

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

The Executive Division and department is 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.

2022 ACCOMPLISHMENTS

- Improved rider experience through new mobile pay app, EZFare payment, implemented Transit Police body-worn camera system, and Transit Ambassador Program.
- Approval received for creation of a Civilian Oversight Committee (COC) for Transit Police.
- Implemented Operator Mentoring Program.
- Implemented the 2021 Public Transportation Agency Safety Plan (PTASP).
- Restructure Marketing and Communications in partnership with Service Quality, to have parallel lens: Internal, External, and Operational communication.
- Implemented Diversity, Equity & Inclusion (DEI) program for employees, including a website and training inter-departmental coordination.
- Deepened partnership with Cuyahoga Community College (Tri-C) Transportation Innovation Center to expand Temporary Commercial Driver's License Program, launch the co-branded RTA and Tri-C Job and Workforce Development Job Hub, and Workforce Success Program.
- Developed new and enhanced recruiting partnerships to increase the pipeline of interested and qualified applicants for Operations hiring.
- Provided efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters.
- Completed construction of the Triskett Garage CNG Facility Upgrades, Cuyahoga Viaduct Rehabilitation Phase 1, West 30th Substation Transformer/Rectifier Replacements, and Overhead Catenary System Structural Rehabilitation – Phase 1.
- Awarded contract and began construction of the Waterfront Line Bridge Rehabilitation, East 75th Light Rail Interlocking, and the Cuyahoga Viaduct Bulkhead Repair.

- Obtained over \$32 million of competitive grants from FTA, ODOT, Ohio Environmental Protection Agency (OEPA), Northeast Ohio Areawide Coordinating Agency (NOACA) and Community Project Funding.
- Increased the funding for the Rail Car Replacement Program by \$23.5 million.
- Established a risk-based Audit Plan aligned with the GCRTA Strategic Plan.
- Conducted a compliance audit for the use of federal funds provided through the *American Rescue Plan Act of 2021*.
- Developed and published an *Internal Audit Department Manual*.

2023 PRIORITIES

- Achieve a Net Promoter Score (NPS) of 29 for Tractions' Customer Experience on the Organizational Scorecard.
- Continue to secure funding, select Rail Vehicle car builder, and issue Notice to Proceed (NTP) for railcar replacement program.
- Purchase and pilot 5-10 zero emission buses and attempt for grant funding application.
- Participate in American Public Transportation Association (APTA) Racial Equity Commitment Pilot Program.
- Partner with Community Development Corporations (CDCs) on transit-oriented development.
- Enhance the paratransit customer experience with focus and care for our ADA customers, updates of 3rd party Paratransit contract award.
- Modernize fare collection with focus on open architecture technology, account-base technology, and customer ease of use.
- Continue cross-functional collaboration (HR, Operations, OMB) to improve recruitment and retention for key operational positions (operators, mechanics, facilities, transit police, administrative).
- Complete and implement a cost-effective successor contractual agreement with the Fraternal Order of Police.
- Begin preparing for the Amalgamated Transit Union, Local 268 contract negotiations in 2024.
- Track and improve vacancy rate and agencywide retention rates for employees.
- Implementation of the Citizen Oversight Committee created in 2022.
- Complete the System-wide Onboard Origin & Destination Survey project to meet Federal agency requirements.
- Manage the MicroTransit Pilot Program.
- Continue legislative and policy-making role: achievement of key policy goals for the Authority and development of policies that result in quality, cost-effective services that meet the needs of residents and visitors to the Greater Cleveland area.
- Enforce policies on governance and accountability.
- Support management to complete the Federal Transit Administration 2023 Triennial Review.

