

# 02- FINANCE DIVISION

## OVERVIEW

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

Success Outcomes: **Customer Experience** **Community Impact** **Employee Investment** **Financial Health**

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.

## 2023 ACCOMPLISHMENTS

- Obtained over \$216.2 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 from the Government Finance Officers Association (GFOA).
- Received Distinguished Budget Presentation Award from the GFOA for the 2023 Budget Document.
- Assisted in the completion of the Single Audit.
- Managed the successful completion of the Federal Transit Administration (FTA) triennial review.
- 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 2024 Operating Budget.
- Managed 2023 expenditures to continue the transfer to the Railcar Replacement fund for \$10 million.
- Continued the strategic management of unrestricted revenues for a long-term plan of allocating funds to meet the Authority's operating and capital needs.
- Managed the TRACTION program.
- Managed the 2023 Capital Improvement Plan (CIP) and developed the 2024-2028 CIP.
- Managed the 2023 Capital Grants Application process.
- Maintained excellence in financial stewardship and accountability.
- Assisted in the negotiation of a new ATU labor agreement.
- Successfully negotiated the CMSD contract for the 2023-24 school year.
- Assisted in the development of the Transit Ambassador program.
- Assisted in the development of the Civilian Oversight Committee.

- Conducted financial projections to ensure on-going financial stability.
- Completed an upgrade of Oracle to the latest software version and transitioned to an Infrastructure as a Service platform.
- Launched new software application to increase overall efficiency:
  - Canto – digital asset management software
  - Procore – a unified project management platform

## 2024 PRIORITIES

### Customer Experience

- Lead the discussions streamlining the fare collection process incorporating state of the art technologies.
- Administer 2024 Capital Grant Application process.
- Develop 2025 Capital Improvement Plan (CIP) and 2025-2029 CIP Program.
- Support and maintain the current Fare Collection System.
- Lead the discussions regarding new fare collection equipment.

### Community Impact

- Develop a plan to continue to secure funding for Rail Car Replacement.
- Manage the TRACTION Program and lead efforts in the Authority's strategic planning performance management.
- Negotiate CMSD contract for the 2024-25 school year.

### Employee Investment

- Drive a culture of continuous improvement in the Finance Division.
- Assist with the FOP labor contract negotiations.
- Assist the Human Resources Division in completing the implementation of the selected Applicant Tracking System to improve the hiring process.

### Financial Health

- Implement process improvements that support the Authority's strategic plan.
- Manage the 2024 Operating Expenses to reflect a 5% savings and manage the overall 2024 Capital Improvement Plan (CIP).
- Continue to expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Maintain excellence in financial stewardship.
- Continue to maintain and improve cash handling processes, fare collection security and vaulting process.
- Prepare Annual Comprehensive Financial Report conforming to the requirements outlined by the Government Finance Officers Association (GFOA) for the year ended December 31, 2023.
- 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 administrative costs.
- Continue management of Authority’s Records Management Program.
- Continue to manage the Energy Risk Management Program to ensure budget stability.
- Develop 2025 Operating Budget.
- Conduct thorough review of polices and update as necessary.
- Develop 2024 Budget Document conforming to the requirements by the GFOA.
- Provide financial oversight to control costs and sustain financial health.

## 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 2024 Organizational Scorecard is shown in the Budget Management section of the Budget Guide. The results of the 2023 Finance Division scorecard are shown below, and the divisions were still developing their 2024 strategic scorecards to support GCRTA’s Strategic Plan as of the writing of this report.



## Finance 2023

Success Outcomes	Metric	Definition	FY2023 Performance Goals	Objective	Annual 2023
					Actual Results
<b>Customer Experience</b>	Financial Management - Customer Perception	% of customers that agrees or strongly agrees that GCRTA manages financial resources appropriately	62%	↑	55%
<b>Community Value</b>	Financial Management - Community Perception	% of community that agrees or strongly agrees that GCRTA manages financial resources well	34%	↑	26%
<b>Financial Sustainability</b>	General Fund Transfer to Capital/Rolling Stock Reserve Fund	Transfers to capital and Rolling Stock Reserve Fund higher than any board policy.	\$10,000,000	—	\$10,000,000
	Operating Ratio : Expense Covered by Own Source Revenue	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)	13%	—	12%
	One-Month Operating Reserve	Maintain balance of 1 month operating reserve	1	—	1.4
	Three-Year Net Position	Minimum of 1 month operating reserve on the rolling 3-year basis	1	—	2.0
	Accounts Receivable Aging	% reduction in 90 days due in accounts receivable aging report	-10%	↓	-33%
	Operating Budget Used	The % of actual expenses (year to date) vs. annual budget.	25%, 50%, 75%, 100%	—	98%
<b>Employee Engagement</b>	Division Employees Agree Supervisor Invested in Growth and Success	% of employees that agree (or strongly agree) that their Supervisor is invested in their growth and success	76%	↑	73%
	Division Employees Understand Vision and Direction of GCRTA	% of employees that strongly agree (or strongly agree) that they understand the vision and direction of GCRTA	75%	↑	72%
	Division Employees Understand How Performance Linked to Organizational Success	% of employees that strongly agree (or strongly agree) that they understand how their performance contributes to organizational success	77%	↑	73%

# 10- OFFICE OF BUSINESS DEVELOPMENT

## OVERVIEW

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

## 2023 ACCOMPLISHMENTS

### DBE Participation

36.1 % DBE Participation on Board approved FFY 2023 contracts of \$ 31,631,847 for a total DBE Subcontracting opportunities of \$ 11,434,067 (not including Transit Motor Vehicles and Real Estate, as per federal regulations).

