

PERFORMANCE MANAGEMENT

STRATEGIC PLAN



Figure 43

The Strategic Plan identifies and prioritizes GCRTA’s goals and objectives as can be accomplished on a five year timeline to meet RTA’s ten year vision. Management and implementation of the Strategic Plan assures GCRTA experiences success by seizing opportunities, leveraging advantages, and swiftly mitigating challenges within and beyond GCRTA’s boundaries of control.

STRATEGIC PLAN AND IMPROVEMENTS

GCRTA refines its long-term strategic direction through a visionary process of developing strategic objectives. As a result, four (4) Balanced Scorecard categories (Areas of Focus) and nine (9) Vital Few Objectives (VFOs). GCRTA is committed to its Mission, Vision, and Values (MVV), which is supported via programs like **Together Everyone Achieves More (TEAM)**, **TransitStat**, **Problem Identification & Corrective Action (PICA)**, **The Partnership for Excellence (TPE)**, **ISO14001**, and **LEAN Six Sigma Green Belts** using the Criteria for Performance Excellence. **PICA** began as an Operations change initiative over 20 years ago and was recently introduced to the rest of the

Authority in early 2018. **TEAM** initiatives have been in place for over 18 years and are monitored quarterly in the Quarterly Management Report. **TEAM** is one of the Balanced Scorecards that the Authority measures itself against annually determined goals. These include Preventable Collisions, On-the-Job-Injuries, Miles Between Service Interruptions, On-Time Performance, Ridership, Customer Satisfaction, Attendance, and Operating Ratio. **TransitStat** was deployed over 10 years ago and is the performance management program characterized with weekly performance monitoring forums, embracing the use of data, statistics, and metrics as a means to exceed customers’ expectations, as well as achieve operational excellence. **TPE** and **ISO14001** have been in place for the last five years. The Authority sent more than 30 employees for **LEAN Six Sigma Green Belt Certification** and uses these employees to identify areas of waste, create efficiencies, and perform Kaizen Events. GCRTA’s Leadership System consists of a Balanced Score Card (BSC) and Strategy Map. These are tools supporting the Strategic Planning Process. The BSC is evidence of Planning and Aligning objectives throughout the organization to attain the MVV. The Strategy Map measures progress and success as the strategic plan is implemented and CIs are accomplished. The BSC defines four priority areas of strategic management for GCRTA. Figure 43 outlines these four Balanced Scorecard Areas (or Areas of Focus) and the aligned Vital Few Objectives (VFOs).

The following pages explain the performance of the Balanced Scorecard for the Authority over the past few years.

2018 Performance Ratings (6D performance data & VFO updates)		
Balanced Scorecard	Strategic Plan Performance	2016-18
Area of Focus	VFO's	Performance Rate
Fiscal Responsibility	1. Incr Rev/Decr Exp	⇒ 3.50
	2. Enhance Fisc Resp	↓ 2.75
Voice of Customer	3. Expand Advocacy	↑ 4.00
	4. Enhance Customer Experience	↓ 2.80
Continual Process Improvement	5. Increase Service Efficiency	⇒ 3.33
	6. Achieve State of Good Repair	⇒ 3.75
	7. Advance & Improve Technology	⇒ 3.14
Learning & Innovation	8. Achieve Safety Culture	↑ 4.00
	9. Improve Employee Development	⇒ 3.43
Overall Performance Rating		3.41

Figure 44

FISCAL RESPONSIBILITY

GCRTA's Financial Vision encompasses growth in operating revenue and capital funding, as well as maintaining operating expenses. Another focus is on improvement of internal financial controls and systems.

This category includes the following Vital Few Objectives (VFOs):

- Increase Revenue / Decrease Expenses
- Enhance Fiscal Responsibility

INCREASE REVENUE / DECREASE EXPENSES & ENHANCE FISCAL RESPONSIBILITY

Scorecard Metric: Increase Revenue / Decrease Expenses & Enhance Fiscal Responsibility	Performance Target
General Fund Revenue	≥ 1% Growth
Passenger Fare Ratio	≥ 20%
General Fund Expense	≤ General Fund Revenue
Personnel Costs v. Budget	≤ Budget

Figure 45

General Fund Revenue performance is made successful through management of Passenger

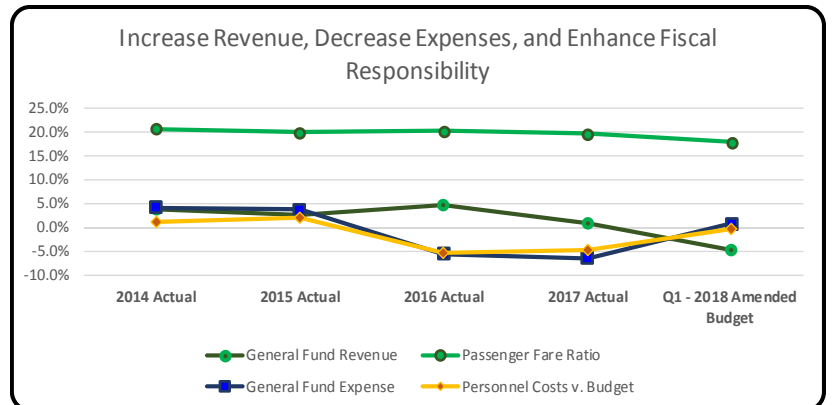


Figure 46

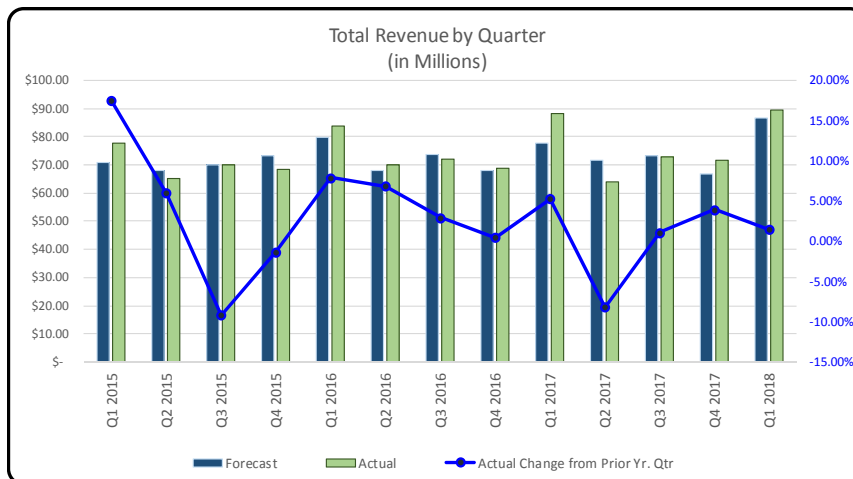


Figure 47

revenue sources. Figure 46 shows the growth rate, quarter by quarter, for total revenue of the Authority. Figure 47 shows the growth rate for the top 3 revenue sources. For 2018, the growth rate is projected at -4.6 percent, mainly due to the removal of Medicaid Managed Health Care from the Sales & Use Tax base. This will lower Sales & Use Tax receipts by about \$15.5 million in the first 3 Quarters of 2018. Passenger Fare revenue is projected to decrease by 5.6 percent as ridership continues to decline.

Fares, Sales & Use Tax, and Reimbursed Expenditures, the three largest sources of revenue for the Authority, which account for 93.1 percent of total revenue. Sales tax and fare constitute 85.1 percent of total revenue and are vital to establishing the operating levels of the Authority.

The growth rate is determined by the performance of the Sales & Use Tax and System-wide Ridership. These critical factors are volatile and require short and mid-term strategies to grow and sustain RTA's key

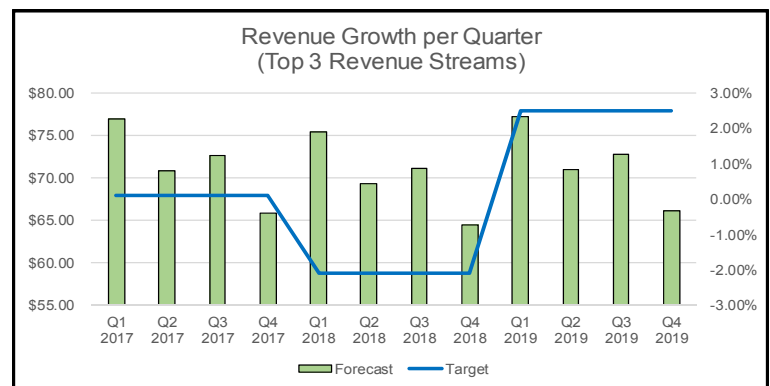


Figure 48

The Passenger Fare Ratio is an operating efficiency ratio that is calculated by dividing total Passenger Fare Revenue by total organizational expenses. The Passenger Fare Ratio reported monthly through TEAM results and is also known as Operating Ratio, which identifies the percentage of operating expenses that are covered by passenger fares. The goal for 2018 is 20 percent. As ridership decreases so does passenger fare revenue. In 2016, the Board of Trustees approved a 2-tier increase in passenger fares. The first 25-cent increase was implemented in August 2016 and annualized in 2017. The second 25-cent increase was originally budgeted to be executed in August 2018. With the removal of the Medicaid Managed Care Organizations from the sales tax base and no neutral fix initiated by the State, the second increase has been postponed until the Board of Trustees and Authority's Executive Team decide upon the best course of action. Minor service changes were implemented in March 2018, which adjusted the headways between buses and trains. For the 2018 Amended Budget, the Passenger Fare Ratio is budgeted at 17.8 percent, below the goal of 20 percent, due to the decrease in ridership.

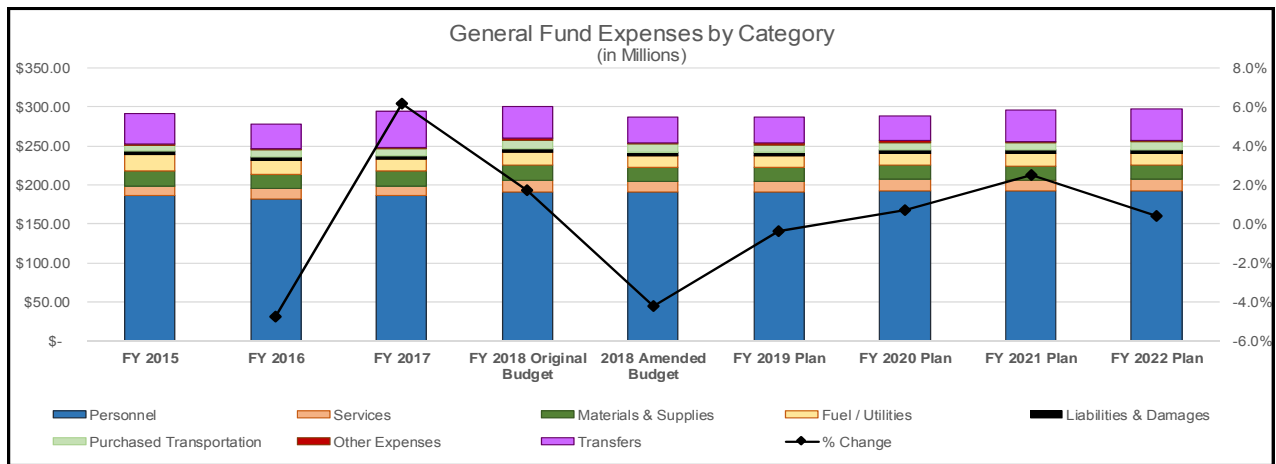


Figure 49

Controlling expenses has a major impact on RTA's ability to establish a sustainable budget. To increase accountability and process improvements, RTA uses **TransitStat**. This program is a core driver of maintaining the Authority's expenses and investments. To ensure RTA is able to balance the General Fund, process improvements are also optimized to identify new revenue sources or improve use of resources by reducing waste and creating efficiencies. The Balanced Scorecard goal is to keep General Fund Expenses at or below total revenue received.

