

Executive Division

Division Summary

Joseph A. Calabrese, CEO/General Manager And Secretary/Treasurer

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, and engineering.

The focus of RTA's business plan was to enhance customer service, improve our image, strengthen financial resources, and execute a 2013 Budget that would result in a balanced budget without service reductions, fare increases, or employee layoffs.

Mission Statement

The Mission Statement of the Executive Division is to plan, execute, and manage the efficient, effective, and safe delivery of quality public transportation services to the residents of Greater Cleveland.

2012 Achievements

- ◆ Developed the 2012 Budget, which includes increased levels of transit service and related positions at RTA. Execution of this budget resulted in an ending balance \$15 million better than budget.
- ◆ Developed a 2013 budget that also includes increased levels of service to address capacity issues, and established a reduced fare for K-12 students to make using RTA more affordable.
- ◆ Established Rolling Stock Replacement Fund with \$7 million in 2012 and budgeted an additional \$6 million in 2013 to assist upcoming bus replacements.
- ◆ Realized increased ridership on all modes to include bus, rail, the HealthLine and on Paratransit services.
- ◆ Raised funds and implemented Trolley expansion to evenings and weekends, with NOACA funding and 14 additional business contributors.
- ◆ Reached agreement on a new labor contract with ATU in May 2012 that ties future wage increases to RTA's ability to pay.
- ◆ Funded and brought to contract two major Red Line improvement projects: Airport Tunnel and S-Curve; both have a completion date in June 2013.

Enhanced Customer Service

- ◆ Opened the \$3.3 million Buckeye-Woodhill Rapid Transit Station. This station serves the Blue and Green Lines on Light Rail. This station has a unique system of ramps that eliminated the need for elevators, while still effectively serving the ADA community.

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- ◆ Held a groundbreaking of the Cedar-University Heavy Rail station with FTA Administrator Rogoff. This is a \$19 million project scheduled to be completed in two years
- ◆ Opening of the Westlake Park-N-Ride expansion at a cost of \$980,000.
- ◆ RTA social media efforts increased; launched Next Connect . RTA's Real Time bus and train information website; More than 13,000 people like RTA on Facebook, making it the second-most liked transit Facebook page. More than 1,400 people follow RTA on Twitter.
- ◆ Paratransit offers 92% on-time performance, even with a whopping 13% increase in passenger trips during 2012.
- ◆ Paratransit's last trip denial: April 07: Since then, approximately 2.5 million trips have been accommodated!

Improved Our Image

- ◆ Hosted 17 HealthLine visits, including delegations from Detroit, Portland, Brazil, Las Vegas, North Carolina, Kansas City, Disney, Australia, Albuquerque, and Nashville, along with dozens of journalists from around the world (including the Wall Street Journal)
- ◆ RTA Transit Police K-9 teams, in addition to regular RTA duties, assisted other law enforcement, civic and business entities in the community 75 times in 2012, to clear buildings when explosives were suspected or threatened.
- ◆ Broke ground on a very visible and important Red Line Station to many partners including University Circle Inc., the Cleveland Foundation, CWRU and more: The Cedar-University Transit Station which is estimated to be completed in 2014.
- ◆ Improved service on 31 separate lines, including a significant rail frequency increase during peak hours.
- ◆ Established a new route #54 to serve Parma VA Outpatient Clinic and other businesses on Brookpark Road
- ◆ Created the Cleveland Pass to be sold by RTA and Positively Cleveland; offering passes to tourists to increase their likelihood of riding RTA.
- ◆ Provided extended Waterfront Line service during Marine and Navy Weeks

Strengthen Financial Resources

- ◆ Continued the Energy Price Risk Management Program. The first benefits of the program were achieved in 2010 when costs were substantially reduced. The program has reduced diesel fuel costs by more than \$13 million in 2010, 2011 and 2012. RTA is 80% hedged for 2013 and 55% hedged for 2014. The program has stabilized and controlled the Authority's second largest cost.
- ◆ Improved RTA Bond Rating to AAA by Standard & Poor
- ◆ Approved a new and innovative labor agreement with the Amalgamated Transit Union (ATU) that ties future wage increases, if any, to increases in RTA revenues.

