

CHAPTER 3: PLAN PERFORMANCE MONITORING

Metro’s strategic plan is a blueprint for Metro to improve its public transportation products and services in meaningful and measurable ways. Performance monitoring will help Metro evaluate its progress, plan and budget for the future, and improve agency practices. By making performance reports readily available, Metro can make its progress transparent to internal and external audiences. This section gives an overview of how Metro and its stakeholders can measure the progress and impacts of the strategic plan.



SECTION 3.1

How Metro measures performance

Metro measures the performance of individual routes, of the Metro system as a whole, and of various products and services. Metro reports various measures in the Federal Transit Administration’s National Transit Database, in monthly and annual management reports (see sidebar), and in project-specific performance reports. These reports serve a number of purposes: They comply with federal and state reporting requirements, give public transportation managers the data they need, assess progress towards goals and objectives, inform management and policy decisions, and give the public a way to assess Metro’s performance.

Measuring strategic plan progress

Reporting for this strategic plan will focus primarily on objectives and strategies. Metro will use some of the measures already used for other reporting purposes, augmented by measures specific to the strategic plan. Reporting for this plan will support and enhance Metro’s ongoing measurement and use of performance data.

This plan provides for performance measurement at three levels:

- **Objectives**
- **Strategies**
- **Peer comparison.**

The following pages describe these measurement levels and associated measures. Metro will report on strategic plan measures annually, and will update this section of the plan as necessary to improve performance measurement.

After January 1, 2012, prior to proposing any budget that includes a change in the system greater than 10 percent of the system hours during the next two-year period, Metro will report on strategic plan measures if a report has not been delivered within the last 12 months.

Metro performance measurement information

Metro launched an online “Monthly Performance Indicators” website to give the public current information about Metro’s performance.

On this site, people can find graphs and data showing trends in ridership, service quality, safety and security, finances, and service effectiveness.

Find this site and links to other Metro reports at www.metro.kingcounty.gov/metro/accountability

Measuring objectives

Each objective in the plan has an intended outcome that relates to an aspect of Metro’s vision. Metro will measure progress toward these broad outcomes at the systemwide level using metrics and measurement methods that incorporate many factors. The combined results will give an indication of Metro’s overall progress toward achieving its vision. Objectives could be measured in a variety of different ways, and techniques for measurement may change over time. Table 2 shows each objective and its related outcome. These outcomes will be reported in a variety of ways, including maps, graphs and text.

TABLE 2: Objectives and related outcomes

GOAL	OBJECTIVE	OUTCOME
1	Keep people safe and secure.	Metro’s services and facilities are safe and secure.
2	Provide public transportation products and services that add value throughout King County and that facilitate access to jobs, education and other destinations.	More people throughout King County have access to public transportation products and services.
3	Support a strong, diverse, sustainable economy.	Public transportation products and services are available throughout King County and are well-utilized in centers and areas of concentrated economic activity.
	Address the growing need for transportation services and facilities throughout the county.	More people have access to and regularly use public transportation products and services in King County.
	Support compact, healthy communities.	More people regularly use public transportation products and services along corridors with compact development.
	Support economic development by using existing transportation infrastructure efficiently and effectively.	Regional investments in major highway capacity projects and parking requirements are complemented by high transit service levels in congested corridors and centers.
4	Help reduce greenhouse gas emissions in the region.	People drive single-occupant vehicles less.
	Minimize Metro’s environmental footprint.	Metro’s environmental footprint is reduced (normalized against service growth).
5	Improve satisfaction with Metro’s products and services and the way they are delivered.	People are more satisfied with Metro products and services.
	Improve public awareness of Metro products and services.	People understand how to use Metro’s products and services and use them more often.
6	Emphasize planning and delivery of productive service.	Service productivity improves.
	Control costs.	Metro costs grow at or below the rate of inflation.
	Seek to establish a sustainable funding structure to support short- and long-term public transportation needs.	Adequate funding to support King County’s short- and long-term public transportation needs.
7	Empower people to play an active role in shaping Metro’s products and services.	The public plays a role and is engaged in the development of public transportation.
	Increase customer and public access to understandable, accurate and transparent information.	Metro provides information that people use to access and comment on the planning process and reports.
8	Attract and recruit quality employees.	Metro is satisfied with the quality of its workforce.
	Empower and retain efficient, effective, and productive employees.	Metro employees are satisfied with their jobs and feel their work contributes to an improved quality of life in King County.

Measuring strategies

The strategies in the plan support the objectives. Strategies will be assessed using discrete, quantifiable metrics to determine if they are being successfully implemented and are having the intended impact. Strategies could be assessed in a variety of ways and measurement techniques may change over time. The performance measures for assessing strategies are listed in Table 3. These measures focus on different aspects of the public transportation system, including transit use, productivity, cost, social equity and geographic value. Specific thresholds and targets for these measures will be established in Metro’s business plans.

