

# **STRATEGIC PLANNING & TECHNOLOGY SUBCOMMITTEE BOARD OF DIRECTORS MEETING**



## **Meeting Notice:**

The TARC Board of Directors holds a quarterly meeting of the Strategic Planning and Technology subcommittee. The next will be held at:

**TARC's Headquarters, Board Room  
1000 W. Broadway, Louisville, KY 40203**

**Wednesday, April 20, 2022 at 1:30 p.m.**

Requests to participate remotely may be made to Susan Kinnett at 561-5121 or [skinnett@ridetarc.org](mailto:skinnett@ridetarc.org)

Pursuant to the Americans with Disabilities Act, persons with a disability may request a reasonable accommodation for assistance with the meeting or meeting materials. Please contact Ashlie Woods at 502.561.5108. Requests made as early as possible will allow time to arrange accommodation.

# STRATEGIC PLANNING & TECHNOLOGY SUBCOMMITTEE BOARD OF DIRECTORS MEETING



## Agenda

- |  |             |
|--|-------------|
| I. Call to Order   | 1:30        |
| II. Presentations  | 1:35 – 1:55 |
| i. Project Updates   |             |
| a. Fleet Electrification Study<br>Presented by Tim Reynolds, WSP                         |             |
| b. Strategic Outcomes and Performance Scorecard<br>Presented by Ehren Bingaman, TransPro |             |
| III. Open Discussion   | 1:55 – 2:15 |
| IV. Proposed Agenda Items/Next Meeting Date  | 2:15 – 2:25 |
| V. Adjourn   | 2:30        |

# TARC STRATEGIC PLANNING & TECHNOLOGY SUBCOMMITTEE MEETING



## January 2022 Strategic Planning & Technology Subcommittee Meeting Minutes

The Strategic Planning & Technology Subcommittee of Transit Authority of River City (TARC) met on Tuesday, January 19, 2022 at 1:30 P.M. in person at TARC's headquarters, 1000 West Broadway in the Board Room.

### **Members Present**

Carla Dearing  
Ted Smith  
Dave Christopher - Virtual

### **Call to Order**

Carrie Butler called the meeting to order at 1:31 p.m.

### **Strategic Outcomes Roadmap and Performance Scorecard**

Presented By: Ehren Bingaman, Transpro

See powerpoint

### **Proposed Agenda Items**

- Update on the Strategic Outcomes and roadmap project
- Budget Process
- Catalogue Exurban Projects
- TARC Tomorrow

Board Member, Carla Dearing offered some feedback. What are the most impactful things that were mentioned about elevating Broadway Rapid Transit plan, which is such an important corridor, would be helping the city and make a statement about our interest in moving the city forward.

### **Adjournment**

Meeting adjourned at 2:22 p.m.



# STRATEGIC PLANNING SUBCOMMITTEE

APRIL 20, 2022



## PROJECT UPDATES

---

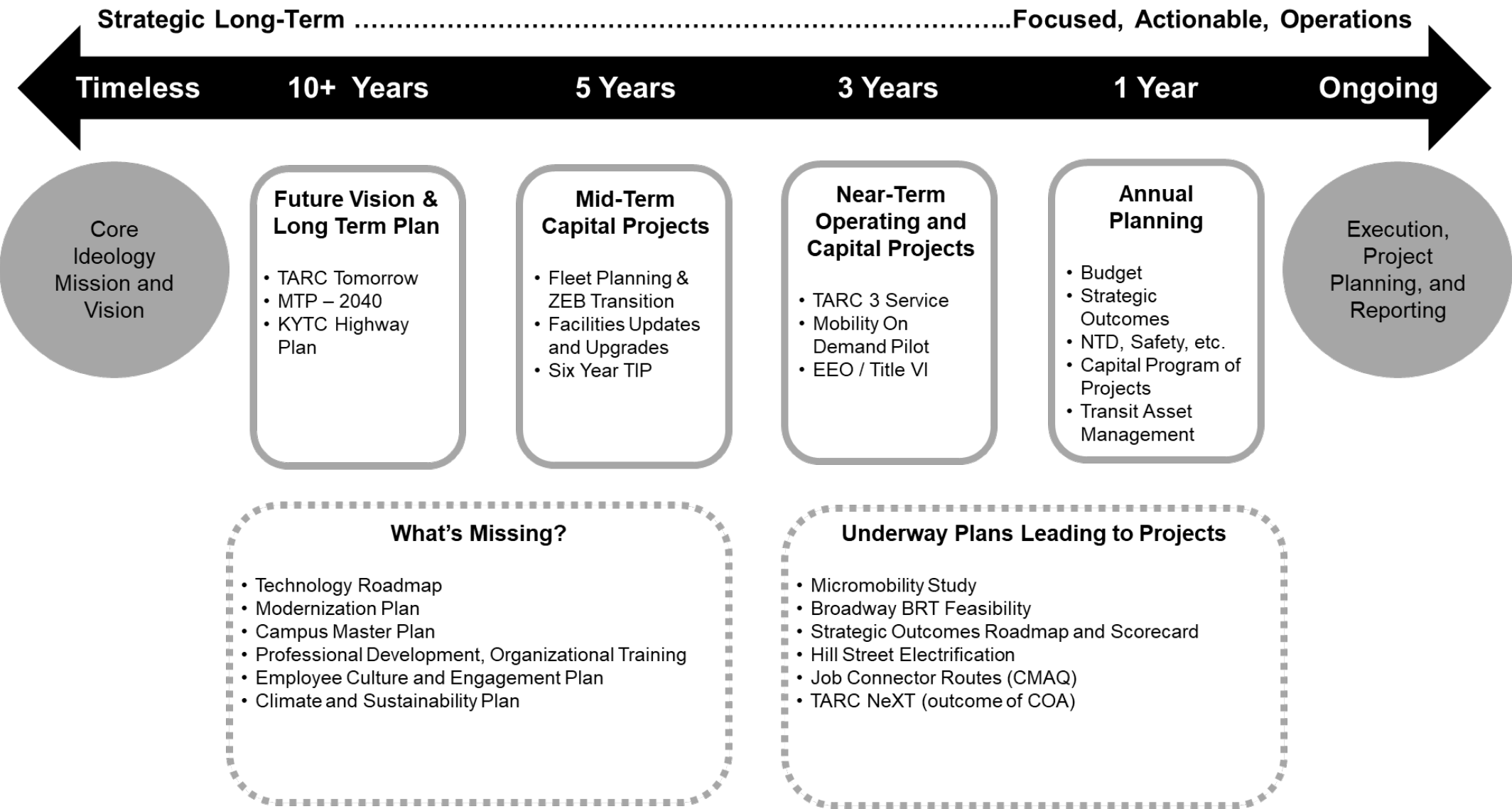
- Planning and Scheduling team working on route redesigns from COA
- Long Range Plan update proceeding as scheduled with next phase ramping up public involvement
- Micromobility Study proceeding as scheduled
- Updates today on Strategic Outcomes Roadmap and Fleet Electrification

Next meeting –

- Planning for On-Board Technology purchase
- Enterprise Resource Planning discussion
- Update on TransTrack reporting platform

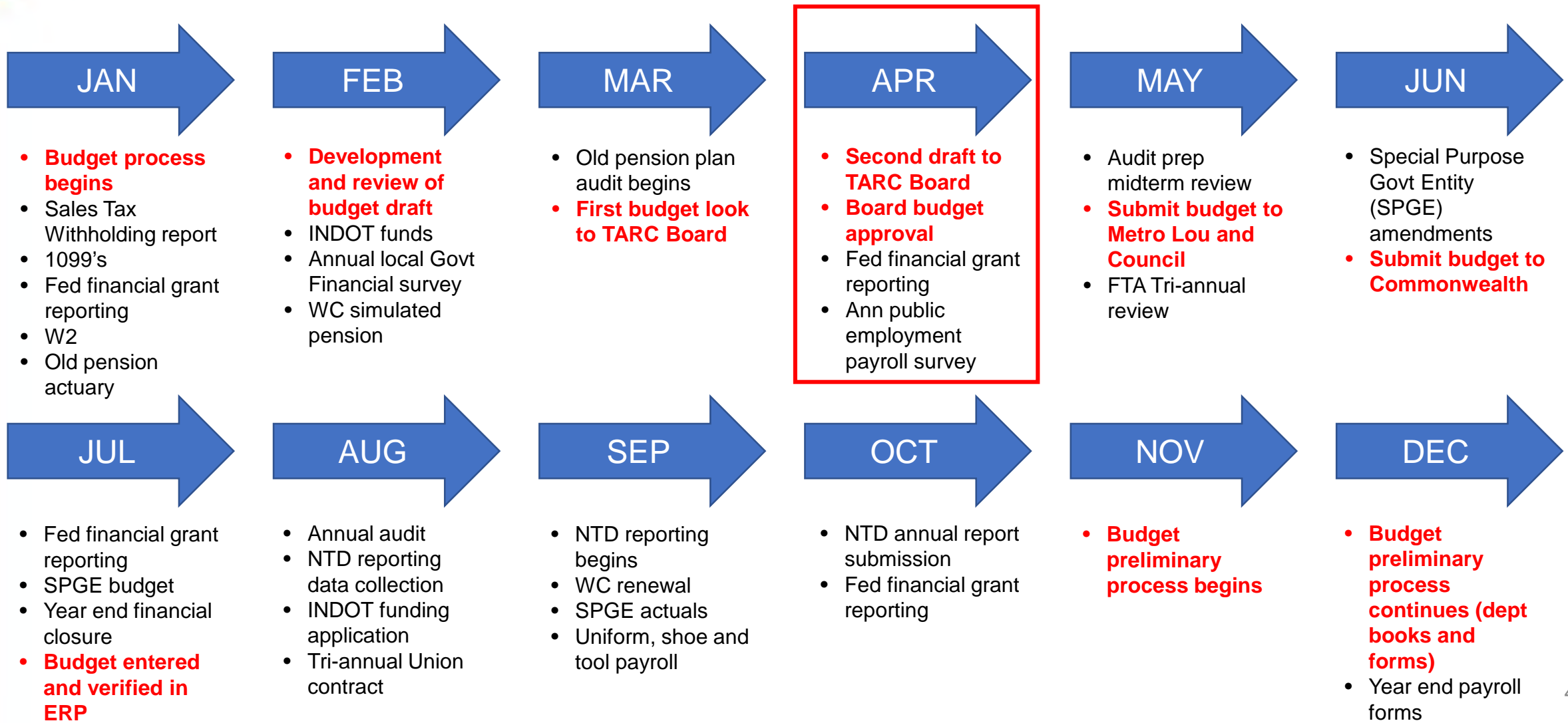


# NEAR AND LONG-TERM PLANNING ROADMAP





# ANNUAL FINANCIAL CALENDAR





# STRATEGIC PLANNING SUBCOMMITTEE

---

April 20, 2022



# ZERO EMISSION FLEET TRANSITION PLAN

**Consulting Services to  
Provide a Strategic Plan**

**TARC Board  
April 26, 2022**

**ZEB:** Zero Emission Buses

**BEB:** Battery Electric Buses

**HFCB:** Hydrogen Fuel Cell Buses

# Scope of Work

---

## Financial Analysis

- Diesel baseline
- Electric & hydrogen
- Maintenance
- Operations
- Start-up and lifetime costs
- Payback period/NPV

## Implementation Analysis

- Operations & Maintenance during Transition
- Capital Needs (Infrastructure) & Costs
- Energy Storage & Solar
- ZEB Rollout Plan

# Approach

---

# Assessment Focus Areas

- **Technology**
- **Facilities**
- **Operations**
- **Finance**

# Project Progress:

- **Kickoff: October 14, 2021**
- **Bi-Weekly Virtual Meetings with TARC**
- **Site Visit: February 10, 2022**
- **Four tech memos/white papers delivered to date**
- **Estimated study completion: June 2022**

# Tech Memos / White Papers

A white ZeroBus electric bus is parked on a city street. The bus has "ZEROBUS" and "07" on its front. In the background, there is a multi-story building with many windows. The image is in grayscale, except for the red text and logo.

