



8 SALEM

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2020 Strategic Plan

INTRODUCTION

The RTA 2020 plan will focus on providing safe, accessible, sustainable and customer-focused service to the Dayton region. The agency will listen to stakeholders and improve the overall regional impact of the transportation system and the quality of life for residents, workers and visitors to the region.

These key themes are included in the four overarching goals for the Strategic Plan that will shape how the agency focuses its attention, resources and staff.

1. Safe
2. Reliable
3. Accessible
4. Professional

The agency will align the vision, mission, motto and core values with these themes to achieve measurable progress towards each goal to fulfill the intent of the Strategic Plan.

Our Vision

To be a premier public transportation provider that connects people and communities.

Our Mission

To provide great value, dependable service and to be responsive, timely and accountable for all that we do.

Our Motto

It's time to ride!

Our Core Values

We recognize the vital role that our service plays in the economic fabric of our region. Serving as a conduit for jobs, education and health we hold these values.

Respect

We recognize the vital role each employee plays in the delivery of service to our customers and to the community. We strive to build an environment of mutual respect and loyalty. Teamwork is essential and we do whatever it takes to provide quality customer service and build a strong and stable agency.

Our People

Our employees and board of trustees are vitally important to our success. Our people make a difference in everything we do and we shall recognize and celebrate in their growth and success.

Integrity

In carrying out our duties, we will act in a manner above reproach. Our decisions are driven by the highest ethical and moral standards. We will value open and honest relationships that endure difficult times and continuously grow stronger.



Safety

Safety for our customers, employees, and the communities we serve is paramount to our success. We continuously work to improve our facilities, maintain our fleets, and implement policies and procedures to remain safe, secure and accident free.

Quality Service

Customers and their satisfaction and the communities we serve are our highest priority. RTA employees consider the customer first in every decision they make so that we consistently exceed customer expectations.

Stewardship

We recognize the high degree of responsibility to good stewardship of the human, financial, and environmental resources entrusted to our care. We will use our resources wisely and apply best practices in delivery of services to the community. We will evaluate and monitor standards which assure the effective and efficient use of agency resources.

Safe



RTA will ensure all customers feel safe and secure on our buses and at our transit centers.

- We will provide a safe and secure environment as demonstrated by a commitment to achieve a KPI ranking in the top 5% of the ABBG peer organizations.
- Enforce a zero tolerance policy to address inappropriate passenger behavior on buses and in facilities. We will communicate these efforts to our customers.

RTA will make facility and bus stop improvements to improve safety and security.

- Develop and maintain property, equipment, infrastructure and amenities with standardized preventative maintenance processes.
- Install amenities such as solar lighting, shelters, concrete pads, etc. as needed to improve appearance and safety at bus stops.

RTA will work to improve the safety perception issue with the media and area communities.

- Implement safety programs to change the public perception of safety.
- Establish a proactive approach with media outlets to change the public perception of safety.
- Develop Marketing campaigns about safe service.
- RTA will increase training to promote the safest workplace we can provide.
- Implement and continue targeted training by job classification for personal protection, safety and personal security while in the work environment.
- Achieve top 10% ranking in ABBG peer organizations for employee accidents/lost work time.

Reliable

RTA will improve on-time performance each year so our customers can count on us.

- Implement strategies to achieve 90% on-time performance in fixed route services and 95% in RTA Connect Paratransit.
- Evaluate Marketing campaigns to assist operators in achieving 90%.
- Implement real time analysis of vehicle health for reliable vehicle performance.
- Trip planner and real time information accessible and reliable.



RTA will improve internal processes to ensure all customers are treated the same.

- Design and implement ongoing customer satisfaction survey.
- Establish baseline customer service rating scale and improve satisfaction rating each year.

RTA will remain fiscally sound in the future.

- Asset management and preventative maintenance plan for facilities and major assets will be developed and implemented.
- Audit on the vulnerabilities of our IT systems.

RTA will be a consistent partner in important community events and development projects.

- Participate and engage in community oriented activities to promote a positive relationship with area agencies/groups.
- Continue involvement with regional economic development groups.

Accessible



RTA will work to adjust services to meet community demands.

- Develop and implement a regional Human Service Transportation brokerage operation.
- Conduct a Comprehensive Operational Analysis (COA) to realign service with customer needs.
- Conduct Market analysis of rider and non-rider groups.

RTA will provide specialized services to meet the needs of the growing senior and young adult populations.

- Evaluate new business opportunities including mobility device repair, fleet and/or maintenance management.

RTA will make improvements to ensure everyone has barrier free access to our services.

- ADA accessibility at bus stop locations.
- Implement interactive voice response (IVR).
- Evolve Travel Training Program to integrate new technology and use multi modal capability.
- Improve business practices to include ACH/Debit/On-line customer transactions.

RTA will work with our community partners to improve access to surrounding counties and urban centers.

- Meet with 100% of jurisdictions each year to continually improve transit access.
- Create regional partnerships with employment centers, social service agencies, medical facilities, shopping centers, and colleges to provide transportation access.
- Partner in important community events and development projects.
- Develop speaker's bureau to establish a comprehensive outreach to stakeholders in the regional community.



Professional

RTA will train and prepare employees.

- Add continuing education as a component of each employee's development plan.
- Design and implement new and improved performance management program at all levels in the organization.
- Strengthen employee development and training programs at all levels of the organization.
- Adapt a uniform project management process and train all leadership.

RTA will ensure all staff members are customer service focused.

- Implement employee input program where ALL RTA employees are required to utilize the system periodically and report back experience and findings.
- Design and implement a responsive and effective process for managing customer feedback and inquiries.
- Implement customer "ambassador" training program to improve our interaction with customers while on vehicles, at events, on the phone, etc.
- Reduce unplanned employee absences.
- Implement an employee communication system that fosters open and prompt communication within and between departments to provide timely feedback on any matter or issue of concern.

RTA will present a professional image at all times.

- Include staff, facilities, buses, media, etc.
- Establish clear standards of appearance and enforce the expectation.
- Develop and maintain a consistent corporate image and message.
- Commitment to Core Values is a condition of employment.





We are looking forward to building an even stronger relationship with our customers and stakeholders. The staff at the RTA is excited and ready for the challenge to meet the needs of these groups by providing reliable transportation choices. We will do the right things, for the right reasons and at the right times to ensure the Dayton region has a premier public transportation system. **The measures of success will be a growth in ridership, decreased customer and employee complaints, improvements in employee turnover rates and increased community support.**



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