

Performance Measures Size Up Your Service

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Presenter

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Overview

- What are Performance Measures?
- Why use Performance Measures?
- Setting Goals and Objectives
- Key Performance Measures
- Summit Stage Case Study

Performance Monitoring and Evaluation

Are you doing things right?
Are you doing the right things?
Are you doing the right things right?

Strategic Planning Model



What are Performance Measures?

The means to evaluate progress towards the attainment of transportation system goals and objectives.



Why Measure Performance?

- Are resources being used most efficiently to deliver services?
- Are services being delivered in the most effective manner?
- Are resources being used most efficiently to deliver the most effective services?

Setting Goals and Objectives

Strategic Planning Model





The mission of Southwest Airlines is dedication to the **highest quality of Customer Service** delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.



FedEx Corporation will produce superior financial returns for its shareowners by providing high value-added logistics, transportation and related information services through focused operating companies. **Customer service requirements will be met in the highest quality manner** appropriate to each market segment served.

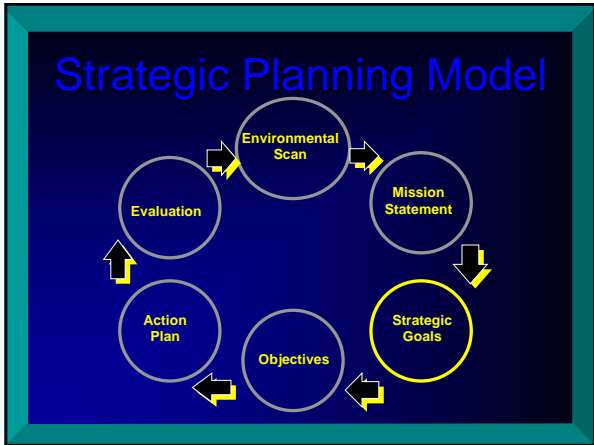
FedEx Services

- FedEx Express
- FedEx Ground
- FedEx Freight
- FedEx Custom Critical
- FedEx Kinko's



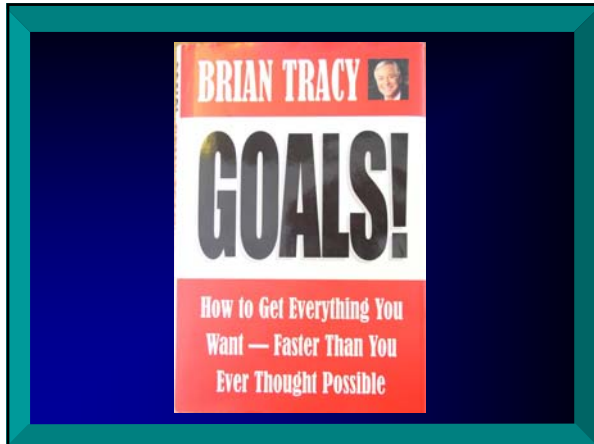


*To Transport Customers Safely
and Reliably at Reasonable
Cost*



Goals

- Define how you accomplish your Mission
- Measurable Objectives
- Time for Attainment



Brian Tracy

- Determine Your True Goals
- Measure Your Progress
- Make a Plan of Action
- Review Your Goals Daily
- Manage Your Time Well
- Do Something Every Day

John Maxwell

- Prioritize
- Organize
- Plan
- Communicate
- Execute
- Evaluate

Steven Covey

- Be Proactive
- Begin with the End in Mind
- Put First Things First
- Think Win/Win

Strategic Planning Model



Strategic Planning Model



Performance Evaluation

- Goal
 - Statement of an Ideal End
- Objective
 - Measurable Step Toward A Goal
- Performance Measure
 - Quantitative Measure of an Objective
- Standard
 - Acceptable or Desired Level of Measure

Cost Efficiency

- Resources expended per unit of service
- Operating cost per service hour
- Operating cost per service mile



Service Effectiveness

- Service consumed in relation to service provided
- Passengers per service hour
- Passengers per service mile
- Passenger revenue per service hour
- Passenger revenue per service mile

Cost Effectiveness

- Resources expended per unit of consumption or revenue per unit of resource expended
- Passenger revenue (plus contributions) as a percent of operating cost
- Operating cost per passenger

Service Quality

Does the service meet or exceed customer expectations?

