

# 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.

## 2018 ACCOMPLISHMENTS

- 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.
- Maintained and improved cash handling processes, fare collection security and vaulting process.
- 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 2018 Budget Document.
- Assisted in the completion of the Single Audit.
- Administered the Authority's Disadvantaged Business (DBE) Program, and developed 2016-2018 DBE goal, certified firms as DBE contractors and monitored compliance with federal regulations.
- Managed the Authority's Records Management Program.
- Assisted with Energy Price Risk Management Program.
- Implemented process improvements within Finance & Administration Division.
- Developed and managed 2018 Operating Budget.
- Managed TransitStat program resulting in \$97.3 million savings since inception.
- Managed our participation in American Bus Benchmarking Group (ABBG) for the Authority.
- Managed 2018 Capital Improvement Plan (CIP).
- Developed 2019 Capital Improvement Plan (CIP).
- Developed 2020-2024 Capital Improvement Plan Program.
- Managed the 2018 Capital Grants Application process.

## 2019 PRIORITIES

- Implement process improvements that support the Authority's Mission, Vision and Values.
- 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, 2018.
- Assist in the completion of the Single Audit.
- Administer the Authority's Disadvantaged Business (DBE) Program, and develop 2019-2021 DBE Goal
- Assist departments in minimizing the Authority's overall administration costs.
- Continue management of Authority's Records Management Program.
- Continue to assist with Energy Risk Management Program.
- Administer 2019 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 a plan to secure funding for Rail Car Replacement. Manage 2019 Operating Budget and 2019 Capital Improvement Plan (CIP).
- Develop 2020 Operating Budget.
- Conduct thorough review of polices relating to fares and update as necessary.
- Develop 2019 Budget Document conforming to the requirements by the GFOA.
- Complete the sale of Sales Tax Supported Bonds.
- Support the completion of 2019 FTA Triennial Review.

## 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 fair and representative participation in procurement opportunities at GCRTA 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.*

## 2018 ACCOMPLISHMENTS

### DBE Participation

Twenty two percent (22.4%) DBE Participation on Board approved contracts totaling \$14,468,132 (not including Transit Motor Vehicles and Real Estate, as per federal regulations).

### DBE Certifications

- New Certifications 3
- Re-Certifications 58
- On-Site Certification Visits 1

### Program Compliance

- Contract Goal Setting 41
- Project Field Monitoring 1
- Certified Payrolls Reviewed 79

### Outreach and Community Engagement

- Participated in outreach at Eaton Corporation making a presentation on the DBE Program.
- Participated on the Ohio MBE Procurement Fair in Akron, Ohio
- Attended Greater Summit Business Conference & Expo – Matchmaker Session
- Hosted a Small Business Participation session in collaboration with City of South Euclid
- Hosted the OBD DBE Advisory Committee Meeting
- Participated in Ohio Ethics Training

## 2019 PRIORITIES

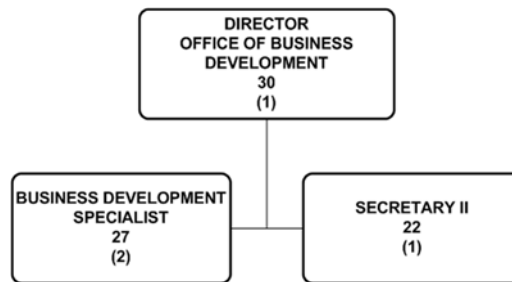
- Certification of firms to participate as a DBE contractors, establishing DBE goals on contracts, ensuring program compliance with Federal regulations, and effective community outreach.
- Encourage strong business ties between GCRTA and women and minority-owned firms by creating and supporting avenues 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 2018.

**OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT BUDGET**

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor Salaried Employees	277,255	17,590	289,702
501310	Overtime Salaried Employees	0	234,514	0
502000	Fringe Benefits	113,858	98,042	101,656
503000	Services	125,000	0	0
503020	Advertising Fees	(242)	0	300
504000	Materials & Supplies	322	1,124	500
509000	Miscellaneous Expenses	2,437	311	2,115
509022	Meals & Concessions	0	17,590	150
512000	Leases & Rentals	0	0	0
<b>Total</b>		<b>518,630</b>	<b>351,368</b>	<b>394,423</b>

**OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT STAFFING**

Grade	Job Name	2016	2017	2018	2019
22.A	0723 Secretary II	1.0	1.0	1.0	1.0
27.A	0879 Business Dev Specialist	2.0	2.0	2.0	2.0
30.A	0872 Director	1.0	1.0	1.0	1.0
<b>Total</b>		<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>



# 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.

## 2018 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 2017 Financial Audit.
- Completed the 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.

