

RTA Board Retreat

December 10, 2020



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Introduction

- Becoming Outcomes Based
- Culture of Ownership
- Metrics that Matter

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Today's Agenda

- 9:00 a.m.** Opening & Introduction
- 9:25 a.m.** Why are we invested in our work at RTA?
- 11:00 a.m.** What do success outcomes look like in this year's pursuit of excellence at RTA?
- 12:30 p.m.** How will the management team work with purpose this coming year to achieve those success outcomes?
- 2:25 p.m.** Who is responsible for the delivery of those work actions and the corresponding metrics that put us on the pathway to success?
- 3:50 p.m.** Adjourn



Why are we invested in our work at RTA?



Organizational Excellence

Constructing an Organization Focused on Outcomes

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The Browns don't celebrate lifting weights.



And they don't celebrate having meetings.

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They celebrate putting points on the board!



"The strategic planning process we engaged in with TransPro really aligned our senior team around a common agenda and actionable way to measure progress. We are convinced at the JTA this was one of the core elements to our being selected as APTA Transit System of the Year in 2017."

— Nat Ford, Jacksonville Transit Authority CEO

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How Do We Accomplish Great Things?



Passion for the work



Clarity of what you're trying to achieve



A clear work plan to realize success



Unambiguous ownership of each task & process

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One of History's Greatest Success Moments



<https://vimeo.com/438152842>

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Constructing an Organization Focused on Outcomes

1. How do you define **success**?
2. What will you **do** to deliver that success?
3. What **metrics** will you track to ensure what you're doing will allow you to be successful?
4. **Who** is responsible for the delivery of those activities and the performance it enhances?

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You can have absolutely anything.
You just can't have everything.

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Path to
Organizational
Excellence:

**Customer
Experience**



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Path to
Organizational
Excellence:

Lowest Prices



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RTA can be just as successful
as other great organizations.

It just needs clarity of
the end zone...



...executives
empowered to call the
right plays...



...and measurement of the
first downs that will get us
there.



**The Journey Starts with
Clarity of Success**

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BREAK

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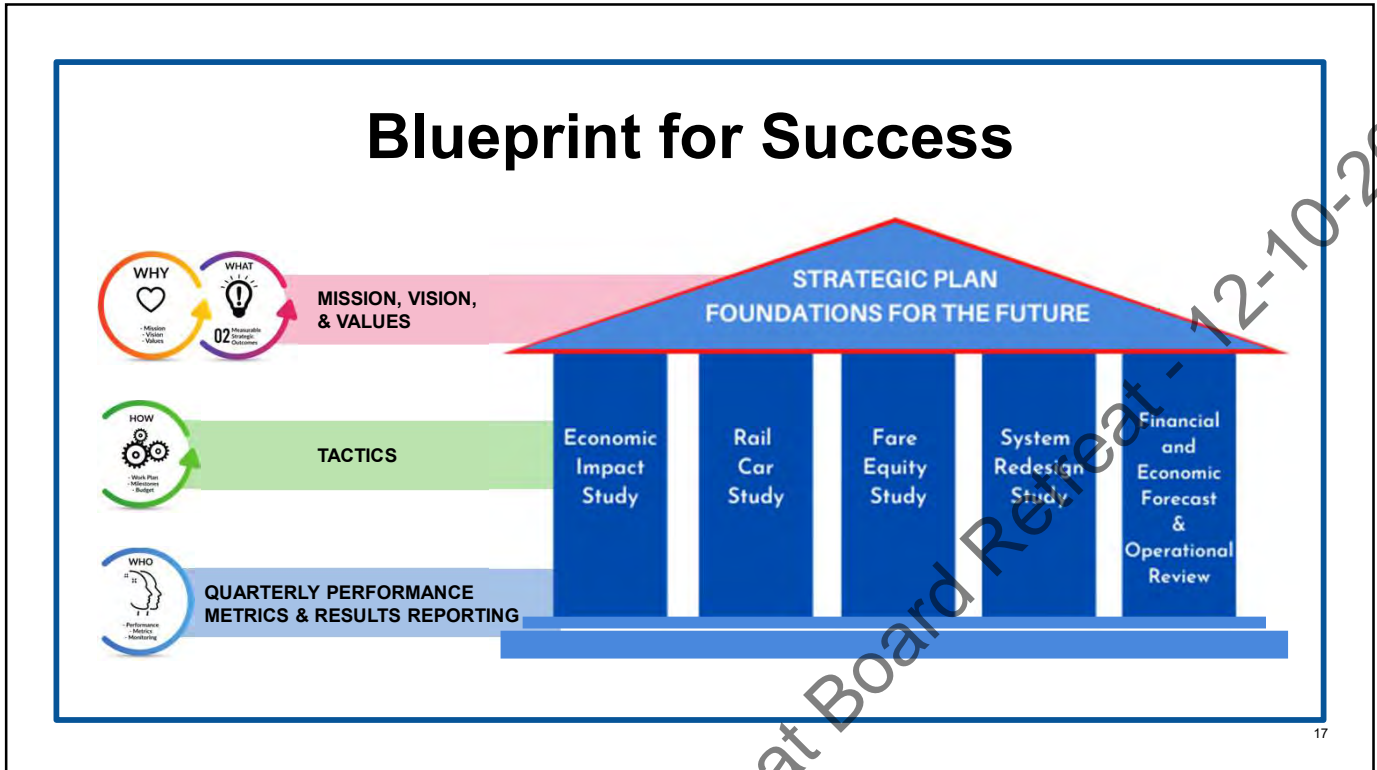
September 2019...



MUCH ACTIVITY, FEW OUTCOMES

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Mission & Vision Statements

What does success look like?

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MISSION:
We ignite opportunity by setting the world in motion.

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MISSION:

Improve people's lives with the world's best transportation.

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MISSION:

To safely connect people to places.

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Draft Presentation for Discussion at Board Retreat - 12-10-20

Sacramento



Regional Transit

MISSION:

Moving you where you want to go,
when you want to go.

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LONG BEACH
TRANSIT

MISSION:

Dedicated to connecting communities
and moving people... making everyday life better.

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VISION:

To make the best products on earth, and to leave the world better than we found it.

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DELTA

VISION:

To be the world's most trusted airline.

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VISION:

HART invites, inspires and implements sustainable and innovative transportation.

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VISION:

To deliver innovative solutions that enhance mobility and improve our community.

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Mission & Vision Statements

What Does Success Look Like?



Leading the Way	Every conversation.
Choices	Options for all.
Answers	We will deliver. Rather than be the obstacle, we will be the answer.
Empowerment	For employees, customers, and the community.
Excellence	In attitude and execution.

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Mission

Purpose, Cause, or Beliefs

WHY



- Mission
- Vision
- Values

Connecting the community.

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RTA Vision

Purpose, Cause, or Beliefs



Leading the delivery of diverse mobility solutions and community connections.

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How can we, the Board,
best align around the CEO and management team's vision?

- Clarity of Outcomes
- Empower Management Team to Determine How
- Clear, Prioritized Metrics to Monitor Progress of Success

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Aligning Around Results

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Aligning Around Results

ORGANIZATIONAL SUCCESS

Celebrating in the End Zone



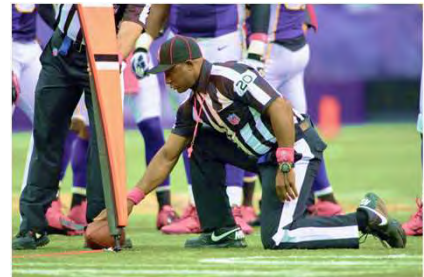
INDIVIDUAL SUCCESS

Right Player, Right Spot, Right Time



MEASUREMENT

Determining if the Activity was Successful



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Reflective Questions

When you think about a high-functioning organization — one that's committed to excellence — what characteristics are present?

What organizations come to mind?

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BREAK

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What do success outcomes look like in this year's pursuit of excellence at RTA?

