08 – EXECUTIVE DIVISION & DEPARTMENT

DIVISION OVERVIEW

Implement the policies and mandates established by the GCRTA Board of Trustees, and develop and work towards the Board of Trustees' adopted 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, and engineering.

CONNECTION TO STRATEGIC PLAN

The Executive Division and department is committed to a 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.

2021 ACCOMPLISHMENTS

- Completion of the East 79th Street Station/ADA Key Station Plan
- Completion of the Red Line Greenway
- Completion of NEXT GEN service redesign project, delivering more frequent service and one seat trips
- Completion and full implementation of GCRTA's 2021 Public Transportation Agency Safety Plan (PTASP)
- Completed the initial phase of key executive leadership hires for GCRTA (additional departmental restructuring TBD)
- Completion of the revision of GCRTA mission, vision, and value statement, in support of revised data reporting and goal setting by quarter.
- Securement and drawdown of Coronavirus Response and Relief Supplemental Appropriations Act funding

2022 PRIORITIES

- Planned to receive 12/16/2021 by 5pm
- Begin the execution of the fare collection replacement program (including fare payment options, contactless payment, fare capping and rideshare opportunities)
- Unveiling of the new Health line bus fleet into revenue service
- Implementation of the GCRTA Transit Safety Ambassador pilot program via Transit Police
- Implementation of the GCRTA Transit Police Civilian Oversight Board
- Continuance of the rail car replacement program; seek additional grant funding
- Continuance of the Waterfront Line Bridge rehabilitation effort

- Bolstering the schedule and accessibility of the Community to Immunity Vaccination Bus to assist with the fight against COVID-19 to assist with low vaccination rates across Greater Cleveland
- Finalize the upgrade of GCRTA's Enterprise Resource Planning software (Oracle) and transition it as a Cloud-based solution
- Active participation in the APTA Racial Equity Commitment Pilot Program
- Continued partnership and development of the 25Connect project that focuses on the future of the West 2th Street Corridor
- Continued implementation of the Baby on Board program through partnership with the Cuyahoga County Board of Health
- Implementation of Connect Works, a micro transit pilot program addressing the "first mile/last mile" concern
- Continue the partnership with Tri-C for the implementation of Training & Development job hub sites
- Fulfillment of the sign on of the Hispanic Promise, the first of its kind national pledge to hire, promote, retain and celebrate Hispanics in the workplace.
- Work with the City of Cleveland administration to promote transit oriented development and associated policies and projects to address equity, mitigate displacement, and leverage TOD investments along key areas within Greater Cleveland.
- Finalization of the strategic planning and success outcomes and metrics for all departments. Integration of these metrics and associated scorecards into quarterly reporting, both internal and externally. Completion of semiannual customer survey work, integrated into data analysis.
- Continuance of essential operation of transit service for those customers still needing access to work, medical appointments, education institutions and more. Continued implementation of pandemic response measures to ensure an enhanced and effective cleaning and disinfection program for all GCRTA revenue service vehicles, properties and facilities.

LIST OF DEPARTMENTS

Department Number	Department Name
12	Executive Department
19	Internal Audit
99	Fund Transfers

EXECUTIVE DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501300	Labor Salaried Employees	606,325	455,411	375,969
501300	Overtime Salaried Employees	-	1,263	1,500
502000	Fringe Benefits	207,455	196,263	106,344
503000	Services	318,464	379,134	340,000
503049	Temporary Help	10,572	(14,428)	-
504000	Materials & Supplies	1,917	2,999	2,000
509000	Miscellaneous Expenses	152,666	199,070	250,839
509022	Meals & Concessions	407	1,108	2,500
Total		**1,297,806**	**1,303,631**	**1,079,152**

Department Budgets – Executive Division

EXECUTIVE DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
23	0711 Secretary to GM/Sec Treasurer	1.0	1.0	1.0
	0725 Executive Assistant	1.0	1.0	1.0
26	1720.Office of Equal Opportunity Specialist	1.0	-	-
27	0862 Government Relations Specialist	1.0	-	-
	1330 External Affairs Administrator	1.0	-	-
29	0880.Manager of Equal Employment Opportunity and ADA	1.0	-	-
	1156 Public Information Officer/Spokesperson	1.0	-	-
99	9910 Chief Of Staff	1.0	-	-
	9929 General Manager	1.0	1.0	1.0
Total		**9.0**	**3.0**	**3.0**