For 2017, total expenditures were budgeted at \$311.7 million, but ended the year at \$295.1 million, a decrease of \$16 million. Total Revenue for 2017 was \$296.6 million, \$1.5 million above total expenses. Revenues for 2018 were originally budgeted at \$282.1 million, \$15 million below 2017 3rd Quarter estimates due to the loss of Medicaid Managed Care Organizations being removed from the tax base. Total expenses were budgeted at \$300.1 million, nearly \$18 million higher than revenues. After the 4th Quarter report, the Authority reviewed General Fund expenses for 2018 and compared them to the past 3 years. An Amended Budget was proposed and submitted to the Board of Trustees, which lowered total expenses by \$12.7 million. The 2018 Amended Budget projects \$282.9 million in revenues and \$287.4 million in expenses. Expenses will need to be closely monitored to ensure that expenses do not exceed revenues.

The last Balanced Scorecard metric is a comparison of Actual Personnel expenses to Budgeted expenses. Fringe Benefits for 2017 were \$3.4 million higher than 2016 actuals, mainly due to higher hospitalization costs. The fringe benefit costs for 2018 are budgeted at \$53.5 million, about \$2.0 million higher than 2017 actuals due to a projected increase in hospitalization claims.

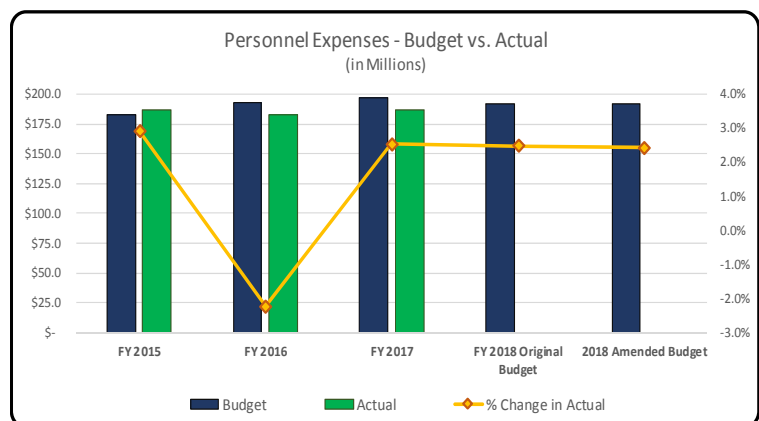


Figure 50

VOICE OF CUSTOMER

Voice of Customer emphasizes key strategies to managing advocacy and improving public transit in Northeast Ohio, as well as enhancing numerous aspects of customer experience on our system.

This category includes the following Vital Few Objectives (VFOs):

- Expand Advocacy
- Enhance Customer Experience

EXPAND ADVOCACY

Advocacy as the Key Driver to Managing Growth: Financial Security, Steady Ridership, and Public Transportation Advocates. The Advocacy strategy focuses on educating constituents, decision makers, and community groups about the value of public transportation in order to gain ridership support, financial aid, and better connect RTA to the community it serves. The full list of contacts is over 320, and growing, with a variety of those being in an influential or decision-making capacity that impacts funding strategies for public transportation in the region, state, and nation. RTA leverages members of the Board of Trustees, Citizens' Advisory Group, ATU, and various community groups to support funding for public transit infrastructure to benefit RTA.

Scorecard Metric	Performance Target
Advocacy Meetings	156 Meetings
Speaker's Bureau Members	≥ 12 Members

Figure 51

The General Manager maintains a list of over 320 contacts, which includes members of political leadership at local, state, and federal levels, civic leaders, business leaders, advocates, and members of the Citizens' Advisory Board. A majority of the contacts made are with external parties regarding Advocacy and Funding. Advocacy outreach includes the media, lobbyists, mayors, and state representatives receiving information about the benefits of public transportation. The message on funding needs are focused more toward State Senators, planning organizations, and business partners in the region.

The goal of Advocacy is to educate key stakeholder groups of the benefits of public transit. As a result, for RTA, this empowers various groups to advocate for and decide on funding availability to provide quality services. RTA established a list of contacts, with the target of meeting with 25 per quarter. The Authority has met or exceeded this target regularly, meeting with State reps, transit advocacy groups, or community leaders.

Advocacy outreach opportunities for 2017 include:

- Received The Partnership for Excellence (Baldrige Award) – Gold Level certification
- Smart Business 2017 Customer Service Award
- Campus District 2017 Infrastructure Award – E. 34 Street - Campus Station
- Who's Who in Northeast Ohio – Joseph Calabrese for Impact on NE Ohio
- Computerworld Premier 100 Technology Leader for 2017 – Peter Anderson, CIO
- Government Technology/ AT&T Technology Innovation Award
- APTA Sustainability Award – Silver Level
- Award for Fiber Sharing Agreement with City of Cleveland, Cuyahoga County, The Cleveland Metroparks, Ohio Department of Transportation, and Ohio Department of Administrative Services

Advocacy outreach opportunities for 2018 include:

- Develop and implement a strategy to bring discretionary dollars at both state and federal levels to the Authority
- Develop strong working relationships with elected officials at the local, state, and federal levels
- Support increases of transit dollars during budget cycles at both the state and federal levels
- Cultivate contacts with civic, business, and community leaders and groups

ENHANCE CUSTOMER EXPERIENCE

Ridership is measured by Unlinked Passenger Trips, which is reported in the National Transit Database (NTD). Tracking ridership by mode informs RTA of the potential impact of customer behaviors on Fare Revenues. Bus is the largest contributor of trips, evidenced as the core of RTA’s service offerings. Heavy Rail (Red Line) serves the next largest amount of riders, followed by the HealthLine and then Light Rail. The Authority has 4 branded routes: HealthLine, which runs from Windermere Station in East Cleveland, past University Hospital, past Cleveland Clinic, and into downtown Cleveland. The CSU Line is the second branded route. The CSU Line runs from Cleveland State University, through downtown Cleveland, and onto several destination points, depending on which route is taken: Westgate Transit Center; Lakewood Park via Edgewater Drive; Bay Village; and Crocker Park.

Scorecard Metric: Enhance the Customer Experience	Performance Target
Ridership	≥ 38 Million
On-Time Performance	≥ 80%
Ride Happy or Ride Free	1 for every 35,000 riders
Overall Customer Satisfaction	≥ 80%
Action Plan Progress	100%

Figure 52

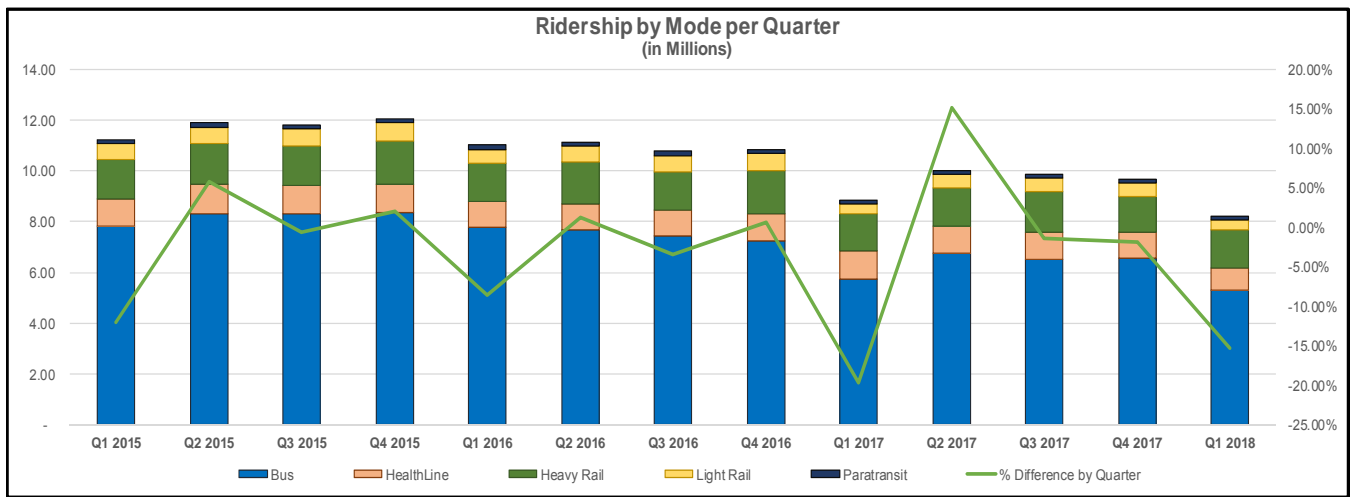


Figure 53

The newest branded route is the Metro HealthLine, which began operation on December 7, 2017. The Metro HealthLine runs from downtown Cleveland, across the Detroit-Superior Bridge and along the W. 25th Corridor. From there, the Metro HealthLine has several destination points: one into Parma and the Parma Transit Center; the second to Broadview Heights and the Metro Health Brecksville Health and Surgery Center; and the 51C runs to Garfield Commons on weekdays. The final set of branded routes are the downtown Trolleys. There are 4 Trolley routes in downtown and all are free to the public as downtown businesses help to keep the Trolleys free for the public by subsidizing fares.

Ridership is reported monthly through the TEAM metrics and at the TransitStat meetings with On-Time Performance. The top 5 routes and the bottom 5 routes for On-Time Performance are identified and the routes analyzed for any anomalies or challenges that the Operators or Customers may be experiencing. The goal is 80 percent and the Authority has achieved the goal in 2017 through increased Predictive Maintenance which contributed to a decrease of service interruptions.

