

02- FINANCE DIVISION

OVERVIEW

As an integrated group of professionals, the Finance Division contributes to the organizational success by managing the financial resources of the Authority efficiently and in strict compliance with government laws and regulations, generally accepted accounting principles and Authority policies, and by providing timely delivery of administrative services to internal and external customers through strategic and performance excellence.

CONNECTION TO STRATEGIC PLAN

The Finance Division is committed to providing financial sustainability, excellence in financial stewardship, a culture of continuous improvement, and supporting the operational and capital needs of the Authority.

2021 ACCOMPLISHMENTS

- Obtained over \$20 million in competitive grants.
- Expedited procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Monitored procurement processes to reduce time required to process payments to vendors and employees by revising the payments process and streamlining procedures.
- Received Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).
- Received Distinguished Budget Presentation Award from the GFOA for the 2021 Budget Document.
- Assisted in the completion of the Single Audit.
- Administered the Authority's Disadvantaged Business (DBE) Program in full compliance with federal laws and regulations.
- Managed the Authority's Records Management Program.
- Managed the Energy Price Risk Management Program.
- Developed and managed 2021 Operating Budget.
- Managed 2021 expenditures to increase transfer to the Railcar Replacement fund by \$15 million.
- Effectively managed the drawdowns of the various federal stimulus programs (CARES, CRRSAA, ARP).
- Strategically managed unrestricted revenues to develop a long term plan of allocating funds to meet the Authority's operating and capital needs.
- Initiated and completed a debt reduction plan and through bond defeasance of approximately \$57.5 million.
- Managed the TransitStat program.
- Managed the 2021 Capital Improvement Plan (CIP) and developed the 2022-2026 CIP.
- Managed the 2022 Capital Grants Application process.
- Maintained excellence in financial stewardship and accountability
- Conducted financial projections to ensure financial stability during pandemic.

2022 PRIORITIES

- Implement process improvements that support the Authority's strategic plan.
- Develop a plan to continue to secure funding for Rail Car Replacement. Manage 2022 Operating Budget and 2022 Capital Improvement Plan (CIP).
- Continue to expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Maintain excellence in financial stewardship.
- Support and maintain Fare Collection System.
- Continue to maintain and improve cash handling processes, fare collection security and vaulting process.
- Prepare Annual Comprehensive Financial Report conforming to the requirements outlined by the Government Finance Officers Association (GFOA) for the year ended December 31, 2021.
- Assist in the completion of the Single Audit.
- Administer the Authority's Disadvantaged Business (DBE) Program in compliance with all applicable federal laws and regulations.
- Assist departments in minimizing the Authority's overall administrative costs.
- Continue management of Authority's Records Management Program.
- Continue to manage the Energy Risk Management Program to ensure budget stability.
- Administer 2022 Capital Grant Application process.
- Develop 2023 Capital Improvement Plan (CIP) and 2023-2027 CIP Program.
- Manage TransitStat Program and lead efforts in the Authority's strategic planning performance management.
- Participate in management of Enterprise Business Suite Information Systems and actively support the migration to Oracle SaaS platform.
- Drive a culture of continuous improvement in the Finance Division.
- Develop 2023 Operating Budget.
- Conduct thorough review of polices and update as necessary.
- Develop 2022 Budget Document conforming to the requirements by the GFOA.
- Manage challenges from Covid-19.
- Financial oversight control costs to sustain financial health.

LIST OF DEPARTMENTS

Department Number	Department Name
10	Office of Business Development
60	Accounting
62	Support Services
64	Procurement
65	Revenue
67	Office of Management and Budget

FINANCE DIVISION



Success Outcomes	Metric	FY2022 Performance Goals	Objective	Definition
Customer Experience	Financial Management - Customer Perception	20%	↑	% of customers that agrees or strongly agrees that GCRTA manages financial resources well
	Internal Net Promoter Score	15	↑	The Net Promoter Score of Finance and Administration functions as rated by GCRTA employees
Community Value	Financial Management - Community Perception	15%	↑	% of community that agrees or strongly agrees that GCRTA manages financial resources well
Financial Sustainability	Committed Funds to Capital Fund Goal	\$10M	–	Reduction of the unfunded capital projects by \$10M
	Operating Expense Covered by Own Source Revenue	15%	–	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)
	One-Month Operating Reserve	\$20M	–	Maintain balance of 1 month operating reserve
	Three-Year Net Position	\$20M	–	Minimum of 1 month operating reserve on the rolling 3-year basis
	Accounts Receivable Aging	10%	↓	% reduction in 90 days due in accounts receivable aging report
Employee Engagement	Division Employees Agree Supervisor Invested in Growth and Success	5%	↑	% of employees that agree or strongly agree that their Supervisor is invested in their growth and success
	Division Employees Understand Vision and Direction of GCRTA	10%	↑	% of employees that agree or strongly agree that they understand the vision and direction of GCRTA
	Division Employees Understand How Performance Linked to Organizational Success	20%	↑	% of employees that agree or strongly agree that they understand how their performance contributes to organizational success
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend Division as a place to work

10- OFFICE OF BUSINESS DEVELOPMENT

OVERVIEW

The Office of Business Development engages, supports, and assists the local disadvantaged business community and helps ensure their fair and representative participation in procurement opportunities at GCRTA and within the community at-large.

