RTA Board and Committee Meetings

Tuesday, August 23, 2022
Organizational, Services & Performance Monitoring Committee

Chair: Mayor Anthony D. Biasiotta
Quarterly Report

August 23, 2022
Board of Trustees

Greater Cleveland Regional Transit Authority
General Fund – 2nd Quarter

• Routine Revenues: 9.2% higher than Budget (not including reimbursements)
  • Passenger Fares – up 18.2%
  • Sales & Use Tax – up 7.9%

• Operating Expenses: 6.2% lower than budget
  • Total personnel costs: 4.5% lower than budget
    • Health Care expenses $3.8 million lower than budget
General Fund – 2\textsuperscript{nd} Quarter

• Transfers to Other Funds
  • Transfers made through June
    • $10.9 million to Rolling Stock Reserve
    • $40.2 million to Capital Improvement Fund
    • $2.7 million to Bond Retirement Fund
    • $2.5 million to Insurance Fund
Questions
Agenda

Performance Management Cadence

Path to Success: FY22

Q2 Organizational Results

Organizational Tactics

Quarterly Reporting Cadence and Schedule
Performance Management Cadence

<table>
<thead>
<tr>
<th>RESULTS</th>
<th>ACTIVITIES</th>
<th>RESULTS</th>
<th>ACTIVITIES</th>
<th>RESULTS</th>
<th>ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>Q4 Quarterly Metrics Review</td>
<td>Feb</td>
<td></td>
<td>Mar</td>
<td></td>
</tr>
<tr>
<td>Apr</td>
<td>Q1 Quarterly Metrics Review</td>
<td>Apr</td>
<td></td>
<td>May</td>
<td></td>
</tr>
<tr>
<td>May</td>
<td>Q2 Quarterly Metrics Review</td>
<td>Jun</td>
<td></td>
<td>Jul</td>
<td></td>
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<tr>
<td>Jun</td>
<td></td>
<td>Aug</td>
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<td>Sep</td>
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<td>Sep</td>
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<td>Oct</td>
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<td>Nov</td>
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<tr>
<td>Nov</td>
<td></td>
<td>Dec</td>
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</tbody>
</table>

Information Systems (Surveys) Key
- ▲ Customer Survey Complete / In Progress
- ▲ Customer Survey Proposed
- △ Community Survey Complete
- △ Community Survey Proposed

We are here
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>Customer Experience</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>Community Value</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>Financial Sustainability</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>Employee Engagement</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>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>35</strong></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>30</strong></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>25</strong></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>10</strong></td>
<td></td>
</tr>
<tr>
<td><strong>OVERALL TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>100</strong></td>
<td></td>
</tr>
</tbody>
</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.

<table>
<thead>
<tr>
<th>Organization</th>
<th>NPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costco</td>
<td>79%</td>
</tr>
<tr>
<td>Disney</td>
<td>50%</td>
</tr>
<tr>
<td>Transit Agencies</td>
<td>35%</td>
</tr>
<tr>
<td>Airlines</td>
<td>23%</td>
</tr>
<tr>
<td>Car Rental Agencies</td>
<td>18%</td>
</tr>
<tr>
<td>Internet Service Providers</td>
<td>5%</td>
</tr>
</tbody>
</table>

Greater Cleveland Regional Transit Authority
Q2 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>Q2 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>13%</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Baseline NPS established 25% 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></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>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></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Baseline employee engagement Net Promoter Score established through first wave of employee surveys</td>
</tr>
</tbody>
</table>
Organizational Performance

Peer Benchmarking*

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

Benchmarking Success Measures

- Customer NPS:
  - GCRTA - Wave 1: 25%
  - GCRTA - Wave 2: 13%

- Community Perception of Value:
  - 81.2%

- eNPS:
  - 81%
  - Sampled National Average or Peer Comparison: 22%

Greater Cleveland Regional Transit Authority
Organizational Scorecard Q1

Industry Benchmarking and Key Performance Drivers

Industry Comparison: Customer Impression

- Customer NPS: 25% (GCRTA - W1), 13% (GCRTA - W2), 35% (Sampled Average)
- Customer Satisfaction with RTA Services: 84% (GCRTA - W1), 74% (GCRTA - W2), 79% (Sampled Average)
- OTP - Impression: 77% (GCRTA - W1), 69% (GCRTA - W2), 68% (Sampled Average)
- Operator Courtesy - Impression: 72% (GCRTA - W1), 66% (GCRTA - W2), 77% (Sampled Average)
- Vehicle Cleanliness - Impression: 58% (GCRTA - W1), 42% (GCRTA - W2), 69% (Sampled Average)
Q2 Organizational Tactics
Organizational Tactics 2022
Making data-driven decisions …

<table>
<thead>
<tr>
<th>Key Areas of Opportunity – Wave 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed Route Bus</strong></td>
</tr>
<tr>
<td>On-Time Performance</td>
</tr>
<tr>
<td>Vehicle Cleanliness</td>
</tr>
<tr>
<td>Safety on the Bus</td>
</tr>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>Fare price</td>
</tr>
</tbody>
</table>

Focus remains on vehicle cleanliness & security waiting for and riding vehicles.

