

EXECUTIVE DIVISION

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Executive Division drives the Vital Few Objective to Expand Advocacy and Enhance Customer Experience. Growing advocacy efforts requires engaging newly elected leaders, educating ridership on the value and benefits of public transportation, and engaging communities and partners through the Speaker's Bureau.

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.

2017 ACCOMPLISHMENTS

Infrastructure Upgrades

- Completed construction of the new Red Line Brookpark Rail Station
- Broke ground on E. 34 Street-Campus Rail Station
- Completed enhanced pedestrian access to Little Italy-University Circle Station
- Completed Lee-Shaker Station on the Green Line
- Completed \$6.8 million Red Line track upgrade on West Side
- Replaced 29 old diesel buses with 40-foot enhanced CNG buses
- Replaced 21 Paratransit vans with new state-of-the-art Paratransit vehicles
- Met with six rail car manufacturers to discuss upcoming rail car replacement options

Enhanced Ridership

- Kids Ride Free Summer Promotion that served 65,000 young customers
- Extended the C- Line Trolley to the Flats East Bank development
- Initiated Cleveland State Line service to Edgewater Park on Saturdays
- Extended Green Line Rail Service from 9 pm to midnight
- Initiated a regional VanShare program
- Branded two HealthLine stations as "Museum Stops"
- Launched our Real-Time app and Increased sales offerings on our mobile ticketing app

Strong Financial Management

- Finished 2017 \$26 million to the good of budget
- Received GFOA – CAFR awards for 29th consecutive year and Distinguished Budget award for 28th consecutive year
- Entered into a 25-year naming rights sponsorship for the MetroHealth Line
- Received outstanding audit results at both Federal and State levels
- Increased grant awards for communications system upgrades, bus replacements and rail infrastructure modernizations.

Safety and Security

- Became first transit system to become certified by Ohio's State (Rail) Safety Oversight Program, approved by Federal Transit Administration
- Received APTA Bus Safety Excellence Award & APTA Rail Safety Excellence Award
- Reduced "Rail Reportable incidents;" down by more than 60% from 2016
- Participated in 2017 Operation Lifesaver Rail Safety Week
- Honored 30 operators for 665 combined years of safe driving at annual recognition event

Organizational and Staff Recognitions

- The Partnership for Excellence (Baldrige Award) – Received Gold Level certification
- Smart Business 2017 Customer Service Award

- Campus District 2017 Infrastructure Award – E. 34 Street-Campus Station
- Crain’s “C-Suite” – Honored in Board Chairman Category – George Dixon
- COMTO Women Who Move the Nation – Loretta Kirk
- Who’s Who in Northeast Ohio – Joseph Calabrese for Impact on NE Ohio
- Computerworld Premier 100 Technology Leader for 2017
- Government Technology & AT&T Technology Innovation Award
- Computerworld Premier 100 Technology Leader – Pete Anderson, CIO
- APTA Sustainability Award – Silver Level
- Award for Fiber Sharing Agreement with City of Cleveland, Cuyahoga County, The Cleveland Metroparks, Ohio Dept. of Transportation, and Ohio Dept. of Administrative Services

Succession Planning

- Finalized new appointments to RTA’s Executive Management Staff:
 - Deputy General Manager, Operations – Dr. Floun’say Cover
 - Executive Director of Office of Management and Budget – Tom Raguz
 - Deputy General Manager, Finance and Administration – Rajan Gautam
 - Director of Procurement – Melinda Dangelo
- Received approval of 30-month Rail Car Apprenticeship program from the Ohio State Apprenticeship Council
- Hired four Management Development Program participants.
- RTA’s Public Transit Management Academy at CSU – 26 employees graduated from program.

2018 PRIORITIES

- Support and drive the Mission, Vision, and Values of the Authority
- Continue to improve the Balanced Scorecard Vital Few Objectives:
 - Fiscal Responsibility
 - Voice of the Customer
 - Continual Process Improvement
 - Learning & Innovation
- Investigate additional strategies to increase our productivity and reduce costs
- Identify additional funding for infrastructure needs and state of good repair initiatives
- Deliver a creative marketing plan to promote the RTA and maximize ridership
- Continue our positive relationship with civic leaders, elected officials, and the media
- Continue to educate about the benefits of public transit and RTA
- Encourage Transit Supportive Developments
- Focus on Employee Development and Succession Planning programs

LIST OF DEPARTMENTS

Department Number	Department Name
12	Executive Department
16	Secretary/Treasurer - Board of Trustees
19	Internal Audit
53	Marketing & Communications
61	Information Technology
67	Office of Management & Budget
99	Fund Transfers

EXECUTIVE DEPARTMENT

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 Strategic Plan, Balanced Scorecard initiatives, and Vital Few Objectives.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Executive Department drives the Vital Few Objectives to Expand Advocacy and Enhance Customer Experience. Growing advocacy efforts requires engaging newly elected leaders, educating ridership on the value and benefits of public transportation, and engaging communities and partners through the Speaker's Bureau.

