

**Metro**Los Angeles County  
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metro.net**REVISED****FINANCE, BUDGET AND AUDIT COMMITTEE  
APRIL 18, 2012****SUBJECT: PROGRESS ON BUDGET THEMES AND PERFORMANCE METRICS****ACTION: RECEIVE AND FILE PROGRESS REPORT ON BUDGET THEMES AND  
PERFORMANCE METRICS****RECOMMENDATION**

Receive and file report on budget themes and performance metrics.

**ISSUE**

On March 22, 2012, Board adopted a motion to implement a performance management system on six core areas at Metro. As part of this motion, staff was asked to report back in April 2012 at the Finance, Budget and Audit Committee meeting with performance measures and reporting format. This is the initial response to that request. The first performance review will follow in May 2012.

**DISCUSSION**

Performance tracking is an effective means for an organization to reach its goals. Clear goals or themes coupled with the appropriate metrics focus the organization on outcomes that matter and provide the necessary tools to improve its productivity.

For FY2012, Metro introduced nine themes focusing the agency's efforts on improving transit and customer service deliveries, transit and highway project advancements, and civil rights and safety compliances. These nine themes were regrouped into six themes as follows: (1) improve bus and rail transit services, (2) improve customer service, (3) advance bus and rail transit projects, (4) advance highway and freeway projects, (5) increase emphasis on safety and security, and (6) adhere to civil rights compliance. Staff has created metrics, presented in attachment A, that are measureable and relevant to these six core themes.

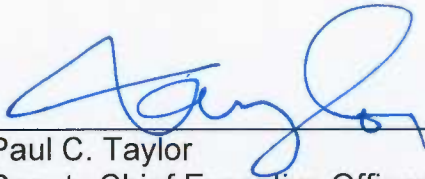
## **NEXT STEPS**

Staff will report its performance review at the Finance, Budget and Audit Committee meeting in May 2012.

## **ATTACHMENTS**

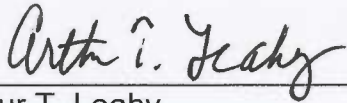
A. Performance Measures

Prepared by: Office of Management & Budget



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## P E R F O R M A N C E M E A S U R E S

APRIL 2012

B U D G E T T H E M E S & G O A L S								
1	2	3	4	5	6			
Improve Bus and Rail Transit Service	Renewed Focus on Customer Service	Increase emphasis on Safety and Security	Civil Rights Compliance	Advance MTA's Bus and Rail Projects	Advance the Highway and Freeway Projects			
<b>Theme 1: Improve Bus and Rail Transit Service</b>		<b>PERFORMANCE</b>						
		<b>PAST</b>				<b>YTD</b>	<b>TARGET</b>	<b>Status</b>
		<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY12</b>	
<b>Transportation</b>								
A. In-Service On-Time Performance (Bus)								☹
B. In-Service On-Time Performance (Rail)								☹
C. Average wait time on 323-GOMETRO (min:sec)								☺
D. % of Late Buses								☺
E. % of Buses Ahead of Schedule								☺
F. Bus boardings per Revenue Hour								☺
G. Rail boardings per Revenue Hour								☺
<b>Maintenance</b>								
A. Bus - Mean Miles between Mechanical Failures (MMBMF)								☺
B. Rail - Mean Miles between Mechanical Failures (MMBMF)								☹
C. PMP/Bus (Preventive Maintenance Plan)								☺
D. Bus Cleanliness Rating								☺
E. Rail Station Cleanliness Rating								☹
F. Bus – Mean Miles between Total Road Calls (MMBTRC)								☹
<b>Theme 2: Renewed Focus on Customer Service</b>		<b>PAST</b>				<b>YTD</b>	<b>TARGET</b>	<b>Status</b>
		<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY12</b>	
<b>Communications</b>								
A. Bus - Complaints per 100,000 boardings								☹
B. Rail – Complaints per 100,000 boardings								☹
C. Bus Cleanliness – Cleanliness Complaints per 100,000 boardings								☺
<b>Theme 3: Increase Emphasis on Safety and Security</b>		<b>PAST</b>				<b>YTD</b>	<b>TARGET</b>	<b>Status</b>
		<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY12</b>	
<b>Safety</b>								
A. Bus Traffic Accidents per 100K total miles								☹
B. Rail Accidents per 100K total miles								☺
C. Bus - New Workers' Comp claims per 200,000 exposure hours								☺
D. Rail - New Workers' Comp claims per 200,000 exposure hours								☺
E. OSHA injuries per 200,000 exposure hrs								☹
F. Voluntary Call Backs /Ordered Call Backs (VCB/OCB)								☹
<b>Theme 4: Civil Rights Compliance</b>		<b>PAST</b>				<b>YTD</b>	<b>TARGET</b>	<b>Status</b>
		<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY12</b>	
<b>Office of Civil Rights</b>								
A. Rectify all deficiencies noted in 2011 Federal Civil Rights Compliance Review by 12/31/2012								
B. All Departments will be Civil Rights Compliant by 6/30/13								
C. Review all capital reports on time								
D. Investigate EEO complaints within 90 days								

