

RTA Board and Committee Meetings

November 15, 2022

Operational Planning & Infrastructure Committee

Chair: Ms. Lauren R. Welch



2023 Service Management Plan

Presentation to

RTA Board of Trustees

Operational Planning & Infrastructure Committee

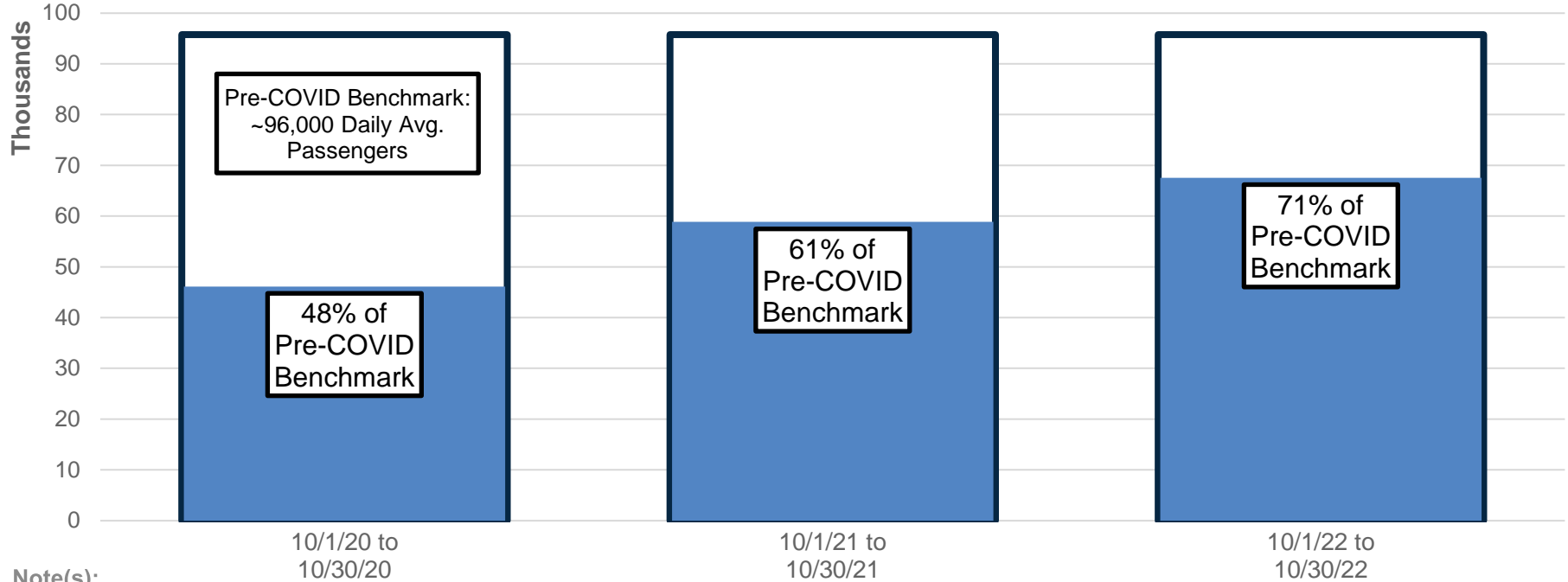
November 15, 2022

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

Weekday Average Daily Fixed-Route Ridership

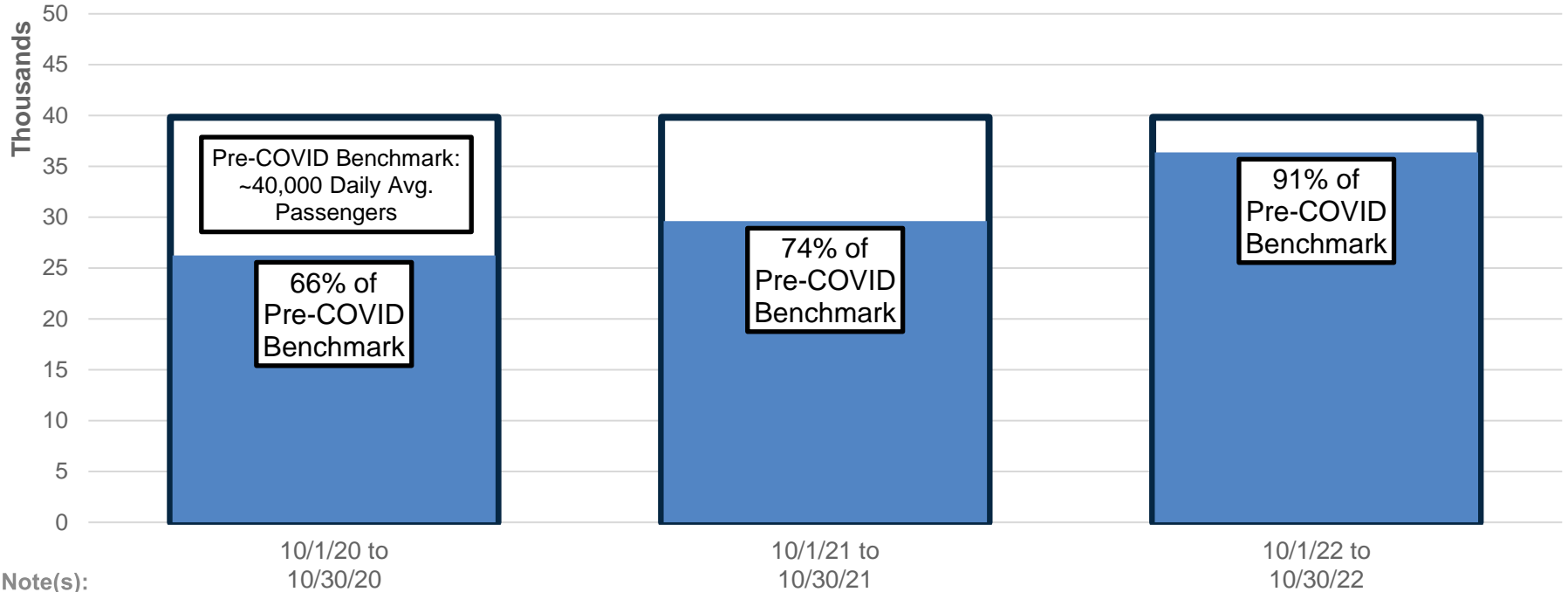
October 1-30, 2020, 2021, and 2022 compared to Pre-COVID Benchmark Period (1/1/2020 - 3/8/2020)



