

BOARD OF DIRECTORS REPORT

To: David A. Genova, General Manager and CEO

From: Heather McKillop, CFO/AGM, Finance & Administration

Date: December 4, 2019

Subject: 3rd Quarter KPI's

Date: December 4, 2019

GM

Board Meeting Date:

Information

POLICY REFERENCE

Fiscal Policy Statements – Budget Policy 10

DISCUSSION

Attached is the Performance Report for the Second Quarter of 2019. These year-to-date measures provide a framework in which RTD determines how well it provides service to its passengers and the citizens of the District within its mission statement objectives. Of the 41 performance measures tracked for the GM, RTD met 31 of the goals (75.6%) in the third quarter. The following is a review of the exceptions.

Goal 3.1 – Maintain system-wide on time performance

Regional on-time service of 87.3% was below goal of 88.0%. The decline was greatly impacted by the US36 collapse, construction on 18th Street downtown, and the operator shortage. Light Rail on-time service of 89.5% was below goal of 90.0%. A number of factors account for this such as traffic signal sequencing, large events, incidents, etc., as well as the inability to maintain adequate operator levels.

Goal 3.2 – Maintain system-wide service availability

Light Rail service availability of 98.2% was below goal of 99.0%. Service availability is directly related to the train operator shortage.

Goal 5.1 – Improve ADA On-Time Performance

ADA OTP of 84.3% was below goal of 86.0%. For 2019, the goal of 86.0% reflects passenger OTP, which is consistent with fixed route. The deficiency is caused by a combination of operator shortage, a high rate of operators on FMLA, and the increasing number of trips requested during peak travel hours along with software limitations of current software to smooth the demand.

Goal 5.3 – Improve ADA Courtesy

Average ADA complaints per boarding of 0.002 was higher than goal of 0.001. Staffing challenges are leading to a higher number of complaints.

Goal 6.2 – Increase in Ridership

Year-to-date ridership for 2019 was down 0.7% from 2018. Although the measure is not meeting goal, it improved from Q2. The decline was centered in bus service and mirrors the national trend.

Goal 6.3 – Increase in Fare Revenue and Total Operating Revenue

Year-to-date fare revenue and total operating revenue were up 7.3% and 5.9%, respectively, over the same time last year but are currently short of the budgeted annual goals of 14.2% and 13.6%. These goals for 2019 are annual measures and we will continue to monitor this revenue.

Goal 6.5 – Bus Operator/Mechanic Headcount within Authorization

Both bus operator vacancies and mechanic vacancies exceeded their goals at year-end due to attrition, retirements, system growth, and full employment in the strong local economy. Bus operator vacancies are stable to Q2. Bus mechanic vacancies, although stable to Q2, have grown mostly in the body shop which offset improvements in general repair.

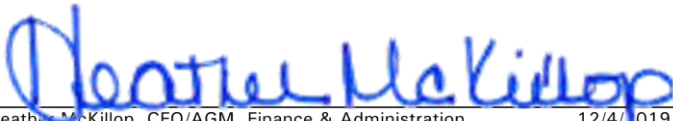
ATTACHMENTS:

- 2019 Performance Report Q3 (PDF)

Prepared by:

Heather McKillop, CFO/AGM, Finance & Administration

Jannette Scarpino, Senior Manager, Budget and Financial Analysis

Approved by:

Heather McKillop, CFO/AGM, Finance & Administration

12/4/2019

2019 PERFORMANCE REPORT-THIRD QUARTER

RTD Vision

To deliver regional multi-modal transportation services and infrastructure improvements that significantly and continually increase transit market share.

RTD Mission Statement

To meet our constituents' present and future public transit needs by offering safe, clean, reliable, courteous, accessible, and cost-effective service throughout the District.

GOAL 1: To meet the present transportation needs of the district by providing safe transportation service.

Objectives:

- ◆ Reduce vehicle accident ratio
- ◆ Increase preventive maintenance
- ◆ Reduce passenger accident ratio
- ◆ Improve light rail safety
- ◆ Improve employee safety

Performance Measures:

