

Greater Cleveland RTA Strategic Initiatives

RTA Mission:

To Provide Safe, Reliable, Clean and
Courteous Public Transportation

October 4, 2016

Committee of the Whole



Strategic Initiatives

- 2016-2026 Strategic Plan
- The Partnership for Excellence (TPE)
- Sustainability Program

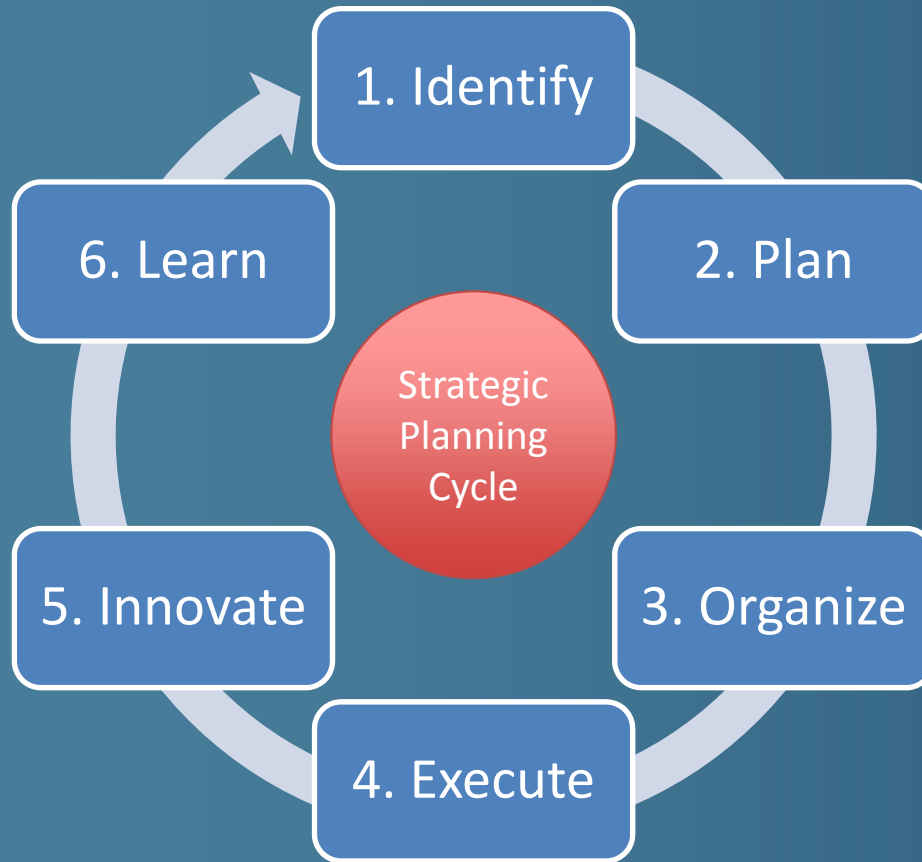


Strategic Planning

Greater Cleveland Regional Transit Authority



Strategic Plan: Process



1. Define What's Important
2. Set Goals that lead
3. Align Systems
4. Work the Plan
5. Innovate Purposefully
6. Step Back and Assess

Strategic Plan: Leadership System

2020 VISION

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.

DO: Fund, plan, coordinate, execute and deliver quality projects on time and on budget.

BE: The transportation mode of choice for those with transportation options and the lifeline for those dependent upon our services.

BE: 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.

HAVE: An increasing impact as a regional transportation authority by increasing our regional influence – improving efficiency and the coordination of services.

DO: Continuously improve the quality of our services and enhance the value of RTA to our community.

DO: 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.

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 (and employees).

BE: A champion for sustainable transportation...

BE: An employer of choice in Northeast Ohio...

VITAL FEW OBJECTIVES

Fiscal Responsibility

Increase Revenue & Reduce Expense

Enhance Fiscal Responsibility

Voice of the Customer

VFO— Expand Advocacy

VFO— Enhance Customer Experience

Continual Process Improvement

VFO— Increase Service Efficiency

VFO— Achieve State of Good Repair

VFO— Advance & Improve Technology

Innovation and Learning

VFO— Achieve a Safety Culture

VFO— Improve Employee Development

SCORECARD MEASURES

Grow Operating Rev

Maintain Expenses

Grow Capital Funding

Reduce Overtime

TEAM: Passenger Fares

Audit and Compliance

% Comp of Action Plans

of Advocacy Meetings

TEAM: On-Time Perf

TEAM: Ridership

TEAM: Ride Happy or Ride Free

Satisfaction by Mode

Avg. Cost per Paratransit Mode

TEAM: Miles between Service Int. by Mode

PM maintenance %

% Complete of INIT 4

% Increase in SOGR

% Complete of INIT 6

% Change in IT SOGR

IT Dashboard Metrics

TEAM: Preventables

TEAM: OJI's

Safety Drills

Drive Cam Scorecards

Employee Eng.

