



Organizational, Services & Performance Monitoring Committee

February 17, 2026

MEETING MINUTES

Committee Members: Ms. Pacetti (Chair), Mayor Gallo, Ms. McPherson, Mr. Sleasman

Also Present: Ms. Elder, Mr. Love, Mr. Sleasman, Mayor Weiss, Ms. Whigham

Staff/Other: Tom Allen, Shawn Becker, India Birdsong Terry, Nick Biggar, Janet Burney, Floun'say Caver, Brent Charnigo, Sharon Cottrell, Nick Davidson, Dan Dietrich, George Fields, Bob Fleig, Joel Freilich, Catherine Galla, Anthony Garofoli, Rajan Gautam, Fiona Gibbons, Sharon Jenkins, Lawrence Jupina, Carl Kirkland, Ida Marshall, Sheila Miller, Charles Morgan, Jim Rusnov, Kay Sutula, Wendy Talley, Brian Temming, John Togher, Kimberly Wright, Carolyn Young

Public: Mark Aesch, Brian Gibbons, Kevin Hinkle, Bianca Robinson, Tanya Stowers, David Tettey, Carren Woods

I. Roll Call

Ms. Pacetti called the meeting to order at 9:00 a.m. with roll call. A quorum was present.

II. Approval of Minutes – February 3, 2026

Mr. Sleasman moved, and Mayor Gallo seconded to approve the minutes; the motion carried.

III. TRACTION Results Reporting – Presentation of 4th Quarter 2025 scoreboards and customer experience surveys

India L. Birdsong Terry, General Manager & CEO, stated that this presentation served as a close-out of the four-year contract with TransPro Consulting, highlighting the agency's internal transformation into a data-driven organization with a metrics-driven process.

Nick Biggar, Senior Director, CX & Performance Management, presented the fourth quarter 2025 TRACTOPM organizational scorecard results. GCRTA utilizes a balanced scorecard approach for performance management. The balanced score has four success outcomes and all organizational metrics and goals align with one of these four success outcomes.

The agency achieved a cumulative score of 84.1 out of 100.

The Net Promoter Score (NPS) asks customers how likely they would recommend GCRTA to a friend or neighbor.

The Customer Experience score was 36.4 out of 40. The Net Promoter Score was 23 against a goal of 29. While overall satisfaction reached 78% (besting the 74% goal), perceptions of safety (63%), on-time performance (69%), and cleanliness (53%) trailed behind their respective targets. Actual on-time performance was 85%, exceeding the 83% goal.

Customer satisfaction was 78% compared to the goal of 74%. Customers were asked about their perception of safety and security, on-time performance and vehicle cleanliness. Perception of safety came in at 63% compared to the goal of 68%, perception of on-time performance was 69% compared to the goal of 76%, and perception of vehicle cleanliness was 53% compared to the goal of 59%.

The Community Impact score was 16.5 out of 25. The agency achieved a 65% rating for personal relevance to the community. A Transit-Oriented Development (TOD) project was brought to the board in 2025, and the private-to-capital investment ratio of 7.03 met organizational targets. Mr. Biggar stated that GCRTA is concerned about being good stewards with capital dollars and the neighborhoods and locations most in need of investment.

The Employee Investment score was 17.8 out of 20. Mission-critical vacancy fill rates reached 98%, and the agency-wide retention rate was strong at 96%. However, the internal promotion rate of 16% fell short of the 36% goal.

The Financial Health score was 13.4 out of 15. The agency successfully transferred \$10 million to the railcar replacement fund. Competitive capital grants totaled \$28.2 million, below the \$35 million goal.

Mark Aesch, Chief Executive Officer, TransPro Consulting, stated that 80% of U.S. transit agencies measure their performance every five years, while TRACTION enables GCRTA to do so quarterly.

Mr. Aesch presented data that revealed for fixed-route bus users, on-time performance is the primary driver of customer satisfaction, while rail and paratransit users prioritize personal safety and security. Overall satisfaction is high. The rail Net Promoter Score remains high compared to historic performance, with the most important things being personal safety and security on time, performance, cleanliness.

Mr. Aesch also noted that the average income of transit riders has declined by 14% since the pandemic due to the rise of remote work for higher-income earners, making fare costs a rising concern for rail passengers. He mentioned this is an issue to monitor in the future regarding customer satisfaction.

Moving to paratransit, Mr. Aesch explained that the GCRTA Net Promoter Score is nearly double the national average. Paratransit customers value personal safety and security, as these customers have more direct contact with the operator.

Ms. Pacetti stated that while the Committee is glad customer satisfaction is high, they always strive to improve their experience.

Mr. Sleasman stated that there is an opportunity for improvement regarding the perception gap in actual on-time performance and perceived performance. The Authority has better actual performance than the customer perception. Mr. Aesch stated that the goal is to make happier customers happy. The top factor that makes them happy is fixed route buses with high on-time performance. The actual on-time performance is 85% and the customers' impression of on-time performance is 69%. He further explained that there is a communications opportunity to convince the customers on-time performance is as good as it is to make up that 16-point gap.

The concept of goal points is to prioritize input to produce the desired outcome. Opportunity for impression versus actual. Mr. Biggar explained that the goal points are reweighted annually to achieve the desired outcomes.

CEO Terry explained the distinction between perception and reality for customers regarding things such as on-time performance, safety and cleanliness. How staff responds to issues impacts perception. It is important that transit is on time but the customer perception is perhaps more important.

Dr. Caver, Chief Operating Officer, explained that while internal metrics track the science of operations -- cleaning schedules and police response times -- the scorecard prioritizes customer perception because it dictates public support and ridership. GCRTA is interested in customer satisfaction.

Ms. Whigham questioned which areas may have room for improvement moving forward. CEO Terry stated that customer perception is the most notable area with room for improvement. Perception can be boosted through education and marketing. Staff conducts tactics meetings for continuous improvement.

Mayor Koomar requested customer satisfaction data broken down by rail line.

Mr. Aesch stated that through TRACTION, GCRTA is able to explain to the Board what success for the Authority looks like and provide the metrics to substantiate it. He stated that GCRTA is five years ahead of where public transportation in the country is headed – which is focused on performance.

IV. Quarterly Management Report – Review of 4th Quarter 2025 Results

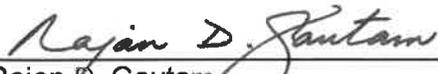
CEO Terry stated that fourth quarter total revenues were approximately \$368 million, roughly 1% above budget. Sales and use tax revenue was nearly 3% above budget, while operating expenses were kept 2% lower than projected.

Tom Allen, Energy Manager, explained that fuel hedging and utility contracts came in 5% below budget. He noted that diesel fuel consumption is declining as the agency shifts toward a larger CNG fleet, and he will begin negotiating new electricity and natural gas contracts expiring in 2027. Capital expenditures for the quarter were dominated by the \$60.8 million railcar replacement program and \$11.6 million in rail-related state of good repair projects.

CEO Terry distinguished the difference between rail projects and railcar replacement and facilities expenditures.

V. Adjournment

There being no further business to bring before this Committee, Mayor Gallo moved to adjourn the meeting and seconded by Mr. Sleasman. The meeting was adjourned at 9:33 a.m.



Rajan D. Gautam
Secretary/Treasurer



Brent Charnigo
Board Administrator

