinois

PROJECT TITLE

Customer Assistance Program



Description

Distribution (city-wide) customer assistance brochure and posting of compatible carcards on all CTA vehicles. Distribution resulted in 50% increase in consumer comments, inquiries and complaints, which will assist in terms of quality control.

CITY OF PHOENIX TRANSIT SYSTEM

Phoenix, Arizona

PROJECT TITLE

Bikes on Buses



Description

Like transit agencies everywhere, we've been asked many times to allow bicycles on our buses. We too, have resisted on the basis of unlikely high usage, boarding delay, extra maintenance etc. Last year we decided to reach out to this active group of people and see if we could attract them to transit. Bike racks of our own design were installed on the front of 35 buses serving three demonstrative routes.

PROJECT TITLE

DASH (Downtown Area Shuttle)



Description

The Downtown Area Shuttle, DASH, began service in November of 1990 to tie together an expanding downtown area with the State Capitol, a mile and a half away. Three aspects of that new service addressed the objective of attracting new people to transit. First, we used an all-new graphics scheme for both buses and bus stop signs, which a downtown business committee commissioned, to differentiate this new service from regular buses. Second, we acquired small, low-floor busses (Orion II's) to make this new shuttle easily accessible for everyone who finds the three high steps of regular buses to be a challenge. And third, we convinced City Council that the DASH should be operated without a fare.

PROJECT TITLE

Magnetic Fare Card



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

CITY OF PHOENIX TRANSIT SYSTEM Cont.

Demographics: 336 Buses, 900 Employees
 Metropolitan service area
 Population of service area: 2 Million
 Unionized
 Has had contract with the City of Phoenix since 1972

A. Genesis

- The idea was initiated by an Assistant Manager of Maintenance who realized that the new computerized fare boxes were capable of reading and processing magnetic cards.
- The original aim of the program was to be able to keep accurate statistics on the number and type of passes that were being used and to avoid counterfeiting of passes.
- Operation of the new system began in April of 1991.
- Because of pollution in the area, businesses with over 100 employees have been required by law to encourage their workers to use their cars less. The property was faced with the challenge of coming up with a program that would help companies put more of their people on public transit.

B. Planning

- The planning behind this program involved almost every department of the property.
 - Maintenance: Mechanical and technical issues
 - Finance: New data processing and billing processes
 - Marketing: Finding new customers (employers) and providing in-house training programs for employees of those businesses.
 - Operations: Familiarizing themselves with new technology and instructing the public.
- The conversion was made cheaper by buying old Duncan fare boxes for almost nothing and implanting their own electronics. (we do not know of any companies that are offering this type of system)
- This program fits directly into this property's long term strategy: simplify, simplify, simplify. From a customer service angle, their philosophy has been that the more simple the fare system is, the less intimidating public transit will be to first time riders. This strategy is a historical reality. Eight years ago there were 80 fare combinations, now there are eight or ten.

CITY OF PHOENIX TRANSIT SYSTEM Cont.

- The simplicity of the magnetic card is financially beneficial to the property and its customers.
 - It reduces the money that has to be handled.
 - Companies are billed electronically. (One company claims this saves them 8hrs/month)

C. Implementation

- So far, the magnetic cards have been used in two situations.
 - 1) A permanent magnetic card takes the place of monthly bus passes.
 - 2) Bus Card Plus.
- Bus Card Plus is a credit card, issued by employers to their participating employees. Each trip is recorded at the fare box. Data is accumulated daily, and each month an electronic billing is forwarded to each employer in the program.
- That billing (prepared by the finance department) records the actual number of trips made by each employee. The employer then bills the employees for their share of the cost through payroll deduction and forwards the full cost to the property.
- The employers know they are paying only for the number of trips taken and that the card is being used by their employee directly, not by family or friends.
- The majority of new participants are smaller businesses because they don't have as complicated payroll deduction systems as the larger ones do.
- A cap is placed on individual accounts so they will never exceed the cost of a monthly pass.
- All pass holders had to be retrained. Monthly buyers were informed by letter while Bus Card Plus people received training sessions.

D. Communication

- The company has marketed their bus card plus system to employers as a way to save money and come into compliance with the mandatory travel reduction legislation.
- The network of employers who had been registered as part of the ride share program were contacted directly. Other major employers were contacted through travel management associations.

CITY OF PHOENIX TRANSIT SYSTEM Cont.

- Both finance and marketing people travel to new client companies to do training.
- Operators were met with one on one to inform them of the new system and leave them with a fact sheet.

E. Measurement

- In September of 1991, the program was opened to all employers. Since then (to June of 1992), 40 companies have enlisted and 8,980 cards have been issued. 30 of those companies had never done business with the property before.
- Employers have reported a 10-20% increase in the number of employees who are riding.
-Employers have also seen a 20-30% reduction in cost.
- Unexpected outcomes
 - 1) People love the "high-tech" aspect of it. Marketing believes they could have played this up more.
 - 2) Amount of cards that are lost and stolen. Lost cards and termination of employees require that card numbers be "black-listed." Since the current fare boxes can only hold 1000 card numbers, volume has proven to be a problem.
 - 3) Operators like the program because they don't have to push any button or worry about counterfeits. They only have to listen for a tone.
 - 4) One initial problem was that the cards wouldn't always register. Installing longer magnetic readers solved this problem.

G. Customers Focus

- The Bus Card Plus program considers the employers who are saving money and gaining control to be the primary customer. The secondary customers are the employees who only have to pay for the number of rides they actually take.
- As was mentioned in the planning section, excellent customer service through simplification is the driving force behind this program.
- Some businesses have offered a variable co-payment system so that the more an employee rides each month, the larger percentage of the bill the employer will pay.

CITY OF PHOENIX TRANSIT SYSTEM Cont.

H. Additional Information

- The most unique and creative aspect of the Bus Card Plus system is that the billing is based on actual usage instead of a pre-payment. It is the first transit instrument that works like a credit card.
- Some opposition has been voiced from the finance department who feel that the revenues have gone down with the new system. However, the revenue people argue that now they are simply billing fairly. With the increase in new customers and passengers concern is dissipating.
- Plans for the future reflect the power and versatile nature of this technology.
 - *The technology is ready for credit and debit card usage.
 - Federal Reserve at the moment requires a receipt at the point of sale.
 - *Student "semester" cards are also in the works.
 - *Day passes will be changed to magnetic stripe cards.
 - *Seniors and disabled persons will be given their own debit cards. Money will not have to be exchanged at the point of service and they will be billed at the end of each month.
- The Bus Card Plus program has received significant media attention on a local and national level. In addition, Phoenix Transit System received a PTI Technology Achievement Award and an IABC Silver Quill Award for Bus Card Plus marketing efforts, in the first year alone.

CITY TRANSIT MANAGEMENT COMPANY, INC. (CITIBUS)
Lubbock, Texas

PROJECT TITLE

Employee Opinion Survey



Description

An outside company was secured to provide employee opinion surveys. The surveys allowed employees an opportunity to disclose personal feelings about the company, co-workers, and management. The confidential survey was used as a positive tool to respond and react to employee wants and needs. Positive improvements were made in terms of operations, safety, and management relations.

PROJECT TITLE

New Hire Training and Retraining



Description

Citibus does about 160+ hours of training for all new hires. This training includes working with the public segments. We also provide working with the public refresher courses to all operators. The working with the public course promotes good communication skills through goals and objectives.

PROJECT TITLE

Working with the Public



Description

This is an 8 hour operator training dealing with customer service, organization goals and information. At a minimum of every two years, each Citibus operator participates in an all-day "working with the public" classroom interaction session. The eight-hour session includes discussion of personal goals, thoughts, ideas, and priorities. These goals/priorities are associated with company goals. The session concludes with an update of current and future system plans and discussion of operational concerns. The highly interactive, up-beat session is motivational for operators and management alike.

CITY UTILITIES OF SPRINGFIELD

Springfield, Missouri



PROJECT TITLE

CU in Motion

This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 35 Buses
 59 Employees (transit)
 Urban
 Population of service area: 150,000
 In operation since 1945

A. Genesis

- This program started roughly ten years ago.
- Dave Reynolds, who was a safety engineer by background, was asked to use his training to try to lower health care costs.
- He studied the numbers and found that heart ailments and cancer lead to the highest expenditures.
- The first step in getting these costs under control was to contract a local hospital to do a risk assessment.
- This risk assessment was offered to people on a voluntary basis and included:
 - Colo-rectal screening
 - blood test
 - triglycerides, cholesterol, and glucose levels
 - body fat
 - blood pressure
 - sporometer (usually for smokers-measures lung capacity)
- The hospital then made recommendations what the most pressing needs were.

CITY UTILITIES OF SPRINGFIELD Cont.

- One of the greatest barriers to success was simply getting people involved. A method that helped was to have union leaders do health risk assessments first and be ambassadors of the program to others.
 - program leaders felt strongly that this program should not be mandatory, so creative methods of motivation were generated.

B. Planning

- Since one of the major areas that the organization was found to be deficient in was aerobic exercise, the first program was put in place to get people to walk regularly for 10 weeks.
- Those who were successful received a sweatshirt.
- One of the strategies of the program was to target not just the employees who were already active, but the inactive ones.
- Project leaders consulted with various health organizations to get ideas and suggestions.
 - Red Cross
 - American Heart Association
 - Local Hospitals
- The strategic impact of the program is the philosophy that healthier employees will be on the job more and will be more productive while they are there. Healthy employees are also able to deal with stress better. And there must be constant energy to keep people interested.

C. Implementation

- The program is overseen by a Steering Committee of committed employees, including both salaried and hourly-rated staff.
- The initial walking program evolved into a continuing "CU in Motion" program. The program runs in segments of 8 weeks. Employees can earn certain points for different types of exercise, depending on the time they spend at it.
- At the end of every period, they can turn in their points for prizes such as t-shirts, sweatshirts, polo shirts, etc...
- Employees over 40 will be reimbursed up to \$100 for a physical exam every year.
- Employees will also be reimbursed for a mammogram.

CITY UTILITIES OF SPRINGFIELD Cont.

- Engineers were contracted to map out routes of various lengths around each location. These routes are posted on bulletin boards at each location.
- Employees are encouraged to find a buddy to exercise with because research has shown that people exercise more regularly if they do it with a partner. Spouses of employees are also encouraged to exercise (they aren't eligible for prizes).
- Exercise bikes are available at every site.
- Doctors are brought in periodically for question and answer sessions.
- Discount rates are available at local health clubs.
- Last year, an intern from a local university helped organize programs and gather feedback.
- CU Healthy is an extension of the program for employees who are found to be "high risk." These employees have their tuition paid to attend special programs in:
 - Smoking Cessation
 - Weight Management (with individual attention)
 - Cholesterol Coaching: meal preparation, shopping field trip
 - Blood Pressure
- On site toning and aerobic classes.
- A company wide 5 Kilometer event raised \$4,200 for a local food kitchen.

D. Communication

- Programs are advertised in:
 - Paycheck stuffers
 - Bulletin board
 - Newsletter: The CU Connection
- The program has generated significant community interest.
 - The local Chamber of Commerce included Dave Reynolds on a panel discussion.
 - The local newspaper has done several articles on the program.
 - A coalition of businesses has requested an article on ways to reduce health care costs.
- Each new employee is coached one-on-one when he or she arrives.

CITY UTILITIES OF SPRINGFIELD Cont.

E. Measurement

- Overall results of the health risk assessments are circulated every year. In the 1991 report, employees who returned to have the assessment done again were 8 pounds lighter on the average and had lower blood pressure.
- Many employees have sent letters of thanks and have mentioned that this is the only program that has made them feel that the organization cares for them personally.
- The health risk assessments have indicated that those who have participated in the CU healthy program are significantly more healthy than those who don't.
- The average health care costs for the property are significantly under the national and local average:

National average:	\$3,605 / employee
Springfield average:	\$2,274 / employee
City Utilities average:	\$1,656 / employee
- Many success stories illustrate the power of the program.

-One operator who thought he was completely healthy had a malignant tumor found and successfully removed. The doctor said that in another month it would have been too late. The savings of this case alone, in money and human suffering, are astronomical.

-Other employees have had polyps successfully removed.

F. Customer Focus

- Internal customers, the employees, are the ones who are directly served by the program.
- Taxpayers and the community are also served by the lower health costs.
- Drivers who are healthy can handle stress better and should be more polite, helpful and able to respond to emergencies.

G. Additional Information

- The most unique aspect of this program is the amount of employees (30%) that it has convinced to get regular exercise.

CITY UTILITIES OF SPRINGFIELD Cont.

- Future plans include:
 - An on-site fitness center
 - Remodeled transit center with more showers.

- Cost can be kept very low depending on the programs that are implemented.
 - 1) Prizes don't have to be costly, it is the recognition that counts.
 - Certificates, names in paper
 - 2) Many associations are happy to do presentation or programs for free.
 - It is a good marketing tool for organizations like the Red Cross.
 - 3) Last year the total cost for the CU Fit program was \$5-6,000 for 300 employees.

- Last year a health fair was organized that included booths or presentations on:
 - Alcohol treatment
 - Sports medicine
 - Stress management
 - Cancer Society
 - Computer answered data to health questions.
 - Teddy bear club (pregnancy)
 - Women's center
 - Fitness test
 - Heart Institute

CITY UTILITIES OF SPRINGFIELD

Springfield, Missouri

PROJECT TITLE

Driver of the Year



Description

Our "Driver of the Year" award is presented annually to a bus operator based on the following categories: safety record, absenteeism, attitude, appearance, courtesy, etc. The operator receives media attention and is presented at the monthly board meeting to City Utilities Board members, receives a pen and pencil set, dinner for two, excused day off, and the honor of driving a city bus in the Springfield Christmas Parade. This is also a motivational program and has reduced our absenteeism somewhat.

PROJECT TITLE

Operators' Safety Program



Description

City Utilities periodically provides defensive driver training for our bus operators. We reward those with good driving records by giving awards for no chargeable incidents for 3 years, 6 years 9 years, and 15 years (safety patches). A gold "Master Operator Pin" is awarded for 20 years. The cost is minimal (patches and pins) and the program is motivational to our bus operators. They wear these awards on their uniforms proudly. Also, our chargeable incident rate has decreased measurably.

PROJECT TITLE

Pulse System



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

CITY UTILITIES OF SPRINGFIELD Cont.

Demographics: 35 Buses, 59 Employees
 Urban
 Population of Service area: 150,000
 In operation since 1945

A. Genesis

- The idea of a pulse system was given by a consultant who did an audit 10 years ago.
- The pulse system will enhance customer service significantly. Since some of the routes only run every hour or half hour, people have had to endure some long waiting periods between transfers.
- Many of the current riders are older and low income. The property hopes to improve service and attract more segments of the population.
- The project is still in the planning stages. The property hopes to implement it by December of 1992.

B. Planning

- So far, planning has been performed by upper management.
- The property has had a strategic concern to be proactive in preparing for future challenges. The city is growing southward and the challenge will be to move more people larger distances quickly and efficiently. The pulse system is part of this plan.

C. Implementation

- The "pulse" system would virtually eliminate waiting on transfers by allowing all buses to meet at a centrally located transfer facility every thirty minutes throughout the day. Passengers will make quick and easy transfers and then continue on to their destinations.

D. Communication

- Management rides the buses and talks one on one to the operators to get input and gather ideas. Driver input will be a significant factor in determining the new routing that will be necessary for the pulse system.
- Meetings are held in areas of new service to stimulate interest and receive input on route designation.

CITY UTILITIES OF SPRINGFIELD Cont.

E. Customer Focus

- The customer is the bus passenger that needs a more streamlined trip.
- The greater convenience of the "pulse" system should attract new riders.

F. Additional Information

- PR person will do media releases using television, radio, newspaper, and public hearings.

CLARK COUNTY PUBLIC TRANSPORTATION BENEFIT AREA
AUTHORITY, C-TRAN
Vancouver, Washington

PROJECT TITLE

Safe Watch



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 97 buses and 7 Vanpools, 180 employees
Population of service area: 242,000
The Vancouver system has been in operation since the mid-thirties
but was absorbed by C-Tran on July 8, 1991.

A. Genesis

- The Director of Development, Kim Chin and the Director of Operations, Patrick Bonin, saw a presentation concerning Safewatch at an APTA meeting and decided it fit in with their community oriented transit vision.
- The original objective was to provide a community service using resources that would not disrupt service
- A challenge that this program helped meet was that county service to rural areas was light and negative publicity was frequent about empty buses.
- The barriers to success were making the community aware of the program and getting them to use it.
- The program was folded into the school program which gave it a great deal of exposure in overcoming that barrier.
- The package was developed and patterned after other safewatch programs. They worked closely with the Cable Company and Utilities for help and to avoid overlap.

CLARK COUNTY PUBLIC TRANSPORTATION Cont.

B. Planning

- The concept was developed in-house between operations and development.
- Training and orientation to problem identification was provided.
- The strategic vision of C-Tran is that it is a community based service organization supported and run by the people of Clark County. This project allowed the property to use no additional resources and yet to enrich the safeness and security of the community.

C. Implementation

- All employees have been trained and are expected to provide information or sanctuary as needed. This includes staff cars, buses and vans.
- Following media announcement and as it was unfolded to the schools, employees began calling in problems and being available for assistance.

D. Communication

- Through training, ads, emblems on the buses and community meetings, employees were continually reminded of the program.
- Ownership in the program is high. There is great pride and satisfaction in preventing a crime or helping a victim. The ownership comes for the satisfaction of visible, community service.
- All employees could respond to questions about this program with ease.
- Leslie R. White took the project to the Board and sold it. He has continued to serve as the point person with the board and community organizations.

E. Measurement

- Success had been measured by the number of call-ins. In 1991 for example, C-Tran employees called in 262 "Code 39's" -- including burglaries in progress, vandalism, runaways, accidents and other incidents.
- Stories also tell of success; one driver for example, saved the life of a person with a head injury.

CLARK COUNTY PUBLIC TRANSPORTATION Cont.

- Children have a specific wave to drivers to let them know that they are aware that the bus is a safe house. That wave is used often and shows the heightened awareness.

F. Coordination

- The project has helped the organization to see itself in the role of directly helping in the Transit's mission to be a good citizen in the community
- Coordination was accomplished by involving all employees in the program and establishing systems for each to relay information and respond to problems.

G. Customer Focus

- This program views the customer as being the 245,000 residents of the area.
- They are served in that their tax dollar is being used in a more effective way and in that they have an additional avenue of safety.

H. Additional Information

- Transit employees have received citations for their aid in accident reporting, run aways and other incidents of helpful behaviors coming out of this program.
- Requests for the police or transit to make presentations on the program locally have increased.
- Plans for the future include targeting specific rural areas for additional attention and increased visibility.
- Costs of the program were mostly promotional, including the identification decals provided for each vehicle. Total cost about \$10,000. (Print materials, ads, decals).

CLARK COUNTY PUBLIC TRANSPORTATION Cont.

PROJECT TITLE

Vancouver Police Bike Patrol



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 97 buses and 7 Vanpools, 180 employees
Population of service area: 242,000
The Vancouver system has been in operation since the mid-thirties
but was absorbed by C-Tran on July 8, 1991.

A. Genesis

- The Operations Supervisor charged with security had the idea. He talked to the Operations Department people who then talked to police and they worked jointly to push the idea through levels of operations to the Board.
- The original objective of the program was to help customers.
- C-Tran was being challenged to be part of the downtown renaissance. Ridership at the major transfer site would impact ridership and stood to be affected by problems of crime and transience at the site.
- The greatest barrier to success appeared to be the bureaucracy. It was overcome by not giving up and by staying in their faces and involving as many people as possible.
- The police department, downtown businesses and the board all were involved in conceptualizing and helping move the project along.

B. Planning

- The operations supervisor in charge of security was the cheerleader all the way through.
- The police department was relatively new and open to the idea.
- Agreements were negotiated between the police department and the Authority that there would be two bike patrol officers on duty. The Authority would transfer funding.

CLARK COUNTY PUBLIC TRANSPORTATION Cont.

- The officers would work a total of 40 hours a week each within a 15 block radius of the downtown transit center.
- The strategic vision of C-Tran is that it is a community based service organization supported and run by the people of Clark County. This project allow the property to provide safe, accessible service and also helped provide a community resource (transit center) unplagued by out of control behavior.

C. Implementation

- The officers are assigned by the police department and they submit monthly reports to the authority.
- Because the officers have office space near the transit center operation, they are in close contact with the Authority regardless of structured contacts.

D. Communication

- A huge kickoff with buttons, PR for the officers and SunTran and visiting and discussion time was held.
- The activities of the officers and the program results are written up in the monthly newsletter.
- There is widespread ownership of the program. Businesses voluntarily raised 6 thousand dollars for the program. 10,000 buttons were distributed with the bike tire and C-Tran logo.
- Any individual employee could give you an overview if requested. This indicates widespread communication of the project.
- The Executive Director, Leslie R. White is very supportive of the program. He has campaigned the program as a win-win for Vancouver and has done much direct PR with the members of the downtown advisory board.

E. Measurement

- Pre-measurement was hard as police often moved people.
- In the first two weeks of operation 41 citations were issued, and problems have continued to decrease daily.

CLARK COUNTY PUBLIC TRANSPORTATION Cont.

- What has been noted has been fewer kids, less gang members.
- Other transit centers are also seeing fewer problems.
- Any downtown center with security problems could benefit from this program. It involves community police and they love it and it is visible and fun. It is faster than walking, running, or being in a patrol car and allows police (or potentially transit security officers) to be more proactive.

F. Coordination

- The program has helped develop pride in other areas of the authority. Reduction of issues at other centers has also been reported.
- C-Tran is a unionized workplace. The union was informed but not involved.

G. Customer Focus

- The customer is viewed as the passengers using the transit center and as the downtown businesses served by the transit center.
- Both customers are better served by a safe, secure, cleaner transit center.
- The rider and non-rider were informed through the kick-off, buttons, meetings and media reporting
- The Vancouver Bike Patrol does speeches and bike runs to promote the program and make their presence visible.
- Many written customer commendations on the program have been received. There have been ongoing donations by more downtown merchants and, an expansion plan by the police department.

H. Additional Information

- What is especially unique about the program is its application to transit service and the cooperative effort of the police and the authority to provide community support.
- The intention is to expand the program to other transit centers as need dictates.
- The total investment in the program has been the 26K a year to the Vancouver Police Department for the officer salary and a nominal investment in promotions.

