

RTA Board and Committee Meetings

Tuesday, August 23, 2022



Organizational, Services & Performance Monitoring Committee

Chair: Mayor Anthony D. Biasiotta

Quarterly Report

August 23, 2022

Board of Trustees



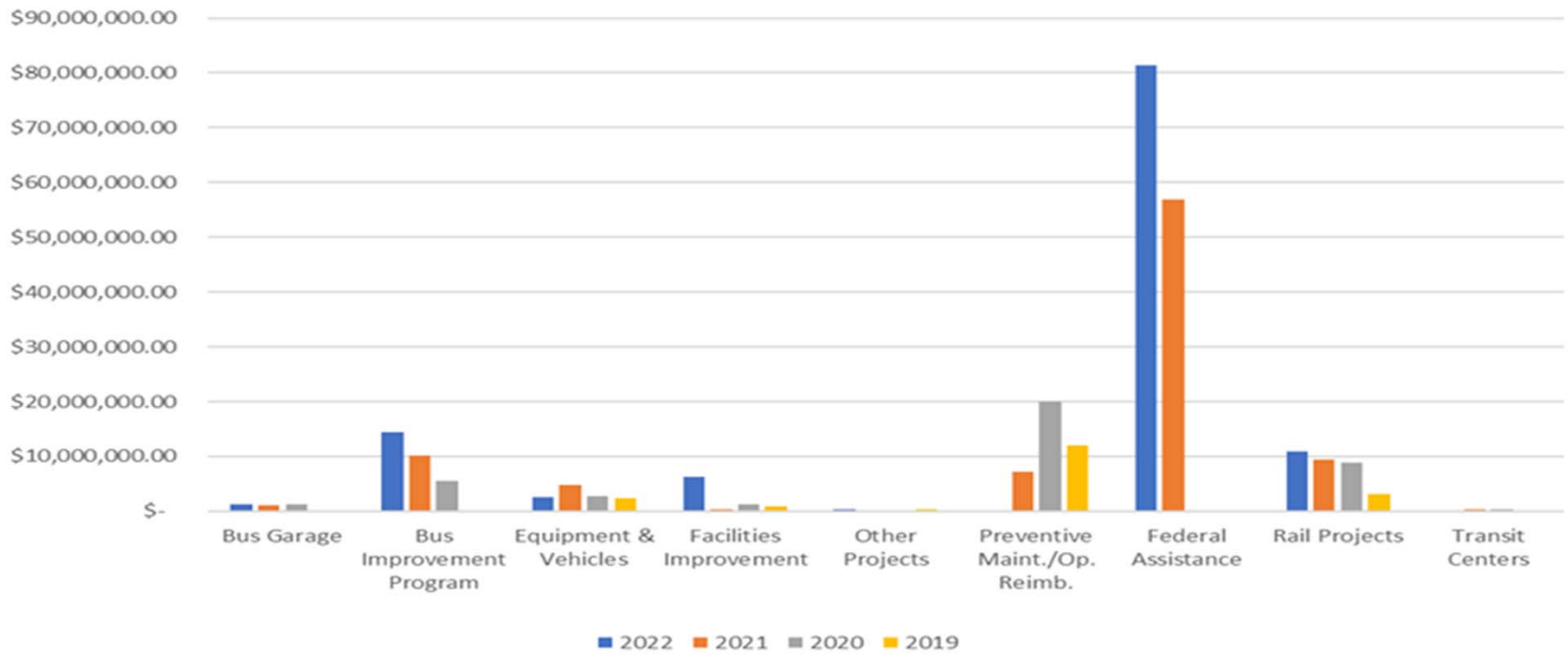
General Fund – 2nd Quarter

- Routine Revenues: 9.2% higher than Budget
(not including reimbursements)
 - Passenger Fares – up 18.2%
 - Sales & Use Tax – up 7.9%
- Operating Expenses: 6.2% lower than budget
 - Total personnel costs: 4.5% lower than budget
 - Health Care expenses \$3.8 million lower than budget

General Fund – 2nd Quarter

- Transfers to Other Funds
 - Transfers made through June
 - \$10.9 million to Rolling Stock Reserve
 - \$40.2 million to Capital Improvement Fund
 - \$2.7 million to Bond Retirement Fund
 - \$2.5 million to Insurance Fund

