



# RTA Committee and Board of Trustees Meeting

Tuesday, February 27, 2024

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# Organizational, Services & Performance Monitoring Committee

Chair: Mayor Anthony D. Biasiotta

# 4<sup>th</sup> Quarter 2023 Report

February 27, 2024

India L. Birdsong Terry

General Manager, CEO

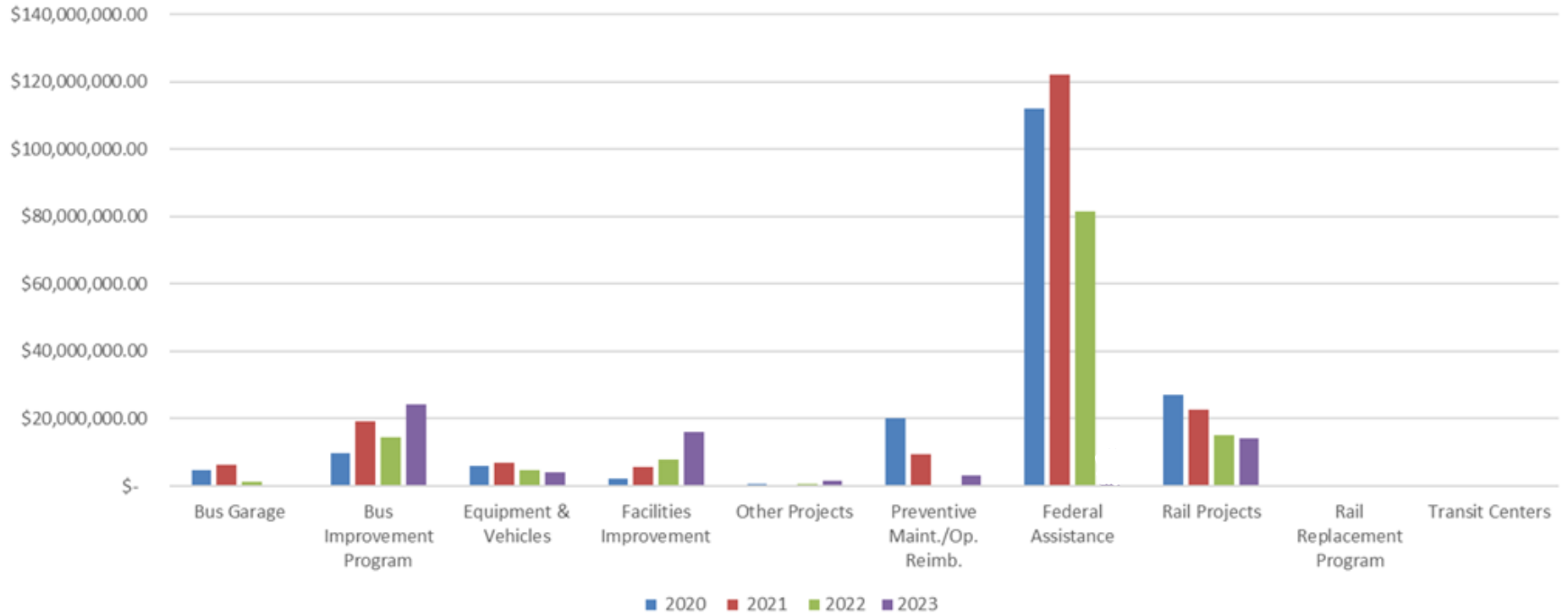
# General Fund – 4<sup>th</sup> Quarter 2024

- Total Revenues: 0.1% lower than budget
  - Passenger Fares – 11.7% higher
  - Sales & Use Tax – 1.1% higher
  - Other Revenues – 7.0% higher (Advertising, Investments, Other Revenue, Reimbursements)
  - Did not transfer \$6.5 million from Reserve Fund
- Operating Expenses: 1.9% lower than budget
  - Total personnel costs: 1.1% lower than budget
  - Fuel hedging – continues to help stabilize expenses

# General Fund – 4<sup>th</sup> Quarter 2023

- Transfers to Other Funds
  - Reserve Fund:
    - \$10 million in Rolling Stock Reserve
    - \$878,615 in 27<sup>th</sup> Pay
  - Total Transfer to Capital: 10.9% (above Board Policy Goal)
    - Bond Retirement Fund: \$6.6 million transferred
    - Capital Improvement Fund: \$21.9 million transferred

## Year End 2023 Capital Expenditures per Category



# Questions





# Quarterly Performance Review: **FY23 Q4**

India L. Birdsong Terry, GCRTA *General Manager* and *CEO*  
Dr. James Rubin, TransPro *Principal*

GCRTA Board Meeting  
February 27, 2024



# Agenda



1. Performance Management Cadence
2. Success Outcome Status
3. Organizational Scorecard
4. December 2023 Customer Experience Survey Results
5. Quarterly Reporting Cadence and Schedule

# Performance Management Cadence

Feb 2024	Mar 2024	Apr 2024	May 2024	Jun 2024	Jul 2024
In-Person Quarterly Performance Review	Virtual Monthly Tactics Review	Virtual Monthly Tactics Review	In-Person Quarterly Performance Review	Virtual Monthly Tactics Review	Virtual Monthly Tactics Review

Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025
In-Person Quarterly Performance Review	Virtual Monthly Tactics Review	Virtual Monthly Tactics Review	In-Person Quarterly Performance Review	Virtual Monthly Tactics Review	Virtual Monthly Tactics Review

# Success Outcome Status: **FY23 Q4**

Success Outcome	Metric	Info System	Success Definition	Status
Customer Experience	Net Promoter Score	Customer Experience Survey	29 Net Promoter Score (5% increase from 2022)	16 Net Promoter Score (1/19/24)
Community Value	Community Value Score	Community Survey and Agency Data	50% of community agrees RTA serves employment 79% of major projects are within EJ communities 4 active TOD projects 7.0 is ratio of private sector to RTA capital	43% of community agrees RTA serves employment (1/19/24) 77% of major projects are within EJ communities (1/19/24) 2 active TOD projects (1/19/24) 8.9 is ratio of private sector to RTA capital (1/19/24)
Financial Sustainability	Operating and Capital Performance	Financial Reporting	\$10m transfer to capital & reserve fund over policy \$35m in competitive capital grants	\$10m transfer to capital & reserve fund over policy (1/19/24) \$163m in competitive capital grants (1/19/24)
Employee Engagement	Employee Engagement	Human Resources Data	95% fill rate for operators, mechanics, and police 95% fill rate for non-bargaining positions	87% fill rate for operators, mechanics, and police (1/19/24) 94% fill rate for non-bargaining positions (1/19/24)

# Organizational Scorecard: **FY23 Q4**

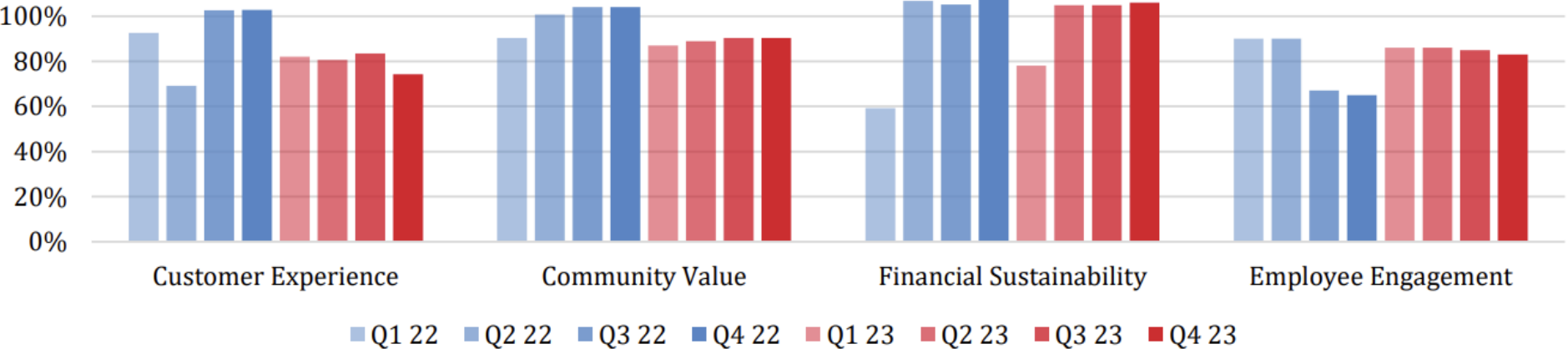
Success Outcome	Goal Points	FY 23 Q1 Points	FY23 Q2 Points	FY23 Q3 Points	FY23 Q4 Points
Customer Experience	35.0	28.7	28.2	29.2	26.0
Community Value	30.0	26.1	26.7	27.1	27.1
Financial Sustainability	25.0	19.5	26.2	26.2	26.5
Employee Engagement	10.0	8.6	8.6	8.5	8.3
<b>100.0</b>		<b>82.9</b>	<b>89.7</b>	<b>91.0</b>	<b>87.9</b>

