

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.

2018 ACCOMPLISHMENTS

Infrastructure Upgrades

- Placed 33 new 40 foot CNG buses and 30 new Paratransit buses into service.
- Broke ground on the East 116th/St. Luke's Rail Station \$7.2 million upgrade.
- Work was completed on the E. 34th Street Rail Station, which through a Sponsorship Agreement, will be called the Tri-C/Campus District Station.
- Work continued on upgrades to the E. 105 Red Line Rail Station.
- Work continued on upgrades to the Farnsleigh Blue Line Rail Station.
- Received FTA approval for the Triskett Garage CNG improvements, and awarded US DOT and the Ohio EPA grants to assist in the project funding.
- Continued upgrades to the signal system on the Green Line between East 79th and Courtland and on the Blue Line between East 79th and Lynnfield.
- Replaced 7,300 rail ties and improved the track structure, drainage and geometry on the Red Line between West 117th and Westpark.
- Received the "Client Commitment to Cleveland" Award from the American Institute of Architects for commitment to design excellence.

Safety and Security

- In conjunction with Battelle and FTA, pilot tested innovative "connected vehicle" bus safety alerts system to reduce pedestrian accidents.
- Launched our "See Something, Text Something" where riders can discretely send messages, pictures and even video by texting 216-575-EYES (3937) to report suspicious activity.
- Reduced crime rate by 59% over the last two years.
- Achieved goal in preventable accident reduction, and on-the-job injury reduction.

Strong Financial Management

- Sold Harvard and Brooklyn garages, netting nearly \$4.4 million and saving about \$850,000 annually in property maintenance costs.
- Entered into a pilot program with Lyft to provide Paratransit customers with a new transportation option, reducing the average cost of service from \$40 per trip to \$8.49. The 1,676 total rides from April 4 to June 30 provided a savings of \$52,810.76.
- Completed 2018 to the good of budget by \$5 million, and contributed an additional \$5 million into the rail car replacement reserve account.
- Received GFOA Distinguished Budget award for 30th consecutive year.

Customer Service

- Made service adjustments on 15 of RTA's 52 bus and rail routes, having minimal impact on customer convenience while promoting better job connectivity.
- Stimulated ridership with RTA's Kids Ride Free program which offered rides to children under 12 when accompanied by a fare-paying adult.
- Began holding quarterly service planning meetings to receive public input regarding future service modifications.
- Completed Customer Satisfaction Surveys for RTA's Park-N-Ride, MetroHealth and Trolley services.

Recognitions

- Received APTA Gold Award for Bus Safety
- Awarded the Group Award for Safety by the Ohio Bureau of Worker's Compensation for our safety campaign.
- Recognized as Best in the Class for Workforce Diversity by the Greater Cleveland Partnership. Having received this honor three times, RTA was placed into their *Hall of Fame*.
- Awarded a Technology Solutions Award by the Public Technology Institute.
- Issued the Smart 50 Award from Smart Business
- Named Government Fleet of the Year by Fleet Owner Magazine
- Received 2018 Special Districts Winner: Technology Innovation – Leadership Category from Government Technology & AT&T for RTA's Trip Planner with Real Time information.
- Received the "Building the Circle" Award from University Circle Inc. for regional collaboration.
- Celebrated the 50th Anniversary of rail service to the Airport
- Celebrated the 10th Anniversary of the HealthLine which is credited with over \$7.5 Billion of related economic development.

Preparing for the Future

- RTA began proactively preparing for a major leadership change with the announced retirement of the long serving CEO.
- Initiated several studies, named Pillar Studies, to best position RTA for the changing landscape ahead including and in preparation for an upcoming update to its Strategic Plan:
 - Economic Impact Study
 - Fare Equity Study
 - System Redesign Study
 - Operational Efficiency Study
 - Rail Car Study

2019 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
- Priority Program Areas
 - Stakeholder/Public Engagement Strategy
 - Deliver the five Pillar Studies and develop Strategic Plan
 - Engage with laser focus and micro-strategies
 - Rail Car replacement plan and funding strategy
 - Heavy Rail vehicles need replacement in 5 years
 - Rail Infrastructure- Track, Signal, and Power
 - Customer Service Strategy
 - Information Technology Roadmap

