CATS Quality Assurance and Performance Metrics
EnoMax 2021

CATS Quality Management System (QMS)

Our QMS is based on:

- ISO 9001:2015
- Federal Transit Administration (FTA) Quality Management System Guidelines
- CATS Agency Safety Plan (ASP)
- CATS Records and Information Management (RIM) Policy
- CATS Quality Policy

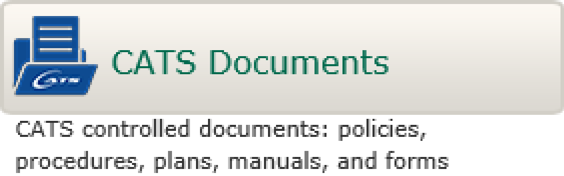
CATS Quality Policy

“The Charlotte Area Transit System (CATS) is committed to providing high-quality transit service to our ever-expanding and diverse community. Quality, safety, integrity, continuous improvement, and customer satisfaction are the personal responsibility of each and every CATS employee and contractor, as we strive to meet or exceed the expectations of our stakeholders and ridership.”

Continuous Improvement of the QMS

1) Improved ease of access to CATS' controlled quality documentation via Master Document List

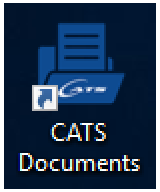
- CATS Documents link on Cnet (City of Charlotte Intranet)



CATS Documents

CATS controlled documents: policies, procedures, plans, manuals, and forms

- CATS Documents icon on employee desktops



CATS Documents

Continuous Improvement of the QMS (cont'd)

2) Improvements to auditing methodology

- Increased internal auditing pool (Bus, Rail, STS, Operations, etc.), with formal training (e.g., TSI, Transportation Safety Institute)
- Requirements for documented Root Cause Analysis (RCA)
- Analysis of relevance of metrics

Continuous Improvement of the QMS (cont'd)

3) Evaluation of document workflow alternatives

- Goal is to simplify (automate) the document life cycle
- Timely stakeholder communications
- Collaborative reviews with suggested revisions consolidated for all reviewers, into one document

Continuous Improvement of the QMS (cont’d)

4) Onboarding and orientation

- Introduction of the QMS to new hires
- Introduction of the QMS to contractors/contracted employees

Continuous Improvement of the QMS (cont'd)

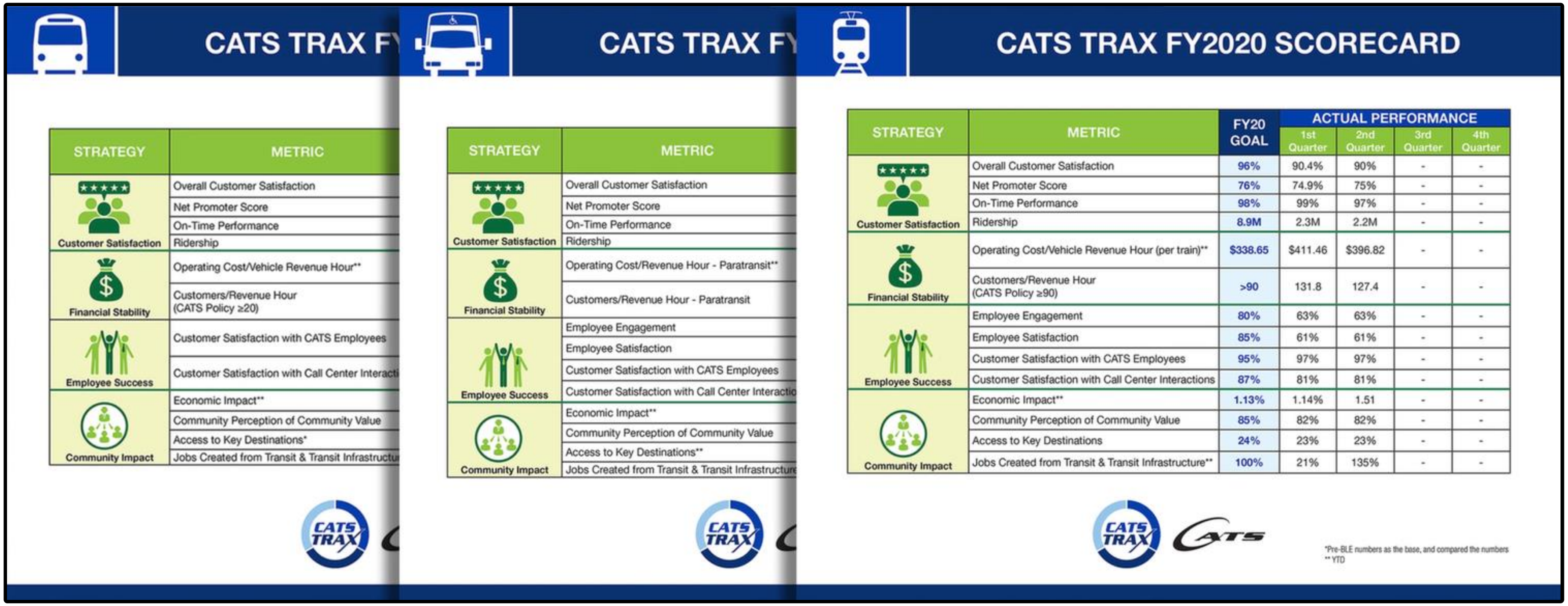
5) Quality Assurance network security

- Restricted (i.e., read only) access to Quality Assurance folders on the CATS network

- Controlled document folders are restricted; new revision updates are via distributed Word versions

What Is CATS Trax?

