

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.

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, cash management, debt management, and passenger fare collection and processing. Other critical support functions are also performed, such as: purchasing, contract administration, grants management, records management, mail, reproduction services, administrative services, and outreach efforts for DBE contracting opportunities with the GCRTA.

2017 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.
- Continued implementation of Fare Collection System.
- 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 Officer's Association (GFOA).
- Assisted in the completion of the Single Audit.
- Assisted in the implementation of the new Report Writer.
- 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.
- Administered 2016 Capital Grant Application process.
- Completed sale of Sales Tax Supported Refunding Bonds.
- Implemented process improvements within Finance & Administration Division.

2018 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).
- Assist in the completion of the Single Audit.
- Administer the Authority's Disadvantaged Business (DBE) Program.
- 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 2017 Capital Grant Application process.
- Participate in management of Enterprise Business Suite Information Systems.
- Implement process improvements within Finance & Administration Division.
- Participate in development of Authority's strategic initiatives.

LIST OF DEPARTMENTS

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

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.

2017 ACCOMPLISHMENTS

DBE Certifications

- | | |
|--------------------------------|----|
| • New Certifications | 21 |
| • Re-Certifications | 46 |
| • On-Site Certification Visits | 24 |

Program Compliance

- | | |
|-------------------------------|----|
| • Contract Goal Setting | 53 |
| • Project Field Monitoring | 4 |
| • Certified Payrolls Reviewed | 86 |

Outreach and Community Engagement

- Worked closely with ODOT to revamp Memorandum of Understanding and policies and procedures related to the administration and coordination of the Ohio Unified Certification Program.
- Participated on over 10 programs and panels related to DBE certification, and doing business with GCRTA including Business to Business Matchmaker at Progressive Field and Commission on Economic Inclusion Supplier Diversity meetings.
- Attended over 20 events designed to support, train, and inform DBE firms and certifying agencies on contracting process and opportunities including DBE Civil Rights Symposium in Columbus, COMTO DBE Best Practice Webinar, ACCA National Training Institute, and FHWA Ohio Division DBE Certification Training.

2018 PRIORITIES

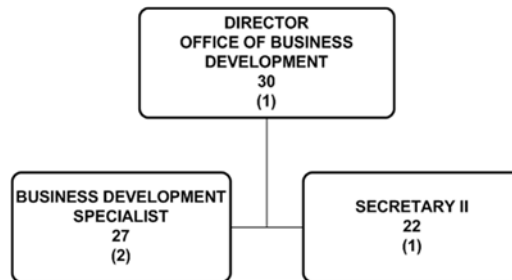
- Certification of firms to participate as a DBE contractors, establishing DBE goals on contracts, ensuring program compliance with Federal regulations, and effective community outreach.
- Actively seek to identify and certify DBE firms.
- Encourage strong business ties between GCRTA and women and minority-owned firms by creating and supporting avenues to communicate procurement opportunities.
- Increase the number of firms and overall spending that women and minority-owned businesses, and small business enterprises (SBEs) represent among total contracts awarded in 2018 including small purchases.
- Assist women and minority-owned and SBEs firms through workshops, training, and information sessions.
- Encourage and monitor the utilization of women and minority workers on GCRTA construction projects.

OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor Salaried Employees	294,187	277,255	251,960	251,960
501310	Overtime Salaried Employees	0	0	0	0
502000	Fringe Benefits	109,368	113,858	94,367	94,367
503000	Services	250,000	125,000	0	0
503020	Advertising Fees	0	(242)	1,000	300
504000	Materials & Supplies	0	322	500	500
509000	Miscellaneous Expenses	4,918	2,437	3,390	2,115
509022	Meals & Concessions	0	0	150	150
512000	Leases & Rentals	0	0	0	0
Total		658,472	518,630	351,368	349,393

OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
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
Total		4.0	4.0	4.0	4.0



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.

2017 ACCOMPLISHMENTS

- Reduced time required to process payments to vendors and employees by revising the payments process and streamlining procedures.
- Improved department performance to eliminate audit citations and expedite workflow
- Prepared Comprehensive Annual Financial Report (CAFR), conforming to the requirements outlined by the Government Finance Officers Association (GFOA).
- Completed the 2016 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.

