

# PERFORMANCE MANAGEMENT

## STRATEGIC PLAN

The Strategic Plan identifies and prioritizes GCRTA's goals and objectives as can be accomplished on a 5 year timeline to meet GCRTA's 10 year vision. Management and implementation of the Strategic Plan ensures success by seizing opportunities, leveraging advantages, and swiftly mitigating challenges within and beyond GCRTA's boundaries of control. The current Strategic Plan ended in 2019. The process to update the plan began in January 2020.



Figure 43

## 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 (MVV), 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 20 years and are monitored monthly and reported 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 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 bi-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 since 2015. The Authority sent more than 30 employees for **LEAN Six Sigma Green Belt Certification** and 3 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 tools support the Strategic Planning Process. The BSC is evidence of Planning and Aligning objectives 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 BSC 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

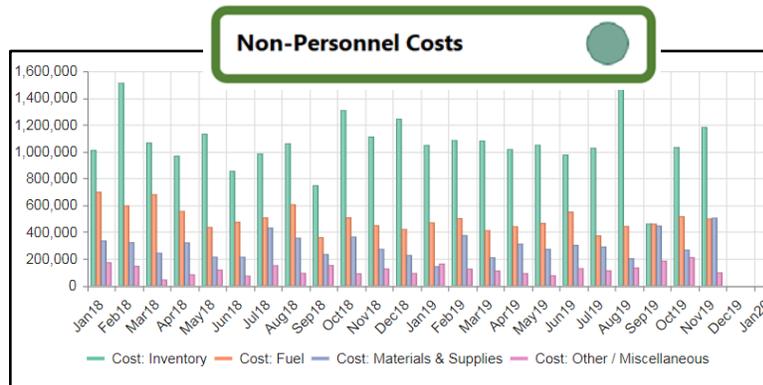


Figure 46

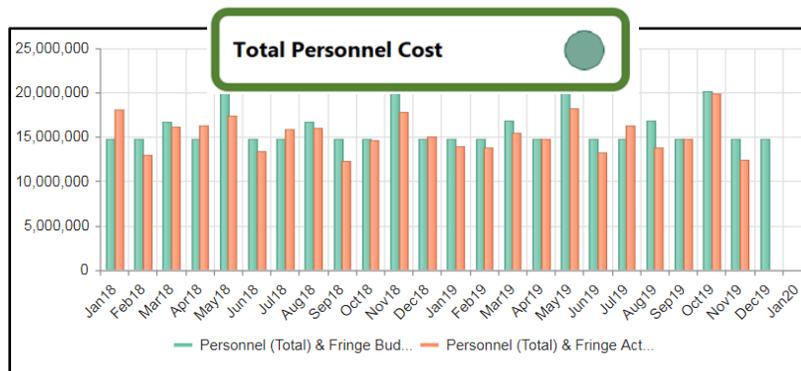


Figure 47

**ENHANCE FISCAL RESPONSIBILITY**

**Average Days to Close Monthly  
Cash Basis**



Figure 48

**Average Days to Close Monthly  
Full Accrual**

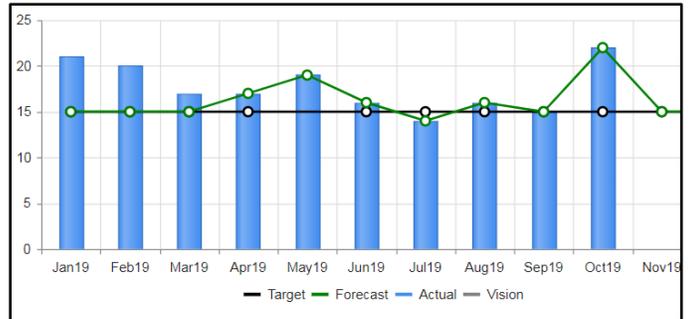


Figure 49

**TEAM: Passenger Fares  
% Fare Revenue to Operating**

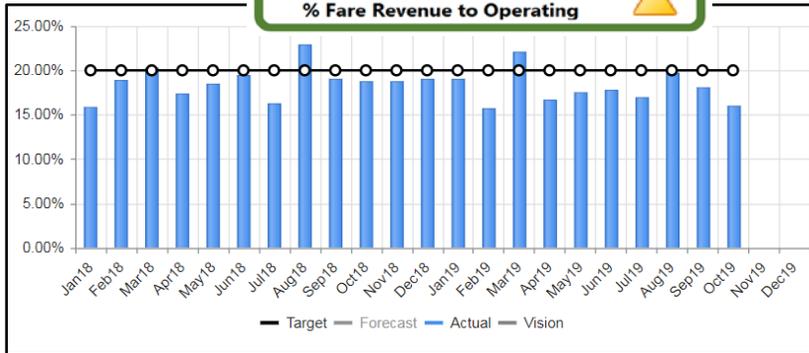


Figure 50

**Grow Capital Funding**

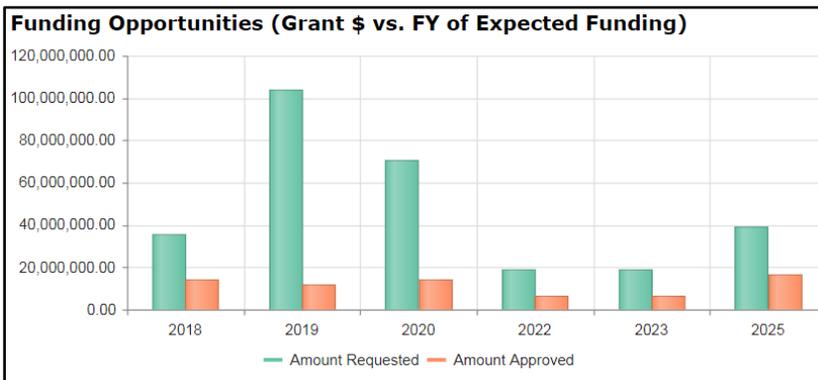


Figure 51

