

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 2014 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.

2015 Achievements

Strong Fiscal Management

- ◆ Finished year \$12 million better than budget, with an ending balance of \$25 million
- ◆ Renewed three-year contract with Amalgamated Transit Union, tying future wages to revenue
- ◆ Continued efforts of Environmental & Sustainability Management System (ESMS) to improve sustainability efforts and reduce costs
- ◆ Deployed 90 CNG buses, reducing per vehicle fuel costs by 50%
- ◆ Awarded funding from ODOT for 12 replacement Trolleys and Rail infrastructure work
- ◆ Received Auditor of State – Award with Distinction
- ◆ Received GFOA Award for CAFR for 27th consecutive year

Infrastructure Upgrades and Improvements

- ◆ Opened Little Italy Station
- ◆ Opened Lee Van Aken Station
- ◆ Continued on-going construction projects at the Brookpark Station and Green Road/Warrensville Station
- ◆ Began design work on East 116th Street Station and East 34th Street Station
- ◆ Began design of rail work at Tower City Station and replacement of Station escalators
- ◆ Continued to work with City of Cleveland and NOACA on Red Line Art Project
- ◆ Deployed 90 new CNG buses and completed work on Hayden CNG fueling station
- ◆ Deployed 20 propane powered Paratransit buses
- ◆ Improved Rail Crossings in Shaker Heights and in the Flats
- ◆ Installed 3-position bike racks on all buses
- ◆ Continued interior mid-life upgrades of Red Line rail cars

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Staff Development

- ◆ Hosted US Dept. of Labor Secy. Tom Perez, who honored RTA's achievements with its front-line apprenticeship programs and promoted employment opportunities for bus and rail vehicle maintenance technicians and signal technicians.
- ◆ Received FTA Grant for Apprenticeship with Tri-C
- ◆ Received FTA Grant for Transit Academy Leadership training at CSU
- ◆ Honored Flounsay Caver, who received the CSU *2015 Distinguished Alumni Award*
- ◆ Honored Jose Feliciano, who received *Crain's Cleveland Business' 40 Under 40 Award*

Strong Corporate and Civic Image and Partnership Development

- ◆ Continued positive relationship with local media including:
 - *Smart Business Magazine*, Joe Calabrese honored with *Smart 50 Award* for corporate successes
 - *Crain's Cleveland Business*, Joe Calabrese featured in "Source Lunch" profile
 - *Governing Magazine*, Joe Calabrese honored with *Public Official of the Year Award*
- ◆ Continued involvement in RNC 2016 Convention planning
- ◆ Continued involvement with NOACA, serving on Board of Directors, Transportation committee and External Affairs Committee
- ◆ Continued involvement on the City/County Workforce Development Board & Executive Committee
- ◆ Continued involvement as co-chair of University Circle Transportation and Parking Committee
- ◆ Promoted ODOT Transit Needs Study, calling for increased funding for public transportation
- ◆ Spoke at several Federal and State hearings, advocating for increased funding
- ◆ Enhanced partnerships with University Circle Incorporated, receiving *Building the Circle Award*
- ◆ Addressed numerous civic and corporate groups, such as the GCP Board of Directors
- ◆ Elected Chair of the Downtown Cleveland Investment Corporation, comprised of major Downtown property owners
- ◆ Elected Chair of the Metropolitan Rail Operators Group

Ridership Increase

- ◆ Cedar/University Station – increased ridership more than 30%
- ◆ Little Italy Station – increased ridership more than 100% vs the E. 120 station it replaced
- ◆ The Cleveland State Line – increased ridership more than 30%
- ◆ Targeted Millennials in several key Marketing campaigns
- ◆ Implemented U-Pass with Notre Dame College

System and Operator Safety Improvements

- ◆ Reduced crime on RTA vehicles and on RTA property
- ◆ Entered into Mutual Aid agreement with CPD enforcement along Clifton Avenue to support the Cleveland State Line
- ◆ Implemented new driving simulator, to aid in pre-employment and retraining activities
- ◆ Awarded Operation Lifesaver Grant
- ◆ Saluted operators who had a combined total of 575 years of accident-free driving at RTA Annual Awards Banquet.
- ◆ Sponsored and promoted Human Trafficking awareness program

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- ◆ Established Community Policing at Districts
- ◆ Completed camera installation on buses and trains
- ◆ Installed “Drive Cam” units on all buses and trains
- ◆ Conducted conflict resolution training for operators
- ◆ Began training on “self-defense from a seated position” for operators

Recognition and Awards

- ◆ Joe Calabrese named Governing Magazine’s *Public Official of the Year*, the only transit manager to ever receive this prestigious award
- ◆ Joe Calabrese received Smart Business *Smart 50 Award*, presented to top executives in recognition of ability and talent to effectively build and lead innovative and “smart” organizations
- ◆ RTA received The Partnership for Excellence’s *Silver Award* for Commitment to Excellence, as part of RTA’s pursuit of the Malcolm Baldrige Award
- ◆ RTA awarded Metro Magazine and Bus Con’s *2015 Innovation Solutions Award* for RTA’s partnership with Lytx and its innovative implementation of DriveCam
- ◆ RTA received two honors from the Commission on Economic Inclusion
 - *2015 Commission 50*, awarded to 50 organizations with the highest combined scores on board, senior management, workforce and supplier diversity
 - *Best in Class – Workforce Diversity Nonprofit/Govt.*
- ◆ RTA awarded University Circle Incorporated *Building the Circle Award* for the Little Italy-University Circle Station
- ◆ RTA received Earth Day Coalition’s *Community Works Program Award: Clean Transportation as Hydrogen Fuel Cell Bus Demo Project Collaborator*
- ◆ RTA received *Merit/Ohio Landscape Architecture Award* from the Ohio Chapter of the American Society of Landscape Architects for RTA’s accomplishments in contributing to the quality of life in Ohio, for implementation of the HealthLine BRT and the Cleveland State Line

2016 Objectives

- ◆ Support the Mission, Vision and Values of RTA
- ◆ 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 infrastructure needs.
- ◆ 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.
- ◆ Increase the cleanliness of RTA facilities and vehicles.
- ◆ Work to maximize the value of RTA to tourism and visitors, especially in light of the 2016 RNC.
- ◆ Encourage Transit Supportive Developments.
- ◆ Focus on Employee Development and Succession Planning programs.