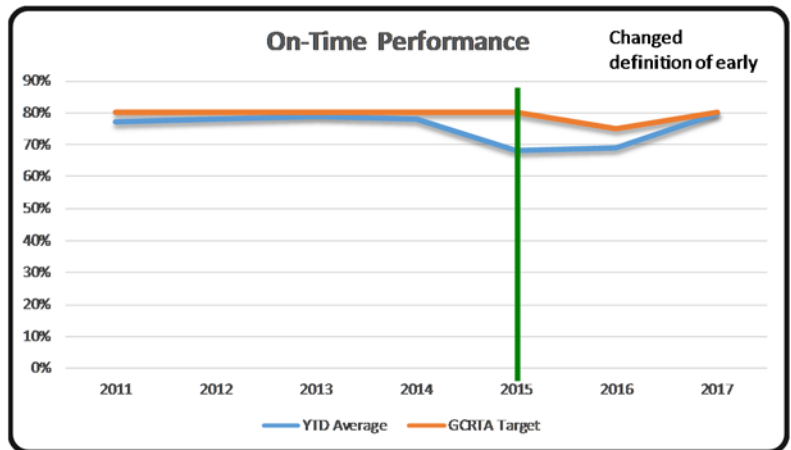


Figure 54

CUSTOMER SATISFACTION

RTA values feedback from its customers, as it informs key steps in designing and delivering service. Understanding the demographics of our ridership, and how they are engaged with our services is best informed through our ABBG (American Bus Benchmarking) survey results. The customer satisfaction survey conducted in 2017 received a 3 percent increase in survey response, compared to 2016. (Figure 54)

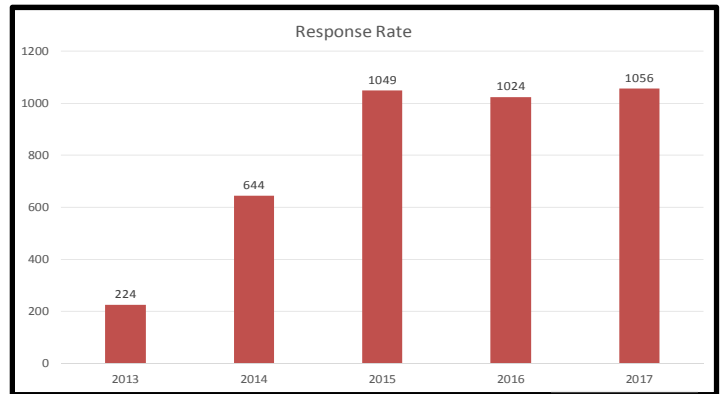


Figure 55

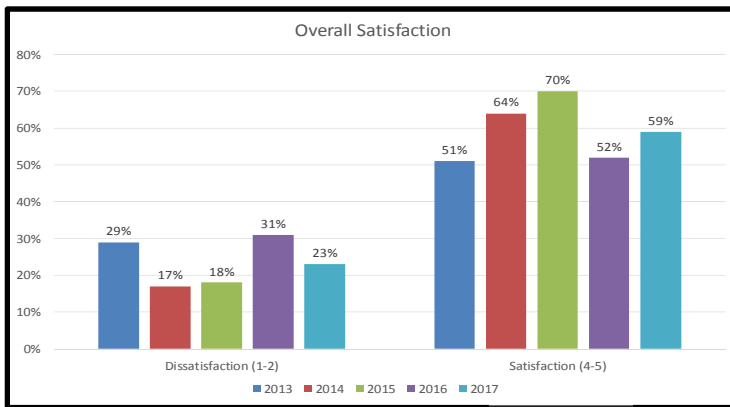


Figure 56

Overall customer satisfaction rose to 59 percent in 2017, an increase of 7 percent, compared to 2016 results. In 2016, the survey was conducted while public hearings for a fare increase were taking place and had a detrimental effect on the survey results.

The highest number of respondents are between the ages of 50-65 years. The second highest are between 18-29 years, followed closely by those between 40 and 49 years.

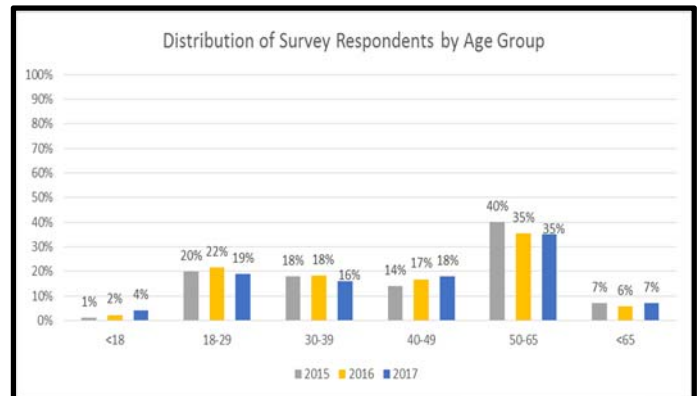


Figure 57

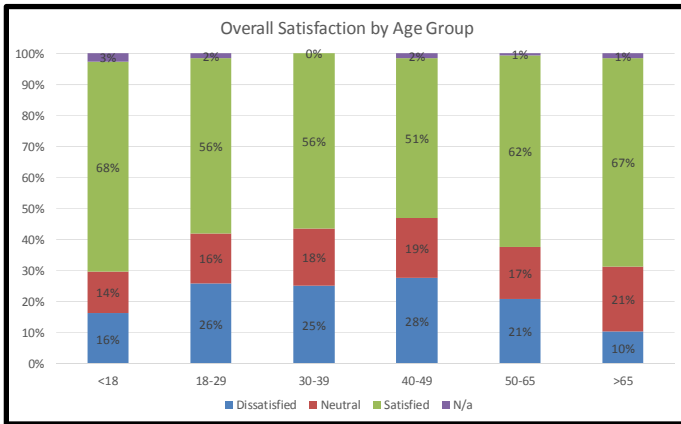


Figure 58

The top three age groups with the highest satisfaction rate were under 18 years old; over 65 years old; and those respondents between 50 and 65 years.

Respondents with the highest satisfaction rates would take the bus either "often" or "sometimes". Those respondents who frequently rode the bus had a satisfaction rate of 55 percent.

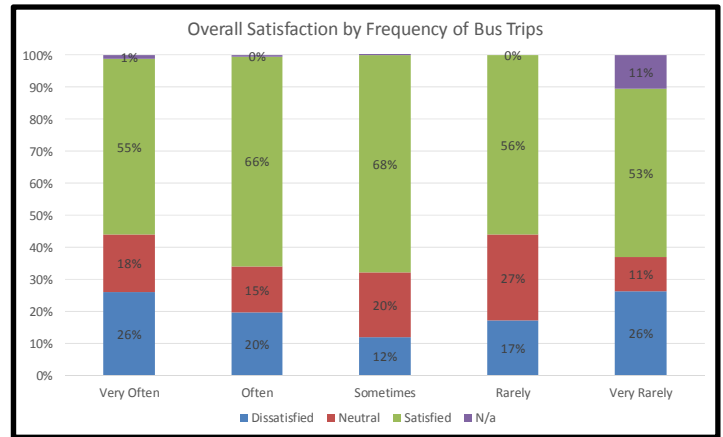


Figure 59

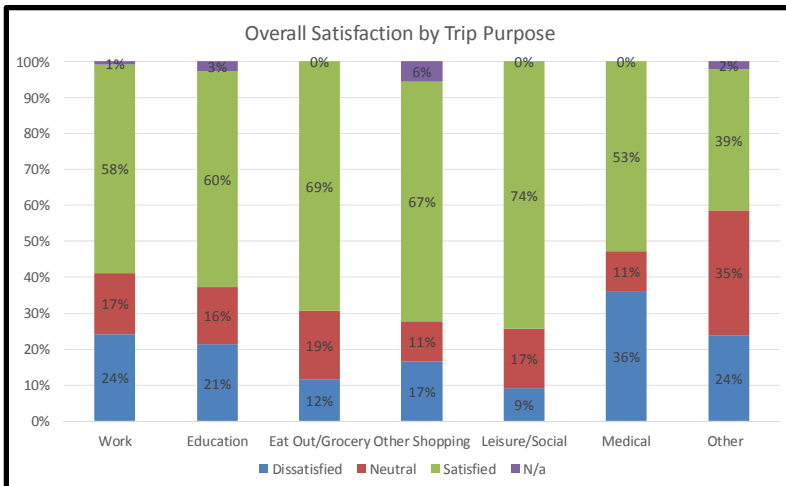


Figure 60

Respondents who rode the bus for Leisure/Social events had a 74 percent satisfaction rate. This was followed by those who rode to Eat Out/Grocery, at 69 percent satisfaction; then at 67 percent satisfaction were those that rode the bus for other shopping needs.

Overall results showed 64 percent of riders would refer RTA to a family member or friend based on their ridership experience.

Areas with more than 70 percent satisfaction identified strengths as convenience of bus routes, purchasing passes, boarding and alighting the bus, and professional appearance of Operators. Categories with less than 50 percent satisfaction identified problem areas as on-time performance, environment/seating/space issues, buses not clean, lack of real-time information, obtaining information about alternative routes or schedules, and low responsiveness to customer complaints or issues.

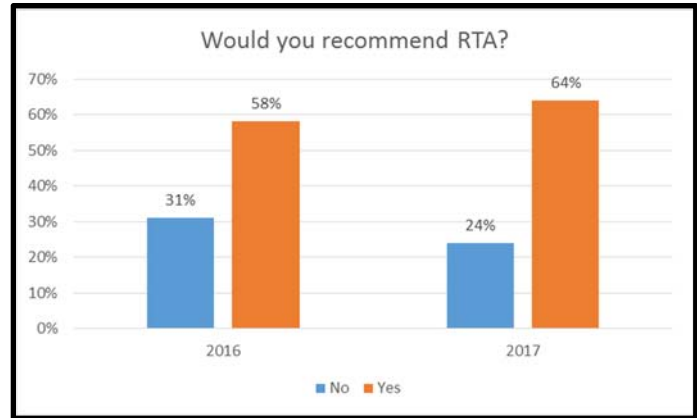


Figure 61

CONTINUAL PROCESS IMPROVEMENT

Continual process improvements establish meaningful standards for current processes and eliminate waste through innovative process improvements across RTA.

