

RTA Committee Meetings and Board of Trustee Meeting

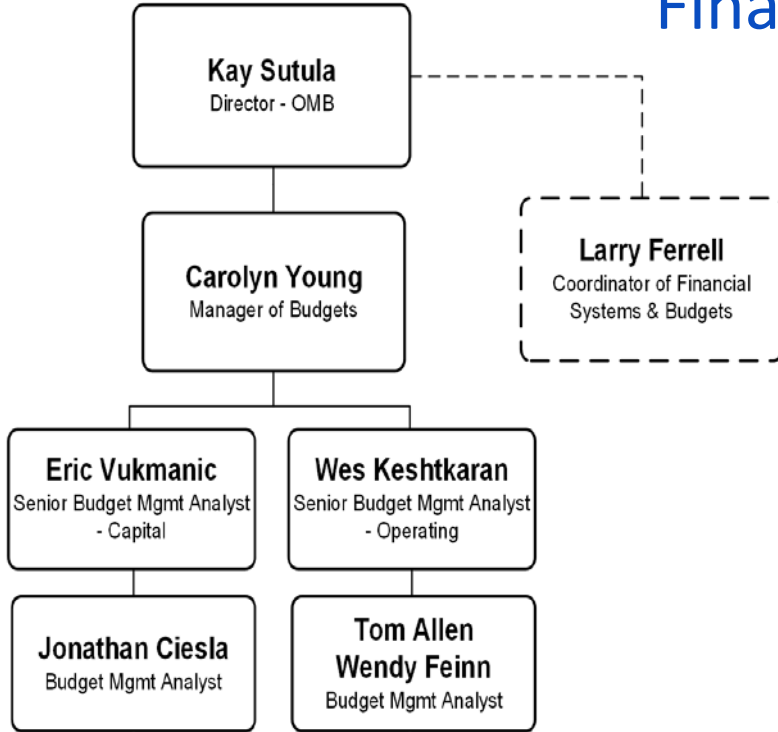
Tuesday, February 28, 2023

Organizational, Services & Performance Monitoring Committee

Chair: Mayor Anthony D. Biasiotta

Office of Management & Budget (OMB)

Finance Division



- **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)**

CEO – 4th Quarter 2022 Report

February 28, 2023

General Fund – 4th Quarter 2022

- 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

General Fund – 4th Quarter 2022

- Transfers to Other Funds
 - Reserve Fund:
 - \$10 million in Rolling Stock Reserve
 - \$50 million in Revenue Stabilization
 - \$878,615 in 27th Pay
 - Capital Improvement Fund:
 - \$44.7 million transferred