- **Bipartisan Infrastructure Law**
- **Vehicle Fleet Lifecycle Cost**
- **BEB Infrastructure Site Investigation**
- **Facility Considerations for HFCBs**

# Analysis & Results to Date

---

# Technology: BEB

- TARC's experience with charging is on-route only; existing charging infrastructure outdated.
- On-route ("opportunity"/ "quick charge") facilities recommended only at ends of high frequency routes.
- Battery technology is improving but bus range still falls short of diesel; diesel to BEB replacement exceeds 1:1.
- Overnight charging is required: approx. 4 hrs/bus.
- Different charging infrastructure options: pantograph, in-ground induction, plug-in (dispenser).
- Requires expanded electrical service.
- Indoor charging preferred (cold weather battery performance); covered (canopy) structure can work.

# Technology: HFCB

- Applications nationally are far less than BEB but growing.
- Bus range is similar to diesel.
- Fueling is much faster than BEB charging- about the same as filling a diesel bus.
- Agencies must either produce or procure hydrogen- electrically intensive process
- Significant up-front cost for fueling infrastructure.
- Hydrogen is volatile with major safety issues: fueling facility must be separated from adjacent ROW and anything that could generate a spark.

# Technology: Vehicle Lifecycle Costs

VEHICLE TYPE	BASE COST	VARIOUS ADDITIONAL CHARGES	TOTAL VEHICLE COSTS
Diesel 40'	\$433,361	\$89,819	\$523,180
Diesel Hybrid 40'	\$835,609	\$119,184	\$954,793
BEB 40'	\$956,150	\$217,028	\$1,173,178
Hydrogen 40'	\$1,086,990	\$188,950	\$1,275,940
Diesel 35'	\$428,361	\$89,454	\$517,815
BEB 35'	\$783,452	\$195,786	\$979,238
Hydrogen 35'	\$967,832	\$174,614	\$1,142,446

# Facilities



# Facilities: BEB

- Plug in (dispenser) charging):
  - Floor or overhead mounted cabinets
  - Lowest capital cost but more labor intensive
- Induction charging:
  - Requires a major excavation and capital investment
  - Once installed, less labor intensive
- Pantograph charging:
  - Simple and relatively moderate cost but requires significant overhead clearance- may be problematic
  - Once installed, less labor intensive

# Facilities: BEB

- Need a large amount of chargers
- Both facilities can accommodate infrastructure but have limitations
- Additional transformers required
- Current LG&E tariff favors spreading of electrical demand vs high instantaneous demand

# Facilities: HFCB

- Indoor bus storage areas required mechanical exhaust ventilation or sufficient natural ventilation
- Sprinklers required (currently exist)
- Site constraints at 1000 Broadway may preclude addition of fueling facility; would require a major reorganization of the campus
- 2900 Broadway may have more room for fueling facility
- Fueling at 2900 Broadway and other O&M functions at 1000 Broadway presents major logistical challenges and increase operating costs

# Operations

- Analysis now underway
- Impact on fleet size: vehicle range varies by technology
  - BEB range is improving but still less than diesel
  - HFCB range is better than BEB but still not equal to diesel
- Recovery/layover/staging is curbside; most shift changes are on-street
- Current TARC bus block range of 280 miles cannot be met with BEBs
- Assess current assignment for ZEB:
  - No blocking changes, minor blocking changes, major blocking changes

Finance



wsp

# Summary of Findings So Far

- 1:1 diesel to BEB replacement will be difficult to achieve; may require a larger fleet to operate existing service.
- Currently examining TARC's blocking to determine impacts and potential modifications required.
- Most charging must occur at the main facility; limited ability to supplement with opportunity charging on-route.
- Accommodating BEB charging infrastructure at existing facilities is tight but do-able.
- Electrical service must be enhanced; requires additional transformers and potential new tariff with LG&E.

# Summary of Findings So Far

- 1:1 diesel to HFCB is achievable; does not require a larger fleet to operate existing service.
- Significant up-front but one-time only infrastructure costs.
- Because of volatility, production/fueling facility requires sufficient space and buffers
- May not be able to be accommodated at 1000 Broadway
- 2900 Broadway may have more room but presents major logistical challenges to operations.



Thank you

# Strategic Plan 2022

## Process Update

Strategic Planning Sub-Committee, April 20, 2022



# Agenda

## Strategic Planning Process Overview

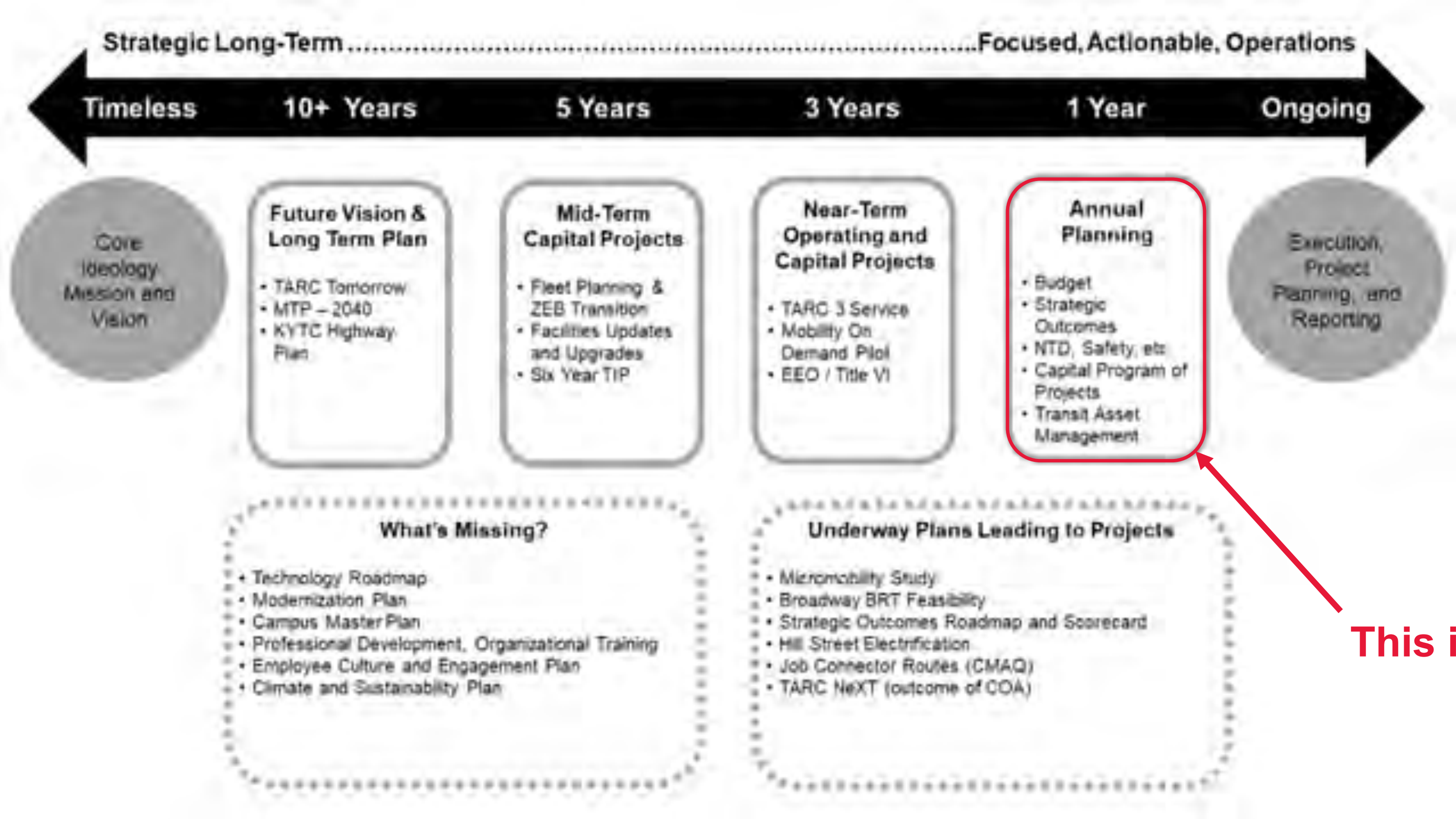
- *Incorporation of Agency Work Plan*
- *Aspirational Agency Success*

## Strategic Plan 2022: Progress Update

- *Mission, Vision and Values*
- *Success Outcomes*
- *Tactics*

## Next Steps

# Reminder:



# Start with the End in Mind

Agency  
Example

# CATS (Charlotte): Clear Definition of Success, Board Focused on Outcomes



Customer Satisfaction

**Deliver a Net Promoter Score (NPS)  
of 59%.**

*Customer Satisfaction Surveys planned  
for late February/early March.*



Employee Success

**Increase Employee Net Promoter  
Score (eNPS) by 10 points.**

*Combined frontline and administrative  
surveys eNPS is -18, a **decrease of 8 points  
or 80%.***



Community Impact

**85% of the community believes  
that the agency provides value to  
the community.**

*In Dec. 2020, **80%** of the community  
believed the agency provides value.  
Community Survey Wave 3 is planned  
for this year.*



