MDOT EXCELLERATOR

Performance Management System

Maryland Transit Administration
Quarterly Report
October 2016

Maryland Department of Transportation

A Message From the Governor

"Our administration is committed to developing innovative solutions that deliver what Marylanders want – an affordable and reliable transportation system. By implementing a comprehensive program of accountability and continual improvements, we will deliver a better transportation system for the citizens of Maryland."

"This is another step our administration is taking to Change Maryland for the Better!"

– **Larry Hogan**, *Governor*

CHANGING
Maryland
for the Better

The Maryland Department of Transportation and its
Transportation Business Units proudly present the official mission statement.

Maryland Department of Transportation

"The Maryland Department of Transportation is a customer-driven leader that delivers safe, sustainable, intelligent, and exceptional transportation solutions in order to connect our customers to life's opportunities."

A Message From the Secretary

My Fellow Marylanders,

Pete K. Rahn
Secretary

I am pleased to present the Maryland Department of Transportation Excellerator Performance Management System. I have been a longtime proponent of performance measures as a critical ingredient which drives organizations to exceptional standards to meet the transportation demands of our customers. At the Maryland Department of Transportation, we have embarked on a dedicated journey of creating performance measures that are important to all who live in and travel throughout the State of Maryland.

The Maryland Department of Transportation, and its transportation business units, created a single focused Mission Statement, which is the guiding light for all of our transportation products and services. We are wholeheartedly committed to being driven by the needs of our customers and to exceed their expectations. Whether our customers fly out of the Baltimore/Washington International Thurgood Marshall Airport, take a cruise out of the Port of Baltimore, ride one of our buses or rail lines, register their vehicles, or travel our highways and bridges, we all stand together as the Maryland Department of Transportation.

Our Excellerator program is comprised of ten tangible results. Those results are critical components for the organization and will drive our daily business decisions. How we achieve those results will be an organization-wide process of developing measures and strategies to achieve the optimum level of performance. The public we serve is able to see the results of our performance every quarter. This program is a living, evolving performance process that is in a constant state of evaluation, analysis and action. Some quarters may be better than others, but with the appropriate measures in place, we will have a constant finger on the pulse of the products and services we deliver to the citizens of Maryland. Whether we are being a good neighbor or facilitating economic opportunities within our State, we, the Maryland Department of Transportation, are working together every day to improve our performance and strive to reach exceptional customer service.

We thank you for this opportunity to share our initiative and are excited to embark upon a program of constant progress towards outstanding results.

"The Maryland Transit Administration will provide safe, efficient and reliable transit across Maryland with world-class customer service."

A Message From the Administrator

Dear Valued Customer,

The Maryland Transit Administration (MTA) operates Local Bus, Metro Subway, Light Rail, Mobility paratransit primarily in the Baltimore region. In addition MTA operates (through contracts) the MARC train and Commuter Bus transit services throughout the State of Maryland. These services provide more than 112 million passenger trips in FY2016. MTA provides funding and statewide support of Locally Operated Transit Systems (LOTS) in all Maryland counties and the cities of Annapolis, Ocean City, and Baltimore.

The Maryland Department of Transportation is a customer-driven leader that delivers safe, sustainable, intelligent, and exceptional transportation solutions to connect our customers to life's opportunities.

Our strategy to achieve this universal goal is to plan and communicate clear service related objectives, delivering that service with excellence within a culture of accountability, and aligning our system with appropriate resources.

Paul Comfort
MTA Administrator

Through the Excellerator Performance Management System, the performance measures that demonstrate MTA's four cornerstones of safe, efficient and reliable transit across Maryland with world class customer service will be examined and monitored to ensure first-rate performance.

Paul Comfort

MTA Administrator

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Please refer to the MDOT wide Quarterly Performance Management Report for more performance measures for each of the 10 Tangible Results across all of the Transportation Business Units.

Performance Measures Index

Tangible Results		Frequency	Driver
Tangible Result # 1: Provide Exceptional Customer Service			**Leslie Dews, MVA**
MTA 1.1	Number of Customer Complaints per 10,000 Riders	Quarterly	Sean Adgerson, MTA
MTA 1.2	Customer Feedback Resolution	Quarterly	James Lewis, MTA
Tangible Result # 3: Provide a Safe and Secure Transportation Infrastructure			**Sarah Clifford, MDTA**
MTA 3.1	Preventable Accidents per 100,000 Miles as Reported MTA Safety Data Analyst	Quarterly	Phil Thomas, MTA
Tangible Result # 4: Deliver Transportation Solutions and Services of Great Value			**Jason Ridgway, SHA**
MTA 4.1a	Operating Cost Per Passenger Trip	Annually (Jan.)	Pat Keller, MTA
MTA 4.1b	Operating Cost Per Revenue Vehicle Mile	Annually (Jan.)	Pat Keller, MTA
Tangible Result # 5: Provide An Efficient, Well Connected Transportation Experience			**Phil Sullivan, MTA**
MTA 5.1	Mean Distance Between Failures (vehicle breakdowns)	Quarterly	David Varner, MTA

TANGIBLE RESULT #1

Provide Exceptional Customer Service

Every MDOT employee is responsible for delivering exceptional customer service by providing our customers with respectful, timely and knowledgeable responses to all inquiries and interactions.

RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

Provide Exceptional Customer Service

TBU COORDINATOR:
Stuart Wilkins
Maryland Transit Administration (MTA)

PERFORMANCE MEASURE DRIVER:
Sean Adgerson
Maryland Transit Administration (MTA)

PURPOSE OF MEASURE:
To track levels of satisfaction with MTA services

FREQUENCY:
Quarterly

DATA COLLECTION METHODOLOGY:
Trapeze InfoCom Database and MTA ridership data

NATIONAL BENCHMARK:
TBD

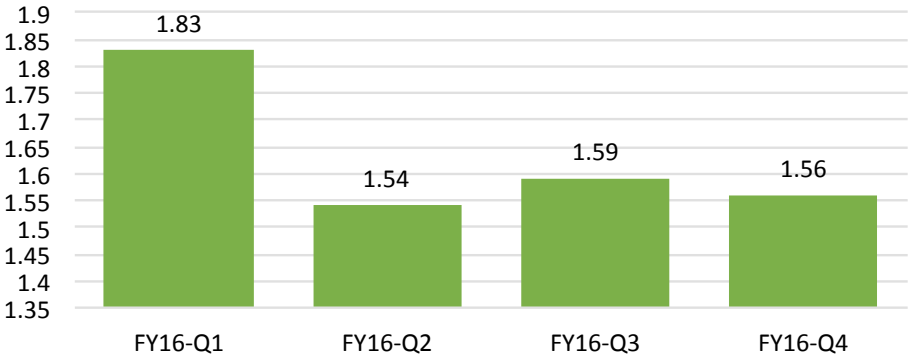
PERFORMANCE MEASURE MTA 1.1
Number of Customer Complaints per 10,000 Riders

Customers that utilize MTA's services expect quality transit service and the ability to have their comments and questions addressed. By tracking customer complaints, MTA is able to focus on opportunities to improve service across all modes by better use of existing resources to serve ridership demand, improve service reliability, and increase on-time performance.

The number of customer complaints is a direct indication of whether MTA is providing exceptional customer service which is the fourth cornerstone of MTA's mission of providing safe, efficient and reliable transit across Maryland with world class customer service. By measuring the number complaints per 10,000 riders, customers can gauge MTA's customer service and service reliability.

As shown in the figure below, MTA continues to see the number of complaints go down based on the service improvements it has made. Mobility has seen the biggest reduction over the past quarter by cutting the number of complaints by 60%.

Number of Customer Complaints per 10K Riders - MTA Overall



Provide Exceptional Customer Service

TBU COORDINATOR:
Stuart Wilkins
Maryland Transit Administration (MTA)

PERFORMANCE MEASURE DRIVER:
James Lewis
Maryland Transit Administration (MTA)

PURPOSE OF MEASURE:
To assess how thoroughly and quickly MTA resolves and responds to the customer

FREQUENCY:
Quarterly

DATA COLLECTION METHODOLOGY:
Trapeze InfoCom Database

NATIONAL BENCHMARK:
N/A

State goal of 95% feedback response rate within 10 business days

PERFORMANCE MEASURE MTA 1.2
Customer Feedback Resolution

Customers that utilize MTA's services expect quality resolutions and reasonable response times after providing feedback regarding their MTA experience. MTA assesses the customer's satisfaction of their transportation experiences through feedback received. How quickly Administration completes a thorough investigation and responds is the basis for the fourth cornerstone of MTA's mission of providing safe, efficient and reliable transit across Maryland with world class customer service.

