

07 – EXECUTIVE DIVISION

DIVISION OVERVIEW

Implement the policies and mandates established by the GCRTA Board of Trustees and develop and work towards the Board of Trustees' adopted 2020-2030 Strategic Plan. 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, innovation and technology, and engineering.

CONNECTION TO STRATEGIC PLAN

Success Outcomes: **Customer Experience** **Community Impact** **Employee Investment** **Financial Health**

The Executive Division and department are committed to a positive customer experience through perception and delivery of on-time service performance, safety, and customer satisfaction. Community value is delivered through access to services and employment, ensuring transit investment occurs where needed, and public-private capital investment. Financial sustainability is obtained by monitoring overall operating cost and customer per revenue hour, funding necessary capital projects, and ensuring revenue is maximizing operating expenses. Employee perception of opportunity for growth and success, understanding the Authority's vision and direction, clarity in connection between personal performance and organization success, and training ensure engagement of staff.

2023 ACCOMPLISHMENTS

- Selected Rail Vehicle car builder and issued Notice to Proceed (NTP) for the rail car replacement program.
- Advanced creation and start of Civilian Oversight Committee and Community Advisory Committee
- Enhanced customer experience by resourcing new cleaning efforts and focusing on passenger security.
- Obtained over \$162 million of competitive grants from FTA, ODOT, Ohio Environmental Protection Agency (OEPA) and Northeast Ohio Areawide Coordinating Agency (NOACA).
- Increased the funding for the Railcar Replacement Program by \$142.4 million.
- Completed construction of the Waterfront Line Bridge Rehabilitation.
- Completed construction of the Waterfront Line track and Platform Rehabilitations.
- Completed construction of the Red Line Fiber Optic Line Replacement.
- Completed construction of the East 75th Light Rail Interlocking.
- Completed construction of the Cuyahoga Viaduct Bulkhead Repair.
- Obtained over \$162 million of competitive grants from FTA, ODOT, Ohio Environmental Protection Agency (OEPA) and Northeast Ohio Areawide Coordinating Agency (NOACA).
- Increased the funding for the Railcar Replacement Program by \$142.4 million.
- Completed construction of the Waterfront Line Bridge Rehabilitation.
- Completed construction of the Waterfront Line track and Platform Rehabilitations
- Continue implementation and advancement of the hiring process measures (vacancy fill rate, time to fill, and candidate follow-up/status) to enhance and improve candidate, employee and hiring manager experience. Hired over 400 employees in 2023.
- Continue evolving the Community Training and Development Jobs Hub (Cuyahoga Community College partnership), Cleveland Metropolitan School District (CMSD), Planning and Career Exploration (PACE),

Hispanic Communities, and other regional training partners to impact workforce development learning for all work segments.

- Continue the implementation of succession-planning initiatives for frontline supervisory, mid-level, sr. management.
- Provided efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters, including bargaining and non-bargaining employment contracts, when warranted.
- Planned and executed the first (\$130 million) grant award announcement for Rail Car Replacement. Those in attendance included delegation representation from the city, state, and federal branches of government and industry advocacy.
- Hosted the national leadership of the Amalgamated Transit Union (ATU), federal oversight and advocacy for a hometown site visit, during Apprenticeship Week, highlighting the Positive Impact Program (PIP).
- Hosted rail enthusiast group All Aboard Ohio for a tour and overview of the Rail Car Replacement Program.
- Hosted State Legislators and local (City) legislators for "RTA 101", to advance local awareness of the benefits of and improvements made in public transportation.
- Marketing Campaigns 2023: HR Recruitment; Holiday Campaign 2023; Transit Ambassador Program, and Micro transit, Let's Go Together, Touch-A-Truck marketing campaigns.
- Obtained over \$216.2 million in competitive grants.
- Monitored procurement processes to reduce time required to process payments to vendors and employees by revising the payments process and streamlining procedures.
- Received Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).
- Received Distinguished Budget Presentation Award from the GFOA for the 2023 Budget Document.
- Managed the successful completion of the Federal Transit Administration (FTA) triennial review.

2024 PRIORITIES

Customer Experience

Internal Key Tactics

- Enhance the bus and rail customer experience to achieve TRACTION and Net Promoter Score goals.
- Improve the paratransit customer experience with focus and care for our ADA customers and upgrading of the PASS System.
- Progress the Railcar Replacement Program consistent with the accepted baseline schedule.
- Complete construction of the Overhead Catenary System Structural Rehabilitation – Phase 2.
- Complete installation of the 515 Switch and Track.
- Complete design of the East 79th Street Light Rail Station ADA Reconstruction.
- Complete installation of the Shaker Light Rail Shelter Improvements.