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- ◆ Awarded \$7.1 million in funding for the Clifton Road Enhancement Project, working with both Lakewood and the City of Cleveland.
- ◆ Continued use of TransitStat, an operating efficiency tool that helped save more than \$40 million over 5 years, in various areas.
- ◆ Realized a significant ridership increase of 4.8% from 2011 to 2012.
- ◆ RTA Transit Police acquired more than \$500,000 in grants to update the Computer Aided Dispatch system and to purchase iWatch, a new smartphone app to where customers can report concerns to transit police.

Increase Ridership

- ◆ Increased ridership on virtually all bus and rapid transit routes, leading to improvements on over 30 bus routes and increasing the Red Line rail frequency by 33% in December.
- ◆ Year to year ridership increase of 4.8%.
- ◆ Offered Real-Time information via the internet to riders of all buses and trains at riderta.com/nextconnect/
- ◆ Created specialized marketing materials for popular destinations like Ohio City and Tremont.
- ◆ Ready to Ride marketing program continues with major companies. More than 25% of employees targeted have become new RTA riders!
- ◆ Continued education to Cleveland businesses and community groups about transit possibilities and ease of use.

Safety

- ◆ Awarded the APTA Gold Award of Merit for Safety (third year recognized in a row).
- ◆ Awarded the Transit Security Administration Gold Standard in Security Enhancement rating system.
- ◆ Created joint ATU/FOP and Labor Management Committee to address operator assaults.
- ◆ Implementation of iWatch program: A smartphone app that allows customers to text, call, send video and/or pictures, all anonymously, about any safety concerns on or around RTA's system.
- ◆ Emerged from FTA Rail Safety Oversight Audit with no deficiencies.

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2013 Objectives

- ◆ Continue to improve service quality for all RTA customers including:
 - On-time performance
 - Reliability
 - Customer Satisfaction
 - Safety
- ◆ Investigate additional strategies to increase our productivity and reduce costs.
- ◆ Identify additional funding for bus replacements; Rolling Stock Fund developed and needs to be added to via other funding options.
- ◆ Deliver a creative marketing plan to promote the value of RTA and maximize ridership.
- ◆ Continue our positive relationship with civic leaders, elected officials, and the media.
- ◆ Continue education about the benefits of public transit in general, RTA in particular.
- ◆ Increase the cleanliness of RTA facilities and vehicles.
- ◆ Work to maximize the value of RTA to visitors and employees of the Convention Center/Medical Mart, Casino, and Flats East Bank developments.
- ◆ Move forward on several important capital projects, such as University Circle/Little Italy Transit Station (currently E. 120th Street)
- ◆ Complete Airport Tunnel and S-Curve projects.
- ◆ Provide extensive support and planning for transportation surround the 2013 Senior Games.
- ◆ Increase service in areas where RTA has experienced issues with capacity and on-time performance.
- ◆ Drive efforts to maximize ridership, by promoting the value of RTA; affordability and sustainability.

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2013 OPERATING BUDGET SUMMARY Department 12 – Executive

JOSEPH A. CALABRESE,
CEO / GENERAL MANAGER & SECRETARY-TREASURER

Department Priorities for 2013

- ◆ Implement policies and procedures to maintain critical services.
 - ◆ Maximize ridership.
 - ◆ Continue sales-focus transition of the Authority.
 - ◆ Achieve revenue increase in passenger fares.
 - ◆ Achieve performance improvements in safety.
 - ◆ Achieve performance improvements in number of miles between service interruptions.
 - ◆ Achieve performance improvements in on-time performance.
 - ◆ Achieve decrease in employee unscheduled absences.
 - ◆ Continue culture change efforts with focus on identifying efficiencies and better practices to improve customer service.
 - ◆ Promote policies at the local, state, and federal levels that support transit.
 - ◆ Develop and implement a strategy to bring discretionary dollars at both state and federal levels to the GCRTA.
 - ◆ Support increases of transit dollars during budget cycles at both the state and federal levels.
 - ◆ Develop strong working relationships with elected officials at the local, state, and federal levels.
- Cultivate contacts with civic, business, and community leaders and groups.

