RTA Board and Committee Meetings

November 15, 2022

Greater Cleveland Regional Transit Authority

RTA

Operational Planning & Infrastructure Committee

Chair: Ms. Lauren R. Welch

2023 Service Management Plan

Presentation to

RTA Board of Trustees

Operational Planning & Infrastructure Committee
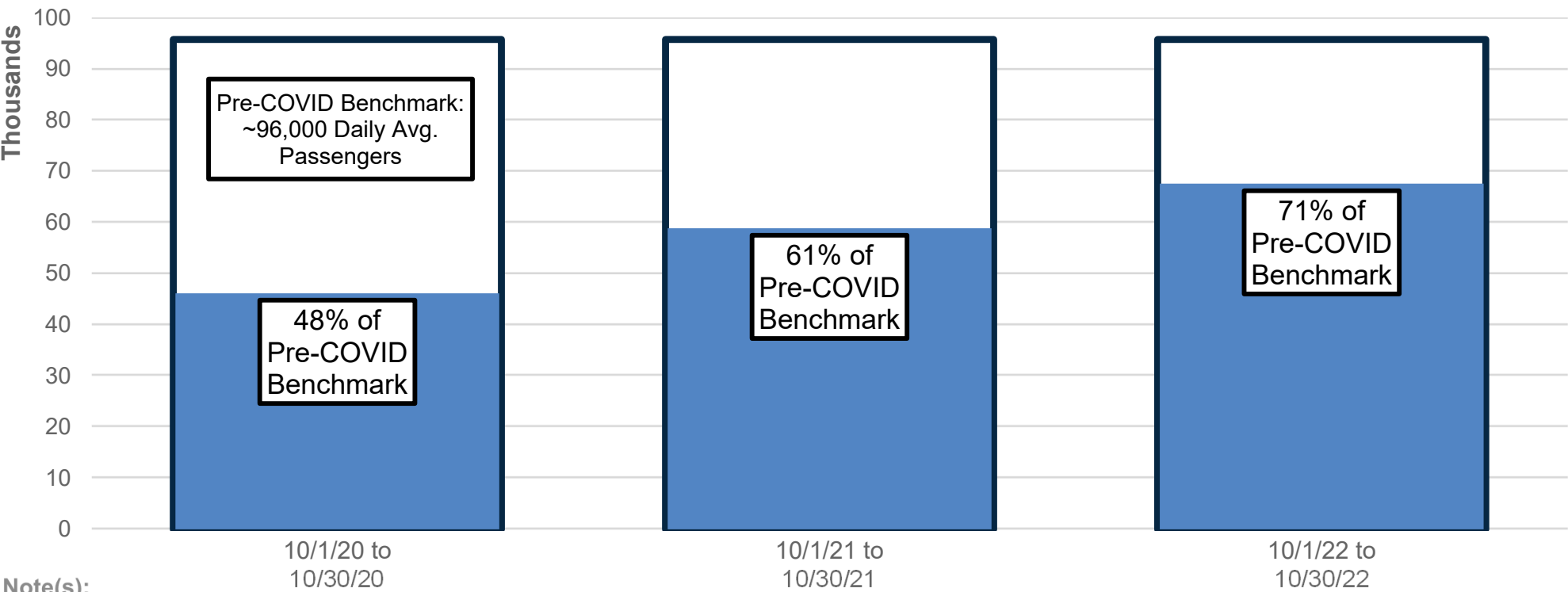
November 15, 2022

Overview

- The 2023 Service Management Plan (SMP) is aligned with the recommended 2023 budget
- The budget provides for the current service level to continue through 2023
- Per Board policy, the SMP reports current bus route performance and outlines plans for the coming year
- Ridership continues to recover from COVID-19
  - See charts on next slides

Greater Cleveland Regional Transit Authority

Weekday Average Daily Fixed-Route Ridership

October 1-30, 2020, 2021, and 2022 compared to Pre-COVID Benchmark Period (1/1/2020 - 3/8/2020)

Thousands (y-axis: 0 to 100)

Pre-COVID Benchmark: ~96,000 Daily Avg. Passengers

- 10/1/20 to 10/30/20: 48% of Pre-COVID Benchmark
- 10/1/21 to 10/30/21: 61% of Pre-COVID Benchmark
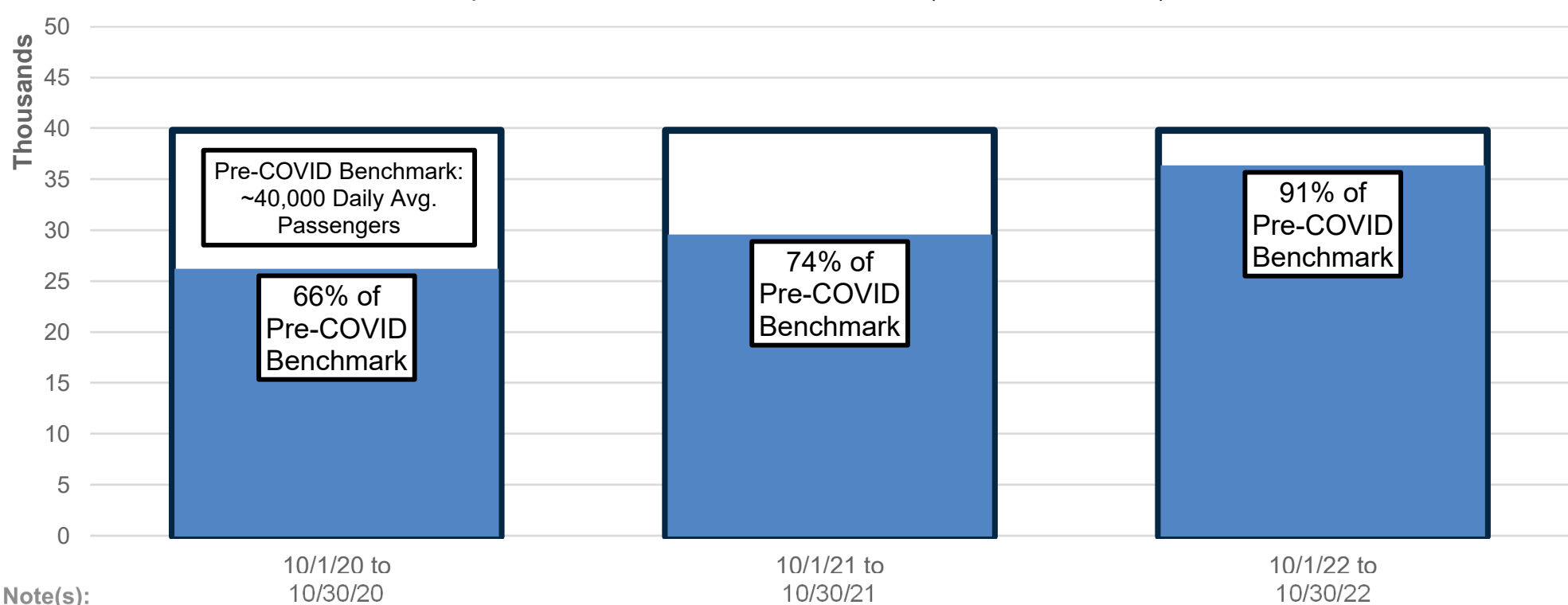- 10/1/22 to 10/30/22: 71% of Pre-COVID Benchmark

Note(s):
- Values from October 2020, 2021, and 2022 are displayed as a percentage of the Average Daily Fixed-Route Bus and Rail Ridership for Weekdays

Greater Cleveland Regional Transit Authority

RTA

Weekend Average Daily Fixed-Route Ridership

October 1-30, 2020, 2021, and 2022 compared to Pre-COVID Benchmark Period (1/1/2020 - 3/8/2020)

Thousands

Pre-COVID Benchmark: ~40,000 Daily Avg. Passengers

66% of Pre-COVID Benchmark

74% of Pre-COVID Benchmark

91% of Pre-COVID Benchmark

10/1/20 to 10/30/20

10/1/21 to 10/30/21

10/1/22 to 10/30/22

Note(s):
- Values from October 2020, 2021, and 2022 are displayed as a percentage of the Average Daily Fixed-Route Bus and Rail Ridership for Weekend days

Greater Cleveland Regional Transit Authority

Service Plans for 2023

- Continue monitoring NEXT GEN system performance
- Respond to building, road, bridge construction projects
- Provide temporary service for rail construction projects and major special events
- Improve bus stop safety and informational signs
- Improve transit waiting environments on priority corridors
- Continue to focus on service reliability

Greater Cleveland Regional Transit Authority

RTA

2022 Bus Route Performance Summary

- Service Management Plan details 41 routes
- 10 perform in lowest quartile of their route category
- Ridership and productivity are still growing
- When designed with community input, some routes will always have lower productivity

Questions?

