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Introduction

The mission of the Florida Sterling Council is “to enhance Florida’s competitive edge and quality of life through promotion, assessment, and recognition of performance excellence.” The goal of the Governor’s Sterling Award process is to improve organizational performance excellence throughout the State of Florida by using a proven, world-class management system that applies to public and private sector organizations. The Award is designed not only to recognize organizations that are leaders in performance excellence and can serve as role models for others, but also to provide a self-assessment opportunity to help your organization optimize its operations and results.

Your organization has completed its application, and a team from the Florida Sterling Council Board of Examiners has been on site to verify and clarify the information presented. This Feedback Report is the culmination of the Examiners’ site visit findings.

Managing for quality does not end with receiving this report, or even receiving an award, but compels your organization to maintain and continuously improve upon its position of excellence. Consistent with this philosophy, the following report is intended to identify the vital few areas of strengths and opportunities for improvement on which your organization may wish to take action. The Feedback Report also provides an **Executive Summary** of the Examiners’ observations regarding your organization’s key strengths and opportunities for improvement. In addition, this report includes a scoring range for each item. This percentage range is based upon the scoring guidelines which describe the characteristics typically associated with each percentage.

This report does not prescribe specific improvement programs or techniques. The intent is to reflect the views of Sterling Examiners *relative to the requirements of the Sterling Criteria for Organizational Performance Excellence*. These views are expected to enhance your organization’s ability to analyze its continuous improvement effort and to achieve consistently higher levels of performance. Ultimately, the success of Florida depends on the success of your organization; by taking your organization to the next level, you are helping make Florida “a state of excellence.”

Applicant organizations read and use feedback comments in different ways; we have gathered some tips and practices from prior applicants for you to consider:

- Take a deep breath and approach your Sterling feedback report with an open mind. You applied to get the feedback. Read it, take time to digest it, and read it again.
- Remember that you know your organization better than the Examiners know it. There might be relevant information that was not communicated to them or that

they did not fully understand. Therefore, not all their comments may be equally accurate.

- Understand that while we strive for perfection, we do not achieve it in every comment. If Examiners have misread your application or misunderstood your staff during interviews on a particular point, do not discount the whole feedback report. Consider the other comments and focus on the most important ones.
- Celebrate your strengths and build on them to achieve world-class performance and a competitive advantage. You have worked hard and should congratulate yourselves.
- Use your strength comments to understand what the Examiners observed you do well and build upon them. Continue to evaluate and improve the things you do well. Sharing those things you do well with the rest of your organization can speed organizational learning.
- Prioritize your opportunities for improvement. You cannot do everything at once. Think about what is most important for your organization at this time and decide which things to work on first.
- Make a decision on how you will address all, some, or none of the opportunities in a particular Item. It depends on how important you think that Item or comment is to your organization.
- Use the feedback as input to your strategic planning process. Focus on the strengths and opportunities for improvement that have an impact on your strategic goals and objectives.

Executive Summary

The Miami-Dade Transit Department is in the intermediate stages of building a fact-based performance improvement system and has made considerable progress in the areas of Strategic Planning, Measurement, Analysis, and Knowledge Management, and Process Management. Some of the most important strengths include:

- o The organization is just beginning to implement many new initiatives including an annual strategic planning process, an employee succession program, and pay for performance program. These are indicators of the senior leaders' efforts to move the organization forward. The leadership commitment to "provide a world-class transit service" is demonstrated through senior leaders riding the transit system with shirts printed with, "How can we make your ride better?" The employee succession process, Succession Works at Transit (SWAT), involves senior leaders as mentors.
- o The organization selects, aligns, and integrates data and information for tracking daily operations. Measures exist across and down the organization and provide "drill down" capabilities from overall organizational performance down to diagnostic performance measures. The alignment of the organization's measurement system with its operational challenges supports its work to provide reliable transportation service. On a daily basis, the organization reviews key operational measures. Every month, performance relative to goals and targets is assessed.
- o The organization works with the Citizens Independent Transportation Trust, a 15-member board, to oversee the People's Transportation Plan and to coordinate the use of the 1/2% sales tax revenue stream for improvement and expansion projects in the transit system.
- o The Preventive Maintenance Program for buses, movers, and rail uses predictive measures to anticipate repairs and maintenance; and, maintenance workers are trained by vendors to understand and maintain the new technologies as they are implemented in the transit system. These two processes help prevent unexpected disruptions in service and align to the organization's mission to meet the needs of the public for the highest-quality transit service: safe, reliable, and efficient.

There are opportunities for improvements that include:

- o There are no strategic objectives to address several of the organization's challenges; for example there is no objective or action plan to address poor supplier performance. There is a lack of integration that would link individual strategic objectives to specific action plans, and include clear interim measures to determine the progress toward achieving each action plan. The organization has not prioritized its objectives and does not include timelines to achieve many

of its action plans. Many action plans are based on one year; however, it may be that some could be achieved in less time and others may require more than a year.

- o The organization does not use all its customer groups (workers, students, recreational groups, tourists, and elderly) to determine levels of satisfaction or to identify particular customer requirements that may vary among the groups. Lack of differentiating customer groups, other than by mode of transit used, may result in a loss of ridership through a lack of understanding of what riders and potential riders need and want.
- o The organization has no action plans to address its strategic challenge of the unsatisfactory performance by vendors. Suppliers and partners are not yet routinely integrated with the strategic planning process, performance expectations, and exchange of information for the mutual benefit to the vendor and the organization.

The Organizational Performance Results category assesses Miami-Dade Transit Department's trended and comparative performance in those areas of importance to the organization's key business factors. Some of the strengths and opportunities for improvement in the organization's results include:

- o The organization evidenced positive and systematic service results and trends important to customers such as on-time performance, fare structure affordability, adherence to schedules, availability of elevators and escalators, safety actions, on-time services and vehicle availability.
- o For elevator and escalator availability, and bus collision rate, the organization compares favorably with two peers.
- o Most of the organization's key measures do not have comparative data. This includes comparisons for operational areas as well as for supporting processes such as customer satisfaction or absenteeism.
- o Many of the organization's results are not normalized to reflect the magnitude of the measure. Examples include ridership growth based on the population growth or employee suggestions based on the number of employees.
- o The organization is missing results in many key areas. For example, several strategic challenges do not have results, there are very few financial results, and there are virtually no results for ethical behavior, regulatory and legal compliance, and employee training/development and employee satisfaction.

1.0 Leadership

The **Leadership** Category examines how your organization's senior leaders guide and sustain your organization. Also examined are your organization's governance and how your organization addresses its ethical, legal, and community responsibilities.

1.1 Senior Leadership

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how senior leaders guide and sustain the organization, communicate with employees, and encourage high performance.

Item Reference	Strengths
1.1a(1)	Senior leaders deploy organizational vision and values to employees and demonstrate commitment to the organization through communication of values and expectations. For example, business plans and performance measures are conveyed through numerous communication methods such as employee forums, Director's Corner, bulletin board, posters, departmental web site and email, newsletters, and weekly summary reports. Senior leaders regularly ride the transit system ("How can I make your ride better?" program) to talk directly to customers. These actions reinforce the organization's values of "Being customer focused and customer-driven" and will aid in accomplishing the mission "to meet the needs of the public for the highest quality transit service in a safe and reliable manner."
1.1a(3)	Senior leaders are creating a sustainable organization through the newly implemented succession planning program. The Management Internship Program and the Succession Works At Transit Program promote talent to ensure leadership continuity for key positions in the organization. Leadership continuity is essential to achieve and maintain a level of transit service commensurate with metropolitan areas of similar size, complexity, and growth.
1.1b(1)	Senior leaders are in the beginning stages of creating an aligned system to reward and recognize employees to reinforce high performance. Some examples include: an excellence attendance award, a monetary award for an implemented cost savings, safe driving awards, a drawing for administrative leave, employee of the month, and cash bonuses for various levels of certification. These methods help support the organization's transition to pay-for-performance system.

- 1.1b(2) Senior leaders communicate and encourage two-way communication with employees through various methods. For example, the director and senior staff communicate through monthly newsletters, routine email updates, memos, employee forums, paycheck comments and the open-door policy. As a result of the 2004 forum comments and management research, the organization established a Health and Wellness Program to reduce absenteeism, increase employee morale, and increase performance and productivity. At the 2006 forum, employees were able to get questions answered first hand by the director. This reinforces the organization's values of being committed to open communication.
- 1.1b(2) The organization creates a focus on action to accomplish objectives and improve performance. For example, the Active Strategy Enterprise system tracks action plans and key performance indicators. Trend analyses are developed from the data. Meetings are scheduled to focus on action plans and to identify performance improvement opportunities. This supports the organization's vision to provide a world-class transit system.

Item Reference	Opportunities For Improvement
1.1a(2)	Senior leaders do not fully promote an environment that fosters and requires legal and ethical behavior for suppliers and providers. For example, the county voters approved the creation of a local ethics commission in 1996, and training is provided to employees. However, the organization does not have a systematic process to ensure that other key stakeholders, such as key partners and providers, are knowledgeable of the ethics standards in their dealings as they represent the organization. Without a procedure for key stakeholders the organization may not be able to achieve its value to be honest, ethical, and fair.
1.1a(3)	Senior leaders have not yet fully created a sustainable organization. The new Succession Works at Transit Program is a beginning to a systematic approach to leadership continuity; however, not all leaders have been engaged throughout the organization. Senior leaders who are leaving may not be replaced in a continuous and effective manner. The organization's value for development of leadership in public service may not be fulfilled.

1.2 Governance and Social Responsibility

Scoring Range: 30% - 45%

This section of the criteria asks your organization to describe its governance system, and how it addresses its responsibilities to the public, ensures ethical behavior, and how the organization practices good citizenship.