Capital Expenditures per Category 2022 Q2



Questions





TRACTION

*Quarterly Performance Board Update
FY22 Q2*

08.23.2022



Agenda

Performance Management Cadence

Path to Success: FY22

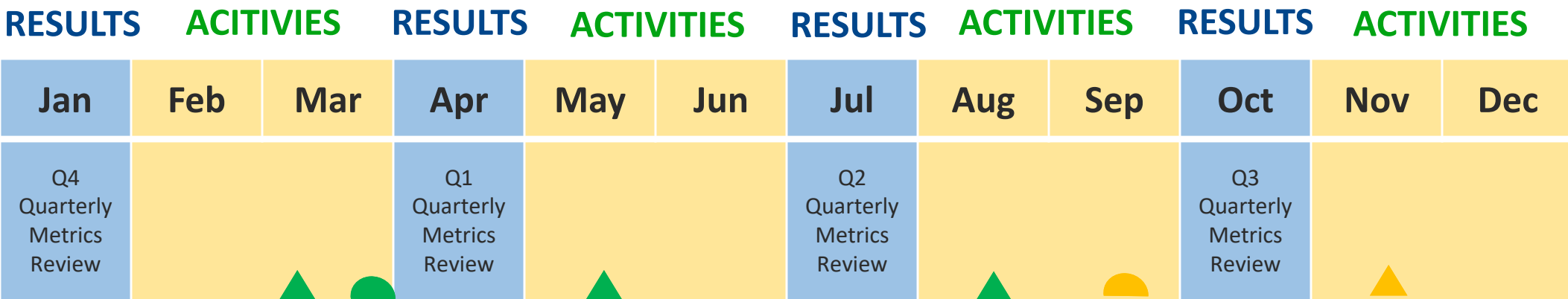
Q2 Organizational Results

Organizational Tactics

Quarterly Reporting Cadence and Schedule



Performance Management Cadence



↑
We are here

Information Systems (Surveys) Key

- ▲ Customer Survey Complete / In Progress
- ▲ Customer Survey Proposed
- Community Survey Complete
- Community Survey Proposed





Path to Success: FY22



MISSION WHY WE EXIST



Connecting the Community.

VISION WHAT WE STRIVE FOR



Leading the delivery of safe and creative mobility solutions and community connections.

Greater Cleveland Regional Transit Authority



We are focused on OUTCOMES.



We don't measure activity...

...we measure and monitor METRICS that MATTER.

We track our progress to deliver the OUTCOMES.



Organizational Success Outcomes

Success Outcomes	Metric	Information System	Success Definition	Performance Goal
Customer Experience	Net Promoter Score	Customer Survey	5% improvement in Net Promoter Score over baseline	26% NPS (-100 to 100 scale)
TOTAL			35	
Community Value	Community Value Score	Community Survey & Data	10% improvement in community value score over baseline	100
TOTAL			30	
Financial Sustainability	Operating & Capital Performance	Financial Reporting	\$0 deficit for the Available Ending Balances shown on three-year budget projections while reducing the amount of Unfunded Capital Projects by \$10 million each year (\$10 million INCLUDES the transfer to the Rail Car Reserve Fund)	\$0 deficit
TOTAL			25	
Employee Engagement	Employee Engagement	Employee Engagement Survey	10% improvement over baseline	-2% eNPS (-100 to 100 scale)
TOTAL			10	
OVERALL TOTAL			100	

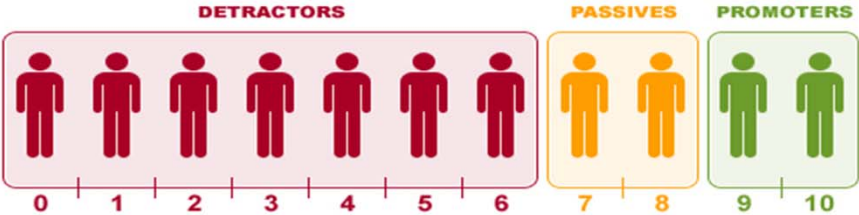


Net Promoter Score (NPS)

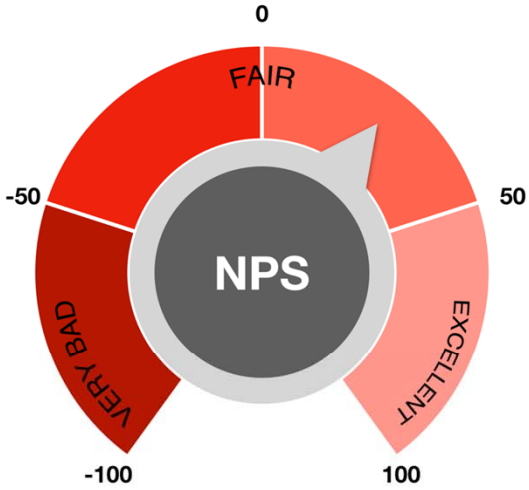
Definition

NPS poses the ultimate question:

“How likely would you be to recommend using RTA services to a friend or family member?”



$$\text{Net Promoter Score} = \% \text{ Promoters} - \% \text{ Detractors}$$



Net Promoter Score

NPS values can range from -100 to +100. The higher the value of NPS, the more likely customer are to recommend RTA.

Organization	NPS
Costco	79%
Disney	50%
Transit Agencies	35%
Airlines	23%
Car Rental Agencies	18%
Internet Service Providers	5%





