

# Department Budgets

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 114. General Fund expenditures by Division, with Department totals, are listed on page 115, followed by Staffing by Division, with Department totals on 116.

**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 117.

**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 2015-2025 Strategic Plan. These are listed in more detail on page 117. Further detail of how the 2015-2025 Strategic Plan was created is in the Performance Management Section on pages 94-99.

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.

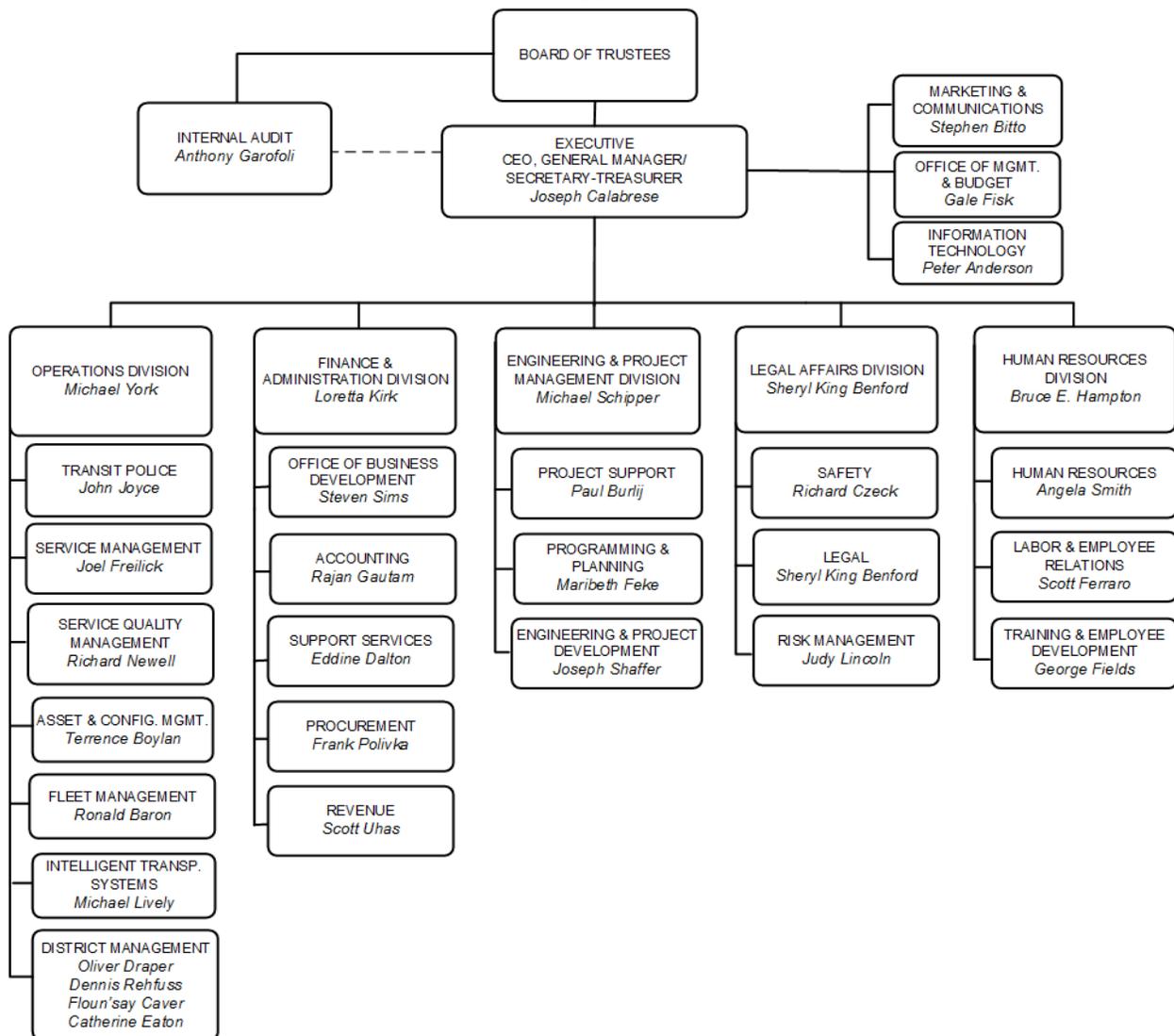
The organizational charts and budgeted positions shown in the 2016 Budget represent a snapshot in time. Accordingly, they reflect the positions and organizational structure at the time the budget was adopted. During the course of the year a budgeted position may undergo changes in responsibility and 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 2016 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 116 and in each Department Section.