Item Reference	Strengths
1.2a(1)	The organization addresses accountability for management's actions and fiscal accountability through its governance structure. The organization reports to a strong Mayor who has the authority to hire and fire. The organization's functions are overseen by the County Manager who appoints most of the department directors with approval from the Mayor. The organization works with the Citizen's Independent Transportation Trust, a public board that oversees implementation of the People's Transportation Plan, and the use of the half-penny surtax funds.
1.2a(2)	The organization evaluates performance of senior leaders. Regular performance reviews are conducted with senior leaders who are evaluated based on key performance indicators in the business plan's balanced scorecard. This supports the departmental value of being committed to the development of leadership in public service.
1.2b(1)	The organization addresses public concerns with current and future products, services, and operations through multiple listening methods including random customer interviews, radio programs, and town hall meetings. The information is used to determine future needs such as extending the Busway to Florida City to provide more express service. This supports the departmental value of being accountable and responsive to the public.
1.2b(2)	Key processes for enabling ethical behavior include training provided by the county, the requirement of rules and procedure manuals, discipline procedures, personnel rules, and administrative orders and ordinances. There are dedicated ethics phone lines and the organization has an ethics officer to manage ethics-related processes. This reinforces the departmental values of being ethical and fair.
Item Reference	Opportunities For Improvement
1.2b(1)	The organization does not anticipate adverse impacts of services and operations and prepare for those concerns in a proactive manner. For

Item Reference	Opportunities For Improvement
	example the Orange Line Project was developed as an expansion of the transit system to be completed by 2014. However, other changes such as the deletion of unproductive bus routes are not planned for and managed in the same systematic manner. Without systematically addressing and measuring the impact of changes to operations on the public, the overall customers of the organization, the organization may not be able to fulfill its values of customer-driven and customer-focused.
1.2b(2)	The organization does not use measures for enabling and monitoring ethical behavior for its partners and other key stakeholders. For example, the organization promotes ethical behavior through training all employees and utilizing the requirements of rules and a procedure manual; however, the organization does not have a systematic process to measure and monitor ethical behavior for partners and other key stakeholders. Without a measure for involving, enabling and monitoring ethical behavior of partners and providers, the organization may miss an opportunity to reinforce its departmental values to be honest, ethical, fair, efficient, and effective.
1.2c	The organization does not identify key communities or determine areas of emphasis for organizational involvement and support. For example, the organization donates to the United Way and participates in many community events such as the Miami Hong Kong Festival and Hispanic and Black History Months. However, the organization does not have a systematic process to determine the key communities that provide the best mutual benefit to the organization and/or a particular community to support. Without a process to identify key communities, the organization may miss an opportunity to overcome its strategic challenges of community resistance to construction and perception of public transportation.

2.0 Strategic Planning

The **Strategic Planning** Category examines how your organization develops strategic objectives and action plans. Also examined are how your chosen strategic objectives and action plans are deployed and changed if circumstances require and how progress is measured.

2.1 Strategy Development

Scoring Range: 30% - 45%

This section of the criteria asks your organization to describe how it establishes its strategy, strategic objectives, and strategic challenges. It also asks the organization to further summarize the key strategic objectives and their related goals.

Item Reference	Strengths
2.1a(1)	The organization recently adopted an annual strategic planning process. It conducts strategic planning and sets time horizons during planned retreats and annual update events utilizing the following key planning process steps: Data Gathering, Plan Development, Approval, Communication, and Deployment. Key participants are senior leaders, representatives from each of the organization's functional areas, a parts supplier, a union representative, and project management and policy consultants. This systematic approach is utilized to address its critical success factors, strategic challenges, blind spots, and time horizons to ensure the fulfillment of the vision, mission, and values of the organization.
2.1a(2)	Senior leaders address the key factors of early indications of major shifts in technology, markets and the regulatory environment through the review of data collected and analyzed that are relevant to technology and markets. These include a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, visits to community groups, customer surveys, quarterly web trend reports, Federal Transportation Association monthly and quarterly project meetings, federal and state legislation, and the Agency on Markets & Business Environment. These analyses are utilized to identify the evolving circumstances for public transportation. These methods allow the organization to make data based decisions to continue to increase the use of new technologies, and adapt to major shifts in the public transportation market and regulatory environment that may positively impact its ability to "meet the needs of the public for the highest quality transit system in a safe and reliable manner."

Item Reference	Strengths
2.1a(2)	The organization reviews and tests a variety of plans and reports to address the key factors of long-term organizational sustainability, continuity of operations, and its ability to execute the strategic plan. It reviews and tests its Incident Management and Contingency Operations Plans. The organization reviews budget variance reports, funding and allocation resource plans, and external data on legislative and regulatory affairs. These review and testing processes allow the organization to identify trends that need new or revised strategies and action plans to ensure the organization meets the needs of the public for the highest-quality transit service that is safe, reliable, efficient, and courteous.
2.1b(1)	The organization has the following key strategic objectives included in its current business plan for Fiscal Year 2007-2008: Increase On-Time Performance for Bus and Rail; Increase Miles Between Road Calls, Meet Budget Targets; Upgrade Fare Collection System; Maintain Unanticipated Employee Absenteeism by Reducing Absenteeism; Complete Performance Measures Development and Establish a Continuous Monitoring Program; and Improve Special Transportation Services On-Time Performance. These strategic objectives address the organization's major strategic challenges and will assist in achieving its mission to deliver excellent services every day.
2.1b(2)	Each year the organization addresses and balances short and long-term challenges and opportunities, the needs of the customers, and its governance stakeholders through the Annual Budget, the Transit Departmental Business Plan, Outlook Development Process, and the Balanced Scorecard from the Active Strategy Enterprise software system. These processes include the timeframe for the strategic objectives and act as tools to ensure they balance short and long-term challenges and opportunities along with external data and critical success factors. The senior leaders' review of major inputs, internal and external data, and the organization's scorecard facilitates balanced results, allows in-process feedback, and ensures stakeholder needs are balanced to achieve the mission.
Item Reference	Opportunities For Improvement
2.1a(1)	The organization has not yet implemented all key strategic planning process steps in the new planning process. The organization held a strategic planning retreat in January 2007 to gather data, and it developed and prioritized strategic objectives for inclusion in the

Item Reference	Opportunities For Improvement
	organization's business plan for 2007-2008. However, the organization has not yet implemented the Communication and Deployment steps of its new strategic planning process. Without full deployment, learning and integration, the organization may not be able to fully develop or achieve its strategic objectives and may not move towards providing a world-class transit system.
2.1a(1)	The organization's new strategic planning process does not have a systematic approach to address the difference between the short and long-term time horizons. The time horizons set are mainly project-based, such as the People's Transportation Plan: Orange Line, which is a capital project to expand rapid transit service along all major corridors. However, there are no standard time horizons to address support process objectives, such as human resources and information technology. Without standard time horizons for short and long-range planning, the organization may not be able to balance the time involved versus the resources necessary to address all of the organization's strategic challenges, particularly, meeting the expectations of residents in short timeframes.
2.1a(2)	The organization does not have a systematic approach to collect and analyze data to address major shifts in competition. For example, a local medical facility started to provide its patients with transportation resulting in a decline to the organization's Special Transportation Services customer sector. Despite this loss of ridership and the income lost, the organization has no plan in place to address the decline. As a result, the organization may reduce its customer base for overall ridership.
2.1b(1)	The organization does not have timelines or performance measures established for its key strategic objectives to address the goal, "to increase public knowledge and understanding of public transportation alternatives and benefits." The organization has major marketing projects to educate the public about the capital projects and routes and to reach out to legislators; however, there are no timelines or performance measures in the business plan to decide when to address and how to measure the success of this objective. Without specific organizational objectives that include timelines and performance measures, it may be difficult to determine if marketing projects are effective in educating and changing the public's perception of public transit.
2.1b(2)	The organization's objectives do not address all of its identified strategic challenges. For example, there are objectives identified to

Item Reference	Opportunities For Improvement
	<p>address on-time performance, meeting budget targets, and employee absenteeism, but, there are no objectives to address unsatisfactory performance of vendors, the threat of competitors, and the transition to the employee pay-for-performance system. Failure to address these strategic challenges may adversely impact the organization's ability to meet the needs of the public for the highest-quality transit service in an efficient and effective way.</p>

2.2 Strategy Deployment

Scoring Range: 30% - 45%

This section of the criteria asks your organization to describe how it converts its strategic objectives into action plans and related key performance measures or indicators, and it asks what future performance is projected by your organization.

Item Reference	Strengths
2.2a(1)	The organization develops action plans to achieve its key strategic objectives by utilizing the Active Strategy Enterprise software system, the Resource Allocation Plan, assessment of data collected throughout the year, previous year budget, and performance measures and objectives. Examples of action plans are the Metrorail Vehicle Rehabilitation, Fare Collection Upgrade, and the Metromover Vehicle Replacement. The development of action plans linked to strategic objectives enables the organization to address strategic challenges and achieve its vision to provide world-class transit service.
2.2a(2)	The organization establishes modified action plans, if circumstances require a shift in plans and rapid execution of new plans based on regulatory audit findings, input and suggestions from customers, employees, project managers, functional committees, and advisory board. For example, unproductive bus routes changed based on revenue and ridership data. This approach shows the organization's commitment to efficiency, effectiveness, and public accountability.
2.2a(3)	The organization has both key short- and long-term action plans. An example of a long-term action plan is the Implementation of People's Transportation Plan, the Orange Line, and the short term plan for this project is the acquisition of properties and right-of-ways. Key changes in the organization's short-term action plans include: add a "Kiss & Ride" survey to identify potential feeder routes, and install the Automatic People Counter to accurately identify ridership on the Metromover. Long-term changes include extending the Busway to Florida City to provide more express service. These key changes in the organization's short- and long-term action plans show a commitment to values, and to be customer-driven and action-oriented to provide accessible and reliable services.
2.2a(5)	The organization tracks progress on its action plans, reinforces organizational alignment, and deploys tracking mechanisms through the organization's business plan and the Active Strategy Enterprise software system's balanced scorecard. Examples of reports utilized

Item Reference	Strengths
	to track the fiscal impact of the organization's action plans include project management schedules, budget charts, and monthly budget variance reports. The organization's review and tracking of the status of the action plans and budget reports enables the organization to ensure financial stability and continuity of operations.
Item Reference	Opportunities For Improvement
2.2a(1)	The organization has not developed action plans to achieve some of the organization's key strategic objectives. For example, strategic objectives for reducing customer complaints and retention of excellent employees do not have action plans. Lack of action plans to address these key issues may hinder the organization's ability to fully achieve its vision to provide world-class transit service.
2.2a(4)	The organization does not have key Human Resource plans that derive from short- and long-term objectives. For example, the organization is in the process of transitioning to a pay-for-performance appraisal system; however, there are no short or long-term Human Resource objectives or action plans to determine the steps necessary to complete this transaction. Without plans to support all of its short- and long-term human resource objectives and challenges, the organization may experience a loss of skilled employees to other organizations.
2.2b	The organization has not set performance projections for some of its short and long-term planning time horizons. Performance projections have been set for the organization's capital projects; however, some of the organization's strategic objectives do not include long-term planning time horizons. For example, the goal is 100% for the certification program for all supervisory-level employees; however, there are no performance projections to reach that goal. Without establishing interim performance projections for long-term goals and objectives, the organization may not be able to determine when objectives and associated indicators are off track in order to take corrective action to ensure an adequate number of certified personnel are available.

