

SPOKANE TRANSIT AUTHORITY

BOARD MEETING OF

December 19, 2013

AGENDA ITEM _____: PROPOSED 2014 PERFORMANCE MEASURES
REFERRAL COMMITTEE: Performance Monitoring and External Relations (Allen)
SUBMITTED BY: E. Susan Meyer, CEO
Steve Blaska, Director of Operations

SUMMARY: The attached Staff Report presents the 2014 update to our key operational Performance Measures. As in the past, each performance measure is related to a specific Spokane Transit priority. These quantifiable benchmarks demonstrate the agency's commitment to accountability.

Staff will provide a short presentation explaining these highlights and other changes. The attached Staff Summary lists our proposed 2014 Performance Measures. Items printed in red are new measures or updates for 2014.

The ridership goals reflect the goals set forth in the Annual Strategic Plan

- Fixed Route: 1% growth – largely based on anticipated success of the bus pass program for the community colleges
- Paratransit: No growth – continued success of Mobility Training, In Person Assessments, and the Van Grant Program are expected to help control demand for this service
- Vanpool: 9% growth – we expect to assign the additional vanpool vehicles received in 2013. The economy is recovering and with the aid of new ride-matching software and a supporting marketing effort, it should allow us to meet this aggressive goal.

Our membership in the American Bus Benchmarking Group (ABBG) allows us another source of comparative information we can use to set meaningful performance measures. We used some initial reports from the ABBG to make adjustments to our safety and maintenance training goals. In several other cases, such as worker's time loss & maintenance road calls, we will further investigate the ABBG data for potential changes to our performance measures for 2015.

RECOMMENDATION TO COMMITTEE: Review and recommend the Board approve the 2014 Performance Measures as presented.

COMMITTEE ACTION: Approved as presented and forwarded to the consent agenda.

RECOMMENDATION TO BOARD: Approve the 2014 Performance Measures as presented.

FINAL REVIEW FOR BOARD BY:

Division Head _____ Chief Executive Officer _____ Legal Counsel _____

**SPOKANE TRANSIT AUTHORITY
Staff Report**

Date: December 19, 2012

SUBJECT: DRAFT 2014 PERFORMANCE MEASURES

MISSION

- We are dedicated to providing safe, convenient and accessible public transportation services to Spokane region neighborhoods, businesses, and activity centers.
- We are leaders in transportation and a valued partner in the community's social fabric, economic infrastructure, and quality of life.

OUR VISION

- We aspire to be a source of pride for the region.

PRIORITIES AND OBJECTIVES

1. Safety

Emphasize safety of our customers and employees in all aspects of our operations

2. Earn and Retain the Community's Trust

Engender trust and accountability and satisfy and exceed the expectations of citizens, customers, and employees; increase ridership; operate an efficient, cost-effective operation; maintain tight control of operational, administrative, and capital expenditures of public resources; provide service that is responsive and tailored to the area's needs.

3. Provide Excellent Customer Service

Provide consistently high-quality service to customers at every interaction with Spokane Transit; be rated by customers, the community, and employees as providing excellent customer service as measured annually in surveys.

4. Enable Organizational Success

Have a well-trained and highly productive workforce; promote healthy dialogue on important issues; reduce employee injuries.

5. Exemplify Financial Stewardship

Operate an efficient, cost-effective operation; maintain tight control of operational, administrative, and capital expenditures of public resources; establish reasonable, user-based revenue targets; plan for future operational and capital needs.

PERFORMANCE MEASURES

1. ENSURE SAFETY

Emphasize safety of our customers and employees in all aspects of our operations.

Performance Measures

- **Accident Rate (Property)**

Fixed Route

Measurement – (1 measure) Preventable accidents

Goal - Zero. Standard - 0.07 (or less) per 10,000

Measured - Quarterly

Paratransit

Measurement – (1 measure) Preventable accidents

Goal - Zero. Standard - 0.10 (or less) per 10,000 miles

Measured - Quarterly

- **Injury Rate (Employee Days Lost)**

- Fixed Route

- Measurement – Work days lost due to injury
 - Goal – Less than 0.02 per 1000 employee hours
 - Measured - Quarterly

- Paratransit

- Measurement – Workers Comp Lost Days
 - Goal – Less than 0.04 per 1000 employee hours
 - Measured - Quarterly

- Maintenance

- Measurement – Workers Comp Lost Days
 - Goal – Less than 0.05 per 1000 employee hours
 - Measured - Quarterly

