

SGV Sector Governance Council Chair's Report: Director Antonovich's Motion Regarding Service Sector Effectiveness

Effectiveness of Sector Organizational Structure

Evaluation of Effectiveness

Sectorization has been effective in getting the MTA organization to a size that's manageable.

This structure is more customer-focused, with the ability and incentive to respond quickly and decisively to local bus rider concerns.

The current structure fails to provide the sectors with enough autonomy to be fully accountable for budget control and community outreach.

Recommendations

Recommend a budgeting structure to encourage maximum local accountability. The SGV Governance Council does not believe the current business model supports true local accountability. We suggest a review of the business models of other agencies which have decentralized (i.e. Utah Transit Authority), and make recommendations for additional change based on their experience. Strong consideration should be given to funding sectors independently based on service provided, not on the cost of providing it.

We recommend an incentive pay or rewards program, specifically for union positions, to reward top performing employees for their efforts.

Effectiveness of Sector Community Based Service & Outreach

Evaluation of Effectiveness

Sector outreach to local communities is not as effective as it should be because Sector outreach is not sufficiently supported or funded.

Recommendations

Add a Community Relations Manager to each sector, to be responsible for local community interface and coordination of local advertising and marketing communications. A sector controlled budget should be established for customer marketing and advertising programs.

Have a Customer Communications Account Representative report to the sector, to create a relationship between the sector and local institutions and major employers.

Both of these recommendations would return sector community relations staffing to the original level established in 2002.

Effectiveness of Attracting Increased Ridership

Evaluation of Effectiveness

Until recently the data by which we measure ridership was unreliable, so it is difficult to assess the effectiveness of the sector in attracting increased ridership.

Given the limited resources, the sector does a good job of communicating with our riders. As long as the sector has little control over community relations or local marketing efforts, we will continue to be much more challenged to communicate effectively with our potential riders and communities served.

Recommendations

Add a Community Relations Manager to each sector, to be responsible for local community interface and local advertising and marketing communications. This will allow the sector to implement programs to communicate with potential riders. Budget for these programs should reside within each sector.

Effectiveness of Service Improvements

Evaluation of Effectiveness

MTA's Service Sector business model provides for the continual review of the performance of every line, and the creation of the Governance Council has provided an effective public forum for reviewing, evaluating, receiving customer input and making decisions on all proposed service changes. This has been a very effective process and a major step forward. To cite one example of this review process, following the last SGV Sector public hearing in August the SGV Governance Council recommended to the City of Glendale to add local Bee Line service to the Upper Glen Oaks Canyon area. This will enable Metro to re-deploy low ridership service on the north end of Line 201 to more productive segments of the line.

Good attendance (40-100 persons) at our public meetings indicates a high level of public interest. The Governance Council has demonstrated it is responsive to public pressure but has also been willing to make tough decisions. This shows that the service sector business model has been effective at redirecting services more productively.

Recommendations

Implement a budget system which would allow sectors to retain savings from reduced or eliminated service or other cost reductions in order to support future new services. The budget process should encourage and reward efficiencies by allowing sectors to retain surplus funds. As was suggested four years ago, the sectors could follow a funding model similar to the Municipal Operators where annual funding is based on the level of service provided, not on the cost of providing it. Unexpended funds would be retained and reinvested in future services.

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SGV Sector Governance Council
November 14, 2006

