

PUBLIC WORKS AND TRANSPORTATION COMMITTEE MEETING MINUTES
November 7, 2016

The Public Works and Transportation Committee of the Broome County Legislature met on Monday, November 7, 2016 in the Legislative Conference Room, Sixth Floor, Edwin L. Crawford County Office Building, Binghamton, New York.

Members Present: M. Pasquale (Chair), S. Baker, G. Baldwin, K. Bernhardsen, M. Kaminsky

Members Absent: None

Others Present: R. Heebner, A. Martin, C. Dziedzic, R. O'Donnell, Legislature; J. Bernardo, County Exec's Office; M. Kalka, J. Knebel, OMB; D. Hickling, M. Heefner, Aviation; D. Schofield, L Boulton; DPW; G. Kilmer, Transit

The Public Works and Transportation Committee meeting was called to order by the Chairman at 4:15 PM. Mr. Baker made a motion to move the agenda, seconded by Mr. Baldwin.

The Committee took the following action with regard to the matters before it:

#34 [RESOLUTION AUTHORIZING AN AGREEMENT WITH C&S ENGINEERS, INC., FOR PROFESSIONAL ENGINEERING SERVICES FOR THE DEPARTMENT OF PUBLIC WORKS FOR 2017-2019](#)

Carried. Ayes-5, Nays-0

#35 [RESOLUTION AUTHORIZING AN AGREEMENT WITH DELTA ENGINEERS, PC FOR PROFESSIONAL ENGINEERING SERVICES FOR THE DEPARTMENT OF PUBLIC WORKS FOR 2017-2019](#)

Carried. Ayes-5, Nays-0

#36 [RESOLUTION AUTHORIZING AN AGREEMENT WITH SHUMAKER CONSULTING ENGINEERING & LAND SURVEYING FOR PROFESSIONAL ENGINEERING SERVICES FOR THE DEPARTMENT OF PUBLIC WORKS FOR 2017-2019](#)

Carried. Ayes-5, Nays-0

#37 [RESOLUTION AUTHORIZING AN AGREEMENT WITH HULBERT ENGINEERING & LAND SURVEYING FOR PROFESSIONAL ENGINEERING SERVICES FOR THE DEPARTMENT OF PUBLIC WORKS FOR 2017-2019](#)

Carried. Ayes-5, Nays-0

#38 [RESOLUTION AUTHORIZING AN INCREASE OF PETTY CASH FUNDS FOR THE DEPARTMENT OF PUBLIC TRANSPORTATION](#)

Mr. Kilmer stated that due to the Transit Petty Cash account amount being \$500, any change requires Legislative approval.

Carried. Ayes-5, Nays-0

#39 [RESOLUTION AUTHORIZING AN AGREEMENT WITH MCFARLAND JOHNSON, INC. FOR PROFESSIONAL ENGINEERING SERVICES FOR THE DEPARTMENT OF AVIATION FOR 2017-2018](#)

Carried. Ayes-5, Nays-0

#42 RESOLUTION AMENDING RESOLUTION 2015-529 AUTHORIZING THE AGREEMENT WITH TRANSPRO CONSULTING, LLC FOR PROFESSIONAL SERVICES FOR THE DEPARTMENT OF PUBLIC TRANSPORTATION FOR 2015-2016

Carried. Ayes-5, Nays-0

#59 RESOLUTION AMENDING THE 2014 CAPITAL IMPROVEMENT PROGRAM FARMERS MARKET CONSTRUCTION PROJECT AND AUTHORIZING PAYMENT FROM THE MARKETING AND ECONOMIC DEVELOPMENT ALLOCATION OF THE OCCUPANCY TAX

Mr. Knebel stated that this Resolution will be amended in the Finance Committee. Seeing that the County has already issued the debt for this project, the County still has to bond for the full \$1,982,340. Therefore, the Bond amount under the To section of the Resolution will be amended to reflect the full bond amount.

No action taken.

#62 RESOLUTION AUTHORIZING AMENDMENT TO THE AGREEMENT WITH THE AGENCY (BROOME COUNTY INDUSTRIAL DEVELOPMENT AGENCY) FOR THE LEASE OF HANGAR I AT THE BROOME COUNTY AIRPORT FOR 2014-2019

Carried. Ayes-5, Nays-0

Following the Resolutions, Mr. Baker made a motion, seconded by Mr. Baldwin to approve a reduction in Landfill tipping fees from \$60 a ton to \$45 a ton for Gorick Construction who will tear down an old EJ Building located at the corner of Maple Street and N. Page Avenue in West Endicott. The project totals roughly 2,000 tons of debris and should generate roughly \$90,000 in revenue to the County.

Carried. Ayes-5, Nays-0

Mr. Kilmer presented to the Committee on the second BC Transit Customer Satisfaction Survey (presentation attached).

There being no further business to come before the Committee at this time, a motion to adjourn was made by Mr. Baker, seconded by Mrs. Kaminsky. The meeting adjourned at 4:46 PM.

**Broome County
Transit
Customer Survey
Sept - Oct 2016**



Methodology

- This report contains the results of the Broome County Customer Satisfaction Survey, which was conducted September 27 – October 4, 2016.
- 511 surveys were completed by customers on board BC Transit buses.
- Surveys were administered during all service periods throughout the day on weekdays, Saturday and Sunday in quantities proportional to each route's total ridership.
- Riders were offered a one day pass as an incentive for completing the survey.

Surveys Completed by Route

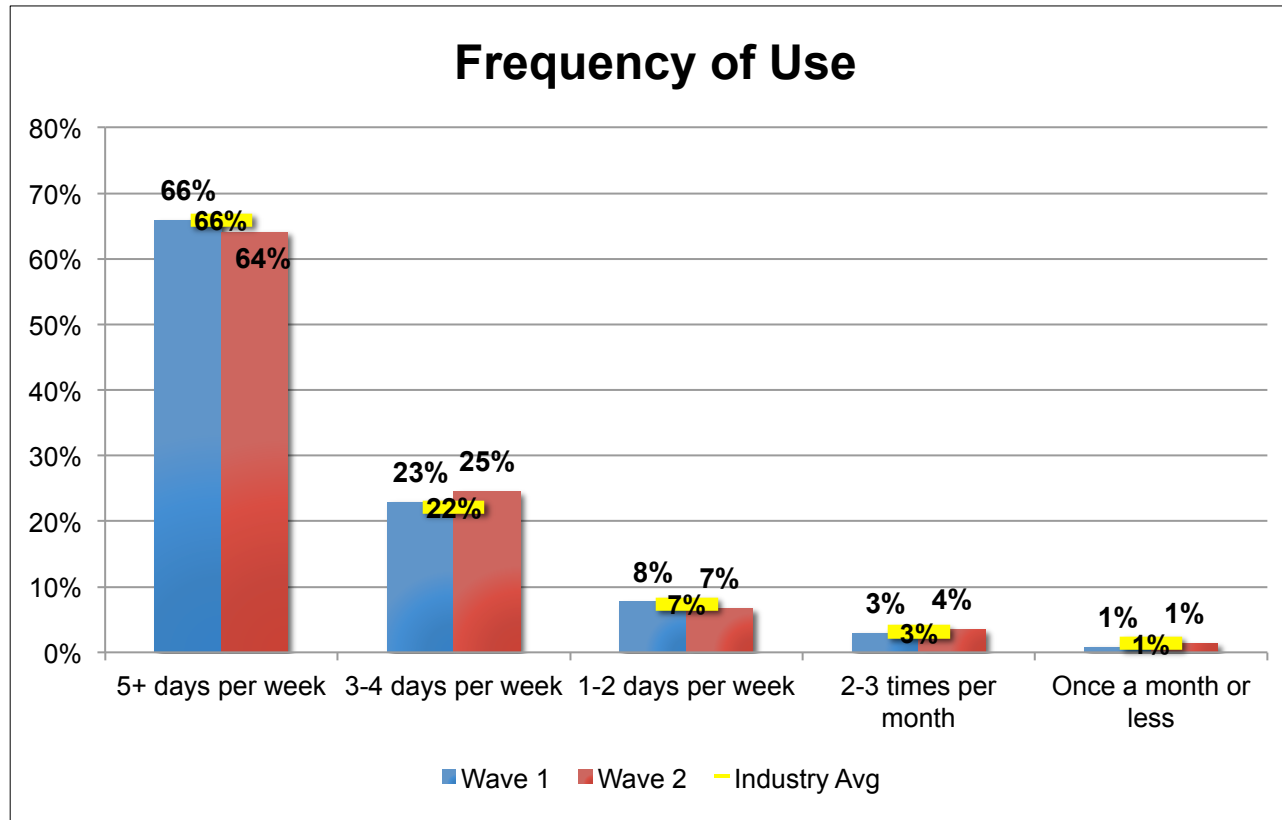
Route	Total Surveys	Route	Total Surveys
3	7	17	14
5	43	28	36
7	32	35	124
8	46	40	20
9	21	47	29
12	39	51	4
15	62	53	4
16	2	57	28

