

DRAFT

**Greater Cleveland Regional Transit Authority
Chief Executive Officer**

About the GCRTA

The Greater Cleveland Regional Transit Authority (the “GCRTA”), is a public transit authority that provides heavy rail, light rail, fixed route bus, bus rapid transit, vanshare and paratransit services to Cleveland, Ohio and the surrounding suburbs of Cuyahoga County. GCRTA is the largest transit agency in Ohio and in 2017 provided over 45 million rides in the form of 18.1 million miles of service across all modes of transportation to the residents and visitors of the Cleveland area.

Currently, the State of Ohio provides limited funding to the GCRTA – less than 1% of the GCRTA’s overall budget. About 16% of the GCRTA’s budget is paid for through fare revenue. Through a pre-determined formula, the GCRTA receives about \$23 million of capital funds plus \$11 million specifically for rail enhancements from the federal government. The remaining revenue and capital budget is paid for through sales tax measures.

GCRTA is a political subdivision of the State of Ohio, with power vested to the Board of Trustees which is responsible for managing all of the GCRTA’s affairs. Four documents grant and establish the parameters for governance of the GCRTA as well as the powers, responsibilities and duties of GCRTA, its Board of Trustees, officers, management and employees. These include:

- Chapter 306 of the Ohio Revised Code which establishes the powers and structure of regional transit authorities in Ohio.
- GCRTA’s by-laws that establish procedures by which the GCRTA Board governs itself and conducts its business.
- Codification of the Policies and Procedures of the GCRTA Board, which includes all of the policies and rules adopted by the Board.
- A Memorandum of Understanding/Articles of Incorporation between the City of Cleveland, Cuyahoga County, and suburban communities agreeing upon the incorporation of GCRTA.

The GCRTA is managed by a 10-member Board of Trustees who each have 3-year overlapping terms of appointment. Four members are appointed by the Mayor of Cleveland and approved by City Council. These appointees must reside in the City of Cleveland. Three other members are from suburban areas within Cuyahoga County and elected by the Mayors and City Managers of municipal corporations other than Cleveland. The remaining 3 members are appointed by the Cuyahoga County Executive and approved by the Cuyahoga County Council and at least one of these 3 members must reside in the City of Cleveland.

The GCRTA has adopted a 2025 master plan provides for strategic direction in which several rail extensions, bus line improvements and transit-oriented developments are discussed.

The GCRTA’s 2017 budget was \$312 million of which \$268 million was specifically dedicated to operations while the remaining \$44 million was set aside for capital improvement, insurance, pensions and bond retirement and reserve funds. The GCRTA also has a robust capital program that is budgeted at approximately \$64 million.

GCRTA Services

Heavy Rail

The GCRTA Redline is a heavy rail service with 38 miles of one-way track from Hopkins International Airport through Tower City Station to the Louis Stokes Station in East Cleveland. The Redline serves 18 rail stations with 40 train cars and provides service 7 days a week. The redline was the first rail system in the Northern Hemisphere to connect a downtown to an airport with Rapid Transit.

Light Rail

The GCRTA operates three light rail lines. The Blue, Green and Waterfront light rail lines serve 34 stations with 31 miles of one-way track that operate between the Eastern Suburbs and the Tower City Station. Its history dates to 1918 and provides services to many of the City's major attractions including the Rock and Roll Hall of Fame and First Energy Stadium (home of the Cleveland Browns).

Trolley

The downtown Trolley service is another proud service of the GCRTA which connects many of the City's major downtown venues and businesses with one another. With sponsorship support from the local community, the trolley is a *Free with a Smile* service for customers.

Bus and Bus Rapid Transit

The GCRTA also operates two Bus Rapid Transit (BRT) lines and a large fixed route bus network which consists of 406 full sized buses operating along 55 bus routes offering stops at over 6,000 bus stops.

The HealthLine is one of the BRT services that the GCRTA operates which runs along Euclid Avenue and provides many qualities of a fixed rail service with 24 rubber-tire Rapid Transit Vehicles (RTVs) running along the line. These RTV's include 24 hybrid-electric vehicles which serve 36 stations along the corridor. The HealthLine runs 24/7 with 8-minute frequency during rush hour.

In December 2014, the GCRTA added a second BRT service, the Cleveland State Line. This BRT line provides service via 15 articulated vehicles and 19 special bus stations branded for CSU.