This category includes the following Vital Few Objectives (VFOs):

- Increase Service Efficiency
- Achieve State of Good Repair (SOGR)
- Advance & Improve Technology

INCREASE SERVICE EFFICIENCY

RTA’s Service Plan seeks to balance available funds with the public’s demand for transit service. Service Management defines feasible miles and hours of service based upon available human and financial resources. The Districts, with support from Fleet Management and Service Quality, implement the services as planned. RTA measures performance of design and delivery

Scorecard Metric: Increase Service Efficiency	Performance Target
Cost per Paratransit Passenger	≤ \$40
PM Compliance	≥ 85%
TEAM: MBSI	≥ 15,000 miles

Figure 62

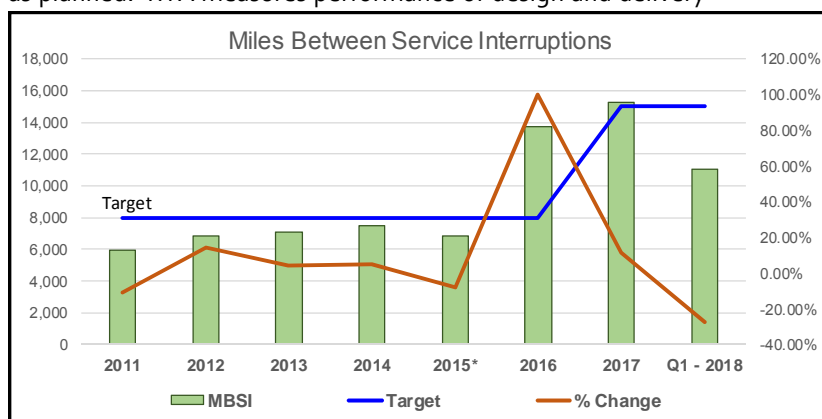


Figure 63

of service with a variety of operationally-focused metrics, such as On-Time Performance, Tows, Service Capacity, and rates of preventive maintenance for key assets; Facilities, Vehicles, and Equipment, such as fare boxes.

Miles Between Service Interruptions (MBSI) is defined as mechanical failure that results in the inability of a bus or train to operate in revenue service. The target was set at 8,000

miles between service interruptions. Because of the work done on Preventive Maintenance (PM) compliance on buses and trains, as well as the expansion of the Predictive Maintenance program at the Hayden and Triskett Districts, the MBSI has increased significantly, from 6,842 MBSI in 2015 to 13,699 in 2016. The target was raised in 2017 to 15,000 MBSI. As the Predictive Maintenance Program continued, new buses were integrated, and old buses were retired, the MBSI for 2017 surpassed the new target and ended the year at 15,259 MBSI. The 2018 target remains at the 15,000 MBSI level.

Another indicator of the increased MBSI are the number of tows needed each year. As the Preventive Maintenance and Predictive Maintenance programs are enhanced, the reliability of the buses and trains increases and the number of tows has steadily dropped.

The aim of the Predictive Maintenance Program is to predict when equipment will fail, before it fails. In 2015, RTA started the Predictive Maintenance Program by repairing or replacing selected equipment before they fail the first time. Maintenance tasks are planned, based upon diagnostic analysis, current conditions of the equipment, trends analysis of usage, manufacturer’s suggested maintenance times, or forecasting the remaining life of the equipment.

In 2016, the Hayden District and Fleet Management District started overhauling the HealthLine vehicles, most of which were placed into service in 2008. Each year, more buses are added to the Predictive Maintenance program. The key measurement for the Predictive Maintenance Program is Miles Between Service Interruptions, or MBSI.

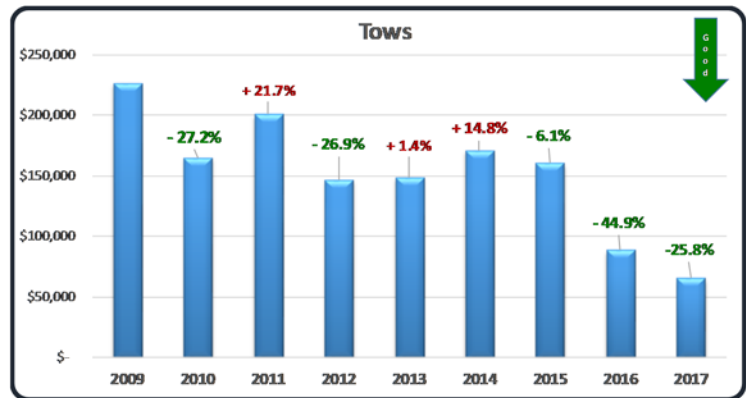


Figure 64

ACHIEVE STATE OF GOOD REPAIR

In the public transit industry, asset management and State of Good Repair (SGR) strategies are vital. GCRTA must improve the ability to assess a SOGR rating and understand how to prioritize assets to properly invest grant funding in necessary infrastructure.

To accomplish a complete inventory with a meaningful SOGR rating, GCRTA must complete Action Plans regarding Standard Assessment of SOGR by dollar value, establish a strategy to financially prioritize projects and maintenance with a SOGR rating of 2.5 or less, and define the SOGR ratio as a factor to update the 5-year capital plan.

Scorecard Metric	Performance Target
SGR Rating	≥ 2.5
Action Plan Progress	100%

Figure 65

In 2014, RTA began implementing a process to assign all assets a SOGR rating, ranging from 1 to 5. Asset Configuration and Management planners compiled an inventory of assets and assigned each one a SOGR rating based upon their condition. These ratings will be used to help prioritize the allocation of funds for the Capital Improvement Program.

The VFO metric requires an annual improvement to the baseline GCRTA SOGR rating, which is the aggregate of all asset ratings. The Asset & Configuration Management Department finalized the baseline SOGR rating for the entire Authority.

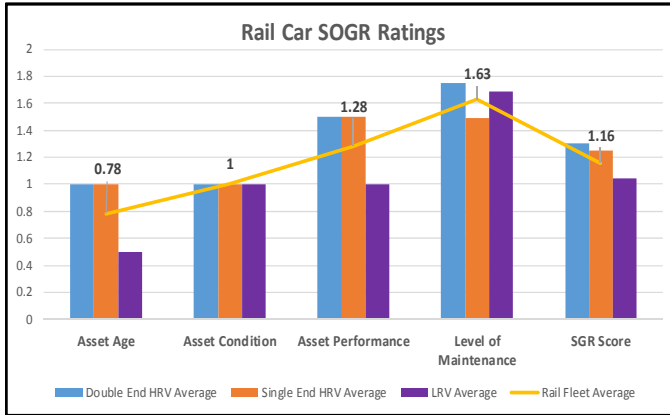


Figure 66

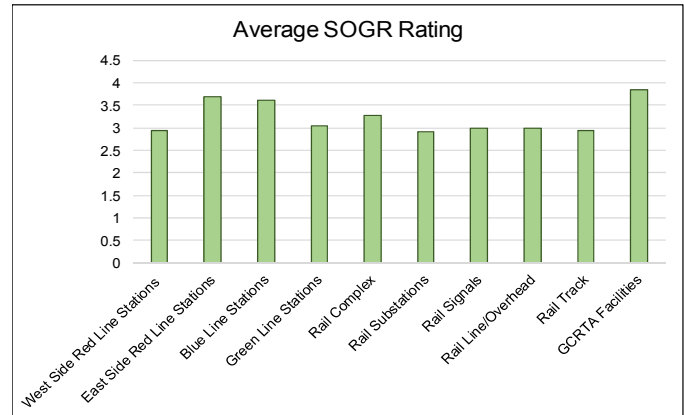


Figure 67

ADVANCE & IMPROVE TECHNOLOGY

RTA’s Information Technology (IT) environment encompasses many tools and resources to support the administrative and operating departments in their daily obligations. IT has identified and prioritized a variety of initiatives to further enhance capabilities of the workforce, and build reliable processes that support those capabilities in a sustainable manner.

Scorecard Metric: Advance & Improve Technology	Performance Target
SOGR Rating	≥ 2.75
Action Plan Progress	100%

Figure 68

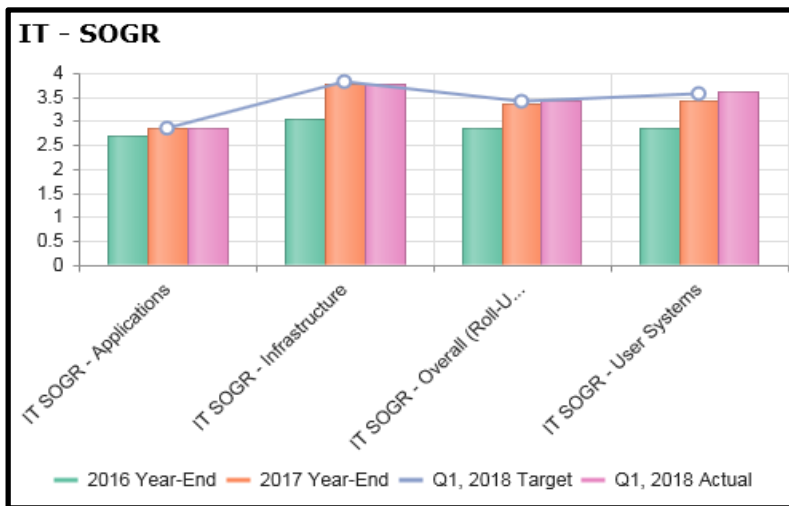


Figure 69

This includes a focus on a refined 3-year Strategic Plan and governance structure, as well as updating the phone system, data center, and network redundancy. IT provided GroupWise email access to the entire workforce in 2016.

As with other assets and infrastructure, the IT Department is focused on maintaining a reliable information systems infrastructure, replacing necessary assets and components as dictated by various asset lifecycles. To monitor improvement, the percentage change is the indicator with a performance target rating of 2.75 across all systems and projects.

This rate of IT-SOGR improvement includes completion of various Action Plans including the completion and reporting of Dashboard Metrics, Phone System Upgrade, Network Upgrade, Data Center Improvements, Back-up/Storage Replacement, IVR, CitrixFarm, Mobile Ticketing, and various End-User priorities.

LEARNING & INNOVATION

It is imperative to invest in the development of RTA's valued workforce to grow engagement, capabilities, and improve productivity of workforce members to continue providing safe, quality transit services.

This category includes the following Vital Few Objectives (VFOs):

- Achieve Safety Culture
- Improve Employee Engagement
- Improve Performance Management

ACHIEVE SAFETY CULTURE

The Authority received the APTA 2018 Bus Safety & Security Excellence Award.

Safety Excellence Awards:

• **GOLD Award for Safety – Greater Cleveland Regional Transit Authority (GCRTA), Cleveland, OH** – GCRTA over the last year fully embraced Safety Management Systems (SMS) and used data to determine courses of action about public transit safety. GCRTA's SMS manages safety using leading indicators to set the baseline for a proactive approach to understanding emerging risk. Using this data, GCRTA and its districts had amazing success using data to make operators safer on the road and reducing the number of claims by approximately 49% since 2014. The implementation of SMS in Bus/Paratransit has had a spillover effect on Rail and allowed each to learn from one another.