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

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)



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

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

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

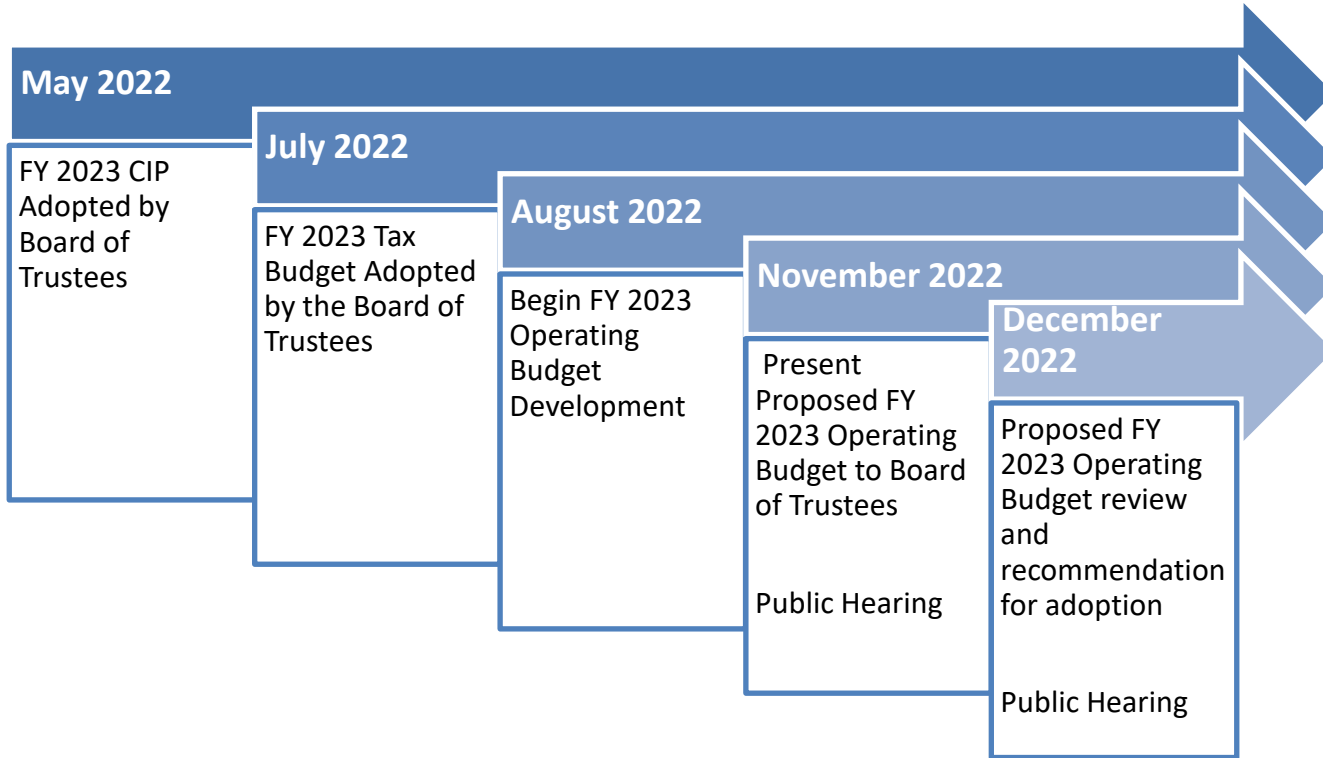
November 15, 2022

Office of Management & Budget

Agenda

- Budget Schedule
- Economic Assumptions
- FY 2023 Proposed Budget
- Public Hearing