Q2 Organizational Results



Organizational Success Outcomes

Bringing the Information Systems to Life

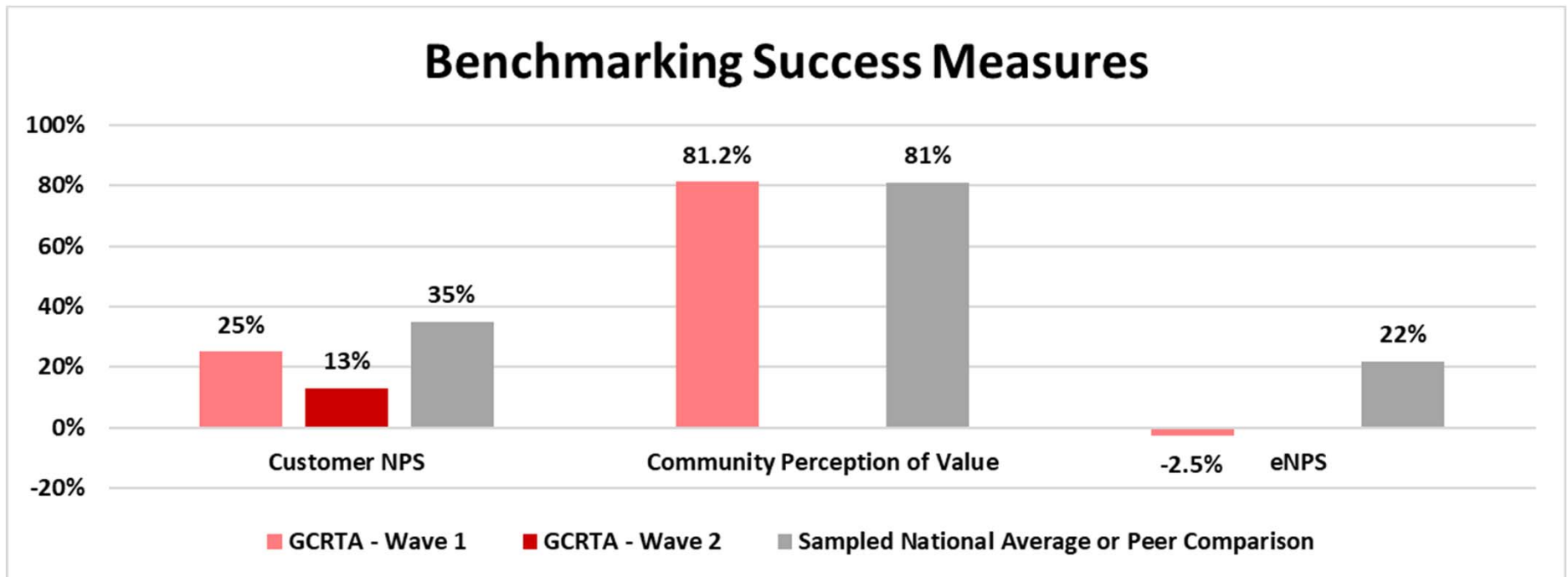
Success Outcomes	FY22 Outcome Definition	Performance Goal	Q2 Results
Customer Experience	5% improvement in Net Promoter Score over baseline	26%	13% Baseline NPS established 25% through first wave of customer surveys (Fixed Route Bus, BRT, Rail, Paratransit)
Community Value	10% improvement in community value score over baseline	100	90 Baseline score established through first wave of community survey.
Financial Sustainability	\$0 deficit for the Available Ending Balances shown on three-year budget projections while reducing the amount of Unfunded Capital Projects by \$10 million each year (\$10 million INCLUDES the transfer to the Rail Car Reserve Fund)	\$0 deficit	On track to deliver.
Employee Engagement	10% improvement over baseline	-2%	-2.5% Baseline employee engagement Net Promoter Score established through first wave of employee surveys

Organizational Performance

Peer Benchmarking*

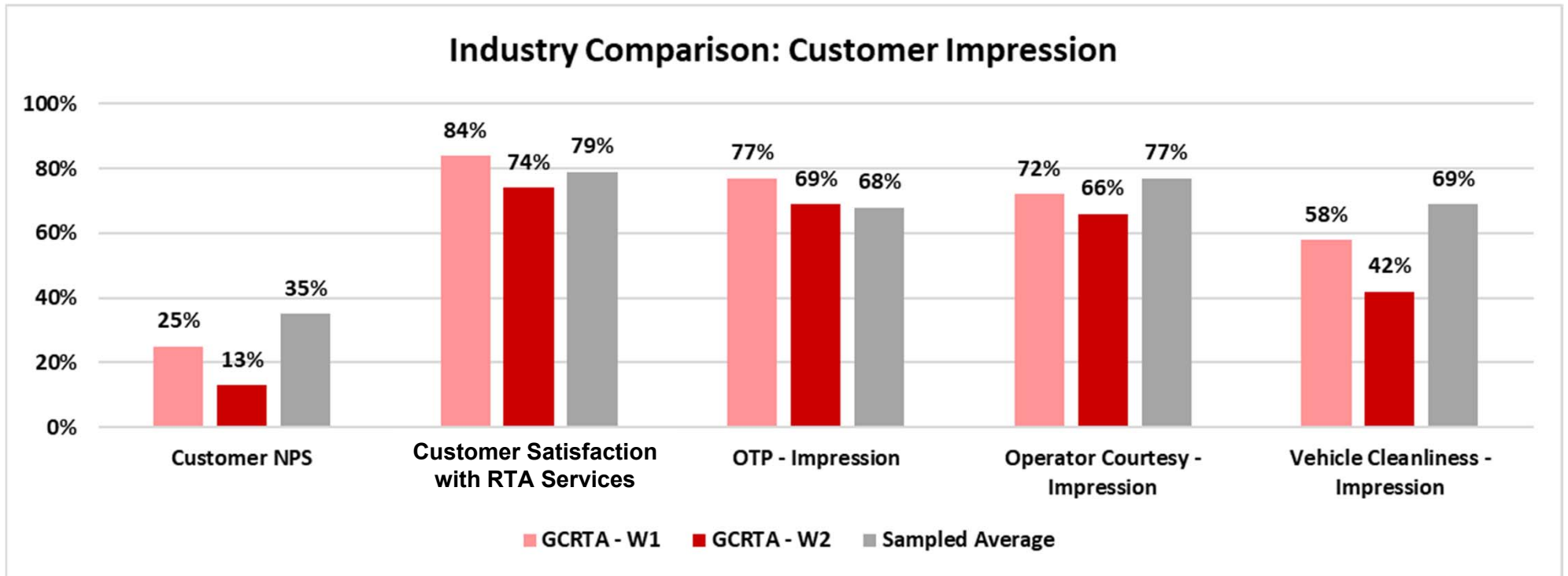
Criteria used to identify peer agencies:

- Service area type (urban/rural)
- Service Modes (bus/rail/DR)
- Urban area population
- Operating Budget
- Other demographics



Organizational Scorecard Q1

Industry Benchmarking and Key Performance Drivers





Q2 Organizational Tactics



Organizational Tactics 2022

Making data-driven decisions ...

