



RTA Committees and Board of Trustees Meeting

Tuesday, May 21, 2024

Organizational, Services & Performance Monitoring Committee

Chair: Mayor Anthony D. Biasiotta

1st Quarter 2024 Report

May 21, 2024

India L. Birdsong Terry

General Manager, CEO

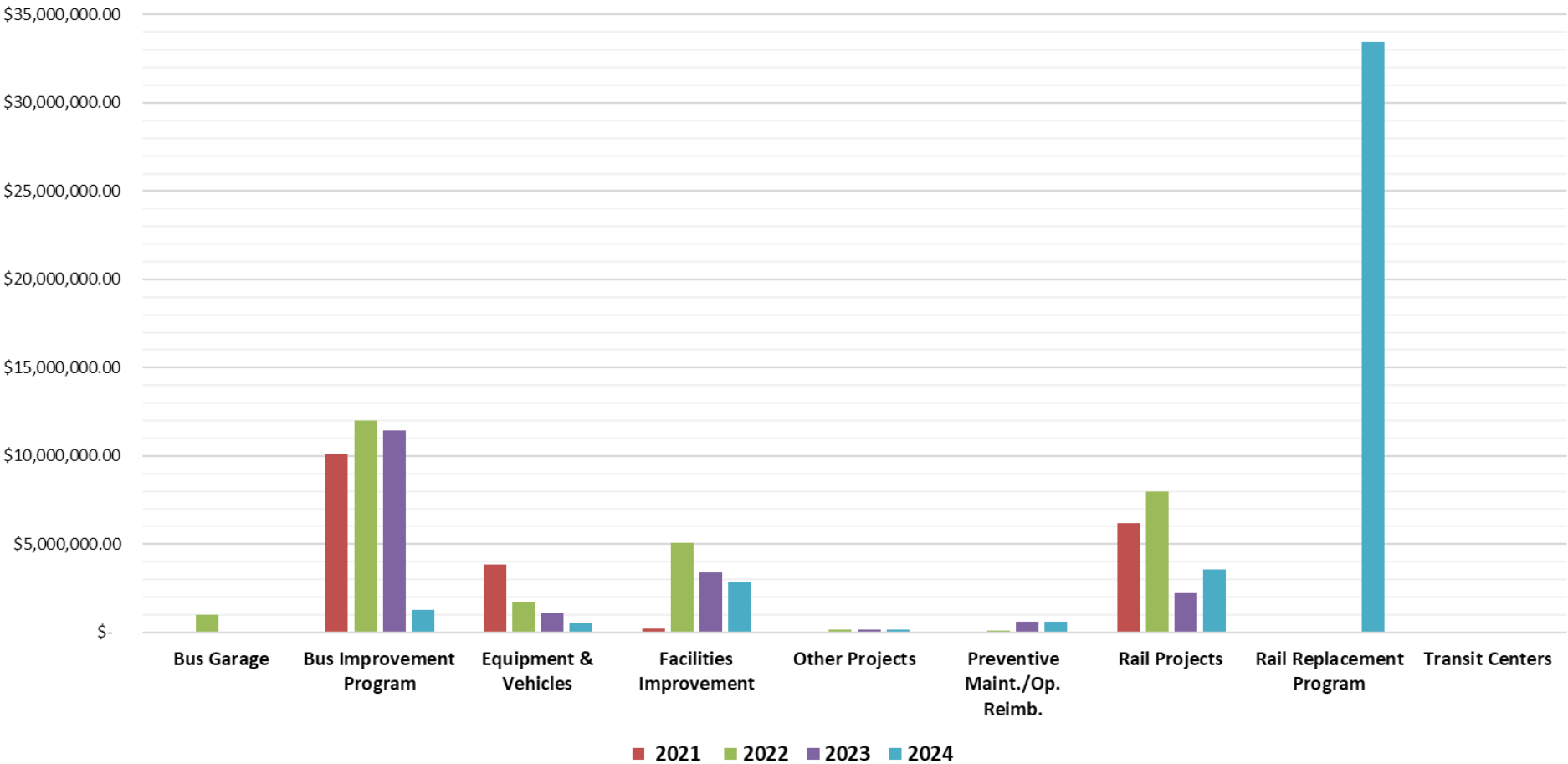
General Fund – 1st Quarter 2024

- Total Revenues: 4.8% higher than budget
 - Passenger Fares – 17.1% higher
 - Sales & Use Tax – 2.2% higher
 - Reimbursed Expenditures – 138.1% higher
 - Received refunds for Fuel, PM, Labor, and other miscellaneous receipts
 - \$30 million transfer from Revenue Stabilization Fund - determined at year-end
- Operating Expenses: 2.7% lower than budget
 - Total personnel costs: 4.6% lower than budget
 - Payroll taxes & fringes: 10.2% below budget
 - Fuel hedging & utility contracts – continue to help stabilize expenses

General Fund – 1st Quarter 2024

- Transfers to Other Funds
 - Reserve Fund:
 - \$10 million in Rolling Stock Reserve
 - \$878,615 in 27th Pay
 - Total Transfer to Capital:
 - Bond Retirement Fund: \$3.1 million transferred
 - Capital Improvement Fund: Transfers will occur later in the year

Q1 2024 Capital Expenditures by Category



Questions



Quarterly Performance Review: **FY24 Q1**

India L. Birdsong Terry, GCRTA *General Manager* and *CEO*

Dr. James Rubin, TransPro *Principal*

GCRTA Board Meeting

May 21, 2024

Agenda



1. Performance Management Cadence
2. Success Outcome Status
3. Organizational Scorecard
4. March 2024 Customer Experience Survey Results
5. March 2024 Community Impact Survey Results

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: **FY24 Q1**

Success Outcome	Points	Success Definition	Status
Customer Experience	40	21 Net Promoter Score	10 Net Promoter Score
Community Impact	25	54% Community Perception of Personal Relevance 90% Community Perception of Community Relevance	57% Community Perception of Personal Relevance 89% Community Perception of Community Relevance
Employee Investment	20	95% Vacancy Fill Rate: Operators, Mechanics, Transit Police	91% Vacancy Fill Rate: Operators, Mechanics, Transit Police
Financial Health	15	\$35m Competitive Capital Grants	\$27m Competitive Capital Grants

Organizational Scorecard: **FY24 Q1**

Success Outcome	Goal Points	FY 24 Q1 Points	FY24 Q2 Points	FY24 Q3 Points	FY24 Q4 Points
Customer Experience	40	32.3			
Community Impact	25	23.7			
Employee Investment	20	17.8			
Financial Health	15	7.3			
100		81.1			

**81.1 / 100.0
points earned**



Organizational Scorecard: **FY24 Q1**

Success Outcome: **Customer Experience**

Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Points Earned
Net Promoter Score	21	Terry	14	10				6.5
Overall Customer Satisfaction	66%	Terry	8	68%				8.2
Personal Safety/Security - Perception	65%	Caver Biggar	5	62%				4.8
On-Time Performance - Impression	72%	Caver Biggar	5	71%				4.9
On-Time Performance - Actual	85%	Caver Biggar	5	84%				4.9
Vehicle Cleanliness - Perception	56%	Caver Biggar	3	56%				3
			Total Goal Points: 40.0					Total Points Earned: 32.3



Organizational Scorecard: FY24 Q1

Success Outcome: **Community Impact**

Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Points Earned
Perceived Value - Personal Relevance	54%	Walker-Minor	4	57%				4.2
Perceived Value - Community Relevance	90%	Walker-Minor	3	89%				3
Economy: Ratio of Private Sector Investment to Major Capital Investment	7	Schipper	6	5.14				4.4
Equity: Capital Dollars Invested in Environmental Justice Zones/Communities	77%	Schipper	6	55%				4.3
Environment: Emissions Reduction	8%	Temming	6	18%				7.8
Total Goal Points: 25.0				Total Points Earned: 23.7				



Organizational Scorecard: **FY24 Q1**

Success Outcome: **Employee Investment**

Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Points Earned
Vacancy fill rate : Operators (Bus, Para, Rail), Mechanics, Transit Police	95%	Fields	8	91%				7.7
Cultivate Internal Talent Pipeline	36%	Fields	4	16%				1.8
Agencywide Retention Rate	90%	Fields	3	98%				3.3
Vacancy fill rate : Non-Bargaining	95%	Fields	3	95%				3
Supervisor Support	62%	Talley Terry	2	62%				2
Total Goal Points: 20.0				Total Points Earned: 17.8				



