

RTA Committee and Board of Trustees Meeting

Tuesday, August 19, 2025

Organizational, Services & Performance Monitoring Committee

Chair: Ms. Emily Garr Pacetti



Quarterly Performance Review: **FY25 Q2**

India L. Birdsong Terry, GCRTA General Manager and CEO

Nick Biggar, GCRTA Sr. Dir. of Customer Experience and Performance Management

James Rubin, TransPro Principal

GCRTA Board Meeting

August 19, 2025

Agenda



1. **Performance Management**
2. **2025 Organizational Scorecard**
3. **May 2025 Customer Experience Survey Results**
4. **Performance Management Cadence**

A light rail train is stopped at a station platform. The train is white with blue and red accents. The platform has a red and white checkered pattern. The background shows a modern building with a glass facade.

Performance Management

India Birdsong Terry
Nick Biggar

Organizational Scorecard: FY25 Q2

Success Outcome	Goal Points	FY 25 Q1 Points	FY25 Q2 Points	FY25 Q3 Points	FY25 Q4 Points
Customer Experience	40	36.8	40.0		
Community Impact	25	18.7	17.1		
Employee Investment	20	19.7	19.7		
Financial Health	15	7.9	11.7		
100		83.1	88.5		

88.5 / 100.0
points earned



Success Outcome Status: **FY25 Q2**

Success Outcome	Points	Success Definition	Status
Customer Experience	40	29 Net Promoter Score	54 Net Promoter Score
Community Impact	25	62% Community Perception of Personal Relevance	68% Community Perception of Personal Relevance
Employee Investment	20	95% Vacancy Fill Rate: Operators, Mechanics, Transit Police	92% Vacancy Fill Rate: Operators, Mechanics, Transit Police
Financial Health	15	\$35m Competitive Capital Grants	\$22.53m Competitive Capital Grants

A light rail train, possibly from the RTA, is stopped at a station platform. The train is grey with red and white accents. The platform has a red and white checkered pattern. The background shows a modern building with a glass facade.

Organizational Scorecard

Nick Biggar

Organizational Scorecard: FY25 Q2

Success Outcome: Customer Experience

Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Points Earned
Net Promoter Score	29	Terry	12	27	54			12.0
Overall Customer Satisfaction	74%	Terry Biggar	10	68%	74%			10.0
Personal Safety/Security - Perception	68%	Caver	3	63%	68%			3.0
On-Time Performance - Impression	76%	Caver	4	67%	77%			4.0
On-Time Performance - Actual	83%	Caver	6	85%	83%			6.0
Vehicle Cleanliness - Perception	59%	Caver	5	48%	61%			5.0
Total Goal Points: 40						Total Points Earned: 40.0		

Organizational Scorecard: FY25 Q2

Success Outcome: Community Impact

Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Points Earned
Perceived Value - Personal Relevance	62%	Walker-Minor Biggar	4	68%	68%			4.0
Transit Oriented Development (TOD) on RTA properties	4	Rusnov	6	1	1			1.5
Economy: Ratio of Private Sector Investment to Major Capital Investment	7	Schipper	5	6.97	6.75			4.8
Capital Dollars Invested in Low Income Communities	80%	Schipper	6	78%	85%			6.0
Environment: Emissions Reduction	8%	Temming	4	5%	2%			0.8
Total Goal Points: 25				Total Points Earned: 17.1				

Organizational Scorecard: FY25 Q2

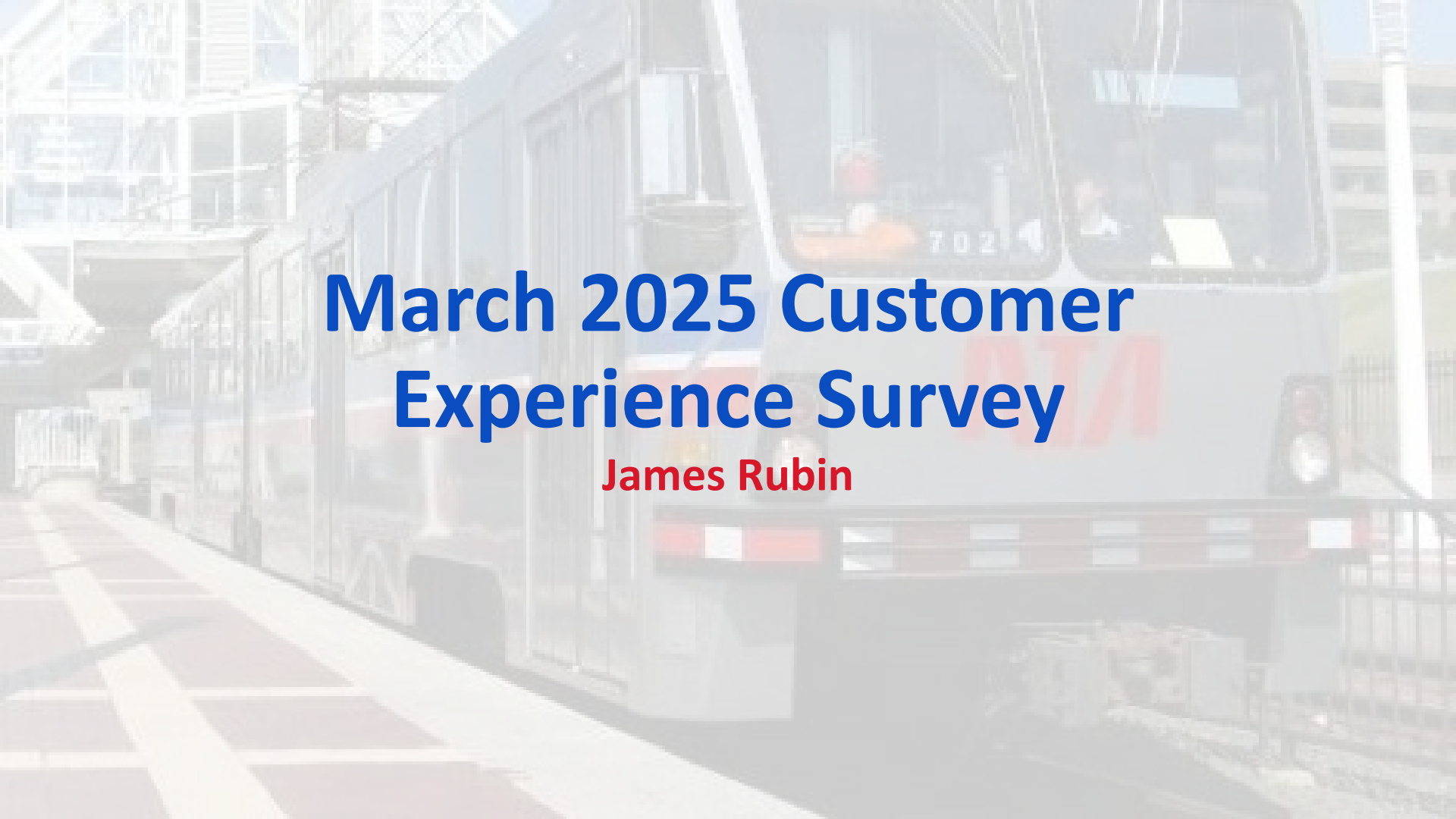
Success Outcome: **Employee Investment**

Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Points Earned
Vacancy Fill Rate : Operators (Bus, Para, Rail), Mechanics, Transit Police	95%	Fields	8	92%	92%			7.7
Cultivate Internal Talent Pipeline	36%	Fields	4	39%	43%			4.0
Agencywide Retention Rate	90%	Fields Biggar	5	95%	96%			5.0
Vacancy Fill Rate : Non-Bargaining	95%	Fields	3	96%	96%			3.0
Total Goal Points: 20						Total Points Earned: 19.7		

Organizational Scorecard: FY25 Q2

Success Outcome: **Financial Health**

Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Points Earned
Competitive Capital Grants	\$35M	Gautam Schipper	5	\$2.72M	\$22.53M			3.2
Transfer from Revenue Stabilization Fund	\$40M	Gautam Biggar	5	\$0	\$15M			5.0
General Fund Transfer to Capital / Rolling Stock Reserve Fund	\$10M	Gautam	5	\$4.95M	\$7M			3.5
Total Goal Points: 15						Total Points Earned: 11.7		