Financial Stability

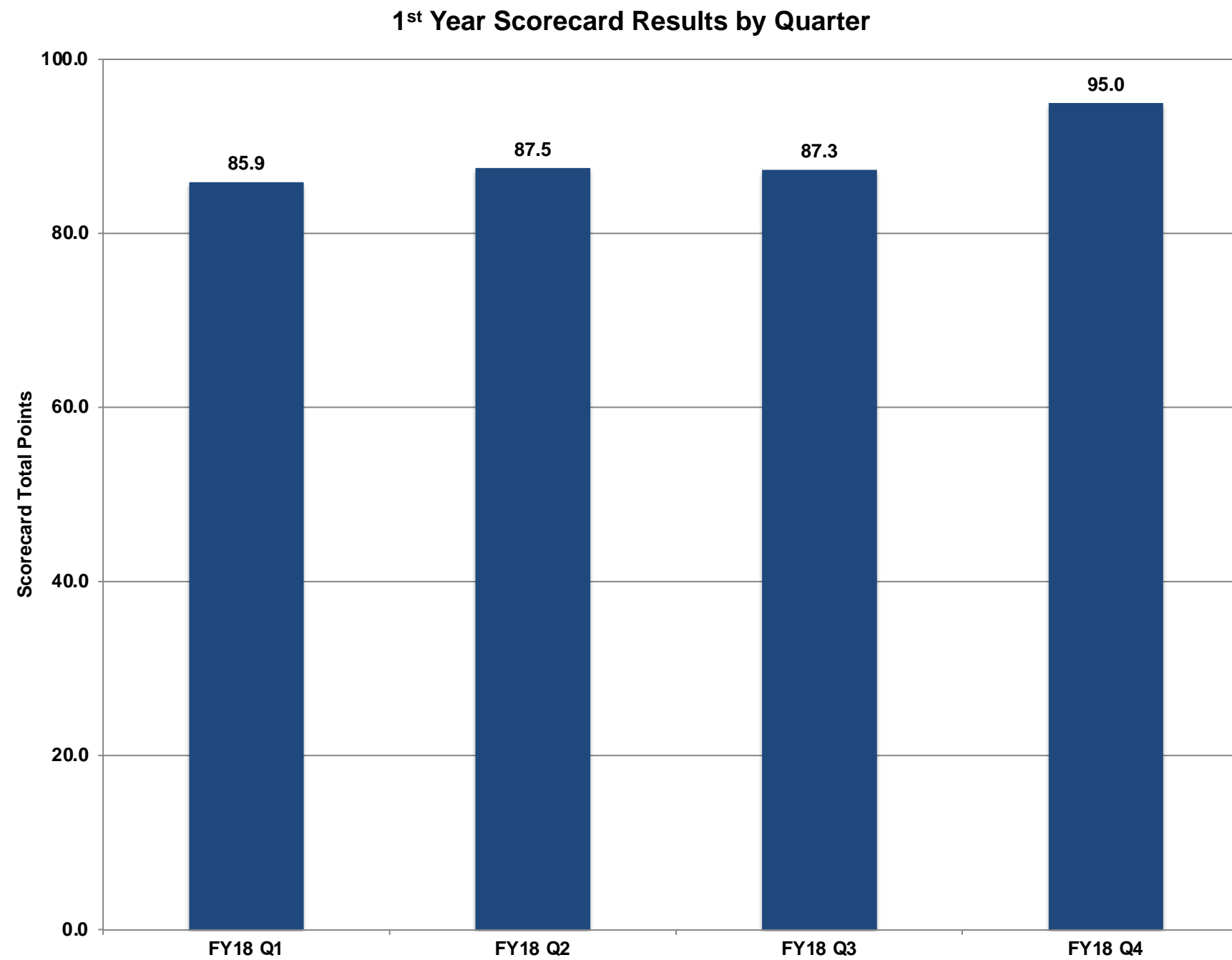
**Achieve comprehensive financial  
health.**

*Achieved **125%** of its comprehensive  
financial health goals.*

## Agency Example

# Getting Started

## *An Agency's 1<sup>st</sup> Results Report*



Overall performance improved throughout the 1<sup>st</sup> year, as a culture of improvement was instilled.

# Case Study: Vehicle Cleanliness

---

- 2<sup>nd</sup> most important element of service to customers
- Satisfaction with bus cleanliness declined 3 survey waves in a row



Screenshot from "Transit Never Sleeps" video

## What CATS Did...

### Learned More

- Added drill down questions to next surveys
- Engaged Operations in understanding issues

### Focused Resources

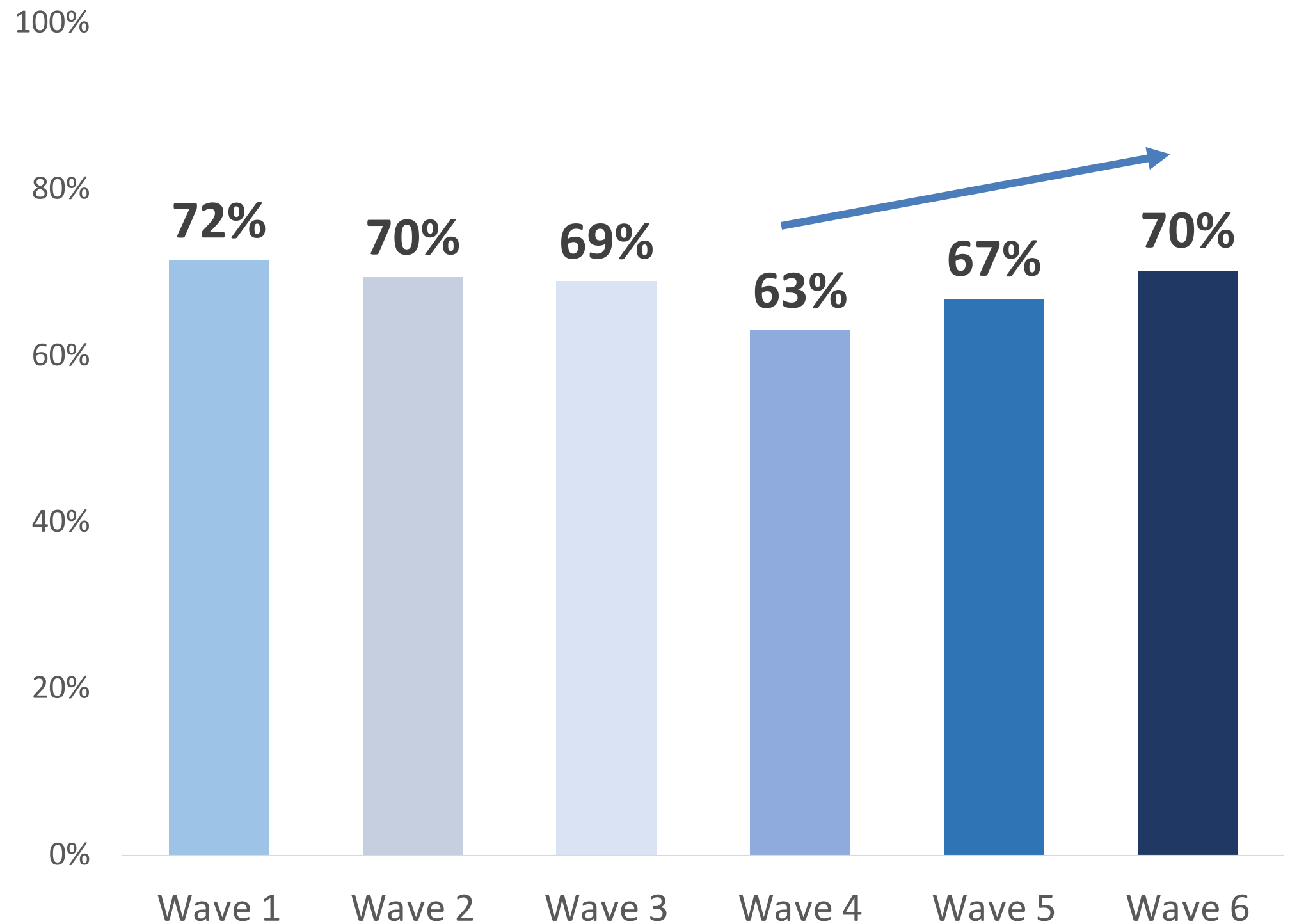
- Enhanced training
- Process improvements
- Leveraged Field Supervisors

### Communicated

- Started communicating to our customers about our cleaning efforts through video and social media

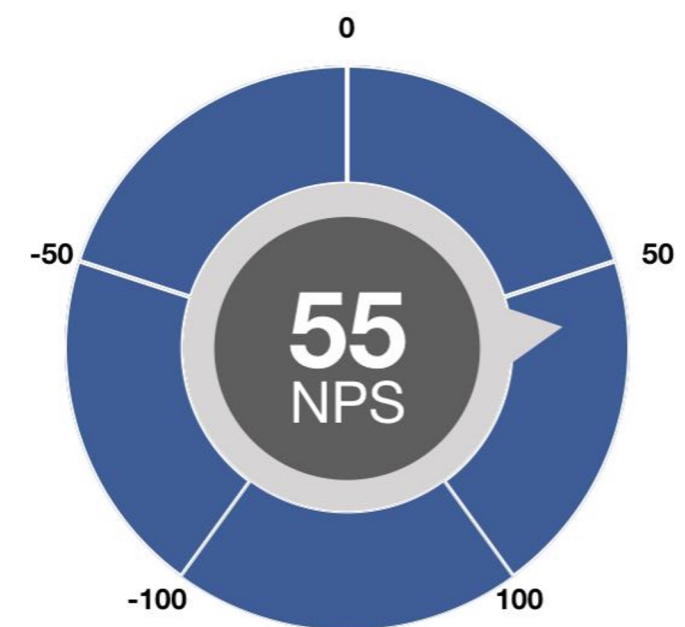
**As a result of their  
organizational  
focus, customer  
satisfaction with  
cleanliness  
improved 11%  
from Wave 4 to 6**