CATS Trax is a quarterly performance scorecard that provides a high-level snapshot of how our transit system is performing. The CATS Leadership Team discusses results quarterly.



CATS TRAX F

STRATEGY	METRIC
Customer Satisfaction	Overall Customer Satisfaction
	Net Promoter Score
	On-Time Performance
	Ridership
Financial Stability	Operating Cost/Vehicle Revenue Hour**
	Customers/Revenue Hour (CATS Policy ≥20)
Employee Success	Customer Satisfaction with CATS Employees
	Customer Satisfaction with Call Center Interacti
Community Impact	Economic Impact**
	Community Perception of Community Value
	Access to Key Destinations*
	Jobs Created from Transit & Transit Infrastructu

CATS TRAX F

STRATEGY	METRIC
Customer Satisfaction	Overall Customer Satisfaction
	Net Promoter Score
	On-Time Performance
	Ridership
Financial Stability	Operating Cost/Revenue Hour - Paratransit**
	Customers/Revenue Hour - Paratransit
Employee Success	Employee Engagement
	Employee Satisfaction
	Customer Satisfaction with CATS Employees
	Customer Satisfaction with Call Center Interactio
Community Impact	Economic Impact**
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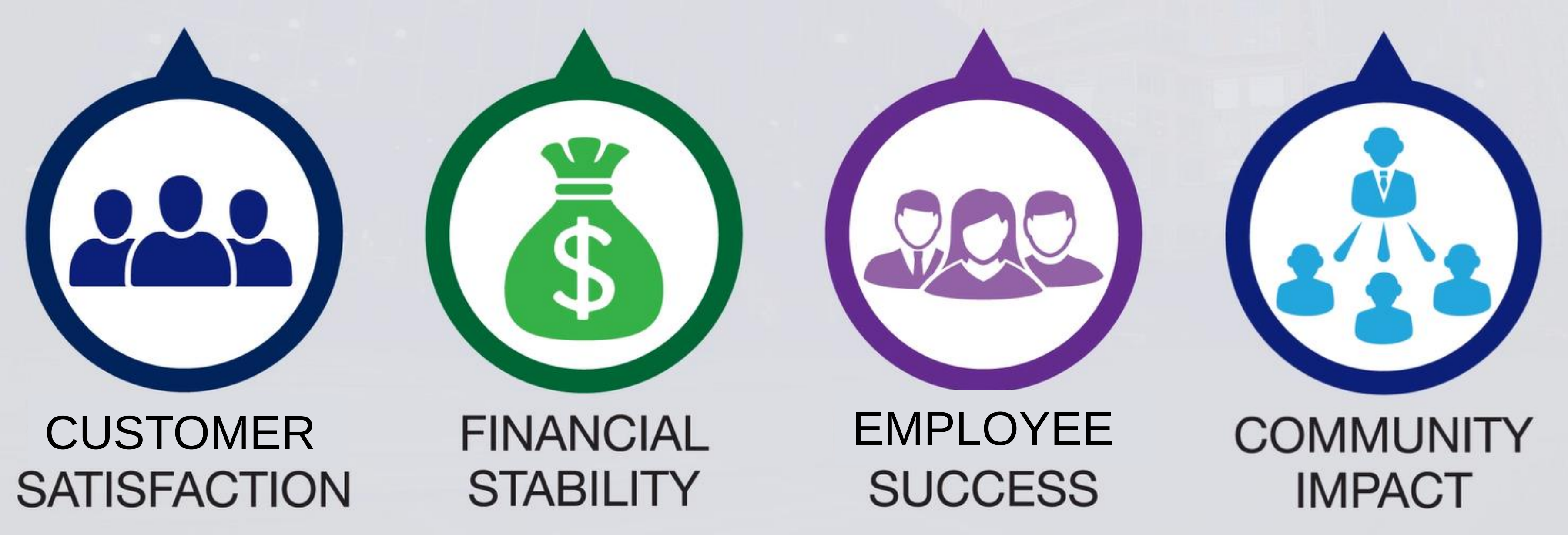
CATS TRAX FY2020 SCORECARD

STRATEGY	METRIC	FY20 GOAL	ACTUAL PERFORMANCE 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Customer Satisfaction	Overall Customer Satisfaction	96%	90.4%	90%	-	-
	Net Promoter Score	76%	74.9%	75%	-	-
	On-Time Performance	98%	99%	97%	-	-
	Ridership	8.9M	2.3M	2.2M	-	-
Financial Stability	Operating Cost/Vehicle Revenue Hour (per train)**	$338.65	$411.46	$396.82	-	-
	Customers/Revenue Hour (CATS Policy ≥90)	>90	131.8	127.4	-	-
Employee Success	Employee Engagement	80%	63%	63%	-	-
	Employee Satisfaction	85%	61%	61%	-	-
	Customer Satisfaction with CATS Employees	95%	97%	97%	-	-
	Customer Satisfaction with Call Center Interactions	87%	81%	81%	-	-
Community Impact	Economic Impact**	1.13%	1.14%	1.51	-	-
	Community Perception of Community Value	85%	82%	82%	-	-
	Access to Key Destinations	24%	23%	23%	-	-
	Jobs Created from Transit & Transit Infrastructure**	100%	21%	135%	-	-