3.0 Customer and Market Focus

The **Customer and Market Focus** Category examines how your organization determines requirements, expectations, and preference of customers and markets. Also examined is how your organization builds relationships with customers and determines the key factors that lead to customer acquisition, satisfaction, loyalty, and retention, and to business expansion and sustainability.

3.1 *Customer and Market Knowledge*

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how it determines requirements, expectations, and preferences of customers and markets to ensure the continuing relevance of your products and services and how you develop new opportunities.

Item Reference	Strengths
3.1a(1)	The organization identifies customers, customer groups, and market segments, to pursue for current products and services, through a variety of methods. Customer groups were identified through market research, with a focus on the most valuable customers, daily commuters. Customers are identified through the Transit Tracking Study, which documents transit use, satisfaction, image of riders/non-riders, and potential customers. Customer and customer group identification facilitates an improved public perception that public transit is not only for the economically disadvantaged.
3.1a(2,3)	The organization utilizes various listening and learning methods in order to determine key customer requirements, needs, and changing expectations. The Transit Tracking Study, community and cultural events, comment cards, emails, and town hall meetings resulted in the creation of new bus routes and the identification of the customers' future transit expectations. The organization developed an on-line trip-planning program to keep current with changing demands for customer convenience for planning trips on the transit system. Senior leaders frequently ride the public transit system wearing shirts saying, "How can we make your ride better?" The personal involvement helps senior leaders to better understand the organization's customers and their requirements. Improved customer satisfaction, improved customer relationships, and an improved customer focus are the results.

Item Reference	Opportunities For Improvement
3.1a(1)	The organization does not pursue all identified customer groups for future services. While the organization has a focus on daily commuters as the most valuable customers and looks to them for potential future services, other potential customer groups such as individuals utilizing public and private transportation (taxis, car rentals, shuttle companies), tourists, and recreational groups are not systematically addressed. The lack of inclusion may adversely impact the organization's ability to increase ridership and address the challenge of changing public perception of transit systems.
3.1a(2)	Listening and learning methods do not vary for different customers and customer groups. The organization identifies tourists, students, elderly, and recreational groups as unique customer groups, and the two primary methods used to listen and learn are a rider survey and a variety of meeting venues. However, the organization does not have a process to determine if these two methods can meet its information needs for these particular customer groups it has identified. This may result in a decrease in ridership and may not address the strategic challenge, related to the community, "public perception of riding transit is only for the economically disadvantaged."

3.2 *Customer Relationships and Satisfaction*

Scoring Range: 30% - 45%

This section of the criteria asks your organization to describe how it builds relationships to acquire, satisfy, and retain customers, to increase loyalty, and to develop new opportunities. This section also asks your organization to describe how it determines customer satisfaction.

Item Reference	Strengths
3.2a(1)	The organization builds relationships to acquire customers, and to meet and exceed expectations. Public outreach methods include access of services through senior leaders riding the transit system ("How can we make your ride better?") and the Special Transportation Services serving Medicaid and American Disabilities Act eligible persons. Supervisors travel to bus stops to meet with customers who have complaints and concerns. Also, the organization has several incentive programs, including Corporate Riders and Students, to promote public use of the transit system. Such actions support the mission to meet the needs of the public to provide the highest quality transit service.
3.2a(2)	The organization provides many access mechanisms for customers to seek information, conduct business, and to make complaints. The organization established five satellite centers for customers to access services. On special days these service centers handle Special Transportation Services appointments and Golden Passport applications. This accessibility is critical to the organization's value to be customer focused and customer driven.
3.2a(3)	The organization manages customer complaints and ensures that they are resolved effectively. Complaints are entered into a database and forwarded to the appropriate area for resolution. Feedback is provided to customers by customer representatives, who follow up by phone, email, or written correspondence. Complaints are aggregated and analyzed for improvements in appropriate areas within the organization. A weekly report identifies the top ten routes with on-time performance complaints, and these routes receive more intensive monitoring to resolve the issue. This process supports the organization's ability to provide quality customer service and to meet customer expectations.
3.2b(1)	The organization determines customer satisfaction and dissatisfaction and utilizes this information for improvements. Information collected by ridership performance and on-board surveys resulted in the

Item Reference	Strengths
3.2b(2)	<p>development of new bus routes. Customer research is conducted every three years in multiple languages. A tracking study surveys riders to provide information to determine trends, identify demographics of users and non-users, and to illustrate perception and barriers to transit use. These efforts result in a better understanding of customer expectations.</p> <p>The organization follows up with customers regarding the quality of services to enable customers to receive prompt, actionable feedback. Follow up with customers is conducted through phone calls, email, and/or letters within ten days. Customer feedback information is documented in a feedback report that is used to review routes to ensure that bus routes meet customer expectations. These efforts support the organization's emphasis to be customer-focused and customer-driven.</p>
Item Reference	Opportunities For Improvement
3.2a(1)	<p>The organization does not have a systematic approach to increase loyalty, repeat business, and gain positive referrals. While the organization employs a variety of activities to acquire customers such as outreach and incentive programs, the organization's approaches to increase loyalty, and the approach to generate business with potential customers are not systematic. The initiation of the Golden Passport Program and the Patriot's Pass Program are beginning methods to not only generate new and repeat business, but also to increase loyalty, but there is no overall plan to leverage these programs or others to increase loyalty and referrals. Lack of a systematic approach may negatively impact the organization's ability to increase ridership.</p>
3.2a(2)	<p>Customer contact requirements are not determined for all modes of access and are not deployed throughout the organization. For example, customer contact requirements do not exist for the Call Center and the Transit Service Centers. Although some contact requirements issued from the American Public Transit Association were communicated to staff by trainers, these contact requirements are not consistently known or implemented. Lack of customer contact requirements may impede the organization's ability to be customer focused and customer driven.</p>
3.2b(1)	<p>Customer satisfaction, dissatisfaction, and loyalty are not determined by customer groups, and there is a lack of measures used to capture</p>

Item Reference	Opportunities For Improvement
	<p>actionable feedback. Methods to determine satisfaction and dissatisfaction do not vary among groups other than the use of comment cards for Special Transportation Services and surveys for riders in general. Customer satisfaction and dissatisfaction data are not collected by customer groups, such as daily commuters, tourists, or recreational riders, so the organization cannot see which groups may have greater or less satisfaction with its services. This may affect the organization's ability to address concerns related to each specific customer group, which may result in a loss of ridership and revenue.</p>

4.0 Measurement, Analysis, and Knowledge Management

The **Measurement, Analysis, and Knowledge Management** Category examines how your organization selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets. Also examined is how your organization reviews its performance.

4.1 *Measurement, Analysis, and Review of Organizational Performance*

Scoring Range: 30% - 45%

This section of the criteria asks your organization to describe how it measures, analyzes, aligns, reviews, and improves its performance data and information at all levels and in all parts of the organization.

Item Reference	Strengths
4.1a(1)	The organization selects, collects, aligns, and integrates operational data and information for tracking performance. Performance is tracked and reported on a monthly, quarterly, and annual basis using multiple systems including reports and the scorecard. For example, measures exist across and down the organization and are integrated to align and track levels of performance for Bus and Rail Services. The data provide "drill down" capabilities from overall organizational performance down to lowest diagnostic performance measures. The alignment of the organization's measurement system with its operational challenges in these areas, such as high cost of fuel, supports its mission to provide reliable transportation service.
4.1a(3)	The organization keeps its performance measurement system current with business needs and direction through its strategic planning process. The organization integrates and analyzes data from its environmental scan, the Strengths, Weaknesses, Opportunities, and Threats analysis, and internal performance data to ensure it is on the right path. A less intensive analysis is conducted annually to ensure business practices are current with changes in regulations, industry practices, changing technology, and changing customer needs and population demographics. This performance measurement system assists the organization in maintaining a level of transit service commensurate with metropolitan areas of similar size, complexity, and growth.
4.1b(1)	The organization reviews organizational performance and capabilities through its business review process. Daily, thirty key operational

Item Reference	Strengths
	<p>measures are reviewed spanning the past seven days. Monthly, a more formal review is conducted where performance relative to goals and targets is assessed. Annually, reviews are conducted as part of the strategic planning process. Poor performance on critical measures requires an explanation of the contributing factors and an action plan. Positive deviations also require analysis to determine the cause in order to maintain and replicate this higher performance. The organization monitors its results to provide performance driven service to meet the needs of the public for the highest quality transit service.</p>
Item Reference	Opportunities For Improvement
4.1.a(1)	<p>The organization does not select, collect, align, and integrate data and information for overall organizational performance including progress relative to some of its strategic objectives and action plans for all its organizational challenges. For example, the organization selects, collects, aligns, and integrates data and information for its operations, maintenance, and major projects such as the North Corridor project; however, measures do not exist for some programs related to organizational challenges such as Succession Works at Transit. Without data and information for all organizational, operational, and human resources challenges, the organization may not improve its performance in these areas.</p>
4.1a(2)	<p>The organization does not have a systematic process to select and ensure effective use of key comparative data and information to support operational and strategic decisions and innovation. The organization benchmarks for bus-related performance; however, there is not a systematic selection process for either comparable or competitive benchmarking data for other identified organizational and operational areas of importance to the organization, such as absenteeism and disabling employee injuries. Without comparative or benchmarking data that represent best practices, the organization may fail to identify opportunities for improvement that may adversely impact its ability to provide the highest quality service.</p>

4.2 Information and Knowledge Management

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how it ensures the quality and availability of needed data and information for employees, suppliers, partners, collaborators, and customers and how your organization builds and manages its knowledge assets.