Organizational Scorecard: **FY24 Q1**

Success Outcome: **Financial Health**

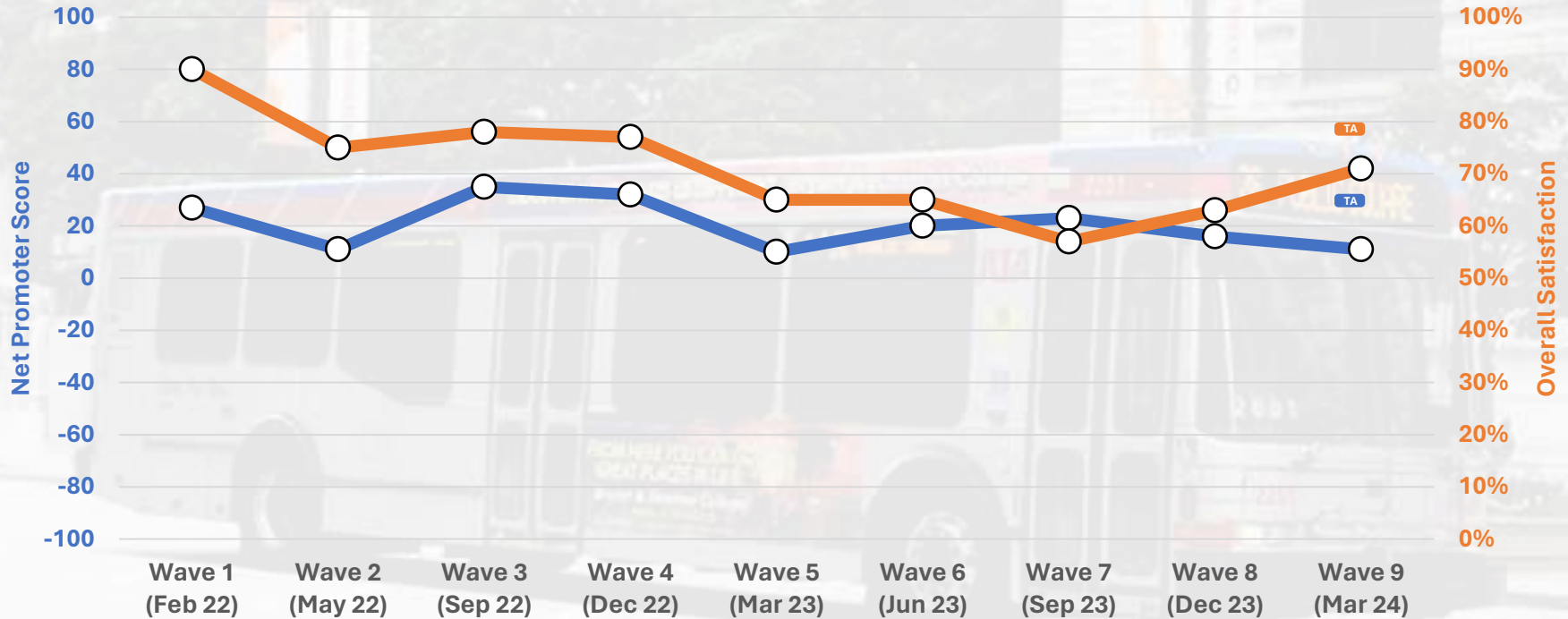
Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Points Earned
Competitive Capital Grants	\$35M	Gautam Schipper	5	\$27M				3.9
Operating Expenses	5%	Gautam	4	1%				0.8
General Fund Transfer to Capital / Rolling Stock Reserve Fund	\$10M	Gautam	3	\$0				0
Operating Expenses per Revenue Hour	\$165.00	Caver Gautam	3	\$189.04				2.6
Total Goal Points: 15.0				Total Points Earned: 7.3				

March 2024 Customer Experience Survey

James Rubin

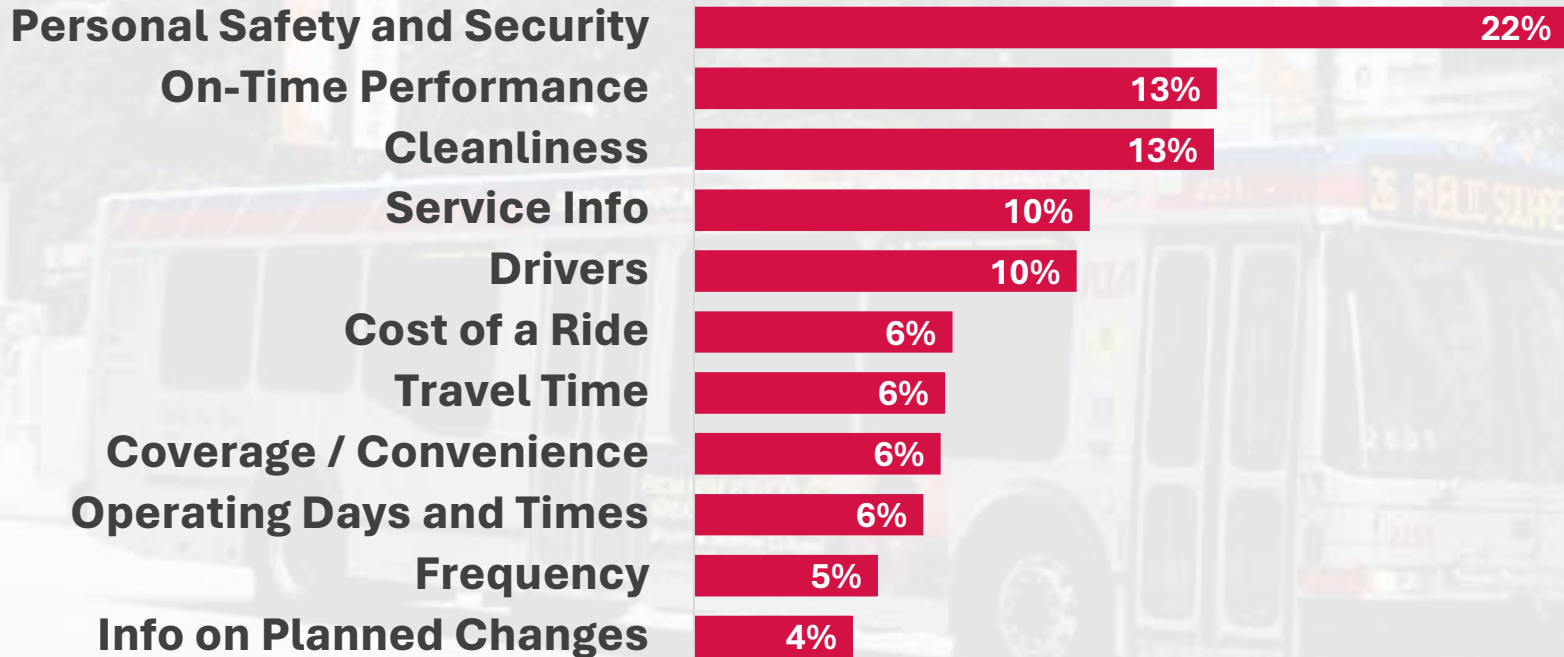
Net Promoter Score & Overall Satisfaction: **Fixed Route Bus**

Time Series with April 2024 TransPro Average (TA)



