Change, Challenge, and Connections

STRATEGIC PLAN 2021-2026

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LETTER FROM
THE GENERAL MANAGER AND CEO

I recognize the value that a high-quality transportation system brings to its community and the region it serves. I, along with the dedicated employees of the Regional Transportation District, are committed to delivering service that both supports the needs of the agency's customers, stakeholders, and community members and enhances the day-to-day lives of residents and visitors across the Denver metro region.

Over the next year, the agency will be focused on realizing the vision to be the trusted leader in mobility, delivering excellence and value to the district's customers and community. RTD strives to make lives better through connectivity and facilitating economic development. RTD will continue the pursuit of this vision by exploring long-term models that benefit current and future customers, the community, and employees.

This Strategic Plan outlines a road map for specific initiatives and programs the RTD team will undertake over the coming year; it also provides a framework for measuring success beyond the one-year period. A well-crafted strategic plan provides the leadership team and stakeholders with guiding goals, projects, and programs to be implemented in the short-term to achieve longer-term outcomes. In the event of an unforeseeable event, such as a global pandemic, the plan can be easily paused and then resumed once the crisis has been managed or has passed.

DEBRA A. JOHNSON

Having clarity on the bigger picture also provides the organization with the flexibility to adapt the plan to changing conditions.

This plan details RTD's aspirations and the steps for attaining goals; it articulates the organization's vision for establishing a valuable partnership with the surrounding community, pursuing customer excellence, becoming a regional employer of choice, and achieving financial success.

RTD's 2021 Strategic Plan is both ambitious and actionable. No strategic plan should be an easy reach; one cannot spell "CHAlleNGE" without "CHANGE." The plan will serve as the guiding vision for strategic success. I truly believe that this plan will elevate RTD to new heights through a focused pursuit of excellence.

Sincerely,

Debra A. Johnson

2021-2022 RTD BOARD OF DIRECTORS

RTD is governed by a 15-member, publicly elected Board of Directors. Directors are elected to a four-year term and represent a specific district.

Elections are staggered so that eight seats are open in one general election, seven in the next.

Kate Williams
District A

Shontel M. Lewis
District B

Angie Rivera-Malpiede
Chair
District C

Bobby Dishell
District D

Paul Rosenthal
Treasurer
District E

Bob Broom
District F

Julien Bouquet
District G

Doug Tisdale
District H

Erik Davidson
District I

Vince Buzek
Secretary
District J

Troy L. Whitmore
District K

Shelley Cook
Second Vice Chair
District L

Marjorie Sloan
District M

Peggy Catlin
District N

Lynn Guissinger
First Vice Chair
District O

RTD PROFILE AND FACTS

Bus and Rail | Access-a-Ride
Flatiron Flyer | FlexRide
Free MallRide | Free MetroRide
SeniorRide

35,550,924
Annual regular fixed-route service miles (bus and rail)

3.08 million
Service area population

52,616,640
Annual system boardings

135,495
Weekday regular fixed-route scheduled miles, including bus, rail, and Free MallRide/MetroRide

2,342
Square miles in service area

9,750
Bus stops

114.1
Miles of rail track

40
Municipalities served in 6 counties and 2 city/county jurisdictions

MISSION

We make lives better through connections.

VISION

To be the trusted leader in mobility, delivering excellence and value to our customers and community.

VALUES

PASSION
We will be purposeful in delivering our work.

RESPECT
We will demonstrate respect and integrity in our interactions with both our colleagues and community members.

DIVERSITY
We will honor diversity in thought, people, and experience, being receptive to unique ideas and viewpoints to achieve optimal results in problem-solving.

TRUSTWORTHINESS
We will be forthright in our actions; we will do what we say, when we say we will do it.

COLLABORATION
We will approach our work in a collaborative manner, seeking and acknowledging valued input from our colleagues and the community.

OWNERSHIP
We will commit ourselves to continuous learning and do what it takes to deliver our shared vision.

STRATEGIC PRIORITIES AND SUCCESS OUTCOMES

The overarching outcomes RTD departments, teams, and individuals will strive to achieve over the 2021-2022 fiscal year in each of the four key strategic areas.

STRATEGIC PRIORITY

SUCCESS OUTCOME

Community Value
RTD strives to be a strong community partner, providing value to customers as well as to the broader Denver metro region.

▶ **Establish baseline for Community Value Index and increase by 5%**

Customer Excellence
RTD strives to consistently deliver high-quality customer service.

▶ **Establish baseline for Customer Net Promoter Score and increase by 5%**

Employee Ownership
RTD seeks to attract and retain a highly skilled and engaged workforce.

▶ **Establish baseline for Employee Net Promoter Score and increase by 5%**

Financial Success
RTD takes very seriously the management of all financial resources.

▶ **50% of outcome is that RTD spends less money than it receives; and 50% of outcome is that the community believes that it sees value in RTD's spending**

RTD Strategic Plan Overview

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WHO
WILL DO IT

Performance Scorecard
Information system for owners and progress reporting

Quarterly Performance Scorecard RTD

STRATEGIC PRIORITY		GOAL POINTS
Community Value	RTD strives to be a strong and valued community partner. These metrics monitor progress in this area.	35
Customer Experience	RTD strives to consistently deliver high quality customer service, and these performance metrics measure how well we are meeting customer expectations.	25
Employee Engagement	RTD seeks to attract and retain a highly skilled and engaged workforce. This set of performance metrics measure our level of employee engagement.	25
Financial Success	RTD takes very seriously the management of all financial resources. To that end, these metrics measure our success with financial performance.	15
	TOTAL	100

3
HOW
WE PLAN
TO DO IT

Work Plan Tactics
Community Value – 14 tactics
Customer Experience – 15 tactics
Employee Ownership – 31 tactics
Financial Success – 16 tactics

2
WHAT
WE ARE
STRIVING
TO DO

Measurable Outcomes
Increase the perceived value to the community by 5%

Increase overall customer satisfaction Net Promoter Score by 5%

Increase overall employee Net Promoter Score by 5%

50% of outcome is that RTD spends less money than it receives; and 50% of outcome is that the community believes that it sees value in RTD's spending

1
WHY
WE DO
WHAT
WE DO

Mission
We make lives better through connections.

Vision
To be the trusted leader in mobility, delivering excellence and value to our customers and community.

Values
Passion
Respect
Diversity
Trustworthiness
Collaboration
Ownership

Attachment: RTD Strategic V9 8.2.21 (4554 : Strategic Plan)

STRATEGIC WORK PLANS

To realize success outcomes, departments within RTD have prioritized numerous projects and programs for completion over the course of 2021-2022. In all, 76 tactics are included in this ambitious work plan and are outlined on the following pages.

NOTE: Due to unforeseen circumstances, work plan tactics are subject to change during the duration of the plan.