*Pre-BLE numbers as the base, and compared the numbers
** YTD

What Is CATS Trax? (cont’d)

CATS Trax was designed to measure organizational success in 4 key areas:


CUSTOMER SATISFACTION
FINANCIAL STABILITY
EMPLOYEE SUCCESS
COMMUNITY IMPACT

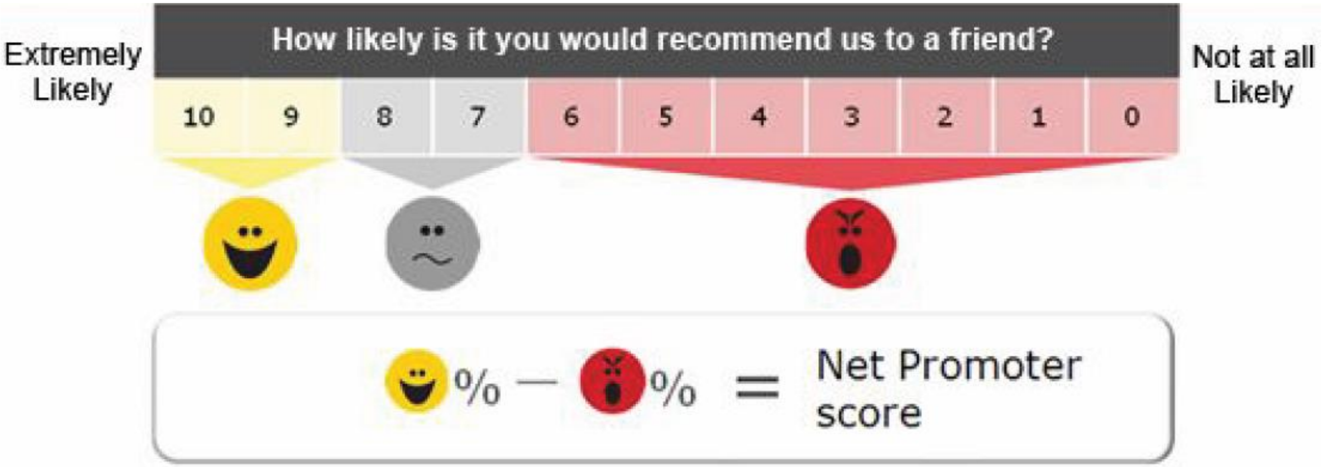
Customer Satisfaction

CUSTOMER
SATISFACTION

- Evaluated thru bi-annual on-board customer surveys for Bus and Rail, and annual telephone survey for STS
- Net Promoter Score (NPS) is also taken into consideration
- On-time performance data for each mode
- Number of customers for each mode
- Customer (return) confidence survey

Customer Satisfaction Metric: NPS

Net Promoter Score (NPS):


Extremely Likely
How likely is it you would recommend us to a friend?
Not at all Likely
10
9
8
7
6
5
4
3
2
1
0
% — % = Net Promoter score

This is a measurement of the willingness of customers to recommend a company’s product or service (i.e., % promoters - % detractors). The national average for the transit industry is 35%, while CATS scored 58% as of Q3 FY21.

Customer Satisfaction Metric: NPS (cont'd)

NPS: One Question. One Formula. One Number.

Countless Insights.

One Question

"How likely would you be to recommend riding CATS to a friend or neighbor?"

- ✓ Assesses loyalty and word of mouth favorability among customers
- ✓ Introduced in the Harvard Business Review
- ✓ Allows for performance comparisons between organizations across different business sectors

One Number

Not Very Likely To Recommend

Highly Likely To Recommend

0 - 1 - 2 - 3 - 4 - 5 - 6	7 - 8	9 - 10
DETRACTORS	PASSIVES	PROMOTERS

NPS = % PROMOTERS - % DETRACTORS

Organization	NPS
Costco	79%
Transit Agencies	35%
Airlines	23%
Car Rental Agencies	18%
Internet Service Providers	5%

Financial Stability

FINANCIAL
STABILITY

- YTD operating costs per revenue hour by mode (i.e., Bus, Rail, and STS), but does not include the Gold Line (streetcar); data from CATS Finance
- Average number of customers per revenue hour; data from CATS Planning