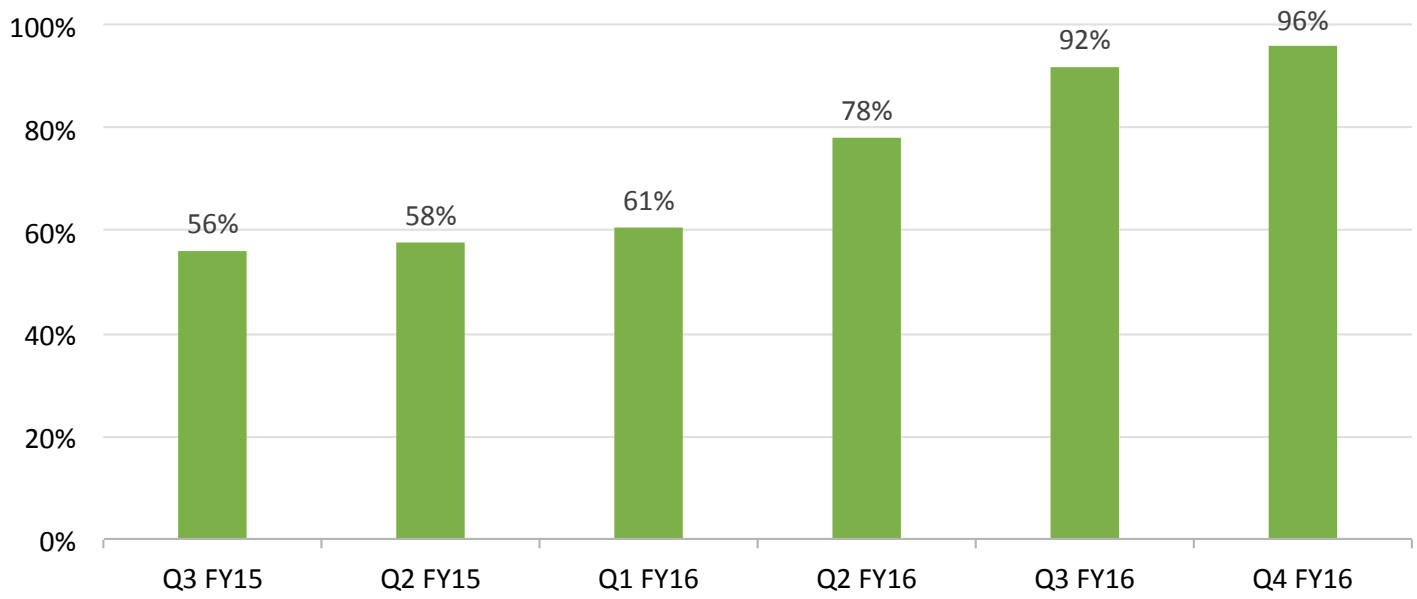
This measure will allow the MTA to monitor and improve overall service, develop staff by way of on-going training, and establish effective communications with the State of Maryland's citizens and communities. The data will be reviewed daily and reported on quarterly basis.

As shown in the figure below, MTA has made tremendous improvements in the response time to customers. The MTA has more than doubled the response rate since FY2015, by targeting for 95% feedback response rate within 10 business days. To further improve customer service, the internal MTA target date to resolve customer feedback was improved on August 1, 2016 to a 95% feedback response rate within 5 business days.

PERFORMANCE MEASURE MTA 1.2

Customer Feedback Resolution

Percent of Feedback Completed within Required Response Time - MTA Overall



TANGIBLE RESULT #3

Provide a Safe and Secure Transportation Infrastructure

MDOT will not compromise on our commitment to continually improve the safety and security of our customers and partners in everything we do.

RESULT DRIVER:
Sarah Clifford
Maryland Transportation Authority (MDTA)

Provide a Safe and Secure Transportation Infrastructure

TBU COORDINATOR:
Stuart Wilkins
Maryland Transit Administration (MTA)

PERFORMANCE MEASURE DRIVER:
Phil Thomas
Maryland Transit Administration (MTA)

PURPOSE OF MEASURE:
To track preventable accidents per 100,000 miles within the Maryland Transit Administration for Local Bus, Light Rail, Metro, and Mobility

FREQUENCY:
Quarterly

DATA COLLECTION METHODOLOGY:
MTA Safety Data Analyst team will use existing Safety data

NATIONAL BENCHMARK:
TBD

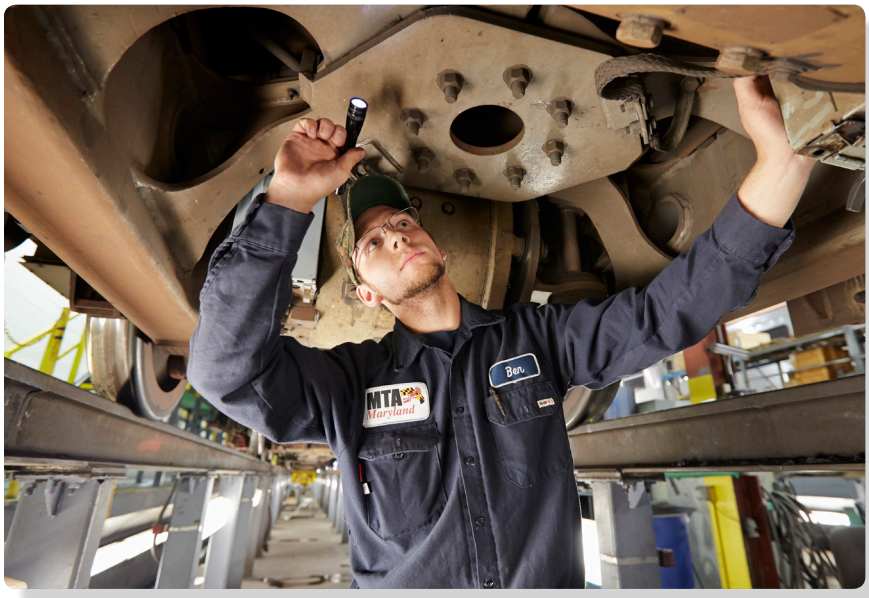
PERFORMANCE MEASURE MTA 3.1

Preventable Accidents per 100,000 Miles as Reported MTA Safety Data Analyst

MTA customers expect a safe and reliable transit system with minimal disruption to travel. Preventable accidents are accident that occur within our control and can be reduced through training and safe driving techniques. By measuring preventable accidents per 100,000 miles customers have a sense of MTA's safety record and the frequency that accidents occur.