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Draft Success Outcomes 2021

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RTA Success Outcomes 2021



- **Customer Experience**
Net Promoter Score: 5% improvement over baseline



- **Community Value**
Community Value Score: 10% improvement over baseline



- **Financial Sustainability**
Operating & Capital Performance: \$0 deficit for the Available Ending Balances shown on three-year budget projections, while reducing the amount of Unfunded Capital Projects by \$10 million each year



- **Employee Growth**
Employee Engagement: 10% improvement over baseline



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Best Practices Spotlight

John Lewis


CEO, Charlotte Area Transit System

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Becoming an Outcomes-Focused Organization

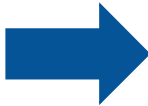
From Measuring Activities




Customer Satisfaction




Financial Stability





...to Managing Outcomes



Community Impact



Employee Success

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Components of our Success

Focus on Measurable Outcomes

Commit to Getting Better Each Quarter

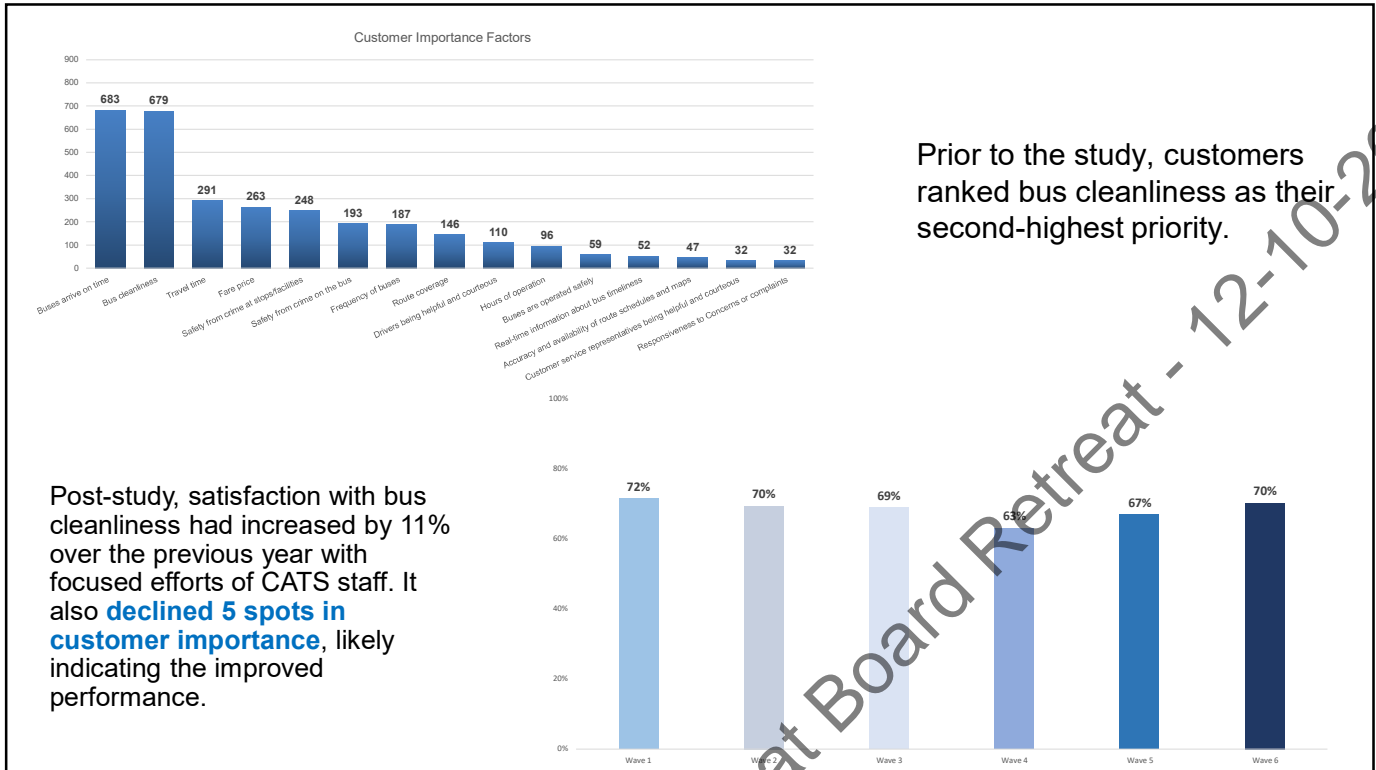
Inspire Workforce with Purposeful Work

Communicate about Outcomes

CATS TRAX FY20 Aggregate Scorecard							
Scorecard	Key Metric	Performance Goal	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Q3 2020 Score
Customer Satisfaction	Overall Customer Satisfaction	90%	82%	82%	83%	83%	83
	Overall CS Performance	50%	59%	60%	57%	59%	60
	Overall CS Trend Performance	80%	80%	80%	80%	80%	80
	Overall CS Score**	23,558,050	5,743,811	11,212,118	16,041,210	8.8	25
Financial Stability	Overall Revenue**	100%	100%	100%	100%	100%	100
	Employee Salary Percentage (EAT's Policy c80%)**	<80%	78.2%	79.2%	79.0%	79.0%	80
	High-Deductible Coverage Threshold (CAT's Policy v1.35)**	>1.35	2.61	2.62	2.38	2.38	70
	Overall Operating Cost/Revenue Ratio**	\$142.25	\$118.50	\$145.02	\$140.06	\$140.06	140
Employee Success	Overall Customer/Revenue Hour	21.0	21.3	20.8	19.2	19.2	19
	Directly Owned and Revenue**	9.2%	9.2%	9.2%	9.4%	9.4%	9.4
	Employee Engagement	80%	83%	83%	83%	83%	83
	Employee Satisfaction	80%	83%	83%	83%	83%	83
Community Impact	Customer Satisfaction with CATS Employees	80%	80%	80%	80%	80%	80
	Customer Satisfaction with Call Center Interactions	80%	80%	80%	80%	80%	80
	Economic Impact**	1.18	1.18	1.53	2.53	2.53	2.53
	Community Perception of Community Value	80%	82%	82%	82%	82%	82
Access to Key Destinations*	25%	75%	74.0%	74.0%	74.0%	74	
Jobs Created from Transit & Transit Infrastructure**	25,400	2,500	28,933	40,209	40,209	40	
Jobs Created from Transit & Transit Infrastructure**	100%	23%	13%	14%	14%	14	
Overall Performance Score							97.0

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Prior to the study, customers ranked bus cleanliness as their second-highest priority.

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Case Study: Vehicle Cleanliness

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

“We deep clean. We do the panels, the windows, seats, stainless steel. Yeah, we do that before we do the floors.”

Screenshot from "Transit Never Sleeps" video

What We Did...