### DBE Certifications

- New Certifications: 17
- No Change Declaration: 81
- On-Site Review: 10
- Administrative Withdrawal: 6
- Denials 1

### Program Compliance

- Contract Goal Setting: 84
- Certified Payrolls Reviewed:
- Monitoring: 11

### Outreach and Community Engagement

- Attended Equity & Inclusions Conference – Next Level Thinking on Achieving Sustainable Progress
- Attended Freedom Fund Dinner
- Attended American Contract Compliance Association (ACCA) Conference in Memphis, TN
- Attended Equitable Advisors outreach – Community leaders discussion on ways to financial empowerment in the Black Community
- Attended B2Gnow Drive Training in Scottsdale, Arizona
- Attended Greater Cleveland Partnership Luncheon
- Attended the Turner School of Construction event.
- Participated on the Greater Summit Conference & Expo's Recognition Networking Event at the Akron/Canton Airport
- Participated on Ohio UCP Training – Certification Foundations
- Participated in Affiliation training by SBA.
- Participated in the 9<sup>th</sup> Greater Summit Business Conference & Expo Matchmaker
- Participated on Federal Transit Administration (FTA) Comprehensive Review Workshop
- Participated on NEOHCED 3<sup>rd</sup> Construction Opportunities Fair at Max Hays High School
- Participated in the Unified Certification Zoom meeting.
- Participated on Midtown Collaboration Center Construction & Trade Connection Event

- Presented at the President’s Council: Work it Wednesdays on Doing Business with GCRTA at the Beachwood Mall
- Presented at SBA’s 2023 Community Navigator Pilot Program Monthly Hub meeting.
- Presented at SBA’s Opportunities in Contracting – HUD Section 3 workshop.
- Host: How To Do Business with GCRTA
- Facilitated DBE Contract Compliance training with Central Ohio Transit Authority (COTA)

## 2024 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
<b>Success Outcomes:</b>				
<ul style="list-style-type: none"> <li>• Certification of firms to participate as DBE contractors, establishing DBE goals on contracts, ensuring program compliance with Federal regulations, and effective community outreach. (CI).</li> <li>• 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 (CI).</li> <li>• Encourage and monitor the utilization of women and minority workers on GCRTA construction projects. (CI).</li> <li>• Increase the number of firms and total spend that women and minority-owned businesses and small business enterprises (SBEs) represent among contracts awarded in 2023 (CI).</li> <li>• Increase Hispanic Contracting Opportunities (CI).</li> <li>• Continue Employee Development, FTA, American Contract &amp; Compliance Association (ACCA), Diversity Equity &amp; Inclusion (DEI), Conference of Minority Transportation Official (COMTO) &amp; DBE Training (EI).</li> <li>• Business 2 Government Compliance System (B2Gnow) (EI, FH).</li> </ul>				

## OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT BUDGET

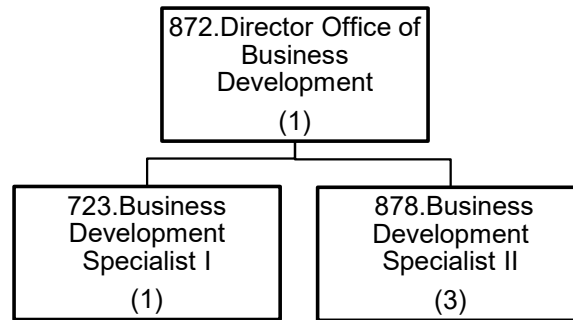
Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501300	Salaried Employees Labor	\$324,558	\$345,086	\$399,353
502000	Fringe Benefits	128,756	125,467	127,660
503020	128dvertisement Fees	100	0	800
504000	Materials & Supplies	1,411	1,365	2,050
509000	Miscellaneous Expense	2,949	6,823	17,700
509022	Meals/Food/Per Diem	810	287	1,000
<b>Total</b>		<b>\$458,584</b>	<b>\$479,028</b>	<b>\$548,563</b>

## OFFICE OF BUSINESS DEVELOPMENT STAFFING

Grade	Job Name	2022	2023	2024
105	0723.Business Development Specialist I	1	1	1
109	0878.Business Development Specialist II	2	2	3
114	0872.Director	1	1	1
<b>Total</b>		<b>4</b>	<b>4</b>	<b>5</b>



## OFFICE OF BUSINESS DEVELOPMENT ORGANIZATION CHART



Total FTE's = 5 In January 2024, OBD transferred 1 FTE back to OMB not reflected in FTE counts above.

# 60- ACCOUNTING DEPARTMENT

## OVERVIEW

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.

## 2023 ACCOMPLISHMENTS

- Implemented process improvements that support the Authority’s strategic plan.
- Migrated Financial Systems and Reporting to the Oracle IAAS application.
- Continued efforts in improving and increasing internal financial reporting.
- Continued to improve department performance and expedite workflow.
- Coordinated the completion of the 2022 Financial Audit and Single Audit, obtaining the Ohio Auditor of State Award with Distinction.
- Obtained the Certificate of Excellence in Financial Reporting for the Fiscal Year Ended December 31, 2021, from the Government Finance Officers Association (GFOA).
- Prepared the Annual Comprehensive Financial Report conforming to the requirements outlined by the GFOA for the year ended December 31, 2022.
- Continued to centralize contracts and agreements for leases and other revenue generating opportunities.
- Continued to participate in improving Accounting Financial Metrics for 2023.
- Continued to manage the Energy Risk Management Program to ensure budget stability.
- Participated in the fare policy improvements for 2023.
- 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.
- Participated in the Federal Transit Administrations (FTA) triennial audit resulting in a “clean” audit report for Finance.

## 2024 PRIORITIES

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success Outcomes:	(CE)	(CI)	(EI)	(FH)
<ul style="list-style-type: none"> <li>• Continue to implement process improvements that support the Authority’s strategic plan (FH,CE).</li> <li>• Continue to evaluate the Oracle based expense report for travel as an online process (FH).</li> <li>• Continue efforts in improving and increasing internal financial reporting (FH).</li> <li>• Continue to improve department performance and expedite workflow (FH).</li> <li>• Coordinate completion of the 2023 Financial Audit and Single Audit (FH).</li> <li>• Prepare and submit the Annual Comprehensive Financial Report to the GFOA (FH).</li> <li>• Continue to centralize contracts and agreements for leases and other revenue generating opportunities (FH).</li> <li>• Continue to participate in improving Accounting Financial Metrics for 2024 (FH).</li> <li>• Continue to manage the Energy Risk Management Program to ensure budget stability (CE, CI,FH).</li> <li>• Participate in the fare policy improvements for 2024 (CE, CI, FH).</li> <li>• 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 (FH).</li> </ul>				