**87.9 / 100.0  
points earned**



# Percent of Goal Points Earned for Each Success Outcome

## Time Series



# Organizational Scorecard: FY23 Q4

Success Outcome: **Customer Experience**

Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Points Earned
Net promoter score	29	Terry	13.0	20	21	25	16	7.4
Overall customer satisfaction	84%	Terry	8.0	66%	66%	57%	63%	6.0
Customer perceptions of on-time performance	77%	Caver	4.0	71%	68%	67%	69%	3.6
Agency on-time performance	85%	Caver	4.0	86%	83%	80%	82%	3.8
Personal safety and security	74%	Caver	4.0	64%	59%	63%	61%	3.3
Vehicle Cleanliness	54%	Caver	2.0	59%	51%	55%	50%	1.9
			<b>Total Goal Points: 35.0</b>			<b>Total Points Earned: 26.0</b>		



# Organizational Scorecard: FY23 Q4

Success Outcome: **Community Value**

Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Points Earned
Community perception of access to Employment	50%	Freilich	7.5	32%	32%	43%	43%	6.5
Capital dollars invested in environmental justice zones	79%	Schipper	7.5	81%	87%	77%	77%	7.3
Transit oriented development on RTA properties	4	Reed	7.5	2	2	2	2	3.8
Ratio of private sector investment to major capital investment	7.0	Schipper	7.5	10.7	9.3	8.9	8.9	9.5
			<b>Total Goal Points: 30.0</b>			<b>Total Points Earned: 27.1</b>		

# Organizational Scorecard: FY23 Q4

Success Outcome: **Financial Sustainability**

Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Points Earned	
General fund transfer to capital / rolling stock reserve fund	\$10m	Gautam	7.0	\$10m	\$10m	\$10m	\$10m	7.0	
Competitive capital grants	\$35m	Schipper Gautam	7.0	\$12m	\$145m	\$157m	\$162m	9.1	
Operating ratio: expense covered by own source revenue	13%	Gautam	6.0	11.8%	11.5%	11.5%	11.7%	5.4	
Overall operating cost per revenue hour	\$165.00	Gautam Caver	5.0	\$175.13	\$171.60	\$172.31	\$165.38	5.0	
			<b>Total Goal Points: 25.0</b>						<b>Total Points Earned: 26.5</b>



# Organizational Scorecard: FY23 Q4

Success Outcome: **Employee Engagement**

Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Points Earned	
Operator, mechanic and transit police vacancy fill rate	91%	Terry Fields	2.0	84%	84%	86%	87%	1.8	
Non-bargaining vacancy fill rate	95%	Fields	2.0	91%	93%	93%	94%	2.0	
Agency retention rate	88%	Fields	1.5	96%	98%	98%	96%	1.6	
Supervisor invested in growth and success	57%	Fields	1.5	55%	55%	55%	55%	1.4	
Understand link between performance and agency's success	71%	Terry Fields	1.5	72%	72%	72%	72%	1.5	
Workforce net promoter score	5	Fields	1.5	-3	-3	-3	-3	0.0	
			<b>Total Goal Points: 10.0</b>						<b>Total Points Earned: 8.3</b>



# Benchmarking

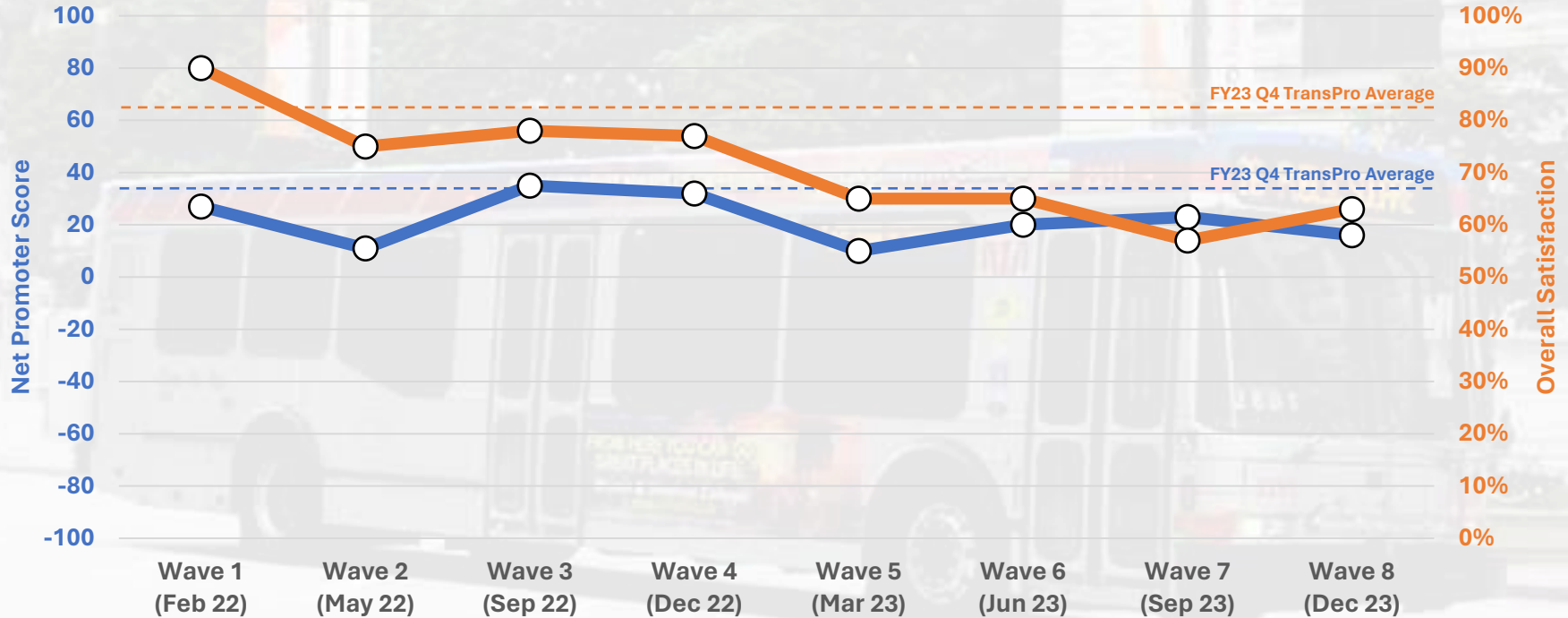
The TransPro Average (TA) is computed by taking the two-year rolling unweighted average of results from 10 peer agencies. If an agency has multiple waves of surveys during that period, only the most recent wave is used.

## **Current TransPro Average (TA) Sample**

Transit Authority of River City (TARC) in Louisville, KY  
Regional Transportation Commission of Southern Nevada (RTC ) in Las Vegas, NV  
Regional Transportation District (RTD) in Denver, CO  
Salem Area Mass Transit District (Cherriots) in Salem, OR  
Charlotte Area Transit System (CATS) in Charlotte, NC  
Capital District Transportation Authority (CDTA) in Albany, NY  
Toledo Area Regional Transit Authority (TARTA) in Toledo, OH  
Bee-Line Bus System (Bee-Line) in Westchester County, NY  
VIA Metropolitan Transit (VIA) in San Antonio, TX  
London Transit (LT) in London, ON

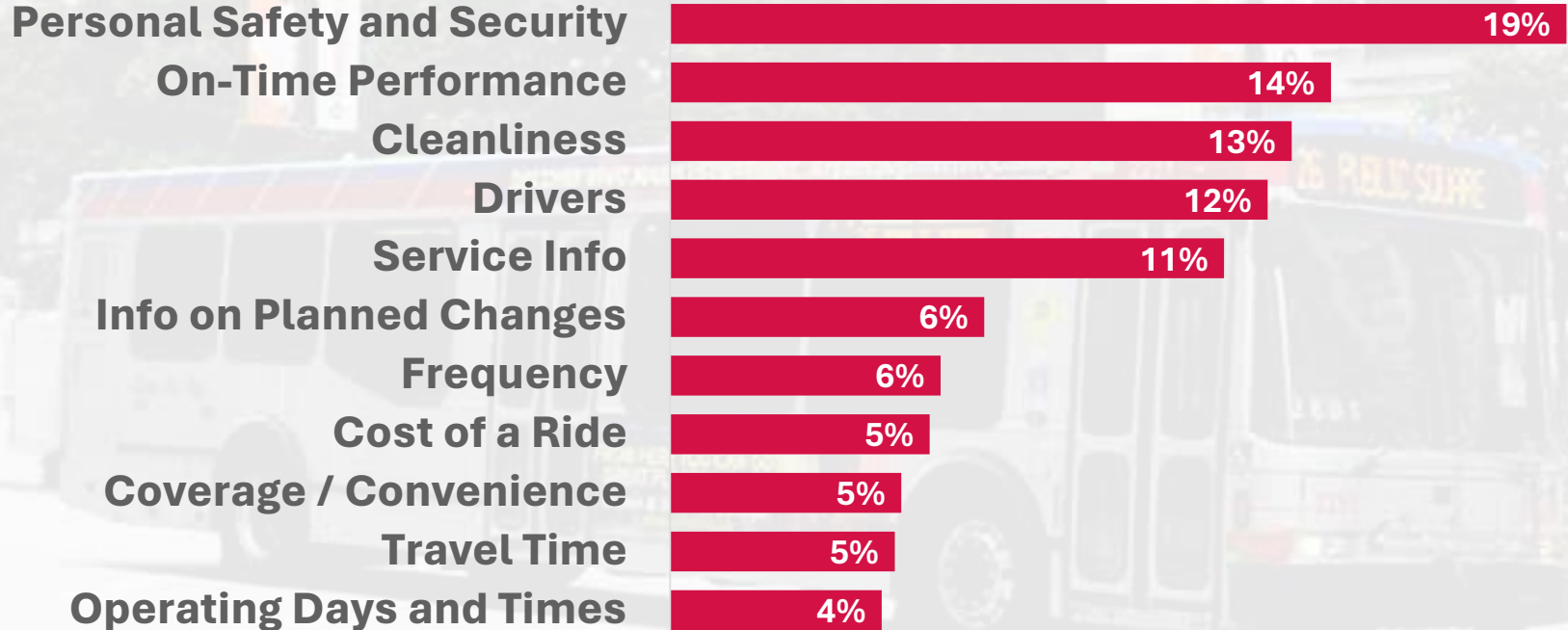
# Net Promoter Score & Overall Satisfaction: **Fixed Route Bus**

