2014-2015
Annual Performance Report

Evaluating Key
Performance Indicators

Ending March 31, 2015

NFTA-METRO
nfta.com

Mission Statement

"To enhance the quality of life of residents and visitors by providing the highest level of safe, clean, affordable responsive and reliable public transportation through a coordinated and convenient bus and rail system"

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INTRODUCTION

NFTA-Metro is the Public Transit provider serving Erie and Niagara counties in New York. Metro operates 62 bus routes with over 4,400 bus stops being serviced, along with a 6.2 mile light rail system servicing 14 stations. Metro employs 650 bus and rail operators who have a combined driving experience of over 6,000 years, supported by a comprehensive staff of mechanics, technicians and specialists responsible for maintaining the system.

As a public agency, NFTA Metro is accountable to the people we serve. We want to make it easy for our customers and stakeholders to understand and review our performance. Measuring the performance of a transit system is the first step toward efficient and proactive management. The use of performance measures for transportation planning and operations is critical for transportation agencies who are managing evolving demands with diminishing resources. The information in this report is used by Metro to identify both trends in our operations and the impacts of external influences which provides the management team with metrics to communicate organizational effectiveness.

Measuring, monitoring and reporting performance on a regular basis helps Metro achieve the following objectives:
- Continually improve the organization by monitoring progress.
- Maintain accountability for return on investment and effectiveness of accomplishing our mission.
- Maintain a comprehensive capital and operations planning process to maintain and secure additional funding.
- Improve operations through the monitoring of metrics developed to assess performance.
- Improve management by quantifying the performance of Metro products, services, and the processes. Effective performance measures are tools that help us:
  - Monitor performance to judge how well we are doing,
  - Know if we are meeting our goals and if our customers are satisfied,
  - Take action to affect performance or improve efficiency if as necessary.

Performance measures provide data and information necessary to make informed decisions. Performance measures also provide trends to determine whether actual performance is getting better, staying the same, or getting worse over time. The best performance measures start conversations about organizational priorities, the allocation of resources, ways to improve performance, and offer an honest assessment of effectiveness.

This annual performance report provides a summary of the performance metrics that Metro monitors to keep the system efficient, economical, safe, and reliable while pursuing continued improvement. Most of the representations compare data for either four or five fiscal years (April 1 through March 31 of the following year). Some of the measures compare fixed route bus service, Paratransit Access Line (PAL) and rail operations. There is performance data on service delivery, PAL, revenue vehicle fleet, customer care, financial, safety and environmental.

It is Metro's intent to use these metrics to provide a look back at where we have been as well as provide a roadmap to the future. This report is updated annually and may introduce new performance measures to expand our ability to evaluate our efforts and keep our review relevant.
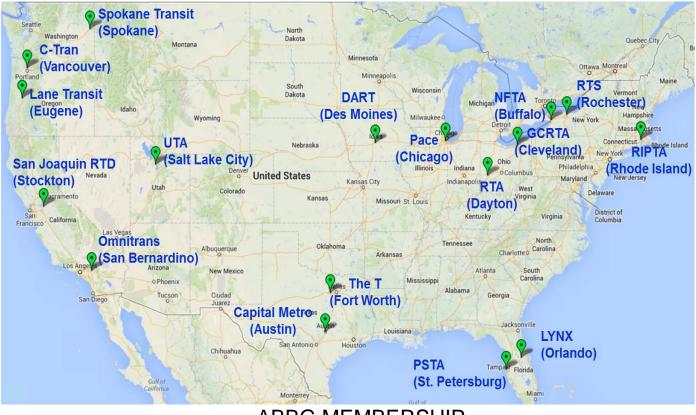
AMERICAN BUS BENCHMARKING GROUP

NFTA METRO is a member of the American Bus Benchmarking Group (ABBG). Participation in the Group provides Metro with benchmarking capabilities within our bus operations to evaluate our performance and identify opportunities for improvement. The ABBG was established in 2011 with headquarters at Imperial College, London, England. It is comprised of 17 public transit agencies providing bus service throughout the United States.

The significance of membership in ABBG includes developing concise, well-balanced and comparable performance measures, identifying underlying trends and sharing best practices, publishing annual reports and tools. A confidentiality framework is key to successful benchmarking insuring that members can be open and honest which achieves the most benefits of collaboration. ABBG compliments rather than competes with APTA and other organizations as it has different aims and enables members to effectively consult with each other.

Benchmarking is not merely a comparison of data or a creation of rankings. The structured Key Performance Indicators (KPI) comparisons can be used for:
- Stimulating productive "why" questions
- Identifying lines of further inquiry (e.g. via website forum or clearinghouse studies)
- Identifying high priority problems, strengths and weaknesses
- Monitoring trends by analyzing performance over time, allowing the identification of organizations which have truly improved
- Internal motivation – identifying and setting achievable targets for improved performance
- Supporting dialogue with government, authorities, media and other stakeholders (confidentiality permitting)
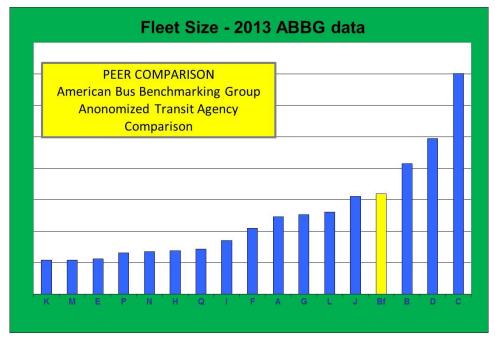

ABBG MEMBERSHIP

AMERICAN BUS BENCHMARKING GROUP

Throughout this report you will find ABBG results outlined in green. The NFTA data is highlighted in yellow and shows our ranking among the other members of ABBG. There are accompanying NFTA charts that show our own data with the 2013 data highlighted in yellow to draw the comparison between both charts.

2013 data is the latest available from ABBG with 2014 data available in the Fall of 2015.
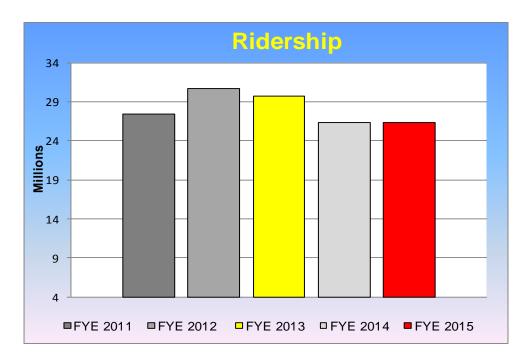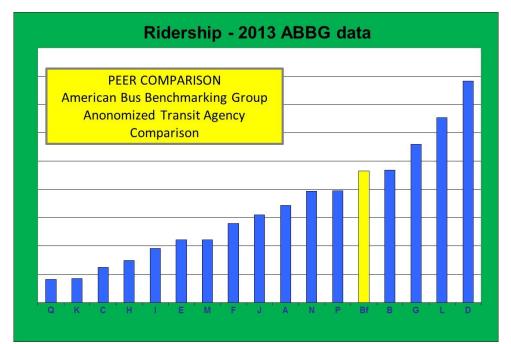
SERVICE DELIVERY

Ridership

Reported Metro ridership is based on data collected through a Federal Transit Administration (FTA) approved sampling program and on-vehicle technology. Ridership includes all trips delivered on Metro Bus, Metro Rail and Paratransit Access Line (PAL).
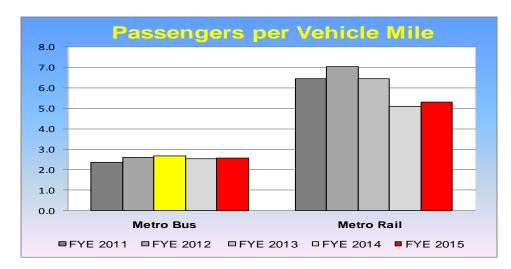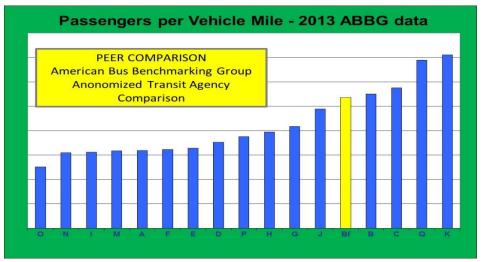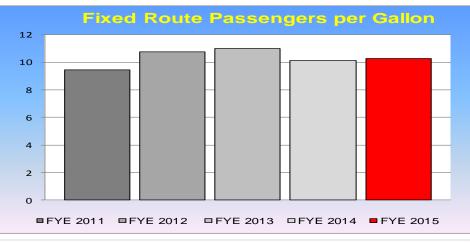
SERVICE DELIVERY

Performance

Passengers per Vehicle Mile is a measurement of service efficiency. Metro pursues improved operating efficiency by attracting additional riders and maximizing route design.

