



Minnesota
A Collaborative Vision
for Transportation



Greater Minnesota Transit Investment Plan



PERFORMANCE MEASURES, STANDARDS EVALUATION CRITERIA FRAMEWORK

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PERFORMANCE MEASURES, EVALUATION CRITERIA, TARGETS, AND POLICY FRAMEWORK

INTRODUCTION

Policymakers want to fund services and programs that work. Being able to measure and communicate the value achieved by investing in transit, therefore, is a critical part of the funding process. Building on this theme, an important element of the Greater Minnesota Transit Investment Plan is an evaluation of Greater Minnesota’s transit systems and development of performance measures and standards framework that could improve the level and quality of service and build support for strengthening local and regional transit systems.

PERFORMANCE MEASURES AND STANDARDS

Performance measures lead from community and agency goals, and often include an evaluation criteria as well. A number of terms are often used when discussing performance measurement. A definition of these terms as employed by the State of Minnesota is as follows:

- **Plan Outcome:** The outcome MnDOT commits to achieving as part of an adopted fiscally-constrained statewide plan. For transit, this means improving the mobility options of Greater Minnesota using strategic investments.
- **Outcome:** An end-state condition. In the context of performance management of the transportation system, outcomes are the transportation system condition or performance results that are the focus of policies, strategies, and investment.
- A **goal** is a community’s values statement for what it wants to achieve. For example, a goal might be to foster accessibility.
- **Metric:** A quantifiable assessment of condition or performance
- **Performance Measure:** A metric that measures progress towards a goal, outcome or objective. This definition covers metrics used to make decisions or evaluate the effectiveness or adequacy of a policy, strategy or investment. A metric may be termed a performance measure without a target if MnDOT would evaluate and potentially change a course of action based on the metric’s trend or direction.
- **Target:** A target is a specific performance level representing the achievement of a goal, outcome or objective.
- **Evaluation Criteria:** Used by the Office of Transit as a regulatory body to evaluate performance of individual service providers.
- **State-Based Provider Performance Standards:** These metrics have been set through MnDOT’s Office of Transit and establish standards that transit funding sub-



recipients must target. The Office of Transit uses Evaluation Criteria to assess the performance of each system.

- **Local-Based Provider Performance Standard:** These metrics are set locally by transit providers based on the state-based performance standards. Systems must target the minimum standard but local policy can direct the specific services needed to meet those standards based on the local share.

