

02- FINANCE DIVISION

DIVISION OBJECTIVES

Made up of a diverse group of professionals, the Finance Division contributes to the organizational success by managing the financial resources of the Authority efficiently, 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 excellent performance.

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.

2025 ACCOMPLISHMENTS

Strategic Plan Success Outcomes:	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
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- Obtained competitive grants from ODOT, FTA, and NOACA. (CI, FH)
- Monitored procurement processes to reduce time required to process payments to vendors and employees by revising the payments process and streamlining procedures. (CE, CI, EI, FH)
- Received Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for 2024 (GFOA). (CI, FH)
- Received Distinguished Budget Presentation Award from the GFOA for the 2025 Budget Document. (CI, FH)
- Assisted in the successful completion of the Single Audit. (CI, FH)
- Administered the Authority’s Small Business Enterprise (SBE) Program in full compliance with federal laws and regulations. (CE, CI, FH)
- Managed the Authority’s Records Management Program. (EI, FH)
- Managed the Energy Price Risk Management Program. (CE, CI, FH)
- Managed the 2025 Budget. (CE, CI, EI, FH)
- Developed the 2026 Budget. (CE, CI, EI, FH)
- Managed 2025 expenditures to continue the transfer to the Railcar Replacement fund for \$10 million. (CE, CI, FH)
- Continued the strategic management of unrestricted revenues for a long-term plan of allocating funds to meet the Authority’s operating and capital needs. (CE, CI, FH)
- Managed the Capital Grants Application process. (CE, CI, FH)
- Submitted the 2026-2030 Capital Improvement Plan. (CE, CI, FH)
- Assisted in the negotiation of a new FOP labor agreement. (CE, CI, EI, FH)
- Successfully negotiated the CMSD contract for the 2025-2026 school year. (CE, CI, FH)



- Successfully negotiated the U Pass contracts for the 2025-2026 school year. (CE, CI, FH)

2026 PRIORITIES

Strategic Plan Success Outcomes:	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
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Customer Experience

- Lead the discussions streamlining the fare collection process incorporating state of the art technologies. (CE, CI, FH)
- Administer 2026 Capital Grant Application process. (CE, CI, FH)
- Develop and submit the 2027 Capital Improvement Plan (CIP) and 2027-2031 CIP Program. (CE, CI, FH)
- Lead the discussions regarding new fare collection process, including fare capping. (CE, CI, FH)

Community Impact

- Develop a plan to continue to secure funding for Rail Car Replacement. (CE, CI, FH)
- Lead efforts in the Authority’s Financial Health strategic planning performance management. (CE, CI, EI, FH)
- Negotiate CMSD contract for the 2026-2027 school year. (CE, CI, FH)
- Negotiate U Pass contracts for the 2026-2027 school year. (CE, CI, FH)

Employee Investment

- Drive a culture of continuous improvement in the Finance Division. (CE, EI, FH)
- Assist with the FOP labor contract negotiations. (CE, CI, EI, FH)

Financial Health

- Implement process improvements that support the Authority’s strategic plan. (CE, CI, EI, FH)
- Manage the 2026 Operating Expenses to reflect a 5% savings
- Manage the 2026 Capital Improvement Plan (CIP). (CE, CI, EI, FH)
- Continue to expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure. (CE, CI, FH)
- Prepare Annual Comprehensive Financial Report conforming to the requirements outlined by the Government Finance Officers Association (GFOA) for the year ended December 31, 2025. (FH)
- Administer the Authority’s Disadvantaged Business (DBE) Program in compliance with all applicable federal laws and regulations. (CE, CI, EI, FH)
- Continue management of Authority’s Records Management Program. (EI, FH)
- Continue to manage the Energy Risk Management Program to ensure budget stability. (CE, CI, FH)
- Develop the 2027 Budget and budget document. (CE, CI, EI, FH)
- Develop the 2027-2031 Capital Improvement Plan. (CE, CI, FH)



- Provide financial oversight to control costs and sustain financial health. (CE, CI, EI, FH)
- Consider the issuance of debt to assist the capital program. (FH, CE, CI)

LIST OF DEPARTMENTS	
Department Number	Department Name
10	Office of Business Development
60	Accounting
61	Management Information Services
62	Support Services
64	Procurement
65	Revenue
67	Office of Management and Budget
99	Fund Transfers



The 2026 Organizational Scorecard is shown in the Planning, Process & Profile section of the budget book. The 2025 Scorecard results and the 2026 scorecard goals are shown below.



Finance Scorecard - 2025

Success Outcomes	Metric	Definition	FY2025 Performance Goals	Objective	Information System	Goal Points	Q4 2025	
							Actual Results	Points Earned
Customer Experience	Financial Management - Customer Perception	% of customers that agrees or strongly agrees that GCRTA manages financial resources appropriately	69%	↑	Customer Survey	8	54%	6.3
	TOTAL POINTS						8	
Community Impact	Financial Management - Community Perception	% of community that agrees or strongly agrees that GCRTA manages financial resources well	34%	↑	Community Survey	8	42%	8.0
	TOTAL POINTS						8	
Employee Investment	Division Employees Agree Supervisor Invested in Growth and Success	% of employees that agree or strongly agree that their Supervisor supports them in achieving career / job goals	79%	↑	Employee Survey	5	68%	4.3
	Division Employees Receive Adequate Job Training	% of employees that agree or strongly agree that they have received adequate training to do their job effectively	77%	↑	Employee Survey	5	64%	4.2
	TOTAL POINTS						10	
Financial Health	General Fund Transfer to Capital/Rolling Stock Reserve Fund	Transfer to capital and reserved funds (Rolling Stock) over board policy.	\$10,000,000	↑	General Fund Transfer to Capital / Rolling Stock Reserve Fund	20	\$10,000,000	20.0
	Transfer from Revenue Stabilization Fund	Transfer from Revenue Stabilization budgeted at \$50.5 million. With increases in revenues and decreases in expenses, goal is to transfer \$40 million or less	\$40,000,000	↓	Operating Expenses / Revenue Stabilization Fund	20	\$45,000,000	17.5
	Competitive Grant Dollars Awarded	Competitive Capital Grant dollars awarded in calendar year 2025	\$35,000,000	↑	Competitive Grant Dollars	12	\$28,172,159	9.7
	Competitive Grant Dollars Awarded vs. Applied	Track monthly the % Competitive Grants awarded vs. applied	60%	↑	Competitive Grant Dollars	12	22%	4.4
	Operating Expenses per Revenue Hour	Organization's operating expenses divided by sum of: scheduled fixed route bus, scheduled fixed route rail, and paratransit actual revenue hours	\$170.00	↓	Oracle / TransitMaster	10	\$193.19	8.6
	TOTAL POINTS						74	
OVERALL PERFORMANCE SCORE						100		83

