

## 2014 Department Budgets

### Finance & Administration Division

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# Finance & Administration Division

## Division Summary

### Loretta Kirk, Deputy General Manager

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.

#### 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.

#### 2013 Achievements

- ◆ Upgraded and replaced distributed network and client server applications.
- ◆ Supported telecommunications services, including audio, video and data.
- ◆ 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.
- ◆ Received Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) from the Government Finance Officer's Association (GFOA).
- ◆ Maintained and improved cash handling processes, fare collection security and vaulting process.
- ◆ Administered the Authority's Disadvantaged Business (DBE) Program to include certification of firms as a DBE contractor, compliance with federal regulations.
- ◆ Implemented regulations for Disadvantaged Business Enterprises.
- ◆ Managed Authority's Records Management Program.
- ◆ Administered 2013 Capital Grant Application process.
- ◆ Completed upgrade to Oracle computer systems.
- ◆ Implemented process improvements within Finance & Administration Division.
- ◆ Assisted with Energy Price Risk Management Program.
- ◆ Supported ongoing development of short and long range Information Technology (IT) Strategic Plans and IT Governance.

# Finance & Administration Division

## 2014 Priorities

- ◆ Upgrade, maintain and replace distributed network and client server applications.
- ◆ Maintain, support, upgrade and replace telecommunications services, including audio, video and data, as required.
- ◆ Support ongoing development of short and long range Information Technology (IT) Strategic Plans and IT Governance.
- ◆ Expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- ◆ Monitor procurement processes to reduce time required to process payments to vendors and employees by revising the payments process and streamlining procedures.
- ◆ Support and maintain Fare Collection System.
- ◆ 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).
- ◆ Administer the Authority's Disadvantaged Business (DBE) Program to include certification of firms as a DBS contractor, establishing DBE goals on contracts, and ensuring compliance with federal regulations.
- ◆ Implemented regulations for Disadvantaged Business Enterprises.
- ◆ Assist departments in minimizing the Authority's overall administration costs.
- ◆ Continue support and monitoring of Authority's Records Management.
- ◆ Continue to assist with Energy Risk Management Program.
- ◆ Administer 2014 Capital Grant Application process.
- ◆ Implement upgrade to Oracle computer systems.
- ◆ Implement process improvement within Finance & Administration Division

# Finance & Administration Division

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# Finance & Administration Division

## 2014 OPERATING BUDGET SUMMARY Department 10 – Office of Business Development

STEVEN SIMMS, DIRECTOR

### Department Priorities for 2014

- ◆ 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.

### 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.

	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
Conduct on-site construction compliance reviews (#4)	16	16	22	16
Host contract information sessions for DBE and prime contractors regarding RTA procurements (#4,5)	2	2	1	2
Sponsor and support business-focused workshops and training sessions for women and minority business owners (#4,5)	4	4	7	4
Conduct DBE certification workshops (#4,5)	2	2	1	2

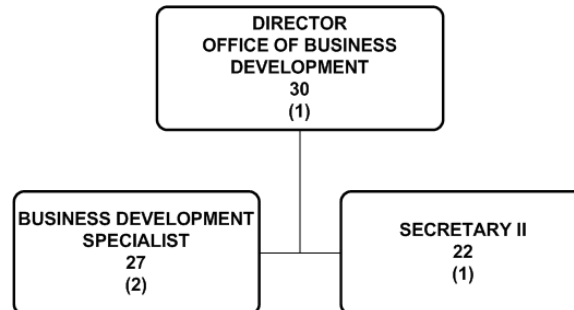
# Finance & Administration Division

Below are budget and staffing highlights of the Office of Business Development Department

