

RTA Committee Meetings

Tuesday, May 20, 2025

Organizational, Services & Performance Monitoring Committee

Chair: Ms. Emily Garr Pacetti



Quarterly Performance Review: **FY25 Q1**

India L. Birdsong Terry, GCRTA General Manager and CEO

Nick Biggar, GCRTA Sr. Dir. of Customer Experience and Performance Management

James Rubin, TransPro Principal

GCRTA Board Meeting

May 20, 2025

Agenda



1. **Success Outcome Status**
2. **2025 Organizational Scorecard**
3. **March 2025 Customer Experience Survey Results**
4. **April 2025 Community Impact Survey**
5. **Performance Management Cadence**

A faded background image of a train at a station platform. The train is grey and white, with the number '702' visible on its front. The platform has a red and white checkered pattern. The text 'Performance Management' is overlaid in blue.

Performance Management

India Birdsong Terry
Nick Biggar

Organizational Scorecard: **FY25 Q1**

Success Outcome	Goal Points	FY 25 Q1 Points	FY25 Q2 Points	FY25 Q3 Points	FY25 Q4 Points
Customer Experience	40	36.8			
Community Impact	25	15.9			
Employee Investment	20	19.7			
Financial Health	15	7.9			
100		80.3			

**80.3 / 100.0
points earned**



Success Outcome Status: **FY25 Q1**

Success Outcome	Points	Success Definition	Status
Customer Experience	40	29 Net Promoter Score	27 Net Promoter Score
Community Impact	25	62% Community Perception of Personal Relevance	68% Community Perception of Personal Relevance
Employee Investment	20	95% Vacancy Fill Rate: Operators, Mechanics, Transit Police	92% Vacancy Fill Rate: Operators, Mechanics, Transit Police
Financial Health	15	\$35m Competitive Capital Grants	\$2.72m Competitive Capital Grants

A light rail train, possibly from the RTA, is stopped at a station platform. The train is grey with red and white accents. The number '702' is visible on the front. The background shows a modern building with a glass facade and a clear sky.

Organizational Scorecard

Nick Biggar

Organizational Scorecard: FY25 Q1

Success Outcome: Customer Experience

Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Points Earned
Net Promoter Score	29	Terry	12	27				11.2
Overall Customer Satisfaction	74%	Terry Biggar	10	68%				9.2
Personal Safety/Security - Perception	68%	Caver	3	63%				2.8
On-Time Performance - Impression	76%	Caver	4	67%				3.5
On-Time Performance - Actual	83%	Caver	6	85%				6.0
Vehicle Cleanliness - Perception	59%	Caver	5	48%				4.1
Total Goal Points: 40.0					Total Points Earned: 36.8			

Organizational Scorecard: FY25 Q1

Success Outcome: **Community Impact**

Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Points Earned
Perceived Value - Personal Relevance	62%	Walker-Minor Biggar	4	68%				4.0
Transit Oriented Development (TOD) on RTA properties	4	Rusnov	6	2				3.0
Economy: Ratio of Private Sector Investment to Major Capital Investment	7	Schipper	5	1				0.7
Capital Dollars Invested in Low Income Communities	80%	Schipper	6	78%				5.8
Environment: Emissions Reduction	8%	Temming	4	5%				2.4
Total Goal Points: 25.0					Total Points Earned: 15.9			

Organizational Scorecard: **FY25 Q1**

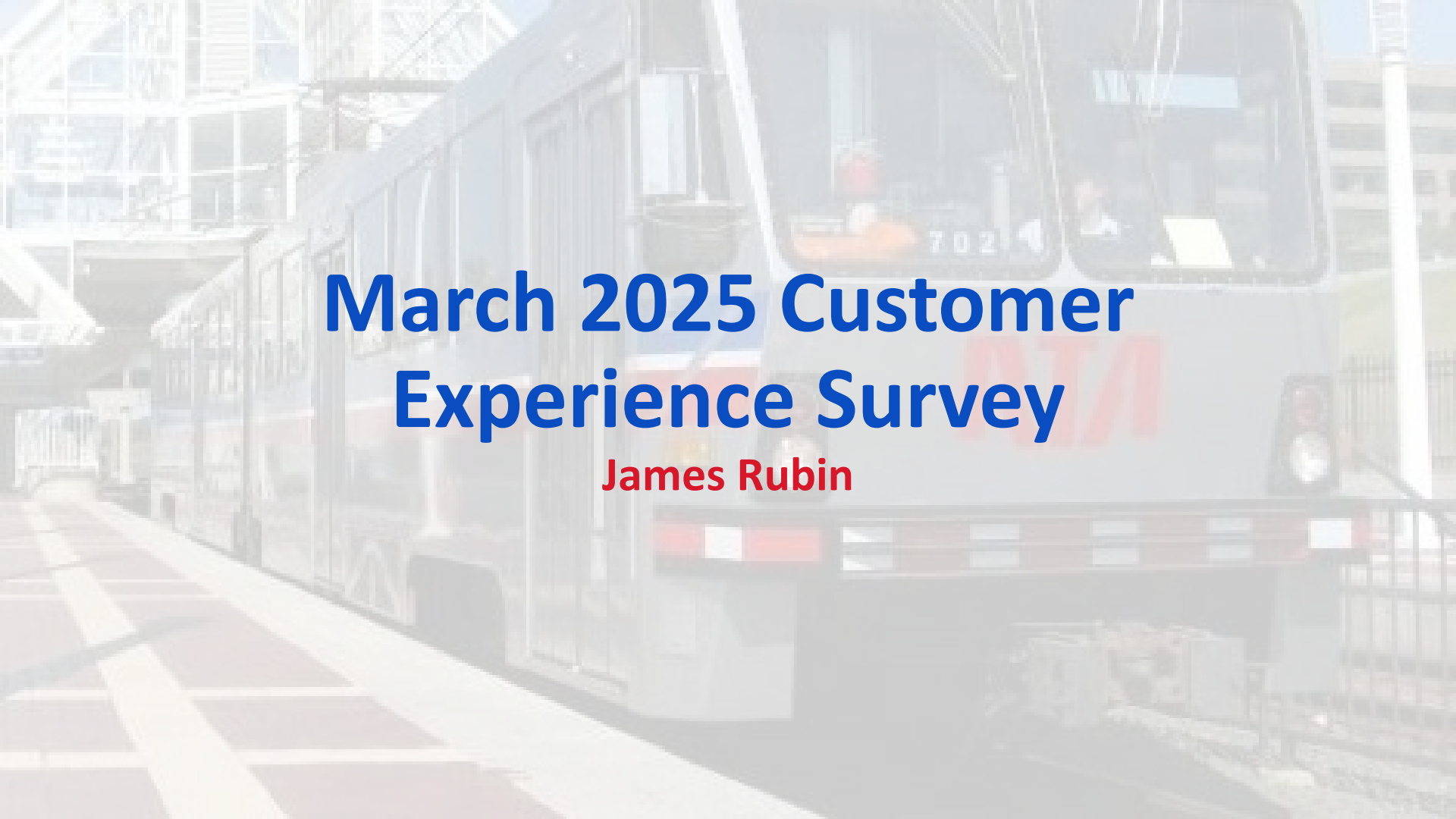
Success Outcome: **Employee Investment**

Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Points Earned
Vacancy Fill Rate : Operators (Bus, Para, Rail), Mechanics, Transit Police	95%	Fields	8	92%				7.7
Cultivate Internal Talent Pipeline	36%	Fields	4	39%				4.0
Agencywide Retention Rate	90%	Fields Biggar	5	95%				5.0
Vacancy Fill Rate : Non-Bargaining	95%	Fields	3	96%				3.0
Total Goal Points: 20					Total Points Earned: 19.7			

Organizational Scorecard: **FY25 Q1**

Success Outcome: **Financial Health**

Metric	Goal	Owner	Goal Points	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Points Earned
Competitive Capital Grants	\$35M	Gautam Schipper	5	\$2.72M				0.4
Transfer from Revenue Stabilization Fund	\$40M	Gautam Biggar	5	\$0				5.0
General Fund Transfer to Capital / Rolling Stock Reserve Fund	\$10M	Gautam	5	\$4.95M				2.5
Total Goal Points: 15.0					Total Points Earned: 7.9			

A faded background image of a train at a station platform. The train is grey with red and white accents. The number '702' is visible on the front. The platform has a yellow and red striped safety line. Buildings are visible in the background.