## 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. GCRTA's 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 fostering connection to the communities served. GCRTA leverages members of the Board of Trustees, advocacy groups, local union, and various community groups and public partnerships to support funding for public transit to benefit RTA's customers and surrounding communities.

Advocacy outreach includes the media, advocates, mayors, and state representatives receiving information about the benefits of public transportation. The goals of Advocacy are to educate key stakeholder groups on the benefits of public transit and the funding necessary to continue this service.

A priority for 2020 will be to communicate the results and subsequent action items following completion of the five Pillar Studies to all pertinent stakeholders. The end of 2019's third quarter involved the hiring of a new General Manager/CEO for GCRTA. As the agency progresses forward with new leadership, the General Manager is reviewing RTA's existing Advocacy strategy and will make the necessary adjustments to position RTA for enhanced outreach, education, and engagement with public and private partners.

### ENHANCE CUSTOMER EXPERIENCE

#### TEAM: On-time Performance



Figure 52

**ENHANCE CUSTOMER EXPERIENCE**

**TEAM: Boarding between Complaints**



Figure 53

**Customer Satisfaction: All**

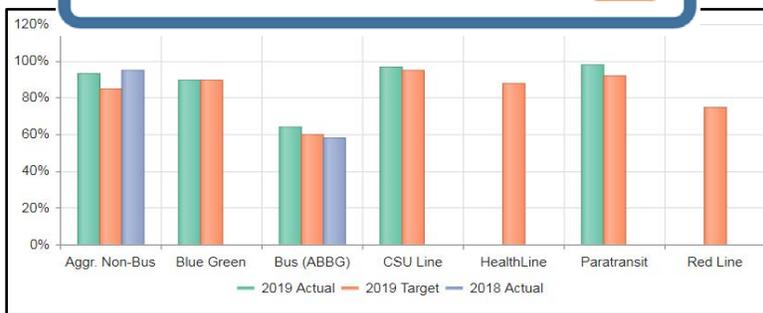


Figure 54

**TEAM: Ridership**

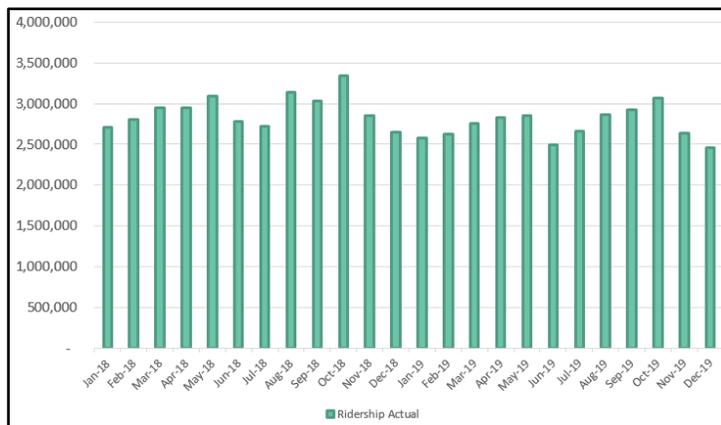


Figure 55

## CONTINUAL PROCESS IMPROVEMENT

Continual process improvements establish meaningful standards for current processes and eliminate waste through innovative process improvements across GCRTA. This category includes the following VFO's:

