

RTA Board and Committee Meetings

Tuesday, August 29, 2023

Organizational, Services & Performance Monitoring Committee

Chair: Mayor Anthony D. Biasiotta

2nd Quarter 2023 Report

August 29, 2023

India L. Birdsong Terry

General Manager, CEO

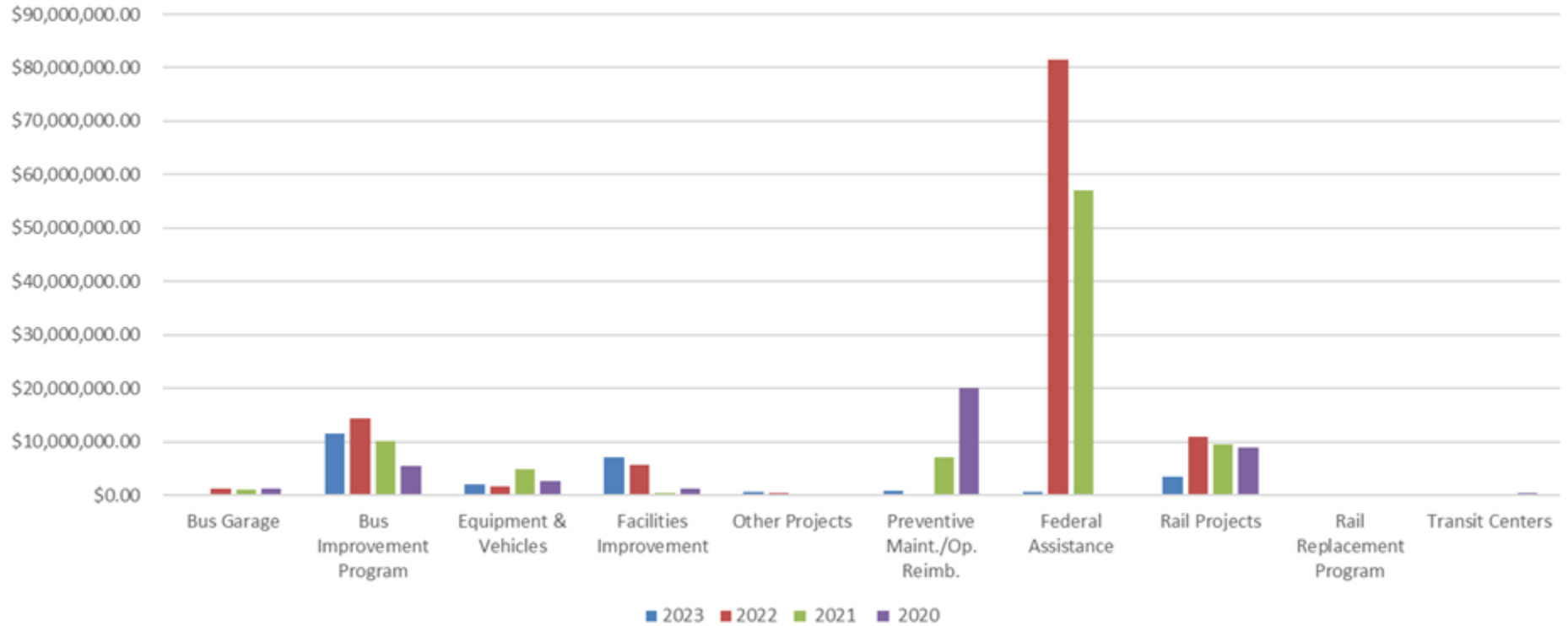
General Fund – 2nd Quarter 2023

- Total Revenues: 3.9% higher than budget
 - Passenger Fares – 5.3% higher
 - Sales & Use Tax – 3.4% higher
 - Other Revenues – 13.8% higher (Advertising, Investments, Other Revenue, Reimbursements)
- Operating Expenses: 2.4% lower than budget
 - Total personnel costs: 0.6% lower than budget
 - Fuel hedging – continues to help stabilize costs

General Fund – 2nd Quarter 2023

- Transfers to Other Funds
 - Reserve Fund:
 - \$10 million in Rolling Stock Reserve
 - \$878,615 in 27th Pay
 - Bond Retirement Fund:
 - \$4.5 million transferred

Capital Expenditures per Category 2023 Q2



Questions





Quarterly Performance Review FY23 Q2

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

Dr. James Rubin, TransPro *Principal*

Performance Management Cadence

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

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 Success Outcomes: FY23 Status

Success Outcomes	Metric	Information System	Success Definition	Status
Customer Experience	Net Promoter Score	Customer Survey	5% improvement in Net Promoter Score over 2022 (NPS goal of 29).	Customer Satisfaction survey completed. Combined NPS of 21.
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.	32% of the community agrees that GCRTA serves employment. 87% of major projects are within EJ communities. 2 active TOD projects with several in the pipeline. Current ratio of private sector to GCRTA is 9.3 .
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).	\$10 million transfer complete. \$145 million won in competitive grants, including \$130 million rail vehicle replacement grant.
Employee Engagement	Employee Engagement	HR Data	Vacancy Fill Rate: Operators, Mechanics, Transit Police target is 87% for Q2 (95% for the year) Vacancy Fill Rate: Non-bargaining target is 90% for Q2 (95% for the year)	Operators/Mechanics/Transit Police: 84% Non-bargaining: 93%

Organizational Scorecard 2023

RTA earned **89.7** out of **100** points in Q2 FY23.

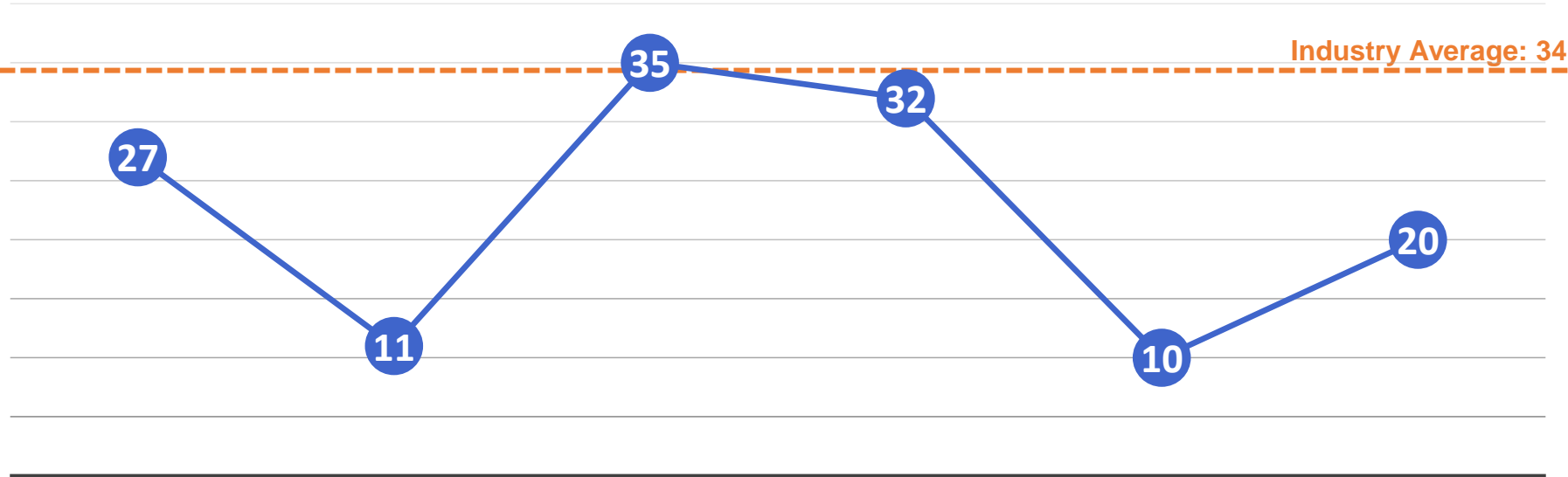


Organizational Total			
Success Outcome	Goal Points	Q1 Points Earned	Q2 Points Earned
Customer Experience	35	28.7	↓ 28.2
Community Value	30	26.1	↑ 26.7
Financial Sustainability	25	19.5	↑ 26.2
Employee Engagement	10	8.6	8.6
Total	100	82.9	89.7