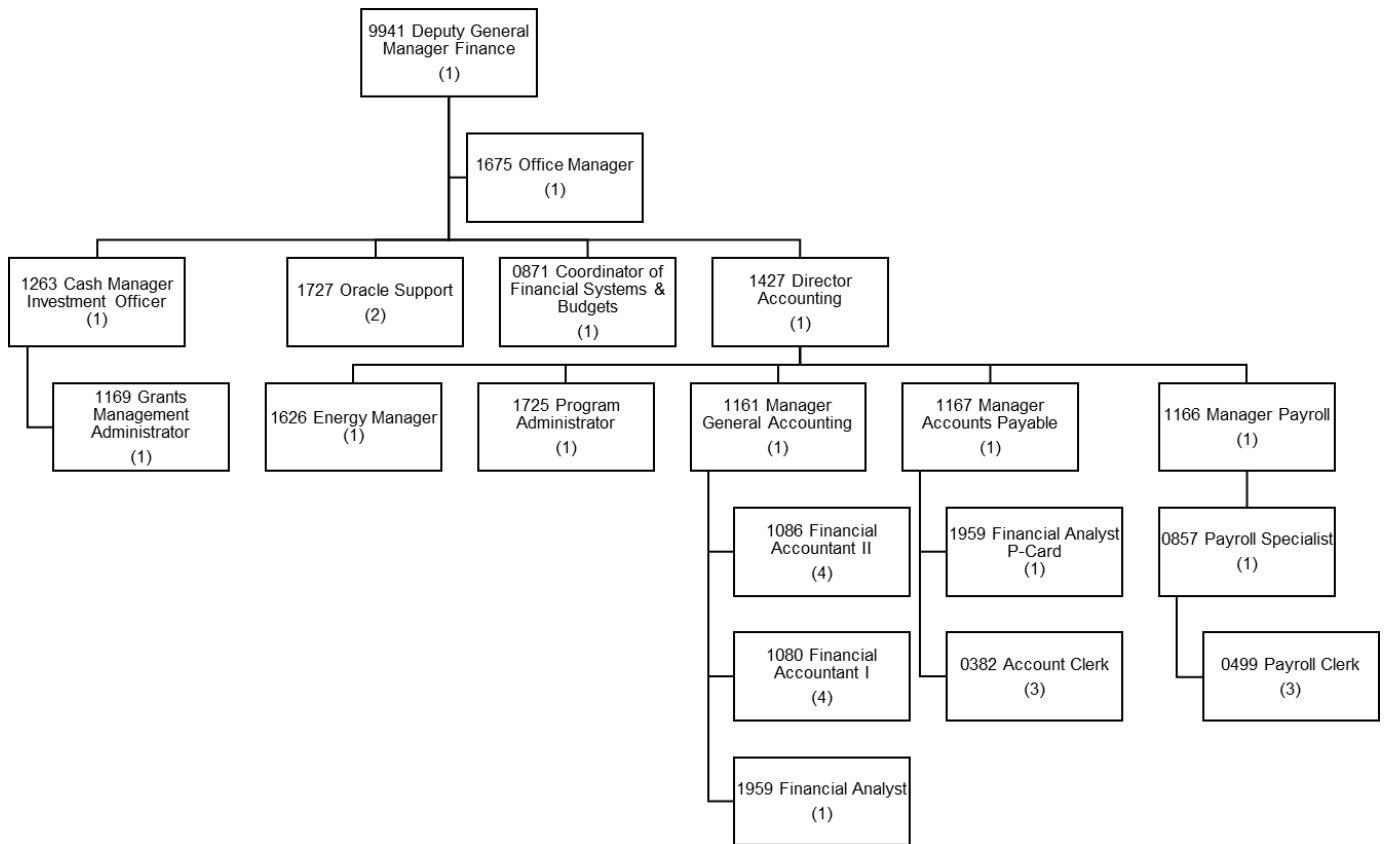
## ACCOUNTING DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024
501200	Hourly Employee Labor	\$241	\$0	\$0
501300	Salaried Employees Labor	1,845,999	2,144,009	2,331,348
501310	Salaried Employees Overtime	9,548	15,484	30,000
502000	Fringe Benefits	736,037	755,227	719,125
503000	Services	594,456	582,995	950,500
503049	Temporary Service	55,884	1,093	20,000
503052	Other Maintenance Contract	9,479	5,018	8,700
504000	Materials & Supplies	6,861	7,985	10,500
507000	Tax	20,012	21,830	0
509000	Miscellaneous Expense	5,817	3,860	56,900
509022	Meals/Food/Per Diem	258	1,825	2,000
<b>Total</b>		<b>\$3,284,592</b>	<b>\$3,539,326</b>	<b>\$4,129,073</b>

## ACCOUNTING DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
03	0382.Account Clerk	3	3	3
04	0499.Payroll Clerk	2	3	3
25	1675.Office Manager	1	-	-
26	1727 ERP Analyst	2	-	-
28	0871 Coord Financ Syst & Budgets	1	-	-
106	1959.Financial Analyst	2	2	4
106	1725.Progr Admin/Financ Analyst	1	1	1
107	0725.Executive Assistant	0	1	1
108	0857.Payroll Specialist	1	1	1
108	1080.Financial Accountant I	3	4	4
110	1086.Financial Accountant II	4	4	4
110	1169.Grants Management Administrator	1	1	1
111	1626.Energy Manager	1	1	1
113	1161.Manager of General Accounting	1	1	1
113	1166.Manager of Payroll	1	1	1
113	1167.Manager of Accounts Payable	1	1	1
113	1263.Cash Manager/Investment Officer	1	1	1
114	1427.Director - Accounting	1	1	1
116	9941.DGM - Finance Division	1	1	1
<b>TOTAL</b>		<b>28</b>	<b>27</b>	<b>29</b>

# ACCOUNTING DEPARTMENT ORGANIZATION CHART



Total FTE's = 29

# 61- MANAGEMENT INFORMATION SERVICES

## OVERVIEW

The Management Information Services Department is contained within the Finance Division and provides critical services including maintaining existing systems, improving existing service, selecting new systems, 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 allows the Authority to enhance its ability to make critical business decisions backed by data.

## 2023 ACCOMPLISHMENTS

- Continued to utilize a business process for evaluating new technologies requested by subject matter expert groups within the authority.
- Deployed Contracts with Implementation partners to bring online new technologies that enhanced existing systems and help us bring new systems online.
- Updated the Drupal based Intranet platform to allow for enhanced functionality and flexibility to meet business needs.
- Further leveraged the Single Sign-on (SSO) capabilities to create easier user transition across tools and applications.
- Launched Oracle Infrastructure as a Service (IaaS) upgrade dramatically improving our disaster recovery and survivability posture without losing years of customizations.
- Created a 10-year runway of support for our current Oracle platform to allow us to enhance functions and review our best long-term strategies.
- Actively building out products that will assist the HR/HRIS/Marketing teams in streamlining their business processes.
- Leveraging The M365 Microsoft platform to expanded automation of repetitive business tasks using Power Automate.
- Expanded backup solution capability and survivability of mission critical systems, including off-site replication of data, to protect more target systems.
- 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.
- Increased usage of formal project management techniques to track and deploy projects.
- Implemented new SplashBI Oracle reporting platform.
- Added two new team members.

