



# **BR**TTC

BALTIMORE REGIONAL TRANSIT COMMISSION



## **Staffing Workgroup Update**



# Origins of the First Report

Hiring and Retention Comparison with Peer Agencies  
and Surrounding Jurisdictions  
(2022 JCR, p. 77)

A Report to the Maryland General Assembly  
Senate Budget and Taxation Committee  
and  
House Appropriations Committee

November 2022

Maryland Department of Transportation  
Maryland Transit Administration

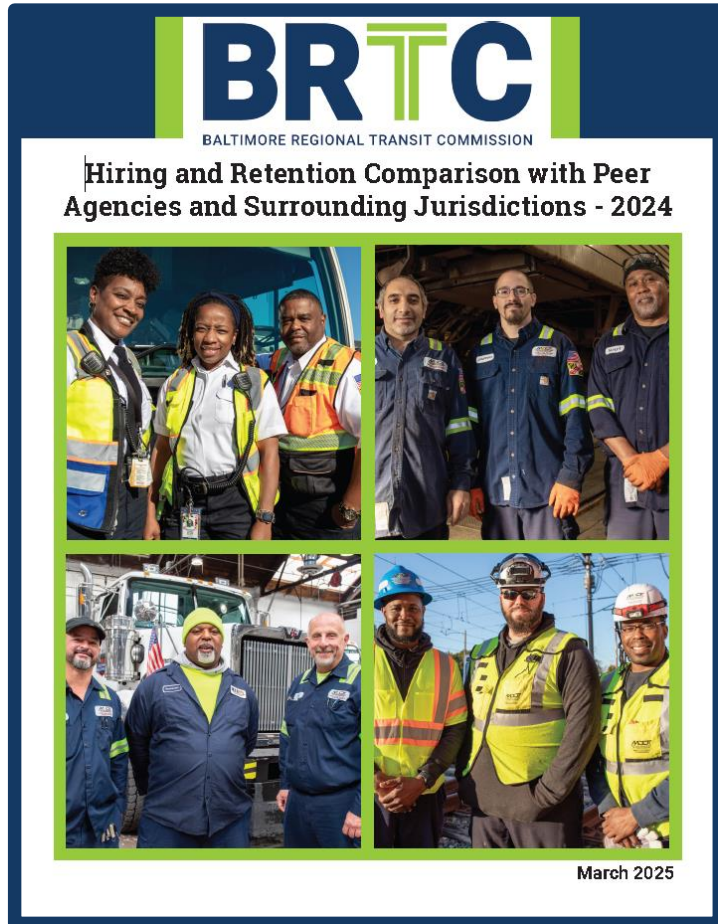
The previous report was released Nov 2022

Was initiated by language in 2022 Joint Chairmen's Report

## Why it was important:

- Proper staffing is needed at all roles and levels to provide reliable transit with resilience
- COVID brought large changes in mobility patterns and demand
- COVID brought large changes in the workforce as a whole with particular impacts on transit agencies

# Origins of the New Report



MTA suggested an valuable task the BRTC Staffing Workgroup could take on is updating the first report

- **Why it was important:**
  - Proper staffing is needed at all roles and levels to provide reliable transit with resilience
  - Document change since the last report both successes and continued challenges
  - Suggest implementation steps based on new findings
  - BRTC can have roles to assist with implementation



# Overview of Process and Inputs

**Report Overview:** A comprehensive analysis of workforce challenges.

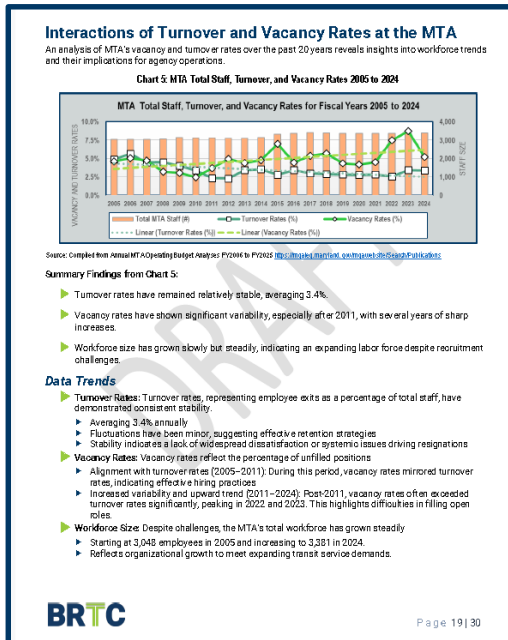
**Methodology:** Quantitative and qualitative methods were used to assess staffing shortages, recruitment, retention, and the impact on transit services.

