



Washington Metropolitan Area Transit Authority

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



Language of Performance

Words Matter

Goal



Performance
Measure



Target



Language of Performance

Words Matter

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?

Goals

**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

Departmental Business Plan

Calendar Year: 2015-2016-2017

Office of Bus Maintenance (BMNT)

Phil Wallace, Director

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

Performance Measure	Target	Action	Action Owner	Dependency
Mean Distance Between Failure (MDBF)	8,000 Miles	Inspect all buses coming out of midlife overhaul/engine overhaul programs.	BENG	
		Continue with centralized management and reporting of fleetwatch and Automatic Vehicle Monitoring systems for all service lanes.	BMNT	Fleetwatch, Clever
		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.	BENG	
		Provide engineering support for reliability based maintenance program (mid-life) to improve responsiveness, product output and passenger appeal.	BENG	

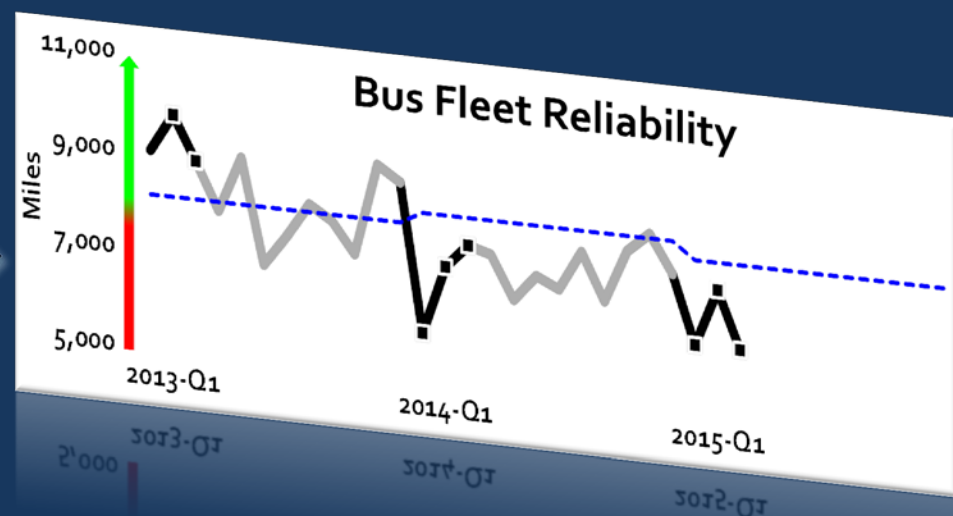
“This TAMP has identified a series of key actions that when combined form the Business Plan for Metrobus.”

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?

