

FINANCE & ADMINISTRATION DIVISION

MISSION STATEMENT

As an integrated group of professions, the Finance and Administration 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.

DIVISION STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

The Finance and Administration Division is responsible for the Authority's financial management and critical support functions. This Division performs financial management functions, accounting, financial reporting, operating and capital budgeting, forecasting, cash management, debt management, and passenger fare collection and processing. Other critical support functions are also performed, such as: purchasing, contract administration, grants management, performance management, records management, mail, document management services, administrative services, and outreach efforts for DBE contracting opportunities with the GCRTA.

2019 ACCOMPLISHMENTS

- Issued \$30 million of Sales Tax Supported bonds.
- Received excellent credit ratings from Standard & Poor's (AA+) and Moody's (Aa1).
- Managed the successful completion of the triennial comprehensive review conducted by the Federal Transit Administration (FTA).
- Actively supported efforts in the emergency repairs to the S-Curve retaining wall.
- Obtained approximately \$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 for the Comprehensive Annual Financial Report (CAFR) from the Government Finance Officers Association (GFOA).
- Received Distinguished Budget Presentation Award from the GFOA for the 2019 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.
- Successfully completed the submission of various department schedules to the Ohio History Connection
- Managed the Energy Price Risk Management Program.
- Developed and managed 2019 Operating Budget.
- Managed 2019 expenditures to increase transfer to the Railcar Replacement fund by \$6 million over the amount previously budgeted.
- Managed TransitStat program resulting in \$107 million savings since inception.
- Managed our participation in American Bus Benchmarking Group (ABBG) for the Authority.
- Managed 2019 Capital Improvement Plan (CIP).
- Developed 2020-2024 Capital Improvement Plan Program.
- Managed the 2020 Capital Grants Application process.

2020 PRIORITIES

- Implement process improvements that support the Authority’s Mission, Vision and Values.
- Develop a plan to continue to secure funding for Rail Car Replacement. Manage 2020 Operating Budget and 2020 Capital Improvement Plan (CIP).
- Continue to expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Continue to monitor procurement processes to streamline procedures.
- Support and maintain Fare Collection System.
- Continue to maintain and improve cash handling processes, fare collection security and vaulting process.
- Prepare Comprehensive Annual Financial Report (CAFR) conforming to the requirements outlined by the Government Finance Officers Association (GFOA) for the year ended December 31, 2019.
- 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 administration costs.
- Continue management of Authority’s Records Management Program.
- Continue to manage the Energy Risk Management Program to ensure budget stability.
- Administer 2020 Capital Grant Application process.
- Develop 2020 Capital Improvement Plan (CIP).
- Develop 2021-2025 Capital Improvement Plan (CIP) Program.
- Manage TransitStat Program.
- Participate in management of Enterprise Business Suite Information Systems.
- Implement process improvements within Finance & Administration Division.
- Participate in development of Authority’s strategic initiatives.
- Develop 2021 Operating Budget.
- Conduct thorough review of polices and update as necessary.
- Develop 2020 Budget Document conforming to the requirements by the GFOA.

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 |

OFFICE OF BUSINESS DEVELOPMENT

MISSION STATEMENT

The mission of the Office of Business Development is to engage, support, and assist the local disadvantaged business community and help ensure their fair and representative participation in procurement opportunities at GCRTA and within the community at-large.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

Support Procurement in Action Plan of improved specification writing to ensure department's mission statement.

2019 ACCOMPLISHMENTS

DBE Participation

Twenty five percent (25.2%) DBE Participation on Board approved FFY 2019 contracts of \$14,576,680 for a total of \$3,681,255 (not including Transit Motor Vehicles and Real Estate, as per federal regulations).

DBE Certifications

- New Certifications 9
- Re-Certifications 69

Program Compliance

- Contract Goal Setting 41
- Project Field Monitoring 3
- Certified Payrolls Reviewed 53

Outreach and Community Engagement

- Completed Comprehensive Revision and update of Office of Business Development (OBD) web page.
- Participated on FTA's Webinar and attend Public Meeting for the 2020-2022 DBE Goal Setting Methodology.
- Attended Council of Smaller Enterprise (COSE) Small Business Resource Fair.
- Hosted a Small Business Participation Workshop at Lakeland Community College in collaboration with Northeast Ohio Procurement Technical Assistance Center.
- Participated in Cleveland B2B Matchmaker sponsored by COSE and Greater Cleveland Partnership.