LIST OF DEPARTMENTS

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

EXECUTIVE DEPARTMENT

MISSION STATEMENT

Under the direction of the CEO/General Manager, it is the responsibility of the Executive Staff to implement the policies and mandates established by the GCRTA Board of Trustees, and develop and work towards the achievement of the Authority's Strategic Plan, Balanced Scorecard initiatives, and Vital Few Objectives.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

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

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- Recognized as Best in the Class for Workforce Diversity by the Greater Cleveland Partnership. Having received this honor three times, RTA was placed into their *Hall of Fame*.
- Received Walter Erhnfelt Award for Outstanding Regional Contribution from NOACA
- Awarded a Technology Solutions Award for PC Patch Automation and a Significant Achievement Award for implementing a new Trip Planner Application that enhanced mobility and increased usability by the Public Technology Institute.
- Issued the Smart 50 Award from Smart Business
- Named Government Fleet of the Year by Fleet Owner Magazine
- Received 2018 Special Districts Winner: Technology Innovation – Leadership Category from Government Technology & AT&T for RTA's Trip Planner with Real Time information.
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 - Fare Equity Study
 - System Redesign Study
 - Operational Efficiency Study
 - Rail Car Study

2019 PRIORITIES

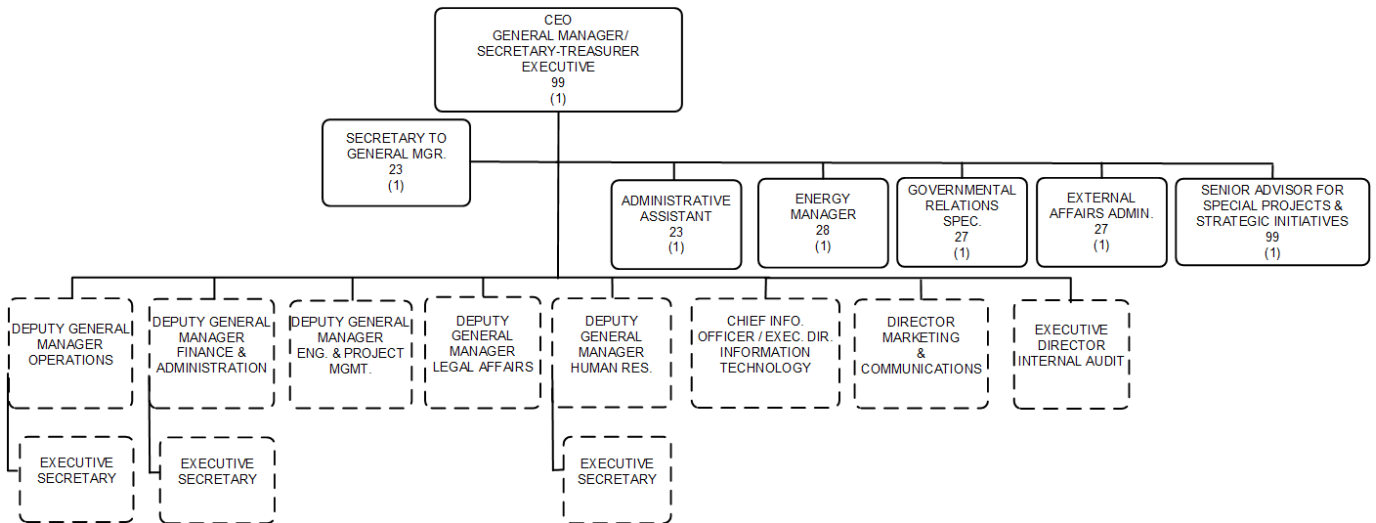
- Promote policies and legislation that support transit funding
- Provide advocacy for increased transit funding from the State of Ohio
- Secure additional funding for RTA's rail car replacement program and rail infrastructure recapitalization.
- Stakeholder/Public Engagement Strategy
 - Deliver the 5 pillar studies and develop strategic plan
 - Engage with laser focus and micro-strategies
- Rail car replacement plan and funding strategy
 - HR Vehicles need replacement in 5 years
- Rail infrastructure (track, signal, and power)
- Customer service strategy
- Information Technology Roadmap