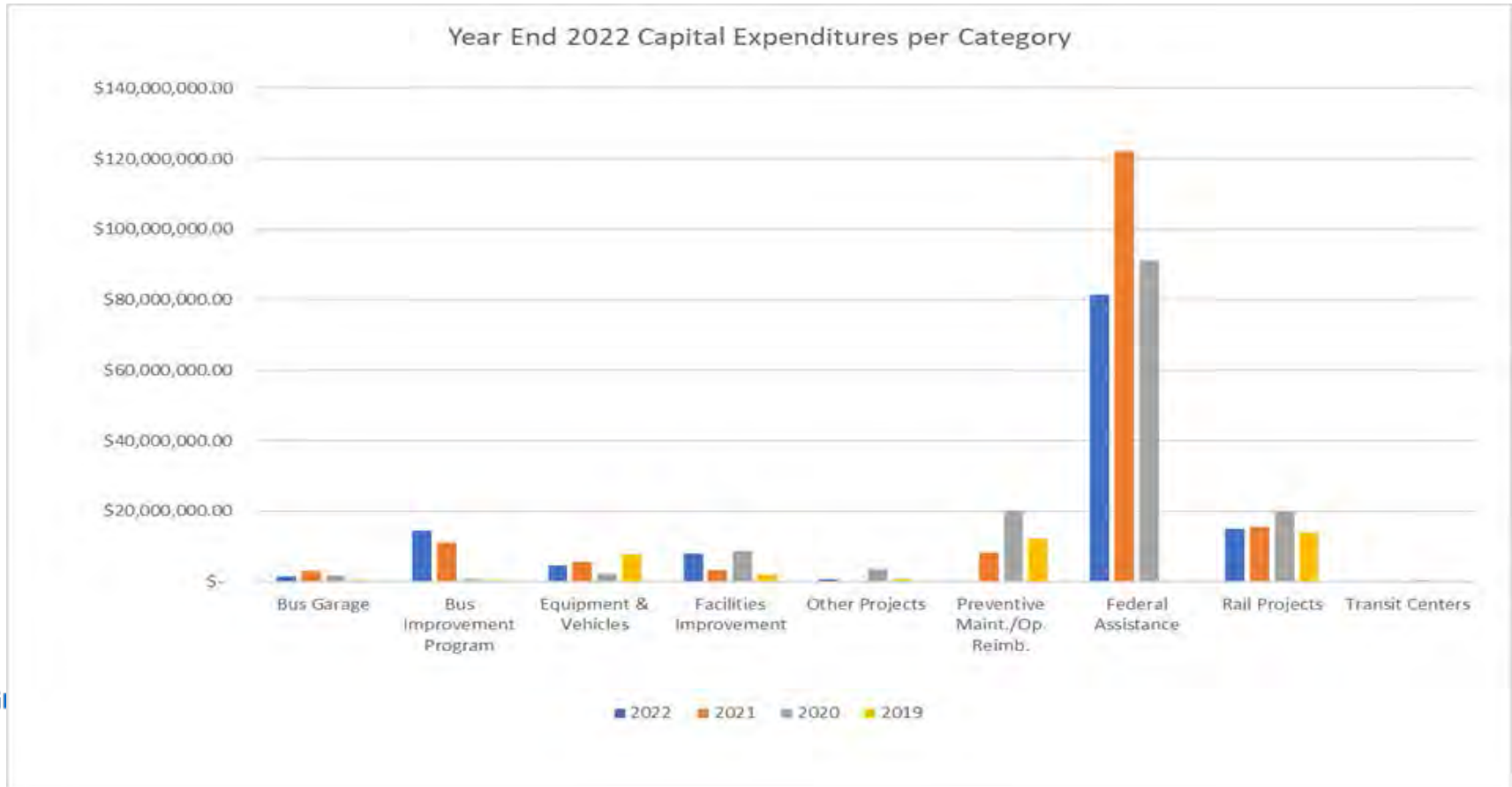
General Fund – 4th Quarter 2022

- Federal Stimulus Funding drawn down in 2022
 - ARP: \$81.2 million
- Available ending Balance: \$42.6 million
 - 1.9-month reserve

Capital – 4th Quarter 2022

- 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)

Capital – 4th Quarter 2022



Questions



*Quarterly Performance Review
FY22 Q4*

Performance Management Cadence

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

We are here





Organizational Success Outcomes 2022

Success Outcomes	Metric	Information System	Success Definition
Customer Experience	Net Promoter Score	Customer Survey	5% improvement in Net Promoter Score over baseline
TOTAL			35
Community Value	Community Value Score	Community Survey & Data	10% improvement in community value score over baseline
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)
TOTAL			25
Employee Engagement	Employee Engagement	Employee Engagement Survey	10% improvement over baseline
TOTAL			10
OVERALL TOTAL			100

Organizational Success Outcomes

FY22 Status



Success Outcomes	Information System	FY22 Success Definition	Status
Customer Experience	Customer Survey	5% improvement in Net Promoter Score over baseline	Baseline NPS established through first wave of customer surveys (Fixed Route Bus, BRT, Rail, Paratransit). Wave 4 surveys completed in December. (Quarterly)
Community Value	Community Survey & Data	10% improvement in community value score over baseline	Baseline score established through first wave of community surveys. Wave 2 survey completed in September (Bi-Annually)
Financial Sustainability	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)	On Track to Deliver <i>Operating Reserve is projected to be 1.9 at the end of 2024 Reduction of unfunded capital projects target met for 2022.</i>
Employee Engagement	Employee Engagement Survey	10% improvement over baseline	Baseline employee engagement % established through first wave of employee surveys Wave 2 survey completed in December (Bi-Annually)



Organizational Scorecard 2022

RTA earned **101** out of **100** points in Q4 FY22.

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



Organizational Scorecard Q4

RTA earned **36** out of **35** points in Customer Experience.

Success Outcomes	Metric	FY2022 Performance Goals	Owner	Goal Points	Q3 2022		Q4 2022	
					Actual Results	Points Earned	Actual Results	Points Earned
Customer Experience	Net Promoter Score	26	I. Birdsong	13	38	16.9	35	16.9
	Overall Customer Satisfaction	89%	I. Birdsong	8	80%	7.2	79%	7.1
	On-Time Performance - Impression	85%	F. Caver	3.5	72%	3	74%	3
	On-Time Performance - Actual	85%	F. Caver	3.5	83%	3.4	83%	3.4
	Safety - Impression	85%	J. Burney	2	74%	1.7	76%	1.8
	Safety - Actual	70%	J. Burney	2	43%	1.2	43%	1.2
	Operator Courtesy - Impression	77%	F. Caver	1.5	70%	1.4	71%	1.4
	Vehicle Cleanliness - Impression	70%	F. Caver	1.5	50%	1.1	57%	1.2
				35	35.9		36	

Organizational Scorecard Q4

RTA earned **31** out of **30** points in Community Value.

Success Outcomes	Metric	FY2022 Performance Goals	Owner	Goal Points	Q3 2022		Q4 2022	
					Actual Results	Points Earned	Actual Results	Points Earned
Community Value	Community Perception - Access to Service	72%	J. Freilich	7.5	67%	7	67%	7
	Community Perception - Access to Employment	51%	J. Freilich / M. Feke	7.5	49%	7.1	49%	7.1
	Community Perception - Transit Investment Occurs where Needed	37%	M. Schipper / J. Rusnov / M. Feke	7.5	36%	7.3	36%	7.3
	Ratio of Private Sector Investment to Major Capital Investment	3	M. Schipper	7.5	7.7	9.8	9.5	9.8
				30	31.2		31.2	

Organizational Scorecard Q4

RTA earned **27** out of **25** points in Financial Sustainability.

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)

Success Outcomes	Metric	FY2022 Performance Goals	Owner	Goal Points	Q3 2022		Q4 2022	
					Actual Results	Points Earned	Actual Results	Points Earned
Financial Sustainability	Committed Funds to Capital Fund	\$10m	R. Gautam	8	\$63m	10.4	\$62m	10.4
	Operating Expense Covered by Own Source Revenue	15%	R. Gautam	8	11%	5.9	12%	6.6
	Overall Operating Cost/Revenue Hour	\$187.00	R. Gautam / F. Caver	8	\$167.43	8.8	\$162.06	9.1
	Unlinked Passenger Trips (UPT)/Revenue Hour	11	F. Caver / N. Walker-Minor	1	12.7	1.2	13.3	1.2
				25	26.3		27.3	

Organizational Scorecard Q4

RTA earned **7** out of **10** points in Employee Engagement.