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2018 PRIORITIES

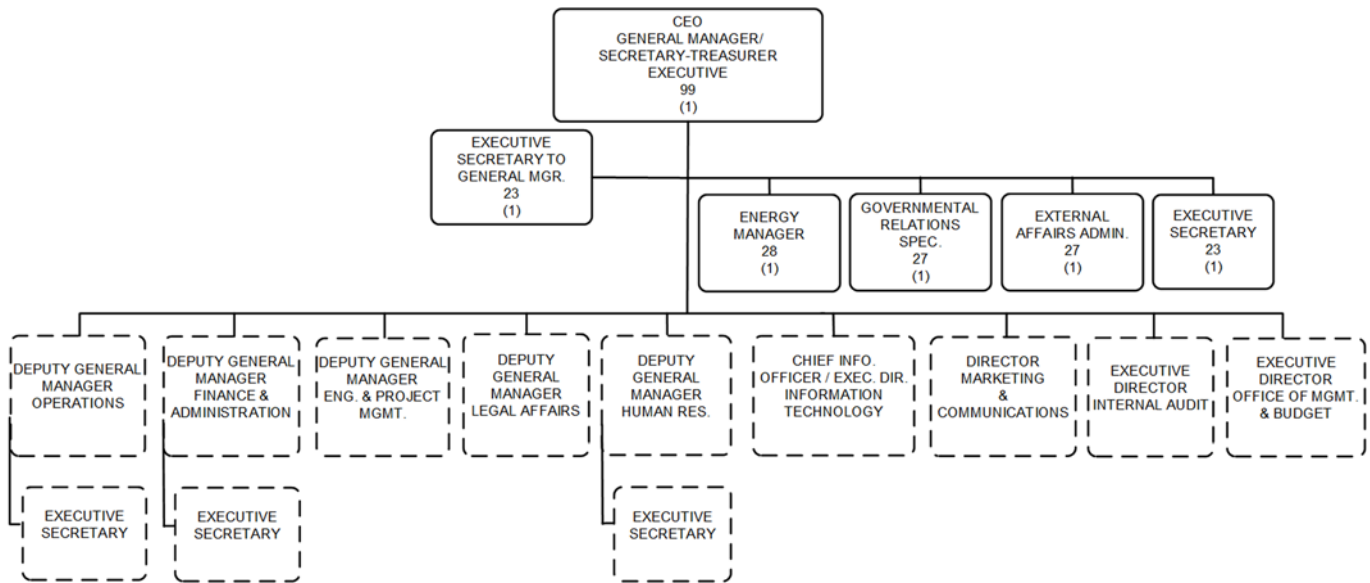
- Implement policies and procedures to maintain critical services
- Maximize ridership
- Continue sales-focus transition of the Authority
- Achieve:
 - Revenue increase in passenger fares
 - Performance improvements in safety
 - Performance improvements in number of miles between service interruptions
 - Performance improvements in on-time performance
 - 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 Authority
- Develop strong working relationships with elected officials at the local, state, and federal levels
- Support increases of transit dollars during budget cycles at both the state and federal levels
- Cultivate contacts with civic, business, and community leaders and groups

EXECUTIVE DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor Salaried Employees	483,8212	544,808	614,627	614,627
502000	Fringe Benefits	204,919	241,337	210,486	210,486
503000	Services	240	2,317	106,000	106,000
503049	Temporary Help	0	0	0	0
504000	Materials & Supplies	991	621	1,200	1,200
504050	Office Supplies	0	0	0	0
509000	Miscellaneous Expenses	169,868	152,272	158,150	158,150
509020	Travel, Training & Conferences	0	0	22,050	22,050
509022	Meals & Concessions	2,120	6,171	7,500	7,500
Total		861,960	947,567	1,120,013	1,120,013

EXECUTIVE DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
23	0711 Secretary to GM/Sec Treasurer	1.0	1.0	1.0	1.0
	0725 Executive Secretary	1.0	1.0	1.0	1.0
27	0862 Government Relations Specialist	1.0	1.0	1.0	1.0
	1330 External Affairs Administrator	0.0	1.0	1.0	1.0
28	Energy Manager	0.0	0.0	0.0	1.0
99	9929 General Manager	1.0	1.0	1.0	1.0
	Total	4.0	5.0	5.0	6.0



SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT

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.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Secretary/Treasurer – Board of Trustees Department assists the Authority in overseeing the Vital Few Objective to Expand Advocacy and Enhance Customer Experience. Growing advocacy efforts requires engaging newly elected leaders, educating ridership on the value and benefits of public transportation, and engaging communities and partners.