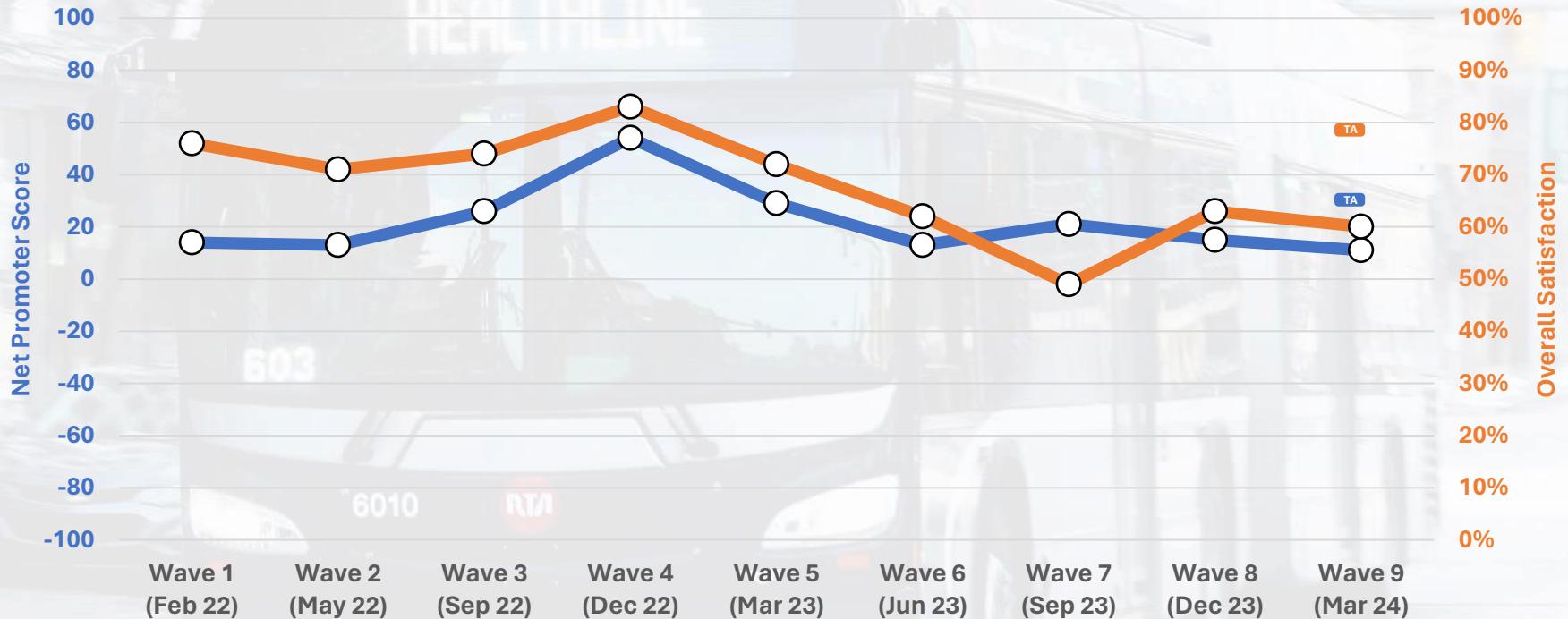
Key Drivers of Customer Experience: **Fixed Route Bus**

Most Important to Customers: Wave 9, March 2024



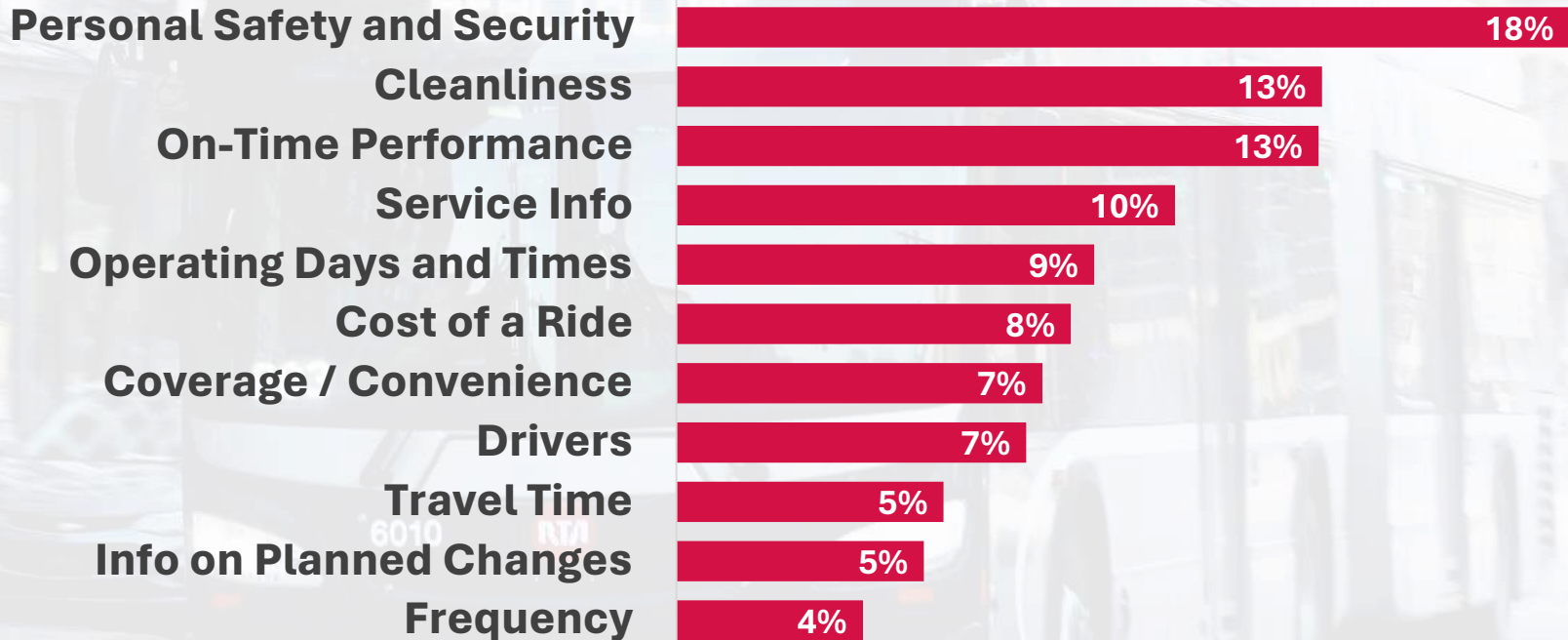
Net Promoter Score & Overall Satisfaction: **Bus Rapid Transit**

Time Series with April 2024 TransPro Average (TA)



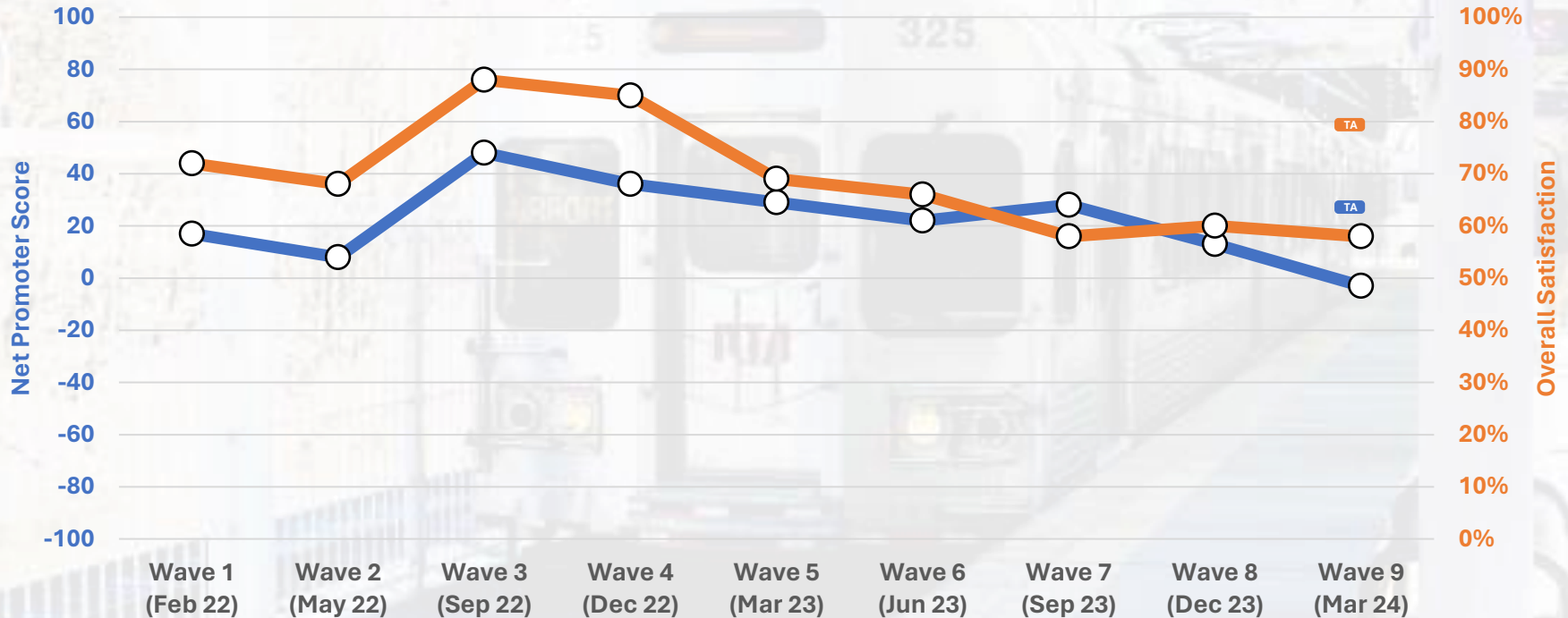
Key Drivers of Customer Experience: **Bus Rapid Transit**