CONNECTICUT TRANSIT, CT TRANSIT
Hartford, Connecticut

PROJECT TITLE

Bar Coding Inventory



Description

A new bar coding system is facilitating the management and control of bus parts inventory items from CT Transit's centralized stores department in Hartford. Bar coding on bus defect cards and mechanics' work orders allows automated record keeping on bus repair histories, while bar coding on parts bins allows the constant updating of computerized inventory data to ensure timely reorders.

PROJECT TITLE

Employee Assistance Program



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 350 Buses, 825 Employees
 Population of service area: 1 Million
 In service since 1976

A. Genesis

- The program began as a grass-roots movement by employees who were sincerely concerned about co-workers who were suffering from drug and alcohol problems.
- The group solicited and received commitment from management and the union to be an informal reference that people could go to with questions and problems.
- Both Management and Union backed off and let the program be employee generated and driven.
- After the initial success, management decided that it would be worthwhile to find an external firm that could provide professional services for those in need. In 1984, a firm was contracted at no expense to the property and at a discounted rate to employees.

CONNECTICUT TRANSIT, CT TRANSIT Cont.

- It became clear that only those in "dire need" used this service, so management decided to go with a full service firm. This program took more of a "broad brush" approach to help employees and family members address any type of personal or family problem affecting job performance, personal health and safety, or relationships with others.

B. Planning

- The program has evolved slowly over the last 15 years with progressive increments in scope and influence.
- The most important constant has been the fact that it is employee guided. The original group of concerned employees has evolved into a more formal steering committee.
- This committee of employees meets 3 to four times a year. They have direct contact with the EAP firm and prepare a yearly assessment and recommendation to management. Their recommendation has always been approved.

C. Implementation

- The present "full service" EAP firm provides several options.
 - 1) Employees in need can walk in and receive 4 free totally anonymous counseling sessions.
 - These sessions are all that 25% of the participants need to answer their questions and alleviate their concerns.
 - In other cases, the EAP provides a referral for further help and works with the individual and their insurer to map out the best plan of action.
 - 2) Supervisors can advise employees to use the EAP to work out whatever problems they are having that are causing poor performance.
 - This way, supervisors can deal with low performers without threatening them or getting into personal problems that are none of their business.
 - 3) The EAP does supervisor training to help them identify potential problems and confront and encourage workers. To ignore a problem is to "enable" a worker to continue a self-destructive behavior.
 - 4) The EAP firm makes active attempts at publicizing services within the organization.
 - Regularly they walk through the office introducing themselves and explaining what they do.
 - They write articles for the property newsletter.
 - They make posters and paycheck stuffers to advertise the services.
- The EAP program helps make policies and disciplinary procedures credible to employees.

CONNECTICUT TRANSIT, CT TRANSIT Cont.

- The GM has been supportive of the program and an advocate to the DOT, but he has also realized the importance of keeping his hands off and letting it be an employees' program.

D. Communication

- On of the perceived barriers to success was the prospect of communicating to employees that this was a credible source of confidential help.
 - 1) The fact that the steering committee is made up of employees helps alleviate much of the natural suspicion.
 - 2) The stand of management and the state has always been that it would be an independent and wholly confidential program.
 - Employees were warned 6 weeks before a random drug policy was put into place to get help at the EAP if they needed it. The message was "we want to help you," not "we want to catch you."
 - 3) The EAP made great efforts to inform and ease concerns.
 - 4) The facts about the EAP were spread by word of mouth.
- Though cautious at first, the Union has been accepting.

E. Measurement

- Generally a 5% utilization rate is considered good. CT enjoys a 7 1/2 % utilization rate which shows a high level of communication and confidence in the EAP.
- Two thirds of participants are self-referrals, and one third are supervisor referrals. This balance demonstrates that the program has enough credibility that people are making use of it on their own accord. It also shows that managers understand their responsibility to guide low performing employees to the program.
- Fifty percent of the cases deal with drug or alcohol problems of the individual or a member of their family. The other 50% deal with a variety of needs. This statistic reveals that the program really is much more than just drug and alcohol treatment.
- It is impossible to know how many lives and jobs have been saved, or how many accidents have been avoided because of the program.

E. Customer Focus

- Employees are the first customers of the program.

CONNECTICUT TRANSIT, CT TRANSIT Cont.

- Supervisors are important customers also because the program seems to transform the way they look at their responsibilities. They now have a more effective way of dealing with low performers.
- The riding public is served indirectly.

F. Additional Information

- The most unique aspect of the program lies in its origin. The fact that it emerged from the ideas of employees and is guided by them have made it a more credible and viable option.
- One disappointment has been the lack of utilization by family members of employees. Even though all materials are sent to employees' homes, other members are reluctant to take advantage of the services.
- UMPTA gave the property a grant to compose a manual documenting the development and functioning of the EAP.
- The Transportation Research Board requested and received a presentation on the program.
- The program has also received recognition from APTA in "Passenger Transport."
- The total cost of the contract with the provider works out to about \$25 per employee per year. Small printing and mailing costs also occur.

PROJECT TITLE

Operator Handbook



Description

CT Transit recently completed the updating of a Bus Operator's Handbook which is distributed to all operators. The Handbook combines information on Company policies and disciplinary procedures with practical guidance on such issues as fare collection, operation of the radio system, accident reporting, and passenger relations. The Handbook is published in a loose leaf format to allow further updating over time.

CONNECTICUT TRANSIT, CT TRANSIT Cont.

PROJECT TITLE

Customer Relations
Dealing with Stress on the Job
Team Building



Description

Additional descriptive material was not provided on this project. Please contact this agency, authority or property if you wish to get more information.

DALLAS AREA RAPID TRANSIT, DART
Dallas, Texas

PROJECT TITLE

Consumer Relations Task Force



Description

Additional descriptive material was not provided on this project. Please contact this agency, authority or property if you wish to get more information.

PROJECT TITLE

Customer Service Training



Description

Our Customer Service Section is committed to providing DART customers with service that is professional, courteous, timely, efficient and attentive.

PROJECT TITLE

TQM (Total Quality Management Teams)



Description

Additional descriptive material was not provided on this project. Please contact this agency, authority or property if you wish to get more information.

EAST VOLUSIA TRANSPORTATION AUTHORITY

South Daytona, Florida

PROJECT TITLE

Customer Service Training for Operators



Description

Additional descriptive material was not provided on this project. Please contact this agency, authority or property if you wish to get more information.

PROJECT TITLE

Employee Task Force



Description

A newly formed employee task force will meet as needed to analyze operational problems or to identify appropriate procedures to accomplish specific tasks. such as ADA compliance. The task force concept encourages participatory management in that employees, the union and management take part in setting policies and procedures for operators. The concept will improve the level of service provided to passengers, ensure that employees have a workable set of procedures to follow, and eliminate the pitfalls of enacting rules which are not seen by operators as necessary. The concept would be transferable to properties of all sizes and types. Minutes of meetings will allow management to measure the success of the task force.

PROJECT TITLE

Revenue Incentive Program



Description

Quarterly and yearly safety and revenue incentive bonuses are available to employees based on performance. The safety bonus (\$40.00 a quarter and \$200.00 per year) is given to operators who have not had preventable accidents. The revenue incentive bonus is based on total revenue and total revenue per hour. Each category requires a minimum 3% increase over the prior fiscal year. Quarterly (for three, four and five percent) the bonuses are ten, fifteen, and twenty dollars. Yearly, using the same percent increase as quarterly the bonuses are twenty, thirty, and forty dollars. The revenue incentive program would be transferable to and usable by properties of any size and scope. The results are measured each quarter using the percent of increase in revenue. The revenue incentive program deals mainly with the operator. Information about the program could be made available to anyone wishing to learn more about it.

EL PASO MASS TRANSIT DEPARTMENT, SUN METRO
El Paso, Texas

PROJECT TITLE

School Tours



Description

Tours are held for school age students where they learn the history of our building, how to read a schedule, bus safety rules and they get to talk to a bus driver over the radio. They practice getting on and off the bus correctly. We take them through the bus washer and then for a short ride. We also provide a trolley ride. They are then provided with a coloring book reiterating everything we present to them about how to ride safely. The teachers can use the books for reinforcement.

PROJECT TITLE

Senior Club



Description

Service is provided for groups of 20 or more 65 years or older to go from point A to point B for a fee of .50 each. This allows seniors to attend events together and to go places together and to go places at night. (Many no longer drive at night.)

PROJECT TITLE

Summer Safari



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 144 Buses, 400 Employees
 Urban
 Population of service area: 500,000
 In service since 1979

EL PASO MASS TRANSIT DEPARTMENT, SUN METRO Cont.

A. Genesis

- The director saw a similar program in place at another property and thought it was an excellent idea.
- The ultimate objective of the program was to increase ridership by broadening the base of potential future transit customers. Secondary objectives included introducing the bus system to kids and their parents, encouraging kids to learn about the city and letting them have fun.
- The point of the program was to let a large number of children have a very positive experience with public transit at a young age.

B. Planning

- The criteria that were used to decide what locations would be selected were:
 - 1) A variety in terms of location and activity
 - 2) Enjoyable and entertaining
 - 3) Educational
 - 4) Places where kids might not normally go
- The locations selected for the summer of 1991 were:
 - 1) The Zoo
 - 2) The Downtown Library (Taking out a library card was required)
 - 3) The Museum of Art (In the historic home of a former Mayor)
 - 4) Centennial Museum (On UTEP university grounds)
 - 5) The participating television station
 - 6) The Magoffin Home (The preserved adobe home of another former mayor)
- An important step was to find a TV station to co-sponsor the program. This station produced a high quality advertisement and ran it repeatedly. In return, the station had their logo on all the materials and they were selected as one of the sights that the children had to visit.
- A chain of pizza restaurants were also co-sponsors and distributors of brochures.
- A cover letter with a brochure was sent to boy and girl scout groups, summer schools, YMCA, YWCA, rec. centers, and child care centers. Those organizations that wanted to participate received brochures to hand out.

EL PASO MASS TRANSIT DEPARTMENT, SUN METRO Cont.

- Brochures with maps, information about the locations, instructions, and blanks were designed with the help of an outside firm. The maps also contained important streets and landmarks around the city.
- A special training session was held with the operators to inform them of the program and how it would affect their jobs. For example, they needed to give transfers to those who would need them and explain how transfers are done.
- Training sessions were also held at each location to explain what was expected of them.
- An intern was hired from the university to help with the planning, training, and general legwork.
- The program fits into the broad strategic goal of the property to build a broad base of ridership and get people out of their cars.

C. Implementation

- Children 6-12 were eligible for the program. These children had to take their brochures with them and ride the bus to each location. Upon boarding the bus, they were to show their brochure and special pass and tell the driver where they wanted to go. The driver would then stamp the brochure and let them on for free. Accompanying adults had to pay the fare.
- Each location would waive the entrance fee for the child and also stamp the brochure. Some locations had requirements that had to be satisfied before a stamp was given. (ie. register for a library card)
- Children who mailed or brought in their completed brochures received a watch with a sun printed on the front.
- One teacher took her whole class on the Summer Safari and brought them all in with the Principal to receive their rewards.
- Once the program was up and running for the summer, it required very little administration. The project coordinator just made sure all the locations had sufficient brochures and tokens for children's return trips.
- The data base from the brochures that were completed last year was used to mail information and brochures for this year.

EL PASO MASS TRANSIT DEPARTMENT, SUN METRO Cont.

- This year a different TV station and different locations were asked to participate for the sake of variety.

D. Communication

- Switchboard operators were given complete information so they could assist children who called in.
- Posters were set up in the building and around the city. Also, property employees were kept informed of the progress of the program through the newsletter.
- The GM took a "hands off" approach to this program. He let his people run it and only wanted to be informed of the progress.
- Several articles in local newspapers were written.
- The pizza restaurant co-sponsor also sponsored a children's program. They invited representatives from the property to explain the Safari on the program.
- Two local radio talk shows have also featured representatives of the program.

E. Measurement

- Last year, 200 children completed the safari successfully. Many more may have participated partially. Larger numbers are expected to participate in the second year.
- Feedback from parents and children has been very positive. Some children sent in thank you notes with their brochures and people are asking to do it again.
- Some of the participant locations from last summer are upset that they haven't been permitted to participate two years in a row. The locations were thrilled by the dramatic increase in visitors they received because of the program.
- A large number of companies and agencies are asking for brochure maps in bulk this summer.

F. Customer Focus

- The focus is to get large numbers of people to have a very positive experience on the bus. Smaller children had to be accompanied by adults who had to ride the bus also.

EL PASO MASS TRANSIT DEPARTMENT, SUN METRO Cont.

- Child care centers also had an opportunity to expose their children to mass transit while providing them an educational and fun experience for free.
- This program widely demonstrates to the community the doors of opportunity that mass transit opens.

G. Additional Information

- Putting together a colorful, understandable and informative brochure with a map was a challenging and important part of the process.
- The total investment including art work, printing, prizes and mailings totaled under \$10,000. Media advertising was all handled through co-sponsorship.

ERIE METROPOLITAN TRANSIT AUTHORITY
Erie, Pennsylvania

PROJECT TITLE

Workers Compensation Incentive



Description

We began a program to reduce costs for our insurance. Because of the success each year, additional incentives have been added.

EVERETT TRANSIT SYSTEM
Everett, Washington

PROJECT TITLE

Total Quality Awareness



Description

Additional descriptive material was not provided on this project. Please contact this agency, authority or property if you wish to get more information.

FORTWORTH TRANSPORTATION AUTHORITY, THE T Fortworth, Texas



PROJECT TITLE

Customer Service Emphasis

This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 120 Buses, 430 Employees
 Population of service area: 300,000
 In service since 1983

A. Genesis

- The Retreat/Budget action plan process produced a task force to concentrate on customer service. The goal of this task force was to make the property more sensitive to customer service issues.
- The goal of this program is to provide excellent customer service to all and to be especially prepared for difficult situations.
- One of the reasons for this program is that management often feels that customer service is taken for granted by operators and front-line employees. They believe that the challenges in customer service require a much higher level of skill than they did 20 years ago.

B. Planning

- The focus so far has been in training. The property has contracted for two training programs to be run for their managers and employees.
 - 1) Front Line Leadership
 - 2) Transit Ambassador
- So far, internal customers have been focused on because of the belief that what happens internally is reflected directly into what happens externally.

FORTWORTH TRANSPORTATION AUTHORITY, THE T Cont.

C. Implementation

- Along with the training provided by external firms, the operator refresher training has also had a renewed emphasis in customer service.
- Training has especially focused on customers with special needs. The property wants drivers to concentrate on working with those who suffer cognitive disabilities. The ARC (Association of Retarded Citizens) has applied for a grant with the FTA to fund "Project Act." This project would facilitate public transit use for those with cognitive disabilities.

D. Measurements

- Since this program is just getting underway, there are no measurements available yet. Those that will be used include:
 - 1) Customer complaints, both number and content
 - 2) Driver team performance

E. Additional Information

- The most unique aspect of this program is its recognition that service is everyone's business. Even mechanics and service attendants have to be aware of how their performance affects the customer.
- Costs are similar to other training programs. It cost \$12,000 to have trainers trained for the Transit Ambassador program.

PROJECT TITLE

Retreat/Budget Action Plan Process



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 120 Buses, 430 Employees
 Population of service area: 300,000
 In service since 1983

FORTWORTH TRANSPORTATION AUTHORITY, THE T Cont.

A. Genesis

- In 1985, the top management group met in a retreat setting to discuss strategy issues. From this beginning, the process has grown and evolved to involve more people and perspectives.
- The first retreat exposed needs for changes. At first, everyone was instructed to draw a picture of what the organization was and where it was going. The GM drew an octopus because he felt that he was doing too much. It became clear that more participative methods had to be utilized.
- The objective is now to receive substantial input into the budgeting process and to have the strategic planning process impact the way everyone in the organization does business.
- The greatest concern of program leaders was the task of generating willingness and momentum for change from managers and employees.

B. Planning

- An external facilitator was contracted to help in guiding the process of the retreats. The Director of Human Resources also does some of the facilitation.
- The process has been evolutionary with suggestions from one year guiding changes and improvements in the next.

C. Implementation

- The process begins each year with a retreat of mid-level managers. These managers hash out the most important issues that want to be addressed.
- At the same time, top management hosts a series of "live the mission" workshops where they meet directly with employees to gain their input into organizational goals.
- Top management then has their own retreat to process the information they have gathered from employees and middle managers and formulate the broad strategy for the property.
- Task forces are then formed around each strategy area to generate operational goals that will accomplish the strategies of the property. The task groups are composed of a core group of people who are closely involved with the specific area and all employees who want to contribute. Departments can also send representatives of their own choosing.
Initially the task forces were set up departmentally, now they are cross-functional.

FORTWORTH TRANSPORTATION AUTHORITY, THE T Cont.

- This year, the task forces that have been commissioned are:
 - 1) Customer Service
 - 2) Staff & Organization Development
 - 3) Fiscal Responsibility
 - 4) Growth
 - 5) Communication

- The task forces submit written recommendations to the top management executive committee who then work with the Human Resources Department to put together an Action Plan.

- This Action Plan serves as a guide for decision making and priorities throughout the year.

- The Action Plan is used in the evaluation process to mark progress for the organization, departments and individuals.

- The budget process is characterized by a 5-year rolling plan that includes long and short range goals. It is evaluated, updated, and extended one year every year.

- The budget process works together with the strategic planning process to provide a more "global" way of looking at budgeting.

- Individual departments use the Action Plan to form their own departmental goals.

D. Communication

- Departments receive a copy of the Action Plan to determine how it applies to their work.

- All retreat and meeting coordination is done with memos.

- Task Force meetings are advertised on the electronic board, in staff meetings, and in the weekly newsletter.

- The GM is involved in the planning of the retreats and participates actively.

- The Union is informed of all that happens and is invited to participate on the Task Forces.

FORTWORTH TRANSPORTATION AUTHORITY, THE T Cont.

E. Measurement

- Ridership has increased (#'s to come)
- Mid-managers look forward to their meeting each year. They have come to appreciate its power and usefulness.
- Outcomes of the process have led to the incorporation of three more cities into the property. Before long, it will be a regional system.
- Another outcome is a commuter rail to Dallas that is in the works.

F. Customer Service

- The internal customers are the managers and employees who gain a better understanding of what is happening in the organization and what is expected of their department and themselves.
- Externally, the rider is the beneficiary of the goals that have been set and accomplished. They enjoy an increased sensitivity to customer service.

G. Additional Information

- The most unique aspect of the program is the fact that so much energy and so many people are involved in the planning and budgeting process. This is also the strength and value of the program.
- One of the difficulties is the frustration that results when good ideas are not acted on at once. Often results take time to develop.
- For the future, the property has ordered a computer that will aid in processing & organizing information. It will also be helpful in keeping track of measurable results.
- The cost includes:
 - Consultant time
 - Pay for staff time
 - Organization and planning time in the HR department
 - Materials

FORTWORTH TRANSPORTATION AUTHORITY, THE T Cont.

PROJECT TITLE

Training and Organizational Development



Description

The Transit recognized the importance of investing in its employees. We are in the last phase of a company wide communication training program (Front Line Leadership/Working.) We will begin refresher training for bus operators and van drivers in June; we held orientation sessions on ADA company wide. These projects emphasize developing the "employee" at the Transit.

FRESNO AREA EXPRESS

Fresno, California

PROJECT TITLE

Inventory Control Committee



Description

This team building/participative management exercise was designed to reduce inventory in our shop. Service workers, mechanics and supervisors formed a committee to review the entire process including procurement practices, MIS effectiveness and diagnostic methods. The result was a 50% inventory reduction in 18 months.

GOLDEN EMPIRE TRANSIT DISTRICT
Bakersfield, California

PROJECT TITLE

Ambassador Program



Description

Ambassador Program is a volunteer effort, peer group oriented, system information effort.

GOLDEN GATE TRANSIT
San Rafael, California

PROJECT TITLE

Everyday Operating Philosophy



Description

Continuously respond to all passenger complaints, make service adjustments whenever feasible, sincerely commend drivers whenever appropriate, aggressively work toward termination of employees whose performance is substandard. Maintain all revenue equipment as if it were our private car. Public transit is all about people moving people.

GREATER BRIDGEPORT TRANSIT DISTRICT

Bridgeport, Connecticut

PROJECT TITLE

Bus Procurement Specification



Description

The following innovations will be incorporated on our new bus procurement which, to our knowledge, no other transit facility has on new bus buys, except the 6L71TA engine unceramitized. All innovations were specified to reduce among other factors, labor maintenance, parts procurement, and road calls.

1. Ceramitized engine combustion chambers.
2. Almost indestructible sideview mirrors.
3. 6L71TA Engine.
4. Bus will not go into gear under 85 lbs of air pressure.
5. All brushless motors including condenser, evaporator, defroster and circulator pump.
6. All engine and transmission filters cleanable. No throwaways.
7. Oiler on wheelchair-lift air system for more reliability.

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

Cleveland, Ohio

PROJECT TITLE

Customer Relations Training



Description

We maintain an extensive training program for our employees. Included thereunder are a number of programs and initiatives from a tuition reimbursement program to customer relations training modeled after Toronto's Transit Ambassador Program. We believe that extensive and effective training programs are critical to achieving excellence and quality.

PROJECT TITLE

Drive for Excellence



Description

Started in 1989 with focus on increasing ridership.

1. Basic to mission of agency.
2. Need to reverse long-term 10 year decline.
3. Easy to understand and grasp.
4. Positioned as our "business imperative" requiring us to change our way of doing business.

GREATER LAFAYETTE PUBLIC TRANSPORTATION CORPORATION
Lafayette, Indiana

PROJECT TITLE

The Frequent Rider Program



Description

Contract with apartment complex to offer all residents free yearly passes. The apartment complex pays a set fee for all.

GREENVILLE TRANSIT AUTHORITY
Greenville, South Carolina

PROJECT TITLE

CNG Alternative Fuel for Demand Cutaway (Proposed)
Enclosed Downtown Transfer Center
Special Vanpools



Description

Additional descriptive material was not provided on these projects. Please contact this agency, authority or property if you wish to get more information.