- Accessibility
- Availability
- Comfort
- Reliability
- Safety

Data for Performance Measures

- Resource Inputs
- Service Outputs
- Public Consumption Statistics



Sources of Data for Evaluation

- Financial Reports
- Schedules, driver logs, dispatch records
- Maintenance records
- Passenger records
- Passenger surveys
- Community surveys

Key Performance Indicators

- Cost per passenger
- Passengers per hour (or mile)
- Cost per hour (or mile)

Peer Group Comparison

	RURAL FIXED ROUTE	RURAL DEMAND RESPONSE
Cost per Passenger	\$1.37 - \$2.93	\$9.09 - \$14.18
Passengers per Hour	5 - 12	2 - 6
Operating Cost per Hour	\$28 - \$47	\$24 - \$33

Examples

Figure VI-11
Route Productivity

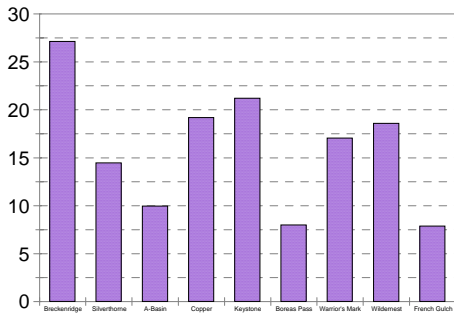
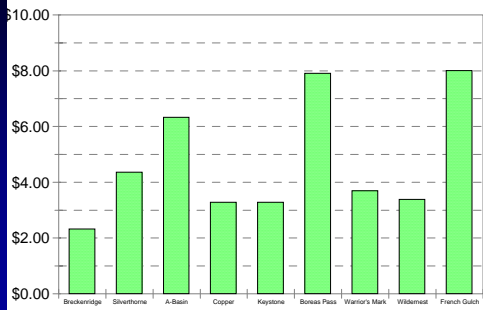
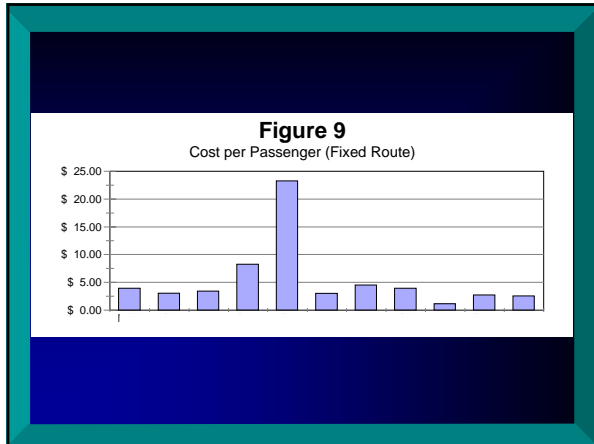
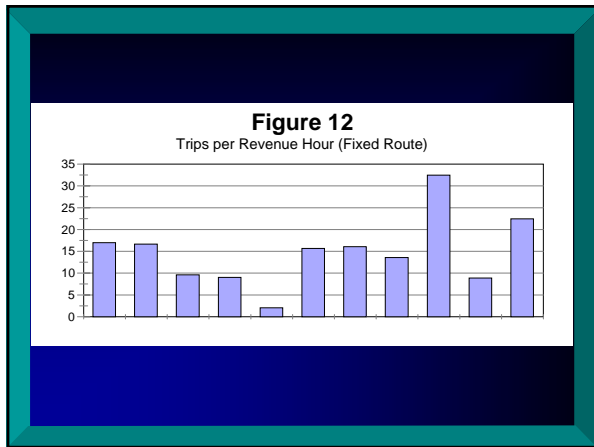
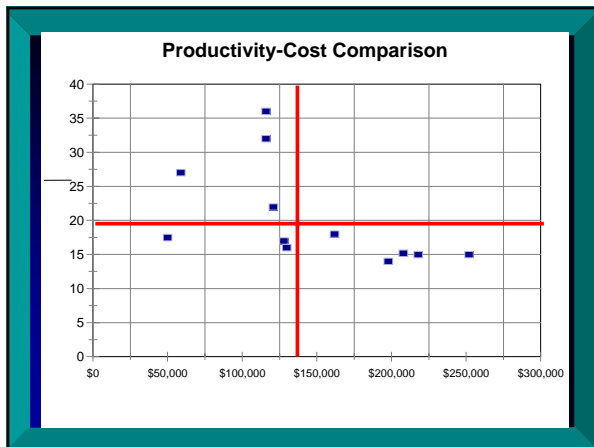