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

### ▲ INCREASE SERVICE EFFICIENCY

#### Miles Between Service Interruptions: System-wide

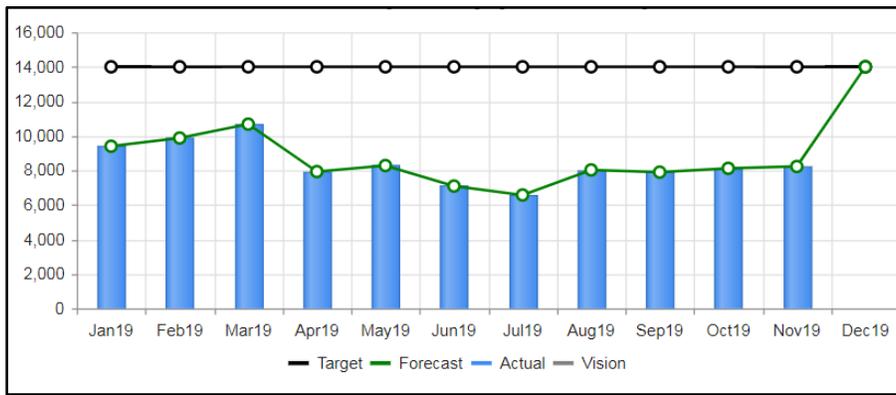


Figure 56

#### Cost per Paratransit Passenger

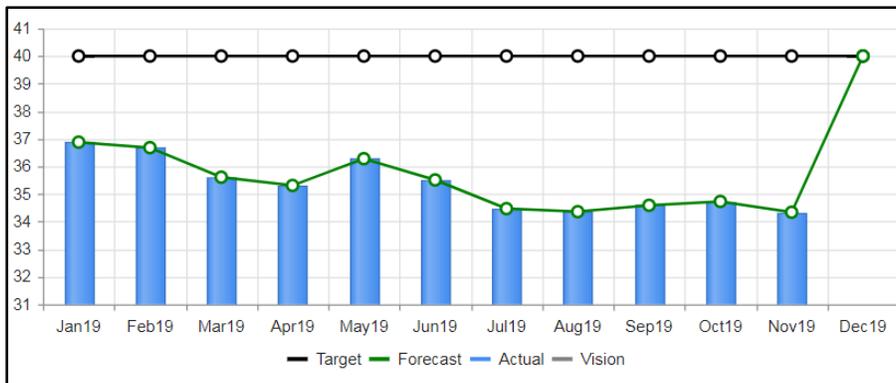


Figure 57

## ACHIEVE STATE OF GOOD REPAIR (SOGR)

RTA tracks Useful Life Benchmark (ULB) for rolling stock and heavy equipment, SOGR for facilities based on Federal Transit Administration'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. RTA's Transit Asset Management (TAM) plan is a living document reviewed and revised, as necessary, on an annual basis. It is based on ISO 55000 guidelines for asset management.

