

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.

2016 ACCOMPLISHMENTS

STRONG FINANCIAL MANAGEMENT

- Finished the year \$18 million better than budget, with an ending balance of \$24 million.
- Had a "clean" audit and received the Auditor of State's *Award with Distinction*.
- Completed a successful FTA Triennial Review.
- Awarded a grant from Ohio Department of Transportation (ODOT) to purchase and deploy 12 new Trolley buses in time for the Republican National Convention (RNC).
- Placed orders for 43 additional CNG buses, which when in service, will further reduce fuel costs and improve service reliability.
- Received Government Finance Officers Association (GFOA) Award for Certificate of Achievement for Excellence for the 28th consecutive year.

GCRTA SUCCESS WITH REPUBLICAN NATIONAL CONVENTION (RNC)

- Recognized as a critical regional asset that was significant to the site-selection decision to host the RNC.
- Provided outstanding service to 50,000 national delegates and guests during the RNC.
- Worked with the City to complete public art installations (inter-urban) along rail lines.
- Completed the total replacement of the four escalators in Tower City prior to the start of the convention.

CUSTOMER SAFETY AND SECURITY

- Received two Federal Transportation Administration (FTA) grants to develop collision avoidance technology to enhance pedestrian safety.
- Received US Department of Defense awards in recognition of RTA's emergency transportation plan.
- Recorded outstanding achievements by Transit Police as we realized a significant drop in serious crimes, continuing a three-year trend.

CUSTOMER SERVICE

- Received accolades from customers, civic partners, and the media for outstanding service during the CAV's parade day, the highest known ridership day in RTA history.
- Served Cleveland Indians fans during an outstanding MLB regular season, playoff games, and World Series games.
- Launched a Mobile Ticketing pilot program in time for the RNC and the MLB post-season.
- Significantly improved "Real-Time" customer information through the "Transit App".

INFRASTRUCTURE IMPROVEMENTS

- Opened the modernized and ADA-compliant Warrensville Station on the Green Line.
- Continued construction of the ADA-compliant Brookpark Station on the Red Line.
- Began construction of the ADA-compliant Lee Road Station on the Green Line.
- Completed the reconstruction of Tower City's Track 8, without rail service interruptions.
- Worked with ODOT to upgrade the E. 105 Street Station as part of the Opportunity Corridor project.
- Began construction on enhanced pedestrian access to the Little Italy – University Circle Station.

STRATEGIC INITIATIVES

- Submitted the second application for the Baldrige Award in support of process improvements and organizational excellence.
- Maintained ISO certification for the Central Bus Maintenance Facility, and completed nearly 45 percent ISO 14001 certification at Triskett and Hayden Facilities.
- Completed the Annual Sustainability Report per Global Reporting Initiative G4 Standards.

AWARDS AND RECOGNITION

- Received the Commission on Economic Inclusion's *Commission 50 Award*, as well as the *Workforce Diversity Award*.
- Re-appointed Joe Calabrese to the USDOT Intelligent Transportation System (ITS) Advisory Committee by Secretary Anthony Foxx.
- Graduated 30 employees from the Public Transit Management Academy (PTMA) at Cleveland State University (CSU).
- Received the *Three-Star Ohio Green Fleet Award* from Clean Fuels Ohio for work to improve air quality and health, reduce pollution, and strengthen Ohio's economy.

2017 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.