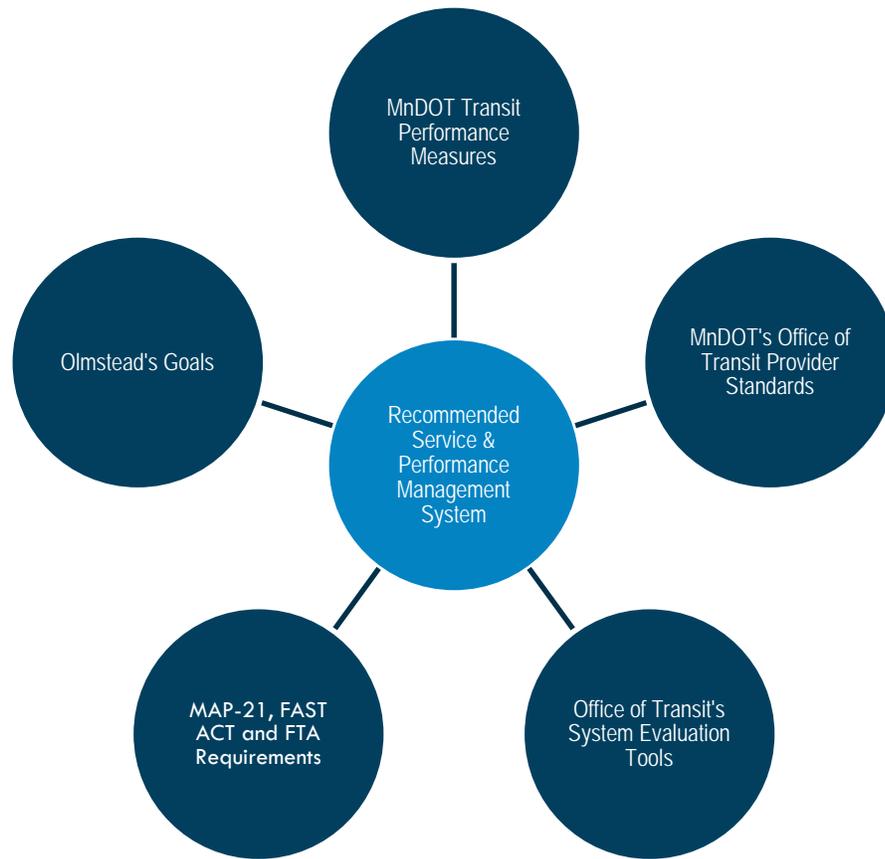
Performance measurement frameworks are widely used in the transit industry and vary from agency to agency. Transit agencies report basic information about their service to the National Transit Database (NTD) to receive federal transit funding; therefore, NTD is an excellent resource for performance data at the national level. Very small systems, such as those with fewer than nine vehicles, do not have to report to NTD. Locally, all systems in Greater Minnesota, including small urban and rural transit agencies, monitor and track basic performance data and report monthly to the Office of Transit. Performance measures and standards are a valuable tool for assessing progress, monitoring trends, and determining how to allocate financial resources. Consistent design and performance standards provide direction on how to allocate, prioritize and deploy current and future services. It is important to emphasize that the performance measurement process should be instructive without being overly burdensome. As such, a core set of performance measures are proposed that can be reasonably monitored, measured, and reported, and meet Federal and State requirements. Finally, performance measures and standards should not be considered static. They should be reviewed on a periodic basis to account for evolving priorities and changing financial conditions.

The objective of the proposed performance measurement strategy presented is to help the MnDOT Office of Transit:

- Demonstrate the value of local and regional transit services to policymakers, funders, and the public at large
- Understand and track system strengths and weaknesses
- Motivate and facilitate improved performance
- Create a strategy that helps achieve the level of transit service to meet the needs of Greater Minnesota and secure the financial support to sustain it

The objective of this memo is to set the stage and outline all of the elements that need to be incorporated into the development of recommended service and performance measures and standards. The inputs are presented in the following graphic and discussed in this memo.

Figure 1 Performance Measures and Standards Inputs



Performance standards and measures can be a difficult undertaking for state agencies in part because comparing and contrasting performance and setting standards creates winners and losers. Other challenges reflect the fact that it is difficult to set quantitative standards and guidelines that fully account for local circumstances and consequently, are universally viewed as equitable. Yet, measurement challenges are met by a real need to understand the performance and productivity of individual services both as they relate to peer agencies but also as they relate to historical trends. It is only by demonstrating success and improvements in service over time that both MnDOT and individual transit agencies can earn public support, demonstrate their effectiveness, and create a case for continued (or additional) funding.

The MnDOT Office of Transit uses a software package to evaluate Greater Minnesota transit system performance by applying qualitative and quantitative data. The program ranks each system based on a series of specific criteria and assigns them a score. The purpose of this tool is to prioritize projects and trade-offs between a series of programs and services. While the primary focus of this tool is to make funding recommendations and allocate resources, it is not a rigid process. It is used for funding both day-to-day operations and for capital projects and is particularly relevant for system expansion and retrenchment. An update to this system is presented in this memo.

FEDERAL AND STATE REQUIREMENTS

Federal and state requirements must be taken into consideration when recommending performance and service measures and standards. They are defined and described in further

detail below. Collectively, they address several important areas for planning, monitoring and tracking performance to ensure that transit services are safe, reliable, efficient, cost effective and accessible.