Most Important to Customers: Wave 9, March 2024



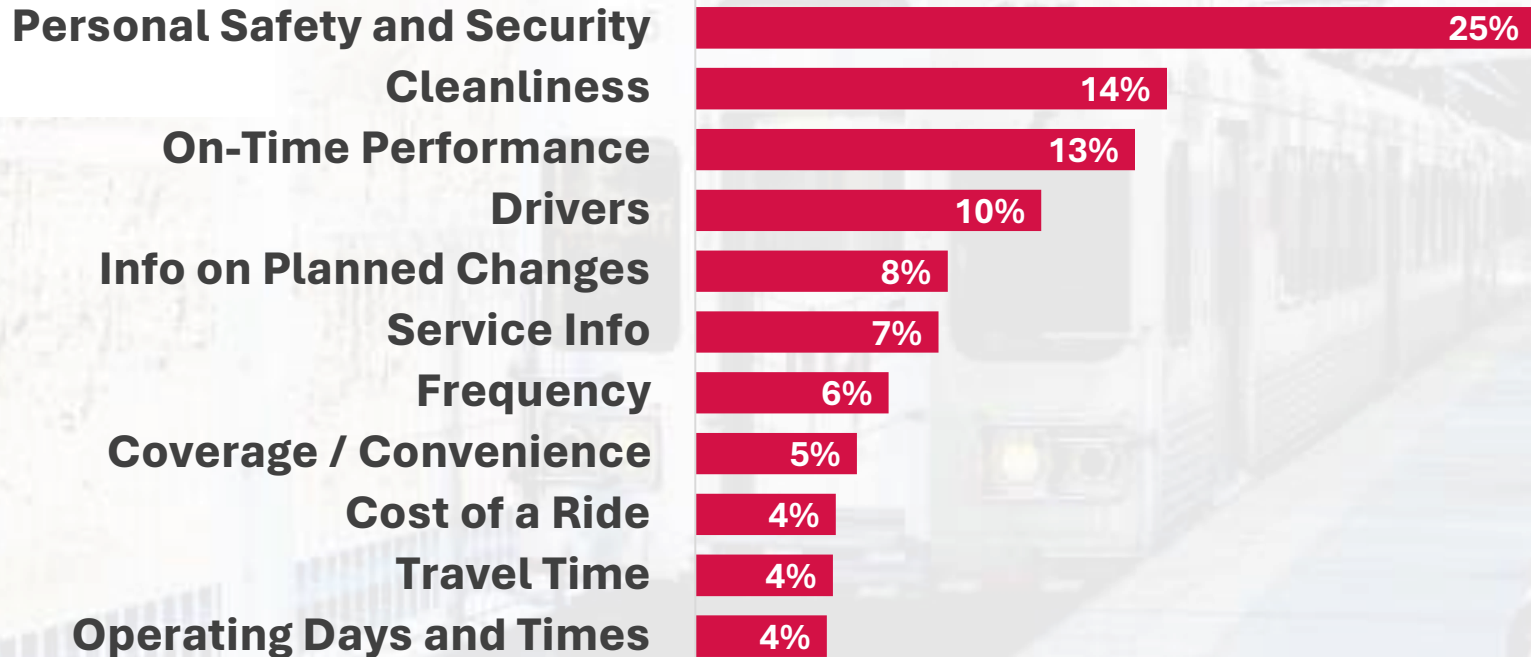
Net Promoter Score & Overall Satisfaction: Rail

Time Series with April 2024 TransPro Average (TA)



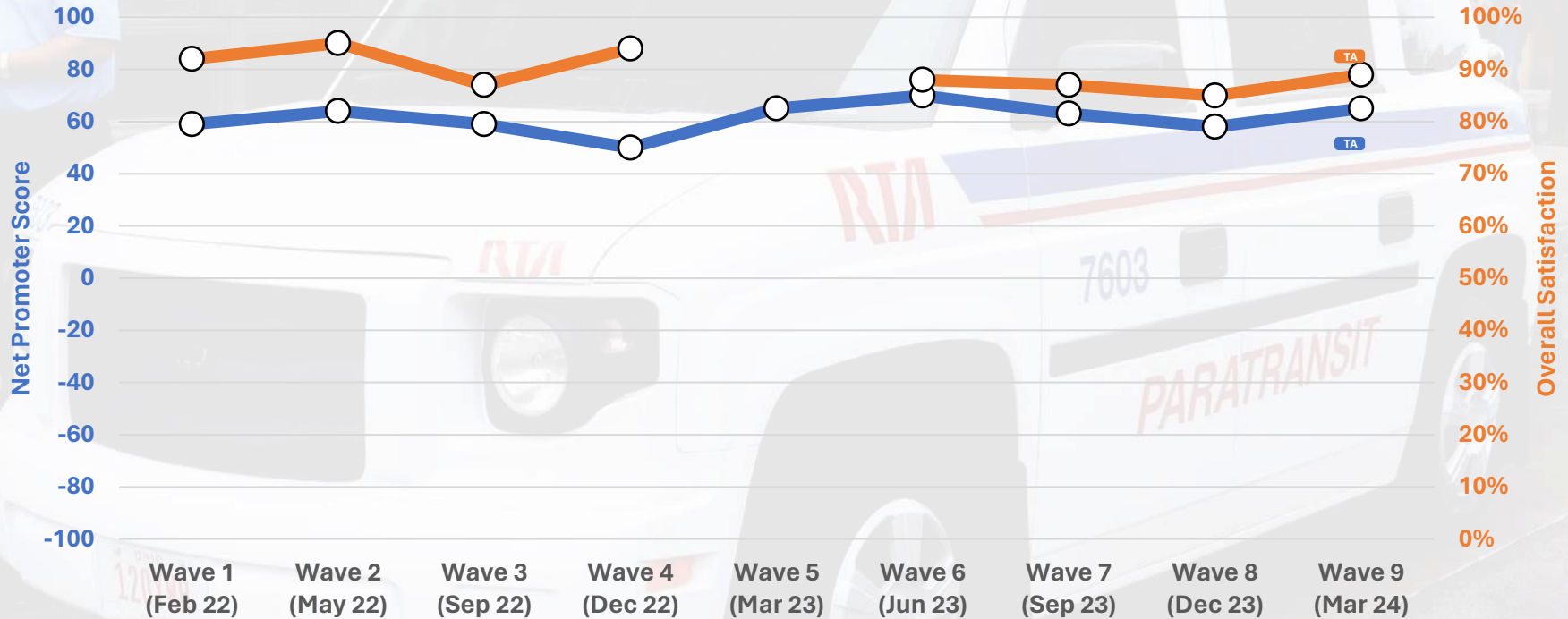
Key Drivers of Customer Experience: Rail

Most Important to Customers: Wave 9, March 2024



Net Promoter Score & Overall Satisfaction: Paratransit

Time Series with April 2024 TransPro Average (TA)



Greater Cleveland Regional Transit Authority



Due to a survey instrument mistake, Overall Satisfaction was not collected in Wave 5.