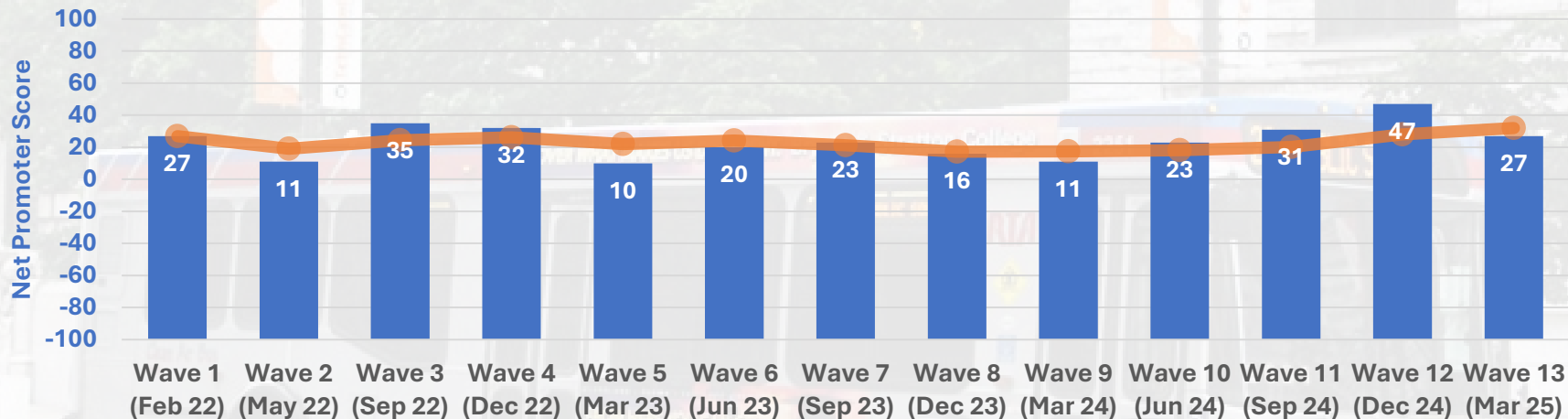
March 2025 Customer Experience Survey

James Rubin

Net Promoter Score: **Fixed Route Bus**

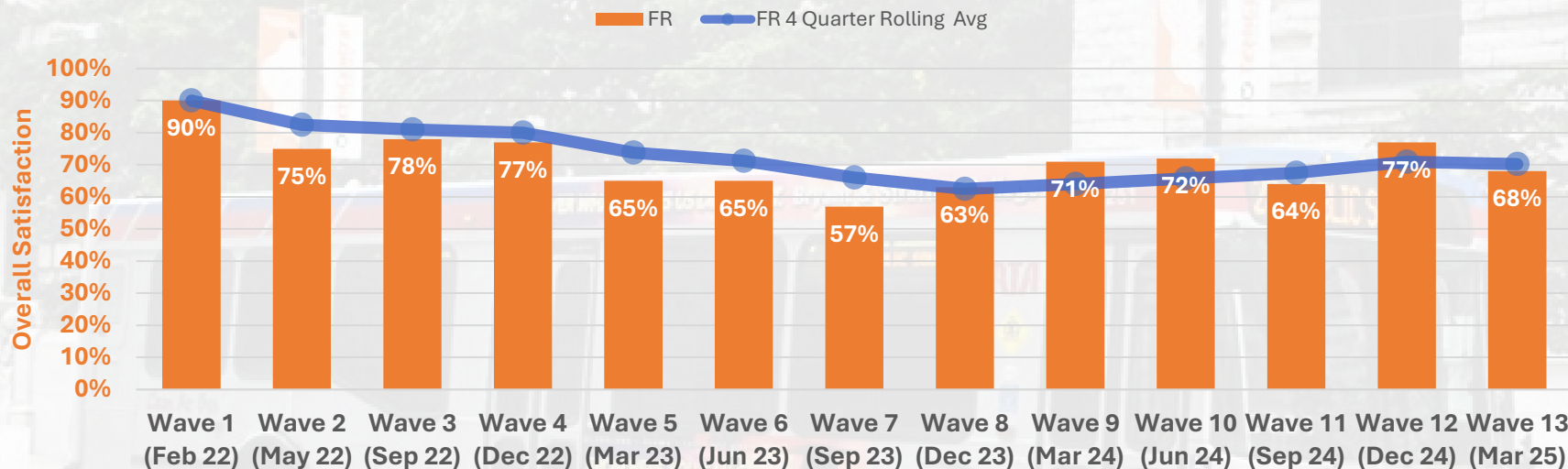
Time Series

FR FR 4 Quarter Rolling Avg



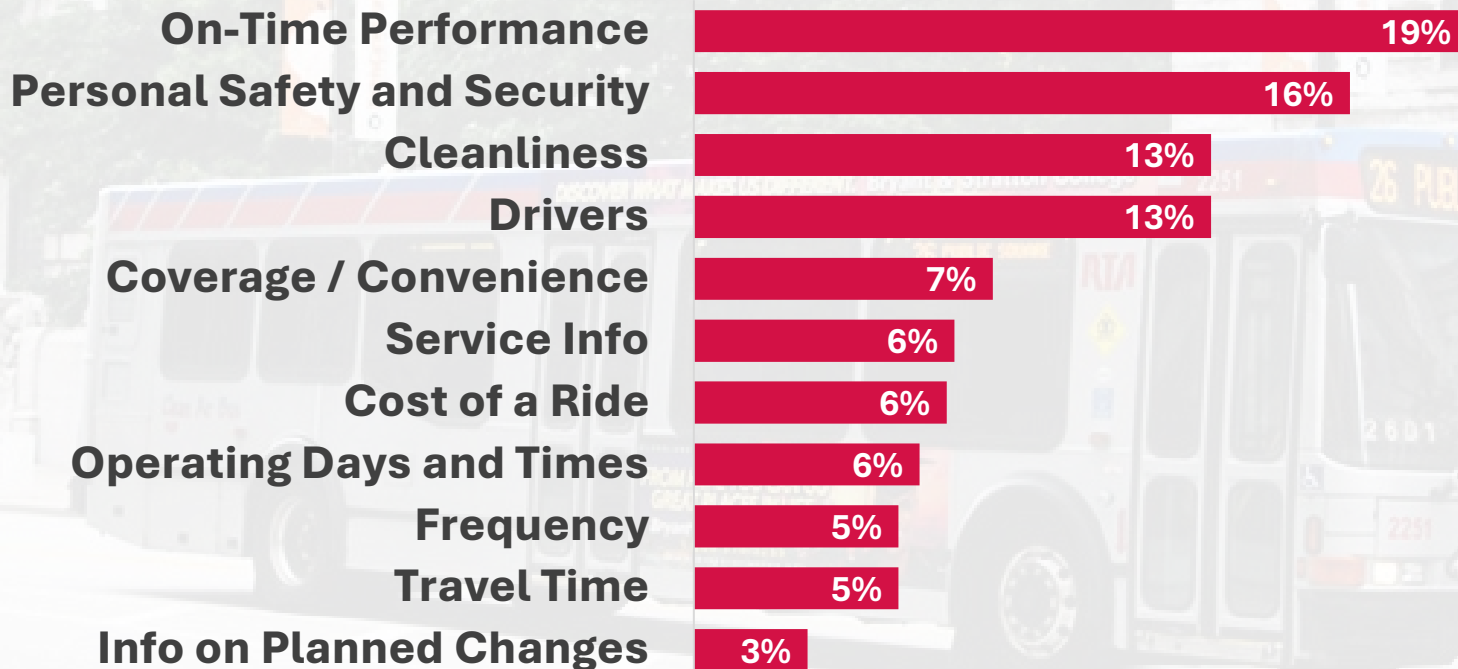
Overall Satisfaction: **Fixed Route Bus**

Time Series

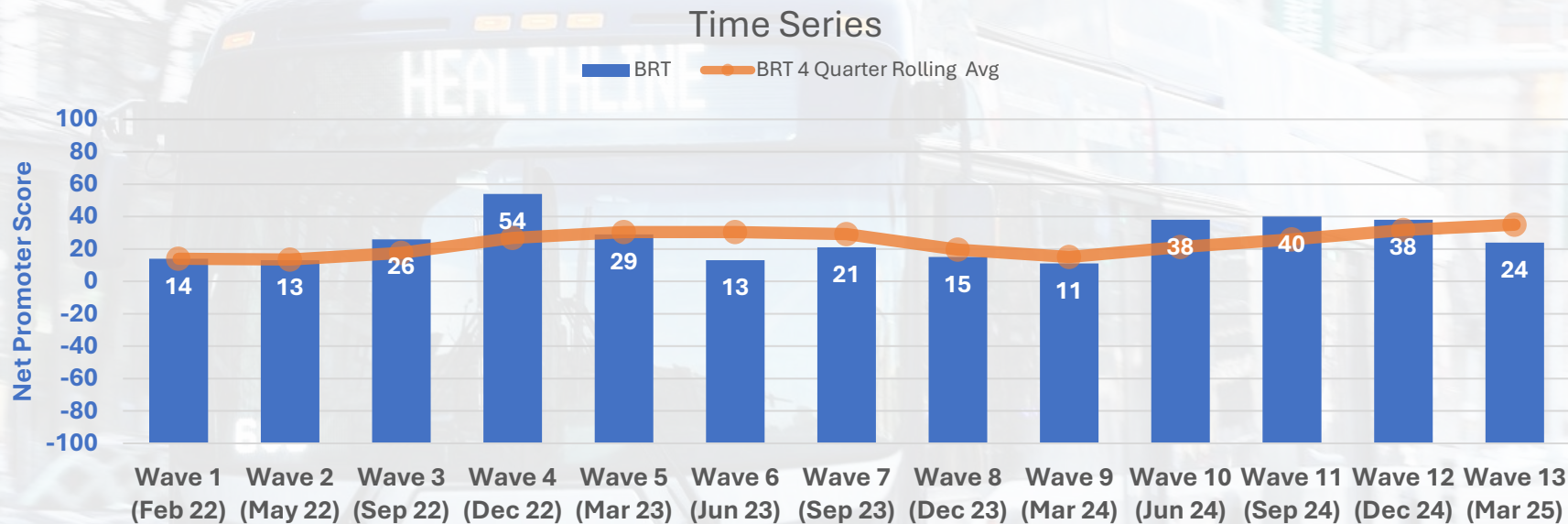


Key Drivers of Customer Experience: **Fixed Route Bus**

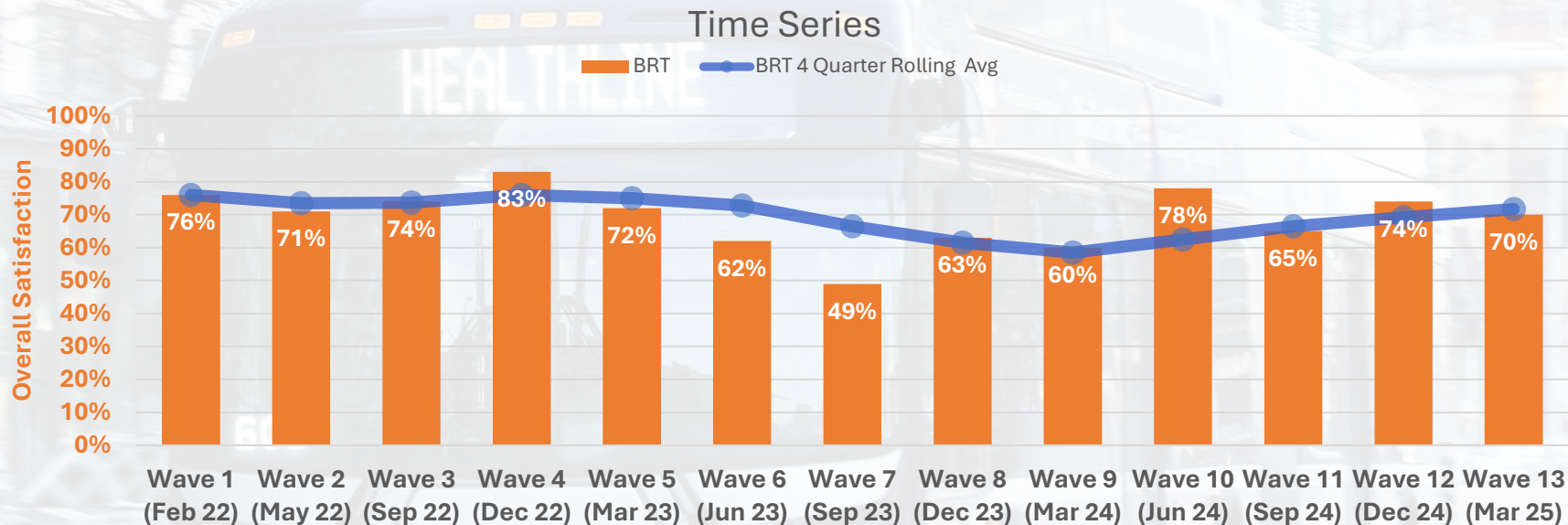
Most Important to Customers: Wave 12, December 2024