Key Areas of Opportunity – Wave 2

<i>Fixed Route Bus</i>	<i>Bus Rapid Transit</i>	<i>Rail</i>	<i>Paratransit</i>	<i>Community</i>
On-Time Performance Vehicle Cleanliness Safety on the Bus Frequency Fare price	Vehicle Cleanliness On-Time Performance Buses being operated safely Fare price Safety on the Bus	On-Time Performance Safety Waiting for the Train Train Cleanliness Route coverage Frequency	On-Time Performance Safety on the vehicle Operators being friendly and helpful	Reducing pollution/ carbon footprint Reducing traffic congestion

Focus remains on vehicle cleanliness & security waiting for and riding vehicles.



Organizational Tactics 2022

Three areas of Focus

❑ **Clean**

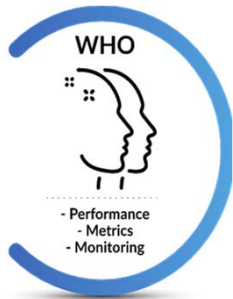
- Rail cars intraday cleanings at Windemere Station
- Increasing manpower for bus cleaners
- Decreasing days between interior cleans
- Quality Assurance program implemented

❑ **Safety**

- Transit Ambassadors Program
- Increased police visibility at hot spots (using GIS data)
- Continued use of camera technology

❑ **On-Time**

- Current actual OTP is 84%
- Continue to review route data to address issues
- Working to improve perception of OTP (68%) with actual results



Organizational Scorecard 2022

RTA earned **90** out of **100** points in Q2 FY22.

Success Outcomes	Goal Points	Points Earned			
		Q1	Q2	Q3	Q4
Customer Experience	35	32.3	24.1		
Community Value	30	27.1	30.2		
Financial Sustainability	25	14.8	26.7		
Employee Engagement	10	9	9		
Total	100	83.2	90.0		



Organizational Scorecard Q2 – Customer Experience

RTA earned **24** out of **35** points in Customer Experience.

Success Outcomes	Metric	FY2022 Performance Goals	Owner	Goal Points	Q1 2022		Q2 2022	
					Actual Results	Points Earned	Actual Results	Points Earned
Customer Experience	Net Promoter Score	26%	I. Birdsong	13	25%	12.4	12%	5.9
	Overall Customer Satisfaction	88%	I. Birdsong	8	84%	7.6	73%	6.6
	On-Time Performance - Impression	85%	F. Caver	3.5	77%	3.2	68%	2.8
	On-Time Performance - Actual	85%	F. Caver	3.5	84%	3.4	84%	3.5
	Safety - Impression	85%	S. King-Benford*	2	81%	1.9	70%	1.6
	Safety - Actual	70%	S. King-Benford*	2	43%	1.2	57%	1.6
	Operator Courtesy - Impression	76%	F. Caver	1.5	72%	1.4	63%	1.2
	Vehicle Cleanliness - Impression	70%	F. Caver	1.5	58%	1.2	41%	0.9
				35	32.3		24.1	



*J. Burney to replace S. King-Benford for Q3

Quarterly Reporting Cadence and Schedule

	Quarter Begins	Quarter Ends	Leadership Reporting	Leadership Reports Performance Results to Board*
Q1 2022	Jan 1	Mar 31	Apr 28	May 24
Q2 2022	Apr 1	Jun 30	July 28	Aug 16 - 23
Q3 2022	Jul 1	Sep 30	Oct 21	Nov 7 - 18
Q4 2022	Oct 1	Dec 31	Jan 27	Feb 14 - 21

Define Success Outcomes for FY23 →

Greater Cleveland Regional Transit Authority



*These are proposed dates based on current Tuesday Board Meeting cadence. No Board Q4 results presentation due to incomplete information systems



Questions?

Audit, Safety Compliance & Real Estate Committee

Chair: Mayor Paul A. Koomar

RTA Board of Trustees Meeting

August 23, 2022



Public Comments – Agenda Items

- In person
- Phone: 440-276-4600
- Web form at www.riderta.com/events
 - Click/Select meeting event
 - Scroll to bottom to fill out form
 - Comments will be sent to Board and staff

