

# RTA Committee Meetings and Board of Trustees Meeting

June 27, 2023

# Compensation Committee

Chair: Mayor David E. Weiss

# Audit, Safety Compliance & Real Estate Committee

Chair: Mayor Paul A. Koomar

# Organizational, Services & Performance Monitoring Committee

Chair: Mayor Anthony D. Biasiotta



# Quarterly Performance Review FY23 Q1

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

Ehren Bingaman, TransPro *Managing Principal*

Dr. James Rubin, TransPro *Principal*

# Performance Management Cadence

TACTICS		METRICS	TACTICS	METRICS	TACTICS		METRICS	TACTICS	METRICS	
Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Monthly Tactics Reviews		Q1 Quarterly Metrics Review	Monthly Tactics Review	Q2 Quarterly Metrics Review	Monthly Tactics Reviews		Q3 Quarterly Metrics Review	Monthly Tactics Reviews		Q4 Quarterly Metrics Review

↑  
We are here

# Organizational Success Outcomes: FY23 Status

Success Outcomes	Metric	Information System	Success Definition	Status
<b>Customer Experience</b>	Net Promoter Score	Customer Survey	5% improvement in Net Promoter Score over 2022 (NPS goal of 29).	Customer Satisfaction survey completed. <b>Combined NPS of 20.</b>
<b>Community Value</b>	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>32%</b> of the community agrees that GCRTA serves employment. <b>81%</b> of major projects are within EJ communities. <b>2 active TOD projects</b> with several in the pipeline. Current ratio of private sector to GCRTA is <b>10.7</b> .
<b>Financial Sustainability</b>	Operating & Capital Performance	Financial Reporting	\$10m transfer to capital and reserve fund over the board policy. \$35m of competitive capital grants (CMAQ year).	<b>\$10 million transfer complete.</b> <b>\$12 million</b> won in competitive grants, not including \$130 million rail vehicle replacement grant.
<b>Employee Engagement</b>	Employee Engagement	HR Data	Vacancy Fill Rate: Operators, Mechanics, Transit Police target is 84% for Q1 (95% for the year) Vacancy Fill Rate: Non-bargaining target is 85% for Q1 (95% for the year)	<b>Operators/Mechanics/Transit Police: 84%</b> <b>Non-bargaining: 91%</b>

# Glossary: NPS

**Net Promoter Score (NPS):** a number based on responses to the question “On a scale from 0-10, how likely are you to recommend RTA to a friend or neighbor?” Responses 9 and 10 are deemed Promoters. Responses 7 and 8 are deemed Passives. Responses 0 through 6 are deemed Detractors. The NPS is found by subtracting the percent of Detractors from the percent of Promoters.



# Glossary: Environmental Justice (EJ)

**Environmental Justice (EJ):** the fair treatment and meaningful involvement of all people. DOT is committed to ensuring a fast, safe, efficient, accessible, and convenient transportation system for communities nationwide. In the region, Environmental Justice Areas are those Transportation Analysis Zones (TAZ's) with either Minority Populations greater than or equal to 28.81% or Residents Below the Poverty Line greater than or equal to 14.72%.

<https://www.transportation.gov/transportation-policy/environmental-justice>

# Organizational Scorecard 2023

RTA earned **82.9** out of **100** points in Q1 FY23.

Organizational Total		
Success Outcome	Goal Points	Q1 Points Earned
Customer Experience	35	28.7
Community Value	30	26.1
Financial Sustainability	25	19.5
Employee Engagement	10	8.6
<b>Total</b>	<b>100</b>	<b>82.9</b>

# Organizational Scorecard Q1 – Customer Experience

RTA earned **28.7** out of **35** points in Customer Experience.

Success Outcome	Metric	Goal	Owner	Goal Points	Actual Results	Points Earned
<b>Customer Experience</b>	Net Promoter Score	29	I. Terry	13	20	<b>9</b>
	Overall Customer Satisfaction	84%	I. Terry	8	66%	<b>6.3</b>
	On-Time Performance - Impression	77%	F. Caver	4	71%	<b>3.7</b>
	On-Time Performance - Actual	85%	F. Caver	4	86%	<b>4</b>
	Safe & Secure Riding / Waiting - Impression	74%	F. Caver	4	64%	<b>3.5</b>
	Vehicle Cleanliness - Impression	54%	F. Caver	2	59%	<b>2.2</b>
					<b>35</b>	<b>28.7</b>

# Organizational Scorecard Q1 – Community Value

RTA earned **26.1** out of **30** points in Community Value.

Success Outcome	Metric	Goal	Owner	Goal Points	Actual Results	Points Earned
Community Value	Community Perception - Access to Employment	50%	J. Freilich	7.5	32%	4.8
	Capital Dollars Invested in Environmental Justice Zones/Communities	79%	M. Schipper	7.5	81%	7.7
	Transit Oriented Development (TOD) on RTA properties	4	J. Reed	7.5	2	3.8
	Ratio of Private Sector Investment to Major Capital Investment	7	M. Schipper	7.5	10.7	9.8
					<b>30</b>	<b>26.1</b>

# Organizational Scorecard Q1 – Financial Sustainability

RTA earned **19.5** out of **25** points in Financial Sustainability.