2020 PRIORITIES

- Certification of firms to participate as a 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 2020.

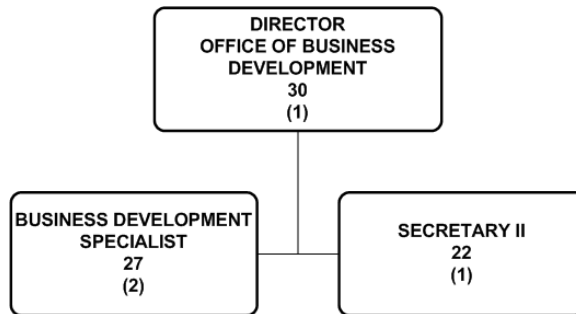
OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT BUDGET

| Object Class | Description | 2018 Actual | 2019 Actual | 2020 Budget |
|--------------|-----------------------------|------------------|------------------|------------------|
| 501200 | Hourly Employee Labor | \$0 | \$32,053 | \$0 |
| 501300 | Labor Salaried Employees | 17,590 | 262,306 | 339,532 |
| 501310 | Overtime Salaried Employees | 234,514 | 0 | 0 |
| 502000 | Fringe Benefits | 98,042 | 112,580 | 109,853 |
| 503020 | Advertising Fees | 0 | 86 | 300 |
| 504000 | Materials & Supplies | 1,124 | 0 | 500 |
| 509000 | Miscellaneous Expenses | 311 | 3910 | 2,115 |
| 509022 | Meals & Concessions | 17,590 | 0 | 150 |
| | Total | \$351,368 | \$410,935 | \$452,450 |

OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT STAFFING

| Grade | Job Name | 2018 | 2019 | 2020 |
|-------|------------------------------|------------|------------|------------|
| 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



ACCOUNTING DEPARTMENT

MISSION STATEMENT

The mission of the Accounting Department is to maintain accurate and timely accounting records of the Authority, process accurate voucher and payroll checks for both our internal and external customers, and develop, monitor, and maintain an effective system of internal controls that safeguards the Authority's financial assets.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Accounting Department plays a key role in implementing Action Plans and ensuring TEAM Goals are met. Initiatives include compliance with the requirement of various regulatory entities, and completing a myriad of process improvement action plans.

These Action Plans include on-going compliance with the Super-Circular, maintaining Legal & Regulatory Updates, developing a standardized process for financial management reconciliations between OMB and Accounting, improving processes for collection of funds for contractual services and activities, and improved financial reporting.

2019 ACCOMPLISHMENTS

- Reduced time required to process payments to vendors and employees by revising the payments process and streamlining procedures.
- Improved department performance and expedite workflow.
- Prepared Comprehensive Annual Financial Report (CAFR), conforming to the requirements outlined by the Government Finance Officers Association (GFOA).
- Completed the 2018 Financial Audit.
- Completed the 2018 Single Audit Report.
- Received the GFOA award for Excellence in Financial Reporting.
- Completed Grant Reconciliations of Capital Grants.
- Regular monthly closing and generation of internal use financial statements.
- Completed Grant Reconciliations of Capital Grants.

2020 PRIORITIES

- Continue to improve department performance and expedite workflow.
- Coordinate completion of the 2019 Financial Audit.
- Prepare and submit the CAFR to the GFOA.
- Submit financial statements, footnotes and statistical tables to the Local Government Services (LGS).
- Coordinate the completion of the 2019 Single Audit Report.
- Continue to evaluate the Oracle based expense report for travel as an online process.
- Continue efforts in improving and increasing internal financial reporting.
- Lead efforts in the mapping of key business processes and continue to improve processes for greater accuracy and efficiency.
- Lead efforts in having key stakeholders complete testing and validation of reports to ensure timely upgrade of report-writing software.
- Continue to centralize contracts and agreements for leases and other revenue generating opportunities.
- Lead improvements 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.