Scorecard Metric	Performance Target
Preventable Collisions	1 per 100,000 Miles
OJIs	10 per 200,000 Hours
Completed Safety Drills	3
DriveCam: Incident Frequency	≤ 19%
DriveCam: Incident Severity	≤ 19%
DriveCam: Rule Violation Risk	≤ 19%
Action Plan Progress	100%

Figure 70

Safety is embedded in the organizational culture through the Mission, Vision, and Values of RTA. Safety is a critical element of every RTA employee's function in ultimately delivering quality public transit services. There are numerous performance measures that inform upon the Authority's impact on workplace and public safety and security. Within the boundaries of control, safety is measured by Preventable Collisions, On-the-Job-Injuries, successfully completed Safety Drills, and improved driver behaviors as monitored through DriveCam Risk Report Cards.

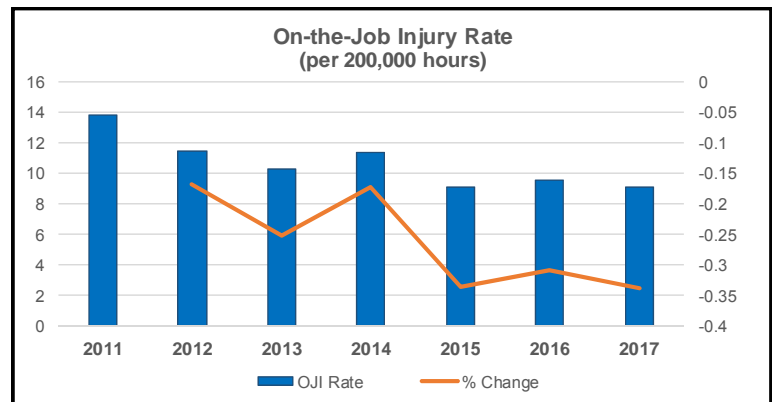


Figure 71

In addition to managing the aforementioned metrics, it is also of importance to complete process improvement projects through Action Plan progress. Safety-focused Action Plans include improved safety of customers and employees, compliance of external audits, conducting Culture Change Sessions with Leadership and various segments of the organization, and maintaining at least two TSSP Certified Individuals in the Safety Department Team.

The Preventable Collision Rate is an indicator of Operator Behavior. The Authority also draws upon data from the DriveCam system. The On-the-Job Injury Rates inform Management of safety decisions and behaviors that may lead to increased risk and cost in the workplace. The Authority also recognizes Champions of Safety on a monthly basis. These employees go above and beyond the normal work duties to ensure that the infrastructure, facilities, vehicles, employees, and customers are safe.

To help increase security for the Operators, Transit Police Officers are now stationed at the Districts. RTA began the new Community Policing initiative in August 2015 and it has proven to be very successful. The goal is to increase and improve visibility and communication between the Operators and Transit Police. A Community Resource Officer is to assist, listen to concerns from Operators and other employees, and try to get issues resolved. The Officers report directly to and from the Districts and have the welfare of the Operators and employees. Since the inception, hundreds of issues have been successfully resolved.

IMPROVE EMPLOYEE ENGAGEMENT

RTA has implemented a variety of programs as a commitment to developing a talented and engaged workforce. These programs include Tuition Reimbursement, various skill-focused training opportunities, the Management Development Program (MDP), Greenbelt Six Sigma training, and the Public Transit Management Academy (PTMA). RTA conducted its fourth Employee Satisfaction Survey in May 2018. The results identify opportunities for improvement to help the Authority fulfill its mission to become an employer of choice in Northeast Ohio.

Based upon feedback from the prior surveys, the Authority has increased communication within all work segments and between all Departments through The Reporter, a monthly update about what is happening at RTA; GM Updates, bi-monthly updates from the CEO about additional information and highlights about upcoming events posted at all Districts; and adjustments to TEAM forums.

A total of 374 employees participated in the 2016 Employee Engagement Survey. The following are the highlights from each of the statement areas.

- Leadership & Planning: Leadership core values, feedback and long-term strategy
 - 53% agreed the leadership and planning of the Authority was positive
 - 65% understood the long-term strategy
 - 33% wanted to see more planning and Directors open to more feedback
- Corporate Culture & Communications: Communication, understanding, trust, diversity, safety, changes and cooperation
 - 58% agreed the agency and communications were positive
 - 82% liked their co-workers
 - 41% questioned adequate staffing levels
- Role Satisfaction: Job security, deadlines, and teamwork
 - 73% agreed their roles and jobs were positive
 - 91% liked the work they do
 - 26% do not feel like a part of a team
- Work Environment: safety and workplace issues
 - 71% agreed the workplace was positive
 - 76% felt safe
 - 21% thought heating and cooling could be improved
- Relationship with Supervisor: Fairness, respect, recognition, other issues
 - 73% agreed relationship with supervisor was positive
 - 81% agreed that their supervisor treats them with respect
 - 23% said their supervisor does not help them develop to their full potential

The next Employee Engagement Survey was performed in May 2018, however, results are not compiled yet to add to this section.

IMPROVE PERFORMANCE MANAGEMENT

RTA continues its strong focus on continuous improvement through The Partnership for Excellence (TPE) and TransitStat. GCRTA maintains a performance management and improvement culture through TransitStat. Data is analyzed for problem identification, resulting in aptly developed solutions authorized by the TransitStat Panel. Follow-up is relentless: results are tracked until the problem is solved.

Over the past 10 years, the Authority has held 345 meetings, reviewed 165 projects, and viewed 1,406 presentations. TransitStat has reduced costs and enhanced operational capabilities. Accountability has increased markedly, improving acceptance of a change management culture across the organization. TransitStat continually saturates the organizational culture; expanding from a financial focus to a systematic program for quality enhancements that impact RTA's ability to meet strategic objectives and the Mission, Vision, and Values. This program is incorporated into the culture of the organization, so much so, that the noun "TransitStat" has become a verb, as in "TransitStat that project".

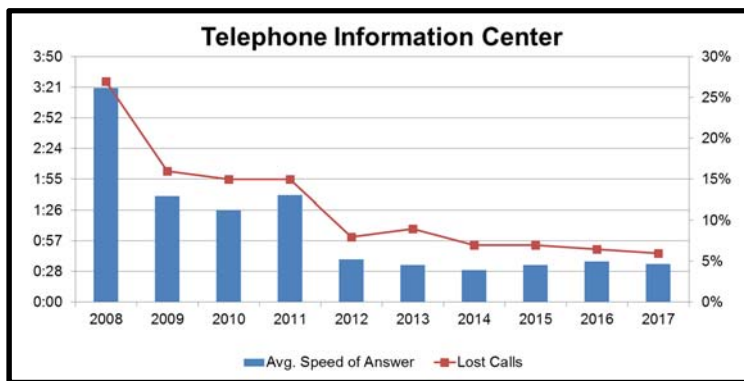


Figure 72

The Telephone Information Center (TIC) was one of the first projects to be reviewed on the Administrative side. The TIC team has used data to create efficiencies and make decisions. In 2012, TIC had the lowest Average Speed of Answer, at 31 seconds and was soon taken out of the TransitStat forum. Since then, the leadership team has continued to use data and through 2017, have maintained the Average Speed of Answer under 45 seconds.

Other improvement tools and methodologies are implemented, which include Problem Identification and Corrective Action (PICA), Lean Six Sigma, International Organization for Standardization (ISO), and Criteria for Excellence. RTA's improvement system identifies the value of continual over continuous improvement. Continual improvement is identified as ongoing cycles of learning that show progressive change in the discovery of new problems and solutions. Continuous improvement, while still beneficial, is identified as constant focus on the same issue at the same stage in its improvement cycle. Based upon the principle process cycle, RTA's performance improvement system allows for rapid deployment of solutions to ensure organizational learning and analytical agility to support continual improvement. Bus stops were surveyed to ensure the data in the database was accurate and ensure validation of the stops for each route. Stops were then compared to those in NextConnect and the Google Transit app to ensure accuracy. Processes and procedures were tracked, problems identified, improvements implemented, and continual improvement strategies continued. As the Authority continues to position itself as a leader in the industry and an employer of choice, focusing on the Strategic Plan and using data to make decisions will continue to be vital instruments.



Operations Operating Plan - 2018

Plan Item Measure Description Resp	Status	Target (A)	Forecast (A)	Progress Comment
Service Quality				
#1: Safety Assurance (Service Quality) # of Defined Audits (Monthly; #) Anthony Richardson	?			NP 5/16/2018: Safety VFO metrics have been identified and we are currently working on defining the measurements.
Training # of Hours Trained (40 hours per year per employee) (monthly; #) Anthony Richardson	?			NP 5/16/2018: 22% 14 of 65 personnel have been trained with a minimum of 40 hours of training through April 2018
Budget (Service Quality) Average of OT per pay period (Monthly; \$) Anthony Richardson	?			NP 5/16/2018: 3/25/18 - 4/7/18: \$17,410.72 -Justification for exceeding budget: 3/24 to 3/25 - Red Line shutdown TC to Windermere; 3/26 to 3/30 - CCS vacation coverage; 4/1, 4/4, 4/5 - coverage for CCS sick days; 4/6 - Indian's home opener. 4/8/18 - 4/21/18 \$11,517.31
Fleet Management				
#1: Predictive Maintenance Program (2600 and 2800) # Complete (Monthly; #) Daniel Dietrich	?			NP 5/16/2018: 2 were completed for the month of April.
Quality Assurance Program Expansion # of Audits (Monthly; #) Daniel Dietrich	?			NP 5/16/2018: Four coaches where audited in the month of April. Hayden coaches 3407, 3408, and 3409. Triskett 2622
Power and Way Store Management % Complete of Milestones (Monthly; %) Daniel Dietrich	?			NP 5/16/2018: Currently on schedule. There is a possible setback on entering of items. Go live end of August through end of September. Ultramain supervisor training starts May 1st
Triskett District				
#1: Preventable Accidents/Equipment # of Accidents by Equipment Personnel (Monthly; #) Cathy Eaton	?			NP 5/16/2018: Two preventable accidents coach 2616 4/5/18 Pulling bus off lane 4 for pull-out and right rear of coach scraped the outside pole. Coach 3201, 4/25/18, Turning into lane #2 and the right side of the bus made contact with bus 3209 driver's mirror.
Predictive Maintenance Plan (Triskett) % of Fleet Complete (Monthly; %) Cathy Eaton	?			NP 5/16/2018: Completed 1PMP coach 2622.
Customer Complaints % of Complaints Closed within 5 Days (Monthly; %) Cathy Eaton	?			NP 5/16/2018: UPDATE from Q1 - I'm sending you my customer complaint numbers from January, 69, Feb. 59 and March 99. We added the three month up then divided the total by 90 to get 2.5 Then we e-mailed Leslie to pull dated from Trapeze to get how many are closed (10)