External Key Tactics

- Create and execute media relations plans for customer-focused initiatives/events.
- Work in greater alignment with the Web Team to ensure continuity in communication across all mediums.

Community Impact

Internal Key Tactics

- Complete the Final Report for the Onboard Origin & Destination Surveys.
- Obtain \$35 million of competitive grants from FTA, ODOT, OEPA and NOACA.



- Provide efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters, with an emphasis on Transit Oriented Development/Community initiatives.

External Key Tactics

- Manage the Authority's Title VI, Title VII, & ADA programs to ensure compliance with Federal, State, and local laws regarding employment practices, facilities, and services.
- Participate in APTA Racial Equity Commitment Pilot Programming as consistent with GCRTA mission, vision, and values.
- Assertive goal setting with intent to substantially increase the number of Commuter Advantage accounts, thereby increasing community mobility, and workplace support of public transportation.
- Define opportunities to expand mobility solutions and increase usage of first/last mile options, including Micro transit pilot programming throughout the region.
- Promote and market bus rapid transit development and community impact.
- Expand partners in the region to solidify GCRTA as an anchor institution in the economic ecosystem.
- Increased internal and external positive exposure via written copy and digital media footprint.
- Create marketing plans and event planning for GCRTA's 50th anniversary (December 2024) and as GCRTA hosts American Public Transportation Association Rail conference in 2024.

Employee Investment

Internal Key Tactics

- Collaborate, support, and resource operator recruiting and training efforts to accelerate hiring efforts and overcome attrition.
- Reinstigate Service Quality New Operator Program.
- Begin Laborer Investment/Training Program.
- Continue implementation and advancement of the hiring process measures (vacancy fill rate, time to fill, and candidate follow-up/status) to enhance and improve candidate experience, employee experience, and hiring manager experience.
- Continue to implement training and communication strategy that aligns with Mission Vision Values.
- Continue evolving the key partnerships and other regional training partners to impact workforce development learning for all work segments.
- Continue the implementation of succession-planning initiatives for frontline supervisory, mid-level, sr. management.
- Continue to improve training and learning accessibility through remote and blended learning, e-Learning, reallocation of instructor resources, and enhancements to curricula.
- Implementation of a new performance recognition program for improving employee engagement.
- Implementation of a new performance assessment template and program for all non-bargained for employees.

External Key Tactics

- Implement the Diversity, Equity, Inclusion, and Belonging (DEI+B) plan.
- Continue investing in and build a team culture.
- Continuous inter-departmental coordination & integration within Administration & External Affairs Cluster.
- Work in greater tandem with Engineering and Planning re: advocacy and program implementation.

Financial Health

Internal Key Tactics

- Complete the construction of the Hayden Garage Roof Replacement.

External Key Tactics

- Use advocacy, research, and data as resources to secure rail cars and other rail infrastructure funding.
- Enhance relationship with all local, state, and federal funding partners and agencies, to streamline and strengthen GCRTA's fiscal outlook in support of capital and operational programming.

LIST OF DEPARTMENTS

| Department Number | Department Name |
|-------------------|---|
| 12 | Executive Department |
| 16 | Secretary/Treasurer – Board of Trustees |
| 19 | Internal Audit |