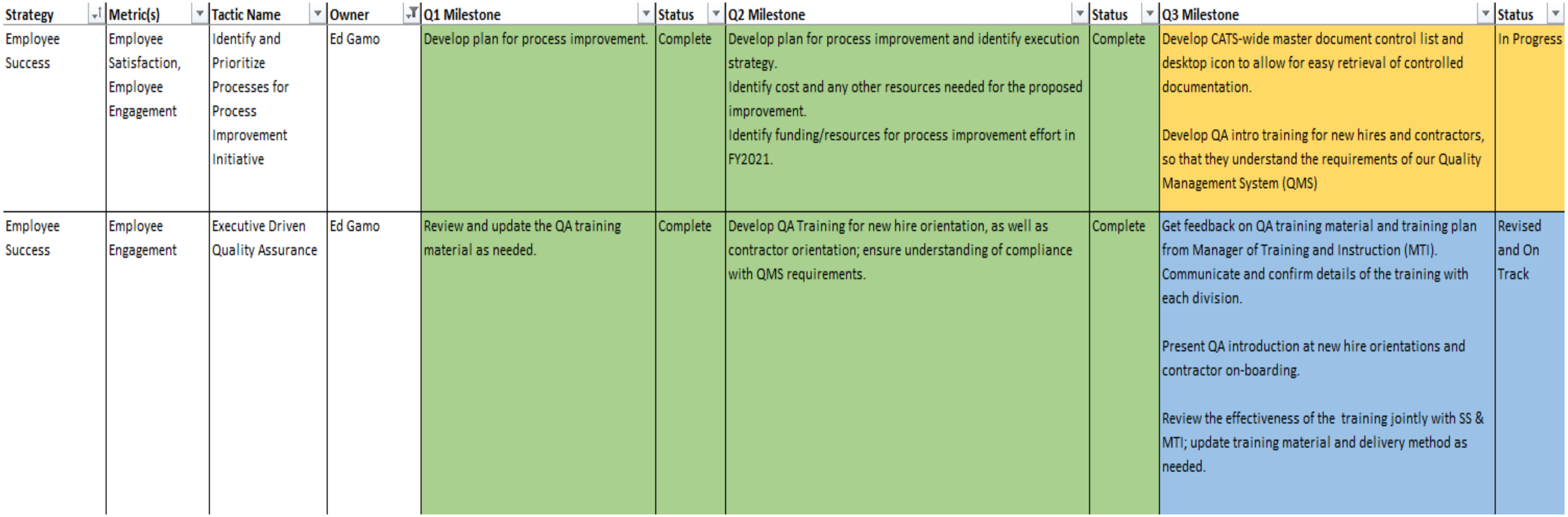
Employee Success

EMPLOYEE
SUCCESS

- Evaluated thru bi-annual on-board customer surveys for Bus and Rail, and annual telephone survey for STS
- Measure of customer satisfaction with CATS employees for each mode (i.e., Bus, Rail, and STS)
- Measure of customer satisfaction with CATS Call Center interactions for each mode
- New employee survey implemented

Employee Success (cont'd)

Tactics Dashboard:



Strategy	Metric(s)	Tactic Name	Owner	Q1 Milestone	Status	Q2 Milestone	Status	Q3 Milestone	Status
Employee Success	Employee Satisfaction, Employee Engagement	Identify and Prioritize Processes for Process Improvement Initiative	Ed Gamo	Develop plan for process improvement.	Complete	Develop plan for process improvement and identify execution strategy. Identify cost and any other resources needed for the proposed improvement. Identify funding/resources for process improvement effort in FY2021.	Complete	Develop CATS-wide master document control list and desktop icon to allow for easy retrieval of controlled documentation. Develop QA intro training for new hires and contractors, so that they understand the requirements of our Quality Management System (QMS)	In Progress
Employee Success	Employee Engagement	Executive Driven Quality Assurance	Ed Gamo	Review and update the QA training material as needed.	Complete	Develop QA Training for new hire orientation, as well as contractor orientation; ensure understanding of compliance with QMS requirements.	Complete	Get feedback on QA training material and training plan from Manager of Training and Instruction (MTI). Communicate and confirm details of the training with each division. Present QA introduction at new hire orientations and contractor on-boarding. Review the effectiveness of the training jointly with SS & MTI; update training material and delivery method as needed.	Revised and On Track

All CATS sections are responsible for developing and implementing quarterly tactics for continuous improvement.

Community Impact

COMMUNITY
IMPACT

- Economic impact (using data from City of Charlotte)
- Community perception of community value (via annual community phone survey)
- Customers with access to 15 minutes or better service
- Jobs created by transit and infrastructure (using data from internal studies and FTA reporting)

CATS Trax Overview

Customer Satisfaction

Be the national industry leader in Customer Satisfaction.

Community Impact

85% of the community believes that CATS provides value to the community.

