

Counting What Counts: Key Performance Indicators for Parking and Transportation Operations

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Session Objectives

- What are KPIs
- Problems with KPIs
- How KPIs are used
- Designing KPIs correctly
- Practical KPI examples in parking

Why is this important?



What is a Key Performance Indicator?

An important tool that:

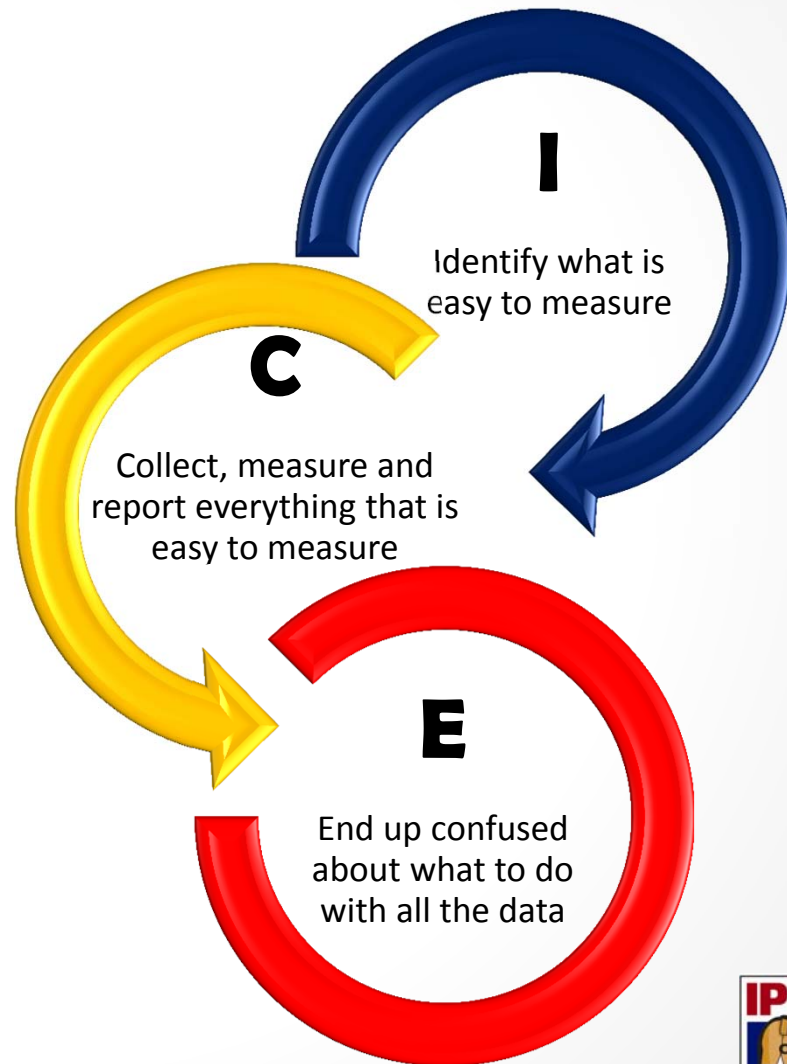
- Provides the most important performance information
- Help to understand performance in relation to strategic goals and objectives.
- Reduces the complex nature of organizational performance



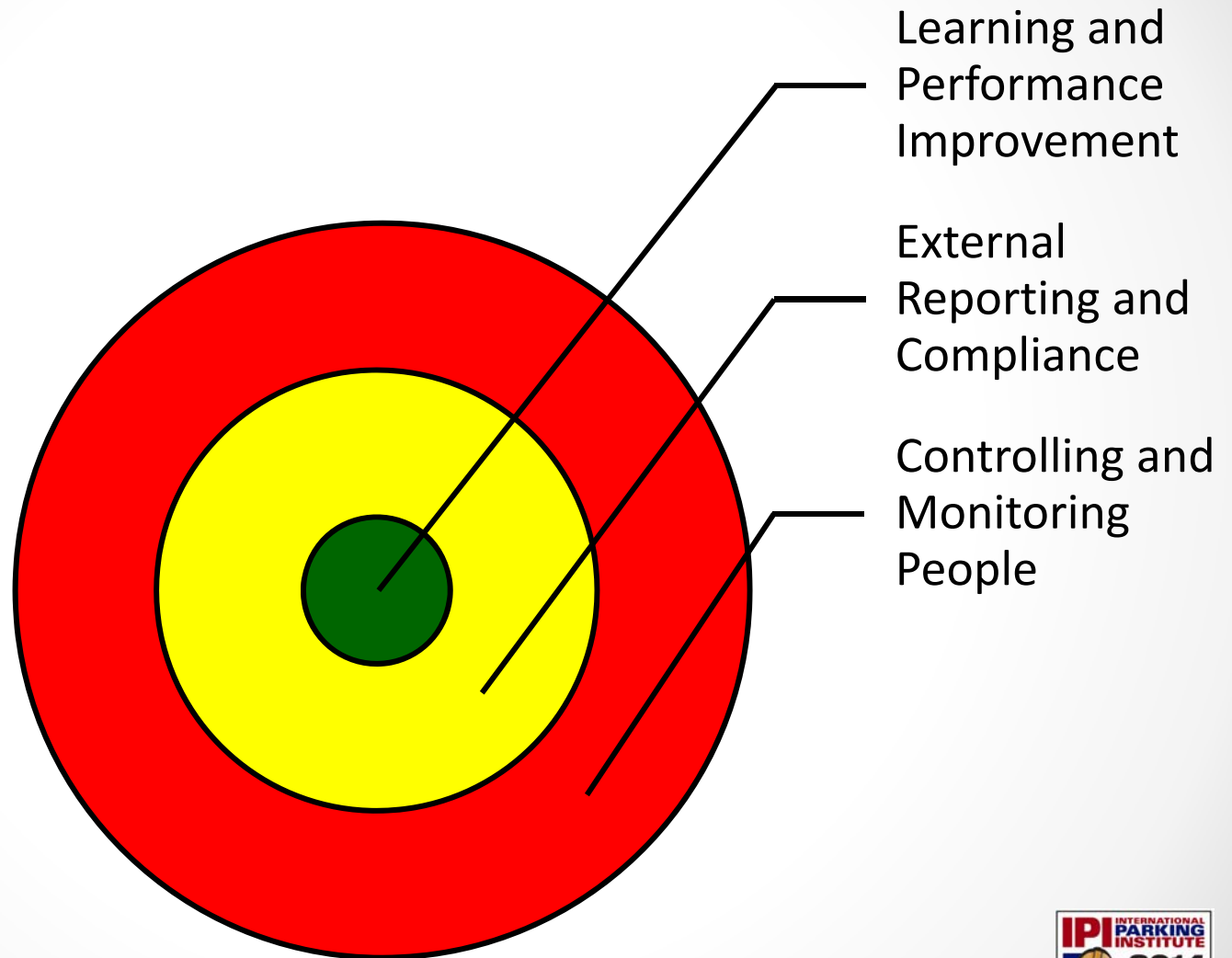
Source: Advanced Performance Institute, www.ap-institute.com

Problems with KPIs

- Too loosely defined
- Any form of measurement and performance metrics
- Not tied to information needs or goal of improving performance
- Lack strategic importance