Proposed FY 2023 Budget

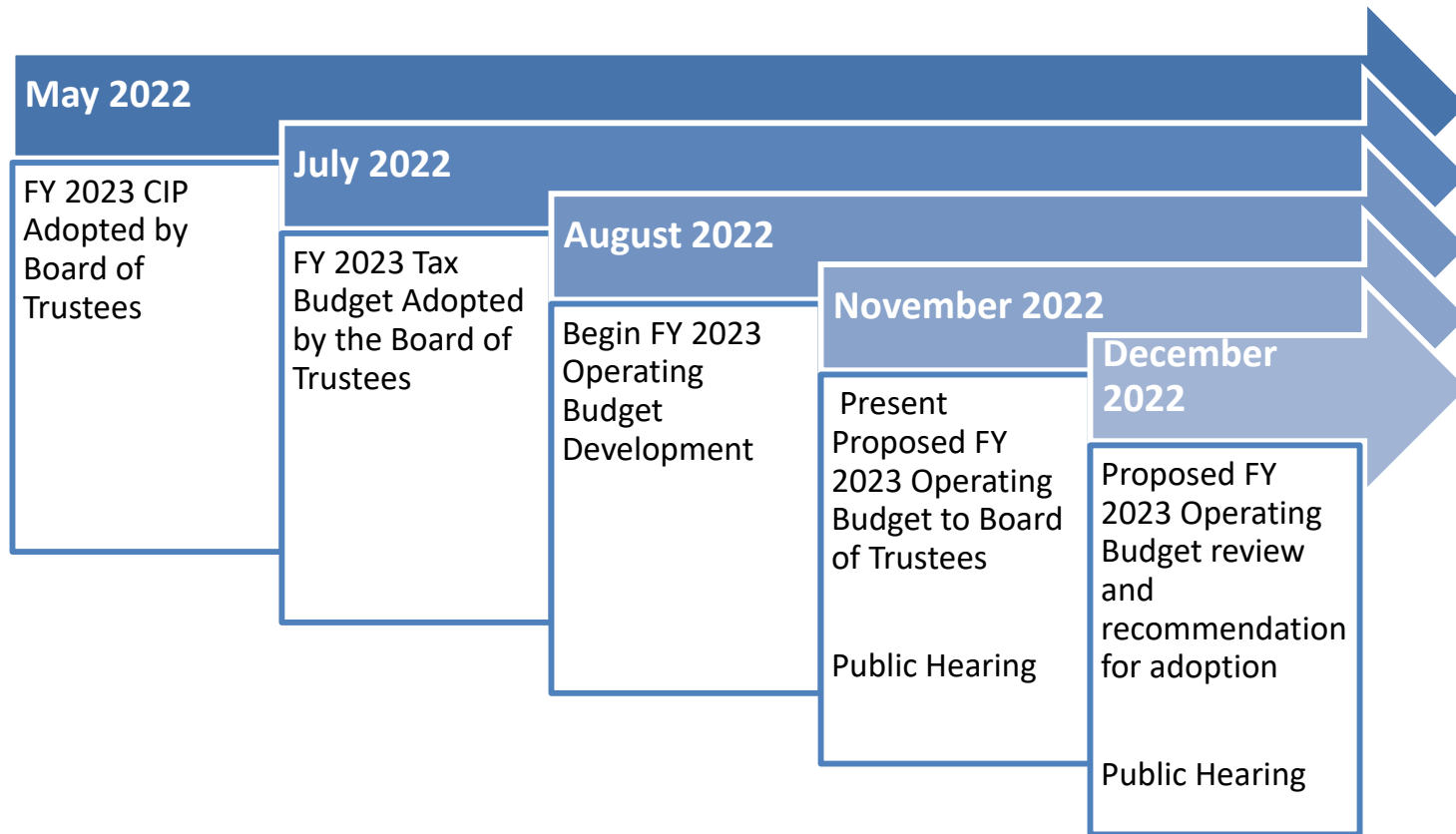## Operational Planning & Infrastructure Committee

November 15, 2022

Office of Management & Budget

Greater Cleveland Regional Transit Authority

Agenda

- Budget Schedule

- Economic Assumptions

- FY 2023 Proposed Budget

- Public Hearing

Greater Cleveland Regional Transit Authority RTA

FY 2023 Budget Schedule

May 2022

FY 2023 CIP Adopted by Board of Trustees

July 2022

FY 2023 Tax Budget Adopted by the Board of Trustees

August 2022

Begin FY 2023 Operating Budget Development

November 2022

Present Proposed FY 2023 Operating Budget to Board of Trustees

Public Hearing

December 2022

Proposed FY 2023 Operating Budget review and recommendation for adoption

Public Hearing

Greater Cleveland Regional Transit Authority

RTA

2023 Economic Assumptions

- Inflation   3.5% - 7.0%
- Interest Rates   3.5% - 4.5%
- Federal Assistance (Stimulus) $0 million
- Ridership   modest growth
- Service Levels   modest growth
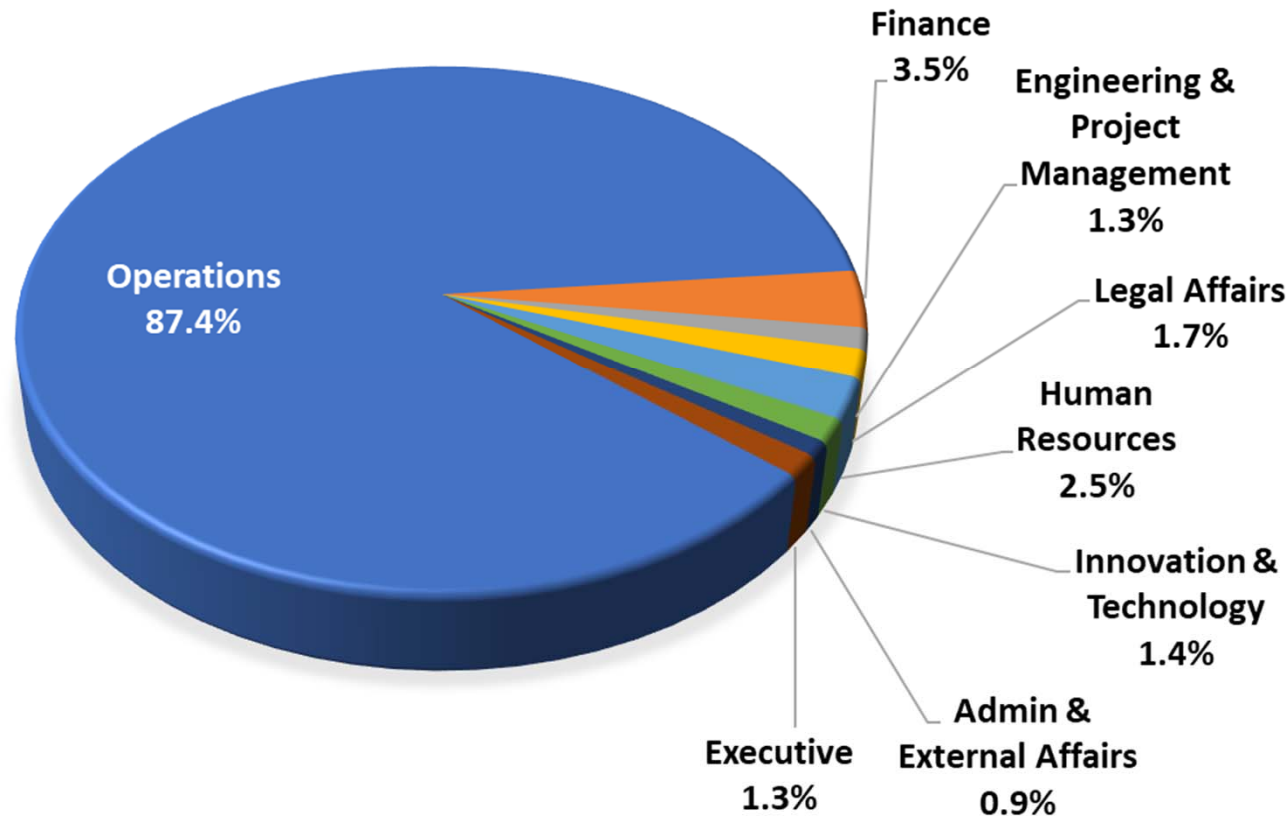- Sales Tax   modest growth
- Wage Increases   largely contractual