2016 ACCOMPLISHMENTS

- Finished the year \$18 million better than budget, with an ending balance of \$24 million
- Had a "clean" audit and received the Auditor of State's *Award with Distinction*.
- Completed a successful FTA Triennial Review
- Recognized as a critical regional asset that was significant to the site-selection decision to host the RNC.
- Provided outstanding service to 50,000 national delegates and guests during the RNC.
- Worked with the City to complete public art installations (inter-urban) along the rail lines
- Completed the total replacement of four escalators in Tower City prior to the start of the convention
- Received U.S. Department of Defense awards in recognition of RTA's emergency transportation plan
- Received accolades from customers, civic partners, and the media for outstanding service during the CAV's parade day, the highest known ridership day in RTA history.
- Served Cleveland Indians' fans during an outstanding MLB regular season, playoff games, and World Series games
- Launched a Mobile Ticketing pilot program in time for the RNC and the MLB post-season
- Significantly improved "Real-Time" customer information through the "Transit App"
- Submitted the second application for the Baldrige Award in support of process improvements and organizational excellence
- Maintained ISO certification for the Central Bus Maintenance Facility, and completed nearly 45 percent ISO 14001 certification at Triskett and Hayden Districts
- Received the Commission on Economic Inclusion's *Commission 50 Award*, as well as the *Workforce Diversity Award*.
- Re-appointed Joe Calabrese to the USDOT Intelligent Transportation System (ITS) Advisory Committee by Secretary Anthony Foxx.
- Received the Three-Star Ohio Green Fleet Award from Clean Fuels Ohio for work to improve air quality and health, reduce pollution, and strengthen Ohio's economy

2017 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

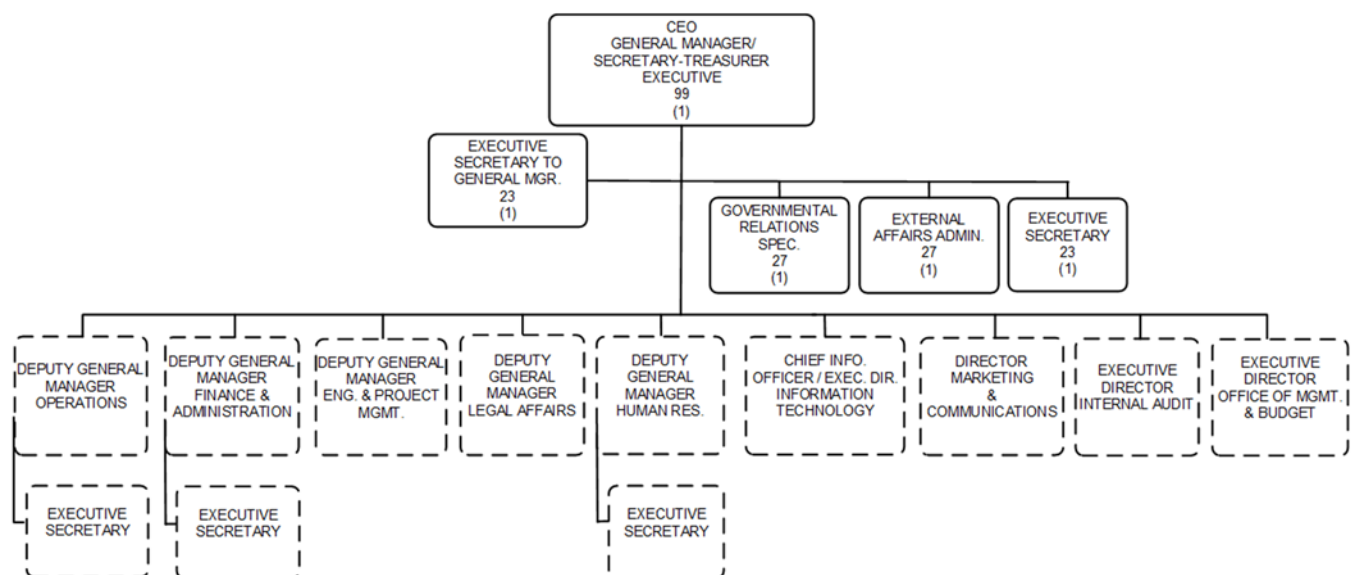
- Develop strong working relationships with elected officials at the local, state, and federal levels
- Support increases of transit dollars during budget cycles at both the state and federal levels
- Cultivate contacts with civic, business, and community leaders and groups

EXECUTIVE DEPARTMENT BUDGET

Object Class	Description	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
501300	Labor Salaried Employees	489,256	439,881	483,854	524,597
502000	Fringe Benefits	204,388	186,587	215,027	195,412
503000	Services	14,758	2,876	(2,822)	16,000
503049	Temporary Help	2,800	8,497	0	0
504000	Materials & Supplies	913	1,561	916	0
504050	Office Supplies	0	0	0	1,800
509000	Miscellaneous Expenses	163,065	175,754	161,947	163,250
509020	Travel, Training & Conferences	0	0	0	22,050
509022	Meals & Concessions	221	3,823	2,211	22,500
Total		875,401	818,978	861,134	945,609

EXECUTIVE DEPARTMENT STAFFING

Grade	Job Name	2014	2015	2016	2017
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	0.0	1.0	1.0
99	9929 General Manager	1.0	1.0	1.0	1.0
	Total	4.0	4.0	5.0	5.0



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.