## 2024 PRIORITIES

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

- Work to build out the support for HR/HRIS System (FH)
- Create our standing Documentation and Testing Team to meet the demands of operating Software as a Service (SaaS) systems (EI, FH).
- Continue to evaluate how we can leverage the Oracle IaaS environment (EI, FH).
- Establish Enterprise Content Management Project Strategy (EI, FH).
- Fill vacant roles and identify other opportunities to enhance support (EI, FH).
- Deploy Learning Management System (EI, FH).
- Kickoff Ticket Vending Machine (TVM)/Customer Service Kiosk (CSK) replacement project (CE, FH).
- Introduce Account Based Ticketing on the EZFare Platform (CE, 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, EI, FH).
- Continue support of major business systems, Oracle, Kronos Dimensions, UKG Ready, Genfare, EZFare, and Ultramain (CE, EI, FH).
- Engage stakeholders with IT analysts to work to implement business process improvement in all divisions (EI, FH).

## MANAGEMENT INFORMATION SERVICES DEPARTMENT BUDGET\*

<b>Object Class</b>	<b>Description</b>	<b>2022 Actual</b>	<b>2023 Actual</b>	<b>2024 Budget</b>
501300	Salaried Employees Labor	\$2,181,699	\$933,506	\$1,075,594
501310	Salaried Employees Overtime	29	0	0
502000	Fringe Benefits	865,510	339,631	376,241
503000	Services	19,229	71,024	783,660
503049	Temporary Service	95,542	2,127	0
503052	Other Maintenance Contract	4,311,537	1,479,425	1,466,696
504000	Materials & Supplies	326,665	43,981	36,200
505022	Telephone and Data Services	385,512	367,492	0
509000	Miscellaneous Expense	94,006	17,263	14,950
509022	Meals/Food/Per Diem	210	831	500
512000	Leases & Rentals	0	0	0
<b>Total</b>		<b>\$8,279,939</b>	<b>\$3,255,280</b>	<b>\$3,753,841</b>

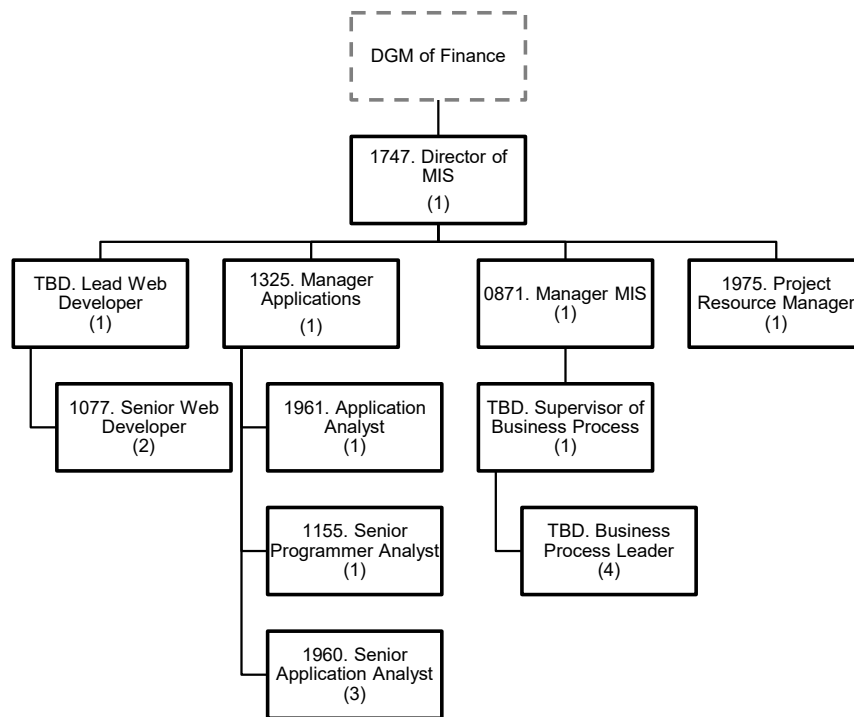


MANAGEMENT INFORMATION SERVICES DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
108	1961.Application Analyst	-	1	1
109	XXXX Business Process Analyst	-	-	1
110	1077.Senior Web Developer	1	2	2
110	1960.Senior Application Analyst	4	3	3
110	XXXX Supervisor of Business Process	-	-	1
110	1155.Sr Programmer Analyst	1	1	1
111	0871.Coordinator of Management Information Services Systems	-	3	2
112	1325.Manager - Applications	1	1	1
112	1975.Project Resource Manager	-	1	1
114	1747.Director of Management Information Services	1	1	1
24	1646.User Support Analyst	1	-	-
25	0760.Database Analyst	1	-	-
25	1961.Application Analyst	1	-	-
25	1647.Web Application Specialist	1	-	-
26	1082.System Administrator	2	-	-
26	1727. ERP Analyst	-	-	2
26	0960 User Support Specialist	2	-	-
26	1072.Telecom Specialist	1	-	-
27	0962.Desktop Engineer II	1	-	-
27	0969.Information Technology Engineer	1	-	-
27	1070.Data Base Administrator	1	-	-
27	1091.Senior System Administrator	1	-	-
27	1632.User Support Architect	1	-	-
27	0756 Network Engineer	1	-	-
27	1745.Lead Telecommunications Specialist	1	-	-
28	0795. Network Engineer Supervisor 6130	1	-	-
28	1633.IT Security Engineer	1	-	-
28	1648.Lead Database Administrat.	1	-	-
28	1654 IT Project Assistant	1	-	-
29	0783 Manager of Information Technology Services 6120	1	-	-
29	1321 Manager of Information Technology Infrastructure 6130	1	-	-
<b>Total</b>		<b>30</b>	<b>13</b>	<b>16</b>

\* The departments of Management Information Services and Information Technology reorganized during 2023, and several of the staff transferred from this budget to Information Technology.

