

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, engineering, customer experience and performance management.

CONNECTION TO STRATEGIC PLAN

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

The Executive Division and department are committed to 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.

2025 ACCOMPLISHMENTS

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

Operations

- Successfully completed the first article of inspections for the railcar replacement initiative. (CE, CI)
- Executed option to procure six additional railcars, increasing the total and final order to 54 cars. (CE, CI, FH)
- Upgraded the paratransit Trapeze software and technology (version 21) ensuring improved reliability and system performance enhancements. (CE, EI, FH)
- Reduced non-operator overtime and associated payroll taxes by 23% as compared to 2025 budget (reduction in approximately \$1M). (FH)
- Recorded highest Net Promoter Score since inception of TRACTION KPI program. (CE, CI)
- Marked improvement in staff certifications and professional development completion, for janitorial and facilitates maintenance. (CE, EI)

Finance

- Developed 2026 Capital Improvement Plan (CIP) and 2026-2030 CIP Program. (CE, CI, FH)
- Developed and executed successful railcar funding program. (CE, CI, FH)



- Prepared annual comprehensive financial reporting, including financial oversight to control costs and sustain financial health. (FH)

Engineering

- Completed construction of the Red Line Bridge and Platform over West 117th Street. (CE, CI, FH)
- Completed construction of the Brookpark Shop relocation modifications. (EI, FH)
- Completed construction of the Port Connector and Brookpark Shop and Yard Tracks, in support of the rail car replacement program. (CE, CI, FH)
- Received environmental approval and completed 90% design for the W. 25th Street/MetroHealth Line Bus Rapid Transit Corridor. (CE, CI)
- Began construction of the E. 79th Light Rail Station & ADA reconstruction. (CE, CI)
- Began construction of the Warrensville/Van Aken Station improvements & comfort station enhancements. (CE, CI, EI)

Legal

- Provided on-going research and legal advisory to GCRTA's Executive leadership team and Board of Trustees, regarding 70+ Executive Orders issued by current Presidential administration and their impact on GCRTA policies, procedures and funding. Made recommendations to management for revisions to GCRTA policies and procedures to ensure continued compliance with Executive Orders regarding federal grants, contracting and employment matters. Drafted proposed revisions to GCRTA's Code Book. (CE, CI, EI, FH)
- Provided legal research, advice and document preparation in support of Transit Oriented Development (TOD) initiatives, acquisitions, easements and sales. Served as GCRTA's legal representative in negotiations on critical aspects of various real estate transactions and development projects. (CE, CI, FH)
- Successfully provided legal counsel and representation to restore requisite law enforcement jurisdictional authority to GCRTA's Transit Police department, in response to a 2024 Eighth District Appeals Court ruling. (CE, CI)
- Provided continued legal support for the railcar replacement project and negotiations, including associated infrastructure modifications required to accommodate the new fleet. (CE, CI)
- Provided legal review and support in preparation for the 2024 Triennial Safety Program findings, recommendations and observations audit, including corrective action plans, as directed by the Ohio Department of Transportation state safety oversight representative. (CE, CI, EI, FH)

Human Resources

- Partnered with Tri-C Corporate College for their 20th Anniversary Celebration, highlighting GCRTA's partnership for workforce development partnership and job/supervisory readiness and CDL training. (CI, EI)
- Successful execution of the GCRTA Employee Recognition Banquet, recognizing the accomplishments of over 250 employees across the Authority. (EI)
- Received the Global Cleveland Employer of the Year Award, in recognition of GCRTA's accomplishments in attracting and hiring newcomers to NE Ohio. (CI, EI)



- Implemented discount parking program for GCRTA Headquarters employees. (EI)
- Bolstered external partnerships and associated programming, including but not limited to: Cleveland Public Library, Cuyahoga County Public Library, Goodwill Industries, Step Forward, Greater Cleveland Works, Global Cleveland, Black Data Processing Associates, Cuyahoga Community College, Cleveland State University, City Mission, and more. (CI)
- Implemented and promoted career pathways through bargaining unit frontline positions, cultivating internal talent for promotional opportunities at exceptional rate of success. (EI, FH)

