



# Performance Management Services

Presented to: Organizational,  
Services & Performance Monitoring  
Committee

December 6, 2022

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# Project Overview

## ***Strategic Performance Management & Engagement Services***

- Redefined GCRTA mission and vision statements
- Developed performance metrics, success outcomes and divisional scorecards with executive leadership

## ***Continuum of Work Engagement***

- Integrate scorecards into performance management process for project oversight and continuous improvement
- Develop framework for measuring short vs. long-term success

# Project Overview

## *Continuum of Work Engagement*

- Continuous oversight of organizational progress through customer surveying, industry proven net promoter scoring process and divisional scorecard management.
- Engagement with GCRTA riding public, stakeholders and executive management to determine customer impression, feedback and alignment with quarterly agency goals and departmental work effort.

# Redefining Mission and Vision

- TransPro Consulting guided the development of new mission and vision statements with executive management team in Q1 2020
- **Defined “Why We Exist”**
  - our purpose as an organization, community partner and business entity
- **Defined our Vision**
  - interpretation of success, and future ideal state
  - inspiration for daily commitment to excellence

# Redefining Mission and Vision

## Why We Exist

*The Why – New Mission & Vision*

**Mission:** *Connecting the Community.*

**Vision:** *Leading the delivery of safe and creative mobility solutions and community connections.*



# Success Outcomes & Scorecard Development

Primary Strategic Focus Areas:

- Customer Experience
- Community Value
- Financial Sustainability
- Employee Growth/Engagement



# Measuring Our Success

## Customer Experience

- Net Promoter Score
- Overall Customer Satisfaction
- On-Time Performance Impression
- On-Time Performance Actual
- Safety Impression
- Safety Actual Incidents

## Financial Sustainability

- Percent of Committed Funds to the Capital Fund Goal
- Percent of Operating Expense Covered by Own Source Revenue
- Overall Operating Cost/Revenue Hour
- Overall Customers/Revenue Hour

# Measuring Our Success

## Community Value

- Community perception of access to service, employment, and that transit investment occurs where needed
- % of jobs accessible by transit within an hour
- % of public subsidy for operations
- GCRTA capital investment

## Employee Growth/Engagement

- % of employees who:
  - agree supervisors are invested in growth/success
  - understand vision and how performance is linked to company success
  - recommend GCRTA as a good place to work
  - find training valuable
- Hours of Training Per Capita



# Continuum of TransPro Work Engagement

- Set continuous improvement culture for performance management and monitoring of metrics and initiatives
- Development of reporting templates/systems and reporting frequencies
- Oversight of survey data to sustain measurement of outcomes
- Integration of data and metrics into the performance evaluation process

# Continuum of TransPro Work Engagement

## *Value-Add*

Benefit of 3rd party expertise to implement and integrate data management and overall performance management framework, so staff can sustain it from 1<sup>st</sup> year to 2<sup>nd</sup> year, and future years

Sustained Continuous Improvement:

- Quarterly performance reporting
- Metric/goal calibration
- Industry comparison studies and best practice insights from transit agencies
- Innovation

# Procurement Overview

## Sole source with TransPro Consulting

- Procurement requested a proposal on November 18, 2022
- Proposal was received on November 28, 2022
- 0% DBE Goal

# Procurement Overview

Section 306.43 (H)(6) of the Ohio Revised Code states that a sole source procurement is authorized when a “purchase substantially involves services of a personal, professional, highly technical, or scientific nature, including but not limited to the services of an attorney, physician, surveyor, appraiser, investigator, court reporter, adjuster, consultant, or licensed broker or involves the special skills or proprietary knowledge required for the servicing of specialized equipment owned by the regional transit authority”.

# Procurement Overview

## Sole source with TransPro Consulting

- Specialized engagement is needed to build a continuum of work from the mission and vision and the strategic performance management engagements completed in 2020, 2021, and 2022
- Need for familiarity and continuity with GCRTA executive leadership, staff, mission and vision, and overall business

# Procurement Overview

## Evaluation Panel Members

- General Manager, Chief Executive Officer
- Deputy General Manager of Operations
- Deputy General Manager of Human Resources
- Deputy General Manager of Finance
- Deputy General Manager of Administration and External Affairs
- Procurement

# Procurement Overview

## TransPro Consulting

- Public sector-focused management consulting firm specializing in the public transportation industry
- Experienced and knowledgeable transit professionals
- Experience working with transit systems throughout the world
- Established a national model of transportation metrics and peer benchmarking for performance comparison
- Understanding of the Authority's needs and expectations
- Successful performance on Authority contracts

# Procurement Overview

## Recent Clients

- Greater Cleveland Regional Transit Authority
- Capital Metropolitan Transportation Authority
- Charlotte Area Transit System
- Hillsborough Area Regional Transit Authority
- Regional Transportation Commission of Southern Nevada
- Kansas City Area Transportation Authority
- Memphis Area Transit Authority
- South Florida Regional Transportation Authority



# Procurement Overview

TASK	YEAR 1	YEAR 2
Project Management	\$ 11,580	\$ 11,927
Traction Support & Quarterly Reporting	\$ 71,692	\$ 73,843
Integration of Data & Metrics	\$ 13,440	\$ 13,843
Performance Evaluations	\$ 26,360	\$ 27,151
TransDASH License	\$ 60,000	\$ 60,000
<b>TOTAL</b>	<b>\$ 183,072</b>	<b>\$ 186,764</b>

# Procurement Overview

## Original Contract

- \$199,004.00 – 15-month duration
- Change Order No. 4 added 3<sup>rd</sup> and 4<sup>th</sup> quarter data collection and quarterly reporting mechanics and implementation for \$13,309.00.

## New Contract

- The negotiated amounts NTE \$183,072.00 for the first 12 months and NTE \$186,764.00 for the second 12 months incorporate the same services provided under the current contract and CO#4.

These annual totals compare favorably to the \$212,313.00 paid under the original contract for those same services.

# Procurement Overview

Staff requests that the Organizational, Services & Performance Monitoring Committee recommend an award to TransPro Consulting in an amount not to exceed \$183,072.00 for a one-year period, and in an amount not to exceed \$186,764.00 for one, one-year option, for a total contract amount not to exceed \$369,836.00.

# Procurement Overview

Questions?