EXECUTIVE DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor Salaried Employees	544,808	648,137	872,946
501300	Overtime Salaried Employees	0	259	0
502000	Fringe Benefits	241,337	282,489	270,971
503000	Services	2,317	84,220	152,577
504000	Materials & Supplies	621	407	1,200
509000	Miscellaneous Expenses	152,272	147,789	167,200
509022	Meals & Concessions	6,171	4,993	2,500
Total		947,567	1,168,294	1,467,394

EXECUTIVE DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
23	0711 Secretary to GM/Sec Treasurer	1.0	1.0	1.0	1.0
	0725 Executive Secretary	1.0	1.0	1.0	0.0
	0757 Administrative Assistant	0.0	0.0	0.0	1.0
27	0862 Government Relations Specialist	1.0	1.0	1.0	1.0
	1330 External Affairs Administrator	1.0	1.0	1.0	1.0
28	1626 Energy Manager	0.0	0.0	1.0	1.0
99	9955 Senior Advisor for Special Projects and Strategic Initiatives	0.0	0.0	0.0	1.0
	9929 General Manager	1.0	1.0	1.0	1.0
	Total	5.0	5.0	6.0	7.0



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.

2018 ACCOMPLISHMENTS

- Had a “clean” 2017 audit from the Auditor of State
- Established Ad Hoc Committee to review the Bylaws of the Greater Cleveland Regional Transit Authority.
- Appointed Dr. Floun’say R. Caver as the Interim Chief Executive Officer/General Manager.
- Selected the search firm to hire the permanent Chief Executive Officer/General Manager.
- Operated under the new Governance Model.
- Updated Code of Regulations.

2019 PRIORITIES

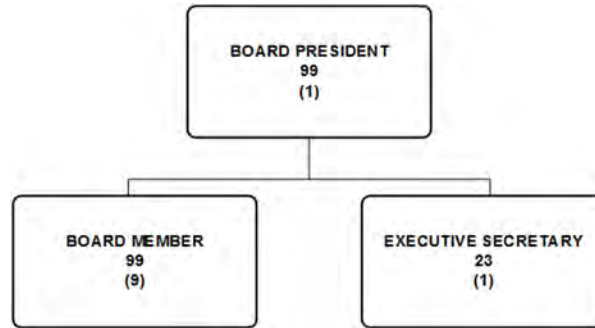
- Have a “clean” 2018 audit from the Auditor of State
- Hire the permanent Chief Executive Manager/General Manager.
- Update the Bylaws of the Greater Cleveland Regional Transit Authority.
- Monitor the progress of the five Pillar Studies.
- Enforce policies on governance and demand accountability from management and staff.
- Advocate for additional resources for RTA.
- Continue legislative and policy-making role: achievement of key policy goals for the Authority and development of policies that result in quality, cost-effective services that meet the needs of residents and visitors to the Greater Cleveland area.

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor Salaried Employees	101,814	95,135	92,511
502000	Fringe Benefits	40,904	37,812	28,718
503000	Services	75,953	89,541	89,000
504000	Materials & Supplies	483	352	500
509000	Miscellaneous Expenses	52,492	7,861	32,700
509022	Meals & Concessions	984	652	1,500
Total		272,629	231,353	244,929

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
23	0725 Executive Assistant	1.0	1.0	1.0	1.0
99	9901 Board Member	10.0	10.0	10.0	10.0
	Total	11.0	11.0	11.0	11.0



INTERNAL AUDIT DEPARTMENT

MISSION STATEMENT

Internal Audit is an independent, objective assurance and consulting activity designed to add value and improve the Authority's operations. The Department helps the Authority accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

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

2018 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, investigative, 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