Figure VI-12
Cost per Passenger

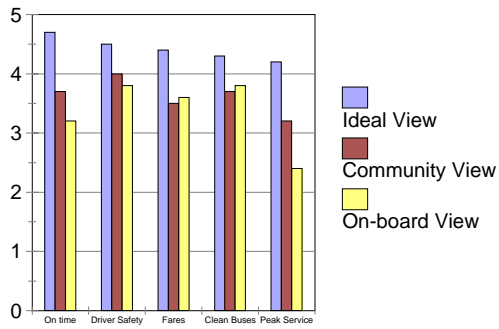








Service Rating Comparison

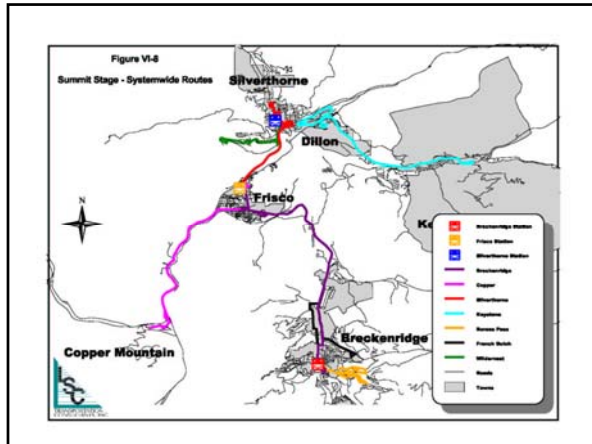


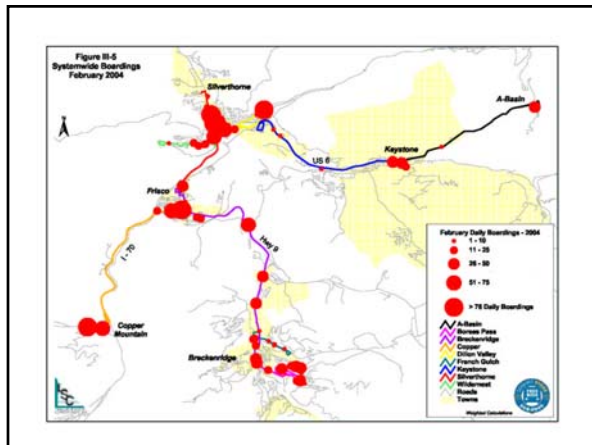
Summit Stage



Background

- Serves four major ski areas
- Serves four communities
- Service from 5:00 a.m. to 2:00 a.m.
- Over 1.5 million annual passengers
- High seasonal fluctuation in demand





Previous Goals

- Consistent, predictable year-round service
- Good service (friendly, clean)
- Reduced travel time
- Ability for alternative transit system in the future
- Economic efficiency within constraints of the budget
- Comfort on buses/shelter

- Infrastructure improvements
- New links with neighborhoods
- Expansion of system
- Improved marketing of service
- Build flexibility in system
- Minimize transfers
- Multiple funding sources
- Unique style for transit system

