

## Next-Generation Clipper® Customer Service Center Performance

Clipper Executive Board  
January 26, 2026

# WSP USA Services Inc. Roles & Responsibilities

## Contracting Authority

Pat McGowan, Senior Vice President, Mobility Operations Director of WSP is the contracting authority and oversees the company's U.S. customer service operations practice. Responsible for supporting Project Manager and Operations Manager with resources.

## Other Key Roles

- *Project Manager* is responsible for project delivery and support throughout initial operations and maintenance period, including contract administration management; monthly performance reporting; and quality assurance/control
- *Operations Manager* oversees day-to-day operations and interacts directly with Cubic Operations Manager to address escalated customer issues and system technical issues; reviews all work force management and staffing plan and ensures staffing levels are met; administers corrective actions and coaching for staff not meeting KPIs; and supports monthly performance reporting and root cause assessment for operations issues and incidents
- *Technology Oversight & Implementation Lead* manages WSP's technical environment; coordinates with sub-consultant technical leads; and supports issue and incident reporting and root-cause analysis
- *Training Manager* developed all training materials and manages the training program, including re-training for staff not meeting KPIs



# Roles & Responsibilities, cont'd

## **Customer Service Representatives (CSRs)**

*Lead Supervisor (1) and Supervisors (2):* most experienced agents and initial escalation path for customers, conduct quality assurance checks during calls, provide coaching and identify agents who may need re-training. Supervisors also escalate customer issues to Operations Manager who determines whether to escalate to MTC.

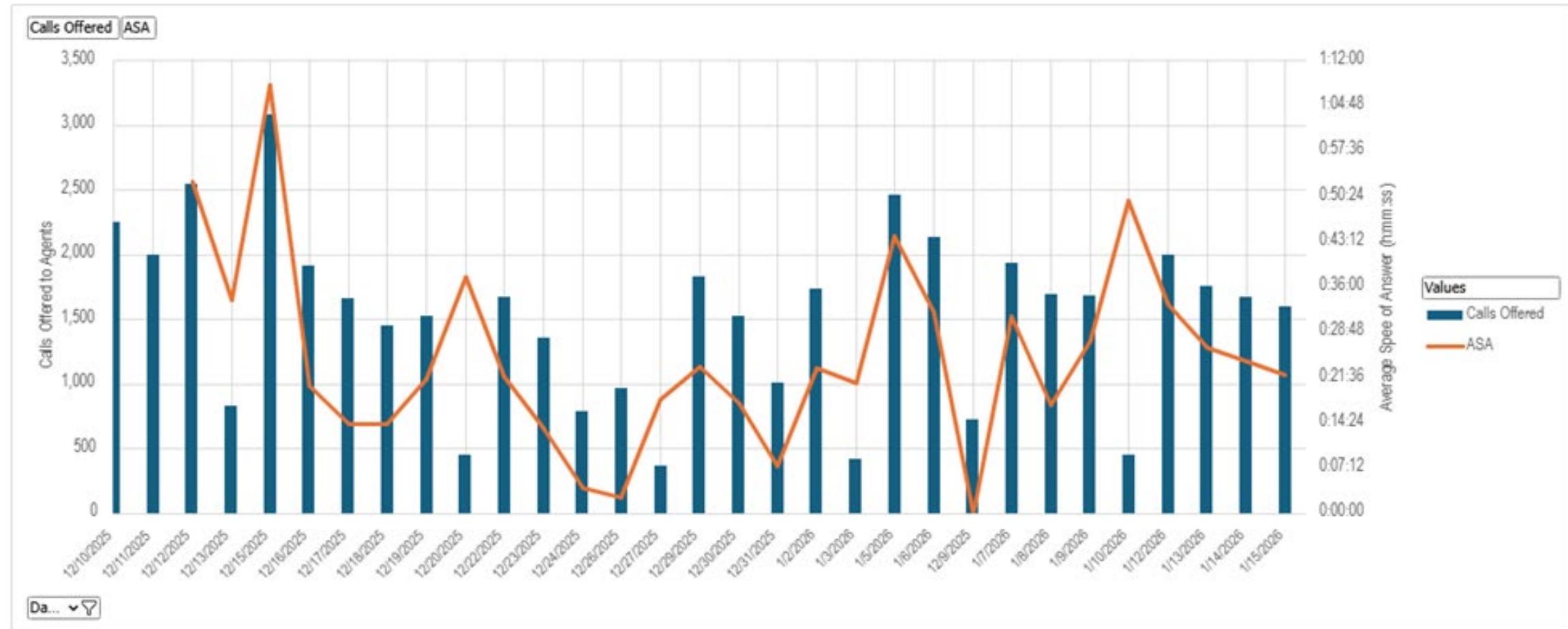
*Lead CSRs/Team Leads (3):* more experienced agents assigned more complicated cases and more time-consuming work like responding to emails and processing Youth and Senior discount program applications

*CSRs (46):* agents assisting customers on a day-to-day basis.



# Performance Reporting

## Exhibit 1: Calls Offered to Agents and Average Speed of Answer Since Launch



# Performance Reporting

## Exhibit 2. WSP Performance Report for December 2025

#	REQ	KPI	Calls*	Within KPI	Result	Goal	Points	Comment
1.	8.3.a	Maximum Call Queue Wait Time	17157	3387	19.7%	95.0%	-1	*Calls are Inbound Distributed Customer Calls, which equal Offered Calls less Abandoned Calls
#	REQ	KPI	Inquiries*	Within KPI	Result	Goal	Points	Comment
2.	8.3.c	First Contact Resolution Inquiries	17154	14690	85.6%	93.0%	-1	*Excludes inquiries by chat, which cannot currently be tracked for first contact resolution
#	REQ	KPI	Inquiries	Within KPI	Result	Goal	Points	Comment
3.	8.3.d	Discount Program Applications			-	95% / 100%		Discount Portal cannot track timely review of Discount Program applications at current time.
#	REQ	KPI	Surveys	Avg. Score	Result	Goal	Points	Comment
4.	8.3.f	Customer Surveys	3058	8.28	82.8%	90.0%	-1	Achieve ninety percent (90%) customer service satisfaction scores for completed surveys.
#	REQ	KPI	Calls	Aband.	Result	Goal	Points	Comment
5.	8.3.g	Call Abandon Rate	27898	6412	23.0%	3%	-1	Phone call abandon rate <3% (+30 sec) *Calls Abandoned After 30 Seconds



# Performance Reporting

## Exhibit 3. WSP Systems Performance Report for December 2025

#	REQ	KPI	Actual	Goal	Result	KPI	Points	Comments
6.	8.4.a	IVR Availability	44,640.00	44,595.36	100%	99.9%	0	Assumes IVR available 24 hours per day <sup>1</sup> .
7.	8.4.b	IVR System Calls Answered on First Ring	27,940	27,940	100%	100%	0	System answers all calls on first ring when in service. <sup>1</sup>
8.	8.4.c	IVR Planned Maintenance	0	2	0	2	0	No planned maintenance
9.	8.5.a	ACD System Availability	12,840.00	12,827.16	100%	99.9%	0	ACD available during operating hours
10.	8.5.b	ACD Planned Maintenance	0	2	0	2	0	No planned maintenance

# Performance Reporting

Exhibit 4. Average Number of Calls by Day of Week

