

Performance Measures



ACTION PLAN

The implementation of the strategic plan must evolve into strategic management. This means turning the plan into implementable action steps.

Performance metrics, monitoring, and evaluation need to be the priority and will provide a means to facilitate implementation of the strategic plan. It is also important to note that this strategic plan should be regularly evaluated. Monitoring and sharing performance-related data throughout the organization is the key to ensuring that all parties are moving in an appropriate direction for progress.

Performance Measures become a tool that:

- Communicates organizational and employee goals
- Utilizes performance measures to track progress
- Creates an action plan for managing the strategic initiatives
- Provides evaluation and adjustment to the existing course of action
- Establishes regular reviews and reporting on progress toward strategic accomplishments

PERFORMANCE MEASURES

Performance measures are a crucial tool to help reach another level of success for the organization. They will assess how well CUMTD is performing in relation to strategic goals. Performance measures instill accountability and allow progress to be tracked. Additionally, they turn strategic management decisions into action. It is also important to note that performance measures are best utilized in conjunction with other internal or external processes, such as ISO standards and the Sustainable Choices Regional Plan.

These measures are designed to strengthen communication between the board and management and also help the board respond to public concerns. They can also help the staff set priorities and guide the analysis of service.

VALUE OF METRICS TO MISSION

Measuring how well CUMTD is moving towards its mission, measuring how well MTD is following its mission, measuring how well MTD is performing in relation to its mission.

The consulting team worked with CUMTD staff and board to update strategic goals and develop criteria. The results listed below are recommended measures and strategies to achieve the organization's goals. Each criterion is supported by specific metrics and strategies to pursue the desired outcomes. These initiatives can help move CUMTD to higher levels of success to fulfill its mission of: Leading the way to greater mobility.

EVALUATION FRAMEWORK

Goals: Statements of an Idealized End State

Criteria: Specific Statements of Desired Outcome

Measures: Quantitative Attainment of Criteria

PERFORMANCE MEASURES

STRATEGIC PLANNING GOAL: MTD will deliver high quality traditional and innovated transportation services that are safe, reliable, environmentally responsible, and user friendly.

Criteria: Efficiently and effectively operate service

Metric: Load Factor
Accident Rate
Complaint/Compliment Rate
Run time ratio
Number of road calls

Strategies: Establish service standards
Identify transit markets for service improvements
Examine higher capacity modes to serve demand
Develop transit nodes/centers
Coordination of services including county, rural and interurban

Definitions: Load Factor – Number of people on board vehicle divided by number of available seats. Can be a comfort and safety factor. Often used by finding the max load point for each route.

Claims Rate- The number of claims per specified distance. Most often per mile and preventable rate can be separated out.

Complaint/Compliment Rate – the number of valid passenger complaints or compliments per a specified number of hours, passengers or trips.

Run Time Ratio (Schedule vs Actual)- Ratio of observed running to scheduled running time, multiplied by 100. A value of 100 shows equality otherwise there is a deviation. Represents the passenger perspective of reliability.

Number of road calls – direct indicator of vehicle maintenance.

PERFORMANCE MEASURES

STRATEGIC PLANNING GOAL: MTD will encourage use of a variety of transportation means, including transit, biking, and walking to promote mobility in our community.

Criteria: Increase Mode Split

Metric: Number of Non-Single Occupancy Vehicle Trips
Number of Non-Single Occupancy Vehicle Work Trips
Bike Counts

Strategies: Bike Sharing
Guaranteed Ride Home
Frequency adjustments on community centered routes
Continue relationships and University partnerships
Continue emphasis on complete streets and infrastructure improvements

Definitions: Specific metrics are defined below . . .

8-10% non-Single Occupant Vehicle trips as outline in CUMTD mobility implementation plan

35% non-Single Occupant Vehicle work trips as outline in CUMTD mobility implementation plan

Bike counts – Number of bicycles utilizing the system

STRATEGIC PLANNING GOAL: MTD will ensure fiscal responsibility, leverage existing funds and investments, and proactively seek new funding to support current and future mobility needs.