☺ Favorable – High probability of achieving target

☹ Satisfactory – Uncertain if target will be achieved

☹ Unfavorable – High probability that the target will not be achieved

**Theme 5: Advance MTA's Bus and Rail Projects**

**Countywide Planning**

**Measurement: Pre-Construction Costs should be between 2-4% of the LRTP Estimated Project Costs**  
**Timeliness of Completing Planned Milestones (% Complete of Current Phase to the Scheduled Target Date)**

Projects <i>without</i> Board Approved LOP	Current Phase	% Complete of Current Phase	Scheduled Target Date to Complete Current Phase	LRTP Project Cost Estimates (in millions)	ITD Pre-Construction Costs (in millions)	% of Pre-Construction Costs to Total Project Cost Estimates

Project	Current Phase	% Complete of Current Phase	Scheduled Target Date to Complete Current Phase	LRTP Project Cost Estimates (in millions)	ITD Expenditures (in millions)	% Expended
Eastside Light Rail Access (1)						
Eastside Quad Gate Study and Phase I (2)						

**Transit Project Delivery**

**Measurement: Project Costs should be in line with the Project Progress (% Complete vs. % Expended)**  
**Timeliness of Completing Planned Milestones (% Complete of Current Phase to the Scheduled Target Date)**

Transit Projects	Current Phase	% Complete of Current Phase	Scheduled Target Date to Complete Current Phase	LRTP Project Cost Estimates (in millions)	ITD Expenditures (in millions)	% Expended

(1) For progress reporting, this project has been broken down into 3 phases, representing the enhancement of 4 stations for each phase, for a total of 12 stations. Conceptual Designs will be completed by Metro, with Final Design and Construction completed by the City or County.  
 (2) This is a Pilot Program for grade-crossing improvements (In-Roadway Warning Lights) along the Gold Line Eastside Extension.

**Theme 6: Advance the Highway and Freeway Projects**

**Highway Project Delivery**

Target: Support Costs should be between 2-4% of the LRTP Estimated Project Costs  
Comparison of project expenditures to date and overall project progress

Highway Projects (Phase)	% of Phase Complete	LRTP Project Cost Estimates (in millions)	ITD Support Costs <sup>(3)</sup> (in millions)	% of Support Costs to Total Project Cost Estimates	ITD Expenditures (in millions)	% Expended (Total Spent vs. Total Project Costs)

(3) Support costs represent Metro staff charges to the project.