Learned More

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

Focused Resources

- Enhanced training
- Process improvements
- Leveraged Field Supervisors

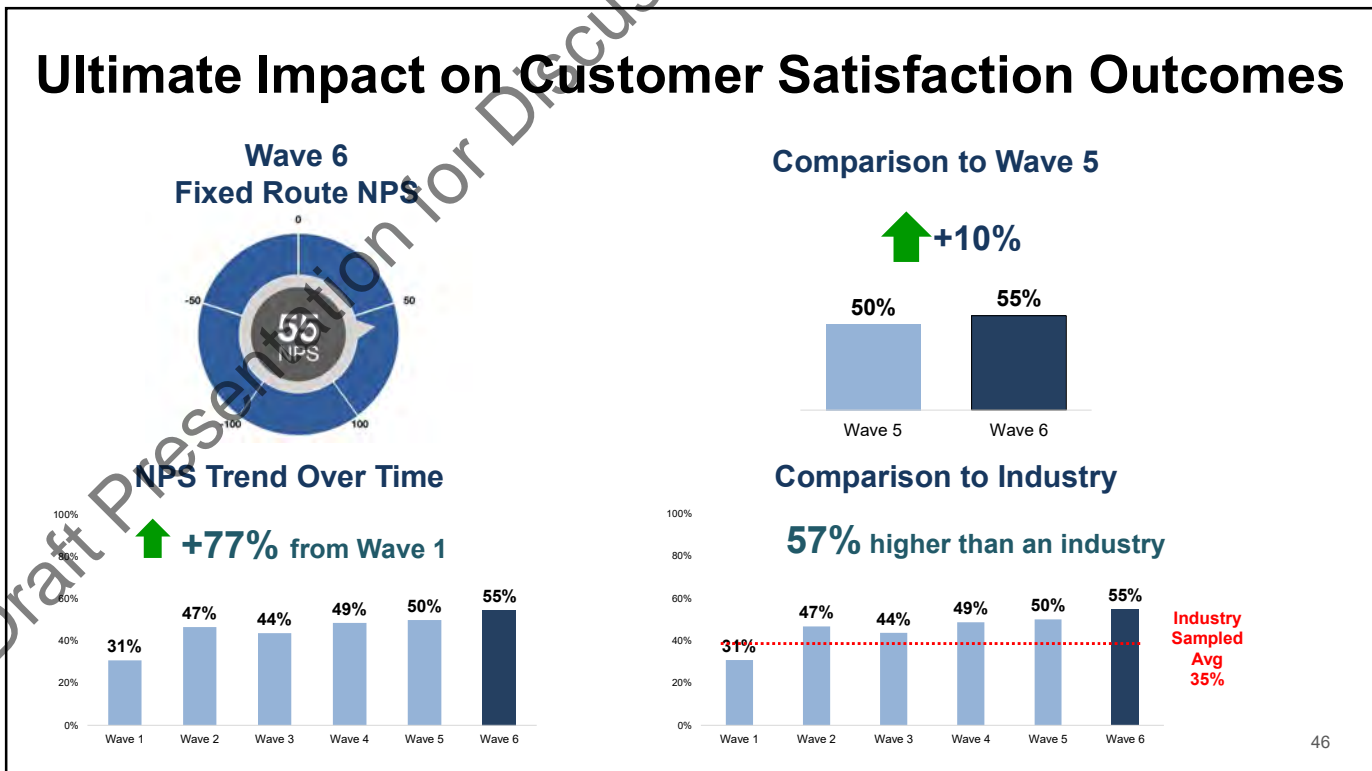
Communicated

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

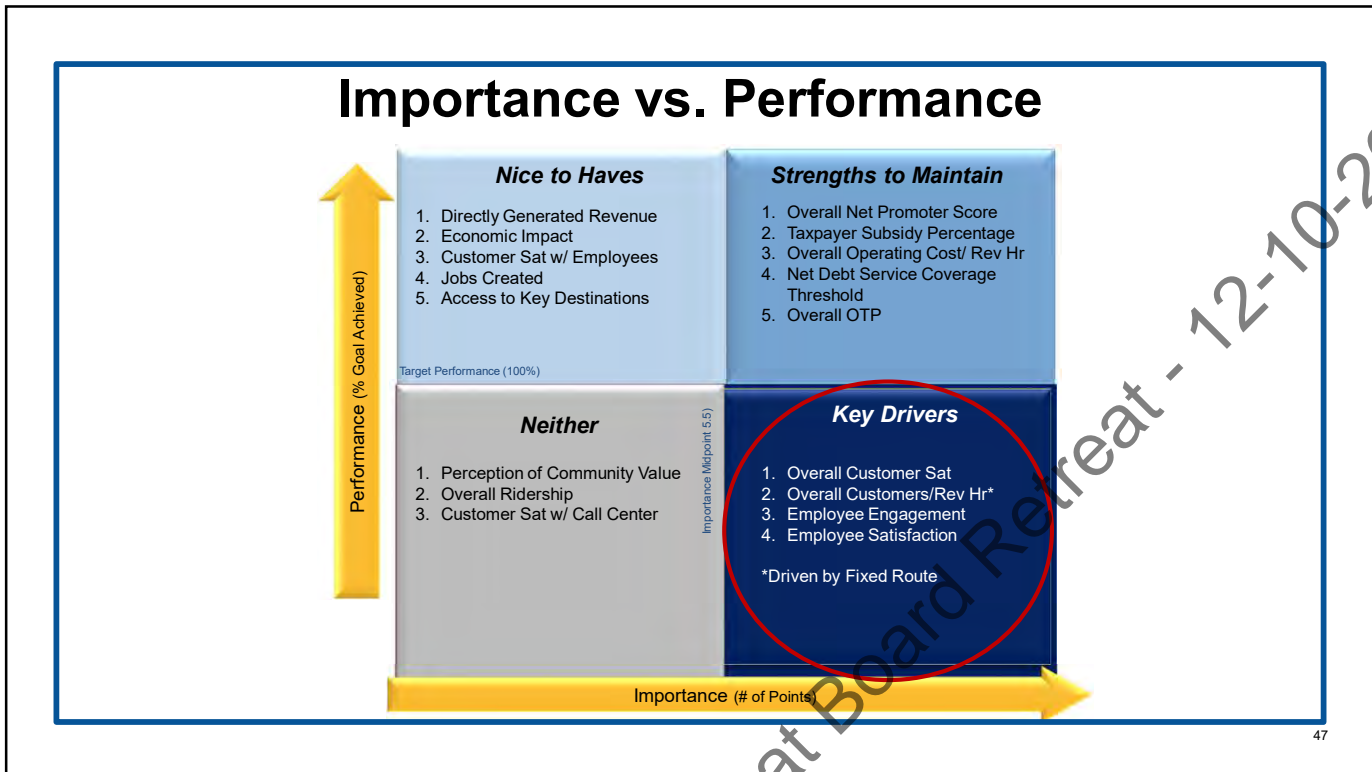
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CATS TRAX FY21 Aggregate Scorecard

Strategy	Metric	Performance Goal	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Goal Points
Customer Satisfaction	Overall Customer Satisfaction	90%					9.0
	Overall Net Promoter Score	58%					9.0
	Overall On-Time Performance	89%					7.0
	Overall Ridership**	4,606,927					3.0
	Overall Ridership**	100%					2.0
	Confidence to Return						30.0
Community Impact	Economic Impact	1.06					5.0
	Community Perception of Community Value	85%					15.0
	Customers with Access to 15-minute or Better Service	45%					5.0
	Jobs Created from Transit & Transit Infrastructure	7,650					5.0
Financial Stability	Taxpayer Subsidy Percentage, (CATS Policy <80%)**	<80%					30.0
	Net Debt Service Coverage Threshold (CATS Policy >1.15)**	>1.15					4.0
	Overall Operating Cost/Revenue Hour**	\$174.62					4.0
	Overall Customers/Revenue Hour	18.6					4.0
	Directly Generated Revenue**	4.0%					4.0
Employee Success							20.0
	Employee Engagement	80%					7.0
	Employee Satisfaction	85%					5.0
	Customer Satisfaction with CATS Employees	86%					4.0
	Customer Satisfaction with Call Center Interactions	87%					4.0
Overall Performance Score							100.0

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Rigorous Prioritization



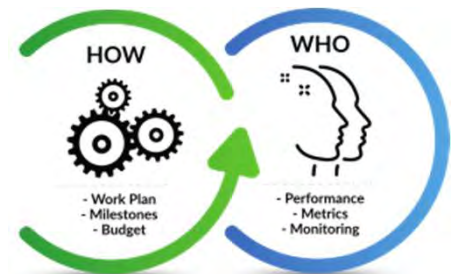
Making the Outcomes Come Alive

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Making the Outcomes Come Alive

- How we will deliver success
- Who is responsible for it
- Monitoring our progress toward these outcomes



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RTA Performance Scorecard

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Elements of a Performance Scorecard

1. Designed to Deliver Success Outcomes
2. Achievable, Challenging, Collaborative
3. Prioritized Metrics With Goals
4. Supporting Information Systems

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1 Organizational Alignment

2 Metrics That Matter

3 Ownership

4 Definitions

5 Information System

Department/Unit	Measure	2019 Actual	2020 Budget	2020 Actual	2020 Target	2020 Status	2020 Score	2020 Weight	2020 Total Score
Financial Stability	Operating Revenue	11,416,411	11,400,000	11,416,411	11,400,000	Met	100	10	100
	Operating Cost per Revenue Dollar	0.975	0.975	0.975	0.975	Met	100	10	100
	Fixed Assets Forfeiture Recovery	1,000	1,000	1,000	1,000	Met	100	1	100
	Fixed Assets Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100	
Customer Satisfaction	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	10	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	10	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	10	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	10	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	10	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	10	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	10	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	10	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	10	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	10	100
Mobility	Fixed Assets Forfeiture Recovery	1,000	1,000	1,000	1,000	Met	100	1	100
	Fixed Assets Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
Safety and Security	Fixed Assets Forfeiture Recovery	1,000	1,000	1,000	1,000	Met	100	1	100
	Fixed Assets Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
Employee Success	Fixed Assets Forfeiture Recovery	1,000	1,000	1,000	1,000	Met	100	1	100
	Fixed Assets Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100
	Customer-Customer Satisfaction	100%	100%	100%	100%	Met	100	1	100

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A GREAT scorecard...