## **Customer Satisfaction with Vehicle Cleanliness**

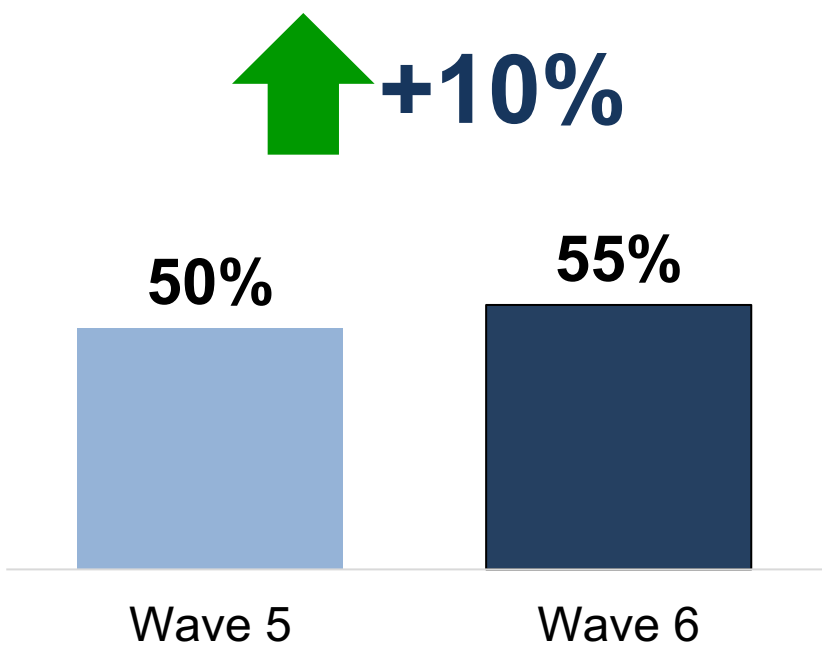


# Ultimate Impact on Customer Satisfaction Outcomes

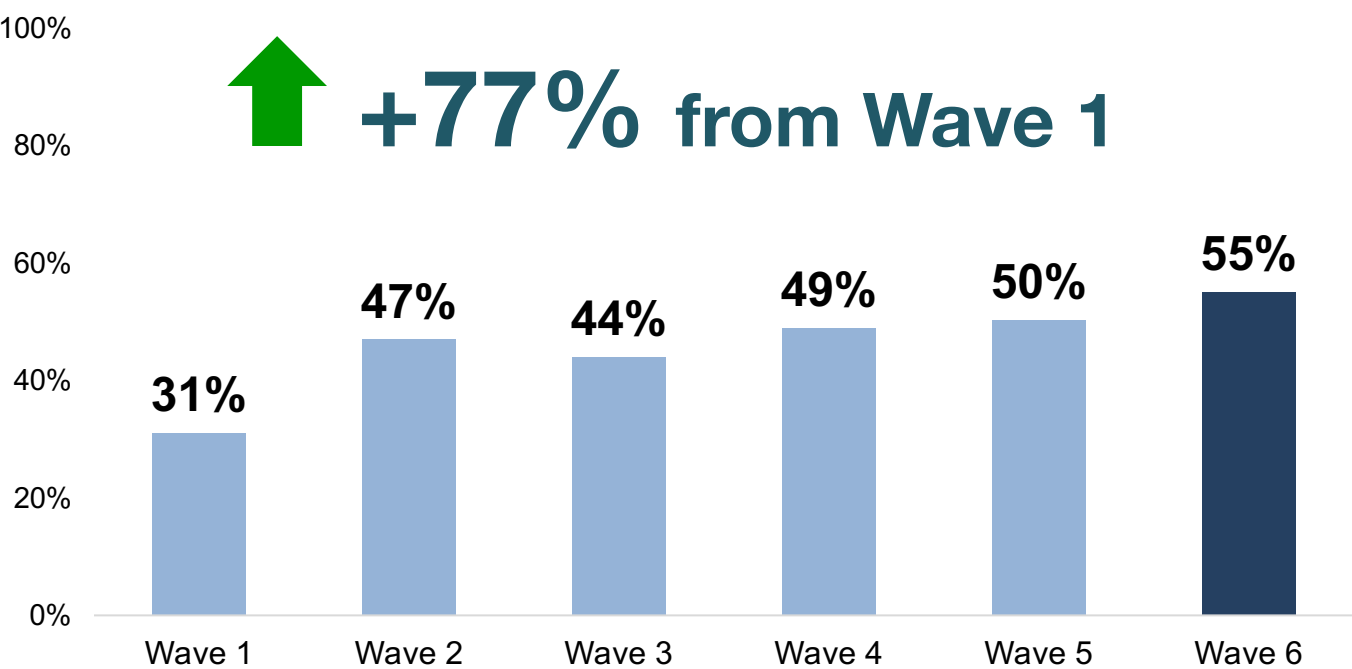
Wave 6  
Fixed Route NPS



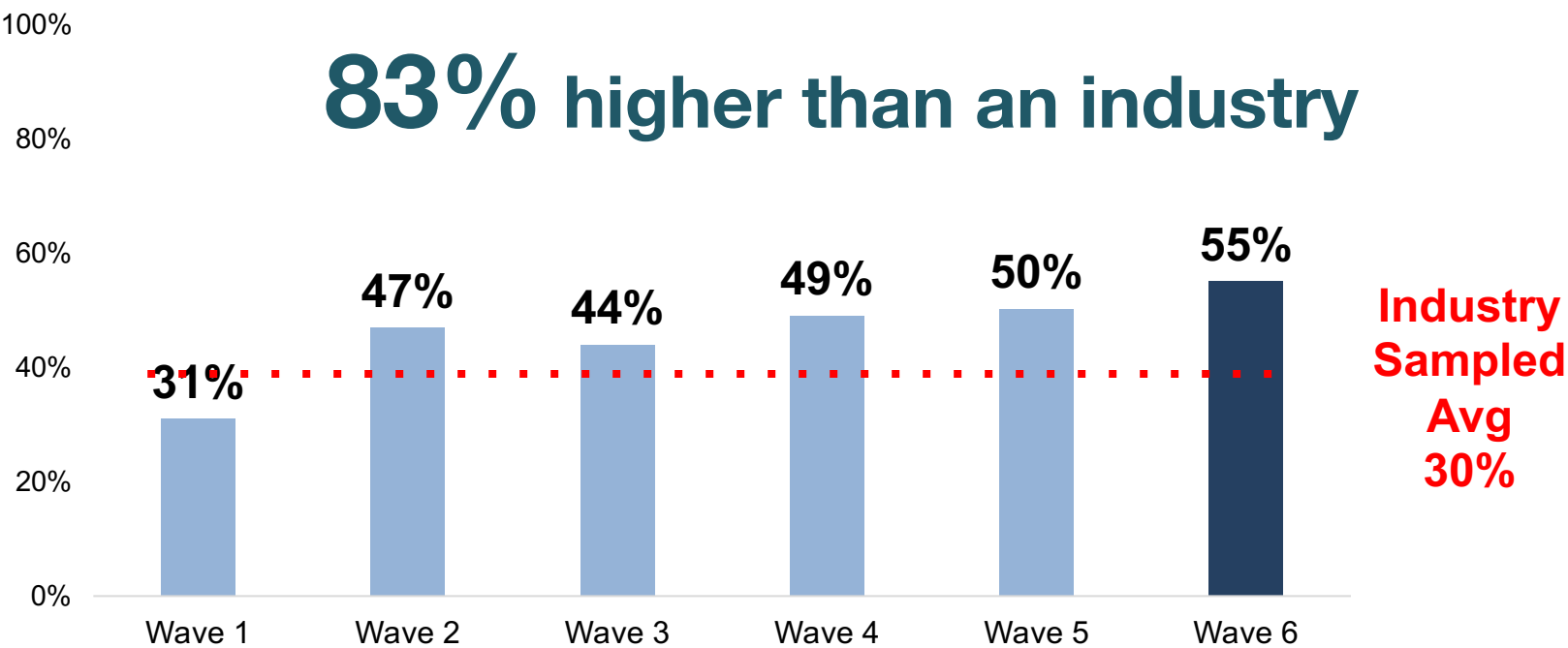
Comparison to Wave 5



NPS Trend Over Time



Comparison to Industry





# Performance Management Cadence

METRICS		TACTICS		METRICS		TACTICS		METRICS		TACTICS		METRICS		TACTICS	
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
Q4 Quarterly Metrics Review	Monthly Tactics Reviews		Q1 Quarterly Metrics Review	Monthly Tactics Reviews		Q2 Quarterly Metrics Review	Monthly Tactics Reviews		Q3 Quarterly Metrics Review	Monthly Tactics Reviews					



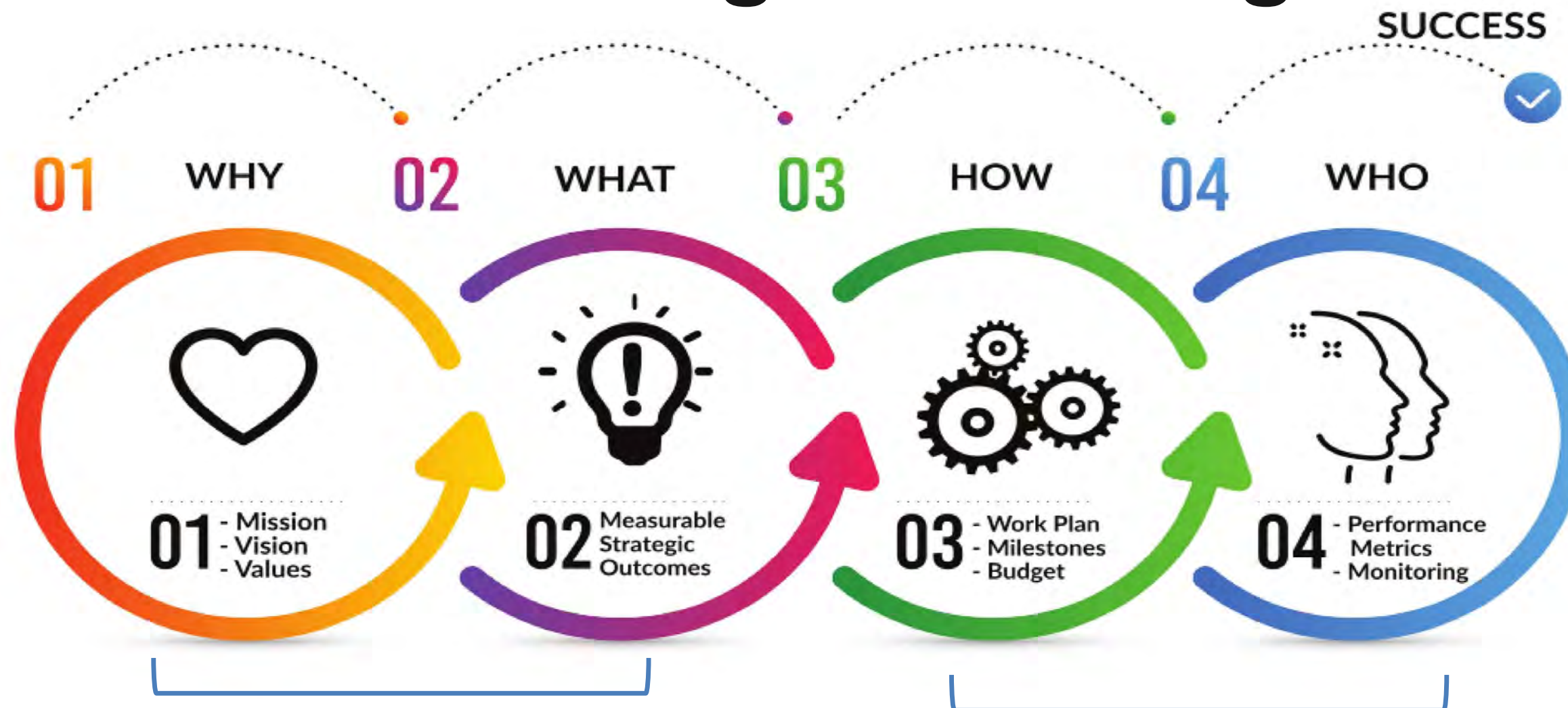
# Quarterly Reporting Cadence

	Quarter Begins	Quarter Ends	Leadership to Populate Metrics	Leadership Reporting	Leadership Reports Performance Results to Board*
Q1	Jan 1	Mar 31	Apr 15	Apr 22	May 17 - 24
Q2	Apr 1	Jun 30	Jul 15	July 22	Aug 16 - 23
Q3	Jul 1	Sep 30	Oct 15	Oct 21	Nov 7 - 18
Q4	Oct 1	Dec 31	Jan 15	Jan 31	Feb 14 - 21

\*This schedule is based on the regular board meeting cadence at this agency.