New Goals and Objectives

- Handouts
 - 2003-2004
 - 2004 Update



Performance Measures



Performance Standards



Performance Reports

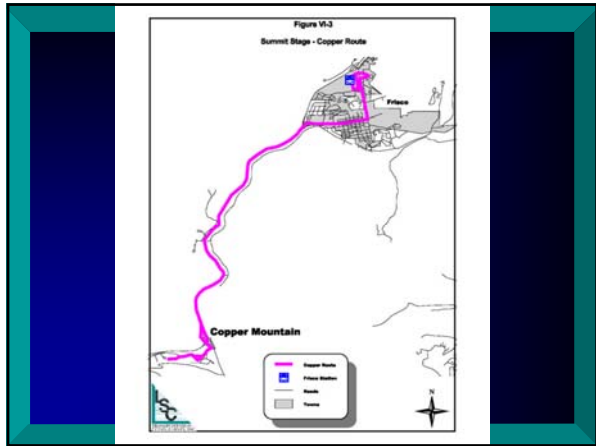
- Handout

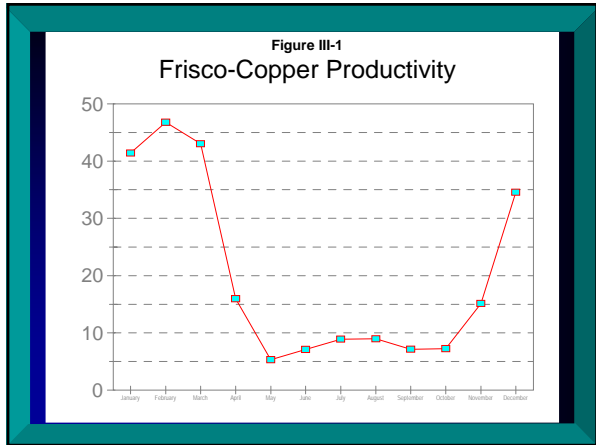


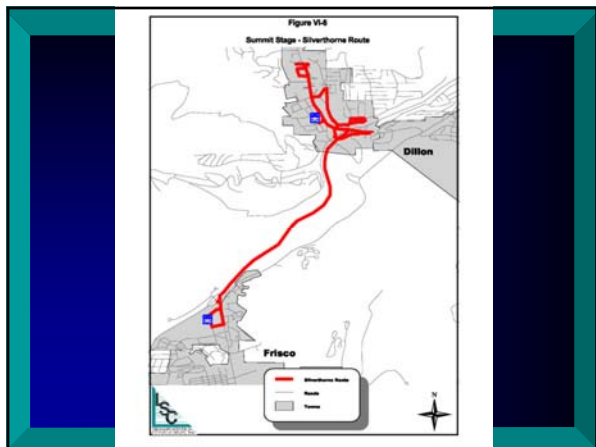
Service Changes

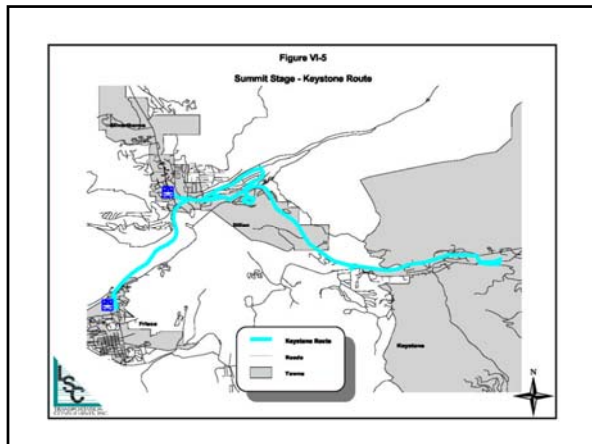
- Copper Mountain Route
- Frisco-Silverthorne
- Late Night Service