KPI Purposes



Using KPIs Properly

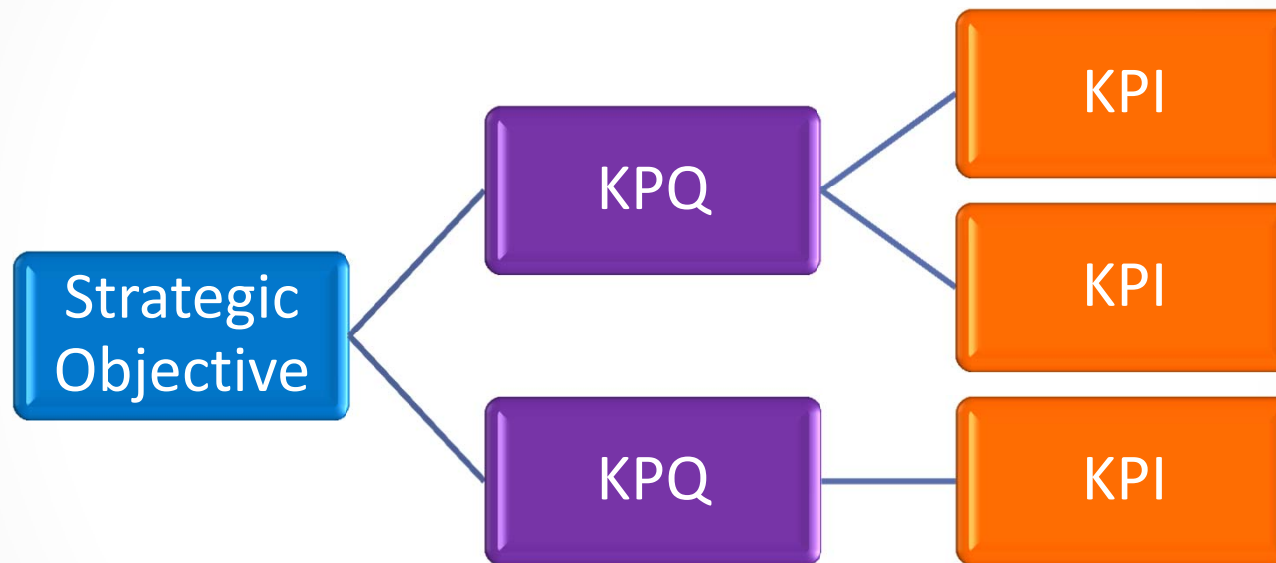
- Understand what indicators are required for learning and performance improvement
- Separate out external reporting requirements if not relevant internally
- Create right culture to drive high performance

Designing KPIs

- Start by defining success (strategic objectives)
- Develop key performance questions (KPQ)
- KPQ: A management question that captures exactly what managers need to know when it comes to each of their strategic objectives.



Designing KPIs



Designing KPIs



- We can measure anything
- None are perfect
- Proxies
- Stars, traffic lights, words, numbers

Designing KPIs

- Quantitative
- Qualitative (words, pictures, videos)
- Social activity



KPIs in Practice

- **Boise State University**

- Public Division I,
Founded 1932 as Junior
College
- Engineering, Business
- 22,678 students
- 3,000 faculty, staff
- 175 acres
- Urban setting, adjacent
to river and downtown



KPIs in Practice



- 8,000 parking spaces
- 2,000 in parking structures, 6,000 in surface lots
- 5 shuttles
- Bicycle program
- 24 FTE staff, +50 special event workers
- LPR, PBP, multi-space



KPIs in Practice

Strategic Initiative #1: Improve customer service

- Customer service survey
- Number of customer contact
- Reduced citations through voluntary compliance



KPIs in Practice

Strategic Initiative #2: Reduced reliance on single occupancy vehicle driving

- Mode split
- Customer satisfaction



KPIs in Practice

Strategic Initiative #3: Sustained financial health

- Net revenue
- Customer satisfaction



KPIs in Practice

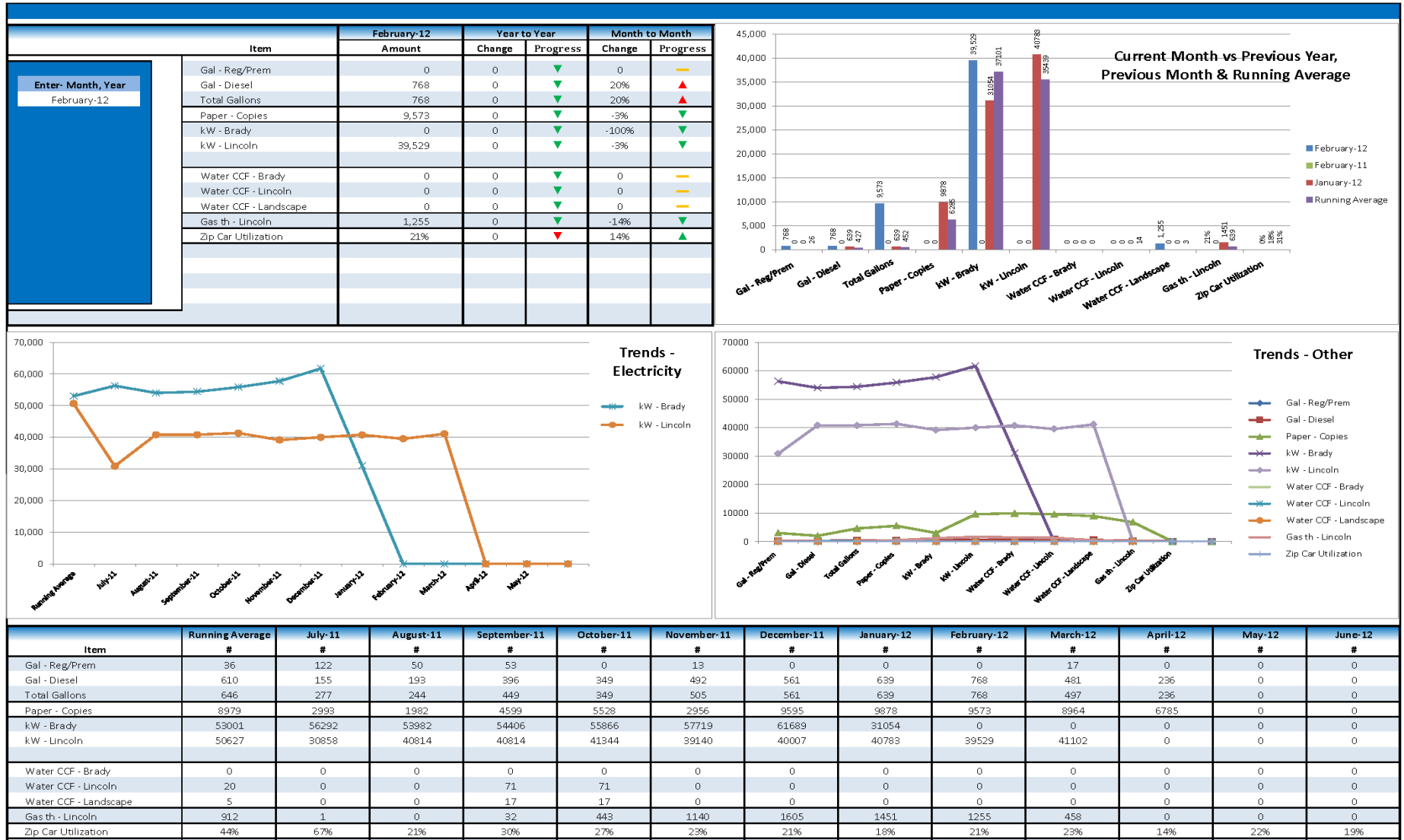
Strategic Initiative #4: Reduced environmental impact