MANAGEMENT INFORMATION SERVICES ORGANIZATION CHART\*



Total Dept 61 FTE's = 16

# 62-SUPPORT SERVICES DEPARTMENT

## OVERVIEW

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.

## 2023 ACCOMPLISHMENTS

- Continued efforts in Records Management Program by updating GCRTA Records Retention Schedules and coordinating the purging of obsolete records to reduce storage cost:
  - Disposal of 72 boxes in off-site storage as well as electronic invoice files dated from 2006-2017 contained in the scanning software system. Seventeen (17) department retention schedules submitted to and approved by The Ohio History Connection.
- The Copy Center at Main Office continued with printing of the drivers pick packets which initially began in the wake of the pandemic and was previously handled by outside print companies.
- Continued work with the IT department to utilize AirSlate for more efficient tracking of department requests.
- New digital color printer and new address machine procured and installed at the Print Shop.

## 2024 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
• Records Management Program (CI) – <ul style="list-style-type: none"><li>○ Renewal of records management contract, requesting sole source for the next 5 years.</li><li>○ Continuous efforts to update GCRTA Records Retention Schedules and coordinate purging of obsolete records to reduce storage costs.</li></ul>				
• Continued work with IT to collaborate on an Inventory Management System for inventory tracking and control of paper products provided by Support Services (FH).				
• Manage the Authority's mail, shipping and receiving services (CE).				
• Reduce costs 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 (FH).				
• Provide printing service for timetables and other corporate printing needs (CE).				
• Provide high-tech duplicating services, mail management, mail and package delivery to our facilities and other business establishments (CE).				
• Provide other services to support the Authority: office supplies and district vending machines (EI).				

**SUPPORT SERVICES DEPARTMENT BUDGET**

<b>Object Class</b>	<b>Description</b>	<b>2022 Actual</b>	<b>2023 Actual</b>	<b>2024 Budget</b>
501200	Hourly Employee Labor	\$66,680	\$69,361	\$72,282
501210	Hourly Employee Overtime	0	0	100
501300	Salaried Employees Labor	462,770	505,889	531,849
501310	Salaried Employees Overtime	1	16	2,500
502000	Fringe Benefits	211,329	207,253	200,822
503000	Services	11,407	7,144	10,600
503049	Temporary Service	2,112	0	0
503052	Other Maintenance Contract	99,588	116,157	145,660
504000	Materials & Supplies	1,967	1,207	10,100
504051	Postage Expense	44,462	48,904	60,000
504052	Duplication Materials & Supplies	59,625	109,057	105,000
509000	Miscellaneous Expense	211	2,012	6,808
512000	Leases & Rentals	90,363	108,510	126,000
<b>TOTAL</b>		<b>\$1,050,515</b>	<b>\$1,175,510</b>	<b>\$1,271,721</b>

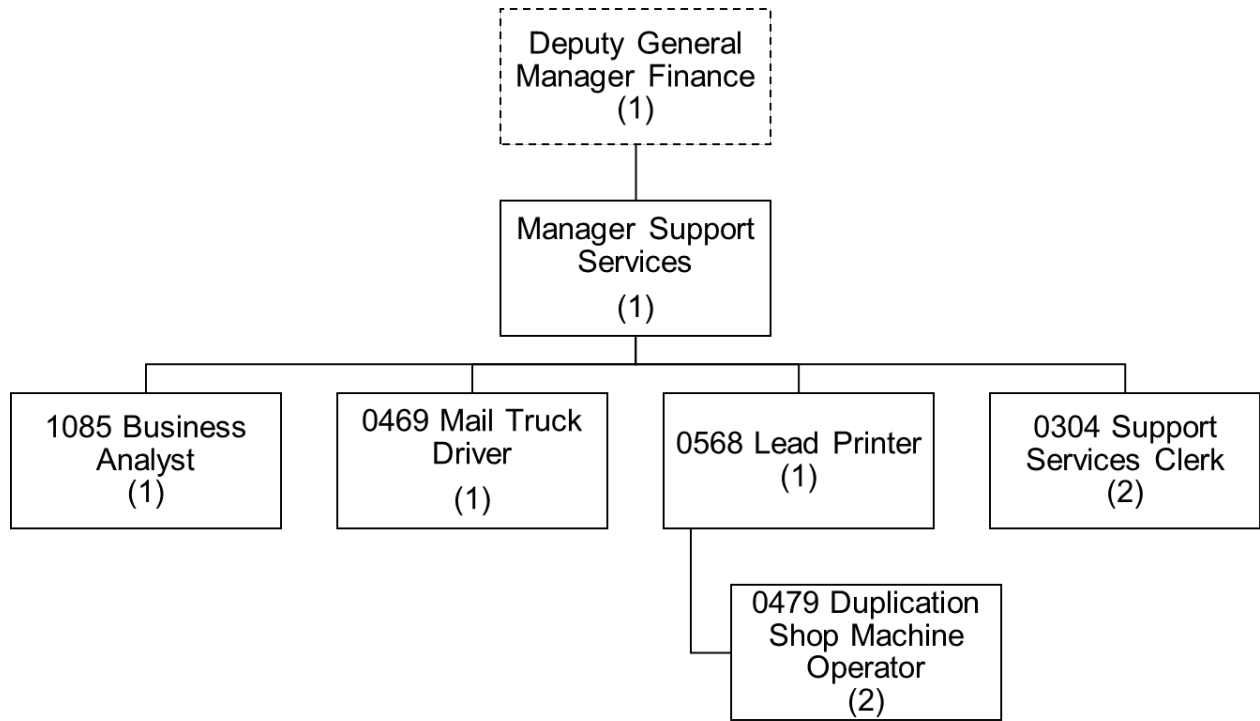
**SUPPORT SERVICES DEPARTMENT STAFFING**

<b>Grade</b>	<b>Job Name</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
03	0304.Support Services Clerk	2	2	2
04	0469.Mail Truck Driver	1	1	1
04	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
<b>TOTAL</b>		<b>8</b>	<b>8</b>	<b>8</b>





SUPPORT SERVICES DEPARTMENT ORGANIZATION CHART



Total FTE's = 8

# 64- PROCUREMENT DEPARTMENT

## OVERVIEW

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.