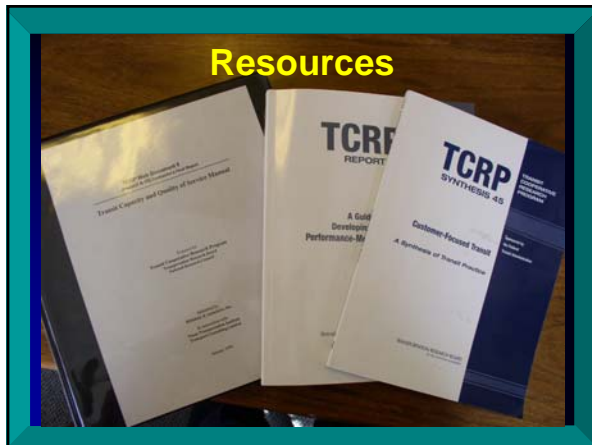












Resources

- TCRP Report 100: Transit Capacity and Quality of Service Manual, 2ed.
- TCRP Report 88: Guidebook for Developing a Transit Performance Measurement System
- TCRP Report 47: A Handbook for Measuring Customer Satisfaction and Service Quality
- TCRP Synthesis 45: Customer Focused Transit
- http://www4.trb.org/trb/crp_nsf
- APTA

Reviewing the Key Ideas

- Purposes of Performance Evaluation
- Performance Measures
- Monitoring and Evaluation



Summit Stage Goals

1999

1. Consistent, predictable year-round service
2. Good service (friendly, clean)
3. Reduced travel time
4. Ability for alternative transit system in the future
5. Economic efficiency within constraints of the budget
6. Comfort on buses/shelter
7. Infrastructure improvements
8. New links with neighborhoods
9. Expansion of system
10. Improved marketing of service
11. Build flexibility in system
12. Minimize transfers
13. Multiple funding sources
14. Unique style for transit system

Summit Stage Objectives 2003

Mission Statement:

The Summit Stage mission is to promote and provide quality transportation to visitors and residents of Summit County.

Goals and Objectives:

Goal 1 – The Summit Stage will provide high quality service year-round.

Objective 1. a. Service frequency during peak periods will be at least every 30 minutes on Town-To-Town and Town-To-Resort routes. Off-peak service will be at least hourly. Service on Residential routes will be at least hourly.

Objective 1. b. No vehicles in fixed-route service will operate ahead of schedule. 90 percent or more of the fixed-route trips will arrive at designated stops no more than 5 minutes after the established schedule times. Except when roads are closed, there will be no “missed trips” as defined by 15 or more minutes late. Schedule reliability should receive a rating of 3.4, or higher, (on a scale of 0 to 4) based on annual guest survey.

Objective 1. c. Vehicle cleanliness should receive a rating of 3.4, or higher, based on annual guest survey.

Objective 1. d. Driver courtesy will receive a rating of 3.4, or higher, based on annual guest survey.

Objective 1. e. Overall quality of service will receive a rating of 3.4, or higher, based on annual guest survey.

Objective 1. f. The Transit Advisory Board will review the Goals, Objectives, and Performance Standards annually to identify possible changes and aspects of service which need attention.

Goal 2 – The Summit Stage will provide efficient, effective, and safe services.

Objective 2. a. Total annual fixed-route productivity will be at least 20 guests per service hour. Individual Town-To-Town or Town-To-Resort routes should have a minimum productivity of at least 15 guests per service hour. Individual Residential routes should have a minimum productivity of at least 10 guests per service hour.

Objective 2. b. Fixed-routes that do not meet the minimum productivity standard of either 15 or 10 guests per hour will be evaluated for possible restructuring or elimination.

Objective 2. c. Any Town-To-Town or Town-To-Resort route that has a cost per guest trip of more than three times the category average will be evaluated for possible restructuring or elimination. Any Residential Route that has a cost per guest trip of more than three times the category average will be evaluated for possible restructuring or elimination.

Objective 1. d. An accident rate of 2.5 preventable accidents per 100,000 vehicle miles, or less, will be maintained.

Goal 3 – Summit Stage service will be targeted to meet the needs of residents, and visitors, including persons with disabilities.

