RTA Board and Committee Meetings

Tuesday, May 24, 2022
Organizational, Services & Performance Monitoring Committee

Chair: Mayor Anthony D. Biasiotta
Quarterly Management Report

May 24, 2022
Board of Trustees
General Fund – 1st Quarter

• Routine Revenues: 13.3% higher than Budget (not including reimbursements)
  • Passenger Fares – up 36.4%
  • Sales & Use Tax – up 10.4%

• Operating Expenses: 9.1% lower than budget
  • Total personnel costs: 7.2% lower than budget
    • Health Care expenses $3.3 million lower than budget
General Fund – 1st Quarter

- Transfers to Other Funds
  - Transfers made in April
    - $10.9 million in Rolling Stock Reserve
    - $40.2 million in Capital Improvement Fund
    - $2.5 million to Insurance Fund
Questions
Agenda

Performance Management Cadence

Path to Success: FY22

Q1 Organizational Results

Organizational Tactics

Quarterly Reporting Cadence and Schedule
### Performance Management Cadence

<table>
<thead>
<tr>
<th>RESULTS</th>
<th>ACTIVITIES</th>
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<th>ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>Q4 Quarterly Metrics Review</td>
<td>Feb</td>
<td>Q1 Quarterly Metrics Review</td>
<td>Mar</td>
<td>Community Survey Complete</td>
</tr>
<tr>
<td>Apr</td>
<td>Customer Survey Complete</td>
<td>May</td>
<td>Customer Survey Proposed</td>
<td>Jun</td>
<td>Q2 Quarterly Metrics Review</td>
</tr>
<tr>
<td></td>
<td>Information Systems (Surveys) Key</td>
<td>Jul</td>
<td></td>
<td>Aug</td>
<td>Q3 Quarterly Metrics Review</td>
</tr>
<tr>
<td>Sep</td>
<td>We are here</td>
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<td>Oct</td>
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<td>Nov</td>
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<td>Dec</td>
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Path to Success: FY22
MISSION WHY WE EXIST

Connecting the Community.

VISION WHAT WE STRIVE FOR

Leading the delivery of safe and creative mobility solutions and community connections.
We are focused on OUTCOMES.

We don’t measure activity...

...we measure and monitor METRICS that MATTER.

We track our progress to deliver the OUTCOMES.
## Organizational Success Outcomes

<table>
<thead>
<tr>
<th>Success Outcomes</th>
<th>Metric</th>
<th>Information System</th>
<th>Success Definition</th>
<th>Performance Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customer Experience</strong></td>
<td>Net Promoter Score</td>
<td>Customer Survey</td>
<td>5% improvement in Net Promoter Score over baseline</td>
<td>26% NPS (-100 to 100 scale)</td>
</tr>
<tr>
<td><strong>Community Value</strong></td>
<td>Community Value Score</td>
<td>Community Survey &amp; Data</td>
<td>10% improvement in community value score over baseline</td>
<td>100</td>
</tr>
<tr>
<td><strong>Financial Sustainability</strong></td>
<td>Operating &amp; Capital Performance</td>
<td>Financial Reporting</td>
<td>$0 deficit for the Available Ending Balances shown on three-year budget projections while reducing the amount of Unfunded Capital Projects by $10 million each year ($10 million INCLUDES the transfer to the Rail Car Reserve Fund)</td>
<td>$0 deficit</td>
</tr>
<tr>
<td><strong>Employee Engagement</strong></td>
<td>Employee Engagement</td>
<td>Employee Engagement Survey</td>
<td>10% improvement over baseline</td>
<td>-2% eNPS (-100 to 100 scale)</td>
</tr>
<tr>
<td><strong>OVERALL TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td>100</td>
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</table>
Net Promoter Score (NPS)

Definition

NPS poses the ultimate question:
“How likely would you be to recommend using RTA services to a friend or family member?”