Administration Tactics

Tactic Name	Description	Success Outcome 1	Success Outcome 2
Employee Empowerment	Provide leadership with information, resources, and recommendations to promote empowerment of employees	Employee Ownership	
Business Education	Develop and revise training programs and continue to deliver relevant educational programming across the workforce	Employee Ownership	
Risk Mitigation	Analyze and identify potential risks to minimize impact to the district and the community	Financial Success	Customer Excellence
Comprehensive Process Documentation	Create outlines of the steps necessary to complete internal tasks and processes	Employee Ownership	Financial Success
Employee Alignment	Develop and deliver educational programming regarding workplace culture	Employee Ownership	
Change Management Culture	Cross-departmental partnership to promote equity and access	Community Value	Customer Excellence
Communication Improvement	Improve and upgrade communication between employees, within the department and between departments as well as with management	Employee Ownership	
Employee Engagement Initiative	Sponsor of the Employee Engagement Committee to increase employee confidence in their role in achieving RTD's Vision; streamlining employee communication channels, conducting regular feedback sessions and developing effective company policies	Employee Ownership	

Capital Program Tactics

Tactic Name	Description	Success Outcome 1	Success Outcome 2
Infrastructure Maintenance	Develop, expand and implement inspection and repair protocols for parking structures, bridges, park and rides and stations across the district	Community Value	Customer Excellence
Community Requests	Develop a tracking mechanism for outside requests such as community requests, adjacent property, real property requests, etc.	Community Value	Customer Excellence
Impacts to RTD Utility Infrastructure	Reduce the number of utility impacts to RTD through the Underground Notification Center of Colorado, thereby reducing the impact to operations	Community Value	Customer Excellence
Energy Usage within RTD's Operating Facilities	Install a tracking system for energy consumption within the facilities and implement procedures and modifications to equipment and building automation system to reduce the consumption of power within the operating facilities	Community Value	Employee Ownership
Customer Complaints	Create a tracking system to track the number of facility cleanliness complaints received	Customer Excellence	
Delay to Pull Out due to Facilities Issues	Increase the number of inspections as needed for doors, fuel systems, and power charging systems to minimize the disruption of pull outs	Customer Excellence	
Fixed Facilities Preventive Maintenance (PM)	Utilize the PM program for preventive maintenance of facilities and to assist in completing the desired percentage of inspections	Employee Ownership	
Maintaining Driver Relief Kiosks	Set up tracking systems for the entire agency to measure number of complaints as compared to maintenance/cleaning frequencies and response time to address the reported complaints	Employee Ownership	
Facility Environmental Management/Employee Workspace	Operate robust Building Automation System (BAS) to track subcomponents and intercept failures before they happen	Employee Ownership	
Maintenance and Project Delivery	Implement tracking systems to manage internal and external expectations of infrastructure needs, which will require prioritization of workload, evaluation of staffing, and potential prioritization of expenditures	Financial Success	
Utilities Budget Forecasting	Implement a system-wide invoice and expenses tracking system to determine trends and predict future budgets	Financial Success	

Communications Tactics

Tactic Name	Description	Success Outcome 1	Success Outcome 2
Public Relations	Enhance the public's satisfaction with information and education about RTD	Community Value	Customer Excellence
Diverse Outreach	Enhance agency approach to reach diverse audiences.	Community Value	Customer Excellence
Internal Communications	Enhance communication with employees system-wide	Employee Ownership	
Legislative Agenda	Define legislative agenda and priorities	Financial Success	Employee Ownership
Campaign Development	Implement innovative campaigns that showcase the value and benefits of RTD to the community	Community Value	Customer Excellence
RTD Brand	Consistently represent the RTD brand and increase positive perception of RTD	Community Value	
Customer Service Mindset	Provide opportunities to embody customer service in their individual roles	Customer Excellence	Employee Ownership
Online Engagement	Grow engagement on RTD's social media and web channels	Community Value	Customer Excellence
Elected Officials Engagement	Expand engagement with local, state, and federal officials and key stakeholders	Community Value	Financial Success
Advertising Revenue	Implement a plan to increase ad revenue by leveraging agency assets	Financial Success	

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Finance Tactics

Tactic Name	Description	Success Outcome 1	Success Outcome 2
Financial Reporting Improvement	Implement user-friendly, easily accessible financial information that is relevant to communicating the value provided by RTD services	Financial Success	Community Value
Adherence to Fiscal Policy	Evaluate processes for adhering to fiscal and financial policies	Financial Success	Community Value
Internal Collaboration Process Improvement	Develop and implement processes to improve collaboration among internal team members; establish regular cadence of engagement and feedback	Employee Ownership	
Budget Alignment with Strategic Plan	Develop a process for evaluating project budget requests based on the success outcomes defined in the strategic plan; evaluate processes for eliminating unused budget funding and better budgeting by period of budget needs	Financial Success	Employee Ownership
Quarterly Budget Meetings	Establish a quarterly cadence for budget review to include employees interacting directly with budgeting decisions to ensure that the right people are included in the decision-making process at an early stage	Financial Success	Employee Ownership
Data Sharing and Reporting Process Refinement	Evaluate existing data-sharing processes and policies and refine the system to increase efficiency; data automation to identify whether or not a data request is valuable	Employee Ownership	
Meetings that Matter	Implement a Meetings that Matter strategy to encourage an organizational culture focused on active and purposeful engagement in meetings	Employee Ownership	
Expenditure Prioritization and ROI Review	Implement a plan to perform an after-action review and return on investment review to support financial decisions; perform a comparative analysis among fare options	Financial Success	Community Value
Grants Prioritization and Success Outcome Alignment	Develop a mechanism to track grant utilization and ensure that it is intended for the projects for which the grant was secured	Financial Success	Employee Ownership
Process Improvement, Documentation, and Training	Create outlines of the steps necessary to complete internal tasks and processes	Customer Excellence	
Inter- and Cross-Departmental Communication	Identify areas of weak interoperability; design and implement a shared inter-departmental communication system to ensure access to all required data, and collaboration across a project's timeline	Employee Ownership	
Improvement of Work Structure	Identify new ways to improve how things are done and to implement innovation if necessary	Employee Ownership	Customer Excellence
Cash Flow Efficiency	Implement a plan for tracking and adjusting for cash flow efficiency	Financial Success	Community Value

General Counsel Tactics

Tactic Name	Description	Success Outcome 1	Success Outcome 2
Existing Business Systems Evaluation	Evaluate existing business systems to determine how the department can maximize efficiency and reduce risk	Customer Excellence	Financial Success
Internal CORA Procedure	Refine and implement internal CORA (CO Open Records Act) procedures	Community Value	
Cross-Training Programs	Develop and refine cross-training and succession planning programs	Employee Ownership	
Targeted Organization Training	Develop and conduct compliance training in partnership with other departments	Customer Excellence	Employee Ownership
Light Duty Program	Refine and implement Light Duty Program (in coordination with other departments to minimize lost time)	Financial Success	Employee Ownership
Division ROT	Develop and distribute division ROT (Redundant, Obsolete, and Trivial) reports and train records liaisons on new retention schedule	Customer Excellence	Employee Ownership
Claims Resolution Plan	Refine and implement internal property damage claims management and resolution procedures	Community Value	

Operations Tactics

Tactic Name	Description	Success Outcome 1	Success Outcome 2
Data Collection, Analysis, and Distribution	Develop a process to simplify or eliminate unnecessary work-related tasks by utilizing insights from data to improve the efficiency of processes in RTD	Customer Excellence	Financial Success
Policy Review/Updating	Introduce a new policy to assess whether a new project aligns with all success outcomes before being implemented	Employee Ownership	Financial Success
Performance Feedback System	Implement performance management systems to evaluate employee ownership and accountability	Employee Ownership	Customer Excellence
Driving Financial Performance	Implement new methods of objectively handling finances and to make data-driven decisions by formalizing processes	Financial Success	
Route Coverage	Introduce re-planning of the routes to reduce frequency and service in low-performance areas	Customer Excellence	Community Value
Prioritization of Projects and Establishment of Deadlines	Limit unnecessary distractions by defining criteria for prioritization and implementing a system for workload management and deadline fulfillment across the organization	Employee Ownership	
Customer Experience Strategy	Develop a customer experience strategy to focus on customer satisfaction and customer perception of RTD	Customer Excellence	
Retention Strategy Development	Develop a plan to reduce employee attrition and to improve retention of high-performing employees	Employee Ownership	
Employee Development Strategy	Develop an employee strategy with the IT team to create inventory systems and support integration with other departments to provide the tools for success at the workplace	Employee Ownership	
Communications System	Create an agency communications system linking work to agency objectives	Employee Ownership	
New Hire Support	Develop a plan to support employees on their first year of hiring and mentoring for new employees (This also ensures that department staffing levels remain within 85% of authorized budget levels)	Employee Ownership	
Financial Efficiency in Delivery	Create a path towards financial efficiency in service delivery and partnerships through innovative ideas	Financial Success	
Meetings that Matter	Implement a Meetings that Matter strategy to encourage an organizational culture focused on active and purposeful engagement in meetings	Employee Ownership	
Metric Development	Create benchmark measurements regarding customer satisfaction as it relates to service delivery, safety, and cleanliness; create an internal standard for measures like on time performance	Customer Excellence	
Route Management Program	Refine and expand the Route Management Program (RMP)	Customer Excellence	Community Value
Training Programs	Continue to develop and refine training programs for supervisors and managers	Employee Ownership	
Supervisor Engagement Initiative	Improve visibility of operations leaders and management at operating divisions	Employee Ownership	