## 2019 PRIORITIES

- Continue to reduce time required to process payments to vendors and employers by revising payment processes and streamlining procedures.
- Continue to improve department performance and expedite workflow.
- Coordinate completion of the 2018 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 2018 Single Audit Report.
- Complete Grant Reconciliations of Capital Grants.
- Coordinate the purchase requisition approval process change to include the Accounting department.
- 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.

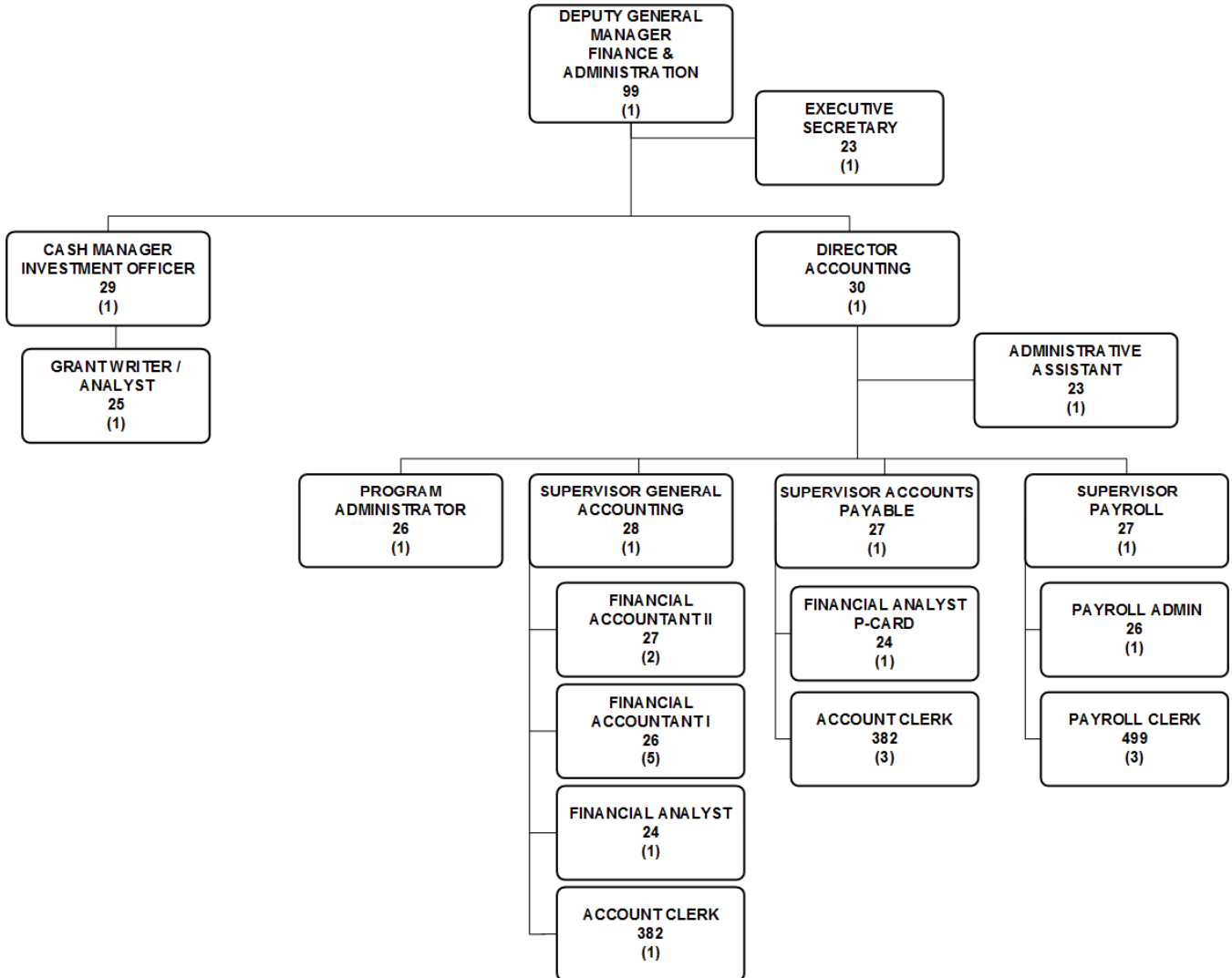
## ACCOUNTING DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor Salaried Employees	1,726,186	1,639,212	1,797,098
501310	Overtime Salaried Employees	37,099	38,373	25,000
502000	Fringe Benefits	607,777	558,111	664,235
503000	Services	20,640	387,379	458,604
503049	Temporary Help	2,381	73,065	0
503052	Other Maintenance Contracts	2,236	6,640	14,300
504000	Materials & Supplies	16,190	19,239	16,794
509000	Miscellaneous Expenses	22,973	12,393	12,581
509022	Meals & Concessions	0	0.00	1,000
512000	Leases & Rentals	0	0	0
<b>Total</b>		<b>2,435,483</b>	<b>2,734,412</b>	<b>2,989,612</b>

