

Minutes

RTA Organizational, Services and Performance Monitoring Committee Meeting

9:38 a.m., November 28, 2023

Committee Members: Biasiotta (Chair), Koomar (Vice Chair), Sleasman, Weiss, Welch

Other Board Members: Love, Lucas, McPherson

Not present: Mersmann

Staff/Other: Birdsong Terry, Burney, Caver, Dangelo, Davidson, Feke, Fesler, Fleig, Freilich, Garofoli, Gautam, Harris, Johnson, Jones, Jupina, Kirkland, Marquit Renwald, Miller, Rusnov, Schipper, Smith, Stover, Sutula, Talley, Togher, Walker Minor, Woodford, Wright, Young, Zimmerman

Public: Brewington, Gibbons, Johnson, Loh, Meissner, Rubin, Sopko, Ware

The meeting was called to order at 9:38 a.m. Four (4) committee members were present. Mayor Weiss arrived after the roll call.

Quarterly Management Review – 3rd Quarter

India L. Birdsong Terry, General Manager, CEO gave the presentation.

- Total Revenues: 2.9% higher than budget
 - Passenger Fares – 6.1% higher
 - Sales & Use Tax – 2.1% higher
 - Other Revenues – 16.9% higher (Advertising, Investments, Other Revenue, Reimbursements)
- Operating Expenses: 1.6% lower than budget
 - Total personnel costs: 1.3% lower than budget
 - Fuel hedging – continues to help stabilize costs
- 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 Improvement Fund:
 - \$6.6 million transferred

Capital expenditures for rail projects, facilities and bus have the highest levels. Mainly due to replacement of buses and trains. We are speaking with our bus and rail manufacturers for compliance with Audit and Buy America. Paratransit vehicles are in line to be delivered. We were awarded a Budget award by the Government, Finance Officers Association (GFOA) for the quarter. The Waterfront Line was reopened for the football season. There was a lot of conversation about workforce development and training. We hosted Midwest Leadership Transit Exchange. Several Ohio transit agencies attended. We are a leader in training and workforce development. Our origin/destination survey has started. We look forward to the responses to continue service planning delivery post COVID.

We were in the community a lot with Touch A Truck, Union/Miles Development Corp art project by Mr. Soul where prominent and historical African American figures were put on our bus shelters. TRACTION performance matrix data tracking is in its second year.

Mayor Koomar asked if the 27th pay transfer represents the whole pay or if funds are put in prorata over a period. Mr. Gautam said the \$878,615 transfer is prorata. The 27th pay happens every 11 years. This amount is estimated based on current activity. Mayor Koomar applauded the staff for planning this expense.

TRACTION Results Reporting – 3rd Quarter

India L. Birdsong Terry, General Manager, CEO and Dr. James Rubin, Principal, TransPro, gave the presentation.

Organizational Success Outcomes

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 25.
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.	43% of the community agrees that GCRTA serves employment. 77% of major projects are within EJ communities. 2 active TOD projects with several in the pipeline. Current ratio of private sector to GCRTA is 8.9.
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. \$157 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 91% for Q3 (95% for the year) Vacancy Fill Rate: Non-bargaining target is 95% for Q3 (95% for the year)	Operators/Mechanics/Transit Police: 86% Non-bargaining: 93%

RTA earned 91.0 out of 100 points in Q3 FY23.

Organizational Total				
Success Outcome	Goal Points	Q1 Points Earned	Q2 Points Earned	Q3 Points Earned
Customer Experience	35	28.7	28.2	29.2
Community Value	30	26.1	26.7	27.1
Financial Sustainability	25	19.5	26.2	26.2
Employee Engagement	10	8.6	8.6	8.5
Total	100	82.9	89.7	91.0

RTA earned **29.2** out of **35** points in Customer Experience.

RTA earned **27.1** out of **30** points in Community Value.

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

RTA earned **8.5** out of **10** points in Employee Engagement.

Customer Survey Results – NPS and Overall Satisfaction

The Light Rail system was down during this quarter. The rail line numbers are from the Red Line. The bus numbers were influenced by the LR being down.

Fixed Route

NPS score for fixed route was 23, up from 20 from the last wave. The industry average is 34%. Seventy percent of riders are on fixed route. Overall Satisfaction is down to 57 from 65 from the last wave. The industry average is 82%.