- Inspires departments & individuals
- Creates a culture of ownership
- Builds strong teams & agencies
- Serves as a template for public reporting

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RTAget

Success Outcomes	Metric	Information System	Success Definition	Total Value
Customer Experience	Net Promoter Score	Customer Survey	5% improvement over baseline	35
Community Value	Community Value Score	Community Survey & Data	10% improvement over baseline	30
Financial Sustainability	Operating & Capital Performance	Financial Reporting	\$0 deficit for the Available Ending Balances shown on three-year budget projections while reducing the amount of Unfunded Capital Projects by \$10 million each year	25
Employee Growth	Employee Engagement	Employee Engagement Survey	10% improvement over baseline	10
OVERALL TOTAL			100	100

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Net Promoter Score

NPS poses the ultimate question:
 "How likely would you be to recommend riding TARTA to a friend or neighbor?"

DETRACTORS

0 1 2 3 4 5 6

PASSIVES

7 8

PROMOTERS

9 10

Net Promoter Score = % Promoters - % Detractors

Net Promoter Score

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Activities do not equal Outcomes



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RTA SCORECARD

Success Outcomes	Metric	FY2021 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Customer Experience	Net Promoter Score	20	↑	15	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA. Promoters are 9-10 and Detractors are 0-6.	Customer Survey	I. Birdsong
	Overall Customer Satisfaction	70%	↑	10	The % of customers who agree or strongly agree that they are satisfied with GCRTA	Customer Survey	I. Birdsong
	On-Time Performance - Impression	75%	↑	2.5	The % of customers who agree or strongly agree that service is on time	Customer Survey	F. Caver
	On-Time Performance - Actual	85%	↑	2.5	The % of actual on-time performance	Performance Data	F. Caver
	Safety - Impression	57%	↑	2.5	The % of customers who agree or strongly agree that GCRTA is safe	Customer Survey	S. King-Benford
	Safety - Actual	70%	-	2.5	The % of actual compliance with safety performance targets	Performance Data	S. King-Benford
	Customer Prioritized Metric TBD				TBD	Customer Survey	TBD
	Customer Prioritized Metric TBD				TBD	Customer Survey	TBD
TOTAL POINTS				35			
Community Value	Community Perception - Access to Service	50%	↑	7.5	The % of community that agree or strongly agree that service is accessible	Community Survey	J. Freilich
	Community Perception - Access to Employment	65%	↑	7.5	The % of community that agree or strongly agree that GCRTA serves employment centers	Community Survey	J. Freilich / M. Feke
	Community Perception - Transit Investment Occurs where Needed	50%	↑	7.5	The % of community that agree or strongly agree that transit investment occurs where needed	Community Survey	M. Schipper / J. Rusnov / M. Feke
	Ratio of Private Sector Investment to Major Capital Investment	4 to 1	↑	7.5	The ratio of private sector capital investment to GCRTA capital investment	Performance Data	M. Schipper
TOTAL POINTS				30			
Financial Sustainability	Committed Funds to Capital Fund	\$10M	-	8	Reduction of unfunded capital projects by \$10M	Financial Data	R. Gautam
	Operating Expense Covered by Own Source Revenue	15%	-	8	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)	Financial Data	R. Gautam
	Overall Operating Cost/Revenue Hour	\$178	↓	8	The operating cost per revenue hour	Performance & Financial Data	R. Gautam / F. Caver
	Overall Customers/Revenue Hour	19	↑	1	The number of customers per revenue hour	Performance & Financial Data	S. Bitto / R. Gautam
TOTAL POINTS				26			
Employee Engagement	Percent Employees Agree - Supervisor Invested in Growth and Success	5%	↑	1.75	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success	Employee Survey	G. Fields
	Percent Employees Agree - Understand Vision and Direction	10%	↑	1.50	The % of employees that agree or strongly agree that they understand the vision and direction of GCRTA	Employee Survey	I. Birdsong / G. Fields
	Percent Employees Agree - Understand How Performance Linked to Organization Success	20%	↑	1.50	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey	I. Birdsong / G. Fields
	Percent Employees - Found Training Valuable	65%	↑	1.75	The % of employees that agree or strongly agree that training is valuable	Employee Survey	G. Fields
	Hours of Training per Employee	5%	↑	1.75	The % increase in annual training hours per employee group	Performance Data	G. Fields
	Workforce Net Promoter Score	5	↑	1.75	% Promoters minus % Detractors that recommend GCRTA as a place to work	Employee Survey	G. Fields
TOTAL POINTS				10			
OVERALL PERFORMANCE SCORE				100			

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*How will the management team
work with purpose this coming year
to achieve our success outcomes?*

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WORKING LUNCH:
RTA Leadership Team Presentations

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Human Resources

George Fields

Deputy General Manager

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Success Outcomes	Metric	Human Resources			Definition	Information System	Owner
		FY2021 Performance Goals	Objective	Goal Points			
Customer Experience	Customer Perception of Employees	30%	↑	20	The % of employees viewed favorably by our customers	Customer Survey	Sandy Strack
	Internal Net Promoter Score	15	↑	10	The Net Promoter Score of HR functions as rated by GCRTA employees	Employee Survey	Sandy Strack
	TOTAL POINTS				30		
Community Value	Workforce Development Partnerships	25%	↑	2	The % of GCRTA employees hired through workforce development partnerships rated highly effective by their supervisor	Performance Data	Liz Jaszczak
	Training and Recruitment	20%	↑	2	The % of GCRTA employees hired from the community rated highly effective by their supervisor	Performance Data	Liz Jaszczak
	Community Perception of GCRTA Employees	20%	↑	2	The % of GCRTA employees viewed favorably by our community	Community Survey	Sandy Strack
TOTAL POINTS				6			
Financial Sustainability	Healthcare Cost Containment	5%	—	4	Cost per employee per month not to exceed 5% above the Mercer Benchmark.	Performance Data	Scott Ferraro
	Wellness Incentive Participation	5%	↑	3	The % increase in participation in wellness incentive programs	Participation Data	Scott Ferraro
	Budget Adherence	\$7M	—	4	Division functions delivered within budget	Financial Data	George Fields
TOTAL POINTS				11			
Employee Engagement	Division Employees Agree - Supervisor Invested in Growth and Success	5%	↑	3	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success	Employee Survey	Wendy Talley
	Division Employees Agree - Understand Vision and Direction	10%	↑	5	The % of employees that agree or strongly agree that they understand the Vision and Direction of GCRTA	Employee Survey	George Fields
	Division Employees Agree - Understand How Performance Linked to Organization Success	20%	↑	5	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success.	Employee Survey	George Fields
	Workforce Net Promoter Score	5	↑	5	% Promoters minus % Detractors that recommend Division as a place to work	Employee Survey	Wendy Talley
	Performance Review	75%	—	3	The % of Supervisors who complete employee reviews in a timely manner	Performance Data	Liz Jaszczak
	Hours of Training per Employee Group	5%	↑	3	The % increase in annual training hours per employee group	Performance Data	Wendy Talley
	Voluntary Training - Participation	5%	↑	3	The % of bargaining unit employees who engage in voluntary training sessions	Performance Data	Wendy Talley
	Voluntary Training - Found Valuable	65%	↑	5	The % of employees that agree or strongly agree that training is valuable	Employee Survey	Wendy Talley
	Mandatory Training - Participation	95%	↑	6	The % of bargaining unit employees who engage in mandatory training sessions	Performance Data	Wendy Talley
	Mandatory Training - Found Valuable	65%	↑	5	The % of employees that agree or strongly agree that training is valuable	Employee Survey	Wendy Talley
Percent of Engaged Employees	30%	↑	10	The % of employees who believe they are actively engaged in delivering the mission of GCRTA	Employee Survey	Wendy Talley	
TOTAL POINTS				63			
OVERALL PERFORMANCE SCORE				100			

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Focused on Outcomes

Activity	Result(s)	Linkages
Develop and implement training and communication strategy to adopt Mission, Vision, Values.	<p>Increase the % of employees that agree or strongly agree that they understand the Vision and Direction of GCRTA.</p> <p>Increase the % of employees who are actively engaged in delivering the mission of GCRTA.</p>	<p>Success Outcome(s): Employee Engagement, Community Value</p>
Expand the use of technology (i.e. M365/ TEAMS, Oracle) to close the communications gap between employees at Main Office and operating districts.	<p>Increase the % of employees who are actively engaged in delivering the mission of GCRTA.</p>	<p>Strategic Plan: Engage with Emerging Technology, Data, and New Mobility (Technological Innovation)</p> <p>Success Outcome(s): Employee Engagement</p>