Executive Division

2015-2025 Strategic Plan

Critical Initiatives and Measures

Critical Initiative	Division Champion(s)	Team	
Outcomes			
Activities	Plan Start	Plan End	% Complete

Educate Key Decision Makers to Act on Behalf of Public Transportation	Joe Calabrese	Eric Johnson, Frank Polivka	
Implement and Manage Advocacy Plan for defined stakeholder groups with a focus on education and action			
Achieve our Grow Advocacy VFO target of 50% of groups met with in person per advocacy plan with all groups communicated at least twice per year in written form			
Grow Smart Commute Initiative applicants to 50 for 2015			
Measure and Connect clear results to our 2015 advocacy efforts			
Define and document 2015 advocacy plan by group, communication method, and advocacy messages	10/1/2014	12/31/2014	75%
Define plan for open houses/tours to support general advocacy efforts	10/1/2014	12/31/2014	75%
Work with Board to identify the role they will play in advocacy efforts	10/1/2014	12/31/2014	75%
Build case studies and best practices to support and promote Smart Commute initiative	10/1/2014	12/31/2014	80%
Manage the Q1, 2015 advocacy plan by activity	1/1/2015	3/31/2015	20%
Manage the Q1, 2015 open house/tour plan	1/1/2015	3/31/2015	20%
Implement a tracking process to connect advocacy efforts to results (i.e. policy changes, support, funds, development, etc)	1/1/2015	3/31/2015	10%

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Maximize Ridership Growth Opportunities		Steve Bitto	Michael Binetti, Mike Cermak, Jim Frick, Valerie Shea, Advertising Vendor	
Achieve increase ridership VFO of 51.25 million in 2015				
Develop and implement a marketing plan targeting key market segments: Millennials, Travel/Tourism, Work-Trip Commuters, and Redeveloped Communities				
Implement market research focused on high growth target audiences				
Define 2015 Marketing Plan by key segments	9/1/2014	11/5/2014	90%	
Improve Next Connect process	9/1/2014	12/31/2014	90%	
Complete Market Research on transit needs for Millennials	9/1/2014	3/31/2015	90%	
Define process to make use of Origin/Destination data to understand ridership growth opportunities	9/1/2014	3/31/2015	50%	
Establish a Millennial Advisory Group	4/1/2015	6/30/2015	50%	
Enhance U-Pass orientation for students with participating universities	4/1/2015	6/30/2015	10%	
Audit U-Pass programs for compliance with terms of conditions	5/1/2015	6/30/2015	10%	
Enhance relationships with Cleveland Visitors Bureau and Medical Mart to take advantage of conference and convention growth (at the table for regular events)	9/1/2014	12/31/2015	10%	
Implement targeted marketing for the bicycling community (mode share strategy)	9/1/2014	12/31/2015	10%	
Launch a pilot U-Pass Residential Unit Program	9/1/2014	12/31/2015	5%	
Implement target marketing for the aging baby boomers with transit (connect with grandchildren)	9/1/2014	12/31/2015	5%	
Implement targeted marketing towards residents near Park-N-Ride Locations	9/1/2014	12/31/2015	5%	
Define a plan to leverage social media followers at a higher level (includes video orientation activities)	9/1/2014	12/31/2015	15%	

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Identify Top Opportunities to Enhance the Riding Experience	Steve Bitto	Beth Castelucci, Mike Cermak, Valerie Shea, Mike York, Cathy Eaton, Bryan Moore, Sharon Sharp, John Fedikovich	
Achieve Passenger Satisfaction VFO of 70% overall satisfaction rating for 2015			
Develop and implement an ongoing market research program which will identify issues and top solutions for improvement			
Develop and implement on-going market research program	9/1/2014	12/31/2014	100%
Define and implement an ongoing customer service coaching program for operators	9/1/2014	12/31/2014	100%
Define and implement a "Safe, Reliable, Courteous, Clean Service" recognition program	9/1/2014	12/31/2014	100%
Enhance process for communication of interruptions of services, availability of real-time information, and general service information	9/1/2014	3/31/2015	100%
Implement process to grow number of respondents on ABBG survey	1/1/2015	3/31/2015	100%
Explore and define top priorities for using technology to improve the passenger experience	1/1/2015	6/30/2015	100%

Define and Implement Plan to Improve Most Crucial Communications Issues	Steve Bitto	George Fields, Nick Biggar, Bonson Yee, Tony Garofoli, Ron Baron, Scott Ferraro, Bruce Hampton, Angela Smith, Carolyn Young	
Improve communication related survey results by X% (George Fields to determine after survey completed)			
Complete research to assess current state of internal communication via focus groups and survey to identify top priorities			
Develop and implement plan to address shortfalls that results in greatly enhanced internal communications			
Define and Implement a focus group process on communication	9/1/2014	11/30/2014	100%
Roll out long-term MVV and 2015 Strategic Plan	9/1/2014	12/31/2014	100%
Define and implement best practices for communications competency and link to performance evaluation process	9/1/2014	12/31/2014	100%
Define 2015 plan for improving communication issues	1/1/2015	3/31/2015	25%