Net Promoter Score: **Bus Rapid Transit**

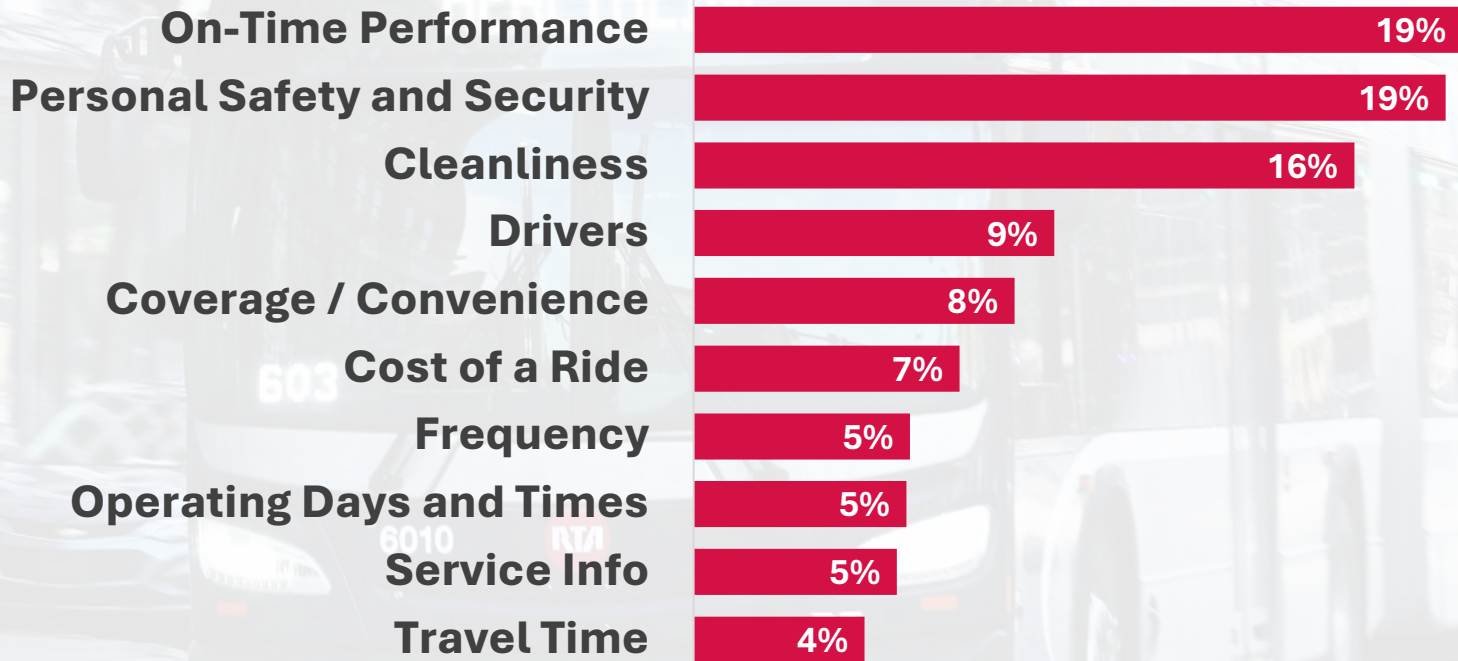


Overall Satisfaction: **Bus Rapid Transit**



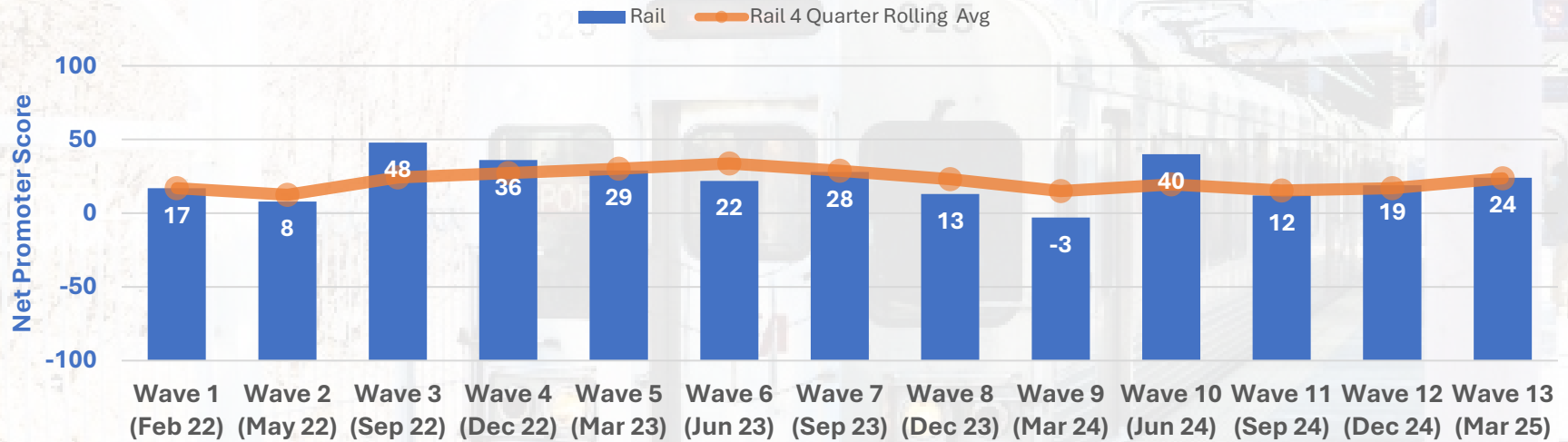
Key Drivers of Customer Experience: **Bus Rapid Transit**

