

Division - Executive

Division Summary	DB - 141
Executive	DB - 148
Secretary/Treasurer - Board of Trustees	DB - 152
Internal Audit	DB - 156
Marketing & Communications	DB - 160
Office of Management & Budget	DB - 164
Fund Transfers	DB - 168

DIVISION SUMMARY

EXECUTIVE

Joseph A. Calabrese, CEO/General Manager and Secretary-Treasurer

Mission Statement

To plan, execute and manage the efficient and effective delivery of quality public transportation services to the residents of Greater Cleveland.

General Description

The Executive Division is responsible for the overall management of the organization, including strategic leadership, finance, operations, human resources, marketing, media and government relations, planning, project management and engineering.

2009 Achievements

The focus of RTA's business plan is to enhance customer service, improve our image, strengthen financial resources and increase ridership.

Enhance Customer Service

- Marked first anniversary for the HealthLine, our state-of-the-art Bus Rapid Transit (BRT) service. Ridership was up 48 percent after one year. The service continues to attract international attention.
- Continued the light-rail vehicle (LRV) fleet rehabilitation.
- Continued the heavy-rail vehicle (HRV) fleet rehabilitation.

- Met agency goal for customer satisfaction – only one complaint in the “Ride Happy or Ride Free” program per 28,927 riders.
- Used federal stimulus funds to begin construction of rail stations at Puritas and East 55th Street and the new Stephanie Tubbs Jones Transit Center on the east side of downtown.
- Began or continued design work for stations at Brookpark, Buckeye-Woodhill, University Circle, Mayfield and Lee-Van Aken.
- Worked with the City of Shaker Heights to extend the Blue Line across a congested intersection of Chagrin Blvd.
- Added articulated buses to two popular West Side routes.
- Added proof-of-payment systems to the Red Line.
- Proposed new weekly shopper service for customers who depended on Community Circulators for their needs.

Improve Our Image

- Continued the “Smile and Ride Free” promotion for the downtown trolley service through a partnership with Dollar Bank.

DIVISION SUMMARY

EXECUTIVE

Joseph A. Calabrese, CEO/General Manager and Secretary-Treasurer

- Continued to nurture positive relationships with elected officials, civic leaders and the media.

Strengthen Financial Resources

- Continued to lobby hard in both Columbus and Washington, D.C. for additional revenue sources.
- Ended fiscal year 2009 with a balanced budget, despite the depressed economy. Implemented a fare increase and a 5 percent service reduction in September. Salaried staff took a 3 percent wage reduction in June. Reduced our workforce by 104 positions.
- Implemented an Energy Price Risk Management program at the beginning of 2009 to help to significantly reduce fuel costs. One hundred percent (100%) of RTA's diesel fuel needs have been hedged for 2010 and costs budgeted at \$9.4 million, a savings of about \$8 million over the previous year. RTA's fuel is 86 percent hedged for 2011 at a projected cost of \$11.3 million.
- Met agency goal for industrial safety – .93 preventable accidents per 100,000 revenue miles.
- Continued use of “TransitStat” – an operational efficiency tool – helped RTA save more than \$12 million in the areas

of Workers' Compensation, electricity usage, energy retrofits, revenue collection, fuel hedging, safety, and customer service.

- Met agency goal for industrial safety -- 11.6 on-the-job injuries per 200,000 hours.
- Reduced the bus fleet size from 760 to 506, through better fleet management and a reduction in service levels between 2000 and 2009.

Increase Ridership

- For the second straight year, RTA's Paratransit service for the disabled had zero denials.
- Increased the number of companies in Commuter Advantage from 445 to 505 – a 500 percent increase since 2003. Participants increased from 10,359 to 11,261 – up more than 200 percent since 2003. This generated \$8.78 million in annual program revenue, up from \$6.4 million in 2007.