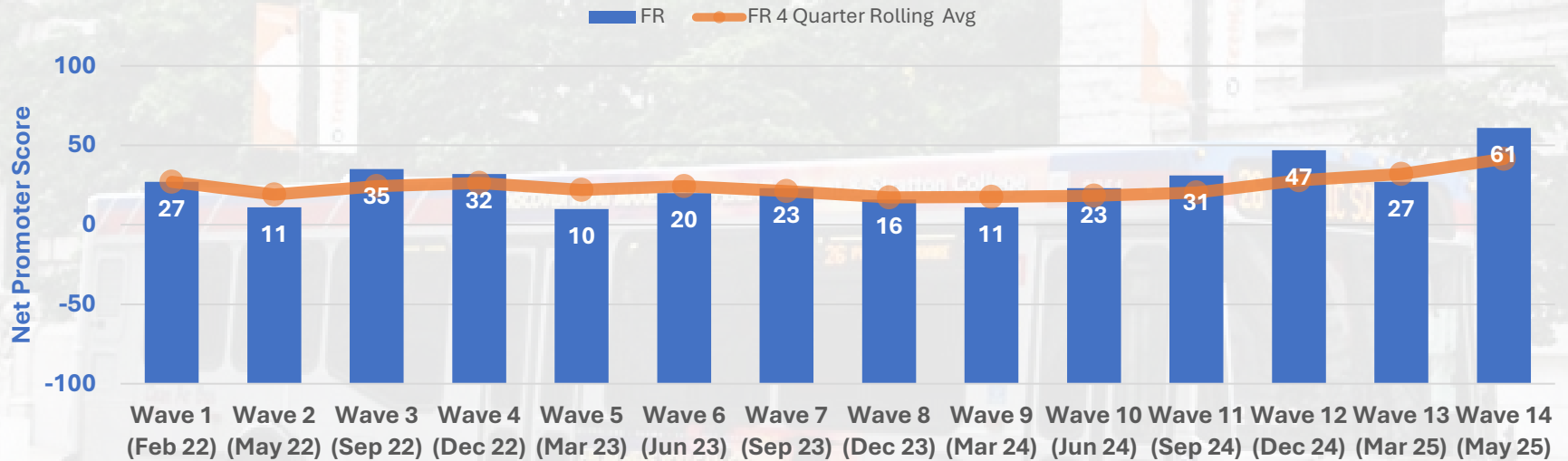
A faded background image of a train at a station platform. The train is grey with red and white accents. The number '702' is visible on the front. The platform has a yellow and red striped safety line. Buildings are visible in the background.

March 2025 Customer Experience Survey

James Rubin

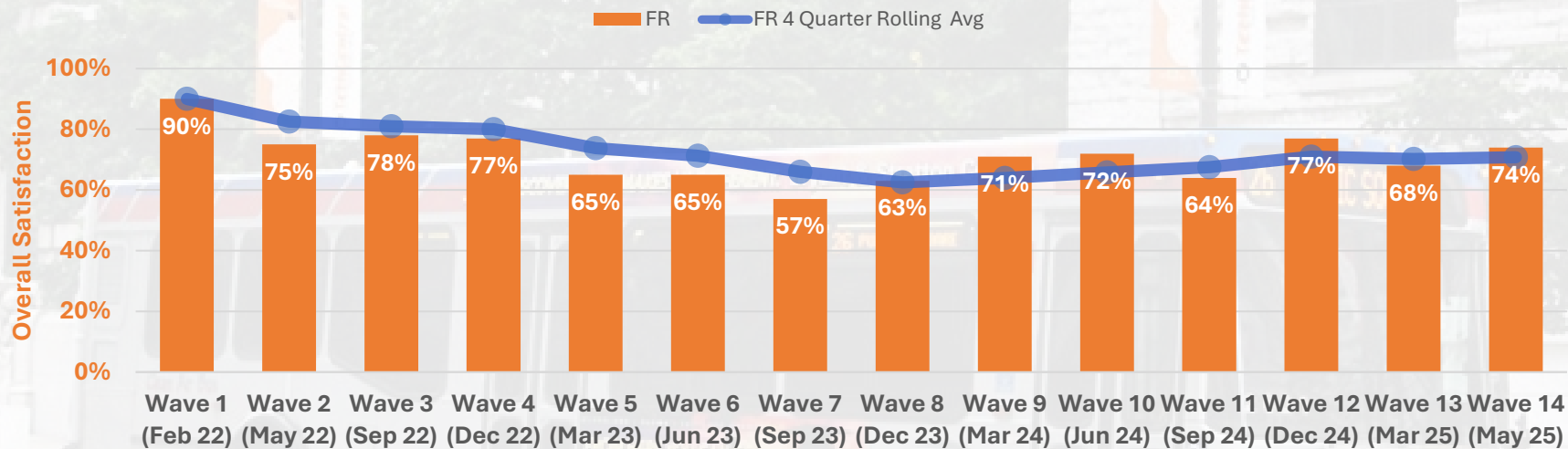
Net Promoter Score: **Fixed Route Bus**

Time Series



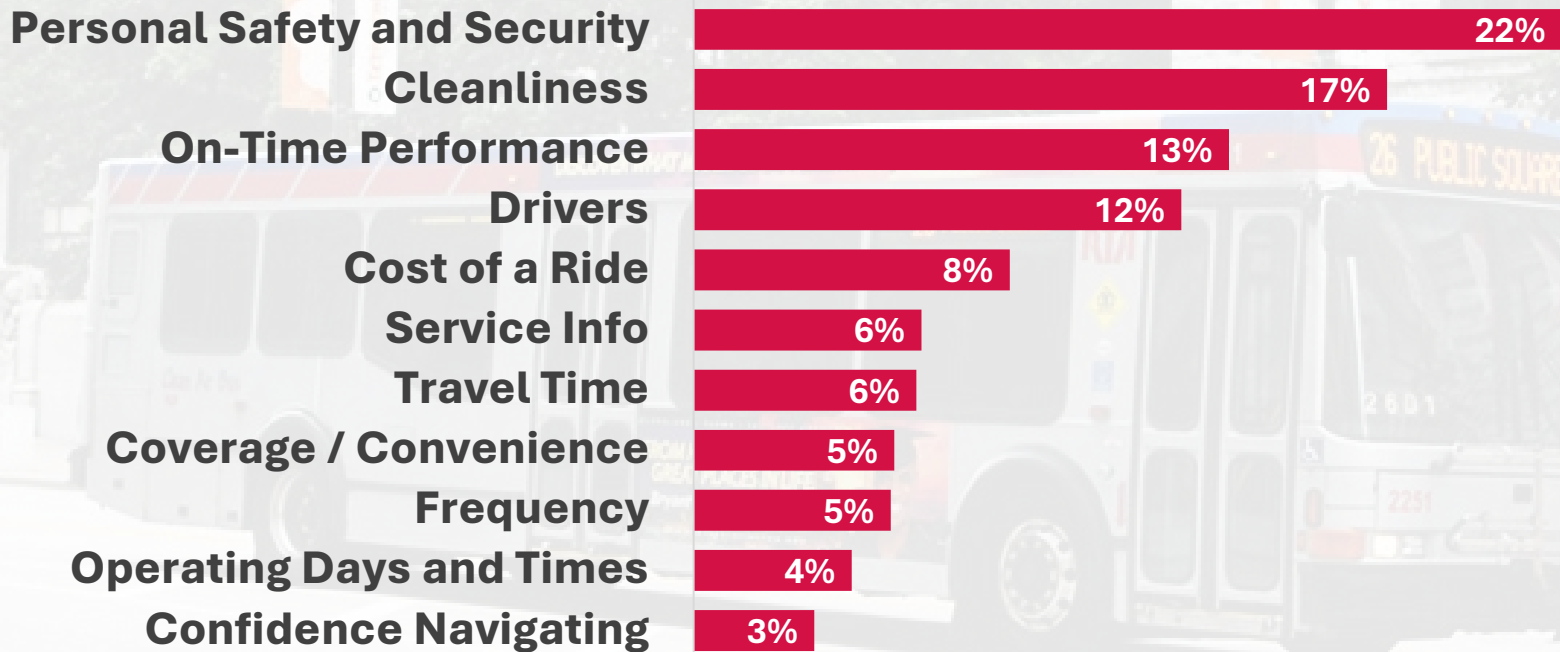
Overall Satisfaction: **Fixed Route Bus**