2018 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 to eliminate any audit citations and expedite workflow.
- Coordinate completion of the 2017 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 2017 Single Audit Report.
- Complete Grant Reconciliations of Capital Grants.
- Coordinate the purchase requisition approval process change to include the Accounting department.
- Re-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.

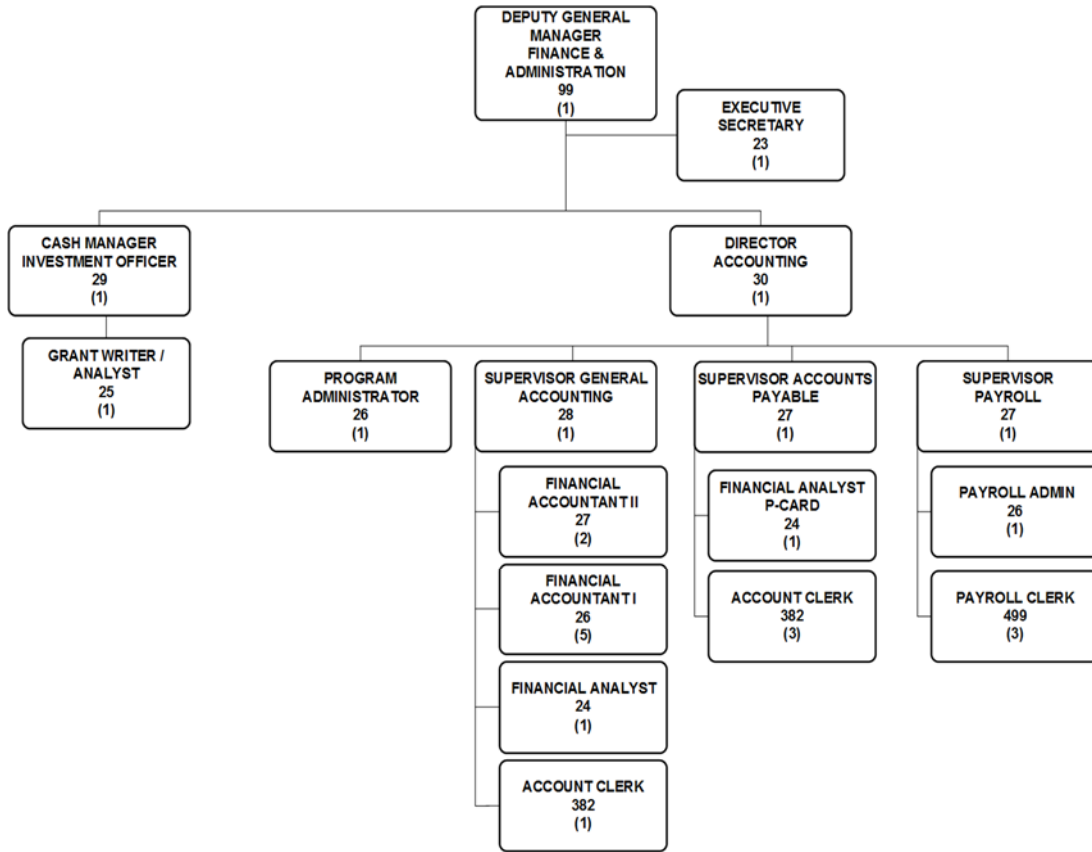
ACCOUNTING DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor Salaried Employees	1,643,259	1,726,186	1,785,313	1,809,058
501310	Overtime Salaried Employees	40,978	37,099	39,000	5,000
502000	Fringe Benefits	538,757	607,777	554,309	665,084
503000	Services	127,062	20,640	403,900	403,900
503049	Temporary Help	47,201	2,381	0	0
503052	Other Maintenance Contracts	2,033	2,236	0	0
504000	Materials & Supplies	6,982	16,190	16,794	16,794
509000	Miscellaneous Expenses	18,676	22,973	20,493	18,581
509022	Meals & Concessions	0	0	1,000	1,000
512000	Leases & Rentals	0	0	0	0
Total		2,424,948	2,435,483	2,931,810	2,919,417