- KWH electricity
- Gallons of fuel
- Copies made
- Gallons of water consumed



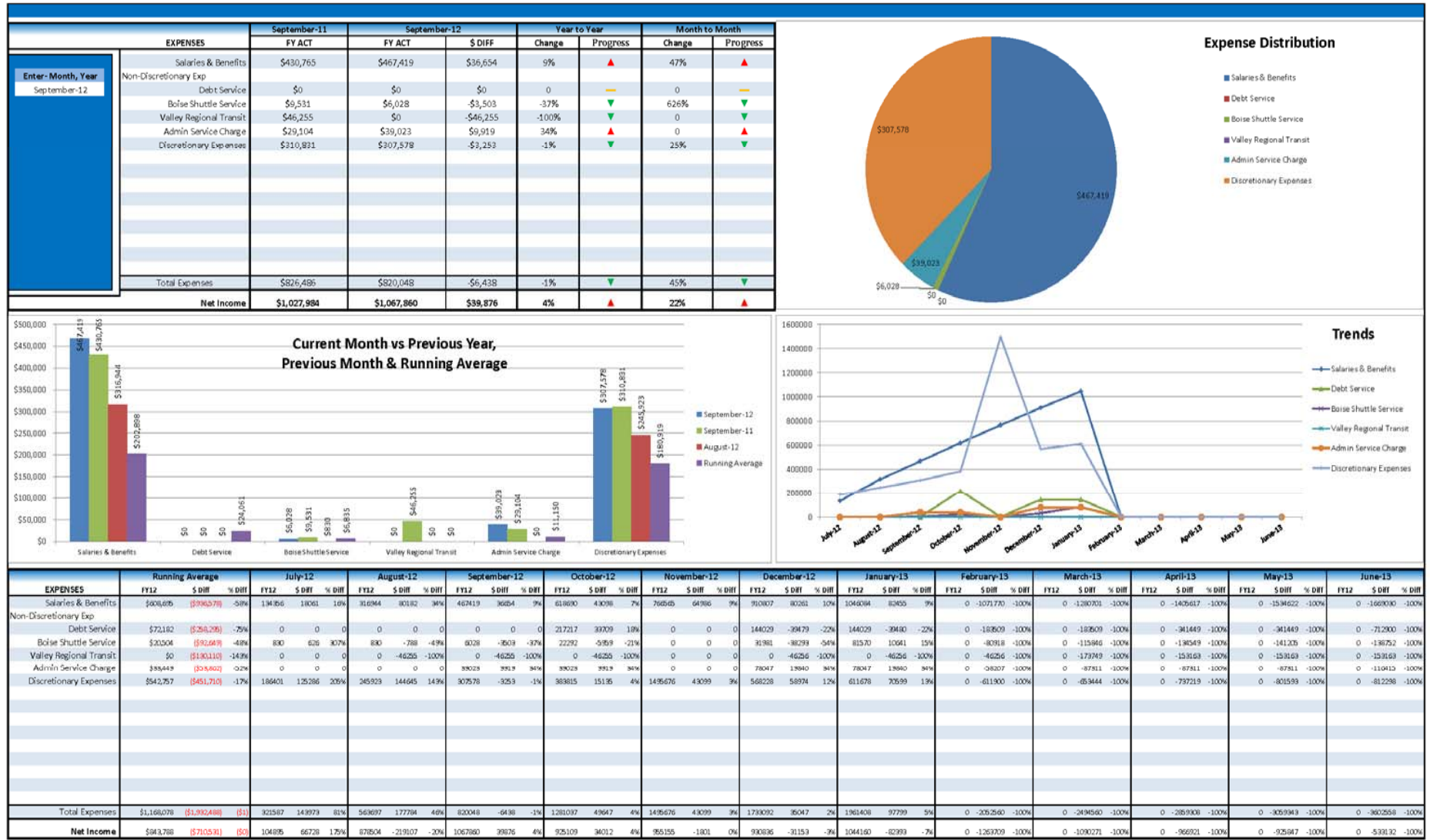
KPI Dashboards

SUSTAINABILITY



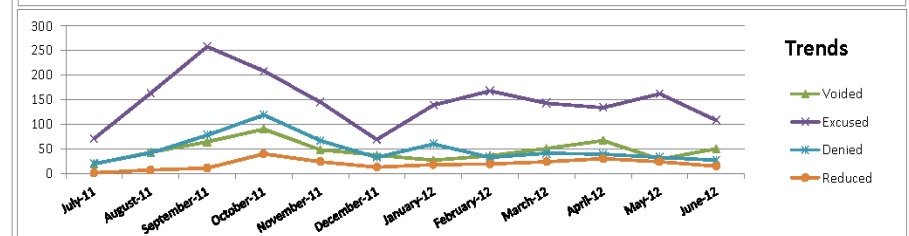
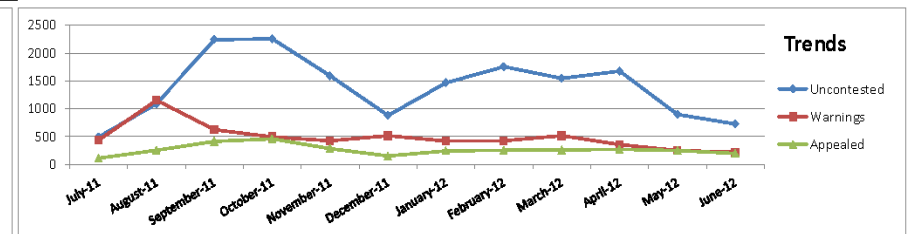
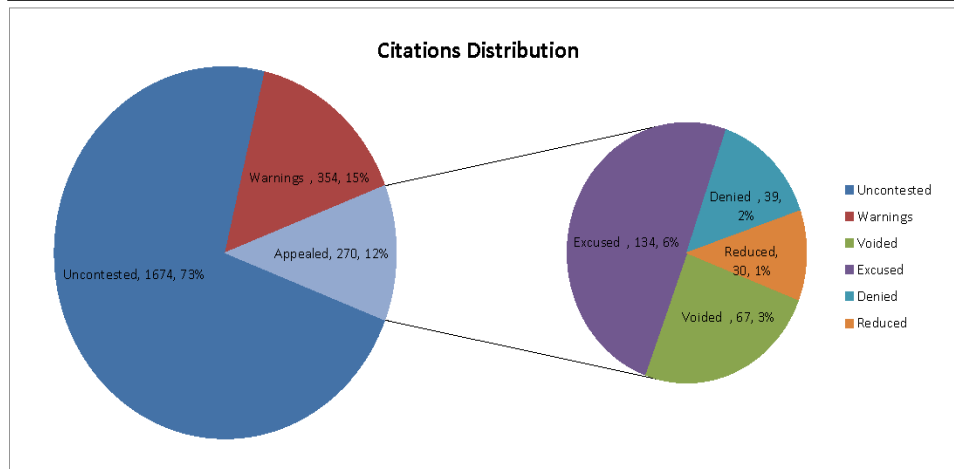
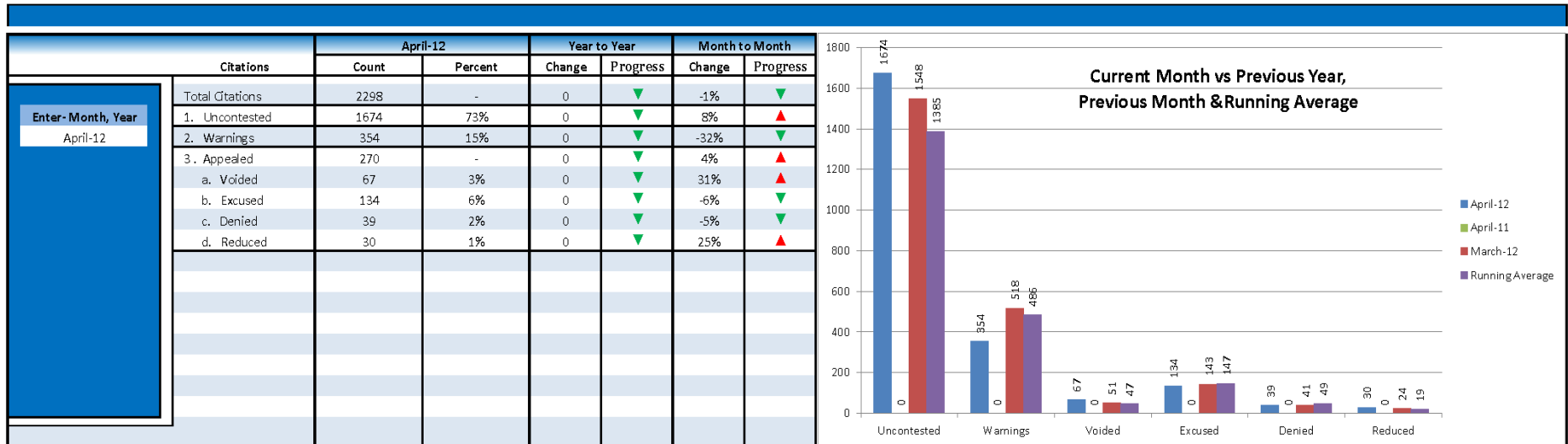
KPI Dashboards

EXPENSES



KPI Dashboards

CITATIONS



Citations	Running Average	July-11	August-11	September-11	October-11	November-11	December-11	January-12	February-12	March-12	April-12	May-12	June-12
	# %	# %	# %	# %	# %	# %	# %	# %	# %	# %	# %	# %	# %
Total Citations	2134 -	1040 -	2498 -	3278 -	3206 -	2299 -	1548 -	2129 -	2438 -	2325 -	2298 -	1395 -	1148 -
1. Uncontested	1385 64%	493 47%	1090 44%	2242 68%	2254 70%	1590 69%	879 57%	1468 69%	1758 72%	1548 67%	1674 73%	898 64%	726 63%
2. Warnings	486 24%	436 42%	1153 46%	625 19%	495 15%	425 18%	517 33%	417 20%	424 17%	518 22%	354 15%	249 18%	222 19%

