

## Minutes

### RTA Organizational, Services and Performance Monitoring Committee Meeting

9:27 a.m., June 27, 2023

**Committee Members:** Biasiotta (Chair), Moss (Vice Chair), Welch

**Other Board Members:** Joyce, Koomar, Lucas, Mersmann, Sleasman

**Not present:** Weiss (virtual)

**Staff/Other:** Biggar, Birdsong Terry, Burney, Dangelo, Davidson, Fields, Fleig, Ford, Garofoli, Gautam, Gibson, Jenkins, Kirkland, O'Donnell, Schipper, Togher, Walker Minor

**Public:** Allison, Allred, Bingaman, Cartwright, Gibbons, Loh, Rodriguez, Rubin, Thompson

The meeting was called to order at 9:27 a.m. Three (3) committee members were present.

#### TRACTION Results Reporting

India Birdsong Terry, General Manager, Chief Executive Officer and Ehren Bingaman, Managing Principal, TransPro, presented the 1<sup>st</sup> quarter report. We have four Success Outcomes: Customer Experience, Community Value, Financial Sustainability and Employee Engagement. These are the areas of focus for RTA. The Net Promotor Score is how likely customers would recommend RTA.

| Success Outcomes         | Metric                          | Information System      | Success Definition   | Status   |
|--------------------------|---------------------------------|-------------------------|--|--|
| Customer Experience      | Net Promotor Score              | Customer Survey         | 5% improvement in Net Promoter Score over 2022 (NPS goal of 29).   | Customer Satisfaction survey completed.<br><b>Combined NPS of 20.</b>  |
| Community Value          | Community Value Score           | Community Survey & Data | 50% of the community agrees that GCRTA serves employment.<br>79% of major projects are within EJ communities.<br>4 active Transit Oriented Development Projects.<br>7 as a ratio of private sector capital to GCRTA capital. | <b>32%</b> of the community agrees that GCRTA serves employment.<br><b>81%</b> of major projects are within EJ communities.<br><b>2 active TOD projects</b> with several in the pipeline.<br>Current ratio of private sector to GCRTA is <b>10.7</b> . |
| Financial Sustainability | Operating & Capital Performance | Financial Reporting     | \$10m transfer to capital and reserve fund over the board policy.<br>\$35m of competitive capital grants (CMAQ year).  | <b>\$10 million transfer complete.</b><br><b>\$12 million</b> won in competitive grants, not including \$130 million rail vehicle replacement grant.   |
| Employee Engagement      | Employee Engagement             | HR Data                 | Vacancy Fill Rate: Operators, Mechanics, Transit Police target is 84% for Q1 (95% for the year)<br>Vacancy Fill Rate: Non-bargaining target is 85% for Q1 (95% for the year)   | <b>Operators/Mechanics/Transit Police: 84%</b><br><br><b>Non-bargaining: 91%</b>   |

We have 144 operator openings. We are in emergency mode to ensure service. HR is visiting new communities to recruit and offering competitive packages. Twenty operators just went through orientation. Reduction in customer satisfaction is linked to the shortage of operators. At the end of the 1<sup>st</sup> quarter, RTA earned 82.9 out of 100 points. RTA previously scored in the high 90's.

**Organizational Scorecard 2023**

| <b>Organizational Total</b> |             |                  |
|-----------------------------|-------------|------------------|
| 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>      |

**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

The best results come when RTA is the featured job fair employer. The training wage was raised to \$17/hour for people without a commercial drivers license and \$20/hour for those who do have one. They looked at the retiree market to bring them in or back at a higher wage. They track every new hire class from a training perspective. They are also focused on retaining new employees.

Ms. Moss asked for the number of current operator vacancies and where most new hires get recruited. Mr. Fields said it is in the 140 range. In that same timeframe, operators are retiring, resigning and getting promoted. The goal is to report out in the Fall/Winter and to be at 95% capacity (hiring 30 operators a month) by the 4<sup>th</sup> quarter. Mr. Fields said new hires are coming from every part of Northeast Ohio. They have expanded to Lake County and Lorain County. Ms. Birdsong Terry gave an update on current vacancies.

Current Vacancies

|                |     |
|----------------|-----|
| Bus Operators  | 125 |
| Paratransit    | 9   |
| Rail           | 12  |
| Mechanics      | 29  |
| Transit Police | 16  |
| Non-bargaining | 22  |

Customer satisfaction NPS dipped for all categories (fixed route, rail and BRT) except for Paratransit which increased from 50 last quarter to 65 for the first quarter. RTA is putting strategies in place to make improvements using the Customer Satisfaction key drivers.

**Customer Satisfaction Results – Key Drivers**

|   |  |
|---|--|
| <b>Fixed Route Bus</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> | <b>Rail</b> <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> <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>                    | <b>Paratransit</b> <ul style="list-style-type: none"><li>• On-time performance</li><li>• Scheduling ease</li></ul>                                   |

Ms. Mersmann thanked the staff for the information. She added that word of mouth and the Transit Ambassadors could be used to promote job openings. Ms. Fields said they are working on rolling out an Employee Referral Program with the Marketing and Communications team.

The meeting was adjourned at 9:57 a.m.

  
Rajan D. Gautam  
Secretary/Treasurer

  
Theresa A. Burrage  
Executive Assistant