

02- FINANCE DIVISION

DIVISION OBJECTIVES

Made up of a diverse group of professionals, the Finance Division contributes to the organizational success by managing the financial resources of the Authority efficiently, in strict compliance with government laws and regulations, generally accepted accounting principles and Authority policies, and by providing timely delivery of administrative services to internal and external customers through strategic and excellent performance.

CONNECTION TO STRATEGIC PLAN

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.

2024 ACCOMPLISHMENTS

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

- Obtained competitive grants from ODOT, FTA, and NOACA. (CI, FH)
- Monitored procurement processes to reduce time required to process payments to vendors and employees by revising the payments process and streamlining procedures. (CE, CI, EI, FH)
- Received Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). (CI, FH)
- Received Distinguished Budget Presentation Award from the GFOA for the 2024 Budget Document. (CI, FH)
- Assisted in the successful completion of the Single Audit. (CI, FH)
- Administered the Authority's Disadvantaged Business (DBE) Program in full compliance with federal laws and regulations. (CE, CI, FH)
- Managed the Authority's Records Management Program. (EI, FH)
- Managed the Energy Price Risk Management Program. (CE, CI, FH)
- Developed and managed the 2025 Budget. (CE, CI, EI, FH)
- Managed 2024 expenditures to continue the transfer to the Railcar Replacement fund for \$10 million. (CE, CI, FH)
- Continued the strategic management of unrestricted revenues for a long-term plan of allocating funds to meet the Authority's operating and capital needs. (CE, CI, FH)
- Managed the TRACTION program. (CE, CI, EI, FH)
- Managed the Capital Grants Application process. (CE, CI, FH)
- Assisted in the negotiation of a new ATU labor agreement. (CE, CI, EI, FH)
- Successfully negotiated the CMSD contract for the 2024-2025 school year. (CE, CI, FH)
- Assisted in the development of the Transit Ambassador program and Civilian Oversight Committee. (CE, CI, EI, FH)

Success Outcomes:

Customer Experience

- Lead the discussions streamlining the fare collection process incorporating state of the art technologies. (CE, CI, FH)
- Administer 2025 Capital Grant Application process. (CE, CI, FH)
- Develop 2026 Capital Improvement Plan (CIP) and 2026-2030 CIP Program. (CE, CI, FH)
- Lead the discussions regarding new fare collection process, including fare capping. (CE, CI, FH)

Community Impact

- Develop a plan to continue to secure funding for Rail Car Replacement. (CE, CI, FH)
- Manage the TRACTION Program and lead efforts in the Authority's strategic planning performance management. (CE, CI, EI, FH)
- Negotiate CMSD contract for the 2025-2026 school year. (CE, CI, FH)

Employee Investment

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

Financial Health

- Implement process improvements that support the Authority's strategic plan. (CE, CI, EI, FH)
- Manage the 2025 Operating Expenses to reflect a 5% savings and manage the overall 2025 Capital Improvement Plan (CIP). (CE, CI, EI, FH)
- Continue to expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure. (CE, CI, FH)
- Prepare Annual Comprehensive Financial Report conforming to the requirements outlined by the Government Finance Officers Association (GFOA) for the year ended December 31, 2024. (FH)
- Administer the Authority's Disadvantaged Business (DBE) Program in compliance with all applicable federal laws and regulations. (CE, CI, EI, FH)
- Continue management of Authority's Records Management Program. (EI, FH)
- Continue to manage the Energy Risk Management Program to ensure budget stability. (CE, CI, FH)
- Develop the 2026 Budget and budget document. (CE, CI, EI, FH)
- Provide financial oversight to control costs and sustain financial health. (CE, CI, EI, FH)

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 2025 Organizational Scorecard is shown in the Planning, Process & Profile section of the budget book. The results of the 2024 Finance Division scorecard and the 2025 scorecard goals are shown below.

Success Outcomes		Metric	Definition	FY2024 Performance Goals	FY2024 Actual Results	FY2025 Performance Goals	Objective	Information System
Customer Experience	Financial Management - Customer Perception	% of customers that agrees or strongly agrees that GCRTA manages financial resources appropriately		50%	66%	69%	↑	Customer Survey
Community Impact	Financial Management - Community Perception	% of community that agrees or strongly agrees that GCRTA manages financial resources well		34%	31%	34%	↑	Community Survey
Employee Investment	Division Employees Agree Supervisor Invested in Growth and Success	% of employees that agree or strongly agree that their Supervisor supports them in achieving career / job goals		65%	75%	79%	↑	Employee Survey
	Employee Engagement and Empowerment	% of employees who believe that management values input from employees.		42%	42%	NA	↑	Employee Survey
	Employee Engagement and Empowerment	% of employees in my department (division) are motivated about accomplishing the department's (division's) goals.		69%	69%	NA	↑	Employee Survey
	Division Employees Receive Adequate Job Training	% of employees that agree or strongly agree that they have received adequate training to do their job effectively		NA	NA	77%	↑	Employee Survey
Financial Health	General Fund Transfer to Capital/Rolling Stock Reserve Fund	Transfer to capital and reserved funds (Rolling Stock) over board policy.		\$ 10,000,000	\$ 11,644,837	\$10,000,000	↑	General Fund Transfer to Capital / Rolling Stock Reserve Fund
	Authority's Operating Expenses	Monitor and manage monthly operating expenses for the Authority. Goal to end the year at least 5% below budget		-5%	0%	NA	↑	Financial Data
	Transfer from Revenue Stabilization Fund	Transfer from Revenue Stabilization budgeted at \$50.5 million. With increases in revenues and decreases in expenses, goal is to transfer \$40 million or less		NA	NA	\$40,000,000	↓	Operating Expenses / Revenue Stabilization Fund
	Competitive Grant Dollars Awarded	Competitive Capital Grant dollars awarded in calendar year		\$35,000,000	\$ 60,847,694	\$35,000,000	↑	Competitive Grant Dollars
	Competitive Grant Dollars Awarded vs. Applied	Track monthly the % Competitive Grants awarded vs. applied		75%	69%	60%	↑	Competitive Grant Dollars
	Operating Expenses per Revenue Hour	Organization's operating expenses divided by sum of: scheduled fixed route bus, scheduled fixed route rail, and paratransit actual revenue hours		NA	\$169.48	\$170.00	↓	Oracle / TransitMaster