Passengers per Vehicle Mile

Passengers per Vehicle Mile - 2013 ABBG data

PEER COMPARISON
American Bus Benchmarking Group
Anonomized Transit Agency
Comparison

Fixed Route Passengers per Gallon
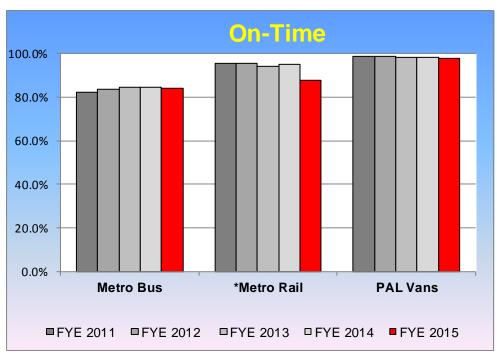
SERVICE DELIVERY

On-Time Performance

Metro monitors the efficiency of the service it provides. Metro Bus "On-Time Performance" is the calculated difference between the actual time a Metro vehicle encounters a specific stop compared to the time that vehicle was scheduled to be there.

On-Time for the Metro Rail does not include the period when service was disrupted by "Traffic returning to Main St." Project.

On-Time Calculation

Metro Bus

The window for Metro Bus On-Time is six minutes. An arrival is considered on time if it is less than two minutes early and less than four minutes late. Late arrivals can be affected by weather conditions, street conditions, boarding/alighting patterns or traffic along the route.
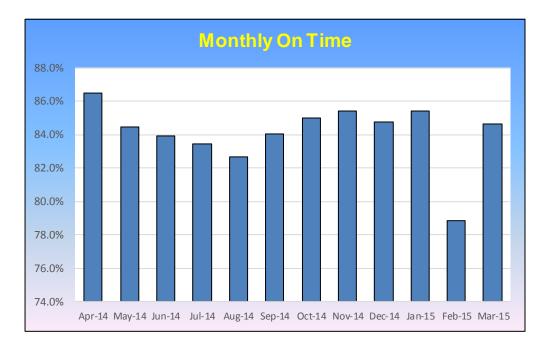
Metro Rail

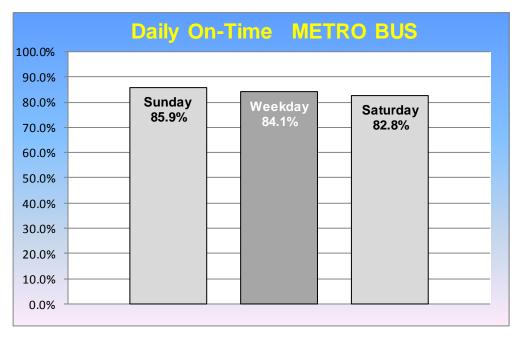The window for Metro Rail On-Time is one minute.

PAL

The window for PAL On-Time is 30 minutes. When a PAL eligible rider makes a reservation, a pickup time is established. The PAL window is 15 minutes before that pickup time to 15 minutes after the pickup time.
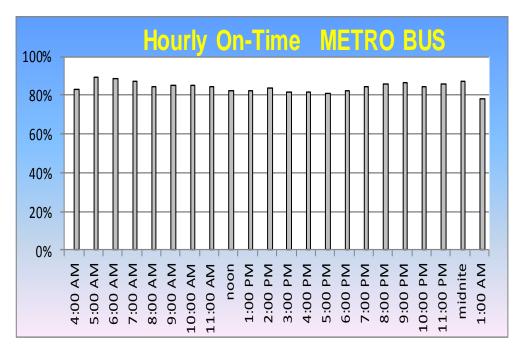
SERVICE DELIVERY

On Time Performance – FIXED ROUTE

Monthly On Time

Month	Value
Apr-14	86.5%
May-14	84.4%
Jun-14	83.9%
Jul-14	83.4%
Aug-14	82.6%
Sep-14	84.0%
Oct-14	85.0%
Nov-14	85.4%
Dec-14	84.8%
Jan-15	85.4%
Feb-15	78.8%
Mar-15	84.6%

Daily On-Time METRO BUS

Sunday	Weekday	Saturday
85.9%	84.1%	82.8%

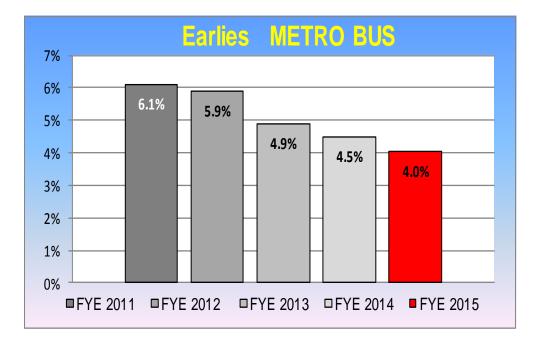NFTA-METRO

SERVICE DELIVERY

On Time Performance – FIXED ROUTE

Early arrivals are the portion of non-compliant arrivals that can be improved through management and technology enhancements and are less related to external factors.

SERVICE DELIVERY

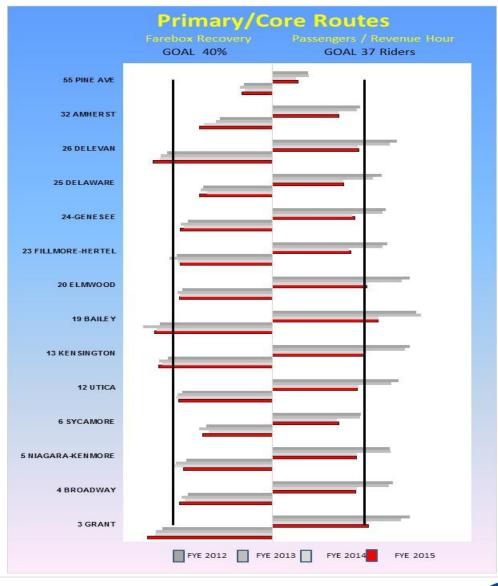## Route Performance Analysis – Weekday Service ONLY

Metro Service Delivery and Evaluation Guidelines have been established to provide an objective basis for assessing the performance of existing Metro Bus service. Routes are grouped by type or characteristics of service and evaluated to provide the basis for developing service adjustments.

Farebox Recovery

This represents the percent of operating expenses which are directly covered by the passenger fares. It is computed by dividing the total passenger fare revenue by the total operating expenses for each route.
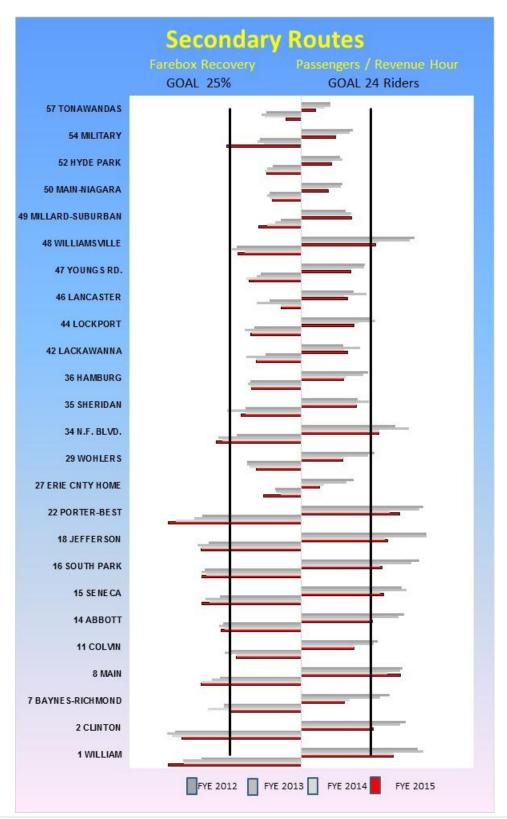
Passengers per Revenue Hour

