GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

2018 ADOPTED AMENDED BUDGET PLAN

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CEO/GENERAL MANAGER, SECRETARY-TREASURER
JOSEPH A. CALABRESE

DIRECTORY OF THE GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY OFFICIALS

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TOM RAGUZ — EXECUTIVE DIRECTOR, OFFICE OF MANAGEMENT & BUDGET
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TERRENCE BOYLAN, MANAGER — 33 - ASSET & CONFIGURATION MANAGEMENT DEPARTMENT
JOHN JOYCE, CHIEF OF POLICE — 34 - TRANSIT POLICE
JOEL FREILICH, DIRECTOR — 35 – SERVICE MANAGEMENT
ANTHONY RICHARDSON, ACTING DIR. — 38 – SERVICE QUALITY MANAGEMENT
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NICHOLAS BIGGAR, DIRECTOR — 46 – HAYDEN DISTRICT
CATHERINE EATON, DIRECTOR — 49 – TRISKETT DISTRICT
MICHAEL LIVELY, MANAGER — 58 – INTELLIGENT TRANSPORTATION SYSTEMS

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JOHN TOGHER, DIRECTOR   60 – ACCOUNTING
CARMEN DAVIS, ACTING MANAGER   62 – SUPPORT SERVICES
MELINDA DANGELO, DIRECTOR   64 – PROCUREMENT
SCOTT UHAS, DIRECTOR   65 – REVENUE

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MARIBETH FEKE, DIRECTOR   57 – PROGRAMMING & PLANNING
JOSEPH SHAFFER, DIRECTOR   80 – ENGINEERING & PROJECT DEVELOPMENT

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SHERYL KING-BENFORD, DGM, DIRECTOR   21 – LEGAL
JUDY LINCOLN, DIRECTOR   22 – RISK MANAGEMENT

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ELIZABETH JASZCZAK, DIRECTOR   14 – HUMAN RESOURCES
SCOTT FERRARO, DIRECTOR   18 – LABOR & EMPLOYEE RELATIONS
GEORGE FIELDS, DIRECTOR   30 – TRAINING & EMPLOYEE DEVELOPMENT

6 – EXECUTIVE DIVISION

JOSEPH A. CALABRESE   12 – EXECUTIVE
     CEO/GENERAL MANAGER, SECRETARY-TREASURER
JOSEPH A. CALABRESE   16 – SECRETARY/TREASURER – BOARD OF TRUSTEES
     CEO/GENERAL MANAGER, SECRETARY-TREASURER
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STEPHEN BITTO   53 – MARKETING & COMMUNICATIONS
     EXECUTIVE DIRECTOR
PETER ANDERSON   61 – INFORMATION TECHNOLOGY
     CIO/EXECUTIVE DIRECTOR
TOM RAGUZ   67 – OFFICE OF MANAGEMENT & BUDGET
     EXECUTIVE DIRECTOR

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Greater Cleveland Regional Transit Authority

Ohio

For the Fiscal Year Beginning

January 1, 2017

Christopher P. Morrill

Executive Director

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 2017. 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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2018 Transmittal Letter & Citizens' Summary TAB

2018 TRANSMITTAL LETTER

To: George F. Dixon III, President,   **Date:**   November 14, 2017
and Members, Board of Trustees

From: Joseph A. Calabrese, CEO   **Subject:**   2018 Transmittal Letter
General Manager / Secretary-Treasurer

EXECUTIVE SUMMARY

I am again pleased to report that 2017 was yet another successful year at the GCRTA. Once again the Authority was highly recognized on a national and international level for its best-in-class accomplishments. In 2017 we continued focusing on enhanced communications with our employees and our customers, and continued to deliver on our established mission, vision and values. We also sustained our quest for continual improvement of the Authority's operations through the ISO 14001 certifications at the two Bus Districts. The predictive maintenance program has improved the quality of our capital assets, which has also increased the quality of our bus service and on-time performance. In 2017, the predictive maintenance program was implemented in the Rail District.