TABLE 3: **Strategy performance measures**

GOAL 1: SAFETY	
1	Preventable accidents per million miles
2	Operator and passenger incidents and assaults
3	Customer satisfaction regarding safety and security
4	Effectiveness of emergency responses
GOAL 2: HUMAN POTENTIAL	
1	Population within a ¼-mile walk to a transit stop
2	Number of jobs within a ¼-mile walk to a transit stop
3	Number of students at universities and community colleges that are within a ¼-mile walk to a transit stop
4	Percentage of households in low-income census tracts within a ¼-mile walk to a transit stop
5	Percentage of households in minority census tracts within a ¼-mile walk to a transit stop
6	Population within ½ mile of stops with frequent service
7	Number of jobs within ½ mile of stops with frequent service
8	Households within specific ranges of distance from frequent service
9	Average number of jobs and households accessible within 30 minutes countywide (total population, low-income population, minority population)
10	Average number of jobs and households accessible within 30 minutes from regional growth centers, manufacturing/ industrial centers, and transit activity centers
11	Vanpool boardings
12	Transit mode share by market
13	Student and reduced-fare (youth, seniors, people with disabilities) and low-income fare permits and usage
14	Accessible bus stops
15	Access registrants
16	Access boardings/number of trips provided by the Community Access Transportation (CAT) program
17	Requested Access trips compared to those provided
18	Access applicants who undertake fixed-route travel training

GOAL 3: ECONOMIC GROWTH AND BUILT ENVIRONMENT	
1	All public transportation ridership in King County
2	Transit rides per capita
3	Ridership in population/business centers
4	Employees at CTR sites sharing non-drive-alone transportation modes during peak commute hours
5	Employer-sponsored passes and usage
6	Park-and-ride capacity and utilization (individually and systemwide); capacity and utilization of park-and-ride lots with frequent service
7	HOV lane passenger miles
8	Bike locker capacity and utilization (including number of locations with bike lockers)
GOAL 4: ENVIRONMENTAL SUSTAINABILITY	
1	Average miles per gallon of Metro's bus fleet
2	Vehicle energy use (diesel, gasoline, kWh) normalized by miles
3	Vehicle fuel use (diesel, gasoline, kWh) normalized by boardings
4	Total facility energy use
5	Energy use at Metro facilities: kWh and natural gas used in facilities, normalized by area and temperature
6	Per-capita vehicle miles traveled (VMT)
7	Transit mode share
GOAL 5: SERVICE EXCELLENCE	
1	Customer satisfaction
2	Customer complaints per boarding
3	On-time performance by time of day
4	Crowding
5	Use of Metro's web tools and alerts
GOAL 6: FINANCIAL STEWARDSHIP	
1	Service hours operated
2	Service hours and service hour change per route
3	Boardings per vehicle hour
4	Boardings per revenue hour
5	Ridership and ridership change per route
6	Passenger miles per vehicle mile
7	Passenger miles per revenue mile
8	Cost per hour
9	Cost per vehicle mile
10	Cost per boarding
11	Cost per passenger mile
12	Cost per vanpool boarding
13	Cost per Access boarding
14	Fare revenues
15	Farebox recovery

GOAL 6: FINANCIAL STEWARDSHIP CONTINUED	
16	ORCA use
17	Asset condition assessment
18	For new or nontraditional alternative services, cost per boarding, ride or user, as appropriate (Note: different performance measures may be used to evaluate different types of services.)
GOAL 7: PUBLIC ENGAGEMENT AND TRANSPARENCY	
1	Public participation rates
2	Customer satisfaction regarding Metro’s communications and reporting
3	Social media indicators
4	Conformance with King County policy on communications accessibility and translation to other languages
GOAL 8: QUALITY WORKFORCE	
1	Demographics of Metro employees
2	Employee job satisfaction
3	Promotion rate
4	Probationary pass rate

Peer comparison

Comparisons with peer transit agencies provide an additional benchmark for measuring Metro’s performance.

Peer comparisons provide a general sense of whether Metro is improving, maintaining or falling behind in comparison to national trends. These comparisons often raise questions about why Metro is improving or not. Answering these questions typically requires further analysis, which Metro does by examining its relevant business processes or conducting in-depth research on peer agencies that are making the greatest improvements on the measure in question.

Strategic plan reporting will compare Metro with other large bus agencies in the U.S. in three key areas of performance: effectiveness, efficiency and cost-effectiveness. The specific indicators for each will be calculated using the Federal Transit Administration’s annual National Transit Database reports.

TABLE 4: Peer comparison—key areas of performance

EFFECTIVENESS	EFFICIENCY	COST EFFECTIVENESS
1) Percent change in boardings per capita	1) Percent change in cost per vehicle hour	1) Percent change in cost per boarding
2) Percent change in boardings per vehicle hour	2) Percent change in cost per vehicle mile	2) Percent change in cost per passenger mile
3) Percent change in passenger miles per vehicle mile		

■ SECTION 3.2

Route performance

Metro uses service guidelines to evaluate the performance of individual routes in the fixed-route system. Performance management guidelines are applied to individual routes to identify high and low performance, areas where investment is needed, and areas where resources are not being used efficiently and effectively. Both productivity and service quality are measured.

Metro may adjust routes to improve the performance of the individual route as well as the performance of the entire Metro fixed-route system. Metro revises service two times a year. Significant changes to routes generally have a large public outreach process and are subject to approval by the King County Council. Minor changes, as defined by the King County Code, may be made administratively. More information is available in the service guidelines.