

2015 Department Budgets

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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.

2014 Achievements

Strengthen Financial Resources

- ◆ Finished the year to the good of budget
- ◆ Advocating findings in ODOT Transit Needs Study, serving as strong voice for increased investment in transit by State of Ohio
- ◆ Reorganized Executive Management Team around a new CIO position
- ◆ Received Clean Audit from Auditor of State
 - Auditor of State Award with Distinction
 - GFOA Award (26th consecutive)

Continued to Upgrade Fleet and Facilities

- ◆ Opened Cedar/University Red Line Rapid Station
- ◆ Continued work on Little Italy Red Line and Lee/Van Akin Blue Line Stations
- ◆ Opened Cleveland State Line with multi-year naming rights sponsorship
- ◆ Ordered new and cleaner replacement buses
- ◆ Up to 240 CNG 40-foot buses over next 5 years
- ◆ Initial 90 to be assigned to Hayden District in East Cleveland in 2015
- ◆ Purchased 20 Propane powered buses for ADA fleet
- ◆ Continued the HRV Mid-Life interior rehabilitation on Red Line trains
- ◆ Installed three-position bike racks on all buses

Increased Ridership

- ◆ Increased ridership for fourth consecutive year
- ◆ Expanded contract with CMSD
- ◆ Implemented U-Pass with Tri-C
- ◆ Launched the Ohio City Connector
- ◆ Hosted the Cleveland Foundation free day that realized a 25% increase in ridership
- ◆ Launched the Cleveland State Line to include new Saturday service
- ◆ Signed fare agreements with neighboring transit agencies

Executive Division

Maintained Strong Corporate Image

- ◆ Worked with Board and Staff to develop and adopt a new Strategic Plan
- ◆ Established a Student Advisory Council
- ◆ Worked with Community Leaders to bring the 2016 RNC to CLE
- ◆ Effectively worked to plan and deliver outstanding service for the Gay Games 9
- ◆ Worked with the Group Plan Commission for a RTA friendly Public Square makeover

Focus on Safety & Security

- ◆ Sponsored Human Trafficking awareness program
- ◆ Established Community Policing at Districts
- ◆ Completed camera installation on buses and trains
- ◆ Installed “Drive Cam” units on all buses and trains

Recognition and Awards

- ◆ UCI “Building the Circle Award” for Cedar/University Circle Station
- ◆ Cleveland Engineering Society Award of Excellence for Buckeye/Woodhill Blue/Green Line Rail Station
- ◆ Earth Day Coalition Award for RTA’s clean fuels initiative
- ◆ With NOACA, launched the first Commuter Choice Awards
- ◆ Continued to be an ambassador for innovative transit-related economic development, hosting delegations from places such as Boston, Raleigh, Richmond & Albuquerque
- ◆ Received Pioneer Award from the Partnership for Excellence, seeking Malcolm Baldrige national quality award.
- ◆ OPTA Outstanding marketing award for RTA’s Captain America Campaign
- ◆ Entered the Council on Economic Inclusion’s Hall of Fame for Senior Management Diversity
- ◆ Joe Calabrese appointed for third term by USDOT Sec’t. Fox on ITS Advisory Committee to represent Public Transit
- ◆ Metro Magazine – Joe Calabrese named as one of transit’s most influential people of the Decade
- ◆ Joe Calabrese awarded he OPTA Len Ronis Leadership Award
- ◆ Crain’s Cleveland Business – Joe Calabrese named in the Crain’s Power 150 List
- ◆ RTA Recognized for Employee Giving by United Way, UNCF, Harvest for Hunger and Community Shares

2015 Objectives

- ◆ 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 bus replacements; Rolling Stock Fund developed and needs to be added to via other funding options.
- ◆ Deliver a creative marketing plan to promote the value of RTA and maximize ridership.
- ◆ Continue our positive relationship with civic leaders, elected officials, and the media.
- ◆ Continue education about the benefits of public transit in general, RTA in particular.

Executive Division

- ◆ Increase the cleanliness of RTA facilities and vehicles.
- ◆ Work to maximize the value of RTA to visitors and employees of the Convention Center/Medical Mart, Casino, and Flats East Bank developments.
- ◆ Complete Little Italy Station.
- ◆ Drive efforts to maximize ridership, by promoting the value of RTA; affordability and sustainability.

