



Operating and Capital Budget for the Year 2020



GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

2020 BUDGET PLAN

PRESIDENT – BOARD OF TRUSTEES
HON. DENNIS M. CLOUGH

CEO/GENERAL MANAGER, INDIA L. BIRDSONG

ACKNOWLEDGEMENTS

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SPECIAL THANKS TO THE FOLLOWING INDIVIDUALS FOR THEIR ASSISTANCE

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For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morill

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The Government Finance Officers Association of the United State and Canada (GFOA) presented an award of Distinguished Presentation to the Greater Cleveland Regional Transit Authority for its annual budget for the fiscal year beginning January 2019. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, operational guide, financial plan, and communication device. The award is valid for a period of one year. We believe that our current budget document continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

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1 - OPERATIONS DIVISION

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SEAN THOMPSON, DIRECTOR	32 – RAIL DISTRICT
JOHN TIELL, ACTING MANAGER	33 – ASSET & CONFIGURATION MANAGEMENT
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JOEL FREILICH, DIRECTOR	35 – SERVICE MANAGEMENT

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NICHOLAS F. BIGGAR, DIRECTOR
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MICHAEL LIVELY, MANAGER

36 – POWER & WAY
38 – SERVICE QUALITY MANAGEMENT
39 – FLEET MANAGEMENT
43 – PASS THRU
46 – HAYDEN DISTRICT
49 – TRISKETT DISTRICT
58 – INTELLIGENT TRANSPORTATION
SYSTEMS

2 – FINANCE & ADMINISTRATION DIVISION

STEVEN SIMS, DIRECTOR
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KAY M. SUTULA, DIRECTOR

10 – OFFICE OF BUSINESS DEVELOPMENT
60 – ACCOUNTING
62 – SUPPORT SERVICES
64 – PROCUREMENT
65 – REVENUE
67 – OFFICE OF MANAGEMENT AND BUDGET
99 – FUND TRANSFERS

3 – ENGINEERING & PROJECT MANAGEMENT DIVISION

BRIAN P. TEMMING, MANAGER
MARIBETH FEKE, DIRECTOR
JOSEPH L. SHAFFER, DIRECTOR

55 – PROJECT SUPPORT
57 – PROGRAMMING & PLANNING
80 – ENGINEERING & PROJECT DEVELOPMENT

4 – LEGAL AFFAIRS DIVISION

STEVEN J. PEGANOFF, DIRECTOR
SHERYL KING BENFORD, DGM
JUDY L. LINCOLN, DIRECTOR

15 – SAFETY
21 – LEGAL
22 – RISK MANAGEMENT

5 – HUMAN RESOURCES DIVISION

ELIZABETH A. JASZCZAK, DIRECTOR
SCOTT FERRARO, DIRECTOR
SANDRA J. STRACK, ACTING DIRECTOR

14 – HUMAN RESOURCES
18 – LABOR & EMPLOYEE RELATIONS
30 – TRAINING & EMPLOYEE DEVELOPMENT

6 – EXECUTIVE DIVISION

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12 – EXECUTIVE
16 – SECRETARY/TREASURER – BOARD OF
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2020 TRANSMITTAL LETTER

To: Hon. Dennis M. Clough, President,
and Members, Board of Trustees

Date: November 12, 2019

From: India L. Birdsong
General Manager, Chief Executive Officer

Subject: Transmittal Letter & Proposed
FY 2020 Budget

EXECUTIVE SUMMARY

Attached is the General Manager, Chief Executive Officer's proposed 2020 Budget. RTA has managed well over the last several years. The Authority has made strategic decisions to improve operational efficiencies, while continuing to provide quality of service to its customers. This has been accomplished in a manner that best serves our customers and the community.

This year has been a time of progress and accomplishment for the Authority. The following achievements have been made in 2019:

- Cleveland State University's Center for Economic Development completed the Economic Impact Study. The Authority's economic impact to Cuyahoga County is \$322 million annually
- LTK Engineering Services completed the Rail Car Study. The replacement cost is \$240 million, which includes 34 Heavy Rail Vehicles, 24 Light Rail Vehicles, and upgrades to rail shop and infrastructure
- Twenty (20) community engagement meetings were held in May and over 20 community engagement meetings in September through October for the System Redesign Study and Fare Equity Study. Customers were asked to complete on-line surveys requesting feedback for each study during May and September through October
- The Authority amended the 2019 General Fund budget in March to increase the sales tax revenue budget and increase the transfer to the Reserve Fund for Rail Car Replacement
- The Authority completed a \$30 million debt issuance in May to be used as local match for RTA Development Fund projects
- The Authority received excellent credit ratings from Standards & Poor's (AA+) and Moody's (Aa1)
- Greater Cleveland Partnership is finalizing the Administrative Efficiency Study and Operational Review
- The Authority completed a \$6.4 million track upgrade to the Red Line in May, extending between the West Park Station and the Airport Tunnel, including 3.6 miles of railroad track, replacing 12,275 timber cross ties, improving track drainage, adding signal improvements, and repairing the platform at Puritas Station
- A creative corrective action plan was implemented for the S-Curve Retaining Wall, installing 75 steel beam frames along the 300-foot long wall
- Upgrades to the East 105-Quincy Red Line Station were completed, building a second station entrance, extending the platform and enhancing the ADA accessibility at the station as part of the Opportunity Corridor
- Cleveland hosted the Major League Baseball's All Star Game and Tall Ships Festival this summer
- The Authority honored the late William Harry Alexander's contributions to RTA. Mr. Alexander served as one of the original members of the Board of Trustees when RTA was formed in 1975 and served as President of the Board of Trustees from 1979 – 1984
- The Authority honored the late Charles P. Lucas, Sr., father of RTA Board Vice President Rev. Charles P. Lucas. Mr. Lucas was the first African American Cleveland Transit Agency (CTA) Board Member, before RTA was formed
- The Authority created Wi-Fi Hot Spots at a number of stations, including: Stephanie Tubbs Jones Transit Center, East 55th, Southgate, Cedar-University Rapid Station and bus waiting area, Windermere Transit Center and Tower City

- The Federal Transportation Administration (FTA) Triennial Audit was completed successfully in September
- The State Safety Oversight (SSO) Program Status Report for 2018 for Rail Transit was received in October with excellent reviews
- Transit Police performed active shooter drill training exercises throughout the Authority
- The Authority began replacement of the radios and on-board computer equipment on buses and trains. The program is scheduled to be completed by June 2020
- For the fifth year, the Authority participated in the American Bus Benchmarking Group (ABBG) Customer Satisfaction Survey. The customer satisfaction grew from 59% in 2018 to 64% in 2019
- Customers expressed their satisfaction with all elements of service on the Light Rail lines and Cleveland State Line including reliability, cleanliness, operator performance, safety, and communications. Satisfaction ratings were high – Light Rail: 90%; Cleveland State Line: 97%

The Proposed FY 2020 Budget supports the daily operating activities of the Authority and continues the plan towards achieving a state of good repair. The following pages discuss the assumptions used in developing the Proposed FY 2020 Budget.

The 2019 General Fund Amended Budget projected Sales & Use Tax receipts at \$211.2 million, a 3.3 percent increase from 2018 actual receipts. Through October 2019, total receipts were \$175.4 million, a 3.7 percent increase from 2018 levels and a 1.3 percent increase from the 2019 amended budget. By year-end, receipts are estimated to be \$211.2 million, \$3.8 million better than budget.

The 2019 Third Quarter estimate maintains reimbursed expenditures at \$22.1 million, which includes preventive maintenance reimbursements of \$20 million, of which \$6 million is from OTP2 funding from the State. Passenger Fares are estimated at \$43.2 million, a 7.4 percent decrease from 2018 receipts. Total revenue for 2019 is estimated at \$283.1 million. With the beginning balance of \$39.0 million, total resources for 2019 are estimated at \$322.1 million, an increase of \$2.3 million from the 2019 Amended Budget.

Total Operating Expenditures for 2019 are estimated at \$243.9 million. During 2019, the Fraternal Order of Police (FOP) and Non-Bargaining employees received a 3 percent wage increase. The Amalgamated Transit Union (ATU) contract ended in 2017 and contract negotiations are continuing. Total operating expenses are projected to end the year at \$243.9 million. A \$6 million transfer was made at the beginning of the year to the Reserve Fund for Rail Car replacement. An additional \$5 million is planned to be transferred in December 2019, bringing total transfers to other funds is at \$41.1 million. With Total Resources projected at \$322.1 million and Total Expenditures estimated at \$285.0 million, the ending balance for 2019 is projected at \$37.1 million, a 1.8-month available balance.

The Board of Trustees' first review of the proposed 2020 – 2024 Capital Improvement Plan (CIP) took place on May 14, 2019 and the 2020 Capital Budget Appropriations on was approved and adopted on May 14, 2019. The Proposed 2020 Operating Budget and Amended 2019 General Fund budget will be presented to the Board on November 12, 2019. Public Hearings will be held on November 12, 2019 and on December 3, 2019. On December 3, 2019, the Operational Planning & Infrastructure Committee is expected to make a recommendation to the full Board of Trustees to adopt the Proposed 2020 General Fund and other funds budgets and the Amended 2019 General Fund Budget. Adoption will be considered at the December 17, 2019 Board Meeting.

The Authority engaged in five Pillar Studies, of which three have been completed and two will be completed by year-end 2019. These Pillar Studies include Rail Car Study, Economic Impact Study, Administrative Study and Financial Review, Fare Equity Study, and System Redesign Study. These five Pillar Studies will form the basis for the Authority's next 10-year strategic plan. Recommendations from the three completed studies are below.

The Rail Car Study was conducted by LTK Engineering Services. This was a comprehensive evaluation of the Authority's Heavy Rail Vehicles (HRV) and Light Rail Vehicles (LRV). Based on the results of the study, the HRVs have an estimated 5 years of remaining life. The cost for replacement of the HRV fleet is estimated at \$102 million for 34 cars (about \$3 million per vehicle). The LRVs have an estimated remaining life of 10 years. The estimated replacement cost for the LRV fleet is \$96 million (about \$4 million per vehicle). An additional \$42 million will be needed to improve the rail facilities and infrastructure for the new vehicles. By the end of the FY 2019, the Authority will have nearly \$29 million of local funding in the Reserve Fund, Rolling Stock Replacement for the local match of the rail vehicles.

The Economic Impact Study was conducted by Cleveland State University's Center for Economic Development. The results of this study were presented to the Board of Trustees in the 1st Quarter 2019 and included the following:

- Transit impact on Cuyahoga County property values: \$2.2 billion
- Property values increased 3.5% within a decade for previously unserved census tracts
- RTA's annual economic impact to Cuyahoga County: \$322 million
- RTA's annual direct spending in Cuyahoga County: \$182 million
- RTA creates and sustains nearly 3,000 jobs in Cuyahoga County
- RTA employees residing in Cuyahoga County: 1,800
- Jobs created from RTA-purchased goods and services in Cuyahoga County: 1,177
- Improved transit access in urban neighborhoods results in:
 - 12.9% reduction in poverty
 - 3.1% growth in employment

The Greater Cleveland Partnership (GCP) in collaboration with WSP completed the Administrative Study and Financial Review. The results of this study were presented to the Board of Trustees in October 2019. A summary of the conclusions and recommendations are below:

- Ridership declined 31% between 2007 and 2017 due to:
 - Cuyahoga County population loss and emigration
 - Changing development and employment patterns
 - Increased competition in urban transportation market (Uber and Lyft)
 - Dispersion of jobs in Cuyahoga County to the outlying areas creating difficulty in transit providing accessible transportation
- Benchmarking is on par with peers except for administrative and paratransit costs
- Rail service is high compared to ridership
- Future of rail service in Cuyahoga County is tied to regional planning and economic development
- Operational budget is balanced based on the Authority's assumptions
- Significant funding gaps exist for rail car replacement and rail infrastructure
- Cost efficiencies and revenue opportunities were identified through system redesigns
- Strong Key Performance Indicators (KPIs) exist but need to be shared with the public

STRATEGIC APPROACH TO THE BUDGET

In developing the budget as well as developing the business strategy, the Authority derives its direction from the Authority's Mission, Vision, and Values, which are shown below.

GCRTA'S MISSION, VISION, VALUES



Figure 1

MISSION: TO PROVIDE SAFE, RELIABLE, CLEAN AND COURTEOUS PUBLIC TRANSPORTATION

VALUES:



Figure 2

VISION:

We Will Be:

- The transportation mode of choice
- Recognized as a transportation industry leader with first-class image
- An employer of choice in Northeast Ohio
- A champion for sustainability

We Will Have:

- A sustainable financial position with controlled expenses and a minimum 30-day operating reserve
- An increasing impact in the region by improving efficiency and the coordination of services

We Will:

- Upgrade and manage technology systems with increased efficiency to best serve our customers
- Achieve an infrastructure and vehicle state-of-good-repair (SOGR) with an effective asset management system
- Fund, plan, coordinate, execute, and deliver quality projects on time and on budget
- Continually improve the quality of our services and enhance the value of RTA to our community

Figure 3

GENERAL FUND

ASSUMPTIONS

Inflation

Assumption:

1.8% to 2.1%

Rationale:

The Federal Reserve recently released their projections for the remainder of 2019 through the next 30 years. The Federal Reserve Bank of Cleveland noted that the 4th District economic activity has been stable and expects inflation to be between 1.8 percent and 2.1 percent. The Federal Reserve Bank of Cleveland projects the inflation rate to remain under 2.1 percent over the next 10 years.

Interest Rates

Assumption:

1.75% to 2.5%

Rationale:

The Federal Reserve Bank cut the interest rate a quarter of a percent point in September 2019, the second such cut in interest rates in 2019. The Federal Reserve further reduced interest rates by another quarter point in October. The Authority has received an average of 2.26 percent interest income on its General Fund investments and an average of 2.32 percent average yield on all investments in all Funds in 2019. For the 2020 budget, a 2.0 percent rate was used to determine the amount of investment earnings.

REVENUES

The 2020 budget estimates \$283.6 million in General Fund revenue and total resources of \$295.8 million. This is a \$1.3 million decrease in total resources compared to the 2019 year-end estimate. The chart to the right shows the percentage of each revenue stream for 2020. Sales & Use Tax has represents 75.9 percent of total revenue. Passenger Fares represents 14.6 percent of total revenue and has been slowly decreasing due to decreased ridership. Reimbursed expenditures, which includes grant-funded and preventive maintenance reimbursements to the Operating Budget, is the third largest source of revenue, at 7.6 percent of the total revenue for 2020.

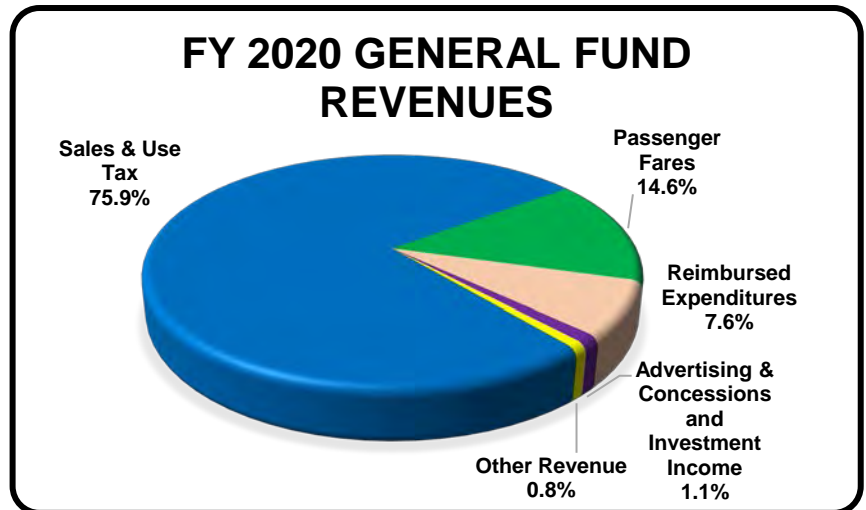


Figure 4

The specific assumptions and calculations for the revenues included there are as follows:

PASSENGER FARES

\$41.4 MILLION

RATIONALE:

Passenger Fares are estimated at \$41.4 million for 2020 representing a 4.0 percent decrease from 2019 levels based on the ridership estimates for 2020. As fuel prices remain low, choice riders continue to opt driving rather than taking public transit. Additionally, ridership on the Red Line declined during the summer due to track work on the west side. The 2020 Budget does not include any fare increase or service change. The fare increase scheduled for August 2019 was postponed until August 2020, so the base fare is expected to remain at \$2.50.

SALES & USE TAX REVENUE

\$215.4 MILLION

RATIONALE:

Sales & Use Tax receipts for 2020 are estimated at \$215.4 million, a \$4 million increase over 2019 estimates.

The Internet Tax Freedom Act is expected to sunset in June 2020. The Internet Tax Freedom Act was approved by U.S. Congress in 1998, which implemented a 3-year restriction on preventing state and local governments from taxing internet access or imposing multiple or discriminatory taxes on electronic commerce. Under this restriction, state and local governments could not impose their sales tax on the monthly payments that consumers make to their Internet Service providers for access to the Internet. In addition, a Grandfather Clause was included that allowed states, which had already imposed and collected taxes on Internet access before October 1, 1998, to continue implementing those taxes. Originally one of 13 states identified in the Grandfather Clause, Ohio is now only one of 7 states that is held under the Grandfather clause. The Internet Tax Freedom Act has been extended 8 times. With the passage of the Trade Facilitation and Trade Enforcement Act of 2015, the restriction on taxing Internet access was extended permanently, while the Grandfather Clause was extended temporarily until June 30, 2020. The Authority is estimating a \$3 to \$5 million hit if this clause expires.

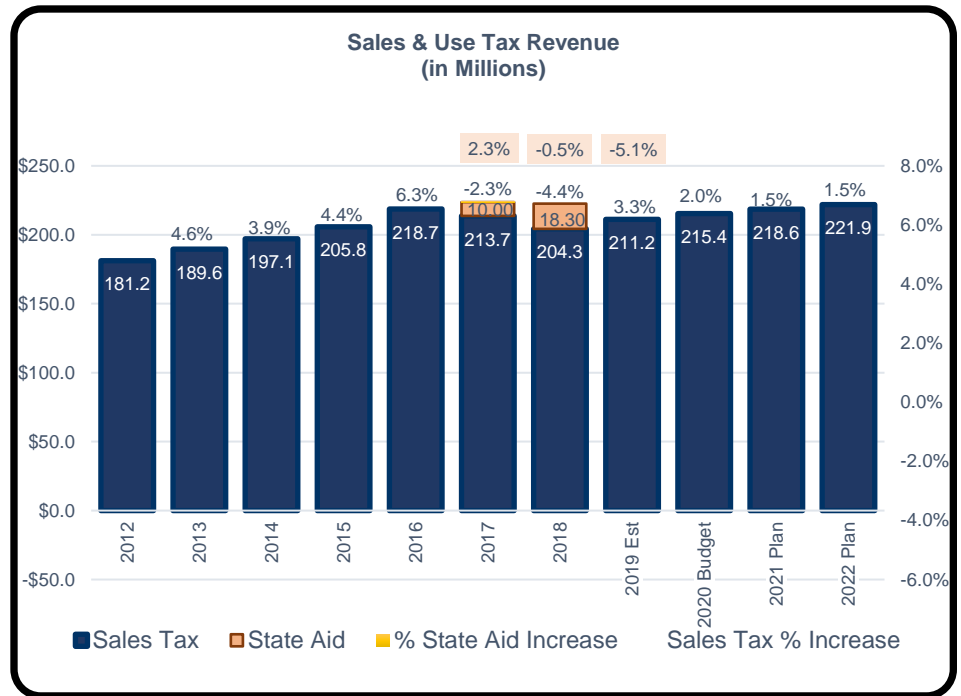


Figure 5

ADVERTISING & CONCESSIONS

\$2.4 MILLION

ADVERTISING CONTRACT

\$1.4 M

CONCESSIONS & NAMING RIGHTS

\$1.0 M

TOTAL

\$2.4 M

RATIONALE:

The Advertising and Concessions Category consists of two subcategories. The first is the current advertising contract. For 2020, the revenue from the advertising contract is budgeted at \$1.4 million. This includes a contract for advertising on the bus shelters. The second category is the naming rights revenue for the HealthLine, Cleveland State Line, and Metro Health Line and concessions that will net the Authority about \$1 million.

INVESTMENT INCOME

\$780 THOUSAND

RATIONALE:

For 2020, the Investment Income is estimated at \$780 thousand. The average yield on the Authority's investments is 2.3 percent in 2019.



OTHER REVENUE

\$2.1 MILLION

RATIONALE:

Other receipts include contractor and hospitalization claim reimbursements, rent, salvage sales, and identification card proceeds, among other miscellaneous receipts. The amounts received from these sources have fluctuated over the years, mainly due to one-time settlements and reimbursements. For 2020, the other revenue category is budgeted at \$2.1 million.

REIMBURSED EXPENDITURES

\$21.5 MILLION

PREVENTIVE MAINTENANCE REIMBURSEMENTS

\$20.0M

FUEL TAX REIMBURSEMENT

\$ 0.7M

REIMBURSED LABOR & MATERIAL

\$ 0.8M

TOTAL

\$21.5M

RATIONALE:

Reimbursed Expenditures category includes reimbursements for Preventive Maintenance (PM), fuel tax, labor and material, as well as other Federal and State reimbursements. For 2020, Reimbursed Expenditures are budgeted at \$21.5 million. This includes Preventive Maintenance at \$20.0 million, \$0.7 million for fuel tax reimbursements, and \$0.8 million for force account labor and other reimbursements. Increasing the PM Reimbursement would reduce available funding for capital projects and negatively impact the ability to achieve and maintain a state of good repair. An \$11.76 million OTP2 grant was awarded by Ohio, of which \$6 million will be used for Reimbursed Expenditures. This will free up formula funding to be used for the Light Rail Track rehabilitation.

EXPENDITURES

Operating Expenditures for the 2020 Operating Budget include the appropriation and expenditure changes as described below. As with revenues, expenditures are estimated not only for the 2020 Budget Year, but also for the two consecutive out-years to assist with longer term planning. The General Fund Balance Analysis projections include those out-years to demonstrate the impact of various items contained in the 2020 Budget (collective bargaining agreements, service changes, contract changes, as well as requirements of the Capital Improvement Plan, etc.). Figure 7 summarizes the budgeted expenditures for 2020 and highlights the various areas of cost increases included in the proposed Operating Budget.

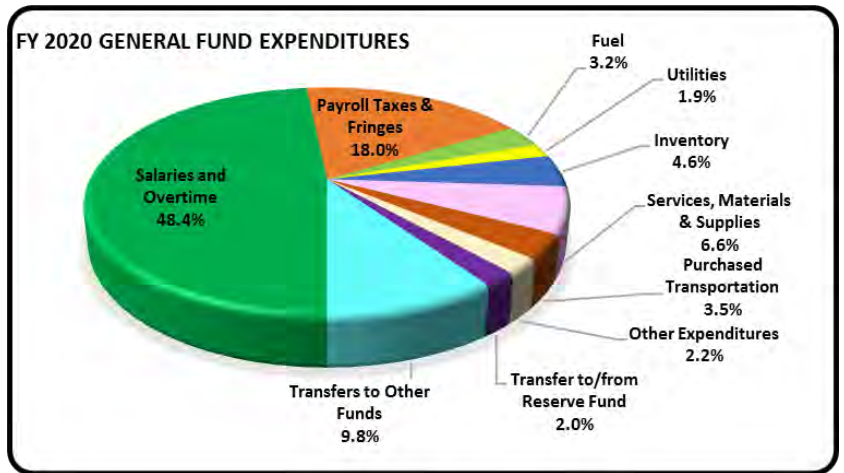


Figure 6

SALARIES & OVERTIME

\$143.7 MILLION

RATIONALE:

Total salaries, wages and overtime for the 2020 Operating Budget are \$143.7 million and represent 54.8 percent of the total 2020 General Fund expenses. The 2020 Operating Budget includes 2,333 FTE (full time equivalent) positions. A 2.5 percent salary increase is budgeted for all positions. Both union contracts ended in 2017. The FOP signed a new agreement in 2019, which again aligns wage increases to the

revenue increases for passenger fares and sales tax from the prior year. The ATU negotiations are continuing.

PAYROLL TAXES & FRINGE BENEFITS	\$53.4 MILLION
PAYROLL TAXES / PERS	\$21.2M
HEALTH CARE / PRESCRIPTION	\$28.1M
VISION / DENTAL / OTHER FRINGE BENEFITS	\$ 4.1M
TOTAL	\$53.4M

RATIONALE:

Payroll taxes and Ohio PERS (Ohio Public Employee Retirement System) budget for 2020 is \$21.2 million. Ohio PERS provides retirement, disability, and survivor benefit programs for public employees. Health Care and prescription costs for 2020 are budgeted at \$28.1 million and are projected to remain near 2019 levels. The employee contribution for health care coverage is 14 percent. Employees can receive a one-percent refund if they complete a physical and an additional one percent refund if they complete a dental exam. Those employees who complete both received a 2 percent refund on their health care contribution. The 2020 budget for vision, dental, and other fringe benefits is \$4.1 million. In each of the contracts, co-pays and deductibles are identified by type of plan and family size. This action makes employees more involved in their own care.

FUEL EXPENSES	\$9.0 MILLION
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RATIONALE:

The Energy Price Risk Management Program (aka Fuel Hedging Program) has helped to stabilize diesel fuel and Compressed Natural Gas (CNG), two of the Authority's most volatile expenses. Through this program, the cost of fuel (diesel and CNG) has remained steady. The U.S. has increased production of crude oil in the last few years and is now less dependent upon foreign sources. Between 2015 and 2019, RTA placed 133 Compressed Natural Gas (CNG) buses into operation and retired older diesel buses, reducing fuel by nearly a million dollars between 2017 and 2018. By 2020, 27 new CNG buses are planned to be placed into operation. Total fuel costs for 2020 are budgeted at 9.0 million and include diesel, CNG, propulsion power electricity for the trains, gasoline, and propane.

OTHER EXPENDITURES	\$55.7 MILLION
SERVICES, MATERIALS AND SUPPLIES	\$19.4M
INVENTORY	\$13.7M
PURCHASED TRANSPORTATION	\$10.3M
OTHER UTILITIES	\$ 5.7M
OTHER MISCELLANEOUS EXPENDITURES	\$ 6.6M
TOTAL	\$55.7M

RATIONALE:

Maintenance contracts and other services are budgeted at \$15.8 million. This category includes advertising fees, multi-year maintenance contracts, and other miscellaneous services. The in-house service for NAPA inventory for Paratransit expired in 2019 and Paratransit inventory was added to the inventory costs. Some of the multi-year maintenance contracts are requirement-based and only invoiced when services are needed. This helps to keep costs down throughout the year. The inventory category is budgeted at \$13.7 million and includes all parts and equipment for the buses, trains, and facilities. This category also includes the predictive maintenance kits for the fixed-route buses in the program. The collaborative work between Asset Configuration & Management and Inventory for the predictive maintenance program has helped to stabilize inventory expenses, increase miles between service interruptions, and keeping buses on the road.

Purchased transportation for ADA Paratransit services is budgeted at \$ 10.3 million. Three new contracts were started in June 2019. DriverMate was installed for the in-house and purchased transportation vehicles, enabling better mapping and communication for pick-ups and drop-offs. This category also includes



\$650,000 of pass-through expenses for Medina County. The Authority trades operating dollars in exchange for federal funding received by Medina County for their transit agency.

Other expenses includes liability claims and insurance premiums, which are budgeted at \$4.4 million for 2020. Training, travel, and professional expenses are also in this category, budgeted at \$2.2 million. This includes tuition reimbursements, property taxes, leases and rentals, and other miscellaneous expenses. Travel costs for the Bus and Rail Rodeos are also included.

DESCRIPTION	2019 Amended Budget	2019 Third Quarter Estimate	2020 Budget	2020 Budget vs. 2019 Amended Budget	% Difference
SALARIES & OVERTIME	\$ 138,563,985.00	\$ 136,887,461.00	\$ 143,667,173.00	\$ 5,103,188.00	3.68%
FRINGE BENEFITS	\$ 53,873,933.00	\$ 51,773,035.00	\$ 53,391,398.00	\$ (482,535.00)	-0.90%
SERVICES	\$ 14,632,263.00	\$ 13,420,085.00	\$ 15,811,345.00	\$ 1,179,082.00	8.06%
MATERIAL & SUPPLIES	\$ 17,117,078.00	\$ 13,909,612.00	\$ 17,330,409.00	\$ 213,331.00	1.25%
FUEL/UTILITIES	\$ 15,639,118.00	\$ 14,170,446.00	\$ 15,099,457.00	\$ (539,661.00)	-3.45%
LIABILITIES	\$ 4,495,109.00	\$ 3,394,144.00	\$ 4,440,186.00	\$ (54,923.00)	-1.22%
PURCHASED TRANSPORTATION	\$ 8,434,045.00	\$ 9,094,714.00	\$ 10,345,000.00	\$ 1,910,955.00	22.66%
OTHER	\$ 1,762,244.00	\$ 1,260,091.00	\$ 2,128,906.00	\$ 366,662.00	20.81%
TOTAL	\$ 254,517,775.00	\$ 243,909,588.00	\$ 262,213,874.00	\$ 7,696,099.00	3.02%

Figure 7

TRANSFER TO THE INSURANCE FUND

The Insurance Fund has a required minimum fund balance of \$5.0 to protect the Authority against catastrophic or extraordinary losses. The Authority is self-insured in all areas except personal property and equipment. Expenditures in the Insurance Fund are used for extraordinary claims and insurance premiums over \$150,000. With the increase in safety measures, claims have declined significantly, and the budgeted transfers have generally been reduced. In 2019, a transfer of \$2.7 million was budgeted to cover insurance premiums and projected claim payments and to maintain the necessary ending balance. For 2020, a transfer of \$2.0 million is needed to cover estimated costs and maintain the fund at the required level. Continued safety actions may allow the amounts in the out-years to be lowered.

TRANSFER TO THE SUPPLEMENTAL PENSION FUND

The Supplemental Pension Fund was established for payments of benefits relating primarily to certain retired employees of the Authority and predecessor transit systems. Since 1986, the Pension Fund has also been used to account for funds on deposit with the Ohio Public Employees Deferred Compensation Board. The Authority has no control over these funds but is required to account for them in a trust. The 2020 budget estimates that the Supplemental Pension Fund will need transfers of \$50,000. For the out-years, 2021 and 2022, additional transfers are planned in order to maintain the necessary balance within this fund as identified in a bi-annual actuarial study.

TRANSFERS TO CAPITAL

This measure has fluctuated over the years. Between 2016 and 2018, General Fund Transfer to Capital was \$31.4 million, \$27.3 million, and \$32.6 million, respectively. In 2018, an additional transfer of \$5.0 million was needed for the Radio CAD/AVL project, which increased the sales tax contribution to capital to 16.2 percent. Funding for this project came from a grant from the Federal Highway Administration under a 50/50 cooperative grant agreement that will reimburse RTA 50 percent of the funding used for the project. The transfer to capital for 2019 was \$25.3 million, \$1.7 million less than budget as proceeds from the Bond Issuance in 2019 was used to pay for the principal and interest payments for 2019 bonds. The 2020 Budget calls for a transfer of \$27.1 million to Capital. Local funds are transferred to the capital program to provide the local match for preventive maintenance expenditures and for other locally funded state of good repair projects that are ineligible to fund with debt service. For 2021 and 2022, the transfers to capital are planned at \$21.7 million and \$22.3 million, respectively.

EMPLOYMENT LEVEL ANALYSIS

The 2020 Budget reflects 2,333 FTEs. The pie chart to the right represents the relative employment levels within each division. During 2019, the Office of Management & Budget was moved out of the Executive Division and into the Finance & Administration Division. For the 2020 Budget, the Rail Power & Way section was moved out of Rail and as a stand-alone Department under the Operations Division.

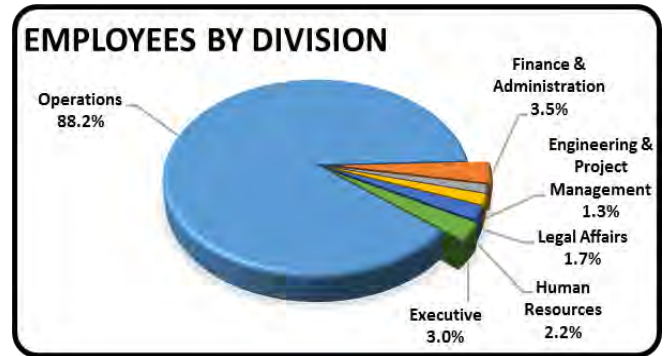


Figure 8

SERVICE LEVELS

For 2020, no significant service changes are planned. The Authority plans to maintain current services while working with a consultant on a system redesign study, which is expected to be completed by December 2019. Any service changes recommended by this study will first be discussed with the public and further refined before any implementation occurs. The Budgets service level comparison by mode is below.

2020 Budgeted Service Levels By Mode Compared to 2019 Budgeted Service Levels by Mode								
Service Mode	Service Hours				Service Miles			
	2019* Budget	2020 Budget	Variance	Percent Variance	2019 Budget	2020 Budget	Variance	Percent Variance
Rail								
Heavy Rail (Red)	143,000	143,000	0	0.0%	2,600,000	2,600,000	0	0.0%
Light Rail (Blue/Green)	53,336	53,336	0	0.0%	756,852	756,852	(0)	0.0%
Rail Total	196,336	196,336	0	0.0%	3,356,852	3,356,852	(0)	0.0%
Bus								
Bus Total	1,255,020	1,255,020	0	0.0%	15,066,089	15,066,089	(0)	0.0%
Sub-Total Bus & Rail	1,451,357	1,451,357	0	0.0%	18,422,941	18,422,941	(0)	0.0%
Paratransit								
In-House	162,299	167,110	4,811	3.0%	2,170,368	2,368,900	198,532	9.1%
Contract	243,449	214,739	(28,710)	-11.8%	3,255,552	3,128,614	(126,938)	-3.9%
Sub-Total Paratransit	405,748	381,849	(23,899)	-5.9%	5,425,920	5,497,514	71,594	1.3%
Van Pool Program	12,000	12,000	-	0.0%	300,000	300,000	-	0.0%
	12,000	12,000	-	0.0%	300,000	300,000	-	0.0%
*Amended Budget								
	1,869,104.68	1,845,205.68			24,148,861.41	24,220,455.00		

Figure 9

POLICY COMPLIANCE

The discussion in this section focuses on the Authority's adopted financial policy objectives. These objectives represent trends or indicators that are analyzed as they relate to long-range financial implications for the organization. These financial policy objectives were amended in August 2011 and again in March 2017. The financial policies or trends, as outlined in Attachment B, are applied to the following areas:

OPERATING EFFICIENCY

An OPERATING RATIO of at least 25 percent is the policy goal. At 17.1 percent, this ratio will not meet the objective for 2020, reflecting ridership declines over the past several years. RTA will need to increase operating revenues and/or control expenses throughout the year in order to end the year with a ratio above 20 percent.

The COST PER HOUR OF SERVICE is to be maintained at or below the level of inflation (under 2 percent for 2020). For 2020, budgeted operating costs are increasing by 7.5 percent, compared to the 2019 estimate. Total Service hours are budgeted to be maintained in 2020. The cost per hour of service for 2020 is budgeted at \$143.1, an 8.6 percent increase over 2019 estimates. This objective will not be met.

The ONE-MONTH OPERATING RESERVE requires that the Authority should have a year-end balance equal to one month's operating costs. The Operating Reserve objective is projected to be met again in 2019 at 1.8-months. For 2020, a one-month operating reserve is equal to \$21.8 million. With a budgeted ending balance of \$25.0 million, a 1.1-month reserve, this measure will again be met.

CAPITAL EFFICIENCY

The goal for the DEBT SERVICE COVERAGE ratio is to be at or above 1.5. A debt issuance was budgeted for 2017 but deferred to 2018 and again to 2019, based on capital needs and market conditions. Debt service coverage for 2019 is estimated at 4.21. For 2020, the Debt Service Coverage is budgeted at 2.65. This objective will be met.

Another financial goal is to contribute a minimum of 10 percent of Sales Tax revenue to capital. This indicator includes both the direct contributions to capital and the amount "set-aside" in the General Fund for debt service. The CONTRIBUTION TO CAPITAL is projected to be above the minimum of 10 percent in 2019, at 12.0 percent. The \$30 million debt issuance in 2019 brought the Sales Tax contribution down. The financial contributions to the capital programs support 100 percent of locally funded capital projects, provide the local match for projects funded by grants, and funds the Authority's debt service requirements. For 2020, the Sales Tax Contribution to Capital is budgeted at 12.6 percent.

The CAPITAL MAINTENANCE OUTLAY TO CAPITAL EXPANSION remains above the Board Policy goal of between 75 percent and 90 percent due to a large number of State of Good Repair (SOGR) capital maintenance projects including the bus improvement program, reconstruction of heavy and light rail stations, and track infrastructure projects. It will remain above the 90 percent maximum for 2020 and the out years as the focus of the Authority's capital program remains on the maintenance, rehabilitation, and the replacement and/or upgrade of existing capital assets, rather than on expansion projects.

The Authority has been able to improve internal processes over the past years and reduce costs to enable shifts of financial resources to address many SOGR capital projects. The Authority must continue to maintain a balance between operating and capital funds to stay successful and develop plans to address the significant challenges it will face in the upcoming years.

END OF YEAR RESERVE FUNDS

A \$6 million transfer to the Rolling Stock Reserve Fund was made in the 1st Quarter of 2019 with an additional transfer of \$5 million planned to be made in the 4th Quarter of 2019. In 2020, a transfer of \$5 million is budgeted for rail car replacement into the Rolling Stock Reserve Fund.

A transfer from the General Fund for the 27th pay is budgeted at \$0.88 million. Every 12 years a 27th pay is expected due to the pay cycles. To help cover these costs, a transfer of \$1.5 million is budgeted in 2020 for salary employees, or 1/12 of annual pay costs.

CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) for 2020-2024 was approved by the Board May 14, 2019. The CIP provides for the purchase, maintenance, and improvement of the Authority's capital assets through a programmed allocation of available financial resources. The capital assets of the Authority are varied and include such items as buses, rail cars, rail right-of-way infrastructure, facilities, equipment, non-revenue vehicles, and other capital assets needed to support the on-going operations of the Authority. The life cycle of these capital assets extends over a period of years and effective capital improvement planning provides the framework for scheduling improvements based on the availability of resources, the condition of assets, and the priorities among submitted capital projects. The capital-intensive nature of public transportation makes long-term financial planning, as well as effective implementation and completion of programmed capital projects on a timely basis, indispensable.

As in previous years, additional financial resources continue to be needed to meet the needs of maintaining the Authority's capital assets in a State of Good Repair (SOGR). In recent budget years, due to the improved financial conditions of the Authority additional funds were transferred to the capital program by strategically reducing grant funded Preventive Maintenance (PM) reimbursements to the Operating Budget and directing more resources towards capital asset improvements. The Authority has also aggressively pursued all eligible competitive grant awards for identified, but unfunded SOGR projects. The Ohio Department of Transportation (ODOT) authorized \$3.67 million of Urban Transit Program (UTP) funding to the Authority. This funding will be used to purchase 3 additional MCIs and 5 Gillig buses. ODOT also authorized \$11.66 million of Ohio Transit Partnership Program (OTPP) funding, which will be used to purchase property along E. 79th Street Station along the Red Line, Preventive Maintenance Reimbursement (in exchange for Federal Formula Funding) and Heavy Rail Vehicles. The Federal Formula funding originally to be used for Preventive Maintenance Reimbursement, will be amended to help fund the Light Rail trunk line track project.

The allocation of capital funds and budget authority continues to target a significant number of SOGR projects throughout the Authority. Financial resources for capital projects are allocated through a capital review process that prioritizes both budgeted, unfunded capital projects as well as consideration of new capital projects. It maintains the focus of the Authority's capital program on achieving and maintaining a SOGR throughout the system as it continues to reflect existing and future projected financial and operational constraints facing the Authority. The challenges include maintaining bus and rail fleets in a SOGR, maintaining rail infrastructure, facilities, and bridges awarding of funds. The Authority's capital projects are grouped in the 2020-2024 Capital Improvement Plan shown on the following page.

2020 - 2024 COMBINED CAPITAL IMPROVEMENT PLAN						
Combined Budget Authority						
PROJECT CATEGORY	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2020-2024
Bus Garages	\$0	\$0	\$700,000	\$4,312,665	\$1,662,800	\$6,675,465
Bus Improvement Program	\$21,305,000	\$21,906,000	\$22,062,000	\$20,960,000	\$20,960,000	\$107,193,000
Equipment & Vehicles	\$1,459,702	\$1,645,418	\$3,065,687	\$1,143,984	\$952,000	\$8,266,791
Facilities Improvements	\$14,779,682	\$13,913,599	\$12,214,094	\$15,002,330	\$15,229,500	\$71,139,205
Other Projects	\$2,459,576	\$2,459,576	\$2,459,576	\$2,459,576	\$2,459,576	\$12,297,880
Preventive Maint./Oper. Reimb.	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$100,000,000
Rail Projects	\$32,954,362	\$30,030,973	\$29,197,680	\$27,592,286	\$37,689,081	\$157,464,382
Rail Car Replacement Program	\$8,000,000	\$31,250,000	\$31,250,000	\$31,250,000	\$23,250,000	\$125,000,000
Transit Centers	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
TOTALS	\$101,258,321	\$121,505,566	\$121,249,037	\$123,020,841	\$122,502,957	\$589,536,722

Figure 10

CONCLUSION

GCRTA has managed well over the past six years. The 2020 budget maintains current service levels. As in the past, the GCRTA will closely monitor expenses and take the necessary actions as the budgeted operating reserve falls.

GCRTA must continue to align expenses with revenues, improve its operational efficiencies and effectiveness to provide quality service and meet its commitments to its customers, while at the same time, it must maintain the necessary funds to sustain operations and keep its infrastructure in a state of good repair. The proposed 2020 General Fund and the Other Fund Budgets achieve that goal, but at the same time indicate that challenges lie ahead in the upcoming years.

The General Fund Balance Analysis and Financial Policy Goals for the Proposed 2020 Budget are below.

**ATTACHMENT A
General Fund Balance Analysis**

	2018	2019	2019	2020	2021	2022
	Actual	Amended Budget	3Q Estimate	Proposed Budget	Plan	Plan
Beginning Balance	34,869,397	38,959,995	38,959,995	37,136,081	24,974,942	19,161,892
Revenue						
Passenger Fares	46,611,350	46,497,104	43,173,773	41,446,822	39,788,949	38,197,391
Advertising & Concessions	786,836	2,162,000	3,412,700	2,400,863	2,400,863	2,400,863
Sales & Use Tax	204,331,707	207,396,683	211,172,719	215,396,173	218,627,116	221,906,523
State Aid from MCO Loss	18,271,169	0	0	0	0	0
Investment Income	733,668	600,000	879,782	779,858	524,474	402,400
Other Revenue	2,217,242	2,090,000	2,430,985	2,100,000	2,100,000	2,100,000
Reimbursed Expenditures	22,667,293	22,075,000	22,075,000	21,520,000	21,520,000	21,520,000
Total Revenue	295,619,265	280,820,787	283,144,959	283,643,716	284,961,402	286,527,177
Total Resources	330,488,662	319,780,782	322,104,954	320,779,797	309,936,343	305,689,069
Operating Expenditures						
Salaries and Overtime	134,480,231	138,563,985	136,887,461	143,667,173	142,423,079	142,888,912
Payroll Taxes and Fringes	51,457,495	53,873,933	51,773,035	53,391,398	53,337,455	53,381,480
Fuel (Diesel, CNG, Prop. Pwr., Gas)	9,351,736	10,304,550	8,961,021	9,443,600	9,321,888	9,229,585
Utilities	4,557,351	5,334,568	5,209,425	5,655,857	5,601,087	5,380,825
Inventory	12,961,263	13,368,000	10,792,337	13,711,000	14,585,082	14,585,082
Services and Material & Supplies	16,642,929	18,381,341	16,537,360	19,430,753	19,049,910	19,211,407
Purchase Transportation	9,934,312	8,434,045	9,094,714	10,345,000	10,439,920	9,885,789
Other Expenditures	4,968,361	6,257,353	4,654,235	6,569,092	6,342,427	6,195,927
Total Operating Expenditures	244,353,679	254,517,776	243,909,588	262,213,873	261,100,848	260,759,007
Transfers to Other Funds						
Transfer to the Insurance Fund	7,250,000	2,700,000	2,700,000	2,000,000	2,000,000	2,600,000
Transfer to the Pension Fund	60,000	50,000	50,000	50,000	45,000	40,000
Transfers to Reserve Fund	7,368,662	7,965,059	12,965,059	5,878,615	5,878,615	5,878,615
Transfers from the Reserve Fund				(1,450,000)		
Transfers to Capital						
Bond Retirement Fund	17,236,407	15,228,052	13,339,003	13,714,842	13,835,408	13,820,910
Capital Improvement Fund	15,259,919	11,887,181	12,005,224	13,397,525	7,914,580	8,527,908
Total Transfers to Capital	32,496,326	27,115,233	25,344,227	27,112,367	21,749,988	22,348,819
Total Transfers to Other Funds	47,174,988	37,830,292	41,059,286	33,590,982	29,673,603	30,867,434
Total Expenditures	291,528,667	292,348,069	284,968,874	295,804,855	290,774,451	291,626,441
Available Ending Balance	38,959,995	27,432,714	37,136,081	24,974,941	19,161,891	14,062,627

2020 Tax Budget Financial Policy Goals								
	Goal	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	2021 Plan	2022 Plan	
Operating Efficiency	Operating Ratio	≥ 25%	19.8%	19.4%	19.5%	17.1%	16.4%	15.8%
	Cost per Service Hour		\$130.6	\$140.8	\$131.7	\$143.1	\$142.5	\$142.3
	Growth per Year	≤ Rate of Inflation	1.4%	7.9%	-6.5%	8.6%	-0.4%	-0.1%
	Operating Reserve (Months)	≥ 1 month	1.9	1.3	1.8	1.1	0.9	0.6
Capital Efficiency	Debt Service Coverage	≥ 1.5	3.76	3.19	4.21	2.65	2.34	2.37
	Sales Tax Contribution to Capital	≥ 10%	14.6%	13.1%	12.0%	12.6%	9.9%	10.1%
	Capital Maintenance to Expansion	75%- 90%	97.3%	94.3%	100.0%	100.0%	100.0%	100.0%



ATTACHMENT C
RTA Development Fund Balance Analysis

	2018 Actual	2019 Amended Budget	2019 3Q Estimate	2020 Proposed Budget	2021 Plan	2022 Plan
Beginning Balance	20,136,261	18,099,415	18,099,415	36,608,688	14,776,584	23,289,906
Revenue						
Debt Service Proceeds	0	30,000,000	30,000,000	0	25,000,000	0
Transfer from RTA Capital Fund	9,434,255	8,984,255	8,984,255	10,684,255	6,034,255	5,884,255
Transfer from the Reserve Fund	2,000,000	0	0	0	2,400,000	5,200,000
Investment Income	258,572	800,000	800,000	500,000	700,000	500,000
Federal Capital Grants	56,531,115	42,082,188	42,082,188	63,887,602	67,750,869	65,973,700
State Capital Grants	827,365	1,384,658	1,384,658	1,384,658	1,384,658	1,384,658
Other Revenue	-32,530	0	0	0	0	0
Total Revenue	69,018,777	83,251,101	83,251,101	76,456,515	103,269,782	78,942,613
Total Resources	89,155,038	101,350,516	101,350,516	113,065,203	118,046,367	102,232,519
Expenditures						
Capital Outlay	71,055,623	64,741,828	64,741,828	98,288,619	94,756,461	92,270,909
Other Expenditures	0	0	0	0	0	0
Total Expenditures	71,055,623	64,741,828	64,741,828	98,288,619	94,756,461	92,270,909
Ending Balance	18,099,415	36,608,688	36,608,688	14,776,584	23,289,906	9,961,610

ATTACHMENT D
RTA Capital Fund Balance Analysis

	2018 Actual	2019 Amended Budget	2019 3Q Estimate	2020 Proposed Budget	2021 Plan	2022 Plan
Beginning Balance	1,299,482	3,214,558	3,214,558	2,965,343	2,773,912	1,659,247
Revenue						
Transfer from General Fund	15,259,919	11,887,181	12,005,224	13,397,525	7,914,580	8,527,908
Investment Income	62,161	60,000	60,000	65,000	65,000	65,000
Other Revenue	1,855	0	0	0	0	0
Total Revenue	15,323,935	11,947,181	12,065,224	13,462,525	7,979,580	8,592,908
Total Resources	16,623,417	15,161,739	15,279,781	16,427,869	10,753,492	10,252,155
Expenditures						
Asset Maintenance	1,920,700	1,405,000	1,405,000	1,510,000	1,755,000	1,710,000
Routine Capital	2,053,904	1,925,183	1,925,183	1,459,702	1,304,990	1,243,000
Other Expenditures	0	0	0	0	0	0
Transfer to RTA Development Fund	9,434,255	8,984,255	8,984,255	10,684,255	6,034,255	5,884,255
Total Expenditures	13,408,859	12,314,438	12,314,438	13,653,957	9,094,245	8,837,255
Ending Balance	3,214,558	2,847,301	2,965,343	2,773,912	1,659,247	1,414,900

ATTACHMENT E
Bond Retirement Fund Balance Analysis

	2018 Actual	2019 Amended Budget	2019 3Q Estimate	2020 Proposed Budget	2021 Plan	2022 Plan
Beginning Balance	2,299,936	2,739,205	2,739,205	7,046,617	4,637,249	1,982,157
Revenue						
Transfer from General Fund	17,236,407	15,228,052	13,339,003	13,714,842	13,835,408	13,820,910
Investment Income	122,664	130,000	130,000	135,000	135,000	135,000
Other Revenue	134	0	5,916,999	0	0	0
Total Revenue	17,359,205	15,358,052	19,386,002	13,849,842	13,970,408	13,955,910
Reconciling Journal Entry	0	0	0	0	0	0
Total Resources	19,659,141	18,097,257	22,125,207	20,896,459	18,607,657	15,938,067
Expenditures						
Debt Service						
Principal	11,945,000	10,405,589	9,650,000	10,560,000	11,345,000	9,535,000
Interest	4,974,936	5,477,090	5,427,090	5,697,710	5,279,000	4,711,950
Other Expenditures	0	1,500	1,500	1,500	1,500	1,500
Total Expenditures	16,919,936	15,884,179	15,078,590	16,259,210	16,625,500	14,248,450
Ending Balance	2,739,205	2,213,078	7,046,617	4,637,249	1,982,157	1,689,617

ATTACHMENT F
Insurance Fund Balance Analysis

	2018 Actual	2019 Amended Budget	2019 3Q Estimate	2020 Proposed Budget	2021 Plan	2022 Plan
Beginning Balance	6,074,641	12,640,748	12,640,748	7,316,748	6,456,298	5,772,298
Revenue						
Investment Income	90,005	90,000	90,000	35,000	35,000	35,000
Transfer from General Fund	7,250,000	2,700,000	2,700,000	2,000,000	2,000,000	2,600,000
Total Revenue	7,340,005	2,790,000	2,790,000	2,035,000	2,035,000	2,635,000
Total Resources	13,414,646	15,430,748	15,430,748	9,351,748	8,491,298	8,407,298
Expenditures						
Claims and Premium Outlay	773,898	8,114,000	8,114,000	2,895,450	2,719,000	2,706,000
Other Expenditures	0	0	0	0	0	0
Total Expenditures	773,898	8,114,000	8,114,000	2,895,450	2,719,000	2,706,000
Ending Balance	12,640,748	7,316,748	7,316,748	6,456,298	5,772,298	5,701,298

ATTACHMENT G
Supplemental Pension Fund Balance Analysis

	2018 Actual	2019 Amended Budget	2019 3Q Estimate	2020 Proposed Budget	2021 Plan	2022 Plan
Beginning Balance	1,333,767	1,352,482	1,352,482	1,356,482	1,360,482	1,361,482
Revenue						
Investment Income	16,260	14,000	14,000	14,000	14,000	14,000
Transfer from General Fund	60,000	50,000	50,000	50,000	45,000	40,000
Total Revenue	76,260	64,000	64,000	64,000	59,000	54,000
Total Resources	1,410,027	1,416,482	1,416,482	1,420,482	1,419,482	1,415,482
Expenditures						
Benefit Payments	57,545	60,000	60,000	60,000	58,000	58,000
Other Expenditures	0	0	0	0	0	0
Total Expenditures	57,545	60,000	60,000	60,000	58,000	58,000
Reconciling Journal Entry	0	0	0	0	0	0
Ending Balance	1,352,482	1,356,482	1,356,482	1,360,482	1,361,482	1,357,482

ATTACHMENT H
Law Enforcement Fund Balance Analysis

	2018 Actual	2019 Amended Budget	2019 3Q Estimate	2020 Proposed Budget	2021 Plan	2022 Plan
Beginning Balance	26,958	34,063	34,063	55,863	77,863	99,863
Revenue						
Law Enforcement Revenue	27,850	20,000	20,000	20,000	20,000	20,000
Law Enforcement Training Revenue	0	0	0	0	0	0
Investment Income	1,219	1,800	1,800	2,000	2,000	2,000
Other Revenue	0	0	0	0	0	0
Total Revenue	29,069	21,800	21,800	22,000	22,000	22,000
Total Resources	56,027	55,863	55,863	77,863	99,863	121,863
Expenditures						
Capital & Related Items	21,964	0	0	0	0	0
Training	0	0	0	0	0	0
Total Expenditures	21,964	0	0	0	0	0
Reconciling Journal Entry	0	0	0	0	0	0
Ending Balance	34,063	55,863	55,863	77,863	99,863	121,863

ATTACHMENT I
Reserve Fund Balance Analysis

	2018 Actual	2019 Amended Budget	2019 3Q Estimate	2020 Proposed Budget	2021 Plan	2022 Plan
Beginning Balance	17,624,278	27,677,990	27,677,990	41,093,049	45,996,664	50,100,279
Revenue						
Investment Income	326,456	450,000	450,000	475,000	625,000	750,000
Transfer from GF for Compensated Absences	944,484	690,000	690,000	0	0	0
Transfer from GF for Fuel	0	0	0	0	0	0
Transfer from GF for Hospitalization	729,330	0	0	0	0	0
Transfer from GF for Rolling Stock Reserve	5,000,000	6,000,000	11,000,000	5,000,000	5,000,000	5,000,000
Transfer from GF for 27th Pay	694,848	1,275,059	1,275,059	878,615	878,615	878,615
Other Revenue	4,358,594	0	0	0	0	0
Total Revenue	12,053,712	8,415,059	13,415,059	6,353,615	6,503,615	6,628,615
Total Resources	29,677,990	36,093,049	41,093,049	47,446,664	52,500,279	56,728,894
Expenditures						
Transfer to General Fund (Compensated Absences)	0	0	0	0	0	0
Transfer to General Fund (Fuel)	0	0	0	0	0	0
Transfer to General Fund (Hospitalization)	0	0	0	0	0	0
Transfer to RTA Development Fund (Rolling Stock)	2,000,000	0	0	0	2,400,000	5,200,000
Transfer to General Fund (27th Pay - 2024)	0	0	0	1,450,000	0	0
Total Expenditures	2,000,000	0	0	1,450,000	2,400,000	5,200,000
Ending Balance	27,677,990	36,093,049	41,093,049	45,996,664	50,100,279	51,528,894
Rolling Balances						
Compensated Absences	2,887,323	3,624,267	3,624,267	3,666,160	3,715,976	3,771,604
Fuel	2,510,273	2,551,086	2,551,086	2,580,575	2,615,639	2,654,795
Hospitalization	2,569,915	2,611,697	2,611,697	2,641,886	2,677,784	2,717,871
Rolling Stock	17,584,065	23,869,954	28,869,954	34,203,665	37,268,423	37,626,330
27th Pay: Salary: 2020 / Hourly 2025	2,126,414	3,436,045	3,436,045	2,904,378	3,822,457	4,758,294
Total	27,677,990	36,093,049	41,093,049	45,996,664	50,100,279	51,528,894

ATTACHMENT J
All Funds Balance Analysis

	2018 Actual	2019 Amended Budget	2019 3Q Estimate	2020 Proposed Budget	2021 Plan	2022 Plan
Beginning Balance	83,664,721	104,718,458	104,718,458	133,578,872	101,053,995	103,427,125
Revenue						
Passenger Fares	46,611,350	46,497,104	43,173,773	41,446,822	39,788,949	38,197,391
Sales & Use Tax	204,331,707	207,396,683	211,172,719	215,396,173	218,627,116	221,906,523
Federal	56,531,115	42,082,188	42,082,188	63,887,602	67,750,869	65,973,700
State	19,098,534	1,384,658	1,384,658	1,384,658	1,384,658	1,384,658
Investment Income	1,611,005	2,145,800	2,425,582	2,005,858	2,100,474	1,903,400
Other Revenue	30,027,274	26,347,000	33,855,684	26,040,863	26,040,863	26,040,863
Debt Service Proceeds	0	30,000,000	30,000,000	0	25,000,000	0
Total Revenue	358,210,985	355,853,433	364,094,604	350,161,977	380,692,929	355,406,535
Total Resources	441,875,706	460,571,891	468,813,061	483,740,849	481,746,924	458,833,660
Expenditures						
Personnel Services	185,937,727	192,437,918	188,660,496	197,058,571	195,760,534	196,270,392
Fuel (Diesel, CNG, Prop. Pwr., Gas)	9,351,736	10,304,550	8,961,021	9,443,600	9,321,888	9,229,585
Utilities	4,557,351	5,334,568	5,209,425	5,655,857	5,601,087	5,380,825
Inventory	12,961,263	13,368,000	10,792,337	13,711,000	14,585,082	14,585,082
Services & Materials	16,642,929	18,381,341	16,537,360	19,430,753	19,049,910	19,211,407
Purchased Transportation	9,934,312	8,434,045	9,094,714	10,345,000	10,439,920	9,885,789
Other Expenditures	5,821,768	14,432,853	12,829,735	9,526,042	9,120,927	8,961,427
Capital Outlay	75,030,227	68,072,011	68,072,011	101,258,321	97,816,451	95,223,909
Debt Service	16,919,936	15,882,679	15,077,090	16,257,710	16,624,000	14,246,950
Total Expenditures	337,157,249	346,647,966	335,234,189	382,686,854	378,319,799	372,995,366
Available Ending Balance	104,718,458	113,923,924	133,578,872	101,053,995	103,427,125	85,838,294

2020 BUDGET GUIDE

ORGANIZATION OF THE ADOPTED BUDGET PLAN

The purpose of this section is to describe the contents of the 2020 Operating and Capital Budgets (Adopted Budget Plan) for the Greater Cleveland Regional Transit Authority (the Authority). This section is an aid for those who wish to analyze the book in detail. The Table of Contents in the beginning of the book and on the tabs in the beginning of each section provide further direction to the reader.

TRANSMITTAL LETTER

The Transmittal Letter is the CEO/General Manager's Executive Letter and an overview of the Authority's operations and finances for the upcoming fiscal year. It includes the Citizens' Summary which explains the revenues, expenditures, staffing, and service indicators. The Transmittal Letter also includes attachments of the Fund Statements and Financial Objectives.

BUDGET GUIDE

In addition to providing an outline of the Adopted Budget Plan, the Budget Guide explains the Authority's Financial and Budgetary policies, including the rationale for their adoption and the way they are implemented and monitored. The Budget Guide also contains a description of the Budget Process, a Budget Calendar, a Profile of the Service Area, and a Glossary of terms used in the Adopted Budget Plan.

FUND BUDGETS

The Fund Budgets section defines the Authority's Fund Structure and the interrelationships between funds. Individual fund statements reflect the trends in revenues, expenditures, ending balances, and transfers between funds over a six-year period. Historical, current, and prospective information is provided. An analysis of the Authority's financial condition is based on these trends.

PERFORMANCE MANAGEMENT

This section highlights improvements and efficiencies made in the Authority through the Strategic Plan and TransitStat, GCRTA's performance management program. GCRTA continues to improve itself as a model transit authority through the balanced scorecard within these strategies. Each of the Departments have a direct or indirect link to the Strategic Plan.

DEPARTMENT BUDGETS

The Department Budgets present the Adopted Budget Plan by the Operating Budget organizational units. These sections describe the six divisions, their mission, functions, achievements for the past year, and priorities for the current year. Individual department budgets, budget implementation narratives, scorecards, organizational charts, and staffing level summaries are provided for each department.

CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan itemizes capital projects approved for 2020 and those planned for 2020 through 2024. This section discusses funding sources, debt limits, capital improvement planning cycle, and the criteria used to establish priorities.

BOARD POLICY GOALS

The strategic planning focus was implemented in the 2020 budgeting process. The evaluation of requests and the allocation of funding for 2020 initiatives were linked to the business plan, balanced scorecard, and most directly to these four policy goals. Based on the current economic conditions, **expansion** cannot be a priority at this time. Rather **maintaining and reorganizing** service to retain base riders and attract new customers is objective.

FINANCIAL POLICIES

INTRODUCTION

The Authority adopted a set of financial policies in 1989, relating to its overall finances and to particular funds. The policies were amended in July 1998 to include four additional key indicators. These policies were then amended again in September 2011 to provide a comprehensive framework for the management of revenues and financial resources of the Authority. They provide guidelines for decision-making by the Board of Trustees and management on how the financial resources of the Authority shall be used to achieve the Authority's mission and provide public transportation services.

The new policy objectives are a better indicator of efficiency, effectiveness, and financial condition of the Authority, which ensures the fiscal integrity of the Authority and adherence to laws and regulations. The Authority's purpose, which is to provide a public service, will only be accomplished so long as it remains a financially viable organization. In this vein, a balance of using the funds to provide that service and maintaining a reserve for possible future shortfalls must occur. The new policy objectives to measure and/or control expenses and revenues are:

- Operating Ratio $\geq 25\%$
- Operating Reserve ≥ 1 month
- Growth in Cost per Service Hour \leq rate of inflation
- Debt Service Coverage ≥ 1.5
- Sales & Use Tax Revenue allocated annually to Capital Improvement $> 10\%$
- Capital Maintenance Outlay to Capital Expansion $75 \leq \geq 90\%$

RTA established Reserve Funding to mitigate against increases in hospitalization, fuel costs for diesel and CNG, compensated absences, and 27th pay period. In December 2012, an Operating Reserve for replacement of rolling stock was added. Starting in 2016, funds for the Reserve Fund are transferred at the end of the year based on the available ending balance. If the available ending balance is above \$5 million, before the Reserve transfer, 10 percent of the available ending balance will be transferred into the Reserve. If the available ending balance is less than \$5 million, only 5 percent will be transferred.

For accounting purposes, the Authority reports the results of its operations in a single enterprise fund, the General Fund Statement. Separate funds are maintained on the books of the Authority in order to best account for its various revenues and expenditures that are designated for specific purposes. For budget purposes, a separate budget must be adopted annually for each Fund (see **Fund Budgets** section). Therefore, the following financial and budgetary policies are organized by Fund, except for those general policies that are applicable to the Authority as a whole.

ALL FUNDS

POLICY STATEMENT: *Current appropriations in each fund are limited to the sum of available cash, encumbered balances, and revenues estimated to be received in the current budget period.*

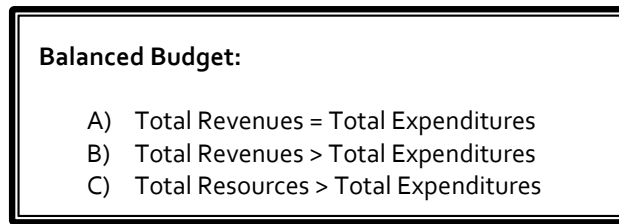


Figure 11

RATIONALE: By law, the budget must be balanced. Expenditures cannot exceed available resources. A balanced budget occurs when total expenditures equal total revenues. The budget is also balanced in situations where total expenditures are less than total revenues, called a surplus. A third type of a balanced budget is when total resources (previous year balance plus current year revenues) are greater than total expenditures.

IMPLEMENTATION: The Board of Trustees (BOT) has adopted other policy goals that go beyond the statutory requirement listed above and requires certain reserves in each fund. The specific requirements are discussed under the appropriate fund policy statement. The following describes the implementation of this policy for the General Fund.

In the General Fund budget for 2020, estimated resources total \$320.8 million (current revenues of \$283.6 million plus an estimated beginning balance of \$37.1 million). Total estimated expenditures for 2020 equal \$295.8 million and are within the estimate of total resources available. The ending balance, \$25.0 million, is over the one-month reserve recommended by the Trustees for the General Fund (see page 20). The Board policy goal is considerably more restrictive and more determinate than the legal demand for balanced appropriations.

POLICY STATEMENT: *The Authority's interim funds shall be invested to achieve the maximum financial return consistent with prudent market and credit risks while conforming to applicable State and Federal laws and consistent with the cash flow requirements of the Authority, matching maturities and/or marketability at par, to meet outstanding obligations and financial commitments.*

RATIONALE: With interim funds of more than \$50 million, investment income is a material resource for the Authority and makes funds management a priority. Investment decisions should attempt to increase yields without risking the principal or the liquidity position of the organization. In addition, idle cash balances should be invested whenever possible to maximize investment income.

IMPLEMENTATION: The Ohio Depository Act and the Authority's cash management investment policy allow the Authority to invest in the following types of financial instruments:

- U.S. Government securities, maximum term of three years
- Secured certificates of deposit, maximum term of one year
- U.S. Government Agency securities, maximum term of three years
- Repurchase agreements of U.S. Government and Agency securities, maximum term of thirty days
- State Treasury Asset Reserve of Ohio (STAR Ohio), daily liquidity

Monthly reports summarizing investment transactions and earnings are provided to the Board of Trustees. The Authority was able to achieve a favorable return on its 2019 investments and at the same time meet its outstanding financial commitments with an investment yield of 2.22 percent.

POLICY STATEMENT: The Authority's personnel, procurement, and other policies are designed and administered to obtain the maximum value for the funds provided by its constituents.

RATIONALE: As a public agency, the Authority delivers the services for which its taxpayers and users provide resources. The incentive is not to generate an excessive surplus of funds, but rather, to provide the most extensive and cost-effective level and mix of services possible. When services and operations are well managed and costs are contained, the Authority can provide greater services.

IMPLEMENTATION: In the General Fund, the growth in the cost of providing services (measured by cost per hour of service) must remain at or below the rate of inflation. This policy goal allows the Authority to maximize the use of its resources and provide the most direct service possible.

The operating expenditures budgeted in the 2020 General Fund, which exclude transfers to other funds, are \$262.2 million, which represents an increase of 3.0 percent over the 2019 budget. The largest Operating Budget appropriation, \$143.7 million, is for Salaries and Overtime and accounts for 54.8 percent of the total operating appropriation. The 2020 appropriation for personnel costs is 3.7 percent higher than the 2019 budget. The Operating Expenditures include labor, overtime, and fringe benefits for personnel; diesel fuel and natural gas fuel. Inventory, other utilities, cost of materials and services, and liability costs are included in the other expenditures.

In the Capital Improvement Fund, economies are sought that minimize the costs of capital projects. Construction management activities ensure the timely completion of these projects at the lowest cost. Cost savings also are possible by planning for the purchase of similar types of equipment in larger quantities. Additionally, capital investment is encouraged where operating cost savings and operational efficiencies result.

GENERAL FUND

POLICY STATEMENT: Program demands require that an adequate resource stream be maintained. The Authority must make the hard decisions required to assure a continued flow of resources.

RATIONALE: It is the policy of the Authority to take whatever steps are necessary to ensure full and continued funding for the services, programs, and facilities, which the Authority is required or elects to provide. The Authority should actively pursue whatever legitimate revenues it can locate to support the services its constituents demand.

IMPLEMENTATION: Sales & Use Tax is the largest revenue stream for the Authority, at nearly 75.9 percent of total revenues. The Sales & Use Tax receipts in 2019 were 3.3 percent higher than 2018. Receipts for 2020 are budgeted at \$215.4 million, a 2 percent increase over 2019.

Passenger Fares have continued to fall as ridership declines. In 2019, Passenger Fares are estimated at \$43.2 million, an 7.4 percent drop from 2018 receipts. Passenger fares are budgeted at \$41.4 million, a 4.0 percent decrease over 2019 estimates. Reimbursed Expenditures, the third largest revenue stream for the Authority, consists of reimbursements for Preventive Maintenance, Fuel Tax, and grant-funded labor and material costs. The goal is to keep reimbursed expenditures under \$20 million, enabling more funds to be available for capital projects and maintaining a state of good repair on all assets. With the Sales Tax base having decreased, the inconsistency of Passenger Fares, the consistent decline in ridership and the policy to keep Preventative Maintenance at \$20 million or below, it is necessary to find alternative revenue sources.

POLICY STATEMENT: *An operating reserve in an amount equal to at least one month's operating expenses shall be budgeted each year to cover unforeseen or extraordinary fluctuations in revenues or expenses.*

RATIONALE: Adequate reserves must be maintained to avoid disruptions in service due to temporary shortages in operating funds or fluctuations in revenue streams or costs.

IMPLEMENTATION: This policy goal is expected to be met for at 1.1-months for 2020.

POLICY STATEMENT: *Growth in the cost of delivering a unit of service (cost per service hour) shall be kept at or below the rate of inflation.*

RATIONALE: As a means of measuring cost containment, direct costs should not be permitted to increase faster than overall price levels.

IMPLEMENTATION: Service hours for 2020 are budgeted to remain at the same level as compared to 2019. The cost per service hour is budgeted at \$ 143.1, an 8 percent from 2019 estimate. This policy goal is not expected to be met in 2020, as the Federal Bank of Cleveland is estimating inflation to remain below 2.1 percent in 2020. The Authority will have to ensure that Operating expenses are managed throughout the year to mitigate the impact of not meeting this policy goal.

POLICY STATEMENT: *The Operating Ratio (Operating Revenues divided by Operating Expenses) shall not be allowed to go below 25 percent with a long-range objective of having Operating Revenues cover an increasing portion of Operating Expenses.*

RATIONALE: A higher Operating Ratio indicates that the Authority is becoming more self-supporting and less reliant on other sources of income. Additionally, a lower Operating Ratio indicates that customers are paying a lower portion of the operating cost of providing the service.

IMPLEMENTATION: Operating Revenues include passenger fares, advertising, concessions, and investment income. Operating Expenses include all expenditures of the General Fund less reimbursed labor, which are charged to and reimbursed by the Capital Program, and transfers to other funds.

As Operating Revenues decrease, mainly due to the decrease in ridership, and operating expenses are slowly increasing, the Operating Ratio for 2020 is projected to be 17.1 percent. The Operating Ratios for 2020 through 2022 are slowly decreasing, from 17.1 percent in 2020 to 15.8 percent in 2022, due to the projected loss of ridership each year.

POLICY STATEMENT: *Debt service coverage (total operating revenue minus operating expenditures divided by debt service requirements) shall be kept to a minimum of 1.5.*

RATIONALE: The Authority should comfortably support Debt service payments. The excess from general obligations should be used as the measure to not jeopardize the financial condition of the Authority.

IMPLEMENTATION: The debt service coverage measure has traditionally been met and the minimum significantly exceeded since the Authority has used debt sparingly. The goal of the debt service coverage is to be above 1.5. The Debt Service Coverage ratio has been maintained over the 1.5 goal since 2015. A \$30 million bond issuance was budgeted for 2017 but was postponed for 2018, then postponed again for 2019. The budget for 2020 is projected at 2.65. The debt coverage is projected at 2.34 in 2021 and 2.37 in 2022, still well above the goal.

CAPITAL IMPROVEMENT FUNDS

POLICY STATEMENT: *A minimum of 10 percent of Sales & Use Tax revenues shall be allocated to the Capital Improvement Fund on an annual basis. This allocation shall be used to support budgeted projects in the Capital Improvement Fund or support debt service payments in the Bond Retirement Fund.*

RATIONALE: Capital assets such as facilities, equipment, and vehicles, are essential to the provision of transportation services. Although expensive to sustain, a regular capital investment program lowers operating and capital costs over the long term. The Federal Government funds a substantial portion of capital projects, but the Authority must have adequate local matching funds on hand in order to qualify for Federal Transit Administration (FTA) grants. State and Federal assistance have shrunk in recent years, leaving the Authority to absorb an increasing share of capital expenditures through 100 percent local funds.

IMPLEMENTATION: The Authority has combined debt financing and direct allocations of Sales & Use Tax receipts to fulfill its financial commitment to the capital program. In 2017, the definition of contribution to capital was officially changed from 10 to 15 percent contribution to a minimum of 10 percent. In 2020, the Sales Tax Contribution to Capital is budgeted at 12.6 percent. The contribution projected at 9.9 percent and 10.1 in 2021 and 2022 respectively.