Customer Characteristics



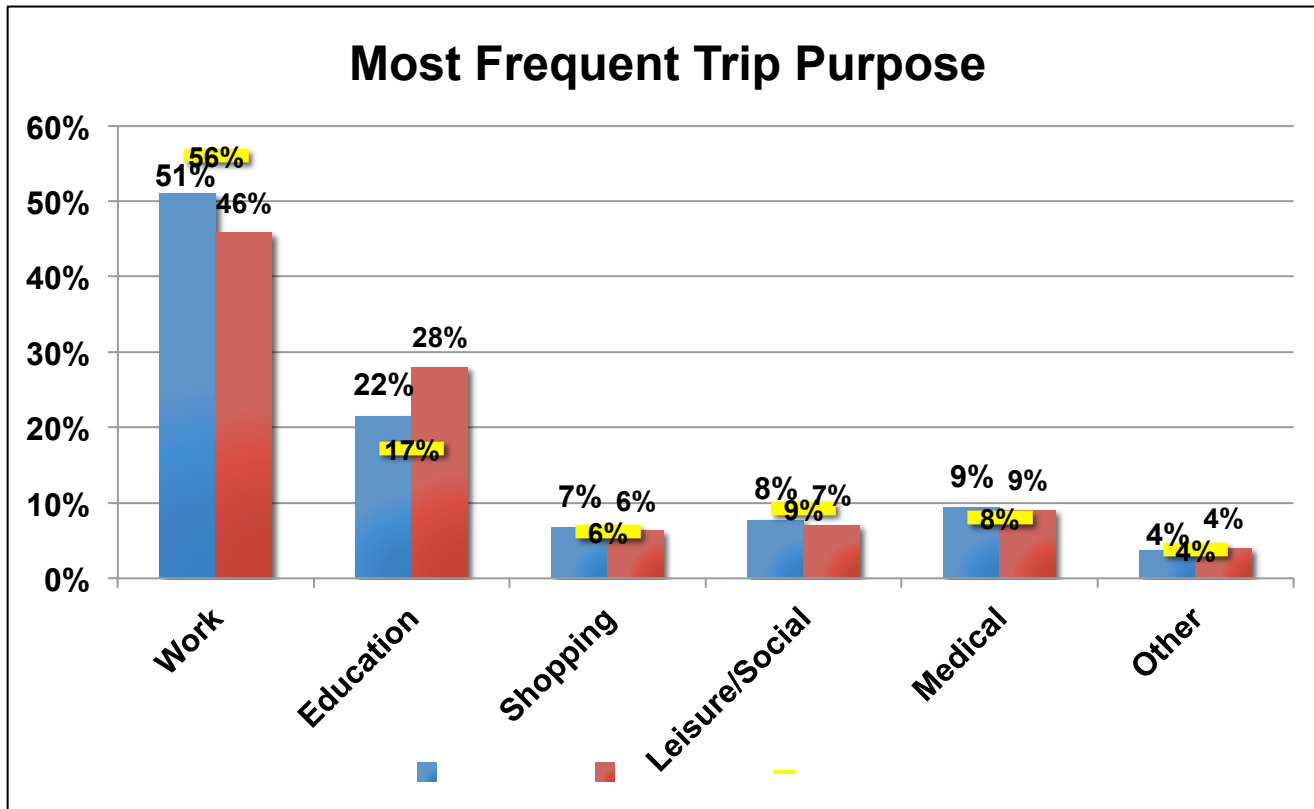
Frequency of BC Transit Use

- Nearly 90% of customers utilize BC Transit service three or more days per week



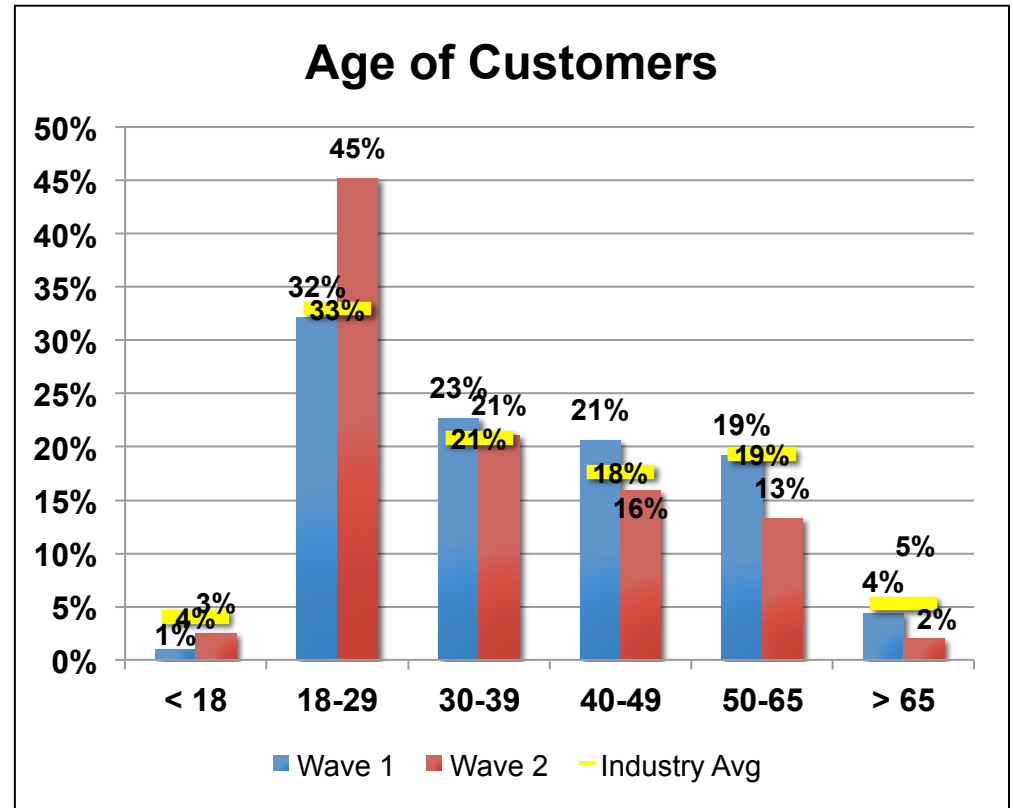
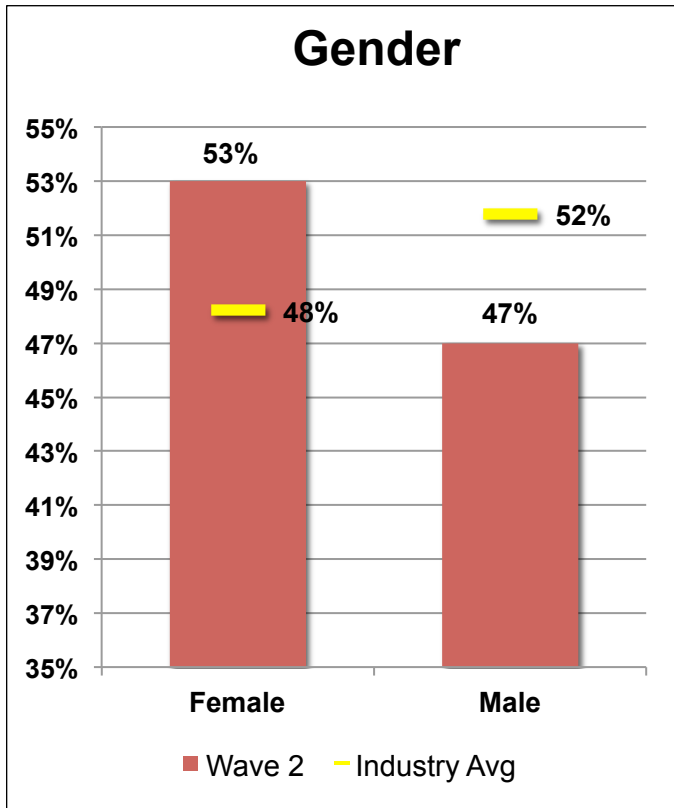
Purpose of BC Transit Use

- In Wave 2, approximately 25% more customers stated they utilize BC Transit service primarily for travel to/from school over Wave 1.



Demographic Profile of Customers

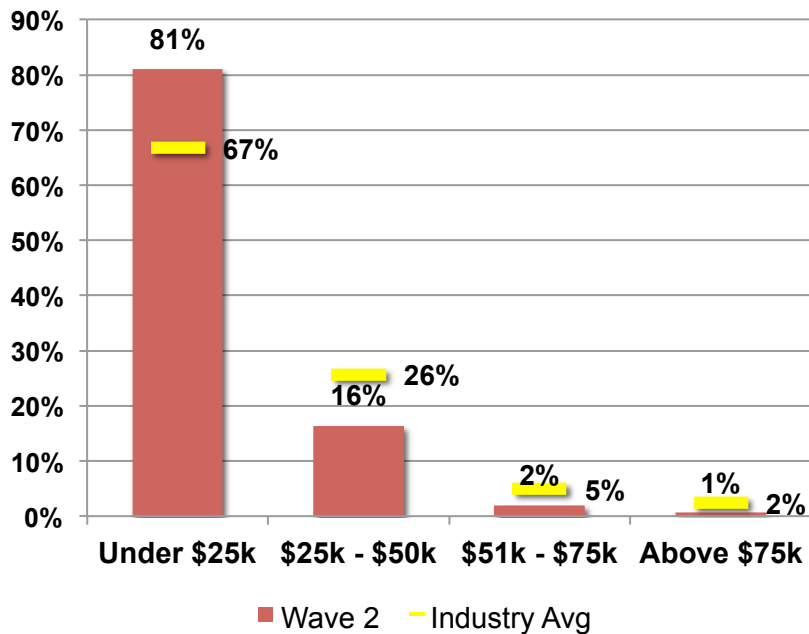
- BC Transit has nearly 10% more female customers than male customers
- In both Waves, the majority of BC Transit customers are between 18 and 29



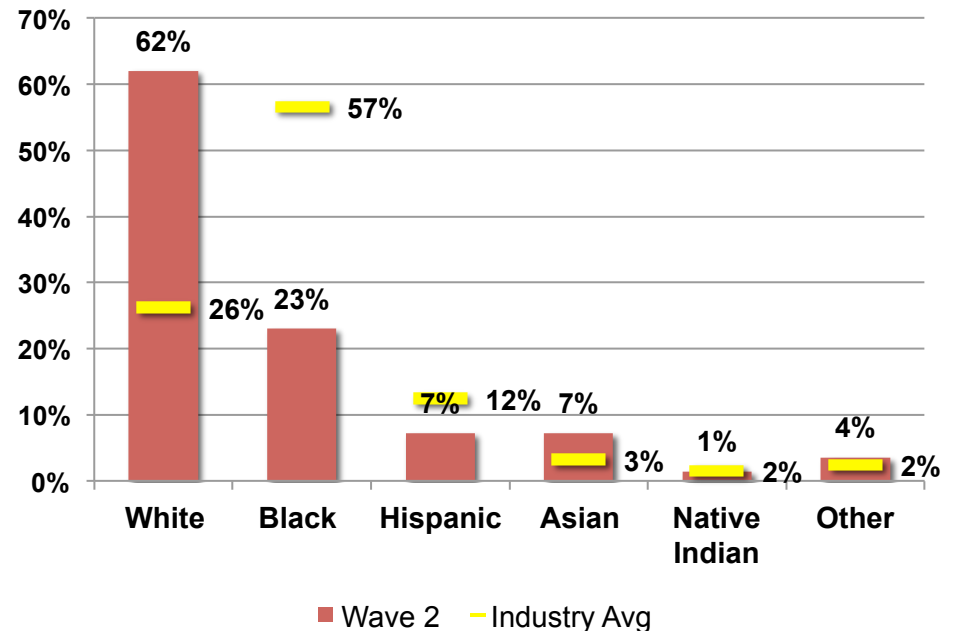
Demographic Profile of Customers

- 81% of BC Transit customers have an annual income of \$25,000 or less
- More than 60% of BC Transit customers are White

Income

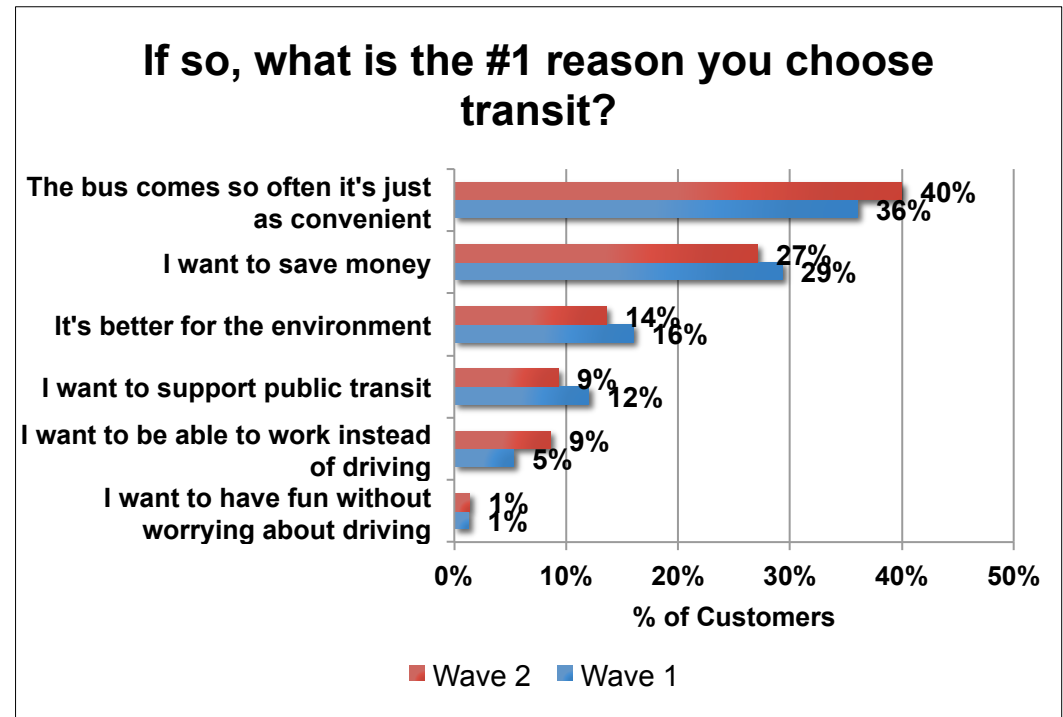
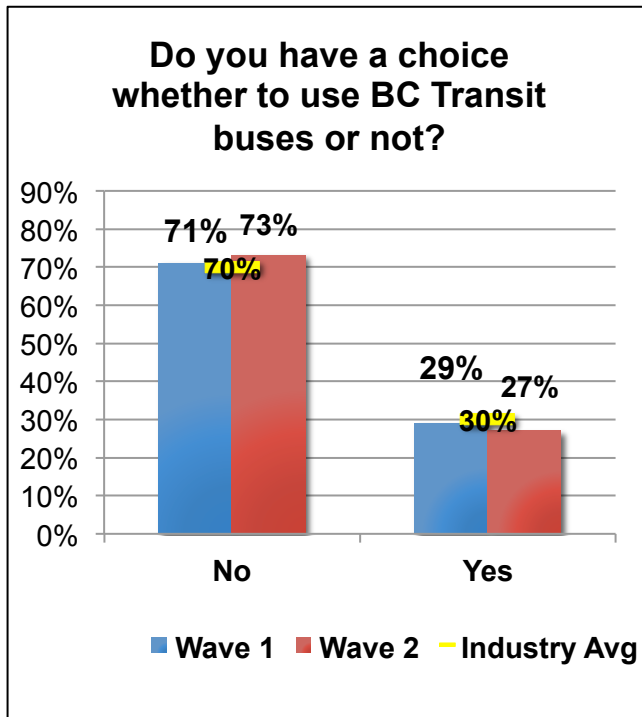