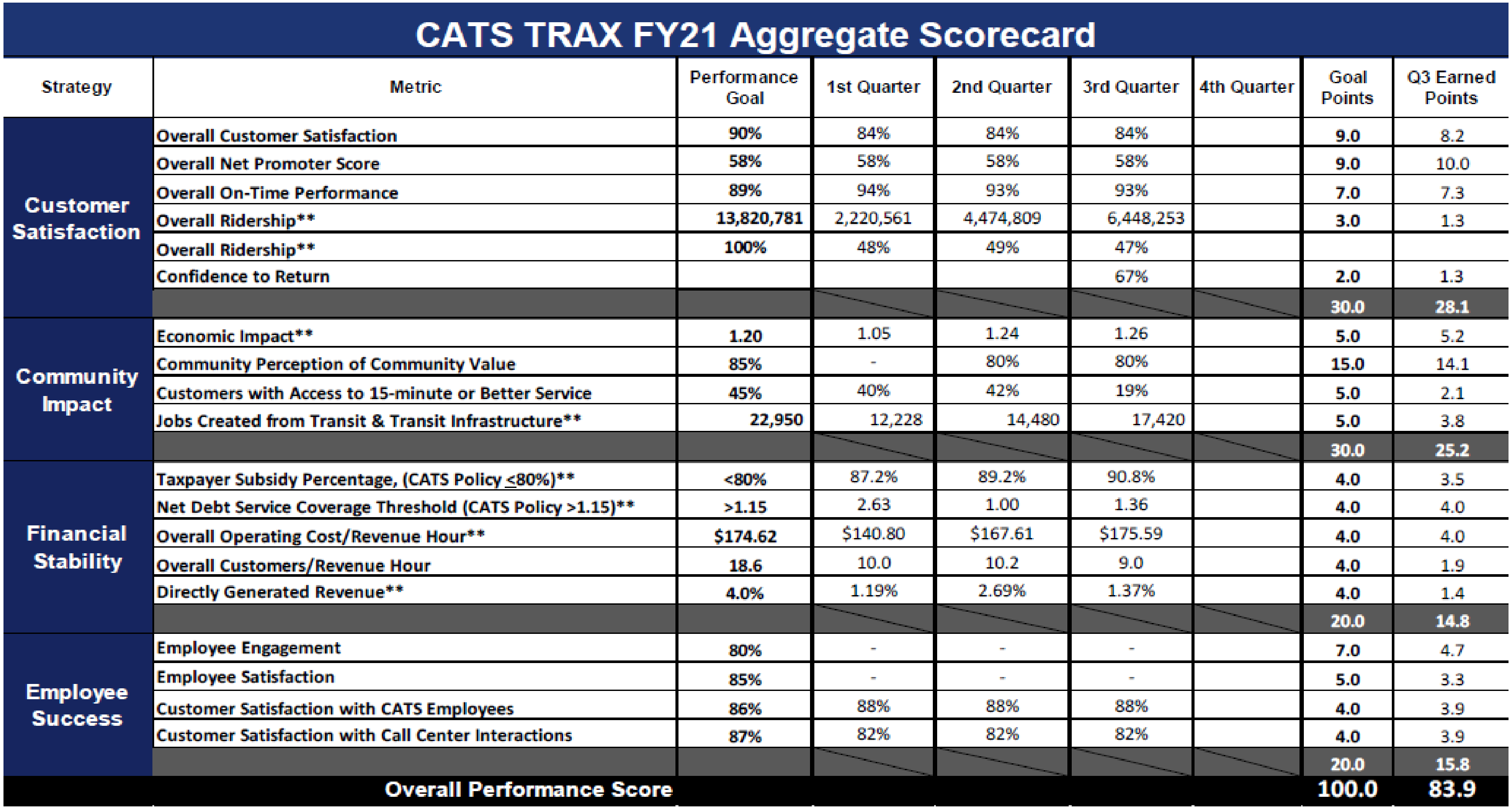
Financial Stability

Retain a portion of CARES Act funding for use in the next fiscal year(s).

Employee Success

Increase Employee Satisfaction and Engagement scores by 15% from baseline.

CATS Trax Metrics



CATS TRAX FY21 Aggregate Scorecard

Strategy	Metric	Performance Goal	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Goal Points	Q3 Earned Points
Customer Satisfaction	**Overall Customer Satisfaction**	**90%**	84%	84%	84%		**9.0**	8.2
	Overall Net Promoter Score	**58%**	58%	58%	58%		**9.0**	10.0
	Overall On-Time Performance	**89%**	94%	93%	93%		**7.0**	7.3
	Overall Ridership**	**13,820,781**	2,220,561	4,474,809	6,448,253		**3.0**	1.3
	Overall Ridership**	**100%**	48%	49%	47%			
	Confidence to Return				67%		**2.0**	1.3
							30.0	**28.1**
Community Impact	**Economic Impact****	**1.20**	1.05	1.24	1.26		**5.0**	5.2
	Community Perception of Community Value	**85%**	-	80%	80%		**15.0**	14.1
	Customers with Access to 15-minute or Better Service	**45%**	40%	42%	19%		**5.0**	2.1
	Jobs Created from Transit & Transit Infrastructure**	**22,950**	12,228	14,480	17,420		**5.0**	3.8
							30.0	**25.2**
Financial Stability	**Taxpayer Subsidy Percentage, (CATS Policy ≤80%)****	**<80%**	87.2%	89.2%	90.8%		**4.0**	3.5
	Net Debt Service Coverage Threshold (CATS Policy >1.15)**	**>1.15**	2.63	1.00	1.36		**4.0**	4.0
	Overall Operating Cost/Revenue Hour**	**$174.62**	$140.80	$167.61	$175.59		**4.0**	4.0
	Overall Customers/Revenue Hour	**18.6**	10.0	10.2	9.0		**4.0**	1.9
	Directly Generated Revenue**	**4.0%**	1.19%	2.69%	1.37%		**4.0**	1.4
							20.0	**14.8**
Employee Success	**Employee Engagement**	**80%**	-	-	-		**7.0**	4.7
	Employee Satisfaction	**85%**	-	-	-		**5.0**	3.3
	Customer Satisfaction with CATS Employees	**86%**	88%	88%	88%		**4.0**	3.9
	Customer Satisfaction with Call Center Interactions	**87%**	82%	82%	82%		**4.0**	3.9
							20.0	**15.8**
	Overall Performance Score						**100.0**	**83.9**