**CITY AND COUNTY OF HONOLULU DEPARTMENT OF
TRANSPORTATION SERVICES
Honolulu, Hawaii**

PROJECT TITLE

Monthly Bus Pass Sales



Description

We sell an average of 50,000 passes per month, and this large number is a significant accomplishment for a property our size. We have received excellent support from several private firms that sell our monthly bus passes as a public service at no cost to the City (a supermarket chain, a convenience store chain, a financial institution with branch offices, etc..) In addition, several employers are participating with us in a bus pass subsidy program for their employees.

INTERCITY TRANSIT

Olympia, Washington

PROJECT TITLE

Employee Internships



Description

Select employees (mostly bus operators) for temporary assignments in various departments, just like student interns. The program allows operators to see other areas of the agency, gives staff the opportunity to find out operators' perspectives on issues, and promotes employee development and internal advancement.

JACKSONVILLE TRANSPORTATION AUTHORITY
Jacksonville, Florida

PROJECT TITLE

Getting Youth Involved



Description

The goal of this project is to educate our youth about mass transit. Throughout the school year we sponsor field trips for students which include a bus ride to and from school, a tour of our facility including a trip through the bus washer and a ride on our new automated Skyway Express. On the ride to and from school, the students are instructed in the use of the system and its advantages. In the summer months we offer monthly and seasonal bus passes at a deep discount for youth 18 or under.

KANSAS CITY AREA TRANSPORTATION AUTHORITY

Kansas City, Missouri



PROJECT TITLE

Small Bus Conversion Program

This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 250 full size buses, 24 small buses
 750 Employees
 Population of service area: 1 Million
 In service since 1969

A. Genesis

- In the late 70's, the authority was expanding into lower density suburban areas. Standard size buses were not necessary in these areas so smaller ones were used. The authority negotiated with the union to pay a lower wage to those who would operate the smaller buses.
- In the mid 80's, declining ridership in central areas and financial pressures made it very attractive to the property to serve some routes with small buses that had been served by full-size buses.
- The objective of the plan was to enable the ATA to maintain a needed level of service to smaller markets while lowering operating costs.

B. Planning

- The toughest part of the planning was the negotiating of a new labor agreement that would pay drivers of the smaller buses 70% of what they would be earning in a full-size.
- Since the property didn't have much to offer in the way of concessions, they simply had to convince the union of the necessity of the program:
 - 1) That costs had to be reduced for the present level of service to continue.
 - 2) That the new agreement would not be disadvantageous to any operator employed at the time. No one would get a mandatory wage reduction. New buses would be manned through choice or attrition.

KANSAS CITY AREA TRANSPORTATION AUTHORITY Cont.

- It turned out that many operators chose to drive the smaller buses.
 - 1) Easier to operate; lower ridership; areas of less dense traffic.
 - 2) Better opportunities to get weekends off.
 - 3) More desirable hours, more straight shifts.
- Logistic concerns included:
 - 1) Availability; did smaller buses exist that would be durable in an urban environment.
 - 2) Public perception; people were accustomed to standard size buses.
 - 3) Would the small buses force lower capacity operations.
- Much time was spent in analysis of ridership and routes to make certain that the small buses would be very adequate for the routes they would serve.
- General Manager Dick Davis was the main promoter of the idea because it enabled ATA to justify not cutting service.
- The program achieved strategic objectives of cost control and tailoring service to the market.

C. Implementation

- The 24 small buses were acquired through the regular bus replacement program so there was never any net increase in buses.
- The new labor agreement allowed replacement on specific routes. An innovative agreement with the mechanics created a slightly lower wage scale for those mechanics who would work on the smaller buses.
- Except for the fact that the buses are smaller, operations continue as they did before.
- In spite of the concerns, it turned out that riders reacted favorably to the new service. Comments have been positive and other neighborhoods have requested the change to small buses. Some of the reasons include:
 - 1) The smaller buses are quicker and more maneuverable.
 - 2) They are also less obtrusive on smaller streets and in residential neighborhoods. There is a good fit with the areas they serve.

KANSAS CITY AREA TRANSPORTATION AUTHORITY Cont.

D. Communication

- The GM has been very pleased with the fact that the program is very visible and projects an image of an agency that is flexible and responsive to the public it is serving.
- The program has been marketed as a novelty.
- Direct mail was used to contact all residents who were within 2 blocks of routes that would be affected.
- On bus promotional materials advertised the program to riders.
- Some space in local newspapers was purchased to publicize the program.

E. Measurement

- Per mile operating costs (fuel and tires) are cut from \$.25 for a full size vehicle to \$.17 for the small bus - a 32 percent savings per mile.
- The ATA small bus program has expanded to 10 routes that totaled more than 700,000 miles in 1991.
- Hourly labor cost to the authority (salary & benefits) on a small bus is \$13.54 compared to the per hour cost of \$19.70 for a large bus.
- Currently, 9.2% of operators receive this lower wage.
- Three maintenance employees service the smaller buses at a 9% lower wage.

F. Customer Focus

- Through this program, the property has been able to serve riders located in "nitch" markets.
 - 1) Isolated neighborhoods and those between routes of large buses could have lost service. Instead they now have a special service of their own.
 - 2) Some areas that were impossible to access with full-size buses are now receiving service for the first time.

KANSAS CITY AREA TRANSPORTATION AUTHORITY Cont.

G. Additional Information

- The most unique part of the program has been the negotiated change in the labor contract that makes the program such a financially practical option.
- The small buses have fit in nicely to the organization and the community.
- Editorials in the local newspaper and politicians have praised the plan as an innovative way to save the peoples' money without cutting service.
- A future objective is to identify other routes that could be converted. They are now not looking at just specific routes but also by day of the week and time of the day.
- The major investment in this program has to do with time for negotiation and planning. The buses were bought replaced in accordance with the regular program.

KNOXVILLE TRANSPORTATION AUTHORITY, K-TRANS
Knoxville, Tennessee

PROJECT TITLE

Bus Hailer



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 78 Buses, 154 Employees
 Population of service area: 200,000
 In service since 1967

A. Genesis

- Sandy Booher, manager of the Low Vision Program at the Office on Aging, made a plea to the Citizens Advisory Committee at KTA (that she was a member of) to devise a way that visually impaired people, like herself, could access the system more easily.
- To that point, visually impaired riders simply had to hail every vehicle that appeared to be or sounded like a bus.
- Sandy also met with GM, John Andrews and brought her issue before the Board.
- As a result, the Marketing department was given the charge to design a system to aid the visually impaired.

B. Planning

- The Marketing Department was concerned about how they would come up with an affordable and practical system.
- They did some research and examined the program of another property. They tested every idea they had with visually impaired individuals in the area. Since this was a program designed to serve that small segment of the population, it was essential to receive their direct input. The users themselves had the last word.
- The constraints were that it had to be affordable and compatible with the desktop publishing capabilities of the in house computer.

KNOXVILLE TRANSPORTATION AUTHORITY, K-TRANS Cont.

- Once the idea for the hailing cards was found and accepted, the biggest hurdle was to find someone to do the braille for the backs of the cards and the instructions.
- A volunteer from the county school system named Janie House agreed to do all the braille work. She donated over 70 hours of tedious labor to get it done.
- This program is in line with the strategic direction of the property which is to provide safe, reliable and affordable transportation service to all the public. The bus hailer is a tool to serve better one segment of the public.

C. Implementation

- The hailer is not just for the severely blind. It is for all those who are visually impaired enough to have trouble identifying which bus is approaching.
- Anyone who requests the bus hailer cards from an agency or the property itself receives a kit.
- Every kit contains a separate 3 1/2 by 6 1/2 inch laminated card for each bus and trolley route, as well as an instruction sheet in Braille. Members of the marketing department staff and bus operators are also prepared to explain how the program works vocally.
- On the front side of each card a K-Trans route number is printed in large bold letters, and on the other side the route number and K-Trans telephone information number are printed in Braille.
- Visually impaired passengers signal for the bus by holding up the front side of the hailer toward the direction from which the bus is approaching, and as the appropriate bus advances, the bus operator will see the passenger with the hailer and pull over to make the pick up.
- When any driver sees a rider holding a card, they call to the driver of the route shown to alert them of that rider. If the rider is not on the route shown on card, drivers take immediate action to correct the situation. Action steps range from taking the individual to a transfer point to having a car sent out to take the individual where they need to go.

D. Communication

- To kick the program off, a large news conference was held that included comments from the Mayor and a demonstration of how the program works. Representatives of various groups who represented the visually impaired were present.

KNOXVILLE TRANSPORTATION AUTHORITY, K-TRANS Cont.

- This news conference and various press releases have resulted in a large amount of positive press.
- Agencies are very aware of the program and communicate it to those in need. Much of the communication is by word of mouth.
- All employees who work in contact with customers, including drivers, have gone through training on the program.

E. Measurement

- The largest measure of success has been the enthusiastic acceptance by the visually impaired public. Whenever a voiced need of the customer has been fulfilled, it is a success.
- So far, over 50 packets have been sent out from the Marketing Department directly. Agencies and centers for the visually impaired have a supply on hand to distribute.

F. Customer Service

- Service to the visually impaired customer has been significantly enhanced.
- The program was the direct result of a voiced customer need. The whole process demonstrates the property's sensitivity to the needs of its customers.

G. Additional Information

- The most unique aspect of the program is its simplicity and usefulness.
- The project received the Award for Outstanding Service from the Knoxville Advisory Council for the Handicapped.
- Since the property already had the computer production capabilities, the total cost including a laminating machine and laminate did not exceed \$500.

REVIEW OF REPORT ON *CELEBRATING EXCELLENCE*

This study focused on excellence --- and drew on concepts espoused by the private sector and by experts such as Tom Peters.

88 transit systems are included in this report. Of these, there are write-ups for 29 transit systems that are doing things that are (to a greater or lesser extent) TQM. I grouped them into three categories:

- Strong - 5
- Good - 7
- Maybe - 17

The "strong" are clearly TQM they involve teams in problem solving to improve customer satisfaction and/or work processes. Some of these are called Total Quality Management others have different names.

Both Madison and PAT are in this group. Interestingly, Baltimore and Seattle are not included in the book at all. This goes to show that everything that could be included as TQM was not found in this study.

The "good" have aspects of TQM but weren't clearly TQM. If elements of TQM appeared to be absent or if the information was insufficient to tell, I marked it good rather than Strong. If we knew more some of these could move up.

The "Maybe" group is the largest. Either they are not close enough to TQM or the information is too scant to tell.

Some of my concerns I have after reviewing this report are:

- We cannot afford to redo or expand this effort on our budget. I believe this was a \$90,000 study.
- We need to have a far more concise way to summarize our findings than they used. Some are a paragraph others go on for pages.
- We should provide the name and address of the transit system and ideally the name of a contact person. If bothers me with the FTA report that following up with the program will be hard since no contact names or phone numbers are provided. We need screening criteria to identify which transit systems are and are not pursuing TQM.

Everything a transit system does to improve performance is NOT TQM.

Even improvements designed with the customer in mind "customer focused/oriented" improvements are not necessarily TQM.

Every program that has the word quality or excellence in its title is not necessarily TQM.

I believe we have to assume that any "program" that is identified as TQM has top management commitment. Therefore, we can't use that as a criteria for selection.

My concern here is that we are sending out a survey, asking people if they are pursuing TQM; they may say yes and give us the name of a contact. Then we need to follow-up to get more information so we can report on (non-documented examples of) transit systems pursuing TQM. We can't include everyone just because they say its TQM. To screen transit systems we need:

- screening criteria
- descriptive information about what they are doing

SCREENING CRITERIA

1. Employee teams for problem solving. (The efforts should not just be top and middle management directing employees.)
2. Emphasis on improving: customer satisfaction with service and/or work processes.
3. Focuses on quality performance or excellence.
4. Includes employee training that emphasizes empowerment and problem solving

The first two criteria are the more important.

INFORMATION FROM TRANSIT SYSTEMS ON THEIR TQM EFFORTS

I think we should wait until we get the survey responses back to see how many organizations say they are doing something with TQM. Then we need to put the ball in their court to have them briefly describe their efforts in writing. Transit systems that have just been through this drill with the *CELEBRATING EXCELLENCE* could be exempted except for those that say you have to contact the transit system for information.

KNOXVILLE TRANSPORTATION AUTHORITY, K-TRANS Cont.

PROJECT TITLE

Shop-N-Ride



Description

Shop & Ride works like this: Participating merchants agree to provide their shoppers with a free ride home on a K-Trans bus when the shopper spends a minimum of \$10 in a participating store. Passengers present a Shop & Ride card, which is available from bus operators and merchants, and a cash register receipt at a designated area, such as the service desk in each store. The store will stamp the card, and the shopper will use it for a free ride on a K-Trans bus. At the end of each month, K-Trans invoices each participating merchant for the number of cards collected.

The program is transferable in any transit system providing service to retailers. We have an exact numerical history of passenger participation to document the success of Shop & Ride. The Shop & Ride project involves is a partnership consisting of K-Trans, local merchants, and passengers. K-Trans has held news conferences to announce new participants in Shop & Ride.

LONG BEACH TRANSIT

Long Beach, California



PROJECT TITLE

Community Relations Video

This project was reviewed in depth for consideration for inclusion in video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 180 Buses, 550 Employees
 Population of service area: 550,000
 In service since 1963

A. Genesis

- Like many transit systems, LBT annually surveys customers to gauge their perceptions and opinions of service quality.
- This survey is contracted out and includes a random phone interview with the whole community, and face to face interviews with riders.
- The survey focuses on individual service questions and also open ended questions to solicit suggestions.
- The statistical analysis and number crunching can become abstract. The findings had always been presented to the organization, but without much impact.
- Management wanted to make it more of a real and living project for employees and the Board. So after a brainstorming session, they decided to have a video produced in which customers, in their own words, summarize their perceptions of LBT - good and bad.
- The objective of this program was to make the statistics "come to life" in a way that would have lasting impact on employees.
- Some executives were concerned because any time the feedback function is turned over to a third party, it is risky.

LONG BEACH TRANSIT Cont.

- The property hired a cable company that could do the work quickly.
 - 1) They were given a copy of the survey questions.
 - 2) They were told to get everything, warts and all.
 - 3) They were instructed not to include any "slick" graphics.
- LBT instructed the company to leave the video with an amateur look. They didn't want employees to feel like it was a polished commercial.

C. Implementation

The video is presented along with the statistics and breathes life and meaning to the numbers.

- It is shown to all operators in annual training sessions, and helps them really listen to what customers are saying.
- The video was also shown to managers in special sessions. It was deemed as especially important to expose managers to the customer in this way because, unlike operators, they are generally insulated from contact with customers on a day to day basis.
- It was also very important for maintenance employees to experience direct feedback.

D. Measurement

- In this case, success has been gauged by the feedback received from groups that have been presented to. All participants are asked for direct feedback. It has been very positive, especially from an emotional standpoint.

E. Additional Information

- Next year the property will produce the video themselves.
- The cost of the video was \$1,500. It will be done less expensively in house.

LONG BEACH TRANSIT Cont.

PROJECT TITLE

Managing Motivation



Description

Additional descriptive material was not provided on this project. Please contact this agency, authority or property if you wish to get more information.

PROJECT TITLE

Strategic Planning



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 180 Buses, 550 Employees
 Population of service area: 550,000
 In service since 1963

A. Genesis

- The property had run a "staff development" training program starting 5 years ago. During this program, the staff showed interest time and time again in the strategic goals and aims of the organization.
- The property did not have any formal or written strategic plan.
- The community had very stable demographic situation for a long time. As a result, little change was done within the system. However, starting in the early 80's, huge demographic changes occurred. These changes caused management to re-examine its purpose and service.
 - The community went from being 75% anglo majority to having no majority.
 - 40,000 cambodians had arrived in the last 10 years.
 - Large numbers of hispanics and asians were arriving.
- A cross section of 8 people from the organization were brought together 2 years ago to examine the strategy and direction of the property and to ask themselves where they thought the property should be in 3,5, or 10 years.

LONG BEACH TRANSIT Cont.

- Initially, the largest concerns were:
 - 1) Resistance to change. People had done things one way for a long time.
 - 2) Difficulties with the "process" of strategic planning.
- The purpose of the elaborate process was to create broad strategic directives and bring them down to a "2 foot plan" for each department and employee. A "2 foot plan" is the smallest goal we know we can accomplish that will take us a tiny step in the right direction.

B. Planning

- The original "strategic planning" group took 8 months to put together a proposed strategic plan. Strategic planning consists of thinking about how to get ready for the future by answering the following questions:
 - What are the characteristics of our marketplace?
 - Who are our major customers?
 - How did they become good customers?
 - What will keep them as our customers?
 - What will drive them away?
 - What are the threats to our growth and stability?
 - Are there unexplored opportunities in our marketplace?
 - What are our organizational strengths and weaknesses?
 - How can we match our strengths with opportunities in the marketplace?
- There were several times when the group got bogged down and needed a consultant to help smooth out their process.
- As part of this original strategic planning, managers were commissioned to delineate values as to how we work together and treat one another. This statement of the property's "culture" guides interactions between employees and customers and is shared with recruits up front.
- The draft that resulted was examined and refined by the Board, the executive group, and employees on all levels of the organization. You can't "just hand out" this type of a document. The objective of this process was to generate understanding and commitment.
- A video that included a discussion around the purpose and process behind strategic planning was produced. This production served as an introduction to all.

LONG BEACH TRANSIT Cont.

C. Implementation

- Every year, an executive team re-examines the strategic plan. To do so they receive input from employees (especially operators) and they examine changes in the environment.
- Input is received in yearly training meetings. Each new employee is also exposed to the strategic plan as part of their orientation.
- The strategic plan includes:
 - 1) A mission statement
 - 2) 3 to 5 year goals and objectives
 - 3) An action plan with corporate objectives
- When the new plan is approved for the year, each department prepares their action plan for how their department is going to help the organization achieve its goals. The action plans of every department are sent around to every other so there is high awareness and opportunity for input before the final draft is completed.
- How each action plan is formed is left up to the department with the expectation that everyone will be involved in the process.
- An organization wide meeting is then held and departments present their action plan for the coming year. Departments may also report on how they measured up to last years plan.
- The action plan is not set in stone, but any changes have to be approved and the departments are committed to what they have put on paper.
- The strategic plan and value statements should be considered with every decision and action that is made within the organization.

D. Communication

- The yearly community survey that Long Beach Transit does produces results that have significant impact in the formulation of the strategic and action plans.
- The union is kept informed of program.

E. Measurement

- Success is looking back and seeing specifically the objectives that have been achieved. To see how much of the big picture has been accomplished.

LONG BEACH TRANSIT Cont.

- 95% of customers rate the system as good or excellent. 95% of non-riders to also. However, there are no comparable statistics to compare with before the program was in place.
- The most pleasant unexpected outcome has been the more thorough understanding of the corporate culture and values that all employees have gained.

F. Customer Focus

- The strategic plan has focused decisions on the customers and how they will be impacted presently and in the future.

G. Additional Information

- The most unique aspect of the program is that it involves so many people in the process of planning.
- Future changes will be those produced by the process in an evolutionary manner.
- The dollar cost is mainly in the staff hours that an in-depth strategic analysis requires. The video on strategic planning required buying studio time.
- The indirect cost is commitment to the process and willingness to allow controversy and let issues be discussed as they arise.

MADISON METRO TRANSIT SYSTEM

Madison, Wisconsin

PROJECT TITLE

Service Routes



Description

This is a new service primarily designed to serve the elderly and disabled, but open to everyone. The concept originated in Sweden and Madison is the first US city to try it. The concept can be used to meet ADA requirements and increases mobility opportunities for the elderly and disabled.

PROJECT TITLE

Total Quality Management (TQM)



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 189 Buses, 370 Employees Urban area
Population of service area: 240,000
In operation by the city since 1970

A. Genesis

- The transit operations are part of the city government structure. They were asked in 1985 by the University of Wisconsin if they would be interested in trying TQM.
- The objective of Madison Metro in adopting the principles of TQM was to try to improve their responsiveness and service to the customer.
- The challenges that the property was facing included increasing costs and decreasing ridership. As suburbs grew and city demographics changed, Madison Metro was not making the adjustments to serve the community correctly.
- In addition to those problems, distrust and animosity lingered between union and management as a result of the longest strike in the state's history that occurred in 1980.

MADISON METRO TRANSIT SYSTEM Cont.

- The barriers to success included:
 - 1) A mayoral candidate had used TQM as one of his platform issues. As a result employees felt that it was more of a political tool than a serious program.
 - 2) Employees were reluctant to embrace a program seemed to have been imposed from on high.
 - 3) Proponents wondered if they would be able to convince the board that the investment in TQM would be worthwhile.

B. Planning

- A grant was received from the FTA that allowed the property to hire a consultant that did much of the initial training, research and organizing.
- A combination labor-management committee acted as a steering committee over the process.
- In reality, no formal strategic planning had been done before the TQM effort. In fact one of the greatest benefits of TQM was that it forced decision makers to look to the future and think strategically. The GM explained that, "before TQM, the budget process drove what we did, now our strategic plan drives the budget process."

C. Implementation

- The driving force behind the evolution of the project was the need to utilize the people who were closest to the processes for information and problem solving.
- The property struggled with several methods of increasing participative decision making and finally fell upon a structure used by Florida Power and Light. This structure was composed of:
 - 1) The Coordinating Committee
 - Made up of top management and union stewards.
 - Meet weekly to compose long range vision and planning.
 - 2) Cross Functional Team
 - Made up of one representative from each functional unit.
 - Deal with daily work life issues and problems that span functional units.
 - Meet bi-weekly for 1 1/2 hours each time.
 - 3) Functional Teams
 - Consist of 8-9 rotating employees from each unit.
 - Address the issues they select.
 - Meet no more than once a week and not less than once a month.

MADISON METRO TRANSIT SYSTEM Cont.

- Route and schedule changes were implemented in October of '90 with the input of employee teams. These were the first changes that had been made in 11 years.

D. Communication

- At least one third of the employees participated in at least one day of TQM training.
- Madison Metro's in-house newsletter, the "Park and Read," includes a monthly update on the progress of the TQM project.
- Through much trial and error, the GM has learned important methods of instilling ownership:
 - 1) Be patient! A simple factor of time is necessary for workers to adjust the way they look at their own work and their relationship to the organization.
 - 2) Guide the teams into tackling small projects at first that have good chances for success.
 - 3) Let them do it! Empowered workers need to be left to make their own decisions and to experience the consequences of their own actions.
 - 4) Be good to your word! Think through your statements and promises completely and then be true to them. If you can't walk your talk, employees will see it as just another attempt to manipulate them that isn't worth the effort.
- Commitment from the top has been essential. The GM of Madison Metro is an active member of the coordinating committee, but not the chair. He believes that his role is to take the recommendations of the functional and cross functional teams and make them realities.