As the GCRTA continues to effectively manage its financial resources, we continued our efforts throughout the year to invest in capital projects to improve the state-of-good-repair of our capital assets. Some highlights were the delivery of 16 CNG buses, 29 diesel buses, and a pending contract for the purchase of 33 additional 40-ft CNG buses, to be delivered fourth quarter of FY 2018. Phase 3 for the Light Rail Crossings at Courtland Blvd., Kenmore Rd. and Onaway Road was completed, construction at two ADA accessible stations located at Lee Rd/Shaker Green Line Station and Shaker/Warrensville Station have been finalized, various track bridge projects to rehabilitate East Boulevard, East 81st & 83rd Street and East 92nd Track Bridge are complete, and track work for Track 8 at Tower City Center has been finalized for regular operations. With these and other capital improvement projects currently underway, there can be little doubt that RTA is investing in the future of our region and public transportation system.

As we work hard every day, it is gratifying to see our progress through improvements in the dependability of our bus and rail services, in our continuing progress to improve the quality of our capital assets, and in our efforts to communicate with and to meet the needs of our customers. Many individuals and organizations are recognizing the contribution we make to our community and our industry and recently, Cleveland was named the best city in the country for visitors to go car-free, in large part due the public transportation services provided by the GCRTA.

During 2017, the GCRTA:
* Received Gold recognition level in the Baldrige Award for Excellence
* Received the Smart Business 2017 Customer Service Award
* George Dixon, RTA's Board President for 25 years, honored by Crain's Cleveland Business in the Board Chairman category at the C-Suites Gala
* Received the 2017 Moving Us Forward Infrastructure Award from the Campus District Board
* Received the GFOA Distinguished Budget Presentation Award for the 28th consecutive year
* Received the GFOA Achievement for Excellence in Financial Reporting Award (29th consecutive year)
* Opened the MetroHealth Line, serving the W 25th Street corridor and southern suburban communities
* Started the 5th Public Transit Management Academy with Cleveland State University
* Implemented the Rider Rewards Program and RTACLE app
* Implemented the VanShare van pooling program in partnership with vRide

The following pages discuss the General Fund revenue and expenditure assumptions incorporated into the 2018 budgets. The proposed budgets support the daily operating activities of the Authority, will help to improve the quality of its service delivery, and continues the path towards achieving a state of good repair in the capital assets of the Authority. The decrease of receipts from the Authority's largest source of revenue, Sales & Use Tax, provides reason for concern.

As it currently stands, due to Federal requirements Medicaid managed care organizations (MCOs) were removed from the Sales & Use Tax base effective July 1, 2017. The State moved all managed care organizations to the insurance tax, which will supplant the State's revenue for each year going forward, but provided no solution for the 88 counties and 8 transit authorities that levy sales tax. After much deliberation, the State budgeted assistance for one year (4th Quarter 2017 and the first 3 Quarters of 2018) only for the 8 transit authorities but provided no aid for the loss of revenues in 2019 or beyond. Policy Matters Ohio recently stated that public transit ridership in Ohio is the 14th largest in the United States, however, Ohio only contributes $0.63 per capita, the eight lowest in the nation. The article continues with the results of a Transit Needs Study from 2015, which recommended that Ohio increase public transit investment to $120 million per year and reach $185 million per year by 2025. This recommendation has yet to be seen.

It is important to note that this impact was also felt by approximately eight other states which have successfully addressed this loss by applying their sales tax to all MHC providers, and not just the portion that was traditional paid for by Medicaid. Unless the State of Ohio takes action to correct the problem, the loss of sales tax receipts will cost the Authority approximately $20 million per year.

The revenues projected for 2017 assume the loss of the MMHC providers in July, but as receipts of these revenues lag three months, the impact will be in the 4th Quarter. The State communicated the amount of aid each transit authority would receive in 2017 ($5.1 million for the Authority) and in 2018 ($15.0 million) in the 1st Quarter. On November 1, 2017, the Authority received $10.0 million, half of the State's budgeted assistance. The second half is expected after the start of the new year. The Authority is identifying other sources of revenue and developing action plans to reduce operating expenditures.