## ACCOUNTING DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018	2019
03	0382 Account Clerk	4.0	4.0	4.0	4.0	4.0
04	0499 Payroll Clerk	3.0	3.0	3.0	3.0	3.0
23	0725 Executive Secretary	1.0	1.0	1.0	1.0	1.0
	0757 Administrative Assistant	1.0	1.0	1.0	1.0	1.0
24	1959 Financial Analyst	2.0	2.0	2.0	2.0	2.0
25	0765 Grants Writer / Analyst	1.0	1.0	1.0	1.0	1.0
26	1080 Financial Accountant I	6.0	5.0	5.0	5.0	5.0
	1725 Program Administrator/Financial Accountant	1.0	1.0	1.0	1.0	1.0
	0857 Payroll Administrator	0.0	1.0	1.0	1.0	1.0
27	1162 Supervisor Accounts Payable	1.0	1.0	1.0	1.0	1.0
	1163 Supervisor Payroll	1.0	1.0	1.0	1.0	1.0
	1086 Financial Accountant II	2.0	2.0	2.0	2.0	2.0
28	1161 Supervisor General Accounting	1.0	1.0	1.0	1.0	1.0
29	1263 Cash Manager, Investment Officer	1.0	1.0	1.0	1.0	1.0
30	1427 Director	1.0	1.0	1.0	1.0	1.0
99	9941 DGM Finance & Administration	1.0	1.0	1.0	1.0	1.0
<b>Total</b>		<b>27.0</b>	<b>27.0</b>	<b>27.0</b>	<b>27.0</b>	<b>27.0</b>

# 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.

## 2018 ACCOMPLISHMENTS

- Continued efforts in Records Management Program by updating GCRTA Records Retention Schedules and coordinating the purging of obsolete records to reduce storage cost.
- Purchase of small press and Board approval 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 is 23 years old.
- Provided printing services for timetables and other corporate printing needs including the Cleveland Cavaliers’ playoff games and the Cleveland Indians’ playoff games.
- Secured alternate options for booklet binding with the purchase of a professional coil binding machine.
- Successfully secured a new Records Management Contract authority wide, which includes records storage, pick up services, scanning, and shredding, which are all provided by Access Corp.

## 2019 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; vending machine services, office furniture, office supplies.