External Affairs/Marketing

- Successful completion of external marketing partnership contract award. (CI, FH)
- Completion of 2024 Annual Report compilation document and associated press and digital marketing collateral. (CI, FH)
- Advertising Guideline completion and branding guidelines. (CI)
- Continued fruitful oversight of external advocacy teams, providing cross functional legislative support for administrative, operational and capital initiatives, in Columbus and Washington DC. (CI, CE, FH)
- Provided enhanced operational support for direct customer experience initiatives impacting front line employees and booth attendant staff during large scale special events, disruptions in service and day-to-day operations at Tower City (downtown transit hub and transfer center for bus, paratransit, trolley and rail). (CE, CI, EI)
- Provided effective oversight and management of Employee Resource Group (ERG) forward movement and success, including Equal Opportunity and OneRTA moniker used to continue employee learning programming. (EI)

2026 PRIORITIES

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

Customer Experience (CE)

- Revised and enforced code of conduct
- Enhanced safety/security measures and coordinated stakeholder/social safety net outreach and resource response for customers in need
- Improved/unified customer feedback and response mechanisms within operations and administrative management
- Project completion and implementation of the Paratransit website upgrade and customer utilization (fall 2026)
- Improved overall customer satisfaction, ridership metrics and net promoter score
- Improved perception of vehicle cleanliness and perceived personal safety/security while aboard GCRTA vehicles and at waiting environments
- Rail car replacement (summer 2026 through 2028)
- Completion of track and building maintenance in response to incoming railcars, testing and scheduled service.
- W. 25th Bus Rapid Transit – secure funding, project oversight succession hire, and contractor implementation for construction in 2027



- E. 79th Station rehabilitation
- Broadway Bus Rapid Transit project planning and start
- Main office building rehabilitation/state of good repair projects, including HVAC replacement
- Revise the GCRTA 2020-2030+ Strategic Plan

Community Impact (CI)

- Increase active Transit Oriented Development (TOD) projects from concept to completion, assisting GCRTA in continuing to support economic development throughout NE Ohio
- Continued coordinated and cross functional scheduling, communication and implementation of necessary reroutes and power outages to encourage forward movement of milestone repairs and service enhancements.
- Continual development of Business Development department for Small Business Enterprise and bolster support of diversification of vendor availability in NE Ohio
- Securing legislative support and necessary amendments for contractual use agreements and waiver clauses impacting historical bottlenecks technological procurements
- Bolstering of stakeholder and customer engagements, collaborative partnerships and service enhancement efforts to increase public transit awareness and support

Employee Investment

- Continue to monitor and retain mission critical positions within Operations, Transit Police, and maintenance divisions of the Authority, retained through first year of service
- Improve percentage of internal promotions compared to external hires
- Reduce stoploss impact and healthcare costs via improved participation in wellness incentive programs and services
- Continuing the development of training and e-learning opportunities, succession planning for front line and supervisory level management
- Implementation of enhanced (Operator) Apprentice Programming with Amalgamated Transit Union (ATU)
- Launch 2026 GCRTA Podcast series and mini-series, to promote cross-divisional awareness, commitment and investment in GCRTA programs and professional development opportunities
- Continuation and expansion of project management training to streamline and improve overall budgeting, processing, contractual and implementation progress Authority-wide.

Financial Health

- Reduce operating expenses by 3% vs 2026 budget
- Revenue generation strategy and long-term financial planning and implementation



- Transfer under \$34M from the Revenue Stabilization Fund to cover operating expenses in calendar year 2026
- Successful redesign and reduction of healthcare costs
- Successful award of \$35M in competitive grant dollars in support of short- and long-range capital infrastructure improvements
- Successful implementation of Smart card / fare capping initiative, affecting fare equity, ridership increases, ease of use and how customers pay
- Expand partnerships, supporters and attractors to promote ridership gains, revenue streams of income and overall agency net promoter score.
- Completion of successful union contract collective bargaining process, resulting in Fraternal Order of Police (FOP) 3-year contract (2026-2029)

LIST OF DEPARTMENTS	
Department Number	Department Name
12	Executive Department
16	Secretary/Treasurer – Board of Trustees
19	Internal Audit
51	Customer Experience & Performance Management