Mission Statement

Under the direction of the CEO/General Manager, it is the responsibility of the Executive staff to implement the policies and mandates established by the GCRTA Board of Trustees, and develop and work towards the achievement of the Authority's goals and objectives.

	2009 Actual	2010 Actual	2011 Actual	2012 Estimate	2013 Budget
Ridership (#1)	49,872,964	44,682,977	46,238,928	47,042,314	50,000,000
Percent Change Prior Year (#1)	-14%	-10.4%	3.6%	4.3%	6.3%
Pass Revenue (#1,4)	49,757,085	47,153,709	48,017,726	49,237,857	51,264,397
% Change (#1,4)	3.29%	-5.23%	4.2%	1.5%	2.0%

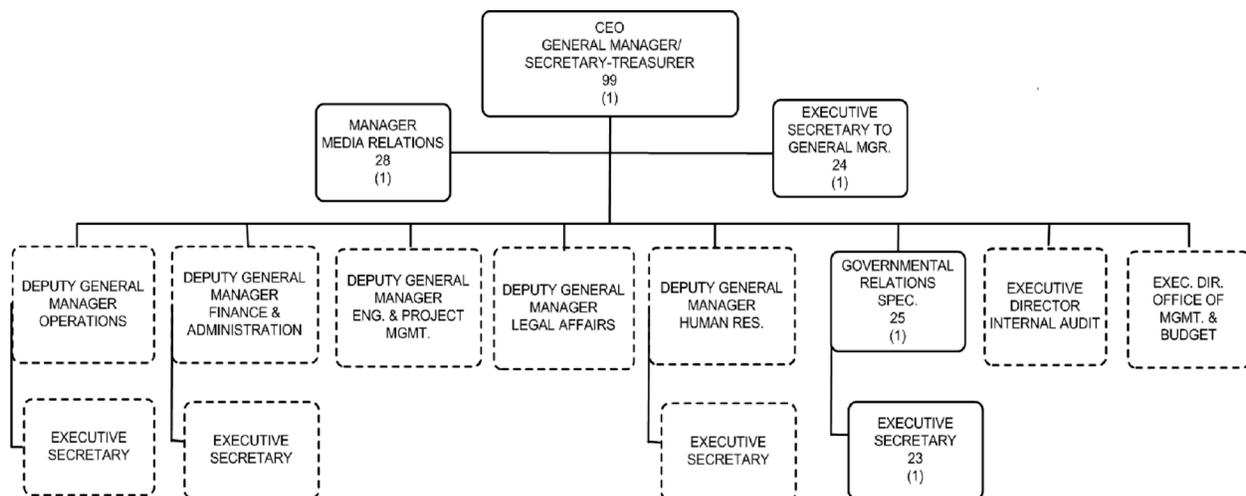
Executive Division

Below are budget and staffing highlights of the Executive Department

Obj. Class	Description	2010 Actual	2011 Actual	2012* Projection	2013 Budget
501300	Labor . Salaried Employees	1,306,639	1,282,427	485,377	509,130
501310	Overtime . Salaried Employees	1,121	3,698	0	0
502000	Fringe Benefits	476,443	490,802	169,972	204,544
503000	Services	7,541	16,245	11,158	27,700
503049	Temporary Help	14,275	(1,799)	0	0
504000	Materials & Supplies	22,870	644	1,714	1,000
509000	Miscellaneous Expenses	136,459	144,492	145,880	182,000
Total:		1,965,347	1,936,510	814,102	924,374

* In 2010 and 2011, District General Managers (DGMs) were budgeted in the Executive Department. Starting in 2012, these positions were moved and budgeted in their prospective Divisions.