Committee Reports

Ad Hoc Committee Reports



New Hires and Promotions

August 2022



August 2022 New Hires



Matthew Watts
Operator



Lucy Hammond
Operator



DaVeone Young
Operator



Tasha Raum
Operator



Alton Kerley
Janitor



Dalonzo Carey
Laborer



Brittany Williams
Crisis Intervention
Specialist



Xenia Baeder
Crisis Intervention
Specialist



August 2022 New Hires



Tory Blevins
Transit Ambassador



Ebony Allen
Transit Ambassador



Kimberley King
Transit Ambassador



Janice Brooks
Transit Ambassador



Terence Jackson
Transit Ambassador



August 2022 Promotions



Janet E. Burney
DGM – Legal Affairs
Division

Resolutions

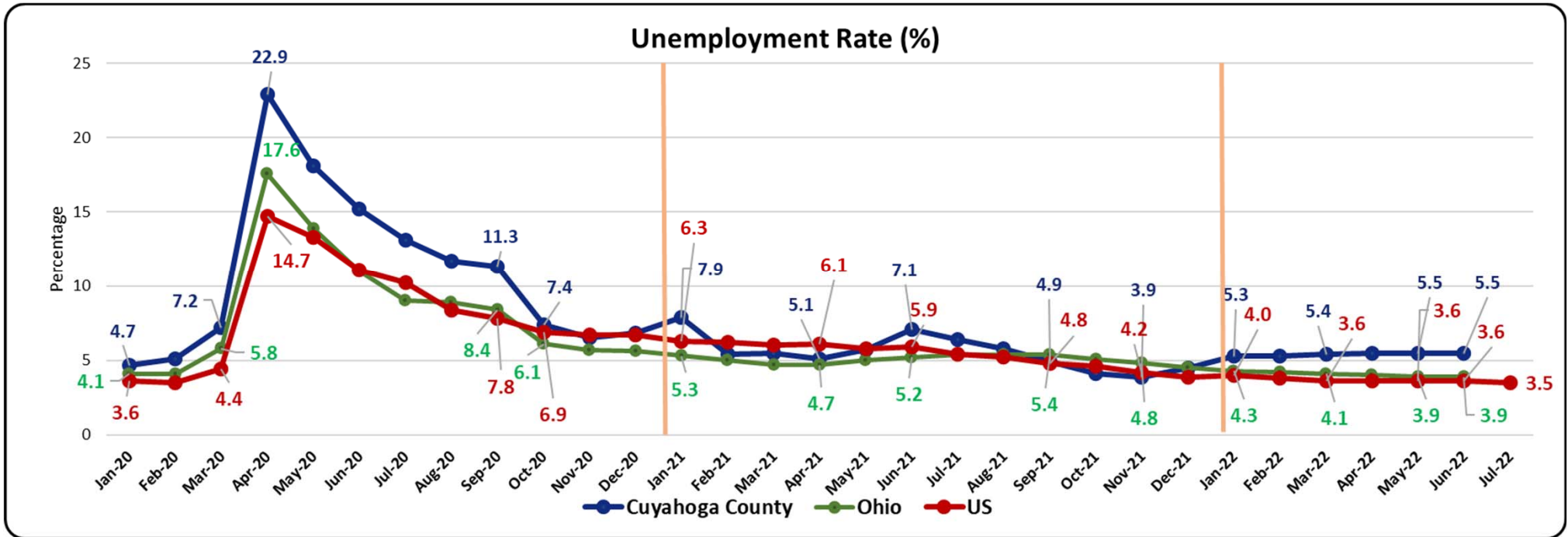


Secretary/Treasurer Update

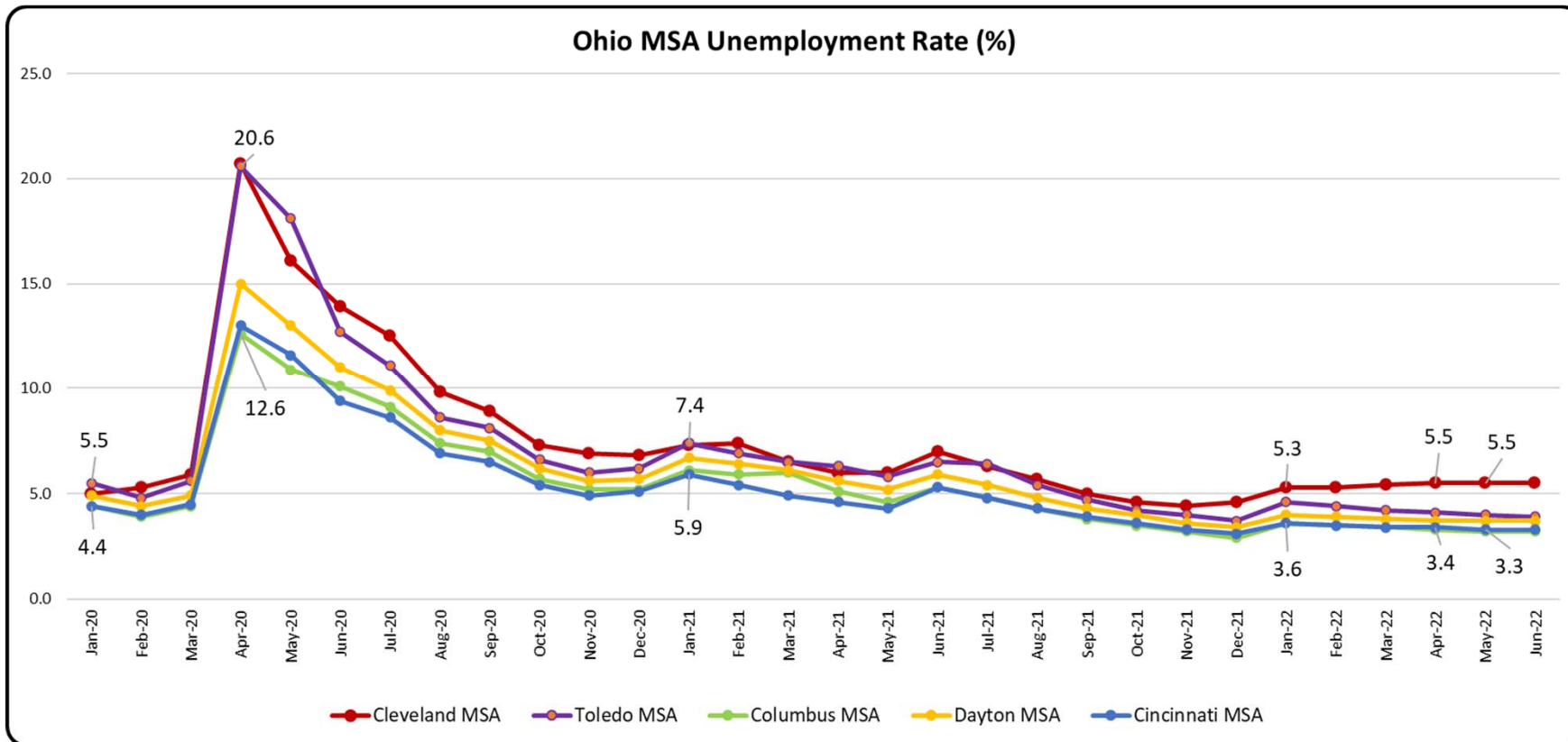
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Board of Trustees