Federal Standards: Performance-Based Planning

On December 4, 2015, President Obama signed into law P.L. 114-94, the Fixing America's Surface Transportation (FAST) Act. Funding surface transportation programs at over \$305 billion for fiscal years (FY) 2016 through 2020, the FAST Act continues many of the streamlined and performance-based surface transportation programs established in the Moving Ahead for Progress in the 21st Century Act (MAP-21).

The FAST Act integrates performance into many federal transportation programs and continues the MAP-21 requirements for performance-based planning elements. There are seven national performance goals for Federal transportation programs.

- **Safety**—To achieve a significant reduction in traffic fatalities and serious injuries on all public roads.
- **Infrastructure condition**—To maintain the highway infrastructure asset system in a state of good repair.
- **Congestion reduction**—To achieve a significant reduction in congestion on the National Highway System.
- **System reliability**—To improve the efficiency of the surface transportation system.
- **Freight movement and economic vitality**—To improve the national freight network, strengthen the ability of rural communities to access national and international trade markets, and support regional economic development.
- **Environmental sustainability**—To enhance the performance of the transportation system while protecting and enhancing the natural environment.
- **Reduced project delivery delays**—To reduce project costs, promote jobs and the economy, and expedite the movement of people and goods by accelerating project completion through eliminating delays in the project development and delivery process, including reducing regulatory burdens and improving agencies' work practices.

For each of these national goals, the Federal Highway Administration (FHWA) is establishing performance measures. The Highway Safety Improvement Program (HSIP) and Safety Performance Management Measures Final Rules were published on March 15, 2016, with an effective date of April 14, 2016. FHWA posted a Notice of Proposed Rulemaking (NPRM) on April 22, 2016 to propose national performance management measure regulations to assess the performance of the National Highway System, Freight Movement on the Interstate System, and the Congestion Mitigation and Air Quality Improvement Program, as required by the MAP-21 and the FAST Act.

On May 27, 2016, FHWA and the Federal Transit Administration (FTA) published the Final Rule on Statewide and Nonmetropolitan Transportation Planning and Metropolitan Transportation Planning in the Federal Register to implement the changes to the planning process established by MAP-21 and the FAST Act. The rule requires Metropolitan Planning Organizations (MPOs) and States to establish performance targets that address the national performance measures issued by the U.S. DOT and to report on them annually. State Transportation Improvement Programs (STIPs) and metropolitan Transportation Improvement Programs (TIPs) must include a

description of the anticipated progress toward achieving the targets brought about by implementing the program of projects.

Selection of performance targets by metropolitan planning organizations is intended to be coordinated, to the maximum extent practicable, with providers of public transportation and selection of targets at the state level is intended to incorporate metropolitan targets. States can choose to set different targets for urban and rural areas, but they must coordinate with providers of public transportation in urbanized areas with a population of fewer than 200,000 individuals not represented by a metropolitan planning organization.

Figure 2 U.S. DOT Goals and Performance Monitoring



Source: U.S. Department of Transportation

In addition, FTA will issue a Transit Asset Management Rule that defines state of good repair and establishes state of good repair performance measures. Providers of public transportation will be required to set targets and report on progress as well as to develop transit asset management plans. Public transportation providers will also report transit safety performance criteria and standards. The FTA published a NPRM in September 2015; a final rule is expected later this year.

Finally, all recipients of FTA funding will be required to develop an agency safety plan and certify that the plan meets FTA requirements. At a minimum, these plans must include strategies for identifying risks and minimizing exposure to hazards and performance targets based on the safety performance criteria. The FTA published a NPRM on public transportation agency safety plans in April 2016.



Best Practices in Performance-Based Planning

Much has been written about goals for transportation investments, implementation of performance-driven planning, specific metrics for consideration, and how dynamic innovation can be incorporated into the planning process.

FHWA's recently developed guidebook "*Model Long-Range Transportation Plans: A Guide for Incorporating Performance-Based Planning*"¹ defines performance-based planning as, "a data-driven, strategic approach, providing for public and stakeholder involvement and accountability, in order to make investment and policy decisions to attain desired performance outcomes for the multimodal transportation system."