ACCOUNTING DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
03	0382 Account Clerk	4.0	4.0	4.0	4.0
04	0499 Payroll Clerk	3.0	3.0	3.0	3.0
05	0587 Senior Accountant	0.0	0.0	0.0	0.0
23	0725 Executive Secretary	1.0	1.0	1.0	1.0
	0757 Administrative Assistant	1.0	1.0	1.0	1.0
24	1959 Financial Analyst	2.0	2.0	2.0	2.0
25	0765 Grants Writer / Analyst	1.0	1.0	1.0	1.0
26	1080 Financial Accountant	0.0	0.0	0.0	0.0
	1080 Financial Accountant I	6.0	5.0	5.0	5.0
	1725 Program Administrator/Financial Accountant	1.0	1.0	1.0	1.0
	0857 Payroll Administrator	0.0	1.0	1.0	1.0
27	1162 Supervisor Accounts Payable	1.0	1.0	1.0	1.0
	1163 Supervisor Payroll	1.0	1.0	1.0	1.0
	1086 Financial Accountant II	2.0	2.0	2.0	2.0
28	1161 Supervisor General Accounting	1.0	1.0	1.0	1.0
	1670 Financial Modules Manager	0.0	0.0	0.0	0.0
29	1263 Cash Manager, Investment Officer	1.0	1.0	1.0	1.0
30	1427 Director	1.0	1.0	1.0	1.0
99	9941 DGM Finance & Administration	1.0	1.0	1.0	1.0
Total		27.0	27.0	27.0	27.0

ACCOUNTING DEPARTMENT ORGANIZATION CHART



SUPPORT SERVICES DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

By the nature of its Mission, Support Services addresses strategic considerations for internal controls and process support and improvements. Effective internal controls and process improvements lead by Support Services would include automated printing processes, electronic documentation and records management, and revenue-generating contract opportunities for materials recycling and repurposing.

2017 ACCOMPLISHMENTS

- Developed Request for Proposal for Enterprise Content Management consultant.
- Continued efforts in Records Management Program by updating GCRTA Records Retention Schedules and coordinating the purging of obsolete records to reduce storage cost.
- Provided printing services for timetables and other corporate printing needs including the Republican National Convention, Cleveland Cavaliers’ Championship Parade, and Cleveland Indians playoff and World Series games.
- Identified audio and visual equipment upgrades for the Board Room.

2018 PRIORITIES

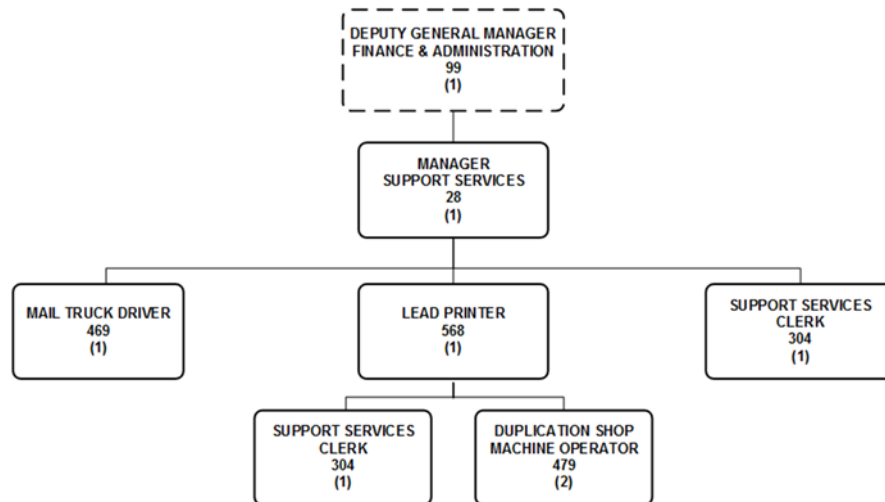
- Provide support services for the Authority.
- Records Management Program – Continuous efforts to update GCRTA Records Retention Schedules; Convert to electronic system; coordinate purging of obsolete records to reduce storage cost.
- Implement Enterprise Content Management System.
- Manages the Authority’s 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.
- Implement ways to optimize efficiency and educate with emphasis on Reduce, Reuse, Recycle congruent with our sustainability initiatives.
- 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	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501200	Hourly Employees Payroll	57,565	58,799	59,638	60,587
501210	Overtime - Hourly Employees	30	24	100	100
501300	Labor - Salaried Employees	304,827	314,074	334,081	338,274
501310	Overtime - Salaried Employees	4,590	1,298	5,000	5,000
502000	Fringe Benefits	138,867	151,502	158,813	159,668
503000	Services	202,148	27,152	4,040	4,040
503052	Other Maintenance Contracts	913	229,270	107,050	107,050
504000	Material & Supplies	16,972	24,522	47,100	47,100
504051	Postage Expense	85,839	45,275	70,211	61,211
504052	Duplicating Material & Supplies	104,750	39,944	89,000	71,675
509000	Miscellaneous Expenses	182	185	0	0
509022	Meals & Concessions	0	0	0	0
512000	Leases & Rentals	57,073	89,904	102,700	102,700
Total		973,756	981,948	977,732	957,405

