

# o6- ADMINISTRATION & EXTERNAL AFFAIRS DIVISION

## OVERVIEW

The Administration & External Affairs Cluster is comprised of Americans with Disability Act (ADA), Customer Service, Diversity, Equity & Inclusion, Equal Opportunity, Government Affairs, and Marketing & Communications, and the Public Information Officer. This Cluster 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

The Mission of the Administration & External Affairs Cluster is 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; and
- Educate riders and “choice” riders on the value of public transportation

Internally, the Cluster is responsible for ensuring employees feel seen, heard, and valued. New to this Cluster is the incorporation of Diversity, Equity, Inclusion & Belonging (DEIB) to build strong inclusive teams to stimulate creativity, innovation, and organizational performance.

Externally, the Cluster is tasked with being present as an active partner in the economic and workforce ecosystem in Cuyahoga County positioning transit as an anchor for access to employment, education, healthcare, and arts & entertainment.

The Administration & External Affairs Cluster contributes to the Authority’s four strategic priorities: strengthen customer relationships; enhance the value of RTA’s brand in the community; improve the Authority’s financial sustainability and develop a more productive work environment and culture.

## 2022 ACCOMPLISHMENTS

### External

- Advocacy efforts continued at the national level and the state level. Hosted State Legislators and local (City) legislators and staff in 2022 at an event titled “RTA 101” Marketing campaigns: All Star Weekend, 2022; HR Recruitment; Holiday Campaign 2022; Let’s Go Together, and Transit Ambassador Program.
- Increased the number of appearances, speaking events, and awards for CEO and other key staff. A highlight was General Manager Birdsong serves as the Mistress of Ceremony for a discussion with Secretary of Transportation, Pete Buttigieg, and Congresswoman Shontel Brown in April 2022.
- Increased number of favorable impressions, pitched and placed positive news stories, developed, and launched media relations strategies for significant initiatives: ODOT/City/County partnership: Community Immunity Bus, NEXT GEN, Today Show, NFL Draft, Godwin McNeal 45 years, American Public Transportation Association (APTA) Gold Award, Holiday promotions.
- Restructure Marketing (and Communications in partnership with Service Quality) to have parallel lens: Internal, External, and Operational communication.
- Expanded partnerships:
  - ODOT, City of Cleveland, Cleveland Public Library, Cuyahoga Community College, Asia Inc.
  - Greater Cleveland Partnership on coordinated efforts for infrastructure projects.

- Tri-C and Ohio Means Jobs on recruitment and training programs.
- Tri-C for the implementation of Training & Development job hub sites.
- City of Cleveland and Care Alliance Health Center for Community Immunity.
- La Mega Radio as a strategy for targeting marketing in the Spanish-speaking community.
- Cuyahoga Metropolitan Housing Authority on the Woodhill CHOICE Ribbon Cutting.

Developed and implemented a Diversity Equity Inclusion and Belonging (DEIB) for GCRTA. Embedded the strategy in the context of a journey to educate and inform our employees.

Active engagement with APTA as a signatory to the Racial Equity Pilot Program that is being implemented.

#### **Internal**

- Implemented Diversity, Equity & Inclusion program for employees, including a website and training
- Inter-departmental coordination
  - HR campaigns for: Operators, Mechanics, Transit Police, and Rail
  - Develop a marketing plan for MicroTransit
  - We Wear the Mask and other community art projects
  - HR Recruitment & Job Fairs

## 2023 PRIORITIES

#### **External**

- Use advocacy, research, and data as resources to secure rail cars and other rail infrastructure funding.
- Manage the Authority's Title VI, Title VII, & ADA programs to ensure compliance with Federal, State, and local laws regarding employment practices, facilities, and services.
- Participate in APTA Racial Equity Commitment Pilot Program.
- Promote and market 25Connects.
- Partner with Community Development Corporations (CDCs) on transit-oriented development.
- Market commuter advantage to corporations in Cleveland.
- Expand partners in the region to solidify RTA as an anchor institution in the economic ecosystem.
- Create and execute media relations plans for customer-focused initiatives/events.
- Write positive news stories on our infrastructure and operations.
- Evaluate earned media/positive impressions.

#### **Internal**

- Continuous inter-departmental coordination & integration within Administration & External Affairs Cluster.
- Become fully staffed.
- Scale advocacy strategies working inter-departmentally with Engineering.
- Elevate internal capability to design and scale brand awareness.
- Investigate allegations of discrimination or non-compliance with equal opportunity policies and procedures.
- Support and monitor the Authority's Affirmative Action Plan quarterly.
- Implement diversity, equity, and inclusion (DEI) training and education.
- Coordination between social media and legislative priorities.
- Community engagement and presence at regional events.
- Increased emphasis on customer service and community focus.