Figure 49 - Finance Scorecard 2025



TRACTION 		2026 Finance Division Scorecard						
Success Outcomes	Metric	Definition	2026 Performance Goals	Objective	Information System	Metric Type	Owner	Goal Points
Customer Experience (11)	Financial Management - Customer Perception	The percent of customers that agree or strongly agree with the statement "RTA manages their financial resources appropriately". Measured quarterly.	69%	↑	Customer Survey	Quarterly	R. Gautam K. Sutula	6
	Gemba Participation	The percent of non-bargaining employees within the finance division who submit 1 Gemba form per month. Measured quarterly.	50%	↑	Performance Data	Quarterly	R. Gautam	5
	TOTAL POINTS							11
Community Impact (5)	Rail Capital Projects - Customer Perception of Value to Community	The percent of rail customers that agree or strongly agree with the statement "RTA's recently completed construction projects have provided value to the RTA customers". Measured quarterly.	60%	↑	Customer Survey	Quarterly	C. Young	5
	TOTAL POINTS							5
Employee Investment (16)	Professional Development Training Hours (Non-Bargaining)	The percent of non-bargaining employees within the finance division who achieve 6 hours of professional development training per quarter, as defined through coordination with their supervisor in the annual performance appraisal (goal setting) process. Output to demonstrate supervisor invested in growth. Measured quarterly.	80%	↑	Performance Data	Quarterly	R. Gautam	7
	Wellness Incentive Participation	The percent of covered employees within the finance division and their families who participate in the wellness incentive program. Measured year to date.	(10%, 20%, 30%, 55%, increase goal by quarter)	↑	Performance Data	Year-To-Date	R. Gautam	9
	TOTAL POINTS							16
Financial Health (68)	Transfer from Revenue Stabilization Fund	Under \$34M in calendar year 2026	\$34 Million	↓	Performance Data	Year-To-Date	K. Sutula	18
	Expense Reduction	Reduce finance division operating expenses by 3% vs 2026 budget, measured quarterly	3%	↑	Performance Data	Quarterly	K. Sutula E. Vukmanic	18
	Competitive Grant Dollars Awarded	Competitive Grant dollars awarded in calendar year 2026	\$35 Million	↑	Performance Data	Year-To-Date	C. Young M. Flannery	13
	Competitive Grant Dollars Awarded vs. Applied	Track monthly the % Competitive Grants awarded vs. applied	60%	↑	Performance Data	Quarterly	C. Young M. Flannery	12
	Operating Expenses per Revenue Hour	Organization's operating expenses divided by sum of: scheduled fixed route bus, scheduled fixed route rail, and paratransit actual revenue hours	\$170.00	↓	Performance Data	Quarterly	R. Gautam	7
	TOTAL POINTS							68
OVERALL PERFORMANCE SCORE							100	

Figure 50 - Finance Scorecard 2026



10- OFFICE OF BUSINESS DEVELOPMENT

DEPARTMENT OBJECTIVES

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

2025 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success				
Outcomes:				

- Ten percent increase in outreach efforts and continued involvement in the Small Business Enterprise (SBE) program this involved participation on Supplier Equity Committee Council with Metro Health Hospital, Government Supplier Diversity Agencies committee with the City of Cleveland, APTA DBE & Small Business Enterprise (SBE) sub-committee nationally. (CE, CI, FH)
- Team traveled to multiple locations for continued education and CEU’s with the understanding of the new Rule that took effect May 2024. (CI, FH)
- On an on-going basis, OBD continued to monitor contractors for SBE Compliance according to FTA regulations under CFR 49, part 26. (CI, FH)

2026 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success				
Outcomes:				

- Increase percent of internal & external customers who agree or strongly agree that they understand OBD’s goals and how they are developed. (CI, FH)
- Achievement of outreach efforts and other involvement of outreach for the SBE program. (CI, FH)
- Employee investment by providing hands on training with NTI, ACCA, B2Gnow or LCP Tracker compliance training. (CI, EI, FH)
- Monitoring contracts and participation, payments, etc. for the prime contractor’s adherence and OBD delivered under budget. (CI, FH)



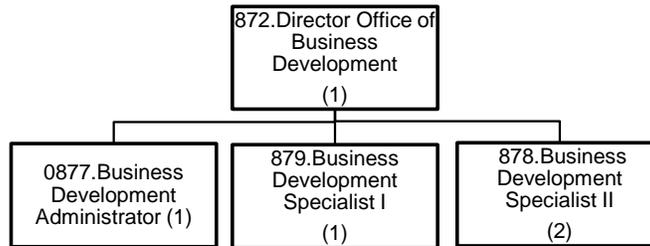
OFFICE OF BUSINESS DEVELOPEMENT DEPARTMENT BUDGET

Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$369,474	\$417,052	\$280,400
502000	Fringe Benefits	147,216	168,472	162,000
503000	Services	1,287	-	-
503020	Advertisement Fees	-	899	800
504000	Materials & Supplies	390	320	500
509000	Miscellaneous Expense	14,956	21,220	12,300
509022	Meals/Food/Per Diem	1,854	836	-
Total		\$17,200	\$608,799	\$456,000

OFFICE OF BUSINESS DEVELOPEMENT DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
108	0879.Business Development Specialist I	1	1	1
109	0878.Business Development Specialist II	2	2	2
110	0877.Business Development Administrator	-	1	1
114	0872.Director - Business Development	1	1	1
Total		4	5	5

OFFICE OF BUSINESS DEVELOPEMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 5



60- ACCOUNTING DEPARTMENT

DEPARTMENT OBJECTIVES

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.