Key Drivers of Customer Experience: **Paratransit**

Most Important to Customers: Wave 9, March 2024

Personal Safety and Security

41%

Cleanliness

14%

Travel Time

10%

On-Time Performance

10%

Drivers

9%

Scheduling Ease

5%

Cost of a Ride

4%

Vehicle Comfort

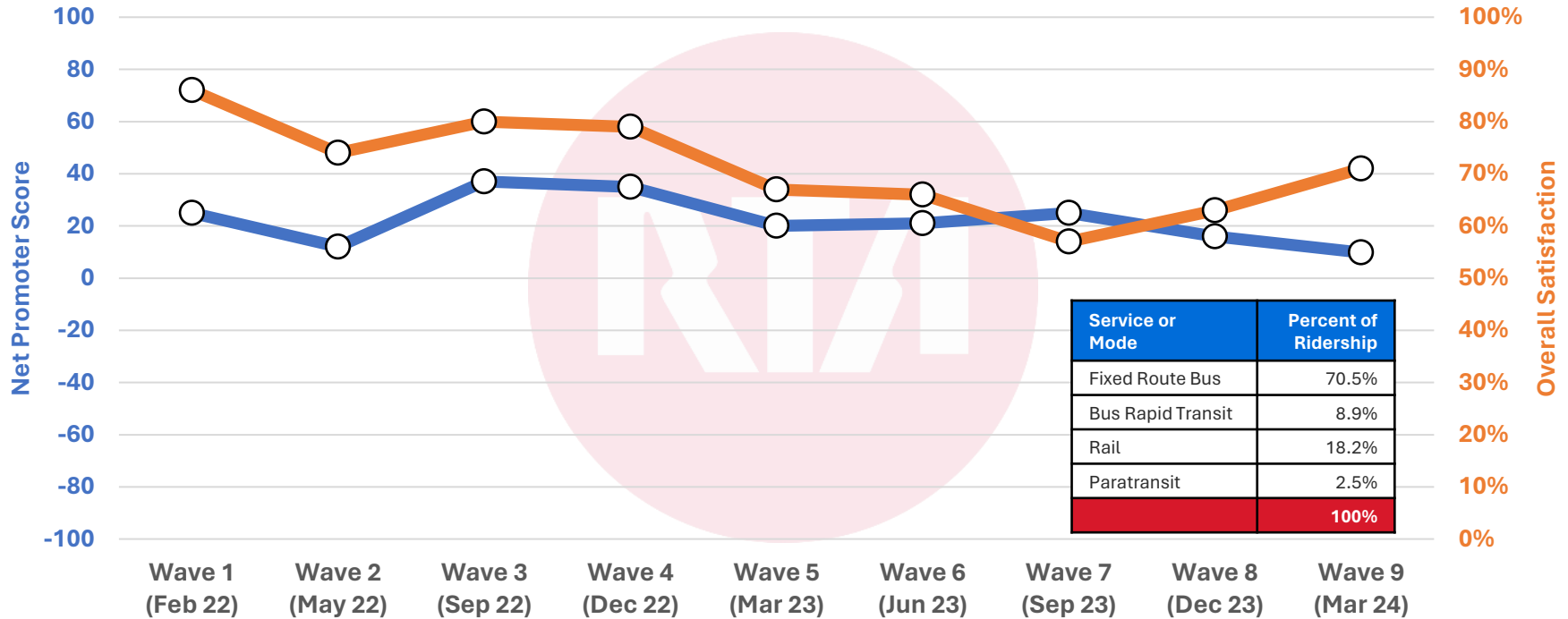
4%

Customer Service

3%

Net Promoter Score & Overall Satisfaction: Agency

Time Series

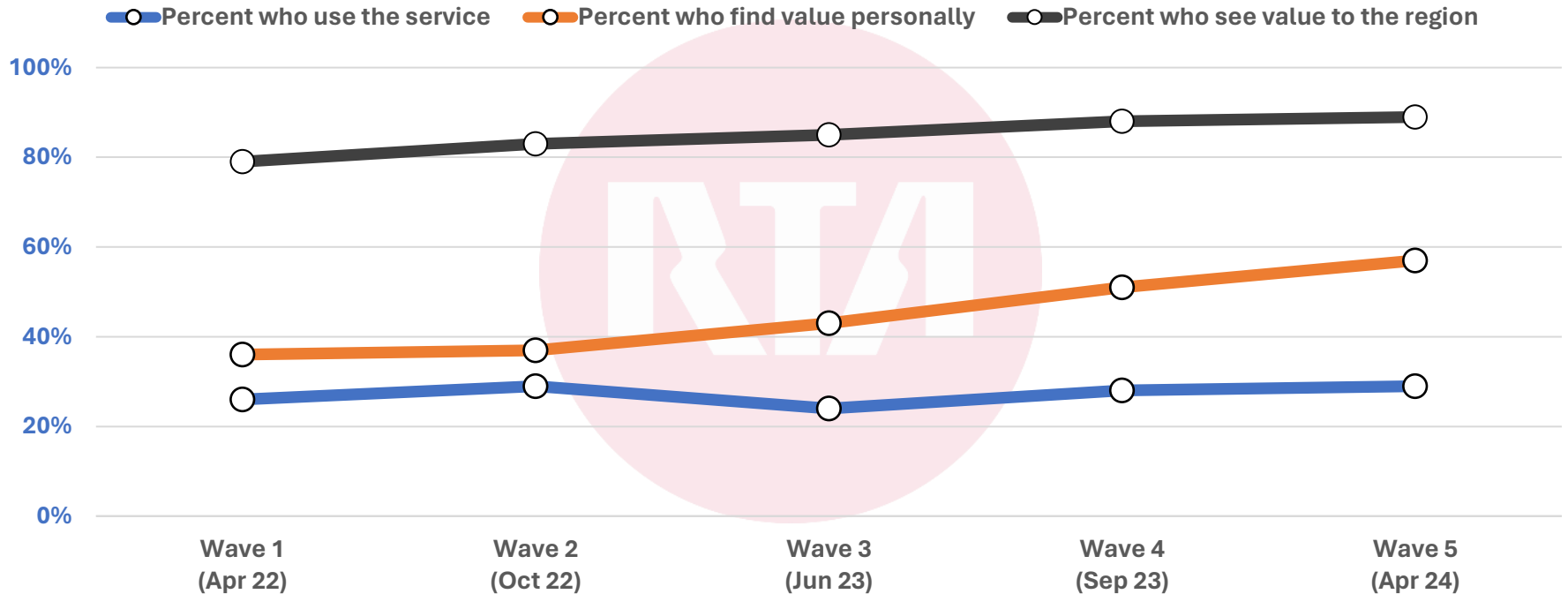


March 2024 Community Impact Survey

James Rubin

Community Value Survey: Users and Value

Time Series

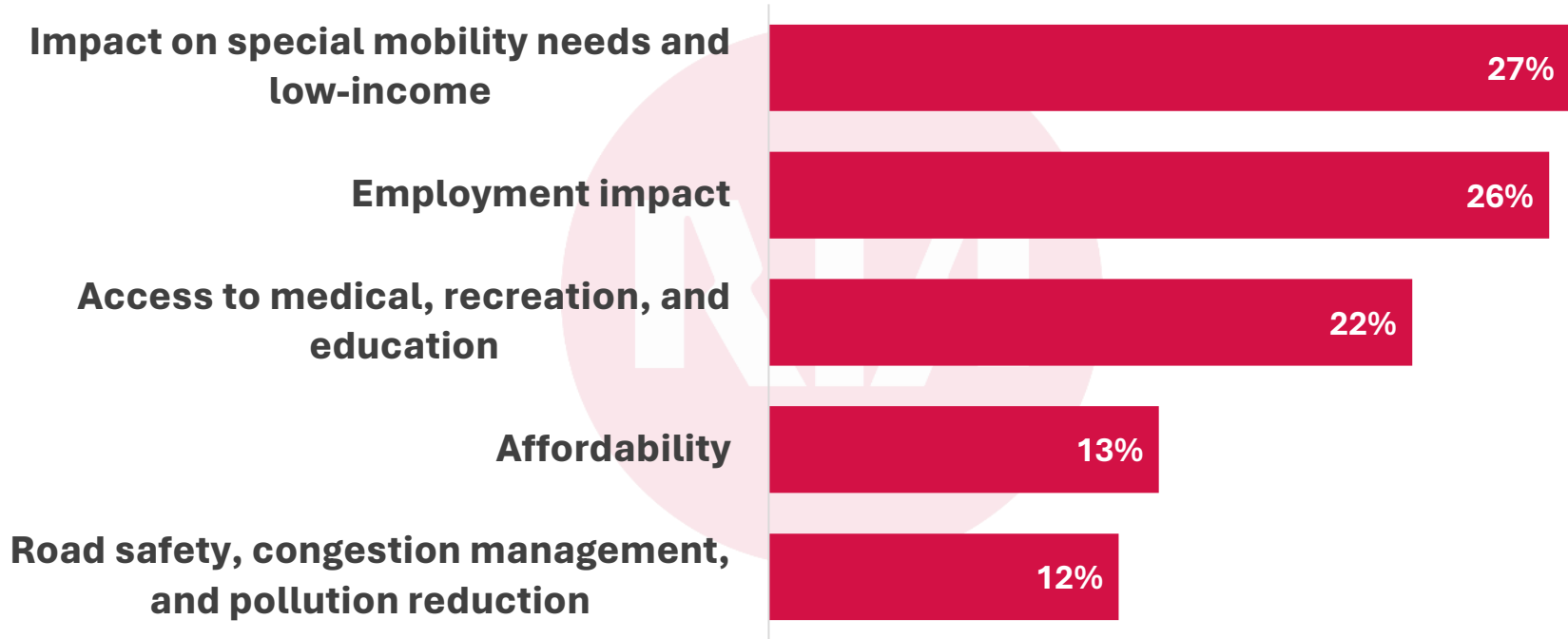


Greater Cleveland Regional Transit Authority



Key Drivers of Community Impact

Most Important to the Community: Wave 5, April 2024



Questions

Committee of the Whole

Chair: Mayor Paul A. Koomar

Internal Audit Report

1st Quarter 2024

May 21, 2024

Questions

2025 – 2029 Proposed Revision Capital Improvement Plan (CIP)

May 21, 2024

Committee of the Whole

Office of Management & Budget

and

Engineering & Project Management

Category Change - Justification

- Bus Improvement Program – Northeast Ohio Areawide Coordinating Agency (NOACA) has advanced Ohio Department of Transportation (ODOT) CMAQ funding in SFY 2024 for FY 2025. Increased UTP funding amounts to reflect SFY 2025-2029.
- Other Projects – Added Lorain Road TOD competitive grant recently awarded.
- Preventative Maintenance – Reduced FY 2029 amount from \$12M to \$7M
- RailCar Replacement Program – NOACA has Advanced STBG funding into SFY 2024 and adjustment to SFY 2028 for FY 2029. Added \$5M in 2029 previously noted in Preventative Maintenance.