POLICY STATEMENT: *Capital Improvement Funds shall be used to account for the construction and acquisition of major capital facilities and equipment.*

RATIONALE: The separation of funds used for day-to-day operations from those employed for capital improvements facilitates the planning process and the management of resources.

IMPLEMENTATION: Capital investments are defined as those exceeding \$5,000, where the useful life of the asset exceeds one year. The Capital Improvement Fund includes the RTA Capital Fund and the RTA Development Fund. The Capital Improvement Fund is supported by the Federal and State grants as well as local sources.

POLICY STATEMENT: *The percent of capital maintenance to capital expansion outlay will be between 75 percent and 90 percent.*

RATIONALE: Transit remains a capital-intensive business and continued quality service relies solidly on maintenance of infrastructure and equipment. Investments must anticipate future service requirements and capacity.

IMPLEMENTATION: Recognizing that the capital program requires a critical balance between maintenance of existing assets and expansion efforts, this policy objective has been used in the past to develop the annual capital budget. The focus of the Authority's capital program has been on achieving a State of Good Repair (SOGR) through the maintenance, rehabilitation, and replacement or upgrade of existing capital assets rather than on expansion activities. This measure will remain at 100 percent from 2020 through 2022, due to many SOGR capital maintenance projects including the bus improvement program, rail car replacement program, reconstruction of heavy and light rail stations, and track infrastructure projects.

POLICY STATEMENT: *The Authority will strive to take advantage of all available State and Federal grants and other financing programs for capital improvements, including but not limited to, State of Ohio public transportation grants and Federal Highway Administration programs, as well as the programs of the Federal Transit Administration.*

RATIONALE: Various ‘formula’ grants are usually allocated to systems based on service or demographic indicators. Discretionary grants are competitive and require the maintenance of positive relationships, solid planning, and well-conceived projects. The Authority strives to maximize grant funding in order to best leverage local funds to maintain a SOGR in its capital assets. Furthermore, as more dollars are needed to support an aggressive Long-Range plan, the Authority will explore and secure other creative and non-traditional revenue sources to meet the needs of its capital program.

IMPLEMENTATION: The limited availability of funding at the Federal, State, and Local levels meant the Authority can only focus on the most essential and realistic capital projects during the 2020-2024 CIP development process and continue its focus on SOGR projects. The Authority will continue to aggressively pursue and explore any and all non-traditional funding opportunities under the MAP-21 (Moving Ahead for Progress in the 21st Century) legislation and will continue to focus on improving our internal capability to plan, finance, and implement its Capital Improvement Plan. Under the new MAP-21, census data and operating statistics are used to determine the distribution of formula grants. Competitive grants such as UPT, OTP2, NOACA 5310, DREG, and CMAQ can boost the ability to complete SOGR projects and preventive maintenance projects. Complete breakdown of the Capital Improvement Revenue by Source can be found in the Capital Section in the back of the budget book.

SUPPLEMENTAL PENSION FUND

POLICY STATEMENT: *Every two years, an evaluation, including appropriate actuarial studies, shall be made of the Supplemental Pension Fund to determine the amounts required to meet expected obligations of the Fund. Any additional funds determined to be needed will be allocated during the annual budgeting process of the Authority.*

RATIONALE: A periodic evaluation of the pension amount ensures that the Authority has adequate funds to meet expected obligations.

IMPLEMENTATION: The Supplemental Pension Fund contains assets held in trust for the payment of pension benefits to certain retired employees of the Authority. Provisions of the plan are delineated in the agreement between RTA and the Amalgamated Transit Union (ATU). Because of low levels of investment income earned over the last few years and increasing expenditures, the fund has required transfers from the General Fund to keep the recommended balance. The 2020 budget includes a transfer of \$50,000. In 2021 and 2022, transfers of \$45,000 and \$40,000 will be needed each year, respectively for the Pension Fund.

INSURANCE FUND

POLICY STATEMENT: *The Authority is insured through both self-insurance and purchased insurance. Insurance for property and equipment losses as well as liability is to be purchased on the open Insurance market. The Risk Manager determines the basis for the Insurance Fund structure and coverage levels.*

RATIONALE: The Authority desires to save funds by implementing the most appropriate balance of insurance to solve claims. Sufficient resources must be set aside to provide security against normal business risk, for major property claims, and to purchase specified insurance for these purposes.

IMPLEMENTATION: The General and Insurance Funds provide for the payment of the insurance purchased on the open market. The Insurance Fund was restructured to include a mix of self- and purchased-insurance in 1998. This was a major change from the Authority’s previous self-insurance position. For 2020, \$2.0 million is budgeted to be transferred from the General Fund for the payment of claims and additional property insurance premiums. For 2021 through 2022, over \$2 million and \$2.6 million is planned each year respectively, for claims outlay and insurance premiums for catastrophic and extraordinary losses.

POLICY STATEMENT: *The minimum balance to be maintained in the Insurance Fund shall be determined by the Risk Manager on an annual basis taking into consideration the balance between self-insurance and purchased-insurance requirements. Upon attaining the required minimum balance, additional funds will be allotted to the Insurance Fund during the annual budgeting process based on the results of periodic actuarial studies of the Fund to assess its sufficiency.*

RATIONALE: The intent is to ensure that reserves and insurance levels are sufficient to cover extraordinary or catastrophic losses. The periodic evaluations will determine the sufficiency of the Fund and the cost-effectiveness of maintaining a self-insurance program versus obtaining coverage externally.

IMPLEMENTATION: Ordinary and routine losses are paid through the Risk Management Department's General Fund Budget, whereas claims and insurance premiums for catastrophic and extraordinary losses are budgeted in the Insurance Fund. The Risk Manager requires a minimum \$5.0 million fund balance.

BOND RETIREMENT FUND

POLICY STATEMENT: *Principal and interest payments on outstanding bonds will be accounted for in the Bond Retirement Fund. Debt issuances shall comply with pertinent State and Federal laws, finance only long-term capital assets, and supported by adequate debt servicing capacity.*

RATIONALE: It is the intent of the Authority to issue debt in a manner that adheres to State and Federal laws and prudent financial management principles.

IMPLEMENTATION: Historically, the Authority has used debt capacity sparingly due to the benefits of Federal and State grant funding. Reductions in these sources of capital support over the years in combination with an aggressive long-range Capital Improvement Program (CIP), has resulted in more frequent use of debt sales as a revenue source for the Authority's capital needs. The outstanding debt for the Authority totaled \$116.8 million Sales Tax Revenue bonds at the end of 2019, which will require principal and interest payments of \$16.3 million in 2020. Principal and interest payments are expected to increase to 13.4 million after FY 2020 debt issuance of \$30 million for on-going needs of the Capital Improvement Plan.

DEBT FINANCING

Ohio law permits the Authority to issue both voted and un-voted debt and to levy ad valorem property taxes. Current obligations have not required the use of property taxes for debt service. Debt issuances are subject to three limitations as specified in the Ohio Revised Code and the Ohio Constitution:

1. **RESTRICTION:** Total debt supported by voted and/or un-voted property taxes may not exceed 5 percent of the total assessed valuation of the property within the Authority's territory (Cuyahoga County).

IMPACT: The provision is not currently applicable since debt obligations have not required the use of ad valorem property taxes for debt service payments. Further, the 1.50 mill limitation (based on the county's assessed valuation of \$30.5 billion) is not overly restrictive in view of the Authority's debt requirements.

2. **RESTRICTION:** Annual principal and interest payments on all un-voted general obligation (GO) bonds may not exceed one-tenth of one percent of the total assessed valuation.

IMPACT: Based on the 2020 valuation, the annual debt service capacity of one-tenth of one percent would be \$30.5 million and apply to all debt issued by the Authority.

3. **RESTRICTION:** The total amount of annual debt service on un-voted general obligation (GO) bonds issued by overlapping subdivisions is limited to ten mills of assessed valuation in each political subdivision. Overlapping subdivisions include Cuyahoga County and various municipalities, school districts, and townships within the taxing district.

IMPACT: The ten-mill limit provision pertains to all un-voted debt regardless of the source of payment and historically has been the most restrictive to the Authority. At the beginning of 2020, the majority of political subdivisions in Cuyahoga County are close to the 10-mil limit, leaving little for additional debt issuances. The Authority currently holds an "AA+" rating with S & P and an "Aa1" rating with Moody's.

BUDGET MANAGEMENT PROCESS

INTRODUCTION

As the Authority's finances become tighter, increased emphasis has been placed on the budget management process. The following procedures were instituted to strengthen this process:

- The Board of Trustees (BOT) developed a set of financial policies, starting on page 20, to guide the development of the budget plan and articulate the Authority's operating guidelines.
- The Authority's performance is measured against the standards established by the BOT.
- A formal budget document is produced, providing clear, timely, and accurate budget information to officials and the public.
- The expenditures are tracked against appropriations and available resources.
- Performance indicators are used to assess the containment of costs and the effectiveness of service delivery.
- The Customer Advisory Committee (CAC) (formerly called the Citizens' Advisory Board) meets monthly to provide the pulse of the community in matters of fare changes, Long Range Plan updates, capital projects, and service changes.

THE BUDGET CYCLE

For the Authority, the fiscal and calendar years coincide. The budget process for the forthcoming fiscal year begins in January with the development of the Capital Budget and in June with the development of the Tax Budget, both for the following fiscal year. Although not necessary, the Authority prepares a Tax Budget as a valuable tool for estimating budgeted resources and preparing appropriations planning.

Around the same time, a mid-year review of spending patterns and budget variances is conducted. The Capital Budget and the Tax Budget are essential components of the base level appropriations assumed for the succeeding budget cycle. The development of this 'base' budget begins the annual budget process, which proceeds as follows:

- **The Capital Improvement Plan (CIP)** cycle begins in September, 16 months prior to the start of the fiscal year. For example, the CIP cycle starting in September 2019 would be for the CIP budgeted in fiscal year 2021.
 - All capital requests are due by mid-January.
 - Capital requests are processed and meetings with the Capital Program Working Group (CPWG) begins mid-February. Capital requests are reviewed at the CPWG meetings and ranked according to the Federal Transit Association's (FTA) MAP-21 asset standards.
 - After the CPWG identifies and ranks the top projects, the Capital Program Oversight Committee (CPOC) reviews each of the projects and aligns funding from March through April.
 - In May, the 5-year CIP Resolution and Presentation are completed and presented to the Board of Trustees. A public hearing will be held during the committee meeting.
 - The Board of Trustees will review the Resolution and either approve or reject the Budgeted Fiscal Year for the CIP (the first year out of the 5).
 - If the Board approves the CIP Resolution, the 5-year CIP is submitted in June to the Northeast Ohio Areawide Coordinating Agency (NOACA), Northeast Ohio's Metropolitan Planning Office (MPO). NOACA then submits the CIP to the Ohio Department of Transportation (ODOT) and the Federal Transportation Administration (FTA) for submission in their next fiscal year, beginning October.
- **The Operating Budget** cycle begins in June with the creation of the Tax Budget
 - The Tax Budget is created to estimate the next fiscal year resources and identify any changes or adjustments in the operating budget and to plan for the future fiscal year.
 - In July, the Tax Budget is presented to the Board of Trustees and a public hearing is held. The Board of Trustees will either approve or reject the Tax Budget resolution in late July. If approved, the Authority will submit a copy of the Tax Budget to the Cuyahoga County Auditor and the State Auditor.
 - In August, the Office of Management and Budget (OMB) staff adjusts the budget basis for any nonrecurring costs, contracts, or binding commitments, or inflation. The product is called the Base Budget.
 - The Base Budget is then divided into each of the Divisions and Departments. The Department directors and managers review their base budgets and submit requests for adjustments.
 - New requests are reviewed by OMB and a cost benefit analysis is done, if needed
 - Negotiations are held in mid-September between OMB and the Departments to refine the Base Budget.
 - When completed, the Base Budget includes commitments, recurring costs, and any approved new projects and initiatives. This then becomes the CEO/General Managers' Recommended Budget
 - The finalized CEO/General Manager's Recommended Budget:
 - Is the sum of the refined Base Budgets and Adjustments
 - Is limited to estimated available resources
 - Satisfies the Authority's financial policies to the best extent possible
 - Supports the Authority's mission and strategic direction as embodied in the Board Policy Goals and outlined in the Strategic Planning Process
 - The CEO/General Manager's Recommended Budget is presented to the Executive Management Team (EMT) in October and presented to the Board of Trustees in November and December. Public hearings are held in November and December
- The review process culminates in the formal adoption of a budget resolution at the December Board Meeting. It is the Trustees' practice to finalize appropriations before the new fiscal year begins.

A calendar of the Budget Development cycles begins on page 29.

BUDGET MONITORING AND CONTROL

The Office of Management and Budget monitors revenues and expenses monthly, as well as projects year-end estimates for the Authority's top two revenues (Passenger Fares and Sales and Use Tax) and the top 3 expenditures (Salaries and Overtime, Payroll Taxes and Fringe Benefits, and Fuel). Quarterly financial reports allow the CEO/General Manager, Secretary-Treasurer and the Board of Trustees (BOT) to monitor actual performance throughout the year. This report is used to determine if adjustments are needed to realign the budget. Interdepartmental transfers are the main method to adjust the Operating Budget. The Secretary-Treasurer has the authority to transfer appropriations within and between departments, which are reported monthly to the Board of Trustees (BOT). In rare occasions, an increase to the overall budget appropriation may be needed. Any increase to the Authority's total budget requires BOT approval.

The Secretary-Treasurer also has the authority to upgrade or reclassify staff positions. Positions may be reallocated between departments and divisions, providing the overall staffing level remain at the level approved by the BOT for the budgeted year. This allows the Secretary-Treasurer flexibility in making staff decisions. If an increase in budgeted positions is needed during the year, approval by the BOT would be needed.

BUDGET DEVELOPMENT CALENDAR

2019

Jan 2019	Feb 2019	Mar 2019
<ul style="list-style-type: none"> •O: Finalize 2018 Year-end •O/C: Finalize 2019 Budget Book 	<ul style="list-style-type: none"> •C: CPWG Meetings (2021-2025 CIP) 	<ul style="list-style-type: none"> •C: CPOC Meetings •O/C: 1st Qtr Ends
Apr 2019	May 2019	Jun 2019
<ul style="list-style-type: none"> •O: O/C: Finalize 1st Qtr Projections •C: Legal Notice: CIP & Public Hearing 	<ul style="list-style-type: none"> •C: 2020-2024 CIP Presentation to BOT •O/C: 2020 Tax Budget Extension 	<ul style="list-style-type: none"> •O: Legal Notice: 2020 Tax Budget & Hearing •O/C: 2nd Qtr Ends
Jul 2019	Aug 2019	Sep 2019
<ul style="list-style-type: none"> •O/C: Finalize 2nd Qtr Projections •O/C: 2020 Tax Budget presentation to BOT and Board Approval 	<ul style="list-style-type: none"> •C: Load 2020 CIP •O: 2020 Operating Budget Kickoff •C: 2021-2025 CIP Kickoff 	<ul style="list-style-type: none"> •C: 2021-2025 CIP: Submit requests through Apex •O: 2020 Service Plan Due •O: 2020 Base Budget Due •O: Present 2020 Base Budget to EMT and CEO •O/C: 3rd Quarter Ends
Oct 2019	Nov 2019	Dec 2019
<ul style="list-style-type: none"> •O/C: Finalize 3rd Qtr Projections •O/C: 2020 Budget Appeals •O/C: Present 2020 Budget to EMT and CEO 	<ul style="list-style-type: none"> •C: 2021-2025 CIP projects due •O: 2020 Budget 1st presentation to BOT and public hearing 	<ul style="list-style-type: none"> •O: 2020 Budget 2nd presentation to BOT and public hearing •C: DMG review of 2021-2025 CIP projects and approval •O: 2020 Budget approved by BOT •O: Load 2020 Budget •O/C: 4th Qtr Ends

O: Operating

C: Capital

BUDGET DEVELOPMENT CALENDAR

2020

Jan 2020	Feb 2020	Mar 2020
<ul style="list-style-type: none"> •O: Finalize 2019 Year-end •O/C: Finalize 2020 Budget book 	<ul style="list-style-type: none"> •C: CPWG Meetings (2020-2024 CIP) 	<ul style="list-style-type: none"> •C: CPOC Meetings •O/C: 1st Qtr Ends
Apr 2020	May 2020	Jun 2020
<ul style="list-style-type: none"> •O: O/C: Finalize 1st Qtr Projections •C: Legal Notice: 2021-2025 CIP & Public Hearing 	<ul style="list-style-type: none"> •C: 2021-2025 CIP Presentation to BOT •O/C: 2021 Tax Budget Extension 	<ul style="list-style-type: none"> •O: Legal Notice: 2021 Tax Budget & Hearing •O/C: 2nd Qtr Ends
Jul 2020	Aug 2020	Sep 2020
<ul style="list-style-type: none"> •O/C: Finalize 2nd Qtr Projections •O/C: 2021 Tax Budget presentation to BOT and Board Approval 	<ul style="list-style-type: none"> •C: Load 2021 CIP •O: 2021 Operating Budget Kickoff •C: 2022-2026 CIP Kickoff 	<ul style="list-style-type: none"> •C: 2022-2026 CIP: Submit requests through Apex •O: 2021 Service Plan Due •O: 2021 Base Budget Due •O: Present 2021 Base Budget to EMT and CEO •O/C: 3rd Quarter Ends
Oct 2020	Nov 2020	Dec 2020
<ul style="list-style-type: none"> •O/C: Finalize 3rd Qtr Projections •O/C: 2021 Budget Appeals •O/C: Present 2021 Budget to EMT and CEO 	<ul style="list-style-type: none"> •C: 2022-2026 CIP projects due •O: 2021 Budget 1st presentation to BOT and public hearing 	<ul style="list-style-type: none"> •O: 2021 Budget 2nd presentation to BOT and public hearing •C: DMG review of 2022-2026 CIP projects and approval •O: 2021 Budget approved by BOT •O: Load 2021 Budget •O/C: 4th Qtr Ends

O: Operating
C: Capital

Figure 12

STRATEGIC PLANNING PROCESS AND MANAGEMENT POLICIES

In previous years The Authority has operated under the Quality Management System (QMS) through the STRATEGIC PLAN and BALANCED SCORECARD. This year, in partnership with **TransPro Consulting**, the Authority is in the process of developing a strategic plan to grow the Authority into the next decade. The Authority will continue to use the three major monitoring forums which help guide the Authority through the Strategic Plan including **TransitStat** program, Executive Safety Committee (ESC), and the Information Technology Steering Committee (ITSC). The Board of Trustees (BOT), Executive Management Team (EMT) and key stakeholders in RTA review the strategic plan for short-term and long-term performance of the RTA through the Balanced Scorecard. This includes the areas of focus and Vital Few Objectives essential for growth and progress in RTA. **Budget decisions are made with the overall strategic planning process in mind. The Balanced Scorecard, TransitStat program and Authority performance over the past years are discussed in further detail in the Performance Management Section.**

MISSION STATEMENT:

To provide safe, reliable, clean, and courteous public transportation

VALUES:

- **Safety:** The safety of our passengers, employees, and the general public is our top priority.
- **Ethics & Integrity:** We are dedicated to high ethical standards, including uncompromising honesty and integrity in our daily activities.
- **Service Excellence:** We will provide safe, clean, reliable, on-time, courteous service that our customers will view as outstanding.
- **Fiscal Responsibility:** We are committed to manage every taxpayer and customer-generated dollar as if it were coming from our own pocket.
- **Teamwork:** We believe in teamwork and will foster a spirit of cooperative effort within RTA and with our partners.
- **Responsibility & Accountability:** Every individual is accountable. Meeting our individual responsibilities will ensure that collectively RTA is a high-performing organization. We will meet all regulations and commitments and continually strive to improve.
- **Respect:** We will treat all members of the RTA family, customers, and the general public with dignity and respect.

BALANCED SCORECARD

AREAS OF FOCUS AND VITAL FEW OBJECTIVES (VFOS)

- FISCAL RESPONSIBILITY
 - Increase Revenue / Reduce Expenses
 - Enhance Fiscal Responsibility
- VOICE OF THE CUSTOMER
 - Expand Advocacy
 - Enhance Customer Experience
- CONTINUAL PROCESS IMPROVEMENT
 - Increase Service Efficiency
 - Achieve State of Good Repair
 - Advance & Improve Technology
- LEARNING & INNOVATION
 - Achieve a Safety Culture
 - Improve Employee Development
 - Improve Sustainability
 - Improve Employee Engagement
 - Improve Performance Management

Balanced Scorecard Category	Strategic Actions	Considerations	Definition/ Context
Voice of Customer	<ul style="list-style-type: none"> Collect and Analyze Customer Data & Feedback Improve customer experiences Effectively communicate reliable, relevant information through innovative mechanisms Respectfully respond to customer complaints and celebrate commendations Develop & foster meaningful customer relationships 	<ul style="list-style-type: none"> How do we ensure we are meeting customer needs? How do we gather the correct information that gauges impact on customer perceptions and experiences with our service and its enhancements and improvements? 	<ul style="list-style-type: none"> Collect customer feedback and data through various surveys Establish processes and criteria to identify customer needs and trends Develop and implement customer experience improvement strategies Expediently and accurately share information and improvements with customer base Collect and respond to customer complaints rapidly and professionally Celebrate customer commendations Develop, value, and maintain meaningful customer relationships
Continual Process Improvement	<ul style="list-style-type: none"> Achieve Performance Excellence Manage Innovation Optimize Key Work Systems (Safety, Scheduling, Service Delivery, & Maintenance) Improve Administrative Processes Establish a culture of individual and organizational accountability 	<ul style="list-style-type: none"> What are the collection of processes & procedures most relevant to the mission? How are we ensuring they meet the needs of our Vision and Values? How are the performance and impact of these processes measured and used to determine new needs or improvements within the organization? 	<ul style="list-style-type: none"> Leverage performance management programs and tools to achieve and sustain performance excellence Research, develop, and maintain best practices and change management concepts to define & manage innovation Leverage key work systems (Safety, Scheduling, Service Delivery, & Maintenance) to improve quality & add value to organization & services Innovate and align support systems and work processes with key work systems Assure RTA is a high performing organization by demanding individual excellence and accountability
Innovation & Learning	<ul style="list-style-type: none"> Increase workforce capacity & capability Promote a culture of innovation across the Authority Value & grow intangible assets & resources Establish & maintain a positive workforce climate 	<ul style="list-style-type: none"> How do we align the qualitative and quantitative impacts of organizational development with the strategic plan and direction of the organization? How do we systematically collect knowledge to transfer to others? How do we align workforce development and succession planning with strategy? How do we systematically manage and grow innovation at the organization? 	<ul style="list-style-type: none"> Recruitment strategies Workforce development and retention Recognize & reward Innovation & high performers Support and grow intellectual property via technology investments and improvements (work smarter) Invest in and develop aspects of a workforce environment conducive to engagement & loyalty
Fiscal Responsibility	<ul style="list-style-type: none"> Refine Internal Controls Comply with Regulatory Requirements Manage Resources & Control Expenditures Sustain 30 Day operating Reserve Grow Operating & Capital Revenues 	<ul style="list-style-type: none"> How do we responsibly allocate resources to optimize operations and ensure best impact that meets the mission of the organization? How does this optimization support process improvements and innovation? 	<ul style="list-style-type: none"> Increase Capital Revenue Increase Operation Revenue Comply with Financial & Legal Regulatory Bodies Meet & Sustain 30 Day Operating Reserve Identify and improve internal processes

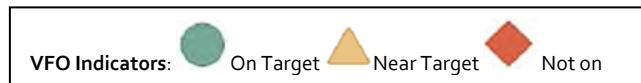
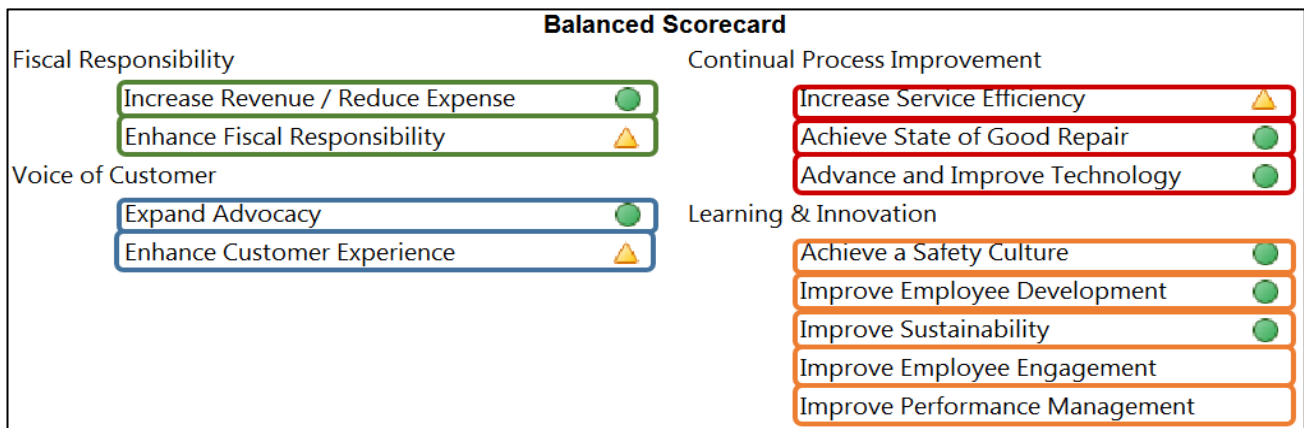


Figure 13

TRANSIT SERVICE PROFILE

GCRTA HISTORY

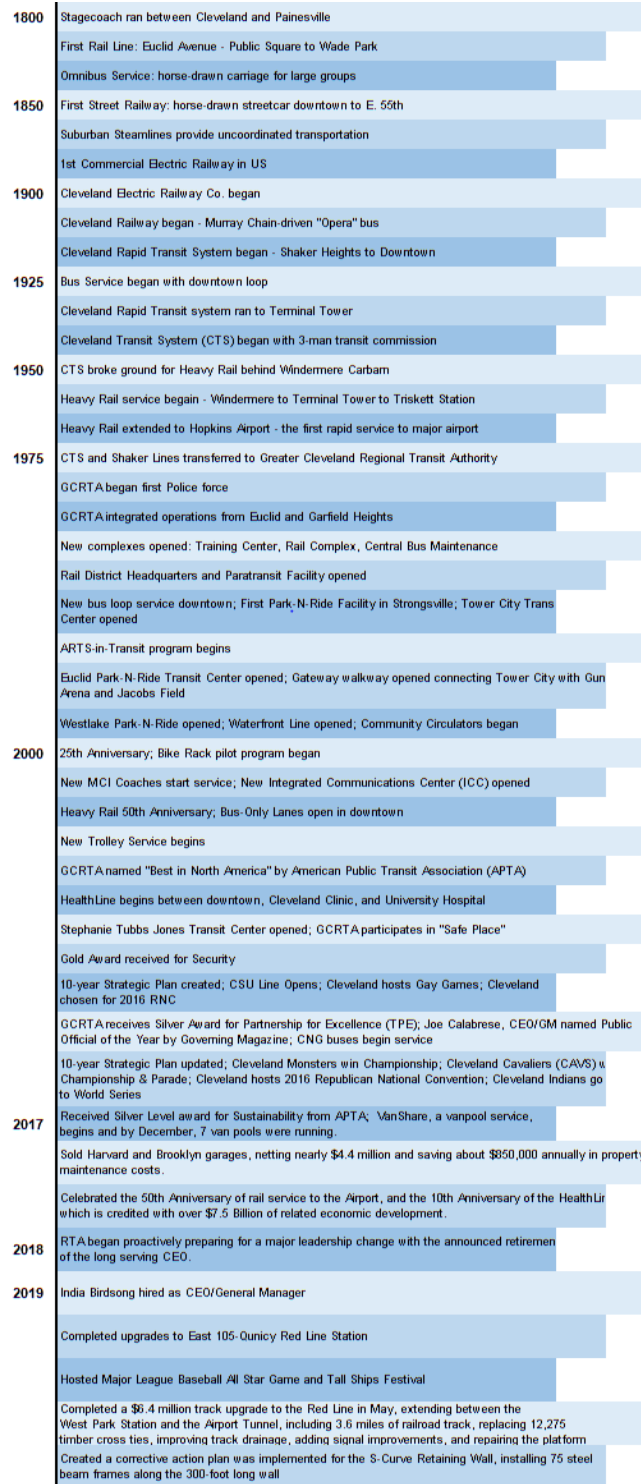


Figure 14

ECONOMIC PROFILE

(U.S. Census Bureau)

The Service Profile depicts the economic and service activity as it impacts the organization on operational and financial levels. The provided information highlights trends regarding items that have direct effect on how RTA develops, supports, and implements services.

Cuyahoga County Profile			
		Number	Change prior year
Population	2018 Census (estimate)	1,243,857	-46,570
	percent Change from 2010 Census		0.0%
	Projected 2020 Population	1,301,870	
	Land Area (square miles) (2018)	458.3	0
	percent Female (2017)	52.3 percent	0.0%
	Persons per Square Mile (2010)	2,800	-286
	percent White (2018)	63.0 percent	-0.0%
	percent Black (2018)	29.6 percent	8.9%
	percent Hispanic/Latino (2018)	5.6 percent	0.0%
	percent Asian (2018)	2.8 percent	0.0%
	percent American Indian/Alaskan Native (2018)	0.3 percent	0.0%
	percent Other (2018)	4.3 percent	0.2%
Housing	Persons per household (2018)	3.0	-0.5%
	# Housing Units (2018)	619,305	632
	Home Ownership rate (2018)	58.8 percent	-0.1%
	Median value of owner-occupied housing units (2018)	\$123,900	1,700
	Median Household Income (2018)	\$46,720	0.0%
	percent Under Poverty Level (2018)	18.3 percent	-0.2 %
	Cost of Living Index 2016 (U.S. Avg.: 100)	87.7	-1.6
Largest Cities (2018) (# of Residents)	Cleveland City	383,793	-1,732
	Parma City	78,751	-416
	Lakewood City	50,100	-149
	Euclid City	46,946	-255
	Strongsville City	44,853	109
	Cleveland Heights City	44,373	-189
	Westlake City	32,233	-64
	North Olmsted City	31,591	-143
	North Royalton City	30,239	-55
	Garfield Heights City	27,687	-148
Land Use/Land Cover (2018)	Urban (Residential, Commercial, Industrial, Transportation, etc.)	76.97 percent	-0.8%
	Bare/Mines	0.18 percent	0.1%
	Forest	18.82percent	1.6%
	Pasture	1.39 percent	0.7%
	Cropland	0.12 percent	-0.2%
	Wetlands	1.05 percent	-0.8%
	Open Water	0.44 percent	0.0%

Figure 15

Cuyahoga County Profile			
Education	Public Schools	278	-89
	Non-Public Schools	71	-3
	4-Year Public Universities	1	0
	2-Year Public Colleges	3	0
	Private Universities & Colleges	6	1
	Public Libraries	9	0
	Branch Libraries	72	0
Means of Transportation to Work	Drive Alone	465,751	10,166
	Carpool	48,504	2,713
	Public Transportation	23,960	-3,862.37
	Walk	13,441	-3,368.36
	Other	8,181	1,225.83
	Work from Home	24,544	-2,118.74
Travel time to Work (16 yrs old and older) (2018)	Less than 15 minutes	22.4 percent	-1.0%
	15 to 29 minutes	44.2 percent	0.4%
	30 to 44 minutes	22.4 percent	-0.2%
	45 to 59 minutes	5.9 percent	-0.9%
	60 minutes or more	4.3 percent	-0.3%
Major Employers Type of Employment (Non-Government)	American Greetings	Manufacturer	
	Case Western Reserve University	Education	
	Cleveland Clinic Health System	Health Care	
	Eaton Corp.	Manufacturer	
	Ford Motor Company	Manufacturer	
	KeyCorp	Finance	
	Lincoln Electric Holding Inc	Manufacturer	
	Nestle USA	Manufacturer	
	Parker Hannifin Corp.	Manufacturer	
	Progressive Corp.	Insurance	
	Sherwin Williams Co	Manufacturer	
Swagelok	Manufacturer		
University Hospitals Health System	Health Care		

Figure 16

Data Sources:

U.S. Census Bureau, 2017 American Community Survey

Ohio Development Services Agency --Ohio County Profiles

TRENDS OF NORTH EAST OHIO COMPARED TO THE STATE AND NATIONAL AVERAGES

The Population in Cleveland has been steadily decreasing since the 1980s and Cuyahoga County has been decreasing since 2000. In 2010 and 2011, unemployment rates steadily decreased for Cuyahoga County, City of Cleveland, and Northeast Ohio compared to national average. Based on 2019 estimates, unemployment rates are trending towards the national average.

Unemployment Rates - History				
Year	National Avg.	Ohio	Cuyahoga County	City of Cleveland
2010	9.6	10.2	9.5	11.4
2011	8.9	8.9	8.0	10.3
2012	8.1	7.4	7.2	8.7
2013	7.3	7.4	7.1	9.3
2014	6.2	5.8	7.1	8.0
2015	5.3	4.9	5.3	4.9
2016	4.9	5.0	5.6	6.1
2017	3.9	5.0	4.9	4.8
2018	3.7	4.6	5.0	4.9
2019 Est.	3.4	3.4	5.2	3.5

Source: U.S Bureau of Labor Statistics

Figure 17

County Population Changes				
	2018 Est.	2010	Diff.	%
Ashtabula	97,493	101,490	-3,997	-3.9%
Cuyahoga	1,243,857	1,280,115	-36,258	-2.8%
Geauga	94,031	93,409	622	0.7%
Lake	230,514	230,050	464	0.2%
Lorain	309,461	301,371	8090	2.7%
Medina	179,146	172,333	6813	4.0%
Portage	162,927	161,425	1502	0.9%
Summit	541,918	541,778	140	0.0%

Source: United States Census Bureau. U.S

Figure 18

Population - Census - Cities						
Year	Cleveland	Akron	Cincinnati	Columbus	Dayton	Toledo
1900	381,768		325,902	125,560	85,333	131,822
2000	478,403	217,074	331,285	711,470	166,179	313,619
2010	431,363	207,216	333,013	769,360	141,527	316,238
2014	389,521	197,859	298,165	835,957	141,003	281,031
2015	387,812	198,244	298,654	850,044	140,575	279,676
2016	385,809	197,633	298,800	860,090	140,489	278,509
2017	385,525	197,846	301,301	879,170	140,371	276,491
2018	383,793	198,006	302,605	892,533	140,640	274,975

Source: United States Census Bureau. U.S

Figure 19

NATIONAL TRANSIT TRENDS

A total of 953 Agencies are included in the National Transit Database (NTD) for 2018. The National Transit Database was established by Congress to be the Nation’s primary source of information and statistics on the transit system of the United States. Recipients of grants from the Federal Transit Administration (FTA) are required by statute to submit data to the NTD. The NTD is used to help meet the needs of individual public transportation systems, the US Government, State, and Local governments, and the public for information on which to base public transportation service planning. (www.ntdprogram.gov/ntdprogram/)

The UPT are part of service consumed; the goal of transit service is to transport passengers from one place to another. Operating cost per passenger unit is slightly different than passenger miles traveled. Commuter Rail service, for example, may carry fewer people, but it carries them a consistently longer distance per trip. The opposite is true of Heavy Rail, which carry many people in dense urban settings, but not very far. Below is a comparison of total Cost per Unlinked Passenger Trip for Bus, Heavy Rail, and Light Rail.

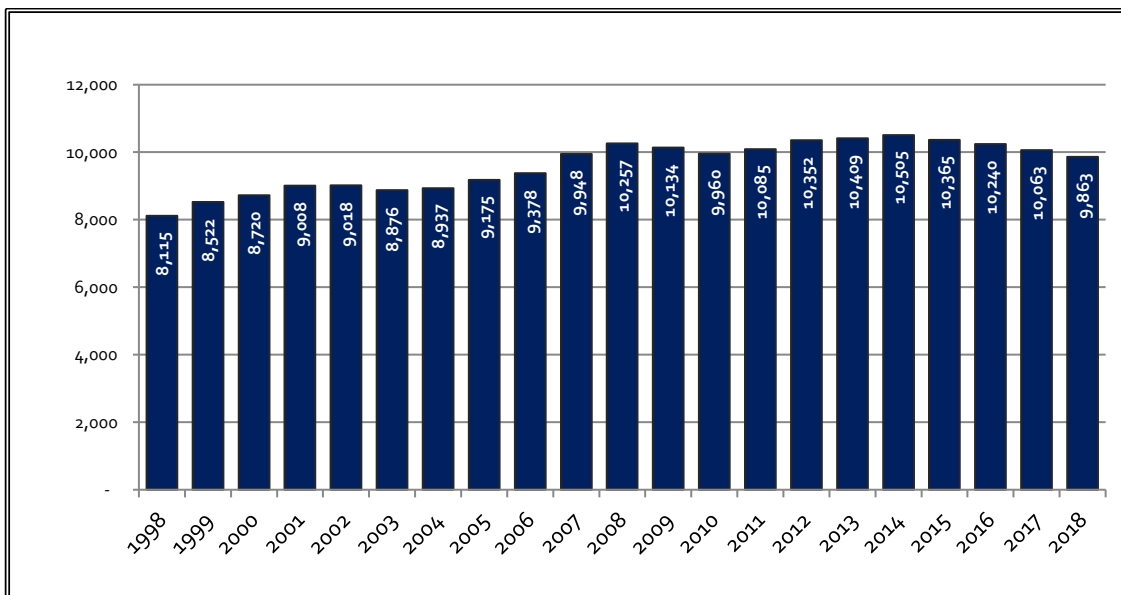
Cost per Unlinked Passenger Trip (by mode):

	Bus	BRT*	Heavy Rail	Light Rail
2008	\$ 3.30	\$ -	\$ 1.73	\$ 2.79
2009	\$ 3.42	\$ -	\$ 1.81	\$ 3.00
2010	\$ 3.58	\$ -	\$ 1.79	\$ 3.28
2011	\$ 4.98	\$ 3.43	\$ 1.83	\$ 3.21
2012	\$ 4.65	\$ 2.27	\$ 1.87	\$ 3.31
2013	\$ 5.25	\$ 2.15	\$ 2.14	\$ 3.46
2014	\$ 5.56	\$ 2.23	\$ 2.20	\$ 3.62
2015	\$ 5.68	\$ 2.46	\$ 2.32	\$ 3.83
2016	\$ 6.09	\$ 3.00	\$ 2.46	\$ 4.06
2017	\$ 4.68	\$ 3.05	\$ 2.28	\$ 4.30
2018	\$ 4.92	\$ 3.53	\$ 2.44	\$ 4.78

* NTD TS2.1 - Service Data and Operating Expenses Time-Series by Mode
Operating Expenses per UPT for Bus & Rail National Transit Database

Figure 20

Total Unlinked Passenger Trips (by year):



Source: National Transit Summaries and Trends for the 2017 National Transit Database Report Year

Figure 21

OHIO TRANSIT TRENDS

535 Agencies reported full data in the National Transit Database in 2018

The 9 Largest Agencies in Ohio – data listed below:

Agency	Service Area Sq. Mi	Pop	Mode	Unlinked Passenger Trips	Annual Passenger Miles	Vehicle Revenue Miles	Vehicles in Max Service	Vehicles Available for Max Service	Spare Ratio (%)
Akron (Metro)	420	541,918	DR	270,815	1,723,661	1,938,836	93	125	25.6
			Bus	4,872,140	21,355,560	4,077,986	121	150	19.3
Canton (SARTA)	581	375,586	DR	161,267	1,425,633	1,281,624	35	30	14.3
			Bus	2,290,017	15,374,255	2,318,669	38	36	5.3
Cincinnati (SORTA)	289	744,901	DR/PT	231,101	2,583,709	1,560,675	56	46	17.9
			Bus	13,750,630	81,723,692	9,580,899	356	299	16.0
			SC/PT	485,700	799,161	92,052	5	3	40.0
Cleveland (GCRTA)	458	1,412,140	DR and						
			DR/PT	587,190	4,402,093	5,581,907	160	142	11.3
			HR	6,273,379	42,165,745	2,113,189	40	20	50.0
			LR	1,638,170	9,580,135	682,556	34	13	61.8
			Bus	22,866,545	97,776,046	12,257,437	334	275	17.7
			RB	3,764,271	10,019,677	548,234	24	13	45.8
Columbus (COTA)	324	1,060,666	Bus	291,455	3,031,477	3,551,774	72	60	16.8
			DR/PT	18,913,789	73,617,347	13,619,995	322	268	16.7
Dayton (GDRTA)	274	559,062	DR	238,749	2,074,794	1,991,316	75	57	24.0
			Bus	6,805,906	45,092,015	5,525,064	166	95	42.8
			TB	2,084,109	8,556,529	881,241	37	26	29.7
Lake County (Laketran)	227	230,041	CB	151,869	3,552,350	303,825	22	14	36.4
			DR	271,003	2,552,808	2,297,946	72	67	6.9
			Bus	300,587	1,761,381	552,296	16	10	37.5
Toledo (TARTA)	142	374,213	Bus	292,855	2,694,281	2,011,561	170	111	34.7
			DR & DR/PT	2,257,703	9,512,713	2,936,051	115	96	16.5
Youngstown (WRTA)	216	238,823	DR	46,884	376,479	418,603	20	15	25.0
			Bus	1,408,417	5,802,678	1,320,878	53	35	34.0
Bus - Fixed Route Bus				TB - Trolley Bus		RB - Rapid Transit Bus			
DR - Demand Response				LR - Light Rail		SC/PT - Street Car - Purchased Transportation			
DR/PT - Demand Response - Purchased Transportation				HR - Heavy Rail		VP - Vanpool			

Data Source: 2018 National Transit Database

Figure 22

GLOSSARY

Accrual Accounting – A method of financial accounting where revenues are recorded when earned, however, the revenue does not have to be received in the same reporting period. Similarly, expenditures are recorded as soon as the goods or services are received; the payment of the expenditure does not have to be made in the same reporting period.

Ad Valorem Tax – A tax based on the value (or assessed value) of a property.

Advocacy – Public support for a cause or policy, specifically for public transportation.

Amalgamated Transit Union (ATU) – The largest transit union in North America.

American Bus Benchmarking Group (ABBG) – A consortium of mid-sized bus agencies in North America, est. in 2011 to benchmark performance and share best practices.

American Recovery and Reinvestment Act (ARRA) – An economic stimulus package enacted by the 111th U.S. Congress in February 2009 in response to the Great Recession. The primary objective for ARRA was to save and create jobs; the secondary objectives were to provide temporary relief programs for those impacted by the recession and invest in infrastructure, education, health, and renewable energy.

Americans with Disabilities Act (ADA) – of 1990, requires that public entities, which operate non-commuter fixed route transportation services, also provide complementary Paratransit service for individuals unable to use the fixed route system.

Appropriation – A financial authorization granted by the Board of Trustees to cover expenditures and incur obligations.

Arbitrage – Investment earnings representing the difference between interest paid on bonds and the interest earned on the investments made utilizing bond proceeds.

Assessed Valuation – The value of property against which an ad valorem tax is levied. Valuations are conducted by the County Auditor and reflect a percentage of the true or market value of the property.

Asset Maintenance – This category of capital projects refers to projects where 100 percent of the funding is provided by local sources (versus grant funded sources) and represents expenses incurred to maintain or improve the Authority's assets.

Asset Management – A systematic approach to procuring, operating, maintaining, upgrading or replacing transit assets in a manner that reduces risk and costs while improving operational performance.

Average Cost per [Paratransit] Trip – Average cost to provide Paratransit Services to the ADA community using RTA vehicles and operators or contracted vehicles and operators.

Balanced Budget – The Authority considers the budget balanced when total expenditures equal total revenues. The budget is also balanced in situations where total expenditures are less than total revenues, which is called a surplus. There are also few instances where the Authority might plan to spend fund balances from previous years on one-time or non-routine expenditures, provided the funding from previous years is available. The Authority, however, must have a plan in place to not build ongoing expenditures into this type of funding.

Balanced Scorecard – Tool to measure progress and metrics in performance management.

Base Budget – The total appropriation for maintaining the Authority's daily operations, authorized by the Board of Trustees.

Bond – The written evidence of the debt issued by the Authority. It bears a stated rate of interest and maturity date on which a fixed sum of money plus interest is payable to the holder.

Bond Counsel – A lawyer or law firm, which delivers an opinion regarding the legality of a debt issuance or other matters.

Budget Basis – The starting point for budget deliberations, usually the current budget year appropriation, or the Midyear Review estimate of expenses.

Budget Deficit – Usually, this is a projection of expenditures exceeding appropriations. It is normally determined during a quarterly review. The budget is controlled so that expenditures plus encumbrances should not exceed appropriations.

Bus Rapid Transit (BRT) – A broad term given to transit systems that use buses to provide a service that is of a higher quality than an ordinary bus line. See HealthLine.

CAFR – Comprehensive Annual Financial Report, contains audited financial statements, financial notes, and related materials.

Capital Expenditures – Funds in the Capital Improvement Program are used to account for the acquisition, construction, replacement, repair and renovation of capital facilities, assets, and equipment. Under Routine Capital Fund, local funds are used for the purchase of vehicles and equipment, where each unit has a value of at least \$5,000 and a useful life of greater than a year. Asset Maintenance expenditures are locally funded projects that maintain, repair, or rehabilitate an existing capital asset of the Authority. These projects are of smaller duration, scope, and expense than those indicated in the RTA Development Fund. The duration of these projects is often less than one year with a cost generally not exceeding \$150,000 and a useful life of less than five years. The RTA Development Fund includes both a majority of the larger rehabilitation projects and Authority's Long Range projects. These projects are greater than \$150,000 and have a useful life of more than five years. The RTA Development Fund is primarily, but not exclusively, supported through Federal grant awards.

Capital Improvement Budget – The current year estimated revenues and expenses of construction projects and capital equipment purchases in the Capital Improvement Plan. The Capital Budget includes maintenance and expansion projects that are funded through grants and local sources.

Capital Improvement Plan (CIP) – A five to ten year plan for constructing, acquiring, or maintaining capital assets.

Cash Accounting – A major accounting method that recognizes revenues and expenses at the time physical cash is actually received or paid out.

Cash Deficit – Occurs when a fund is carrying a negative cash balance. This situation typically requires a cash transfer to remedy.

Closed Circuit TV (CCTV) – Video cameras transmit a signal to a specific or limited set of monitors. CCTV is used for surveillance in areas that need security, such as rapid stations, transit facilities, Park-N-Rides, and the airport.

Comprehensive Annual Financial Report – See CAFR

Computer Integrated Transit Maintenance Environment (CITME) – A computer program, created by UltraMain, purchased to assist in modernizing maintenance and inventory operations through management by data.

Congestion Mitigation and Air Quality Improvement Program (CMAQ) – Federal program that provides a flexible funding source to State and local governments for transportation projects and programs to help meet the requirements of the Clean Air Act. Funding is available to reduce congestion and improve air quality for areas that do not meet the National Ambient Air Quality Standards for ozone, carbon monoxide, or particulate matter (nonattainment areas) and for former nonattainment areas that are now in compliance (maintenance areas).

Continual Process Improvement – Measuring efficiency of resources used for process investments.

Controlled-Access Right-of-Way (ROW) – Lanes restricted for a portion of the day for use by transit vehicles and other high occupancy vehicles (HOV).

Cost Ceiling – A limit on the reimbursed costs for federally supported capital projects.

Cost per Hour of Service – Rate of cost for each hour of revenue service.

Customer Engagement – Customer’s investment, commitment or loyalty to RTA’s brand and services.

Customer Satisfaction – A measure of how transit services meet or surpass customers’ expectations.

Debt Limit – A statutory or constitutional limit on the principal amount of debt that an issuer may incur or have outstanding at one time.

Debt Service – Principal and interest paid on bonds and notes.

Debt Service Coverage – The measure of the Authority’s ability to meet annual interest and principal payments on outstanding debts.

Decision Issue – A budget request for new or increased funding of projects or programs, which exceeds base budget requests. Use of decision issues aids the process of allocating financial resources and provides for the comparison and prioritization of existing programs and services relative to the need for new programs and services.

Depreciation – The reduction in value of a capital asset due to use, age, or wear.

Diesel Emissions Reduction Grant (DERG) - Funding is made available through the Ohio Department of Transportation’s Federal Highway Administration (FHWA) CMAQ Program federal appropriation fund used for vehicle replacement.

Disadvantaged Business Enterprise (DBE) – A program intended to ensure nondiscrimination in the award and administration of the Authority’s programs and contracts.

Displaced Emissions / Displacement – Reduced emissions of private vehicles on a regional or national level through increased use of public transit services.

Door-to-Door Service – Paratransit Service where drivers have been instructed to pick-up and drop-off passengers at the front door of places of residence, at the front door of the apartment buildings in which they live, or front door of destination.

DriveCam – System installed on revenue fleets to monitor driver behaviors, coach unsafe behavior, and reduce accidents and incidents.

Employee Engagement – The emotional and intellectual commitment of an employee, or segment of employees, committed to accomplishing RTA’s strategic objectives, mission, and vision.

Employee Injury Rates – Metric monitoring rate of employee injuries or accidents; 1 occurrence per 200,000 hours worked.

Employee Satisfaction – When employees are happy with their workplace and benefits provided by the organization; including incentives, recognition, and events.

Encumbrances – A budgetary technique for recording unperformed contracts for goods and services. Use of encumbrances restricts the balance in each fund so that total commitments (expenditures plus encumbrances) will not exceed appropriations.

Exclusive Right-of-Way (ROW) – Roadway or other right-of-way (ROW) lanes reserved at all times for transit use and / or other high occupancy vehicles (HOV).

Executive Management Team (EMT) – The General Manager’s first level of management, which includes Deputy General Managers and Executive Directors.

Expenditure – An expense that a business incurs as a result of performing its normal business operations.

Family and Medical Leave Act (FMLA) – To grant employees temporary medical leave under certain circumstances.

FAST (Fixing America’s Surface Transportation) Act – A Federal Transportation Act that replaced the MAP-21 Act with in December, 2015. This act continued many of the programs changes included in the MAP-21 legislation including Federal formula calculations, the 2010 Census data in the determination of those formula grants, and incorporation of operating statistics relative to all Transit Agencies as well as provide an increase in Federal funding for needed State of Good Repair projects.

Federal Highway Administration (FHWA) – Supports all of America’s roads and highways and ensures them to be the safest and most technologically up-to-date. Although State, local, and tribal governments own most of the Nation’s highways, the FHWA provides financial and technical support for constructing, improving, and preserving America’s highway system.

Federal Transit Administration (FTA) – Supports a variety of locally planned, constructed, and operated public transportation systems throughout the U.S., including buses, subways, light rail, commuter rail, streetcars, monorail, passenger ferry boats, inclined railways, and people movers.

Financial Vision – Objectives identified to achieve financial stability and fiscal responsibility.

Financial Management System (FMS) – The information system software that houses all financial data and includes the General Ledger, Procurement, and Budget Modules.

Fiscal Responsibility – Commitment to managing financial resources as if they were from our own pocket.

Fiscal Year – The 12-month period that the Authority uses for accounting purposes. The Fiscal Year for the Authority is concurrent with the Calendar Year.

Fixed Guideway (FG) – A separate right-of-way (ROW) for the exclusive use of public transportation vehicles. The Heavy Rail and Light Rail modes operate exclusively on fixed guideway (FG).

Fraternal Order of Police (FOP) – The world's largest organization of sworn law enforcement officers, committed to improving the working conditions of law enforcement officers and the safety of those we serve through education, legislation, information, community involvement, and employee representation.

Full-Time Equivalent (FTE) Position – A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year for 40 hours per week employees.

Functional Testing – Quality assurance testing process of customers used to determine physical ability to use fixed route services.

Fund – A reserve of money set-aside for a specific purpose. The RTA has specific funds set up for Operating (General), Capital, Insurance, Bonds, Pension, and Law Enforcement. There are also reserve funds in place for diesel fuel, compensated absences, hospitalization, and replacement train cars.

Fund Deficit – An excess of expenditures over revenues during a fiscal year. This is not an acceptable condition and must be addressed by transferring revenue to the fund in deficit. See Balanced Budget.

Fund Type – See Fund.

GAAP – Generally Accepted Accounting Principles. These principles are guidelines and rules for use by accountants in preparing financial statements.

General Obligation (GO) Bond – A bond that is secured by the full faith and credit of the Authority. The GCRTA pledges to utilize its taxing power (almost always Sales Tax proceeds) to pay debt service.

Goal – A statement of direction, purpose, or intent based on the needs of the community. A goal is not concerned with a specific achievement in a given time period.

Greenhouse Gas Emissions – Atmospheric gases contributing to the greenhouse effect; includes carbon dioxide, methane, nitrous oxide, and water vapor.

Growth Strategy – Objectives focused on improving Advocacy, Service Usage, and Passenger Satisfaction.

Guideway – A separate right-of-way (ROW) or rail system for the exclusive use of public transportation including the buildings and structures dedicated for the operation of transit vehicles. Includes tunnels, subways, bridges, tracks, and power systems.

HealthLine – A route providing service along Euclid Avenue that is of a higher quality than an ordinary bus line. This service improves transit, as well as supports increased development along Euclid Avenue with links to medical, educational, and cultural centers in Greater Cleveland.

Heavy Rail Vehicle (HRV) – Heavy Rail is a transit mode that is an electric railway with the capacity for a heavy volume of traffic. These vehicles operate on the Red Line, from Cleveland Hopkins Airport to Windermere Rapid Station.

Indirect Costs – The expenses of doing business that are not readily identified with the Authority's transportation, but rather with the general operation of the organization, such as finance, accounting, engineering, legal, and human resources.

Information Technology (IT) Environment – Applications and systems needed to support business operations; impact of systems on efficiencies of an operating environment.

Innovation, Learning, & Growth – Efficiency measures of people investments; mainly Employee Satisfaction and Employee Engagement indicators.

Interactive Voice Response (IVR) – A phone technology that allows a computer to detect voice and touch tones using a normal phone call. The IVR system can respond with pre-recorded or dynamically generated audio to further direct callers on how to proceed.

Interest – The amount paid for the use of money.

Interest Expense – The charges for the use of borrowed capital incurred by the transit agency, including Interest on long term and short-term debt obligations.

Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) – A legislative initiative setting policy guidance and providing funding for highway, transit, and safety programs. It expired in 1998.

Key Transit 2025 – The long-range plan to help guide the future development of public transit in Cuyahoga County, which focuses on bringing RTA's transit infrastructure up to higher standards and encouraging transit-oriented design, or TOD. Related to nationwide efforts towards Smart Growth, TOD encourages locating transit and development in close proximity in order to reduce auto dependency and improve transit access.

Legal Millage Rate – The stated rate, in mills, for levying real and personal property taxes.

Light Rail Vehicle (LRV) – Light Rail is a transit mode that typically is an electric railway with a light volume traffic capacity, compared to Heavy Rail (HR). These vehicles operate on the Blue, Green, and Waterfront Lines.

Management Development Program (MDP) Succession planning program to integrate external talent throughout the organization.

Moving Ahead for Progress in the 21st Century (MAP-21) – A new Federal Transportation Act that replaces the SAFETEA-LU and TEA-21 Acts. This act changed the Federal formula calculations, includes the Census 2010 data in the determination of those formula grants, and incorporates operating statistics relative to all Transit Agencies. This act was replaced by the Fixing America’s Surface Transportation Act (FAST) in 2015.

Market Value – The County Auditor’s estimate of the true or fair value of real or personal property. In accounting, it is the price that a good or service would command on the open market.

Material Issues – Topics of highest importance in consensus identified by internal and external stakeholders.

Materiality Assessment – Defining the social, economic, and environmental topics that matter most to RTA and RTA’s stakeholders.

Miles Between Service Interruptions (MBSI) – Measured by miles; total service delivered before a vehicle breakdown that causes a service interruption.

Mill – The equivalent of \$1 of tax for each \$1,000 of assessed value of real or personal property.

Mixed Traffic Right-of-Way (ROW) – Roadways that have no time restrictions nor restrictions on what type of vehicles may use them.

Mode – A general term for the different kinds of transportation used to transport people.

NOACA – Northeast Ohio Areawide Coordinating Agency. It is the federally designated Metropolitan Planning Organization (MPO) for five counties of Northeast Ohio, which include Greater Cleveland and the Lorain area. Its chief functions are to perform long- and short-range transportation planning, transportation-related air quality planning, and areawide water quality management planning, as defined by federal and Ohio mandates.

Notes – Short-term promises to pay specified amounts of money, secured by specific sources of future revenue.

Revenue – The amount of money that a company actually receives during a specific period, usually a year.

Object – A commodity-based expenditure classification which describes articles purchased or services obtained. It represents the lowest degree of expenditure summary and budgetary control.

Objective – Desired output-oriented accomplishments, which can be measured and achieved within a given time frame.

Office of Business Development (OBD) – Engage, support, and assist the local disadvantaged business community to help ensure fair and representative participation in procurement opportunities at RTA and within the community at-large. The primary function of the OBD is to administer RTA’s Disadvantaged Business Enterprise (DBE) Program.

Official Statement – A document prepared by the Authority when issuing debt that gives financial and statistical information to potential investors and others.

Ohio Depository Act – Requires a written investment policy that is approved by the treasurer of a political subdivision or governing board, or by the investing authority of a county, to be on file with the State Auditor. The policy must provide that

all entities conducting investment business with a subdivision treasurer or governing board or county investment authority sign the investment policy of that subdivision or county.

Ohio Department of Transportation (ODOT) – State operating and capital subsidies are distributed to the Authority by ODOT.

On-Time Performance – Schedule adherence; ability to deliver service as scheduled.

Ohio Transportation Partnership Program (OTP2) - Competitive grant provided by the Ohio Department of Transportation that fund rural and urban transportation systems in Ohio. The grant provides funding to maintain, sustain, or keep in a good sound state the transit systems in Ohio.

Operating Budget – Current year estimated revenues and expenses that provide for the day-to-day operations of the Authority.

Operating Deficit – The sum of all operating revenues minus operating expenses. See Balanced Budget.

Operating Ratio – A ratio that shows the efficiency of management by comparing operating expenses to fare revenues.

Operating Reserve – The available ending balance. A reserve is maintained as a safeguard to protect the organization in times of cyclical economic downturns and will be replenished as the economy improves. The Board Policy requires at least one month’s operating reserve. RTA recently added three reserves for fuel, medical, and compensated absences.

Outlays – The payments on obligations in the form of cash, checks, the issuance of bonds or notes, or the maturing of interest coupons.

Park-N-Ride – Parking lots owned by the GCRTA to provide rail and/or bus services for all major commuter corridors in Cuyahoga County.

Pass-Thru – A situation where the Authority functions as a channel for the expenditure of funds from another source without authorization to decide the use of the funds.

People Investments – Resources allocated to developing and supporting workforce capabilities.

Performance Management – Culture of continual improvement of transit services, operational processes, and administrative processes; fostered by collecting, sharing, and analysis of data and reported through various mechanisms like TransitStat, Executive Safety Committee, Quarterly Management Meetings, and other forums.

Preventive Maintenance – Regularly performance maintenance on vehicles, equipment, or facilities to reduce probability of failure.

Predictive Maintenance – Defining the condition of assets in order to predict maintenance; cost savings through time-based maintenance best practices.

Preventable Collision Rates – Metric monitoring rate of collisions defined as preventable; 1 occurrence per 100,000 miles.

Principal – The face amount of a bond, which the issuer promises to pay at maturity.

Process Investments – Committing resources to improving priority, value-creation processes.

Program – A group of related activities performed by one or more organizational units for the purpose of accomplishing an objective.

Public Transit Management Academy (PTMA) – RTA program in partnership with Cleveland State University (CSU), which provides leadership development across all workforce segments.

Ratings – Designations used by ratings services to indicate the financial health of the issuers of debt.

Reimbursed Expenditures – Operating fund reimbursements related to: capital grants for force account labor, project expenses, administration, and overhead costs; fuel tax refunds on diesel and gasoline purchases; and Federal and State operating assistance.

Repurchase Agreement – A money market transaction in which one party sells securities to another while agreeing to repurchase those securities at a later date.

Resolution – A legal and public declaration by the Board of Trustees of intent, policy, or authorization. Resolutions are the legislation of the Authority.

Resolution Category – One of two cost categories at which the Board of Trustees controls operating budget expenditures. These include Personnel Services and Other Expenditures.

Revenue Bond – A bond on which the debt service is payable solely from the revenue generated from the operation of the project being financed.

Ridership – Number of people using a transit service, generally aggregated over a given period of time across several modes or services.

Routine Capital – Budgeted expenses for equipment, where the useful life of which is a year or more and the unit cost is at least \$1,000. These expenses are locally, not grant, funded.

Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) – A legislative authorization for transit approved in 2005. It is a six-year initiative, which replaces the expired Transportation Equity Act for the Twenty-First Century (TEA-21).

Senior Transportation Connection (STC) – Founded in 2005, STC is a centralized coordinating unit for senior transportation services in Cuyahoga County. The STC's mission is to provide comprehensive, efficient, and affordable transportation for senior adults in the county.

Service Capacity – The comparison of scheduled miles to actual, delivered miles optimized by available operators and vehicles.

Service Indicator – An output measure showing a statistical workload change or the degree to which program objectives are achieved.

Standard Operating Procedure (SOP) – Methods followed routinely for performance of defined operations or situations.

State Infrastructure Bank (SIB) – A funding initiative administered by the State of Ohio, Department of Transportation. The SIB provides low-cost loans for transportation infrastructure projects.

State of Good Repair (SOGR) – A Federal initiative to identify and maintain the nation's assets for bus and rail systems. This is essential for delivering safe and reliable transit service to millions of daily riders and one of the FTA's highest priorities.

Strategic Plan – Process outlining RTA's Vital Few Objectives (VFOs) and prioritized Changed Initiatives (CIs).

Strategy Map – Tool aligning and prioritizing key objectives for implementing the Strategic Plan.

Succession Planning – Program in place to develop future leaders for RTA.

Sustainability – Ability to continue a defined behavior or process indefinitely; maintain availability of natural and human capital for the foreseeable future.

Temporary Assistance for Needy Families (TANF) – Provides grants to states to fund a wide array of benefits and services, primarily to low-income families with children. It is best known for funding cash welfare benefits to needy families with children, but it also is used to fund transportation aid and assistance.

Tax Levy – The total amount to be raised by general property taxes for purposes specified in the Tax Budget.

Threat and Vulnerability Assessment (TVA) – Analyzes all the aspects of security: physical, personnel, information, and communication. It measures the current threat capabilities against emplaced security measures and operating procedures to identify vulnerabilities.

Tons CO₂e – Measure of greenhouse gas impact on climate change as referenced through concentration levels of CO₂.

TransitStat – The Greater Cleveland Regional Transit Authority’s performance monitoring program. It is characterized with frequently scheduled performance monitoring forums, embracing the use of data, statistics, and metrics as a means to exceed customers’ expectations, as well as achieve operational excellence. It is a critical link to achieving high-level performance directed towards the Authority’s Mission, Vision, and Values.

Transportation Equity Act for the Twenty-First Century (TEA-21) – A legislative authorization for transit originally approved in mid-1998. It is a five-year initiative, which originally expired in 2003, but was extended by Congress pending an agreement on new transit legislation. It expired in 2005.

Transportation Improvement Plan (TIP) – The official listing of highway, transit, bikeway, airport, and harbor projects covering a five-year period.

Transportation Review Advisory Council (TRAC) – Created by the Ohio General Assembly in 1997 to bring an open, fair, numbers-driven system to choosing major new transportation projects.

Unlinked Passenger Trip – A one-way ride on a transit vehicle, not including transfers, and despite fare type.

U-Pass (Universal Pass) – offers university students a discounted transportation pass. Currently students at Case Western Reserve University (CWRU), Cleveland State University (CSU), Cleveland Institute of Art, and Cleveland Institute of Music have U-Passes.

Urban Mass Transportation Act (UMTA) of 1964 – As amended, an Act of Congress providing funds to the Authority under various programs:

Section 5309 (formerly Section 3) – A Federal discretionary program directed primarily to those rail modernization and major bus projects that require funding beyond that available under Section 9.

Section 5307 (formerly Section 9) – A Federal formula program which makes resources available to urbanized areas for planning, capital, and operating assistance purposes. Funding allocations are earmarked by Congress.

Title 23 Interstate Transfer Fund – Federal funding which had been made available for alternative projects due to the elimination of Interstate 490 from the Federal Interstate Highway Program. Funding for this program was split between highway and transit projects. Also established by Section 134, Title 23 of the United States Code. All funds have been exhausted at this time.

Vehicle Reliability – Minimize the impact of vehicle defects on On-Time Performance through improved maintenance practices for vehicles and equipment.

Voice of Customer – Process for collecting customer-focused information.

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2020 FUND BUDGETS

FUND OVERVIEW

The Authority maintains its financial books of accounts on the accrual basis of accounting, using a single enterprise fund to report the results of its operations. However, separate funds are maintained on the books of the Authority in order to best account for its various revenues that are designated for specific purposes.

Since the Authority is an independent, special purpose political subdivision of the State of Ohio, fund budgets are prepared on a modified accrual basis of accounting. The revenues are budgeted on a cash basis – when they are received as opposed to when they are earned. The expenditures are adjusted monthly on the accrual basis, or when the liabilities were incurred. The Authority uses the following appropriated funds to account for its operations:

ALL FUNDS (Summary of all Funds) (See figure 25)

- **GENERAL FUND** (Enterprise Fund - Operating Budget and transfers to other funds)
 - ❖ **CAPITAL IMPROVEMENT FUNDS** (Summary of RTA Capital and RTA Development Funds)
 - **RTA CAPITAL FUND** (Funding set aside for Short-Term and locally-funded Capital projects)
 - **RTA DEVELOPMENT FUND** (Funding set aside for Long-Term and grant-funded Capital projects)
 - ❖ **BOND RETIREMENT FUND** (Funding set aside to pay off debt)
 - ❖ **SUPPLEMENTAL PENSION FUND** (Funding set aside for employees hired before GCRTA)
 - ❖ **INSURANCE FUND** (Funding set aside for self-insurance purposes)
 - ❖ **LAW ENFORCEMENT FUND** (Funding set aside for law enforcement purposes)
 - ❖ **RESERVE FUND** (Funding set aside to protect the Authority from economic downturns and replace aging revenue vehicles)

A fund balance is the difference between total resources (beginning cash balance plus total revenues) and total expenditures.

In the following presentation, fund balances for the General Fund and RTA Capital Fund represent the unencumbered, unreserved balance (referred to as the available end of year balance). These fund balances are shown net of reserves for encumbrances. All other funds are reflected in cash balances.

The end of year balance of a fund provides a measure of a fund or entity’s financial health and is useful in spotting negative trends. The following analysis focuses on the Authority’s major funds (listed above in bold) and addresses future trends within those balances. The analysis also presents details on the components of revenue and trends in expenditures.

HOW TO CALCULATE FUND BALANCE		
Beginning Balance +	Current Revenues =	Total Resources
-	(Less) Total Current Expenditures	
=	(Equals) Available Ending Balance (Also called Fund Balance)	

Figure 23

ALL FUNDS

BALANCE ANALYSIS

Figure 25 presents the combined fund balances of all the Authority’s appropriated Funds (General, Capital Improvement, Bond Retirement, Insurance, Supplemental Pension, Law Enforcement, and Reserve Fund). The ending balance shows cyclical patterns, primarily increasing as a result of debt issuances, and decreasing as those funds are consumed. RTA has

been diligent in creating a sustainable budget. The Authority's 2020 funds forecast \$101 million in available ending balance.

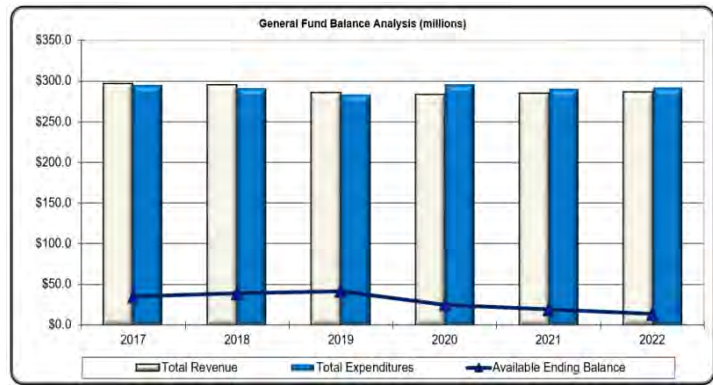


Figure 24

2020 Budget - All Funds Summary

	ALL FUNDS	GENERAL FUND	RTA CAPITAL FUND	DEVELOPMENT FUND	BOND RETIREMENT FUND	SUPPLEMENTAL PENSION FUND	INSURANCE FUND	LAW ENFORCEMENT FUND	RESERVE FUND
Beginning Balance	\$ 133,578,871	\$ 37,136,081	\$ 2,965,343	\$ 36,608,688	\$ 7,046,617	\$ 1,356,482	\$ 7,316,748	\$ 55,863	\$ 41,093,049
Revenues									
Passenger Fares	41,446,822	41,446,822							
Sales & Use Tax	215,396,173	215,396,173							
Federal	63,887,602			63,887,602					
State	1,384,658			1,384,658					
Investment Income	2,005,858	779,858	65,000	500,000	135,000	14,000	35,000	2,000	475,000
Other Revenue									
Advertising & Concessions	4,520,863	2,400,863							
Other Revenue	2,100,000							20,000	
Reimbursed Expenditure	21,520,000	21,520,000							
Transfer from General Fund			13,397,525		13,714,842	50,000	2,000,000		5,000,000
Transfer from GF for 27th Pay									878,615
Transfer from RTA Capital Fund				10,684,255					
Transfer from Reserve Fund									
Total Revenues	350,161,976	283,643,716	13,462,525	76,456,515	13,849,842	64,000	2,035,000	22,000	6,353,615
Total Resources	483,740,846	320,779,797	16,427,868	113,065,203	20,896,459	1,420,482	9,351,748	77,863	47,446,664
Expenditures									
Personnel Services									
Salaries & Overtime	197,058,571	143,667,173							
Payroll Taxes and Fringes		53,391,398							
Fuel (Diesel, CNG, Prop Pwr., Propane, Gas)	9,443,600	9,443,600							
Utilities	5,655,857	5,655,857							
Inventory	13,711,000	13,711,000							
Services and Materials & Supplies	19,430,753	19,430,753							
Purchased Transportation	10,345,000	10,345,000							
Other Expenditures		6,569,092			1,500				
Claims and Premium Outlay							2,895,450		
Benefit Payments	9,526,042					60,000			
Reserve Fund Expenses									
Total Operating Expenditures		262,213,873							
Capital Outlay				98,288,619					
Asset Maintenance	101,258,321		1,510,000						
Routine Capital			1,459,702						
Debt Service									
Principal	16,257,710				10,560,000				
Interest					5,697,710				
Transfer to Other Funds									1,450,000
General Fund									
Insurance Fund		2,000,000							
Supplemental Pension Fund		50,000							
Bond Retirement Fund		13,714,842							
RTA Capital Fund		13,397,525							
RTA Development Fund			10,684,255						
Reserve Fund		5,878,615							
Transfer from the Reserve Fund		(1,450,000)							
Total Transfers to Other Funds		33,590,982							
Total Expenditures	382,686,854	295,804,855	13,653,957	98,288,619	16,259,210	60,000	2,895,450	-	1,450,000
Available Ending Balance	\$ 101,053,992	\$ 24,974,942	\$ 2,773,911	\$ 14,776,584	\$ 4,637,249	\$ 1,360,482	\$ 6,456,298	\$ 77,863	\$ 45,996,664

Figure 25

GENERAL FUND

BALANCE ANALYSIS

The General Fund is the Enterprise Fund and General Operating Fund of the Authority and accounts for all revenue and expenditures except for activities related to capital improvements, debt service, catastrophic/extraordinary losses, supplemental pension benefits, economic downturns, and replacing of revenue vehicles.

In 2019, each of the five Pillar Studies were completed, with the most recent, the System Redesign and Fair Equity finalized in December. The Authority coordinated and facilitated 23 community meetings to gather customer input on the System Redesign and Fare Equity studies. All 5 of the pillar studies were presented to the Board of Trustees. Management will review each study's recommendations and results, culminating in the development of RTA's 10-year Strategic Plan.

REVENUES

Revenue is received from a number of sources to support activity in the General Fund. A discussion of the major sources of revenue follows in sections ahead.

SALES & USE TAX

The Authority's main source of revenue is a one percent Sales and Use Tax on sales of tangible personal property and on other transactions subject to the State Sales and Use Tax within the boundaries of Cuyahoga County. The one percent tax is of unlimited duration, and was approved by the voters of Cuyahoga County in July 1975. The tax is levied and collected at the same time and on the same transactions as the permanent 5.75 percent Sales and Use Tax levied by the State, plus the one-half percent temporary state sales tax, a special one-quarter percent levied for Cuyahoga County, and the one percent tax levied by Cuyahoga County. The tax is administered and enforced by State taxing authorities and is distributed on a monthly basis, approximately two months following the collection of the tax by the State (three months after the tax is paid by consumers).

