

06-ADMINISTRATION & EXTERNAL AFFAIRS DIVISION

OVERVIEW

The Administration & External Affairs Cluster is comprised of Americans with Disability Act (ADA), Customer Service, Diversity, Equity & Inclusion, Equal Opportunity, External & Government Affairs, and Marketing & Communications. This Cluster was created to elevate organizational position internally and externally with emphasis on customer focus and community engagement.

CONNECTION TO STRATEGIC PLAN

The Mission of the Administration & External Affairs Cluster is to reposition RTA brand internally and externally with emphasis on customer focus and community engagement to actualize the mission; **Connecting the Community**. Key strategic initiatives include:

- Advocate public policy and how it translates into grant dollars and improved customer experience
- Advance our mission with messaging to keep ridership informed for improved customer experience
- Engage with elected leaders at the local, state, and national levels, and be actively engaged in the community
- Be a resource for employees to ensure fairness and equity; and
- Educate riders and “choice” riders on the value of public transportation

Internally, the Cluster is responsible for ensuring employees feel seen, heard, and valued through equal opportunity. New to this Cluster is the incorporation of Diversity, Equity, & Inclusion to build stronger, more inclusive teams to stimulate creativity, innovation, and organizational performance. Externally, being an active partner in the economic and workforce ecosystems directly links to our anchors of public transit: access to employment, education, healthcare, and arts & entertainment.

The Administration & External Affairs Cluster contributes to the Authority’s four strategic priorities: strengthen customer relationships; enhance the value of RTA’s brand in the community; improve the Authority’s financial sustainability and develop a more productive work environment and culture.

2021 ACCOMPLISHMENTS

External

- Advocating with the state legislature to restore public transit funding to \$70 million in the FY 21 and 22 budget.
- Marketing campaigns: NEXT GEN, Ohio Loves Transit, and You Drive Us.
- Increased the number of appearances, speaking events, and awards for CEO and other key staff.
- Increased number of favorable impressions, pitched and placed positive news stories, developed and launched media relations strategies for significant initiatives: ODOT/City/County partnership: Community Immunity Bus, NEXT GEN, Today Show, NFL Draft, Godwin McNeal 45 years, APTA Gold Award, Holiday promotions.
- Expanded partnerships:
 - ODOT and Cleveland State University for Community Immunity
 - Greater Cleveland Partnership on coordinated efforts for infrastructure projects
 - Tri-C and Ohio Means Jobs on recruitment and training programs
 - Tri-C for the implementation of Training & Development job hub sites
 - City of Cleveland and Care Alliance Health Center for Community Immunity
 - La Mega Radio as a strategy for targeting marketing in the Spanish-speaking community
 - Cuyahoga Metropolitan Housing Authority on the Woodhill CHOICE Ribbon Cutting
- Won an APTA Award for the Holiday Trolley

Internal

- Implemented Diversity, Equity & Inclusion program for employees, including a website and training
- Inter-departmental coordination
 - HR campaigns for: Operators, Mechanics, Transit Police, and Rail
 - Launched and executed the Paradox Prize Pilot [Microtransit]
 - We Wear the Mask and other community art projects
 - HR Recruitment & Job Fairs

2022 PRIORITIES

External

- Use advocacy, research, and data as resources to secure rail cars and other rail infrastructure funding.
- 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 Program.
- Promote and market 25Connects.
- Coordination with Sherwin-Williams.
- Partner with Community Development Corporations (CDCs) on transit-oriented development.
- Market commuter advantage to corporations in Cleveland.
- Expand partners in the region to solidify RTA as an anchor institution in the economic ecosystem.
- Create and execute media relations plans for customer-focused initiatives/events.
- Write positive news stories on our infrastructure and operations.
- Evaluate earned media/positive impressions.

Internal

- Continuous inter-departmental coordination and integration within the Administration & External Affairs Cluster.
- Scale advocacy strategies working inter-departmentally with Engineering.
- Elevate internal capability to design and scale brand awareness.
- Investigate allegations of discrimination or non-compliance with equal opportunity policies and procedures.
- Support and monitor the Authority’s Affirmative Action Plan quarterly.
- Implement diversity, equity and inclusion (DEI) training and education.
- Coordination between social media and legislative priorities.
- Community engagement and presence at regional events.
- Increased emphasis on customer service and community focus.