Success Outcome	Metric	Goal	Owner	Goal Points	Actual Results	Points Earned
<b>Financial Sustainability</b>	General Fund Transfer to Capital/Rolling Stock Reserve Fund*	\$10 million	R. Gautam	7	\$10 million	<b>7</b>
	Competitive Capital Grants	\$35 million	M. Schipper R. Gautam	7	\$12 million	<b>2.4</b>
	Operating Ratio : Expense Covered by Own Source Revenue	13%	R. Gautam	6	12%	<b>5.4</b>
	Cost per Service Hour: Overall Operating Cost/Revenue Hour	\$165.00	R. Gautam F. Caver	5	\$175.13	<b>4.7</b>
					<b>25</b>	

\*Continuing the proactive commitment to sustainably care for rolling stock into the future.

# Organizational Scorecard Q1 – Employee Engagement

RTA earned **8.6** out of **10** points in Employee Engagement.

Success Outcome	Metric	Goal	Owner	Goal Points	Actual Results	Points Earned
Employee Engagement	Vacancy fill rate : Operators (Bus, Paratransit, Rail), Mechanics, and Transit Police	84%	I. Terry G. Fields	2	84%	2
	Vacancy fill rate : Non-Bargaining	85%	G. Fields	2	91%	2.1
	Agencywide Retention Rate	88%	G. Fields	1.5	96%	1.6
	Supervisor Invested in Growth and Success	57%	G. Fields	1.5	55%	1.4
	Understand How Performance Linked to Organization Success	71%	I. Terry G. Fields	1.5	72%	1.5
	Workforce Net Promoter Score	5	G. Fields	1.5	-3	0
				<b>10</b>		<b>8.6</b>

# Vacancy Fill Rate Detail

Vacancy Fill Rate Position	Goal	Actual Results
Operators (Bus, Paratransit, Rail)	83.7%	86%
Mechanics	85%	79%
Transit Police positions	85%	76%
Non-Bargaining	85%	91%

Currently, 45 student operators are in training. In addition, HR intentionally attends key hiring and outreach events such as:

- Cuyahoga Community College Job Fair
- Harvard Community Center Job Fair
- Ohio Means Jobs – Veterans Resources Event
- Power & Way Department – Laborer Event
- CMSD Career Day
- John Adams High School Event
- Tower City Operator Hiring Event
- Regent High School Job Fair
- La Mega Radio Show



# HR Hiring and Outreach Events

## April 2023

- Cleveland Heights High School
- Cuyahoga Community College Job Fair
- Ginn Academy Job Readiness Graduation
- Harvard Community Center Job Fair
- Lakeland Community College
- Maximus Job Fair
- Metrohealth Systems Men's Fair
- Ohio Means Jobs - Veterans Resources Event
- Power & Way Department - Laborer Event
- Ward 1- Grand Slam Community Event

## May 2023

- Cleveland Asian Festival
- CMSD Career Day
- First Responders Career Fair
- John Adams High School Event
- Piston Powered Autorama Event
- Tower City Operator Hiring Event
- Veteran Resource Event - Rid-All Farms

## June 2023

- Cleveland Leadership Center "Look Up to Cleveland"
- Graduation Day Job Fair Regent High School
- La Mega Radio Show
- Ohio Means Jobs - Lorain County
- OMJ Operator Hiring Event (2)
- Power & Way Department Open House
- Rock the Blocks Community Event
- U.S. Veterans Flag Day/Immigration Swearing Ceremony