VanShare and Paratransit

GCRTA also operates VanShare and paratransit services to customers in Cuyahoga County who have specific needs that are not met by the other services provided by the GCRTA.

More details on the GCRTA can be found at <http://www.riderta.com/overview>.

SCOPE AND RESPONSIBILITIES:

The Chief Executive Officer ("CEO") is responsible for overseeing the daily operations of the GCRTA, as well as, short- and long-range capital and maintenance plans and programs. The ideal candidate will have a proven track record of successfully managing a large, complex and diverse organization that operates to provide the highest quality of service to its customers while ensuring that the organization is planning and adapting to meet future needs of the community while not compromising the quality of existing service being delivered on a daily basis. Additionally, this individual will have outstanding

business skills as well as strong financial management, strategic planning, public relations, community relations and governmental relations skills.

The GCRTA CEO will be integral to the future success of the Authority as it strives to provide the highest quality of service possible to its customers and stakeholders while finding innovative financial and operational transportation solutions to improve mobility and provide greater access to the region. These solutions will in turn lead to smart growth and increased business opportunities, jobs and economic development. The CEO will listen closely to the needs of the community and its stakeholders and lead the organization to continuously evaluate and adapt its programs and services to meet those needs. The ideal candidate will have demonstrated a background and ability as grouped in the following areas:

GENERAL TRANSIT MANAGEMENT

- Strong financial management skills; experience overseeing large and complex budgets and an ability to offer creative solutions to close budget gaps and shortfalls.
- Proven ability to manage organizations efficiently and effectively.
- Ability to oversee and implement effective cost-control measures and ensure that they are in place at all levels of the agency.
- Experience managing agency assets in order to optimize the utilization of public-private partnerships, grant allocations, farebox revenues and public funding.
- Experience managing a customer-centric, publicly-financed organization that provides year-round transit service to its customers on a daily basis with an emphasis on safety, security, reliability, cost competitiveness and on-time performance.
- Understanding of current transit and mobility trends and practices both nationally and internationally that are meeting the rapidly changing needs of customers.
- Capable of partnering with mobility providers locally to transform the operational services provided by a legacy agency to meet mobility demands in an affordable and cost-effective manner.
- Capable of bringing alternative solutions to an organization and implementing these solutions with modifications, if necessary, and integrating them into the existing services and programs offered by the agency so that the organization is able to provide alternative transportation solutions that adapt to the demands of the customers.
- Ability to oversee the operation of an aging fleet of vehicles and infrastructure and provide asset management oversight to ensure that utilization is being maximized and repairs and replacements are being conducted timely and efficiently.
- Experience overseeing the development of an effective marketing and public outreach plan to create a culture and strong public image that promotes the agency, its services and increases ridership.

INTERNAL RELATIONSHIPS

- Encourage, empower and challenge the executive management team and their departments to think “outside the box” and offer customer centric solutions that are innovative and properly respond to customer needs.
- Ability to evaluate, develop, mentor and hire a senior executive management team that will ensure that the agency is providing exceptional service that is timely, safe and affordable and meets the mobility expectations of the community.
- Provide strategic vision and guidance to ensure that the agency has successful succession and employee development plans in place and provide leadership to encourage employees to take initiative and develop within the organization.
- Advance the goals of the GCRTA’s inclusion, Affirmative Action/Equal Opportunity, Disadvantaged Business Enterprise Plans and ADA Plans.
- Establish and maintain a healthy working relationship with the Agency’s collective bargaining units and all employees across the organization.
- Treat all employees (represented and non-represented) fairly and provide an open, collaborative, positive, professional and safe work environment for all employee’s and contractors of the GCRTA.

EXTERNAL RELATIONSHIPS

- Experience engaging and working effectively and persuasively with elected officials, local, state and federal agencies, the business community, faith-based community, disabled community, organized labor, public constituencies, NGOs, educational and health leaders, the press and other stakeholders.
- Meet regularly with GCRTA’s stakeholders and listen carefully and respond appropriately to gain buy-in and implement solutions that try to meet their needs and expectations.
- Interact and communicate regularly with employees, customers, the public, elected officials, the press and all other stakeholders to provide transparency and insight into the agency’s implementation of policies and agendas that meet both Board policy and stakeholder expectations.
- Maintain on-going and effective communication with governmental agencies and elected officials (state, local, and federal) to assure maximum cooperation and to achieve the maximum amount of support and funding available.
- Provide a non-partisan outreach program that addresses the needs of all community members and identifies common objectives and goals that the GCRTA can work towards.
- Listen, respond to and address all community needs regardless of the origin in a fair, open, transparent, honest, sincere and committed manner.

