

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.

2022 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 2022 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 2023 Operating Budget.
- Managed 2022 expenditures to increase transfer to the Railcar Replacement fund by \$10 million.
- Effectively managed the final drawdowns of the ARP federal stimulus program
- Strategically managed unrestricted revenues to develop a long-term plan of allocating funds to meet the Authority's operating and capital needs.
- Managed the TRACTION program.
- Managed the 2022 Capital Improvement Plan (CIP) and developed the 2023-2027 CIP.
- Managed the 2023 Capital Grants Application process.
- Maintained excellence in financial stewardship and accountability
- Assisted in the negotiation of a new ATU labor agreement
- Successfully negotiated the CMSD contract for the 2022-23 school year
- Assisted in the development of the Transit Ambassador program
- Assisted in the development of the Civilian Oversight Committee
- Conducted financial projections to ensure on-going financial stability.

- Launched new software application to increase overall efficiency:
 - Canto – digital asset management software
 - Procore – a unified project management platform

2023 PRIORITIES

- Implement process improvements that support the Authority’s strategic plan.
- Develop a plan to continue to secure funding for Rail Car Replacement.
- Manage the 2023 Operating Budget and 2023 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 the current Fare Collection System.
- Lead the discussions streamlining the fare collection process incorporating state of the art technologies
- Upgrade Oracle to the latest software version and transition to its Infrastructure as a Service platform.
- 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, 2022.
- Assist in the completion of the Single Audit.
- Successfully complete the Federal Transit Administration triennial review
- 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 2024 Capital Grant Application process.
- Develop 2024 Capital Improvement Plan (CIP) and 2024-2028 CIP Program.
- Manage the TRACTION Program and lead efforts in the Authority’s strategic planning performance management.
- Drive a culture of continuous improvement in the Finance Division.
- Develop 2024 Operating Budget.
- Conduct thorough review of polices and update as necessary.
- Develop 2023 Budget Document conforming to the requirements by the GFOA.
- Provide financial oversight to control costs and sustain financial health.
- Assist with the FOP labor contract negotiations
- Negotiate CMSD contract for the 2023-24 school year
- Assist the Human Resources Division is implementing an appropriate Applicant Tracking System to improve the hiring process
- Lead the discussion in new fare collection
- Clean triennial audit

LIST OF DEPARTMENTS

Department Number	Department Name
10	Office of Business Development
60	Accounting
61	Management Information Services (formerly Innovation & Technology)*
62	Support Services
64	Procurement
65	Revenue
67	Office of Management and Budget
99	Fund Transfers

Division & Department 61- Innovation & Technology was restructured for FY2023. The staff for User Support and Infrastructure were moved from Department 61 to Department 58 and the Department was renamed Information Technology. Department 61 was moved to the Finance Division, renamed Management Information Systems.

FINANCE DIVISION

Success Outcomes	Metric	FY2023 Performance Goals	Objective	Definition
Customer Experience	Financial Management - Customer Perception	62%	↑	% of customers that agrees or strongly agrees that GCRTA manages financial resources appropriately
	Internal Net Promoter Score	5	↑	The Net Promoter Score of Finance and Administration functions as rated by GCRTA employees
Community Value	Financial Management - Community Perception	34%	↑	% of community that agrees or strongly agrees that GCRTA manages financial resources well
Financial Sustainability	General Fund Transfer to Capital/Rolling Stock Reserve Fund	\$10m	–	Transfers to capital and Rolling Stock Reserve Fund higher than any board policy.
	Operating Ratio : Expense Covered by Own Source Revenue	13%	–	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)
	One-Month Operating Reserve	1	–	Maintain balance of 1 month operating reserve
	Three-Year Net Position	1	–	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
	Operating Budget Used (formerly Budget Adherence)	25%, 50%, 75%, 100%	–	The % of actual expenses (year to date) vs. annual budget.
Employee Engagement	Division Employees Agree Supervisor Invested in Growth and Success	76%	↑	% 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	75%	↑	% of employees that strongly agree (or strongly agree) that they understand the vision and direction of GCRTA
	Division Employees Understand How Performance Linked to Organizational Success	77%	↑	% of employees that strongly 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.

2022 ACCOMPLISHMENTS

DBE Participation

13.9 % DBE Participation on Board approved FFY 2021 contracts of \$18,371,815 for a total of \$2,565,464 (not including Transit Motor Vehicles and Real Estate, as per federal regulations).