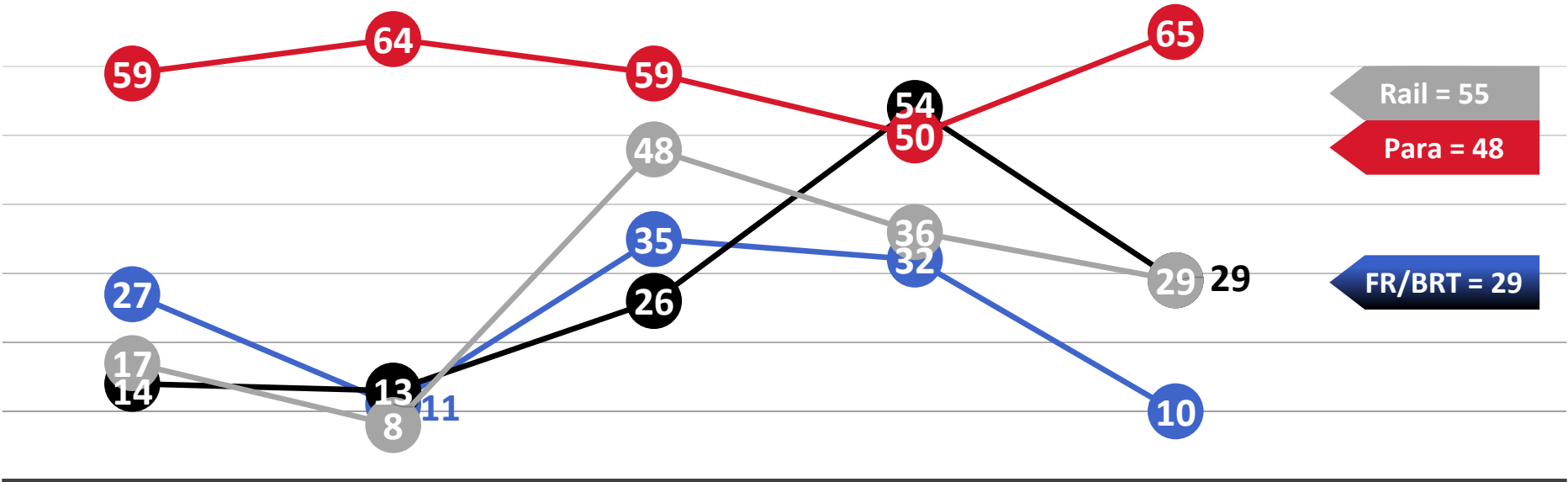
## Upcoming

- Cuyahoga County Library Community Eastside/Westside Recruitment Events
- National Black Caucus on Aging Job Fair
- Ohio Means Jobs - Lake County
- Parma Public Housing Recruitment
- Puerto Rican Festival & Parade
- Radio: WZAK 93.1 Urban Station
- Step Forward Recruitment Event
- Television: WKYC Channel 3



# Customer Satisfaction Results – NPS

NPS



Wave 1  
(Feb '22)

Wave 2  
(May '22)

Wave 3  
(Sep '22)

Wave 4  
(Dec '22)

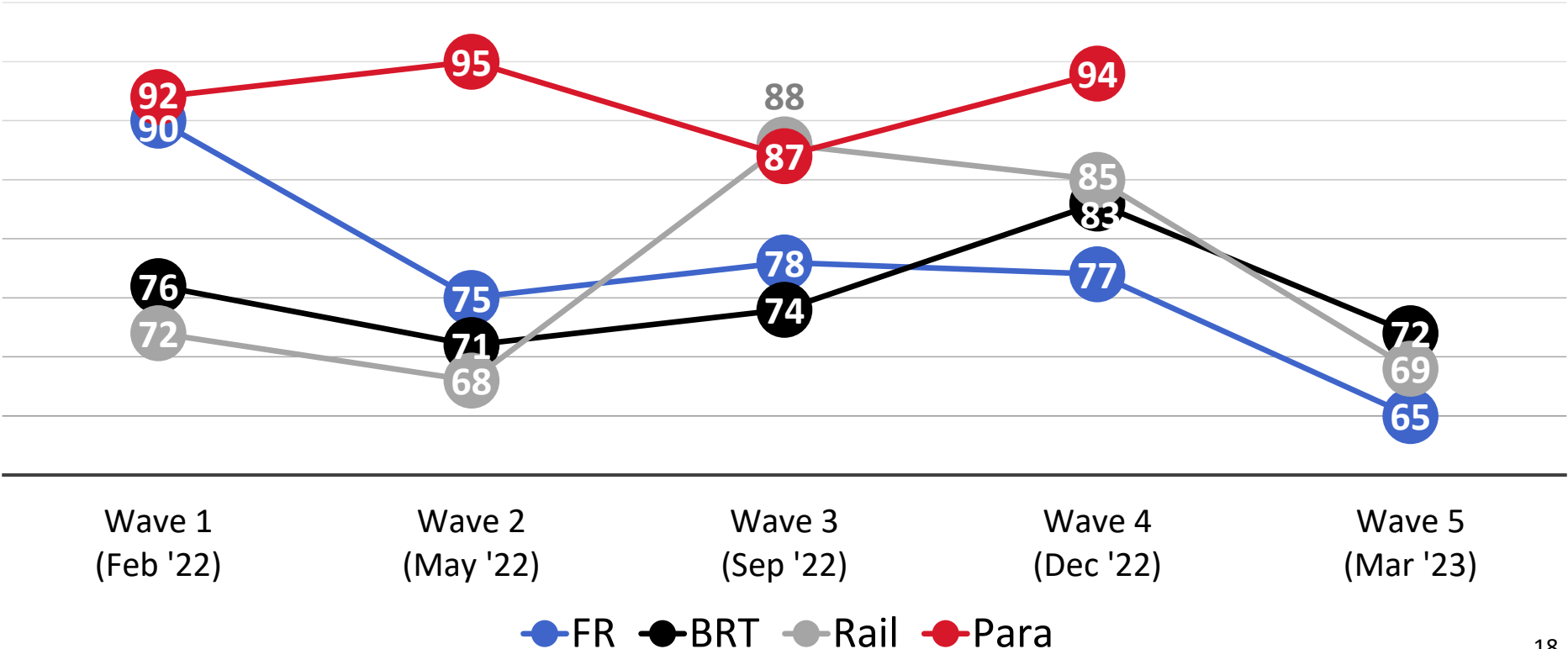
Wave 5  
(Mar '23)

