

# FINANCE DIVISION

## MISSION STATEMENT

As an integrated group of professions, 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.

## DIVISION STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

The Finance 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.

2021 is a year in transition. As the Authority completes its Strategic Plan update, divisions and departments will move from connection with the previous plan's Mission, Vision, Values, Vital few objectives, and scorecard measurements (as outlined in following pages) to new priorities beginning with the RTA targets (Division level metrics to address RTA identified outcome areas) that are presented for the first time after Division priorities.

## 2020 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 for the Comprehensive Annual Financial Report (CAFR) from the Government Finance Officers Association (GFOA).
- Received Distinguished Budget Presentation Award from the GFOA for the 2020 Budget Document.
- Assisted in the completion of the Single Audit.
- Administered the Authority's Disadvantaged Business (DBE) Program in full compliance with federal laws and regulations.
- Managed the Authority's Records Management Program.
- Managed the Energy Price Risk Management Program.
- Developed and managed 2020 Operating Budget.
- Managed 2020 expenditures to increase transfer to the Railcar Replacement fund by \$10 million.
- Managed TransitStat program.
- Managed 2020 Capital Improvement Plan (CIP).
- Developed 2021-2025 Capital Improvement Plan Program.
- Managed the 2021 Capital Grants Application process.
- Management of finances so that services and costs are in control and appropriate.
- Management of CARES Act and drawdowns.
- Conducted financial projections to make sure organization remains stable during the pandemic.

## 2021 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 2021 Operating Budget and 2021 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, 2020.
- 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 2021 Capital Grant Application process.
- Develop 2022 Capital Improvement Plan (CIP).
- Develop 2022-2026 Capital Improvement Plan (CIP) Program.
- Manage TransitStat Program.
- Participate in management of Enterprise Business Suite Information Systems.
- Implement process improvements within Finance Division.
- Participate in development of Authority’s strategic initiatives.
- Develop 2022 Operating Budget.
- Conduct thorough review of polices and update as necessary.
- Develop 2020 Budget Document conforming to the requirements by the GFOA.
- Implementation of Oracle upgrade.
- Manage challenges from Covid-19.
- Financial oversight control costs to sustain financial health.

## LIST OF DEPARTMENTS

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

# FINANCE



Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Customer Experience	Financial Management - Customer Perception	20%	↑	15	% of customers that agrees or strongly agrees that GCRTA manages financial resources well	Customer Survey	Carl Kirkland
	Internal Net Promoter Score	15	↑	15	The Net Promoter Score of Finance functions as rated by GCRTA employees	Employee Survey	Scott Uhas
	<b>TOTAL POINTS</b>			<b>30</b>			
Community Value	Financial Management - Community Perception	15%	↑	5	% of community that agrees or strongly agrees that GCRTA manages financial resources well	Community Survey	Craig Wiehe
	<b>TOTAL POINTS</b>			<b>5</b>			
Financial Sustainability	Committed Funds to Capital Fund Goal	\$10M	–	10	Reduction of the unfunded capital projects by \$10M	Financial Data	Kay Sutula
	Operating Expense Covered by Own Source Revenue	15%	–	10	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)	Financial Data	Kay Sutula/John Togher
	One-Month Operating Reserve	\$20M	–	5	Maintain balance of 1 month operating reserve	Financial Data	Kay Sutula
	Three-Year Net Position	\$20M	–	5	Minimum of 1 month operating reserve on the rolling 3-year basis	Financial Data	Kay Sutula
	Accounts Receivable Aging	10%	↓	5	% reduction in 90 days due in accounts receivable aging report	Financial Data	John Togher
	Budget Adherence	\$13M	–	10	Division functions delivered under budget	Financial Data	Kay Sutula
	<b>TOTAL POINTS</b>				<b>45</b>		

Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Employee Engagement	Division Employees Agree Supervisor Invested in Growth and Success	5%	↑	5	% of employees that agree or strongly agree that their Supervisor is invested in their growth and success	Employee Survey	Melinda Dangelo
	Division Employees Understand Vision and Direction of GCRTA	10%	↑	5	% of employees that agree or strongly agree that they understand the vision and direction of GCRTA	Employee Survey	Melinda Dangelo
	Division Employees Understand How Performance Linked to Organizational Success	20%	↑	5	% of employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey	Melinda Dangelo
	Workforce Net Promoter Score	5	↑	5	% Promoters minus % Detractors that recommend Division as a place to work	Employee Survey	Melinda Dangelo
	<b>TOTAL POINTS</b>				<b>20</b>		
<b>OVERALL PERFORMANCE SCORE</b>				<b>100</b>			

# 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.

## 2020 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.

## 2021 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.

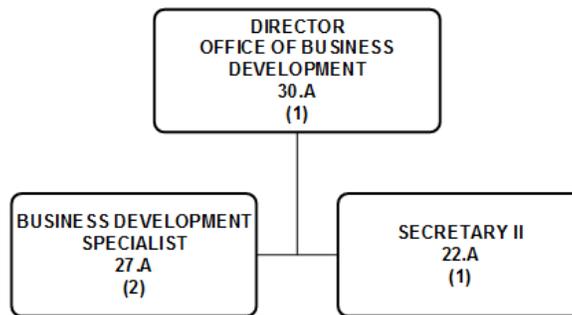
**OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT BUDGET**

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501200	Hourly Employee Labor	\$32,053	\$0	\$0
501300	Labor Salaried Employees	262,306	300,631	309,421
501310	Overtime Salaried Employees	0	0	0
502000	Fringe Benefits	112,580	106,489	104,890
503020	Advertising Fees	86	100	300
504000	Materials & Supplies	0	390	500
509000	Miscellaneous Expenses	3910	2,110	2,200
509022	Meals & Concessions	0	404	150
	<b>Total</b>	<b>\$410,935</b>	<b>\$410,125</b>	<b>\$417,470</b>

**OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT STAFFING**

Grade	Job Name	2019	2020	2021
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
	<b>Total</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

**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.

## 2020 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 2019 Financial Audit.
- Completed the 2019 Single Audit Report.
- Prepared closing and generation of internal use financial statements.
- Completed Grant Reconciliations of Capital Grants.
- Successfully worked through Covid 19 challenges and limitations.

## 2021 PRIORITIES

- Migrate Financial Systems and Reporting to the Oracle Cloud application.
- Continue to evaluate the Oracle based expense report for travel as an online process.
- Continue efforts in improving and increasing internal financial reporting.
- Continue to improve department performance and expedite workflow.
- Coordinate completion of the 2020 Financial Audit.
- Coordinate the completion of the 2020 Single Audit Report.
- Prepare and submit the CAFR to the GFOA.
- Submit financial statements, footnotes and statistical tables to the Local Government Services (LGS).
- 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.