Time Series

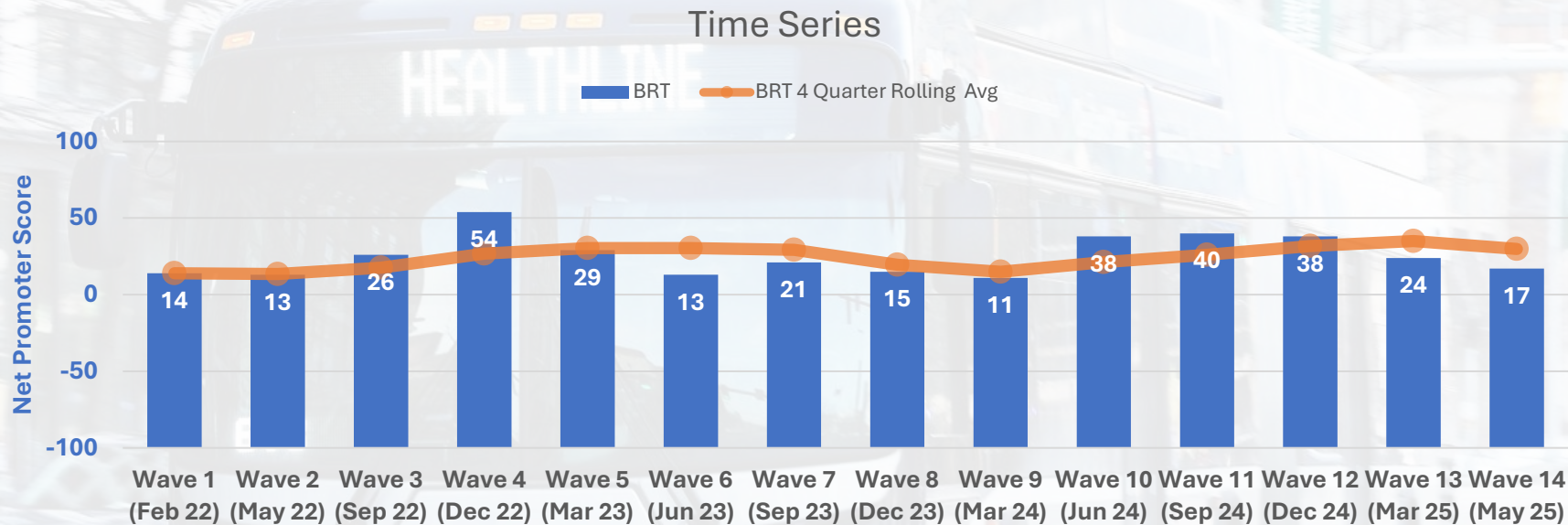


Key Drivers of Customer Experience: **Fixed Route Bus**

Most Important to Customers: Wave 14, May 2025

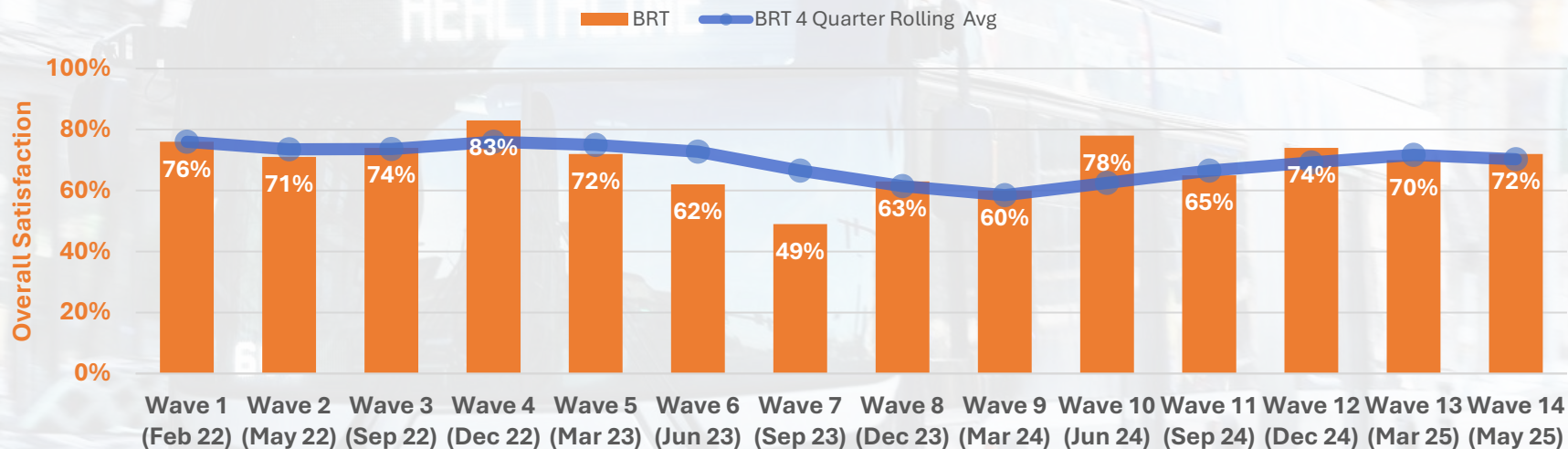


Net Promoter Score: **Bus Rapid Transit**



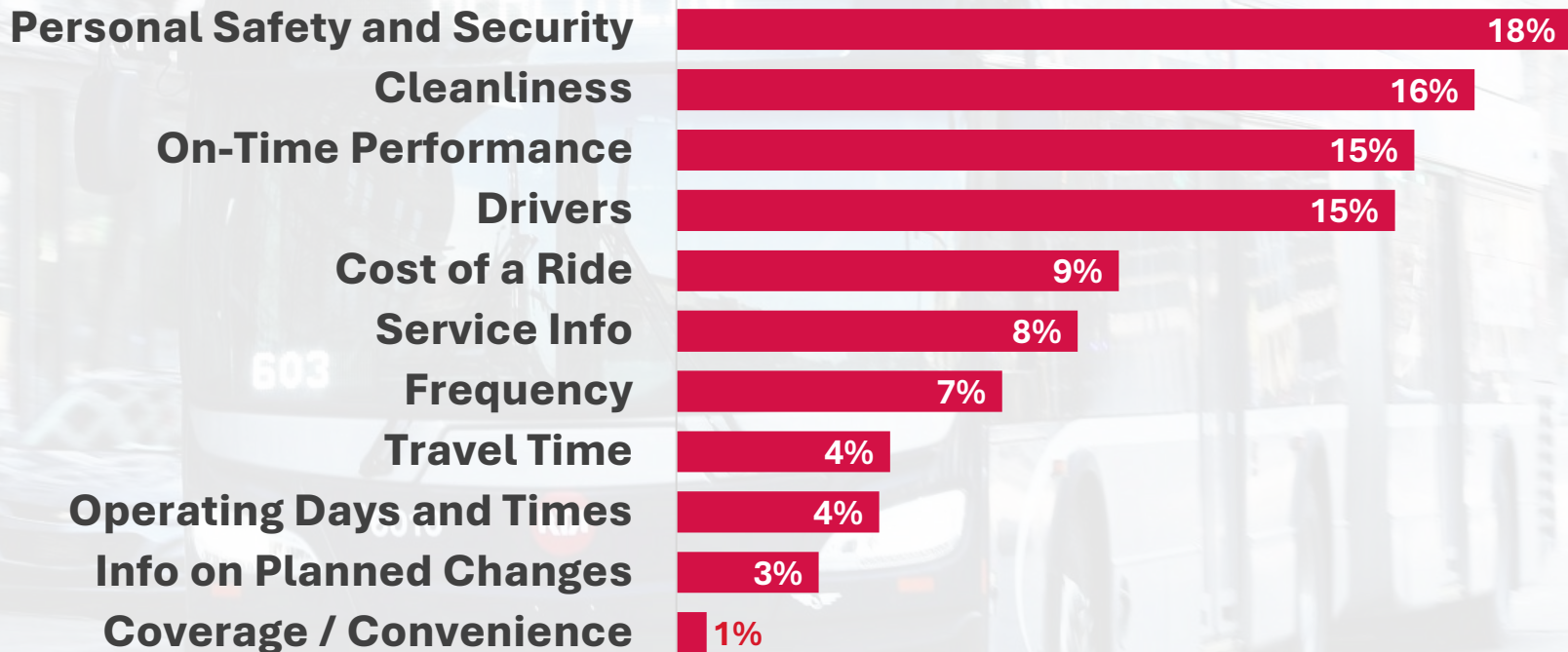
Overall Satisfaction: **Bus Rapid Transit**

