

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 regulations, generally accepted financial management 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.

2016 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.

2017 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 dept. mission statement>

2016 ACCOMPLISHMENTS

DBE Certifications

- New Certifications 9
- Re-Certifications 56
- On-Site Certification Visits 26

Program Compliance

- Contract Goal Setting 68
- Project Field Monitoring 9
- Certified Payrolls Reviewed 124

Outreach and Community Engagement

- Hosted DBE Forum at Burk Lake Front on certification process and doing business with RTA
- Participated on over 10 programs and panels related to DBE Certification and doing business with GCRTA
- Attended well over 20 events designed to support, train and inform DBE firms and certifying agencies on contracting process and opportunities

2017 PRIORITIES

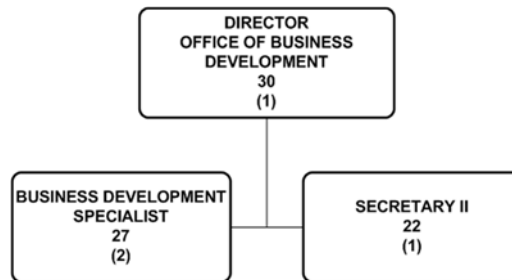
- Administer GCRTA's Disadvantaged Business Enterprise (DBE) program to include certification of firms as a DBE contractor, establishing goals on contracts and ensuring compliance with Federal regulations.
- Encourage strong business ties between GCRTA and women - and minority-owned firms by supporting avenues to communicate procurement opportunities.
- Increase the number of businesses, and overall spending that women- and minority-owned firms represent in all procurement opportunities including small purchases.
- Assist and support women- and minority-owned firms through sponsoring workshops, training, and information sessions.
- Encourage and monitor the utilization of women and minority workers on RTA construction projects to ensure required participation levels are achieved.
- Actively seek to identify and certify DBE firms.

OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
501300	Labor Salaried Employees	251,604	290,181	294,175	296,571
501310	Overtime Salaried Employees	(41)	0	0	0
502000	Fringe Benefits	97,331	111,083	115,595	110,473
503000	Services	0	0	250,000	250,000
503052	Other Maintenance Contracts	0	50	0	1,100
504000	Materials & Supplies	1,051	4,125	0	200
504050	Office Supplies	0	0	0	300
509000	Miscellaneous Expenses	2,330	2,040	5,101	1,400
509020	Travel, Training & Conferences	0	0	0	2,550
509022	Meals & Concessions	0	100	0	150
512000	Leases & Rentals	0	0	0	0
Total		352,274	408,030	664,871	662,743

OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2014	2015	2016	2017
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 internal control system 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 rate of audit compliance with various regulatory entities, and the progress rate of completing a myriad of process improvement action plans.

These Action Plans include compliance and implementation of the Super-Circular, maintaining Legal & Regulatory Updates, a standardized process for financial management reconciliations between OMB and Accounting, and the standardized and improved processes for collection of funds for contractual services and activities, and improved financial reporting.

2016 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.
- Completed the 2015 Financial Audit.
- Completed the Single Audit Report.
- Received the Auditor of State Award of Distinction.
- Completed Grant Reconciliations of Capital Grants.
- Regular monthly closing and generation of internal use financial statements.

