

Minutes

RTA Organizational, Services and Performance Monitoring Committee Meeting

9:02 a.m., February 27, 2024

Committee Members: Biasiotta (Chair), Koomar (Vice Chair), Pacetti, Sleasman, Weiss, Welch

Other Board Members: Love, Lucas, McPherson, Mersmann

Not present: None

Staff/Other: Biggar, Birdsong Terry, Burney, Caver, Dangelo, Davidson, Dykes, Fields, Fleig, Ford, Freilich, Gautam, Hudson, Jones, Jupina, Kirkland, Lively, Miranda, Miller, Mothes, Schipper, Sutula, Talley, Togher, Walker Minor, Zimmerman

Public: Allison, Gibbons, Loh, Rubin

The meeting was called to order at 9:02 a.m. Six (6) committee members were present.

Quarterly Management Review – 4TH Quarter 2023

India L. Birdsong Terry, General Manager, Chief Executive Officer gave the report.

- Total Revenues: 0.1% lower than budget
 - Passenger Fares – 11.7% higher
 - Sales & Use Tax – 1.1% higher
 - Other Revenues – 7.0% higher (Advertising, Investments, Other Revenue, Reimbursements)
 - Did not transfer \$6.5 million from Reserve Fund
- Operating Expenses: 1.9% lower than budget
 - Total personnel costs: 1.1% lower than budget
 - Fuel hedging – continues to help stabilize expenses
- Transfers to Other Funds
 - Reserve Fund:
 - \$10 million in Rolling Stock Reserve
 - \$878,615 in 27th Pay
 - Total Transfer to Capital: 10.9% (above Board Policy Goal)
 - Bond Retirement Fund: \$6.6 million transferred
 - Capital Improvement Fund: \$21.9 million transferred

Staff are working to continue to replenish federal assistance to cover capital expenditures. Mr. Gautam added that \$6.5 million did not need to be transferred from the Reserve Fund. For the 2024 budget, staff are projecting a \$35 million transfer from the Budget Stabilization fund. For 2023, they projected a \$6.5 million transfer. But since they were able to manage the resources well, the transfer was not needed. Ms. Terry added that the three purchased transportation contractors are 12.9% above budget or \$1.2 million.

TRACTION Results Reporting – 4th Quarter 2023

India L. Birdsong Terry, General Manager, Chief Executive Officer and Dr. James Rubin, Principal, TransPro, gave the report.

Success Outcome Status

| Success Outcome | Metric | Info System | Success Definition | Status |
|--------------------------|-----------------------------------|----------------------------------|--|--|
| Customer Experience | Net Promoter Score | Customer Experience Survey | <ul style="list-style-type: none"> 29 Net Promoter Score (5% increase from 2022) | <ul style="list-style-type: none"> 16 Net Promoter Score (1/19/24) |
| Community Value | Community Value Score | Community Survey and Agency Data | <ul style="list-style-type: none"> 50% of community agrees RTA serves employment 79% of major projects are within EJ communities 4 active TOD projects 7.0 is ratio of private sector to RTA capital | <ul style="list-style-type: none"> 43% of community agrees RTA serves employment (1/19/24) 77% of major projects are within EJ communities (1/19/24) 2 active TOD projects (1/19/24) 8.9 is ratio of private sector to RTA capital (1/19/24) |
| Financial Sustainability | Operating and Capital Performance | Financial Reporting | <ul style="list-style-type: none"> \$10m transfer to capital & reserve fund over policy \$35m in competitive capital grants | <ul style="list-style-type: none"> \$10m transfer to capital & reserve fund over policy (1/19/24) \$163m in competitive capital grants (1/19/24) |
| Employee Engagement | Employee Engagement | Human Resources Data | <ul style="list-style-type: none"> 95% fill rate for operators, mechanics, and police 95% fill rate for non-bargaining positions | <ul style="list-style-type: none"> 87% fill rate for operators, mechanics, and police (1/19/24) 94% fill rate for non-bargaining positions (1/19/24) |

Community Surveys are not completed every quarter. The last one was last Fall. Mr. Fields reported that at the height of 2023 we were down 150 operators. Currently, we're down 97. For Transit Police, we were down 27 last year. Currently we're down less than 5. Nationally many systems are challenged with attracting and retaining talent. We've increased creative outreach events, developed training and mentoring programs and improved relations with our unions.

Organizational Scorecard

RTA's overall organizational score was 87.9 out of 100 for a grade of B. Customer Experience goal points is 35. Q4 is 26, down from 29.2 Q3. Community Value goal points are 30. Q4 is 27.1, which is the same as Q3. Financial Sustainability goal points are 25. Q4 is 26.5, which is up from 26.2 Q3. Lastly Employee Engagement goal points are 10. Q4 is 8.3 down from 8.5 Q3.

Percent of Goal Points Earned for Each Success Outcome

Customer Experience reached 80% of the overall goal points. Community Value reached 90% of the goal points. Financial Sustainability exceeded 100% of the goal points. Employee Engagement reached 85-95% of the goal points.