RTA Time Series



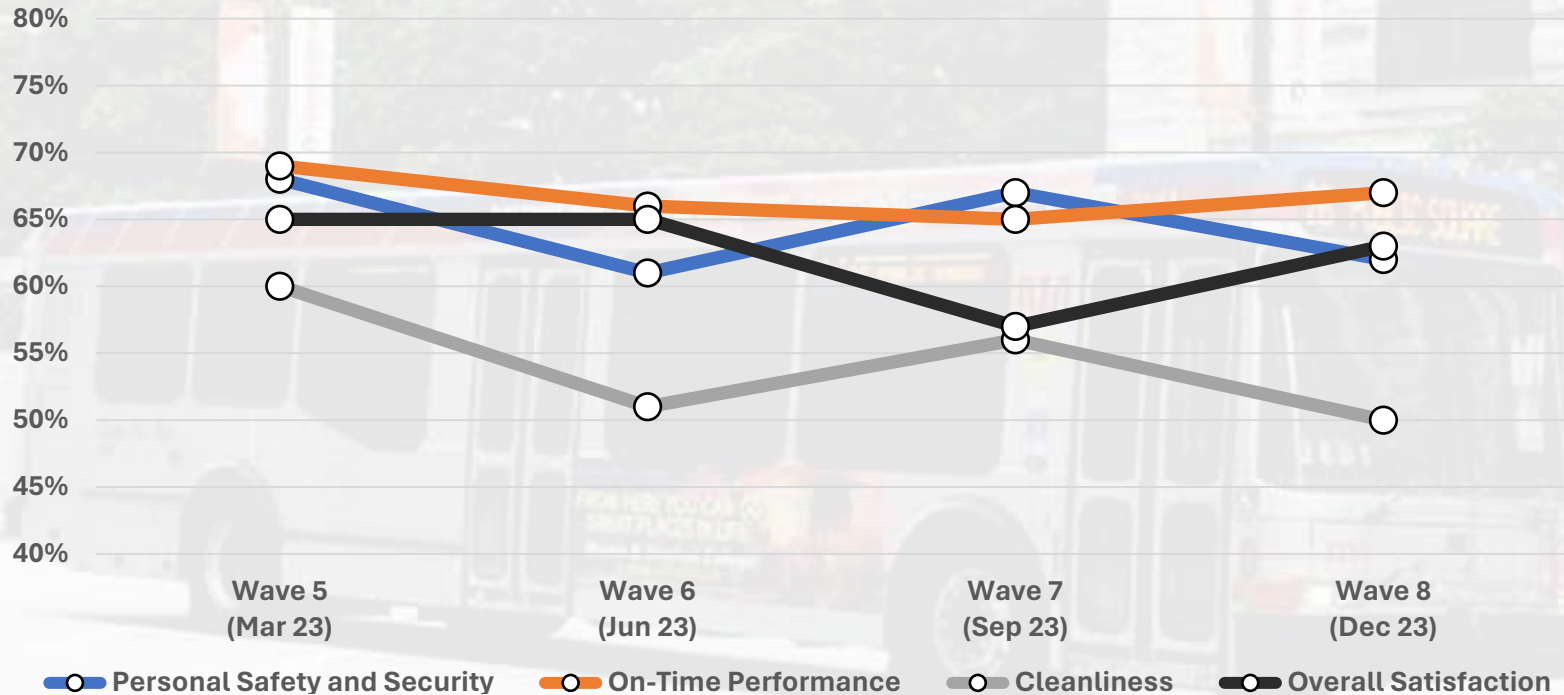
# Key Drivers of Customer Experience: **Fixed Route Bus**