1.1 Reduce the number of safety incidents. (Department: Bus Operations)

	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Vehicle Accident Involvements per 100,000 miles – Preventable ¹	0.99	1.38	≤2.0	1.7	1.2
RTD	0.99	1.3	≤2.0	1.5	1.5
First Transit - Commerce City	1.01	1.2	≤2.0	1.2	1.1
Transdev (fka Veolia)	0.99	1.5	≤2.0	0.8	0.8
First Transit – Denver	1.08	1.7	≤2.0	2.1	1.9
First Transit – Longmont	1.19	1.2	≤2.0	0.7	0.7
Passenger Accident Ratio per 100,000 miles – System-wide	0.11	0.14	≤0.18	0.13	0.13
RTD	0.14	0.12	≤0.18	0.11	0.10
First Transit - Commerce City	0.08	0.02	≤0.18	0.04	0.03
Transdev (fka Veolia)	0.07	0.23	≤0.18	0.19	0.18
First Transit – Denver	0.19	0.06	≤0.18	0.08	0.08
First Transit – Longmont	0.00	0.11	≤0.18	0.07	0.10
Operator-Passenger Assault Ratio per 100,000 boardings ¹	0.04	0.04	≤0.06	0.02	0.02

¹ An accident is considered preventable any time the operator was not driving in full compliance with all applicable laws and regulations and in such a manner as to avoid involvement despite adverse conditions of road, weather or traffic or the errors of pedestrians or other drivers.

GOAL 1: To meet the present transportation needs of the district by providing safe transportation service.

Performance Measures (continued):

1.2 Percentage of Preventive Maintenance inspections incurred as scheduled every 6,000 miles.¹
(Department: Bus Operations)

	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Percentage of Preventive Maintenance inspections incurred as scheduled every 6,000 miles – system wide	99.6%	99.2%	98%	98.7%	99.3%
RTD	99.0%	99.0%	98%	96.0%	98.0%
First Transit - Commerce City	100.0%	99.6%	98%	99.8%	99.7%
Transdev (fka Veolia)	99.3%	97.3%	98%	100.0%	99.8%
First Transit – Denver	99.9%	100.0%	98%	100.0%	100.0%
First Transit – Longmont	100.0%	100.0%	98%	98.7%	99.1%

¹ Inspections are scheduled 600 miles prior to 6,000 miles or 600 miles after 6,000 miles.

1.3 Improve response time to emergency dispatch calls.
(Department: Bus Operations)

	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Average Response Time	18 sec.	18 sec.	≤20 sec.	17 sec.	18 sec

1.4 Reduce the number of light rail accidents.
(Department: Rail Operations)

	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Reportable Light Rail Accidents per 100,000 train miles – Preventable ²	0.0	0.0	≤2.0	0	0

² An accident is considered preventable any time the operator was not driving in full compliance with all applicable laws and regulations and in such a manner as to avoid involvement despite adverse conditions of road, weather or traffic or the errors of pedestrians or other drivers. **Please note:** there was a single preventable accident in January 2019. Due to criteria listed it was not reportable.

1.5 Reduce the number of commuter rail accidents.
(Department: Rail Operations)

	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Reportable Commuter Rail Accidents per 100,000 train miles – Preventable ³	0.0	0.0	≤2.0	0	0

³ An accident is considered preventable any time the operator was not driving in full compliance with all applicable laws and regulations and in such a manner as to avoid involvement despite adverse conditions of road, weather or traffic or the errors of pedestrians or other drivers.

Attachment: 2019 Performance Report Q3 (4051 : 3rd Quarter KPI's)

GOAL 2: To meet the present transportation needs of the District by providing clean Transportation service.

Objectives:

- ◆ Prompt graffiti removal
- ◆ Prompt bus interior and exterior cleaning
- ◆ Prompt shelter cleaning

Performance Measures:

**2.1 Prompt response to facility complaints.
(Department: Capital Programs)**

	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Average Response Time Public Complaints	<4 hours	<4 hours	≤4 hours	<4 hours	<4 hours
Average Graffiti Complaints per Month	0.6	1.6	≤3.0	1.8	1.2
Average Facilities Maintenance Complaints per Month ¹	9.2	13.5	≤20.0	10.7	12.2
Elevator	3.3	2.0		1.3	0.3
Snow/ice	0.0	1.7		0	0
Shelter	0.3	4.0		3.0	2.0
Other ²	5.7	5.0 ²		8.0 ²	13.0 ³

¹ Our vulnerability to graffiti has increased due to 1) total increase in linear feet from new corridors and 2) the nature of the areas through which the new corridors travel.

² The majority of Other is lighting and paving issues.

³ Wasps, landscaping, and lighting issues predominated this category.

**2.2 Prompt response to vehicle complaints.
(Department: Bus Operations)**

	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Average Overdue Bus Interior Cleaning per Month	0.1	0.1	≤1.0	0.1	0.1
RTD	0.1	0.1	≤1.0	0.1	0.1
First Transit - Commerce City	0.0	0.0	≤1.0	0.0	0.0
Transdev (fka Veolia)	0.0	0.0	≤1.0	0.0	0.0
First Transit – Denver	0.0	0.0	≤1.0	0.0	0.0
First Transit – Longmont	0.0	0.0	≤1.0	0.0	0.0

GOAL 3: To meet the present transportation needs of the District by providing reliable transportation service.