LIST OF DEPARTMENTS

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

ORGANIZATION SCORECARD FY23

Success Outcomes	Metric	FY2023 Goals	Objective	Definition
Customer Experience	Net Promoter Score	29	↑	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA, Promoters are 9-10 and Detractors are 0-6.
	Overall Customer Satisfaction	84%	↑	The % of customers who agree or strongly agree that they are satisfied with GCRTA
	On-Time Performance (OTP) - Impression	77%	↑	The % of customers who agree or strongly agree that service is on time
	OTP - Actual	85%	↑	The % of actual on-time performance
	Safe & Secure Riding / Waiting -- Impression	74%	↑	The simple average % of customers who agree or strongly agree that they feel safe on and safe waiting for buses/trains.
	Vehicle Cleanliness - Impression	54%	↑	The % of customers who agree or strongly agree that vehicles are clean.
Community Value	Community Perception - Access to Employment	50%	↑	The % of community that agree or strongly agree that GCRTA serves employment centers
	Capital Dollars Invested in Environmental Justice Zones/Communities	79%	↑	The % of major projects awarded (>1 million) within EJ communities
	Transit Oriented Development (TOD) on RTA properties	4	↑	The number of active TOD projects
	Ratio of Private Sector Investment to Major Capital Investment	7	↑	The ratio of private sector capital investment to GCRTA capital investment

Success Outcomes	Metric	FY2023 Performance Goals	Objective	Definition
Financial Sustainability	General Fund Transfer to Capital/Rolling Stock Reserve Fund	\$10M	↑	Transfer to capital and reserved fund per board policy.
	Competitive Capital Grants	\$35M	↑	Competitive capital grant dollar awarded in calendar year 2023. (CMAQ Year)
	Operating Ratio: Expense Covered by Own Source Revenue	10%	↑	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)
	Cost per Service Hour: Overall Operating Cost/Revenue Hour	\$165	↓	Organization's operating cost divided by sum of: scheduled fixed route bus, scheduled fixed route rail, and paratransit actual revenue hours
Employee Engagement	Vacancy fill rate: Operators (Bus, Paratransit, Rail), Mechanics, and Transit Police positions	95%	↑	The % of positions filled for Operators, Mechanics, and Transit Police (RTA budget to actual Report)
	Vacancy fill rate: non-Bargaining	95%	↑	The % of positions filled for non-bargained positions (RTA budget to actual Report)
	Agencywide Retention Rate	88%	↑	% of employees retained by quarter
	Supervisor Invested in Growth and Success	57%	↑	The % employees that agree or strongly agree that their supervisor is invested in their growth and success
	Understand How Performance Linked to Organization Success	71%	↑	The % of employees that agree or strongly agree that they understand the vision and direction of GCRTA
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend GCRTA as a place to work (% Promoter minus % Detractors where promoter are ratings of 9-10, and detractors are rating 1-6)

12- EXECUTIVE DEPARTMENT

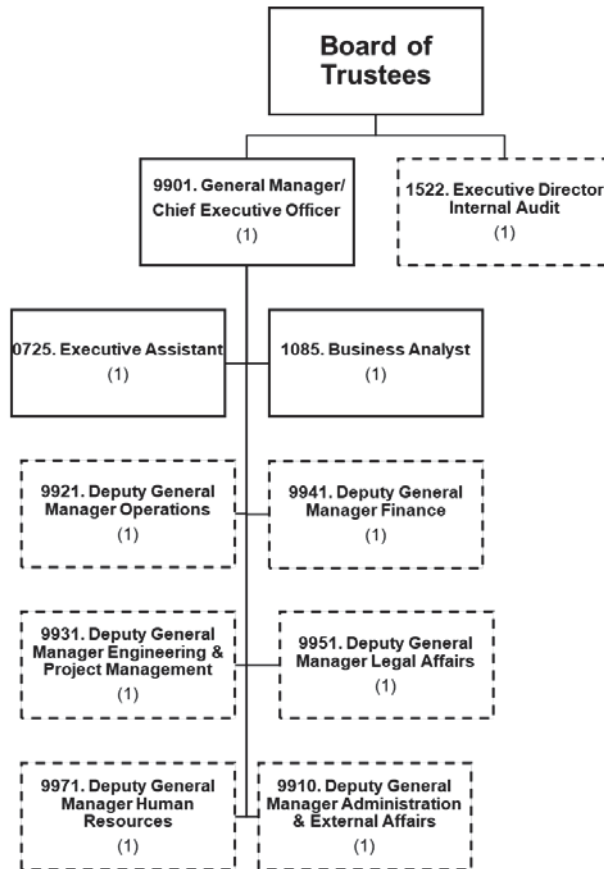
EXECUTIVE DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501300	Labor - Salaried Employees	\$455,397	\$406,701	\$370,392
501310	Overtime - Salaried Employees	1,498	2,803	1,500
502000	Fringe Benefits	216,982	145,319	101,608
503000	Services	340,004	417,473	352,550
503049	Temporary Help	(14,428)	-	-
504000	Materials & Supplies	2,588	1,164	2,000
509000	Miscellaneous Expenses	202,399	174,528	325,249
509022	Meals & Concessions	108	2,500	3,000
Total		\$1,204,548	\$1,150,488	\$1,156,299