2021 ACCOMPLISHMENTS

DBE Participation

21.8 % DBE Participation on Board approved FFY 2021 contracts of \$18,722,892 for a total of \$4,083,508 (not including Transit Motor Vehicles and Real Estate, as per federal regulations).

DBE Certifications

- New Certifications: 13
- No Change Declaration: 65
- On-Site Review: 4

Program Compliance

- Contract Goal Setting: 62
- Certified Payrolls Reviewed: 62

Outreach and Community Engagement

- Participated on Greater Cleveland Partnership / Council of Smaller Enterprises (GCP/COSE): B2B Matchmaker Event (Virtual)
- Participated on 6th Annual Greater Summit Business Conference & Expo (Virtual)
- Participated on 5th Annual Speaking of Women Leadership Panel (Virtual)
- Participated on Project Management for Administrative Professionals Webinar
- Participated on the Next: Expanding Minority Entrepreneurship & Economic Equity Event Host by Franklin County (Virtual)
- Participated on the National Association Minority Contractors (NAMC) – Disparity Study Meeting (Virtual)
- Participated on Northeast Ohio Hispanic Center for Economic Development (NEOHCED)'s 5th Annual Construction Opportunity Fair (Virtual)
- Participated on Opening Your Doors to More Business with SBA & Other Governmental Agencies Workshop (Virtual)
- Participated on the 4th Annual Civil Rights Transportation Symposium "Inclusion through Innovation" (Virtual)
- Participated on 7th Greater Summit Business Conference & Expo (Virtual)
- Hosted 2022-2024 DBE Triennial Advisory Committee Meeting
- Hosted NAMC session: Contracting with Government Entities
- Hosted Small Purchase Process meeting with Procurement
- Office of Business Development received Best in Class Award on behalf of Authority in Diversity, Equity & Inclusion

2022 PRIORITIES

- Certification of firms to participate as DBE contractors, establishing DBE goals on contracts, ensuring program compliance with Federal regulations, and effective community outreach
- Encourage strong business ties between GCRTA and women and minority-owned firms by creating and supporting avenues to communicate procurement opportunities by providing and participating in workshops, training, and information sessions
- Encourage and monitor the utilization of women and minority workers on GCRTA construction projects
- Increase the number of firms and total spend that women and minority-owned businesses and small business enterprises (SBEs) represent among contracts awarded in 2022
- Increase Hispanic Contracting Opportunities
- Continue Employee Development, FTA & DBE Training

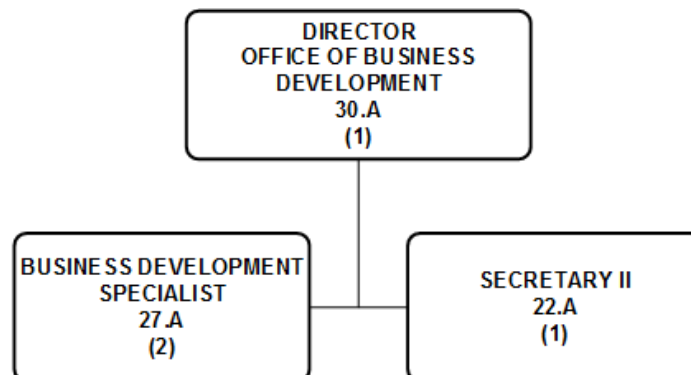
OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 -3Q Estimate	2022 Budget
501200	Hourly Employees Payroll	3,395	-	-
501300	Labor - Salaried Employees	300,418	312,764	323,471
501310	Overtime - Salaried Employees	-	-	-
502000	Fringe Benefits	115,400	119,573	112,211
503000	Services	-	-	-
503020	Advertising Fees	-	400	300
504000	Material & Supplies	524	-	550
509000	Miscellaneous Expenses	1,269	2,104	4,330
509022	Meals & Concessions	404	267	400
Total		421,410	435,108	441,262

OFFICE OF BUSINESS DEVELOPMENT STAFFING

Grade	Job Name	2020	2021	2022
22	0723 Secretary II	1.0	1.0	1.0
27	0879 Business Dev Specialist	2.0	2.0	2.0
30	0872 Director	1.0	1.0	1.0
Total		4.0	4.0	4.0

OFFICE OF BUSINESS DEVELOPMENT ORGANIZATION CHART



Department Budgets- Finance Division

6o- ACCOUNTING DEPARTMENT

OVERVIEW

The Accounting Department maintains accurate and timely accounting records of the Authority, processes accurate voucher and payroll checks for both our internal and external customers, and develops, monitors, and maintains an effective system of internal controls that safeguards the Authority's financial assets.

2021 ACCOMPLISHMENTS

- Successfully worked through Covid-19 challenges and limitations.
- Improved department performance and expedited workflow.
- Prepared closing and generation of internal use financial statements.
- Successfully managed various Grant draw-downs to support operating activities.
- Tracked and achieved Accounting Financial Metrics for 2021, including improving the collections of delinquent Accounts Receivable.
- Obtained the Certificate of Excellence in Financial Reporting for the Fiscal Year Ended December 31, 2019, from the Government Finance Officers Association (GFOA).
- Prepared Annual Comprehensive Financial Report for the year ended December 31, 2020, conforming to the requirements outlined by the GFOA.
- Completed the 2020 Financial Audit and Single Audit, obtaining the Ohio Auditor of State Award with Distinction.