2025 ACCOMPLISHMENTS

Strategic Plan Success	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
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Outcomes:

- Implemented process improvements that support the Authority’s strategic plan. (CE, FH)
- Continued efforts in improving and increasing internal financial reporting. (FH)
- Continued to improve department performance and expedite workflow. (FH)
- Coordinated the completion of the 2024 Financial Audit and Single Audit. (FH)
- Obtained the Certificate of Excellence in Financial Reporting for the Fiscal Year Ended December 31, 2024, from the Government Finance Officers Association (GFOA). (FH)
- Prepared the Annual Comprehensive Financial Report conforming to the requirements outlined by the GFOA for the year ended December 31, 2024. (FH)
- Continued to centralize contracts and agreements for leases and other revenue generating opportunities. (FH)
- Continued to participate in improving Accounting Financial Metrics for 2025. (FH)
- Continued to manage the Energy Risk Management Program to ensure budget stability. (CE, CI, FH)
- 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. (CE, CI, FH)

2026 PRIORITIES

Strategic Plan Success	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
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Outcomes:

- Continue to implement process improvements that support the Authority’s strategic plan. (FH, CE)
- Continue efforts in improving and increasing internal financial reporting. (FH)
- Continue to improve department performance and expedite workflow. (FH)
- Coordinate completion of the 2025 Financial Audit and Single Audit. (FH)
- Prepare and submit the Annual Comprehensive Financial Report to the GFOA. (FH)
- Continue to centralize contracts and agreements for leases and other revenue generating opportunities. (FH)
- Continue to participate in improving Accounting Financial Metrics for 2026. (FH)
- Continue to manage the Energy Risk Management Program to ensure budget stability. (CE, CI, FH)



- Participate in the fare policy improvements for 2026. (CE, CI, FH)
- Continue to provide information for timely decision making ensuring long-term financial stability. (CE, CI, EI, FH)

ACCOUNTING DEPARTMENT BUDGET

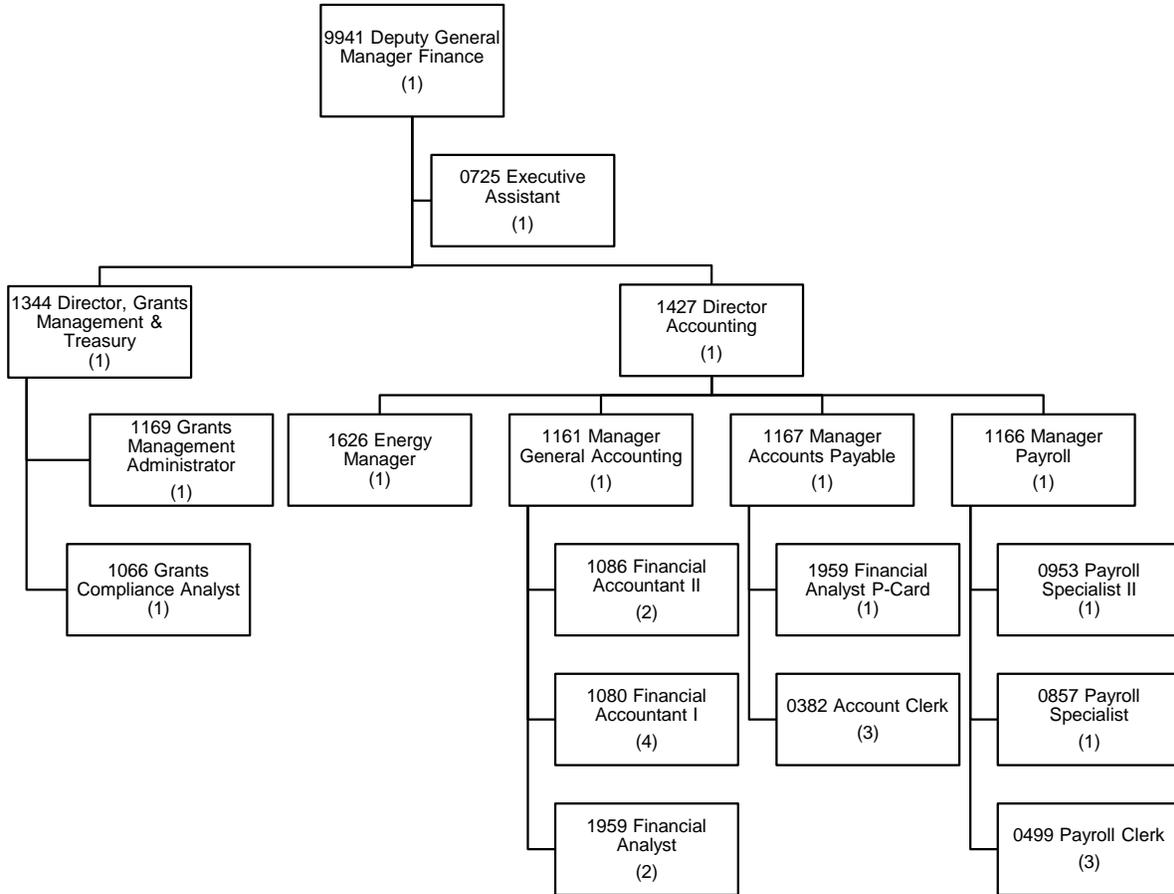
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	2,074,263	2,186,076	2,125,100
501310	Salaried Employees Overtime	8,607	8,231	30,000
502000	Fringe Benefits	825,766	895,526	1,027,700
503000	Services	965,902	1,117,437	1,020,800
503049	Temporary Service	53,755	-	-
503052	Other Maintenance Contract	6,514	1,575	3,000
504000	Materials & Supplies	18,463	3,913	8,000
507000	Tax Budget	9,568	3,263	-
509000	Miscellaneous Expense	3,692	13,827	11,700
509022	Meals/Food/Per Diem	279	54	1,500
Total		\$3,966,809	\$4,229,901	\$4,227,800

ACCOUNTING DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
03	0382.Account Clerk	3	3	3
04	0499.Payroll Clerk	3	3	3
106	1959.Financial Analyst Admin	2	2	2
	1959.Financial Analyst AP	1	1	1
107	0725.Executive Assistant	1	1	1
108	0857.Payroll Specialist I	2	1	2
	1066.Grants Compliance Analyst	-	1	-
	1080.Financial Accountant I	5	5	6
110	0953.Payroll Specialist II	-	1	-
	1086.Financial Accountant II	4	3	1
	1169.Grants Management Administrator	1	1	1
111	1626.Energy Manager	1	1	1
113	1161. Manager of General Accounting	1	1	1
	1166.Manager of Payroll	1	1	1
	1167.Manager of Accounts Payable	1	1	1
114	1344.Director, Grants Management & Treasury	1	1	1
	1427.Director - Accounting	1	1	1
116	9941.DGM - Finance Division	1	1	1
Total		29	29	27



ACCOUNTING DEPARTMENT ORGANIZATION CHART



Total FTE's = 27



61- MANAGEMENT INFORMATION SERVICES

DEPARTMENT OBJECTIVES

The Management Information Services Department provides critical services including maintaining and improving existing services, selecting new systems, performing 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 allow the Authority to enhance its ability to make critical business decisions backed by data.