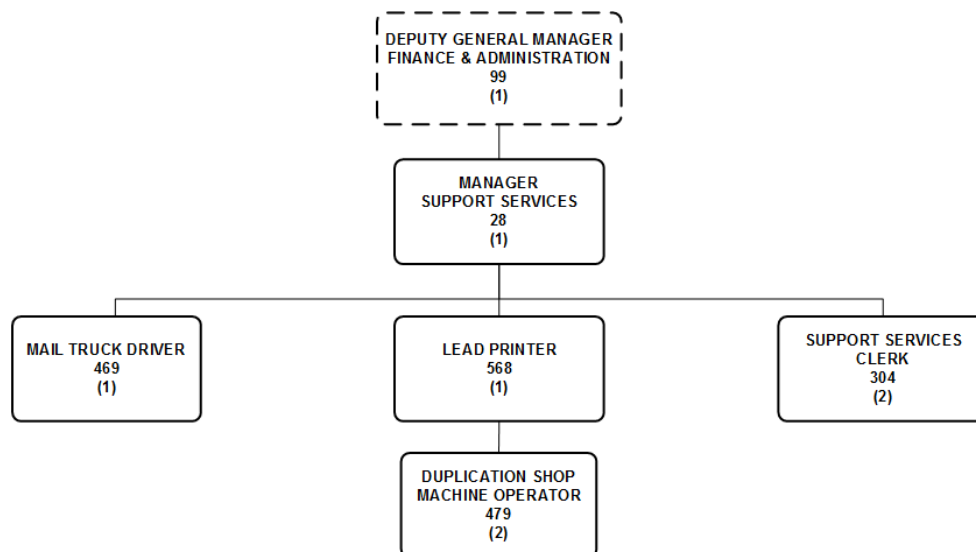


## SUPPORT SERVICES DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501200	Hourly Employees Payroll	58,799	60,043	60,405
501210	Overtime - Hourly Employees	24	0	100
501300	Labor - Salaried Employees	314,074	314,870	361,849
501310	Overtime - Salaried Employees	1,298	142	5000
502000	Fringe Benefits	151,502	152,380	165,405
503000	Services	27,152	7,324	4,040
503052	Other Maintenance Contracts	229,270	150,206	107,050
504000	Material & Supplies	24,522	10,770	47,100
504051	Postage Expense	45,275	60,296	59,211
504052	Duplicating Material & Supplies	39,944	64,683	69,000
509000	Miscellaneous Expenses	185	0	0
509022	Meals & Concessions	0	0	0
512000	Leases & Rentals	89,904	94062	102700
<b>Total</b>		<b>981,948</b>	<b>914,775</b>	<b>981,860</b>

## SUPPORT SERVICES DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
03	0304 Support Services Clerk	2.0	2.0	2.0	2.00
04	0469 Mail Truck Driver	1.0	1.0	1.0	1.00
	0479 Dup Shop Machine Operator	2.0	2.0	2.0	2.00
05	0568 Lead Printer	1.0	1.0	1.0	1.00
28	0868 Manager Support Services	1.0	1.0	1.0	1.00
<b>Total</b>		<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>



# 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.

## 2018 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 Negotiated Savings \$4,264,396.38
- Processed 7,077 Purchase orders valued at \$88,848,405.35
- Awarded contract for the evaluation of the Authority's fleet of Rail Cars
- Award contract for the purchase of commuter coaches
- Continued efforts to update Procurement Policies and Procedures Manual

## 2019 PRIORITIES

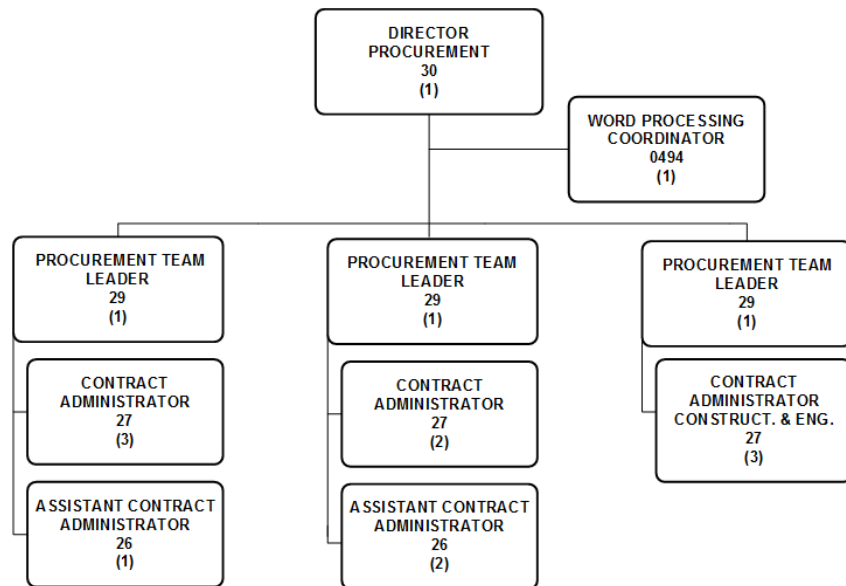
- Continue to monitor and improve procurement acquisition process to reduce procurement turnaround time.
- Expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Update and Implement Procurement 101 Training Program.
- Continue National Institute of Governmental Purchasing (NIGP) Department Accreditation.
- Publish Updated Procurement Policies and Procedures Manual
- 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.