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Define and Implement IT Strategic Plan	Peter Anderson	Wes Goodwin, Chris Orlando, Tim Kirchmeir	
Define a 5-year strategic plan for IT infrastructure (servers, personal computers, software systems, application delivery, network and phone system)			
Achieve advanced use of technology VFO (to be determined by Peter Anderson)			
Re-launch IT as the front door for technology projects in RTA through revised policies and procedures			
Utilize ITSC to establish IT governance policies and communication to the organization (top priorities)	9/1/2014	12/31/2014	50%
Utilize ITSC to refine key IT policies and communicate to the organization (top priorities)	9/1/2014	12/31/2014	50%
Separate functional and technological responsibilities	9/1/2014	12/31/2014	50%
Revise all IT service request forms and communicate to the organization	9/1/2014	3/31/2015	50%
Define and implement restructuring plan for IT organization	9/1/2014	3/31/2015	95%
Evaluate application security for mission-critical systems	9/1/2014	12/31/2014	75%
Establish IT governance procedures and launch it to the organization	1/1/2015	6/30/2015	10%
Refine IT procedures and launch to the organization	1/1/2015	6/30/2015	10%
Define and document 3-year strategic plan for IT infrastructure (infrastructure, resources, researching new technologies focus, skill development focus)	1/1/2015	3/31/2015	10%
Publish RFP for new phone system	9/1/2014	11/30/2014	90%
Award contract for new phone system	1/1/2015	3/31/2015	
Implement new phone system	4/1/2015	9/30/2015	
Identify requirements for network replacement/upgrade	9/1/2014	10/31/2014	75%
Purchase equipment network replacement/upgrade	11/15/2014	3/31/2015	20%
Implement equipment for network replacement/upgrade	1/1/2015	6/30/2015	
Work with vendors to analyze CBM performance for root causes	11/1/2014	12/31/2014	20%
Define data center refresh plan	9/1/2014	12/31/2014	20%

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2016 OPERATING BUDGET SUMMARY Department 12 – Executive

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

Department Priorities for 2016

- ◆ 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.

	2013 Actual	2014 Actual	2015 Estimate	2016 Budget
Ridership (I, II, III, VII)	48,265,048	49,236,078	50,000,000	TBD*
Percent Change Prior Year (III, VII)	4.3%	2.1%	1.5%	TBD*
Passenger Fare Revenue (III, IV, VI)	49,237,857	48,699,580	49,314,054	TBD*
% Change (III, IV, VII)	2.5%	-1.1%	1.2%	TBD*

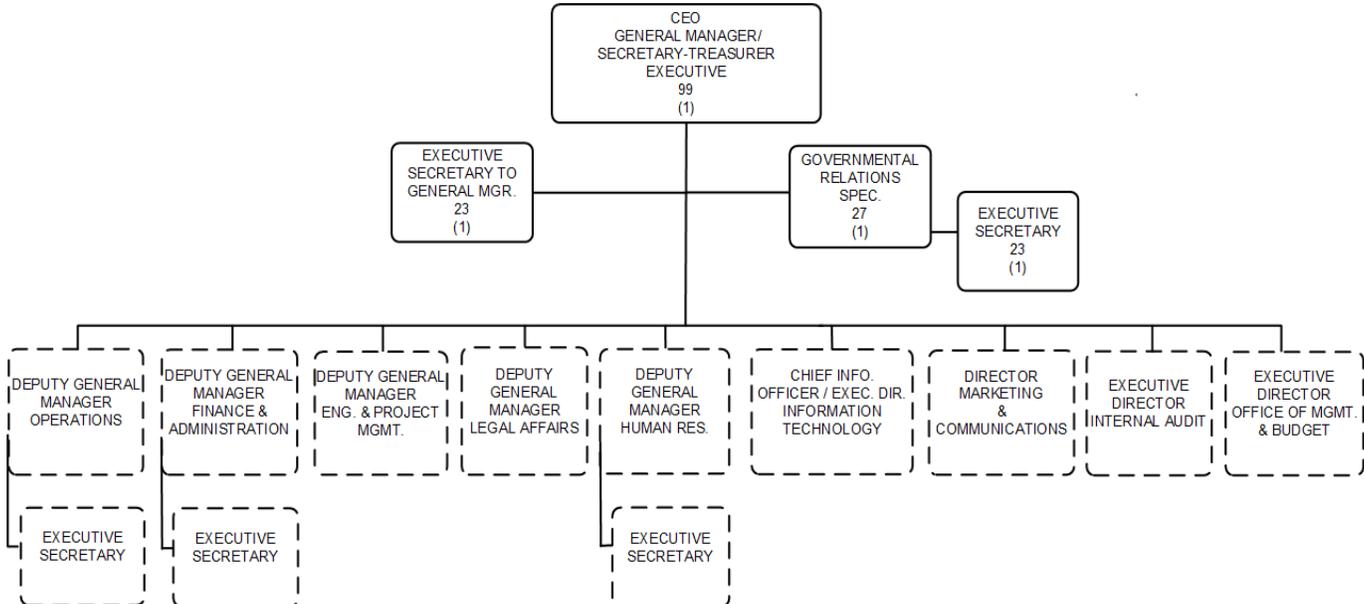
*To Be Determined: After final decisions are made regarding service levels and fares

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Below are budget and staffing highlights of the Executive Department

Obj. Class	Description	2013 Actual	2014 Actual	2015 Projection	2016 Budget
501300	Labor – Salaried Employees	496,604.90	489,255.66	439,880.81	468,752.82
502000	Fringe Benefits	193,706.09	0.00	0.00	0.00
503000	Services	19,720.00	204,388.36	186,586.50	155,032.63
503049	Temporary Help	2,432.00	14,758.06	2,876.00	21,000.00
504000	Materials & Supplies	1,071.61	2,800.00	8,496.72	0.00
509000	Miscellaneous Expenses	146,993.75	912.90	1,560.88	1,398.00
509022	Meals & Concessions	0.00	163,064.80	175,754.15	186,650.00
Total:		815,873.65	875,400.57	818,978.22	855,333.45

Grade	Job Name	2013	2014	2015	2016
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
28	1444 Manager Media Relations	1.0	0.0	0.0	0.0
99	9929 General Manager	1.0	1.0	1.0	1.0
Total		5.0	4.0	4.0	4.0



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2016 OPERATING BUDGET SUMMARY Department 16 – Secretary/Treasurer – Board of Trustees

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

Department Priorities for 2016

- ◆ 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.