2025 ACCOMPLISHMENTS

Strategic Plan Success	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Outcomes:				
<ul style="list-style-type: none"> • Created our standing Documentation and Testing Team to meet the demands of operating Software as a Service (SaaS) systems. (EI, FH) • Continued to utilize a business process for evaluating new technologies requested by subject matter expert groups within the authority. (EI, FH) • Deployed contracts with implementation partners to bring new technologies online that enhanced existing systems integrate new systems. (EI, FH) • Built out products that will assist the HR/HRIS/Marketing teams in streamlining their business processes. (CI, EI, FH) • Procured a Robotic Process Automation software (UiPath) for work instruction creation/ documentation, process mapping, and testing. (CE, CI, EI, FH) • Expanded backup solution capability and survivability of mission critical systems, including off-site replication of data, to protect more target systems. (EI, FH) • 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. (CE, EI, FH) • Increased usage of formal project management techniques to track and deploy projects. (EI, FH) • Secured Ticket Vending Machine (TVM)/Customer Service Kiosk (CSK) replacement project design contract. (CE, CI, FH) 				

2026 PRIORITIES

Strategic Plan Success	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Outcomes:				
<ul style="list-style-type: none"> • Continue evaluating how we can leverage the Oracle IaaS environment. (EI, FH) • Establish Enterprise Resource Planning Project Strategy and consultant. (EI, FH) 				



- Deploy Learning Management System. (EI, FH)
- Secure Transit app coordination and contract for multi-year support. (CE, CI)
- Coordinate Authority wide Managed Services to assist MIS and IT in delivering services. (CE, FH)
- Introduce Account Based Ticketing on the EZFare Platform. (CE, CI, FH)
- Leverage Artificial Intelligence use in supported areas. (CE, FH)
- Implement improvements to critical systems such as Fare Collection, Inventory and Maintenance, Finance , Accounting, and Human Resources. (CE, CI, EI, FH)
- Continue support of major business systems, Oracle, Kronos Dimensions, UKG Ready, Genfare, EZFare, and Ultramain. (CE, EI, FH)
- Engage stakeholders to work to implement business process improvement in all divisions. (EI, FH)

MANAGEMENT INFORMATION SERVICES DEPARTMENT BUDGET

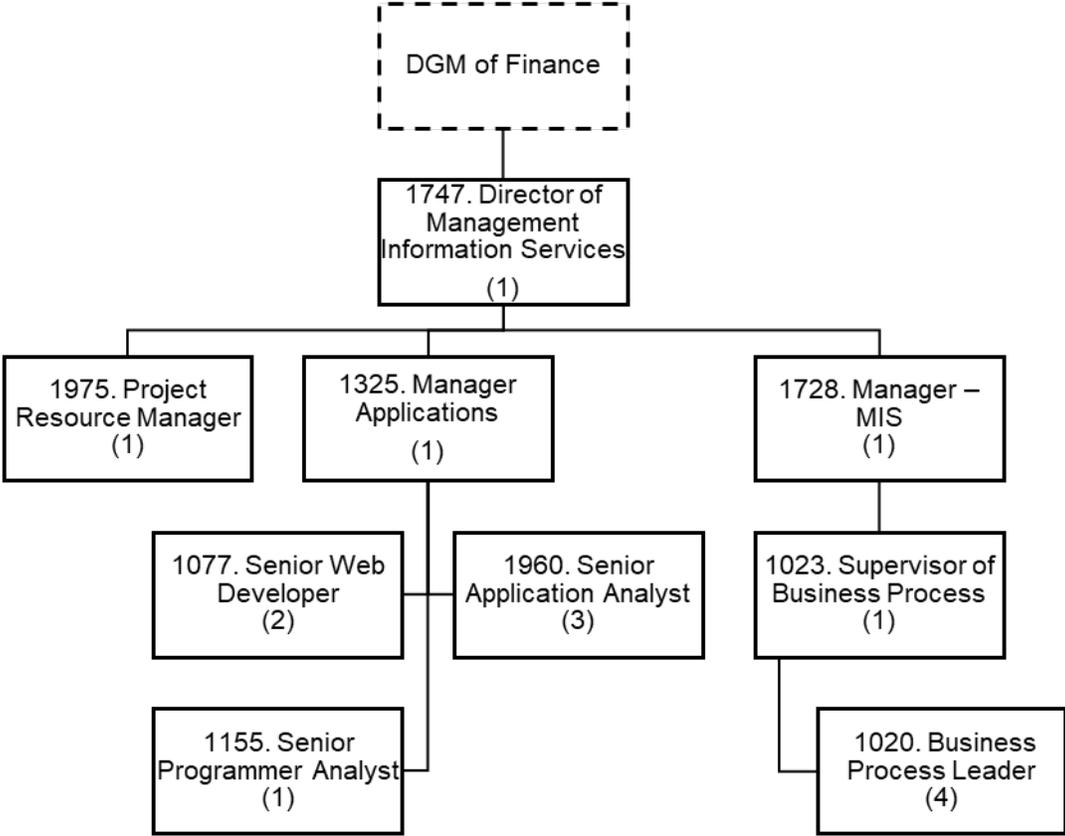
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$ 1,172,717	\$ 1,360,518	\$ 1,197,400
502000	Fringe Benefits	464,539	552,665	575,900
503000	Services	41,250	371,869	587,700
503049	Temporary Service	117,993	147,749	-
503052	Other Maintenance Contract	1,551,898	1,475,500	1,413,800
504000	Materials & Supplies	62,026	62,175	20,200
505022	Telephone and Data Services	89,363	4,633	-
509000	Miscellaneous Expense	33,640	52,123	78,000
509022	Meals/Food/Per Diem	367	299	300
Total		\$ 3,533,791	\$4,027,531 \$4,027,531	\$3,873,300