Race



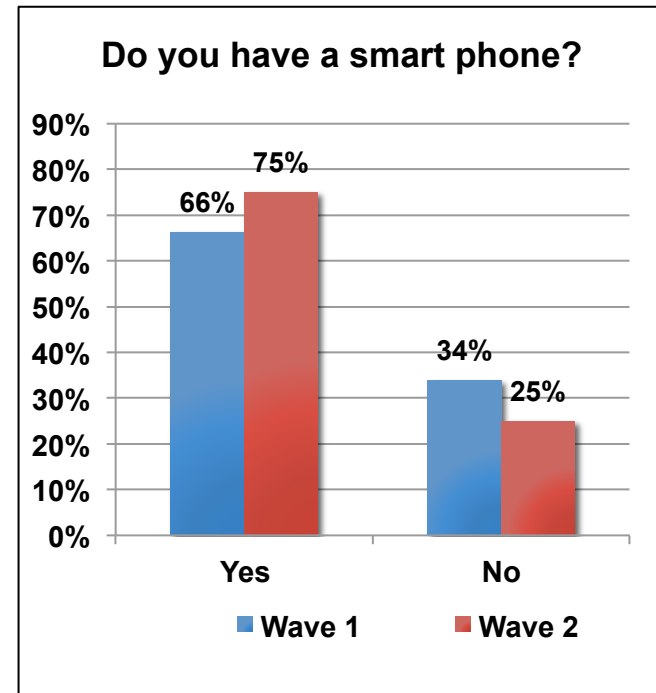
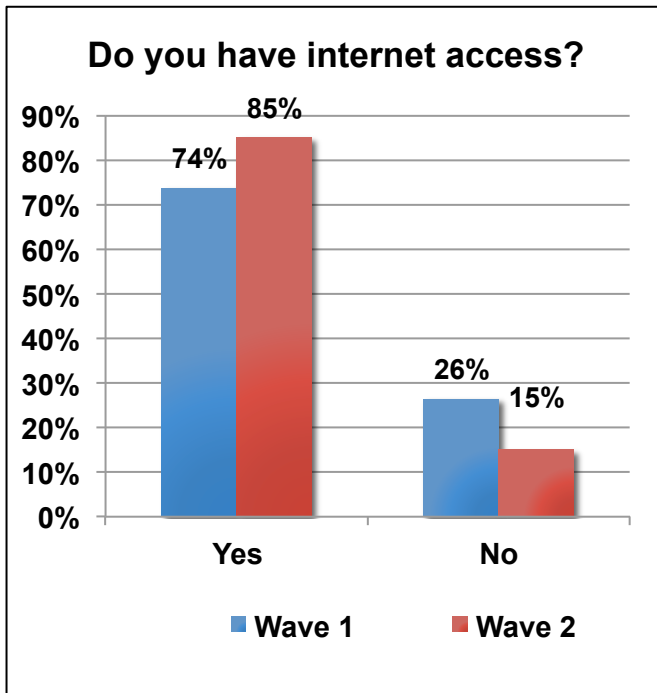
Transit Dependence

- Almost 30% of BC Transit customers are discretionary riders
- Among discretionary riders, convenience and economics are the most frequently cited reason for using BC Transit service



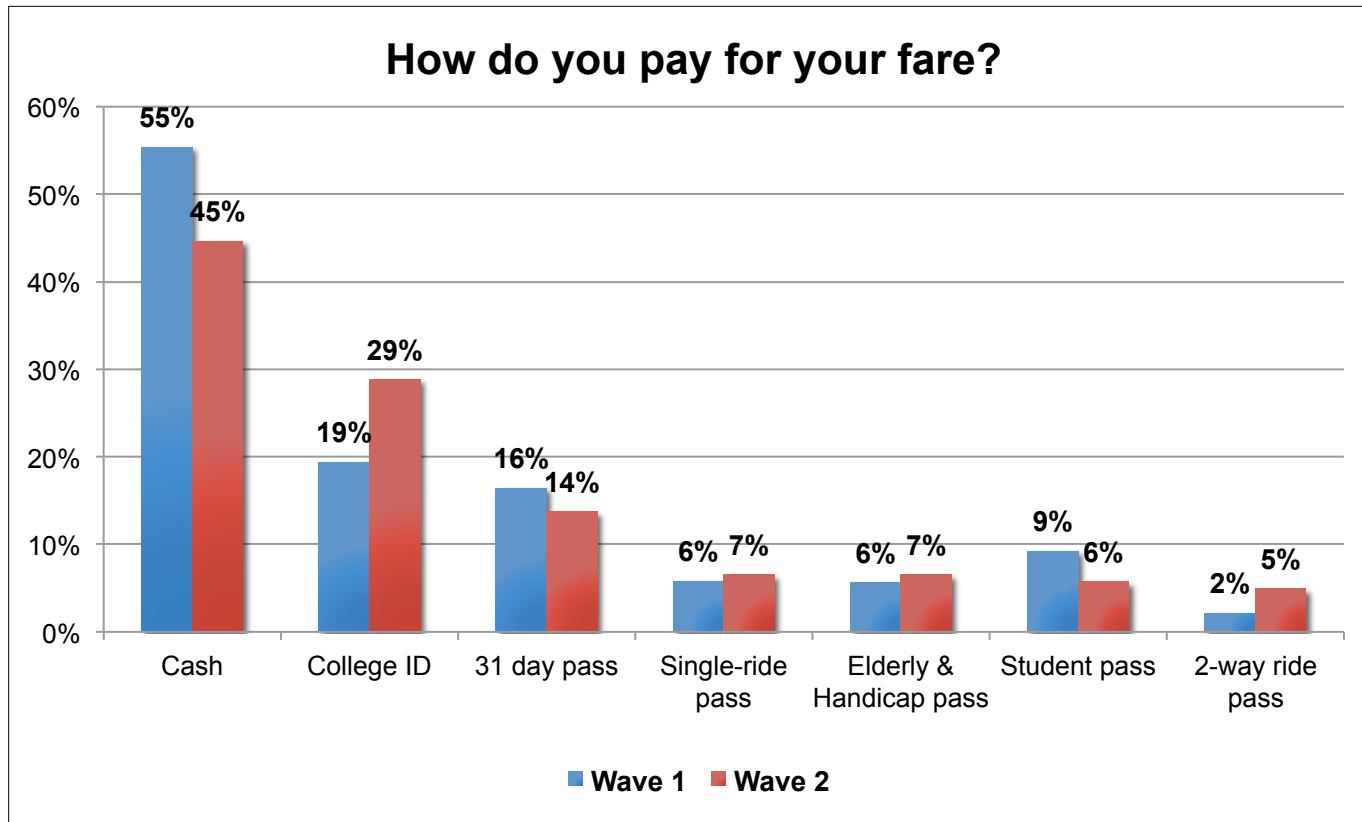
BC Transit Customer Access to Technology

- In Wave 2 15% more customers reported having internet access than in Wave 1 and 13% more reported having a smart phone



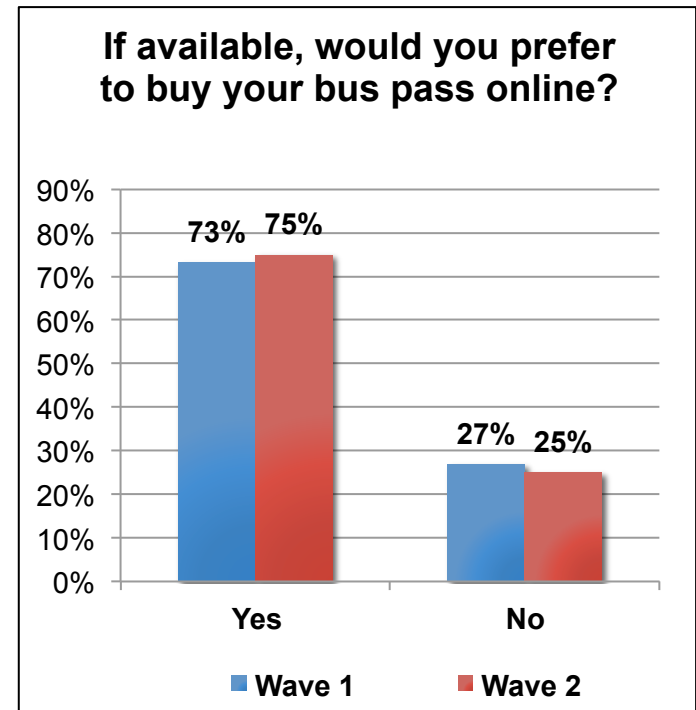
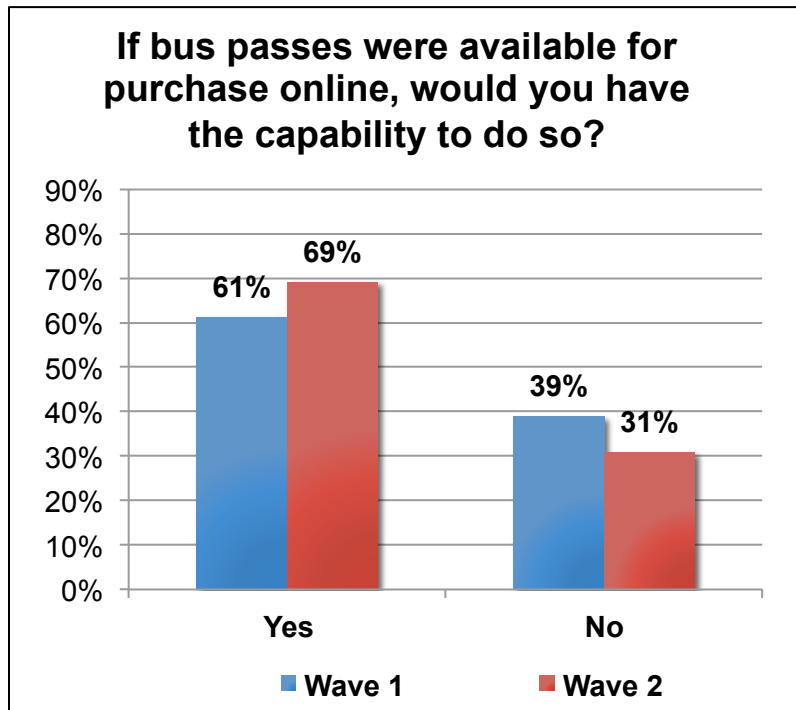
Utilization of BC Transit Passes

- Approximately half of BC Transit customers utilize cash passes



Online Passes

- 13% more customers in Wave 2 stated they would be able to purchase passes online
- Approximately 75% of customers would prefer to purchase passes online if available



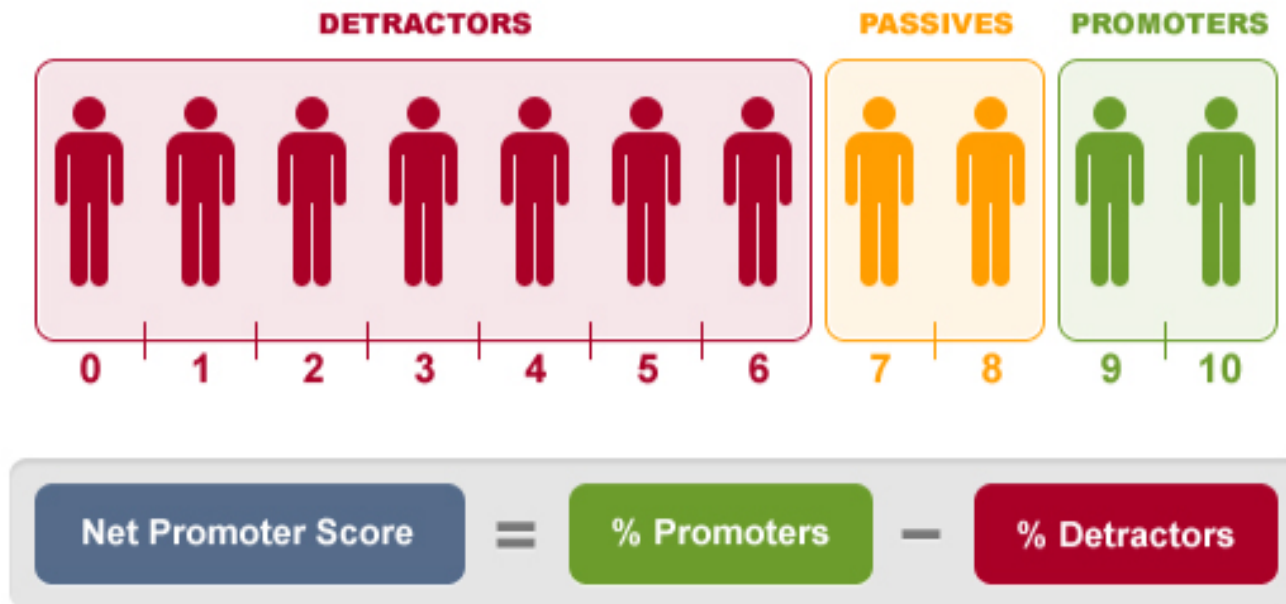
Net Promoter Score



Net Promoter Score

NPS poses the ultimate question:

All things considered, how likely would you be to recommend riding a BC Transit bus to a friend or neighbor?