Planning Tactics

Tactic Name	Description	Success Outcome 1	Success Outcome 2
Partnerships for Plan Implementation	Pursue partnership opportunities for implementation of RTD's plans, including Reimagine RTD, Bus Rapid Transit, First and Final Mile and FasTracks	Community Value	
Regional Mobility Planning Investment	Invest in transit planning to reassert RTD's role as the leader in regional mobility	Community Value	Customer Excellence
Re-Imagine Execution	Develop prioritization tools to effectively communicate recommended actions with the Board of Directors, facilitating decision-making	Community Value	Customer Excellence
Interdepartmental Collaboration	Develop and implement interdepartmental communication practices that encourage efficient collaboration between Planning and Operations departments	Employee Ownership	
Meetings that Matter	Implement a Meetings that Matter strategy to encourage an organizational culture focused on active and purposeful engagement in meetings	Employee Ownership	
Employee Feedback	Improve visibility of employees and include their feedback in improving systems and letting them know of their success	Employee Ownership	

Safety, Security and Asset Management (SSAM) Tactics

Tactic Name	Description	Success Outcome 1	Success Outcome 2
Leadership Support of Safety Management System Implementation	Measure leadership support of safety management systems, system security plan, and asset management system implementation, by measuring leadership engagement/visits, coordination of activities, and adherence to management system processes and procedures	Community Value	
Public Outreach for Safety	Public Safety and Outreach Program; have town hall meetings and continue with rail safety week programs and Operation Lifesaver; assess and implement peer recommendations and DUS Task Force recommendations to the extent practicable to include public safety and outreach program	Community Value	Customer Excellence
Data Collection of Response Times and Deployment Models	Establish a Crime Data Analyst position to establish data regarding deployments and response times to better service the agency; measure security and Transit Police response times from Dispatch to arrival	Customer Excellence	Community Value
Delays Caused by Security and Safety Incidents	Create a report to track service delays due to safety and security incidents; investigate to determine cause and apply appropriate mitigation strategies	Customer Excellence	Community Value
Employee Feelings of Security	Implement paid fare zones, increase law enforcement, adding victim advocates, coordinate with peer law enforcement to engage with operators, create problem area task force; and aim to address the operator assault/threat/violence issues	Employee Ownership	Community Value
Event Investigation, Corrective and Preventative Actions Implementation	Implement current policy and procedure for event notification, reporting and investigation. This will be done concurrently with software implementation for data capture and reporting.	Customer Excellence	Employee Ownership
Employee Safety Skills Training	Implement targeted/required safety training for employees through the Workday platform, utilizing selected safety training software program (to be procured) to provide basic safety, environmental, and emergency management skills	Employee Ownership	Financial Success
Leadership Safety Skills Training	Implement leadership safety training for management to include behavioral safety engagements, basic safety, environmental, and emergency management skills	Employee Ownership	Community Value
Management and Oversight of the AMS	Design, implement, maintain and continually improve a functioning, effective, adequately resourced management system for all physical assets, based on plan-do-check-act principles; ensure the asset management system is operational while gathering evidence to show it is functioning, subject to third party review and being continually improved	Community Value	Financial Success
Asset Management Plan Development/Adherence	Create and manage the asset management plan to provide a prioritized list of the agency's asset needs for annual budgeting and the mid-term financial plan	Community Value	Financial Success
Variance Analysis - Budget Adherence	Hold monthly variance meetings where the entire department analyzes the monthly expenditure plan against monthly actuals and then discuss strategies to correct any anomalies	Financial Success	
Safety Measurement	Implement a plan to measure safety of customers and employees and track it with a metric	Employee Ownership	Customer Excellence

PERFORMANCE SCORECARD

Monitoring work progress is made possible with quarterly scorecards. Scorecards monitor performance at the organization and department levels. The scorecards outlined on the following pages have all been developed to measure performance in the areas of service and operations that matter most to the agency's ability to achieve the established success outcomes.

NOTE: Performance metrics are subject to change during the duration of the plan.

Quarterly Performance Scorecard

STRATEGIC PRIORITY	SUCCESS OUTCOME	GOAL POINTS
Community Value	RTD strives to be a strong and valued community partner. These metrics monitor progress in this area.	35
Customer Excellence	RTD strives to consistently deliver high quality customer service, and these performance metrics measure how well the agency is meeting customer expectations.	25
Employee Ownership	RTD seeks to attract and retain a highly skilled and engaged workforce. This set of performance metrics measure the level of employee engagement.	25
Financial Success	RTD takes very seriously the management of all financial resources. To that end, these metrics measure success with financial performance.	15
	TOTAL	100

HOW TO READ THE SCORECARD

1 This column represents the four Success Outcomes identified by RTD for correlation to the organization's overall success.

2 The Metric column introduces the performance metrics that most effectively gauge RTD's performance in areas of service and operations that most closely align with strategic success.

3 The Objective and Performance Goal columns denote how well RTD is performing to excel toward achieving each Success Outcome.

4 Each metric has a clear definition.

5 Information systems must be in place to measure each metric.

6 Each metric has an Owner who is responsible for reporting on the metric results.

7 Each Success Outcome area is weighted and rolls up to a 100 point overall score with metrics prioritized for each area.