ISA

● FR ● BRT ● Rail ● Para

# Customer Satisfaction Results – Overall Satisfaction

Overall Satisfaction (%)



# Customer Satisfaction Results – Key Drivers\*

<b>Fixed Route Bus</b>	<b>Rail</b>
<ul style="list-style-type: none"><li>• On-time performance</li><li>• Safety on the bus</li><li>• Safety waiting for the bus</li><li>• Bus cleanliness</li></ul>	<ul style="list-style-type: none"><li>• Safety on the train</li><li>• Safety waiting for the train</li><li>• Train cleanliness</li></ul>
<b>Bus Rapid Transit</b>	<b>Paratransit</b>
<ul style="list-style-type: none"><li>• Bus cleanliness</li><li>• Safety on the bus</li><li>• On-time performance (not on Wave 5)</li></ul>	<ul style="list-style-type: none"><li>• On-time performance</li><li>• Scheduling ease</li></ul>

\*Area of opportunity in at least 75% of waves.

# Quarterly Reporting Cadence and Schedule

	Quarter Begins	Quarter Ends	Leadership to Populate Metrics	Leadership Reporting	Leadership Reports Performance Results to Board
<b>Q1 2023</b>	Jan 1	Mar 31	Apr 14	May 25	June 8 – 19
<b>Q2 2023</b>	Apr 1	Jun 30	Jul 14	July 27	Aug 7 – 18
<b>Q3 2023</b>	Jul 1	Sep 30	Oct 13	Oct 26	Nov 6 – 17
<b>Q4 2023</b>	Oct 1	Dec 31	Jan 12	Jan 25	Feb 5 – 16

Define Success Outcomes for 2024 



Questions?