2017 ACCOMPLISHMENTS

- Had a "clean" audit from the Auditor of State.
- Developed new Governance Model.
- Updated Code of Regulations.
- Board Chairman, George F. Dixon, III honored by Crain's Cleveland Magazine as an outstanding chairperson.
- Received accolades from customers, civic partners, and the media for outstanding service during the CAV's playoff run and Cleveland Indian's World Series run.
- Received Smart Business Magazine's 2017 Customer Service Award.

2018 PRIORITIES

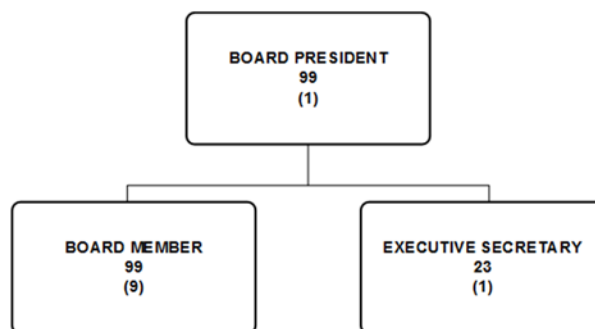
- Work within new governance structure.
- Enforce policies on governance and demand accountability from management and staff.
- Advocate for additional resources for RTA.
- Continue legislative and policy-making role: achievement of key policy goals for the Authority and development of policies that result in quality, cost-effective services that meet the needs of residents and visitors to the Greater Cleveland area.

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor Salaried Employees	97,791	101,814	103,747	103,747
502000	Fringe Benefits	36,597	40,904	37,296	37,296
503000	Services	77,433	75,953	99,000	99,000
504000	Materials & Supplies	616	483	500	500
504050	Office Supplies	0	0	0	0
509000	Miscellaneous Expenses	25,252	52,492	32,700	32,700
509020	Travel, Training & Conferences	0	0	0	0
509022	Meals & Concessions	187	984	2,000	1,500
Total		237,876	272,629	275,243	274,743

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
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



INTERNAL AUDIT DEPARTMENT

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.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Internal Audit Department aligns the audit program with the strategic plan to support the vital few objectives throughout the authority through evaluation and audits.

2017 ACCOMPLISHMENTS

- Established a risk-based Audit Plan aligned with the GCRTA Strategic Plan and Vital Few Objectives
- Evaluated the reliability and integrity of information
- Evaluated the means of safeguarding assets
- Evaluated the systems and processes established to ensure compliance with policies
- Provided assurance and advisory services
- Coordinated and follow-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

2018 PRIORITIES

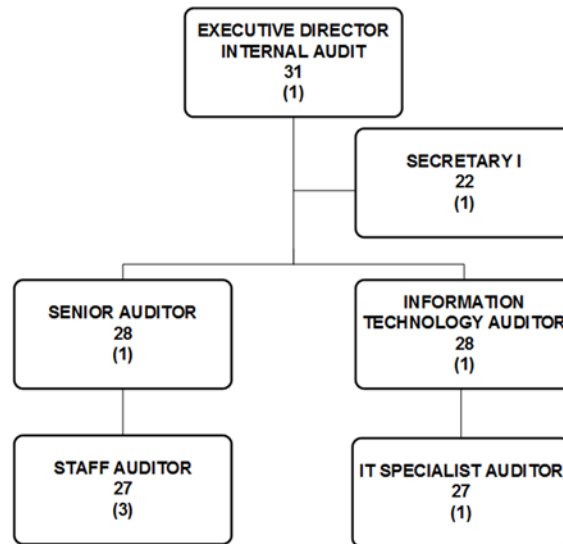
- Establish a risk-based Audit Plan for 2017 aligned with the GCRTA Strategic Plan and Vital Few Objectives
- Continue evaluating the reliability and integrity of information
- Continue evaluating the means of safeguarding assets
- Continue evaluating the systems and processes established to ensure compliance with policies
- Provide assurance 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	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501200	Hourly Employees Payroll	223	0	0	0
501300	Labor Salaried Employees	454,367	507,398	594,249	594,249
502000	Fringe Benefits	185,806	206,814	203,594	203,594
503000	Services	(34,633)	172,000	101,500	71,500
503049	Temporary Help	(357)	0	0	0
504000	Materials & Supplies	1,293	2,240	1,000	1,000
504050	Office Supplies	0	0	650	650
509000	Miscellaneous Expenses	9,060	18,259	10,600	10,600
509020	Travel, Training & Conferences	0	0	16,275	16,275
509022	Meals & Concessions	81	667	750	750
Total		615,841	907,379	928,618	898,618

INTERNAL AUDIT DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
22	0721 Secretary I	1.0	1.0	1.0	1.0
27	0959 Information Technology Specialist Auditor	0.0	0.0	0.0	1.0
27	0957 Staff Auditor	3.0	3.0	3.0	3.0
28	1202 Information Technology Auditor	1.0	1.0	1.0	1.0
28	1261 Senior Auditor	1.0	1.0	1.0	1.0
31	1522 Executive Director	1.0	1.0	1.0	1.0
	Total	7.0	7.0	7.0	8.0



MARKETING & COMMUNICATION DEPARTMENT

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.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

Implementation of the Marketing Plan ensures the Authority can achieve the Vital Few Objectives of Voice of Customer, specifically Enhance the Customer Experience and Increase Service Efficiency.