**PROCUREMENT DEPARTMENT BUDGET**

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	LABOR - SALARIED EMPLOYEES	1,147,864	1,038,816	1,161,549
501310	OVERTIME - SALARIED EMPLOYEES	0	0	-
502000	FRINGE BENEFITS	466,867	426,405	407,075
503000	SERVICES	6,696	5,902	6,800
503020	ADVERTISING FEES	13,606	18,777	11,000
503052	OTHER MAINTENANCE CONTRACTS	1,458	1,146	-
504000	MATERIAL & SUPPLIES	7,625	3,127	4,300
509000	MISCELLANEOUS EXPENSES	120	103	5,900
509022	MEALS & CONCESSIONS	0	0	150
512000	LEASES & RENTALS	0	1,038,816	-
<b>Total</b>		<b>1,644,236</b>	<b>1,494,276</b>	<b>1,596,774</b>

**PROCUREMENT DEPARTMENT STAFFING**

Grade	Job Name	2016	2017	2018	2019
04	0494 Word Processing Coord.	1.0	1.0	1.0	1.0
26	1138 Project Supervisor	1.0	1.0	0.0	0.0
	0830 Assistant Contract	3.0	3.0	3.0	3.0
27	1160 Contract Administrator	3.0	3.0	3.0	3.0
	1160 Contract Administrator	1.0	1.0	2.0	2.0
	1171 Contr Admin Const & Eng	3.0	3.0	3.0	3.0
29	0787 Procurement Team Leader	1.0	1.0	1.0	1.0
	0787 Procurement Team Leader	1.0	1.0	1.0	1.0
	0787 Procurement Team Leader	1.0	1.0	1.0	1.0
30	1609 Director	1.0	1.0	1.0	1.0
<b>Total</b>		<b>16.0</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>



# 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.

## 2018 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, during the NBA Playoffs, Opening Day, MLB Playoffs, 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 support of the Information Technology 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 in 2025.

## 2019 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, with special attention being given to the 2019 All Star Game.
- 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 of 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 and local colleges and universities.

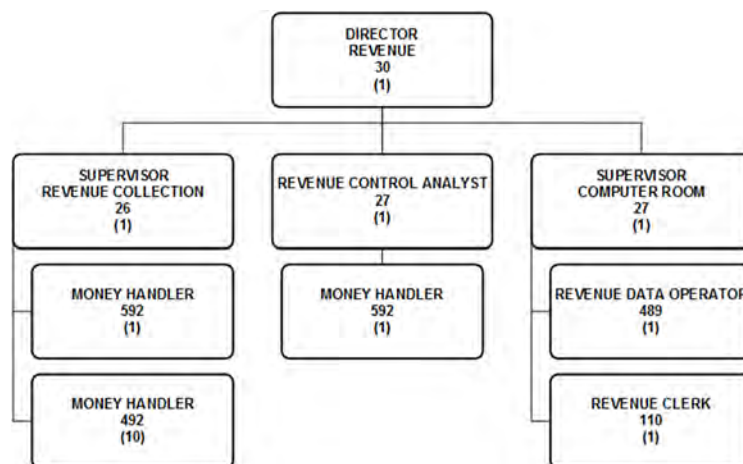
- Monitor activity of all TVM's and CSK's throughout the system and look for any abnormalities and report them to the appropriate team members.
- Support the Authority in their effort to streamline fare collection for special events.
- Assist the IT Department with the transition of the Mobile Ticketing product to the appropriate area.

## REVENUE DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor - Salaried Employees	1,057,524	1,009,980	1,023,717
501310	Overtime - Salaried Employees	23,227	19,386	34,600
502000	Fringe Benefits	433,118	410,445	427,676
502071	W.C. - Injuries & Damages	0	0	0
503000	Services	335,776	28,177	0
503052	Other Maintenance Contracts	24,081	347,365	389,000
504000	Material & Supplies	223,869	245,490	245,793
509000	Miscellaneous Expenses	590	2,361	2,913
509022	Meals & Concessions	0	0	50
512000	Leases & Rentals	0	1,009,980	0
<b>Total</b>		<b>2,098,186</b>	<b>2,063,202</b>	<b>2,123,749</b>

## REVENUE DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
01	0110 Revenue Clerk	1.0	1.0	1.0	1.0
04	0489 Revenue Data Operator	1.0	1.0	1.0	1.0
	0492 Money Handler	10.0	10.0	10.0	10.0
05	0592 Money Handler	2.0	2.0	2.0	2.0
26	0955 Supervisor Revenue Collection	1.0	1.0	1.0	1.0
27	0750 Revenue Control Analyst	1.0	1.0	1.0	1.0
	0832 Supervisor Computer Room	1.0	1.0	1.0	1.0
30	1429 Director	1.0	1.0	1.0	1.0
<b>Total</b>		<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>18.00</b>



# OFFICE OF MANAGEMENT & BUDGET

## MISSION STATEMENT

The mission of the Office of Management & Budget 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.