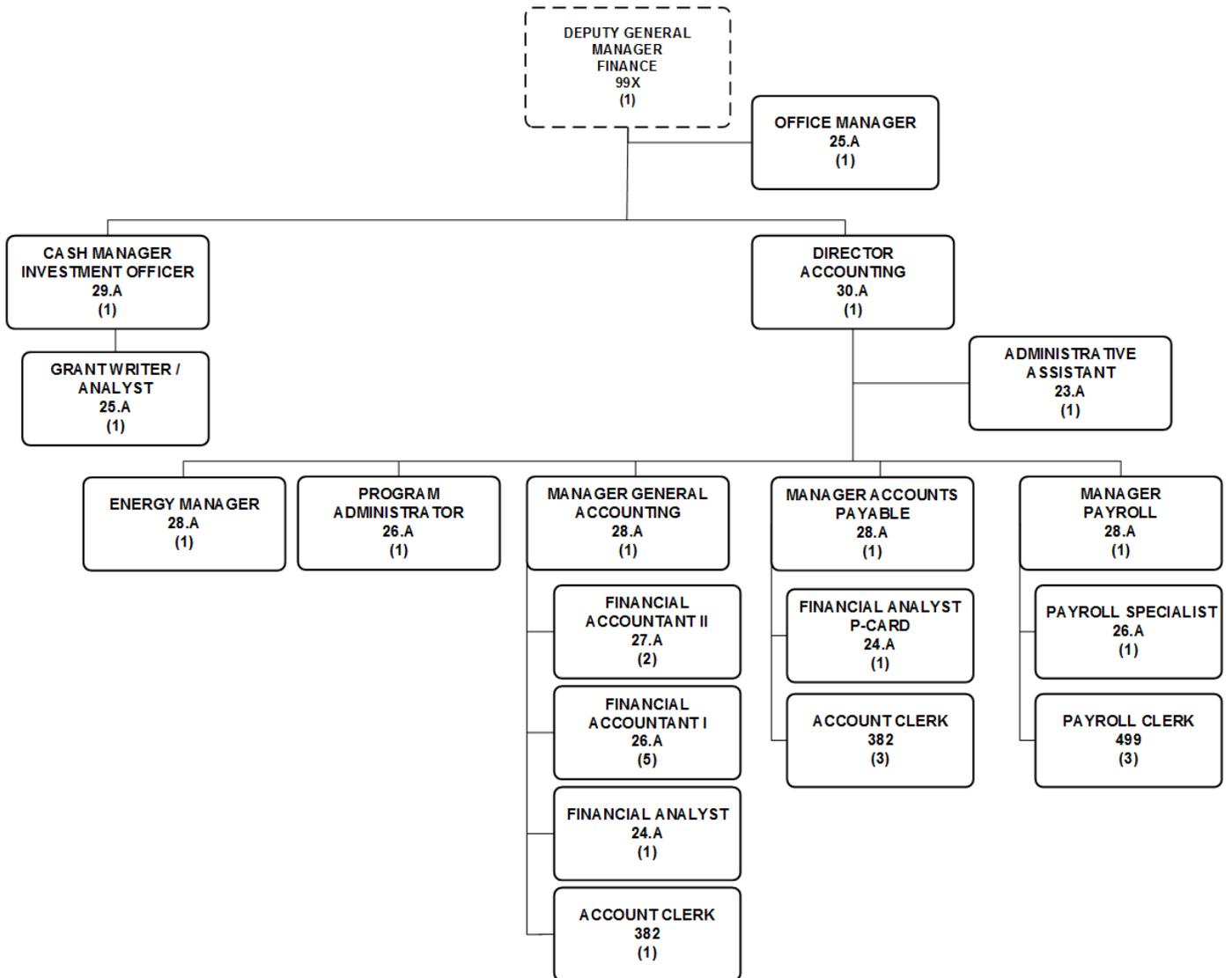
## ACCOUNTING DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501300	Labor Salaried Employees	\$1,755,870	\$1,734,357	\$2,034,502
501310	Overtime Salaried Employees	24,236	28,240	28,000
502000	Fringe Benefits	586,206	612,903	717,282
503000	Services	701,913	950,517	1,450,000
503049	Temporary Help	34,782	(1,825)	25,000
503052	Other Maintenance Contracts	11,900	13,419	14,600
504000	Materials & Supplies	10,112	11,498	18,500
509000	Miscellaneous Expenses	8,326	5,680	23,800
509022	Meals & Concessions	0	0.00	1,000
	<b>Total</b>	<b>\$3,133,345</b>	<b>\$3,354,789</b>	<b>\$4,312,684</b>

## ACCOUNTING DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
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	-
	1163 Supervisor Payroll	1.0	1.0	-
	1086 Financial Accountant II	2.0	2.0	2.0
28	1161 Supervisor General Accounting	1.0	1.0	-
	1161 Manager General Accounting	-	-	1.0
	1166 Manager Payroll	-	-	1.0
	1167 Manager Accounts Payable	-	-	1.0
	1626 Energy Manager	-	1.0	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	1.0	1.0	1.0
	<b>Total</b>	<b>27.0</b>	<b>28.0</b>	<b>28.0</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.