Grade	Job Name	2010	2011	2012	2013
23	0711 Secretary to GM/Sec Treasurer	1.0	1.0	1.0	1.0
	0725 Executive Secretary	4.0	4.0	1.0	1.0
25	0862 Government Relations Specialist	1.0	1.0	1.0	1.0
26	1625 Performance Leader . Ops	2.0	2.0	0.0	0.0
27	1444 Manager Media Relations	0.0	0.0	1.0	1.0
99	9921 DGM Operations	1.0	1.0	0.0	0.0
	9931 DGM Eng & Project Management	1.0	1.0	0.0	0.0
	9941 DGM Finance & Admin	1.0	1.0	0.0	0.0
	9951 DGM Legal Affairs	1.0	1.0	0.0	0.0
	9971 DGM Human Resources	1.0	1.0	0.0	0.0
	9929 General Manager	1.0	1.0	1.0	1.0
Total		14.0	14.0	5.0	5.0



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2013 OPERATING BUDGET SUMMARY Department 16 – Secretary/Treasurer – Board of Trustees

**JOSEPH A. CALABRESE,
CEO/ GENERAL MANAGER & SECRETARY-TREASURER**

Department Priorities for 2013

- ◆ Secure and complete independent outside audit of the Authority.
- ◆ Enforce policies on governance and demand accountability from management and staff.
- ◆ Achieve the maximum rate of return on investments consistent with policy guidelines.
- ◆ 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.

Mission Statement

The mission of the appointed Board of Trustees is to establish the policies and mandates that direct the Authority's ongoing 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.

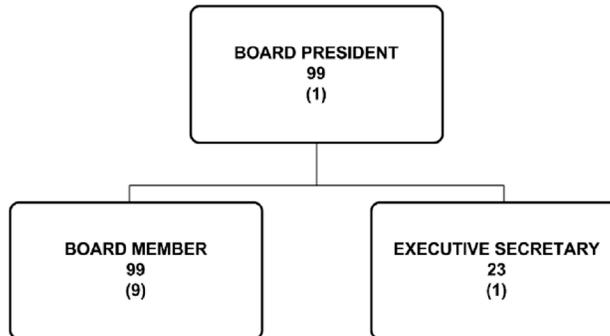
	2009 Actual	2010 Actual	2011 Actual	2012 Estimate	2013 Budget
RTA Annual Yield on Investments (#4)	1.06%	.50%	.50%	0.49%	0.55%

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Below are budget and staffing highlights of the Secretary/Treasurer . Board of Trustees
Department

Obj. Class	Description	2010 Actual	2011 Actual	2012 Projection	2013 Budget
501300	Labor . Salaried Employees	87,200	85,171	88,690	95,100
502000	Fringe Benefits	29,933	29,845	28,060	35,405
503000	Services	215,967	167,040	175,859	178,000
504000	Materials & Supplies	0	473	550	1,500
509000	Miscellaneous Expenses	11,891	17,038	14,248	30,800
Total:		344,992	299,567	307,407	340,805

Grade	Job Name	2010	2011	2012	2013
23	0725 Executive Assistant	1.0	1.0	1.0	1.0
99	9901 Board Member	10.0	10.0	10.0	10.0
Total		11.0	11.0	11.0	11.0



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2013 OPERATING BUDGET SUMMARY Department 19 – Internal Audit

ANTHONY GAROFOLI, EXECUTIVE DIRECTOR

Mission Statement

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.

Department Priorities for 2013

- ◆ Perform contract audits to evaluate compliance with terms and conditions; Health care dependent eligibility audit and claims expense audit; and Revenue collection audits.
- ◆ Participate in the TransitStat Program
- ◆ Coordinate and follow-up with external audits and reviews.
- ◆ Perform Information Technology audits (new and existing systems).
- ◆ Provide resources to management on steering committees, evaluation panels and task forces.
- ◆ Conduct Buy America compliance reviews for vehicle and facility capital improvements