Time Series



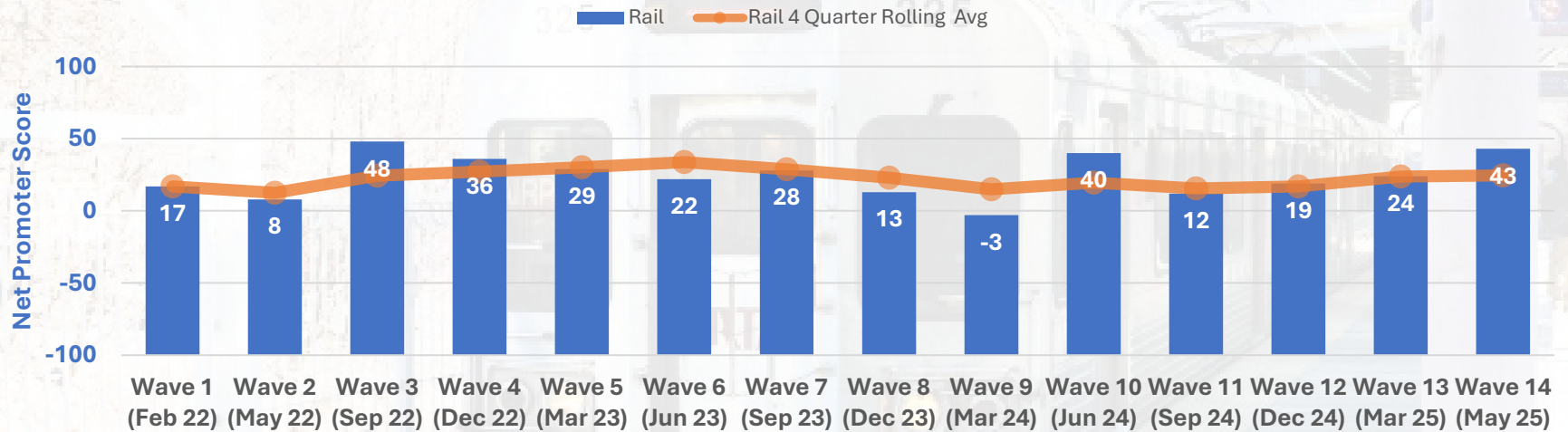
Key Drivers of Customer Experience: **Bus Rapid Transit**

Most Important to Customers: Wave 14, May 2025



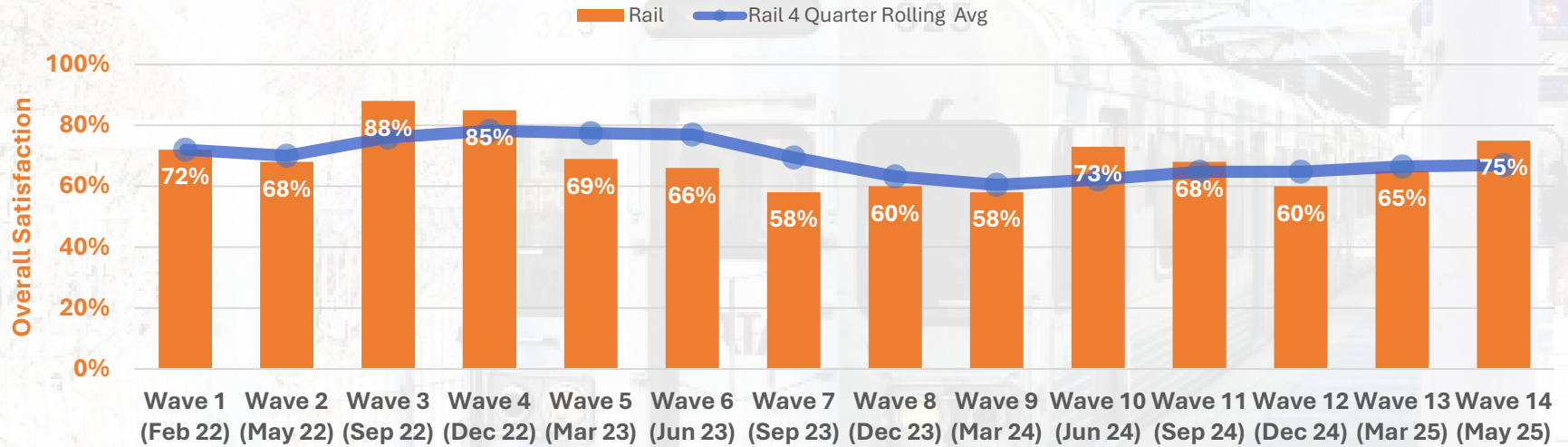
Net Promoter Score: Rail

Time Series



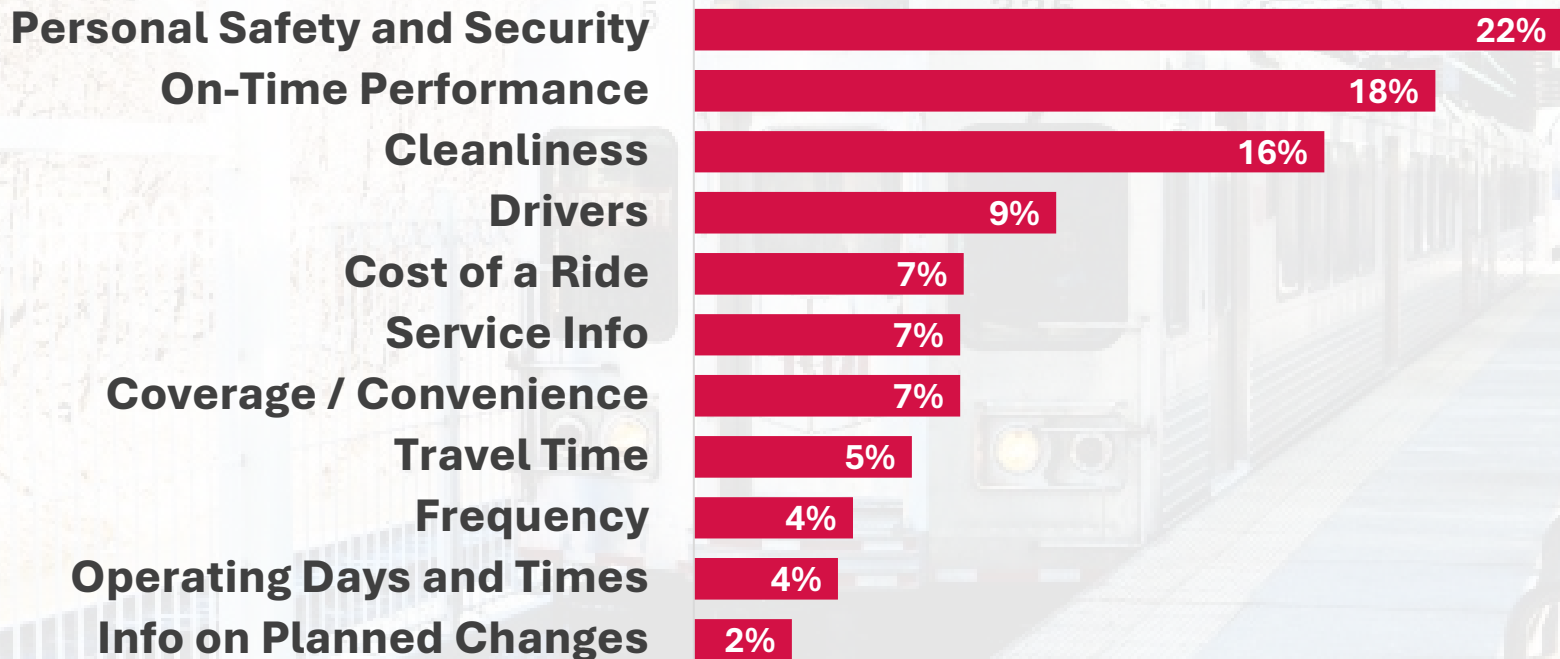
Overall Satisfaction: Rail

Time Series



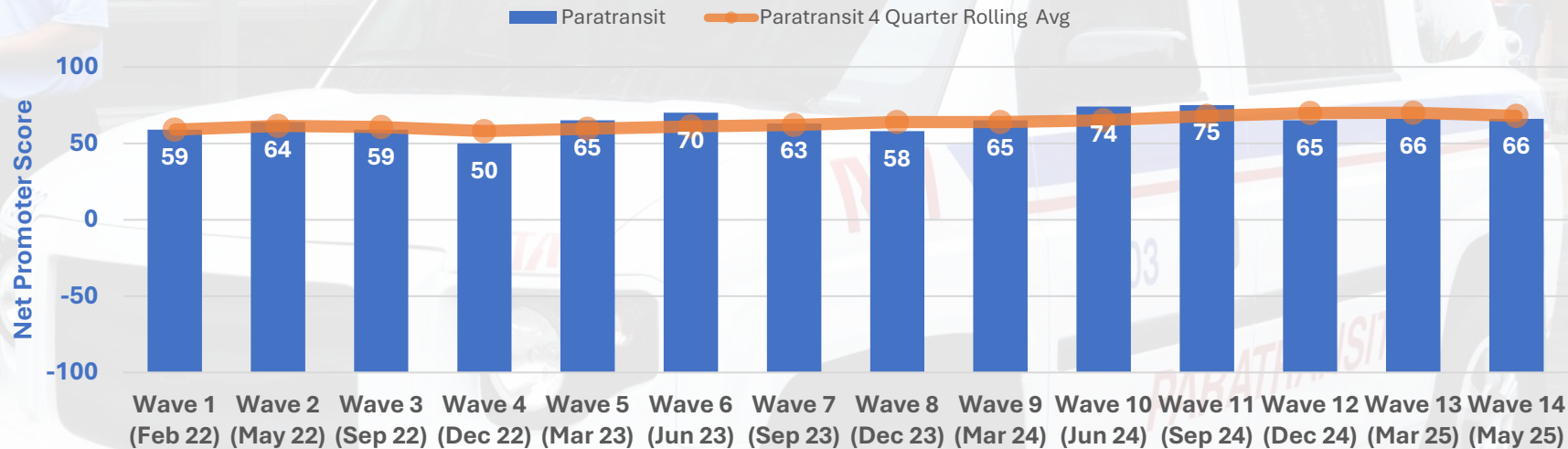
Key Drivers of Customer Experience: Rail