Objectives:

- ◆ Improve on-time performance
- ◆ Improve miles between lost service road calls
- ◆ Decrease number of missed trips

Performance Measures:

3.1 Maintain system-wide on time performance. (Departments: Bus Operations, Rail Operations)

	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Local On-Time Service – System-wide ¹	86.1%	86.8%	86.0%	87.9%	86.8%
RTD Local	84.8%	86.2%	86.0%	88.4%	86.3%
First Transit - Commerce City	83.3%	83.4%	86.0%	85.4%	83.7%
Transdev (fka Veolia)	88.2%	87.5%	86.0%	88.2%	87.9%
First Transit – Denver	87.5%	87.5%	86.0%	88.4%	87.1%
First Transit – Longmont	88.2%	89.5%	86.0%	90.1%	89.1%
Regional On-Time Service ¹	86.3%	87.0%	88.0% ³	88.8%	87.3% ⁴
Light Rail On-Time Service ¹	94.5%	92.6%	90.0%	91.0%	89.5% ⁴
Commuter Rail On-Time Service ²	95.1%	97.4%	90.0%	93.6%	92.3%

¹ Bus and Light Rail are considered on-time if a departure from a location is no more than 1 minute early or 5 minutes after the scheduled departure time.

² Commuter Rail is considered on-time if a departure from a location is no more than 0 minutes early or 5 minutes after the scheduled departure time.

³ Goal is reduced from 92% due to impact from traffic congestion, I-70 corridor construction, drivers buying their way into HOV lanes, ridership growth, service increases, and regional population growth, all of which are contributing to a reduction in actual on-time performance.

⁴ A number of factors account for slippage in Q3. For Regional, these include US36 collapse, 18th Street construction, and operator shortage. For Light Rail, these include traffic signal sequencing, large events, incidents, and operator shortage.

3.2 Maintain system-wide service availability. (Department: Bus Operations, Rail Operations)

	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3 rd Quarter
Light Rail – Service Available ⁵	99.9%	99.9%	99.0%	99.9%	98.2% ⁷
Bus – Service Available ⁵	99.5%	99.2%	97.0%	97.2%	99.5%
Commuter Rail – Service Available ⁶	98.5%	98.9%	97.0%	95.8%	97.9%

⁵ Calculated as total operating hours minus service delay hours, divided by total scheduled hours.

⁶ Calculated as actual car miles operated divided by total scheduled car miles.

⁷ Related to the train operator shortage.

3.3 Adherence to scheduled Revenue Service trip start time. (Department: Bus Operations)

	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3 rd Quarter
Adherence to scheduled Revenue Service trip start time – system wide	100%	99.5%	99.0%	99.6%	99.6%
RTD	N/A	99.5%	99.0%	99.6%	99.6%
First Transit - Commerce City	N/A	N/A	99.0%	N/A	N/A
Transdev (fka Veolia)	N/A	N/A	99.0%	N/A	N/A
First Transit – Denver	N/A	N/A	99.0%	N/A	N/A
First Transit – Longmont	N/A	N/A	99.0%	N/A	N/A

GOAL 3: To meet the present transportation needs of the District by providing reliable transportation service.

Performance Measures (continued):

**3.4 Improve miles between road calls.
(Departments: Bus Operations)**

	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3 rd Quarter
Mileage Between Lost Service Maintenance Road Calls (District) ^{1,3}	46,356	37,013	30,000	34,874	34,776
RTD	55,093	37,964	30,000	33,108	33,785
Transit Bus	47,965	33,346		36,358	35,443
Articulated Bus	45,325	33,117		19,486	21,225
Intercity Bus	81,596	52,450		37,734	39,755
First Transit - Commerce City	45,993	40,668	30,000	32,463	35,770
Transit Bus	45,992	40,668		32,463	35,770
Cutaway Bus	N/A	N/A		N/A	N/A
Transdev (fka Veolia)	32,775	22,737	30,000	46,010	40,419
Transit Bus	32,913	27,487		52,933	44,899
Medium Bus	32,478	16,514		23,109	24,417
First Transit – Denver	35,735	68,282	30,000	35,332	38,013
Transit Bus	39,170	70,417		36,136	38,490
Medium Bus	21,334	40,101		22,673	29,525
First Transit – Longmont	39,767	37,110	30,000	27,459	25,891
Transit Bus	65,866	50,195		33,151	32,866
Medium Bus	24,108	22,156		17,338	14,497
Cutaway Bus	N/A	N/A		N/A	N/A
Hours Between Lost Service Maintenance Road Calls (Mall) ²	2,896	2,641	≥600	2,436	2,351

¹ District-wide mileage between lost service maintenance road calls excludes the Mall Shuttles.