EXECUTIVE DEPARTMENT ORGANIZATION CHART

Department Budgets – Executive Division
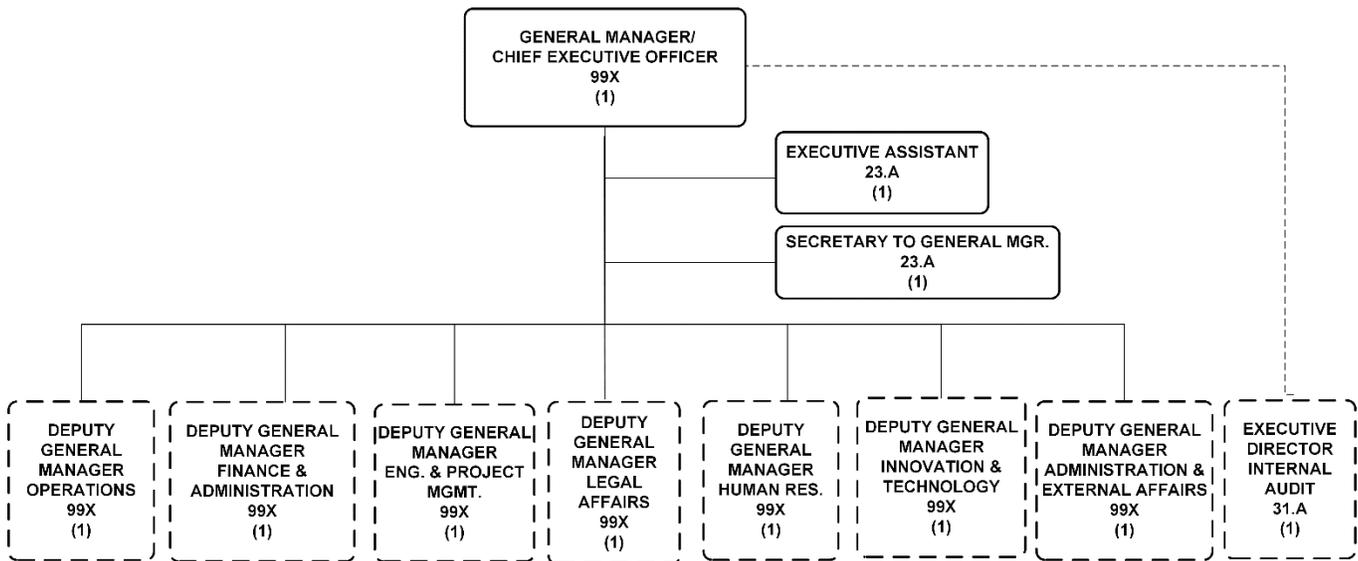
EXECUTIVE DIVISION

Success Outcomes	Metric	FY2022 Performance Goals	Objective	Definition
Customer Experience	Net Promoter Score	20	↑	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA, Promoters are 9-10 and Detractors are 0-6.
	Overall Customer Satisfaction	70%	↑	The % of customers who agree or strongly agree that they are satisfied with GCRTA
	On-Time Performance - Impression	75%	↑	The % of customers who agree or strongly agree that service is on time
	On-Time Performance - Actual	85%	↑	The % of actual on-time performance
	Safety - Impression	57%	↑	The % of customers who agree or strongly agree that GCRTA is safe
	Safety - Actual	70%	–	The % of actual compliance with safety performance targets
Community Value	Community Perception - Access to Service	50%	↑	The % of community that agree or strongly agree that service is accessible
	Community Perception - Access to Employment	65%	↑	The % of community that agree or strongly agree that GCRTA serves employment centers
	Community Perception - Transit Investment Occurs where Needed	50%	↑	The % of community that agree or strongly agree that transit investment occurs where needed
	Ratio of Private Sector Investment to Major Capital Investment	4 to 1	↑	The ratio of private sector capital investment to GCRTA capital investment