LIST OF DEPARTMENTS

Department Number	Department Name
53	Customer Service at Tower City Center
	Inter-Governmental Relations
	Marketing & Communications
	Office of Equal Opportunity
	Public Information Officer

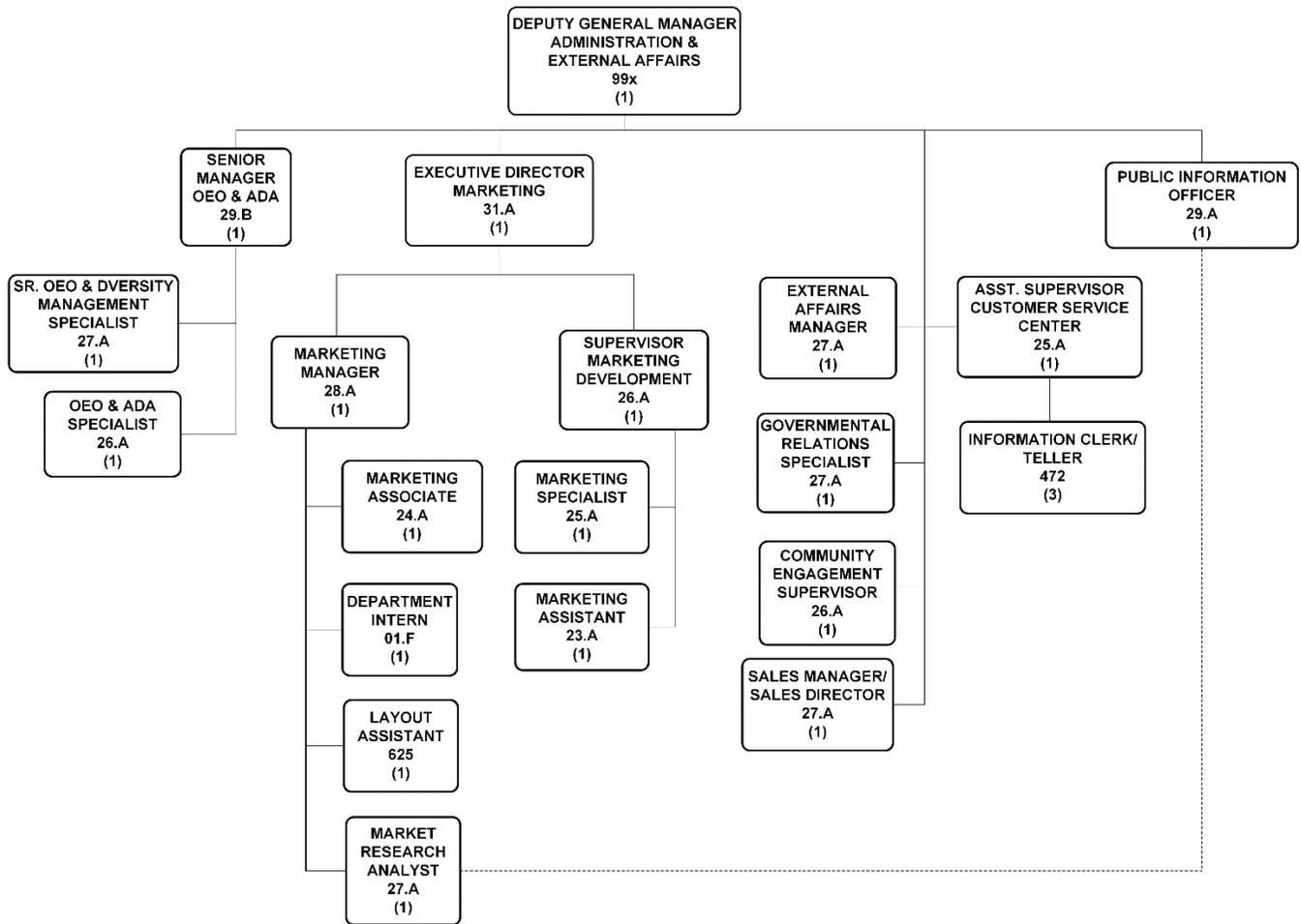
ADMINISTRATION & EXTERNAL AFFAIRS BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501300	Labor Salaried Employees	989,727	1,215,576	1,648,001
501310	Overtime Salaried Employees	4,933	3,996	4,000
502000	Fringe Benefits	385,223	469,288	596,258
503000	Services	35,363	23,393	131,400
503020	Advertising Fees	614,370	906,490	876,000
504000	Materials & Supplies	12,065	79,362	13,550
509000	Miscellaneous Expenses	16,061	27,930	26,600
509022	Meals & Concessions	1,584	3,565	7,000
512000	Leases & Rentals	4,866	5,442	8,000
Total		2,064,192	2,735,042	3,310,809