Net Promoter Score

The Metric

- 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

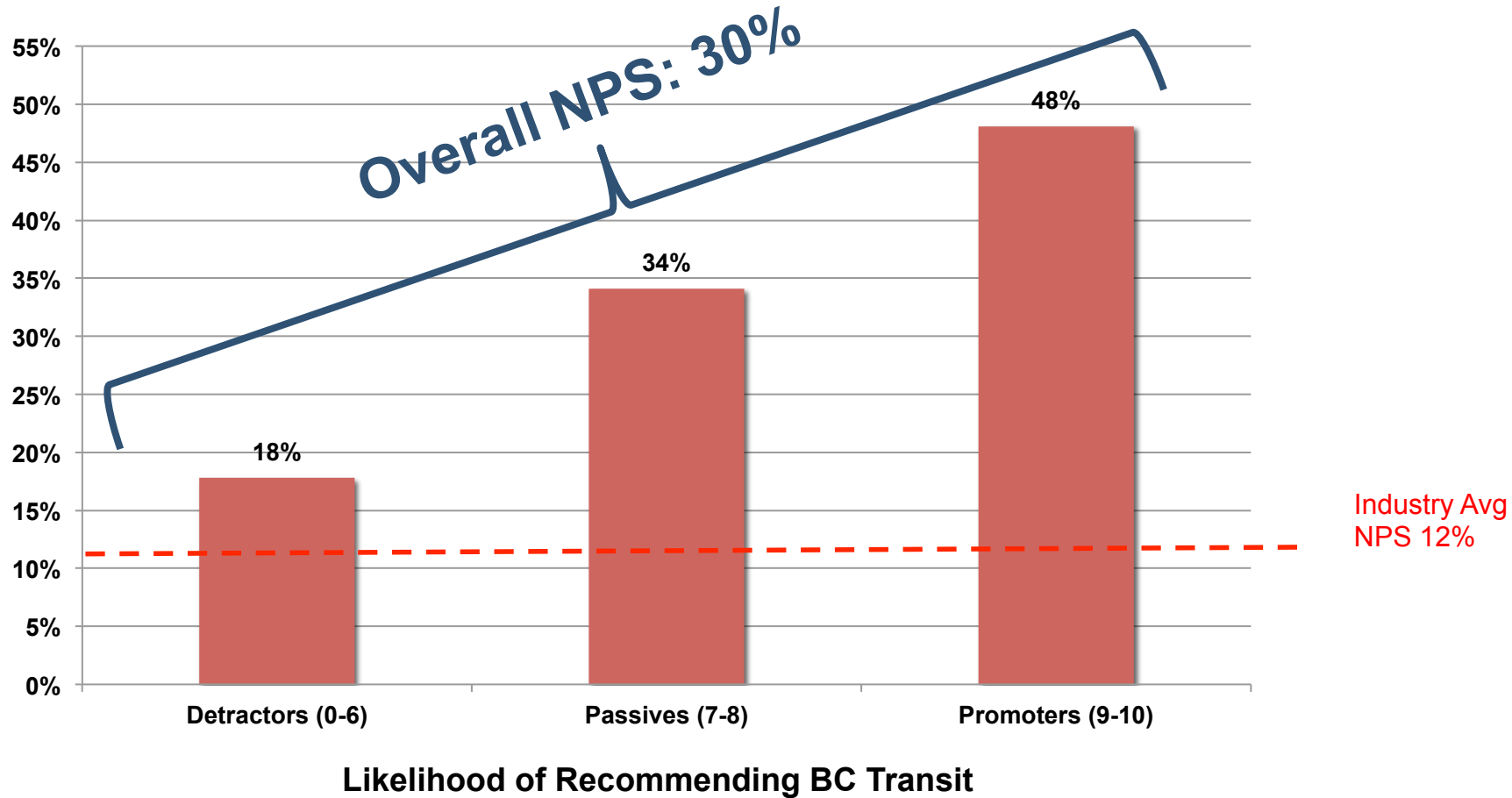
How it Works

- “All things considered, how likely would you be to recommend riding a BC Transit bus to a friend or neighbor?”
 - ✧9-10: Promoters
 - ✧7-8: Passives
 - ✧0-6: Detractors
- $NPS = Promoters - Detractors$

Sample NPS Scores

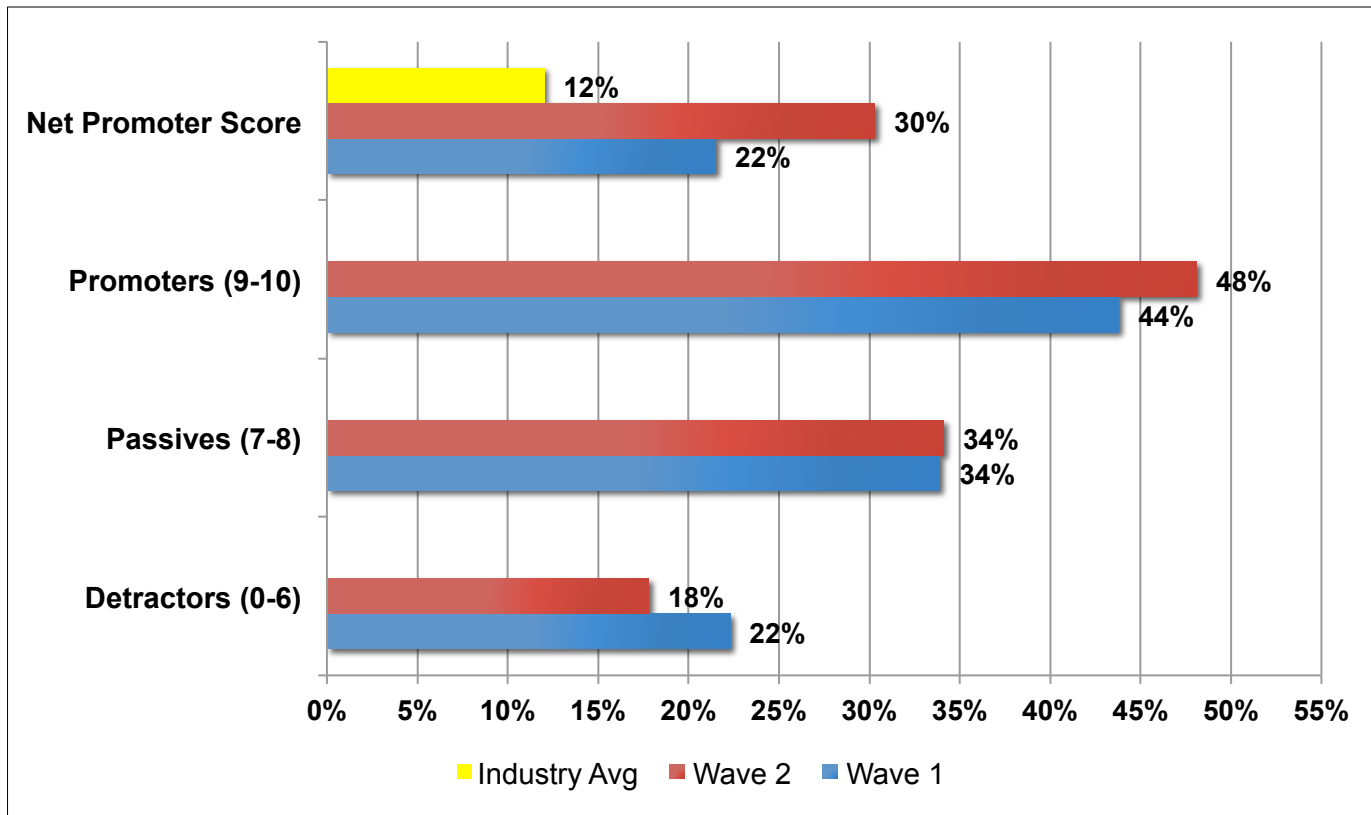
Entity	NPS
Apple Inc.	70%
Airlines	23%
Car Rental Agencies	18%
Internet Service Providers	5%

Overall Net Promoter Score

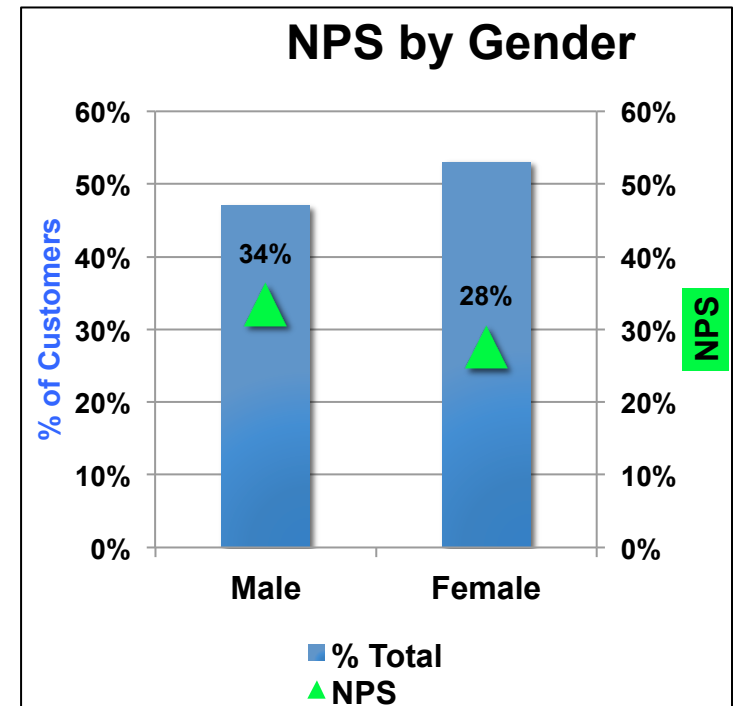
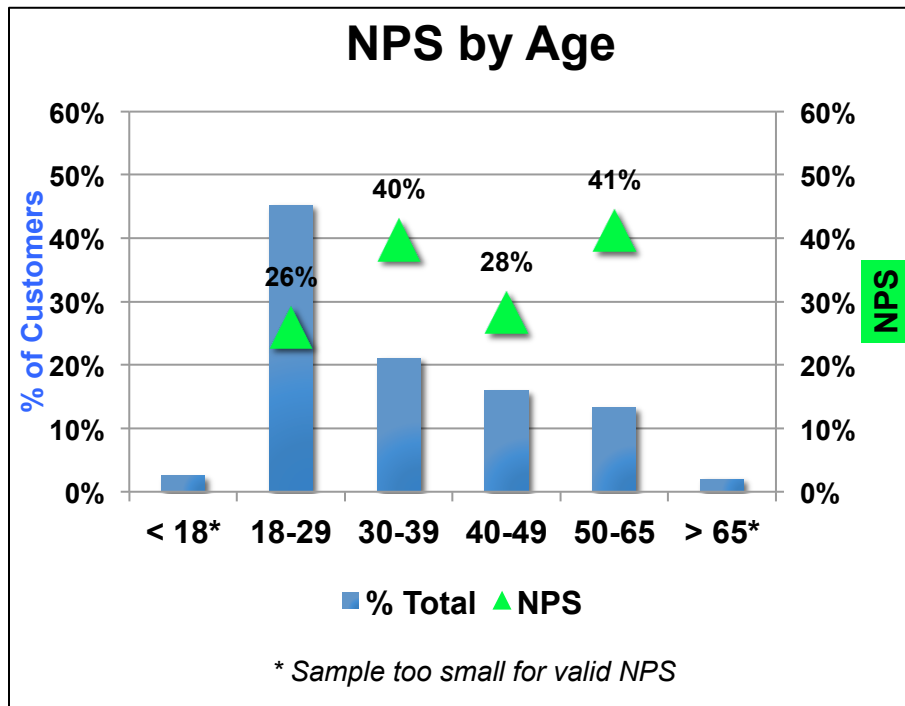


NPS Comparison by Wave

- The increase in NPS in Wave 2 was due to the increase in Passives as well as the decrease in Detractors