<b>Theme 1: Improve Bus and Rail Transit Service</b>	
<b>Operations</b>	
A. In-Service On-Time Performance (Bus)	The % of schedule buses that depart selected time points no more than 1 minute early and no more that five minutes later than scheduled.
B. In-Service On-Time Performance (Rail)	The % of trains leaving all time check points on any run no earlier than thirty seconds, nor later than 5 minutes of the scheduled time.
C. Average Wait Time (323-GOMETRO)	The average wait time for customers calling for bus and rail transit information, measured in minutes and seconds.
D. % of Late Buses	The % of schedule buses that depart selected time points no more that five minutes later than scheduled.
E. % of Buses Ahead of Schedule	The % of schedule buses that depart selected time points no more than 1 minute early.
F. Bus boardings per Revenue Hour	The number of bus boardings per revenue hour
G. Rail boardings per Revenue Hour	The number of rail boardings per revenue hour
<b>Maintenance</b>	
A. Bus - Mean Miles between Mechanical Failures (MMBMF) requiring a bus exchange	Average Hub Miles traveled between mechanical problems that result in a bus exchange.
B. Rail - Mean Miles between Chargeable Mechanical Failures (MMBMF)	Mean vehicle miles between Revenue Vehicle Failures. NTD defined Revenue Vehicle Failures are vehicle system failures that occur in revenue service and during deadhead miles in which the vehicle did not complete its scheduled revenue trip or in which the vehicle did not start its next scheduled revenue trip.
C. PMP/Bus (Preventive Maintenance Plan)	Average past due critical scheduled preventive maintenance jobs per bus. This indicator measures maintenance management's ability to prioritize and perform critical repairs and indicates the general maintenance condition of the fleet.
D. Bus Cleanliness Rating	Quality Assurance Supervisors inspects and rates ten percent of the fleet at each division per time period. Sixteen categories are examined and assigned a point value. (Scale of 1 – 10, 10 Best)
E. Rail Station Cleanliness Rating	Rail Station Cleanliness Ratings – Program is underdevelopment and will kick-off next month with cleanliness ratings provided monthly. The target goal will be set at 8.0 (Scale 1-10, 10 Best) based on an established grading criteria.
F. Bus – Mean Miles between Total Road Calls (MMBTRC)	Average Hub Miles traveled between road call problems. (Total Hub Miles/ by Total Road Calls)
<b>Theme 2: Renewed Focus on Customer Service</b>	
<b>Communications</b>	
A. Bus - Complaints per 100,000 boardings	Average number of complaints per 100,000 boardings
B. Rail – Complaints per 100,000 boardings	Average number of complaints per 100,000 boardings
C. Bus Cleanliness – Cleanliness Complaints per 100,000 boardings	Average number of cleanliness complaints per 100,000 boardings
<b>Theme 3: Increase Emphasis on Safety and Security</b>	
<b>Corporate Safety</b>	
A. Bus Traffic Accidents per 100K total miles	Average number of Traffic accidents for every 100,000 Hub Miles traveled.
B. Rail Accidents per 100K total miles	Average number of Rail Accidents for every 100,000 Revenue Train Miles Traveled.
C. Bus - New Workers' Comp claims per 200,000 exposure hours	Average number of new workers compensation indemnity claims filed per 200,000 exposure hours. Indemnity requires an overnight hospital stay or involves more than 3 calendar days of lost time.
D. Rail - New Workers' Comp claims per 200,000 exposure hours	
E. OSHA injuries per 200,000 exposure hrs	Work-related injuries and illnesses that result in: death, loss of consciousness, days away from work, restricted work activity or job transfer, or medical treatment beyond first aid.
F. Voluntary Call-Backs and Ordered Call Backs (VCB/OCB)	The number of voluntary and other call backs. Call backs are when operators are called back to work during off-duty hours. This measures the ability to manage overtime and operator fatigue.
<b>Theme 4: Civil Rights Compliance</b>	
<b>Office of Civil Rights</b>	
A. Rectify all deficiencies noted in 2011 Federal Civil Rights Compliance Review by 12/31/2012	FTA found five deficiencies in five of twelve areas examined.
B. All Departments will be Civil Rights Compliant by 6/30/13	Ensure that all departments are 100% civil rights compliant with civil rights guidance
C. Review all capital reports on time	Review all circulation items for capital projects within 2 weeks.
D. Investigate EEO complaints within 90 days complaints within 90 days	Ensure that 100% of EEO, ADA and Title VI complaints are accurately logged into the internal system and assigned to investigation within 3 days of receipt.

<b>Theme 5: Advance MTA's Bus and Rail Projects</b>	
<b>Countywide Planning</b>	
Pre-Construction Costs should be 2-4% of the LOP Budget or LRTP Estimated Project Costs	Pre-Construction Costs include Planning phase activities such as Alternatives Analysis, Planning Support, Public Hearings, Conceptual Design and Preliminary Engineering. These costs should range between 2-4% of the total project costs.
Timeliness of Completing Planned Milestones	Four key milestones (System Planning, Alternative Analysis, Draft MIS/EIR/EIS/EA, and Final MIS/EIR/EIS/EA) were identified during Countywide Planning & Development's involvement in a project. Progress and costs are measured at each milestone phase.
Comparison of project expenditures to date and overall project progress. Measures whether expenditures are in line with progress	The life of a project can extend over 10+ years and the duration of each milestone phase is from 1-2+ years. Progress can be measured by expenditures through each milestone phase.
<b>Transit Project Delivery</b>	
Upon completion of the Final MIR/EIR/EIS/EA, a project is transitioned to the Transit Project Delivery Department.	
Project Costs should be in line with the Project Progress (% Complete vs. % Expended)	Comparison of project expenditures to date and overall project progress. Measures whether expenditures are in line with project progress.
Timeliness of Completing Planned Milestones	Three key milestones (Preliminary Engineering, Final Design and Construction) were identified for Transit Project Delivery's involvement in a project. Progress and costs are measured at each phase.
<b>Theme 6: Advance the Highway and Freeway Projects</b>	
<b>Highway Project Delivery</b>	
Highway projects differ from Transit projects in that Highway projects remain with Highway Capital Management throughout the life of the project and the construction of these assets do not belong to Metro.	
Support Costs should be 2-4% of the LRTP Estimated Project Costs	Support Costs (Metro Labor Staff expenditures) should range between 2-4% of the total estimated project costs.
Comparison of project expenditures to date and overall project progress.	The life of a project can extend over 10+ years and the duration of each milestone phase is from 1-2+ years. Measures whether expenditures are in line with progress.