This represents the productivity of the route by the number of passengers carried for each hour of revenue service provided. It is computed by dividing the number of average weekday riders by the associated number of revenue hours of service for each route.
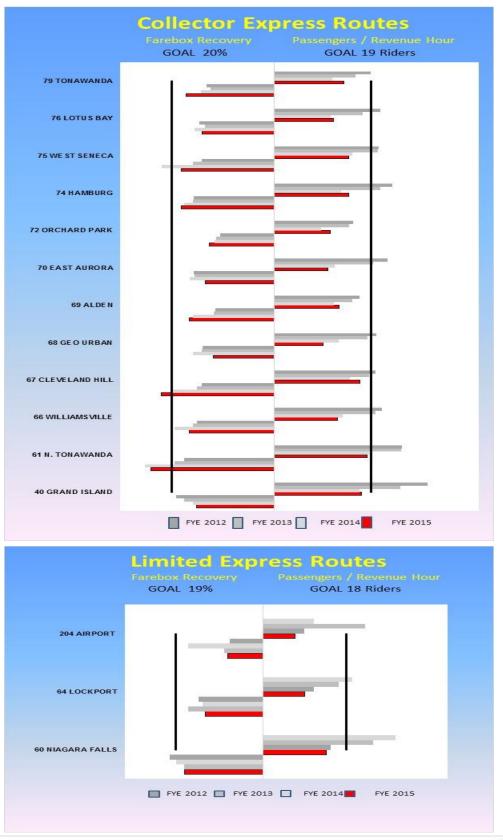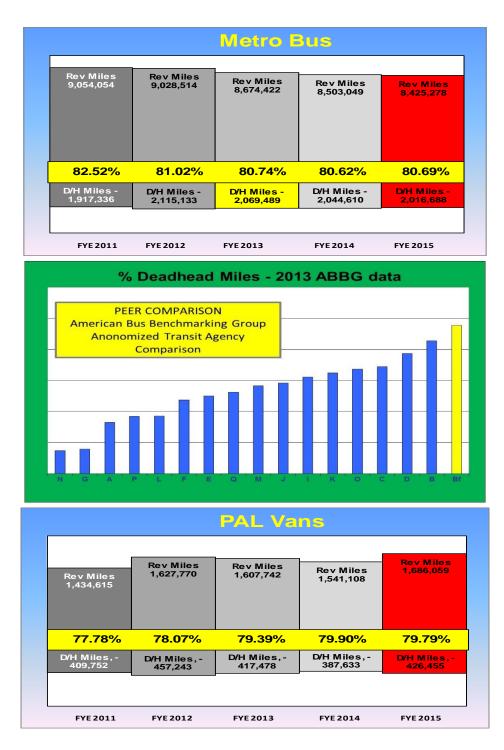

Primary/Core Routes

Route Performance Analysis – Weekday Service ONLY

Route Performance Analysis – Weekday Service ONLY

SERVICE DELIVERY

Mileage Efficiency

Mileage efficiency compares the amount of vehicle miles traveled providing revenue generating service (REV miles) with the miles traveled when the vehicle is out of service (Deadhead miles). This measure reflects route design efficiency.

Metro Bus

	FYE 2011	FYE 2012	FYE 2013	FYE 2014	FYE 2015
Rev Miles	9,054,054	9,028,514	8,674,422	8,503,049	8,425,278
%	82.52%	81.02%	80.74%	80.62%	80.69%
D/H Miles	1,917,336	2,115,133	2,069,489	2,044,610	2,016,688

% Deadhead Miles - 2013 ABBG data

PEER COMPARISON
American Bus Benchmarking Group
Anonomized Transit Agency Comparison

N G A P L F E Q M J I K O C D B Bf

PAL Vans

	FYE 2011	FYE 2012	FYE 2013	FYE 2014	FYE 2015
Rev Miles	1,434,615	1,627,770	1,607,742	1,541,108	1,686,059
%	77.78%	78.07%	79.39%	79.90%	79.79%
D/H Miles, -	409,752	457,243	417,478	387,633	426,455

Note:

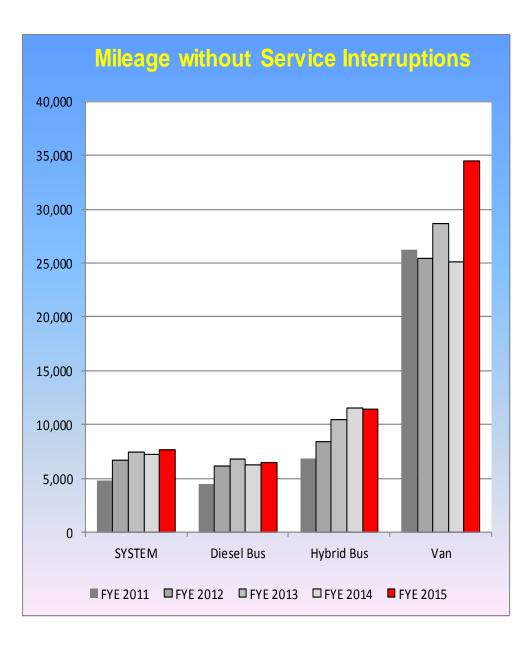*Metro Rail mileage efficiency is maintained in excess of 98%.*

FLEET

Reliability

Metro's bus fleet consists of primarily 40' buses with either diesel or hybrid (diesel/electric) power. The PAL fleet is comprised of vans powered by either diesel or gasoline. Vehicle performance has a direct impact on Metro's ability to deliver reliable, safe service. Measurement of fleet reliability and efficiency demonstrates the effectiveness of Metro's maintenance program.
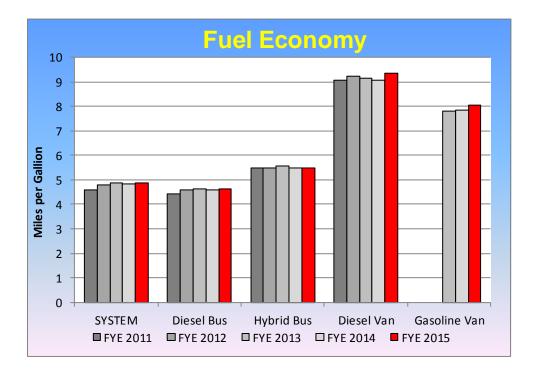
Occasionally mechanical defects necessitate removing a vehicle from service. Miles without Service Interruptions reflects how many miles a bus has traveled in service before an unscheduled breakdown takes it off the road resulting in riders being transferred to a backup bus to continue their trip.

Mileage without Service Interruptions

SYSTEM, Diesel Bus, Hybrid Bus, Van — FYE 2011, FYE 2012, FYE 2013, FYE 2014, FYE 2015
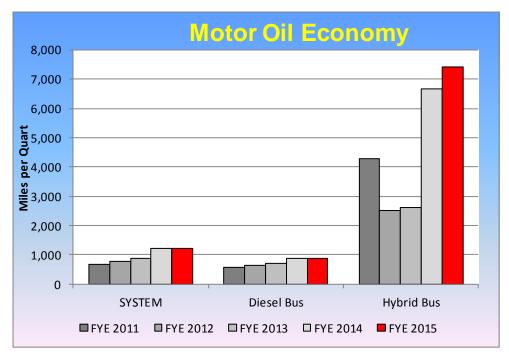
FLEET

Performance

Fuel economy and Motor Oil economy are directly related to the state of good repair and technological innovation of the bus fleet and are impacted by both maintenance and fleet age.
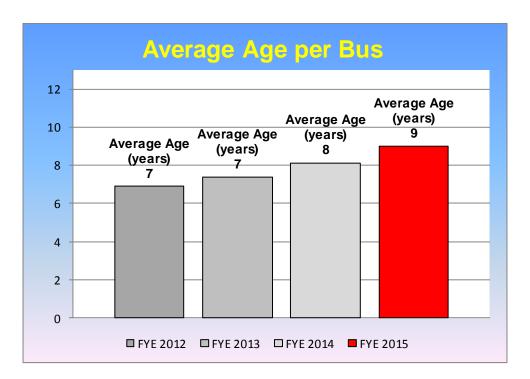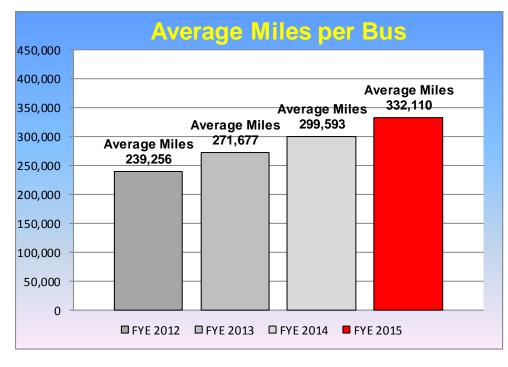
FLEET

Vehicle Profile

An underlying factor to the vehicle reliability is the overall age and mileage of the vehicle. The FTA, which provides the major portion of funding for vehicle purchase, has prescribed the useful life of a 40' vehicle as 12 years of revenue service and/or 500,000 miles.
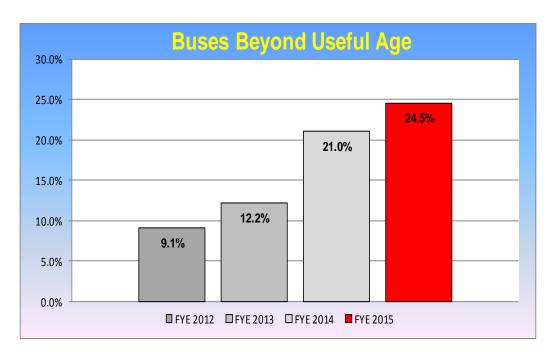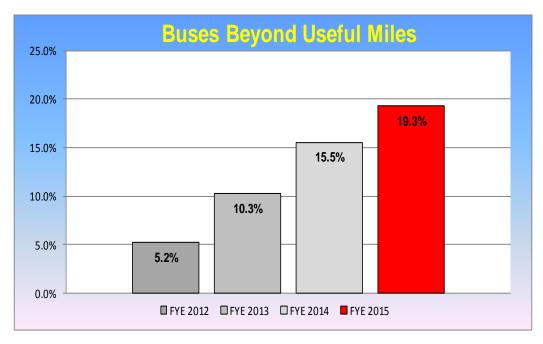
FLEET

Vehicle Profile

Based on the prescribed useful life/miles milestones, a portion of the bus fleet is in need of replacement. The Federal Transit Administration identifies the useful life of a bus at 12 years and the useful mileage at 500,000 miles.