EXECUTIVE DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
23	0711 Secretary to GM/Sec Treasurer	1.0	1.0	-
	0725 Executive Assistant	1.0	1.0	1.0
25	1085. Business Analyst	-	-	1.0
99	9929. General Manager	1.0	1.0	1.0
Total		3.0	3.0	3.0

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.

2022 ACCOMPLISHMENTS

- Updated Codified Rules and Regulations of the Authority
- On-going implementation of the Authority's 10-year Strategic Plan
- Implementation of the Civilian Oversight Committee
- Received the Certificate of Achievement for Excellence in Financial Reporting award from the Ohio Auditor of State
- Continued Advocacy
- Actively engaged in retaining a professional firm to conduct an External Assessment of the Authority's Internal Audit Department

2023 PRIORITIES

- Continue legislative and policy-making role: achievement of key policy goals for the Authority and development of policies that result in quality, cost-effective services that meet the needs of residents and visitors to the Greater Cleveland area
- Have a "clean" 2022 audit from the Auditor of State
- Procure rail cars
- Update the Codified Rules and Regulations of the Greater Cleveland Regional Transit Authority
- Continue Ad Hoc Technology Committee initiatives
- Continue to implement procedures to ensure the fiscal sustainability of the Greater Cleveland Regional Transit Authority
- Enforce policies on governance and accountability
- Advocate for additional resources for GCRTA
- Oversee the Internal Audit Department external audit
- Oversee and manage the Civilian Oversight Committee
- Clean triennial audit

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

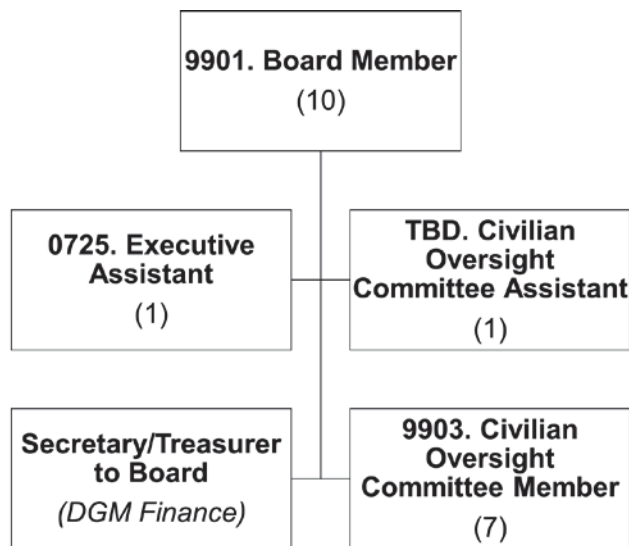
Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501300	Labor Salaried Employees	\$100,527	\$102,909	\$153,583
501310	Overtime - Salaried Employees	107	84	-
502000	Fringe Benefits	42,809	39,241	43,129
503000	Services	79,310	93,098	93,000
504000	Materials & Supplies	235	992	1,000
509000	Miscellaneous Expenses	9,224	22,669	57,700
509022	Meals & Concessions	1,752	1,500	2,850
Total		\$233,964	\$260,493	\$351,262

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

Grade	Job Name	2021	2022	2023
23	0725 Executive Assistant	1.0	1.0	1.0
TBD	TBD. Civilian Oversight Committee Assistant	-	-	1.0
99	9901. Board Member	10.0	10.0	10.0
99	9903. Civilian Oversight Committee Member	0.0	7.0	7.0
	Secretary/Treasurer to Board*	-	-	-
Total		11.0	18.0	19.0

*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.