E. Measurements

- A baseline organizational assessment was performed by the local University in August of 1991. The follow up assessment has not yet been performed.
- Miles between road calls has increased from 2,900 in 1989 to 4,500 presently.
- Between '81 and '89, 1/3 of the ridership was lost. From '89 to '91, it rose 1/2% and from '90 to '91, ridership increased 3 1/2%.
- The organization is in the process of developing valid and meaningful statistics to measure performance.

MADISON METRO TRANSIT SYSTEM Cont.

F. Coordination

- The union has been involved in every step of the TQM process.
- The union helps determine team membership. Union involvement is essential to ownership because employees can't rationalize that just "management cronies" make up the teams.

G. Customer Focus

- The ultimate customers of this program are the riders who are getting a higher quality and more responsive service. The taxpayers of the community are the secondary customers.
- The program has not been widely publicized for political reasons. Since TQM was an important part of a mayoral candidate's platform, public announcements would be seen as partisan support.
- The property believes that the ultimate source of community feedback will be manifest in ridership numbers.

H. Additional Information

- The most unique aspect of this program is that it manifests the power of using common sense, treating people fairly, and recognizing their worth.
- Negative reactions include the claim that TQM is a management device used to control workers and break the union.
- The biggest obstacle has been the search for the most effective organizational and TQM structures to address and attack problems.

MADISON METRO TRANSIT SYSTEM Cont.

- Investment:

- Hard Costs

- An initial FTA grant of \$40,000 went for training and consulting.
 - The organizational assessment tool cost \$5,000 to have administered and interpreted.
 - The annual cost to have a full time organizational specialist in house is \$40,000/year. (salary and benefits)

- Soft Costs

- Wages for time in team meetings.
 - Some workers time will have to be replaced with overtime.

A program of this nature must be looked at as a long term investment in your personnel that will pay multiple dividends over time.

MASS TRANSPORTATION AUTHORITY, MTA Flint, Michigan

PROJECT TITLE

Bus Air-Up System



Description

The MTA has a bus air-up system to maintain air in its buses while parked in the garage. A system of pipes and quick-connect hoses on reels installed on the garage ceiling deliver air from a compressor. This eliminates engine idling while waiting for the buses to air-up before their first run. Exhaust pollutants are thus reduced in the facility. The system also reduces wear and tear on the bus air bags so that they don't have to be replaced. The project is transferable, measurable in terms of reduced maintenance on buses and facility, accessible and photographable.

PROJECT TITLE

Employee Incentive Program



Description

Hourly employees at the MTA receive a combination of base wages and incentives. Bus operators receive both individual and group incentives. Maintenance employees receive the same group incentives as bus operators plus individual proficiency payments. Incentives are transferrable to other properties and are measurable in terms of performance improvement, participation and cost. It is of interest to employees and to the community and its taxpayers, because it promotes cost effective performance. The MTA has been recognized in the transit industry for this program.

MASS TRANSPORTATION AUTHORITY, MTA Cont.

PROJECT TITLE

Strategic Plan



Description

This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 52 Buses, 44 Dial-a-Ride Vans
 150 Employees
 Urban
 Population of service area: 300,000
 In service since 1971

A. Genesis

- Users of the transit service, including the Local Advisory Committee, were expressing many concerns about unmet needs. The Local Advisory Committee was an informal assembly of user group representatives appointed by the board to advise the board.
- The property at the time was facing the crunch caused by funding levels not **keeping up** with the needs for maintaining or expanding service. The property was forced to **make cuts** in their service. The public didn't want to accept such cuts.
- The property needed to gain the support of some elected officials to help get a **millage levy** on the ballot. Leaders were not eager to associate themselves with any **kind of tax increase**.
- The objective of the strategic plan was two fold.
 - 1) The property wanted to formalize the manner in which the Local Advisory Committee could make requests.
 - 2) The property wanted to get input from the entire community about **transit needs**.

B. Planning

- The GM was the driving force behind the plan. He proposed a strategy and was personally involved in every meeting. He was instrumental in taking the plan to the board and gaining their approval.
- The GM also worked closely with a consultant who had been contracted to help refine the process and provide an objective opinion in decisions.

MASS TRANSPORTATION AUTHORITY, MTA Cont.

- One of the biggest concerns at the onset of the project was how to communicate the information to the community at large. Communication was essential since the idea was to reverse the usual practice of having the staff plan for the community.
- The community was informed of the plan through a direct mailing to over 100,000 households. This mailing was followed up with news releases and advertisements on TV and radio.

C. Implementation

- The communication effort was to inform everyone within the county of the public meetings that were going to be held in each area. These meetings were going to provide a forum for communication between the public and the property.
- The meetings were attended by 1-2 director level representatives and a clerk to take notes. It opened with a short presentation and slide show. Then the floor was opened for questions. Since most meetings had between 10 and 15 participants they could be conducted in an open discussion format.
- Twenty-nine of these meetings were held and all issues and suggestions were noted.
- The next step was to organize 14 focus groups by interest. These areas of interest included business, elderly, handicapped, and other social services. The appropriate issues that had been generated in the first round were presented to the focus groups for them to prioritize.
- The third step was to bring together a group of representatives (30-40) from each focus group to a workshop. This workshop was run by the consultant. Six round table discussions were organized to bring the interests together and set up overall priorities.
- They didn't emerge with many specific recommendations, but an overall sense of priorities were established. They included:
 - 1) That service in an area should be in proportional to the population, need, and financial support offered by the area.
 - 2) The board should be expanded to have more equal representation.
 - 3) Public transit should first meet serve those who need it most.
- While most of the recommendations were not surprising to the property, the process had the desired affect of generating public understanding and support. The program was utilized the idea that when people participate in an effort, they will feel more attached to the effort and be more inclined to help bring solutions to pass.

MASS TRANSPORTATION AUTHORITY, MTA Cont.

- The property had hoped initially to have a county wide millage election. However, it was scaled back to only be on the ballots of 5 cities. Three of the cities wanted to run the campaign without the direct involvement of the property and were defeated.
- Only two of the cities, including Flint, approved the millage.

D. Communication

- Employees and Union leaders participated in one of the focus groups to discuss and prioritize issues.
- There was appropriate formal communication within the organization.

E. Measurement

- The bottom line was that the community and political support was raised enough to get the issue on the ballot and get it passed in two cities.
- Since the main objective was to generate buy in and support through the process, success is very hard to measure.
- Surprises included the fact that meetings and the results they produced were so positive. Exchange of information tends to build a common respect and understanding. As a result, the property was viewed less as a cold bureaucracy and more as a sensitive servant of the community.

E. Customer Service

- The customer was seen as the entire population of the service area. The MTA considered every citizen as one who had valuable ideas to contribute.

MASS TRANSPORTATION AUTHORITY, MTA Cont.

F. Additional Information

- The most unique aspect of the program was the sheer magnitude of viewpoints and ideas that were solicited, considered and prioritized by the community.
- If they were to do it again, they would have taken a slower pace. As it was, the entire operation from the original planning meeting to when the final recommendations were approved by the Board took 5 months.
- The approved plan is 5 years in scope and has only been partially implemented to this point. As that term comes to a close they will consider doing a similar project.
- Areas that were not covered by the initial millage election have been encouraged to find ways to join.
- The total cost including mailings, advertisements and the consultant was right around \$100,000.

METRO ATLANTA RAPID TRANSIT AUTHORITY
Atlanta, Georgia

PROJECT TITLE

Strategic Customer Service Plan



Description

Additional descriptive material was not provided on this project. Please contact this property, agency or authority if you wish to get more information.

METRO AREA TRANSIT

Omaha, Nebraska

PROJECT TITLE

Safety Award Program (Stamps & Traffic Light)



Description

Effective January 1, 1992, Metro Area Transit will implement a Safety Award Program. The Safety Award Program is designed to heighten employee awareness and concern for safety, and provide recognition for an employee's safe work performance. By reinforcing such behavior, the probability that it will be repeated by all company employees is increased. The program will operate under a "Safety Stamp System". Safety Stamps will be issued to all employees on a quarterly basis upon attainment of established goals. Each stamp equates to approximately \$1.00 value. A Stamp Redemption Catalog containing various awards will be issued to all employees. As part of the Safety Program, a "RED LIGHT/GREEN LIGHT" Program has been implemented to increase safety awareness. Safety is a state of mind. Accidents do not happen, they are caused by an unsafe act or an unsafe condition. A regulation traffic signal has been installed in the Dispatch area to alert employees of all lost time accidents. A Red Signal is activated when there has been an injury resulting in lost time from work. A Green Signal indicates no employee accidents. The Yellow Signal is activated to alert employees of adverse driving conditions.

METRO REGIONAL TRANSIT AUTHORITY

Akron, Ohio



PROJECT TITLE

Teambuilding / Task Groups and Committees

This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 178 Buses, 308 Employees
 Population of service area: 550,000
 In service since 1974

A. Genesis

- Before the new general manager, J. Barry Barker, began his tenure, he met with each of the board members one on one to get a feel for their expectation and to ask if they would be willing to participate in an off-site retreat to formulate the mission of the property. Mr. Baker was convinced of the importance of pushing decisions down as far as possible.
- Before his arrival, management was very autocratic and union relations had been very adversarial. The Board was looking for a change. They wanted METRO to be a friendlier place to work.
- The mission statement that was formed by the Board of Trustees and the top management staff at the retreat was: "We are well-managed, highly motivated, highly capable and fiscally responsible."
- Eight critical success factors were defined as guiding principles that could be used to achieve the mission. One of those success factors was to use teams so employees could take part in and own the decisions that affected them.
- The objective of the program was to get people to think.
- Three activities were conducted to kick the effort off:
 - 1) The top management retreat to plan objectives and action plans.
 - 2) A separate supervisors and foremen workshop to work on specific issues.
 - 3) A needs assessment survey to all employees.

METRO REGIONAL TRANSIT AUTHORITY Cont.

- The findings of the survey indicated that employees wanted more information, better relationships with supervisors and other employees, and more training.
- The biggest barrier was getting all the "old guard" management to buy in. Change is difficult within organizations.
- A facilitator helped out with the retreat and has been kept on to do teambuilding and help with process issues.

B. Planning

- The program has progressed in an evolutionary form. Committees are formed as needs arise and as people are willing to participate. The philosophy is to eat an elephant one bite at a time.
- Input is gathered from all areas to determine the makeup of a team. Appropriate managers are included as well as employees. Employees generally serve a 2 year term. When the term comes to a close, interested applicants have their names drawn from a hat.
- When a committee is formed, they receive a "charge" from management outlining their area of responsibility. Then the GM steps back and lets them go to work.

C. Implementation

- Committees are formed as needs arise. The ideas for committees may come from the GM, management, union, or employees.
- Project-oriented teams were formed: Smoking Policy Committee, Uniform Selection Committee, Tool Committee, Safety Committee, Security Committee, Employee Educational Assistance Committee, Resources Policies and Procedures Task Force, and Special Events Committee.
- The safety committee was the first to form. Members came from all over the organization. The two unions were kept informed right from the beginning. In fact, one of the union stewards was on the first team. The chair is elected for the term of one year. Chairpersons have included: a dispatcher, an operator, and the union steward. The team now meets bi-monthly.
- Three work teams have been initiated at METRO: Vehicle Service Team, SCAT (para-transit) Team, and Mechanics Team.

METRO REGIONAL TRANSIT AUTHORITY Cont.

- The Vehicle Service Team spawned a Clean Bus Committee which includes both operators and mechanics in efforts to keep the buses clean.
- The Vehicle Service Team meets every two weeks and productivity is reviewed. The team once spent an enthusiastic 1/2 hour talking about the best way to get gum off the floor of a bus.
- As a result of the SCAT team, operators have been spending time in SCAT's dispatch office and scheduling and have gained a whole new appreciation of how difficult those jobs are.
- Attitude was poor and the Mechanics Team had difficulty functioning at first. Under a new Director of Maintenance they have dropped back to the task-oriented committee (tools-inventory) stage and cooperation is building.
- The leadership of work teams is one of the most critical ingredients in determining success. Instead of managers initiating, organizing, dominating, and controlling, they must learn to encourage employees to evaluate, initiate, and set goals.
- Teams that form now generate energy on their own and take right off. In the opening meeting of the training committee this week, one of the union officials stood up and asked: Now that we've gotten rid of the we-they mentality with management, what are we going to do about motivating low performers.

D. Communication

- Open lateral communication is one of the main purposes of the program. Teams and committees are formed to get people talking openly about problems and solutions.

E. Measurement

- All work teams have concrete results to show for their efforts. To give an example, the SCAT Team has implemented the following improvements:
 - 1) Added information to log to help operator plan pickups.
 - 2) Clerks are asking for more information that operators need to better service their riders.
 - 3) Changed some radio procedures to expedite communications.
 - 4) Upgraded SCAT training for new operators.
 - 5) Conducted seminar on health risks, specifically dialysis and AIDS.
- Since the safety team started, accidents have decreased; 22% in '90 and 6% more in '91.

METRO REGIONAL TRANSIT AUTHORITY Cont.

- The greatest success has been where employees have taken ownership and responsibility for improving METRO and as a result have seen how they can impact METRO. There is a tremendous personal growth which results in improved employee functioning.
- In the last customer service poll, 91% rated drivers courteous or very courteous.
- Many new operator trainees have stated their amazement in "how people seem to be smiling and enjoying their jobs.
- One of the most astonishing outcomes is that the majority of time committees are meeting on their own time off the clock. Teams work into the evenings and on Saturday and Sunday. This is a strong manifestation of the energy that develops through participation
- Ridership and miles between roadcalls are up, absenteeism is down.
- The activity committee raised its own money so the property could have an entry in a charity Go-Kart race. The driver of the cart just came in to the GM's office with a buzz cut and the METRO logo shaved in the back of his head.

F. Customer Focus

- 1992 has been declared as the "Year of the Customer." The residents of Summit county are the customers and have been better served.
- All teams make their decisions considering how the customer is affected.
- The GM has heard operators calling their co-workers to make sure passengers can make their connections.

G. Additional Information

- The most unique aspect of the program has been the willingness of employees to cooperate and pitch in their time and energy.
- The effort is also creative because it doesn't get locked into any one dogmatic style.
- In explaining participative techniques to employees, it is important to keep the language simple and not to use big words that make people confused and suspicious.
- The Union President and GM received an award together from a local group for improved labor relations.

METRO REGIONAL TRANSIT AUTHORITY Cont.

- 55% of residents voted a 1/4 cent sales tax to properly fund the property.
- Media attention has been overwhelmingly positive.
- The total investment for the three years has been under \$75,000. This figure has been kept low because so much of the committees meet on their own time.

PROJECT TITLE

Win/Win Negotiating



Description

We utilized a problem solving win/win technique to negotiate our last labor contract. A jointly chosen facilitator met separately first and then jointly with management and union. The proposing party had to explain why they wanted a particular contract provision and trade-offs were not allowed. Several unique contract provisions came from this approach: our COLA allowance was changed to one based on sales tax receipts, the first raise was deferred 5 months even though we had passed a sales tax the previous fall and job classifications loosened up including extra board fill-ins (a step half way between part time and full-time), part-timers could fill-in for vacationing vehicle service employees and operators could fill-in as supervisors. The result was a significant cost savings because of increased flexibility and reduced unscheduled overtime. The benefits of increased trust and the shift to a more long-sighted viewpoint cannot be underestimated. The project is transferrable. We received a community, labor-management relations improvement award for our efforts.

METROPOLITAN TRANSPORTATION AUTHORITY
New York, New York

PROJECT TITLE

Quality Management



Description

Market research, customer service task forces, marketing, service integration task force and initiatives. Integration of internal and external (customer) performance measures, police order maintenance efforts.

METROPOLITAN TULSA TRANSIT AUTHORITY

Tulsa, Oklahoma

PROJECT TITLE

Bus Rides For Lunch



Description

Team Building Service Development Department employees use the bus each month to eat lunch together. The intent of this effort is to ensure staff has hands on experience in using the bus. This allows staff to have a better feel for the diversity of riders on the bus, what problems can arise when using the bus, and share time together outside the office in a relaxed atmosphere. This simple effort gives each employee a better understanding of how our system works and improves the relations between our customers and staff.

PROJECT TITLE

Ozone Awareness Program



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 84 Buses, 180 Employees
 Population of service area: 370,000
 In service since 1968.

A. Genesis

- Tulsa had been an air pollution non-attainment area until 1988. The City-County Health Department issued a report stating that exceedances were threatening to cause Tulsa to be in non-attainment once again.
- According to the report, automobiles account for approximately 70% of the ozone producing emissions. The report suggested measures including voluntary reduction of personal automobile use, increased use of mass transit, increased carpooling, and refueling during specified hours.

METROPOLITAN TULSA TRANSIT AUTHORITY Cont.

- Tulsa transit read the report and was alerted of a committee that was being put together to address issues of ozone compliance. The property requested and was granted a seat on that committee.
- The National Ambient Air Quality Standards for ozone is 0.12 parts per million. The Federal Clean Air Act specifies that an area must not exceed the standard more than one time per year averaged over a three year period.
- From August 1990 through June of 1991 two of the three stations had two exceedances at each site and a third exceedance at either of these sites prior to January 1993 would likely result in Tulsa's redesignation to non-attainment.

B. Planning

- The Air Quality Committee met on several occasions in the month of July, 1991 and members of the committee included a county Commissioner, representatives from the City of Tulsa, the Tulsa Chamber of Commerce, the Tulsa City-County Health Department, Tulsa Transit and interested citizens who were recognized for their expertise in the area.
- Due to the short-term constraints of having to develop and implement an ozone awareness program in two to three weeks, much of the discussions focused on how individuals could be encouraged to use Tulsa Transit services including riding the bus, both local and express service, and how individuals could be encouraged to rideshare.

C. Implementation

Highlights of the Ozone Alert Day Program included the following actions:

- The Tulsa City-County Health Department using information from the National Weather Service issued "Ozone Alerts" for days which due to certain atmospheric conditions would be more likely for an exceedance for air quality.
- Tulsa Transit offered free rides on all routes on "Ozone Alert" days. In addition Tulsa Transit offered a reduced fare incentive to employers in the Tulsa area. Rides could be purchased by employers for their employees at \$0.50 a ride rather than the normal fare of \$0.60. The reduced fare program was in effect throughout the remainder of ozone season, July through September.
- Certain refineries voluntarily reduced the Reid vapor pressure (RVP) of the fuel refined for local distribution.

METROPOLITAN TULSA TRANSIT AUTHORITY Cont.

- Williams Pipeline limited their local distribution to include the lower RVP fuel.
- Fuel retailers endorsed the Program and agreed to market the lower RVP fuel. They also distributed pamphlets and posted "Ozone Alert" signs on their pumps on alert days.

D. Communication

- Media response to the program has been tremendous. Ozone alert days make the front page and are often the lead stories on newscasts. Included in these articles and stories are the steps that should be taken to minimize emissions. Public transit is at the top of the list.
- The media has also run many stories to educate the public on air quality.
- The Tulsa area carpool matching assistance program, Rideshare, administered by Tulsa Transit was marketed heavily throughout the ozone season. The phrase "Rideshare for Clean Air" was placed on 14 billboards around the Tulsa area. In addition, brochures and posters were printed and mailed to major employers.
- In addition to increased use of public transit, the rideshare program also experienced increased interest and participation. Calls into the program increased by over 200%. Major employers who were encouraging carpooling also reported an increase in the number of employees carpooling.
- The program was well received by the community and received an enormous amount of media attention and support.

E. Measurement

- As a result of the program, Tulsa has not had an exceedance of air quality standards.
- During the ozone season, the Tulsa City-County Health Department issued four ozone alert days. On those alert days Tulsa Transit experienced ridership increases ranging from 34% to 48%. The average ridership on non-alert days also ran higher (approximately 8%).
- The publicity has raised public awareness of what value public transit is to a community.

F. Customer Focus

- On alert days, regular customers are rewarded for their public transit use by not having to pay.

METROPOLITAN TULSA TRANSIT AUTHORITY Cont.

- Ridership increases show that citizens are leaving their cars home more.
- All the publicity has helped the community realize that when the air quality is low, everyone suffers. Along with the health risks, non-attainment puts local businesses and economies in a crunch.

G. Additional Information

- One unique aspect of the event was the ability of several large organizations to plan together in a short period of time a program that would take action to alleviate the problem.
- The Ozone Awareness Program developed with the input and support of MTTA has been recognized as a success by the Tulsa Community. Due to their willingness to quickly develop and implement an action plan, the Metropolitan Tulsa Transit Authority is recognized by public and private officials as a vital key in maintaining and improving air quality in the Tulsa area.
- Last year, only four alert days were called. This year, the formula has been adjusted so alert days will be called as predicted levels get close to non-attainment levels.
- The cost to the property amounts to staff time and \$4,500-5,000 per ozone day in lost revenue. However, to purchase all the free media publicity that the program is generating would be enormous. The program was self-promoting so there were no marketing expenses.

MIAMI VALLEY REGIONAL TRANSIT AUTHORITY
Dayton, Ohio

PROJECT TITLE

Apprenticeship Training Program



Description

This is an apprentice program for mechanics, certified by the State of Ohio and the Department of Labor (DOT).

PROJECT TITLE

CDL Training



Description

Transportation and maintenance personnel are trained in house by three certified in house examiners.

PROJECT TITLE

Managerial Training Program



Description

Sponsored by the Ohio Public Transit Assoc./Ohio Dept. of Transportation. Specifically designed for and attended by transit managerial personnel.

PROJECT TITLE

Sensitivity Training



Description

Additional descriptive material was not provided on this project. Please contact this property, agency or authority if you wish to get more information.

MIAMI VALLEY REGIONAL TRANSIT AUTHORITY Cont.

PROJECT TITLE

Tell Us Where To Go



Description

Development of the ADA Paratransit Plan was an example of community consensus building and furthered RTA's good working relationship with the disabled community. Hopefully, community consensus building relative to key operational, financial and labor issues will continue in 1992.

PROJECT TITLE

Transit Ambassador



Description

Transit Ambassador is highly accessible to agencies with a full line of materials offered. This program itself must be purchased and presented by officially trained personnel of the agency. The results can be measured in several ways. We look at criteria such as improved customer service statistics, reduction of complaints, improved operator moral and increased communications between hourly and management personnel. This program has eight (8) segments that can be utilized in a way that is most appropriate to the agencies needs.