# RTA Board of Trustees Meeting

June 27, 2023

# 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

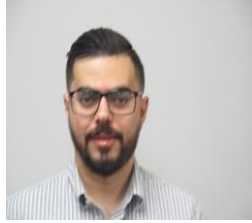
June 2023



# June New Hires



Marquita Gibson  
Administrative Assistant



Ibrahim Masoud  
Financial Accountant I



Amaya Heiselman  
Marketing Intern



Eric Thompson  
Transit Police Officer



Antonina Weems  
Maintenance Planner



Thomas Morgan  
Operator



Robert McClain  
Operator

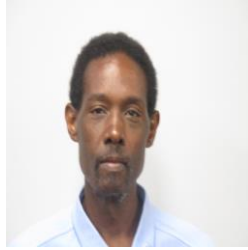


Lakysya Ballard  
Operator

# June New Hires



James Bresnahan  
Operator



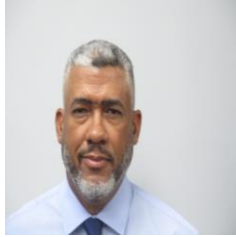
David Woods  
Operator



Austen Tell  
Operator



Anthony Daughtery  
Operator



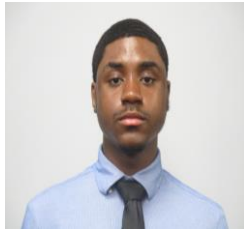
Donovan Tabler  
Operator



Anisa Rahman  
Operator



Sue Sanders  
Operator



Camren Peterman  
Operator



Deidra Prettyman  
Operator

# June New Hires



Lee Stover  
Operator



Ashley Mack  
Operator



Earnest Crawford  
Operator



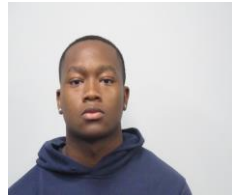
Dachauna Hunter  
Hostler



Benjamin Beam  
Equipment Servicer



Damon Margida  
Talent Acquisition  
Business Partner