Customer Satisfaction Results – NPS

Fixed Route

NPS



Wave 1
(Feb '22)

Wave 2
(May '22)

Wave 3
(Sep '22)

Wave 4
(Dec '22)

Wave 5
(Mar '23)

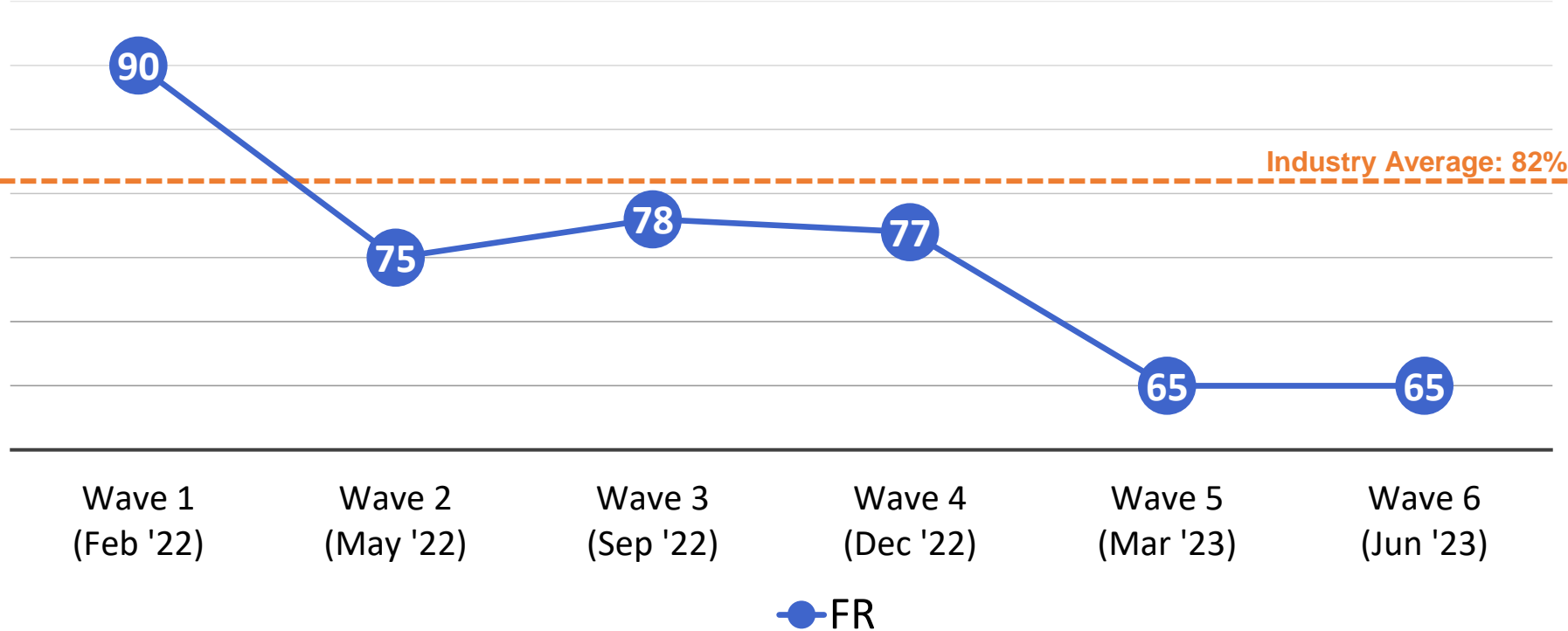
Wave 6
(Jun '23)

● FR

Customer Satisfaction Results – Overall Satisfaction

Fixed Route

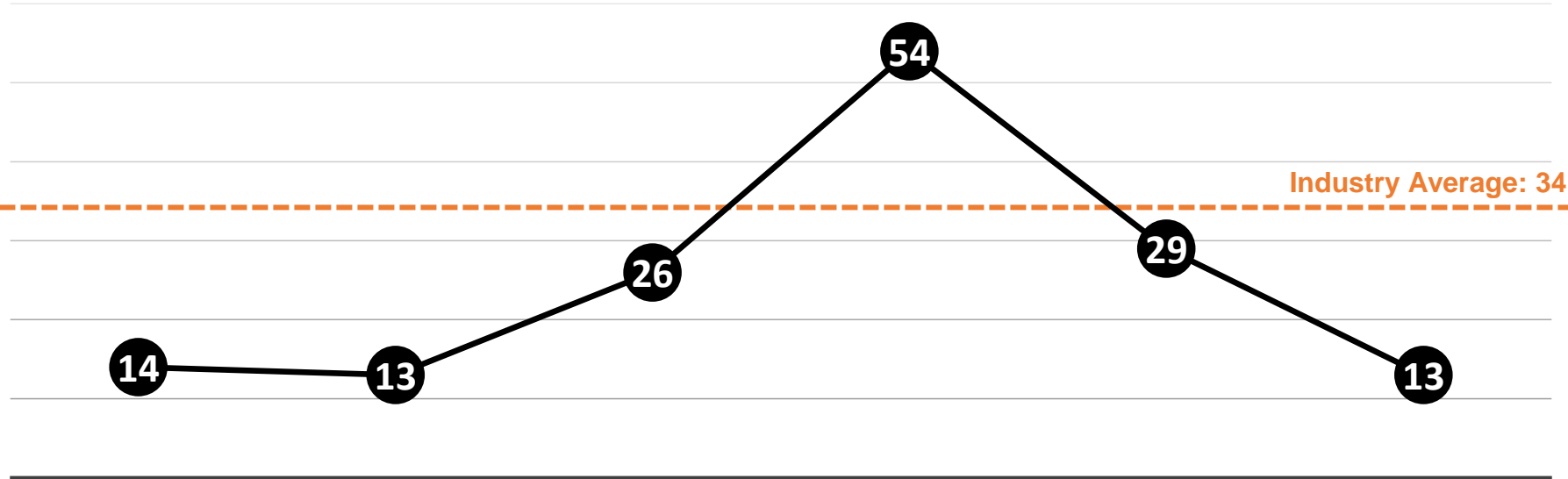
Overall Satisfaction (%)



Customer Satisfaction Results – NPS

Bus Rapid Transit

NPS



Wave 1
(Feb '22)

Wave 2
(May '22)

Wave 3
(Sep '22)

Wave 4
(Dec '22)

Wave 5
(Mar '23)