Success Outcomes	Metric	FY2022 Performance Goals	Objective	Definition
Financial Sustainability	Committed Funds to Capital Fund	$10M	–	Reduction of unfunded capital projects by $10M
	Operating Expense Covered by Own Source Revenue	15%	–	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)
	Overall Operating Cost/Revenue Hour	$178	↓	The operating cost per revenue hour
	Overall Customers/Revenue Hour	19	↑	The number of customers per revenue hour
Employee Engagement	Percent Employees Agree - Supervisor Invested in Growth and Success	5%	↑	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success
	Percent Employees Agree - Understand Vision and Direction	10%	↑	The % of employees that agree or strongly agree that they understand the vision and direction of GCRTA
	Percent Employees Agree - Understand How Performance Linked to Organization Success	20%	↑	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success
	Percent Employees - Found Training Valuable	65%	↑	The % of employees that agree or strongly agree that training is valuable
	Hours of Training per Employee	5%	↑	The % increase in annual training hours per employee group
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend GCRTA as a place to work

16- SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT

OVERVIEW

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.

2021 ACCOMPLISHMENTS

- Implemented Fare Equity Study recommendations resulting in a fare reduction on All-Day passes.
- Completed and approved the agencies 10 year Strategic Plan.
- Advanced the System Redesign, public hearings held.
- Advanced the Ad Hoc Committee initiatives.
- Continued Advocacy.

2022 PRIORITIES

- 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.
- Have a "clean" 2021 audit from the Auditor of State.
- Procure rail cars.
- Update the Codified Rules and Regulations of the Greater Cleveland Regional Transit Authority.
- Continue Ad Hoc Technology Committee initiatives.
- Continue to implement procedures to ensure the fiscal sustainability of the Greater Cleveland Regional Transit Authority.
- Enforce policies on governance and accountability.
- Advocate for additional resources for GCRTA.
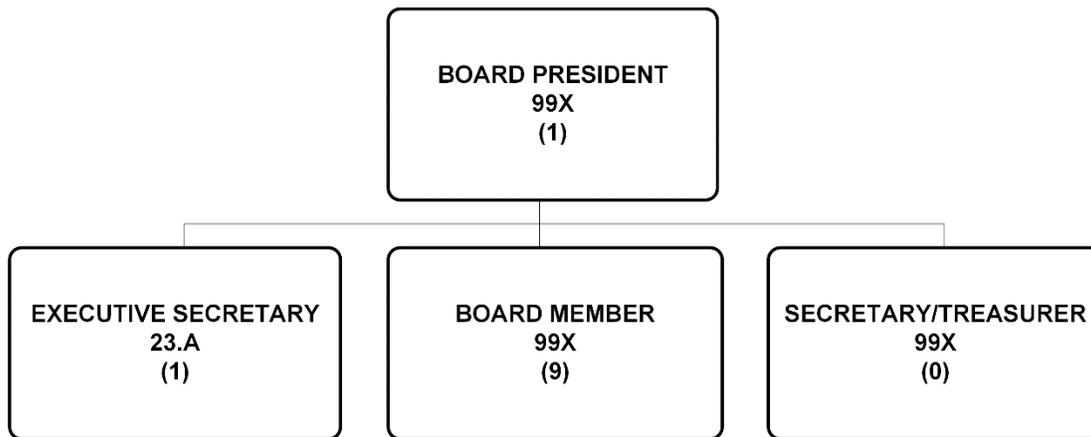- Oversee the Internal Audit Department external audit.

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501300	Labor Salaried Employees	95,100	101,275	116,206
501310	Overtime - Salaried Employees	-	90	-
502000	Fringe Benefits	34,485	37,652	36,367
503000	Services	79,438	83,710	99,000
504000	Materials & Supplies	151	391	500
509000	Miscellaneous Expenses	2,205	13,113	45,700
509022	Meals & Concessions	779	1,259	1,500
Total		**212,158**	**237,490**	**299,273**

Grade	Job Name	2020	2021	2022
23	0725 Executive Assistant	1.0	1.0	1.0
99	Secretary/Treasurer	-	-	0.0
99	9901 Board Member	10.0	10.0	10.0
Total		**11.0**	**11.0**	**11.0**

SECRETARY/TREASURER – BOARD OF TRUSTEES ORGANIZATION CHART

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                    ┌─────────────────┐
                    │ BOARD PRESIDENT │
                    │      99X        │
                    │      (1)        │
                    └─────────────────┘
          ┌──────────────────┼──────────────────┐
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│ EXECUTIVE        │ │ BOARD MEMBER     │ │ SECRETARY/TREASURER  │
│ SECRETARY        │ │      99X         │ │        99X           │
│    23.A          │ │      (9)         │ │        (0)           │
│     (1)          │ │                  │ │                      │
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19- INTERNAL AUDIT DEPARTMENT

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.