## 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

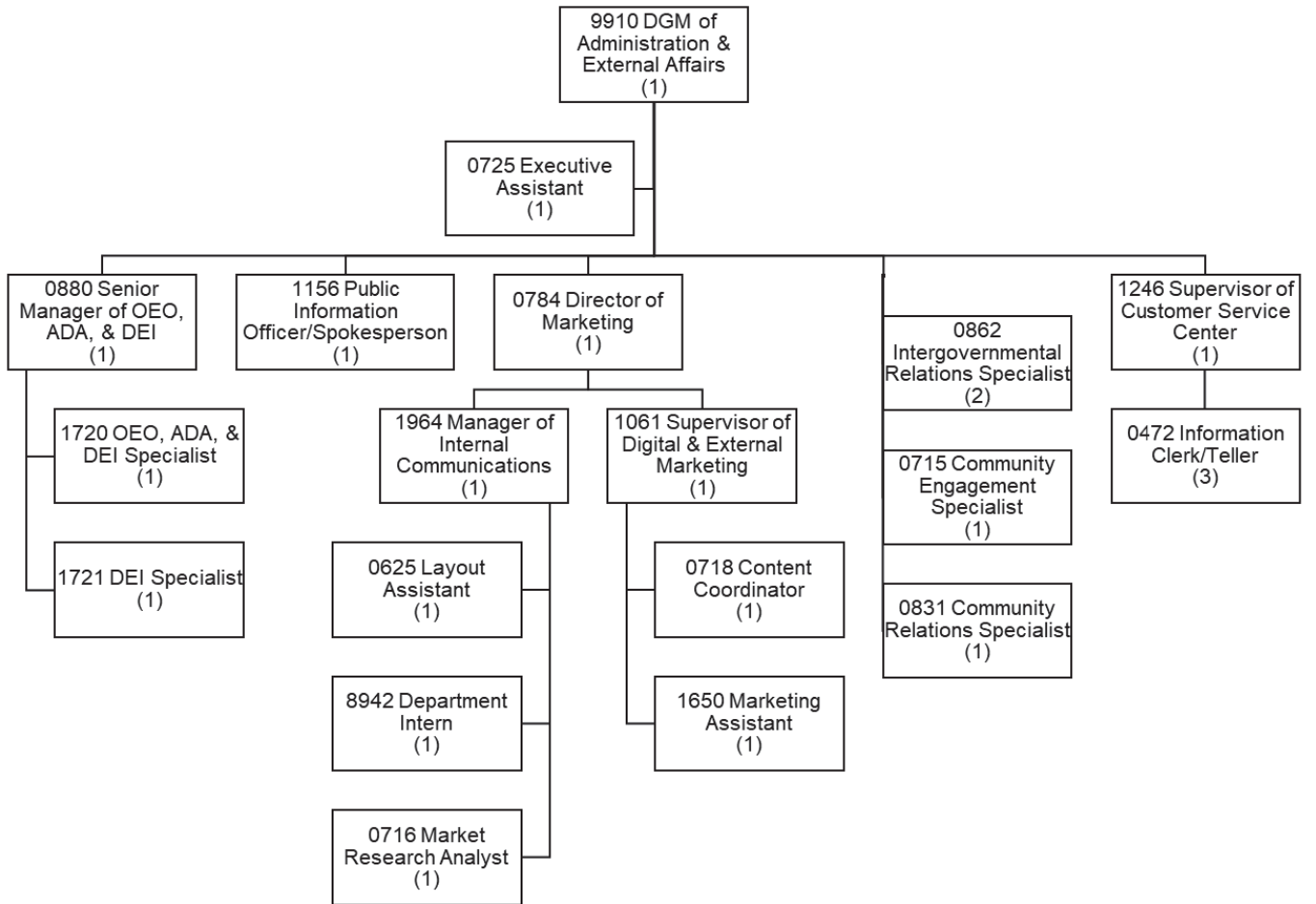
## ADMINISTRATION & EXTERNAL AFFAIRS BUDGET