Comprehensive performance-based planning is much more than just the process of selecting and applying performance measures. The process includes setting a strategic direction ("where do we want to go?") built on a foundation of data from monitoring and evaluation of system performance ("where are we now?"), followed by analysis of how the region will move toward achieving its goals through investments and policies ("how are we going to get there?").

A comprehensive performance-based plan includes the following elements:

- Baseline data about the transportation system
- A statement of goals and objectives
- A set of performance measures to compare alternative strategies and track progress over time
- Desired trends or targets (that is, the intended direction of change or a specific numerical target)
- Forecasts of future conditions or needs
- Policies, strategies, and investments that will support attaining the desired trends or targets
- A financial plan for implementation of the strategies and investments

Minnesota's Olmstead Plan

The Olmstead Plan focuses on outcomes for people with disabilities and improvements on their quality of life. The most recent update of the plan, released in July 2015, contains 33 measurable goals and 13 topic areas. The measureable goals are intended to provide the State with specific indicators of progress towards achieving the integration mandate of the Americans with Disabilities Act. The transportation-related goals in the plan are as follows:

1. By December 31, 2020 accessibility improvements will be made to 4,200 curb ramps (increase from base of 19% to 38%) and 250 Accessible Pedestrian Signals (increase from base of 10% to 50%). By January 31, 2016, a target will be established for sidewalk improvements.
2. By 2025, additional rides and service hours will increase the annual number of passenger trips to 18.8 million in Greater Minnesota (approximately 50% increase).

¹ "Model Long-Range Transportation Plans: A Guide for Incorporating Performance-Based Planning," August, 2014, FHWA-HEP-14-046

http://www.fhwa.dot.gov/planning/performance_based_planning/mlrtp_guidebook/.

3. By 2020, expand transit coverage so that 90 percent of the public transportation service areas in Minnesota will meet minimum service guidelines for access.
4. By 2020, transit systems' on time performance will be 90% or greater statewide.

Since the Olmstead Plan requires that transit providers must be measured and monitored on an annual basis, it is imperative that the measures be straight forward and easy to track and report on. Annual measuring progress and reporting the results starts in 2016.

The measures used to monitor and track progress toward meeting the Olmstead goals will be defined as part of this Transit Investment Plan.

PROPOSED POLICY FRAMEWORK

As discussed previously, much effort from the state, peers, and the federal government have been dedicated toward performance-based planning and evaluation systems. For MnDOT, which is seeking to expand services in a smart manner, the policy framework must include several components:

- **Service qualifiers** – As transit expands to small communities throughout Greater Minnesota, service qualifiers can be used to ensure that service matches demand, a local match is available, and that resources are invested wisely. For example, a small bedroom community may have no desire or need for public transportation, and therefore should be exempt from service targets. Instead, those valuable resources should be spent on communities who exhibit need and desire for transit.
- **Service Hours Guidelines**
 - Baseline service span – Relating to Span of Service Guidelines and Olmstead requirements, the baseline service span provides recommendations for the number of service hours an agency is in operation during weekdays and weekends.
 - Guidelines for service span – For small communities that are not county seats and have less than 2,500 people, the guidelines are recommendations, but not requirements, for hours of service per day.
- **Quality of service** – Service coverage, frequency, and general public capacity inform the quality of service from the passenger perspective.
- **Performance Measures:** These metrics are the core component of the GMTIP and set the target for four key measures that link MnDOT's agency goals, the goals of the Olmstead Plan, the Homelessness Initiative, and the GMTIP.
- **State-Based Provider Performance Standards:** These metrics have been set through MnDOT's Office of Transit and establish standards that the sub-recipients must target. The Office of Transit uses Evaluation Criteria to assess the performance of each system.
- **Local-Based Provider Performance Standards:** These metrics are set locally by transit providers based on the state-based performance standards. Systems much target the minimum standard but local policy can direct specific service to meet those standards based on the local share.
- **Evaluation Criteria:** Used by the Office of Transit as a regulatory body to evaluate performance of individual service providers.