Obj. Class	Description	2011 Actual	2012 Actual	2013 Projection	2014 Budget
501300	Labor – Salaried Employees	259,831.27	225,205.44	269,103.49	280,260.55
501310	Overtime – Salaried Employees	(21.45)	0.00	(44.59)	0.00
502000	Fringe Benefits	95,846.93	87,252.88	100,038.64	101,398.74
503020	Advertising Fees	0.00	241.78	275.00	1,100.00
504000	Materials & Supplies	0.00	1,390.22	125.00	500.00
509000	Miscellaneous Expenses	3,711.48	1,561.14	2,616.80	7,250.00
<b>Total:</b>		<b>359,368.23</b>	<b>315,651.46</b>	<b>372,114.34</b>	<b>390,509.30</b>

## Staffing Comparison

Grade	Job Name	2011	2012	2013	2014
22	0723 Secretary II	1.0	1.0	1.0	1.0
27	0879 Business Dev Specialist	2.0	2.0	2.0	2.0
30	0872 Director	1.0	1.0	1.0	1.0
<b>Total</b>		<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>



# Finance & Administration Division

## 2014 OPERATING BUDGET SUMMARY Department 60 – Accounting

LORETTA KIRK, DEPUTY GENERAL MANAGER

### Department Priorities for 2014

- ◆ 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 2013 Financial Audit
- ◆ Prepare and submit Comprehensive Annual Financial Report (CAFR) to the Government Finance Officers Association (GFOA).
- ◆ Coordinate completion of the 2013 Single Audit Report.
- ◆ Continue to assist with implementation of Oracle R-12 Project Costing Module.
- ◆ Complete Grant Reconciliations of Capital Grants.

### 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.

	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
Days to process Cash Disbursement Reports (#1,4)	1	1	1	1
Days to complete Month-End closings (#1,4)	5	5	5	5
Average Days to Process Invoices (#1,4)	5	5	5	4

Obj. Class	Description	2011 Actual	2012 Actual	2013 Projection	2014 Budget
501300	Labor – Salaried Employees	1,040,964.45	1,256,631.30	1,386,377.96	1,666,685.51
501310	Overtime – Salaried Employees	23,951.84	30,292.44	36,805.85	36,850.00
502000	Fringe Benefits	368,175.56	413,188.05	480,765.57	616,342.05
503000	Services	67,756.28	103,361.50	51,280.87	60,000.00
503049	Temporary Help	31,631.92	46,678.08	73,678.98	0.00
504000	Materials & Supplies	11,852.69	13,973.20	16,563.78	17,300.00
509000	Miscellaneous Expenses	10,387.77	268,487.14	11,430.00	29,500.00
<b>Total:</b>		<b>1,554,720.51</b>	<b>2,132,611.71</b>	<b>2,056,903.01</b>	<b>2,426,677.56</b>