RTD QUARTERLY PERFORMANCE SCORECARD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	Community Members Feel that RTD Provides Value	Increase	Establish Baseline and Increase by 2%	% of community members who agree or strongly agree that RTD provides value to the community	Community Survey	All	9
	Community Impression of Safety on Vehicles	Increase	Establish Baseline and Increase by 2%	% of community members who agree or strongly agree that they would feel safe while boarding and riding RTD vehicles	Community Survey	Safety	4
	Community Impression of Security	Increase	Establish Baseline and Increase by 2%	% of community members who agree or strongly agree that they feel secure while using RTD services	Community Survey	Safety	4
	Community Perception - Access to Service	Increase	Establish Baseline and Increase by 1%	% of community that agrees or strongly agrees that service is accessible	Community Survey	Civil Rights	4
	Community Perception - Access to Employment	Increase	Establish Baseline and Increase by 1%	% of community that agrees or strongly agrees that RTD serves employment centers	Community Survey	HR	4
	Supporting Community in Business - Community Perception	Increase	Establish Baseline and Increase by 3%	% of community who perceive RTD service as supporting community businesses	Community Survey	Civil Rights	3
	Community Perception of Equity	Increase	Establish Baseline and Increase by 2%	% of community that agrees or strongly agrees that RTD is a diverse, equitable and inclusive community resource	Community Survey	Civil Rights	3
	Community Online Engagement	Increase	Establish Baseline and Increase by 5%	Engagement on social media posts and traffic to website and social profiles	Website Data	Communications	2
	Community Hiring	Increase	Establish Baseline and Increase by 1%	% of RTD employees hired from the community rated highly effective by their supervisor	Performance Data	HR	2
							35
Customer Excellence	Net Promoter Score	Increase	Establish Baseline and Increase by 5%	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend RTD, Promoters are 9-10 and Detractors are 0-6.	Customer Survey	All	8
	On-time Performance	Increase	Establish Baseline and Increase by 2%	% of customers who agree or strongly agree that service is on time	Customer Survey	Operations	3
	Customer Satisfaction	Increase	Establish Baseline and Increase by 2%	% of customers who agree or strongly agree that they are satisfied with RTD	Customer Survey	All	3
	Customer Impression of Safety and Security	Increase	Establish Baseline and Increase by x%	% of customers who agree or strongly agree that they feel safe and secure when using RTD services	Customer Survey	Safety	3
	Ridership	Increase	14M	Number of passenger boardings per quarter	Ridership Data	Operations	2
	System Reliability	Decrease	"Establish E-Force and decrease by x%"	Mean distance between service interruptions or breakdowns	Performance Data	Operations	2
	Efficiency in Distribution of Information	Increase	Establish Baseline and Increase by 2%	% of customers who agree that they were informed about RTD's services	Customer Survey	Communications	2
	Customer Prioritized Metric TBD	TBD	TBD	Customer experience factor TBD after completion of customer survey	Customer Survey	TBD	1
	Customer Prioritized Metric TBD	TBD	TBD	Customer experience factor TBD after completion of customer survey	Customer Survey	TBD	1
							25
Employee Ownership	Employee Net Promoter Score	Increase	60%	% of promotors minus % of detractors willing to recommend RTD as a place to work	Employee Survey	HR	8
	Employees Agree that Their Supervisor is Invested in Their Growth and Success	Increase	70%	% of employees who agree or strongly agree that their supervisor is invested in their growth and success	Employee Survey	HR	3
	Employees Understand Vision and Direction	Increase	70%	% of employees that agree or strongly agree that they understand the vision and direction of RTD	Employee Survey	HR	3
	Employees Understand How Performance Linked to Organization Success	Increase	Establish Baseline and Increase by 5%	% of employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey	HR	3
	Leadership Engagement	Increase	Establish Baseline and Increase by 5%	% of employees who agree or strongly agree that the leadership team is actively engaged in making decisions	Employee Survey	HR	2
	% Found Training Valuable	Increase	Establish Baseline and Increase by 3%	% of employees that agree or strongly agree that they found training to be valuable and useful	Employee Survey	HR	2
	Work Environment	Increase	Establish Baseline and Increase by 2%	% of employees believe that RTD has an organized and professional work environment	Employee Survey	HR	1.5
	Employee Retention	Target	Establish Baseline and Increase by 2%	% of high performing employees retained	Performance Data	HR	1.5
	Pathways to Career Development	Target	70%	% of employees who agree or strongly agree that RTD provides them the tools to grow in their career	Employee Survey	HR	1
							25
Financial Success	Community Perception of Financial Stewardship	Increase	Establish Baseline and Increase by 10%	% of community that agrees or strongly agrees that RTD manages financial resources well	Community Survey	Finance	4
	Variance from Adopted Budget	Target	10%	% above or below adopted budget	Financial Data	Finance	3
	Operating Cost per Hour	Decrease	Establish Baseline and Decrease by 1%	Operating cost per revenue hour	Financial Data	Finance	3
	Cash Flow/Unrestricted Reserve	Increase	Improve by $5 Million Per Quarter	Increase the unrestricted reserve to maintain at least three months of operating expenses	Financial Data	Finance	2
	Expenditures to Outcomes	Target	95%	% of expenditures aligned with adopted budget and outcomes	Financial Data	Finance	2
	Additional Sources of Funding	Increase	Increase by $1Million	Dollar value increase in revenue generated from non-subsidy sources	Financial Data	Finance	1
							15
						Overall Total	**100**

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RTD QUARTERLY PERFORMANCE SCORECARD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
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RTD QUARTERLY PERFORMANCE SCORECARD [continued]

RTD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Point
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	Employees Understand Vision and Direction	Increase	70%	% of employees that agree or strongly agree that they understand the vision and direction of RTD	Employee Survey	HR	3
	Employees Understand How Performance Linked to Organization Success	Increase	Establish Baseline and Increase by 5%	% of employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey	HR	3
	Leadership Engagement	Increase	Establish Baseline and Increase by 5%	% of employees who agree or strongly agree that the leadership team is actively engaged in making decisions	Employee Survey	HR	2
	% Found Training Valuable	Increase	Establish Baseline and Increase by 3%	% of employees that agree or strongly agree that they found training to be valuable and useful	Employee Survey	HR	2
	Work Environment	Increase	Establish Baseline and Increase by 2%	% of employees believe that RTD has an organized and professional work environment	Employee Survey	HR	1.5
	Employee Retention	Target	Establish Baseline and Increase by 2%	% of high performing employees retained	Performance Data	HR	1.5
	Pathways to Career Development	Target	70%	% of employees who agree or strongly agree that RTD provides them the tools to grow in their career	Employee Survey	HR	1
							25
Financial Success	Community Perception of Financial Stewardship	Increase	Establish Baseline and Increase by 10%	% of community that agrees or strongly agrees that RTD manages financial resources well	Community Survey	Finance	4
	Variance from Adopted Budget	Target	10%	% above or below adopted budget	Financial Data	Finance	3
	Operating Cost per Hour	Decrease	Establish Baseline and Decrease by 1%	Operating cost per revenue hour	Financial Data	Finance	3
	Cash Flow/Unrestricted Reserve	Increase	Improve by $5 Million Per Quarter	Increase the unrestricted reserve to maintain at least three months of operating expenses	Financial Data	Finance	2
	Expenditures to Outcomes	Target	95%	% of expenditures aligned with adopted budget and outcomes	Financial Data	Finance	2
	Additional Sources of Funding	Increase	Increase by $1 Million	Dollar value increase in revenue generated from non-subsidy sources	Financial Data	Finance	1
							15
						Overall Total	100

ADMINISTRATION PERFORMANCE SCORECARD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	Small, Minority, Women and Disadvantaged Business Community Feel that RTD Provides Value	Increase	Establish Baseline and Target Increase by 1%	% of small, minority, women and disadvantaged business community and the organizations that represent these businesses who agree or strongly agree that RTD provides value to the community	Community Survey	Civil Rights - SBO - Serrano	5
	Career Site Rating	Increase	Establish Baseline and Target Increase by 3%	% of community that agrees or strongly agrees that RTD's career site is of value and easy to navigate	Community Survey	HR - Vesely	5
	Community Hiring	Increase	Establish Baseline and Target Increase by 1%	% of RTD employees hired from the community rated highly effective by their supervisor	Community Survey	HR - Vesely	5
	Community Perception – Access to Service	Increase	Establish Baseline and Target Increase by 1%	% of community that agrees or strongly agrees that service is accessible	Community Survey	Civil Rights - ADA - Christie	4
	Community Perception – Equity	Increase	Establish Baseline and Target Increase by 2%	% of Title VI-protected population (minority, low-income and non-English speakers) who agree or strongly agree that RTD provides value to the community	Community Survey	Civil Rights - Transit Equity - Green	4
	Community Perception – Language Services Accessibility	Increase	Establish Baseline and Target Increase by 3%	% of Limited English Proficiency populations who feel that RTD's Language Assistance services are useful or very useful	Community Survey	Civil Rights - Transit Equity - Green	4
	Community Perception – RTD's Commitment to Accessibility	Increase	Establish Baseline and Target Increase by 3%	% of people with disabilities who use RTD services who agree or strongly agree that RTD provides value to the community	Community Survey	Civil Rights - ADA - Christie	4
	Community Members Feel that RTD Provides Value	Increase	Establish Baseline and Target Increase by 2%	% of community members who agree or strongly agree that RTD provides value to the community	Community Survey	IT - Heldman	2
	Community Online Engagement	Increase	Establish Baseline and Target Increase by 2%	% of customers engaged on social media posts and traffic to websites and social profiles	Website Data	IT - Heldman	2
							35

