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

- **Jan**
  - Q4 Quarterly Metrics Review
- **Feb**
  - Q1 Quarterly Metrics Review
- **Mar**
  - Customer Survey Proposed
- **Apr**
  - Community Survey Proposed
- **May**
  - Information Systems (Surveys) Key
- **Jun**
  - Customer Survey Complete / In Progress
- **Jul**
  - Community Survey Complete
- **Aug**
  - Customer Survey Proposed
- **Sep**
  - Community Survey Proposed
- **Oct**
  - Q3 Quarterly Metrics Review
- **Nov**
  - We are here
- **Dec**
  - Information Systems (Surveys) Key

**Key**:
- Green Triangle: Customer Survey Complete / In Progress
- Orange Triangle: Customer Survey Proposed
- Green Square: Community Survey Complete
- Orange Square: Community Survey Proposed
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

<table>
<thead>
<tr>
<th>Success Outcomes</th>
<th>Metric</th>
<th>Information System</th>
<th>Success Definition</th>
<th>Performance Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Experience</td>
<td>Net Promoter Score</td>
<td>Customer Survey</td>
<td>5% improvement in Net Promoter Score over baseline</td>
<td>26% NPS (-100 to 100 scale)</td>
</tr>
<tr>
<td>Community Value</td>
<td>Community Value Score</td>
<td>Community Survey &amp; Data</td>
<td>10% improvement in community value score over baseline</td>
<td>100</td>
</tr>
<tr>
<td>Financial Sustainability</td>
<td>Operating &amp; Capital Performance</td>
<td>Financial Reporting</td>
<td>$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)</td>
<td>$0 deficit</td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>Employee Engagement</td>
<td>Employee Engagement Survey</td>
<td>10% improvement over baseline</td>
<td>-2% eNPS (-100 to 100 scale)</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td>102</td>
</tr>
<tr>
<td>OVERALL TOTAL</td>
<td></td>
<td></td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>
# 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?”

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

<table>
<thead>
<tr>
<th>Organization</th>
<th>NPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costco</td>
<td>79%</td>
</tr>
<tr>
<td>Disney</td>
<td>50%</td>
</tr>
<tr>
<td>Transit Agencies</td>
<td>42%</td>
</tr>
<tr>
<td>Car Rental Agencies</td>
<td>18%</td>
</tr>
<tr>
<td>Internet Service Providers</td>
<td>5%</td>
</tr>
</tbody>
</table>

![Net Promoter Score Diagram]

**Greater Cleveland Regional Transit Authority**
Q3 Organizational Results
### Organizational Success Outcomes

**Bringing the Information Systems to Life**

<table>
<thead>
<tr>
<th>Success Outcomes</th>
<th>FY22 Outcome Definition</th>
<th>Performance Goal</th>
<th>Q3 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Experience</td>
<td>5% improvement in Net Promoter Score over baseline</td>
<td>26%</td>
<td>37%</td>
</tr>
<tr>
<td>Community Value</td>
<td>10% improvement in community value score over baseline</td>
<td>89%</td>
<td>84</td>
</tr>
<tr>
<td>Financial Sustainability</td>
<td>$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)</td>
<td>$0 deficit</td>
<td>On track to deliver.</td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>10% improvement over baseline</td>
<td>-2%</td>
<td>-2.5%</td>
</tr>
</tbody>
</table>
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

Benchmarking Success Measures

- Customer NPS: 25%, 37%, 42%
- Community Perception of Value: 81.2%, 84%, 81%
- eNPS: 22%

Greater Cleveland Regional Transit Authority
Organizational Scorecard Q3

Industry Benchmarking and Key Performance Drivers

Industry Comparison: Customer Impression

- Customer NPS: 25%, 37%, 42%
- Customer Satisfaction with RTA Services: 85%, 74%, 79%, 79%
- OTP - Impression: 77%, 69%, 72%, 70%
- Operator Courtesy - Impression: 73%, 60%, 70%, 77%
- Vehicle Cleanliness - Impression: 57%, 41%, 50%, 67%

Greater Cleveland Regional Transit Authority
Q3 Organizational Tactics
## Key Areas of Opportunity – Wave 3

<table>
<thead>
<tr>
<th>Fixed Route Bus</th>
<th>Bus Rapid Transit</th>
<th>Rail</th>
<th>Paratransit</th>
<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-Time Performance</td>
<td>Safety on the bus</td>
<td>Safety on the Train</td>
<td>On-Time Performance</td>
<td>Providing mobility to low-income families and individuals who cannot afford the costs of owning a car</td>
</tr>
<tr>
<td>Travel Time</td>
<td>On-Time Performance</td>
<td>On-Time Performance</td>
<td>Operators being friendly</td>
<td>Providing access to places of employment</td>
</tr>
<tr>
<td>Safety on the Bus</td>
<td>Bus Cleanliness</td>
<td>Train Cleanliness</td>
<td>Scheduling a trip ease</td>
<td></td>
</tr>
<tr>
<td>Safety waiting for bus</td>
<td>Fare Price</td>
<td>Fare Price</td>
<td>Travel Time</td>
<td></td>
</tr>
<tr>
<td>Fare Price</td>
<td>Travel Time</td>
<td>Travel Time</td>
<td>Fare Price</td>
<td></td>
</tr>
<tr>
<td>Bus Cleanliness</td>
<td>Frequency</td>
<td>Operators being helpful and courteous</td>
<td>Operators being helpful and courteous</td>
<td></td>
</tr>
<tr>
<td>Frequency</td>
<td>Operators being helpful and courteous</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Success Outcomes</th>
<th>Goal Points</th>
<th>Points Earned</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Q1</td>
</tr>
<tr>
<td>Customer Experience</td>
<td>35</td>
<td>32.3</td>
</tr>
<tr>
<td>Community Value</td>
<td>30</td>
<td>27.1</td>
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<tr>
<td>Financial Sustainability</td>
<td>25</td>
<td>14.8</td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>83.2</strong></td>
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## Quarterly Reporting Cadence and Schedule

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Begin</th>
<th>End</th>
<th>Report</th>
<th>Leadership Reports</th>
<th>Board*</th>
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</thead>
<tbody>
<tr>
<td>Q1 2022</td>
<td>Jan 1</td>
<td>Mar 31</td>
<td>Apr 28</td>
<td>May 24</td>
<td></td>
</tr>
<tr>
<td>Q2 2022</td>
<td>Apr 1</td>
<td>Jun 30</td>
<td>July 28</td>
<td>Aug 16 - 23</td>
<td></td>
</tr>
<tr>
<td>Q3 2022</td>
<td>Jul 1</td>
<td>Sep 30</td>
<td>Oct 21</td>
<td>Nov 7 - 18</td>
<td></td>
</tr>
<tr>
<td>Q4 2022</td>
<td>Oct 1</td>
<td>Dec 31</td>
<td>Jan 27</td>
<td>Feb 14 - 21</td>
<td></td>
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</tbody>
</table>

*These are proposed dates based on current Tuesday Board Meeting cadence. No Board Q4 results presentation due to incomplete information systems.
Questions?