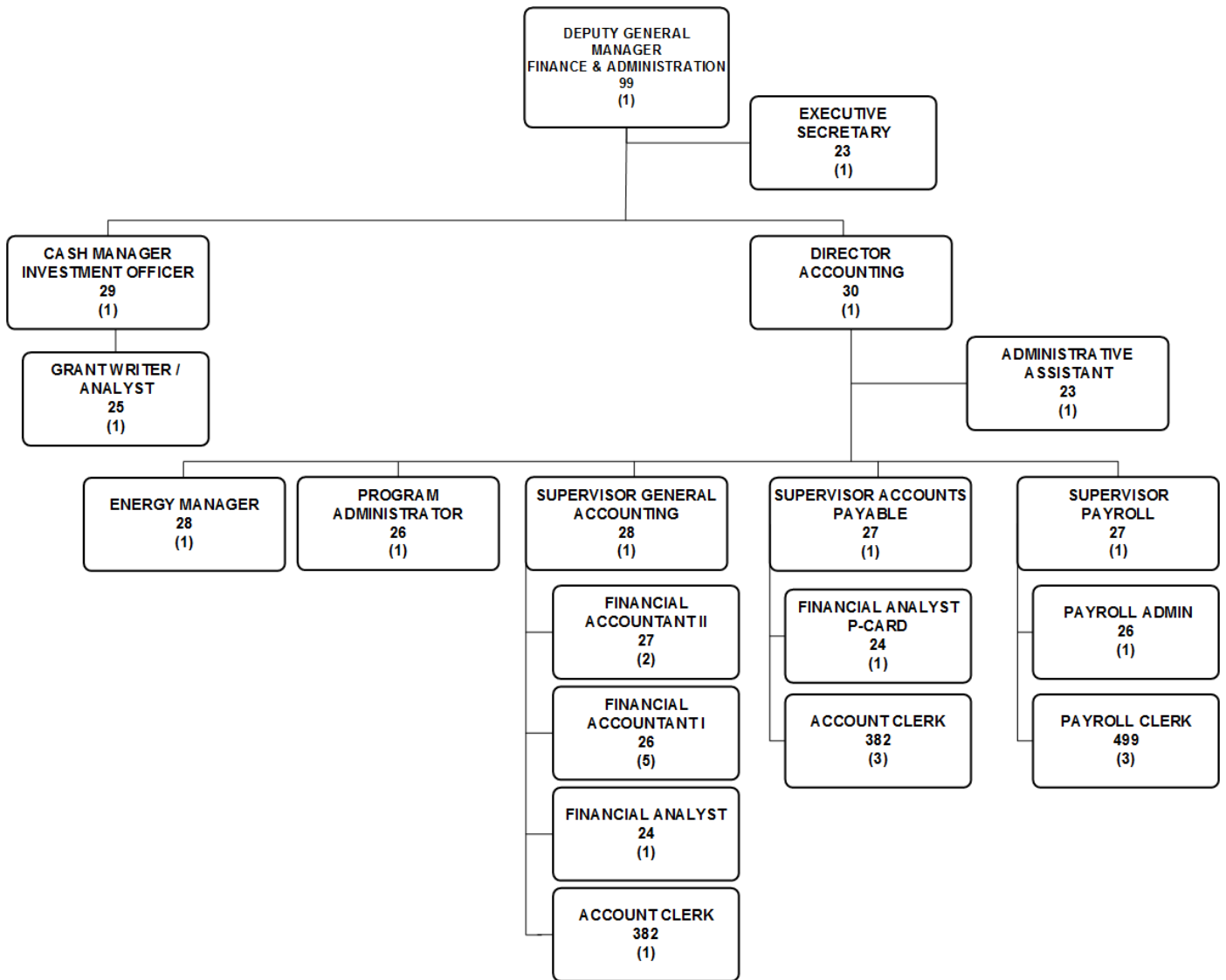
ACCOUNTING DEPARTMENT BUDGET

| Object Class | Description | 2018 Actual | 2019 Actual | 2020 Budget |
|--------------|-----------------------------|--------------------|--------------------|--------------------|
| 501300 | Labor Salaried Employees | \$1,639,212 | \$1,755,870 | \$2,058,814 |
| 501310 | Overtime Salaried Employees | 38,373 | 24,236 | 28,000 |
| 502000 | Fringe Benefits | 558,111 | 586,206 | 721,281 |
| 503000 | Services | 387,379 | 701,913 | 965,400 |
| 503049 | Temporary Help | 73,065 | 34,782 | 0 |
| 503052 | Other Maintenance Contracts | 6,640 | 11,900 | 14,600 |
| 504000 | Materials & Supplies | 19,239 | 10,112 | 16,500 |
| 509000 | Miscellaneous Expenses | 12,393 | 8,326 | 15,200 |
| 509022 | Meals & Concessions | 0 | 0 | 1,000 |
| | Total | \$2,734,412 | \$3,133,345 | \$3,820,795 |