Objective 3. a. Service will be provided between the communities of Breckenridge, Dillon, Frisco, and Silverthorne and to ski resorts and other major destinations in Summit County.

Objective 3. b. Informational materials will be provided to guests in the primary languages of English and Spanish and efforts will be made to accommodate guests with information in other languages.

Objective 3. c. Develop a strategic marketing plan in 2003 to identify primary markets and develop appropriate marketing campaigns.

Objective 3. d. Routes for permanent residents and commuters will operate between residential areas and areas of employment.

Objective 3. e. Routes for visitors will operate between lodging areas, commercial areas, and resorts.

Objective 3. f. Mountain Mobility service will operate between Summit County addresses and will comply with all requirements of the Americans with Disabilities Act.

Summit Stage Mission Statement

The Summit Stage mission is to promote and provide quality transportation to residents and visitors of Summit County.

Summit Stage Goals and 2004 Objectives

Goal 1 – The Summit Stage will provide high quality service year-round.

Objective 1. a. Service frequency during peak periods will be at least every 30 minutes on Town-To-Town and Town-To-Resort routes. Off-peak service will be at least hourly. Service on Residential routes will be at least hourly.

Objective 1. b. The Summit Stage will conduct guest surveys in February and July 2004.

Objective 1. c. Schedule reliability will receive a rating of 3.4, or higher, based on surveys.

Objective 1. d. Vehicle condition will receive a rating of 3.4, or higher, based on annual guest survey.

Objective 1. e. Driver courtesy will receive a rating of 3.4, or higher, based on annual guest survey.

Objective 1. f. Overall quality of service will receive a rating of 3.4, or higher, based on annual guest survey.

Objective 1. g. The Summit Stage Board will review the Goals, Objectives, and Performance Standards annually to identify possible changes and aspects of service needing attention in the coming year.

Goal 2 – The Summit Stage will provide efficient, effective, and safe services.

Objective 2. a. Total annual fixed-route productivity will be at least 22 guests per service hour.

Individual Town-To-Town or Town-To-Resort routes should have a minimum productivity of 16 guests per service hour.

Individual Residential routes should have a minimum productivity of 11 guests per service hour.

Fixed-routes that do not meet the minimum productivity standard of either 16 or 11 guests per hour will be evaluated for possible restructuring or elimination.

Objective 2. b. Any fixed-route that has a cost per guest trip of more than twice the category average will be evaluated for possible restructuring or elimination.

Objective 2. c. An accident rate of 2.2 preventable accidents per 100,000 vehicle miles, or less, will be maintained.

Objective 2. d. The productivity performance of fixed-route trips departing from transit stations later than 11:30 p.m. will be monitored. The total annual fixed-route productivity of these trips will be at least 8 guests per service hour.

Goal 3 – Summit Stage service will be targeted to meet the needs of residents and visitors, including persons with disabilities.

Objective 3. a. Service will be provided between the communities of Breckenridge, Dillon, Frisco, and Silverthorne and to ski resorts and other major destinations in Summit County.

Objective 3. b. Informational materials will be provided to guests in the primary languages of English and Spanish and efforts will be made to accommodate guests with information in other languages.

Objective 3. c. Within budget constraints, implement the 2004 elements of the Summit Stage Operations Plan.

Objective 3. d. Within budget constraints, implement the 2004 elements of the Summit Stage Strategic Marketing Plan.

Objective 3. e. Within budget constraints, implement the 2004 elements of the Summit Stage Stop Improvement Program. In 2004, the program calls for installation of six guest shelters and two benches.

Objective 3. f. Within budget constraints, implement the 2004 elements of the Summit Stage Fixed-Route Vehicle Replacement Plan. In 2004, the plan calls for the introduction of nine new 30-foot buses into service and removal of units #521, #523, #529, #530, #531, and #532.

Objective 3. g. Routes for permanent residents and commuters will operate between residential areas and areas of employment.