- **Injury Rate (Employee Claims)**

- Fixed Route

- Measurement – Claims per 1,000 hours
 - Goal – Less than 0.05 claims per 1,000 hours
 - Measured - Quarterly

- Paratransit

- Measurement – Claims per 1,000 hours
 - Goal – Less than 0.08 claims per 1,000 hours
 - Measured - Quarterly

- Maintenance

- Measurement – Claims per 1,000 hours
 - Goal – Less than 0.09 claims per 1,000 hours
 - Measured - Quarterly

2. EARN AND RETAIN THE COMMUNITY'S TRUST

Engender trust and accountability and satisfy and exceed the expectations of citizens, customers, and employees; increase ridership; provide service that is responsive and tailored to the area's needs.

Performance Measures

- **Ridership**

- Fixed Route

- Measurement – Number of unlinked trips
 - Goal – Grow ridership by 1% from 2013 (approximately 11.1 million trips)
 - Measured – Monthly

- Paratransit

- Measurement – Number of unlinked trips
 - Goal – 0% increase from 2013 (approximately 500,000 trips)
 - Measured - Monthly

- Vanpool

- Measurement – Number of unlinked trips
 - Goal – 9.0% increase from 2013 (approximately 270,000 trips)
 - Measured – Monthly

- **Service Effectiveness**

- Fixed Route

- Measurement – Passengers per revenue hour

- Goal – 28 system wide average

- Measured – Quarterly

- Paratransit

- Measurement – Passengers per revenue hour

- Goal – 3.0

- Measured - Quarterly

- **Customer Security**

- Fixed Route

- Measurement – Response to two questions on annual survey: Customer assessment of personal safety & drivers' driving safe

- Goal – 5 on a scale of 1 to 5. Standard – 4.5 average

- Measured – Annually

- Paratransit

- Measurement – Response to two questions on annual survey: Customer assessment of personal safety & drivers driving safe

- Goal – 5 on a scale of 1 to 5. Standard – 4.5 average

- Measured – Annually

- **Public Outreach**

- Agency Wide

- Measurement – Response to question on annual community survey: STA does a good job listening to the public.

- Goal – 5 on a scale of 1 to 5. Standard – 4.5 average

- Measured – Annually

3. **PROVIDE OUTSTANDING CUSTOMER SERVICE**

Provide consistently high-quality service to customers at every interaction with Spokane Transit; be rated by customers, the community, and employees as providing excellent customer service as measured annually in surveys.

Performance Measures

- **On Time Performance**

- Fixed Route

- Measurement – 0 to 5 minutes from scheduled time point

- Goal – 95% on time

- Measured – Quarterly

- Paratransit

- Measurement – 0 to 30 minutes from scheduled pick up time

- Goal – 95% on time

- Measured – Monthly

- **Call Center**

- Fixed Route Abandon Rate

- Measurement – Percent of calls abandoned in comparison to the total call volume

- Goal – 4% or below

- Measured – Monthly

Paratransit Abandon Rate

Measurement – Percent of calls abandoned in comparison to the total call volume

Goal – 4% or below

Measured – Monthly

Fixed Route Service Level

Measurement – The percent of time calls are answered within the goal period

Goal – 90%/60 seconds

Measured – Monthly

Paratransit Service Level

Measurement – The percent of time calls are answered within the goal period

Goal – 90%/60 seconds

Measured – Monthly

- **Professionalism and Courtesy**

Fixed Route

Measurement – Quality Counts survey response to: “Operator professional and courteous throughout the trip”

Goal – 5 on a scale of 1 to 5. Standard – 4.5 average

Measured – Monthly

Paratransit

Measurement – Quality Counts survey response to: “Operator professional and courteous throughout the trip”

Goal – 5 on a scale of 1 to 5. Standard – 4.5 average

Measured – Monthly

Administration/Customer Service/Paratransit Reservations/Security

Measurement – Quality Counts survey response to: “Employee was professional and courteous throughout the call/interaction”

Goal – 5 on a scale of 1 to 5. Standard – 4.5 average

Measured – Monthly

- **Driver Announcements / Introduction**

Fixed Route

Measurement – Quality Counts survey response to: “Operator audibly announcing published stops”

Goal – 100%. Standard – 95% average or above on Quality Counts surveys. (FTA standard is Average.)