Most Important to Customers: Wave 14, May 2025



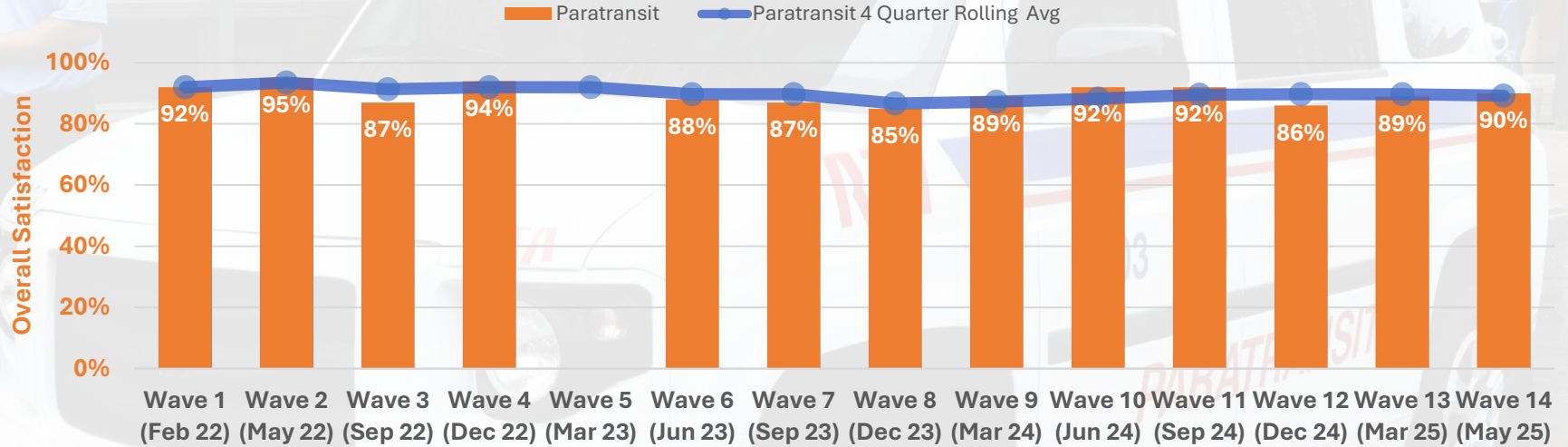
Net Promoter Score: **Paratransit**

Time Series



Overall Satisfaction: **Paratransit**

Time Series



Key Drivers of Customer Experience: **Paratransit**

Most Important to Customers: Wave 14, May 2025

Personal Safety and Security

27%

Drivers

21%

Travel Time

14%

Cleanliness

13%

On-Time Performance

10%

Scheduling Ease

5%

Cost of a Ride

5%

Vehicle Comfort

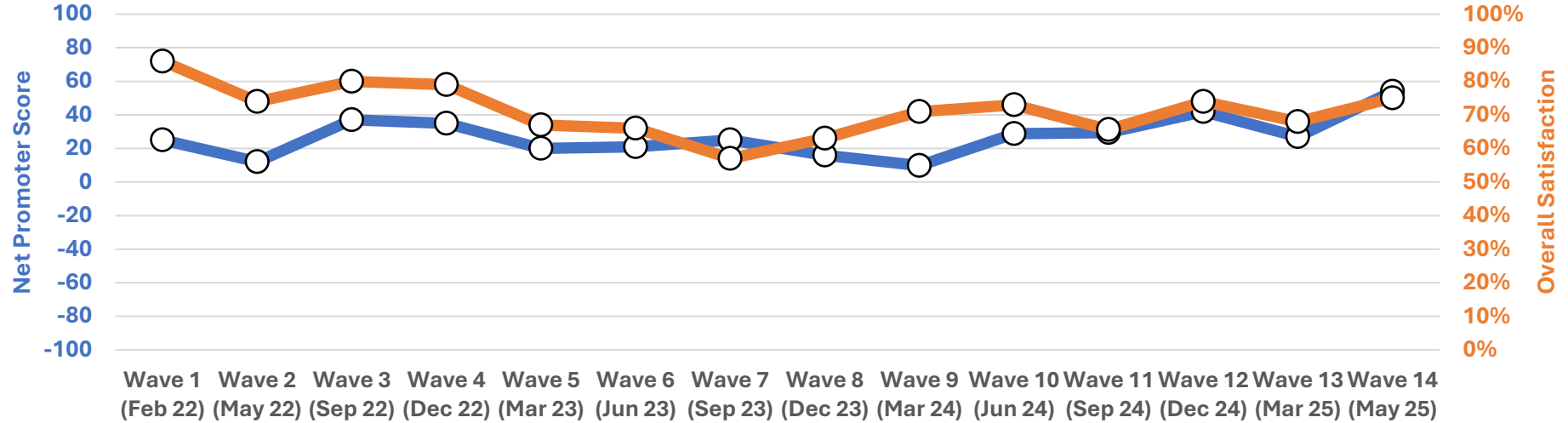
3%

Customer Service

2%

Net Promoter Score & Overall Satisfaction: **Agency**

Time Series



Service or Mode	Percent of Ridership
Fixed Route Bus	70.5%
Bus Rapid Transit	8.9%
Rail	18.2%
Paratransit	2.5%
	100%

A light rail train, possibly a Breda model, is stopped at a station platform. The train is grey with red and white horizontal stripes. The number '702' is visible on the front. The 'RTA' logo is partially visible on the front. The platform has a red and white checkered pattern. The background shows a modern building with a glass facade.

Traction Cadence

Nick Biggar

Performance Management Cadence

Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025	Jul 2025
Tactics Review	Q4 Performance Review Board Report Tactics Review	Tactics Review	Q1 Performance Review Board Report	Tactics Review	Tactics Review
Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026
Q2 Performance Review Board Report	Tactics Review	Tactics Review	Q3 Performance Review Board Report	Tactics Review	TBD

Questions

Quarterly Management Report

2nd Quarter 2025 Results

India Birdsong Terry
General Manager, CEO
August 19, 2025

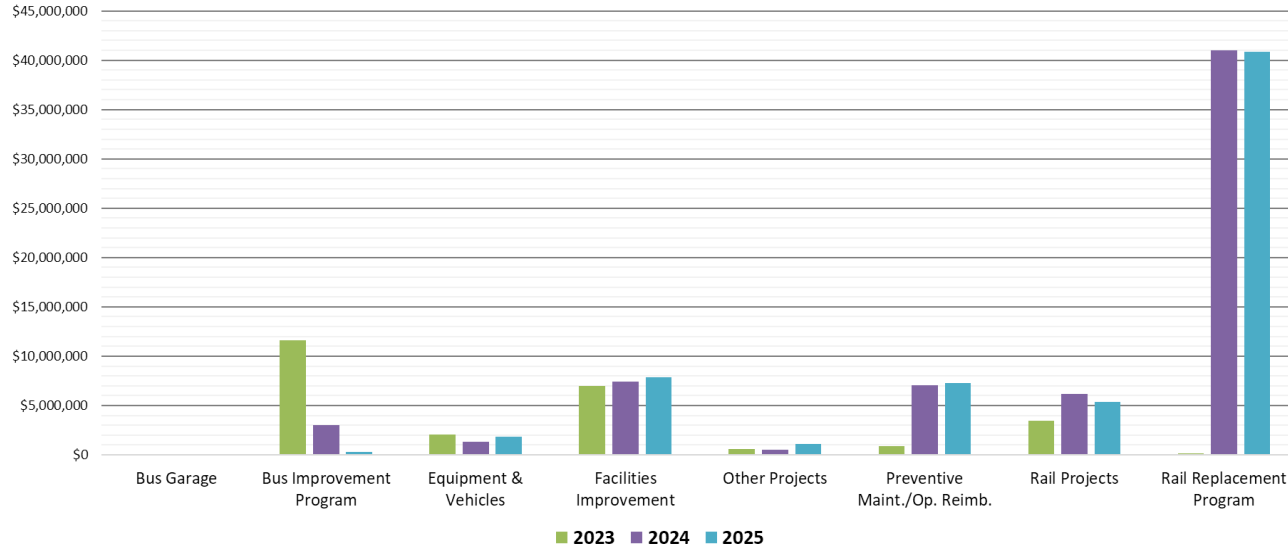
General Fund – 2nd Quarter 2025 (YTD)