2017 PRIORITIES

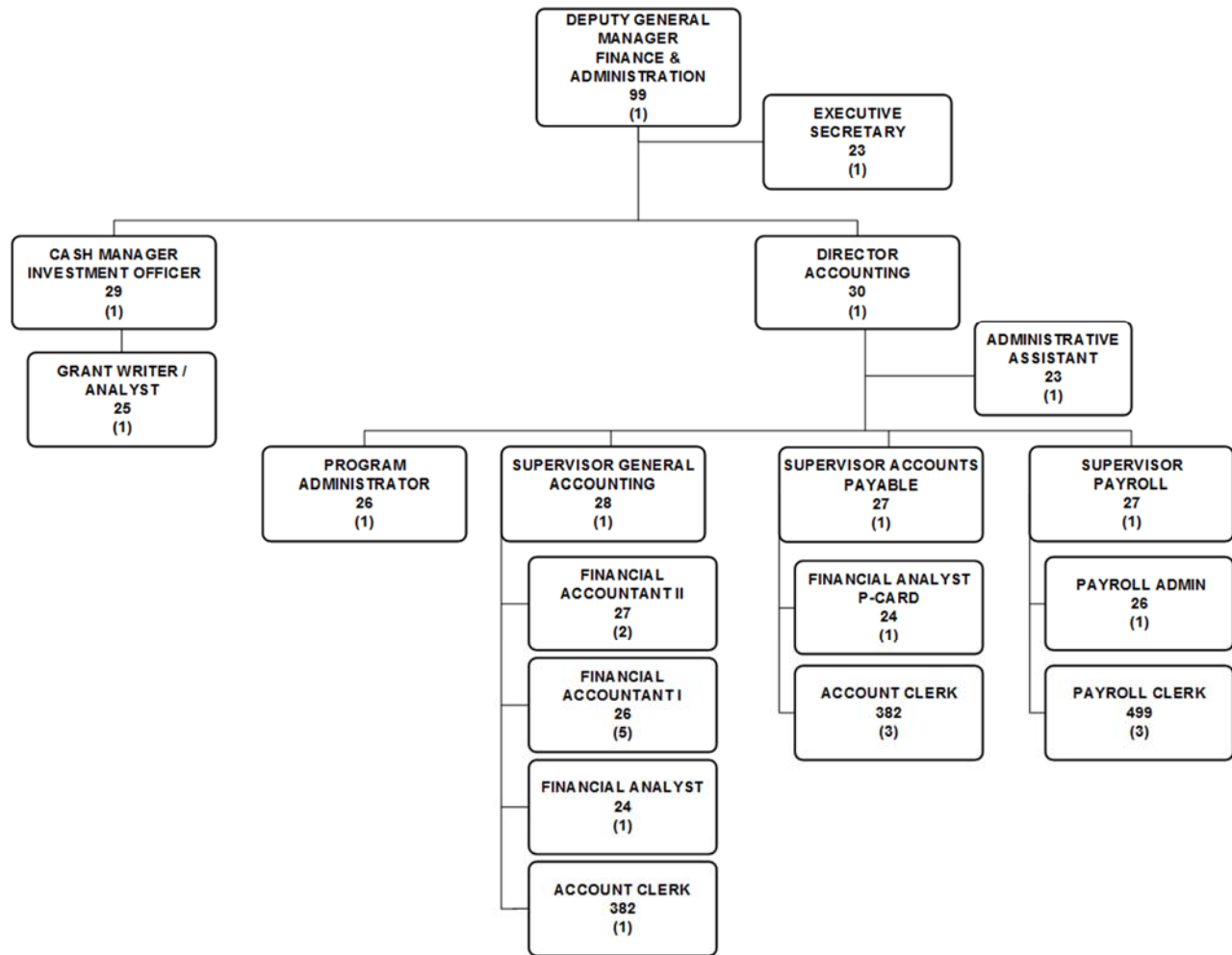
- Continue to reduce time required to process payments to vendors and employers by revising payment processes and streamlining procedures.
- Continue to improve department performance to eliminate audit citations and expedite workflow.
- Coordinate completion of the 2016 Financial Audit
- Prepare and submit Comprehensive Annual Financial Report (CAFR) to the Government Finance Officers Association (GFOA).
- Submit financial statements, footnotes and statistical tables to the Local Government Services (LGS)
- Coordinate the completion of the 2016 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.
- Continue to centralize contracts and agreements for leases and other revenue generating opportunities.