Item Reference	Strengths
4.2a(1)	Data and information are available and accessible to employees and customers. For employees, the organization maintains an internal website that has been designed exclusively for internal customers with easy access to news, employee resources, divisional information, and many other helpful tools. At each level of the organization, there are various methods to access key applications and process information such as hard copy reports as well as on-demand, on-line functions that produce vital statistics and financial information. The organization provides customers with the ability to: perform regional trip planning; arrange special transportation services; access trip confirmations; and purchase monthly Metro passes and parking passes via the web. Employees' ability to access data supports the delivery of services to customers. Customers' ability to access route data on-line may contribute to customer satisfaction and facilitates increasing ridership.
4.2a(2)	Hardware and software are ensured to be reliable, secure, and user friendly as guided by the organization's technology standard operating procedures and purchasing procedures. System servers are located in secured environments. Systems automatically send notification of preemptive hardware failures indicating any system instability. A unified server and storage management platform allows the administrators to manage the complete server and storage environment with one extensive, secure, management tool set. Maintaining a level of transit service commensurate with metropolitan areas of similar size, complexity, and growth requires the highest level of data availability that is dependent on the reliability of the hardware and software.
4.2.a(3)	During an emergency, hardware and software systems, data, and information availability is ensured using a "Raid 5" fault tolerance configuration, which is replicated electronically each day via the network to off-site redundant servers. The off-site storage is live (no tapes), and data are kept for one year. The organization's systems,

Item Reference	Strengths
	<p>applications, servers, routers, and switches are monitored on a 24/7/365 schedule. To augment these internal procedures a Recover-All-Plan and Maintenance Agreement guarantees a duplication of systems at a remote site will be delivered no later than three days after a disaster. The plans are tested annually and updated as new systems are introduced. In order to be accountable and responsive to the public, the organization must be able to function even in an emergency situation. Maintaining a level of transit service commensurate with metropolitan areas of similar size, complexity, and growth requires the highest level of data availability even in the case of a catastrophic event.</p>
4.2a(4)	<p>Data and information availability mechanisms are kept current with business needs by maintaining technology platforms that are in line with technology trends, including daily monitoring of computers and responding to the results of user surveys. Common themes emerging from trouble calls are tracked and lead to initiatives that improve the systems and keep them current. Key process measures are reviewed to identify adjustments in data collection and management methods. The organization participates in Information Technology leadership workshops and technology work groups that are tasked with the identification, research, testing, piloting, and deployment of emerging technologies. Providing reliable cost-effective services that meet and exceed customer expectation requires that data and information mechanisms are kept current with the organization's business needs.</p>
4.2.b	<p>The organization communicates knowledge to and from employees using e-mails, newsletters, an internal website, information distributed with paychecks, bulletin boards, and meetings. Employees can reference service bulletins, troubleshooting guidance, as well as question and answer and discussion forums for technical equipment on the internal website. The transfer of organizational and technical knowledge enables employees to provide reliable, cost-effective services.</p>
4.2c	<p>The organization ensures the accuracy, integrity, and reliability of its data through its policies, procedures, and design specifications. Technical specifications for designing and building systems ensure the reliability of information meets the organization's business goals. The reliability of data is also ensured through the extensive use of password protections on the network, anti-virus software, and backup/restore utilities. The accuracy, integrity, reliability, timeliness, security and confidentiality of data, information and organizational</p>

Item Reference	Strengths
	knowledge is critical to the organization to continue to receive federal funding, limit liability due to breeches of confidentiality or security, and to meet and exceed the customers' expectations.
Item Reference	Opportunities For Improvement
4.2a(1)	The organization does not make data available to suppliers, partners, and collaborators. For example, although the organization uses data to identify issues that are then shared with vendors, the organization does not routinely provide performance data that could help vendors better understand the potential or developing issue in a proactive manner. Lack of a systematic process to share information with suppliers and partners may hinder the organization's efforts to overcome its strategic challenge of poor performance by vendors.
4.2b	The organization does not manage organizational knowledge to ensure rapid identification, sharing, and implementation of best practices from its employees, customers, suppliers, and partners. For example, some team successes are disseminated to other divisions by team members who make up the cross-functional project teams and through the publication of information on the internal website. However, there is not a systematic process to identify, manage and share best practices for all key processes throughout the organization and with other stakeholders. Without a consistent process to transfer relevant knowledge from employees throughout the organization and between the organization and its customers, vendors, and suppliers, the organization may not achieve its value of innovation which could assist in its journey to become world-class.
4.2c	The organization does not systematically evaluate the effectiveness of the methods it uses to ensure the accuracy, integrity, reliability, timeliness, security, and confidentiality of its data. For example, although the organization has not yet experienced a security breach, it does not have a systematic approach to routinely evaluate the effectiveness of its security. Data and system security may be an especially critical factor in its driverless transit systems in order to maintain the highest quality transit service. Lack of a consistently deployed process to evaluate method effectiveness could result in failed systems.

5.0 Human Resource Focus

The **Human Resource Focus** Category examines how your organization's work systems and employee learning and motivation enable employees to develop and utilize their full potential in alignment with your organization's overall objectives, strategy, and action plans. Also examined are your organization's efforts to build and maintain a work environment and employee support climate conducive to performance excellence and to personal and organizational growth.

5.1 Work Systems

Scoring Range: 30% - 45%

This section of the criteria asks your organization to describe how work and jobs enable employees and the organization to achieve high performance and how compensation, career progression, and related workforce practices enable employees and the organization to achieve high performance.

Item Reference	Strengths
5.1b	The organization's performance management systems help reinforce high performance. The organization is implementing pay-for-performance, currently for senior leaders only, and pays supplemental wages for attaining certifications and licenses. Professional certifications and longevity pay reinforce performance of workers. The organization has a compensation plan that rewards employees for certifications and licenses beyond minimum job requirements. Tuition reimbursement is available, and several employees have received degrees in higher education utilizing the tuition reimbursement program. This assists the organization in addressing its strategic human resource challenge of transitioning to pay for performance.
5.1c(1)	The organization identifies characteristics and skills needed by potential employees through the use of a job analysis process. On a three-year cycle job descriptions are updated using employee input. This allows the organization to keep updated job descriptions needed for current classification. When the organization experiences a job opening, advertisements are written using these current job descriptions. Compensation specialists define the minimum requirements for education and experience, job purpose, job functions, job tasks and activities, knowledge, skills, and abilities. This helps the organization attract and retain human capital.
5.1c(2)	The organization recruits and hires new employees and ensures employees represent the diverse ideas, cultures, and thinking of the

Item Reference	Strengths
5.1c(3)	<p>hiring community by using standard industry practices and school partnerships including an apprenticeship program for maintenance employees. The organization recruits employees by using the Recruitment Process, a systematic approach for different employee classifications. The steps include: establish vacancy, approve requisition, advertise, interview, approve, pre-employment screening, extend offer, send response, and begin probationary period. Recruitment strategies are diversified to reach all areas of the population. Local newspapers written in English, Creole, and Spanish advertise job vacancies, as well as national publications and trade journals. This supports the organization's value to be diverse.</p> <p>The organization accomplishes succession planning for leadership and management and career progression for employees through the Succession Works at Transit program and the Management Intern Program that provide processes for developing internal talent. Currently an intern is cross-training in the Office of Civil Rights and Labor Relations. This program helps the organization attract and retain human capital.</p>

Item Reference	Opportunities For Improvement
5.1 a (1)	<p>The organization does not organize and manage work and jobs including skills to promote cooperation, initiative, empowerment, innovation, and an organizational culture to achieve agility and keep current with business needs and achieve action plans. Standard management practices are used such as a hierarchical organizational structure and job descriptions. For example, while the senior leaders use the strategic plan to establish action plans, tasks and work for most employees are directed through the chain of command. Only a small number of employees have been empowered to participate on project teams. Without a process to organize and manage work and jobs to promote cooperation, empowerment, and organizational culture, the employees may not have the opportunity to exhibit the organization's values of teamwork and innovation.</p>
5.1a(2)	<p>Work systems do not capitalize on the diversity of employee and community cultures. The organization uses employee forums to provide employees with opportunities to express their diverse ideas to the director and senior leaders, but the organization has not fully implemented systems to engage employees in problem solving teams, improvement teams, or functional teams that could lead to</p>

Item Reference	Opportunities For Improvement
5.1a(3)	<p>generating diverse ideas. Without a systematic approach for work systems to capitalize on the diversity of the workforce the organization may be hindered in creating a culture of being respectful of value and each other.</p> <p>There is no systematic approach to achieve skill sharing across work units, jobs, and locations. For example, some technicians are using a chat room for questions and answers while other are using meetings and work shift communication, but there is no consistent method utilized across the organization to share ideas and skills. Without an approach for effective, systematic communication and skill sharing, the employees may be duplicating work and processes or working inefficiently and may hinder the organization's ability to provide excellent service every day.</p>
5.1b	<p>The organization's employee performance management system is not deployed beyond the senior staff. For example, division chiefs and above are currently using the pay-for-performance system, and bus operators are evaluated on a point system, but other employees are still on the tradition evaluation system. Without the full deployment of its new performance system, the organization may not fully address its human resources challenge of attracting and retaining human capital.</p>

5.2 Employee Learning and Motivation

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how education, training, and career development support the achievement of the organization's overall objectives, contribute to high performance, and build employee knowledge, skills, and capabilities.