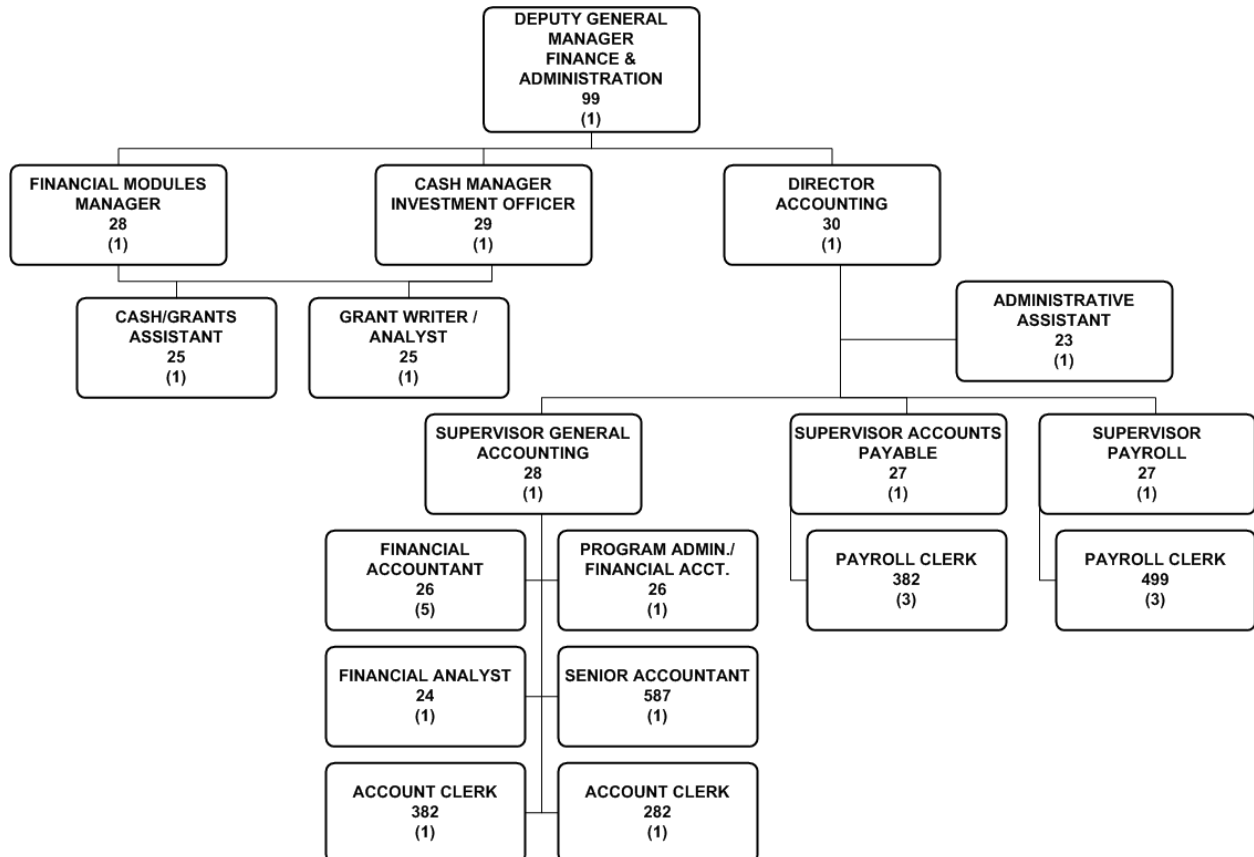
### 2013 Highlights:

- ◆ 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.
- ◆ Participated in the implementation of Oracle R-12 Project Costing Module.
- ◆ Completed the 2012 Financial Audit.
- ◆ Completed the 2012 Single Audit Report.
- ◆ Completed Grant Reconciliations of Capital Grants.

# Finance & Administration Division

Below are budget and staffing highlights of the Accounting Department

Grade	Job Name	2011	2012	2013	2014
02	0282 Account Clerk	1.0	1.0	1.0	1.0
03	0301 Administrative Assistant	1.0	1.0	0.0	0.0
	0382 Account Clerk	5.0	4.0	4.0	4.0
04	0499 Payroll Clerk	3.0	3.0	3.0	3.0
05	0587 Senior Accountant	1.0	1.0	1.0	1.0
23	0725 Executive Secretary	0.0	1.0	1.0	1.0
	0757 Administrative Assistant	1.0	1.0	1.0	1.0
24	1959 Financial Analyst	0.0	0.0	1.0	1.0
25	0765 Grants Writer/Analyst	0.0	1.0	1.0	1.0
26	1080 Financial Accountant	4.0	4.0	5.0	5.0
	26X Program Administrator	0.0	0.0	0.0	1.0
27	0765 Grants Manager	1.0	0.0	0.0	0.0
	1162 Supv Accounts Payable	1.0	1.0	1.0	1.0
	1163 Supervisor Payroll	1.0	1.0	1.0	1.0
28	1161 Supv General Accounting	1.0	1.0	1.0	1.0
	1670 Financial Modules Manager	0.0	1.0	1.0	1.0
29	1263 Cash Manager	1.0	1.0	1.0	1.0
30	1427 Director	1.0	1.0	1.0	1.0
99	9941 DGM Finance & Administration	0.0	1.0	1.0	1.0
<b>Total</b>		<b>22.0</b>	<b>24.0</b>	<b>25.0</b>	<b>26.0</b>





# Finance & Administration Division

## 2014 OPERATING BUDGET SUMMARY Department 61 – Information Technology

In 2014, the employees and responsibilities of this Department were re-assigned to a new Department, Intelligent Transportation Systems (ITS), in the Executive Division. This realignment is in response to an assessment and recommendations to improve the existing environment and organizational structure of the Authority. The study was conducted to identify improvements and optimizations of all of the technology systems used within the Authority.