2022 PRIORITIES

- Continue to work through Covid-19 challenges and limitations.
- Migrate Financial Systems and Reporting to the Oracle Cloud application.
- Continue to evaluate the Oracle based expense report for travel as an online process.
- Continue efforts in improving and increasing internal financial reporting.
- Continue to improve department performance and expedite workflow.
- Coordinate completion of the 2021 Financial Audit and Single Audit.
- Submit financial statements, footnotes and statistical tables to the Local Government Services (LGS).
- Prepare and submit the Annual Comprehensive Financial Report to the GFOA.
- Continue to centralize contracts and agreements for leases and other revenue generating opportunities.
- Lead improvement efforts with collaboration with key stakeholder groups to make sure that asset management and state of good repairs are reconciled and reported in accordance with FTA guidelines.

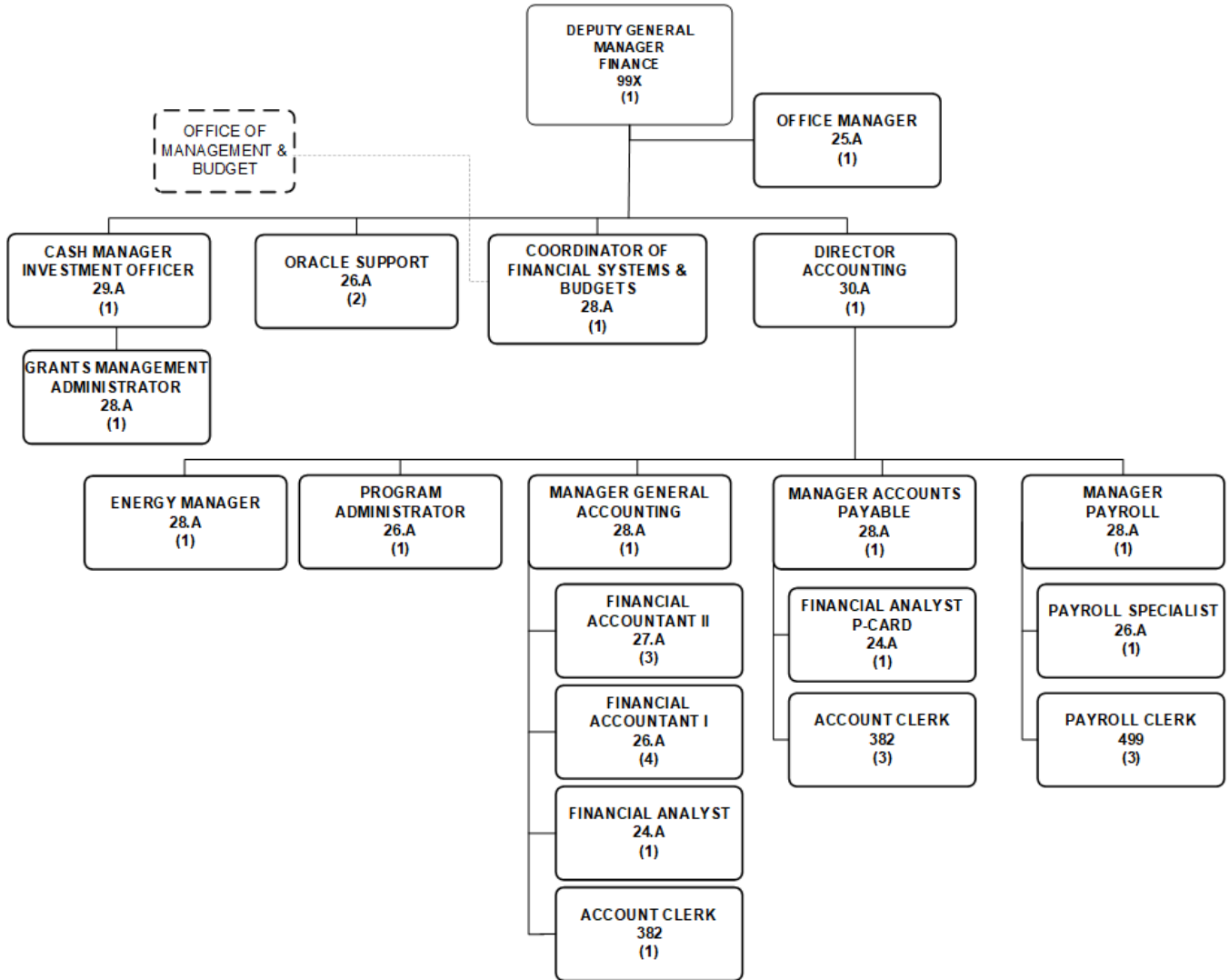
ACCOUNTING DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501300	Labor - Salaried Employees	1,712,210	1,776,829	2,100,541
501310	Overtime - Salaried Employees	29,852	27,873	30,000
502000	Fringe Benefits	647,915	678,243	792,974
503000	Services	732,931	613,549	1,294,000
503049	Temporary Help	15,098	55,594	25,000
503052	Other Maintenance Contracts	13,385	25,200	64,600
504000	Material & Supplies	8,186	4,041	18,500
509000	Miscellaneous Expenses	2,875	3,616	20,800
509022	Meals & Concessions	-	1,212	600
Total		3,162,452	3,186,158	4,347,015

