

TOLEDO AREA REGIONAL TRANSIT AUTHORITY



2025 Performance Management Program

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Key Terms

Term	Definition	Alignment	Reporting
Success Outcomes	The most important areas for TARTA for the year as agreed upon by the Leadership Team and the Board. Traditionally, Success Outcomes are 1-year focuses to help reach multi-year strategic plans.	The LT present Success Outcomes to the Board for adjustment and approval.	Quarterly presentations to the LT and Board.
Tactics	The activities and workplans that TARTA will work on throughout the year that will help achieve success in the Success Outcomes. Tactic owners are required to create quarterly milestones for their Tactics. Some Tactics may take longer than one year to complete. In that case, they carry forward at year's end. <i>Some people may refer to Tactics as workplans: a proposed strategy or schedule for a particular project</i>	The LT decide on the most strategically aligned Tactics for the year, define ownership, establish quarterly milestones, and present the Tactics to the Board for approval.	Monthly status updates in the Tactics register and monthly progress check meetings with all owners.
Metrics	Objectively measurable performance indicators within Success Outcomes. Metrics are used to measure success downstream from completing Tactics. The most important Metric(s) within each Success Outcome define success for that area in the broadest sense. The objective portion of the CEO evaluation is based on that success Metric(s).	The LT create metrics based on internal performance metrics and the voice of the customer and community. The most important Metrics are presented to the Board for approval.	Quarterly performance updates and reviews to the LT and the Board. The CEO Evaluation.
Scorecard	A 100-point prioritized scorecard divides 100 points between the Success Outcomes with points given based on prioritization. Each Success Outcome area houses multiple metrics which, likewise, divide the Success Outcome points based on prioritization.	Same as above.	Same as above.

2025 Success Outcomes

Success Outcome	Description
Employee Ownership	Every TARTA employee is an owner of our shared success. We strive to provide a culture and opportunities for employees to develop a career at TARTA. The commitment of Team TARTA members to our organizational values is essential. The skill Team TARTA brings to the job every day and the professionalism we display in public is our calling card.
Customer Experience	It's all about the customer. TARTA depends on its team members to do what they can to make riding TARTA safe, accessible, and the easiest part of the customer's day. We follow multiple data points to inform this work, and it is crucial to our success.
Financial Health	TARTA is a responsible steward of public resources. TARTA is an agency funded by taxpayers, which makes it pivotal that every team member demonstrate sound financial judgment. Our commitment to staying on budget is critical to staying on mission for our community.
Community Betterment	TARTA connects the communities it serves. People in Lucas County and Rossford have more access to jobs, healthcare, education, shopping, family and friends. Our TARTA Zero emission initiative is improving the environment around us.

2025 Success Outcomes

Success Outcome	Points 100 total	Success Definition <i>highest priority metric(s) in the Success Outcome</i>	2024 Result	2025 Goal
Employee Ownership	30	<ul style="list-style-type: none"> 5% increase in the Employee Engagement Index by the end of 2025, measured by 1 Employee Ownership survey. 	EEI = 56	EEI = 59
Customer Experience	26	<ul style="list-style-type: none"> 5% increase in Net Promoter Score for each mode by the end of 2025, measured by 2 Customer Experience surveys. <p><i>Bus goal is 114% higher than TransPro's Industry Sampled Average of 28</i></p> <p><i>Move goal is 22% higher than TransPro's Industry Sampled Average of 51</i></p>	Bus = 57 Move = 59 Flex = 57	Bus = 60 Move = 62 Flex = 60
Financial Health	24	<ul style="list-style-type: none"> 6-month operating reserve. Implement a 5-year Capital Plan and a 5-year Operational Forecast by the end of 2025. Establish a capital reserve fund with up to 10% of sales tax revenue by the end of 2025. 	<ul style="list-style-type: none"> 6 months 1-year outcome-based budget 0% 	<ul style="list-style-type: none"> 6 months 5-year Capital and Operations 10%
Community Betterment	20	<ul style="list-style-type: none"> 91% of the community believe TARTA makes the community better, measured by 2 Community Betterment surveys (including stakeholder focus groups). XX% of jobs are within a 60-minute transit commute of every resident in Lucas County and Rossford. Reduce emissions by 5.6%. 	<ul style="list-style-type: none"> 91% 41% Not tracked 	<ul style="list-style-type: none"> 91% TBA 5.6%

2025 Employee Ownership Tactics

Tactic Name	Description	Owner	Team
Employee Survey	Complete 1 Employee Ownership survey in 2025.	Ursula	Lucas, Fran, Frank, Susan, Sylvester, Lee
Employee Retention Plan	Implement employee retention plan.	Ursula	Steve, Mary, Tisha, Lee, Oscar, Sylvester
Internal Communications Strategy	Establishing a method and messaging for addressing communication to staff (performance management, values, general).	Ursula/Sam	Andy, Sam, Lee
Agency Values	Establish daily values cadence.	Susan/Ursula	LT

2025 Customer Experience Tactics

Tactic Name	Description	Owner	Team
Increase Frequency	Increase frequency from 60-minutes to 30-minutes on 4 routes.	Rick/Charles	Gary, Oscar
On-Time Performance Strategy	Create and adopt a system-wide on-time performance strategy.	Charles	Sylvester, Oscar
Customer Experience Training	Create and implement a Customer Experience Training curriculum for operators.	Tisha	Jessica, Oscar, Sylvester
Operator Feedback	Establish an operator feedback loop.	Rick	Jessica, Sylvester, Oscar
Stops & Shelters	Improve stops and shelters throughout the system.	Gary	Antonio, Spencer
Customer Experience Plan	Implement year 1 of the customer experience plan.	Rick	Jessica, Oscar, Fran, Sylvester, Brandon, Antonio
Customer Surveys	Complete 2 Customer Experience surveys by the end of 2025.	Rick	Jessica

2025 Financial Health Tactics

Tactic Name	Description	Owner	Team
5-year Capital Plan	Create and adopt a 5-year Capital Plan.	James/Laura	Kattie, Sean, LT
5-year Operations Forecast	Create and adopt a 5-year Operations Forecast.	James/Laura	LT
Reporting Compliance	Develop systems to ensure timely compliance with the National Transit Database (NTD), financial audit, Federal Transit Administration's (FTA) Triennial Review, performance management scorecard and tactic updates, etc.	James	Sean, LT, Lucas, Gary, Steve, Tony, Sylvester

2025 Community Betterment Workplan

Tactic Name	Description	Owner	Team
Community Surveys	Complete 2 Community Betterment surveys by the end of 2025.	Sam	Kwinlyn, Susan
Community Betterment Plan	Implement Community Betterment plan.	Sam	Kwinlyn, Brandon, LT
Electric Vehicle Deployment	Deploy 11 electric buses and 6 electric paratransit vehicles in 2025.	Charles	LT, Antonio, Sylvester, Oscar, Tisha