Buses Beyond Useful Age

FYE 2012: 9.1%
FYE 2013: 12.2%
FYE 2014: 21.0%
FYE 2015: 24.5%

Buses Beyond Useful Miles

FYE 2012: 5.2%
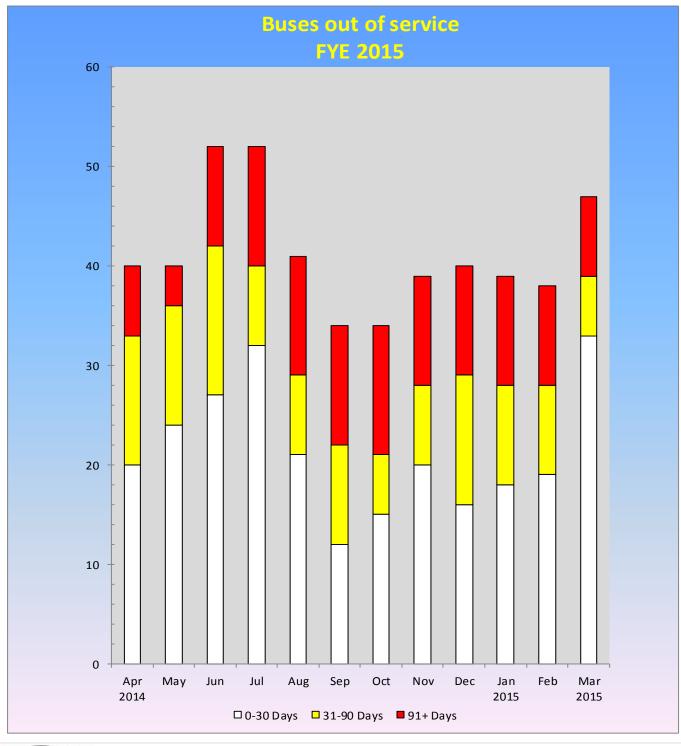FYE 2013: 10.3%
FYE 2014: 15.5%
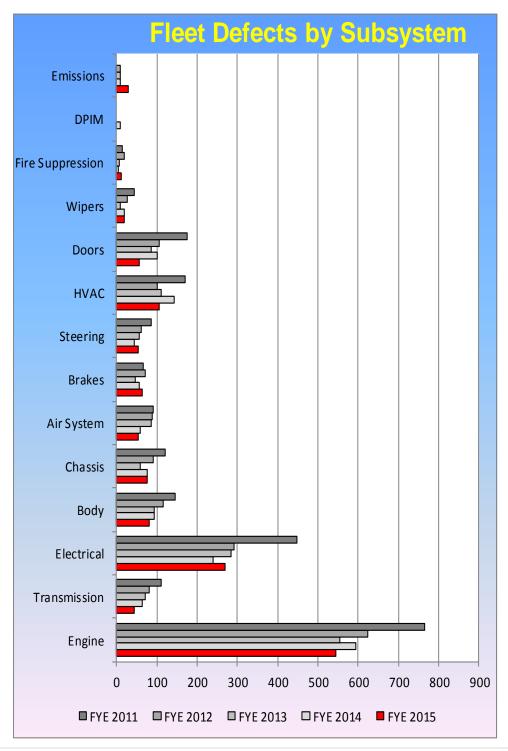FYE 2015: 19.3%

FLEET

Vehicle Maintenance

Buses out of service are undergoing repair of defects and are not available for revenue service. Buses out of service include mechanical defects, vehicle corrosion and collision related maintenance and repair requirements.

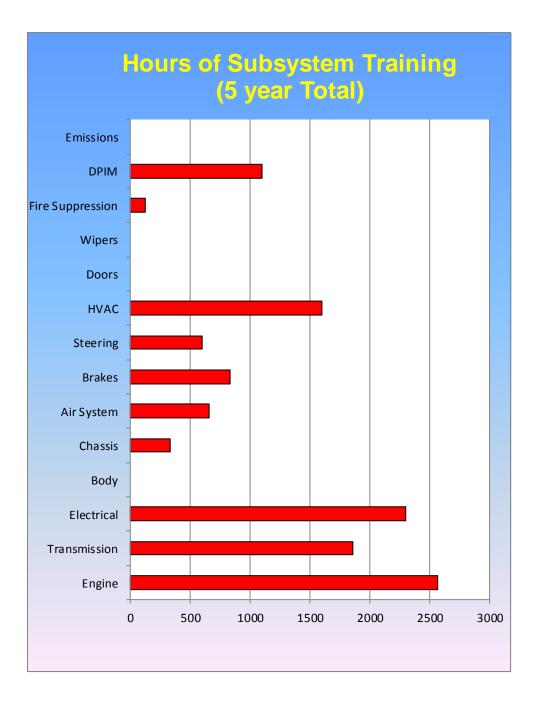Buses out of service FYE 2015

FLEET

Vehicle Maintenance

A comprehensive training program is mandatory to improve vehicle reliability and maintain performance of an aging fleet. Fleet defects are tracked to identify specific problem needs for both training and systemic areas of concern for bus maintenance. Fleet defects are directly related to preventative maintenance and vehicle age and mileage.
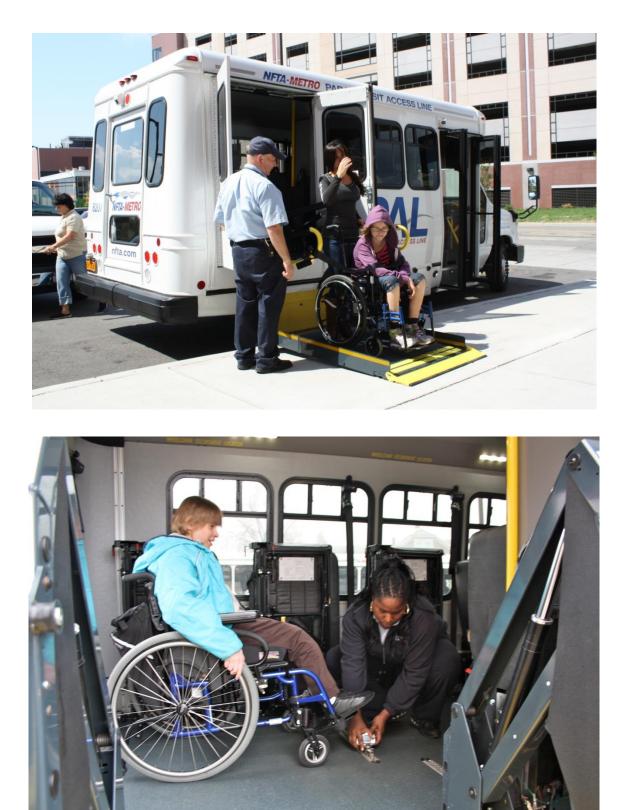

Fleet Defects by Subsystem

Vehicle Maintenance

Hours of Subsystem Training
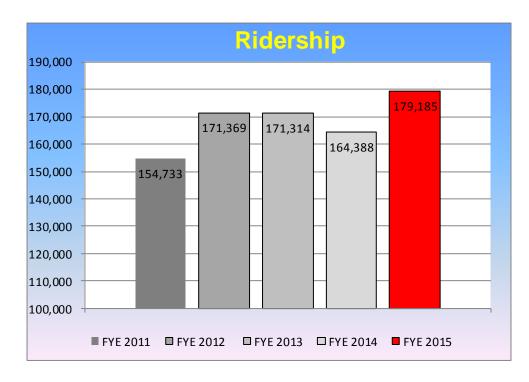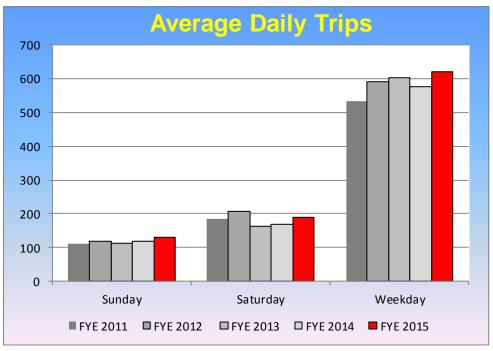(5 year Total)

PARATRANSIT

PARATRANSIT

Ridership

Metro has a fully accessible bus and rail system. For those passengers who cannot access our regular Metro Bus and Rail due to a disability (temporary or permanent) we provide safe, reliable curb-to-curb transportation services through the Paratransit Access Line (PAL).

Ridership

FYE 2011	154,733
FYE 2012	171,369
FYE 2013	171,314
FYE 2014	164,388
FYE 2015	179,185

Average Daily Trips

Legend: ■ FYE 2011 ■ FYE 2012 ■ FYE 2013 ■ FYE 2014 ■ FYE 2015

PARATRANSIT

Registrations

Paratransit ridership is comprised of passengers who have obtained eligibility by completing the application process (eligible riders). Eligibility to use PAL is determined based on the guidelines contained in the Americans with Disabilities Act (ADA) of 1990.