10- OFFICE OF BUSINESS DEVELOPMENT

DEPARTMENT OBJECTIVES

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

2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
	<ul style="list-style-type: none"> Increased outreach efforts by 10% and continued involvement in the Disadvantaged Business Enterprise (DBE) program this involved participation on Supplier Equity Committee Council with Metro Health Hospital, Government Supplier Diversity Agencies committee with the City of Cleveland, APTA DBE & SBE sub-committee nationally. (CE, CI, FH) Traveled to multiple locations for continued education and Continuing Education Units (CEU)'s with the understanding of the new rules that took effect May 2024. (CE, CI, FH) Continued to monitor contractors for DBE Compliance according to FTA regulations under CFR 49, part 26. (CE, CI, FH) 			

2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
	<ul style="list-style-type: none"> Achieve at least 20% of internal & external customers who agree or strongly agree that they understand OBD's goals and how they are developed. (CE, CI) Conduct at least 8 outreach efforts and other involvement of outreach for the DBE program with an annual participation DBE goal of 20.25%. (CE, CI, FH) Provide hands-on training with NTI, ACCA, B2Gnow or LCP Tracker compliance training. (EI, FH) Monitor contracts, participation, and payments, etc. for the prime contractor's adherence and OBD delivered under budget (between 5% YTD under budget and at budget). (CE, CI, FH) 			

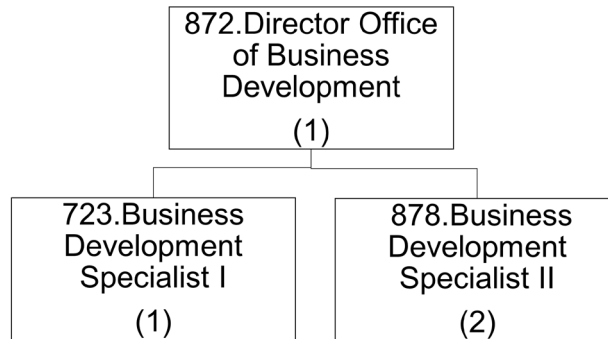
OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Salaried Employees Labor	\$345,086	\$369,474	\$381,226
502000	Fringe Benefits	125,467	147,216	\$123,208
503020	Advertisement Fees	-	-	800
504000	Materials & Supplies	1,365	390	550
509000	Miscellaneous Expense	6,823	14,956	3,250
509022	Meals/Food/Per Diem	287	1,854	1,500
Total		\$479,028	\$533,889	\$520,534

OFFICE OF BUSINESS DEVELOPMENT STAFFING

Grade	Job Name	2023	2024	2025
105	0723.Business Development Specialist I	1	1	1
109	0878.Business Development Specialist II	2	2	2
114	0872.Director	1	1	1
Total		4	4	4

OFFICE OF BUSINESS DEVELOPMENT ORGANIZATION CHART



Total FTE's = 4

6o- ACCOUNTING DEPARTMENT

DEPARTMENT OBJECTIVES

The Accounting Department maintains accurate and timely accounting records of the Authority, processes accurate voucher and payroll checks for both our internal and external customers, and develops, monitors, and maintains an effective system of internal controls that safeguards the Authority’s financial assets.

2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> Implemented process improvements that support the Authority’s strategic plan. (CE, CI, EI, FH) Migrated Financial Systems and Reporting to the Oracle IAAS application. (CI, EI, FH) Continued efforts in improving and increasing internal financial reporting. (CE, CI, FH) Continued to improve department performance and expedite workflow. (CE, CI, EI, FH) Coordinated the completion of the 2023 Financial Audit and Single Audit, obtaining the Ohio Auditor of State Award with Distinction. (CI, FH) Obtained the Certificate of Excellence in Financial Reporting for the Fiscal Year Ended December 31, 2023, from the Government Finance Officers Association (GFOA). (CI, FH) Prepared the Annual Comprehensive Financial Report conforming to the requirements outlined by the GFOA for the year ended December 31, 2023. (CI, FH) Continued to centralize contracts and agreements for leases and other revenue-generating opportunities. (CE, CI, FH) Continued to participate in improving Accounting Financial Metrics for 2024. (CI, EI, FH) Continued to manage the Energy Risk Management Program to ensure budget stability. (CE, CI, FH) Participated in the fare policy improvements for 2024. (CE, CI, FH) Lead improvement efforts with collaboration with key stakeholder groups to make sure that asset management and state of good repairs are reconciled and reported in accordance with FTA guidelines. (CE, CI, EI, FH) Participated in the Federal Transit Administrations (FTA) triennial audit resulting in a “clean” audit report for Finance. (CI, FH) 				

2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> Continue to implement process improvements that support the Authority’s strategic plan. (CE, FH) Continue to evaluate the Oracle-based expense report for travel as an online process. (EI, FH) Continue efforts in improving and increasing internal financial reporting. (EI, FH) Continue to improve department performance and expedite workflow. (EI, FH) Coordinate completion of the 2024 Financial Audit and Single Audit. (CI, FH) Prepare and submit the Annual Comprehensive Financial Report to the GFOA. (CI, FH) Continue to centralize contracts and agreements for leases and other revenue-generating opportunities. (CI, FH) Continue to participate in improving Accounting Financial Metrics for 2025. (FH) Continue to manage the Energy Risk Management Program to ensure budget stability. (CE, CI, FH) 				