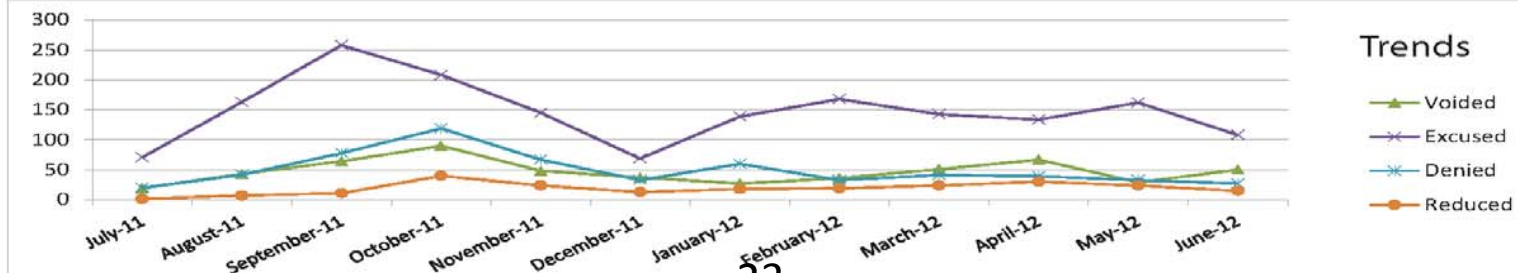
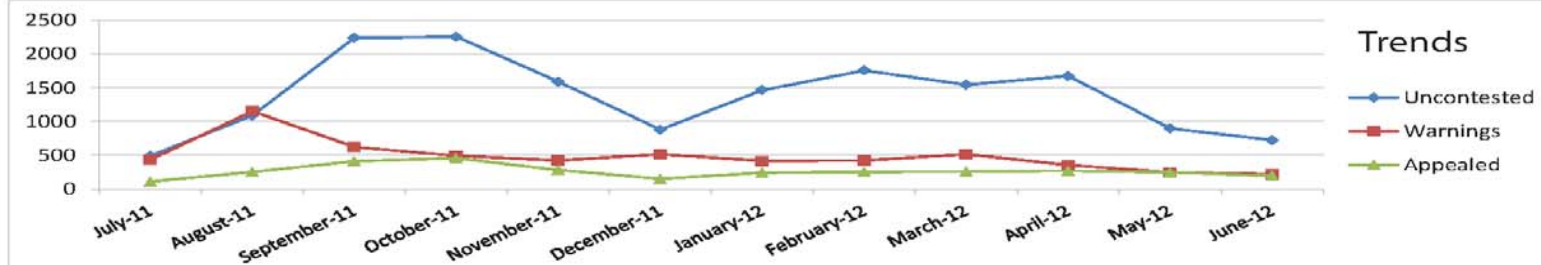
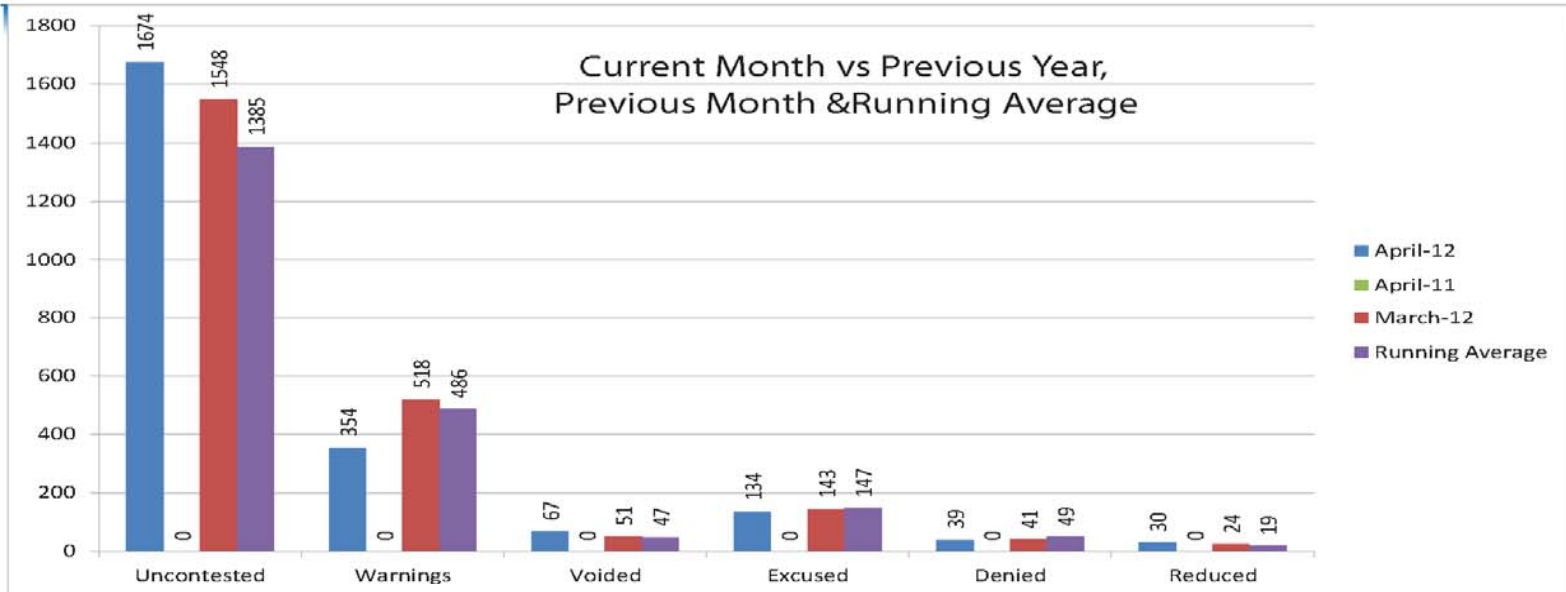
KPI Dashboards

Citations	Running Average		Jul 11		Aug 11		Sep 11	
	#	%	#	%	#	%	#	%
Total	2134		1040		2498		3278	
Uncontested	1385	64%	493	47%	1090	44%	2242	68%
Warnings	486	24%	436	42%	1153	46%	625	19%
Appeals	262		111		255		411	
a. Voided	47	2%	19	2%	43	2%	64	2%
b. Excused	147	7%	71	7%	163	7%	258	8%
c. Reduced	19	1%	1	0%	7	0%	11	0%
d. Denied	49	2%	20	2%	42	2%	78	2%

KPI Dashboards

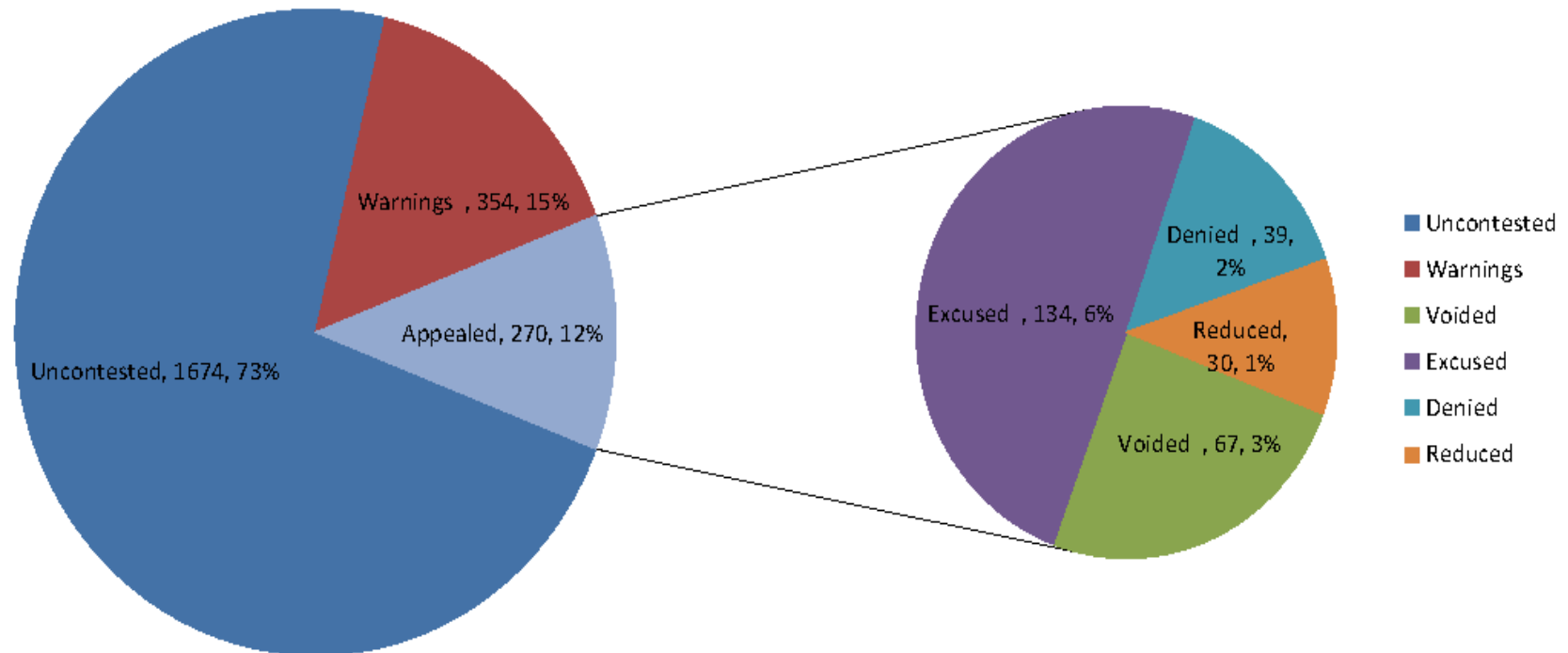
Citations		Apr-12		Year to Year		Month to Month	
						Change	Progress
Enter Month-Year Apr-12	Total	2134				-1%	↓
	Uncontested	1385	64%			8%	↑
	Warnings	486	24%			-32%	↓
	Appeals	262				4%	↑
	a. Voided	47	2%			31%	↑
	b. Excused	147	7%			-6%	↓
	c. Reduced	19	1%			25%	↑
	d. Denied	49	2%			-5%	↓