# Strategic Planning Process Overview

# Best Practice: Role of the Board in Strategic Planning



Ensure that TARC has clear direction and is delivering on its mission, vision, and outcomes

Empower staff to manage how and who is responsible for getting the work done that produces the overall outcomes

# Best Practice: Engagement for Strategic Plan Development

## Initial Development

- Focused more on setting up the structure and framework for making strategic decisions
- Heavy internal engagement through meetings, workshops, all-hands meetings
- Leverages existing survey data, plans, and studies to inform direction
- Board engagement to test ideas and messaging

# Best Practice: Strategic Planning and Performance Management

## *Key Steps*

**1** Define Success Outcomes

**2** Develop Work Plan (Tactics)

**3** Create Organizational Scorecard

**4** Populate Information Systems

**5** Performance Management Dashboard

**6** Establish Quarterly Reporting Cadence

**7** Cultivate a Culture of Improvement

**Board**

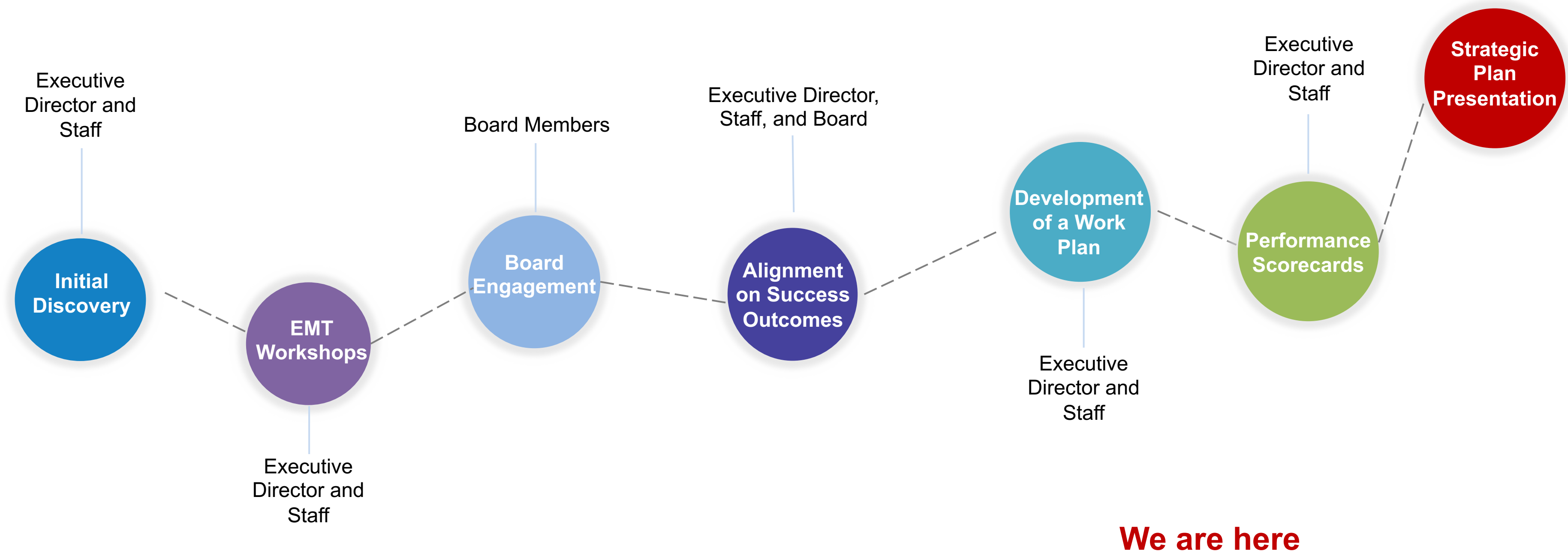
**Executive Director  
and Staff**

**Board**

# Roles of the Executive Director and Board

	Executive Director	Board of Directors
<i>Annually</i>	Align on Definition of Success	
<i>Quarterly</i>	Use Metrics (KPIs) to Manage Activities to Achieve Outcomes	Monitor Metrics (KPIs)
	Present Self-Evaluation compared to Outcomes and share perspective related to Values	Provide feedback related to Outcomes and share perspective related to Values

# Engagement in Strategic Plan Development



# Strategic Plan 2022

## *Progress Update*



*Working Mission:*

Making your journey our priority.

*Working Vision:*

To be the trusted and reliable mobility choice.



# Working Core Values:



## **Excellence**

I will be resilient and tenacious as we strive to deliver excellence.

## **Appreciation**

I will appreciate and value my colleagues.

## **Inclusivity**

I will maintain an environment that values equity and an open diversity of thought.

## **Accountability**

I will foster a culture of ownership.

## **Integrity**

I will approach my work with integrity.

## **Respect**

I will show respect in my interactions with both colleagues and our community.

## **Reliability**

I will execute on the commitments I make.

## **Collaboration**

I will be transparent in my communication with others.

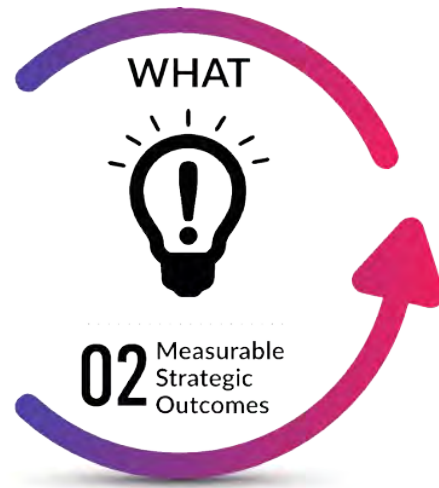


# Defining Success

## *Strategic Areas of Focus & Success Outcomes*



How can TARC clearly define what must happen in the short term to accomplish its broader mission and vision?



# Strategic Areas of Focus



**Customer  
Experience**



**Employee  
Engagement**



**Community  
Value**



**Financial  
Health**



# Working Success Outcomes

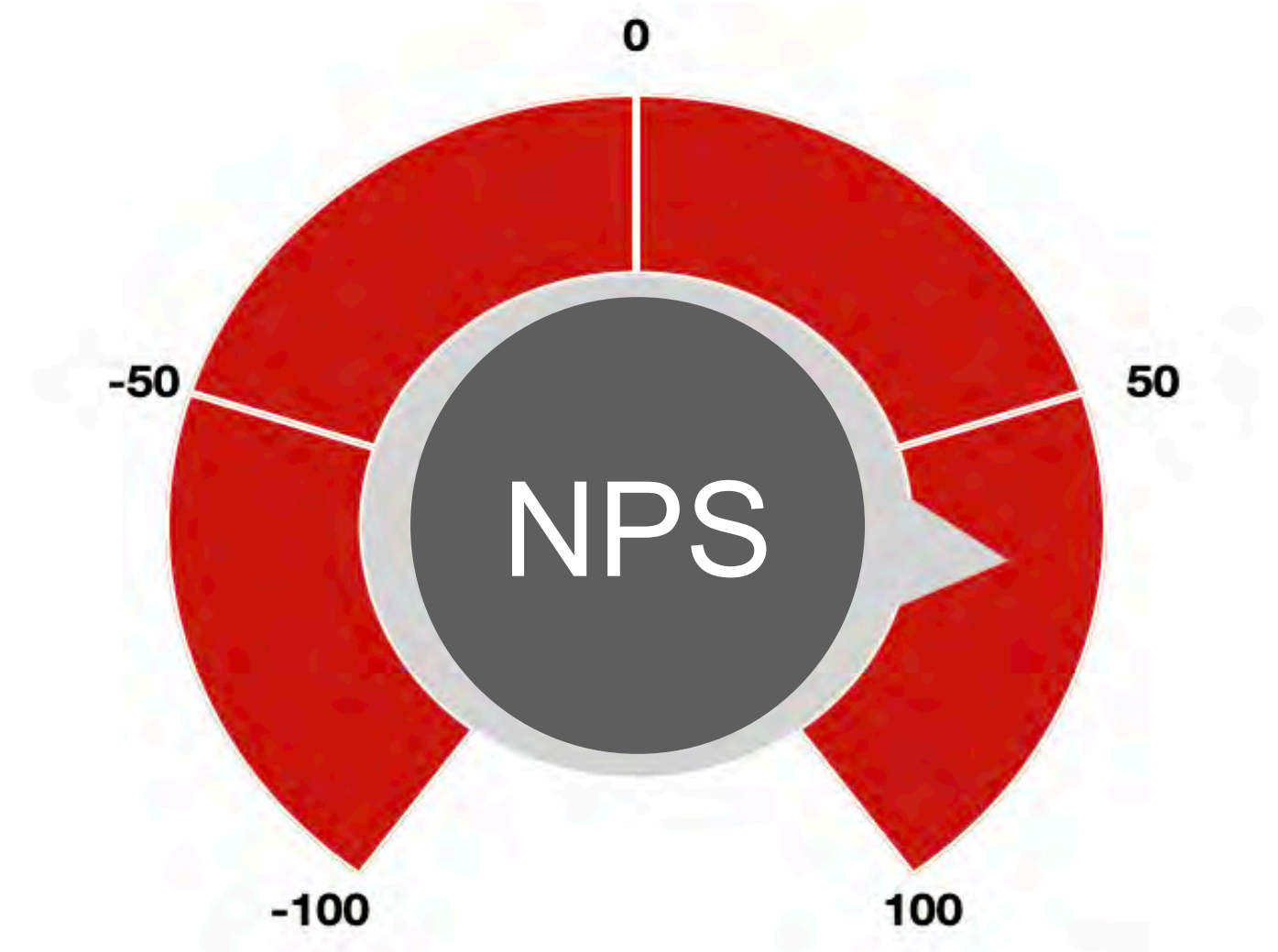
## *An Objective Definition of Success*

Strategic Area	Customer Experience	Employee Engagement	Financial Health	Community Value
Success Outcome	Establish baseline for <b>Customer Net Promoter Score (NPS)</b> and increase by 5%	Establish baseline for <b>Employee Net Promoter Score (eNPS)</b> and increase by 5%	Deliver all components of <b>Financial Health Index</b> :  Index components: <ul style="list-style-type: none"><li>- Revenue – <i>Revenue meets or exceeds operating expenses</i></li><li>- Fiscal year Capital Plan – <i>Were the dollars budgeted for the capital plan allocated?</i></li><li>- Productivity – <i>Customers per revenue hour</i></li></ul>	Establish baseline for <b>Community Perception of Value</b> and increase by 5%