2017 ACCOMPLISHMENTS

- Completed construction on the Red Line Brookpark station and Green Line Lee-Shaker station and broke ground on the E. 34-Campus station.
- Completed a \$6.8 million Red Line track upgrade on the west side
- Initiated "Kids Ride Free" Summer Promotion that served 65,000 young riders
- Extended C Line Trolley to Flats East Bank
- Started Cleveland State Line service to Edgewater Park on Saturdays
- Initiated VanShare program
- Significantly improved real time information through use of Transit App
- Developed marketing strategies to support the Authority's strategic plan, mission, vision and values
- Developed and conducted a series of research programs to gauge customer satisfaction
- Partnered with MetroHealth on the MetroHealth Line branding of services on West 25th Street. The 51 family of routes is RTA's second highest ridership routes, only second to the HealthLine.

2018 PRIORITIES

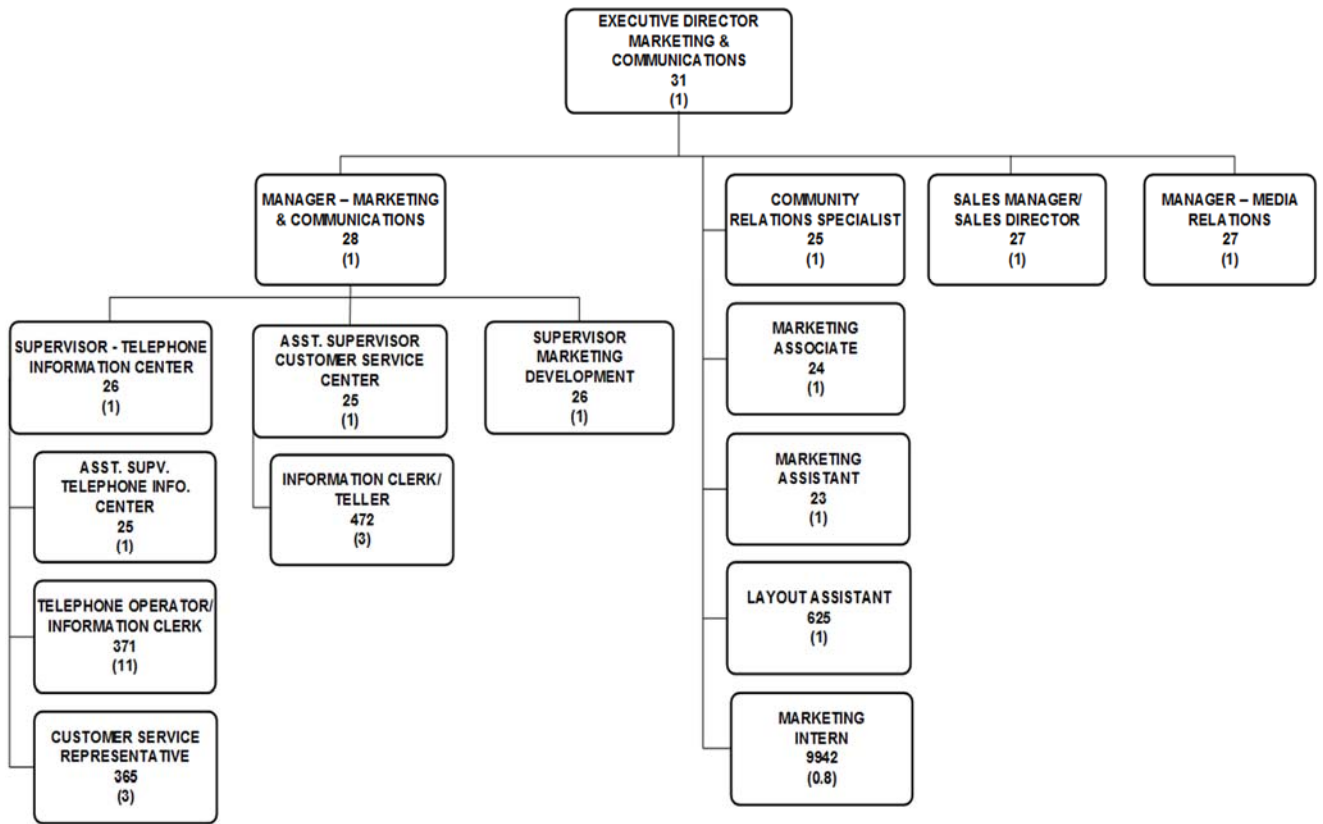
- Deliver a creative marketing plan to promote the Authority and maximize ridership, while focusing on the Strategic Plan, Mission, Vision, and Values
- Continue to establish and nurture relationships with transit coalition partners, including business and community leaders and elected officials
- Continue to educate about the benefits of public transit and RTA
- Encourage Transit Supportive developments
- Continue to conduct research programs to gauge customer satisfaction
- Assess the effectiveness of current internal communications and develop strategies to improve employee directed communications

