

## Minutes

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

9:18 a.m., May 24, 2022

**Committee Members:** Biasiotta (Chair), Duarte, Weiss, Welch

**Other Board Members:** Joyce, Koomar, Lucas, McCall, Pellot     **Not present:** Moss

**Staff:** Benford, Birdsong, Burney, Caver, Coffey, Dangelo, Feke, Fields, Freilich, Garofoli, Gautam, Kirkland, Miller, Mothes, Schipper, Talley, Walker-Minor, Young

**Public:** Bingaman, Gibbons, Kisner II (Samuel), Kisner (Kim), Loh, Lowrie, Pinkney-Butts

The meeting was called to order at 9:18 a.m. Four (4) committee members were present. In accordance with the Ohio Open Meetings Act and House Bill 51, signed into law on February 17, 2022 and effective immediately through June 30, 2022, this meeting will be live streamed on RTA's Board Page [www.RideRTA.com/board](http://www.RideRTA.com/board) via the meeting date for staff and members of the public. House Bill 51 allows Board members to participate by telephone or video and be considered present as if in person. It also allows Board members to vote and be counted for the purpose of determining a quorum while attending by telephone or video.

#### Quarterly Management Report – 1<sup>st</sup> Quarter

Dr. Caver, Chief Operating Officer, gave the report. For 2022, we continue to manage the effects of the Pandemic. Strategies to ensure safety and minimize risk and exposure for operators, employees, and customers our priority for the operations. Our priorities for 2022 include the execution of a fare collection replacement program including the introduction of the transit app EZfare which will have contactless payment, fare capping, possibly ride share. Other projects include the completion and establishment of the Transit Ambassador Pilot Program, Civilian Oversight Board and to be aggressive in grant funding for the Rail Car Replacement Program and to replace and rehabilitate the Waterfront Line bridge.

Revenue is up 13.3% over budget. These numbers will be different from what the Secretary-Treasurer will present today, which will be compared to 2021. We receive bulk payments from CMSD so depending on when the money comes in, revenue will look different. Passenger fares is up 36.4%. Sales tax is up 10.4%. Operating expenses are 9.1% lower than budget. Total personnel cost is 7.2% lower than budget. Healthcare expenses are \$3.3 million lower than budget. We will have a retro payment to union. We made three transfers to Other Funds.

- Transfers made in April
  - \$10.9 million in Rolling Stock Reserve (rail car replacement)
  - \$40.2 million in Capital Improvement Fund
  - \$2.5 million to Insurance Fund

We spent \$12 million in the bus improvement program. Rail projects expenditures are at \$8 million. Other expenditures are in the graph. The capital budget is being strategically spent for customers.

### TransPro Scorecards – 1<sup>st</sup> Quarter

Ehren Bingaman from Transpro gave the presentation. Dr. Caver said over the last several years, we've worked with Transpro to help develop our mission, vision and values and develop a more actionable performance management program. It comes with a scorecard process that looks at how RTA want to perform in Customer Experience, Financial Sustainability, Community Value and Employee Engagement. Today's report will be the result of surveys with customers and the community.

#### *Performance Management Cadence*

The quarterly reports will report out in May, August, November, and February of the following year. RTA's mission is to Connect the Community. RTA's vision is to lead the delivery of safe and creative mobility solutions and community connections. We are focused on outcomes by measuring metrics and not measuring activities. We have now established some baselines. The four success outcomes have a metric, information system tracker, success definition and performance goal. The Customer Experience goal is 26% Net Promotor Score. The Community Value goal is 100. This goal is made of four metrics (service access, employment access, transit investment and impact on capital investment). The Financial Sustainability goal is a \$0 deficit. The Employee Engagement goal is -2 eNPS. This goal asks if employees would recommend RTA as a place to work. We're working to achieve 100 of the performance goal.

Net Promoter Score (NPS) poses the question how likely would recommend RTA service to friends and family. A score of 9-10 equates a great experience. They are defined as promoters. A 7-8 score is passive. A 0-6 score equates to a negative experience. They are called detractors. The percentage of promoters minus detractors equals the NPS. This method has been developed by the Harvard Business School. The goal for Customer Experience is to increase the NPS by 5% to get to 26%. The baseline is 25% across all modes based on ridership. For Community Value the baseline is 90. The goal is to increase by 10% to achieve 100. We are on track with Financial Sustainability at \$0 deficits. A 10% improvement for Employee Engagement would get us to the -2% goal.

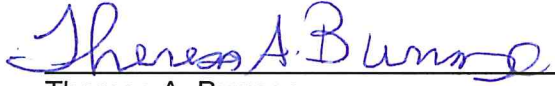
The industry sample average for NPS is 35. RTA is at 25%. We have work to do to catch up with our peers. The community's perception of the value RTA delivers is 81.2% which is very positive compared to 81% from our peers. They don't use the service, but they recognize the value of RTA to the region. The employee development promotor score of our peers at -22 is not doing as well as RTA at -2.5. Satisfaction from customers is 84% compared to 79% sampled average, but the outcome we desire is our customers recommendation of our service. How do we make them fans of our mission of connecting the community? The impression of our on-time performance (OTP) is 77% compared to the industry average of 68%. Operator courtesy is 72% which is 5% below the industry standard of 77%. Vehicle cleanliness is 58% which is 11% lower than the 69% industry standard. So, there is work to be done. The first wave of improvement is on fixed bus, BRT and Rail which all cited cleanliness and safety.

Ms. Pellot asked if the industry samples are comparable to RTA. Mr. Bingaman said they do match up peer agencies that provide same services and that are in major metropolitan areas. Ms. McCall suggested the Board get the reports ahead of time since there was so much to digest. She also requested an executive summary. She asked if there could be a short presentation on this at the upcoming Board Retreat. This is a great blueprint at the Board level to help them guide from a policy point of view. Ms. Birdsong thanked the Board for acknowledging the work. This is needed for RTA to be a player in the world. The year-end report will show a good idea of where we are as an agency. Ms. Welch asked where the sample data and the audience came from and if any of the key driver analysis is broken up by spaces in the region and different neighborhoods. Mr. Bingham said he doesn't believe it's broken up by geography. The customer survey was completed in the field by a 3<sup>rd</sup>

party. The random sample is every 5<sup>th</sup> customer by route, by ridership across all modes to ensure a proportionate response. The community value survey sample is weighted to ensure it represents the community by race, age, gender, and ethnicity.

Ms. Walker-Minor added that a total of 1,200 people were surveyed for the customer survey across four modes. The 3<sup>rd</sup> party surveyed over a 10-day period. They were trained on the tool and language. The customer survey will be conducted quarterly. The community survey will be conducted on a semi-annual basis. The three highest concerns from the customer were safety, cleanliness, and customer service. The highest concerns from the community survey were safety, expansion, valuable and accessibility for low income and ADA community to increase transportation access. We are moving forward with the Transit Ambassador program for visibility and perception for safety. Ms. Duarte agrees this is a great tool. She asked how we are doing with employee engagement. On page 20, list items that are attached to how our employees are engaged, retained, attracted, and promoted. She looks forward to making this a best practice. Dr. Caver said we have an internal employee engagement survey. The team is being charged with engaging employees so they can deliver to the customers. She asked if the employees look like the people we are serving. Can they speak the same languages? She asks who is being promoted. Is it diverse and equitable? There is a lot of room for growth. Ms. Birdsong added that the Board will receive updates on the scorecards later this week. Workforce and hiring are included in the Board Retreat agenda.

  
Rajan D. Gautam  
Secretary/Treasurer

  
Theresa A. Burrage  
Executive Assistant