Operations Operating Plan - 2018

Plan Item Measure Description Resp	Status	Target (A)	Forecast (A)	Progress Comment
Hayden District				
#1: Predictive Maintenance Plan (Hayden) % of Fleet Complete (Monthly; %) Nick Biggar	?	100.00	100.00	NP 5/16/2018: 3300 100K: 40 complete, 50 remaining 3400 50K: 9 complete, 7 remaining 2900 210K: 21 complete, 3 in progress 2900 270K: 1 complete, 2 in progress, 21 remaining 2800: 5 complete, transitioning to CBM
Absenteeism (Hayden) # of Audits Completed (Every 6 months for operators; quarterly for all others) (Monthly; #) Nick Biggar	?			NP 5/16/2018: Operators and Facilities Maintenance have been completed and all are in compliance. Mechanics and Hostlers will be complete by end of May.
Preventable Collision Rate Completion of GoPro Project by End of Year Nick Biggar	?			NP 5/16/2018: 100% of routes recorded at both districts, Video editing to begin in May.
Rail District				
#1: Absenteeism (Rail) # of Audits Completed (Every 6 months for operators; quarterly for all others) (Monthly; #) Sean Thompson	?			NP 5/16/2018: Data not available until later in the month.
Preventative Maintenance for Rail Equipment % Complete (Monthly; %) Sean Thompson	?			NP 5/16/2018: Rail EQ PM April 82%
Preventative Maintenance for Power and Way % Complete (Monthly; %) Sean Thompson	?			NP 5/16/2018: P&W PMs April 96%.
Preventative Maintenance for Rail and Facilities % Complete (Monthly; %) Sean Thompson	?			NP 5/16/2018: Rail Fac. On-time PM April 98%
Budget (Rail) Average of OT per pay period (Monthly; \$) Sean Thompson	?			Rail District Actual: \$72,867 Rail District Budget Goal \$1,125,000: \$86,539 Rail District Variance: \$13,672
Safety Assurance (Rail) # of Defined Audits (Monthly; #) Sean Thompson	?			NP 5/16/2018: Red Signal Violations, Revenue Events, Non-Revenue Events, On-the-Job Injuries, Door Passenger Incidents (TBD mid May) Safety Inspections Completed 99 Safety Inspections Percentage 94%

Paratransit District



Operations Operating Plan - 2018

Plan Item Measure Description Resp	Status	Target (A)	Forecast (A)	Progress Comment
#1: Scorecard: Cost per Paratransit Passenger Cost Per Passenger (Monthly; \$) The Cost Per Passenger tracks monthly budgetary expense and divides the total number of Passenger Trips. Oliver Draper	green	45.00	45.00	FC 5/20/2018: Status changed from Proposed to Green.
Scorecard: Passengers per Paratransit Trip Passengers per Trip (Monthly; #) Passengers per trip Calculate the total Trips divides by Passenger Trips Oliver Draper	yellow	1.17	1.17	FC 5/20/2018: Status changed from Proposed to Yellow.
Route Productivity # Trips per Service Hour (Monthly; #) Trips Per Hour calculates the Passenger Trips divided by Total Revenue Hours. Oliver Draper	?	1.56	1.56	NP 5/21/2018: Route productivity pass/hr 1.54.

Transit Police

#1: Crime Rate % Reduction in Serious Crimes over Previous Years (Monthly; %; 5%) John Joyce	?			<p>NP 4/9/2018: Crime Rate % Reduction in Serious Crimes over Previous Years- Monthly - 5% Overall</p> <p>Serious crime analysis conducted monthly. Target 5% reduction annually</p> <p>For the first three months of 2018, RTA has experienced a 64% reduction in Part 1 Serious Crimes from the same period in 2017. Part 1 crimes consist of Homicide, Robbery, Felonious Assault, Burglary, Larceny / Theft, and Auto Theft. The significant drop is mostly due to a drop in robberies from 15 in 2017 to 1 in 2018. Larceny / Theft have seen a reduction from 26 to 13. Operator Assaults increased from 2 in 2017 to 5 in 2018.</p>
Patrols of Facilities % Compliance to Patrol Plan (Quarterly; %) John Joyce	?			<p>NP 4/9/2018: Patrol Plan has been developed based on a three tier system. Tier I requires a continual patrol presence. Tier II requires a patrol check one time per shift. Tier III requires a patrol check one time per day. The TP CAD / RMS will alert TP Dispatch and Officers on their mobile data terminals of locations that require patrols. The Plan will require regular updates based on Special Attention Requests, Crime Trends and Ridership Trends influenced by Special Events. April 1 marks the beginning of the second quarter and TP will be collecting data this month to report compliance with the plan.</p>
Reduce Active Shooter - Killer Risk % of RTA Employees Trained in Active Shooter (Monthly; %) John Joyce	?			<p>NP 4/9/2018: 41.59%, (841) of RTA's 2,022 employees have received Active Shooter training during the first three months of 2018.</p>
Fare Enforcement % Compliance to Patrol Plan (Monthly; %) John Joyce	?			<p>NP 4/9/2018: It must be noted that such a figure will only be an approximation as the Fare Enforcement Unit is at present unable to check patrons on the trains or exiting the trains at a station.</p>



Operations Operating Plan - 2018

Plan Item Measure Description Resp	Status	Target (A)	Forecast (A)	Progress Comment
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Asset Management

#1: Predictive Maintenance - Hayden and Triskett % Complete by Fleet (Monthly; %) PMPP is fully implemented at Hayden, and the 2600 series has started at Triskett. Fleet Management has started QA audits on completed PMPP buses at both districts. Terrance Boylan	yellow			TB 4/30/2018: PMPP has been continued at Hayden, and started at Triskett. Team is working on the right place to do the right work.
Standard Times for Planned Work % Completion (By Year-End) (Monthly; %) Creating a Matrix by fleet, and task to know PM and PMPP times. Matrix has been created and will be reviewed with the districts and Fleet Management Terrance Boylan	green			TB 4/30/2018: Matrix has been created and will be reviewed with the districts and Fleet Management.
Average PM and CM # for Bus Types % Complete by Bus Type (Monthly; %) Matrix has been created for average number of PMs and CMs by fleet. Working on creating average times for that work Terrance Boylan	green			TB 4/30/2018: matrix has been created for each fleet type. The data will be reviewed with the districts and Fleet Management.
Comprehensive Revenue Vehicle PM Compliance % Complete by Fleet (Monthly; %) Number has been created and published weekly to the districts. 100% complete Terrance Boylan	green			TB 3/30/2018: Status changed from Proposed to Green.

ITS

#1: Ultramain V9 Upgrade July Board meeting for funding approval. Michael Lively	green			ML 5/4/2018: Status changed from Proposed to Green.
Radio System Replacement RTA will receive federal funding in May/June 2018. The equipment upgrade will start Paratransit, Fixed Route and then Rail. Paratransit is scheduled to be complete in late Fall 2018. Michael Lively	green			ML 5/4/2018: Status changed from Proposed to Green.
ICC Modernization 25% Started Data Collection Overhaul in April 2018. With Surface tablets, SQ Supervisors will become paperless allowing them to complete work in Ultramain, TransitMaster, Hastus. Michael Lively	green			ML 5/4/2018: Status changed from Proposed to Green.
Paratransit Software Upgrade 15% Complete. 1. Next Day Batching - In Process (must freeze subscriptions to runs), 2. Street Routing - Cost to have Module, 3. Drop-Off Logic - Completed, 4. Archiving Data History - In Process Michael Lively	green			ML 5/4/2018: Status changed from Proposed to Green.

Service Management

#1: Bi-Weekly Operator Expense Operator Labor Expense Budget (Bi-Weekly; \$) Joel Freilich	?			NP 5/21/2018: No update currently for the month of April.
Absenteeism (Service Management) # of Quarterly Audits Completed (Monthly; #) Joel Freilich	?			NP 4/17/2018: Goal was not met but attendance auditing has begun. In dept's largest section, 32 of 36 employees have 5 or fewer occurrences in 12 months, coaching for the other 4 is up to date.



Operations Operating Plan - 2018

Plan Item Measure Description Resp	Status	Target (A)	Forecast (A)	Progress Comment
Facility Maintenance % Complete of PMs (Monthly; %) Joel Freilich	?			NP 5/16/2018: Mail office April 100%, Other Facilities 93%
DGM Office				
#1: Communication Plan and Strategy Monthly Talks at District - Unique and Interesting Topic (Monthly; %) Mark Rodriguez	?			NP 5/16/2018: TED Talk presentation at Fleet Management on Team Work and Team Building. Panelists included Alex Pellom from the City of Cleveland EOC Manager, and Dr. Caver.
Supervision and Cultural Change # of Supervisor Coaching Contacts (Monthly; #) Mark Rodriguez	?			NP 5/16/2018: Ops Directors Collaborative Meeting to discuss Contracts and Vendor Performance
External/Civic Contact # of External/Civic Meetings (Monthly; #) Floun'say Caver	?			NP 5/16/2018: 4/2/18 - Met with Cuyahoga County Health & Human Services to discuss collaborative efforts to provide fare media for low-income individuals. 4/17/18 - Follow up meeting with HHS and Seattle Jobs Initiative to further discuss providing subsidized fare media.



HR Operating Plan - 2018

Plan Item Measure Description Resp	Status	Target (A)	Forecast (A)	Progress Comment
Mission				
Scorecard: Hire and Retain Employees Retention rate for all employees, excluding retirements (Quarterly) Elizabeth Jaszczak	green	88.00	88.00	EJ 10/3/2017: Status changed from Draft to Green.
HR Top Goals				
#1: Compliance Training # of Compliance trainings provided per year (FMLA, PD, Labor Relations) 2-3 times per year Scott Ferraro	green			SF 5/17/2018: SF 5/17/2018: 2 labor relations courses held. One scheduled for May 22. 2 Positive Discipline classes held this year. One is scheduled for July. FMLA class developed. 12 classes held. All locations have received at least one FMLA class. One more class scheduled by end of June.
#1: Scorecard: Data Entry Timeliness Average Days from Receipt to Data Entry (Quarterly) Kristyn Smith	green	5.00	3.00	KS 5/14/2018: Status changed from Proposed to Green.
Rail Internal and External Compliance Completion Rate for Rail Compliance Training Edward Kawecki	green	200.00	200.00	EK 5/16/2018: Conducted 90 instances of CPR/AED/First Aid certifications out of an approximate 200. CPR will be completed prior to conducting remaining requirements training elements.
Bloodborne Pathogens Training Edward Kawecki				
#1: Scorecard: Bus Internal and External Compliance Completion Rate for Required Employees (Quarterly) Sandra Strack	green	381	180	SS 5/17/2018: 160 of the 381 2018 Biennials are complete. 123 of the 128 for the First Quarter are complete. The Over-due Operators are Long term Sick. 37 of the 58 for the Second Quarter are complete.
#1: Scorecard: Recruiting - Time to Fill Overall Time to Fill (Quarterly; # of Days) Elizabeth Jaszczak	red	75.00	75.00	DG 1/23/2018: Status changed from Yellow to Red.
#1: Health and Wellness Participation Employee Participation Rate in Wellness Programs and Preventative Care (Twice per Year) Rhonda Branche	?			DG 1/30/2018: Status changed from Draft to Proposed.
2018 Vital Few Annual Projects				
Improve efficiency of Manager Self-Service Process Kristyn Smith	yellow	12/31/18	12/31/18	KS 4/25/2018: Status changed from Proposed to Yellow. Forecast End set to 12/31/2018.
				Meeting held with IT and other project stakeholders from the HR division to develop a project scope. Meeting to be held this week to define necessary tasks to complete project, responsible parties, and estimated timelines. Will then be able to develop a project charter using this information. This is estimated to be done within the next week.
Improve efficiency of Manager Self-Service Process Kristyn Smith				
Improve efficiency of recruiting process Elizabeth Jaszczak	?			