Most Important to Customers: Wave 12, December 2024



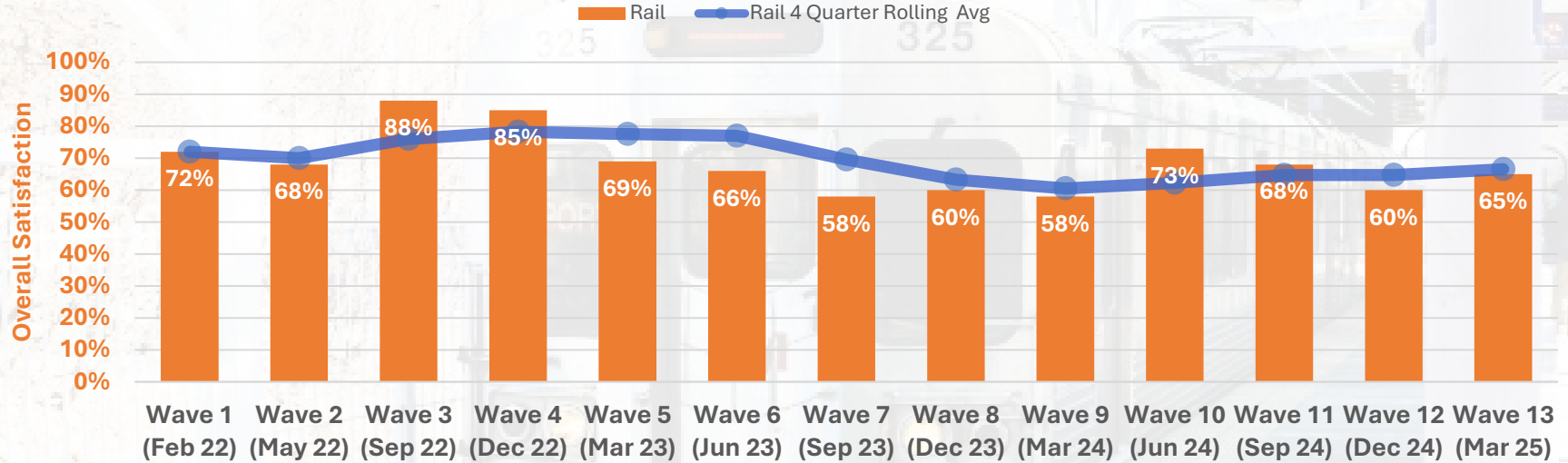
Net Promoter Score: Rail

Time Series



Overall Satisfaction: Rail

Time Series



Key Drivers of Customer Experience: Rail

Most Important to Customers: Wave 12, December 2024

Personal Safety and Security

23%

On-Time Performance

19%

Cleanliness

15%

Drivers

8%

Operating Days and Times

6%

Travel Time

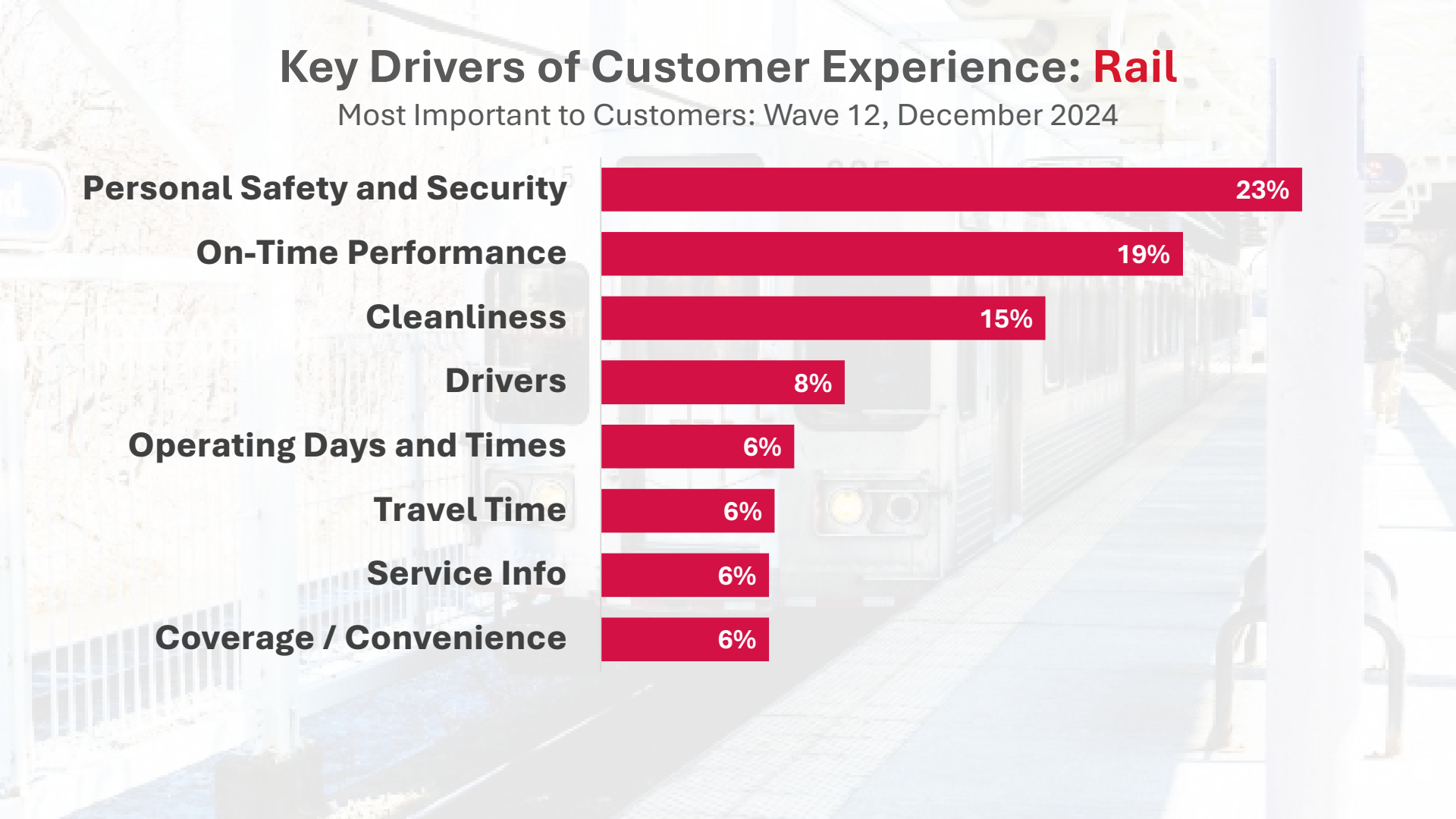
6%

Service Info

6%

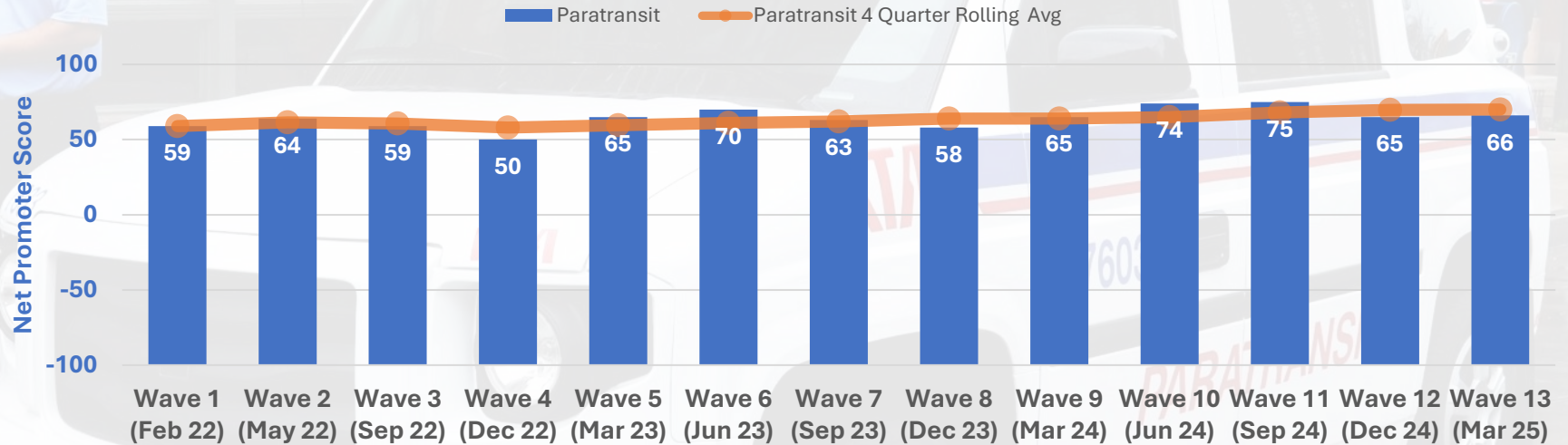
Coverage / Convenience

6%



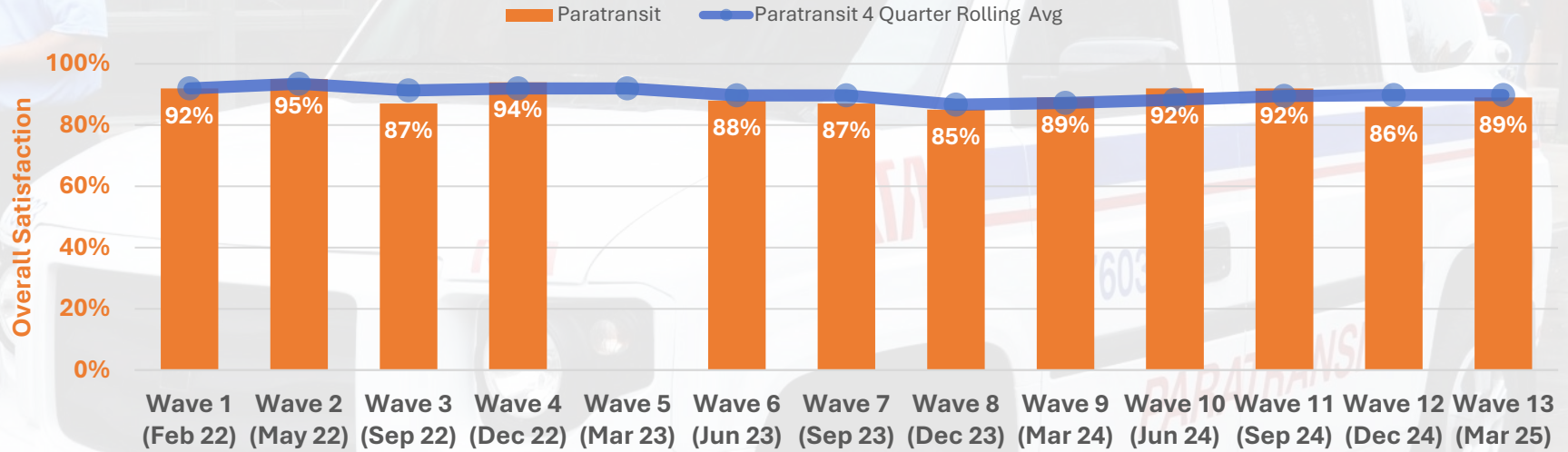
Net Promoter Score: **Paratransit**

Time Series



Overall Satisfaction: **Paratransit**

Time Series



Key Drivers of Customer Experience: **Paratransit**

Most Important to Customers: Wave 12, December 2024

Personal Safety and Security