GOAL Benchmarking Group

- CATS is a member of the GOAL Benchmarking Group for North American Light Rail Systems
- Tracking and trending of data on innovations, finance, internal processes, and safety and environmental
- Quarterly meetings to compare results, and discuss best practices

GOAL CATS Safety Highlights (2019)

- CATS has trended towards a decline in staff injuries per million hours of work (10 events)
- CATS staff accidents (incidents) per million hours of work, although relatively low, experienced the greatest impact in terms of lost time per incident (almost 800 hours lost).
- CATS consistently ranks among the lowest in passenger injuries per million passenger boardings.

General Questions, Comments & Concerns

APPENDIX

Customer Satisfaction Program Overview

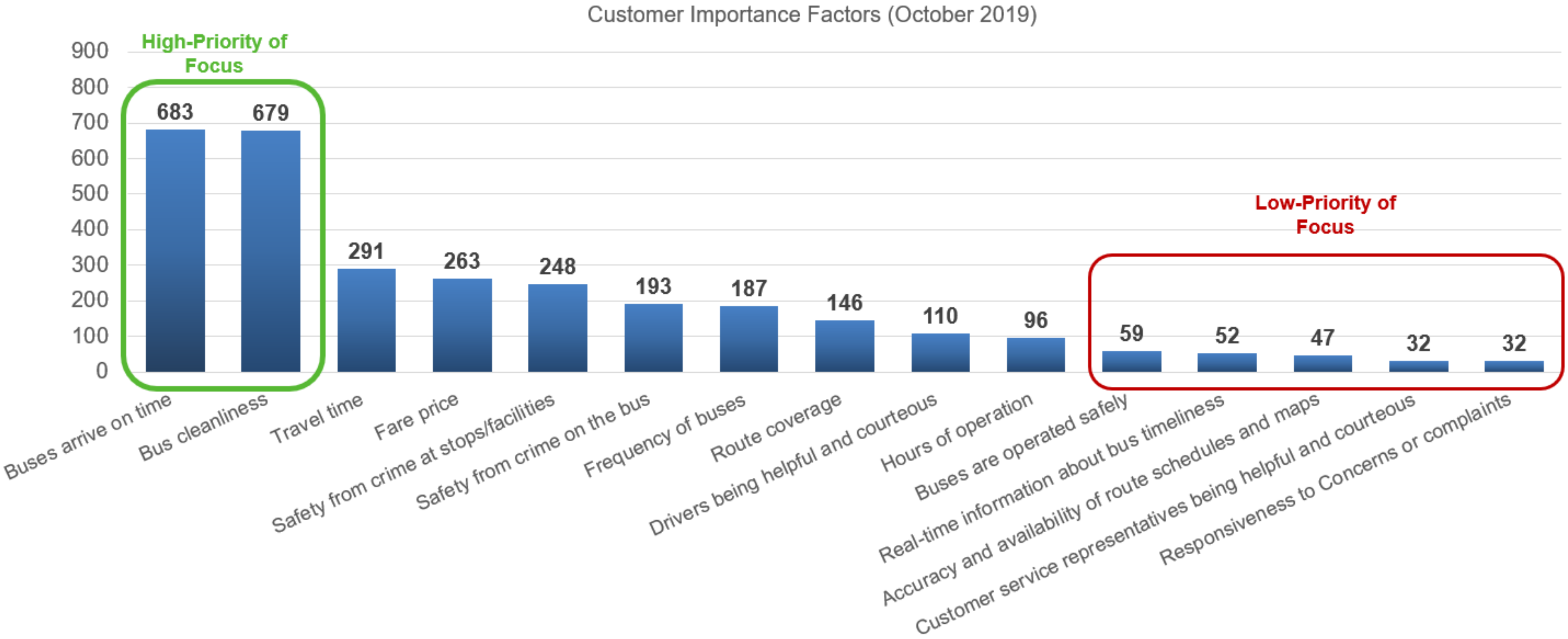
- Statistically valid survey conducted onboard fixed route buses and LYNX light rail 1-2 times per year
  - Paratransit survey conducted once per year by phone

- Customers rank the elements of service that are most important for CATS to focus on