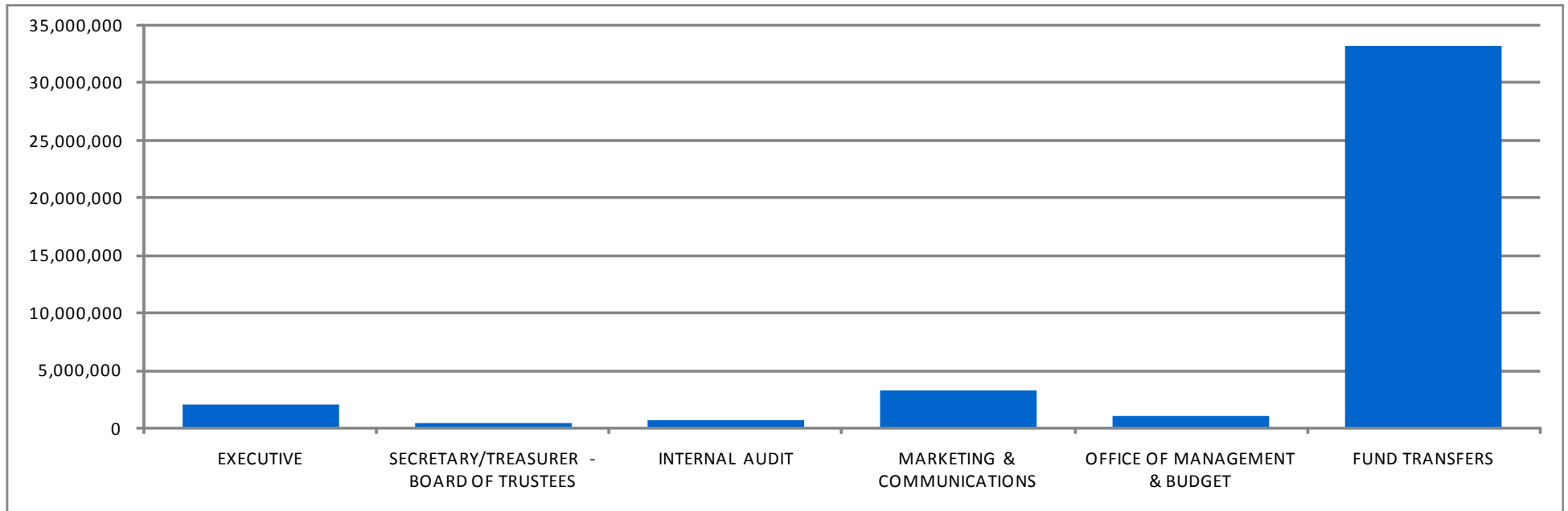
2010 Priorities

- Continue to improve service quality for all RTA customers, including:
 - On-Time Performance
 - Reliability
 - Customer Satisfaction
 - Safety
- Investigate additional strategies to increase our productivity and efficiency.
- Successfully move forward several important capital projects, such as Rapid Station upgrades, and Park-N-Ride expansions.
- Deliver a creative marketing plan to promote the value of RTA to maximize ridership.
- Continue our positive relationship with civic leaders, elected officials and the media.
- Develop and implement a strategy to increase state funding of transit in the state biennium budget and capture available discretionary dollars at both the state and federal levels.
- Special focus on increasing the cleanliness of RTA facilities and vehicles.

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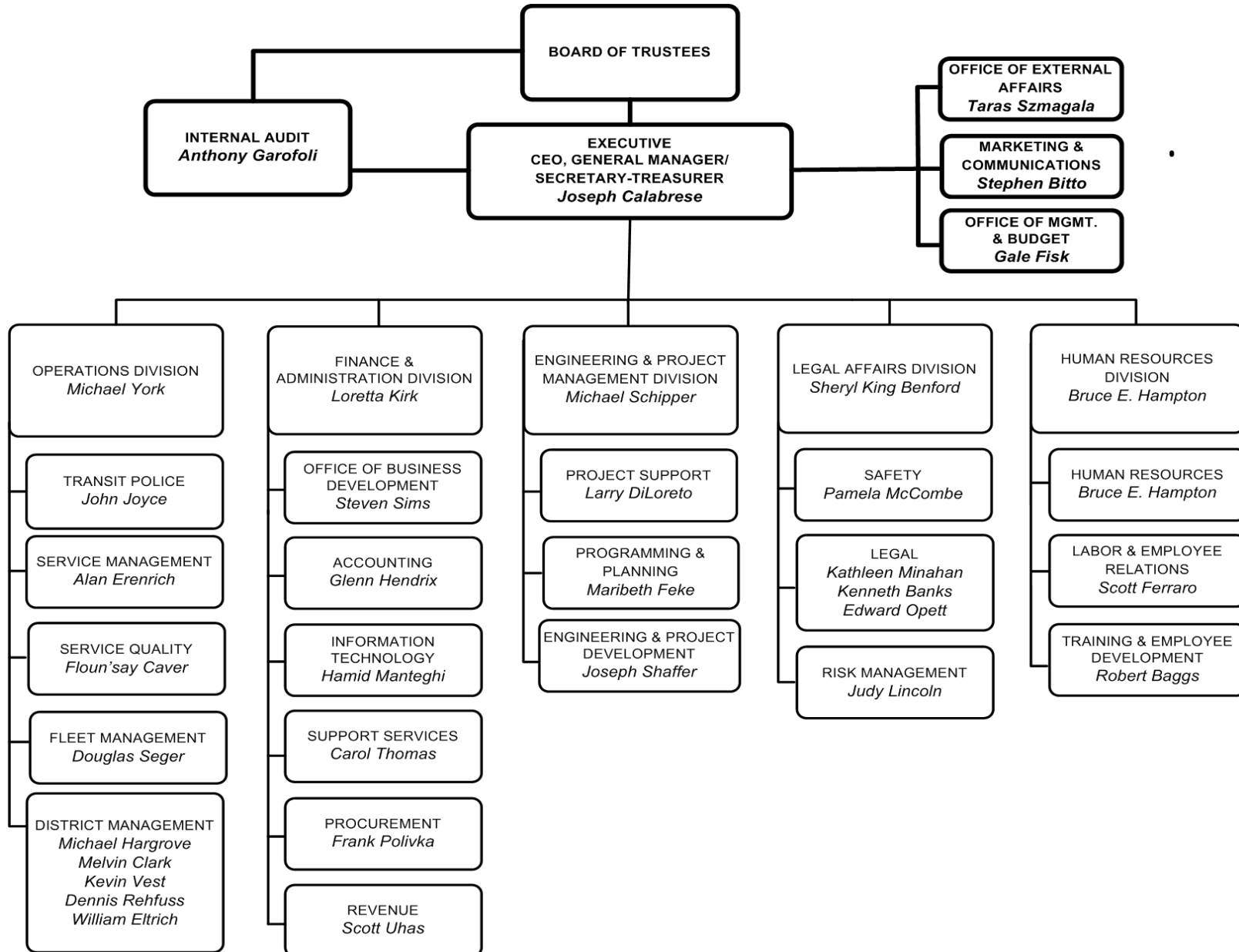
2010 OPERATING BUDGET SUMMARY