Organizational Scorecard 2025

Success Outcomes	Metric	Definition	FY2025	Objective	Information System	Annual 2025
			Performance Goals			Actual Results
Customer Experience	Net Promoter Score	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA; Promoters are 9-10 and Detractors are 0-6.	29	↑	Customer Survey	23
	Overall Customer Satisfaction	The % of customers who are satisfied or very satisfied with GCRTA	74%	↑	Customer Survey	78%
	Personal Safety/Security - Perception	The average % of customer who agree or strongly agree that they feel safe on board the vehicle and safe while waiting for the vehicle	68%	↑	Customer Survey	63%
	On-Time Performance - Impression	The % of customers who agree or strongly agree that service is on time	76%	↑	Customer Survey	69%
	On-Time Performance - Actual	The % of actual on-time performance	83%	↑	Performance Data	85%
	Vehicle Cleanliness - Perception	The % of customer who agree or strongly agree that the vehicles are clean	59%	↑	Customer Survey	53%
Community Impact	Perceived Value - Personal Relevance	% of the community who believe GCRTA brings value to them	62%	↑	Community Survey	65%
	Transit Oriented Development (TOD) on RTA properties	The number of TOD projects taken through contract with a development partner and securing Board approval authorizing the development partner to proceed within calendar year 2025	4	↑	Performance Data	1
	Economy: Ratio of Private Sector Investment to Major Capital Investment	The construction value ratio of development within 1/4 mile of active and recently completed (3yr completion) major capital projects (budget > \$1 M)	7	↑	Performance Data	7.03
	Capital Dollars Invested in Low Income Communities	The % of major projects awarded (>1 million) within low income communities	80%	↑	Performance Data	90%
	Environment: Emissions Reduction	% Reduction of Type I and II emissions per passenger-mile traveled on RTA	8%	↑	Performance Data	-2%
Employee Investment	Vacancy fill rate : Operators (Bus, Paratransit, Rail), Mechanics, Transit Police	The % of positions filled for Operators, Mechanics, Transit Police (RTA budget to actual Report)	95%	↑	Performance Data	98%
	Cultivate Internal Talent Pipeline	Increase the percent of internal promotions (compared to external hires) 5% compared to 2024.	36%	↑	Performance Data	16%
	Agencywide Retention Rate	% of employees retained by quarter for agency. % of mission critical employees retained for Operators, Mechanics, & Transit Police.	90%	↑	Performance Data	96%
	Vacancy fill rate: Non-Bargaining	The % of positions filled for non-bargained positions (RTA budget to actual Report)	95%	↑	Performance Data	94%
Financial Health	Competitive Capital Grants	Competitive Capital Grant dollars awarded in calendar year 2025	\$35,000,000	↑	Oracle / TrAMS	\$28,172,159
	Transfer from Revenue Stabilization Fund	Under \$40M. *Metric requires comparison between revenues/expenses, 2024 Y/E accounting may influence the goal*	\$40,000,000	↓	Oracle	\$45,000,000
	General Fund Transfer to Capital / Rolling Stock Reserve Fund	Transfer to capital and reserve funds (Rolling Stock) above Board Policy	\$10,000,000	↑	Oracle	\$10,000,000





