

2015 Department Budgets

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The Department Budgets Section provides detailed information about the budget of a particular division or department within the Authority. Departments are listed in department-number order within their respective divisions. The Table of Contents at the beginning of the document lists departments by division. Also, departments are listed on the tabs of each division within this section.

Budget information is organized at three levels within this section:

Authority – An Organizational Chart for the Authority is presented on page 102. General Fund expenditures by Division, with Department totals, are listed on page 103, followed by Staffing by Division, with Department totals on 104.

Division – For each of the divisions within the Authority, a narrative introduces the mission and general description of the division. Achievements from 2014 are highlighted, in addition to priorities for the upcoming 2015 Budget Year. The 2015 Strategic Plan Vital Few Objectives and Critical Initiatives are highlighted. These are explained further on page 105.

Department – Detailed information is presented for each department, including a description of the department’s mission. Detailed information on historical and current year expenditures is presented. Current year information reflects the total approved budget presented by summary object classes. Also presented is budget implementation information, including budget directives and performance indicators. Each indicator is linked to one or more of the Authority’s Values from the 2015 Strategic Plan. These are listed in more detail on page 106. Further detail of how the 2015 Strategic Plan was created is in the Performance Management Section on pages 38 – 42.

Organization charts and staff level summaries accompany each department. All positions listed on the organization charts are described as shown below:

POSITION TITLE JOB CLASS (# OF POSITIONS)
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A solid box indicates that the position is budgeted and reports to the Department in which it is referenced. A dotted box denotes that the position has a reporting relationship with the particular Department but is not budgeted by the Department in which it is shown. A solid line from one box to another reflects reporting of one position to another. A dotted line connecting two boxes reflects reporting of one position to two or more positions.

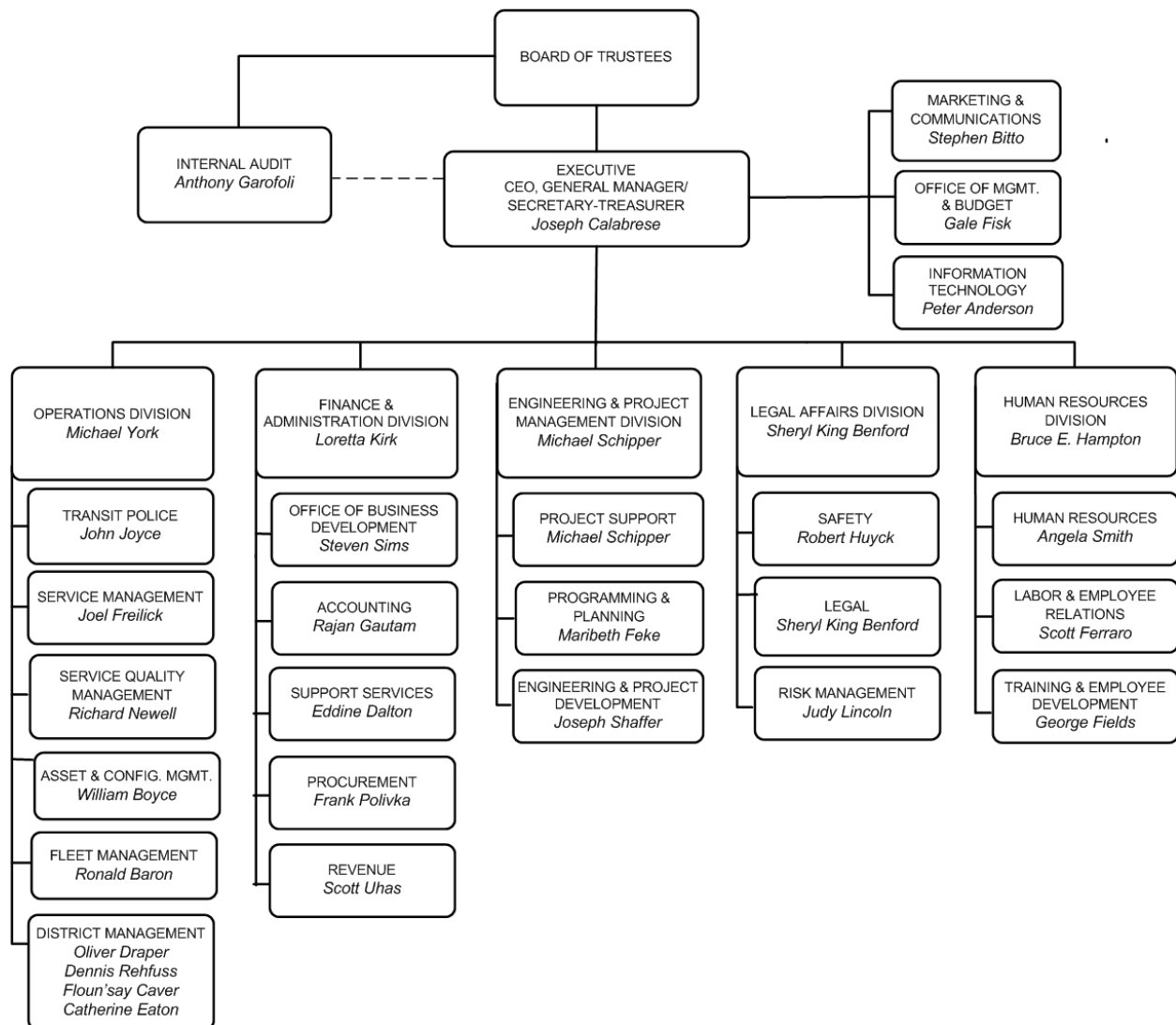
The organizational charts and budgeted positions shown in the 2015 Budget represent a snapshot in time. Accordingly, they reflect the positions and organizational structure at the time the budget was adopted. During the course of the year a budgeted position may undergo changes in responsibility and scope as a result of technology and/or process improvements. When these changes are significant, it may become necessary