- Covid-19 has impacted customer satisfaction focus

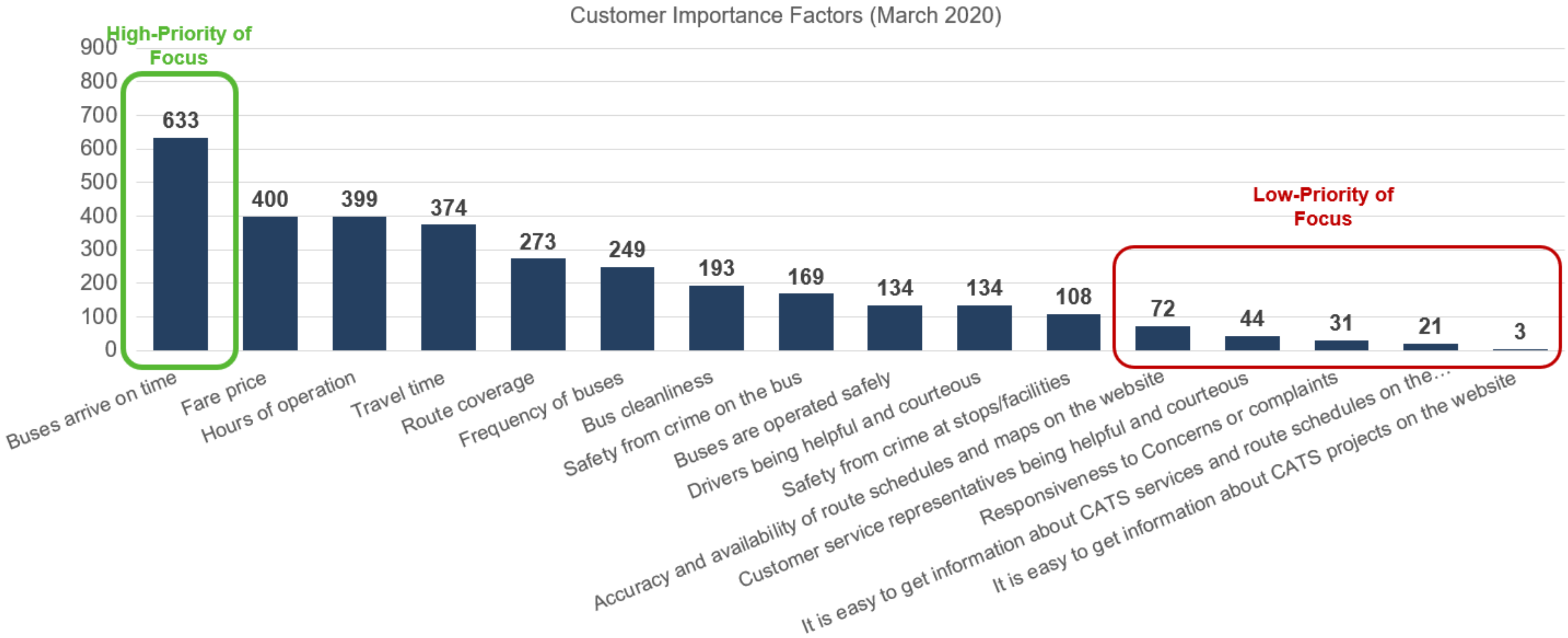
Fixed Route Importance Factors – Oct 2019

On-Time Performance and Bus Cleanliness are over 2x as important to customers as the next rated items.



Fixed Route Importance Factors – March 2020

As a result of sustained focus and improvements, Bus Cleanliness dropped 5 spots in importance.