The Board of Trustees' first review of the proposed 2018 – 2022 Capital Improvement Plan (CIP) took place on August 1, 2017 and subsequently authorized the 2018 Capital Budget Appropriations on August 15, 2017 allowing the Authority's Capital program to be better aligned with the Federal fiscal calendar. The Finance Committee will hear issues on the Operating Budget and amended 2017 and 2018 Capital budgets at a meeting on November 14, 2017. A Public Hearing will be held on November 21, 2017 at 9:00 AM to review the 2018 Operating Budget, 2017 amended Capital Budget, and the 2018 Amended Capital Budget. On December 19, 2017, the Finance Committee is expected to make a recommendation to the full Board of Trustees to adopt the proposed 2018 Operating and Other Funds Budgets. Adoption will be considered at the December 19, 2017 Board Meeting.

The Operating Budget includes resources to fund rail, bus, paratransit, and vanpool services and includes a pilot program for Uber and Lyft services for Paratransit. The approved 2018 Capital Budget provides resources for the on-going replacement, rehabilitation, and/or maintenance of equipment and facilities. In preparing the 2018 Operating and Other Funds Budgets, staff developed Fund Balance Analysis statements for each major fund group, which summarize projected financial activity and ending balances. The Finance and Operations Committees will review major revenue and expenditure assumptions and trends, financial policy objectives, service and employment levels, and strategic initiatives. The capital projects included in the 2018 – 2022 Capital Improvement Plan (CIP) were reviewed and approved on August 15, 2017. A request to amend the 2017 and 2018 Capital budgets will be made in November 2017.

The 2018 appropriation for operating expenditures totals $259.7 million, a decrease of $7.8 million compared to the $267.5 million appropriated for 2017. Based on Sales & Use Tax Revenue and Passenger Fare in 2017, relative to 2016, no wage increases were budgeted for 2018 for ATU, FOP, or non-bargaining employees. The FOP contract expired in February 2017 and the ATU contract expired in August 2017, both unions are currently negotiating new contracts. The Operating Budget includes $138.4 million for salaries and overtime and $53.3 million for fringe benefit resources needed to fund 2,332.5 positions.

The establishment, execution, and management of the annual Operating Budget has an impact on the Capital Budget. A strategic objective has been to maintain grant-funded preventive maintenance reimbursements to the Operating Budget at or below $20 million. This in turn provides additional funding for the Authority's capital program to maintain and improve its capital assets required for a public transportation entity of this size and to meet the State of Good Repair requirements of the new Transportation Legislation – Fixing America's Surface Transportation Act (FAST Act).

To reach and maintain a SOGR over the next five years, the Authority will need to replace its CAD/AVL Radio System, identify funding for approximately 100 large bus fleets, install a CNG fueling station at the Triskett Garage, continue its aggressive track reconstruction program, meet the remaining ADA Key Station deadlines, reconstruct various track bridges, improve rail signalization and the overhead catenary system, as well as replace equipment at the end of its useful life.

A looming financial challenge over the next decade will be the need to replace the Authority's aging Heavy Rail and Light Rail fleets at a combined cost estimated at $280 million. The Authority must continue to focus on state of good repair maintenance, rehabilitation and construction projects and the need to provide customers with safe and reliable service. That strategy will become increasingly difficult if Operating Reserves are not maintained at the 30 day goal and near impossible without additional funding to replace the Sales & Use Tax issue.

Over the last ten years, RTA has gone through at least three economic cycles with a fourth now underway as the sales tax base has been reduced. At the same time, RTA is continuing to execute its strategic plan and is continuing its efforts to improve the reliability of service delivery through the implementation of a predictive maintenance program that represents a paradigm shift in bus maintenance from reacting to a problem to identifying potential problems and proactively addressing them before they occur.