Grade	Job Name	2011	2012	2013	2014
04	0466 Help Desk Operator	1.0	0.0	0.0	0.0
21	1630 IT Intern Tech	1.0	0.0	0.0	0.0
24	0760 Database Analyst	1.0	1.0	1.0	0.0
25	0751 Network Administrator	2.0	2.0	2.0	0.0
	0960 PC Software/Support Spec	2.0	2.0	2.0	0.0
	25X Web Specialist	0.0	1.0	1.0	0.0
	25X Information Technology Specialist	0.0	1.0	1.0	0.0
26	1072 Telecom Specialist	2.0	2.0	2.0	0.0
	1077 Business Appl Analyst	1.0	1.0	1.0	0.0
	1082 System Administrator	3.0	3.0	3.0	0.0
	Supervisor Hardware	0.0	0.0	0.0	0.0
	1155 Sr. Programmer/Analyst	3.0	3.0	3.0	0.0
	1244 Project Leader	1.0	0.0	0.0	0.0
27	0756 Network Engineer	2.0	2.0	2.0	0.0
28	0783 Manager User Support	1.0	1.0	1.0	0.0
	0846 Manager Technical Support	1.0	1.0	1.0	0.0
	1070 Database Administrator	1.0	1.0	1.0	0.0
	1324 Mgr Systems & Programming	1.0	1.0	1.0	0.0
30	1419 Director	1.0	1.0	1.0	0.0
<b>Total</b>		<b>23.0</b>	<b>23.0</b>	<b>23.0</b>	<b>0.0</b>

Obj. Class	Description	2011 Actual	2012 Actual	2013 Projection	2014 Budget
501300	Labor – Salaried Employees	1,354,915	1,357,100	1,505,031	0
501310	Overtime – Salaried Employees	650	889	1,000	0
502000	Fringe Benefits	501,770	526,918	560,618	0
503000	Services	1,479,188	1,317,367	1,653,840	0
504000	Materials & Supplies	71,126	84,286	121,000	0
505000	Utilities	542,176	546,356	572,250	0
509000	Miscellaneous Expenses	7,866	7,855	8,250	0
512000	Leases & Rentals	39,564	45,713	25,700	0
<b>Total:</b>		<b>3,853,875</b>	<b>3,997,255</b>	<b>3,886,484</b>	<b>0</b>

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# Finance & Administration Division

## 2014 OPERATING BUDGET SUMMARY Department 62 – Support Services

EDDINE F. DALTON, MANAGER

### Department Priorities for 2014

- Records Management Program – Ongoing process to update GCRTA Records Retention Schedules; Convert to electronic system; Coordinate purging of obsolete records to reduce storage cost
- Continue tracking department usage and spending on products, material, and services to measure, analyze, and control for cost effectiveness
- Replace broken, old, or outdated office furniture and equipment to reduce cost of repair and maintenance
- Evaluate GCRTA paper recycling program – Implement ways to optimize efficiency and educate with emphasis on Reduce, Reuse, Recycle congruent with our sustainability initiatives. Solicit new contract for Office paper and other paper type material.

### Mission Statement

Support Services provides high-tech duplicating services, mail management, and mail and package delivery to our facilities and other business establishments, high-speed offset printing at our Print Shop, timetable production and distribution, vending machine services, office furniture, office supplies, recycling services, and a Records Management Program.

Our Mission is 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.