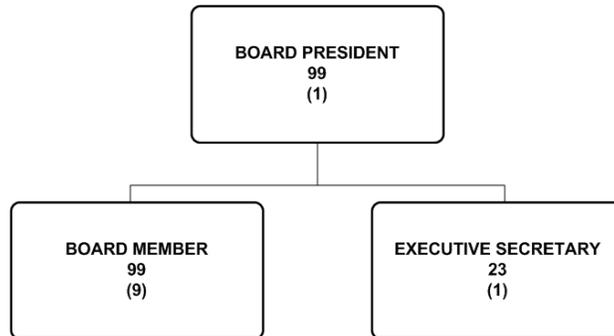
	2013 Actual	2014 Actual	2015 Estimate	2016 Budget
RTA Annual Yield on Investments (II, IV, V, VI)	0.48%	0.57%	0.77%	0.99%

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

Obj. Class	Description	2013 Actual	2014 Actual	2015 Projection	2016 Budget
501300	Labor – Salaried Employees	89,903.22	130,504.44	94,803.14	99,055.58
502000	Fringe Benefits	31,589.15	0.00	0.00	0.00
503000	Services	105,355.90	48,038.36	36,685.11	32,761.08
504000	Materials & Supplies	609.92	103,355.20	91,706.50	181,000.00
509000	Miscellaneous Expenses	22,475.61	13,655.88	745.00	1,150.00
509022	Meals & Concessions	0.00	17,431.15	24,850.03	38,000.00
Total:		249,933.80	313,409.52	249,615.93	353,966.65

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Grade	Job Name	2013	2014	2015	2016
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



Executive Division

2015 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 2016

- ◆ Establish a risk-based Audit Plan aligned with the GCRTA Strategic Plan and Vital Few Objectives
- ◆ Evaluate the reliability and integrity of information
- ◆ Evaluate the means of safeguarding assets
- ◆ Evaluate the systems and processes established to ensure compliance with policies, plans, procedures, laws and regulations
- ◆ 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

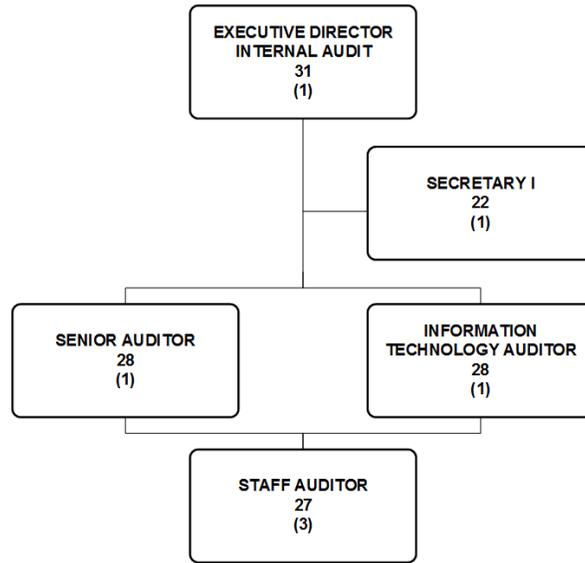
	2013 Actual	2014 Actual	2015 Actual	2016 Budget
Number of Audits Planned (II, III, IV, V, VI)	51	50	47	51
Number of Audits Completed (II, III, IV, V, VI)	45	45	42	45
Percentage of Time Budgeted for Audits (II, III, IV, V, VI)	90%	90%	90%	90%
Percentage of Recommendations Implemented By Management (II, III, IV, V, VI)	80%	80%	80%	80%
Percentage of Audits Performed Where Computerized Audit Tools Were Used (II, III, IV, V, VI)	30%	30%	50%	60%

Below are budget and staffing highlights of the Internal Audit Department

Obj. Class	Description	2013 Actual	2014 Actual	2015 Projection	2016 Budget
501200	Hourly Employees Payroll	0.0	0.00	5,880.00	9,600.00
501300	Labor – Salaried Employees	420,553.71	487,008.26	443,026.32	533,795.29
502000	Fringe Benefits	148,272.60	0.00	0.00	0.00
503000	Services	29,400.00	187,289.13	171,901.83	179,719.45
504000	Materials & Supplies	4,849.78	(64,197.25)	18,210.98	56,500.00
509000	Miscellaneous Expenses	(9,955.35)	(537.14)	1,600.00	1,650.00
509022	Meals & Concession	0.0	(4,829.34)	19,673.04	33,450.00
Total:		593,120.74	604,733.66	660,292.17	815,464.74

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Grade	Job Name	2013	2014	2015	2016
22	0721 Secretary I	1.0	1.0	1.0	1.0
26	0957 Staff Auditor	2.0	0.0	0.0	0.0
27	0957 Staff Auditor	0.0	3.0	3.0	3.0
	1087 Lead Auditor	1.0	0.0	0.0	0.0
28	1202 Information Technology Auditor	1.0	1.0	1.0	1.0
	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	7.0



Executive Division

2016 OPERATING BUDGET SUMMARY Department 53 – Marketing & Communications

STEPHEN BITTO, DIRECTOR

Department Priorities for 2016

- ◆ Develop a fully integrated marketing strategy to support the Authority’s mission: to provide safe, reliable, clean and courteous public transportation.
- ◆ Develop strategies to increase use of the Authority’s service by targeting millennial, travel/tourists market and work trip commuters. (VFO#2)
- ◆ Develop and conduct a series of research programs to gauge customer satisfaction related to the Authority’s primary service modes: HealthLine, Park-N-Ride, rapid transit, BRT, Paratransit and trolley. Based on research findings identify and implement strategies to enhance our customers riding experience. (VFO #3)
- ◆ Maximize revenue sources including transit advertising, asset sponsorship and on-site vending opportunities.
- ◆ Establish and nurture relationships with transit coalition partners, including business and community leaders and elected officials. (VFO #1)
- ◆ Enhance penetration and use of the Authority’s social media outlets targeting young adults to encourage trial service use.
- ◆ Develop customer communications to enhance overall system safety. (VFO #8)
- ◆ Assess the effectiveness of current internal communications and develop strategies to improve employee directed communications. (VFO #9)

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.