## 2020 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 fully approved so far.
- Successful mass destruction efforts, disposing of 3,874 boxes that were in off-site storage.
- Continued the chair replacement project, providing over fifty (50) 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:
  - Paratransit call center , dispatch and office remodel
  - Risk Management high density filing system
  - New chairs for CITME training room at CBM, Legal department conference room, ADA waiting room at Main Office
- Offices updated with new furniture at Main Office, Triskett, Paratransit and Central Bus Maintenance Facility
- Print Shop at Woodhill and Copy Center at Main Office handled extra print requests for Covid-19 communications used on buses, railcars and at districts. These items included timetables, car cards, employee information cards, pick sheets, seat/door signs, route books, headways and special schedules.

## 2021 PRIORITIES

- Provide support services for the Authority.
- Records Management Program – Continuous efforts to update GCRTA Records Retention Schedules and coordinate purging of remaining 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

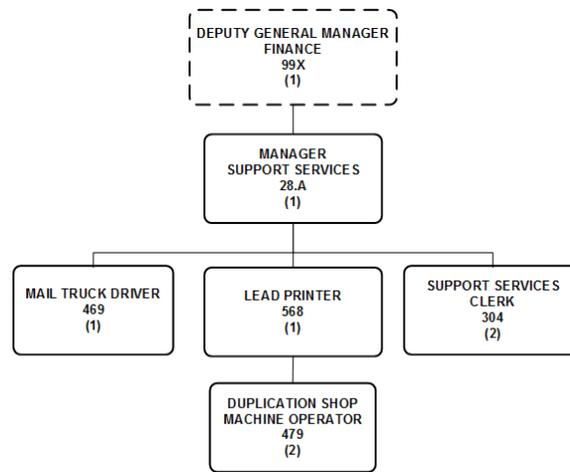
Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501200	Hourly Employees Payroll	\$59,571	\$61,695	64,792
501210	Overtime - Hourly Employees	4	0	100
501300	Labor - Salaried Employees	349,607	385,841	390,104
501310	Overtime - Salaried Employees	531	859	5,000
502000	Fringe Benefits	160,740	168,140	170,818
503000	Services	9,771	12,879	10,600
503052	Other Maintenance Contracts	100,594	97,212	100,485
504000	Material & Supplies	4,753	9,863	39,600
504051	Postage Expense	58,715	45,682	54,000
504052	Duplicating Material & Supplies	81,173	69,231	90,000
512000	Leases & Rentals	91,092	90,933	103,000
	<b>Total</b>	<b>\$916,551</b>	<b>\$942,333</b>	<b>\$1,028,499</b>

## SUPPORT SERVICES DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
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
	<b>Total</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

\*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.

## 2020 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.
- Three 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.
- In response to the pandemic, Procurement staff modified internal procedures to expedite purchase of COVID related items in order to protect employees and the public. Business processes adapted to meet CDC requirements while maintaining integrity of State and Federal acquisition regulations.
- Processed 6,004 Purchase orders valued at \$91,088,453.63.
- 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.

## 2021 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.
- With the assistance of the Rail Car consultant, advertise solicitation for new rail cars by first quarter 2021, with an anticipated award by year end..