Most Important to Customers: Wave 8, December 2023

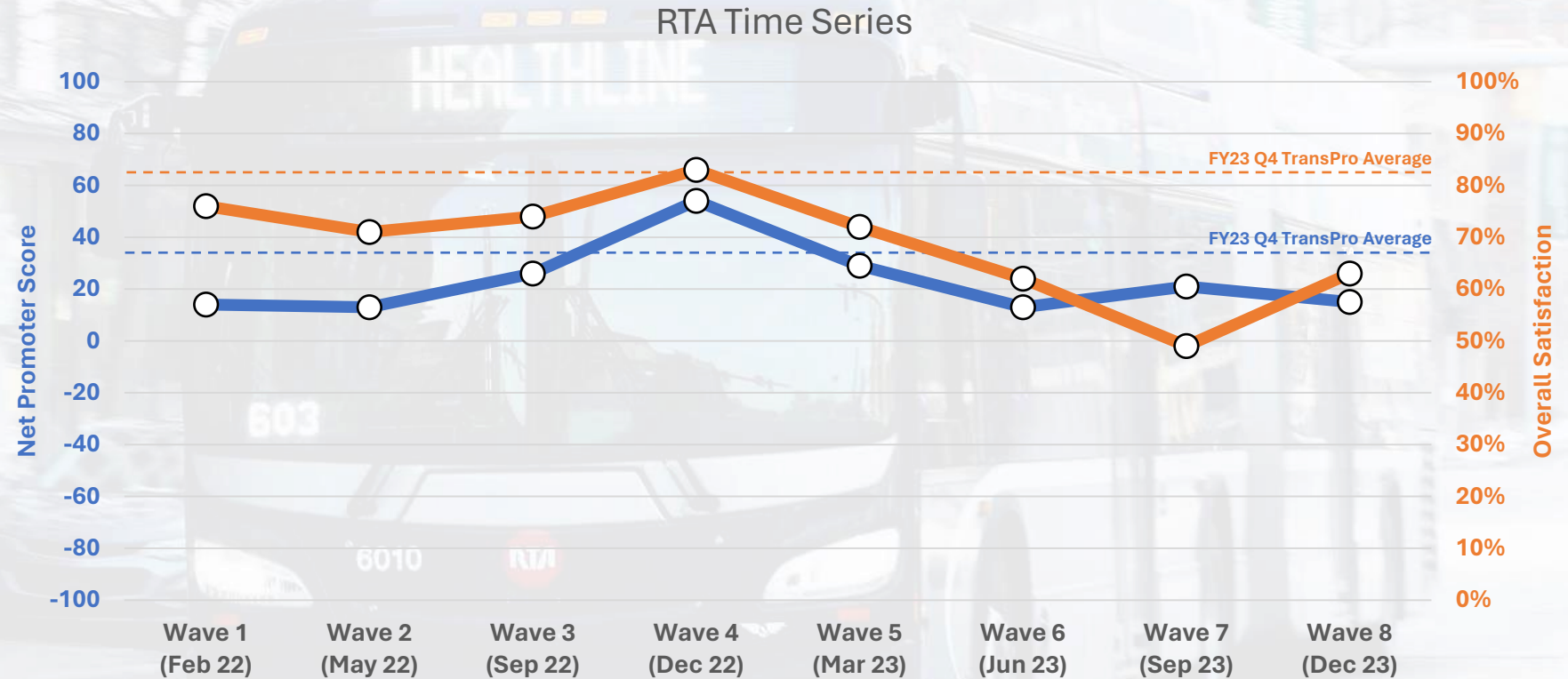


# Key Experience Indicators: **Fixed Route Bus**

## Customer Satisfaction Time Series

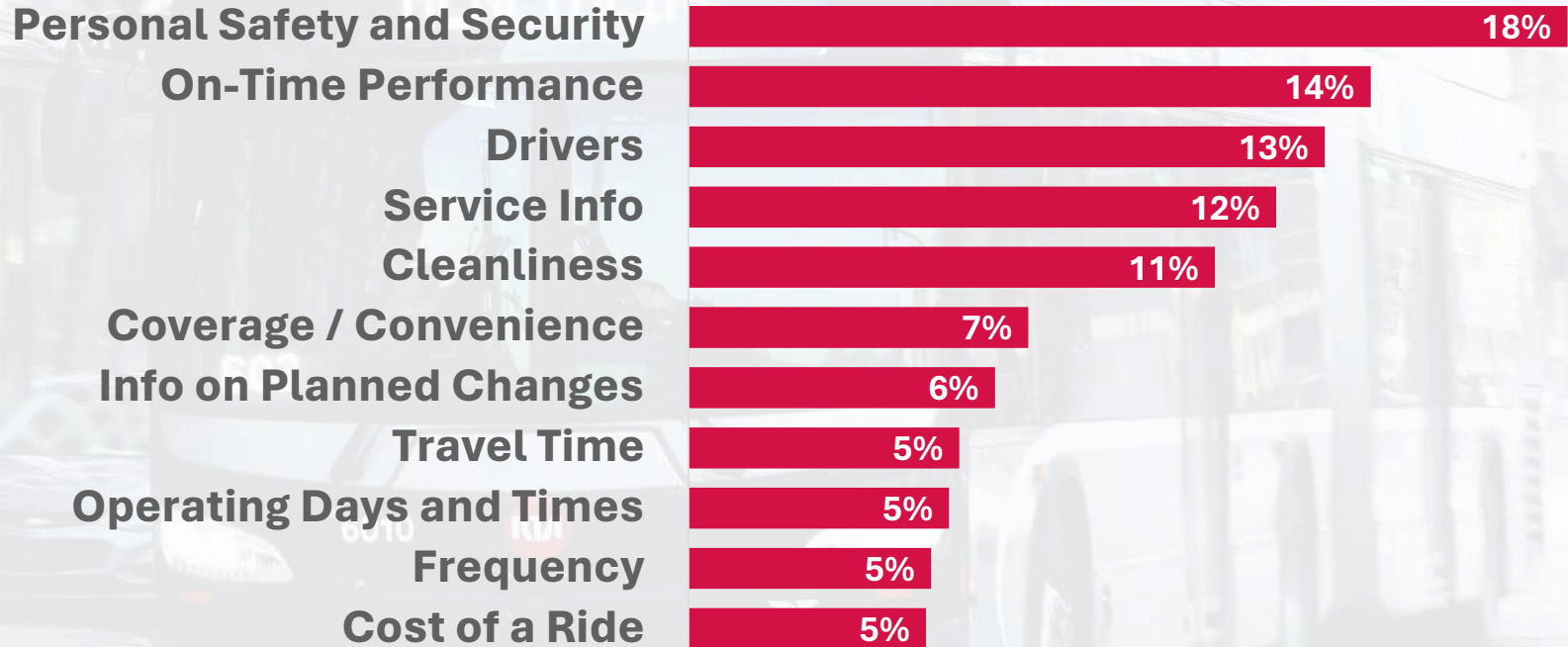


# Net Promoter Score & Overall Satisfaction: **Bus Rapid Transit**



# Key Drivers of Customer Experience: **Bus Rapid Transit**

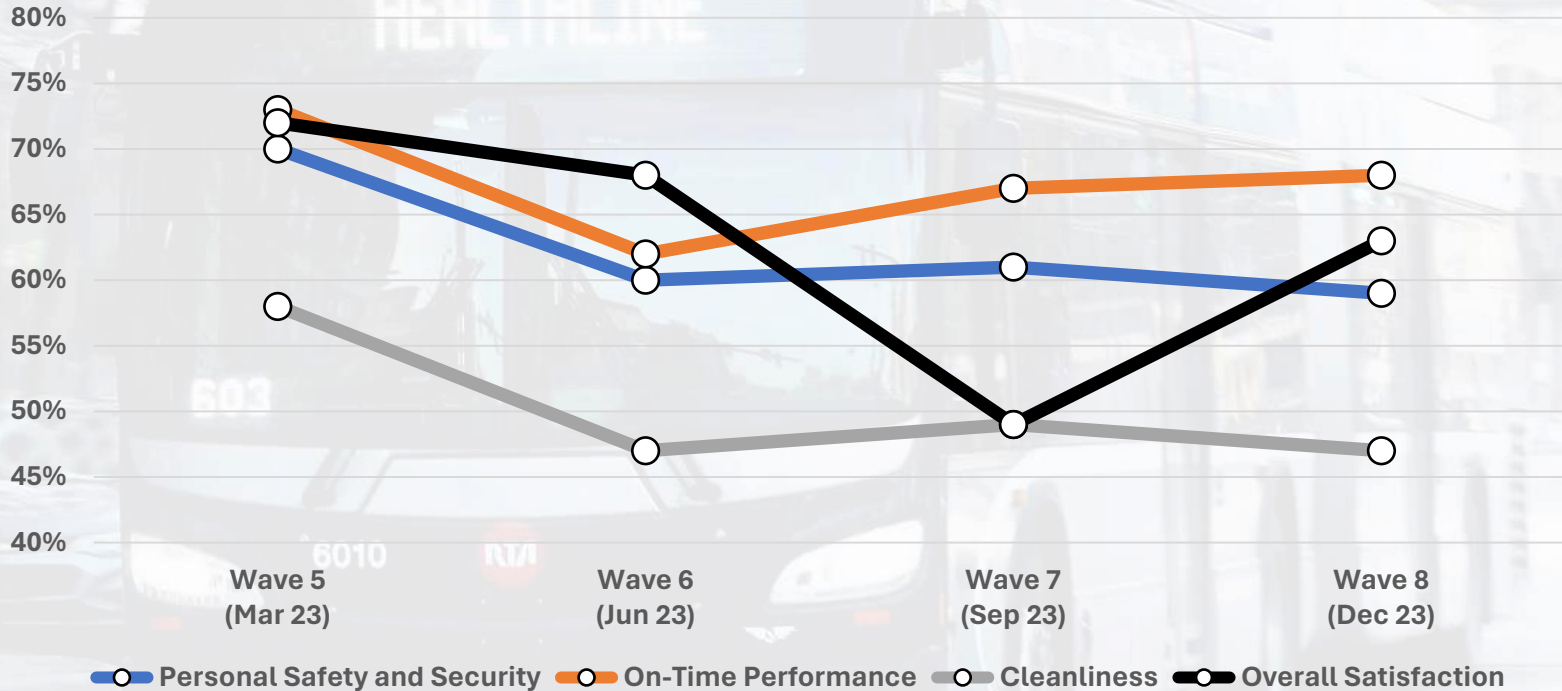
Most Important to Customers: Wave 8, December 2023