² Maintenance effectiveness for the Sixteenth Street Mall Shuttle is measured in terms of service hours.

³ Average age of the fleet follows:

	2018 Quantity	2018 Average Age	2019 Quantity
Fleet Average Number of Buses and Average Age ⁴	1027	7.2	1026
RTD - Boulder	119	3.18	122
RTD – Platte (including Mall Shuttle)	274	4.00	272
RTD – East Metro	197	4.19	197
First Transit - Commerce City	116	8.79	115
First Transit - Denver	132	9.22	128
First Transit – Longmont	78	11.96	81
Transdev (fka Veolia)	111	9.22	111
Mall Shuttles	36	2	36

⁴ The Board of Directors does not adopt goals for these; informational only.

GOAL 4: To meet the present transportation needs of the District by providing courteous transportation service.

Objectives:

- ◆ Reduce customer response time
- ◆ Limit customer complaints
- ◆ Decrease average wait time for telephone information
- ◆ Complete installation of shelter boards by date of service change

Performance Measures:

**4.1 Reduce average customer response time.
(Department: Communications)**

	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Average TIC Speed of Answer (in seconds)	45	24	≤65	26	26

**4.2 Reduce level of customer complaints.
(Departments: Bus Operations, Communications)**

	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Avg. Response Time to Customer Complaints ¹					
Average Cycle Time	10.7 days	8.8 days	≤ 10 days	8.07 days	10.78 days
RTD Transportation (Bus and Rail)	7.4	7.53		7.51	9.56
RTD All Other Departments	18.3	11.81		11.56	17.01
First Transit – Commerce City	8.7	8.02		4.69	5.59
First Transit - Denver	7.5	6.76		6.29	7.34
First Transit - Longmont	8.1	6.47		7.11	7.11
Transdev (fka Veolia)	8.1	9.24		4.10	5.00
Complaints per Boardings (District) ²	.0004	.0004	.0004	N/A	N/A
RTD		.0003	.0004		
Local		.0003			
Regional		.0003			
First Transit - Commerce City		.0004	.0004		
Local					
Regional					
Transdev (fka Veolia)		.0004	.0004		
Local					
Regional					
First Transit – Denver		.0004	.0004		
Local					
Regional					
First Transit – Longmont		.0002	.0004		
Local					

¹ The measure reports on resolution of customer complaints across all subject matter throughout the District and the number includes all departments utilizing TrapezeCOM system for commendation and complaint research.

² Q3 results are unavailable at this time because ridership is being reported in total and there is no breakdown between local and regional. Complaints are being reported by carrier but only on local service. We are working on obtaining this data in a manner that meets the reporting requirement.

Attachment: 2019 Performance Report Q3 (4051 : 3rd Quarter KPI's)

GOAL 4: To meet the present transportation needs of the District by providing courteous transportation service.

4.3 Complete installation of shelterboards by date of service change.
(Department: Customer Service)

Implementation completed for August 2019.

GOAL 5: To meet the present transportation needs of the District by providing accessible transportation support service.

Objectives:

- ◆ Improve on-time performance standards
- ◆ Improve ADA trip availability
- ◆ Improve ADA courtesy

Performance Measures:

5.1 Improve ADA on-time performance.
(Department: Bus Operations)

	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Access-a-Ride Passenger On-time Service	N/A	86.6%	86.0%	84.5% ¹	84.3% ¹

¹Affected by lack of adequate staffing levels to cover runs, high rate of operators on FMLA, and the increasing number of trips requested during peak travel hours along with the limitations of our current software to smooth that demand.

5.2 Improve ADA trip availability.
(Department: Bus Operations)

	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Adherence to ADA mandate to have zero denials to service request	100%	100%	100%	100%	100%

5.3 Improve ADA courtesy.
(Department: Bus Operations)

	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Average ADA complaints per boarding	0.001	0.001	0.001	0.002 ²	0.002 ²

² Staffing challenges led to a higher number of complaints.

Attachment: 2019 Performance Report Q3 (4051 : 3rd Quarter KPI's)

GOAL 6: To meet the present transportation needs of the District by providing cost-effective and efficient transportation service.