2016 ACCOMPLISHMENTS

- Had a “clean” audit and received the Auditor of State’s *Award with Distinction*.
- Recognized as a critical regional asset that was significant to the site-selection decision to host the RNC.
- Provided outstanding service to 50,000 national delegates and guests during the RNC.
- Received accolades from customers, civic partners, and the media for outstanding service during the CAV’s parade day, the highest known ridership day in RTA history.
- Received the Commission on Economic Inclusion’s *Commission 50 Award*, as well as the *Workforce Diversity Award*.
- Re-appointed Joe Calabrese to the USDOT Intelligent Transportation System (ITS) Advisory Committee by Secretary Anthony Foxx.

2017 PRIORITIES

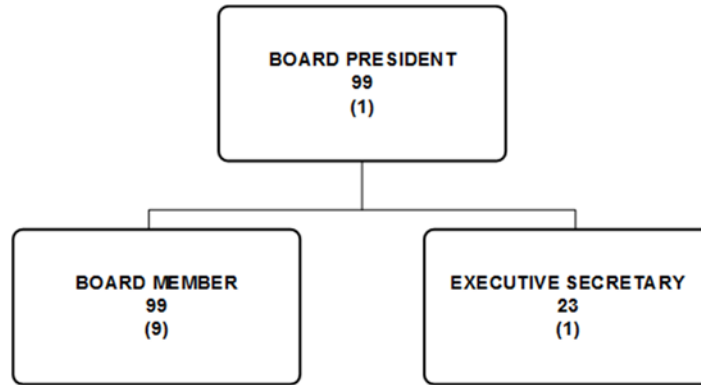
- Secure and complete independent outside audit of the Authority
- Enforce policies on governance and demand accountability from management and staff
- Achieve the maximum rate of return on investments consistent with policy guidelines
- Continue legislative and policy-making role: achievement of key 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

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

Object Class	Description	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
501300	Labor Salaried Employees	130,504	94,803	96,844	98,787
502000	Fringe Benefits	48,038	36,685	38,557	36,798
503000	Services	103,355	91,707	100,881	113,000
504000	Materials & Supplies	13,656	745	700	900
504050	Office Supplies	0	0	0	250
509000	Miscellaneous Expenses	17,431	24,850	35,115	3,000
509020	Travel, Training & Conferences	0	0	0	33,000
509022	Meals & Concessions	424	826	687	2,000
Total		313,410	249,616	272,784	287,736

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT STAFFING

Grade	Job Name	2014	2015	2016	2017
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 helps to oversee and drive the Strategic Plan and Vital Few Objectives throughout the Authority through evaluation and audits.