ACCOUNTING DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
03	0382 Account Clerk	4.0	4.0	4.0
04	0499 Payroll Clerk	3.0	3.0	3.0
	0757 Administrative Assistant	1.0	-	-
24	1959 Financial Analyst	2.0	2.0	2.0
25	0765 Grants Writer / Analyst	1.0	-	-
	1675. Office Manager	-	1.0	1.0
26	1080 Financial Accountant I	5.0	3.0	3.0
	1725 Program Administrator/Financial Accountant	1.0	1.0	1.0
	0857 Payroll Administrator	1.0	1.0	1.0
	TBD Oracle Support	-	-	2.0
27	1086 Financial Accountant II	2.0	4.0	4.0
28	1161 Manager General Accounting	1.0	1.0	1.0
	1166 Manager Payroll	1.0	1.0	1.0
	1167 Manager Accounts Payable	1.0	1.0	1.0
	1626 Energy Manager	1.0	1.0	1.0
	0871 Coordinator Fin. Sys. & Budgets	-	-	1.0
	TBD Grants Management Administrator	-	1.0	1.0
29	1263 Cash Manager, Investment Officer	1.0	1.0	1.0
30	1427 Director Accounting	1.0	1.0	1.0
99	9941 DGM Finance & Administration	1.0	1.0	1.0
TOTAL		28.0	27.0	30.0

ACCOUNTING DEPARTMENT ORGANIZATION CHART



62-SUPPORT SERVICES DEPARTMENT

OVERVIEW

To provide relevant, courteous, and timely “Quality” service to all of our internal and external customers in a manner consistent with the GCRTA performance standards.

2021 ACCOMPLISHMENTS

- Continued efforts in Records Management Program by updating GCRTA Records Retention Schedules and coordinating the purging of obsolete records to reduce storage cost:
 - Disposal of 580 boxes that were in off-site storage.
 - Six (6) department retention schedules in approval process with The Ohio History Connection
- Continued for the 3rd year, the chair replacement project, providing thirty-five (35) more new ergonomic desk chairs to employees, while setting a standard for future chair replacements. New chairs replaced those that were over twenty (20) years old.
- Successful completion of other furniture projects including but not limited to:
 - Office of Business Development new cubicle system
 - Offices updated with new furniture at Main Office, Central Bus Maintenance Facility and Rail Transportation
 - Caucus Room chairs replaced to meet ADA standards at the Main Office as well as the replacement of Training Tables at Paratransit
- Purchase and installation of new platemaker system (thermal platesetter) at the Print Shop for making the plates that are used to print timetables.
- Print Shop at Woodhill and Copy Center at Main Office handled extra print requests for new Marketing department branding materials as well as increased Human Resources hiring outreach materials.
- The Copy Center at Main Office collaborated with Labor Relations to get the drivers pick packets printed in the wake of the pandemic, something that was previously handled by outside print companies.
- Worked with IT department to utilize Airslate for more efficient tracking of department requests.

2022 PRIORITIES

- Records Management Program – Continuous efforts to update GCRTA Records Retention Schedules and coordinate purging of obsolete records to reduce storage costs.
- Manage the Authority’s mail service.
- Reduce cost of support services by evaluation and assessment of current processes and needs relevant to postage, printing services, & office paper use. Coordinate efforts with all departments.
- Provide printing service for timetables and other corporate printing needs.
- Provide high-tech duplicating services, mail management, mail and package delivery to our facilities and other business establishments.
- Provide other support services for the Authority; office supplies.

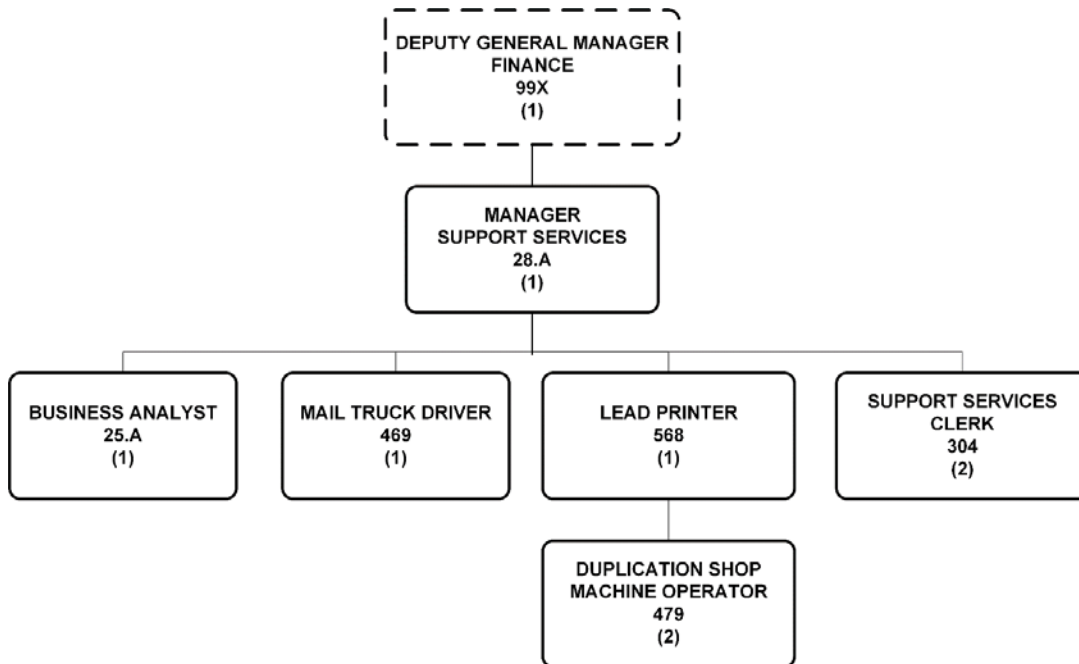
SUPPORT SERVICES DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501200	Hourly Employees Payroll	64,126	62,856	67,730
501210	Overtime - Hourly Employees	-	32	100
501300	Labor - Salaried Employees	399,985	396,984	461,767
501310	Overtime - Salaried Employees	680	348	2,500
502000	Fringe Benefits	178,998	187,179	206,208
503000	Services	11,198	2,701	10,600
503049	Temporary Help	0	13,924	0
503052	Other Maintenance Contracts	94,669	143,454	103,485
504000	Material & Supplies	14,837	4,303	14,600
504051	Postage Expense	41,682	54,011	54,000
504052	Duplicating Material & Supplies	92,408	56,852	90,000
509000	Miscellaneous Expenses	26	1,039	2,308
512000	Leases & Rentals	90,774	85,253	103,000
TOTAL		989,381	1,008,936	1,116,298