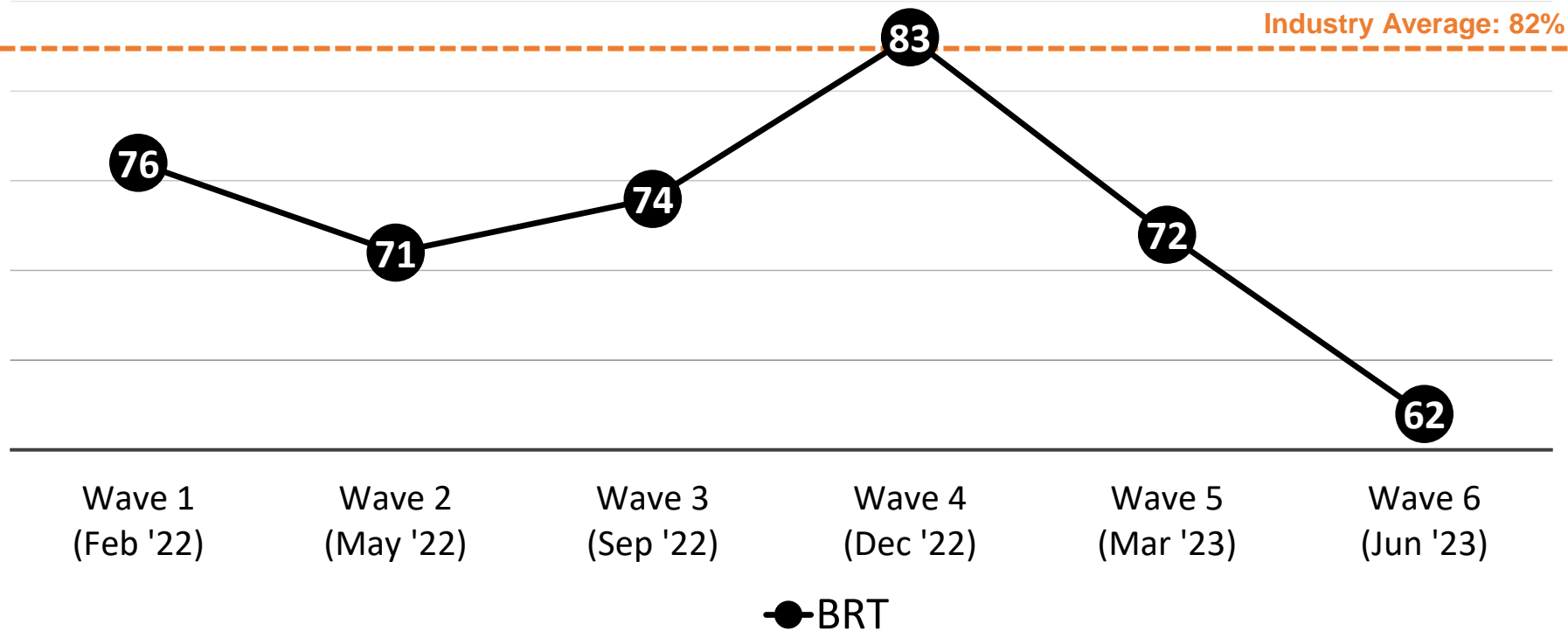
Wave 6
(Jun '23)

● BRT

Customer Satisfaction Results – Overall Satisfaction

Bus Rapid Transit

Overall Satisfaction (%)



Customer Satisfaction Results – NPS

Rail

NPS

Industry Average: 57



Wave 1
(Feb '22)

Wave 2
(May '22)

Wave 3
(Sep '22)

Wave 4
(Dec '22)

Wave 5
(Mar '23)

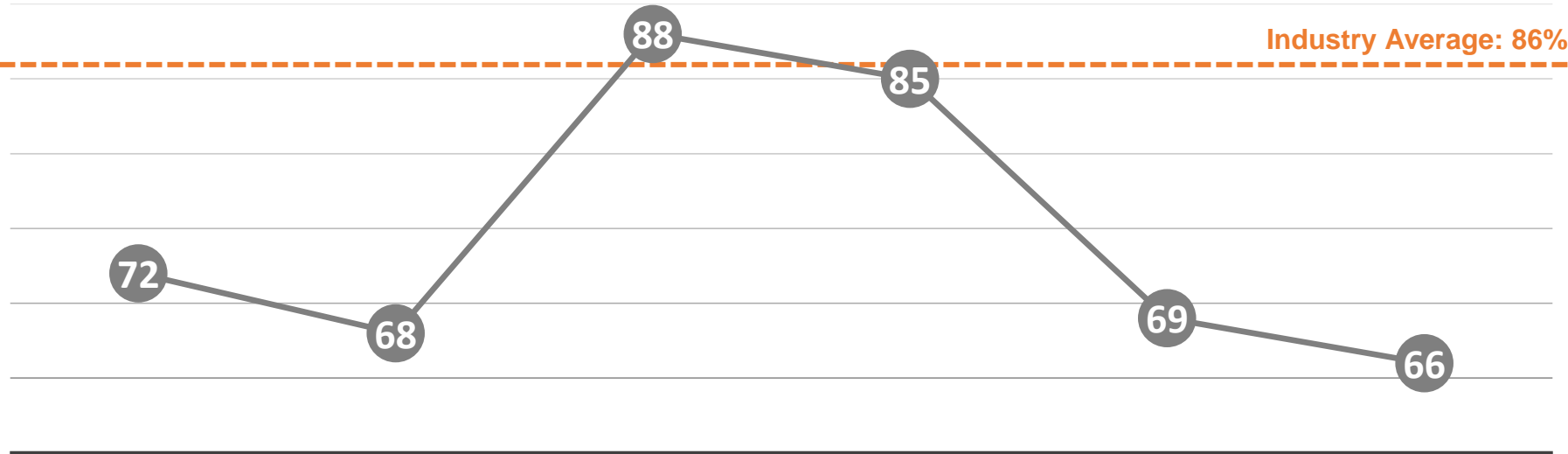
Wave 6
(Jun '23)

● Rail

Customer Satisfaction Results – Overall Satisfaction

Rail

Overall Satisfaction (%)



Wave 1
(Feb '22)

Wave 2
(May '22)

Wave 3
(Sep '22)

Wave 4
(Dec '22)

Wave 5
(Mar '23)