PARATRANSIT

Eligibility Types

Access to PAL service is established through the application process when conditions may be applied to eligibility:

- Unconditional eligibility entitles an ADA rider to unlimited PAL service
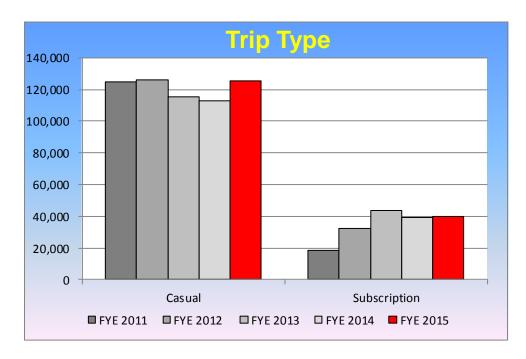- Conditional eligibility places restrictions on use of PAL service based on disability*

*For example, the ADA rider may only be eligible to use PAL service during winter months or for travel to unfamiliar destinations where they have not been travel trained.
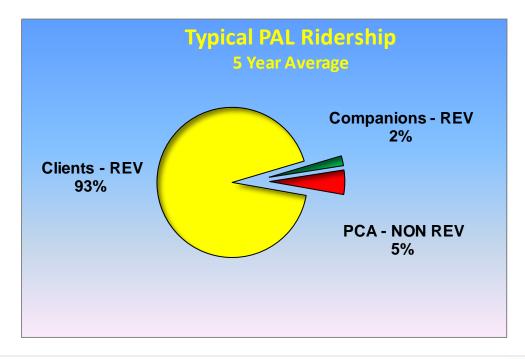
PARATRANSIT

Trip Types

Trip bookings are classified as either casual or subscription trips. Casual, single trips are non-recurring trips made by an eligible rider. Subscription trips are trips requested between the same origin and destination on fixed days at fixed times.
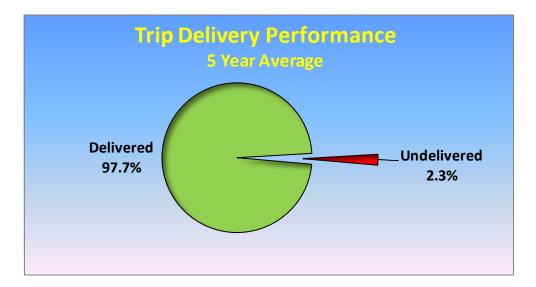

Eligible riders, who require assistance, may request to travel with a Personal Care Attendant (PCA) who rides free of charge (non-rev). Eligible riders are also permitted to travel with a companion who rides for the same fare as the eligible rider (rev).

PARATRANSIT

Trip Delivery

Trip delivery is based on trips scheduled for ADA eligible riders.

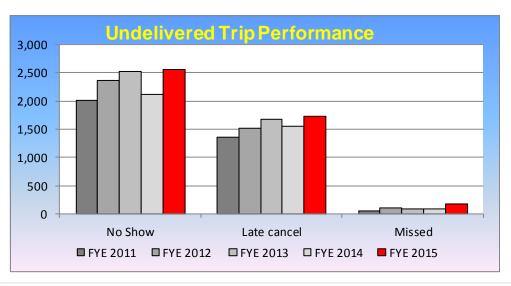## Undelivered Trips include:

No Show (1.3%)
The Metro vehicle arrived within 30 minute pickup window and waited at least five minutes but the rider did not board.

Late Cancel (0.9%)
Rider called to cancel a trip less than two hours prior to the scheduled pickup window.

Missed Trip (0.1%)
The Metro vehicle arrived outside the pickup window and the rider found other means of transportation or did not travel
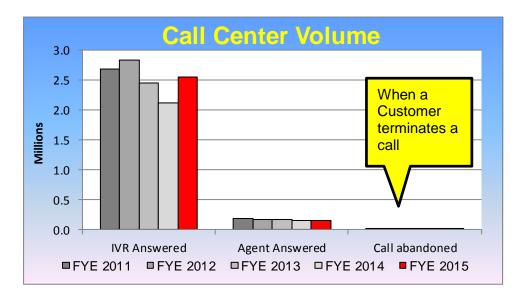
CUSTOMER CARE

The Customer Care Department is the first point of contact for our customers seeking information on services. They handle all inquiries for information on all Metro Bus and Rail routes, schedules, trip planning, service disruptions and delivery issues for both bus and rail..

In assisting customers, critical information obtained from both internal and external sources is utilized along with state of the art customer service systems.
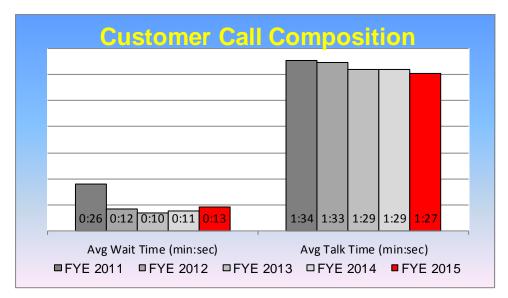
CUSTOMER CARE

Call Center Activities

Customer input is a critical element of providing quality public transit service. In order to provide opportunities for our customers to engage Metro, our Customer Care response line (855-7211) is utilized.

Customer calls are initially answered by an Interactive Voice Response (IVR) system with an automated message directing the caller to select an option which usually takes about 15 seconds (introduction time). This allows the caller to get standard information quickly (IVR Answered). If the need arises for more specific information, the caller can then transfer to a Customer Care Agent (Agent Answered) for assistance.
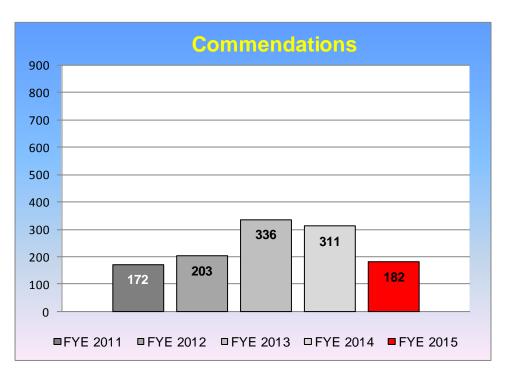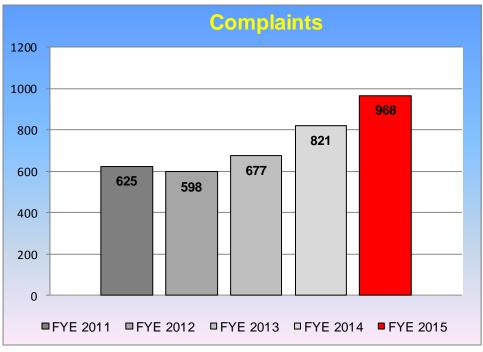

Once the caller requests Agent contact, the average wait time reflects the time until the Agent engages the caller. Once an Agent is engaged, the actual conversation is measured as talk time.

CUSTOMER CARE

Customer Commendations & Complaints

Customers are encouraged to comment on their experience using Metro. These comments are documented as either Commendations or Complaints.

Commendations

FYE 2011	FYE 2012	FYE 2013	FYE 2014	FYE 2015
172	203	336	311	182

Complaints

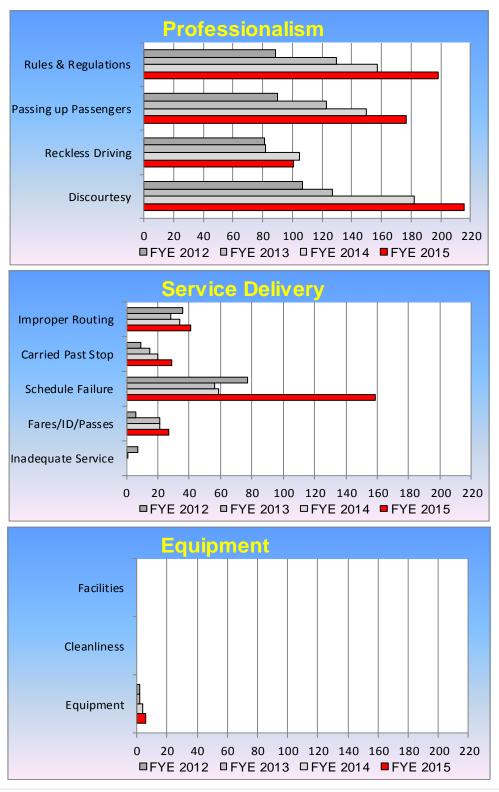| FYE 2011	FYE 2012	FYE 2013	FYE 2014	FYE 2015
625	598	677	821	968