**ULB: Vehicles**  
Percent Rolling Stock Exceeded ULB ▲

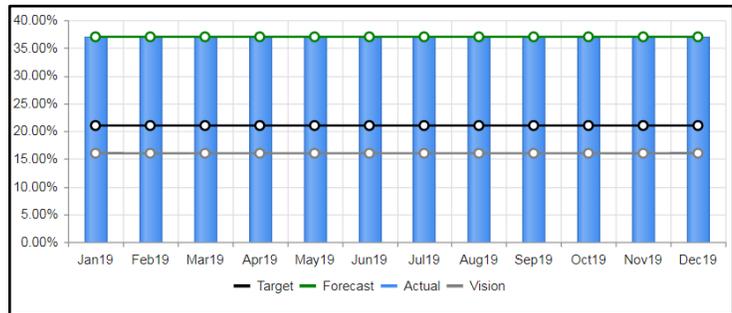


Figure 58

**ULB: Equipment**  
Percent Equipment Exceeded ULB ●



Figure 59

**Percent Assets below SOGR - Facilities** ●



Figure 60

**Slower Than Posted Speed: Rail** ●

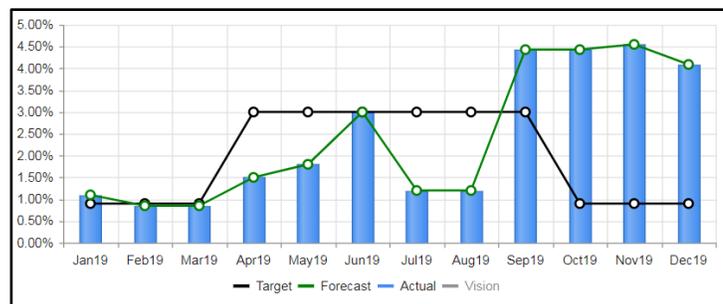


Figure 61

**ADVANCE & IMPROVE TECHNOLOGY**

**IT SOGR Overall**



Figure 62

**Devices with 100% Critical/Severe Patches Installed**



Figure 63

**IT SOGR - Critical Applications**

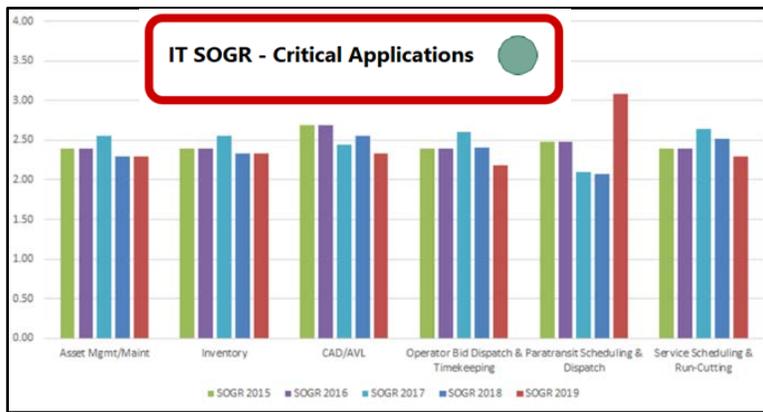


Figure 64

**Major Projects Dashboard**



Figure 65

**ADVANCE & IMPROVE TECHNOLOGY**

**IT Satisfaction: Time to Resolve**

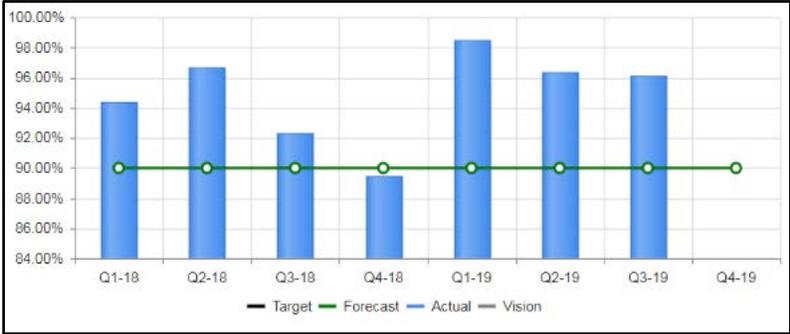


Figure 66

**IT Satisfaction: Tech Courteous**



Figure 67

**IT Satisfaction Overall Experience**



Figure 68

## 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 VFO's:

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

### ACHIEVE SAFETY CULTURE

#### TEAM: OJI's ≥9.5 or fewer per 200k hours worked



Figure 69

#### Risky Operators Top 5 identified At-Risk Operators

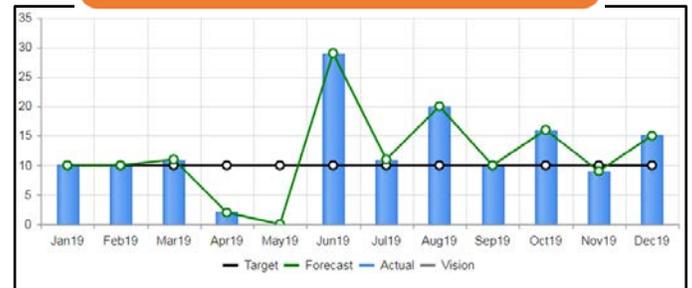


Figure 70

#### TEAM: Preventables ≤1.4 collisions per 100k miles driven



Figure 71

#### Safety Drills



Figure 72

**IMPROVE EMPLOYEE DEVELOPMENT**

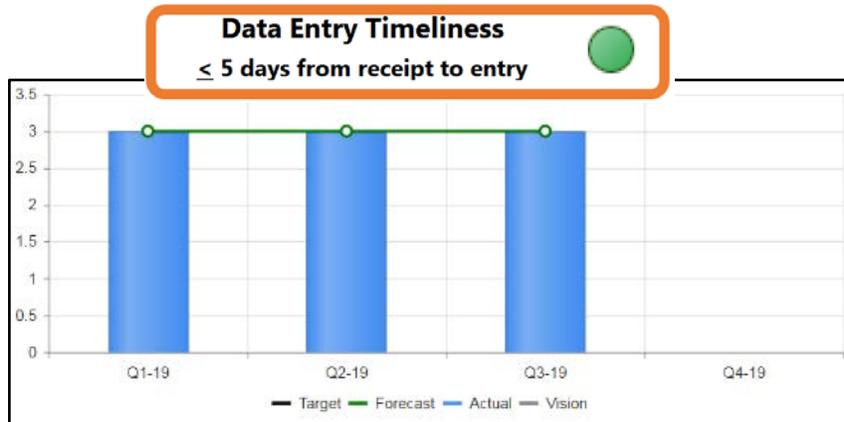


Figure 73

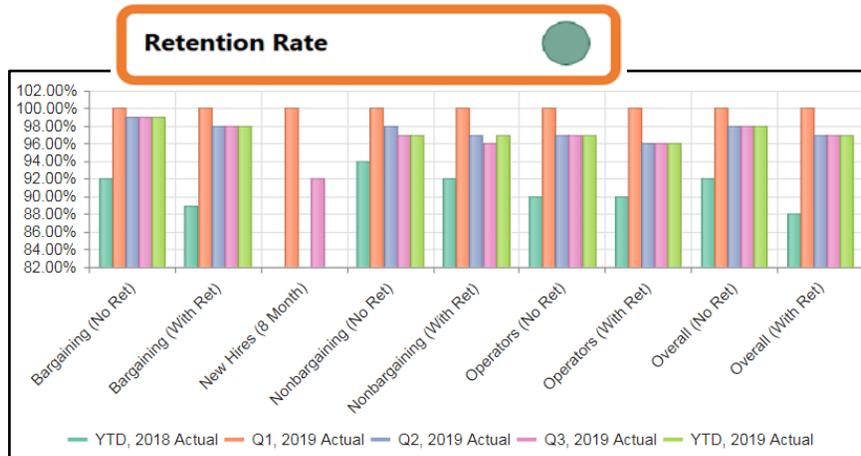


Figure 74

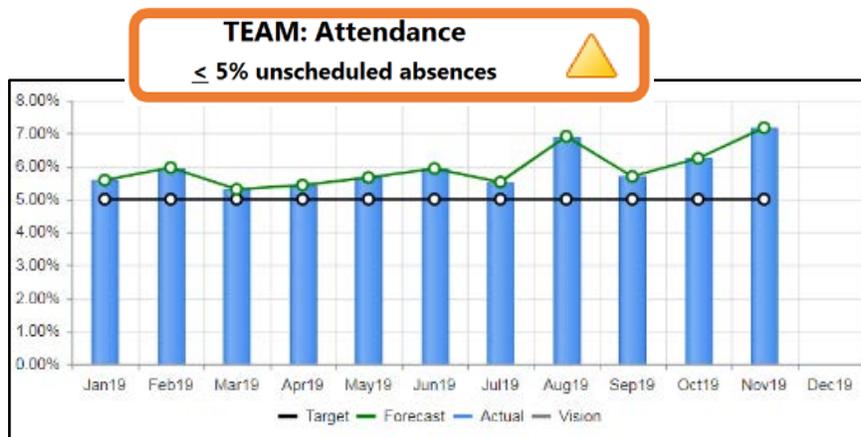


Figure 75