Sales tax receipts dedicated to capital improvements are reported as a fund transfer from the General Fund to the RTA Capital Fund. However, in the Authority's accounting records, sales

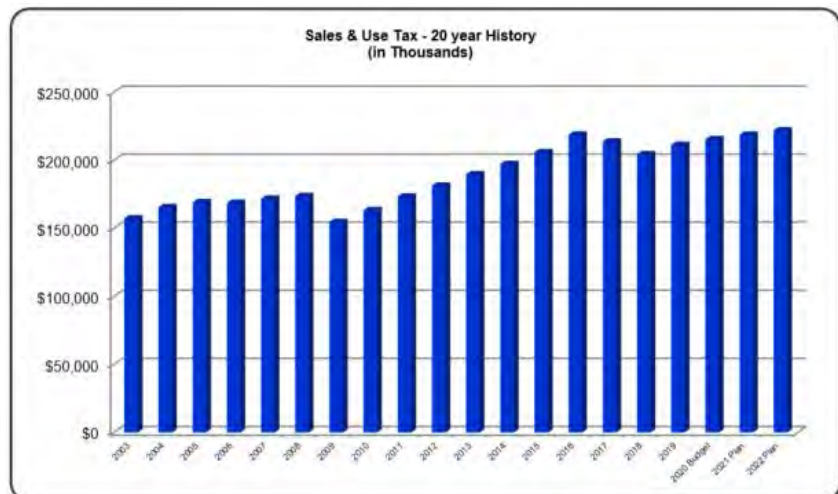


Figure 26



Figure 27

tax receipts dedicated to capital improvements are treated as direct revenue to the RTA Capital Fund, not as a transfer. In 1995, the direct contribution was further defined to include the transfer to the Bond Retirement Fund.

Receipts in 2017 were \$5 million less than 2016 receipts, mainly due to Medicaid MCOs being removed from the tax base as of July 1, 2017. The 2020 General Fund budget was approved on December 17, 2019. Revenues were based upon 3rd Quarter estimates. Sales Tax revenue for 2019 ended the year 2.3 percent higher than 2019 Budget, at \$207.4 million. Sales and Use Tax receipts for 2020 are estimated at \$215 million, a \$3 million increase over 2019 actual receipts.

PASSENGER FARES

Passenger Fares are the second largest source of revenue for the Authority. Passenger fares consist of cash fare box revenue from Authority trains and buses, kiosks along the Redline and HealthLine, fares for Paratransit, receipts collected through the RTA CLE Mobile Ticketing App, and sales of passes and tickets from various vendors within Cuyahoga County.

A 20-year history of Passenger Fare increases is below and refers to figure 28.

In 2019, RTA provided service for the Major League's Baseball All-Star Game and Tall Ships Festival.

The Authority experienced above average rail shutdowns. The S-Curve Retaining Wall emergency project with 75 steel beam frames along the 300-ft wall was completed.

In addition, the Red Line west track rehabilitation was finalized. It included 3.6 miles of track repair, over 12,000 timber cross ties, improved track drainage, and improved signal systems.

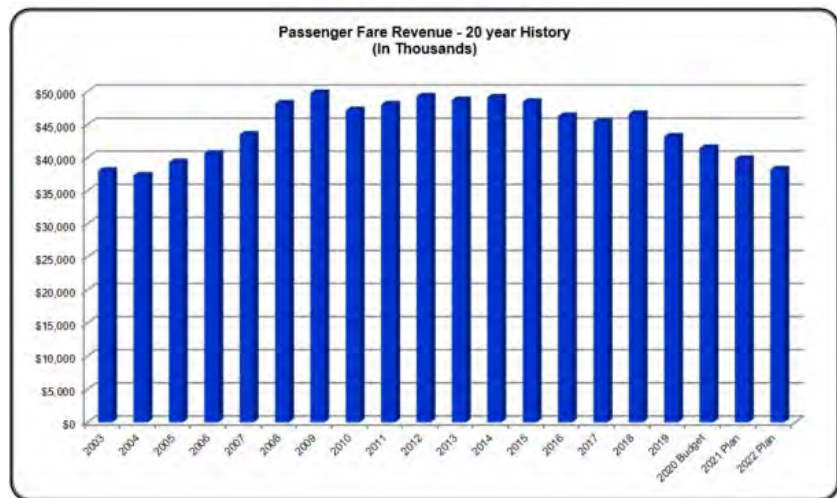


Figure 28

The year to date goal for total ridership through December was 35 million. The actual year to date ridership through December is 32.7 million, or approximately 6% below the annual goal.

INVESTMENT INCOME

The Authority pursues an aggressive cash management and investment program in order to achieve maximum financial return on all available funds. Idle cash balances are invested at the best interest rates available within the constraints imposed by State law and RTA financial policies. Current policy permits the Investment Officer to invest idle cash in certificates of deposit or repurchase agreements with depositories designated by the Board of Trustees, in U.S. Government securities, in securities of agencies, which are guaranteed by the U.S. Government, and in the State investment pool (Star Ohio).

Under the criteria developed by the Governmental Accounting Standards Board (GASB), much of the Authority's deposits and investments are included in risk category 2 or 3. Such deposits and investments are either secured by a pool of investments (not in the Authority's name) held by a Federal Reserve Bank or other banks for the pledging financial institution, or are held in the Authority's name at the trust department of the counter party to the investment transaction. Because the Authority's deposits and investments are generally held by large, financially sound, national banks, the security supporting the Authority's deposits and investments is adequate.

Public depositories must give security for all public funds on deposit. These institutions may either specifically collateralize individual accounts in lieu of amounts insured by the Federal Deposit Insurance Corporation (FDIC), or may pledge a pool of government securities the face value of which is at least 110 percent of the total value of public monies on deposit at the institution. Repurchase agreements must be secured by the specific government securities upon which the repurchase agreements are based. These securities must be obligations of or guaranteed by the United States and mature or be redeemable within five years of the date of the related repurchase agreement.

Investment income is budgeted at \$780,000 as interest rates remain low and projected to remain steady each from 2020 through 2022. Interest earned on General Fund investments varies depending upon the timing of revenue receipts, expenditures, and the transfers made to other funds (shifting interest earnings from the General Fund to other funds).

ADVERTISING & CONCESSIONS

Another source of local income is the Authority's contract to place advertisements upon buses and trains. A 3-year contract was signed in 2016, where guaranteed receipts would be received at the end of the contract year, which increased 2016 revenue to \$2.9 million. In this new contract, advertisements are heard on buses and trains through canned "commercials" on the overhead speakers. In 2018, receipts expected in December for Advertising were received in January 2019. The Advertising and Concessions budget for 2020 is \$2.4 million. For 2021 through 2022, receipts are projected at the guaranteed levels for each year.

REIMBURSED EXPENSES AND OTHER REVENUE

This category includes grant reimbursements related to the capital program (project force account labor, administration, and overhead costs), fuel tax refunds on diesel and gasoline purchases in Ohio, and Federal and State (capitalized) operating assistance. An emphasis on capital financing urges maximum use of capital grants to recover a portion of our engineering and construction costs.

Federal Operating grant dollars are drawn down on cash flow requirements in the General Fund. The amount and timing of revenue received from this source in any year fluctuates, based on the Authority's ability to draw down these funds and the amount of the grant. Although Federal Operating Assistance was eliminated, some flexibility was given to use increases in capital grant awards for traditional maintenance type expenditures.

Though utilizing the flexibility provided has helped to support the Authority's level of service, as revenue challenges have arisen and been met over the years, it represents an ongoing disinvestment in the Authority's capital state of good repair in favor of maintaining service levels.

The Authority's goal is to keep Preventive Maintenance reimbursements at \$20 million or below. For 2020, \$21.5 million was originally budgeted this includes \$20.0 million for Preventive Maintenance reimbursements, \$0.07 million for fuel tax reimbursements, \$0.08 million for force account labor, and other smaller reimbursements. For the out-years, \$21.5 million is planned each year for Reimbursed Expenditures. Increasing PM Reimbursement would, in turn, lower available funding for capital projects and increase the difficulty of achieving and maintaining a state of good repair.

Other Revenues of \$2.1 million includes contractor and hospitalization reimbursements, rent, salvage sales, and claims receipts, among other miscellaneous receipts. The amounts received from these sources have fluctuated over the years due to one-time receipts settlements and miscellaneous reimbursements.

EXPENDITURES

Figure 29 represents the General Fund Expenditures from 2016 through 2022, and the ending balances for each year. Total operating expenditures budget in 2019 was \$254.5 million, a 3 percent increase over budget.

For 2020, a total of 2,333 FTEs are budgeted. During 2019, a new General Manager/CEO was selected by the Board of Trustees. A new section for Business Intelligence was created within Service Management. Positions were traded for

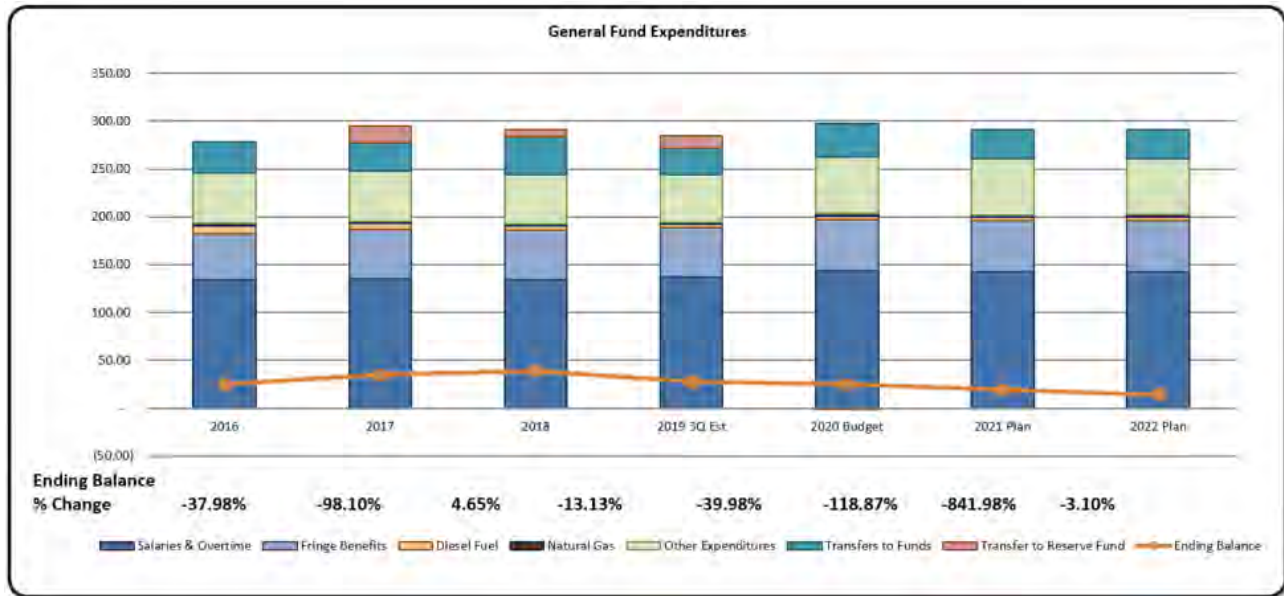


Figure 29

Business Intelligence positions and all restructured departments. The Legal department was restructured and talks began to better align work duties between Human Resources and Labor and Employee Relations. All Assistant Equipment Manager grades were standardized. Additional support was directed to the Predictive Maintenance program at Fleet Management. An internal project team was created for railcar replacement implementation. Marketing and Communications department increased its Marketing Associate and Marketing Assistant positions to full-time. A new position for Senior ITS specialist was created to manage the new radio equipment on board each RTA vehicle.

The ATU contract was approved in December 2019. It is retroactive to August 1, 2018 and continues through July 31, 2021. The FOP contract negotiations are expected to begin again in FY 2020. A brief description of the employment and service level changes over the past four years are described in Figure 30.

Employment Level and Service Level Changes				
FY	2017	2018	2019	2020
Positions	2,332.25	2,332.50	2,333.50	2,333.25
Net Increase (Decrease)	(29.5)	0.25	1.0	(0.25)
	31 Operator positions removed due to 3% service reduction; added 1 part-time Safety Awareness Coordinator; added 1 Administrative Assistant position (budgeted half year and dependent upon State's decision of the Sales & Use Tax base)	Total Operator positions reallocated between Rail and Bus, down 1 FTE compared to 2017; Reinstated a Planning Team Leader position; Added 1 Material Handler Leader position due to a grievance ruling; Reduced 2 Marketing positions and added a Part-Time Intern position as the Department reorganizes; Added 2 positions and reduced 1 position in OMB as the Department is reorganized;	Increase of one FTE from 2018. During 2018 14 position were moved from Marketing and Communications including Supervisor of Telephone Information Center, Telephone Operator/Information Clerks, and Customer Service. Call Center and Telephone Information center was merged with Paratransit. Supervisor of Telephone Information Center retired and position was moved to OMB to replace Manager of Budgets.	A new General Manager/CEO was selected by the Board of Trustees. A new section for Business Intelligence was created within Service Management. RTA welcomed a new Paratransit Director. Marketing and Communications department increased its Marketing Associate and Marketing Assistant positions to full-time. A new position for Senior ITS specialist was created to manage the new radio equipment on board each RTA vehicle.
Service Increase (Decrease)	(1.6%) Service Hours; (2.4%) Service Miles	(3.0%) Service Hours; (2.7%) Service Miles	(3.0%) Service Hours; (2.7%) Service Miles	(0%) Service Hours; (0%) Service Miles
	3% Service Reduction annualized (began September 2016); New Van Pool service implemented	3% Service Reduction planned for bus and rail starting in March. A pilot program for Paratransit is planned for 2018 using Uber and Lyft. The Vanpool program, which began in 2017, will continue in 2018.	No significant service changes are planned. Engaged in 5 Pillar Studies: Fare Equity Study, Economic Impact Study, Efficiency Study & Operational Review, Rail Car Study, and System Redesign Study, in order to create efficiencies, enhance service, and identify areas of improvement.	No significant service changes are planned. 2020 service is planned to remain at 2019 hours and miles. The Van pool program ended due to proposal respondents being unable to meet RTA's insurance requirements.

Figure 30

BOND RETIREMENT FUND

The Bond Retirement Fund accounts for resources set aside for the payment of principal and interest on debt obligations. At the end of 2019, the Authority has six bond issuances against Sales Tax revenue for a total outstanding debt of \$116.82 million. The policy of the Authority is to set aside resources transferred from the General Fund on a monthly basis to meet the current year's annual principal and semiannual interest payments.

In Figures 31 and 32, each year's ending balance represents at least 1/12 of principal and 1/6 of interest of the subsequent year's debt service requirement, which is set-aside on the last day of each year. Thus, the ending balance in this fund remains relatively low at all times.

Long-term debt for the Authority includes both debt and refunding debt sales from 2012 through 2019. These include a combined \$116.8

million issuance of Sales Tax revenue bonds of which \$30 million issued in 2019 with the maturity date of 2039. A \$5.9 million premium was received in 2019 with the \$30 million Bond Issuance, which will pay for the 2019 principal and interest payments for the next few years.

In 2019, a transfer of \$13.3 million was required from the General Fund to cover the current overall debt service of the Authority. For 2020 through 2022, transfers of \$13.7 million, \$13.8 million, and \$13.8 million are planned, respectively.

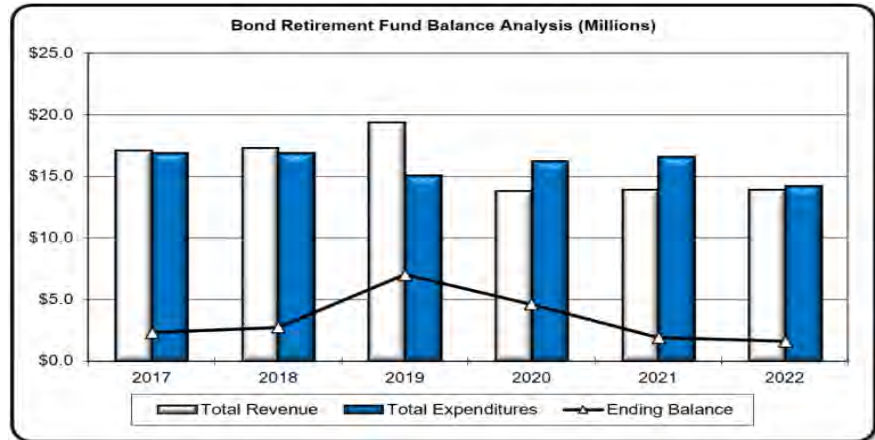


Figure 31

Bond Retirement Fund Balance	2017 Actual	2018 Actual	2019 3Q Est	2020 Budget	2021 Plan	2022 Plan
Beginning Balance	\$ 2.13	\$ 2.31	\$ 2.69	\$ 7.01	\$ 4.60	\$ 1.90
Revenue	0.06	0.10	6.06	0.13	0.10	0.10
Fund Transfers	17.04	17.20	13.33	13.71	13.80	13.80
Total Revenue	17.10	17.30	19.39	13.84	13.90	13.90
Total Resources	19.23	19.61	22.08	20.85	18.50	15.80
Total Expenditures	16.92	16.92	15.07	16.25	16.60	14.20
Ending Balance	\$ 2.31	\$ 2.69	\$ 7.01	\$ 4.60	\$ 1.90	\$ 1.60

Figure 32

INSURANCE FUND

The Insurance Fund is used to protect the Authority against catastrophic or extraordinary losses, as the Authority is currently self-insured in all areas except personal property and equipment.

According to the Authority's financial policies, the Risk Manager, on an annual basis, determines the minimum balance required in the Insurance Fund.

In 2018, transfer \$7.3 million was made from the General Fund to the Insurance Fund. Lower claims and premium payments helped to increase the ending balance to over \$12.7 million.

In 2019, a transfer of \$2.7 million was needed to cover insurance premiums and large claims and maintain the \$5.0 million ending balance.

For 2020 a transfer of \$2.0 million is budgeted to maintain the required ending balance. The transfers for 2021 and 2022 are \$2.0 million each.

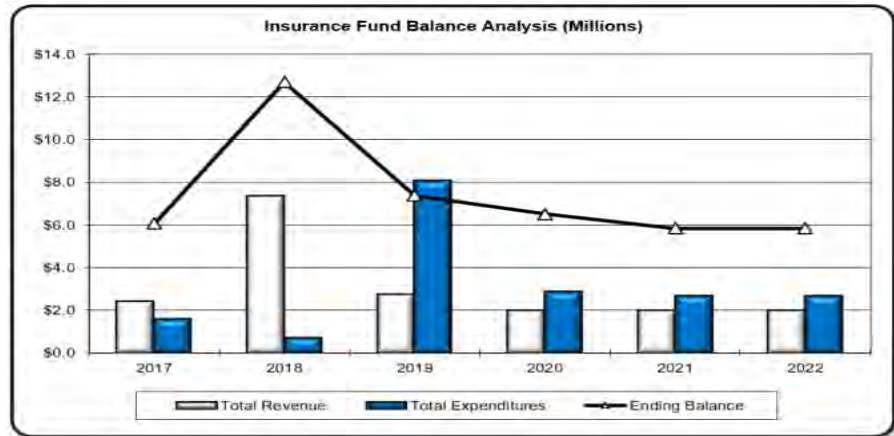


Figure 33

Insurance Fund Balance	2017 Actual	2018 Actual	2019 3Q Est	2020 Budget	2021 Plan	2022 Plan
Beginning Balance	\$ 5.26	\$ 6.08	\$ 12.65	\$ 7.33	\$ 6.46	\$ 6.46
Investment Income	0.06	0.09	0.09	0.04	0.04	0.04
Transfers	2.40	7.25	2.70	2.00	2.00	2.00
Total Revenue	2.46	7.34	2.79	2.04	2.04	2.04
Total Resources	7.72	13.42	15.44	9.36	8.50	8.50
Total Expenditures	1.65	0.77	8.11	2.90	2.70	2.70
Ending Balance	\$ 6.08	\$ 12.65	\$ 7.33	\$ 6.46	\$ 5.80	\$ 5.80

Figure 34

SUPPLEMENTAL PENSION FUND

The Supplemental Pension Fund (Pension/Deferred Compensation Trust and Agency Fund) was established to account for assets held by the Authority in a trustee capacity for payments of benefits relating primarily to certain retired employees of the Authority and its predecessor transit systems. Since 1986, the Pension Fund also has been used to account for funds on deposit with the Ohio Public Employees Deferred Compensation Board. The Authority has no control over these funds, but is required to account for them in a trust and agency fund according to governmental accounting standards.

An actuarial evaluation is performed every two years to assess the adequacy of the fund balance. This Budget increase maintains the fund balance at levels recommended in the last actuarial evaluation. A transfer of \$50,000 was made from the General Fund in 2019 to support this effort. For 2020, a transfer of \$50,000 is budgeted. To maintain the stable ending balance, transfers of \$45,000 in 2021 and \$40,000 in 2022 are planned.

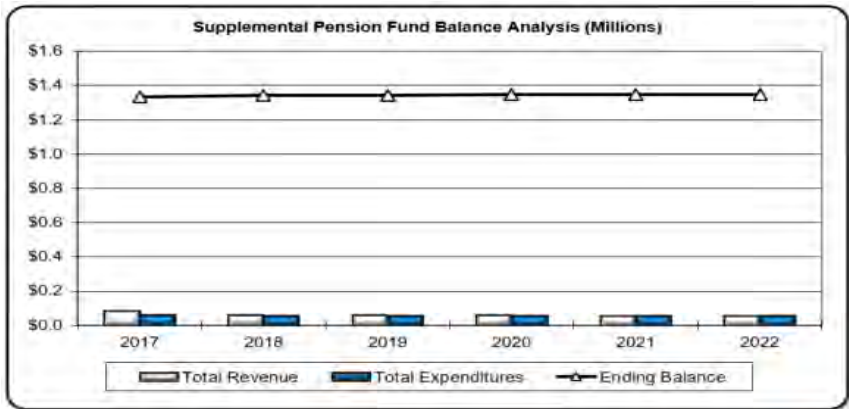


Figure 35

Supplemental Pension Fund Balance	2017 Actual	2018 Actual	2019 3Q Est	2020 Budget	2021 Plan	2022 Plan
Beginning Balance	\$ 1.31	\$ 1.33	\$ 1.35	\$ 1.36	\$ 1.36	\$ 1.36
Total Revenue	0.09	0.08	0.06	0.06	0.06	0.06
Total Resources	1.40	1.41	1.42	1.42	1.42	1.42
Total Expenditures	0.06	0.06	0.06	0.06	0.06	0.06
Ending Balance	\$ 1.33	\$ 1.35	\$ 1.36	\$ 1.36	\$ 1.36	\$ 1.36

Figure 36

LAW ENFORCEMENT FUND

In 1988, RTA became involved with the Northern Ohio Law Enforcement Task Force (NOLETF), a multi-jurisdictional force (formerly known as the Caribbean/ Gang Task Force). The Authority's involvement was prompted by the increasing gang activity found in and around the rail system. In addition to the benefits of intelligence gathering and improved inter-department relations, the GCRTA derives revenue from seized and confiscated monies and/or properties.

Revenue obtained through the Task Force can be expended for non-budgeted police items. The Authority primarily uses

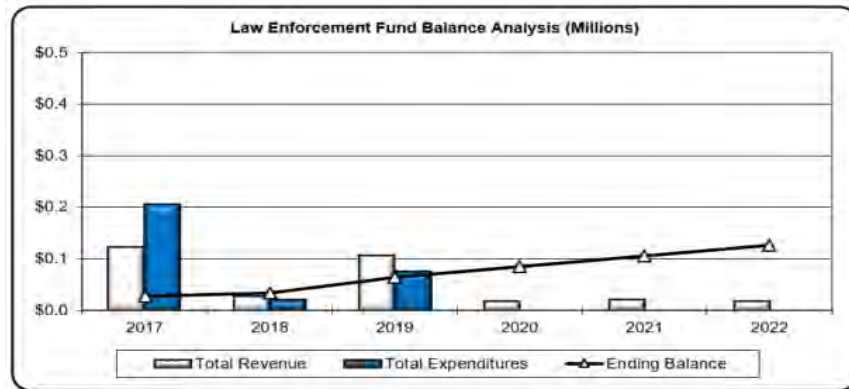


Figure 37

these proceeds for unbudgeted capital items. Certain guidelines have been instituted by the State Attorney General's Office for the reporting and disbursement of funds.

Expenditures within this fund have varied over the years, depending upon the levels of revenue obtained through the Task Force. These expenditures funded security items, protective equipment, and technical training equipment. For 2020, total revenue budget is \$22,000.

Law Enforcement Fund Balance	2017 Actual	2018 Actual	2019 3Q Est	2020 Budget	2021 Plan	2022 Plan
Beginning Balance	\$ 0.11	\$ 0.03	\$ 0.03	\$ 0.06	\$ 0.08	\$ 0.11
Total Revenue	0.12	0.03	0.11	0.02	0.02	0.02
Total Resources	0.23	0.06	0.14	0.08	0.11	0.13
Total Expenditures	0.21	0.02	0.08	-	-	-
Ending Balance	\$ 0.03	\$ 0.03	\$ 0.06	\$ 0.08	\$ 0.11	\$ 0.13

Figure 38

RESERVE FUND

In 2017, the Authority created a Reserve Fund to set aside funding for cost increases in fuel and hospitalization, increases in compensated absences, a 27th pay period, and rolling stock replacement, specifically, rail cars.

The amount of transfers needed are based upon specific goals:

- Fuel Reserve: Annual savings resulting when expenditures are less than budget
- Hospitalization Reserve: Not exceed 10% of annual hospitalization costs
- Compensated Absence Reserve: Not exceed 25% of estimated payments
- 27th Pay Reserve: 1/12th of Annual 27th Pay costs for each of the hourly and salary payrolls
- Rolling Stock Replacement: Goal is to transfer funding each year to cover costs of aging revenue vehicles

Once a reserve has met the goal, no additional funding is required. During a budget year, if expenses exceed the budget, funding can be transferred from the Reserve Fund back to the General Fund. For 2018, a \$2 million transfer was transferred from the Reserve Fund to the RTA Development Fund for a comprehensive rail locomotive study. In 2020, a transfer of \$5 million is budgeted for Rail Car replacement into the Rolling Stock Reserve Fund.

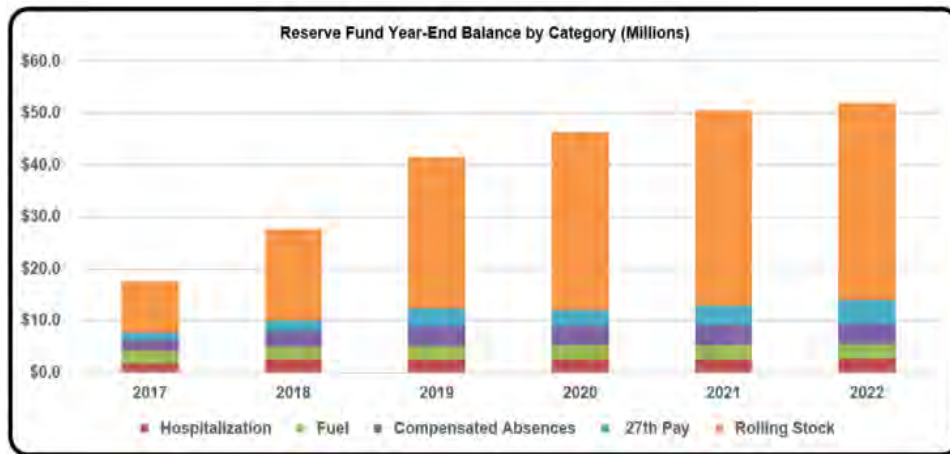


Figure 39

Reserve Fund Balance Category Year-End Balances	2017 Actual	2018 Actual	2019 3Q Est	2020 Budget	2021 Plan	2022 Plan
Hospitalization	\$ 1.81	\$ 2.56	\$ 2.64	\$ 2.68	\$ 2.71	\$ 2.75
Fuel	2.46	2.46	2.58	2.62	2.65	2.69
Compensated Absences	1.91	2.88	3.66	3.71	3.76	3.81
27th Pay	1.41	2.12	3.46	2.93	3.85	4.79
Rolling Stock	10.04	17.66	29.11	34.45	37.51	37.87
Total	\$ 17.63	\$ 27.68	\$ 41.45	\$ 46.38	\$ 50.48	\$ 51.91

Figure 40

CAPITAL IMPROVEMENT FUND

BALANCE ANALYSIS

The Authority's Capital Improvement Fund is used to account for the acquisition, construction, replacement, repair, and rehabilitation of major capital facilities and equipment. The Capital Improvement Plan is composed of both grant-funded projects as well as 100 percent locally-funded items.

All capital projects are included in one of two funds: the RTA Development Fund, which includes all grant-funded projects, as well as the majority of the larger capital projects for the Authority, including rehabilitations, expansions and large equipment purchases; and the RTA Capital Fund, a smaller fund for more routine expenditures that support daily operational activities.

Generally, projects in the **RTA Development Fund** are greater than \$150,000, have a useful life of greater than five years, and are predominantly, although not exclusively, supported through grant awards. Projects from the Authority's Long Range Plan are included in this area and it includes those capital projects where grant funding already has been approved or will be submitted for approval in future years.

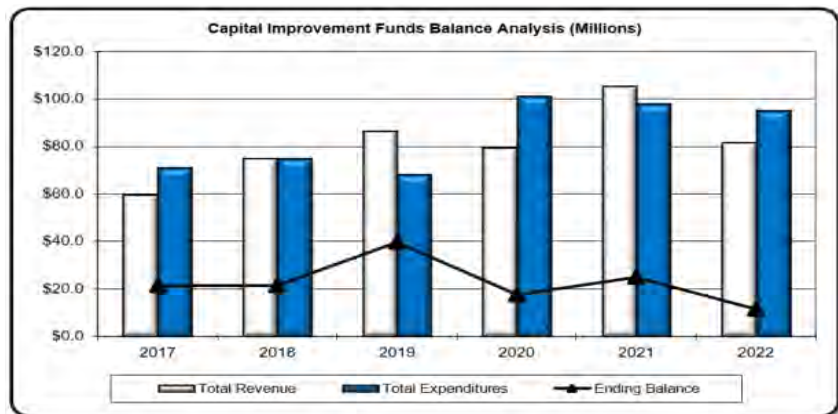


Figure 41

Capital projects included in the **RTA Capital Fund** are generally less than \$150,000, have a useful life between 1 and 5 years, are routine in nature, and in many cases relate directly to daily operations. Unlike the RTA Development Fund, where the majority of projects are funded with grant awards, the RTA Capital Fund is financed entirely through local dollars in the form of Sales & Use Tax revenue contributions.

Detailed discussions of the fund balances in these funds are presented in the Capital Improvement Plan (CIP) section. The Figures 41 and 42 provide a consolidated look at all Capital Improvement Funds. The fund balance normally alternates years of increases and decreases as planned activities are balanced with cash infusions.

The beginning balance increased in 2020 to \$39.6 million, from \$21.3 million in 2019.

In 2020, the Capital Budget appropriation request totals \$101.3 million for the acquisition of buses, preventive maintenance, operating expense reimbursements, equipment, services, and construction projects to improve, replace or upgrade the Authority's facilities and infrastructure. The Authority's infrastructure needs continue to exceed the amount of available grant funds.

Capital Improvement Fund Balance	2017 Actual	2018 Actual	2019 3Q Est	2020 Budget	2021 Plan	2022 Plan
Beginning Balance	\$ 33.11	\$ 21.44	\$ 21.31	\$ 39.57	\$ 17.55	\$ 24.95
Total Revenue	59.38	74.91	86.33	79.23	105.22	81.65
Total Resources	92.49	96.34	107.64	118.81	122.76	106.60
Total Expenditures	71.06	75.03	68.07	101.26	97.82	95.22
Ending Balance	\$ 21.44	\$ 21.31	\$ 39.57	\$ 17.55	\$ 24.95	\$ 11.38

Figure 42

Proceeds from debt sales, as well as from sales tax contributions, are used to fulfill the Local Match requirement on grant-funded projects. Sales tax contributions are also used for 100 percent locally-funded projects. In the 2020 Budget, the Transfer to Capital from the General Fund is budgeted at \$13.4 million, an increase of \$1.6 million from prior year 2019

Budget. The transfer is planned to decrease to \$7.9 million in 2021 and increase to \$8.5 million in 2022. The Authority has doubled its efforts to securing additional non-traditional federal and state resources as the upcoming impact of the new FAST legislation is being analyzed and has becoming more creative with the use of debt and other financing as it strives to address the backlog of needed SGR projects and upcoming rail car vehicle replacement.

REVENUES

The Authority receives various capital grants from the Federal Transit Administration (FTA). Funds are requested from FTA, as needed, to meet obligations, via wire transfer. The timing of the receipt of federal capital revenue is directly related to costs invoiced by contractors/vendors. FTA grants normally cover 80 percent of project costs with the remaining 20 percent share being absorbed by the Authority's local match revenue, which consists of interest income, transfers from other funds and sales of bonds and notes. In some cases FTA grants, such as the Transportation Investment Generating Economic Recovery (TIGER) program are awarded with a 100 percent Federal share. State capital assistance has in the past been seen in the form of State capital grants from the Ohio Department of Transportation (ODOT) and loans from the State Infrastructure Bank (SIB).

The RTA Capital Fund is funded with Sales & Use Tax proceeds as part of the Authority's goal of a minimum of 10 percent contribution to capital requirement as described under General Fund Revenue. Interest earned on the investment of those Sales & Use Tax proceeds is the only other income credited to the RTA Capital Fund. The Authority's local contribution to its capital program is captured by transfers within the Operating Budget to the RTA Capital Fund and the transfer to the Bond Retirement Fund.

Transfers to Capital and Bond Retirement Funds to meet current debt needs of the Authority are planned to be maintained at \$27.1 million for 2020 and \$21.7 million in 2021. This transfer will depend upon future debt service needs of the Authority and how the new debt service payments are structured. The Transfers to Capital in 2020-2022 are 12.6 percent, 9.9 percent, and 10.1 percent respectively. With several unfunded projects in the Capital Plan, there is an on-going challenge of meeting the total capital needs of the Authority while, at the same time, maintaining or improving the Authority's current assets in a state of good repair. Meeting the financial needs of both areas in the future will significantly challenge the overall financial stability of the Authority, particularly in light of the current economic situation and the slow future growth projected in revenue from the Sales & Use Tax.

PERFORMANCE MANAGEMENT

STRATEGIC PLAN

The Strategic Plan identifies and prioritizes GCRTA's goals and objectives as can be accomplished on a 5 year timeline to meet GCRTA's 10 year vision. Management and implementation of the Strategic Plan ensures success by seizing opportunities, leveraging advantages, and swiftly mitigating challenges within and beyond GCRTA's boundaries of control. The current Strategic Plan ended in 2019. The process to update the plan began in January 2020.



Figure 43

STRATEGIC PLAN AND IMPROVEMENTS

GCRTA refines its long-term strategic direction through a visionary process of developing strategic objectives. As a result, four (4) Balanced Scorecard categories, or Areas of Focus, nine (9) Vital Few Objectives (VFOs) and ten (10) Change Initiatives (CIs) were created. As priorities shift and change, GCRTA is able to make adjustments to ensure Areas of Focus, VFOs, and CIs are being met. GCRTA is committed to its Mission, Vision, and Values (MVV), which is supported via programs like **Together Everyone Achieves More (TEAM)**, **TransitStat**, **Problem Identification & Corrective Action (PICA)**, **Cost Savings Initiative (CSI)**, **The Partnership for Excellence (TPE)**, **International Organization for Standardization (ISO)**, **LEAN Six Sigma Green and Black Belts**, and **Environmental Management and Sustainability System (ESMS)**. **TEAM** initiatives have been in place for over 20 years and are monitored monthly and reported quarterly in the Quarterly Management Report. **TEAM** is one of the Balanced Scorecards that the Authority uses to measure itself against annually determined goals. These include Preventable Collisions (PC), On-the-Job-Injuries (OJI), Miles Between Service Interruptions (MBSI), On-Time Performance (OTP), Ridership, Customer Satisfaction, Attendance, and Operating Ratio. **PICA** began as an Operations change initiative over 20 years ago and was introduced to the rest of the Authority as **CSI** in early 2018. **PICA** focuses on 'quick fixes' that have an immediate return and improvement. **CSI** initiatives are longer term changes involving cost-benefit analysis and savings tracking over a period of time to ensure benefits occur. **TransitStat** was deployed in 2007 and is the performance management program characterized with bi-weekly performance monitoring forums, embracing the use of data, statistics, and metrics as a means to exceed customers' expectations, as well as achieve operational excellence. **TPE** and **ISO** have been in place since 2015. The Authority sent more than 30 employees for **LEAN Six Sigma Green Belt Certification** and 3 employees for **LEAN Six Sigma Black Belt Certification** and uses these employees to identify areas of waste, create efficiencies, and perform Kaizen Events. GCRTA's Leadership System consists of a Balanced Score Card (BSC) and Strategy Map. These tools support the Strategic Planning Process. The BSC is evidence of Planning and Aligning objectives to attain the MVV. The Strategy Map measures progress and success as the strategic plan is implemented and CIs are accomplished. The BSC defines four priority areas of strategic management for GCRTA. Figure 44 outlines these four Balanced Scorecard Areas (or Areas of Focus) and the aligned VFOs. The following pages explain the performance of the BSC for the Authority over the past few years.

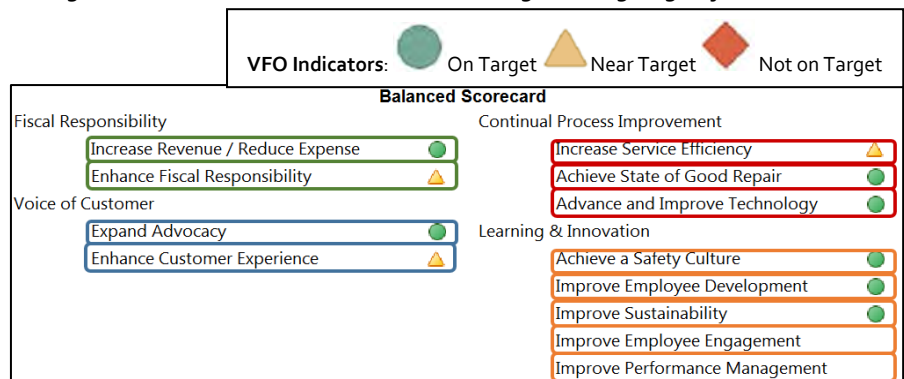


Figure 44

FISCAL RESPONSIBILITY

GCRTA's Financial Vision encompasses growth in operating revenue and capital funding, as well as maintaining operating expenses. Another focus is on improvement of internal financial controls and systems. This category includes the following VFO's:

- Increase Revenue / Decrease Expenses
- Enhance Fiscal Responsibility

INCREASE REVENUE/REDUCE EXPENSES



Figure 45

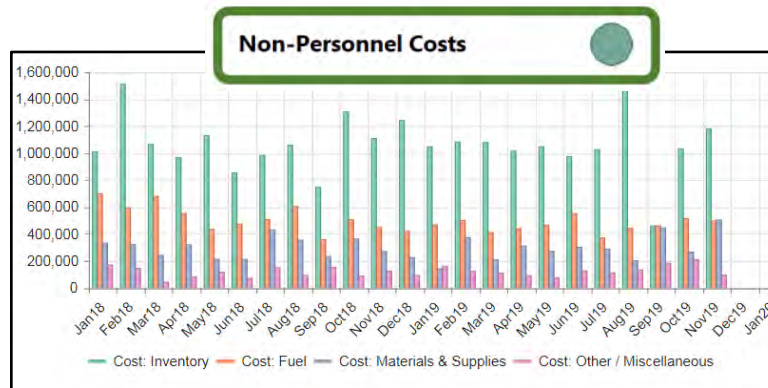


Figure 46

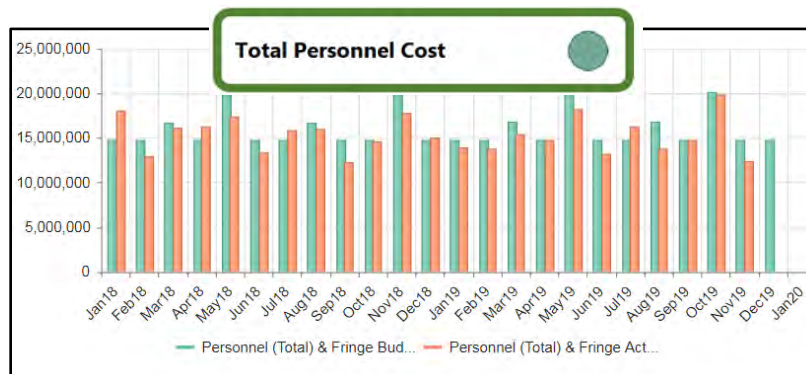


Figure 47

ENHANCE FISCAL RESPONSIBILITY

**Average Days to Close Monthly
Cash Basis**



Figure 48

**Average Days to Close Monthly
Full Accrual**

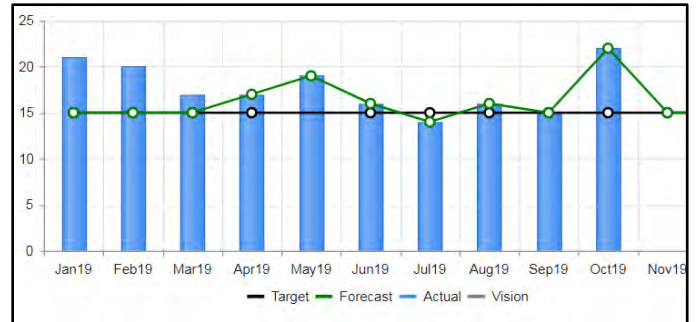


Figure 49

**TEAM: Passenger Fares
% Fare Revenue to Operating**

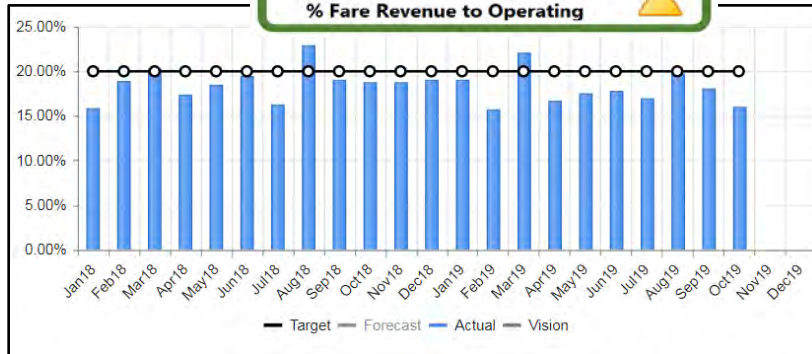


Figure 50

Grow Capital Funding

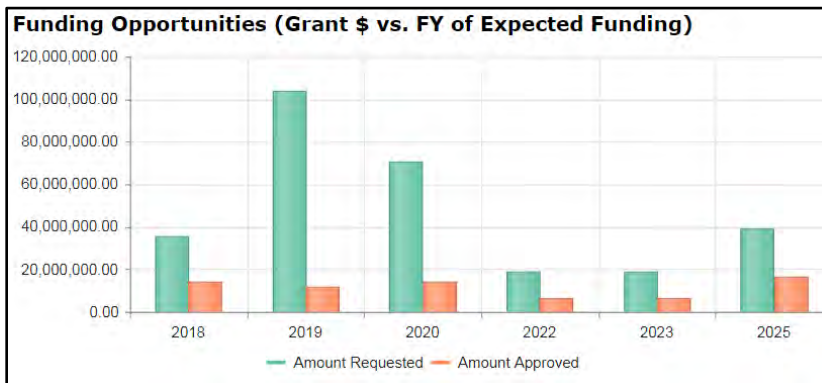


Figure 51

VOICE OF CUSTOMER

Voice of Customer emphasizes key strategies to managing advocacy and improving public transit in Northeast Ohio, as well as enhancing numerous aspects of customer experience on our system.

This category includes the following Vital Few Objectives (VFOs):

- Expand Advocacy
- Enhance Customer Experience

EXPAND ADVOCACY

Advocacy as the Key Driver to Managing Growth: Financial Security, Steady Ridership, and Public Transportation Advocates. GCRTA's advocacy strategy focuses on educating constituents, decision makers, and community groups about the value of public transportation in order to gain ridership support, financial aid, and fostering connection to the communities served. GCRTA leverages members of the Board of Trustees, advocacy groups, local union, and various community groups and public partnerships to support funding for public transit to benefit RTA's customers and surrounding communities.

Advocacy outreach includes the media, advocates, mayors, and state representatives receiving information about the benefits of public transportation. The goals of Advocacy are to educate key stakeholder groups on the benefits of public transit and the funding necessary to continue this service.

A priority for 2020 will be to communicate the results and subsequent action items following completion of the five Pillar Studies to all pertinent stakeholders. The end of 2019's third quarter involved the hiring of a new General Manager/CEO for GCRTA. As the agency progresses forward with new leadership, the General Manager is reviewing RTA's existing Advocacy strategy and will make the necessary adjustments to position RTA for enhanced outreach, education, and engagement with public and private partners.

ENHANCE CUSTOMER EXPERIENCE

TEAM: On-time Performance



Figure 52

ENHANCE CUSTOMER EXPERIENCE

TEAM: Boarding between Complaints



Figure 53

Customer Satisfaction: All

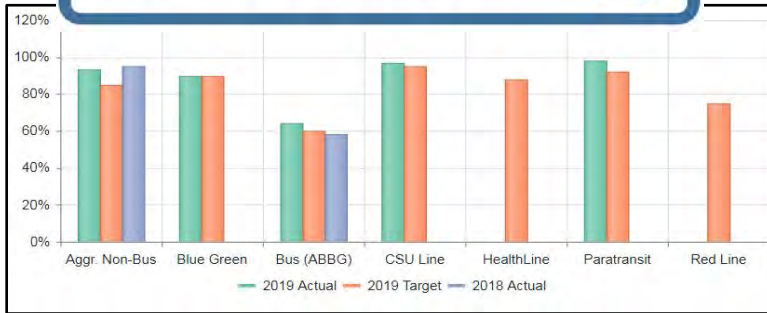


Figure 54

TEAM: Ridership

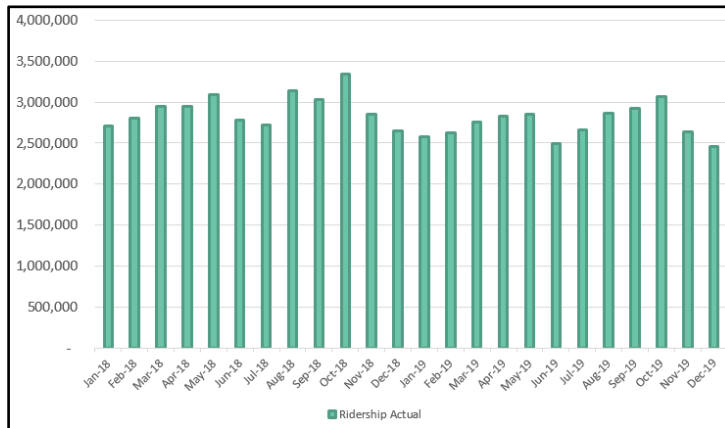


Figure 55

CONTINUAL PROCESS IMPROVEMENT

Continual process improvements establish meaningful standards for current processes and eliminate waste through innovative process improvements across GCRTA. This category includes the following VFO's:

- Increase Service Efficiency
- Achieve State of Good Repair (SOGR)
- Advance & Improve Technology

▲ INCREASE SERVICE EFFICIENCY

Miles Between Service Interruptions: System-wide

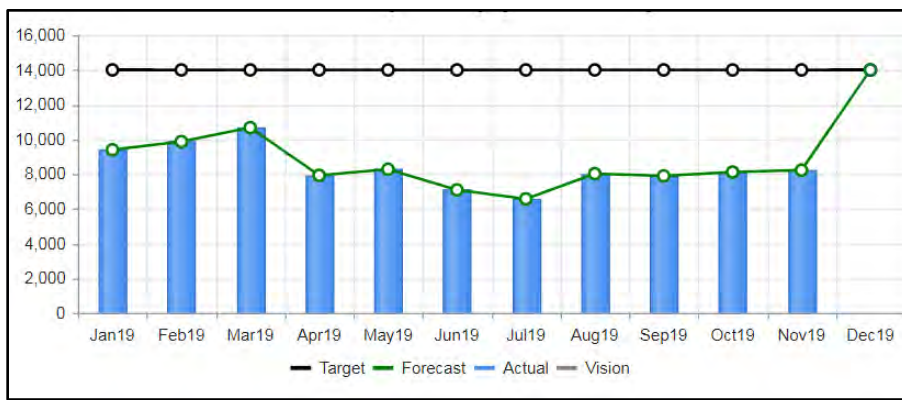


Figure 56

Cost per Paratransit Passenger

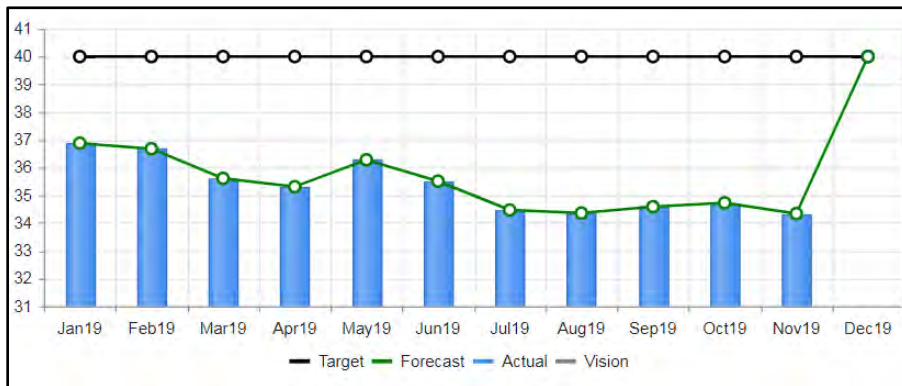


Figure 57

ACHIEVE STATE OF GOOD REPAIR (SOGR)

RTA tracks Useful Life Benchmark (ULB) for rolling stock and heavy equipment, SOGR for facilities based on Federal Transit Administration's Transit Economic Requirements Model (TERM) scale, and slow zones for rail infrastructure. RTA defines SOGR to be the condition of an asset where the asset, at a minimum, is capable of delivering the required performance safely and reliably for a predetermined period of time (a rating of '3'). RTA's Asset and Configuration Management department is responsible for the oversight and coordination necessary in managing RTA's assets for rolling stock, facilities, infrastructure, and equipment. RTA's Transit Asset Management (TAM) plan is a living document reviewed and revised, as necessary, on an annual basis. It is based on ISO 55000 guidelines for asset management.

ULB: Vehicles
Percent Rolling Stock Exceeded ULB ▲

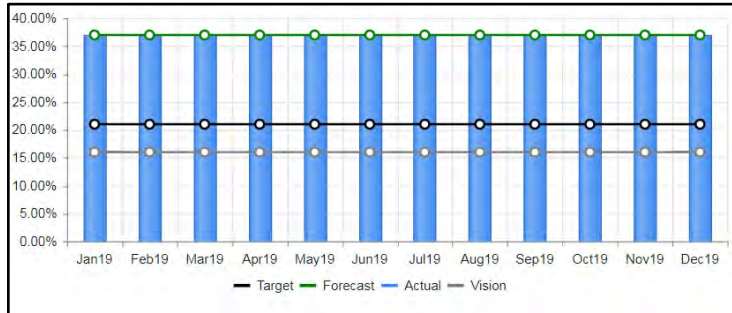


Figure 58

ULB: Equipment
Percent Equipment Exceeded ULB ●



Figure 59

Percent Assets below SOGR - Facilities ●

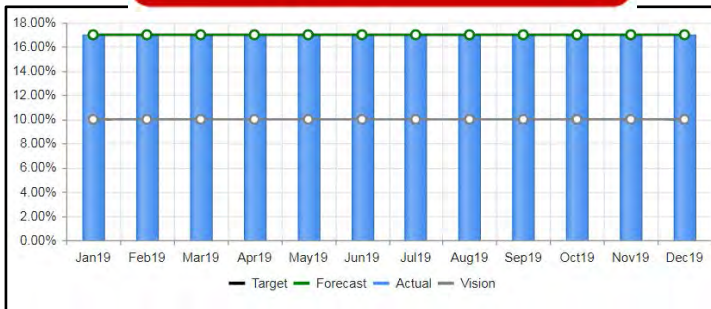


Figure 60

Slower Than Posted Speed: Rail ●

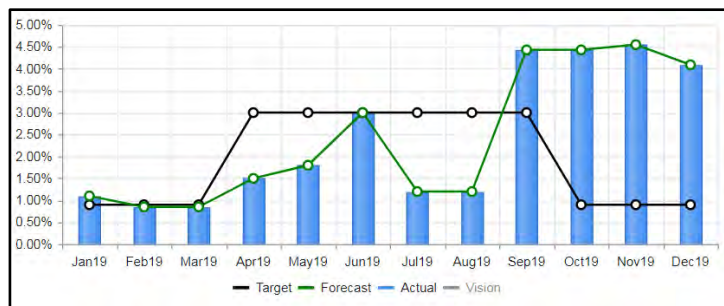


Figure 61

ADVANCE & IMPROVE TECHNOLOGY

IT SOGR Overall



Figure 62

Devices with 100% Critical/Severe Patches Installed



Figure 63

IT SOGR - Critical Applications

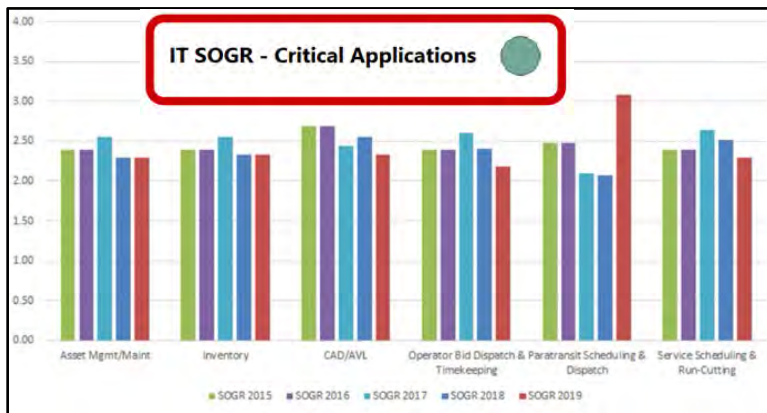


Figure 64

Major Projects Dashboard



Figure 65

ADVANCE & IMPROVE TECHNOLOGY

IT Satisfaction: Time to Resolve

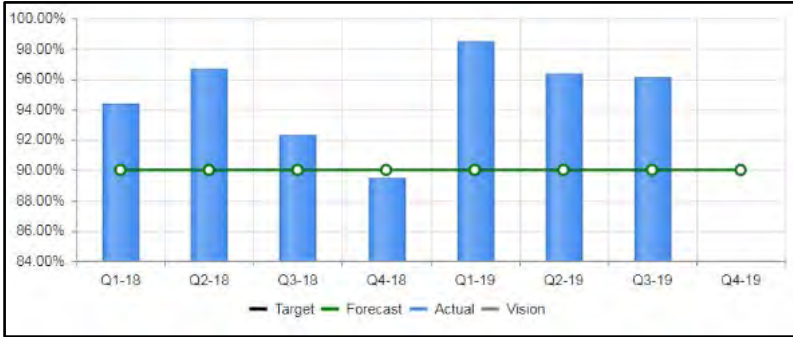


Figure 66

IT Satisfaction: Tech Courteous



Figure 67

IT Satisfaction Overall Experience



Figure 68

LEARNING & INNOVATION

It is imperative to invest in the development of RTA's valued workforce to grow engagement, capabilities, and improve productivity of workforce members to continue providing safe, quality transit services. This category includes the following VFO's:

- Achieve Safety Culture
- Improve Employee Development
- Improve Employee Engagement
- Improve Performance Management

ACHIEVE SAFETY CULTURE

TEAM: OJI's ≥9.5 or fewer per 200k hours worked



Figure 69

Risky Operators Top 5 identified At-Risk Operators



Figure 70

TEAM: Preventables ≤1.4 collisions per 100k miles driven



Figure 71

Safety Drills

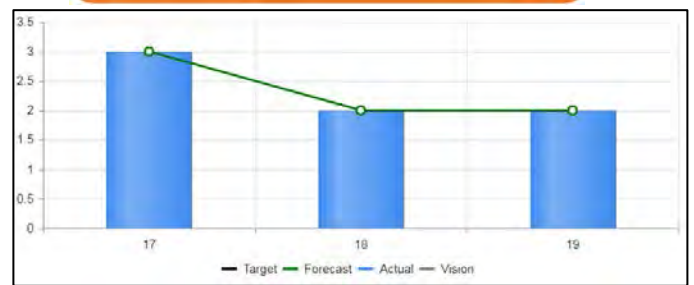


Figure 72

IMPROVE EMPLOYEE DEVELOPMENT

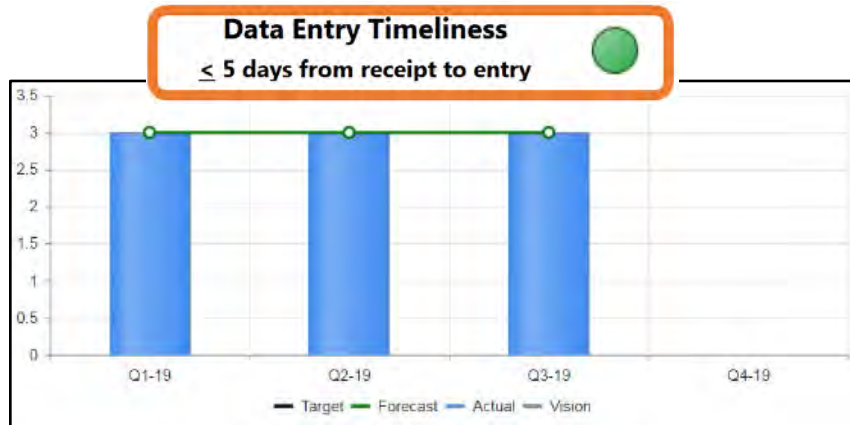


Figure 73

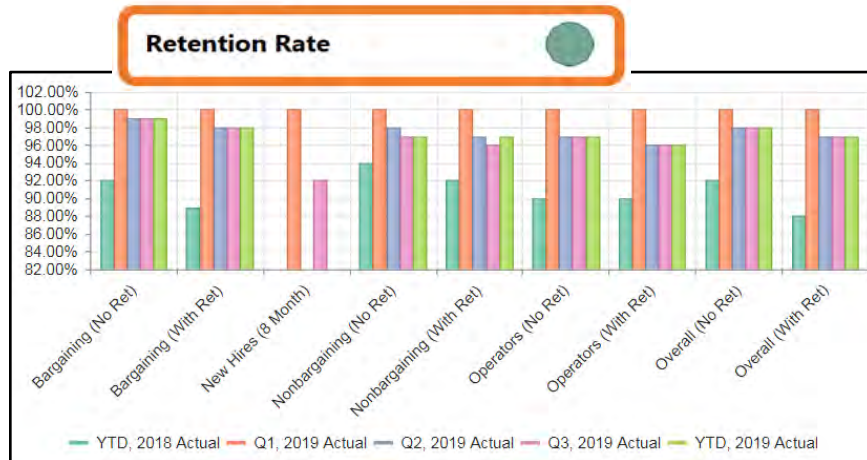


Figure 74

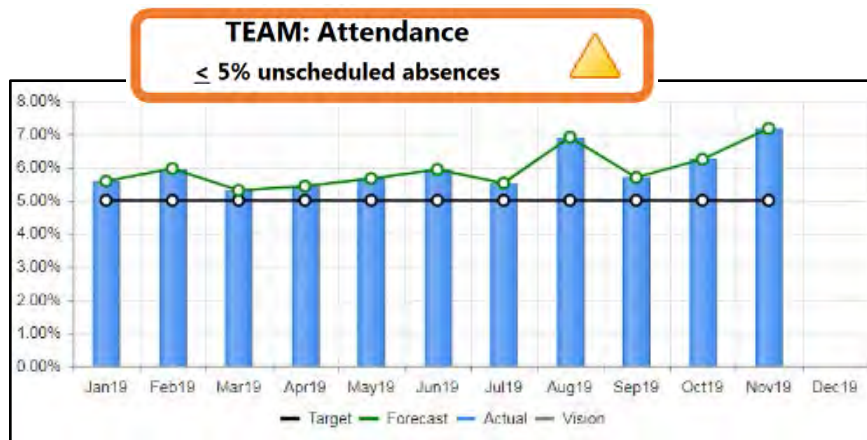


Figure 75

IMPROVE EMPLOYEE DEVELOPMENT

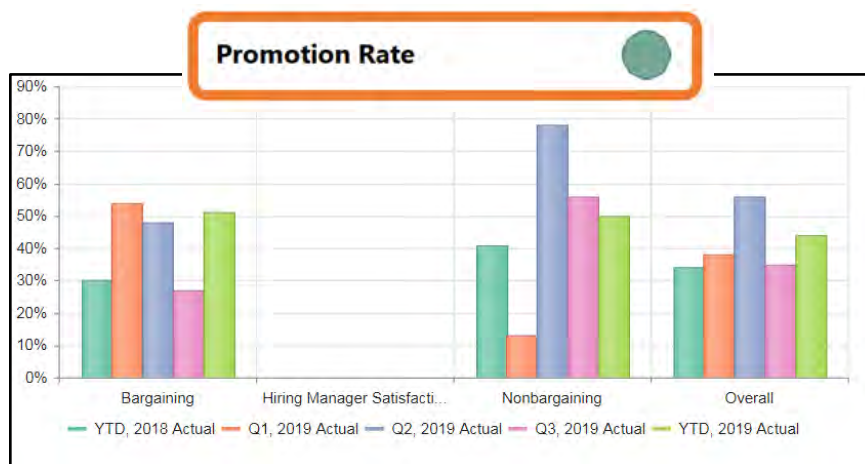


Figure 76

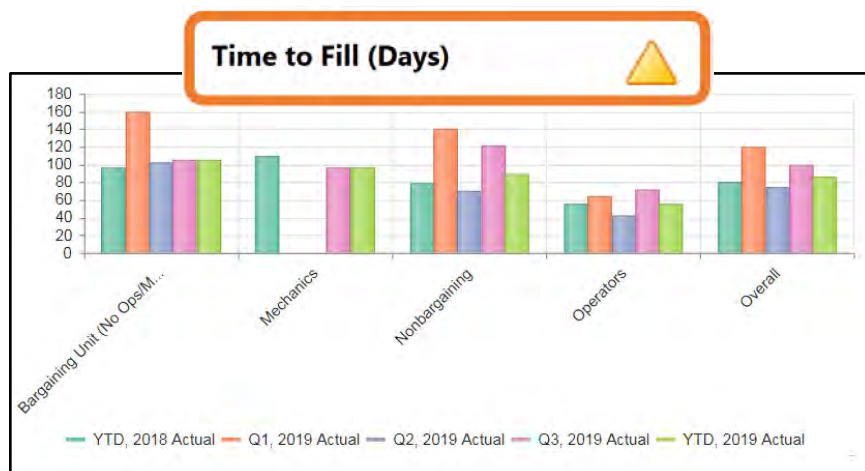


Figure 77

IMPROVE SUSTAINABILITY

Sustainability is meeting the needs of the present without compromising the ability of future generations to meet their own needs. GCRTA strives to find a balance between the three key pillars of sustainability: environmental, economic, and social. There is a clear need to support a stand-alone, dedicated program to promote, initiate, and carry forward Environmental and Sustainability Management Systems (ESMS).

In 2019, the focus was on starting the implementation of the ISO 14001: 2015 version and identifying baselines in water consumption, electricity consumption and natural gas consumption for the facilities. For 2020, the focus will be on reducing GCRTA's environmental footprint and developing partnerships to achieve our social commitments in the areas of education, food insecurity and Equity, Diversity and Inclusion.

IMPROVE EMPLOYEE ENGAGEMENT

GCRTA's Human Resources Division, in collaboration with multiple departments and cross functional resources, is working on several initiatives to improve employee engagement and develop employees to help meet the mission of the organization. Some of the methodologies include collection of employee feedback via pulse surveys and focus groups, as well as drivers of engagement using organizational and people development strategies.

In an effort to address pain points from previous employee engagement survey results from 2017-2018, GCRTA implemented the following engagement initiatives during 2018-2019:

- Wi-Fi enabled at work locations to give mechanics access to online materials and facilitate troubleshooting
- TED talk series
- Frontline Supervisor Development and Training Program
- Midwest Transit Leadership Exchange (MTLE)
- Labor Relations Training
- Benefits/Wellness Education-Health Fairs
- Mechanic involvement Bus Build/Bus Purchase
- Mystery Shopper Ridership Program
- Mechanic Biennial Training

In 2020, GCRTA's People Strategy (Culture & Engagement, Leadership Development & Talent Management, Continuous Improvement, Innovation & Technology, and Compliance) will deploy specific short-term plans including the development of resource groups and targeted training to help employees become better equipped to fulfill GCRTA's mission.

IMPROVE PERFORMANCE MANAGEMENT

GCRTA continues its strong focus on continuous improvement through The Partnership for Excellence (TPE) and TransitStat. GCRTA maintains a performance management and improvement culture through TransitStat. Data is analyzed for problem identification, resulting in aptly developed solutions authorized by the TransitStat Panel. Follow-up is relentless: results are tracked until the problem is solved.

Over the past 12 years, the Authority has held 398 meetings, reviewed 175 different projects, and viewed 1,605 presentations. TransitStat has reduced costs and enhanced operational capabilities. Accountability has increased markedly, improving acceptance of a change management culture across the organization. TransitStat continually saturates the organizational culture; expanding from a financial focus to a systematic program across departments and divisions for quality enhancements that impact GCRTA's ability to meet strategic objectives and the Mission, Vision, and Values.

CUSTOMER SATISFACTION- ABBG SURVEY

RTA values feedback from its customers, as it informs key steps in designing and delivering service. Understanding the demographics of our ridership, and how they are engaged with our services is best informed through our ABBG (American Bus Benchmarking) survey results. The customer satisfaction survey conducted in 2019 saw a 63% decrease in the number of survey responses compared to 2018. This is largely due to rider survey fatigue. (Figure 79)

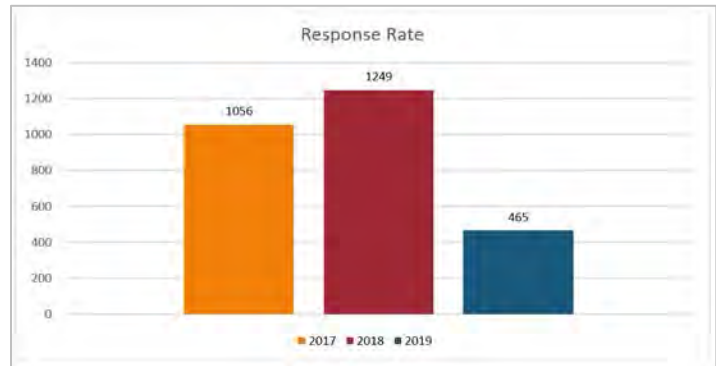


Figure 78

Overall customer satisfaction saw an increase in 2019 to 64 percent. Improvement in overall satisfaction can be inferred from the decline in customer dissatisfaction to 16 percent (from 23 percent in 2018).

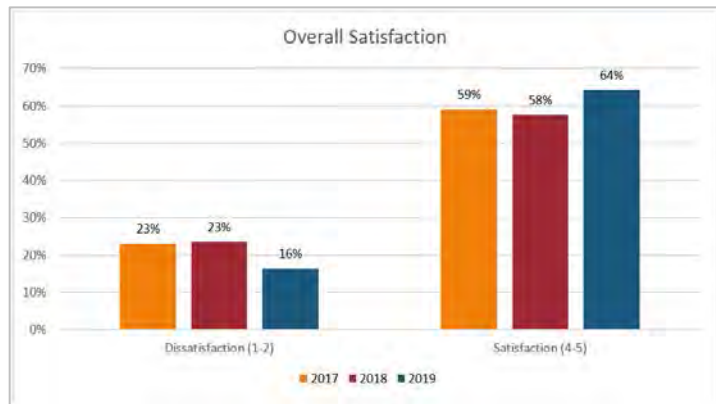


Figure 79

A three year trend shows respondents between the ages of 50 to 65 continue to be the highest represented respondents. The second highest are between 40-49 years, followed closely by those between 30-39 years and over 65 years. Unfortunately representation from riders 18-49 years old has declined.

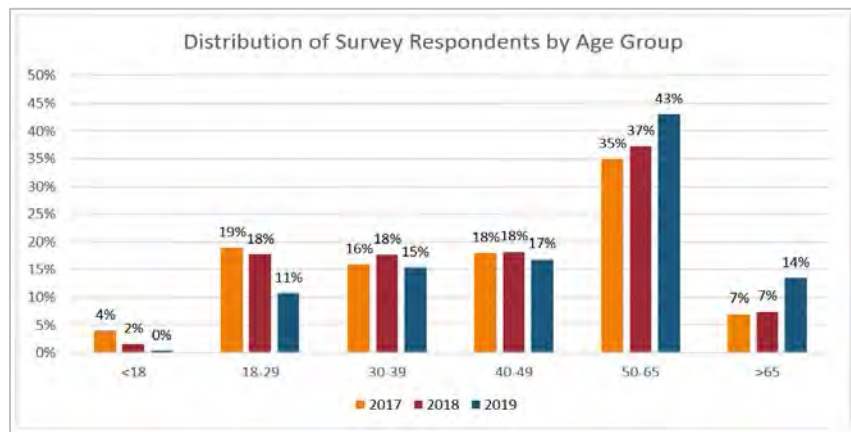


Figure 80

The top three age groups with the highest satisfaction rate were over 65 years old, 50-65 years, and those respondents between 18 and 29 years. This shows a 24 percent increase in satisfaction from 2018 by those 18 to 29 years old.

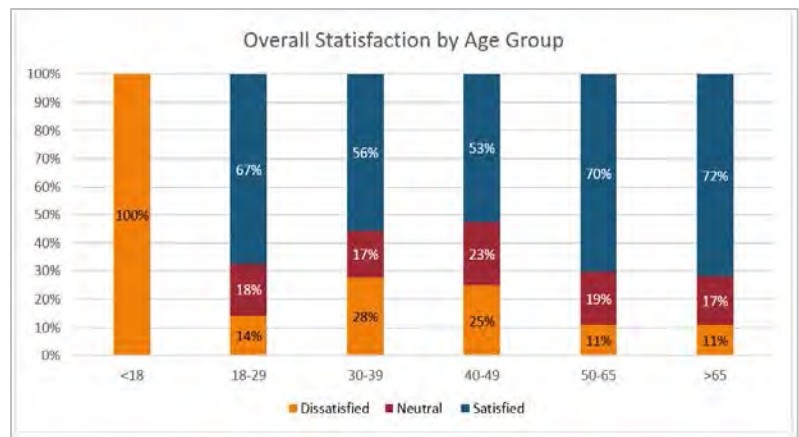


Figure 81

Respondents with the highest satisfaction rates would take the bus "often". This is closely followed by those taking the bus "very often" and "rarely". A decline in "sometimes" satisfaction can be seen when compared to 2018's 73 percent.

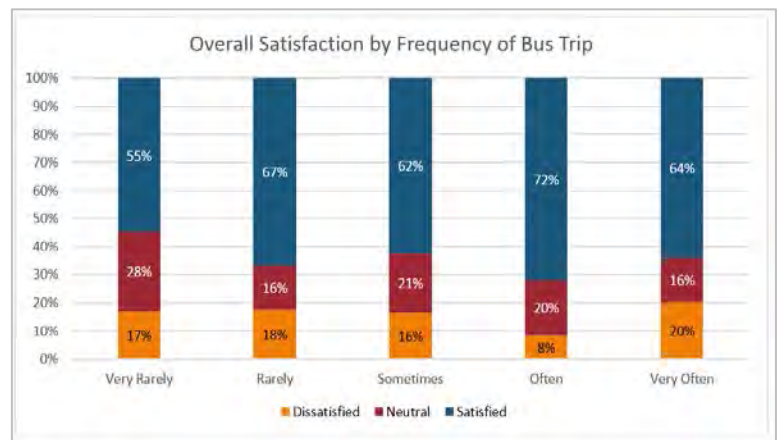


Figure 82

Respondents who rode the bus for Eat Out/Grocery continued to have the highest satisfaction at 81 percent. This was followed by those who rode for Education, at 75 percent satisfaction; then two trip purposes tied at 65 percent satisfaction: work and Lesiure/Social.