The Nation Safety Council, a national repository for transit systems across the United State defines a preventable accident as a safety or security event in which an employee failed to exercise every reasonable precaution to prevent the accident on a transit right of way, in a transit revenue facility, in a transit maintenance facility or involving a transit revenue vehicle.

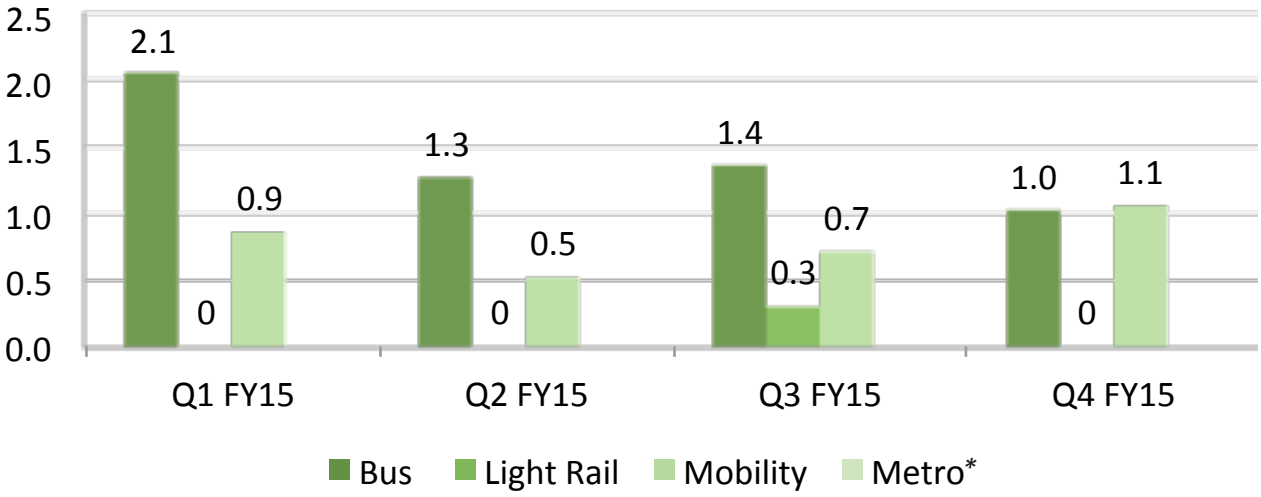
As shown in figure below, MTA offers very safe transit experience with the majority of the services having less than one accident every 100,000 miles. Delivering safe transit is one of the four cornerstones to MTA's primary objective of providing safe, efficient and reliable transit across Maryland and world class customer service.