Executive Division

2015 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%

Executive Division

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%

Executive Division

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%

Executive Division

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%	

Executive Division

2015 OPERATING BUDGET SUMMARY Department 12 – Executive

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

Department Priorities for 2015

- ◆ 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.

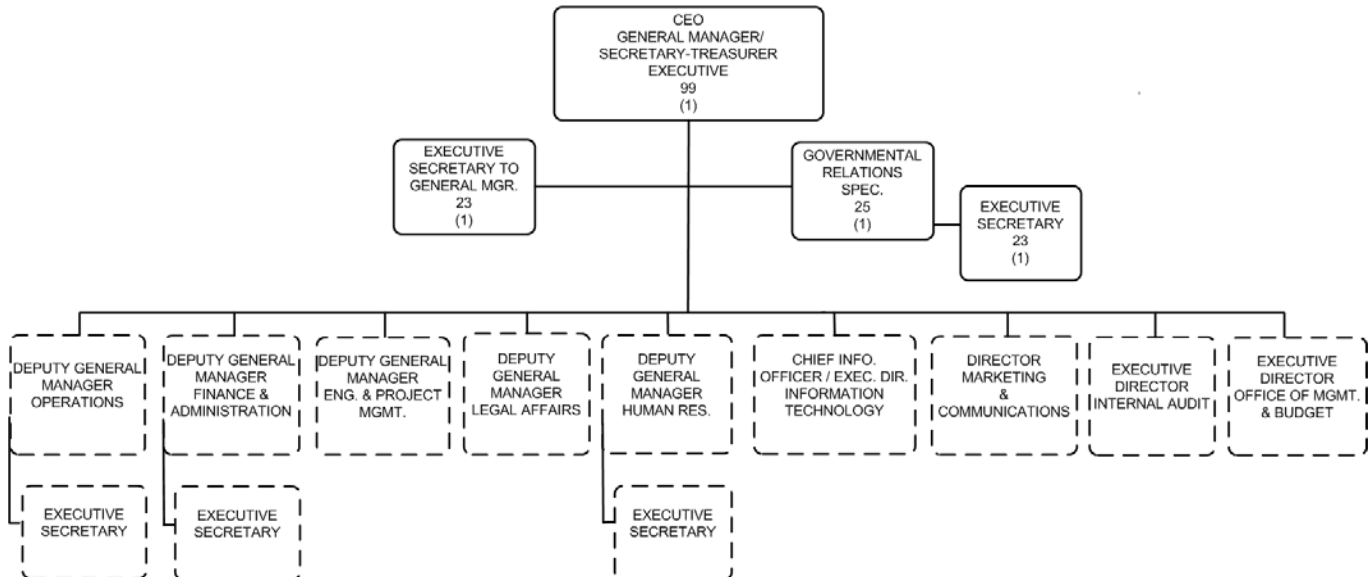
	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Ridership (I, II, III, VII)	46,238,928	48,265,048	49,236,078	50,000,000
Percent Change Prior Year (III, VII)	3.6%	4.3%	2.1%	1.5%
Passenger Fare Revenue (III, IV, VI)	48,017,726	49,237,857	48,699,580	49,314,054
% Change (III, IV, VII)	4.2%	2.5%	-1.1%	1.2%

Executive Division

Below are budget and staffing highlights of the Executive Department

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501300	Labor – Salaried Employees	485,380.15	496,604.90	489,225.41	454,331.27
502000	Fringe Benefits	196,155.72	193,706.09	201,984.86	155,710.72
503000	Services	(1,175.98)	19,720.00	27,453.84	25,000.00
503049	Temporary Help	0.00	2,432.00	0.00	13,000.00
504000	Materials & Supplies	1,833.71	1,071.61	1,523.05	1,473.00
509000	Miscellaneous Expenses	133,680.05	146,993.75	159,151.74	168,462.00
509022	Meals & Concessions	0.00	0.00	0.00	22,000.00
Total:		815,873.65	860,528.35	879,338.89	839,977.00

Grade	Job Name	2012	2013	2014	2015
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
25	0862 Government Relations Specialist	1.0	1.0	1.0	1.0
28	1444 Manager Media Relations	1.0	1.0	0.0	0.0
99	9929 General Manager	1.0	1.0	1.0	1.0
Total		5.0	5.0	4.0	4.0



Executive Division

2015 OPERATING BUDGET SUMMARY Department 16 – Secretary/Treasurer – Board of Trustees

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

Department Priorities for 2015

- ◆ 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.

