

## Minutes

### RTA Organizational, Services and Performance Monitoring Committee Meeting

9:02 a.m., February 28, 2023

**Committee Members:** Biasiotta (Chair), Weiss

**Other Board Members:** Joyce, Lucas, McCall

**Not present:** Koomar, Moss, Pellot, Weiss

**Staff:** Allen, Birdsong Terry, Burney, Caver, Ciesla, Clark, Coffey, Dangelo, Feinn, Ferrell, Fields, Fleig, Garofoli, Keshtkaren, Kirkland, Miller, Schipper, Steiner, Sutula, Talley, Vukmanic, Walker-Minor, Woodford, Young

**Public:** Bingaman, Friedman, Gibbons, Loh, Martin, McDonnell

The meeting was called to order at 9:02 a.m. Three (3) committee members were present. President Lucas was added to the committee to establish a quorum.

#### Quarterly Management Report – 4<sup>th</sup> Quarter 2022

India Birdsong Terry, CEO, General Manager gave the presentation. Kay Sutula, Director of Office of Management and Budget (OMB) introduced her team members.

- **Kay Sutula** (Director) - 21 years
- **Carolyn Young** (Manager of Budgets) - 11 Years
- **Eric Vukmanic** (Senior Budget Management Analyst – Capital) - 8 years
- **Jonathan Ciesla** (Budget Management Analyst) - 9 years
- **Wes Keshtkaran** (Senior Budget Management Analyst – Operating) - 25 Years
- **Tom Allen** (Budget Management Analyst) - 6 Years
- **Wendy Feinn** (Budget Management Analyst) - 2 years
- **Larry Ferrell** (Coordinator of Financial Systems and Budgets) - 17 years

They manage TRACTION, National Transit Database (NTD) annual submissions, Capital Improvement Program (CIP), financial forecast and projects such as cost benefit analysis, return on investments and key performance indicators. They work on the Quarterly Management Report (QMR), Budget Book, Tax Budget and Operating and Capital Budgets.

#### *General Fund*

- Total Revenues: 5.4% higher than budget
  - Passenger Fares – 32.4% higher
  - Sales & Use Tax – 4.9% higher
  - Routine Revenues – 7.3% higher (Fares, Sales Tax, Other Revenue)
- Operating Expenses: 5.1% lower than budget
  - Total personnel costs: 3.3% lower than budget
  - Fuel hedging – continues to help stabilize costs
- Transfers to Other Funds
  - Reserve Fund:
    - \$10 million in Rolling Stock Reserve

- \$50 million in Revenue Stabilization
- \$878,615 in 27<sup>th</sup> Pay
- Capital Improvement Fund:
  - \$44.7 million transferred
- Federal Stimulus Funding drawn down in 2022
  - ARP: \$81.2 million
- Available ending Balance: \$42.6 million
  - 1.9-month reserve
- Competitive Grants received in 2022 total \$46.1 million
  - Urban Transit Program (UTP)
  - Ohio Transit Preservation Partnership Program (OTP3)
  - Congestion Mitigation and Air Quality (CMAQ)
  - Northeast Ohio Areawide Coordinating Agency (NOACA)
  - Federal Highway Administration (FHWA)
  - Diesel Emission Reduction Grant (DERG)

The Finance Division received a clean audit. Ms. Birdsong Terry thanked the staff and local support for their work on grants. There has not been any layoffs or furloughs during the pandemic. Some of the major projects from the 4<sup>th</sup> quarter include microtransit, workforce development, community development, professional development programs such as COMTO, Baby on Board, Cleveland Reads and Month of Merry advertising.

TRACTION Results Reporting – 4<sup>th</sup> Quarter 2022

India Birdsong Terry, CEO, General Manager and Ehren Bingaman, Managing Principal, TransPro, gave the presentation. TRACTION is the data metric compilation of surveys from customers and internal metrics and goal setting. The goals were set last year. This is the first year of metrics. TransPro’s role has changed. They will provide some coaching, but the surveys are now outsourced through a different company. RTA has four success outcomes: Customer Experience, Community Value, Financial Sustainability and Employee Engagement. Each outcome has a metric, information system tool and success definition. There will be more focus on Employee Engagement next quarter.

RTA earned 101 out of 100 points in Q4 FY 2022. You can’t go more than 3% over the goal. All categories performed higher than the goal except for Employee Engagement.

Success Outcomes	Goal Points	Points Earned			
		Q1	Q2	Q3	Q4
<b>Customer Experience</b>	35	32.4	24.2	35.9	36.0
<b>Community Value</b>	30	27.1	30.2	31.2	31.2
<b>Financial Sustainability</b>	25	14.8	26.7	26.3	27.3
<b>Employee Engagement</b>	10	9	9	6.6	6.6
<b>Total</b>	<b>100</b>	<b>83.3</b>	<b>90.1</b>	<b>100</b>	<b>101.1</b>



More focus will be on safety. The public does see value in RTA. The financial team has been strong. They are trying to determine the metric that shows employees feel like their supervisors are invested in their success and improving employee understanding of how their role is linked to organizational success. They will attack employee engagement through retention.

2022 Tactics Review

- Filling Positions (streamline hiring timeline)
- 2023 Goal Setting before end of the year (scorecards)
- Complete TACTICS (close them out)

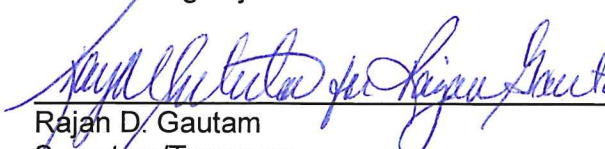
Thirty-two percent (32%) of 2022 tactics milestones were completed in 2022. The team is delivering the promised work to achieve the outcomes and they are adapting to the data. The clean program was added after receiving customer feedback. There are some areas for improvement. They include building ownership throughout the organization. Continue to challenge the team. And to create safety and training programs.

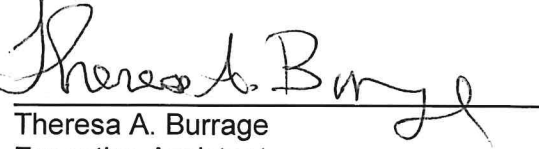
2023 Q1 Goals

- Reduce the Operator, Mechanic, and Transit Police Vacancies
- Improve the perception of personal security while waiting/on a bus/train
- Develop a strategy to do a root cause analysis of employee sentiment (current and former employees; departmental specific tools/strategies; tracking/accountability; usage of employee engagement survey data)

Success Outcomes	Metric	Information System	Success Definition
Customer Experience	Net Promoter Score	Customer Survey	5% improvement in Net Promoter Score over 2022 (NPS goal of 29)
<b>TOTAL</b>			<b>35</b>
Community Value	Community Value Score	Community Survey & Data	50% of the community agrees that GCRTA serves employment 79% of major projects are within EJ communities 4 Active Transit Oriented Development Projects 7 as a ratio of private sector capital to GCRTA capital
<b>TOTAL</b>			<b>30</b>
Financial Sustainability	Operating & Capital Performance	Financial Reporting	\$10m transfer to capital and reserve fund over the board policy. \$35m of competitive capital grants (CMAQ year)
<b>TOTAL</b>			<b>25</b>
Employee Engagement	Employee Engagement	HR Data	Vacancy Fill Rate targets is 95%
<b>TOTAL</b>			<b>10</b>
<b>OVERALL TOTAL</b>			<b>100</b>

The meeting adjourned at 9:41 a.m.

  
 Rajan D. Gautam  
 Secretary/Treasurer

  
 Theresa A. Burrage  
 Executive Assistant