26%

Drivers

24%

On-Time Performance

12%

Travel Time

12%

Cleanliness

10%

Scheduling Ease

5%

Cost of a Ride

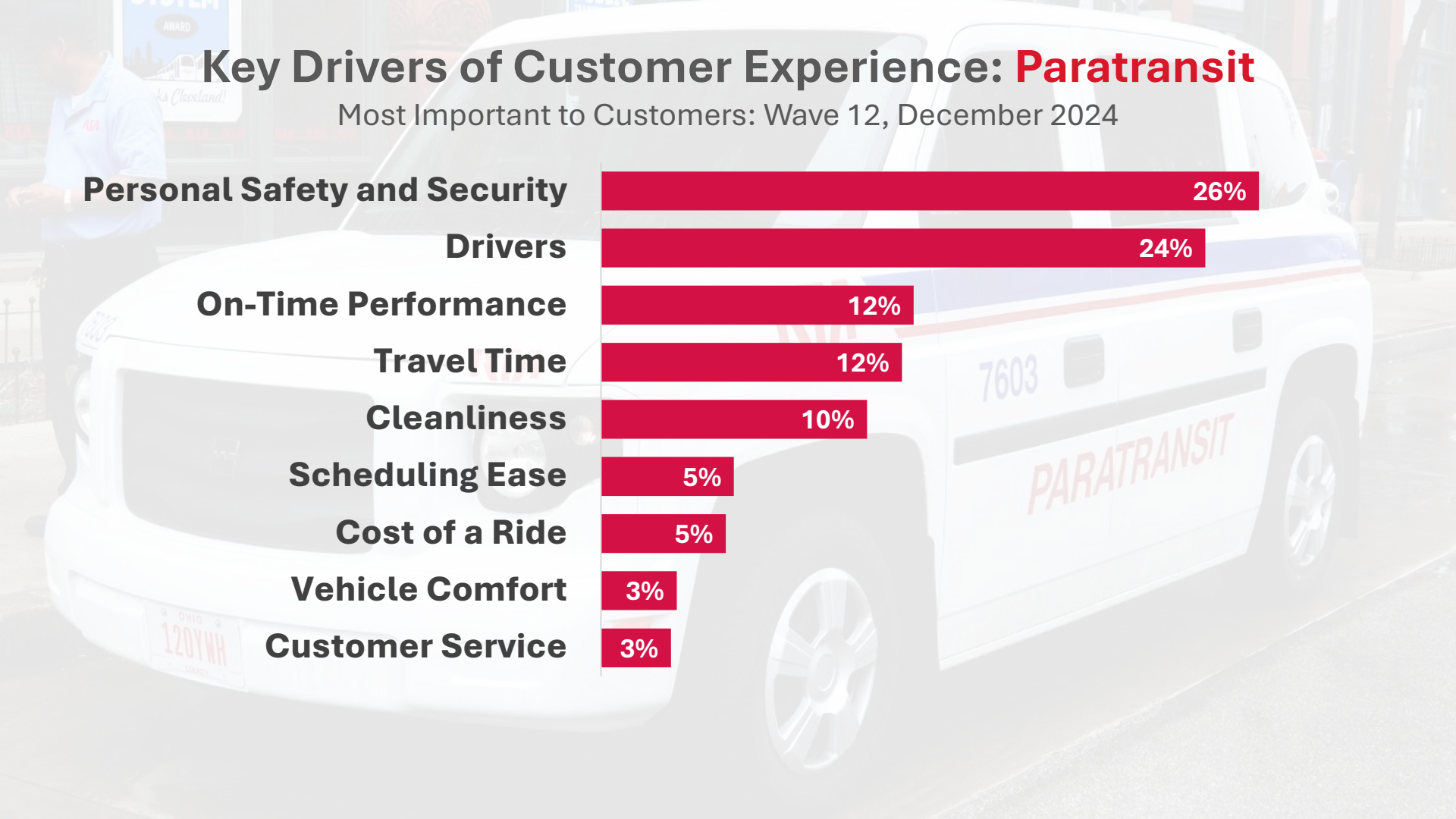
5%

Vehicle Comfort

3%

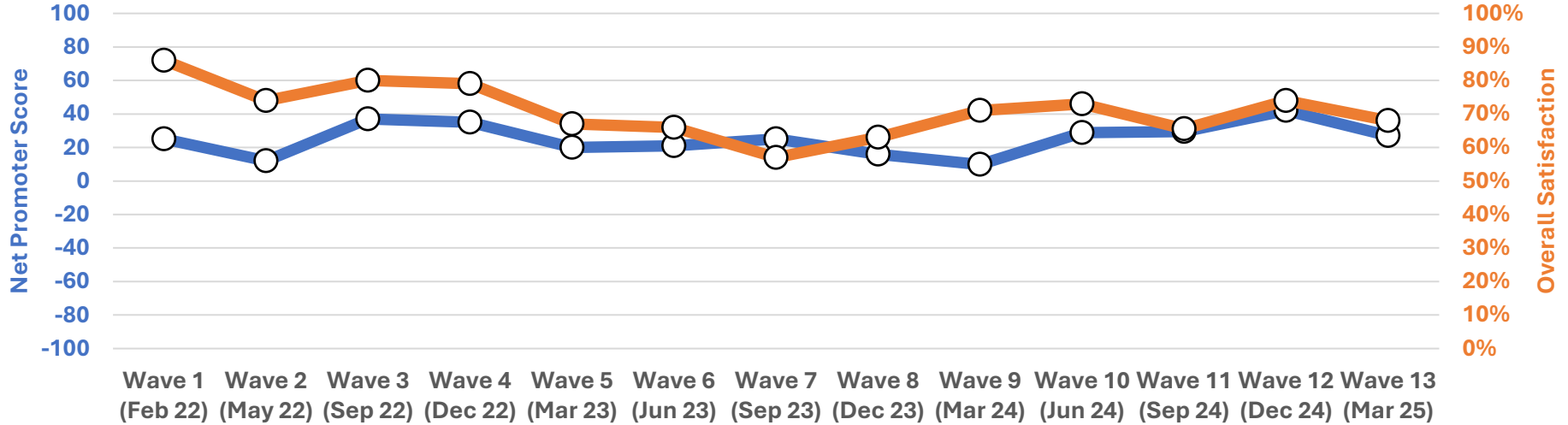
Customer Service

3%

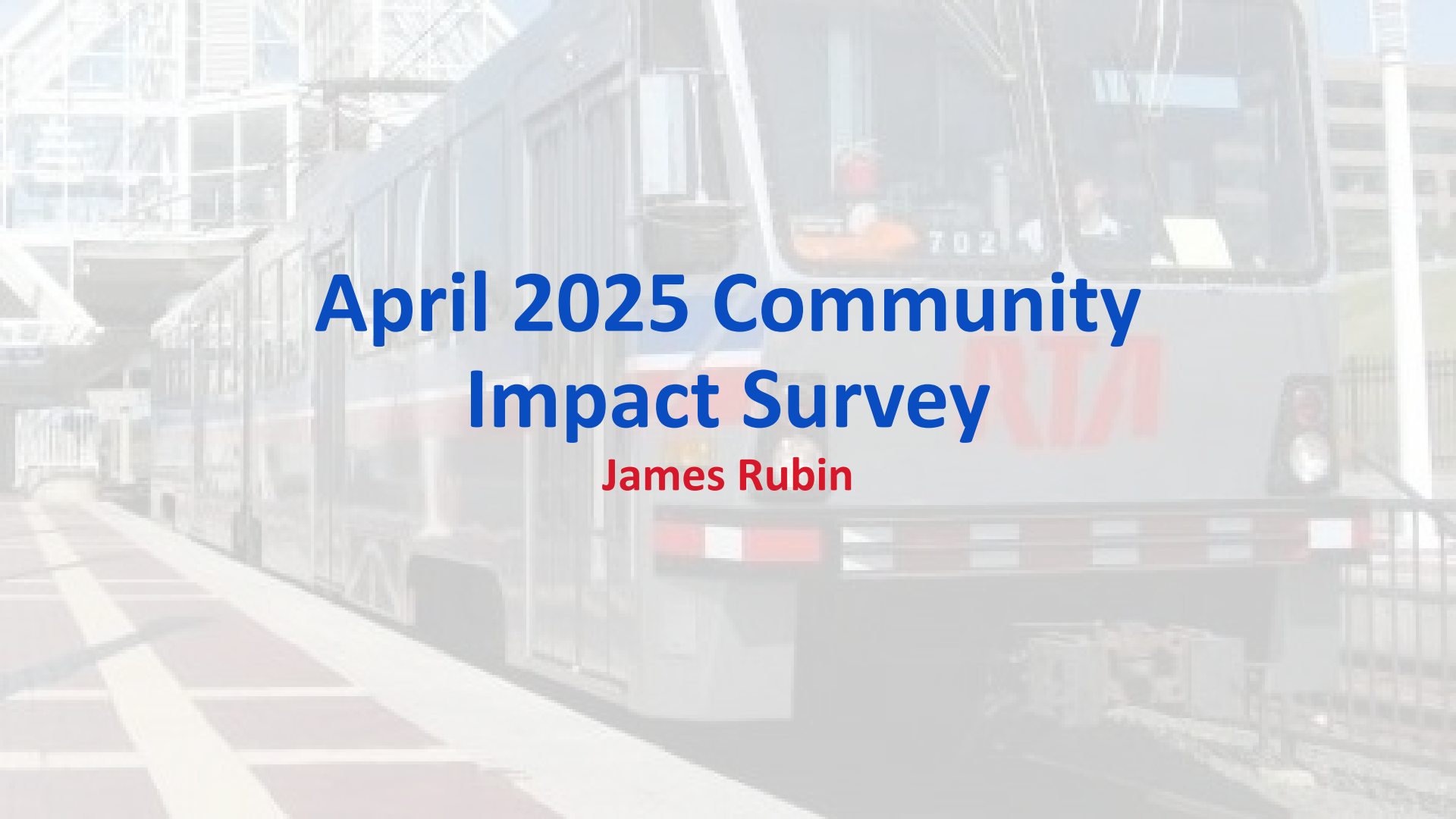


Net Promoter Score & Overall Satisfaction: **Agency**

Time Series



Service or Mode	Percent of Ridership
Fixed Route Bus	70.5%
Bus Rapid Transit	8.9%
Rail	18.2%
Paratransit	2.5%
100%	

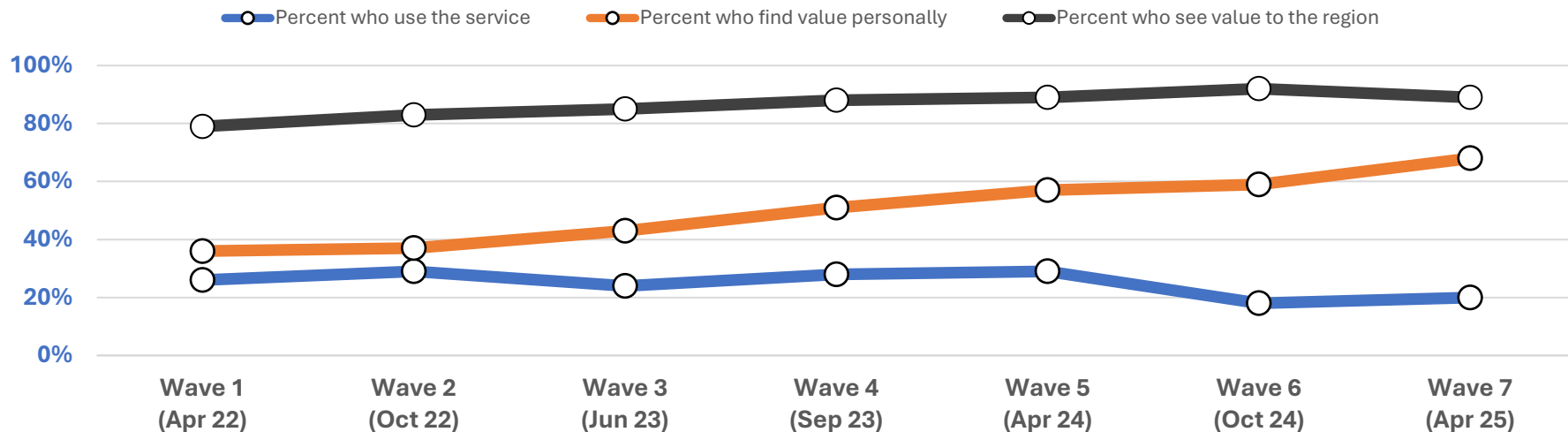
A light rail train, possibly a Silver Line train, is stopped at a station platform. The train is white with blue and red accents. The number '702' is visible on the front. The platform has a yellow tactile paving strip. The background shows a modern building with a glass facade.