Transit Ambassador is a positive addition to the user and non-user. Segments such as communications and stress management external acclaim, but has been noted several times through internal sources. Transit Ambassador is very much accessible to taping, but would need agreement with CUTA because it is a licensed/purchased program.

MILWAUKEE COUNTY TRANSIT SYSTEM

Milwaukee, Wisconsin

PROJECT TITLE

Clean Air Conference



Description

This conference was created to inform business and community leaders of the effects of the Clean Air Act on organizations in the region. Information was given on what new rules they would be subject to and how mass transit was one of the solutions. Employees of properties from other cities were on hand to discuss how their communities were using mass transit to combat air pollution. Over 300 business and civic leaders attended. As a result, many participants have agreed to make up a coalition to increase ridership.

PROJECT TITLE

First Wisconsin Metro Link



Description

The First Wisconsin Metro Link is a new express service that combines the flexibility of mini-buses with the speed of express buses. The corridor between downtown Milwaukee and the industrial area is characterized by employment clusters and is not easily served by traditional fixed route service. The mini buses provide local circulation and deliver commuters to an express transfer station from where they can be whisked directly home. The express buses run all day every day and every 7-8 minutes during peak hours. The buses are timed to ensure the most efficient transfer possible. Planners hoped to have 4,800 riders per day by the first year, but after only 5 months there are already 5,300 per day. First Wisconsin, the largest financial institution in the area, has provided \$50,000 to be a promotional partner and has helped create a new image for the system. A federal grant of 34 million dollars helped provide the buses, transfer center, and downtown traffic center. The property used land as their match, so it was a cashless deal for them.

MILWAUKEE COUNTY TRANSIT SYSTEM Cont.

PROJECT TITLE

IRA (Individual Recognition Awards)



Description

This program was designed to improve attendance in the transit department. A study revealed that 10% of operators had perfect attendance, 10% had chronic problems, and 80% were "satisfactory." This program aimed at bringing that large middle group into the perfect attendance bracket. The purpose was to save money from the sick leave and over time that are results of poor attendance. Every four months, the drivers that have perfect attendance, no chargeable accidents, and no customer complaints, receive a gift certificate for dinner and their name is put into a drawing for prizes. Based on the base year before the program was started, \$100,000 is saved as a result of this program every year.

PROJECT TITLE

Job Search Conference



Description

To help jump start the new express service, Milwaukee County Transit conducted a job fair to match workers up with jobs in the new service area. Planners worked with community job search organizations and industries to come up with over 300 positions that needed to be served. Forty-five organizations participated and there were 1,250 applicants. Information was gathered from participants before hand, in an attempt to match qualified people with positions. This event was conducted only two months ago so success figures are not in. However, this quote represents the feeling of most applicants: "I did a week's worth of work in six hours."

PROJECT TITLE

Privatization Committee



Description

This committee exists in the maintenance department and is made up of both management and labor. The purpose of the committee is to review maintenance work that is usually sent out of house to be done and decide how money could be saved if that work was kept in house. The committee examines procedures and practices that could be changed to save money. Issues around immediacy and interchangeability are often discussed. For example, it might be cost effective to have extra components that could be fixed cheaply on a longer time frame and would be ready to install in a broken vehicle.

MONTEREY-SALINAS TRANSIT
Monterey, California

PROJECT TITLE

Mission, Daily Meetings, Six Month Plan
Performance Pay Component



Description

Additional descriptive material was not provided on this project. Please contact this property, agency or authority if you wish to get more information.

MUNCEY PUBLIC TRANSPORTATION CORPORATION
Muncey, Indiana

PROJECT TITLE

Maintenance Training Recognition



Description

To encourage participation by maintenance employees in training programs, a Maintenance Recognition Program was initiated. Participants receive a certificate for their personal use. The real punch is that each employee has his/her own plaque (wooden) and as they complete training classes, these are engraved on brass plates and displayed on the plaques. These plaques are displayed permanently in the maintenance area. The number of training participants has increased, as well as attentiveness.

MUNICIPALITY OF METROPOLITAN SEATTLE
Seattle, Washington

PROJECT TITLE

Accessible Services
Bus Shelter
Employee Outreach
Murals Program
Rideshare Operations
School Programs
Signage System



Description

Additional descriptive material was not provided on this project. Please contact this property, agency or authority if you wish to get more information.

NEW JERSEY TRANSIT CORPORATION
Newark, New Jersey

PROJECT TITLE

AED Customer Call Back Program
Customer "Come Talk To Us" Forum
Rail Roundtable Forums



Description

Additional descriptive material was not provided on this project. Please contact this property, agency or authority if you wish to get more information.

NEW YORK CITY TRANSIT AUTHORITY

Brooklyn, New York

PROJECT TITLE

Multi-Lingual Subway Map



Description

NYCTA has added to its subway map a description in six languages on how to use the subway. New York City has been experiencing an increasing influx of tourists from foreign countries. This change to the subway map is part of NYCTA's effort to make the subway system less imposing to the tourist and easier to use.

PROJECT TITLE

Station Manager Program



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 469 Stations, 42,000 Employees
 Subway System Project
 Population of service area: 7 million
 Unionized

A. Genesis

- The idea for the project came from Alan F. Kiepper, President.
- The original objective was to increase the level of control by the authority in the subway and increase the level of customer service
- The program addressed challenges from the public concerning the safety and service provided by the subway. Additionally, national attention had focused on the issues.

NEW YORK CITY TRANSIT AUTHORITY Cont.

- The largest barriers to the program were meeting the resistance of employees to a team versus an individual effort (I do my job and you do yours versus we have to work together). The major step in addressing this barrier was to provide training for the involved employees in a cross-functional setting. The entire team at a station was trained together in an eight hour program called "Integrated Customer Service."
- Market research from within NYCTA and from outside was employed to determine the areas of concern that could be addressed by the program. Customer focus groups were a part of this research. In June 1990, six station managers were assigned to a total of 19 stations as a pilot project to test the concept of decentralized station control in the field.
- Prior to the start of the program, the Division of Stations consulted extensively with the London Underground which has a system-wide station manager network. One of the original station managers was part of a team which visited London in July 1990. A reciprocal trip was made by a London station manager and his staff last fall.

B. Planning

- The chief station officer, Carol Melzter was charge with laying out the program. With her staff, she developed a station manager job description, standards, identification of interfaces and division needs. They also outlined the minimum and maximum resource needs includes equipment, facilities and staffing.
- The overall mission of the NYCTA is:
To achieve excellence in providing a safe, convenient, comfortable, reliable, cost-effective, responsive, and customer-oriented public transportation system.
- Under this program, the people responsible for running the stations are--for the first time--in charge of a realistic number of locations. This individualized approach allows for faster and more effective solutions to problems which affect the station environment.
- Stations managers are identified by their blue blazers, white carnations and badges. A sign with their photograph and telephone number is posted at each full-time entrance at their stations. During rush hours, they position themselves at lecterns to ensure their visibility to customers. In addition to handling out brochures explaining the program, they also distribute promotional material for various Authority programs and pertinent service information.

NEW YORK CITY TRANSIT AUTHORITY Cont.

- The station manager program targets all aspects of this mission.

C. Implementation

- Since the pilot in 1990, 31 station managers have been put in place and are in charge of a total of 125 stations.
- Stations were selected for inclusion in the program based on a number of factors; passenger volume, complexity of service, transfer locations, physical condition, community locations and special features (e.g. serving major tourist attractions, nearby schools). Whenever possible, recently rehabilitated stations were included to ensure that high quality maintenance and cleanliness standards were met.
- The "Integrated Customer Service Training Workshop" was implemented prior to the beginning of each station manager placement. The ICST program is a one-day course that pulls together everyone working a particular station; token booth clerks, transit police officers, infrastructure maintainers, property protection agents, the station managers and station supervisors and other appropriate staff.
- The program is measured monthly, regular meetings with station managers are held and written feedback is required.

D. Communication

- Employees receive information through bulletins and letters. Additionally, monthly reports are prepared and monthly meetings are held for management. Regular staff meetings also include reports on the program. Management receives a detailed report. A great deal of internal written communication on this program was provided with the submission.
- Ownership in the program is intense. The station managers get so involved in their station that they consider it "my" station. They arrange to be present for both rush hours, regularly putting in the long hours necessary for this type of coverage.
- All those in supervisory and management positions could provide a detailed overview of the program. There would be less detail if line folks were contacted but most would know of the program.
- President Kiepper is very supportive and close to the project. He is continually visiting the managers at their stations, making suggestions and reviewing the reports.

NEW YORK CITY TRANSIT AUTHORITY Cont.

E. Measurement

- Pre-Post Attitude Measurement Study conducted June/November 1990 (about fifty pages).
- Data included in the study showed improved customer perceptions in a number of areas:
 - fewer broken turnstiles
 - shorter lines at token booths
 - fewer fare evaders
 - less graffiti on walls and columns
 - fewer necessary station repairs
 - less litter on stations
 - fewer illegal vendors, beggars, and homeless(statistics available on these and other dimensions)
- An unexpected outcome of the program is that the surface transportation folks are now considering doing the integrated customer service training for their group and considering a structure similar to station manager built around specific routes.
- Other properties could achieve similar results. London's underground station manager system is of course an obvious example. Also, since NYCTA's efforts, the Toronto Transit Commission, GO Transit of Ontario and the Chicago Transit Authority have expressed interest in the NYCTA Station Manager program. The program could be instituted at any system with several significant terminals and/or transfer points.

F. Coordination

- Leading surface transportation to think about a focused team approach has been a positive result.
- Before starting, orientation sessions were held for all involved employees. These introduced the concept and gave people an opportunity to ask questions. Separate meetings were set up for the teams to go and visit the stations together.
- NYCTA is unionized to the first level of supervision. The union was informed but not involved.

NEW YORK CITY TRANSIT AUTHORITY Cont.

G. Customer Focus

- The customer is viewed as the rider and the potential rider.
- That rider is better served through the control exercised by the station manager and the team. Help is immediate and available and the manager can handle problems directly that previously would be queued into a system with limited responsiveness.
- The rider and non-rider were informed through press releases, signs and pictures in the stations and pamphlets available at information booths.

H. Fit With Project

- One unique aspect of this program is the cross functional training. Additionally, it is unique that in what is generally a huge, bureaucratic system, the station manager's job is designed for he or she to work autonomously with authority to make the operational decisions on his or her own. This gets away from the militaristic to the individualistic approach.
- The community has recognized the programs through letters, phone calls, and media reports.
- Ridership is slightly up but it is hard to split out the impact of station manager from many other variables.
- Finance people have concerns about the bottom line since ridership increases show up so slowly.
- This program has required an investment of about 20 million dollars which highlights the Authority's commitment to improve the nature of subway travel and meet customer need.

NEW YORK CITY TRANSIT AUTHORITY Cont.

PROJECT TITLE

Team Building Program For Rapid Transit Operators And Car Maintainers



Description

NYCTA's Employee Development and Training Department provides a two-day Team Building for its Rapid Transit Car Operators and Car Equipment maintainers. Communication gaps between the groups had created mistrust that impacted on the reporting and repair of rapid transit car defects. The course allowed the two groups to air out their difficulties, understand each other's efforts to provide good customer service and become aware of how important they are to each other. The program shows the employees that if they can learn to treat each other as customers, they will provide better service to NYCTA's bus and rapid transit customers. As part of the course, the two groups built a team relationship by tackling a challenge such as strategies for surviving a plane crash. This course is transferable as well as applicable to bus properties and rail properties as it deals with the traditional source of conflicts between operators and maintainers.

PROJECT TITLE

Token Trips



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 3,700 buses, 46,000 employees
 Bus and Rail
 Population in Service Area is 10 million
 1st Subway Ride Delivered in October, 1904

A. Genesis

- The idea began in the Marketing Department
- The original objective was to capture more riders from the tourist market and to increase off-peak ridership. A side goal was to show effort and capability to New York City's union leaders. Show them that transit is progressive and professional.
- The challenges being faced were low usage of transit by tourists, a poor public perception of the ease and simplicity of using public to get to tourist sites.

NEW YORK CITY TRANSIT AUTHORITY Cont.

- The largest barrier was that tourists were too ingrained in their perceptions to give NYCTA a chance and that the support structures (hotels especially) were also too ingrained to refer riders to NYCTA.
- Two strategies were employed to overcome these barriers. Strategy I was to improve NYCTA's visual image. A 30 second video was prepared for the New York City Hotels showing non graffiti trains and buses, happy people and proximity of routes to major tourist attractions. Strategy II involved working directly through the hotels with the concierges, etc. to discuss our service and improve word of mouth discussion of NYCTA's real image
- The plan for token trips and draft materials were reviewed by high powered politicians and philanthropists on the Gateway Committee. Broadway producers, taxi drivers, airport personnel, and other destination and ingress/egress point people were also asked for input.

B. Planning

- Planning began in February of 1992.
- Every current guide and flyer possible was obtained and reviewed to see how transit was portrayed. Typically the information on transit focused on hours of operations and fares only.
- A tourist attraction list was generated and ranked with a cut off being established at the top 125.
- Meetings were held with surface and subway people to determine how do people get around? What kind of information do they look for and what kinds of questions to they ask.
- A decision was made by the executive group to include basics about the system, best routing to specific destinations, and restaurant information.
- The strategic vision has ridership as the bottom line. Ridership in the system had fallen and the belief was that not sufficient attention had been paid to the tourists.

C. Implementation

- Once outlined, high style photographers and illustrators were contracted to enhance the piece. Drafts were written of the print material by internal staff in the marketing department. These went through a 4 to 6 week review process, including operations, and customer service people at a high level.

NEW YORK CITY TRANSIT AUTHORITY Cont.

- The brochure was printed and delivery to hotels, customer service outlets and tourist information displays began on June 18th.

D. Communication

- The general employee population was not initially informed of the development of this material. It now however, a standard piece of customer service and token booth information. An article will appear in the employee news letter.
- Ownership through direct participation is high at the Senior and Departmental level.
- Employees in customer service and marketing would be very aware of the availability of this brochure.
- Mr. Alan F. Kiepper, President, was very involved in the tourism plan; he pre-approved the concept and the working plan and reviewed the next to the last draft of the final brochure.

E. Measurement

- With 5 million combined bus and rail riders per day and the events recently (Columbus Day Celebration and Democratic Convention) it is difficult to tell the isolated effect of the brochure on tourist and non-peak ridership. One measure of success however is distribution numbers. Four hundred thousand were originally printed and were expected to last through October. Only one hundred thousand exist now and decisions regarding priority distribution on request have had to be made.
- One unexpected outcome of the program was the reaction of the tourism professionals in the city. They were impressed with the quality and continue to request additional copies.
- Other properties could similarly showcase transit in terms of tourists and locals. Most materials are prepared with the local rider in mind and yet tourism, especially in larger cities has an inherent transportation component. The key is to "target those unfamiliar with transit for discretionary travel or our industry will die."

NEW YORK CITY TRANSIT AUTHORITY Cont.

F. Coordination

- The program has received a vote of confidence from the president of NYCTA, Alan Kiepper. It received a written commendation to the Marketing Department from Mr. Kiepper.
- Several departments were involved and cooperation was solicited through sharing a joint vision with the departments regarding a focus on customer service.
- This is a union property but the unions were not informed or involved.

G. Customer Focus

- The customer was viewed as the tourist, the NY City pleasure traveler, and travel professionals.
- The customer is better served by being provided with a tool for his or her ease and comfort in using the system and getting where they want to.
- The brochure was featured in the city's welcome packets, supplied to hotels, and distributed through transit customer information stations.
- A wider PR plan was written but demand was so great that they pulled back.
- The brochures are seen in many hands at any given tourist gathering place.

H. Additional Information

- This program is unique because it marries basic how-to information in a sophisticated marketing approach. It is specifically designed to change perception and to change behavior of the non-rider. It makes a positive statement about transit by associating it with the best attractions the city has to offer.
- Anecdotal support has come from the tourism professionals and from the high level of demand for the brochures.
- The project overall has cost about \$250,000 (brochures cost .50 to print).

ORANGE COUNTY TRANSPORTATION AUTHORITY
Garden Grove, California

PROJECT TITLE

Customer Service

Towards Excellence

Transit Ambassador



Description

Additional descriptive material was not provided on this project. **Please contact this property, agency or authority if you wish to get more information.**

PEE DEE REGIONAL TRANSPORTATION AUTHORITY
Florence, South Carolina

PROJECT TITLE

Adopt-A-Van



Description

The Adopt-A-Van Program involves a contract between the PDRTA and a Commercial Advertising Client. Contract terms can run in duration from twelve to over thirty-six months. The Client will be allowed access to the entire exterior of a vehicle used on the public transit system for the purpose of promoting a product or service. This will include allowing the Advertising Client to have the vehicle painted in a graphic scheme of his or her choice but subject to approval from PDRTA management.

PENINSULA TRANSPORTATION DISTRICT COMMISSION, PENTRAN Hampton, Virginia

PROJECT TITLE

ATIS (Automated Telephone Information System)



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 110 Buses
 270 Employees
 Population of service area: 300,000
 Operating since 1975

A. Genesis

- The idea originated with an employee from the planning department who was brainstorming with an outside consultant to find ways of improving customer service.
- The objective was to provide the customer with higher quality and more timely information.
- This is a small property with limited personnel resources. Management was afraid that information personnel would not be able to service the number of calls coming in.
- This new system gave operators quick access to the information. Moreover, when there was high demand or operators were absent, others could fill in with little training.

B. Planning

- The Executive Director took a personal interest in the system, but he left most decisions up to those who were directly involved.
- The planning department staff did most of the set up work in conjunction with the external consultants who developed the system. They were involved in a data entry and training of information specialists (operators).

PENINSULA TRANSPORTATION DISTRICT COMMISSION, PENTRAN Cont.

- The largest barrier to success was the accurate input of mountains of information into the computer. Geographical longitude and latitude information had to be entered as well as route and transfer schedules.
- It took about 9 months to enter all the information.

C. Implementation

- An ATIS is a combination of computer hardware and software which allows telephone information operators to input origin and destination locations for telephoned inquiries, and have the computer determine the best set of routes and transfers for the requested trip.
- The Senior information specialist is responsible for maintaining the system and making adjustments for route changes.
- Five information operators can use the system at one time. (The system can be expanded to support more.)
- The system is simple to use. Each operator only has to look at one screen (no menus).
- The information that is input is:
 - Starting point
 - Destination
 - Desired time of departure or arrival.
- The computation takes 8-10 seconds.
- The trip itinerary will include boarding times at a specific location, stop locations for a particular bus, and information on fares, return trips, and walking distances.

D. Communication

- All employees are kept abreast of the progress of this and other programs through a "Monthly Report to the Commission" that is circulated throughout the organization.
- Operators can provide quick and accurate feedback to the senior information specialist by pushing the "trouble report" button when the computer gives them information they don't think is correct. The system immediately produces a report that exposes the source of the problem.
- New operators spend a day learning the system with the consultant directly.

PENINSULA TRANSPORTATION DISTRICT COMMISSION, PENTRAN Cont.

The local newspaper has published two articles on the system.

E. Measurement

- Decrease in the amount of time that an operator is on the telephone with each customer. (Statistics are being generated.)
- Less busy signals. (Statistics are being generated.)
- New operators can be on the phones after two weeks of training. It took six weeks previously.
- The system gives new operators confidence in their knowledge that they are giving accurate information and not leaving anyone stranded.

F. Coordination

- The operators have a union but it has not been involved in this project.
- Areas of the organization outside planning and information services have not been significantly affected by this project.

G. Customer Service

- The customer is the passenger who needs information on how to get to his or her destination.
- This customer receives quick and accurate information. The same information is produced regardless of which operator is consulted.
- The property has received positive feedback from the public on the quality of information provided. People new to the area have been especially pleased.

H. Additional Information

- The most unique aspect of this project is that it uses an inexpensive micro computer network. Other properties that have similar systems (Washington, NYC) use much more expensive main frame computers.
- The ATIS system could be workable in any property. However, it should be considered that the larger the property is the more powerful the system will have to be.

PENINSULA TRANSPORTATION DISTRICT COMMISSION, PENTRAN Cont.

- In the future, the property hopes to make the system faster by installing a rapid routing module.
- The total investment for this project was estimated at \$100,000 for the computers themselves and for software development.

PROJECT TITLE

Bus Operator Training Program



Description

All phases and materials used are adaptable to any property's rules, regulations and policies. To measure and validate results, open class forums and student evaluations are conducted as well as post class critiques and follow up sessions. Our Fire Department representative provides instruction and conducts a demonstration piece in our Program. We have also arranged for the CDL representative from the Division of Motor Vehicles to participate and do the testing at Pentran. A Police Department representative will be incorporated in our next class. The disabled and elderly segments of our community are also active in classroom instruction. We are proud of the fact Passenger Transport recently published an article submitted to them on our Bus Operator Training Program.

PROJECT TITLE

Capital Quarterly Reporting System



Description

This recent organized time saving procedure simplifies matters for the Capital Grant Reporter, accountants, and the auditors. Each quarter, all capital checks written and deposits made are kept in an accordion folder. At the end of the quarter or if preferred, ongoing, the capital checks are listed on a spread sheet, from top to bottom by check number from left to right by grant with each grant taking a separate column. The total of each column is the amount spent that quarter and reports can be generated with that figure. Any adjustments changing the figure can be made on that sheet (i.e. refund on travel advance.) All four quarters are kept in tact until audited. This type of quarterly reporting can be easily adaptable to any property's system. You can use a manual spread sheet or Lotus spread sheet.

PENINSULA TRANSPORTATION DISTRICT COMMISSION, PENTRAN Cont.

PROJECT TITLE

Cooperative Office Education



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 110 Buses
 270 Employees
 Population of service area: 300,000
 Operating since 1975

A. Genesis

- The project began in 1985 when the property was contacted by the school system.
- The original objectives.
 - provide students with self-development and career direction
 - students have graduated from high school, some have gone on to college and several have been hired on to full time positions at the property.
 - provide property with extra hands and minds to help ease the work load
- One of the original concerns surrounding the program centered around possible conflicts that might surface when older workers interact directly with the younger students. To circumvent possible difficulties, an effort was made to inform employees of all the benefits of the program to the student, the property, and to individual employees.