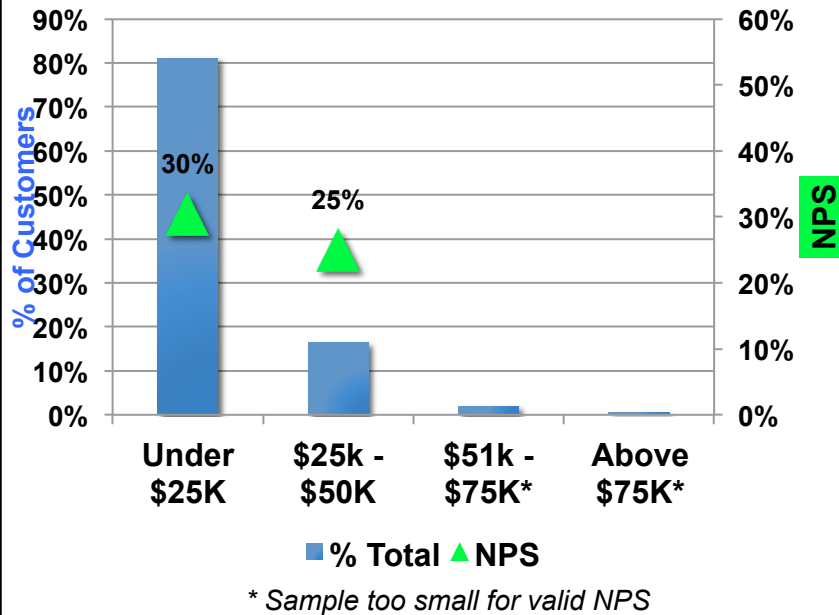


NPS by Customer Characteristics

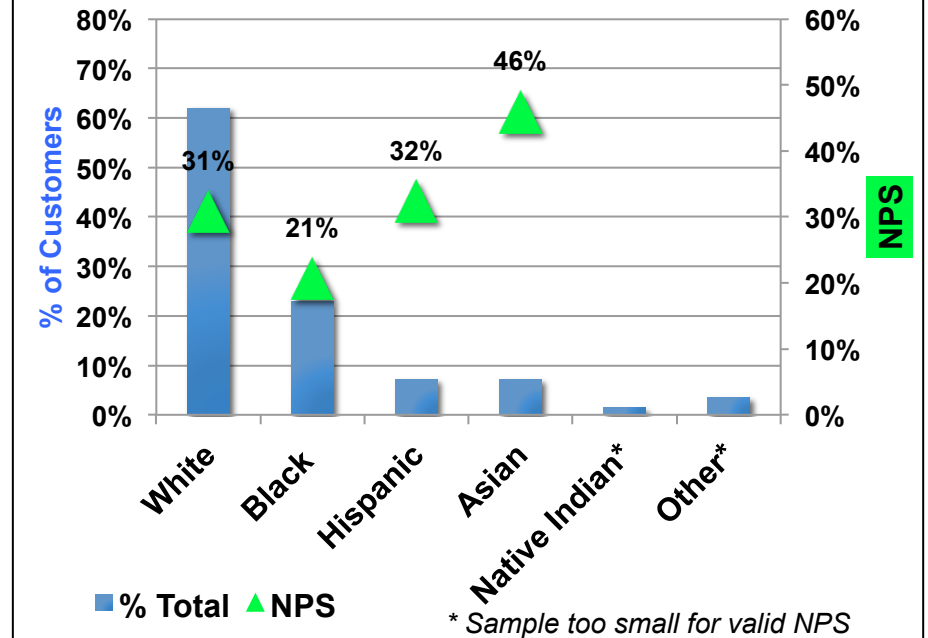


NPS by Customer Characteristics

NPS by Income



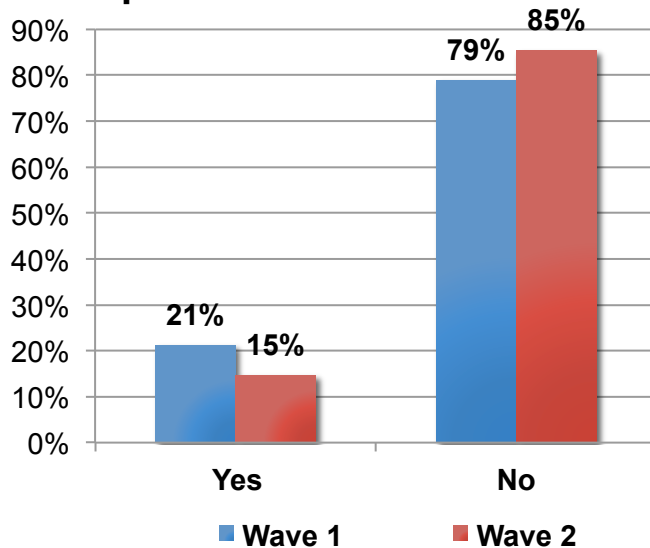
NPS by Race



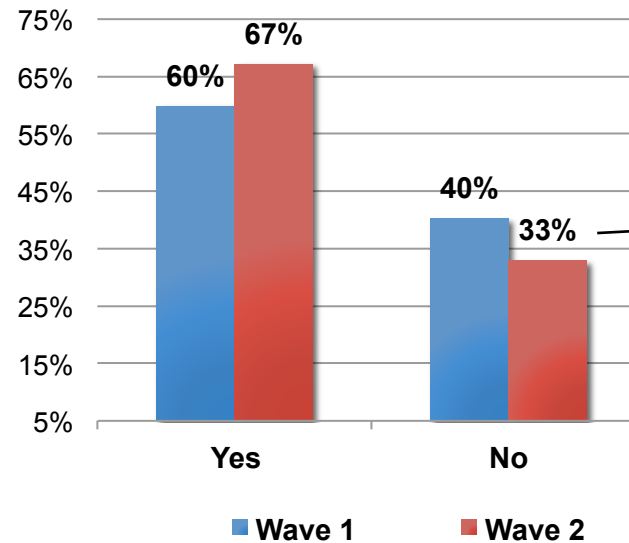
Contacting Customer Service

- The number of customers who have contacted BC Transit customer service in the past 3 months decreased from Wave 1 to Wave 2
- Of those customers who contacted BC Transit, 10% more felt their issue was resolved in Wave 2 than in Wave 1

Have you contacted BC Transit with a question, concern or complaint in the last 3 months?



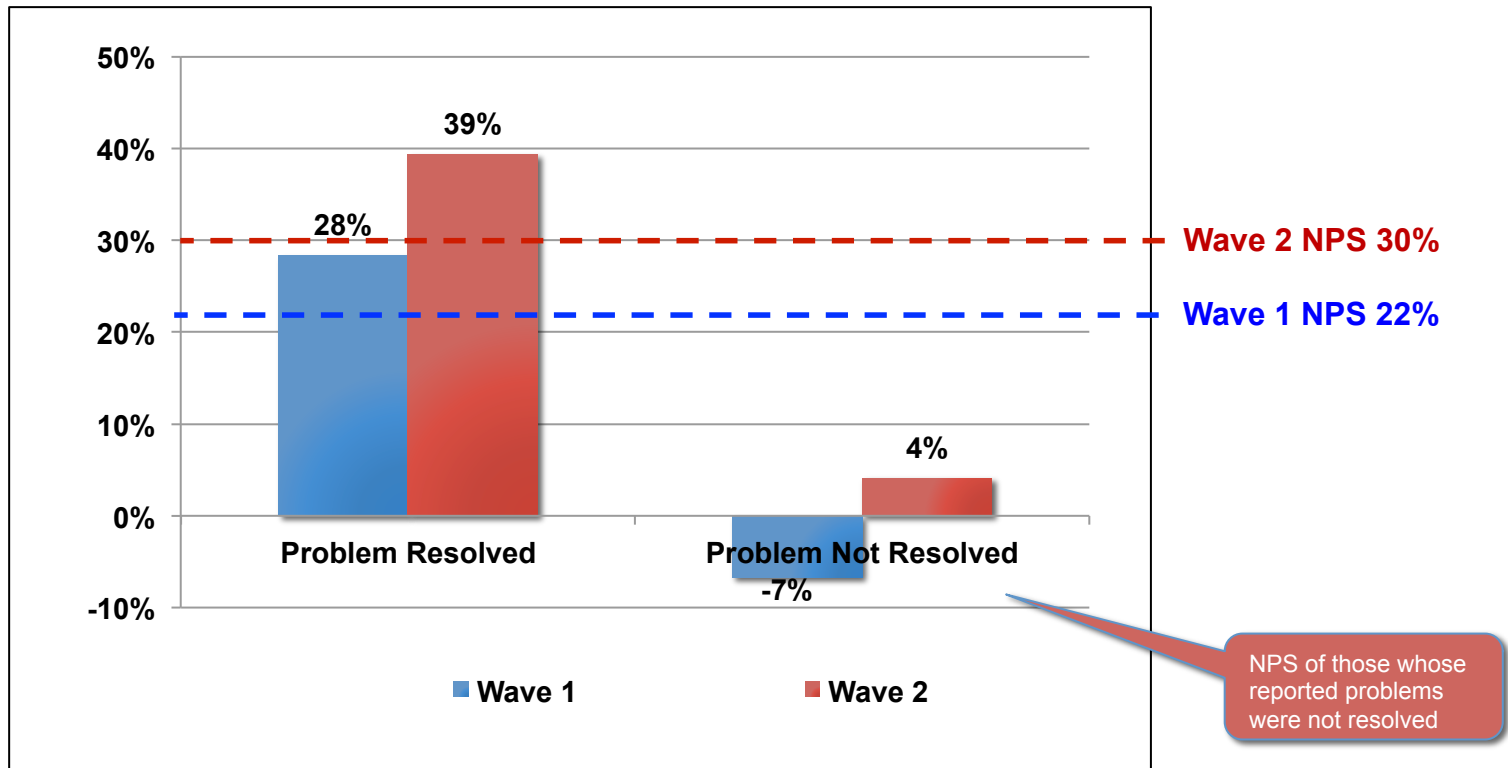
If yes, was your issue resolved?



Value reflects 33% of the 15% of customers who contacted BC Transit, which equates to 5% of total customers surveyed.

NPS by Problem Resolution

- Customers whose problems were not resolved by Customer Service are unlikely to recommend BC Transit.