DBE Certifications

- New Certifications: 18
- No Change Declaration: 68
- On-Site Review: 13

Program Compliance

- Contract Goal Setting: 92
- Certified Payrolls Reviewed: 38
- Monitoring: 3

Outreach and Community Engagement

- Attended the 37th Annual Ohio Dr. Martin Luther King, Jr. Commemorative Celebration (Virtual)
- Attended on Kent State University: Spirit of Women in Business Conference (Virtual)
- Attended on NOACA Climate Action Summit
- Met with Prevailing Wage experts on Certified Payroll, Compliance & Benefits (Virtual)
- Participated on USDOT DBE Training – New NAICS Code Guidance
- Participated on the 2022 Annual Ohio Minority Supplier Development Council Conference (Virtual)
- Participated on B2Gnow meeting (Virtual)
- Participated on GOTO Webinar Compliance and Workforce Program Tracking for Government Agencies meeting
- Hosted DBE Certification training workshop (Virtual)
- Attended 8th Annual GSBCE Workshop (Virtual)
- Attended USDOT Good Faith Efforts Training (Virtual)
- Attended USDOT: Commercially Useful Function (CUF) and Counting Training (Virtual)
- Attended NTI DBE Training (Virtual)
- Participated on DBE Information Workshop hosted by Urban League of Cleveland (Virtual)
- Participated on OFCCP contractor Portal Certification Webinar (Virtual)
- Participated on B2Gnow meeting (Virtual)
- Accurant Training with ODOT reviewing Lexis Nexis Software
- Host Unification Certification Team meeting with Cuyahoga County, Sewer District, and City of Cleveland
- OBD Participated on EWT Outreach How to Do Business with Governmental Agencies Certification clinic (Virtual)
- Attended American Contract Compliance Association (ACCA) training in Charlotte, NC

- Attended Certification Training hosted by ODOT – Columbus
- Attended Greater Summit Business Conference & Expo at Canton Airport
- Attended Notice of Proposed Rulemaking (NPRM) meeting, Certification with U.S. Department of Transportation (Virtual)
- Participated on Ohio Procurement Technical Assistance Center (PTAC) Infrastructure Opportunities in Transportation Webinar

2023 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 2023
- Increase Hispanic Contracting Opportunities
- Continue Employee Development, FTA, American Contract & Compliance Association (ACCA), Diversity Equity & Inclusion (DEI), Conference of Minority Transportation Official (COMTO) & DBE Training
- Business 2 Government Compliance System (B2Gnow)

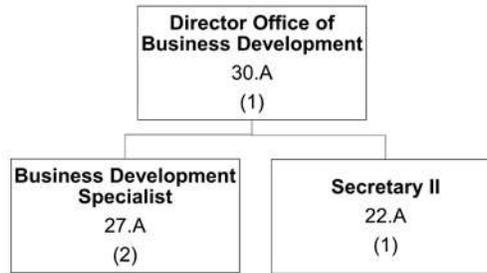
OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 -3Q Estimate	2023 Budget
501300	Labor - Salaried Employees	\$312,765	\$328,557	\$335,181
502000	Fringe Benefits	132,849	124,039	110,190
503020	Advertising Fees	325	0	300
504000	Material & Supplies	0	299	550
509000	Miscellaneous Expenses	2,146	2,949	9,200
509022	Meals & Concessions	217	394	400
Total		\$448,302	\$456,238	\$455,821

OFFICE OF BUSINESS DEVELOPMENT STAFFING

Grade	Job Name	2021	2022	2023
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



Total FTE's = 4

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.

2022 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 2022, including improving the collections of delinquent Accounts Receivable.
- Obtained the Certificate of Excellence in Financial Reporting for the Fiscal Year Ended December 31, 2020, from the Government Finance Officers Association (GFOA).
- Prepared Annual Comprehensive Financial Report for the year ended December 31, 2021, conforming to the requirements outlined by the GFOA.
- Completed the 2021 Financial Audit and Single Audit, obtaining the Ohio Auditor of State Award with Distinction.

2023 PRIORITIES

- Implement process improvements that support the Authority's strategic plan.
- Migrate Financial Systems and Reporting to the Oracle IAAS 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 2022 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.
- Continue to participate in improving Accounting Financial Metrics for 2023.
- Continue to manage the Energy Risk Management Program to ensure budget stability.
- Participate in the fare policy improvements for 2023.
- 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.
- Clean triennial audit.

