

06- ADMINISTRATION & EXTERNAL AFFAIRS DIVISION

DIVISION OBJECTIVES

The Administration & External Affairs Division is comprised of Americans with Disability Act (ADA), Customer Service, Diversity, Equity & Inclusion, Equal Opportunity, Government Affairs, Marketing & Communications, and the Public Information Officer. This Division was created from the 2020 Strategic Plan that emphasized Customer Focus and Community Engagement to build brand, ensure RTA is received as a credible and reliable partner, and to expand partnerships.

CONNECTION TO STRATEGIC PLAN

Success Outcomes: **Customer Experience** **Community Impact** **Employee Investment** **Financial Health**

The objectives of the Administration & External Affairs Division are to reposition RTA brand internally and externally to actualize the mission and vision, 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 (local, state, and national).
- Be a resource for employees to ensure fairness and equity.
- Educate riders and “choice” riders on the value of public transportation.

2025 ACCOMPLISHMENTS

Strategic Plan Success Outcomes: **Customer Experience (CE)** **Community Impact (CI)** **Employee Investment (EI)** **Financial Health (FH)**

- Expanded the number of Commuter Advantage partnerships. (CE, CI, FH)
- Created an ERG Guidebook providing general information and instructions to foster a shared understanding of ERG objectives, structures, and expectations that align to the 3E philosophy: Education, Empowerment & Engagement. (CE, CI, EI, FH)
- Communicated through digital, external, internal, social, and web; Inter-agency coordination on Rider’s Alerts to keep customers informed. (CE, CI, EI)
- Advocated for broadening Greater Cleveland RTA Police jurisdiction within Cuyahoga County to cover all RTA-owned, operated, or leased transit facilities, vehicles, and routes, enhancing public safety across the system. (CE, CI)
- Conducted ADA Access, Travel Training, and Functional Assessments. (CE, CI)
- Celebrated the Greater Cleveland Regional Transit Authority (GCRTA) 50th Anniversary with a year-long campaign celebrating five decades of connecting people, places, and opportunities across Greater



Cleveland. The 50th anniversary campaign launched in late 2024 and continued into 2025, integrating storytelling, community partnerships, and internal engagement to honor GCRTA’s past and inspire its future. The celebration kicked off in Q4 2024 with wrapped coaches and an end-of-year holiday campaign featuring GCRTA trivia and historical highlights, complemented by downtown light pole banners and bus shelter panels citywide. The official campaign website, www.riderta.com/50years, showcased milestones, stories, and upcoming events (CE, CI, EI).

- Communicated through digital, external, internal, social, and web; Inter-agency coordination on Rider’s Alerts to keep customers informed. (CE, CI, EI)
- Maintained compliance with Title VI and VII. (CE, CI)
- Formally adopted organizational culture by incorporating into job descriptions. Organizational culture fosters a workplace where all employees feel valued, respected, understood, and empowered. This work, that builds on years of equity awareness, is incorporated through cultural awareness and education (RTA Learning Series, RTA Connecting the Community Newsletters, and Employee Resources Groups). Employees are educated, empowered, and allowed to engage as they work to understand and value the internal and external communities we serve. (EI)
- Maintained compliance with Title VI and VII. (CE, CI)
- Successfully advocated for a permissive statewide change allowing all RTA boards to raise their contract approval threshold from \$100,000 to \$250,000, aligning with federal standards and providing boards greater flexibility in approving contracts. (FH)

2026 PRIORITIES

Strategic Plan Success Outcomes:	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
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- Create an ADA Accessibility Guide. (CE, CI)
- Research the opportunity for Medicaid reimbursement. (CI, FH)
- Strengthen stakeholder relationships and expanding partnerships. (CE, CI, FH)
- Engage in community-wide events, i.e. transit is integral to economic development. (CE, CI)
- Scale organizational culture to strengthen teamwork across the organization. (CI, EI, FH)
- Strategize with partners to implement/expand Transit Oriented Development. (CE, CI, FH)

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



The 2026 Organizational Scorecard is shown in the Planning, Process, & Profile section of the budget book. The results of the 2025 Administration & External Affairs Division scorecard and the 2026 scorecard goals are shown below.