## 2023 ACCOMPLISHMENTS

- Continue to increase competitive opportunities through multiple outreach activities.
- Four (4) Contract Administrators appointed to the National Institute of Government Purchasing Association Board of Directors, Northeast Ohio Branch, including the offices of President, Immediate Past President, Vice President, Treasurer and Secretary.
- Received zero deficiencies from the FTA during their Triennial Audit Review of procurement contracts spanning 2019-2022.
- Continued to update all contracts and templates to incorporate new FTA regulatory changes, insurance requirements, etc.
- Efficiently continued purchasing and expediting efforts to secure materials for continued operations while in a high inflationary and severe supply chain shortage situation.
- Processed 4759 Purchase orders valued at \$374,637,428.
- Awarded contract for the New Railcar Fleet, a huge achievement for the Authority..
- Awarded contract for a new Trunk Line Signal System.
- Awarded contracts for Contracted Paratransit Services.
- Awarded contract for CNG Operations and Maintenance Services.
- Awarded contract for an Applicant Tracking System.
- Awarded contract for On-Call Architecture/Engineering Services
- Awarded contract for Rail Grinding Services
- Awarded contract for a Casualty Insurance Broker
- Awarded contract for Waterfront Line Platform and Track Repairs
- Awarded contract for Transitmaster Software Hosting Services
- Awarded contract for Rehabilitation of Track/Platform Bridges over W. 117th Street
- Awarded contract for Catenary Rehabilitation Phase 2
- Awarded contract for Engineering Services for Special Bridge Inspections
- Awarded contract for On-Call Construction Inspection Services
- Awarded contract for Micro Transit Program
- Awarded contract for On-Call Testing and Reporting Services
- Awarded contract for A/E Services for E. 79<sup>th</sup> Street light Rail Station Reconstruction
- Awarded contract for Eight Full Size Pickup Trucks
- Awarded contract for Track Geometry Testing
- Awarded contract for Banking Services
- Awarded contract option for an additional 6 New Railcars.

- Awarded contract for Elevator and Escalator Maintenance
- Awarded contract for Transit and Shelter Advertising Services
- Awarded contract for CAD/AVL Maintenance and Support Services
- Continue to provide the Procurement 101 Training presentation to any, and all requesting departments, including being added to the new employee orientation agenda.
- Participated in the Authority-wide Oracle IaaS Implementation and Ultramain upgrades.

## 2024 PRIORITIES

Strategic Plan Success Outcomes:	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
<ul style="list-style-type: none"> <li>• Continue to monitor and improve procurement acquisition process to reduce procurement turnaround time (FH, CI).</li> <li>• Expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure (FH, CE).</li> <li>• Continue scheduling and presenting updated Procurement 101 Training Program to all requesting departments (EI).</li> <li>• Continue National Institute of Governmental Purchasing (NIGP) Department Accreditation (EI, FH).</li> <li>• Support the Authority's implementation of the Strategic Plan and Mission Statement and Traction Performance Measurements FY 2024 (FH, CI, CE).</li> <li>• Award contract for Digital Color Printing System (FH).</li> <li>• Award contract for Design of MetroHealth BRT (CE, CI, FH).</li> <li>• Award contract for Transit Access Barrier Study (CE, CI, FH).</li> <li>• Award contract for Tower City East Portal Rehabilitation (CE, CI, FH).</li> <li>• Award contract for a/E Services for Brookpark Rail Shop (CI, FH).</li> <li>• Award contract for On-Call Bridge Engineering Services (CE, CI, FH).</li> <li>• Award contract for Port of Cleveland Connection to Waterfront Line (CE, CI, FH).</li> <li>• Award contract for Rapid Station Cleaning Services (CE).</li> <li>• Award contract for Tower City East Portal Construction Inspection Services (CI).</li> <li>• Award contract for Railcar Program CRMF Mod. Design (CE, CI, FH).</li> <li>• Award contract for Light Rail Fiber Optic Design (CE, CI, FH).</li> <li>• Award contract for Broadway Corridor TOD Study (CE, CI, FH).</li> <li>• Award contract for Fleet Electrification Study (CE, CI, FH).</li> <li>• Award contract for Red Line Signal System Design (CE, CI, FH).</li> <li>• Award contract for Port Connector Program (CE, CI, FH).</li> <li>• Award contract for Warrensville Van Aken Station Rehabilitation (CE, CI, FH).</li> <li>• Award contract for Advertising Services (CE, CI, FH).</li> <li>• Continue interdepartmental cross training of staff (EI).</li> <li>• Continue to support and participate in follow-up testing of Ultramain and Oracle, as needed (CE, FH).</li> <li>• Participate in the Auditor of State Review of 2023 Financials (FH).</li> </ul>				

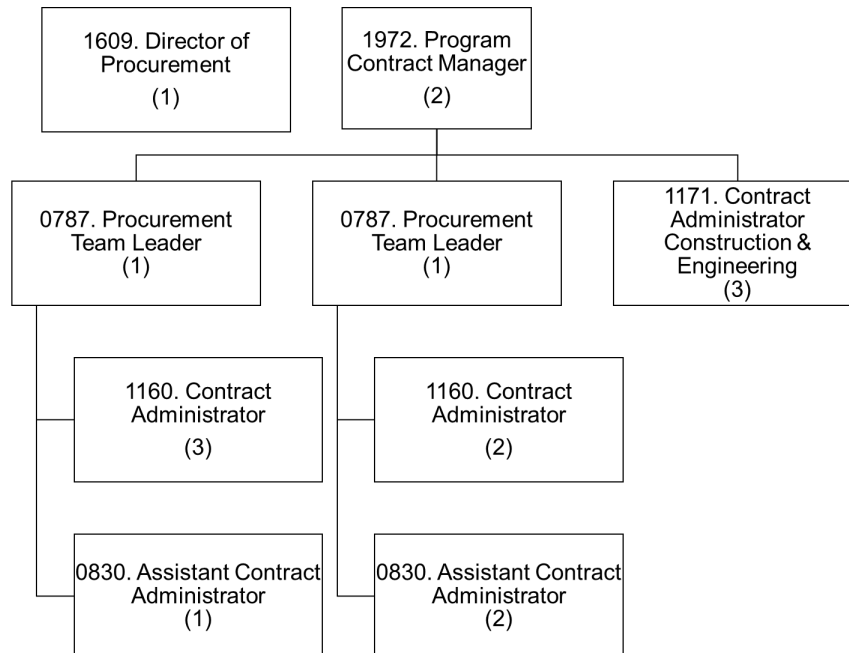
## PROCUREMENT DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501300	Salaried Employees Labor	\$1,214,190	\$1,359,931	\$1,405,925
502000	Fringe Benefits	490,145	492,105	428,927
503000	Services	6,575	6,904	6,700
503020	Advertisement Fees	13,243	16,170	13,000
504000	Materials & Supplies	101	272	4,000
509000	Miscellaneous Expense	6,283	14,310	13,400
509022	Meals/Food/Per Diem	620	952	500
<b>Total</b>		<b>\$1,731,157</b>	<b>\$1,890,644</b>	<b>\$1,872,452</b>