April 2025 Community Impact Survey

James Rubin

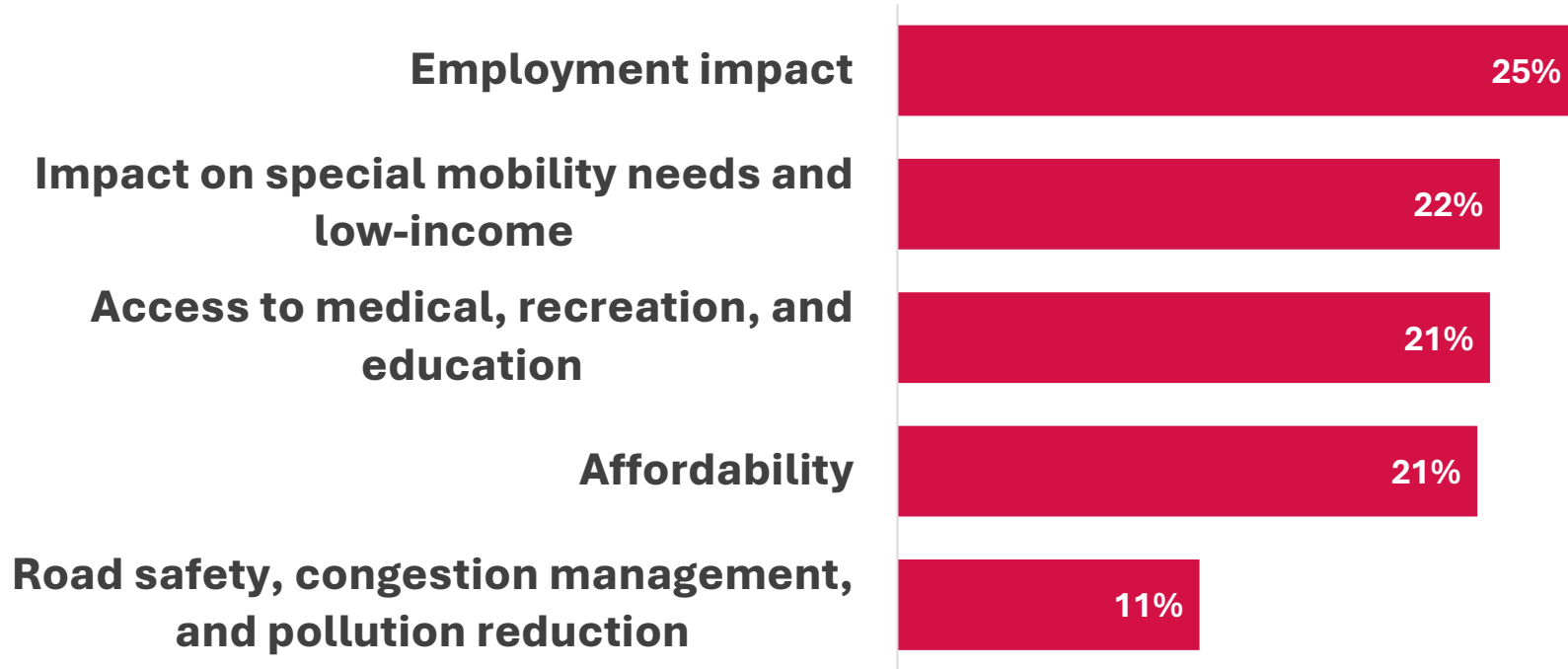
Community Value Survey: **Users and Value**

Time Series



Key Drivers of Community Impact

Most Important to the Community: Wave 7, April 2025



A light rail train, possibly an RTA model, is stopped at a station platform. The train is grey with red and white accents. The number '702' is visible on the front. The text 'Traction Cadence' is overlaid in large blue letters. The background shows a modern building and a clear sky.

Traction Cadence

Nick Biggar

Performance Management Cadence

Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025	Jul 2025
Tactics Review	Q4 Performance Review Board Report Tactics Review	Tactics Review	Q1 Performance Review Board Report	Tactics Review	Tactics Review
Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026
Q2 Performance Review Board Report	Tactics Review	Tactics Review	Q3 Performance Review Board Report	Tactics Review	TBD

Questions

Quarterly Management Report

1st Quarter 2025 Results

India Birdsong Terry

General Manager, CEO

May 20, 2025

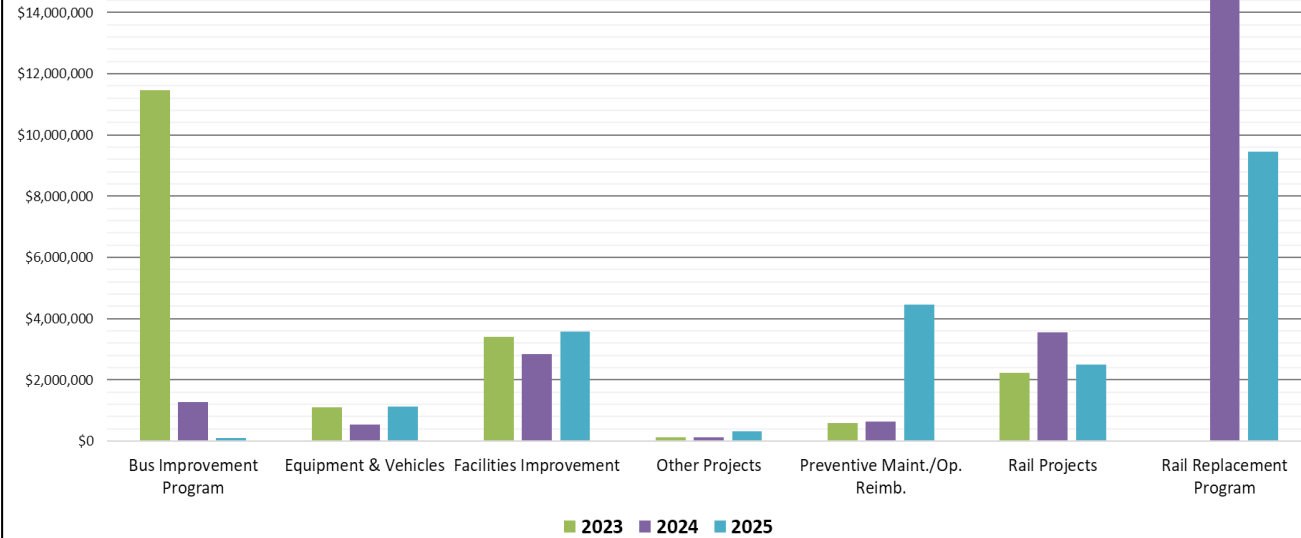
General Fund – 1st Quarter 2025

- Total Revenues: \$82.7 million (6.8% higher than budget)
 - Passenger Fares – 12.3% lower (timing issue of receipts)
 - Sales & Use Tax – 3.2% higher
 - Reimbursed Expenditures – \$5.5 million
 - Refunds for Fuel, PM, Labor, and other miscellaneous receipts
- Operating Expenses: 4.3% lower than budget
 - Total personnel costs: 1.3% lower than budget
 - Fuel hedging & utility contracts – continue to help stabilize expenses – \$1 million lower than budget
 - Purchased Transportation for ADA Paratransit - \$1.1 million lower than budget (timing issue of receipts)

General Fund – 1st Quarter 2025

- Transfers to Other Funds
 - Reserve Fund: \$5.0 million in Rolling Stock Reserve
 - Total Transfer to Capital:
 - Bond Retirement Fund: \$2.4 million transferred
- Remaining funds will be transferred throughout the year

Q1 Capital Expenditures by Category



Top 4 categories (blue):