Success Outcomes	Metric	FY2022 Performance Goals	Owner	Goal Points	Q3 2022		Q4 2022	
					Actual Results	Points Earned	Actual Results	Points Earned
Employee Engagement	Percent Employees Agree - Supervisor Invested in Growth and Success	62%	G. Fields	1.75	54%	1.5	56%	1.6
	Percent Employees Agree - Understand Vision and Direction	76%	I. Birdsong / G. Fields	1.50	69%	1.4	67%	1.3
	Percent Employees Agree - Understand How Performance Linked to Organization Success	78%	I. Birdsong / G. Fields	1.50	71%	1.4	72%	1.4
	Percent Employees - Found Training Valuable	65%	G. Fields	1.75	96%	2.3	93%	2.3
	Hours of Training per Employee	5%	G. Fields	1.75	-18%	0	-33%	0
	Workforce Net Promoter Score	5	G. Fields	1.75	-5	0	0	0
				10	6.6		6.6	



2022 Tactics Review

RTA's Key Activities to Deliver the Outcomes

*Did we do what we said we would do,
when we said we would do it?*

3 Most Important Things: FY22 Q4

Filling Positions (streamline hiring timeline)



2023 Goal Setting before end of the year (scorecards)



Complete TACTICS (close them out)





Organizational Tactics 2022

Q4 Summary

32% of 2022 tactic milestones were completed in 2022.

FY22 Tactic Milestones: Q4 Overview				
	Not Defined	Returned in 2023	Continue 2023	Closed 2022
Customer Experience	0	1	2	2
Community Value	0	1	2	1
Financial Sustainability	0	0	3	3
Employee Engagement	1	0	3	0
Total Count	1	2	10	6
% Tactics Closed in 2022		32%		





Organizational Tactics 2022

Q4 Summary

FY22 Tactic Milestones: Status Overview		
Success Outcome	Tactic Name	Q4 Milestone Status
Customer Experience	25Connects – MetroHealth Line BRT	Continue 2023
	Paratransit Service Improvements	2022 Closed
	Fare Collection Improvements	Closed / Returned 2023
	Fixed-route Bus Cleaning Process	2022 Closed
	Red Line HRV Weekday Service Clean	Continue 2023
Community Value	Columbus Road TOD	Continue 2023
	Workforce Development	Continue 2023
	Transit Ambassador Program	2022 Closed
	Zero-Emission Vehicles REMOVED 2022-Q2	Returned 2023
Financial Sustainability	ODOT Competitive Grant Funding Strategy	2022 Closed
	Incorporate the Infrastructure Investment and Jobs Act (IIJA) into the Capital Improvement Program	2022 Closed
	Rail Car Replacement Plan	Continue 2023
	Strategic Prioritization of Grant Funds	2022 Closed
	Oracle Software Upgrade	Continue 2023
	Disaster Recovery & Cyber Security Enhancement	Continue 2023
Employee Engagement	Wellness Initiatives	Continue 2023
	Performance Recognition Program	Continue 2023
	Internal Customer Satisfaction – Service Delivery	N/A
	Operator Recruitment	Continue 2023



Path to 2023 Q1



Organizational Success Outcomes 2023

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)
TOTAL			35
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
TOTAL			30
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)
TOTAL			25
Employee Engagement	Employee Engagement	HR Data	Vacancy Fill Rate targets is 95%
TOTAL			10
OVERALL TOTAL			100



3 Most Important Things: FY23

- **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)

What does success look like for these items in Q1?

Quarterly Reporting Cadence and Schedule



	Quarter Begins	Quarter Ends	Leadership to Populate Metrics	Leadership Reporting	Leadership Reports Performance Results to Board
Q1 2023	Jan 1	Mar 31	Apr 14	Apr 27	May 8 - 19
Q2 2023	Apr 1	Jun 30	Jul 14	July 27	Aug 7 - 18
Q3 2023	Jul 1	Sep 30	Oct 13	Oct 26	Nov 6 - 17
Q4 2023	Oct 1	Dec 31	Jan 20	Jan 25	Feb 5 - 16

Define Success Outcomes for 2024 →





Questions?

Audit, Safety Compliance & Real Estate Committee

Chair: Mayor Paul A. Koomar

RTA Board of Trustees Meeting

Tuesday, February 28, 2023

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

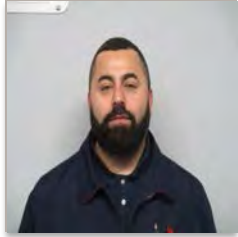


New Hires & Promotions

February 2023



February 2023 New Hires



Vladimir Gremi
Operator



Toniesha Johnson
Operator



Leon Wells
Operator



Laurence Edwards
Operator



Robin Hood
Operator



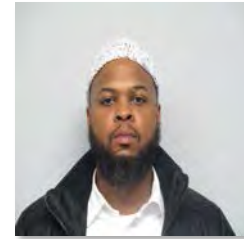
Charles Whitehead
Operator



Larry Greathouse
Operator



Thomas Stover
Operator



Antoine Finley
Operator

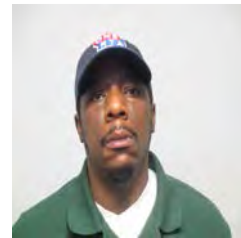
February 2023 New Hires



Karess Hines
Operator



Fawnda Martin
Operator



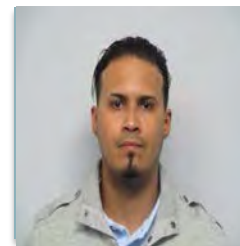
Marcellus Porter
Janitor



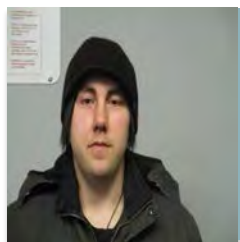
Jonathan Bruce
Janitor



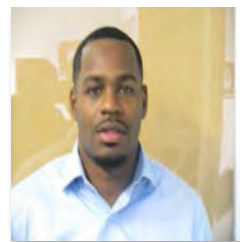
Tayla McClendon
Paratransit
Reservations Operator