MANAGEMENT INFORMATION SERVICES DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
107	1703 MIS Specialist I.Finance.MIS - Administration	1	0	0
110	1020 Business Process Leader.Finance.Mis Bus Process Mgmt	4	4	4
	1077 Senior Web Developer.Finance.Mis - Application Service	2	2	2
	1155 Sr Programmer Analyst.Finance.Mis - Application Service	1	1	1
	1960 Sr Applications Analyst.Finance.Mis - Application Service	3	3	3
111	1023 Supervisor Of Bus Process.Fin.Mis Bus Process Mgmt	1	1	1
112	1325 Manager - Applications.Finance.Mis - Application Service	1	1	1
	1728 Manager MIS.Finance.MIS - Administration	1	1	1
	1975 Project Resource Mgr.Finance.MIS - Administration	1	1	1
114	1747 Director Of Mis.Finance.MIS - Administration	1	1	1
Total		16	15	15



MANAGEMENT INFORMATION SERVICES ORGANIZATION CHART



Total FTE's = 15



62-SUPPORT SERVICES DEPARTMENT

DEPARTMENT OBJECTIVES

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

2025 ACCOMPLISHMENTS

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success	(CE)	(CI)	(EI)	(FH)

Outcomes:

- Partnered with cross-functional teams and leadership to evaluate and refine departmental administrative procedures (AP), resulting in the successful revision of AP009 Records Management and AP039 Forms Management. (EI)
- Department records retention schedules were posted on the Authority’s website to ensure transparency and public accessibility. (CI)
- Continued destruction of items offsite exceeding their retention periods, including boxes, IT and Power & Way tapes, as well as scanned Accounting documents. (FH)
- Continued records management training across the Authority, fostering more knowledgeable RTA employees and strengthening responsibility and accountability with records. More than 200 new hires received the basic records management training in orientation, and more than 30 employees received the advanced training. (EI)

2026 PRIORITIES

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success	(CE)	(CI)	(EI)	(FH)

Outcomes:

- Continue efforts in Records Management Program education including the implementation of an intermediate level training for supervisors and managers. (EI)
- Improve efficiency, reduce costs and increase quality of data as it relates to printing services, records and forms management and office paper use. (CE, FH)
- Initiate the development of training programs at the print shop as part of a broader effort to establish a succession plan. (CE,EI)



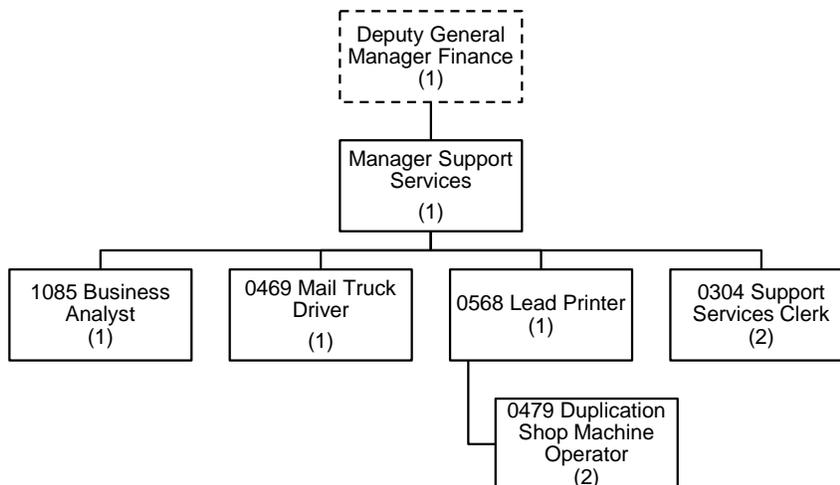
SUPPORT SERVICES DEPARTMENT BUDGET

Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501200	Hourly Employee Labor	72,295	86,652	77,600
501210	Hourly Employee Overtime			100
501300	Salaried Employees Labor	532,485	553,880	568,700
501310	Salaried Employees Overtime	1	-	500
502000	Fringe Benefits	242,744	261,590	325,700
503000	Services	7,469	9,634	4,300
503052	Other Maintenance Contract	127,146	141,178	120,300
504000	Materials & Supplies	3,618	3,296	4,500
504051	Postage Expense	58,664	59,922	50,000
504052	Duplication Materials & Supplies	57,366	96,435	96,500
509000	Miscellaneous Expense	383	329	2,000
512000	Leases & Rentals	56,360	28,947	30,300
Total		\$1,158,530	\$1,241,863	\$1,280,500

SUPPORT SERVICES DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
03	0304.Support Services Clerk	2	2	2
04	0469.Mail Truck Driver	1	1	1
	0479.Duplication Shop Machine Operator	2	2	2
05	0568.Lead Printer	1	1	1
108	1085.District Business Analyst	1	1	1
113	0868.Manager, Support Services	1	1	1
Total		8	8	8

SUPPORT SERVICES DEPARTMENT ORGANIZATION CHART



Total FTE's = 8



64-PROCUREMENT DEPARTMENT

DEPARTMENT OBJECTIVES

The Procurement Department is responsible for efficiently acquiring the goods, services, and capital improvements required by the Authority, in compliance with GCRTA Board Policy, Federal Regulations, State Law, and industry-standard business practices. The department oversees the effective administration of all purchasing and service contracts.

2025 ACCOMPLISHMENTS

Strategic Plan Success	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Outcomes:				
<ul style="list-style-type: none"> • Administrated internal departmental employee training on the latest federal, state, and local laws that impact procurement, such as the Buy America Act, Disadvantaged Business Enterprise program, and other regulatory frameworks. (EI, FH) • Maintained high standards of integrity and transparency in all procurement activities. (CI, FH) • Navigated through Affirmative Action requirements and DBE administrative changes. (CI, EI, FH) • Participated in small business community outreach events, promoting procurement opportunities. (CI, FH) • Achieved 25% of Procurement staff obtaining /maintaining procurement certifications, NIGP-CPP, C.P.M, CPPB, and CPPO certifications included. (EI, FH) • Procurement files passed state audit with zero findings. (FH) • Implemented the increasing of the delegation of authority for the General Manager/CEO to \$250,000. (FH) • Modified Procurement documentation to reflect 4220.1G and other governmental directives. (FH) • Supported various facets of the railcar program, such as Owner-Furnished Equipment, rail infrastructure, building modifications, work equipment, etc. (CE, CI) 				