Division 6 – Executive



Dept. #	Description	2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 Estimate	2012 Estimate
12	EXECUTIVE	2,323,694	2,047,612	1,925,824	2,018,067	2,024,102	2,030,208
16	SECRETARY/TREASURER - BOARD OF TRUSTEES	298,660	291,048	276,547	343,008	343,444	343,886
19	INTERNAL AUDIT	599,494	588,893	613,142	665,875	667,990	670,129
53	MARKETING & COMMUNICATIONS	3,073,524	3,133,287	3,158,400	3,186,607	3,216,312	3,246,329
67	OFFICE OF MANAGEMENT & BUDGET	946,179	908,886	907,773	1,004,789	1,008,581	1,011,912
99	FUND TRANSFERS	23,581,814	27,819,832	31,497,162	33,210,956	32,845,625	34,477,214
DIVISION TOTALS		\$ 30,823,365	\$ 34,789,557	\$ 38,378,847	\$ 40,429,302	\$ 40,106,053	\$ 41,779,679

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
TABLE OF ORGANIZATION
AS OF 2010 BUDGET ADOPTION



DEPARTMENTAL STAFFING ANALYSIS

Authorized Staffing Level by Division

EXECUTIVE

EXECUTIVE	13	13	12	(1)
SECRETARY/TREASURER - BOARD OF TRUSTEES	11	11	11	0
INTERNAL AUDIT	7	7	7	0
MARKETING & COMMUNICATIONS	33	30	29	(1)
OFFICE OF MANAGEMENT & BUDGET	10	9	10	1
TOTALS	74	70	69	(1)

2010 OPERATING BUDGET SUMMARY

Department 12 – Executive

JOSEPH A. CALABRESE, CEO / GENERAL MANAGER & SECRETARY-TREASURER

Under the direction of the CEO/General Manager, it is the responsibility of the Executive staff to implement the policies and mandates established by the GCRTA Board of Trustees and to develop and work towards the achievement of the Authority's goals and objectives.

OBJECT							
CLASS	DESCRIPTION	2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 Estimate	2012 Estimate
501300	LABOR - SALARIED EMPLOYEES	1,602,558	1,390,521	1,282,198	1,283,289	1,283,289	1,283,289
501300	MERIT POOL - LABOR SALARIED EMP'S.	0	0	0	0	0	0
502000	FRINGE BENEFITS	525,281	467,133	478,563	502,878	508,913	515,019
502000	MERIT POOL FRINGES	0	0	0	0	0	0
503000	SERVICES	(394)	10,175	3,003	6,200	6,200	6,200
503049	TEMPORARY HELP	0	0	12,663	0	0	0
504000	MATERIAL & SUPPLIES	2,328	3,333	1,990	2,700	2,700	2,700
509000	MISCELLANEOUS EXPENSES	193,921	176,449	147,407	223,000	223,000	223,000
DEPT TOTAL		2,323,694	2,047,612	1,925,824	2,018,067	2,024,102	2,030,208