Greater Cleveland Regional Transit Authority

RTA

FY 2023 BUDGETED REVENUES

Passenger Fares 8.2%
Other Reimbursed Expenditures 1.3%
Advertising & Concessions 0.9%
Sales & Use Tax 86.4%
Preventive Maint. Reimbursement 0.3%
Investment Income 0.2%
Revenue Stabilization Subfund 2.2%
Other Revenue 0.5%

Greater Cleveland Regional Transit Authority
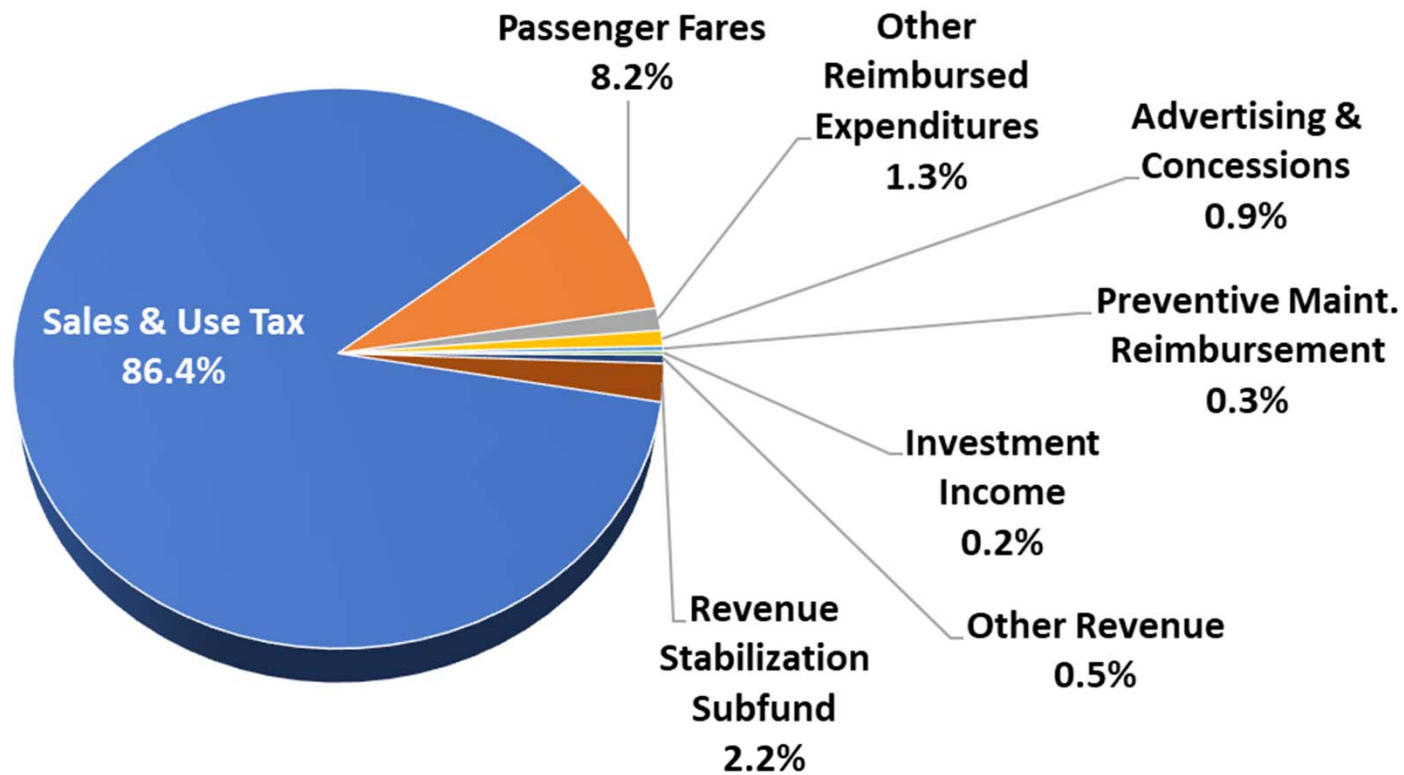
Revenues

(in Millions)	2021 Actual	2022 Estimate	Proposed 2023 Budget
Passenger Fares	$21.5	$24.2	$24.7
Sales & Use Tax	239.3	254.4	259.0
Reimbursed Expenditures	14.8	5.0	5.0
Advertising, Investment Income, Other	2.3	4.1	4.7
SubTotal	277.9	287.7	293.4
Federal Stimulus reimbursements	122.2	81.3	0.0
Revenue Stabilization Transfer	0.0	0.0	6.5
Total Revenue	$400.1	$369.0	$299.9

Greater Cleveland Regional Transit Authority

RTA

PROPOSED 2023 BUDGETED POSITIONS BY DIVISION

Budgeted Full-Time Equivalent (FTE) Positions

2,396.5

Greater Cleveland Regional Transit Authority

FY 2023 PROPOSED BUDGET EXPENDITURES

- Salaries and Overtime 48.4%
- Payroll Taxes and Fringes 17.5%
- Fuel 3.3%
- Utilities 1.3%
- Inventory 3.9%
- Services and Material & Supplies 7.6%
- Purchased Transportation 2.8%
- Other Expenditures 2.3%
- Transfers to Other Funds 12.9%

Greater Cleveland Regional Transit Authority
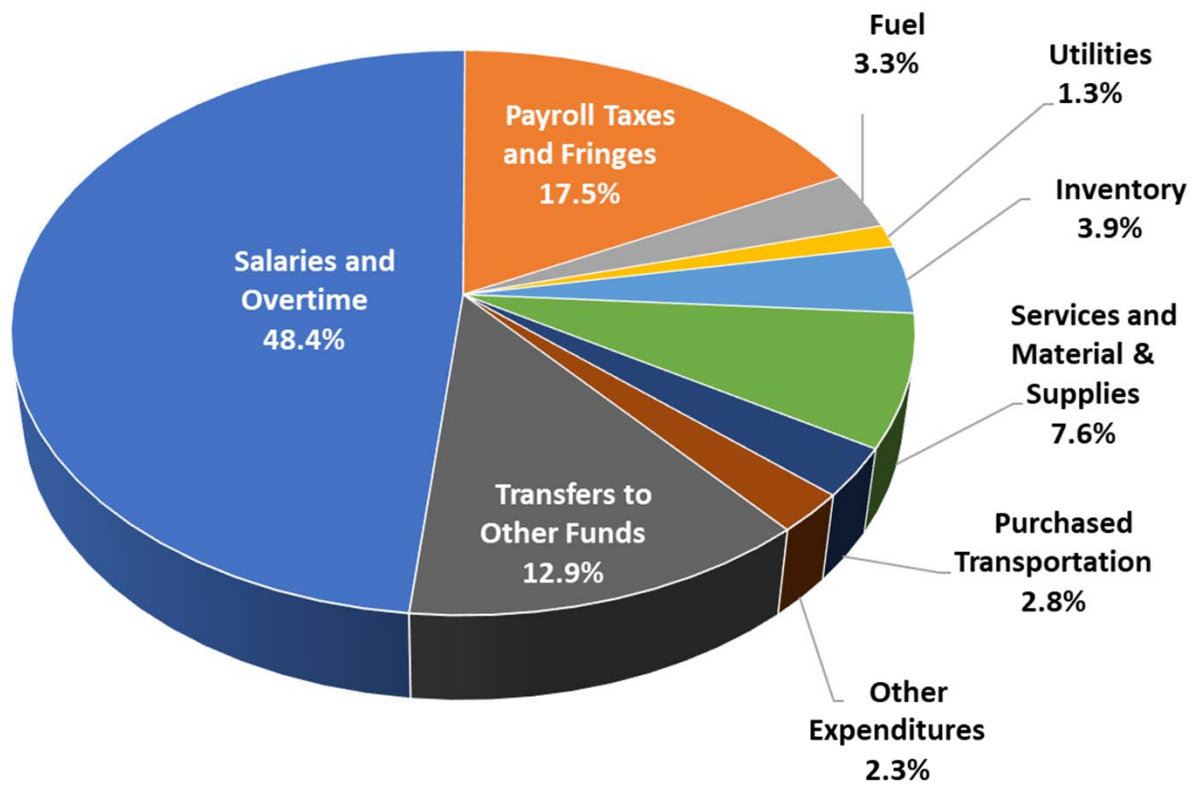
Expenditures