- Total Revenues: \$175.3 million (13.2% higher than budget)
 - Passenger Fares – 11.0% lower than budget (timing issue of receipts)
 - Sales & Use Tax – 0.8% higher than budget
 - Reimbursed Expenditures – \$9.0 million
 - Refunds for Fuel, PM, Labor, and other miscellaneous receipts
 - Transferred \$15 million from Revenue Stabilization Fund
- Operating Expenses: 2.2% higher than budget
 - Total personnel costs (salaries, OT, taxes, fringes): 3.6% higher than budget
 - Salaries & OT: 0.3% below budget
 - Payroll Taxes & Fringes: 14.2% over budget (mainly due to health care costs)
 - Fuel hedging & utility contracts – continue to help stabilize expenses – 3.6% lower than budget
 - Purchased Transportation for ADA Paratransit
 - 5.6% lower than budget (timing issue of invoices)

General Fund – 2nd Quarter 2025 (YTD)

- Transfers to Other Funds
 - Reserve Fund: \$7.0 million in Rolling Stock Reserve
 - Total Transfer to Capital:
 - Bond Retirement Fund: \$4.75 million transferred
 - Capital Improvement Fund: \$6.0 million transferred
- Remaining funds will be transferred throughout the year

Q2 2025 Capital Expenditures by Category



Top 4 categories (blue):