Proposed Five Year Plan by Project Category

2025 - 2029 COMBINED CAPITAL IMPROVEMENT PLAN						
Combined Budget Authority						
PROJECT CATEGORY	2025	2026	2027	2028	2029	TOTAL 2025-2029
Bus Garages	\$0.0	\$4.8	\$2.5	\$0.3	\$2.6	\$10.1
Buses	\$23.1	\$23.1	\$23.2	\$23.2	\$23.2	\$115.8
Equipment & Vehicles	\$12.1	\$16.3	\$16.3	\$16.4	\$5.1	\$66.2
Facilities Improvements	\$14.6	\$26.8	\$14.0	\$7.8	\$19.2	\$82.5
Other Projects	\$33.7	\$18.9	\$2.8	\$2.8	\$2.8	\$61.2
Preventive Maint./Oper. Reimb.	\$1.7	\$2.8	\$4.3	\$7.0	\$12.0	\$27.9
RailCar Program	\$32.7	\$20.5	\$13.8	\$14.3	\$1.6	\$82.7
Rail Projects	\$47.7	\$27.6	\$37.3	\$19.1	\$11.1	\$142.8
Transit Centers	\$0.3	\$0.4	\$0.4	\$0.4	\$0.4	\$1.8
TOTALS	\$165.9	\$141.4	\$114.6	\$91.2	\$78.0	\$591.1



Proposed Revised FY 2025 by Project Category

FY 2025 CAPITAL IMPROVEMENT PLAN			
Revised COMBINED BUDGET			
PROJECT CATEGORY	Revised FY 2025	Presented 2025	TOTAL 2025
Bus Garages	\$0.0	\$0.00	\$0.0
Buses	\$29.2	\$23.1	\$6.1
Equipment & Vehicles	\$12.1	\$12.1	\$0.0
Facilities Improvements	\$14.6	\$14.6	\$0.0
Other Projects	\$34.4	\$33.7	\$0.7
Preventive Maint./Oper. Reimb.	\$1.7	\$1.7	\$0.0
Rail Car Program	\$41.7	\$32.7	\$9.0
Rail Projects	\$47.7	\$47.7	\$0.0
Transit Centers	\$0.3	\$0.3	\$0.0
TOTALS	\$181.7	\$165.9	\$15.8

Proposed Revised FY 2025 by Project Category

2025 - 2029 CAPITAL IMPROVEMENT PLAN			
REVISED COMBINED BUDGET			
PROJECT CATEGORY	Revised 2025-2029	Presented 2025-2029	TOTAL 2025-2029
Bus Garages	\$10.1	\$10.1	\$0.0
Buses	\$112.2	\$115.8	(\$3.6)
Equipment & Vehicles	\$66.2	\$66.2	\$0.0
Facilities Improvements	\$82.5	\$82.5	\$0.0
Other Projects	\$61.9	\$61.2	\$0.7
Preventive Maint./Oper. Reimb.	\$22.9	\$27.9	(\$5.0)
Rail Car Program	\$99.7	\$82.7	\$17.0
Rail Projects	\$142.8	\$142.8	\$0.0
Transit Centers	\$1.8	\$1.8	\$0.0
TOTALS	\$600.1	\$591.1	\$9.1

Questions



Greater Cleveland Regional Transit Authority



Recommendation

Staff recommends revision to FY 2025-2029 Capital Improvement Fund Budget be accepted in the resolution to the full Board for approval