(in Millions)	2021 Actual	2022 Estimate	Proposed 2023 Budget
Payroll (Salaries, Overtime, Taxes, Fringes)	$197.6	$204.9	$213.7
Fuel & Utilities	12.8	13.3	14.9
Inventory	12.8	10.2	12.5
Services, Materials, Supplies	18.8	20.8	24.6
Purchased Transportation	9.3	8.1	9.2
Other Expenditures	6.0	5.5	7.5
Transfers	213.0	119.6	41.9
Total Expenditures	**$470.3**	**$382.4**	**$324.3**

Greater Cleveland Regional Transit Authority

RTA

General Fund Overview

	2022 Estimate	Proposed 2023 Budget	2024 Plan	2025 Plan
Total Revenues	$369.0	$293.4	$299.0	$304.8
Operating Expenditures	262.8	282.4	289.8	301.4
Revenues over/(under) Expenditures	**106.2**	**11.0**	**9.2**	**3.4**
Transfers to Other Funds	119.6	41.9	40.3	35.3
Total Revenues over/(under) Total Expenditures	**(13.4)**	**(30.9)**	**(31.1)**	**(31.9)**
Revenue Stabilization Sub-Fund	**0.0**	**6.5**	**30.0**	**34.0**
Beginning Balance	**62.4**	**49.0**	**24.6**	**23.5**
Available Ending Balance	**$49.0**	**$24.6**	**$23.5**	**$25.6**

FY 2023-2027 Capital Improvement Plan

2023 - 2027 COMBINED CAPITAL IMPROVEMENT PLAN
Combined Budget Authority

PROJECT CATEGORY	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2023-2027
Bus Garages	$3.5	$3.9	$0.0	$2.2	$0.5	$10.1
Bus Improvement Program	$37.1	$23.1	$23.1	$23.1	$23.1	$129.5
Equipment & Vehicles	$9.1	$5.2	$15.1	$16.0	$13.5	$58.9
Facilities Improvements	$22.0	$24.4	$13.6	$15.7	$12.4	$88.1
Other Projects	$2.6	$4.6	$23.1	$26.1	$2.6	$59.0
Preventive Maint./Oper. Reimb.	$2.1	$1.8	$1.1	$8.5	$12.1	$25.6
Rail Car Program	$30.6	$39.4	$34.0	$21.7	$11.5	$137.2
Rail Projects	$25.0	$44.2	$34.6	$31.9	$19.6	$155.3
Transit Centers	$1.3	$0.3	$0.3	$0.3	$0.3	$2.5
TOTALS	**$133.3**	**$146.9**	**$144.9**	**$145.5**	**$95.6**	**$666.2**

Public Hearing

- In person

- Phone: 440-276-4600

- Email: Public-Comment@gcrta.org

Greater Cleveland Regional Transit Authority   **RTA**

Questions

Organizational, Services & Performance Monitoring Committee

Chair: Mayor Anthony D. Biasiotta

Quarterly Management Report
3rd Quarter

November 15, 2022

Presented to: Organizational, Services & Performance Monitoring Committee

Greater Cleveland Regional Transit Authority

RTA

General Fund – 3rd Quarter

- Total Revenues: 4.4% higher than budget
  - Passenger Fares – 15.2% higher
  - Sales & Use Tax – 4.7% higher
  - Routine Revenues – 5.9% higher (Fares, Sales Tax, Other Revenue)
- Operating Expenses: 7.7% lower than budget
  - Total personnel costs: 6.1% lower than budget
  - Fuel hedging – continues to help stabilize costs

Greater Cleveland Regional Transit Authority

General Fund – 3rd Quarter

- Transfers to Other Funds
  - Reserve Fund:
    - $10 million in Rolling Stock Reserve
    - $50 million in Revenue Stabilization
    - $878,615 in 27th Pay
  - Capital Improvement Fund:
    - $44.7 million transferred

Greater Cleveland Regional Transit Authority   RTA

General Fund – 3ʳᵈ Quarter

- Federal Stimulus Funding drawn down in 2022
  - ARP: $81.2 million

Questions

Quarterly Performance Board Update FY22 Q3

11.15.2022

Photo: riderta.com

Agenda

Performance Management Cadence

Path to Success: FY22

Q3 Organizational Results

Organizational Tactics

Quarterly Reporting Cadence and Schedule

Performance Management Cadence

RESULTS	ACITIVIES	RESULTS	ACTIVITIES	RESULTS	ACTIVITIES	RESULTS	ACTIVITIES

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Q4 Quarterly Metrics Review		▲	Q1 Quarterly Metrics Review	▲		Q2 Quarterly Metrics Review	▲	◗	Q3 Quarterly Metrics Review	↑	▲
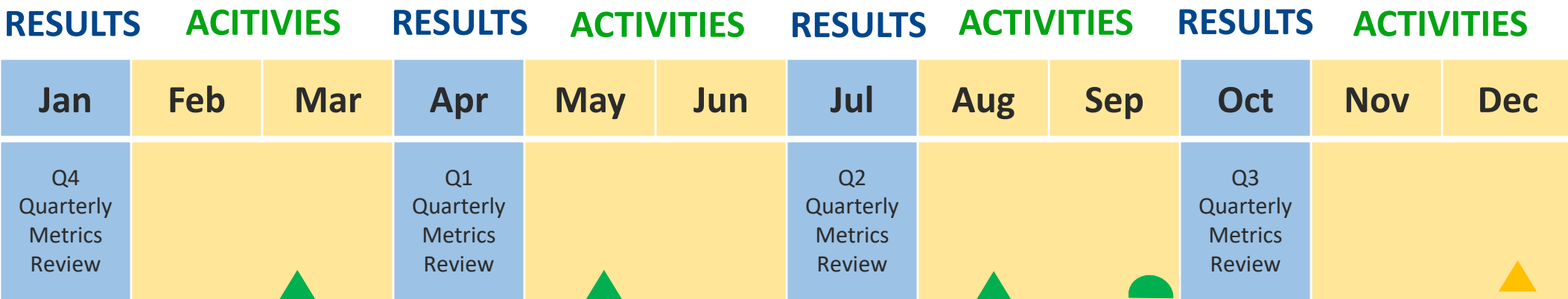
We are here

Information Systems (Surveys) Key

▲ Customer Survey Complete / In Progress

▲ Customer Survey Proposed

◗ Community Survey Complete

◗ Community Survey Proposed

RTA

31

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.

Greater Cleveland Regional Transit Authority

We are focused on OUTCOMES.

We don't measure activity...

...we measure and monitor METRICS that MATTER.

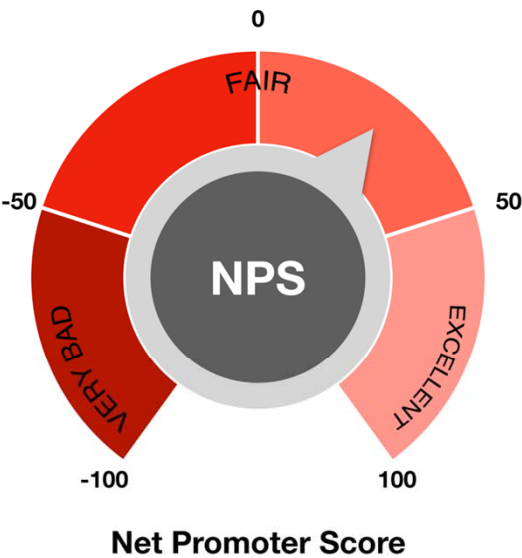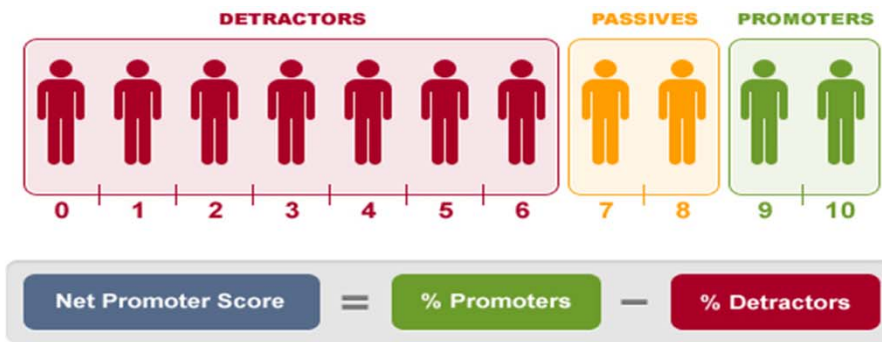We track our progress to deliver the OUTCOMES.