MARKETING & COMMUNICATIONS DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501200	Hourly Employees Payroll	31,381.40	42,598	49,578	49,578
501300	Labor Salaried Employees	1,513,359.88	1,553,117	1,444,903	1,455,270
501310	Overtime Salaried Employees	36,937.96	11,502	13,500	13,500
502000	Fringe Benefits	589,713.23	649,171	628,921	629,789
503000	Services	150,312.23	70,700	175,503	175,503
503020	Advertising Fees	819,232.34	847,372	927,500	927,500
503049	Temporary Help	0	(150)	0	0
504000	Materials & Supplies	26,016.68	18,822	15,100	15,100
504050	Office Supplies	0	0	1,050	1,050
509000	Miscellaneous Expenses	10,682.12	9,612	5,100	3,000
509020	Travel, Training & Conferences	0	0	0	0
509022	Meals & Concessions	12,522.51	6,835	10,000	5,125
512000	Leases & Rentals	5,322.20	7,357	15,000	10,000
Total		3,195,480.55	3,216,936	3,286,156	3,285,415

MARKETING & COMMUNICATIONS DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
00.A	9942 Marketing Intern	0.0	0.0	0.0	0.75
03	0365 Customer Service Rep	3.0	3.0	3.0	3.0
	0371 Telephone Operator/Info Clerk	11.0	11.0	11.0	10.0
04	0472 Information Clerk/Teller	3.0	3.0	3.0	3.0
06	0625 Layout Assistant	1.0	1.0	1.0	1.0
23	0740 Marketing Associate	1.0	1.0	1.0	1.0
	1650 Marketing Assistant PT	0.0	1.0	1.0	1.0
25	0713 Publications Manager	1.0	1.0	1.0	0.0
	0831 Community Relations Specialist	1.0	1.0	1.0	1.0
	0966 Assistant Supervisor Telephone Info	1.0	1.0	1.0	1.0
	1067 Assistant Supervisor Customer Service	0.0	1.0	1.0	1.0
	1085 Business Analyst	1.0	1.0	1.0	0.0
26	1061 Supervisor Marketing Dev	1.0	1.0	1.0	1.0
	1184 Supervisor Telephone Info Ctr	1.0	1.0	1.0	1.0
	1246 Supv Customer Service Center	1.0	0.0	0.0	0.0
27	0859 Sales Manager/Sales Director	1.0	1.0	1.0	1.0
28	1144 Manager Media Relations	1.0	1.0	1.0	1.0
	28XX Marketing Manager	0.0	0.0	0.0	1.0
31	0784 Executive Director	1.0	1.0	1.0	1.0
	Total	29.0	30.0	30.0	28.75



INFORMATION TECHNOLOGY DEPARTMENT

MISSION STATEMENT

The mission of the Information Technology Department is to partner with all internal divisions to enhance the efficiency and reliability of GCRTA's services to its employees and customers through innovative, quality technology solutions.

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

The Information Technology Department is focused on creating and maintaining an information systems application suite and reliable infrastructure. IT is required to replace aging assets and components as dictated by various lifecycles. To monitor asset improvement under the Continual Process Improvement VFO, IT is striving to achieve a 5% improvement in the IT State of Good Repair (SoGR) score, to reach a target of 3.58 across all systems and projects. This target of improvement includes the completion of the Phone System Upgrade, Network Upgrades, Data Center Improvements, Back-up/Storage Replacement, IVR, Citrix Farm, reporting of Dashboard Metrics and various End-User Priorities, including Windows 10 testing and migrations.