Department Budgets

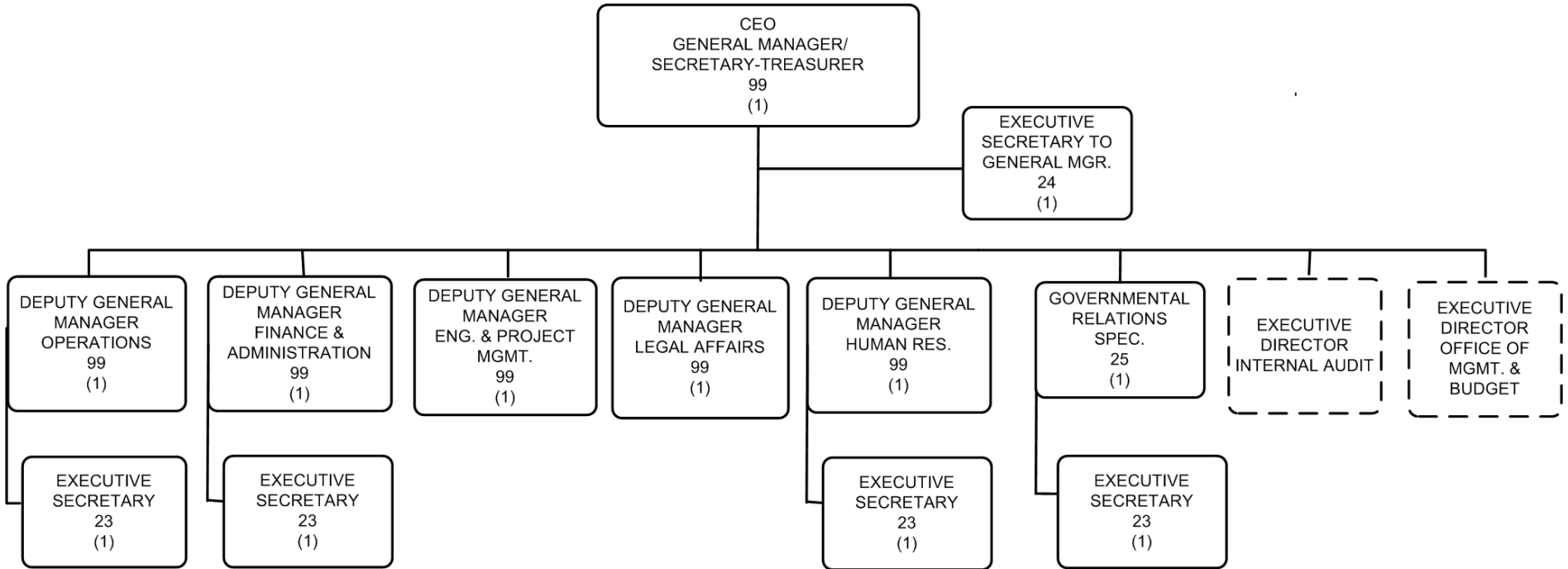
2010 Budget Implementation

Department 12 – Executive

- Implement policies and procedures to maintain critical services while addressing significant decreases in funding.
- Maximize ridership.
- Continue sales-focus transition of the Authority.
- Achieve revenue increase in passenger fares.
- Achieve performance improvements in safety.
- Achieve performance improvements in number of miles between service interruptions.
- Achieve performance improvements in on-time performance.
- Achieve decrease in employee-unscheduled absences.
- Continue improvements in the efficiency and quality of our existing
- Continue culture change efforts with focus on identifying efficiencies and better practices to improve customer service.
- Promote policies at the local, state and federal levels that support transit.
- Develop and implement a strategy to bring discretionary dollars at both state and federal levels to the GCRTA.
- Support increases of transit dollars during budget cycles at both the state and federal levels.
- Develop strong working relationships with elected officials at the local, state, and federal levels.
- Cultivate contacts with civic, business, and community leaders and groups.

	2007 Actual	2008 Actual	2009 Actual	2010 Budget
Ridership	57,322,600	57,977,574	49,872,964	47,900,000
Percent Change Prior Year	0.1%	1.14%	-14%	-3.96%
Pass Revenue	43,467,210	48,173,966	49,757,085	52,315,718
% Change	N/A	10.83	3.29%	5.14%

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
 TABLE OF ORGANIZATION
 EXECUTIVE DIVISION
 EXECUTIVE DEPARTMENT
 #12



STAFFING LEVEL COMPARISONS

DEPARTMENT: 12 - EXECUTIVE

JOB CLASS	JOB TITLE	APPROVED 2008	APPROVED 2009	APPROVED 2010	2010-2009 VARIANCE
23	EXECUTIVE SECRETARY	4	4	4	0
23	SECRETARY TO GENERAL MANAGER	1	1	1	0
25	GOVERNMENTAL RELATIONS SPECIALIST (PT)	1	1	1	0
31	EXECUTIVE DIRECTOR - EXTERNAL AFFAIRS	1	1	0	(1)
999	DEPUTY GENERAL MANAGER	5	5	5	0
999	CEO/GENERAL MANAGER AND SECRETARY-TREASURER	1	1	1	0
DEPARTMENT TOTALS		13	13	12	(1)

2010 OPERATING BUDGET SUMMARY

Department 16 – Secretary/Treasurer – Board of Trustees

JOSEPH A. CALABRESE, CEO / GENERAL MANAGER & SECRETARY-TREASURER

The mission of the appointed Board of Trustees is to establish the policies and mandates that direct the Authority's ongoing goals and objectives. Additionally, the Secretary-Treasurer is responsible for the preservation of the Authority's records, safeguarding of its assets and the cash investment program of the Authority.

OBJECT							
CLASS	DESCRIPTION	2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 Estimate	2012 Estimate
501300	LABOR - SALARIED EMPLOYEES	82,586	86,821	86,249	92,759	92,759	92,759
502000	FRINGE BENEFITS	25,817	28,135	30,429	36,349	36,785	37,227
503000	SERVICES	154,910	152,200	146,131	181,600	181,600	181,600
504000	MATERIAL & SUPPLIES	404	135	0	1,500	1,500	1,500
509000	MISCELLANEOUS EXPENSES	34,944	23,757	13,739	30,800	30,800	30,800
DEPT TOTAL		298,660	291,048	276,547	343,008	343,444	343,886

Department Budgets

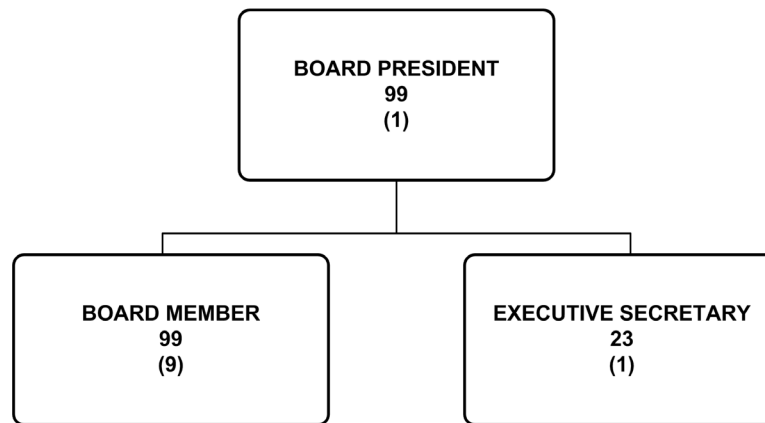
2010 Budget Implementation

Department 16 – Secretary/Treasurer – Board of Trustees

- Continue legislative and policy-making role; achievement of key policy goals for the Authority and development of policies that result in quality, cost-effective services that meet the needs of residents and visitors to the Greater Cleveland area.
- Secure and complete independent outside audit of the Authority.
- Enforce policies on governance and demand accountability from management and staff.
- Achieve the maximum rate of return on investments consistent with policy guidelines.