ADMINISTRATION PERFORMANCE SCORECARD [continued]

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Customer Excellence	Internal Customer Satisfaction – IT	Increase	Establish Baseline and Target Increase by 3%	% of RTD employees satisfied with RTD's IT services	Employee Survey	IT - Heldman	4
	Internal Customer Satisfaction – Civil Rights	Increase	Establish Baseline and Target Increase by 3%	% of RTD employees satisfied with RTD's Civil Rights services	Employee Survey	Civil Rights - Silva	4
	Internal Customer Satisfaction – Procurement	Increase	Establish Baseline and Target Increase by 3%	% of RTD employees satisfied with RTD's Procurement services	Employee Survey	Procurement - Karol-Chik	4
	Internal Customer Satisfaction – HR	Increase	Establish Baseline and Target Increase by 3%	% of RTD employees satisfied with RTD's HR services	Employee Survey	HR - McMurray	4
	Customer Experience – HR	Increase	Establish Baseline and Target Increase by 2%	% of candidates with a positive experience of the hiring process	HR Survey	HR - McMurray	3
	Customer Experience – IT	Increase	Establish Baseline and Target Increase by 2%	% of customers with a positive experience of RTD technology	Customer Survey	IT - Heldman	3
	Departmental Training	Increase	Establish Baseline and Target Increase by 2%	% of employee departmental training completion	Employee Data	HR - McMurray	2
	Efficiency in Distribution of Information	Increase	Establish Baseline and Target Increase by 2%	% of of customers who agree that they are well informed about RTD's services	Customer Survey	IT - Heldman	2
	Equitable Distribution of Services and Resources Across the RTD System	Increase	Establish Baseline and Target Increase by 3%	All minority and/or low-income lines exceed, are equal to, or within 20% average of non-minority and/or non-low-income lines on all 6 measures: 1. revenue hours, 2. vehicle loads, 3. on-time performance, 4. service availability, 5. vehicle assignment and 6. stops and amenities	Customer Survey	Civil Rights - Transit Equity - Green	2
	Investigation Data	Increase	Establish Baseline and Target Increase by 2%	% of employees who believe that investigation data and information provided by the department is useful and of high quality	Employee Survey	Civil Rights - EEO - Grove	2
							30

ADMINISTRATION PERFORMANCE SCORECARD [continued]

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Employee Ownership	Leadership Engagement	Increase	Establish Baseline and Target Increase by 5%	% of managers conducting start-stop-continue analysis	Employee Survey	HR - McMurray	4
	Employee Engagement	Increase	Establish Baseline and Target Increase by 5%	% of employees who agree that their supervisors conduct a quarterly start-stop-continue analysis	Employee Survey	HR - McMurray	4
	Employee Awareness of Title VI Program	Target	Establish Baseline and Target Increase by 5%	% of employees who receive Title VI training through 2022	Employee Data	Civil Rights - Transit Equity - Green	4
	Diversity of Applicant Pool	Increase	Establish Baseline and Target Increase by 5%	% of minority and/or female applicants for employment vacancies	Employee Data	Civil Rights and HR - EEO - Grove & McMurray	4
	Employees Agree that their Supervisor is Invested in their Growth and Success	Increase	Establish Baseline and Target Increase by 2%	% of employees who agree or strongly agree that their supervisor is invested in their growth and success	Employee Survey	IT - Heldman	3
	Work Environment	Increase	Establish Baseline and Target Increase by 2%	% of employees who agree or strongly agree that RTD has an organized and professional work environment	Employee Survey	IT - Heldman	3
	Core Departmental Training	Increase	Establish Baseline and Target Increase by 3%	% of employees who find training valuable for professional growth	Employee Survey	HR - McMurray	2
	Voluntary Turnover Rate	Decrease	Establish Baseline and Target Decrease by 2%	% of employees who left RTD during the fiscal year	Employee Data	HR - McMurray	1
							25
Financial Success	Variance From Adopted Budget	Decrease	Stay within 10% of Budget (Above or Below Adopted Budget)	% within budget (above or below adopted budget)	Financial Data	IT - Heldman	3
	Average Performance Appraisal Rating	Target	Establish Baseline and Target Increase by 1%	Average % of all non-represented performance rating	Financial Data	HR - McMurray	3
	Average Performance Appraisal Rating	Target	Establish Baseline and Target Increase by 1%	Average % of all non-represented performance rating	Financial Data	HR - McMurray	3
							10
						Overall Total	100

Attachment: RTD Strategic V9 8.2.21 (4554 : Strategic Plan)

UNION STATION

CAPITAL PROGRAMS PERFORMANCE SCORECARD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Point
Community Value	Energy Usage within RTD's Operating Facilities	Decrease	Establish Baseline and Target Decrease by 5%	Consumption of power (in kilowatt per hour) within the operating facilities	Data Management Program TBD	Ron Posey	15
	Impacts to RTD Utility Infrastructure	Target	2 Business Days	Accurate response to 90% of 811 requests within two business days, reducing the impact to operations (outages) and customers	WebTMS	Henry Stopplecamp	9
	Community Requests	Target	3 Business Days	Response time to outside requests such as community requests, adjacent property, real property requests, etc.	TBD Tracking and Baseline System	IT	6
	Infrastructure Maintenance	Decrease	Establish Baseline and Reduce by $1	Total cost of ownership (claims, repairs, replace, maintenance, etc.) and community complaints	TBD	Henry Stopplecamp	5
							35
Customer Excellence	Customer Complaints	Decrease	Reduce Complaints by 5%	Number of complaints received about facility cleanliness, graffiti removal, etc. as compared to frequencies of cleaning and graffiti removal	Performance Data	Ashland Vaughn	15
	Delay to Pull Out Due to Facilities Issues	Decrease	Less than 6% of all Pull Out Delays	Pull out delays due to facility issues	Performance Data	Ron Posey	10
							25
Employee Ownership	Facility Environmental Management/ Employee Workspace	Decrease	Reduce by 5%	Reduction of reactive maintenance as compared to preventive maintenance	BAS System	Ron Posey	12
	Maintaining Driver Relief Kiosks	Decrease	No More than 5% Complaints When Compared with the Maintenance Frequencies	Number of complaints as compared to maintenance/ cleaning frequencies and response time to address the reported complaints	HR Data	Ashland Vaughn	8
	Fixed Facilities Preventive Maintenance (PM)	Target	80% of PM Inspections as Scheduled and 95% of the PM Inspections on an Annual Basis	Compliance of PM inspections on an annual basis	TBD	Ron Posey	5
							25
Financial Success	Utilities Budget Forecasting	Target	Remain within Budget	Compliance with forecasted budget	TBD	Capital Programs Department	10
	Maintenance and Project Delivery	Target	90%	Project compliance within the approved budgets	TBD	Henry Stopplecamp	5
							15
						Overall Total	100