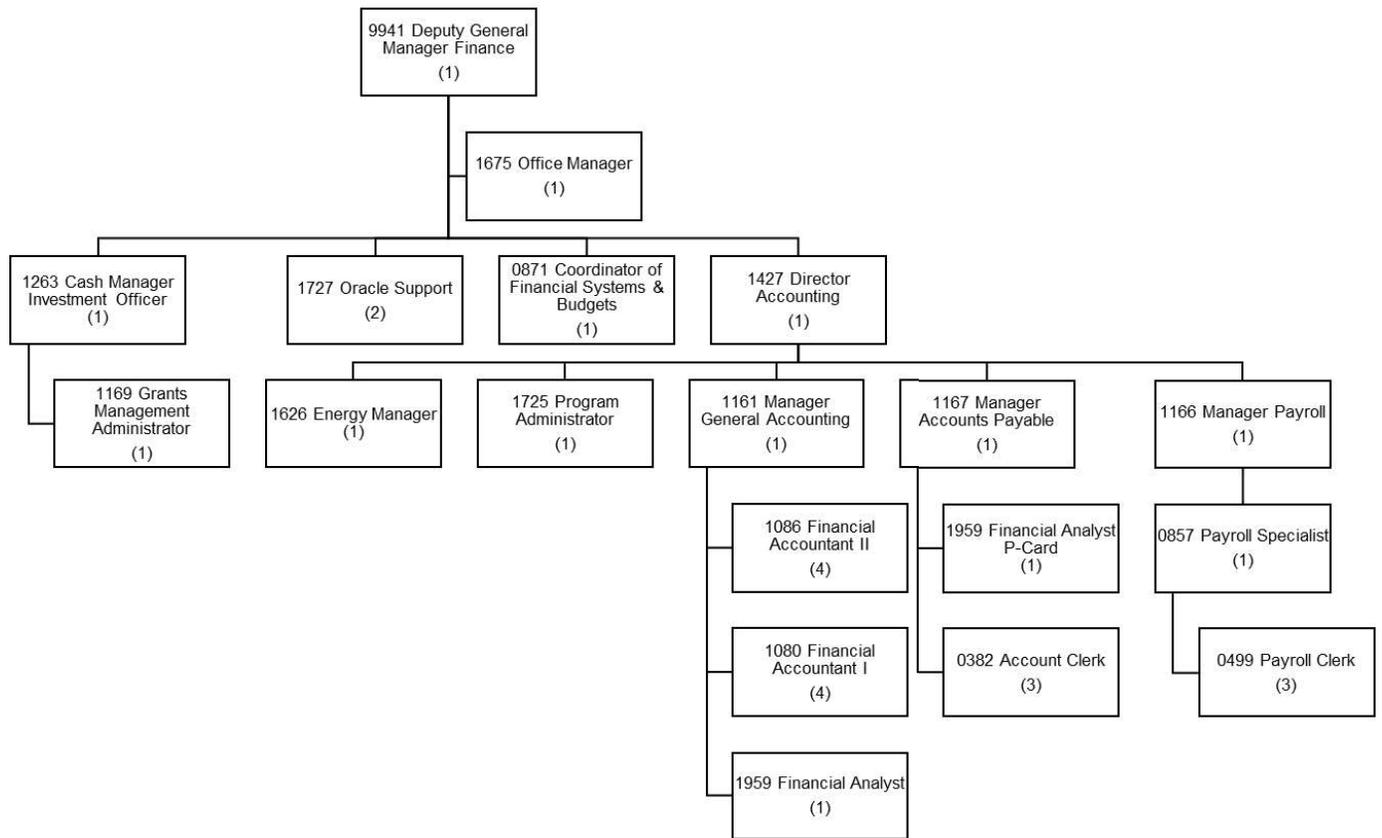
ACCOUNTING DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501200	Labor - Hourly Employees	\$ -	\$421	\$ -
501300	Labor - Salaried Employees	1,757,845	1,872,603	2,292,393
501310	Overtime - Salaried Employees	17,713	8,698	30,000
502000	Fringe Benefits	741,565	726,306	792,610
503000	Services	738,973	788,604	1,225,000
503049	Temporary Help	72,720	17,341	50,000
503052	Other Maintenance Contracts	54,414	7,786	8,700
504000	Materials & Supplies	5,128	10,076	10,500
509000	Miscellaneous Expenses	3,396	9,759	16,900
509022	Meals & Concessions	229	258	2,000
Total		\$3,391,983	\$3,441,852	\$4,428,103

ACCOUNTING DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
03	0382 Account Clerk	4.0	3.0	3.0
04	0499 Payroll Clerk	3.0	2.0	3.0
24	1959 Financial Analyst	2.0	2.0	2.0
25	1675 Office Manager	1.0	1.0	1.0
26	0857 Payroll Administrator	1.0	1.0	1.0
	1080 Financial Accountant I	3.0	3.0	4.0
	1725 Program Administrator/Financial Accountant	1.0	1.0	1.0
	1727 ERP Analyst	-	2.0	2.0
27	1086 Financial Accountant II	4.0	4.0	4.0
28	0871 Coordinator Fin. Sys. & Budgets	-	1.0	1.0
	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
	1169 Grants Management Administrator	1.0	1.0	1.0
	1626 Energy Manager	1.0	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		27.0	28.0	30.0

ACCOUNTING DEPARTMENT ORGANIZATION CHART



Total FTE's = 30

61- MANAGEMENT INFORMATION SERVICES

OVERVIEW

The Management Information Services Department is contained within the Finance Division and provides critical services including maintaining existing systems, improving existing service, selecting new systems, integrations, and creating ways to better utilize existing programs and data. We 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. We strive to provide access to quality information and tools that allows the Authority to enhance its ability to make critical business decisions backed by data.