	2013 Actual	2014 Actual	2015 Actual	2016 Budget
Ridership Increase (III, V, VI, VII)	2.0%	3.5%	(3.5%)	1.0%
Community Advantage Clients (II, III, V, VI, VII)	695	725	750	775
Calls Answered (II, III, V, VI, VII)	456,000	489,000	425,000	440,000
TIC Lost Call Rate (II, III, V, VI, VII)	9.2%	7.2%	6.3%	6.0%
Website Visits (II, III, V, VI, VII)	4,432,011	5,557,700	7,089,000	7,300,000
Research studies Completed (II, III, V, VI, VII)	8	11	12	15
Aggregate Customer Satisfaction Rate (II, III, V, VI, VII)	51%	64%	70%	75%

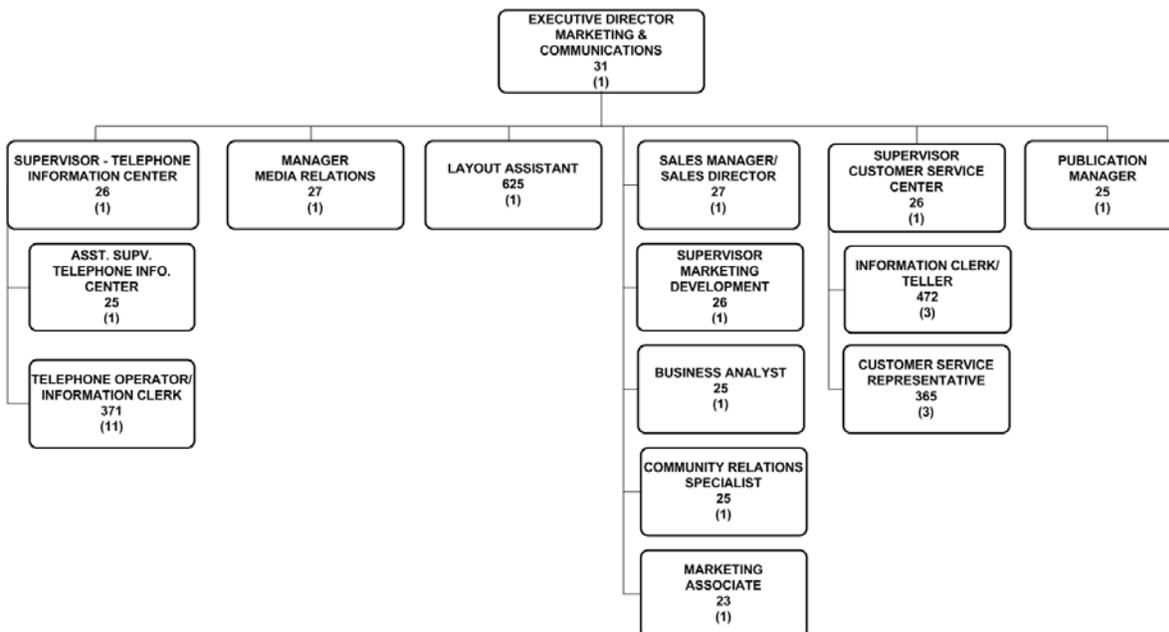
2015 Highlights:

- Developed a fully integrated marketing strategy to support the Authority’s mission: to provide safe, reliable, clean and courteous public transportation.
- Developed and implemented a communication program to support the introduction of the Authority’s newly adopted strategic plan with Mission, Vision and Values.
- Conducted a full cycle of customer satisfaction studies for all of the Authority’s service modes.
- Developed and implemented a fully integrated marketing program targeting the community’s emerging young professional/millennial market.
- Developed and implemented a comprehensive communication program related to the closing of Public Square and subsequent service reroutes.

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Obj. Class	Description	2013 Actual	2014 Actual	2015 Projection	2016 Budget
501200	Hourly Employees Labor	33,180.04	14,316.05	224.96	0.00
501210	Overtime – Hourly Employees	2,259.84	0.00	0.00	0.00
501300	Labor – Salaried Employees	1,470,659.09	1,528,870.01	1,625,156.22	1,705,586.98
501310	Overtime – Salaried Employees	21,215.42	8,259.20	15,588.48	20,000.00
502000	Fringe Benefits	551,806.53	597,553.09	626,436.63	570,068.88
503000	Services	158,896.06	217,237.73	166,716.56	200,003.00
503020	Advertising Fees	818,980.48	840,635.68	872,317.16	884,500.00
503049	Temporary Help	20,500.43	7,898.31	0.00	0.00
503052	Other Maintenance Contracts	0.00	0.00	0.00	0.00
504000	Materials & Supplies	23,127.12	31,151.80	22,140.18	16,150.00
509000	Miscellaneous Expenses	30,825.18	16,630.29	5,829.02	9,900.00
509022	Meals & Concessions	0.00	15,882.62	7,245.51	10,000.00
512000	Leases & Rentals	0.00	5,760.60	7,283.88	15,000.00
Total:		3,131,450.19	3,284,195.38	3,348,938.59	3,431,208.87