CUSTOMER CARE

Customer Complaints

Customer complaints are delineated by the specific issues of Professionalism, Service Delivery or Equipment encountered and then reported by category for further evaluation and resolution.
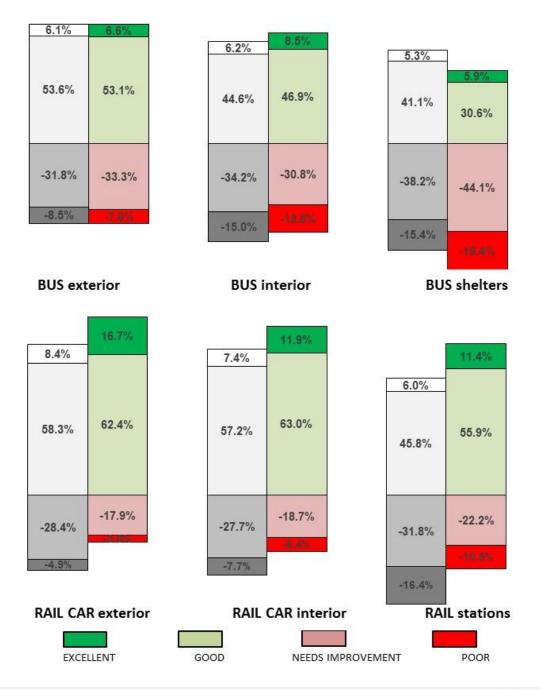
CUSTOMER CARE

Customer Surveys

An online survey to evaluate customer perception of cleanliness on Metro Bus and Rail, Bus Shelters and Rail Stations is completed annually.

Metro Cleanliness Survey
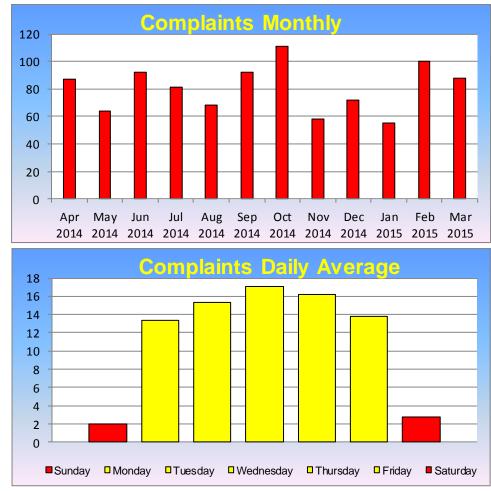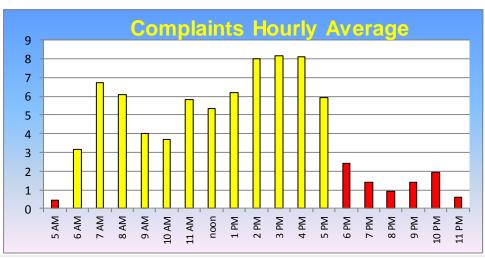
FYE 2014 vs. FYE 2015 (color)

BUS exterior

6.1%	6.6%
53.6%	53.1%
-31.8%	-33.3%
-8.5%	-7.0%

BUS interior

	8.5%
6.2%	46.9%
44.6%	-30.8%
-34.2%	-13.8%
-15.0%	

BUS shelters

5.3%	5.9%
41.1%	30.6%
-38.2%	-44.1%
-15.4%	-19.4%

RAIL CAR exterior

	16.7%
8.4%	62.4%
58.3%	-17.9%
-28.4%	-31.8%
-4.9%	

RAIL CAR interior

	11.9%
7.4%	63.0%
57.2%	-18.7%
-27.7%	-6.4%
-7.7%	

RAIL stations

	11.4%
6.0%	55.9%
45.8%	-22.2%
-31.8%	-10.5%
-16.4%	

Legend: **EXCELLENT** | **GOOD** | **NEEDS IMPROVEMENT** | **POOR**

NFTA-METRO

CUSTOMER CARE

Complaint Time Analysis

Complaints are monitored for when they occur.

Complaints Monthly

(bar chart showing monthly complaints)

Month	Value
Apr 2014	87
May 2014	64
Jun 2014	92
Jul 2014	81
Aug 2014	68
Sep 2014	92
Oct 2014	112
Nov 2014	58
Dec 2014	72
Jan 2015	55
Feb 2015	100
Mar 2015	88

Complaints Daily Average

(bar chart showing daily average complaints)

■ Sunday □ Monday □ Tuesday □ Wednesday □ Thursday □ Friday ■ Saturday

Metro has nine Agents for three shifts on Monday – Friday from 6:00 AM to 6:00 PM. On nights and weekends, the telephone lines are answered by the IVR.
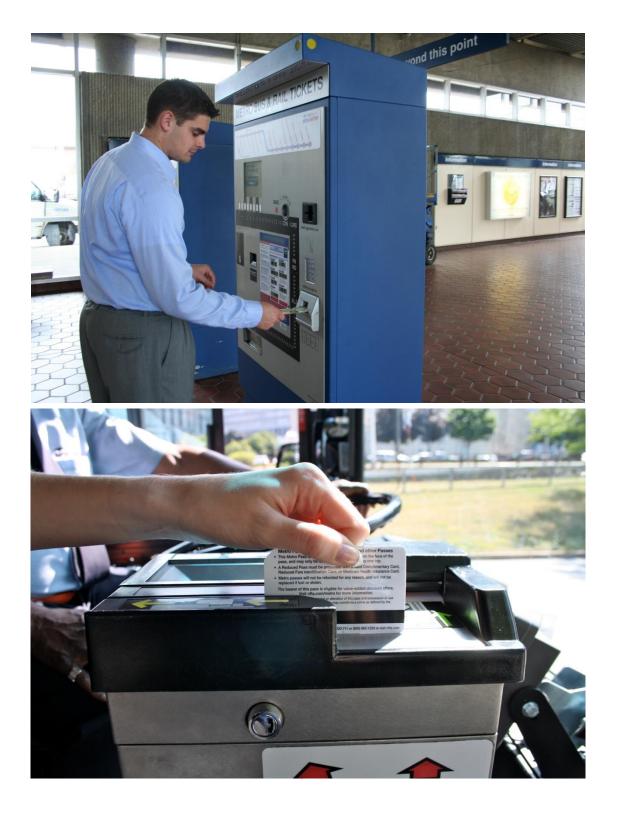
Complaints Hourly Average

(bar chart showing hourly average complaints from 5 AM to 11 PM)

CUSTOMER CARE

Complaints by Route

Complaints / 100,000 Riders by Route

Legend: ☐ FYE 2012 ☐ FYE 2013 ☐ FYE 2014 ■ FYE 2015

NFTA-METRO

CUSTOMER CARE
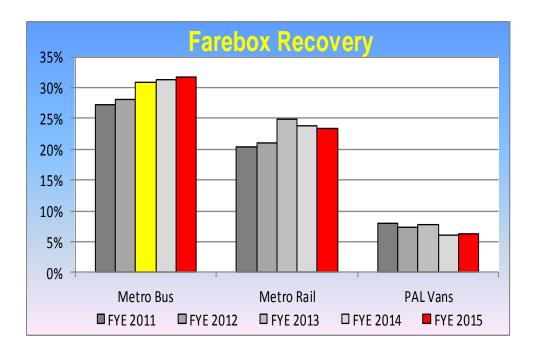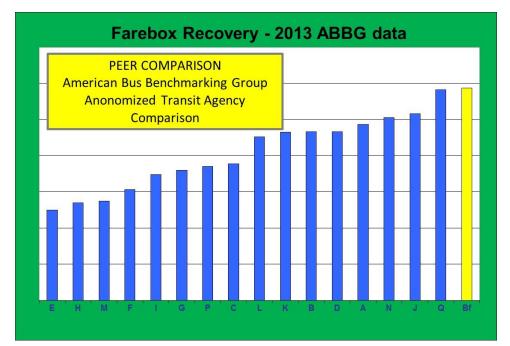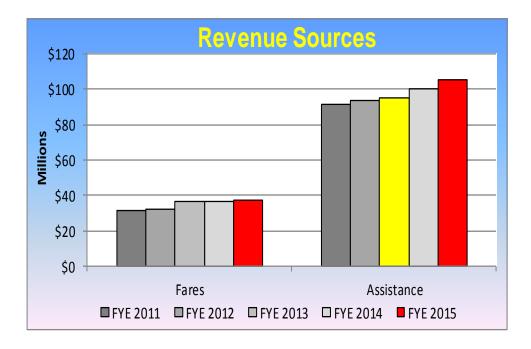
Complaints by Riders