2019 PRIORITIES

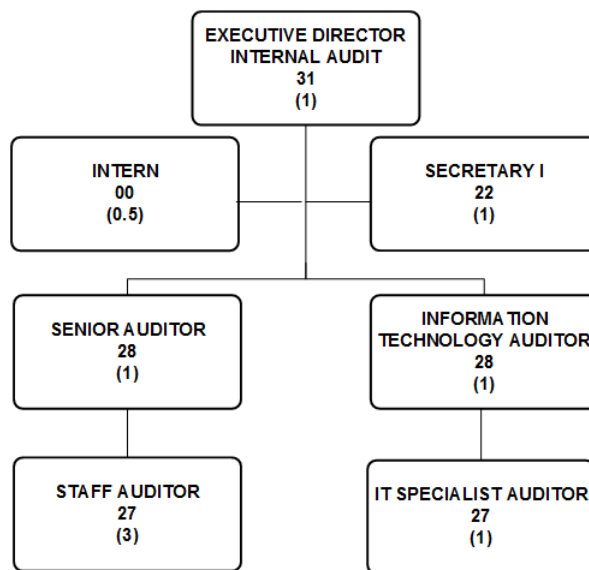
- Establish a risk-based Audit Plan for 2019 aligned with the GCRTA Strategic Plan and Vital Few Objectives
- Continue evaluating the reliability and integrity of information
- Continue evaluating the means of safeguarding assets
- Continue evaluating the systems and processes established to ensure compliance with policies
- Provide assurance, investigative, 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	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor Salaried Employees	507,398	595,547	612,875
502000	Fringe Benefits	206,814	240,923	208,818
503000	Services	172,000	25,300	71,500
504000	Materials & Supplies	2,240	4,410	1,650
509000	Miscellaneous Expenses	18,259	16,498	10,600
509020	Travel, Training & Conferences	0	0	16,275
509022	Meals & Concessions	667	217	750
Total		907,379	882,896	922,468

INTERNAL AUDIT DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
00	9942 Internal Audit Intern	0.0	0.0	0.0	0.5
22	0721 Secretary I	1.0	1.0	1.0	1.0
27	0959 Information Technology Specialist Auditor	0.0	0.0	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
28	1261 Senior Auditor	1.0	1.0	1.0	1.0
31	1522 Executive Director	1.0	1.0	1.0	1.0
	Total	7.0	7.0	8.0	8.5



MARKETING & COMMUNICATIONS 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.

2018 ACCOMPLISHMENTS

- Developed Resolution to Ride campaign to encourage service use by leveraging prospective riders' New Year's resolution as the motivation to ride RTA. Over 1,300 Greater Clevelanders participated in this program.
- Go RTA Campaign – Developed a fully integrated marketing campaign to increase ridership by contrasting the ease of riding transit with all the un-pleasantries associated with driving in Greater Cleveland.
 - Outdoor – 11 board, 14 week campaign, over 29 million impressions at a cost of \$2.60/1,000 impressions.
 - Direct Mail – Targeted neighborhoods along six routes offering – frequent service, excess capacity and ride generating destinations (employment centers, shopping, and medical).
 - Digital – Targeted individuals in densely populated neighborhoods with easy access to transit. Twelve week campaign, 4.3 million impressions made with over 20,000 “click thru’s” to RTA’s website.
 - Radio – 9 week schedule, utilizing 10 stations, airing 1,400 spots primarily in morning and afternoon drive time.
- Kids Ride Free Promotion, offering Greater Cleveland families an economical transportation option by allowing up to three children (under 12) to ride free with a fare paying adult. Over 87,000 rides were taken during the promotion, a 50% increase over 2017.
- Campaign launched to encourage CSU/CWRU students to ride RTA with their college issued U-Pass. Nearly 800,000 rides taken (April – Dec) a 3% increase over 2017.
- Increase Mobile App Use
 - Transit App - In 2018, over 16,000 individuals downloaded the app and by year's end nearly 2,000 customers were using it daily.
 - RTA CLE app (mobile ticketing) - For the year, over \$4.5 million worth of fare media was purchased through the app; a 50% increase over 2017 sales.
- Celebrated 50th Anniversary of Red Line service to Hopkins Airport. Partnered with Iceland Air to offer Iceland Sweepstakes.
- Celebrated 10th Anniversary of HealthLine Opening with event at Lou Stokes Station at Windermere; festivities continued along the Euclid corridor.
- Partnered with Bike Cleveland to encourage cyclist to combine transit with biking. Nearly 8,000 bike-related trips taken on the five scheduled “Bike to Work” Days.
- Implemented 2018 Marketing Research Plan
 - Conducted Customer Satisfaction Survey for Trolley, Park-N-Ride, and MetroHealth Line
 - Conducted Little Italy – Post Construction, Customer Survey
 - Conducted 2018 ABBG Satisfaction Survey
 - Supported Fare Study Consultant, LTK, with development and administration of Fare Equity Survey
- Community Engagement – In 2018, participated in over 200 community events throughout Cuyahoga County
- Launch RideRTA.com blog – through a series of on-line posts, provided the community “a behind the scene” look at RTA operations.
- With Transit Police, produced and posted “Transit Police Lip-Sync Challenge” video. By year's end the video had over 800,000 views
- Coordinated the installation and launch of Phase II of the INTERURBAN art project. Through a partnership with Land studio and the Cleveland Foundation, installed art in 20 heavy rail cars.