12- EXECUTIVE DEPARTMENT

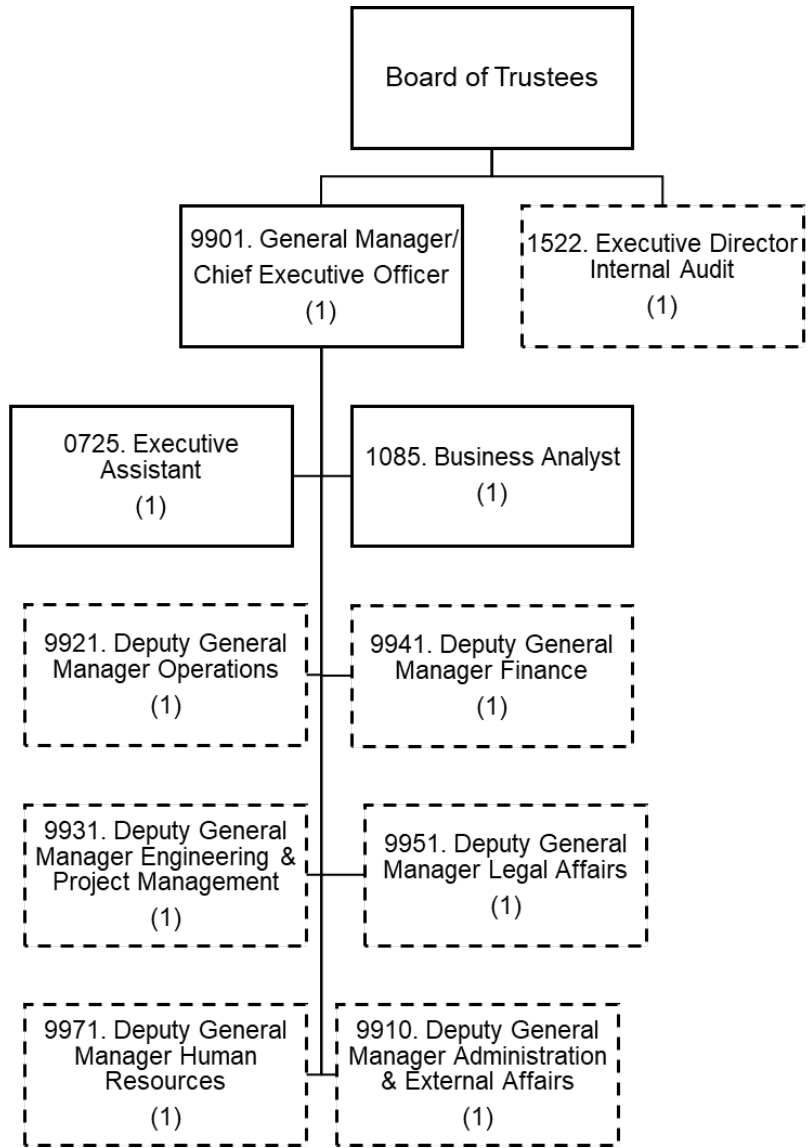
EXECUTIVE DEPARTMENT BUDGET

| Object Class | Description | 2022 Actual | 2023 Actual | 2024 Budget |
|--------------|-------------------------------|--------------------|------------------|--------------------|
| 501200 | Hourly Employee Labor | \$0 | \$31,503 | \$0 |
| 501300 | Labor - Salaried Employees | 396,369 | 236,862 | 439,542 |
| 501310 | Overtime - Salaried Employees | 2,813 | 4,354 | 1,500 |
| 502000 | Fringe Benefits | 158,239 | 140,707 | 108,485 |
| 503000 | Services | 361,951 | 354,460 | 443,764 |
| 503020 | Advertisement Fees | 0 | 0 | 0 |
| 504000 | Materials & Supplies | 667 | 1,381 | 2,300 |
| 509000 | Miscellaneous Expenses | 181,754 | 180,293 | 380,577 |
| 509022 | Meals/Food/Per Diem | 1,977 | 5,185 | 3,000 |
| Total | | \$1,103,770 | \$954,745 | \$1,379,168 |

EXECUTIVE DEPARTMENT STAFFING

| Grade | Job Name | 2022 | 2023 | 2024 |
|--------------|-------------------------------------|----------|----------|----------|
| 23 | 0711.Sec to GM/Sec Treasurer | 1 | - | - |
| 23 | 0725.Executive Assistant | 1 | - | - |
| 25 | 1085. Business Analyst | - | - | 1 |
| 108 | 0726.Executive Assistant to CEO/BOT | - | 1 | 1 |
| 116 | 9929.General Manager | 1 | 1 | 1 |
| Total | | 3 | 2 | 3 |

EXECUTIVE DEPARTMENT ORGANIZATION CHART



Total FTE's = 3

16- SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT

OVERVIEW

The mission of the appointed [Board of Trustees](#) is to establish the policies and mandates that direct the Authority’s on-going 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.

2023 ACCOMPLISHMENTS

- Updated Codified Rules and Regulations of the Authority.
- Continued implementation of the Authority’s 10-year Strategic Plan.
- Implemented the Civilian Oversight Committee.
- Implemented the Community Advisory Committee.
- Received the Certificate of Achievement for Excellence in Financial Reporting award from the Ohio Auditor of State.
- Received clean triennial audit.
- Continued Advocacy.
- Actively engaged in retaining a professional firm to conduct an External Assessment of the Authority’s Internal Audit Department.
- Procured 30 Rail Cars.
- Continued Ad Hoc Technology initiatives.
- Continued to implement procedures to ensure the fiscal sustainability of the Authority.