# Key Experience Indicators: **Bus Rapid Transit**

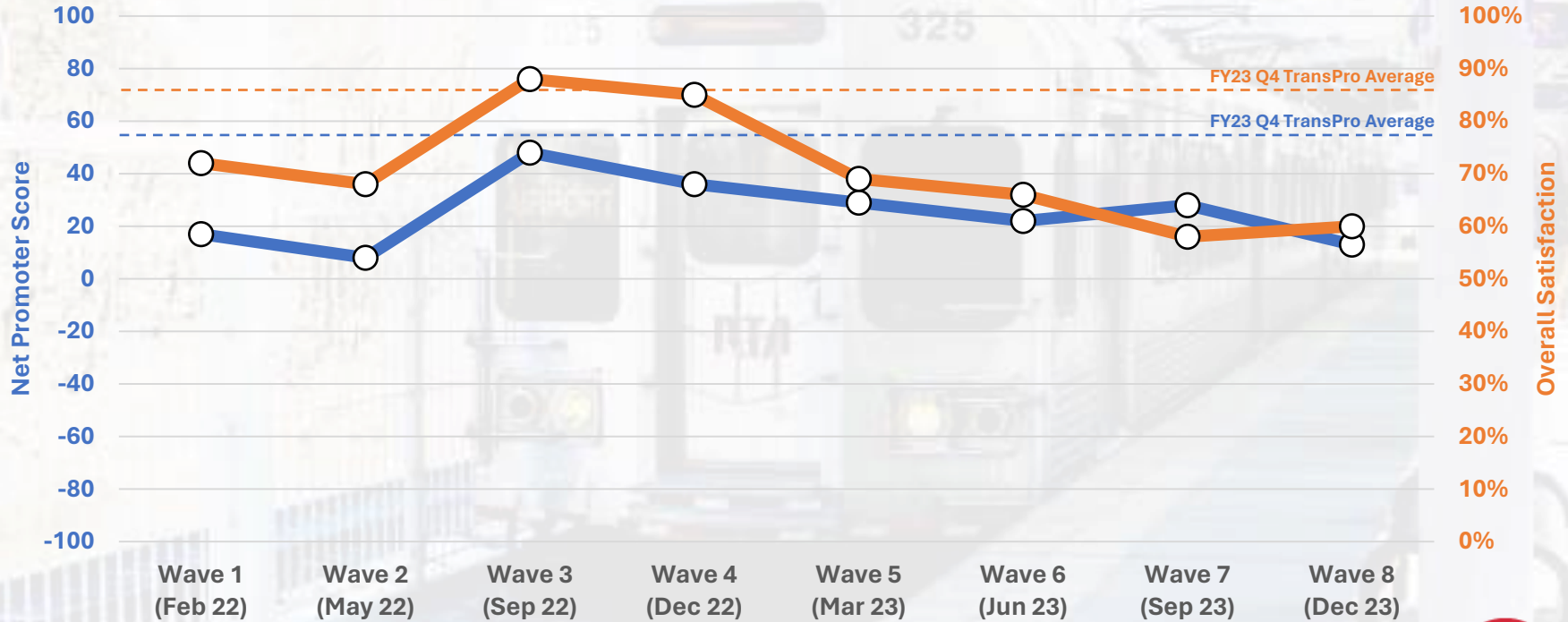
Customer Satisfaction Time Series





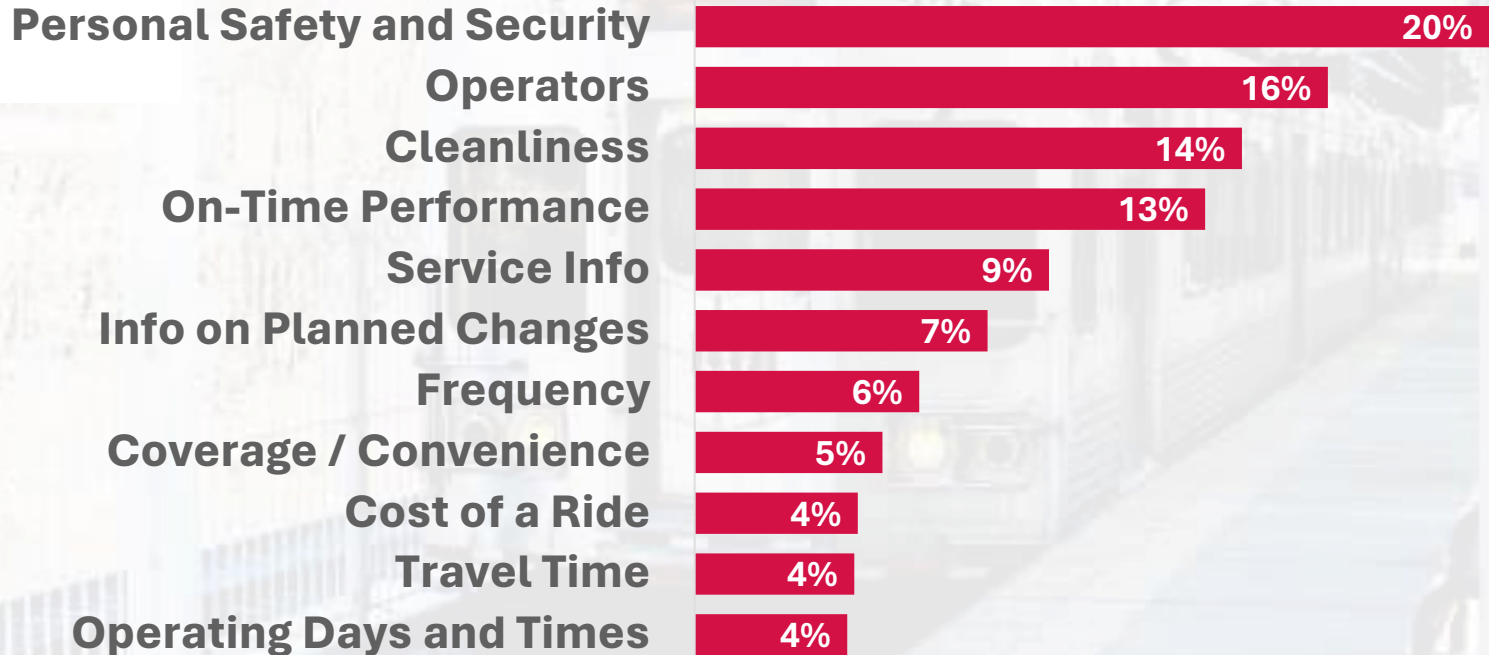
# Net Promoter Score & Overall Satisfaction: Rail

RTA Time Series



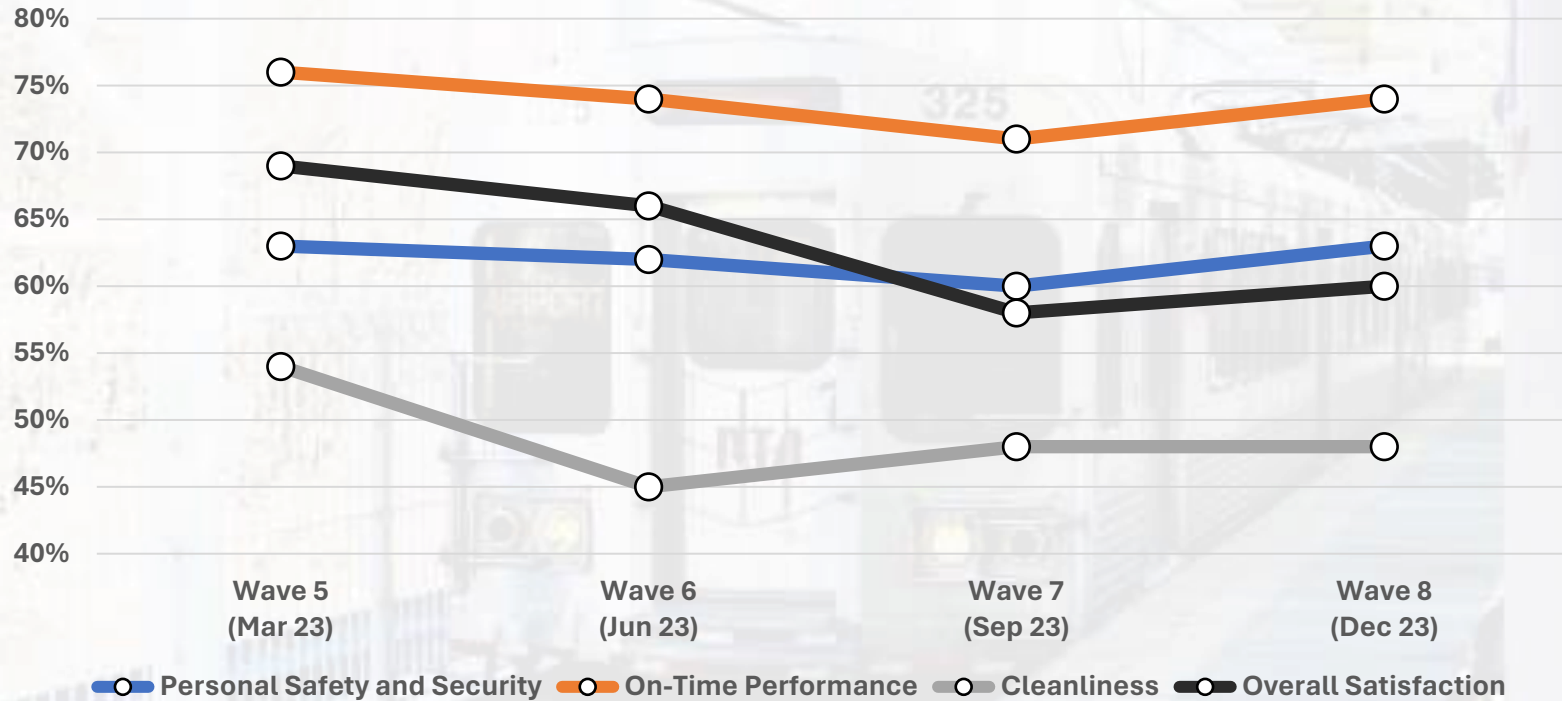
# Key Drivers of Customer Experience: Rail