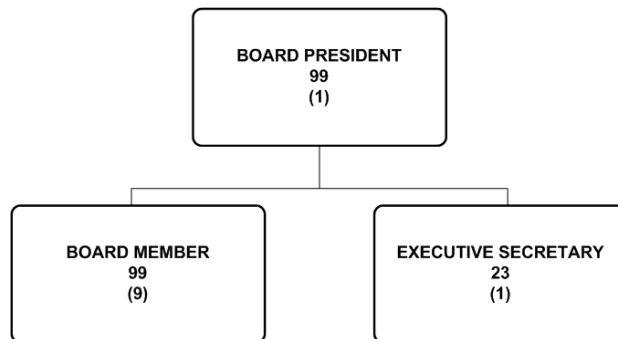
	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
RTA Annual Yield on Investments (II, IV, V, VI)	0.50%	0.48%	0.55%	0.75%

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

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501300	Labor – Salaried Employees	88,690.71	89,903.22	132,250.07	98,417.01
502000	Fringe Benefits	31,755.77	31,589.15	45,744.43	33,729.98
503000	Services	187,890.00	105,355.90	107,303.70	178,000.00
504000	Materials & Supplies	543.63	609.92	6,964.28	1,200.00
509000	Miscellaneous Expenses	21,802.69	22,475.61	18,433.81	25,500.00
509022	Meals & Concessions	0.00	0.00	0.00	2,000.00
Total:		330,682.80	249,933.80	310,696.29	338,846.99

Executive Division

Grade	Job Name	2012	2013	2014	2015
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 2015

- ◆ Perform contract audits to evaluate compliance with terms and conditions; Health care dependent eligibility audit and claims expense audit; and Revenue collection audits.
- ◆ Participate in the TransitStat Program
- ◆ Coordinate and follow-up with external audits and reviews.
- ◆ Perform Information Technology audits (new and existing systems).
- ◆ Provide resources to management on steering committees, evaluation panels and task forces.
- ◆ Conduct Buy America compliance reviews for vehicle and facility capital improvements

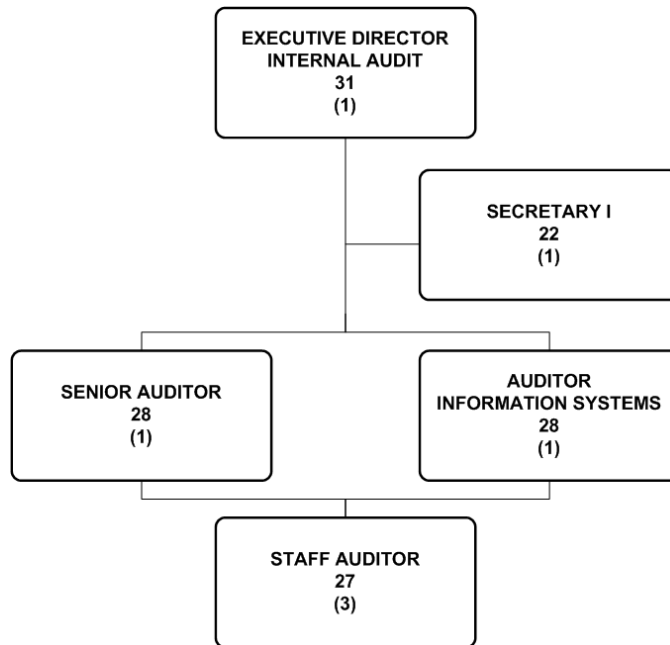
	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Number of Audits Planned (II, III, IV, V, VI)	49	51	50	50
Number of Audits Completed (II, III, IV, V, VI)	41	45	45	44
Percentage of Time Budgeted for Audits (II, III, IV, V, VI)	91%	90%	90%	90%
Percentage of Recommendations Implemented By Management (II, III, IV, V, VI)	N/A	80%	80%	80%
Percentage of Audits Performed Where Computerized Audit Tools Were Used (II, III, IV, V, VI)	N/A	30%	30%	50%