- Partnered with Lyft, on numerous joint promotions to encourage car-free commutes.
- Supported the launch of Shelter Advertising in the City of Cleveland, first years sales generated an additional \$225,000 in revenue.

2019 PRIORITIES

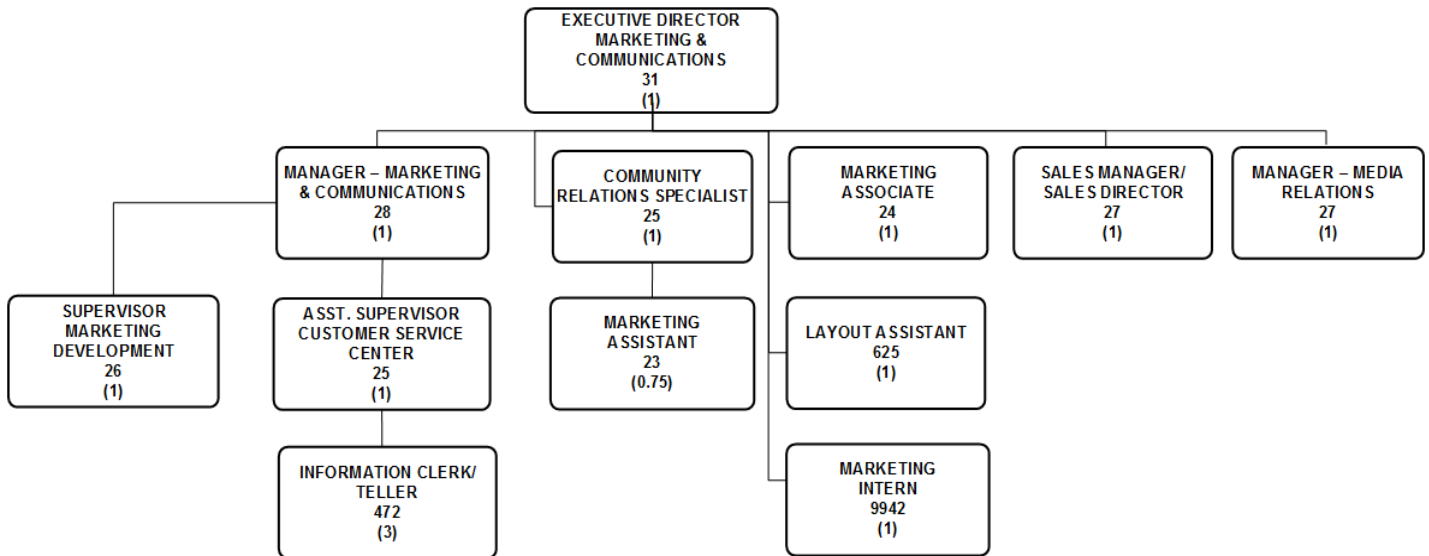
- Deliver a creative marketing plan that promotes the Authority, results in ridership growth, and serves to enhance our corporate brand.
 - Develop strategies to encourage ridership growth – 2019 ridership goal: 35 million trips.
 - Through multiple communications channels promote RTA’s value to the community
 - Encourage engagement with targeted audiences – riders, elected officials, community leaders, and the residents of Northeast Ohio.
- Develop a comprehensive strategy to provide a forum for public engagement and dialogue related to the Authority’s five pillar studies, strategic plan as well as current and future RTA services and Initiatives.
- Enhance our customers riding experience:
 - Measure customer satisfaction through internal surveys, participation in ABBG survey, expansion of the mystery shopper program and refinement of our customer feedback process.
 - Develop and implement strategies to address opportunities for improvement identified through market research.
 - Support efforts to develop a comprehensive, internal customer-service enhancement program.
 - Enhance customer communications through social media platforms, newsletters, mobile apps, and customer-facing, signage system.
 - Further refinement of the Brand Management program.
- Develop programs to improve employee engagement.
- Grow non-operating revenue by adding inner-ring suburban shelters to advertising inventory.

