

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 GCRTA'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, or Areas of Focus, nine (9) Vital Few Objectives (VFOs) and ten (10) Change Initiatives (CIs) were created. As priorities shift and change, GCRTA is able to make adjustments to ensure Areas of Focus, VFOs, and CIs are being met. GCRTA is committed to its Mission, Vision, and Values, which is supported via programs like **Together Everyone Achieves More (TEAM)**,

TransitStat, **Problem Identification & Corrective Action (PICA)**, **Cost Savings Initiative (CSI)**, **The Partnership for Excellence (TPE)**, **International Organization for Standardization (ISO)**, **LEAN Six Sigma Green and Black Belts**, and **Environmental Management and Sustainability System (ESMS)**. **TEAM** initiatives have been in place for over 19 years and are monitored quarterly in the Quarterly Management Report. **TEAM** is one of the Balanced Scorecards that the Authority uses to measure itself against annually determined goals. These include Preventable Collisions (PC), On-the-Job-Injuries (OJI), Miles Between Service Interruptions (MBSI), On-Time Performance (OTP), Ridership, Customer Satisfaction, Attendance, and Operating Ratio. **PICA** began as an Operations change initiative over 20 years ago and was recently introduced to the rest of the Authority as **CSI** in early 2018. **PICA** focuses on 'quick fixes' that have an immediate return and improvement. **CSI** initiatives are longer term changes involving cost-benefit analysis and savings tracking over a period of time to ensure benefits occur. **TransitStat** was deployed in 2007 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 **ISO** have been in place for the last five years. The Authority sent more than 30 employees for **LEAN Six Sigma Green Belt Certification** and 5 employees for **LEAN Six Sigma Black 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 44 outlines these four Balanced Scorecard Areas (or Areas of Focus) and the aligned VFOs. The following pages explain the performance of the Balanced Scorecard for the Authority over the past few years.

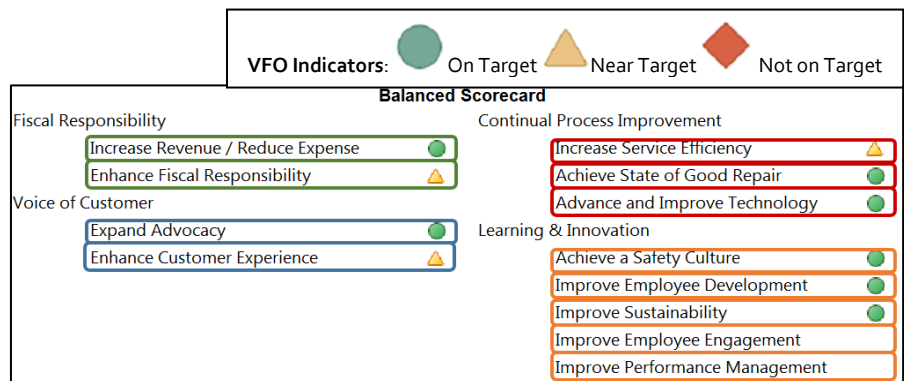


Figure 44

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 VFO's:

- Increase Revenue / Decrease Expenses
- Enhance Fiscal Responsibility

INCREASE REVENUE/REDUCE EXPENSES

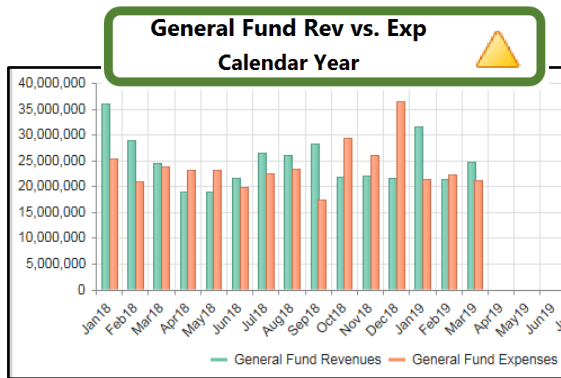


Figure 45

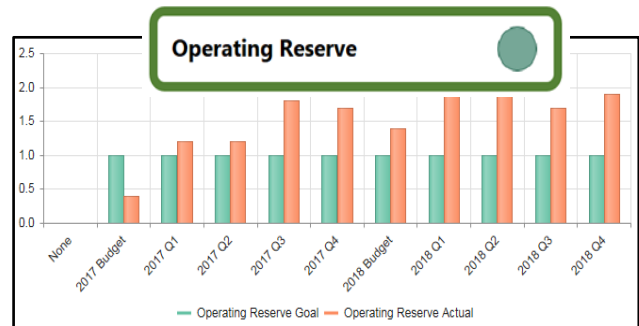


Figure 46

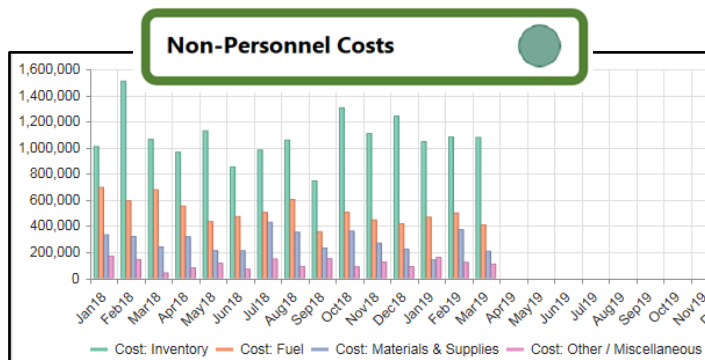


Figure 47

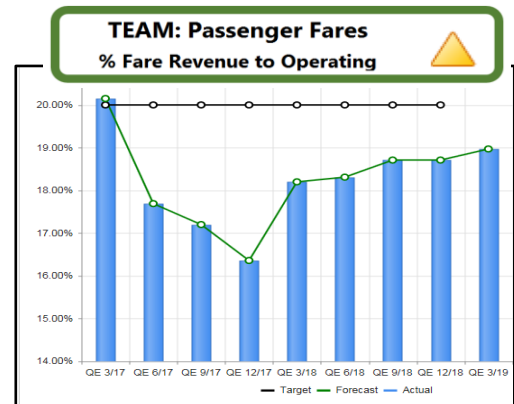


Figure 48

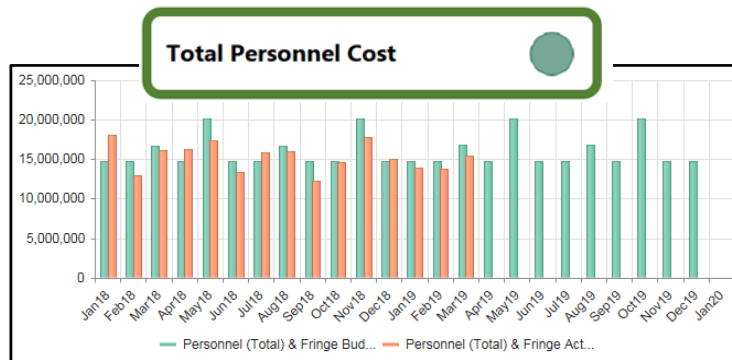


Figure 49

ENHANCE FISCAL RESPONSIBILITY

**Average Days to Close Monthly
Cash Basis**

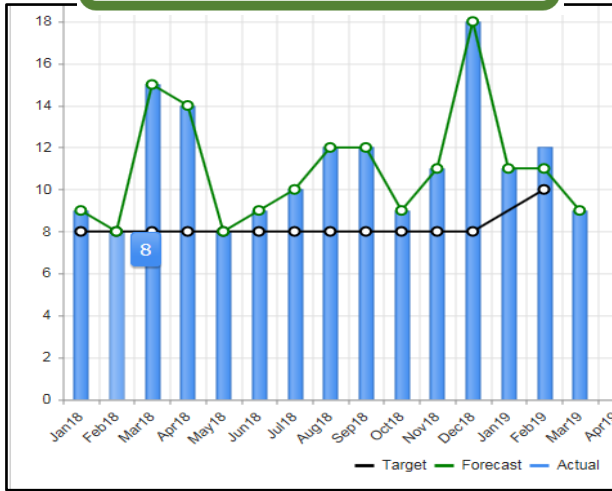


Figure 50

**Average Days to Close Monthly
Full Accrual**

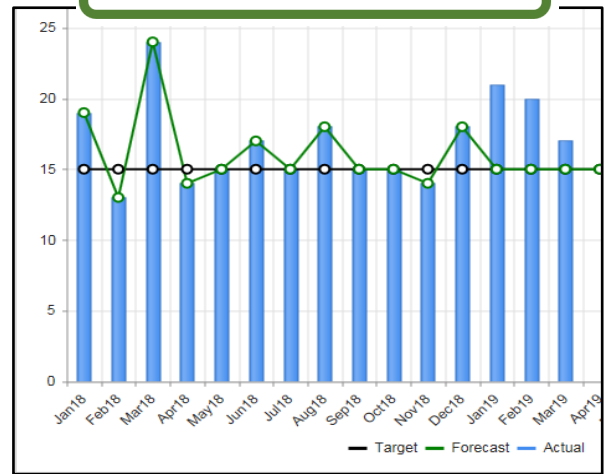


Figure 51

Grow Capital Funding

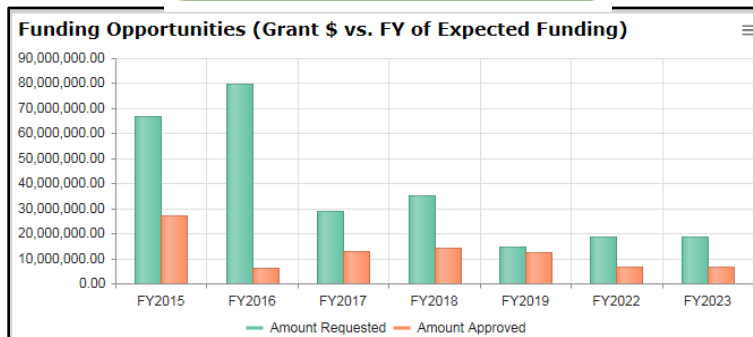


Figure 52

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 GCRTA to the community it serves. GCRTA leverages members of the Board of Trustees, Community Advisory Committee (formerly the Citizens' Advisory Committee), ATU, and various community groups to support funding for public transit infrastructure to benefit RTA's customers.

The General Manager maintains a list of contacts including members of political leadership at local, state, and federal levels, civic leaders, business leaders, advocates, and influential members of the community. 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 on the benefits of public transit. As a result, for GCRTA, this empowers various groups to advocate for and decide on funding availability to provide quality services. GCRTA 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 2018 include:

- Recognized as Best in the Class for Workforce Diversity by the Greater Cleveland Partnership
 - Having received this honor three times, RTA was placed into their *Hall of Fame*
- Awarded a Technology Solutions Award by the Public Technology Institute
- Issued the Smart 50 Award from Smart Business
- Named Government Fleet of the Year by Fleet Owner Magazine
- Received 2018 Special Districts Winner: Technology Innovation – Leadership Category from Government Technology & AT&T for RTA's Trip Planner with Real Time information
- Received the "Building the Circle" Award from University Circle Inc. for regional collaboration
- Celebrated the 50th Anniversary of rail service to the Airport
- Celebrated the 10th Anniversary of the HealthLine which is credited with over \$7.5 Billion of related economic development
- Initiated five Pillar Studies: Economic Impact Study, Fare Equity Study, System Redesign Study, Operational Efficiency Study, and Rail Car Study.

Advocacy outreach opportunities for 2019 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

Delivering the Pillar Studies results to the region to best position GCRTA for the changing landscape ahead