Jaron Brown  
Summer Intern



Madelynne Harwood  
Public Transit  
Development Intern



Alexandria Hahn  
Public Transit  
Development Intern

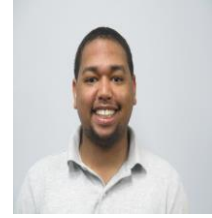
# June New Hires



Lawson Nash  
Public Transit  
Development Intern



Brandon Bowles  
Public Transit  
Development Intern



Jacob Moore  
Public Transit  
Development Intern



Sanjana  
Venkataraman  
Public Transit  
Development Intern

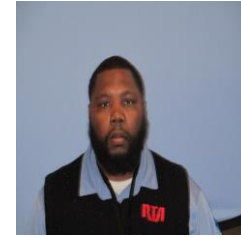
# June Promotions



Kassidy Carter  
ITS Specialist



Alton Kerley  
Equipment Servicer



Derrick D. Warren  
Assistant Operating  
Instructor



Roy Strickland Jr.  
Sr. Network Engineer



LaTriece D. Thomas  
Assistant Operating  
Instructor



Lavelle Ferebee II  
Assistant Operating  
Instructor

# Executive Session



# Resolutions

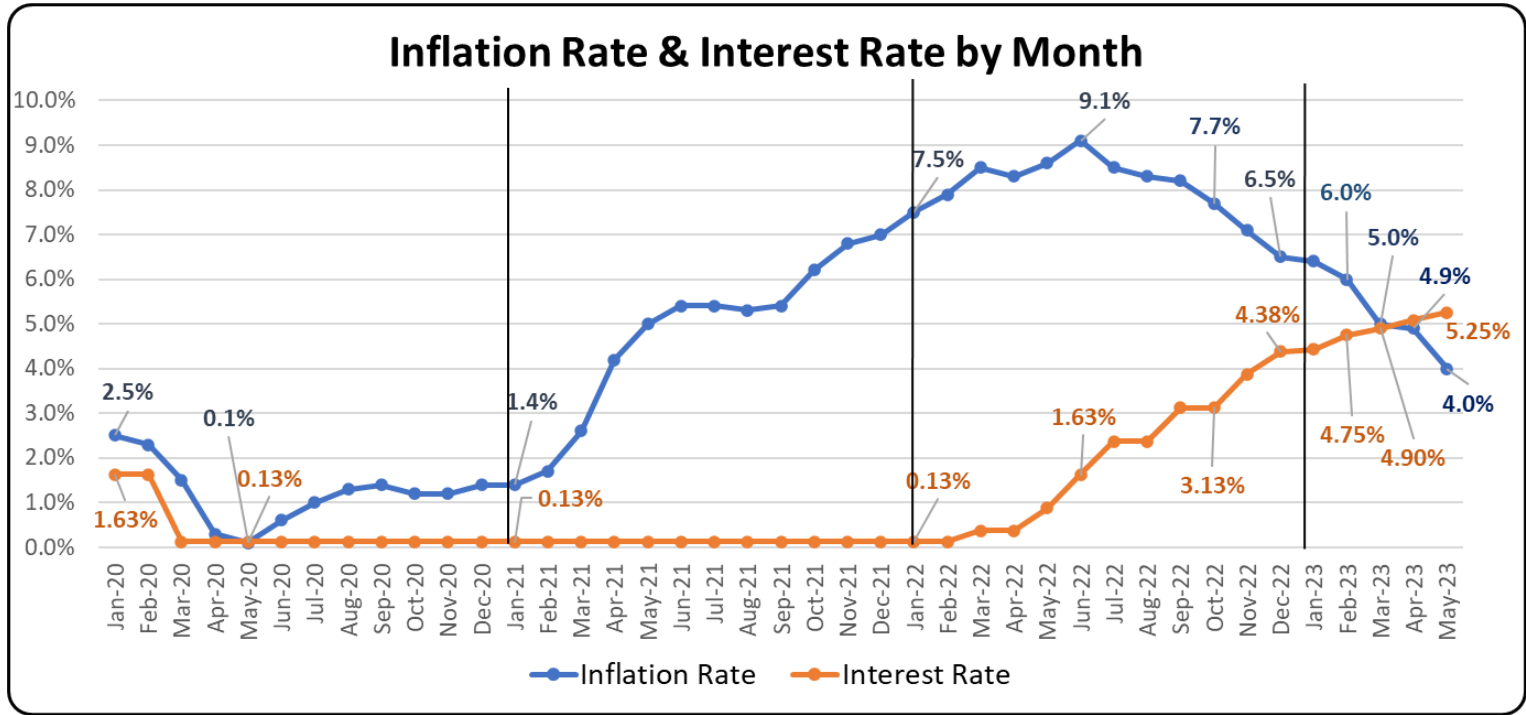


# Secretary/Treasurer Update

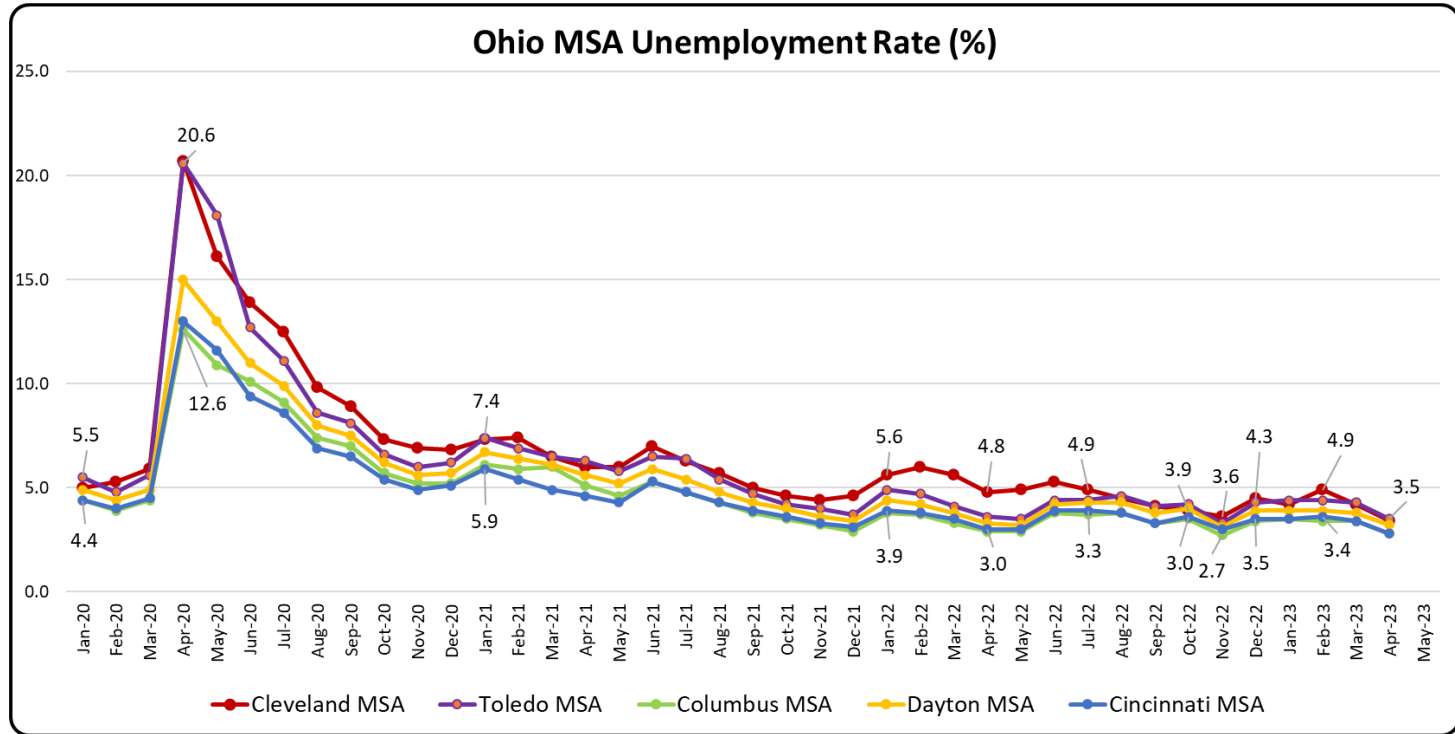
June 27, 2023

Board of Trustees

# Economic Conditions

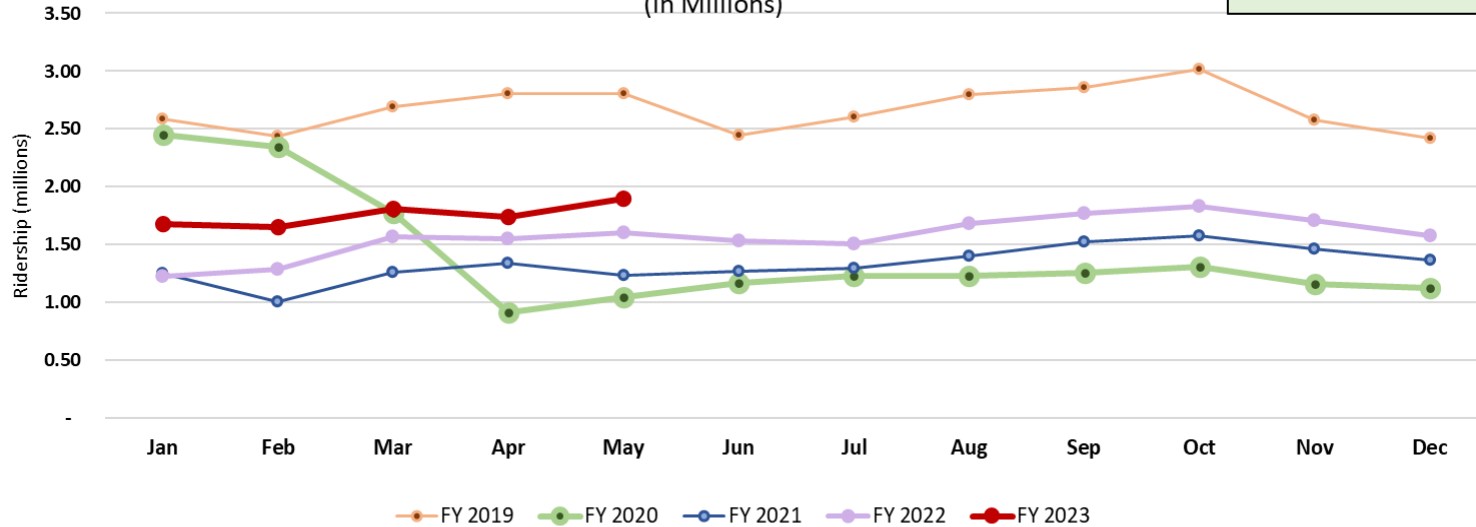


# Economic Conditions



# Ridership

Ridership by Month  
2019 through 2023  
(in Millions)