MARKETING & COMMUNICATIONS DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Budget	2019 Amended Budget
501200	Hourly Employees Payroll	42,598	71,478	69,188
501300	Labor Salaried Employees	1,553,117	1,094,453	789,319
501310	Overtime Salaried Employees	11,502	13,288	13,500
502000	Fringe Benefits	649,171	473,849	309,512
503000	Services	70,700	130,250	50,503
503020	Advertising Fees	847,372	811,920	927,500
503049	Temporary Help	(150)	0	0
504000	Materials & Supplies	18,822	15,252	8,150
509000	Miscellaneous Expenses	9,612	8,524	3,000
509022	Meals & Concessions	6,835	9,867	5,125
512000	Leases & Rentals	7,357	3,462	10,000
Total		3,216,936	2,632,343	2,185,796

MARKETING & COMMUNICATIONS DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
00.A	9942 Marketing Intern	0.0	0.0	0.75	1.0
03	0365 Customer Service Rep	3.0	3.0	3.0	0.0
	0371 Telephone Operator/Info Clerk	11.0	11.0	10.0	0.0
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	1.0	1.0	1.0	0.75
25	0713 Publications Manager	1.0	1.0	0.0	0.0
	0831 Community Relations Specialist	1.0	1.0	1.0	1.0
	0966 Assistant Supervisor Telephone Info	1.0	1.0	1.0	0.0
	1067 Assistant Supervisor Customer Service	1.0	1.0	1.0	1.0
	1085 Business Analyst	1.0	1.0	0.0	0.0
26	1061 Supervisor Marketing Dev	1.0	1.0	1.0	1.0
	1184 Supervisor Telephone Info Ctr	1.0	1.0	1.0	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
	1964 Marketing Manager	0.0	0.0	1.0	1.0
31	0784 Executive Director	1.0	1.0	1.0	1.0
	Total	30.0	30.0	28.75	13.75



INFORMATION TECHNOLOGY DEPARTMENT

MISSION STATEMENT

The mission of the Information Technology Department is to apply innovative technology solutions to help the Authority meet the challenges of delivering world-class public transportation services, and to enhance the efficiency and reliability of those services, through improved access to reliable information, for employees and customers alike

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

The Information Technology Department is focused on developing a technology roadmap for the Authority. In addition, IT continues to provide and support enterprise information, technology, and infrastructure for the Authority, its partners and customers. IT strives to replace aging assets and components, in accordance with the Technology Roadmap, to benefit the Authority's mission, and as dictated by various system lifecycles. IT monitors asset improvement under the Continual Process Improvement VFO, and is striving to achieve an IT State of Good Repair (SOGR) score of 3.7 across all systems and projects. This target of improvement includes further Network Upgrades, Data Center Improvements, Data Back-up and Protection, Windows 10 deployment for PCs and laptops, Software Upgrades, and Reporting of Dashboard Metrics.

2018 ACCOMPLISHMENTS

- Conducted Pilot rollout of Windows 10 operating system for desktops and laptops
- Established automation of the ongoing patching process for critical system updates for desktops and laptops
- Established internal IT Security Awareness program, evaluated and procured formal security awareness training services
- Implemented WiFi connectivity for District Garages to enable vehicle diagnostics
- Deployed interim backup solution, including off-site replication of data, to enhance disaster recovery capability
- Presented, and received approval for, Roles and Responsibilities for major information systems
- Supported Major Construction projects with network design and specification, telecommunication and implementation services.
- Continued critical upgrades to the IT Infrastructure, including Data Protection, LAN Refresh, and application delivery services, migration of several significant system databases to Linux
- Implemented Video and Web-based Conferencing systems for the Authority
- Received multiple awards and Recognition from PTI and The Center for Digital Government Institute