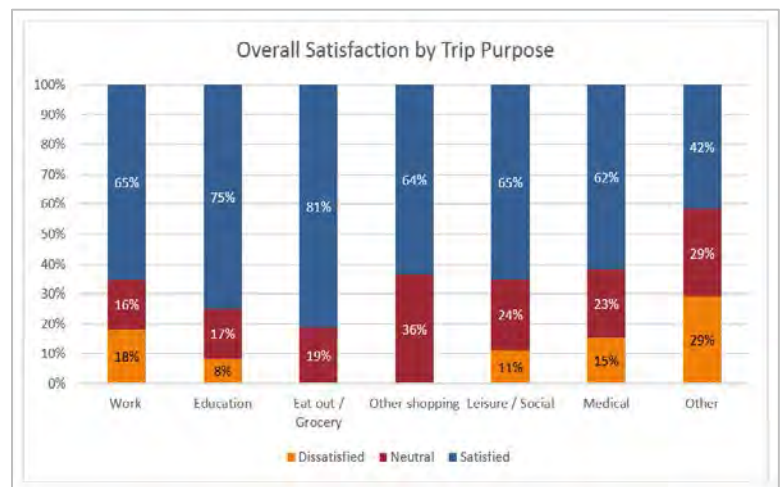


Figure 83

Overall results showed 69 percent of riders would refer RTA to a family member or friend based on their ridership experience, compared to 61 percent in 2018 and 64 percent in 2017.

A continual trend shows survey respondents riding the bus "very often" or "often" represent the highest respondent groups as a combined 84 percent of total respondents.

The results in most categories remained consistent with 2018, and have improved from 2017 in the areas of overall satisfaction, safety, comfort, and customer care.

A new ridesharing service question asked this year indicates that 94% of customers never or minimally use ridesharing services.

Areas with more than 70 percent satisfaction identified strengths as: boarding and alighting the bus (82%), bus is well driven (78%), bus drivers are helpful and professional (72%), professional appearance of bus drivers (85%), and bus helps reduce pollution (79%).

Categories with less than 50 percent satisfaction identified areas for improvement: finding out when the buses are running on schedule (36%), buses not clean (46%), obtaining information about alternative routes or schedules (30%), and agency's responsiveness to customer complaints or problems (35%).

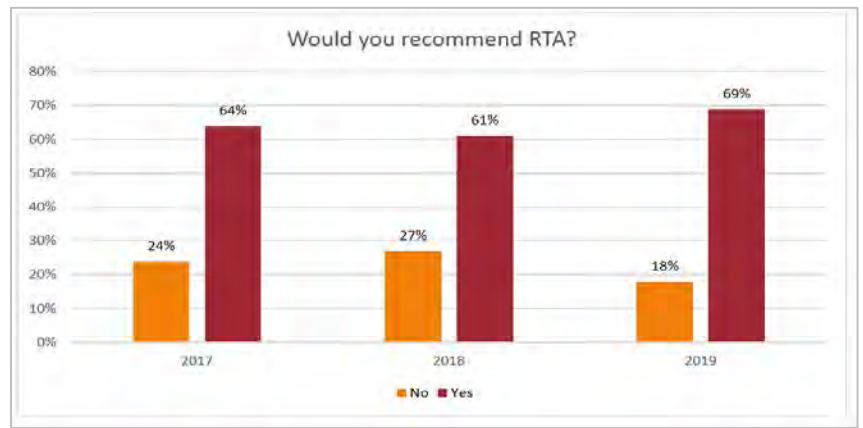


Figure 84

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OPERATING DEPARTMENT BUDGETS

OVERVIEW

The Operating Departments Budget Section provides detailed information about the budget of a particular division or department within the Authority. Departments are listed in department-number order within their respective divisions.

DIVISION 1: OPERATIONS

- 31 – Paratransit District
- 32 – Rail District
- 33 – Asset & Configuration Management Department
- 34 – Transit Police Department
- 35 – Service Management Department
- 36 – Power & Way District
- 38 – Service Quality Management Department
- 39 – Fleet Management District
- 43 – Pass-Thrus
- 46 – Hayden District
- 49 – Triskett District
- 58 – Intelligent Transportation Systems Department

DIVISION 2: FINANCE & ADMINISTRATION

- 10 – Office of Business Development
- 60 – Accounting
- 62 – Support Services
- 64 – Procurement
- 65 – Revenue
- 67 – Office of Management and Budget

DIVISION 3: ENGINEERING & PROJECT MANAGEMENT

- 55 – Project Support
- 57 – Programming & Planning
- 80 – Engineering & Project Development

DIVISION 4: LEGAL AFFAIRS

- 15 – Safety
- 21 – Legal
- 22 – Risk Management

DIVISION 5: HUMAN RESOURCES

- 14 – Human Resources
- 18 – Labor & Employee Relations
- 30 – Training & Employee Development

DIVISION 6: EXECUTIVE

- 12 – Executive
- 16 – Secretary/Treasurer – Board of Trustees
- 19 – Internal Audit
- 53 – Marketing & Communications
- 61 – Information Technology
- 99 – Fund Transfers

AUTHORITY

- Organizational Chart
- General Fund Operating Expenditures by Division and Department
- General Fund Positions by Division and Department

DIVISION

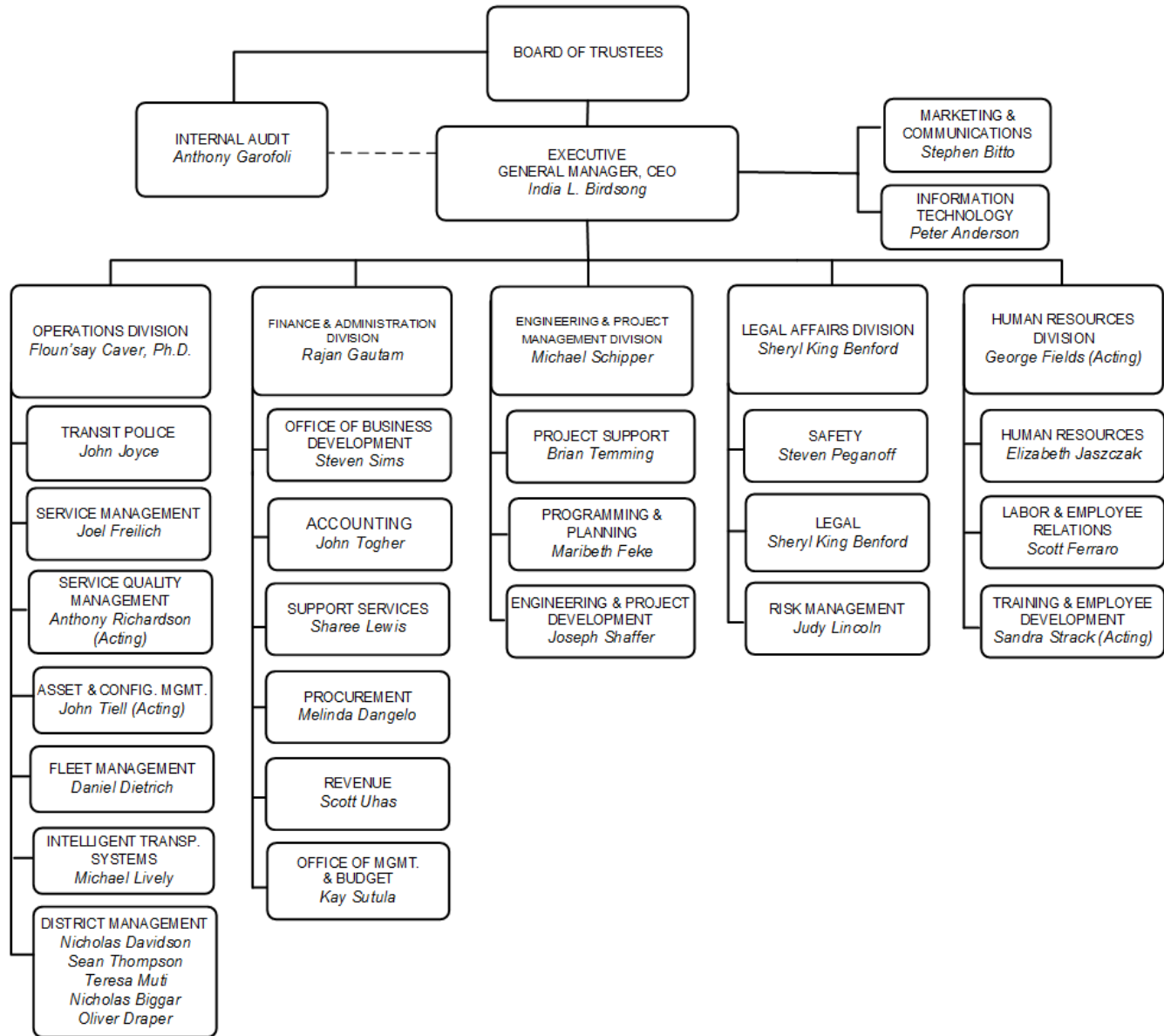
- Mission Statement
- Division Overview
- Achievements & Priorities

DEPARTMENT

- Mission Statement
- Strategic Plan Change Initiatives & Scorecard Measures
- 2019 Accomplishments
- 2020 Priorities
- Budget
- Staffing
- Organization Chart

AUTHORITY-WIDE ORGANIZATION CHART

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2020 TABLE OF ORGANIZATION**



EXPENDITURES BY DIVISION

DIV: 1 - OPERATIONS						
DEPT #	DESCRIPTION	2018 Actual	2019 Actual*	2020 BUDGET	2021 PLAN	2022 PLAN
31	PARATRANSIT DISTRICT	\$ 24,389,579	\$ 24,381,033	\$ 25,903,015	\$ 25,812,983	\$ 25,921,566
32	RAIL DISTRICT	37,400,944	38,147,716	25,579,184	25,408,491	25,500,364
	ASSET AND CONFIGURATION MANAGEMENT	1,935,453	1,939,629	2,082,125	2,046,608	2,060,518
34	TRANSIT POLICE	13,363,724	13,273,390	14,356,807	14,106,518	14,201,148
35	SERVICE MANAGEMENT	5,309,406	4,889,747	5,902,516	5,772,828	5,782,466
36	POWER & WAY DISTRICT	-	-	14,133,474	14,259,612	14,350,840
38	SERVICE QUALITY MANAGEMENT	7,001,478	6,982,304	7,781,417	7,531,999	7,410,274
39	FLEET MANAGEMENT	36,474,904	34,554,000	38,024,675	38,748,531	38,658,317
43	PASS THRU	1,279,703	627,047	650,000	650,000	-
46	HAYDEN DISTRICT	42,504,481	42,268,712	44,365,060	44,572,724	44,591,593
49	TRISKETT DISTRICT	32,766,104	32,871,429	34,032,101	34,255,355	34,310,594
58	INTELLIGENT TRANSPORTATION SYSTEMS	904,533	914,467	1,590,396	1,455,944	1,464,637
	DIVISION TOTALS	\$ 203,330,308	\$ 200,849,474	\$ 214,400,771	\$ 214,621,593	\$ 214,252,319
DIV: 2 - FINANCE AND ADMINISTRATION						
DEPT #	DESCRIPTION	2018 Actual	2019 Actual*	2020 BUDGET	2021 PLAN	2022 PLAN
10	OFFICE OF BUSINESS DEVELOPMENT	\$ (23,418)	\$ 410,934	\$ 452,449	\$ 437,263	\$ 439,005
60	ACCOUNTING	2,759,192	3,133,346	3,820,795	3,750,890	3,775,501
62	SUPPORT SERVICES	812,654	916,551	994,510	960,930	962,842
64	PROCUREMENT	1,492,957	1,556,345	1,758,451	1,702,390	1,707,611
65	REVENUE	2,008,504	1,883,502	2,226,466	1,992,958	1,998,296
67	OMB	5,391,482	5,244,837	5,572,212	5,469,145	5,473,715
	DIVISION TOTALS	\$ 12,441,370	\$ 13,145,515	\$ 14,824,884	\$ 14,313,576	\$ 14,356,969
DIV: 3 - ENGINEERING & PROJECT MANAGEMENT						
DEPT #	DESCRIPTION	2018 Actual	2019 Actual*	2020 BUDGET	2021 PLAN	2022 PLAN
55	PROJECT SUPPORT	\$ 357,847	\$ 548,190	\$ 690,821	\$ 627,760	\$ 628,286
57	PROGRAMMING & PLANNING	683,950	843,109	920,250	886,762	888,500
80	ENGINEERING & PROJECT DEVELOPMENT	1,808,926	1,872,907	2,271,994	2,205,303	2,213,185
	DIVISION TOTALS	\$ 2,850,724	\$ 3,264,205	\$ 3,883,065	\$ 3,719,825	\$ 3,729,971
DIV: 4 - LEGAL AFFAIRS						
DEPT #	DESCRIPTION	2018 Actual	2019 Actual*	2020 BUDGET	2021 PLAN	2022 PLAN
15	SAFETY	\$ 894,719	\$ 753,865	\$ 926,850	\$ 839,926	\$ 841,886
21	LEGAL	4,098,687	4,070,575	4,525,455	4,437,003	4,445,883
22	RISK MANAGEMENT	3,555,199	4,422,530	4,451,550	4,385,177	4,387,907
	DIVISION TOTALS	\$ 8,548,605	\$ 9,246,969	\$ 9,903,855	\$ 9,662,106	\$ 9,675,675
DIV: 5 - HUMAN RESOURCES						
DEPT #	DESCRIPTION	2018 Actual	2019 Actual*	2020 BUDGET	2021 PLAN	2022 PLAN
14	HUMAN RESOURCES	\$ 1,949,109	\$ 1,792,719	\$ 2,068,200	\$ 1,931,303	\$ 1,936,500
18	LABOR RELATIONS	958,585	941,459	1,390,292	1,507,592	1,510,639
30	TRAINING & EMPLOYEE DEVELOPMENT	3,055,775	3,305,849	3,559,437	3,359,619	3,386,277
	DIVISION TOTALS	\$ 5,963,469	\$ 6,040,026	\$ 7,017,929	\$ 6,798,515	\$ 6,833,416
DIV: 6 - EXECUTIVE						
DEPT #	DESCRIPTION	2018 Actual	2019 Actual*	2020 BUDGET	2021 PLAN	2022 PLAN
12	EXECUTIVE	\$ 1,185,962	\$ 1,438,167	\$ 1,192,824	\$ 1,104,598	\$ 1,107,273
	SECRETARY/TREAS. - BOARD OF TRUSTEES	160,912	227,589	282,462	264,938	265,444
19	INTERNAL AUDIT	891,301	857,464	1,001,451	948,292	951,190
53	MARKETING & COMMUNICATIONS	2,728,523	2,331,579	2,411,361	2,363,986	2,368,873
61	INFORMATION TECHNOLOGY	6,286,379	6,661,888	7,295,271	7,275,590	7,190,049
99	FUND TRANSFERS	47,174,988	41,059,286	33,590,982	29,673,603	30,867,433
	DIVISION TOTALS	\$ 58,428,065	\$ 52,575,973	\$ 45,774,350	\$ 41,631,008	\$ 42,750,261

*Unaudited as of December 31, 2019

STAFFING BY DIVISION

DIVISION	DEPT. #	DEPT. NAME	2018 BUDGET	2019 ACTUAL	2020 BUDGET	VARIANCE (2020 VS.2019)
1 - Operations	31	Paratransit District	193.50	194.50	193.50	(1.00)
	32*	Rail District	379.00	378.00	265.00	(113.00)
	33	Asset & Configuration Management	11.00	11.00	11.00	-
	34	Transit Police	155.00	155.00	155.00	-
	35	Service Management	60.00	59.75	59.75	-
	36*	Power & Way	-	-	113.00	113.00
	38	Service Quality Management	71.00	71.00	71.00	-
	39	Fleet Management	183.00	184.00	184.00	-
	46	Hayden District	565.50	565.25	565.25	-
	49	Triskett District	431.50	431.50	433.00	1.50
	58	Intelligent Transportation Systems	8.00	8.00	9.00	1.00
1 - Operations Total			2,057.50	2,058.00	2,059.50	1.50
2 - Finance & Administration	10	Office of Business Development	4.00	3.50	4.00	0.50
	60	Accounting	27.00	28.00	28.00	-
	62	Support Services	7.00	7.00	7.00	-
	64	Procurement	16.00	16.00	16.00	-
	65	Revenue	18.00	18.00	18.00	-
	67	Office of Management & Budget	9.00	10.00	9.00	(1.00)
2 - Finance & Administration Total			81.00	82.50	82.00	(0.50)
3 - Engineering & Project Management	55*	Project Support	6.00	6.00	6.00	-
	57	Programming & Planning	4.00	4.00	4.00	-
	80	Engineering & Project Development	20.00	20.00	20.00	-
3 - Engineering & Project Management Total			30.00	30.00	30.00	-
4 - Legal Affairs	15	Safety	7.75	7.75	7.75	-
	21	Legal	24.00	25.00	24.00	(1.00)
	22	Risk Management	8.00	8.00	8.00	-
4 - Legal Affairs Total			39.75	40.75	39.75	(1.00)
5 - Human Resources	14	Human Resources	19.00	17.00	17.00	-
	18	Labor & Employee Relations	6.00	8.00	8.00	-
	30	Training & Employee Development	27.00	27.00	27.00	-
5 - Human Resources Total			52.00	52.00	52.00	-
6 - Executive	12	Executive	7.00	5.25	5.00	(0.25)
	16	Secretary/Treasurer - BOT	11.00	11.00	11.00	-
	19	Internal Audit	8.50	8.00	8.00	-
	53^	Marketing & Communications	13.75	14.00	14.00	-
	61	Information Technology	32.00	32.00	32.00	-
	67*	Office of Management & Budget	-	-	-	-
6 - Executive Total			72.25	70.25	70.00	(0.25)
Grand Total			2,332.50	2,333.50	2,333.25	(0.25)
	32*, 36*	New Department 36- Power & Way was created from Department 32- Rail moving positions to this new department				

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OPERATIONS DIVISION

MISSION STATEMENT

The mission of the Operations Division is to provide safe, reliable, clean, and courteous transportation services throughout the RTA's service area in accordance with the service policies and financial plans adopted by the Authority.

DIVISION OVERVIEW

The Operations Division provides special ADA Paratransit and scheduled fixed route bus and rail transportation services to the general public and is responsible for maintenance of all vehicles, equipment, and properties. The Division is also responsible for security and transit police services.

The Operations Division supports various Vital Few Objectives (VFOs) in the focus areas of Voice of Customer and Continual Process Improvement. A variety of teams are leading efforts, projects, and Change Initiatives to Enhance Customer Experience, Increase Service Efficiency, and Achieve a State of Good Repair. The Operations Division is a key supporter of the VFO to Achieve a Safety Culture. Relevant Scorecard Measures include On-Time Performance, Ridership, Average Cost per Paratransit Trip, Miles between Service Interruption.

2019 ACCOMPLISHMENTS

- Rapid response and timely completion of emergency rail projects – Red Line S-Curve, Brookpark yard, pit, and power system, and Blue & Green Line switches and signal system.
- System Redesign Study and community meetings for public engagement.
- Continued implementation of Radio Replacement project.
- Continued improvement of on-time performance with 82% for 2019.
- Implemented a directed patrol process to increase visibility at GCRTA properties.

2020 PRIORITIES

- Enhance customer service.
- Secure railcar engineering consultant, develop Request for Proposal (RFP), and select Heavy Rail Vehicle (HRV) car builder.
- Recapitalize the light rail track, signal, and catenary infrastructure.
- Procure replacement HealthLine vehicles.
- Implement system redesign.
- Upgrade Paratransit service.
- Upgrade Operations technology (UltraMain, Hastus, Vehicle Telematics Unit, Processes, and Accountability Structure).
- Develop Best-in-Class Business Intelligence Unit.

LIST OF DEPARTMENTS

Department Number	Department Name
31	Paratransit District
32	Rail District
33	Asset & Configuration Management Department
34	Transit Police Department
35	Service Management Department
36	Power & Way District
38	Service Quality Management Department
39	Fleet Management District
43	Pass-Thrus
46	Hayden District
49	Triskett District
58	Intelligent Transportation Systems Department

PARATRANSIT DISTRICT

MISSION STATEMENT

The mission of the Paratransit District is to provide essential door-to-door transportation services 24-hours a day, 7-days a week for Americans with Disabilities Act (ADA) eligible persons who cannot use regular GCRTA services as required by the ADA law and to manage all facilities and vehicle maintenance functions related to District operations.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

Scorecard Measure - Cost Per Passenger (Monthly; \$35.36) --The Cost Per Passenger tracks monthly budgetary expense and divides the total number of Passenger Trips.

2019 ACCOMPLISHMENTS

- Achieved over seven million trip requests without denial.
- Increased online bookings to 10%.
- Implemented DriverMate tablets.
- Eliminated paper manifests.
- Implemented continuous schedule optimization.
- Implemented new contracts with service providers.
- Increased non-revenue Preventative Maintenance compliance by 11%.
- Maintained a State of Good Repair.

2020 PRIORITIES

- Adhere to Company Mission, Vision and Values.
- Create efficiencies to manage growth/demand for services.
- Focus on the customer experience.
- Implement technological solutions for enhanced communications for all providers.
- Achieve and maintain on-time performance of 90%.

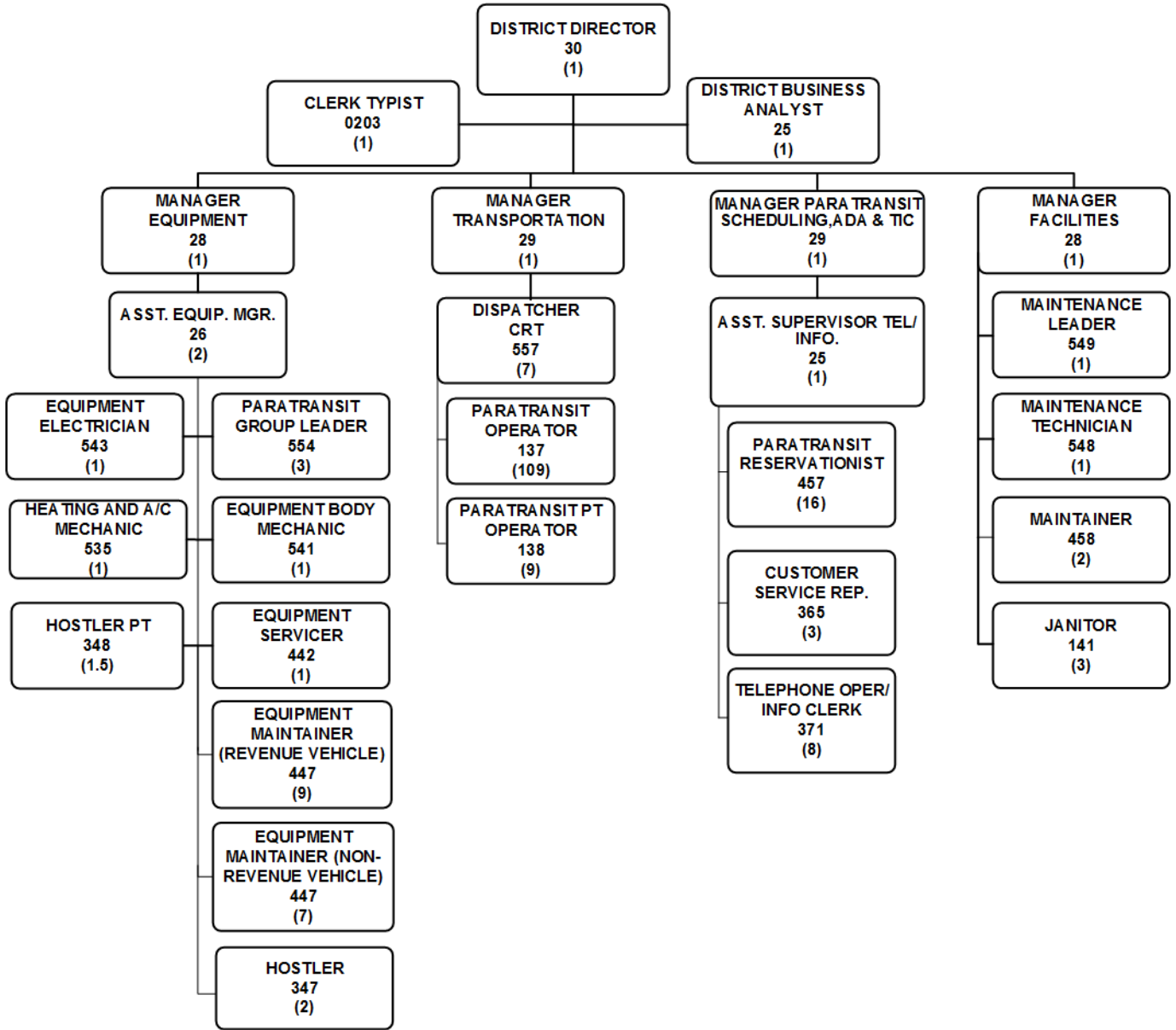
PARATRANSIT DISTRICT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501100	Operators' Labor	\$5,252,988	\$5,063,784	\$5,526,370
501110	Overtime - Operators	1,134,930	859,589	900,000
501200	Hourly Employees Payroll	2,865,269	2,827,819	2,989,612
501210	Overtime - Hourly Employees	136,575	240,621	172,000
501300	Labor - Salaried Employees	1,327,447	1,566,808	1,736,234
501310	Overtime - Salaried Employees	73,743	88,146	60,000
502000	Fringe Benefits	4,096,682	4,014,178	4,466,333
502071	W. C. - Injuries & Damages	2,234	325	0
503000	Services	28,273	90,375	165,000
503042	Vendor In-House Service (Napa)	214,797	165,388	0
503052	Other Maintenance Contracts	50,227	40,267	84,600
504000	Material & Supplies	10,380	11,949	107,430
504031	Gasoline - Storage Tanks	444	1,755	600
504032	Propane Fuel	181,654	218,495	189,000
504081	Vendor In-House Parts (Napa)	358,338	420,977	0
508020	Purchased Transportation - Suburban	9,530,041	8,760,086	9,492,000
508021	Purchased Trans-Uber/Others	0	9,701	0
509000	Miscellaneous Expenses	3,369	771	13,100
509022	Meals & Concessions	0	0	100
512000	Leases & Rentals	0	0	635
	Total	\$25,267,391	\$24,381,034	\$25,903,014

PARATRANSIT DISTRICT STAFFING

Grade	Job Name	2018	2019	2020
01	0137 Paratransit Operator	109.0	109.0	109.0
	0138 Paratransit Operator	9.0	9.0	9.0
	0141 Janitor	3.0	3.0	3.0
02	0203 Clerk Typist	-	-	1.0
03	0347 Hostler	2.0	2.0	2.0
	0348 Hostler PT	1.5	1.5	1.5
	0365 Customer Service Rep (ADA Eligibility)	-	3.0	3.0
	0371 Telephone Oper/Info Clerk	-	9.0	8.0
04	0442 Equipment Servicer	1.0	1.0	1.0
	0447 Equipment Maintainer (non-revenue vehicle)	7.0	7.0	7.0
	0447 Equipment Maintainer (revenue vehicle)	9.0	9.0	9.0
	0457 Paratransit Reservations Operator	14.0	14.0	16.0
	0458 Maintainer	2.0	2.0	2.0
05	0535 Heating/Ac Mechanic	1.0	1.0	1.0
	0541 Equipment Body Mechanic	1.0	1.0	1.0
	0543 Equipment Electrician	1.0	1.0	1.0
	0548 Maintenance Technician	1.0	1.0	1.0
	0549 Maintenance Leader	1.0	1.0	1.0
	0554 Paratransit Group Leader	2.0	2.0	2.0
	0554 Paratransit Group Leader	1.0	1.0	1.0
	0557 Dispatcher Paratransit	7.0	7.0	7.0
	25	0968 Asst. Supervisor Telephone/Info	1.0	1.0
	1085 District Business Analyst	1.0	1.0	1.0
26	1705 Asst. Equip Manager	2.0	2.0	2.0
28	0761 Manager Facilities	1.0	1.0	1.0
	0851 Manager Equipment	1.0	1.0	1.0
	1084 Asst. Manager Paratransit Scheduling, ADA & TIC	1.0	-	-
29	0786 Manager Transportation	1.0	1.0	1.0
	1089 Manager Paratransit Scheduling, ADA & TIC	-	1.0	1.0
30	0777 District Director	1.0	1.0	1.0
	Total	181.5	193.5	195.5

PARATRANSIT DISTRICT ORGANIZATION CHART



RAIL DISTRICT

MISSION STATEMENT

The mission of the Rail District is to provide safe, reliable, clean, and effective rapid transit services to GCRTA customers and to effectively manage all facilities, and vehicle maintenance functions related to District operations.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

In striving to meet its Mission, the Rail District supports the Operations Division in meeting Scorecard Measures defined for the Vital Few Objectives to Enhance Customer Experience and Increase Service Efficiency. The measures include TEAM Goals such as Miles between Service Interruptions, On-Time Performance, and Passenger Fares.

Scorecard Measures and Change Initiatives impacted by the Rail District's strategic performance include Preventative Maintenance Compliance of Facilities and Equipment, and inclusion in the Predictive Maintenance and State of Good Repair programs.

2019 ACCOMPLISHMENTS

District Wide Accomplishments

- Supported Emergency Engineering Projects.
 - Red Line S-Curve.
 - Brookpark Yard Pit, Yard, and Power System.
 - Blue & Green Line Switch & Signal System.
- Completed Emergency Heavy Rail Vehicle (HRV) Re-wheel of 40 HRVs.
- Issued 2019 Rail Operations Rule Book and Standard Operating Procedures.
- Surpassed Annual all Preventative Maintenance Performance Goals.

Rail Transportation Accomplishments

- Achieved Rail On-time Performance 86%.
- Issued 2019 Rail Operations Rule Book & Standard Operating Procedures.
- Safety Performance Monitoring & Promotion.
 - Data Driven Non-punitive Safety Monitoring.
 - Employee Safety Performance Boards.
 - Safety Promotion - Employee Engagement & Recognition.
 - Safety Committee.
- Operational Monitoring, Performance and Promotion.
 - Data Driven Non-punitive Performance Monitoring.
 - Employee Operations Performance Boards.
 - Performance Promotion – Employee Engagement & Recognition.
 - Rail Forum – Partnership with Service Quality.

Rail Equipment Accomplishments

- Preventative Maintenance Performance: 89%.
- Rail Equipment Projects.
 - Completed Emergency Re-wheel of 40 HRVs.
 - Completed Light Rail Vehicle (LRV) Pre-exciter Upgrades.
 - New Railcar Procurement.
 - Support Engineering - Rail Wheel Wear Study & Corrective Actions.
 - Continue LRV Floor and Roof Recoating.
- Safety Performance Monitoring & Promotion.
 - Data Driven Non-punitive Safety Monitoring.
 - Employee Safety Performance Boards.
 - Safety Promotion - Employee Engagement & Recognition.
 - Safety Committee.

- Operational Monitoring, Performance and Promotion.
 - Data Driven Non-punitive Performance Monitoring.
 - Employee Operations Performance Boards.
 - Performance Promotion – Employee Engagement & Recognition.
 - Rail Forum – Partnership with Service Quality.

Rail Facilities Accomplishments

- Rail Facilities Projects.
 - Warrensville Station Platform Rehab.
 - Brookpark Shop Pit Rehab.
 - S-Curve Emergency Repair Work.
 - Westpark Emergency Water Supply Work.
 - Central Rail Maintenance Facility (CRMF) Railcar Lift Hoist Repairs & Vendor Site Visit.
 - Update/Remodel Restroom at Rail Service Building.
 - West 98th Station Fence Project.
 - Little Italy & South Harbor Fence Install.
- Restoration Forward Projects.
 - West 25th Benches & Trash Cans.
 - West 3rd Landscaping.
- Preventative Maintenance Performance: 96%.
- Safety Performance Monitoring & Promotion.
 - Data Driven Non-punitive Safety Monitoring.
 - Employee Safety Performance Boards.
 - Safety Promotion - Employee Engagement & Recognition.
 - Safety Committee.
- Operational Monitoring, Performance and Promotion.
 - Data Driven Non-punitive Performance Monitoring.
 - Employee Operations Performance Boards.
 - Performance Promotion – Employee Engagement & Recognition.
 - Rail Forum – Partnership with Service Quality.

2020 PRIORITIES

District Wide Priorities

- Issuance of the 2020 Rail Operations Rule Book and Standard Operating Procedures.
- Safety Performance Monitoring & Promotion.
- Rail District VFOs.
 - On-time Performance.
 - Preventative Maintenance.
 - Budget.
 - Attendance.

Rail Transportation Priorities

- On-time Performance Goal: 90%.
- Safety Monitoring, Performance and Promotion.
- Operational Monitoring, Performance and Promotion.
- Continue to Partner with Service Quality to Monitor and Enhance On-Time Performance.

Rail Equipment Priorities

- Preventative Maintenance Goal: 85%.
- Safety Monitoring, Performance and Promotion.
- Operational Monitoring, Performance and Promotion.
- Rail Equipment Projects.
 - Continue Light Rail Vehicle Floor and Roof Recoating.
- Support Fleet Engineering Projects.
 - Rail Vehicle Assessment Recommendations.
 - Rail Vehicle Wheel Wear.
 - New Rail Car Procurement.

- LRV Choppers.

Rail Facilities Priorities

- Preventative Maintenance Goal: 95%.
- Safety Monitoring, Performance and Promotion.
- Operational Monitoring, Performance and Promotion.
- Rail Facility Projects.
 - CRMF Railcar Lift Hoist Repair & Install.
 - CRMF Railcar Vehicle Lift Rebuild.
 - CRMF Body Jack Stands Rebuild.
 - Tower City Ceiling Removal.
- Restoration Forward Projects.
- Support Engineering Projects.

RAIL DISTRICT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501100	Operators' Labor	\$ 4,499,233	\$4,302,095	\$4,633,324
501110	Overtime - Rail Operators	924,688	1,069,603	1,000,000
501200	Hourly Employees Payroll	12,342,506	12,434,190	7,328,188
501210	Overtime - Hourly Employees	1,286,359	1,784,333	600,000
501300	Labor - Salaried Employees	2,713,963	2,661,269	2,080,355
501310	Overtime - Salaried Employees	195,615	197,304	119,000
502000	Fringe Benefits	8,425,543	8,221,907	5,988,278
502071	W. C. - Injuries & Damages	1,050	3,003	0
503000	Services	353,295	297,953	114,000
503052	Other Maintenance Contracts	2,569,759	2,980,673	2,697,439
504000	Material & Supplies	649,225	709,667	431,400
504090	Tires & Tubes	0	0	500
505010	Propulsion Power	2,602,310	2,993,549	0
505021	Electricity	388,061	369,495	467,000
509000	Miscellaneous Expenses	65,035	40,092	55,700
509022	Meals & Concessions	1,091	4,137	3,000
512000	Leases & Rentals	114,341	78,445	61,000
	Total	\$37,132,074	\$38,147,715	\$25,579,184

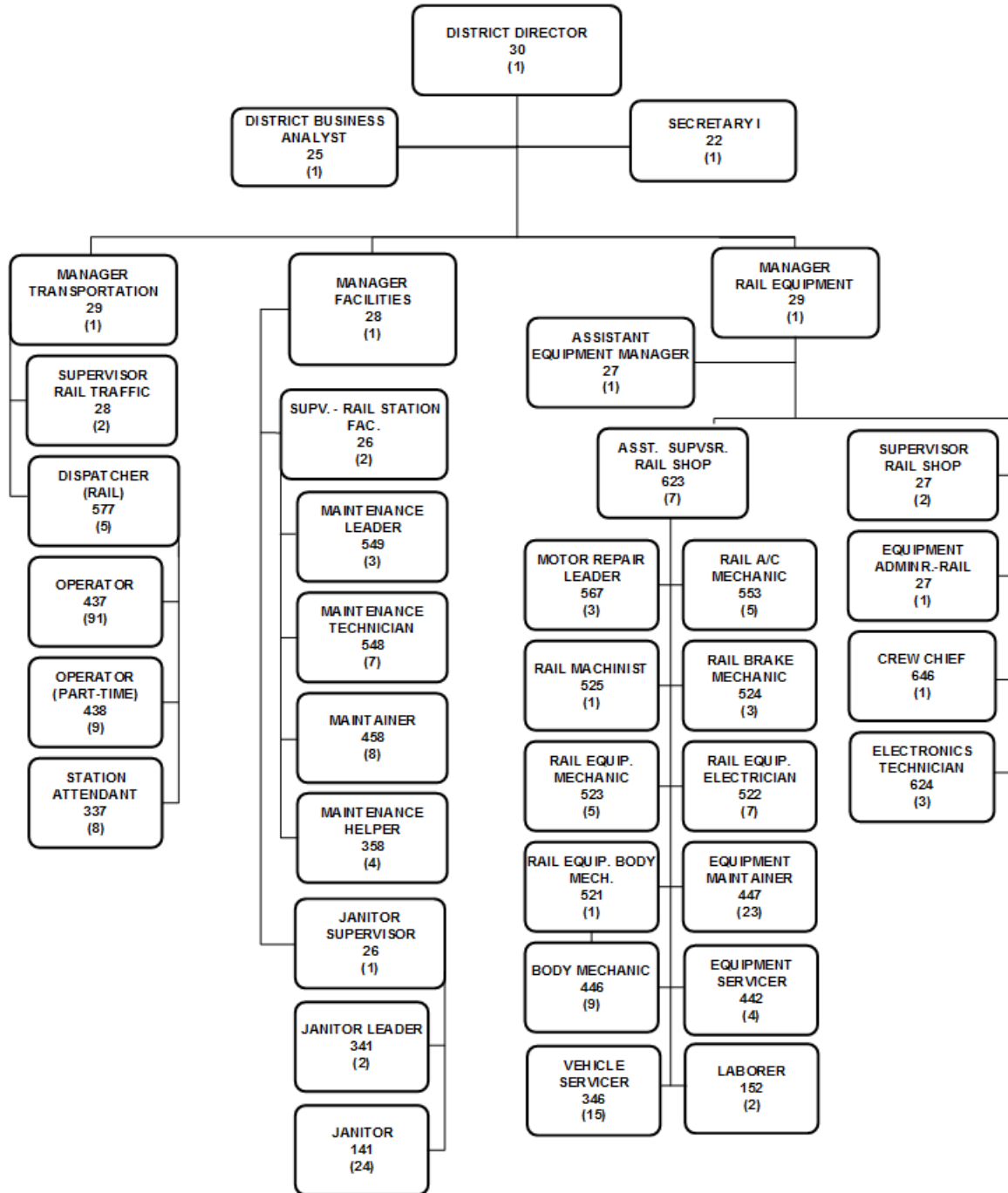
RAIL DISTRICT STAFFING

Grade	Job Name	2018	2019	2020
01	0141 Janitor	24.0	24.0	24.0
	0152 Laborer Operations (moved)	17.0	16.0	2.0
03	0301 Administrative Assistant (moved)	1.0	1.0	-
	0337 Station Attendant	8.0	8.0	8.0
	0341 Janitor Leader	2.0	2.0	2.0
	0346 Vehicle Servicer	15.0	14.0	15.0
	0352 Laborer (moved)	15.0	15.0	-
	0358 Maintenance Helper	4.0	4.0	4.0
04	0437 Operator	91.0	91.0	91.0
	0438 Operator	9.0	9.0	9.0
	0442 Equipment Servicer	5.0	4.0	4.0
	0446 Body Mechanic	9.0	9.0	9.0
	0447 Equipment Maintainer	22.0	23.0	23.0
	0448 Substation Maintainer (moved)	4.0	4.0	-
	0450 Signal Maintainer (moved)	12.0	12.0	-
	0452 Track Maintainer (moved)	7.0	6.0	-
	0453 Line Maintainer (moved)	7.0	7.0	-
	0458 Maintainer	8.0	8.0	8.0
05	0521 Rail Equipment Body Mechanic	1.0	1.0	1.0
	0522 Rail Equipment Electrician	7.0	7.0	7.0
	0523 Rail Equipment Mechanic	5.0	5.0	5.0
	0524 Rail Brake Mechanic	3.0	3.0	3.0
	0525 Rail Machinist	1.0	1.0	1.0
	0548 Maintenance Technician	6.0	7.0	7.0
	0549 Maintenance Leader	3.0	3.0	3.0
	0550 Signal Maintenance Technician (moved)	7.0	7.0	-
	0552 Special Equipment Op/Mechanic (moved)	3.0	3.0	-
	0553 Rail AC Mechanic	5.0	5.0	5.0
	0560 Power & Way Inspector (moved)	-	2.0	-
	0567 Motor Repair Leader	2.0	3.0	3.0
	0577 Dispatcher	5.0	5.0	5.0
	0589 Power & Way Stock Clerk	2.0	-	-
06	0615 Fiber Optic Technician (moved)	1.0	2.0	-
	0616 Lead Fiber Optic Technician (moved)	1.0	1.0	-
	0623 Assistant Supervisor Rail Shop	7.0	7.0	7.0
	0624 Electronics Technician	3.0	3.0	3.0
	0637 Staff Assistant	1.0	1.0	-
	0646 Crew Chief	1.0	1.0	1.0
	0648 Substation Maintainer (moved)	10.0	10.0	-
	0650 Signal Technician (moved)	7.0	7.0	-

Grade	Job Name	2018	2019	2020
	0651 Lead Signal Technician (moved)	2.0	2.0	-
	0652 Assistant Supervisor Track (moved)	2.0	2.0	-
06	0653 Line Maintainer (moved)	8.0	7.0	-
	0654 Special Equipment Op/Mechanic Leader (moved)	1.0	1.0	-
	0656 Lead Line Maintainer (moved)	-	1.0	-
	0698 Lead Substation Maintainer (moved)	1.0	1.0	-
22	0721 Secretary I	1.0	1.0	1.0
25	1085 District Business Analyst	1.0	1.0	1.0
26	0799 Supervisor Rail Station Facility	2.0	2.0	2.0
	0900 Janitor Supervisor	1.0	1.0	1.0
27	0762 Supervisor - Power & Way (moved)	4.0	4.0	-
	1178 Equipment Administrator	1.0	1.0	1.0
	1252 Supervisor Rail Shop	2.0	2.0	2.0
	1260 Rail Assurance Manager	1.0	1.0	-
	1705 Assistant Equipment Manager	1.0	1.0	1.0
28	0761 Manager Facilities	1.0	1.0	1.0
	1234 Supervisor Signals (moved)	1.0	1.0	-
	1239 Supervisor Traction Power (moved)	1.0	1.0	-
	1249 Supervisor Rail Traffic	2.0	2.0	2.0
	1273 1273 Supervisor Track & Structures (moved)	1.0	1.0	-
29	0786 Manager Transportation	1.0	1.0	1.0
	0792 Manager Rail Equipment	1.0	1.0	1.0
	1526 Manager Power & Way (moved)	1.0	1.0	-
	1610 Assistant Director	1.0	1.0	-
30	0777 District Director	1.0	1.0	1.0
	Total	380.0	380.0	265.0*

*In 2020, Rail District restructured to create a new department called Power and Way District with independent staffing and expenses in this reorganization.

RAIL DISTRICT ORGANIZATION CHART



ASSET & CONFIGURATION MANAGEMENT

MISSION STATEMENT

The mission of Asset and Configuration Management is to utilize a strategic and systematic process through which our organization procures, operates, maintains, rehabilitates, and replaces assets ensuring FTA and State of Good Repair compliance.

STRATEGIC PLAN CHANGE INITIATIVES AND SCORECARD MEASURES

Supporting Continual Process Improvement, the Asset & Configuration Management Department leads efforts for two (2) Change Initiatives in the Strategic Plan. These include implementing the Predictive Maintenance Program and Implementing the Top Priorities for State of Good Repair and defining the Asset Management Strategy. Scorecard measures related to these are the TEAM Goal of Miles between Service Interruptions, Preventative Maintenance Compliance Rate for Equipment and Facilities, and Percentage Rate of Completion for the two (2) Change Initiatives.

2019 ACCOMPLISHMENTS

- Implement the 2019 Asset Management Plan.
- Set VFO goals for revenue rolling stock and facilities.
- Continue to implement Predictive maintenance on all new bus fleets.
- Select a maintenance vendor for the elevators and escalators.
- Report to the Federal Transit Administration (FTA) / National Transit Database (NTD) all required information.
- Continue to track existing assets as well as add new assets to the Ultramain system.
- Report weekly on Preventive Maintenance (PM) compliance and Predictive Maintenance compliance to the districts.
- Review data for the potential removal of the escalator at the Triskett station.
- Create and review data with OMB to create programs for asset replacement.
- Assist with the FTA Triennial.
- Support employee training and development.
- Work with Safety on Corrective Action Plan (CAP)s associated with operations.
- Create a capacity plan for the Predictive Maintenance hours for each.

2020 PRIORITIES

- Implement the 2020 Asset Management Plan.
- Continue to improve the cost effectiveness and efficiency in maintaining assets throughout the Authority.
- Set VFO goals for revenue rolling stock and facilities.
- Continue to implement Predictive maintenance on all new bus fleets.
- Report to the FTA/NTD all required information.
- Continue to track existing assets as well as add new assets to the Ultramain system.
- Report weekly on PM compliance and Predictive Maintenance compliance to the districts.
- Create and review data with OMB to create programs for asset replacement.
- Assist in implementing the new Enterprise Asset Management (EAM) software and Ultramain upgrade to V9.
- Assist with the FTA Triennial.
- Support employee training and development.
- Work with Safety on CAPs associated with operations.
- Continue to review and revise the Predictive Maintenance Plan for each fleet.

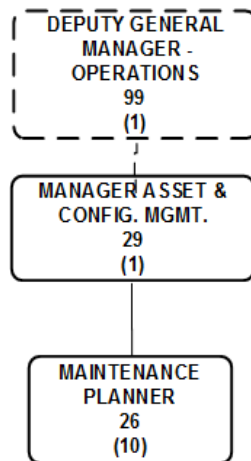
ASSET & CONFIGURATION MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501300	Labor Salaried Employees	\$726,562	\$708,326	\$788,967
502000	Fringe Benefits	113,651	105,623	278,285
503000	Services	810	100,403	0
503052	Other Maintenance Contracts	1,009,200	1,025,276	1,011,172
504000	Materials & Supplies	6,657	0	1,650
509000	Miscellaneous Expenses	659	0	0
509020	Travel, Training & Conferences	0	0	1,800
509022	Meals & Concessions	0	0	250
Total		\$1,857,539	\$1,939,628	\$2,082,124

ASSET & CONFIGURATION MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
26	0837 Facilities Maintenance Planner	6.0	6.0	6.0
	0837 Equipment Maintenance Planner	4.0	4.0	4.0
27	0884 Configuration Management Fleet Engineer	1.0	-	-
29	2995 Manager of Asset & Configuration Management	1.0	1.0	1.0
Total		12.0	11.0	11.0

ASSET & CONFIGURATION MANAGEMENT DEPARTMENT ORGANIZATION CHART



TRANSIT POLICE DEPARTMENT

MISSION STATEMENT

The mission of the Transit Police Department (TP) is to provide a safe and orderly environment within the transit system, to promote the confidence of the riding public, and to enhance the use of the entire system. Central to this is the protection of life and property through the prevention of crime and terrorism. The TP will work in collaboration within the GCRTA and with our regional partners to respond and recover from man-made and natural disasters.

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

The Transit Police Department provides support to the Authority, its employees, and customers to meet various objectives in the Strategic Plan. These include VFOs in the Focus Areas of Voice of Customer and Learning and Innovation. Transit Police tracks Part 1 and Part 2 Crime rates, Operator assaults, fare evasion, and Community Policing hours.

2019 ACCOMPLISHMENTS

- Conducted six Active Shooter/ Killer Drills with Main Office Building (MOB) personnel
- Increased patrols of Transit Police properties in order to deter crime and disorder
- Trained TP officers on responding to an Active shooter/killer and Tactical Medical Response
- Updated the GCRTA Emergency Operations Plan
- Implemented a directed patrol process to increase visibility at GCRTA properties and record in Comprehensive Aided Dispatch (CAD) Records Management System (RMS) system
- Earned the American Public Transportation Association (APTA) Safety award for GCRTA with our comprehensive Active Shooter training program

2020 PRIORITIES

- Reduce crime rate on the GCRTA System
- Focus on patrolling GCRTA's facilities regularly and systematically using ridership and risk assessment data
- Develop Fare Enforcement procedures through analysis of ridership data, revenue, and fare evasion rate
- Reduce the risk from active shooter by conducting drills with GCRTA employees at districts
- Continue Transit Police's Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation efforts
- Replace the Department's stock of hand-held portable radios
- Use TP's Global Positioning System (GPS) to statistically analyze patrol patterns and improve on those patterns

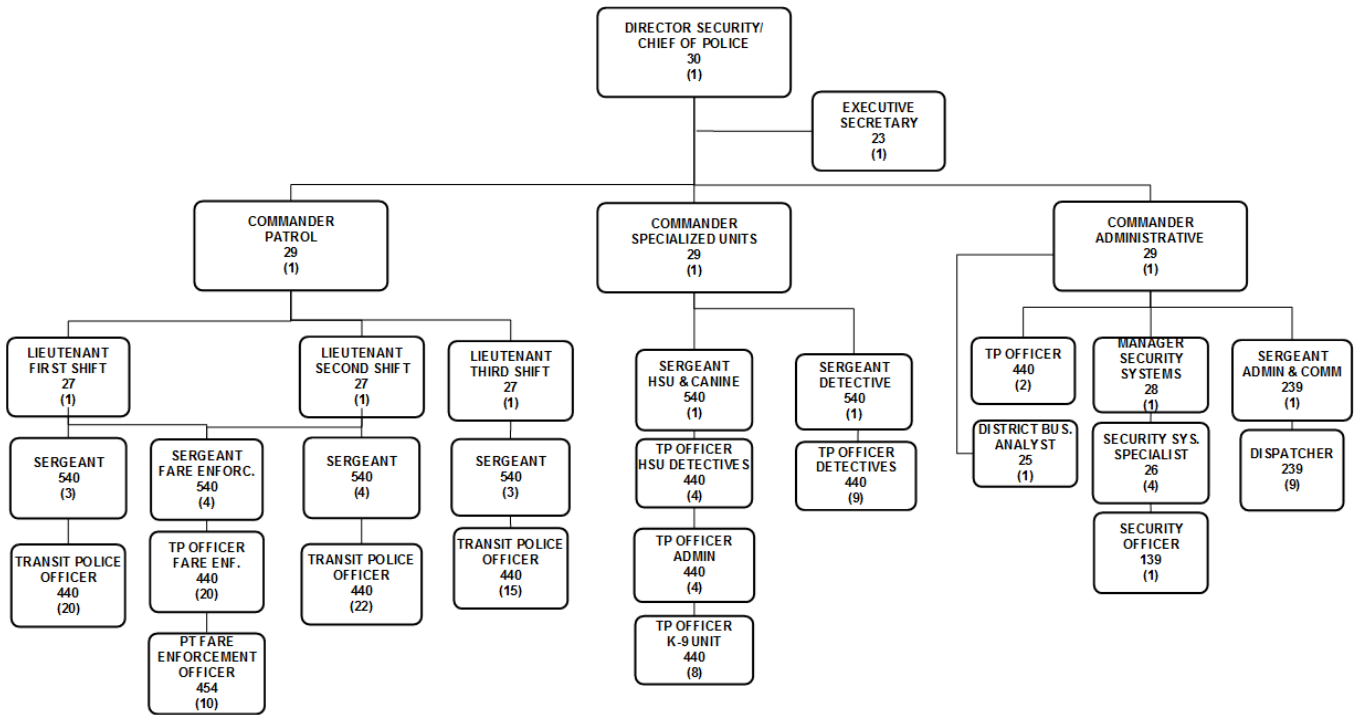
TRANSIT POLICE DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501200	Hourly Employees Payroll	\$8,090,804	\$7,878,834	\$8,577,924
501210	Overtime - Hourly Employees	401,797	535,474	420,000
501300	Labor - Salaried Employees	1,063,730	1,027,508	1,079,755
501310	Overtime - Salaried Employees	0	353	0
502000	Fringe Benefits	3,403,807	3,323,514	3,623,762
502071	W/C – Injuries and Damages	1,854	10,780	0
503000	Services	135,622	92,601	62,650
503052	Other Maintenance Contracts	35,490	205,368	419,539
504000	Material & Supplies	169,459	157,455	106,150
506000	Casualty & Liability Costs	6,200	5,680	5,880
509000	Miscellaneous Expenses	31,969	27,957	38,600
509022	Meals & Concessions	0	0	500
512000	Leases & Rentals	9,440	7,867	22,048
Total		\$13,350,172	\$13,273,391	\$14,356,808

TRANSIT POLICE DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
01	0139 Security Officer	1.0	1.0	1.0
02	0239 Dispatcher Transit Police	9.0	9.0	9.0
04	0440 Transit Police Officer	84.0	84.0	84.0
	0440 Transit Police Fare Enforcement Officer	20.0	20.0	20.0
	0454 PT Transit Police Fare Enforcement Officer	10.0	10.0	10.0
05	0540 Transit Police Sergeant	17.0	17.0	17.0
23	0725 Executive Secretary	1.0	1.0	1.0
	1079 Security Technician	2.0	-	-
25	1085 District Business Analyst	1.0	1.0	1.0
26	1665 Security Systems Specialist	2.0	4.0	4.0
27	1060 Lieutenant	3.0	3.0	3.0
28	0840 Manager Security Systems	1.0	1.0	1.0
29	1248 Commander	3.0	3.0	3.0
30	1511 Director Security/Chief of Police	1.0	1.0	1.0
Total		155.0	155.0	155.0

TRANSIT POLICE DEPARTMENT ORGANIZATION CHART



SERVICE MANAGEMENT DEPARTMENT

MISSION STATEMENT

The Service Management Department plans, schedules, monitors, and adjusts all fixed-route transportation service. The department works with Service Quality and District Management to ensure safe, reliable, effective service for passengers. The department also provides centralized facility maintenance services for the Authority and manages the signage and shelter programs. The department's Business Intelligence Unit analyzes data and helps develop the analytical capabilities of staff members in other departments.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Service Management Department provides support to the Operations & Executive Divisions to meet various objectives in the Strategic Plan. These include Vital Few Objectives (VFOs) in the Focus Areas of Voice of Customer and Continual Process Improvement. Service Management also provides information and analysis used by other departments to meet Authority objectives and measure progress toward those objectives.

2019 ACCOMPLISHMENTS

- Implemented the 2019 Service Management Plan.
- Supported major reconstruction projects on the rapid transit system.
- Led the Service Redesign Study and supported other "Pillar Studies" and the Strategic Plan.
- Adjusted service as needed for major special events.
- Reviewed scheduled running times of selected routes to increase service dependability.
- Continued maintenance and cleaning of all assigned properties, including Woodhill, Main Office, and various passenger facilities, bus loops, & comfort facilities.
- Continue maintenance and cleaning of passenger shelters as well as Cleveland State Line stations and the HealthLine.
- Met preventive maintenance objectives.
- Supported energy conservation and sustainability initiatives.
- Supported employee training and development programs.
- Improved attendance and maintained low rates of on-the-job injuries.

2020 PRIORITIES

- Support completion of the Strategic Plan.
- Implement the 2020 Service Management Plan.
- Adjust service as needed for construction projects and major special events.
- Review scheduled running times of selected routes to increase service dependability.
- Continue to assess bus stops for safety and spacing and continue to upgrade bus stop signs.
- Continue to focus on customer communications.
- Continue maintenance and cleaning of all assigned properties.
- Continue maintenance and cleaning of passenger shelters, Cleveland State Line stations, and the HealthLine.
- Continue emphasis on preventive maintenance.
- Support energy conservation and sustainability initiatives.
- Support employee training and development programs.
- Develop the new Business Intelligence Unit.

SERVICE MANAGEMENT DEPARTMENT BUDGET

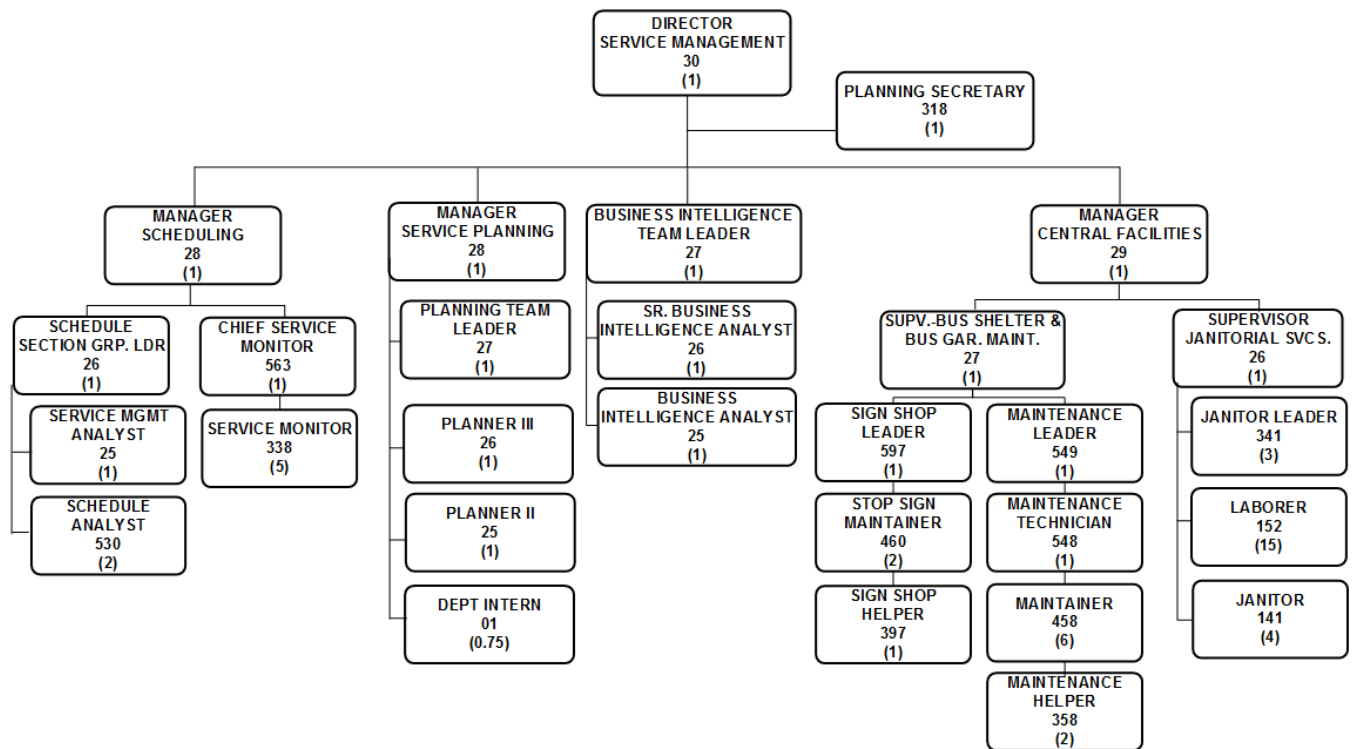
Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501200	Hourly Employees Payroll	\$1,803,845	\$1,902,962	\$1,990,453
501210	Overtime – Hourly Employees	98,866	55,033	80,000
501300	Labor – Salaried Employees	1,077,691	929,086	1,326,899
501310	Overtime – Salaried Employees	119	902	2,900
502000	Fringe Benefits	1,192,445	1,115,068	1,339,671
503000	Services	112,537	184,792	87,400
503052	Other Maintenance Contracts	516,145	468,559	559,568
504000	Materials & Supplies	233,810	172,363	308,325
506000	Casualty & Liability	0	1,620	0
508024	Purchased Transportation –Vanpool	36,967	58,540	203,000
509000	Miscellaneous Expenses	1,985	777	4,000
509022	Meals & Concessions	198	45	300
	Total	\$5,074,608	\$4,889,747	\$5,902,516

SERVICE MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
00.A	9942 Service Management Intern	1.0	1.0	-
01.F	8942 Department Intern	-	-	0.75
01.H	0141 Janitor	4.0	4.0	4.0
	0152 Laborer	16.0	15.0	15.0
	1676 Mobile Clean Ambassador	1.0	-	-
	1677 Mobile Clean Ambassador	1.5	-	-
03.C	0318 Planning Secretary	1.0	1.0	1.0
03.E	0338 Service Monitor	6.0	6.0	5.0
	0358 Maintenance Helper	2.0	2.0	2.0
03.G	0341 Janitor Leader	2.0	3.0	3.0
	0397 Sign Shop Helper	1.0	1.0	1.0
04.F	0401 Secretary	1.0	1.0	-
04.N	0458 Maintainer	6.0	6.0	6.0
	0460 Stop Sign Maintainer	2.0	2.0	2.0
05.B	0548 Maintenance Technician	1.0	1.0	1.0
05.C	0530 Schedule Analyst	2.0	2.0	2.0
	0563 Chief Service Monitor	1.0	1.0	1.0
	0597 Sign Shop Leader	1.0	1.0	1.0
05.D	0549 Maintenance Leader	1.0	1.0	1.0
25.A	1064 Planner II	-	-	1.0
	1740 Service Management Analyst	1.0	1.0	1.0
	1741 Business Intelligence Analyst	-	-	1.0

Grade	Job Name	2018	2019	2020
26.A	0793 Scheduling Section Group Leader	1.0	1.0	1.0
	0900 Supervisor Janitorial Services	1.0	1.0	1.0
	1274 Planner III	3.0	3.0	1.0
	1742 Sr. Business Intelligence Analyst	-	-	1.0
27.A	0838 Planning Team Leader	1.0	1.0	1.0
	0867 Bus Shelter/Garage Maintenance Supervisor	1.0	1.0	1.0
	1743 Business Intelligence Team Leader	-	-	1.0
28.A	1346 Manager Service Planning	1.0	1.0	1.0
	1436 Manager Scheduling	1.0	1.0	1.0
29.A	0791 Manager Central Facilities	1.0	1.0	1.0
30.A	0775 Director	1.0	1.0	1.0
	Total	63.5	60.0	59.75

SERVICE MANAGEMENT DEPARTMENT ORGANIZATION CHART



POWER & WAY DISTRICT

MISSION STATEMENT

The mission of the Power & Way District is to maintain the rapid transit track, signal systems, catenary and power distribution system to support safe and reliable rapid transit services and to maintain the track right-of-way in accordance with GCRTA's and Federal Administration safety standards.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

In striving to meet its Mission, the Power & Way District supports the Operations Division in meeting Scorecard Measures defined for the Vital Few Objectives to Enhance Customer Experience and Increase Service Efficiency. The measures include TEAM Goals such as Miles between Service Interruptions, On-Time Performance, and Passenger Fares.

Scorecard Measures and Change Initiatives impacted by the Power & Way District's strategic performance include Preventative Maintenance Compliance of Facilities and Equipment, and inclusion in the Predictive Maintenance and State of Good Repair programs.

2019 ACCOMPLISHMENTS

- Worked with construction contractors in the rehabilitation of bridges and track.
- Continued the heavy rail right-of-way rehabilitation through the replacement of track bed and rails for safer and smoother ride.
- Continued to reduce the number of on-job work related injuries.
- Maintained timely responses to all customer requests.
- Maintain fiber optic communication system to RTA facilities along the rapid right-of-way.
- Provided continuous propulsion power to all rapid transit lines.
- Maintained the power and signal systems in accordance with GCRTA's and Federal Safety standards.
- Emphasized efforts to recapture costs through grant reimbursements.

2020 PRIORITIES

Track Department

- Installing 1500 ties throughout light rail and Joint Territory.
- Installing 1000 ft. of Rail Light rail.
- Welding for Continuous Welded Rail (CWR) [removing of rail Joints]
- Installing switch stands Blue and Green line.
- Maintenance welding system wide.
- E 55th yard Maintenance / Repairs.
- Geometry Car repairs system wide.

Signal Department

- Rail Bonding installation & switch install E 55th yard.
- Switch replacement- W117th/Tower City/Kingsbury/ Kinsman/ E 49th.
- Back up Signal Power W 38th/W30/E 75th.
- LED change over system wide.
- Junction box replacement / repair System wide.
- Moorland pocket switch heater cables.

Traction Power Line

- Fiberglass enclosures for Overhead replacement.
- Wayside Disconnect w/Remote Arms.
- Brookpark Overhead install.
- Overhead Splice removal.

Substation

- Substation Isolation Switch install.
- Verify position of the switch position and compare to Supervisory Control and Data Acquisition (SCADA).
- Substation battery replacement.

POWER & WAY DISTRICT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501200	Hourly Employees Payroll	0	0	\$5,795,929
501210	Overtime - Hourly Employees	0	0	1,000,000
501300	Labor - Salaried Employees	0	0	859,189
501310	Overtime - Salaried Employees	0	0	80,000
502000	Fringe Benefits	0	0	2,865,886
503000	Services	0	0	187,500
503052	Other Maintenance Contracts	0	0	437,147
504000	Material & Supplies	0	0	257,200
505010	Propulsion Power	0	0	2,574,000
509000	Miscellaneous Expenses	0	0	15,824
509022	Meals & Concessions	0	0	800
512000	Leases & Rentals	0	0	60,000
	Total	0	0	\$14,133,475

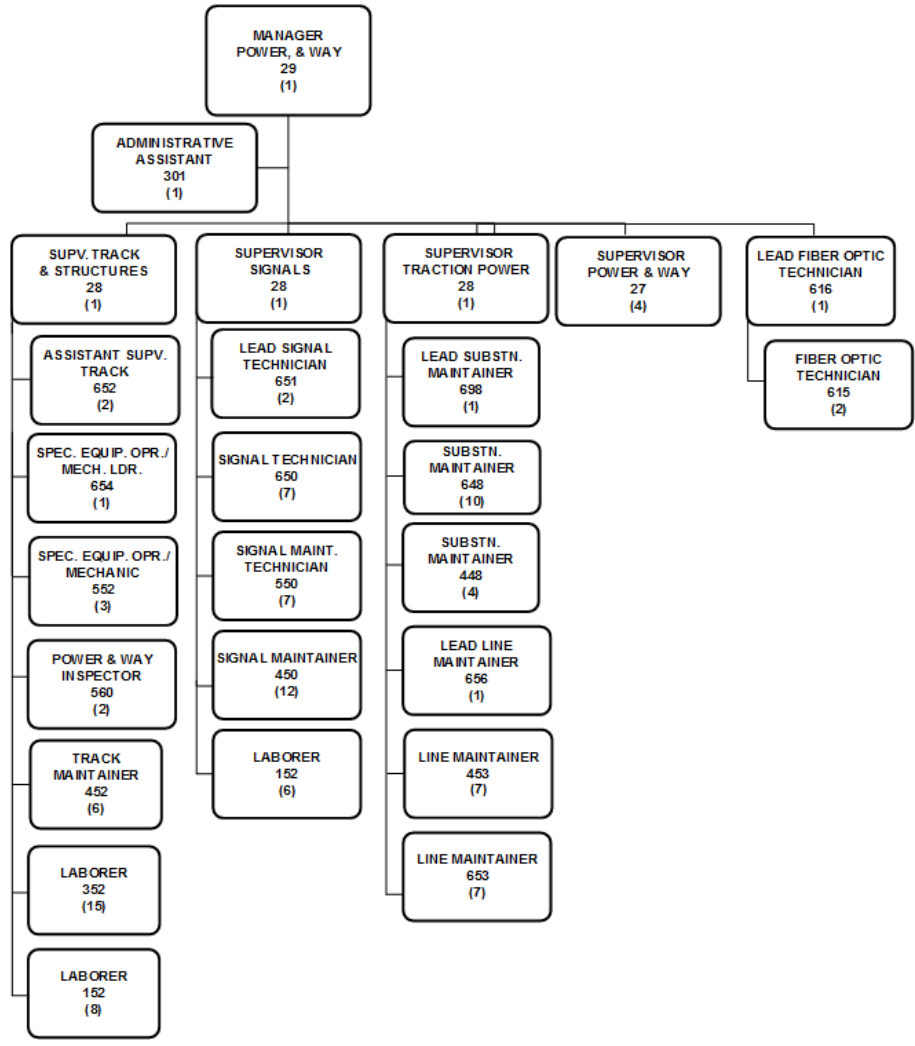
*In 2020, Rail District restructured to create a new department called Power and Way District with independent staffing and expenses in this reorganization.

POWER & WAY DISTRICT STAFFING

Grade	Job Name	2018	2019	2020
01	0152 Laborer Operations	-	-	14.0
03	0301 Administrative Assistant	-	-	1.0
	0352 Laborer	-	-	15.0
04	0448 Substation Maintainer	-	-	4.0
	0450 Signal Maintainer	-	-	12.0
	0452 Track Maintainer	-	-	6.0
	0453 Line Maintainer	-	-	7.0
05	0550 Signal Maintenance Technician	-	-	7.0
	0552 Special Equipment Op/Mechanic	-	-	3.0
	0560 Power & Way Inspector	-	-	2.0
06	0615 Fiber Optic Technician	-	-	2.0
	0616 Lead Fiber Optic Technician	-	-	1.0
	0648 Substation Maintainer	-	-	10.0
	0650 Signals Technician	-	-	7.0
	0651 Lead Signal Technician	-	-	2.0
	0652 Assistant Supervisor Track	-	-	2.0
	0653 Line Maintainer	-	-	7.0
	0654 Special Equipment Op/Mechanic Leader	-	-	1.0
	0656 Lead Line Maintainer	-	-	1.0
	0698 Lead Substation Maintainer	-	-	1.0
27	0762 Supervisor Power & Way	-	-	4.0
28	1234 Supervisor Signals	-	-	1.0
	1239 Supervisor of Traction Power	-	-	1.0
	1273 Supervisor Track & Structures	-	-	1.0
29	1526 Manager Power & Way	-	-	1.0
	Total	-	-	113.0

*In 2020, Rail District restructured to create a new department called Power and Way District with independent staffing and expenses in this reorganization.

POWER & WAY DISTRICT ORGANIZATION CHART



SERVICE QUALITY MANAGEMENT

MISSION STATEMENT

The Service Quality (SQ) Department ensures that the Authority's various service offerings are on-time, courteously delivered, and safely provided. The Department is comprised of supervisors and managers, and utilizes a radio system for real-time communications. Primary internal customers include the Bus, Rail, and Paratransit Districts, and the Service Management Department.

STRATEGIC PLAN CHANGE INITIATIVES AND SCORECARD MEASURES

Supporting Continual Process Improvement and Voice of Customer, the Service Quality Management Department supports GCRTA's ability to Enhance Customer Experience and Increase Service Efficiency. Service Quality manages and reports On-Time Performance, and provides input for processes measured by Customer Satisfaction, and Miles between Service Interruptions.

2019 ACCOMPLISHMENTS

- Training
 - Accountability/Coaching.
 - First Line Supervisor.
 - Rail Winterization.
 - Rail Control Center Recertification.
 - Transportation Safety Institute (TSI).
 - New Radio training for coordinators and supervisors.
 - Rail Right of Way Protection.
 - Participated in Active Shooter Exercises (Transit Police).
- Supervisors Refocus Program.
 - Continue to review the process for improvements.
- Implemented tools and strategies to improve RTA's overall on-time performance.
- Wrote and disseminated 15 Service Quality Bulletins that were focused on improving service and on-time performance; 9 Service Quality Memos that were focused on improving service and on-time performance; 214 Service Quality Bus Reroute Memos; 89 Track Orders; and 42 Operating Orders.
- Winter Service Management Plan for the 2019/20 season.
- Screen Cloud digital data delivery established at RTA's Central Bus Maintenance (CBM), SQ Woodhill, Main Office Building (MOB) ADA and Triskett District.
- Brand Management activities at the Transit Centers, Park-N-Rides, and BRT Stations.
- Completed and closed-out all Ohio Department of Transportation (ODOT) Correction Action Plans (CAPS).
- Facilitated and hosted 6 TED Talk presentations.
- Presented eight on-time performance TransitStat presentations.
- Successfully collaborated with other RTA departments in implementing a Red Line rail service shutdown of 88 days due to the S-Curve Project.
- Assisted in implementing numerous scheduled and unscheduled rail shutdowns in 2019.
- New Operator Program – Enhanced the program by revising the Standard Operating Procedures (SOPs).
- Team members on the RTA Cultural Awareness Change Project.
- Provided bus reroutes and rail single track orders as needed for ongoing Opportunity Corridor Project by ODOT.
- I-77 and I-480 Construction Closure reroutes.
- Bi-weekly Supervisor Assessment Reports (SAR) meetings with the districts.
- Several SQ employees won Support Employee of the Month and Champion of Safety awards.
- Implemented different types of rail and bus block waivers that were used in TransitMaster for various issues.
- Manage service for nearly 300 Special Events.