2024 PRIORITIES

| Strategic Plan | Customer Experience (CE) | Community Impact (CI) | Employee Investment (EI) | Financial Health (FH) |
|---|-----------------------------|--------------------------|-----------------------------|--------------------------|
| <p>Success Outcomes:</p> <ul style="list-style-type: none"> • Continue legislative and policy-making role: (CE, EI) <ul style="list-style-type: none"> ○ Achievement of key policy goals for the Authority ○ Development of policies that result in quality cost-effective services. ○ Meet the needs of residents and visitors to the Greater Cleveland area. • Procure additional rail cars (CE). • Update the Codified Rules and Regulations of the Authority (EI, FH). • Continuing Ad Hoc Technology Committee initiatives (EI). • Continue to implement procedures to ensure the fiscal sustainability of the Authority (FH). • Enforce policies on governance and accountability (FH). • Advocate for additional resources for GCRTA (EI, CE). • Oversee the Internal Audit Department (FH). • Oversee and manage the Civilian Oversight Committee (CE, CI). • Continue the implementation of the Authority’s 10-year Strategic Plan (CE, CI). | | | | |

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

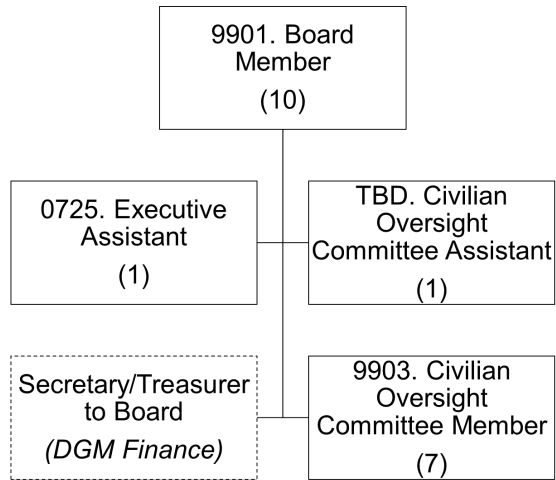
| Object Class | Description | 2022 Actual | 2023 Actual | 2024 Budget |
|--------------|-----------------------------|------------------|------------------|------------------|
| 501300 | Salaried Employees Labor | \$107,397 | \$123,561 | \$194,916 |
| 501310 | Salaried Employees Overtime | 114 | 48 | 0 |
| 502000 | Fringe Benefits | 42,868 | 44,656 | 45,224 |
| 503000 | Services | 93,098 | 83,838 | 93,000 |
| 504000 | Materials & Supplies | 908 | 465 | 1,000 |
| 509000 | Miscellaneous Expense | 30,355 | 25,623 | 67,700 |
| 509022 | Meals/Food/Per Diem | 1,840 | 5,319 | 3,000 |
| Total | | \$276,580 | \$283,510 | \$404,840 |

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

| Grade | Job Name | 2022 | 2023 | 2024 |
|--------------|--|-----------|-----------|-----------|
| 108. | 0726.Executive Assistant to CEO/BOT | - | 1 | 1 |
| 23.A | XXXX COC and Committee Assistant 1601 | - | 1 | 1 |
| 23.A | 0725.Executive Assistant Secretary/Treasurer BOT | 1 | - | - |
| 99.X | 0000.Secretary/Treasurer Salary* | - | - | - |
| 99.X | 9901.Board Member | 10 | 10 | 10 |
| 99.X | 9903.Civil Oversight Comm Member | 7 | 7 | 7 |
| Total | | 18 | 19 | 19 |

*This position is a duty of the Deputy General Manager of Finance and does not require an additional budgeted position

SECRETARY/TREASURER – BOARD OF TRUSTEES ORGANIZATION CHART



Total FTE's = 19

19- INTERNAL AUDIT DEPARTMENT

OVERVIEW

Internal Audit is an independent, objective assurance and consulting activity designed to add value and improve the Authority's operations. The Department 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. Internal Audit functions as the inspector general to detect and deter waste, fraud, abuse, and misconduct.

2023 ACCOMPLISHMENTS

- Established a risk-based Audit Plan aligned with the GCRTA Strategic Plan.
- Completed contract and policy compliance audits.
- Completed investigations into allegations of waste, fraud, abuse.
- Evaluated the reliability and integrity of information systems.
- Evaluated the means of safeguarding assets.
- Evaluated the systems and processes established to ensure compliance with policies.
- Provided assurance, investigative, and advisory services.
- Coordinated and followed-up with internal and external audits and 3rd party reviews.
- Provided resources to management on steering committees, evaluation panels, performance management forums and task forces.
- Supported GCRTA Risk Management to complete the 3rd party risk insurance policy applications.
- Received an independent validation statement from a qualified external assessor to verify the assertions and conclusions of our self-assessment report and conformance with the *Institute of Internal Auditors* professional standards.
- Supported management to complete the Federal Transit Administration 2023 Triennial Review.
- Conducted assurance and compliance audits to support management with the purchase of replacement railcars.