2021 ACCOMPLISHMENTS

- Established a risk-based Audit Plan aligned with the GCRTA Strategic Plan.
- Provided management an enterprise-wide COVID-19 pandemic risk assessment to support management's development of the *Operations Contingency Planning Document.*
- Conducted a 100% audit of employee paid leave rights for compliance with *Families First Coronavirus Response Act.*
- Conducted a compliance audit for the use of federal funds provided through the *Coronavirus Aid, Relief, and Economic Securities (CARES) Act.*
- Completed contract and policy compliance audits.
- Evaluated the reliability and integrity of information systems.
- Evaluated the means of safeguarding assets.
- Evaluated the systems and processes established to ensure compliance with policies.
- Provided assurance, investigative, and advisory services.
- Coordinated and followed-up with internal and external audits and 3rd party reviews
- Provided resources to management on steering committees, evaluation panels, performance management forums and task forces.

2022 PRIORITIES

- Establish a risk-based Audit Plan for 2022 aligned with the GCRTA Strategic Plan and Organizational Success Outcomes.
- Continue evaluating the reliability and integrity of information systems.
- Conduct contract and policy compliance audits.
- Continue evaluating the means of safeguarding assets.
- Continue evaluating the systems and processes established to ensure compliance with policies.
- Provide assurance, investigative, and advisory services.
- Coordinate and follow-up with internal and external audits and 3rd party reviews.
- Provide resources to management on steering committees, evaluation panels, performance management forums and task forces.

INTERNAL AUDIT DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501300	Labor Salaried Employees	578,604	562,481	664,886
502000	Fringe Benefits	223,227	219,459	227,375
503000	Services	20,860	12,960	101,500
504000	Materials & Supplies	783	30,374	3,250
509000	Miscellaneous Expenses	6,461	3,125	20,630
509022	Meals & Concessions	210	100	800
Total		**830,145**	**828,499**	**1,018,441**

INTERNAL AUDIT DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
22	0721 Secretary I	1.0	-	-
27	0959 Information Technology Specialist Auditor	1.0	1.0	1.0
	0957 Staff Auditor	3.0	3.0	3.0
28	1202 Information Technology Auditor	1.0	1.0	1.0
	1203 Lead Auditor	-	1.0	1.0
29	1262 Audit Manager	1.0	1.0	1.0
31	1522 Executive Director	1.0	1.0	1.0
Total		**8.0**	**8.0**	**8.0**

INTERNAL AUDIT ORGANIZATION CHART

Department Budgets – Executive Division
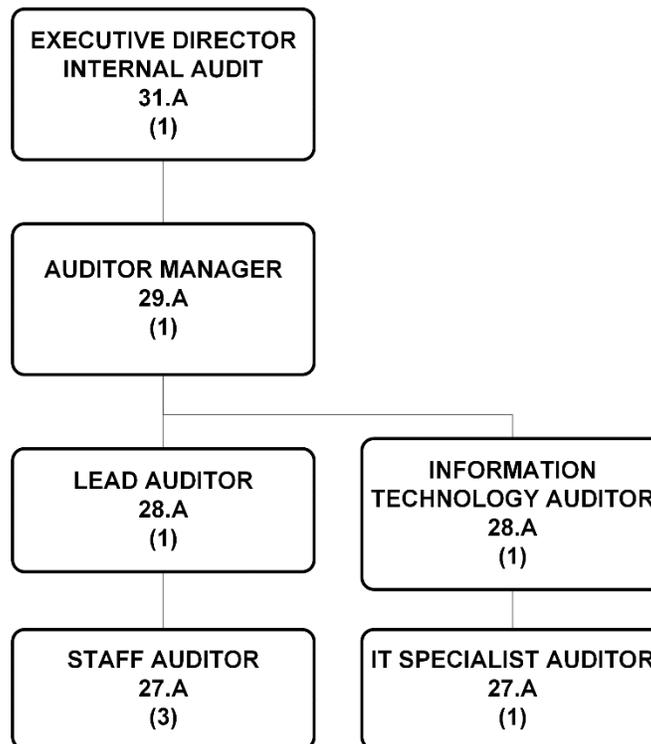
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