2020 PRIORITIES

- Focus on enhancing Customer Services/Experiences for passengers and internal customers.
- Focus on providing training to all department employees.
- Focus on Budgetary Goals and keeping overtime pay to a minimum.
- Continued focus on the goals established for the Together Everyone Achieves More (TEAM) Initiatives.
- Continued efforts to improve on-time service delivery.
- Continued focus on improving internal communications.
- Continued focus on improving accountability throughout the department.
- Continue to utilize the features in TransitMaster to inform customers of delays, detours, service replacements, elevator/escalator service issues and service changes via Transit App.
- Continue collaborations with Intelligent Transportation Systems (ITS) department to implement Service Quality strategic and tactical plans. Includes incident management and reporting, customer communications, service management, dynamic route planning, operator performance management and dashboards.
- Continue to support and participate in the TransitStat program.
- Continue to participate in Rail Team Forum meetings.
- Continue to support Brand Management activities.

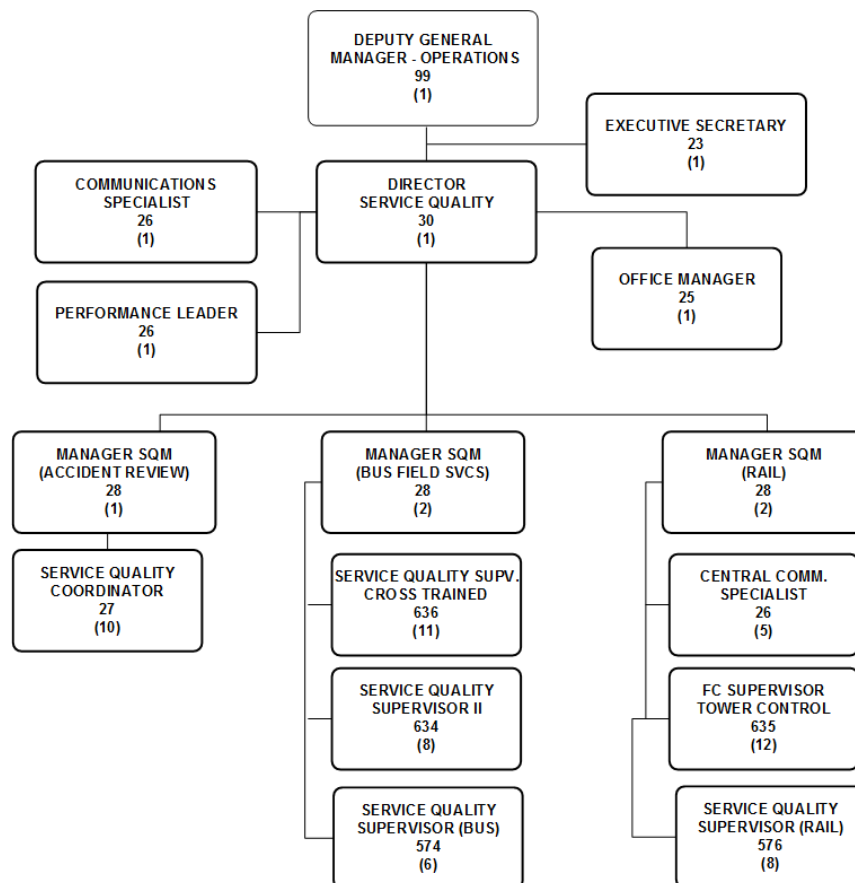
SERVICE QUALITY MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501200	Hourly Employees Payroll	\$(19.60)	\$0	\$0
501300	Labor Salaried Employees	4,603,776	4,648,956	5,145,615
501310	Overtime Salaried Employees	468,360	427,767	515,000
502000	Fringe Benefits	1,926,273	1,894,772	1,942,777
504000	Materials & Supplies	2,201	2,248	3,200
509000	Miscellaneous Expenses	779	8,548	173,825
509022	Meals & Concessions	109	13	1,000
Total		\$7,001,478	\$6,982,304	\$7,781,417

SERVICE QUALITY MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
05	0574 Service Quality Supervisor	7.0	7.0	6.0
	0576 Service Quality Supervisor	8.0	8.0	8.0
06	0634 Service Quality Supervisor II	7.0	8.0	8.0
	0635 Supervisor Tower Control	12.0	12.0	12.0
	0636 Supervisor Cross Trained	13.0	12.0	11.0
23	0725 Executive Secretary	-	1.0	1.0
25	1675 Office Manager	1.0	1.0	1.0
26	1137 Central Communications Specialist	4.0	4.0	5.0
	1135 Communications Specialist	1.0	1.0	1.0
	1625 Performance Leader	-	-	1.0
27	1147 Service Quality Coordinator	10.0	10.0	10.0
28	0890 Manager of Service Quality	5.0	5.0	5.0
30	1351 Director of Service Quality	1.0	1.0	1.0
99	9921 DGM Operations	-	1.0	1.0
	Total	69.0	71.0	71.0

SERVICE QUALITY MANAGEMENT DEPARTMENT ORGANIZATION CHART



FLEET MANAGEMENT DISTRICT

MISSION STATEMENT

The Fleet Management District provides management support for the maintenance of the Authority's bus and rail fleets. Its primary objective is to provide sufficient, safe, operable, clean, and attractive buses and rail cars to meet the Authority's scheduled service requirements by maintaining, repairing vehicles and electronic systems, providing fleet engineering support, quality assurance and overseeing the Authority's central inventory account.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Fleet Management District plays a key supporting function to Increase Service Efficiency and Achieving a State of Good Repair through improving Vehicle Reliability. This includes predictive maintenance programs and fleet replacement strategies that ensure the Operations Division meets or exceed performance with Preventative Maintenance Compliance, Predictive Maintenance implementation, and Miles between Service Interruptions.

2019 ACCOMPLISHMENTS

Fleet Engineering & QA

- Developed Scope Of Work for HRV Replacement Consultant to be advertised.
- Managed completion of the LTK Rail Car Study.
- Managed the purchase of new vehicles and ensure the delivery of quality built vehicles that meet the needs of the Authority including preparing buses for service at the Districts.
- Manage purchase and delivery of 9 commuter coaches, QA inspect and equip for service.
- Supplied QA inspection oversight and Fleet Engineering support for HRV truck rebuild contract.
- Warranty Recovery for 2019 at \$ \$225,506.
- QA item inspections completed for 2019 at 111.
- QA predictive maintenance inspections for 2019 at 101.
- Managed Problem Identification/Corrective Action (PICA) program (28 submitted in 2019).
- Provide engineering support on rail/bus projects and product evaluations to improve vehicle reliability and efficiency.

Supply Chain Management

- Restored Paratransit inventory functions to Supply Chain Management.
- Supported the Predictive Maintenance Program for all Gillig fleets.
- Supplied all required parts for the HRV Re-wheel contract.
- Assisted in the sale and disposal of obsolete rolling stock and other large assets.
- Supported the preparation and execution of the Radio Communications Replacement Project.

Electronic Repair.

- Met 2019 annual goal for Preventive Maintenance compliance rate of 95% in farebox, 94.5% in Camera, and 99% in TVM\CSK\PMRE. Implemented TVM/CSK/PMRE predictive maintenance program.
- Radio System Upgrade Project.
 - Oversight and approval of design plans for new radio communication system installations in all fixed route revenue buses, rail cars, and paratransit vehicles.
 - Executed the pilot installation and development of upgraded radio communication systems in 10 fixed route revenue buses, 2 rail cars, and 7 paratransit vehicles.
 - Managed the installation and quality assurance audit of new radio communication systems in 80 Paratransit vehicles.
 - Installation oversight and quality assurance audit of 150 new radio communication systems in 120 fixed route buses in Hayden garage.
- Continuing campaign of auditing and maintaining radio communication systems in RTA Transit Police vehicle assets. Installing radio systems in new TP assets as they activated.

Central Equipment.

- Continued support for predictive maintenance program for fixed route buses.
- Sold 57 decommissioned/scrap vehicles on Govdeals.com for a total of \$69,994.
- Ongoing heavy repair support for operating bus districts.
- Implemented incoming bus inspection process at CBM.

Facilities Maintenance.

- Completed Environmental Sustainability and Management System (ESMS) core team training.
- Painted Fleet & Supply Chain office areas, Training Room, Cafeteria and Lobby.
- Completed security pivot gate installation.
- Updated lobby lighting to LED.

2020 PRIORITIES

Fleet Engineering & QA.

- HRV Fleet Replacement Project - Manage consultant to develop a specification and award to a car builder.
- Continuous Engineering & QA support for HRV & LRV fleets.
- Quality Assurance program expansion to target specific maintenance requirements.
- Develop 40' Bus specification for purchase contract.
- Manage vehicle procurements from production to in-service.
 - 3 MCI Bus production.
 - 25 Gillig 40' CNG Bus production.
 - 8 Healthline 60' 5-Door Bus production.
 - 10 Paratransit Bus production.
 - Non-Revenue Vehicle replacements.

Supply Chain Management.

- Realign Maintenance Planners in order to support the additional assignments of Paratransit and Power & Way.
- Continue to support the Predictive Maintenance Program for all bus fleets in program.
- Incorporate Power & Way inventory into Supply Chain Management.
- Complete the changeover of the upper level Rail Equipment stores area to a secure, usable space.
- Assist in the implementation of Ultramain V9 upgrade.

Central Equipment

- Create a dedicated Predictive Maintenance shop within CBMF.
- Implement portable sanding system for body shop.
- Improve powertrain diagnostic hardware/software systems.
- Improve inbound inspection process for identifying defects.
- Develop predictive maintenance strategy for 3200 fleet articulated joint equipment.
- Decommission and dispose of retired rolling stock assets.
- Prepare all new bus deliveries for service.

Electronic Repair

- Maintain preventive maintenance compliance rate of greater than 90 percent in farebox, TVM/CSK/PMRE, and camera.
- Radio System Upgrade - Oversee the installation and quality assurance audit for remaining fixed route bus and rail car fleets.
- Initiate a preventive maintenance program for all radio communication systems in revenue vehicles across the authority.
- Equip 9 incoming MCI Commuter Coaches and 25 40' CNG Gilligs with camera, farebox, radio, and drivecam equipment.

Facilities Maintenance.

- Continues support of ESMS Program.
- Continue facility painting program.
- Update office area blinds to a less-maintenance, energy efficient blind.
- CBMF lot pass-through project.

FLEET MANAGEMENT DISTRICT BUDGET

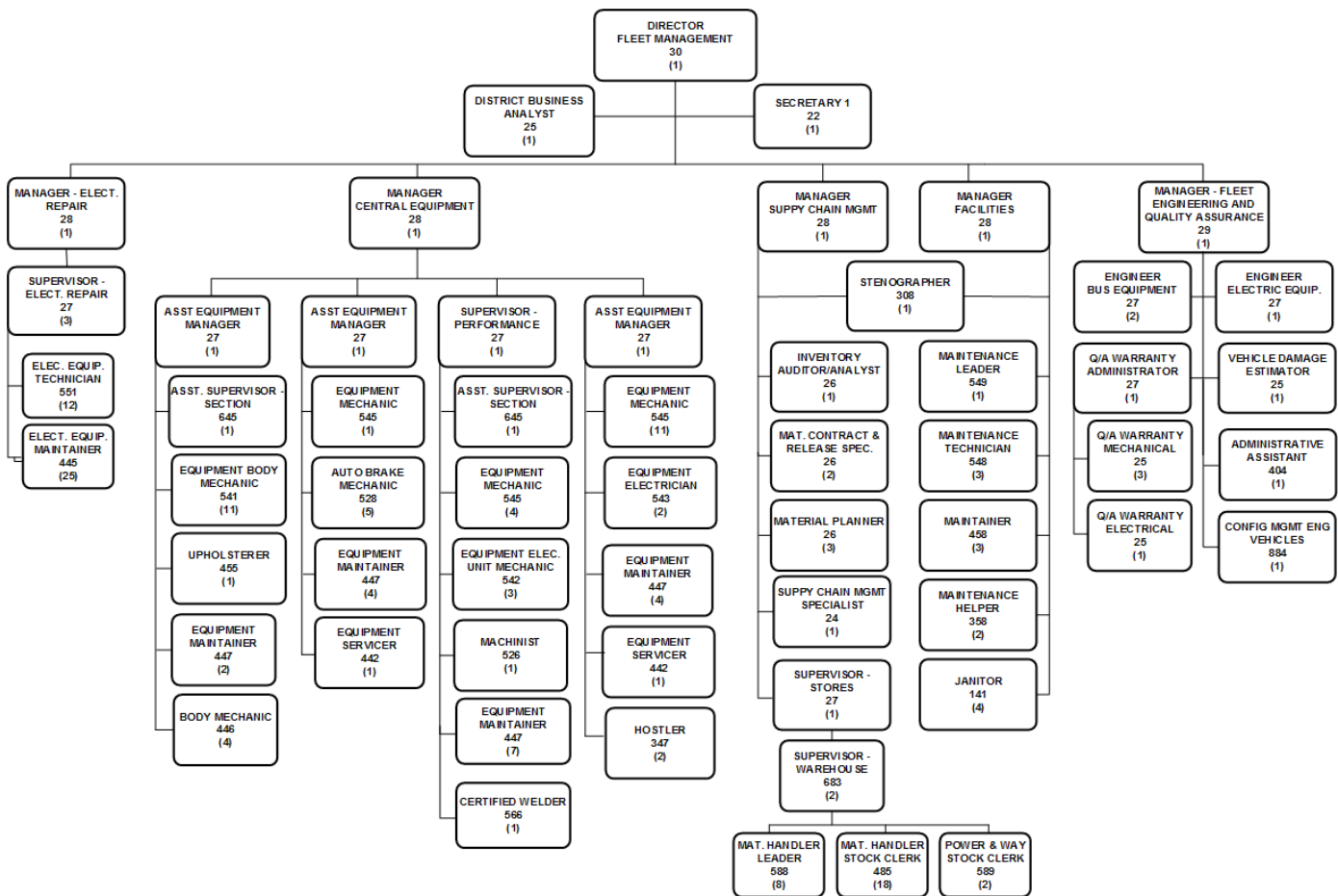
Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501200	Hourly Employees Payroll	\$8,204,071	\$8,026,630	\$8,447,037
501210	Overtime – Hourly Employees	324,604	365,620	495,000
501300	Labor – Salaried Employees	2,342,650	2,280,671	2,569,363
501310	Overtime – Salaried Employees	9,258	15,183	6,500
502000	Fringe Benefits	4,605,861	4,317,468	4,291,115
502071	W.C. – Injuries & Damages	647	988	0
503000	Services	63,654	82,621	128,600
503052	Other Maintenance Contracts	195,561	180,726	215,298
504000	Materials & Supplies	470,987	456,613	321,800
201009	Materials & Supplies – Inventory	12,930,258	12,391,759	13,711,000
504020	Diesel Fuel	4,471,515	3,634,932	4,076,000
504031	Gasoline	825,189	846,545	1,076,000
504090	Tires & Tubes	1,128,542	1,112,379	1,116,800
507000	Taxes	38,794	29,002	0
507050	State Fuel Tax	702,486	768,465	1,488,000
509000	Miscellaneous Expenses	44,955	43,927	81,663
509022	Meals and Refreshments	319	472	500
	Total:	36,359,351	34,554,001	38,024,676
	Total (Net Inventory):	\$23,429,093	\$22,162,241	\$24,313,676

FLEET MANAGEMENT DISTRICT STAFFING

Grade	Job Name	2018	2019	2020
01	0141 Janitor	4.0	4.0	4.0
	0281 Materials Clerk	1.0	1.0	0.0
03	0308 Stenographer	1.0	1.0	1.0
	0347 Hostler	2.0	2.0	2.0
	0358 Maintenance Helper	2.0	2.0	2.0
04	0404 Administrative Assistant	1.0	1.0	1.0
	0442 Equipment Servicer	1.0	1.0	2.0
	0445 Electric Equipment Maintainer	25.0	25.0	25.0
	0446 Body Mechanic	4.0	4.0	4.0
	0447 Equipment Maintainer	20.0	17.0	17.0
	0455 Upholsterer	1.0	1.0	1.0
	0458 Maintainer	3.0	3.0	3.0
	0485 Mat Handler/Stock Clerk	18.0	18.0	18.0
05	0526 Machinist	1.0	1.0	1.0
	0528 Automotive Brake Mechanic	5.0	5.0	5.0
	0541 Equipment Body Mechanic	11.0	11.0	11.0
	0542 Equipment Electric Unit Mechanic	3.0	3.0	3.0
	0543 Equipment Electrician	2.0	2.0	2.0
	0545 Equipment Mechanic	16.0	16.0	16.0
	0548 Maintenance Technician	3.0	3.0	3.0
	0549 Maintenance Leader	1.0	1.0	1.0
	0551 Electric Equipment Technician	12.0	12.0	12.0
	0566 Certified Welder	1.0	1.0	1.0
	0588 Material Handler Leader	8.0	8.0	8.0
	0589 Power & Way Stock Clerk	-	2.0	2.0
06	0645 Assistant Supervisor Section	2.0	2.0	2.0
	0683 Supervisor Warehouse	2.0	2.0	2.0
22	0721 Secretary I	1.0	1.0	1.0
24	1685 Supply Chain Management Specialist	1.0	1.0	1.0
25	1047 QA/Warranty Electrical	1.0	1.0	1.0
	1048 QA/Warranty Mechanical	3.0	3.0	3.0
	1062 Vehicle Damage Estimator	1.0	1.0	1.0
	1085 District Business Analyst	1.0	1.0	1.0
26	0863 Material Cont & Release Specialist	2.0	2.0	2.0
	0874 Inventory Auditor/Analyst	1.0	1.0	1.0
	0889 Material Planner	3.0	3.0	3.0
	1258 Supervisor CBM	3.0	3.0	0.0
27	0753 Supervisor Electric Repair	3.0	3.0	3.0
27	1705 Assistant Equipment Manager	-	-	3.0
	0884 Configuration Management Eng Vehicles	-	1.0	1.0

Grade	Job Name	2018	2019	2020
	1050 Supervisor Performance	1.0	1.0	1.0
	1173 Supervisor Stores	1.0	1.0	1.0
	1251 QA/Warranty Administrator	1.0	1.0	1.0
	1327 Equip Engineer Electrical	1.0	1.0	1.0
	1341 Engineer Bus Equipment	2.0	2.0	2.0
28	0759 Manager Central Equipment	1.0	1.0	1.0
	0761 Manager Facilities	1.0	1.0	1.0
	0774 Manager Supply Chain Management	1.0	1.0	1.0
	1686 Manager of Electronic Repair	1.0	1.0	1.0
29	0768 Manager Fleet Engineering and QA	1.0	1.0	1.0
30	0779 Director	1.0	1.0	1.0
Total		182.0	182.0	182.0

FLEET MANAGEMENT DISTRICT STAFFING



PASS-THRUS DEPARTMENT

MISSION STATEMENT

Federal and State financial assistance is passed through Medina County for the City of Brunswick for eligible transit projects.

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

The Pass-thrus provide support for the Authority and its customers to meet the Voice of the Customer objective of the Strategic Plan.

2019 ACCOMPLISHMENTS

- Administer the new agreement with the City of Brunswick and Medina.

2020 PRIORITIES

- Administer the new agreement with the City of Brunswick and Medina.

DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
509107	Pass Through Medina – MCPT	\$1,279,703	\$627,047	\$650,000
	Total	\$1,279,703	\$627,047	\$650,000

HAYDEN DISTRICT

MISSION STATEMENT

The mission of the Hayden District is to provide safe, reliable, clean, and courteous public transportation for the eastern and southeastern portions of the GCRTA service area.

STRATEGIC PLAN CHANGE INITIATIVES AND SCORECARD MEASURES

Supporting the Vital Few Objectives (VFOs) for Achieve a State of Good Repair and Achieve a Safety Culture, Hayden operations impacts GCRTA's ability to meet goals for Predictive Maintenance, Miles between Service Interruptions, Preventable Collisions, On-the-Job Injuries, and Driver Behavior using DriveCam as a key tool.

2019 ACCOMPLISHMENTS

- Vital Few Objective (VFO): Completed Predictive Maintenance intervals on the 3300 and 3400 Gillig Fleets.
- Vital Few Objective (VFO): Achieved 10,000 miles between service interruption.
- Achieved 85% on-time revenue vehicle mileage Preventative Maintenance (PM) compliance rate.
- Achieved 90% on-time Facilities Maintenance compliance rate.
- Achieved 84% on-time performance for all Hayden bus routes.
- Achieved vehicle cleanliness goal of less than 14 days between major cleans.

2020 PRIORITIES

- Complete all Predictive Maintenance service intervals on all Gillig bus fleets.
- Achieve 14,000 Miles Between Service Interruption.
- Achieve RTA Together Everyone Achieves More (TEAM) goal of 5.0% Absenteeism Rate.
- Leverage the DriveCam Performance Monitoring System in order to achieve collisions and risky driving reductions.
- Reduce Preventable Collision rate to RTA TEAM goal of 1.35 collisions per 100,000 miles.
- Achieve vehicle cleanliness stretch goal of 10 days between major cleans.

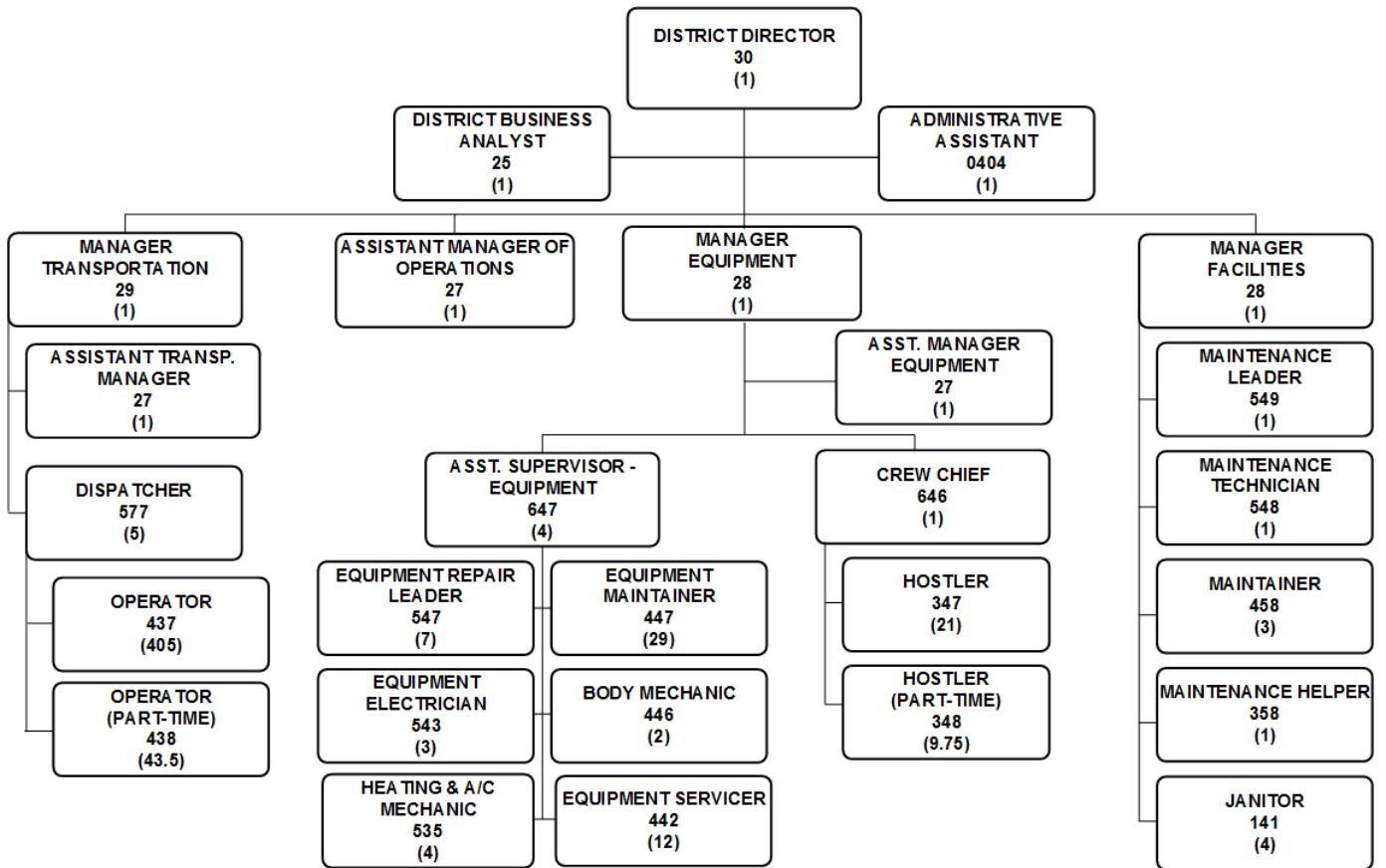
HAYDEN DISTRICT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501100	Operator Labor	\$20,305,732	\$19,074,180	\$20,918,546
501100	Operator Overtime	3,529,314	5,049,627	4,000,000
501200	Hourly Labor	5,168,352	4,893,777	5,138,864
501210	Hourly Overtime	198,955	275,755	226,600
501300	Labor Salaried Employees	1,154,398	1,258,243	1,377,317
501310	Overtime Salaried Employees	172,980	145,141	180,000
502000	Fringe Benefits	11,546,633	11,166,135	11,973,863
502071	W/C – Injuries & Damages	2,327	399	0
503000	Services	18,515	21,165	22,000
504000	Materials & Supplies	114,396	101,043	127,300
504021	Compressed Natural Gas	284,320	280,146	392,000
509000	Miscellaneous Expenses	4,741	2,251	8,170
509022	Meals & Concessions	0	850	400
	Total	\$42,500,663	\$42,268,712	\$44,365,060

HAYDEN DISTRICT STAFFING

Grade	Job Name	2018	2019	2020
01.H	0141 Janitor	4.0	4.0	4.0
	1676 Mobile Clean Ambassador	1.0	-	-
	1677 Mobile Clean Ambassador PT	1.5	-	-
02.A	0203 Clerk / Typist	1.0	1.0	-
03.E	0358 Maintenance Helper	1.0	1.0	1.0
03.H	0347 Hostler	20.0	21.0	21.0
	0348 Hostler PT	11.0	10.0	9.75
04.C	0442 Equipment Servicer	7.0	6.0	12.0
04.K	0437 Operator	405.0	405.0	405.0
	0438 Operator PT	43.5	43.5	43.5
04.L	0404 Administrative Assistant	-	-	1.0
04.N	0446 Body Mechanic	2.0	2.0	2.0
	0447 Equipment Maintainer	34.0	35.0	29.0
	0458 Maintainer	3.0	3.0	3.0
05.B	0548 Maintenance Technician	1.0	1.0	1.0
05.D	0535 Heating A/C Mechanic	4.0	4.0	4.0
	0543 Equipment Electrician	2.0	2.0	3.0
	0547 Equipment Repair Leader	7.0	7.0	7.0
	0549 Maintenance Leader	1.0	1.0	1.0
05.F	0577 Dispatcher	5.0	5.0	5.0
06.E	0646 Crew Chief	2.0	2.0	1.0
06.G	0647 Assistant Supervisor – Equipment	4.0	4.0	4.0
25.A	1085 District Business Analyst	1.0	1.0	1.0
27.A	1088 Assistant Transportation Manager	1.0	1.0	1.0
	1090 Assistant Manager of Operations	-	-	1.0
	1705 Assistant Equipment Manager	2.0	2.0	1.0
28.A	0761 Manager – Facilities	1.0	1.0	1.0
	0851 Manager – Equipment	1.0	1.0	1.0
29.A	0786 Manager – Transportation	1.0	1.0	1.0
30.A	0777 District Director	1.0	1.0	1.0
	Total	565.5	565.5	565.25

HAYDEN DISTRICT ORGANIZATION CHART



TRISKETT DISTRICT

MISSION STATEMENT

The mission of the Triskett District is to provide safe, reliable, clean, and courteous public transportation throughout the GCRTA service area.

STRATEGIC PLAN CHANGE INITIATIVES AND SCORECARD MEASURES

Supporting the Vital Few Objectives (VFOs) for Achieve a State of Good Repair and Achieve a Safety Culture, Triskett operations impacts GCRTA's ability to meet goals for Predictive Maintenance, Miles between Service Interruptions, Preventable Collisions, On-the-Job Injuries, and Driver Behavior using DriveCam as a key tool.

2019 ACCOMPLISHMENTS

- Monitored Drive Cam events and aggressively work with operators to reduce the frequency of events caused by risky behavior.
- Worked with Service Quality to target underperforming routes and operators for On Time Performance.
- Achieved vehicle cleanliness goals of less than 14 days between interior washes (9.84).
- Improved On Time Performance to 77%.
- Achieved Mileage PM Compliance goal (94%).
- Achieved Facility PM Compliance goal (90%).
- Effectively Managed Overtime to cover staffing deficiency.
- Reduced Non-Revenue accidents at Triskett Garage.
- Met Operational Budget Goals.
- Operated Bus Bridge during summer Rail Shutdown running an additional 100,000 miles.
- Serviced 21 Special RTA Events providing coaches and operators as needed.
- Completed Interior and Exterior LED Retrofit of Triskett Garage, North Olmstead and Westlake Park n Rides.

2020 PRIORITIES

- Continue to instill a Safety Culture orientation within all Operations Division organizational units.
- Support participation in TransitStat program to reduce costs and improve the Authority's business practices and services.
- Reduce On-The-Job Injury Rate through analysis and follow through.
- Continue to aggressively enforce energy conservation and sustainability initiatives.
- Continue monitoring of Drive Cam Events.
- Continue priority focus on improving customer communications and service delivery.
- Support the Operations Division initiatives and projects as assigned.
- Bring mechanics staffing to budgeted levels and recruit for projected retirements.
- Upgrade the Triskett Garage to be fully CNG operational for Revenue Service.
- Onboard 9 new MCI coaches (D-1900) and 25 CNG (N-3800) Coaches.
- Implement PMP for the D-1900 and N-3800 fleets.
- Execute and complete the 150K Mile PMP for the D-3500 Fleet.
- Below are budget and staffing highlights of the Triskett District Department.

TRISKETT DISTRICT BUDGET

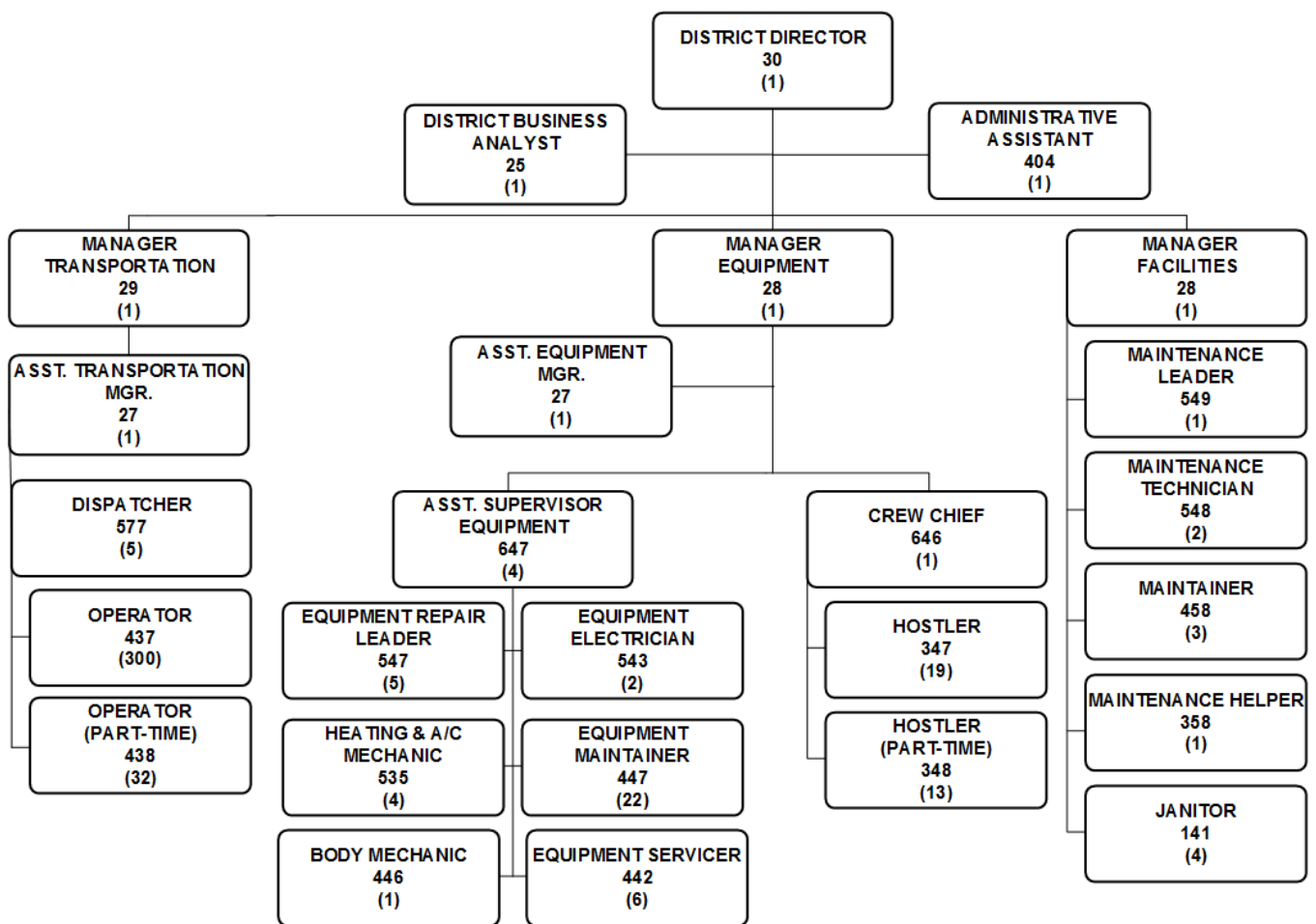
Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501100	Operator Labor	\$14,989,440	\$14,504,783	\$15,439,124
501110	Operator Overtime	2,982,983	3,602,986	3,000,000
501200	Hourly Labor	4,179,236	4,073,300	4,470,314
501210	Hourly Overtime	164,275	384,123	190,000
501300	Labor Salaried Employees	1,190,905	1,231,146	1,446,887
501310	Overtime Salaried Employees	160,558	132,430	125,000
502000	Fringe Benefits	8,941,640	8,779,616	9,207,177
502071	W/C – Injuries & Damages	1,671	1,972	0
503000	Services	59,090	89,279	32,300
503052	Other Maintenance Contracts	8,232	587	37,000
504000	Materials & Supplies	80,691	66,802	74,900
509000	Miscellaneous Expenses	11,043	4,405	9,000
509022	Meals & Concessions	221	0	400
512000	Leases & Rentals	0	0	0
	Total	\$32,769,985	\$32,871,429	\$34,032,102

TRISKETT DISTRICT STAFFING

Grade	Job Name	2018	2019	2020
1	0141 Janitor	4.0	4.0	4.0
3	0347 Hostler	17.0	18.0	19.0
	0348 Hostler PT	15.0	14.0	13.0
	0358 Maintenance Helper	1.0	1.0	1.0
4	0404 Administrative Assistant	1.0	1.0	1.0
	0437 Operator	300.0	300.0	300.0
	0438 Operator PT	31.5	31.5	32.0
	0442 Equipment Servicer	2.0	3.0	6.0
	0446 Body Mechanic	1.0	1.0	1.0
	0447 Equipment Maintainer	25.0	24.0	22.0
	0458 Maintainer	3.0	3.0	3.0
5	0535 Heating/AC Mechanic	4.0	4.0	4.0
	0543 Equipment Electrician	2.0	2.0	2.0
	0547 Equipment Repair Leader	5.0	5.0	5.0
	0548 Maintenance Technician	2.0	2.0	2.0
	0549 Maintenance Leader	1.0	1.0	1.0
	0577 Dispatcher	5.0	5.0	5.0
6	0646 Crew Chief	1.0	1.0	1.0

Grade	Job Name	2018	2019	2020
	0647 Assistant Supervisor Equipment	4.0	4.0	4.0
25	1085 District Business Analyst	1.0	1.0	1.0
27	1088 Assistant Transportation Manager	1.0	1.0	1.0
	1705 Assistant Equipment Management	1.0	1.0	1.0
28	0761 Manager Facilities	1.0	1.0	1.0
	0851 Manager Equipment	1.0	1.0	1.0
29	0786 Manager Transportation	1.0	1.0	1.0
30	0777 District Director	1.0	1.0	1.0
	Total	431.5	431.5	433.0

TRISKETT DISTRICT ORGANIZATION CHART



INTELLIGENT TRANSPORTATION SYSTEMS

MISSION STATEMENT

The Intelligent Transportation Systems (ITS) Department manages and supports the Operations and Intelligent Transportation Systems (ITS). ITS strives for continuous improvement and anticipates the needs of customers. ITS takes ownership of and resolves issues. ITS is committed to delivering superior customer service while supporting the Authority's Mission, Vision, Values, and Strategic Plan.

STRATEGIC PLAN CHANGE INITIATIVES AND SCORECARD MEASURES

Supporting the Vital Few Objectives (VFOs) for Voice of Customer through Enhancing Customer Experience and Increasing Service Efficiency; and Continual Process Improvement through Achieving State of Good Repair and Advance and Improve Technology.

2019 ACCOMPLISHMENTS

- TransitMaster:
 - Support the radio replacement project with new features and improved real-time, passenger information.
- Radio System
 - Upgraded all dispatch, radio consoles in the ICC and Paratransit Dispatch.
 - Replaced all 225 portable radios that utilize the state's MARCS system.
 - Upgraded all Paratransit vehicles to a tablet based software that provides real-time updates and Google Maps Turn-by-Turn navigation.
 - Began the replacement of fixed route and rail vehicles and supporting equipment as part of the Radio Replacement project.
 - Began the rollout of complimentary, passenger Wi-Fi for RTA vehicles.
 - Total project budget is \$15 million with a completion of Quarter 2 2020.
- Ultramain:
 - Completed the Scope of Work for the Ultramain software.
 - Rollout new equipment and features to enhance the operation/maintenance programs.
- Hastus:
 - Began the Accident Management module design for Service Quality Supervisors.
 - The module will be used by SQ supervisors and Surface tablets in the field.
- Paladin PA System:
 - Evaluated the new equipment/software and its ability to display real-time, train departures at each station.
 - Replaced some equipment will lengthen the lifecycle of the system.
- Ridership Reporting:
 - Utilized reporting data to support and advertise ridership trends for marketing purposes, community development and growth areas.

2020 PRIORITIES

- TransitMaster:
 - At the completion of the radio replacement, upgrade the TransitMaster software and server environment.
- Radio System:
 - Replace all vehicle and supporting equipment as part of the Radio Replacement project.
 - Rollout Vehicle Intelligence to all Fixed Route vehicles – Real-time Telematics.
- Ultramain:
 - Upgrade the Ultramain software to Version 9.
 - Rollout new equipment and features to enhance the operation/maintenance programs.
 - Train 800 users and improve business processes.

- Hastus:
 - Support the potential replacement of Kronos which would transition all employee Begin the Accident Management module design for Service Quality Supervisors.
 - The module will be used by SQ supervisors and Surface tablets in the field.
 - Begin the scope of work to upgrade the Hastus software and server environment.
- Paladin PA System:
 - Evaluate the new equipment/software and its ability to display real-time, train departures at each station.
 - Replacing the equipment will lengthen the lifecycle of the system.
- Ridership Reporting:
 - Utilize the enhanced data from the new radio system to evaluate ridership trends.
 - Transfer ridership and NTD reporting to the new Business Intelligence department.

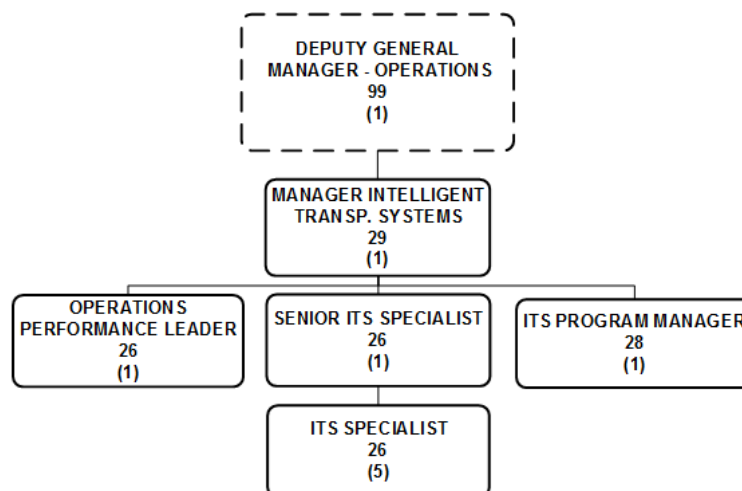
INTELLIGENT TRANSPORTATION SYSTEMS DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501300	Labor Salaried Employees	\$550,220	\$581,928	\$642,419
502000	Fringe Benefits	86,190	88,340	227,178
503052	Other Maintenance Contracts	154,505	192,576	660,000
504000	Materials & Supplies	198,552	49,322	56,200
509000	Miscellaneous Expenses	1,324	1,955	3,600
509022	Meals & Concessions	514	346	1,000
	Total	\$991,305	\$914,467	\$1,590,367

INTELLIGENT TRANSPORTATION SYSTEMS DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
26	1691 ITS Specialist	6.0	5.0	5.0
	1625 Operations Performance Leader	0.0	1.0	1.0
27	1692 Senior ITS Specialist	0.0	0.0	1.0
28	1706 ITS Program Manager	1.0	1.0	1.0
29	1726 ITS Manager	1.0	1.0	1.0
	Total	8.0	8.0	9.0

INTELLIGENT TRANSPORTATION SYSTEMS ORGANIZATION CHART



FINANCE & ADMINISTRATION DIVISION

MISSION STATEMENT

As an integrated group of professions, the Finance and Administration Division contributes to the organizational success by managing the financial resources of the Authority efficiently and in strict compliance with government laws and regulations, generally accepted accounting principles and Authority policies and by providing timely delivery of administrative services to internal and external customers through strategic and performance excellence.

DIVISION STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

The Finance and Administration Division is responsible for the Authority's financial management and critical support functions. This Division performs financial management functions, accounting, financial reporting, operating and capital budgeting, forecasting, cash management, debt management, and passenger fare collection and processing. Other critical support functions are also performed, such as: purchasing, contract administration, grants management, performance management, records management, mail, document management services, administrative services, and outreach efforts for DBE contracting opportunities with the GCRTA.

2019 ACCOMPLISHMENTS

- Issued \$30 million of Sales Tax Supported bonds.
- Received excellent credit ratings from Standard & Poor's (AA+) and Moody's (Aa1).
- Managed the successful completion of the triennial comprehensive review conducted by the Federal Transit Administration (FTA).
- Actively supported efforts in the emergency repairs to the S-Curve retaining wall.
- Obtained approximately \$20 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 for the Comprehensive Annual Financial Report (CAFR) from the Government Finance Officers Association (GFOA).
- Received Distinguished Budget Presentation Award from the GFOA for the 2019 Budget Document.
- Assisted in the completion of the Single Audit.
- Administered the Authority's Disadvantaged Business (DBE) Program in full compliance with federal laws and regulations.
- Managed the Authority's Records Management Program.
- Successfully completed the submission of various department schedules to the Ohio History Connection
- Managed the Energy Price Risk Management Program.
- Developed and managed 2019 Operating Budget.
- Managed 2019 expenditures to increase transfer to the Railcar Replacement fund by \$6 million over the amount previously budgeted.
- Managed TransitStat program resulting in \$107 million savings since inception.
- Managed our participation in American Bus Benchmarking Group (ABBG) for the Authority.
- Managed 2019 Capital Improvement Plan (CIP).
- Developed 2020-2024 Capital Improvement Plan Program.
- Managed the 2020 Capital Grants Application process.

2020 PRIORITIES

- Implement process improvements that support the Authority’s Mission, Vision and Values.
- Develop a plan to continue to secure funding for Rail Car Replacement. Manage 2020 Operating Budget and 2020 Capital Improvement Plan (CIP).
- Continue to expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Continue to monitor procurement processes to streamline procedures.
- Support and maintain Fare Collection System.
- Continue to maintain and improve cash handling processes, fare collection security and vaulting process.
- Prepare Comprehensive Annual Financial Report (CAFR) conforming to the requirements outlined by the Government Finance Officers Association (GFOA) for the year ended December 31, 2019.
- 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 administration costs.
- Continue management of Authority’s Records Management Program.
- Continue to manage the Energy Risk Management Program to ensure budget stability.
- Administer 2020 Capital Grant Application process.
- Develop 2020 Capital Improvement Plan (CIP).
- Develop 2021-2025 Capital Improvement Plan (CIP) Program.
- Manage TransitStat Program.
- Participate in management of Enterprise Business Suite Information Systems.
- Implement process improvements within Finance & Administration Division.
- Participate in development of Authority’s strategic initiatives.
- Develop 2021 Operating Budget.
- Conduct thorough review of polices and update as necessary.
- Develop 2020 Budget Document conforming to the requirements by the GFOA.

LIST OF DEPARTMENTS

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

OFFICE OF BUSINESS DEVELOPMENT

MISSION STATEMENT

The mission of the Office of Business Development is to engage, support, and assist the local disadvantaged business community and help ensure their fair and representative participation in procurement opportunities at GCRTA and within the community at-large.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

Support Procurement in Action Plan of improved specification writing to ensure department's mission statement.

2019 ACCOMPLISHMENTS

DBE Participation

Twenty five percent (25.2%) DBE Participation on Board approved FFY 2019 contracts of \$14,576,680 for a total of \$3,681,255 (not including Transit Motor Vehicles and Real Estate, as per federal regulations).

DBE Certifications

- New Certifications 9
- Re-Certifications 69

Program Compliance

- Contract Goal Setting 41
- Project Field Monitoring 3
- Certified Payrolls Reviewed 53

Outreach and Community Engagement

- Completed Comprehensive Revision and update of Office of Business Development (OBD) web page.
- Participated on FTA's Webinar and attend Public Meeting for the 2020-2022 DBE Goal Setting Methodology.
- Attended Council of Smaller Enterprise (COSE) Small Business Resource Fair.
- Hosted a Small Business Participation Workshop at Lakeland Community College in collaboration with Northeast Ohio Procurement Technical Assistance Center.
- Participated in Cleveland B2B Matchmaker sponsored by COSE and Greater Cleveland Partnership.

2020 PRIORITIES

- Certification of firms to participate as a DBE contractors, establishing DBE goals on contracts, ensuring program compliance with Federal regulations, and effective community outreach.
- 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.
- Encourage and monitor the utilization of women and minority workers on GCRTA construction projects.
- Increase the number of firms and total spend that women and minority-owned businesses and small business enterprises (SBEs) represent among contracts awarded in 2020.

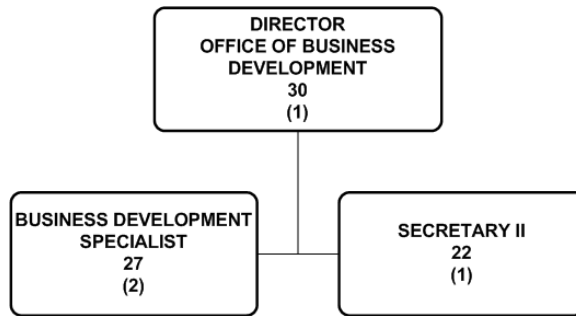
OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501200	Hourly Employee Labor	\$0	\$32,053	\$0
501300	Labor Salaried Employees	17,590	262,306	339,532
501310	Overtime Salaried Employees	234,514	0	0
502000	Fringe Benefits	98,042	112,580	109,853
503020	Advertising Fees	0	86	300
504000	Materials & Supplies	1,124	0	500
509000	Miscellaneous Expenses	311	3910	2,115
509022	Meals & Concessions	17,590	0	150
	Total	\$351,368	\$410,935	\$452,450

OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
22	0723 Secretary II	1.0	1.0	1.0
27	0879 Business Dev Specialist	2.0	2.0	2.0
30	0872 Director	1.0	1.0	1.0
	Total	4.0	4.0	4.0

OFFICE OF BUSINESS DEVELOPMENT ORGANIZATION CHART



ACCOUNTING DEPARTMENT

MISSION STATEMENT

The mission of the Accounting Department is to maintain accurate and timely accounting records of the Authority, process accurate voucher and payroll checks for both our internal and external customers, and develop, monitor, and maintain an effective system of internal controls that safeguards the Authority's financial assets.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Accounting Department plays a key role in implementing Action Plans and ensuring TEAM Goals are met. Initiatives include compliance with the requirement of various regulatory entities, and completing a myriad of process improvement action plans.

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

2019 ACCOMPLISHMENTS

- Reduced time required to process payments to vendors and employees by revising the payments process and streamlining procedures.
- Improved department performance and expedite workflow.
- Prepared Comprehensive Annual Financial Report (CAFR), conforming to the requirements outlined by the Government Finance Officers Association (GFOA).
- Completed the 2018 Financial Audit.
- Completed the 2018 Single Audit Report.
- Received the GFOA award for Excellence in Financial Reporting.
- Completed Grant Reconciliations of Capital Grants.
- Regular monthly closing and generation of internal use financial statements.
- Completed Grant Reconciliations of Capital Grants.

2020 PRIORITIES

- Continue to improve department performance and expedite workflow.
- Coordinate completion of the 2019 Financial Audit.
- Prepare and submit the CAFR to the GFOA.
- Submit financial statements, footnotes and statistical tables to the Local Government Services (LGS).
- Coordinate the completion of the 2019 Single Audit Report.
- Continue to evaluate the Oracle based expense report for travel as an online process.
- Continue efforts in improving and increasing internal financial reporting.
- Lead efforts in the mapping of key business processes and continue to improve processes for greater accuracy and efficiency.
- Lead efforts in having key stakeholders complete testing and validation of reports to ensure timely upgrade of report-writing software.
- Continue to centralize contracts and agreements for leases and other revenue generating opportunities.
- Lead improvements efforts with collaboration with key stakeholder groups to make sure that asset management and state of good repairs are reconciled and reported in accordance with FTA guidelines.

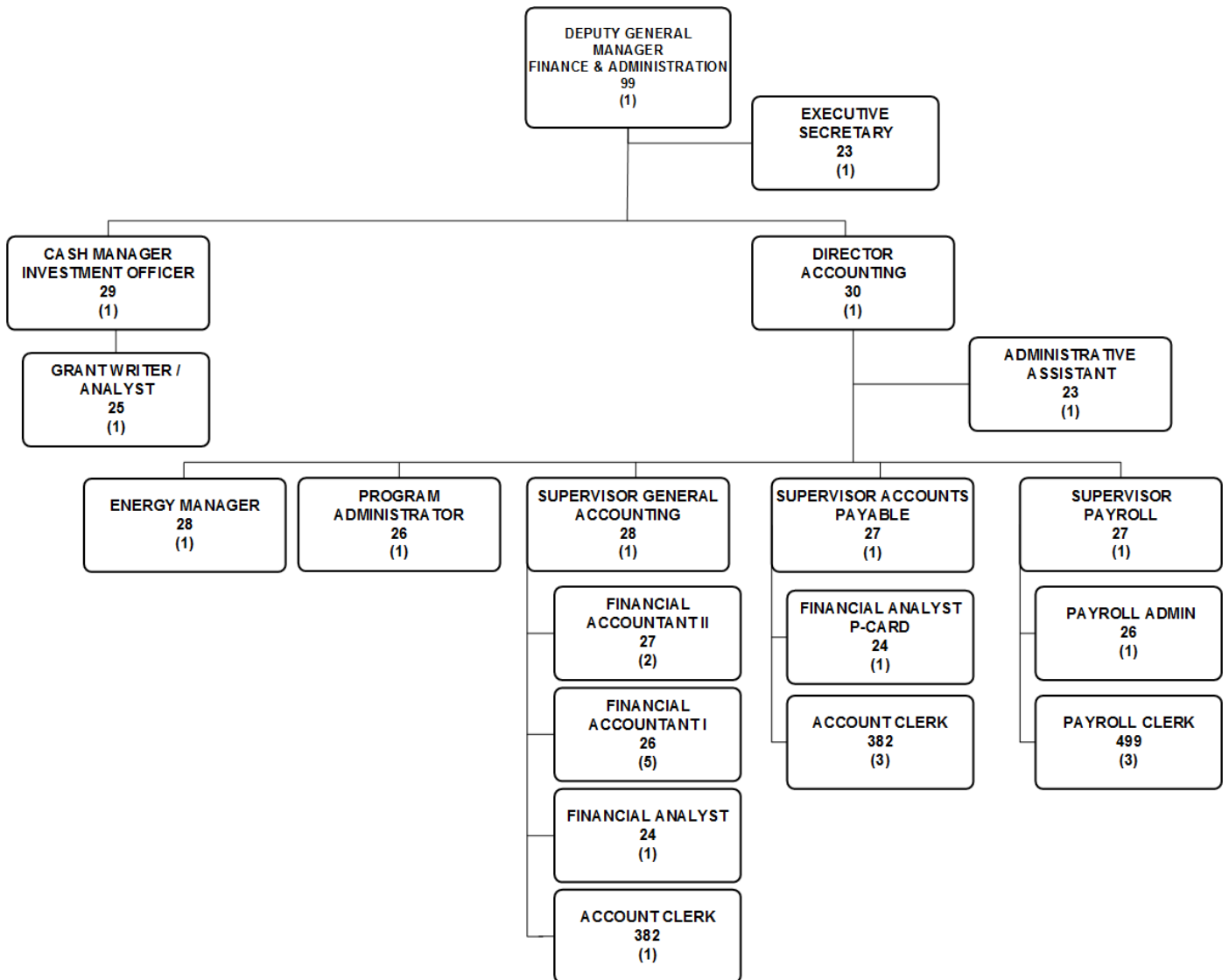
ACCOUNTING DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501300	Labor Salaried Employees	\$1,639,212	\$1,755,870	\$2,058,814
501310	Overtime Salaried Employees	38,373	24,236	28,000
502000	Fringe Benefits	558,111	586,206	721,281
503000	Services	387,379	701,913	965,400
503049	Temporary Help	73,065	34,782	0
503052	Other Maintenance Contracts	6,640	11,900	14,600
504000	Materials & Supplies	19,239	10,112	16,500
509000	Miscellaneous Expenses	12,393	8,326	15,200
509022	Meals & Concessions	0	0	1,000
	Total	\$2,734,412	\$3,133,345	\$3,820,795

ACCOUNTING DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
03	0382 Account Clerk	4.0	4.0	4.0
04	0499 Payroll Clerk	3.0	3.0	3.0
23	0725 Executive Secretary	1.0	1.0	1.0
	0757 Administrative Assistant	1.0	1.0	1.0
24	1959 Financial Analyst	2.0	2.0	2.0
25	0765 Grants Writer / Analyst	1.0	1.0	1.0
26	1080 Financial Accountant I	5.0	5.0	5.0
	1725 Program Administrator/Financial Accountant	1.0	1.0	1.0
	0857 Payroll Administrator	1.0	1.0	1.0
27	1162 Supervisor Accounts Payable	1.0	1.0	1.0
	1163 Supervisor Payroll	1.0	1.0	1.0
	1086 Financial Accountant II	2.0	2.0	2.0
28	1161 Supervisor General Accounting	1.0	1.0	1.0
28	1626 Energy Manager	-	-	1.0
29	1263 Cash Manager, Investment Officer	1.0	1.0	1.0
30	1427 Director	1.0	1.0	1.0
99	9941 DGM Finance & Administration	1.0	1.0	1.0
	Total	27.0	27.0	28.0

ACCOUNTING DEPARTMENT ORGANIZATION CHART



SUPPORT SERVICES DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

By the nature of its mission, Support Services addresses strategic considerations for internal controls and process support and improvements. Effective internal controls and process improvements lead by Support Services would include automated printing processes and records management, along with a revenue-generating contract for vending services.

2019 ACCOMPLISHMENTS

- Continued efforts in Records Management Program by updating GCRTA Records Retention Schedules and coordinating the purging of obsolete records to reduce storage cost. Twenty-five (25) retention schedules sent to the Ohio History Connection for approval, eighteen (18) approved so far.
- Successfully secured a sole source contract for Records Management with Access Corp. This contract includes services for records storage, digital archiving by scanning, shredding, and destruction.
- Delivery and installation of large printing press which will increase the productivity and efficiency of the production of timetables and other corporate printing needs, while eliminating costs from outsourcing. The new large press is an update from its predecessor, which was twenty-three (23) years old.
- Secured paper contract for all timetable printing, completed in-house by the Print Shop.
- Successfully secured a new Vending Services authority wide contract, which includes new, energy efficient vending machines at all GCRTA locations. The vending machines provide a larger selection for healthy food, snacks and beverages, along with taking various payment methods including cash, credit card, Apple Pay and Google Pay.
- Began chair replacement project, providing over fifty (50) new, ergonomical chairs to employees, while setting a standard for future chair replacements. New chairs replaced those that were over twenty (20) years old.

2020 PRIORITIES

- Provide support services for the Authority.
- Records Management Program – Continuous efforts to update GCRTA Records Retention Schedules and coordinate purging of obsolete records to reduce storage cost.
- Manages the Authority’s mail service.
- Reduce cost of support services by evaluation and assessment of current processes and needs relevant to postage, printing services, & office paper use. Coordinate efforts with all departments.
- Provide printing service for timetables and other corporate printing needs.
- Provide high-tech duplicating services, mail management, mail and package delivery to our facilities and other business establishments.
- Provide other support services for the Authority; office furniture and office supplies.

SUPPORT SERVICES DEPARTMENT BUDGET

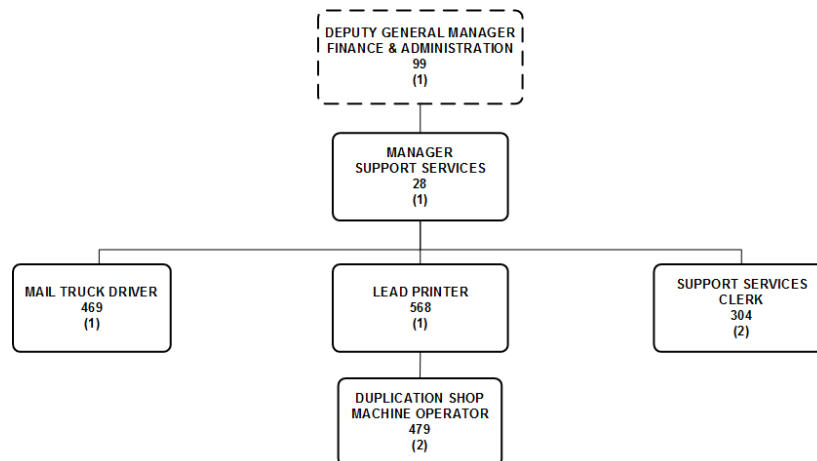
Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501200	Hourly Employees Payroll	\$60,043	\$59,571	\$63,238
501210	Overtime - Hourly Employees	0	4	100
501300	Labor - Salaried Employees	314,870	349,607	383,993
501310	Overtime - Salaried Employees	142	531	5,000
502000	Fringe Benefits	152,380	160,740	169,542
503000	Services	7,324	9,771	7,640
503052	Other Maintenance Contracts	150,206	100,594	100,485
504000	Material & Supplies	10,770	4,753	39,600
504051	Postage Expense	60,296	58,715	52,211
504052	Duplicating Material & Supplies	64,683	81,173	70,000
512000	Leases & Rentals	94,062	91,092	102,700
	Total	\$914,775	\$916,551	\$994,509

SUPPORT SERVICES DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020*
03	0304 Support Services Clerk	2.0	2.0	2.0
04	0469 Mail Truck Driver	1.0	1.0	1.0
	0479 Dup Shop Machine Operator	2.0	2.0	2.0
05	0568 Lead Printer	1.0	1.0	1.0
28	0868 Manager Support Services	1.0	1.0	1.0
	Total	7.0	7.0	7.0

*Deputy General Manager is not included in the staffing count.

SUPPORT SERVICES DEPARTMENT ORGANIZATION CHART



PROCUREMENT DEPARTMENT

MISSION STATEMENT

The mission of the Procurement Department is to efficiently procure the Authority's goods, services, and capital improvements in a manner consistent with GCRTA Board Policy, Federal Regulations, State Law, and Generally Accepted Business Practices, and to efficiently administer all purchases and service contracts.

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

Implementation of Procurement Policies and Procedures ensures the organization can achieve the Vital Few Objective to Enhance Fiscal Responsibility. Adhering to Board Policy, Federal Regulations, State Law, and other best practices supports the scorecard measure of progress and quality of Audits Completed and Compliance maintained. An Action Plan is in place to improve the specification writing process to establish better evaluation and selection practices to procure goods, services, and capital improvements for GCRTA.

2019 ACCOMPLISHMENTS

- Increased competitive opportunities through the acceptance of over 90 new vendor registrations as a result of the I- supplier implementation and developed a report to search for registered vendors based on commodity.
- Two Contract Administrators re-appointed to the National Institute of Government Purchasing Association Board of Directors, Northeast Ohio Branch.
- Continued to update all contracts and templates to incorporate new FTA regulatory changes.
- Total Estimated Negotiated Savings \$8,057,102.91.
- Processed 6,817 Purchase orders valued at \$125,410,114.02.
- Awarded contract for the evaluation of the Authority's fleet of Rail Cars.
- Awarded contract for the purchase of commuter coaches.
- Completed updates to the Procurement Policies and Procedures Manual-published April 2019.

2020 PRIORITIES

- Continue to monitor and improve procurement acquisition process to reduce procurement turnaround time.
- Expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Update and Implement Procurement 101 Training Program.
- Continue National Institute of Governmental Purchasing (NIGP) Department Accreditation.
- Support the Authority's implementation of ISO 14001 by ensuring key suppliers and partners are informed of the Authority's Vital Few Objectives and Mission Statement.
- Execute contract for technical specification, program management and engineering services for the HRV replacement and advertise solicitation for new HRV rail cars by year end.

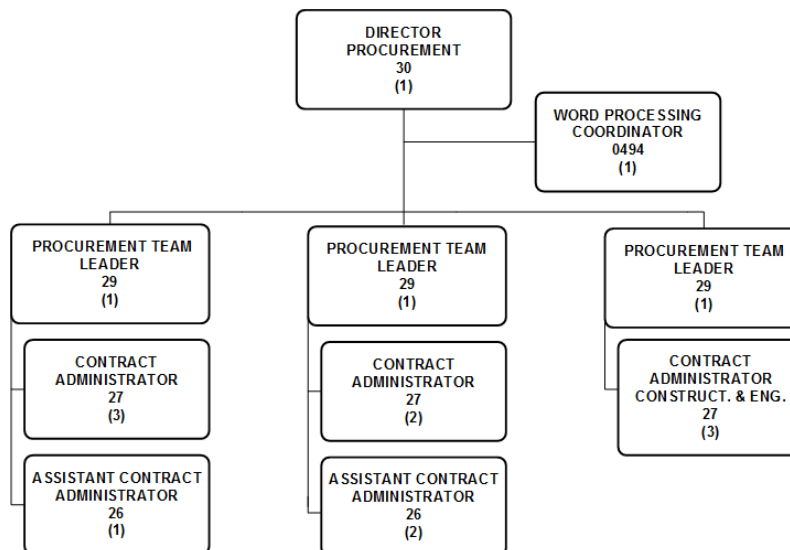
PROCUREMENT DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501300	LABOR - SALARIED EMPLOYEES	\$1,038,816	\$1,100,135	\$1,292,026
502000	FRINGE BENEFITS	426,405	427,556	428,538
503000	SERVICES	5,902	6,079	6,200
503020	ADVERTISING FEES	18,777	11,881	13,000
503052	OTHER MAINTENANCE CONTRACTS	1,146	0	0
504000	MATERIAL & SUPPLIES	3,127	3,326	4,900
509000	MISCELLANEOUS EXPENSES	103	7,241	13,636
509022	MEALS & CONCESSIONS	0	127	150
	Total	\$1,494,276	\$1,556,345	\$1,758,450

PROCUREMENT DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
04	0494 Word Processing Coord.	1.0	1.0	1.0
26	0830 Assistant Contract	3.0	3.0	3.0
27	1160 Contract Administrator	3.0	3.0	3.0
	1160 Contract Administrator	2.0	2.0	2.0
	1171 Contr Admin Const & Eng	3.0	3.0	3.0
29	0787 Procurement Team Leader	1.0	1.0	1.0
	0787 Procurement Team Leader	1.0	1.0	1.0
	0787 Procurement Team Leader	1.0	1.0	1.0
30	1609 Director	1.0	1.0	1.0
	Total	16.0	16.0	16.0

PROCUREMENT DEPARTMENT ORGANIZATION CHART



REVENUE DEPARTMENT

MISSION STATEMENT

The mission of the Revenue Department is to 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.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Revenue Department plays a key role in achieving the Vital Few Objective to Enhance Fiscal Responsibility with impact on the scorecard measure of Passenger Fares, which is a TEAM Goal. Excellent performance in this indicator has implications on Operating Revenue and correlates with Ridership and Customer Satisfaction.

2019 ACCOMPLISHMENTS

- On a daily basis collected fare revenue from all rolling stock as well as off board equipment.
- Provide 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, all Cleveland Browns home games and events as dictated by management.
- Successfully implemented the U-Pass program with several area colleges and the student pass program with the Cleveland Metropolitan School District.
- In conjunction with the Information Technology department continue to support the Mobile Ticketing platform.
- On a weekly and monthly basis review ridership data provided by the ITS Department for reasonableness and accuracy.
- Continue to work with other GCRTA departments and vendors on the implementation of the GFI/Conduent fare collection system with specific efforts towards the implementation of the Smart Card format.
- Fielded and resolved numerous customer issues regarding the fare collection system which included fielding calls regarding the exchange of documents.
- Submitted a CIP for the procurement of new fare collection equipment to be installed within the next four to six years.

2020 PRIORITIES

- Collect fares on a daily basis without issue.
- Collect fares for special events in the safest and most efficient manner possible to create a more user friendly public transit experience.
- Continue to prepare employee transition plan to include, but not limited to, the assistance of an MDP team member.
- Continue to work with both GFI and Conduent toward the successful completion and the installation of the automated fare collection equipment, software, and peripherals with a focus on smart cards.
- Ensure that fare-cards and passes are available for distribution to outlets and the general public and work as intended.
- Work on continuous improvement of the cash handling, fare collection equipment security, and the fare-box vaulting process.
- Direct implementation of fare policies and continue to seek ways to improve education to the public.

- Continue to streamline the process and agreement with Cleveland Metropolitan School District (CMSD) and local colleges and universities.
- Enter into a multi-year agreement with CMSD to provide them with transportation services for their designated student body.
- Monitor activity of all TVM's and CSK's throughout the system and look for any abnormalities and report them to the appropriate team members.
- Support the Authority in their effort to streamline fare collection for special events.
- Enter into a new multi-year agreement with a provider to meet our revenue processing needs.

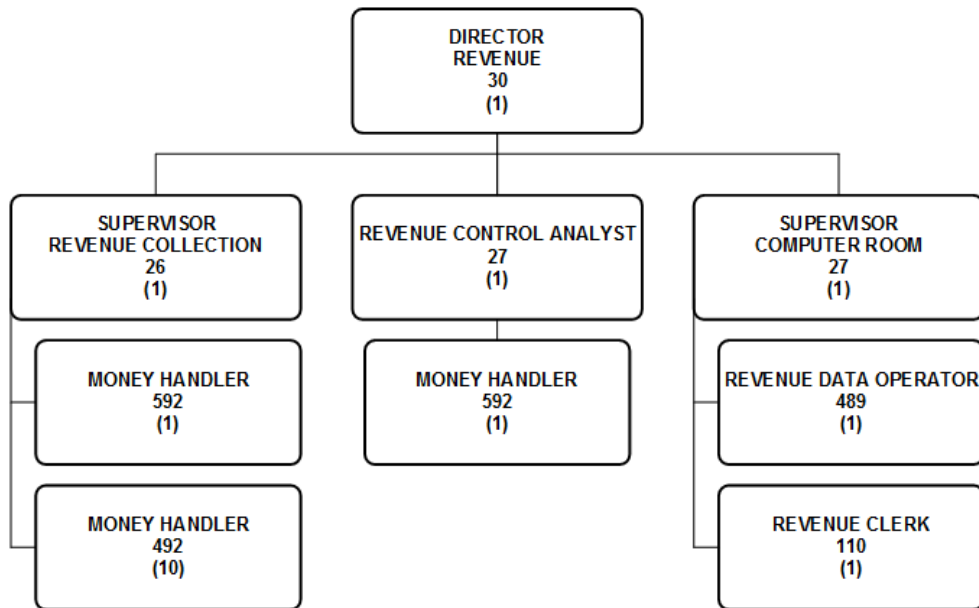
REVENUE DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501300	Labor - Salaried Employees	\$1,009,980	\$1,004,711	\$1,108,538
501310	Overtime - Salaried Employees	19,386	19,419	34,500
502000	Fringe Benefits	410,445	396,845	442,460
502071	W.C. - Injuries & Damages	0	0	0
503000	Services	28,177	0	0
503052	Other Maintenance Contracts	347,365	325,460	394,500
504000	Material & Supplies	245,490	134,775	243,293
509000	Miscellaneous Expenses	2,361	2,291	3,125
509022	Meals & Concessions	0	0	50
512000	Leases & Rentals	1,009,980	0	0
	Total	\$2,063,202	\$1,883,501	\$2,226,466

REVENUE DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
01	0110 Revenue Clerk	1.0	1.0	1.0
04	0489 Revenue Data Operator	1.0	1.0	1.0
	0492 Money Handler	10.0	10.0	10.0
05	0592 Money Handler	2.0	2.0	2.0
26	0955 Supervisor Revenue Collection	1.0	1.0	1.0
27	0750 Revenue Control Analyst	1.0	1.0	1.0
	0832 Supervisor Computer Room	1.0	1.0	1.0
30	1429 Director	1.0	1.0	1.0
	Total	18.0	18.0	18.0

REVENUE DEPARTMENT ORGANIZATION CHART



OFFICE OF MANAGEMENT & BUDGET

MISSION STATEMENT

The mission of the Office of Management & Budget (OMB) is to ensure sustainability through sound financial management and organizational, strategic and performance excellence.

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

Fiscal Responsibility is the main driver of the Strategic Plan for the Office of Management and Budget. Operating revenue performance is the key driver of managing revenue growth. It is crucial to manage Fare Revenue, Sales & Use Tax, and Reimbursed Expenditures. Outlining capital needs defines funds needed to invest in maintaining assets and infrastructure. To meet operational needs, capital funds from Formula and Competitive Grants are critical. Limiting and reducing annual operating expenses is evident of organizational efficiency and effectiveness. Enhancing Fiscal Responsibility is also part of the strategic plan for OMB. A key indicator of operating efficiency is the farebox recovery ratio. This is the percentage of operating expenses met by paid passenger fares. Other initiatives include rate of audit compliance with various regulatory entities and the progress rate of completing process improvement action plans.

2019 ACCOMPLISHMENTS

- Continued the 2016 – 2018 Strategic Plan and updated VFOs into 2019.
- Ended the year with a Fund Balance in excess of a 30-Day Operating Reserve.
- Successfully completed the 2018 National Transit Database submission.
- Managed TransitStat program which has seen \$107 million in savings to RTA since inception.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award
- Completed the first OMB strategic plan.
- Held Preventive Maintenance reimbursed expenditures to General Fund to \$20 million.
- Coordinated the Authority's participation in American Bus Benchmarking Group (ABBG) to identify and share best practices.

2020 PRIORITIES

- Expand the TransitStat program to improve processes, enhance service, and further reduce costs.
- Implement the OMB strategic plan.
- Lead the National Transit Database reporting and submittal.
- Continue to implement an agency-wide initiative to improve operations through ABBG.
- Continue to reprioritize the capital program and coordinate the funding and system implications.
- Support the Authority wide distribution of the Strategic Plan and Performance Management.