	2007 Actual	2008 Actual	2009 Actual	2010 Budget
RTA Annual Yield on Investments	5.10%	2.93%	1.06%	.50%

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
TABLE OF ORGANIZATION
EXECUTIVE DIVISION
SECRETARY/TREASURER - BOARD OF TRUSTEES
#16**



STAFFING LEVEL COMPARISONS

DEPARTMENT: 16 - SECRETARY/TREASURER - BOARD OF TRUSTEES

JOB CLASS	JOB TITLE	APPROVED 2008	APPROVED 2009	APPROVED 2010	2010-2009 VARIANCE
23	EXECUTIVE SECRETARY	1	1	1	0
999	BOARD MEMBER	10	10	10	0
DEPARTMENT TOTALS		11	11	11	0

2010 OPERATING BUDGET SUMMARY

Department 19 – Internal Audit

ANTHONY GAROFOLI, EXECUTIVE DIRECTOR

Internal Audit is an independent, objective assurance & consulting activity designed to add value & improve the Authority's operations. It helps the Authority accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

OBJECT							
CLASS	DESCRIPTION	2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 Estimate	2012 Estimate
501300	LABOR - SALARIED EMPLOYEES	429,991	418,971	429,625	449,666	449,666	449,666
502000	FRINGE BENEFITS	136,149	145,674	154,314	176,209	178,324	180,463
503000	SERVICES	16,000	9,000	21,330	13,500	13,500	13,500
504000	MATERIAL & SUPPLIES	3,460	1,215	264	1,500	1,500	1,500
509000	MISCELLANEOUS EXPENSES	13,893	14,033	7,609	25,000	25,000	25,000
DEPT TOTAL		599,494	588,893	613,142	665,875	667,990	670,129

Department Budgets

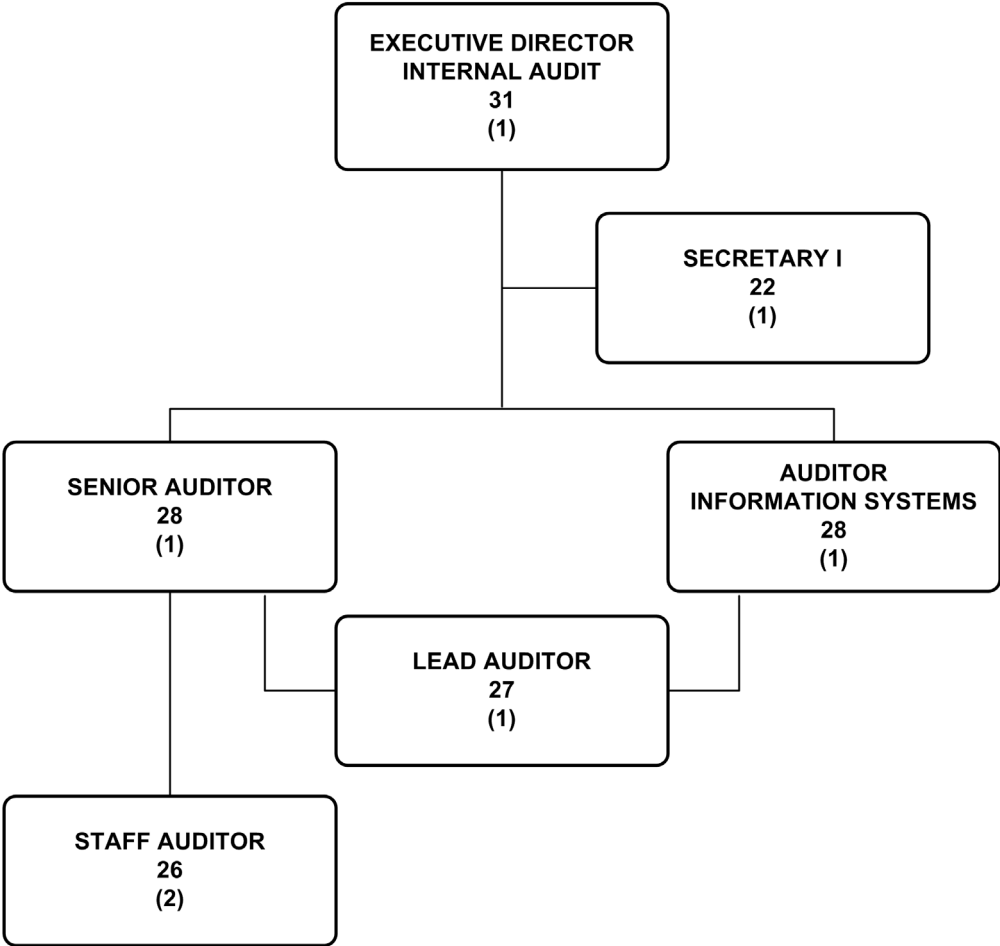
2010 Budget Implementation

Department 19 – Internal Audit

- Coordinate and assist with various external audits of the Authority.
- Provide resources to any special requests and/or emerging issues.
- Perform Health Care Benefits Audits.
- Perform contract and grant closeout audits.
- Perform Fare Collection and Operational Audits to appraise the operational effectiveness.
- Perform construction contract audits funded through the American Recovery and Reinvestment Act.
- Implement a Continuous Audit Program.
- Perform Information Systems audits.
- Perform Bus purchase contract audits and compliance with Buy America Program grants.
- Perform vehicle purchase audit in compliance with the FTA Buy America Regulations.
- Evaluate the Information Technology Governance Program.
- Participate in the GCRTA TransitStat Program.