2019 PRIORITIES

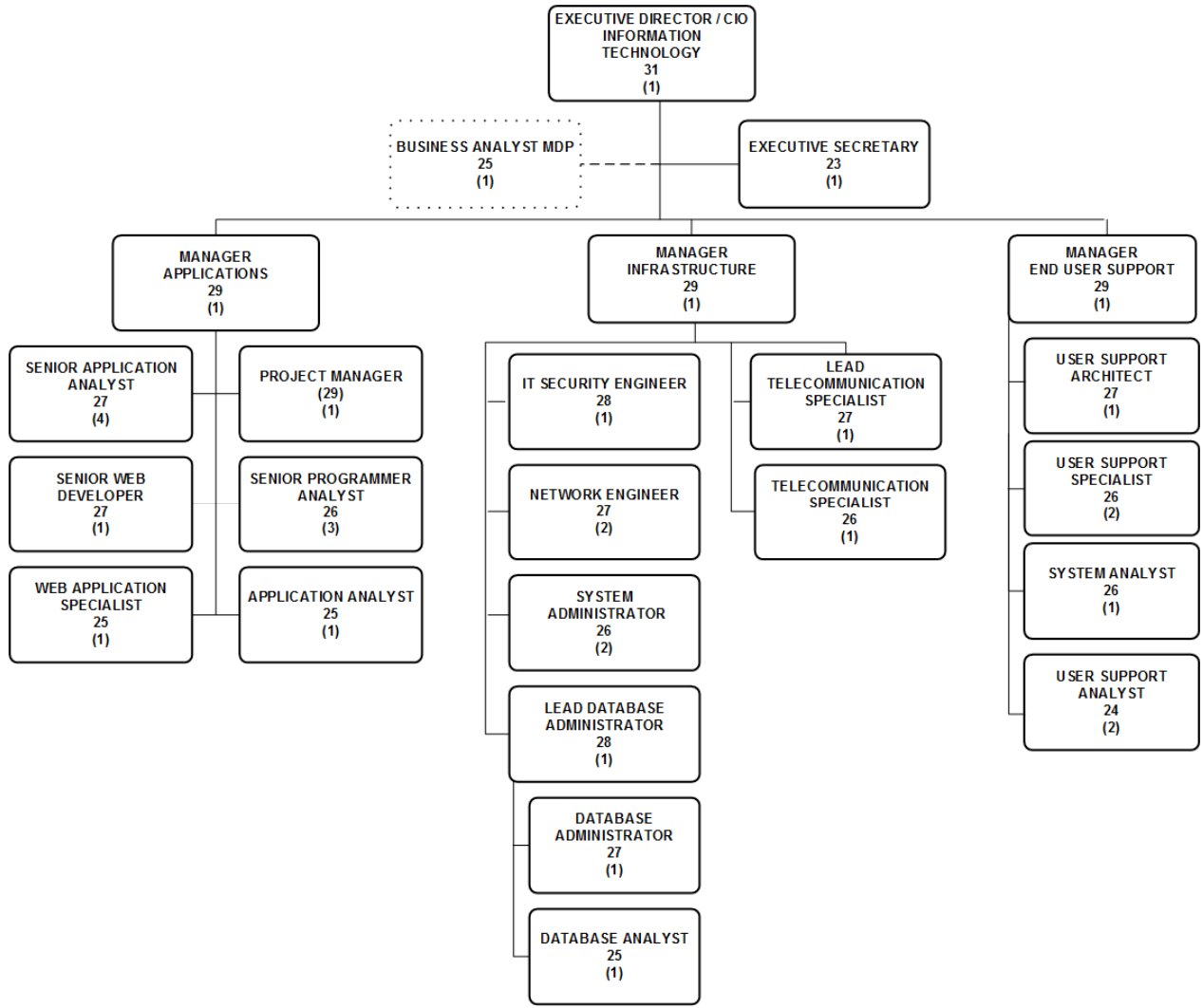
- Develop a Technology Roadmap for the Authority
- Supply the IT Steering Committee with sufficient data and analysis to make strategic technology decisions
- Expand the IT State of Good Repair Program
- Continue to enhance the use of Technology, to better support critical operations and processes
- Continue to implement and enhance IT Governance
- Implement Business Intelligence Systems in support of Business Process Improvement efforts
- Initiate the rollout of Windows 10 operating system for desktops and laptops
- Begin phased implementation of formal IT Security Awareness training for all employees
- Expand WiFi connectivity for District Administrative spaces
- Expand Disaster Recovery capability with enterprise data protection and additional virtualization for critical legacy systems
- Support Major Operations projects (Radio Replacement, TransitMaster, Trapeze, and Ultramain upgrades)
- Continue critical upgrades to the IT Infrastructure, including Network Core, and Oracle Database Environments