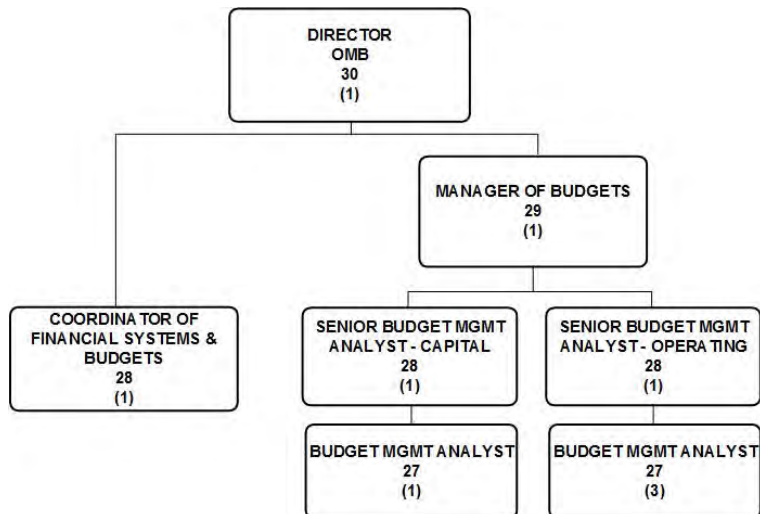
OFFICE OF MANAGEMENT & BUDGET DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501300	Labor - Salaried Employees	\$605,838	\$543,927	\$705,700
502000	Fringe Benefits	243,393	214,452	240,963
503000	Services	215,060	266,807	288,000
503020	Advertising Fees	367	740	600
503052	Other Maintenance Contracts	38,913	37,326	0
504000	Material & Supplies	298	645	1,250
504021	Compressed Natural Gas	882,762.46	1,051,422	1,136,000
505018	Natural Gas	723,202	561,372	603,000
505019	Water	434,837	498,396	473,000
505021	Electricity	2,225,868	2,040,488	2,077,200
509000	Miscellaneous Expenses	26,933	28,755	35,200
509022	Meals & Concessions	1,192.65	507	11,300
	Total	\$5,398,665	\$5,244,837	\$5,572,213

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
24	1965 Project Specialist	1.0	-	-
27	0958 Budget Management Analyst	3.0	4.0	4.0
28	0767 Sr. Budget Management Analyst	2.0	2.0	2.0
	0871 Coordinator of Financial Systems & Budgets	1.0	1.0	1.0
	1715 Manager of Organizational Excellence	1.0	-	-
29	0869 Manager of Budgets	1.0	1.0	1.0
30	1437 Director – Office of Management and Budget	-	1.0	1.0
31	1437 Executive Director	1.0	-	-
	Total	10.0	9.0	9.0

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT ORGANIZATION CHART



FUND TRANSFERS DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

The Fund Transfers Department supports the VFO of Fiscal Responsibility and ensures funding for set-asides will be in policy compliance.

2019 ACCOMPLISHMENTS

- Bond Retirement Fund transfer: Ending Balance Estimate: \$7.0 million > 1/12th of subsequent years debt service requirements
- Insurance Fund: Ending Balance Estimate = \$7.3 million > \$5 million minimum ending balance
- Supplemental Pension Fund: Ending Balance Estimate: \$1.3 million > last assessed value
- Capital Improvement Fund transfer: 13.5% of Sales & Use Tax Funding transferred to Capital (goal: minimum 10%)

2020 PRIORITIES

- Bond Retirement Fund: Year-End balance > 1/12th of subsequent years debt service requirements
- Complete \$30 million debt issuance
- Insurance Fund: Year-End Balance > \$5 million
- Supplemental Pension Fund: Ending Balance > last assessed value
- Capital Improvement Fund: transfer of Sales & Use Tax to Capital – minimum of 10%
- Reserve Fund transfer: \$6 million at beginning of year with a goal to transfer an additional \$5 million at year-end

FUND TRANSFERS DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
510050	Transfers to/from Reserve Fund	7,368,662	12,965,059	4,428,615
510065	Transfers to/from Pension Fund	60,000	50,000	50,000
510075	Transfers to/from RTA Capital	15,259,919	12,005,224	13,397,525
510085	Transfers to/from Bond Retirement Fund	17,236,407	13,339,003	13,714,842
510090	Transfers to/from Insurance Fund	5,770,000	2,700,000	2,000,000
Total		45,694,988	41,059,286	33,590,982

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ENGINEERING & PROJECT MANAGEMENT DIVISION

MISSION STATEMENT

The mission of the Engineering and Project Management Division is to ensure the successful completion of capital improvement projects through professional planning, design, right-of-way, and construction services.

DIVISION STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Engineering and Project Management Division is responsible for RTA's planning, real estate, and capital project design and construction management activities. The Engineering Division plays a key support role to Asset & Configuration Management in achieving goals for the Vital Few Objective (VFO) to achieve a State of Good Repair (SOGR). Progress and impact are measured by completion of SOGR priorities, and the improvement in the Asset Management Rating of assets.

2019 ACCOMPLISHMENTS

- Completed construction of the E. 116th Street Station ADA Rehabilitation.
- Completed construction of the Farnsleigh Station ADA Rehabilitation.
- Completed design and construction of the Red Line West Park to Airport Tunnel Track Rehabilitation.
- Completed emergency repair and stabilization of the Red Line S-Curve Walls.
- Completed construction of the E. 116th Bridge Rehabilitation.
- Completed replacement of the West 65th Substation.
- Completed design and awarded contract for the replacement of the Warrensville/Van Aken Substation.
- Completed design and bid the Red Line Fiber Optic Communication System Replacement.
- Completed design and bid the East 79th Street Red Line Station ADA Rehabilitation.
- Completed installation of the East 116th Station Public Art.
- Completed installation of the Light Rail System Bonding Renewal.
- Completed the Economic Impact Pillar Study.
- Completed the Rail Car Replacement Pillar Study.
- Awarded contract for the Triskett Garage CNG Fueling and Storage Facility.
- Continued design of the Triskett Garage CNG Facility Upgrades.
- Continued Stations and Kiosks along Opportunity Corridor Phase 1.
- Continued the due diligence phase for the Columbus Road Transit Oriented Development.
- Continued construction of the replacement of the Puritas Substation.
- Continued Strategic Plan Update to incorporate Pillar Study results.
- Began construction of Tower City Track 10/Track 13 Rehabilitation with platform, catenary and signal work.
- Began design of the Tower City East Portal Rehabilitation.
- Began design for Cuyahoga Viaduct Rehabilitation Phase 1.
- Began design for the Overhead Catenary System Structural Rehabilitation.
- Supported the activities of the Cuyahoga County Trails Leadership Network.
- Provided FFY2020 CUZA funding allocations for the Region.
- Promoted transit elements in various TLCI studies throughout Cuyahoga County.
- Continued leading the ISO 14001 programs at CBMF, Hayden, Triskett and Main Office.
- Re-started Sustainability and The Partnership for Excellence programs.
- Facilitated construction coordination with various ODOT and City of Cleveland projects.

- Obtained over \$45 million of competitive grants from FTA, ODOT, OEPA, and NOACA.

2020 PRIORITIES

- Complete construction of Tower City Track 10/Track 13 Rehabilitation with platform, catenary and signal work.
- Complete the design and construction of the Light Rail Track Rehabilitation – Phase 1.
- Complete construction of the replacement of the Puritas Substation.
- Complete installation of the new SCADA system.
- Complete construction of the Shaker Square Station ADA ramps.
- Complete the ten-year Strategic Plan Update to incorporate Pillar Study results.
- Complete construction of the Triskett Garage CNG Fueling and Storage Facility.
- Complete design and construction of the Triskett Garage CNG Facility Upgrades.
- Begin construction of the Warrensville/Van Aken Substation.
- Begin construction of the East 79th Street Red Line Station ADA Rehabilitation.
- Begin construction of the Red Line Fiber Optic Line Replacement.
- Begin construction of the West 30th Substation Transformer/Rectifier Replacements.
- Begin design of the Trunk Line Signal System.
- Complete the Stations and Kiosks along Opportunity Corridor Phase 1.
- Complete the due diligence phase for the Columbus Road Transit Oriented Development.
- Complete the Transit Oriented Development Planning along the West 25th Street Corridor.
- Award the construction contract for the Light Rail Retaining Wall Rehabilitation - Phase 2.
- Complete design of the Tower City East Portal Rehabilitation.
- Complete design for Cuyahoga Viaduct Rehabilitation Phase 1.
- Complete design and begin construction of the Overhead Catenary System Structural Rehabilitation.
- Complete design and begin construction of the Warrensville/Van Aken Station Improvements and Comfort Station.
- Complete design of the East 120th Street Substation Replacement.
- Begin design of the Red Line Bridge over West 117th Street.
- Support the activities of the Cuyahoga County Trails Leadership Network.
- Provide leadership for the Performance Management initiatives of TPE, ISO 14001 and Sustainability programs.
- Complete the adoption of the SFY 2021-2024 Transportation Improvement Plan (TIP).
- Provide FFY2021 CUZA funding allocations for the Region.
- Promote transit elements in various TLCI studies throughout Cuyahoga County.
- Continue supporting Asset Management and SOGR initiatives throughout GCRTA.
- Facilitate construction coordination with various ODOT and City of Cleveland projects.
- Obtain competitive grants from FTA, ODOT, OEPA and NOACA.

LIST OF DEPARTMENTS

Department Number	Department Name
55	Project Support
57	Programming & Planning
80	Engineering & Project Development

PROJECT SUPPORT DEPARTMENT

MISSION STATEMENT

The mission of the Project Support Department is to provide quality assurance oversight and program review services in support of the Greater Cleveland Regional Transit Authority's capital and development activities and foster the Authority's sustainability practices to create a healthier and livable environment for our customers and the community we serve.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

Supporting the Vital Few Objectives (VFOs) for Continual Process Improvement, Fiscal Responsibility and Innovation & Learning. The Project Support Department impacts GCRTA's ability to achieve a State of Good Repair and Advance and Improve Technology, as well as Enhancing Fiscal Responsibility by providing quality and safety oversight and program reviews of projects. The Project Support Department also works to Improve Sustainability throughout the Authority by advancing the use of environmental best practices and documenting, implementing, and maintains the Authority's Environmental Sustainability Management System (ESMS).

2019 ACCOMPLISHMENTS

- Completed 49 Quality Assurance Audits.
- Completed 21 Quality Control Plan, Request for Proposal and Issue for Bid Package Reviews.
- Completed 20 Third-Party plan reviews.
- Updated and reissued the Engineering and Project Management General Requirement Specifications (division 1).
- Updated and reissued the Engineering and Project Management Construction Management Procedures Manual.
- Provided engineering design and construction assistance on Engineering and Project Development projects.
- Provided document control support on Engineering and Project Development projects.
- Progressed the design of the E. 79th Street Red Line Station to 100% Completion.
- Completed Energy Line of Site Audits at 5 of our main facilities.
- Developed and implemented the Sustainable Events Policy for the Authority.

2020 PRIORITIES

- Conduct quality assurance audits.
- Review GCRTA plans and specifications for construction projects.
- Review third party plans and specifications for construction crossing or adjoining GCRTA facilities.
- Provide engineering assistance as needed in Design and Construction.
- Conduct Field and Manufacturing site visits.
- Coordinate work of support staff.
- Support the authority's ISO 14001 efforts.
- Update Project Execution Procedures Manual.
- Development of Energy Management Strategy.
- Execution of Lighting Retrofit for MOB.
- Creation of Social Sustainability Program.

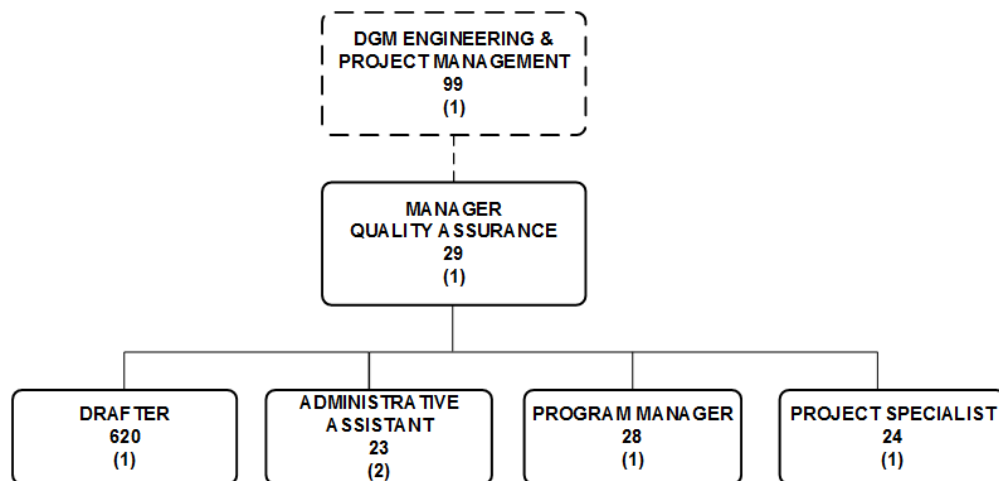
PROJECT SUPPORT DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501300	Labor – Salaried Employees	\$258,606	\$395,062	\$420,890
501310	Overtime – Salaried Employees	0	652	10,000
502000	Fringe Benefits	98,284	152,094	151,881
503000	Services	0	0	61,500
504000	Materials & Supplies	857	207	8,000
504050	Office Supplies	0	0	300
509000	Miscellaneous Expenses	100	175	32,000
509020	Travel & Conferences	0	0	6,000
509022	Meals & Concessions	0	0	250
	Total	\$357,847	\$548,190	\$690,821

PROJECT SUPPORT DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
06	0620 Drafter	1.0	1.0	1.0
23	0757 Administrative Assistant	1.0	1.0	2.0
24	0860 Project Assistant	1.0	1.0	-
24	1965 Project Specialist	-	1.0	1.0
28	0888 Program Manager	-	1.0	1.0
29	1439 Mgr. – Quality Assurance	1.0	1.0	1.0
	Total	4.0	6.0	6.0

PROJECT SUPPORT DEPARTMENT ORGANIZATION CHART



PROGRAMMING & PLANNING DEPARTMENT

MISSION STATEMENT

The Department of Programming and Planning is responsible for initiating studies and long-term projects designed to maintain and improve transit ridership through project viability studies, joint venture identification, station area, and land use planning. The Department is also responsible for the oversight of the Authority's real estate property holdings, transit waiting environment, arts-in-transit and sustainability programs.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

Supporting the Vital Few Objectives (VFOs) for Voice of Customer (Expanding Advocacy and Enhancing Customer Experience) and Continual Process Improvement (Achieving State of Good Repair and Advance & Improve Technology). The Programming and Planning Department impacts GCRTA's ability to meet goals for advocacy, public art, transportation studies, and receiving competitive grants for the capital improvement program.

2019 ACCOMPLISHMENTS

- Completed Economic Impact Analysis.
- Initiated Strategic Planning Project.
- Executed Letter of Intent with Carnegie Management for W. 25th Street/Columbus Road Transit Oriented Development Project.
- Completed land acquisitions for parcels required for E. 34th Street Station Reconstruction Project.
- Completed CUZA allocation.
- Served on NOACA Air Quality, Transit Council, and Transportation Committees.
- Processed 3 passenger shelter permits.
- Completed 3 Transit Waiting Environment Projects.
- Completed installation of 7 real time solar powered signs in collaboration with Downtown Cleveland Alliance.
- Processed and obtained Environmental Clearances on 2 projects.
- Initiated contract award process for W. 25th TOD Plan.
- Participated in 3 NOACA TLCI projects.
- Selected artwork for E. 79th Street Rail Project.
- Worked with the City on Scooter and Shared bike installation program.
- Participated on Downtown Cleveland Alliance's Downtown Mobility Taskforce.
- Participated in the Shaker Square Re-design Project.
- Coordinated with Metroparks on bidding and initiation of construction of the RedLine Greenway.
- Completed E. 116th Street Public Art Project.
- Completed all land transactions required for RedLine/Greenway project with Metroparks.
- Collaborated and assisted with Paradox Grant applications.
- Completed shelter pad construction for E. 105/Opportunity Corridor Project.
- Complete E. 79th station land acquisition.
- Completed 2 Community Investment Improvements.

2020 PRIORITIES

- Represent RTA interests in City of Cleveland and NOACA Planning projects as required.
- Manage real estate interests of RTA as required.
- Award Contract and begin TOD Planning project on W. 25th Street.
- Obtain Environmental Clearances as needed.
- Complete RTA Strategic Planning Process.
- Complete shelter permit process as required.
- Complete and recommend to the Board of Trustees a Development Agreement for the W. 25th Street/Columbus Road TOD Project.
- Complete all land transactions required for the RedLine/Greenway with the Metroparks.
- Complete 2 TWE projects.
- Continue representation of RTA on NOACA committees, Sub-committees, Task Forces, and TCLI projects.
- Create mobility task force.
- Complete E. 105 /Opportunity Corridor Project.
- Complete land sale of 5508 Euclid Avenue.
- Complete 5 Community Investment Improvement Projects.

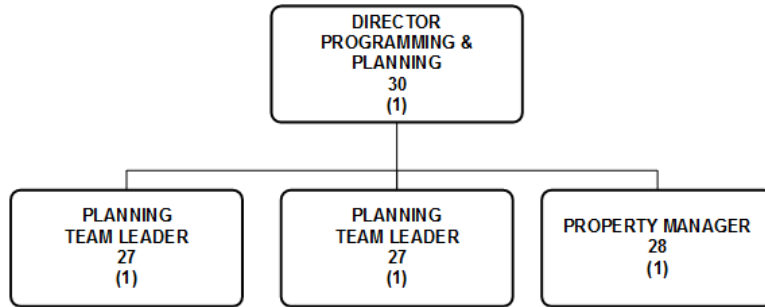
PROGRAMMING AND PLANNING DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501300	Labor Salaried Employees	\$324,856	\$332,556	\$360,919
502000	Fringe Benefits	130,237	129,231	113,371
503000	Services	122,260	165,804	177,300
504000	Materials & Supplies	0	33	0
504050	Office Supplies	0	0	600
507030	Property Taxes	27,827	80,585	125,800
509000	Miscellaneous Expenses	12,123	15,915	13,370
509020	Travel & Conferences	0	0	8,256
509022	Meals & Concessions	0	0	100
512000	Leases & Rentals	106,436	118,986	120,534
Total		\$723,739	\$843,110	\$920,250

PROGRAMMING AND PLANNING DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
27	0838 Planning Team Leader	2.0	2.0	2.0
28	0794 Property Manager	1.0	1.0	1.0
30	0788 Director	1.0	1.0	1.0
Total		4.0	4.0	4.0

PROGRAMMING AND PLANNING DEPARTMENT ORGANIZATION CHART



ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT

MISSION STATEMENT

The Engineering & Project Development Department's mission is to design and manage construction of the Authority's capital improvement and rehabilitation programs, safely, on budget, on schedule, as well as involvement in quality control, and quality assurance services.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

Implementation of the Engineering Projects and Project Development ensures that the Authority can achieve the Vital Few Objectives for Fiscal Responsibility (Enhancing Fiscal Responsibility) through planning, design, and construction activities for capital projects, as well as Continual Process Improvement through Achieving a State of Good Repair on the Authority's infrastructure and facilities.

2019 ACCOMPLISHMENTS

- Completed construction of the East 116th Street Station ADA Rehabilitation.
- Completed construction of the Farnsleigh Station ADA Rehabilitation.
- Completed repairs to the Red Line Bridge over Madison Avenue.
- Completed repairs to the Red Line "S" Curve Retaining Wall.
- Completed design of Red Line Fiber Optic System Replacement and advertised for bids.
- Completed construction of the Red Line West Park to Airport Track Rehabilitation.
- Completed electrical upgrades to Brookpark Shop and track bonding in yard.
- Completed construction of E. 116th Bridge Deck Rehabilitation.
- Completed light rail system track bonding and switch circuit controller installation.
- Completed W. 65th Street Substation Reconstruction.
- Commenced Viaduct and Tower City East portal repairs investigation and design.
- Commenced replacement of Tower City Tracks 10E/W and 13 with Low Vibration Track (LVT).
- Commenced replacement of Puritas Substation with modular design.

2020 PRIORITIES

- Manage design and construction of capital projects.
Provide design, A/E plan and specification review, quality assurance, and program management services in support of capital projects and development activities.

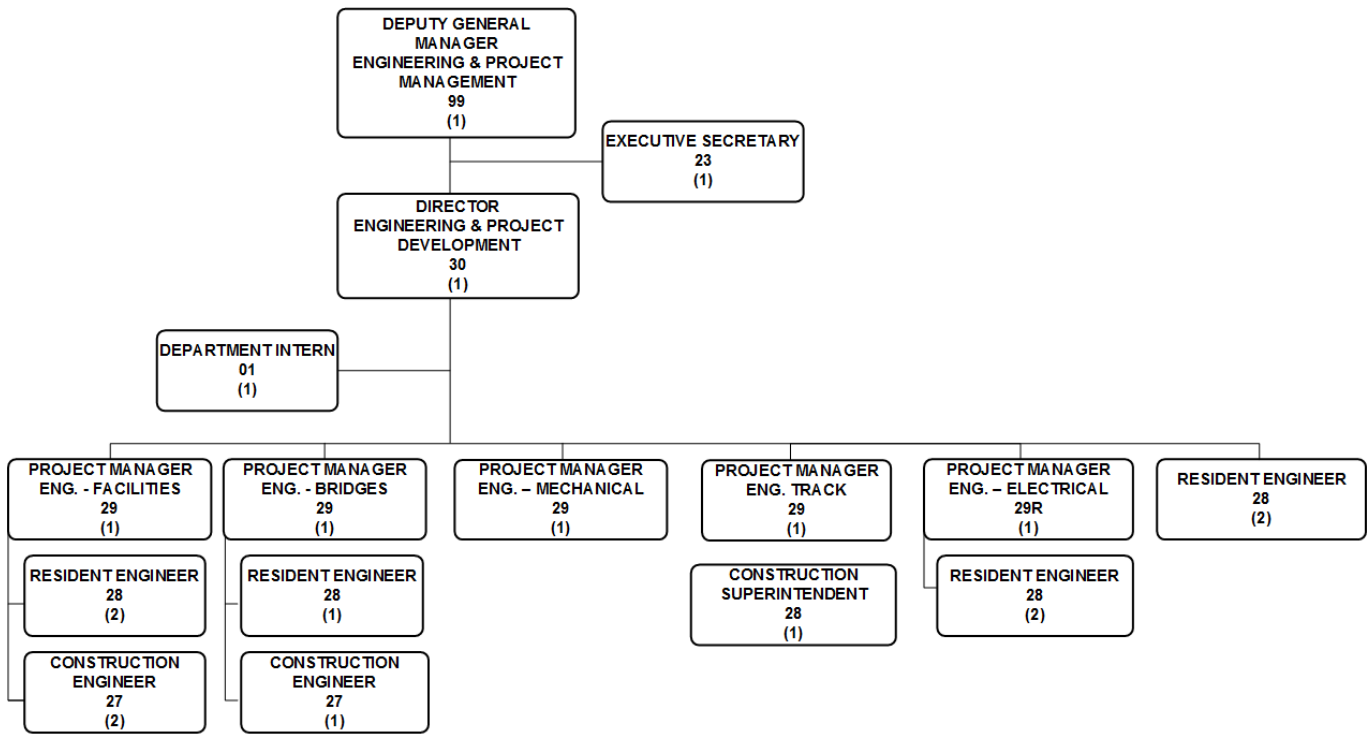
ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501200	Hourly Employees	\$2,359	\$0	\$0
501300	Labor Salaried Employees	1,300,498	1,314,979	1,636,972
502000	Fringe Benefits	485,479	471,603	557,782
503000	Services	954	15,758	35,000
504000	Materials & Supplies	3,305	15,593	1,100
504050	Office Supplies	0	0	1,800
509000	Miscellaneous Expenses	29,875	50,339	18,500
509020	Travel & Conferences	0	0	20,040
509022	Meals & Concessions	0	4,635	800
Total		\$1,822,469	\$1,872,907	\$2,271,994

ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
01	8942 Engineering Intern	1.0	1.0	1.0
23	0725 Executive Secretary	1.0	1.0	1.0
27	1192 Construction Engineer	3.0	3.0	3.0
	1509 Track Engineer	1.0	-	-
28	1250 Supt Construction	1.0	1.0	1.0
	1355 Resident Engineer	6.0	7.0	7.0
29	1329 Project Manager – Electrical	1.0	1.0	1.0
	1518 Project Manager – Track	1.0	1.0	1.0
	1661 Project Manager – Facilities	1.0	1.0	1.0
	1662 Project Manager – Mechanical	1.0	1.0	1.0
	1663 Project Manager – Bridges	1.0	1.0	1.0
30	0789 Director – Engineering & Project Dev	1.0	1.0	1.0
99	9931 DGM Eng. & Project Mgmt.	1.0	1.0	1.0
Total		20.0	20.0	20.0

ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT ORGANIZATION CHART



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LEGAL AFFAIRS DIVISION

MISSION STATEMENT

The Mission of the Legal Affairs Division is to provide professional, cost-effective legal, safety, and risk management services, as well as ensure equal opportunity access and treatment to all stakeholders of the Authority.

DIVISION OVERVIEW

The Legal Affairs Division is comprised of the Legal, Safety, and Risk Management Departments, and the Office of Equal Opportunity.

The Legal Department provides legal counsel and representation to the Board of Trustees and the Authority. Legal represents the GCRTA on major projects, personal injury, property damage, employment, labor, civil rights, debt collection, and contract matters. It also advises on procurement, general contract, real estate, personnel, liability, and labor matters. The Claims Section properly evaluates all claims, focusing on a thorough and prompt investigation, compassion and fiscal responsibility.

The Office of Equal Opportunity ensures EEO/ADA and workplace harassment policy compliance.

The Safety Department provides accident prevention, bus system safety, industrial safety, facilities, and rail system safety program.

The Risk Management Department provides Workers' Compensation, as well as insurance expertise for the Authority and manages the purchases of both liability and property insurance consistent with GCRTA's level of self-insurance.

2019 ACCOMPLISHMENTS

- Provided efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters.
- Continued legal information program to apprise GCRTA departments of public sector legal issues that affect the Authority.
- Provided and facilitated advice on ethical issues and concerns.
- Supported construction projects and energy management initiatives.
- Continued a proactive approach to reducing bus and rail incidents.
- Won 2019 APTA Gold Award for bus security.
- Continued enhancement of a safety culture within the Authority.
- Managed the Authority's EEO/ADA programs to ensure compliance with Federal, State, and local laws regarding employment practices, facilities, and services.
- Investigated allegations of discrimination or non-compliance with equal opportunity policies and procedures.
- Supported the Authority's Affirmative Action Plan.
- Coordinated the Title VI Audit review conducted by FTA.
- Worked to ensure compliance with all Federal, State, and local legislation and regulations and served as a liaison between the Authority and regulatory agencies.
- Provided Risk Management expertise to Legal, Procurement & Engineering Departments for many significant construction and development projects and procurements, both for GCRTA and other entities such as ODOT.
- Negotiated the best terms and conditions available in the market place and most cost-effective renewal for property/casualty insurance programs for GCRTA.

2020 PRIORITIES

- Provide efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters.
- Provide and facilitate advice on ethical issues and concerns.
- Continue legal information program to apprise GCRTA departments of public sector legal issues that affect the Authority.
- Support construction projects and energy management initiatives.
- Continue enhancement of a safety culture within the Authority.
- Continue Transportation Safety Institute (TSI) certification and training of Safety Department personnel.
- Continue a proactive approach to reducing bus and rail incidents.
- Continue the management of the Authority's EEO/ADA programs to ensure compliance with Federal, State, and local laws regarding employment practices, facilities, and services.
- Continue to investigate allegations of discrimination or non-compliance with equal opportunity policies and procedures.
- Continue to develop and monitor the Authority's Affirmative Action Plan.
- Continue to ensure compliance with all Federal, State, and local legislation and regulations and serve as a liaison between the Authority and regulatory agencies.
- Continue to negotiate the best terms and conditions available in the marketplace and most cost-effective renewal of GCRTA insurance programs.
- Continue to monitor data entry and reporting requirements.
- Continue to update and improve our claims handling process.
- Continue to review the claims process and procedures to produce best practices.
- Continue to create a positive working environment that emphasizes teamwork and goal setting.
- Provide Risk Management expertise to Legal, Procurement & Engineering Departments for various authority-wide projects, leases, license agreements, and other procurements.
- Finalize Risk Assessment exercises for cyber liability risk exposures for the Authority including completion of insurance application along with IT, other stakeholders and Casualty Insurance Broker.

LIST OF DEPARTMENTS

Department Number	Department Name
15	Safety Department
21	Legal Department
	EEO/ADA
	Claims
22	Risk Management Department
	Workers' Compensation

SAFETY DEPARTMENT

MISSION STATEMENT

The mission of the Safety Department is to prevent collisions and injuries to the GCRTA passengers and employees, and to avoid damage to property. We are committed to providing leadership in promoting safety throughout the organization and to protecting the environment by providing guidance to our facilities about environmental compliance.

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

Continued utilization of our Safety Management System (SMS) composed of the four pillars; Safety Management Policy, Safety Risk Management, Safety Assurance, and Safety Promotion. Key performance indicators include the preventable collision rate, the injury rate, and compliance with City, State and Federal regulatory inspections.

2019 ACCOMPLISHMENTS

- Completed draft Public Transportation Agency Safety Plan for ODOT and GCRTA approval.
- Updated the Safety Management System for 2020.
- Developed specific and measurable corrective actions stemming from investigations and audits.
- All Safety Staff completed required courses in the National Incident Management System.
- Assisted Transit Police with an update of the Emergency Operations Plan.
- Revised and published the Right-Of-Way Worker Protection Program in various formats for ease of use.
- Rebuilt the Safety page of the GCRTA intranet with procedures, analysis, and safety data sheets.
- Maintained environmental compliance related to all Underground Storage Tanks.

2020 PRIORITIES

- Approval of a new FTA required Public Transportation Agency Safety Plan.
- Manage the reduction of risk using Safety Management System principles.
- Continue fostering a positive safety culture within the Authority.
- Develop corrective actions and ensure effectiveness through assurance audits.
- Continue support of the ISO 14001 effort at Hayden, Central Bus, Triskett and the Main Office.
- Evaluation of Bus Operators to improve overall performance and reduce risk.
- Support of the new rail car purchase program.
- Continue professional development of the Safety Staff to maximize their consulting capabilities to the Authority.

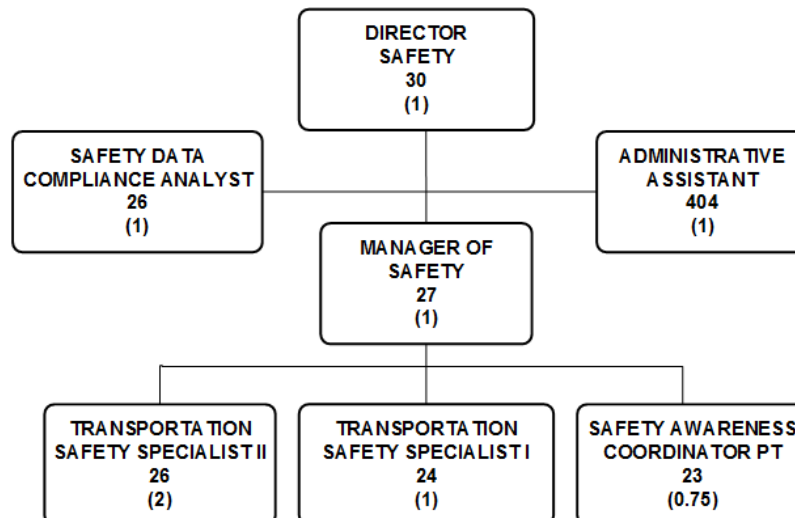
SAFETY DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501200	Hourly Employees Payroll	\$14,056	\$16,597	\$42,461
501300	Labor - Salaried Employees	417,290	370,870	406,977
501310	Overtime - Salaried Employees	1,945	3,420	0
502000	Fringe Benefits	170,797	149,109	168,857
503000	Services	137,451	159,609	65,300
503052	Other Maintenance Contracts	74,104	38,045	170,405
504000	Material & Supplies	9,702	7,394	28,950
509000	Miscellaneous Expenses	33,778	8,424	39,000
509022	Meals & Concessions	0	397	4,900
Total		\$859,123	\$753,865	\$926,850

SAFETY DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
04	0404 Administrative Assistant	1.0	1.0	1.0
23	1151 Safety Awareness Coordinator	0.75	0.75	0.75
24	1195 Transportation Safety Specialist I	1.0	1.0	1.0
25	1085 Business Analyst	1.0	1.0	-
26	0738 SMS & Safety Data Compliance Analyst	-	-	1.0
26	1196 Transportation Safety Specialist II	2.0	2.0	2.0
27	0782 Manager of Safety	1.0	1.0	1.0
30	1443 Director	1.0	1.0	1.0
Total		7.75	7.75	7.75

SAFETY DEPARTMENT ORGANIZATION CHART



LEGAL DEPARTMENT

MISSION STATEMENT

The mission of the Legal Department is to provide comprehensive, effective legal and claims services to the Authority, as well as, ensuring equal opportunity of access and treatment to all stakeholders of the Authority. The Department represents the Authority in claims, lawsuits, administrative and arbitration hearings, preparing legal opinions and documents, providing advice in labor negotiations and ensuring compliance.

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

Through legal counsel, EEO/ADA services, and claims processing, the Legal Department ensures the Authority can achieve the Vital Few Objective of Learning and Innovation through Improving Employee Development and VFO Fiscal Responsibility through Enhancing Fiscal Responsibility by providing comprehensive and effective services.

2019 ACCOMPLISHMENTS

- Provided legal service to the Authority including tort and contract claims; Workers' Compensation cases and associated lawsuits; Federal, State, and local administrative proceedings and hearings; grievance hearings, and labor negotiations.
- Conducted training sessions on significant legal topics affecting the Authority.
- Conducted investigations on all EEO and ADA allegations.
- Provided and facilitated advice on ethical issues and concerns.
- Provided legal support for all phases of development projects, land use, and acquisition.
- Provided legal support for the development, drafting, and revision of policies and procedures, including those for Procurement, contract, and personnel forms.
- Provided support for public records compliance.
- Provided support for update of GCRTA Board Code Book.
- Provided effective claims handling.

2020 PRIORITIES

- Provide legal service to the Authority including tort and contract claims; Workers' Compensation cases and associated lawsuits; Federal, State, and local administrative proceedings and hearings; grievance hearings, and labor negotiations.
- Conduct training sessions on significant legal topics affecting the Authority.
- Conduct investigations on all EEO and ADA allegations.
- Provide and facilitate advice on ethical issues and concerns.
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- Provide support for public records compliance.
- Provide support for update of GCRTA Board Code Book.
- Provide effective claims handling.

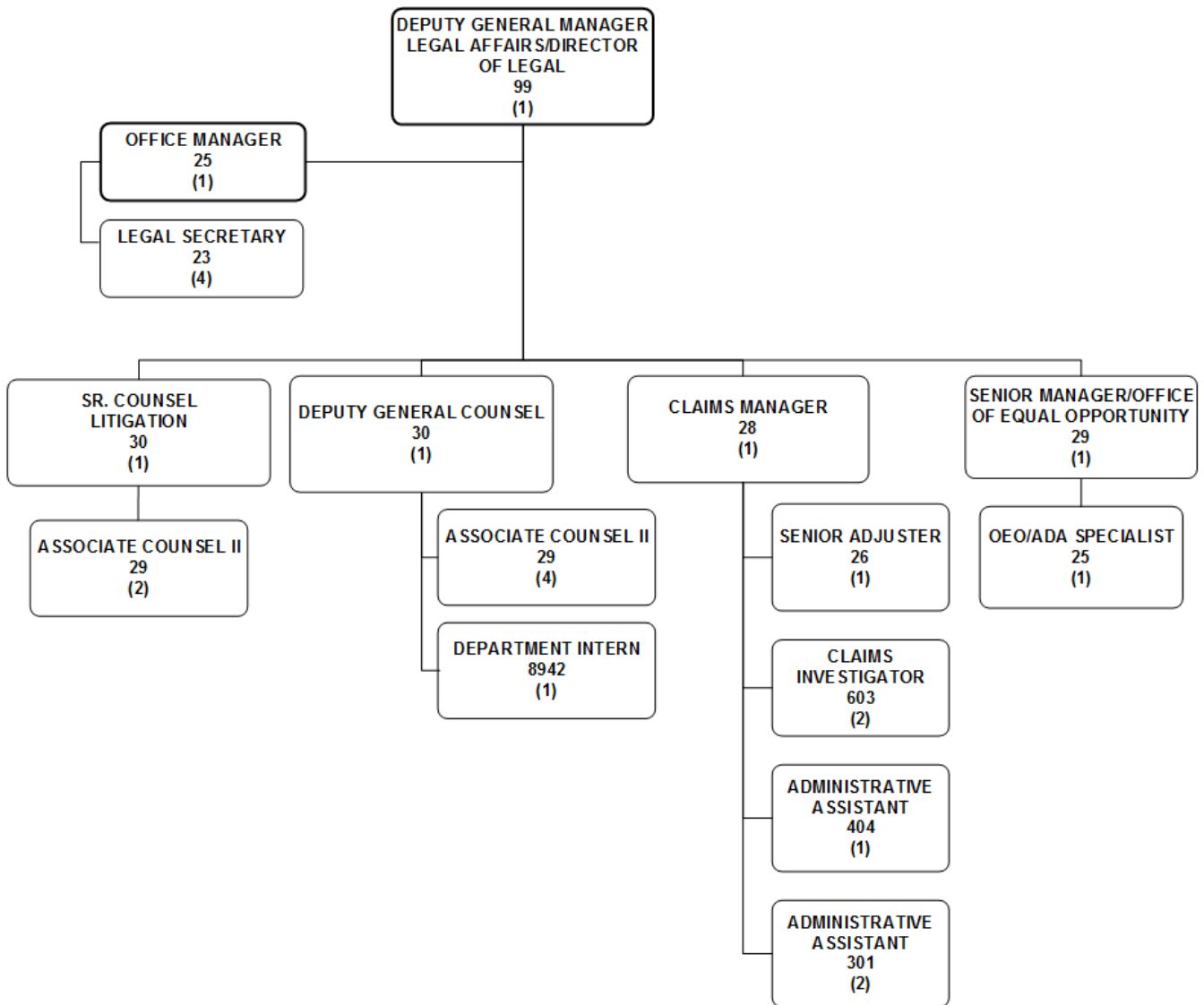
LEGAL DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501200	Hourly Employees Payroll	\$20,304	\$12,559	\$70,720
501210	Hourly Overtime	29	0	0
501300	Labor - Salaried Employees	1,798,296	1,703,776	1,844,291
501310	Overtime - Salaried Employees	2,280	2,331	1,500
502000	Fringe Benefits	686,698	621,421	754,534
503000	Services	615,057	786,185	650,000
503049	Temporary Help	33,670	68,754	50,000
504000	Material & Supplies	4,510	7,783	8,450
506040	Liabilities & Property Claims	1,028,210	826,787	1,100,000
509000	Miscellaneous Expenses	19,929	20,682	12,700
509022	Meals & Concessions	295	144	2,500
512000	Leases & Rentals	22,079	20,152	30,760
Total		\$4,231,357	\$4,070,574	\$4,525,455

LEGAL DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
01	8942 Legal Intern	1.0	1.0	1.0
03	0301 Administrative Assistant	2.0	2.0	2.0
04	0404 Administrative Assistant	1.0	1.0	1.0
06	0603 Claims Investigator	2.0	2.0	2.0
23	0724 Legal Secretary	4.0	4.0	4.0
25	1675 Office Manager	1.0	1.0	1.0
25	1720 OEO & ADA Specialist	1.0	1.0	1.0
26	0876 Senior Adjuster	1.0	1.0	1.0
28	0773 Manager Claims	1.0	1.0	1.0
29	0880 Senior Manager/Office of Equal Opportunity	1.0	1.0	1.0
29	1440 Associate Counsel II	6.0	6.0	6.0
30	1446 Senior Counsel – Litigation	-	-	1.0
30	1618 Deputy General Counsel – Litigation	1.0	1.0	-
30	1680 Deputy General Counsel – Administrative, Labor & Transactional Law	1.0	1.0	1.0
99	9951 DGM Legal Affairs/Director of Legal	1.0	1.0	1.0
Total		24.0	24.0	24.0

LEGAL DEPARTMENT ORGANIZATION CHART



RISK MANAGEMENT DEPARTMENT

MISSION STATEMENT

The mission of the Risk Management Department is to protect the assets of the Authority from catastrophic losses through risk identification and analysis, risk avoidance, mitigation, and risk transfer. The Department is also responsible for managing the Authority's property and casualty insurance and self-insurance programs, and Workers' Compensation.

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

Through risk identification, analysis, mitigation and transfer, the Risk Management Department ensures the fiscal ability of the Authority to continue to function; protecting the Authority's assets even in the event of catastrophic loss; thus contributing to the Vital Few Objective of Enhancing Fiscal Responsibility. The Risk Management Department also has responsibility for a number of areas which allow for achievement of/contribution to another of the Authority's VFOs: Increase Revenue and Reduce Expenses.

2019 ACCOMPLISHMENTS

- Worked with COO and Operating Districts to develop a monthly "snapshot" of both employee injury and collision data for each district.
- Retained Property Insurance Broker for first time in 10 years to assist in full marketing effort of the property insurance program given the very difficult insurance market conditions.
- Suggested seeking potential recovery from our property insurance policy for damages sustained on the S-Curve Retaining Wall. After review of policy terms and conditions partial coverage found and negotiating claim. C
- Collaborated with Internal Audit to finalize the crime claim filed in 2015 for event at Paratransit and recovered \$133,000.
- Provided Risk Management expertise to Legal, Procurement, and Engineering Departments for many significant construction and development projects and procurements, both for GCRTA and other entities such as ODOT.
- Provided superior claims management services for workers' compensation and short term disability claims for GCRTA. Monitored performance measurements and reported out to stakeholders on continued improvement in the frequency and cost of workplace injuries and non-occupational disability claims.
- Negotiated the best terms and conditions available in the market place and most cost effective renewal for property/casualty insurance programs for GCRTA.

2020 PRIORITIES

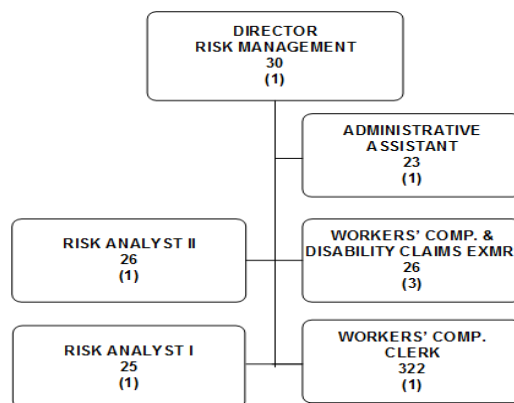
- Provide Risk Management expertise to Legal, Procurement, and Engineering Departments for various authority-wide projects, leases, license agreements, and other procurements.
- Coordinate with stakeholders to develop, pilot, and implement electronic event reporting for both workers' compensation and third-party liability claims.
- Complete negotiation of 3 year maintenance and services contract for the Riskmaster software; evaluate upgrade to latest version and implementation of payment update system.
- Continue to provide strong management of workers' compensation claims and litigation, containing the costs to GCRTA, involving the districts as active stakeholders and returning employees to work as soon as possible.
- Negotiate the best terms and conditions available in the market place and most cost effective renewal for property/casualty insurance programs for GCRTA.
- Finalize Risk Assessment exercises for cyber liability risk exposures for the Authority including completion of insurance application along with IT, other stakeholders and Casualty Insurance Broker.

- Finalize settlement of property insurance claim for S-Curve Retaining Wall Property loss.
- Coordinate installation of and conversion to High-Density Filing System in RM Department.

RISK MANAGEMENT DEPARTMENT BUDGET				
Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501300	Labor - Salaried Employees	\$420,466	\$505,187	\$566,989
501310	Overtime - Salaried Employees	497	244	0
502000	Fringe Benefits	167,135	195,764	201,270
502071	W/C – Injuries & Damages	882,803	759,880	1,057,000
502082	W/C – Medical Payments	438,345	386,202	625,000
503000	Services	276,751	351,021	319,500
503030	W/C Administration Fee	320,812	273,312	309,100
503049	Temporary Help	70,834	12,837	20,000
504000	Material & Supplies	2,705	3,078	4,200
506000	Casualty & Liability Costs	375,729	391,021	404,376
506010	Physical Damage Insurance	543,515	1,519,915	823,830
506200	W/C – Settlement & Lawsuit Expense	53,908	22,442	115,000
509000	Miscellaneous Expenses	3,368	1,628	5,285
Total		\$3,556,868	\$4,422,531	\$4,451,550

RISK MANAGEMENT DEPARTMENT STAFFING					
Grade	Job Name	2018	2019	2020	
03	0322 Workers' Comp Clerk	1.0	1.0	1.0	
23	0757 Administrative Assistant	1.0	1.0	1.0	
25	0885 Risk Analyst I	1.0	1.0	1.0	
26	0905 Risk Analyst II	1.0	1.0	1.0	
	1165 Workers' Comp/Dis Claim Examiner	3.0	3.0	3.0	
30	0771 Director	1.0	1.0	1.0	
Total	Total	8.0	8.0	8.0	

RISK MANAGEMENT DEPARTMENT ORGANIZATION CHART



HUMAN RESOURCES DIVISION

MISSION STATEMENT

The Human Resources Division provides employment and recruitment, benefits, human resource information systems, compensation, labor and employee relations, training and employee development to support the Authority.

DIVISION STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Human Resources Division champions the VFO to Improve Employee Development, as a component of Strategic Focus Area for Innovation & Learning. This includes a multi-disciplinary approach to employee and leadership development to advance the Authority's overall People Strategy. Key People Strategy initiatives address leadership development and talent management, continuous improvement, compliance, innovation and technology, and culture and engagement. Reporting focuses on performance management, workforce retention and training, attendance, labor and employee relations metrics, benefits and wellness, and training and employee development.

2019 ACCOMPLISHMENTS

- Implemented cross functional collaboration (HR, Operations, OMB, Marketing) to improve recruitment and retention for key operational positions (operators, mechanics, facilities).
- Created partnership with Cuyahoga Community College (Tri-C) Transportation Innovation Center to launch Temporary Commercial Driver's License Program.
- Partnered with Marketing & Communications to launch recruitment advertising campaign.
- Hosted the 7th Midwest Transit Leadership Exchange (MTLE) Conference.
- Received 2019 Healthy Workplace Silver Award from Healthy Business Council of Ohio.
- Health care premium rates did not increase for 2020.
- Continued Get Fit Wellness Program, increased wellness education/events and purchased new fitness equipment for Triskett Fitness Center.
- Effectively administered the Drug & Alcohol program, resulting in no findings during the Federal Transit Administration (FTA) Triennial review.
- Received best practices recognition for three training & employee development programs during American Public Transportation Association (APTA) review.
- Continued the deployment of Frontline Supervisor Development and Training Program with cohorts 4 and 5 completing training in 2019.
- Provided FMLA training for supervisors in 2019.
- Continued Positive Discipline and Labor Relations supervisory training.
- Reached a tentative agreement during the 4th quarter of 2019 with the Amalgamated Transit Union, Local 268.
- Implemented Americans with Disabilities Act (ADA) Customer Service Training for operators.
- Implemented Kronos Cloud Timekeeping & Attendance upgrade to improve payroll administration and human resources timekeeping efficiencies.
- Continued implementation of Manager Self Service application to advance and improve use of Oracle HRMS.

2020 PRIORITIES

- Develop and Implement Customer Service Strategy for all employees.
- Continue development and deployment of Oracle Manager Self Service to improve efficiencies for completion of key employee transactions.
- Continue development of a long-term strategic plan to continue to lower healthcare costs and optimize benefits design and wellness activities.

- Continue cross-functional collaboration (HR, Operations, OMB) to improve recruitment and retention for key operational positions (operators, mechanics, facilities).
- Continue the development and implementation of training partnerships and apprenticeships that advance and improve the workforce.
- Complete a study of education/work experience equivalencies to apply consistently to job descriptions.
- Continue training for Oracle HRMS, Kronos, and EIS users in the areas of reporting, data analysis, metrics, and increased functionality.
- Negotiate a cost effective labor contract with the Fraternal Order of Police (FOP).
- Implement newly negotiated labor contract with the Amalgamated Transit Union, Local 268.
- Continue succession-planning programming for frontline supervisory, mid-level, sr. management.
- Continue the development and deployment of culture and engagement activities.
- Advance and improve the functionality and utilization of Oracle MyInfo-Employee Self Service.
- Develop and implement revisions to performance management forms and processes.
- Implement hiring manager satisfaction surveys.
- Develop and deploy women’s and veteran’s employee resource groups.

LIST OF DEPARTMENTS

Department Number	Department Name
14	Human Resources
18	Labor & Employee Relations
30	Training & Employee Development

HUMAN RESOURCES DEPARTMENT

MISSION STATEMENT

The Human Resources Department provides personnel services, benefits, wellness, and compensation to support the Authority.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Human Resources Department plays a critical role in achieving the VFO for Improve Employee Development. Key strategies for recruitment and retention have significant impact on People Strategy for Talent Management and Leadership Development, and succession planning across all workforce segments. Partnering with Training & Employee Development, Human Resources is charged with developing recruitment partnerships and plans, monitoring turnover, defining capability & capacity needs, and action plans to improve bench strength throughout the workforce.

2019 ACCOMPLISHMENTS

- Implemented cross-functional collaboration (HR, Operations, OMB, Marketing) to improve recruitment and retention for key operational positions (operators, mechanics, facilities).
- Created partnership with Cuyahoga Community College (Tri-C) Transportation Innovation Center to launch Temporary Commercial Driver's License Program.
- Partnered with Marketing & Communications to launch recruitment advertising campaign.
- Hosted the 7th Midwest Transit Leadership Exchange (MTLE) Conference.
- Completed Management Development Program (MDP) summer internships, and subsequent selections for Class of 2020 Management Development Program.
- Developed new and enhanced recruiting partnerships to increase the pipeline of interested and qualified applicants for mechanic hiring.
- Revised performance management forms and process for non-bargaining staff.
- Revised the new employee orientation program.
- Implemented new pre-employment testing vendor.
- Implemented Federal Transit Administration (FTA) Affirmative Action Plan guidelines to enhance recruitment effectiveness.
- Continued development of Manager Self Service application to advance and improve use of Oracle HRMS.
- Implemented Kronos Cloud Timekeeping & Attendance upgrade to improve payroll administration and human resources timekeeping efficiencies.

2020 PRIORITIES

- Advance and improve the functionality and utilization of Oracle My Info-Employee Self Service.
- Development of programs and initiatives for improving culture and engagement.
- Continue with the development and deployment of a compensation study for non-bargaining positions.
- Study of education/work experience equivalencies to apply consistently to job descriptions.
- Continue improvements to pre-employment testing processes and procedures
- Implement hiring manager satisfaction surveys.
- Process mapping of hiring and promotion process.
- Finalize telecommuting policy recommendation to Executive Management Team (EMT).
- Continue focus on innovative recruitment solutions and partnerships.
- Develop and deploy women's and veteran's employee resource groups.
- Continue with the revision of non-bargaining interview and selection processes and procedures.

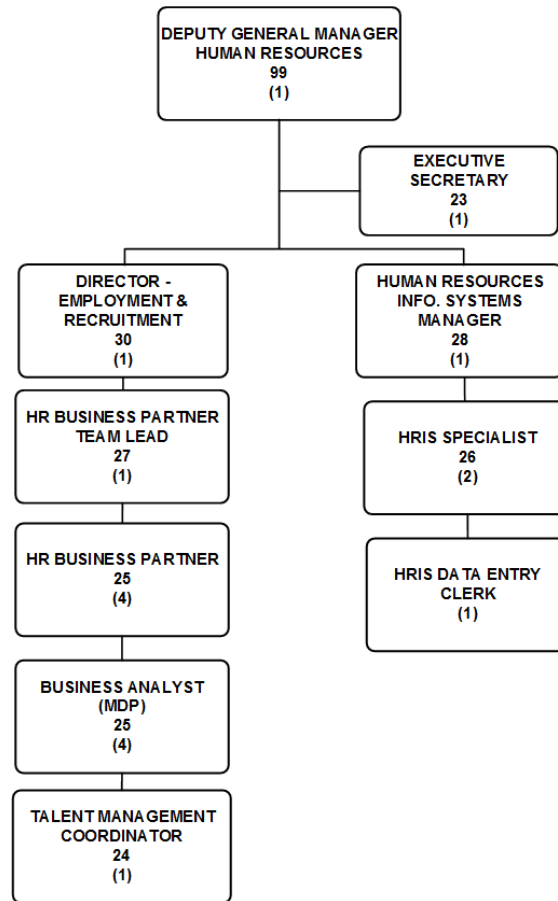
HUMAN RESOURCES DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501200	Hourly Employees	\$123,425	\$0	\$261,000
501204	Hourly Employees/Light Duty Wages	0	0	30,000
501210	Overtime – Hourly Employees	1,551	0	300
501300	Labor – Salaried Employees	1,124,195	1,116,053	1,079,210
501310	Overtime – Salaried Employees	0	363	0
502000	Fringe Benefits	443,931	416,204	443,536
503000	Services	98,459	215,268	157,000
503020	Advertising Fees	25,180	28,827	48,480
503049	Temporary Help	0	341	0
504000	Materials & Supplies	4,286	5,862	20,500
509000	Miscellaneous Expenses	2,870	9,005	21,125
509022	Meals & Concessions	129	796	7,050
Total		\$1,824,026	\$1,792,719	\$2,068,201

HUMAN RESOURCES DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
22	1659 HRIS Data Entry Clerk	1.0	1.0	1.0
23	0725 Executive Secretary	1.0	1.0	1.0
24	1636 Talent Management Coordinator	1.0	1.0	1.0
25	1081 Business Analyst	4.0	4.0	4.0
	1640 HR Business Partner	5.0	5.0	4.0
26	1690 HRIS Specialist	1.0	2.0	2.0
	1700 Benefits Specialist	1.0	1.0	-
27	1641 HR Business Partner Team Lead	-	-	1.0
28	0904 HRIS Manager	1.0	1.0	1.0
	0844 Benefits Manager	1.0	1.0	-
30	1444 Director of Employment & Recruitment	1.0	1.0	1.0
99	9971 DGM Human Resources	1.0	1.0	1.0
Total		18.0	19.0	17.0

HUMAN RESOURCES DEPARTMENT ORGANIZATION CHART



LABOR AND EMPLOYEE RELATIONS DEPARTMENT

MISSION STATEMENT

The mission of the Labor & Employee Relations Department is to build and support the continuous relationship between labor unions and the Authority. The Department also administers the Benefits/ Wellness and Occupational Health programs of the Authority to promote attendance and the well-being of all employees.

STRATEGIC PLAN CHANGE INITIATIVE & SCORECARD MEASURES

Labor & Employee Relations supports the Improve Employee Development VFO in managing the TEAM Goals of Attendance. Attendance is reported monthly as an Authority-wide percentage, and is tracked by workforce segment.

2019 ACCOMPLISHMENTS

- Received 2019 Healthy Workplace Silver Award from Healthy Business Council of Ohio.
- Health care premium rates did not increase for 2020.
- Effectively administered the Drug & Alcohol program, resulting in no findings during the Federal Transit Administration (FTA) Triennial review.
- Provided FMLA training for supervisors in 2019.
- Continued Positive Discipline and Labor Relations supervisory training.
- Reached a tentative agreement during the 4th quarter of 2019 with the Amalgamated Transit Union, Local 268.
- Continued to track and monitor attendance trends and comply with Family Medical Leave Act (FMLA) in an effort to manage and reduce absence duration to control costs associated with absenteeism.
- Administered unemployment compensation benefits process and monitored funds; ensure proper discipline and discharge procedures are followed to limit claims liability.
- Purchased Prescription Drug RX monitoring program to assist with cost containment and compliance.
- Ensured Operators received biennial exams prior to the expiration.
- Performed drug tests and alcohol tests on safety-sensitive employees in accordance with Federal Transit Administration (FTA) regulations.
- Administered Drug & Alcohol policies and processed all FMLA requests in accordance with regulations.
- Issued revised substance abuse policies to all employees.
- Continued Get Fit Wellness Program, increased wellness education/events and purchased new fitness equipment for Triskett Fitness Center.
- Affordable Care Act (ACA) tax forms processed in a timely fashion.
- Completed the Request for Proposal (RFP) for health care consultant, drug and alcohol collection sites, and unemployment claims vendor.

2020 PRIORITIES

- Continue development of a long-term strategic plan to continue to lower healthcare costs and optimize benefits design and wellness activities.
- Implement new wellness initiative requirements that only require exams for employees and spouses.
- Process Affordable Care Act (ACA) tax forms and ensure benefit compliance with ACA regulations.
- Provide advice, training, and counsel to managers, supervisors, and employees on discipline, grievances, policies, contracts, and labor laws.
- Implement newly negotiated labor contract with the Amalgamated Transit Union, Local 268.

- Negotiate a cost effective successor contractual agreement with the Fraternal Order of Police (FOP).
- Serve as last step grievance hearing officer, prior to arbitration.
- Chair or facilitate various Labor Management committees.
- Continue to administer and monitor the on line uniform ordering process.
- Administer unemployment compensation & COBRA benefits process and monitor funds.
- Ensure Operators receive biennial exams prior to their expiration.
- Perform drug tests on at least 50 percent and alcohol tests on at least 10 percent of safety-sensitive pool.
- Administer Drug & Alcohol policies and process all FMLA requests.
- Provide FMLA Training to Supervisors.
- Assist with the purchase of fitness equipment and development of a fitness center for the Hayden District.

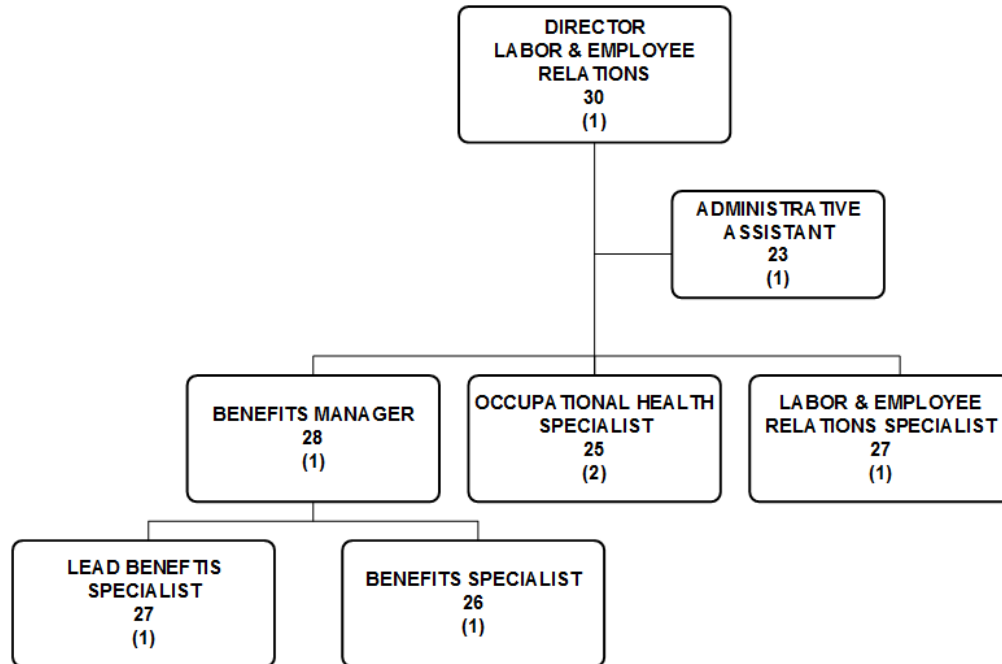
LABOR & EMPLOYEE RELATIONS DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501300	Labor Salaried Employees	\$406,630	\$365,199	\$632,767
502000	Fringe Benefits	121,143	113,836	212,090
502070	Unemployment Compensation	91,570	77,129	150,000
503000	Services	147,131	114,778	164,660
503052	Other Maintenance Contracts	218,451	266,768	219,700
504000	Materials & Supplies	1,650	707	900
509000	Miscellaneous Expenses	3,809	2,870	4,375
509022	Meals & Concessions	1,749	173	5,800
	Total	\$992,133	\$941,460	\$1,390,292

LABOR & EMPLOYEE RELATIONS DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
22	0721 Secretary I	1.0	1.0	-
23	0757 Administrative Assistant	-	-	1.0
25	0899 Occupational Health Specialist	2.0	2.0	2.0
26	0902 Labor & Employee Relations Specialist	1.0	1.0	1.0
26	1963 Wellness Coordinator	1.0	1.0	-
26	1700 Benefits Specialist	-	-	1.0
27	1701 Lead Benefits Specialist	-	-	1.0
28	0844 Benefits Manager	-	-	1.0
30	1342 Director	1.0	1.0	1.0
	Total	6.0	6.0	8.0

LABOR & EMPLOYEE RELATIONS ORGANIZATION CHART



TRAINING AND EMPLOYEE DEVELOPMENT DEPARTMENT

MISSION STATEMENT

The mission of the Training & Employee Development Department is to provide growth and development opportunities for all GCRTA employees by improving their skills, knowledge, and abilities in support of the Authority's goals.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

Training & Employee Development plays a critical role in achieving a variety of metrics around Learning & Innovation and obtaining goals for the Vital Few Objective of Improving Employee Development. The key People Strategy initiatives the Training & Employee Development department addresses leadership development and succession planning, continuous improvement, compliance, and culture and engagement. Each of these areas address the promotion process, improving talent "bench strength", and improving overall performance, productivity, and engagement.

2019 ACCOMPLISHMENTS

- Continued the deployment of Frontline Supervisor Development and Training Program with cohorts 4 and 5 completing training in 2019.
- Received best practices recognition for three training & employee development programs during American Public Transportation Association (APTA) review.
- Continued implementation of Operator Stress Management & Wellness Training for operators.
- Implemented Americans with Disabilities Act (ADA) Customer Service Training for operators.
- Continued training ODOT-State Safety Oversight for Federal Transit Administration State Safety Oversight certifications. First State Safety Oversight to receive the certification in the country.
- Continued securing new travel training community partners such as Edna's House, Cuyahoga County Advisory Committee on Persons with Disabilities Subcommittee, Cuyahoga Valley Career Center, Ginn Academy, Murtis Taylor Human Services, Salvation Army, and Cleveland Council on World Affairs.
- Continued deployment of the Midwest Transit Leadership Exchange (MTLE) to enhance development of high potential operations staff, supervisors, and management.
- Completed request for proposal (RFP) process to develop a Customer Service Strategy for all employees.

2020 PRIORITIES

- Develop and Implement Customer Service Strategy for all employees.
- Continue the development and implementation of training partnerships and apprenticeships that advance and improve the workforce.
- Continue implementation of Americans with Disabilities Act (ADA) Customer Service Training for operators.
- Continue succession planning programming for frontline supervisory, mid-level, sr. management.
- Participate in Railcar, Signals, and Traction Power Training Consortiums with the Transportation Learning Center.
- Continue implementation of Facilities Maintenance Training.
- Continue implementation of Frontline Supervisor Training: cohorts 6 and 7.

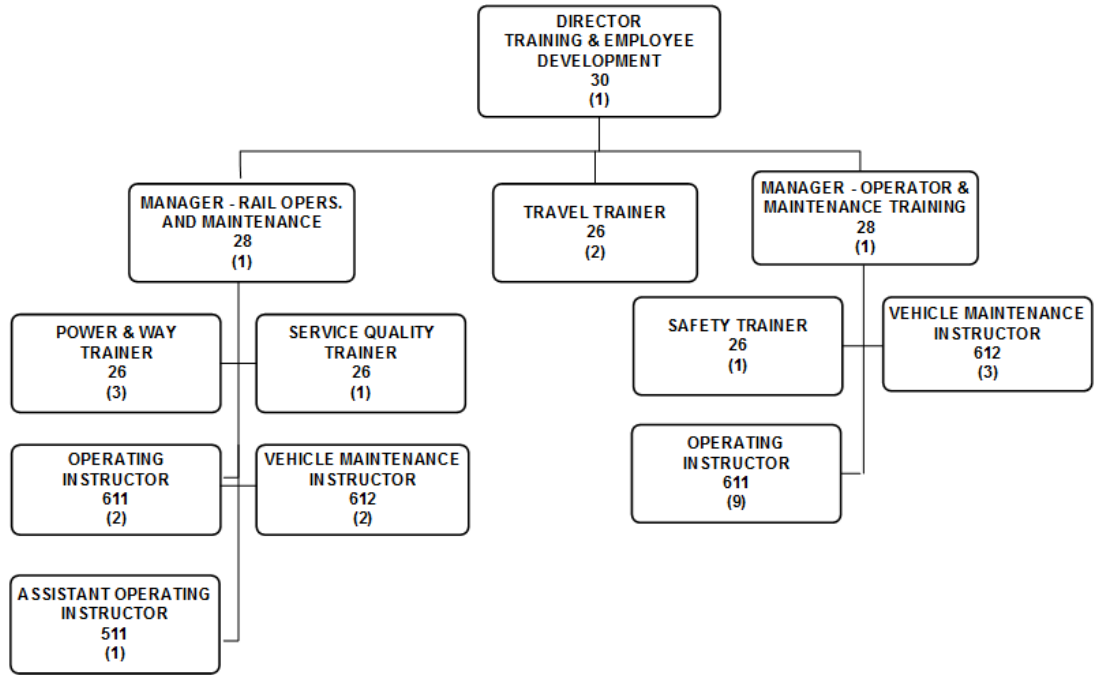
TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501200	Hourly Employees	\$12,904	\$ 2,373	\$0
501300	Labor – Salaried Employees	1,761,719	1,869,166	1,985,094
501310	Overtime – Salaried Employees	64,700	98,551	65,000
502000	Fringe Benefits	733,093	746,749	743,431
502148	Tuition Reimbursement	33,756	47,232	80,000
503000	Services	54,989	6,445	107,700
503052	Other Maintenance Contracts	207,965	189,868.14	210,023
504000	Materials & Supplies	24	(575)*	26,100
509000	Miscellaneous Expenses	287,807	346,040	340,588
509022	Meals and Refreshments	0	0	1,500
	Total	\$3,156,957	\$3,305,849	\$3,559,436

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
05	0511 Assistant Operating Instructor	1.0	1.0	1.0
06	0611 Operating Instructor	11.0	11.0	11.0
	0612 Vehicle Maintenance Instructor	5.0	5.0	5.0
25	1658 Training Coordinator	-	1.0	-
26	1194 Safety Trainer	1.0	1.0	1.0
	1619 Travel Trainer	2.0	2.0	2.0
	1622 Power/Way Rail Trainer	3.0	3.0	3.0
	1631 Service Quality Trainer	1.0	1.0	1.0
28	0870 Manager Operations/Maintenance Training	1.0	1.0	1.0
	0886 Manager Training Rail Operations	1.0	1.0	1.0
30	1430 Director	1.0	1.0	1.0
	Total	27.0	28.0	27.0

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT ORGANIZATION CHART



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EXECUTIVE DIVISION

MISSION STATEMENT

The Mission of the Executive Division is to plan, execute, and manage the efficient, effective, safe, and courteous delivery of quality public transportation services to the residents of Greater Cleveland.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Executive Division drives the Vital Few Objective to Expand Advocacy and Enhance Customer Experience. Growing advocacy efforts requires engaging newly elected leaders, educating ridership on the value and benefits of public transportation, and engaging communities and partners through the Speaker's Bureau.

The Executive Division is responsible for the overall management of the organization, including strategic leadership, finance, operations, human resources, marketing, media and government relations, planning, project management, and engineering.

2019 ACCOMPLISHMENTS

Infrastructure Upgrades

- Completed design of the Tower City East Portal Rehabilitation, Cuyahoga Viaduct Rehabilitation Phase 1, and East 120th Street Substation Replacement.
- Completed design and began construction of the Overhead Catenary System Structural Rehabilitation, Light Rail Track Rehabilitation– Phase 1, and Warrensville/Van Aken Station Improvements and Comfort Station.
- Began construction of the Warrensville/Van Aken Substation, East 79th Street Red Line Station ADA Rehabilitation, Red Line Fiber Optic Line Replacement, and West 30th Substation Transformer/Rectifier Replacements.
- Began construction of Tower City Track 10&13 Rehabilitation, catenary and signal work, replacement of the Puritas Substation, Shaker Square Station ADA ramps, and the Triskett Garage CNG Fueling and Storage Facility.
- Began the ten year Strategic Plan Update to incorporate Pillar Study results, stations and Kiosks along Opportunity Corridor Phase 1, due diligence phase for the Columbus Road Transit Oriented Development (TOD), and TOD Planning along the W. 25th Street Corridor

Safety and Security

- Updated the Safety Management System for 2020
- Developed specific and measurable corrective actions stemming from investigations and audits
- All Safety Staff completed required courses in the National Incident Management System
- Updated the Emergency Operations Plan
- Revised and published the Right-Of-Way Worker Protection Program
- Rebuilt the Safety page of the GCRTA intranet with procedures, analysis, and safety data sheets
- Maintained environmental compliance related to all Underground Storage Tanks
- Conducted six Active Shooter/ Killer Drills with MOB personnel
- Increased patrols of Transit Police properties in order to deter crime and disorder
- Training drills provided to Transit Police Officers for Active shooter/killer and Tactical Medical Response

Strong Financial Management

- Issued \$30 million of Sales Tax Supported bonds.
- Managed the successful completion of the triennial comprehensive review conducted by the Federal Transit Administration (FTA)
- Obtained approximately \$20 million in competitive grants.
- Received Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) from the Government Finance Officers Association (GFOA).
- Received Distinguished Budget Presentation Award from the GFOA for the 2019 Budget Document.
- Administered the Authority's Disadvantaged Business (DBE) Program in full compliance with federal laws and regulations.
- Managed the Energy Price Risk Management Program.

- Managed 2019 expenditures to increase transfer to the Railcar Replacement fund by \$6 million over the amount previously budgeted.
- Managed TransitStat program resulting in \$107 million savings since inception.
- Managed our participation in American Bus Benchmarking Group (ABBG) for the Authority.
- Developed 2020-2024 Capital Improvement Plan Program.

Customer Service

- Developed and implemented communications plan to encourage baseball fans to ride RTA to all events associated with the 2019 MLB All-Star game.
- Supported Community Engagement strategies for both the Fare Equity study and the System Redesign study. Over 50 engagement meetings and customer intercepts were held.
- Kids Ride Free Promotion, offering Greater Cleveland families an economical transportation option by allowing up to three children (under 12) to ride free with a fare paying adult. Over 80,000 rides were taken during the promotion.
- Partnered with Bike Cleveland to encourage cyclist to combine transit with biking. Nearly 8,000 bike-related trips were taken on the five scheduled "Bike to Work" Days

Recognitions

- Ride of Your Life Campaign – Developed a fully integrated marketing campaign to increase ridership by using humor and positioning RTA brands as if they were this model year’s premium automobiles.
 - Zoned Cable TV – 11 week on-off campaign (August – December), 16-20 networks on Spectrum and AT&T U-Verse cable providers; nearly 1,100 spots aired; generating nearly 1.4 million impressions.
 - Outdoor – IKE Interactive Kiosks – 3 month schedule at 11 locations in downtown area. Total of 2.8 million impressions (includes both pedestrian and vehicular impressions).
 - Direct Mail – Targeted neighborhoods along specific routes offering – frequent service, excess capacity and ride generating destinations (employment centers, shopping, and medical). Over 20,000 households were reached.
 - Digital – Facebook/Instagram - Targeted individuals in densely populated neighborhoods with easy access to transit. Twelve week campaign, 3.4 million impressions made with nearly 32,000 “click thru’s” to RTA’s website. Total engagements - 316,000 an 11% rate, 10 times the standard engagement benchmark of 1.25%
 - Radio – Morning Traffic Sponsorship, 19 week schedule, 11 station buy; 627 spots scheduled.
 - Radio Spot Buy, 12 week on/off buy on 11 stations with over 2,000 spots scheduled (and another 1,400 mentions/spots received as added value. Approximate impressions: 19.8 million.
- Supported efforts to win reauthorization of the Case Western U-Pass Program.
- Increase Mobile App Use
 - Transit App - In 2019, over 20,000 individuals downloaded the app and by year’s end nearly 7,000 customers were using it daily.
 - RTA CLE app (mobile ticketing) - For the year, over \$5.5 million worth of fare media was purchased through the app; a 25% increase over 2018 sales.
- Implemented 2019 Marketing Research Plan
 - Commissioned survey of both riders and non-riders to gauge perceptions of RTA.
 - Conducted Customer Satisfaction Survey for Park-N-Ride, CSU Line, Light Rail, HealthLine
 - Conducted 2019 ABBG Satisfaction Survey
 - Supported Fare Study Consultant, LTK, with administration of two on-line surveys and one randomly drawn sampled intercept survey.
 - Supported System Redesign Study consultant, Jarrett Walker + Associates with two on-line surveys.
 -
- Community Engagement – In 2019, participated in over 200 community events throughout Cuyahoga County
- Continued RideRTA.com blog – through a series of on-line posts, provided the community “a behind the scene” look at RTA operations.
- Partnered with Rail District to outfit both a Light Rail and heavy Rail Holiday Trains.
- Lead a cross-functional team in successfully conducting a local rail rodeo, the first held by the authority in over ten years.
- Supported the Shelter Advertising program in the City of Cleveland, sales generated an additional, \$275,000 in non-fare revenue.

