

# OPERATING DEPARTMENT BUDGETS

## OVERVIEW

The Operating Departments Budget 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.

### DIVISION 1: OPERATIONS

- 31 – Paratransit District
- 32 – Rail District
- 33 – Asset & Configuration Management Department
- 34 – Transit Police Department
- 35 – Service Management Department
- 36 – Power & Way District
- 38 – Service Quality Management Department
- 39 – Fleet Management District
- 43 – Pass-Thrus
- 46 – Hayden District
- 49 – Triskett District
- 58 – Intelligent Transportation Systems Department

### DIVISION 2: FINANCE

- 10 – Office of Business Development
- 60 – Accounting
- 62 – Support Services
- 64 – Procurement
- 65 – Revenue
- 67 – Office of Management and Budget

### DIVISION 3: ENGINEERING & PROJECT MANAGEMENT

- 55 – Project Support
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- 80 – Engineering & Project Development

### DIVISION 4: LEGAL AFFAIRS

- 15 – Safety
- 21 – Legal
- 22 – Risk Management

### DIVISION 5: HUMAN RESOURCES

- 14 – Human Resources
- 18 – Labor & Employee Relations
- 30 – Training & Employee Development

### DIVISION 6: EXECUTIVE

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## ORGANIZATION OF DEPARTMENT BUDGET INFORMATION

### AUTHORITY

- Organizational Chart
- General Fund Operating Expenditures by Division and Department
- General Fund Positions by Division and Department

### DIVISION

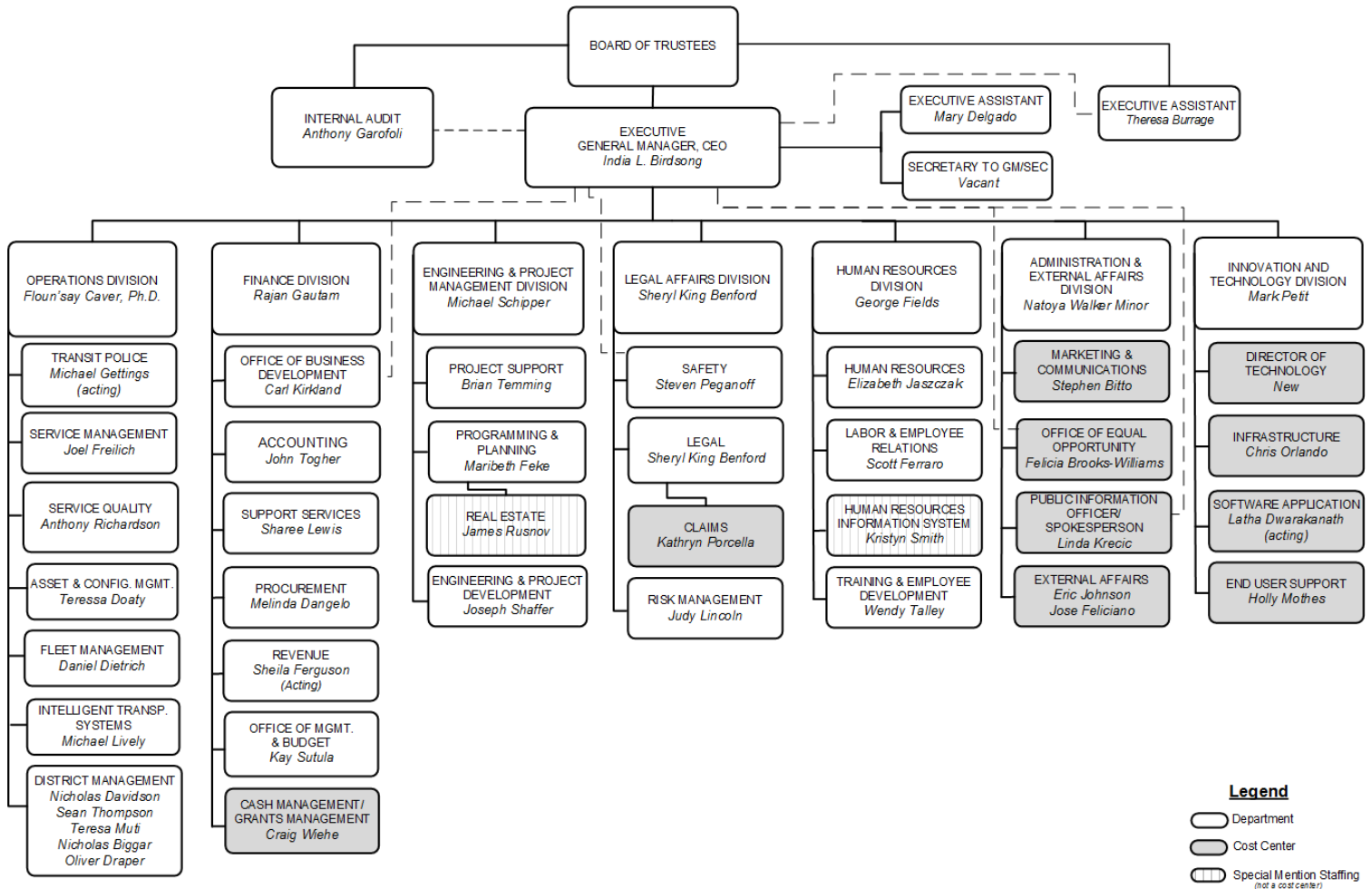
- Mission Statement
- Division Overview
- Accomplishments & Priorities