2016 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

2017 PRIORITIES

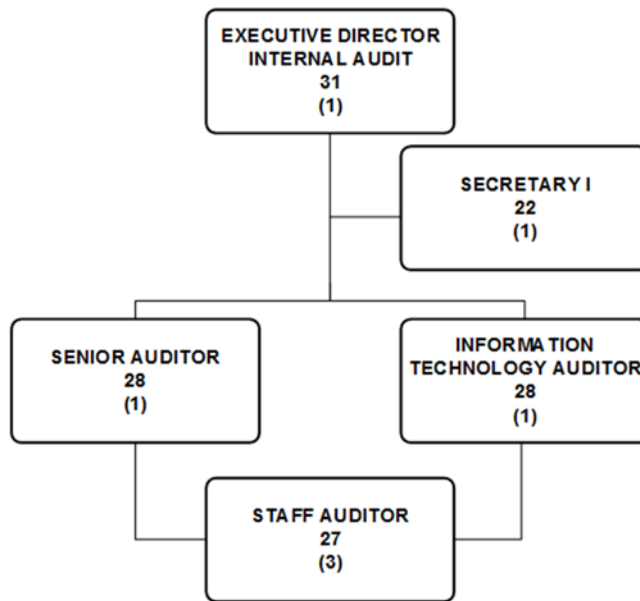
- Establish a risk-based Audit Plan for 2017 aligned with the GCRTA Strategic Plan and Vital Few Objectives
- Continue evaluating the reliability and integrity of information
- Continue evaluating the means of safeguarding assets
- Continue evaluating the systems and processes established to ensure compliance 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	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
501200	Hourly Employees Payroll	0	5,880	223	9,600
501300	Labor Salaried Employees	487,008	443,026	454,367	520,628
502000	Fringe Benefits	187,289	171,902	185,806	197,438
503000	Services	(64,197)	18,211	(34,633)	101,500
503049	Temporary Help	0	0	(357)	0
504000	Materials & Supplies	(537)	1,600	1,293	1,000
504050	Office Supplies	0	0	0	650
509000	Miscellaneous Expenses	(4,829)	19,673	9,060	10,600
509020	Travel, Training & Conferences	0	0	0	16,275
509022	Meals & Concessions	0	0	81	750
Total		604,734	660,292	615,841	858,441

INTERNAL AUDIT DEPARTMENT STAFFING

Grade	Job Name	2014	2015	2016	2017
22	0721 Secretary I	1.0	1.0	1.0	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
	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



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.

2016 ACCOMPLISHMENTS

- Provided outstanding service to 50,000 national delegates and guests during the RNC
- Received numerous accolades from customers, civic partners, and the media for outstanding service during the CAV's Championship games and parade, which held the highest known ridership day in RTA history
- Served Cleveland Indians' fans during an outstanding MLB regular season, playoff games, and World Series games
- Launched a Mobile Ticketing pilot program in time for the RNC and the MLB post-season
- Significantly improved "Real-Time" customer information through the "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
- Maximized revenue sources including transit advertising, asset sponsorship and on-site vending opportunities
- Continued to establish and nurture relationships with transit coalition partners, including business and community leaders and elected officials