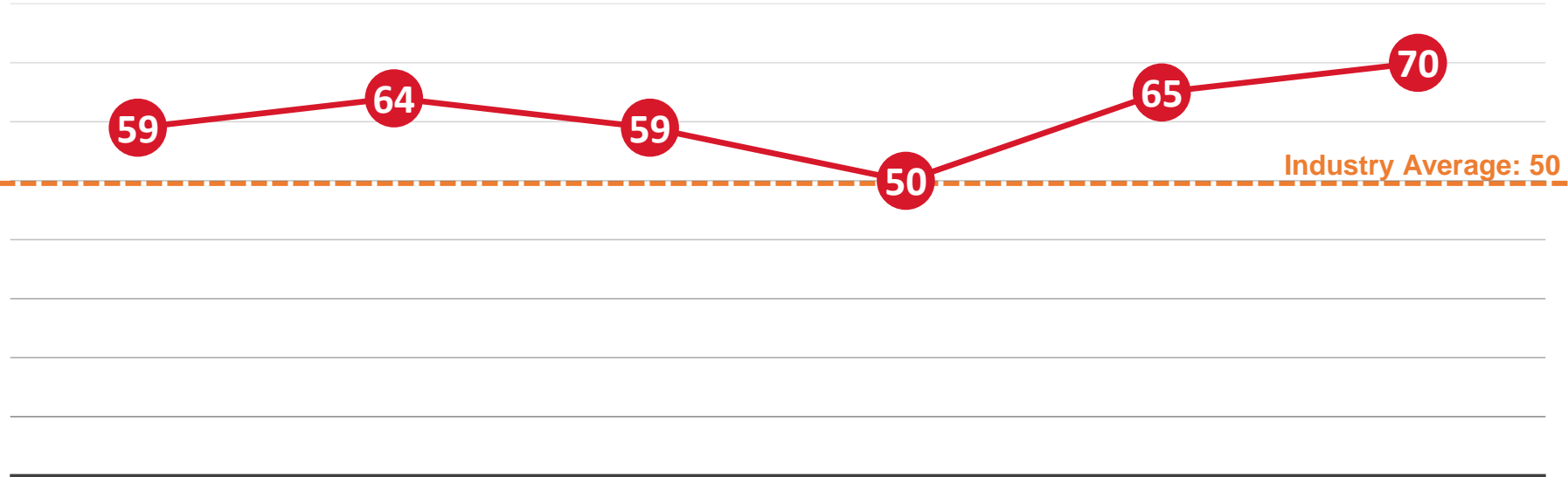
Wave 6
(Jun '23)

● Rail

Customer Satisfaction Results – NPS

Paratransit

NPS



Wave 1
(Feb '22)

Wave 2
(May '22)

Wave 3
(Sep '22)

Wave 4
(Dec '22)

Wave 5
(Mar '23)

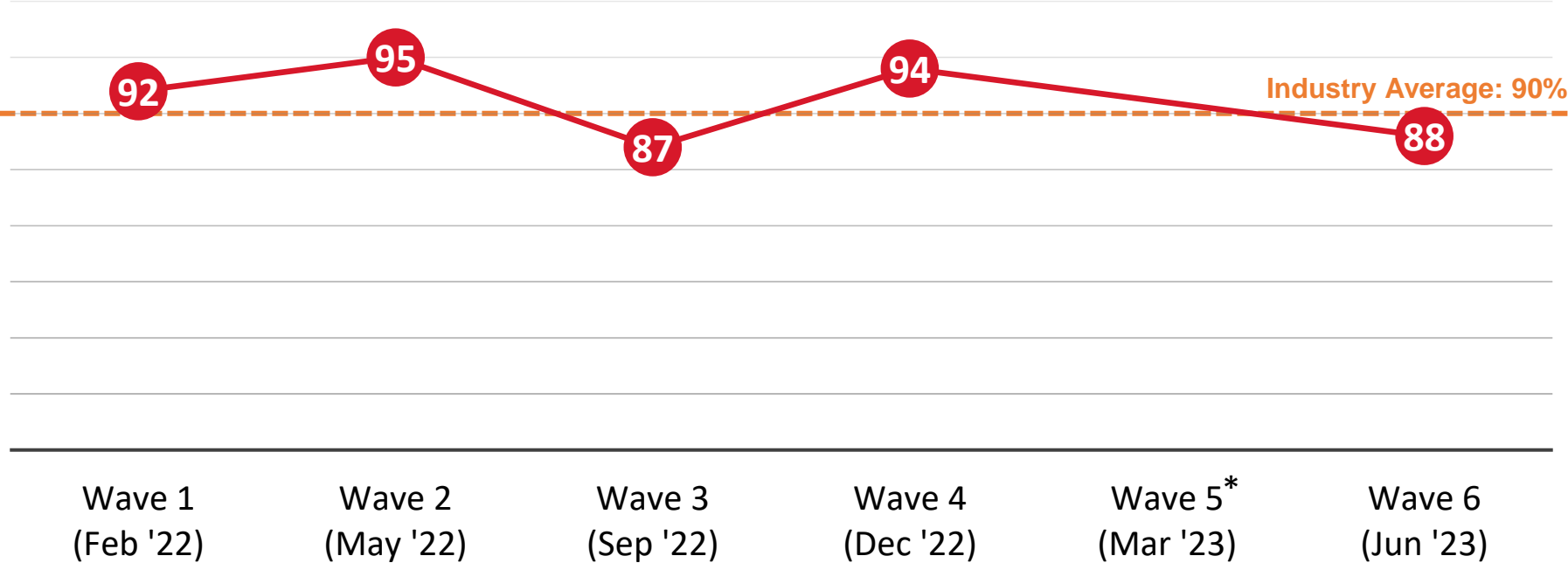
Wave 6
(Jun '23)

● Para

Customer Satisfaction Results – Overall Satisfaction

Paratransit

Overall Satisfaction (%)



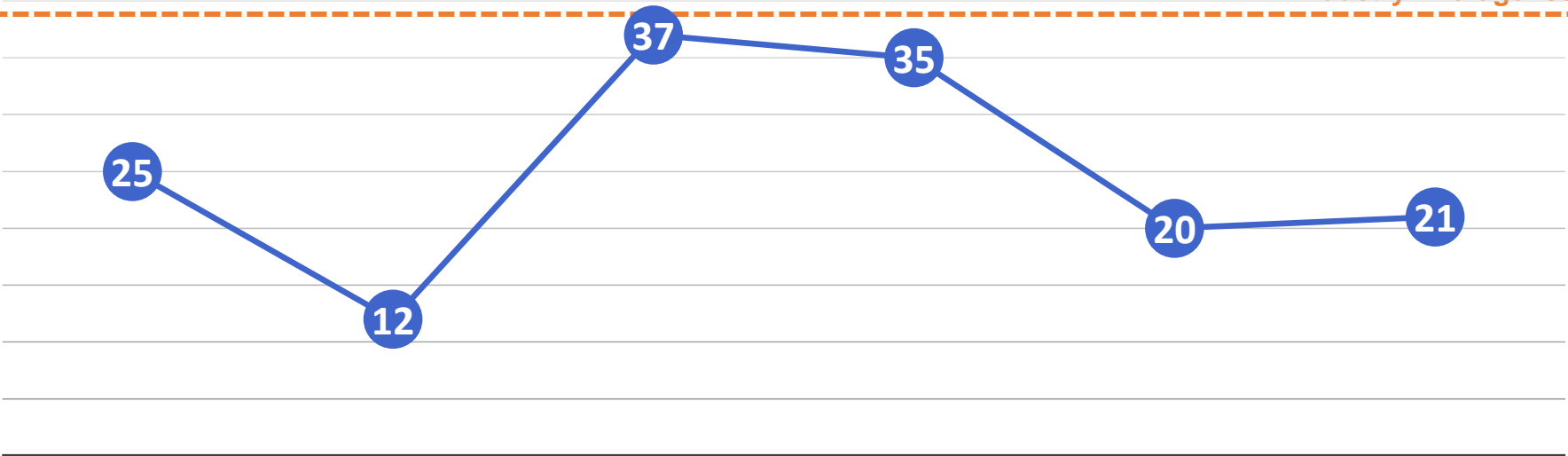
*Due to a data collection failure, overall satisfaction was not measured Wave 5.