BRT

NPS for BRT went up to 21 from 13. The industry average is 34%. Overall satisfaction was down to 49 from 62. The industry standard is 82%. Leadership is actively engaged in turning the numbers around.

Rail

NPS for Rail went up to 28 from 22 last wave. This does not include light rail. The industry average is 57%. Overall satisfaction was down to 58 from 66. Staff will monitor over the next few quarters. Industry average is 88%.

Paratransit

NPS for Paratransit is 63 down from 70. The industry average is 50%. Overall satisfaction is 87 down from 88. The industry standard is 90%.

Agency

NPS for the Agency is 25 up from 21. The industry average is 39%.

Key Driver Analysis – Fixed Route

Customers would like on-time, bus cleanliness, safety on board and waiting and fare prices to be improved. Customers are satisfied with more convenient routes and would like this to be maintained.

Key Driver Analysis – BRT

Customers would like bus cleanliness, safety on board and fare price to be improved. They are satisfied with on-time, convenient routes, span and ease to find if bus is on schedule and would like these to be maintained.

Key Driver Analysis – Rail

Customers would like train cleanliness, safety onboard, safety while waiting to be improved. They are satisfied with on-time, price, routes and span. The items for improvement are monitored daily. They have increased cleaning in the shop and intraday cleaning. Safety is looked at bi-weekly. TP officers get on the bus regularly to check on the operators and customers. TP and Transit Ambassador presence improves safety while waiting for service.

Key Driver Analysis – Paratransit

Customers would like on-time to be improved. They are satisfied with bus cleanliness, safety on board, safety boarding, safe drivers and travel time.

Community Value Survey

Ninety-seven percent of those surveyed are aware of RTA. And 88% of those surveyed believe RTA is valuable. Only 10% of those surveyed are regular customers.

Most Important

1. Providing access to employment
2. Providing affordable transportation options
3. Providing transportation options to people with special mobility needs
4. Providing mobility to low-income families and individuals

Defining Success for 2024

- Customer experience goal will move from 35 to 40.
- Community value/impact goal will be lowered from 30 to 25.
- Financial Sustainability goal will be lowered from 25 to 15
- Employee Engagement/Investment will move from 10 to 20

Certain goals were lowered to focus on areas that need more focus. Mayor Biasiotta asked about the Rail customer satisfaction decline. Ms. Terry said the decline is due to the condition of the rail cars. Also delays and ability to make service. The perceived cleanliness of the cars is a factor. The rail car fleet is very old. Ms. Welch asked about the Community Value Survey data. She is concerned that a high percentage of feedback is coming from people who don't ride RTA. She would like to see more testimonials on the customer experience results. Dr. Rubin said they can work with the surveyors to get more qualitative results. Ms. Welch asked for system averages. Ms. Terry said they could combine the data.

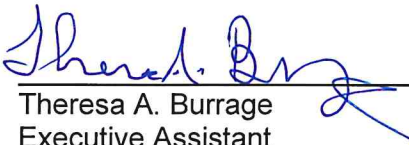
Mayor Koomar asked about the workforce NPS and how many employees are surveyed. He also asked if there are comparable scores from other agencies. Mr. Fields said employees are surveyed yearly. The next one is coming up at the end of this year through the first quarter 2024. The -3% is from the last survey from late 2022 to early 2023. Employees respond about their experience at RTA on training, safety, interaction with supervisors and managers, etc. The goal may change after the 1st quarter results are received. Dr. Rubin said they can use TransDash to look at other agencies to see what they are monitoring. Mr. Sleasman agreed with Ms. Welch on perception. TP presence makes some customers comfortable and others less comfortable. He asked what would make customers perceive more safety. Dr. Rubin suggested a focus group organized by RTA. Ms. Terry suggested the CAC could be used to vet these requests.

Mayor Weiss asked about the weighting of the goals. He believes the financial weighting should remain strong versus being lowered. Ms. Terry said this is an exercise in prioritizing focus and not necessarily importance. Financial health will never leave the chart. There must be a focus on items that need to be improved and not things we are doing well.

The meeting was adjourned at 10:46 a.m.



Rajan D. Gautam
Secretary/Treasurer



Theresa A. Burrage
Executive Assistant