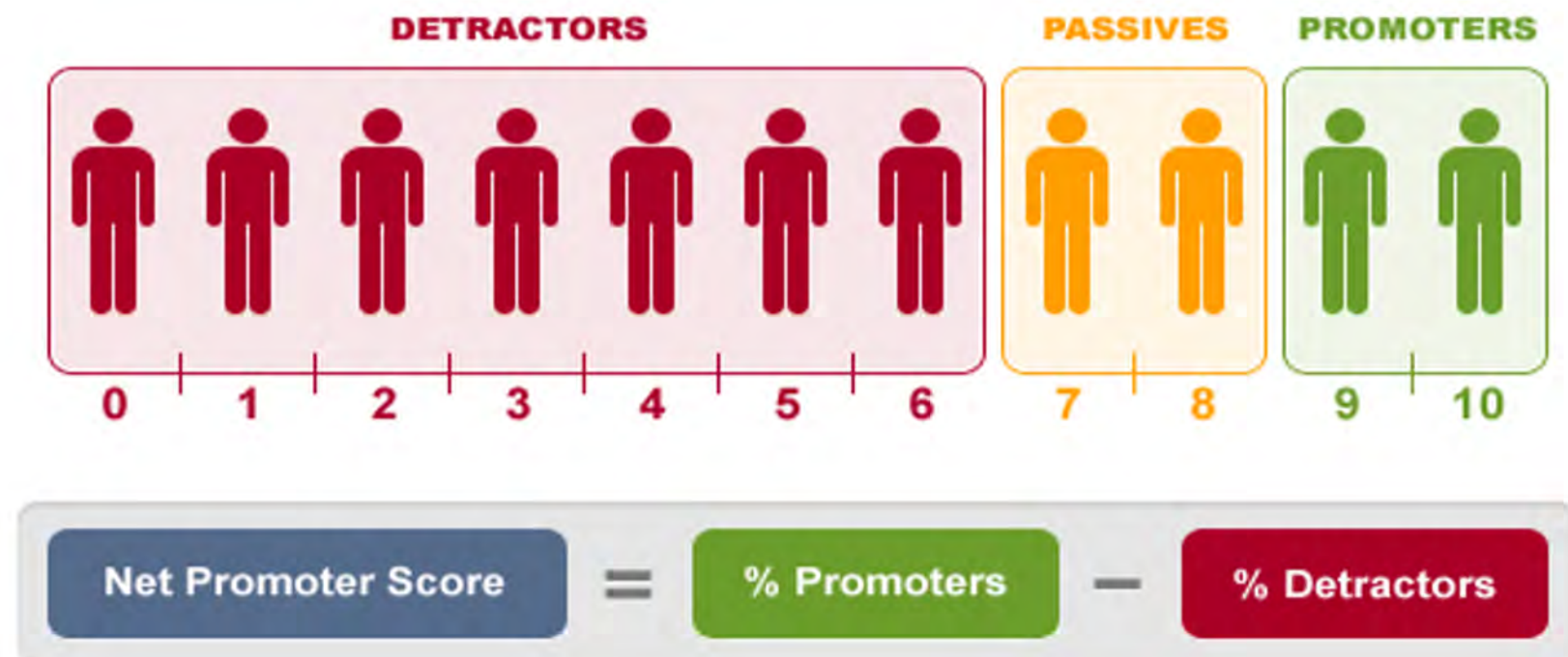
# Net Promoter Score

**NPS poses the ultimate question:**

*“How likely would you be to recommend riding TARC to a friend or neighbor?”*



Net Promoter Score



# Net Promoter Score: The Metric


Assesses loyalty and word of mouth favorability among customers

Introduced in the Harvard Business Review

Allows for performance comparisons between organizations across different business sectors




Organization	NPS
Costco	79%
Disney	50%
Transit Agencies (Fixed Route)	39%
Airlines	23%
Car Rental Agencies	18%
Internet Service Providers	5%

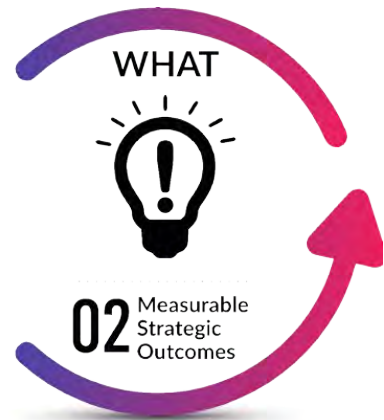


GOALS

WEIGHTED

<div><div></div><div>PERFORMANCE SCORECARD</div></div>							
STRATEGIC AREA OF FOCUS	METRIC	METRIC OWNER	INFORMATION SYSTEM	PERFORMANCE		POINTS	
				GOALS	RESULTS	GOAL	EARNED
STRATEGIC AREA							
TOTAL						25	
STRATEGIC AREA							
TOTAL						25	
STRATEGIC AREA							
TOTAL						25	
STRATEGIC AREA							
TOTAL						25	
TOTAL						25	
OVERALL PERFORMANCE SCORE						100	

Prioritized Strategies & Metrics

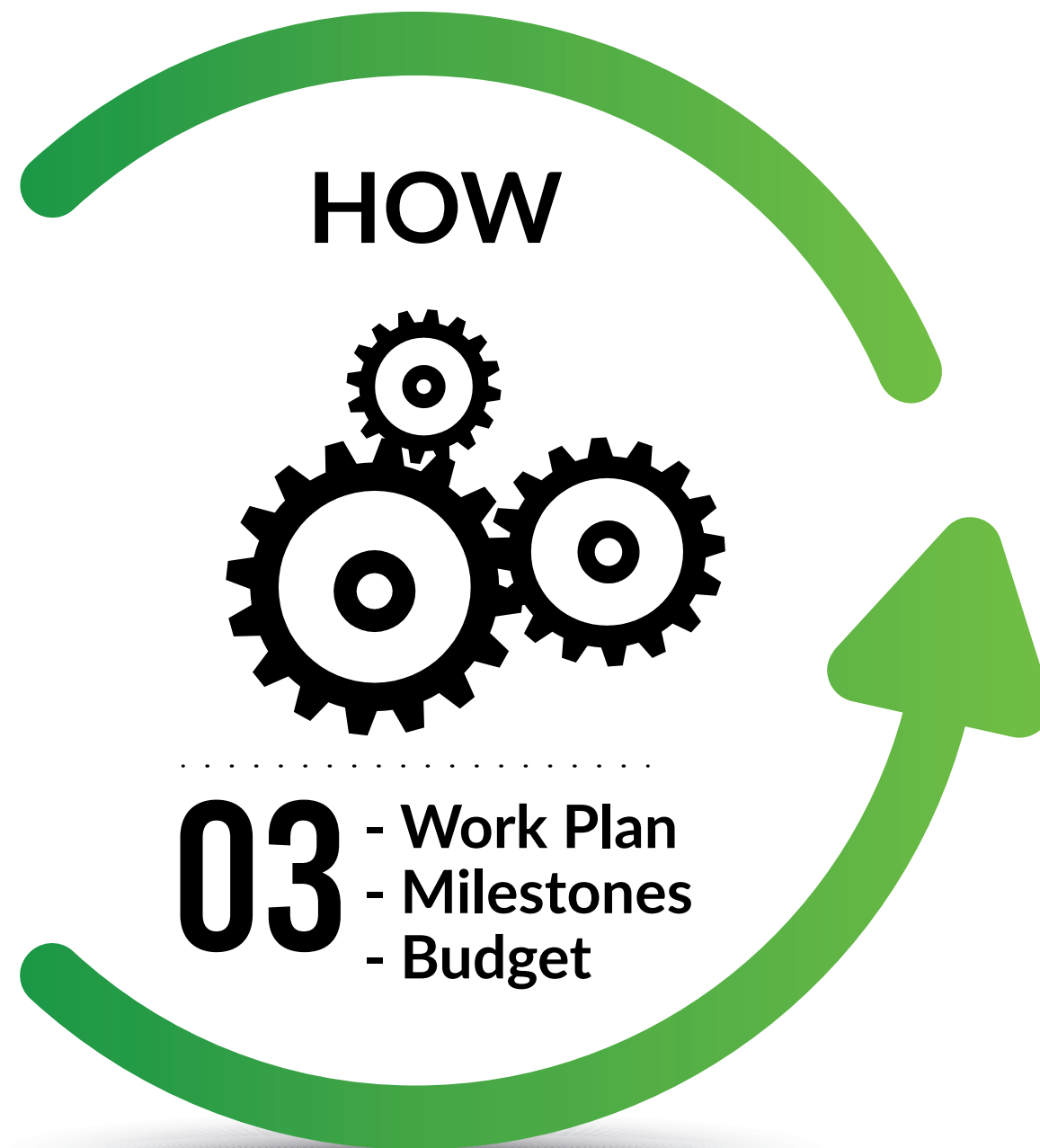


# Success Outcome Prioritization

Strategic Area	Customer Experience	Employee Engagement	Financial Health	Community Value
Success Outcome	Establish baseline for <b>Customer Net Promoter Score (NPS)</b> and increase by 5%	Establish baseline for <b>Employee Net Promoter Score (eNPS)</b> and increase by 5%	Deliver all components of <b>Financial Health Index</b> :  Index components: <ul style="list-style-type: none"><li>- Revenue – <i>Revenue meets or exceeds operating expenses</i></li><li>- Fiscal year Capital Plan – <i>Were the dollars budgeted for the capital plan allocated?</i></li><li>- Productivity – <i>Customers per revenue hour</i></li></ul>	Establish baseline for <b>Community Perception of Value</b> and increase by 5%
Weighted Goal Points	35	30	20	15