Outcomes – Through the performance measurement process, the outcomes will consist of how well each agency or peer group of agencies perform against guidelines and standards. Those who fall below targets will be encouraged to improve performance.

Figure 3 Policy Framework

Additional details on span of service is found in Figure 5. This span makes a clear distinction that for communities with more than 2,500 people, services must provide the baseline hours of service. Whereas for small communities with less than 2,500 people, the span of service is guidance, not a requirement.

Figure 4 Span of Service Goals

Goal Type	Service Population	Peer Group	Weekday	Saturday	Sunday
Baseline	Cities >50,000	Urban	20	12	9
Baseline	Cities 49,999-7,000	Small Urban	12	9	9
Baseline	Cities 6,999-2,500	Small Urban	9	9	0
Baseline	County Seat Towns <2,500	Rural	8 (3 days per week)	0	0
Guidelines	Communities <2,500	Rural	8 (3 days a week)	0	0

Performance Measures

MnDOT uses performance measures and targets to guide its plans, projects and investments. The performance measures listed below were approved through MnDOT’s internal review process and will be adopted through the public planning process and through the formal public comment period.

In addition to MnDOT policy, the Fixing America’s Surface Transportation Act (FAST Act) requires performance-based planning. It requires statewide transportation planning process to integrate, either directly or by reference, the goals, objectives, performance measures, and targets identified at the national or statewide level, as well as measures and targets established by MPO and the public transit providers. The FAST Act also requires states to consider performance measures and targets when developing policies, programs and investment priorities in the statewide transportation plan. And specifically applies to the GMTIP. The GMTIP has four approved performance measures including (1) span of service, (2) on-time reliability, (3) fleet condition and (4) ridership.

Targets have been identified for each of these performance measures and yearly process towards these targets will be reported in the Annual Transit Report.

Measures #1: Ridership

- Increasing public transit ridership is a goal in Minnesota Statutes § 174.24, subd 1a, the Olmstead Plan and Heading Home: Minnesota’s Plan to Prevent and End Homelessness. To comply, Greater Minnesota public transit must add more service hours to increase ridership to reach 90% of transit need by 2025.

- The 2011 Greater Minnesota Transit Investment Plan used a demand model to calculate the transit need in Greater Minnesota. Legislative action directed OT to meet 90% of the total unmet transit needs by 2025. The 2016 GMTIP will re-calculate the transit need in Greater Minnesota and will increase service to reach 90% by 2025.
- This number is reported and tracked monthly by the Office of Transit and will be analyzed and publically reported in the Annual Transit Report.
 - The target: By 2025, annual ridership will increase to 90% of identified transit need in Greater Minnesota.

Measure #2: Fleet Condition

- FTA is issuing Transit Asset Management Rule which defines state of good repair and establishes performance measures. Public transit providers are legally mandated to set targets and report on progress as well as develop transit asset management plans and report on the measures. OT will measure fleet condition as part of this requirement.
- This measure is defined as the percent of Greater Minnesota transit vehicles that are within their useful life based on their age and accumulated miles.
- Each GM transit system reports on the age and mileage of transit vehicles annually to the Office of Transit.
 - The target: 90% of fleet within useful life. The minimum threshold is 80%. This will be reported yearly in the Annual Transit Report.

Measure #3: Span of Service

- The Olmstead Plan established several legally mandated goals, including improving access, for improving transportation options for individuals with disabilities to have access to jobs and to be integrated into the community. Increasing access to transit services, through increased span of service is a primary goal of the Olmstead Plan and the GMTIP. Minimum service guidelines are based on community size to "right size" the amount of service delivered.
- This measure is the percent of the state's population whose span of service meets the minimum guidelines for access as appropriate to their community size
 - The Target: See Figure 5. This information is collected using published transit system service schedules. Transit systems also report the span of service in their annual application for funding from the Office of Transit. This will be reported and analyzed yearly in the Annual Transit Report.