## Data Used

1. 2022 Staffing Report Data-Used for tracking progress
2. 2024 APTA Salary Data-Used for salary benchmarking amongst a small group of similar agencies (DC, Philadelphia, Pittsburgh, Cleveland, and Denver)
3. National Transit Database from FTA
4. MTA Reports to Maryland Legislature
5. Various internal MTA data—thanks Ken!

**Collaboration:** The study was done in partnership with the MTA and the BRTC.

# Overview of Process and Inputs



- **Review of MTA Workforce Changes** – Analysis of staffing actions taken since the last report.
- **Employee Efficiency** – Using NTD data and comparison with similar peer systems
- **Salary & Benefits Comparison** – Evaluating MTA salary levels and benefits against peer agencies.
- **Labor Force Composition** – Assessing the mix of permanent staff vs. contractors and how it has shifted.
- **20-Year Workforce Trends** – Examining long-term data on workforce size, vacancies, and turnover.
- **Vacancy Rate Comparisons** – Benchmarking MTA's vacancy rates against other MDOT modal agencies and peer transit systems.
- **Role-Specific Staffing Changes** – Identifying changes in staffing allocations since 2022 and their impact.
- **Service Impact Analysis** – Connecting bus operator hiring success to service improvements.

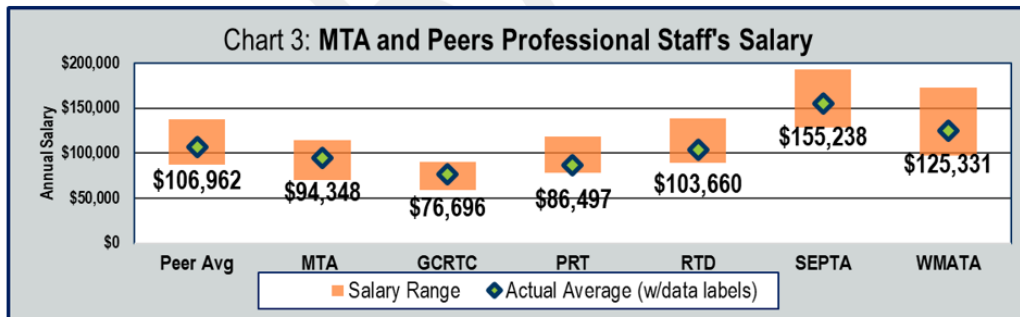
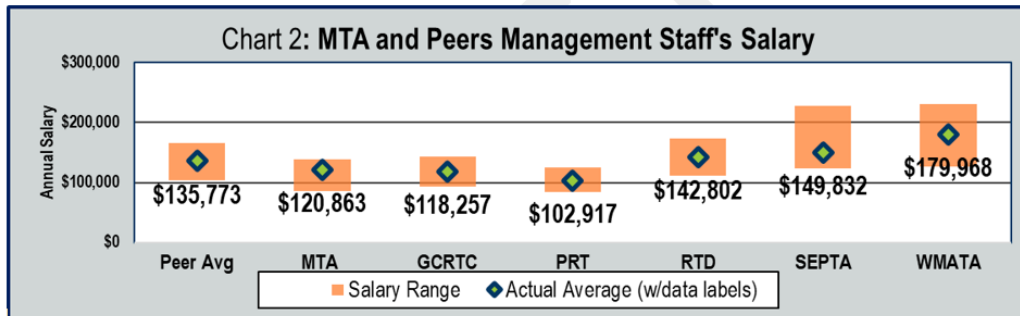
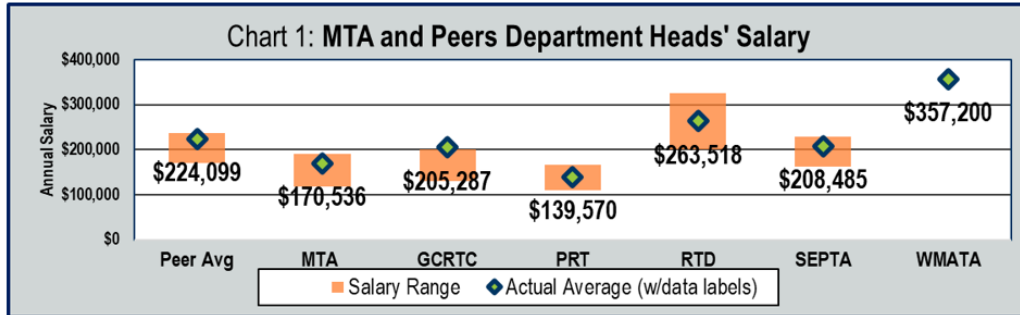
# Primary Findings: Offer Better Pay and Benefits