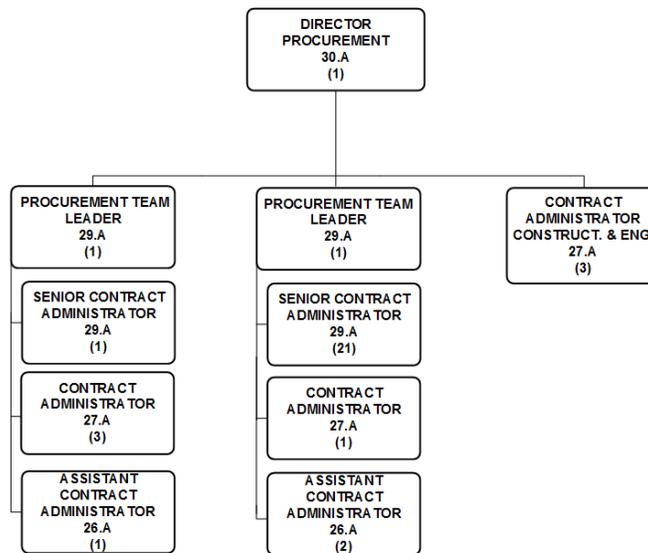
**PROCUREMENT DEPARTMENT BUDGET**

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501300	LABOR - SALARIED EMPLOYEES	\$1,100,135	\$1,143,624	\$1,308,262
502000	FRINGE BENEFITS	427,556	416,184	431,209
503000	SERVICES	6,079	6,079	6,500
503020	ADVERTISING FEES	11,881	10,314	13,000
504000	MATERIAL & SUPPLIES	3,326	2,486	4,900
509000	MISCELLANEOUS EXPENSES	7,241	5,360	13,636
509022	MEALS & CONCESSIONS	127	150	200
	<b>Total</b>	<b>\$1,556,345</b>	<b>\$1,584,197</b>	<b>\$1,777,707</b>

**PROCUREMENT DEPARTMENT STAFFING**

Grade	Job Name	2019	2020	2021
04	0494 Word Processing Coord.	1.0	1.0	-
26	0830 Assistant Contract	3.0	3.0	3.0
27	1160 Contract Administrator	5.0	5.0	4.0
	1171 Contr Admin Const & Eng	3.0	3.0	3.0
29	0787 Procurement Team Leader	3.0	3.0	3.0
	XXXX Senior Contract Administrator	-	-	2.0
30	1609 Director	1.0	1.0	1.0
	<b>Total</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>

**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.

## 2020 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.
- Due to the Covid pandemic the number of special events that required our support changed dramatically. There was no need for support or the distribution of passes for customers to use. Instead we focused on making adjustments to collection schedules due to the reduced fare revenue collected and stepped up our vault, cash and coin box maintenance.
- Again, due to the Covid pandemic, the collegiate U Pass program along with the student pass program with the Cleveland Municipal School District looked drastically different. At the end of each programs respective school year continued programs even when schools were not in session, due to the pandemic, so that students who still had travel needs for various reasons were still able to make their trips. While preparing for each groups needs for the 2020/21 school sessions had to make significant changes to each program. Instrumental in the negotiation for the agreement with the Cleveland Municipal School District for the 2020/21 school year that resulted in the use of more trip passes and the elimination of the ID card for the first half of the school year. Due to the pandemic was unable to enter into a long term agreement with CMSD. This will become the focus of the 2021 discussions.
- In conjunction with the Information Technology department continue to support the Mobile Ticketing platform.
- On a daily basis review the ridership of Paratransit and Bus/Rapid to look for any abnormalities and assist in the explanation of any significant variances.
- 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. The vendors claimed difficulty with final acceptance testing due to workforce limitations caused by the Covid pandemic.
- Entered into a new contract with Brink's Inc. to process cash revenue received as well as to support revenue transportation needs.
- Fielded and resolved numerous customer issues regarding the fare collection system which included fielding calls regarding the exchange of expired documents.
- Assist the Rail Operations staff with the procurement of new fare collection equipment to be included with the new rail car purchase.
- Worked with Operations and Legal to revise the cost of the All Day pass for each fare classification.