RTA Board of Trustees Meeting

Tuesday, May 21, 2024

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

May 2024



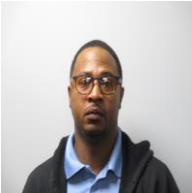
May New Hires



Stacey Carlton
Operator



Kiauna Coker
Operator



Daunte King II
Operator



Willie Merritt
Operator



Arnold Williams
Operator



Micah Brown
Operator



Darnell Shields
Operator



Mario Lewis
Operator



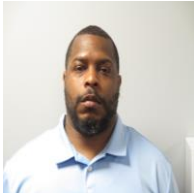
Jarrott Stevens
Operator



May New Hires



Justice Addeah
Operator



Jason Wallace
Operator



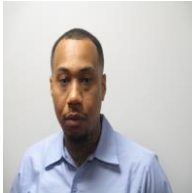
Jaynell Brown
Operator



Diamin Stover
Operator



Daniel Atterberry
Operator



Ernest Lowe
Operator



William Daniel
Operator



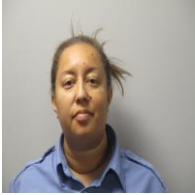
Clinton Collins
Operator



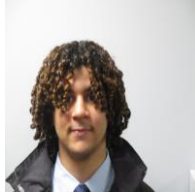
Danielle Bradford
Operator



May New Hires



Kyra McElroy
Operator



Jaiden Faison
Operator



Evelyn Benner
Operator



Patricia Chambliss
Operator



Justine Sailes
Operator



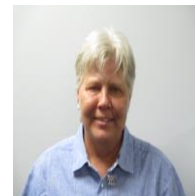
Lutichia Sims-Davis
Operator



Kevin Jones
Operator

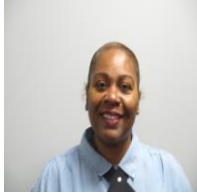


Chane Harris
Operator



Diane Tegarty
Rail Operator

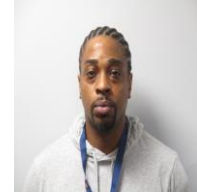
May New Hires



Rose Murry
Rail Operator



Darryl Hampton
Rail Operator



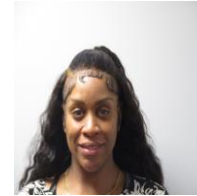
Steven Walker
Rail Operator



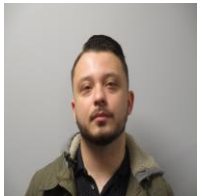
Raquel Vaughn
Rail Operator



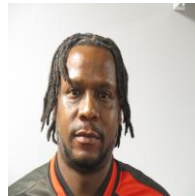
David Riddle
Rail Operator



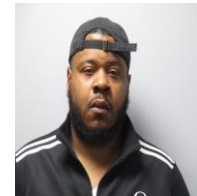
Sharay Whitsett
Rail Operator



Cesar Perez
Rail Operator



Chanard McCoy
Laborer

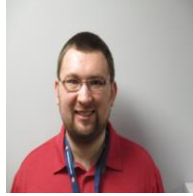


Curtis Jackson
Laborer

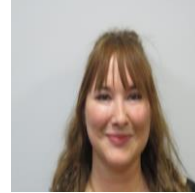
May New Hires



Jamaras Emanuel
Laborer



Daniel Rivera
Equipment Servicer



Aida Ramovic
Digital Evidence
Technician



Timothy Clausing
Transit Police Officer

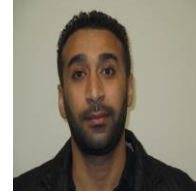
May Promotions



Micah Atkinson
Dispatcher - Paratransit



James DeCaro
Electronic Equipment
Technician



Otmane Elansari
Electronic Equipment
Technician



Sheila Harmon
Supervisor Cross Trained



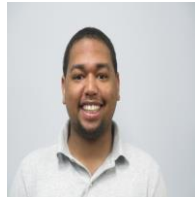
Noah Meade
Track Maintainer



Robert Walker
Track Maintainer



Edgar Ryan III
Equipment Mechanic



Jacob Moore
ITS Specialist

Resolutions

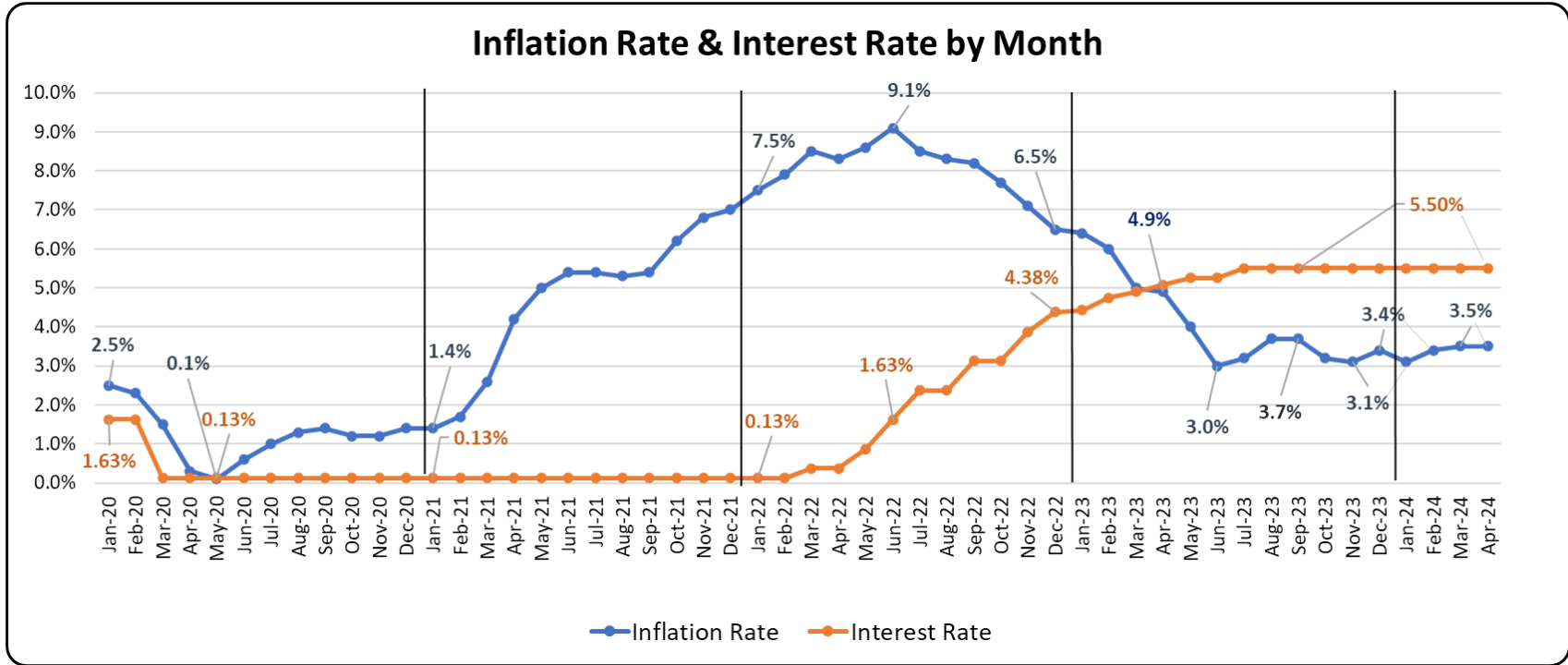


Secretary/Treasurer Update

May 21, 2024

Board of Trustees

Economic Conditions



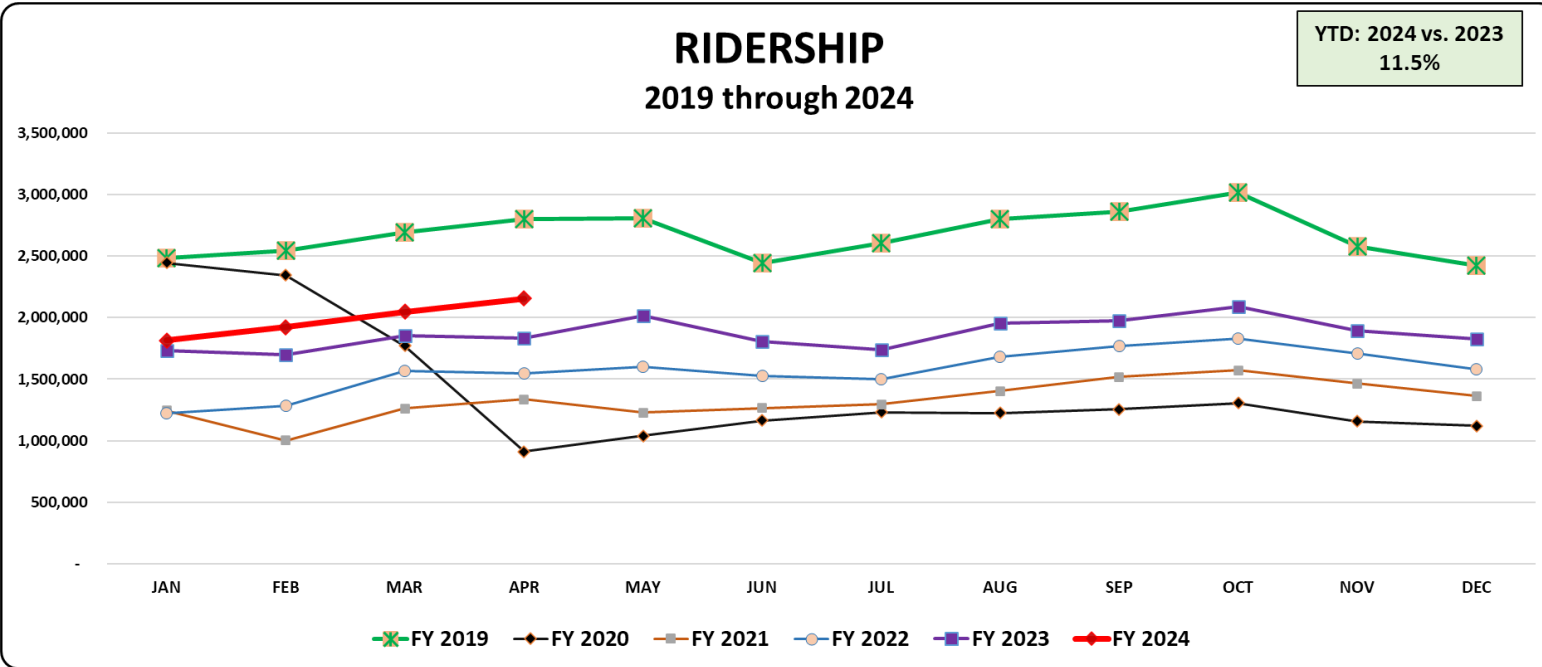
Ridership

RIDERSHIP
2019 through 2024

YTD: 2024 vs. 2023
11.5%

YTD Ridership
(in millions)

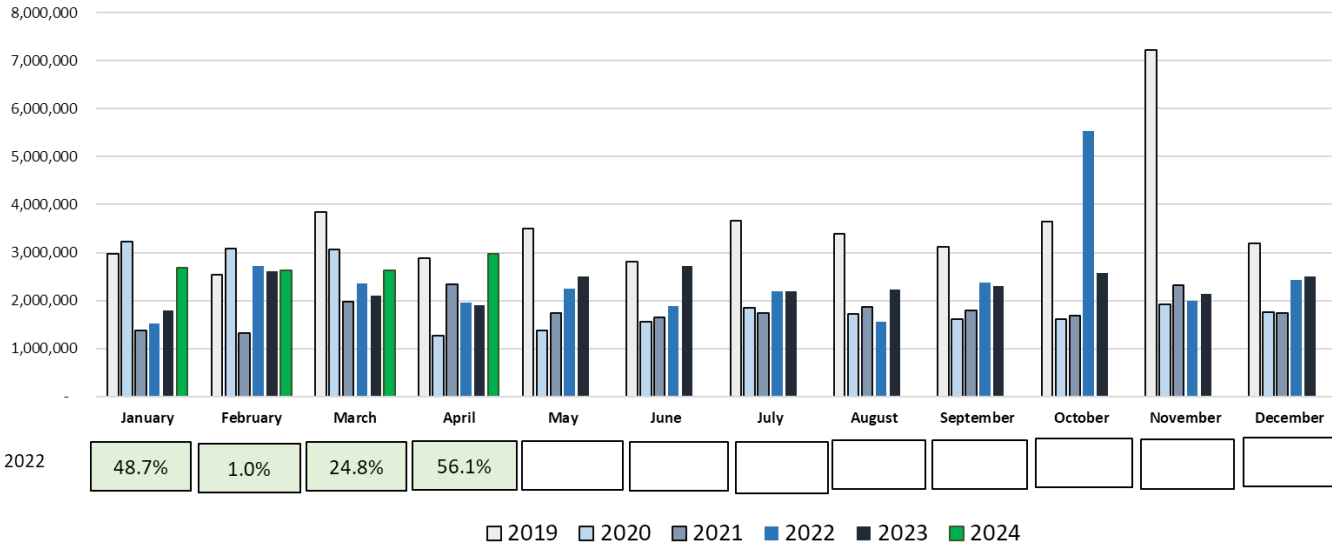
2019:	10.5	
2020:	7.5	(29.0%)
2021:	4.8	(35.2%)
2022:	5.6	16.1%
2023:	7.1	26.5%
2024:	7.9	11.5%