MTA is notably efficient in context to other peers

- Among examined peers MTA is second in RV, PMT, VRM, and VRH
- Clear leader in the size of capital project managed proportional to workforce

Transit Agency	Revenue Vehicles	Passenger Miles	Passenger Trips	Vehicle Revenue Miles	Vehicle Revenue Hours	Operating Expenditures	Capital Expenditures
MTA	0.58	101,510	17,127	16,694	1,115	\$275,633	\$210,957
GCRTA	0.26	48,623	10,598	9,903	740	\$139,960	\$28,577
PRT	0.30	61,482	15,025	10,482	803	\$194,846	\$37,826
RTD	0.64	139,900	23,578	17,611	1,224	\$329,341	\$35,767
SEPTA	0.31	93,036	21,984	8,941	757	\$168,733	\$55,360
WMATA	0.27	71,554	18,114	10,147	679	\$213,199	\$176,587
Peer Average	0.39	86,018	17,738	12,296	887	\$220,285	\$90,846

# Primary Findings: Offer Better Pay and Benefits



## APTA 2024 Salary Survey Peer Analysis: Department Head Pay

- 24% (-54k) from peer average
- 52% (-187k) from highest value (WMATA)

## Manager Pay

- 11% (-15k) from peer average
- 33% (-59k) from highest value (WMATA)

## Professional Pay

- 12% (-13k) from peer average
- 39% (-61k) from highest value (SEPTA)

# Primary Findings: Grow the Workforce

## Non Operations Staff Changes since 2022

- Overall Vacancy Rates Reduced in Nearly All Categories
- Net Loss of 67 PINs
- Consultant Count up by 13 FTE's
- Proportion of Consultants in these Role Rose from 52% in 2022 to 63% in 2024

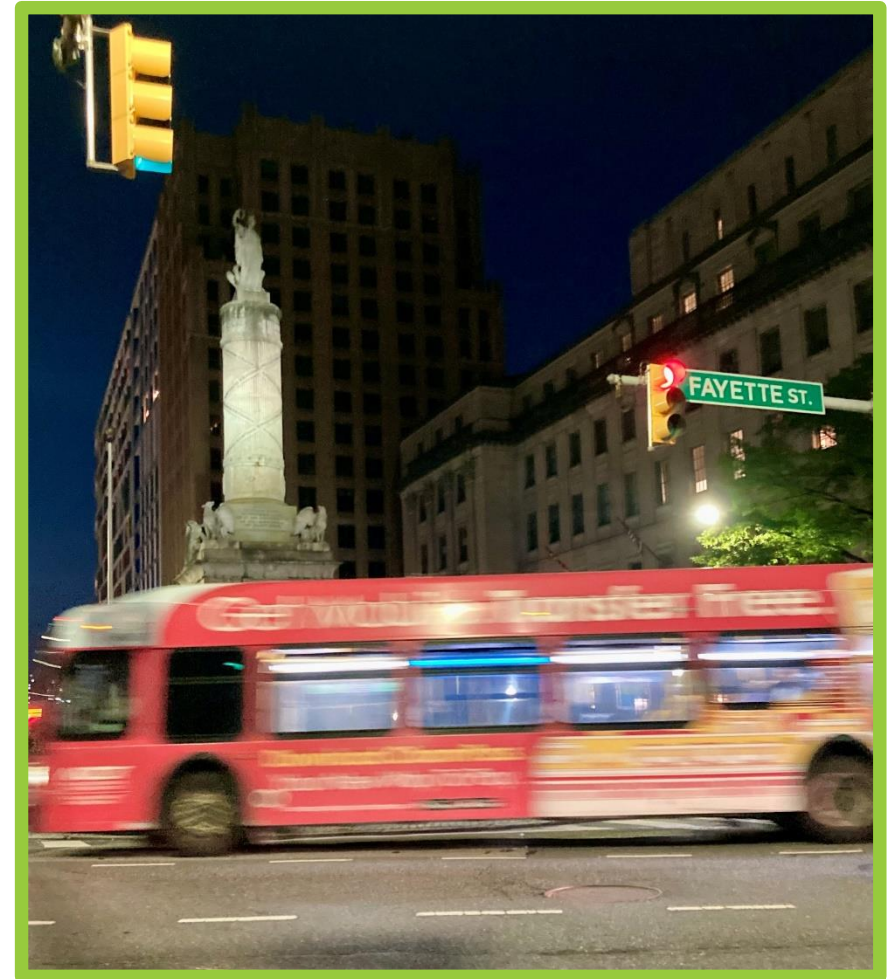
	State Employees	PINs	Consultants	Total	PIN Loss (#)	PIN Loss (%)	Vacancy Rate Reduction
Planning & Programming	17	18	35	53	0	0%	-7%
Engineering	22	23	72	95	-15	39%	-10%
Commuter Bus	7	7	6	13	-3	30%	-13%
Information Technology	31	32	41	73	-18	36%	-11%
MARC	20	20	28	48	-2	9%	-8%
Safety	23	24	41	41	-15	38%	-9%
Service Development	14	15	11	26	-11	42%	-20%
Track and Structures	2	3	8	11	-3	50%	2%