ACCOUNTING DEPARTMENT STAFFING

| Grade | Job Name | 2018 | 2019 | 2020 |
|-------|---|-------------|-------------|-------------|
| 03 | 0382 Account Clerk | 4.0 | 4.0 | 4.0 |
| 04 | 0499 Payroll Clerk | 3.0 | 3.0 | 3.0 |
| 23 | 0725 Executive Secretary | 1.0 | 1.0 | 1.0 |
| | 0757 Administrative Assistant | 1.0 | 1.0 | 1.0 |
| 24 | 1959 Financial Analyst | 2.0 | 2.0 | 2.0 |
| 25 | 0765 Grants Writer / Analyst | 1.0 | 1.0 | 1.0 |
| 26 | 1080 Financial Accountant I | 5.0 | 5.0 | 5.0 |
| | 1725 Program Administrator/Financial Accountant | 1.0 | 1.0 | 1.0 |
| | 0857 Payroll Administrator | 1.0 | 1.0 | 1.0 |
| 27 | 1162 Supervisor Accounts Payable | 1.0 | 1.0 | 1.0 |
| | 1163 Supervisor Payroll | 1.0 | 1.0 | 1.0 |
| | 1086 Financial Accountant II | 2.0 | 2.0 | 2.0 |
| 28 | 1161 Supervisor General Accounting | 1.0 | 1.0 | 1.0 |
| 28 | 1626 Energy Manager | - | - | 1.0 |
| 29 | 1263 Cash Manager, Investment Officer | 1.0 | 1.0 | 1.0 |
| 30 | 1427 Director | 1.0 | 1.0 | 1.0 |
| 99 | 9941 DGM Finance & Administration | 1.0 | 1.0 | 1.0 |
| | Total | 27.0 | 27.0 | 28.0 |

ACCOUNTING DEPARTMENT ORGANIZATION CHART



SUPPORT SERVICES DEPARTMENT

MISSION STATEMENT

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.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

By the nature of its mission, Support Services addresses strategic considerations for internal controls and process support and improvements. Effective internal controls and process improvements lead by Support Services would include automated printing processes and records management, along with a revenue-generating contract for vending services.

2019 ACCOMPLISHMENTS

- Continued efforts in Records Management Program by updating GCRTA Records Retention Schedules and coordinating the purging of obsolete records to reduce storage cost. Twenty-five (25) retention schedules sent to the Ohio History Connection for approval, eighteen (18) approved so far.
- Successfully secured a sole source contract for Records Management with Access Corp. This contract includes services for records storage, digital archiving by scanning, shredding, and destruction.
- Delivery and installation of large printing press which will increase the productivity and efficiency of the production of timetables and other corporate printing needs, while eliminating costs from outsourcing. The new large press is an update from its predecessor, which was twenty-three (23) years old.
- Secured paper contract for all timetable printing, completed in-house by the Print Shop.
- Successfully secured a new Vending Services authority wide contract, which includes new, energy efficient vending machines at all GCRTA locations. The vending machines provide a larger selection for healthy food, snacks and beverages, along with taking various payment methods including cash, credit card, Apple Pay and Google Pay.
- Began chair replacement project, providing over fifty (50) new, ergonomical chairs to employees, while setting a standard for future chair replacements. New chairs replaced those that were over twenty (20) years old.

2020 PRIORITIES

- Provide support services for the Authority.
- Records Management Program – Continuous efforts to update GCRTA Records Retention Schedules and coordinate purging of obsolete records to reduce storage cost.
- Manages 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 furniture and office supplies.