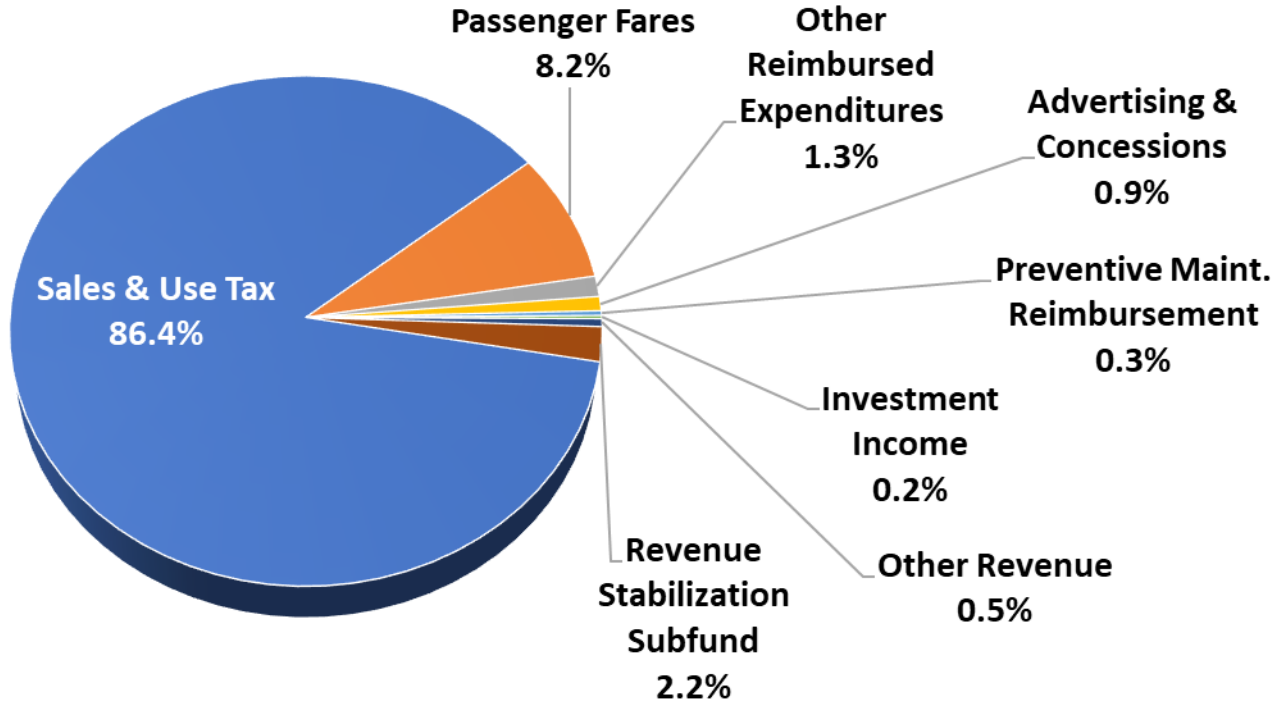
FY 2023 Budget Schedule



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

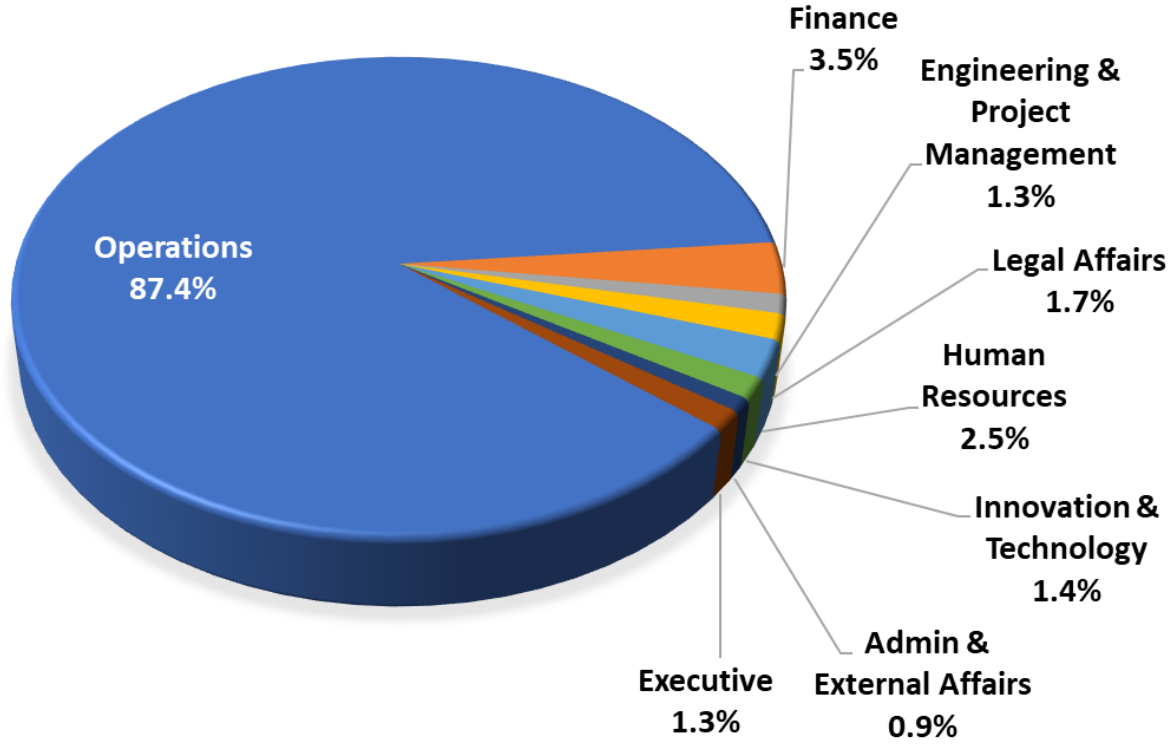
FY 2023 BUDGETED REVENUES



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

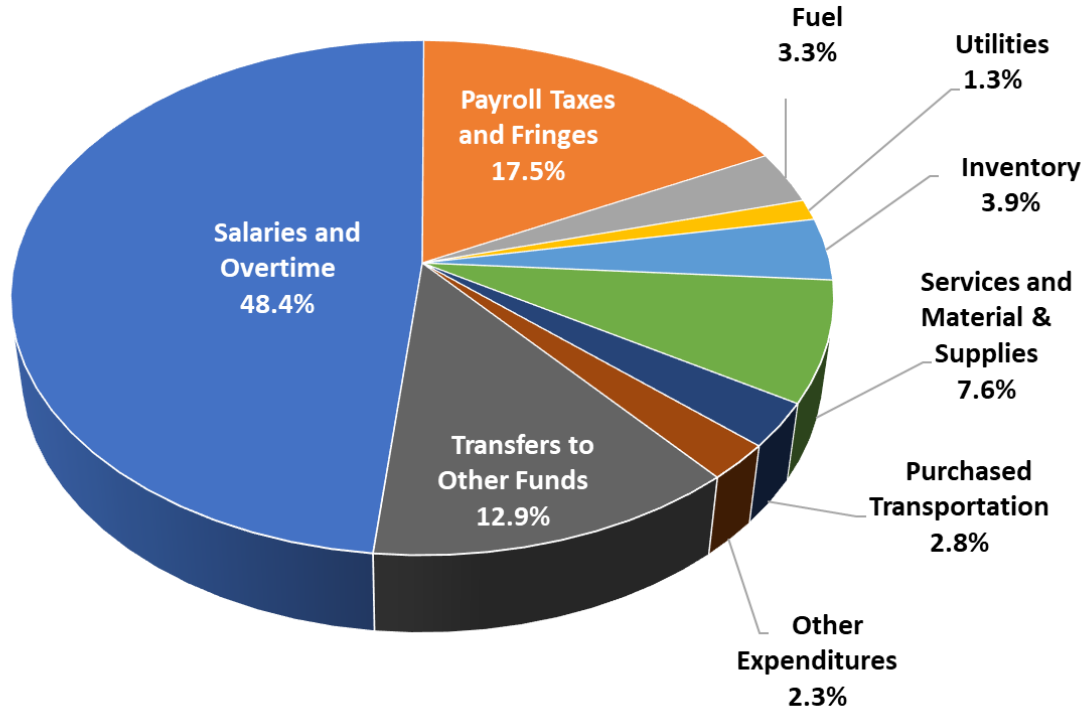
**PROPOSED 2023 BUDGETED POSITIONS
BY DIVISION**