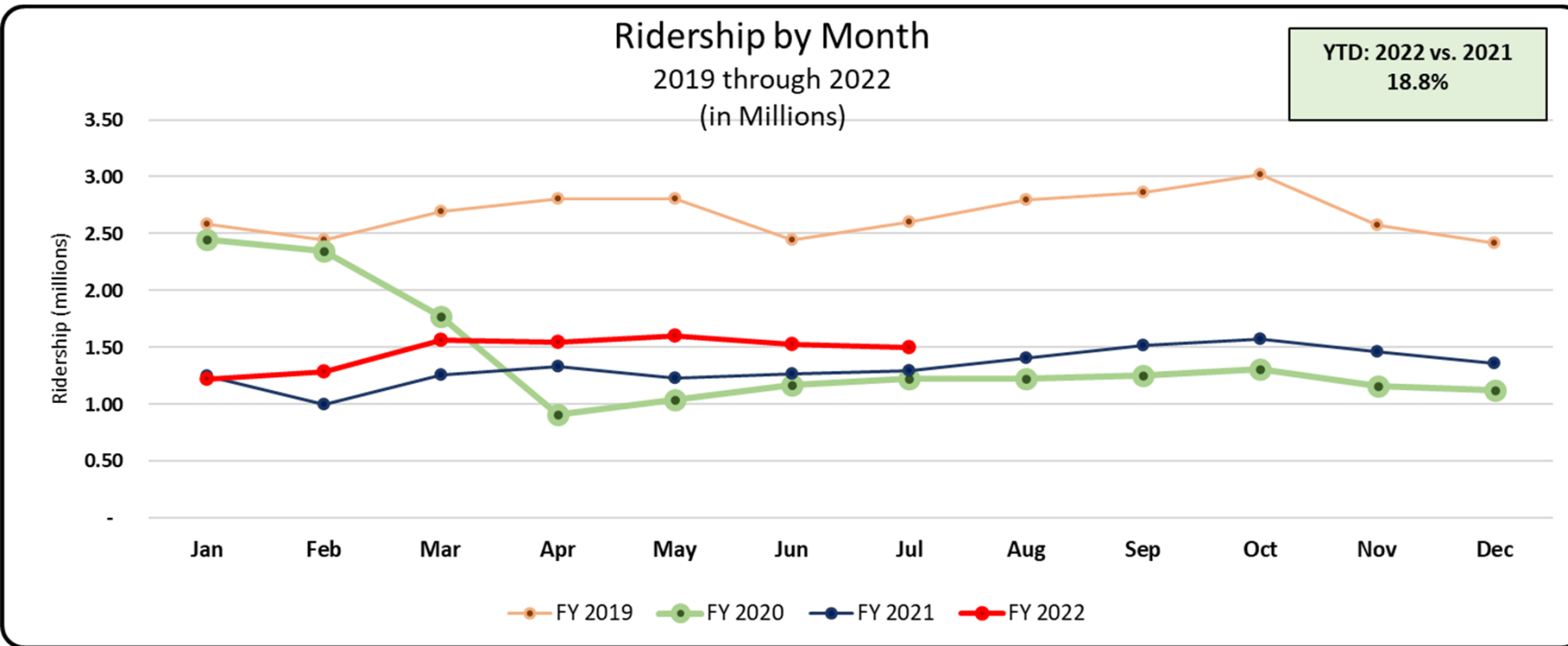
Economic Conditions



Economic Conditions



Ridership



YTD Ridership Through July (in millions)