Criteria: Maintain financial stability

Metric: Fund Balance Ratio
Source of Funds by Jurisdiction

Strategies: Fare policy review
Continue to pursue grants and programs for sustained growth of the system
Increase non-farebox revenue areas such as advertising

Definitions: Fund balance ratio- Comparison of fund balance to operating budget.
Indicators of the overall management of the transit system

Funds by jurisdiction- Indicator of reliance of funding sources useful for trend analysis

PERFORMANCE MEASURES

STRATEGIC PLANNING GOAL: MTD will explore and adopt new and innovative technologies that improve service delivery to anticipate, meet and exceed community expectations.

Criteria: Continued technology and infrastructure investment

Metric: Average Age of Hardware/Software
Capital Replacement Schedule
Success/Failure rate of data systems

Strategies: Obtain expansion buses for moderate growth
Yearly technology budget adequately funded
Monitor industry trends and successes for implementation

Definitions: Average Age of Hardware/Software – reflects the reliability of programs
Capital Replacement Schedule- indirect measure of potential problems
Success/Failure rate of data systems – indicator of customer service

STRATEGIC PLANNING GOAL: MTD will develop strategies to ensure transparent, clean and consistent communication with external partners and within the organization.

Criteria: Continued technology and infrastructure investment

Criteria: Establish and manage agency communications plan

Metric: Communications Audit
Perception Surveys
Website Hits
Missed calls

Strategies: Develop strategic team to review communications issues
Determine target audiences for communication improvements
Implement plan recommendations
Gather feedback from committees and develop standards

Definitions: These measures address how successfully agencies are able to communicate with their communities.

Communications Audit- Analysis of communication tools

Perception Surveys- Rating of stakeholder's satisfaction

Website Usage- Number of people going to website with unique hits

Missed calls- the percentage of missed calls hangs up prior to speaking with an employee

PERFORMANCE MEASURES

STRATEGIC PLANNING GOAL: MTD will provide high quality career opportunities and continue our commitment to efficient, fair and ethical business practices.

Criteria: Workforce Utilization

Metric: Employee Turnover Rate
Average wage/Average government wage
Employee survey

Strategies: Continuous involvement in employee professional development
New organizational structure that reflects a growing transit agency
Inclusion of employee evaluations as part of continuous improvement

Definitions: Measures of employee satisfaction and participation

Employee turnover rate – Number of employees who left the organization within one year of hire compared to the average number of employees. Indirect indication of employee happiness

Also overall turnover rate, all departures, including retirements, voluntary quits and terminations to average number of employees, can be broken down by department

Average wage/Average government wage- Wage comparison to peer groups

Employee satisfaction survey- direct indication of satisfaction

STRATEGIC PLANNING GOAL: MTD will develop public-private partnerships to create living/working/public space environments through mobility enhanced development that supports local government and University growth objectives.

Criteria: Increase Community Economic Impact

Metric: Jobs created/retained by transit investment
Tax revenues to local government due to transit
Density measure within ½ mile of transit route
Auto ownership within ½ mile of transit route

Strategies: Increase staff levels and budget focusing on development issues
Encourage mobility enhanced development around high capacity corridors and transit nodes

Definitions: Economic development is characterized by increasing incomes, job choices, stability of jobs, and increased tax base. These measures are defined by the extent that transit services contribute to the community's productivity, economic growth and competitiveness. Transit may have direct and indirect impacts to economic development over a long term horizon.

SCORE CARD/REPORT CARD

An annual evaluation should emanate from the strategic planning process to measure the success of programs towards: achieving the organization's goals, communicating transparency and gauging the health of the organization. Information on current conditions can also serve as a guide for investment decisions.

A score card or report card format, developed to fit the needs of CUMTD, should be utilized. Measurement elements can include positive or negative ratings, a dashboard, letter grading, or thumbs up or down. While the format can be tailored to CUMTD, implementation is the critical factor. Results of your progress and successes should be clearly communicated to your internal and external stakeholders.

Measures that are not met in the assigned year will receive extra attention in the subsequent year, which may require additional staffing or funding. Typically, examining trends will show changes in the organization. This process is designed to be dynamic with metrics that can be changed over time if they are irrelevant or no longer measureable.

The reporting function is a tool to evaluate the development of CUMTD in future years. The organization has established a strong national reputation for quality service as well as a strong local presence. CUMTD can continue to be successful as it builds on its past and prepares for its future. The ongoing emphasis on performance measures and reporting will continue to ensure robust mobility options for the Champaign Urbana region.