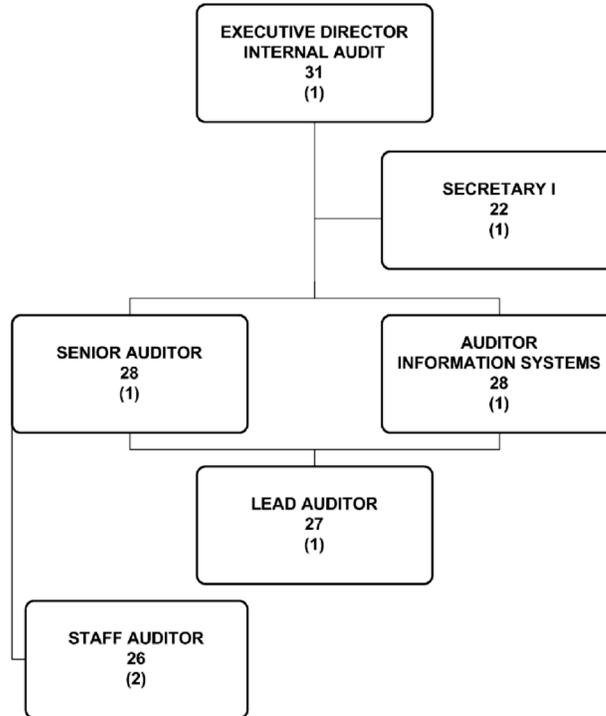
	2010 Actual	2011 Actual	2012 Estimate	2013 Budget
Number of Audits Planned (#1,4)	51	49	48	51
Number of Audits Completed (#1,4)	44	41	41	45
Percentage of Time Budgeted for Audits (#1,4)	87%	91%	90%	90%
Percentage of Recommendations Implemented By Management (#1,4)				80%
Percentage of Audits Performed Where Computerized Audit Tools Were Used (#1,4)				50%

Below are budget and staffing highlights of the Internal Audit Department

Obj. Class	Description	2010 Actual	2011 Actual	2012 Projection	2013 Budget
501300	Labor . Salaried Employees	441,634	421,810	433,731	479,700
502000	Fringe Benefits	153,676	156,048	138,992	178,588
503000	Services	(1,006)	115,589	58,446	76,500
504000	Materials & Supplies	3,011	2,231	720	1,500
509000	Miscellaneous Expenses	5,369	18,981	2,196	25,000
Total:		602,734	714,658	634,086	761,288

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Grade	Job Name	2010	2011	2012	2013
22	0721 Secretary I	1.0	1.0	1.0	1.0
26	0957 Staff Auditor	2.0	2.0	2.0	2.0
27	1087 Lead Auditor	1.0	1.0	1.0	1.0
28	1202 Auditor Information Systems	1.0	1.0	1.0	1.0
	1261 Senior Auditor	1.0	1.0	1.0	1.0
30	1522 Executive Director	1.0	1.0	1.0	1.0
Total		7.0	7.0	7.0	7.0



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2013 OPERATING BUDGET SUMMARY Department 53 – Marketing & Communications

STEPHEN BITTO, DIRECTOR

Department Priorities for 2013

- ◆ Develop fully integrated communication strategy to enhance the community's awareness of the Authority's brand and product offerings.
- ◆ Solicit, establish, and expand relationships with Commuter Advantage clients.
- ◆ Develop strategies to increase utilization of the Authority's existing service package, targeting the HealthLine, rapid transit system, Park-N-Ride facilities, and trolley lines.
- ◆ Establish and maintain U-Pass relationships with local colleges and universities.
- ◆ Develop and conduct a series of research programs to gauge customer satisfaction related to the Authority's primary brands: Health Line, Rapid Transit, Park-N-Ride, Trolley.
- ◆ Develop a media relations program to present the Authority as a progressive, fiscally-responsible organization.
- ◆ Maximize revenue sources including transit advertising, asset sponsorships, and on-site vending opportunities.
- ◆ Establish and nurture relationships with transit coalition partners, including business and community leaders and elected officials.
- ◆ Expand the utilization of social media outlets targeting young adults (18 - 34) to encourage trial service use.

Mission Statement

The mission of the Marketing & Communications Department is to direct the overall marketing strategies of the Authority, coordinate and communicate transit issues to the general public and media, and support and enhance customer relationships.

	2010 Actual	2011 Actual	2012 Estimate	2013 Budget
Ridership Increase (#1,4)	-10.41%	3.6%	4.3%	5.0%
Community Outreach Activities (#1,5)	50	54	63	70
Facebook Friends (#1,4)	3,529	11,894	13,040	16,000
Commuter Advantage Clients (#1,4)	577	629	675	710
Calls Answered (#1)	449,100	465,100	582,079	590,000
TIC Lost Call Rate (#1)	15.9%	14.2%	6.7%	6.0%