Customer Satisfaction Results – Agency NPS

Agency

Agency NPS

Industry Average: 39



Wave 1
(Feb '22)

Wave 2
(May '22)

Wave 3
(Sep '22)

Wave 4
(Dec '22)

Wave 5
(Mar '23)

Wave 6
(Jun '23)

● Agency NPS

Organizational Scorecard Q2 – Customer Experience

RTA earned **28.2** out of **35** points in Customer Experience.

Success Outcome	Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Points Earned
Customer Experience	Net Promoter Score	29	I. Terry	13	20	↑ 21	9.4
	Overall Customer Satisfaction	84%	I. Terry	8	66%	66%	6.3
	On-Time Performance - Impression	77%	F. Caver	4	71%	↓ 68%	3.5
	On-Time Performance - Actual	85%	F. Caver	4	86%	↓ 83%	3.9
	Safe & Secure Riding / Waiting - Impression	74%	F. Caver	4	64%	↓ 59%	3.2
	Vehicle Cleanliness - Impression	54%	F. Caver	2	59%	↓ 51%	1.9
				35			28.2

Organizational Scorecard Q2 – Community Value

RTA earned **26.7** out of **30** points in Community Value.

Success Outcome	Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Points Earned
Community Value	Community Perception - Access to Employment	50%	J. Freilich	7.5	32%	32%	4.8
	Capital Dollars Invested in Environmental Justice Zones/Communities	79%	M. Schipper	7.5	81%	↑ 87%	8.3
	Transit Oriented Development (TOD) on RTA properties	4	J. Reed	7.5	2	2	3.8
	Ratio of Private Sector Investment to Major Capital Investment	7	M. Schipper	7.5	10.7	↓ 9.3	9.8
					30		

4 Major Projects in EJ Zones

1. West 117th Platform
2. Hayden Garage Roof
3. Trunk Line Signal Replacement
4. Overhead Catenary System (OCS) Rehab



Organizational Scorecard Q2 – Financial Sustainability

RTA earned **26.2** out of **25** points in Financial Sustainability.

Success Outcome	Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Points Earned
Financial Sustainability	General Fund Transfer to Capital/Rolling Stock Reserve Fund*	\$10 million	R. Gautam	7	\$10 million	\$10 million	7
	Competitive Capital Grants	\$35 million	M. Schipper R. Gautam	7	\$12 million	↑ \$145 million	9.1
	Operating Ratio : Expense Covered by Own Source Revenue	13%	R. Gautam	6	12%	12%	5.3
	Cost per Service Hour: Overall Operating Cost/Revenue Hour	\$165.00	R. Gautam F. Caver	5	\$175.13	↓ \$171.60	4.8
					25		

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

Organizational Scorecard Q2 – Employee Engagement

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

Success Outcome	Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Points Earned
Employee Engagement	Vacancy fill rate : Operators (Bus, Paratransit, Rail), Mechanics, and Transit Police	87%	I. Terry G. Fields	2	84%	84%	1.9
	Vacancy fill rate : Non-Bargaining	90%	G. Fields	2	91%	↑93%	2.1
	Agencywide Retention Rate	88%	G. Fields	1.5	96%	↑98%	1.7
	Supervisor Invested in Growth and Success	57%	G. Fields	1.5	55%	55%	1.4
	Understand How Performance Linked to Organization Success	71%	I. Terry G. Fields	1.5	72%	72%	1.5
	Workforce Net Promoter Score	5	G. Fields	1.5	-3	-3	0
				10			8.6

Customer Satisfaction Results – Key Drivers*

Fixed Route Bus	Rail
<ul style="list-style-type: none">• Safety on the bus• Safety waiting for the bus• Bus cleanliness• On-time performance (Strength to Maintain as of Wave 6)	<ul style="list-style-type: none">• Safety on the train• Safety waiting for the train• Train cleanliness
Bus Rapid Transit	Paratransit
<ul style="list-style-type: none">• Safety on the bus• Safety waiting for the bus• Bus cleanliness• On-time performance• Reasonable fare price• Frequency	<ul style="list-style-type: none">• On-time performance• Reasonable fare price

*Area of opportunity in at least three of the four most recent waves.

Key Drivers - RTA Tactics

Safety on Bus + Safety While Waiting

- Aggressively recruiting TP Officers
- Expanding Transit Ambassador program
- Expanding Station + Coach Checks
- Collaborating with CPD and CMSD
- Preparing “See Something – Text Something” campaign (575-EYES)

Vehicle Cleanliness

- Developed in-service railcar cleaning
- Deployed new cleaning technology and cleaning supplies (e.g., I-Mop)
- Implemented cleaning QA program
- Developed performance dashboard
- Strategically deploying cleaning staff

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	May 25	June 27
Q2 2023	Apr 1	Jun 30	Jul 14	July 27	Aug 29
Q3 2023	Jul 1	Sep 30	Oct 13	Oct 26	Nov 21
Q4 2023	Oct 1	Dec 31	Jan 12	Jan 25	Feb 5 – 16

Define Success Outcomes for 2024 



Questions?

Audit, Safety Compliance & Real Estate Committee

Chair: Mayor Paul A. Koomar

Internal Audit Quarterly Report – Q2

Anthony A. Garofoli

Executive Director, Internal Audit

August 29, 2023

RTA Board of Trustees Meeting

Tuesday, August 29, 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 and Promotions

August 2023



August New Hires



Lawrence Jupina
Desktop Engineer II



Samuel Dodoo
Associate Counsel II



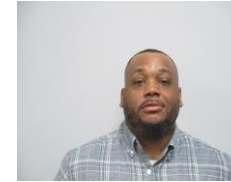
Paul Beckrest
Talent Acquisition
Business Partner



Megan Cornelius
Financial Accountant II



Johnnie Thomas III
Budget Management
Analyst



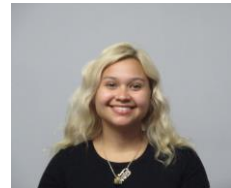
Phillip Lanier Jr.
Paratransit Reservations
Operator