Below are budget and staffing highlights of the Internal Audit Department

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501200	Hourly Employees Payroll	0.0	0.0	0.0	4,800.00
501300	Labor – Salaried Employees	433,383.55	420,553.71	487,004.80	511,712.05
502000	Fringe Benefits	158,686.24	148,272.60	182,726.01	175,402.34
503000	Services	137,082.26	29,400.00	(99,962.59)	56,500.00
504000	Materials & Supplies	1,667.97	4,849.78	848.78	1,600.00
509000	Miscellaneous Expenses	58,232.60	(9,955.35)	10,916.95	29,175.00
Total:		789,052.62	593,120.74	581,533.96	779,189.38

Executive Division

Grade	Job Name	2012	2013	2014	2015
22	0721 Secretary I	1.0	1.0	1.0	1.0
26	0957 Staff Auditor	2.0	2.0	0.0	0.0
27	0957 Staff Auditor	0.0	0.0	3.0	3.0
	1087 Lead Auditor	1.0	1.0	0.0	0.0
28	1202 Auditor Information Systems	1.0	1.0	1.0	1.0
	1261 Senior Auditor	1.0	1.0	1.0	1.0
30	1522 Executive Director	1.0	1.0	1.0	1.0
Total		7.0	7.0	7.0	7.0



Executive Division

2015 OPERATING BUDGET SUMMARY Department 53 – Marketing & Communications

STEPHEN BITTO, DIRECTOR

Department Priorities for 2015

- ◆ 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 millennials, 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.

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Ridership Increase (III, V, VI, VII)	4.3%	2.0%	3.5%	2.5%
Community Advantage Clients (II, III, V, VI, VII)	675	695	725	750
Calls Answered (II, III, V, VI, VII)	486,000	456,000	489,000	500,000
TIC Lost Call Rate (II, III, V, VI, VII)	8.6%	9.2%	7.2%	6.0%
Website Visits (II, III, V, VI, VII)	3,433,326	4,432,011	5,557,700	6,250,000
Research studies Completed (II, III, V, VI, VII)	6	8	11	15
Aggregate Customer Satisfaction Rate (II, III, V, VI, VII)	N/A	51%	64%	70%

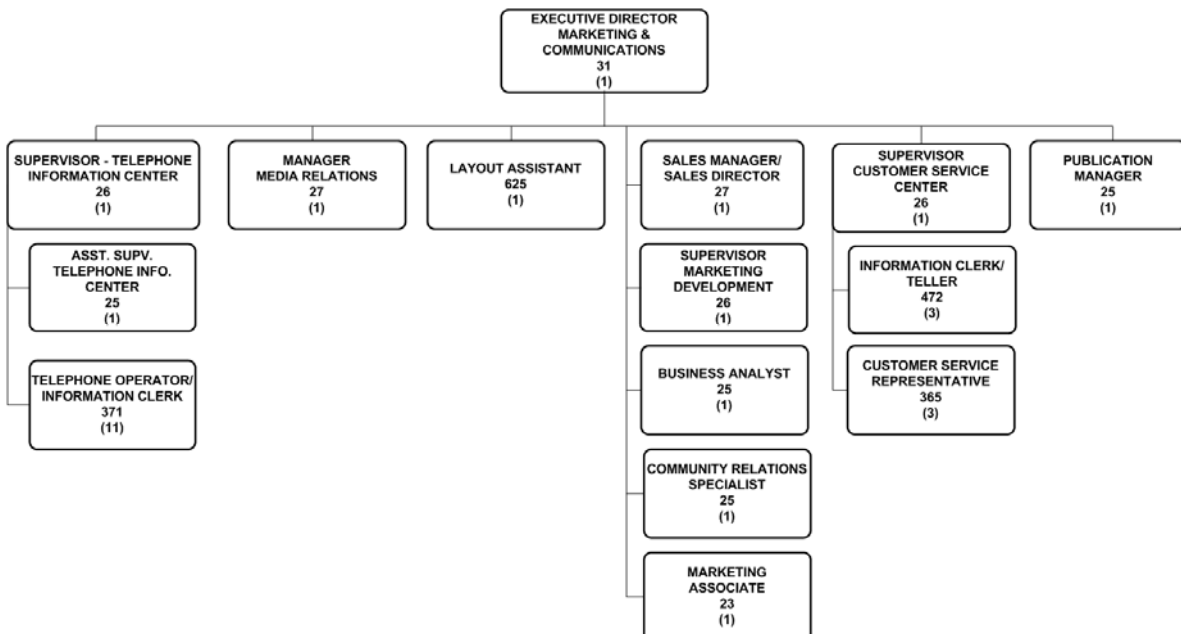
2014 Highlights:

- Developed and implemented a fully integrated media campaign promoting RTA. The “Easy than you think Cleveland” program incorporated television, radio, and digital media.
- Secured an overwhelming reauthorization of the CSU student U-Pass program with 93% of the students voting in the affirmative. Not only was the program reauthorized but students agreed to an increase their fare by 60% over the 6-year term of the contract.
- Developed a full branding strategy for the new Cleveland State Line. Elements included shelter signage, the vehicle’s exterior design as well as new bus stop signs.
- Developed and implemented a comprehensive communication program to promote RTA service to Gay Games 9 participants and spectators.
- Developed and implemented a more robust market research program to monitor customer satisfaction.

Executive Division

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501200	Hourly Employees Labor	24,842.60	33,180.04	12,369.27	30,636.92
501210	Overtime – Hourly Employees	2,091.70	2,259.84	0.00	0.00
501300	Labor – Salaried Employees	1,451,045.72	1,470,659.09	1,523,118.46	1,601,101.74
501310	Overtime – Salaried Employees	26,116.11	21,215.42	7,687.69	20,000.00
502000	Fringe Benefits	554,705.31	551,806.53	575,653.17	570,985.92
503000	Services	156,941.31	158,896.06	143,714.60	211,003.00
503020	Advertising Fees	799,783.75	818,980.48	853,137.88	863,000.00
503049	Temporary Help	0.00	20,500.43	7,898.31	0.00
504000	Materials & Supplies	13,427.30	23,127.12	26,190.75	16,100.00
509000	Miscellaneous Expenses	60,529.69	30,825.18	24,848.01	6,975.00
509022	Meals & Concessions	0.00	0.00	0.00	10,000.00
512000	Leases & Rentals	0.00	0.00	10,260.60	15,000.00
Total:		3,089,483.49	3,131,450.19	3,184,878.74	3,344,802.58

Grade	Job Name	2012	2013	2014	2015
03	0365 Customer Service Rep	3.0	3.0	3.0	3.0
	0371 Telephone Oper/Info Clerk	11.0	11.0	11.0	11.0
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	1650 Marketing Assistant PT	0.5	0.5	0.0	0.0
	0740 Marketing Associate	0.0	0.0	1.0	1.0
25	0713 Publications Manager	1.0	1.0	1.0	1.0
	0831 Community Relations Spec.	1.0	1.0	1.0	1.0
	0966 Asst. Supervisor Tel. Info	1.0	1.0	1.0	1.0
	1085 Business Analyst	1.0	1.0	1.0	1.0
26	1061 Supervisor Marketing	1.0	1.0	1.0	1.0
	1184 Suv. Telephone Info Ctr	1.0	1.0	1.0	1.0
	1246 Supv Customer Serv Center	1.0	1.0	1.0	1.0
27	0859 Sales Mgr/Sales Director	1.0	1.0	1.0	1.0
28	1144 Manager Media Relations	0.0	0.0	1.0	1.0
30	0784 Director	1.0	1.0	1.0	0.0
31	0784 Executive Director	0.0	0.0	0.0	1.0
Total		27.5	27.5	29.0	29.0



Executive Division

2015 OPERATING BUDGET SUMMARY Department 61 – Information Technology

**PETER ANDERSON, EXECUTIVE
DIRECTOR – CIO**

During 2014, resulting from two consultants' recommendations, the Information Technology Department was reorganized and moved to the Executive Division; additionally, a CIO position was created that reports to the General Manager and serves as the Executive Director of the newly

created IT Department. The additional positions added during 2014 will also contribute to the expansion of the support provided by the department to the rest of the agency. One of the ten Vital Few Objectives (VFOs) in the 2014 GCRTA Strategic Plan is Advance and Improve Technology to emphasize the focus on information technology.