Greater Cleveland Regional Transit Authority
Organizational Tactics 2022

Three areas of Focus

- **Clean**
  - Rail cars intraday cleanings at Windemere Station
  - Increasing manpower for bus cleaners
  - Decreasing days between interior cleans
  - Quality Assurance program implemented

- **Safety**
  - Transit Ambassadors Program
  - Increased police visibility at hot spots (using GIS data)
  - Continued use of camera technology

- **On-Time**
  - Current actual OTP is 84%
  - Continue to review route data to address issues
  - Working to improve perception of OTP (68%) with actual results

Greater Cleveland Regional Transit Authority
Organizational Scorecard 2022

RTA earned 90 out of 100 points in Q2 FY22.

<table>
<thead>
<tr>
<th>Success Outcomes</th>
<th>Goal Points</th>
<th>Points Earned</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>Customer Experience</td>
<td>35</td>
<td>32.3</td>
</tr>
<tr>
<td>Community Value</td>
<td>30</td>
<td>27.1</td>
</tr>
<tr>
<td>Financial Sustainability</td>
<td>25</td>
<td>14.8</td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100</td>
<td>83.2</td>
</tr>
</tbody>
</table>
RTA earned 24 out of 35 points in Customer Experience.

<table>
<thead>
<tr>
<th>Success Outcomes</th>
<th>Metric</th>
<th>FY2022 Performance Goals</th>
<th>Owner</th>
<th>Goal Points</th>
<th>Q1 2022</th>
<th>Q2 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Actual Results</td>
<td>Points Earned</td>
<td>Actual Results</td>
</tr>
<tr>
<td>Customer Experience</td>
<td>Net Promoter Score</td>
<td>26%</td>
<td>I. Birdsong</td>
<td>13</td>
<td>25%</td>
<td>12.4</td>
</tr>
<tr>
<td></td>
<td>Overall Customer Satisfaction</td>
<td>88%</td>
<td>I. Birdsong</td>
<td>8</td>
<td>84%</td>
<td>7.6</td>
</tr>
<tr>
<td></td>
<td>On-Time Performance - Impression</td>
<td>85%</td>
<td>F. Caver</td>
<td>3.5</td>
<td>77%</td>
<td>3.2</td>
</tr>
<tr>
<td></td>
<td>On-Time Performance - Actual</td>
<td>85%</td>
<td>F. Caver</td>
<td>3.5</td>
<td>84%</td>
<td>3.4</td>
</tr>
<tr>
<td></td>
<td>Safety - Impression</td>
<td>85%</td>
<td>S. King-Benford*</td>
<td>2</td>
<td>81%</td>
<td>1.9</td>
</tr>
<tr>
<td></td>
<td>Safety - Actual</td>
<td>70%</td>
<td>S. King-Benford*</td>
<td>2</td>
<td>43%</td>
<td>1.2</td>
</tr>
<tr>
<td></td>
<td>Operator Courtesy - Impression</td>
<td>76%</td>
<td>F. Caver</td>
<td>1.5</td>
<td>72%</td>
<td>1.4</td>
</tr>
<tr>
<td></td>
<td>Vehicle Cleanliness - Impression</td>
<td>70%</td>
<td>F. Caver</td>
<td>1.5</td>
<td>58%</td>
<td>1.2</td>
</tr>
</tbody>
</table>

|                  |                               |                           |              | Actual Results | Points Earned | Actual Results | Points Earned |
|                  |                               |                           |              | Q1 2022         | Q2 2022       | Q1 2022         | Q2 2022       |
|                  |                               |                           | 35            |               | 32.3          | 24.1          |           |
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>
</tr>
</tbody>
</table>

*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

• 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
Committee Reports

Ad Hoc Committee Reports
New Hires and Promotions

August 2022
August 2022 New Hires

Matthew Watts
Operator

Lucy Hammond
Operator

DaVeone Young
Operator

Tasha Raum
Operator

Alton Kerley
Janitor

Dalonzo Carey
Laborer

Brittany Williams
Crisis Intervention
Specialist

Xenia Baeder
Crisis Intervention
Specialist
August 2022 New Hires

Tory Blevins
Transit Ambassador

Ebony Allen
Transit Ambassador

Kimberley King
Transit Ambassador

Janice Brooks
Transit Ambassador

Terence Jackson
Transit Ambassador

Greater Cleveland Regional Transit Authority
August 2022 Promotions

Janet E. Burney
DGM – Legal Affairs
Division

Greater Cleveland Regional Transit Authority
Resolutions
Secretary/Treasurer Update