2012 Highlights:

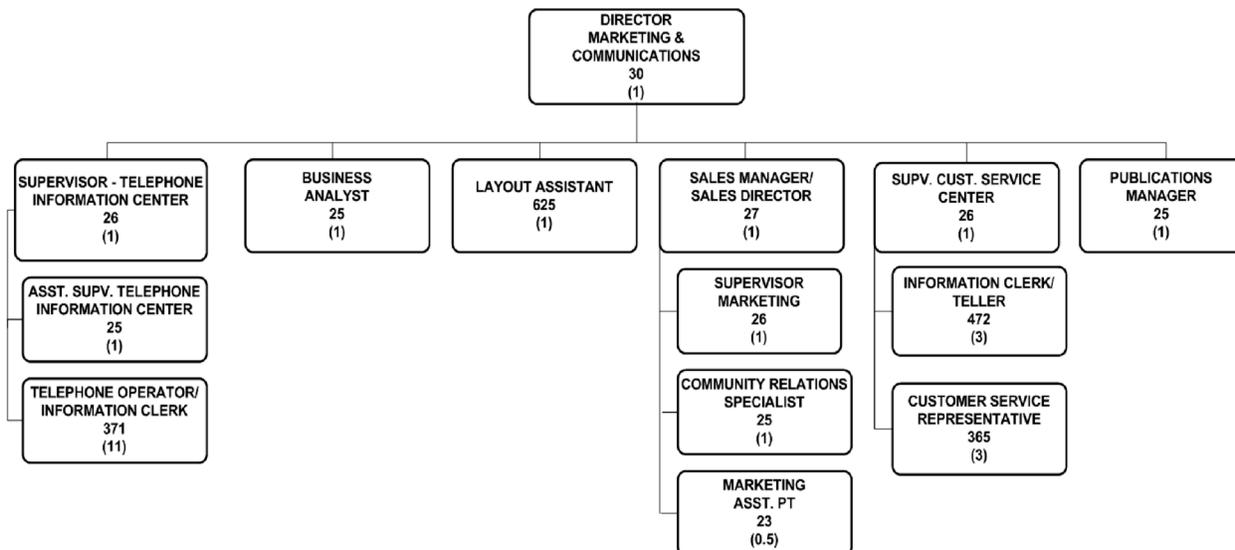
- Call Center . Significantly improved performance; reduced lost call rate to 6.7%, below 10% goal.
- Ready to Ride . Partnered with some of the community's largest employers (Cleveland Clinic, Key Bank, University Hospital System) to extend free trial offer. Converted 30% of participants to transit users.
- Trolley Launch . Extended downtown trolley service . weeknights until 11:00PM; weekend service until 11:00 PM, along with new lakefront service and work trip commuter service along East Ninth Street . C-Line; L-Line; Nine/Twelve Line
- Cleveland Pass . Introduced uniquely designed family of transit passes targeting tourism market. Also, developed new collateral materials promoting service to visitor related destinations.
- Enhanced Research Capability . Expanded mystery shopper program, conducted Trolley, Park-N-Ride Rider studies as well as supported NOACA's origin/destination study.

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Below are budget and staffing highlights of the Marketing & Communications Department

Obj. Class	Description	2010 Actual	2011 Actual	2012 Projection	2013 Budget
501200	Hourly Employees Labor	0	4,896	19,175	15,000
501210	Overtime . Hourly Employees	0	0	0	150
501300	Labor . Salaried Employees	1,361,204	1,346,484	1,449,380	1,498,710
501310	Overtime . Salaried Employees	21,940	30,886	33,219	20,000
502000	Fringe Benefits	488,959	514,341	471,808	565,401
503000	Services	391,627	21,631	182,896	194,400
503020	Advertising Fees	584,880	1,000,465	800,907	809,000
504000	Materials & Supplies	17,743	19,941	20,046	23,400
509000	Miscellaneous Expenses	35,254	60,288	41,779	6,000
509080	District Council	(575)	575	0	6,500
512000	Leases & Rentals	6,000	0	0	0
Total:		2,907,032	2,999,507	3,019,211	3,138,561