	2007 Actual	2008 Actual	2009 Actual	2010 Budget
Number of Audits Planned	50	50	51	56
Number of Audits Completed	46	45	46	48
Percentage of Time Budgeted for Audits	92%	90%	90%	90%

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
TABLE OF ORGANIZATION
EXECUTIVE DIVISION
INTERNAL AUDIT DEPARTMENT
#19**



STAFFING LEVEL COMPARISONS

DEPARTMENT: 19 - INTERNAL AUDIT

JOB CLASS	JOB TITLE	APPROVED 2008	APPROVED 2009	APPROVED 2010	2010-2009 VARIANCE
22	SECRETARY I	1	1	1	0
26	STAFF AUDITOR	3	2	2	0
27	LEAD AUDITOR	0	1	1	0
28	INFORMATION SYSTEMS AUDITOR	1	1	1	0
28	SENIOR AUDITOR	1	1	1	0
31	EXECUTIVE DIRECTOR of INTERNAL AUDIT	1	1	1	0
DEPARTMENT TOTALS		7	7	7	0

2010 OPERATING BUDGET SUMMARY

Department 53 – Marketing & Communications

STEPHEN BITTO, DIRECTOR

The mission of the Marketing & Communications Department is to direct the overall marketing strategies of the Authority, to coordinate & communicate transit issues to the general public and media, and to support and enhance customer relationships.

OBJECT		2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 Estimate	2012 Estimate
CLASS	DESCRIPTION						
501300	LABOR - SALARIED EMPLOYEES	1,531,130	1,487,740	1,436,284	1,523,396	1,538,630	1,554,016
501310	OVERTIME - SALARIED EMPLOYEES	11,596	28,705	13,876	7,000	7,000	7,000
502000	FRINGE BENEFITS	519,457	498,906	528,920	599,711	606,908	614,190
503000	SERVICES	91,202	198,760	408,989	296,900	296,900	296,900
503020	ADVERTISING FEES	880,781	877,590	699,948	727,500	734,775	742,123
504000	MATERIAL & SUPPLIES	19,266	17,387	18,747	23,500	23,500	23,500
509000	MISCELLANEOUS EXPENSES	20,092	24,199	53,398	8,600	8,600	8,600
509080	DISTRICT COUNCIL	0	0	(1,761)	0	0	0
DEPT TOTAL		3,073,524	3,133,287	3,158,400	3,186,607	3,216,312	3,246,329