Rail Car Replacement Program
\$9.5 million

Reimbursements (PM / Labor)
\$4.5 million

Facilities Improvements
\$3.6 million

Rail Projects
\$2.5 million

Questions

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

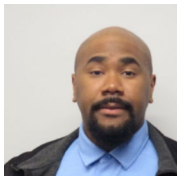
RTA Board of Trustees

Tuesday, May 20, 2025

New Hires and Promotions

May 20, 2025

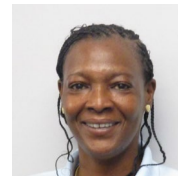
May New Hires



Duron Wilson
Operator



Stephanie Bowie
Operator



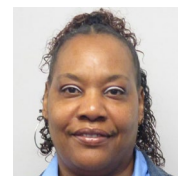
Kismet Vinson
Operator



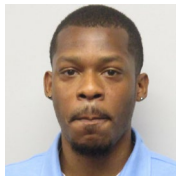
Raul Fisher
Operator



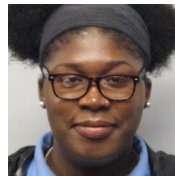
Mohamed Osman
Operator



Marquita Riddle
Operator

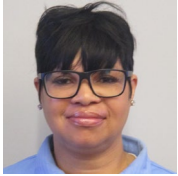


Aaron Walker
Operator

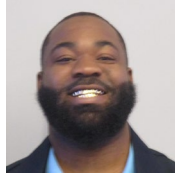


Bianca Williams
Operator

May New Hires



Dontea Saunders
Operator



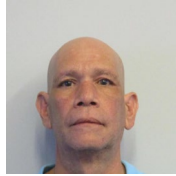
Kendrick Johnson
Operator



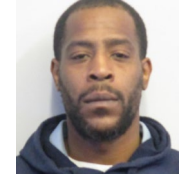
Daniel Bromeier
Operator



Marcia Alexander
Operator



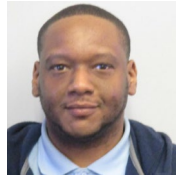
Craig Johnson
Operator



Richard Horton
Operator

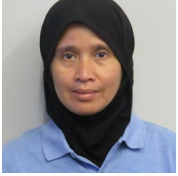


Jason Wakefield
Operator



Richard Oliver
Operator

May New Hires



Susi Winarti
Operator



Eric Hulme
Construction
Engineer II



Richard Draniski
Body Mechanic -
Rail



Anthony Suttles
Laborer

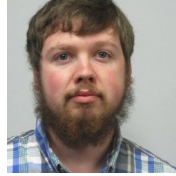


Prishod Albritton-
Koonce
Laborer

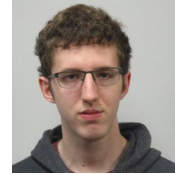
May Promotions



Cyrus Toe
HVAC Mechanic



Timothy Wetherbee
Equipment Maintainer



Justin Albrecht
Equipment Maintainer

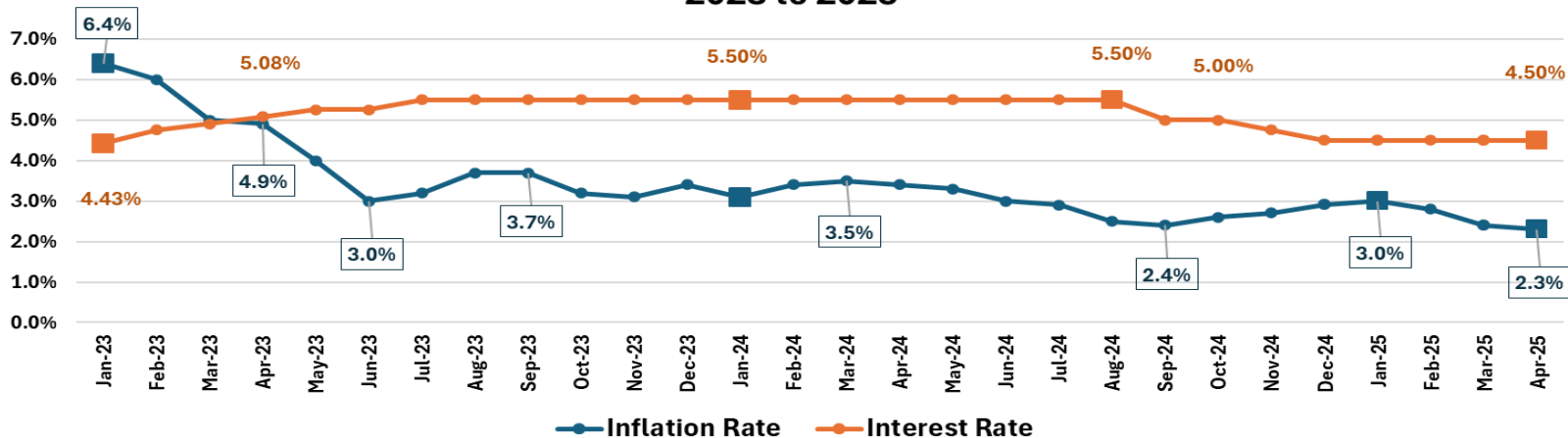
Secretary/Treasurer Update

Board of Trustees

May 20, 2025

Economic Conditions

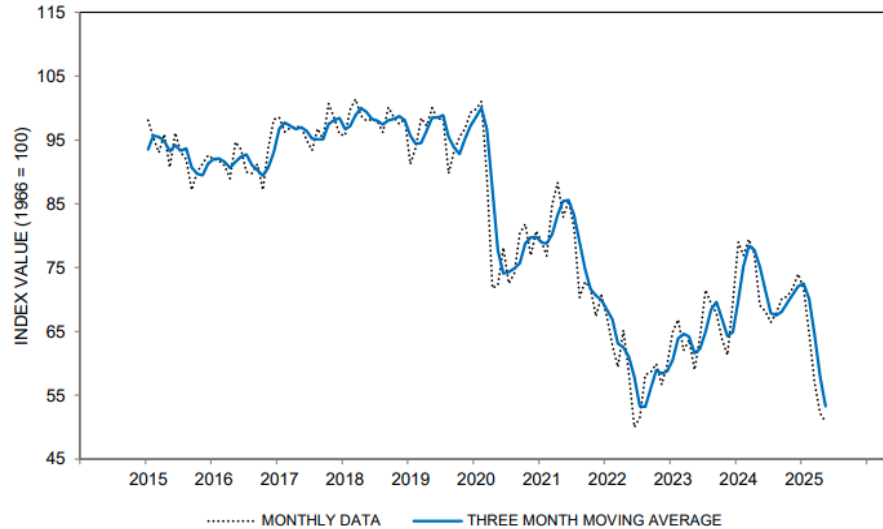
**Inflation Rate & Interest Rate
2023 to 2025**



Consumer Confidence

Survey of Consumers – University of Michigan

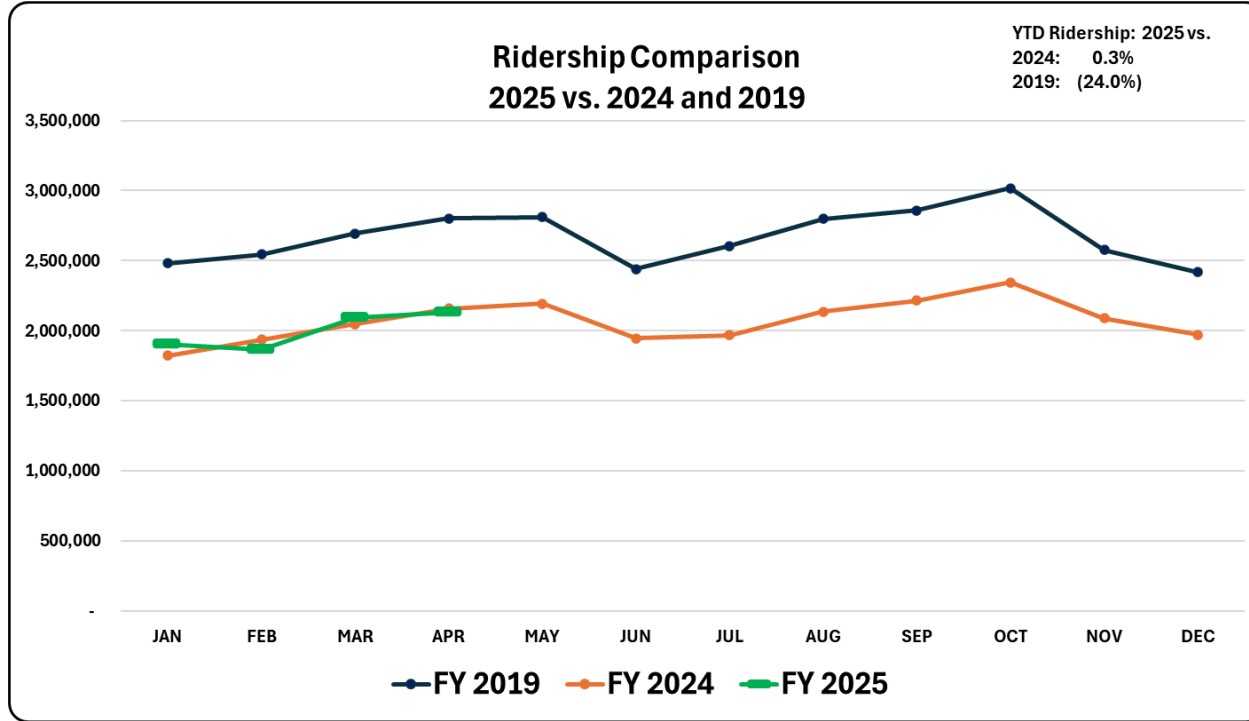
THE INDEX OF CONSUMER SENTIMENT



Preliminary Results for May 2025

	May 2025	Apr 2025	May 2024	M-M Change	Y-Y Change
Index of Consumer Sentiment	50.8	52.2	69.1	-2.7%	-26.5%
Current Economic Conditions	57.6	59.8	69.6	-3.7%	-17.2%
Index of Consumer Expectations	46.5	47.3	68.8	-1.7%	-32.4%

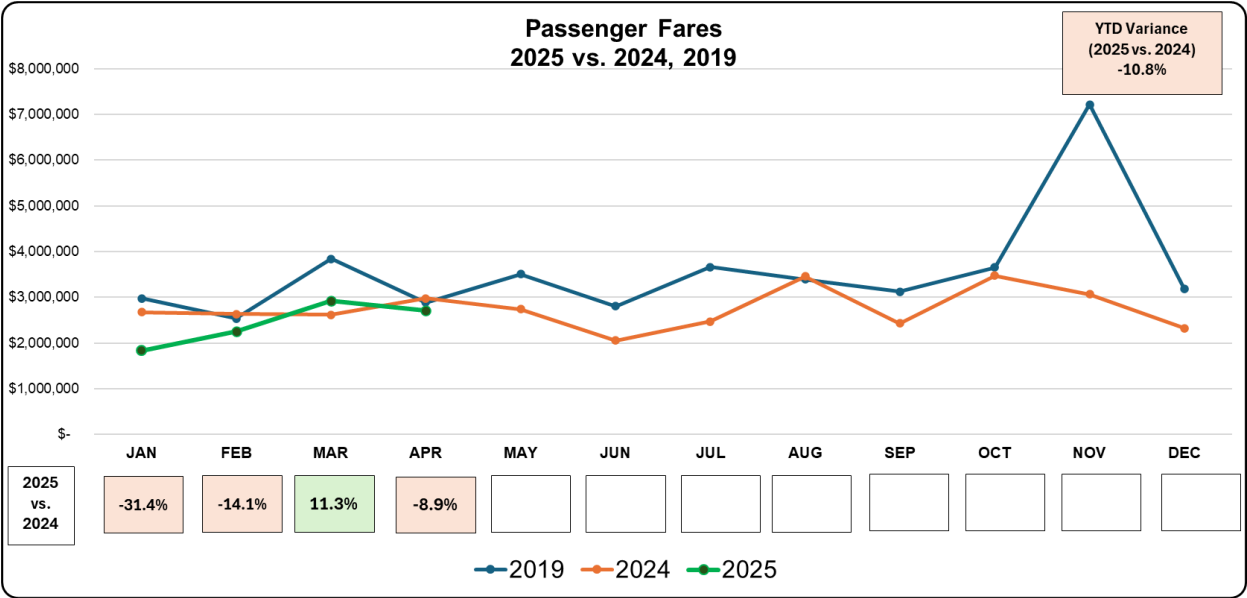
Ridership through April 2025



**YTD Ridership
(in millions)**

2019: 10.5
2024: 8.0
2025: 8.0

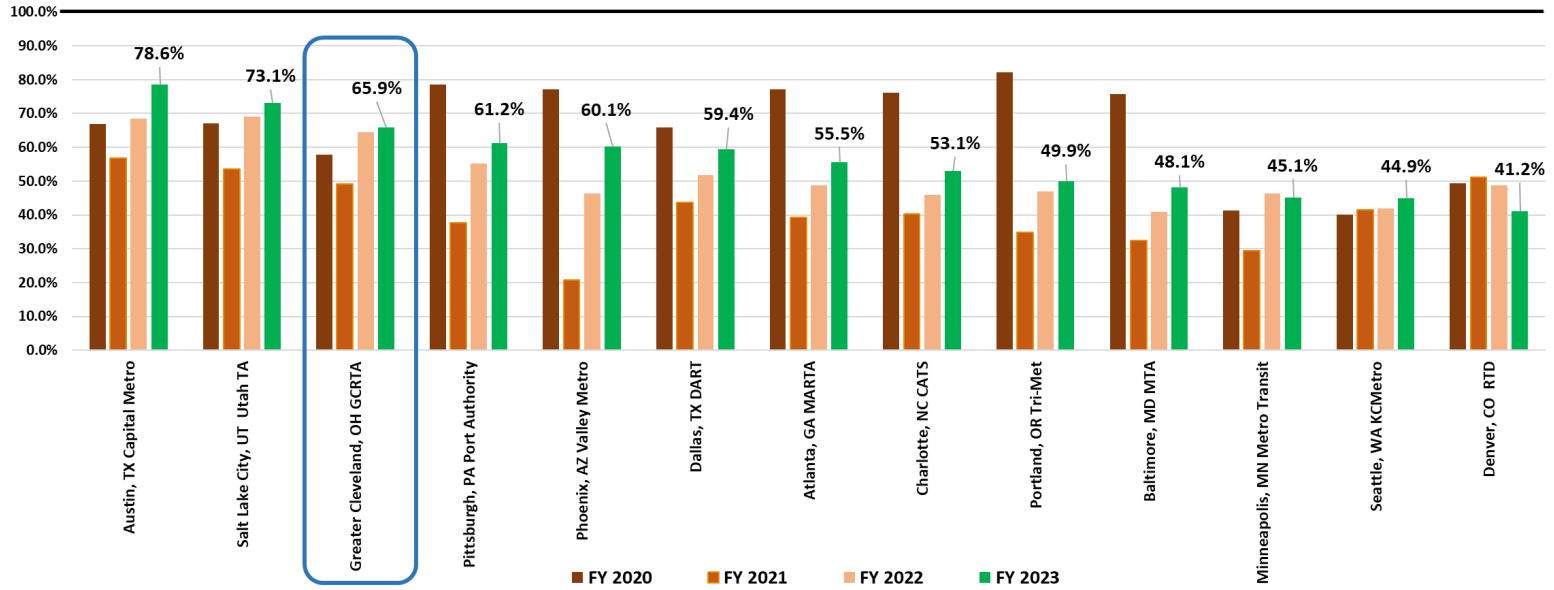
Passenger Fares



YTD Passenger Fares (in millions)