# Primary Findings: Recruit and Keep Workers

## MTA Accomplishments since 2022 Report

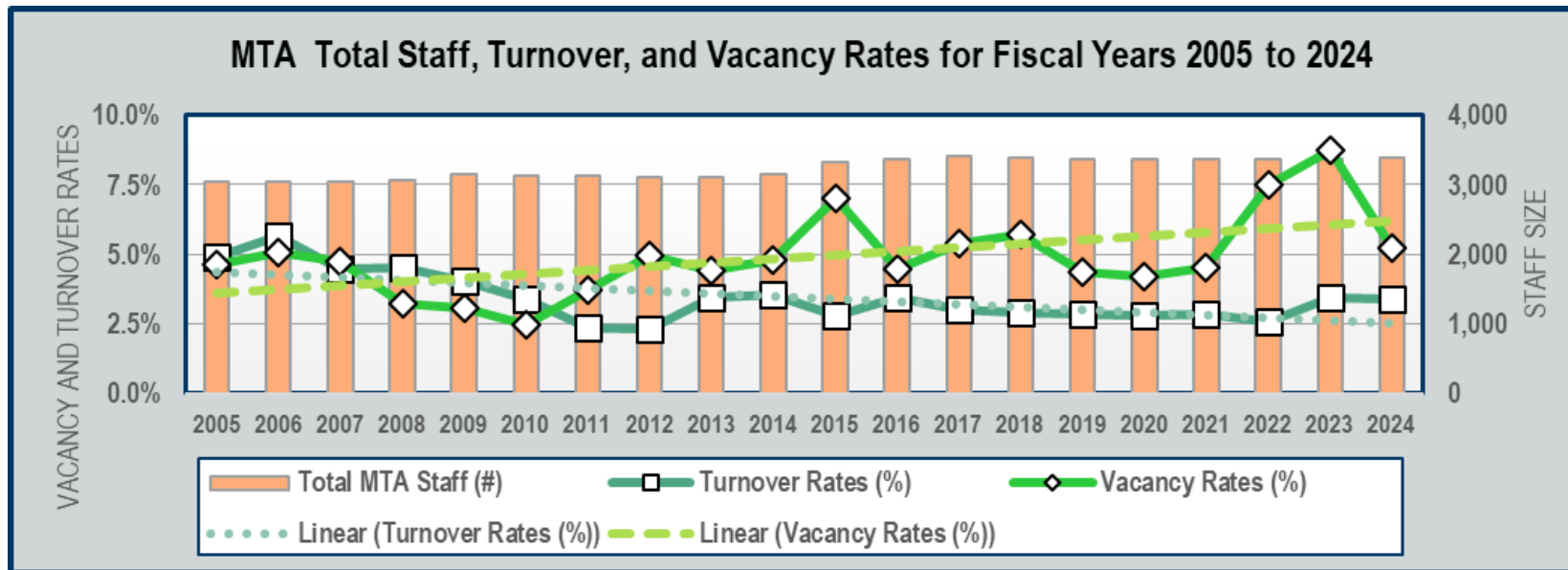
- Expedited Wage Progression
- Aggressive Hiring Campaign
- Accelerated Training and Onboarding
- More apprenticeship programs and other successful new partnerships
- Reviewing Regulations and Procedures
- Greatly reduced vacancy rate while maintain a low and stable rate of retention



# Primary Findings: Recruit and Keep Workers

## 20 Year Staff Size, Vacancy Rates, and Turnover Rates

- MTA vacancy and turnover rate divergence beginning in 2011 indicates more challenges in hiring than recruitment
- FY 2021 to 2023 show greatly increasing vacancy rate, followed by great success in FY2024