Cora Moore
Paratransit
Reservations Operator

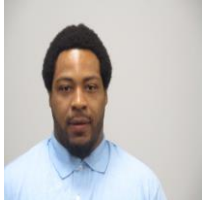


Anthony Harper
Transit Police Officer



Rosa Maritza
Transit Police Officer

August New Hires



Brandon Bell
Hostler



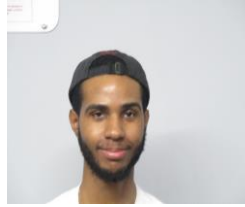
Anisha Gibson
Hostler



Charles Scruggs
Janitor



Judith Davis
Janitor



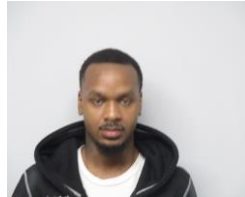
Shau'Nas Robinson
Janitor



Je'Leah Hill
Janitor



William Boyd
Janitor



Sean King
Janitor

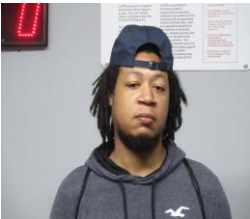


Paul Brister
Janitor

August New Hires



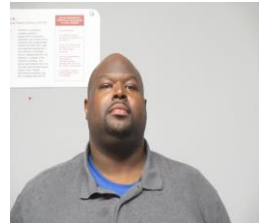
Marcus Sumbry
Janitor



Bryon Hillsman
Janitor



Edward Drewery Jr.
Janitor



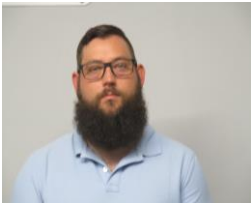
Breck Moss
Signal Maintainer



Michael Bruno
Bus Mechanic
Apprentice



Liam Seabolt
Line Maintainer



Nichola Veres
Equipment Servicer



Ryan Smith
Equipment Servicer



Brian Erbacher
Equipment Servicer



August New Hires



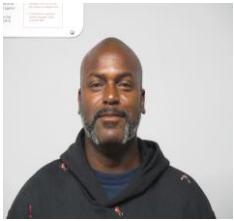
Jaden
Wattanaphand
Equipment Servicer



Michael Long
Laborer



Anderson Thomas
Laborer



Jason Thompkins
Laborer



Warren Thornton
Laborer



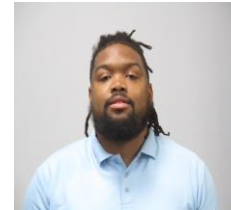
David Cook
Laborer



Stark Hunter
Laborer



Ryan Murphy
Laborer



James Luellen
Operator

August New Hires



Taunya Proctor
Operator



Shwan Smith
Operator



Geneveva Ellison
Operator



Chardonnay Teague
Operator



James Thomas
Operator



Kannisa McCullar
Operator



Louise Sims