KPI Dashboards



KPI Dashboards

Citations Distribution



Customer Survey

- Random sample of 1500 students, 500 faculty and staff
- Not previously surveyed
- E-mail delivered link
- Statistically projectable

Customer Survey

1. Select the option below that best describes your status:

- a. Faculty
- b. Professional staff
- c. Classified staff
- d. Student
- e. Other (please describe)

2. Select your preferred method of interaction with TPS:

- a. Web
- b. E-mail
- c. Phone
- d. In person
- e. Twitter/Facebook

Customer Survey

3. Check which TPS programs you've used in the past twelve months (check all that apply)

a. I bought a parking permit

b. I received a parking citation

c. I used the campus car share program (Zipcar)

d. I rode a bus to/from campus

e. I rode the Boise State Shuttle

f. I used campus bicycle parking

g. I worked with TPS on a construction or special event

h. I received motorist assistance from TPS

Customer Survey

4. Considering all the possible tradeoffs, prioritize the following:

- a. Low cost parking
- b. Abundant parking supply (more parking than we have today)
- c. Conveniently located parking (close to my destination)
- d. Alternatives to driving alone (car share, bicycling, transit)

Customer Survey

5. Using the following scale, how would you rate TPS on:

a. Ease of accessing information about parking and transportation?

b. Response time?

c. Level of expertise?

d. Professionalism?

e. Overall satisfaction level?

f. Content found on TPS website?

g. Quality of parking signage on campus

h. Quality of alternatives to driving to campus (like bike, bus, shuttle)?

Poor		Ave.		Excellent
1	2	3	4	5



Customer Survey

6. Please indicate the extent to which you agree with the following statements:

- a. As a customer to TPS I am satisfied with my experience (cost, availability, proximity, TPS staff)
- b. Not considering price, I am satisfied with my parking experience (availability, locations, TPS staff)
- c. It is important to me for BSU to be developing parking alternatives such as bicycle facilities, carpooling, bus/shuttle service, etc.

Not at all

Definitely

1

2

3

4

5

Customer Survey

d. TPS is doing a good job in developing alternatives to driving alone.

e. TPS is doing a good job in promoting alternatives to driving alone.

f. When disruption to campus access occurs (construction, special events) TPS is good about providing notice.

g. I know how the cost of parking at BSU compares to other peer universities and the Boise area.

Not at all

Definitely

1

2

3

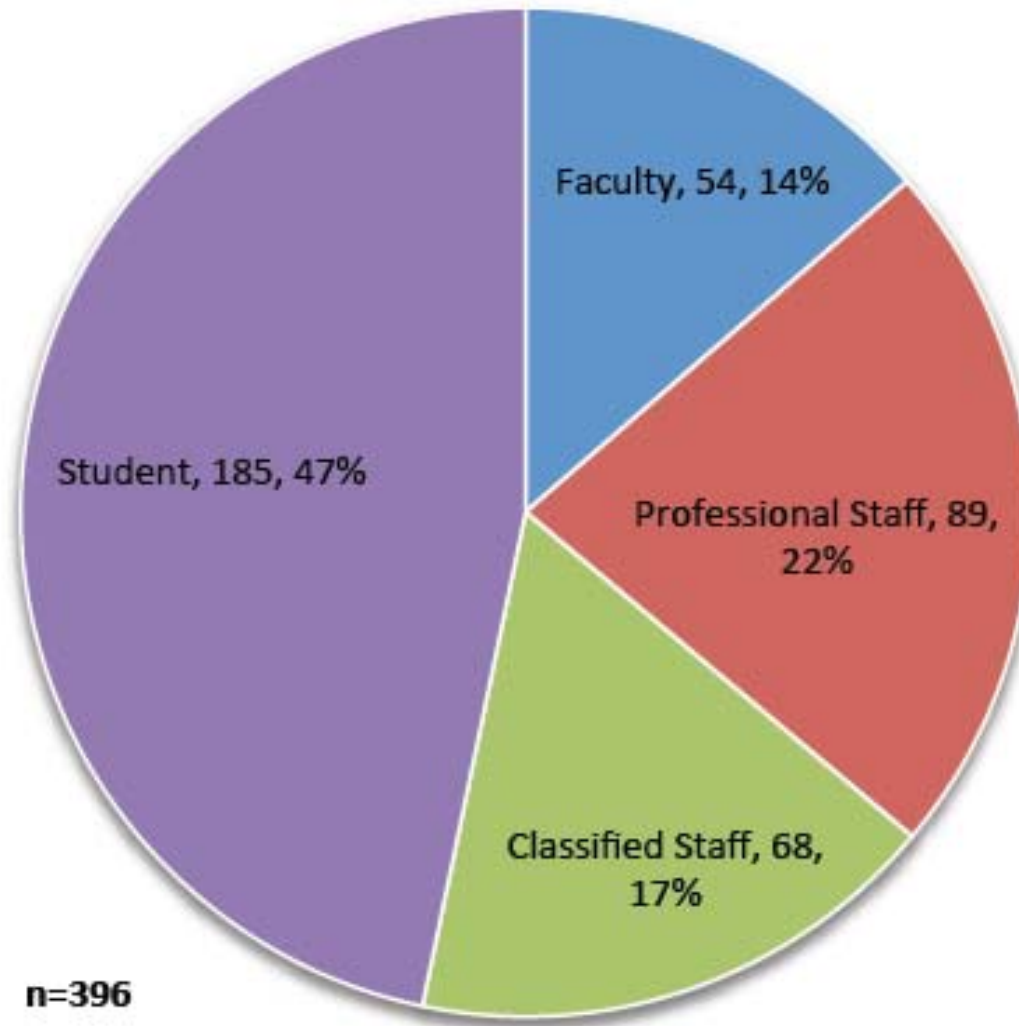
4

5

Customer Survey

7. For what purposes do you visit the TPS website?
8. Reflecting on your recent interactions with TPS, what did you like or dislike about that interaction?
9. Please tell us what TPS can do to improve our services to you?