### DEPARTMENT

- Mission Statement
- Strategic Plan Change Initiatives
- Accomplishments
- Priorities
- Budget
- Staffing
- Organization Chart

**AUTHORITY-WIDE ORGANIZATION CHART\***

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
2021 TABLE OF ORGANIZATION**



\*Please refer to the Addendum located in the Transmittal Letter section. The organization chart displayed was finalized in March 2021. The content on this page will differ slightly from the departmental pages.

# EXPENDITURES BY DIVISION

**DIV: 1 - OPERATIONS**

DEPT #	DESCRIPTION	2019 Actual	2020 Actual*	2021 PLAN	2022 PLAN	2023 PLAN
31	PARATRANSIT DISTRICT	\$ 24,381,033	\$ 25,903,015	\$ 25,561,912	\$ 25,733,484	\$ 26,176,805
32	RAIL DISTRICT	38,147,716	25,579,184	25,268,804	25,589,502	26,031,710
33	ASSET AND CONFIGURATION MANAGEMENT	1,939,629	2,082,125	1,891,859	1,938,402	1,972,955
34	TRANSIT POLICE	13,273,390	14,356,807	14,020,698	14,363,772	14,699,607
35	SERVICE MANAGEMENT	4,889,747	5,902,516	6,177,697	6,206,457	6,337,689
36	POWER & WAY DISTRICT	-	14,133,474	14,531,161	14,719,983	14,980,662
38	SERVICE QUALITY MANAGEMENT	6,982,304	7,781,417	7,274,441	7,650,483	7,829,581
39	FLEET MANAGEMENT	34,554,000	38,024,675	37,090,344	37,660,959	38,197,329
43	PASS THRU	627,047	650,000	650,000	650,000	650,000
46	HAYDEN DISTRICT	42,268,712	44,365,060	44,424,459	45,148,642	45,971,848
49	TRISKETT DISTRICT	32,871,429	34,032,101	33,956,922	34,672,661	35,348,649
58	INTELLIGENT TRANSPORTATION SYSTEMS	914,467	1,590,396	1,760,874	1,807,225	1,830,197
<b>DIVISION TOTALS</b>		<b>\$ 200,849,474</b>	<b>\$ 214,400,771</b>	<b>\$ 212,609,171</b>	<b>\$ 216,141,571</b>	<b>\$ 220,027,033</b>