NPS values can range from -100 to +100. The higher the value of NPS, the more likely customer are to recommend RTA.
Q1 Organizational Results
## Organizational Success Outcomes

**Bringing the Information Systems to Life**

<table>
<thead>
<tr>
<th>Success Outcomes</th>
<th>FY22 Outcome Definition</th>
<th>Performance Goal</th>
<th>Q1 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customer Experience</strong></td>
<td>5% improvement in Net Promoter Score over baseline</td>
<td>26%</td>
<td><strong>25%</strong> Baseline NPS established through first wave of customer surveys (Fixed Route Bus, BRT, Rail, Paratransit)</td>
</tr>
<tr>
<td><strong>Community Value</strong></td>
<td>10% improvement in community value score over baseline</td>
<td>100</td>
<td><strong>90</strong> Baseline score established through first wave of community survey.</td>
</tr>
<tr>
<td><strong>Financial Sustainability</strong></td>
<td>$0 deficit for the Available Ending Balances shown on three-year budget projections while reducing the amount of Unfunded Capital Projects by $10 million each year ($10 million INCLUDES the transfer to the Rail Car Reserve Fund)</td>
<td>$0 deficit</td>
<td>On track to deliver.</td>
</tr>
<tr>
<td><strong>Employee Engagement</strong></td>
<td>10% improvement over baseline</td>
<td>-2%</td>
<td><strong>-2.5%</strong> Baseline employee engagement Net Promoter Score established through first wave of employee surveys</td>
</tr>
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Organizational Performance

Peer Benchmarking*

Benchmarking Success Measures

- Customer NPS: 25% (GCRTA) vs. 35% (Sampled National Average or Peer Comparison)
- Community Perception of Value: 81.2% (GCRTA) vs. 81% (Sampled National Average or Peer Comparison)
- eNPS: -2.5% (GCRTA) vs. -22% (Sampled National Average or Peer Comparison)

Criteria used to identify peer agencies:
- Service area type (urban/rural)
- Service Modes (bus/rail/DR)
- Urban area population
- Operating Budget
- Other demographics

Greater Cleveland Regional Transit Authority
Organizational Scorecard Q1

Industry Benchmarking and Key Performance Drivers

Industry Comparison: Customer Impression

- Customer NPS: 25% (GCRTA) vs. 35% (Sampled Average)
- Customer Satisfaction with RTA Services: 84% (GCRTA) vs. 79% (Sampled Average)
- OTP - Impression: 77% (GCRTA) vs. 68% (Sampled Average)
- Operator Courtesy - Impression: 72% (GCRTA) vs. 77% (Sampled Average)
- Vehicle Cleanliness - Impression: 58% (GCRTA) vs. 69% (Sampled Average)
Organizational Tactics 2022
Making data-driven decisions…

<table>
<thead>
<tr>
<th>Key Areas of Opportunity – Wave 1</th>
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<tbody>
<tr>
<td><strong>Fixed Route Bus</strong></td>
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<tr>
<td>On-Time Performance</td>
</tr>
<tr>
<td>Operator Helpfulness and Courtesy</td>
</tr>
<tr>
<td>Vehicle Cleanliness</td>
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<td>Safety Waiting for the Bus</td>
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Quarterly Reporting Cadence and Schedule

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Begins</th>
<th>Ends</th>
<th>Leadership Reporting</th>
<th>Leadership Reports Performance Results to Board*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2022</td>
<td>Jan 1</td>
<td>Mar 31</td>
<td>Apr 28</td>
<td>May 24</td>
</tr>
<tr>
<td>Q2 2022</td>
<td>Apr 1</td>
<td>Jun 30</td>
<td>July 28</td>
<td>Aug 16 - 23</td>
</tr>
<tr>
<td>Q3 2022</td>
<td>Jul 1</td>
<td>Sep 30</td>
<td>Oct 21</td>
<td>Nov 7 - 18</td>
</tr>
<tr>
<td>Q4 2022</td>
<td>Oct 1</td>
<td>Dec 31</td>
<td>Jan 27</td>
<td>Feb 14 - 21</td>
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*These are proposed dates based on current Tuesday Board Meeting cadence. No Board Q4 results presentation due to incomplete information systems.
Questions?
Audit, Safety Compliance & Real Estate Committee
Chair: Mayor Paul A. Koomar
Public Comments – Agenda Items