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
2016



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## General Fund Expenditures by Division

DIV: 1 - OPERATIONS							
DEPT #	DESCRIPTION	2013 ACTUAL	2014 ACTUAL	2015 3RD QTR EST	2016 BUDGET	2017 PLAN	2018 PLAN
31	PARATRANSIT DISTRICT	20,388,505	21,629,057	23,155,556	23,370,794	23,647,363	23,931,357
32	RAIL DISTRICT	33,292,619	37,374,727	37,871,105	38,907,847	39,397,788	40,063,075
33	ASSET AND CONFIGURATION MANAGEMENT	0	0	1,967,713	2,326,572	2,349,633	2,373,922
34	TRANSIT POLICE	11,098,138	11,554,899	12,218,073	14,172,026	14,455,588	14,746,619
35	SERVICE MANAGEMENT	8,016,470	8,663,617	5,270,124	6,215,669	6,317,475	6,421,985
38	SERVICE QUALITY MANAGEMENT	5,893,817	6,449,621	5,167,854	8,389,195	8,563,131	8,741,683
39	FLEET MANAGEMENT	41,625,777	43,330,057	41,175,462	42,345,373	38,667,547	38,833,289
43	PASS THRU	235,053	654,343	382,083	668,883	670,000	670,000
46	HAYDEN DISTRICT	44,025,630	46,833,173	45,847,425	48,401,251	49,368,387	50,361,127
49	TRISKETT DISTRICT	30,973,142	31,570,199	31,636,391	32,396,429	33,040,972	33,702,568
58	INTELLIGENT TRANSPORTATION SYSTEMS	0	0	0	990,856	1,004,763	1,018,869
<b>DIVISION TOTALS</b>		<b>195,549,152</b>	<b>208,059,692</b>	<b>204,691,787</b>	<b>218,184,895</b>	<b>217,482,648</b>	<b>220,864,494</b>
DIV: 2 - FINANCE AND ADMINISTRATION							
DEPT #	DESCRIPTION	2013 ACTUAL	2014 ACTUAL	2015 3RD QTR EST	2016 BUDGET	2017 PLAN	2018 PLAN
10	OFFICE OF BUSINESS DEVELOPMENT	366,256	352,274	408,030	657,657	416,443	425,465
60	ACCOUNTING	1,997,766	2,255,371	2,196,511	2,542,278	2,594,745	2,648,623
61	INFORMATION TECHNOLOGY	4,216,377	5,586,994	0	0	0	0
62	SUPPORT SERVICES	868,861	965,710	914,910	1,000,317	1,011,012	1,022,098
64	PROCUREMENT	1,568,616	1,660,827	1,647,188	1,655,931	1,691,356	1,727,735
65	REVENUE	2,032,767	2,136,171	2,149,355	2,273,478	2,304,857	2,337,181
<b>DIVISION TOTALS</b>		<b>11,050,642</b>	<b>12,957,347</b>	<b>7,315,994</b>	<b>8,129,661</b>	<b>8,018,412</b>	<b>8,161,102</b>
DIV: 3 - ENGINEERING & PROJECT MANAGEMENT							
DEPT #	DESCRIPTION	2013 ACTUAL	2014 ACTUAL	2015 3RD QTR EST	2016 BUDGET	2017 PLAN	2018 PLAN
55	PROJECT SUPPORT	317,950	387,726	367,990	399,321	407,435	415,767