Performance Mgmt

Turnover and Training

TEAM: Attendance

Higher metric of training classes completed in LMS

On-time completion of performance evaluations

2016 INITIATIVES AND OTHER ACTION PLANS

Action Plans: Implement Fare Increase and Medicaid Reimbursement

Action Plans: SuperCircular, Rules and Reg Updates, OMB/Accounting Reconciliation Processes, Spec writing and Fund Collection

INIT 1 – Grow Advocacy Efforts: Engage newly elected leaders; Re-launch Speakers Bureau

INIT 2 – Maximize ridership growth & experience: planned research, service related communication, Young Professional focus

INIT 4- Implement PM Program: Milestones for Hayden, Triskett, Electronic Repair and 3-Year Budget Program

INIT 6- Implement top priorities for SOGR: Capability to assess SOGR by \$ Value, Increased focus on areas <2.5, Update 5 Year Plan

INIT 7- Implement IT Priorities: Phone, Network, Data Center, Back-Up, IVR, Citrix Farm, Mobile Ticketing, End-User Priorities

INIT 8- improve safety for customers and employees: Safety Drills, Drive Cam, Outside Audit, Culture Change Sessions, TSSP Qualification

INIT 9-Improve internal communication: Skill, Shadowing, using MVV

INIT 11 – Leadership and Management Focus: Dev goals for EMT

INIT 12 – Development and Succession Planning: Promotion process, bench strength, Performance Mgmt Variation and On-time Evaluations

The Partnership for Excellence (TPE)

Greater Cleveland Regional Transit Authority

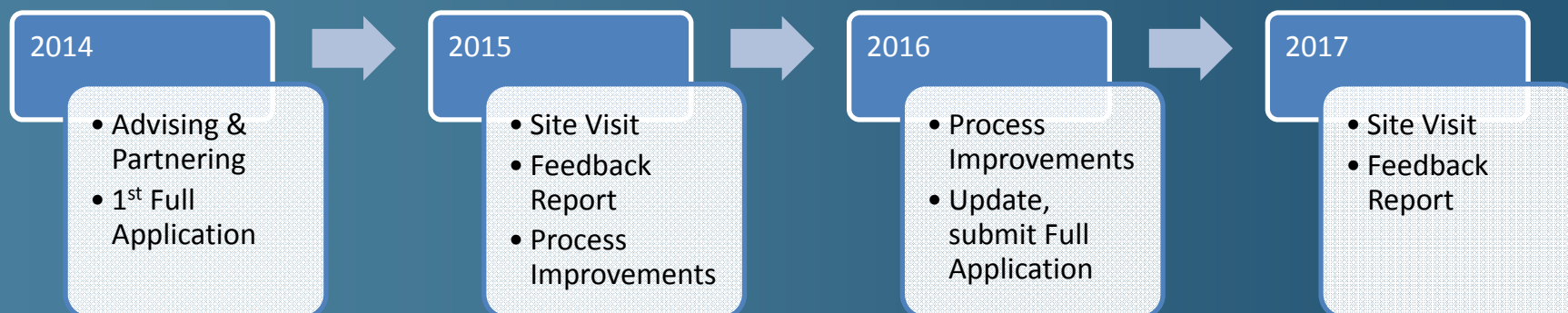


The Partnership for Excellence

- Baldrige-based program serving Ohio, Indiana & West Virginia dedicated to performance excellence.
- TPE Framework as our Performance Excellence Toolbox



RTA's Performance Excellence Journey



RTA's Approach

- Taskforce
- Category Review and Update
- Results Update
- Submission on December 1st
- Site Visit Preparation in March

Sustainability



GCRTA Sustainability Program

GCRTA Materiality Map



Strategic Category	Sustainability Category	Performance Indicator	Performance Level				
			5 (Hi)	4	3	2	1 (Lo)
Innovation & Learning	Public Safety	DriveCam Coachings		+			
		Preventables		+			
		Driver Behavior Risk Factor			-TBD-		
Fiscal Responsibility	Fiscal Management	Operating Budget		+			
		Capital Budget			+		
		All Funds Balance		+			
Continual Improvement	Process	Miles btwn Svc Inter	+				
		System Reliability			+		
		Farebox Recovery			+		
	Air Quality	Reg Air Quality			+		
		Mode Share: Bike		+			
		Engine Idle Hours			-TBD-		



Strategic Category	Sustainability Category	Performance Indicator	Performance Level				
			(Hi) 5	4	3	2	1 (Lo)
Innovation & Learning	Workplace Safety	On-the-Job Injuries	+				
		Avg Attendance Rate		+			
		EE Engagement Rate			+		
Continual Improvement	Syst Aesthetics	Customer Satisfaction			+		
		Days btwn Intr Cleans		+			
	GhG Emissions	Scope 1 Mobile	+				
		Displacement		+			
		Scope 2 Electricity			+		
	Energy Efficiency	Electricity Consumption			+		
		Water Consumption		+			
		Natural Gas Consumption			+		
	Alt Fuels	Alt Fuels Fleet Ratio		+			
		Alt Fuels Emissions Ratio		+			
	Waste Diversion	Recycling Rate			+		