- In person

- Phone: 440-276-4600

- Form at [www.riderta.com/events](http://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

May 2022
May 2022 New Hires

Christopher Anderson
Operator

Pamela Black
Operator

Margaret Colon-Ramos
Talent Acquisition Business Partner

Samuel Davis
Operator

Al Edwards
Operator

Lynda Evans
Talent Acquisition Business Partner

Gail Fisher
HRIS Manager

Horrace Foster
Operator

Zamir Gardner
Operator

Greater Cleveland Regional Transit Authority
May 2022 New Hires

Shawn Stamper  
Operator

Robert Walker  
Operator
May 2022 Promotions

Christopher Anderson
Sergeant

Robert Cummings
Sergeant

Khisa Hudson
Lieutenant

Timothy Hassing
Sergeant

Grant Kersh
Construction Engineer

Robert Fleig
Public Information Officer
May 2022 Promotions

Richard Kopp
Lieutenant

George Schrieiner
Lieutenant

Charles Wilson
Lieutenant
Economic Conditions

Unemployment Rate (%)

- Cuyahoga County
- Ohio
- US

Greater Cleveland Regional Transit Authority
Economic Conditions

Employment
5 Largest MSAs in Ohio

Greater Cleveland Regional Transit Authority
Ridership

Ridership by Month
2019 through 2022
(in Millions)

YTD: 2022 vs. 2021
16.1%

YTD Ridership
Through April
(in millions)
Apr 2019: 10.5
Apr 2020: 7.5
Apr 2021: 4.8
Apr 2022: 5.6

Greater Cleveland Regional Transit Authority
RTA
Passenger Fares

2019, 2020, 2021, and 2022

YTD Variance (2022 v. 2021) 22.0%

Greater Cleveland Regional Transit Authority
Sales Tax

Sales & Use Tax
2019, 2020, 2021 and 2022

YTD Variance (2022 vs. 2021)
10.8%

YTD through May:
- Motor vehicles/water craft +7.3%
- On-Line sales +13.3%
- Regular/State wide sales +7.3%

Greater Cleveland Regional Transit Authority
Questions
General Manager, CEO Report

Tuesday, May 24, 2022
General Manager, CEO Report

Tuesday, May 24, 2022

Greater Cleveland Regional Transit Authority
Secretary of Transportation visit to TRI-C Innovation Center/GCRTA Job Hub
May 5, 2022

- Transportation Innovation Center/GCRTA Job Hub Tour:
  - Dr. Alex Johnson, President Cleveland Community College
  - Pete Buttigieg, U.S. Secretary of Transportation
  - Shontel Brown, U.S. Congresswoman, Ohio’s 11th District
  - India Birdsong, GCRTA General Manager, Chief Executive Officer

- Town Hall Meeting:
  - Facilitated by India Birdsong
  - GCRTA Student Operators & Trainer
  - 70-80 participants in the audience
  - Photo opportunity with visiting guests

- HealthLine Bus
  - Showcase newest CNG fueled vehicle

- Secretary Buttigieg was Highly Focused on Workforce
  - The IIJA funding is the largest and most transformative infusion of public transit funding.
GCRTA Transit Police Promotion Ceremony

- May 19, 2022 | 10:00 a.m. – 11:00 a.m. | Main Office Board Room
- Hosted by Chief Deirdre R. Jones, MPA
- Welcome Remarks:
  - Rev. Charles P. Lucas, Board President, India L. Birdsong, General Manager, Chief Executive Officer, & Floun’say Caver, Ph.D., Chief Operating Officer
- Promotions to the Rank of Sergeant, Lieutenant, Commander & Deputy Chief
Plain Dealer/Cleveland.com Mentoring Monday