57	PROGRAMMING & PLANNING	597,316	638,741	723,997	1,098,230	1,107,747	1,117,519
80	ENGINEERING & PROJECT DEVELOPMENT	1,683,345	1,740,312	2,005,907	2,351,261	2,399,232	2,448,495
<b>DIVISION TOTALS</b>		<b>2,598,611</b>	<b>2,766,779</b>	<b>3,097,894</b>	<b>3,848,811</b>	<b>3,914,414</b>	<b>3,981,781</b>
DIV: 4 - LEGAL AFFAIRS							
DEPT #	DESCRIPTION	2013 ACTUAL	2014 ACTUAL	2015 3RD QTR EST	2016 BUDGET	2017 PLAN	2018 PLAN
15	SAFETY	762,577	797,005	917,737	1,002,600	1,017,167	1,032,122
21	LEGAL	1,635,768	2,420,062	3,524,130	4,206,931	4,254,762	4,303,880
22	RISK MANAGEMENT	6,208,105	5,997,252	4,497,099	5,393,763	5,511,511	5,565,394
<b>DIVISION TOTALS</b>		<b>8,606,449</b>	<b>9,214,319</b>	<b>8,938,966</b>	<b>10,603,294</b>	<b>10,783,440</b>	<b>10,901,395</b>
DIV: 5 - HUMAN RESOURCES							
DEPT #	DESCRIPTION	2013 ACTUAL	2014 ACTUAL	2015 3RD QTR EST	2016 BUDGET	2017 PLAN	2018 PLAN
14	HUMAN RESOURCES	1,541,287	1,794,106	1,849,070	2,212,136	2,247,977	2,284,718
18	LABOR RELATIONS	689,850	759,699	907,486	1,151,052	1,162,715	1,174,691
30	TRAINING & EMPLOYEE DEVELOPMENT	2,446,164	2,685,388	3,138,297	3,505,531	3,523,368	3,570,244
<b>DIVISION TOTALS</b>		<b>4,677,301</b>	<b>5,239,193</b>	<b>5,894,853</b>	<b>6,868,719</b>	<b>6,934,059</b>	<b>7,029,653</b>
DIV: 6 - EXECUTIVE							
DEPT #	DESCRIPTION	2013 ACTUAL	2014 ACTUAL	2015 3RD QTR EST	2016 BUDGET	2017 PLAN	2018 PLAN
12	EXECUTIVE	860,528	875,401	818,978	855,333	869,079	883,350
16	SECRETARY/TREAS. - BOARD OF TRUSTEES	249,934	313,410	249,616	353,967	355,881	357,827
19	INTERNAL AUDIT	593,121	604,734	660,292	815,465	831,130	847,216
53	MARKETING & COMMUNICATIONS	3,131,450	3,284,195	3,348,939	3,431,209	3,481,246	3,532,629
61	INFORMATION TECHNOLOGY	0	0	6,708,079	7,913,737	7,980,391	8,048,840
67	OFFICE OF MANAGEMENT & BUDGET	3,712,413	4,742,684	5,402,869	6,668,314	6,698,020	7,074,589
99	FUND TRANSFERS	37,094,436	37,355,659	39,566,541	40,627,289	35,495,284	37,065,834
<b>DIVISION TOTALS</b>		<b>45,641,882</b>	<b>47,176,082</b>	<b>56,755,314</b>	<b>60,665,313</b>	<b>55,711,030</b>	<b>57,810,285</b>
<b>OVERALL TOTALS</b>		<b>268,124,038</b>	<b>285,413,413</b>	<b>286,694,807</b>	<b>308,300,694</b>	<b>302,844,003</b>	<b>308,748,709</b>