# Developing A Work Plan

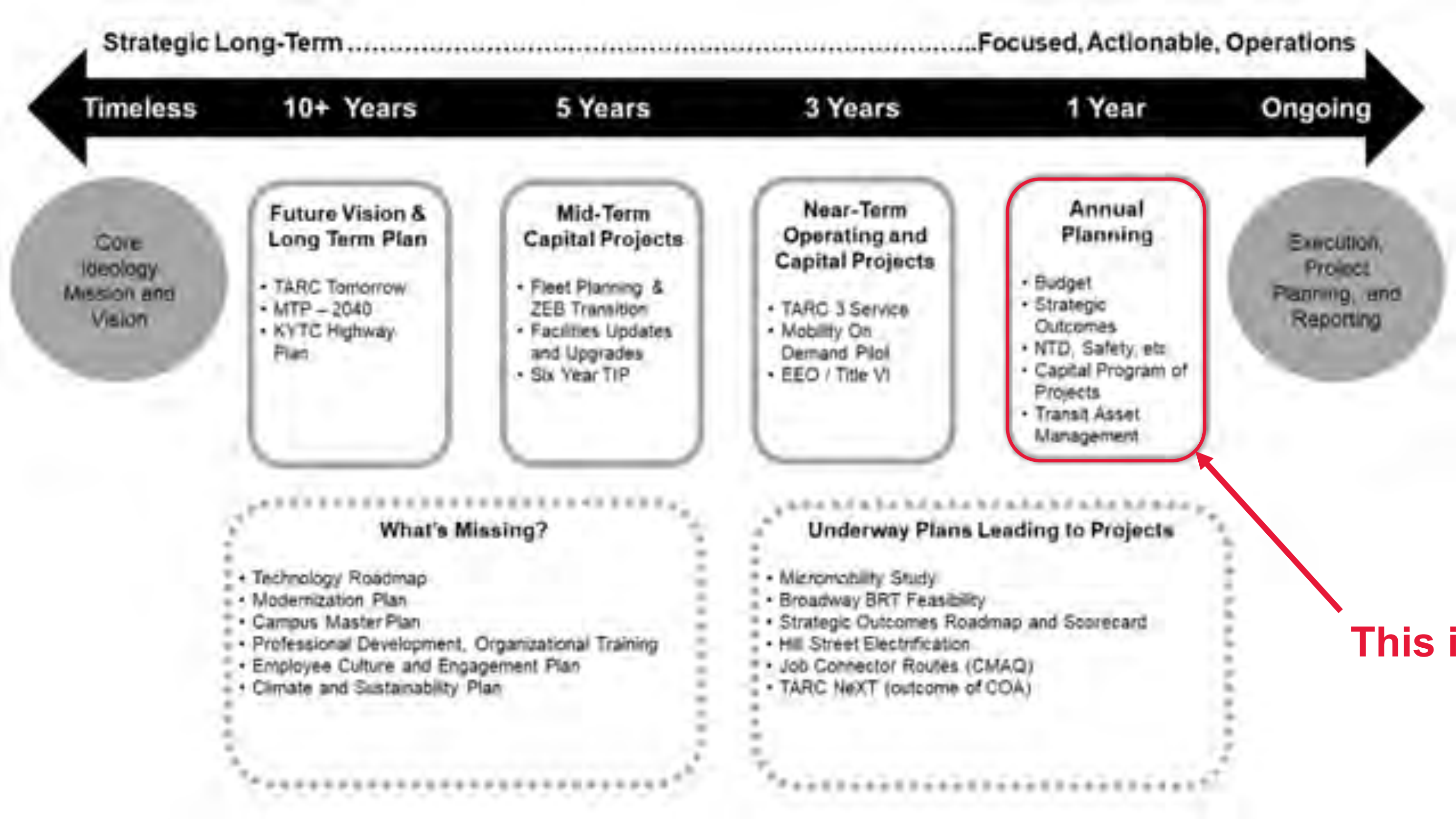
*Identify Strategic Tactics*

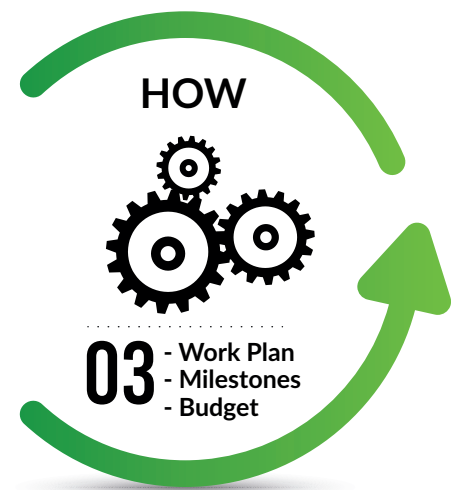


**HOW WILL WE  
MAKE IT HAPPEN?**

Projects and programs to achieve the success moment for the year.


# Reminder:





# Drafting a Tactic List

Initial Discovery

**Transit Authority of River City** 

**Initial Discovery Summary**

**Task Overview**  
As part of the Strategic Plan's initial discovery task, TransPro reviewed TARC's key documents, plans and performance metrics. While not an exhaustive inventory of initiatives and KPIs, this review will inform the development of the work plans and success outcomes within the Strategic Plan.

**Mission**  
Deliver transportation services that enhance the Greater Louisville community.

**Critical Success Factors – FY22**

Deliver quality services – safe, accessible, sustainable	Community
Focus on rider needs	Customers
Support the community's well-being	Finances
Maintain adequate financial resources	Employees
Engage an effective team	
Explore visionary opportunities	

How do we measure our progress towards delivering these success factors in FY22? How might we begin developing outcomes that are both measurable and achievable?

**TARC's Path to Success in FY22**  
In the FY22 Budget and Annual Report, TARC outlines Targets, Key Projects and Success Factors.

**These are currently outlined at a departmental level, not organizational outcomes.**

**TARGET** = Measures or indicators that can be tracked and reported on throughout the year.

**KEY PROJECTS** = Activities, which may or may not include a capital need.


**SUCCESS FACTORS** = Actions with a strategic purpose that serve TARC's mission (see above blue box).

TransPro will collaborate with TARC to develop a Strategic Plan that incorporates these elements while establishing a culture focused on OUTCOMES rather than activity.



Staff Workshops &  
Board Engagement



FY22 Budget &  
Annual Report

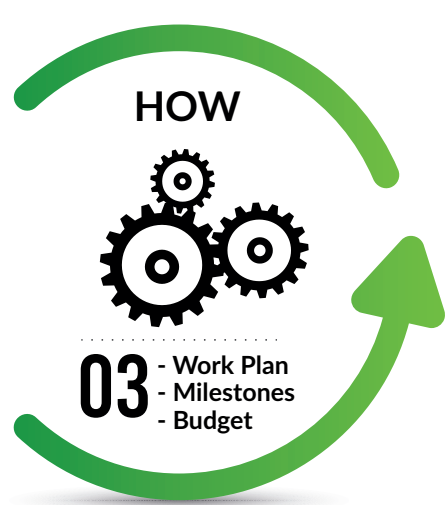


**Fiscal Year 2022 Budget and Annual Report**  
APRIL 27, 2022

 TARGET	 KEY PROJECTS	 SUCCESS FACTORS
Measures or indicators that can be tracked and reported on throughout the year. Ridership, safety and accidents, views on website, attendance at community events are typical.	Activities, which may or may not include a capital need. These actions typically include multiple departments and are under a longer time frame to complete.	Actions with a strategic purpose that serve to meet TARC's mission. May include recurring actions and some departments have specific regulatory requirements.

Work Sessions with  
Management Team

Four (4) Tactic  
Brainstorming  
Sessions by  
Area of Focus



# Tracking Tactics

## Staff Dashboard

Milestone status options: drop-down list allows for easy updating process

Success Outcome	Tactic Name	Description	Owner	Team Members	Q1 Milestone	Q1 Status	Q2 Milestone	Q2 Status
Customer Experience	25Connects – MetroHealth Line BRT	Prepare design and funding program for development of the 25Connects Bus Rapid Transit (BRT) project along the West 25th Street.			•Advertise Request For Proposal for consultant services by February 7, 2022 •Receive FTA Approval to enter into Project Development Phase of Small Starts Program by February 28, 2022 •Project Included on ODOT STIP as approved by FTA by February 28, 2022 •Submit application for TRAC Funding by March 31, 2022	Not Defined or At Risk	•Select consultant for Engineering and NEPA •Identify Stakeholders and initiate their engagement on project •Continue coordination with the City of Cleveland, Irishtown Bend project and MetroHealth Transformation Plan •Award Engineering and NEPA project contract by June 28, 2022	
	Paratransit Service Improvements	Improve Paratransit customers' experiences through implementation of innovative programs and accountability measures.			Service Infractions fully implemented. Letters sent during the first week of each month.  Develop list of Mentorship Program Mentor Requirements	Not Defined or At Risk At Risk In Progress and On Track Complete Revised and On Track	Reduced to 20% of all trips and 15% of what is scheduled day on the day before service.  Open Purchased Transportation RFP	
	Fare Collection Improvements	(Part 1) Planning, policy development, and procurement of a new fare collection system.			•Present to Board to obtain permission to purchase mobile pass validators as phase one of fare collection improvements •Develop installation, implementation, and information plans for mobile fare validator rollout •Assist in customer outreach to inform about discontinuation of Passport payment app and migration to new service	Complete	and rollout of mobile pass validation equipment  mobile pass purchase service, integrated with trip planning •Expiration of Passport App contract in April •Monitor use and success of validator rollout on Healthline through metric portal •Begin to scale implementation plan from Healthline fleet to cover all bus fleets	
Community Value	Columbus Road TOD	Execution of initial phases of the Transit-oriented Development (TOD) project, working with developer of Mixed Use commercial, retail and residential complex.			•Initiate and monitor due diligence process •Commence master planning process with MVE Partners for GCRTA property and surrounding sites controlled by AJAPPJR, LLC •Initiate community engagement process	Revised and On Track	•Review due diligence status and address open items •Report on community engagement status and response to concerns •Review and concur on project concept plans	

Clear ownership of each tactic: this person should be responsible for updating the status column prior to each performance management meeting

Milestone detail

# Next Steps

# Performance Scorecards

1. Designed to Deliver Success Outcomes
2. Prioritized Metrics With Goals
3. Supporting Information Systems
4. Serves as a template for public reporting
5. Creates a culture of ownership



# Elements of a Performance Scorecard

*Internal Alignment, External Reporting*

Organizational Alignment  
Success Outcomes

1

2

Metrics that Matter

Organization Performance Scorecard							
Success Outcomes	Metric	FY22 Performance Goals	Objective	Goal Points	Definition	Information System	Point
Customer Experience	Net Promoter Score	20%	↑	15	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA, Promoters are 9-10 and Detractors are 0-6.	Customer Survey	I. Birdsong
	Overall Customer Satisfaction	70%	↑	10	The % of customers who agree or strongly agree that they are satisfied with GCRTA	Customer Survey	I. Birdsong
	On-Time Performance - Impression	75%	↑	2.5	The % of customers who agree or strongly agree that service is on time	Customer Survey	F. Caver
	On-Time Performance - Actual	85%	↑	2.5	The % of actual on-time performance	Performance Data	F. Caver
	Safety - Impression	25%	↑	2.5	The % of customers who agree or strongly agree that GCRTA is safe	Customer Survey	S. King-Benford
	Safety - Actual	70%	—	2.5	The % of actual compliance with safety performance targets	Performance Data	S. King-Benford
	Customer Prioritized Metric TBD				TBD	Customer Survey	TBD
	Customer Prioritized Metric TBD				TBD	Customer Survey	TBD
TOTAL POINTS				35			
Community Value	Community Perception - Access to Service	50%	↑	7.5	The % of community that agree or strongly agree that service is accessible	Community Survey	J. Freilich / M. Fake
	Community Perception - Access to Employment	65%	↑	7.5	The % of community that agree or strongly agree that GCRTA serves employment centers	Community Survey	J. Freilich / M. Fake
	Community Perception - Transit Investment Occurs where Needed	50%	↑	7.5	The % of community that agree or strongly agree that transit investment occurs where needed	Community Survey	M. Schipper / J. Rusnov / M. Fake
	Ratio of Private Sector Investment to Major Capital Investment	4 to 1	↑	7.5	The ratio of private sector capital investment to GCRTA capital investment	Performance Data	M. Schipper
TOTAL POINTS				30			
Financial Sustainability	Committed Funds to Capital Fund	\$10,000,000	—	8	Reduction of unfunded capital projects by \$10M	Financial Data	R. Gautam
	Operating Expense Covered by Own Source Revenue	15%	—	8	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)	Financial Data	R. Gautam
	Overall Operating Cost/Revenue Hour	\$187.00	↓	8	Organization's operating cost divided by sum of: scheduled fixed route bus, scheduled fixed route rail, and paratransit actual revenue hours	Performance & Financial Data	R. Gautam / F. Caver
	Unlinked Passenger Trips (UPT)/Revenue Hour	11	↑	1	UPT divided by sum of: scheduled fixed route bus, scheduled fixed route rail, and paratransit actual revenue hours	Performance and Financial Data (HASTUS, Trapeze PASS, Gentara, TransMaster, SenSource)	F. Caver / N. Walker / Minor
TOTAL POINTS				28			
Employee Engagement	Percent Employees Agree - Supervisor Invested in Growth and Success	5%	↑	1.75	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success	Employee Survey	G. Fields
	Percent Employees Agree - Understand Vision and	10%	↑	1.50	The % of employees that agree or strongly agree that they understand the vision and direction of GCRTA	Employee Survey	I. Birdsong / G. Fields
	Percent Employees Agree - Understand How Performance Linked to Organization Success	20%	↑	1.50	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey	I. Birdsong / G. Fields
	Percent Employees - Found Training Valuable	65%	↑	1.75	The % of employees that agree or strongly agree that training is valuable	Employee Survey	G. Fields
	Hours of Training per Employee	5%	↑	1.75	The % increase in annual training hours per employee group	Performance Data	G. Fields
	Workforce Net Promoter Score	5	↑	1.75	% Promoters minus % Detractors that recommend GCRTA as a place to work	Employee Survey	G. Fields
TOTAL POINTS				10			
OVERALL PERFORMANCE SCORE				100			

5

Information Systems

3

Ownership

4

Definitions

# Cascading Through The Organization

The cascading scorecard allows for success outcomes to be linked through Department Performance Scorecards that include the metrics and tactics that contribute to delivering the organization’s overall definition of success.