SUPPORT SERVICES DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
03	0304 Support Services Clerk	2.0	2.0	2.0
04	0469 Mail Truck Driver	1.0	1.0	1.0
	0479 Dup Shop Machine Operator	2.0	2.0	2.0
05	0568 Lead Printer	1.0	1.0	1.0
25	1085 Business Analyst	-	1.0	1.0
28	0868 Manager Support Services	1.0	1.0	1.0
TOTAL		7.0	8.0	8.0

SUPPORT SERVICES DEPARTMENT ORGANIZATION CHART



64-PROCUREMENT DEPARTMENT

OVERVIEW

Efficiently procure the Authority's goods, services, and capital improvements in a manner consistent with GCRTA Board Policy, Federal Regulations, State Law, and Generally Accepted Business Practices, and to efficiently administer all purchases and service contracts.

2021 ACCOMPLISHMENTS

- Increased competitive opportunities through the acceptance of over 90 new vendor registrations as a result of the I- supplier implementation and developed a report to search for registered vendors based on commodity.
- Four (4) Contract Administrators appointed to the National Institute of Government Purchasing Association Board of Directors, Northeast Ohio Branch, including the offices of President, Vice President, Treasurer and Secretary.
- Continued to update all contracts and templates to incorporate new FTA regulatory changes, insurance requirements, etc.
- Efficiently continued purchasing and expediting efforts to secure COVID-19 materials needed for internal and external customers.
- Total Estimated Negotiated Savings \$8,057,102.91.
- Processed 6,817 Purchase orders valued at \$125,410,114.02.
- Advertised the RFP for the purchase of a new fleet of Rail Cars for the Authority.
- Awarded contract for the purchase of 40 ft. Compressed Natural Gas (CNG) powered coaches.
- Awarded contract for Red Line West Catenary Rehabilitation project.
- Awarded contract for Engineering Services for Special Bridge Inspections
- Awarded contract for Rehabilitation of the Cuyahoga Viaduct (Phase I)
- Awarded contract for Engineering Services for the Waterfront Line Bridge Rehabilitation
- Awarded contract for W. 117th Street Substation Rehabilitation
- Awarded contract for Natural Gas Supply
- Awarded contract for Occupied Zone Warning System
- Awarded contract for Rail Grinding Program Management
- Awarded contract for Baby on Board Transit Waiting Environment
- Awarded contract for Operator Recruitment Services
- Awarded contract for Rail Car Removal Services
- Awarded contract for 10 Paratransit Coaches
- Awarded contract for Banking Services
- Awarded contract for Rail Heater Equipment and Services
- Completed updates to the Procurement 101 Training presentation and rolled out the program to several departments in 2021 with more scheduled in 2022.
- Assisted in the Authority-wide Microsoft Migration efforts
- Participated in the Oracle upgrade to the cloud testing and validation efforts

2022 PRIORITIES

- Continue to monitor and improve procurement acquisition process to reduce procurement turnaround time.
- Expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Continue scheduling and presenting updated Procurement 101 Training Program.
- Continue National Institute of Governmental Purchasing (NIGP) Department Accreditation.
- Support the Authority's implementation of the new Strategic Plan and Mission Statement.
- Execute contract for new rail cars
- Award contract for Consultant Services for Safety Certification of Rail Transit Projects
- Award contract for Trunk Line Re-signaling
- Award contract for Employee Assistance Program
- Award contract for Health Care Benefits Program
- Award contract for Tower City East Portal Construction Services
- Award contract for Light Rail Retaining Walls III Design
- Award contract for CTDS System Replacement
- Award contract for CRMF Track 3 Reconstruction Design
- Award contract for Rehabilitation for Track Bridges/Platform over W 117th
- Award contract for Light Rail Tracks at Warrensville/Van Aken
- Award contract for East 120th Street Substation Replacement
- Award contract for Procurement of Locomotive Work Car
- Award contract for Property Insurance Broker Services
- Complete contract for Shaker Square Substation S4 Repairs
- Complete contract for Triskett Garage CNG Infrastructure Upgrades
- Complete contract for W. 30th Street Substation Rehabilitation
- Continue interdepartmental cross training of staff
- Continue to support and participate in the oracle upgrade to cloud efforts