B. Planning

- Most planning is done in the executive department (administration).
- The project coordinator at the school makes recommendations from the students that apply to her. The project coordinator at PENTRANS makes the ultimate selections.
- Department heads are asked for a priority task list of how they can best use the co-op workers. The project coordinator assesses the needs and makes assignments.
- While the idea for this program did not originate with the property, it meshes well with PENTRANS' strategy of community involvement. This strategy includes an industrial education program. (student interns in blue collar jobs)

PENINSULA TRANSPORTATION DISTRICT COMMISSION, PENTRAN Cont.

C. Implementation

- Students are required to work 20 hour work weeks (4hrs./day) for a full year. This generally occurs during the student's senior year in high school.
- Students are rotated on a ninety day basis to provide them with a wide variety of experiences and challenges.
- Since the inception of the program, there have been 2-3 student cooperative participants every year. (20-25 overall)
- Students are treated as employees and are exposed to as "real life" a work experience as is possible.

D. Communication

- Department heads are the main conduit of communication to the employees about the project. Department heads are expected to ask their subordinates how student employees can be best utilized and to coordinate those activities within their department, ie. putting together a library in maintenance, processing applicants in H.R.
- While students are informed of the program through announcements, the most effective means of generating interest in the program has been through word of mouth from those who have participated. Participants act as "ambassadors" of the property and the program to those who they are in contact with.
- The main involvement of the GM is the initial introduction that he gives to the students as they begin their term. During the rest of their orientation, they receive a walk through introduction to every department.
- Employees are also made aware of the program when the students are presented with achievement awards at the annual awards ceremony.

E. Measurement

- To the project coordinator, the greatest measurements of success have been the benefits that students have reaped in gaining valuable work experience and raising their awareness of the value of education (all participants have graduated from high school).
- Having these participants in the pool of prospective future employees increases the quality and preparation potential full-time hires. Two students have improved their skills so much that they were hired on full-time after graduation.

PENINSULA TRANSPORTATION DISTRICT COMMISSION, PENTRAN Cont.

- A coordinator from the school comes in every three months to consult with the immediate supervisor to deal with any problems and to evaluate progress.

F. Coordination

- There is a union but they are not involved in this program.
- Coordination is maintained by the program director in the executive department of the property between the school administrator and the department heads.

G. Customer Focus

- This project views the customer as the community in general and the individual students in particular. If the students emerge better prepared to be contributing members of the community, then the customer has been served.
- One of the students was failing a geometry class. An employee who had been a math teacher was recruited to give her some individual attention. As a result she ended up earning B's. This was one of the participants who ended up being hired as a full-time employee in the information services department.
- When students are working in the Human Resources department and they are the first to greet applicants and other customers, they make a great effort to give a professional touch.
- It is also very effective to use students to receive and process other high school and college age students who come in to have their student ID's made.

H. Additional Information

- Community recognition occurs every year when the Hampton School System recognizes the students for their involvement at an awards banquet.
- In the future, the property hopes to increase the number of students it can accept to participate in this program.
- This program could be easily transferred with the only barrier to success being the internal cost of paying these students (52 wks x 20 hrs/wk x minimum wage).

PENINSULA TRANSPORTATION DISTRICT COMMISSION, PENTRAN Cont.

Advantages to PENTRAN:

- 1) Student can be thoroughly grounded in employer practices.
- 2) Increased staffing.
- 3) Influx of fresh energy and new ideas.
- 4) Program coordinated to provide continuous job coverage.
- 5) Student serves as "goodwill ambassador" for PENTRAN among classmates, family and friends.
- 6) Mutually beneficial industry-education relationship enhanced.
- 7) Serves as low cost training program

Advantages to Students:

- 1) Work experience.
- 2) Motivates the student to begin formulating a career development pathway.
- 3) Develop an appreciation for diverse people and greater human relations and communication skills.
- 4) Learn to manage their own money.

**PIERCE COUNTY PUBLIC TRANSPORTATION BENEFIT AREA
AUTHORITY CORPORATION
Tacoma, Washington**

PROJECT TITLE

Human Relations Training



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 185 Buses, 570 Employees
 Urban Service Area
 Population of Service Area: 425,000
 In Operation in Current Configuration since 1980
 (Absorbed Tacoma System, long time operation)

A. Genesis

- In 1988, Pierce Transit management representatives decided that the anecdotal evidence of an increase in resentment and hostility toward the agency's on-going efforts to increase the female and minority representation in the workplace warranted further action.
- Consultants were hired to develop a survey instrument aimed at objectively determining the presence of problems related to the issues of race, gender, and age.
- The consultants conducted interviews with management staff and focus groups of other employees to identify the issues and concerns that existed. The focus groups were homogeneous in terms of job type, gender, and race in order to increase the likelihood of frank discussion.
- Based on the information gathered in these sessions, a tailored questionnaire was constructed and administered to about half the agency's employees in August, 1988. The questionnaire was aimed at determining if the opinions expressed in the focus groups were actually representative of the general workforce.

PIERCE COUNTY PUBLIC TRANSPORTATION Cont.

- The survey resulted in several major conclusions:
First, that Pierce Transit would benefit from training employees to be more sensitive to others who are different from themselves. Second, that Pierce Transit needed to do a better job of explaining the hiring and promotional practices of the organization, particularly as it related to affirmative action. And thirdly, that improvement in open communication among all groups was needed.
- The original objective of the program was to respond to the "stress fractures" in the culture in a proactive way; deal with the issues before they began to impact productivity and customer service. Two goals were to encourage the value and an appreciation of diversity and to build skills in communicating across cultures and between the sexes.
- The challenges were resistance to change and little exposure to diversity.
- The main barrier to success was employee perception that their own personal values would be threatened.
- The step taken to overcome this barrier was focusing the training on behavior versus belief.

B. Planning

- Executive Diversity, a Consulting group was contracted to develop a training program that would address the issues identified in the survey process. The consultants were provided the analysis from the survey and then worked with a Pierce transit steering committee to tailor a program to those specific identified needs.
- Three eight hour training modules were ultimately developed for Pierce Transit. The first is a basic introduction to the subject of human relations. This course was presented to every Pierce Transit employee. The topics covered include cross-cultural understanding and communications, understanding stereotypes, the role of values in diverse work settings, working effectively across differences, and PT's affirmative action program.
- An eight hour module for supervisory personnel focused on effective management of diversity in the workforce, and communication skills.

PIERCE COUNTY PUBLIC TRANSPORTATION Cont.

- The third module was originally envisioned for public contact employees such as coach operators and customer service representatives. It was later recommended by the steering committee that this module be provided to every employee because of the beneficial nature of the content. This program focuses on cross cultural understanding through a simulation, BAFA, a discussion segment where different cultural value systems are contrasted, and a specific cross cultural problem solving exercise.
- Mission is critical in this project. Pierce Transit is committed to recognizing that employees will treat customers in the same way they are treated by PT. The mission calls for a high level of employee development, high employee involvement, a diverse work force and an environment where all can do their best work. The cultural diversity program targets this vision.

C. Implementation

- Basic introductory classes were first delivered by the Manager of HR and Operations. Midway through these, a group of 12 Pierce Transit employees were selected to serve as internal human relations trainers. The purpose of this group is to establish an in-house resource for on-going human relations training needs for new employees, to have an internal resource for dealing with issues around diversity at Pierce Transit and to serve as advisors to the agency on future needs in this area.
- The trainers were selected via an in-house posting and were diverse in terms of race, gender, and job classification within PT. They spent an intensive week with the consulting group learning the modules and developing presentation, facilitation and team building skills.
- The groups serves as a steering committee in addition to facilitating training.
- Since the initial sessions, the internal training team has continued to meet every six to eight weeks to continue broadening their knowledge base and to learn from one another about cultural differences.

D. Communication

- Focus group involvement in the development and subsequent facilitator selection and training alerted the organization to the project.
- Memos were sent to all employees and all employees were required to be involved in the training.

PIERCE COUNTY PUBLIC TRANSPORTATION Cont.

- The management group has extensive ownership in the program. Across the rest of the organization, the ownership level varies based on belief in the need, belief in the importance of addressing diversity and in dealing with diversity issues beyond ones own group. Some ownership is more on an intellectual than a gut level but the sensitivity of all employees throughout the organization has been raised. Inclusion of all employees in a minimum of two sessions and three for supervisors has ensured the exposure and opportunity to explore the issue.
- The executive officer approved the initial study, was involved in interviewing the consultants, reviewed the results, approved the steering committee and curriculum and reviewed the reports on the program including participant evaluations.

E. Measurement

- A repeat survey to measure changes in perception has not yet been conducted.
- Evaluations of the attendees in the sessions
- Observations of the executive group
- Minimal EEO and sexual harassment claims in an extremely diverse work group; 25% racial minorities, 35% female operations employees, 22% women of color in operations group. Female representation across all job classifications including an in-house apprenticeship program for journey level mechanics.
- Anecdotal evidence that employees are using the information to look at situations in a new light, to consider cultural implications in their dealings with one another and the public and that the subject of difference is not "out in the open."
- Several instances that could be termed "celebrating the differences." An employee holiday party with an around the world theme; an employe potluck celebrating Black History Month, and an employee celebration of Cinco de mayo.
- The emotional intensity of the internal group, ultimately very positive was an unexpected outcome.
- Any property could involve its employees and identify and sensitize them to the value and appreciation of diversity.

PIERCE COUNTY PUBLIC TRANSPORTATION Cont.

F. Coordination

- All employees were trained in mixed groups and all departments cooperated by responding 100% to scheduling requests.
- The ATU was informed but not directly involved.

G. Customer Focus

- The rider is the ultimate customer of this program. Employees who are comfortable and accepting of diversity reflect that to the customer.
- Local feedback by politicians lauding the progressive nature of the program has been very positive.

H. Fit With Project

- The uniqueness of the program lies in the comprehensive commitment to the appreciation of individual and cultural value.
- The program is a long term effort, now in its fourth year.
- The internal trainer concept is unique especially in its empowerment. As phase II of the program has begun, the steering group has worked autonomously to select consultants and develop curriculum.
- There are definitely some few people who believe firmly that the program is a waste of time and money. They believe it is not appropriate for the work setting. Others believe that the program falls short of doing enough.
- Newspaper articles and a brochure by the Economic Development Board featuring the program were among the accolades.
- - Phase II is the development by the steering committee (working autonomously and with decision and resource use authority) to conduct a new survey looking for improvement and change.
 - Basic Human Relations will continue to be delivered to new hire groups.
 - Age (Teens and Seniors issues) will be addressed.
 - Skill orientation (problem solving and practice will be emphasized)
- Total investment in the program over a four year period is approximately \$100,000. Phase II is expected to cost approximately \$60,000.

PIERCE COUNTY PUBLIC TRANSPORTATION Cont.

PROJECT TITLE

Bi Weekly Employee Newsletter



Description

The newsletter highlights employee accomplishments announces births, marriages, etc. and introduces new employees. It's humorous and entertaining. Our newsletter, "The Buzz Stops Here" is almost as popular as the paycheck with operators.

PROJECT TITLE

Team Building



Description

By focusing on leadership rather than control, support and encouragement rather than criticism and increasing personal attention paid to the majority of employees who perform well rather than to the minority who do not, Pierce Transit is sending the message, "You're great, and we've noticed" to its employees. We strive to recognize and reward good performance and to reinforce behavior we would like to see emulated and repeated by others. Operator response has been overwhelmingly positive as evidenced by a newfound sense of camaraderie and cohesiveness. In addition to management staff reorganization, specific elements of this approach include Positive Performance Counseling, Increasing Human Effectiveness Training and Operator of the Quarter Program. The practice is transferable to and accessible by other properties in addition to providing a great diversity of applicable projects. Results are measured in increased morale and team spirit as a recent operator survey revealed.

PROJECT TITLE

Total Quality Management



Description

Pierce Transit's 27 operations and maintenance managers and supervisors meet quarterly to identify opportunities to improve customer service. Through inter-department cooperation and networking, operational problems are discussed and often quickly resolved by encouraging personnel from both departments to cohesively focus on solving problems rather than laying blame. The keys to this cooperation are establishing common goals and understanding the roles and responsibilities of each management team member. The two departments have worked together to revise long-standing procedures to fully operate in the best interest of our customers.

PORT AUTHORITY OF ALLEGHENY COUNTY, PATransit
Pittsburgh, Pennsylvania



PROJECT TITLE
QUESTS

This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 900 Buses, 3,000 Employees
 Population of service area: 1.2 Million
 In service since 1964

A. Genesis

- Larry Conley, a mid-level manager, read "In Search of Excellence" in 1982 which inspired him to ask the Executive Director if he could try organizational development.
- A three person team was formed to head a "Quest for Excellence" program that would bring together managers and employees to discuss problems.
- By 1988-89, he convinced management of the importance of a more comprehensive approach to total quality. As a result, a Quality and Performance Services Department was formed.
- QUESTS stands for "Quality Ultimately Equals Superb Transit (Total) Service." The objective was to have total quality affect the way everyone in the organization does business.

B. Planning

- The strategy behind planning was to align business planning outcomes with a performance management system.
- Goals were established by taking the Baldrige criteria and brainstorming on how they applied to the Port Authority.
- At this stage, all training is done in house. So far, at least 2/3 of employees have gone through training for total quality and group process.

PORT AUTHORITY OF ALLEGHENY COUNTY, PATransit Cont.

- Total quality can't just be the part of the strategic direction of the property, it must be the guide and driving force behind strategic planning.

C. Implementation

- The idea of "teams" has been implemented in several forms:
 - 1) Group problem solving: Informal groups within departments formed to address specific problems or issues, using process skills and open communication.
 - 2) Shared Responsibility Teams: Instead of traditional hierarchy, each key team member has a share in planning and conducting the business of a unit.
 - 3) Improvement Project Teams: Cross functional task forces that focus on improvement issues that affect many departments.
 - 4) Empowered Work Teams: This level of participative management is in the formative stage.
- Obstacles that had to be overcome:
 - 1) A major difficulty has been getting people in positions of authority to understand and commit to the new philosophy.
 - 2) It was necessary to get at least implicit Board Endorsement.
 - 3) It was difficult to translate literature that was mainly geared to a manufacturing context into a service context.
- The organization has to be committed enough to make it through the rough times. A recent labor dispute caused a very confrontational relationship with labor. This has been a setback to the program.

D. Communication

- The most effective way of communicating the program has been through involving employees in training and actual participation.
- A video is presently being produced to illustrate the process and the power of total quality and participative management.
- Executive Director William Millar has given speeches to many different groups throughout the city about the program.
- An "invite and inform" approach was taken with the union. They have been cautiously accepting.

PORT AUTHORITY OF ALLEGHENY COUNTY, PATransit Cont.

E. Measurement

- Success will be a function of how thoroughly the processes of total quality have penetrated into the workings of the organization.
- Results should be measured in:
 - Employee relations. (absenteeism, attitude survey, etc...)
 - Organizational efficiency.
 - Customer Satisfaction.
 - Financial Performance.
- While concrete and comprehensive improvement measures have not been tracked yet, the implementation of total quality processes has resulted in some impressive outcomes. One quality improvement resulted in a \$20 Million savings and a department experienced a 300% increase in productivity.

F. Customer Focus

- One of the main focuses of QUESTS is to cause all employees to see the customer as the person they hand their efforts off to, internal or external to the organization. If such a view exists, the final customer will be the beneficiary of increased performance and service.
- All decisions are viewed from the perspective of how they will impact the customer.

G. Additional Information

- The uniqueness of the QUESTS program lies in its comprehensive scope. While the theories of many different thinkers have been consulted, no one dogma has been singled out to the exclusion of others.
- It is crucial not to give too much of a "Pollyanna" view of participative processes that will be shattered when difficult times arise.
- The program has resulted in two articles in Passenger Transport and the Executive Director has given presentations to APTA and the local university.
- Total investment has equaled about 1% of operating expenditures. (\$1 Million/year) It is important to remember that one outgrowth of the program created a \$20 Million gain.
- The investment includes a willingness to allow people to try different ways of doing things.

REGIONAL PUBLIC TRANSPORTATION AUTHORITY
Phoenix, Arizona

PROJECT TITLE

Citizen-Based Planning
Ridesharing/TDM



Description

Additional descriptive material was not provided on this project. Please contact this property, agency or authority if you wish to get more information.

**REGIONAL TRANSPORTATION DISTRICT
Denver, Colorado**

PROJECT TITLE

Automated Lost & Found



Description

Additional descriptive material was not provided on this project. Please contact this property, agency or authority if you wish to get more information.

PROJECT TITLE

Customer Panel



Description

RTD staff members present ideas for campaigns, services and customer service and enhancements; surveying and discussing with panel members. These members are selected to provide diversity in class of service and service areas and are recruited for a year commitment. Customer perspectives have enabled RTD to create newsletters which are meaningful and respond to callers at TIC as customers prefer.

PROJECT TITLE

Computer Customer Service Program



Description

Each call entered into computer by name and digit reason code.

PROJECT TITLE

Customer Call Back



Description

Each customer is called back by the person originally taking the complaint, within 14 days.

REGIONAL TRANSPORTATION DISTRICT Cont.

PROJECT TITLE

Info Ride



Description

RTD sponsors a mobile information bus, the Info Ride. TIC operators staff the bus, assisted by customer service reps as necessary. The bus travels to private companies, community events and highschools offering customized itineraries and a variety of informal presentations. The service is free and has been an enhancement to marketing efforts.

PROJECT TITLE

Information Program



Description

Automated promotion, information and product description, special events, etc.

REGIONAL TRANSIT SERVICE
Rochester, New York

PROJECT TITLE

Focus On Service



Description

Initiated "Focus On Service Program for phone representatives. Provided on site seminar for all full and part time representatives by Nowlan Resources. This was the kick off to implementing quality control which is self driven vs. the listening in approach.

RIVERSIDE TRANSIT AGENCY
Riverside, California

PROJECT TITLE

Performance Plus
Trans Star Public Information Computer Program



Description

Additional descriptive material was not provided on this project. Please contact this property, agency or authority if you wish to get more information.

ROARING FORK TRANSIT AGENCY
Aspen, Colorado

PROJECT TITLE

Bikes on Buses
Bus Stop Reflectors For Passengers At Rural Stops
Fifty Percent Discount Pass Program
Hotel Liaison Program
Marketing Committee
Safety Committee



Description

Additional descriptive material was not provided on this project. Please contact this property, agency or authority if you wish to get more information.

**REGIONAL TRANSPORTATION COMMISSION, CITIFARE
Reno, Nevada**



PROJECT TITLE

Objectives Based Budget - Performance, Productivity, Quality And Commitment To Excellence
Third Grade Transportation Unit - Installed 1986
Seventh Grade Transportation Unit - Installed 1990
Transit Ambassador
User Video - Installed at Department Of Motor Vehicle Office

Description

Additional descriptive material was not provided on this project. Please contact this property, agency or authority if you wish to get more information.

SALEM AREA MASS TRANSIT DISTRICT

Salem, Oregon

PROJECT TITLE

Bus Plus



Description

The "Bus Plus" is a special pass program designed to make it easier for part-time employees to ride the bus to work. This pass provides 14 bus round trips plus three days of parking in the downtown Salem area. This program addresses the problem employees have, particularly part-timers, of occasionally needing their car to run errands, go to medial appointments, etc. The passes cost only \$12 each, a 28% discount from regular cash bus fares and a 33% discount on monthly parking permits.

PROJECT TITLE

Guaranteed Ride Home Incentive Program



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 50 Buses, 120 Employees
 Population of service area: 160,000
 In service since 1979

A. Genesis

- The planning committee was trying to think of ways to get people to ride. The State Capital Mall area had a great number of potential riders in a small area.
- In house research has indicated that a common barrier to ridesharing by commuters is their expressed need for a personal car during the day in case of an emergency, overtime, or unexpected personal errands.
- Due to potential unplanned and unscheduled needs, thousands of commuters make the decision not to use ridesharing modes in order to avoid being left stranded on these rare occasions.

SALEM AREA MASS TRANSIT DISTRICT Cont.

- The program guarantees transit and ridesharing employees with prompt, reliable, and safe transportation for those unexpected occurrences. In general, the program is a "transportation safety net" for employees that occasionally have emergencies such as a sick child or unexpected work assignments.

B. Planning

- The property took the idea of a guaranteed ride home to the State Committee on Transportation and Planning. They proposed a plan in which the property would reduce the monthly pass price to State employees from \$16 to \$12 and market the program. In exchange, the State would provide the free ride home.
- The State Committee decided that the best way to handle the free ride home would be with passes that could be given to taxi drivers who would be reimbursed.
- The City of Salem wanted to get involved. They decided to offer as part of the program 3 passes monthly that could be used to park in metered areas for free. This catered to those who drove all the time to make their expensive monthly parking spot worthwhile.
- Overall, those who enrolled received:
 - 1) Reduced-cost transit passes. (\$12 rather than \$16)
 - 2) Three day-long parking vouchers each month.
 - 3) Guaranteed Ride Home use for valid emergencies or business reasons.
- At first, the State people were worried that heavy use of the ride home would be very expensive. They decided to give the program a 6 Month pilot run. The reality has revealed that it is seldom used. People, for the most part, just like to know it is there.
- The general manager has been a strong advocate of the program to the Board. He has not been involved in the details of planning and operation.
- This program falls in line with the strategic direction of the property which has been to target the discretionary rider who rides public transit not because he has to but because he wants to.
- It is also in line with the State wide strategy to reduce vehicle miles traveled and alleviate parking demands.

SALEM AREA MASS TRANSIT DISTRICT Cont.

C. Implementation

- Employees who will be eligible for the program include:
 - 1) Full or Part-time State employees.
 - 2) Ridesharers that carpool or vanpool.
 - 3) Employees that use public transportation.
- Reasons that an employee may use guaranteed ride home:
 - 1) They or a family member has an illness or a crisis.
 - 2) They must unexpectedly work past regular quitting time at the request of their supervisor.
 - 3) Their normal carpool or vanpool driver had to leave early or has to stay late.
 - 4) Other reasons deemed appropriate by agency managers, such as unexpected business appointments.
- When an enrolled employee may not use the guaranteed ride home:
 - 1) Personal errands.
 - 2) Pre-planned overtime.
 - 3) Overtime not requested by their supervisor.
 - 4) Pre-planned business appointments.
- Employees are allowed a maximum of 12 free rides home per year.