**Budgeted
Full-Time
Equivalent
(FTE)
Positions**

2,396.5

FY 2023 PROPOSED BUDGET EXPENDITURES



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

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

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

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

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

General Fund – 3rd Quarter

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

Questions



TRACTION



Quarterly Performance Board Update FY22 Q3



Agenda

Performance Management Cadence

Path to Success: FY22

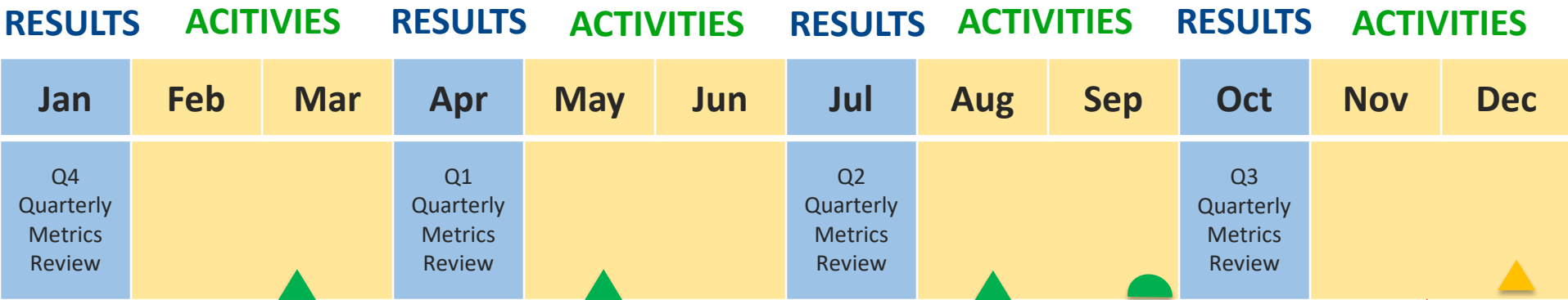
Q3 Organizational Results

Organizational Tactics

Quarterly Reporting Cadence and
Schedule



Performance Management Cadence



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

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	

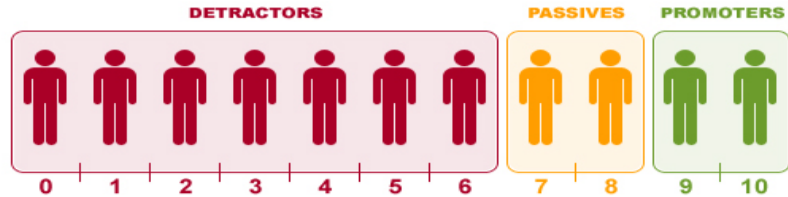


Net Promoter Score (NPS)

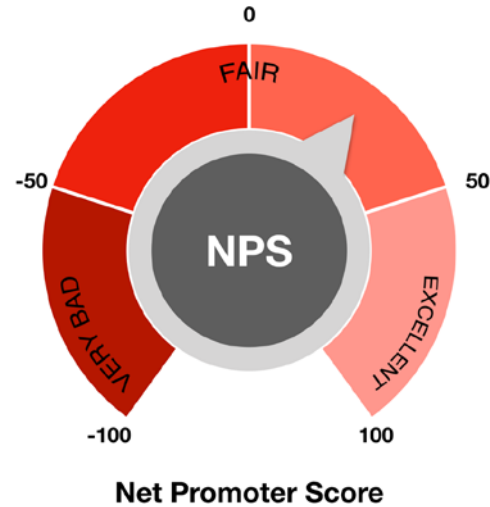
Definition

NPS poses the ultimate question:

“How likely would you be to recommend using RTA services to a friend or family member?”



$$\text{Net Promoter Score} = \% \text{ Promoters} - \% \text{ Detractors}$$



Organization	NPS
Costco	79%
Disney	50%
Transit Agencies	42%
Car Rental Agencies	18%
Internet Service Providers	5%