2022 ACCOMPLISHMENTS

- Established a risk-based Audit Plan aligned with the GCRTA Strategic Plan.
- Executed risk-based audits to address enterprise-wide COVID-19 pandemic risks.
- Conducted a compliance audit for the use of federal funds provided through the *American Rescue Plan Act of 2021*.
- 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.
- Completed a self-assessment in conformance with the *Institute of Internal Auditors* professional standards.
- Developed and published an *Internal Audit Department Manual*.
- Purchased and implemented a replacement internal audit management system.

2023 PRIORITIES

- Establish a risk-based Audit Plan for 2023 aligned with the GCRTA Strategic Plan and Organizational Success Outcomes.
- Continue evaluating the reliability and integrity of information systems.
- Conduct contract and policy compliance audits.
- Continue evaluating the means of safeguarding assets.
- Continue evaluating the systems and processes established to ensure compliance with policies.
- Provide assurance, investigative, and advisory services.
- Coordinate and follow-up with internal and external audits and 3rd party reviews.
- Provide resources to management on steering committees, evaluation panels, performance management forums and task forces.
- Reserve resource hours to conduct investigations into allegations of waste, fraud, abuse.
- Support management to complete the *Federal Transit Administration 2023 Triennial Review*.
- Conduct assurance and compliance audits to support management with the purchase of replacement railcars.

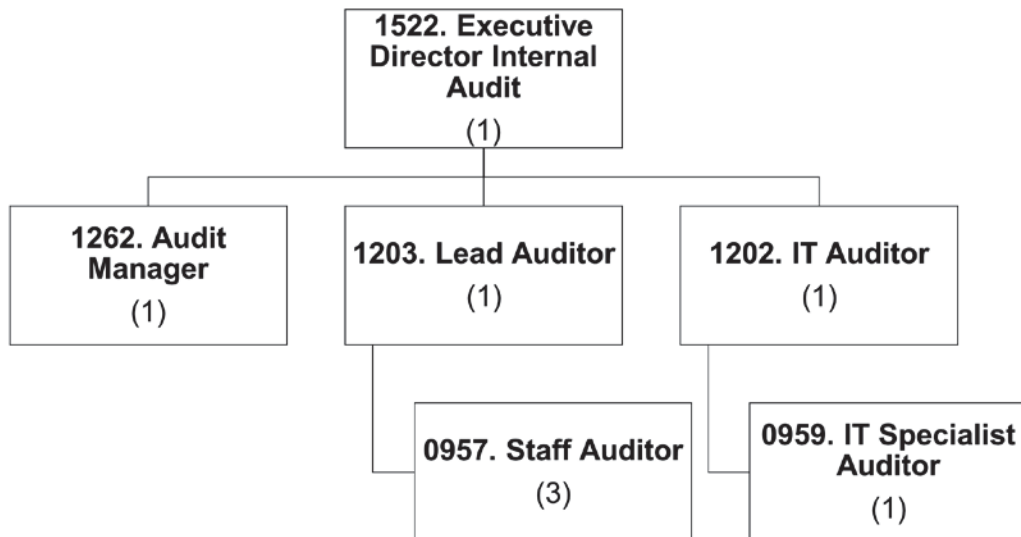
INTERNAL AUDIT DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501300	Labor - Salaried Employees	\$554,685	\$669,016	\$711,843
502000	Fringe Benefits	239,191	253,309	226,989
503000	Services	0	34,350	70,000
504000	Materials & Supplies	30,151	2,605	4,250
509000	Miscellaneous Expenses	7,215	16,780	32,250
509022	Meals & Concessions	0	712	800
Total		\$831,242	\$976,772	\$1,046,132

INTERNAL AUDIT DEPARTMENT BUDGET

Grade	Job Name	2021	2022	2023
27.A	0957. Staff Auditor	3.0	3.0	3.0
27.A	0959. IT Specialist Auditor	1.0	1.0	1.0
28.A	1202. Information Technology Auditor	1.0	1.0	1.0
28.A	1203. Lead Auditor	1.0	1.0	1.0
28.A	1262. Audit Manager	1.0	1.0	1.0
31	1522. Executive Director Internal Audit	1.0	1.0	1.0
Total		8.0	8.0	8.0

INTERNAL AUDIT DEPARTMENT ORGANIZATION CHART



Total FTE's = 8