2017 ACCOMPLISHMENTS

- Achieved overall improvement of 16.9% in IT State of Good Repair score
- Implementation of an Incident Management tool for tracking, reporting and escalating IT issues
- Developed and standardized a single core image for PC's and laptops
- 95% Completion of phone system replacement with hosted solution
- Upgraded the Authority's Network Infrastructure
- Completed enhancements of data storage capacity for projects
- Initiated IT Security Program
- Formalized processes related to planning, procurement, implementation, and support of information technology
- Established Roles and Responsibilities matrix for support of critical information systems

2018 PRIORITIES

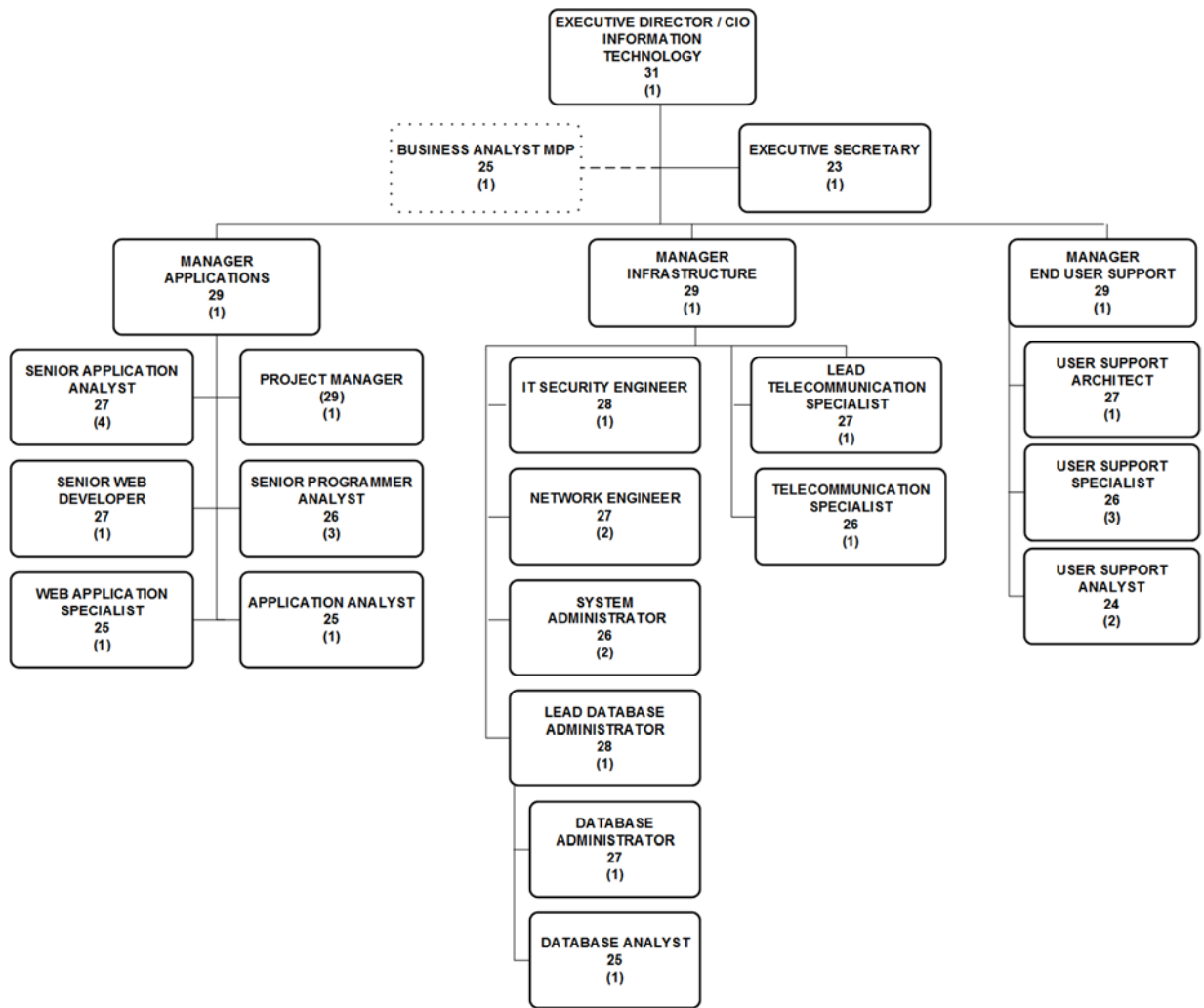
- Begin the rollout of Windows 10 operating system for desktops and laptops
- Complete automation of the patching process for critical system updates
- Implement and Complete upgrade of the Intranet
- Develop and implement IT Security Awareness training for employees
- Implement WiFi connectivity for District Garages
- Begin update of critical enterprise systems to support future Disaster Recovery capability
- Implement Roles and Responsibilities for major information systems
- Support Major Operations projects (Radio Replacement, Upgrade of TransitMaster and Ultramain)
- Continue critical upgrades to the IT Infrastructure, including Data Protection, Network Core.

