

## OSTA Strategic Plan 2016-2020

### Mission

The Ottawa Student Transportation Authority delivers safe, efficient and effective multi-modal transportation solutions for students with the highest degree of customer service.

### Vision

The Ottawa Student Transportation Authority will support student success, health and well-being on their educational journey by offering transportation solutions that:

- Integrate safety and mitigate risk in every activity
- Make use of multiple modes of transportation, both motorized and human-powered
- Recognize and meet individual student needs
- Prioritize customer service in service delivery and communication

### Strategic Plan Pillars and Objectives

<b>Customer Confidence</b>	<b>Student Success</b>	<b>Responsible Stewardship</b>
<p>OSTA will respond to inquiries in a manner that is courteous, timely and addresses each client's needs. *</p> <p>OSTA will ensure that all relationships between OSTA and its stakeholders are based on the highest degree of customer service *</p> <p>OSTA's operations will include the highest degree of accountability and transparency</p>	<p>Whether students are assigned motorized transportation or they engage in human-powered transportation, OSTA is committed to delivering services that complement their school day *</p> <p>Each student's needs will be evaluated and accommodated using a variety of strategies that lead to skill-development and overall well-being *</p> <p>OSTA will provide students, schools and parents with learning opportunities for safety in transportation</p>	<p>OSTA will maintain a culture of continuous improvement by setting performance standards, measuring results of activities and taking appropriate corrective action *</p> <p>OSTA will ensure "value for money" is prevalent in all financial decisions and activities *</p> <p>OSTA will provide a work environment for staff conducive to team-building, and personal and professional growth *</p> <p>OSTA will engage in activities that enhance the environment and its school communities.</p>

## **Objectives, Goals and Measures**

**OSTA will respond to inquiries in a manner that is courteous, timely and addresses each client's needs.**

- Review and improve upon OSTA's issue tracking processes
- Provide staff with additional customer service training

Performance Measure – Track number and type of issues as well as response times

Desire Outcome – Turn-around time of problem resolution within 3 days of customer contact.

**OSTA will ensure that all relationships between OSTA and its stakeholders are based on the highest degree of customer service.**

- Develop community engagement plan that takes into account the various communication needs of OSTA's stakeholders
- Engage communication support to produce materials
- Provide additional training for internal staff regarding effective interaction within social media forums and other public forums
- Improve IT infrastructure to ensure maximum connectivity through electronic communication channels

Performance Measure – School and Parent communication survey

Desired Outcome – High degree of satisfaction from school community

**OSTA's operations will include the highest degree of accountability and transparency.**

- Continue to prepare and report OSTA activities to Member School Boards
- Maintain effective communication and management of public governance meetings to ensure consultation occurs and input is considered

Performance Measure – Trustee Survey

Desired Outcome – High degree of satisfaction from Boards of Trustees

**Whether students are assigned motorized transportation or they engage in human-powered transportation, OSTA is committed to delivering services that complement their school day.**

- Ensure excellent service and communication at every point of contact
- Develop strategies that help manage vehicle, bike and pedestrian traffic around school sites
- Centralize empty seat application, approval and assignment process for OCSB and OCDSB

Performance Measure – KPI/Complaints

Desired Outcome – Ratio of complaints to the number of students being transported not exceed .3% on an annual basis.

**Each student's needs will be evaluated and accommodated using a variety of strategies that lead to skill-development and overall well-being.**

- Fully implement the revised Request for Accessible Transportation Form
- Develop and implement a Request for Transportation for Compassionate Reasons

Performance Measure – Track number of students requiring accommodation and moving to regular transportation

Desired Outcome – Successful transition of students from van mode to another mode as often as possible

**OSTA will provide students, schools and parents with learning opportunities for safety in transportation.**

- Update First Riders program and materials and integrate pedestrian components
- Produce materials to be made available to schools and the public at large emphasizing safety in vehicular and human-powered transportation

Performance Measure – New materials created

Desired Outcome – Schools and community voluntarily distribute and endorse OSTA's materials

**OSTA will maintain a culture of continuous improvement by setting performance standards, measuring results of activities and taking appropriate corrective action.**

- Develop more detailed KPI's to track trends in various areas of OSTA's transportation services
- Ensure IT systems are designed to allow necessary data-mining and analysis
- Report KPI's to OSTA Board of Directors at regular intervals and to school board staff as required

Performance Measure – Effective KPI tracking leads to improved financial performance of OSTA

Desired Outcome – Balanced budget

**OSTA will ensure “value for money” is prevalent in all financial decisions and activities.**

- Centralize management and purchasing of school charters
- Conduct competitive procurement for transportation services that reduce risk to students and manage costs for OSTA and its Member School Boards

Performance Measure – Financial reporting

Desired Outcome – Balanced budget

**OSTA will provide a work environment for staff conducive to team-building, and personal and professional growth.**

- Find and move to a new location that allows OSTA Teams to interact more effectively
- Develop training plan that takes into account succession planning as well as improved job performance

Performance Measure – Employee satisfaction survey

Desired Outcome – High degree of satisfaction expressed by employees

**OSTA will engage in activities that enhance the environment and its school communities.**

- OSTA will incorporate a cycling strategy into its active transportation program

Performance Measure – Preferred cycling route to school

Desired Outcome – Increased number of students cycling to school

\*\*\*\*\*END\*\*\*\*\*