Object Class	Description	2021 Actual	2022 - 3Q Estimate	2023 Budget
501300	Labor - Salaried Employees	\$1,238,778	\$1,213,358	\$1,488,016
501310	Overtime - Salaried Employees	4,029	7,409	4,000
502000	Fringe Benefits	528,972	484,998	536,658
503000	Services	22,000	42,329	76,000
503020	Advertising Fees	818,863	893,909	876,000
504000	Materials & Supplies	85,911	76,731	56,500
509000	Miscellaneous Expenses	26,653	71,575	65,600
509022	Meals & Concessions	1,347	4,096	7,000
512000	Leases & Rentals	2,542	7,947	6,000
<b>Total</b>		<b>\$2,729,095</b>	<b>\$2,802,352</b>	<b>\$3,115,774</b>

ADMINISTRATION & EXTERNAL AFFAIRS DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
01	8942 Department Intern	1.0	1.0	1.0
04	0472 Information Clerk/Teller	3.0	3.0	3.0
06	0625 Layout Assistant	1.0	1.0	1.0
23	0725 Executive Assistant	-	1.0	1.0
	1650 Marketing Assistant	1.0	1.0	1.0
24	0740 Marketing Associate	1.0	-	-
25	0712 Marketing Specialist	1.0	-	-
	0715 Community Engagement Specialist	-	1.0	1.0
	0716 Market Research Analyst	-	1.0	1.0
	0718 Content Coordinator	-	1.0	1.0
	0831 Community Relations Specialist	-	1.0	1.0
	1067 Assistant Supervisor Customer Service	1.0	-	-
26	0865 Community Engagement Supervisor	1.0	-	-
	1061 Supervisor of Digital & External Marketing	1.0	1.0	1.0
	1246 Supervisor - Customer Service Center	-	1.0	1.0
	1720 OEO, ADA, & DEI Specialist	1.0	1.0	1.0
	1721 DEI Specialist	-	1.0	1.0
27	0859 Sales Manager/Sales Director	1.0	-	-
	0862 Intergovernmental Relations Specialist	1.0	2.0	2.0
	1330 External Affairs Manager	1.0	-	-
28	1964 Manager of Internal Communications	1.0	1.0	1.0
29	0880 Senior Manager of OEO, ADA, & DEI	1.0	1.0	1.0
	1156 Public Information Officer/Spokesperson	1.0	1.0	1.0
30	0784 Director of Marketing	1.0	1.0	1.0
99	9910 DGM Administration & External Affairs	1.0	1.0	1.0
<b>Total</b>		<b>20.0</b>	<b>22.0</b>	<b>22.0</b>

# ADMINISTRATION & EXTERNAL AFFAIRS ORGANIZATION CHART



Total FTE's = 22

# ADMINISTRATION & EXTERNAL AFFAIRS DIVISION SCORECARD

Success Outcomes	Metric	FY2023 Performance Goals	Objective	Definition
Customer Experience	Customer Satisfaction with Quality of Communication	77%	↑	% of customers who agree or strongly agree that they are satisfied with quality of communication
	Customer Impression - Communication of Service Changes	70%	↑	% of customers who agree or strongly agree that GCRTA provides adequate updates on service improvements and changes
	Customer Understanding - Available Routes and Transit Access Points	92%	↑	% of customers who agree or strongly agree that they are confident navigating the system
	Customer Complaint Resolution	69%	↑	% of customers who agree or strongly agree that they are satisfied with the complaint resolution process
Community Value	Community Perception - Brand	72%	↑	% of community with positive brand recognition of GCRTA
	Community Perception - Access to Service	72%	↑	% of community who agree or strongly agree that service is accessible
	Community Perception - Access to Employment	51%	↑	% of community who agree or strongly agree that GCRTA serves employment centers
	Community Perception - Transit Investment Occurs where Needed	37%	↑	% of community that agree or strongly agree that transit investment occurs where needed

Success Outcomes	Metric	FY2023	Objective	Definition
		Performance Goals		
Financial Sustainability	Community Perception of Financial Transparency	25%	↑	% of community members who agree or strongly agree that GCRTA is transparent in its financial reporting
	Operating Budget Used	25% 50% 75% 100%	–	The % of actual expenses (year to date) vs. annual budget.
Employee Engagement	Percent of Employees who Feel that Leadership is Invested in Keeping them Informed	50%	↑	The % of Agency employees that, as a result of new communications, trust in leadership to share important information
	Division Employees Understand Vision and Direction	72%	↑	The % of Division employees that agree (or strongly agree) that they understand the vision and direction of GCRTA.
	Division Employees Understand How Performance Linked to Organization Success	88%	↑	The % of Division employees that agree (or strongly agree) that they understand how they contribute to organizational success.
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend the Division as place to work
	Employee Impression of Commitment to Diversity, Equity, and Inclusion	75%	↑	% employees who answer "yes" that OEO is committed to practicing and training on DEI principles