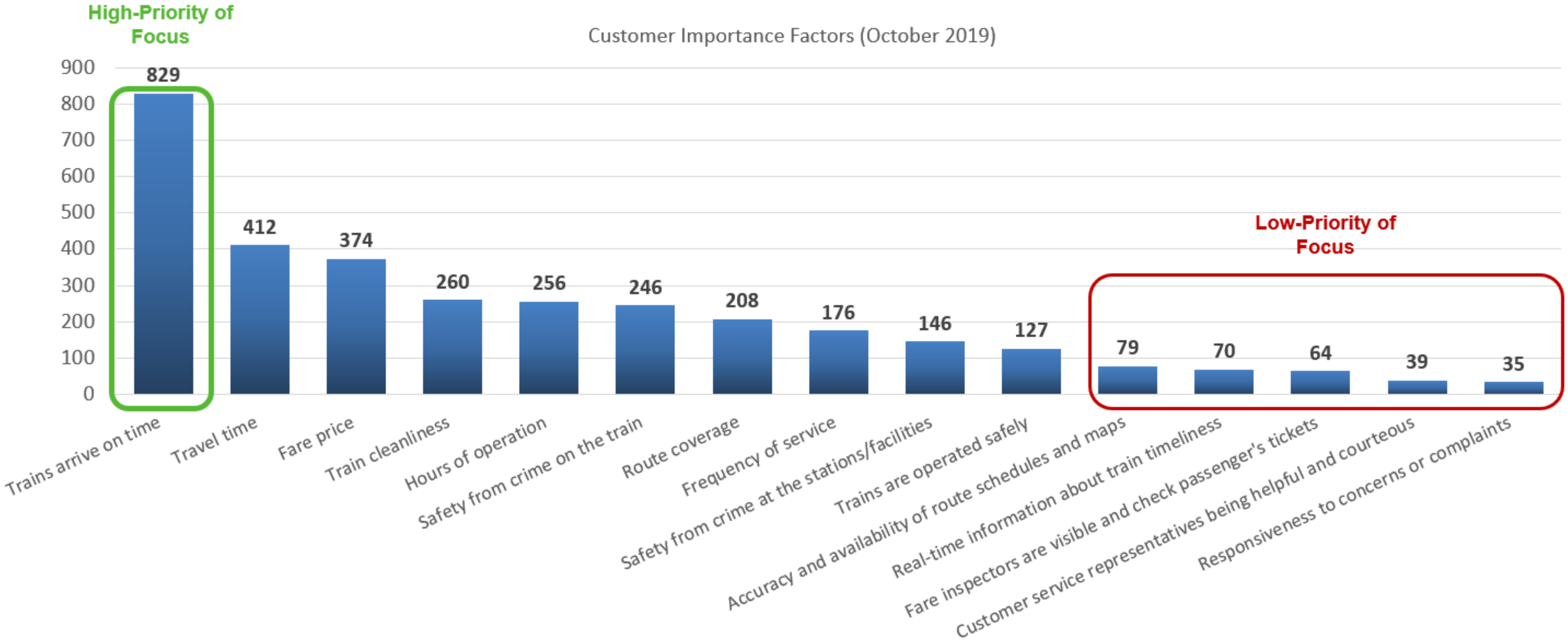

Customer Importance Factors (March 2020)

High-Priority of Focus

Low-Priority of Focus

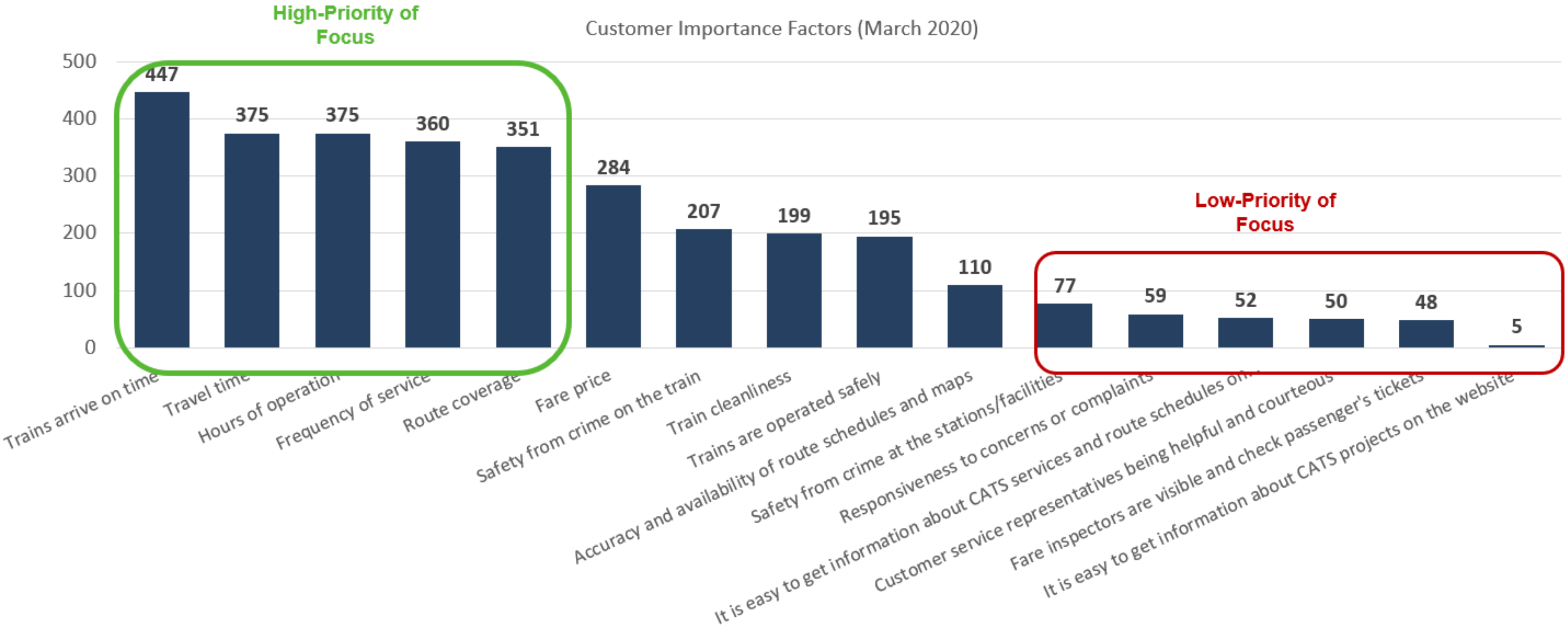
LYNX Importance Factors – Oct 2019

On-Time Performance is 2x as important to customers as the next rated items.



LYNX Importance Factors – March 2020

Most recently, service-related elements related to actual timeliness, reliability, and coverage are most important to customers.



High-Priority of Focus
Customer Importance Factors (March 2020)
Low-Priority of Focus
500
400
300
200
100
0
447
375
375
360
351
284
207
199
195
110
77
59
52
50
48
5
Trains arrive on time
Travel time
Hours of operation
Frequency of service
Route coverage
Fare price
Safety from crime on the train
Train cleanliness
Trains are operated safely
Accuracy and availability of route schedules and maps
Safety from crime at the stations/facilities
Responsiveness to concerns or complaints
It is easy to get information about CATS services and route schedules o
Customer service representatives being helpful and courteous
Fare inspectors are visible and check passenger's tickets
It is easy to get information about CATS projects on the website