ENHANCE CUSTOMER EXPERIENCE

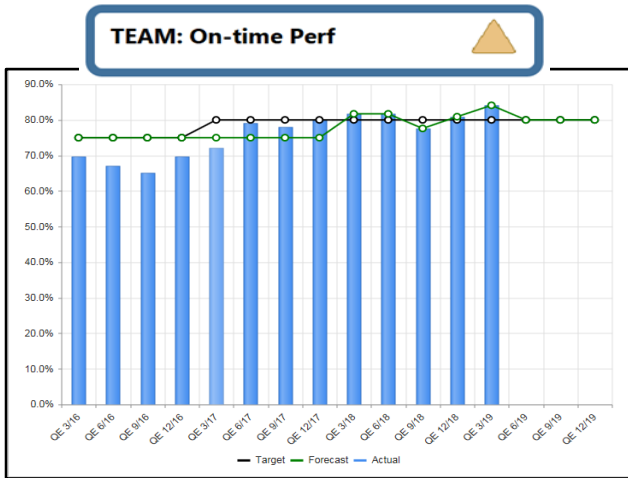


Figure 53

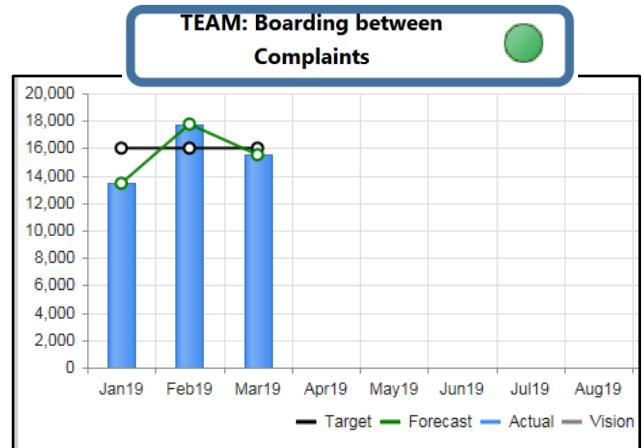


Figure 54

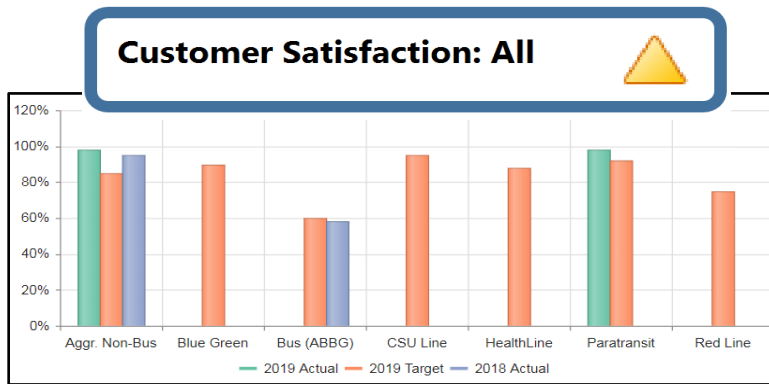


Figure 55

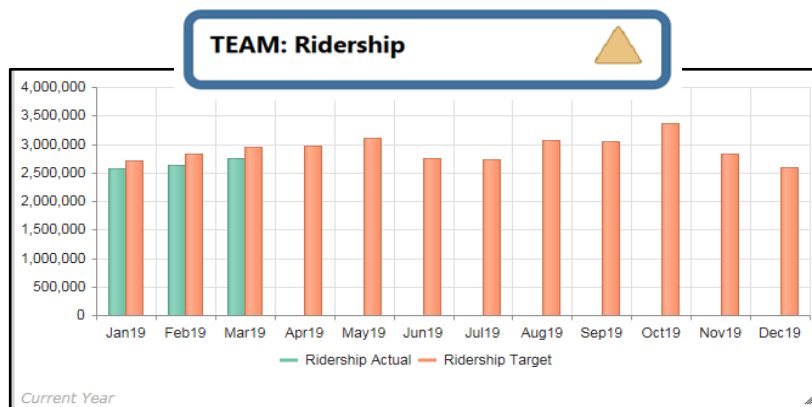


Figure 56

CONTINUAL PROCESS IMPROVEMENT

Continual process improvements establish meaningful standards for current processes and eliminate waste through innovative process improvements across GCRTA. New metrics being tracked in 2019: Paratransit Passengers per Vehicle Hour, Percent on Time- leaving first stop of each trip, PM Compliance for Rolling Stock (aka Revenue Vehicles), Fixed Route: Missed Trips (all reasons) , Ninety Percent Critical / Severe Patches Installed. This category includes the following VFO's:

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

▲ INCREASE SERVICE EFFICIENCY

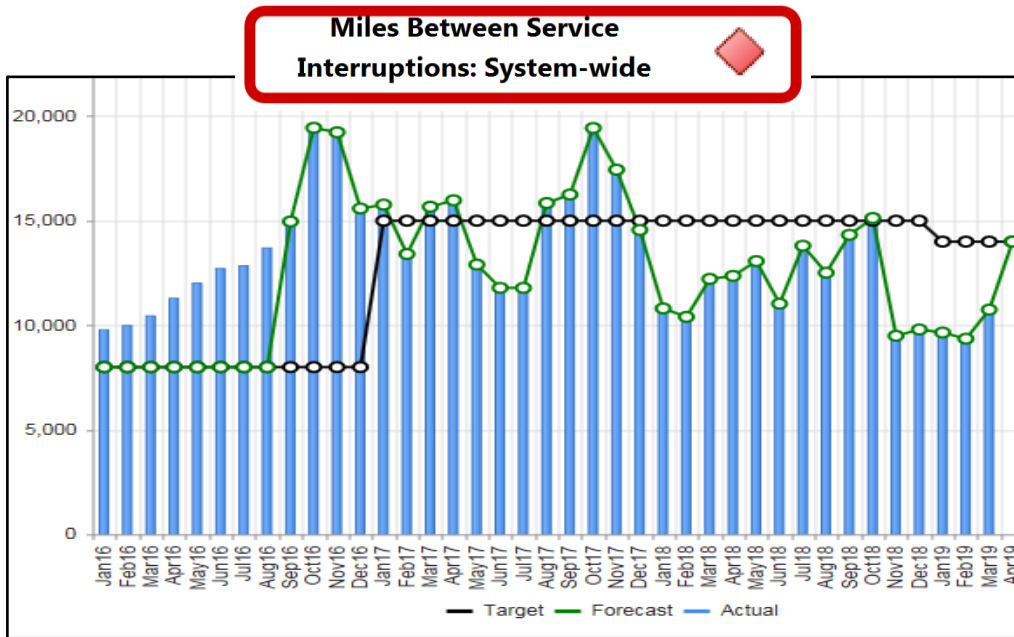


Figure 57

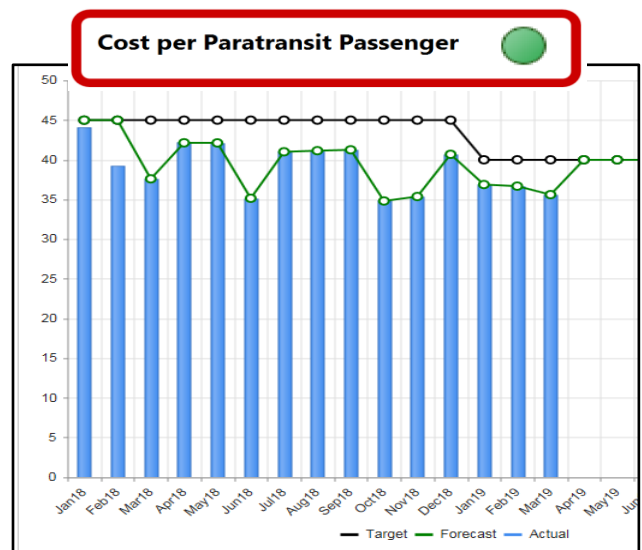


Figure 58

ACHIEVE STATE OF GOOD REPAIR (SOGR)

RTA tracks Useful Life Benchmark (ULB) for rolling stock and heavy equipment, SOGR for facilities based on FTA's Transit Economic Requirements Model (TERM) scale, and slow zones for rail infrastructure. RTA defines SOGR to be the condition of an asset where the asset, at a minimum, is capable of delivering the required performance safely and reliably for a predetermined period of time (a rating of '3'). RTA's Asset and Configuration Management department is responsible for the oversight and coordination necessary in managing RTA's assets for rolling stock, facilities, infrastructure, and equipment. In 2018, the Federal Transit Administration (FTA) began requiring transit agencies to have a Transit Asset Management (TAM) plan. RTA completed its final TAM Plan in September 2018. It is a living document reviewed and revised, as necessary, on an annual basis. It is based on ISO 55000 guidelines for asset management.