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Focused on Outcomes

Activity	Result(s)	Linkages
<p>Implement the Community Training and Development Jobs Hub (Cuyahoga Community College partnership)</p> <p>Develop regional training partners to serve learning for all work segments: NOACA, Ohio Turnpike, Cleveland State University</p>	<p>Increase the % of employees hired through workforce development partnerships rated highly effective by their supervisor.</p>	<p>Strategic Plan: Partner to Support Vibrant Communities and Access to Job Centers</p> <p>Success Outcome(s): Community Value, Employee Engagement, Financial Sustainability</p>
Continue training for Internal Customer Service Learning Strategy	<p>Increase the % of employees viewed favorably by internal and external customers</p> <p>Increase the Net Promoter Score of HR functions as rated by GCRTA employees</p>	<p>Success Outcome(s): Customer Experience, Employee Engagement</p>

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Marketing & Communications

Stephen Bitto
Executive Director

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Success Outcomes	Metric	FY2021 Performance Objective			Definition	Information System	Owner
		Goals	Objective	Points			
Customer Experience	Customer Satisfaction with Quality of Communication	60%	↑	4	% of customers who agree or strongly agree that they are satisfied with quality of communication	Customer Survey	Steve Bitto
	Customer Understanding - Benefits of Service Enhancements	25%	↑	4	% of customers who agree or strongly agree that they repeat GCRTA messaging to others	Customer Survey	Kristie Cox
	Customer Understanding - Available Routes and Transit Access Points	20%	↑	4	% of customers who agree or strongly agree that they are confident navigating GCRTA system	Customer Survey, Ridership Data	Erica Tucker
	Customer Complaint Resolution	50%	↑	4	% of customers who agree or strongly agree that they are satisfied with the complaint resolution process	Customer Contact Data	Kristie Cox
	On-Time Performance - Impression	75%	↑	4	% of customers who agree or strongly agree that service is on time	Customer Survey	Elizabeth Castelucci
	Safety - Impression	57%	↑	4	% customers who agree or strongly agree that service is safe	Customer Survey	Steve Bitto
	Internal Net Promoter Score	15	↑	14	Net Promoter Score of communications and marketing functions as rated by GCRTA employees	Employee Survey	Steve Bitto
	TOTAL POINTS				38		
Community Value	Community Perception - Access to Service	50%	↑	5	% of community who agree or strongly agree that service is accessible	Community Survey, Social Media Engagement	Kristie Cox
	Community Perception - Access to Employment	65%	↑	5	% of community who agree or strongly agree that GCRTA serves employment centers	Community Survey	Kristie Cox
	Community Perception - Transit Investment Occurs where Needed	50%	↑	5	% of community that agree or strongly agree that transit investment occurs where needed	Community Survey, Social Media Engagement	Steve Bitto
	Community Perception - Events/Engagements	50%	-	3	% of community that agrees GCRTA is a good community partner	Community Survey, Social Media Engagement	Erica Tucker
	Community Perception - Brand	50%	↑	6	% of community with positive brand recognition of GCRTA	Community Survey	Steve Bitto
	Online Engagement	2%	↑	3	Engagement on social media posts and traffic to website and social profiles	Actions & Impressions on Website and Social Profiles	Elizabeth Castelucci
Earned Media Value	10M	↑	3	Average number of positive impressions generated from Marketing content per year	Earned Media Valuation Data	Linda Krecic	
TOTAL POINTS				30			
Financial Sustainability	Operating Expense Covered by Own Source Revenue	15%	-	5.5	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)	Financial Data	Steve Bitto
	Ridership	19	↑	1	The number of customers per revenue hour	Performance Data	Steve Bitto
	Budget Adherence	\$2M	-	5.5	Division functions delivered within budget	Financial Data	Steve Bitto
TOTAL POINTS				12			
Employee Engagement	Percent of Employees Who Feel that Leadership is Invested in Keeping them Informed	25%	↑	8	The % of Agency employees that, as a result of new communications, trust in leadership to share important information	Employee Survey	Steve Bitto
	Employee Perception of Access to New Information	25%	↑	3	The % of Agency employees that feel they have a sufficient number of access points to learn new information, and that the information they're receiving is high quality	Employee Survey	Kristie Cox
	Employee Understanding of New GCRTA Communications	25%	↑	3	The % of Agency employees that show full understanding of new means of communications	Employee Survey, Performance Data	Elizabeth Castelucci
	Division Employees Understand Vision and Direction	10%	↑	1	The % of Division employees that agree or strongly agree that they understand the vision and direction of GCRTA.	Employee Survey	Erica Tucker
	Division Employees Understand How Performance Linked to Organization Success	20%	↑	1	The % of Division employees that agree or strongly agree that they understand how their performance contributes to organizational success.	Employee Survey, Performance Data	Steve Bitto
	Workforce Net Promoter Score	5	↑	1	% Promoters minus % Detractors that recommend Division as a place to work	Employee Survey	Steve Bitto
	Percent of Employees Found Communications Valuable	40%	↑	3	The % of Agency employees that feel GCRTA is giving them the right information at the right times and not serving irrelevant messages	Employee Survey	Kristie Cox
TOTAL POINTS				20			
OVERALL PERFORMANCE SCORE				100			

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Focused on Outcomes

Activity	Result(s)	Linkages
Customer Directed Communication Plan - New Service Design - Transit Benefits - Safety/Security	Increased Ridership - Strengthen existing relationships - Attract new customers	Success Outcome: Customer Experience System Redesign
Community Directed Communication Plan - On-Line Engagement - Earned Media Impressions	Enhanced awareness of RTA's benefit to the community	Success Outcome: Community Value Economic Impact Rail Car Replacement
Enhance employee awareness of career opportunities at RTA	Increase in the number of employees that apply for and receive promotions	Success Outcome: Employee Engagement

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Engineering & Project Management

Michael Schipper, P.E.

Deputy General Manager

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Division Scorecard

RTA <i>get</i>							
Engineering and Project Management							
Success Outcomes	Metric	FY2021 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Customer Experience	Annual Goal for Rail Car Replacement Fund	\$20M	—	10	Appropriated or obligated funding for rail car replacement fund secured in the program year	Performance Data	Michael Schipper
	Completion of Annual Work Program	\$25M	—	15	Total value of the design and construction contracts approved by the Board of Trustees.	Performance Data	Joseph Shaffer
	Benefit and Value of Capital Program Investments - Impression	20%	↑	5	% of customers who have a positive impression of capital program investments (recently completed projects)	Customer Survey	Maribeth Feke
	Capital Program Project Schedule Adherence	80%	—	5	% of capital projects (budget ≥ \$1M) that are on schedule	Performance Data	Joseph Shaffer
TOTAL POINTS				35			
Community Value	Economic Impact of Capital Program - Impression	20%	↑	10	% of community that has a positive perception of the economic impact of the capital program	Customer Survey	Joseph Shaffer
	Economic Impact of Capital Program - Actual	3 to 1	↑	10	The actual economic impact of major capital projects (budget ≥ \$1M)	Economic Impact Study	Maribeth Feke
	Social Mobility Initiative - Impression	20%	↑	10	% of community that agrees or strongly agrees that GCRTA provides service that supports quality of life and social needs	Customer Survey	Maribeth Feke
TOTAL POINTS				30			
Financial Sustainability	Competitive Grants Awarded Towards Annual Goal for Prioritized Capital Projects	\$25M	—	15	Annual goal for competitive grants awarded for prioritized capital projects in the program year	Financial Data	Michael Schipper
	Change Orders on Major Projects	<5%	—	10	Achievement of under 5% change orders for major capital projects	Performance Data	Joseph Shaffer
TOTAL POINTS				25			
Employee Engagement	Division Employees Agree - Supervisor Invested in Growth and Success	5%	↑	2	% of Division employees that agree or strongly agree that their Supervisor is invested in their growth and success	Employee Survey	Michael Schipper
	Division Employees Agree - Understand Vision and Direction	10%	↑	2	% of Division employees that agree or strongly agree that they understand the vision and direction of GCRTA and the Engineering & Project Management Division	Employee Survey	Brian Temming
	Division Employees Agree - Understand How Performance Linked to Organization Success	20%	↑	2	% of Division employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey	Joseph Shaffer
	Workforce Net Promoter Score	5	↑	2	% Promoters minus % Detractors that recommend Division as a place to work	Employee Survey	Maribeth Feke
	Division Employees Understand Benefits of Capital Program	80%	—	2	% of Division employees that agree or strongly agree that they understand the benefits of the capital program	Employee Survey	Michael Schipper
TOTAL POINTS				10			
OVERALL PERFORMANCE SCORE				100			