Administration and External Affairs - 2025

Success Outcomes	Metric	Definition	FY2025		Information System	Goal Points	Q4 2025	
			Performance Goals	Objective			Actual Results	Points Earned
Customer Experience	Customer Satisfaction with Quality of Communication	% of customers who agree or strongly agree that they are satisfied with quality of communication	70%	↑	Customer Survey	10	73%	10.0
	Customer Impression - Communication of Service Changes	% of customers who agree or strongly agree that GCRTA provides adequate updates on service improvements and changes	70%	↑	Customer Survey	10	62%	8.9
	Customer Understanding - Available Routes and Transit Access Points	% of customers who agree or strongly agree that they are confident navigating the system	80%	↑	Customer Survey	10	81%	10.0
	Customer Complaint Resolution	% of customers who agree or strongly agree that they are satisfied with the complaint resolution process	62%	↑	Customer Survey	5	60%	4.8
						35		33.7
Community Impact	Community Perception - Brand	% of community with positive brand recognition of GCRTA	60%	↑	Community Survey	10	62%	10.0
	Community Perception - Access to Service	% of community who agree or strongly agree that service is accessible	60%	↑	Community Survey, Social Media Engagement	10	60%	10.0
	Community Perception - Access to Employment	% of community who agree or strongly agree that GCRTA serves employment centers	40%	↑	Community Survey	5	53%	5.0
	Community Perception - Transit Investment Occurs where Needed	% of community that agree or strongly agree that transit investment occurs where needed	40%	↑	Community Survey, Social Media Engagement	5	42%	5.0
						30		30
Employee Investment	Agency Employee Impression of Commitment to Organizational Culture of OneRTA*	The average % of Agency employees who answer "yes" that GCRTA is committed to an organizational culture of OneRTA*	80%	↑	Employee Survey	7	86%	7.0
	Division Employees Satisfaction	The % of Division employees that are satisfied (or very satisfied) with their current job.	90%	↑	Employee Survey	3	75%	2.5
	Agency Employee Impression of Communication	The % of Agency employees that are satisfied (or very satisfied) with the quality of communication with employees.	50%	↑	Employee Survey	2.5	45%	2.3
	Division Employees Feel Empowered	The % of Division employees that are satisfied (or very satisfied) with GCRTA's efforts to empowers employees to do their jobs.	55%	↑	Employee Survey	2.5	47%	2.1
						15		13.9
Financial Health	Community Perception of Financial Transparency	% of community members who agree or strongly agree that GCRTA is transparent in its financial reporting	30%	↑	Community Survey & Performance Data	20	38%	20.0
						20		20
						100		97.6