- Participate in the fare policy improvements for 2025. (CE, CI, FH)
- Lead improvement efforts with collaboration with key stakeholder groups to make sure that asset management and state of good repairs are reconciled and reported in accordance with FTA guidelines. (FH)

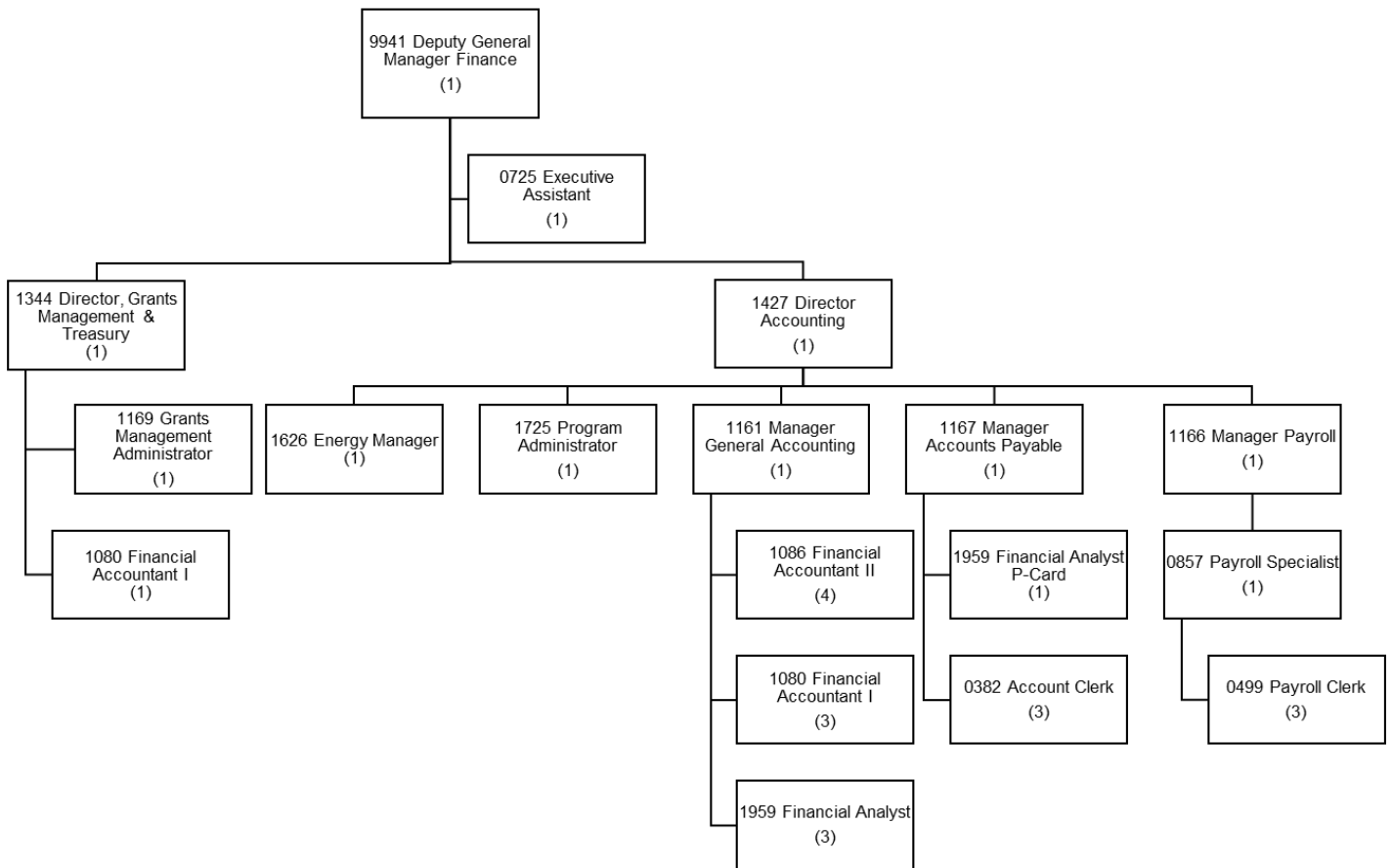
ACCOUNTING DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501300	Salaried Employees Labor	\$2,144,009	\$2,073,771	\$2,170,417
501310	Salaried Employees Overtime	15,484	8,607	30,000
502000	Fringe Benefits Budget	755,227	826,257	800,432
503000	Service - Budget	698,151	965,902	982,500
503049	Temporary Service	1,093	53,755	30,000
503052	Other Maintenance Contract	5,018	6,514	8,700
504000	Materials&Supplies Budget	7,985	18,463	10,500
507000	Tax Budget	21,830	9,568	-
509000	Miscellaneous Expense Budget	3,860	3,527	56,900
509022	Meals/Food/Per Diem	1,825	121	2,000
Total		\$3,654,483	\$3,966,487	\$4,091,449