## IMPROVE EMPLOYEE DEVELOPMENT

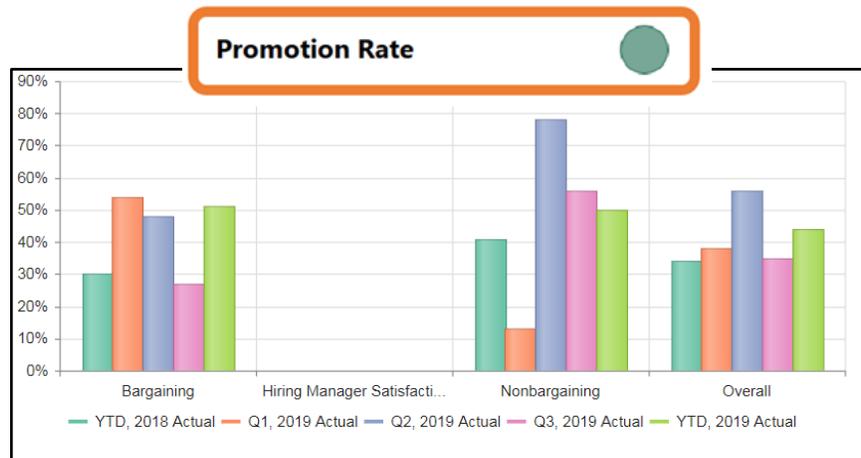


Figure 76

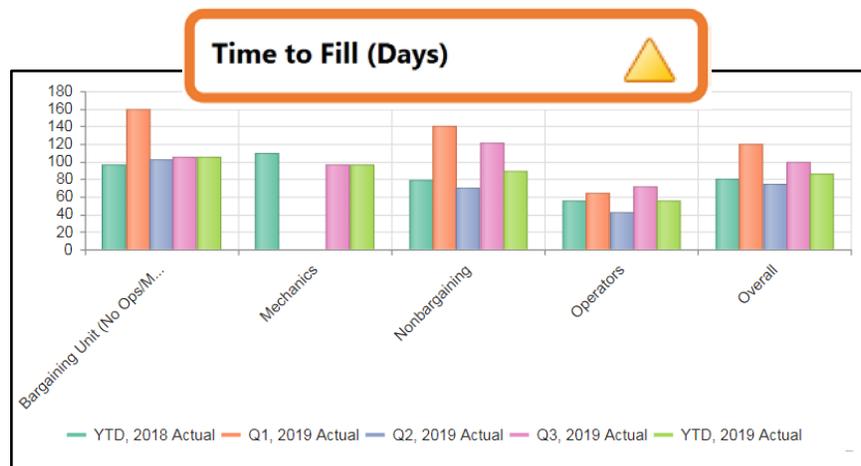


Figure 77

## IMPROVE 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. There is a clear need to support a stand-alone, dedicated program to promote, initiate, and carry forward Environmental and Sustainability Management Systems (ESMS).

In 2019, the focus was on starting the implementation of the ISO 14001: 2015 version and identifying baselines in water consumption, electricity consumption and natural gas consumption for the facilities. For 2020, the focus will be on reducing GCRTA's environmental footprint and developing partnerships to achieve our social commitments in the areas of education, food insecurity and Equity, Diversity and Inclusion.

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## IMPROVE EMPLOYEE ENGAGEMENT

GCRTA's Human Resources Division, in collaboration with multiple departments and cross functional resources, is working on several initiatives to improve employee engagement and develop employees to help meet the mission of the organization. Some of the methodologies include collection of employee feedback via pulse surveys and focus groups, as well as drivers of engagement using organizational and people development strategies.

In an effort to address pain points from previous employee engagement survey results from 2017-2018, GCRTA implemented the following engagement initiatives during 2018-2019:

- Wi-Fi enabled at work locations to give mechanics access to online materials and facilitate troubleshooting
- TED talk series
- Frontline Supervisor Development and Training Program
- Midwest Transit Leadership Exchange (MTLE)
- Labor Relations Training
- Benefits/Wellness Education-Health Fairs
- Mechanic involvement Bus Build/Bus Purchase
- Mystery Shopper Ridership Program
- Mechanic Biennial Training

In 2020, GCRTA's People Strategy (Culture & Engagement, Leadership Development & Talent Management, Continuous Improvement, Innovation & Technology, and Compliance) will deploy specific short-term plans including the development of resource groups and targeted training to help employees become better equipped to fulfill GCRTA's mission.

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## 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 12 years, the Authority has held 398 meetings, reviewed 175 different projects, and viewed 1,605 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.

## 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 2019 saw a 63% decrease in the number of survey responses compared to 2018. This is largely due to rider survey fatigue. (Figure 79)

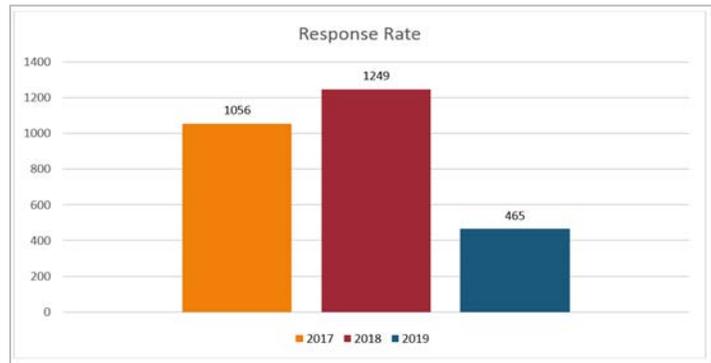


Figure 78

Overall customer satisfaction saw an increase in 2019 to 64 percent. Improvement in overall satisfaction can be inferred from the decline in customer dissatisfaction to 16 percent (from 23 percent in 2018).