STRATEGIC APPROACH TO THE BUDGET

In developing the budget as well as developing the business strategy, the Authority derives its direction from the five <u>Policy Goals</u> identified by the Board of Trustees. These Goals, along with the Authority's <u>Mission Statement</u>, are shown below.

GCRTA MISSION

RTA provides safe, reliable, clean and courteous public transportation.

BOARD POLICY GOALS

I.   **CUSTOMER FOCUS: Provide safe, high-quality service to all customers and support our employees in that endeavor.**

II.   **EXPAND AND REORGANIZE SERVICE: Expand and reorganize service to retain our current riders and attract new riders by providing service that meets customer and community needs.**

III.   **PREPARE FOR THE FUTURE: Prepare for the future by forging new partnerships and strengthening existing ones with the public and private sectors to establish policies, funding, innovations, and technologies that support cost-effective public transportation.**

IV.   **IMPROVE FINANCIAL HEALTH: Improve the agency's financial health through efficient use of resources and the pursuit of new and innovative revenue sources.**

V.   **PROVIDE COMMUNITY BENEFITS: Provide social, economic, and environmental benefits to the community through system improvements and increase community awareness of these contributions.**

From 2007 to 2011, the business planning efforts were forced to highlight only two of the five policy goals as most critical: **Customer Focus** and **Improve Financial Health**. After 2011, the improved financial status allowed GCRTA to focus on **Preparing for the Future** and **Providing Community Benefits.** In an effort to more effectively transition the strategic planning focus into the 2018 budgeting process, the evaluation of requests and the allocation of funding for 2018 initiatives were linked to the business plan 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 the base and attract new customers is objective.

In addition, RTA conducted a strategic planning initiative in the summer of 2014 and 2016 with SWOT exercises and analyses conducted with ten groups totaling over 120 people, including the Board of Trustees and the Citizens Advisory Board. Planning retreats were held with the Executive Management Team and Board participation. The retreats resulted in an updated Strategic Plan with nine Vital Few Objectives and ten Change Initiatives for execution over the next 18 months. The Mission, Vision, and Values were reviewed, adopted and are now in deployment. These are listed on the following page.

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

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**

VALUES:

REVENUES

The 2018 budget projects $282.1 million in General Fund revenue and total resources of $318.5 million. This is a $12.4 million decrease in total resources compared to the 2017 year-end estimate. This decrease is a result of the state's removal of Medicaid Managed Care Organizations (MCOs) from the sales tax base, implemented in July 2017.

The chart to the right shows the percentage of each revenue stream for 2018. Sales & Use Tax has remained above 70 percent of total revenue, although not as strong as in prior years, showing a continued reliance on this revenue stream. Passenger Fares is 17.0 percent of total revenue and has been slowly increasing due to the fare increases implemented in 2016, 2017, and again in 2018. Reimbursed expenditures, which includes grant-funded and preventive maintenance reimbursements to the Operating Budget, is the third largest source of revenue, at 7.8 percent of total revenue for 2018.
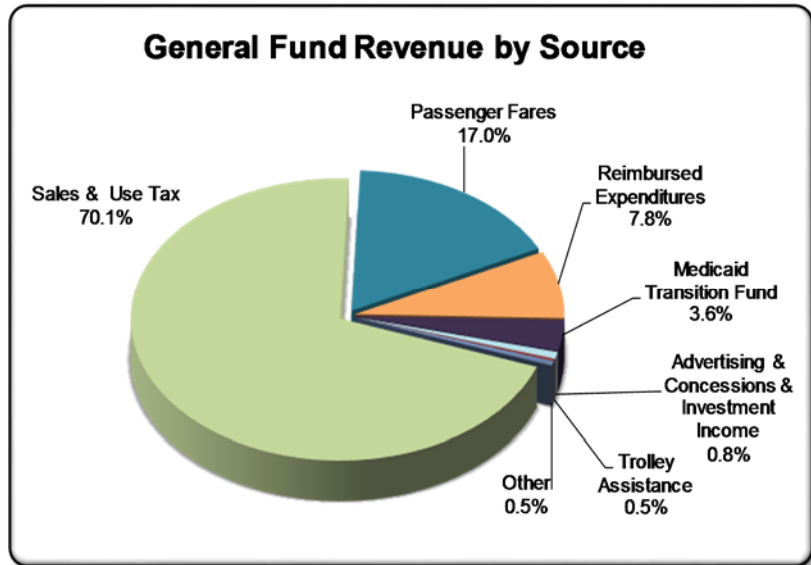
Figure 3