**DIV: 2 - FINANCE AND ADMINISTRATION**

DEPT #	DESCRIPTION	2019 Actual	2020 Actual*	2021 PLAN	2022 PLAN	2023 PLAN
10	OFFICE OF BUSINESS DEVELOPMENT	\$ 410,934	\$ 452,449	\$ 417,470	\$ 443,997	\$ 455,018
60	ACCOUNTING	3,133,346	3,820,795	4,312,684	4,402,130	4,493,587
62	SUPPORT SERVICES	916,551	994,510	1,028,499	1,052,837	1,070,289
64	PROCUREMENT	1,556,345	1,758,451	1,777,707	1,835,133	1,878,556
65	REVENUE	1,883,502	2,226,466	2,225,912	2,264,041	2,305,962
67	OMB	5,244,837	5,572,212	5,688,459	5,754,503	5,823,151
<b>DIVISION TOTALS</b>		<b>\$ 13,145,515</b>	<b>\$ 14,824,884</b>	<b>\$ 15,450,731</b>	<b>\$ 15,752,642</b>	<b>\$ 16,026,563</b>

**DIV: 3 - ENGINEERING & PROJECT MANAGEMENT**

DEPT #	DESCRIPTION	2019 Actual	2020 Actual*	2021 PLAN	2022 PLAN	2023 PLAN
55	PROJECT SUPPORT	\$ 548,190	\$ 690,821	\$ 692,133	\$ 721,151	\$ 735,756
57	PROGRAMMING & PLANNING	843,109	920,250	901,055	922,805	935,251
80	ENGINEERING & PROJECT DEVELOPMENT	1,872,907	2,271,994	2,085,804	2,198,232	2,251,257
<b>DIVISION TOTALS</b>		<b>\$ 3,264,205</b>	<b>\$ 3,883,065</b>	<b>\$ 3,678,992</b>	<b>\$ 3,842,189</b>	<b>\$ 3,922,264</b>

**DIV: 4 - LEGAL AFFAIRS**

DEPT #	DESCRIPTION	2019 Actual	2020 Actual*	2021 PLAN	2022 PLAN	2023 PLAN
15	SAFETY	\$ 753,865	\$ 926,850	\$ 920,422	\$ 944,037	\$ 962,435
21	LEGAL	4,070,575	4,525,455	4,068,215	4,151,749	4,212,085
22	RISK MANAGEMENT	4,422,530	4,451,550	4,804,566	4,913,716	5,004,775
<b>DIVISION TOTALS</b>		<b>\$ 9,246,969</b>	<b>\$ 9,903,855</b>	<b>\$ 9,793,203</b>	<b>\$ 10,009,502</b>	<b>\$ 10,179,294</b>

**DIV: 5 - HUMAN RESOURCES**

DEPT #	DESCRIPTION	2019 Actual	2020 Actual*	2021 PLAN	2022 PLAN	2023 PLAN
14	HUMAN RESOURCES	\$ 1,792,719	\$ 2,068,200	\$ 2,167,314	\$ 2,233,497	\$ 2,271,415
18	LABOR RELATIONS	941,459	1,390,292	1,391,113	1,429,080	1,454,515
30	TRAINING & EMPLOYEE DEVELOPMENT	3,305,849	3,559,437	4,050,528	4,144,457	4,224,315
<b>DIVISION TOTALS</b>		<b>\$ 6,040,026</b>	<b>\$ 7,017,929</b>	<b>\$ 7,608,955</b>	<b>\$ 7,807,034</b>	<b>\$ 7,950,245</b>

**DIV: 6 - EXECUTIVE**

DEPT #	DESCRIPTION	2019 Actual	2020 Actual*	2021 PLAN	2022 PLAN	2023 PLAN
12	EXECUTIVE	\$ 1,438,167	\$ 1,192,824	\$ 1,839,584	\$ 1,941,081	\$ 1,972,874
16	SECRETARY/TREAS. - BOARD OF TRUSTEES	227,589	282,462	280,572	288,675	292,225
19	INTERNAL AUDIT	857,464	1,001,451	1,019,110	1,079,462	1,102,469
53	MARKETING & COMMUNICATIONS	2,331,579	2,411,361	2,417,932	2,502,265	2,538,782
61	INFORMATION TECHNOLOGY	6,661,888	7,295,271	7,699,620	7,830,474	7,946,982
99	FUND TRANSFERS	41,059,286	33,590,982	55,157,882	32,333,549	32,750,265
<b>DIVISION TOTALS</b>		<b>\$ 52,575,973</b>	<b>\$ 45,774,350</b>	<b>\$ 68,414,699</b>	<b>\$ 45,975,506</b>	<b>\$ 46,603,597</b>