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Focused on Outcomes

Activity	Result(s)	Linkages
Continue to apply aggressively for federal, state, and local grants.	Obtain \$25 million of competitive grant awards to support the Capital Improvement Program. Increase Rail Car Funding by \$20 million.	<u>Pillar Study:</u> GCP Efficiency Study & Operational Review, Rail Car Study <u>Strategic Plan:</u> Address Funding Challenges, Passenger Safety & Comfort <u>Success Outcomes:</u> Financial Sustainability, Customer Experience
Completion of the Annual Capital Improvement Program Work Program on time and under budget.	Board award of > \$25 million of contracts. For contracts larger than \$1 million have 80% complete on schedule with < 5% change orders.	<u>Pillar Study:</u> Economic Impact Study <u>Strategic Plan:</u> Passenger Safety & Comfort <u>Success Outcomes:</u> Customer Experience, Community Value, Financial Sustainability

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Focused on Outcomes

Activity	Result(s)	Linkages
Continue to advocate for funding needs and solutions among local, state, and federal partners.	Maintain and/or increase transit funding in the ODOT and State of Ohio biennium budget. Increased transit funding in the re-authorization of the FAST-Act.	<u>Pillar Study:</u> GCP Efficiency Study & Operational Review <u>Strategic Plan:</u> Address Funding Challenges <u>Success Outcomes:</u> Financial Sustainability
West 25 th Street Priority Corridor	Complete the TOD study. Begin preserving ROW and progressing toward funding and design of BRT.	<u>Pillar Study:</u> Economic Impact Study <u>Strategic Plan:</u> Priority Corridors, Improve Where and When Buses Travel <u>Success Outcomes:</u> Customer Experience, Community Value

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Finance & Administration

Rajan Gautam
Deputy General Manager

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Division Scorecard		RTA <i>get</i>						
		Finance and Administration						
Success Outcomes	Metric	FY2021 Performance Goals	Objective	Goal Points	Definition	Information System	Owner	
Customer Experience	Financial Management - Customer Perception	20%	↑	15	% of customers that agrees or strongly agrees that GCRTA manages financial resources well	Customer Survey	Carl Kirkland	
	Internal Net Promoter Score	15	↑	15	The Net Promoter Score of Finance and Administration functions as rated by GCRTA employees	Employee Survey	Scott Uhas	
	TOTAL POINTS				30			
Community Value	Financial Management - Community Perception	15%	↑	5	% of community that agrees or strongly agrees that GCRTA manages financial resources well	Community Survey	Craig Wiehe	
	TOTAL POINTS				5			
Financial Sustainability	Committed Funds to Capital Fund Goal	\$10M	—	10	Reduction of the unfunded capital projects by \$10M	Financial Data	Kay Sutula	
	Operating Expense Covered by Own Source Revenue	15%	—	10	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)	Financial Data	Kay Sutula/John Togher	
	One-Month Operating Reserve	\$20M	—	5	Maintain balance of 1 month operating reserve	Financial Data	Kay Sutula	
	Three-Year Net Position	\$20M	—	5	Minimum of 1 month operating reserve on the rolling 3-year basis	Financial Data	Kay Sutula	
	Accounts Receivable Aging	10%	↓	5	% reduction in 90 days due in accounts receivable aging report	Financial Data	John Togher	
	Budget Adherence	\$13M	—	10	Division functions delivered under budget	Financial Data	Kay Sutula	
	TOTAL POINTS				45			
Employee Engagement	Division Employees Agree Supervisor Invested in Growth and Success	5%	↑	5	% of employees that agree or strongly agree that their supervisor invested in their growth and success	Employee Survey	Melinda Dangelo	
	Division Employees Understand Vision and Direction of GCRTA	10%	↑	5	% of employees that agree or strongly agree that they understand the vision and direction of GCRTA	Employee Survey	Melinda Dangelo	
	Division Employees Understand How Performance Linked to Organizational Success	20%	↑	5	% of employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey	Melinda Dangelo	
	Workforce Net Promoter Score	5	↑	5	% Promoters minus % Detractors that recommend Division as a place to work	Employee Survey	Melinda Dangelo	
	TOTAL POINTS				20			
OVERALL PERFORMANCE SCORE					100			

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Focused on Outcomes

Activity	Result(s)	Linkages
From Strategic Plan: Railcar Replacement	Invest in the future, address state of good repair; move closer to arrival of new fleet, closer to lower maintenance cost, and closer to increased reliability and customer experience.	Rail Car Study
From Strategic Plan: Capital Project Funding	Reduce the balance of capital projects for which funding has not been identified. Taking a measured approach to reduce the amount of total Unfunded Projects by \$10 million each year.	<u>Pillar Study:</u> GCP Study <u>Success Outcomes:</u> Customer Experience, Community Value, & Financial Sustainability
Three-Year net position	Maintain a minimum of 1 month operating reserve for each year on a rolling 3-year basis.	<u>Success Outcome:</u> Financial Sustainability

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BREAK

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Operations

Floun'say Caver, PhD
Chief Operating Officer

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Division Scorecard	Operations							
	Success Outcomes	Metric	FY2021 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
	Customer Experience	Net Promoter Score		20	↑	15	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA, Promoters are 9-10 and Detractors are 0-6.	Customer Survey
On-Time Performance - Actual			85%	↑	5	The % of actual on-time performance	Performance Data	A. Richardson
On-Time Performance - Impression			75%	↑	5	The % of customers agree or strongly agree that service is on time	Customer Survey	A. Richardson
Vehicle Cleanliness - Impression			35%	↑	5	The % of customers with positive or very positive perception of vehicle cleanliness	Customer Survey	S. Thompson
Operator Courtesy - Impression			30%	↑	5	The % of customers with positive or very positive impression operator courtesy	Customer Survey	N. Biggar
Customer Priority Metric TBD						Metric determined following customer satisfaction prioritization	Customer Survey	
Customer Priority Metric TBD						Metric determined following customer satisfaction prioritization	Customer Survey	
Customer Priority Metric TBD						Metric determined following customer satisfaction prioritization	Customer Survey	
TOTAL POINTS					35			
Community Value	Community Perception - Access to Service		50%	↑	3	The % of community who agree or strongly agree that service is accessible	Community Survey	J. Freilich
	Community Perception - Access to Employment		65%	↑	3	The % of community who agree or strongly agree that GCRTA serves employment centers	Community Survey	J. Freilich
	Community Perception - Transit Investment Occurs Where Needed		50%	↑	3	The % of community that agree or strongly agree that transit investment occurs where needed	Community Survey	J. Freilich
	TOTAL POINTS					9		
Financial Sustainability	Operator Labor Costs		2%	↓	12	The % below budget of total operator labor costs	Financial Data	J. Freilich
	Budget Adherence		\$214M	—	6	Division functions delivered within budget	Financial Data	F. Caver
	Overall Operating Cost/Revenue Hour		\$178	↓	6	Operating cost per revenue hour	Performance and Financial Data	F. Caver
	Overall Customers/Revenue Hour		19	↑	1	Customers per revenue hour	Performance and Financial Data	F. Caver
	Overall Operating Cost/Trip		\$14	↓	6	Operating cost per trip	Performance and Financial Data	F. Caver
	TOTAL POINTS					31		
Employee Engagement	Division Employees Agree - Supervisor Invested in Growth and Success		5%	↑	5	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success.	Employee Survey	M. Rodriguez
	Division Employees Agree - Understand Vision and Direction		10%	↑	5	The % of employees that agree or strongly agree that they understand the vision and direction of GCRTA	Employee Survey	M. Rodriguez
	Division Employees Agree - Understand How Performance Linked to Organization Success		20%	↑	5	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey	M. Rodriguez
	Workforce Net Promoter Score		5	↑	5	% Promoters minus % Detractors that recommend Division as place to work	Employee Survey	M. Rodriguez
	Hours of Training per Employee		20	—	5	The hours of training per employee at or above a determined target, excluding new operators	Performance Data	M. Rodriguez
	TOTAL POINTS					25		
OVERALL PERFORMANCE SCORE					100			