Richard Burgos
Maintenance Technician



Aaron Lewis
Electronic Equipment
Maintainer



Joseph Clark
Community Engagement
Specialist

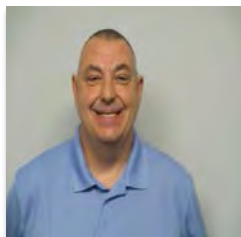


Chanel Steiner
Supervisor of Digital &
External Marketing

February 2023 New Hires



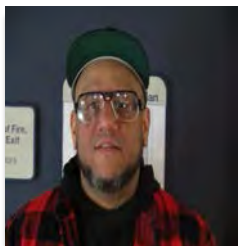
Emily Bailey
Executive Assistant



Paul Dzurik
Maintainer



Yadiel Roman
Transit Police Officer



Omar Rojos
Laborer



Jayme Inks
District Business
Analyst

February Promotions



Claidiu Dugala
Electronic Repair Lead



Mitchell Crawford II
Electronic Repair Lead



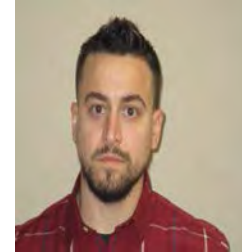
Rodnika Phillips
Dispatcher



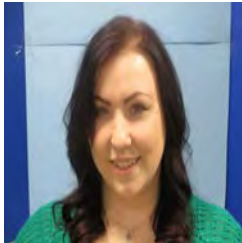
Laurie Edwards
Dispatcher



Dion Cunningham
Money Handler



Michael Gomez
Maintenance Technician



Erica Wiens
Supervisor Cross
Trained



Stacie Menefee
Assistant Operator
Instructor



Paul Hudy
Signal Technician