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to re-evaluate the grade level and title of a position to ensure it is consistent with the Authority's Job Evaluation System and organizational structure.

Furthermore, the organizational charts included in the 2015 Operating Budget represent the completion of the district management reorganization. During that implementation, a number of operational departments underwent name and/or structural changes or were combined with other departments. These types of changes may also have occurred as a result of re-engineering efforts. In addition to structural changes, a number of positions may have changed in scope, title, and/or function to reflect new responsibilities. A detailed listing of staffing for each Division and Department is on page 104 and in each Department Section.

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
TABLE OF ORGANIZATION
2015



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General Fund Expenditures by Division

DIV: 1 - OPERATIONS		2012	2013	2014	2015	2016	2017
DEPT #	DESCRIPTION	ACTUAL	ACTUAL	3RD Q EST	BUDGET	BUDGET	BUDGET
31	PARATRANSIT DISTRICT	19,894,728.94	20,388,504.93	20,639,815.95	22,134,661.21	22,342,852.40	22,559,866.01
32	RAIL DISTRICT	33,191,228.04	33,292,618.77	35,701,019.60	37,396,150.20	37,794,092.98	38,501,374.52
33	ASSET AND CONFIGURATION MANAGEMENT	0.00	0.00	0.00	2,295,702.76	2,313,040.56	2,330,721.65
34	TRANSIT POLICE	10,736,638.65	11,098,138.48	11,399,117.97	12,672,518.53	12,862,691.49	13,056,579.48
35	SERVICE MANAGEMENT	6,990,805.43	8,016,470.20	7,056,603.28	6,224,156.03	6,295,337.31	6,372,468.87
38	SERVICE QUALITY MANAGEMENT	5,691,258.93	5,893,816.64	6,302,685.50	6,745,681.98	6,844,846.95	6,945,956.43
39	FLEET MANAGEMENT	38,315,974.62	41,625,776.79	42,459,212.85	43,611,290.90	39,738,779.45	39,210,008.88
43	BRUNSWICK PASS THRU	\$245,142.10	\$235,053.11	654,343.00	\$755,473.00	\$755,473.00	\$755,473.00
46	HAYDEN DISTRICT	41,938,951.59	44,025,630.47	46,002,214.60	44,770,591.71	45,477,825.92	46,198,969.62
49	TRISKEIT DISTRICT	29,606,671.79	30,973,142.25	31,441,506.26	31,750,249.04	32,250,796.73	32,761,183.85
DIVISION TOTALS		186,611,400.08	195,549,151.64	201,656,519.01	208,356,475.36	206,675,736.78	208,692,602.33
DIV: 2 - FINANCE AND ADMINISTRATION		2012	2013	2014	2015	2016	2017
DEPT #	DESCRIPTION	ACTUAL	ACTUAL	3RD Q EST	BUDGET	BUDGET	BUDGET
10	OFFICE OF BUSINESS DEVELOPMENT	315,651.46	366,256.40	350,164.51	396,872.93	403,447.75	410,152.70
60	ACCOUNTING	2,132,611.71	1,997,765.85	2,228,033.37	2,501,929.72	2,541,441.25	2,581,733.10
61	INFORMATION TECHNOLOGY	4,034,518.81	4,216,376.63	5,693,875.08	0.00	0.00	0.00
62	SUPPORT SERVICES	841,849.83	868,860.71	973,986.61	1,042,794.82	1,051,341.27	1,059,540.13