COMMUNICATIONS PERFORMANCE SCORECARD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	Positive RTD Brand Perception	Increase	Increase to 50%	% of community that has a positive or somewhat positive perception of RTD	Community Survey	Steven Brier	7
	Diversity in Outreach	Target	20	New/renewed relationships with diverse groups to target for outreach	Divisional Data	Christina Zazueta	6
	Key Stakeholder Engagement	Increase	Establish Baseline and Target Increase by 5%	Key stakeholders who find value in engagement with RTD	Stakeholder Survey	Michael Davies	6
	Effectiveness of Campaigns	Increase	Increase to 60%	% of campaigns meeting the goals of the campaign	Digital Analytics	Steve Reilly	5
	Community Engagement	Increase	Establish Baseline and Target Increase by 5%	Proactive community presentations/meetings	Data	Christina Zazueta	4
	Growth in RTD's Reach	Target	20	Number of third-party agencies sharing information about RTD	Key Communicators Survey	Tina Jaquez	4
							32
Customer Excellence	Courteous Customer Service	Increase	Increase to 60%	% of customers who agree or strongly agree that their customer service needs were handled courteously	Customer Survey	Will Adams	7
	Social Media Engagement	Increase	Increase to 60%	% of customers who agree or strongly agree that RTD's social media content is valuable	Customer Survey	Will Adams/Danny Widdel	6
	Customer Satisfaction with Service Communications	Increase	Increase to 60%	% of customers satisfied with the quality of RTD service and schedule information	Customer Survey	Will Adams	5
	Positive News Stories	Increase	Increase to 60%	% of news stories or articles that present RTD in a neutral or positive tone	Media Clips Data	Marta Sipeki/Tina Jaquez	5
	Customer Research	Increase	Establish Baseline and Target Increase by 5%	Customer feedback received through targeted/geofencing research	Customer Feedback	Jeff Tranguch	3
	Website Visitors	Increase	Establish Baseline and Target Increase by 5%	Customers who visit the RTD website in a two-month period compared to the previous 12 months	Web Analytics	Danny Widdel	3
	Mobile Ticketing Use	Increase	Establish Baseline and Increase 20%	Use of mobile ticketing app	Customer Survey	Theresa Rinker/Will Adams	2
							31
Employee Ownership	Understand Vision and Direction of RTD	Increase	Increase to 70%	% of department employees that agree or strongly agree that they understand RTD's vision and direction	Employee Survey	Pauletta Tonilas	10
	Customer Service Training	Increase	Increase to 70%	% of employees who find value in customer service training	Training Data	Will Adams	6
	Effectiveness of Internal Communication	Increase	Increase to 60%	% of employees who agree or strongly agree that they are adequately informed about agency developments	Employee Survey	Pauletta Tonilas	6
							22
Financial Success	Budget Adherence	Target	85%	Department functions delivered within budget	Financial Data	Pauletta Tonilas	4
	Legislative Agenda	Increase	Increase to 60%	% of legislative program goals achieved	Financial Data	Michael Davies	4
	EcoPass Sales	Increase	Increase to 60%	% of pre-COVID Eco Pass sales restored	Financial Data	Theresa Rinker	4
	Grow System Advertising Revenue	Increase	Establish Baseline and Target Increase by 5%	Ad revenue by leveraging agency assets	Financial Data	Adrian Mabry	3
							15
						Overall Total	100

Attachment: RTD Strategic V9 8.2.21 (4554 : Strategic Plan)

FINANCE PERFORMANCE SCORECARD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	Community Perception – RTD as Good Financial Stewards	Increase	Establish Baseline and Target Increase by 10%	% of community that agrees or strongly agrees that RTD is a good financial steward of public funds	Community Survey	Doug MacLeod	10
	Community Perception – Financial Information	Increase	Establish Baseline and Target Increase by 10%	% of community who agree or strongly agree that RTD's financial information is understandable and transparent	Community Survey	Doug MacLeod	5
	Reporting of RTD Funding Uses and Ancillary Community Value Received	Increase	Establish Baseline and Target Increase by 5%	% of community that agrees or strongly agrees that the community's investment in transit provides financial and other value	Community Survey	Doug MacLeod	5
							20
Customer Excellence	Payroll, Accounts Receivable and Accounts Payable Accuracy and Timeliness	Target	Establish Baseline and Target Increase by 2%	Accurate, complete and timely response to employee payroll questions, rapidity of collections and timeliness of payments by eliminating unpaid invoices over 60 days and minimizing unpaid invoices between 30-60 days	System Data	Byron Aten	10
	Public Financial Information: Open/ Click Rate	Increase	Establish Baseline and Target Increase by 5%	% of users who visit financial information on the website out of the total number of users	Website Data	Doug MacLeod	5
	Internal Financial Information and Support	Increase	Establish Baseline and Target Increase by 5%	% of customers who agree that Finance provides excellent customer service	Employee/Board Survey	Byron Aten	5
	Fare Equipment and Fare Media Availability	Target	Establish Baseline and Target Increase by 2%	% fare equipment and media available with lowest necessary excess capacity	System Data	Don Young	5
							25
Employee Ownership	Accountability for Budgets and Variances	Increase	Reduce Actual to Budget Variance by $20 Million	% accuracy in meeting requested budget funding and low actual to budget variances	Financial Data	Todd Nikkel	10
	Spend Less than Revenues Collected	Decrease	Increase Fund Balances by $30 Million	% maintained of required fund balances, reduce obligations and state of good repair backlog	System and Financial Data	Doug MacLeod	5
	Return on Investment on Ancillary Revenues	Target	Establish Baseline and Target Increase by 2%	Miscellaneous and ancillary revenues for return on investment	System and Financial Data	Monika Treipl-Harnke	2
	Efficiency of Cash Fare Collections	Target	Decrease Number of Days by 5%	Time between collection and deposit and collection tracking of contractors	System and Financial Data	Don Young	2
							19

FINANCE PERFORMANCE SCORECARD [continued]

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Point
Financial Success	Cash Flow Efficiency	Increase	Reduce Actual to Budget Variance by $20 Million	% accuracy in meeting requested budget funding and low actual to budget variances	Financial Data	Todd Nikkel	10
	Budget and Forecast Accuracy and Cash Flow Scheduling	Decrease	Increase Fund Balances by $30 Million	% maintained of required fund balances, reduce obligations and state of good repair backlog	System and Financial Data	Doug MacLeod	5
	Fiscal Policy Target Adherence	Target	Establish Baseline and Target Increase by 2%	Miscellaneous and ancillary revenues for return on investment	System and Financial Data	Monika Treipl-Harnke	2
	Fixed Asset Inventory That Accurately Reflected Those Currently In Use	Target	Decrease Number of Days by 5%	Time between collection and deposit and collection tracking of contractors	System and Financial Data	Don Young	2
	Dependence on Debt and Obligations	Decrease	Establish Baseline and Improve by 1%	Overall cost of assets by cash funding	Financial Data	Brenden Morgan	3
	Grant Utilization	Increase	Reduce Reallocation of Grant Funds by 20%	% of grants dedicated for intended projects and rapidity of draw-downs and close-outs	Financial Data	Beverly Riley	2
	Capital Expenditure Carry-forward Reduction - Projects	Decrease	Establish Baseline and Target Decrease by 5%	Number of projects not completed for evaluation of continuation	Financial Data	Beverly Riley	2
	Capital Expenditure Carry-forward Reduction - Value	Decrease	Establish Baseline and Target Decrease by 5%	% value of projects not completed for evaluation of continuation	Financial Data	Beverly Riley	2
	Return on Investment of Fare Collections	Decrease	Establish Baseline and Target Decrease by 5%	% of total fare revenue spent on fare collection	Financial Data	Monika Triepl-Harnke	2
							36
						Overall Total	100