SUPPORT SERVICES DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
03	0304 Support Services Clerk	1.0	2.0	2.0	2.0
	0395 Mailroom Clerk	1.0	0.0	0.0	0.0
04	0469 Mail Truck Driver	1.0	1.0	1.0	1.0
	0479 Dup Shop Machine Operator	2.0	2.0	2.0	2.0
05	0568 Lead Printer	1.0	1.0	1.0	1.0
28	0868 Mgr Building Support Serv	1.0	1.0	1.0	1.0
Total		7.0	7.0	7.0	7.0



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.

2017 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 appointed to the National Institute of Government Purchasing Association Board of Directors, Northeast Ohio Branch
- Updated all contracts and templates to incorporate new FTA regulatory changes
- Saved \$2,950,000
- Processed 7,319 Purchase orders valued at \$126,865,373.39
- Perfect Triennial review
- Implemented ne report writer
- Processed 7,077 Purchase orders valued at \$88,848,405.35

2018 PRIORITIES

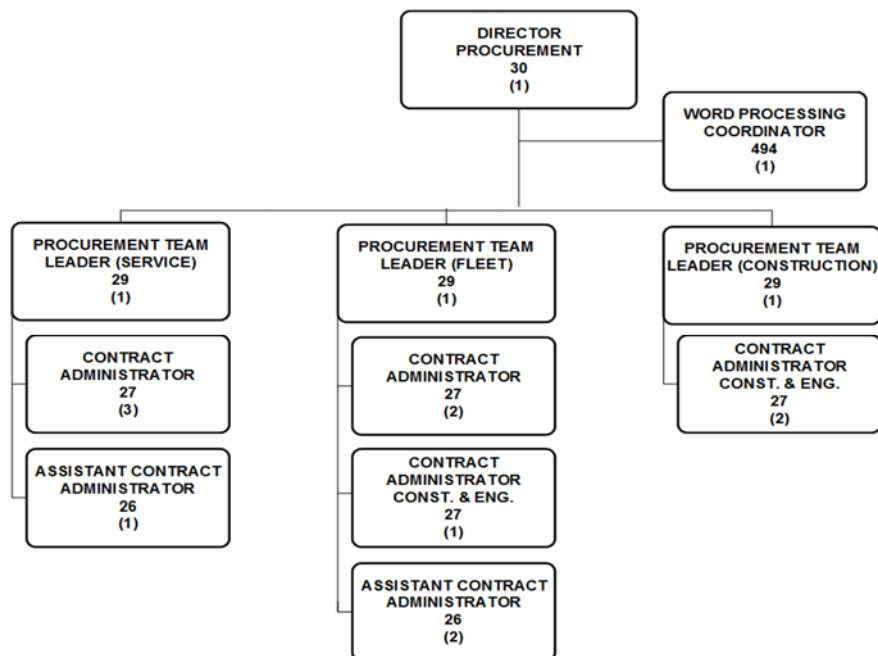
- Continue to monitor and improve procurement acquisition process to reduce procurement turnaround time.
- Expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Update and Implement Procurement 101 Training Program.
- Continue National Institute of Governmental Purchasing (NIGP) Department Accreditation.
- Update 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	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	LABOR - SALARIED EMPLOYEES	1,153,996	1,147,864	1,173,542	1,174,471
501310	OVERTIME - SALARIED EMPLOYEES	0	0	0	0
502000	FRINGE BENEFITS	432,693	466,867	404,728	426,651
503000	SERVICES	0	6,696	7,400	7,000
503020	ADVERTISING FEES	14,324	13,606	11,758	11,758
503049	TEMPORARY HELP	0	0	0	0
503052	OTHER MAINTENANCE CONTRACTS	0	1,458	0	0
504000	MATERIAL & SUPPLIES	4,341	7,625	4,300	4,300
509000	MISCELLANEOUS EXPENSES	7,607	120	10,975	8,488
509022	MEALS & CONCESSIONS	0	0	150	150
512000	LEASES & RENTALS	0	0	0	0
Total		1,612,962	1,644,236	1,612,853	1,632,817