Rail Car Replacement Program
\$40.8million

Facilities Improvements
\$7.8 million

Reimbursements (PM / Labor)
\$7.3 million

Rail Projects
\$5.4 million

Questions

Committee of the Whole

Chair: Mayor Paul A. Koomar

Internal Audit Quarterly Report

Second Quarter - 2025

Questions

RTA Board of Trustees

Tuesday, August 19, 2025

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

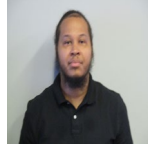
New Hires and Promotions

August 2025

August New Hires



Justice Smith
Bus Operator



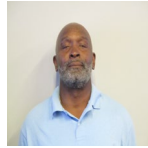
Cecil Bowman Jr.
Bus Operator



Camille Lewis
Bus Operator



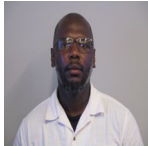
Carmen Smith
Bus Operator



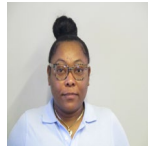
Leroy White
Bus Operator



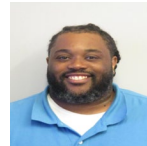
Maurice Holcomb
Bus Operator



Marcus Pettus
Bus Operator

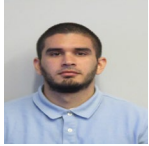


Ashley White
Bus Operator

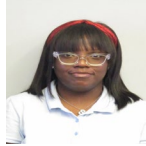


Lester Whitesettle
Bus Operator

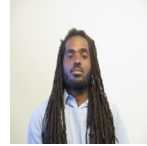
August New Hires



Angel Santana
Bus Operator



Sasha Guerry
Bus Operator



Floyd Tyler
Bus Operator



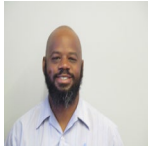
Christian Gipson
Bus Operator



Rachael Lowe
Bus Operator



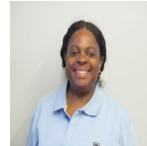
Rodney Smith
Bus Operator



Malcom Bowling Sr.
Bus Operator

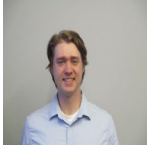


Sha'keya Whitehead
Bus Operator

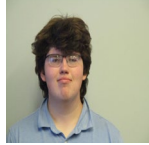


Roslyn Jones
Bus Operator

August New Hires



Joshua Owen
Equipment Servicer



Lucas Schupp
Equipment Servicer

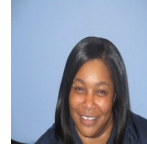
August Promotions



Nickolas Switzer
Signal Maintainer



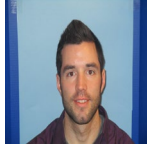
Christopher Switzer
Line Maintainer



Jaclyn Scott-Reynolds
Line Maintainer



Jennifer Martin
Program Contract Manager



Shawn Becker
Director - Procurement

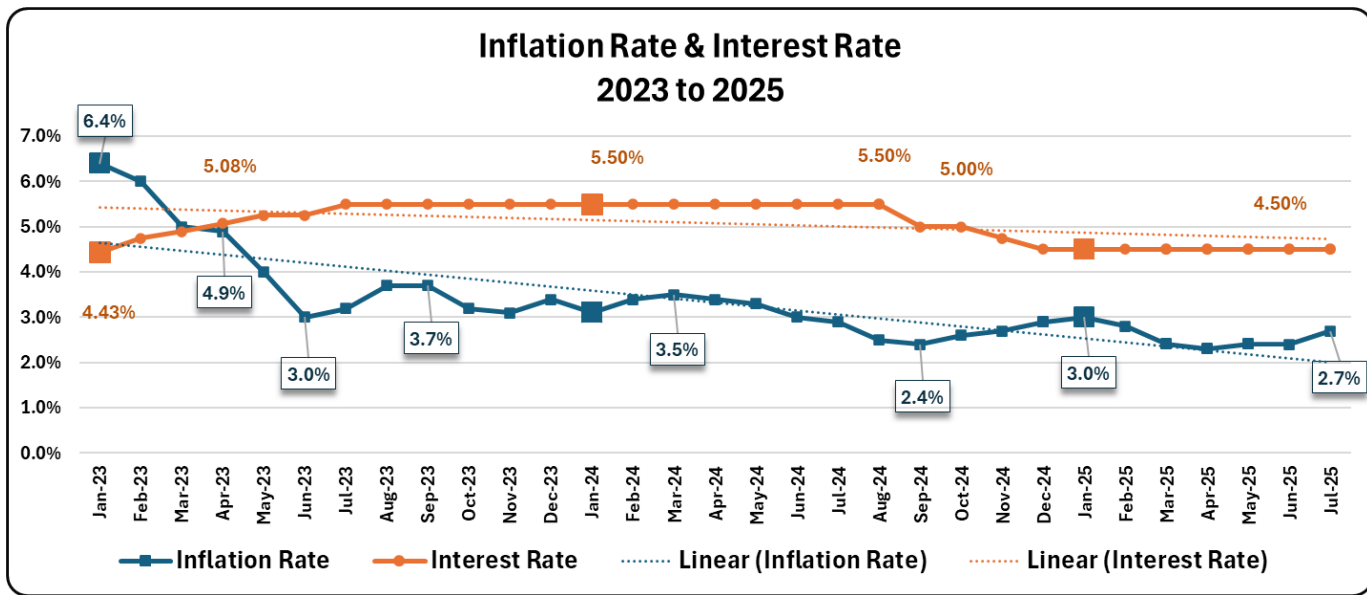
Resolutions

Secretary/Treasurer Update

Board of Trustees

August 19, 2025

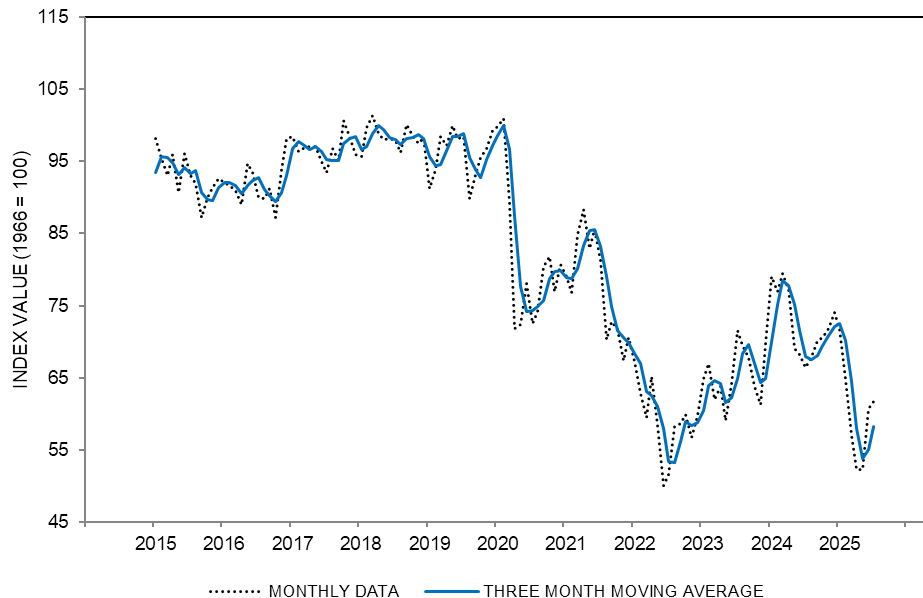
Economic Conditions



Consumer Confidence

Survey of Consumers – University of Michigan

THE INDEX OF CONSUMER SENTIMENT



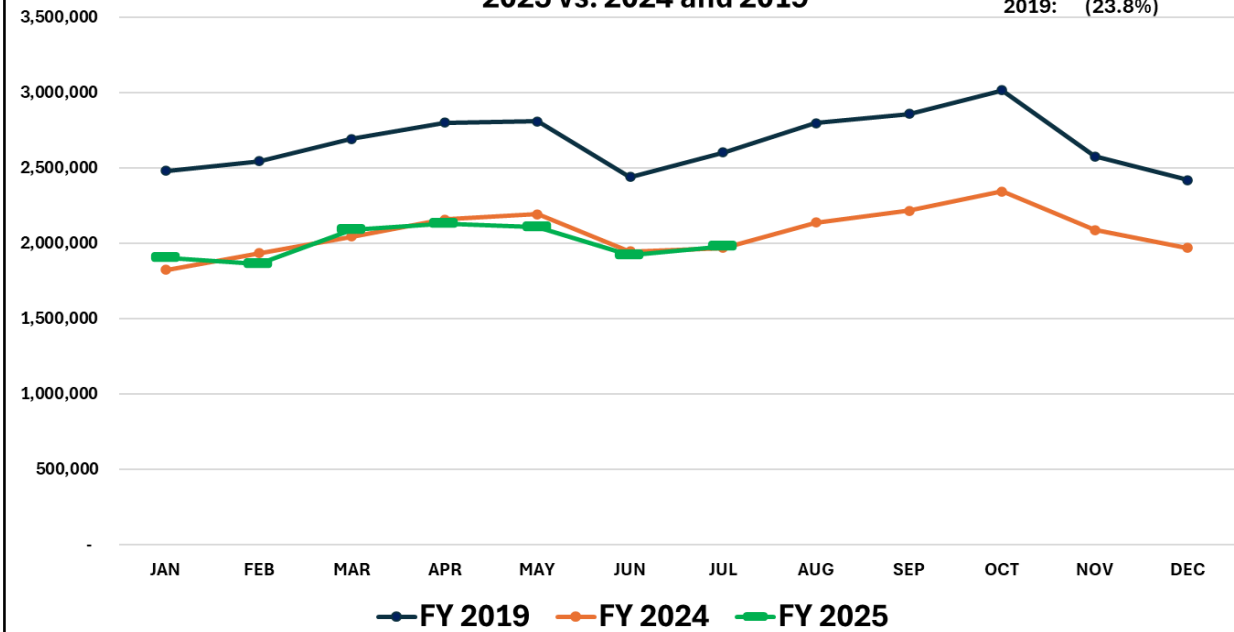
Final Results for July 2025

	Jul 2025	Jun 2025	Jul 2024	M-M Change	Y-Y Change
Index of Consumer Sentiment	61.7	60.7	66.4	1.60%	-7.10%
Current Economic Conditions	68.0	64.8	62.7	4.90%	8.50%
Index of Consumer Expectations	57.7	58.1	68.8	-0.70%	-16.10%

Ridership through July 2025

Ridership Comparison
2025 vs. 2024 and 2019

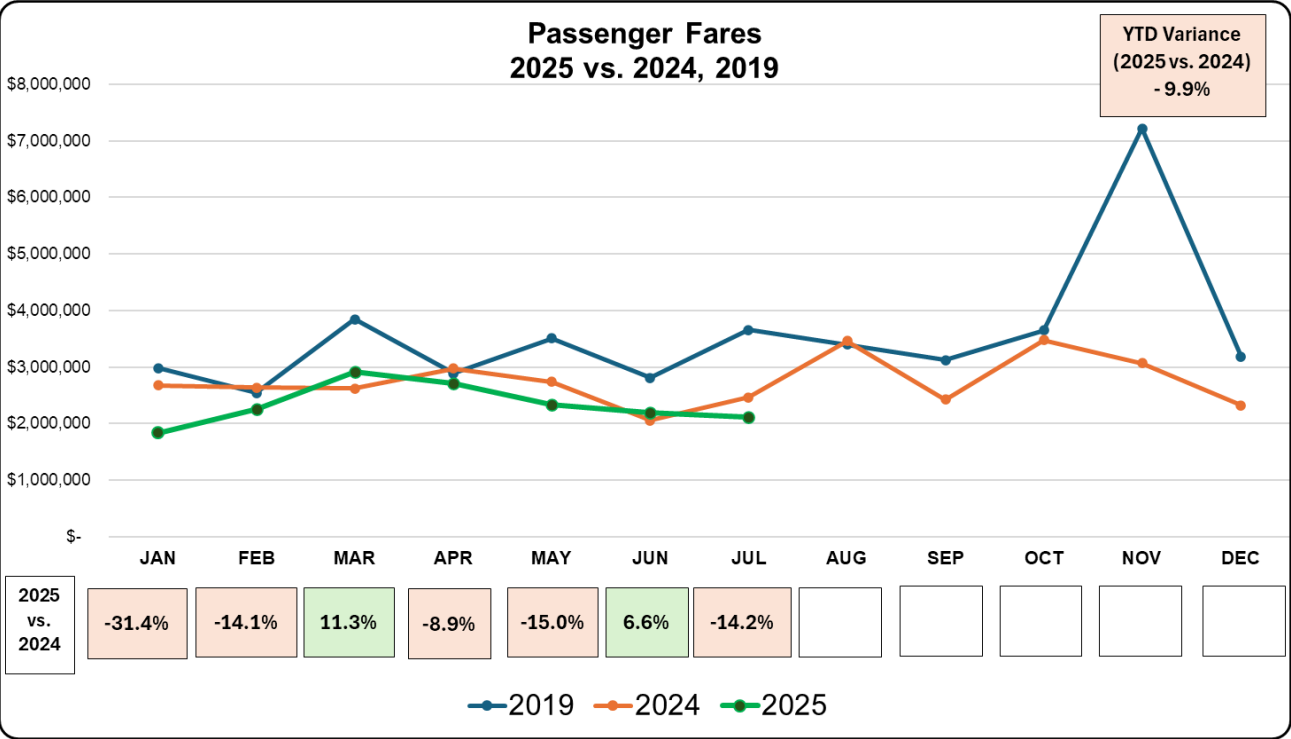
YTD Ridership: 2025
vs.
2024: (0.5%)
2019: (23.8%)



YTD Ridership (in millions)

2019: 18.4
2024: 14.1
2025: 14.0

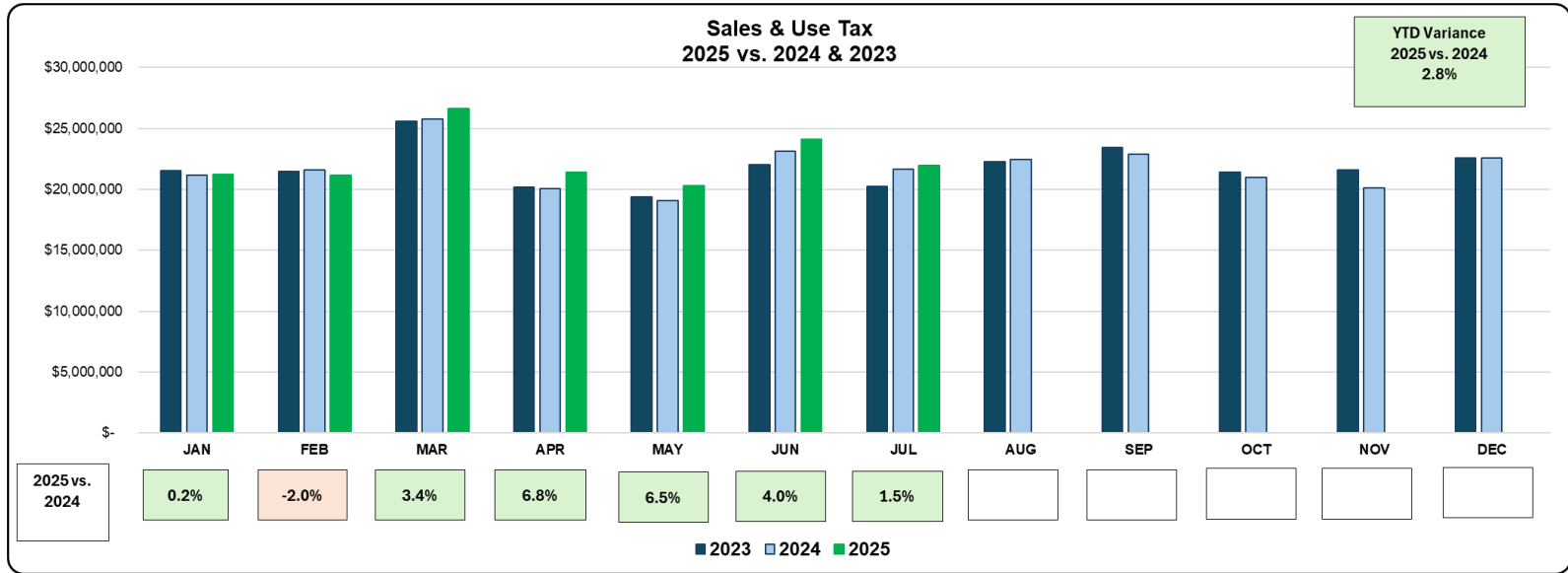
Passenger Fares



YTD Passenger Fares (in millions)