2017 PRIORITIES

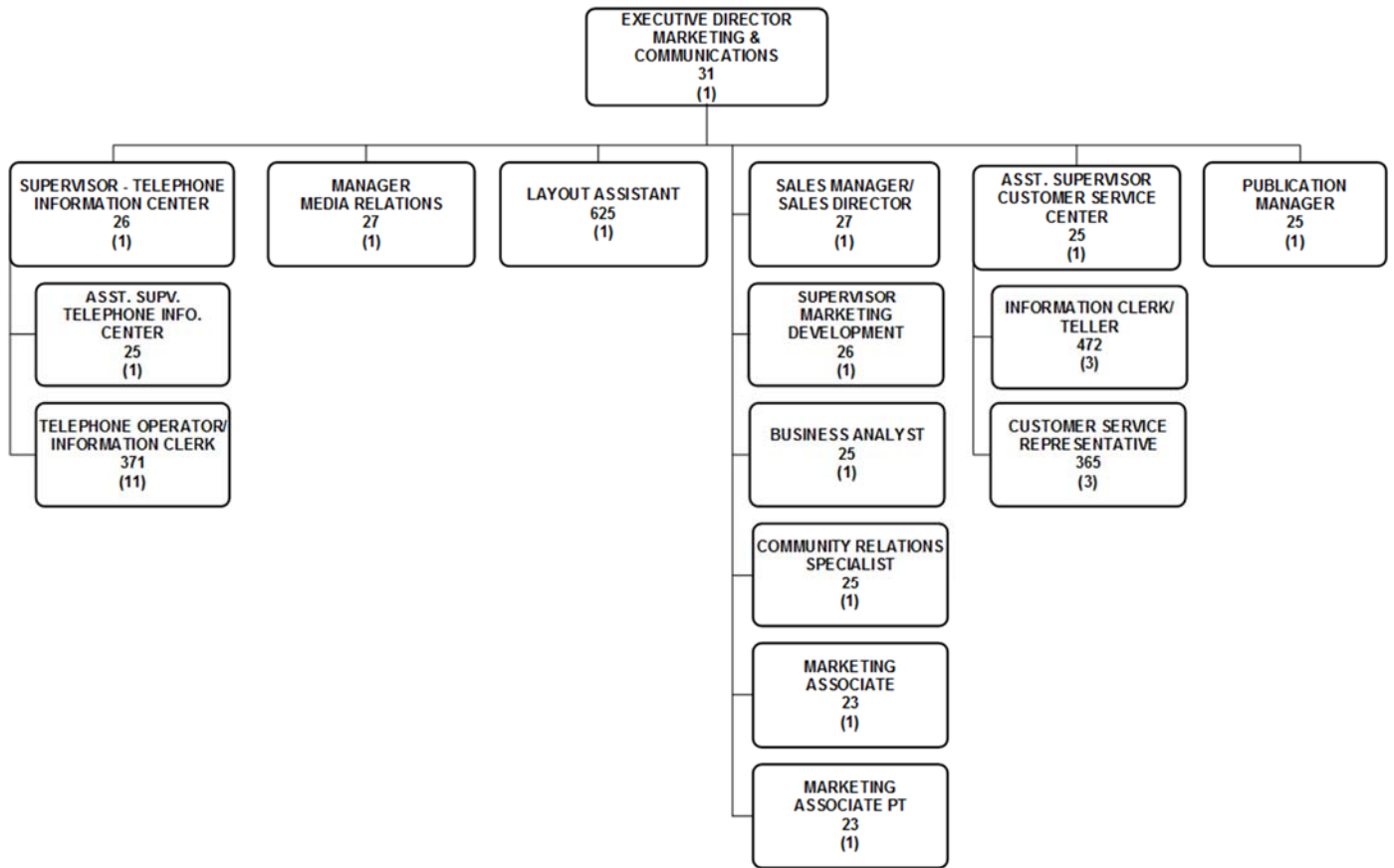
- Deliver a creative marketing plan to promote the Authority and maximize ridership, while focusing on the Strategic Plan, Mission, Vision, and Values
- Continue to establish and nurture relationships with transit coalition partners, including business and community leaders and elected officials
- Continue 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	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
501200	Hourly Employees Payroll	14,316	225	27,028	42,078
501300	Labor Salaried Employees	1,528,870	1,625,156	1,513,835	1,678,913
501310	Overtime Salaried Employees	8,259	15,588	33,655	25,000
502000	Fringe Benefits	597,553	626,437	615,143	645,132
503000	Services	217,238	166,717	135,028	200,503
503020	Advertising Fees	840,636	872,317	878,521	879,500
503049	Temporary Help	7,898	0	0	0
504000	Materials & Supplies	31,152	22,140	24,831	15,100
504050	Office Supplies	0	0	0	1,500
509000	Miscellaneous Expenses	16,630	5,829	10,312	900
509020	Travel, Training & Conferences	0	0	0	4,200
509022	Meals & Concessions	15,883	7,246	6,751	10,000
512000	Leases & Rentals	5,761	7,284	8,987	15,000
Total		3,284,195	3,348,839	3,254,091	3,517,377

MARKETING & COMMUNICATIONS DEPARTMENT STAFFING

Grade	Job Name	2014	2015	2016	2017
03	0365 Customer Service Rep	3.0	3.0	3.0	3.0
	0371 Telephone Operator/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	0740 Marketing Associate	1.0	1.0	1.0	1.0
	1650 Marketing Assistant PT	0.0	0.0	1.0	1.0
25	0713 Publications Manager	1.0	1.0	1.0	1.0
	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	0.0	1.0	1.0
	1085 Business Analyst	1.0	1.0	1.0	1.0
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	1.0	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
31	0784 Executive Director	1.0	1.0	1.0	1.0
	Total	29.0	29.0	30.0	30.0



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 maintaining a reliable information systems infrastructure, replacing necessary assets and components as dictated by various asset lifecycles. To monitor improvement, the IT State of Good Repair (SoGR) Rating, under the VFO Continual Process Improvement, the target percentage is 15 percent improvement across all systems and projects. This rate of IT-SoGR improvement includes completion of various Action Plans, including the completion and reporting of Dashboard Metrics, Phone System Upgrade, Network Upgrade, Data Center Improvements, Back-up/Storage Replacement, IVR, CitrixFarm, Mobile Ticketing, & various End-User Priorities.