ACCOUNTING DEPARTMENT BUDGET

Object Class	Description	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
501300	Labor Salaried Employees	1,556,293	1,528,163	1,656,717	1,817,471
501310	Overtime Salaried Employees	43,206	39,793	42,987	36,850
502000	Fringe Benefits	521,826	520,685	603,581	682,996
503000	Services	72,122	32,554	128,771	76,500
503052	Other Maintenance Contracts	24,485	40,451	45,482	0
504000	Materials & Supplies	10,081	10,220	8,008	14,500
504050	Office Supplies	0	0	0	1,650
509000	Miscellaneous Expenses	27,209	24,646	20,276	10,700
509020	Travel, Training & Conferences	0	0	0	10,275
509022	Meals & Concessions	150	0	500	1,000
512000	Leases & Rentals	0	0	0	0
Total		2,255,371	2,196,511	2,506,322	2,651,942

ACCOUNTING DEPARTMENT STAFFING

Grade	Job Name	2014	2015	2016	2017
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	1.0	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	6.0	0.0	0.0	0.0
	1080 Financial Accountant I	0.0	6.0	5.0	5.0
	1725 Program Administrator/Financial Accountant	1.0	1.0	1.0	1.0
	0857 Payroll Administrator	0.0	0.0	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	0.0	2.0	2.0	2.0
28	1161 Supervisor General Accounting	1.0	1.0	1.0	1.0
	1670 Financial Modules Manager	1.0	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



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.

2016 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.

2017 PRIORITIES

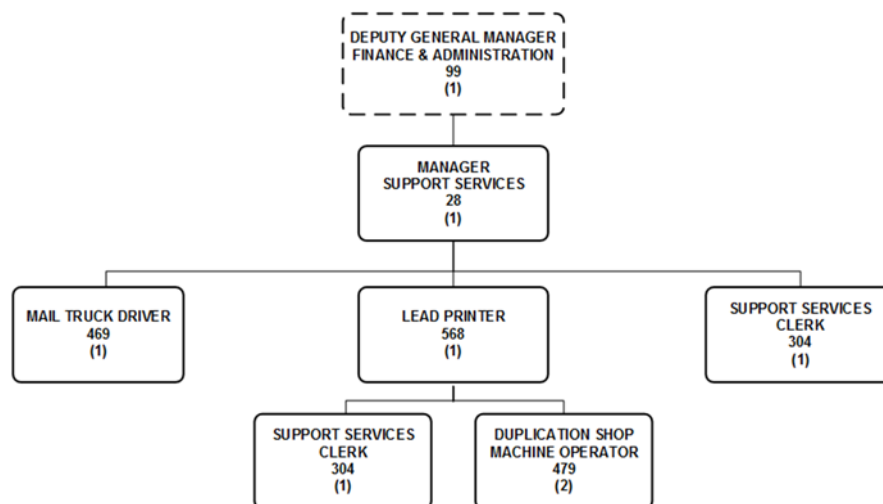
- Provide support services for the Authority.
- Records Management Program – Continuous efforts to update GCRTA Records Retention Schedules; Convert to electronic system; coordinate purging of obsolete records to reduce storage cost.
- Implement Enterprise Content Management System.
- Manages the Authority’s 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	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
501300	Labor Salaried Employees	56,355	55,480	57,565	58,892
501310	Overtime Salaried Employees	18	0	28	1,000
502000	Fringe Benefits	300,109	305,827	298,500	331,679
503000	Services	1,164	2,783	3,181	5,000
503052	Other Maintenance Contracts	137,293	138,773	141,639	146,462
504000	Materials & Supplies	235,069	151,875	175,235	13,600
504050	Office Supplies	22,455	21,550	5,650	134,000
509000	Miscellaneous Expenses	39,867	56,353	21,375	74,500
509020	Travel, Training & Conferences	0	0	0	100
509022	Meals & Concessions	84,370	90,130	83,785	96,250
512000	Leases & Rentals	49,961	33,969	99,938	89,000
Total		965,710	914,910	930,371	1,011,382

SUPPORT SERVICES DEPARTMENT STAFFING

Grade	Job Name	2014	2015	2016	2017
03	0304 Support Services Clerk	1.0	1.0	2.0	2.0
	0395 Mailroom Clerk	1.0	1.0	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.