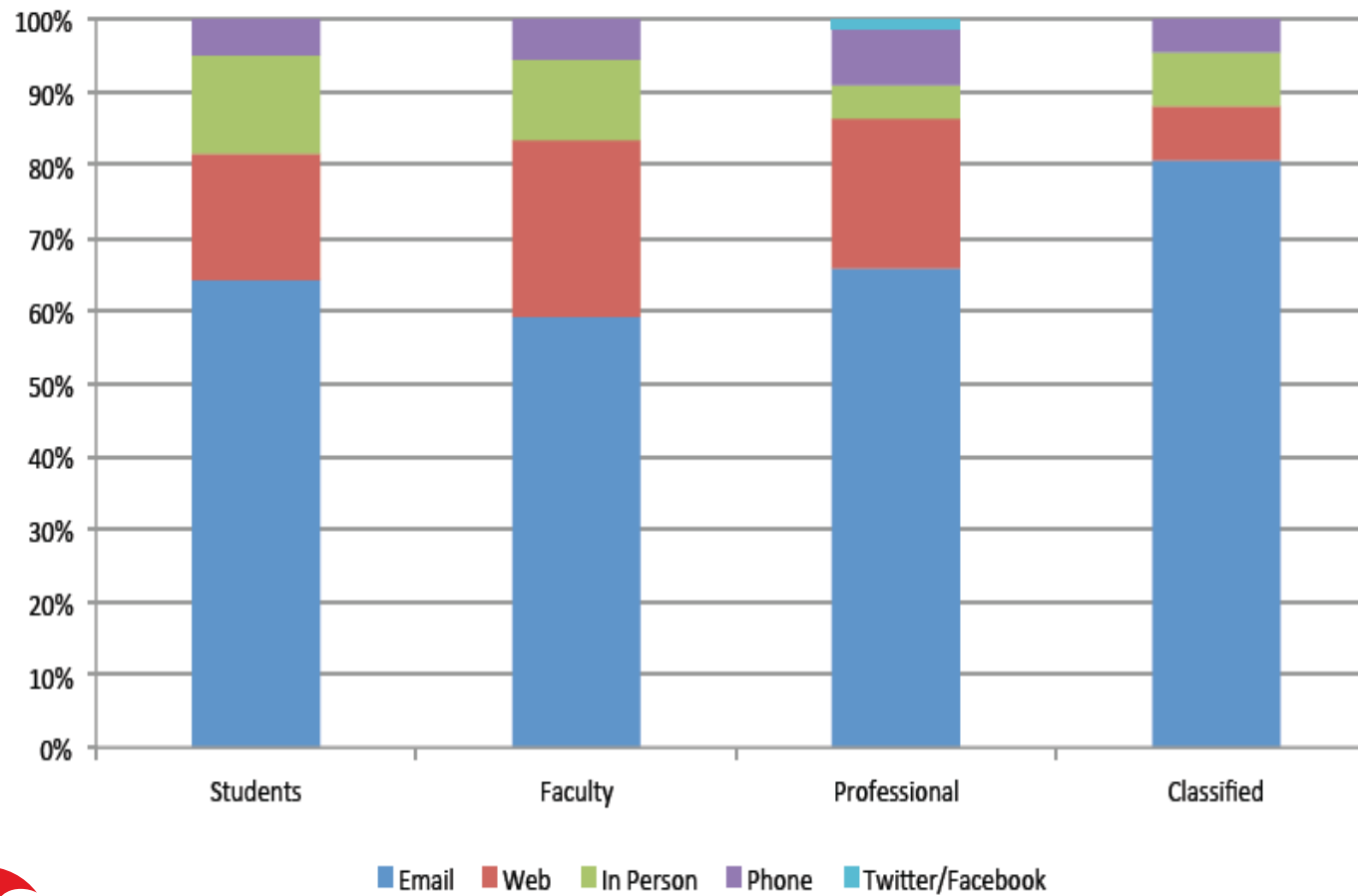
Survey Results



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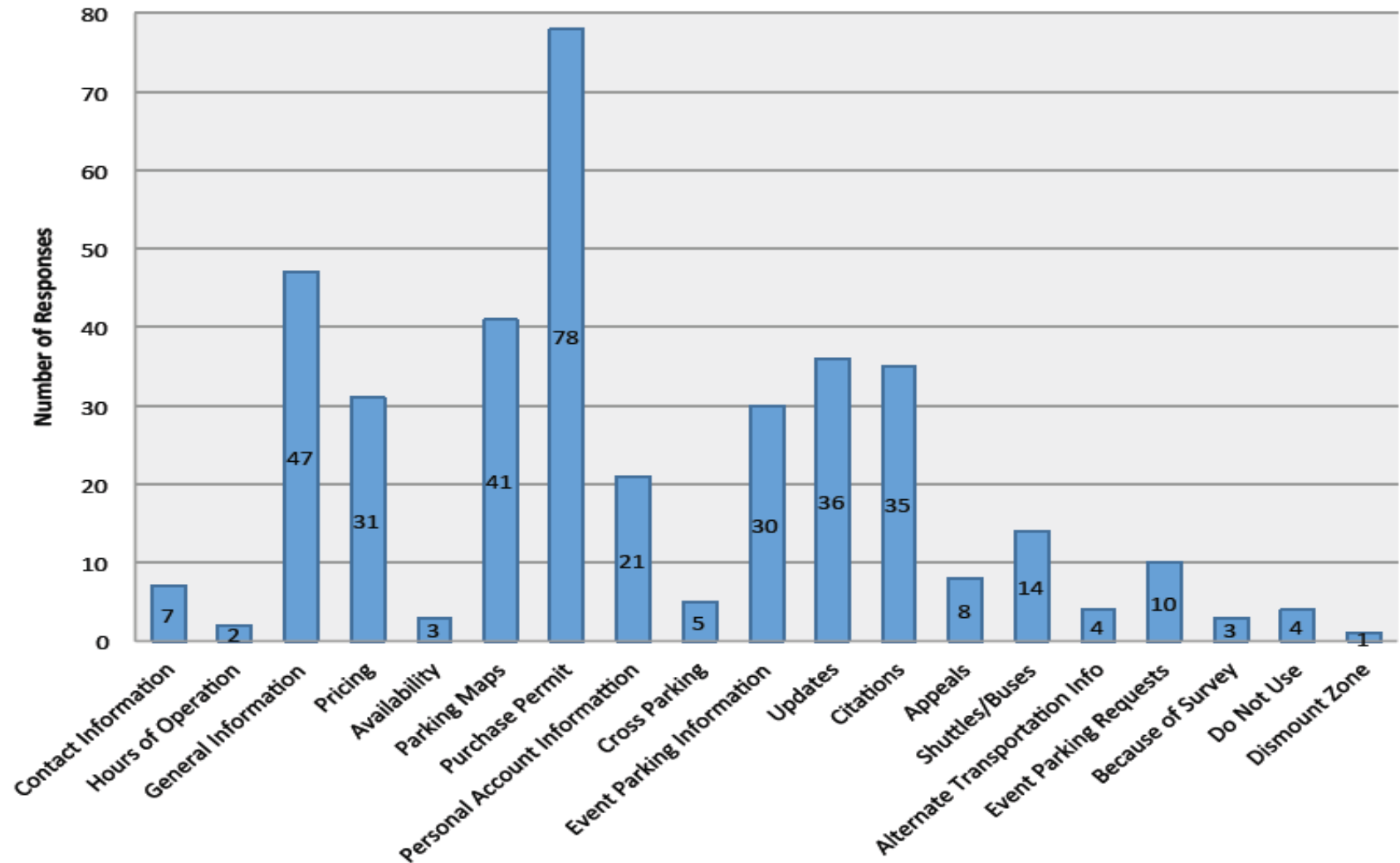
Survey Results