2016 ACCOMPLISHMENTS

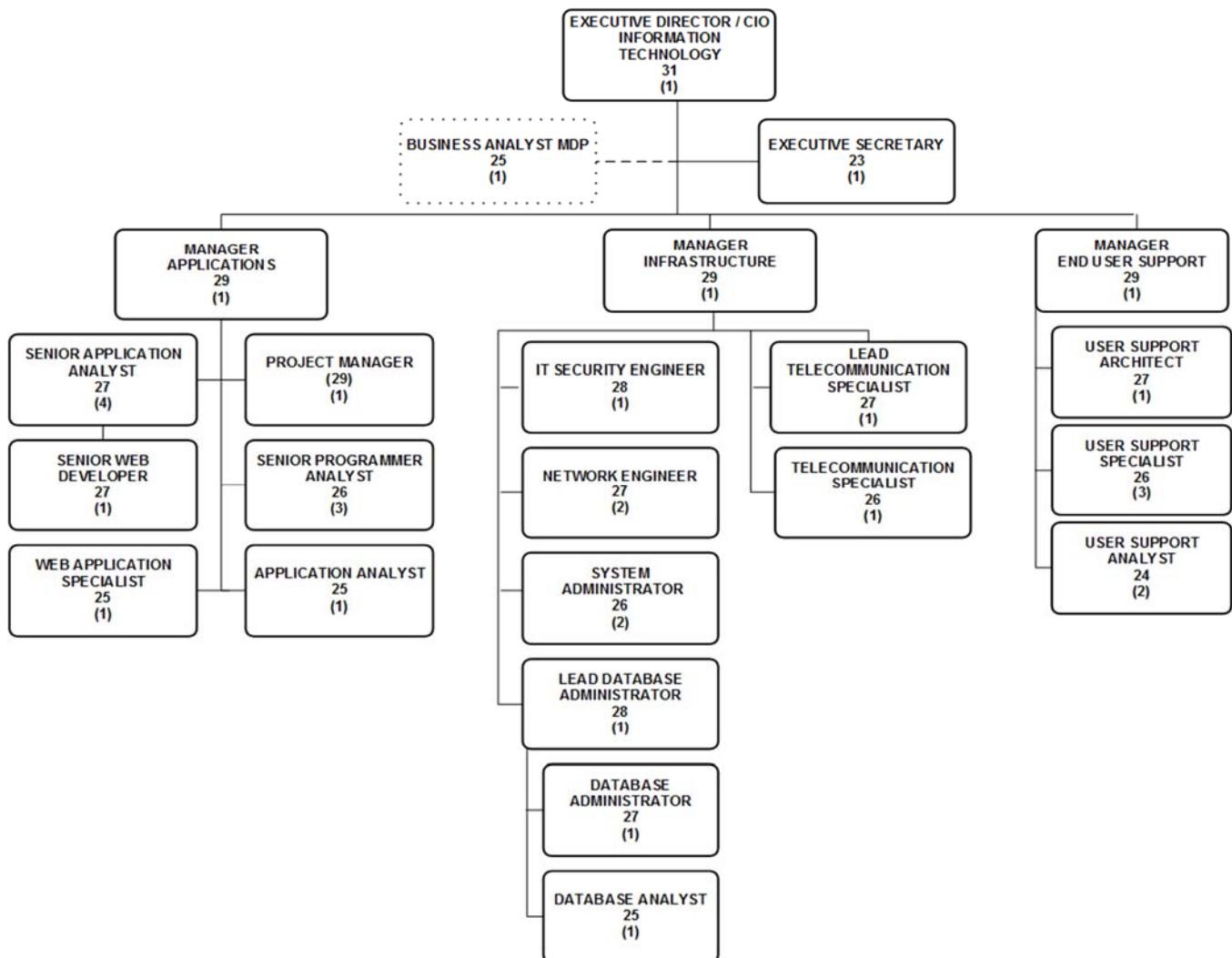
- Reduced the number of networked printers and personal printers in private offices
- Launched a Mobile Ticketing pilot program in time for the RNC and MLB post-season
- Improved "Real-Time" customer information through the "Transit App"
- Completed Phase 1 of the Mobile Device Management Project
- Created Service and Operating Level Agreements
- Initiated First Phase of IT Security Project
- Finalizing Trapeze module updates
- Documented Incident Management Processes and COOP for IT
- Implemented the Service Desk Incident Management System
- Completed roll-out of GroupWise Expansion project
- Finalizing Phase 1 of the replace phone system

