

# Performance Measures: Definitions and Examples

## County Executive’s Guidance

April 2025

Type of Performance Measure	Answers the question	What it shows	What it measures	Example Format
<b>Output</b> Performance Measure	How much did you do?	Quantity of services/ resources provided	Project deliverables and milestones	<ul style="list-style-type: none"> <li>• Number of (customers/patients/clients – by geography, demographic, characteristic) receiving (treatment/procedure/service).</li> <li>• Percentage of (customers/patients/clients – by geography, demographic, characteristic) receiving (treatment/procedure/service).</li> </ul>
<b>Outcome</b> Performance Measure	Is anyone better off?	Effect the service had on a given program area or population	Improvement in skills, attitudes, behaviors, or circumstances	<ul style="list-style-type: none"> <li>• Percent of (customers/patients/clients) with improved condition within (define timeline) following (describe treatment/procedure/service).</li> <li>• Number and percent of (customers/patients/clients) showing progress in (describe treatment/procedure/service).</li> <li>• Percent of (describe project goals) that are met.</li> </ul>
<b>Quality</b> Performance Measure	How well did you do?	How well a service is being provided	Customer satisfaction, completeness, compliance, cost, efficiency, timeliness	<ul style="list-style-type: none"> <li>• Percent of (customers/patients/clients) indicating satisfaction with (describe treatment/procedure/service).</li> <li>• Percent of (describe activity/work) completed on schedule (describe timeline) and within (describe budget/cost).</li> <li>• Number and percent of (customers/patients/clients) requesting (describe service) and receiving it.</li> <li>• Percent of (describe activity) in compliance with (describe standards).</li> </ul>
<b>Community Impact</b> Performance Measure	How are you supporting those farthest from the goal?	Positive and/or negative impacts on geographies, demographic groups, or subpopulations	Outcomes specifically for populations, geographies, or groups farthest from the universal goal	<ul style="list-style-type: none"> <li>• Percent of (customers/patients/clients – by geography, demographic, characteristic) with improved condition within (define timeline) following (describe treatment/procedure/service).</li> <li>• Number and percent of (customers/patients/clients by geography, demographic, characteristic) showing progress in (describe treatment/procedure/service).</li> </ul>

# Performance Measurement: Flow Chart Response Example

## Sample Goal for Bay Area Rapid Transit, BART

### 1. [Set a Goal](#)

**Goal:** Provide quality transit service to improve customer satisfaction.

*Why was this goal chosen?* This goal reflects BART's core mission. As BART struggles to reach pre-COVID 19 pandemic ridership levels and faces a major projected fiscal deficit, achieving higher customer satisfaction could potentially attract and retain more riders.

### 2. [Measure Overall Population](#)

**Do you have current data that provides a sense of how well the target population is meeting the goal?**

Yes, BART conducts a biennial survey of riders onboard randomly selected trains to assess customer satisfaction. According to the 2022 customer satisfaction survey, 67% of riders were overall very or somewhat satisfied with the services provided by BART, so there is room for improvement. Note that BART has not yet published the latest 2024 customer satisfaction survey results.

### 3. [Measure Population Segment](#)

**Is disaggregated data available?**

Yes, collected data on customer satisfaction is largely disaggregated by various demographic characteristics, including ethnicity, gender, age, household income, disability status, and county of residence. The data demonstrates disparities are found in the data by race and age. Disaggregated data findings are noted under Step 4 below.

### 4. [Analyze Data](#)

**Do you know what contributes to disparities in the data?**

Not definitively, but we can hypothesize. The total number of respondents to the 2022 customer satisfaction survey represents a small fraction of BART's total annual ridership.

The 2022 customer satisfaction survey points to some interesting disparities:

- Overall satisfaction among African American riders is approximately 8-10% less than White or Hispanic riders. This disparity may be due to safety concerns, station accessibility, or financial barriers.
- Overall satisfaction among senior riders (aged 65+) is an average 10% more than other age groups below 55 years old. This disparity may be due to greater senior ridership during off-peak, less congested hours as compared to those who commute for work purposes during peak hours.
- Weekend riders are more likely to agree that BART is a good value, compared to weekday peak riders. Peak period customers are more likely to ride BART frequently compared to weekend riders, so the aggregate fares they pay exceed fares paid by weekend customers.
- Weekend riders are more likely to be under 25 years old, compared to weekday riders. This may correspond with higher concentrations of young people living in urban centers with BART stations; it may also point to the greater affordability and accessibility of using BART by young people for recreational purposes.

- Riders aged 25 – 54 comprise 62 percent of ridership population, down six percentage points from 2018. As this age group is typically associated with prime working age, this decline corresponds with the rise of teleworking due to the COVID-19 pandemic.
- The average score given (on a scale of 1 lowest to 7 highest) for: on-time train performance is 5.04, elevator availability and reliability is 4.35, escalator availability and reliability is 4.52, personal security in the BART system is 3.81, and train interior cleanliness is 3.97. There is no disaggregation of responses by demographic characteristics, but these overall scores suggest room for improvement.

