



## Organizational, Services & Performance Monitoring Committee

May 20, 2025

### MEETING MINUTES

<b>Board Members:</b>	Ms. Pacetti (Chair), Mayor Gallo, Mr. Sleasman, Ms. Welch
<b>Not Present:</b>	Ms. McPherson
<b>Staff/Other:</b>	Shawn Becker, Nick Biggar, India Birdsong Terry, Janet Burney, Floun'say Caver, Patrick Coffey, Melinda Dangelo, Nick Davidson, George Fields, Bob Fleig, Ida Ford-Marshall, Joel Freilich, Anthony Garofoli, Rajan Gautam, Fiona Gibbons, Carl Kirkland, Sheila Miller, Joshua Miranda, Charles Morgan, Holly Mothes, Mike Schipper, Maria Shurik, Kay Sutula, John Togher, Natoya Walker-Minor
<b>Public:</b>	Charlene Benci, Kevin Hinklo, Dan Jindra, Stephen Katanovic, Loh, Susan Ott, Jon P. Reiss, Jeanne-Helene Roy, Jaclyn Schiemann, Dr. Joseph Sopko, Darrell Town, Elzora Wilson

Ms. Pacetti called the meeting to order at 9:03 am with a roll call. Four (4) committee members were present, representing a quorum.

A motion by Ms. Welch, seconded by Mayor Gallo to approve the minutes from May 6, 2025

Ms. Pacetti called the first presentation Traction Results Reporting. Presenters: India Birdsong Terry, Nick Biggar, Senior Director for Customer Experience and Performance Management, James Rubin and Luke Allison, TransPro.

Ms. Terry highlighted that while RTA continues to collaborate with the third-party consultant TransPro, more performance management work is being transitioned internally to RTA's management team. The review covered four primary areas of organizational performance: Customer Experience, Community Impact, Employee Investment, and Financial Health. The overall score for Q1 was approximately 80 out of 100, equating to a B grade. Performance scores were distributed as follows: approximately 37 out of 40 in Customer Experience, nearly 16 out of 25 in Community Impact, just under 20 out of 20 in Employee Investment, and 7.9 out of 15 in Financial Health.

Significant changes were implemented in 2025 to enhance the rigor of the evaluation process. RTA eliminated "extra credit" scoring, capping all metrics at their maximum point values to prevent overperformance in one category from compensating for underperformance in another. Additionally, most goal targets were increased by 5% to push for higher achievement.

In Customer Experience, results were derived from approximately 1,600 quarterly survey responses collected across all transit modes. Key metrics included the Net Promoter Score (likelihood to recommend RTA), overall satisfaction, on-time performance, perception of safety, and vehicle cleanliness. Notable concerns included challenges in paratransit performance and vehicle cleanliness, which the team is actively addressing.

The Community Impact section drew from semiannual public surveys that capture how the broader community—riders and non-riders—perceives RTA's value. It also included measures of transit-oriented development (TOD), capital investment, and emissions reductions. Some metrics in this category are tracked quarterly but evaluated against annual goals.

Employee Investment showed strong results, with the agency performing well in filling mission-critical vacancies, promoting internally, and retaining staff. An internal survey regarding employee satisfaction, particularly among interns, is planned for presentation later.

Financial Health performance was lower for Q1, as is typical early in the year due to the timing of grant funding cycles. RTA reported efforts to secure competitive capital grants, manage a \$50 million budgeted draw from the Revenue Stabilization Fund (with a self-imposed goal to reduce this to \$40 million), and maintain a planned \$10 million transfer for railcar replacement projects.

The leadership emphasized the importance of continuous improvement and transparency, particularly in addressing service-related pain points. Future quarterly reviews will continue to track progress, refine strategies, and engage both internal teams and the community in performance outcomes. The next review meeting will follow the established quarterly cadence.