GENERAL COUNSEL PERFORMANCE SCORECARD

RTD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Point
Community Value	Community Perception of Fair and Timely Resolution of Property Damage Claims	Increase	Establish Baseline and Target Increase by 5%	% claimants that agree property damage claim was fairly and timely resolved	Divisional Data	Lissa Stauff	20
	Community Perception of Open Records Act Compliance and Transparency	Increase	Establish Baseline and Target Increase by 5%	% satisfaction with responsiveness to Colorado Open Records Act requests	Divisional Data	Bill Bradford	15
							35
Customer Excellence	Effective Information Governance and Records Management	Decrease	Establish Baseline and Target Decrease by 5% Each Quarter	% decrease in ROT (Redundant, Obsolete, and Trivial) hard copy and electronic records	Divisional Data	Bill Bradford	10
	Legal Matter Management Efficiency	Increase	Establish Baseline and Target Increase by 5% Each Quarter	% increase in efficiency in legal matter management	Divisional Data	Michelle Merz-Hutchinson	8
	Internal Customer Satisfaction	Target	95%	% of employees satisfied with General Counsel Department services	Employee Survey	Division Heads	7
							25
Employee Ownership	Professional Growth	Increase	Establish Baseline and Target Increase by 5%	% of employees that agree they have adequate tools and support to optimize their individual and team success	Employee Survey	Division Heads	10
	Leadership Support	Increase	Establish Baseline and Target Increase by 5%	% of employees that agree their immediate supervisor treats them with respect and fosters an environment that supports a healthy work-life balance	Employee Survey	Division Heads	8
	Understanding of Role in Organizational Success	Increase	Establish Baseline and Target Increase by 5%	% of employees who understand how their individual performance contributes to RTD's success	Employee Survey	Division Heads	7
							25
Financial Success	Compliance with Legal and Contractual Obligations	Increase	Establish Baseline and Target Increase by 5%	% of employees who found compliance training valuable	Financial Data	Michelle Merz-Hutchinson	10
	Workers' Compensation Claim Cost	Decrease	Decrease On the Job Injuries Average Indemnity Benefits Paid Per Claim by 5% Annually	Workers' Compensation Experience Modification Rate	Divisional Data	Senior Manager, Risk Management Division	5
							15
						Overall Total	100

Attachment: RTD Strategic V9 8.2.21 (4554 : Strategic Plan)

OPERATIONS PERFORMANCE SCORECARD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	Service Coverage	Increase	Establish Baseline and Target Increase by 1%	% of service population within 3/4 mile of transit	Community	Jessie Carter	7
							7
Customer Excellence	System-Wide On-Time Performance (OTP)	Increase	Establish Baseline and Target Increase by 2%	% of services that arrive within current prescribed OTP metrics for each mode	System Data	Sayers/Gibson, Smith	15
	Vehicle Accidents	Decrease	Establish Baseline and Target Decrease by 1%	Preventable vehicle accidents system-wide per 100,000 miles	SMS	Sayers/Gibson, Smith	15
	Service Availability	Target	98%	% of actual service operated compared to scheduled service	System Data	Sayers, Shoemaker, Eberl/Gibson, Clendennen, Smith	15
	Lost Service	Decrease	Establish Baseline and Target Decrease by 1	Miles between road calls/mechanical (including Maintenance of Way) failures	System Data	Eberl/Millage, Phillips, Smith	15
	Customer Comments Registered Through Call Center	Decrease	Establish Baseline and Target Decrease by 2%	Negative customer comments per 100,000 boardings system wide	Call Center Data	Sayers, Shoemaker, Eberl/Gibson, Clendennen, Smith	10
							70
Employee Ownership	On-the-Job Injuries	Decrease	Establish Baseline and Target Decrease by 5%	Lost time associated with on-the-job injuries	SMS	Sayers, Shoemaker, Eberl/Gibson, Clendennen, Smith	9
	Annual Turnover Rate	Decrease	Establish Baseline and Target Decrease by 3%	Employee turnover rate	HR Data	Sayers, Shoemaker, Eberl/Gibson, Clendennen, Smith	8
							17
Financial Success	Operating Cost	Decrease	Establish Baseline and Target Decrease by 1%	Marginal operating cost per platform hour	Financial Data	Sayers, Shoemaker, Eberl, Kirk/Gibson, Clendennen, Miller, Smith	6
							6
						Overall Total	100

PLANNING PERFORMANCE SCORECARD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	Relationship with Governments (e.g. Colorado Department of Transportation, Federal Transit Administration, Denver Regional Council of Governments, Local Jurisdictions)	Increase	Establish Baseline and Target Increase by 5%	% of government staff who find value in RTD's engagement approach	Local Government Survey	William Van Meter William Sirois	5
	Stakeholder Engagement (e.g., with transportation management associations, transportation management organizations, non-governmental organizations, community-based organizations)	Increase	12	Number of stakeholders with whom department staff have regular and meaningful interactions	Stakeholder Survey	William Van Meter William Sirois	5
	Community Perception – Trust	Increase	Establish Baseline and Target Increase by 5%	% of community who agree or strongly agree that RTD is trustworthy	Community Survey	William Van Meter	3
							13
Customer Excellence	KPI Compliance	Target	80%	% Key Performance Indicator compliance by Planning Department (yellow or green)	Divisional Data	William Van Meter	30
	Re-Imagine RTD: Completion	Target	75%	% of Re-Imagine RTD initiatives that are on schedule and on budget	Divisional Data	Brian Welch	20
	NEPA Compliance	Target	95%	% NEPA compliance by Planning Department	Divisional Data	Susan Wood	6
	Triennial Compliance	Target	100%	% Triennial compliance by Planning Department	Divisional Data	Chris Quinn	6
							62
Employee Ownership	Intra-Department Communication	Increase	Establish Baseline and Target Increase by 10%	% of employees who agree or strongly agree that there is effective and efficient intradepartmental communication	Employee Survey	William Sirois Brian Welch	8
	Employee Engagement Index	Increase	44	Number of conferences and other networking events attended, or papers published	Employee Survey	William Van Meter	4
							12
Financial Success	Competitive Grants	Target	4	Number of grant applications submitted annually	Departmental Data	William Sirois	5
	Grants Management	Target	2	Number of successful grant applications	Departmental Data	William Sirois	5
	Transit-Oriented Development and Joint Development on RTD-Owned Land	Increase	>$0 or >0 customers	Revenue and/or ridership generated from transit-oriented development and joint development on RTD-owned land	Financial Data and Ridership Data	Chessy Brady	3
							13
						Overall Total	**100**

SAFETY, SECURITY AND ASSET MANAGEMENT (SSAM) PERFORMANCE SCORECARD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	Management Systems Compliance (Safety Management Systems, Asset Management Systems, and System Security Plan)	Target	Establish Processes to Measure Compliance/Exceptions	Departments/divisions adhering to all management systems processes and policies	SMS, AMS, SSP tracking systems	Safety/AM McClain/Cripps	15
	Community Impression – Security	Increase	Establish Baseline and Target Increase by x%	% of community members who agree or strongly agree that they would feel safe while using RTD services	Community Survey	Grado	10
							25
Customer Excellence	Customer Impression – Safety	Increase	Establish Baseline and Target Increase by x%	% of customers who agree or strongly agree that they feel safe when riding RTD buses	Customer Survey	Meader	10
	Customer Impression – Security	Increase	Establish Baseline and Target Increase by x%	% of customers who agree or strongly agree that they feel secure when riding RTD buses	Customer Survey	Grado	10
	System Reliability	Decrease	Establish E-Force and Target decrease by x%	Number of delays caused by safety/security incidents	System Data	Martigano	5
							25
Employee Ownership	Employee Perception – Safety and Security	Increase	Establish Baseline and Target Increase by x%	% of employees who agree or strongly agree that RTD provides them a safe and secure working environment	Employee Survey	Meader	10
	Safety Skills Training via Workday Safety Software	Increase	Workday - All Employees Trained in Required Topics	Number of hours spent training employees in required safety, environmental and emergency management skills	Life Safety	McClain	10
	Safety Leadership Skills Training	Target	Establish Tracking Mechanisms/Requirements	Number of hours leaders spend in training and employee engagement	Performance Data	Meader	10
							30
Financial Success	Asset Management Plan (AMP)	Target	100%	Prioritization of maintenance and renewal funding determined by Asset Management Working Group, and prioritized list of assets submitted to the midterm financial plan development process	Financial Data	Cripps	15
	Budget Adherence	Target	100% Compliance	Department functions delivered within budget	Financial Data	Butcher	5
							20
						Overall Total	100

Attachment: RTD Strategic V9 8.2.21 (4554 : Strategic Plan)

CONCLUSION

The 2021-2026 Strategic Plan is a blueprint for organizational excellence. The General Manager and the Executive Leaders in concert with the Board of Directors established four strategic priorities – Community Value; Customer Excellence; Employee Ownership; and Financial Success – that serve as the functional pillars to plan, develop, evaluate, and measure RTD's overall performance.