**”Customer Service is only as Good as the Customer feels it is.”**

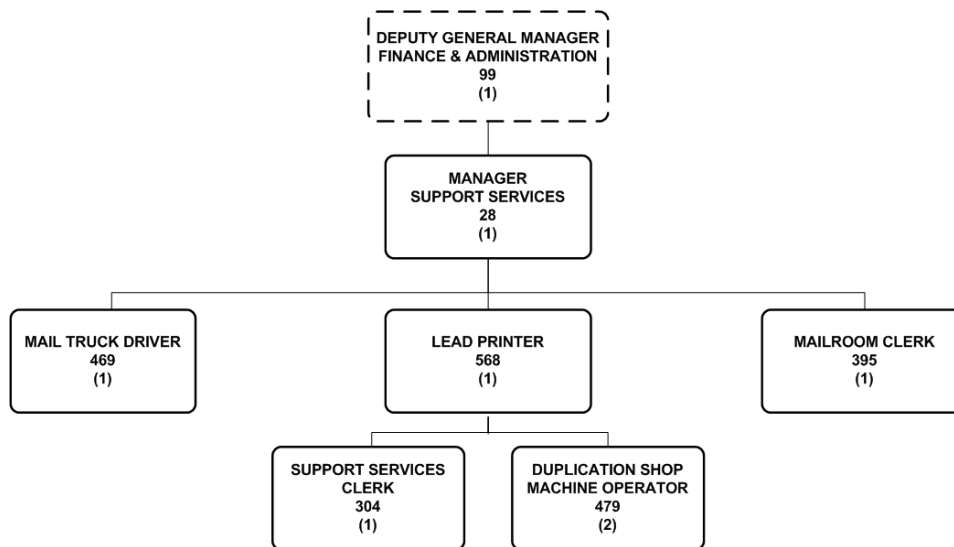
	2011 Actual	2012 Actual	2013 Actual	2014 Budget
Print & Distribute Timetables	10,000,000	10,000,000	10,200,000	10,200,000
Duplicate Copies	11,500,000	11,500,000	11,730,000	11,500,000

# Finance & Administration Division

Obj. Class	Description	2011 Actual	2012 Actual	2013 Projection	2014 Budget
501200	Hourly Employees Payroll	49,858.27	51,798.58	52,702.00	56,376.84
501210	Overtime – Hourly Employees	917.64	145.97	0.00	1,317.00
501300	Labor – Salaried Employees	241,635.53	252,281.86	287,794.86	311,770.32
501310	Overtime – Salaried Employees	4,894.91	3,814.47	1,540.67	7,270.00
502000	Fringe Benefits	108,074.97	112,038.30	129,167.38	136,303.06
503000	Services	88,196.20	121,979.86	159,820.04	120,600.00
503052	Other Maintenance Contracts	0.00	0.00	1,757.23	44,000.00
504000	Materials & Supplies	74,894.12	14,290.72	27,917.08	84,600.00
504051	Postage Expense	121,146.72	77,456.16	93,906.91	96,250.00
504052	Duplicating Material & Supplies	98,158.13	147,334.37	88,875.82	114,000.00
509000	Miscellaneous Expenses	224.38	204.55	1,474.44	2,000.00
512000	Leases & Rentals	44,449.50	60,504.99	30,000.00	49,200.00
<b>Total:</b>		<b>832,450.37</b>	<b>841,849.83</b>	<b>874,956.43</b>	<b>1,023,687.23</b>

Below are budget and staffing highlights of the Service Management Department

Grade	Job Name	2011	2012	2013	2014
03	0304 Support Services Clerk	1.0	1.0	1.0	1.0
	0395 Mailroom Clerk	1.0	1.0	1.0	1.0
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
<b>Total</b>		<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>



# Finance & Administration Division

## 2014 OPERATING BUDGET SUMMARY Department 64 – Procurement

FRANK POLIVKA, DIRECTOR

### Department Priorities for 2014

- ◆ 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 Oracle modules.
- ◆ Restructure the 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.