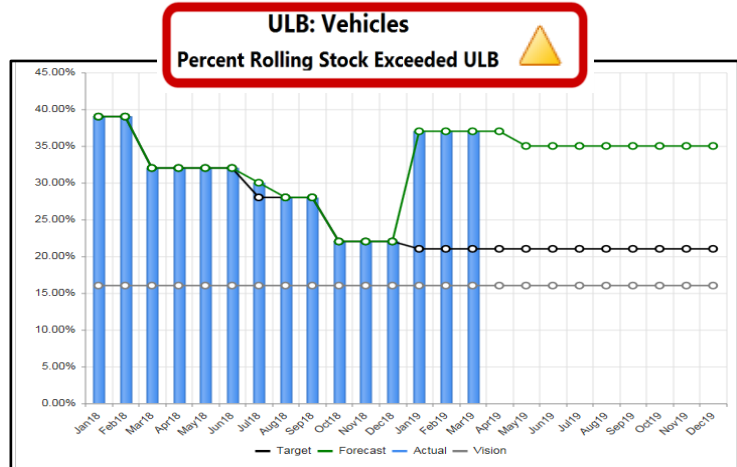


Figure 59

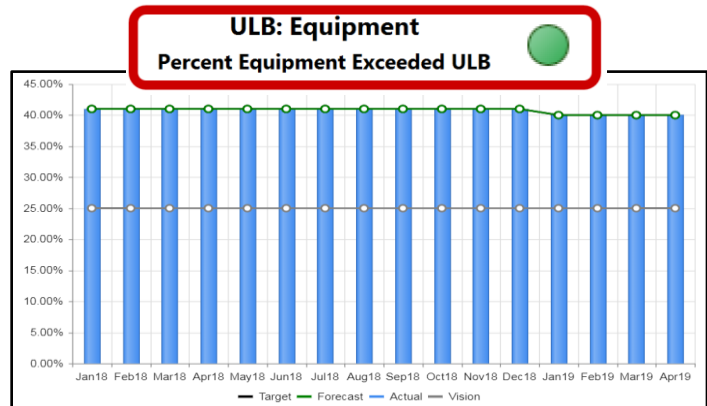


Figure 60

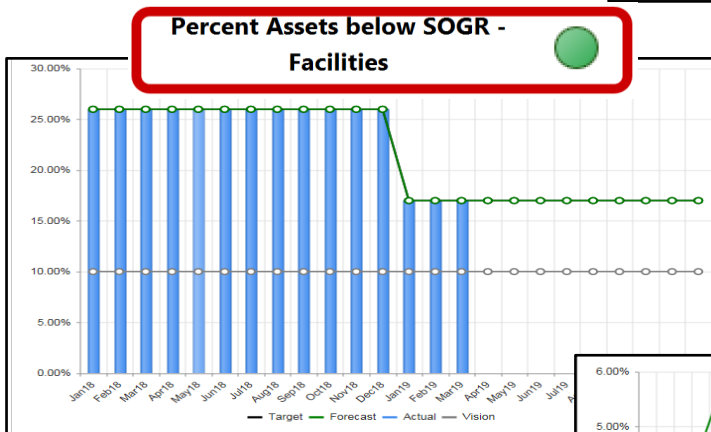


Figure 61

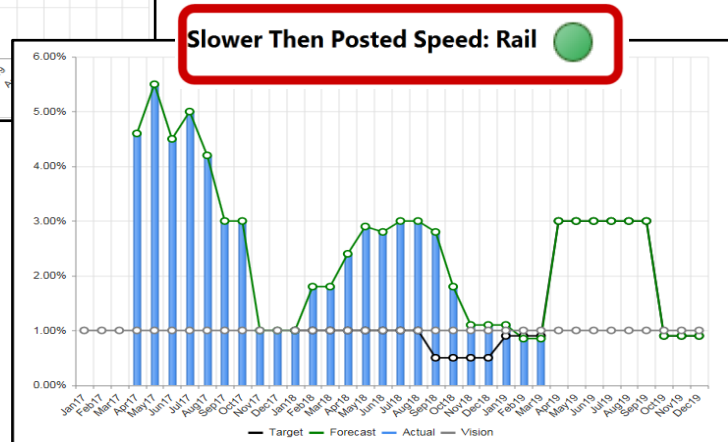


Figure 62

ADVANCE & IMPROVE TECHNOLOGY

IT SOGR Overall

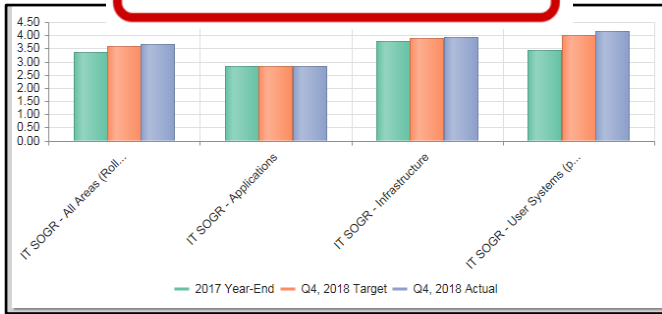


Figure 63

Devices with 100% Critical/Severe Patches Installed

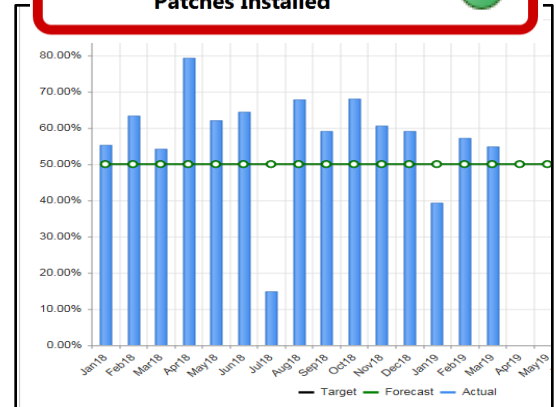


Figure 64

IT SOGR - Critical Applications



Figure 65

IT Satisfaction: Time to Resolve

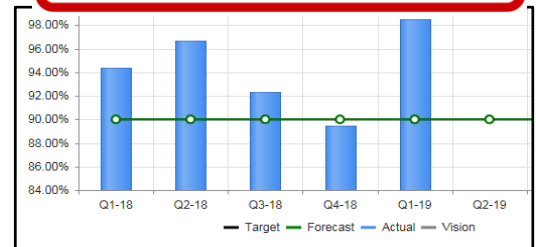


Figure 66

IT Satisfaction: Tech Courteous

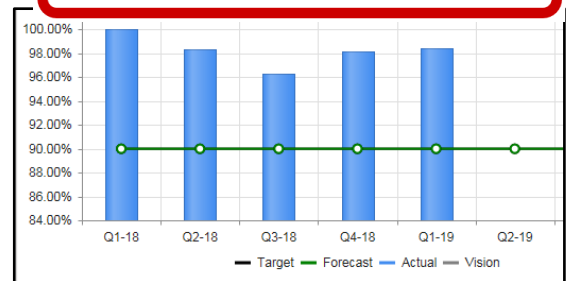


Figure 67

Major Projects Dashboard

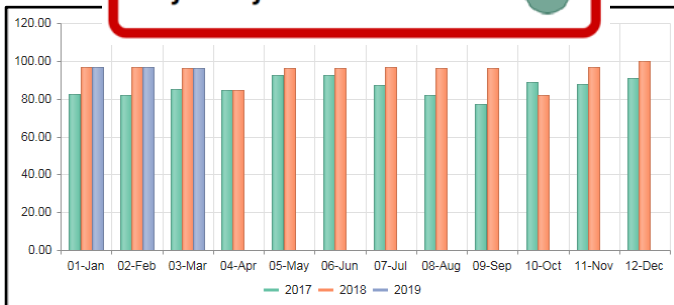


Figure 68

IT Satisfaction Overall Experience

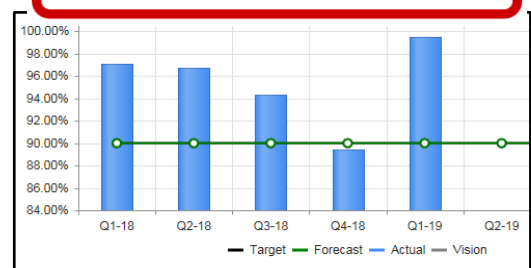


Figure 69

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. For the second year in a row, the Authority received the 2018 APTA gold award for Bus Safety. New metrics being tracked in 2019: Compliance Training: Positive Discipline, Compliance Training: FMLA, Compliance Training: Labor Relations, and: Green House Gas (GHG) Emissions.

This category includes the following VFO’s:

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

ACHIEVE SAFETY CULTURE

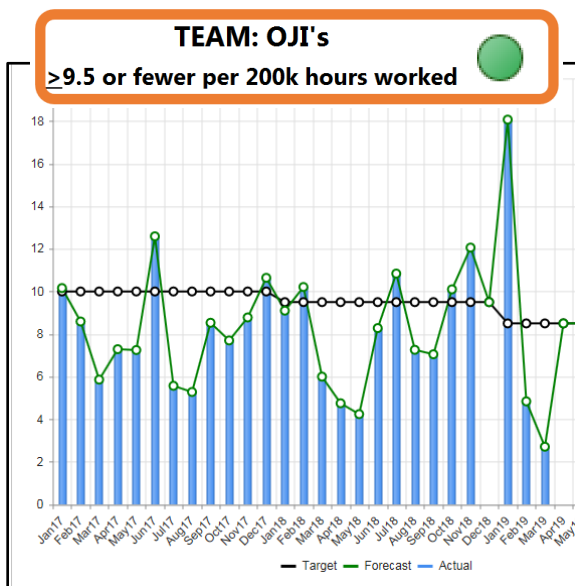


Figure 70

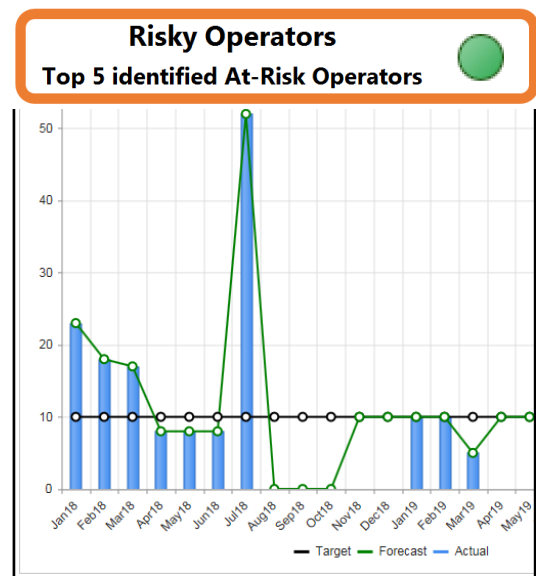


Figure 71

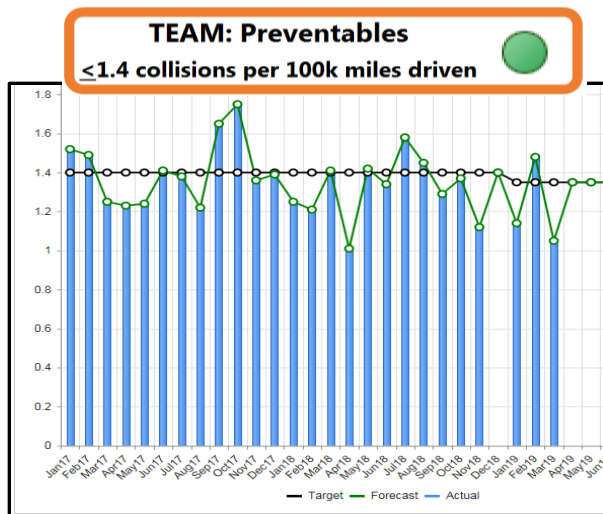


Figure 72

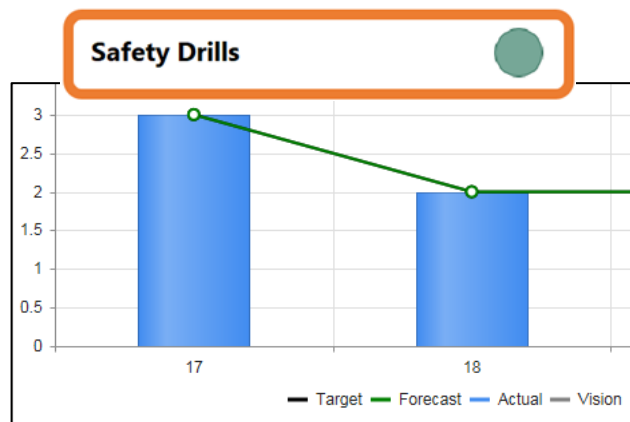


Figure 73

IMPROVE EMPLOYEE DEVELOPMENT

Data Entry Timeliness
 ≤ 5 days from receipt to entry

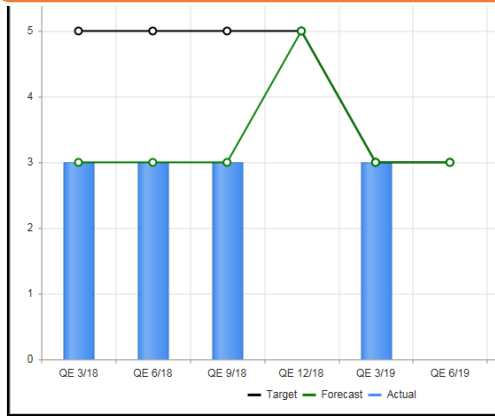


Figure 74

Retention Rate

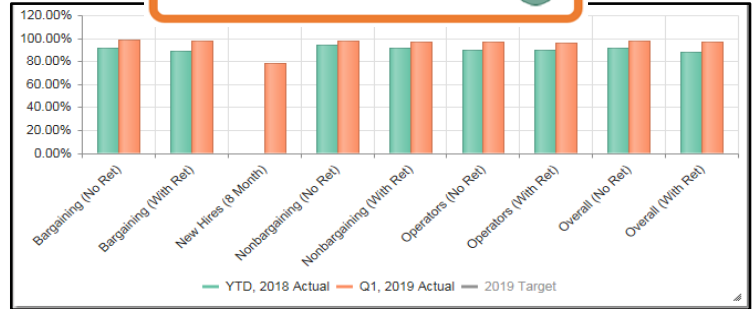


Figure 75

TEAM: Attendance
 ≤ 5% unscheduled absences

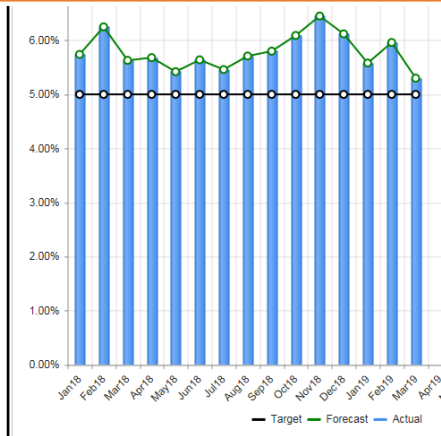


Figure 76

Promotion Rate

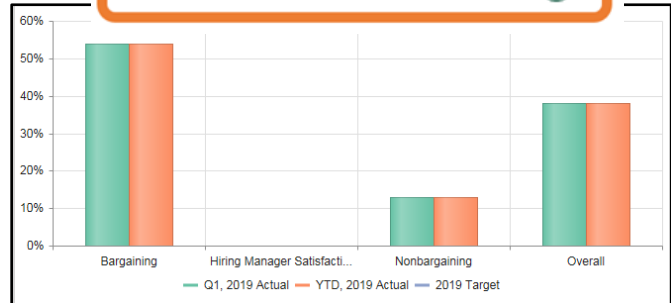


Figure 77

Time to Fill (Days)

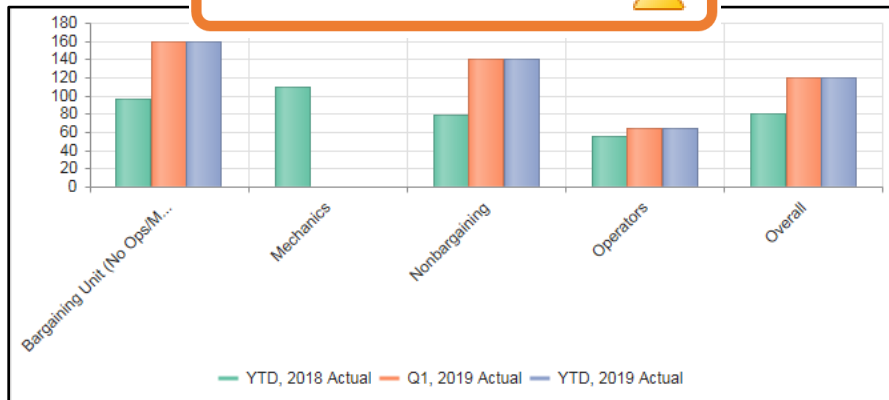


Figure 78

IMPROVE SUSTAINABILITY

GCRTA is continuing to increase its commitment to sustainability. Sustainability is meeting the needs of the present without compromising the ability of future generations to meet their own needs. GCRTA strives to find a balance between the three key pillars of sustainability: environmental, economic, and social. Recognizing the increased need to embed sustainability in organizational culture, the authority hired a project specialist and program manager in 2018. It is clear to GCRTA the need to support a stand-alone, dedicated program to promote, initiate, and carry forward Environmental and Sustainability Management Systems (ESMS). Sustainability has its roots in the Office of Management and Budget. The new program is now under Project Support in Engineering.