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 2015

- ◆ Replace phone system
- ◆ Upgrade GCRTA network infrastructure
- ◆ Enhance data storage capacity for numerous projects
- ◆ Expand GroupWise email accounts to entire employee base for improved communications
- ◆ Complete pilot Virtual Desktop Upgrade
- ◆ Implement SQL server upgrade and Citrix farm replacement
- ◆ Upgrade Teammate software for Internal Audit
- ◆ Complete first phase of IT Security project
- ◆ Complete RiskMaster system upgrade
- ◆ Implement the Service Desk Incident Management System
- ◆ Complete TransitMaster system Upgrade
- ◆ Complete Trapeze module upgrades
- ◆ Create Service and Operating Level Agreements
- ◆ Document Incident Management Processes
- ◆ 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.
- ◆ Support development of short and long range IT strategic plans.
- ◆ Eliminate personal printers from private offices
- ◆ Reduce the number of networked printers by 33%

2014 Highlights:

- ◆ Hired End User Support Manager, two User Support Analysts to answer the Help Desk phones and provide End User Support and a Telecommunications Specialist
- ◆ Replaced the majority of the 50 six+ year old Multi-Function Printers with new MFP's, in seven weeks prior to year-end, improving the high volume printing environment and significantly lowering overall printing costs

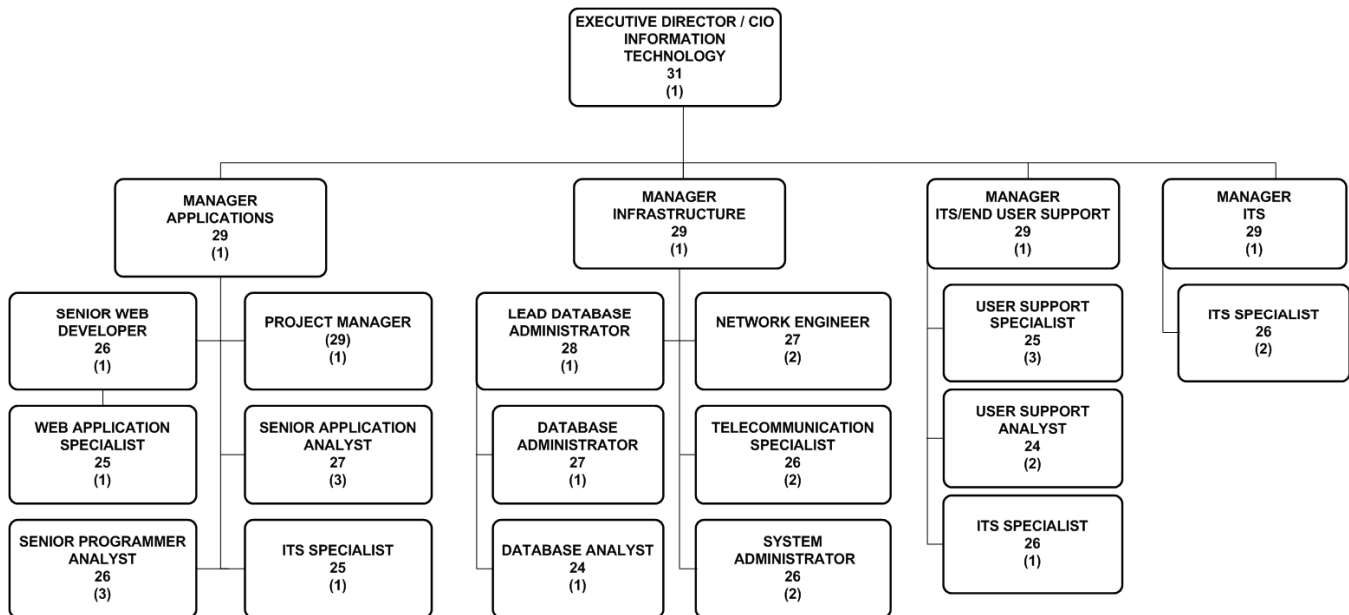
Executive Division

- ◆ Completed the IT Department Assessment and reorganized the IT Department to improve support and responsiveness
- ◆ Completed an Oracle assessment and upgrade
- ◆ Initiated an Enterprise Content Management System project
- ◆ Re-launched IT as the front door for technology projects and received approval for the first IT governance document (Change Management process)
- ◆ Provided revisions to IT portions of the Personnel, Policies and Procedures manual
- ◆ Completed first phase of the Bid Dispatch system upgrade with Operations
- ◆ Continue to collaborate on the Report Writer software replacement project
- ◆ Completed the IVR Update for Paratransit in conjunction with Operations
- ◆ Actively engaged with Finance in the project to design and build a new process to manage records retention
- ◆ Researched, evaluated and installed various patches in support of business and operational applications
- ◆ Assisted with implementation of Purchasing application and associated business process improvement
- ◆ Deployed 161 new desktop PC's across the Authority
- ◆ Deployed 69 new laptops across the Authority
- ◆ Designed and deployed mobile connectivity solution in support of Transit Police Computer Aided Dispatch Project
- ◆ Designed, Implemented, and Maintained Servers and Network Infrastructure to support Major System Implementations and Upgrades
- ◆ Completed Cybersecurity Evaluation of Key Systems in Conjunction with DHS/TSA
- ◆ Completed Multiple IT Audits with agencies from Ohio AoS, REDSS/Cuyahoga County, to the American Public Transit Association
- ◆ Initiated IT Governance