\*Unaudited as of December 31, 2020

## STAFFING BY DIVISION

Division	Dept. #	Dept. Name	2019 Budget	2020 Actual	2021 Budget	Variance (2020 vs.2019)
1 - Operations	31	Paratransit District	194.50	188.25	195.25	7.00
	32*	Rail District	378.00	265.00	265.00	-
	33	Asset & Configuration Management	11.00	11.00	11.00	-
	34	Transit Police	155.00	155.00	155.00	-
	35	Service Management	59.75	59.75	77.75	18.00
	36*	Power & Way	-	114.00	114.00	-
	38	Service Quality Management	71.00	64.00	65.00	1.00
	39	Fleet Management	184.00	183.00	184.00	1.00
	46	Hayden District	565.25	564.50	564.50	-
	49	Triskett District	431.50	433.00	433.50	0.50
	58	Intelligent Transportation Systems	8.00	9.00	9.00	-
<b>1 - Operations Total</b>			<b>2,058.00</b>	<b>2,046.50</b>	<b>2,074.00</b>	<b>27.50</b>
2 - Finance & Administration	10	Office of Business Development	3.50	4.00	4.00	-
	60	Accounting	28.00	29.00	28.00	(1.00)
	62	Support Services	7.00	7.00	7.00	-
	64	Procurement	16.00	16.00	16.00	-
	65	Revenue	18.00	18.00	18.00	-
	67	Office of Management & Budget	10.00	9.00	9.00	-
<b>2 - Finance &amp; Administration Total</b>			<b>82.50</b>	<b>83.00</b>	<b>82.00</b>	<b>(1.00)</b>
3 - Engineering & Project Management	55*	Project Support	6.00	6.00	6.00	-
	57	Programming & Planning	4.00	4.00	4.00	-
	80	Engineering & Project Development	20.00	20.00	20.00	-
<b>3 - Engineering &amp; Project Management Total</b>			<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>-</b>
4 - Legal Affairs	15	Safety	7.75	7.50	7.50	-
	21	Legal	25.00	22.00	22.00	-
	22	Risk Management	8.00	8.00	8.00	-
<b>4 - Legal Affairs Total</b>			<b>40.75</b>	<b>37.50</b>	<b>37.50</b>	<b>-</b>
5 - Human Resources	14	Human Resources	17.00	17.00	17.00	-
	18	Labor & Employee Relations	8.00	10.00	9.00	(1.00)
	30	Training & Employee Development	27.00	26.00	31.00	5.00
<b>5 - Human Resources Total</b>			<b>52.00</b>	<b>53.00</b>	<b>57.00</b>	<b>4.00</b>
6 - Executive	12	Executive	5.25	9.00	10.00	1.00
	16	Secretary/Treasurer - BOT	11.00	11.00	11.00	-
	19	Internal Audit	8.00	8.00	8.00	-
	53^	Marketing & Communications	14.00	14.00	14.00	-
	61	Information Technology	32.00	32.00	32.00	-
<b>6 - Executive Total</b>			<b>70.25</b>	<b>74.00</b>	<b>75.00</b>	<b>1.00</b>
<b>Grand Total</b>			<b>2,333.50</b>	<b>2,324.00</b>	<b>2,355.50</b>	<b>31.50</b>
Board Approved			2,332.50	2,333.25	2,356.25	
Difference			1.00	(9.25)	(0.75)	

# PERFORMANCE MANAGEMENT

## STRATEGIC PLAN & MEASURING PERFORMANCE

The Strategic Plan identifies and prioritizes GCRTA's goals and objectives as can be accomplished on a 5 year timeline to meet GCRTA's 10 year vision. Management and implementation of the Strategic Plan ensures success by seizing opportunities, leveraging advantages, and swiftly mitigating challenges within and beyond GCRTA's boundaries of control.

2021 is a year in transition. As the Authority completes its Strategic Plan update, divisions and departments will move from connection with the previous plan's Mission, Vision, Values, Vital few objectives, and scorecard measurements (as outlined in following pages) to new priorities beginning with the RTArgets (Division level metrics to address RTA identified outcome areas) that are presented for the first time after Division priorities.