Department Budgets

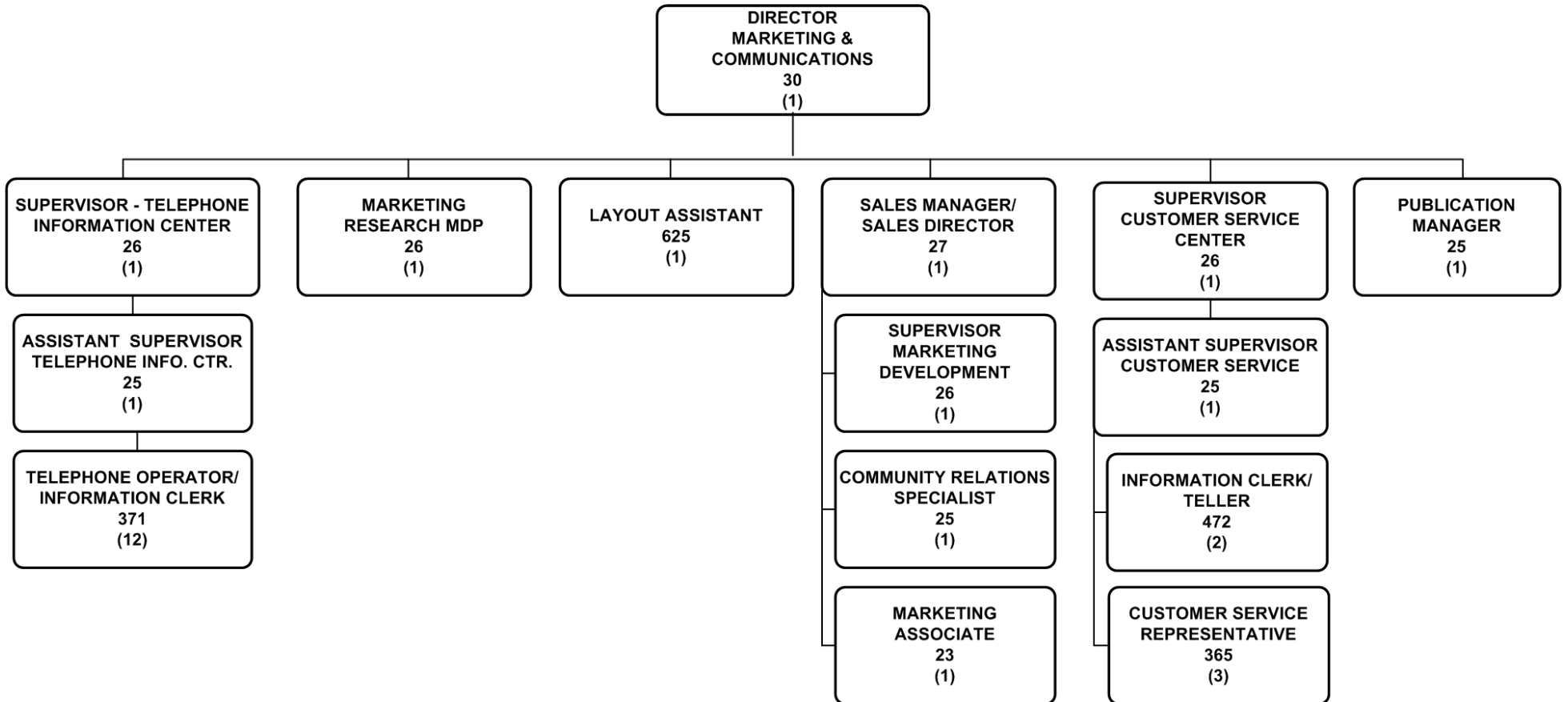
2010 Budget Implementation

Department 53 – Marketing & Communications

- Develop a fully-integrated communication strategy to enhance the community’s awareness of the Authority’s brand and product line.
- Solicit, establish, and expand relationships with Commuter Advantage clients.
- Develop strategies to increase utilization of the Authority’s existing service package, targeting the rapid transit system, Park-N-Ride facilities and trolley lines.
- Establish and maintain U-Pass relationships with local colleges and universities.
- Develop a media relations program to present the Authority as a progressive, fiscally-responsible organization.
- Maximize revenue sources including transit advertising, asset sponsorships, and on-site vending opportunities.
- Establish and nurture relationships with transit coalition partners, including business and community leaders and elected officials.
- Develop an integrated marketing program to promote the use of the HealthLine.

	2007 Actual	2008 Actual	2009 Actual	2010 Budget
Answerline Calls Processed	1,250,000	1,250,000	1,000,000	1,000,000
New Commuter Advantage Relationships	60	50	60	60
Ridership Solicitation Programs	24	20	20	15
ADA / Senior Presentations	36	30	24	24
Neighborhood Outreach Activities	30	30	30	30
U-Pass Relationships	4	4	5	6
Newsletters Produced	45	48	48	46

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
TABLE OF ORGANIZATION
EXECUTIVE DIVISION
MARKETING & COMMUNICATIONS DEPARTMENT
#53**



STAFFING LEVEL COMPARISONS

DEPARTMENT: 53 - MARKETING AND COMMUNICATIONS

JOB CLASS	JOB TITLE	APPROVED 2008	APPROVED 2009	APPROVED 2010	2010-2009 VARIANCE
301	ADMINISTRATIVE ASSISTANT	1	0	0	0
365	CUSTOMER SERVICE REPRESENTATIVE	4	4	3	(1)
371	TELEPHONE OPERATOR / INFORMATION CLERK	12	12	12	0
472	INFORMATION CLERK / TELLER	3	2	2	0
625	LAYOUT ASSISTANT	1	1	1	0
23	ADA TRAVEL TRAINER	0	1	0	(1)
23	MARKETING ASSOCIATE	0	1	1	0
25	PUBLICATION MANAGER	1	1	1	0
25	COMMUNITY RELATIONS SPECIALIST	2	1	1	0
25	ASSISTANT SUPERVISOR - TELEPHONE INFO. CENTER	1	1	1	0
25	ASSISTANT SUPERVISOR - CUSTOMER SERVICE CENTER	1	1	1	0
26	SUPERVISOR - MARKETING DEVELOPMENT	1	1	1	0
26	SUPERVISOR - TELEPHONE INFORMATION CENTER	1	1	1	0
26	SUPERVISOR - CUSTOMER SERVICE CENTER	1	1	1	0
26	MARKETING RESEARCH MDP	0	0	1	1
26	LONG RANGE PLANNER	1	0	0	0
27	SALES MANAGER / SALES DIRECTOR	1	1	1	0
27	MANAGER - MEDIA RELATIONS	1	0	0	0
30	DIRECTOR - MARKETING & COMMUNICATIONS	1	1	1	0
DEPARTMENT TOTALS		33	30	29	(1)

2010 OPERATING BUDGET SUMMARY

Department 67 – Office of Management & Budget

GALE W. FISK, EXECUTIVE DIRECTOR

The mission of the Office of Management & Budget is to effectively allocate the Authority's resources, to provide organizational and strategic leadership & consultation services for the CEO / General Manager and the Board of Trustees and to provide management consulting services to all departments on behalf of the CEO / General Manager.

OBJECT		2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 Estimate	2012 Estimate
CLASS	DESCRIPTION						
501300	LABOR - SALARIED EMPLOYEES	684,900	612,038	627,487	698,766	698,766	698,766
502000	FRINGE BENEFITS	214,613	202,655	225,496	273,823	277,109	280,434
503000	SERVICES	39,500	84,000	50,987	19,000	19,500	19,500
503020	ADVERTISING FEES	175	299	165	600	606	612
504000	MATERIAL & SUPPLIES	408	1,182	549	900	900	900
509000	MISCELLANEOUS EXPENSES	6,583	8,712	3,089	11,700	11,700	11,700
DEPT TOTAL		946,179	908,886	907,773	1,004,789	1,008,581	1,011,912

