

07– EXECUTIVE DIVISION

DIVISION OBJECTIVES

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, and engineering.

CONNECTION TO STRATEGIC PLAN

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

The Executive Division and department are 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.

2024 ACCOMPLISHMENTS

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

- Continued the Civilian Oversight Committee and Community Advisory Committee. (CE, CI, EI, FH)
- Continue the implementation of succession-planning initiatives for frontline supervisory, mid-level, sr. management. (CI, EI, FH)
- Hosted the national leadership of the Amalgamated Transit Union (ATU), federal oversight and advocacy for a hometown site visit, during Apprenticeship Week, highlighting the Positive Impact Program (PIP). (CI, EI)
- Hosted rail enthusiast group All Aboard Ohio for a tour and overview of the Rail Car Replacement Program. (CI)
- Hosted State Legislators and local (City) legislators for "RTA 101", to advance local awareness of the benefits of and improvements made in public transportation. (CI, EI)

2025 PRIORITIES

Customer Experience

- Create and execute media relations plans for customer-focused initiatives/events.
- Work in greater alignment with the Web Team to ensure continuity in communication across all mediums.

Community Impact



- Obtain \$35 million of competitive grants from FTA, ODOT, OEPA and NOACA.
- Expand partners in the region to solidify GCRTA as an anchor institution in the economic ecosystem.

Employee Investment

• Continue to implement training and communication strategy that aligns with Mission Vision Values. Continuous inter-departmental coordination & integration within Administration & External Affairs Cluster.

- Work in greater tandem with Engineering and Planning re: advocacy and program implementation.

Financial Health

- Enhance relationship with all local, state, and federal funding partners and agencies, to streamline and strengthen GCRTA’s fiscal outlook in support of capital and operational programming.

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

Success Outcomes	Metric	Definition	FY2024 Performance Goals	FY 2024 Actual Results	FY2025 Performance Goals	Objective	Information System
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.	21	42	29	↑	Customer Survey
	Overall Customer Satisfaction	The % of customers who are satisfied or very satisfied with GCRTA	66%	74%	74%	↑	Customer Survey
	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	65%	66%	68%	↑	Customer Survey
	On-Time Performance - Impression	The % of customers who agree or strongly agree that service is on time	72%	72%	76%	↑	Customer Survey
	On-Time Performance - Actual	The % of a dual on-time performance	85%	82%	83%	↑	Performance Data
	Vehicle Cleanliness - Perception	The % of customer who agree or strongly agree that the vehicles are clean	56%	53%	59%	↑	Customer Survey
Community Impact	Perceived Value - Personal Relevance	% of the community who believe GCRTA brings value to them	54%	58%	62%	↑	Community Survey
	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	NA	NA	4	↑	Performance Data
	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	7.74	7	↑	Performance Data
	Equity: Capital Dollars Invested in Environmental Justice Zones/Communities	The % of major projects awarded (> 1 million) within EJ communities	77%	54%	80%	↑	Performance Data
	Environment: Emissions Reduction	% Reduction of Type I and II emissions per passenger-mile traveled on RTA	8%	13%	8%	↑	Performance Data
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%	90%	95%	↑	Performance Data
	Cultivate Internal Talent Pipeline	Increase the percent of internal promotions (compared to external hires) 5% compared to 2024.	36%	31%	36%	↑	Performance Data
	Agencywide Retention Rate	% of employees retained by quarter for agency. % of mission critical employees retained for Operators, Mechanics, & Transit Police.	90%	97%	90%	↑	Performance Data
	Vacancy fill rate: Non-Bargaining	The % of positions filled for non-bargained positions (RTA budget to actual Report)	95%	95%	95%	↑	Performance Data
Financial Health	Competitive Capital Grants	Competitive Capital Grant dollars awarded in calendar year	\$35,000,000	\$60,847,694	\$35,000,000	↑	Oracle / TrAMS
	Transfer from Revenue Stabilization Fund	Under \$40M. *Metric requires comparison between revenues/expenses, 2024 Y/E accounting may influence the goal*	NA	\$30,000,000	\$40,000,000	↓	Oracle
	General Fund Transfer to Capital/Rolling Stock Reserve Fund	Transfer to capital and reserve funds (Rolling Stock) above Board Policy	\$ 10,000,000	\$ 11,644,837	\$10,000,000	↑	Oracle