64	PROCUREMENT	1,520,589.72	1,568,615.99	1,636,896.01	1,641,007.84	1,668,016.07	1,695,558.85
65	REVENUE	2,018,694.56	2,032,766.76	2,044,559.65	2,279,754.28	2,303,981.77	2,328,687.24
DIVISION TOTALS		10,863,916.09	11,050,642.34	12,927,515.23	7,862,359.59	7,968,228.11	8,075,672.02
DIV: 3 - ENGINEERING & PROJECT MANAGEMENT		2012	2013	2014	2015	2016	2017
DEPT #	DESCRIPTION	ACTUAL	ACTUAL	3RD Q EST	BUDGET	BUDGET	BUDGET
55	PROJECT SUPPORT	347,795.96	317,949.87	385,351.92	430,301.50	436,511.88	442,843.87
57	PROGRAMMING & PLANNING	476,400.55	597,316.22	599,729.54	827,717.51	834,725.58	841,762.85
80	ENGINEERING & PROJECT DEVELOPMENT	1,726,727.78	1,683,345.25	1,765,013.90	2,051,257.48	2,108,110.62	2,142,462.47
DIVISION TOTALS		2,550,924.29	2,598,611.34	2,750,095.36	3,309,276.49	3,379,348.09	3,427,069.19
DIV: 4 - LEGAL AFFAIRS		2012	2013	2014	2015	2016	2017
DEPT #	DESCRIPTION	ACTUAL	ACTUAL	3RD Q EST	BUDGET	BUDGET	BUDGET
15	SAFETY	833,064.52	762,576.53	874,790.32	969,388.54	979,407.22	990,065.86
21	LEGAL	1,522,437.75	1,635,767.68	1,837,598.88	4,363,123.58	4,402,822.34	4,443,305.97
22	RISK MANAGEMENT	6,596,617.38	6,208,104.78	6,864,845.60	5,148,559.66	5,160,811.77	5,177,429.96
DIVISION TOTALS		8,952,119.65	8,606,448.99	9,577,234.80	10,481,071.78	10,543,041.33	10,610,801.80
DIV: 5 - HUMAN RESOURCES		2012	2013	2014	2015	2016	2017
DEPT #	DESCRIPTION	ACTUAL	ACTUAL	3RD Q EST	BUDGET	BUDGET	BUDGET
14	HUMAN RESOURCES	1,280,382.72	1,541,287.27	1,721,368.03	2,225,707.59	2,260,551.90	2,297,478.12
18	LABOR RELATIONS	696,142.83	689,849.76	751,544.93	1,250,262.51	1,257,148.64	1,264,545.94
30	TRAINING & EMPLOYEE DEVELOPMENT	2,244,573.34	2,446,164.18	2,810,990.81	3,569,680.11	3,608,374.02	3,648,449.72
DIVISION TOTALS		4,221,098.89	4,677,301.21	5,283,903.77	7,045,650.21	7,126,074.56	7,210,473.77
DIV: 6 - EXECUTIVE		2012	2013	2014	2015	2016	2017
DEPT #	DESCRIPTION	ACTUAL	ACTUAL	3RD Q EST	BUDGET	BUDGET	BUDGET
12	EXECUTIVE	815,873.65	860,528.35	879,338.89	839,977.00	849,686.46	860,199.91
16	SECRETARY/TREAS. - BOARD OF TRUSTEES	330,682.80	249,933.80	310,696.29	338,846.99	341,065.53	343,345.10
19	INTERNAL AUDIT	789,052.62	593,120.74	581,533.96	779,189.38	790,812.35	802,665.36
53	MARKETING & COMMUNICATIONS	3,089,483.49	3,131,450.19	3,184,878.74	3,344,802.58	3,381,924.02	3,419,781.53
58	INTELLIGENT TRANSPORTATION SYSTEMS	0.00	0.00	107,380.96	7,041,970.03	7,096,818.93	7,149,728.14
67	OFFICE OF MANAGEMENT & BUDGET	4,624,749.80	3,712,413.02	4,752,708.91	5,716,262.36	6,569,514.50	6,938,204.15
99	FUND TRANSFERS	32,123,887.00	37,094,436.00	38,555,659.00	39,748,919.00	39,863,687.00	34,352,247.00
DIVISION TOTALS		41,773,729.36	45,641,882.10	48,372,196.75	57,809,967.34	58,893,508.80	53,866,171.19