Organizational Scorecard 2026

Success Outcomes	Metric	Definition	2026 Performance Goals	Objective	Information System	Metric Type	Goal Points
Umbrella Metric	Net Promoter Score (Quarterly)	Quarterly Output. On a 0-10 scale of how likely to recommend GCRTA; Promoters are 9-10 and Detractors are 0-6. NPS = % promoters minus % detractors	35	↑	Customer Survey	Quarterly	
	Net Promoter Score (4-Quarter Rolling Average)	4-Quarter Rolling Average. On a 0-10 scale of how likely to recommend GCRTA; Promoters are 9-10 and Detractors are 0-6. NPS = % promoters minus % detractors	35	↑	Customer Survey	Quarterly	
Customer Experience (35)	Overall Customer Satisfaction	The percent of customers who agree or strongly agree with the statement "How satisfied are you overall with service?. Measured quarterly.	76%	↑	Customer Survey	Quarterly	8
	Personal Safety/Security - Perception	The percent of customers who agree or strongly agree that they feel safe on board the vehicle and safe while waiting for the vehicle. measured quarterly	70%	↑	Customer Survey	Quarterly	5
	On-Time Performance - Impression	The percent of customers who agree or strongly agree with the statement "The service usually runs on time". Measured quarterly	76%	↑	Customer Survey	Quarterly	8
	On-Time Performance - Actual	The percent of actual on-time performance, measured quarterly.	83%	↑	Performance Data	Quarterly	8
	Vehicle Cleanliness - Perception	The percent of customers who agree or strongly agree with the statement "The vehicles are clean", measured quarterly	60%	↑	Customer Survey	Quarterly	6
							35
Community Impact (20)	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	7
	Transit Oriented Development - Activation	The number of TOD projects taken through contract with a development partner and securing Board or General Manager approval authorizing the development partner to proceed within calendar year 2026. Cumulative goal.	4	↑	Performance Data	Year-To-Date	2
	Transit Oriented Development - Progress	The percent of active TOD project transactions that are completed (with handoff to developer) within a rolling 2-year period.	80%	↑	Performance Data	Quarterly	3
	CX Site Visit Closeout Compliance	The percent of tactical items identified through scheduled CX site visits that have been closed out within 45-days, measured quarterly.	70%	↑	Performance Data	Quarterly	5
	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	3
							20
Employee Investment (20)	First Year Retention Rate - Mission Critical Positions	The percent of Operators (Bus, Paratransit, Rail), Mechanics, Transit Police retained through their first full year of service, measured quarterly	80%	↑	Performance Data	Quarterly	6
	Cultivate Internal Talent Pipeline	The percent of internal promotions compared to external hires, measured quarterly	36%	↑	Performance Data	Quarterly	5
	Professional Development Training Hours (Non-Bargaining)	The percent of non-bargaining employees 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.	80%	↑	Performance Data	Quarterly	3
	Wellness Incentive Participation	The percent of covered employees 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	6
							20
Financial Health (25)	Competitive Grants	Competitive Grant dollars awarded in calendar year 2026. Cumulative goal	\$35M annually	↑	Performance Data	Year-To-Date	6
	Transfer from Revenue Stabilization Fund	Stretch goal to transfer under \$34M from the Revenue Stabilization Fund (\$10M less than budget) to cover operating expenses in calendar year 2026. Cumulative goal	\$34M annually	↑	Performance Data	Year-To-Date	8
	Expense Reduction	Reduce operating expenses by 3% vs 2026 budget, measured quarterly	3%	↑	Performance Data	Quarterly	11
							25
							100