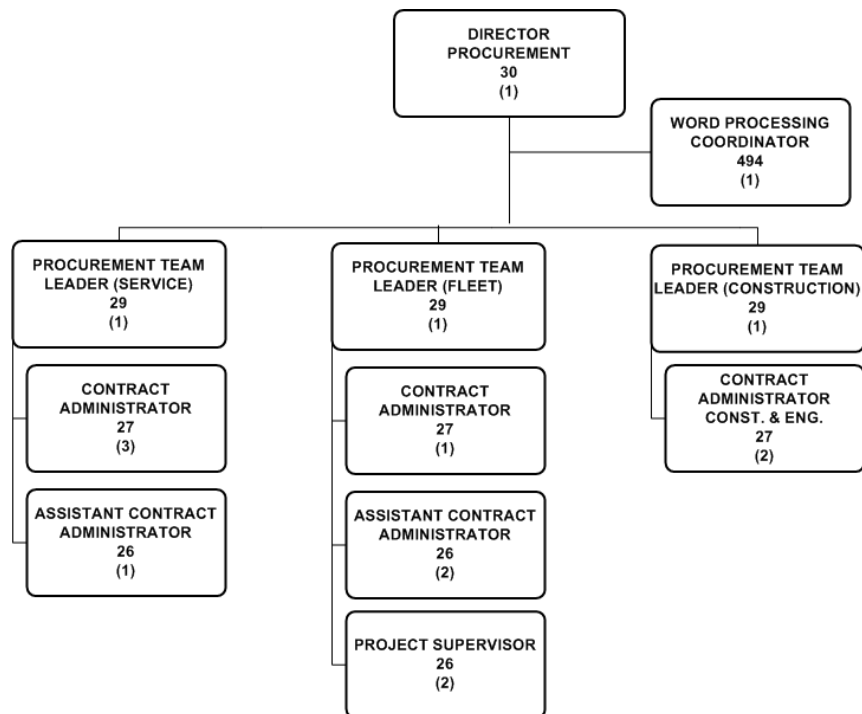
	2011 Actual	2012 Actual	2013 Actual	2014 Estimate
Number of Work Days to Complete Purchases Under 100K – this category was 25K prior to 2009	10	10	10	10
Number of Work Days to Complete Bids over 100K	60	60	60	60
Number of Work Days to Complete Proposals over 100K	90	90	90	90

Below are budget and staffing highlights of the Procurement Department

Obj. Class	Description	2011 Actual	2012 Actual	2013 Projection	2014 Budget
501300	Labor – Salaried Employees	1,067,295.18	1,089,617.96	1,134,237.91	1,201,492.01
502000	Fringe Benefits	394,336.99	401,546.64	428,627.27	434,701.86
503000	Services	4,660.33	4,977.60	5,176.70	5,700.00
503020	Advertising Fees	1,574.19	15,984.92	16,500.00	16,500.00
504000	Materials & Supplies	3,379.88	3,896.89	2,998.13	5,000.00
509000	Miscellaneous Expenses	23,134.53	4,565.71	13,088.05	19,700.00
<b>Total:</b>		<b>1,494,381.10</b>	<b>1,520,589.72</b>	<b>1,600,628.06</b>	<b>1,683,093.87</b>

# Finance & Administration Division

Grade	Job Name	2011	2012	2013	2014
04	0494 Word Processing Coord	1.0	1.0	1.0	1.0
26	1138 Project Supervisor	2.0	2.0	2.0	2.0
	0830 Assistant Contract Administrator	0.0	0.0	2.0	2.0
27	1049 Supervisor Purchasing	1.0	1.0	1.0	1.0
	1160 Contract Administrator	5.0	5.0	4.0	4.0
	1171 Contr Admin Contr & Eng	2.0	2.0	2.0	2.0
29	0787 Procurement Team Leader	4.0	4.0	4.0	3.0
30	1609 Director	1.0	1.0	1.0	1.0
<b>Total</b>		<b>16.0</b>	<b>16.0</b>	<b>17.0</b>	<b>16.0</b>



# Finance & Administration Division

## 2014 OPERATING BUDGET SUMMARY Department 65 - Revenue

SCOTT UHAS, DIRECTOR

### Department Priorities for 2014

- ◆ Continue to prepare employee transition plan.
- ◆ 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 farecards and passes are available for distribution to outlets and the general public.
- ◆ Work on continuous improvement of the cash handling, fare collection equipment security, and the farebox 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 the newly installed CSK at the Federal Building.