D. Communication

- So far, communication has been limited. The State prepared a flier explaining the program to the program administrator that has been selected in each State building. Information has mostly come from word of mouth through these representatives.
- Posters and paycheck stuffers are in the making to inform potential participants.
- The Governor, who is strongly behind the program, kicked it off with a press conference.

E. Measurement

- Pass sales at the mall have increased almost 100% in the first 5 months. This has happened before any major promotional activities have taken place. Before the program, around 100 were usually sold. Last month there were close to 200.
- Use of the free parking offer has been gauged at approximately one use per month per participant.

SALEM AREA MASS TRANSIT DISTRICT Cont.

- Success is seen in the attitude of employee participants who have communicated in many ways their desire to have the program continued.
- Ridership overall has improved 5% since the program was started.

F. Customer Focus

- The program is geared to all commuters with a special emphasis toward discretionary riders.
- The whole program was not formed from an internal perspective, it was in direct response to the needs, wants, and desires of the customer.
- The entire community should benefit from less cars on the road, less emissions, and increased parking for visitors around the Capital Mall area.

G. Additional Information

- The most unique aspect of the program was that it was a combined effort customized to the needs of the customer.
- In the future, leaders hope to expand the program to City, Hospital, and private sector employees.
- The total investment of the property has been diluted significantly because of the participation with other agencies. The main cost has been staff time for planning. Lowering the price of monthly passes produced positive revenue because of the increased purchases.

PROJECT TITLE

Total Transit



Description

The Summer Youth Pass Program is in effect annually during June, July and August. This "Total Transit" pass is designed specifically for those who are 18 or younger and can be used on any route at any time. Passes cost only \$8 a month, or a discounted \$20 for all summer. In addition, 23 merchants offer special discounts to pass holders for food, bowling, swimming, videos, skating, sports merchandise, teen programs and activities, and much more. It's a cheap and convenient way for kids to get around.

SAN DIEGO TRANSIT CORPORATION
San Diego, California

PROJECT TITLE

Computerized Run Bid System



Description

DIBS is a software package that was produced in-house in the late 1970's. It is a "cafeteria style" bidding system that evaluates the feasibility of each combination of bids as they are entered and keeps track of the bids that have been accepted. The bidding process includes 3 phases.

Phase 1: Pre-Bid Maintenance

- The scheduled runs are entered into the DIBS system.
- The runs are checked against legal and contractual constraints.
- Relief car schedules are formulated.
- Pre-bid reports are produced.

Phase 2: Driver Bidding

- Drivers are allowed to bid by seniority directly on the computer system.
- Drivers can create their own runs.
- If the bid is legal and allowable, it is immediately removed from further consideration.
- A second round of bidding allows drivers that haven't bid complete runs to bid on those that remain.

Phase 3: Post-Bid Reports

- The system produces a schedule for each driver.
- A list of runs is also produced that includes the drivers' names.

**SAN MATEO COUNTY TRANSIT DISTRICT, SAMTRANS
San Carlos, California**

PROJECT TITLE

Safety Records



Description

Additional descriptive material was not provided on this project. Please contact this property, agency or authority if you wish to get more information.

7. **PROJECT TITLE**

Service Planning Committee



Description

A "Service Planning Committee" (SPC) composed of representatives from Transit Operations, Planning, Scheduling and Marketing was given a two-fold charge. First, to bring the consumer report level into focus by reviewing the reports and take the necessary actions to better meet customer needs. At the same time, a total review of the consumer report process was made to make sure a more personal company-customer relationship was developed with the riding public. Secondly, the SPC was charged with being the "Clearinghouse" for all service improvements, analysis of route usage and to make recommendations for long range planning.

7. **PROJECT TITLE**

The B.E.S.T. Approach



Description

Additional descriptive material was not provided on this project. Please contact this property, agency or authority if you wish to get more information.

SANTA CLARA COUNTY TRANSPORTATION AGENCY
San Jose, California

PROJECT TITLE

Customer Service



Description

Additional descriptive material was not provided on this project. Please contact this property, agency or authority if you wish to get more information.

PROJECT TITLE

Education Awareness Day



Description

This annual program provides the employees with information about educational opportunities available to them through the local state and private colleges. It also establishes a rapport with the colleges and the Agency. The program is cost efficient (it requires only fliers, balloons, arrangement for snacks and set-up for the college representatives). It can be presented at one location or it can be presented at several different locations. Those employees attending are encouraged to complete an evaluation to determine the program's effectiveness.

PROJECT TITLE

External Bulletin



Description

Many individuals in organizations receive notifications of training and development opportunities outside the property which may be of interest to a broad segment of the property's employees. Often, the central Training/HRD department receives these notifications as well. The External Training Bulletin gathers the broad spectrum of information, collates and categorizes it, and distributes the information to everyone in the property on a regular basis (e.g. monthly.)

SANTA CLARA COUNTY TRANSPORTATION AGENCY Cont.

PROJECT TITLE

Personal Leadership Program



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 500 Buses, 2,400 Employees
 Population of service area:
 In service since 1972

A. Genesis

- The Deputy Directors of the property went through the Steven Covey "Seven Habits of Successful People" program. They were so impressed, they thought that as large a part of the organization as possible should have a similar experience.
- An in-house training staff was provided the materials of the program. The program was integrated with an outdoor experience geared to build teamwork and trust.
- The objective of the program is to put intact work groups through the experience together so they can build trust and cohesiveness while they are learning about a new perspective on work and terminology that will allow them to discuss and grow together.
- Since a recent budgetary crunch has caused people to be laid off, the program has been placed temporarily on hold. Once the organization starts to stabilize, the leadership program will be part of the rebuilding effort.
- This program is in response partly to significant morale problems around management / employee relationships within the property. Traditional management processes have tended to stifle openness causing problems to fester and resulting in "us/them" attitudes.
- The media has also contributed to a public perception that the transit authority is run similar to a military organization: Little concern for the individual.
- Executives have been intrigued by the program because it doesn't just teach skills, it forces people to look at the core values and purposes of him or herself and the organization and the end how they relate. It also provides a framework for discussing these abstractions.

SANTA CLARA COUNTY TRANSPORTATION AGENCY Cont.

B. Planning

- The plan is to first work with high and middle level managers. Once managers are on board in word and deed, it will be safe to start introducing employees to the program. To do so prematurely would only cause disappointment.
- In the past, strategic planning has been centered around technical issues. This program will insert the human resource element into objectives, resulting in an integrated strategy.

C. Implementation

- The first group to go through the program was made up of 75 top managers. This was done because it was believed that these people had the power to make the changes in process and culture.
 - 1) The program forces participants to look at their values as individuals.
 - 2) They are asked to examine how those values mesh with those of the property.
 - 3) They are asked to list how their actions (if they do) reflect their stated values.
 - 4) These managers also receive constructive feedback from others to help them to objectively interpret their actions at work.
- As part of the program, each of the participants are provided with and expected to read a copy of Covey's Book.
- Since sensitive topics such as integrity and principles are discussed, it is essential to use intact work groups where some measure of trust already exists and can be fostered.

D. Communication

- The Deputy Director in each department will invite their managers to participate. They will market the program to their own department.
- Managers will work with the Deputy Directors to set up learning contracts and make commitments around what they want to accomplish for themselves, their teams and their department.

SANTA CLARA COUNTY TRANSPORTATION AGENCY Cont.

E. Measurement

- Generally, the annual survey has had a very low response rate and those who have responded have been very negative.
- This survey in the future will include questions about relationships and will be a measure to gauge the success of the program.
- Feedback from participants and groups will also be an important source of evaluation data.

F. Customer Focus

- The immediate customer of this program is management who will gain the tools and constructs to understand their relationship to the values of the organization and increase their personal skills.

G. Additional Information

- The cost for a group of 50 for a 5 day off-site program is in the range of \$7,000; including food, consultant for the outdoor experience, off-site area, and material.

PROJECT TITLE

Sexual Harassment and Racial Discrimination Prevention Program



Description

Over a two-year period, managers attended four modules and employees attended two modules of a program dealing with issues around discrimination and sexual harassment. They learn to identify inappropriate behaviors and practice techniques in interrupting these behaviors. The approach is transferable and has been measured through pre- and post implementation statistics. Long-term impact on the organization can be measured in reduction in grievances filed and lawsuits initiated.

SANTA CLARA COUNTY TRANSPORTATION AGENCY Cont.

PROJECT TITLE

Supervisory Development Program



Description

This year-long program entails a thorough needs assessment within the affected division. Furthermore, each participant undergoes a complete skill evaluation to determine strengths and areas for improvement. Utilizing both internal and external training resources, participants are exposed to specific skill areas known to be needed by both the individual and the division. After the curriculum is completed, participants undergo the same skill evaluation process, this time to measure the impact of training and how well each participant has closed their skill gap.

PROJECT TITLE

Training Coordinator System



Description

In properties with several distinct administration and operations units, the process of needs assessment and information dissemination can be cumbersome and difficult to coordinate. With a Training Coordinator system, an individual is designated in each unit to coordinate these functions with the central Training or HRD Department.

PROJECT TITLE

Training For Office Professional (T.O.P.)



Description

This ten-week workshop is designed to provide technical training for office professionals and to help them develop a sense of pride in their profession. After the initial presentation of the program, it can be facilitated by graduates of the program. The program's success can be measured in productivity and employee satisfaction. The program can be presented on video however, the classroom setting allows interactions between other employees and the facilitator. Some of the topics include: Finance, Personnel, Customer Service, and Time Management.

SHREVEPORT TRANSIT SYSTEM

Shreveport, Louisiana

PROJECT TITLE

Management Newsletter (Monthly)



Description

This is aimed directly at providing information to middle management & line workers not involved in daily office activities and information flow. This is a semi-official information process, one step below official memos and bulletins. It works at providing a legitimate information channel to counter rumors, and provide information from the management perspective. This replaces an older informal letter that was generated by employees, but died from lack of participation.

PROJECT TITLE

Myers - Briggs Personality Test



Description

Allows insights among Management staff how each other relates on Thinking - Feeling, Introversion - Extroversion, sensing, Judgmental - Perception. Helps to figure out why some people act the way they do in workplace - makes others more aware of management & work styles for themselves & others they work with.

SONOMA COUNTY TRANSIT
Santa Rosa, California

PROJECT TITLE

I've Seen Elvis On Sonoma County Transit



Description

The King is Back. Elvis will be appearing on all of our bus routes for a period of 4 days, handing out buttons. Coming May 26,27,28 & 29 1992.

PROJECT TITLE

Parade Buses



Description

This is a marketing and staff morale project. There are eight community parades in Sonoma County each year. Staff comes early on parade morning to paint the bus, using poster paints. The group decides what to paint on the bus - we've won many awards. This is a very cheap way to promote our system to large crowds.

PROJECT TITLE

Hispanic Community Outreach Program



Description

This program involves marketing and customer service and has four basic areas:

1. Drivers learn basic Spanish, counting, phrases.
2. Presentations to Hispanic Community Groups.
3. Revising all printed material, public notices etc., to Spanish
4. Advertising & Marketing.

SONOMA COUNTY TRANSIT Cont.

PROJECT TITLE

Positive Customer Service Program



Description

Includes video and workbook, contracting out operations, driver resolution of complaints and complimentary passes to use to solve disputes.

SOUTH COAST AREA TRANSIT
Oxnard, California

PROJECT TITLE

Transit Ambassador Program



Description

Additional descriptive material was not provided on this project. Please contact this property, agency or authority if you wish to get more information.

SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT, RTD

Los Angeles, California



PROJECT TITLE

Ambassador Corp.

This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 2,000 Buses, 10,000 Employees
 Population of service area: 9 Million
 One rail line presently in operation.
 In service 28 years

A. Genesis

- There are several advantages to getting management to ride the service:
 - 1) They are seen by the public. Riders feel that RTD is more "in touch."
 - 2) Participants can provide feedback on deficiencies they see and complaints they hear.
 - 3) Participants can be a source of information to passengers.

B. Planning

- All management participants in the Ambassador Corp. were specially trained in small meetings. These meetings helped them know what to expect and included practice question and answer sessions. These steps were important in alleviating participants' fear of the unknown.

C. Implementation

- Participants (managers) were encouraged to ride the bus as much as possible (to work, to lunch, etc...). While on the bus, they were to wear their identification badge and actively communicate with those on the bus.
- Special business cards were made for Ambassadors to exchange with passengers who were encouraged to call back with complaints and suggestions.
- On a practical basis, the program didn't last very long. It did result in some favorable publicity, but it didn't secure enough ongoing commitment.

SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT, RTD Cont.

- There was not enough incentive for participants to be active. (In fact, they were expected to do it on their own time.) This flaw could be addressed.

E. Measurement

- The program did not provide adequate structure for accurate feedback on what was observed.
- Once a year, all employees receive a survey with their paycheck asking them to give comments and suggestions regarding what they have observed while riding the bus.

PROJECT TITLE

Career Day



Description

The RTD Career Day Program provides high school students an opportunity to interact with RTD professional and management staff and gain exposure to the professional work environment. In order for transportation to meet the needs of the next century, we need young minds to choose careers in public transit. The Career day Program is one way RTD is preparing for the future of public transportation in Los Angeles.

PROJECT TITLE

Clean Air Curriculum



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 2,000 Buses, 10,000 Employees
 Population of service area: 9 Million
 One rail line presently in operation.
 In service 28 years

SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT, RTD Cont.

A. Genesis

- The President of the Board was holding summit meetings in different areas to expose what the needs were. One of the first areas that uncovered was the need to teach the value of clean air to kids.
- The biggest hurdle that had to be overcome was the confusing maze of bureaucracy that constituted the school system. The LA public school system was so large, it took a lot of trial and error to understand their processes.

B. Planning

- With the help of a consultant and teachers, 10 lesson plans were developed.
- The plans were targeted to a 5th grade level.
- The first version took a year to complete. The process was slow because it involved much input and refining from focus groups of teachers. It had to be a teacher designed and teacher friendly program for teachers to accept it.
- In every program with students, the problem of graffiti is dealt with. The city has a \$14 million graffiti problem and the people are paying for it. Many clean up events have been held to instill pride in the appearance of the city.

C. Implementation

- Teachers were supplied with a polished final product including:
 - 1) Complete lesson guides
 - 2) Workbooks
 - 3) Coloring Books
 - 4) Pencils, Erasers and Crayons
 - 5) Background reading
 - 6) A bibliography for further investigation
- The RTD puts on a Saturday seminar to train the teachers on the materials.
- The RTD does one of the lessons itself on safety. The lesson includes a tour of a bus and sometimes also of the rail.
- The GM involvement consists of supplying the budget and making sure that it is used in a cost effective manner.

SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT, RTD Cont.

D. Communication

- A partnership was developed with the local daily newspaper. Two times a week, they would run a clean-air related story (visibly linked with the RTD) to be studied by classes in the curriculum. The paper saw it as a way to develop future readers.
- Lots of media covered the kick-off of the program.
- Some TV advertising has been used.
- A local TV station has expressed interest in doing a 30 minute documentary.

E. Measurement

- At this point, the best measurement of success has been the high demand for the curriculum materials. So far, over 1,000 copies have been printed and distributed.
- The program has received awards from the Air Quality Management District and APTA.

F. Customer Focus

- Teachers are the customer. It satisfies their need to deal with environmental issues.
- The community benefits if it can raise a more environmentally conscious generation.

H. Additional Information

- This program is unique because no one has ever produced transit related curriculum. There has not been a formal program to teach children.
- In the works is a "Clean Air II" curriculum that will be geared to a wider scope of grade levels. For example, on a Junior High level, different modules will be set up to tie clean air into different subjects. (ie. math, science)
- In the future, the materials will be available in generic form for sale to other properties.
- Schools near the rail lines were also provided with a curriculum around rail safety. As a result, the new rail line has only experienced accidents involving adults.
-There is a whole generation that knows nothing about trains.

SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT, RTD Cont.

- Costs include:
 - One staff year for the rail safety module
 - Design and Art work for the materials: \$3,000
 - Printing: \$5,000
 - Staff time away from other projects for inservice training.
 - Rewrites can take up lots of time.
 - Paying for time and meals of focus groups can also be expensive.

PROJECT TITLE

Let's Clean Up LA



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 2,000 Buses, 10,000 Employees
 Population of service area: 9 Million
 One rail line presently in operation.
 In service 28 years

A. Genesis

- One of the villains of the Gulf War was US reliance on foreign oil. The RTD saw this occasion as a time when they could effectively position public transit as an environmentally beneficial alternative.
 - The first slogan used was: "Riding RTD saves more than oil"
- The marketing department teamed with an external ad agency to put together the umbrella advertising campaign.
- The objective of the campaign was to associate the RTD with a pure clean and safe environment.
- The challenge at the time was to increase ridership to try to keep up with the rising price of diesel.
- The short term concrete strategy was to encourage people to ride the bus at least once a week. "If everyone took public transportation at least once a week, that would reduce freeway traffic by 20!"

SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT, RTD Cont.

B. Planning

- Seven or Eight celebrities were recruited to give video and radio voice overs. These short messages were used with very natural sights and sounds.
- Members of the LA Raiders allowed footage of their play to be associated with the RTD in terms of conserving energy, fighting pollution, protecting the environment etc...
- In accordance with the environmental strategy of RTD, they decided to co-sponsor an Eco-Expo show that featured the worlds largest collection of environmentally sound products and services.
- The RTD has shown significant commitment to alternative fuels. It presently has the largest fleet of methanol vehicles in the country.

C. Implementation

- The posters that the campaign produced were displayed in
 - 1) Interior car cards
 - 2) Brochures
 - 3) Tail ads.
 - 4) King ads. (on the sides of buses)
- Short advertisements were also given to local television and radio stations to be broadcast as public service messages.
- Carpooling and vanpooling were also encouraged. The term "ride share" is now used to reflect all these types of alternative transportation including busing.

D. Communication

- A king ad was posted in the employee cafeteria.
- Post-it notes were printed with the reminder to ride the bus at least once a week.

E. Measurement

- Acceptance is the best measure of this type of project.
- Before the campaign, public transit was generally seen as environmentally hazardous. Visions of huge lumbering buses spewing out diesel exhaust contributed to that perception. Research has now show that the perception has changed for the better.

SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT, RTD Cont.

- The RTD has not gone to the expense of researching the effect of any particular campaign. However, both verbal and written feedback have been very positive.

F. Customer Focus

- The audience of the campaign included both users and non-users. It was important to demonstrate to non-riders that taking public transit was a patriotic thing to do.

G. Additional Information

- The most unique aspect of this program is its attempt to tie transit to the environment.
- The costs amount to the expected needs of a media campaign. However, it produces the goodwill that money can't buy.
- The key to the effort is the ability to position yourself truthfully as a solution to a problem that everyone is aware of.

PROJECT TITLE

800 Numbers



Description

While the On-Time Performance Warranty confirms RTD's commitment to providing convenient and reliable service, the institution of 1-800 telephone numbers went even further in providing timely, accurate and toll-free information. Previously, patrons calling from outside the local calling area to get bus information, give suggestions or voice concerns sometimes had to pay costly toll charges. RTD insisted that our passengers deserved free access to all RTD services, and 1-800-2-LA-RIDE was created to provide toll-free information and assistance. "800" numbers were also created to receive passenger comments and complaints, and to provide special service for disabled patrons.

PROJECT TITLE

Moving People In The 90's



Description

What does it take to get Los Angeles moving again? That is the question the RTD hoped to answer when we initiated the "Moving People in the 90's" program. Over 1,100 ideas were submitted by the commuting public, and of those, 90 entries were selected which have or will be implemented by the RTD, the Los Angeles County Transportation Commission and the City of Los Angeles Department of Transportation respectively.

PROJECT TITLE

President's Transportation Advisory Committee



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 2,000 Buses, 10,000 Employees
 Population of service area: 9 Million
 One rail line presently in operation.
 In service 28 years

A. Genesis

- The President of the Board, Nick Patsaouras, thought that there had to be a more meaningful way of finding problems and opening communications.
- He felt that the staff had grown complacent and needed new ways of gaining ideas and changing practices.
- The committee provides a formal way for user groups to voice their concerns to the management of the property. It is a two-way channel of communication

SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT, RTD Cont.

B. Planning

- The committee was composed of representatives from different user groups who were interested in participating. For example:
 - 1) Disabled groups
 - 2) Chambers of Commerce and business advocates
 - 3) Interested Citizens
- The most important qualifying characteristic of members was that they had to be users themselves of the system.
- Actor Ed Begely Jr. was named the Chair of the group because his high profile lended credibility. He is the direct contact to the Board.

C. Implementation

- The group convened roughly every quarter and were left to discuss whatever was of most interest to them. They set their own schedule and agenda.
- The meetings are conducted in an informal and open form.
- Traditionally, progress reports are made around decisions that were reached at previous gatherings.
- Generally 12-15 participants attend each meeting.
- There is no fixed term of appointment.

D. Communication

- A press release was made to kick off the Committee. Chairman Ed Begely, Jr. acted as spokesperson. He has been a member of the "Green Team."
- There was high awareness of the committee internally because of the amount of information circulating.
- External to the organization, this program was not as widely known. There was less effort to keep the committee in the limelight.

SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT, RTD Cont.

E. Measurement

- Success is defined by the response that the committee gets to the suggestions it makes.

F. Additional Information

- In smaller organizations, getting community input is more feasible and common. For an organization of this size it is much more difficult and unique to have public outreach programs.
- Costs include staff time associated with meetings and follow up work. Committee members receive no compensation.

PROJECT TITLE

Public Tours



Description

In September 1990, RTD introduced "LA's Newest Attraction!" and began offering tours of RTD facilities and operations through the Public Tours Program. "LA's Newest Attraction!" offers participants an opportunity to see and learn about the many facets of RTD, taking visitors behind-the-scenes of one of the country's largest public transit operators. And RTD has a lot to show and tell! Since its inception, the Public Tours Program has been very popular, with more than 10,000 visitors touring RTD's facilities.

PROJECT TITLE

Transit Police Patrols



Description

The Transit Rider Bill of Rights pledges the passengers' right to uniformed Transit Police foot patrols along bus stops and on selected buses. Officers move from bus line to bus line depending upon need. The presence of uniformed officers has had a dramatic effect on passengers. It is not uncommon for officers to be greeted by applause when boarding buses that have been particularly troublesome.

SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT, RTD Cont.