2022 ACCOMPLISHMENTS

- Established a business process for evaluating new technologies requested by subject matter expert groups within the authority
- Established a new business process related to the procurement process of technology solutions
- Deployed Contracts with Implementation partners to bring online new technologies that enhanced existing systems and help us bring new systems online
- Updated the Drupal based Intranet platform to allow for enhanced functionality and flexibility to meet business needs.
- Leveraged the SSO capabilities to create easier user transition across tools and applications
- Launched a new Oracle upgrade strategy that dramatically improves our disaster recovery and survivability posture without losing years of customizations.
- Created a 10 year runway of support for our current Oracle platform to allow us to enhance functions and review our best long-term strategies.
- Have started several key procurements that will assist the HR/HRIS/Marketing teams in streamlining their business processes.
- Leveraging The M365 Microsoft platform to expanded automation of repetitive business tasks using Power Automate
- Expanded backup solution capability and survivability of mission critical systems, including off-site replication of data, to protect more target systems.
- Supported major construction projects with network design and specification, telecommunication and implementation services.
- Continued critical upgrades to the Application Infrastructure, including Data Protection, LAN and Server Refresh, application delivery services, migration of multiple significant system databases to Linux.
- Expanded WiFi coverage in District administrative spaces, and shop floors.
- Improved Disaster Recovery position via implementation of SaaS and/or IaaS for several more identified applications/systems
- Assist with the finalization of the Customer Service POS
- Increased usage of formal project management techniques to track and deploy projects
- Implemented new SplashBI Oracle reporting platform

- Web team launched new Diversity and Inclusions web site
- 3 new team members

2023 PRIORITIES

- Expand Disaster Recovery capability with enhanced data protection and additional virtualization for critical legacy systems and also via implementation of SaaS redundancy and cloud infrastructure
- Complete the Oracle IaaS migration effort
- Begin Oracle functionality enhancement phase
- Establish Enterprise Content Management Project Strategy
- Fill vacant roles
- Deploy Learning Management System
- Establish new business unit structure and hierarchy
- Begin TVM/CSK replacement project
- Introduce Account Based Ticketing on the EZFare Platform
- Establish Point of Sale System to support existing fare media as well as future fare media
- Make improvements in electronic document management
- Leverage Artificial Intelligence use in supported areas
- Implement improvements to critical systems such as Fare Collection, Inventory and Maintenance, Financial, accounting and Human Resources.
- Continue support of major business systems, Oracle, Kronos, Hastus, TransitMaster, Trapeze, and Ultramain..
- Engage stakeholders with IT analysts to work to implement business process improvement in all divisions.

MANAGEMENT INFORMATION SERVICES DEPARTMENT BUDGET*

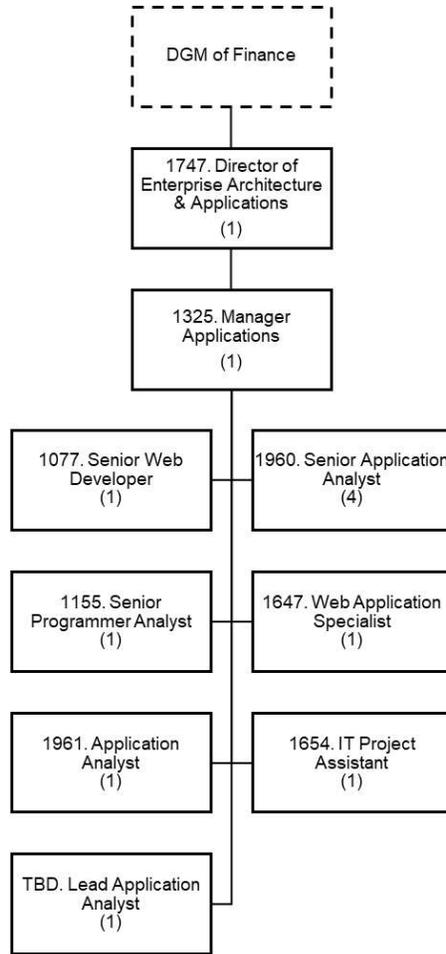
Object Class	Description	2021 Actual	2022 - 3Q Estimate	2023 Budget
501200	Labor - Hourly Employees	\$561	\$0	\$0
501300	Labor - Salaried Employees	2,441,926	2,218,236	2,446,580
501310	Overtime - Salaried Employees	225	1	0
502000	Fringe Benefits	1,028,551	838,872	872,474
503000	Services	0	126,823	268,340
503049	Temporary Help	0	134,395	50,000
503052	Other Maintenance Contracts	3,647,891	3,993,486	2,980,195
504000	Materials & Supplies	193,807	304,880	238,000
505022	Telephone & Data Services	588,109	451,967	558,920
509000	Miscellaneous Expenses	112,836	79,500	100,050
509022	Meals & Concessions	33	289	500
512000	Leases & Rentals	(1,086)	0	0
Total		\$8,012,853	\$8,148,449	\$7,515,059

*\$2,091,523 in Staffing and \$1,465,218 from expense items will be transferred to Department 58