2019: \$12.2
2024: \$10.9
2025: \$9.7

Peer Agencies
Percent of Passenger Fares compared to FY 2019 (Pre-COVID)

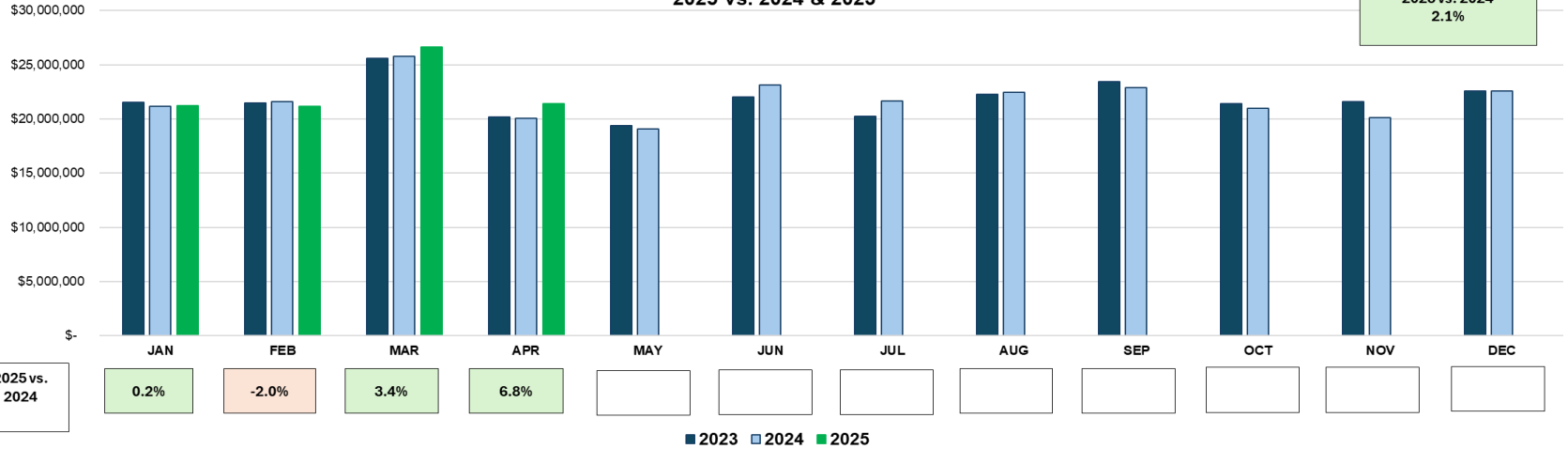


Fares per Operating Expenses	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Pittsburgh, PA Port Authority	23.2%	18.2%	8.5%	12.3%	12.8%
Atlanta, GA MARTA	26.6%	20.4%	10.0%	12.2%	12.2%
Greater Cleveland, OH GCRTA	15.1%	10.1%	8.7%	12.2%	10.5%
Minneapolis, MN Metro Transit	23.2%	9.9%	7.1%	11.1%	9.9%
Portland, OR Tri-Met	22.1%	18.2%	8.0%	10.7%	9.0%
Seattle, WA KCMetro	22.6%	9.0%	9.8%	8.9%	8.7%
Denver, CO RTD	24.0%	12.2%	13.8%	11.3%	8.4%
Salt Lake City, UT Utah TA	15.6%	10.2%	7.7%	8.0%	8.2%
Charlotte, NC CATS	17.6%	12.9%	6.9%	7.2%	7.2%
Baltimore, MD MTA	16.1%	12.7%	5.6%	6.4%	7.1%
Phoenix, AZ Valley Metro	13.8%	10.6%	3.0%	6.3%	7.0%
Dallas, TX DART	11.6%	7.6%	5.2%	5.9%	5.8%
Austin, TX Capital Metro	9.8%	6.7%	5.5%	5.5%	5.2%

Sales & Use Tax

Sales & Use Tax
2025 vs. 2024 & 2023

YTD Variance
2025 vs. 2024
2.1%



Selected Data

Total Long-Term Debt – 12/31/2024	\$ 22.3 million
Average Investment Yield – YTD	4.06%
Cash and Investments	
Unrestricted (General Fund)	\$ 25.2 million
Restricted	<u>339.8 million</u>
TOTAL CASH AND INVESTMENTS	<u>\$365.1 million</u>

Questions

General Manager, CEO Report

India L. Birdsong Terry

May 20, 2025

In Memoriam of Allan C. Krulak



- Served on the Greater Cleveland Regional Transit Authority Board of Trustees from 2000-2006
- Provided commendable service to his community and was highly regarded by his family, fellow board members, friends, and community stakeholders

GCRTA – Town Hall



April 24, 2025 | Main Office

270 Participants

GCRTA Chief of Police Honored



April 2025 | Transit Police Headquarters

- The Ohio Committee for Employer Support of Guard and Reserve honored **Chief of Transit Police Deirdre Jones** with the **Patriot Award**, in acknowledgement of her collaborative efforts in support of the Nation, the Department of Defense, the 910th Security Forces and the United States Air Force Reserve.
- This award is supported by the Office of the Secretary of Defense.
- Chief Jones was nominated for this award by members of her team.

Cleveland Magazine – Skrtic's Pics



April 2025 | Magazine Issue

- GCRTA Transit Ambassador **Ms. Alecia Miller** was featured in Cleveland Magazine's "Skrtic's Pics", a compilation of the city's best and brightest community-facing special projects and endeavors.
- Highlights of the article included Ms. Miller's commitment to public service, and touted GCRTA's dedication to helping customers navigate the system safely, at Tower City and beyond.

GCRTA Transit Ambassador, Ms. Alecia Miller

2025 WTS International Annual Conference

2025 WTS International Annual Conference May 7-9, 2025 | Toronto, Canada



Addressing our industry's critical work to advance mobility, improve transportation access, and build collective momentum for the future

Attendees:

- Teresa Muti, Director, Power & Way
- Maribeth Feke, Director, Programming & Planning
- Natoya Walker Minor, DGM Administration & External Affairs

Testimony to the Ohio Senate Agriculture and Natural Resources



Dr. Floun'say Caver, DGM, Operations
Commander Ron Darden, Transit Police

May 14, 2025 | Columbus, Ohio

- GCRTA, alongside Ohio Public **Transit** Association Annual (OPTA) members Akron Metro and Southwest Ohio Regional Transit Authority (SORTA), testified in opposition to House Omnibus Amendment H.C. 2285-1, which would severely limit student access to public transit in Cleveland and other large counties
- Highlighted the strength of our partnership with Cleveland Metropolitan School District (CMSD), providing 13,500+ students and 1.5 million trips a year

Creating Change to Empower Women

Creating Change to Empower Women

Panelists will tell their stories of how they lead in their organizations and have created change to empower women by using their creative intuition.

THURSDAY, MAY 15
11:30 AM - 1:15 PM



Dr. Jacquelyne Bailey
Senior Director of Community Health, Executive Administration, The Cleveland Clinic, Cleveland, OH
India L. Birdsong Terry
Chief Executive Officer, President, The Union Club of Cleveland, Cleveland, OH
E. Sean Medina
Partner, Hahn Loeser & Parks LLP
Linda Uveges
President, CEO, The City Mission

Schedule:
11:30 am - Program starts
11:45 am - Lunch served
12:00 pm - Welcome & opening remarks
12:15pm - 1:15 pm - Panel discussion, Q&A
1:15 pm - Program ends



UNION CLUB
OF CLEVELAND



Engaging Women's Club

Cost 35 + Register online or contact the front desk for reservations, 216-621-4230 or frontdesk@theunionclub.org. All cancellations made within 48 hours prior to the event will be subject to the full event charge.

May 15, 2025 | Union Club of Cleveland

- GCRTA General Manager & CEO, India L. Birdsong Terry participated as one of three panelists who shared their stories on how they have created change to empower women at their organization, other panelists consisted of:
 - Dr. Jacquelyne Bailey, Senior Director of Community Health, Executive Administration, The Cleveland Clinic
 - E. Sean Medina, Partner, Hahn Loeser & Parks LLP
 - Linda Uveges (Moderator), CEO, The City Mission

Council of International Programs (CIP) Delegation of Elected Officials from Armenia



May 14, 2025 | Main Office

- Meet with GM/CEO India Birdsong Terry, Administration & External Affairs staff to learn about how we engage elected leaders and connect the community
- Armenian delegation leaders visited through the U.S. Open World Program
- Includes elected officials from communities across Armenia

Bike-to-work-day 2025



Questions

2025 Employee Survey Results

Board of Trustees

May 20, 2025

2025 Employee Survey Results

- Administered by ETC Institute
- December 18, 2024: ETC sent each employee a unique survey link via email with multiple reminders
- January 3 to 10, 2025: ETC collected employee surveys in person at various districts and busy locations
- January 31, 2025: Survey closed

2025 Employee Survey Results

- 1,002 (44%) completed surveys out of 2,276 employees.
 - 2024: 1,004 (47%) completed surveys of 2,035 employees
- 84% Employees report job satisfaction in the current role
- 84% Employees would recommend Employment at GCRTA to their family and friends

2025 Employee Survey Results

Four open ended questions generated 2,154 written responses including:

- What do you like LEAST about working for GCRTA?
 1. Communication and Management
 2. Work Schedules, Balance, and Workload
 3. Compensation

2025 Employee Survey Results

4 open ended questions generated 2,154 written responses, including:

- What do you like BEST about working for GCRTA?
 1. Pay & Benefits
 2. Appreciation for Coworkers
 3. Community Impact

Questions