Grade	Job Name	2013	2014	2015	2016
03	0365 Customer Service Rep	3.0	3.0	3.0	3.00
	0371 Telephone Oper/Info Clerk	11.0	11.0	11.0	11.00
04	0472 Information Clerk/Teller	3.0	3.0	3.0	3.00
06	0625 Layout Assistant	1.0	1.0	1.0	1.00
23	1650 Marketing Assistant PT	0.5	0.0	0.0	1.00
	0740 Marketing Associate	0.0	1.0	1.0	1.00
25	0713 Publications Manager	1.0	1.0	1.0	1.00
	0831 Community Relations Spec.	1.0	1.0	1.0	1.00
	0966 Asst. Supervisor Tel. Info	1.0	1.0	1.0	1.00
	1085 Business Analyst	1.0	1.0	1.0	1.00
26	1061 Supervisor Marketing	1.0	1.0	1.0	1.00
	1184 Suv. Telephone Info Ctr	1.0	1.0	1.0	1.00
	1246 Supv Customer Serv Center	1.0	1.0	1.0	1.00
27	0859 Sales Mgr/Sales Director	1.0	1.0	1.0	1.00
28	1144 Manager Media Relations	0.0	1.0	1.0	1.00
30	0784 Director	1.0	1.0	0.0	3.00
31	0784 Executive Director	0.0	0.0	1.0	11.00
Total		27.5	29.0	29.0	29.0



Executive Division

2016 OPERATING BUDGET SUMMARY Department 61 – Information Technology

**PETER ANDERSON, EXECUTIVE
DIRECTOR – CIO**

During 2015, following the expansion and reorganization of the Information Technology Department and its move to the Executive Division, most of the recently approved additional positions have been filled and IT keeps expanding its services. These new hires have made it possible for IT to

enhance the support it can provide to the departments, from direct customer support to more systems improvements behind the scenes and enabling better use of current IT systems. The Strategic Plan and IT Steering Committee efforts have improved our focus on the most critical items and has enhanced our communications to the departments about changes.

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 ridership through innovative, quality technology solutions.

Department Priorities for 2016

- ◆ Complete the replace phone system
- ◆ Continue with the upgrades to the GCRTA network infrastructure
- ◆ Complete the enhancement of data storage capacity for numerous projects
- ◆ Roll-out the GroupWise expansion project to provide email accounts to the entire employee base for improved communications
- ◆ Complete a pilot for the Virtual Desktop Upgrade
- ◆ Implement SQL server upgrade and Citrix farm replacement
- ◆ Initiate and complete first phase of IT Security project (funding in 2016)
- ◆ Implement the Service Desk Incident Management System
- ◆ Identify funding and complete the TransitMaster NextConnect Upgrade
- ◆ Complete Trapeze module upgrades
- ◆ Create Service and Operating Level Agreements
- ◆ Document Incident Management Processes and COOP for IT
- ◆ Educate IT and End User customer base on ITIL methodologies and best practices
- ◆ Create, Document and publish a minimum of five core service management metrics
- ◆ Improve processes related to planning, procurement, implementation, and support of IT technologies.
- ◆ Continue to reduce the number of personal printers in private offices
- ◆ Reduce the number of networked printers by 33%
- ◆ Complete Phase 1 of the Mobile Device Management Project

2015 Highlights:

- ◆ Hired a Database Administrator, a two Senior Application Analysts, an Application Analyst and a User Support Analyst, to answer the Help Desk phones and provide End User Support
- ◆ Completed the replacement of the remaining 50 six+ year old Multi-Function Printers with new MFP's, which significantly improved the high volume printing environment and significantly lowered overall printing costs
- ◆ Provided revisions to IT portions of the Code changes for GCRTA as they relate to the IT Department

Executive Division

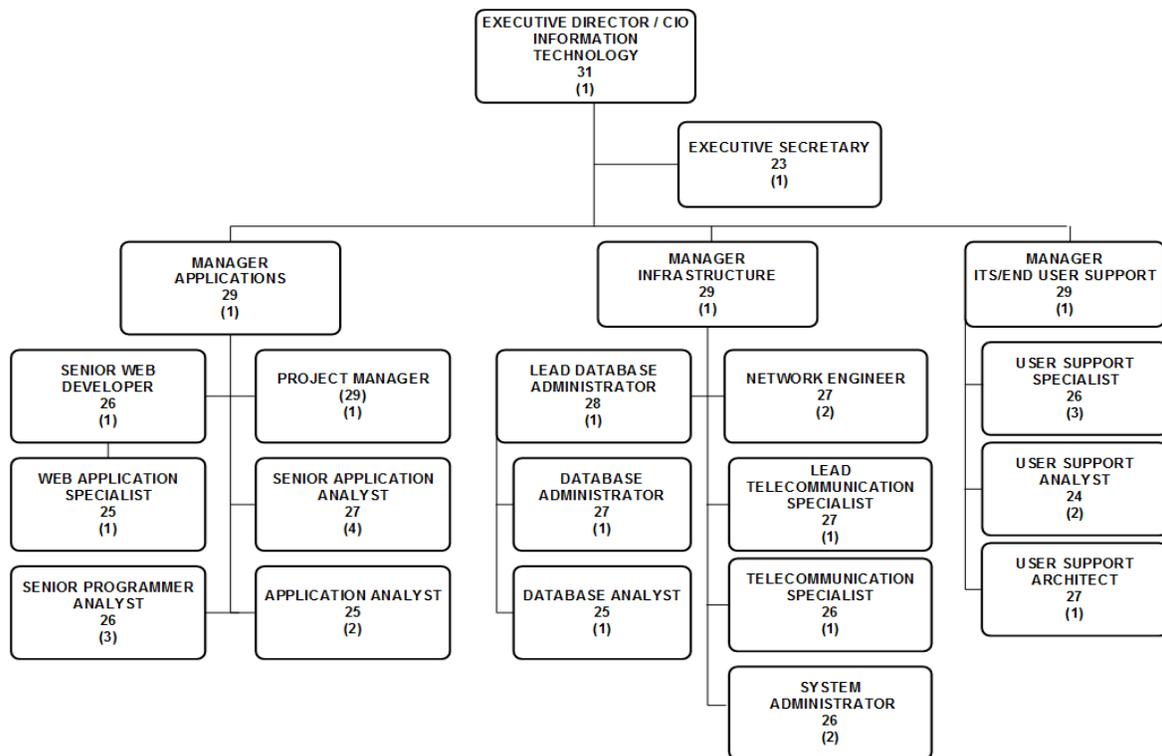
- ◆ Continue to collaborate on the Report Writer software replacement project-nearly completed
- ◆ Actively engaged with Finance in the project to design and build a new process to manage records retention, with only two departments remaining
- ◆ Researched, evaluated and installed various patches in support of business and operational applications
- ◆ Assisted with implementation of Purchasing application and associated business process improvement-nearly complete
- ◆ Deployed 161 new desktop PC's across the Authority
- ◆ Deployed 69 new laptops across the Authority
- ◆ Designed, Implemented, and Maintained Servers and Network Infrastructure to support Major System Implementations and Upgrades
- ◆ Planning a project to address the results of the DHS/TSA cybersecurity Evaluation
- ◆ Completed Multiple IT Audits with agencies from Ohio AoS, to the American Public Transit Association
- ◆ Completed Teammate software upgrade for Internal Audit
- ◆ Completed first phase of latest TransitMaster software upgrade
- ◆ Replaced all Windows XP machines
- ◆ Conducted monthly IT Steering Committee meetings