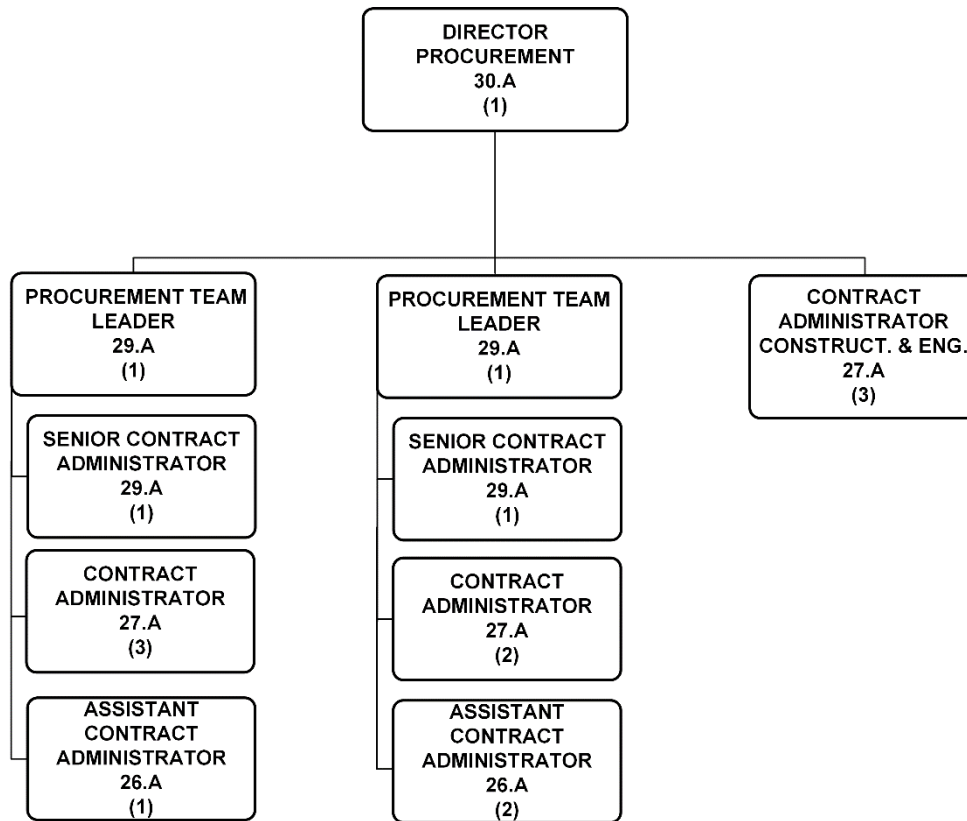
PROCUREMENT DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 3Q Estimate	2022 Budget
501300	Labor- Salaried Employees	1,137,977	1,106,166	1,289,475
502000	Fringe Benefits	440,764	423,606	448,119
503000	Services	6,079	6,322	6,500
503020	Advertising Fees	9,942	12,999	13,000
504000	Material & Supplies	(14)	4,572	4,900
509000	Miscellaneous Expenses	1,360	4,170	13,400
509022	Meals & Concessions	-	-	200
Total		1,596,109	1,557,835	1,775,594

PROCUREMENT DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
26	0830 Assistant Contract	2.0	3.0	3.0
27	1160 Contract Administrator	5.0	4.0	5.0
	1171 Contr Admin Const & Eng	2.0	3.0	3.0
29	0787 Procurement Team Leader	4.0	3.0	2.0
	28XX Senior Contract Admin	2.0	2.0	2.0
30	1609 Director	1.0	1.0	1.0
Total		16.0	16.0	16.0

PROCUREMENT DEPARTMENT ORGANIZATION CHART



65- REVENUE DEPARTMENT

OVERVIEW

Collect, maximize, safeguard and deposit passenger revenues from fare boxes, retail outlets and automated fare collection equipment. Other responsibilities include administering sales of fare cards and passes, coordination of pass programs with various educational institutions, monitoring ridership reports, oversight of all automated vending equipment, assisting with various aspects of the mobile ticketing platform and the review and integration of new fare policies and collection techniques as they are adopted.

2021 ACCOMPLISHMENTS

- On a daily basis collected fare revenue from all rolling stock as well as off board equipment.
- Provide support, packaging and delivery by filling customer orders for magnetically encoded fare media.
- Supported additional fare collection needs and distribution of specialty/commemorative passes for the Authority on St. Patrick's Day, Opening Day, all Cleveland Browns home games and events as dictated by management.
- Successfully implemented the U-Pass program with several area colleges and the student pass program with the Cleveland Metropolitan School District.
- In conjunction with the Information Technology department continue to support the Mobile Ticketing platform.
- On a weekly and monthly basis review ridership data provided by the ITS Department for reasonableness and accuracy.
- Continue to work with other GCRTA departments and vendors on the implementation of the GFI/Conduent fare collection system with specific efforts towards the implementation of the Smart Card format.
- Fielded and resolved numerous customer issues regarding the fare collection system which included fielding calls regarding the exchange of documents.