Greater Cleveland Regional Transit Authority

Organizational Success Outcomes

Success Outcomes	Metric	Information System	Success Definition	Performance Goal
Customer Experience	Net Promoter Score	Customer Survey	5% improvement in Net Promoter Score over baseline	26% NPS (-100 to 100 scale)
TOTAL			35	
Community Value	Community Value Score	Community Survey & Data	10% improvement in community value score over baseline	100
TOTAL			30	
Financial Sustainability	Operating & Capital Performance	Financial Reporting	$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)	$0 deficit
TOTAL			25	
Employee Engagement	Employee Engagement	Employee Engagement Survey	10% improvement over baseline	-2% eNPS (-100 to 100 scale)
TOTAL			10	
OVERALL TOTAL			100	

Greater Cleveland Regional Transit Authority

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?"

Net Promoter Score

NPS values can range from -100 to +100. The higher the value of NPS, the more likely customer are to recommend RTA.

Organization	NPS
Costco	79%
Disney	50%
Transit Agencies	35%
Airlines	23%
Car Rental Agencies	18%
Internet Service Providers	5%

Greater Cleveland Regional Transit Authority

Q3 Organizational Results

Organizational Success Outcomes
Bringing the Information Systems to Life

Success Outcomes	FY22 Outcome Definition	Performance Goal	Q3 Results
Customer Experience	5% improvement in Net Promoter Score over baseline	**26%**	**37%**
Community Value	10% improvement in community value score over baseline	**89%**	**84**
Financial Sustainability	$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)	**$0 deficit**	On track to deliver.
Employee Engagement	10% improvement over baseline	**-2%**	**-2.5%**

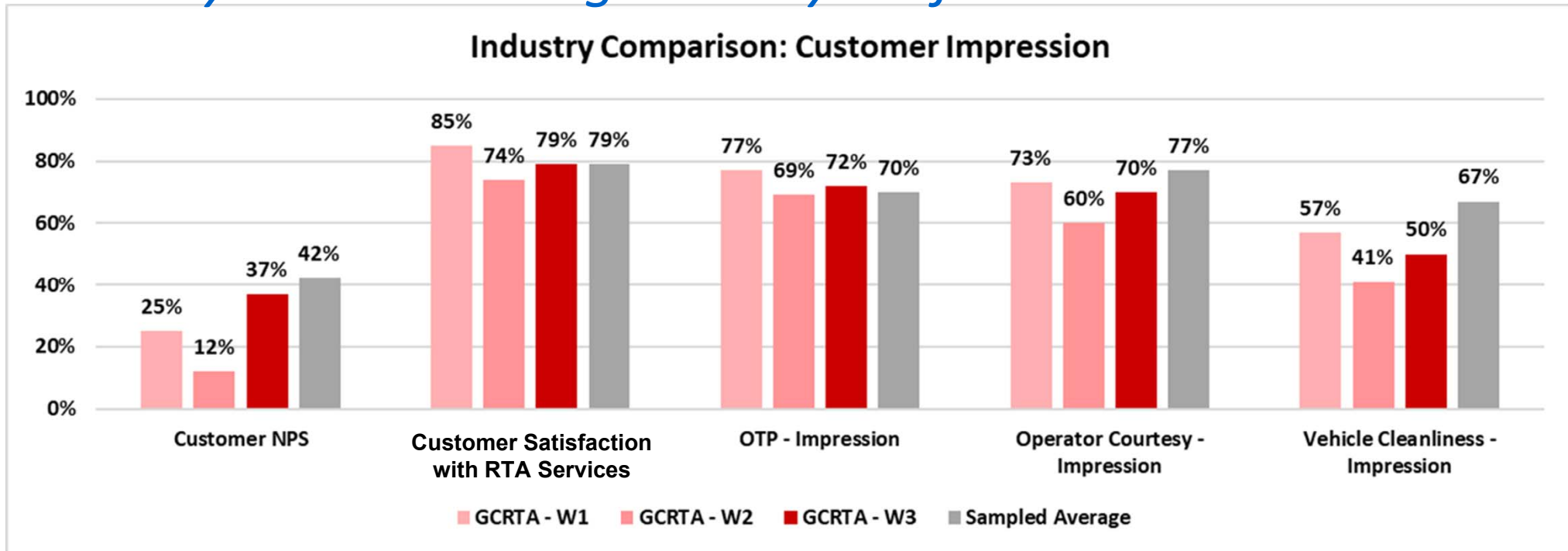# Organizational Performance
*Peer Benchmarking**

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	Community Perception of Value	eNPS
2022-Q1	25%	81.2%	
2022-Q2	12%		-2.5%
2022-Q3	37%	84%	
Sampled National Average	42%	81%	22%

Greater Cleveland Regional Transit Authority

RTA

39
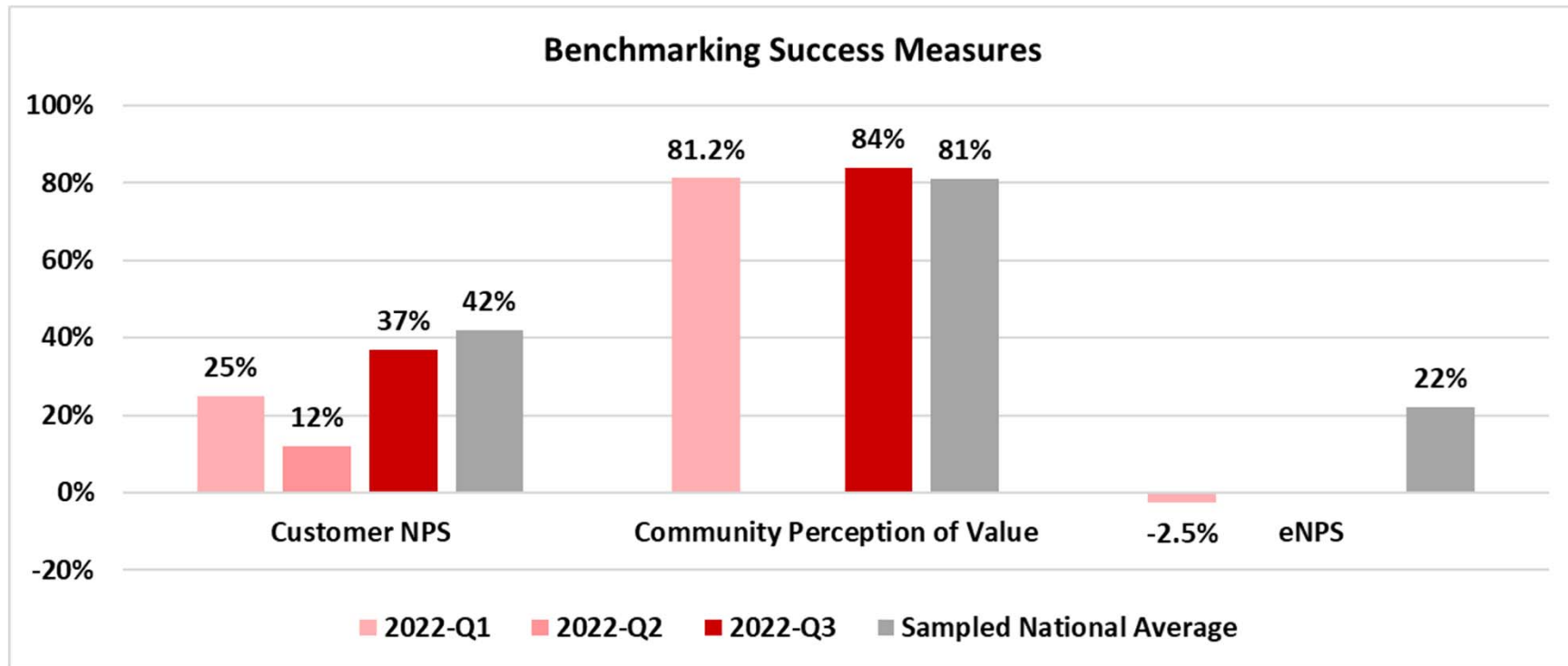
Organizational Scorecard Q3
Industry Benchmarking and Key Performance Drivers

Industry Comparison: Customer Impression

Legend: GCRTA - W1, GCRTA - W2, GCRTA - W3, Sampled Average

Category	GCRTA - W1	GCRTA - W2	GCRTA - W3	Sampled Average
Customer NPS	25%	12%	37%	42%
Customer Satisfaction with RTA Services	85%	74%	79%	79%
OTP - Impression	77%	69%	72%	70%
Operator Courtesy - Impression	73%	60%	70%	77%
Vehicle Cleanliness - Impression	57%	41%	50%	67%