FINANCIAL

Revenue

Revenue primarily consists of passenger fares and operating assistance from local, State and Federal sources. Other revenue consists of advertising fees and miscellaneous revenues. Passengers' fares make up approximately 35% of total revenues.
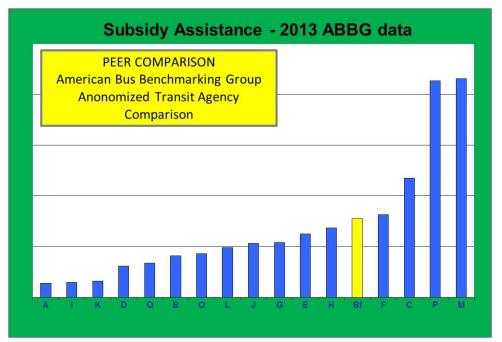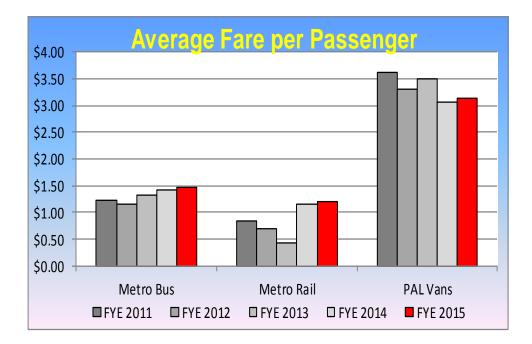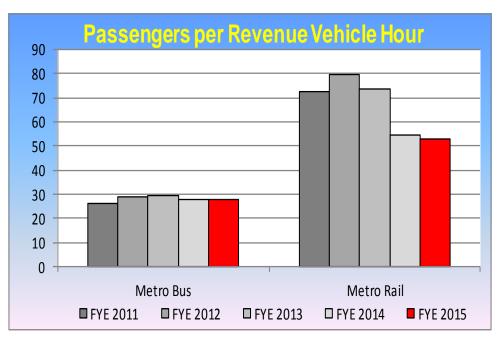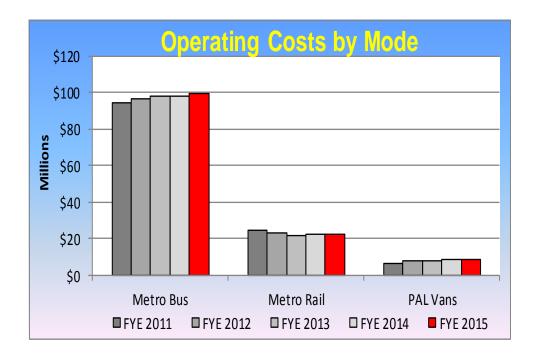

Farebox Recovery

Farebox Recovery - 2013 ABBG data

PEER COMPARISON
American Bus Benchmarking Group
Anonomized Transit Agency
Comparison

FINANCIAL

Revenue

Revenue Sources

(Bar chart showing Fares and Assistance in Millions)
Legend: FYE 2011, FYE 2012, FYE 2013, FYE 2014, FYE 2015

Subsidy Assistance - 2013 ABBG data

PEER COMPARISON
American Bus Benchmarking Group
Anonomized Transit Agency
Comparison

Categories: A, I, K, D, Q, B, O, L, J, G, E, H, Bf, F, C, P, M

Revenue

Average Fare per Passenger

Passengers per Revenue Vehicle Hour

FINANCIAL

Expenses

Expenses include personal services, maintenance & repairs, transit fuel & power, utilities, insurance and injuries, safety & security, general business & support services. Personal Services account for approximately 70% of all operational expenses.
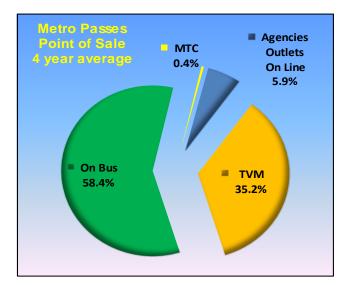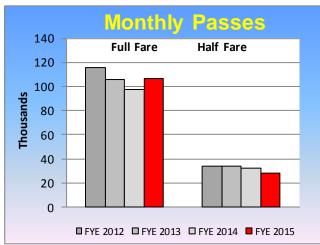

Operating Costs by Mode
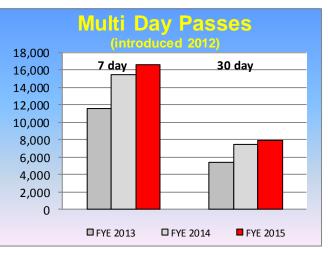
FINANCIAL

Metro Pass Sales

Metro Passes are distributed through a variety of sources providing alternatives for customer access to pass media. These sources include:
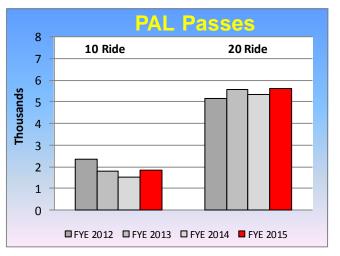
- On Bus
- MTC (Downtown Bus Terminal)
- TVM (Ticket Vending Machines)
    Rail Stations
    Bus Transit Centers
- Agencies\Retail Outlets\Metro web page

Metro Passes Point of Sale 4 year average

MTC 0.4%

Agencies Outlets On Line 5.9%

On Bus 58.4%

TVM 35.2%

1 Day Pass

(Thousands)

FYE 2012 ■ FYE 2013 ■ FYE 2014 ■ FYE 2015

Multi Day Passes
(introduced 2012)

7 day   30 day

FYE 2013 ■ FYE 2014 ■ FYE 2015

Monthly Passes

Full Fare   Half Fare

(Thousands)

FYE 2012 ■ FYE 2013 ■ FYE 2014 ■ FYE 2015

PAL Passes

10 Ride   20 Ride

(Thousands)

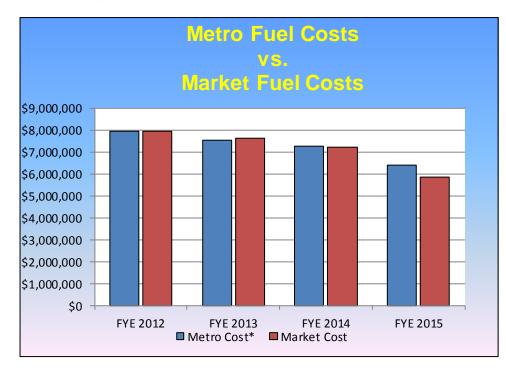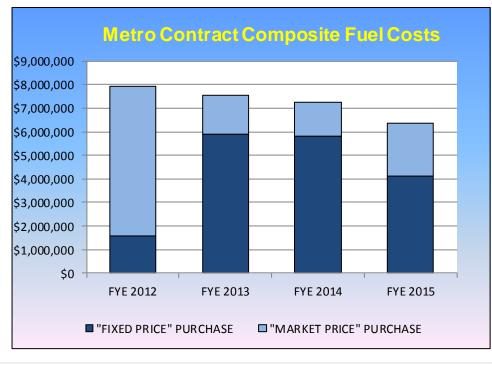FYE 2012 ■ FYE 2013 ■ FYE 2014 ■ FYE 2015

FINANCIAL

Fuel Cost

In order to maintain budget stability and minimize costs, Metro may lock in fuel purchases for a portion of consumption. Metro fuel costs are based on the total volume purchased at both the market rate and fixed rate for the associated quantities. Market cost for fuel is based on the total cost that would be expended if we were to purchase our entire consumption at the market rate.
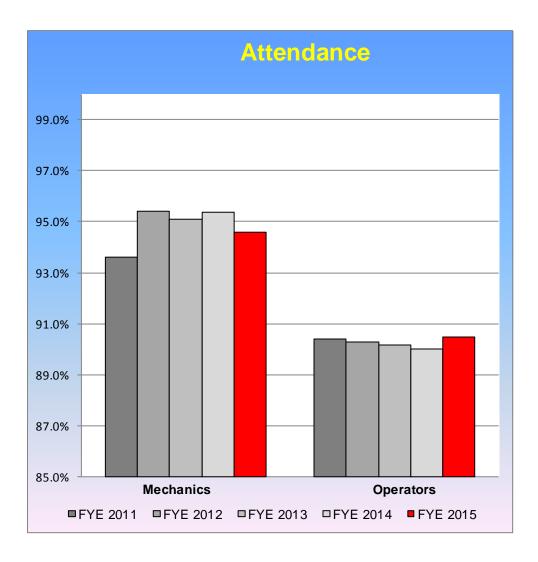

Includes cost of all fuel purchased including open market and fixed price.