Most Important to Customers: Wave 8, December 2023



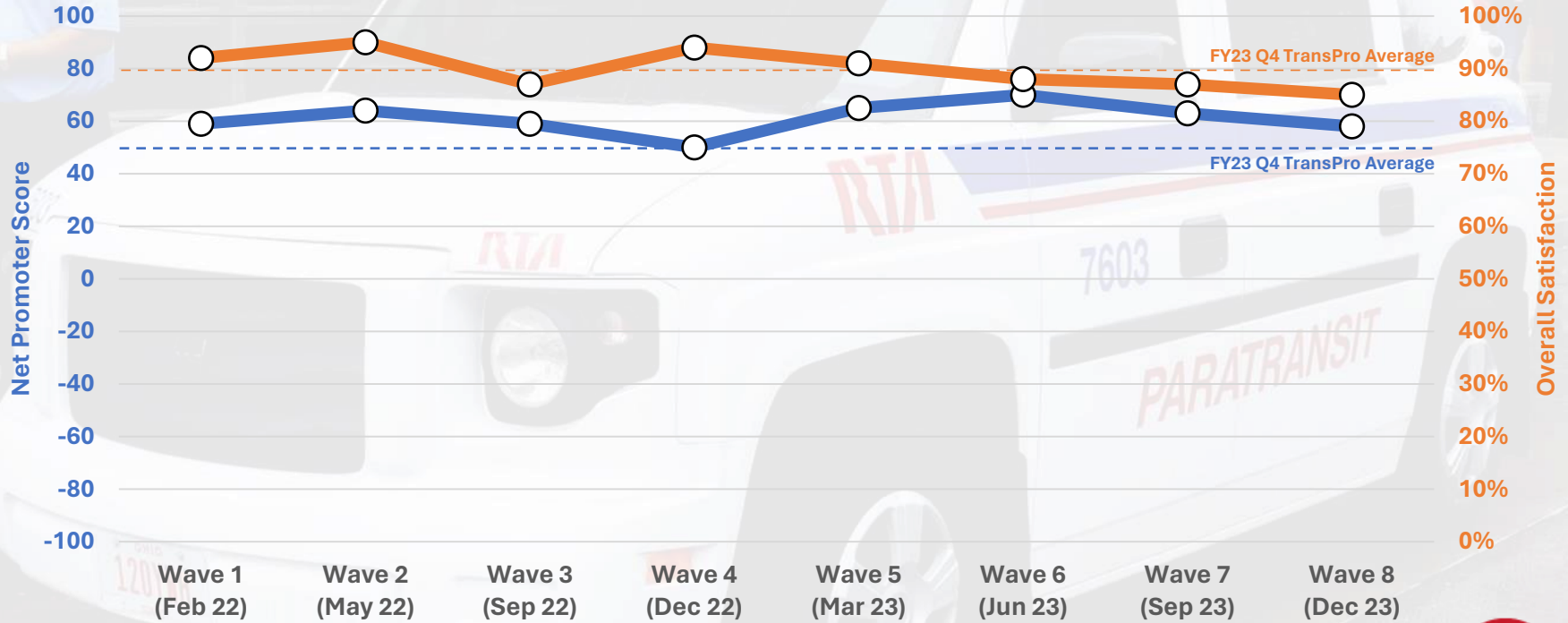
# Key Experience Indicators: Rail

## Customer Satisfaction Time Series



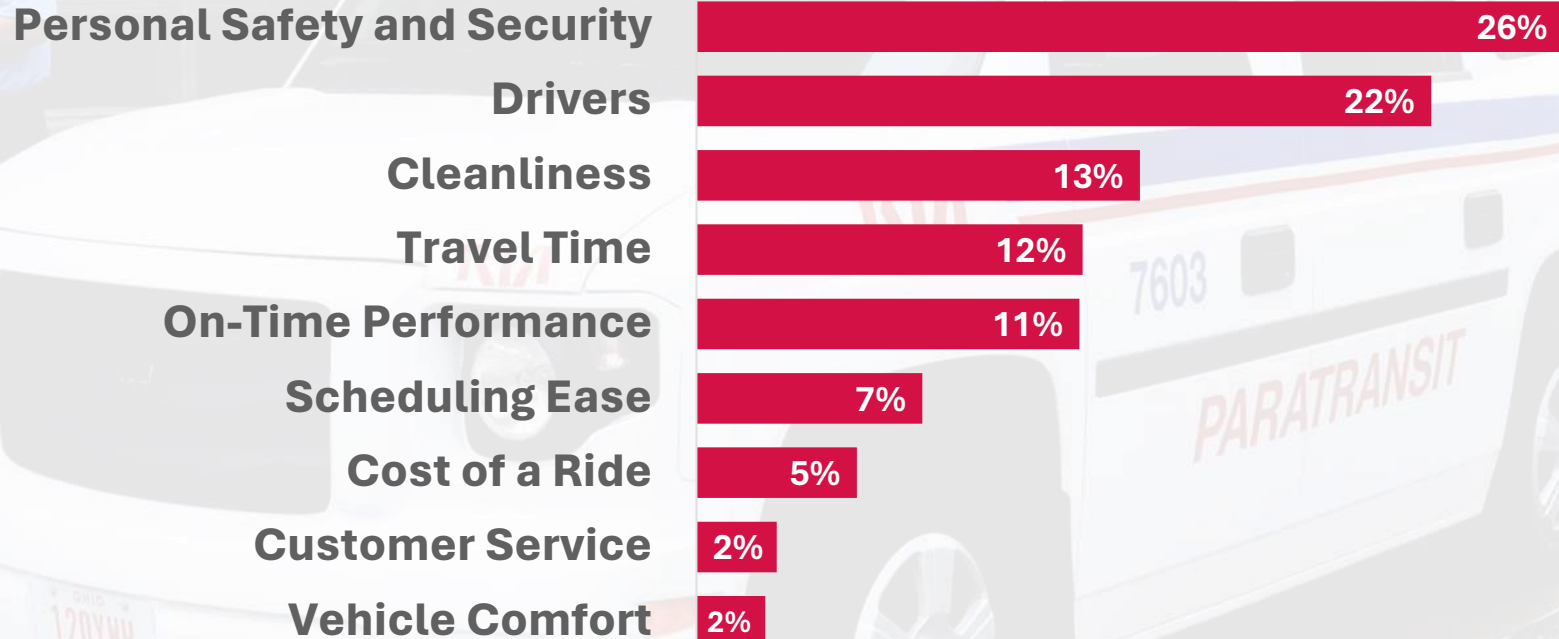
# Net Promoter Score & Overall Satisfaction: **Paratransit**

RTA Time Series



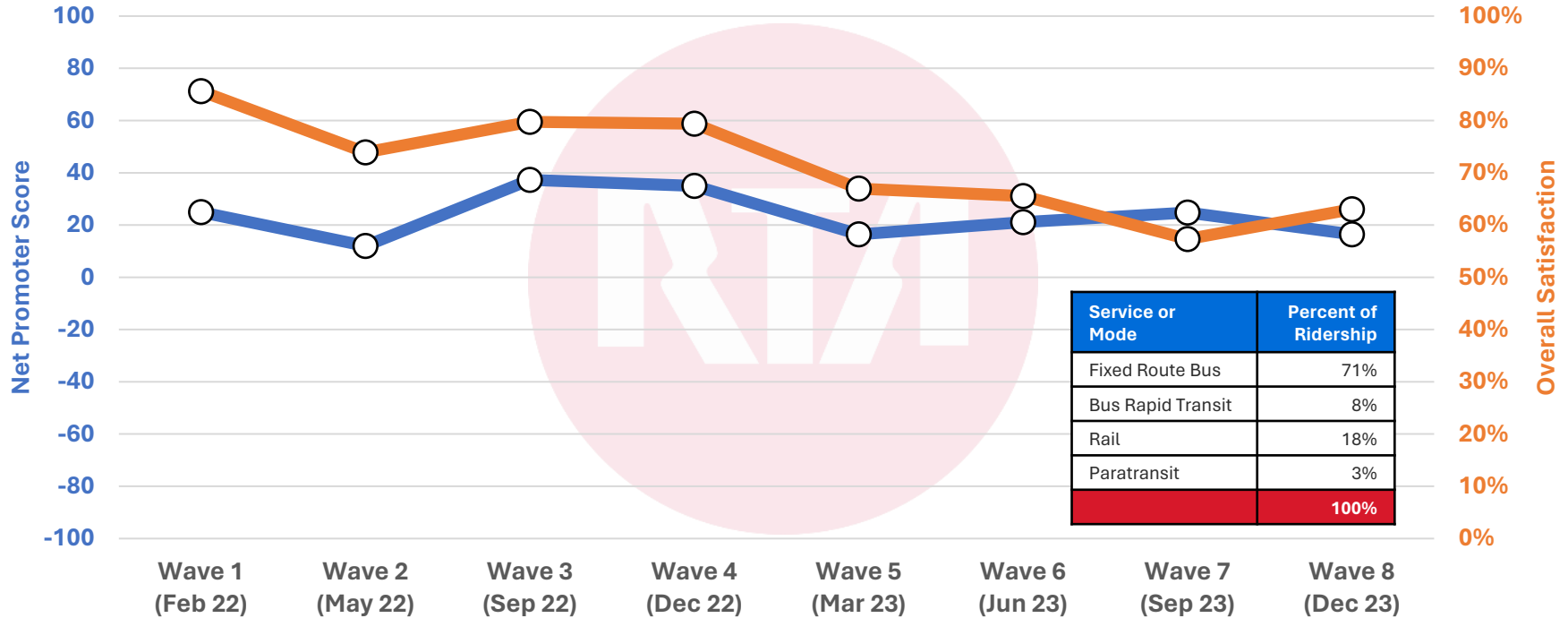
# Key Drivers of Customer Experience: **Paratransit**

Most Important to Customers: Wave 8, December 2023



# Net Promoter Score & Overall Satisfaction: Agency

Time Series



# Quarterly Reporting Cadence and Schedule

	Quarter Begins	Quarter Ends	Populate Metrics	Leadership Reporting	Board Reporting
Q4 2023	Oct 1	Dec 31	Jan 12	Jan 25	Feb 27
Q1 2024	Jan 1	Mar 31	Apr 12	Apr 25	May 21
Q2 2024	Apr 1	Jun 30	Jul 12	Jul 25	Aug 27
Q3 2024	Jul 1	Sep 30	Oct 12	Oct 25	Nov 19
Q4 2024	Oct 1	Dec 31	Jan 12	Jan 25	?