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



Q3 Organizational Results



Organizational Success Outcomes

Bringing the Information Systems to Life

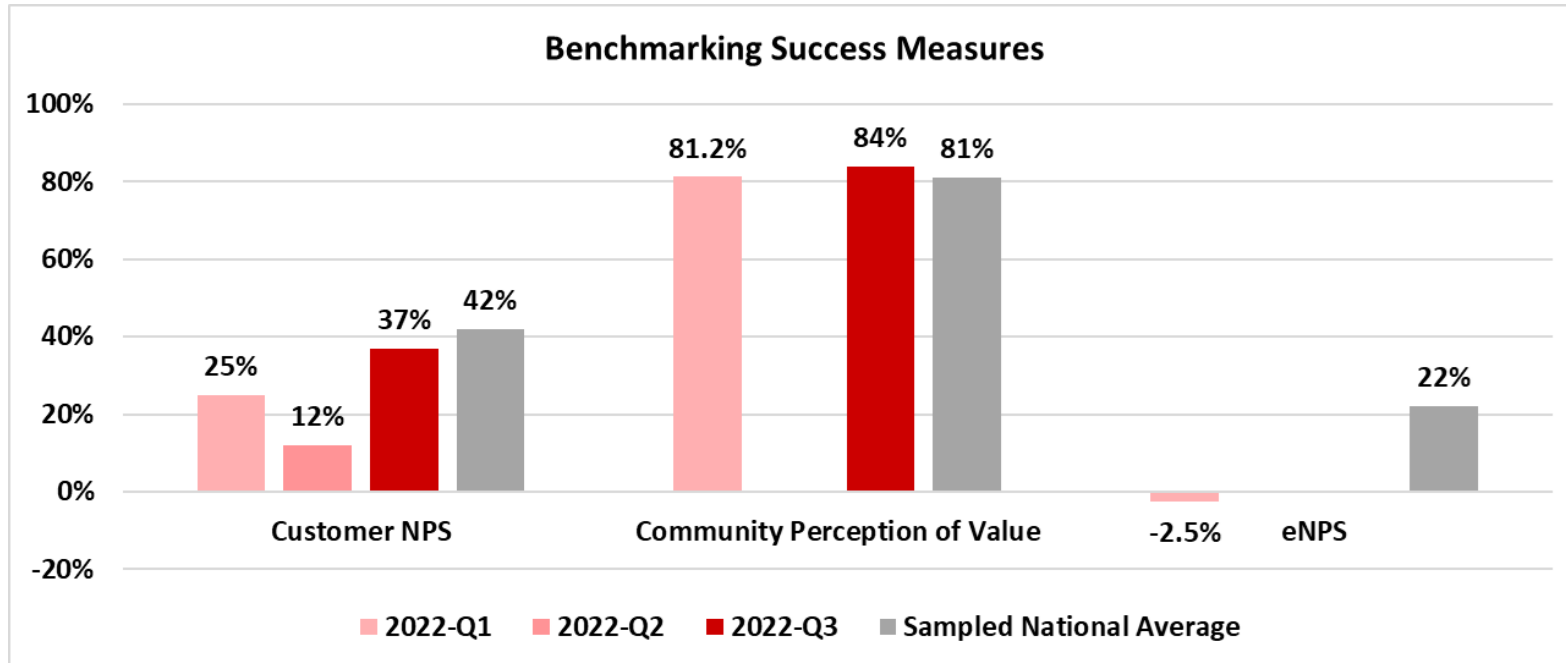
Success Outcomes	FY22 Outcome Definition	Performance Goal	Q3 Results
Customer Experience	5% improvement in Net Promoter Score over baseline	26%	37%
Community Value	10% improvement in community value score over baseline	89%	84
Financial Sustainability	\$0 deficit for the Available Ending Balances shown 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*

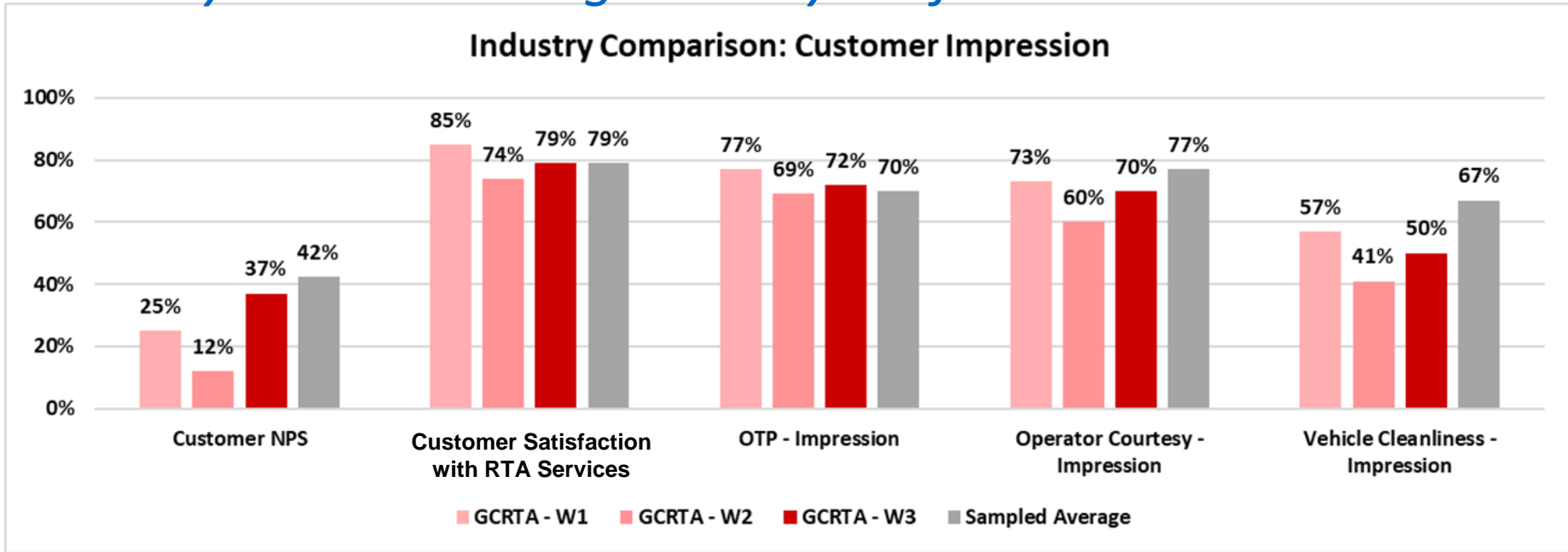
Criteria used to identify peer agencies:

- Service area type (urban/rural)
- Service Modes (bus/rail/DR)
- Urban area population
- Operating Budget
- Other demographics



Organizational Scorecard Q3

Industry Benchmarking and Key Performance Drivers





Q3 Organizational Tactics



Organizational Tactics 2022

Making data-driven decisions ...

Key Areas of Opportunity – Wave 3

<i>Fixed Route Bus</i>	<i>Bus Rapid Transit</i>	<i>Rail</i>	<i>Paratransit</i>	<i>Community</i>
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	Providing access to places of employment
Safety waiting for bus	Fare Price	Fare Price	Travel Time	
Fare Price	Travel Time	Travel Time	Fare Price	
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.