Operator



Jose Negron
Operator



Richard Lanier
Operator



August New Hires



Jacob Schueller
Operator



Aziza Mcknight
Alveranga
Operator



Victoria Anderson
Operator



Denise Mitchell
Operator



Karimah Flonnoy
Operator



Aisha Moreen
Operator



Michael Perry
Operator



Dameon Preston
Operator



Robert Stevens
Operator



August New Hires



Felicia Mays
Operator



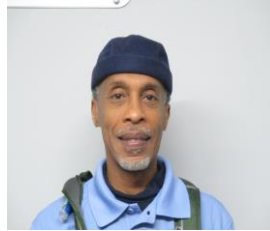
Lucreta McKnight
Operator



Jasmine Washington
Operator



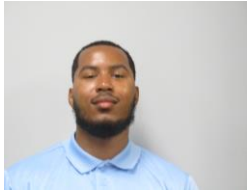
Miracle Robinson
Operator



James Perdue
Operator



Ernell Harris
Operator



Martin Malcolm
Operator



Charles Houston
Operator



Michael Sims
Operator

August Promotions



Conner Baker
Project Assistant



Minnie Bell
Material Handler/Stock
Clerk



Oina Friedman
Service Monitor



Herwon Gay
Equipment Mechanic



Jacquelyn
Harris
Payroll Clerk



Sean R. McNeill
Assistant Supervisor
Rail Shop



Mark Pry
Safety Trainer



Robin Roberts
Supervisor Cross Trained

Resolutions

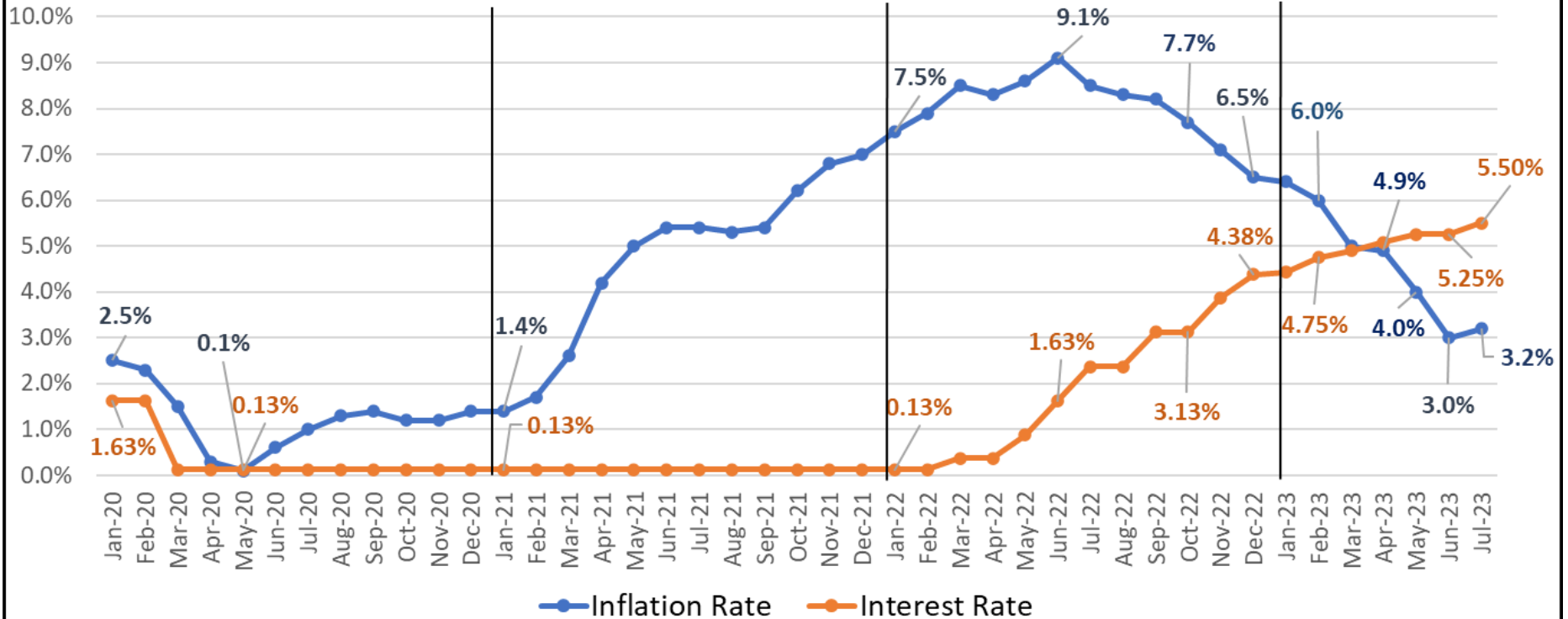
Secretary/Treasurer Update

August 29, 2023

Board of Trustees

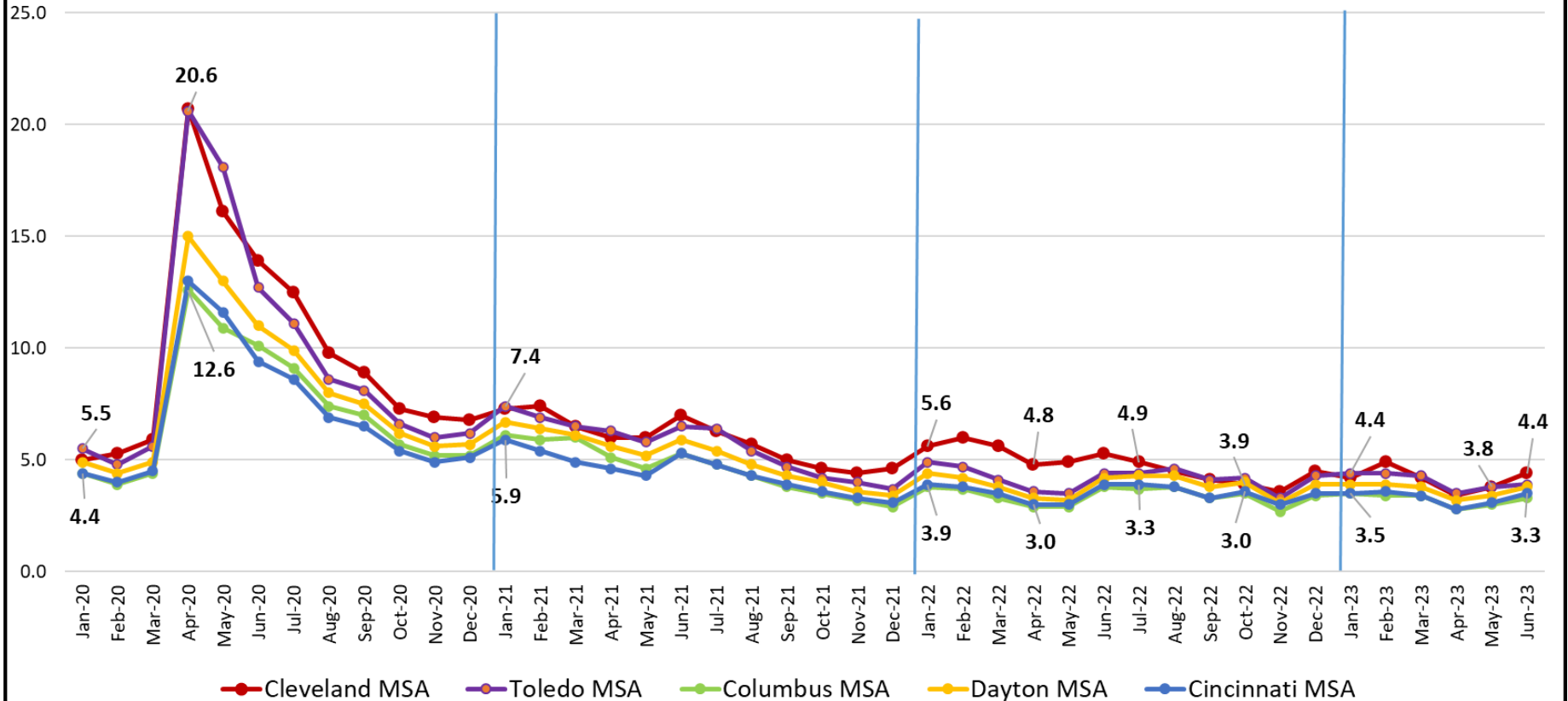
Economic Conditions

Inflation Rate & Interest Rate by Month



Economic Conditions

Ohio MSA Unemployment Rate (%)



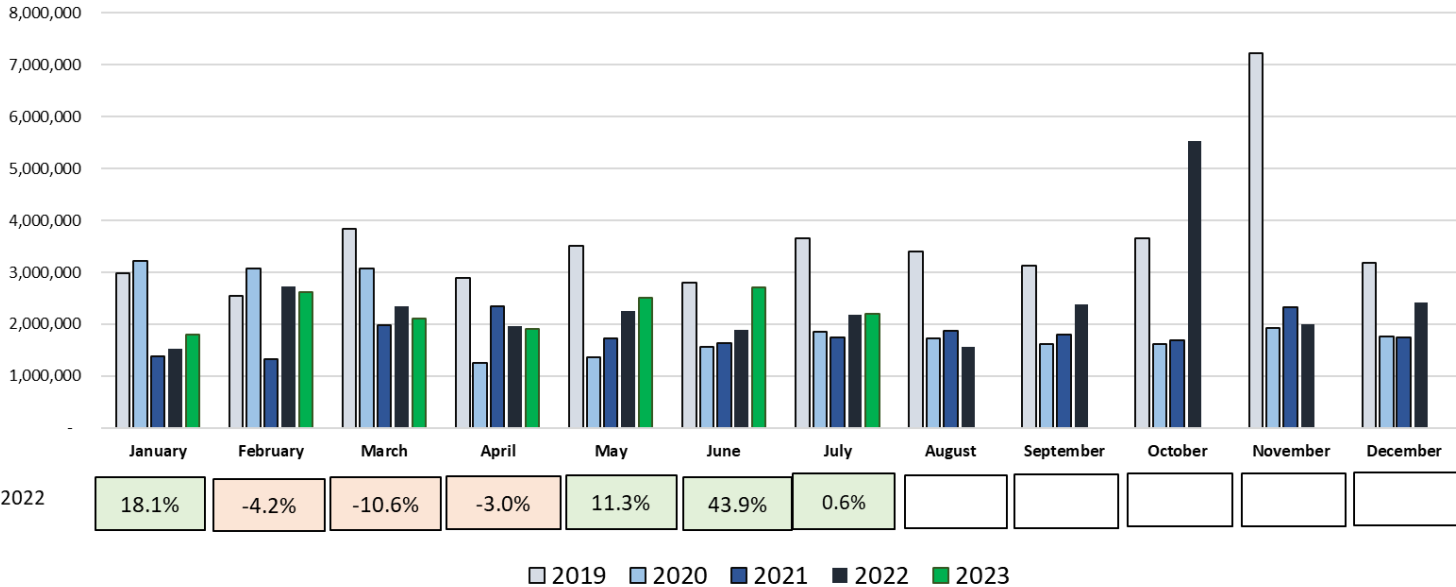
Passenger Fares

Passenger Fares
2019, 2020, 2021, 2022 and 2023

YTD Variance
(2023 v. 2022)
6.4%

YTD Passenger Fares
(in millions)