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Staffing Level Comparisons Authorized Staffing Level by Division

Dept	Grade	Job Name	Pay Group	2012 Actual	2013 Actual	2014 Actual	2015 Budget	Change 2015 - 2014
Divisions								
Operations								
		31 - Paratransit District		181.0	185.0	184.0	183.0	(1.0)
		32 - Rail District		364.0	354.0	361.0	365.0	4.0
		33 - Asset & Configuration Management		0.0	0.0	0.0	12.0	12.0
		34 - Transit Police		149.0	153.0	155.0	155.0	0.0
		35 - Service Management		74.0	75.0	76.0	71.0	(5.0)
		38 - Service Quality Management		68.0	70.5	70.5	68.0	(2.5)
		39 - Fleet Management		166.0	165.0	173.0	166.0	(7.0)
		46 - Hayden District		610.0	609.0	616.0	612.5	(3.5)
		49 - Triskett District		419.0	423.0	438.0	433.0	(5.0)
		Totals		2,031.0	2,034.5	2,073.5	2,065.5	(8.0)
Finance & Administration								
		10 - Office of Business Development		4.0	4.0	4.0	4.0	0.0
		60 - Accounting		24.0	25.0	26.0	26.0	0.0
		61 - Information Technology		23.0	24.0	0.0	0.0	0.0
		62 - Support Services		7.0	7.0	7.0	7.0	0.0
		64 - Procurement		16.0	16.0	16.0	16.0	0.0
		65 - Revenue		18.0	18.0	18.0	18.0	0.0
		Totals		92.0	94.0	71.0	71.0	0.0
Engineering & Project Management								
		55 - Project Support		4.0	4.0	4.0	4.0	0.0
		57 - Programming & Planning		4.0	4.0	4.0	4.0	0.0
		80 - Engineering & Project Development		17.0	17.0	19.0	19.0	0.0
		Totals		25.0	25.0	27.0	27.0	0.0
Legal Affairs								
		15 - Safety		6.5	7.0	7.5	7.5	0.0
		21 - Legal		15.0	15.0	24.0	24.0	0.0
		22 - Risk Management		16.5	16.5	8.5	8.5	0.0
		Totals		38.0	38.5	40.0	40.0	0.0
Human Resources								
		14 - Human Resources		16.0	18.0	16.0	17.0	1.0
		18 - Labor & Employee Relations		5.0	5.0	5.0	5.0	0.0
		30 - Training & Employee Development		26.0	26.0	26.0	26.0	0.0
		Totals		47.0	49.0	47.0	48.0	1.0
Executive								
		12 - Executive		5.0	5.0	4.0	4.0	0.0
		16 - Secretary/Treasurer - Board of Trustees		11.0	11.0	11.0	11.0	0.0
		19 - Internal Audit		7.0	7.0	7.0	7.0	0.0
		53 - Marketing & Communication		27.5	27.5	29.0	29.0	0.0
		61 - Information Technology		0.0	0.0	28.0	32.0	4.0
		67 - Office of Management & Budget		11.0	11.0	11.0	10.0	(1.0)
		Totals		61.5	61.5	90.0	93.0	3.0
		Grand Total		2,294.5	2,302.5	2,348.5	2,344.5	(4.0)