## 2021 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 for the Revenue Collection Department.
- Maintain the vaults at each district as well as the coin box and cash box of all equipment on the rolling stock as well as in the stations.
- 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.
- Assist Operations staff with the procurement of new fare collection equipment for the new rail fleet.

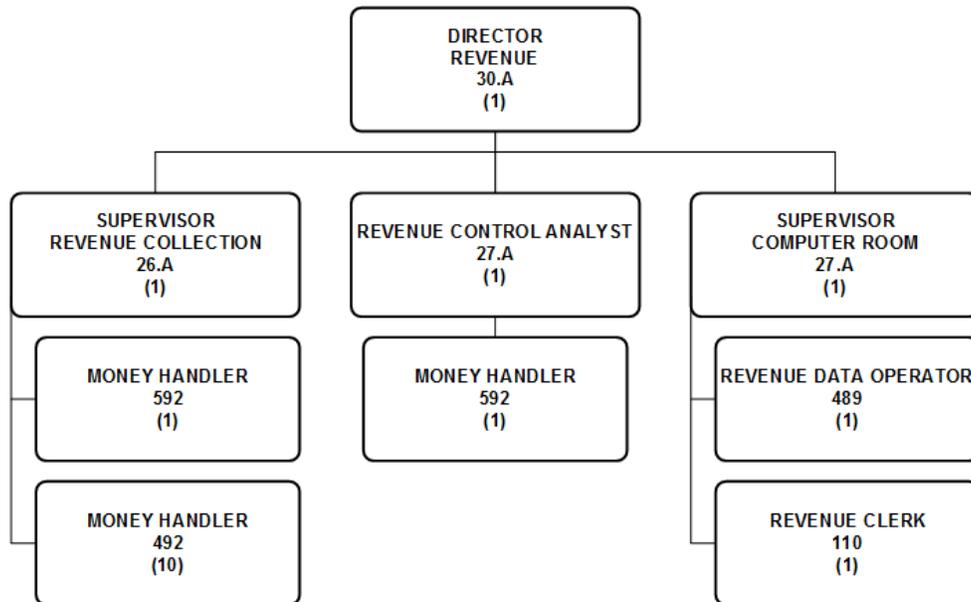
## REVENUE DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501300	Labor - Salaried Employees	\$1,004,711	\$1,075,568	\$1,106,407
501310	Overtime - Salaried Employees	19,419	10,615	34,500
502000	Fringe Benefits	397,393	401,655	442,088
503052	Other Maintenance Contracts	325,460	339,508	394,500
504000	Material & Supplies	134,775	83,634	245,293
509000	Miscellaneous Expenses	2,291	791	3,125
	<b>Total</b>	<b>\$1,884,050</b>	<b>\$1,911,771</b>	<b>\$2,225,912</b>

## REVENUE DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
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
	<b>Total</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>

## 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 including 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.

## 2020 ACCOMPLISHMENTS

- Managed the Coronavirus Aid Relief and Economic Security (CARES) Act drawdowns with Accounting
- Continued the 2016 – 2018 Strategic Plan and updated VFOs into 2020.
- Ended the year with a Fund Balance in excess of a 30-Day Operating Reserve.
- Successfully completed the 2019 National Transit Database submission.
- Managed and Expanded the TransitStat program, the Agency's performance management forum for over 13 years, which has helped the Agency to reduce costs and increase efficiencies.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award
- Completed the strategic plan for Finance Division.
- Support Information Technology and Divisions with Oracle Cloud development

## 2021 PRIORITIES

- Implement the Finance Division strategic plan.
- Manage the National Transit Database reporting and submittal.
- Continue to implement an agency-wide initiative to improve performance through TransitStat.
- 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.
- Support Information Technology and Divisions with Oracle Cloud development and implementation