Measured – Monthly

Paratransit

Measurement – Quality Counts survey response to: “Operator identifying himself/herself at pick-up”

Goal – 100%. Standard – 90% response on Quality Counts surveys

Measured – Monthly

- **Cleanliness of coach / van**

Fixed Route

Measurement – Response to Quality Counts survey

Goal – 100%. Score 90% or greater as a standard

Measured – Monthly

Paratransit

Measurement – Response to Quality Counts survey

Goal – 100%. Score 90% or greater as a standard

Measured – Monthly

- **Complaint Rate**
 - Fixed Route
Measurement – Number of complaints received
Goal – Less than 5 complaints per 100,000 boardings
Measured - Monthly
 - Paratransit
Measurement – Number of complaints received
Goal – Less than 5 complaints per 10,000 boardings
Measured - Monthly
- **Maintenance Reliability**
 - Fixed Route
Measurement – Number of Road Calls
Goal – Less than 1 per 8,000 miles
Measured - Monthly
 - Paratransit
Measurement – Number of Road Calls
Goal – Less than 1 per 40,000 miles
Measured - Monthly

4. **ENABLE ORGANIZATIONAL SUCCESS**

Have a well-trained and highly productive workforce; promote healthy dialogue on important issues. Have an active and engaged Board of Directors.

Performance Measures

- **Training Rate (Employee)**
 - Fixed Route
Measurement – Complete Advanced Operator Training
Goal – 8 hours per Operator annually
Measured - Quarterly
 - Paratransit
Measurement – Complete Advanced Operator Training
Goal – 8 hours per Operator annually
Measured - Quarterly
 - Maintenance
Measurement – 4 major component training events + variety of general professional classes
Goal – Invest average of **25hours per 2,000 scheduled vehicle maintenance hours**
Measured - Quarterly
 - Managers/Supervisors/Administrative
Measurement – Scheduled Professional Development Class
Goal – 25% of population receive either on-site or off-site training event per year
Measured - Quarterly
- **Annual Employee Feedback**
 - Fixed Route
Measurement – Supervisor conducts formal ride check/ride along
Goal – 100% of operators receive a successful evaluation on a ride check/ride along annually
Measured - Quarterly
 - Paratransit
Measurement – Supervisor conducts formal ride check/ride along
Goal – 100% of operators receive a successful evaluation on a ride check/ride along annually
Measured - Quarterly

- **Governance**
 - Board Development
Measurement – Attendance at a transit-related conference/training event
Goal – Two Board members attend annually
Measured - Annually

5. **EXEMPLIFY FINANCIAL STEWARDSHIP**

Operate an efficient, cost-effective operation; maintain tight control of operational, administrative, and capital expenditures of public resources; establish reasonable, user-based revenue targets; plan for future operational and capital needs.

Performance Measures

- **Cost Efficiency**
 - Fixed Route
Measurement – Cost per Revenue Hour
Goal – below 95% of average cost of urban systems in Washington State
Measured – Quarterly
 - Paratransit
Measurement – Cost per Revenue Hour
Goal – below 95% of average cost of urban systems in Washington State
Measured – Quarterly
- **Cost Effectiveness**
 - Fixed Route
Measurement – Cost per Passenger
Goal – below 95% of average cost of urban systems in Washington State
Measured – Quarterly
 - Paratransit
Measurement – Cost per Passenger
Goal – below 95% of average cost of urban systems in Washington State
Measured – Quarterly
- **Cost Recovery from User Fees**
 - Fixed Route
Measurement – Farebox Return
Goal – at least 20%
Measured – Quarterly
 - Paratransit
Measurement – Farebox Return
Goal – at least 5%
Measured – Quarterly
 - Vanpool
Measurement – Fare revenue compared to Operational and Administrative expenses
Goal – 100%
Measured – Quarterly
- **Maintenance Cost**
 - Fixed Route
Measurement – Cost per total mile by fleet
Goal – \$1.22 per mile
Measured - Quarterly
 - Paratransit/Vanpool

Measurement – Cost per total mile

Goal – **\$0.83** per mile

Measured – Quarterly

- **Financial Capacity**

- Financial Management

- Measurement – Adherence to approved Operating Budget

- Goal – Operate at, or below, budgeted expenditures

- Measured – Quarterly

- Service Level Stability

- Measurement – Number of years current service level can be sustained

- Goal – 6 years

- Measured – Annually

- Ability to Sustain Essential Capital Investments

- Measurement – Fully funded Capital Improvement Plan

- Goal – 6 years

- Measured – Annually

- Public Perception

- Measurement – Answer to question on annual community survey: STA is financially responsible

- Goal – 5 on a scale of 1 to 5. Standard: 4.5

- Measured – Annually