SUPPORT SERVICES DEPARTMENT BUDGET

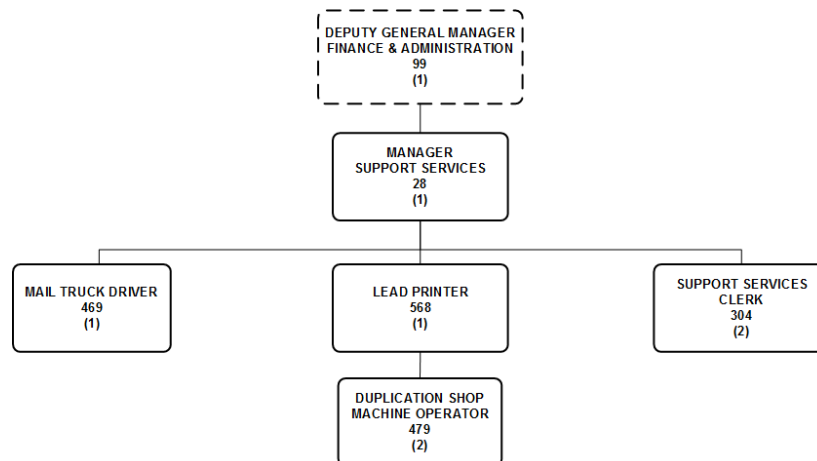
| Object Class | Description | 2018 Actual | 2019 Actual | 2020 Budget |
|--------------|---------------------------------|------------------|------------------|------------------|
| 501200 | Hourly Employees Payroll | \$60,043 | \$59,571 | \$63,238 |
| 501210 | Overtime - Hourly Employees | 0 | 4 | 100 |
| 501300 | Labor - Salaried Employees | 314,870 | 349,607 | 383,993 |
| 501310 | Overtime - Salaried Employees | 142 | 531 | 5,000 |
| 502000 | Fringe Benefits | 152,380 | 160,740 | 169,542 |
| 503000 | Services | 7,324 | 9,771 | 7,640 |
| 503052 | Other Maintenance Contracts | 150,206 | 100,594 | 100,485 |
| 504000 | Material & Supplies | 10,770 | 4,753 | 39,600 |
| 504051 | Postage Expense | 60,296 | 58,715 | 52,211 |
| 504052 | Duplicating Material & Supplies | 64,683 | 81,173 | 70,000 |
| 512000 | Leases & Rentals | 94,062 | 91,092 | 102,700 |
| | Total | \$914,775 | \$916,551 | \$994,509 |

SUPPORT SERVICES DEPARTMENT STAFFING

| Grade | Job Name | 2018 | 2019 | 2020* |
|-------|--------------------------------|------------|------------|------------|
| 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 |
| 28 | 0868 Manager Support Services | 1.0 | 1.0 | 1.0 |
| | Total | 7.0 | 7.0 | 7.0 |

*Deputy General Manager is not included in the staffing count.

SUPPORT SERVICES DEPARTMENT ORGANIZATION CHART



PROCUREMENT DEPARTMENT

MISSION STATEMENT

The mission of the Procurement Department is to 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.

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

Implementation of Procurement Policies and Procedures ensures the organization can achieve the Vital Few Objective to Enhance Fiscal Responsibility. Adhering to Board Policy, Federal Regulations, State Law, and other best practices supports the scorecard measure of progress and quality of Audits Completed and Compliance maintained. An Action Plan is in place to improve the specification writing process to establish better evaluation and selection practices to procure goods, services, and capital improvements for GCRTA.

2019 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.
- Two Contract Administrators re-appointed to the National Institute of Government Purchasing Association Board of Directors, Northeast Ohio Branch.
- Continued to update all contracts and templates to incorporate new FTA regulatory changes.
- Total Estimated Negotiated Savings \$8,057,102.91.
- Processed 6,817 Purchase orders valued at \$125,410,114.02.
- Awarded contract for the evaluation of the Authority's fleet of Rail Cars.
- Awarded contract for the purchase of commuter coaches.
- Completed updates to the Procurement Policies and Procedures Manual-published April 2019.

2020 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.
- Update and Implement Procurement 101 Training Program.
- Continue National Institute of Governmental Purchasing (NIGP) Department Accreditation.
- Support the Authority's implementation of ISO 14001 by ensuring key suppliers and partners are informed of the Authority's Vital Few Objectives and Mission Statement.
- Execute contract for technical specification, program management and engineering services for the HRV replacement and advertise solicitation for new HRV rail cars by year end.