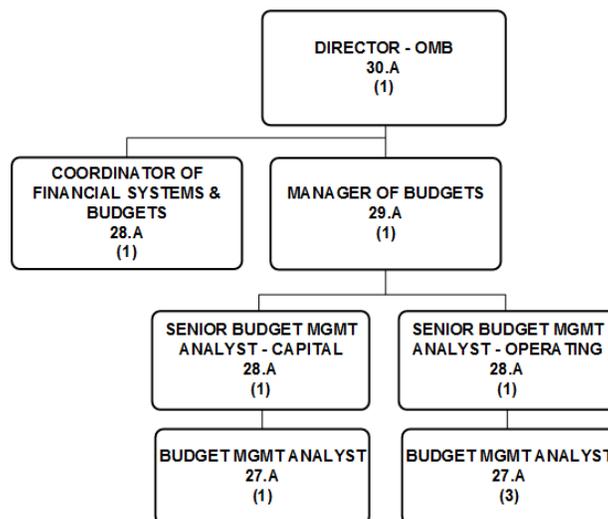
**OFFICE OF MANAGEMENT & BUDGET DEPARTMENT BUDGET**

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501300	Labor - Salaried Employees	\$543,927	\$676,277	\$702,563
502000	Fringe Benefits	214,452	241,808	240,447
503000	Services	266,807	196,455	250,000
503020	Advertising Fees	740	3,109	3,600
503052	Other Maintenance Contracts	37,326	(1,459)	0
504000	Material & Supplies	645	1,003	1,250
504021	Compressed Natural Gas	1,051,422	889,782	1,250,000
505018	Natural Gas	561,372	665,780	608,000
505019	Water	498,396	449,822	471,000
505021	Electricity	2,040,488	1,933,088	2,079,300
509000	Miscellaneous Expenses	28,755	3,101	81,000
509022	Meals & Concessions	507	550	1,300
	<b>Total</b>	<b>\$5,244,837</b>	<b>\$5,059,317</b>	<b>\$5,688,459</b>

**OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING**

Grade	Job Name	2019	2020	2021
27	0958 Budget Management Analyst	4.0	4.0	4.0
28	0767 Sr. Budget Management Analyst	2.0	2.0	2.0
	0871 Coordinator of Financial Systems & Budgets	1.0	1.0	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
	<b>Total</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>

**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.

## 2020 ACCOMPLISHMENTS

- Bond Retirement Fund transfer: Ending Balance > 1/12 Principal and 1/6 Interest requirements
- Insurance Fund: Ending Balance > \$5 million
- Supplemental Pension Fund: Ending Balance: \$1.3 million > last assessed value
- Capital Improvement Fund transfer: 13.5% of Sales & Use Tax Funding transferred to Capital
- Reserve Fund: \$10 million for Rail Car Replacement and utilized \$1.45 million for 27<sup>th</sup> pay for Salaried employees

## 2021 PRIORITIES

- Bond Retirement Fund: Year-End balance > 1/12 Principal and 1/6 Interest requirements
  - Complete \$25 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%
  - Transfer all PM reimbursement to Capital
  - Transfer an additional \$15 million to Capital
- Reserve Fund transfer: \$10 million transfer for Rail Car Replacement Program
  - Transfer \$49 million to RTA Development Fund for the Rail Car Replacement Program

## FUND TRANSFERS DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Original Budget	2021 Amended Budget
510050	Transfers to/from Reserve Fund	\$12,965,059	\$9,428,615	\$10,878,615	\$ 10,878,615
510065	Transfers to/from Pension Fund	50,000	50,000	45,000	45,000
510075	Transfers to/from RTA Capital	12,005,224	13,397,525	28,398,859	43,398,859
510085	Transfers to/from Bond Retirement Fund	13,339,003	14,950,956	13,835,408	13,835,408
510090	Transfers to/from Insurance Fund	2,700,000	0	2,000,000	2,000,000
<b>Total</b>		<b>\$41,059,286</b>	<b>\$37,827,096</b>	<b>\$55,157,882</b>	<b>\$70,157,882</b>

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