12- EXECUTIVE DEPARTMENT

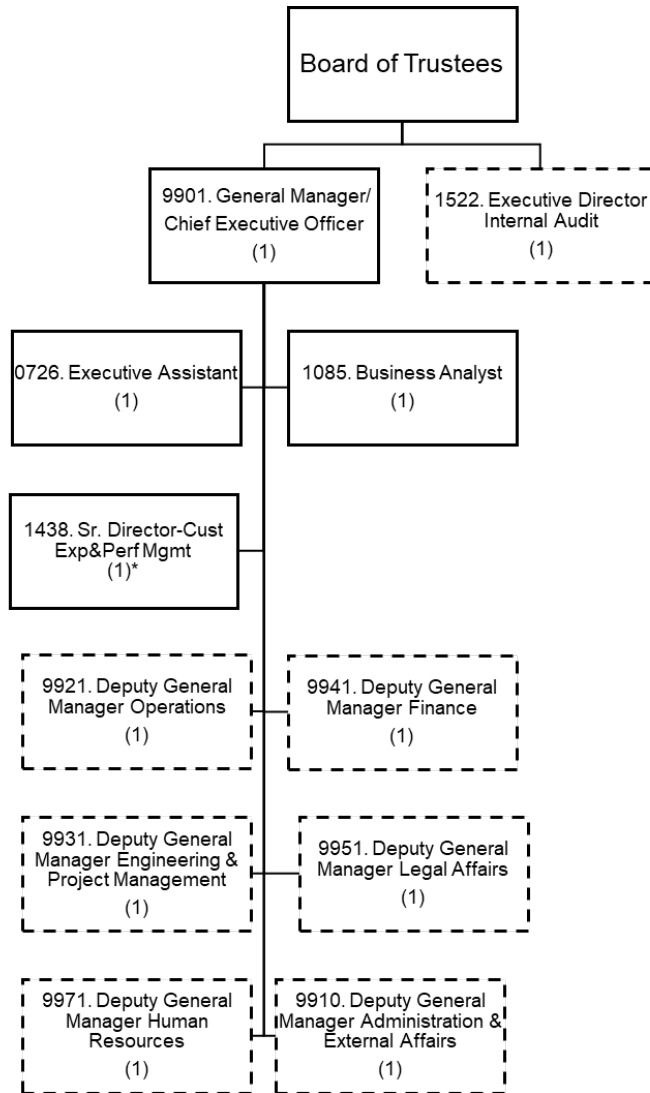
EXECUTIVE DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501200	Hourly Employee Labor	\$31,503	\$-	\$-
501300	Salaried Employees Labor	236,862	423,440	464,447
501310	Salaried Employees Overtime	4,354	14,101	3,000
502000	Fringe Benefits Budget	140,707	169,250	136,673
503000	Service - Budget	354,460	303,937	419,264
504000	Materials&Supplies Budget	1,381	1,364	2,300
509000	Miscellaneous Expense Budget	180,293	193,017	273,577
509022	Meals/Food/Per Diem	5,185	12,237	3,000
501200	Hourly Employee Labor	31,503		
TOTAL		\$954,745	\$1,117,346	\$1,302,261

EXECUTIVE DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
108	0726.Executive Assistant To CEO/BOT	1	1	1
	1085 District Business Analyst.Executive.	-	1	1
114	1438 Sr Director-Cust Exp&Perf Mgmt	-	1	1
116	9929.General Manager	1	1	1
TOTAL		2	4	4

EXECUTIVE DEPARTMENT ORGANIZATION CHART



FTE's = 4

*1438. Sr. Director-Customer Experience & Performance Management transferred to newly established Dept. 51- Department of Customer Experience & Performance Management at the start of 2025

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.

2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success Outcomes:	(CE)	(CI)	(EI)	(FH)
<ul style="list-style-type: none"> Updated Codified Rules and Regulations of the Authority. (CE, EI, FH) Continued implementation of the Authority’s 10-year Strategic Plan. (CE, CI, EI, FH) Implemented the Civilian Oversight Committee. (CE, CI) Implemented the Community Advisory Committee. (CE, CI) Received the Certificate of Achievement for Excellence in Financial Reporting award from the Ohio Auditor of State. (FH) Received clean triennial audit. (FH) Continued Advocacy. (CI, FH) Actively engaged in retaining a professional firm to conduct an External Assessment of the Authority’s Internal Audit Department. (FH) Procured 30 Rail Cars. (CE, CI, EI, FH) Continued Ad Hoc Technology initiatives. (CE, CI, EI, FH) Continued to implement procedures to ensure the fiscal sustainability of the Authority. (FH) 				

2025 PRIORITIES

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success Outcomes:	(CE)	(CI)	(EI)	(FH)
<ul style="list-style-type: none"> Continue legislative and policy-making role: (CE, EI) <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. Procure additional rail cars (CE). Update the Codified Rules and Regulations of the Authority (EI, FH). Continuing Ad Hoc Technology Committee initiatives (EI). Continue to implement procedures to ensure the fiscal sustainability of the Authority (FH). Enforce policies on governance and accountability (FH). Advocate for additional resources for GCRTA (EI, CE). Oversee the Internal Audit Department (FH). Oversee and manage the Civilian Oversight Committee (CE, CI). Continue the implementation of the Authority’s 10-year Strategic Plan (CE, CI). 				