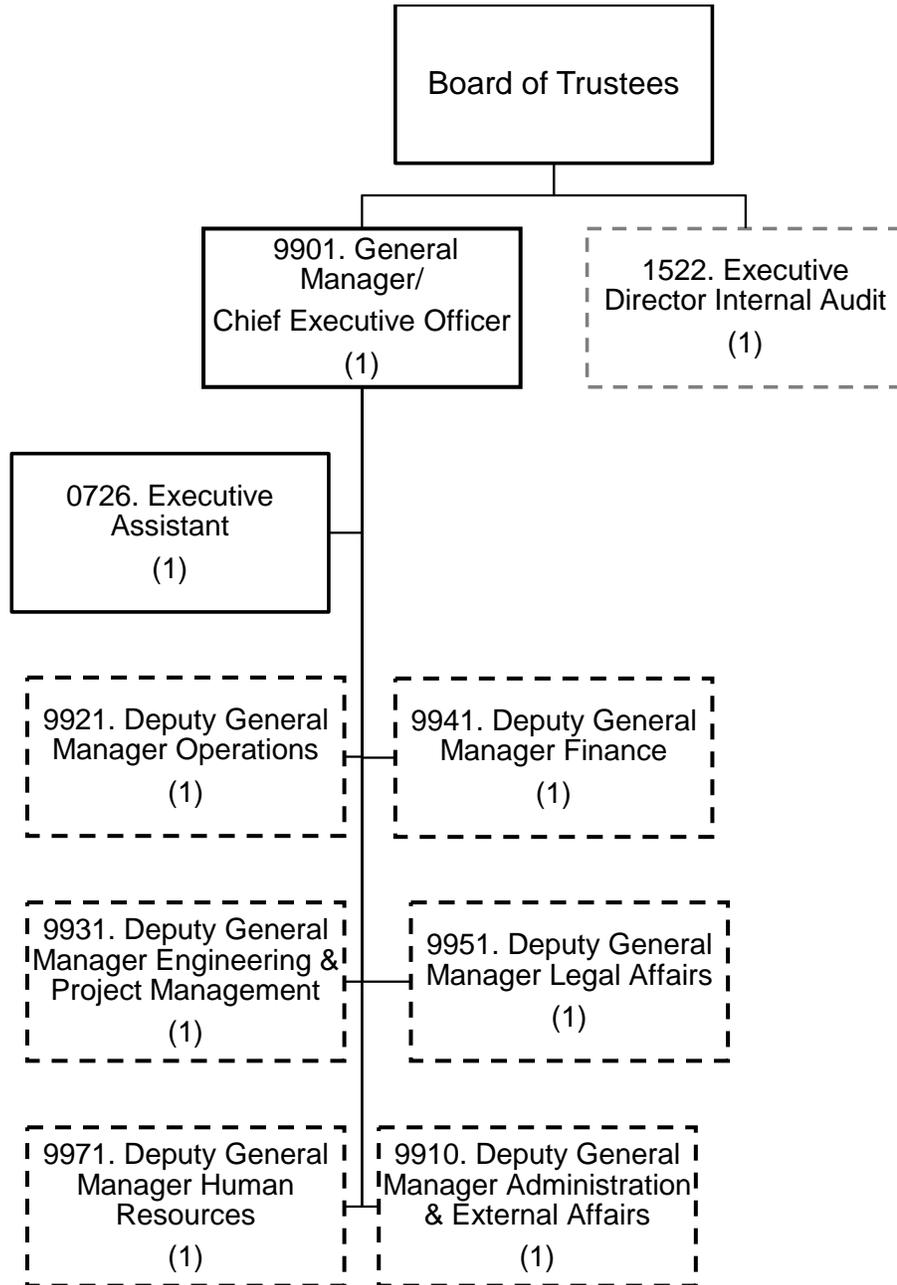
12- EXECUTIVE DEPARTMENT

EXECUTIVE DEPARTMENT BUDGET				
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	423,440	512,396	430,900
501310	Salaried Employees Overtime	14,101	12,337	6,000
502000	Fringe Benefits	169,250	218,226	123,800
503000	Services	303,937	297,877	285,500
504000	Materials & Supplies	1,364	3,031	2,000
509000	Miscellaneous Expense	193,017	265,748	204,500
509022	Meals/Food/Per Diem	12,237	7,581	2,500
Total		\$1,117,346	\$1,317,196	\$1,055,200

EXECUTIVE DEPARTMENT STAFFING				
Grade	Job Name	2024	2025	2026
108	0726.Executive Assistant to CEO/BOT	1	1	1
	1085 District Business Analyst	1	-	-
115	1438.Sr Director - Customer Experience & Org.	1	-	-
116	1430.Director Training & Talent Development	1	1	1
Total		4	2	2



EXECUTIVE DEPARTMENT ORGANIZATION CHART



Total FTE's = 2



16- SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT

DEPARTMENT OBJECTIVES

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.

2025 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> • Updated Codified Rules and Regulations of the Authority. (CE, CI, EI, FH) • Continued implementation of the Authority’s 10-year Strategic Plan. (CE, CI, EI, FH) • Continued the Civilian Oversight Committee. (CE, CI) • Continued the Community Advisory Committee. (CE, CI) • Received the Certificate of Achievement for Excellence in Financial Reporting award from the Ohio Auditor of State. (FH) • Continued Advocacy. (CI, FH) • Procured 6 additional Rail Cars. (CE, CI, FH) • Continued to implement procedures to ensure the fiscal sustainability of the Authority. (FH) 				

2026 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> • Continue legislative and policy-making role: (CE, CI) <ul style="list-style-type: none"> ○ Achievement of key policy goals for the Authority ○ Development of policies that result in quality cost-effective services ○ Meet the needs of residents and visitors to the Greater Cleveland area • Continued to update the Codified Rules and Regulations of the Authority. (CE, CI, EI, FH) • Continue to implement procedures to ensure the fiscal sustainability of the Authority. (FH) • Enforce policies of governance and accountability. (FH) • Advocate for additional resources for GCRTA. (CE, CI, EI, FH) • Oversee the Internal Audit Department. (FH) • Oversee and manage the Civilian Oversight Committee. (CE, CI) • Continue to manage the Authority’s 10-year Strategic Plan. (CE, CI, FH) 				



SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

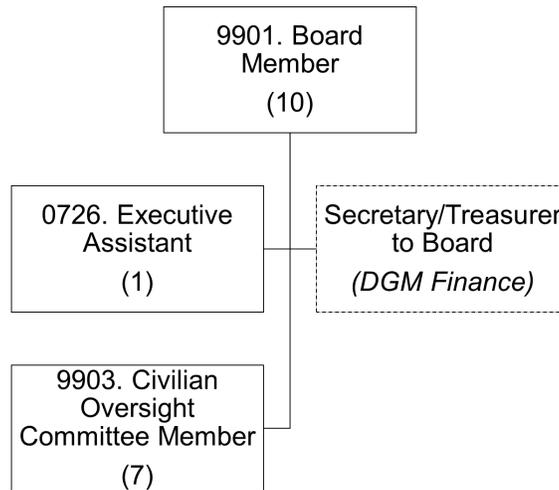
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$138,012	\$121,232	\$130,200
501310	Salaried Employees Overtime	46	20	-
502000	Fringe Benefits	54,086	50,123	40,000
503000	Services	82,684	81,221	83,000
504000	Materials & Supplies	150	213	500
509000	Miscellaneous Expense	47,754	48,912	56,600
509022	Meals/Food/Per Diem	4,320	743	3,000
Total		\$327,052	\$302,464	\$313,300

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
108	0726.Board Administrator/Executive Assistant	1	1	1
99	0000.Secretary/Treasurer Salary*	-	-	-
	9901.Board Member	10	10	10
	9903.Civilian Oversight Committee Member	7	7	7
Total		18	18	18

*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 DEPARTMENT ORGANIZATION CHART



Total FTE's = 18



19- INTERNAL AUDIT DEPARTMENT

DEPARTMENT OBJECTIVES

Internal Audit is an independent, objective assurance and advisory function that strengthens the Authority's ability to create, protect, and sustain value. The Department helps the Authority achieve its objectives by providing risk based assurance, advice, insight, and foresight through a systematic, disciplined approach to evaluating and improving governance, risk management, and control processes. Internal Audit also serves as the Authority's inspector general, helping to detect and deter waste, fraud, abuse, and misconduct in support of ethical, efficient, and accountable operations.

2025 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> • Maintained conformance with the Global Internal Audit Standards and advanced readiness for new Institute of Internal Auditors (IIA) Topical Requirements. (CI, FH) • Implemented and matured the Quality Assurance and Improvement Program (QAIP), completing the majority of corrective action plans. (CI, FH) • Conducted a mid-year enterprise risk assessment and dynamically updated the audit plan to address emerging and higher-risk areas. (CI, FH) • Delivered assurance across financial, operational, IT, and customer-facing functions, including several complex, high-impact audits. (CE, CI, FH) • Provided continuous audit oversight of the \$450M railcar replacement program, including Buy America reviews, contract compliance, and change order monitoring. (CE, CI, FH) • Identified and escalated significant governance, control, and operational risks, with clear, actionable recommendations to management and the Board. (CI, FH) • Expanded continuous auditing and data analytics to improve proactive risk detection and exception monitoring. (CI, FH) • Strengthened issue follow-up, management response tracking, and external audit coordination in accordance with IIA standards. (CI, FH) • Enhanced audit reporting, KPI measurement, and transparency through quarterly reporting and preparation of the first audit theme report. (CI, FH) • Invested in staff capability through targeted training in cybersecurity, fraud, analytics, and emerging risks. (CE, CI, EI, FH) 				

2026 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
Advisory and Internal Audit Projects				
<ul style="list-style-type: none"> • Complete governance and compliance reviews: travel and expense practices, nepotism controls, hazard log management, and key policy adherence. (CI, FH) • Complete core financial and operational audits: accounts payable, payroll, purchasing cards, fare collection, EFT, healthcare claims, and cost estimating processes. (EI, FH) 				



- Complete efficiency and workforce initiatives: process automation, predictive maintenance, inventory management, and skilled labor training. (EI, FH)
- Complete customer and service-focused projects: customer communications, lost-and-found handling, rider programs, shelters, and operating budget support. (CE, FH)
- Complete risk and control assessments: fraud risk, IT and cybersecurity, third-party risk, and broader information security. (CE, CI, EI, FH)
- Complete data analytics and continuous auditing: script-based monitoring for payroll, revenue, purchasing, paratransit, and nepotism indicators. (EI, FH)

External Audit and Oversight Support

- Provide financial statement audit support, including coordination and internal control documentation. (EI, FH)
- Provide federal oversight activities: FTA project management oversight and Triennial Review readiness and follow-up. (CI, FH)
- Provide state safety oversight support for rail and related safety programs. (CE, FH)

Capital, Construction, and Contract Audits

- Review Railcar Replacement Program: contract compliance, Buy America pre- and post-award reviews, design and commissioning oversight, and training-related controls. (CE, CI, EI, FH)
- Review Major construction and infrastructure contracts: track, signal, substation, and station reconstruction audits, including change orders and contractor billings. (CI, FH)
- Review Facilities contracts and maintenance contracts. (CE, FH)