2026 PRIORITIES

Strategic Plan Success	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Outcomes:				
<ul style="list-style-type: none"> • Foster leadership skills and provide career development to support future growth within the Procurement Department. (EI) • Implement monthly departmental professional development sessions. (EI) • Focus on negotiation strategies to maximize cost savings. (FH) • Rail Car Replacement Program including Rail Facilities Infrastructure. (CI, CE, FH) • Track Reconstruction/Rehabilitation. (CE, FH) • Ticket vending machine replacement and Smart Card implementation to support account-based ticketing and fare-capping. (CE, CI) 				



- Bus Improvement Program, contracting up to 110 new buses. (CE)
- MetroHealth BRT Line, design finished and project to go out for bid in fall 2026. (CE, CI)
- Solicit, negotiate, and award health care benefits contracts, effective in January 2027. (EI, FH)
- Bus Maintenance Facilities projects. (CE, EI)

PROCUREMENT DEPARTMENT BUDGET

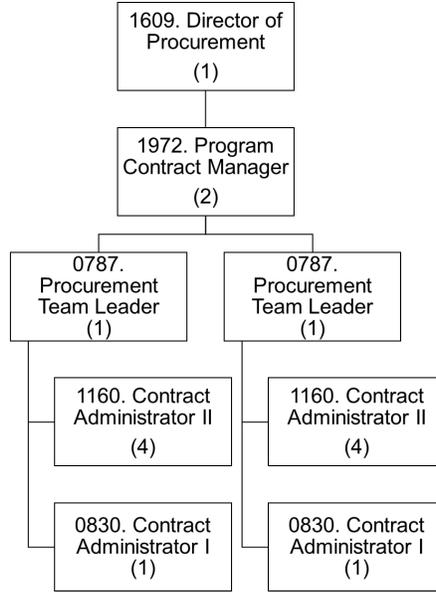
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501200	Hourly Employee Labor	-	35	-
501300	Salaried Employees Labor	\$1,385,295	\$1,523,975	\$1,411,000
502000	Fringe Benefits Budget	556,640	621,118	638,200
503000	Service - Budget	7,249	9,184	7,200
503020	Advertisement Fees	20,080	24,600	20,000
504000	Materials & Supplies Budget	1,201	969	2,500
509000	Miscellaneous Expense Budget	2,269	2,977	6,400
509022	Meals/Food/Per Diem	388	61	300
Total		\$1,973,122	\$2,182,919	\$2,085,600

PROCUREMENT DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
108	0830 Contract Admin I Finance Procurement - Bus	2	3	2
110	1160 Contract Admin II Finance Procurement - Bus	2	2	2
	1160 Contract Admin II Finance Procurement - Construction	4	4	4
	1160 Contract Admin II Finance Procurement - Construction	3	3	2
113	0787 Procurement Team Mgr Finance & Admin Procurement	2	2	2
	1972 Program Contract Manager Finance & Admin Procurement	2	1	2
114	1609.Director - Procurement	1	1	1
Total		16	16	15



PROCUREMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 15



65- REVENUE COLLECTION DEPARTMENT

DEPARTMENT OBJECTIVES

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.

2025 ACCOMPLISHMENTS

Strategic Plan Success Outcomes:	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
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- Collected fare revenue daily from all rolling stock and off-board equipment. (FH)
- Collaborated with other departments to design and acquire materials celebrating our 50th anniversary. (CI, EI, FH)
- Coordinated with Marketing to rebrand our pre-printed magnetic pass documents. (CE, CI, FH)
- Coordinate with Marketing to design branded Smart Cards. (CE, CI)
- Negotiated a software support agreement with Genfare. (CE, CI, FH)
- Updated portable probing computers and hardware. (EI, FH)
- Conducted extensive testing and planning to successfully implement Smart Cards, Fare Capping, and account-based ticketing. (CE, CI, EI, FH)
- Collaborated with the Information Technology (IT) and Management Information Services (MIS) departments to continue supporting the EZ Fare Mobile Ticketing platform and implemented the Just Ride Mobile Ticketing Platform, with ongoing efforts to roll out Smart Cards and Fare Capping. (CE, CI, EI, FH)
- Reviewed weekly and monthly ridership data provided by the IT Department for accuracy and consistency. (EI, FH)
- Worked alongside other GCRTA departments and GFI/Conduent fare collection system vendors, focusing on contract closeout efforts. (CE, CI, EI, FH)
- Addressed and resolved a variety of customer inquiries related to the fare collection system, including issues regarding the exchange of fare media. (CE, CI, FH)
- Solicited proposals and negotiated terms for Revenue Services Contract. (FH)
- Led efforts to reduce Out of County and Park-N-Ride surcharges. (CE, CI, FH)
- Worked with consultant to develop terms and conditions for new TVM procurement. (CE, CI, FH)



2026 PRIORITIES

Strategic Plan **Customer Experience** **Community Impact** **Employee Investment** **Financial Health**
Success **(CE)** **(CI)** **(EI)** **(FH)**

Outcomes:

- Ensure daily fare collection runs smoothly and without issues. (FH)
- Safely and efficiently collect fares for special events to enhance the public transit experience. (CE, CI, FH)
- Continue preparing the employee transition plan. (EI, FH)
- Guarantee that fare cards and passes are available for distribution to outlets and the public, ensuring they function properly. (CE, CI, FH)
- Focus on continuous improvement of cash handling, fare collection equipment security, and the fare-box vaulting process. (CE, CI, EI, FH)
- Lead the implementation of fare policies and explore ways to improve public education on fare systems. (CE, CI, EI, FH)
- Streamline processes and agreements with the Cleveland Metropolitan School District (CMSD) and local colleges and universities. (CE, CI, EI, FH)
- Establish an agreement with CMSD to provide transportation services for their designated student body. (CE, CI, FH)
- Monitor the performance of all Ticket Vending Machines (TVMs) and Customer Service Kiosks (CSKs) across the system, identifying any issues and reporting them to the appropriate team members. (CE, CI, FH)
- Complete new TVM procurement. (CE, CI, FH)
- Continue streamlining fare collection processes for special events. (CE, CI, EI, FH)
- Continue supporting the procurement of new fare collection equipment for installation within the next four to six years. (CE, CI, EI, FH)
- Complete the implementation of Smart Cards and Fare Capping through Masabi. (CE, CI, FH)
- Evaluate and implement open payments for on-board fare collection. (CE, CI, FH)
- Continued support for the Rail Car Procurement. (CE, CI, EI, FH)

