Advancing Performance Management: Establishing Measures and Targets

Fifth State of Good Repair Roundtable
June 3, 2015

Andrea Burnside
Chief Performance Officer
Why Targets Matter
Federal Rulemaking

MAP21 PERFORMANCE PROVISIONS FOR TRANSIT

MPO & STATEWIDE PLANNING RULE
✓ Establish performance based planning process
✓ SET TARGETS to measure results TIP/STIP

STATE OF GOOD REPAIR RULE
✓ FTA will define SOGR and establish performance measures
✓ SET TARGETS and report on progress
Goal

Performance Measure

Target
Goal: Achieve a State of Good Repair

Performance Measure:
- Average Fleet Age

Target:
- 7 Years
Performance-Based Management: 5 Components

WMATA has established many of the performance-based planning and programming elements necessary…

- Federal Highway Administration
Strategic Goals:
Where Do You Want to Go?

Build and maintain a premier safety culture and system

Meet or exceed customer expectations by consistently delivering quality service

Improve regional mobility and connect communities

Ensure financial stability and invest in our people and assets

WMATA Strategic Plan, Published 2013
Key Performance Indicators
Track Progress Toward Goals

- Bus On-Time Performance
- Rail On-Time Performance
- Bus Fleet Reliability
- Rail Fleet Reliability
- Escalator Availability
- Elevator Availability
- Customer Injury Rate
- Employee Injury Rate
- Crime Rate
- Customer Satisfaction
- Rail Customer Travel Time
**Business Plans**

**Plan the Work and Identify Resources**

<table>
<thead>
<tr>
<th><strong>Departmental Business Plan</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Office of Bus Maintenance (BMNT)</strong></td>
</tr>
<tr>
<td>Calendar Year: 2015-2016-2017</td>
</tr>
<tr>
<td>Phil Wallace, Director</td>
</tr>
</tbody>
</table>

**Strategic Goal 2:** Meet or exceed customer expectations by consistently delivering quality service

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Target</th>
<th>Action</th>
<th>Action Owner</th>
<th>Dependency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mean Distance Between Failure (MDBF)</strong></td>
<td>8,000 Miles</td>
<td>Inspect all buses coming out of midlife overhaul/engine overhaul programs.</td>
<td>BENG</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Continue with centralized management and reporting of fleetwatch and Automatic Vehicle Monitoring systems for all service lanes.</td>
<td>BMNT</td>
<td>Fleetwatch, Clever</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Routinely review division out of service reports, road call data, repair actions, and Automatic Vehicle Monitoring reporting; verify engine failures; assist in diagnosis and repair as needed.</td>
<td>BENG</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide engineering support for reliability based maintenance program (mid-life) to improve responsiveness, product output and passenger appeal.</td>
<td>BENG</td>
<td></td>
</tr>
</tbody>
</table>

“This TAMP has identified a series of key actions that when combined form the Business Plan for Metrobus.”

Bus Transit Asset Management Plan (TAMP), August 2014
Vital Signs Report
Evaluate and Report Results

Key Questions:
- Why did performance change?
- What actions is Metro taking?
Bus Reliability Slipped

Ten years of improvement

2014 challenges:

• Engines & Transmission
• Electrical Systems
• Weather

Bus Miles Between Breakdowns
## Targets
Sets End Point/Defines Success

Executives set targets considering:

<table>
<thead>
<tr>
<th>Audience</th>
<th>Purpose</th>
<th>Inputs</th>
<th>Type of Target</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>• External</td>
<td>• Stretch</td>
<td>• Data trends</td>
<td>• Percent change</td>
<td>• Weekly</td>
</tr>
<tr>
<td>• Internal</td>
<td>• Easy to attain</td>
<td>• Actions</td>
<td>• Number</td>
<td>• Monthly</td>
</tr>
<tr>
<td></td>
<td>• Manage expectations</td>
<td>• Resources</td>
<td>• Return to base year</td>
<td>• Annually</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Externalities</td>
<td>• Directional</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Peers</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Challenges</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Challenge:
Organizational communication
Targets
Sets End Point/Defines Success

- Type
- Purpose
- Input
- Time
- Audience

Organizational Communication
Goal: Meet or exceed customer expectations by delivering quality service

**KPI: Escalator Availability**

- **Current Target:** 90%
- **Proposed Target:** 91%

**Why?** Reflect sustained improvements in performance

**Key Actions**
- Staff augmented and reconfigured into 5 regions to lower response times (mean time to repair is 5 hours compared to 16 in CY11)
- Increase compliance with PM schedules and improve the quality of work, resulting in less complex unscheduled repairs
- Implement remote monitoring of outages for real-time information and faster response times

**Barriers**
- Replacement program lowers short term results
- Uncovered units (19%) susceptible to water intrusion leading to more frequent breakdowns

---

**KPI: Escalator Availability**

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>Actual</th>
<th>CY2014 Low</th>
<th>CY2014 High</th>
</tr>
</thead>
<tbody>
<tr>
<td>CY 2011</td>
<td>89%</td>
<td>85.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CY 2012</td>
<td>89%</td>
<td>89.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CY 2013</td>
<td>89%</td>
<td>92.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CY 2014 YTD</td>
<td>90%</td>
<td>93.0%</td>
<td>92.3%</td>
<td>93.6%</td>
</tr>
</tbody>
</table>
Metro lowers targets!

“Metro is lowering its performance targets in several key areas, including on-time rates for trains and buses as well as availability for escalators.”

Local Blog

Data not available!

“Unbeknownst to WMATA, the software inadvertently discarded the calculations on trips running early….”

“The 2013 Annual Vital Signs Report...will exclude any questionable bus on-time performance data.”

Memo to Board of Directors
Questions?

Andrea Burnside
ahburnside@wmata.com