## PROCUREMENT DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
27	1171.Contr Admin	3	-	-
108	0830.Contract Administrator I	3	3	3
110	1160.Contract Administrator II	5	8	8
113	0787.Procurement Team Manager	2	2	2
113	1972.Program Contract Manager	2	2	2
114	1609.Director - Procurement	1	1	1
<b>Total</b>		<b>16</b>	<b>16</b>	<b>16</b>

## PROCUREMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 16

# 65- REVENUE DEPARTMENT

## OVERVIEW

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.

## 2023 ACCOMPLISHMENTS

- On a daily basis collected fare revenue from all rolling stock as well as off board equipment.
- Provided support, packaging, and delivery by filling customer orders for magnetically encoded fare media.
- Supported additional fare collection needs and distribution of specialty/commemorative passes for the Authority on St. Patrick's Day, Opening Day, and other 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 Information Technology department, continued to support the EZ Fare Mobile Ticketing platform and implement the Just Ride Mobile Ticketing Platform with continuing efforts to implement Smart Cards and Fare Capping.
- On a weekly and monthly basis, reviewed ridership data provided by the ITS Department for reasonableness and accuracy.
- Continued to work with other GCRTA departments and vendors of the GFI/Conduent fare collection system with specific efforts towards contract closeout.
- Fielded and resolved numerous customer issues regarding the fare collection system which included fielding calls regarding the exchange of documents.

## 2024 PRIORITIES

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

Success Outcomes:

- Collect fares on a daily basis without issue (FH).
- Collect fares for special events in the safest and most efficient manner possible to create a more user-friendly public transit experience (FH).
- Continue to prepare employee transition plan to include, but not limited to, the assistance of an MDP team member (EI).
- Work with GFI toward the successful completion and the installation of the automated fare collection equipment, software, and peripherals including contract close-out (CE, FH).
- Ensure that fare-cards and passes are available for distribution to outlets and the general public and work as intended (CE, FH).

- Work on continuous improvement of the cash handling, fare collection equipment security, and the fare-box vaulting process (FH).
- Direct implementation of fare policies and continue to seek ways to improve education to the public (CE, CI).
- Continue to streamline the process and agreement with Cleveland Metropolitan School District (CMSD) and local colleges and universities (CI, FH).
- Enter into a multi-year agreement with CMSD to provide them with transportation services for their designated student body (CE, FH).
- Monitor activity of all Ticket Vending Machines (TVM's) and Customer Service Kiosks (CSK's) throughout the system and look for any abnormalities and report them to the appropriate team members (FH).
- Support the Authority in their effort to streamline fare collection for special events (CE, CI, FH).
- Enter into a new multi-year agreement with a provider to meet our revenue processing needs (FH).
- Submitted a CIP for the procurement of new fare collection equipment to be installed within the next four to six years (CE, FH).
- Continue cooperative effort with Masabi to implement Smart Card and Fare Capping (CE, FH).

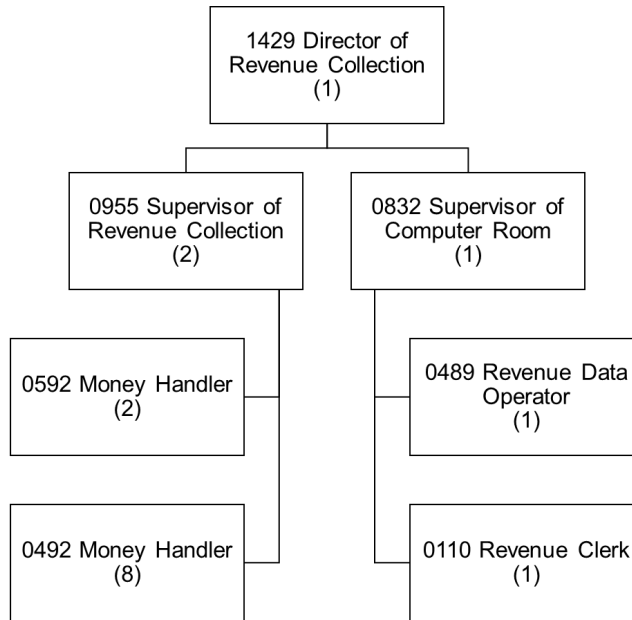
#### REVENUE DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501300	Salaried Employees Labor	\$1,001,042	\$1,140,126	\$1,213,863
501310	Salaried Employees Overtime	17,213	22,479	28,000
502000	Fringe Benefits	400,779	407,535	402,426
503052	Other Maintenance Contract	289,090	286,577	365,500
504000	Materials & Supplies	188,335	222,066	246,400
509000	Miscellaneous Expense	198	468	3,000
<b>Total</b>		<b>\$1,896,657</b>	<b>\$2,079,251</b>	<b>\$2,259,189</b>

#### REVENUE DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
01	0110.Revenue Clerk	1	1	1
04	0489.Revenue Data Operator	1	1	1
04	0492.Money Handler	9	9	8
05	0592.Money Handler	2	2	2
27	0750 Revenue Control Analyst	1	-	-
110	0832.Supervisor - Computer Room	1	1	1
110	0955.Supervisor - Revenue Collection	1	2	2
114	1429.Director - Revenue Collection	1	1	1
<b>Total</b>		<b>17</b>	<b>17</b>	<b>16</b>

# REVENUE DEPARTMENT ORGANIZATION CHART



Total FTE's = 16

# 67-OFFICE OF MANAGEMENT & BUDGET

## OVERVIEW

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

## 2023 ACCOMPLISHMENTS

- Managed the 2023 Operating Budget.
- Developed the 2024 Budget and Tax Budget.
- Developed the 2024 – 2028 CIP.
- Continued the 2024 Strategic Plan.
- Ended the year with a Fund Balance that exceeds a 30-Day Operating Reserve.
- Completed a clean triennial audit.
- Purchased 30 Rail Cars.
- Completed the 2022 National Transit Database submission successfully.
- Managed the Traction program, Strategic Plan in the Finance Division, and Strategic Plan Financial Stability.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the 2023 Budget Book.
- Held Preventive Maintenance reimbursed expenditures to General Fund to approximately \$1.0 million.
- Continued Oracle SaaS implementation.
- Supported MIS, HR, and HRIS in UKG Ready implementation.