PROCUREMENT DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
04	0494 Word Processing Coord.	1.0	1.0	1.0	1.0
26	1138 Project Supervisor	1.0	1.0	1.0	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	1.0	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
Total		16.0	16.0	16.0	16.0



REVENUE DEPARTMENT

MISSION STATEMENT

The mission of the Revenue Department is to collect, maximize and safeguard passenger revenues from fare boxes, retail outlets, automated, and non-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 vending equipment, 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.

2017 ACCOMPLISHMENTS

- On a daily basis collected fare revenue from all rolling stock as well as off board equipment.
- Supported additional fare collection needs and distribution of specialty/commemorative passes for the Authority on St. Patrick's Day, during the NBA Playoffs, NBA Championship Series, 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 department entered into an agreement with a vendor for the Mobile Ticketing payment platform.
- Assisted with the revised fare collection process on the Healthline which included providing data by date and form of payment to management for review and analysis. Participated in management sessions which identified pros and cons of new process.
- On a monthly basis provided ridership numbers to the Marketing Department for distribution to the Executive Team.
- On a daily basis provided raw ridership information to CEO and Ridership Data Team.
- Continue to work with other GCRTA departments and vendors on the implementation of the GFI/Conduent fare collection system.
- Fielded and resolved numerous customer issues regarding the fare collection system which included fielding calls regarding the exchange of documents due to expire on January 1, 2018.

2018 PRIORITIES

- Collect fares on a daily basis without issue.
- Collect fares for special events in the safest and most efficient manner possible to create a more user friendly public transit experience.
- Continue to prepare employee transition plan to include, but not limited to, the assistance of an MDP team member.
- Continue to work with both GFI and Conduent toward the successful completion 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.

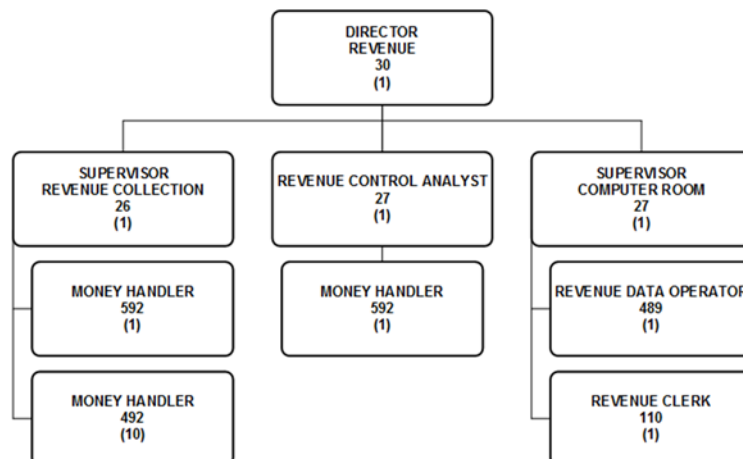
- Monitor activity of all TVM's and CSK's throughout the system and look for any abnormalities and report them to the appropriate team members.
- Support the Authority in their effort to streamline fare collection for special events.
- Develop a CIP for the fare collection system to ensure the Authority's ability to collect revenue in the future.
- Assist with the transition of the new DGM of Finance and Administration.
- Assist the IT Department with the transition of the Mobile Ticketing product to the appropriate area.

REVENUE DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor - Salaried Employees	1,053,016	1,057,524	1,089,498	1,101,195
501310	Overtime - Salaried Employees	33,359	23,227	34,600	34,600
502000	Fringe Benefits	404,555	433,118	434,295	438,106
502071	W.C. - Injuries & Damages	0	0	0	0
503000	Services	366,691	335,776	0	0
503052	Other Maintenance Contracts	4,081	24,081	409,000	389,000
504000	Material & Supplies	276,196	223,869	260,793	245,793
509000	Miscellaneous Expenses	574	590	4,325	2,913
509022	Meals & Concessions	0	0	50	50
512000	Leases & Rentals	0	0	0	0
Total		2,138,472	2,098,186	2,232,561	2,211,657

REVENUE DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
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
Total		18.0	18.0	18.0	18.0



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