INFORMATION TECHNOLOGY DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor - Salaried Employees	2,148,544	2,079,758	2,181,522	2,181,522
501310	Overtime - Salaried Employees	300	150	0	0
502000	Fringe Benefits	812,801	846,607	789,874	795,753
503000	Services	11,083	556	89,837	89,837
503049	Temporary Help	0	95,000	0	0
503052	Other Maintenance Contracts	3,111,113	2,235,723	3,302,008	2,988,810
504000	Material & Supplies	53,120	87,569.46	129,950	129,950
505022	Telephone	482,206	651,195	757,100	290,100
509000	Miscellaneous Expenses	45,530	31,692	72,250	67,475
509022	Meals & Concessions	192	0	750	750
512000	Leases & Rentals	97,737	96,010	62,000	62,000
Total		6,762,734	6,124,260	7,371,024	6,606,196

INFORMATION TECHNOLOGY DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
23	0725 Executive Secretary	1.0	0.0	1.0	1.0
24	1646 User Support Analyst	2.0	2.0	2.0	2.0
25	0760 Database Analyst	1.0	1.0	1.0	1.0
	1647 Web Application Specialist	1.0	1.0	1.0	1.0
	1961 Applications Analyst	2.0	1.0	1.0	1.0
26	0960 User Support Specialist	3.0	3.0	3.0	3.0
	1072 Telecom Specialist	1.0	1.0	1.0	1.0
	1077 Senior Web Developer	1.0	1.0	1.0	1.0
	1082 System Administrator	2.0	2.0	2.0	2.0
	1155 Sr. Programmer Analyst	3.0	3.0	3.0	3.0
27	0756 Network Engineer	2.0	2.0	2.0	2.0
	1070 Database Administrator	1.0	1.0	1.0	1.0
	1632 User Support Architect	1.0	1.0	1.0	1.0
	1745 Lead Telecommunications Specialist	1.0	1.0	1.0	1.0
	1960 Senior Application Analyst	4.0	4.0	4.0	4.0
28	1633 IT Security Engineer	0.0	1.0	1.0	1.0
	1648 Lead Database Administrator	1.0	1.0	1.0	1.0
29	0783 Manager ITS/End User Support	1.0	1.0	1.0	1.0
	1321 Manager of Infrastructure	1.0	1.0	1.0	1.0
	1325 Manager of Applications	1.0	1.0	1.0	1.0
	1655 Project Manager – Systems	1.0	1.0	1.0	1.0
31	1730 CIO/Executive Director	1.0	1.0	1.0	1.0
Total		32.0	31.0	32.0	32.0



OFFICE OF MANAGEMENT & BUDGET

MISSION STATEMENT

The mission of the Office of Management & Budget is to ensure sustainability through sound financial management and organizational, strategic and performance excellence.

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

Fiscal Responsibility is the main driver of the Strategic Plan for the Office of Management and Budget. Operating revenue performance is the key driver of managing revenue growth. It is crucial to manage Fare Revenue, Sales & Use Tax, and Reimbursed Expenditures. Outlining capital needs defines funds needed to invest in maintaining assets and infrastructure. To meet operational needs, capital funds from Formula and Competitive Grants are critical. Limiting and reducing annual operating expenses is evident of organizational efficiency and effectiveness. Enhancing Fiscal Responsibility is also part of the strategic plan for OMB. A key indicator of operating efficiency is the farebox recovery ratio. This is the percentage of operating expenses met by paid passenger fares. Other initiatives include rate of audit compliance with various regulatory entities and the progress rate of completing process improvement action plans.

2017 ACCOMPLISHMENTS

- Received the Gold Level Award from The Partnership for Excellence (TPE) for the Baldrige Award
- Executed the 2016 – 2018 Strategic Plan and updated VFOs
- Ended the year with a Fund Balance in excess of a 30-Day Operating Reserve
- Successfully completed the 2016 National Transit Database submission
- Received the GFOA Distinguished Budget Presentation Award
- Received the ISO 14001 Certification at CBM
- Created and executed the 2017 TransitStat Engagement Survey
- Completed the first OMB strategic plan
- Held Preventive Maintenance reimbursed expenditures to General Fund to less than \$22 million
- Coordinated the Authority's participation in American Bus Benchmarking Group (ABBG) to identify and share best practices