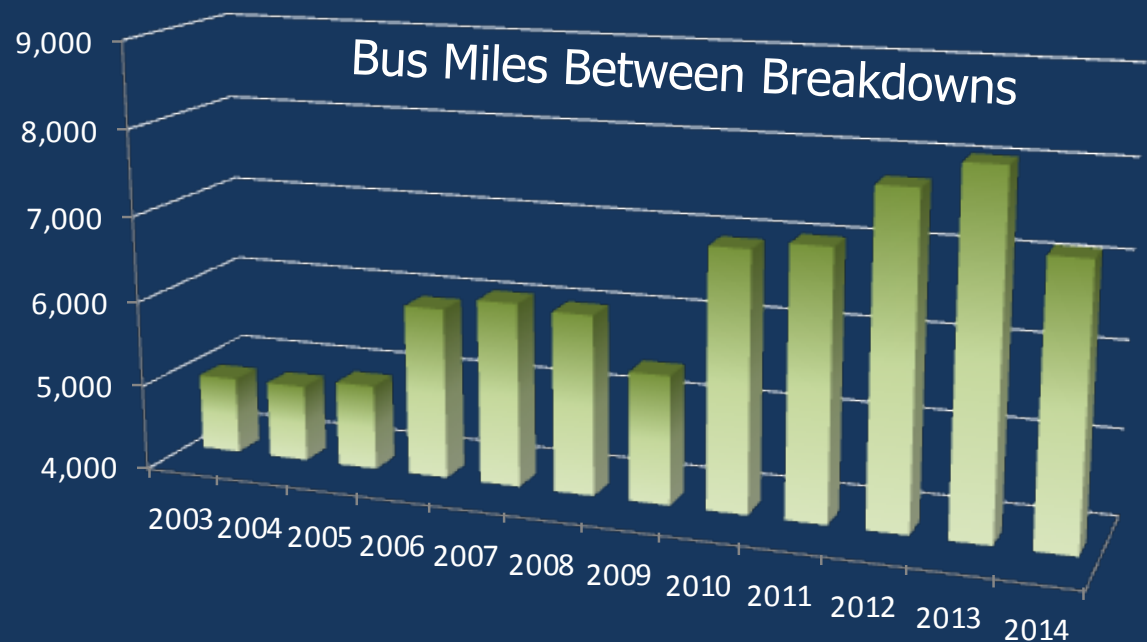


Bus Reliability Slipped ●

Ten years of improvement

2014 challenges:

- Engines & Transmission
- Electrical Systems
- Weather





Targets

Sets End Point/Defines Success

Executives set targets considering:

Audience

- External
- Internal

Purpose

- Stretch
- Easy to attain
- Manage expectations

Inputs

- Data trends
- Actions
- Resources
- Externalities
- Peers
- Challenges

Type of Target

- Percent change
- Number
- Return to base year
- Directional

Time Frame

- Weekly
- Monthly
- Annually

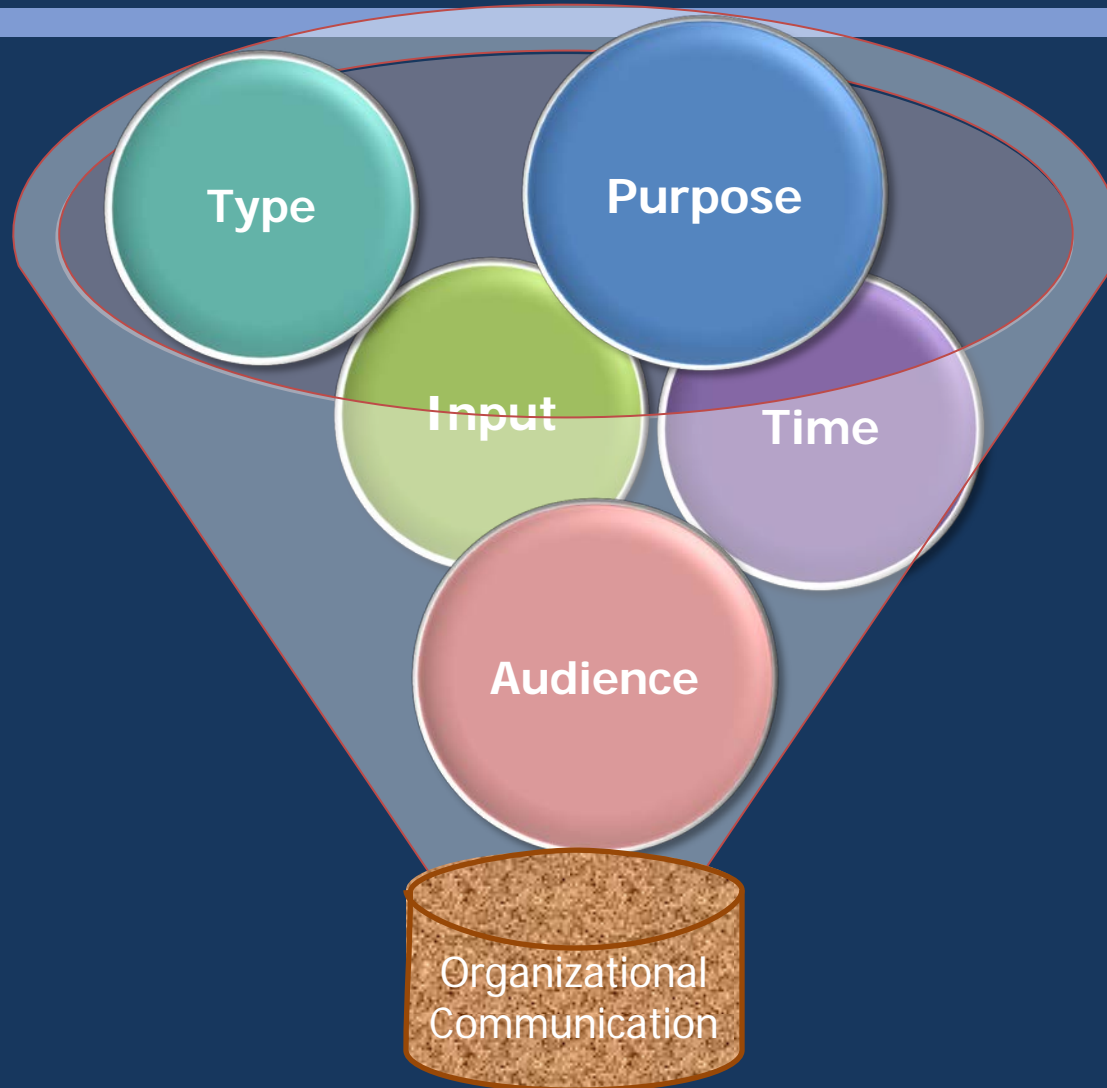
Challenge:



Organizational communication

Targets

Sets End Point/Defines Success



Goal: Meet or exceed customer expectations by delivering quality service

KPI: Escalator Availability

Current Target: 90%

Proposed Target: 91%

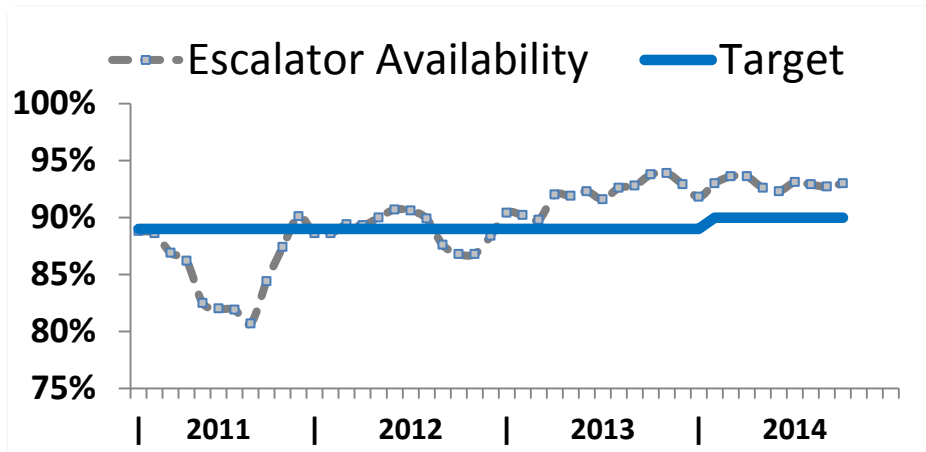
Why? Reflect sustained improvements in performance

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

	Target	Actual	CY2014 Low	CY 2014 High
CY 2011	89%	85.5%		
CY 2012	89%	89.3%		
CY 2013	89%	92.1%		
CY 2014 YTD	90%	93.0%	92.3%	93.6%

Targets

Lessons Learned

Metro lowers targets!

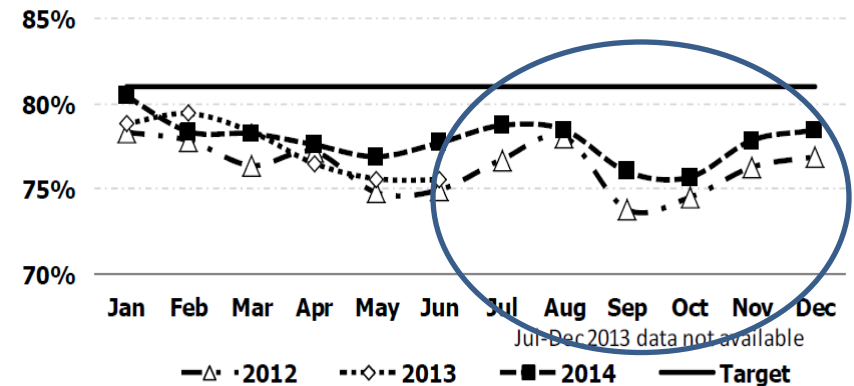


"Metro is lowering its performance targets in several key areas, including on-time rates for trains and buses as well as availability for escalators....."

Local Blog

Data not available!

Bus On-Time Performance



"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?

A photograph of a long, curved escalator in a subway tunnel. The escalator is made of blue steps and metal handrails, and it curves upwards towards a bright light at the end of the tunnel. The walls of the tunnel are made of large, curved concrete segments. A person is visible on the escalator, and another person is standing near the top. The overall atmosphere is one of a modern, underground transit system.

Andrea Burnside
ahburnside@wmata.com