# Questions



# RTA Board of Trustees Meeting

Tuesday, February 27, 2024

# Public Comments – Agenda Items

- In person
- Phone: 440-276-4600
- Web form at [www.riderta.com/events](http://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

February 2024



# February New Hires



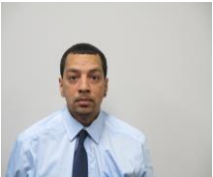
Joshua Mitchell  
Operator



Briah Thurman  
Operator



Robert Edgerson  
Operator



Angel Cintron  
Operator



Kevin Cansler  
Operator



Michael Hogue  
Operator



Richard Davis  
Operator



William Sterner  
Operator



Lee Hupp  
Operator



# February New Hires



Steven Thomas  
Operator



William Koomson  
Operator



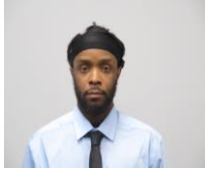
John Weatherford  
Operator



Khalil Muhammed  
Operator



Brandon Ward  
Operator



Michael Ervin  
Operator



Shana Scovil  
Operator



Isiss Goodwin  
Operator



Angelic McTier  
Operator

# February New Hires



De'Andre Jones  
Operator



Charizma Upshaw  
Operator



Angelia Lane  
Operator



Keenan Glover  
Operator



Antonio Penbland  
Operator



Olivia Hairston  
Operator



Lavelle Richardson  
Paratransit Dispatcher



Elena Pinkham  
HRIS Coordinator



Nicholas Miller  
Planner III

# February New Hires



Fiona Gibbons  
Talent Acquisition  
Business Partner



Tierra Cromwell -  
Adams  
Talent Acquisition  
Business Partner



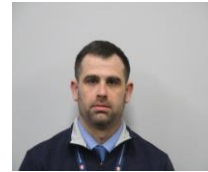
Jerome Pistone  
Body Mechanic



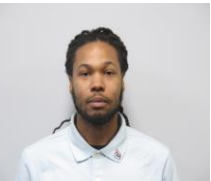
Michael Myers  
Line Maintainer



Aaron Waters  
Equipment Servicer



Joshua Sherman  
Equipment Servicer



Antonio Hairston  
Equipment Servicer



Joshua Cook  
Equipment Servicer



Tobbie Steele  
Equipment Servicer



# February New Hires



Michael Hlebak  
Environmental Health &  
Safety Specialist



Herman Maxie  
Transit Ambassador



# February Promotions



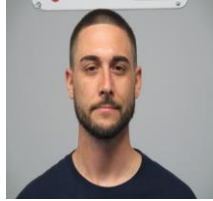
Delfin Figueroa  
Signal Maintainer



Lavelle Robertson  
Signal Maintainer



Albert J. Taylor III  
Service Manager Group  
Leader



Ryan Gillock  
Equipment Repair  
Leader



Emmanuel Jones  
Assistant Supervisor -  
Track



Kevin Rishaw  
Assistant Equipment  
Manager

# Resolutions

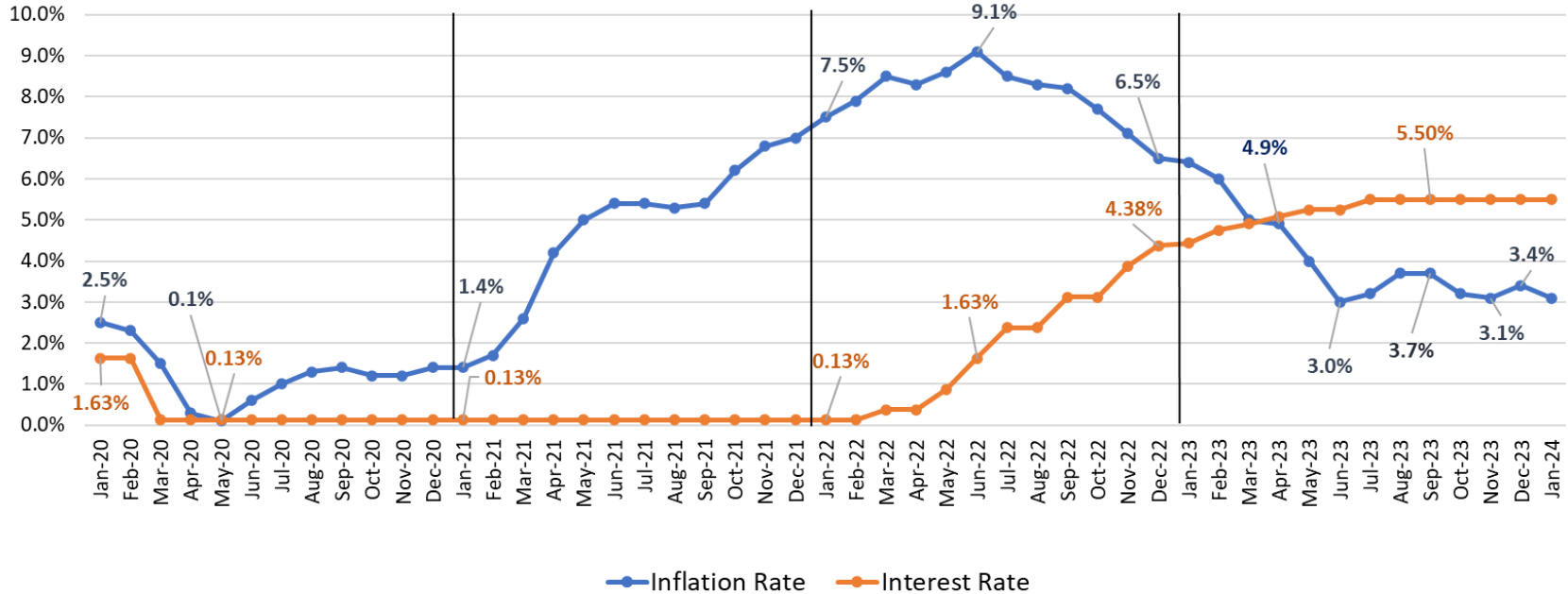
# Secretary/Treasurer Update

February 27, 2024

Board of Trustees

# Economic Conditions

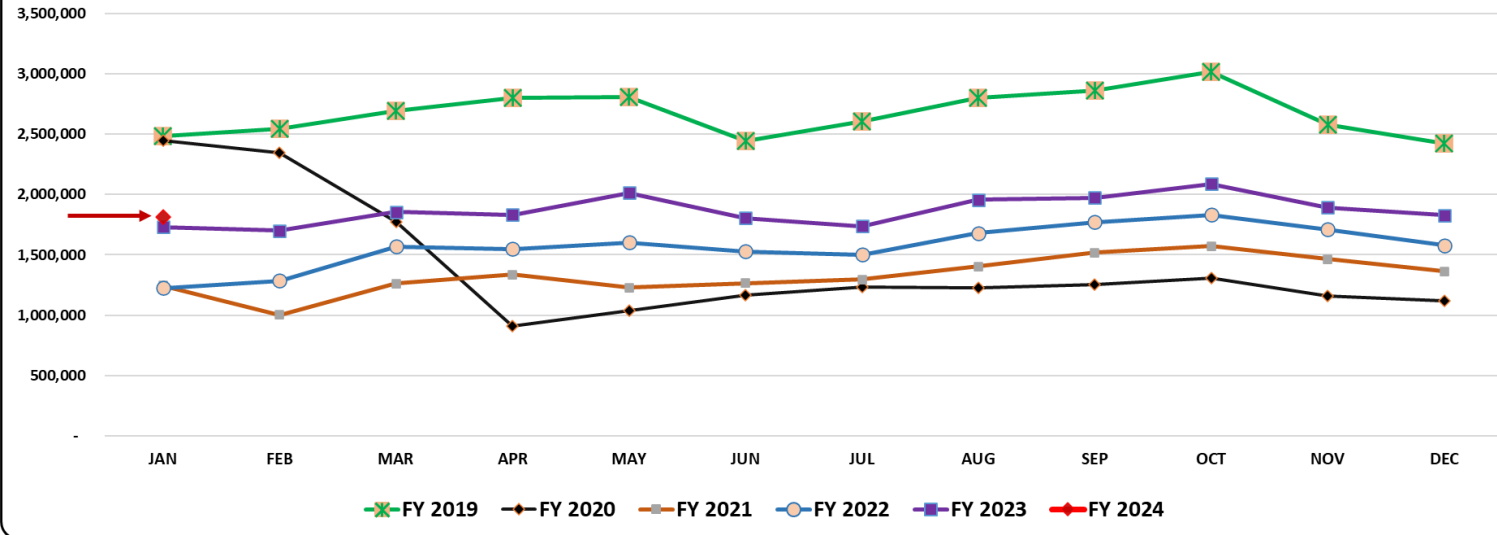
## Inflation Rate & Interest Rate by Month



# Ridership

**RIDERSHIP**  
2019 through 2024

YTD: 2024 vs. 2023  
4.6%



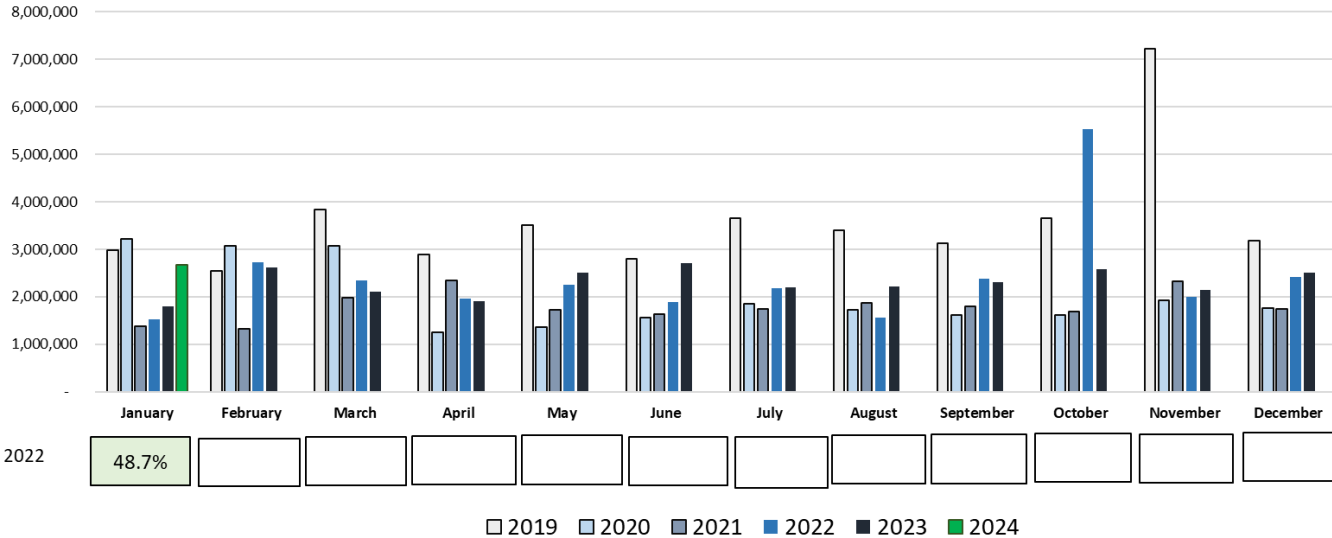
## YTD Ridership (in millions)