REVENUE COLLECTION DEPARTMENT BUDGET

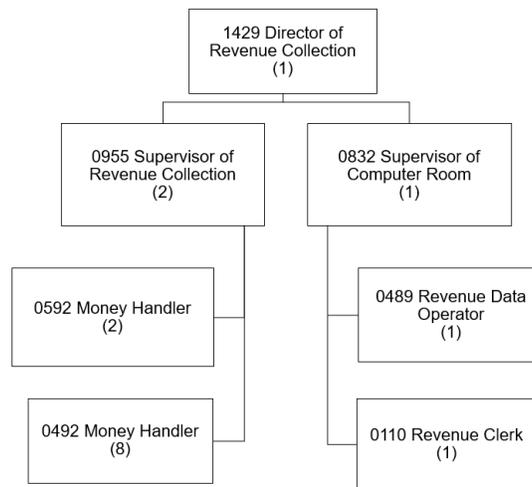
Object Class	Description	2024 Actual	2025 Budget	2026 Budget
501300	Labor - Salaried Employees	\$ 1,220,803	\$ 1,295,519	\$ 1,264,200
501310	Overtime - Salaried Employees	21,781	16,082	20,000
502000	Fringe Benefits	493,189	536,477	640,200
503052	Other Maintenance Contracts	291,019	271,416	322,500
504000	Material & Supplies	182,992	166,928	182,000
509000	Miscellaneous Expenses	2,624	433	500
Total		\$ 2,212,408	\$ 2,286,855	\$ 2,429,400



REVENUE COLLECTION DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
01	0110 Revenue Clerk	1	1	1
04	0489 Revenue Data Operator	1	1	1
	0492 Money Handler	8	8	8
05	0592 Money Handler	2	2	2
110	0832 Supervisor Computer Room	1	1	1
	0955 Supervisor Revenue Collection	2	2	2
114	1429 Director	1	1	1
Total		16	16	16

REVENUE COLLECTION DEPARTMENT ORGANIZATION CHART



Total FTE's = 16



67-OFFICE OF MANAGEMENT & BUDGET

DEPARTMENT OBJECTIVES

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

2025 ACCOMPLISHMENTS

Strategic Plan Success	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
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Outcomes:

- Developed the 2026 Operating Budget. (FH)
- Developed the 2026 Tax Budget. (FH)
- Developed the 2026 – 2030 CIP (FH, CE, CI)
- Continued the 2025 Strategic Plan. (CE, CI, EI, FH)
- Managed 2025 Operating Budget. (CI, EI, FH)
- Ended the year with a Fund Balance that exceeds a 30-Day Operating Reserve. (CE, CI, EI, FH)
- Successfully completed the 2024 National Transit Database submission. (CI, FH)
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award. (CI, FH)
- Received Preventive Maintenance reimbursed expenditures to General Fund of \$9 million. (FH)
- Provided on-going support for long-term financial stability. (CE, CI, EI, FH)

2026 PRIORITIES

Strategic Plan Success	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
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Outcomes:

- Lead the National Transit Database reporting and submittal for 2025 (FH).
- Continue to implement an agency-wide initiative to maintain a 1-month reserve through 2028 (FH).
- Support the Authority wide distribution of the Strategic Plan and Performance Management (CE, CI, EI, FH).
- Work with Operations, and Engineering Divisions to support the Rail Car Replacement Program and receive first car in mid-2026. (CE, CI, FH)
- Manage the 2026 Operating Budget. (FH)
- Develop the 2027 Operating Budget. (CE, EI, FH)
- Develop the 2027 – 2031 CIP. (CE, CI, FH)
- Develop the 2027 Tax Budget. (CE, EI, FH)
- Receive a clean triennial audit. (FH)
- Ensure active participation in Finance Division initiatives in long-term financial stability of the Authority. (CE, CI, EI, FH)



OFFICE OF MANAGEMENT & BUDGET DEPARTMENT BUDGET

Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Labor - Salaried Employees	\$ 698,918	\$ 733,380	\$ 760,700
502000	Fringe Benefits	279,452	299,487	341,700
503020	Advertising Fees	800	1,666	3,000
504000	Material & Supplies	37	29	1,700
504021	Compressed Natural Gas	2,061,610	2,281,707	3,000,000
505018	Natural Gas	755,471	839,424	1,037,000
505019	Water	366,249	439,026	457,000
505021	Electricity	1,756,990	1,959,587	2,040,000
509000	Miscellaneous Expenses	4,909	4,452	3,600
509022	Meals & Concessions		577	200
Total		\$ 5,924,436	\$ 6,559,335	\$ 7,644,900

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
109	0958.Budget Management Analyst I	2	3	3
110	0965.Budget Management Analyst II	2	1	1
111	0767.Budget Management Analyst III	2	2	2
113	0869.Manager Of Budget	1	1	1
114	1437.Director-Office of Management And Budget	1	1	1
Total Office of Management & Budget Department		8	8	8