Sustainability has been added to the VFO scorecard for Innovation and Learning to track energy and water consumption by facility. Green House Gas emissions will be tracked quarterly beginning in 2019. These new metrics are reported at TransitStat and will be studied and used to make informed decisions about utility conservation agency wide.

**Water Consumption by District
Percent Change from Previous Year**

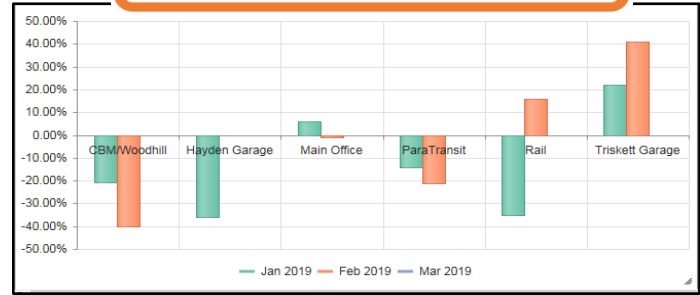


Figure 79

**Energy Consumption by District
Percent Change from Previous Year**

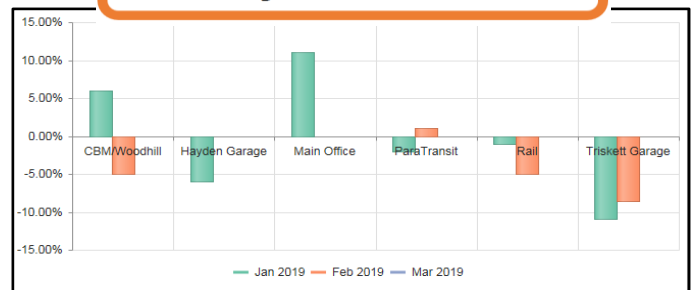


Figure 80

IMPROVE EMPLOYEE ENGAGEMENT

GCRTA 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 including access to Lynda.com through HR, the Management Development Program (MDP), Greenbelt Six Sigma training, and the Public Transit Management Academy (PTMA). GCRTA conducted its fourth Employee Satisfaction Survey in May 2018. Focus groups occurred in the fall and provided supplemental information to inform the survey results. The results identify opportunities for improvement to help the Authority fulfill its mission to become an employer of choice in Northeast Ohio.