• April 25, 2022 | 8:00 - 11:30 a.m. | Hosted at the cleveland.com and The Plain Dealer offices
• Mentoring Monday brings hundreds of women together and creates an atmosphere of women meeting, engaging, and learning from one another
• Round Table Discussions & Panel Conversation: Female Leadership
• Intuitive Leadership: Tapping Into Your Personal Power - India Birdsong, General Manager and CEO of Greater Cleveland RTA
RTA Hiring Event at Graffiti HeArt
RTA Hiring Event at Graffiti HeArt

- Graffiti HeArt hosted their 1st GCRTA hiring event.
- 110 participants sought out employment opportunities including bus operator, mechanic, transit ambassador, hostler, janitor and laborer.
RTA Hiring Event at Graffiti HeArt

RTA & Ohio Technical College

• Cardell Jones, Assistant Equipment Manager and Ohio Technical College (OTC) graduate, spoke with three of the OTC mechanic classes due to graduate between 2022-2023.

• Mechanic students from OTC and job fair applicants participated in our mechanical aptitude testing throughout the day.
RTA Hiring Event at Graffiti HeArt

- Computers made available for participants to apply online
- Assessments for various openings provided onsite.
- Applicable follow-up written and performance testing and/or interviews being scheduled.
RTA Hiring Event at Graffiti HeArt
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Greater Cleveland Regional Transit Authority
RTA Hiring Event at Graffiti HeArt
RTA Hiring Event at Graffiti HeArt
Our HR Team!
Board Member Luz N. Pellot

We are very **appreciative** of Board Member Luz N. Pellot for opening up her community location to us.

#OneRTA
#ConnectingtheCommunity
New Board Member – Lauren R. Welch

- Appointed by City of Cleveland Mayor Justin M. Bibb
- Appointed to a three-year term ending March 3, 2025
- Ms. Welch currently serves as the Assistant Director of Communications at Say Yes Cleveland
- She is the founder of Laurel Cadence, a marketing and advocacy firm and brings over 15 years of expertise in marketing, communications and advocacy
- She is a City of Cleveland resident and public transit rider
The Transiteers were a group of CTS/RTA operators who performed around town and recorded music in the 1960’s & 1970’s.

On May 14, 2022, a ceremony was held at the Cleveland History Center to mark the opening of an exhibit dedicated to the Transiteers.

- Board President, Rev. Charles P. Lucas, attended and spoke at the ceremony.
- The exhibit, open through August 1, 2022, includes memorabilia, and a uniform from that era and can be viewed at the Cleveland History Center.
- The trolley uniform was provided by current RTA operator, Angelo Reese.
Transiteers event/Exhibit

Join us for our newest exhibit showcasing the Transiteers! Severne Gainer and a group of Cleveland Transit System employees formed an a cappella chorus, the Transiteers, in 1962. This exhibit explores their work of song and philanthropy alongside a brief history of Cleveland’s transit system.

Opening May 14th in the Community History Gallery at the Cleveland History Center. This exhibit is available with general admission. Plan your visit at www.wrhs.org
GCRTA Executive Retreat

- May 18, 2022 | 8:30 a.m. – 6:00 p.m. | Hosted at Tri-C Corporate College
- Platinum Rule & Behavioral Styles
- Identifying Priorities – Breakout Sessions
- Problem Solving and Brainstorming
- Action Planning: Communication Charter – Ambassadors for Change
- Teambuilding Activity - Building Bikes for Tikes
RTA Receives WTS Award – Employer of the Year

• WTS International Announces 2022 Recognition Award Winners, Transportation leaders and organizations honored for outstanding innovation and leadership within the industry.

• 2022 WTS International Annual Conference in Seattle, Washington.

• Employer of the Year - [Greater Cleveland Regional Transit Authority](#)

• Recognition of organizations that demonstrate a commitment to the mission of WTS through structures, initiatives, and programs that advance women’s careers.
RTA Receives WTS Award – Thank You Video
Public Comments

• In person

• Phone: 440-276-4600

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