

# 2015-2025 Strategic Plan

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# Introduction

- Key company strategic documents:
  - SWOT Statement, Mission, Values, Vision, VFOs and Change Initiatives
  - VFOs (Vital Few Objectives) = The most important goals to lead us towards our vision
  - Change Initiatives = High priority projects that will change our organization for the better

# Strategic Planning Process

- 10 SWOT Groups (115 participants)
- Two Day Planning Retreat (EMT with Board Involvement)
- On-site planning meetings with Change Initiative Teams (50+ participants)
- Board approval
- Full deployment of plan throughout the organization

# SWOT Results

## STRENGTHS

- Performance management / drive for excellence / willingness to innovate and change
- Financial management capabilities
- Supportive board of trustees - allows us to focus on mission
- Strong perception from the community - seen as a leader in the community

# SWOT Results

## **WEAKNESSES**

- Internal communication throughout the organization - vertical and horizontal
- Succession planning, HR policies and practices
- Rail operations and infrastructure
- Information Technology structure; Better use of existing technology
- We have too much of a bureaucratic mindset within our culture - we do not work at the speed of business
- Lack of true safety culture

# SWOT Results

## OPPORTUNITIES

- Pursue key efficiency programs - such as predictive maintenance
- Encourage people to develop and build where we already are; Take advantage of re-development initiatives in Greater Cleveland
- More advocacy by a diverse group; Develop new funding sources
- Simplify and make our system more user friendly
- Pursue partnerships with other agencies
- Focus on attracting millenials as a key part of ridership

# SWOT Results

## THREATS

- Under skilled workforce population; Pending retirements/loss of institutional knowledge
- Inability to pursue certain funding; funding source cuts; Economic downturn
- Unfunded mandates; Growing demand for paratransit
- Aging infrastructure, equipment and facilities - overwhelming cost
- Negative perception of safety and or Risk of Catastrophic safety event
- Lack of transit knowledge and support within outside decision makers

# Mission

(Why Greater Cleveland RTA Exists)

**To provide safe, reliable and courteous public transportation.**

Greater Cleveland Regional Transit Authority





# Values

(What Greater Cleveland RTA Stands For)

- **Safety** The safety of our passengers, our employees and the general public is always our top priority.
- **Ethics & Integrity** We are dedicated to the highest ethical standards including uncompromising honesty and integrity in our daily activities.
- **Service Excellence** We will provide safe, clean, reliable, on-time, courteous service that our customers and the community will view as outstanding.
- **Fiscal Responsibility** We are committed to managing every tax payer and customer-generated dollar as if it were coming from our own pocket.
- **Teamwork** We believe in teamwork and will foster a spirit of cooperative effort within RTA and with our partners.
- **Responsibility & Accountability** Every individual is accountable. Meeting our individual responsibilities will ensure that collectively RTA is a high performing organization. We will meet all regulations and commitments and continually strive to improve.
- **Respect** We will treat all members of the RTA family, our customers and the general public with dignity and respect.



# *Our Journey*

## *2025 Vision*

We will be:

- The transportation mode of choice for those with transportation options and the lifeline for those dependent upon our services.
- Recognized as a transportation industry leader and viewed as the most well run public agency in the United States. RTA will be a top flight organization with a first class image.
- An employer of choice in Northeast Ohio - attracting, developing, motivating and retaining an outstanding, healthy and diverse workforce.
- A champion for sustainable transportation, not only in reducing miles driven by private automobiles but also by reducing waste and emissions and conserving resources. We will achieve the triple bottom line, people, profit and planet.

# *Our Journey*

## *2025 Vision*

We will have:

- A sustainable financial position by securing sufficient local, state and federal funding to maintain a realistic operating and capital plan. Expenses will be controlled and a minimum 30 day operating reserve will be maintained.
- An increasing impact as a regional transportation authority by increasing our regional influence – improving efficiency and the coordination of services.

# *Our Journey*

## *2025 Vision*

We will:

- Upgrade and manage technology and technology systems to best serve our customers and achieve or exceed the efficiencies these systems were designed to supply.
- Achieve an infrastructure state of good repair including the systematic replacement of our buses and trains. We will ensure execution of an effective asset management system.
- Fund, plan, coordinate, execute and deliver quality projects on time and on budget.
- Continually improve the quality of our services and enhance the value of RTA to our community.

# Our Journey

## 2025 Vision

We will be:

- The transportation mode of choice...
- Recognized as a transportation industry leader...
- An employer of choice in Northeast Ohio
- A champion for sustainable transportation...

We will have:

- A sustainable financial position....
- An increasing impact as a regional transportation authority...

## Vital Few Objectives

### Financial Success

**Grow Operating Revenue**

**Grow Capital Funding**

**Maintain Expenses**

### Growth Strategy

**Grow Advocacy**

**Increase Service Usage**

**Grow Passenger Satisfaction**

## 2015 Initiatives

Financial objectives are supported by initiatives in other categories.

1 – Educate key decision makers to act on behalf of public transportation

2 – Maximize ridership growth opportunities

3 – Identify top opportunities to enhance the riding experience

# Our Journey

## 2025 Vision

We will:

- Upgrade and manage technology...to best serve our customers...
- Achieve an infrastructure state of good repair...
- ...deliver quality projects on time and on budget.
- Continually improve the quality of our services...

## Vital Few Objectives

### Process Investments

**Increase Service Efficiency**

**Achieve State of Good Repair (SOGR)**

**Advance Use of Technology**

**Champion Sustainability**

### People Investments

**Achieve a Safety Culture**

**Improve Employee Engagement**

**Improve Performance Management**

## 2015 Initiatives

**4 – Implement predictive maintenance program**

**5 – Analyze paratransit practices**

**6 – Assess top priorities for SOGR**

**7 – Define and implement IT strategic plan**

**8 – Define and implement plan to improve safety for customers and employees**

**9 – Implement plan to improve most crucial communication issues**

**10 – Refine HR policies and practices**

# What's Next?



# Questions & Answers

Thank you

Greater Cleveland Regional Transit Authority