Preparing for the Future

- RTA welcomed our new General Manager/Chief Executive Officer, India Birdsong.

- Completed several studies, named “Pillar Studies”, to best position RTA for the changing landscape ahead, including and in preparation for an upcoming update to its Strategic Plan: Economic Impact Study, Fare Equity Study, System Redesign Study, Operational Efficiency Study, and Rail Car Study

2020 PRIORITIES

- Operations
 - Secure Railcar Engineering Consultant, Develop RFP, Select HRV Car Builder
 - Re-capitalize the light rail track, signal, and catenary infrastructure
 - Procure the replacement HealthLine Vehicle
 - Implement System Redesign
 - Upgrade Paratransit Service
 - Upgrade Operations Technology (UltraMain, HASTUS, Vehicle Telematics Unit, Processes, and Accountability Structure)
 - Develop Best-In-Class Business Intelligence Unit
 - Enhance Customer Service, improve overall customer experience
- Finance and Administration
 - Reconciliation of Fund Statements
 - Plan for Rail Car funding - TIFIA vs. Debt Issuance
 - Reconciliation of Ultramain data (TAM) to Oracle
 - Evaluation of Single Time keeping system
 - SMART card implementation
 - National Transit Database - allocation methodologies
 - Fare- Revenue Collection, Collecting vs. Free, and Redesign
- Engineering
 - Delivering Capital Improvement Program: focus Rail Infrastructure and ADA Key Stations
 - Performance Management-TPE, ESMS, and Sustainability
 - Transit Oriented Development-Columbus Road property and the West 25th Corridor
- Legal
 - Project Manager training for all GCRTA employees who serve as Project Manager
 - OEO - Enhance the Title VII role in the hiring process
 - SMS certification/FTA approval of agency safety plan
 - Assess security of GCRTA data
 - Workers Compensation in-house training for Legal and Risk Management
- Human Resources
 - Implement Kronos Workforce Dimensions cloud timekeeping & attendance system
 - Implement Oracle Manager Self Service
 - Develop and implement customer service training to all work segment
 - Recruit, outreach, and train to attract and retain bus operators to meet and exceed the number of operators needed for optimal service levels
 - Continue development & implementation of training partnerships, apprenticeships, and employee resource groups that advance and improve the workforce
 - Negotiate a Cost Effective labor contract with Fraternal Order of Police (FOP) and implement the new Amalgamated Transit Union (ATU) contract provisions
 - Continue development of programs and initiatives to lower healthcare costs, optimize benefits education and design, and promote wellness activities
- Internal Audit
 - Third Party Contract Risk (contract managers and skill sets)
 - Kronos Time & Attendance System
 - General hiring process and implementation of CALEA for Transit Police
 - FMLA - risk assessment of fraud, waste, and abuse (Absence Control)
 - Paratransit - Supplemental service contract compliance
 - Implementing results of 5 Pillar Studies
 - Rail car and bus procurements

- Marketing and Communication
 - Enhance the Brand (Value to community; Encourage Engagement; solicit private/public and public/public partnerships)
 - Increase Ridership (customer experience; marketing research program; service amenities; new customer relationships - commuters and special events)
 - Provide cross-functional support (system redesign; fare structure; strategic plan; internal customer service program)
 - Prep Marketing & Communications department for transition in departmental leadership
 - Finalize plans for 2021 International Rail Rodeo & Conference
 - Paperless environment
- Information Technology
 - Development of the Agency Technology Roadmap
 - Improving Technology State of Good Repair
 - Interdepartmental Support (Kronos Implementation, Red Line Fiber, Rail Infrastructure, UltraMain, Spillman, Genfare, Fare Collection)
 - Improve Cybersecurity Posture (Testing, Vulnerability Assessment)
- Agency
 - Migrate from Novell to new system
 - Increase community feedback and agency partnership, to support RTA initiatives regarding innovation, technology and accessibility.
 - Improve customer experience about Paratransit services

LIST OF DEPARTMENTS

Department Number	Department Name
12	Executive Department
16	Secretary/Treasurer - Board of Trustees
19	Internal Audit
53	Marketing & Communications
61	Information Technology
99	Fund Transfers

EXECUTIVE DEPARTMENT

MISSION STATEMENT

Under the direction of the CEO/General Manager, it is the responsibility of the Executive Staff to implement the policies and mandates established by the GCRTA Board of Trustees, and develop and work towards the achievement of the Authority's Strategic Plan, Balanced Scorecard initiatives, and Vital Few Objectives.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Executive Department drives the Vital Few Objectives to Expand Advocacy and Enhance Customer Experience. Growing advocacy efforts requires engaging newly elected leaders, educating ridership on the value and benefits of public transportation, and engaging communities and partners through collaboration.

2019 ACCOMPLISHMENTS

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 - Enhance Customer Service, improve overall customer experience.
- Finance and Administration
 - Reconciliation of Fund Statements.
 - Plan for Rail Car funding - TIFIA vs. Debt Issuance.
 - Reconciliation of Ultramain data (TAM) to Oracle.
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- Prep Marketing & Communications department for transition in departmental leadership.
- Finalize plans for 2021 International Rail Rodeo & Conference.
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 - Improve customer experience about Paratransit services.

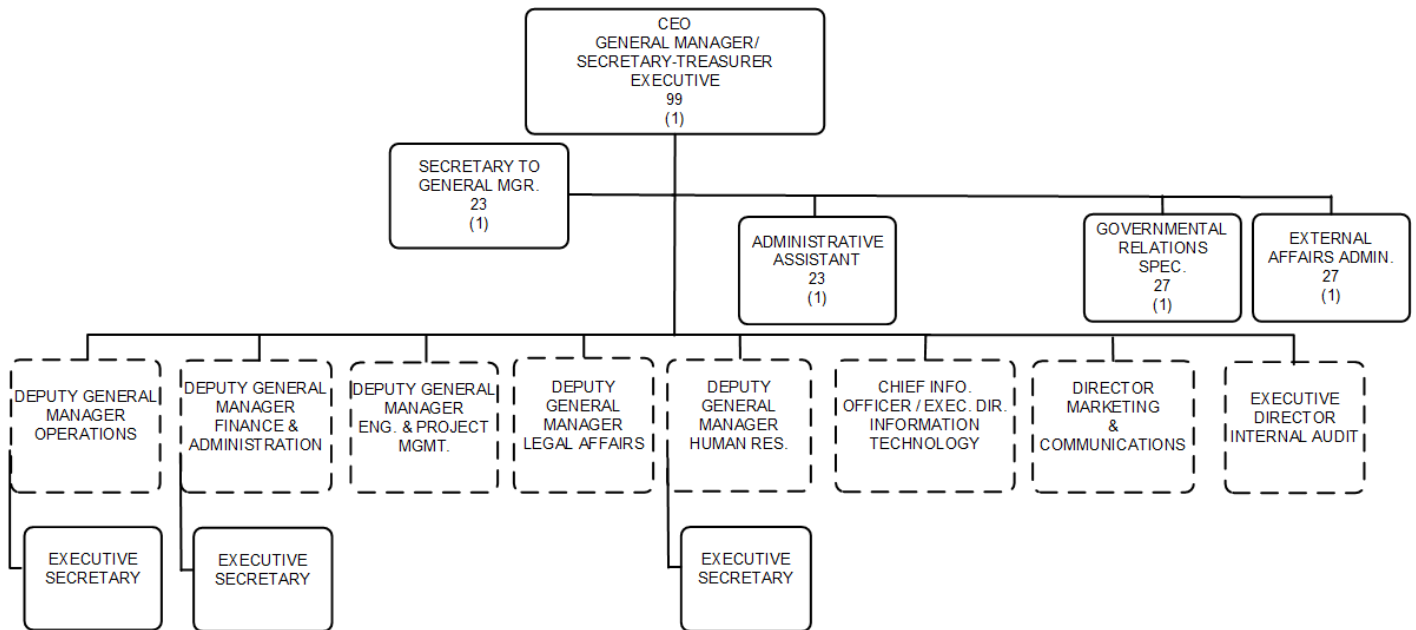
EXECUTIVE DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501300	Labor Salaried Employees	\$648,137	\$811,353	\$555,652
501300	Overtime Salaried Employees	259	411	0
502000	Fringe Benefits	282,489	288,887	166,434
503000	Services	84,220	123,576	213,000
504000	Materials & Supplies	407	1,037	1,400
509000	Miscellaneous Expenses	147,789	210,017	253,839
509022	Meals & Concessions	4,993	2,886	2,500
Total		\$1,168,294	\$1,438,167	\$1,192,824

EXECUTIVE DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
23	0711 Secretary to GM/Sec Treasurer	1.0	1.0	1.0
	0725 Executive Secretary	1.0	-	-
	0757 Administrative Assistant	-	1.0	1.0
27	0862 Government Relations Specialist	1.0	1.0	1.0
	1330 External Affairs Administrator	1.0	1.0	1.0
28	1626 Energy Manager	1.0	1.0	-
99	9955 Senior Advisor for Special Projects and Strategic Initiatives	-	1.0	-
	9929 General Manager	1.0	1.0	1.0
Total		6.0	7.0	5.0

EXECUTIVE DEPARTMENT ORGANIZATION CHART



SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT

MISSION STATEMENT

The mission of the appointed Board of Trustees is to establish the policies and mandates that direct the Authority’s on-going goals and objectives. Additionally, the Secretary/Treasurer is responsible for the preservation of the Authority’s records, safeguarding of its assets, and the cash investment program.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Secretary/Treasurer – Board of Trustees Department assists the Authority in overseeing the Vital Few Objective to Expand Advocacy and Enhance Customer Experience. Growing advocacy efforts requires engaging newly elected leaders, educating ridership on the value and benefits of public transportation, and engaging communities and partners.

2019 ACCOMPLISHMENTS

- Had a “clean” 2018 audit from the Auditor of State.
- Continue Ad Hoc Committee work to review the Bylaws of the Greater Cleveland Regional Transit Authority.
- Selected India L. Birdsong as the General Manager, Chief Executive Officer of the Greater Cleveland Regional Transit Authority.
- Operated under the new Governance Model.
- Updated Code of Regulations.

2020 PRIORITIES

- Have a “clean” 2019 audit from the Auditor of State.
- Update the Bylaws of the Greater Cleveland Regional Transit Authority.
- Establish objectives for the Ad Hoc Technology Committee.
- Monitor the progress of the five Pillar Studies.
- Enforce policies on governance and demand accountability from management and staff.
- Advocate for additional resources for RTA.
- Continue legislative and policy-making role: achievement of key policy goals for the Authority and development of policies that result in quality, cost-effective services that meet the needs of residents and visitors to the Greater Cleveland area.

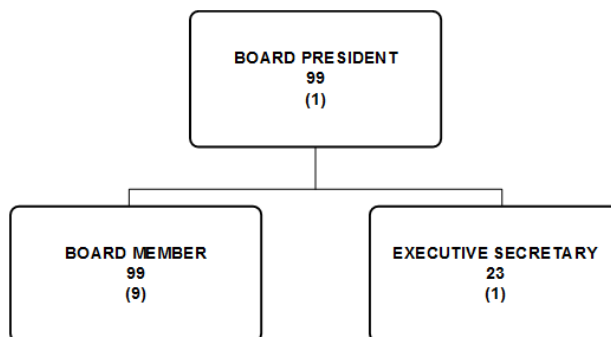
SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501300	Labor Salaried Employees	\$95,135	\$90,855	\$104,991
502000	Fringe Benefits	37,812	35,210	30,771
503000	Services	89,541	78,536	99,000
504000	Materials & Supplies	352	486	500
509000	Miscellaneous Expenses	7,861	22,206	45,700
509022	Meals & Concessions	652	297	1,500
	Total	\$231,353	\$227,590	\$282,462

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
23	0725 Executive Assistant	1.0	1.0	1.0
99	9901 Board Member	10.0	10.0	10.0
	Total	11.0	11.0	11.0

SECRETARY/TREASURER – BOARD OF TRUSTEES ORGANIZATION CHART



INTERNAL AUDIT DEPARTMENT

MISSION STATEMENT

Internal Audit is an independent, objective assurance and consulting activity designed to add value and improve the Authority's operations. The Department helps the Authority accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Internal Audit Department aligns the audit program with the strategic plan to support the key objectives throughout the authority through evaluation and audits.

2019 ACCOMPLISHMENTS

- Established a risk-based Audit Plan aligned with the GCRTA Strategic Plan and Vital Few Objectives.
- Amended Internal Audit Sections of the GCRTA Bylaws.
- Repealed and enacted a new Internal Audit Charter in the GCRTA Codified Rules and Regulations.
- Evaluated the reliability and integrity of information.
- Evaluated the means of safeguarding assets.
- Evaluated the systems and processes established to ensure compliance with policies.
- Provided assurance, investigative, and advisory services.
- Coordinated and followed-up with internal and external audits and 3rd party reviews.
- Provided resources to management on steering committees, evaluation panels, performance management forums and task forces.

2020 PRIORITIES

- Establish a risk-based Audit Plan for 2020 aligned with the GCRTA Strategic Plan.
- Continue evaluating the reliability and integrity of information.
- Continue evaluating the means of safeguarding assets.
- Continue evaluating the systems and processes established to ensure compliance with policies.
- Provide assurance, investigative, and advisory services.
- Coordinate and follow-up with internal and external audits and 3rd party reviews.
- Provide resources to management on steering committees, evaluation panels, performance management forums and task forces.

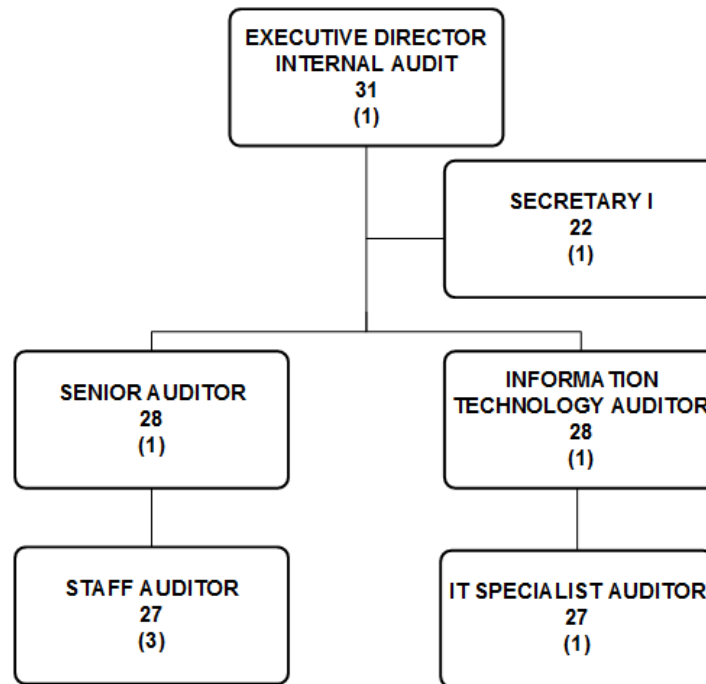
INTERNAL AUDIT DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501300	Labor Salaried Employees	\$595,547	\$505,754	\$601,714
502000	Fringe Benefits	240,923	196,203	200,232
503000	Services	25,300	137,270	161,500
504000	Materials & Supplies	4,410	988	3,250
509000	Miscellaneous Expenses	16,498	16,843	33,955
509022	Meals & Concessions	217	406	800
Total		\$882,896	\$857,464	\$1,001,451

INTERNAL AUDIT DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
00	9942 Internal Audit Intern	-	0.5	-
22	0721 Secretary I	1.0	1.0	1.0
27	0959 Information Technology Specialist Auditor	1.0	1.0	1.0
27	0957 Staff Auditor	3.0	3.0	3.0
28	1202 Information Technology Auditor	1.0	1.0	1.0
29	1261 Senior Auditor	1.0	1.0	1.0
31	1522 Executive Director	1.0	1.0	1.0
	Total	8.0	8.5	8.0

INTERNAL AUDIT ORGANIZATION CHART



MARKETING & COMMUNICATIONS DEPARTMENT

MISSION STATEMENT

The mission of the Marketing & Communications Department is to direct the overall marketing strategies of the Authority, coordinate and communicate transit issues to the general public and media, and support and enhance customer relationships.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

Implementation of the Marketing Plan ensures the Authority can achieve the Vital Few Objectives of Voice of Customer, specifically Enhance the Customer Experience and Increase Service Efficiency.

2019 ACCOMPLISHMENTS

- Ride of Your Life Campaign – Developed a fully integrated marketing campaign to increase ridership by using humor and positioning RTA brands as if they were this model year’s premium automobiles.
 - Zoned Cable TV – 11 week on-off campaign (August – December), 16-20 networks on Spectrum and AT&T U-Verse cable providers; nearly 1,100 spots aired; generating nearly 1.4 million impressions.
 - Outdoor – IKE Interactive Kiosks – 3 month schedule at 11 locations in downtown area. Total of 2.8 million impressions (includes both pedestrian and vehicular impressions).
 - Direct Mail – Targeted neighborhoods along specific routes offering – frequent service, excess capacity and ride generating destinations (employment centers, shopping, and medical). Over 20,000 households were reached.
 - Digital – Facebook/Instagram - Targeted individuals in densely populated neighborhoods with easy access to transit. Twelve week campaign, 3.4 million impressions made with nearly 32,000 “click thru’s” to RTA’s website. Total engagements - 316,000 an 11% rate, 10 times the standard engagement benchmark of 1.25%
 - Radio – Morning Traffic Sponsorship, 19 week schedule, 11 station buy; 627 spots scheduled.
 - Radio Spot Buy, 12 week on/off buy on 11 stations with over 2,000 spots scheduled (and another 1,400 mentions/spots received as added value. Approximate impressions: 19.8 million.
- Supported Community Engagement strategies for both the Fare Equity study and the System Redesign study. Over 50 engagement meetings and customer intercepts were held.
- Kids Ride Free Promotion, offering Greater Cleveland families an economical transportation option by allowing up to three children (under 12) to ride free with a fare paying adult. Over 80,000 rides were taken during the promotion.
- Supported efforts to win reauthorization of the Case Western U-Pass Program.
- Developed and implemented communications plan to encourage baseball fans to ride RTA to all events associated with the 2019 MLB All-Star game.
- Increase Mobile App Use
 - Transit App - In 2019, over 20,000 individuals downloaded the app and by year’s end nearly 7,000 customers were using it daily.
 - RTA CLE app (mobile ticketing) - For the year, over \$5.5 million worth of fare media was purchased through the app; a 25% increase over 2018 sales.
- Partnered with Bike Cleveland to encourage cyclist to combine transit with biking. Nearly 8,000 bike-related trips were taken on the five scheduled “Bike to Work” Days.
- Implemented 2019 Marketing Research Plan.
 - Commissioned survey of both riders and non-riders to gauge perceptions of RTA.
 - Conducted Customer Satisfaction Survey for Park-N-Ride, Cleveland State University (CSU) Line, Light Rail, HealthLine.
 - Conducted 2019 American Bus Benchmarking Group (ABBG) Satisfaction Survey.

- Supported Fare Study Consultant, LTK, with administration of two on-line surveys and one randomly drawn sampled intercept survey.
- Supported System Redesign Study consultant, Jarrett Walker + Associates with two on-line surveys.
- Community Engagement – In 2019, participated in over 200 community events throughout Cuyahoga County
- Continued RideRTA.com blog – through a series of on-line posts, provided the community “a behind the scene” look at RTA operations.
- Partnered with Rail District to outfit both a Light Rail and heavy Rail Holiday Trains.
- Lead a cross-functional team in successfully conducting a local rail rodeo, the first held by the authority in over ten years.
- Supported the Shelter Advertising program in the City of Cleveland, sales generated an additional, \$275,000 in non-fare revenue.

2020 PRIORITIES

- Deliver a creative marketing plan that promotes the Authority, results in ridership growth, and serves to enhance our corporate brand.
 - Develop strategies to encourage ridership growth – 2020 ridership goal: 33.6 million trips.
 - Through multiple communications channels promote RTA’s value to the community.
 - Encourage engagement with targeted audiences – riders, elected officials, community leaders, and the residents of Northeast Ohio.
- Develop a comprehensive strategy to provide a forum for public engagement and dialogue related to the Authority’s strategic plan as well as current and future RTA services and Initiatives.
- Extend the reach of RTA’s message as well as enhance the perception of the Authority through the development of partnerships with companies/institutions throughout the community.
- Enhance our customers riding experience:
 - Measure customer satisfaction through internal surveys, participation in ABBG survey, expand the mystery shopper program and refinement of our customer feedback process.
 - Develop and implement strategies to address opportunities for improvement identified through market research.
 - Support efforts to develop a comprehensive, internal customer-service enhancement program.
 - Introduce and promote new Wi-Fi accessibility on revenue vehicles and major passenger facilities.
 - Enhance customer communications through social media platforms, newsletters, mobile apps, and customer-facing, signage system.
 - Further refinement of the Brand Management program.
- Develop programs to improve employee engagement.
- Grow non-operating revenue by adding inner-ring suburban shelters to advertising inventory.

MARKETING & COMMUNICATIONS DEPARTMENT BUDGET

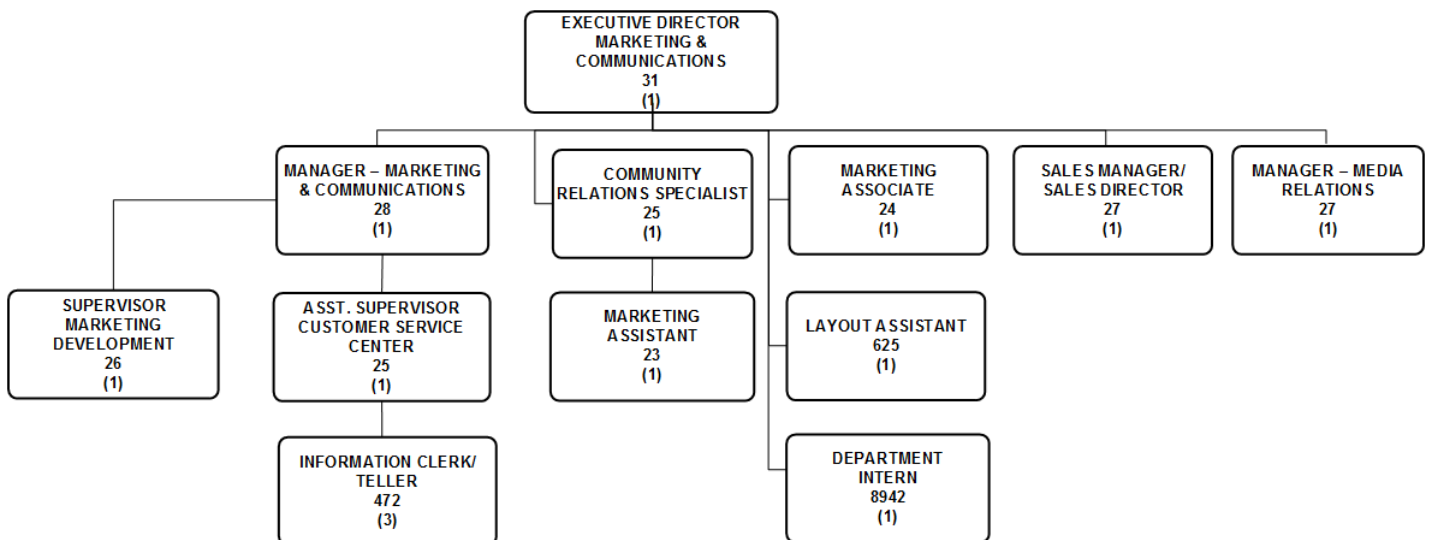
Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501200	Hourly Employees	\$71,478	\$45,710	\$45,560
501210	Hourly Employees Overtime	0	2,070	0
501300	Labor Salaried Employees	1,094,453	852,499	1,005,573
501310	Overtime Salaried Employees	13,288	7,042	4,000
502000	Fringe Benefits	473,849	345,556	356,275
503000	Services	130,250	56,935	49,303
503020	Advertising Fees	811,920	976,261	909,000
504000	Materials & Supplies	15,252	18,729	12,050
509000	Miscellaneous Expenses	8,524	14,465	16,600
509022	Meals & Concessions	9,867	7,457	5,000
512000	Leases & Rentals	3,462	4,856	8,000
Total		\$2,632,343	\$2,331,580	\$2,411,361

MARKETING & COMMUNICATIONS DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
00	9942 Marketing Intern	0.75	1.0	-
01	8942 Department Intern	-	-	1.0
03	0365 Customer Service Rep	3.0	-	-
	0371 Telephone Operator/Info Clerk	10.0	-	-
04	0472 Information Clerk/Teller	3.0	3.0	3.0
06	0625 Layout Assistant	1.0	1.0	1.0
23	1650 Marketing Assistant	1.0	0.75	1.0
24	0740 Marketing Associate	1.0	1.0	1.0
25	0831 Community Relations Specialist	1.0	1.0	-
	0966 Assistant Supervisor Telephone Info	1.0	-	-
	1067 Assistant Supervisor Customer Service	1.0	1.0	1.0
26	0865 Community Engagement Supervisor	-	-	1.0
26	1061 Supervisor Marketing Dev	1.0	1.0	1.0
	1184 Supervisor Telephone Info Ctr	1.0	-	-
27	0859 Sales Manager/Sales Director	1.0	1.0	1.0
28	1144 Manager Media Relations	1.0	1.0	1.0
	1964 Marketing Manager	1.0	1.0	1.0
31	0784 Executive Director	1.0	1.0	1.0
	Total	28.75	13.75	14.00

- In 2018, the Telephone Information Center was moved to Paratransit

MARKETING & COMMUNICATIONS ORGANIZATION CHART



INFORMATION TECHNOLOGY DEPARTMENT

MISSION STATEMENT

The mission of the Information Technology Department is to 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.

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

The Information Technology Department is focused on developing a technology roadmap for the Authority. In addition, IT continues to provide and support enterprise information, technology, and infrastructure for the Authority, its partners and customers. IT strives to replace aging assets and components, in accordance with the Technology Roadmap, to benefit the Authority's mission, and as dictated by various system lifecycles. IT monitors asset improvement under the Continual Process Improvement VFO, and is striving to achieve an IT State of Good Repair (SOGR) score of 3.7 across all systems and projects. This target of improvement includes further Network Upgrades, Data Center Improvements, Data Back-up and Protection, Windows 10 deployment for PCs and laptops, Software Upgrades, and Reporting of Dashboard Metrics.

2019 ACCOMPLISHMENTS

- Deployed Windows 10 operating system for desktops and laptops, in Transit Police and a handful of other departments.
- Expanded automation of the ongoing patching process for critical system updates for desktops and laptops and began tracking this as part of the strategic plan.
- Enhanced internal IT Security Awareness program, and deployed formal security awareness training services for all employees, and began email "phishing" program to test effectiveness of training.
- Expanded interim backup solution, including off-site replication of data, to protect more target systems.
- Began implementation of Roles and Responsibilities for major information systems.
- Supported major construction projects with network design and specification, telecommunication and implementation services.
- Supported multiple large technology projects, including upgrade and cloud migration of Time & Attendance system, deployment of new radio and mobile data system, migration of CAD/RMS system, among others.
- Continued critical upgrades to the IT Infrastructure, including Data Protection, LAN and server Refresh, application delivery services, migration of multiple significant system databases to Linux.
- Expanded WiFi coverage in District administrative spaces, and shop floors.
- Installed Internet Service at 6 passenger stations, and extended internet access via guest WiFi at 10 passenger locations.
- Expanded Video and Web-based Conferencing systems for the Authority, to include 8 additional locations.
- Received multiple awards and Recognition from PTI and The Center for Digital Government Institute.
- Completed inventory of IT systems in preparation for development of a Technology Roadmap.

2020 PRIORITIES

- Develop a Technology Roadmap for the Authority.
- Address evolving technology needs for critical systems such as Fare Collection, Inventory and Maintenance, CAD/RMS, Time and Attendance, and GIS, among others.
- Initiate the general rollout of Windows 10 operating system for desktops and laptops.
- Continue to support major projects (Radio Replacement, TransitMaster, Trapeze, and Ultramain upgrades).
- Expand Cybersecurity efforts to include vulnerability scanning and penetration testing.
- Continue the IT State of Good Repair Program.
- Continue to implement and enhance IT Governance.
- Expand Business Intelligence Systems in support of Business Process Improvement efforts.
- Expand WiFi connectivity for additional systems and devices.
- Expand Disaster Recovery capability with enhanced data protection and additional virtualization for critical legacy systems.
- Continue critical upgrades to the IT Infrastructure, including Network, and Oracle Database Environments.

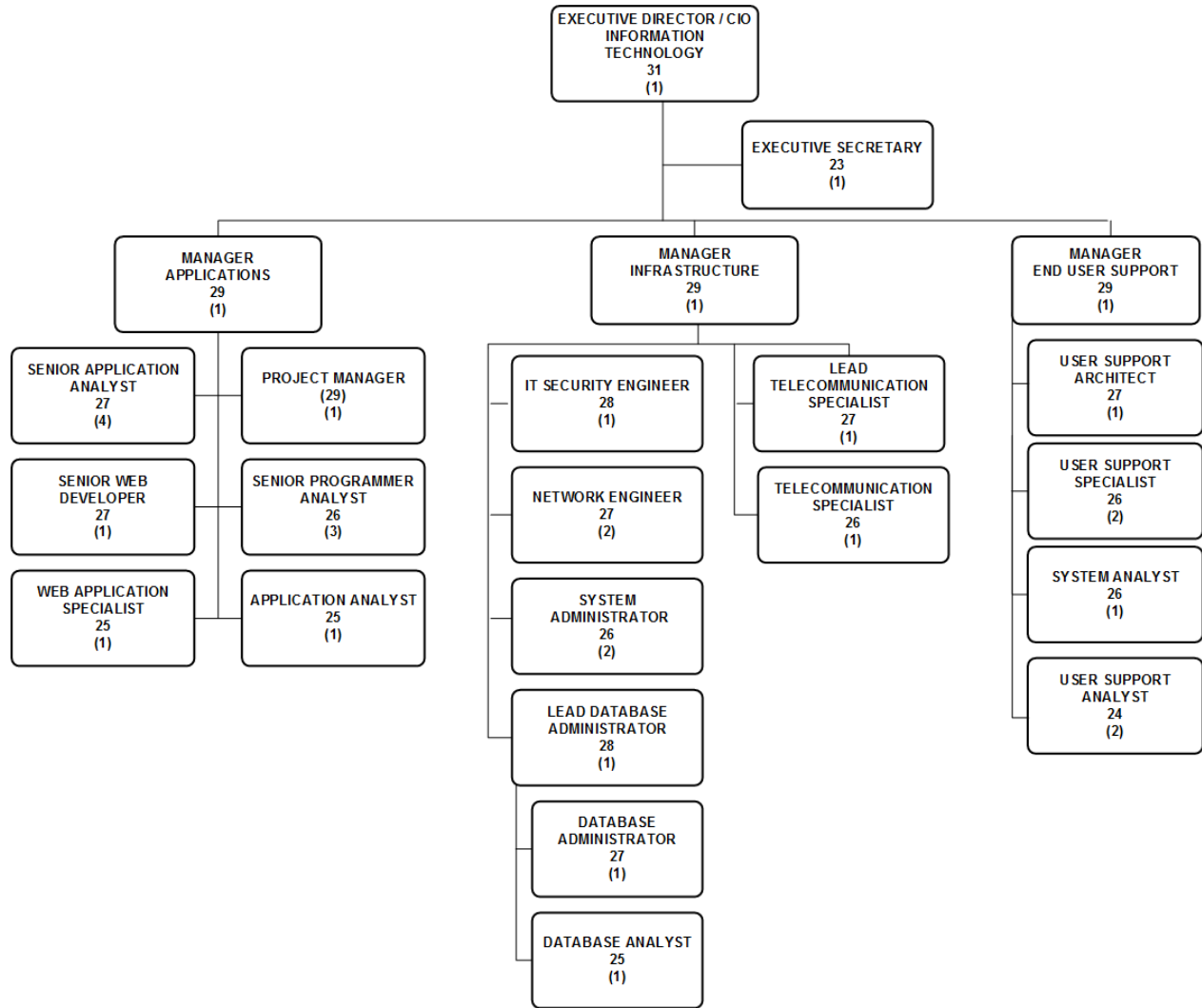
INFORMATION TECHNOLOGY DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501300	Labor - Salaried Employees	\$2,209,787	\$2,205,622	\$2,434,469
501310	Overtime - Salaried Employees	0	1,275	0
502000	Fringe Benefits	883,962	848,624	823,970
503000	Services	53,020	0	63,200
503052	Other Maintenance Contracts	3,027,483	2,941,843	3,147,836
504000	Material & Supplies	71,712	70,991	160,200
505022	Telephone	513,597	464,301	587,657
509000	Miscellaneous Expenses	89,897	84,299	77,190
509022	Meals & Concessions	0	78	750
512000	Leases & Rentals	62,232	44,854	0
	Total	\$6,911,690	\$6,661,887	\$7,295,272

INFORMATION TECHNOLOGY DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
23	0725 Executive Secretary	1.0	1.0	1.0
24	1646 User Support Analyst	2.0	2.0	2.0
25	0760 Database Analyst	1.0	1.0	1.0
	1647 Web Application Specialist	1.0	1.0	1.0
	1961 Applications Analyst	1.0	1.0	1.0
26	0960 User Support Specialist	3.0	2.0	2.0
	0967 System Analyst	-	1.0	1.0
	1072 Telecom Specialist	1.0	1.0	1.0
	1077 Senior Web Developer	1.0	1.0	1.0
	1082 System Administrator	2.0	2.0	2.0
	1155 Sr. Programmer Analyst	3.0	3.0	3.0
27	0756 Network Engineer	2.0	2.0	2.0
	1070 Database Administrator	1.0	1.0	1.0
	1632 User Support Architect	1.0	1.0	1.0
	1745 Lead Telecommunications Specialist	1.0	1.0	1.0
	1960 Senior Application Analyst	4.0	4.0	4.0
28	1633 IT Security Engineer	1.0	1.0	1.0
	1648 Lead Database Administrator	1.0	1.0	1.0
29	0783 Manager ITS/End User Support	1.0	1.0	1.0
	1321 Manager of Infrastructure	1.0	1.0	1.0
	1325 Manager of Applications	1.0	1.0	1.0
	1655 Project Manager – Systems	1.0	1.0	1.0
31	1730 CIO/Executive Director	1.0	1.0	1.0
	Total	32.0	32.0	32.0

INFORMATION TECHNOLOGY ORGANIZATION CHART



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2020 – 2024 CAPITAL IMPROVEMENT PLAN

INTRODUCTION

Providing cost-effective, safe, clean, and reliable public transportation services depends on the maintenance and upkeep of the Authority's capital assets. The capital-intensive nature of the Authority's operations make long term financial planning indispensable. In turn though, the ability to fund these capital needs must continually be weighed against the financial resources required to support the regular operations of the Authority.

The 2020–2024 Capital Improvement Plan (CIP) continues the Authority's ongoing process to align available financial resources with programmed capital projects directed towards achieving a State of Good Repair (SOGR) throughout its vehicle fleets, capital assets, and infrastructure. Effective planning helps facilitate this process by providing a framework to schedule capital improvements based on the condition or SOGR of capital assets, the availability of financial resources, and the evaluation of requested capital projects. The current process prioritizes capital infrastructure requests and needs and aligns its ongoing capital program with available Federal, State, Local and non-traditional funding resources.

The financial demands to meet a SOGR throughout the Authority's capital assets remain at a high level, but the decision to balance scheduled activities with funding limits the number of budgeted projects in any given year end, in essence, has moved the CIP to a five-year plan.



ORGANIZATION OF THE CAPITAL IMPROVEMENT PLAN

The first year reflects the Board approved RTA Capital and RTA Development Fund budget appropriations for the FY 2020 capital projects. The following four years of the CIP highlight planned, but not yet approved, out-year capital projects of the Authority. Capital projects and their associated budgets included in these out-years are subject to change based on financial circumstances, revised project time- lines or in capital priorities.

A summary of the Authority's capital assets will help put these projects into perspective. In FY 2019, an extensive evaluation of the Authority's rail fleet (HRV/LRV) was completed. It was determined that the HRVs have an estimated 5 years life remaining, while the LRVs have 10 years remaining life. The cost for replacement of the of the rail vehicles is estimated at \$102 million for 34 HRVs and \$96 million for the fleet of LRVs. An additional \$42 million is needed to accommodate the Authority's current rail facilities and infrastructure. By the end of 2019, the Authority will have identified approximately \$108.0 million for this project, which include ODOT's Ohio Transit Partnership Program (OTP2) \$5.0 million and \$29 million local match. Development of a Transit Asset Management (TAM) database providing a basis to prioritize the needs of capital assets based on their condition.

The planning process for the capital program includes the method for establishing budget appropriation authority. It explains the chain of events involved and its relationship to the development of the Transportation Improvement Program (TIP). The Capital Improvement Financial Policies and Criteria help focus the plan on the priority areas that guide decision making during the Capital Improvement process. The Financial Capacity section explains Federal, State and Local funding

sources and debt management as it relates to the Authority, as well as the impact of capital investment decisions on the Operating Budget.

The final section is devoted to the details of the 2020 Capital Improvement Budget and the four out-years of the overall 2020-2024 CIP. Smaller, locally- funded projects included in the RTA Capital Fund are listed in Department order, while the larger, grant and/or locally funded capital projects included in the RTA Development Fund projects are organized by capital project categories and reflect specific funding sources, supporting those projects.

CAPITAL ASSETS

The principal share of expenditures planned within the 2020–24 CIP focuses on attaining a State of Good Repair (SOGR) for the Authority’s capital assets. Highlights include completion of the last ADA Key Station program, an on-going track rehabilitation plan, reimbursement of preventive maintenance and other expenses generated within the Operating Budget, and the maintenance and upgrade of capital assets throughout the Authority. It continues to emphasize the backlog of needed capital improvements throughout the Authority’s infrastructure and facilities. The age of the Authority’s primary facilities, including their history in terms of original in-service dates, rehabilitations, and additions are shown below in Figure 85. These facilities and others are briefly discussed on the following pages.

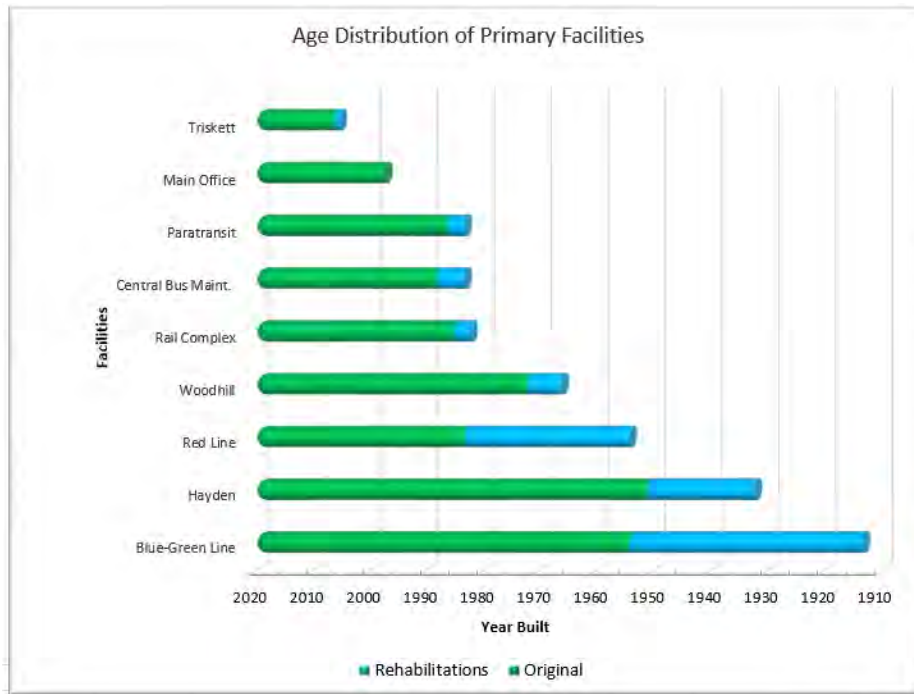


Figure 85: Age Distribution of GCRTA Primary Facilities

FACILITIES

BUS DISTRICT GARAGE FACILITIES

The Authority has two active large bus district garages:

TRISKETT GARAGE is located at 13405 Lakewood Heights Boulevard. It was originally put into service in 1958 with a new replacement garage opening in 2005 at this location. West side service and trolley operations are operated from this garage. Installation of a CNG Fueling station was completed in FY 2019 to fuel future CNG fleets to operate out of the Triskett Garage. The design for the Triskett Garage maintenance bay has been completed as well, with construction to begin in FY 2020.

HAYDEN GARAGE at 1661 Hayden Avenue was constructed in 1932, with two major additions in 1952 and 1968. It was rehabilitated in 1998 and a SOGR project that included the replacement of six hydraulic lifts, fire suppression and HVAC systems, and 16 overhead doors was completed in FY 2014. Installation of a CNG fueling station was completed in FY 2015 and work was complete to address remaining CNG related building improvements in FY 2018. In FY 2019, 3 CNG Dispensers were replaced with new units to resolve safety issues with the original units. East side service and the Health Line buses are operated from this garage.

CENTRAL BUS MAINTENANCE FACILITY

The Central Bus Maintenance Facility (CBM), at 2500 Woodhill Road, was put into service in 1983 and houses a remanufacturing division, diagnostic center, bus service & maintenance area, and central inventory stores. Various facilities improvements and lift replacements, funded from a Federal SOGR grant award, were completed in 2014. CNG building improvements at this facility were completed in FY 2018. In FY 2019, paint booth exhaust fans were installed to meet CNG compliance issues installation of four fall protection units to help improve safety efforts while maintaining vehicles.

CUSTOMER SERVICE CENTERS

The GCRTA has two Customer Service Centers located at the Tower City Rapid Station Rotunda in downtown Cleveland and on the first floor of the GCRTA Main Office Building. In FY 2019, construction on Lost & Found and the construction on the new Customer Service Center was completed with minor punch list items remaining for FY 2020.

MAIN OFFICE BUILDING

The Main Office Building, a renovated warehouse in the downtown Cleveland Warehouse District, located at 1240 West Sixth Street, opened in September of 1997. This facility houses the administrative functions of the Authority and the Authority's Central Communication Center.

PARATRANSIT FACILITY

The Paratransit Facility, at 4601 Euclid Avenue, was completed in 1983 and houses all Paratransit functions including scheduling, dispatching and both revenue and non-revenue vehicle repairs. In FY 2014, a propane fueling station was installed at the Paratransit Garage and in FY 2015 related propane building enhancements and a 24-month rehabilitation project, including various facilities and equipment upgrades were completed.

PARK-N-RIDE LOTS

One objective of the GCRTA is to provide rail and/or bus Park-N-Ride services for major commuter corridors within Cuyahoga County. As such, the GCRTA provides over 4,400 parking spaces at 23 rapid stations. RTA also operate three large bus Park-

N-Ride lots in Strongsville, North Olmsted, and Westlake. These three stations provide a combined 2,527 parking spaces for customers.

PASSENGER SHELTERS

There are approximately 1,000 bus shelters throughout the Greater Cleveland area, providing a place to wait for buses. GCRTA currently offers an “Adopt a Shelter” program, providing members of the community to help the authority maintain these shelters.

RAIL DISTRICT COMPLEX

The Rail District Complex, located at 6200 Grand Avenue, went into service in late 1982. It houses the Rail Headquarters, the Central Rail Maintenance Facility (CRMF), which handles all mechanical, body, and electrical repairs for the rail fleet, the Central Rail Service Building, the RTA Rail Yards, and is the location of the Authority’s Transit Police Headquarters. In FY 2014, a total roof replacement project for these facilities was completed. In FY 2015, a multi-year Central Rail Lift Rehab program was completed to replace and upgrade rail car lifts at this facility to ensure safety and to meet operational needs. In FY 2016, the Exterior Carwash and Track Crossing was repaired and replaced to ensure continual operation of the car wash bay and transfer table, minimizing service interruptions of down cars.

TRANSIT CENTERS

Transit Centers provide heated customer waiting areas and roadways to allow several bus routes to meet and transfer passengers. RTA has four Transit Centers located in Fairview Park at Westgate Shopping Center, Maple Heights at Southgate Shopping Center, Parma at the Parmatown Mall, and Stephanie Tubbs Jones Transit Center, near Cleveland State University.

WOODHILL GARAGE FACILITY

The Woodhill Garage opened in 1966 as a bus garage and remained in service until 1998. It is currently being used as a training facility and houses the Authority’s Print Shop operations. In 2015, this facility underwent rehabilitation to remodel a portion of the facility to expand work areas for the electronic repair shop, operators training classroom, and print shop equipment enhancements.

RAIL SYSTEM

RIGHT-OF-WAY

RTA owns 65 miles of rail lines (32.5 miles of joint rail) used for the operation of its rapid transit system including twenty-seven miles for light rail and thirty-eight miles for heavy rail. To address potential issues related to MAP-21 and the new FAST Act requirements, the Authority is involved in a multi-year program that will establish SOGR needs throughout its rail system that will help to prioritize on-going rehabilitation programs. The right-of-way of the Rail System includes 63 track bridges, 53 passenger stations, 17 propulsion power substations, overhead electrical catenary wires, signals, switches, and associated rail infrastructure all of which are included in a regular maintenance program to maintain a state of good repair.

BLUE, GREEN & WATERFRONT LINES (LIGHT RAIL)

The Blue, Green and Waterfront Lines comprise the RTA’s Light Rail (LR) System. From the downtown Tower City Station, the Blue and Green lines run on shared track east to Shaker Square, where they separate. From there, the Blue Line follows Van Aken Boulevard to its termination at Warrensville-Center Road, while the Green Line travels along Shaker Boulevard

and terminates at Green Road. The Waterfront Line runs from Tower City through the Flats East Bank development area, near First Energy Football Stadium and the Rock and Roll Hall of Fame, and terminates at the Muni Parking Lot.

Most of the 13.5-mile LR lines, with the exception of the 2.2-mile Waterfront Line extension added in 1996, were originally constructed between 1913 and 1920. The Authority's Light Rail System has 35 stations; including three it shares with the Red Line at Tower City, the East 34th/Campus and East 55th Street Stations. The entire Light Rail System, including tracks, infrastructure, and stations were reconstructed between 1980 and 1984.

In FY 2016-2018, nine Light Rail Crossings were rehabbed and completed in 3 phases on the Green Line. This included reconstruction of two Green Line Stations at Warrensville/Shaker Blvd. and Lee Road/Shaker Blvd. and the reconstruction of East 116th St. Light Rail Trunk Line Station. In FY 2019 the Farnsleigh Station reconstruction was completed.

RED LINE (HEAVY RAIL)

The RTA's Heavy Rail (HR), or Red Line, runs on joint tracks for 19 miles from its eastern terminal at the Louis Stokes Station at Windermere, located in East Cleveland, through the Tower City Station in downtown Cleveland to its western terminal at Cleveland Hopkins International Airport. There are 18 stations along the line, eight east of downtown, one at Tower City in downtown Cleveland, and nine west of downtown. Fifteen of the Red Line stations were originally constructed between 1954 & 1958. The remaining three stations, including the Line's western terminal at the Cleveland Hopkins Airport, were put into service in 1967.

During FY 2018-Present, improvements continued along the Redline, at West 30th – West 98th Street Station and the West 117th – Westpark Station. During this period the Westpark Diamond was completed and also the emergency repair to the S-Curve Retaining Wall. The final Red Line track reconstruction will continue in FY 2020 to complete track rehabilitation of track from Westpark Station to Airport Tunnel.



The 2020-24 CIP of the Authority continues to commit a significant amount of resources towards achieving a SOGR in its Light & Heavy Rail Systems infrastructure including the reconstruction, rehabilitation and upgrades to train stations, power substations and electrical systems, train controls.

BRIDGES/TUNNELS

The GCRTA is responsible for the maintenance and inspection of 63 track bridges owned within its right-of-way. This includes four station bridges, eight highway bridges, nine service/access bridges, one transit tunnel, five fly-over bridges on the Red Line, and the ¾ mile long viaduct bridge over the Cuyahoga River. The GCRTA also has joint responsibility for inspecting and maintaining the substructures of 100 city and county highway bridges that span the rail tracks. A majority of these bridges were built before 1930 and now require major repairs.

The out-years of this CIP includes engineering & design services and reconstruction work on four track bridges, the first construction phase on the Viaduct Bridge, track bridge rehabilitation of W.117th Street, Ambler Avenue, Canal Road and Waterfront Bridge plus an on-going inspection program to monitor the condition of each track bridge owned by the Authority.

TOWER CITY STATION

The Tower City Station, is the only downtown station for both the Heavy (Red Line) and Light Rail (Blue, Green, and Waterfront Lines) systems and operates as the main connection point for the Authority's rail lines. Originally constructed and opened in 1930 for passenger rail service, modified in 1955 to accommodate the Authority's rail services, it was completely reconstructed in the late eighties as part of an overall re-development of the entire Tower City complex.

In FY 2016, \$8.9 million was programmed for the rehabilitation of Platform 7 (to serve as a temporary station) and the reconstruction of Track 8 (west-bound track) was completed at 2016 fiscal year end. Construction work was also completed at Tower City Station to replace two sets of escalators (long and short) in time to host the Republican National Convention in mid-2016. FY2020 will see the continuation of track work at Tower City Station with tracks 10 & 13 planned to undergo reconstruction.

REVENUE VEHICLE FLEETS

CONVENTIONAL BUSES

There were 430 vehicles in the GCRTA bus fleet at the end of 2019. Compared to the prior year, 9 vehicles have been retired or are in the process of being replaced under the Bus Improvement Program (BIP). During FY 2019, no new buses were placed into service. At the end of FY 2019, the Authority's total fleet mix includes 430 vehicles, of which 139 40-foot diesel CNG buses; 114 40-foot diesel transit buses; 40 60-foot articulated diesel buses; 21 60-foot articulated hybrid bus rapid transit (BRT) vehicles; 21 diesel commuter buses; 3 60-foot diesel articulated BRT buses; 12 35-foot diesel trolley buses. The FTA defines the useful life of a bus to be the lesser of 12 years or 500,000 miles and the average age of the large bus fleet was 7.6 years at the end of FY 2019. The age distribution of the Authority's large bus fleet is shown in Figure 86 on the next page.

The Authority's goal is to replace approximately 1/14 of its large bus fleet every year (25 to 35 buses) and to accommodate any increases in peak vehicle requirements. This hasn't been possible until recent budget years due to the lingering impact of the recession and other higher priority capital needs of the Authority, but the 2020–24 CIP continues a planned bus replacement program, begun in 2013, that will continue until the entire fleet is replaced. In FY 2020 the authority is expecting the delivery of 12 MCI Commuter Coaches and 25 40 ft CNG buses be placed in service.

A regular bus replacement program will:

- Reduce operating maintenance costs;
- Improve the reliability of the fleet;
- Distribute maintenance efforts more evenly;
- Reduce the Authority's vulnerability to large groups of bus defects; and
- Prevent one-time large purchases.

Age Distribution of Large Bus Fleet

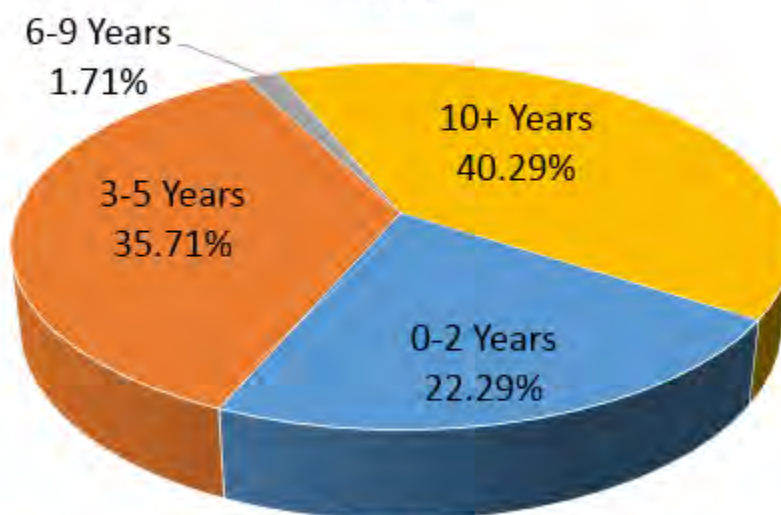


Figure 86: Age Distribution of Bus Fleet

Programmed orders in future years of this CIP depends upon the availability of non-formula funding and competitive grants, but they are expected to further lower the average age of the Authority's big bus fleet to approximately 6.2 years at the end of 2024. All current and future ordered GCRTA buses are compliant with the Americans with Disabilities Act (ADA) and, with the exception of the trolley buses and BRT vehicles, are equipped with bicycle racks.

PARATRANSIT BUSES

In 1991, the Board adopted a policy to provide for the integration of fixed rail and bus services with Paratransit services into a network of services comparable to what is available to the general public. This continuing policy is designed to maintain full system accessibility and provide compliance with ADA and U.S. Department of Transportation Regulations.

The Authority's 20 Paratransit Program transports senior citizens and disabled persons on an advanced reservation basis. Including propane fueled vehicles there are 80 ADA compliant, wheelchair-equipped buses in active service in the Paratransit fleet with an average age of 3.9 years at the end of FY 2019. In FY 2013 – 20 propane buses and 3 Dodge Caravans were placed into service, FY 2016, 20 MV-1 vehicles, and in FY 2017-30 gasoline Paratransit buses, 7 25-foot Jitney buses were added. Future replacement plans have a total of 13 vehicles being replaced in 2020 that will bring the average life of the Paratransit fleet to 3.7 years old by the end of 2020.

RAIL VEHICLES

RTA owns a combined 90 heavy and light rail vehicles for its rail operations. The age of the Authority's rail fleet ranges between 34 and 38 years old. In recent years a midlife overhaul of the Authority's Light Rail (LR) and Heavy Rail (HR) fleets was completed, and in prior year 2015 an interior overhauls was implemented and completed. Both mid-life projects were initiated to economically extend the useful life of the Authority's rail vehicle fleets approximately 12 years beyond their normal expected operating life of 30 years, but in the near future, the Authority will be facing significant replacement costs for both of its rail fleets.

There are 40 active Tokyo HR vehicles, purchased in 1984 and 1985, which operate on the Red Line. The peak service requirements for the Red Line during rush hours are 24 cars, while special events require 36 cars. The 34 active Breda LR vehicles, acquired between 1981 and 1983, run on the Blue, Green, and Waterfront Lines of the Authority. Vehicle requirements for LR peak rush hour service are 9 cars, and 28 cars are required for special event services. During the pillar studies, a value of \$24.0 million was determined as the cost needed to replace both rail car fleets. HRV cars were stated to have around 5 years of useful life left while LRV cars were determined to have around 10 years of useful life left before replacement is needed. In 2020, GCRTA will begin the process of procuring new HRV's by acquiring engineering consultant services to assist in developing technical specifications for an RFP to purchase new cars. Services will also include program management, quality assurance, technical support, car-builder management, testing and integration.

CAPITAL IMPROVEMENT PLANNING CYCLE

The Capital Improvement Planning Cycle is longer than the operating budget process due to the preparation, scope, and cost involved with the projects. Grant-funded projects must be identified well in advance of planned execution so that applications can be filed and approved. Furthermore, construction projects must be preceded by preliminary engineering and design work to determine the scope and specifications of the project.

The Calendar of Events (figure 12, page 29&30) depicts the revised Capital Improvement and TIP planning cycles for the 2020-24 Capital Improvement Plan (CIP). The process began in August, 2018 when the Office of Management and Budget (OMB) reviewed the budgeting policies and set the parameters for the Capital Budget, and concluded in May 2019 with the Board Adoption of the recommended 2020-24 CIP followed by submission to NOACA for inclusion in the TIP/STIP.

At the start of the CIP development process, an initial review is done by OMB and various departments to assess the status of projects included in the current year's Capital Improvement Program Budget. This review includes any variances with programmed project timelines, availability of grant funds, and an inter-departmental review of data and resources required for the upcoming CIP. The Authority's Divisions and Departments are then provided a detailed set of instructions and follow-up meetings with staff are held. Meetings include a review of the information required for capital project requests, clarification of Department and Division requests and an overview of anticipated funding for the upcoming capital budget year.

In February, 2019, OMB staff and the Capital Program Working Group (CPWG) reviewed all submitted capital project requests for consistency with the needs of the Authority's infrastructure, funding availability, the Authority's Long Range Plan, the current Transportation Improvement Plan (TIP), and the annual strategic planning process. Projects were then prioritized in accordance with RTA's capital priority areas- state of good repair, health & safety, mandates, environmental impact, and ridership transit oriented development and in turn forwarded to the Capital Program Oversight Committee (CPOC) which includes the Executive Management Team of the Authority. The CPOC was formed to develop and monitor the Capital Program and to authorize the five-year Capital Program with projected grant, local and non-traditional revenue sources. After initial meetings with the Department Directors at the division level and with the General Manager and the Executive Management Team at the organizational level, the recommended Capital Budgets for the 2020-24 CIP were finalized.

A new budget schedule was set to better align with the NOACA Board review to assure funding would be in place. The CIP for 2020-24 was finalized and presented to the Board of Trustees' Operational Planning & Infrastructure Committee in May for discussion and review at which time approval was given.

TRANSPORTATION IMPROVEMENT PROGRAM

The planning cycle for grant-funded projects begins with the development of the Authority's CIP for incorporation into the Transportation Improvement Program (TIP). The TIP documents transportation related capital projects within the region

for which Federal funding will be requested. Projects must appear in the TIP to receive funding consideration. The Northeast Ohio Area-wide Coordinating Agency (NOACA) is responsible for bi-annually preparing the four-year plan for this area with GCRTA responsible for preparing the transit component of the plan for Cuyahoga County.

The GCRTA Long-Range Plan and its related five-year Strategic Plan guides the CIP and TIP. These plans articulate the types of services and markets the Authority expects to serve. The Authority's preparation of projects for inclusion in the TIP began in May when departments request revisions, additions, or deletions to the previous year's CIP. The Budget Calendar of Events reflects the TIP process and how it corresponds to the Capital Improvement planning cycle. Capital project requests are prioritized by the Capital Projects Working Group (CPWG) and, in turn, are submitted to the Capital Program Oversight Committee (CPOC) for review and approval.

The proposed Capital Budgets for the upcoming calendar year are presented to the Board of Trustees committees; further defined depending on funding allocations for the new Federal fiscal year and any revisions to the original Capital Budgets will be submitted for Board approval in May and through NOACA, incorporated into the current four-year TIP prior to the new Federal Fiscal Year. Revisions to existing projects and/or amendments to add new projects are submitted on a quarterly basis for review and inclusion in the revised TIP/STIP. The budget process culminates when the Board approves the budget and establishes appropriation authority for the upcoming Fiscal Year. With respect to the Capital Budget, appropriation authority varies depending on which of the two Capital Improvement Funds, either the RTA Capital or the RTA Development Fund, supports the project.

CAPITAL BUDGET APPROPRIATIONS

The RTA Capital Fund includes capital projects funded from the Sales & Use Tax revenue. In general, these capital projects are less than \$150,000, have a useful life of less than 5 years, are routine in nature, and usually directly tie to daily operations. This Fund is subdivided into Routine Capital projects, for the acquisition of non-revenue vehicles and equipment, and Asset Maintenance projects, that include minor rehabilitation projects at Authority facilities.

The RTA Development Fund primarily includes capital projects with a value greater than \$150,000, a useful life greater than five years, and includes all of the large multi-year rehabilitation/reconstruction and expansion projects of the Authority. All grant-funded projects are accounted for in the RTA Development Fund and projects in this Fund are normally supported through various combinations of Federal and State of Ohio grants, local matches for these grants, debt service and/or 100 percent local funds.

Budget authority for both RTA Capital and RTA Development Fund projects are established when the Board of Trustees approves the annual Capital and other Fund Budgets of the Authority. The Board also approves grant applications and the acceptance of awards, which commits the Authority to providing matching funds when grant funds are drawn. Once approved, the Authority may draw against the grant until the project is completed or the time limit on the grant has expired. Grant awards can only fund projects specified in the application unless the Federal Transit Administration (FTA) or grantor agency approves an amendment.

CAPITAL IMPROVEMENT FINANCIAL POLICIES

The Board of Trustees has established a set of financial policies including some to ensure that adequate funds are regularly invested in maintaining the Authority's capital assets. These policies, which are highlighted in the Budget Guide, are used as goals for planning and controlling. They are as follows:

- An amount equivalent to at least 10 percent of Sales & Use Tax revenues shall be allocated to the Capital Improvement Fund on an annual basis.
- Capital Improvement Funds shall be used to account for the construction and acquisition of major capital facilities, vehicles, and equipment.
- The percent of capital maintenance outlay to capital expansion outlay will be a minimum of 75 percent and a maximum of 90 percent.
- The Authority will strive to take advantage of all available Federal and State grants and other financing programs for capital improvements.

CAPITAL IMPROVEMENT CRITERIA

Capital project requests for consideration in the 2020–24 CIP far exceeded available resources. As a result, established guidelines are used to prioritize project requests for funding. The following criteria provide a basis for preliminary capital investment decisions and include:

THE VALUE AND USEFUL LIFE OF THE CAPITAL ASSET

To be included in the Capital Improvement Plan, the asset must have a value of \$5,000 or more and have a useful life exceeding one year. If financed by debt, the useful life should exceed the term of the bond.

The availability of resources to fund the Capital Improvement, including grant resources.

The availability of grant resources against which local funds can be leveraged greatly enhances the likelihood of approval.

THE AGE AND CONDITION OF THE CAPITAL ASSET

Assets that are older and in poor condition generally rank higher on the rehabilitation or replacement list. Specific vehicle rehabilitation or replacement programs have been established for buses, rail cars, and non-revenue vehicles.

THE RELATIVE COST TO THE AUTHORITY FOR THE BENEFIT OBTAINED

Benefits may be measured in terms of avoided cost or the ability of the improvement to recover the capital investment within a given period.

VALUE ENGINEERING CONSIDERATIONS WITH REGARD TO THE SCHEDULING/ORDER OF PROJECTS

The relationship between projects is an important consideration in the scheduling of construction projects. For example, major rehabilitation to a bridge on a rail line might coincide with a track rehabilitation to achieve economies and avoid a duplication of effort.

PRIORITY AREAS

In addition to these criteria, all capital projects must relate to one of the following priority areas to be considered for approval. Capital projects, which address multiple priority areas, have a greater likelihood of approval.

During this planning cycle, priority areas of the Authority were defined as:

- **State of Good Repair (25%)** – Maintaining the Authority’s current ‘core business’ through investments in projects which are necessary in order to operate the existing infrastructure or add an additional dimension/mode to existing systems.
- **Health and Safety (20%)** – Ensuring the physical well-being of the Authority’s customers, employees, and the general public.
- **Mandates (20%)** – Ensuring compliance with Federal and State mandates such as the Clean Air Act and Americans with Disabilities Act.
- **Ridership Transit Oriented Development (15%)** – Invest in equipment, opportunities for private investment, increased revenues, encourage partnerships with other organizations. Stimulate the development of current property for the benefit of customer satisfaction to maintain current ridership and attract new customers.
- **Operating Budget Impact (15%)** – Investing in projects that will result in a direct positive impact on reducing operating expenses or improving operational efficiencies of the Authority.
- **Environmental Impact (5%)** – Investing in equipment, adapting facilities or enhancing service infrastructure to support overall environmental benefits such as improved air quality.

Figure 87 reflects the distribution of approved 2020 Capital Improvement projects by capital priority area. The largest portion of the 2020 Capital Budget appropriations, \$98.2 million or 97.1 percent, are for projects included within the State of Good Repair category that maintain or improve existing Authority capital assets. This is followed by the other category with \$2.1 million, or 2.0 percent, with the remaining categories making up the balance of the budgeted capital projects.

PRIORITY CATEGORIES - Combined	2020	2021	2022	2023	2024	TOTALS
						2020-2024
RIDERSHIP	\$0.35	\$0.35	\$0.35	\$0.35	\$0.35	\$1.75
HEALTH & SAFETY	\$0.23	\$0.23	\$0.23	\$0.23	\$0.23	\$1.15
STATE OF GOOD REPAIR	\$98.17	\$118.18	\$116.27	\$118.78	\$119.60	\$571.00
TECHNOLOGIES/EFFICIENCIES	\$0.42	\$0.66	\$2.31	\$1.57	\$0.23	\$5.19
OTHER	\$2.09	\$2.09	\$2.09	\$2.09	\$2.09	\$10.45
SUB-TOTAL: COMBINED CAPITAL	\$101.26	\$121.51	\$121.25	\$123.02	\$122.50	\$589.54

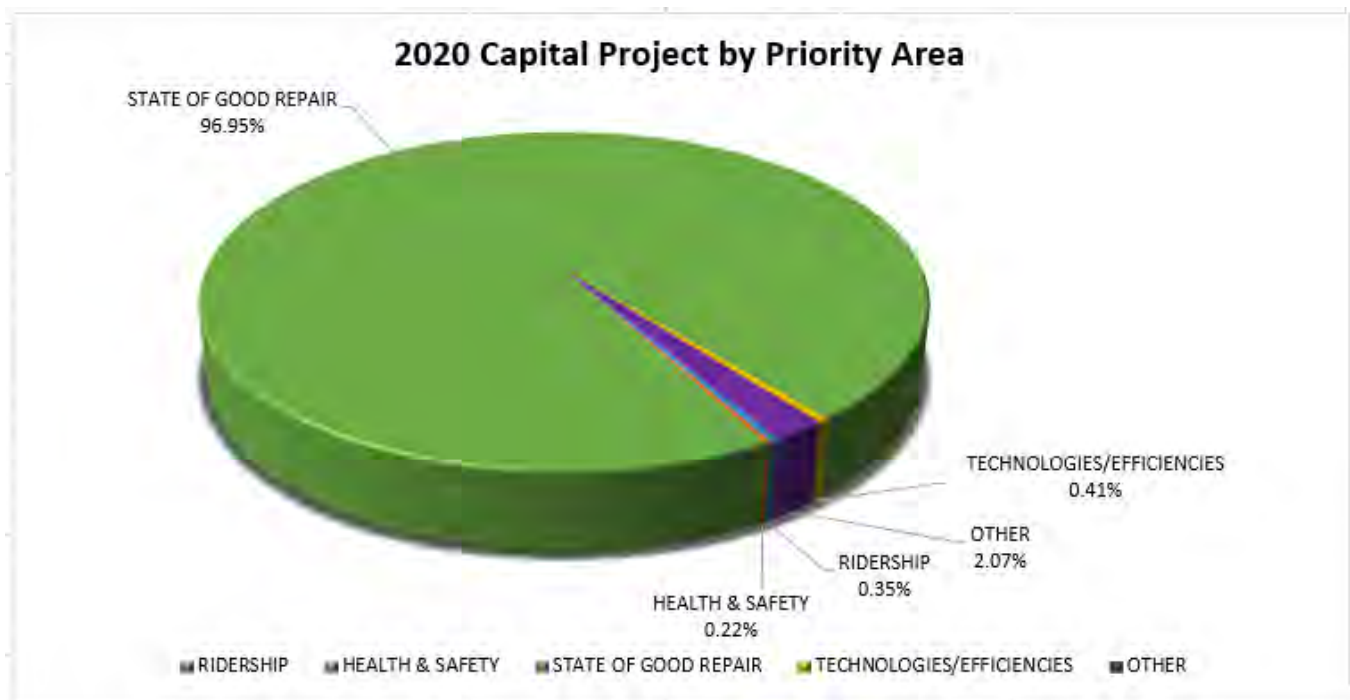


Figure 87: Capital Projects by Priority Area

FINANCIAL CAPACITY

The nature of public transit requires that the Authority pursue a capital-intensive budget. The Authority's capacity to support its ongoing CIP depends on the availability of governmental grants, local matching funds, and the ability to issue bonds. During the eighties and through the mid-nineties, the RTA favored a pay-as-you-go method, maximizing the benefits of Federal and State grant programs, and utilizing debt financing sparingly. Beginning in the mid-nineties, the use of debt significantly increased to meet the financial needs of an extremely aggressive Capital Improvement Program. This led to a significant increase in the overall debt service of the Authority – one that requires principal and interest payments that total \$15.1 million in FY 2019 for existing debt services.

In FY 2019, \$30 million of debt was issued and will be used as the local match for programmed grant funded capital projects or for locally funded capital projects. With this additional debt, the Authority has outstanding debt totaling \$160.4 million.

In addition to determining the method of financing a project, capital investment decisions by the Authority also take into account a project's impact on operating costs. If a new facility is built, the operating budget must be capable of supporting any additional costs or be positioned to take advantage of any efficiencies.

FEDERAL SOURCES

As reflected in Figure 88, Federal grants provide an estimated \$63.9 million, or nearly 80.6 percent of the Authority's capital improvement revenue stream during FY 2020. Over the five-year CIP period, Federal funding may provide approximately 70.1 percent of the needs for the Authority's programmed capital projects. Most major Federal grant programs require a local match, normally 20 percent, though in some isolated grant awards a 10 percent or no local match is required. Through FFY 2013, Federal grant programs were modified by the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA), and confirmed by both the Transportation Equity Act for the Twenty First Century (TEA-21) and the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) adopted in 2005.

SAFETEA-LU was extended several times since, and in FY 2012 a new Transportation Act, Moving Ahead for Progress in the 21st Century (MAP-21), was approved by Congress. MAP-21 established some certainty over available FTA funds for future transit construction projects. Changes in Federal formula calculations for grant awards, inclusion of new census data in the determination of formula grants, incorporation of operating statistics relative to all transit agencies, and consolidation and/or elimination of some grant programs had an unfavorable impact upon financial resources for the Authority's capital improvement program.

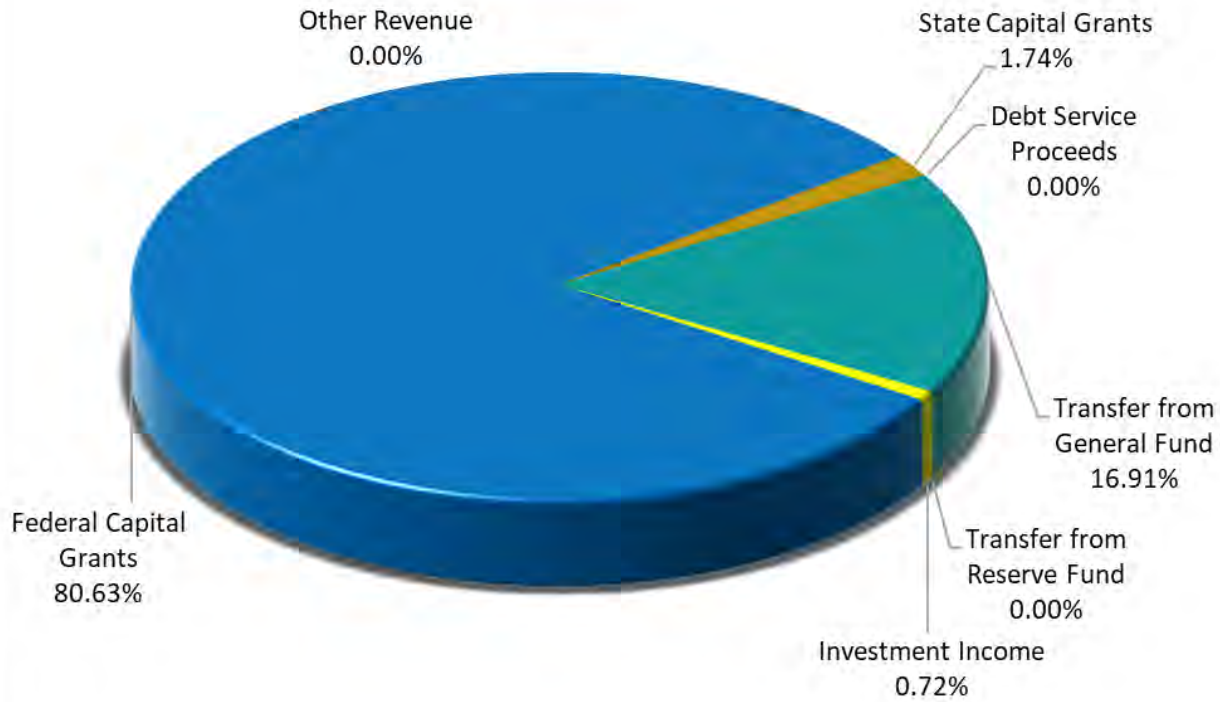
The changes brought on by MAP-21 legislation impacted the Authority's Rail Systems capital programming. Prior to MAP-21 the Rail Modernization grant was allocated through a formula favorable to the Authority and other "older" rail systems in America. Rail formula funds are currently allocated through a STATE OF GOOD REPAIR (SOGR) program, which incorporates both population and operating statistics into the formula allocations resulting in a reduction of formula funds for the rail system. While the MAP-21 legislation clarified available financial resources in the short-term, the long-term Federal funding commitment to public transportation remains uncertain.