PERFORMANCE MEASURE MTA 3.1

Preventable Accidents per 100,000 Miles as Reported MTA Safety Data Analyst

Preventable Accidents per 100,000 Miles by Mode FY 2015

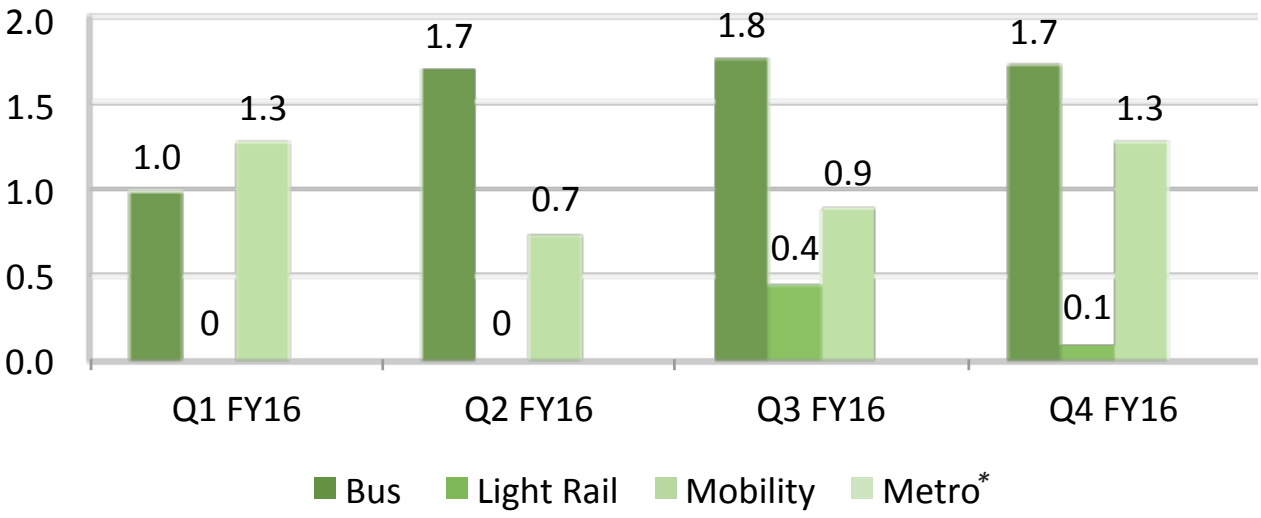


** No Preventable Accidents*

PERFORMANCE MEASURE MTA 3.1

Preventable Accidents per 100,000 Miles as Reported MTA Safety Data Analyst

Preventable Accidents per 100,000 Miles by Mode FY 2016



** No Preventable Accidents*

TANGIBLE RESULT #4

Deliver Transportation Solutions and Services of Great Value

MDOT will deliver transportation solutions on time and within budget. We will use strategies to ensure that the transportation solution meets the needs of our customers and eliminates unnecessary costs.

RESULT DRIVER:
Jason Ridgway
State Highway Administration (SHA)

TBU COORDINATOR:
Stuart Wilkins
Maryland Transit Administration (MTA)

PERFORMANCE MEASURE DRIVER:
Pat Keller
Maryland Transit Administration (MTA)

PURPOSE OF MEASURE:
To track and address the per passenger per trip operating cost of all MTA modes

FREQUENCY:
Annually (in January)

DATA COLLECTION METHODOLOGY:
Data collection will be based upon FTA-NTD

NATIONAL BENCHMARK:
TBD

PERFORMANCE MEASURE MTA 4.1A
Operating Cost per Passenger Trip

Operating cost per passenger trip is a good indicator of the efficiency of the operated service by displaying the operating costs required to transport a single passenger for one trip.

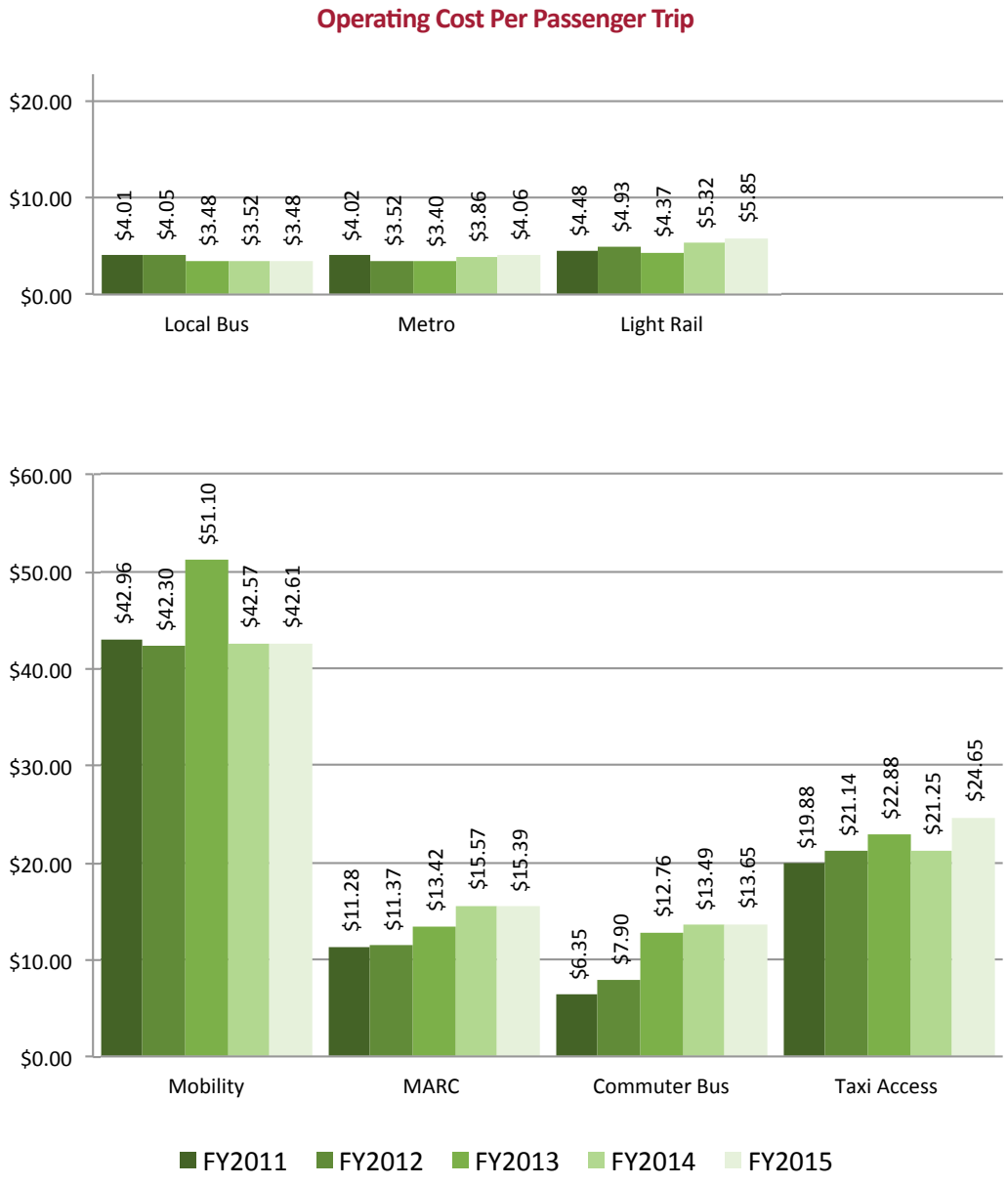
The performance measure not only assists MTA with an internal assessment of per passenger operating costs and also provides a measure which can be used as an external comparative measure. The Federal Transit Administration (FTA) requires a uniform level of reporting for all transit agencies in the United States. The National Transit Database (NTD) collects this particular measure, so MTA is able to compare per passenger trip operating cost with other comparably sized transit agencies.