2019: \$22.2
2024: \$18.2
2025: \$16.4

Sales & Use Tax



Selected Data

Total Long-Term Debt – 12/31/2024	\$ 22.3 million
Average Investment Yield – YTD	4.07%
Cash and Investments:	
Unrestricted (General Fund)	\$ 29.4 million
Restricted	<u>320.3 million</u>
TOTAL CASH AND INVESTMENTS	<u><u>\$349.7 million</u></u>

Questions

General Manager, CEO Report

India L. Birdsong Terry

August 19, 2025

GCRTA Staff Engagement with Students from National Urban League



This event reflects GCRTA's commitment to building community connections and inspiring the next generation of transit professionals

July 18, 2025 | Rail District

Panelists from across the Authority shared insights about their roles, career journeys, and the impact of public service:

Jack Barnett, Rail Transportation Manager

Casey Blaze, Deputy Project Manager

Meghana Bheemavarapu, Business Operations Administrator II

Devon Marti, Internal Communications Specialist

Bryan Moore, Project Manager, Railcar Replacement Program

Jarrett Davis, Manager, Business Operators & Emerging Training Programs

Tech Talk Recruitment Event Connecting the Community



July 24, 2025 | Midtown Tech Hive

Human Resources and the Information Technology department collaborated with Black Data Processing Associates (BDPA) to host a recruitment event tailored for IT professionals



Applicants arrived prepared to network, share their professional journeys, and express their interest in joining GCRTA

The American Public Transportation Foundation (APTF)

July 25, 2025 | Washington , D.C.

APTF provides scholarships to deserving students interested in the transit field

- Applicants should demonstrate a continued interest in a career in the public transportation industry, high academic achievement, and need for financial assistance
- Selections will be made without regard to disability, race, color, religion, sex or ethnic origin
- It is the intent of the Foundation to provide equal opportunity and consideration to all qualified individuals

Case Western Reserve University Drivers of Health Field Experience



July 28, 2025 | Cleveland, Ohio

- Staff from Administration & External Affairs led a tour for first-year medical students from Case Western Reserve University
- Rode the Healthline, MetroHealth Line, and Red Line, and toured the Paratransit facility
- Highlighted how public transit supports healthier, more equitable communities by improving access to healthcare, employment and education
- Helped future healthcare professionals better understand transportation barriers their patients may face — and how transit can be part of the solution

Downtown Cleveland Executive Committee Retreat

July 28, 2025 | Shoreby Club, Cleveland



India L. Birdsong Terry, Board Member

Purpose:

- Discuss and gather input into our organization's transformation from place management organization to place leadership organization
- Inform about organizational capacity and industry trends
- Decide priorities and definition of success over next 6-18 months

Transit Cooperative Research Program (TCRP) Interview



July 30, 2025 | Virtual Interview

Psychological Safety and Organizational Culture

- TCRP develops near-term, practical solutions to issues facing public transportation
- TCRP interviewed Greater Cleveland Regional Transit Authority General Manager and Chief Executive Officer India L. Birdsong Terry and Deputy General Manager Human Resources George Fields about psychological safety and organizational culture

Celebrating 50 Years of Service



July 31, 2025 | Triskett District

- Joe Uherc, Facilities Maintainer at Triskett
- Started July 31, 1975, as Hostler
- Has worked in nearly all facilities

Cleveland Puerto Rican Day Parade



August 3, 2025 | Cleveland

- Staffed by members of our Latinos Unidos ERG, GCRTA Board members, and family's members marched this year
- Ridership on routes 18 & 51 were 25% & 21% higher than a typical Sunday

Connecting the Community Award



Left to right; Amy, Nick, Vanessa Johnson, Tony Richardson

August 12, 2025 | Paratransit District

In August Paratransit District Director Nick Davidson and Business Analyst Amy Bailey received the Connecting the Community Award

The two attended a community resource fair where they highlighted paratransit services to seniors in our community

W.25th St. Bus-Rapid-Transit (BRT) Community Meeting

August 13, 2025 | Urban Community School, Cleveland, Ohio

This summer, GCRTA presented at three meetings regarding the West 25th Street BRT (project design is at 60% completion):

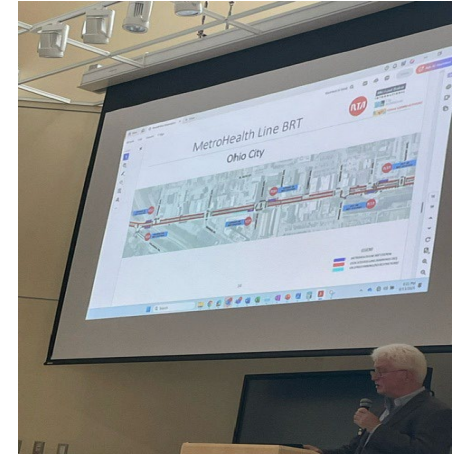
June 25 – Meeting with Businesses

August 6 – Presentation to Ohio City Incorporated (OCI) Board

August 13 – Community Meeting with local businesses and residents

At each of these meetings, attendees were informed of additional measures GCRTA has built into the project to ensure pedestrian safety:

- Delineators
- Parking Utilization Study
- Raised cross walks (4)
- Red Paint
- Rumble Strips



Joe Shaffer, Director of Engineering

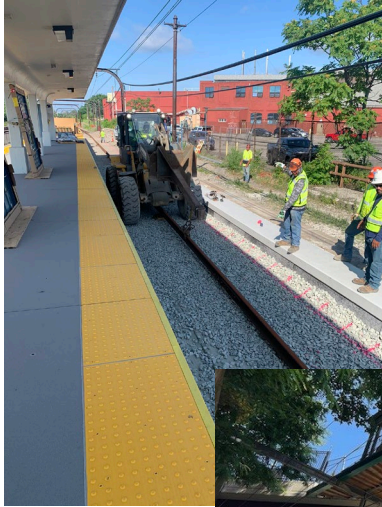
Cleveland State University (GCRTA & CSU U-Pass Agreement)

August 14, 2025 | Agreement Signed



- One year agreement with GCRTA through Spring Semester 2026
- CSU will pay for all eligible student population to comply with U-Pass requirements
- Rates unchanged from last year's agreement at \$57.50 per student per semester
- CSU updated the definition of "eligible students"
 - Changed to full-time students only
- CSU will assess the fee to students who pick up the U-Pass stickers

Summer Rail Shutdown Update



Engineering Projects Red Line West

- W. 117th Station Platform and Westbound Track
- W. 65th Station Stair and Upper Platform Replacement
- Viaduct Bridge Inspection
- Catenary Structure Rehabilitation
- 515 Turnout & Track West End Brookpark Yard
- Brookpark Yard Tracks 8, 10 & 11 East of Shop

Summer Rail Shutdown Update



Eng. Projects Red Line East / Light Rail

- Rehabilitation East Portals Wick Drains/Soil Nails
- Veteran's Memorial Bridge Testing (Coring Samples)
- E. 79th Light Rail Station Demolition/Foundation Work
- Warrensville – Van Aken Station Pole/Track Demolition
- Light Rail Shelters New Bench & Solar Signage Conc. Pads
- Trunk Line Signaling Four Bungalows Foundations

Summer Rail Shutdown Update



Engineering Projects Light Rail

- Emergency Repairs Buckeye – Woodhill 35 kV Line
- Ground Rods New Signal Bungalows
- E.79th Light Rail Station Platform / Foundations
- Warrensville – Van Aken Light Rail Station Site Utilities
- LIDAR Survey For New Fiber Optic Cable
- Bridge Inspections

Questions