Passenger Fares

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

YTD Variance
(2024 v. 2023)
29.6%



YTD Passenger Fares (in millions)

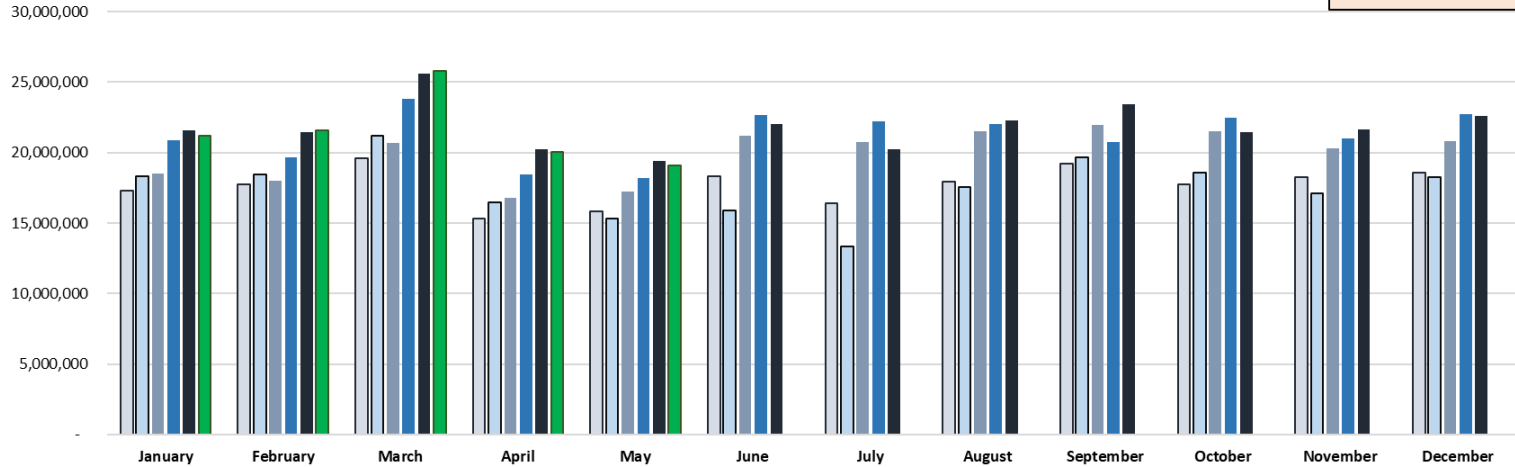
2019:	\$12.2	
2020:	10.6	(13.1%)
2021:	7.0	(34.1%)
2022:	8.6	22.0%
2023:	8.4	(1.7%)
2024:	10.1	29.6%



Sales Tax

**Sales & Use Tax
2019, 2020, 2021, 2022, 2023 and 2024**

YTD Variance
(2024 vs. 2023)
-0.5%



2023 v 2022

January	-1.7%	0.7%	0.7%	-0.7%	-1.7%						
---------	-------	------	------	-------	-------	--	--	--	--	--	--

■ 2019
 ■ 2020
 ■ 2021
 ■ 2022
 ■ 2023
 ■ 2024

Questions



General Manager, CEO Report

India L. Birdsong Terry

May 21, 2024



Cleveland Cavaliers 1st Annual Employee Resource Group (ERG) Summit

April 15, 2024 | Rocket Mortgage Fieldhouse

Participants: Staff from Diversity Equity Inclusion (DEI), Office of Equality Opportunity (OEO), and Leaders from our four ERGs (Elevating Women Together, Pride, Latinos Unidos and Veterans)

Summit Highlights:

- GCRTA staff engaged with over 60 companies and approximately 270 attendees. The event was a great platform to discuss ERGs' significance and the importance of DEI initiatives in the region
- Opportunity to learn best practices and network with other ERG leaders in the NorthEast Ohio region



Representation by GCRTA ERG Leadership

Level Up! Building Banking Relationships Forums Closing the Racial Wealth Gap



April 25, 2024 | GCRTA – Main Office

Office of Business Development (OBD) & Conference of Minority Transportation Officials (COMTO) partnered with the National Association of Minority Contractors

Key Discussion & Insights for Small Business Owners:

- Financial Literacy
- Banking Relationships
- Funding Opportunities
- Barriers to Accessing Capital

GFOA (Government Finance Officers' Association)

April 29, 2024



Government Finance Officers Association

Distinguished Budget Presentation Award with special recognition for the Financial Policies

- 36th consecutive Distinguished Budget Presentation Award
- In 2023, out of 1,651 agencies that received budget awards, only 8 received the award

CollaboRx Initiative: Nature Based Education Forum



CollaboRx
COLLABORATION IS THE CURE

April 29, 2024 | Ohio Aerospace Institute/Brook Park

A day-long forum focused on organizational and educational collaboration to help mitigate the Social Drivers of Health for underserved populations, in grades PK through 6th grade

- India Birdsong Terry participated on behalf of GCRTA

Initiative goals:

- Establish a collaborative structure to share and teach best practices of sustainability and agency culture change
- Facilitate the sharing of innovative methodologies and solutions that can be replicated at local, state and national levels

Meeting with ODOT Director Dr. Jack Marchbanks

April 30th, 2024 | ODOT HQ – Columbus, Ohio

Event Summary: India Birdsong Terry and staff visited ODOT Central Headquarters to meet with Dr. Jack Marchbanks & key staff members.

Meeting Purpose: Discussions focused on GCRTA's capital projects priorities, funding opportunities, and strengthening relationships with ODOT leadership.

Key Discussion Focuses:

- Rail Car Replacement Program
- Light Rail Track Replacement (TRAC)
- Advocating for increased public transit funding in the next transportation budget



YWCA - Women of Professional Excellence Reception (WOPE)

May 7, 2024 | Tri-C, Jerry Sue Thornton Center

YWCA Greater Cleveland celebrated a new class of professional women, recognized by their employers for making a powerful impact in their workplaces and communities.

- Mrs. Ida Ford-Marshall was recognized and awarded for her enthusiasm and stellar execution of recruitment and workforce development initiatives at GCRTA



Ida Ford-Marshall, Manager of Recruitment

Transit Voices Podcast with Ben Whitaker



May 8, 2024 | Episode Published

Host Ben Whitaker interviews India L. Birdsong Terry on leading change and challenging perceptions in public transit.

Topics discussed:

- Leveraging innovative technology to attract new customers
- Efforts to enhance transit accessibility and encourage public transit usage in car-dominant cities
- Importance of employee benefits and holistic approach to employee retention strategy

<https://transit-voices.captivate.fm>

Connect Northeast Ohio (Connect NEO) 2024

May 16, 2024 | Cleveland (The Crowne Plaza)

- A day-long conference that brings together leaders in the healthcare industry and community to advance the goal of community health and well-being in Northeast Ohio
- India Birdsong Terry participated on behalf of GCRTA, alongside Cleveland leadership counterparts in housing, healthcare and mental health industry

Topics of discussion:

- Healthcare Policy - Impacting Care
- The Economic Impact of Healthcare
- Access to Equitable Behavioral Healthcare
- Data Driven Solutions for Addressing Health Disparities
- The Next Generation Healthcare Workforce



Social Determinants of Health (SDOH) Panel



American Public Transportation Association (APTA) 2024 Rail Conference



June 2-5, 2024 | Cleveland - GCRTA Conference Host

This technical conference features sessions on technology, operations, maintenance, safety & security, finance, capital projects, workforce development, and more.

- Highlighted Workshops (GCRTA led)
 - Workforce Development
 - Railcar Replacement
 - TRACTION – Performance Management
 - Transit Cooperative Research Program (TCRP)
- Special tours for conference attendees include:
 - Northern Ohio Railway Museum
 - Veterans Memorial Bridge
 - GCRTA Rail District

Questions

Public Comments

- 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