## 2018 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 2017 National Transit Database submission
- Managed TransitStat program which has seen \$97.3 million in savings to RTA since inception
- Received the GFOA Distinguished Budget Presentation Award
- Completed the first OMB strategic plan
- Held Preventive Maintenance reimbursed expenditures to General Fund to less than \$20 million
- Coordinated the Authority's participation in American Bus Benchmarking Group (ABBG) to identify and share best practices

## 2019 PRIORITIES

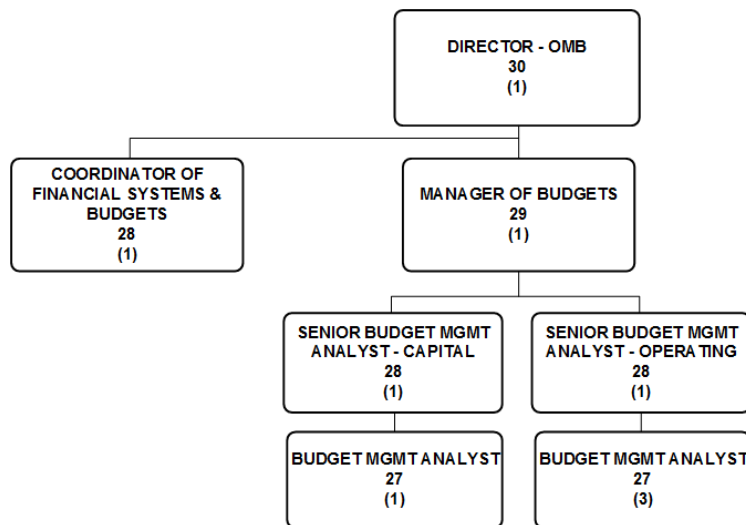
- Lead the Authority through the financial loss of the MCO within the sales tax base
- Expand the TransitStat program to improve processes, enhance service, and further reduce costs
- Implement the initial OMB strategic plan
- Lead the National Transit Database reporting and submittal
- Continue to implement 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 Power BI and its use with Performance Management
- Enhancing Performance Management through The Partnership for Excellence, ISO 14001, TransitStat, and Power BI

**OFFICE OF MANAGEMENT & BUDGET DEPARTMENT BUDGET**

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor - Salaried Employees	742,157	605,838	591,944
502000	Fringe Benefits	299,573	243,393	222,250
503000	Services	176,942	215,060	405,000
503020	Advertising Fees	637	367	600
503052	Other Maintenance Contracts	28,750	38,913	0
504000	Material & Supplies	638	298	4,050
504021	Compressed Natural Gas	941,639	882,762.46	1,090,000
505018	Natural Gas	649,708	723,202	544,000
505020	Water	413,021	434,837	464,000
505021	Electricity	1,840,731	2,225,868	2,167,200
509000	Miscellaneous Expenses	35,410	26,933	27,250
509022	Meals & Concessions	305	1,192.65	1,300
<b>Total</b>		<b>5,129,512</b>	<b>5,398,665</b>	<b>5,517,594</b>

**OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING**

Grade	Job Name	2016	2017	2018	2019
24	1965 Project Specialist	0.0	0.0	1.0	0.0
27	0958 Budget Management Analyst	4.0	4.0	3.0	4.0
28	0767 Sr. Budget Management Analyst	2.0	2.0	2.0	2.0
	0871 Coordinator of Financial Systems & Budgets	1.0	1.0	1.0	1.0
	1626 Energy Manager	1.0	1.0	0.0	0.0
29	0869 Manager of Budgets	1.0	1.0	1.0	1.0
	29XX Manager of Organizational Excellence	0.0	0.0	1.0	0.0
30	1437 Director – Office of Management and Budget	1.0	1.0	1.0	1.0
<b>Total</b>		<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>9.0</b>



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