Objective 3. h. Routes for visitors will operate between lodging areas, commercial areas, and resorts.

Objective 3. i. Mountain Mobility service will operate between Summit County addresses and will comply with all requirements of the Americans with Disabilities Act.

**SUMMIT STAGE
GUEST INFORMATION**

	March 2003 and 2004 Compared						March 31, Year-to-Date					
	2003			2004			2003			2004		
Town-To-Town Routes:	Guests	Hours	Guests/Hour	Guests	Hours	Guests/Hour	Guests	Hours	Guests/Hour	Guests	Hours	Guests/Hour
Breckenridge-Frisco	36,998	992.00	37.30	38,057	980.07	38.83	105,405	2,880.00	36.60	111,083	2,878.30	38.59
Dillon Valley				22,049	465.00	47.42				62,592	1,365.00	45.85
Silverthorne	24,748	1,131.50	21.87	19,253	503.75	38.22	64,744	3,285.00	19.71	53,927	1,478.75	36.47
Silverthorne-Frisco				30,029	488.25	61.50				86,780	1,433.25	60.55
SUBTOTAL	61,746	2,123.50	29.08	109,388	2,437.07	44.89	170,149	6,165.00	27.60	314,382	7,155.30	43.94
Town-To-Resort Routes:	2003			2004			2003			2004		
A-Basin-Keystone	7,539	580.00	13.00	8,017	560.00	14.32	19,942	1,760.00	11.33	19,636	1,760.00	11.16
Copper Mountain-Frisco	40,173	992.00	40.50	36,303	949.07	38.25	111,283	2,880.00	38.64	110,617	2,787.30	39.69
Keystone-Silverthorne	57,935	2,022.75	28.64	36,362	980.07	37.10	170,223	5,872.50	28.99	103,999	2,878.30	36.13
SUBTOTAL	105,647	3,594.75	29.39	80,682	2,489.14	32.41	301,448	10,572.50	28.51	234,252	7,425.60	31.55
Residential Routes:	2003			2004			2003			2004		
Boreas Pass-Breck	7,338	279.00	26.30	7,940	279.00	28.46	19,741	810.00	24.37	24,123	819.00	29.45
French Gulch-Breck	6,493	279.00	23.27	3,161	279.00	11.33	11,463	810.00	14.15	9,863	819.00	12.04
Wilderness-Silverthorne	10,920	496.00	22.02	10,142	496.00	20.45	30,232	1,440.00	20.99	28,787	1,456.00	19.77
SUBTOTAL	24,751	1,054.00	23.48	21,243	1,054.00	20.15	61,436	3,060.00	20.08	62,773	3,094.00	20.29

All Fixed-Route (Town-To-Town+Town-To-Resort+Residential Routes):

SUBTOTAL	192,144	6,772.25	28.37	211,313	5,980.21	35.34	533,033	19,797.50	26.92	611,407	17,674.90	34.59
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Late Night

	3,201	372.00	8.60	6,019	372.00	16.18	9,411	1,080.00	8.71	17,596	1,092.00	16.11
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	March 2003 and 2004 Compared						March 31, Year-to-Date					
	2003			2004			2003			2004		
Paratransit:	Guests	Hours	Guests/Hour	Guests	Hours	Guests/Hour	Guests	Hours	Guests/Hour	Guests	Hours	Guests/Hour
Mountain Mobility	616	324.50	1.90	689	308.00	2.24	1,854	956.65	1.94	2,013	882.00	2.28
Senior Excursions	19	6.30	3.02	0	0.00	0.00	19	6.30	3.02	45	2.50	18.00
Special Services	0	0.00	0.00	0	0.00	0.00	316	14.00	22.57	198	12.50	15.84
SUBTOTAL	635	330.80	1.92	689	308.00	2.24	2,189	976.95	2.24	2,256	897.00	2.52

TOTALS	192,779	7,103.05	27.14	212,002	6,288.21	33.71	535,222	20,774.45	25.76	613,663	18,571.90	33.04
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**SUMMIT STAGE
GUEST INFORMATION**