ADMINISTRATION & EXTERNAL AFFAIRS DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
01	8942 Department Intern	1.0	1.0	1.0
04	0472 Information Clerk/Teller	3.0	3.0	3.0
06	0625 Layout Assistant	1.0	1.0	1.0
23	1650 Marketing Assistant	1.0	1.0	1.0
24	0740 Marketing Associate	1.0	1.0	1.0
25	0712 Marketing Specialist	1.0	1.0	1.0
	1067 Assistant Supervisor Customer Service	1.0	1.0	1.0
26	0865 Community Engagement Supervisor	1.0	1.0	1.0
	1061 Supervisor Marketing Dev	1.0	1.0	1.0
	1720 OEO & ADA Specialist	-	1.0	1.0
27	0859 Sales Manager/Sales Director	1.0	1.0	1.0
	0862 Government Relations Specialist	-	1.0	1.0
	1330 External Affairs Manager	-	1.0	1.0
	TBD Market Research Analyst	-	-	1.0
	TBD Sr. OEO & Diversity Management Specialist / Program Management	-	-	1.0
28	1964 Marketing Manager	1.0	1.0	1.0
29	0880 Senior Manager/Office of Equal Opportunity	-	1.0	1.0
	1156 Public Information Officer/Spokesperson	-	1.0	1.0
31	0784 Executive Director	1.0	1.0	1.0
99	9910 DGM Administration & External Affairs	-	1.0	1.0
Total		14.0	20.0	22.0

ADMINISTRATION & EXTERNAL AFFAIRS ORGANIZATION CHART



ADMIN & EX AFFAIRS DIVISION



Success Outcomes	Metric	FY2022 Performance Goals	Objective	Definition
Customer Experience	Customer Satisfaction with Quality of Communication	60%	↑	% of customers who agree or strongly agree that they are satisfied with quality of communication
	Customer Impression - Communication of Service Changes		↑	% of customers who agree or strongly agree that GCRTA provides adequate updates on service improvements and changes
	Customer Understanding - Available Routes and Transit Access Points	20%	↑	% of customers who agree or strongly agree that they are confident navigating the system
	Customer Complaint Resolution	50%	↑	% of customers who agree or strongly agree that they are satisfied with the complaint resolution process
Community Value	Community Perception - Access to Service	50%	↑	% of community who agree or strongly agree that service is accessible
	Community Perception - Access to Employment	65%	↑	% of community who agree or strongly agree that GCRTA serves employment centers
	Access to Employment Centers		↑	% of employment centers served by GCRTA routes (i.e. transit stop within 1/4 mile radius of employment center)
	Community Perception - Transit Investment Occurs where Needed	50%	↑	% of community that agree or strongly agree that transit investment occurs where needed
	Community Perception - Brand	50%	↑	% of community with positive brand recognition of GCRTA
	Stakeholder Perception of Value		↑	% of stakeholders who believe that GCRTA is valuable or extremely valuable to the region (government officials, neighborhood associations, business community)

Success Outcomes	Metric	FY2022 Performance Goals	Objective	Definition
Financial Sustainability	Funding Goal Achieved		—	% of funding goal achieved for specific goals in the legislative agenda (e.g. Rail Car Funding)
	Community Perception of Financial Transparency		↑	% of community members who agree or strongly agree that GCRTA is transparent in its financial reporting
	Budget Adherence	\$2M	—	Division functions delivered within budget
Employee Engagement	Percent of Employees who Feel that Leadership is Invested in Keeping them Informed	25%	↑	The % of Agency employees that, as a result of new communications, trust in leadership to share important information
	Division Employees Understand Vision and Direction	10%	↑	The % of Division employees that agree or strongly agree that they understand the vision and direction of GCRTA.
	Division Employees Understand How Performance Linked to Organization Success	20%	↑	The % of Division employees that agree or strongly agree that they understand how their performance contributes to organizational success.
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend Division as a place to work
	Employee Impression of Commitment to Diversity, Equity, and Inclusion		↑	% employees who agree or strongly agree that OEO is committed to practicing and training on DEI principles