Greater Cleveland Regional Transit Authority

Q3 Organizational Tactics

Organizational Tactics 2022

Making data-driven decisions …

Key Areas of Opportunity – Wave 3				
Fixed Route Bus	*Bus Rapid Transit*	*Rail*	*Paratransit*	*Community*
On-Time Performance	Safety on the bus	Safety on the Train	On-Time Performance	Providing mobility to low-income families and individuals who cannot afford the costs of owning a car
Travel Time	On-Time Performance	On-Time Performance	Operators being friendly	
Safety on the Bus	Bus Cleanliness	Train Cleanliness	Scheduling a trip ease	
Safety waiting for bus	Fare Price	Fare Price	Travel Time	
Fare Price	Travel Time	Travel Time	Fare Price	Providing access to places of employment
Bus Cleanliness	Safety waiting for bus	Safety Waiting for the Train		
Frequency	Frequency	Frequency		
	Operators being helpful and courteous	Operators being helpful and courteous		

Focus shifts to safety 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

RTA
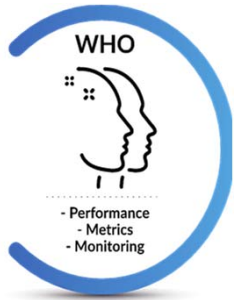
Organizational Scorecard 2022

RTA earned **102** out of **100** points in Q2 FY22.

Success Outcomes	Goal Points	Points Earned			
		Q1	Q2	Q3	Q4
Customer Experience	35	32.3	24.2	35.9	
Community Value	30	27.1	30.2	31.2	
Financial Sustainability	25	14.8	26.7	26.3	
Employee Engagement	10	9	9	9	
Total	100	83.2	90.1	102.4	

Greater Cleveland Regional Transit Authority

Quarterly Reporting Cadence and Schedule

	Quarter Begins	Quarter Ends	Leadership Reporting	Leadership Reports Performance Results to Board*
Q1 2022	Jan 1	Mar 31	Apr 28	May 24
Q2 2022	Apr 1	Jun 30	July 28	Aug 16 - 23
Q3 2022	Jul 1	Sep 30	Oct 21	Nov 7 - 18
Q4 2022	Oct 1	Dec 31	Jan 27	Feb 14 - 21

Define Success Outcomes for FY23

Greater Cleveland Regional Transit Authority

*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

Greater Cleveland Regional Transit Authority

3rd Quarter Internal Audit work

Executive Session

Greater Cleveland Regional Transit Authority

RTA Board of Trustees Meeting

November 15, 2022

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

Greater Cleveland Regional Transit Authority **RTA**

Committee Reports

Ad Hoc Committee Reports

Greater Cleveland Regional Transit Authority

New Hires and Promotions

November 2022

November 2022 New Hires

Felicia Howard
Paratransit Operator

Oina Friedman
Janitor

Jheryl Jones
Laborer

Evelyn Lee
Bus Operator

Lareka Lee
Bus Operator
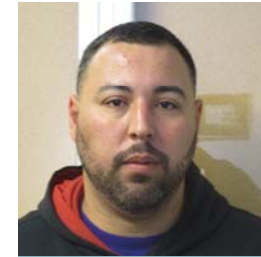
Jose Rosado
Equipment Servicer

Peter Comings
Communications
Specialist

Damon Hawkins
Office Manager
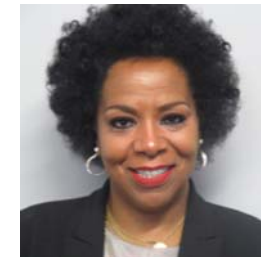
Ida Ford
Talent Acquisition
Manager