Item Reference	Strengths
5.2a(1)	Employee education and training contribute to the needs associated with technological changes through the development of training goals that are linked to organizational key requirements. Bus maintenance employees receive in-depth vendor training stemming from new bus fleets, in addition to formalized refresher skills training directly linked to maintenance performance measures. In some cases, trainers and employees create courseware that teaches repair and maintenance of parts because sending the parts to the vendor for repair is cost prohibitive. For example, employees learned to fix a part in-house that would cost the organization \$1000 to have repaired by the manufacturer. Through the education and training of bus operators and maintenance employees, the organization demonstrates its dedication to professional skill development.
5.2a(2)	Employee education, training, and development address key organizational needs associated with new employee orientation and ethical business practices by utilizing both the county's and the organization's new hire orientation. These include a review of Conflict of Interest, Grievance Procedures, Alcohol and Drug Screening and Positive Attendance Control and Evaluation. Ethics training is required of all employees, and the organization is in phase five of the county program. This supports the organizational value of being dedicated to professional skill development.
5.2a(3)	The organization seeks input from employees and their supervisors and managers on education and training needs by developing training with staff and managers. Supervisors observe employee performance and discuss any resulting training needs. Managers and training staff meet with employees as well as vendors to ensure the necessary training is developed and completed. The organization also utilizes the Director Employee Forums to get input on training needs. This assists the organization in addressing its human resource challenge for increased training needs.

Item Reference	Strengths
5.2a(4)	<p>Education and training are delivered to seek structured feedback from employees and supervisors regarding the delivery approaches by using the training evaluation form and on-the-job observation. Training delivery approaches are modified as needed based on the feedback from both the training evaluation form and from supervisors who observe employees subsequent performance. This assists the organization in overcoming its strategic challenge of increased training needs.</p>
5.2b	<p>The organization motivates employees to develop and use their full potential. The organization helps employees attain job and career related development and learning objectives using a compensation structure established to be commensurate with the job and offering job stability. Most supervisory and advanced professional level positions are designed as promotional positions, which require minimum level experience that establishes a career ladder for lower level employees. This provides employees with opportunities to advance and addresses the organization's strategic human resource challenge of attracting and retaining human capital.</p>

Item Reference	Opportunities For Improvement
5.2a(1)	<p>Employee education and training do not balance the organization's short and long-term objectives with employee needs for development, learning, and career progression. For example, although promotional positions exist to create a career ladder, current training is generally skill needs based. Current training is developed and provided for the maintenance and repair of bus and rail vehicles and hardware; however, this training does not address employee needs for development, and career progression such as a program to provide mechanics with an opportunity to be trained for supervisory or management positions. Also, training and development are not systematically provided to employees in positions other than technicians. Without a systematic approach to employee development and training at all levels, the organization may not have the skills available to support future capital projects and changes in technology and may be challenged to retain employees.</p>
5.2a(2)	<p>Employee education, training and development programs do not address the organization's needs associated with employee workplace and environmental safety. There is not a systematic approach for safety training for workplace injuries such as carpal</p>

Item Reference	Opportunities For Improvement
5.2a(5)	<p>tunnel, back injuries, safety practices in maintenance areas, or for environmental hazardous protections. The reactive plan for serious workplace injury is to call 911. Without a systematic proactive approach for workplace safety training, the organization's key workforce consisting of bus and rail maintenance employees, other skilled trade workers, and technical support may be adversely affected.</p> <p>The organization has not fully deployed a systematic approach to transfer knowledge from departing or retiring employees. For example, some transfer of knowledge occurs through face-to-face communication and meetings, but there is no consistent method to ensure this information is captured. Many employees are seasoned veterans, and the organization depends on the experience that would be lost in the event of a departure. Without a systematic approach for ongoing transference of knowledge gained from the experience of seasoned workers, the organization risks loss of the organizational knowledge base.</p>

5.3 *Employee Well-Being and Satisfaction*

Scoring Range: 30% - 45%

This section of the criteria asks your organization to describe how it maintains a work environment and an employee support climate that contribute to the well-being, satisfaction, and motivation of all employees.

Item Reference	Strengths
5.3a(1)	Workplace health, safety, and security are addressed, and policies and procedures with performance measures are established. The office of Safety and Security ensures safety compliance. The key measures are workplace accidents and incidents, preventable bus traffic accidents, total bus accidents, and fatigue related accidents. Internal audits are completed on a three-year cycle to maintain compliance with regulatory agencies such as Federal Transit Administration, Florida Department of Transportation, Transportation Safety Administration of the Department of Homeland Security, Occupational Safety and Health Administration, and local laws.
5.3a(2)	The organization ensures workplace preparedness for disasters and emergencies by having an emergency response plan called System Security Emergency Preparation Plan, a Hurricane Manual, and the Radiological Emergency Plan. The organization conducts emergency drills bi-annually, annual exercises coordinated with regional response providers, and develops and publishes various emergency response plans. These plans help provide compliance with regulatory agencies such as Federal Transit Administration, Florida Department of Transportation, Transportation Safety Administration of the Department of Homeland Security, Occupational Safety and Health Administration, and local laws.
5.3b(2)	The organization supports employees through a variety of services benefits, and policies. These are primarily offered through the county to full-time employees and are prorated for other employees. For example, these include such benefits as health and dental plans, pre-tax flexible benefits, participation in the Florida Retirement System, leave and sick time. In addition, the organization offers employees free public transportation and uniforms with laundry and delivery service. Other benefits include the Open Door Policy and training and coaching for maintenance workers and technicians. Support is also available from the Office of Labor Relations. These benefits may assist the organization in addressing its challenge of attracting and retaining human capital.

Item Reference	Opportunities For Improvement
5.3a(1)	The organization does not ensure and improve workplace ergonomics in a proactive manner or in different work units and work environments. For example, the organization has a System Safety Plan and a Security Plan; however, the organization does not address ergonomics for employees in varying jobs and work environments. Without ensuring workplace ergonomics and having improvement targets for different workplace factors the organization may risk higher absenteeism and excessive sick time.
5.3b(1)	The organization does not have a systematic approach to determine key factors that affect employee well-being, satisfaction, and motivation that are segmented for a diverse workforce and for different categories and types of employees. For example, the organization has segmented workers into four different ethnic backgrounds, three languages, male and female, and those that work in four different modes of transportation. However, the organization has not identified the unique factors that determine satisfaction, well-being, and motivation for each employee group. Without an approach to understand the key drivers of satisfaction for each employee group in the organization's workforce, the organization may risk not overcoming its strategic challenge of retaining human capital.
5.3b(3)	Methods and measures for determining employee well-being, satisfaction, and motivation do not differ for a diverse workforce and different types of employees. There is a newly implemented employee survey; however, there has been no consideration to understand whether or not this survey is appropriate for each employee group. Without an approach to determine employee well-being, satisfaction, and motivation for each of the employee groups, the organization may not be able to identify specific dissatisfaction factors in an employee group in time to resolve an issue before it becomes a problem.
5.3b(4)	The organization's assessments and findings are not related to key business results or used to identify priorities for improving work environment. The Employee Satisfaction Survey results do not relate findings to key business results. For example 46.8% employees responded they are not provided a safe work environment. This information has not been correlated to injuries, close calls, and/or absenteeism. In addition, the organization has not used this information to develop a systematic approach to safety training. Without a process to utilize assessment findings to improve the work environment, the organization may risk greater employee dissatisfaction, growth in absenteeism, and greater loss of personnel.

6.0 Process Management

The **Process Management** Category examines the key aspects of your organization's process management including key product, service, and business processes for creating customer and organizational value and key support processes. This Category encompasses all key processes and all work units.

6.1 Value Creation Processes

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how it identifies and manages its key value creation processes for creating customer value and achieving organizational success and growth.

Item Reference	Strengths
6.1a(1)	The organization determines its value creation processes, key processes and services through the strategic planning process. Value creation processes are developed based on the County's Strategic Plan and the Business Plan. The organization's key value creation processes are to provide regularly scheduled Metrorail, Metrobus, Metromover, and Paratransit Services and Operations. The performance of these processes contribute to profitability, sustainability and organizational success in meeting the organization's vision to provide a world-class transit service,
6.1a(2)	The organization determines key value creation requirements using input from customers and partners. For example, requirements are based on focus groups, satisfaction data, regulatory requirements, the County's People's Transportation Plan, the Citizen's Independent Transit Trust, and the organization's requirements for revenue generation, profitability, sustainability, and success. Such requirements include: On-Time, Availability, Ridership, Bus Misses, Contract & Regulatory Requirements, Projects On-Budget, and Project Quality. These requirements ensure the organization remains customer-focused, customer-driven, accountable, and responsive to the public.
6.1a(3)	The organization designs its value creation processes to meet key requirements by following a systematic approach consisting of eight steps including: identify external customer requirements; determine need to design new process; document the process; identify key process requirements; create performance measures, create required process records; and align process activities so that each step

Item Reference	Strengths
6.1a(4)	<p>contributes to expected results; and implement the process. This systematic approach ensures the organization will meet its mission to meet the needs of the public for the highest-quality transit service with safe, reliable, efficient, and courteous service.</p> <p>The organization uses key performance measures to manage processes. For example, measures such as on time performance, amount of road calls, work logs, daily "bus down report", and operator absenteeism are used. Measures of the preventive maintenance system are used to schedule needed repairs. These measures contribute to the organization's mission and values as quality is measured by expectations for safe, reliable, efficient, and courteous service.</p>
6.1a(5)	<p>The organization uses prevention and early detection of errors to prevent defects, service errors, and rework. For example the Preventive Maintenance Program for maintenance and repair of buses, the People Mover, and trains helps prevent excessive repairs and replacements of parts. Prevention and early detection of errors is accomplished through proactive monitoring, new technology training and daily service reports. These processes directly affect key performance measures of on-time performance and service availability.</p>

Item Reference	Opportunities For Improvement
6.1a(5)	<p>The organization does not systematically minimize costs of inspections, tests, and performance audits. For example, although managers monitor the performance of key measures and take preventive action, when applicable, and monthly reviews of the performance measurements are distributed through the Bus/Rail Services Performance Report, however, inspection processes have not been analyzed to determine the most appropriate intervals or methods to reduce the costs. Without a process in place to address cost associated with inspections, tests, and audits, the organization may not be able to maintain budget adherence and overcome its strategic challenge of competition for federal funds.</p>
6.1a(6)	<p>The organization does have a systematic process to evaluate and improve value creation processes to achieve better performance. For example, Rail Maintenance Control and Asset and Material</p>

Item Reference	Opportunities For Improvement
6.1a(6)	<p>Management sections are participating in process improvement training for staff and a lot of customer feedback and complaints are gathered; however, the organization does not yet have a consistent process in place to proactively evaluate and improve its key value creation processes. Without a process to continually improve, the organization may overlook opportunities for greater efficiency and effectiveness and could lose ridership to private competition.</p> <p>The organization's improvements and lessons learned are not systematically shared with other processes to drive learning and innovation. For example, daily "Tool Box" meetings are held in the Operations and Maintenance areas and there is an on-line "chat room" that technicians can use; however, these methods do not include a systematic process to identify and communicate key improvements and/or lessons learned to other appropriate areas of the organization. Without a systematic process to share improvements and lessons learned, the organization may not be able to maintain its values of being customer-focused, customer-driven, and accountable and responsive to the public.</p>

6.2 Support Processes and Operational Planning

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how it manages its key processes that support its value creation processes and processes for financial management and continuity of operations in an emergency.