2017 PRIORITIES

- Complete the replace phone system
- Continue upgrades to the Authority's Network Infrastructure
- Complete enhancements of data storage capacity for projects
- Implement SQL server upgrade and Citrix farm replacement
- Complete next phase of the IT Security Project
- Educate IT and End User customer base on ITIL methodologies and best practices
- Improve processes related to planning, procurement, implementation, and support of IT technologies
- Implement and Complete upgrade of Intranet

INFORMATION TECHNOLOGY DEPARTMENT BUDGET

Object Class	Description	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
501300	Labor - Salaried Employees	1,510,895	1,908,848	2,160,676	2,326,545
501310	Overtime - Salaried Employees	450	3,200	600	1,500
502000	Fringe Benefits	569,286	743,546	860,924	866,882
503000	Services	328,051	66,857	8,115	153,750
503049	Temporary Help	(16,000)	0	0	0
503052	Other Maintenance Contracts	2,335,156	3,107,017	2,856,685	3,786,143
504000	Material & Supplies	161,791	148,713	95,434	158,600
504050	Office Supplies	0	0	0	2,950
505022	Telephone	669,637	612,519	551,539	719,400
509000	Miscellaneous Expenses	9,311	26,680	41,646	4,950
509020	Travel And Conferences	0	0	0	10,100
509022	Meals & Concessions	0	0	392	750
512000	Leases & Rentals	18,416	90,699	85,980	101,200
Total		5,586,994	6,708,079	6,661,990	8,132,770



INFORMATION TECHNOLOGY DEPARTMENT STAFFING

Grade	Job Name	2014	2015	2016	2017
23	0725 Executive Secretary	1.0	1.0	0.0	1.0
24	1646 User Support Analyst	2.0	2.0	2.0	2.0
25	0751 Network Administrator	2.0	0.0	0.0	0.0
	0760 Database Analyst	1.0	1.0	1.0	1.0
	0960 User Support Specialist	3.0	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	1.0	1.0
26	0960 User Support Specialist	0.0	3.0	3.0	3.0
	1072 Telecom Specialist	2.0	1.0	1.0	1.0
	1077 Senior Web Developer	1.0	1.0	1.0	1.0
	1082 System Administrator	0.0	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	0.0	1.0	1.0	1.0
	1745 Lead Telecommunications Specialist	0.0	1.0	1.0	1.0
	1960 Senior Application Analyst	3.0	4.0	4.0	4.0
28	1633 IT Security Engineer	0.0	0.0	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	0.0	1.0	1.0	1.0
	1726 Manager – ITS	1.0	0.0	0.0	0.0
31	1730 CIO/Executive Director	1.0	1.0	1.0	1.0
Total		28.0	32.0	31.0	32.0

OFFICE OF MANAGEMENT & BUDGET

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.

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.

2016 ACCOMPLISHMENTS

- Submitted the application for 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 \$24 million, with a 30-Day Operating Reserve
- Successfully completed the 2015 National Transit Database submission
- Continued the Energy Price Risk Management program to control and stabilize diesel and CNG fuel costs
- Continued to execute energy management initiatives in electricity, natural gas, water, and sewer
- Created and executed the 2016 TransitStat Engagement Survey
- Standard & Poor's reaffirmed AAA credit rating; Moody's reaffirmed Aa1 rating
- 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