Greater Cleveland Regional Transit Authority

RTA

November 2022 Promotions

Dinnissa Blackman
Transit Ambassador

Avery Rogers
Service Quality Supervisor

Latha Dwarakanath
Manager, Applications

Michael So
Manager of General Accounting

Paul Mague
Maintenance Technician

Keith Ganther
Sr. Counsel, Litigation

Greater Cleveland Regional Transit Authority

RTA

Resolutions

Secretary/Treasurer Update

November 15, 2022

Board of Trustees

Greater Cleveland Regional Transit Authority

RTA

Economic Conditions

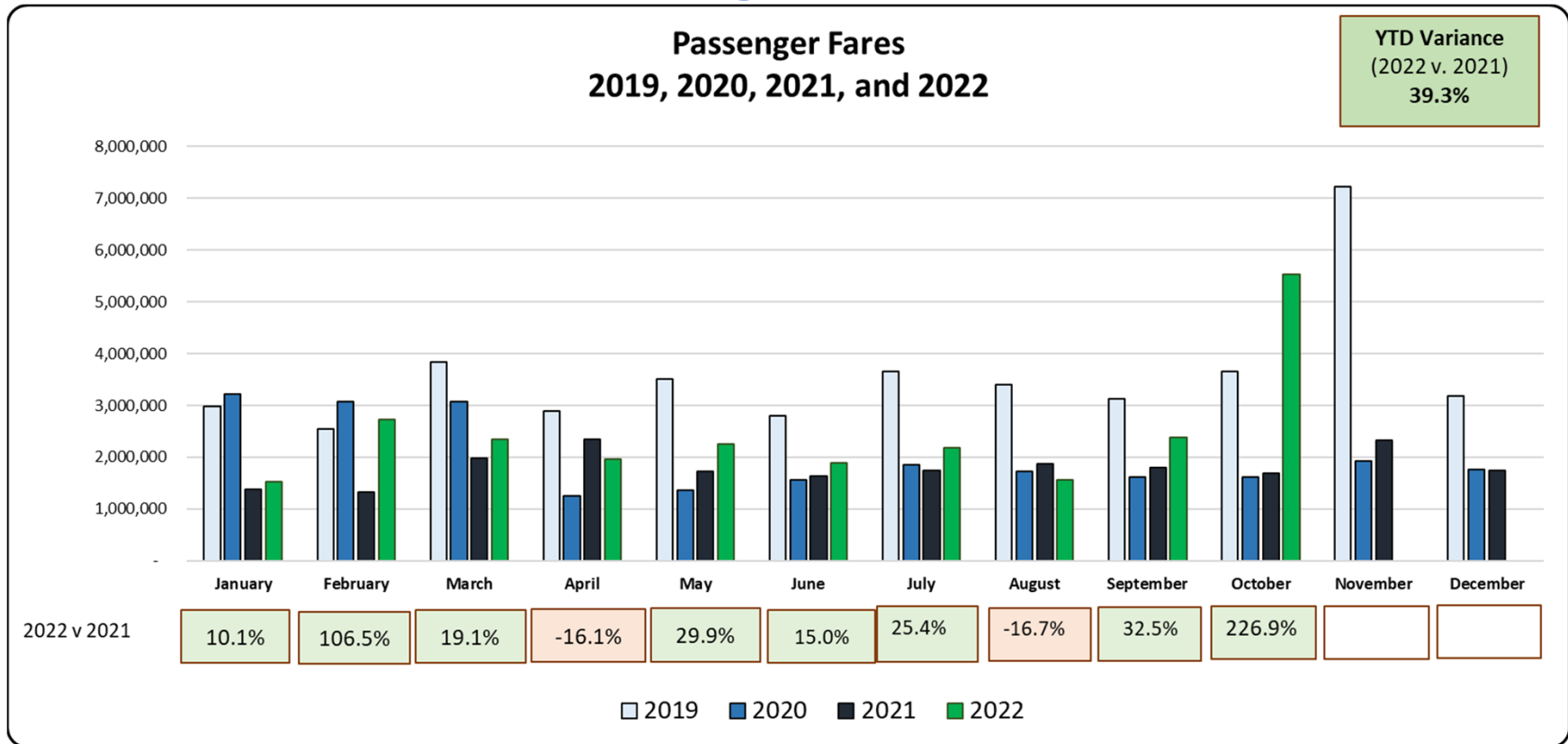U.S. Inflation Rate 2020 to 2022

Economic Conditions
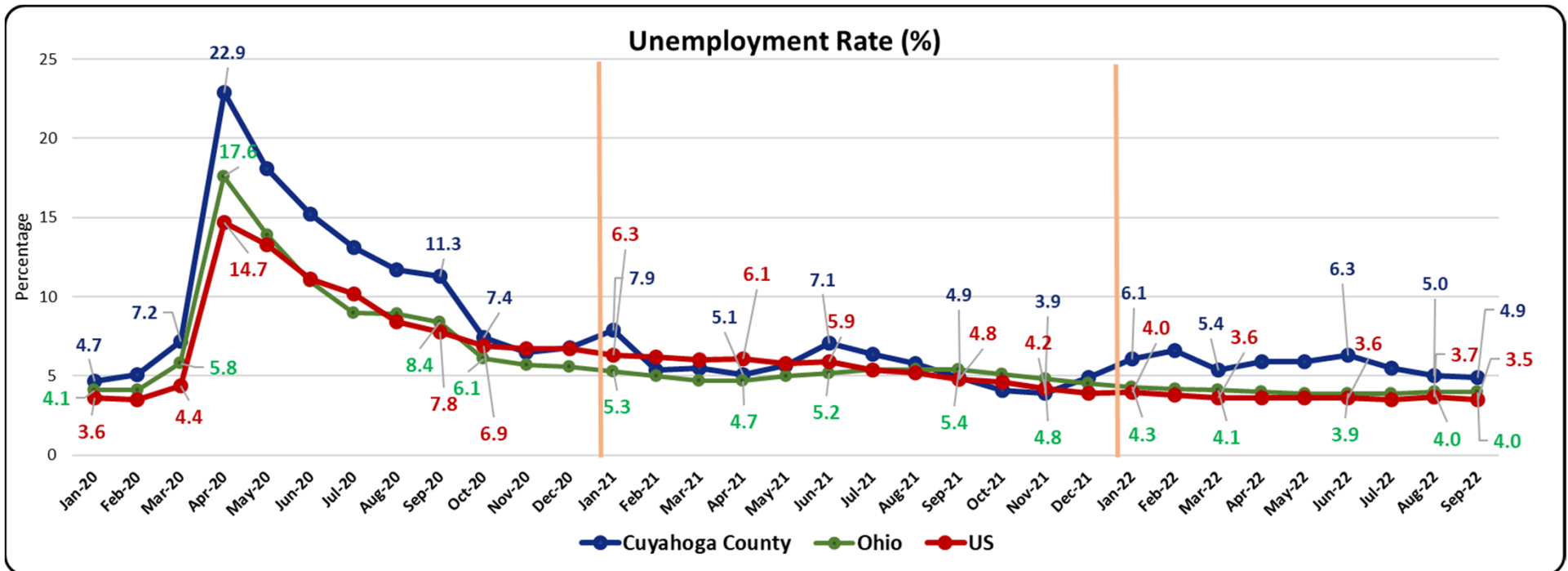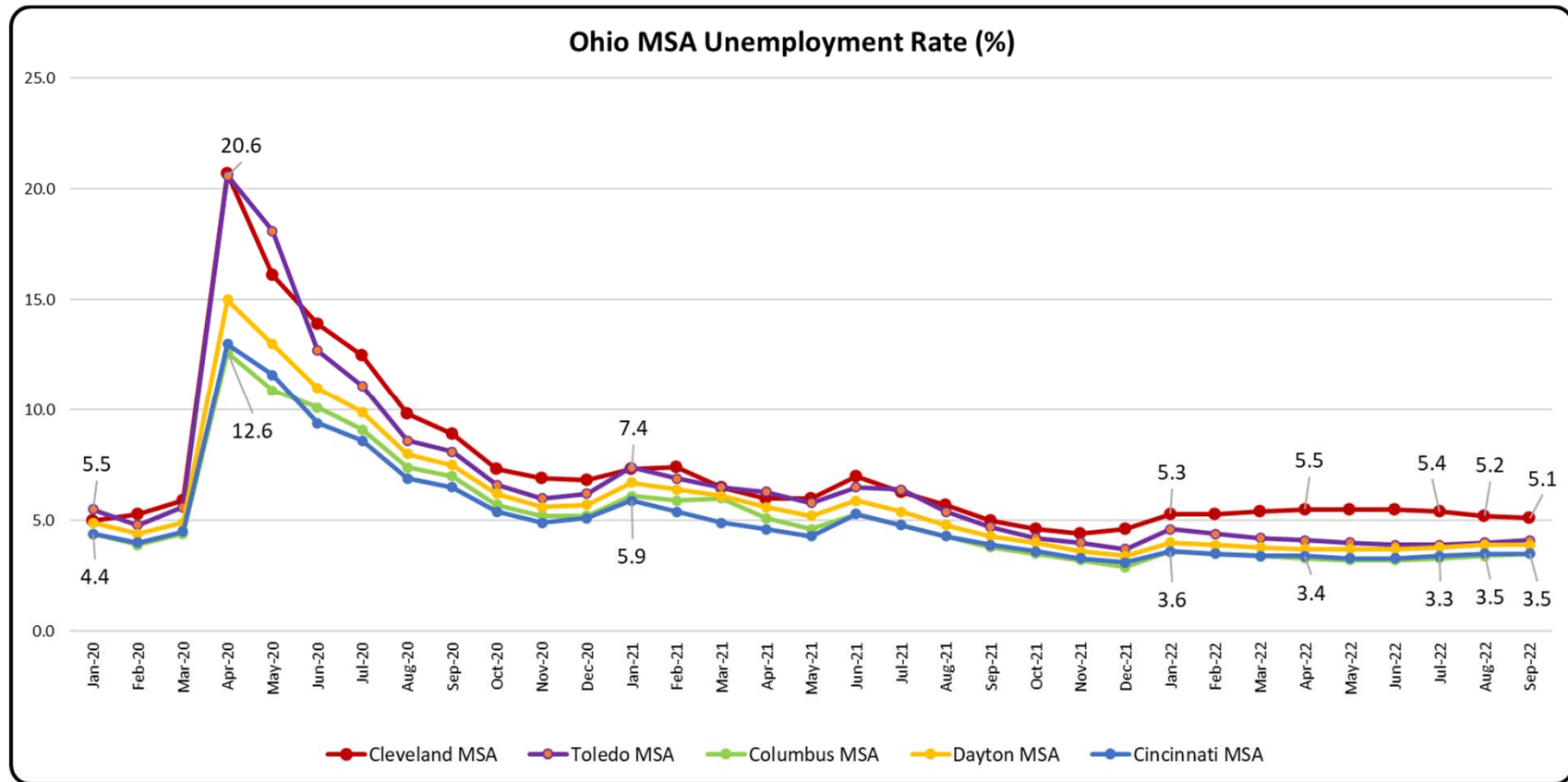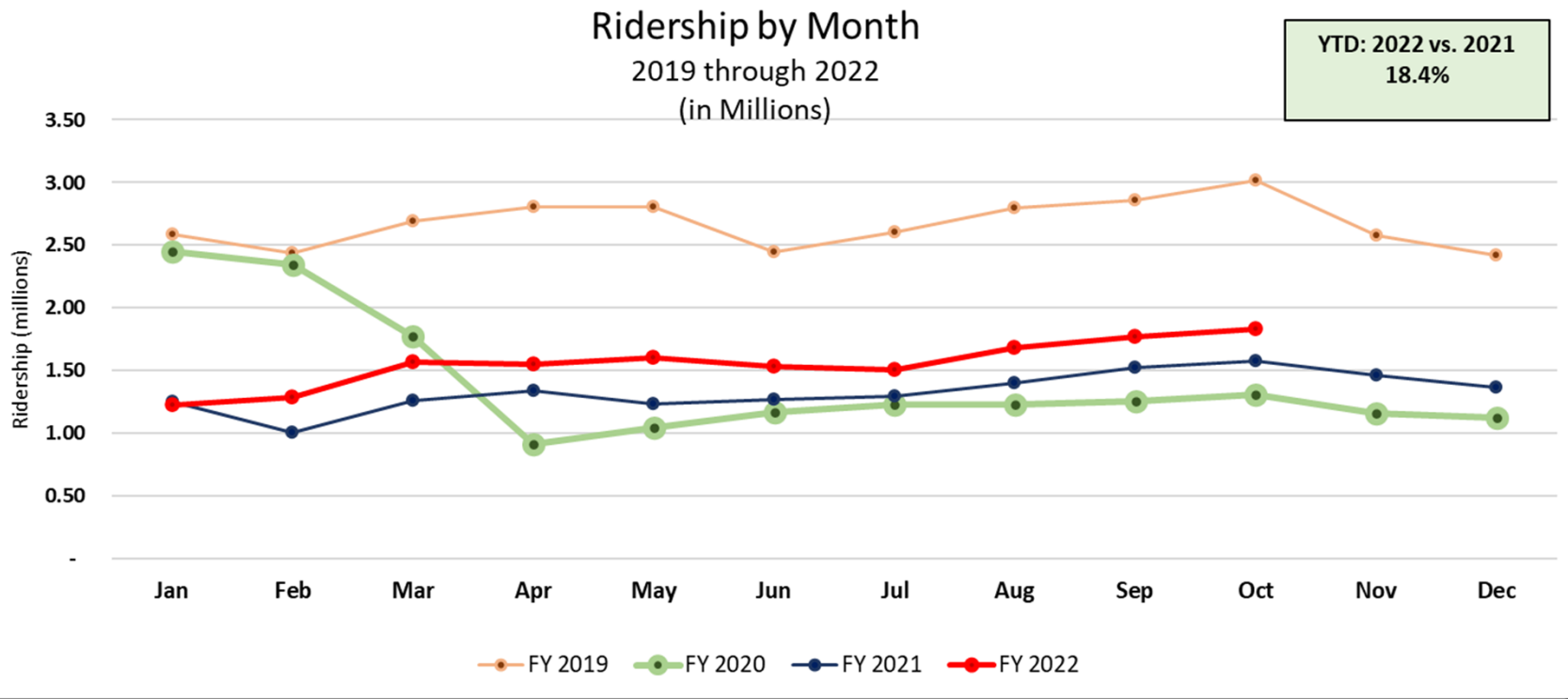
Unemployment Rate (%)