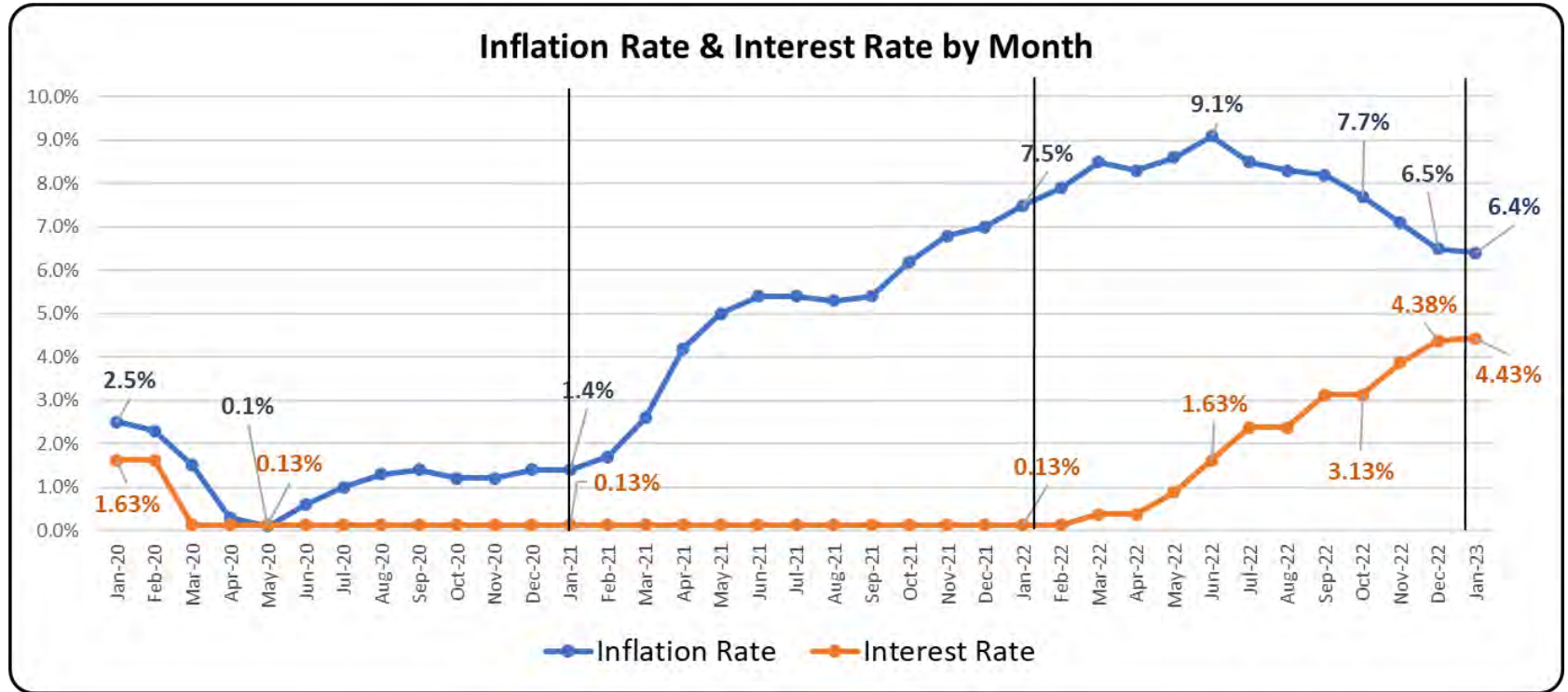
Resolutions

Secretary/Treasurer Update

February 28, 2023

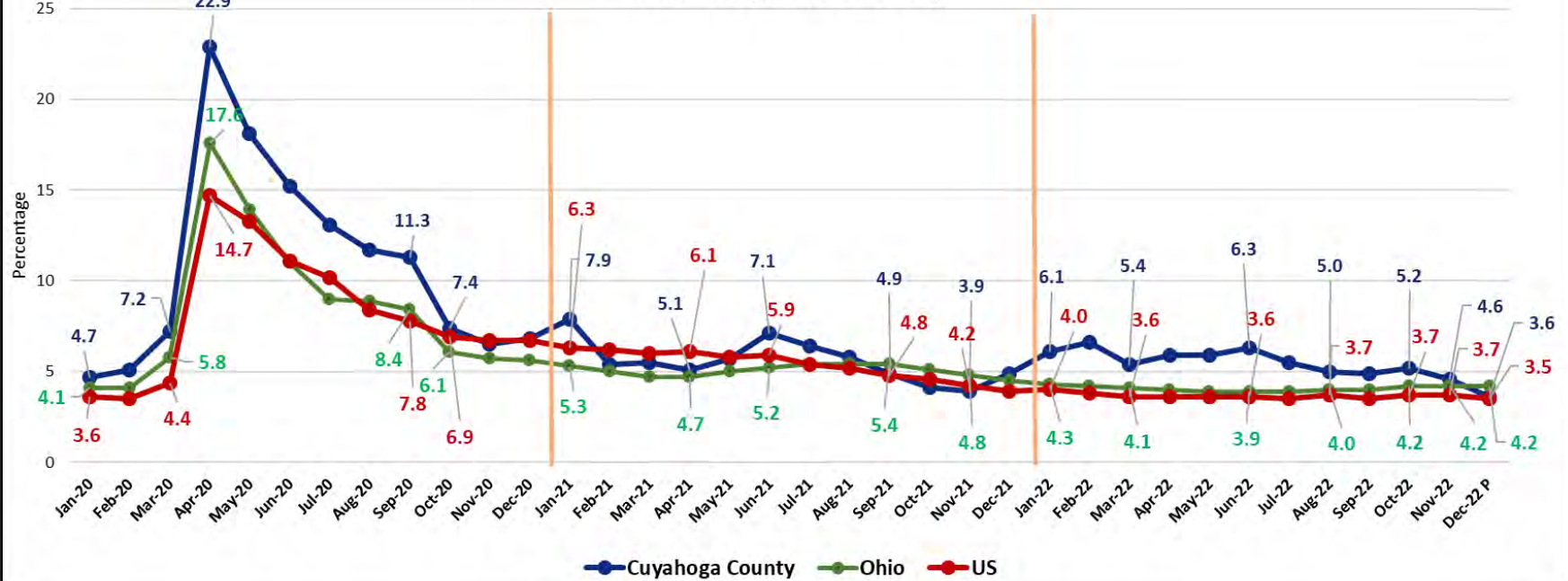
Board of Trustees

Economic Conditions

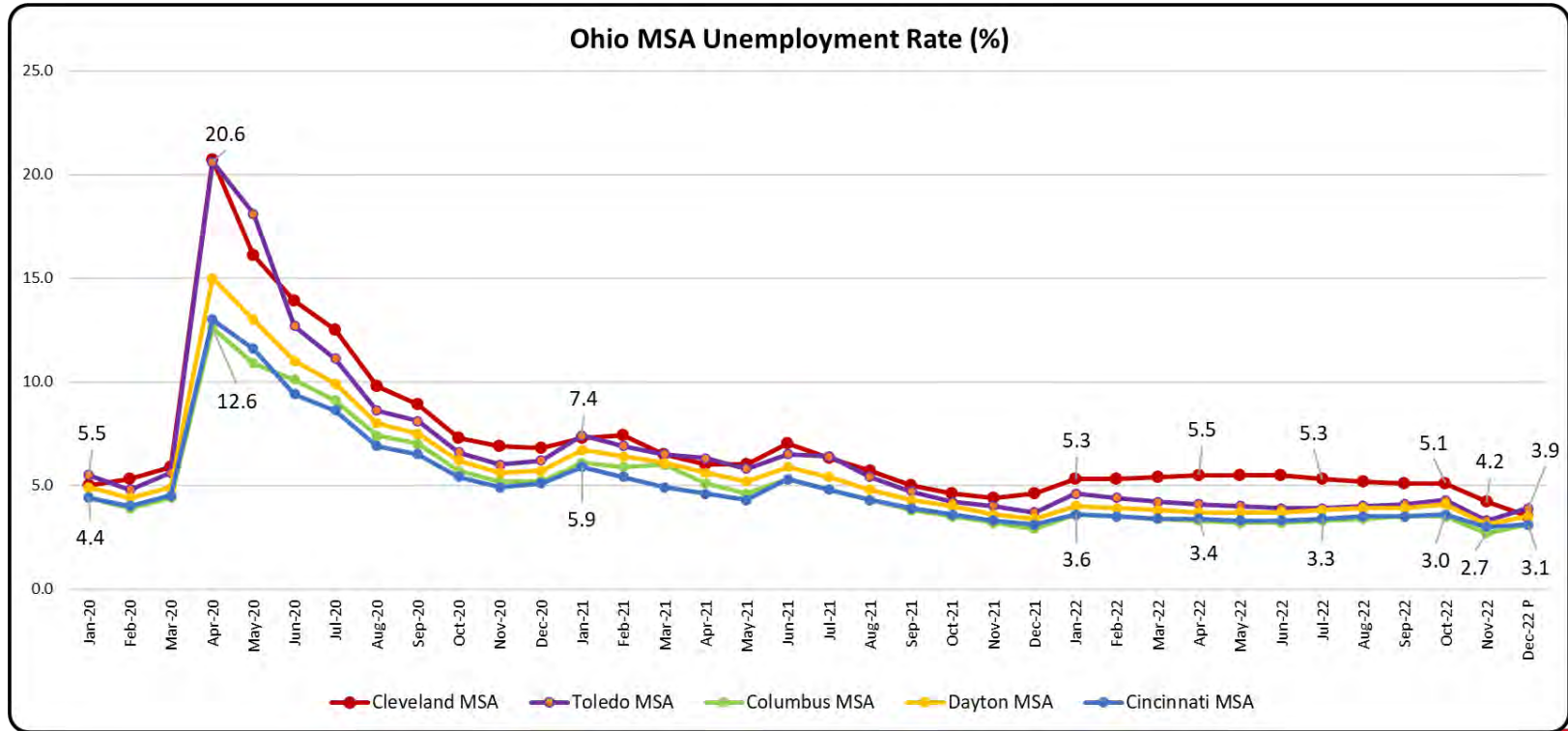


Economic Conditions

Unemployment Rate (%)



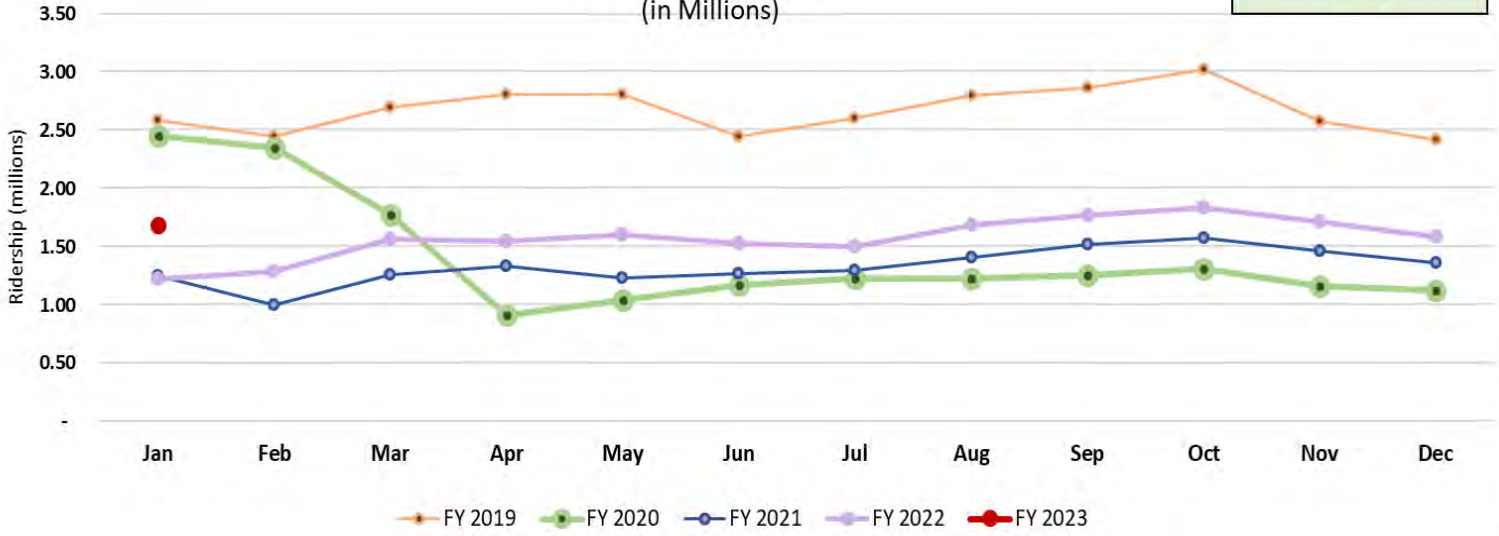
Economic Conditions



Ridership

Ridership by Month
2019 through 2023
(in Millions)

YTD: 2022 vs. 2021
37.0%



January Ridership (in millions)