Executive Division

Below are budget and staffing highlights of the Information Technology Department

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501300	Labor – Salaried Employees	1,357,100	1,364,727.10	1,430,543.92	2,127,481.81
501300	Overtime – Salaried Employees	889	1,150.00	625.00	3,000.00
502000	Fringe Benefits	526,918	487,921.11	534,709.84	733,436.22
503000	Services	1,317,367	(148,733.23)	504,734.58	69,000.00
503049	Temporary Help	0	16,000	0.00	0.00
503052	Other Maintenance Contracts	0	1,756,593.83	2,565,225.02	3,252,302.00
504000	Materials & Supplies	84,286	72,086.91	145,000.00	138,500.00
505000	Utilities	546,356	0	0.00	0.00
505022	Telephone	0	658,012.77	702,379.70	608,000.00
509000	Miscellaneous Expenses	7,855	10,976.32	14,577.04	19,550.00
512000	Leases & Rentals	45,713	(2,358.18)	100,700.00	90,700.00
Total:		3,997,255	4,216,376.63	5,998,495.10	7,041,970.03



Executive Division

Grade	Job Name	2012	2013	2014	2015
23	0725 Executive Secretary	0.0	0.0	1.0	1.0
24	1646 User Support Analyst	0.0	0.0	2.0	2.0
25	0751 Network Administrator	2.0	2.0	0.0	0.0
	0760 Database Analyst	0.0	0.0	1.0	1.0
	0960 PC Software/Support Spec	2.0	2.0	0.0	0.0
	0960 User Support Specialist	0.0	0.0	3.0	3.0
	1645 System Analyst	1.0	1.0	0.0	0.0
	1647 Web Application Specialist	0.0	1.0	1.0	1.0
	1961 Applications Analyst	0.0	0.0	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	3.0	0.0	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	0.0	3.0	4.0
28	1648 Lead Database Administrator	1.0	1.0	1.0	1.0
29	1726 Manager – ITS	0.0	0.0	1.0	1.0
	1655 Project Manager	0.0	0.0	1.0	1.0
	0783 Manager ITS/End User Support	0.0	0.0	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	1.0	0.0	0.0
31	1730 Executive Director/CIO	0.0	0.0	1.0	1.0
Total		23.0	24.0	28.0	32.0

Executive Division

2015 OPERATING BUDGET SUMMARY Department 67 – Office of Management and Budget

GALE W. FISK, EXECUTIVE DIRECTOR

Department Priorities for 2015

- ◆ Continue to implement an agency-wide initiative to improve operations through the “Partnership For Excellence”. Fully deploy the new MVV.
- ◆ Execute the new Strategic Plan.
- ◆ Finish 2015 with a fund balance in excess of \$21 million.
- ◆ Continue to reprioritize the capital program and coordinate the funding and system implications. For 2015, keep reimbursed expenditures under \$20 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.