Item Reference	Strengths
6.2a(1) & (2)	The organization determines key support processes and determines their requirements using input from internal and external customers. For example, analysis of the county's strategic plan identifies relevant processes. Key processes include Maintenance, Customer Service, Human Resource, Materials Management, and Transit System Planning. Support process requirements come from an analysis of value creation process input requirements, how they comply with regulations, and use customer and supplier input. This supports the organization's vision to provide a world-class transit service.
6.2a(3)	The organization designs its support processes to meet key requirements through the identification of internal customer requirements and desired outcomes, determination of the need to design a process, and the identification of key requirements, performance measures, activity owners, new technologies, and the development of procedures to align with policies. The new process is distributed for review, revisions, and approval for use. Meeting key requirements helps to maintain quality that is measured by expectations for safe, reliable, efficient, and courteous service.
6.2a(4)	The organization uses key support process performance measures to control its Maintenance processes. For example, key support process measures for Maintenance include Metrorail service disruptions, mean distance between failures, seat cover replacement, and vehicle availability. Process Approach and Process Development training teaches how to avoid waste, and encourages detecting and removing errors and rework early in the process before customers become aware of it. Measures are reviewed daily to determine actions to ensure processes perform to meet requirements. Use of these measures supports the mission to meet the needs of the public for the highest quality transit service that is safe, reliable, and efficient.
6.2b(1)	The organization ensures adequate resources are available to support major new business investments and assesses financial risks associated with its current business operations and major new

Item Reference	Strengths
	<p>business investments through its budget process. For example, capital projects use consultants to identify staff hours needed and ratios of in-house people and design personnel. The Federal Transit Administration performs a risk assessment that includes cost calculations, risk analysis, and contingencies. Other funding sources include the half-penny surtax and federal and state funded programs and grants. Non-traditional revenue sources, such as bus wrapping (advertising) and MetroMover station advertisements, are additional sources of funding. Having sufficient funding is necessary to successfully achieve business plan objectives and performance measures.</p>
Item Reference	Opportunities For Improvement
6.2a(4)	<p>In-process measures are not systematically used to manage all key support processes. For example, measures such as customer service complaints by area, human resource absentees, and customer and employee safety/injury indicators are not used to frequently assess the performance of the process to initiate preventive or corrective actions. The lack of indicators that might indicate whether or not outcomes may meet expectations might result in processes that do not meet customer requirements for safe, on-time performance.</p>
6.2a(6)	<p>The organization does not systematically share improvements and lessons learned among processes to drive learning and innovation. For example, daily "Tool Box" meetings are held in the Operations and Maintenance areas and there is an on-line "chat room" that technicians can use; however, there are no systematic methods to share ideas in other support processes. Further, there is not a systematic process to identify and communicate key improvements and/or lessons learned to other appropriate areas of the organization. Without a systematic process to share ideas in all areas of the organization, it may not be able to maintain its status as one of the best transit organizations.</p>
6.2a(6)	<p>The organization does not systematically evaluate and improve its support processes to achieve better performance. For example, the process of cleaning buses might be evaluated to determine whether the current process is efficiently and effectively meeting customer expectation of cleanliness, rather than waiting for complaints to drive improvements. Without a systematic process to share improvements</p>

Item Reference	Opportunities For Improvement
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and lessons learned, the organization may not be able to successfully compete for federal funds or increase ridership.

7.0 Results

The **Organizational Performance Results** Category examines your organization's performance and improvement in key business areas – product and service outcomes, customer satisfaction, financial and marketplace performance, human resource results, operational performance, and leadership and social responsibility. Performance levels are examined relative to those of competitors and other organizations providing similar products and services.

7.1 Product and Service Outcomes

Scoring Range: 30% - 45%

This section of the criteria asks your organization to summarize its key product and service results. Results should be segmented by product and service types and groups, customer groups, and market segments, as appropriate. Appropriate comparative data should also be included.

Item Reference	Strengths
7.1	<p>Service results important to customers are improving. An indicator of the customer requirement, Affordable, is <i>Fare Comparison</i> (Figure 7.1.2). As of April 2005, the organization was at \$1.50 compared to MARTA at \$1.75, MTA at \$1.60, and in line with three others (PACE, RTD, and Metro Transit). In May 2005, the organization had its first fare increase in 16 years.</p> <p>Adherence to schedule requirement shows positive trends for Metrorail and Metromover. <i>Metrorail Service Disruptions</i> (Figure 7.1.11) went from 5.9 in FY 2002 to 6 in FY 2004, and 5.2 in FY 2006. <i>Metromover Service Disruptions</i> (Figure 7.1.12) declined from 15 in FY 2003 to 10 in FY 2006.</p> <p>Availability indicators show positive trends for elevators and escalators. In <i>Elevator Availability Peer Comparison</i> (Figure 7.1.8) the organization was at 98.4% in FY 2006, which compares favorably with WMATA at 96%. The <i>Escalator Performance Peer Comparison</i> (Figure 7.1.9) shows the organization at 97.8% in FY 2006 comparing favorably with WMATA at 92.5%.</p> <p>On-time performance trends are positive for Metrobus and Special Transportation Services.</p> <ul style="list-style-type: none"> o <i>Performance By Mode</i> (Figure 7.1.3) shows STS improved from 72% in 2002 to 81% in 2006;

Item Reference	Strengths
	<ul style="list-style-type: none"> o <i>Metro bus On-Time Performance Peer Comparison</i> (Figure 7.1.14) shows the organization improved from 75% in 2004 to 76% in 2005; and o <i>STS On-Time Performance Peer Comparison</i> (Figure 7.1.15) improved from 71% in 2003 to 81% in 2006.
	<p>Vehicle availability has improved for all four key transit modes:</p>
	<ul style="list-style-type: none"> o <i>Metrorail Mean Vehicle Availability</i> (Figure 7.1.6) improved from 85% in FY 2004 to 95% in FY 2006 during the AM hours and from 86% in FY 2004 to 96% in FY 2006 during the PM hours; o <i>Metromover Mean Vehicle Availability</i> (Figure 7.1.7) improved from 92% in FY 2004 to 99% in FY 2005 for AM hours and from 92% in FY 2004 to 100% in FY 2006 during PM hours; and o <i>STS Vehicle Availability</i> (Figure 7.1.10) improved from 302 vehicles in FY 2005 to 319 in FY 2006.
	<p><i>Metrobus Vehicle Availability vs. Peak Vehicle Requirement</i> (Figure 7.1.5) was nearly 100% during the AM hours and 99% during the PM hours in FY 2003 through FY 2006.</p>
Item Reference	Opportunities For Improvement
7.1a	<p>Service results important to customers for on-time performance, availability, and cleanliness declined. <i>On-Time Performance By Mode</i> (Figure 7.1.3) shows Metrobus declined from 70% in 2002 to 69% in 2006 and Metrorail declined from 97% in 2002 to 95% in 2006.</p> <p>In <i>Elevator Availability Peer Comparison</i> (Figure 7.1.8), the organization's availability declined from 99.5% in 2005 to 98.5% in 2006 and <i>Escalator Performance Peer Comparison</i> (Figure 7.1.9) declined from 100% in 2005 to 97% in 2006.</p> <p>The <i>Percentage of Stations Serviced</i> (Figure 7.1.4) for Metrorail declined from 99.5% in FY 2002 to 96.5% in FY 2006. Metromover declined from 99% to 98.1% during the same period.</p>
7.1a	<p>Service results important to customers for availability are unfavorable for Metrobus and STS compared to other transit systems. <i>Metrobus On-Time Performance Peer Comparison</i> (Figure 7.1.14) at 76% compares unfavorably with Metro Transit at 84% and CTA at 77% in</p>

Item Reference	Opportunities For Improvement
7.1a	<p data-bbox="443 264 1403 338">2005. <i>STS On-Time Performance Peer Comparison</i> (Figure 7.1.15) at 67% in 2005 compares unfavorably with MARTA at 93% in 2005.</p> <p data-bbox="443 375 1403 520">There are no comparisons of service results important to customers including, the four indicators of <i>Vehicle Availability</i> (Figures 7.1.5, 7.1.6, 7.1.7, 7.1.10) and <i>Percentage of Stations Served</i> (Figure 7.1.4).</p> <p data-bbox="443 558 1403 667">Results are not segmented by transit mode in <i>Fare Comparison</i> (Figure 7.1.2); none of the indicators are segmented by the organization's customer groups.</p> <p data-bbox="443 705 1403 812">There are several missing key service results important to customers including rider incentive program performance, including Golden Passport, single occupancy travelers, and veterans.</p>

7.2 Customer-Focused Outcomes

Scoring Range: 10% - 25%

This section of the criteria asks your organization to summarize its key customer-focused results including customer satisfaction and customer-perceived value. Results should be segmented by product and service types and groups and market segments, as appropriate. Appropriate comparative data should also be included.