Grade	Job Name	2010	2011	2012	2013
03	0365 Customer Service Rep	3.0	3.0	3.0	3.0
	0371 Telephone Oper/Info Clerk	12.0	11.0	11.0	11.0
04	0472 Information Clerk/Teller	2.0	3.0	3.0	3.0
06	0625 Layout Assistant	1.0	1.0	1.0	1.0
23	1650 Marketing Assistant PT	0.0	0.0	0.0	0.5
	0740 Marketing Associate	1.0	1.0	1.0	0.0
25	0713 Publications Manager	1.0	1.0	1.0	1.0
	0831 Community Relations Spec.	1.0	1.0	1.0	1.0
	0966 Asst. Supervisor Tel. Info	1.0	1.0	1.0	1.0
	1085 Business Analyst	0.0	0.0	0.0	1.0
26	1061 Supervisor Marketing	1.0	1.0	1.0	1.0
	1184 Suv. Telephone Info Ctr	1.0	1.0	1.0	1.0
	1246 Supv Customer Serv Center	1.0	1.0	1.0	1.0
27	1144 Manager Media Relations	1.0	1.0	0.0	0.0
	0859 Sales Mgr/Sales Director	1.0	1.0	1.0	1.0
30	0784 Director	1.0	1.0	1.0	1.0
Total		28.0	28.0	27.0	27.5



Executive Division

2013 OPERATING BUDGET SUMMARY Department 67 – Office of Management and Budget

GALE W. FISK, EXECUTIVE DIRECTOR

Department Priorities for 2013

- ◆ Implement an agency-wide initiative to improve operations through the Partnership For Excellence. For 2013, the focus will be on the following categories: leadership, strategic planning, customer focus, workforce focus, operations focus, measurement, analysis and knowledge management, and results. The objective for 2013 is to achieve both Advisory and Partnering level within the program.
- ◆ Lead Program Management initiatives to implement improved operations administrative support databases and see that they are properly managed and administered.
- ◆ Continue development of mechanisms to better monitor and control the budget.
- ◆ Continue to reprioritize the capital program and coordinate the funding and system implications. For 2013, keep reimbursed expenditures under \$20 million.
- ◆ Lead the National Transit Database reporting and submittal.
- ◆ Continue to develop and implement operations analyses to improve cost effectiveness of service delivery.
- ◆ Continue and expand the TransitStat program to improve processes, enhance service, and further reduce costs. The focus for 2013 is Clean, Safe, and On Time.
- ◆ Continue to execute the Energy Price Risk Management program to control and stabilize diesel fuel costs.
- ◆ Continue to execute energy management initiatives in electricity, natural gas, and water.

Mission Statement

The mission of the Office of Management & Budget is to effectively allocate the Authority's resources, provide organizational and strategic leadership, provide consulting services for the CEO / General Manager and the Board of Trustees, and provide management consulting services to all Departments on behalf of the CEO / General Manager.

	2009 Actual	2010 Actual	2011 Actual	2012 Estimate	2013 Budget
Quarterly Management Reports Produced (#1,4)	4	4	4	4	4
FTA Financial Status Reports Prepared (#1,4)	4	4	4	4	4
Cost Allocation Plans Produced (#1,4)	1	1	1	1	1
National Transit Database Reports Prepared (#1,4)	1	1	1	1	1
# of Management Consulting Products Completed (#1,4)	3	3	3	3	3
Operating Budget Variances (#1,4):					
• Revenues over/(under)	(3.55%)	2.06%	0.09%	1.5%	2.0%
• Expenditures over/(under)	(2.89%)	(8.79%)	(6.90%)	(3.8%)	1.0%