## YTD Ridership (in millions)

2019: 13.33  
2020: 8.51  
2021: 6.07  
2022: 7.23  
**2023: 8.77**



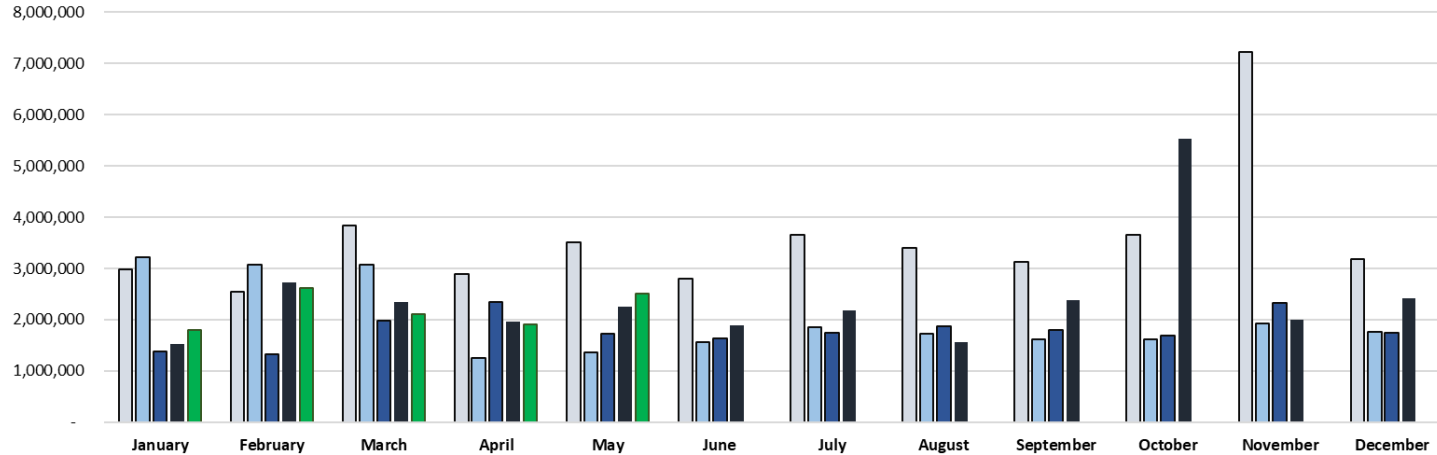
# Passenger Fares

Passenger Fares  
2019, 2020, 2021, 2022 and 2023

YTD Variance  
(2023 v. 2022)  
1.0%

YTD Passenger Fares  
(in millions)

