

**SPOKANE TRANSIT AUTHORITY**  
**PERFORMANCE MONITORING AND EXTERNAL RELATIONS COMMITTEE MEETING**

December 2, 2015

**AGENDA ITEM 5A.2:** 2016 PERFORMANCE MEASURES

**REFERRAL COMMITTEE:** N/A

**SUBMITTED BY:** E. Susan Meyer, CEO  
Steve Blaska, Director of Operations

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**SUMMARY:** The attached Staff Report presents the 2016 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 2015 Performance Measures. Items printed in red are new measures or updates for 2016.

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

- Fixed Route: 1.5% growth. –Lower gas prices contributed to an approximate 4% decrease in ridership from our 2014 record. Our goal in 2016 will be to partially recover some of that lost ridership. This is an aggressive goal due to the fact there is no funding for service increases in 2016.
- Paratransit: Sustain current level of ridership. – The continued success of Mobility Training, In Person Assessments, and the Van Grant Program are expected to continue to control demand for this service.
- Vanpool: 7% growth. – Lower gas prices also had a negative effect in vanpool which contributed to an approximate 10% decrease in ridership from 2014. Our goal in 2016 is to reverse that trend and achieve 7% growth over how we will end 2015.

Our membership in the American Bus Benchmarking Group (ABBG) allows us another source of comparative information we can use to set meaningful performance measures.

**RECOMMENDATION TO COMMITTEE:** Review and recommend the Board approve the 2016 Performance Measures as presented.

**COMMITTEE ACTION:**

**RECOMMENDATION TO BOARD:**

**FINAL REVIEW FOR BOARD BY:**

Division Head \_\_\_\_\_

Chief Executive Officer \_\_\_\_\_

Legal Counsel \_\_\_\_\_

**SPOKANE TRANSIT AUTHORITY  
Staff Report**

**Date:** December 2, 2015

**SUBJECT:** 2016 PERFORMANCE MEASURES

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**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 - 0.08 (or less) per 10,000 miles

- Measured - Quarterly

- Paratransit

- Measurement – (1 measure) Preventable accidents

- Goal - Zero. Standard – 0.10 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 1.5% from 2015 (approximately 11.0 million trips)

- Measured – Monthly

- Paratransit

- Measurement – Number of unlinked trips

- Goal – 0% increase from 2015 (approximately 475,000 trips)

- Measured - Monthly

- Vanpool

- Measurement – Number of unlinked trips

- Goal – 7% increase from 2015 (approximately 243,000 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 – 85% 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: “Published stops are announced”  
Goal – 100%. Standard – 95% average or above on Quality Counts surveys.  
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 8 complaints per 100,000 boardings  
Measured - Monthly
  - Paratransit  
Measurement – Number of complaints received  
Goal – Less than 8 complaints per 10,000 boardings  
Measured - Monthly
- **Maintenance Reliability**
  - Fixed Route  
Measurement – Number of Road Calls  
Goal – Less than 1 per 7,500 miles  
Measured - Monthly
  - Paratransit  
Measurement – Number of Road Calls  
Goal – Less than 1 per 57,000 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 25 hours per maintenance employee per year  
Measured - Annually
  - Managers/Supervisors/Administrative  
Measurement – Scheduled Professional Development Class  
Goal – 100% of population receive either on-site or off-site training event per year  
Measured - Annually
- **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 (not including Special Use Vanpool)  
Goal – 100%  
Measured – Quarterly
- **Maintenance Cost**
  - Fixed Route  
Measurement – Cost per total mile by fleet  
Goal – \$1.26 per mile  
Measured - Quarterly

Paratransit/Vanpool

Measurement – Cost per total mile

Goal – \$0.91 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