During a BOT and Executive Management Team retreat in November 2020, the RTArgets were developed. These division level performance metrics are being incorporated into business plan to implement the new Strategic plan. The RTArgets reaffirm RTA's commitment to (1) Customer Experience (2) Community Value (3) Financial Sustainability and (4) Employee Engagement.

RTA continues its relationship with **TransPro Consulting** in development of the business plan to implement the Board's direction. The Authority continues to utilize the previously established Mission, Values, and Vital Few Objectives. FY2021 Budget decisions are made with the previous and current strategic plans in mind.

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### CURRENT MISSION STATEMENT:

To provide safe, reliable, clean, and courteous public transportation

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### UPDATED VISION

Greater Cleveland Regional Transit Authority will deliver access to opportunity through safe, reliable, integrated, sustainable, and innovative transportation you can trust.

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### UPDATED CUSTOMER FOCUSED GOALS

- **Customer Experience:** RTA will provide dependable, clean, fast, and seamless transportation that creates a positive experience for RTA customers.
- **Equity:** RTA will continue to provide equitable transit services that benefit disadvantaged individuals and communities.
- **Access:** RTA will facilitate increased access to jobs, education, and civic life.
- **State of Good Repair:** RTA will enhance, preserve and maintain its infrastructure and assets.
- **Financial Stability:** RTA will be a responsible steward of public funds by providing exceptional services cost-effectively.

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### CURRENT VITAL FEW OBJECTIVES

- FISCAL RESPONSIBILITY
  - Increase Revenue / Reduce Expenses
  - Enhance Fiscal Responsibility
- VOICE OF THE CUSTOMER
  - Expand Advocacy
  - Enhance Customer Experience
- CONTINUAL PROCESS IMPROVEMENT
  - Increase Service Efficiency
  - Achieve State of Good Repair
  - Advance & Improve Technology
- LEARNING & INNOVATION
  - Achieve a Safety Culture

- Improve Employee Development
- Improve Sustainability
- Improve Employee Engagement
- Improve Performance Management

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## UPDATED COMMUNITY ENAGEMENT FOCUSED GOALS

- **Collaboration:** RTA will work with stakeholders to foster creative solutions to mobility challenges and drive opportunities for transit oriented development.
- **Technological Innovation:** RTA will lead in its integration of new technologies and evolving mobility options to enhance the transportation experience for customers, RTA employees, businesses and visitors.
- **Economic Prosperity:** RTA will be the transportation backbone that moves the economy forward and improves the quality of life of county residents by enabling economically sustainable regional land use and development and reinforcing investment in strategic employment and population centers.
- **Transparency:** RTA will instill public confidence as a well-run institution that is accountable to its customers, employees, and taxpayers.
- **Environmental Sustainability:** RTA will reduce greenhouse gas emissions in the region by providing clean transportation and shifting travelers away from single occupancy vehicles.

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## OTHER PERFORMANCE PROGRAMS

In addition to the exciting work from the strategic plan update, the Authority continues its commitment to improving performance, accountability, and improvement through the following initiatives:

- **Together Everyone Achieves More (TEAM)**
  - **TEAM** initiatives have been in place for over 20 years and are monitored monthly and reported quarterly in the Quarterly Management Report. **TEAM** is one of the Balanced Scorecards that the Authority uses to measure itself against annually determined goals. These include Preventable Collisions (PC), On-the-Job-Injuries (OJI), Miles Between Service Interruptions (MBSI), On-Time Performance (OTP), Ridership, Customer Satisfaction, Attendance, and Operating Ratio.
- **TransitStat**
  - **TransitStat** was deployed in 2007 and is the performance management program characterized with bi-weekly performance monitoring forums, embracing the use of data, statistics, and metrics as a means to exceed customers' expectations, as well as achieve operational excellence.
- **Problem Identification & Corrective Action (PICA) & Cost Savings Initiative (CSI)**
  - **PICA** began as an Operations change initiative over 20 years ago and was introduced to the rest of the Authority as **CSI** in early 2018. **PICA** focuses on 'quick fixes' that have an immediate return and improvement. **CSI** initiatives are longer term changes involving cost-benefit analysis and savings tracking over a period of time to ensure benefits occur.
- **The Partnership for Excellence (TPE)**
  - **TPE** and **ISO** have been in place since 2015.
- **International Organization for Standardization (ISO)**
- **Environmental Management and Sustainability System (ESMS)**
- **LEAN Six Sigma Green and Black Belts**
  - The Authority sent more than 30 employees for **LEAN Six Sigma Green Belt Certification** and 3 employees for **LEAN Six Sigma Black Belt Certification** and uses these employees to identify areas of waste, create efficiencies, and perform Kaizen Events.



Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Customer Experience	Net Promoter Score	20	↑	15	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA, Promoters are 9-10 and Detractors are 0-6.	Customer Survey	I. Birdsong
	Overall Customer Satisfaction	70%	↑	10	The % of customers who agree or strongly agree that they are satisfied with GCRTA	Customer Survey	I. Birdsong
	On-Time Performance - Impression	75%	↑	2.5	The % of customers who agree or strongly agree that service is on time	Customer Survey	F. Caver
	On-Time Performance - Actual	85%	↑	2.5	The % of actual on-time performance	Performance Data	F. Caver
	Safety - Impression	57%	↑	2.5	The % of customers who agree or strongly agree that GCRTA is safe	Customer Survey	S. King-Benford
	Safety - Actual	70%	-	2.5	The % of actual compliance with safety performance targets	Performance Data	S. King-Benford
	Customer Prioritized Metric TBD				TBD	Customer Survey	TBD
	Customer Prioritized Metric TBD				TBD	Customer Survey	TBD
<b>TOTAL POINTS</b>				<b>35</b>			



Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Community Value	Community Perception - Access to Service	50%	↑	7.5	The % of community that agree or strongly agree that service is accessible	Community Survey	J. Freilich
	Community Perception - Access to Employment	65%	↑	7.5	The % of community that agree or strongly agree that GCRTA serves employment centers	Community Survey	J. Freilich / M. Feke
	Community Perception - Transit Investment Occurs where Needed	50%	↑	7.5	The % of community that agree or strongly agree that transit investment occurs where needed	Community Survey	M. Schipper / J. Rusnov / M. Feke
	Ratio of Private Sector Investment to Major Capital Investment	4 to 1	↑	7.5	The ratio of private sector capital investment to GCRTA capital investment	Performance Data	M. Schipper
	<b>TOTAL POINTS</b>				<b>30</b>		
Financial Sustainability	Committed Funds to Capital Fund	\$10M	–	8	Reduction of unfunded capital projects by \$10M	Financial Data	R. Gautam
	Operating Expense Covered by Own Source Revenue	15%	–	8	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)	Financial Data	R. Gautam
	Overall Operating Cost/Revenue Hour	\$178	↓	8	The operating cost per revenue hour	Performance & Financial Data	R. Gautam / F. Caver
	Overall Customers/Revenue Hour	19	↑	1	The number of customers per revenue hour	Performance & Financial Data	S. Bitto / R. Gautam
	<b>TOTAL POINTS</b>				<b>25</b>		

Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Employee Engagement	Percent Employees Agree - Supervisor Invested in Growth and Success	5%	↑	1.75	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success	Employee Survey	G. Fields
	Percent Employees Agree - Understand Vision and Direction	10%	↑	1.50	The % of employees that agree or strongly agree that they understand the vision and direction of GCRTA	Employee Survey	I. Birdsong / G. Fields
	Percent Employees Agree - Understand How Performance Linked to Organization Success	20%	↑	1.50	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey	I. Birdsong / G. Fields
	Percent Employees - Found Training Valuable	65%	↑	1.75	The % of employees that agree or strongly agree that training is valuable	Employee Survey	G. Fields
	Hours of Training per Employee	5%	↑	1.75	The % increase in annual training hours per employee group	Performance Data	G. Fields
	Workforce Net Promoter Score	5	↑	1.75	% Promoters minus % Detractors that recommend GCRTA as a place to work	Employee Survey	G. Fields
	<b>TOTAL POINTS</b>				<b>10</b>		
<b>OVERALL PERFORMANCE SCORE</b>				<b>100</b>			