Below are budget and staffing highlights of the Information Technology Department

Obj. Class	Description	2013 Actual	2014 Actual	2015 Projection	2016 Budget
501300	Labor – Salaried Employees	1,364,727.10	1,510,894.98	1,908,848.04	2,273,060.51
501300	Overtime – Salaried Employees	1,150.00	450.00	3,200.00	1,500.00
502000	Fringe Benefits	487,921.11	569,286.30	743,545.51	752,227.00
503000	Services	(148,733.23)	328,051.21	66,857.38	141,250.00
503049	Temporary Help	16,000	(16,000.00)	0.00	0.00
503052	Other Maintenance Contracts	1,756,593.83	2,335,156.36	3,107,017.03	3,707,699.00
504000	Materials & Supplies	72,086.91	161,791.27	148,712.92	153,550.00
505000	Utilities	0	0.00	0.00	0.00
505022	Telephone	658,012.77	669,637.36	612,518.81	744,800.00
509000	Miscellaneous Expenses	10,976.32	9,310.51	26,680.33	42,700.00
512000	Leases & Rentals	(2,358.18)	0.00	0.00	750.00
Total:		4,216,376.63	5,586,993.79	6,708,079.22	7,913,736.51

Executive Division

Grade	Job Name	2013	2014	2015	2016
23	0725 Executive Secretary	0.0	1.0	1.0	1.0
24	1646 User Support Analyst	0.0	2.0	2.0	2.0
25	0751 Network Administrator	2.0	0.0	0.0	0.0
	0760 Database Analyst	0.0	1.0	1.0	1.0
	0960 PC Software/Support Spec	2.0	0.0	0.0	0.0
	0960 User Support Specialist	0.0	3.0	3.0	3.0
	1645 System Analyst	1.0	0.0	0.0	0.0
	1647 Web Application Specialist	1.0	1.0	1.0	1.0
	1961 Applications Analyst	0.0	2.0	2.0	2.0
26	1072 Telecom Specialist	2.0	2.0	2.0	2.0
	1077 Senior Web Developer	1.0	1.0	1.0	1.0
	1082 System Administrator	3.0	0.0	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
	1960 Senior Application Analyst	0.0	3.0	4.0	4.0
28	1648 Lead Database Administrator	1.0	1.0	1.0	1.0
29	1726 Manager – ITS	0.0	1.0	1.0	1.0
	1655 Project Manager	0.0	1.0	1.0	1.0
	0783 Manager ITS/End User Support	0.0	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
30	1419 Director	1.0	0.0	0.0	0.0
31	1730 Executive Director/CIO	0.0	1.0	1.0	1.0
Total		24.0	28.0	32.0	32.0



Executive Division

2016 OPERATING BUDGET SUMMARY Department 67 – Office of Management and Budget

GALE W. FISK, EXECUTIVE DIRECTOR

Department Priorities for 2016

- ◆ Continue to implement an agency-wide initiative to improve operations through the “Partnership For Excellence”. Fully deploy the new MVV.
- ◆ Execute the Strategic Plan. Conduct second Strategic Planning Process and establish updated VFO’s
- ◆ Finish 2016 with a fund balance in excess of \$14 million.
- ◆ Continue to reprioritize the capital program and coordinate the funding and system implications. For 2016, keep reimbursed expenditures under \$22 million.
- ◆ Continue development of mechanisms to better monitor and control the budget.
- ◆ Lead the National Transit Database reporting and submittal.
- ◆ Continue to develop and implement operations analyses to improve cost effectiveness of service delivery including an initiative to improve the management of Paratransit.
- ◆ Continue and expand the TransitStat program to improve processes, enhance service, and further reduce costs.
- ◆ 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.

	2013 Actual	2014 Actual	2015 Actual	2016 Budget
Quarterly Management Reports Produced (II, IV, V, VI, VII)	4	4	4	4
FTA Financial Status Reports Prepared (II, IV, V, VI, VII)	4	4	4	4
Cost Allocation Plans Produced (II, IV, V, VI, VII)	1	1	1	1
National Transit Database Reports Prepared (II, IV, V, VI, VII)	1	1	1	1
# of Management Consulting Products Completed (II, IV, V, VI, VII)	3	3	3	3
Operating Budget Variances (II, IV, V, VI, VII)				
• Revenues over/(under)	0.09%	1.5%	2.0%	2.0%
• Expenditures over/(under)	(6.90%)	(3.8%)	1.0%	1.0%

2015 Highlights:

- ◆ Submitted RTA’s first full Baldrige Application to The Partnership for Excellence program.
- ◆ Received the Silver Award for Commitment to Excellence.
- ◆ Standard & Poor’s reaffirmed AAA credit rating for GCRTA. Moody’s upgraded rating to Aa1.
Executed the budget to end the year with an operating balance of \$26 million, the sixth straight year the 30 Day Operating Reserve Goal has been met. GCRTA was \$12.8 million better than budget
- ◆ Held preventative maintenance reimbursed expenditures to General Fund to less than \$20 million, which allowed for funding of additional capital projects. GCRTA executed \$95 million in Capital Projects.