ACCOUNTING DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
03	0382.Account Clerk	3	3	3
04	0499.Payroll Clerk	3	3	3
106	1725 Prog Admin/Financ Analyst.Accounting.Accounting	-	1	1
	1959 Financial Analyst.Finance.Accounting - Admin	1	3	3
	1959.Financial Analyst	1	1	1
107	0725.Executive Assistant	1	1	1
108	0857.Payroll Specialist	1	1	1
	1080.Financial Accountant I	4	5	4
110	1086.Financial Accountant II	4	3	4
	1169.Grants Management Administrator	1	1	1
111	1626.Energy Manager	1	1	1
113	1161.Manager Of General Accounting	1	1	1
	1166.Manager Of Payroll	1	1	1
	1167.Manager Of Accounts Payable	2	1	1
	1263 Cash Mgr, Investment Offi.Accounting.Cash Management	1	-	-
114	1427.Director - Accounting	1	1	1
	1344.Director, Grants Management & Treasury	-	1	1
116	9941.Dgm - Finance Division	1	1	1
TOTAL		27	29	29

ACCOUNTING DEPARTMENT ORGANIZATION CHART



Total FTE's = 29

61- MANAGEMENT INFORMATION SERVICES

DEPARTMENT OBJECTIVES

The Management Information Services Department provides critical services including maintaining and improving existing services, selecting new systems, performing integrations, and creating ways to better utilize existing programs and data. We apply innovative technology solutions to help the Authority meet the challenges of delivering world-class public transportation services, and to enhance the efficiency and reliability of those services, through improved access to reliable information, for employees and customers alike. We strive to provide access to quality information and tools that allow the Authority to enhance its ability to make critical business decisions backed by data.

2024 ACCOMPLISHMENTS

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

2025 PRIORITIES

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



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

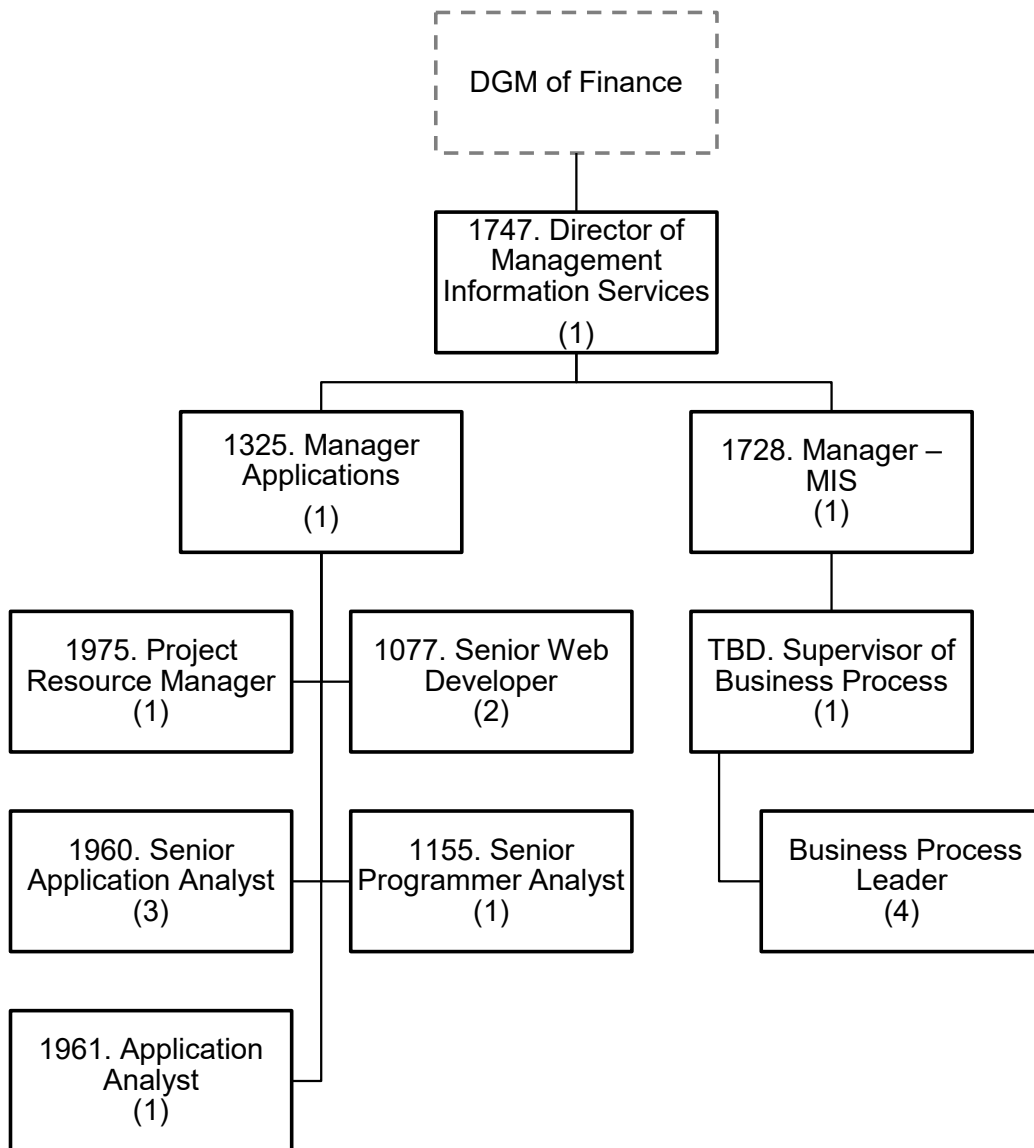
MANAGEMENT INFORMATION SERVICES DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Salaried Employees Labor	\$933,506	\$ 1,139,602	\$1,394,598
501310	Salaried Employees Overtime	0	0	0
502000	Fringe Benefits	339,631	497,653	472,672
503000	Services	71,024	41,250	480,069
503049	Temporary Service	2,127	117,993	0
503052	Other Maintenance Contract	1,479,425	1,551,898	1,492,658
504000	Materials & Supplies	43,981	62,026	282,569
505022	Telephone and Data Services	367,492	89,363	0
509000	Miscellaneous Expense	17,263	28,440	23,250
509022	Meals/Food/Per Diem	831	367	500
512000	Leases & Rentals	0	0	0
Total		\$3,255,280	\$ 3,528,591	\$4,146,316