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Focused on Outcomes

Activity	Result(s)	Linkages
From Strategic Plan: Implement Current Funding System Redesign	Reduced aggregate travel times; reduced travel times on urban corridors, improved job, health, and education access; improved customer experience.	<u>Pillar Study</u> : System Redesign <u>Strategic Plan</u> : Improve Where & When Buses Travel <u>Success Outcomes</u> : Customer Experience, Community Value
From Strategic Plan: Advance Railcar Replacement; Select Car Builder by fall 2021	Invest in the future, address state of good repair; move closer to arrival of new fleet, closer to lower maintenance cost, and closer to increased reliability and customer experience.	<u>Pillar Study</u> : Railcar Replacement, GCP <u>Strategic Plan</u> : Improve Passenger Safety & Comfort <u>Success Outcomes</u> : Customer Experience, Community Value, & Financial Sustainability
From Strategic Plan: Enhance Cleaning Protocols to address COVID-19	Improved passenger comfort to resume or continue riding during and after COVID-19 pandemic.	<u>Strategic Plan</u> : Improve Customer Safety & Comfort <u>Success Outcome</u> : Customer Experience
Improve Paratransit Service	Improved customer experience; improved transit access and equity	<u>Strategic Plan</u> : Improve Where & When Buses Travel <u>Success Outcome</u> : Customer Experience

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Legal Affairs

Sheryl King Benford

General Counsel

Deputy General Manager

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Division Scorecard	Legal Affairs							
	Success Outcomes	Metric	FY2021 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Customer Experience	Safety - Perception		25%	↓	5	The % decrease in complaints filed with the City of Cleveland Department of Public Health	Public Records Request	Steve Peganoff
	Safety - Actual		70%	↑	5	The % compliance with safety performance targets	Performance Data	Steve Peganoff
	Interact/Net Promoter Score		15	↑	15	The Net Promoter Score of Legal Affairs functions as rated by GCRTA employees	Employee Survey	Sheryl King Benford
	Equal Opportunity Complaint Resolution - Perception		50%	↑	5	The % customer perception of satisfaction with complaint resolution by OEO	Customer Survey	Felicia Brooks-Williams
	Equal Opportunity Complaint Resolution - Actual		75%	↑	5	The % of actual customer complaint resolution by OEO	Performance Data	Felicia Brooks-Williams
	TOTAL POINTS					35		
Community Value	Community Perception of Safety		50%	↑	15	The % of community who agree or strongly agree that GCRTA is safe	Community Survey	Steve Pagonoff
	TOTAL POINTS					15		
Financial Sustainability	Claims Resolution Efficiency (3rd Party) - Actual	\$1.1M		↑	2.5	Total dollar amount of 3rd party claims delivered within budget	Performance Data	Kathryn Porcella
	Claims Resolution Efficiency (3rd Party) - Perception		50%	↑	2.5	The % of employees that agree or strongly agree that they are provided with tools that allow for maximum efficiency in 3rd party claims resolution	Employee Survey	Kathryn Porcella
	Claims Resolution Efficiency (Workers' Compensation) - Actual	\$1.6M		↑	2.5	Total dollar amount of workers' compensation claims delivered within budget	Performance Data	Judy Lincoln
	Claims Resolution Efficiency (Workers' Compensation) - Perception		50%	↑	2.5	The % of employees that agree or strongly agree that they are provided with tools that allow for maximum efficiency in workers' comp claims resolution	Employee Survey	Judy Lincoln
	Insurance Premium Costs		5	—	5	Achieve an average score of 5 by maintaining insurance premium costs at or below industry benchmarks across the three lines of coverage	Financial Data	Judy Lincoln
	Budget Adherence	\$9M		—	5	Division functions delivered within budget	Financial Data	Sheryl King Benford
TOTAL POINTS					20			
Employee Engagement	Employee Safety - Perception		50%	↑	5	The % of employees that agree or strongly agree that GCRTA provides a safe and secure place to work.	Employee Survey	Steve Peganoff
	Safety - Actual		6%	↓	5	The % decrease in number of employee injuries	Performance Data	Steve Peganoff
	Division Employees Agree - Supervisor Invested in Growth and Success		5%	↑	5	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success.	Employee Survey	Office Manager
	Division Employees - Understand Vision and Direction		10%	↑	5	The % of employees that agree or strongly agree that they understand the vision and direction of GCRTA.	Employee Survey	Office Manager
	Division Employees - Understand How Performance Linked to Organization Success		20%	↑	5	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success.	Employee Survey	Office Manager
	Workforce Net Promoter Score		5	↑	5	% Promoters minus % Detractors that recommend the Division as place to work	Employee Survey	Office Manager
TOTAL POINTS					30			
OVERALL PERFORMANCE SCORE					100			

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Focused on Outcomes

Activity	Result(s)	Linkages
Implement PTASP with performance targets	Reduced occupational Injury Rate	Safety Management Systems (SMS) Success Outcomes: Financial Sustainability, Customer Experience
Implement PTASP with performance targets	Reduced Third-Party Claims	Safety Management Systems (SMS) Success Outcome: Financial Sustainability
Resolve Claims (Workers Compensation & Third-Party)	Claims Resolved Timely, Fairly and Within Budget	Success Outcome: Financial Sustainability

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Internal Audit

Anthony Garofoli
Executive Director

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2021 Audit Plan

"The chief audit executive must establish risk-based plans to determine the priorities of the internal audit activity, consistent with the organization's goals."

- *International Standards for the Professional Practice of Internal Auditing*

- Prioritization of Workplans
 - Expectations of key stakeholders
 - Risks to achievement of strategic and business objectives
 - Professional requirements in delivering assurance and advisory services
- Adaptability to changing strategic risks
 - Budgeting for emerging issues and special requests
- Continued development of the continuous auditing program, leveraging technology and big data systems

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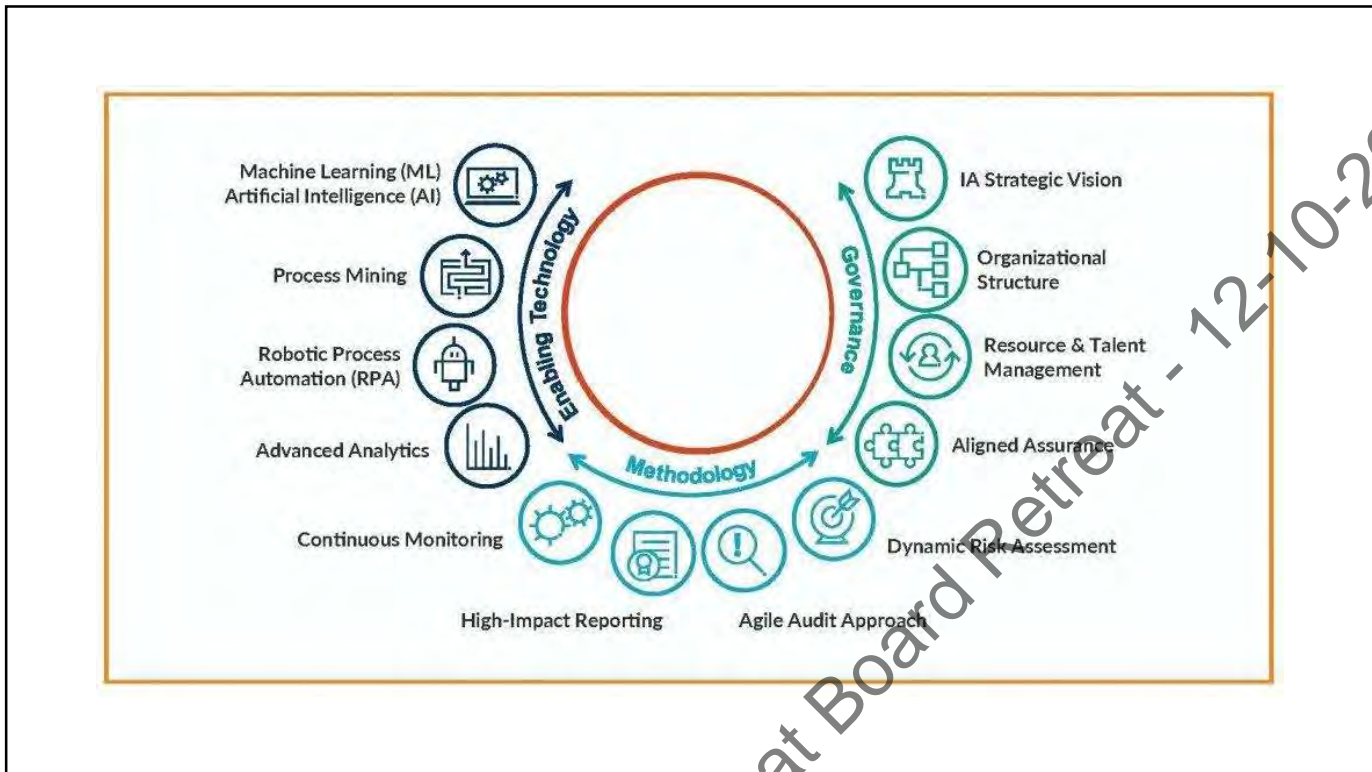
2021 Audit Plan