FINANCIAL

Attendance

Improved attendance reliability lessens the Personal Services Costs associated with absenteeism. Unscheduled absences can occur for illness, personal or emergency situation for which staffing adjustments are required and may necessitate overtime expenditures.
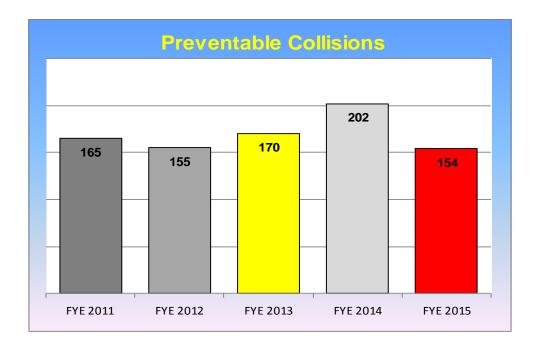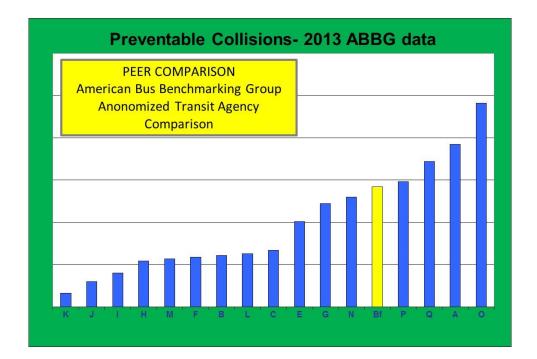
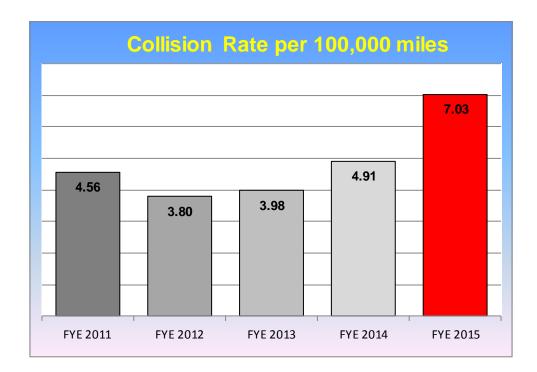# SAFETY/ENVIRONMENT

Collisions

Metro operators drive over 10,000,000 miles every year in the service area. Operating the fleet, subject to various weather and road conditions, will inevitably result in some vehicle collisions. Safe driver training techniques and mechanical soundness of the vehicles allow Metro to maintain a very low collision rate.
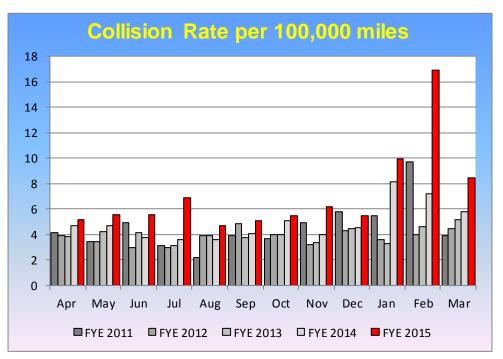
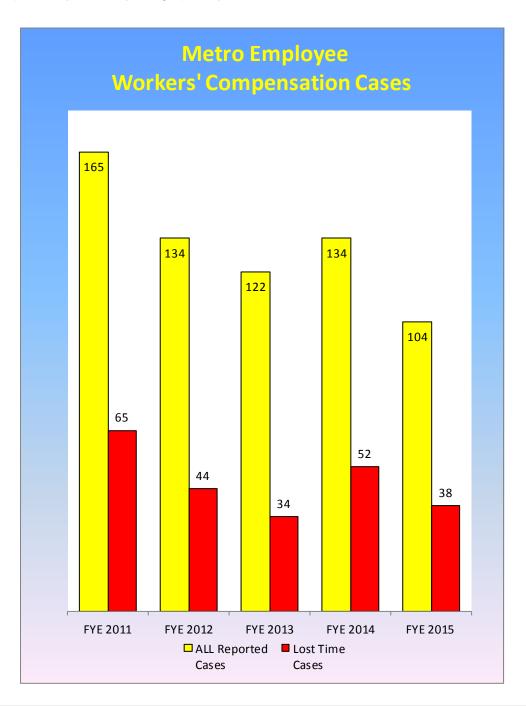## Collisions

SAFETY/ENVIRONMENT

Workplace

Personal injuries have a direct impact on Metro's ability to provide reliable, cost effective service. Regular monitoring, reporting and evaluating injuries are critical to maintaining operations and protecting our employees.

Each month, the most predominant personal injuries are reviewed by the Executive Director and top levels of Metro management. Through their analysis, the injury root causes are discussed and recommendations are developed to keep employee safety a high priority within Metro.

Metro Employee Workers' Compensation Cases

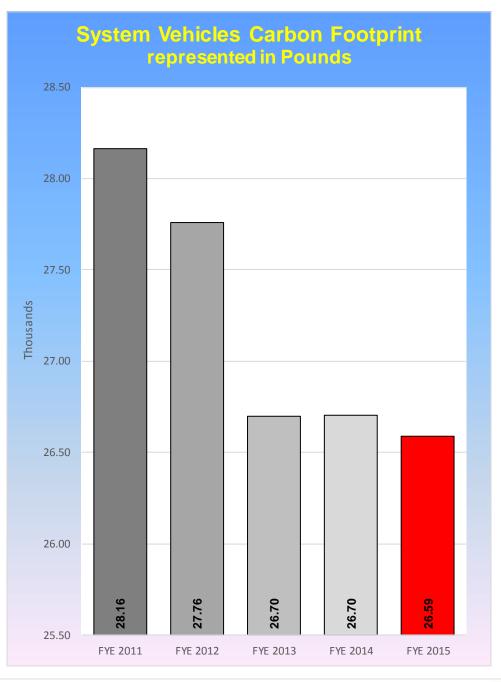|	FYE 2011	FYE 2012	FYE 2013	FYE 2014	FYE 2015
ALL Reported Cases	165	134	122	134	104
Lost Time Cases	65	44	34	52	38

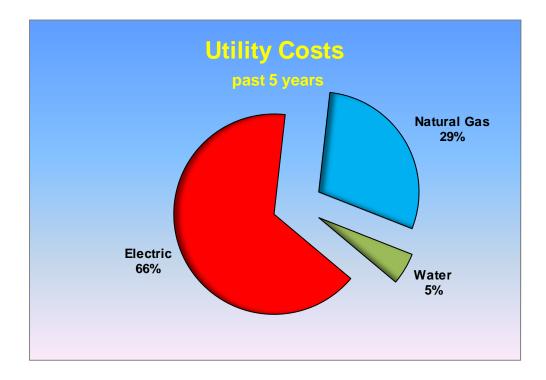# SAFETY/ENVIRONMENT

Carbon Footprint

Many considerations go into being a good community neighbor. The effect on the atmosphere due to emissions, the disposal of our waste products, the recycling of our motor oils and solid wastes and the energy consumed by our facilities' operations are all areas that Metro monitors to find effectiveness and efficiency in the operations.
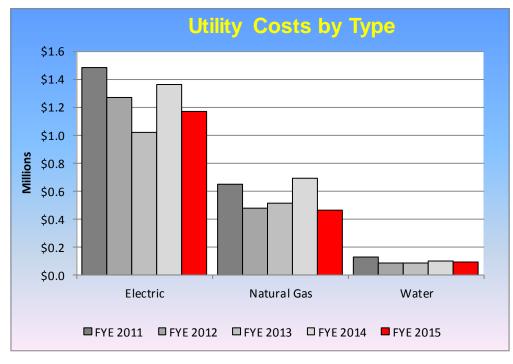
The following charts represent Metro's efforts in reduction of the Carbon Footprint of our Fleet.
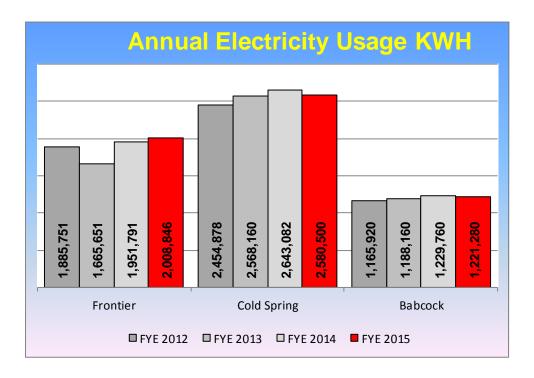
System Vehicles Carbon Footprint
represented in Pounds

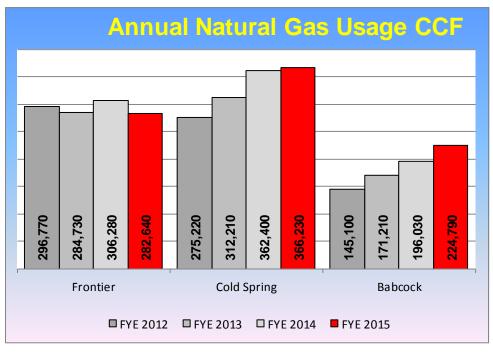| FYE 2011	FYE 2012	FYE 2013	FYE 2014	FYE 2015
28.16	27.76	26.70	26.70	26.59

(Thousands)

NFTA-METRO

Utility Analysis

Utility Analysis

What does the future hold for Metro and its riders?

- New buses powered by alternative fuel sources
- Continued transparency and accountability through the Metro Performance Report
- New Fare collection system with more flexibility and greater access for rider convenience
- Connecting Metro with its customers using social media
- Rebuilding and modernizing the entire rail car fleet
- Technology enhancements for improved customer communications
- Next generation Metro bus corridors (Niagara Street)
- Analysis of transit alternatives to support community development
- Develop partnerships and marketing strategies to improve revenue and service

Come ride with us!