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

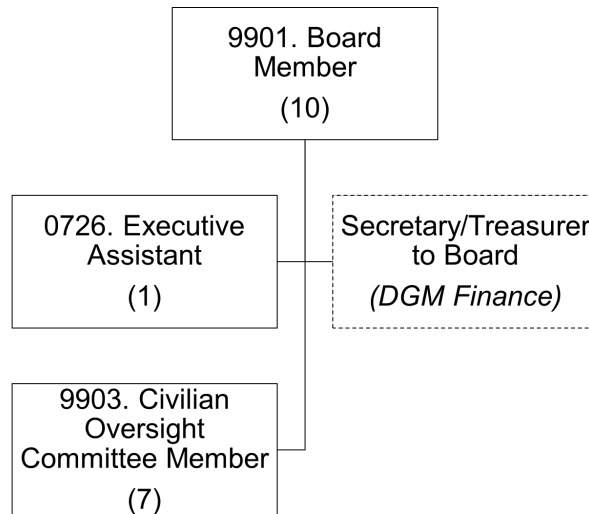
Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Salaried Employees Labor	\$124,611	\$138,012	\$146,855
501310	Salaried Employees Overtime	48	46	0
502000	Fringe Benefits	44,656	50,522	28,817
503000	Services	83,838	82,684	88,000
504000	Materials & Supplies	465	150	1,000
509000	Miscellaneous Expense	25,623	47,754	67,700
509022	Meals/Food/Per Diem	5,319	4,320	3,000
Total		\$284,560	\$323,489	\$335,372

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

Grade	Job Name	2023	2024	2025
108.	0726.Executive Assistant to CEO/BOT	1	1	1
23.A	XXXX COC and Committee Assistant 1601	-	1	-
99.X	0000.Secretary/Treasurer Salary*	-	-	-
99.X	9901.Board Member	10	10	10
99.X	9903.Civil Oversight Comm Member	7	7	7
Total		18	19	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 ORGANIZATION CHART



Total FTE's = 18



19- INTERNAL AUDIT DEPARTMENT

DEPARTMENT OBJECTIVES

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. Internal Audit functions as the inspector general to detect and deter waste, fraud, abuse, and misconduct.

2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success Outcomes:	(CE)	(CI)	(EI)	(FH)
<ul style="list-style-type: none">Established and executed a risk-based Audit Plan aligned with the GCRTA Strategic Plan. (FH)Completed contract and policy compliance audits. (FH)Completed investigations into allegations of waste, fraud, abuse. (FH, EI)Evaluated the reliability and integrity of information systems. (FH,EI)Evaluated the means of safeguarding assets. (FH)Evaluated the systems and processes established to ensure compliance with policies. (FH, EI)Provided assurance, investigative, and advisory services. (FH, EI)Coordinated and followed up on recommendations from internal and external audits, and 3rd party reviews. (FH, EI)Provided resources to management on steering committees, evaluation panels, performance management forums and task forces. (FH, EI)Supported GCRTA Risk Management to complete the 3rd party risk insurance policy applications. (FH,EI)Utilized a 3rd party to conduct a ransomware assessment and a cyber readiness tabletop exercise. (FH,EI)Conducted assurance and compliance audits to support management with the purchase of replacement railcars. (FH)Conducted a conformance readiness analysis to early adopt and comply with the revised Institute of Internal Auditors professional standards (effective January 9, 2025). (FH)				

2025 PRIORITIES

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success Outcomes:	(CE)	(CI)	(EI)	(FH)
<ul style="list-style-type: none">Establish and execute a risk-based Audit Plan for 2025 aligned with the GCRTA Strategic Plan and Organizational Success Outcomes. (Primary focuses: cybersecurity, human capital, and customer experiences) (CE, CI, EI, & FH).Summarize audits by Success Outcomes and two additional risk-based themes (IT Governance and Configuration Management) to issue themed opinions (CE, CI, EI, & FH).Continue evaluating the reliability and integrity of information systems (FH).Conduct contract and policy compliance audits (FH).Continue evaluating the means of safeguarding assets (FH).Continue evaluating the systems and processes established to ensure compliance with policies (FH, EI).Provide assurance, investigative, and advisory services (FH, EI).				

- Coordinate and follow-up with internal and external audits and 3rd party reviews (FH).
- Provide resources to management on steering committees, evaluation panels, performance management forums and task forces (EI).
- Reserve resource hours to conduct investigations into allegations of waste, fraud, abuse (FH).