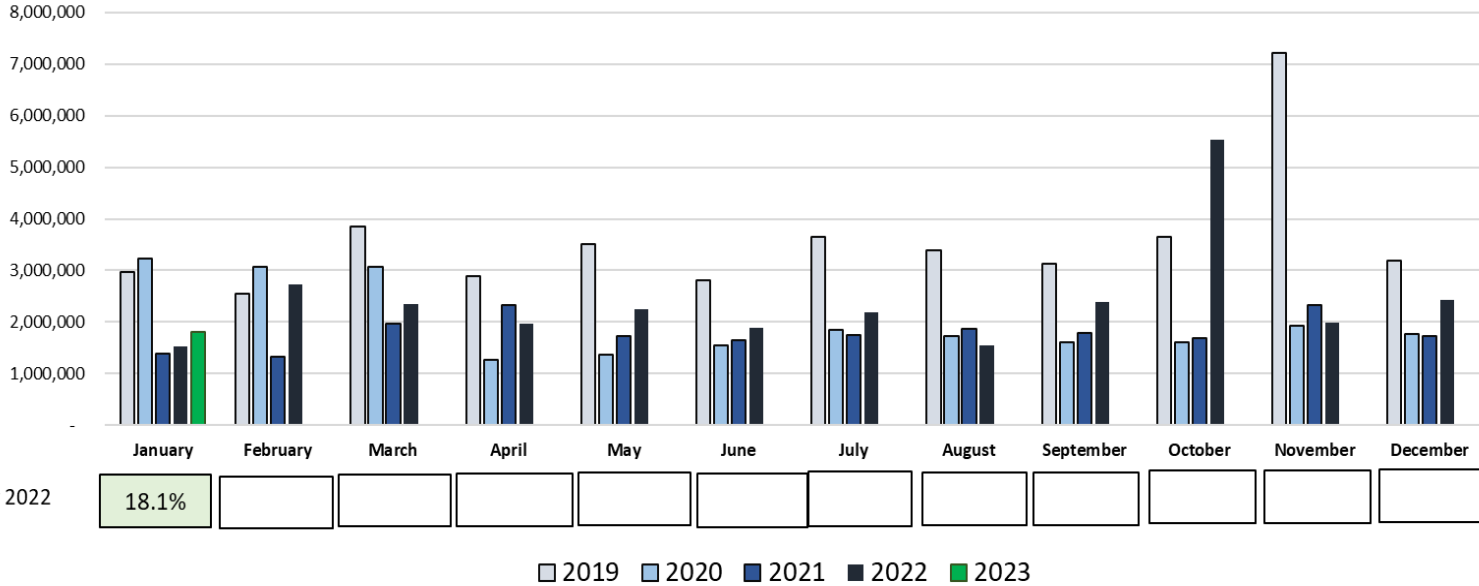
- 2019: 2.59
- 2020: 2.45
- 2021: 1.25
- 2022: 1.22
- 2023: 1.68**



Passenger Fares

Passenger Fares
2019, 2020, 2021, 2022 and 2023

YTD Variance
(2023 v. 2022)
18.1%



January
Passenger Fares
(in Millions)

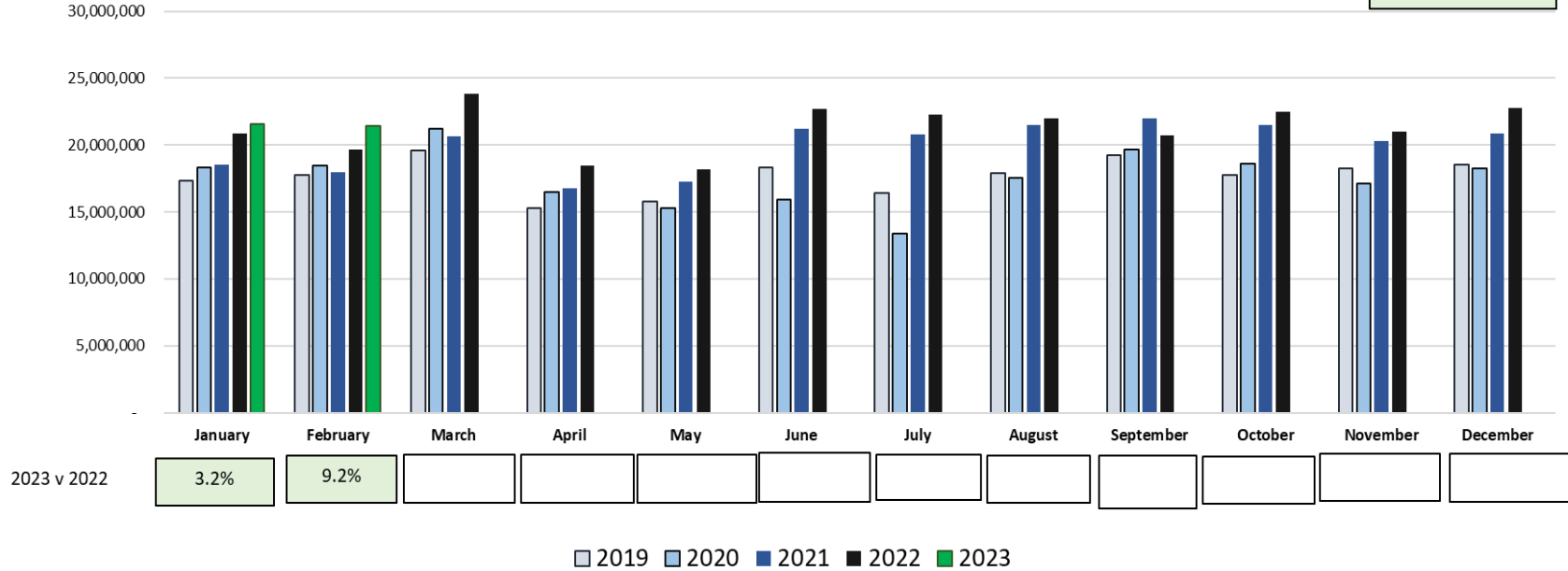
2019: \$3.0
2020: \$3.2
2021: \$1.4
2022: \$1.5
2023: \$1.8