- Partner with other local and regional mobility providers as well as the business community to develop alternative transportation solutions for customers.

BOARD INTERACTION

- Develop a strong working relationship and effective two-way communication with the GCRTA's 10-member Board.
- Advise the Board on stakeholder feedback and expectations that will assist the Board in developing policy objectives that are in line with these needs.
- Assist the Board in its policymaking duties by keeping them informed of agency operations, actions and decisions.
- Implement Board policy via actionable management plans and provide strategic direction to senior management that will enable the effective execution of these policies.
- Advise the Board on the Agency's progress in implementing actionable plans that achieve the Board's short and long-term transit objectives.
- Work closely with individual Board members, committees and the full-Board to establish and maintain positive and close working relationships with the City of Cleveland and surrounding communities of Cuyahoga County.
- Advise, inform and keep the Board aware of the GCRTA's engagement efforts at a local, state and national level to address its operational and financial state as well as its capital and funding needs.
- Engage and partner with board members to advocate on behalf of the GCRTA with elected officials at a local, state and national level to ensure that the GCRTA continues to demonstrate its commitment to quality service, increased mobility and regional economic growth and sustainable development.

PERSONAL ATTRIBUTES:

CEO candidates should possess the following attributes:

- Leader who is passionate about mobility, public transit and will be a champion of the GCRTA.
- Professional executive manager with an engaging presence that is mature, even tempered, confident yet measured, charismatic and personable.
- Trusting, honest high energy leader who is positive, has a sense of humor, high integrity and is ethical beyond reproach.
- A politically savvy, persuasive, and fair, but firm manager.
- A strategic leader, open-minded communicator and critical thinker who is unwilling to let challenges prevent success, but rather looks at challenges as opportunities for success.
- A leader who has a strong financial orientation and who can identify inefficiencies and areas of potential cost reduction.

- A leader who is capable of working with local, state and national government officials as well as leaders of the local and national business community to obtain and secure funding through various allocations, grants and public-private partnerships (P3s).
- An executive who is capable of adapting and changing quickly and often.
- An inspiring visionary who will develop, empower and delegate responsibilities to his/her employees.
- An innovative, compassionate, transparent, inclusive leader who is willing to listen to ideas and to delegate responsibility.
- A manager with excellent interpersonal communication, presentation and writing skills.
- Ability to listen, speak and respond appropriately and in a timely manner to large and small groups alike in a public or private setting.
- Results oriented leader with a dedication to accuracy, sense of urgency, efficiency and on-time delivery.
- Willing to accept, embrace and adjust to criticism.
- Ability to communicate with and treat all with respect and equally.
- Ability to facilitate, negotiate and provide realistic and strategic solutions to problems and challenges
- Capable of mediating difficult situations and building consensus amongst competing parties or groups.
- Ability to unify teams, communities and people during complicated times.
- Strong mentor and teacher who is approachable, open-minded and treats all employees with respect and dignity.
- Executive leader who embraces diversity and inclusion and can attract talent of all types.
- Effective manager who listens and encourages employees, teams and stakeholders to debate and challenge ideas.
- Strong manager and leader with excellent team building, problem solving, and conflict resolution skills.
- Willing to take calculated risks that have been researched and vetted and provide creative approaches to problem solving with a proven track record of implementing innovative initiatives in complex organizations.
- Success managing and providing executive level guidance to a highly educated, experienced and technical workforce, thereby empowering management to implement and execute their departmental plans effectively.
- Experience developing and implementing metrics used to evaluate individual and company performance, budgets, cost effectiveness and returns on investments to increase the bottom-line and operational performance.
- Demonstrated track record of success during varying economic and business cycles.

EXPERIENCE REQUIRED:

The successful candidate will have a minimum of 10 years' executive management experience with a transit agency or another public or private entity of comparable nature, complexity and size to the GCRTA. A Bachelor's degree in transportation, transportation management, engineering, business management or equivalent is highly desirable and an equivalent combination of education and experience consistent with the required qualifications will also be considered.

For additional information or to submit a resume, please contact Gregg A. Moser at gmoser@kapartners.com.