2019: 22.21
2020: 15.41
2021: 12.13
2022: 14.88
2023: 15.83



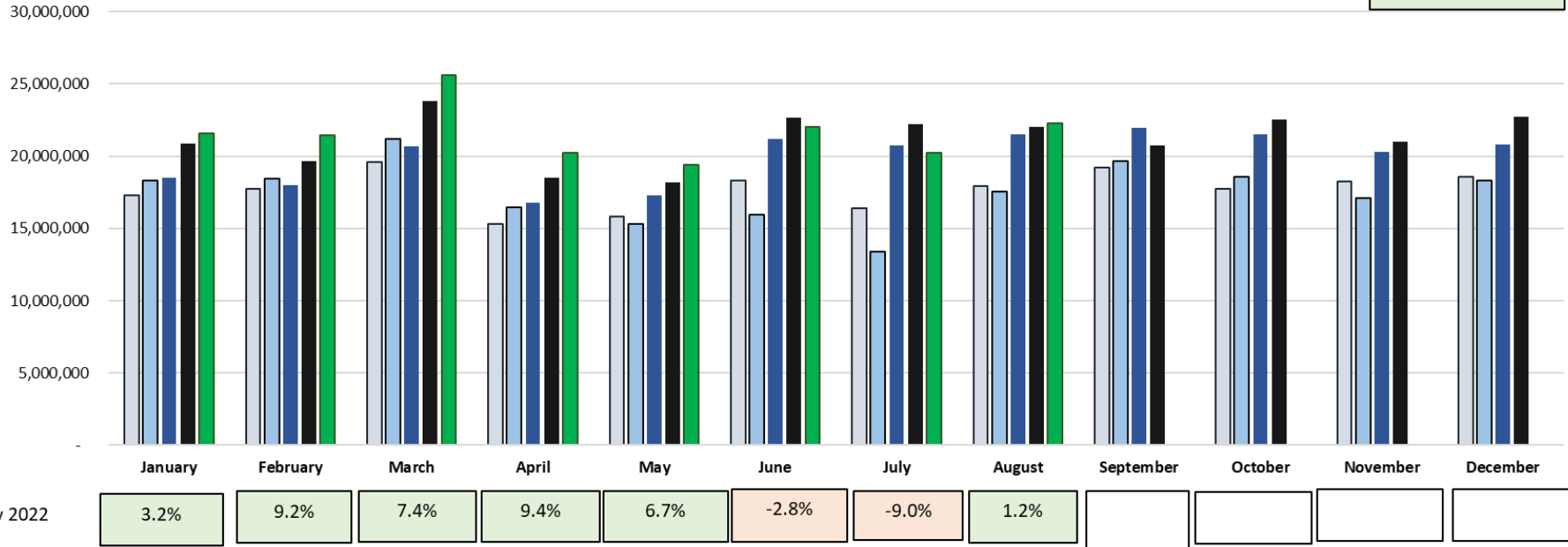
2023 v 2022	January	February	March	April	May	June	July	August	September	October	November	December
	18.1%	-4.2%	-10.6%	-3.0%	11.3%	43.9%	0.6%					



Sales Tax

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

YTD Variance
(2023 vs. 2022)
2.9%



2019 2020 2021 2022 2023

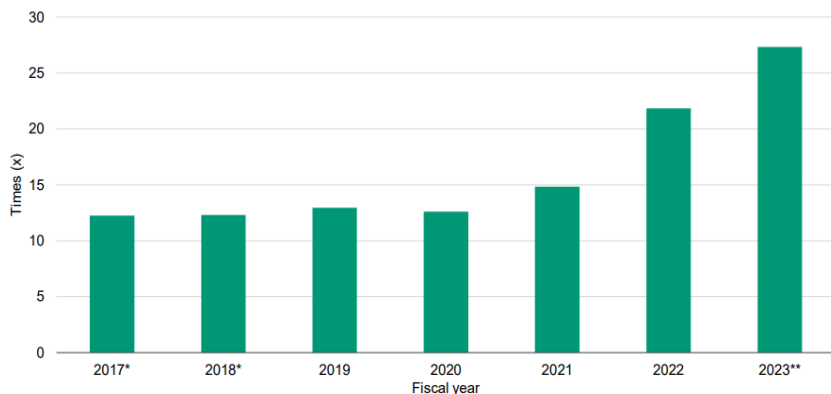
Moody's Investors Service

Credit analysis of sales tax bonds

Exhibit 1

GCRTA's debt service coverage will continue to increase because of declining debt service schedule

Maximum annual debt service (MADS) coverage by pledged sales tax revenue



*Pledged revenue does not include MCO Offset Payment received from the state.

**Pledged revenue budgeted on a cash basis.

Source: Greater Cleveland Regional Transit Authority

Greater Cleveland Regional Transit Authority = (Aa1)

Moody's Long Term Rating Definitions:

Aa – Obligations rated Aa are judged to be of high quality and are subject to very low credit risk

Credit strengths

- Gross pledge of dedicated sales taxes, which are collected by the state and remitted directly to the bond trustee
- Very strong coverage of maximum annual debt service (MADS) by pledged revenue
- Proactive financial management

Questions

General Manager & CEO Report

India L. Birdsong Terry

August 29, 2023

REOPENING OF THE WATERFRONT LINE



Waterfront Line Reopening & Ribbon Cutting

When: Friday, September 8, 2023

Time: 1:30 p.m. **(note time change)**

Where: Flats East Bank Station (1198 W. 10th Street)

System will run during the Browns home games

Cross Systems Crisis Training

August 15, 2023 | Tri-C Corporate College, Warrensville Hts.



Hosted by the City of Cleveland and Cleveland Metropolitan School District

- City of Cleveland Youth and Family Success Portfolio
- Cleveland Metropolitan School District Safety & Security: Things You Need to Know
- MyCom: Violence Interruption - Expectations & Engagement
- Cleveland Metropolitan School District Crisis Response & Humanware: Navigating School Crisis Response
- Cleveland Metropolitan School District Systems Overview & Coordination: How to Engage with Cleveland Metropolitan School District

Blacks in Management (BIM)



Eric Benson, Photographer

June 29, 2023 | Dively Center @ CWRU, Cleveland Ohio

Recognizing African American leaders in the Northeast Ohio community

"Celebrating Excellence in Leaders"

Honored were 9 local leaders alongside, India L. Birdsong Terry

Cleveland – 53rd Annual Puerto Rican Parade

August 6, 2023 | Scranton Ave in the Clark-Fulton Neighborhood



GCRTA Staff, Employee Resource Group Latinos United, Board Chair Reverend Charles P. Lucas

2023 Midwest Transit Leadership Exchange Conference

August 10-11, 2023 | Cleveland, OH



- GCRTA hosted the two day conference
- Representatives from Central Ohio Transit Authority (COTA) and Pittsburgh Regional Transit attended
- Facility tours, educational sessions, cyber security practices, panel discussion and scavenger hunt filled the agenda

GCRTA Touch-A-Truck Event

August 13, 2023 | Downtown Public Square

- GCRTA hosted event from 10:00 a.m. to 2:00 p.m.
- Various RTA vehicles displayed for kids to touch and explore
- Transit Police Operation Community Watch onsite providing IDs



Greater Cleveland Partnership's Equity And Inclusion Conference

Next Level Thinking: Achieving Sustainable Progress



EQUITY+
INCLUSION

CONFERENCE 2023 | Next Level Thinking
Achieving Sustainable Progress

August 29, 2023 Cleveland Marriott East, Warrensville Hts.

***GCRTA's Office of Business Development received Best in Class for Workforce Diversity (Large Organization)**

Carl Kirkland Felicia Brooks Williams
Danielle Bennett Ismael Flores
Albert Johnson

GCP's Inclusion Conference acknowledges:

- Best In Class Awards
- Honor Companies For Workforce
- Board And Supplier Diversity

Greater Cleveland Regional Transit Authority 2023 Rail Rodeo



August 26, 2023 | Rail District Headquarters

- Our Rail District and Transit Police hosted the annual local rail rodeo to determine the best of the best when it comes to Rail Transportation, Rail Equipment, Rail Vehicle, Rail Facilities & Janitorial, Transit Officers and Ambassadors, and Power & Way skill challenges



Let's Go Together – campaign

Let's Go Together – campaign YoY

brokaw



The Let's Go Together campaign continues to grow and resonate with our target audience. After two years, the campaign draws in consumers by humanizing the brand to show RTA's impact on the Cleveland community.

Key Stats YoY

- 43% increase in overall social engagement to date
- Trending 10% ahead in overall clicks
- Increased market share of Google Presence by 7% year over year for search
- Paid social CPC is 30% lower and CTR is 45% higher than last year
- Paid search CTR is 144% higher than industry benchmarks and is in the top 3 ads shown 85% of the time
- CTR is up .37% YoY

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

Executive Session