MANAGEMENT INFORMATION SERVICES DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
23	0725 Executive Secretary	1.0	-	-
24	1646 User Support Analyst	2.0	1.0	ITS
25	0760 Database Analyst	1.0	1.0	ITS
	1647 Web Application Specialist	1.0	1.0	1.0
	1961 Applications Analyst	1.0	1.0	1.0
26	0960 User Support Specialist	1.0	2.0	ITS
	1072 Telecom Specialist	1.0	1.0	ITS
	1077 Senior Web Developer	1.0	1.0	1.0
	1082 System Administrator	2.0	2.0	ITS
	1155 Senior Programmer Analyst	2.0	1.0	1.0
27	0756 Network Engineer	1.0	1.0	ITS
	0962 Desktop Engineer II	1.0	1.0	ITS
	0969 Information Technology Engineer	1.0	1.0	ITS
	1070 Database Administrator	1.0	1.0	ITS
	1091 Senior System Administrator	1.0	1.0	ITS
	1632 User Support Architect	1.0	1.0	ITS
	1745 Lead Telecommunications Specialist	1.0	1.0	ITS
	1960 Senior Application Analyst	4.0	4.0	4.0
28	0795. Network Engineer Supervisor	-	1.0	ITS
	1633 It Security Engineer	1.0	1.0	ITS
	1648 Lead Database Administrator	1.0	1.0	ITS
	1654 It Project Assistant	1.0	1.0	1.0
29	0783 Manager Its/End User Support	1.0	1.0	ITS
	1321 Manager of Infrastructure	1.0	1.0	ITS
	1325 Manager of Applications	1.0	1.0	1.0
30	1747 Director of MIS Finance	1.0	1.0	1.0
	1749 Director of Service Strategy & Delivery	1.0	-	-
99	9981 DGM Innovation and Technology	1.0	-	-
TBD	TBD. Lead Application Analyst	-	-	2.0
Total		33	30	13

MANAGEMENT INFORMATION SERVICES ORGANIZATION CHART*



Total Dept 61 FTE's = 13

Total Going to Dept 58 FTE's = 21

*Division & Department 61- Innovation & Technology was restructured for FY2023. There is no longer an Innovation & Technology Division. Department 61 was moved to the Finance Division, renamed Management Information Systems, and staff for User Support and Infrastructure were moved to Department 58.

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.

2022 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 533 boxes that were in off-site storage.
 - Thirty (30) department retention schedules submitted to and approved by The Ohio History Connection.
- Continued for the 4th year, the chair replacement project, providing sixty (60) 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:
 - Guest chairs for various departments’ workspaces
 - New chairs and tables for the training room at Triskett District
- The Copy Center at Main Office continued with printing of the drivers pick packets which initially began in the wake of the pandemic and was previously handled by outside print companies.
- Continued work with the IT department to utilize AirSlate for more efficient tracking of department requests.

2023 PRIORITIES

- Records Management Program – Continuous efforts to update GCRTA Records Retention Schedules and coordinate purging of obsolete records to reduce storage costs.
- Continued work with IT to collaborate on an Inventory Management System for inventory tracking and control of paper products provided by Support Services.
- Manage the Authority’s mail, shipping and receiving services.
- 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.

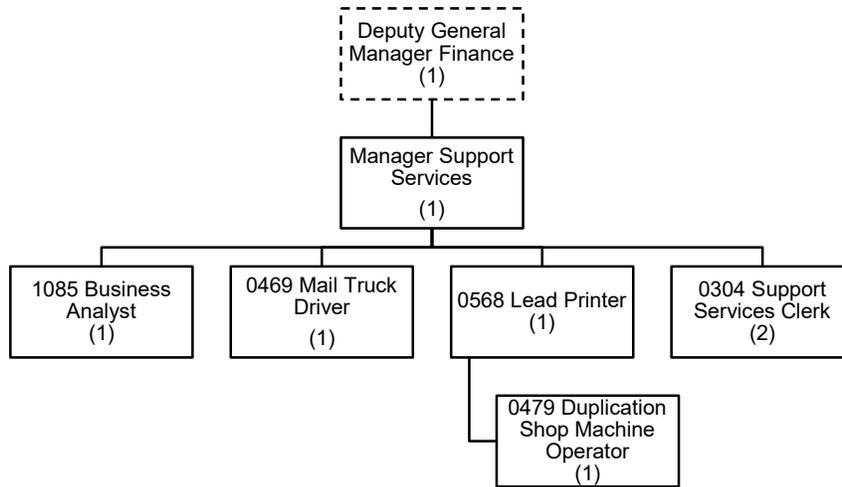
SUPPORT SERVICES DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501200	Hourly Employees Payroll	\$62,605	\$67,680	\$69,570
501210	Overtime - Hourly Employees	31	0	100
501300	Labor - Salaried Employees	395,144	469,790	495,542
501310	Overtime - Salaried Employees	260	0	2,500
502000	Fringe Benefits	203,084	207,925	205,651
503000	Services	3,138	17,666	10,600
503049	Temporary Help	15,360	(5)	0
503052	Other Maintenance Contracts	161,881	103,484	151,465
504000	Material & Supplies	7,184	14,600	14,600
504051	Postage Expense	46,577	44,462	54,000
504052	Duplicating Material & Supplies	40,603	89,634	90,000
509000	Miscellaneous Expenses	39	56	2,308
512000	Leases & Rentals	95,586	100,599	106,600
TOTAL		\$1,031,492	\$1,115,891	\$1,202,936

SUPPORT SERVICES DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
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	1.0
28	0868 Manager Support Services	1.0	1.0	1.0
TOTAL		8.0	8.0	8.0

SUPPORT SERVICES DEPARTMENT ORGANIZATION CHART



Total FTE's = 8

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.