PROJECT TITLE

Transit Rider Bill of Rights / On Time Warranty



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 2,000 Buses, 10,000 Employees
 Population of service area: 9 Million
 One rail line presently in operation.
 In service 28 years

A. Genesis

- In 1986, the RTD had received much bad publicity as a result of press scrutiny. There were several terrible accidents where. Some drivers were found with null or evoked licenses. Employee absenteeism and accident rates were high.
- Many adjustments had been made to combat those problems internally and they were improving. However, public opinion was not. The President of the Board wanted to run some programs that would help reshape the image of the RTD.
- The goals of the Transit Rider Bill of Rights (in which the on-time warranty was included) were to establish expectations on how customers should be treated and to establish equity between transit users and other users of the streets.
- The ideas originated with the Board President and they were refined into a workable document with help from the Board and top executives.
- While the property felt that a very small number of riders would take advantage of the free ride possibilities, they were convinced that the Warranty would provide a feeling of well-being to all riders and create an image of customer service for the organization.
- Since most of the service does run on time and with very little head way between buses (there are many routes that run every 3-5 minutes), the chance of someone waiting 15 minutes for a bus is slim.
- Concerns about the program included:
 - 1) The amount of money that would be lost.
 - 2) The manner in which drivers would handle being confronted about their lateness.

SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT, RTD Cont.

- All drivers went through training to help them understand that honoring the warranty was not a personal rebuke. They were also reassured that lost revenue would not be calculated for each employee.
- Drivers were empowered to handle the situation according to their own discretion.
- A secondary objective of the program was to tell the employees that "we care about them doing their job right."

B. Planning

- Meetings were held with management and staff to explain the program.
- Twelve customer service people were brought in and trained especially to handle information exchange with the public and keep statistics.

C. Implementation

- The Transit Rider Bill of Rights outlines that the rider has the right to:
 - 1) Freedom of Choice
 - 2) A Safe Journey
 - 3) Courtesy
 - 4) Convenience and Reliability
 - 5) Access to Transit Stops and Vehicles
 - 6) Timely and Accurate Information
 - 7) Quality Service
- The On-Time Warranty program is simple. If a bus doesn't arrive at its stop within 15 minutes of the scheduled time, the subsequent ride is free.
- The high volume of passengers that the RTD serves provides many fare collection problems. The rule for the Warranty was going to be "the passenger is always right."
- The program has been in operation for two years now, although there is no continuing publicity.
- Pass holders are also eligible for a rebate. They received a card that could be punched every time they boarded a bus that was 15 minutes late. This card would then be sent in and the number of punches would be subtracted from the bill of the following month.

SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT, RTD Cont.

- The customer service people respond to all formal complaints in writing. As part of that response, customers receive a card they can mail for free that how satisfied they are with RTD's response to their concern. The customer service team has been cut back due to lack of funding.
- Realistically, there is some concern that the warranty had caused drivers to be less vigilant of fraud that occurs with counterfeit passes and transfers.

D. Communication

- Drivers had to be assured that this was a positive program and that they should give a free ride even if the passenger is wrong. Drivers began to realize that the program made their jobs easier.
- A press campaign was staged through the PR department. Every newspaper and TV station in town did a story on the program.
- Bulletins, notices, posters, and signs spread the word both internally and externally.
- There is permanent card in every bus outlining all the Transit Rider Bill of Rights to the passengers. (In Spanish and English)
- Billboards were also used to "spread the word."

E. Measurement

- No customer satisfaction surveys have been completed that can single out any one cause for the rise in customer satisfaction.
- Customer complaints have dropped.

F. Coordination

- A meeting was conducted with the union to assure them that this was not a punitive program and that drivers' free rides would not be counted.

G. Customer Focus

- The program played well with taxpayers who want to feel good about their investment. The improved public support increased significantly the influence RTD could have with policy makers.

SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT, RTD Cont.

- The whole program is designed to let customers feel good about the service they are using.

H. Additional Information

- This program was unique in that it was part of a large campaign to change the image of the property.
- RTD received the Outstanding Company Award 1991 from the Society of Consumers Affairs Professionals in Business. The program was considered to provide exceptional benefits to the consumer.
- The property figures that it loses \$60,000 a month in revenue to the program. This is a drop in the bucket compared to the \$600 Million operating budget.
- The costs in a loose or sloppy operation would be much higher than in a tight operation that ran with little headway.

SOUTHWEST OHIO REGIONAL TRANSIT AUTHORITY

Cincinnati, Ohio

PROJECT TITLE

Vision Statement Culture Change



Description

Summary: Metro is the world's leader in providing transit services. We are totally dedicated to meeting the varied needs of our customers. Our methods of operation are the most advanced of any transit system. We consistently exceed all standards of excellence.

Our Customers: Customers are why we're here.

Our Employees: Employees are Metro

Our Organization: Our organization supports employees serving our customers.

SPOKANE TRANSIT AUTHORITY
Spokane, Washington

PROJECT TITLE

Investment In Excellence



Description

Investment In Excellence Presented By John Scherer and Associates. A program for all management levels to take stock of the present, re-discover the real person and potential within each of us, then attempt to harness and direct individual, group, and corporate energy.

SUN TRAN Tucson, Arizona

PROJECT TITLE

Employee Participation



Description

Extensive employee participation in nearly all facets of managing the organization. All systems face these challenges and can increase employee participation.

- *Labor/management committee
- *Attendance review committee
- *Complaint review committee
- *Fleet performance review committee
- *Quality of service committee
- *Safety committee
 - Accidents/fleet & facility inspections
- *Schedule review committee
- *Ad hoc project committees
 - Training
 - Capital facilities

PROJECT TITLE

Technologies: Cool Tower Technology
Solar Lighted Bus Shelters



Demographics: 180 buses, 400 employees
Urban Service Area
Population of Service Area: 400,000
Sun Tran has been in operation since 1978. Previous property which was absorbed was "Old City of Pueblo Transit" which had been in existence since 1949.

A. Genesis

- The General Manager and the City of Tucson began discussions
- The original objective was to provide improved passenger amenities, realize some cost savings, and respond to environmental concerns.

SUN TRAN Cont.

- The largest barriers to success were the technology design and the subsequent maintenance. These were overcome by involving consultants and working in partnership with the University of Arizona and the City of Tucson.
- The University of Arizona and City of Tucson approached the cool tower project as a partnership, including funding. The Office of Energy and Environment of the City of Tucson joined efforts in the grant funded solar lighting project.

B. Planning

- The strategic vision includes being part of the solution to environmental issues. Both of these projects support an active role. Additionally, "comfort of the riders" is a specific mission.

C. Implementation

- Director of purchasing and facilities management is involved on a day-to-day basis changing and maintaining cool tower and solar lighting
- Employees were informed through monthly newsletters and quarterly driver meetings.
- Ownership is not direct but indirectly they buy into the transit centers and solar lighting in that it reflects on them as being progressive.
- Employees could at random speak to both projects in overview. They also love the cool towers and use them when they lay over.
- Bruce Behncke, General Manager was involved with the Transportation Planning Commission for the City of Tucson in setting these programs up. Progress review and input during design and implementation.

D. Measurement

- Customer feedback in the forms of letter and telephone calls. Comments on interaction with public at the Transit Center has been very positive.
- No real unexpected outcomes
- Other properties in SouthWest could approach these projects and serve the customer additionally

SUN TRAN Cont.

F. Coordination

- Marketing has had an improved ability to sell transit - a competitive advantage. From a public relations perspective we have an opportunity to involve media and improve our PR image of progressive.
- Integrated effort - culture at SunTran is toward many project teams.
- Union exists. Informed in labor management meetings (monthly).

G. Customer Focus

- The rider is viewed as the customer
- Comfort, safety, improved amenities.
- Customers were informed through the passenger newsletter (Quarterly publication put on all buses and kiosks). Also, PR events; ribbon cutting ceremonies. They rely on general media coverage to inform the non-rider.

H. Additional Information

- Cooling Towers is simple but has been applied in an unusual and larger scale. Everyday concept that is taken for granted but is being used differently to help people. Solar panels take something intangible and make it a tangible benefit.
- Media attention
- Cool Tower expansion depends on budget availability on both projects
- Cool Tower costs about
Solar Lighted Bus Shelter Retrofits are about

Note: Sun Tran Submitted a list that included the cool tower technology and solar lighted bus shelters. In reviewing the list, it was decided that these two technologies represented unique approaches and were truly technology projects. All of the projects send a message about community involvement and customer focus and could be viewed collectively for their strong vision. These are:

CNG Buses: Working with South West Gas and a Canadian Consultant, SunTran retrofit one bus for CNG. Since, they have internally retrofitted two trolleys and have ordered three new vehicles which are spec'ded for CNG. A future

SUN TRAN Cont.

plan involves installing a gas line from the property to South West Gas to avoid off-site fueling requirements.

Tie-Down Stations for Wheelchairs. SunTran believes it is the only property thus far to respond to local community interest by ordering buses with three rather than two wheel tiedowns. Go from 2 to 3 on all new vehicle orders.

ShowTime/Other The three shuttle related items listed are in the category of service design.

Special Shuttles They target specific markets at tailored prices.

Mountain Avenue Shuttle Service

Event Pricing for Shuttles

SUN TRAN OF ALBUQUERQUE

Albuquerque, New Mexico

PROJECT TITLE

Student Interns



Description

Student interns play a vital role in special projects at Sun Tran. While getting a high school, college, or vocational-technical degree they earn wages or college credit working part-time. Projects include video production, desk-top publishing, computer programming, surveys and research. Training underwritten by federal Work-Study Program or Job Training Partnership Act. Students get experience, wages and a degree; transit systems gets projects done while grooming future transit employees and enhancing staff supervisory training.

PROJECT TITLE

Traveling Art Gallery



Description

Annually for two months, 35 to 40 Sun Tran buses display bus boards with original art. Sun Tran donates the space. Albuquerque Convention and Visitors Bureau chooses well-known local artists who donate their work on masonite boards covered with vinyl. The art is auctioned to benefit Albuquerque Community Foundation's annual "Magnifico" Arts Festival, raising about \$30,000. Everyone wins: bus sign advertising is promoted, artists get exposure, community cultural life is enhanced. Minimized costs and risks, maximized benefits.

TALTRAN, CITY OF TALLAHASSEE
Tallahassee, Florida

PROJECT TITLE

Elementary Education Orientation



Description

A special monthly pass to introduce students to the bus system at the beginning of each school year.

PROJECT TITLE

Special Education Training Pass



Description

Additional descriptive material was not provided on this project. Please contact this property, agency or authority if you wish to get more information.

TIDEWATER TRANSPORTATION DISTRICT COMMISSION

Norfolk, Virginia

PROJECT TITLE

Quality Assurance Program



Description

TRT implemented the "Quality Assurance Program" in 1984. Initially, the program was more of a Quality Service Program and only a few departments participated such as transportation, maintenance and scheduling. In addition, only a few tasks from each department were monitored and compared with the prior month. Over a period of time, an improvement was noticed among the tasks being monitored and it was determined to expand the program to include the Paratransit/Trolley divisions and the Information Center. Also performance standards were determined and assigned to each task to be monitored. The setting of performance standards tends to work better than simply comparing the current and prior months for change. Also, having to answer for a bad month while sitting in the midst of your peers has a tendency to motivate one towards excellence.

TOPEKA METROPOLITAN TRANSIT AUTHORITY

Topeka, Kansas

PROJECT TITLE

Transit Educator Pass



This project was reviewed in depth for consideration for inclusion in the video. Additional detail is provided such as demographic data. Also, a structured interview format was used and the information is reported in that format.

Demographics: 34 Buses, 63 Employees
 Urban
 Population of service area: 120,000
 In service since 1973

A. Genesis

- The property was receiving many requests by personnel of special education programs for help in teaching their pupils to learn to ride the public transportation system. Most of these schools were underfunded and could not afford to do it themselves.
- The property's para-transit system was in danger of being overloaded because Topeka has a large disabled person population and several private para-transit companies were going out of business. Furthermore, the Americans with Disability Act demanded even greater preparation by para-transit.
- The objectives of the Transit Educator Pass program were:
 - 1) To help riders with cognitive disabilities learn to use the fixed route system.
 - 2) Thus allowing para-transit to be able to serve those who need it most.

B. Planning

- Responsibility for this program was given to the marketing department who compiled a list of agencies that assist the cognitive disabled.
- They developed training materials specifically designed to teach these riders. (The majority of training materials mainly consisted of route maps and schedules that had previously been published)

TOPEKA METROPOLITAN TRANSIT AUTHORITY Cont.

- Letters were sent to 19 agencies and somehow 20 responded with interest in the program. (One must have been informed by word of mouth)
- This program fits the strategic direction of the property of serving the disabled community and increasing ridership on the fixed route system at the same time. The program not only allows better service to all the disabled, but it also is the source of independence and self esteem for the cognitive disabled.

C. Implementation

- One of the largest barriers to success that had to be overcome initially was the fact that some of the "trainers" in service organizations didn't know how to use the fixed route system themselves. To address this problem, the marketing department developed a seminar that included hands on training that it offered to participating organizations.
- When an agency makes a request to participate in the program, passes are sent with a training packet. (Supplemental training is available on request)
- So far, 122 passes have been issued.
- Only the teacher gets a pass. He or she can only use this pass when in the company of a client who is being trained. In this situation, both ride for free.
- Once a client has been trained, they are eligible for a senior/disabled discount pass.

D. Communication

- Top management is kept abreast of program's progress at board meetings.
- Memos explain the program to staff and drivers often come to Susan (program coordinator) to ask questions and receive clarifications.
- There was some mis-communication and confusion at first regarding who rides for free.
- The GM is involved in some decision making and keeps up with progress.

TOPEKA METROPOLITAN TRANSIT AUTHORITY Cont.

E. Measurement

- Six months ago, the property checked up on the agencies. Here are some of the results:
 - 1) The Topeka Association for Retarded Citizens
 - 32% of all clients have learned to use the fixed route system.
 - Some of their clients who are in employee training have learned to go to work on their own using the system.
 - 2) Kansas Neurological Institute
 - 10% have successfully been trained
 - 3) Kansas Department of Social Services
 - All "community living" clients are in training.
 - These are mentally retarded patients they are attempting to keep from being institutionalized.
 - 4) Kapper Foundation
 - This children's organization has requested that the program be extended to cover use of the para-transit system.
- The success rate and enthusiasm were the most unexpected outcomes of the program. The head of the Community Mental Health Center wanted to learn to train her own trainers.
- Because of their exposure, some of the trainers are now using the fixed route system.

E. Coordination

- The interaction with different agencies that the program involves has helped the property gain information to develop more effective programs for the disabled.
- Most internal coordination is handled by the marketing department.

F. Customer Service

- This program sees disabled people as the customer.
- Two articles have been published in the local newspaper about the Educator Pass program.

TOPEKA METROPOLITAN TRANSIT AUTHORITY Cont.

- The feedback loop from trainers provided information that helped refine the system. As a result, the daily hours of the program have been expanded and drivers are more sensitive to the situation of the cognitive disabled. Trainers wanted drivers not to be so helpful because they were not allowing the clients to learn to be independent.

G. Additional Information

- The uniqueness of the program lies in that it is a small investment that provides great service to the community.
- Once the program is up and running, it requires very little administrative work to keep it on course.
- Possibilities for the future include expanding the program to include para-transit.
Cost
- Most training materials include maps and instructions that the property already has. (A detailed instruction sheet for transfers had to be created)
- The property produces its own passes.
- Susan, the program coordinator, claims that she only spends 1-2% of her time weekly administering the program.

**TRANSIT AUTHORITY OF NORTHERN KENTUCKY, TANK
Fort Wright, Kentucky**

PROJECT TITLE
Employee Handbook



Description

Involved union in complete re-write of handbook. Made in binder form for ease of amending and to add room for health insurance and labor agreement.

TRI COUNTY TRANSIT
Orlando, Florida

PROJECT TITLE
Cultural Change Effort



Description

Early stages of cultural change effort. Employee communication/involvement. Customer focus.

APPENDIX A

Listing of Twenty-Five Great Ideas

25 GREAT TRANSIT IDEAS



1. Bill of Rights/On-Time Warranty
RTD
Los Angeles, CA
2. Bus Hailer
K-Trans
Knoxville, TN
3. Bus Air-Up System
MTA
Flint, MI
4. Bus Rides for Lunch
Tulsa Transit
Tulsa, OK
5. Bus Plus
City of Phoenix Public Transit
Phoenix, AZ
6. Clean Air Conference
Milwaukee County Transit
Milwaukee, IL
7. Clean Air Curriculum
RTD
Los Angeles, CA

*Compiled by Utah Transit Authority for Transit Excellence Project 1992

8. Clean Up L.A.
RTD
Los Angeles, CA
9. Community Relations Video
Long Beach Transit
Long Beach, CA
10. Cooperative Office Education
Pentran
Hampton, VA
11. Discrimination Prevention Program
Santa Clara County Transportation Agency
San Jose, CA
12. Employee Opinion Survey
Citibus
Lubbock, TX
13. Gainsharing
Capital Metropolitan Transportation Authority
Austin, TX
14. Hewlett-Packard Palmtop Computer
Municipality of Anchorage Transit Dept.
Anchorage, AK
15. Inventory Control Committee
Fresno Area Express
Fresno, CA



16. "IRA" Individual Recognition Awards
Milwaukee County Transit
Milwaukee, IL
17. Let's Do Lunch
Ames Transit Agency
Ames, IA
18. Ops Group
Capital Metropolitan Transportation Authority
Austin, TX
19. Pulse System
City Utilities Transit
Springfield, MO
20. Quests
PA Transit
Port Authority of Allegheny County
Pittsburgh, PA
21. Safewatch
C-Tran
Clark County Public Transportation
Vancouver, WA
22. Senior Club
Sun Metro
El Paso, TX



*Compiled by Utah Transit Authority for Transit Excellence Project 1992

23. Small Bus Conversion Program
Kansas City Area Trans. Authority
Kansas, MO



24. Traveling Art Gallery
Suntran
Albuquerque, NM

25. Vancouver Bike Patrol
C-Tran
Clark County Public Transportation
Vancouver, WA

APPENDIX B

Listing of Properties Receiving an In-Depth Interview

Projects Selected for In-Depth Interviews
(Alphabetical Order by Property Name)

1. Ames Transit Agency Mobile Dispatcher*
2. Ann Arbor Transportation Authority Maintenance Team Building*
3. Broward County Division of Mass Transit Broward County Cable TV*
4. Capital District Transportation Authority The Great Bus Giveaway*
5. City of Phoenix Transit System Magnetic Fare Card*
6. City Utilities of Springfield CU in Motion
7. City Utilities of Springfield Pulse System
8. Clark County Public Transit Benefit Area Safe Watch
9. Clark County Public Transit Benefit Area Vancouver Bike Patrol
10. Connecticut Transit, CT Transit Employee Assistance Program
11. El Paso Mass Transit Department, Sun Metro Summer Safari
12. Fortworth Transportation Authority Customer Service Emphasis
13. Fortworth Transportation Authority Retreat/Budget Action Plan
14. Kansas City Area Transportation Authority Small Bus Conversion
15. Knoxville Transportation Authority, K-Trans Bus Hailer
16. Long Beach Transit Community Relations Video*
17. Long Beach Transit Strategic Planning
18. Madison Metro Transit System Total Quality Management
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21. Metropolitan Tulsa Transit Authority Ozone Awareness Program*
22. New York City Transit Authority Station Manager Program*
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31. Southern California RTD Clean Air Curriculum
32. Southern California RTD Let's Clean Up L.A.
33. Southern California RTD
. President's Transportation Advisory Committee
34. Southern California RTD
. Transit Rider Bill of Rights / On Time Warranty
35. SunTran Cool Tower Technology/Solar Lighted Shelters
36. Topeka Metropolitan Transit Authority Transit Educator Pass*

* Projects were selected for showcase video

APPENDIX C

Interview Format

INTERVIEW QUESTIONS

DEMOGRAPHICS: # of busses, # of employees, rail, population of service area, relatively new or old property?

A. GENESIS

- 1) From where in the organization did the idea for this program emerge?
- 2) What was the original objective of this program? What did you hope to accomplish?
- 3) What challenges was your property facing that this program addresses?
- 4) What did you consider were going to be your greatest barriers to success?
- What steps did you take to overcome those barriers?
- 5) Were there external interests who contributed to the conception of the program?
- ie. customers, community groups, consultants

B. PLANNING

- 6) What was the process behind the development of the program? Who was involved?
- 7) How does this program fit into the strategic direction and vision of your property?

C. IMPLEMENTATION

- 8) Who participates in the day to day operation of the program and what do they do?
- 9) How is the program kept "on course"?

D. COMMUNICATION

- 10) How were employees in general kept informed and involved in the planning and implementation of your program?
- 11) Is there widespread ownership? How has this been accomplished?
- 12) If I were to make a random call to any employee in your organization, would they be able to give me a basic overview of the program?
- 13) What was the GM's (or similar officer) involvement?

E. MEASUREMENT - pre/post test, isolated/mixed causes, soft results.

- 14) How has success been defined and measured? (customer service and ridership)
- 15) Are there factors outside of the program that may account for some of the positive results?

- 16) Were there any unexpected outcomes of the program? (positive or negative)
- 17) Do you think that other properties could achieve similar results? Why or why not?

F. COORDINATION

- 18) What impacts has the program had on areas of the organization that are not directly involved?
- 19) How did you create cooperation between operations, maintenance, administration?
-between marketing and operations? -operations and customer service?
- 20) What is your union setup? How were they involved?

G. CUSTOMER FOCUS

- 21) Who does this program view as the customer?
- 22) How is that customer better served?
- 23) How was the program communicated to the customer? What was the customer involvement and response?
- 24) What feedback has been received from customers and stakeholders and as a result what adjustments have been made?

H. FIT WITH PROJECT

- 25) What do you consider to be the most unique and creative aspect of your program?
- 26) Are there a group of people who are opposed to the program? What are their issues and who would be a contact I could talk to?
- 27) Is your property willing to commit the time and resources to an on-site visit?
(1-3 days video work, interviews, disrupt work in progress)
- 28) How has the community recognized this program? ie. media, awards, involvement in activities or planning
- 29) What are your plans for the future of this project?
- 30) Are there any additional sheets of information that would be helpful in demonstrating or illustrating the effectiveness of the project?
- 31) What do you see as the total investment to get this program up and running?
-\$, pay, equipment, staff time, training, hidden costs.
- 32) Can I call back if I need further clarification?

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