August 23, 2022

Board of Trustees
Economic Conditions

Unemployment Rate (%)

Greater Cleveland Regional Transit Authority
Economic Conditions

Ohio MSA Unemployment Rate (%)

- Cleveland MSA
- Toledo MSA
- Columbus MSA
- Dayton MSA
- Cincinnati MSA

Greater Cleveland Regional Transit Authority
Ridership

Ridership by Month
2019 through 2022
(in Millions)

YTD Ridership Through July (in millions)
July 2019: 18.4
July 2020: 10.9
July 2021: 8.6
July 2022: 10.3

YTD: 2022 vs. 2021 18.8%

Greater Cleveland Regional Transit Authority
Sales Tax

YTD through August:

Motor vehicles/water craft +9.2%

On-Line sales +19.8%

Regular/State wide sales +9.5%
Questions
ODOT SFY 2023 Grant Awards

- Ohio Transit Partnership Program (OTP2)
  - $8.0 million for Rail Car Replacement Program
- Urban Transit Program (UTP)
  - $3.5 million for Bus Improvement Program
GCRTA Positive Impact Program (PIP)

• PIP provides seasoned operators the opportunity to share their knowledge and skills with new operators
• Four recognition ceremonies were held honoring the mentors and mentees
  – August 9, 2022 | Rail District Ceremony
  – August 10, 2022 | Triskett District Ceremony
  – August 11, 2022 | Paratransit District Ceremony
  – August 12, 2022 | Hayden District Ceremony
52\textsuperscript{nd} Annual Puerto Rican Parade of Greater Cleveland

- August 7, 2022 | Parade Kick-off at 11:00 a.m. and proceeded to Roberto Clemente Park
- GCRTA employees, family members, friends and Board of Trustees participated
“The Man Who Walks Through Walls”

• August 12, 2022 | The Cuyahoga River Viaduct Bridge
• French stencil artist Blek Le Rat creates his world-renowned piece on one of the bridge’s piers near Merwin’s Wharf restaurant
• Special thanks to Graffiti HeArt
GCRTA Touch a Truck Event

- August 14, 2022 | Downtown Public Square from 10:00am – 2:00pm
- Hosted by GCRTA Transit Police and Rail District
- Various RTA vehicles displayed for kids to touch and explore
- Transit Police Operation KidWatch onsite providing IDs
2022 GCRTA Rail Rodeo

• August 13, 2022 | Rail District: 7:00am – 1:30pm
• Competitive events by Rail Operators, Power & Way & Rail Equipment Employees
• Transit Police Operation KidWatch onsite
• Congratulations to all the winners!
Corporate Challenge

Challenge runs May – July, 2022

- Competed against seven other large companies in Northeast Ohio
- Competed in softball, minigolf, sand volleyball, cornhole, skeeball, bowling, 10K relay run, tug of war, and carnival challenge games
- GCRTA placed 1st in skeeball and 2nd in tug of war
- Employees, family, and friends were welcome to participate
Human Rights Campaign (HRC) Annual Dinner

August 20, 2022 | Hilton, downtown Cleveland

• Chief Deirdre Jones was honored for her years of tremendous work and leadership on behalf of the Greater Cleveland region's LGBTQ+ community.
American Public Transportation Association (APTA)

July 30 – August 2, 2022 | Salt Lake City, UT
- Board Members Dr. Valarie J. McCall and Luz N. Pellot attended

- Dr. Valarie J. McCall – Presentation on Finding the Right CEO and CEO Performance Evaluations

- George Fields – Panel presentation on Lessons Learned and Best Practices in Addressing Workforce Shortages
Lean Six Sigma (LSS) at GCRTA

• Process improvement methodology that aims to reduce or eliminate waste and increase process efficiencies
• Tri-C Corporate College trains GCRTA employees
• Lean Ohio Boot Camp: introductory course
  • 31 employees completed since end of 2021
  • 24 to complete by end of 2022
• 11 employees recently earned Green Belt certification and 16 are working toward their Green Belt
• 4 employees recently earned Black Belt certification and 1 is working toward their Black Belt
EZfare Launch

June 12, 2022 | EZFare officially launched

- EZFare App
- Sync with Transit
- Retail Network for cash option
- HL validators (on-going)

Fare Collection Vision

**Short Term:**
- Replace RTA’s current mobile payment app
- Purchase and install ticket validators on vehicles
- Create a connected, regional fare system

**Long Term:**
While implementing the short term objectives
Evaluate the replacement of TVMs, CSKs and fareboxes

Greater Cleveland Regional Transit Authority

RTA
Public Comments

• In person

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