INFORMATION TECHNOLOGY DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor - Salaried Employees	2,079,758	2,209,787	2,294,237
501310	Overtime - Salaried Employees	150	0	0
502000	Fringe Benefits	846,607	883,962	800,902
503000	Services	556	53,020	63,200
503049	Temporary Help	95,000	0	0
503052	Other Maintenance Contracts	2,235,723	3,027,483	3,016,256
504000	Material & Supplies	87,569.46	71,712	159,950
505022	Telephone	651,195	513,597	626,923
509000	Miscellaneous Expenses	31,692	89,897	67,475
509022	Meals & Concessions	0	0	750
512000	Leases & Rentals	96,010	62,232	62,000
Total		6,124,260	6,911,690	7,091,693

INFORMATION TECHNOLOGY DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
23	0725 Executive Secretary	0.0	1.0	1.0	1.0
24	1646 User Support Analyst	2.0	2.0	2.0	2.0
25	0760 Database Analyst	1.0	1.0	1.0	1.0
	1647 Web Application Specialist	1.0	1.0	1.0	1.0
	1961 Applications Analyst	1.0	1.0	1.0	1.0
26	0960 User Support Specialist	3.0	3.0	3.0	2.0
	0967 System Analyst	0.0	0.0	0.0	1.0
	1072 Telecom Specialist	1.0	1.0	1.0	1.0
	1077 Senior Web Developer	1.0	1.0	1.0	1.0
	1082 System Administrator	2.0	2.0	2.0	2.0
	1155 Sr. Programmer Analyst	3.0	3.0	3.0	3.0
27	0756 Network Engineer	2.0	2.0	2.0	2.0
	1070 Database Administrator	1.0	1.0	1.0	1.0
	1632 User Support Architect	1.0	1.0	1.0	1.0
	1745 Lead Telecommunications Specialist	1.0	1.0	1.0	1.0
	1960 Senior Application Analyst	4.0	4.0	4.0	4.0
28	1633 IT Security Engineer	1.0	1.0	1.0	1.0
	1648 Lead Database Administrator	1.0	1.0	1.0	1.0
29	0783 Manager ITS/End User Support	1.0	1.0	1.0	1.0
	1321 Manager of Infrastructure	1.0	1.0	1.0	1.0
	1325 Manager of Applications	1.0	1.0	1.0	1.0
	1655 Project Manager – Systems	1.0	1.0	1.0	1.0
31	1730 CIO/Executive Director	1.0	1.0	1.0	1.0
Total		31.0	32.0	32.0	32.0



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.

2018 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: 13.5% of Sales & Use Tax Funding transferred to Capital (goal: minimum 10%)

2019 PRIORITIES

- Bond Retirement Fund: Year-End balance > 1/12th of subsequent years debt service requirements
- Complete \$30 million debt issuance
- Insurance Fund: Year-End Balance > \$5 million
- Supplemental Pension Fund: Ending Balance > last assessed value
- Capital Improvement Fund: transfer of Sales & Use Tax to Capital – minimum of 10%
- Reserve Fund transfer: \$6 million at beginning of year with a goal to transfer an additional \$5 million at year-end

FUND TRANSFERS DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
510050	Transfers to/from Reserve Fund	17,554,922	7,368,662	7,965,059
510065	Transfers to/from Pension Fund	75,000	60,000	50,000
510075	Transfers to/from RTA Capital	10,271,331	15,259,919	11,887,181
510085	Transfers to/from Bond Retirement Fund	17,045,783	17,236,407	15,228,052
510090	Transfers to/from Insurance Fund	2,400,000	7,250,000	2,700,000
Total		47,347,036	47,174,988	37,830,292