Operating cost per passenger trip showing the efficiency of MTA service is the second cornerstone of MTA's service goals to provide safe, efficient, and reliable transit across Maryland with world class customer service.

As shown in the figure below, the transit services with the ability to carry multitudes of passengers in one trip such as Local Bus, Metro and Light Rail tend to have the lowest operating costs per passenger.

PERFORMANCE MEASURE MTA 4.1A

Operating Cost per Passenger Trip



TBU COORDINATOR:
Stuart Wilkins
Maryland Transit Administration (MTA)

PERFORMANCE MEASURE DRIVER:
Pat Keller
Maryland Transit Administration (MTA)

PURPOSE OF MEASURE:
To track and understand the cost to operate a transit vehicle for one mile of revenue service

FREQUENCY:
Annually (in January)

DATA COLLECTION METHODOLOGY:
Data collection will be based upon FTA-NTD

NATIONAL BENCHMARK:
TBD

PERFORMANCE MEASURE MTA 4.1B
Operating Cost per Revenue Vehicle Mile

Operating cost per revenue vehicle mile is a good indicator of the efficiency of the operated service by displaying the cost to operate a transit vehicle for one mile of revenue service.

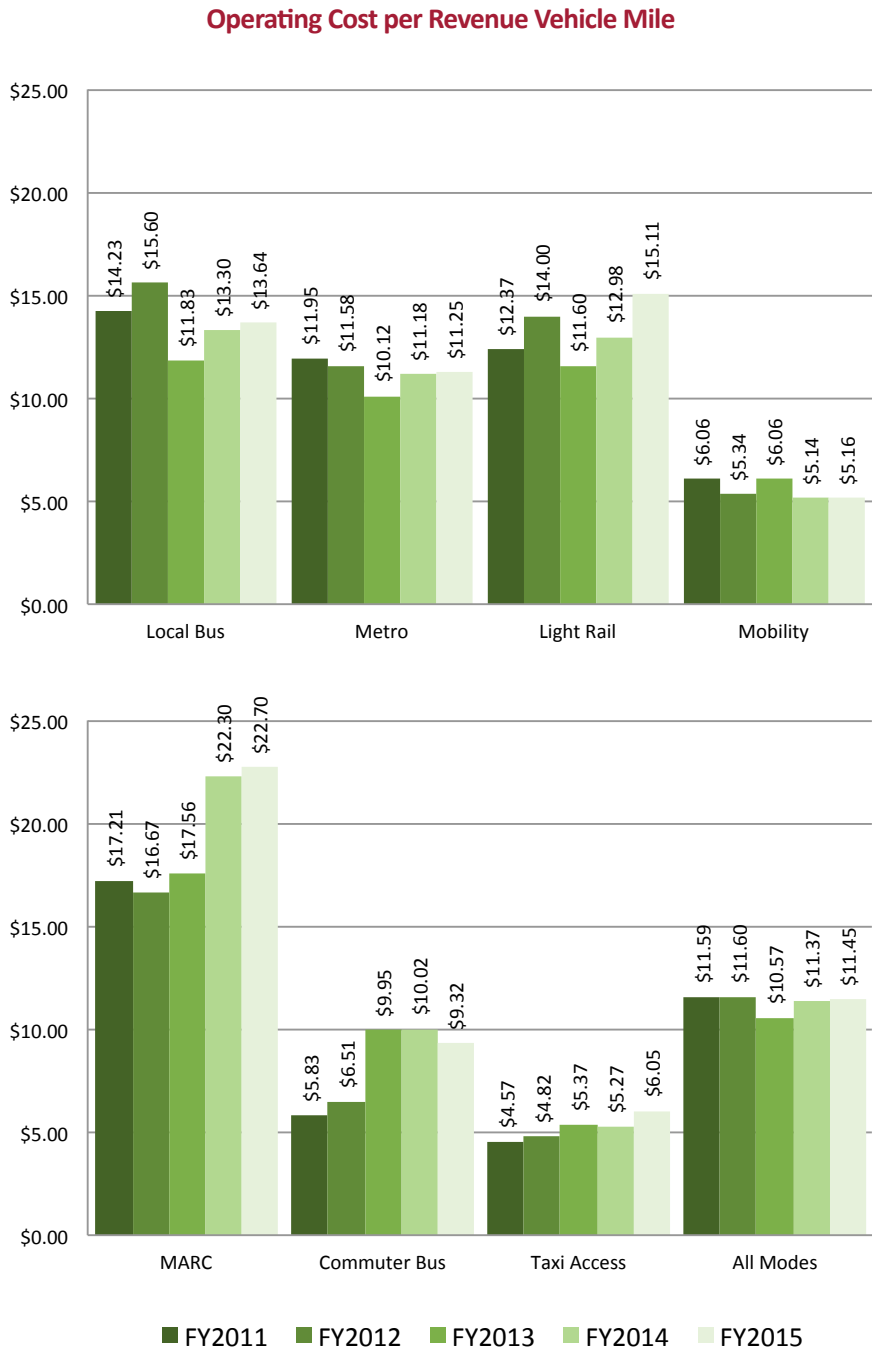
The performance measure not only assists MTA with internal assessment of per revenue vehicle mile operating costs, it also provides a source which can be used as an external comparative measure. The Federal Transit Administration (FTA) requires a uniform level of reporting for all transit agencies in the United States. The National Transit Database (NTD) collects this particular measure, so MTA is able to compare operating cost per revenue vehicle mile with other comparably sized transit agencies.