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



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	



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 →



*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

3rd Quarter Internal Audit work

Executive Session

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

Committee Reports

Ad Hoc Committee Reports



New Hires and Promotions

November 2022



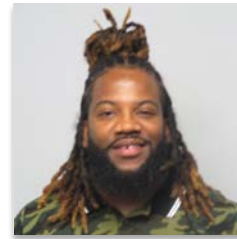
November 2022 New Hires



Felicia Howard
Paratransit Operator



Oina Friedman
Janitor



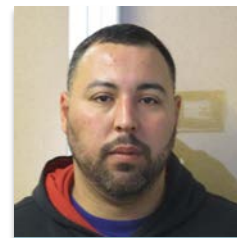
Jheryl Jones
Laborer



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

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

Resolutions

Secretary/Treasurer Update

November 15, 2022

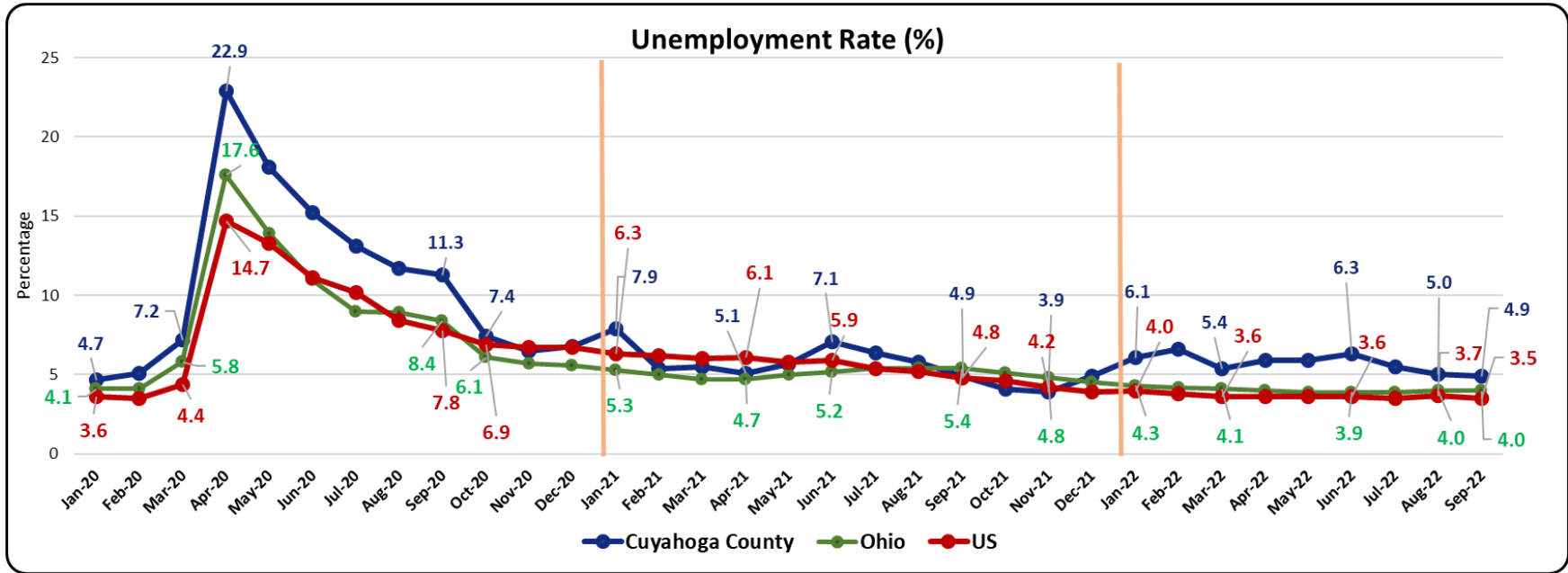
Board of Trustees

Economic Conditions

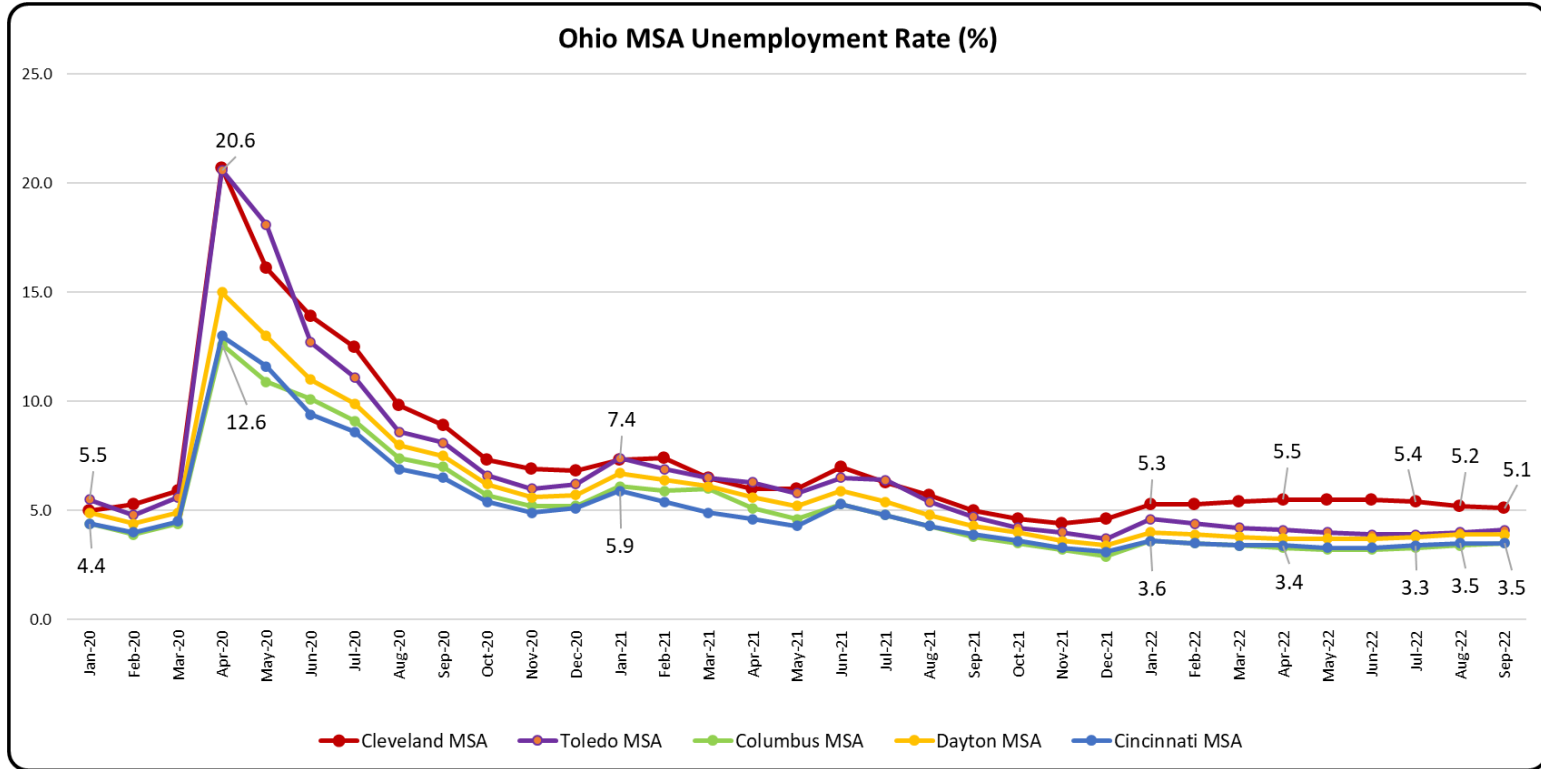
U.S. Inflation Rate 2020 to 2022



Economic Conditions



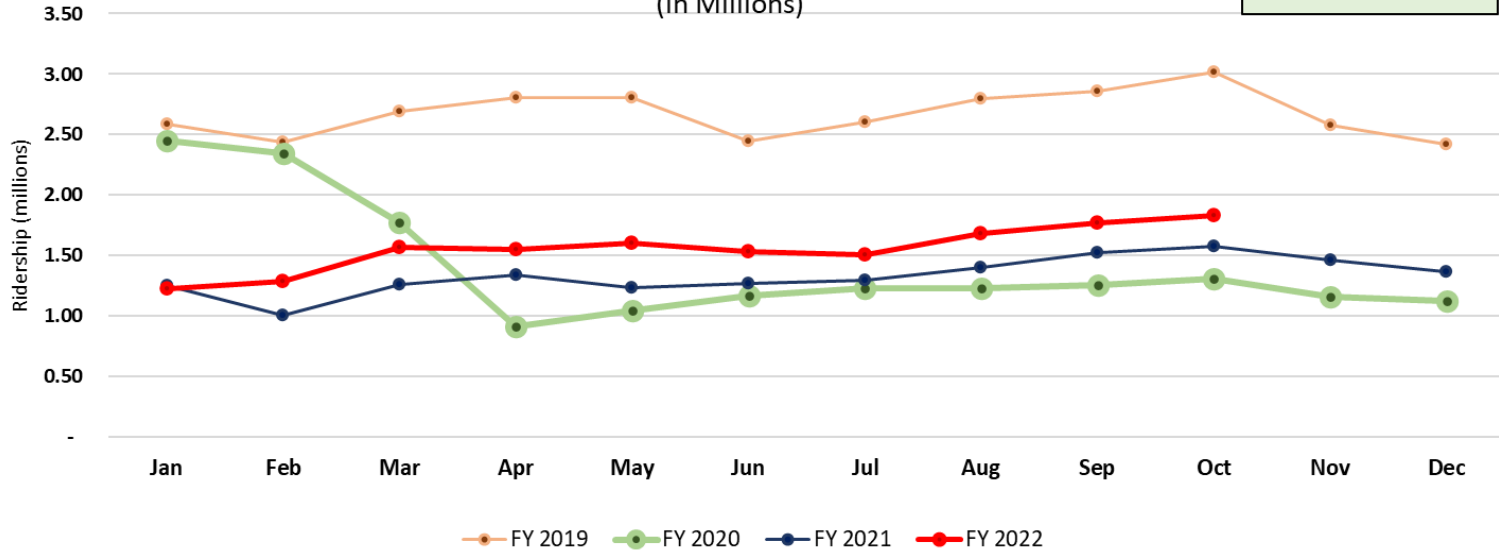
Economic Conditions



Ridership

Ridership by Month
2019 through 2022
(in Millions)

YTD: 2022 vs. 2021
18.4%



YTD Ridership
Through
October
(in millions)