The key to any budget is a realistic estimate of revenues to support operations. This is particularly true of a public entity such as a transportation authority, which can only provide the level of service that revenues will support. The General Fund Balance Analysis included as Attachment A, after the Transmittal Letter, presents the 2018 Operating Budget in summary. The specific assumptions and calculations for the revenues included there are as follows:

PASSENGER FARES $47.8 MILLION

RATIONALE:

Ridership has continued to decline over the past several years. As fuel prices remain low, choice riders are opting to drive to work rather than take public transit. The 2018 Budget includes an increase in base fare from $2.50 to $2.75, starting August 2018. Operating expenses for Paratransit service continue to rise. Consequently, an annualized fare increase for Paratransit service from $2.75 to $3.00 per trip is included, starting August 2018. RTA is permitted to charge twice the fixed route rate for Paratransit services. Currently, the Paratransit fare could be $5.00.

RATIONALE:

Over the past several years Sales & Use Tax collections have been fairly steady. The 2017 projection at the end of the third quarter was $213.7 million, a 2.3 percent decrease from 2016 actual receipts, mainly due to Medicaid MCOs being removed from the tax base as of July 1, 2017. There is a 3-month lag time between when the receipts are paid and when the Authority receives the revenue. Sales tax paid in July 2017 would have been received by the Authority in October 2017. The budget for 2018 projects Sales & Use Tax to decrease by an additional 7.4 percent, due to the annualization of the sales tax base. The Federal Government mandated Ohio Legislatures to comply with new regulations by June 30, 2017, prohibiting the taxing of a subset of Managed Care Organizations (MCOs). The State removed the Medicaid MCOs from the sales tax base and put all MCO receipts in the insurance tax, supporting the State's revenues, but diminishing revenues for the 88 counties and transit authorities that levy sales tax.

Sales & Use Tax Revenue
(in Millions)