Operating cost per revenue vehicle mile demonstrates the efficiency of MTA service and is the second cornerstone of MTA's service goals to provide safe, efficient, and reliable transit across Maryland with world class customer service.

As shown in the figure, the transit services with the ability to carry multitudes of passengers in one trip such as Local Bus, Metro and Light Rail tend to have the higher operating costs per revenue vehicle mile due to the size of the vehicle and maintenance of the vehicle.

PERFORMANCE MEASURE MTA 4.1B

Operating Cost per Revenue Vehicle Mile



MARC
Baltimore
TRACK A
33
MARC

TANGIBLE RESULT #5

Provide an Efficient, Well-Connected Transportation Experience

MDOT will provide an easy, reliable transportation experience throughout the system. This includes good connections and world class transportation facilities and services.

RESULT DRIVER:

Phil Sullivan

Maryland Transit Administration (MTA)

TBU COORDINATOR:
Stuart Wilkins
Maryland Transit Administration (MTA)

PERFORMANCE MEASURE DRIVER:
David Varner
Maryland Transit Administration (MTA)

PURPOSE OF MEASURE:
To measure the mechanical reliability of the bus fleet

FREQUENCY:
Quarterly

DATA COLLECTION METHODOLOGY:
Total monthly mileage/major road calls

NATIONAL BENCHMARK:
6,000 miles per month

PERFORMANCE MEASURE MTA 5.1
Mean Distance between Failures

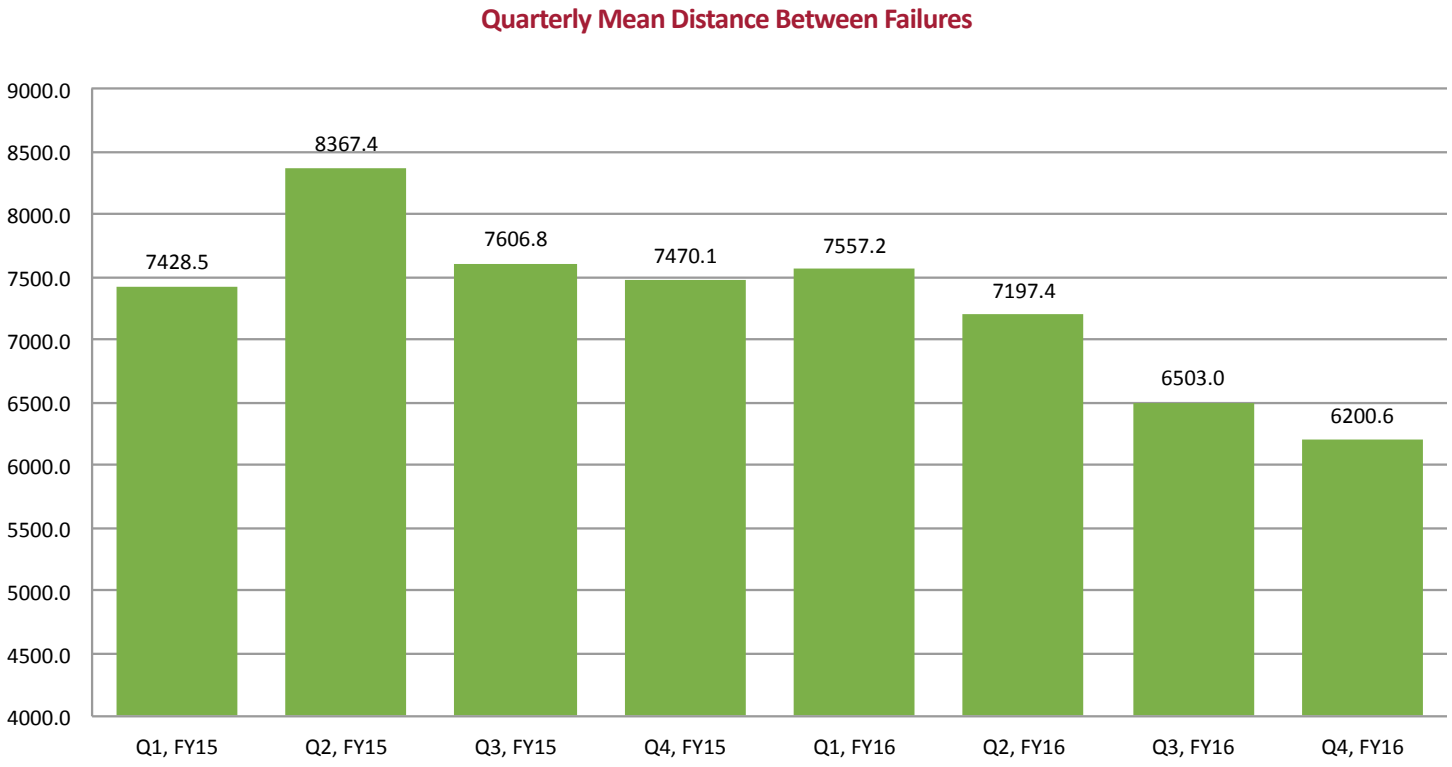
Mean distance between failures is a consistent way to determine the reliability and functionality of a service system by measuring the average miles traveled before equipment break-down or failures occur.