Measure #4: Transit On-time Performance

- Improved reliability is a core component of the 2016 GMTIP and is addressed in strategies about Capital Investments and improving reliability. This measure will be used to guide system standards and improve transit service in Greater Minnesota.
- The definition of this measure is the percent of transit vehicles that arrive at their pick-up site within the appropriate window of time.
- This performance measure is addressed through the on-time performance for each type of service in addition to standards for advanced reservation time and the reservation negotiation window for Dial-A-Ride service types.



- Improved reliability is a core component of the 2016 GMTIP and is addressed in strategies about Capital Investments and improving reliability. This measure will be used to guide system standards and improve transit service in Greater Minnesota.
 - The target: >90% of trips picked up within the appropriate time window by 2025. The minimum threshold is 75%. This information will be collected and reported yearly in the Annual Transit Report.

Provider Performance Standards

Performance measures speak to how transit will help achieve overall state goals, while performance standards provide a way to track progress at the individual transit agency level. Performance standards cover operational metrics, for example, that feed into progress toward performance measures but need not be tracked at the state level.

Standards have associated targets or metrics and must take into account service context. For example, the expected metric for ridership in a commuter bus differs from the expectation for regional mobility services running through very rural communities. Figure 5 details performance standards by service type.

Implementation of Performance Measures and Provider Performance Standards

Key steps in the process of folding the proposed framework into MnDOT's system include:

- Evaluate current decision-making criteria in annual review of systems
- Develop sampling plan and methodology to collect on-time performance for systems
- Refine the goals and objectives within the Annual Application for funding

Figure 5 Provider Performance Standards by Service Type

Objective	Metric	Fixed route	Route Deviation	Dial a Ride	Regional Mobility	Commuter Bus	Intercity Bus Feeder	Vanpool
Access: Facilitate access to high-quality public transportation	Service Hours: Span of service	These three types of service are to be provided according to the baseline span of service. Type provided as demand warrants.	These three types of service are to be provided according to the baseline span of service. Type provided as demand warrants.	These three types of service are to be provided according to the baseline span of service. Type provided as demand warrants.	NA	NA	NA	NA
Access: Facilitate access to high-quality public transportation	Service Frequency	60 minutes or better 30 minutes or better peak hours	30 minutes or better w/o DAR, 60 min or better with DAR	NA	2 round trip per week	Minimum 2 round trips in morning, 2 round trips in afternoon Peak : 30 – 60 minutes Midday: At least one round trip if market supports	3 round trips per week	
Access: Facilitate access to high-quality public transportation	Service availability: % of population who have local transit service available	75% of the service area population within ¼ mile of a transit route	75% of service area population within ¼ mile of a transit route	75% of population covered by service area.	80% of communities in service area have regional mobility service 80% of the service area population have regional mobility service		80% of population within 25 miles of intercity bus stop	4 - Maximum number of pick-up locations 2-4 maximum number of drop-off locations
Access: Facilitate access to high-quality public transportation	Service hours per capita	2.0	0.45	0.45	NA	NA	NA	NA
Access: Facilitate access to high-quality public transportation	Information availability (print, online, translated)	Standard requirements: Title VI, Riders Guide, Service Schedules (Locations/time), trip reservation process	Publicly advertise the availability of route deviation service. Publish deviation policy/procedure. All other standard requirements	Standard requirements: Title VI, Riders Guide, Service Schedules (Locations/time), trip reservation process	Standard requirements: Title VI, Riders Guide, Service Schedules (Locations/time), trip reservation process	Standard requirements: Title VI, Riders Guide, Service Schedules (Locations/time), trip reservation process	Standard requirements: Title VI, Riders Guide, Service Schedules (Locations/time), trip reservation process	Standard requirements: Title VI, Riders Guide, Service Schedules (Locations/time), trip reservation process
Access: Facilitate access to high-quality public transportation	Planning Requirements	Urban areas over 50,000 – Identified and analyzed as part of Transit Development Plan Service expansions must be determined through an alternatives analysis.	Meets public participation requirements (see glossary) Service expansions must be determined through an alternatives analysis.	Meets public participation requirements Service expansions must be determined through an alternatives analysis.	Meets public participation requirements Service expansions must be determined through an alternatives analysis.	Identified and analyzed as part of a corridor study. Service expansions must be determined through an alternatives analysis	Identified and analyzed as part of intercity bus study Service expansions must be determined through an alternatives analysis	Meets public participation requirements Service expansions must be determined through an alternatives analysis
Ensure safe access to transit and provide multimodal amenities and safe waiting areas	Number of shelters installed	Shelters at stops with at least 20 boardings per day or major transfer points	Shelters at stops with at least 20 boardings per day or major transfer points	Shelters at stops with at least 20 boardings per day or major transfer points	NA	Shelters at stops with at least 15 boardings per day or major transfer points	NA	NA