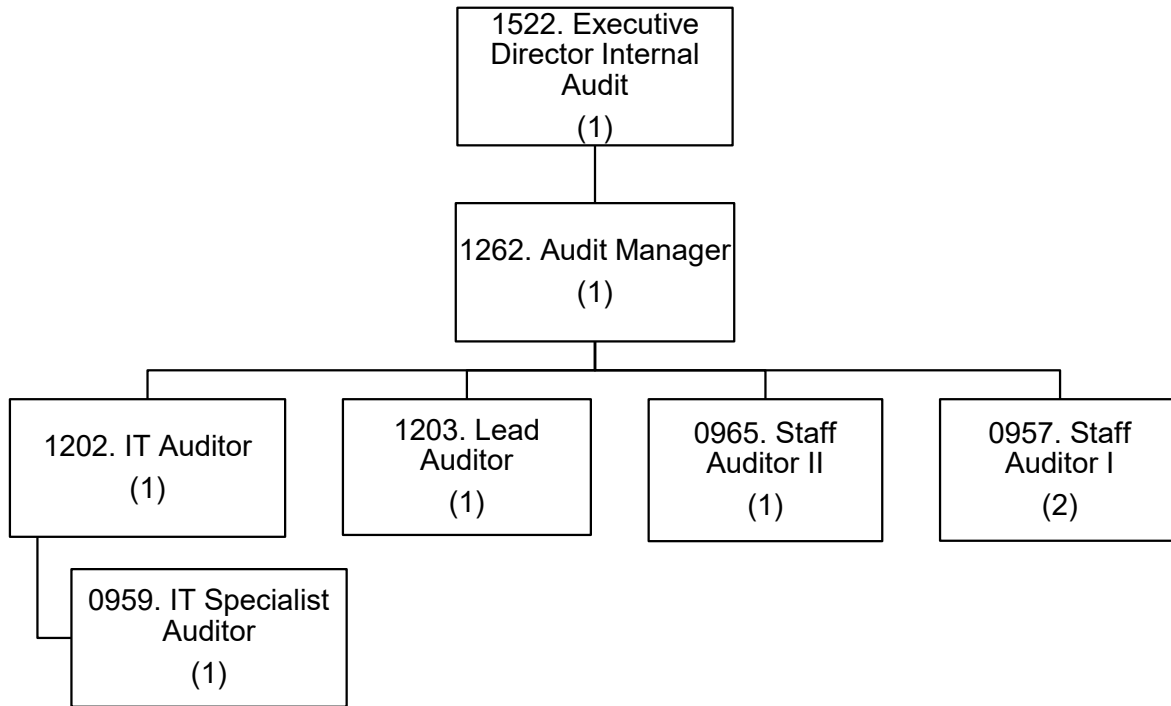
INTERNAL AUDIT DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Labor - Salaried Employees	\$668,366	\$722,666	\$735,955
502000	Fringe Benefits	239,978	289,959	242,275
503000	Services	22,500	-	36,500
504000	Materials & Supplies	371	1,144	2,750
509000	Miscellaneous Expenses	13,267	24,921	38,630
509022	Meals & Concessions	812	735	800
Total		\$945,293	\$1,039,425	\$1,056,910

INTERNAL AUDIT DEPARTMENT BUDGET

Grade	Job Name	2023	2024	2025
109	0957.Staff Auditor	2	2	2
110	0956.Staff Auditor II	1	1	1
110	0959.Information Technology Specialist Auditor	1	1	1
111	1202.Information Technology Auditor	1	1	1
111	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).

2024 ACCOMPLISHMENTS

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

- Department created in 2025

2025 PRIORITIES

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

- Hire Customer Experience Manager and Project & Performance Leader (CE).
- Establish an Employee Riders Council (CE, EI).
- Implement customer journey mapping activities to identify and prioritize customer pain points (CE, CI).
- Develop a Customer Experience Action Plan (CE).
- Align TRACTION performance management process with the employee performance appraisal process (CE, EI).
- Implement an operator apprenticeship program under the Positive Impact Program umbrella (CE, EI).
- Establish the 2026 Organizational Scorecard by year-end 2025 (CE, CI, EI, FH).

CUSTOMER EXPERIENCE & PERFORMANCE MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
110	1034. Project & Performance Leader	-	-	1
113	XXXX. Manager of Customer Experience	-	-	1
115	1438. Sr. Director, Customer Experience & Performance Management	-	-	1
Total		-	-	3

- The Department will include three positions to be transferred from within the Authority; the original 2025 operating budget did not include these three FTEs.

CUSTOMER EXPERIENCE & PERFORMANCE MANAGEMENT DEPARTMENT ORGANIZATION CHART

The Department will include three positions to be transferred from within the Authority as displayed below.