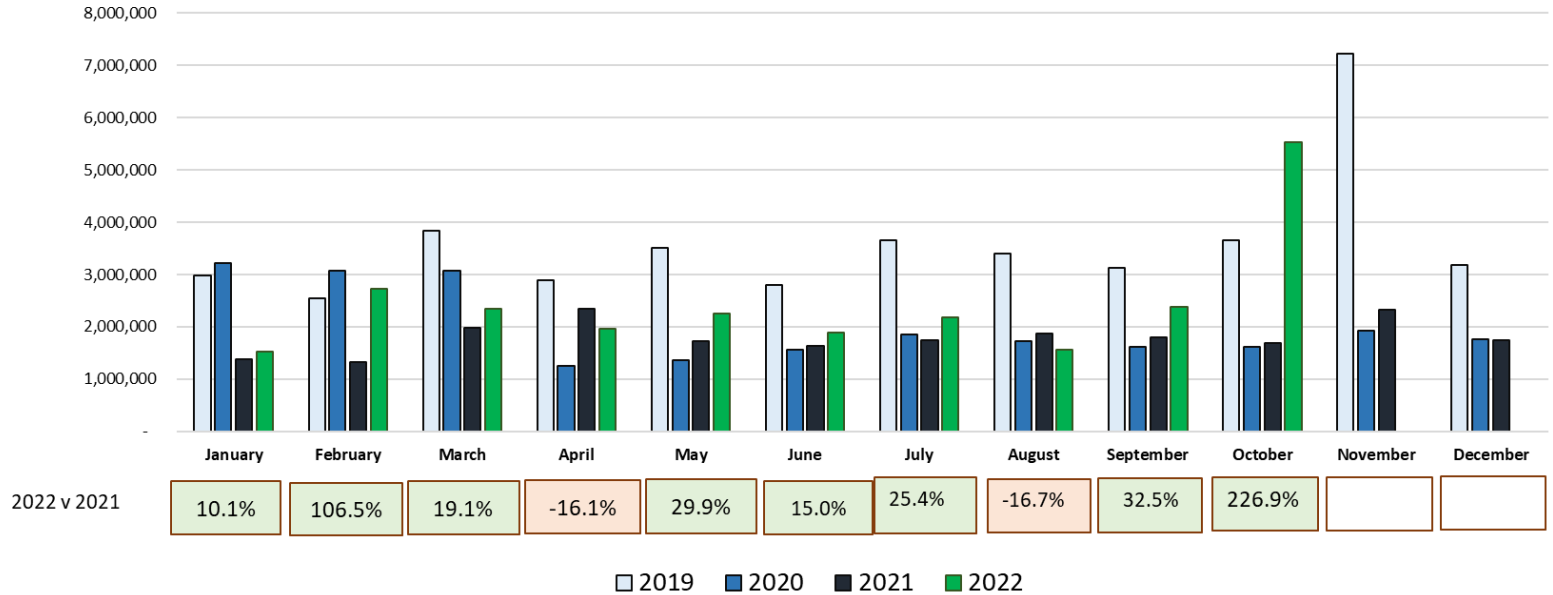
2019: 27.1
2020: 14.7
2021: 13.1
2022: 15.5



Passenger Fares

Passenger Fares
2019, 2020, 2021, and 2022

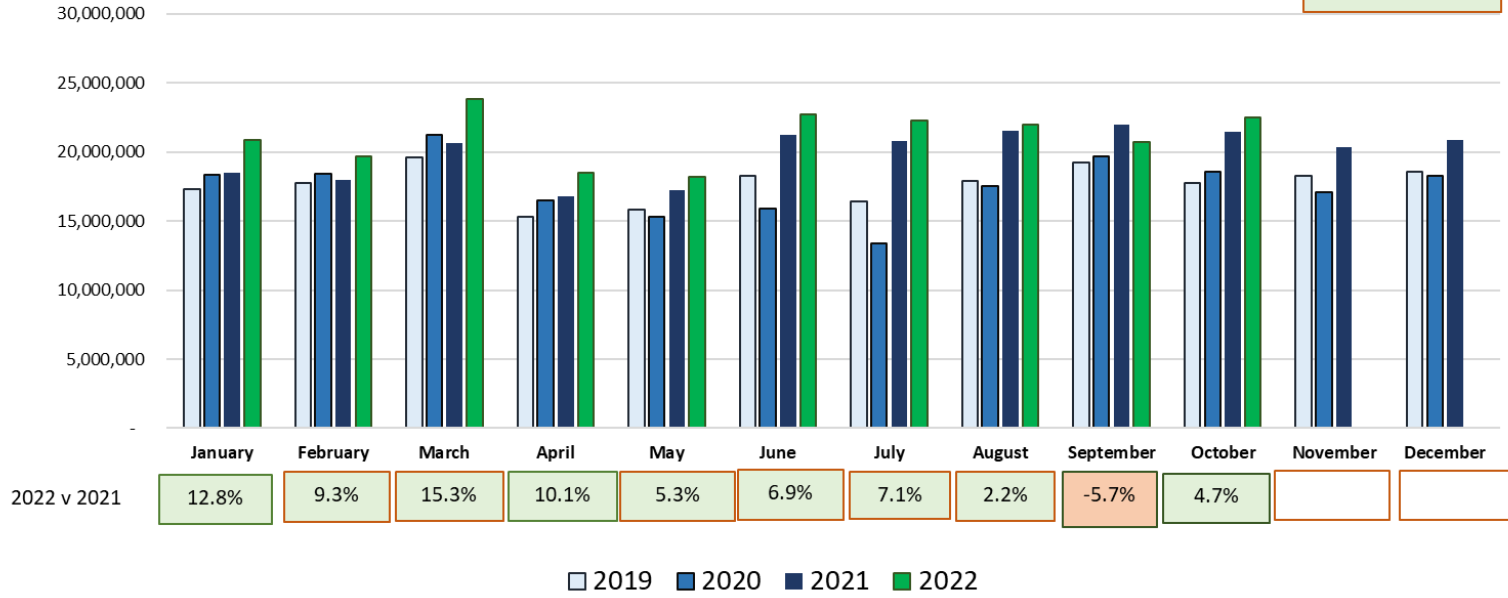
YTD Variance
(2022 v. 2021)
39.3%



Sales Tax

**Sales & Use Tax
2019, 2020, 2021 and 2022**

YTD Variance
(2022 vs. 2021)
6.6%



**YTD through
October:**

**Motor vehicles/
water craft
+8.9%**

**On-Line sales
+24.5%**

**Regular/State
wide sales
+10.5%**



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

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**.





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, NEORS, City of Cleveland, and more.

General Manager Town Hall Visits

A red graphic with white snowflakes and stars. At the top left, the text "Town Hall" is written in white. Below it is a circular photo of a woman with dark curly hair, wearing a yellow jacket and a patterned scarf, smiling. To the right of the photo is a white text box with black text. Below the text box is the word "Sincerely," followed by a handwritten signature in black ink. At the bottom left of the graphic is the RTA logo, which consists of the letters "RTA" in white inside a red circle.

Town Hall

In December, I will be at your district for a Town Hall to provide a state of GCRTA and answer employee questions. If you are unable to attend and have questions you would like to ask, please write and submit them using the white boxes located in the bullpens. I look forward to our conversations!

Q & A from 2022 tours will be available to review on OneRTA after the holiday season.

Sincerely,

Andra R. Bryant

RTA

- **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



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

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.

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