2019:	2.5	
2020:	2.4	(1.4%)
2021:	1.3	(49.1%)
2022:	1.2	(1.8%)
2023:	1.7	41.4%
<b>2024:</b>	<b>1.8</b>	<b>4.6%</b>

# Passenger Fares

**Passenger Fares**  
2019, 2020, 2021, 2022, 2023 and 2024

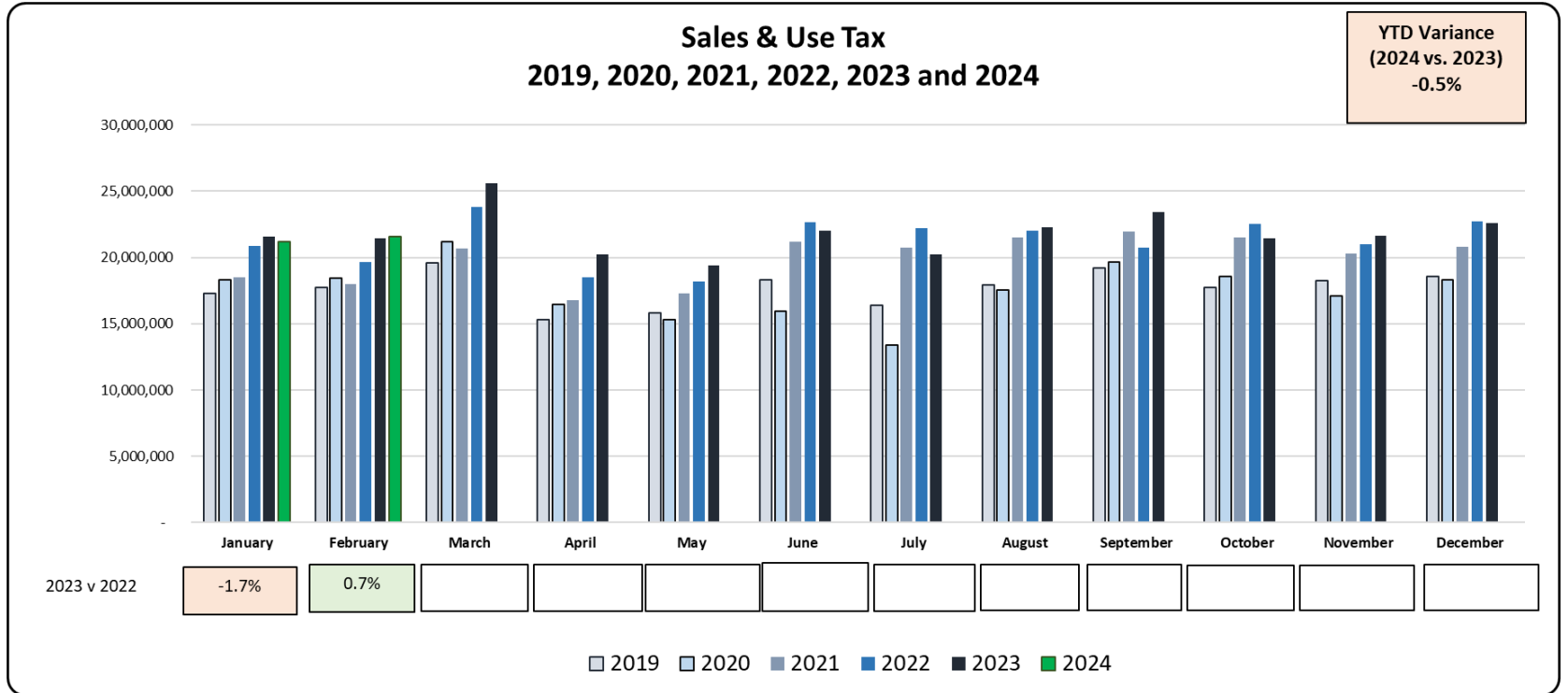
YTD Variance  
(2024 v. 2023)  
48.7%



## YTD Passenger Fares (in millions)

2019:	3.0	
2020:	3.2	8.3%
2021:	1.4	(57.1%)
2022:	1.5	10.1%
2023:	1.8	18.1%
<b>2024:</b>	<b>2.7</b>	<b>48.7%</b>

# Sales Tax





# Questions



# General Manager, CEO Report

India L. Birdsong Terry

February 27, 2024





# General Manager, CEO Report

India L. Birdsong Terry

February 27, 2024



# Welcome New Board Member Emily Garr Pacetti



- Appointed by Cuyahoga County Executive Chris Ronayne
- Vice President & Community Affairs Officer, Federal Reserve Bank of Cleveland
- Serving for a term ending February 28, 2025

# Ohio Loves Transit - Wellness Day Program



Chris Ronayne, Cuyahoga County Executive



Albert Johnson, Joe Clark, Alisa Murray

**February 6, 2024 | Cuyahoga County**

Staff presented to Cuyahoga County staff as part of their Wellness/Ohio Loves Transit event

**•Topics Covered:**

- Commuter Advantage
- Travel Training
- Mobile Ticketing (Ezfare)
- Potential new partnerships with the County

# Ohio Public Transit Association

## Ohio Loves Transit Day 2024



State Representative Sean P. Brennan



State Representative Juanita O. Brent

**February 13, 2024 | Columbus, Ohio**

- **Ohio Legislature Engagement:** Attended meetings, with the Cuyahoga Delegation, to strengthen ties and express gratitude for legislative support of public transportation
- **State Funding Utilization:** Showcased the use of state funds for public transit improvements

# NOACA Grant Awards - \$15.26 Million

- SFY 2027 Congestion Mitigation and Air Quality (CMAQ)
  - \$5.086M – replace nine (9) 40-foot CNG buses
- SFY 2028 Congestion Mitigation and Air Quality (CMAQ)
  - \$5.086M – replace nine (9) 40-foot CNG buses
- SFY 2029 Congestion Mitigation and Air Quality (CMAQ)
  - \$5.086M – replace nine (9) 40-foot CNG buses

# ODOT Grant Awards - \$9.5 Million

- SFY 2025 Ohio Transit Partnership Program (OTP2)
  - \$8.27M – replace two (2) rail vehicles
  - \$844K – LED Real-time signage along HealthLine
- SFY 2024 Ohio Workforce Mobility Partnership Program (OWMP)
  - \$400K – Bus Shelter and Bus Stop Improvements



# American Public Transportation Association (APTA) Transit CEOs Seminar

**February 16-18, 2024 | Savannah, GA**



India Birdsong Terry served as a panelist for the “Women are the Future” segment.

Topics of discussion included:

- Ridership trends
- Transition to zero emission fleets
- Bus procurement challenges
- Labor shortages

# American Public Transportation Association (APTA) Marketing, Communications & Customer Experience Workshop



**February 11-14, 2024 | New Orleans, LA**

GCRTA External Affairs, Marketing, and Operations staff attended the workshop

- Workshop areas of focus included:
  - Marketing and communications
  - Media relations
  - Customer experience
  - Social media
  - Ridership initiatives

# Diversity, Equity, Inclusion and Belonging Celebration



GRTA Staff & ERG Leadership

- Celebrated RTA's Diversity, Equity, Inclusion and Belonging (DEI & B) journey and thanking the DEI&B Stakeholders on February 9, 2024
- Recognized 49 DEI & B Stakeholders for their leadership and commitment to DEI&B
- Recognized staff for their dedication and stewardship of the following (4) Employee Resource Groups (ERGs):
  - Elevating Women Together
  - Pride
  - Latinos Unidos
  - Veterans
- Speaker: Kimberly Chapmon-Wynne, Sr. Director, Race, Diversity, Equity and Inclusion at United Way of Greater Cleveland

# GCRTA Transit Police Recognized by OACP as March 2024 Agency of the Month

## Ohio Association of Chiefs of Police (OACP) & The Law Enforcement Foundation



- 178 community engagement events in 2023
- Expanded Operation CommunityWatch identification program
- Partnered with Cleveland pro sports teams to improve relationships between police and youth
- Partnered with Benjamin Rose Institute on Aging to deliver medically tailored meals to seniors

# The Transit Authority Podcast: featuring GCRTA

***The Transit Authority Podcast***, hosted by American Public Transportation Association (APTA) – recorded January 23, 2024

Positive Impact Program Highlights for 1<sup>st</sup> Year Mentees:

- 85% Retention Rate
- 30% Reduction in Absences
- 50% Reduction in Misses



*GCRTA administrative leadership, operations management and union representation in the recording studio.*

# Questions

# Public Comments

- In person
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  - Scroll to bottom to fill out form
  - Comments will be sent to Board and staff