2022 ACCOMPLISHMENTS

- Continue to increase competitive opportunities through multiple outreach activities.
- 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 materials for continued operations while in a high inflationary and severe supply chain shortage situation.
- Processed 5016 Purchase orders valued at \$72,832,840.13.
- Advertised the RFP for the purchase of a new fleet of Rail Cars for the Authority.
- Awarded contract for Employee Assistance Program.
- Awarded contract for Health Care Benefits Program.
- Awarded contract for Property and Crime Broker Services
- Awarded contract for Waterfront Line Bridge Rehabilitation
- Awarded contract for Electricity Supply Requirements
- Awarded contract for Operator Uniform Services
- Awarded contract for On-Call Rail Engineering Services
- Awarded contract for Hayden Garage HVAC Replacement
- Awarded contract for Oracle IaaS Implementation Services
- Awarded contract for Light Rail Track Rehabilitation Replacement of the 75th Interlocking
- Awarded contract for DEI Speaker/Training Workshop Series
- Awarded contract for ACA Compliance Reporting
- Awarded contract option for 20 40-Ft. Low Floor CNG Coaches
- Awarded contract for Off-Site Medical and Specimen Collection Services
- Awarded contract for Ultra Low Sulfur Diesel Fuel
- Awarded contract for Fire and Safety Inspection Services
- Awarded contract for On-Board Origin Destination Passenger Surveys
- Continue to provide the Procurement 101 Training presentation to any, and all requesting departments, including being added to the new employee orientation agenda.
- Assisted in the Authority-wide Microsoft Migration efforts
- Participating in the Oracle IaaS upgrade testing and validation efforts.

2023 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 to all requesting departments.
- Continue National Institute of Governmental Purchasing (NIGP) Department Accreditation.
- Support the Authority's implementation of the new Strategic Plan and Mission Statement and Traction Performance Measurements FY 2023.
- Award contract for new rail cars
- Award contract for Supplemental Paratransit Services.
- Award contract for Trunk Line Re-Signaling
- Award contract for East 79th Street Light Rail Station Design
- Award contract for Flyover Track Bridge near Stokes Design
- Award contract for Tower City East Portal Construction Services
- Award contract for Light Rail Retaining Walls III Design
- Award contract for Red Line Signal System Design
- 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 Railcar Mover
- Award contract for Casualty Insurance Broker Services
- Award contract for Red Line Rail Grinding Program
- Award contract for Windermere Substation Rehabilitation
- Award contract for MetroHealth Design BRT
- Award contract for Rapid Station Cleaning Services
- Complete contract for CTDS Replacement
- Complete contract for Performance Management Services
- Continue interdepartmental cross training of staff
- Continue to support and participate in the oracle upgrade to cloud efforts
- Participate in the FTA Triennial Review
- Clean triennial audit

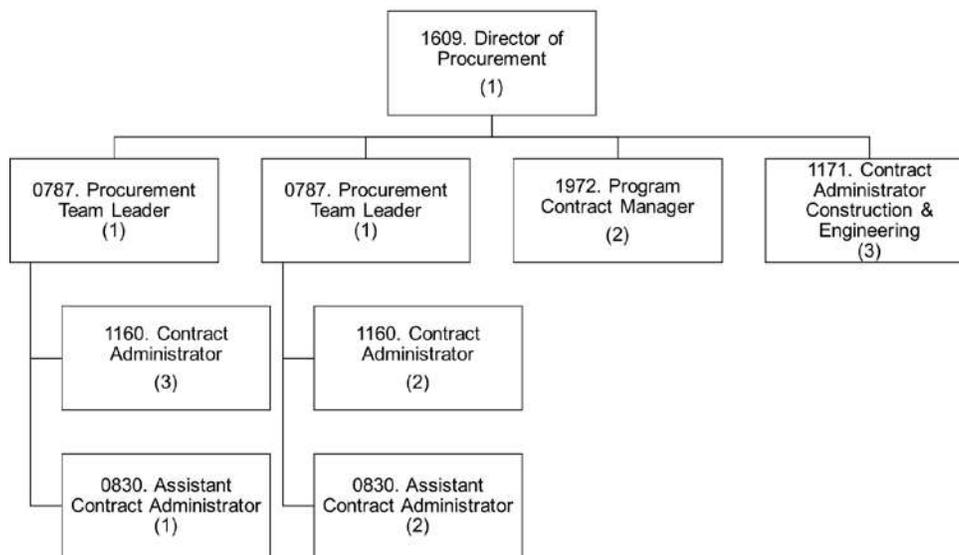
PROCUREMENT DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 3Q Estimate	2023 Budget
501300	Labor- Salaried Employees	\$1,102,202	\$1,230,534	\$1,358,097
502000	Fringe Benefits	467,291	471,080	443,524
503000	Services	6,322	6,575	6,600
503020	Advertising Fees	13,000	13,493	14,000
504000	Material & Supplies	3,026	0	4,900
509000	Miscellaneous Expenses	1,670	6,252	13,400
509022	Meals & Concessions	150	422	500
Total		\$1,593,661	\$1,728,356	\$1,841,021