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HR Operating Plan - 2018

Plan Item Measure Description Resp	Status	Target (A)	Forecast (A)	Progress Comment
Improve efficiency of recruiting process Elizabeth Jaszczak				
Improve benefits communication Improve quarterly communication such as reminders, etc. Develop schedule for regular communication Rhonda Branche Education Rhonda Branche	green	6/30/18	6/30/18	RB 5/16/2018: Completed first benefit seminar (Understanding your benefit Plan) May 16, 2018.
Employment and Recruiting				
#1: Scorecard: Recruiting - Time to Fill Overall Time to Fill (Quarterly; # of Days) Elizabeth Jaszczak	red	75.00	75.00	DG 1/23/2018: Status changed from Yellow to Red.
New Hire Retention 8 month retention rate (Quarterly) Elizabeth Jaszczak	?			DG 1/30/2018: Status changed from Draft to Proposed.
Scorecard: Overall Promotion Rate Measurement of percentage of promotions vs. external hires as it relates to our continued commitment to hiring from within. Elizabeth Jaszczak	green	40.00%	40.00%	EJ 10/3/2017:
Hiring Manager Satisfaction Non-Bargaining Manager Satisfaction (Transactional Survey) (Twice a Year) Elizabeth Jaszczak	?			DG 1/30/2018: Status changed from Draft to Proposed.
Improve efficiency of Manager Self-Service Process Kristyn Smith	yellow	12/31/18	12/31/18	KS 4/25/2018: Status changed from Proposed to Yellow. Forecast End set to 12/31/2018. Meeting held with IT and other project stakeholders from the HR division to develop a project scope. Meeting to be held this week to define necessary tasks to complete project, responsible parties, and estimated timelines. Will then be able to develop a project charter using this information. This is estimated to be done within the next week.
Improve efficiency of Manager Self-Service Process Kristyn Smith				
Improve efficiency of recruiting process Elizabeth Jaszczak	?			
Improve efficiency of recruiting process Elizabeth Jaszczak				
Improve pre-hire testing processes Elizabeth Jaszczak	?			DG 1/30/2018: Status changed from Draft to Proposed.
Improve pre-hire testing processes Elizabeth Jaszczak				
Training and Employee Development				
#1: Scorecard: Bus Internal and External Compliance Completion Rate for Required Employees (Quarterly) Sandra Strack	green	381	180	SS 5/17/2018: 160 of the 381 2018 Biennials are complete. 123 of the 128 for the First Quarter are complete. The Over-due Operators are Long term Sick. 37 of the 58 for the Second Quarter are complete.



HR Operating Plan - 2018

Plan Item Measure Description Resp	Status	Target (A)	Forecast (A)	Progress Comment
Rail Internal and External Compliance Completion Rate for Rail Compliance Training Edward Kawecki		200.00	200.00	EK 5/16/2018: Conducted 90 instances of CPR/AED/First Aid certifications out of an approximate 200. CPR will be completed prior to conducting remaining requirements training elements.
Bloodborne Pathogens Training Edward Kawecki				
NFPA Qualification % Completion of Certification Courses George Fields		98%	98%	EK 5/17/2018: Status changed from Red to Proposed. This training requirement will start in August 2018 and be completed by 12/31/2018.
Improve efficiency of Manager Self-Service Process Kristyn Smith		12/31/18	12/31/18	KS 4/25/2018: Status changed from Proposed to Yellow. Forecast End set to 12/31/2018. Meeting held with IT and other project stakeholders from the HR division to develop a project scope. Meeting to be held this week to define necessary tasks to complete project, responsible parties, and estimated timelines. Will then be able to develop a project charter using this information. This is estimated to be done within the next week.
Improve efficiency of Manager Self-Service Process Kristyn Smith				
Continue implementation of front-line/mid-level leadership training George Fields		12/31/18	12/31/18	GF 5/14/2018: Second session of Labor Relations training completed May 8th with frontline, mid-level, director level managers/supervisors. Next session on May 22nd. Coordinating with EEOC to schedule training during the 2nd quarter of 2018.
Continue implementation of front-line/mid-level leadership training George Fields				
Parking Lot: Expand stress management training to non-operators				
Parking Lot: Expand use of video for training and organizational communication				
Employee and Labor Relations				
#1: Compliance Training # of Compliance trainings provided per year (FMLA, PD, Labor Relations) 2-3 times per year Scott Ferraro				SF 5/17/2018: SF 5/17/2018: 2 labor relations courses held. One scheduled for May 22. 2 Positive Discipline classes held this year. One is scheduled for July. FMLA class developed. 12 classes held. All locations have received at least one FMLA class. One more class scheduled by end of June.
Unemployment Claims # of Claims Awarded (Quarterly) Monique Good				
Administer Drug and Alcohol Program % of FTA Testing Requirements Met (Monthly) (10% for Alcohol; 25% for Drug) (Safety Sensitive Employees)		100%	100%	LS 5/17/2018: MaTia processing at this time.
Process Pre-employment on a monthly basis. Ensure all applicants are cleared through Eastside Lisa Stanko				



HR Operating Plan - 2018

Plan Item Measure Description Resp	Status	Target (A)	Forecast (A)	Progress Comment
Improve efficiency of Manager Self-Service Process Kristyn Smith	yellow	12/31/18	12/31/18	KS 4/25/2018: Status changed from Proposed to Yellow. Forecast End set to 12/31/2018. Meeting held with IT and other project stakeholders from the HR division to develop a project scope. Meeting to be held this week to define necessary tasks to complete project, responsible parties, and estimated timelines. Will then be able to develop a project charter using this information. This is estimated to be done within the next week.
Improve efficiency of Manager Self-Service Process Kristyn Smith				
Contract Negotiations Scott Ferraro	yellow	12/31/18	12/31/18	SF 5/17/2018: Negotiations will be held again on June 13, July 11 and July 27. Non-economic issues are almost complete. We will begin discussing economic issues on June 13.
Contract Negotiations Scott Ferraro				
Implement Compliance Training Scott Ferraro	✓			DG 5/11/2018: Status changed from Proposed to Complete.
Implement Compliance Training Scott Ferraro				
Benefits Management				
#1: Health and Wellness Participation Employee Participation Rate in Wellness Programs and Preventative Care (Twice per Year) Rhonda Branche	?			DG 1/30/2018: Status changed from Draft to Proposed.
Wellness Incentives % of Employees Achieving Incentive (Twice Per Year) Rhonda Branche	?			DG 1/30/2018: Status changed from Draft to Proposed.
Operator Biennial Physicals (Lisa Stanko) % Increase in Two-Year Cards (Twice per Year)	✍			
Improve efficiency of Manager Self-Service Process Kristyn Smith	yellow	12/31/18	12/31/18	KS 4/25/2018: Status changed from Proposed to Yellow. Forecast End set to 12/31/2018. Meeting held with IT and other project stakeholders from the HR division to develop a project scope. Meeting to be held this week to define necessary tasks to complete project, responsible parties, and estimated timelines. Will then be able to develop a project charter using this information. This is estimated to be done within the next week.
Improve efficiency of Manager Self-Service Process Kristyn Smith				
Improve benefits communication Improve quarterly communication such as reminders, etc. Develop schedule for regular communication Rhonda Branche	green	6/30/18	6/30/18	RB 5/16/2018: Completed first benefit seminar (Understanding your benefit Plan) May 16, 2018.
Education Rhonda Branche				



HR Operating Plan - 2018

Plan Item Measure Description Resp	Status	Target (A)	Forecast (A)	Progress Comment
Support negotiations of updated medical contracts Rhonda Branche		12/31/18	12/31/18	RB 5/16/2018: Provided additional data to negotiation team
Negotiate Updated Medical Contracts Rhonda Branche				
HRIS				
#1: Scorecard: Data Entry Timeliness Average Days from Receipt to Data Entry (Quarterly) Kristyn Smith		5.00	3.00	KS 5/14/2018: Status changed from Proposed to Green.
Vacation Pay Outs Average Time of Pay Out (Days) (Monthly) Kristyn Smith		42.00	51.00	KS 5/14/2018: Status changed from Proposed to Yellow. Should be caught up by end of second quarter.
Improve efficiency of Manager Self-Service Process Kristyn Smith		12/31/18	12/31/18	KS 4/25/2018: Status changed from Proposed to Yellow. Forecast End set to 12/31/2018. Meeting held with IT and other project stakeholders from the HR division to develop a project scope. Meeting to be held this week to define necessary tasks to complete project, responsible parties, and estimated timelines. Will then be able to develop a project charter using this information. This is estimated to be done within the next week.
Improve efficiency of Manager Self-Service Process Kristyn Smith				
Implement tracking database D'Artagnan Glenn		12/31/18	12/31/18	DG 3/23/2018: Forecast End set to 12/31/2018.
Implement Tracking Database Kristyn Smith				
Utilize ACA tax forms in Oracle Kristyn Smith				DG 1/30/2018: Status changed from Draft to Proposed.
Utilize ACA tax forms in Oracle Kristyn Smith				
Parking Lot				
Data Accuracy % of Forms Filled Out Correct or Training Side				DG 3/21/2018: Status changed from Proposed to Draft.
Implement bargaining unit performance check-in process George Fields				DG 1/30/2018: Status changed from Draft to Proposed.