Information Technology Audits

- Complete technology governance: AI policy, cybersecurity program effectiveness, identity and access management, and change/patch management. (CE, EI, FH)
- Complete infrastructure and applications: data center buildout, IT equipment inventory, fare capping and smart card systems, mobility apps, and related implementations. (CE, CI, FH)
- Complete third-party assurance: SOC report reviews and integration of results into vendor risk management. (CE, CI, FH)

Continuous Auditing, Special Requests, and Emerging Risks

- Expand continuous auditing and analytics for high-risk processes and key revenue streams. (CE, FH)
- Review capacity reserved for special requests, investigations, and time-sensitive emerging risk reviews at management or board direction. (CI, FH)

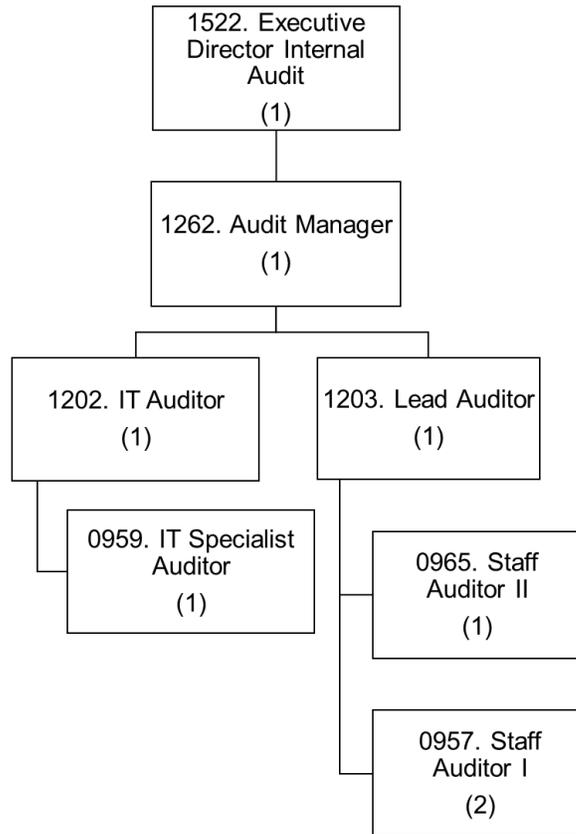
INTERNAL AUDIT DEPARTMENT BUDGET				
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$722,666	\$812,730	\$756,100
502000	Fringe Benefits	289,959	331,512	335,100
503000	Services	-	19,667	15,000
504000	Materials & Supplies	1,144	650	1,500
509000	Miscellaneous Expense	24,921	20,886	15,600
509022	Meals/Food/Per Diem	735	255	500
Total		\$26,800	\$1,185,700	\$1,123,800



INTERNAL AUDIT DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
109	0957.Staff Auditor I	2	2	2
110	0956.Staff Auditor II	1	1	1
	0959.Information Technology Specialist Auditor	1	1	1
111	1202.Information Technology Auditor	1	1	1
	1203.Lead Auditor	1	1	1
113	1262.Audit Manager	1	1	1
115	1522.Executive Director Internal Audit	1	1	1
Total		8	8	8

INTERNAL AUDIT DEPARTMENT ORGANIZATION CHART



Total FTE's = 8



51- CUSTOMER EXPERIENCE & PERFORMANCE MANAGEMENT

DEPARTMENT OBJECTIVES

The Customer Experience & Performance Management department has two primary objectives. The first is to understand, critically analyze, and advocate for the needs of our customers by influencing organizational strategies to optimize customer experience. The second is to administer RTA's performance management strategy (TRACTION) to measure organizational performance against established Key Performance Indicators (KPIs).

2025 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> Created the department in 2025. (CE, CI, EI, FH) Hired Customer Experience Manager and Project & Performance Leader. (CE, EI) Secured grant funding and matched with a Cleveland Foundation Fellow for 1-year deployment within the department. (CE, CI, EI, FH) Established an Employee Riders' Council. (CE, EI) Created the 'Going to Gemba' process and a CX Site Visit process to identify and prioritize customer pain points by empowering employees to walk in the shoes of our customers and advocate for their needs. (CE, EI) Established a Customer Listening Post process to directly connect with customers in the field and solicit their feedback. (CE) Absorbed the Telephone Information Center and ADA Registration teams and re-branded them as the Customer Care department. (CE, EI) Implemented customer journey mapping activities through TRACTION to identify and prioritize customer pain points. (CE, EI) Aligned TRACTION performance management process with the employee performance appraisal process. (CE, EI) Established the 2026 Organizational Scorecard by year-end 2025. (CE, CI, EI, FH) 				