## 2024 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
<b>Success Outcomes:</b> <ul style="list-style-type: none"> <li>• Continue the Traction program to incorporate the strategic plan through the Authority Finance Division, and Financial Health oversight (CE, CI, FH).</li> <li>• Lead the 2023 National Transit Database reporting and submittal (FH).</li> <li>• Continue to implement an agency-wide initiative to maintain a 1-month reserve through 2027 (FH).</li> <li>• Support and continue Oracle Modules SaaS implementation (FH, EI).</li> <li>• Repurpose PM Reimbursement grant funding for unfunded and underfunded projects (FH).</li> <li>• Work with Operations, Finance, and Engineering Divisions to purchase additional Rail Cars (CE, CI, FH).</li> <li>• Continue to transfer \$10 million to Reserve Fund to support Rail Car Procurement (CE, CI, FH).</li> <li>• Manage the 2024 Operating Budget (FH).</li> <li>• Develop the 2025 Tax Budget and Budget (FH).</li> <li>• Develop the 2025-2029 CIP (FH).</li> </ul>				



- Configure and implement budget management system (FH, EI).
- Manage and monitor federal and state grants and capital projects (FH, CI).
- Support and develop the UKG Ready Position Control program with HRIS and MIS (FH).
- Prepare for APTA Rail Conference with planning team (CI, CE).

#### OFFICE OF MANAGEMENT & BUDGET DEPARTMENT BUDGET

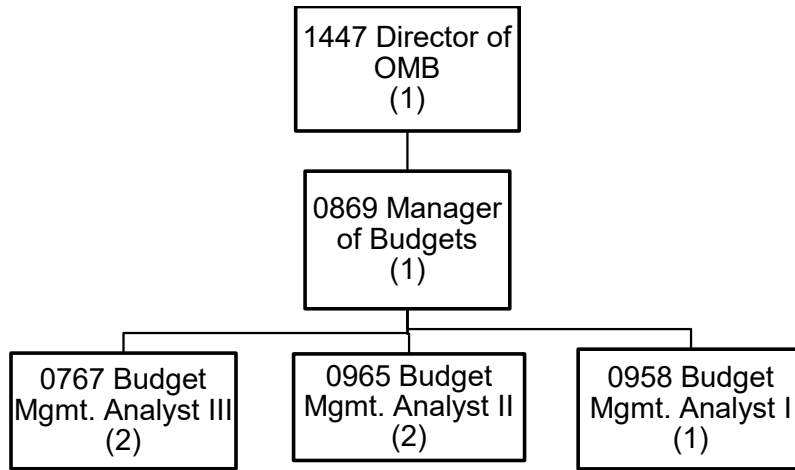
Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501300	Salaried Employees Labor	\$673,385	\$646,011	\$704,583
502000	Fringe Benefits	262,087	236,099	3,055,110
503000	Services	0	0	250,000
503020	Advertisement Fees	4,627	1,084	6,000
504000	Materials & Supplies	0	447	2,200
504021	CNG	1,712,359	2,132,190	2,038,000
505018	Natural Gas	746,996	1,102,629	720,000
505019	Water	316,421	325,471	444,000
505021	Electricity	1,685,343	1,681,746	2,008,400
509000	Miscellaneous Expense	10,003	2,344	81,000
509022	Meals/Food/Per Diem	0	159	1,250
<b>Total</b>		<b>\$5,411,221</b>	<b>\$6,128,180</b>	<b>\$9,310,543</b>

#### OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
109	0958.Budget Management Analyst	4.00	4.00	3.00*
111	0767.Senior Budget Management Analyst	2.00	2.00	2.00
113	0869.Manager of Budget	1.00	1.00	1.00
114	1437.Director-Office of Management and Budget	1.00	1.00	1.00
<b>Total</b>		<b>8</b>	<b>8</b>	<b>7</b>

\* In January 2024, OBD transferred 1 FTE back to OMB not reflected in FTE counts above.

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT ORGANIZATION CHART



Total FTE's = 7 In January 2024, OBD transferred 1 FTE back to OMB not reflected in FTE counts above.

# 99- FUND TRANSFERS DEPARTMENT

## OVERVIEW

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

## 2023 ACCOMPLISHMENTS

- Bond Retirement Fund transfer: Ending Balance Estimate: \$1.2 million > 1/12<sup>th</sup> of subsequent years debt service requirements.
- Insurance Fund: Ending Balance Estimate = \$6.6 million > \$5 million minimum ending balance.
- Supplemental Pension Fund: Ending Balance Estimate: \$1.4 million > last assessed value.
- Capital Improvement Fund transfer: 11% of Sales & Use Tax Funding transferred to Capital (goal: minimum 10%).
- Reserve Fund transfer: \$10 million amendment approved to increase the General Fund appropriation for a transfer to Reserve fund for Revenue Stabilization sub-fund.

## 2024 PRIORITIES

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

- Bond Retirement Fund: Year-End balance \$1.2 million > 1/12<sup>th</sup> of subsequent years debt service requirements (FH).
- Insurance Fund: Year-End Balance > \$5.4 million (FH).
- Supplemental Pension Fund: Ending Balance > last assessed value (EI, FH).
- Capital Improvement Fund: transfer of Sales & Use Tax to Capital – minimum of 10% (CE, FH).
- Reserve Fund transfer: A transfer of \$10.9 million is budgeted to the Reserve Fund for 1/12<sup>th</sup> of the 27<sup>th</sup> pay for hourly and salary employees and \$10 million for the replacement of the rail cars (FH).

## FUND TRANSFERS DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
510050	Transfer to/from Reserved Funds	\$60,878,615	\$10,878,615	\$10,878,615
510075	Transfer to/from RTA Capital Fund	44,725,757	21,866,868	17,483,041
510085	Transfer to/from Bond Retirement Fund	11,327,875	6,627,398	9,346,959
510090	Transfer to/from Insurance Fund	2,500,000	2,500,000	2,500,000
<b>Total</b>		<b>\$119,432,247</b>	<b>\$41,872,881</b>	<b>\$40,208,615</b>