At the end of 2015, a new Transportation Act titled "FIXING AMERICA'S SURFACE TRANSPORTATION" (FAST) ACT is expected to be approved by Congress. The FAST Act will incorporate current MAP-21 initiatives and focus on SOGR strategies. The FAST Act is also expected to impact the Authority's formula funding allocation in the CIP by an annually projected increase of \$2 million, most of which is prioritized for Rail SOGR projects.



On July 26, 2016 FTA made its "Final Ruling" reaffirming that transit agencies must establish a Transit Asset Management System Plan to monitor and manage public transportation assets to improve safety and increase reliability and performance. The "Final Ruling" sets the objective to achieve a state of good repair (SOGR) by creating a business model using transit asset condition ratings to guide capital planning decisions and optimize funding resources.

FY 2020 Capital Improvement Revenue By Source



	2017	2018	2019	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Proposed Budget	Plan	Plan	Plan	Plan
Transfer from General Fund	\$10.27	\$15.26	\$12.01	\$13.40	\$7.91	\$8.53	\$8.69	\$10.84
Transfer from Reserve Fund	\$0.00	\$2.00	\$0.00	\$0.00	\$2.40	\$5.20	\$25.60	\$0.00
Investment Income	\$0.33	\$0.32	\$0.98	\$0.57	\$0.77	\$0.57	\$0.77	\$0.77
Federal Capital Grants	\$48.46	\$56.53	\$42.08	\$63.89	\$67.75	\$65.97	\$68.79	\$68.61
State Capital Grants	\$0.00	\$0.83	\$1.38	\$1.38	\$1.38	\$1.38	\$1.38	\$1.38
Debt Service Proceeds	\$0.00	\$0.00	\$30.00	\$0.00	\$25.00	\$0.00	\$25.00	\$0.00
Other Revenue	\$0.33	-\$0.03	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Revenue	\$59.39	\$74.91	\$86.45	\$79.24	\$105.21	\$81.65	\$130.23	\$81.60

Figure 88: Capital Improvement Revenue by Source

URBANIZED AREA FORMULA - SECTION 5307

Urbanized Area or Capital grants were originally provided under Section 5307 of the Urban Mass Transportation Act of 1964. Resources are allocated to urban areas according to a formula and matched on an 80 percent Federal and 20 percent local basis. This program has continued under the new MAP-21 legislation, though several changes were made leading to a small reduction in the annual award of funds. Additionally, changes due to MAP-21 included the elimination of the Job Access &

Reverse Commute (JARC) Section 5316 program, which provided over \$12.2 million in local match for operating costs associated with this program over a six-year period. The JARC program was incorporated into the Section 5307 formula award as an eligible reimbursement in the MAP-21 and FAST legislations, but no additional resources are provided to continue the program.

In FY 2016, with local match include the Authority received \$33.4 million and \$34.0 in FY 2017 from its Section 5307 award, a slight increase from the prior FY 2015 amount of \$29.1 million. FY 2018 allocations under the FAST Act legislation are at \$34.5 million, near the amount currently received under the MAP-21 legislation and increasing in FY2019 to an amount of \$35.3 million. In FY 2020 the Authority will receive \$35.6 million.

STATE OF GOOD REPAIR – SECTION 5337



Since ISTEA, Federal participation for the former Section 5309 award program is distributed at the Federal Transit Administration's (FTA) discretion on an 80 percent Federal, 20 percent local basis. The ISTEA also instituted a multi-tier formula to allocate Section 5309 Rail Modernization grants, one that historically favored the older established rail systems including the GCRTA. This formula allocation remained the same in the now expired SAFETEA-LU legislation.

The MAP-21 legislation replaced the Section 5309 Rail Modernization award program with the Section 5337 State of Good Repair (SOGR) grant program. It also replaced the historical Section 5309 funding formula allocation with a program that relied upon operational statistics of a transit agency compared to the industry statistics, as well as use of the 2010 UZA Census data. The new formula favors agencies serving growing populations and expanding transit services over those with a relatively static UZA population and service, resulting in the loss of more than \$700,000 for rail formula award funds from FY 2018 to FY 2019 for the Authority.

The last Federal allocation for the Section 5309 – Rail Modernization Award was an indication of the financial impact the Authority faced under the MAP-21 legislation. Including the 20 percent local share, the last Rail Modernization award in FY 2012 totaled \$17.26 million. Since then, the Authority has received \$15.4 million in FY 2016, \$15.1 million in FY 2017, \$17.4 million in FY 2018 and \$22.2 million in FY 2019 under the new FAST Act. The Authority will once again receive \$21.3 million in FY 2020. The authority's level of funding remains below the actual need to maintain a state of good repair.

BUS & BUS FACILITIES – SECTION 5339

Section 5339 grant funding is a smaller formula award that provides additional capital funding for the replacement, rehabilitation, purchase of buses and related equipment, and the construction of bus-related facilities. Funding for this award under the MAP-21 Act remains relatively stable with \$2.43 million received in FY 2014 and FY 2015, a slight increase to \$2.9 million in FY 2016, and \$3.0 in FY 2017. Under the FAST Act, this amount slightly decreased to \$2.8 million with similar amounts received in FY 2019. FY 2020 funding increased from prior years to \$3.8 million.

NON-TRADITIONAL FEDERAL SOURCES

Non-traditional Federal awards, including competitive and earmark grants, are beyond the scope of the previously discussed programs, but are impacted by the MAP-21 and subsequent FAST legislation. Additionally, grant award funding for an annual ADA Reimbursement grant award, which reimbursed the Operating Budget an average of \$3.2 million between FY 2011 – 2015 has lapsed resulting in a loss of revenue for the General Fund.

The Authority remains successful in competing for and being awarded non-traditional or competitive awards that provide the necessary resources enabling a number of important capital projects to be completed. The Authority will continue to seek and submit applications for needed SOGR capital projects as competitive grant awards become available.

The Authority was recently awarded non-traditional funding for several projects under the proposed 2020-2024 Capital Improvement Plan (CIP). In FY 2019, GCRTA received non-traditional funding in the amount of \$2.6 million in discretionary funds for rehabilitation of the Triskett Bus District to accommodate CNG-fueled buses. The Authority also received \$336,000 in discretionary funds for Transit Oriented Development Planning, in the W.25th Street corridor. GCRTA, along with its



partners, will create a holistic plan for development along the entire corridor to support full development of a Bus Rapid Transit (BRT), now branded as the MetroHealth line. FY 2018 non-traditional funding was received from the Diesel Mitigation Trust Fund in the amount of \$2 million, Transit Oriented Development Planning in the amount of \$360,000, and \$471,333 from the TSA National Explosives Detection Canine Team Program. Projects identified are for track rehabilitation of Red Line Track West (W.117-West Park) \$6.6 million, \$11.6 million for Radio CAD/AVL System Replacement

from the Federal Highway Association, and Triskett Building Compliance Facility upgrades for \$3.3 million. In FY 2017 the authority received competitive funds totaling \$4.0 million for continuous improvement of Red Line West at W.75th – W.98th, received non-traditional funding for the Career Pathways Development award of \$985,754 received in FY 2015 to be used by the Authority for a work force development program. In FY 2013 a TIGER III grant award for \$15.6 million was received for construction work on the Little Italy - University Circle Station & rehabilitation of the Mayfield Road Track Bridge, and two non-formula awards were executed totaling a combined \$8.7 million for the Clifton Boulevard Transit Enhancement project. Earlier in FY 2012, the Authority received two competitive grant awards; One for \$4.0 million for improvements at the Brookpark & Windermere Red Line Stations and the Strongsville Park-N-Ride, and a second for \$1.6 million for the rehabilitation & expansion of the Southgate Park-N-Ride lot, and rehabilitation of the Triskett, North Olmsted Park-N-Ride, and Sprague/Fair parking lots. The capital funding from non-traditional Federal source grants are used to support years' worth of unfunded programmed capital projects identified in the CIP.

STATE SOURCES

Administered through the Ohio Department of Transportation (ODOT), the State contributes up to one-half of the local match portion of Federal grant programs. In the current years the authority has been awarded various competitive grants under the Ohio Transit Preservation Partnership Program (OTPPP), Urban Transit Program (UTP) and Diesel Emission Reduction Grant (DERG) grant awards. Recently it has focused on contributions that are project-specific rather than for local match contributions, and it utilizes available Federal rather than State awards. In FY 2020, GCRTA received \$4.5 million through ODOT's UTP, requiring a 20% local match. Funding will be used to purchase replacement commuter coaches. The Authority also received \$11.7 million through ODOT's Ohio Transit Partnership Program (OTP2), with no local match required. Funding will be used for the following projects: Rail car replacement (\$5 million); Preventive Maintenance (\$6 million); and Property Acquisition (\$660,000). GCRTA also has an application for funding through the Ohio EPA's 2020 DERG that is pending. In FY 2016, the OTPPP awarded \$4.0 million for rehabilitation of Red Line West 75th – W.98th, \$2.6 million was awarded under UTP and DERG grants for 40ft CNG buses. In FY 2017, OTPPP awarded \$5.2 million for continuous

improvement of the Red Line West 117th –West Park, \$1.6 million was awarded under UTP for MCI diesel buses, and \$2.8 million awarded under DERG for 40ft CNG buses. In FY 2014-2015 executed a combined \$4.6 million OTPPP award for four replacement trolley buses and 40-Ft buses. In FY 2013, \$2.0 million OTPPP award for replacement trolley buses and in FY 2012, \$2.6 million to reconstruct the Red Line Airport Tunnel. In future years, the Authority will continue to submit applications to the State in support of the multi-year bus improvement and track reconstruction programs.

LOCAL SOURCES

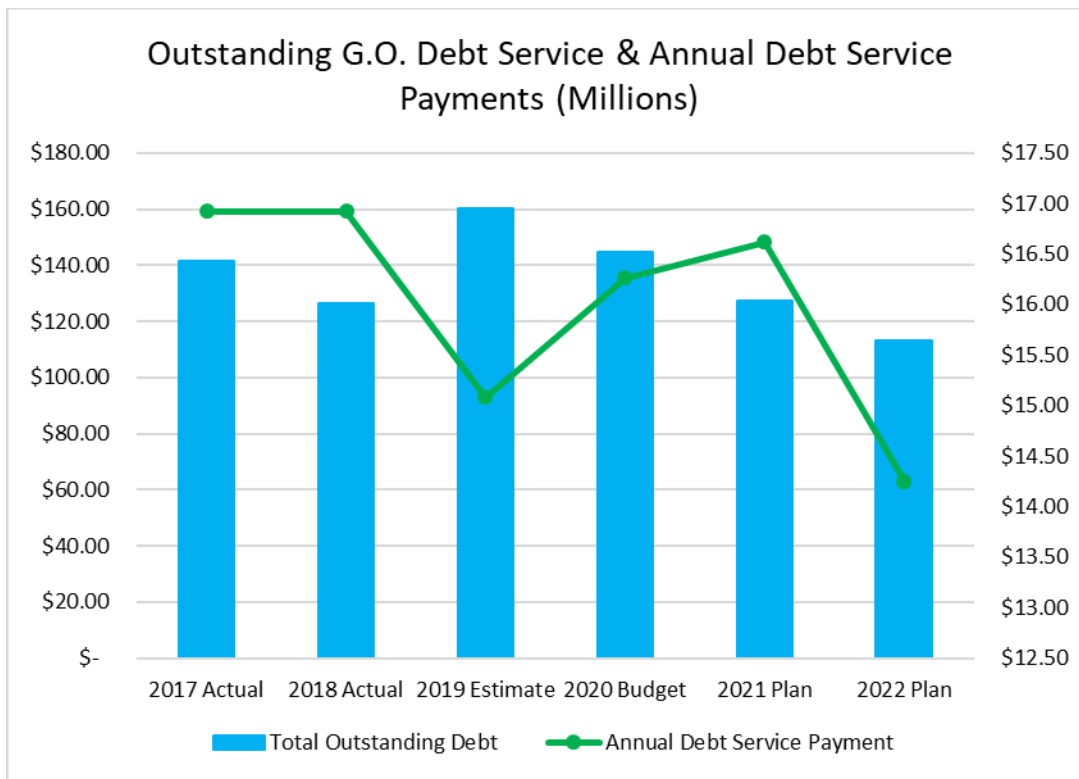
The Capital Improvement Budget requires local resources to support the match for most grant-funded projects, as well as support 100 percent locally funded projects in both the RTA Capital and RTA Development Funds. In FY 2020, the combined local contribution for the Authority's capital program of \$27.1 million are sourced from two transfers included within the General Fund. The first is a \$13.4 million transfer to the RTA Capital Fund to cover locally funded capital expenditures within the Capital Funds. The second, \$13.7 million transfer from the General Fund to the Bond Retirement Fund, covers projected debt service payments for the upcoming year. In recent years, these two transfers totaled \$32.4 million in FY 2017, decreased to \$27.1 million in FY 2018, and \$25.3 million at the end of FY 2019.

DEBT MANAGEMENT

Although major capital improvements are mostly funded by Federal and State capital grants, the Authority is required to pay a percentage of most grant-funded projects from its own local sources. Debt sales are used for this purpose as well as to pay for major 100 percent locally funded projects. In FY 2015 Revenue Bonds (RB) were issued for \$30.0 million in new debt and \$21.4 million in a refunding issuance. All of the Authority's outstanding debt at the end of FY 2018 will mature by December 2039. The \$160.4 million balance of outstanding debt at the end of 2019 will require principal and interest payments of \$16.26 million in 2020. The principal and interest will increase to \$16.6 million after FY 2020.

DEBT LIMITATIONS

As a regional transit authority, Ohio law permits the Authority to issue both un-voted and voted general obligation bonds. In the past, only un-voted general obligation bonds were issued. As the name implies, un-voted debt is issued without the vote of the electorate, within the limitations provided under State law. General Obligation bonds are secured by a pledge of the 'full faith and credit' of the Authority, which is backed by the power to levy and collect ad valorem property taxes. Current debt obligations do not require the use of ad valorem property taxes to pay debt service, but are supported by the Authority's sales tax revenue.



Debt Service	2017 Actual	2018 Actual	2019 Estimate	2020 Budget	2021 Plan	2022 Plan
Annual Debt Service Payment	\$ 16.92	\$ 16.92	\$ 15.08	\$ 16.26	\$ 16.62	\$ 14.25
Total Outstanding Debt	\$ 141.41	\$ 126.48	\$ 160.41	\$ 144.51	\$ 127.53	\$ 113.28

Figure 8g: Outstanding G.O. Debt Service & SIB Loan and Annual Debt Service Payments

THERE ARE THREE LIMITATIONS RELATED TO THE AUTHORITY’S ABILITY TO ISSUE GENERAL OBLIGATION DEBT:

1. Section 306.40 of the Ohio Revised Code LIMITS THE PRINCIPAL AMOUNT OF BONDS that are supported by property taxes to five percent of the assessed valuation within the Authority’s territory. The assessed valuation of property within Cuyahoga County applicable to the GCRTA at the end of 2018 of \$30.5 billion limits the amount of available debt to \$1.50 billion. This limitation is not currently very restrictive to the Authority in view of the large dollar limit and its applicability only to debt supported by property taxes.
2. The second limitation, also contained in Section 306.40 of the Ohio Revised Code, RESTRICTS ANNUAL PRINCIPAL AND INTEREST PAYMENTS ON THE AUTHORITY’S UNVOTED GENERAL OBLIGATION BONDS to one-tenth of one percent (0.1 percent) of the assessed valuation. Based on the assessed valuation of \$30.50 billion, annual debt servicing capacity would be close to \$30.50 million. This provision applies to all debt issued by the Authority and is the most restrictive of the limitations, though it exceeds current debt payment levels.
3. The third constraint derives from both the Ohio Constitution and the Ohio Revised Code. Article XII, Section 11, of the Constitution REQUIRES THAT ANY POLITICAL SUBDIVISION INCURRING DEBT MUST PROVIDE FOR THE LEVYING OF TAXES sufficient to pay principal and interest on that debt. Section 2 of the same Article and Section 5705.02 of the Ohio Revised Code limits to ten mills (one mill equals \$1 of tax for each \$1,000 of assessed valuation) for the amount of taxes that may be levied without a vote of the citizens.

This ‘indirect’ limit on un-voted debt prohibits the county and all political subdivisions from jointly levying property taxes above ten mills without a vote of the people. Thus, the ability of the Authority to issue un-voted general obligation debt is

'shared' with overlapping political subdivisions. As these entities issue debt subject to the 10-mill limitation, the amount of room available for other subdivisions' debt is reduced. Political subdivisions include Cuyahoga County, various municipal corporations, school districts, and townships within the taxing district.

At 8.6654 mills, total outstanding debt issued by various public entities within the County exceeds the un-voted ten-mill limit, restricting the Authority's ability to issue any General Obligation Bonds. The Authority's ability to issue more general obligation debt remains limited under the third constraint, in that the total outstanding debt issued as of year-end 2018 by various public entities within the County exceeds the un-voted ten-mill limit. Due to this restraint in previous years, the Authority issued new debt of \$30.0 million in Revenue Bonds, rather than General Obligation Bonds, in 2019.

OPERATING IMPACTS

A benefit of considering the Operating and Capital Budgets concurrently is the ability to gauge the impact of Capital Improvement decisions on the Operating Budget. Financial requirements and programmed activities within the Authority's capital program will impact the 2020 Operating Budget in a number of ways such as the following:

- The Trustees' commitment to balancing sales & use tax revenues between the Capital Improvement Fund and supporting operation needs. The estimated transfers to Capital Fund during FY 2020 is \$27.1 million.
- In tandem with increased capital requirements to achieve a SOGR, the challenges with securing needed grant award funds from Federal, State and other intergovernmental agencies places continual pressure on the General Fund to contribute increasingly significant amounts of financial resources to the Capital Improvement Fund.
- Estimated debt service and interest payments of \$16.3 million will require a General Fund transfer to the Bond Retirement Fund to offset the debt in FY 2020, further limiting the amount available for operating expenditures.
- Some Operating Budget expenditures, primarily personnel costs across the Authority, are incurred in support of ongoing activities spurred by capital construction projects. Eligible costs are reimbursed to the General Fund as revenue from the RTA Development Fund. In FY 2019, this activity will result in a projected \$5.2 million in grant funded reimbursements to the General Fund.
- Formula grant funds are eligible to reimburse preventive maintenance (PM) activities with the Operating Budget. For the five fiscal years covering FY 2006 thru FY 2010, \$141.2 million of Federal formula capital grants were used for this purpose. In the following five fiscal years, 2011 – 2015, the improved financial position of the Authority reduced need of formula funding for preventive maintenance activities to \$75.4 million, then redirected for needed capital improvements. In FY 2016, PM activities ended the year at \$20.0 million. In FY 2017, PM activities decreased slightly to \$17.0 million, and FY 2018 increased slightly to \$20.0 million as the service needs of the Operating Budget draw resources from the Capital program. In FY 2019 PM activities stayed steady a \$20.0 million and expected to remain at \$20.0 million in FY 2020.
- The capital program helps to maintain the Authority's capital assets in a state of good repair that facilitates improved delivery of transportation services and helps to reduce maintenance costs incurred in the operating budget.
- Daily activities within the FY 2020 General Fund or Operating Budget are supported by \$3.00 million of budget appropriation for various capital projects included within the RTA Capital Fund. These generally include smaller (less than \$150,000) equipment & non-revenue vehicle purchases and facilities maintenance activities, and are exclusively supported by local funds from Sales & Use Tax revenue.

CAPITAL PROJECT CATEGORIES

The combined 2020–2024 Capital Improvement Plan (CIP) totals \$589.6 million of capital budget appropriations over the five year plan with projects sorted among eight capital project categories – Bus Garages, Buses, Equipment & Vehicles, Facilities Improvements, Other Projects, Preventive Maintenance/Operating Reimbursements, Rail Projects, and Transit Centers. For the approved 2020 CIP, three categories comprise \$82.3 million, or 81.2 percent, of the combined \$101.3 million capital budget appropriations. The largest with \$40.95 million is the Rail Project category, second largest with \$21.31 million under Bus Project Category, followed by Preventive Maintenance/Operating Reimbursements category with \$20.00. The five remaining categories totaling \$19.0 million within the approved capital budget are shown in Figure 90.

Reflecting the challenging financial picture, the Authority faces, the largest budgeted category over the five-year CIP is the Rail Projects with 282.5 million, or 47.9 percent of the CIP budget over the five years. This is followed by Bus Project with \$107.2 million, 18.2 percent, and Preventive Maintenance/Operating Reimbursements at \$100.00 million, or 17.0 percent, followed by the other remaining categories to a lesser degree as prioritized by the needs assessment and corresponding allocation of available capital funds.

CATEGORY	2020	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2020-2024
Bus Garages	\$0.00	\$0.00	\$0.70	\$4.31	\$1.66	\$6.67
Buses	\$21.31	\$21.91	\$22.06	\$20.96	\$20.96	\$107.20
Equipment & Vehicles	\$1.46	\$1.65	\$3.07	\$1.14	\$0.95	\$8.27
Facilities Improvements	\$14.78	\$13.91	\$12.21	\$15.00	\$15.22	\$71.12
Other Projects	\$2.50	\$2.46	\$2.46	\$2.46	\$2.46	\$12.34
Preventive Maint./Oper. Reimbursements	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$100.00
Rail Projects	\$40.95	\$61.28	\$60.45	\$58.84	\$60.94	\$282.46
Transit Centers	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30	\$1.50
TOTALS	\$101.30	\$121.51	\$121.25	\$123.01	\$122.49	\$589.56

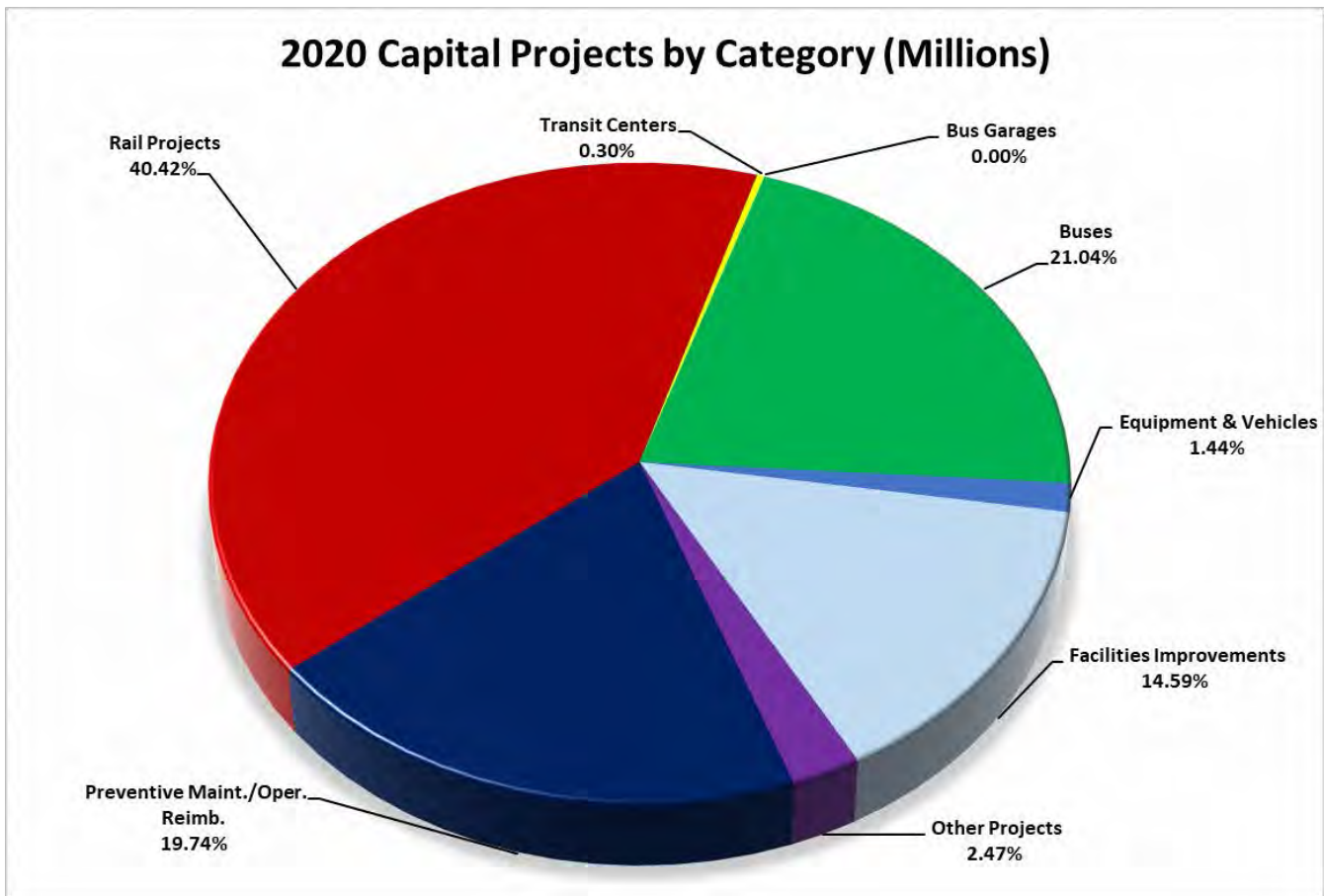


Figure 90: Capital Projects by Category

RTA CAPITAL FUND

The RTA Capital Fund supports smaller capital projects and includes more routine expenditures. Projects within this fund are generally less than \$150,000 and have a useful life not exceeding five years. The RTA Capital Fund is 100 percent locally funded, almost exclusively through transfers of sales & use tax revenue from the Operating Budget. Items included in the RTA Capital Fund are segregated into two types:

- Routine Capital, which includes the acquisition of non-revenue vehicles and small equipment
- Asset Maintenance, which covers small rehabilitation projects to maintain the Authority's existing assets.

Figure 91 trends the annual fund balance for the RTA Capital Fund. Other than a small amount of investment income, the main source of revenue is the sales & use tax revenue transfer from the General Fund to the RTA Capital Fund, which began in 1989. Anticipated revenue in FY 2020 will include \$13.4 million of programmed transfers from the General Fund and investment income of \$65,000. The transfer amount, in combination with the General Fund transfer of \$13.71 million to the Bond Retirement Fund, brings the total commitment to Capital to \$27.1 million, or 12.6 percent of the projected 2020 sales & use tax revenue.

Budgeted FY 2020 expenditures within the RTA Capital Fund of \$13.7 million include \$1.5 million for Asset Maintenance or facilities projects, \$1.5 million for Routine Capital or equipment purchases, and a \$10.7 million transfer into the RTA Development Fund for use on providing the local match on grant awards and 100 percent locally funded projects. The estimated 2020 ending balance of \$2.7 million is a decrease from prior years due to an increase in transfers to Development Fund.

RTA Capital Fund Balance Analysis

	2017 Actual	2018 Actual	2019 Actual	2020 Proposed Budget	2021 Plan	2022 Plan
Beginning Balance	3,074,133	1,299,482	3,214,558	2,965,353	2,773,912	1,659,247
Revenue						
Transfer from General Fund	10,271,331	15,259,919	12,005,225	13,397,525	7,914,580	8,527,908
Investment Income	41,632	62,161	60,000	65,000	65,000	65,000
Other Revenue	0	1,855	0	0	0	0
Total Revenue	10,312,963	15,323,935	12,065,224	13,462,525	7,979,580	8,592,908
Total Resources	13,387,096	16,623,417	15,279,781	16,427,869	10,753,492	10,252,155
Expenditures						
Asset Maintenance	2,322,492	1,920,700	1,405,000	1,510,000	1,755,000	1,710,000
Routine Capital	2,920,867	2,053,904	1,925,183	1,459,702	1,304,990	1,243,000
Other Expenditures	0		0	0	0	0
Transfer to RTA Development Fund	6,844,255	9,434,255	8,984,255	10,684,255	6,034,255	5,884,255
Reimbursement to FTA	0	0	0	0	0	0
Total Expenditures	12,087,614	13,408,859	12,314,438	13,653,957	9,094,245	8,837,255
Ending Balance	1,299,482	3,214,558	2,965,343	2,773,912	1,659,247	1,414,900

Figure g1: RTA Capital Fund Balance

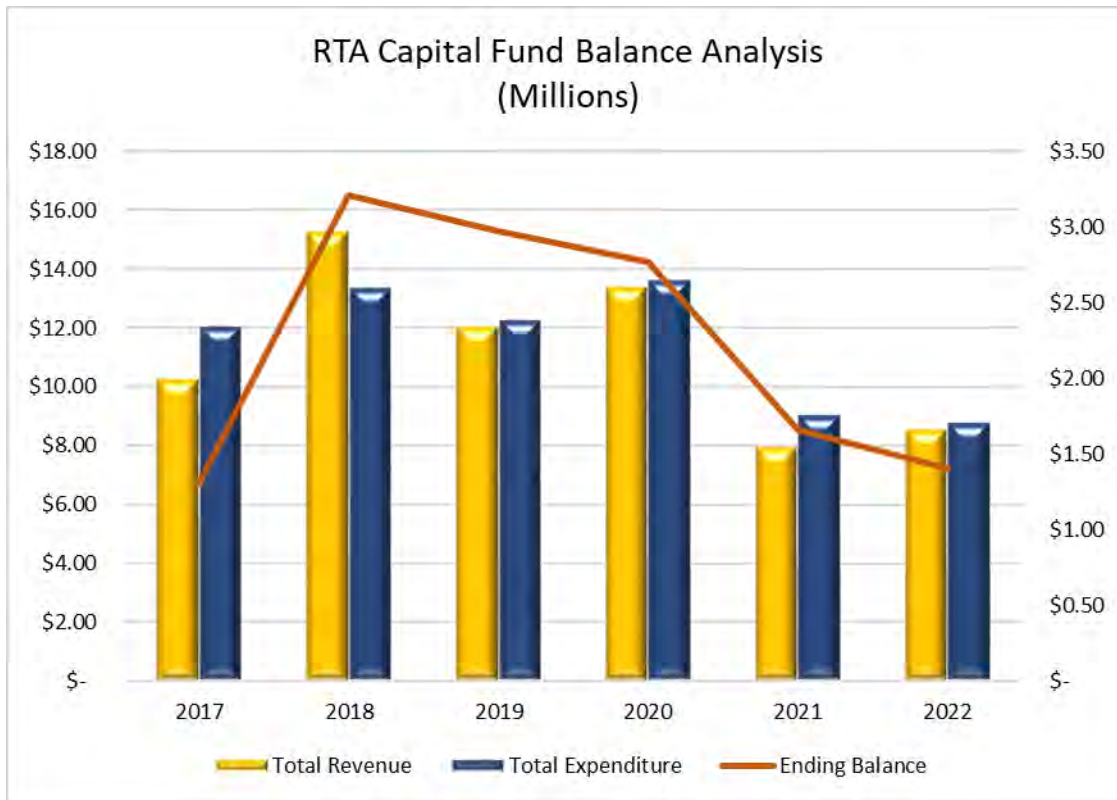
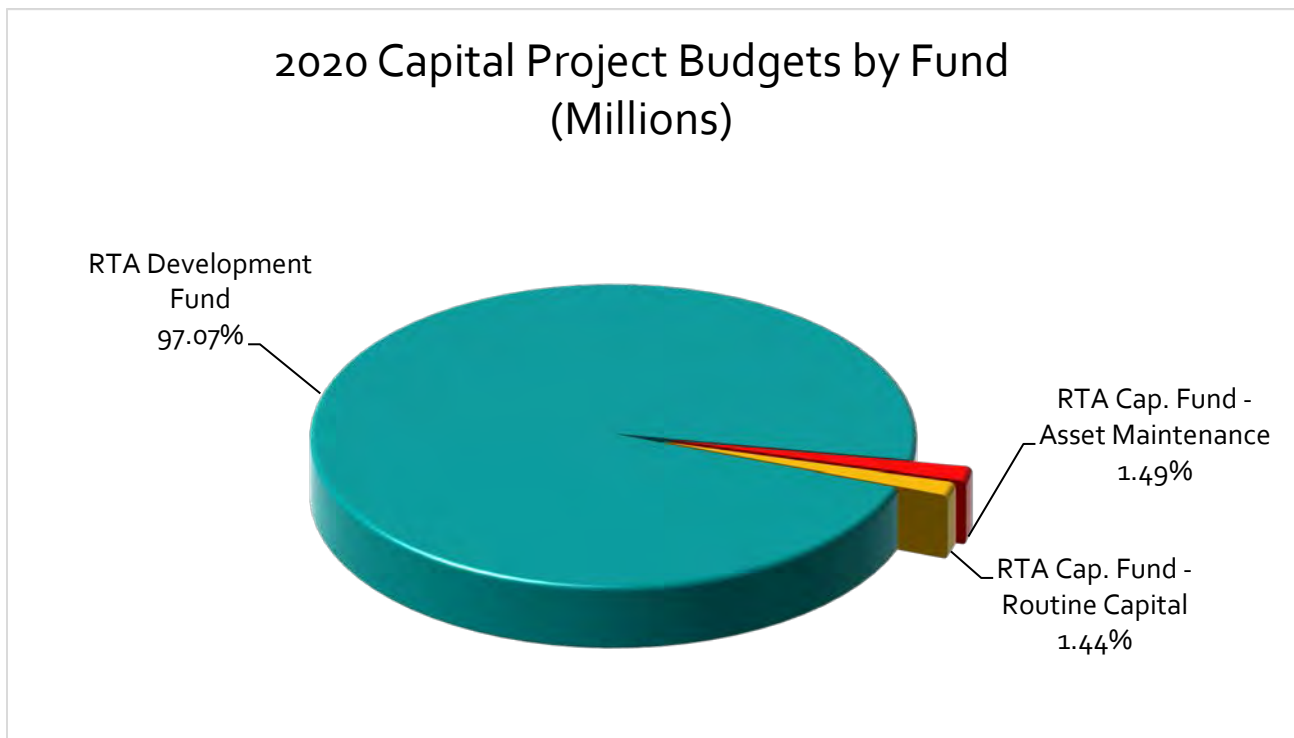


Figure g2: RTA Capital Fund Balance Trends

ASSET MAINTENANCE PROJECTS

Asset Maintenance consists of locally funded projects that maintain, repair, or rehabilitate an existing facility of the Authority. These include projects of smaller scope, duration and expense than those included in the RTA Development Fund. The duration of these projects is often less than one year with the cost generally not exceeding \$150,000, and a useful life of less than five years.

The FY 2020 budget appropriation for Asset Maintenance projects is \$1.5 million, representing 1.5 percent of the overall FY 2020 Capital Improvement Budget as represented in Figure 93. Most of this amount is budgeted within two organizational areas of the Authority; Engineering & Project Development and Asset & Configuration Management. Engineering & Project Develop is responsible for coordinating larger construction-related asset maintenance projects throughout the entire Authority, which lends to managing a majority of Asset Maintenance Funds at an amount of \$800,000 or 53.0 percent. Asset and Configuration Management manages \$450,000, or 29.8 percent of all Asset Maintenance projects, budgeted within the smaller cost facilities projects within the Operations Division and the Main Office. Remaining budgeted projects within Asset Maintenance are for location specific facilities projects, focused energy efficiency or lighting retrofits throughout the Authority, or in the Asset Maintenance Contingency project for unanticipated facilities improvements needed throughout the year.



	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2020-24
RTA Cap. Fund - Asset Maintenance	\$ 1.51	\$ 1.76	\$ 1.71	\$ 1.61	\$ 1.61	\$ 8.20
RTA Cap. Fund - Routine Capital	\$ 1.46	\$ 1.30	\$ 1.24	\$ 1.14	\$ 0.95	\$ 6.09
RTA Development Fund	\$ 98.29	\$ 118.35	\$ 118.20	\$ 120.17	\$ 119.84	\$ 574.75
Total	\$ 101.16	\$ 121.41	\$ 121.15	\$ 122.92	\$ 122.40	\$ 589.04

Figure 93: Capital Project Budgets by Fund

ROUTINE CAPITAL PROJECTS

This category includes the purchase of vehicles and equipment, where each unit has a value of at least \$5,000 and a useful life greater than one year. Furthermore, these items are generally less than \$150,000 in cost, in many cases have a useful life of five years or less, and are designed to efficiently meet the identified operational equipment needs within the General Fund or Operating Budget. As such, the expectation for Routine Capital projects is the approved budget appropriations are fully committed, if not expensed within the calendar year.

As indicated in Figure 93, the budget appropriation for Routine Capital projects accounts for \$1.5 million, or 1.4 percent, of the 2020 CIP Budget. Reflecting the support of daily operations, the greatest portion of the budget appropriation for Routine Capital projects in the 2020 CIP is within the Operations Division, which has \$604,702 for equipment pool projects throughout various Operating Division Departments, followed by \$390,000 programmed for the non-revenue vehicle lease or replacement program. The remaining \$465,000 budgeted throughout the Authority Administrative departments and contingencies.

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY							
2020 - 2024 CAPITAL IMPROVEMENT PLAN							
RTA CAPITAL FUND							
ASSET MAINTENANCE (FACILITIES) PROJECTS							
Department / Project Name	Project Number	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2020-24 Total
33 Asset & Configuration Mgt.							
Administration Facilities Maint. Pool	P32335X59	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Elevator/Escalator Maintenance Pool	P32335X59	\$200,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,200,000
Operating Facilities Maintenance Pool	P32335X59	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Passenger Facilities Maintenance Pool	P32335X59	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
		\$450,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,450,000
39 Fleet Management							
Bus Districts Lift Rebuilds/Rehab's	P47395X59	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
57 Programming & Planning							
Transit Waiting Environment	P28575059	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
80 Engineering & Project Dev.							
Facilities - ADA Projects	P32805X49	\$95,000	\$125,000	\$150,000	\$150,000	\$150,000	\$670,000
Passenger Facilities Maint. Pool	P32805X49	\$240,000	\$330,000	\$330,000	\$330,000	\$330,000	\$1,560,000
Operating Facilities Maint. Pool	P32805X49	\$465,000	\$470,000	\$470,000	\$470,000	\$470,000	\$2,345,000
Paratransit Parking Lot Expansion	P32805189	\$0	\$170,000	\$0	\$0	\$0	\$170,000
		\$800,000	\$1,095,000	\$950,000	\$950,000	\$950,000	\$4,745,000
67 OFFICE OF MGT. & BUDGET							
Energy Retrofits	P32675X39	\$100,000	\$0	\$100,000	\$0	\$0	\$200,000
Asset Maintenance Contingency	P49995059	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
		\$200,000	\$100,000	\$200,000	\$100,000	\$100,000	\$700,000
TOTAL ASSET MAINTENANCE		\$1,510,000	\$1,755,000	\$1,710,000	\$1,610,000	\$1,610,000	\$8,195,000

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2020 - 2024 CAPITAL IMPROVEMENT PLAN
RTA CAPITAL FUND**

ROUTINE CAPITAL (EQUIPMENT) PROJECTS

Department / Project Name	Project Number	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2020-24 Total
31 Paratransit							
Paratransit District Equipment Pool	P47310179	\$15,750	\$5,940	\$0	\$17,784	\$0	\$39,474
		\$15,750	\$5,940	\$0	\$17,784	\$0	\$39,474
32 Rail District							
Rail District Equipment Pool	P47320149	\$126,800	\$20,000	\$45,000	\$30,000	\$0	\$221,800
		\$0	\$0	\$0	\$0	\$0	\$0
		\$126,800	\$20,000	\$45,000	\$30,000	\$0	\$221,800
34 Transit Police							
Security Improvements Pool	P44340249	\$205,000	\$205,000	\$205,000	\$205,000	\$205,000	\$1,025,000
TP Protective Gear & Equipment	New	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$110,000
		\$227,000	\$227,000	\$227,000	\$227,000	\$227,000	\$1,135,000
39 Fleet Management							
Non-Revenue Vehicle Imp. Program	P46390159	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
NRVIP - Lease Payments 5yr Opt.	P46390169	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Fleet Management Equipment Pool	P47390349	\$109,152	\$142,000	\$86,000	\$24,200	\$0	\$361,352
		\$499,152	\$492,000	\$436,000	\$374,200	\$350,000	\$2,151,352
46 Hayden District							
Hayden District Equipment Pool	P47460169	\$40,000	\$50,000	\$0	\$30,000	\$0	\$120,000
		\$40,000	\$50,000	\$0	\$30,000	\$0	\$120,000
49 Triskett District							
Triskett District Equipment Pool	P47490159	\$86,000	\$45,050	\$0	\$20,000	\$0	\$151,050
		\$86,000	\$45,050	\$0	\$20,000	\$0	\$151,050
61 Information Technology							
IT Systems Development Pool	P42610149	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$650,000
PC Replacement Program	P42610169	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Thin Client Replacement II	P42610179	\$0	\$0	\$100,000	\$10,000	\$10,000	\$120,000
Laser Printer Replacement Program	P42610299	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
Oracle EBS Point Release Upgrade	New	\$0	\$0	\$70,000	\$70,000	\$0	\$140,000
F/C Mobile Ticketing e-validation	New	\$100,000	\$100,000	\$0	\$0	\$0	\$200,000
		\$315,000	\$315,000	\$385,000	\$295,000	\$225,000	\$1,535,000
62 SUPPORT SERVICES							
Office Equipment/Furniture Pool	P43620149	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
67 OFFICE OF MGT. & BUDGET							
Routine Capital Contingency	P49990159	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
TOTAL ROUTINE CAPITAL		\$1,459,702	\$1,304,990	\$1,243,000	\$1,143,984	\$952,000	\$6,103,676
RTA CAPITAL FUND TOTAL		\$2,969,702	\$3,059,990	\$2,953,000	\$2,753,984	\$2,562,000	\$14,298,676

RTA DEVELOPMENT FUND

The Authority's Capital Improvement Funds are used to account for the acquisition, construction, replacement, repair, and renovation of major capital facilities and equipment. The RTA Development Fund is the larger capital fund that includes rehabilitation & expansion projects that are greater than \$150,000 and have a useful life of more than five years. This Fund is primarily, but not exclusively, supported through Federal grant awards providing 80 percent of the project funds, and requiring a 20 percent local match.

Federal Capital grants received by the Authority normally requires local match funds, normally 20 percent, be set aside and available for Capital Improvement projects. During the budget process, local match requirements, as well as potential locally



funded projects, are reviewed and resources provided through Sales & Use Tax contributions transferred from the RTA Capital Fund, available proceeds from debt sales, and interest income.

In 2017, \$6.8 million was transferred from the RTA Capital Fund to the RTA Development Fund to provide the local match to cover capital expense and to cover other locally funded expenditures within the RTA Development Fund. The transfer increased to \$9.4 million in FY 2018, and in FY 2019 to \$8.9 million. The transfer amount will increase again in FY 2020 to \$10.7 million due to the financial demands of the Authority's capital budget.

RTA Development Fund Balance Analysis

	2017	2018	2019	2020	2021	2022
	Actual	Actual	Actual	Budget	Plan	Plan
Beginning Balance	30,037,486	20,136,261	18,099,415	36,608,688	14,776,584	23,289,906
Revenue						
Debt Service Proceeds	0	0	30,000,000	0	25,000,000	0
Transfer from RTA Capital Fund	6,844,255	9,434,255	8,984,255	10,684,255	6,034,255	5,844,255
Transfer from the Reserve Fund	0	200,000	0	0	2,400,000	5,200,000
Investment Income	284,557	258,572	875,565	500,000	700,000	500,000
Federal Capital Grants	48,455,538	56,531,115	42,082,188	63,887,602	67,750,869	65,973,700
State Capital Grants	0	827,365	1,384,658	1,384,658	1,384,658	1,384,658
Other Revenue	329,920	-32,530	0	0	0	0
Total Revenue	55,914,270	69,018,777	83,326,666	76,456,515	103,269,782	78,942,613
Total Resources	85,951,756	89,155,038	101,426,081	113,065,203	118,046,367	102,232,519
Expenditures						
Capital Outlay	65,815,495	71,055,623	51,219,600	98,288,619	94,756,451	92,270,909
Other Expenditures	0	0	0	0	0	0
Total Expenditures	65,815,495	71,055,623	51,219,600	98,288,619	94,756,461	92,270,909
Ending Balance	20,136,261	18,099,415	50,206,481	14,776,584	23,289,906	9,961,610

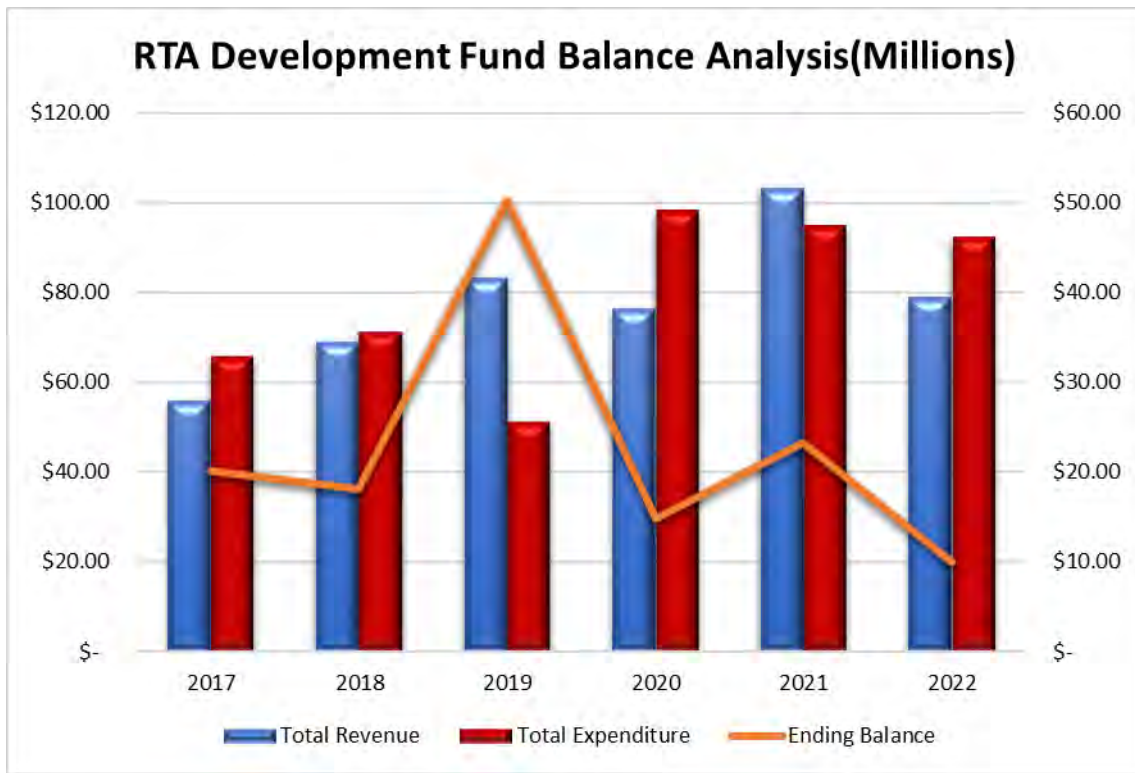
Figure 94: RTA Development Fund Balance Analysis

Other local funding sources include debt service, revenue bonds, and interest income. The Authority last issued debt, \$30.0 million of Revenue Bonds, in FY 2019, with no additional debt service is expected in FY 2020. Interest income has varied over the years from a high of \$260,886 in FY 2016 to an estimated \$500,000 in FY 2020 due to fluctuations in the interest rates and fund balance over the years

Figure 95, presents the fund balance analysis for the RTA Development Fund. The balance typically fluctuates depending upon new debt service issuances, the Authority receiving a competitive non-formula grant award, and scheduled construction activities for the year. Capital construction activities over the following years drew the fund balance down as it declined to \$20.1 million at the end of FY 2017 due to the issuance of Revenue bonds and decreased again to \$18.1 million at the end of FY 2018. Fund balance increased to \$36.6 million at the end of FY 2019 due to a \$30 million bond issuance. In FY 2020 is expected to decrease to \$14.8 million.

Federal funding resources flow into the Authority through the FTA Grant funds. When grant-funded capital improvements are made, funds are paid to the Authority from the Federal Government via wire transfer. Payments to vendors are then paid from the Authority, and the assets acquired are accounted for in the capital funds. A similar process is in place to draw down State grant funds.

As reflected in the fund balance statement Figure 94, various funding sources including Federal capital grants, a planned debt service, State Capital grants, and 100-percent local funds will help support expected expenditures or cash outlays of \$98.3 million in 2020. Of particular note, the expenditures within the Fund Balance Analysis are presented on a cash basis and represent estimates of the actual cash flow.



	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Plan	2022 Plan
Beginning Balance	\$ 30.04	\$ 20.14	\$ 18.10	\$ 36.61	\$ 14.78	\$ 23.29
Total Revenue	\$ 55.91	\$ 69.02	\$ 83.33	\$ 76.46	\$ 103.27	\$ 78.94
Total Resources	\$ 85.95	\$ 89.16	\$ 101.43	\$ 113.07	\$ 118.05	\$ 102.23
Total Expenditure	\$ 65.82	\$ 71.06	\$ 51.22	\$ 98.29	\$ 94.76	\$ 92.27
Ending Balance	\$ 20.14	\$ 18.10	\$ 50.21	\$ 14.78	\$ 23.29	\$ 9.96

Figure 95: RTA Development Fund Analysis Trend

RTA DEVELOPMENT FUND PROJECTS

The total budget appropriation of \$98.3 million for RTA Development Fund projects accounts for 97.1 percent of the Authority's Capital Improvement Budget as allocated for 2020, as seen in Figure 94. The inclusion of capital projects within this fund is based upon the establishment of budget appropriation authority and includes projects that may have already received grant-funding, projects in the preliminary application stage, those included in the Transportation Improvement Program (TIP), larger projects supported by 100 percent local funds, or projects without an identified funding source.



The following highlights some of the larger programmed RTA Development Fund Improvement Projects programmed for FY 2020. Please refer to pages at the end of this section for a complete list of projects included within the five-year RTA Development Fund CIP.

BUS GARAGES - \$0.00 MILLION

FY 2020 does not allocate any new funding for the Bus Garages owned by GCRTA. In 2019, Triskett CNG Building Compliance and installation of Fall Protect equipment at Central Bus Maintenance Facility were the two projects programmed within the Bus Garages category. These projects will allow for bus maintenance and fueling station for future CNG fleets.

BUS/PARATRANSIT IMPROVEMENT PROGRAMS - \$21.31 MILLION

The 2020 CIP focuses vehicle reliability improvements through a multi-year bus spare parts program, which meets objectives for bus replacements and the SOGR. In FY 2019, the Authority purchased 25 40 ft CNG buses and a total of 12 MCI Buses which will be delivered in FY 2020. The programmed capital budget include funds to purchase 15 40 ft CNG's, 8 60 ft BRT Articulated Buses, and 10 25ft paratransit vehicles in FY 2020. Over the next five years, 53 40' buses, 6 45' Commuter Diesel Buses, and up to 23 60' Low Floor Artic buses are planned to be replaced.

EQUIPMENT & VEHICLES - \$0.00 MILLION

FY 2020 does not allocate for any replacement of Equipment and Vehicles, Budget appropriation within this category in the past have included improvements to the Data Center, Intranet Development, and Network improvements.

FACILITIES IMPROVEMENTS - \$13.27 MILLION

The Facilities Improvements budget consists of appropriations of \$6.2 million for East Portal Concrete Repairs at Tower City, \$4.6 million for Track Bridge Rehabilitation of West 117th Street, and \$1.5 million for Phase One of Viaduct Bridge Rehabilitation. Funding has been set aside in the amount of \$536,577 for State of Good Repairs and \$475,000 for the Track Bridge Inspection Program.

OTHER PROJECTS - \$2.46 MILLION

The 2020 budget for this project category includes two projects – a \$2.0 million budget contingency project and a \$459,576 for various transportation studies depending upon the availability of grant funds.

PREVENTIVE MAINTENANCE / OPERATING BUDGET REIMBURSEMENTS - \$20.00 MILLION

This category includes the preventive maintenance reimbursements to the General Fund. This category includes formula and non-formula grant funded reimbursements for various eligible activities within the General Fund with a 2020 budget appropriation of \$20.00 million.

RAIL PROJECTS- \$40.95 MILLION

In FY 2020, the Rail Projects category includes a wide diversity of capital projects and, is one of the largest of the CIP. Major programmed areas within this category include a combined \$20.9 million for track rehabilitation for the Light Rail Trunk line, Rail Profile Grinding, Rail Infrastructure, and LR Retaining Wall. \$2.1 million for rail station rehabilitation at Van Aken Warrenville Platform and Comfort Station, and \$10.9 million for Rail Car Design, Rail Infrastructure, and Spiker Machine.

Another \$7.0 million has been programmed for signal system and overhead catenary system upgrades to maintain a state of good repair to the rail infrastructure.

TRANSIT CENTERS / BUS LOOPS – \$0.30 MILLION

The 2020 capital budget includes \$300,000 for various grant funded passenger enhancements throughout the Authority. Many of the enhancement funds are allocated for Bus Shelter, Landscaping, and ADA Access.

TRANSIT 2025 LONG RANGE PLAN

The purpose of the Long Range Plan of the Authority is to support its Mission and Policy goals by providing a guidance for developing a balanced, multi-modal transit system that meets the mobility needs of Cuyahoga County residents and all visitors safely, efficiently, and cost-effectively.

The current GCRTA Strategic Plan was adopted by the Board of Trustees in 2012. The goals of the Plan are to guide GCRTA in choosing projects that are consistent with its goals and also result in increasing ridership, revenues, and the state of good repair while being grounded in the economic and financial reality of public transportation funding in Northeast Ohio. It covers the period from 2010-2020

Some of the key elements of the plan are:

- Identification of the Priority Transit Corridors in the GCRTA network;
- Completing analysis of the Priority Transit Corridors to explore the feasibility of major transportation projects that increase capacity, ridership, and development along them;
- Initiation of Transit Oriented Development projects;
- Continuing and expanding Implementation of the Transit Waiting Environment Program;
- Completion of the Rapid Transit Station as part of the FTA ADA Key Station Voluntary Compliance Agreement.

GCRTA is in the process of developing a new Strategic Plan for the next 10 years. The plan is underway and is scheduled to be adopted by the Board of Trustees during 2020.

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2020 - 2024 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2020	2021	2022	2023	2024	TOTALS 2020-2024
<u>BUS GARAGES</u>							
<u>BUS GARAGES</u>							
Hayden Gas Detection System	P22460X20	0	0	500,000	500,000	0	1,000,000
FFY 2021 Federal Formula Grant				500,000			
FFY 2022 Federal Formula Grant				500,000			
Hayden-Fire Protection System Upgrades	P22460X20	0	0	200,000	0	0	200,000
FY 2022 Local Funds		200,000					
Hayden District Bus Wash Replacement	P224501X0	0	0	0	1,278,665	0	1,278,665
FFY 2022 Federal Formula Grants				1,278,665			
Hayden 60' Lift Replacement	P22460X30	0	0	0	1,654,000	0	1,654,000
FFY 2022 Federal Formula Grant				1,654,000			
Hayden 40' Lift Replacement	P22460X30	0	0	0	880,000	720,000	1,600,000
FFY 2022 Federal Formula Grant				880,000			
FFY 2023 Federal Formula Grant						720,000	
Paratransit 9 Bus Lifts	P22460X30	0	0	0	0	942,800	942,800
FFY 2023 Federal Formula Grant						942,800	
TOTAL - BUS GARAGES		0	0	700,000	4,312,665	1,662,800	6,675,465
<u>BUS REPLACEMENTS</u>							
<u>BUS IMPROVEMENT PROGRAM</u>							
2018-2020 Bus Replacement Program		20,000,000	0	0	0	0	0
SFY 2020 ODOT CMAQ Grant	P11390X00	5,578,125					
SFY 2020 ODOT UTP Award		3,000,000					
FFY 2019 Federal Formula Grants		9,061,423					
FY 2020 Local Funds		125,000					
FY 2020 (TBD)		2,235,452					
2021-2023 Bus Replacement Program	P11390X10	80,000,000	20,000,000				20,000,000
SFY 2021 ODOT CMAQ Grant		5,519,500					
SFY 2021 ODOT UTP Award		3,000,000					
FFY 2020 Federal Formula Grants		9,015,047					
FY 2021 Local Funds		150,000					
FY 2021 (TBD)		2,315,453					

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2020 - 2024 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2020	2021	2022	2023	2024	TOTALS 2020-2024
BUS REPLACEMENTS -Continued							
BUS IMPROVEMENT PROGRAM							
2021-2023 Bus Replacement Program	P11390120	0	0	20,000,000	0	0	20,000,000
SFY 2022 ODOT CMAQ Grant		8,387,500					
SFY 2022 ODOT UTP Award		3,000,000					
FFY 2021 Federal Formula Grants		3,439,654					
FY 2022 Local Funds		0					
FY 2022 (TBD)		5,172,846					
2024-2026 Bus Replacement Program							
SFY 2023 ODOT CMAQ Grant	P11390X30				20,000,000		20,000,000
SFY 2023 ODOT UTP Award		3,000,000					
FFY 2022 Federal Formula Grants		5,633,404					
FY 2023 (TBD)		2,979,096					
SFY 2024 ODOT CMAQ Grant		8,387,500				20,000,000	20,000,000
SFY 2024 ODOT UTP Award		3,000,000					
FFY 2023 Federal Formula Grants		3,439,654					
FY 2024 (TBD)		5,172,846					
Sub-Total: Bus Improvement Program		20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
PARATRANSIT REPLACEMENT PROGRAM							
Paratransit Buses-NOACA 5310	P12390170	805,000	1,406,000	1,562,000	960,000	960,000	5,693,000
FY 2020 (TBD)		805,000					
FY 2021 (TBD)		1,406,000					
FY 2022 (TBD)		1,562,000					
FY 2023 (TBD)		960,000					
FY 2024 (TBD)		960,000					
Sub-Total: Paratransit Improvement Program		805,000	1,406,000	1,562,000	960,000	960,000	5,693,000
BUS SPARE PARTS PROGRAM							
BRT Capital Spare Parts Program	P16390150	500,000	500,000	500,000	0	0	1,500,000
FFY 2019 Federal Formula Grant		500,000					
FFY 2020 Federal Formula Grant		500,000					
FFY 2021 Federal Formula Grant		500,000					
Sub-Total: Bus Spare Parts Program		500,000	500,000	500,000	0	0	1,500,000
TOTAL - BUSES		21,305,000	21,906,000	22,062,000	20,960,000	20,960,000	107,193,000

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2020 - 2024 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2020	2021	2022	2023	2024	TOTALS 2020-2024
FACILITIES IMPROVEMENTS							
BRIDGE REHABILITATION							
Track Bridge Rehab. - Viaduct Bridge Rehab: Phase 1	P20800460	1,447,105	10,064,565	0	0	0	11,511,670
FFY 2016 Federal Formula Grant		1,447,105					
FFY 2020 Federal Formula Grant		10,064,565					
Track Bridge Inspection Program	P20800270	475,000	0	475,000	0	475,000	1,425,000
FY 2020 Local Funds		475,000					
FY 2022 Local Funds		475,000					
FY 2024 Local Funds		475,000					
Track Bridge Rehab. - West 117th Street	P20800290	4,581,000	0	0	0	0	4,581,000
FFY 2019 Federal Formula Grant		3,981,000					
FY2020 Local Funds		600,000					
Track Bridge Rehabilitation - Conrail	P20800X10	0	275,000	3,420,000	0	0	3,695,000
FFY 2020 Federal Formula Grant		215,000					
FY2021 Local Funds		60,000					
FFY 2021 Federal Formula Grant		2,750,000					
FY2022 TBD		670,000					
Track Bridge Rehabilitation - Access Rd. Bridge at CRMF	P20800390	0	0	500,000	0	0	500,000
FFY 2021 Federal Formula Grant		500,000					
Rehab of Track Bridge -Brookpark	P20800X20	0	0	275,000	4,780,000	0	5,055,000
FY 2022 Local Funds		275,000					
FFY 2022 Federal Formula Grant		4,780,000					
Rehab of Track Bridge Ambler Strike Protection	P20800X30	0	0	0	300,000	3,770,000	4,070,000
FY 2023 Local Funds		300,000					
FFY 2023 Federal Formula Grant		3,770,000					
Sub-Total: Bridge Rehabilitation		6,503,105	10,339,565	4,670,000	5,080,000	4,245,000	30,837,670



**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2020 - 2024 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2020	2021	2022	2023	2024	TOTALS 2020-2024
FACILITIES IMPROVEMENTS - Continued							
FACILITIES IMPROVEMENTS							
HVAC System Improvement Program	P32800X10	0	400,000	1,431,565	2,370,000	3,800,000	8,001,565
FFY 2020 Federal Formula Grant				400,000			
FFY 2021 Federal Formula Grant			1,431,565				
FFY 2022 Federal Formula Grant			2,370,000				
FFY 2023 Federal Formula Grant			3,800,000				
Pavement Improvement Program	P32800X20	0	0	1,530,000	1,530,000	2,500,000	5,560,000
FFY 2021 Federal Formula Grant			1,530,000				
FFY 2022 Federal Formula Grant			1,530,000				
FFY 2023 Federal Formula Grant			2,500,000				
Roofing Improvement Program	P32800X20	0	0	2,600,000	3,474,500	2,074,500	8,149,000
FFY 2021 Federal Formula Grant			2,600,000				
FFY 2022 Federal Formula Grant			3,474,500				
FFY 2023 Federal Formula Grant			2,074,500				
SYSTEM-WIDE FACILITIES							
Tower City - East Portal Concrete Repairs	P26800570	6,230,000	0	0	0	0	6,230,000
FFY 2019 Federal Formula Grant		6,230,000					
State of Good Repair Projects	P32800290	536,577	1,419,034	272,529	937,830	1,000,000	4,165,970
FFY 2019 Federal Formula Grant		536,577					
FFY 2020 Federal Formula Grant			1,419,034				
FFY 2021 Federal Formula Grant			272,529				
FFY 2022 Federal Formula Grant			937,830				
FFY 2024 Federal Formula Grant			1,000,000				
Sub-Total: System-Wide Facilities		6,766,577	1,819,034	5,834,094	8,312,330	9,374,500	32,106,535
TOTAL - FACILITIES IMPROVEMENTS		13,269,682	12,158,599	10,504,094	13,392,330	13,619,500	62,944,205

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2020 - 2024 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2020	2021	2022	2023	2024	TOTALS 2020-2024
EQUIPMENT & VEHICLES							
MANAGEMENT INFORMATION SYSTEM							
Enterprise Content Management	P42610X20	0	0	1,635,507	0	0	1,635,507
FFY 2021 Federal Formula Grant				1,635,507			
Transit Police Radio Replacement	P44340X10	0	340,428	187,180	0	0	527,608
FY 2021 Local Funds			340,428				
FY 2022 Local Funds			187,180				
Sub-Total: Management Information System		0	340,428	1,822,687	0	0	2,163,115
TOTAL - EQUIPMENT & VEHICLES		0	340,428	1,822,687	0	0	2,163,115
OTHER PROJECTS							
OTHER							
Planning Studies (Transportation for Livable Communities)	P49570360	93,750	93,750	93,750	93,750	93,750	468,750
FY 2020 (TBD)		93,750					
FY 2021 (TBD)		93,750					
FY 2022 (TBD)		93,750					
FY 2023 (TBD)		93,750					
FY 2024 (TBD)		93,750					
RTA Development Fund Contingency	TBD	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	9,500,000
2020 - 24 (TBD)		1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	9,500,000
Thrive 105 Transit Enhancements	TBD	100,000	100,000	100,000	100,000	100,000	500,000
2020 - 24 (TBD)		100,000	100,000	100,000	100,000	100,000	500,000
NOACA Unserve Areas - 5307 CUA	P51670XX0	365,826	365,826	365,826	365,826	365,826	1,829,130
FFY 2019 Federal Formula Grant		365,826					
FFY 2020 Federal Formula Grant			365,826				
FFY 2021 Federal Formula Grant			365,826				
FFY 2022 Federal Formula Grant			365,826				
FFY 2023 Federal Formula Grant			365,826				
TOTAL - OTHER PROJECTS		2,459,576	2,459,576	2,459,576	2,459,576	2,459,576	12,297,880



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2020 - 2024 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2020	2021	2022	2023	2024	TOTALS 2020-2024
PREVENTIVE MAINTENANCE/OPERATING REIMBURSEMENTS							
PREVENTIVE MAINTENANCE/OPERATING REIMBURSEMENTS							
Preventive Maintenance Expenses	P51670X00	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
FFY 2019 Federal Formula Grant		20,000,000					
FFY 2020 Federal Formula Grant		20,000,000					
FFY 2021 Federal Formula Grant		20,000,000					
FFY 2022 Federal Formula Grant		20,000,000					
FFY 2023 Federal Formula Grant		20,000,000					
TOTAL - PREVENTIVE MAINT./OPERATING REIMB.		20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
RAIL PROJECTS							
ELECTRICAL SYSTEM							
OCS Replacement and Upgrade Plan	P21320180	2,000,000	2,000,000	2,000,000	4,000,000	4,000,000	14,000,000
FFY 2019 Federal Formula Grant		2,000,000					
FFY 2020 Federal Formula Grant		2,000,000					
FFY 2021 Federal Formula Grant		2,000,000					
FFY 2022 Federal Formula Grant		4,000,000					
FFY 2023 Federal Formula Grant		4,000,000					
Substation Improvement Program	P2180X00	3,900,000	3,850,000	3,850,000	0	0	11,600,000
FFY 2019 Federal Formula Grant		3,849,990					
FY 2020 Local Funds		50,010					
FFY 2020 Federal Formula Grant		3,850,000					
FFY 2021 Federal Formula Grant		3,850,000					
Sub-Total: Electrical System		5,900,000	5,850,000	5,850,000	4,000,000	4,000,000	25,600,000
TRAIN CONTROL / SIGNALS							
Signal System Upgrade Program	P26800X00	1,125,000	0	2,797,680	1,125,000	2,000,000	7,047,680
FFY 2019 Federal Formula Grant		1,125,000					
FFY 2021 Federal Formula Grant		2,797,680					
FFY 2022 Federal Formula Grant		1,125,000					
FFY 2023 Federal Formula Grant		2,000,000					
Sub-Total: Train Control / Signals		1,125,000	0	2,797,680	1,125,000	2,000,000	7,047,680

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
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RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2020	2021	2022	2023	2024	TOTALS 2020-2024
RAIL PROJECTS - Continued							
TRACK REHABILITATION							
Rail Profile Grinding Program	P23320170	1,489,000	0	0	0	0	1,489,000
FFY 2019 Federal Formula Grant		1,489,000					
Rail Infrastructure Program	P23320X00	1,000,000	1,000,000	1,000,000	1,000,000	500,000	4,500,000
FFY 2019 Federal Formula Grant		1,000,000					
FFY 2020 Federal Formula Grant		1,000,000					
FFY 2021 Federal Formula Grant		1,000,000					
FFY 2022 Federal Formula Grant		1,000,000					
FFY 2023 Federal Formula Grant		500,000					
On-Call Rail Engineering Services	P23800240	200,000	200,000	200,000	200,000	200,000	1,000,000
FFY 2019 Federal Formula Grant		200,000					
FFY 2020 Federal Formula Grant		200,000					
FFY 2021 Federal Formula Grant		200,000					
FFY 2022 Federal Formula Grant		200,000					
FFY 2023 Federal Formula Grant		200,000					
LR Retaining Wall - Buckeye/Woodhill - Shaker Sq.: Ph. 2	P23800X00	1,441,000	0	0	0	0	1,441,000
FFY 2019 Federal Formula Grant		1,441,000					

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2020 - 2024 CAPITAL IMPROVEMENT PLAN
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ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2020	2021	2022	2023	2024	TOTALS 2020-2024
RAIL PROJECTS - Continued							
TRACK REHABILITATION							
Light Rail Rehabilitation Program	P24800X00	16,772,875	21,782,081	18,600,000	20,367,286	0	77,522,242
FFY 2019 Federal Formula Grant		1,772,875					
SFY 2020 OTPPP		15,000,000					
FFY 2020 Federal Formula Grant		6,782,081					
SFY 2021 OTPPP		15,000,000					
FFY 2021 Federal Formula Grant		3,600,000					
SFY 2022 OTPPP		15,000,000					
FFY 2022 Federal Formula Grant		5,367,286					
SFY 2023 OTPPP		15,000,000					
Red Line East Track Rehabilitation Program						20,580,181	
FFY 2023 Federal Formula Grant		5,580,181					
SFY 2024 OTPPP		15,000,000					
Sub-Total: Track Rehabilitation		20,902,875	22,982,081	19,800,000	21,567,286	21,280,181	106,532,423
RAIL STATION REHABILITATION							
Van Aken Warrensville Comfort Station	P24800X00	555,000	0	0	0	0	555,000
FFY 2019 Federal Formula Grant		555,000					
Van Aken/Warrensville Platform	P24800X00	1,600,000	0	0	0	0	1,600,000
FFY 2019 Federal Formula Grant		1,600,000					
Westpark Station E. Train Platform	P24800X30	0	0	0	150,000	1,908,900	2,058,900
FFY 2022 Federal Formula Grant		150,000					
FFY 2023 Federal Formula Grant		1,908,900					
Sub-Total: Rail Station Rehabilitation		2,155,000	0	0	150,000	1,908,900	4,213,900
RAIL VEHICLE FLEET							
Rail Capital Spare Parts Program	P16390X00	750,000	750,000	750,000	750,000	500,000	3,500,000
FFY 2019 Federal Formula Grant		750,000					
FFY 2020 Federal Formula Grant		750,000					
FFY 2021 Federal Formula Grant		750,000					
FFY 2022 Federal Formula Grant		750,000					
FFY 2023 Federal Formula Grant		500,000					

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2020 - 2024 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2020	2021	2022	2023	2024	TOTALS 2020-2024
RAIL PROJECTS - Continued							
Spiker Nipper Machine	P45390X00	370,379	0	0	0	0	370,379
FFY 2019 Federal Formula Grant		370,379					
Rail Prime Mover Utility Vehicle	P46390X00	1,751,108	448,892	0	0	0	2,200,000
FFY 2016 Federal Formula Grant		1,751,108					
FFY 2020 Federal Formula Grant		300,000					
FY2021 Local Funds		148,892					
RAIL CAR REPLACEMENTS							
RAIL CAR REPLACEMENT PROGRAM							
2021-2024 HRV Rail Replacement Program	P14390X00	8,000,000	31,250,000	31,250,000	31,250,000	23,250,000	125,000,000
FFY 2019 Federal Formula Grant		3,070,166					
FY 2020 (TBD)		4,929,834					
FFY 2020 Federal Formula Grant		3,036,683					
FY 2021 (TBD)		25,813,317					
NOACA (TBD)		2,400,000					
FFY 2021 Federal Formula Grant		10,175,475					
FY 2022 (TBD)		18,674,525					
NOACA (TBD)		2,400,000					
FFY 2022 Federal Formula Grant		3,901,725					
FY 2023 (TBD)		24,948,275					
NOACA (TBD)		2,400,000					
FFY 2023 Federal Formula Grant		3,901,725					
FY 2024 (TBD)		16,948,275					
NOACA (TBD)		2,400,000					
2024-2029 LRV Rail Replacement Program	P13390X40	0	0	0	0	8,000,000	8,000,000
FFY 2023 Federal Formula Grant		2,694,650					
FY 2024 (TBD)		2,905,350					
NOACA (TBD)		2,400,000					
Sub-Total: Rail Vehicle Fleet		10,871,487	32,448,892	32,000,000	32,000,000	31,750,000	139,070,379
TOTAL - RAIL PROJECTS		40,954,362	61,280,973	60,447,680	58,842,286	60,939,081	282,464,382



**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2020 - 2024 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2020	2021	2022	2023	2024	TOTALS 2020-2024
TRANSIT CENTERS							
Enhanced ADA Access (Enhancement Item)	P49800X00	300,000	300,000	300,000	300,000	300,000	1,500,000
FFY 2018 Federal Formula Grant	300,000						
FFY 2019 Federal Formula Grant	300,000						
FFY 2020 Federal Formula Grant	300,000						
FFY 2021 Federal Formula Grant	300,000						
FFY 2022 Federal Formula Grant	300,000						
FFY 2023 Federal Formula Grant	300,000						
TOTAL - TRANSIT CENTERS		300,000	300,000	300,000	300,000	300,000	1,500,000
TOTAL RTA DEVELOPMENT FUND		98,288,619	118,445,576	118,296,037	120,266,857	119,940,957	575,238,046
TOTAL RTA CAPITAL FUND		2,969,702	3,059,990	2,953,000	2,753,984	2,562,000	14,298,676
TOTAL CAPITAL IMPROVEMENT PLAN		101,258,321	121,505,566	121,249,037	123,020,841	122,502,957	589,536,722

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Greater Cleveland Regional Transit Authority
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