IT Operating Plan - 2018

Plan Item Measure Description Resp	Status	Target (A)	Forecast (A)	Progress Comment
New Items				
Improve User Access to Data Respond to communicated statement that data exists, but can't get to information. Trapeze ADA, Kronos T/A, Giro Hastus BD. Wes Goodwin	green			
Mission				
IT System Health Overall IT SOGR Pete Anderson	?			
IT Top Goals				
Scorecard: IT SOGR - Applications IT SOGR - Applications Rating (Quarterly) Wes Goodwin	green	3.06%	3.00%	WG 4/3/2018: Completed 1Q18 actual
Scorecard: IT SOGR - Infrastructure SOGR Rating (Quarterly) Chris Orlando	green			CO 2/13/2018: Measuring quarterly. No report, at this time.
Scorecard: IT SOGR - User Systems SOGR Rating (Quarterly) Tim Kirchmeir	green			DG 1/23/2018: Status changed from Proposed to Green.
IT System Uptime TBD (TBD) Chris Orlando	?			DG 3/7/2018: Status changed from Draft to Proposed.
Scorecard: Patch Compliant Devices % of Devices with Critical to Severe Patches Installed (Monthly) Tim Kirchmeir	green	50.00%	50.00%	TK 4/25/2018: Status changed from Proposed to Green.
Scorecard: IT Major Projects Dashboard % On Track (Green Traffic Light) (Monthly) Wes Goodwin	?	90%	90%	DG 3/7/2018: Status changed from Draft to Proposed.
Satisfied with time it took to resolve your issue Satisfied with the time it took to resolve your issue Tim Kirchmeir	green	90.00%	90.00%	TK 4/24/2018: Status changed from Proposed to Green.
User Reporting				
Improve User Reporting for Hastus BD Identify and create user defined views in EIS Wes Goodwin	green	12/31/18	12/31/18	CO 1/4/2018: Forecast End set to 12/31/2018.
Improve User Reporting for Kronos T/A Identify and create additional user defined views in EIS Wes Goodwin	green	12/31/18	12/31/18	CO 1/4/2018: Forecast End set to 12/31/2018.
Improve User Reporting for Trapeze Pass Identify and create user defined views in EIS Wes Goodwin	green	12/31/18	12/31/18	CO 1/4/2018: Forecast End set to 12/31/2018.
Phone System - Priority 1				
Develop phone system implementation plan Chris Orlando	✓	2/1/15	12/31/16	CO 8/1/2017: Status changed from Green to Complete.
Phone System				
Deployment of Tower City Station Chris Orlando	✓			CO 8/1/2017: Status changed from Green to Complete.
Deployment of Triskett District Chris Orlando	✓			CO 8/1/2017: Status changed from Proposed to Complete.

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IT Operating Plan - 2018

Plan Item Measure Description Resp	Status	Target (A)	Forecast (A)	Progress Comment
Deployment of Hayden District Chris Orlando	✓	2/1/17	3/31/17	CO 8/1/2017: Status changed from Green to Complete.
Deployment of Chester District Chris Orlando	✓			CO 8/9/2017: Status changed from Green to Complete.
Deployment of Windermere Station Chris Orlando	✓	8/31/17	8/31/17	CO 9/27/2017: Status changed from Green to Complete.
Deployment of Central Rail HQ Chris Orlando	✓	8/31/17	8/31/17	CO 9/27/2017: Status changed from Green to Complete. Rail complex compete.
Deployment of Central Rail Service Chris Orlando	✓	9/30/17	9/30/17	CO 9/27/2017: Status changed from Green to Complete. Real complex compete. Working on central bus and Woodhill, now, to be followed by stations.
Deployment of Central Rail Maintenance Chris Orlando	✓	9/30/17	9/30/17	CO 9/27/2017: Status changed from Green to Complete. Rail complex compete.
Deployment of Central Bus Maintenance District Chris Orlando	✓	9/30/17	10/6/17	CO 10/3/2017: Forecast End changed from 9/30/2017 to 10/6/2017. All but a couple of phones have been deployed at Central Bus. Anticipate completion, during this week.
Network Replacement/Upgrade - Priority 1				
Purchase equipment network replacement/upgrade (in batches) Chris Orlando	✓	11/15/14	12/31/17	CO 12/5/2017: Status changed from Green to Complete.
Implement equipment for network replacement/upgrade. Date was changed to 3/31/2018 Chris Orlando	green	1/1/15	6/30/18	PA 4/25/2018: Forecast End changed from 3/31/2018 to 6/30/2018. Awaiting confirmation of funding availability following request to adjust across budget lines
Network core/Data Center Network Chris Orlando	green	8/1/16	6/30/18	PA 4/25/2018: Forecast End changed from 3/31/2018 to 6/30/2018. Still competing with other urgent projects and confirmation of funds availability. Expect to go to the Board in 3rd Quarter.
Data Center - Priority 1				
Implement server refresh plan Chris Orlando	✓	4/1/15	9/30/17	CO 9/27/2017: Status changed from Green to Complete. Server refresh is comped. Remaining server initiatives will be done specific to other projects(application upgrades, new system implementations, etc.)
Implement backup and recovery solution Chris Orlando	yellow	4/1/15	6/30/18	
Mobile Ticketing - Priority 1				
Mobile Ticketing Phase II Electronic validation (in-station), Eligibility function for U-PASS. Support for additional fares. Wes Goodwin	green	5/31/18	5/31/18	WG 1/3/2018: Incorporated 1- ride and Paratransit passes. Use of Eligibility function for U-Pass is pending business area decision. Electronic in-station validation is awaiting preview of new devices and then business decision to fund.

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IT Operating Plan - 2018

Plan Item Measure Description Resp	Status	Target (A)	Forecast (A)	Progress Comment
Vendor Selection and contract award Board approved 2/21/17. Contract signed by 3/31/17 Wes Goodwin	✓	9/1/16	2/28/17	WG 8/1/2017: Status changed from Green to Complete. Forecast Start changed from 12/1/2016 to 10/1/2016.
Pilot Program Original 6 month pilot was extend to cover period between free pilot and contract completion/execution/implementation. Wes Goodwin	✓	7/1/16	12/31/16	WG 8/1/2017: Status changed from Green to Complete. Forecast End changed from 2/28/2017 to 12/31/2016.
End-user support priorities				
Windows 10 Migration Migrate existing Windows 7 desktop and laptop devices to Windows 10 operating system. Tim Kirchmeir	green	6/30/18	6/30/19	CO 1/4/2018: Forecast End changed from 6/30/2018 to 6/30/2019.
Upgrade/Replace Help Desk Tracking Software Tim Kirchmeir	✓	10/1/14	9/30/17	TK 9/27/2017: All of IT is using the updates system. Additional training conducted on 9/27/2017.
Implement Patch Management Program for PC's Successful patching for application and Operating Systems for PC's and Laptops. Tim Kirchmeir	green	3/30/18	6/30/18	TK 4/25/2018: Forecast End changed from 3/30/2018 to 6/30/2018. Working with CO to figure out the patch download issue. Patching is successful and occurring every week as planned. Few hiccups but we are working through it.
Implement IT Asset Management Tim Kirchmeir	green	9/1/14	9/30/18	TK 1/4/2018: Working with MicroFocus to complete the issue resolution with the system. Full inventory of hardware and software has begun for each device. Gathering statistics, future plans include data analysis to determine next steps.
Implement IT Service Management [% 1st call resolution....] Plan Tim Kirchmeir	green	6/1/14	12/31/18	TK 1/4/2018: Begin to identify the ITS teams to incorporate into the Service Desk Tool. Need to upgrade the Service Desk to new version. Plan to update software in February 2018. Plans to accelerate after this date.
Governance and Structure - Lower Priority				
Evaluate application security for mission-critical systems. Anthony Garofoli	✓	9/1/14	2/28/17	DG 9/27/2017: Status changed from Green to Complete.
Identify/deliniate core business and technological responsibilities for each of the top 10 major applications/systems. Wes Goodwin	✓	12/31/17	12/31/17	TK 11/2/2017: Status changed from Green to Complete.
Develop a plan and implement separation of core business and technological responsibilities Wes Goodwin	green	3/31/19	3/31/19	WG 1/3/2018: In place for 9 systems: Oracle EBS (Financials, HR and Procurement), Trapeze ADA/CIS, Kronos T/A, Spillman CAD/RMS, Fare Collection (In-Station and On-Board) and Risk Master). Completion/Implementation to commence for 3 major systems: Giro Hastus, Trapeze Transit Master and Ultramain. Focus is on back-office security and access for both non-IT staff and vendor.
Cyber Security - High Priority				
Improve Cyber Security Posture of The Authority Complete cyber security review of critical systems;review and solidify on-/off-boarding procedures re: system access; baseline end-user security awareness; establish security awareness training progra Chris Orlando	green			CO 2/13/2018: Status changed from Proposed to Green.



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Plan Item	Measure Description	Resp	Status	Target (A)	Forecast (A)	Progress Comment
Establish security awareness training program for employees		Chris Orlando				CO 2/13/2018: Status changed from Proposed to Green.
Establish baseline of end-user security awareness		Chris Orlando				CO 2/13/2018: Status changed from Proposed to Green.
Review and document on-/off-boarding procedures re: system access	Working with HR and others to review, baseline and then improve this process	Chris Orlando				CO 1/23/2018: Status changed from Draft to Proposed.
Complete cyber security review of critical systems		Chris Orlando				CO 2/13/2018: Status changed from Proposed to Green.
Parking Lot						
Cyber Security Posture		TBD				DG 3/7/2018: Status changed from Proposed to Draft.
Scorecard: Major Project Completion		Parking Lot				DG 3/7/2018: Status changed from Proposed to Draft.



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Mission				
Financial Management - Sustainability and Stability Maintaining a balanced budget - What's a good variance to be at? Tom Raguz				
Ongoing Goals				
Sustainability Lean Scorecard Rating of Sustainability Program Implementation Kari Solomon		3.30	3.20	KS 4/26/2018: Using Option year of existing contract with Intertek to re-certify CBMF under the 2015 standards. Need to establish a short project to bring CBMF within compliance by July. Initial dates proposed by Intertek for audit are in June.
Technology Development of New Tools or Using What We Have First (even understanding what we have available) or Resource Consumption or Identification of Cost Drivers or Education Larry Ferrell				LF 2/23/2018: Developed and published survey. Currently analyzing results.
IT VFO TIMELINE Larry Ferrell				
Operating Forecasting Growing Revenue and Managing Expenses (More than 1% of previous year, Sales Tax, Use Tax, +/- 5% of Revenue above Expenses, Same as Passenger); Develop Standardization of Long-Term Financial Forecast Kay Sutula				KS 4/24/2018: Status changed from Draft to Green.
Capital Forecasting Standardization of Capital Forecast; Urge Simplification of Process; Concerns with efficiency in managing the process; Goal is to be able to project the capital needs and align with deb service, etc. Carolyn Young				
Performance Management Financial forecast; Projects Completed by Phase or Measurement of overall project success (ROI, Achievement of Milestones); Setup to account for system shocks of budget reductions Kay Sutula				AD 4/27/2018: Status changed from Draft to Yellow.