Customer Experience

NPS went down to 16 compared to 25 last quarter. The goal is 29. Overall customer satisfaction improved to 63% compared to 57% last quarter. This goal is 84%. Customer perceptions of on-time performance were 69% compared to 67% last quarter with a goal of 77%. Agency on-time performance is 82% compared to 80% last quarter with a goal of 85%. Personal safety and security are 61% compared to 63% last quarter with a goal of 74%. Lastly, vehicle cleanliness is 50% compared to 55% last quarter with a goal of 54%. Ms. Terry said they will do a deep dive into this area.

Administration and External Affairs worked with Internal Audit and Operations to understand what the issues were and to improve communication to customers and operators. The top three drivers are clean, on time and safety and security. The cleaning efforts have been expanded. On-time is collected through GPS and is close to the goal. The Transit Police department meets bi-weekly. Part 1 crimes are down. Transit Ambassador presence has increased. They do random bus checks.

The CAC was recently reestablished under the new Board Liaison, Deidre McPherson. New officers were also elected. They will meet with TransPro to go over the customer experience results.

Community Value

Community perception of access to employment is 43% which didn't change from last quarter. The goal is 50%. Capital dollars invested in environmental justice zones did not change from this quarter at 77%. The goal is 79%. Transit oriented development did not change at 2 with a goal of 4. Ratio of private sector investment to major capital investment was unchanged compared to the last quarter at 8.9 with a goal of 7.0.

Financial Sustainability

There was not much change from last quarter. GF transfer to capital/rolling stock reserve fund stayed the same at \$10 m which is the goal. Competitive capital grants are \$162 m compared to \$157 m last quarter which exceeds the \$35 m goal. Operating ratio: expenses covered by own source revenue are 11.7% compared to 11.5% last quarter. The goal is 13%. Overall operating cost per revenue hour is right at the goal at \$165.38. Last quarter it was \$172.31.

Employee Engagement

These categories were about the same compared to last quarter. Operator, mechanic and transit police vacancy fill rate at 87% compared to 86% last quarter with a goal of 91%. Non-bargaining vacancy fill rate at 94% compared to 93% last quarter with a goal of 95%. Agency retention rate is 96% compared to 98% exceeding the goal of 88%. Supervisor invested in growth and success is 55%, the same as last quarter with a goal of 57%. Understand link between performance and agency's success is 72%, the same as last quarter exceeding the goal of 71%. Workforce net promoter score is -3, the same as last quarter with a goal of 5. New data from this category will be available next quarter.

Benchmarking

The TransPro Average (TA) is computed by taking the two-year rolling unweighted average of results from 10 peer agencies. If an agency has multiple waves of surveys during that period, only the most recent wave is used.

Fixed Route Bus

Overall satisfaction is just above 60% compared to NPS of about 59%. A major service disruption on rail brought satisfaction to about 58%. Rail customers were diverted to bus during the disruption. Personal safety and security were most important to customers at 19%. On-time (14%) and cleanliness (13%) were 2nd and 3rd for importance. Key experience indicators show cleanliness at 50%. Customers say cleanliness is important and they are least satisfied with it compared to the other indicators.

Bus Rapid Transit

Personal safety and security were most important to customers at 18%. On-time (14%) and cleanliness (13%) were 2nd and 3rd for importance. Key experience indicators track cleanliness lower at 47% compared to the other indicators. Customers were dissatisfied with the service interruption.

Rail

Overall satisfaction is just above 60%. Personal safety and security were most important to customers at 20%. Operators (16%) and cleanliness (14%) were 2nd and 3rd for importance. Key experience indicators show wave 8 didn't recover as much from the last wave compared to the other modes.

Paratransit

Paratransit overall satisfaction remains high, above 80% compared to the NPS, other agencies and close to the TransPro Average. Customers are most concerned about personal safety and security (26%) and drivers (22%). Third is cleanliness (13%). Staff will deep dive into these results.

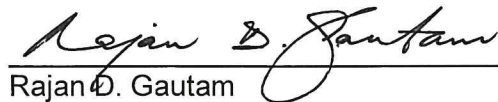
Agency

Overall satisfaction for the Agency is about 60%, just above the NPS.

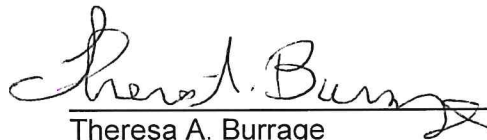
Mayor Koomar asked if any conclusion can be drawn from the data about what weighs more between cleanliness and safety and the dip in NPS. Dr. Rubin noted that cleanliness tends to follow the safety and security tracking. There needs to be a deep dive into what customers define as not clean. Social etiquette, smoking, vehicle rust, seat belt condition and the unhoused could be reasons. Mayor Koomar requested legends be added to each slide. Mr. Sleasman asked for a deep dive into all perceptions so not to waste resources. He suggested restrooms to help with cleanliness. Ms. Terry said the cost to maintain restrooms would require more maintenance, security, and resources.

Ms. Mersmann gave kudos to the staff for their commitment to track this data. She asked if there could be some additional outcome-based budgeting conversations during budget season. She asked staff to look into transit app usage, safety waiting for paratransit and restrooms. We have a 30% usage on the TransitApp. The app will improve customer experience. Mayor Weiss asked why the Operating expenses went down. Ms. Terry said that will be incorporated into the next update.

The meeting was adjourned at 10:07 a.m.



Rajan D. Gautam
Secretary/Treasurer



Theresa A. Burrage
Executive Assistant