Economic Conditions

Ohio MSA Unemployment Rate (%)

Ridership

Passenger Fares

Passenger Fares
2019, 2020, 2021, and 2022

YTD Variance
(2022 v. 2021)
39.3%

2022 v 2021	January	February	March	April	May	June	July	August	September	October	November	December
	10.1%	106.5%	19.1%	-16.1%	29.9%	15.0%	25.4%	-16.7%	32.5%	226.9%		

☐ 2019   ■ 2020   ■ 2021   ■ 2022

Greater Cleveland Regional Transit Authority

RTA

Sales Tax

Sales & Use Tax
2019, 2020, 2021 and 2022

YTD Variance
(2022 vs. 2021)
6.6%

2022 v 2021	January	February	March	April	May	June	July	August	September	October	November	December
	12.8%	9.3%	15.3%	10.1%	5.3%	6.9%	7.1%	2.2%	-5.7%	4.7%		

□ 2019   ■ 2020   ■ 2021   ■ 2022
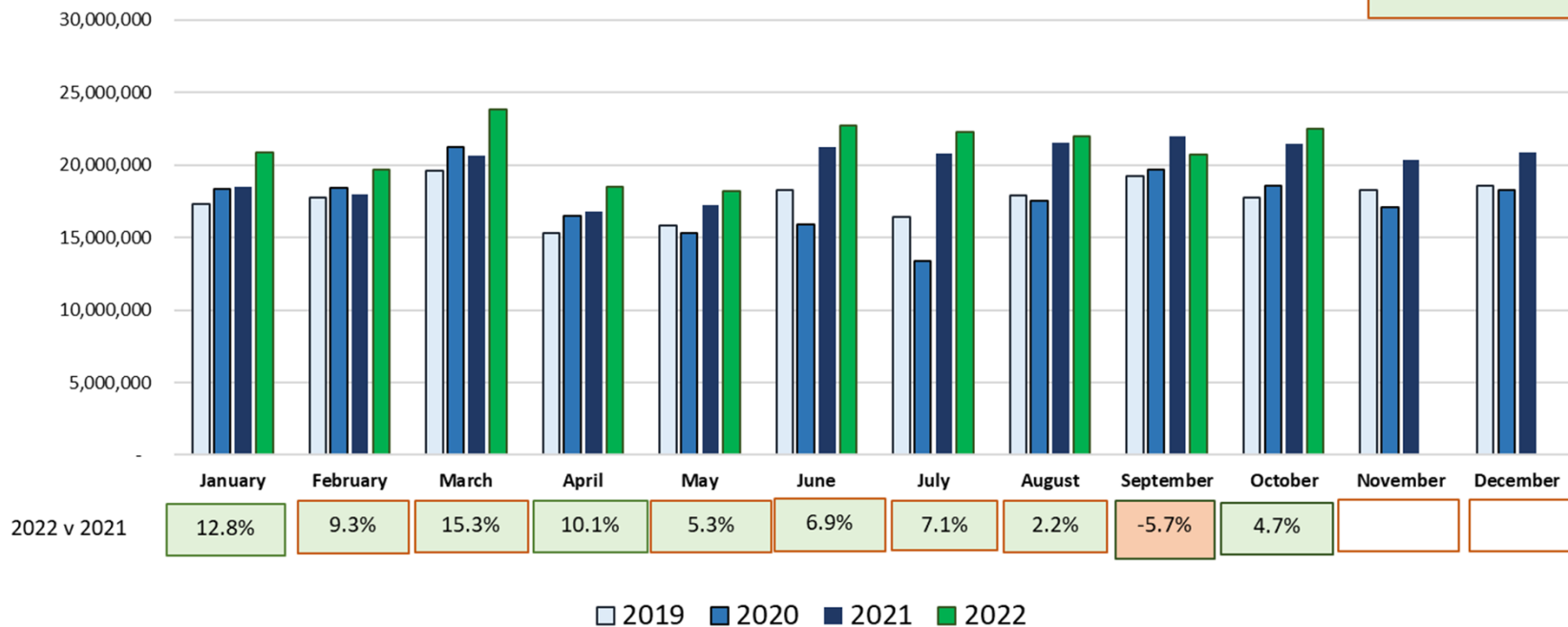
YTD through October:

Motor vehicles/ water craft
+8.9%

On-Line sales
+24.5%

Regular/State wide sales
+10.5%

Greater Cleveland Regional Transit Authority

RTA

Questions

General Manager, CEO Report

GCRTA Board of Trustees Meeting
November 15, 2022

City of Cleveland Transportation & Mobility Committee
GCRTA Presentation - "State of Transportation"

GCRTA invited to the 11/2/22 committee meeting. Highlights included:

- Revised agency mission and vision
- Overview of strategic plan action items and agency goals
- Key initiatives, including:
    - Rail car replacement
    - Capital projects and infrastructure updates
    - Transit Oriented Development
    - Workforce and hiring strategy
    - Technology advancements and customer impact

Greater Cleveland Regional Transit Authority   RTA

Community Programs & Advertisements

Cleveland Reads
(literacy programming)

In partnership with the Cleveland Public Library, the City of Cleveland, and other literacy partners, four (4) GCRTA buses will be wrapped for **Cleveland Reads.**

Baby on Board
(infant mortality support)

In partnership with the Cuyahoga County Department of Health and the Ohio Equity Institute, four (4) GCRTA buses will be wrapped for **Baby on Board**.

Greater Cleveland Regional Transit Authority | RTA

COMTO Northeast Ohio/Cleveland Chapter
Meet & Greet with COMTO National Board Chair

- October 20, 2022 | Welcome to Cleveland!
  - Event co-hosted by Conference of Minority Transportation Officials (**COMTO**), Elevating Women Together (**EWT**) & Latinos in Transit (**LIT**)
  - Reception attended by industry professionals across the state, including Cleveland State University, Tri-C Corporate College, Cleveland Cavaliers, Ohio Means Jobs, NAACP, NEORSD, City of Cleveland, and more.

Greater Cleveland Regional Transit Authority

General Manager Town Hall Visits

- **December 2022 Visit Schedule:**
  - Thursday, 12/1/22 - Paratransit
  - Friday, 12/2/22 - Hayden
  - Wednesday, 12/7/22 - Triskett
  - Thursday, 12/8/22 - CBM/Woodhill
  - Friday, 12/16/22 - Rail, Power & Way and Transit Police
  - Monday, 12/19/22 - Main Office

Greater Cleveland Regional Transit Authority

Cuyahoga County Mayors & City Managers Association
13th Annual Award Ceremony & Fundraiser

GCRTA Board of Trustees and senior leadership team congratulates both awardees in their continued journey of public service excellence. **Congratulations!**

November 2, 2022 | George V. Voinovich Municipal Service Awards were bestowed upon:

- Senator Matt Dolan
- County Executive Armond Budish

Greater Cleveland Regional Transit Authority

RTA

Recognition & Thank you to our Veterans

Today and everyday – we remain grateful for our military personnel, past and present, and the families who support them. We also continue to send a special thanks to the veterans among our GCRTA family.

Please know that your commitment to our country's safety is appreciated every day of the year. Leadership and courage like yours takes many forms, with serving our country being chief among them.

Thank you for your service.

Greater Cleveland Regional Transit Authority RTA

Questions

Public Comments

- 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

Greater Cleveland Regional Transit Authority RTA