Figure 57 - Admin & Ext Affairs Scorecard 2025



TRACON		2026 Administration and External Affairs Division Scorecard						
Success Outcomes	Metric	Definition	2026 Performance Goals	Objective	Information System	Metric Type	Owner	Goal Points
Customer Experience (30)	Customer Satisfaction with Quality of Communication	The percent of customers who agree or strongly agree with the statement "How satisfied are you with the overall quality of RTA communications material?". Measured quarterly.	71%	↑	Customer Survey	Quarterly	S. Jenkins	7
	Customer Impression - Communication of Service Changes	The percent of customers who agree or strongly agree with the statement "RTA provides adequate updates on detours, service changes, and service improvements". Measured quarterly.	70%	↑	Customer Survey	Quarterly	R. Fleig	7
	Customer Understanding - Available Routes and Transit Access Points	The percent of customers who agree or strongly agree with the statement "I understand RTA's available routes, and I am confident navigating the system".	82%	↑	Customer Survey	Quarterly	C. Steiner	7
	Customer Complaint Resolution	The percent of customers who agree or strongly agree that their question, concern, or complaint was adequately resolved by GCRTA. Measured quarterly.	64%	↑	Customer Survey	Quarterly	Z. Wright	4
	Gemba Participation	Percent of non-bargaining divisional employees who submit at least one Gemba form per month. Measured quarterly.	85%	↑	Performance Data	Quarterly	N. Walker-Minor	5
	TOTAL POINTS							30
Community Impact (30)	Perception of Community Value	The percent of customers who agree or strongly agree with the statement "The RTA system provides value to the community", measured quarterly (*NOTE: from customer experience surveys NOT community survey)	89%	↑	Customer Survey	Quarterly	S. Jenkins	6
	Community Partnership Activities	The number of community engagement partnership activities performed by GCRTA staff on an annual basis. This metric includes things that would qualify to be called out in the Annual Report. Cumulative goal.	85	↑	Performance Data	Year-To-Date	N. Walker-Minor	6
	Travel Training Program	The number of complete travel training engagements completed, measured quarterly.	10	↑	Performance Data	Quarterly	A. Murray	5
	Commuter Advantage Program	The number of new commuter advantage agreements implemented, measured quarterly.	3	↑	Performance Data	Quarterly	J. Clark	5
	CX Site Visit Closeout (External)	The percent of tactical items (owned by the Administration & External Affairs Division) identified through scheduled CX site visits that have been closed out within 45 days, measured quarterly.	80%	↑	Performance Data	Quarterly	N. Walker-Minor	4
	Web Page Visits	The percentage increase in web page visits (fide-RTA.com) from one quarter to the next. Excludes Intranet.	2%	↑	Performance Data	Quarterly	C. Steiner	2
	Social Media Engagement	The percentage increase in social media engagement from one quarter to the next.	2%	↑	Performance Data	Quarterly	C. Steiner	2
TOTAL POINTS							30	
Employee Investment (25)	Training Hours (Non-Bargaining)	The percent of non-bargaining employees within the division who achieve 6 hours of professional development training per quarter, as defined through coordination with their supervisor in the annual performance appraisal (goal setting) process. Output to demonstrate supervisor invested in growth. Measured quarterly.	80%	↑	Performance Data	Quarterly	N. Walker-Minor	7
	Wellness Incentive Participation	The percent of covered employees within the AEA division and their families who participate in the wellness incentive program. Measured year to date.	(10%, 20%, 30%, 55%, increase goal by quarter)	↑	Performance Data	Year-To-Date	N. Walker-Minor	6
	Internal Communications - GM Update Clicks	The average number of clicks observed per issue of the GM update. Measured as the average per issue within each quarter.	125	↑	Performance Data	Quarterly	K. Cox	2
	Internal Communications - QR Codes	The average number of QR code scans per month. Measured as the average monthly value within each quarter.	350	↑	Performance Data	Quarterly	K. Cox	2
	Intranet Web Traffic - Engagement	The quarterly engagement rate for the Intranet.	(60%, 60%, 62%, 62%)	↑	Performance Data	Quarterly	K. Cox	2
	Intranet Web Traffic - Page Views	The average number of intranet page views per month. Measured as the average per month within each quarter.	6,000	↑	Performance Data	Quarterly	K. Cox	2
	Accommodation Training for Management	The percentage of members of operations management who have completed a new training program regarding reasonable accommodations. Measured quarterly.	25% per quarter	↑	Performance Data	Quarterly	F. Brooks-Williams	4
TOTAL POINTS							25	
Financial Health (15)	Expense Reduction	Reduce division operating expenses by at least 3% vs 2026 budget	3%	↑	Performance Data	Quarterly	N. Walker-Minor	15
TOTAL POINTS							15	
OVERALL PERFORMANCE SCORE								100