MANAGEMENT INFORMATION SERVICES DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
108	1961. Application Analyst	1	1	1
110	1020.Business Process Leader	-	4	4
110	1077.Senior Web Developer	2	2	2
110	1155. Sr Programmer Analyst	1	1	1
110	1960.Senior Application Analyst	3	3	3
111	0871.Coordinator Of Management Information Services Systems	2	-	-
111	1023 Supervisor of Bus Process	-	1	1
112	1325.Manager - Applications	1	1	1
112	1728.Manager - Management Information Services (MIS)	1	1	1
112	1975. Project Resource Manager	1	1	1
114	1747. Director	1	1	1
Total		13	16	16

MANAGEMENT INFORMATION SERVICES ORGANIZATION CHART



Total Dept 61 FTE's = 16

62-SUPPORT SERVICES DEPARTMENT

DEPARTMENT OBJECTIVES

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

2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> • Destroyed 2,873 stored boxes exceeding their retention period, generating significant costs savings for the Authority. Approximately \$188,868 have been saved over five years with the destruction project by addressing the backlog, streamlining operations and reducing unnecessary storage expenses. (FH) • Reviewed 176 boxes documenting and verifying contents. Approx. 175 district employee files merged with their personnel files (active and inactive employees) which minimized the number of offsite boxes by consolidating. (FH) • Increased records management training across the Authority, fostering more knowledgeable RTA employees and thus strengthening accountability with records. Over 260 new hires received the basic records management training in new hire orientation in 2024 – a first ever occurrence at GCRTA. (EI, FH) • Implemented several services by identifying the needs, gathering the required data for specifying standards and working with the necessary departments to procure and finalize contracts. (CI, FH) <ul style="list-style-type: none"> ○ Vending Services - 3-year contract with 2 one-year options ○ Copy Paper - 1 year contract ○ Records Management/Storage - 5-year contract on state term pricing which will significantly reduce costs ○ New production printer at MOB - purchase of equipment that replaced 7-year-old outdated printer 				

2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> • Continued efforts in Records Management Program education including creation and implementation of intermediate level training for supervisors and managers. (CI, FH) • Improve efficiency, reduce costs and increase quality of data as it relates to printing services, records and forms management and office paper use. (CE, FH) 				



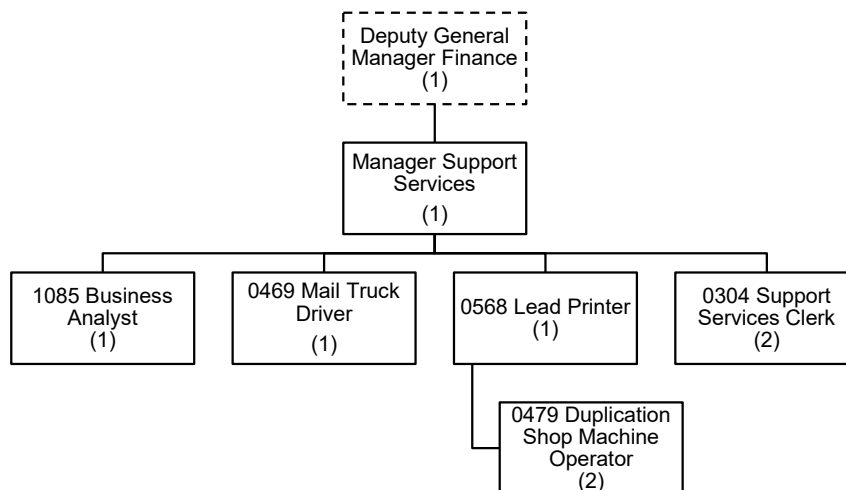
SUPPORT SERVICES DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501200	Hourly Employee Labor	69,361	72,295	78,448
501210	Hourly Employee Overtime			100
501300	Salaried Employees Labor	505,889	532,485	554,999
501310	Salaried Employees Overtime	16	1	500
502000	Fringe Benefits	207,253	242,744	228,075
503000	Services	7,144	7,469	10,300
503052	Other Maintenance Contract	116,157	127,146	147,260
504000	Materials & Supplies	1,207	3,618	10,100
504051	Postage Expense	48,904	58,664	60,000
504052	Duplication Materials & Supplies	109,057	57,366	125,000
509000	Miscellaneous Expense	2,012	383	6,808
512000	Leases & Rentals	108,510	56,360	30,300
Total		\$1,175,510	\$1,158,530	\$1,251,890

SUPPORT SERVICES DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
03	0304.Support Services Clerk	2	2	2
04	0469.Mail Truck Driver	1	1	1
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
Total		8	8	8

SUPPORT SERVICES DEPARTMENT ORGANIZATION CHART



Total FTE's = 8

64-PROCUREMENT DEPARTMENT

DEPARTMENT OBJECTIVES

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

2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
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- Provided employee training on the latest federal, state, and local laws that impact procurement, such as the Buy America Act and other regulatory frameworks. (CI, EI, FH)
- Conducted employee training on maintaining high standards of integrity and transparency in all procurement activities. (EI, FH)
- Increased the participation of local, minority-owned, women-owned, and small businesses in procurement opportunities. (CE, CI, FH)
- Developed partnerships with disadvantaged business enterprises. (DBEs) to ensure equitable access to contracts and opportunities. (CE, CI, FH)
- Improved operational efficiency by automating procurement processes, reducing paperwork, and streamlining workflows, resulting in lower administrative costs. (EI, FH)
- Standardized procurement procedures to reduce errors, avoid unnecessary spending, and enhance speed in the acquisition process. (CE, CI, EI, FH)