A total of 565 employees participated in the May 2018 Employee Engagement Survey. 69 percent of surveys were completed online and 31 percent via hard copy. Respondents were 50% bargaining and 49% non-bargaining. 82% of employees surveyed are moderately to extremely satisfied with working at RTA. The following are some key learning highlights from different Areas of Focus:

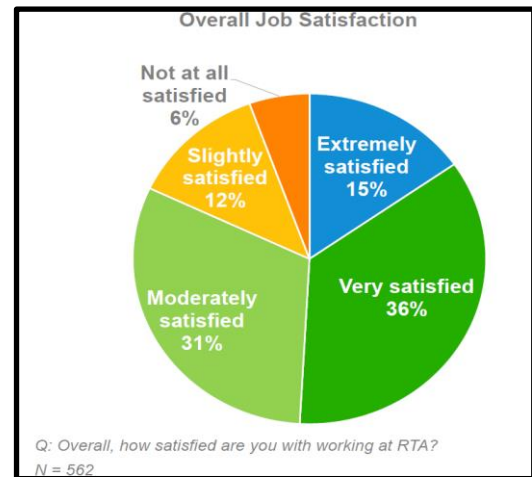


Figure 81

- Strategic Insight
 - Desire to understand where the organization is headed received the strongest agreement scores of any question in the survey
- Leadership
 - The second biggest concern voiced was around leadership having employee's best interest in mind
 - Moderate belief that leadership has a vision in place

- Management
 - Employees continue to request the opportunity to review their supervisors in order to help influence change and improve relationships
- Communication
 - Communication rose to the number 1 pain point indicating room for growth
- Development & Training
 - Overall room for improvement in providing employees with the training they need to feel confident doing their jobs
- Culture
 - Development of positive working environments and the delivery of positive reinforcement showed room for growth
- Morale
 - Respondents expressed interest in continuing their career at RTA with many saying they would recommend a job to a friend and the majority somewhat agreed they are treated with respect
 - Employees feel as though their opinions do not matter
 - Captured during the fall focus groups, staff said they were not participating in future employee surveys because they were not feeling as though their opinions mattered
- Compensation & Benefits
 - Employees showed satisfaction with their compensation
 - Sick leave and disability received the lowest ranking
- Wellness Programs & Events
 - About half of employees are moderately or extremely familiar with the wellness programs and events
 - On-site fitness was the number 1 program/event of interest among all functions with exception of facilities and mechanics among whom it was second to a health fair
- Sustainability Practices & Procedures
 - Less than 40% of employees are moderately or extremely familiar with RTA sustainability policies and procedures
 - Non-bargaining unit employees were more likely to ride, more so to work than for leisure

Some role/function specific areas for improvement that were identified:

- Operator: opportunity to weigh in on new vehicle or vehicle update decisions
- Facilities: opportunity to weigh in on new facility construction and updates
- Mechanical: Wi-Fi accessibility
- Police: Access to the resources needed to feel safe on the job
- Administrative/Management: Cross-functional communication

To address some of the pain points in the survey results, GCRTA has implemented the following engagement initiatives:

- Wi-Fi has been enabled at work locations to give mechanics access to online materials and facilitate troubleshooting
- TED talk series
- Frontline supervisor training and development program
- Labor relations training
- Health fairs
- Bus build involvement
- Mystery shopper ridership program
- Take Transit Week
- Mechanic Biennial Training (completed January 2019)
- Bargaining Unit Performance Check-Ins
- Customer Service Training

RTA continues to adapt and change to improve employee involvement and engagement within the agency.

IMPROVE PERFORMANCE MANAGEMENT

GCRTA 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 11 years, the Authority has held 366 meetings, reviewed 168 different projects, and viewed 1,485 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 across departments and divisions for quality enhancements that impact GCRTA’s ability to meet strategic objectives and the Mission, Vision, and Values.

GCRTA’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, GCRTA’s performance improvement system allows for rapid deployment of solutions to ensure organizational learning and analytical agility to support continual improvement. 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.

CUSTOMER SATISFACTION- ABBG SURVEY

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 2018 saw an 18% increase in the number of survey responses from 2017. This is largely due to additional and new marketing campaigns directed to complete the survey. (Figure 82)

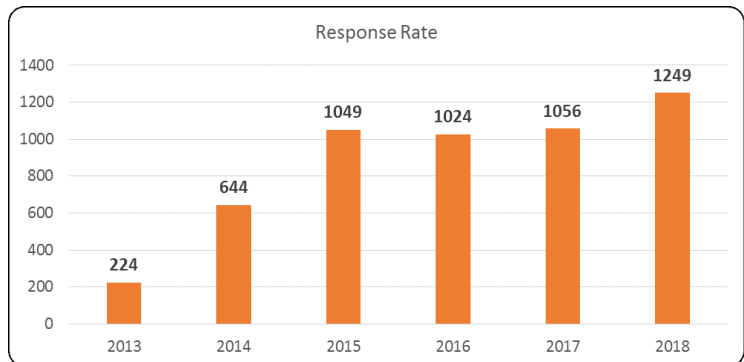


Figure 82

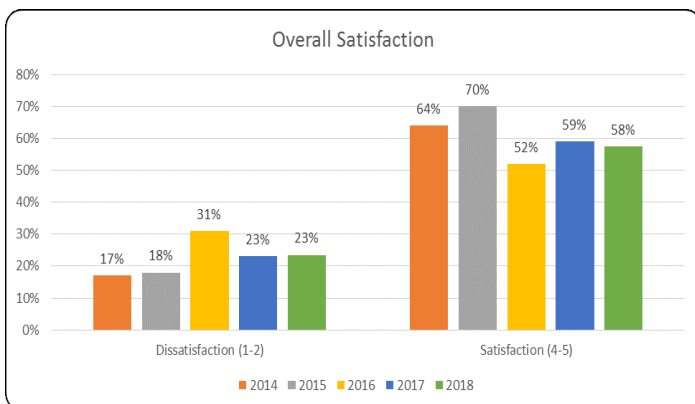


Figure 83

Overall customer satisfaction is similar to 2017 at 58 percent. In 2016, RTA experienced a dip with overall satisfaction; however, 2017 and 2018 are showing a direction of improvement.

A three year trend shows respondents between the ages of 50 to 65 continue to be the highest represented respondents. The second highest are between 18-29 years, followed closely by those between 40-49 years and 30-39 years.

