



Greater Cleveland Regional Transit Authority

FY23 Q3 Quarterly Performance Review Executive Summary

Q3 Organizational Scorecard

Customer Experience and Community Value increased their total points earned from Q2. Financial Sustainability and Employee Engagement remained essentially even. *Customer Experience*: Net Promoter Score went up four points (25) from Q2, while overall satisfaction and on-time performance decreased. Customer perception of safety and security and vehicle cleanliness improved. *Community Value*: community perception of access to employment and the investment ratio improved. TOD projects remain midway to the goal with several promising leads. The investment percentage in EJ zones decreased, but only as a result of a new non-EJ zone project. *Financial Sustainability*: cost per service hour worsened from Q2, while an additional \$12 million competitive grant was won. *Employee Engagement*: the bargaining vacancy fill rate improved to 86%, which is still below the increasing target. New employee engagement survey results are expected in Q1 of 2024.

Q3 Divisional Scorecards

Division	Points	Strength Area	Growth Area
Operations	78.8	Operating Budget Used	Operator Labor Budget Adherence
Finance	99.7	Accounts Receivable Aging	Community Perception of Financial Management
Engineering & Project Management	105.6	Competitive Grants Awarded Towards Annual Goal for Prioritized Capital Projects	Completion of Annual Work Program
Legal Affairs	86.1	Rate of On-the-Job Injuries	Division Employees Understand How Performance is Linked to Organization Success
Human Resources	97.1	Operating Budget Used	Wellness Incentive Participation
Administration & External Affairs	85.1	Community Perception of Financial Transparency	Customer Satisfaction with quality of Communication

2023 Organizational Scorecard Key Success Metrics

The key success metric(s) for 2023 is defined in each of the four success outcomes:

1. Customer Experience: 5% improvement in NPS (NPS goal of 29).
2. Community Value: 50% of the community agreeing that GCRTA serves employment, 79% of major projects are within EJ communities, 4 active transit oriented development projects, and a private sector to GCRTA capital ratio of 7.
3. Financial Sustainability: \$10m transfer to capital and reserve fund over the board policy and \$35m of competitive capital grants.
4. Employee Engagement: Operator, Mechanic, and Transit Police vacancy fill rate of 91% for Q3 and Non-bargaining vacancy fill rate of 95% for Q3 (year goal of 95% for both).

Tactics Review: 3 Most Important Things

The 3 most important things for 2023 are: (1) reduce the operator, mechanic, and transit police vacancies, (2) improve the perception of personal security while waiting, on a bus, or on a train, and (3) develop a strategy to do a root cause analysis of employee sentiment.