2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
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- Foster leadership skills and provide career development opportunities to support future growth within the procurement department. (EI, FH)
- Provide knowledge and tools for incorporating sustainability practices into procurement, such as eco-friendly sourcing and reducing the environmental impact of purchasing decisions. (CI, EI, FH)
- Focus on techniques for cost analysis, budgeting, and managing procurement expenditure effectively. (CI, FH)
- Continue the Rail Car Replacement Program. (CI, FH).
- Continue the upgrades of Rail Facilities and Infrastructure. (CE, FH)
- Continue the rehabilitation and reconstruction of Track. (CE, FH)
- Continue the Bus Improvement Program. (CE, FH)
- Continue the development of the MetroHealth BRT Line. (CE, CI, FH)
- Continue the Technical Support of Hardware/Software programs. (EI, FH)
- Support the Bus Maintenance Facilities projects. (CE, EI)

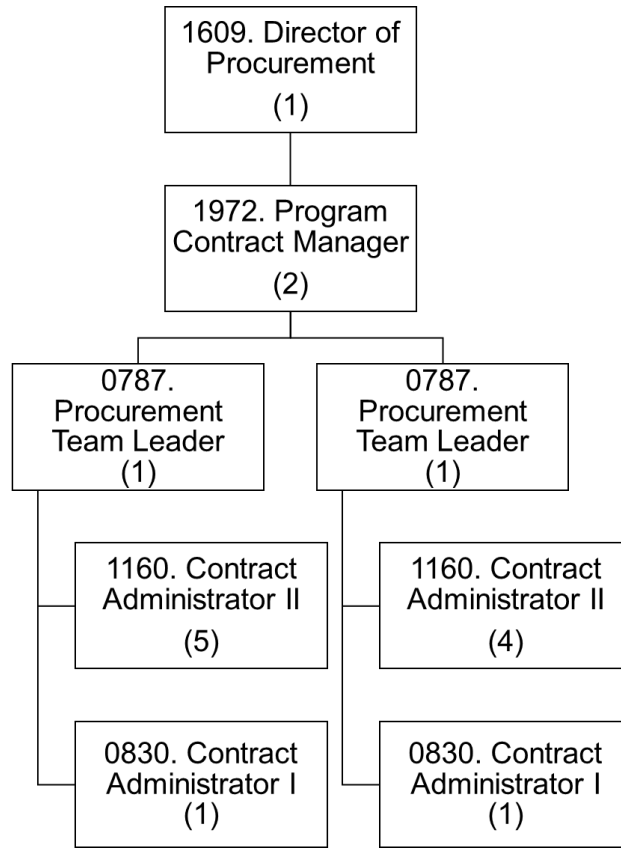


- Bridges, Stations, Equipment, Other. (CI, FH)

PROCUREMENT DEPARTMENT BUDGET				
Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Salaried Employees Labor	\$1,359,931	\$1,385,295	\$1,484,086
502000	Fringe Benefits Budget	492,106	556,640	486,320
503000	Service - Budget	6,904	7,249	7,200
503020	Advertisement Fees	16,170	20,080	20,000
504000	Materials&Supplies Budget	272	1,201	3,500
509000	Miscellaneous Expense Budget	14,310	2,269	11,600
509022	Meals/Food/Per Diem	952	388	500
Total		\$1,890,644	\$1,973,122	\$2,013,206

PROCUREMENT DEPARTMENT STAFFING				
Grade	Job Name	2023	2024	2025
108	0830 Contract Admin I.Finance.Procurement - Services	1	-	-
	0830.Contract Administrator I	2	2	2
110	1160.Contract Administrator II	8	9	9
113	0787.Procurement Team Manager	2	2	2
	1972.Program Contract Manager	2	2	2
114	1609.Director - Procurement	1	1	1
Total		16	16	16

PROCUREMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 16

65- REVENUE DEPARTMENT

DEPARTMENT OBJECTIVES

Collect, maximize, safeguard and deposit passenger revenues from fare boxes, retail outlets and automated fare collection equipment. Other responsibilities include administering sales of fare cards and passes, coordination of pass programs with various educational institutions, monitoring ridership reports, oversight of all automated vending equipment, assisting with various aspects of the mobile ticketing platform and the review and integration of new fare policies and collection techniques as they are adopted.

2024 ACCOMPLISHMENTS

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

- Collected fare revenue daily from all rolling stock and off-board equipment. (FH)
- Collaborated with other departments to design and acquire materials celebrating our 50th anniversary. (CI, EI, FH)
- Led the rebranding effort for our pre-printed magnetic pass documents. (CE, CI, FH)
- Negotiated a software support agreement with Genfare. (CE, CI, FH)
- Conducted extensive testing and planning to successfully implement Smart Cards, Fare Capping, and account-based ticketing. (CE, CI, EI, FH)
- Collaborated with the Information Technology department to continue supporting the EZ Fare Mobile Ticketing platform and implemented the Just Ride Mobile Ticketing Platform, with ongoing efforts to roll out Smart Cards and Fare Capping. (CE, CI, EI, FH)
- Reviewed weekly and monthly ridership data provided by the ITS Department for accuracy and consistency. (EI, FH)
- Worked alongside other GCRTA departments and GFI/Conduent fare collection system vendors, focusing on contract closeout efforts. (CE, CI, EI, FH).
- Addressed and resolved a variety of customer inquiries related to the fare collection system, including issues regarding the exchange of documents. (CE, CI, FH).