Sales Tax

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

**YTD Variance
(2023 vs. 2022)
6.1%**



Questions

General Manager, CEO Report

February 28, 2023

Transit Employee Appreciation Day

GCRTA will celebrate on Friday, March 24*

- All employees, all districts, all shifts, all day!
- Details to be announced
- Plan for each district will be shared with staff

**official/recognized date is Saturday, March 18*

GCRTA Goes Red for Women

February is Heart Month



- The GCRTA Wellness Committee partnered with the American Heart Association and Moore Counseling to bring employees a webinar series focused on heart health.
- Kickoff on Go Red for Women Day (Friday, February 3)
- Selfie station and social media posts to share message
- Fridays in February: jeans day and wear red to raise awareness

Diversity, Equity, Inclusion & Belonging (DEI &B) Leadership Retreat



February 3, 2023 | GCRTA Boardroom

- 36 GCRTA leadership team members participated during the DEI&B training
- Interactive workshop to provide skills and tools to support employee growth in DEI&B journey across the Authority
- Draft of the strategic plan presented to solicit input and feedback to ensure alignment to GCRTA's mission, vision, and values

Accelerate 2023

February 23, 2023 | Huntington Convention Center of Cleveland



Cleveland Accelerate is a pitch competition which gives individuals across Greater Cleveland the chance to win seed money to help launch their idea to make the region a better place. Sponsored by Cleveland Leadership Center.

* GCRTA GM/CEO Birdsong Terry presided as a panel judge

- Quality of Life
- Cleveland Experiences & Excursions
- Economic Prosperity
- Education
- Health & Well-being
- Social Change



Connectworks Program Ribbon Cutting Ceremony



February 16, 2023 | Southgate Transit Center

- Pilot microtransit program that connects people from public transportation stops on GCRTA to the front door of their workplace
- GCRTA GM/CEO India Birdsong Terry served as ceremony host
- Participants: County Executive, Chris Ronayne, Solon Mayor, Edward Kraus, Senator Matt Dolan, Maple Heights Mayor, Annette Blackwell, County Councilwoman Meredith Turner, GCRTA Director of Planning, Maribeth Feke, and SHARE Mobility CEO, Ryan McManus
- Acknowledged support from Amalgamated Transit Union Local 268
- A new request for proposals is being advertised for a second pilot with proposals due on March 30, 2023



Greater Cleveland Regional Transit Authority



MetroHealth sponsored line



- Rebranded MH graphics layout featuring four (4) different backgrounds
- CNG - clean burning, near-zero emissions
- 29" digital passenger information screen for route ladders, stop info, safety updates, alerts, etc.
- Updated security camera system including 4k and 360 degree cameras
- Tip in windows - allows passengers to get fresh air
- Contoured plastic seats -comfortable, easy to clean/sanitize
- 20 buses delivered, with 12 in service
- Remaining buses in service by end of March

GCRTA Testimony – Ohio House of Representatives

February 21, 2023, GCRTA testified at two Committees:

- Finance Committee
- Transportation Subcommittee
 - FY 2022, awarded \$8.9 million for our rail car replacement program along with \$8.0 million from ODOT's Ohio Transit Preservation Partnership Program (OTP2)
 - FY 2022 and 2023, awarded \$3.6 million each year from ODOT's Urban Transit Program to replace a total of 16 buses
 - FY 2022, awarded \$4.3 million from ODOT TRAC funding for the Light Rail Track Replacement Program
 - FY 2022, awarded OTP2 funding our Connectworks and Baby on-Board programs

ODOT TRAC Competitive Grants

- Ohio Transportation Advisory Council Grants
 - Draft recommendation to fund \$12M for the 25 Connects/MetroHealth Line BRT project in SFY 2025
 - Draft recommendation to not fund \$30.7M for Light Rail Track Replacement Program over four years - SFY2023-2026
 - Currently in Public Comment period thru March 23, 2023
 - Final recommendation and vote on March 29, 2023



Ohio Loves Transit Day 2023



February 7, 2023 | Columbus, Ohio

- Dr. Floun'say Caver, Dr. Natoya Walker Minor, Mike Schipper, José Feliciano met with 12 members of the Cuyahoga delegation
 - Meetings were held with Senator Kunze and Senate President Matt Huffman
 - These meetings were used to spotlight our use of the funding from the state for multiple GCRTA projects and discuss our strategic priorities for 2023

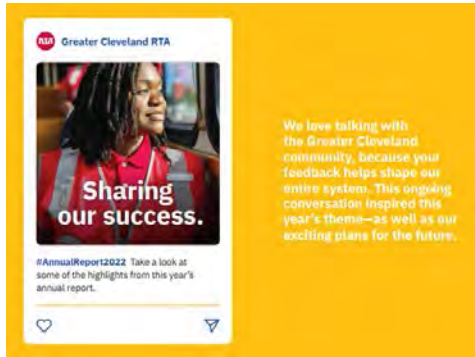
GM Update Digital Delivery

Effective as of March 2023



- Delivered via email through Constant Contact email marketing software, and posted on intranet (OneRTA)
- Posters, flyers, and digital screens in districts display QR code to scan/read on OneRTA, & emails with link to GM Update
- Extension of Let's Go Together branding campaign for continuity

2022 Annual Report



- Annual Report handouts in both English and Spanish (samples above); the QR code is live to digital report on website
- <https://www.reports.riderta.com/annual/2022> features introductory video and a series of interactive, social media post-styled graphics, facts, financials, Board, and leadership team
- Easy to read, engaging content highlights how GCRTA connects the community, collaborates with neighbors, teammates, and friends, and contributes to a more vibrant Greater Cleveland

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