2026 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> Implement further customer journey mapping activities to identify and prioritize customer pain points. (CE, CI) Develop a Customer Experience Action Plan. (CE) Implement an operator apprenticeship program under the Positive Impact Program umbrella. (CE, EI) Establish the 2027 Organizational Scorecard by year-end 2026. (CE, CI, EI, FH) 				



CUSTOMER EXPERIENCE & PERFORMANCE MANAGEMENT DEPARTMENT BUDGET

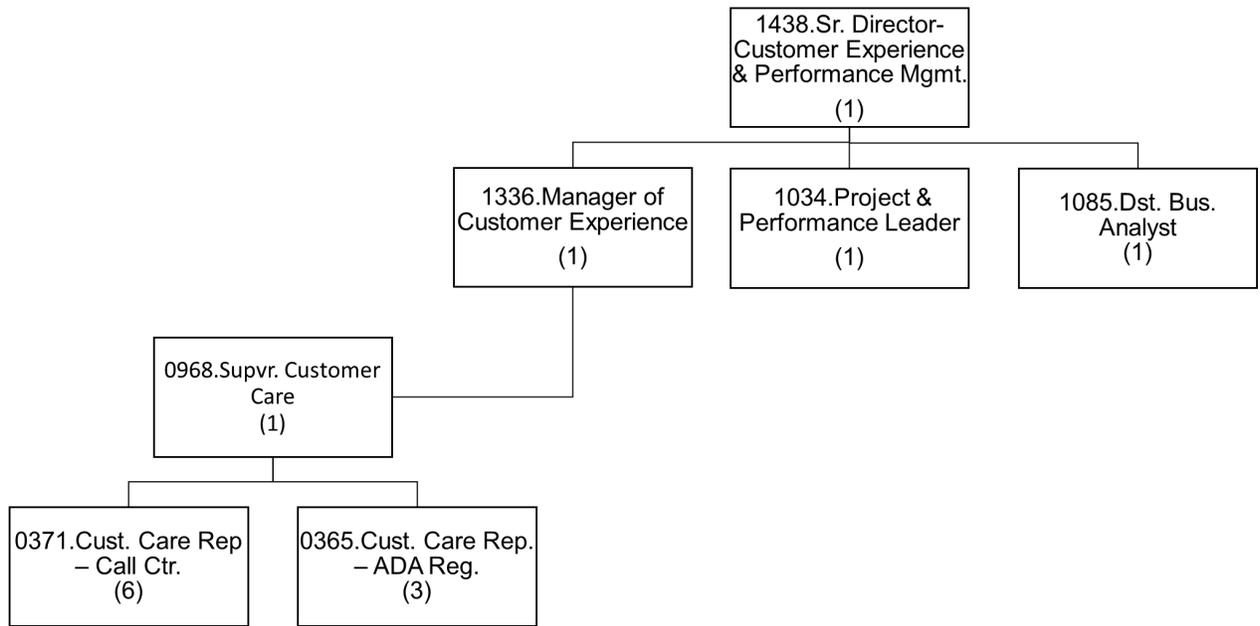
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$-	\$401,194	\$1,074,200
501310	Salaried Employees Overtime	-	191	14,800
502000	Fringe Benefits Budget	-	147,578	-
504000	Materials&Supplies Budget	-	-	21,000
509000	Miscellaneous Expense Budget	-	866	3,700
509022	Meals/Food/Per Diem		146	3,300
Total		\$-	\$549,975	\$1,117,000

CUSTOMER EXPERIENCE & PERFORMANCE MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
03	0365.Customer Service Representative	-	3	3
	0371.Telephone Operator/Information Clerk	-	6	6
107	0968.Supervisor Of Telephone Information/Ada	-	1	1
108	1085.District Business Analyst	-	1	1
110	1034.Project & Performance Leader	-	1	1
113	1336.Manager Of Customer Experience	-	1	1
115	1438.Sr Director - Customer Experience & Performance Management	-	1	1
Total		-	14	14



CUSTOMER EXPERIENCE & PERFORMANCE MANAGEMENT DEPT. ORGANIZATION CHART



Total FTE's = 14