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## General Fund Positions by Division

Department Name	2013 Actual	2014 Actual	2015 Budget	2015 Current	2016 Budget	Variance (2016 vs. 2015 current)	
<b>Operations</b>							
31 - Paratransit District	185.00	184.00	183.00	183.00	183.00	0.00	
32 - Rail District	355.00	361.00	365.00	365.00	371.00	6.00	(6) New Operator positions added
33 - Asset & Configuration Management	0.00	0.00	12.00	12.00	12.00	0.00	
34 - Transit Police	153.00	155.00	155.00	155.00	155.00	0.00	
35 - Service Management	74.00	76.00	71.00	69.00	62.00	-7.00	New ITS Department created - positions moved into new Department
38 - Service Quality Management	70.50	68.00	68.00	68.00	68.00	0.00	
39 - Fleet Management	167.00	173.00	166.00	166.00	167.00	1.00	(1) Inventory Specialist added (4) Operators and (2) Asst.
46 - Hayden District	605.00	606.50	605.50	605.50	611.50	6.00	Transportation Managers added (2) Asst. Transportation Managers added
49 - Triskett District	444.00	443.00	440.00	440.00	442.00	2.00	
58 - Intelligent Transportation Systems	0.00	0.00	0.00	0.00	7.00	7.00	New ITS Department created - positions moved from Service Mgmt
<b>Totals</b>	<b>2,053.50</b>	<b>2,066.50</b>	<b>2,065.50</b>	<b>2,063.50</b>	<b>2,078.50</b>	<b>15.00</b>	
<b>Finance &amp; Administration</b>							
10 - Office of Business Development	4.00	4.00	4.00	4.00	4.00	0.00	
60 - Accounting	26.00	27.00	26.00	27.00	27.00	0.00	
61 - Information Technology	23.00	0.00	0.00	0.00	0.00	0.00	
62 - Support Services	7.00	7.00	7.00	7.00	7.00	0.00	
64 - Procurement	16.00	16.00	16.00	16.00	16.00	0.00	
65 - Revenue	18.00	18.00	18.00	18.00	18.00	0.00	
<b>Totals</b>	<b>94.00</b>	<b>72.00</b>	<b>71.00</b>	<b>72.00</b>	<b>72.00</b>	<b>0.00</b>	
<b>Engineering &amp; Project Management</b>							
55 - Project Support	4.00	4.00	4.00	4.00	4.00	0.00	
57 - Programming & Planning	4.00	4.00	4.00	4.00	4.00	0.00	
80 - Engineering & Project Development	17.00	19.00	19.00	19.00	20.00	1.00	(1) Construction Engineer added
<b>Totals</b>	<b>25.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>28.00</b>	<b>1.00</b>	
<b>Legal Affairs</b>							
15 - Safety	7.00	7.50	7.50	7.50	7.50	0.00	
21 - Legal	15.00	24.00	24.00	24.00	24.00	0.00	
22 - Risk Management	16.50	8.50	8.50	8.50	8.75	0.25	Increased Return to Work Coordinator position from 0.5 FTE to 0.75 FTE
<b>Totals</b>	<b>38.50</b>	<b>40.00</b>	<b>40.00</b>	<b>40.00</b>	<b>40.25</b>	<b>0.25</b>	
<b>Human Resources</b>							
14 - Human Resources	16.00	16.00	17.00	17.00	16.00	-1.00	Decreased (1) MDP Business Analyst position
18 - Labor & Employee Relations	5.00	5.00	5.00	6.00	6.00	0.00	
30 - Training & Employee Development	26.00	26.00	26.00	26.00	28.00	2.00	(2) Training positions added
<b>Totals</b>	<b>47.00</b>	<b>47.00</b>	<b>48.00</b>	<b>49.00</b>	<b>50.00</b>	<b>1.00</b>	
<b>Executive</b>							
12 - Executive	5.00	4.00	4.00	4.00	4.00	0.00	
16 - Secretary/Treasurer - Board of Trustees	11.00	11.00	11.00	11.00	11.00	0.00	
19 - Internal Audit	7.00	7.00	7.00	7.00	7.00	0.00	
53 - Marketing & Communication	27.50	29.00	29.00	29.00	29.00	0.00	
61 - Information Technology	0.00	28.00	32.00	32.00	32.00	0.00	
67 - Office of Management & Budget	11.00	11.00	10.00	10.00	10.00	0.00	
<b>Totals</b>	<b>61.50</b>	<b>90.00</b>	<b>93.00</b>	<b>93.00</b>	<b>93.00</b>	<b>0.00</b>	
<b>Grand Total</b>	<b>2,319.50</b>	<b>2,342.50</b>	<b>2,344.50</b>	<b>2,344.50</b>	<b>2,361.75</b>	<b>17.25</b>	

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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
<b>Financial Vision</b>							
	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%
<b>Growth Strategy</b>							
	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%
<b>Process Investments</b>							
	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%
<b>People Investments</b>							
	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

# Department Budgets

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.