# Primary Findings: Recruit and Keep Workers

## Additional Context:

Among MDOT Modal Administrations, MTA had the lowest vacancy rate FY 2024

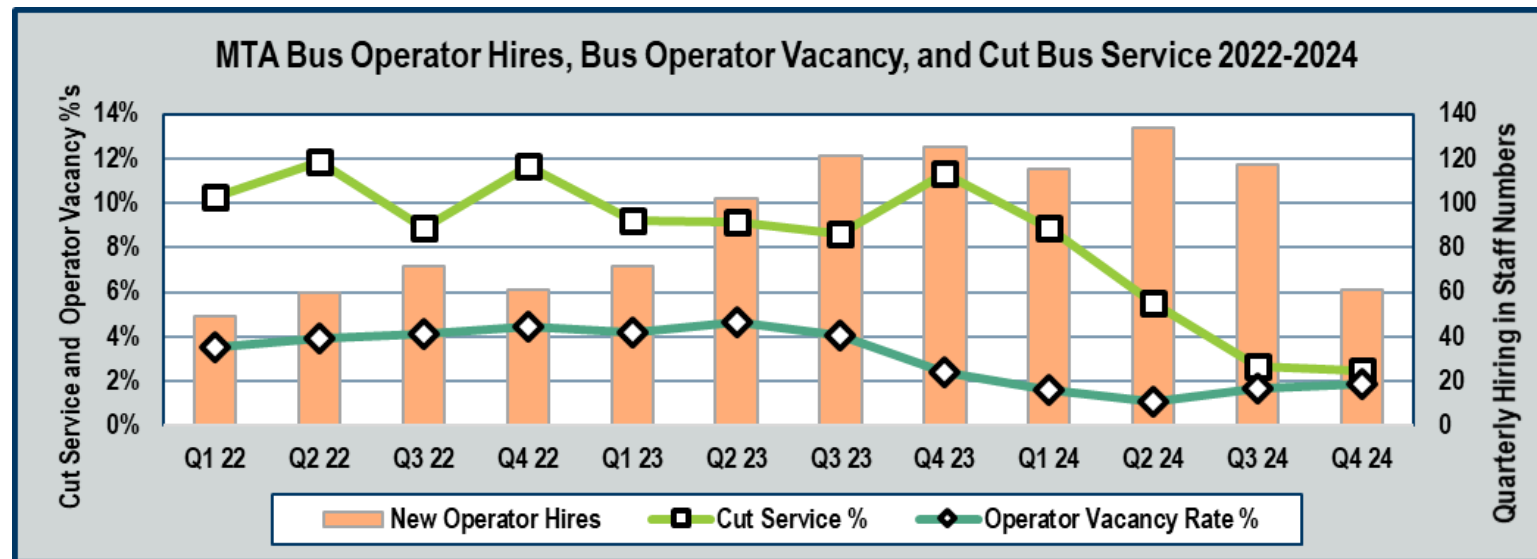
MDOT Modal Administrations	Fiscal Year	Vacancy Rate
Maryland Transit Administration	2022	7.5%
<b>Maryland Transit Administration</b>	<b>2024</b>	<b>5.2%</b>
Maryland Aviation Administration	2024	6.3%
Maryland Motor Vehicle Administration	2024	7.2%
Maryland Port Administration	2024	9.5%
Maryland Transportation Authority	2024	13.6%
MDOT Secretary's Office	2024	8.5%
State Highway Administration	2024	6.3%



# Primary Findings: Recruit and Keep Workers

## MTA Core Bus Service Success

- Surge in Hiring and Impact on Operator Vacancy Rate
- Lag Between Vacancy Rate Reduction and Cut Service Improvement
- Strategic Workforce Planning as a Significant Success Factor



# Success Depends on Aligned Partners

## Numerous Constraints the MTA Operates Within

- Funding Decisions at State and Federal Level
- MTA Allocates the PINs but Cannot Increase without Approval from other State entities
- Collective Bargaining Agreements Impacts the Range of Options
- MTA Has Authority to Create New Programs within its Budget, but Salary Impacts Need Approval From Other State Entities





# Success Depends on Aligned Partners

## The BRTC Looks Forward to Working with MTA and other Partners to Continue Positive Trends

- Leveraging this Report to Advocate for the MTA and Improved Regional Services
- Assisting with Implementation Where There Are Opportunities



## Questions and Comments?

A robust, well-trained workforce is key to MTA's success and ensuring reliable transit for Maryland's residents