Preferred method of interacting with TPS



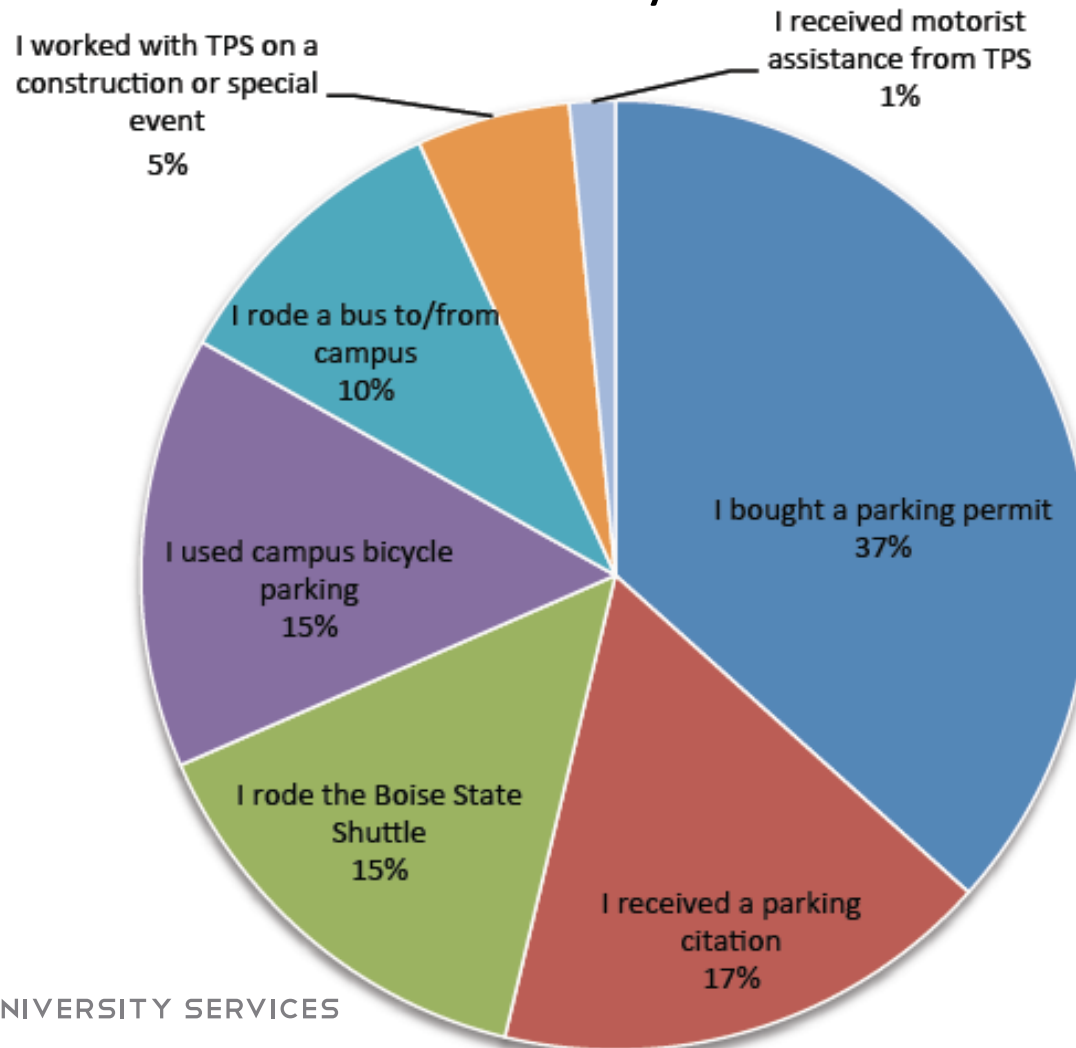
Survey Results

For what purpose did you visit the TPS website?



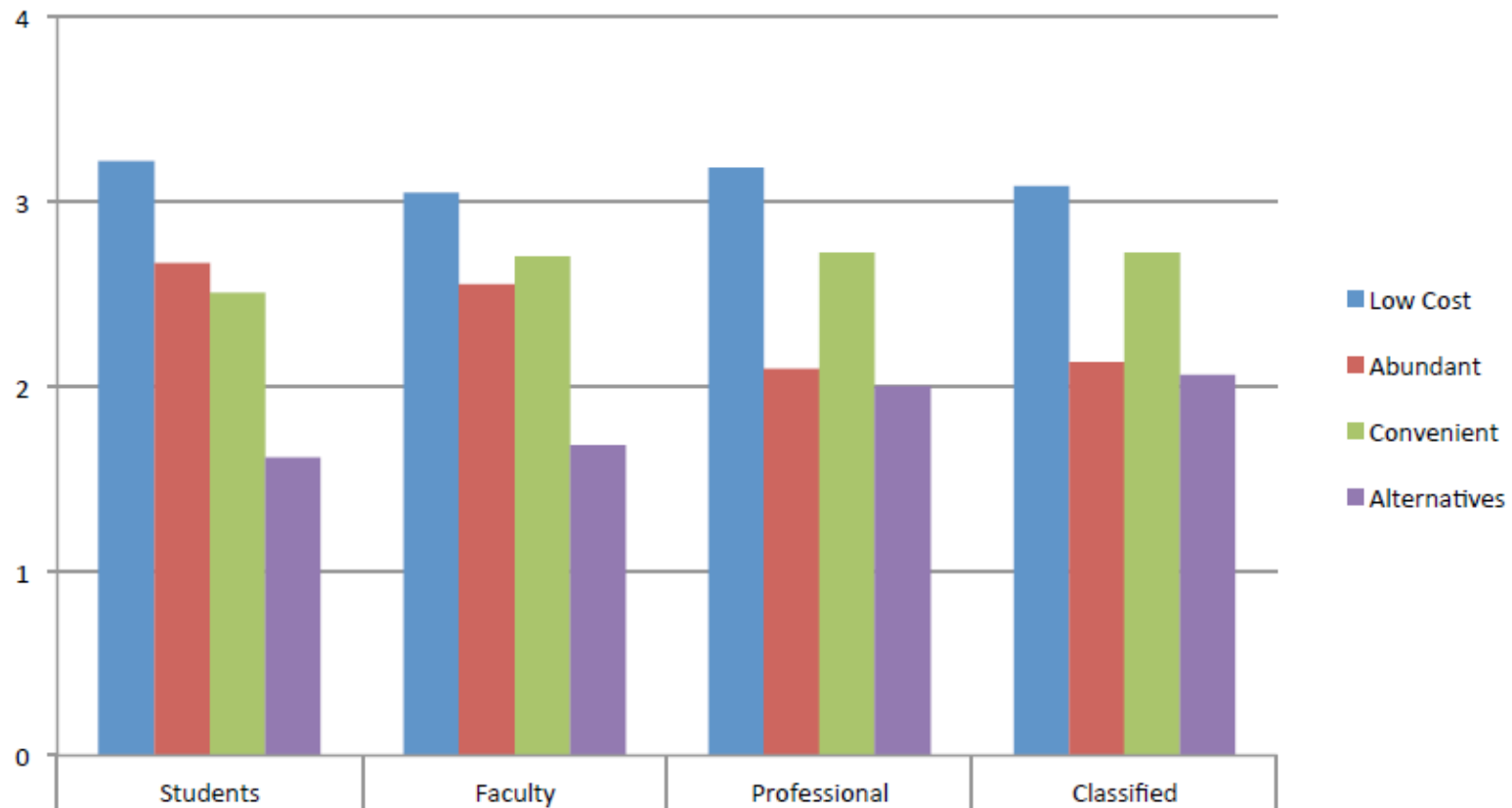
Survey Results

Services received from TPS last year



Survey Results

What's the most important to you (Low cost, abundant, conveniently located parking or alternatives to driving?)



Survey Results

Satisfaction with PTS (1=poor, 3=average, 5=excellent)