Objective	Metric	Fixed route	Route Deviation	Dial a Ride	Regional Mobility	Commuter Bus	Intercity Bus Feeder	Vanpool
Ensure safe access to transit and provide multimodal amenities and safe waiting areas	Bicycle parking present at transit stops	Bike parking at stops with at least 20 boardings per day	Bike Parking at stops with at least 20 boardings per day	Bicycle Access on Buses	Bicycle Access on Buses	Bike Parking at stops with at least 20 boardings per day	Bicycle Access on Buses	NA
Ensure safe access to transit and provide multimodal amenities and safe waiting areas	Continuous walking routes and crossings to stops	Pedestrian facilities within ¼ mile of stops with at least 20 boardings per day	Pedestrian facilities within ¼ mile of stops with at least 20 boardings per day	NA	NA	Pedestrian facilities within ¼ mile of stops with at least 20 boardings per day	NA	NA
	Level of coordination between public transportation and human services transportation	All public transit providers are required to coordinate with the Regional Transportation Coordination Councils.	All public transit providers are required to coordinate with the Regional Transportation Coordination Councils.	All public transit providers are required to coordinate with the Regional Transportation Coordination Councils.	All public transit providers are required to coordinate with the Regional Transportation Coordination Councils.	All public transit providers are required to coordinate with the Regional Transportation Coordination Councils.	All public transit providers are required to coordinate with the Regional Transportation Coordination Councils.	All public transit providers are required to coordinate with the Regional Transportation Coordination Councils.
Ridership: Link people with goods, services, and jobs and increase usage	Passengers per service hour	15	8	3	3 boardings per trip	15	3 boardings per trip	8
Reliability: Provide convenient and reliable service	On-time performance	90% of schedule stops on-time, within 5 minutes after a scheduled stop	No bus shall depart a formal time point before the time published in the schedule. 90%- on time performance	90% on time within published pickup window. Urban Window – 20/20 minutes Rural Window – 45/45 minutes.	No bus shall depart a formal time point before the time published in the schedule. 90%- on time performance	Should always depart on-time, notice should be provided to riders in unusual weather circumstances	On-time performance	90% of schedule stops on-time, within 5 minutes after a scheduled stop
Reliability: Provide convenient and reliable service	Advance Reservation Time	NA	For deviation requests: Urban – Minimum 2 hrs. in advance Rural - Minimum 24 hours in advance Next day service	Urban – Minimum 2 hrs. in advance Rural - Minimum 24 hours in advance Next day service	NA	NA	NA	NA
Reliability: Provide convenient and reliable service	Reservation Negotiation Window	NA	NA	Maximum: Up to an hour before or after requested time	NA	NA	NA	NA
Reliability: Provide convenient and reliable service	Trip Denials	Transit systems must follow the ADA trip denial definitions and process	Transit systems must follow the ADA trip denial definitions and process	Transit systems must follow the ADA trip denial definitions and process	Transit systems must follow the ADA trip denial definitions and process	Transit systems must follow the ADA trip denial definitions and process	Transit systems must follow the ADA trip denial definitions and process	Transit systems must follow the ADA trip denial definitions and process