2016 ACCOMPLISHMENTS

- Implemented I supplier
- Perfect Triennial review
- Implemented ne report writer
- Saved \$3,000,000
- Processed 7,077 Purchase orders valued at \$88,848,405.35

2017 PRIORITIES

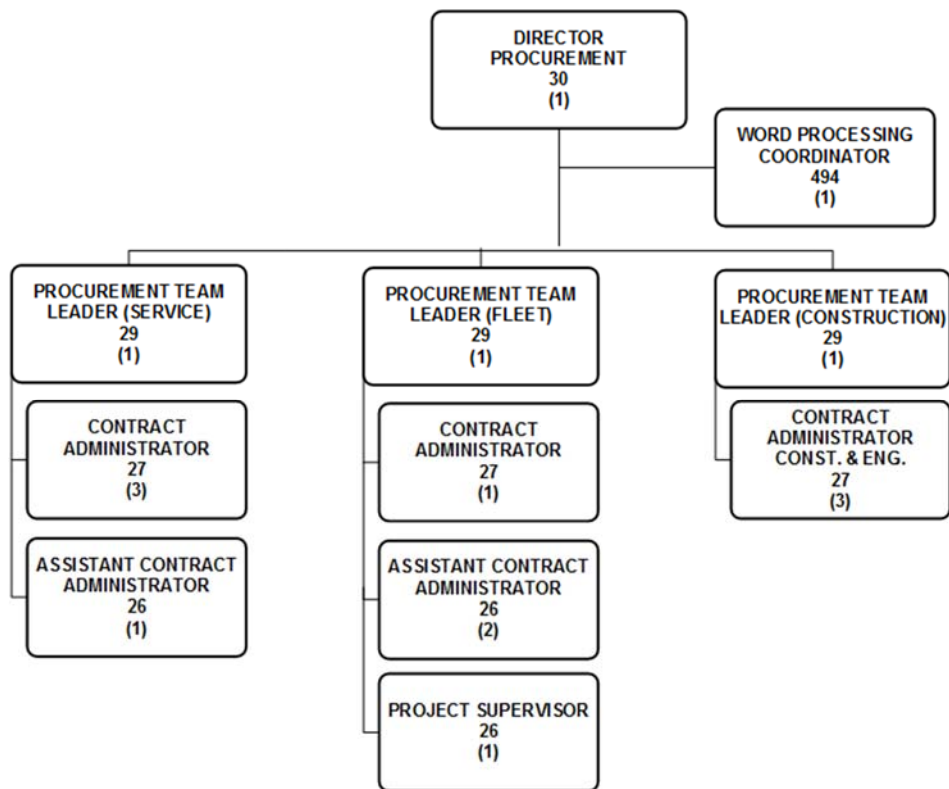
- Implement, monitor and improve procurement acquisition process to reduce procurement turnaround time.
- Expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Finalize the dashboard development for RTA.
- Implement National Institute of Governmental Purchasing (NIGP) Department Accreditation.
- Expand the use of P-Card usage.
- Implement new report writer and the development of new capabilities.

PROCUREMENT DEPARTMENT BUDGET

Object Class	Description	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
501300	Labor Salaried Employees	1,152,774	1,165,124	1,153,990	1,205,659
502000	Fringe Benefits	446,686	447,697	457,845	449,108
503000	Services	5,386	5,547	5,700	5,700
503020	Advertising Fees	17,434	16,689	17,632	16,500
503052	Other Maintenance Contracts	14,600	(357)	0	0
504000	Materials & Supplies	4,514	4,964	5,023	0
504050	Office Supplies	0	0	0	5,000
509000	Miscellaneous Expenses	19,430	7,524	12,960	5,000
509020	Travel, Training & Conferences	0	0	0	6,975
509022	Meals & Concessions	0	0	0	150
Total		1,660,827	1,647,188	1,653,149	1,694,092

PROCUREMENT DEPARTMENT STAFFING

Grade	Job Name	2014	2015	2016	2017
04	0494 Word Processing Coord.	1.0	1.0	1.0	1.0
26	1138 Project Supervisor	1.0	1.0	1.0	1.0
	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	1.0
	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 maximize, collect, 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, generating 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.