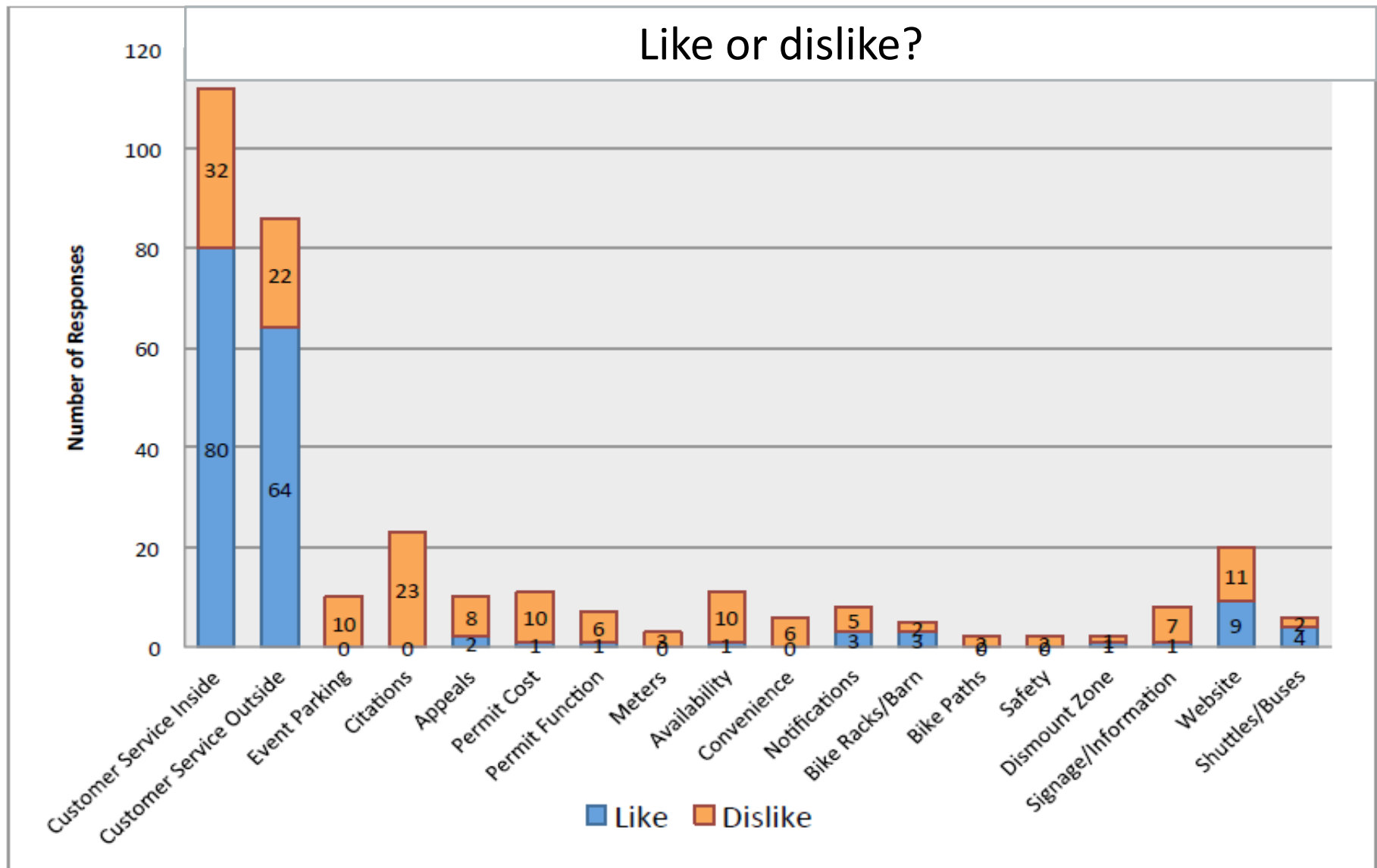
	Students	Faculty	Professional	Classified	Average
Ease of accessing information about parking and transportation	3.08	3.53	3.29	3.14	3.26
Response time	3.14	3.65	3.47	3.34	3.40
Level of expertise	3.2	3.77	3.48	3.37	3.46
Professionalism and courtesy	3.33	3.94	3.54	3.5	3.58
Content found on the TPS website	3.09	3.25	3.25	3.36	3.24
Quality of parking signage on campus	2.85	3.38	3.05	3.06	3.09
Quality of alternatives to driving to campus	3.08	3.27	3.26	3.18	3.20
Overall satisfaction level	2.83	3.48	3.33	3.24	3.22

Survey Results

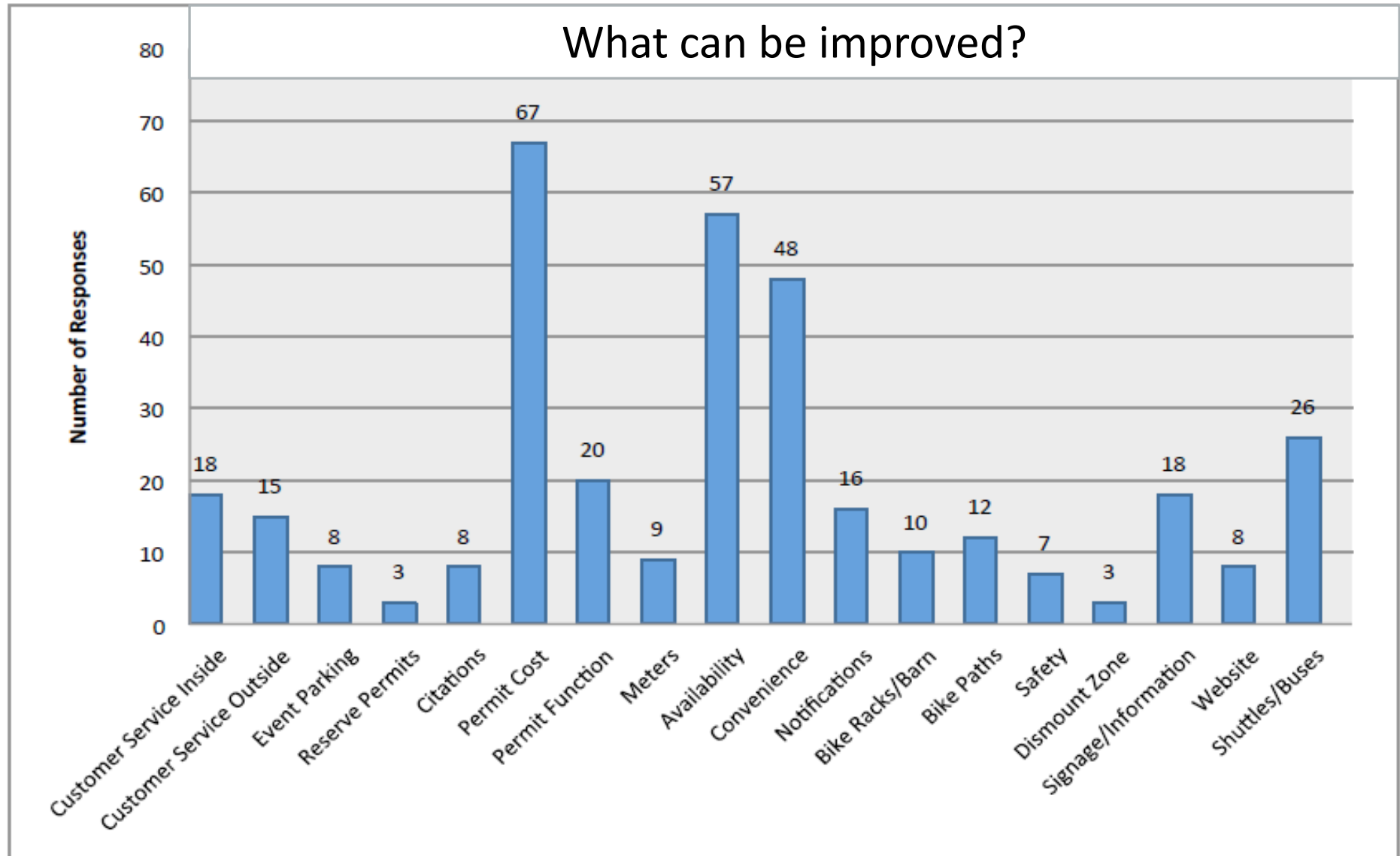
To what extent to you agree with the following statements (1-not at all, 3=neutral, 5=definitely)

	Students	Faculty	Professional	Classified	Average
As a customer of TPS I am satisfied with my experience (cost, availability, proximity, TPS staff)	2.26	2.94	3.11	2.61	2.73
Not considering price, I am satisfied with my parking experience (availability, proximity, PTS staff)	2.70	3.48	3.40	3.29	3.22
It is important to me for BSU to be developing parking alternatives such as bicycle facilities, carpooling, bus/shuttle service, etc.	3.41	3.92	3.81	3.35	3.62
TPS is doing a good job in developing alternatives to driving alone	2.93	3.39	3.33	2.97	3.15
TPS is doing a good job in promoting alternatives to driving alone	2.63	3.06	3.08	2.95	2.93
When disruption to campus access occurs (construction, special events) TPS is good about providing notice	3.02	3.74	3.56	3.35	3.42
I know how the cost of parking at BSU compares to other peer universities and the Boise area	2.28	2.98	2.88	2.69	2.71
I believe the ability to use public transportation (Valley Regional Transit) for free is a good benefit for employees and students	4.14	4.30	4.38	4.46	4.32
I generally view TPS as a service department, not an enforcement department	2.80	3.04	2.83	2.78	2.86

Survey Results



Survey Results



Lessons Learned

- Don't measure everything
- Tie to strategic initiatives
- Make part of personnel evaluation
- Focus on learning and performance improvement
- Use proxy and combinations of measures
- Build data rich displays

Session Objectives

- What are KPIs
- Problems with KPIs
- How KPIs are used
- Designing KPIs correctly
- Practical KPI examples in parking



Thank You

Counting What Counts: Key Performance Indicators for Parking and Transportation Operations

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