The top three age groups with the highest satisfaction rate were over 65 years old, 50-65 years, and those respondents between 40 and-49 years. Satisfaction

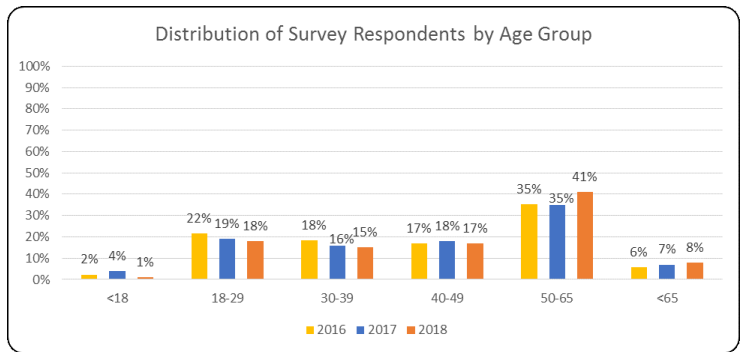


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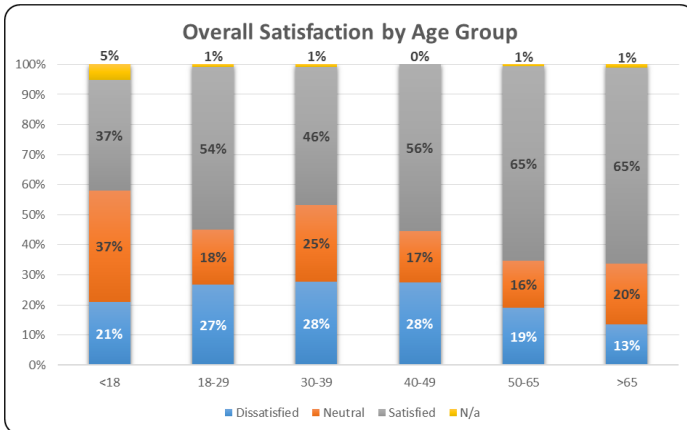


Figure 85

Respondents who rode the bus for Eat Out/Grocery had the highest satisfaction at 72 percent. This was followed by those who rode for Leisure/Social, at 66 percent satisfaction; then at 63 percent satisfaction were those that rode the bus for Medical needs.

Overall results showed 61 percent of

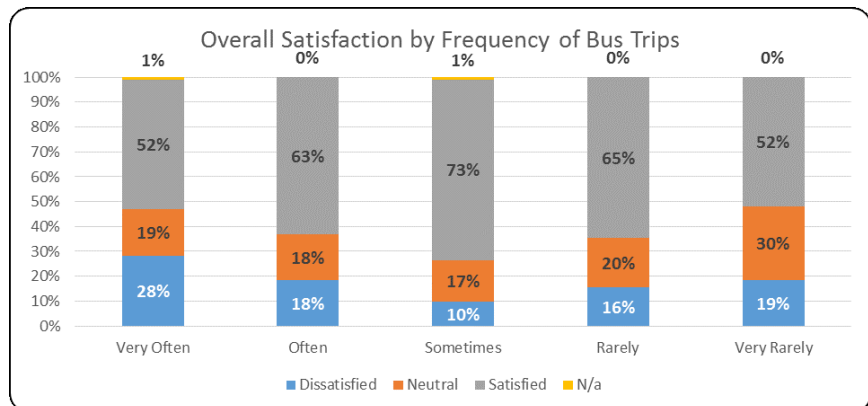


Figure 86

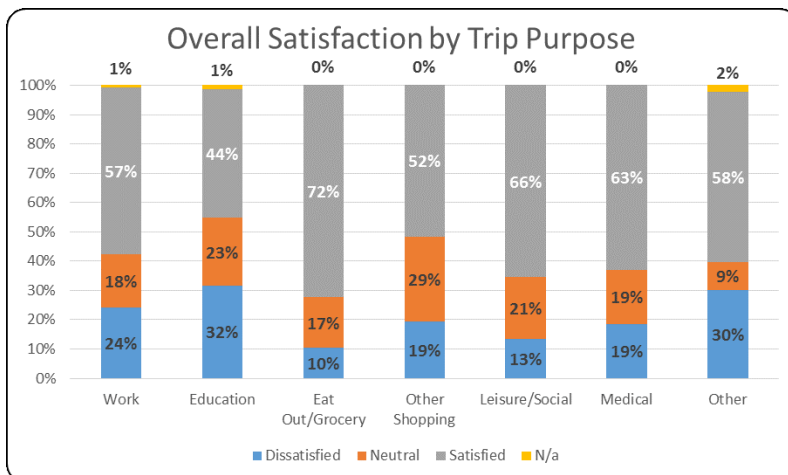


Figure 87

for those under

18 years had a 45% decrease from 2017; the most dramatic decline for any age group in 2018.

Respondents with the highest satisfaction rates would take the bus either "sometimes" or "rarely". Those respondents who rode the bus very often had a satisfaction rate of 52 percent, just below 2017's 55 percent.

riders would refer RTA to a family member or friend based on their ridership experience, compared to 64 percent in 2017 and 58 percent in 2016.

A continual trend shows survey respondents riding the bus "very often" or "often" represent the highest respondent groups as a combined 84 percent of total respondents.

All categories remained fairly consistent with 2017 and have increased from 2016 results; however, these results remain below the results of the 2015 survey.

Areas with more than 70 percent satisfaction identified strengths as: bus routes being conveniently located (73%), paying for the bus ride (72%), boarding and alighting the bus (79%), and professional appearance of Operators (83%).

Categories with less than 50 percent satisfaction identified problem areas as: finding out when the buses are running on schedule (36%), feeling secure waiting for the bus (49%), bus is not providing a comfortable environment (47%), buses not clean (38%), enough seating/space on the bus (45%), obtaining information about alternative routes or schedules (28%), and agency's responsiveness to customer complaints or problems (32%).

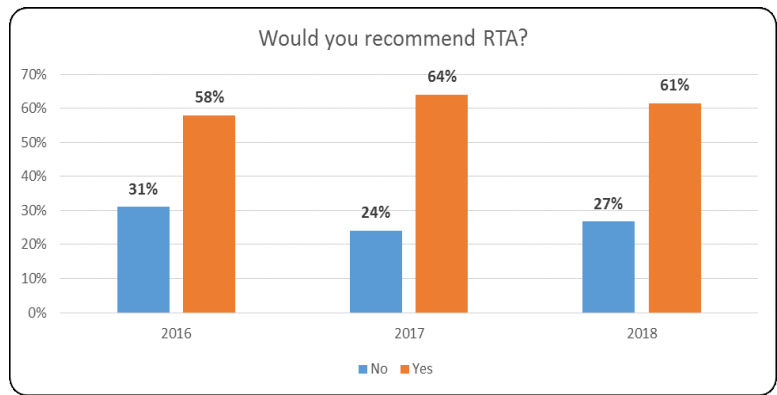


Figure 88

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