Simply put, the plan details the following:

1) **WHY** RTD delivers service, as detailed in the agency's Mission, Vision and Values.

2) **WHAT** the agency strives to achieve, as embodied by its strategic priorities, established by the Board of Directors working in concert with the General Manager and CEO and executive leaders, to drive success outcomes.

3) **HOW** the agency will successfully fulfill the strategic priorities, as defined by specific tactics to achieve the success outcomes.

4) **WHO** is ultimately responsible for achieving ambitious annual performance goals, as measured quarterly through metrics identified in departmental scorecards.

The formula is evident with a laser-focus on these four strategic priorities, this Plan lays a foundation for sustained organizational success and alignment.

MOVING FORWARD

More than ever, today's RTD customers value their time and prioritize quality of life. As a strong community partner, RTD remains focused on delivering a high-quality customer experience. This means integrating and effectively using all RTD resources to ensure customers, residents and visitors get where they need to be when they need to be there. We truly do believe we help make lives better through connections.

We make lives better through connections.

www.rtd-denver.com

Strategic Plan 2021-2026

Debra A. Johnson, General Manager and CEO

August 5, 2021

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Background and Context

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Background

INITIAL 120-DAY PLAN

DEBRA A. JOHNSON, GENERAL MANAGER/CEO

PHASE 1
ON-BOARDING
Acquaint myself with:
• Board Priorities
• Employees
• Customers
• Stakeholders
• ATU Leadership
• Community Leaders
• Jurisdictional Partners

PHASE 3
BOARD ENGAGEMENT
• Communicate Observations
• Discuss Major Issues

PHASE 5
BOARD/CEO ALIGNMENT
• Outline Top Five Priorities
• Establish Measures
• Report Performance

25 DAYS   60 DAYS   5 DAYS   15 DAYS   15 DAYS

PHASE 2
ISSUES ACTION PLAN
Assess:
• Senior Leadership Team
• Employees
• Finance
• Service Delivery
• FasTracks
• Customers
• Stakeholders
• Diversity and Inclusion

PHASE 4
OUTCOMES
• Identify Organizational Priorities

"Engaging communities to bridge gaps"

Debra A. Johnson

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August 5, 2021

Strategic Plan Bridges Long Standing Gaps

Recommendations from Oversight Entities	Office of State Auditor, 2010	Office of State Auditor, 2020	APTA Peer Review on Audit, 2021	Accountability Committee, 2021	Strategic Plan 2021-2026
Establish a clear and effective process for the performance management of the GM/CEO	X				☑
Enhance financial transparency and improve reporting metrics	X	X		X	☑
Leverage community partnerships				X	☑
Develop an allocation of resources plan; prioritize resources to improve existing fixed-route and paratransit services			X	X	☑
Improve operator retention		X		X	☑
Ensure that the internal audit function is included in the strategic planning process	X	X	X		☑
Establish an internal audit strategy and approach that aligns with the goals and expectations of the organization's leadership			X		☑

What does this Strategic Plan accomplish?

1   Clear, measurable, and prioritized outcomes

2   Action-driven business plan

3   Performance scorecard

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Planning Process Engagement

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Planning Process Engagement

Collaboration – one of six RTD values demonstrated during the 2021-2026 Strategic Plan development

Board 1:1 Interviews
April 14-15, 2021

Identified short-term Board concerns and potential areas of focus

Senior Leadership Team Workshops
April 14, 15 and 26, 2021

SLT workshops/department-level work sessions – revamp Mission, Vision and Values, and define agency success

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Planning Process Engagement (cont'd)

Road to Recovery Study Session
April 27, 2021

Further insight on focused
strategic areas regarding recovery

Mission, Vision, and Success Outcomes
reflection – Board comments refined
statements

Board Workshops
May 5 and June 5, 2021

Received Success Outcomes and
prioritization definitions input

**General Manager Oversight and
Performance Management
Committee Meetings**
April – July 2021

Strategic Plan Alignment with
General Manger/CEO's
performance evaluation

Planning Process Engagement (cont'd)

Board and Senior Leadership Team Retreat
June 26

Creating an outcome-focused agency – SLT work plans, performance scorecards introduction; bringing Strategic Plan to life

Special Board Meeting
August 10

2021-2026 Strategic Plan

Bring the Plan to Life

Attachment: Strategic Plan 2021 Presentation-FINAL (4554 : Strategic Plan)

Strategic Plan 2021-2026

Change, Challenge, And Connections

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Mission Statement

We make lives better through connections.

Vision Statement

To be the trusted leader in mobility, delivering excellence and value to our customers and community.

Values

Passion

Respect

Diversity

Trustworthiness

Collaboration

Ownership

Strategic Priorities

Community Value

Customer Excellence

Employee Ownership

Financial Success

Attachment: Strategic Plan 2021 Presentation-FINAL (4554 : Strategic Plan)

Organizational Alignment

Plan elements strategically aligned for clarity around work activities/performance metrics impact overall strategic outcomes

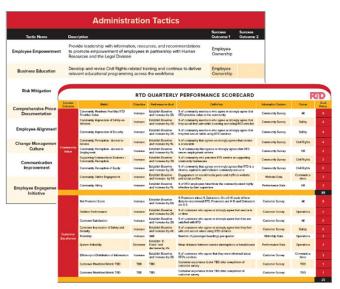**MISSION AND VISION** ▶▶ **STRATEGIC PRIORITIES AND OUTCOMES** ▶▶ **ACTIVITIES AND PERFORMANCE SCORECARDS**

Bringing the Plan to Life

August 5, 2021

Strategic Plan Implementation – Board's Role

01 **WHY**   02 **WHAT**   03 **HOW**   04 **WHO**   **SUCCESS**

01 - Mission - Vision - Values

02 Measurable Strategic Outcomes

03 - Work Plan - Milestones - Budget

04 - Performance Metrics - Monitoring

Clarity in mission, vision and outcomes

Empower staff to produce outcomes

Strategic Plan Implementation – Board's Role (cont'd)

Board of Directors

- Vision oversight
- Progress monitoring toward achieving defined outcomes

Executive Leaders

- Develop work plans
- Quarterly progress measurement toward achieving success
- Budget and resource alignment

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Recap

	Strategic Plan 2021-2026
General Manager and CEO's Initial 120+ Day Plan - *Phases 3, 4 and 5*	☑
Recommendations from Oversight Entities - *Office of State Auditor, 2010* - *Office of State Auditor, 2020* - *APTA Peer Review on Audit, 2021* - *Accountability Committee, 2021*	☑ ☑ ☑ ☑

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Thank you.

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