2018 PRIORITIES

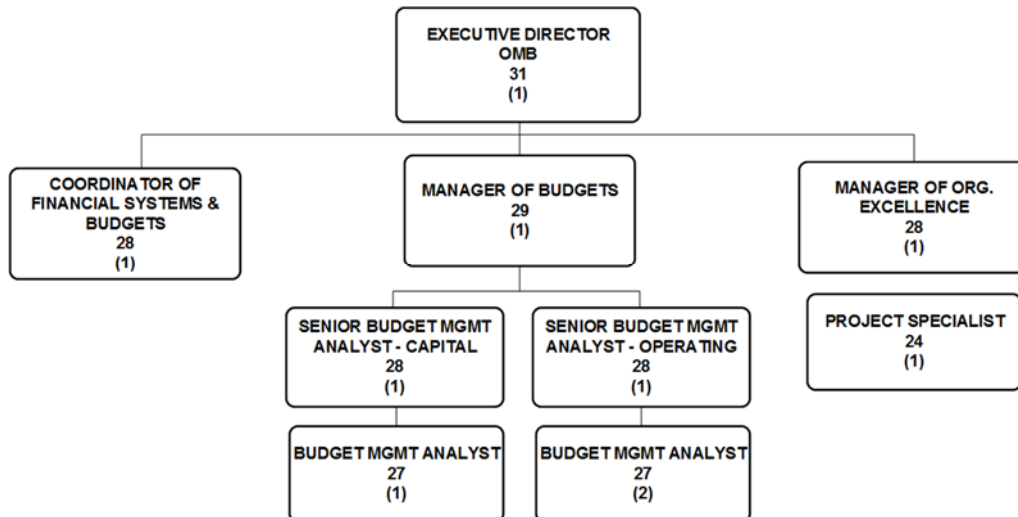
- Lead the Authority through the financial loss of the MCO sales tax
- Expand the TransitStat program to improve processes, enhance service, and further reduce costs
- Implement the initial OMB strategic plan
- Pursue ISO 14001 Certification at Hayden and Triskett Districts
- Lead the National Transit Database reporting and submittal
- Continue to implement an agency-wide initiative to improve operations through the Partnership for Excellence, ISO 14001, and ABBG
- Continue to reprioritize the capital program and coordinate the funding and system implications

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor - Salaried Employees	758,343	742,157	697,166	721,292
502000	Fringe Benefits	289,117	299,573	246,984	247,723
503000	Services	248,987	176,942	280,704	363,704
503020	Advertising Fees	175	637	600	600
503052	Other Maintenance Contracts	0	28,750	0	0
504000	Material & Supplies	12,403	638	3,000	3,000
504021	Compressed Natural Gas	810,587	941,639	1,012,000	920,000
504050	Office Supplies	0	0	1,050	1,050
505018	Natural Gas	938,621	649,708	608,000	635,000
505020	Water	348,901	413,021	464,000	464,000
505021	Electricity	2,000,945	1,840,731	2,227,200	2,227,200
509000	Miscellaneous Expenses	44,301	35,410	50,225	48,225
509020	Travel And Conferences	0	0	0	0
509022	Meals & Concessions	695	305	1,650	900
Total		5,453,073	5,129,512	5,592,579	5,632,694

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
24	24XX Project Specialist	0.0	0.0	0.0	1.0
27	0958 Budget Management Analyst	4.0	4.0	4.0	3.0
28	0767 Sr. Budget Mgmt Analyst	2.0	2.0	2.0	2.0
	0871 Coord Finan Syst & Budgets	1.0	1.0	1.0	1.0
	1626 Energy Manager	1.0	1.0	1.0	0.0
29	0869 Manager of Budgets	1.0	1.0	1.0	1.0
	1655 Project Manager – Systems	0.0	0.0	0.0	0.0
	29XX Manager of Organizational Excellence	0.0	0.0	0.0	1.0
31	1437 Executive Director	1.0	1.0	1.0	1.0
Total		10.0	10.0	10.0	10.0



FUND TRANSFERS DEPARTMENT

MISSION STATEMENT

The mission of the Fund Transfers Department is to ensure adequate set-aside funding is available to meet the needs of the Authority.

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

The Fund Transfers Department supports the VFO of Fiscal Responsibility and ensures funding for set-asides will be in policy compliance.

2017 ACCOMPLISHMENTS

- Bond Retirement Fund transfer: Ending Balance: \$2.1 million > 1/12th of subsequent years debt service requirements
- Insurance Fund: Ending Balance = \$5.1 million > \$5 million minimum ending balance
- Supplemental Pension Fund: Ending Balance: \$1.3 million > last assessed value
- Capital Improvement Fund transfer: 12.2% of Sales & Use Tax Funding transferred to Capital (within minimum 10% goal)

2018 PRIORITIES

- Bond Retirement Fund: Year-End balance > 1/12th of subsequent years debt service requirements
- Insurance Fund: Year-End Balance > \$5 million
- Supplemental Pension Fund: Ending Balance > last assessed value
- Capital Improvement Fund: transfer of Sales & Use Tax to Capital – minimum of 10%
- Reserve Fund transfer: 10% of year-end balance above \$10 million or 5% of year-end balance if under \$10 million

FUND TRANSFERS DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
510050	Transfers to/from Reserve Fund	0	17,554,922	7,368,662	2,368,622
510065	Transfers to/from Pension Fund	100,000	75,000	60,000	60,000
510075	Transfers to/from RTA Capital	9,472,060	10,271,331	11,933,343	9,933,343
510085	Transfers to/from Bond Retirement Fund	21,887,562	17,045,783	18,865,474	18,865,474
510090	Transfers to/from Insurance Fund	500,000	2,400,000	2,250,000	2,250,000
Total		31,959,622	47,347,036	40,477,479	33,477,479