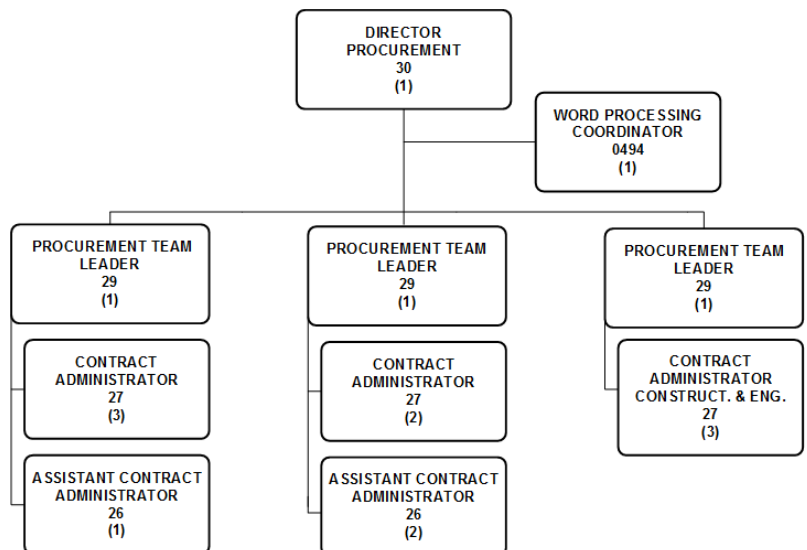
PROCUREMENT DEPARTMENT BUDGET

| Object Class | Description | 2018 Actual | 2019 Actual | 2020 Budget |
|--------------|-----------------------------|--------------------|--------------------|--------------------|
| 501300 | LABOR - SALARIED EMPLOYEES | \$1,038,816 | \$1,100,135 | \$1,292,026 |
| 502000 | FRINGE BENEFITS | 426,405 | 427,556 | 428,538 |
| 503000 | SERVICES | 5,902 | 6,079 | 6,200 |
| 503020 | ADVERTISING FEES | 18,777 | 11,881 | 13,000 |
| 503052 | OTHER MAINTENANCE CONTRACTS | 1,146 | 0 | 0 |
| 504000 | MATERIAL & SUPPLIES | 3,127 | 3,326 | 4,900 |
| 509000 | MISCELLANEOUS EXPENSES | 103 | 7,241 | 13,636 |
| 509022 | MEALS & CONCESSIONS | 0 | 127 | 150 |
| | Total | \$1,494,276 | \$1,556,345 | \$1,758,450 |

PROCUREMENT DEPARTMENT STAFFING

| Grade | Job Name | 2018 | 2019 | 2020 |
|-------|------------------------------|-------------|-------------|-------------|
| 04 | 0494 Word Processing Coord. | 1.0 | 1.0 | 1.0 |
| 26 | 0830 Assistant Contract | 3.0 | 3.0 | 3.0 |
| 27 | 1160 Contract Administrator | 3.0 | 3.0 | 3.0 |
| | 1160 Contract Administrator | 2.0 | 2.0 | 2.0 |
| | 1171 Contr Admin Const & Eng | 3.0 | 3.0 | 3.0 |
| 29 | 0787 Procurement Team Leader | 1.0 | 1.0 | 1.0 |
| | 0787 Procurement Team Leader | 1.0 | 1.0 | 1.0 |
| | 0787 Procurement Team Leader | 1.0 | 1.0 | 1.0 |
| 30 | 1609 Director | 1.0 | 1.0 | 1.0 |
| | Total | 16.0 | 16.0 | 16.0 |

PROCUREMENT DEPARTMENT ORGANIZATION CHART



REVENUE DEPARTMENT

MISSION STATEMENT

The mission of the Revenue Department is to 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.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Revenue Department plays a key role in achieving the Vital Few Objective to Enhance Fiscal Responsibility with impact on the scorecard measure of Passenger Fares, which is a TEAM Goal. Excellent performance in this indicator has implications on Operating Revenue and correlates with Ridership and Customer Satisfaction.

2019 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.
- Submitted a CIP for the procurement of new fare collection equipment to be installed within the next four to six years.

2020 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.
- Continue to work with both GFI and Conduent toward the successful completion and the installation of the automated fare collection equipment, software, and peripherals with a focus on smart cards.
- 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.