2024 PRIORITIES

| Strategic Plan | Customer Experience (CE) | Community Impact (CI) | Employee Investment (EI) | Financial Health (FH) |
|----------------|-----------------------------|--------------------------|-----------------------------|--------------------------|
|----------------|-----------------------------|--------------------------|-----------------------------|--------------------------|

- Establish a risk-based Audit Plan for 2024 aligned with the GCRTA Strategic Plan and Organizational Success Outcomes. (Primary focuses: cybersecurity, human capital, and customer experiences) (FH).
- Continue evaluating the reliability and integrity of information systems (FH).
- Conduct contract and policy compliance audits (FH).
- Continue evaluating the means of safeguarding assets (FH).
- Continue evaluating the systems and processes established to ensure compliance with policies (FH, EI).
- Provide assurance, investigative, and advisory services (FH, EI).
- Coordinate and follow-up with internal and external audits and 3rd party reviews (FH).
- Provide resources to management on steering committees, evaluation panels, performance management forums and task forces (EI).
- Reserve resource hours to conduct investigations into allegations of waste, fraud, abuse (FH).
- Conduct assurance and compliance audits to support management with the purchase of replacement railcars and modifications to facilities (FH).

- Implement the Institute of Internal Audit Global Audit Standards, revised January 2024 and effective January 2025 (FH).

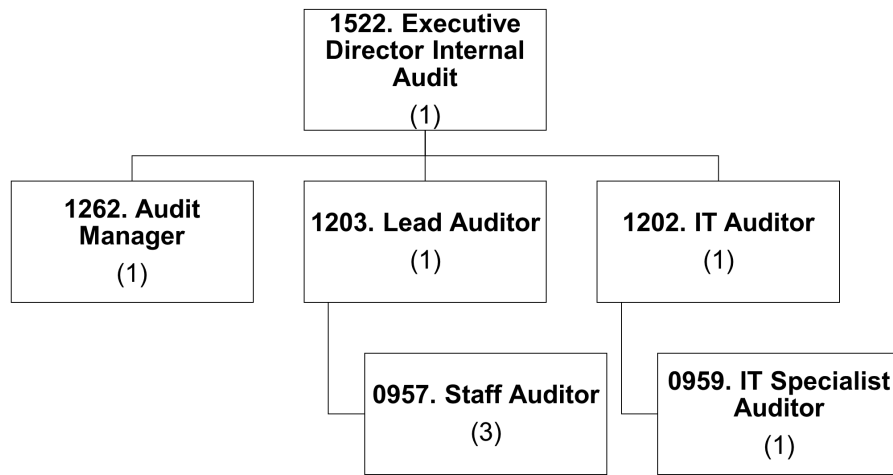
INTERNAL AUDIT DEPARTMENT BUDGET

| Object Class | Description | 2022 Actual | 2023 Actual | 2024 Budget |
|--------------|----------------------------|------------------|------------------|--------------------|
| 501300 | Labor - Salaried Employees | \$661,018 | \$668,366 | \$683,978 |
| 502000 | Fringe Benefits | \$265,227 | \$239,978 | \$211,436 |
| 503000 | Services | \$26,390 | \$22,500 | \$71,500 |
| 504000 | Materials & Supplies | \$32,605 | \$371 | \$4,250 |
| 509000 | Miscellaneous Expenses | \$17,266 | \$13,267 | \$38,630 |
| 509022 | Meals & Concessions | \$447 | \$812 | \$800 |
| Total | | \$831,242 | \$976,772 | \$1,046,132 |

INTERNAL AUDIT DEPARTMENT BUDGET

| Grade | Job Name | 2022 | 2023 | 2024 |
|--------------|--|----------|----------|----------|
| 109 | 0957.Staff Auditor | 3 | 2 | 2 |
| 110 | 0956.Staff Auditor II | - | 1 | 1 |
| 110 | 0959.Information Technology Specialist Auditor | 1 | 1 | 1 |
| 111 | 1202.Information Technology Auditor | 1 | 1 | 1 |
| 111 | 1203.Lead Auditor | 1 | 1 | 1 |
| 113 | 1262.Audit Manager | 1 | 1 | 1 |
| 115 | 1522.Executive Director Internal Audit | 1 | 1 | 1 |
| Total | | 8 | 8 | 8 |

INTERNAL AUDIT DEPARTMENT ORGANIZATION CHART



Total FTE's = 8

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