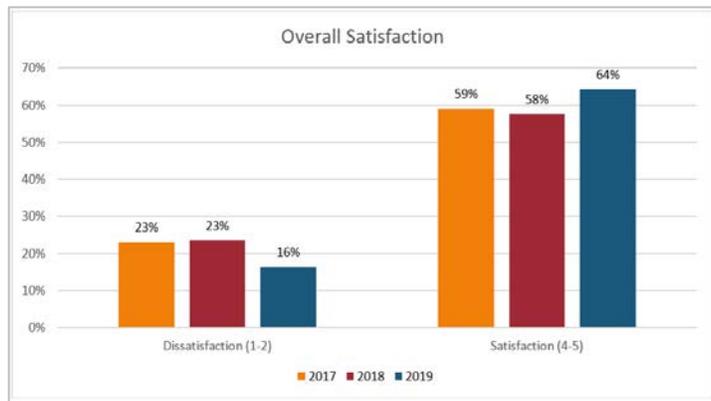


Figure 79

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 40-49 years, followed closely by those between 30-39 years and over 65 years. Unfortunately representation from riders 18-49 years old has declined.

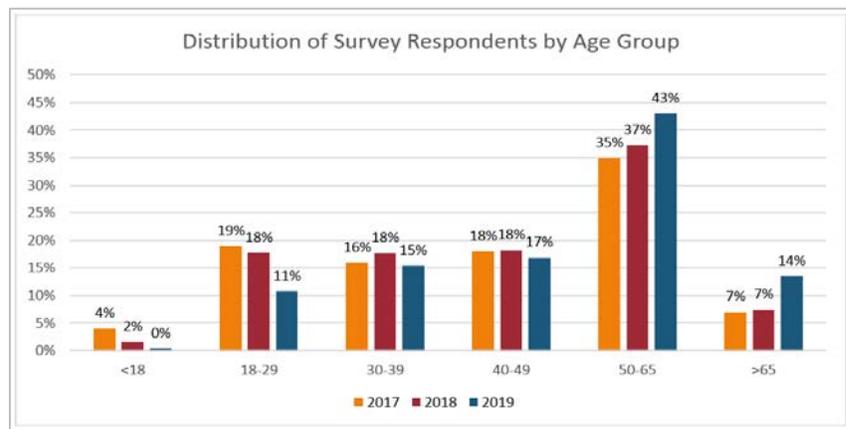


Figure 80

The top three age groups with the highest satisfaction rate were over 65 years old, 50-65 years, and those respondents between 18 and 29 years. This shows a 24 percent increase in satisfaction from 2018 by those 18 to 29 years old.

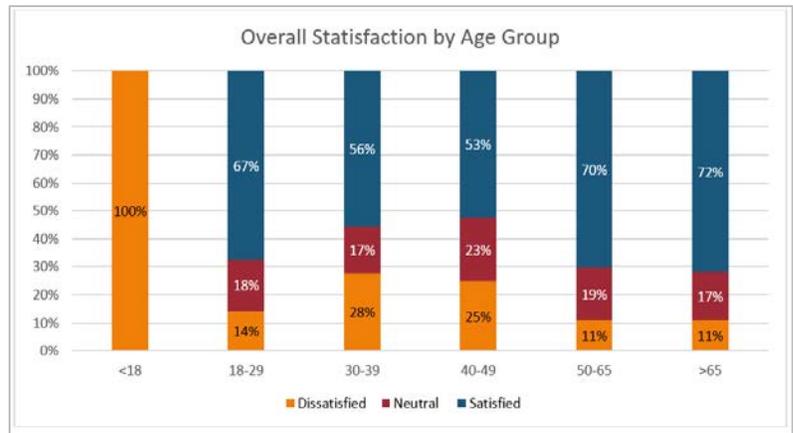


Figure 81

Respondents with the highest satisfaction rates would take the bus "often". This is closely followed by those taking the bus "very often" and "rarely". A decline in "sometimes" satisfaction can be seen when compared to 2018's 73 percent.