## 5. Targeted Strategies

Based on some of the data disparities highlighted above and anecdotal feedback gathered from riders, the following are plausible strategies for increasing overall customer satisfaction:

- **Affordability:** BART should continue to promote knowledge and access to discount programs for low-income rider groups. BART currently employs several discount programs to help keep transit costs low for those in need (e.g., Clipper START program, Youth Clipper card, Senior Clipper card, and RTC Clipper card for riders under 65 with qualifying disabilities). A potential marketing tactic could be hosting informational sessions at schools, colleges, senior centers, and hospitals.
- **Reliability:** BART should continue to ensure that trains operate as close to the published daily schedule as possible on all lines; doing so would require adequate staffing (e.g., train operators, station agents, rail controllers, and foreworkers) and sufficient regular maintenance of train cars. In addition to the reliability of train service, BART should also employ sufficient staff and other resources to maintain accessibility of station elevators and escalators.
- **Security:** The BART Police Department should continue to ensure the safety of both riders and BART employees, reducing injuries and committed crimes. A potential strategy could be the regular collection and analysis of criminal activity data by station to ensure that officer deployment is sufficient in areas of significant need.
- **Cleanliness:** BART should continue to sanitize trains and stations to satisfy health regulations and ensure the comfort of riders. Doing so would require sufficient employment of janitorial staff and the implementation of a robust sanitation schedule.

## 6. Track, Monitor, Report

The following performance measures will help determine whether the above strategies are effective in improving customer satisfaction. Note that all data is to be reported annually and disaggregated by ethnicity, income level, age, gender, and city of residence, where possible.

### Performance Measures

- **Affordability**
  - Output Measure (How much did you do?)
    - Number of informational sessions hosted at relevant public venues (e.g., schools, colleges/universities, senior centers, hospitals) that promote fare discount programs for low-income riders. Note: Low-income is defined as earning less than 200% of the federal poverty line.
  - Outcome Measure (Is anyone better off?)
    - Number of riders enrolled in BART’s various discount programs (e.g., Clipper START, Youth Clipper, Senior Clipper, RTC Clipper).
  - Quality Measures (How well did you do?)
    - Percentage of riders who report very or somewhat satisfied with the affordability of transit service.

- Percentage of riders who: 1) report very or somewhat satisfied with the affordability of transit service, and 2) are also enrolled in BART's discount programs.
  - Community Impact Measure (How are you supporting those farthest from the goal?)
    - Attendance and enrollments at informational sessions hosted in low-income neighborhoods with high ridership.
- **Reliability**
  - Output Measure (How much did you do?)
    - Percentage of trains that received regular maintenance within one day of established maintenance schedule.
    - Percentage of station escalators that received regular maintenance within one day of established maintenance schedule.
    - Percentage of station elevators that received regular maintenance within one day of established maintenance schedule.
  - Outcome Measure (Is anyone better off?)
    - Percentage of trains that arrive at the destination station less than five minutes late compared to published schedules.
    - Percentage of station escalators that remain in service without disruption.
    - Percentage of station elevators that remain in service without disruption.
  - Quality Measure (How well did you do?)
    - Percentage of riders who report very or somewhat satisfied with the on-time performance of trains.
    - Percentage of riders who report very or somewhat satisfied with the accessibility of station escalators.
    - Percentage of riders who report very or somewhat satisfied with the accessibility of station elevators.
  - Community Impact Measure (How are you supporting those farthest from the goal?)
    - Percentage increase in outcome measures (see above) for stations in the bottom percentile of reliability.
- **Security**
  - Output Measure (How much did you do?)
    - Average daily number of police officers deployed per station.
    - Average daily number of police officers deployed per train line.
  - Outcome Measure (Is anyone better off?)
    - Average number of minutes for BART Police to arrive on the scene of a reported crime or safety incident.
    - Number of crimes against persons on the BART system per million riders, per station, and per train line.
    - Number of safety incidents per million riders, per station, and per train line.
    - Number of employee injuries per station and per train line.
  - Quality Measure (How well did you do?)
    - Percentage of riders who report very or somewhat satisfied with the overall safety of trains and stations.
  - Community Impact Measure (How are you supporting those farthest from the goal?)
    - Percentage increase in law enforcement staffing for stations and trains with the highest crime rates.
    - Decrease in crime rates among the stations and trains with the highest crime rates.
- **Cleanliness**
  - Output Measure (How much did you do?)
    - Percentage increase in janitorial staffing and/or deployment for stations.
    - Percentage increase in janitorial staffing and/or deployment for trains.

- Outcome Measure (Is anyone better off?)
  - Percentage of trains that received regular sanitation within one day of the established sanitation schedule.
  - Percentage of stations that received regular sanitation within one day of the established sanitation schedule.
- Quality Measure (How well did you do?)
  - Percentage of riders who report very or somewhat satisfied with the overall cleanliness of trains.
  - Percentage of riders who report very or somewhat satisfied with the overall cleanliness of stations.
- Community Impact Measure (How are you supporting those farthest from the goal?)
  - Percentage increase in rider satisfaction for stations/trains with the greatest sanitation needs.

## **7. Evaluate & Improve**

The BART General Manager and Board of Directors will receive all performance data on an annual basis for assessment and program refinement. This would include reviewing data for the overarching universal goal and the disaggregated data to gauge whether the gap is closing with priority populations.