2017 PRIORITIES

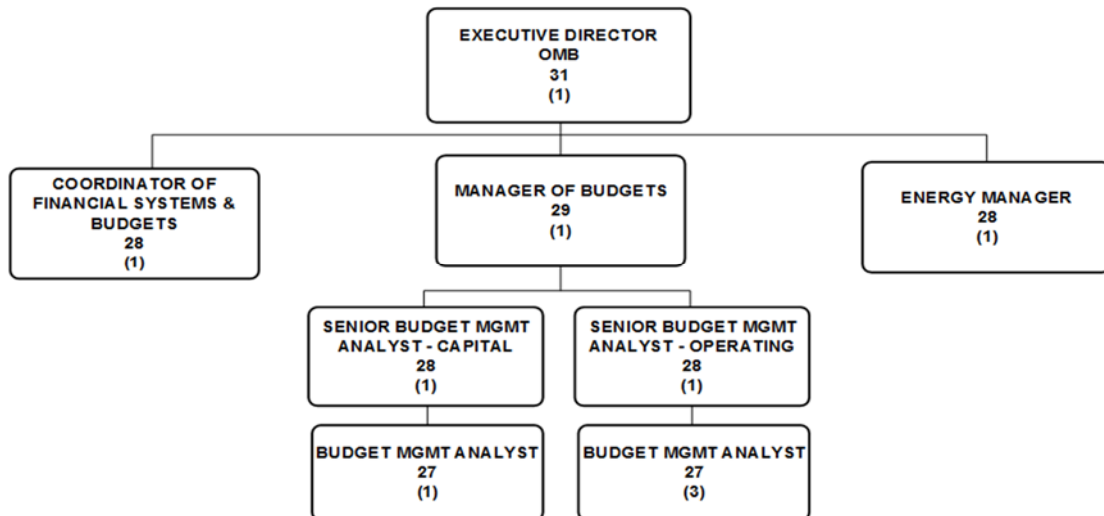
- Coordinate The Partnership for Excellence Site Visit for the Baldrige Award
- Expand the TransitStat program to improve processes, enhance service, and further reduce costs
- Continue to execute the Energy Management initiatives in electricity, natural gas, water, and sewer
- Continue to execute the Energy Price Risk Management program to control and stabilize diesel fuel and natural gas costs
- 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	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
501300	Labor - Salaried Employees	851,849	778,959	757,994	782,630
502000	Fringe Benefits	429,532	299,113	302,358	291,530
503000	Services	60,914	242,302	179,909	78,000
503020	Advertising Fees	474	600	300	600
503052	Other Maintenance Contracts	0	0	0	179,000
504000	Material & Supplies	943	1,665	12,171	0
504021	Compressed Natural Gas	0	0	913,296	1,044,000
504050	Office Supplies	0	0	0	6,050
505018	Natural Gas	957,626	1,440,125	705,029	887,000
505020	Water	338,214	349,418	374,765	450,000
505021	Electricity	2,075,246	2,263,547	1,690,333	2,229,200
509000	Miscellaneous Expenses	27,247	26,980	29,377	45,025
509020	Travel And Conferences	0	0	0	5,100
509022	Meals & Concessions	631	162	1,200	1,650
Total		4,742,684	5,402,869	4,966,732	5,999,784

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING

Grade	Job Name	2014	2015	2016	2017
27	0958 Budget Management Analyst	4.0	4.0	4.0	4.0
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	1.0
29	0869 Manager of Budgets	1.0	1.0	1.0	1.0
	1655 Project Manager – Systems	1.0	0.0	0.0	0.0
31	1437 Executive Director	1.0	1.0	1.0	1.0
Total		11.0	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.

2016 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: 14.3% of Sales & Use Tax Funding transferred to Capital (within goal of 10-15%)

2017 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 between 10 – 15%
- 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	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
510050	Transfers to/from Reserve Fund	0	0	0	426,483
510065	Transfers to/from Pension Fund	100,000	100,000	100,000	75,000
510075	Transfers to/from RTA Capital	15,874,745	15,693,139	9,472,060	13,276,394
510085	Transfers to/from Bond Retirement Fund	20,480,914	22,273,402	21,882,300	19,284,420
510090	Transfers to/from Insurance Fund	900,000	1,500,000	500,000	2,400,000
Total		37,355,659	39,566,541	31,954,360	35,462,297

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