

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

March 7, 2012

**AGENDA ITEM 3G :** DRAFT 2012 PERFORMANCE MEASURES – INFORMATION

**REFERRAL COMMITTEE:** N/A

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

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**SUMMARY:** Accountability is a fundamental characteristic of STA’s way of doing business. STA has four organizational priorities (Attachment A). In order to objectively measure our success in achieving these objectives, we assign a set of measureable results that define our progress. The past practice has been for STA to propose Annual Performance Measures to the Board of Directors prior to the beginning of the year. The organization’s progress in achieving these objectives is then presented to the Board every quarter through the year.

This year, due to the reorganization of the Board governing structure, this process was held in abeyance until the Performance Monitoring and External Relations Committee had an opportunity to provide guidance in this important organizational decision.

Attached are the Performance Measures that staff developed for 2012. The changes to the measures from 2011 are highlighted in red. Pending the Board’s decision on the future of this tool, we will use these measures to internally evaluate our progress throughout the year. They are presented here to foster a discussion regarding how the Board would like to use these in the future.

Agenda Item 4 of this Committee agenda is set aside to begin the discussion regarding this process as well as to discuss the future of other routine reports that have historically been provided to the Board.

**RECOMMENDATION TO COMMITTEE:** Information only.

**FINAL REVIEW FOR BOARD BY:**

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

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

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

# SPOKANE TRANSIT AUTHORITY

## Staff Report

**DRAFT**

**Date:** March 7, 2012

**SUBJECT:** DRAFT 2012 PERFORMANCE MEASURES

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### MISSION

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

### PRIORITIES AND OBJECTIVES

#### 1. Safety

- Emphasize Safety in all aspects of our operations
- To reduce employee injuries

#### 2. Earn and Retain the Community's Trust

- Engender trust and accountability
- 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

- To provide consistently high-quality service to customers in every interaction with Spokane Transit

#### 4. Employee and Organizational Development

- To have a well-trained and highly productive workforce
- To promote a healthy dialogue on important issues

### PERFORMANCE MEASURES

#### I. SAFETY

##### A. Emphasize safety in all aspects of our operations

##### 1. Objective:

- The safety and well-being of our employees and customers
- Reduce employee injuries

##### 2. Performance Measures

- **Accident Rate (Property)**

##### Fixed Route

Measurement – (2 measures) Total accidents; Preventable accidents

Goal - Zero. Standard - 2.0 (or less) per 100,000 miles (total accidents); 0.5 (or less) per 100,000 miles (preventable accidents)

Measured - Quarterly

##### Paratransit

Measurement – (2 measures) Total accidents; Preventable accidents

Goal - Zero. Standard - 2.0 (or less) per 100,000 miles (total accidents); 1.0 (or less) per 100,000 miles (preventable accidents)

Measured - Quarterly

- **Injury Rate (Employee)** *(Moved from Employee Development to be a Safety Measure)*

- 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

- 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

## II. EARN AND RETAIN THE COMMUNITY’S TRUST

### A. Engender trust and accountability—satisfy and exceed the expectations of citizens, customers, and employees

#### 1. Objectives:

- 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
- Focus on communications
- Make decisions based on internal and external input (Board, committees, employees, community)
- Communicate decisions thoroughly internally and externally

#### 2. Performance Measures

- **Ridership**

- Fixed Route

- Measurement – Number of unlinked trips
  - Goal - **Retain 95% of 2011 ridership (10M rides)**
  - Measured - Monthly (by system, by route, by day of week)

- Paratransit

- Measurement – Number of unlinked trips
  - Goal – **0% increase from 2011 (approx. 500K trips)**
  - Measured - Monthly

- Vanpool

- Measurement – Number of unlinked trips
  - Goal – **8% increase (approx. 260K trips)**
  - Measured – Monthly

- **Cost Efficiency**

- Fixed Route

- Measurement – Cost per Revenue Hour

- Goal – below **95%** of average cost of urban systems in Washington State

- Measured - no more than Quarterly

- Paratransit

- Measurement – Cost per Revenue Hour

- Goal – below **95%** of average cost of urban systems in Washington State

- Measured - Quarterly

- Vanpool

- Measurement – Cost per Mile

- Goal – Recover **100%** of Operational and Administrative costs.

- Measured how often – No More Than 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

- **Service Effectiveness**

- Fixed Route

- Measurement – Passengers per revenue hour

- Goal – 24 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

- **Maintenance Cost**

- Fixed Route

- Measurement – Cost per total mile by fleet

- Goal – **\$1.11** per mile

- Measured - Quarterly

- Paratransit/Rideshare

- Measurement – Cost per total mile

- Goal – **\$0.81** per mile

- Measured – Quarterly

### III. PROVIDE EXCELLENT CUSTOMER SERVICE

#### 1. Objectives:

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

#### 2. 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 **46,000** miles

- Measured - Monthly

#### IV. PROVIDE ORGANIZATIONAL AND EMPLOYEE DEVELOPMENT

1. Objectives

- a. To have a well-trained and highly productive workforce
  - b. To promote healthy dialogue on important issues

2. 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 \$200 per employee per year in training program

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

- **Ride Checks/Ride Alongs**

Fixed Route

Measurement – Supervisor conducts formal ride check/ride along

Goal – 100% of operators receive a ride check/ride along annually

Measured - Quarterly .

Paratransit

Measurement – Supervisor conducts formal ride check/ride along

Goal – 100% of operators receive a ride check/ride along annually

Measured - Quarterly