2016 ACCOMPLISHMENTS

- Supported additional fare collection needs and distribution of specialty/commemorative passes for the Authority on St. Patrick's Day, during the NBA Playoffs and Finals, NBA Championship Parade, RNC, MLB Playoffs and World Series and all Cleveland Browns home games.
- 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 launched the pilot program for Mobile Ticketing.
- Assisted with the revised fare collection process with the closure of tracks at the Tower City Station.
- On a monthly basis provided ridership numbers to the Marketing Department for distribution to the Executive Team.
- Continue to work with other GCRTA departments and vendors on the implementation of the GFI/ACS fare collection system.
- Fielded and resolved numerous customer issues regarding the fare collection system.

2017 PRIORITIES

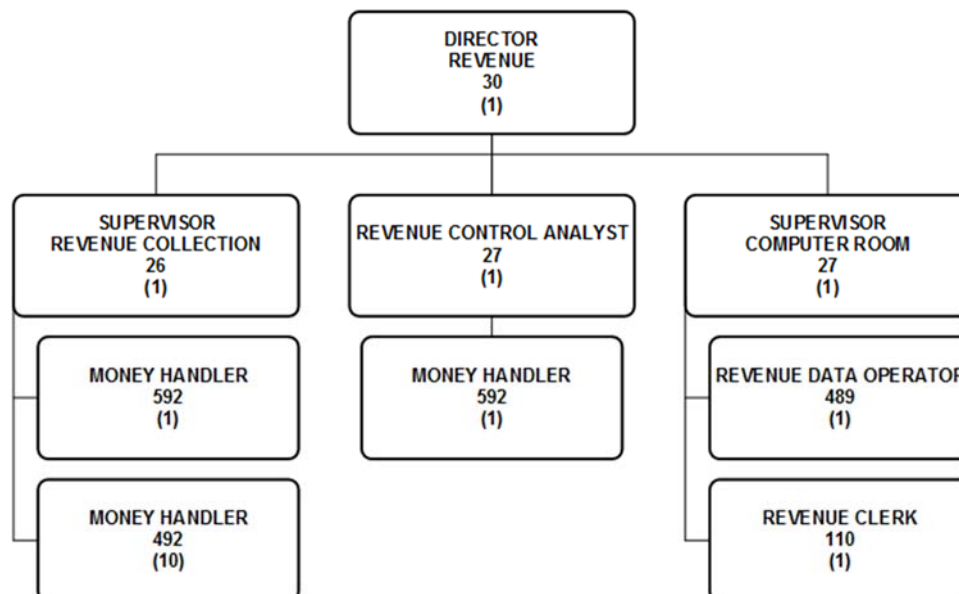
- Continue to prepare employee transition plan to include, but not limited to, the assistance of an MDP team member.
- Continue to work with both GFI and ACS toward the successful completion of the installation of the automated fare collection equipment, software, and peripherals.
- Ensure that fare-cards 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.
- 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.

REVENUE DEPARTMENT BUDGET

Object Class	Description	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
501300	Labor Salaried Employees	1,024,460	1,026,369	1,065,984	1,100,062
501310	Overtime Salaried Employees	26,424	30,644	28,290	34,600
502000	Fringe Benefits	402,241	401,292	429,389	415,395
503000	Services	408,496	413,017	395,859	0
503052	Other Maintenance Contracts	0	0	0	439,000
504000	Materials & Supplies	268,814	272,556	274,743	305,500
504050	Office Supplies	0	0	0	400
509000	Miscellaneous Expenses	5,736	5,477	765	1,500
509020	Travel, Training & Conferences	0	0	0	2,825
509022	Meals & Concessions	0	0	100	50
Total		2,136,171	2,149,355	2,195,130	2,299,332

REVENUE DEPARTMENT STAFFING

Grade	Job Name	2014	2015	2016	2017
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 Supv 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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