2019: 15.75  
2020: 12.00  
2021: 8.74  
2022: 10.81  
**2023: 10.92**



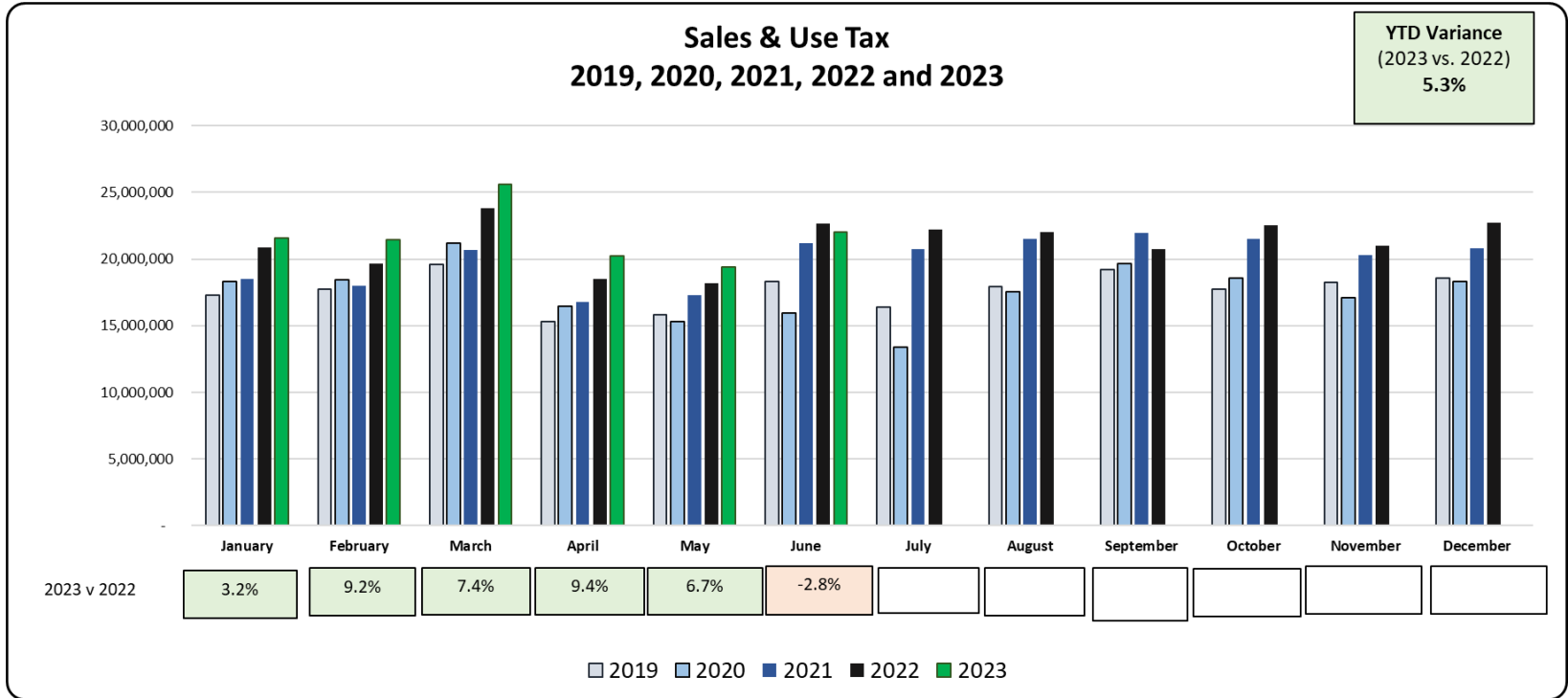
2023 v 2022



2019 2020 2021 2022 2023



# Sales Tax



# Questions

# General Manager, CEO Report

June 27, 2023





# Rail Car Replacement Program Team Update



## May & June 2023 | GCRTA Districts

- Presenters:
  - Bryan Moore, Fleet Management
  - Casey Blaze, Central Rail Maintenance
  - Mabry Harris, Procurement
  - Heather Schnear, Fleet Management
- Locations: Hayden, Triskett, Paratransit, CBM/Woodhill, Main Office Building and Rail
- TRACTION initiative to communicate and inform employees

# 988 - Suicide & Crisis Lifeline

**There is hope.**

# 988

**SUICIDE & CRISIS LIFELINE**

**Need Support Now?**

If you or someone you know is struggling or in crisis, help is available. Call or text 988 or chat 988lifeline.org.

988 offers 24/7 access to trained crisis counselors who can help individuals experiencing mental health-related distress. That could be:

- Thoughts of suicide
- Mental health or substance use crisis, or
- Any other kind of emotional distress

**RTA**

**ADAMHS**  
BOARD OF CUYAHOGA COUNTY  
ADULT, JUVENILE, AND MENTAL HEALTH SERVICES

RTA and ADAMHS Partnership via FTA Safety Advisory

- Backlit signage at Tower City station Red Line platforms
- 988 Lifeline stickers on buses, trains, and at Red Line stations
- Car cards on buses and trains

988 offers 24/7 access to trained

- Crisis counselors who can help individuals
- Experiencing mental health-related distress

That could be:

- Thoughts of suicide
- Mental health or substance use crisis
- Any other kind of emotional distress

# Women in Policing



**June 15, 2023 | [cleveland.com/Plain Dealer](https://cleveland.com/Plain Dealer)**

- Article by [cleveland.com/Plain Dealer](https://cleveland.com/Plain Dealer)
- Interview of GCRTA Chief of Police Deirdre Jones
  - Diversity
  - Equity
  - Hiring practices

# Disadvantaged Business Enterprise (DBE) Program



**June 20, 2023 | Mass Transit Daily**

- Article in Mass Transit Magazine
- Written by GCRTA's, Carl Kirkland, Director of Business Development and Kay Sutula, Director, Office of Management & Budget
  - Certification, eligibility and compliance
  - Contract compliance and monitoring
  - Goal setting
  - Outreach
  - Small business participation plan

# GCRTA Awards Banquet 2023



**May 19, 2023 | Holiday Inn Independence, OH**

Awards presented for outstanding performances in 2021 & 2022 included:

- Safe Operator Award
- Transit Police (Medal of Heroism, Distinguished Service, Chief's Outstanding Unit, Life Saving Award, Officer of the Year)
- General Manager's Customer Service Award (Administration, Operations, Facilities)
- Impactful Team Award
- Artisanship Award (Power & Way, Facilities, Maintenance)
- Partner of the Year Award
- Community Impact Award

# American Public Transportation Association (APTA) Rail Conference 2023



**June 11-14, 2023 | Pittsburgh, PA**

Federal Transit Administration Update Panel

- India Birdsong Terry, General Manager/CEO
- Veronica Vanterpool, Deputy Administrator, FTA
- Dorval Carter, President, CTA

APTA Announcement

- GCRTA will host the 2024 APTA Rail Conference



Lake Erie Shoreline

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# Public Comments

- In person
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  - Click/Select meeting event
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