The Process

1. Identification of audit areas
2. Establishment of risk-based audit priorities
3. Allocation of audit resources
4. Development of audit schedules
5. Formulation of the annual plan
6. Alignment with the GCRTA Success Outcomes

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REMINDER: How Do We Accomplish Great Things?



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Discussion of Organizational Structure

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CEO Observations

- Siloed leadership
- Activity-based Culture
- Clarity of Ownership
- Reactive Debate

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Destination

RTA target				
Success Outcomes	Metric	Information System	Success Definition	Total Value
Customer Experience	Net Promoter Score	Customer Survey	5% improvement over baseline	35
Community Value	Community Value Score	Community Survey & Data	10% improvement over baseline	30
Financial Sustainability	Operating & Capital Performance	Financial Reporting	\$0 deficit for the Available Ending Balances shown on three-year budget projections while reducing the amount of Unfunded Capital Projects by \$10 million each year	25
Employee Growth	Employee Engagement	Employee Engagement Survey	10% improvement over baseline	10
OVERALL TOTAL			100	100

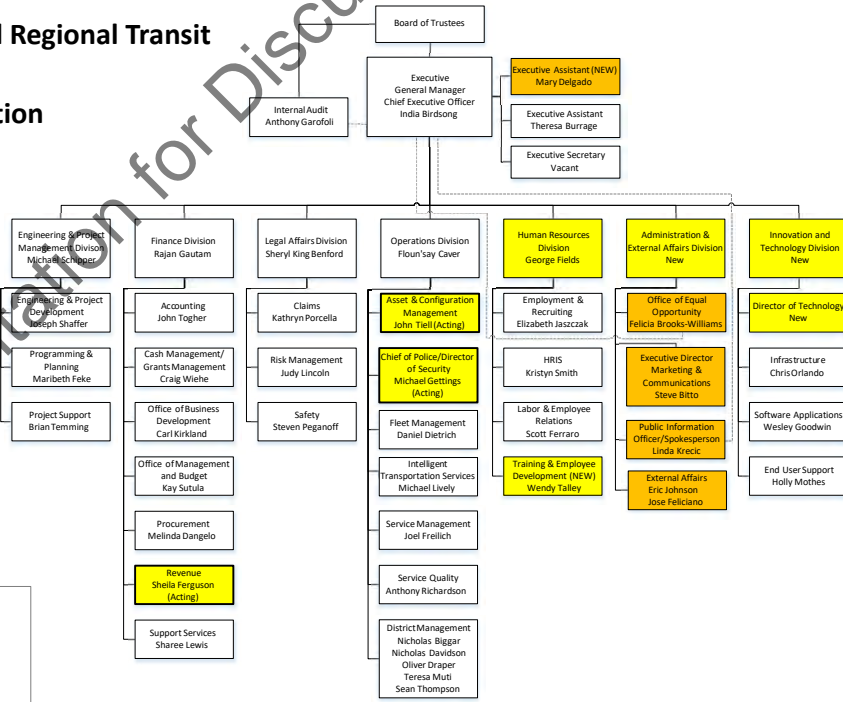
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Who is responsible for the delivery of these work actions and the corresponding metrics that put us on the pathway to success?

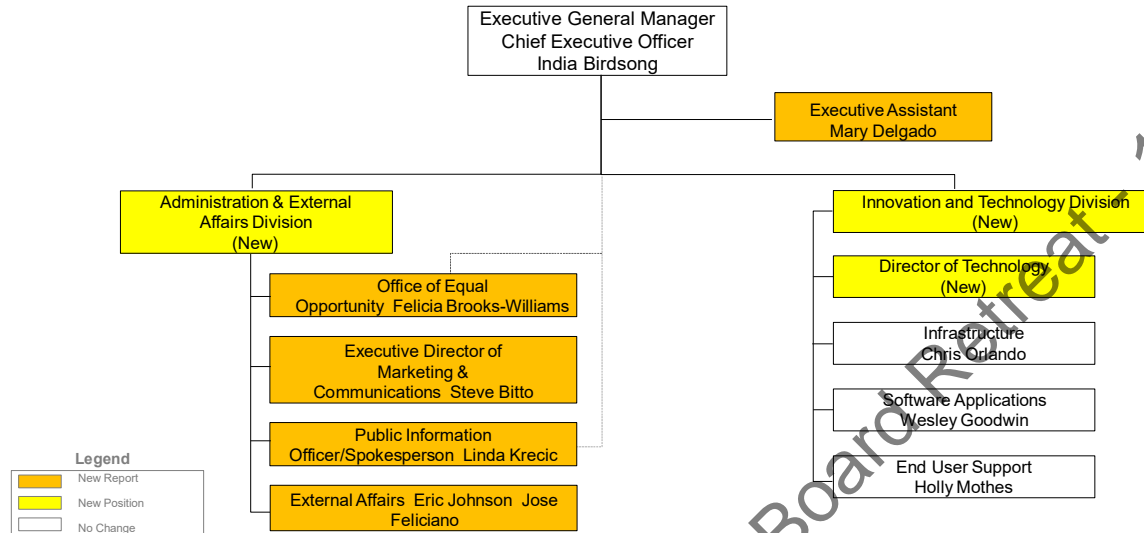
**Greater Cleveland Regional Transit Authority
Table of Organization**

Effective December 7, 2020



Effective December 7, 2020

Executive Division New Deputy General Managers Positions



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Reflective Questions

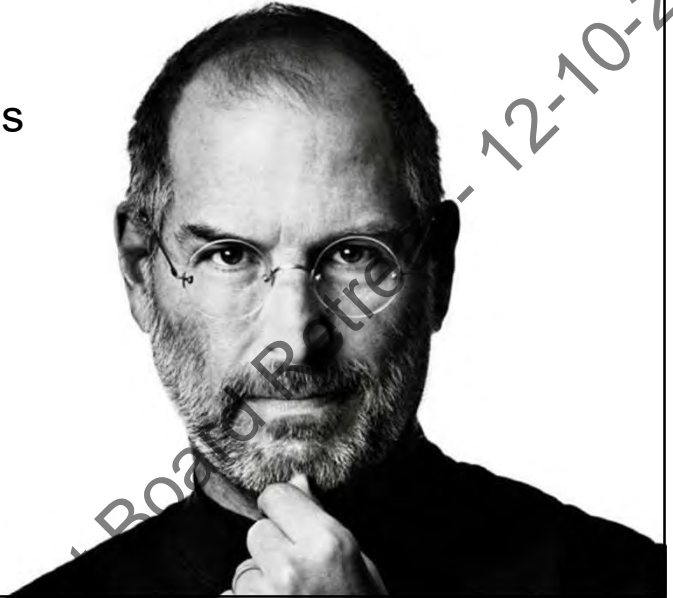
1. What obstacles exist within the way we operate today that will limit our ability to deliver the outcomes we're so invested in?
2. What adjustments can we make to increase our likelihood of overcoming those obstacles?
3. How can we, the Board (individually & collectively), best "show up" for these senior executives to execute their work activities while we stay focused on today's outcomes?

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“Deciding what *not* to do is as important as deciding what to do.”

— Steve Jobs



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OUTCOMES + ACTIVITIES ÷ PEOPLE = EXCELLENCE



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**Adjourn for
Executive Session**

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Draft Presentation for Discussion at Board Retreat - 12-10-20