POSITION POOL

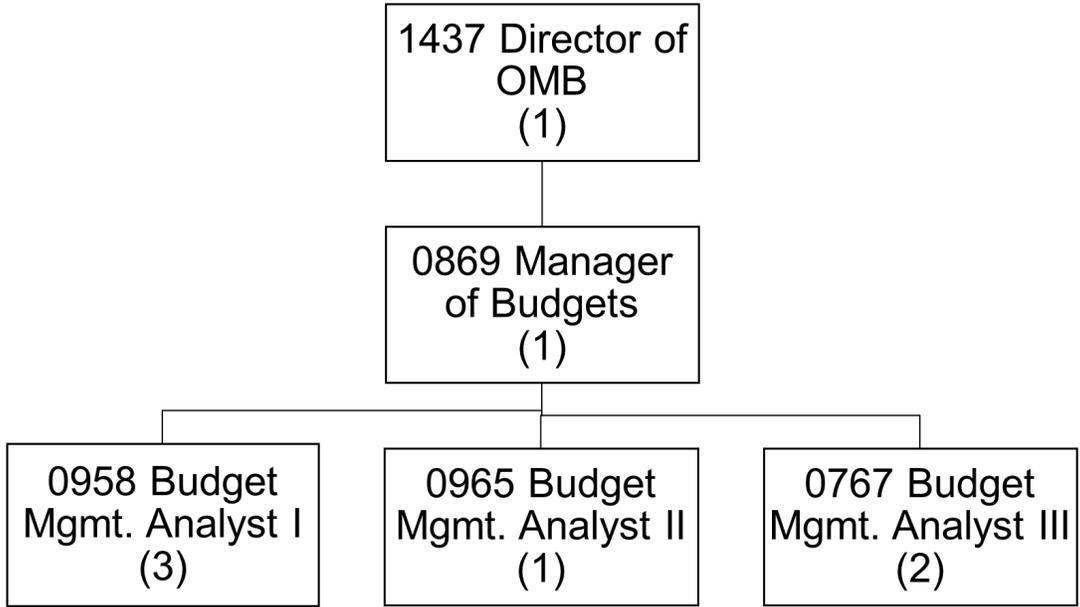
Grade	Job Name	2024	2025	2026
	XXXX.Vacancy Pool	0	0	5
01	9942 Engineering Co-Op.Engineering. OMB Position Hold	1	0	0
03	0140 Transit Ambassador.Finance. OMB Position Hold	0	5	4
04	0305 Bus Mechanic Apprentice.Finance. OMB Position Hold	0	12	0
24	1965 Project Specialist.Finance. OMB Position Hold	1	1	0
106	0724.Legal Assistant	0	0	1
	1062 Vehicle Damage Estimator.Operations.Fleet Mgmt	0	0	1
	1081 Business Analyst Ptdp.Finance.OMB Position Hold	1	0	0
	1646 User Support Analyst.Operations.It - User Services	0	0	1
107	0725 Executive Assistant.Finance.	1	1	0
	1642 TA Business Partner I.Finance. OMB Position Hold	0	1	0
	1703 MIS Specialist I.Finance.Mis - Administration	0	1	1
108	1052 QA Warranty Specialist II.Finance. OMB Position Hold	0	1	0
	1192 Construction Engineer I.Engineering & Project Mgmt.Engineering & Prj Dev Adm	0	0	1
	1700 Benefits Specialist I.Human Resources.Labor & EE Relations	0	0	1
109	1149 Facilities Main Trainer.Operations.Service Mgmt	0	0	1



	1198.Construction Engineer II	0	0	1
	1652.Talent Acquisition Business Partner II	0	0	1
110	0838 Planning Team Leader.Finance. OMB Position Hold	0	1	0
	0862.Intergovernmental Relations Officer	0	1	1
	0900 Supervisor Jan Services.Operations. OMB Position Hold	0	1	0
	1086.Financial Accountant II	0	0	2
	1088 Asst Transportation Mgr.Operations.Hayden District	0	0	1
	1088 Asst Transportation Mgr.Operations.Triskett District	0	0	1
	1160.Contract Administrator II	0	0	1
	1164 Business Oper Admin II.Finance. OMB Position Hold	0	1	0
	1633 IT Security Engineer.Operations.IT - Network Service	0	0	1
	1691.ITS Specialist	0	0	1
	1705.Assistant Equipment Manager	0	0	2
	1971 Lead Maintenance Planner.Finance. OMB Position Hold	1	1	1
111	0851 Manager Equip.Operations.Paratransit District	0	0	1
	0890.Manager Service Quality	0	0	1
	1063.Manager, Community Engagement & Mobility	0	1	0
	1131 Cloud System Administrat.Operations.It - Network Service	0	0	1
	1760 Mgr Cvl Rights,Eqty,& Incl.Admin & External Affairs.External Affairs	0	1	1
	2995 Manager Asset & Config.Finance. OMB Position Hold	1	0	0
112	0786.Manager - Transportation	0	0	1
	1655 Project Manager.Operations.Service Quality	0	1	1
Total Position Pool		6	30	35



OFFICE OF MANAGEMENT & BUDGET DEPARTMENT ORGANIZATION CHART



Total FTE's = 8



99- FUND TRANSFERS DEPARTMENT

DEPARTMENT OBJECTIVES

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

2025 ACCOMPLISHMENTS

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success	(CE)	(CI)	(EI)	(FH)

Outcomes:

- Bond Retirement Fund transfer: transferred \$9.2 million to cover principal and interest payments and meet ending balance requirements. (FH)
- Insurance Fund: transferred \$3.0 million to cover self-insurance needs and maintain \$5 million ending balance. (FH)
- Supplemental Pension Fund: no funding transfer needed to cover payment needs. (FH)
- Capital Improvement Fund: transferred 10% of sales tax receipts to cover capital projects and local funding needs. (CE, CI, FH)
- Reserve Fund transfer: \$10 million transferred for Rolling Stock Reserve Fund and \$0.8 million transferred for 27th pay. (CE, CI EI, FH)
- Revenue Stabilization transfer to General Fund totaled \$45.0 million, \$5.5 million below budgeted levels. (FH)

2026 PRIORITIES

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success	(CE)	(CI)	(EI)	(FH)

Outcomes:

- Bond Retirement Fund: transferring \$6.8 million to cover principal and interest payments and meet ending balance requirements. (FH)
- Insurance Fund: transferring \$2 million to meet self-insurance needs and maintain the \$5 million ending balance requirement. (FH)
- Supplemental Pension Fund: no transfer needed to cover payment needs. (FH)
- Capital Improvement Fund: budgeting 10% transfer from sales tax receipts to cover projects and local funding needs. (CE, FH)
- Reserve Fund transfer: A transfer of \$0.8 million is budgeted to the Reserve Fund for 1/12th of the 27th pay for hourly and salary employees. (EI, FH)
- Revenue Stabilization Fund transfer to General Fund below budgeted level of \$44 million. (FH)



FUND TRANSFERS DEPARTMENT BUDGET

Object Class	Description	2024 Actual	2025 Actual	2026 Budget
510050	Transfer to/from Reserved Funds	\$ 12,523,452	\$ 10,878,615	\$ 800,000
510075	Transfer to/from RTA Capital Fund	16,812,041	18,074,438	21,065,140
510085	Transfer to/from Bond Retirement Fund	9,346,959	9,184,042	6,804,800
510090	Transfer to/from Insurance Fund	2,500,000	3,000,000	2,000,000
Total		\$ 41,182,452	\$ 41,137,095	\$ 30,669,940