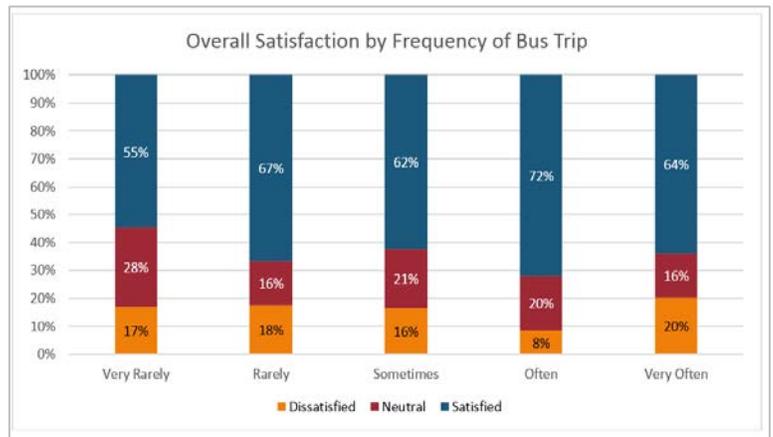


Figure 82

Respondents who rode the bus for Eat Out/Grocery continued to have the highest satisfaction at 81 percent. This was followed by those who rode for Education, at 75 percent satisfaction; then two trip purposes tied at 65 percent satisfaction: work and Lesiure/Social.

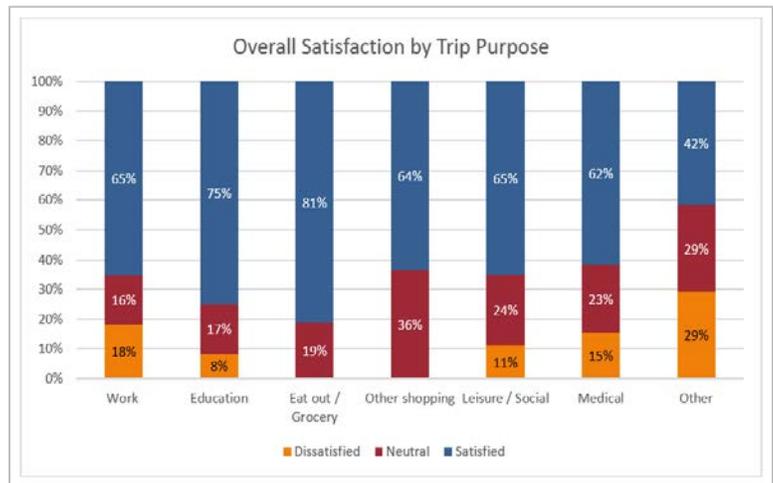


Figure 83

Overall results showed 69 percent of riders would refer RTA to a family member or friend based on their ridership experience, compared to 61 percent in 2018 and 64 percent in 2017.

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.

The results in most categories remained consistent with 2018, and have improved from 2017 in the areas of overall satisfaction, safety, comfort, and customer care.

A new ridesharing service question asked this year indicates that 94% of customers never or minimally use ridesharing services.

Areas with more than 70 percent satisfaction identified strengths as: boarding and alighting the bus (82%), bus is well driven (78%), bus drivers are helpful and professional (72%), professional appearance of bus drivers (85%), and bus helps reduce pollution (79%).

Categories with less than 50 percent satisfaction identified areas for improvement: finding out when the buses are running on schedule (36%), buses not clean (46%), obtaining information about alternative routes or schedules (30%), and agency's responsiveness to customer complaints or problems (35%).

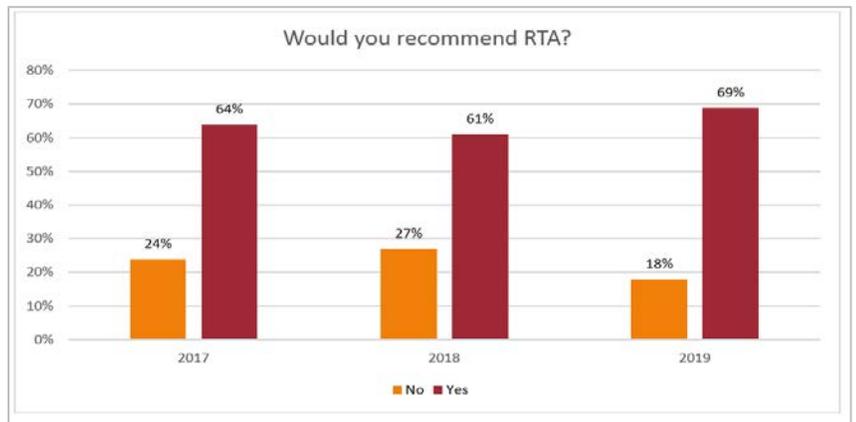


Figure 84

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