## Organizational Level Performance Scorecard

Organization Performance Scorecard						
Success Outcomes	Metric	FY23 Performance Code	Objective	Goal Points	Definition	Information System
Customer Experience	Net Promoter Score	20%	↑	15	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GORTA, Promoters are 9-10 and Detractors are 0-6.	Customer Survey
	Overall Customer Satisfaction	75%	↑	10	The % of customers who agree or strongly agree that they are satisfied with GORTA.	Customer Survey
	On-Time Performance - Impression	75%	↑	2.5	The % of customers who agree or strongly agree that service is on time	Customer Survey
	On-Time Performance - Actual	85%	↑	2.5	The % of actual on-time performance	Performance Data
	Safety - Impression	25%	↑	2.5	The % of customers who agree or strongly agree that GORTA is safe	Customer Survey
	Safety - Actual	75%	—	2.5	The % of actual compliance with safety performance targets	Performance Data
	Customer Prioritized Metric TBD					TBD
	Customer Prioritized Metric TBD					TBD
TOTAL POINTS				16		
Community Value	Community Perception - Access to Service	50%	↑	7.5	The % of community that agree or strongly agree that service is accessible	Community Survey
	Community Perception - Access to Employment	85%	↑	7.5	The % of community that agree or strongly agree that GORTA serves employment centers	Community Survey
	Community Perception - Transit Investment Occurs where Needed	50%	↑	7.5	The % of community that agree or strongly agree that transit investment occurs where needed	Community Survey
	Ratio of Private Sector Investment to Major Capital Investment	4 to 1	↑	7.5	The ratio of private sector capital investment to GORTA capital investment	Performance Data
TOTAL POINTS				30		
Financial Sustainability	Committed Funds to Capital Fund	\$10,000,000	—	8	Reduction of unfunded capital projects by \$10M	Financial Data
	Operating Expense Covered by Own Source Revenue	15%	—	8	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)	Financial Data
	Overall Operating Cost/Revenue Hour	\$167.00	↓	8	Organization's operating cost divided by sum of scheduled fixed route bus, scheduled fixed route rail, and paratransit actual revenue hours	Performance & Financial Data
	Unlinked Passenger Trip (UPT)/Revenue Hour	11	↑	1	UPT divided by sum of scheduled fixed route bus, scheduled fixed route rail, and paratransit actual revenue hours	P. Caser / N. Walker Minor
TOTAL POINTS				24		
Employee Engagement	Percent Employees Agree - Supervisor Invested in Growth and Success	9%	↑	1.75	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success	Employee Survey
	Percent Employees Agree - Understand Vision and	10%	↑	1.50	The % of employees that agree or strongly agree that they understand the vision and direction of GORTA.	Employee Survey
	Percent Employees Agree - Understand How Performance Linked to Organizational Success	20%	↑	1.50	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey
	Percent Employees - Found Training Valuable	65%	↑	1.75	The % of employees that agree or strongly agree that training is valuable	Employee Survey
	Hours of Training per Employee	5%	↑	1.75	The % increase in annual training hours per employee group	Performance Data
	Workforce Net Promoter Score	5	↑	1.75	% Promoters minus % Detractors that recommend GORTA as a place to work	Employee Survey
TOTAL POINTS				10		
OVERALL PERFORMANCE SCORE				100		

## Department Level Performance Scorecards

Traction Operations						
Success Outcomes	Metric	FY23 Performance Code	Objective	Goal Points	Definition	Information System
Customer Experience	Net Promoter Score	20%	↑	15	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GORTA, Promoters are 9-10 and Detractors are 0-6.	Customer Survey
	Overall Customer Satisfaction	75%	↑	10	The % of customers who agree or strongly agree that they are satisfied with GORTA.	Customer Survey
	On-Time Performance - Impression	75%	↑	2.5	The % of customers who agree or strongly agree that service is on time	Customer Survey
	On-Time Performance - Actual	85%	↑	2.5	The % of actual on-time performance	Performance Data
	Safety - Impression	25%	↑	2.5	The % of customers who agree or strongly agree that GORTA is safe	Customer Survey
	Safety - Actual	75%	—	2.5	The % of actual compliance with safety performance targets	Performance Data
	Customer Prioritized Metric TBD					TBD
	Customer Prioritized Metric TBD					TBD
TOTAL POINTS				16		
Community Value	Community Perception - Access to Service	50%	↑	7.5	The % of community that agree or strongly agree that service is accessible	Community Survey
	Community Perception - Access to Employment	85%	↑	7.5	The % of community that agree or strongly agree that GORTA serves employment centers	Community Survey
	Community Perception - Transit Investment Occurs where Needed	50%	↑	7.5	The % of community that agree or strongly agree that transit investment occurs where needed	Community Survey
	Ratio of Private Sector Investment to Major Capital Investment	4 to 1	↑	7.5	The ratio of private sector capital investment to GORTA capital investment	Performance Data
TOTAL POINTS				30		
Financial Sustainability	Committed Funds to Capital Fund	\$10,000,000	—	8	Reduction of unfunded capital projects by \$10M	Financial Data
	Operating Expense Covered by Own Source Revenue	15%	—	8	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)	Financial Data
	Overall Operating Cost/Revenue Hour	\$167.00	↓	8	Organization's operating cost divided by sum of scheduled fixed route bus, scheduled fixed route rail, and paratransit actual revenue hours	Performance & Financial Data
	Unlinked Passenger Trip (UPT)/Revenue Hour	11	↑	1	UPT divided by sum of scheduled fixed route bus, scheduled fixed route rail, and paratransit actual revenue hours	P. Caser / N. Walker Minor
TOTAL POINTS				24		
Employee Engagement	Percent Employees Agree - Supervisor Invested in Growth and Success	9%	↑	1.75	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success	Employee Survey
	Percent Employees Agree - Understand Vision and	10%	↑	1.50	The % of employees that agree or strongly agree that they understand the vision and direction of GORTA.	Employee Survey
	Percent Employees Agree - Understand How Performance Linked to Organizational Success	20%	↑	1.50	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey
	Percent Employees - Found Training Valuable	65%	↑	1.75	The % of employees that agree or strongly agree that training is valuable	Employee Survey
	Hours of Training per Employee	5%	↑	1.75	The % increase in annual training hours per employee group	Performance Data
	Workforce Net Promoter Score	5	↑	1.75	% Promoters minus % Detractors that recommend GORTA as a place to work	Employee Survey
TOTAL POINTS				10		

## Individual Level Performance Scorecards

Traction Engineering & Project Management						
Success Outcomes	Metric	FY23 Performance Code	Objective	Goal Points	Definition	Information System
Customer Experience	Net Promoter Score	20%	↑	15	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GORTA, Promoters are 9-10 and Detractors are 0-6.	Customer Survey
	Overall Customer Satisfaction	75%	↑	10	The % of customers who agree or strongly agree that they are satisfied with GORTA.	Customer Survey
	On-Time Performance - Impression	75%	↑	2.5	The % of customers who agree or strongly agree that service is on time	Customer Survey
	On-Time Performance - Actual	85%	↑	2.5	The % of actual on-time performance	Performance Data
	Safety - Impression	25%	↑	2.5	The % of customers who agree or strongly agree that GORTA is safe	Customer Survey
	Safety - Actual	75%	—	2.5	The % of actual compliance with safety performance targets	Performance Data
	Customer Prioritized Metric TBD					TBD
	Customer Prioritized Metric TBD					TBD
TOTAL POINTS				16		
Community Value	Community Perception - Access to Service	50%	↑	7.5	The % of community that agree or strongly agree that service is accessible	Community Survey
	Community Perception - Access to Employment	85%	↑	7.5	The % of community that agree or strongly agree that GORTA serves employment centers	Community Survey
	Community Perception - Transit Investment Occurs where Needed	50%	↑	7.5	The % of community that agree or strongly agree that transit investment occurs where needed	Community Survey
	Ratio of Private Sector Investment to Major Capital Investment	4 to 1	↑	7.5	The ratio of private sector capital investment to GORTA capital investment	Performance Data
TOTAL POINTS				30		
Financial Sustainability	Committed Funds to Capital Fund	\$10,000,000	—	8	Reduction of unfunded capital projects by \$10M	Financial Data
	Operating Expense Covered by Own Source Revenue	15%	—	8	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)	Financial Data
	Overall Operating Cost/Revenue Hour	\$167.00	↓	8	Organization's operating cost divided by sum of scheduled fixed route bus, scheduled fixed route rail, and paratransit actual revenue hours	Performance & Financial Data
	Unlinked Passenger Trip (UPT)/Revenue Hour	11	↑	1	UPT divided by sum of scheduled fixed route bus, scheduled fixed route rail, and paratransit actual revenue hours	P. Caser / N. Walker Minor
TOTAL POINTS				24		
Employee Engagement	Percent Employees Agree - Supervisor Invested in Growth and Success	9%	↑	1.75	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success	Employee Survey
	Percent Employees Agree - Understand Vision and	10%	↑	1.50	The % of employees that agree or strongly agree that they understand the vision and direction of GORTA.	Employee Survey
	Percent Employees Agree - Understand How Performance Linked to Organizational Success	20%	↑	1.50	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey
	Percent Employees - Found Training Valuable	65%	↑	1.75	The % of employees that agree or strongly agree that training is valuable	Employee Survey
	Hours of Training per Employee	5%	↑	1.75	The % increase in annual training hours per employee group	Performance Data
	Workforce Net Promoter Score	5	↑	1.75	% Promoters minus % Detractors that recommend GORTA as a place to work	Employee Survey
TOTAL POINTS				10		

OUTCOMES

OUTPUTS

INPUTS

# Next Steps

Complete development of performance management structure (organizational scorecards and tracking dashboards)

Draft Strategic Plan 2022 document

# Questions?