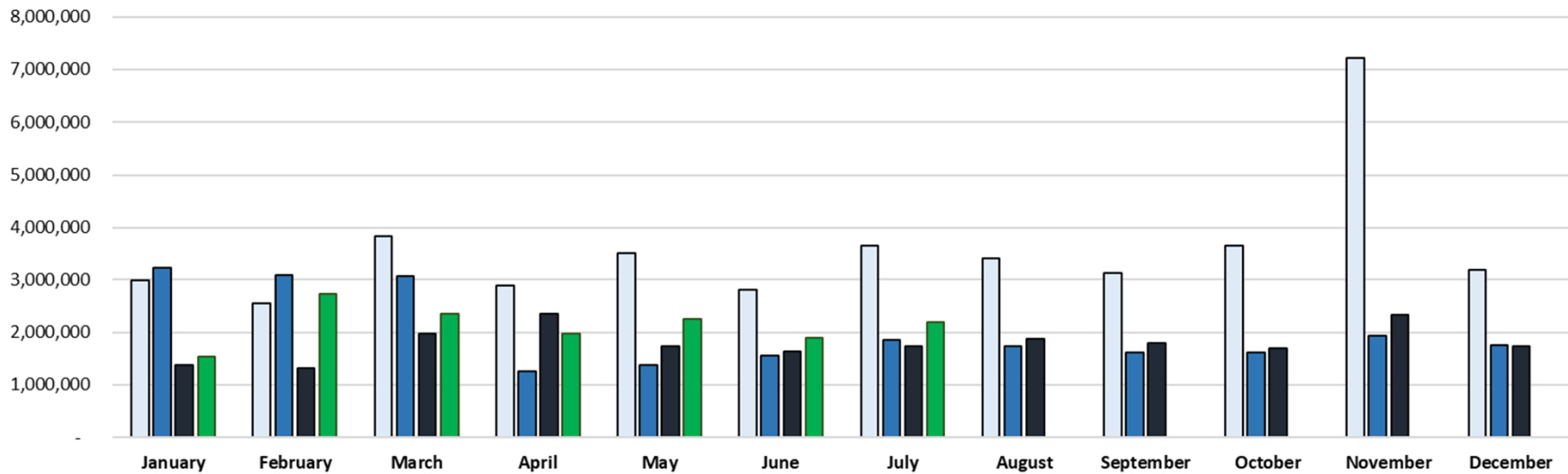
July 2019: 18.4
 July 2020: 10.9
 July 2021: 8.6
July 2022: 10.3



Passenger Fares

Passenger Fares
2019, 2020, 2021, and 2022

YTD Variance
(2022 v. 2021)
22.7%



2022 v 2021	10.1%	106.5%	19.1%	-16.1%	29.9%	15.0%	25.4%					
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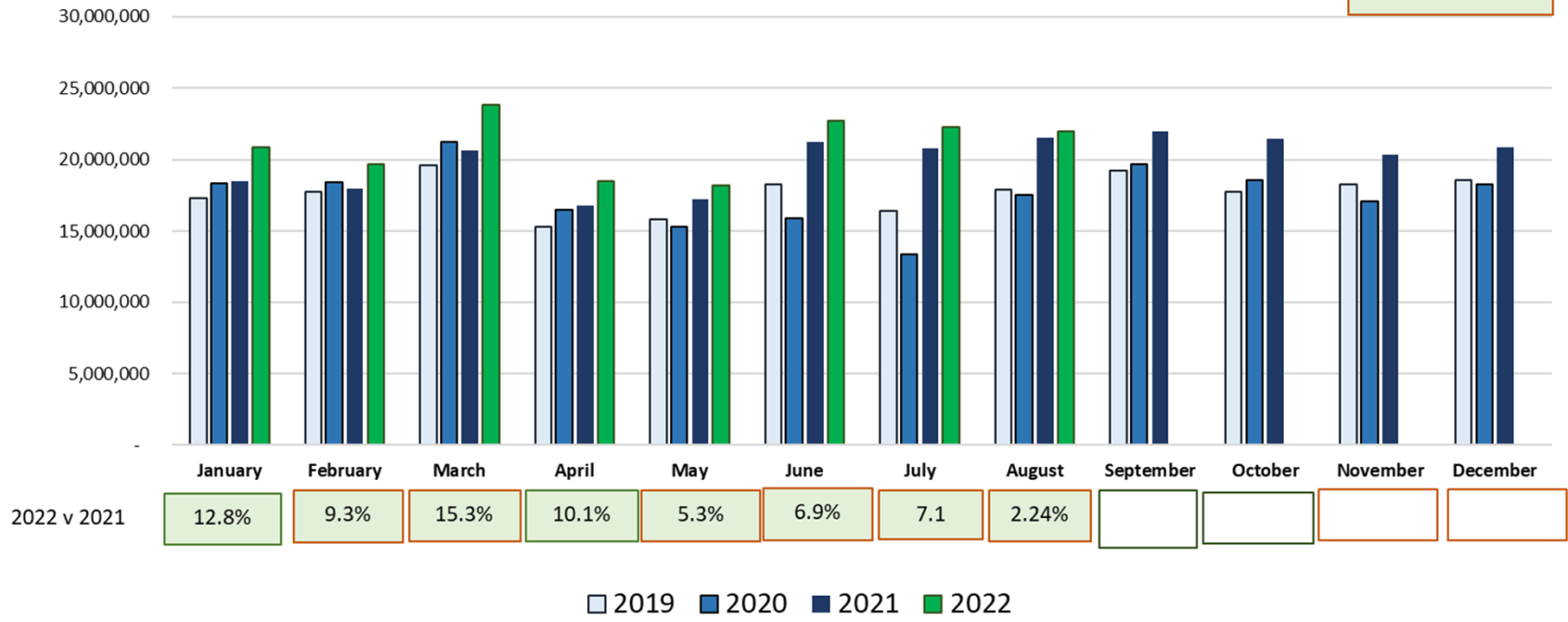
□ 2019 ■ 2020 ■ 2021 ■ 2022