Item Reference	Strengths
7.2a(1)	<p>Bus and rail customer satisfaction levels are improving. <i>Rail Only Rider / Bus Only Rider</i> (Figure 7.2.1) shows improved results for Rail:</p> <ul style="list-style-type: none"> o Rail Arrival & Departure satisfaction improved from 82% to 86%; Transfer satisfaction improved from 83% to 93%; and o Bus Arrival & Departure satisfaction improved from 53% to 66%, Clean/Comfortable satisfaction improved from 84% to 87%, Transfer satisfaction improved from 80% to 82%, Driver Courtesy from 84% to 86%, and Reliability from 86% to 87%.
7.2a(1)	<p>Levels in customer dissatisfaction have improving trends for bus and Special Transportation Services:</p> <ul style="list-style-type: none"> o <i>Bus Operator Discourtesy Complaints</i> (Figure 7.2.4) improved from 10% in FY 2003 to 3% in FY 2006; and o <i>STS Customer Complaints as a Percent of Total Trips</i> (Figure 7.2.5) improved from 2% in FY 2001 to 0.2% in FY 2005 to 0% in FY 2006. <i>STS Complaints by Penalty Bus Operator Discourtesy Complaints</i> (Figure 7.2.4) improved from 10% in FY 2003 to 5.5% in FY 2005 and 3% in FY 2006. <i>Medicaid Transportation Service Customer Complaints as a Percent of Total Trips</i> (Figure 7.2.6) improved from 2% in FY 2001 to 1.2% in FY 2006.

Item Reference	Opportunities For Improvement
7.2a(1)	<p>Five areas of customer satisfaction declined in <i>Rail Only Rider/Bus Only Rider</i> (Figure 7.2.1) from FY 2000 to FY 2006:</p> <ul style="list-style-type: none"> o Rail Cost to Ride satisfaction declined from 81% to 78%, Clean/Comfortable from 82% to 79%, and Frequency of Service from 77% to 74%; and o Bus Cost to Ride satisfaction declined from 83% to 66% and signage at stops declined from 88% to 81%.

Item Reference	Opportunities For Improvement
7.2a(1)	<p>Four of the six customer satisfaction results missing comparisons including <i>Rail Only Rider / Bus Only Rider</i> (Figure 7.2.1), <i>STS Customer Complaints as a Percent of Total Trips</i> (Figure 7.2.5), <i>Medicaid Transportation Service Customer Complaints as a Percent of Total Trips</i> (Figure 7.2.6), and <i>STS Complaints by Penalty</i> (Figure 7.5.13).</p> <p>Results for customer satisfaction/ dissatisfaction are not segmented by all the organization's customer groups, including workers (employers and employees), students, recreational groups, tourists, and the elderly.</p> <p>Results are missing for several indicators of customer satisfaction/ dissatisfaction including Convenient, User-friendly, Secret Shopper, Outreach program, and data gathered from Town Hall meetings.</p>
7.2a(2)	<p>There are no indicators of customer-perceived value, loyalty, retention, and positive referral indicators. <i>Total Ridership Growth Comparison By Mode FY 2002-2005</i> (Figure 7.1.1) does not show increases in ridership relative to the growth in population within the service area.</p>

7.3 Financial and Market Outcomes

Scoring Range: 10% - 25%

This section of the criteria asks your organization to summarize key financial and marketplace performance results by customer or market segments, as appropriate. Appropriate comparative data should also be included.

Item Reference	Strengths
7.3.a(1)	<p>Indicators of financial performance and financial return are improving:</p> <ul style="list-style-type: none"> o <i>Rail Operating Expense per Vehicle Revenue Miles</i> (Figure 7.3.2) improved from \$8.5 in 2003 to \$7.6 in 2005; <i>Rail Operating Expense per Passenger Mile</i> (Figure 7.3.5) improved from \$0.60 in 2003 to \$0.53 in 2005; and o <i>Revenue by Major Category</i> (Figure 7.3.1) increased from 272M in FY 2003 to 363M in FY 2006. From February to June 2006 the Corporate Metropass Incentive Program (CMIP) sales increased from \$514M to \$560M.
7.3a(2)	<p>Business growth, indicated by ridership, has improved from FY 2002 to FY 2005. The number of riders has increased overall from 83 million to 104 million in <i>Total Ridership Growth Comparison By Mode FY 2002-2005</i> (Figure 7.1.1). Bus ridership improved from 63 million to over 76 million and compared favorably with NYC and Long Island Transit. Rail ridership improved from over 13 million to 17 million; Metromover ridership improved from over 4 million to over 8 million; and, STS ridership improved from 1 million to 1.4 million.</p>

Item Reference	Opportunities For Improvement
7.3a(1)	<p>Several results for financial performance compared unfavorably to other transit systems. During this period, there was a reduction in efficiency due to an aging fleet, resulting in higher maintenance costs and lower miles:</p> <ul style="list-style-type: none"> o <i>Bus Operating Expense per Vehicle Revenue Miles</i> (Figure 7.3.3) at \$7.9 compares unfavorably to RTD at \$5.97 and <i>Bus Operating Expense per Passenger Mile</i> (Figure 7.3.4) at \$0.80 in 2005 compares unfavorably to MBTA at \$0.55; and o <i>Rail Operating Expense per Passenger Mile</i> (Figure 7.3.5) at \$0.53 compares unfavorable to MARTA at \$0.28 in 2005 and <i>Rail Operating Expense per Vehicle Revenue Mile Peer Comparison</i> (Figure 7.3.2) at \$7.8 in 2005 compared to MARTA at \$5.8.

Item Reference	Opportunities For Improvement
	There are no comparisons for the financial performance indicator <i>Revenue by Major Category</i> (Figure 7.3.1).
7.3.a(1)	Several financial performance indicators are missing. There are no results for financial returns, performance to budget, fare box returns, operating expenses for the Metromover, and federal funding and grant income.
	There are no results for internal financial audits. The external audit data as of 9/30/2005 showed five of six findings still pending to be corrected.
7.3a(2)	There are no results for several market and business growth indicators, such as the organization's targeted single occupancy vehicle travelers.
7.3a(2)	The market performance indicator, <i>Total Ridership Growth Comparison By Mode FY 2002-2005</i> (Figure 7.1.1), has no comparison to the population growth or to other transit services and is not segmented by the organization's customer groups.

7.4 Human Resource Outcomes

Scoring Range: 10% - 25%

This section of the criteria asks your organization to summarize its key human resource results including work system performance and employee learning, development, well-being, and satisfaction. Results should be segmented to address the diversity of the workforce and the different types and categories of employees, as appropriate. Appropriate comparative data should also be included.

Item Reference	Strengths
7.4a(1)	<p>Several work system performance indicators have positive trends:</p> <ul style="list-style-type: none"> o <i>Attrition Rates</i> (Figure 7.4.11) trended positively from 0.0159 in FY 2004 to 0.0146 in FY 2006; o <i>Time to Approve Requisitions to Fill Vacancies</i> (Figure 7.4.3) improved from 43% approved >30 days in FY 2005 to 57% in FY 2006; and improved from 9% approved >180 days in FY 2005 to 0% in FY 2006; and o <i>Vacancy Rates</i> (Figure 7.4.10) trended favorably from 577 of 4112 in FY 2004 to 207 of 4358 in FY 2006.
7.4a(2)	<p>Employee learning and development reflected in <i>Employee Suggestions</i> (Figure 7.4.9) show that suggestions selected and implemented by the organization increased from 17 in FY 2004 to 19 in FY 2006.</p>
7.4a(3)	<p>Several indicators of employee satisfaction, dissatisfaction, and well-being are positive:</p> <ul style="list-style-type: none"> o <i>Grievances</i> (Figure 7.4.2) per employee improved from 0.033 in 2003 to 0.007 in 2006. <i>Train Operator Absenteeism</i> (Figure 7.4.8) improved from 15.1% in FY 2002 to 8% in FY 2006; o <i>Tuition Reimbursement</i> (Figure 7.4.6) improved from 38 employees in 2003 to 75 employees receiving reimbursements in 2006; and o <i>Salary Increases</i> (Figure 7.4.4) from FY 2002 to FY 2006 trended favorably for exempt employees from 7% to 8% and for non-exempt employees from 6% to 7%, compared to a general industry increase of 3%-4%.

Item Reference	Opportunities For Improvement
7.4a(1)	<p>There are no results for work system performance and effectiveness such as job description reviews, competence, employee suggestions for safety/security, and employee recognition (such as the Employee Suggestion Program and Praise Certificates).</p> <p>Results for <i>Employee Retention Rates</i> (Figure 7.4.1), <i>Attrition Rates</i> (Figure 7.4.11), <i>Vacancy Rates</i> (Figure 7.4.10), and <i>Absenteeism</i> (Figure 7.4.8) are not segmented by employee groups such as administrative, engineering, and technicians, and have no comparisons to other organizations.</p>
7.4a(2)	<p>There are no results for almost all areas of employee learning and development. There are no results, courses taken, or course evaluations for the training provided to employees including administrative, engineering, and maintenance personnel. There are no results for the certification programs the organization encourages.</p>
7.4a(3)	<p>Three indicators of employee dissatisfaction and well-being have negative trends:</p> <ul style="list-style-type: none"> o <i>Employee Vouchers</i> (Figure 7.4.7) that represent payroll errors, a reported dissatisfier for employees, went from 93 in FY 2004 to 154 in FY 06; o <i>Bus Operator Absenteeism</i> (Figure 7.4.8) went from 13% in FY 2002 to 16% in FY 2006; and o Employee disabling injuries as a percentage of total injuries have a negative trend going from 54% in FY 2002 to 69% in FY 2006 when normalized to the total employee population.
7.4a(3)	<p>Seven of the eight results for employee satisfaction, dissatisfaction, and well-being are not segmented by employee group and have no comparisons. These results include: <i>Employee Retention Rates</i> (Figure 7.4.1); <i>Attrition Rates</i> (Figure 7.4.11); <i>Grievances</i> (Figure 7.4.2); <i>Vacancy Rates</i> (Figure 7.4.10); <i>Tuition Reimbursement</i> (Figure 7.4.6); <i>Salary</i> (Figure 7.4.4); <i>Employees Transfer Out</i> (Figure 7.4.5); and <i>Employee Vouchers</i> (Figure 7.4.7).</p>
7.4a(3)	<p>There are no indicators of employee satisfaction, dissatisfaction, and well-being for many areas including the employee satisfaction survey, post-employment questionnaire, fatigue-related accidents, preventable bus traffic accidents, health and safety audits or inspections, courses in stress reduction, nutrition, exercise, and health education as identified by employees at the annual Employee Forum.</p>

7.5 Organizational Effectiveness Outcomes

Scoring Range: 10% - 25%

This section of the criteria asks your organization to summarize its key operational performance results that contribute to the improvement of organizational effectiveness. Results should be segmented by product and service types and groups and by market segments, as appropriate. Appropriate comparative data should also be included.