### 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.

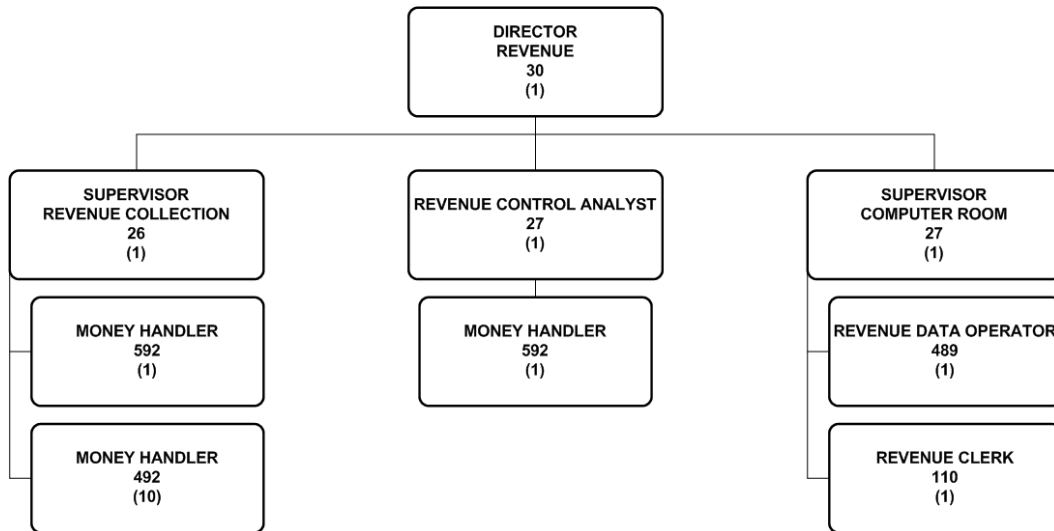
	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
Number of Ticket and Pass Outlets (#1)	160	160	150	130
Percentage Increase in Total Revenue (#4)	(2%)	1%	1.5%	1.5%
Average Number of Monthly Passes Sold (#1)	10,000	9,500	9,500	10,000
Average Number of Seven Day Passes Sold (#1)	35,000	30,000	30,000	30,000
Average Number of Farecards Sold Monthly (#1)	240,000	245,000	240,000	240,000
Average Monthly On-Line Fare Sales in Dollars (#1)	30,000	30,000	31,000	31,000
Farebox Revenue Sources by Percentage (#1)				
Cash On Board				
• Single Fare	50%	47%	53%	50%
• Farecards	15%	15%	9%	12%
• Passes (Weekly and Monthly Combined)	35%	38%	38%	38%

# Finance & Administration Division

Below are budget and staffing highlights of the Fleet Management Department

Obj. Class	Description	2011 Actual	2012 Actual	2013 Projection	2014 Budget
501300	Labor – Salaried Employees	898,886.00	919,326.01	1,003,908.71	1,032,547.04
501310	Overtime – Salaried Employees	16,700.00	24,910.05	19,453.15	33,000.00
502000	Fringe Benefits	338,564.00	347,025.78	386,904.55	385,516.73
502071	W.C. – Injuries & Damages	104.00	696.52	638.41	0.00
503000	Services	439,721.00	462,770.95	429,040.65	470,000.00
504000	Materials & Supplies	277,467.00	257,824.87	282,134.58	305,400.00
509000	Miscellaneous Receipts	3,823.00	6,140.38	8,448.43	12,275.00
<b>Total:</b>		<b>1,975,265.00</b>	<b>2,018,694.56</b>	<b>2,130,528.48</b>	<b>2,238,738.77</b>

Grade	Job Name	2011	2012	2013	2014
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
<b>Total</b>		<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>





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