Sales Tax

**Sales & Use Tax
2019, 2020, 2021 and 2022**

YTD Variance
(2022 vs. 2021)
8.6%



YTD through August:

Motor vehicles/
water craft
+9.2%

On-Line sales
+19.8%

Regular/State
wide sales
+9.5%



Questions



General Manager, CEO Report

August 23, 2022

Greater Cleveland Regional Transit Authority



ODOT SFY 2023 Grant Awards

- Ohio Transit Partnership Program (OTP2)
 - \$8.0 million for Rail Car Replacement Program
- Urban Transit Program (UTP)
 - \$3.5 million for Bus Improvement Program



GCRTA Positive Impact Program (PIP)

- PIP provides seasoned operators the opportunity to share their knowledge and skills with new operators
- Four recognition ceremonies were held honoring the mentors and mentees
 - August 9, 2022 | Rail District Ceremony
 - August 10, 2022 | Triskett District Ceremony
 - August 11, 2022 | Paratransit District Ceremony
 - August 12, 2022 | Hayden District Ceremony



52nd Annual Puerto Rican Parade of Greater Cleveland

- August 7, 2022 | Parade Kick-off at 11:00 a.m. and proceeded to Roberto Clemente Park
- GCRTA employees, family members, friends and Board of Trustees participated



“The Man Who Walks Through Walls”

- August 12, 2022 | The Cuyahoga River Viaduct Bridge
- French stencil artist Blek Le Rat creates his world-renowned piece on one of the bridge’s piers near Merwin’s Wharf restaurant
- Special thanks to Graffiti HeArt



GCRTA Touch a Truck Event

- August 14, 2022 | Downtown Public Square from 10:00am – 2:00pm
- Hosted by GCRTA Transit Police and Rail District
- Various RTA vehicles displayed for kids to touch and explore
- Transit Police Operation KidWatch onsite providing IDs



2022 GCRTA Rail Rodeo

- August 13, 2022 | Rail District: 7:00am – 1:30pm
- Competitive events by Rail Operators, Power & Way & Rail Equipment Employees
- Transit Police Operation KidWatch onsite
- Congratulations to all the winners!



Corporate Challenge

Challenge runs May – July, 2022

- Competed against seven other large companies in Northeast Ohio
- Competed in softball, minigolf, sand volleyball, cornhole, skeeball, bowling, 10K relay run, tug of war, and carnival challenge games
- GCRTA placed 1st in skeeball and 2nd in tug of war
- Employees, family, and friends were welcome to participate



Human Rights Campaign (HRC) Annual Dinner

August 20, 2022 | Hilton, downtown Cleveland

- Chief Deirdre Jones was honored for her years of tremendous work and leadership on behalf of the Greater Cleveland region's LGBTQ+ community.



American Public Transportation Association (APTA)

July 30 – August 2, 2022 | Salt Lake City, UT

- Board Members Dr. Valarie J. McCall and Luz N. Pellet attended
- Dr. Valarie J. McCall – Presentation on Finding the Right CEO and CEO Performance Evaluations
- George Fields – Panel presentation on Lessons Learned and Best Practices in Addressing Workforce Shortages



Lean Six Sigma (LSS) at GCRTA

- Process improvement methodology that aims to reduce or eliminate waste and increase process efficiencies
- Tri-C Corporate College trains GCRTA employees
- Lean Ohio Boot Camp: introductory course
 - 31 employees completed since end of 2021
 - 24 to complete by end of 2022
- 11 employees recently earned Green Belt certification and 16 are working toward their Green Belt
- 4 employees recently earned Black Belt certification and 1 is working toward their Black Belt



EZFare Launch

June 12, 2022 | EZFare officially launched

- EZFare App
- Sync with Transit
- Retail Network for cash option
- HL validators (on-going)

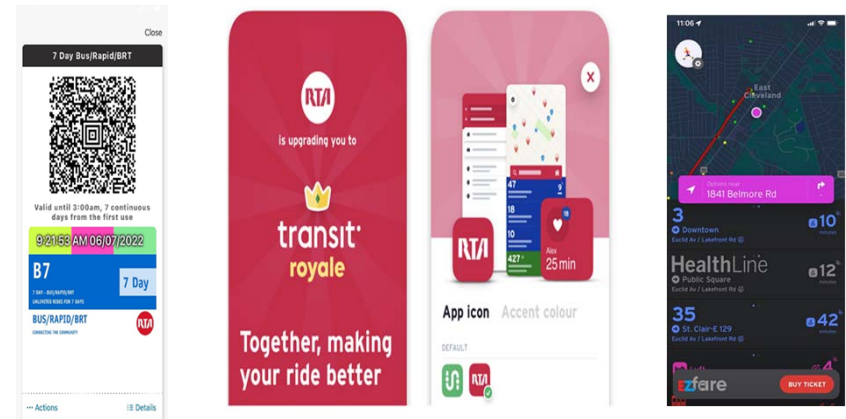
Fare Collection Vision

Short Term:

- Replace RTA's current mobile payment app
- Purchase and install ticket validators on vehicles
- Create a connected, regional fare system

Long Term:

While implementing the short term objectives
Evaluate the replacement of TVMs, CSKs and fareboxes



Public Comments

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