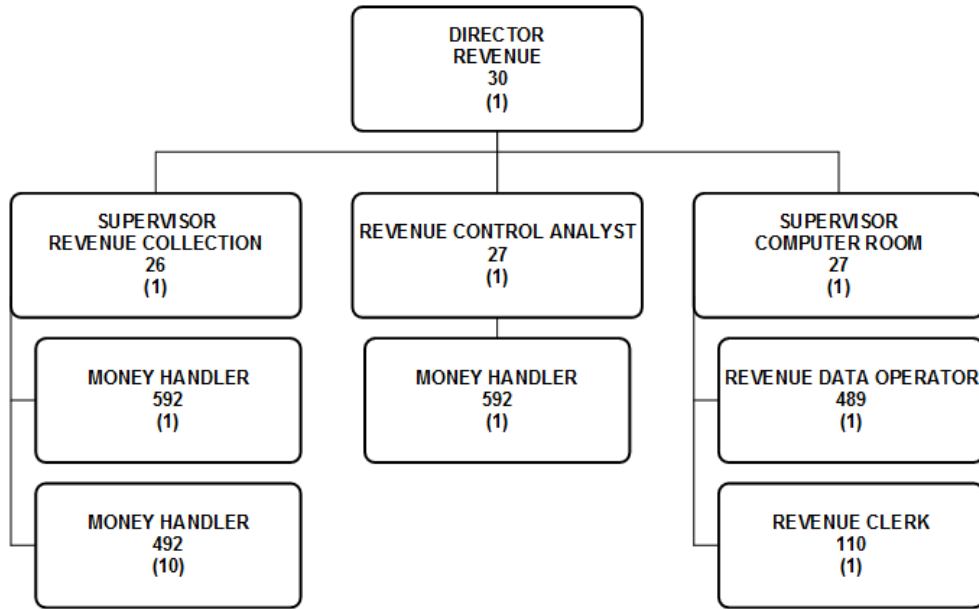
REVENUE DEPARTMENT BUDGET

| Object Class | Description | 2018 Actual | 2019 Actual | 2020 Budget |
|--------------|-------------------------------|--------------------|--------------------|--------------------|
| 501300 | Labor - Salaried Employees | \$1,009,980 | \$1,004,711 | \$1,108,538 |
| 501310 | Overtime - Salaried Employees | 19,386 | 19,419 | 34,500 |
| 502000 | Fringe Benefits | 410,445 | 396,845 | 442,460 |
| 502071 | W.C. - Injuries & Damages | 0 | 0 | 0 |
| 503000 | Services | 28,177 | 0 | 0 |
| 503052 | Other Maintenance Contracts | 347,365 | 325,460 | 394,500 |
| 504000 | Material & Supplies | 245,490 | 134,775 | 243,293 |
| 509000 | Miscellaneous Expenses | 2,361 | 2,291 | 3,125 |
| 509022 | Meals & Concessions | 0 | 0 | 50 |
| 512000 | Leases & Rentals | 1,009,980 | 0 | 0 |
| | Total | \$2,063,202 | \$1,883,501 | \$2,226,466 |

REVENUE DEPARTMENT STAFFING

| Grade | Job Name | 2018 | 2019 | 2020 |
|-------|------------------------------------|-------------|-------------|-------------|
| 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 | 10.0 | 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 | 1.0 | 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



OFFICE OF MANAGEMENT & BUDGET

MISSION STATEMENT

The mission of the Office of Management & Budget (OMB) is to ensure sustainability through sound financial management and organizational, strategic and performance excellence.

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.

2019 ACCOMPLISHMENTS

- Continued the 2016 – 2018 Strategic Plan and updated VFOs into 2019.
- Ended the year with a Fund Balance in excess of a 30-Day Operating Reserve.
- Successfully completed the 2018 National Transit Database submission.
- Managed TransitStat program which has seen \$107 million in savings to RTA since inception.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award
- Completed the first OMB strategic plan.
- Held Preventive Maintenance reimbursed expenditures to General Fund to \$20 million.
- Coordinated the Authority's participation in American Bus Benchmarking Group (ABBG) to identify and share best practices.

2020 PRIORITIES

- Expand the TransitStat program to improve processes, enhance service, and further reduce costs.
- Implement the OMB strategic plan.
- Lead the National Transit Database reporting and submittal.
- Continue to implement an agency-wide initiative to improve operations through ABBG.
- Continue to reprioritize the capital program and coordinate the funding and system implications.
- Support the Authority wide distribution of the Strategic Plan and Performance Management.