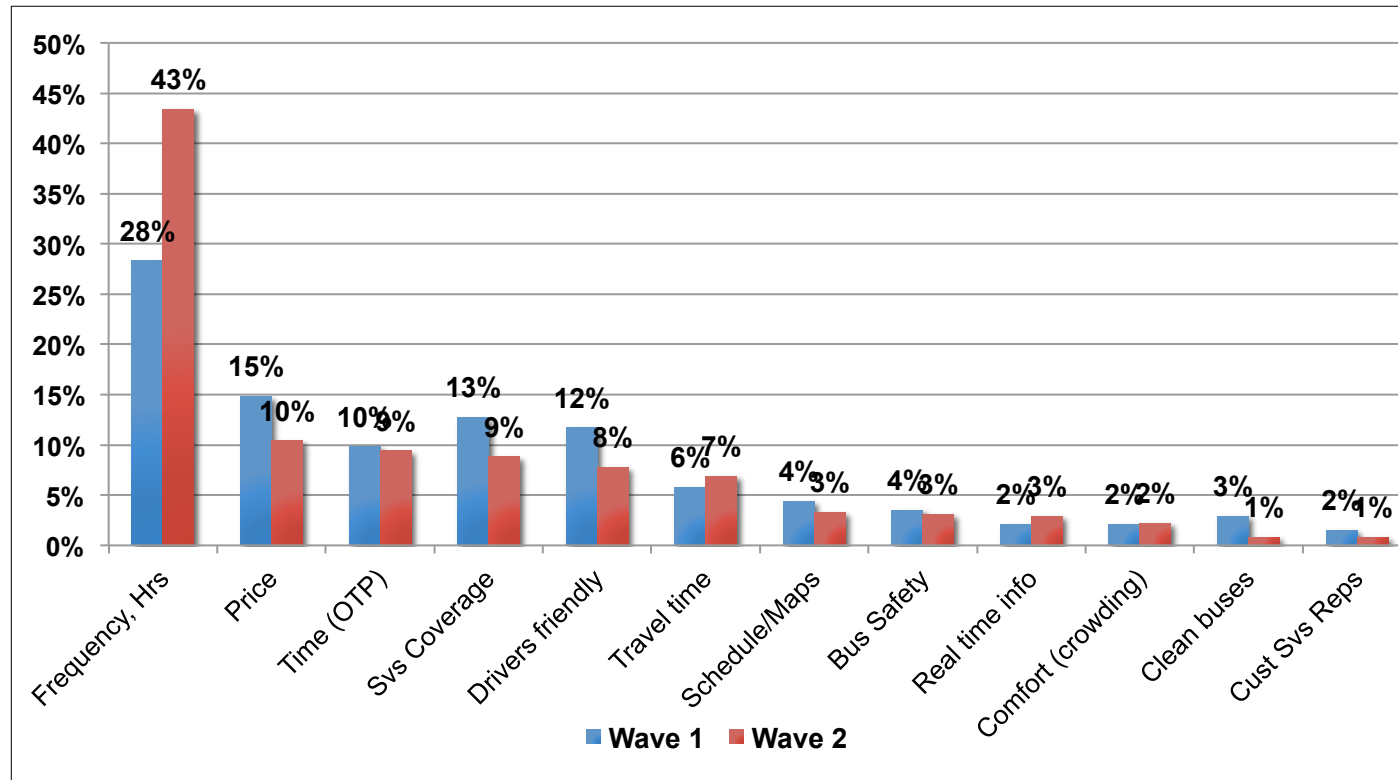


Customer Importance Factors



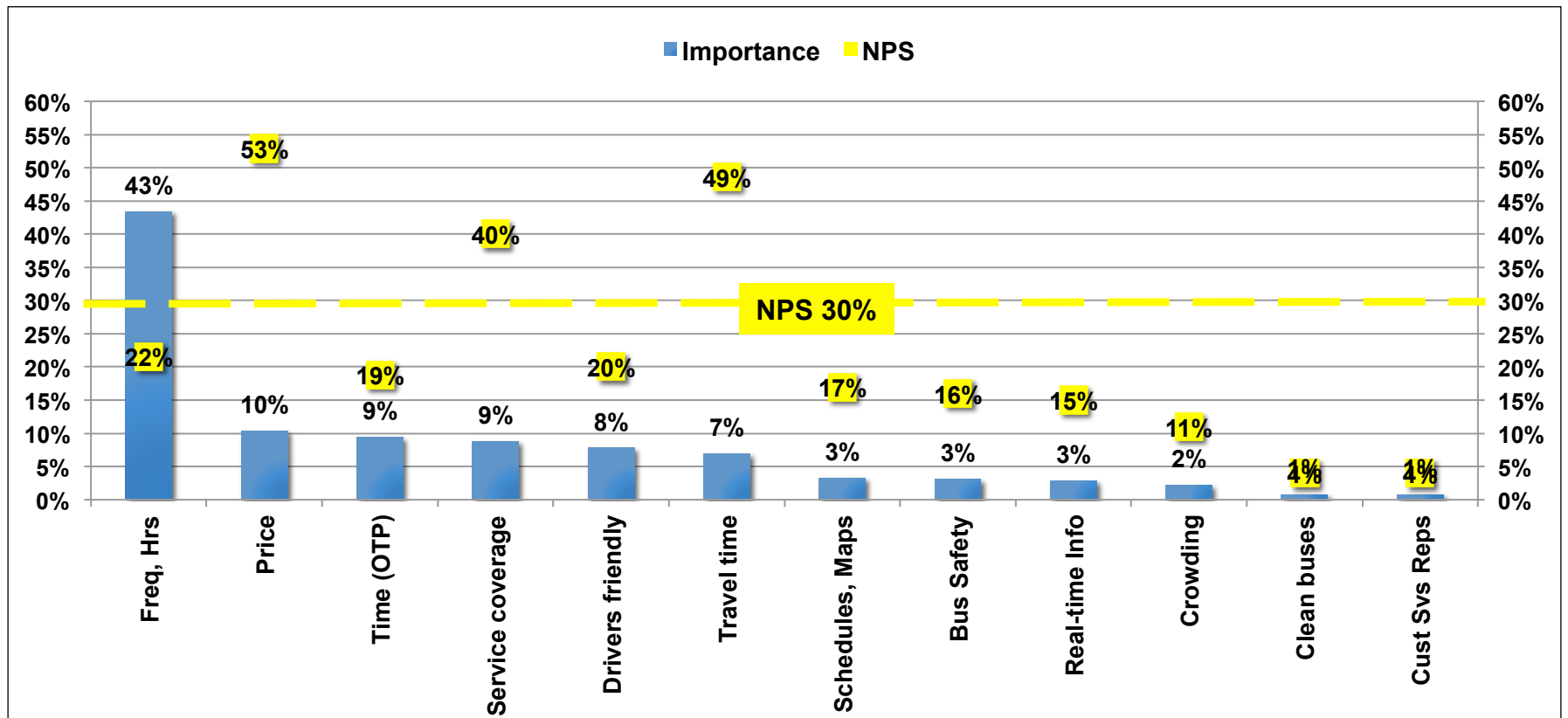
Top Customer Importance Factors

- Service availability (frequency, hours) was most important in both Waves, increasing by more than 50% in Wave 2.



Importance Performance

- Customers selecting price, travel time and service coverage had higher NPS scores
- Customers selecting courteous customer service representatives and clean buses had lower NPS scores

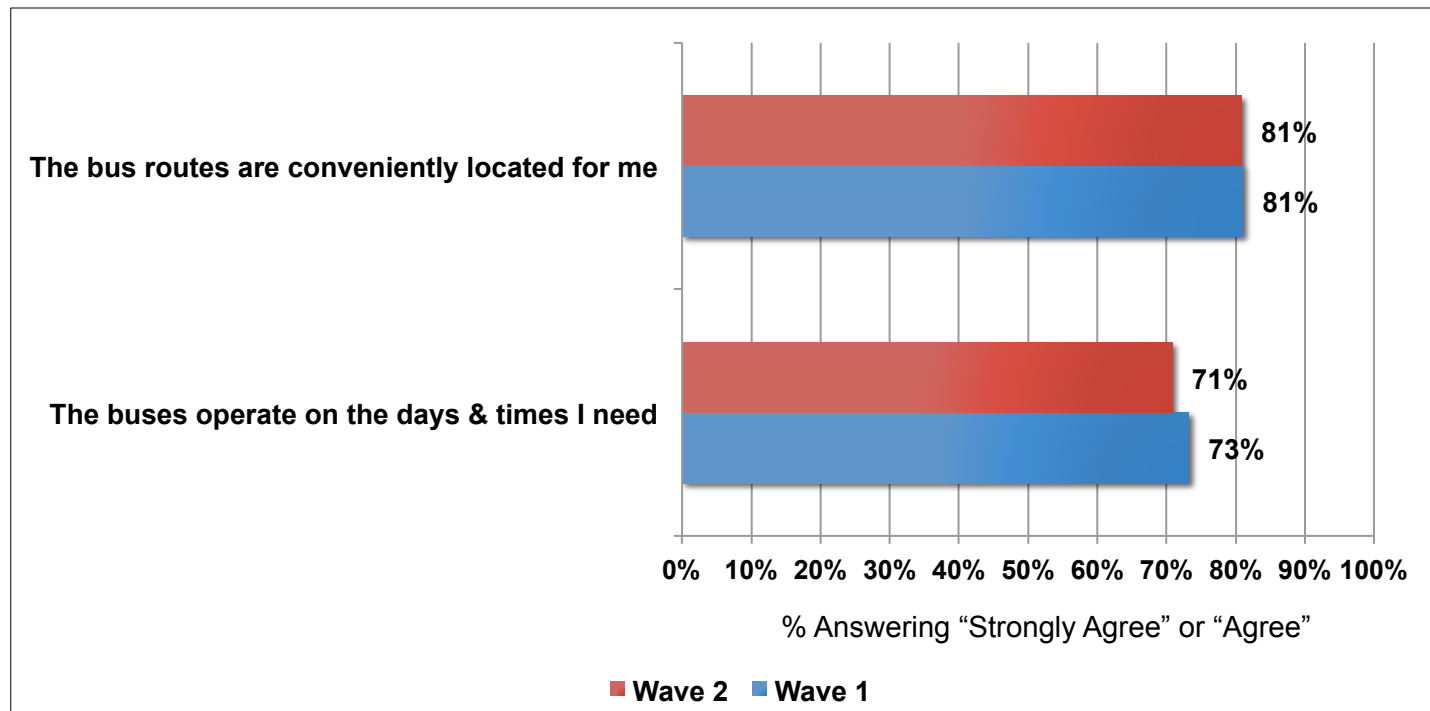


Customer Impressions and Satisfaction



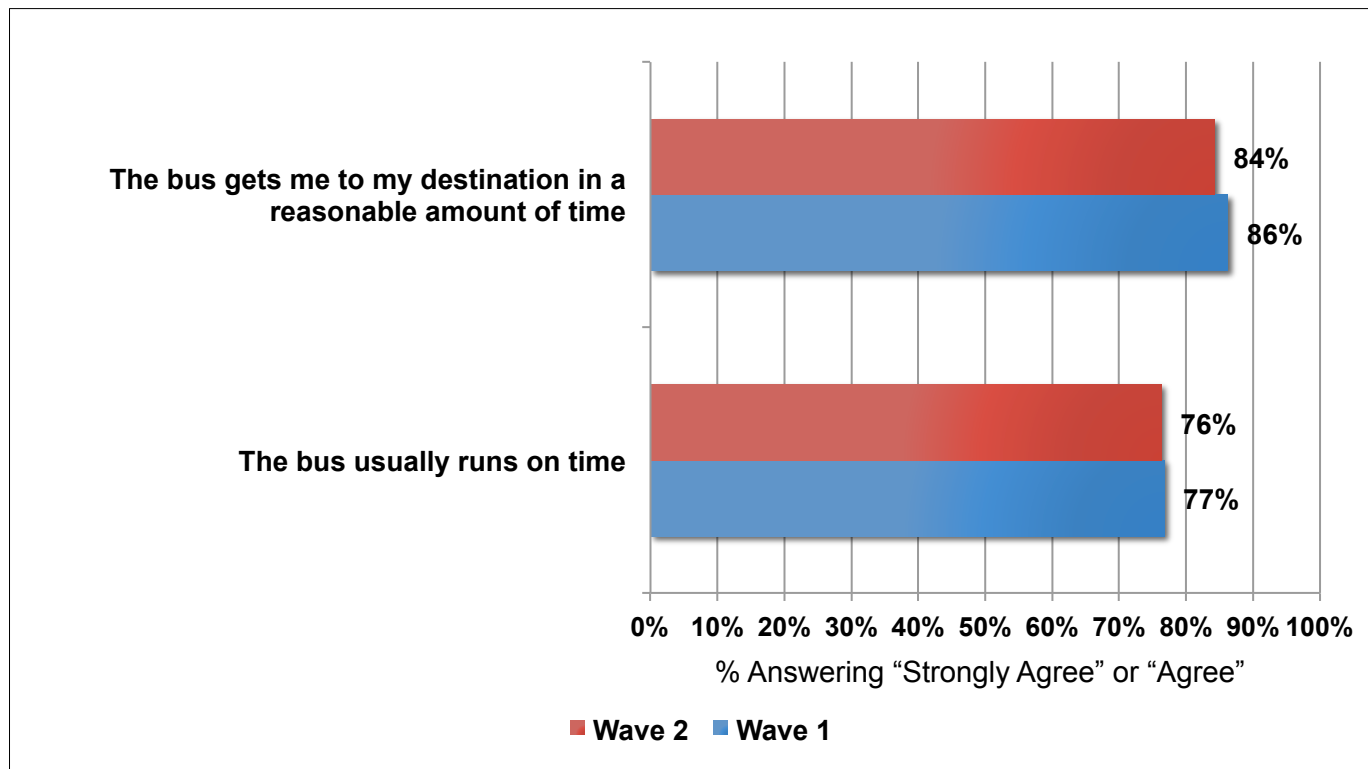
Availability

- More than 80% of customers are satisfied with BC Transit's service coverage
- Satisfaction with service times and frequency decreased slightly in Wave 2



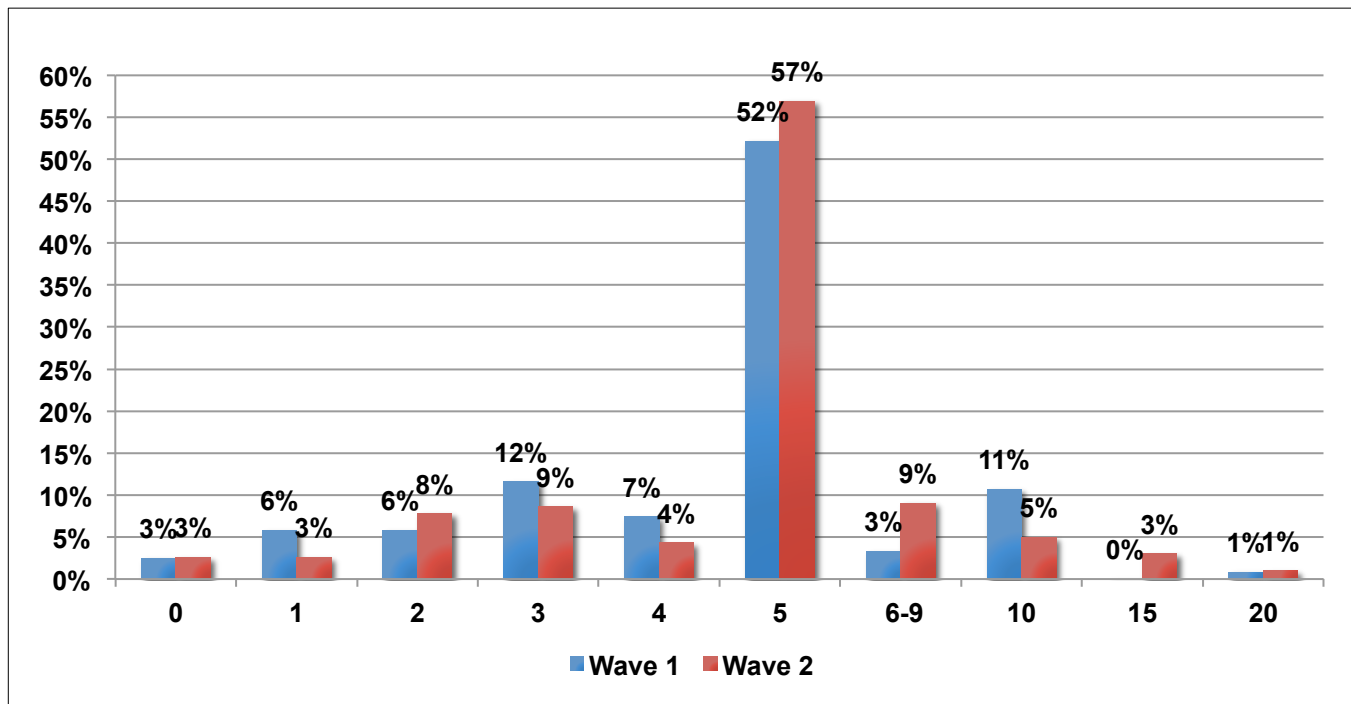
Time

- Approximately 85% of customers agree that trip times are reasonable.
- More than 75% of customers agree that buses usually run on time.