	2012 Actual	2013 Actual	2014 Estimate	2015 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%

2014 Highlights:

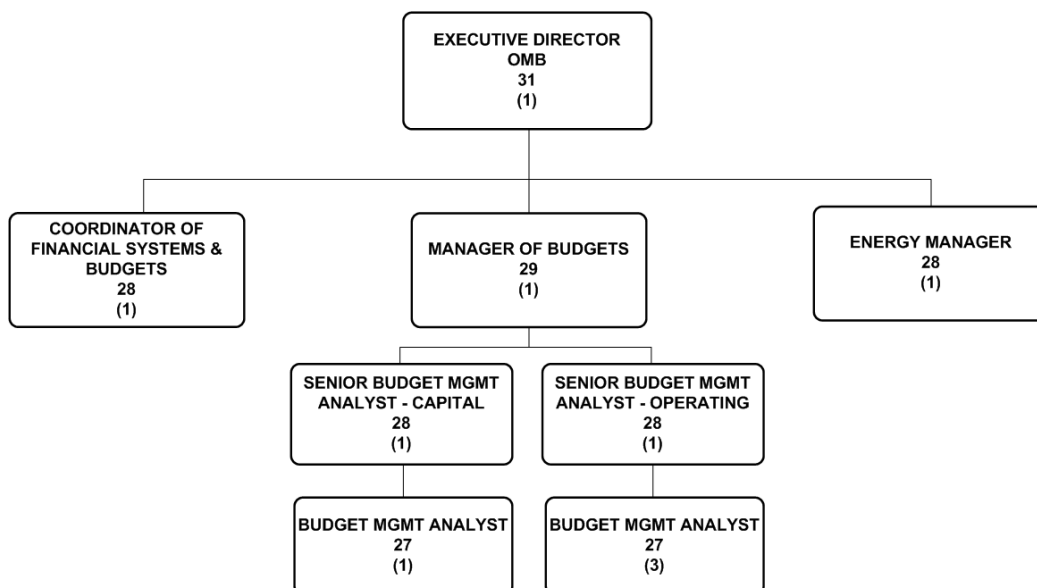
- ◆ Submitted RTA’s first full Baldrige Application to The Partnership for Excellence program.
- ◆ Standard & Poor’s reaffirmed AAA credit rating for GCRTA.
- ◆ Executed the budget to end the year with an operating balance of \$30 million, the fourth straight year of \$30 million or better and a \$16 million improvement over budget.
- ◆ Held preventative maintenance reimbursed expenditures to General Fund to less than \$20 million, which allowed for funding of additional capital projects.
- ◆ Added the purchase of 30 more buses to the first 83 buses purchased in 2013. This continues the execution of a multi-year 178 bus improvement program.
- ◆ Entered into a new three year electricity contract at very favorable rates. Expanded the purchase of natural gas to provide fuel for the 110 CNG buses for 2015 through 2017.

Executive Division

- Completed seventh year of TransitStat. RTA has now conducted 236 TransitStat meetings with 1,017 process improvement presentations and savings of \$60 million.

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501300	Labor – Salaried Employees	763,613.50	827,056.17	848,726.35	750,048.44
502000	Fringe Benefits	278,757.90	290,528.54	324,371.94	257,223.92
503000	Services	120,672.02	170,835.16	185,074.02	315,000.00
503020	Advertising Fees	164.67	484.03	299.40	600.00
504000	Materials & Supplies	1,393.30	1,126.47	1,000.00	1,000.00
505000	Utilities	3,433,970.19	(1,705,396.39)	0.00	0.00
505018	Natural Gas	0.00	1,388,299.96	960,594.81	1,506,000.00
505020	Sewers	0.00	359,223.56	337,484.18	360,000.00
505021	Electricity	0.00	2,353,722.30	2,069,754.85	2,495,100.00
509000	Miscellaneous Expenses	26,178.22	26,533.22	25,403.36	29,690.00
509022	Meals & Concessions	0.00	0.00	0.00	1,600.00
Total:		4,624,749.80	3,712,413.02	4,752,708.91	5,716,262.36

Grade	Job Name	2012	2013	2014	2015
27	0767 Sr. Budget Mgmt Analyst	2.0	0.0	0.0	0.0
	0958 Budget Mgmt Analyst	4.0	4.0	4.0	4.0
28	0767 Sr. Budget Mgmt Analyst	0.0	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	1.0
29	1655 Project Manager	1.0	1.0	1.0	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	11.0	10.0



Executive Division

2015 OPERATING BUDGET SUMMARY Department 99 – Fund Transfers

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
510065	Transfers To/From Pension Fund	100,000.00	100,000.00	100,000.00	100,000.00
510075	Transfers To/From RTA Capital	11,636,995.00	17,270,044.00	15,874,745.00	15,532,963.00
510085	Transfers To/From Bond Retirement	19,386,892.00	18,324,392.00	20,480,914.00	22,615,956.00
510090	Transfers To/From Insurance Fund	1,000,000.00	1,400,000.00	2,100,000.00	1,500,000.00
Total:		32,123,887.00	37,094,436.00	38,555,659.00	39,748,919.00