Higher mean distance between failure numbers demonstrates that MTA is providing reliable service, which is the third cornerstone of MTA's service goal of providing safe, efficient and reliable transit across Maryland with world class customer service.

As shown in the figure, MTA has maintained a high mean distance between failures by meeting or exceeding our goal of an average of 6,000 miles between failures per month.

PERFORMANCE MEASURE MTA 5.1

Mean Distance between Failures



Glossary

All Electronic Tolling (AET) – Collection of tolls at highway speeds using *E-ZPass* transponders or video tolling; no toll booths or cash collection.

Annual Attainment Report on Transportation System Performance – Pursuant to Transportation Article Section 2-103.1 of the Annotated Code of Maryland, the State is required to develop or update an annual performance report on the attainment of transportation goals and benchmarks in the Maryland Transportation Plan (MTP) and Consolidated Transportation Program (CTP). The Attainment Report must be presented annually to the Governor and General Assembly before they may consider the MTP and CTP.

Calendar Year (CY) – The period of 12 months beginning January 1 and ending December 31 of each reporting year.

Coordinated Highways Action Response Team (CHART) – CHART is an incident management system aimed at improving real-time travel conditions on Maryland's highway system. CHART is a joint effort of the State Highway Administration, Maryland Transportation Authority and the Maryland State Police, in cooperation with other federal, state and local agencies.

Consolidated Transportation Program (CTP) – A six-year program of capital projects, which is updated annually to add new projects and reflect changes in financial commitments.

Fiscal Year (FY) – A yearly accounting period covering the time frame between July 1 and June 30 of each reporting year.

MPA General Cargo – Foreign and domestic waterborne general cargo handled at the public (MPA) terminals.

Port of Baltimore Foreign Cargo – International (Foreign) cargo handled at public and private terminals within the Baltimore Port District. This includes bulk cargo (e.g., coal, sugar, petroleum, ore, etc. shipped in bulk) and all general cargo (e.g., miscellaneous goods shipped in various packaging).

MAA – Maryland Aviation Administration operates Baltimore/Washington International Thurgood Marshall Airport (BWI Marshall) and Martin State Airport, a general aviation/reliever airport northeast of Baltimore.

MDTA – Maryland Transportation Authority operates and maintains the State's eight toll facilities.

Mode - Form of transportation used to move people or cargo (e.g., truck, rail, air).

MPA – Maryland Port Administration promotes the Port of Baltimore as a leading east coast hub for cargo and cruise activity.

MTA – Maryland Transit Administration provides Local Bus, Light Rail, Metro Rail, Paratransit services and regional services through commuter rail (MARC) and Commuter Bus, as well as grant funding and technical assistance.

MVA – Motor Vehicle Administration serves as the gateway to Maryland's transportation infrastructure, providing a host of services for drivers and vehicles, including registration, licensing and highway safety initiatives.

SHA – State Highway Administration manages the State's highway system which includes 17,117 lane miles of roads and 2,564 bridges

TBU – Transportation Business Unit

TSO – The Secretary's Office

Vehicle Miles of Travel (VMT) – A measurement of the total miles traveled by all vehicles.

MARYLAND DEPARTMENT OF TRANSPORTATION

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Larry Hogan, *Governor*

Boyd K. Rutherford, *Lt. Governor*

Pete K. Rahn, *Secretary*

This document can be found at www.mdot.maryland.gov/MDOTExcellerator and is available in alternative formats upon request.