Acceptable Wait Times

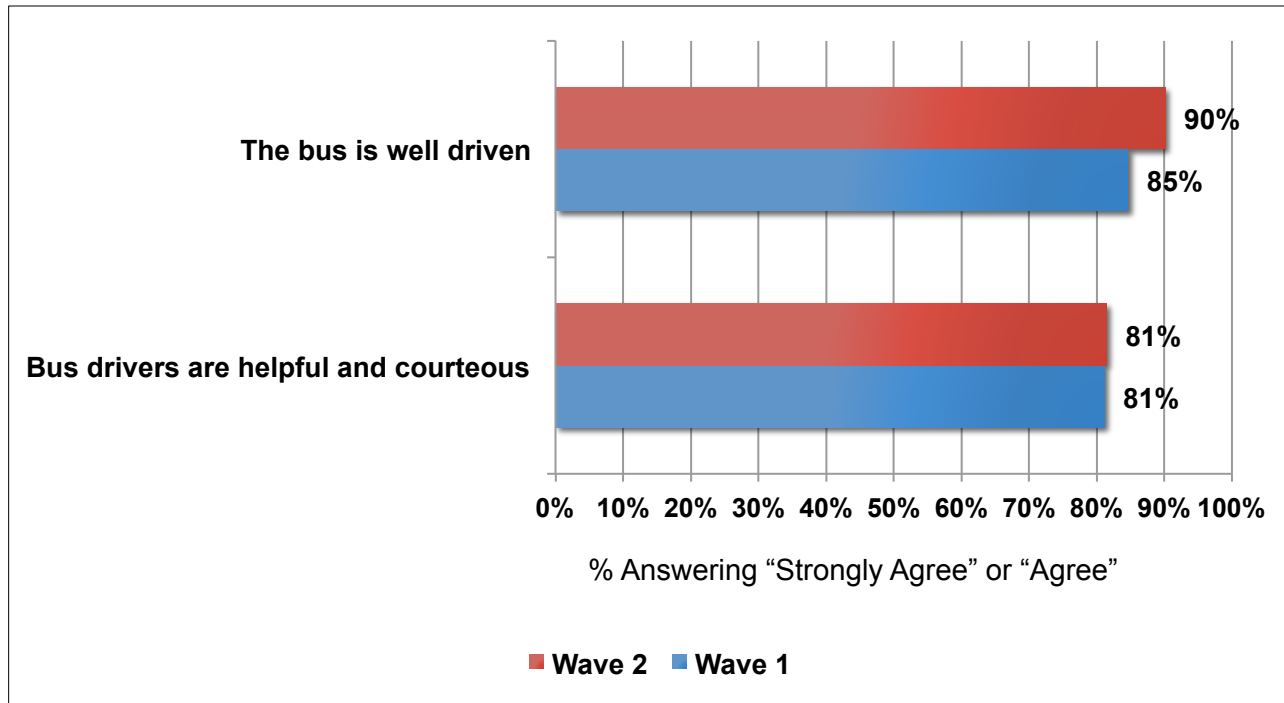
- Approximately 75% of customers consider it acceptable to wait up at least five minutes beyond the scheduled time for a bus to arrive.



Question: How many minutes do you feel is acceptable for a bus to arrive beyond its scheduled time?

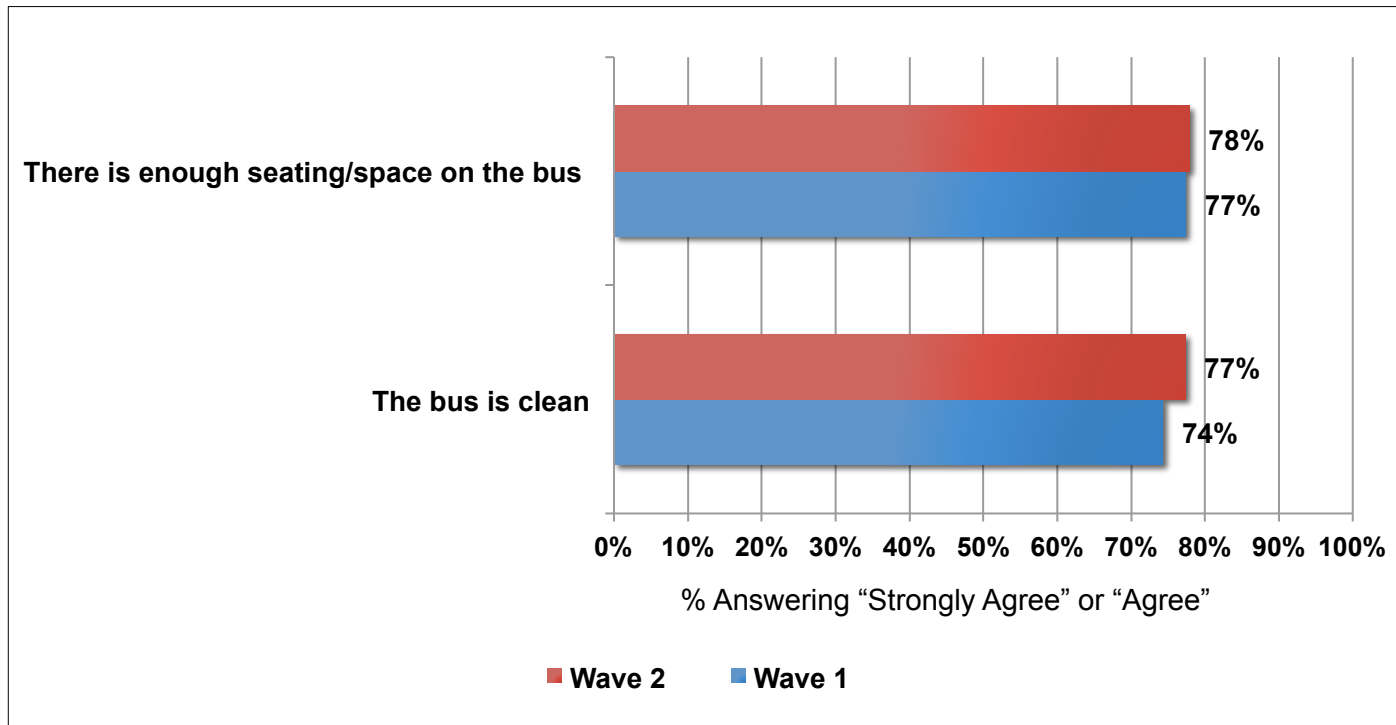
Driver Customer Service

- 90% of customers in Wave 2 agree that the buses are well driven.
- In both Waves, more than 80% of customers agree that the bus drivers are helpful and courteous.



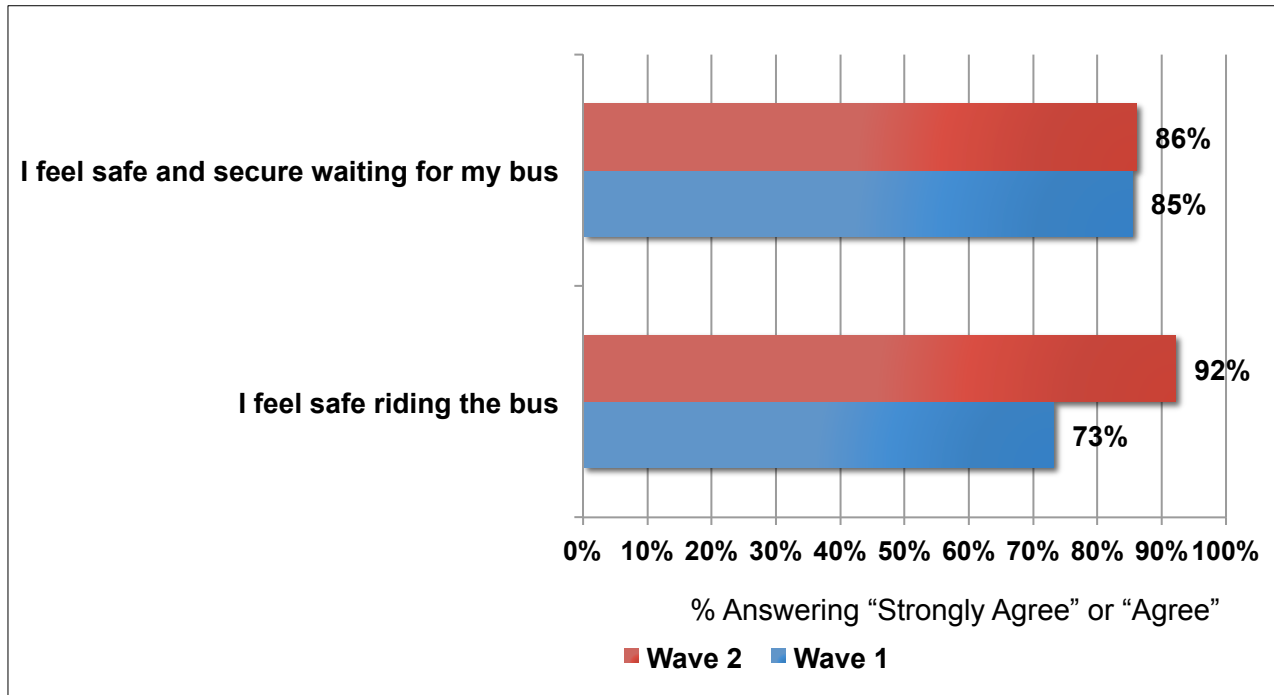
Comfort

- Satisfaction with bus comfort and bus cleanliness increased slightly from Wave 1 to Wave 2.



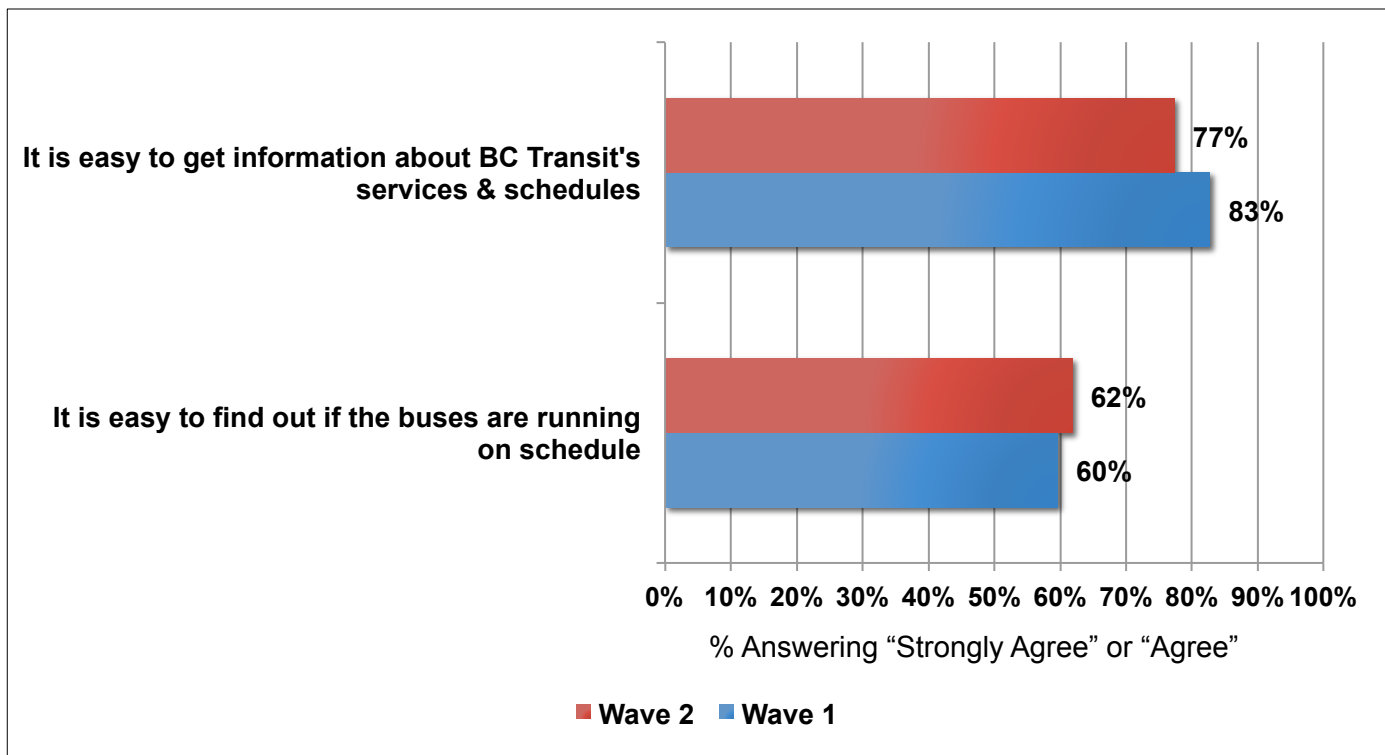
Safety & Security

- More customers feel safe waiting for the bus than while riding the bus.