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The Vital Few Objectives (VFOs) and Critical Initiatives (CIs) were created for the 2015 Strategic Plan. At the beginning of each Division Section, the VFOs and CIs that relate to that Division are highlighted. The entire list of VFOs, CIs and Measures are listed below.

Greater Cleveland RTA Strategic Plan - Goals and Initiatives							
Vision	Measure	Division Champion(s)	Measure	2014 Target	2015 Target	2016 Target	10 Year Vision
Financial Vision							
	Operating Revenue Growth	Executive	Annual % Growth	3.5%	3.5%	3.5%	3.5%
	Capital Funding Growth	Executive	Capital Funding Dollars	\$75M	\$75M	\$75M	\$75M
	Maintain Expenses	Executive	Annual % Growth	2.5%	2.5%	2.5%	2.5%
Growth Strategy							
	Advocacy Growth	Executive	% of Identified Advocacy Groups Met with	N/A	50%	50%	50%
	Increase Service Usage	Executive	Annual Ridership	49.5M	51.25M	53.0M	2.5% Increase Annually
	Passenger Satisfaction Growth	Operations	Overall Satisfaction Rating	N/A	70%	75%	80%
Process Investments							
	Increase Service Efficiency	Operations	Miles Between Service Interruptions (MBSI); Paratransit Cost per Passenger Trip (PCPT)	6,273 (MBSI) \$42 (PCPT)	8,000 (MBSI) \$40 (PCPT)	9,000 (MBSI) \$38 (PCPT)	25,000 (MBSI) \$35 (PCPT)
	Achieve State of Good Repair (SOGR)	Engineering & Project Management	SOGR Scale 1-5	N/A	Baseline	TBD	> 3.0
	Advance Use of Technology	Executive	TBD	TBD	TBD	TBD	TBD
	Champion Sustainability	Engineering & Project Management	Emissions Reduced	5%	10%	15%	25%
People Investments							
	Achieve a Safety Culture	Legal Affairs	% Improvement of Performance Measures	Baseline	2%	5%	5% Annually
	Improve Employee Engagement	Human Resources & Executive	Engagement Rating	Baseline	TBD	TBD	TBD
	Improve Performance Management	Human Resources	Performance Evaluation Rating (TBD)	N/A	Baseline	TBD	TBD

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The Departments also have Performance Measures that relate to the 2015 Strategic Plan, specifically the Values, listed below. The number associated with the Value is listed after each Performance Measure. These Values are explained in further detail below.