PROCUREMENT DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
26	0830 Assistant Contract	3	3	3
27	1160 Contract Administrator	5	4	5
27	1171 Contr Admin Const & Eng	3	3	3
28	1972 Program Contract Manager	2	2	1
29	0787 Procurement Team Leader	2	3	2
30	1609 Director	1	1	1
Total		16.0	16.0	16.0

PROCUREMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 16

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.

2022 ACCOMPLISHMENTS

- On a daily basis collected fare revenue from all rolling stock as well as off board equipment.
- Provided 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, and other 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, continued to support the EZ Fare Mobile Ticketing platform and implement the Just Ride Mobile Ticketing Platform with continuing efforts to implement Smart Cards and Fare Capping.
- On a weekly and monthly basis, reviewed ridership data provided by the ITS Department for reasonableness and accuracy.
- Continued to work with other GCRTA departments and vendors of the GFI/Conduent fare collection system with specific efforts towards contract closeout.
- Fielded and resolved numerous customer issues regarding the fare collection system which included fielding calls regarding the exchange of documents.

2023 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 including contract close-out.
- 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 Ticket Vending Machines (TVM's) and Customer Service Kiosks (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.
- Continue cooperative effort with Masabi to implement Smart Card and Fare Capping

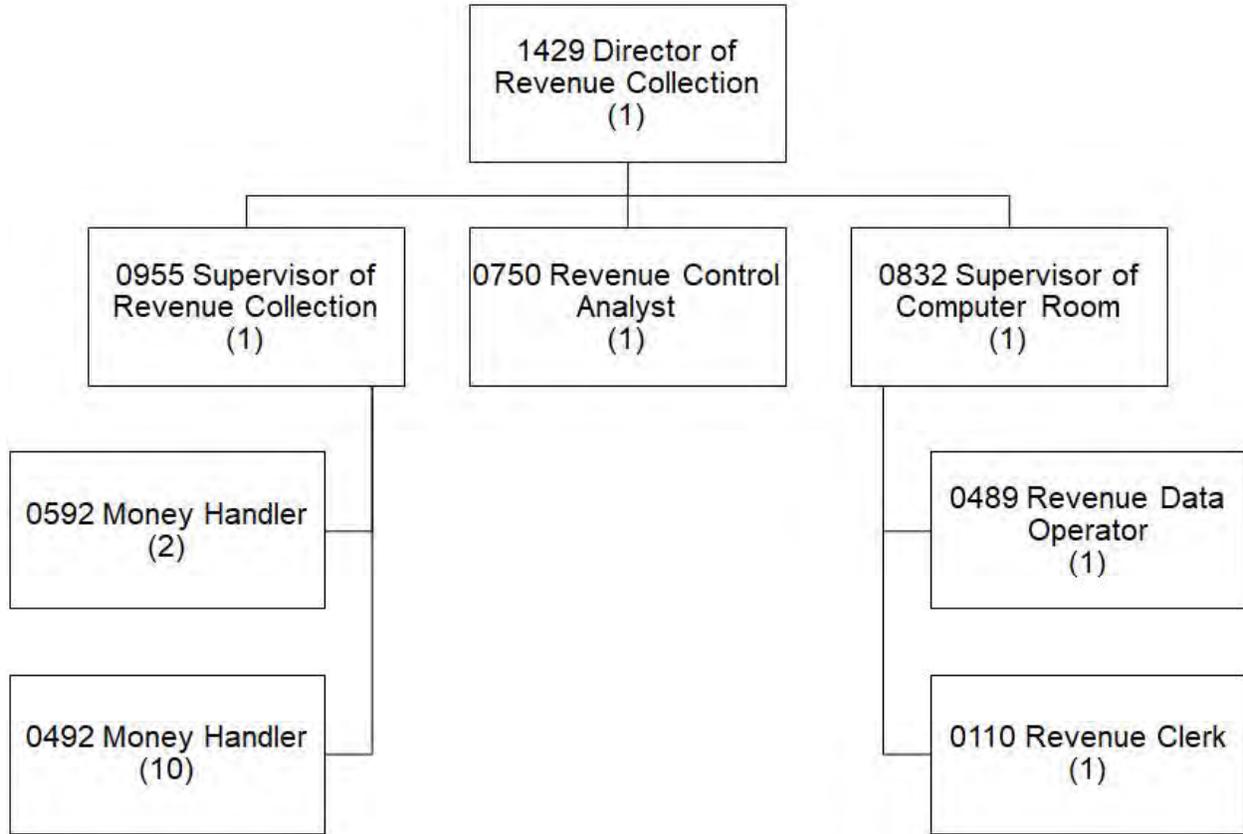
REVENUE DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 3Q Estimate	2023 Budget
501300	Labor - Salaried Employees	\$998,197	\$1,018,959	\$1,189,857
501310	Overtime - Salaried Employees	24,189	17,275	25,500
502000	Fringe Benefits	432,944	405,722	449,253
503052	Other Maintenance Contracts	263,765	163,614	367,500
504000	Material & Supplies	190,327	120,705	245,293
509000	Miscellaneous Expenses	1,278	448	3,300
Total		\$1,910,700	\$1,726,723	\$2,280,703