2012 Highlights:

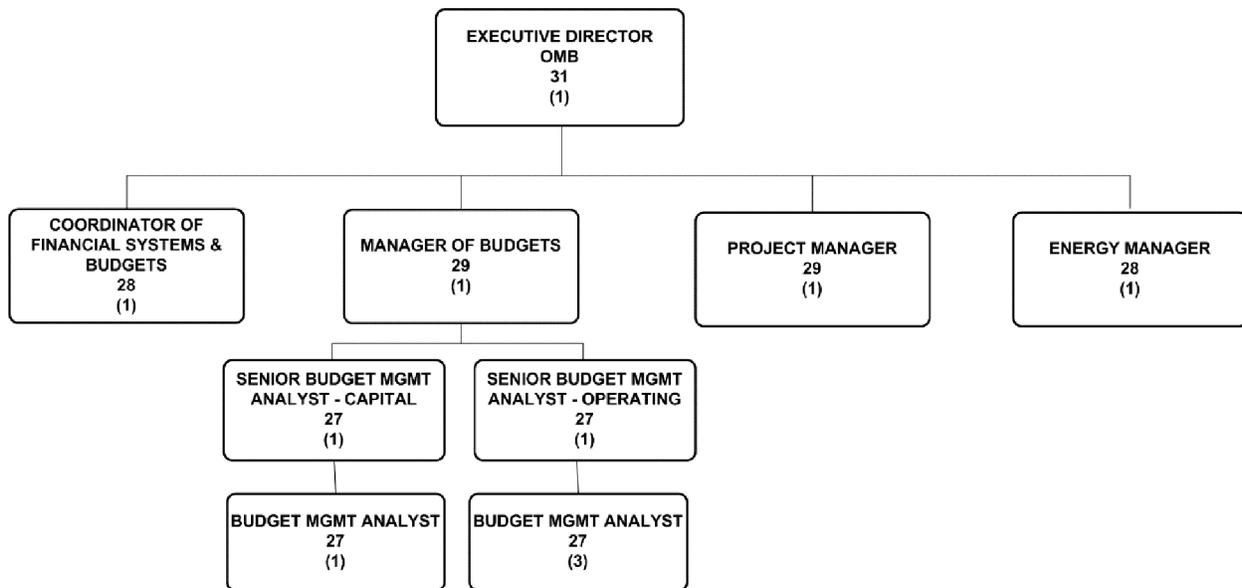
- ◆ Reduced Reimbursed Expenditures to General Fund by \$9 million, which allowed for funding of additional capital projects including the S-Curve.
- ◆ Reduced Costs for utilities/fuel (2009 through 2012):
 - Electricity reduced by \$3,130,000 annually, approximately 41%. Savings over the past three years was \$7,306,000.
 - Fuel Hedging savings:
 - 2012 - \$2,108,000
 - 2010-2012 - \$15,279,000

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Below are budget and staffing highlights of the Office of Management & Budget Department

Obj. Class	Description	2010 Actual	2011 Actual	2012 Projection	2013 Budget
501300	Labor . Salaried Employees	658,437	690,986	763,605	823,202
502000	Fringe Benefits	231,272	255,441	244,280	306,470
503000	Services	51,000	140,400	85,891	131,000
503020	Advertising Fees	469	519	500	600
504000	Materials & Supplies	873	1,000	900	900
505000	Utilities	0	4,517,701	1,978,619	3,844
509000	Miscellaneous Expenses	8,809	3,353	19,891	31,700
Total:		950,860	5,609,399	3,093,686	5,137,872

Grade	Job Name	2010	2011	2012	2013
27	0767 Sr. Budget Mgmt Analyst	2.0	4.0	2.0	2.0
	0958 Budget Mgmt Analyst	4.0	2.0	4.0	4.0
28	0871 Coord Finan Syst. & Budgets	1.0	1.0	1.0	1.0
	1626 Energy Manager	1.0	1.0	1.0	1.0
29	1655 Project Manager	0.0	0.0	1.0	1.0
	0869 Manager of Budgets	1.0	1.0	1.0	1.0
31	1437 Executive Director	1.0	1.0	1.0	1.0
Total		10.0	10.0	11.0	11.0



Executive Division

2013 OPERATING BUDGET SUMMARY Department 99 – Fund Transfers

Obj. Class	Description	2010 Actual	2011 Actual	2012 Projection	2013 Budget
509091	Misc. Finance Costs	8,254,743	0	0	0
510065	Transfers To/From Pension Fund	100,000	100,000	100,000	100,000
510075	Transfers To/From RTA Capital	12,525,000	12,101,441	12,754,337	21,270,044
510085	Transfers To/From Bond Retirement	17,351,950	19,793,855	19,793,855	18,324,392
510090	Transfers To/From Insurance Fund	3,203,000	3,250,000	2,250,000	1,400,000
Total:		41,434,693	35,245,296	34,898,192	41,094,436