2022 PRIORITIES

- Collect fares on a daily basis without issue.
- Collect fares for special events in the safest and most efficient manner possible to create a more user friendly public transit experience.
- Continue to prepare employee transition plan to include, but not limited to, the assistance of an MDP team member.
- Work with GFI toward the successful completion and the installation of the automated fare collection equipment, software, and peripherals.
- Ensure that fare-cards and passes are available for distribution to outlets and the general public and work as intended.
- Work on continuous improvement of the cash handling, fare collection equipment security, and the fare-box vaulting process.

- Direct implementation of fare policies and continue to seek ways to improve education to the public.
- Continue to streamline the process and agreement with Cleveland Metropolitan School District (CMSD) and local colleges and universities.
- Enter into a multi-year agreement with CMSD to provide them with transportation services for their designated student body.
- Monitor activity of all TVM's and CSK's throughout the system and look for any abnormalities and report them to the appropriate team members.
- Support the Authority in their effort to streamline fare collection for special events.
- Enter into a new multi-year agreement with a provider to meet our revenue processing needs.
- Submitted a CIP for the procurement of new fare collection equipment to be installed within the next four to six years.

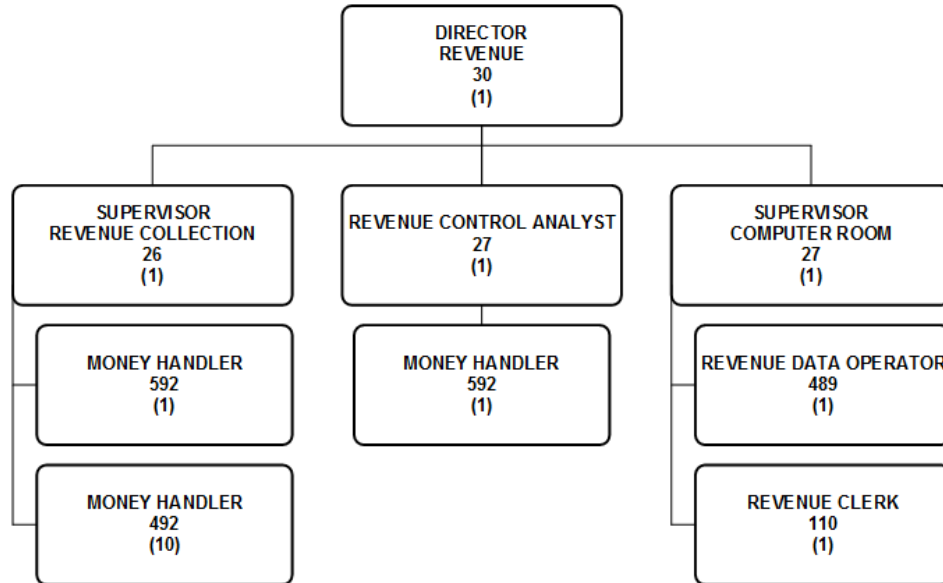
REVENUE DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 3Q Estimate	2022 Budget
501300	Labor - Salaried Employees	1,081,009	1,028,033	1,128,067
501310	Overtime - Salaried Employees	11,864	14,194	25,500
502000	Fringe Benefits	426,904	403,057	466,797
503052	Other Maintenance Contracts	245,553	293,881	362,432
504000	Material & Supplies	129,614	149,969	245,293
509000	Miscellaneous Expenses	1,080	1,948	3,300
Total		1,896,024	1,891,082	2,231,389

REVENUE DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
01	0110 Revenue Clerk	1.0	1.0	1.0
04	0489 Revenue Data Operator	1.0	1.0	1.0
	0492 Money Handler	10.0	9.0	10.0
05	0592 Money Handler	2.0	2.0	2.0
26	0955 Supervisor Revenue Collection	1.0	1.0	1.0
27	0750 Revenue Control Analyst	1.0	2.0	1.0
	0832 Supervisor Computer Room	1.0	1.0	1.0
30	1429 Director	1.0	1.0	1.0
Total		18.0	18.0	18.0

REVENUE DEPARTMENT ORGANIZATION CHART



67-OFFICE OF MANAGEMENT & BUDGET

OVERVIEW

The Office of Management & Budget (OMB) ensures sustainability through sound financial management and organizational, strategic and performance excellence.

2021 ACCOMPLISHMENTS

- Continued the 2020 Strategic Plan
- Ended the year with a Fund Balance in excess of a 30-Day Operating Reserve.
- Successfully completed the 2020 National Transit Database submission.
- Managed TransitStat program.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.
- Held Preventive Maintenance reimbursed expenditures to General Fund to \$8.5 million.
- Defeased \$57.8 million Sales Tax Bonds, eliminating 9 years of payments.
- Executed and drew down American Rescue Plan (ARP) and Coronavirus Response and Relief Supplemental Appropriations (CRRSAA) funding.