REVENUE DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
01	0110 Revenue Clerk	1.0	1.0	1
04	0489 Revenue Data Operator	1.0	1.0	1
04	0492 Money Handler	10.0	9.0	10
05	0592 Money Handler	2.0	2.0	2
27	0955 Supervisor Revenue Collection	1.0	1.0	1.0
27	0750 Revenue Control Analyst	1.0	2.0	1.0
27	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



Total FTE's = 18

67-OFFICE OF MANAGEMENT & BUDGET

OVERVIEW

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

2022 ACCOMPLISHMENTS

- Developed the 2023 Operating Budget.
- Developed the 2023 Tax Budget.
- Developed the 2023 – 2027 CIP
- Continued the 2022 Strategic Plan.
- Managed 2022 Operating Budget.
- Ended the year with a Fund Balance that exceeds a 30-Day Operating Reserve.
- Successfully completed the 2021 National Transit Database submission.
- Managed Traction program.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.
- Held Preventive Maintenance reimbursed expenditures to General Fund to \$1.0 million.
- Drew down remaining American Rescue Plan (ARP) funding.
- Continued Oracle SaaS implementation.

2023 PRIORITIES

- Continue the Traction 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 2027.
- Support the Authority wide distribution of the Strategic Plan and Performance Management.
- Work with Operations, Finance, and Engineering Divisions to purchase Rail Cars.
- Support and continue Oracle Modules SaaS implementation.
- Repurpose PM Reimbursement grant funding for unfunded and under funded projects.
- Plan and execute the sustainability program for the Authority.
- Continue to transfer \$10 million to Reserve Fund to support Rail Car Procurement.
- Manage the 2023 Operating Budget.
- Develop the 2024 Operating Budget.
- Develop the 2024 – 2028 CIP.
- Develop the 2024 Tax Budget.
- Clean triennial audit.

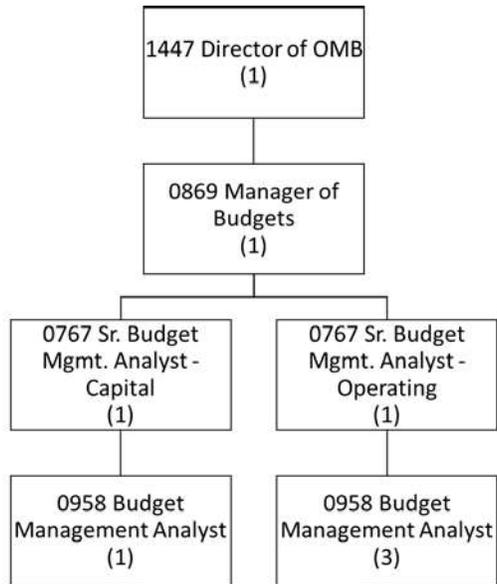
OFFICE OF MANAGEMENT & BUDGET DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022- 3Q Estimate	2023 Budget
501300	Labor - Salaried Employees	\$720,369	\$680,831	\$710,682
502000	Fringe Benefits	308,361	250,316	376,802
503000	Services	5,606	(518)	250,000
503020	Advertising Fees	3,058	7,000	7,000
504000	Material & Supplies	693	0	2,200
504021	Compressed Natural Gas	962,464	1,838,000	2,215,000
505018	Natural Gas	712,725	706,011	917,000
505019	Water	398,998	341,569	444,000
505021	Electricity	2,038,155	1,662,451	1,801,400
509000	Miscellaneous Expenses	2,542	15,268	81,000
509022	Meals & Concessions	0	0	1,250
Total		\$5,152,971	\$5,500,928	\$6,806,334

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
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	-	-
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	8.0	8.0

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT ORGANIZATION CHART



Total FTE's = 8

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.

2022 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).

2023 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	2021 Actual	2022 3Q Estimate	2023 Budget
510050	Transfers to/from Reserve Fund	\$ 95,878,615	\$60,878,615	\$10,878,615
510065	Transfers to/from Pension Fund	45,000	-	-
510075	Transfers to/from RTA Capital	43,398,859	44,725,757	21,866,868
510085	Transfers to/from Bond Retirement Fund	71,569,994	11,500,000	6,627,398
510090	Transfers to/from Insurance Fund	2,100,000	2,500,000	2,500,000
Total		\$212,992,468	\$119,604,372	\$41,872,881