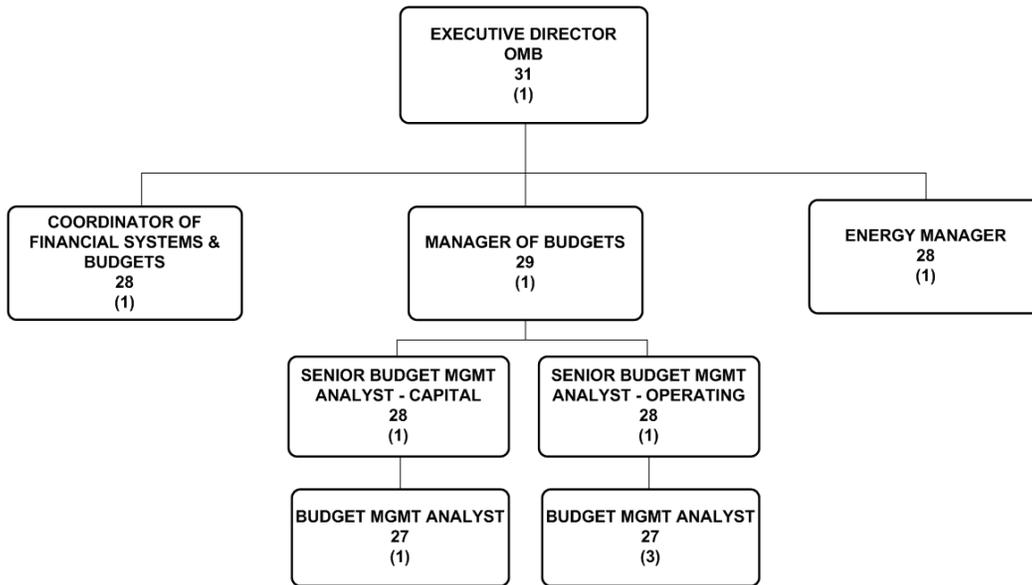
Executive Division

- ◆ Implemented next segment of the Bus Improvement Program. 90 new Gillig CNG buses were delivered and are fully operational. This year 12 new Gillig Trolleys were ordered for delivery in 2016. An additional 16 Gillig CNG buses have been ordered. For Paratransit, 20 new MV1 vehicles have been ordered. This continues the execution of a multi-year 178 bus improvement program.
- ◆ Negotiated a new electricity contract with Cleveland Public Power. Resulted in a rate reduction per Kwh.
- ◆ Conducted a Materiality Assessment, implemented Sustainability Strategic Plan, and prepared GRI & Sustainability Reports.
- ◆ Upgraded Operator Labor Model to improve cost of labor projections.
- ◆ Completed eighth year of TransitStat. RTA has now conducted 280 TransitStat meetings with 1,180 process improvement presentations and savings of over \$64 million. Beyond that, performance in safety, reliability and clean have been improved.

Obj. Class	Description	2013 Actual	2014 Actual	2015 Projection	2016 Budget
501300	Labor – Salaried Employees	827,056.17	851,848.99	778,958.58	839,114.74
502000	Fringe Benefits	290,528.54	429,532.45	299,112.94	277,524.01
503000	Services	170,835.16	60,914.19	242,301.74	301,000.00
503020	Advertising Fees	484.03	474.05	600.00	600.00
504000	Materials & Supplies	1,126.47	942.62	1,664.57	1,050.00
505000	Utilities	(1,705,396.39)	0.00	0.00	1,273,000.00
505018	Natural Gas	1,388,299.96	0.00	0.00	0.00
505020	Sewers	359,223.56	957,625.62	1,440,125.38	1,071,000.00
505021	Electricity	2,353,722.30	338,213.56	349,417.56	414,000.00
509000	Miscellaneous Expenses	26,533.22	2,075,254.85	2,263,546.57	2,434,200.00
509022	Meals & Concessions	0.00	27,247.03	26,979.76	54,925.00
Total:		3,712,413.02	4,742,684.12	5,402,869.29	6,668,313.76

Executive Division

Grade	Job Name	2013	2014	2015	2016
27	0767 Sr. Budget Mgmt Analyst	0.0	0.0	0.0	0.0
	0958 Budget Mgmt Analyst	4.0	4.0	4.0	4.0
28	0767 Sr. Budget Mgmt Analyst	2.0	2.0	2.0	2.0
	0871 Coordinator Financial 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	1.0	1.0	0.0	0.0
	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		11.0	11.0	10.0	10.0



Executive Division

2016 OPERATING BUDGET SUMMARY Department 99 – Fund Transfers

Obj. Class	Description	2013 Actual	2014 Actual	2015 Projection	2016 Budget
510065	Transfers To/From Pension Fund	100,000.00	100,000.00	100,000.00	100,000.00
510072	Transfers To/From Rolling Stock	0.00	0.00	0.00	741,392.00
510075	Transfers To/From RTA Capital	17,270,044.00	15,874,745.00	15,693,139.00	15,579,812.00
510085	Transfers To/From Bond Retirement	18,324,392.00	20,480,914.00	22,273,402.00	23,006,085.00
510090	Transfers To/From Insurance Fund	1,400,000.00	2,100,000.00	1,500,000.00	1,200,000.00
Total:		32,123,887.00	37,094,436.00	39,566,541.00	40,627,289.00