	May 2003 and 2004 Compared						May 31, Year-to-Date					
	2003			2004			2003			2004		
Town-To-Town Routes:	Guests	Hours	Guests/Hour	Guests	Hours	Guests/Hour	Guests	Hours	Guests/Hour	Guests	Hours	Guests/Hour
Breckenridge-Frisco	17,075	981.50	17.40	19,696	976.50	20.17	147,400	4,821.50	30.57	156,048	4,799.80	32.51
Dillon Valley	9,010	330.75	27.24	12,125	465.00	26.08	9,010	330.75	27.24	89,177	2,280.00	39.11
Silverthorne	11,448	706.25	16.21	10,878	503.75	21.59	94,733	5,086.25	18.63	78,518	2,470.00	31.79
Silverthorne-Frisco	11,710	330.75	35.40	18,319	488.25	37.52	11,710	330.75	35.40	126,482	2,394.00	52.83
SUBTOTAL	49,243	2,349.25	20.96	61,018	2,433.50	25.07	262,853	10,569.25	24.87	450,225	11,943.80	37.70
Town-To-Resort Routes:												
A-Basin-Keystone	0	0.00	0.00	0	0.00	0.00	19,942	1,760.00	11.33	19,636	1,760.00	11.16
Copper Mountain-Frisco	5,432	729.50	7.45	5,596	604.50	9.26	135,118	4,569.50	29.57	131,969	4,086.80	32.29
Keystone-Silverthorne	16,256	1,314.00	12.37	16,280	976.50	16.67	225,359	9,144.00	24.65	142,258	4,799.80	29.64
SUBTOTAL	21,688	2,043.50	10.61	21,876	1,581.00	13.84	380,419	15,533.50	24.49	293,863	10,646.60	27.60
Residential Routes:												
Boreas Pass-Breck	1,526	279.00	5.47	2,001	279.00	7.17	26,721	1,359.00	19.66	30,538	1,368.00	22.32
French Gulch-Breck	763	279.00	2.73	1,245	279.00	4.46	15,051	1,359.00	11.08	13,313	1,368.00	9.73
Dillon Valley-Summit Cove	0	0.00	0.00	903	186.00	4.85	0	0	0.00	1,618	306.00	5.29
Wilderness-Silverthorne	6,605	496.00	13.32	6,324	496.00	12.75	44,361	2,416.00	18.36	42,447	2,432.00	17.45
SUBTOTAL	8,894	1,054.00	8.44	10,473	1,240.00	8.45	86,133	5,134.00	16.78	87,916	5,474.00	16.06

All Fixed-Route (Town-To-Town+Town-To-Resort+Residential Routes):

SUBTOTAL	79,825	5,446.75	14.66	93,367	5,254.50	17.77	729,405	31,236.75	23.35	832,004	28,064.40	29.65
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Late Night

	659	372.00	1.77	2,227	372.00	5.99	11,497	1,812.00	6.34	23,987	1,824.00	13.15
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	May 2003 and 2004 Compared						May 31, Year-to-Date					
	2003			2004			2003			2004		
Paratransit:	Guests	Hours	Guests/Hour	Guests	Hours	Guests/Hour	Guests	Hours	Guests/Hour	Guests	Hours	Guests/Hour
Mountain Mobility	615	354.50	1.73	631	332.50	1.90	3,065	1,619.65	1.89	3,192	1,479.00	2.16
Senior Excursions	9	4.00	2.25	0	0.00	0.00	48	11.80	4.07	56	12.50	4.48
Special Services	0	0.00	0.00	0	0.00	0.00	316	14.00	22.57	198	12.50	15.84
SUBTOTAL	624	358.50	1.74	631	332.50	1.90	3,429	1,645.45	2.08	3,446	1,504.00	2.29

TOTALS	80,449	5,805.25	13.86	93,998	5,587.00	16.82	732,834	32,882.20	22.29	835,450	29,568.40	28.25
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