Department Budgets

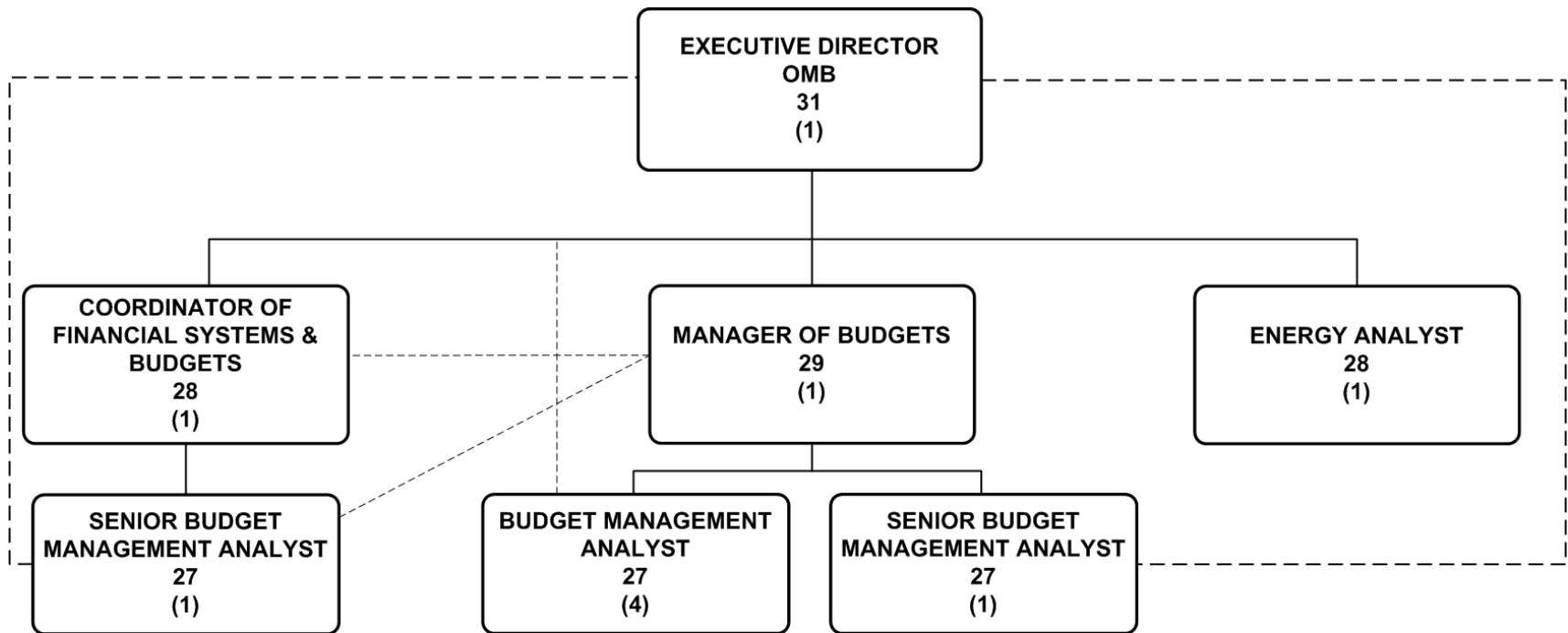
2010 Budget Implementation

Department 67 – Office of Management & Budget

- Implement Authority-wide management initiatives as directed by the CEO.
- Continue to develop Authority-wide Management Consulting Plan.
- Coordinate 2010 budget development process and produce an Adopted Budget Plan in a particularly difficult recession.
- Continue development of mechanisms to better monitor and control spending against the budget.
- Continue to implement new Budget Development System which is compatible with our Financial Management System and utilizes the most current technology and financial practices.
- Continue to re-prioritize the capital program and coordinate the funding/system implications.
- Lead the National Transit Database reporting and submittal.
- Continue to develop and implement operations analyses to improve cost effectiveness of service delivery.
- Continue and expand TransitStat program to improve processes, enhance service and further reduce costs.
- Execute the Energy Price Risk Management Program to control and stabilize Diesel Fuel Costs.
- Continue to develop methodology for ridership counts.
- Develop plans and methodologies to reduce cost of utilities over next two years.
- Investigate and develop proposal for a more regional approach to transit in northeast Ohio.

	2007 Actual	2008 Actual	2009 Actual	2010 Budget
Quarterly Management Reports Produced	4	4	4	4
FTA Financial Status Reports Prepared	4	4	4	4
Cost Allocation Plans Produced	1	1	1	1
National Transit Database Reports Prepared	1	1	1	1
# of Management Consulting Products Completed	3	3	3	3
Operating Budget Variances:				
Revenues over/(under)	(1.37%)	(1.15%)	(3.55%)	.3%
Expenditures over/(under)	(4.1%)	(1.13%)	(2.89%)	(1.20%)

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
TABLE OF ORGANIZATION
EXECUTIVE DIVISION
OFFICE OF MANAGEMENT & BUDGET
#67



STAFFING LEVEL COMPARISONS

DEPARTMENT: 67 - OFFICE OF MANAGEMENT & BUDGET

JOB CLASS	JOB TITLE	APPROVED 2008	APPROVED 2009	APPROVED 2010	2010-2009 VARIANCE
27	BUDGET MANAGEMENT ANALYST	3	3	4	1
27	SENIOR BUDGET MANAGEMENT ANALYST	3	2	2	0
28	ENERGY ANALYST	0	0	1	1
28	COORDINATOR OF FINANCIAL SYSTEMS & BUDGETS	1	1	1	0
29	MANAGER OF BUDGETS	2	2	1	(1)
31	EXECUTIVE DIRECTOR - OFFICE OF MGMT. AND BUDGET	1	1	1	0
DEPARTMENT TOTALS		10	9	10	1

DEPT: 99 - FUND TRANSFERS

OBJECT CLASS	DESCRIPTION	2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 Estimate	2012 Estimate
510065	TRANSFERS TO/FROM PENSION FUND	100,000	100,000	100,000	100,000	100,000	100,000
510075	TRANSFERS TO / FROM RTA CAPITAL	6,825,687	10,100,882	10,550,000	10,982,788	10,968,149	10,959,571
510085	TRANSFERS TO / FROM BOND RETIREMENT	15,456,127	14,718,950	17,327,162	18,428,168	19,027,476	20,617,643
510190	TRANSFERS TO / FROM INSURANCE FUND	1,200,000	2,900,000	3,520,000	3,700,000	2,750,000	2,800,000
DEPT TOTAL		23,581,814	27,819,832	31,497,162	33,210,956	32,845,625	34,477,214