James Rubin presented the latest customer experience and community impact survey results, focusing on trends rather than isolated data points to address previous volatility in survey results. By reporting both individual wave results and four-wave rolling averages, the agency aims to provide clearer insight into long-term customer satisfaction and Net Promoter Score (NPS) trends. Overall, fixed route bus service saw a slight upward trend in NPS, though recent satisfaction declined from 77% to 68%, primarily driven by concerns over on-time performance and personal safety—key attributes across all modes of transit. Bus Rapid Transit (BRT) showed similar patterns, with NPS dropping from 38 to 24, and satisfaction decreasing slightly. Rail services, however, demonstrated gradual improvement, with NPS rising from 12 to 24 across three waves and satisfaction improving modestly. Rail customers prioritized personal safety over on-time performance, unlike bus users. Paratransit remained relatively stable, with high satisfaction (up to 89%) and NPS (66), though on-time performance perceptions dipped slightly. The agency's overall metrics stood at 27 for NPS and 68% for satisfaction.

Mr. Rubin also reviewed the community survey results, which showed a notable increase in the perceived personal value of RTA services, rising from 59% to 68%, while overall community value remained high at 90%. Key perceived benefits included employment access, mobility for low-income and special-needs populations, access to essential services, and affordability.

Mr. Biggar and other leadership team members elaborated on how these metrics inform internal action. Quarterly and monthly performance reviews drive strategy and initiatives, such as switching to vinyl seats, enhancing station cleaning, and increasing police presence on vehicles to improve customer perceptions of safety and cleanliness. Lastly, it was announced two new hires to bolster customer experience performance: Kim Wright as Customer Experience Manager and Zane Patterson as Project and Performance Leader. The meeting concluded with discussion on Transit-Oriented Development tracking and emphasized traction as the agency's tool for translating long-term strategic goals into actionable, measurable outcomes.

It was moved by Ms. Welch, and seconded by Mr. Sleasman, and unanimously approved to accept this presentation.

Ms. Pacetti called for the Quarterly Management Report – a review of 1<sup>st</sup> quarter 2025 results to be presented by India Birdsong Terry, General Manager, CEO.

Ms. Terry stated that the purpose of the Quarterly Management Report was to provide a high-level overview of the agency's financial and operational performance for the first quarter of FY2025. The Quarterly Management Report, which combines financial metrics, major capital projects, and advocacy initiatives, now includes the Traction Program. This integration offers a comprehensive and centralized document that serves as a key resource for organizational strategy and performance tracking.

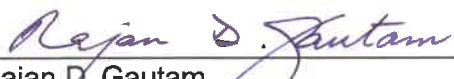
Ms. Terry highlighted that total revenues for the quarter were approximately \$83 million, which is nearly 7% over budget. While passenger fare revenue was 12.3% below budget due to timing of receipts and invoicing, mobile fare payments increased by about 12%, indicating a shift toward digital platforms and mobile ticketing. This trend supports ongoing efforts to improve fare accessibility and prepare for future implementation of fare capping initiatives. Additionally, sales and use tax revenues were reported at 3.2% above budget expectations. Reimbursed expenditures totaled roughly \$5.5 million, attributed to fuel refunds, preventative maintenance, labor, and other operational receipts. On the expense side, total operating costs came in about 4% under budget. Personnel costs are being carefully managed through hiring reviews and control overtime expenditures, as part of ongoing fiscal stewardship efforts. Fuel hedging resulted in savings of approximately \$1 million below budget and purchased transportation costs were \$1.1 million below budget due to timing, with expectations that these figures will normalize in subsequent quarters.

Operationally, paratransit ridership increased by nearly 8% in Q1, reflecting greater demand for services. In response, a proposal is being considered to expand the paratransit fleet from 80 to 100 vehicles. The agency is also evaluating the staffing levels needed to support this growth and maintain on-time performance standards.

From a capital planning perspective, the rolling stock reserve stands at approximately \$4.95 million at the close of the quarter. The budget for the Railcar Replacement Project is \$450 million, and regular contributions from the General Fund are being made to support this target. Bond retirement expenses for the quarter totaled close to \$2.5 million, and any remaining funds will be addressed in upcoming reports.

It was moved by Ms. Welch, and seconded by Mayor Gallo, and unanimously approved to accept this presentation.

There being no further business to bring before this Committee, a motion to adjourn the meeting by Mr. Sleasman, and seconded by Mayor Gallo. The meeting was adjourned at 9:42 am.

  
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Rajan D. Gautam  
Secretary/Treasurer

  
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Avis R. Lyons  
Interim Executive Assistant