Item Reference	Strengths
7.5.a(1)	<p>Value-creation process performance effectiveness have positive indicators for Metrobus, Metromover, and Metrorail:</p> <ul style="list-style-type: none"> o <i>Metrobus Fleet Mean Miles Between Mechanical Roadcalls</i> (Figure 7.5.3) trended favorably from 2,053 in FY 2002 to 2,377 in FY 2006; o <i>Metromover Mean Distance Between Failures FY 2003 to FY 2006</i> (Figure 7.5.4) trended favorably from 360 to 690 from FY 2005 to FY 2006. <i>Metromover Mean Distance Between Subsystem Failures</i> (Figure 7.5.9) trended favorably from FY 2005 to FY 2006 from 10,000 miles to 40,000 miles; and o <i>Metrorail Mean Distance Between Subsystem Failures</i> (Figure 7.5.6) FY 2005 to FY 2006 improving or maintaining a consistent level of performance for six of ten systems from about 20,000 to 25,000. <i>Extension of the Metrorail System</i> (Figure 7.5.15) shows the organization reduced projected completion dates between one and seven years for the three key projects.
7.5a(2)	<p>Other key process performance, efficiency/effectiveness indicators are trending favorably:</p> <ul style="list-style-type: none"> o <i>Preventive Maintenance Inspections On-Time Adherence</i> (Figure 7.5.2) from FY 2002 to FY 2006 Metrobus trended favorably from 93% to 97%, with Metrorail consistently at 100%; o <i>Metrorail Seat Cover Replacement</i> (Figure 7.5.10) trended favorably from April 2006 to January 2007 from 900 to 1,800; and o <i>STS Availability by Carrier</i> (Figure 7.5.11) increased vehicles available from 283 to 319.

Item Reference	Opportunities For Improvement
7.5a(1)	<p>Several value-creation process performance indicators have negative trends:</p> <ul style="list-style-type: none"> o <i>Preventive Maintenance Inspections On-Time Adherence</i> (Figure 7.5.2) for Metromover trended unfavorably from 100% in FY 2004 to 97% in FY 2006. <i>Metrobus Lates/Misses (Includes Minibus) Percentage of Total Scheduled Pullouts</i> (Figure 7.5.5) trended unfavorably from 0.3% in FY 2005 to 1.4% in FY 2006; o <i>Metrorail Mean Distance Between Failures</i> (Figure 7.5.7) trended unfavorably from 2000 to 1300 mean miles distance between failures; and o <i>Special Transportation Services in STS Late Vehicle Inquiries Trip Denial %</i> (Figure 7.5.13) trended unfavorably from 0.20% in July to 0.41% in September 2006.
7.5a(1)	<p>None of the fifteen key indicators of value-creation process performance have comparisons.</p>
7.5a(2)	<p>Only one of the twelve other key process performance indicators has comparison information.</p>
7.5a(2)	<p>Several other key process performance indicators have negative trends. <i>Track & Guideway Anchor Bolt Inspection</i> (Figure 7.5.12) trended unfavorably from 15,148 in FY 2006 to 14,729 in FY 2007. <i>Preventive Maintenance Inspections On-Time Adherence</i> (Figure 7.5.2) for Metromover trended unfavorably from 100% in FY 2002 to 97% in FY 2006.</p>
7.5a(2)	<p>There are no results for many other key process performance, productivity, cycle time, and supplier performance. Missing results include unproductive bus routes, maximizing grid system, purchasing, warehousing, distribution, inventory control, contract administration, warranty management, fuel consumption per mile, average passenger load, and mainline failures.</p>

7.6 Leadership and Social Responsibility Outcomes

Scoring Range: 10% - 25%

This section of the criteria asks your organization to summarize its key governance, senior leadership, and social responsibility results, including evidence of ethical behavior, fiscal accountability, legal compliance, and organizational citizenship. Results should be segmented by business units, as appropriate. Appropriate comparative data should also be included.

Item Reference	Strengths
7.6a(1)	<p>Several key measures of accomplishment of action plans have improving trends:</p> <ul style="list-style-type: none"> o From FY 2004 to FY 2006 <i>Acts of Vandalism & Assaults</i> (Figure 7.6.1) trended favorably from 56 to 41; o In 2005, the organization demonstrated a lower collision rate (0.2%) in comparison with their peers MARTA (0.3%) and CTA (6.2%) as displayed in <i>Bus Collision Rate Peer Comparison per 100,000 miles</i> (Figure 7.6.6); and o <i>Rail Mean Distance Between Failures Peer Comparison</i> (Figure 7.6.15) shows favorable comparison at 45,000 in 2005, ahead of a peer organization, MARTA, at 10,000.
7.6a(2)	<p>The organization's indicator for ethical behavior, <i>Ethics Training</i> (Figure 7.6.14), shows the number of employees trained per year increased from 2,735 employees in FY 1999 to 3,098 in FY 2007.</p>
7.6a(4)	<p>Results for the organization's key measure of regulatory and legal compliance, <i>Security Post Inspections</i> (Figure 7.6.3), shows a favorable trend from 1,111 inspections in 2005 to 2,674 in 2006.</p>
7.6a(5)	<p>Results for the organization's key community support, <i>United Way Contribution</i> (Figure 7.6.11), trends favorably increasing from \$95.30 per employee in 2002 to \$107.67 per employee in 2005.</p>

Item Reference	Opportunities For Improvement
7.6a(1)	<p>Many key measures of accomplishment of action plans have unfavorable trends.</p> <ul style="list-style-type: none"> o <i>Counterfeit Passes</i> (Figure 7.6.2) shows an unfavorable increase from 453 in 2004 to 805 in 2006, a 43.7% increase.

Item Reference	Opportunities For Improvement
	<ul style="list-style-type: none"> o <i>Levels of Petty & Serious Crimes</i> (Figure 7.6.5) show an unfavorable trend from 213 in 2004 to 244 in 2006, a 13% increase in the number of crimes. o <i>Metrorail Mean Miles Between Service Failures</i> (Figure 7.6.4) trended unfavorably from 44,673 in FY 2003 to 42,182 in FY 2006. o <i>Metrorail Lost Trips per 1000 Trips</i> (Figure 7.6.7) shows an unfavorable increase from 11 in 2004 to 34 in 2006, a 68% increase. o <i>Metromover Mean Distance Between Service Failures</i> (Figure 7.6.8) shows an unfavorable trend from 1,360 in 2004 to 1,264 in 2006. o <i>Rail Mean Distance Between Failures Peer Comparison</i> (Figure 7.6.15) shows an unfavorable decrease from 49,000 to 45,000 from 2003 to 2005 and lags behind one of its peer comparison organizations, NYC, at 160,000 miles. o <i>Bus Passenger Trips per Vehicle Revenue Mile</i> (Figure 7.6.9) decreased unfavorably from 2.5 in 2003 to 2.3 in 2004, and compares unfavorably to five of its eight peer comparison organizations that range from 2.7 to 4.8 in 2004. o <i>Rail Passenger Trips per Vehicle Revenue Mile</i> (Figure 7.6.10) shows an unfavorable decrease from 2.0 in 2003 and 1.9 in 2004 and is less than all four of its peer comparisons ranging from 2.9 to 7.5. o <i>Bus Passenger Trips per Vehicle Revenue Hour</i> (Figure 7.6.12) shows an unfavorable decrease from 30 in 2003 to 28 in 2005 and compares unfavorably against six out of eight of its peer comparisons that range from 32 to 52. o <i>Rail Passenger Trips per Vehicle Revenue Hour</i> (Figure 7.6.13) decreased unfavorably from 2002 to 2005 from 45 to 42 and the organization trails all four of its peers that range from 60 to 160.
7.6a(1)	<p>Five of the key measures of accomplishment of action plans have no comparative data; these include <i>Counterfeit Passes</i> (Figure 7.6.2), <i>Levels of Petty & Serious Crimes</i> (Figure 7.6.5), <i>Metrorail Mean Miles Between Service Failures</i> (Figure 7.6.4), <i>Metrorail Lost Trips per 1000 Trips</i> (Figure 7.6.7), and <i>Metromover Mean Distance Between Service Failures</i> (Figure 7.6.8).</p>
7.6a(1)	<p>There are no results for many organizational strategy and action plan accomplishments. Missing results related to Strategic Challenges include Improve customer service, fare collection upgrade, fare evasion plan, and vendor performance.</p>

Item Reference	Opportunities For Improvement
	Missing results related to Action Plans include bus bay progress, Bus Stop Sign Program, Enterprise Asset Management System, improve labor relations, gain-sharing, pay-for-performance, Succession Ladder Program, leaders riding routes, donation of used vehicles to non-profits, preventable bus accident rate, total bus traffic accidents, and fatigue related accidents.
7.6a(2)	There are no results for ethical behavior, breaches of ethical behavior, or stakeholder trust in senior leaders. The organization's indicator <i>Ethics Training</i> (Figure 7.6.14), has no comparison data and data are not segmented by employee group.
7.6a(3)	There are no results for current findings and trends in key measures/indicators of fiscal accountability. These include budget performance and fiscal audits, including audits to ensure the appropriate use of the surtax funds.
7.6a(4)	Regulatory, legal compliance results shown in <i>STS Complaints by Penalty</i> (Figure 7.5.13) indicate the there were 296 ADA (American with Disabilities Act) violations in July 2006. There are no data to indicate a trend in violations and there is no comparative information.
7.6a(5)	There are no results for key community support activities such as participation in community events.