Objectives:

- ◆ Maintain cost recovery ratios
- ◆ Increase ridership
- ◆ Increase farebox and EcoPass revenue
- ◆ Improve route efficiency
- ◆ Monitor selected internal functions for efficiency
- ◆ Maintain cost effective and efficient transportation services
- ◆ Hire and train competent personnel

Performance Measures:

6.1 Maintain all required recovery ratios.¹ (Department: Finance)	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Operating Cost Recovery Ratio	26.9%	24.0%	20%	22.4%	23.2%
SB154 Cost Recovery Ratio	Yes	Yes	Yes	Yes	Yes

¹ Operating cost recovery ratio is defined as farebox revenues (excluding ADA), advertising revenues, and other operating revenues divided by operating and administrative costs, depreciation on bus operations assets, excluding ADA costs, rapid transit planning costs, and interest payments on rapid transit assets.

SB 154 Cost Recovery ratio is defined as farebox revenues (excluding ADA), advertising revenues, federal operating grants, federal formula bus grants, other operating revenues, and investment income divided by operating and administrative costs, depreciation on bus operations assets, excluding ADA costs, rapid transit planning costs, and interest payments on rapid transit assets. The required ratio is 30% and the calculation will be provided with the Financial Status Reports at the end of each calendar quarter only. Goal is whether ratio is met by yes/no indication.

6.2 Increase in ridership. (Department: Finance)	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Overall Ridership Increase	(1.9%)	(1.4%)	4.1% ²	(3.5%)	(0.7%)

² Established with the 2019 Budget and fare revenue model which reflects full-year ridership for the G Line and partial year for SERE.

6.3 Increase in fare revenue and total revenue. (Departments: Finance, Communications)	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Fare Revenue	4.2%	2.7%	14.2% ³	5.4%	7.3%
Total Operating Revenue	4.9%	2.9%	13.6%	4.0%	5.9%

³ Established with the 2019 Budget compared to 2018 projected fare revenue and fare rate increase in 2019. This goal is higher than the percentage fare rate increase for 2019 because of projected full-year effects of the G Line and partial year for SERE, and half-year effect of the low-income program.

6.4 Monitor selected internal functions for efficiency. (Department: Communications)	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Audits	100%	90%	100%	50%	75%

GOAL 6: To meet the present transportation needs of the District by providing cost-effective and efficient transportation service.

Performance Measures (continued):

6.5 Maintain bus operator/mechanic headcount within authorization.¹ (Department: Bus Operations)	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Bus Operator – Vacancies ²	11.3%	10.2%	≤5.0%	8.4%	8.7%
Bus Operator – Over Headcount	0.0%	0.0%	≤4.0%	0.0%	0.0%
Bus Mechanic – Vacancies	11.5%	13.5%	≤7.5%	15.4%	15.8%
Bus Mechanic – Over Headcount	0.0%	0.0%	≤0.0%	0.0%	0.0%

¹ Authorized headcount represents the level of personnel required to meet service demands in the current runboard.

² Human Resources has been authorized to exceed authorized headcount to compensate for operator attrition.

6.6 Maintain stock-out level. (Department: Administration)	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Stock-Out Level ³	0.9%	1.0%	1.5%	1.1%	1.1%

³ Calculated as number of stock-out occurrences divided by number of requests.

GOAL 7: To meet the future transportation needs of the District.

Performance Measures:

**7.1 Deliver civic and neighborhood presentations to communicate with the public regarding service issues.
(Departments: Communications, Executive Office, Bus Operations, Planning)**

	2017 Actual	2018 Actual	2019 Goal	YTD 2nd Quarter	YTD 3rd Quarter
Communications	659	200	§	74	140
General Manager	78	236	§	160	229
Service Change	19	18	§	4	6
Route and Service Planning	125	72	§	22	57
Local Government Planning Workshops	3	3	3	1*	2**
Community Advisory Committee Meetings	10	10	4	6	9
Info Rides	49	29	§	11	24

§ The Board of Directors does not adopt goals for these performance measures; for reporting purposes only.

*First meeting held May 15, 2019

**Second meeting held August, 14, 2019

**7.2 Accurate Financial Analysis
(Department: Finance)**

	2019 Goal	YTD 3rd Quarter
Distinguished Budget Presentation Award	Receive Distinguished Budget Presentation Award from the Government Finance Officers Association by year-end.	N/A
Certificate of Achievement for Excellence in Financial Reporting	Receive Certificate of Achievement for Excellence In Financial Reporting from the Government Finance Officers Association by year-end.	N/A

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