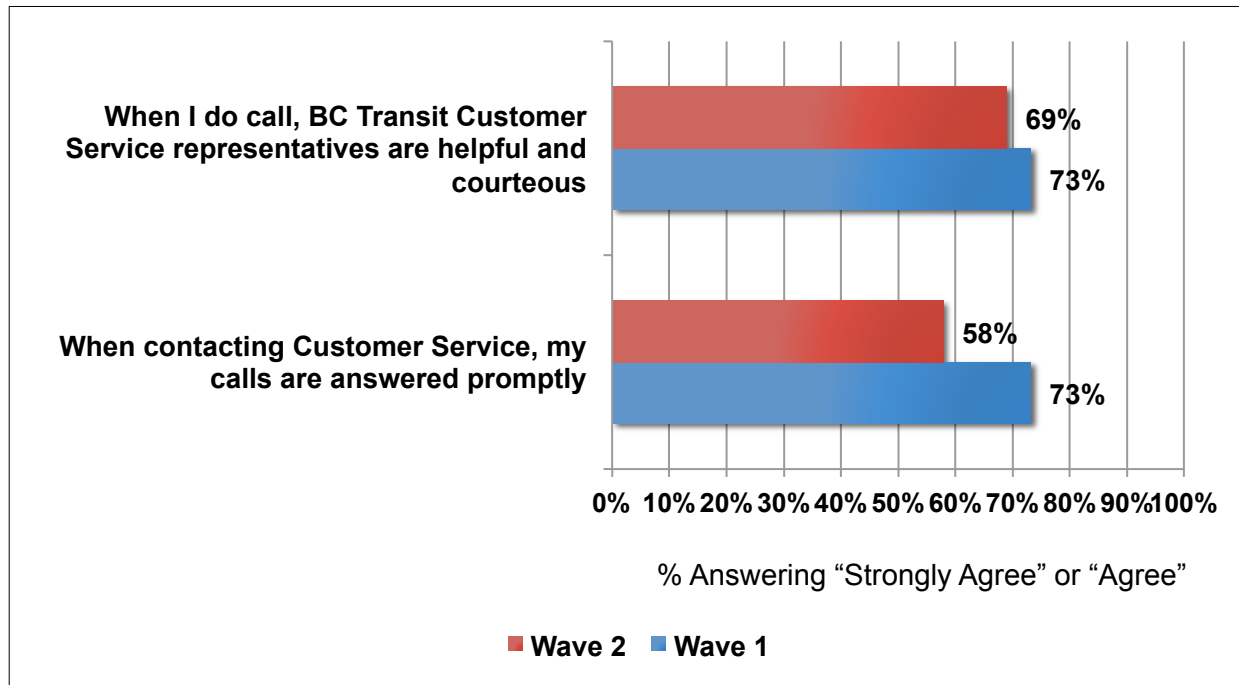
Information

- 83% of customers agree that it is easy to get information about BC Transit's services and schedules.
- Only 60% of customers agree that it is easy to find out if buses are on schedule.



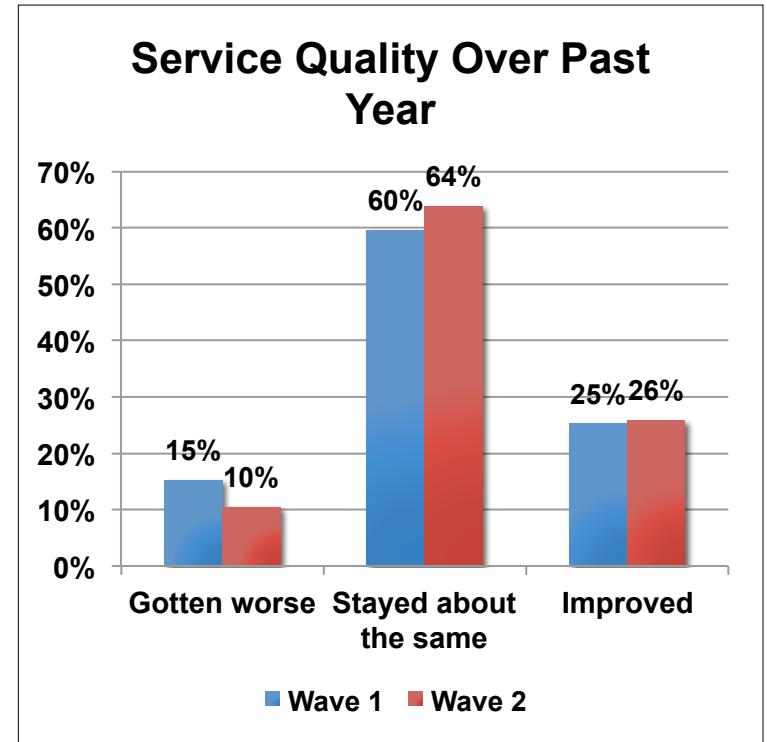
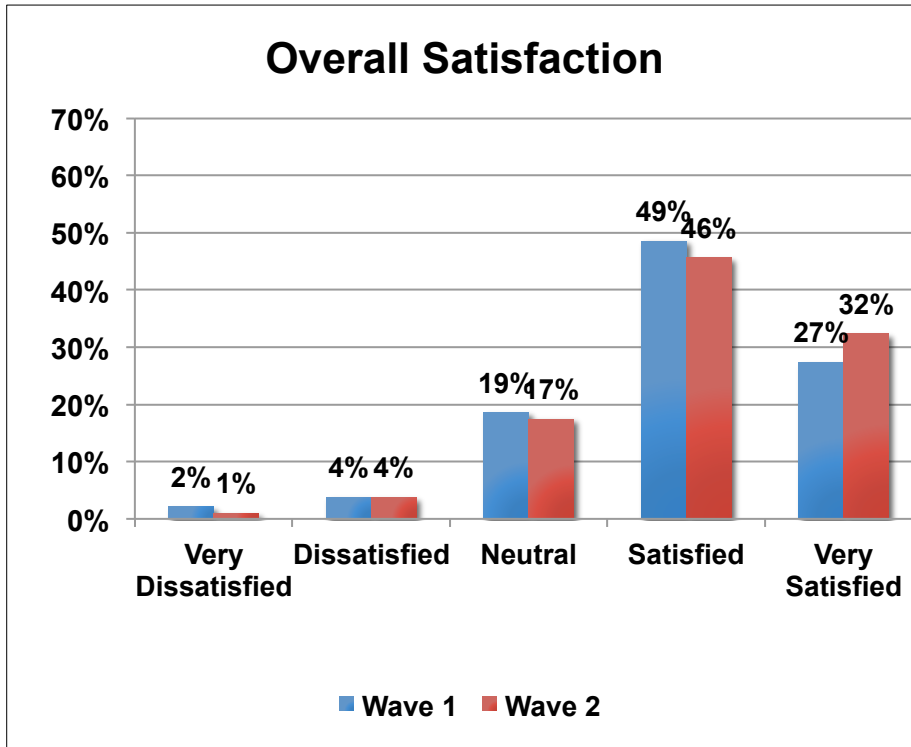
Customer Service

- 73% of customers agree that when calling BC Transit, their calls are answered properly and Customer Service representatives are helpful and courteous



Overall Satisfaction

- 76% of customers express overall satisfaction with BC Transit service.
- 90% of customers feel that service quality has improved or stayed the same over the past year.



The Road Forward



Takeaways

Discretionary Riders

Among discretionary riders, almost 70% cite either convenience or economic benefit as the reason for choosing to ride BC Transit.

Recommendation:

- In order to attract more discretionary riders, develop a marketing campaign highlighting the fact that a significant number of people enjoy increased convenience and economic benefit from using BC Transit

Takeaways

Bus Safety

Safety on the bus transitioned from receiving the lowest ratings of satisfaction in Wave 1 to the highest in Wave 2, improving by 26% from 73% to 92%.

Recommendation:

- Share results with operations management and staff.
- Determine what may have contributed to the improvement and continue those initiatives.
- Continue to monitor bus safety at the department and individual level
- Review accident records to determine if preventable accidents have decreased.
- If so, develop a Communications Strategy to communicate BC Transit's goals and success in regards to bus safety.

Takeaways

Real Time Information

Customer satisfaction with the ability to find out if BC Transit's buses are running on schedule was rated lowest in Wave 1 and second lowest in Wave 2. This correlates with the low NPS scores of those that rated real time information as the most important service element in both Waves.

Recommendation:

- Currently, customers can only find out if a bus is running on schedule by calling customer service. Consequently, when customer service is closed, this information is unavailable.
- Communicate plans for improvement and anticipated timeline for implementation to customers.

Issues of Importance

Satisfaction with BC Transit Call Center

Satisfaction with the call center declined further in Wave 2, received the lowest ratings in Wave 2, after receiving the second lowest ratings of customer satisfaction in Wave 1, the call center further declined receiving the lowest ratings of satisfaction in Wave 2.

The speed at which calls were answered by BC Transit customer service decreased from 73% to 58% and the helpfulness of customer service representatives decreased from 73% to 69%.

This is further evident by the low NPS scores in both Waves of the of customers who felt their problem was not resolved when contacting customer service and of those that rated real time information as the most important service element.

Recommendation:

- Conduct an analysis of Call Center demand verses availability to maximize staffing resources
- Review complaints received in the past 90 days to determine if there are any trends
- Conduct an analysis of the complaint handling process
- Provide additional customer service training for Call Center staff
- Implement scorecard to monitor and manage Call Center performance at the department and

Issues of Importance

On-Time Performance

Customers continued to report lower levels of satisfaction with On-Time Performance

- 77% of customers in Wave 1 and 76% in Wave 2 agree that buses run on time.
- Approximately 10% of customers in each Wave selected Buses Arrive On Time as the one most important service element
- In Wave 1 12% of customers considered it acceptable to wait ten or more minutes beyond the scheduled time for a bus to arrive, decreasing to only 5% in Wave 2.

Recommendations:

- Determine what actual on-time performance is.
- Conduct a root cause analysis for On-Time Performance.
- Initiate process improvement initiatives based on the results of the root cause analysis.
- As On-Time Performance improves, create an onboard campaign for customers to recognize positive On-Time Performance.

Issues of Importance

Service Availability

In both Waves, frequency of buses and hours of operation were rated highest in importance, but were among the lowest rated levels of satisfaction.

- In Wave 1 73% of customers agreed that buses operate on the days and times needed, decreasing to 71% in Wave 2.
- The percent of customers rating service availability as most important increased from 28% to 43%.

Recommendation:

- Conduct a route evaluation to analyze performance by route type, route, time of day, and day of week, comparing cost verses demand.
- Determine which routes consistently fall below the maximum target of passengers in a service period
- Develop a strategy to make adjustments where the variances are greatest in order to increase customer service while decreasing or maintaining costs.
- Communicate plans to expand service span and frequency with associated timeline to customers

Issues of Importance

Quarterly Monitoring and Results Management

The results of this initial survey provide a valuable “moment in time” snapshot of the impressions and satisfaction levels of BC Transit customers. Greater value can be achieved by tracking customer satisfaction over time. Additional benefit can be obtained through the development of a Customer Satisfaction Index (CSI) which will allow BC Transit to compare actual performance with customer perception. Quarterly monitoring will provide BC Transit with objective, non-episodic data to provide clear information to the Board, media, and customers and will allow BC Transit to monitor its efforts in improving specific functional areas.

Recommendations:

- Develop a Customer Satisfaction Index (CSI) allowing BC Transit to compare actual performance with customer perception
- Survey customers on a quarterly basis
- Compile CSI scorecard results on a quarterly basis
- Conduct performance, outlier, and trend analyses based on quarterly CSI results
- Develop meeting rhythm tied to quarterly performance review and management
- Conduct root cause analyses and process improvement initiatives for low-scoring CSI metrics
- Appoint task forces responsible for improving low-scoring CSI metrics

Customer Satisfaction Index

ACTUAL PERFORMANCE					CUSTOMER IMPRESSIONS			
Performance Goals	Performance Results	Goal Points	Actual Points	Metric	Performance Goals	Performance Results	Goal Points	Actual Points
85%	76%	20	16	On-Time Performance	90%	88%	10	9
0.2 per day	0.1	15	15	Missed Trips	95%	80%	10	6
95%	90%	15	14	Fleet Reliability	95%	90%	10	9
				New Promoter Score	30%	33%	10	12
				Driver Attitude	80%	80%	10	10
		50	45				50	46
TOTAL ACTUAL PERFORMANCE			45		TOTAL CUSTOMER PERCEPTION			46

$$45 + 46 = 91 \text{ TOTAL CSI}$$

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