2022 PRIORITIES

- Expand the TransitStat program to incorporate the strategic plan through the Authority.
- Lead the National Transit Database reporting and submittal.
- Continue to implement an agency-wide initiative to maintain a 1-month reserve through 2026.
- Support the Authority wide distribution of the Strategic Plan and Performance Management.
- Draw down remaining ARP funding.
- Work with Operations, Finance, and Engineering Divisions to purchase Rail Cars and Electric Buses.
- Support and continue Oracle Modules Cloud implementation.
- Repurpose PM Reimbursement grant funding for unfunded and under funded projects.
- Plan and execute the sustainability program for the Authority.
- Increase the transfer to the Capital Fund for unfunded and underfunded projects.

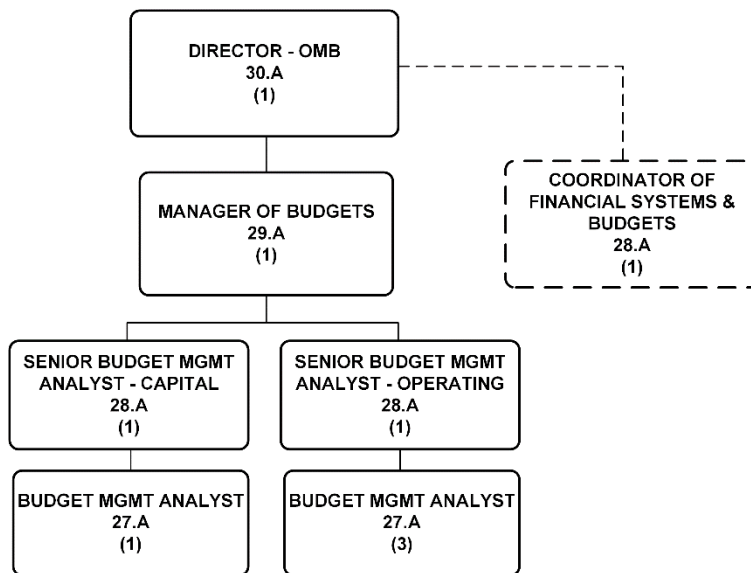
OFFICE OF MANAGEMENT & BUDGET DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021- 3Q Estimate	2022 Budget
501300	Labor - Salaried Employees	670,120	720,367	685,796
502000	Fringe Benefits	267,022	273,017	230,813
503000	Services	5,574	14,087	250,000
503020	Advertising Fees	5,112	2,762	6,400
503052	Other Maintenance Contracts	-	-	-
504000	Material & Supplies	2,407	1,201	2,200
504021	Compressed Natural Gas	904,590	1,153,600	1,838,000
505018	Natural Gas	612,443	543,768	706,000
505019	Water	353,637	471,000	444,000
505021	Electricity	1,919,343	2,041,670	2,044,400
509000	Miscellaneous Expenses	3,101	3,179	81,000
509022	Meals & Concessions	-	1,000	1,250
Total		4,743,349	5,225,651	6,289,859

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
27	0958 Budget Management Analyst	4.0	4.0	4.0
28	0767 Sr. Budget Management Analyst	2.0	2.0	2.0
	0871 Coordinator of Financial Systems & Budgets	1.0	1.0	-
29	0869 Manager of Budgets	1.0	1.0	1.0
30	1437 Director – Office of Management and Budget	1.0	1.0	1.0
Total		9.0	9.0	8.0

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT ORGANIZATION CHART



99- FUND TRANSFERS DEPARTMENT

OVERVIEW

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

2021 ACCOMPLISHMENTS

- Bond Retirement Fund transfer: Ending Balance Estimate: \$2.2 million > 1/12th of subsequent years debt service requirements.
- Insurance Fund: Ending Balance Estimate = \$5.5 million > \$5 million minimum ending balance.
- Supplemental Pension Fund: Ending Balance Estimate: \$1.3 million > last assessed value.
- Capital Improvement Fund transfer: 21.3% of Sales & Use Tax Funding transferred to Capital (goal: minimum 10%).
- Reserve Fund transfer: \$85 million amendment approved to increase the General Fund appropriation for a transfer to Reserve fund for Revenue Stabilization sub-fund.
- Debt defeasance of approximately \$57.5 million in bonds reduced Debt Service Ratio budget to 9.03 (2022).

2022 PRIORITIES

- Bond Retirement Fund: Year-End balance \$2.2 million > 1/12th of subsequent years debt service requirements.
- Insurance Fund: Year-End Balance > \$5.4 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: A transfer of \$10.9 million is budgeted to the Reserve Fund for 1/12th of the 27th pay for hourly and salary employees and \$10 million for the replacement of the rail cars.

FUND TRANSFERS DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 3Q Estimate	2021 Amended Budget	2022 Budget
510050	Transfers to/from Reserve Fund	9,428,615	10,878,615	95,878,615	10,878,615
510065	Transfers to/from Pension Fund	50,000	45,000	45,000	40,000
510075	Transfers to/from RTA Capital	13,397,525	43,398,859	43,398,859	40,228,465
510085	Transfers to/from Bond Retirement Fund	14,950,956	75,835,408	70,532,020	11,500,000
510090	Transfers to/from Insurance Fund	-	2,100,000	2,100,000	2,500,000
Total		37,827,096	132,257,882	211,954,494	65,147,080