2025 PRIORITIES

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

- Ensure daily fare collection runs smoothly and without issues. (FH)
- Safely and efficiently collect fares for special events to enhance the public transit experience. (CE, CI, FH)
- Continue preparing the employee transition plan. (EI, FH)
- Guarantee that fare cards and passes are available for distribution to outlets and the public, ensuring they function properly. (CE, CI, FH)
- Focus on continuous improvement of cash handling, fare collection equipment security, and the fare-box vaulting process. (CE, CI, EI, FH)



- Lead the implementation of fare policies and explore ways to improve public education on fare systems. (CE, CI, EI, FH)
- Streamline processes and agreements with the Cleveland Metropolitan School District (CMSD) and local colleges and universities. (CE, CI, EI, FH)
- Establish a multi-year agreement with CMSD to provide transportation services for their designated student body. (CE, CI, FH)
- Monitor the performance of all Ticket Vending Machines (TVMs) and Customer Service Kiosks (CSKs) across the system, identifying any issues and reporting them to the appropriate team members. (CE, CI, FH)
- Collaborate with the consultant to develop specifications for TVM replacements. (CE, CI, FH)
- Assist the Authority in streamlining fare collection processes for special events. (CE, CI, EI, FH)
- Enter into a new multi-year agreement with a provider to address revenue processing needs. (CE, EI, FH)
- Continue supporting the procurement of new fare collection equipment for installation within the next four to six years. (CE, CI, EI, FH)
- Implement Smart Cards and Fare Capping through Masabi. (CE, CI, FH)
- Finalize and execute the software support agreement with Genfare. (CE, CI, EI, FH)

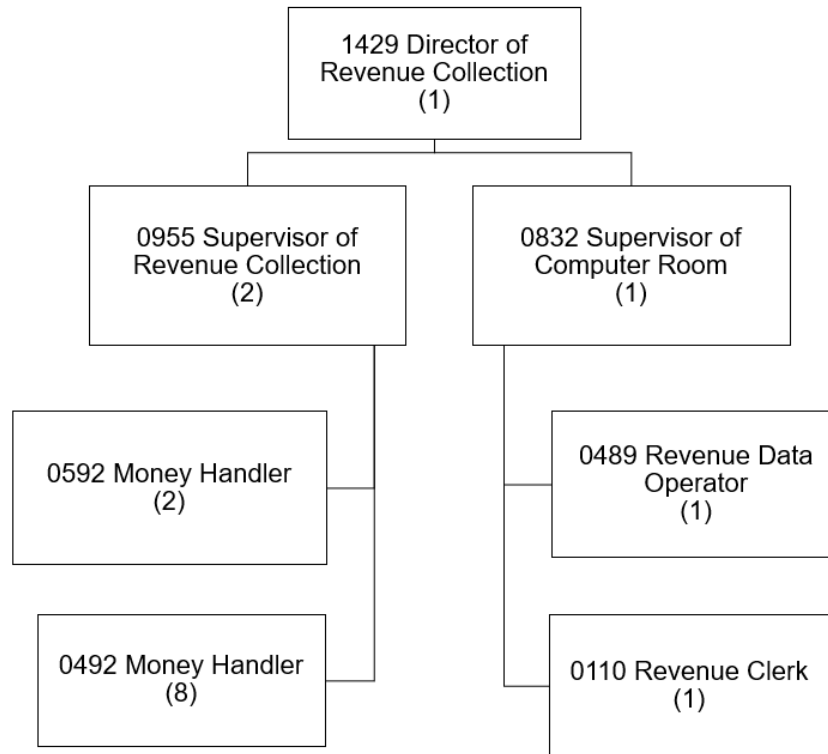
REVENUE DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Labor - Salaried Employees	\$1,189,857	\$1,220,803	\$1,301,292
501310	Overtime - Salaried Employees	25,500	21,781	22,000
502000	Fringe Benefits	449,253	492,489	461,670
503052	Other Maintenance Contracts	367,500	291,019	391,064
504000	Material & Supplies	245,293	182,992	226,212
509000	Miscellaneous Expenses	3,300	2,624	3,000
Total		\$2,280,703	\$2,211,708	\$2,405,238

REVENUE DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
01	0110 Revenue Clerk	1	1	1
04	0489 Revenue Data Operator	1	1	1
04	0492 Money Handler	10	8	8
05	0592 Money Handler	2	2	2
27	0955 Supervisor Revenue Collection	1	2	2
27	0750 Revenue Control Analyst	1	-	-
27	0832 Supervisor Computer Room	1	1	1
30	1429 Director	1	1	1
Total		18	16	16

REVENUE DEPARTMENT ORGANIZATION CHART



Total FTE's = 16

67-OFFICE OF MANAGEMENT & BUDGET

DEPARTMENT OBJECTIVES

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

2024 ACCOMPLISHMENTS

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

- Developed the 2025 Operating Budget. (CE, EI, FH)
- Developed the 2025 Tax Budget. (CE, EI, FH)
- Developed the 2025 – 2029 CIP. (CE, CI, FH)
- Continued the 2024 Strategic Plan. (CE, CI, FH)
- Managed 2024 Operating Budget. (CE, EI, FH)
- Ended the year with a Fund Balance that exceeded a 30-Day Operating Reserve. (CE, CI, FH)
- Successfully completed the 2023 National Transit Database submission. (FH)
- Managed Traction program. (CE, CI, EI, FH)
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award. (CE, EI, FH)
- Held Preventive Maintenance reimbursed expenditures to General Fund to \$1.0 million. (FH)
- Drew down remaining American Rescue Plan (ARP) funding. (FH)
- Continued Oracle SaaS implementation. (EI, FH)