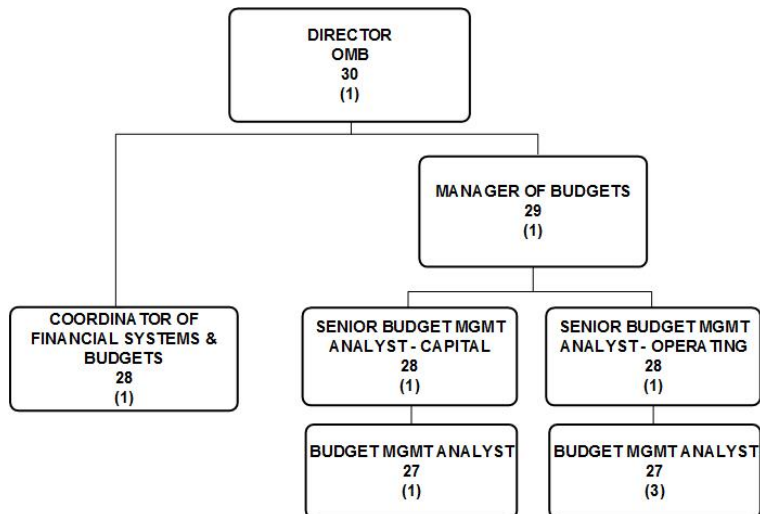
OFFICE OF MANAGEMENT & BUDGET DEPARTMENT BUDGET

| Object Class | Description | 2018 Actual | 2019 Actual | 2020 Budget |
|--------------|-----------------------------|--------------------|--------------------|--------------------|
| 501300 | Labor - Salaried Employees | \$605,838 | \$543,927 | \$705,700 |
| 502000 | Fringe Benefits | 243,393 | 214,452 | 240,963 |
| 503000 | Services | 215,060 | 266,807 | 288,000 |
| 503020 | Advertising Fees | 367 | 740 | 600 |
| 503052 | Other Maintenance Contracts | 38,913 | 37,326 | 0 |
| 504000 | Material & Supplies | 298 | 645 | 1,250 |
| 504021 | Compressed Natural Gas | 882,762.46 | 1,051,422 | 1,136,000 |
| 505018 | Natural Gas | 723,202 | 561,372 | 603,000 |
| 505019 | Water | 434,837 | 498,396 | 473,000 |
| 505021 | Electricity | 2,225,868 | 2,040,488 | 2,077,200 |
| 509000 | Miscellaneous Expenses | 26,933 | 28,755 | 35,200 |
| 509022 | Meals & Concessions | 1,192.65 | 507 | 11,300 |
| | Total | \$5,398,665 | \$5,244,837 | \$5,572,213 |

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING

| Grade | Job Name | 2018 | 2019 | 2020 |
|-------|---|-------------|------------|------------|
| 24 | 1965 Project Specialist | 1.0 | - | - |
| 27 | 0958 Budget Management Analyst | 3.0 | 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 | 1.0 |
| | 1715 Manager of Organizational Excellence | 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 |
| 31 | 1437 Executive Director | 1.0 | - | - |
| | Total | 10.0 | 9.0 | 9.0 |

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT ORGANIZATION CHART



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.

2019 ACCOMPLISHMENTS

- Bond Retirement Fund transfer: Ending Balance Estimate: \$7.0 million > 1/12th of subsequent years debt service requirements
- Insurance Fund: Ending Balance Estimate = \$7.3 million > \$5 million minimum ending balance
- Supplemental Pension Fund: Ending Balance Estimate: \$1.3 million > last assessed value
- Capital Improvement Fund transfer: 13.5% of Sales & Use Tax Funding transferred to Capital (goal: minimum 10%)

2020 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 | 2018 Actual | 2019 Actual | 2020 Budget |
|--------------|--|-------------------|-------------------|-------------------|
| 510050 | Transfers to/from Reserve Fund | 7,368,662 | 12,965,059 | 4,428,615 |
| 510065 | Transfers to/from Pension Fund | 60,000 | 50,000 | 50,000 |
| 510075 | Transfers to/from RTA Capital | 15,259,919 | 12,005,224 | 13,397,525 |
| 510085 | Transfers to/from Bond Retirement Fund | 17,236,407 | 13,339,003 | 13,714,842 |
| 510090 | Transfers to/from Insurance Fund | 5,770,000 | 2,700,000 | 2,000,000 |
| Total | | 45,694,988 | 41,059,286 | 33,590,982 |

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