Figure 58 - Admin & Ext Affairs Scorecard 2026



ADMINISTRATION & EXTERNAL AFFAIRS BUDGET

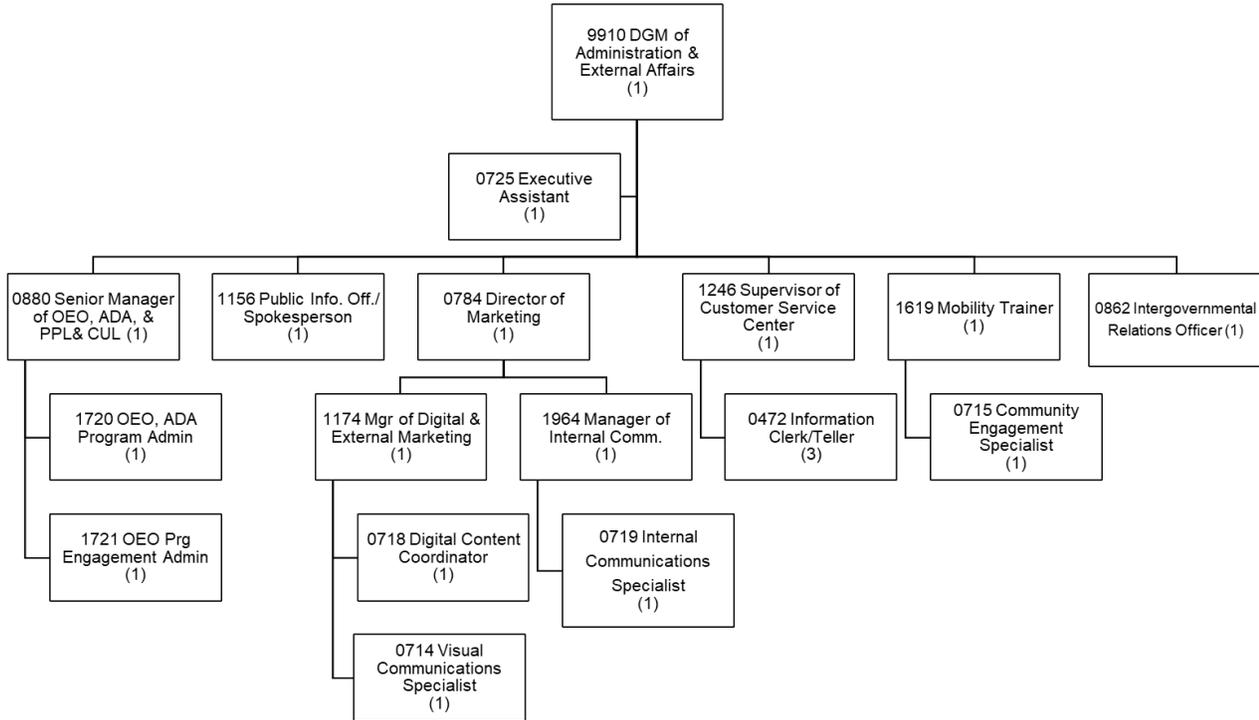
Object Class	Description	2024 Actual	2025 Actual	2026
501300	Salaried Employees Labor	\$1,754,346	\$1,749,025	\$1,631,000
501310	Salaried Employees Overtime	9,894	5,248	6,000
502000	Fringe Benefits	705,534	718,250	771,600
502071	W/C Injuries & Damage to Employees	854	-	-
503000	Services	324,360	293,388	283,900
503020	Advertisement Fees	745,748	582,451	544,200
503049	Temporary Service	-	24,962	-
504000	Materials & Supplies	83,221	57,959	4,000
509000	Miscellaneous Expense	73,402	35,306	17,500
509022	Meals/Food/Per Diem	7,465	3,863	1,500
512000	Leases & Rentals	0	0	2,000
Total		\$3,704,903	\$3,438,614	\$3,261,700

ADMINISTRATION & EXTERNAL AFFAIRS DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
04	0472.Information Clerk/Teller	3	3	3
106	1619.Mobility Trainer	1	1	1
107	0725.Executive Assistant	1	1	1
	1246.Supervisor - Customer Service Center	1	1	1
108	0714.Visual Communications Specialist	1	1	1
	0715.Community Engagement Specialist	1	1	1
	0718.Digital Content Specialist	1	1	1
	0719.Internal Communications Specialist	1	1	1
109	1720 OEO Program Administrator	1	1	1
	1721.DEI Program Administrator	1	1	1
110	0862.Intergovernmental Relations Officer	2	1	1
111	1061.Supervisor of Digital & External Marketing	1	0	0
	1063.Supervisor - Customer Engagement	1	0	0
	1760 Mgr Cvl Rights,Eqty,&Incl.Admin & External Affairs.External Affairs	1	0	0
112	1156.Public Information Officer/Spokesperson	1	1	1
	1174.Manager Of Digital & External Marketing	0	1	1
	1964.Manager Of Internal Communications	1	1	1
113	0880 Sr Mgr Of OEO, ADA, & DEI.Admin & External Affairs.OEO	1	1	1
114	0784 Director Of Marketing.Admin & External Affairs.Comm Administration	1	1	1
116	9910.DGM - Administration & External Affairs	1	1	1
Total		22	19	19



ADMINISTRATION & EXTERNAL AFFAIRS ORGANIZATION CHART



Total FTE's = 19