2025 PRIORITIES

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

- Continue the Traction program to incorporate the strategic plan through the Authority. (CE, CI, EI, FH)
- Lead the National Transit Database reporting and submittal. (FH)
- Continue to implement an agency-wide initiative to maintain a 1-month reserve through 2027. (FH)
- Support the Authority wide distribution of the Strategic Plan and Performance Management. (CE, CI, EI, FH)
- Work with Operations, Finance, and Engineering Divisions to purchase Rail Cars. (CE, CI, FH)
- Support and continue Oracle Modules SaaS implementation. (EI, FH)
- Repurpose PM Reimbursement grant funding for unfunded and under funded projects. (CE, FH)
- Plan and execute the sustainability program for the Authority. (CI, FH)
- Continue to transfer \$10 million to Reserve Fund to support Rail Car Procurement. (CE, CI, FH)
- Manage the 2025 Operating Budget. (CE, EI, FH)
- Develop the 2026 Operating Budget. (CE, EI, FH).
- Develop the 2026 – 2030 CIP. (CE, CI, FH)
- Develop the 2026 Tax Budget. (CE, EI, FH)

- Clean triennial audit. (FH)

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Labor - Salaried Employees	\$646,011	\$698,918	\$782,897
502000	Fringe Benefits	236,099	279,452	673,677
503000	Services	-	-	250,060
503020	Advertising Fees	1,084	800	4,000
504000	Material & Supplies	447	37	2,200
504021	Compressed Natural Gas	2,132,190	2,061,611	2,180,000
505018	Natural Gas	1,102,629	755,471	924,000
505019	Water	325,471	366,249	440,000
505021	Electricity	1,681,746	1,756,990	2,057,200
509000	Miscellaneous Expenses	2,344	4,909	80,000
509022	Meals & Concessions	159	-	2,250
Total		\$6,128,180	\$5,924,436	\$7,396,284

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING

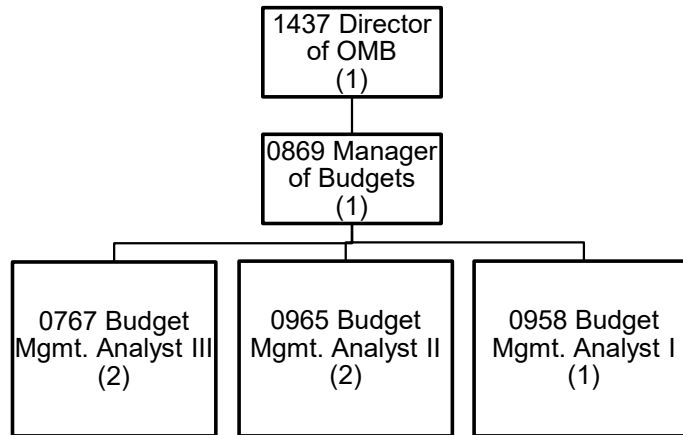
Grade	Job Name	2023	2024	2025
109	0958.Budget Management Analyst I	1	2	2
110	0965.Budget Management Analyst II	2	2	2
111	0767.Budget Management Analyst III	2	2	2
113	0869.Manager Of Budget	1	1	1
114	1437.Director-Office of Management And Budget	1	1	1
Total Office of Management & Budget Department		7	8	8

POSITION POOL

Grade	Job Name	2023	2024	2025
01	9942 Engineering Co-Op.Engineering.OMB Position Hold*	-	1	1
106	1081 Business Analyst (Ptdp).Finance.OMB Position Hold *	-	1	1
110	1971 Lead Maintenance Planner.Finance.OMB Position Hold*	-	1	1
111	2995 Manager Asset & Config.Finance.OMB Position Hold*	-	1	1
115	1680 Dir Legal/Deputy Gen Coun.Finance.OMB Position Hold*	-	1	-
24	1965 Project Specialist.Finance.OMB Position Hold*	-	1	1
Total Position Pool		-	6	5



OFFICE OF MANAGEMENT & BUDGET DEPARTMENT ORGANIZATION CHART



Total FTE's = 8

99- FUND TRANSFERS DEPARTMENT

DEPARTMENT OBJECTIVES

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

2024 ACCOMPLISHMENTS

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

- Transferred \$9.3 million to cover principal and interest payments in the Bond Retirement Fund and meet ending balance requirements. (FH)
- Transferred \$2.5 million to the Insurance Fund to cover self-insurance needs and maintain required ending balance. (CI, EI, FH)
- Continued to support the Supplemental Pension Fund to cover payment needs of retirees. (EI, FH)
- Transferred 10% of sales tax receipts to the Capital Improvement Fund to cover capital projects and local funding needs. (CI, FH)
- Transferred \$11.6 million transferred for Rolling Stock Reserve Fund for the Rail Car Replacement Program and \$878,615 transferred for 27th pay. (CI, EI, FH)

2025 PRIORITIES

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

- Transfer \$9.2 million to the Bond Retirement Fund to cover principal and interest payments and meet ending balance requirements. (FH)
- Transfer \$3 million to the Insurance Fund to meet self-insurance needs and maintain the recommended ending balance. (CI, EI, FH)
- Continue to review the Supplemental Pension Fund to cover payment needs of retirees. (EI, FH)
- Transfer at least 10% of sales tax receipts to the Capital Improvement Fund to cover projects and local funding needs. (CE, CI, FH)
- Transfer \$10.9 million to the Reserve Fund for the 27th pay and Rail Car Replacement Program. (CE, CI, EI, FH)

FUND TRANSFERS DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
510050	Transfer to/from Reserved Funds	\$10,878,615	\$10,878,615	\$10,878,615
510075	Transfer to/from RTA Capital Fund	21,866,868	16,812,041	18,074,438
510085	Transfer to/from Bond Retirement Fund	6,627,398	9,346,959	9,184,042
510090	Transfer to/from Insurance Fund	2,500,000	2,500,000	3,000,000
Total		\$41,872,881	\$39,537,615	\$41,137,095