Objective	Metric	Fixed route	Route Deviation	Dial a Ride	Regional Mobility	Commuter Bus	Intercity Bus Feeder	Vanpool
Reliability: Provide convenient and reliable service	Trip Cancellations	Bus or vanpool trips should only be canceled from lack of riders or weather cancelations	Bus or vanpool trips should only be canceled from lack of riders or weather cancelations	Bus or vanpool trips should only be canceled from lack of riders or weather cancelations	Bus or vanpool trips should only be canceled from lack of riders or weather cancelations	Bus or vanpool trips should only be canceled from lack of riders or weather cancelations	Bus or vanpool trips should only be canceled from lack of riders or weather cancelations	Bus or vanpool trips should only be canceled from lack of riders or weather cancelations
Reliability: Provide convenient and reliable service	Passenger complaints	The benchmark is 6 complaints/100,000 boardings.	A formal process should be established for resolving problems/complaints					
Reliability: Provide convenient and reliable service	Road calls	The benchmark is 1 road call/14,000 revenue miles.	The benchmark is 1 road call/14,000 revenue miles	The benchmark is 1 road call/14,000 revenue miles	The benchmark is 1 road call/14,000 revenue miles	The benchmark is 1 road call/14,000 revenue miles	The benchmark is 1 road call/14,000 revenue miles	Should be serviced (oil change and other preventative) maintenance every 7,500 miles.
Safety: Maintain fleet to ensure passenger safety and state of good repair	Accidents	Fewer than 1 recordable accident per 100,000 revenue miles	Fewer than 1 recordable accident per 100,000 revenue miles	Fewer than 1 recordable accident per 100,000 revenue miles	Fewer than 1 recordable accident per 100,000 revenue miles	Fewer than 1 recordable accident per 100,000 revenue miles	Fewer than 1 recordable accident per 100,000 revenue miles	Fewer than 1 recordable accident per 100,000 revenue miles
Safety: Maintain fleet to ensure passenger safety and state of good repair	Fleet maintenance	At least 75% of all regular fleet vehicles should be available for operations at all times.	At least 75% of all regular fleet vehicles should be available for operations at all times.	At least 75% of all regular fleet vehicles should be available for operations at all times.	At least 75% of all regular fleet vehicles should be available for operations at all times.	At least 75% of all regular fleet vehicles should be available for operations at all times.	At least 75% of all regular fleet vehicles should be available for operations at all times.	At least 75% of all regular fleet vehicles should be available for operations at all times.
Safety: Maintain fleet to ensure passenger safety and state of good repair	Spare ratio	The ratio of spare vehicles to regular fleet vehicles should be less than 20%	The ratio of spare vehicles to regular fleet vehicles should be less than 25%	The ratio of spare vehicles to regular fleet vehicles should be less than 25%	The ratio of spare vehicles to regular fleet vehicles should be less than 25%	The ratio of spare vehicles to regular fleet vehicles should be less than 25%	The ratio of spare vehicles to regular fleet vehicles should be less than 25%	Vanpool providers should be able to secure a spare vehicle within one business day.
Cost-Effectiveness: Ensure services operate responsibly	Cost per revenue hour	\$85.00	\$50	\$60.00	NA	NA	NA	NA
Cost-Effectiveness: Ensure services operate responsibly	Cost per ride	\$5.00	\$6.00	\$15.00	NA	NA	NA	NA
Cost-Effectiveness: Ensure services operate responsibly	Farebox recovery (% of operating cost)	15% (Includes local subsidy)	15% (Includes contract revenue and local subsidy)	15% (Includes contract revenue and local subsidy)	15% (Includes local subsidy)	25%	15%	50-100% (< \$120 monthly cost to vanpool user)