Year	Value	%
2012	181.2	
2013	189.6	4.6%
2014	197.1	3.9%
2015	205.8	4.4%
2016	218.7	6.3%
2017 Est	213.7	-2.3%
2018 Budget	197.8	-7.4%
2019 Plan	198.8	0.5%
2020 Plan	199.8	0.5%
2021 Plan	200.8	0.5%
2022 Plan	201.8	0.5%
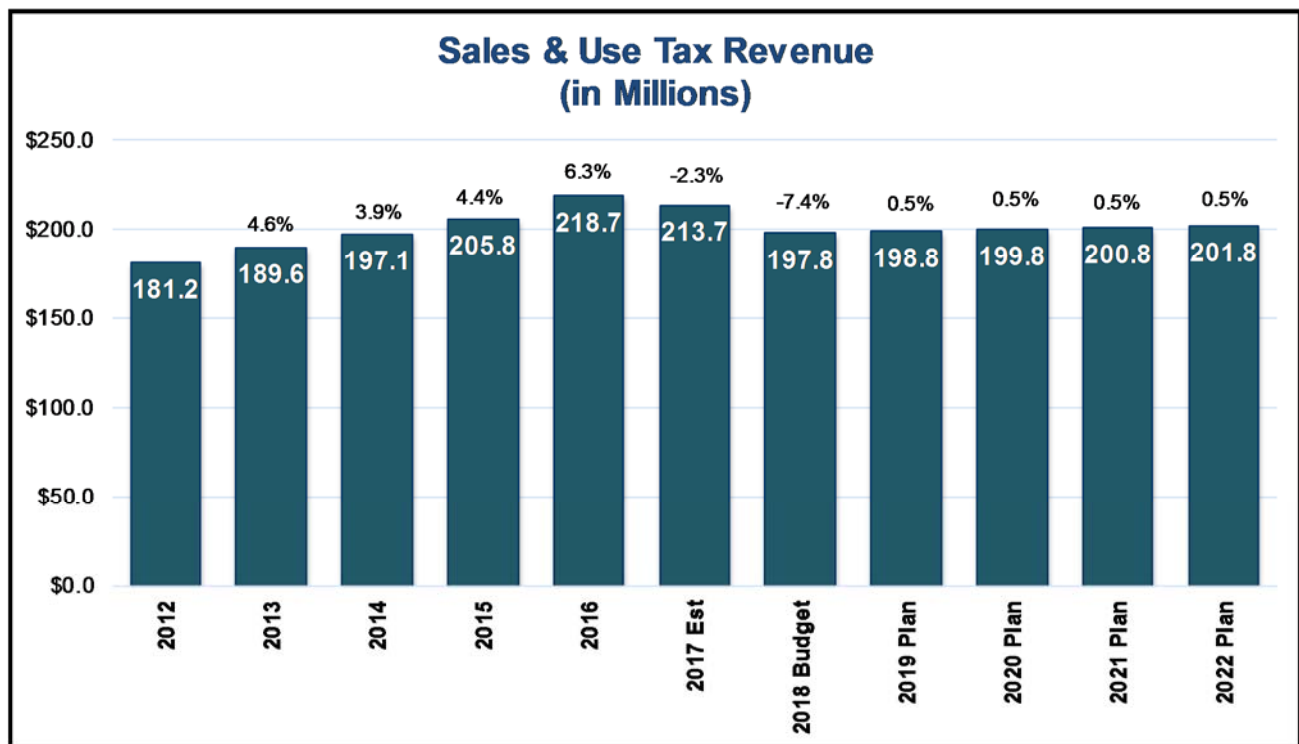
Figure 4

ADVERTISING & CONCESSIONS	$2.1 MILLION
ADVERTISING CONTRACT	$1.28 M
CONCESSIONS & NAMING RIGHTS	$0.82 M
TOTAL	$2.10 M

RATIONALE:

The Advertising and Concessions Category consists of two subcategories. The first is the current advertising contract. For 2018, the advertising contract is budgeted at $1.28 million. The second subcategory is the naming rights for the HealthLine, Cleveland State Line, and Metro Health Line and concessions that will net the Authority about $820,000. Advertising revenues for 2017 are projected at $1.7 million by year end.

INVESTMENT INCOME $110 THOUSAND

RATIONALE:

For 2017, the Investment Income is projected at $218 thousand by year-end as interest rates remain low, but the ending balance is increasing. Through the Third Quarter 2017, the Authority has received 0.46 percent interest return on its investments. Income from this source is budgeted at $110 thousand for 2018.

OTHER REVENUE $12.2 MILLION

MEDICAID TRANSITION FUND	$10.0M
TROLLEY ASSISTANCE	$ 0.6M
OTHER REVENUE	$ 1.6M
TOTAL	$12.2M

RATIONALE:

These other sources of revenue include the state's one-time assistance for the loss of Medicaid receipts from the sales tax base. The state required all transit authorities receiving this funding to create a separate Medicaid Transition Fund for the receipts and then the authorities could transfer the receipts when needed. A total of $20.1 million was scheduled to be received in 2 payments. The first payment of $5.1 million was scheduled to be received by November 1, 2017, with the remaining $15.0 million be received between January and February 2018. The Authority received $10.0 million on November 1, 2017. The remaining $10.1 million will be received after the new year.

To help fund the continuation of the C-Line and Nin-Twelve Trolleys, additional funding is being sought from area businesses to sponsor the Trolleys. RTA is seeking 80 percent funding, or $640,000, from the community and the remaining 20 percent will be maintained by the Authority. This funding is due to be received from the Downtown Cleveland Alliance in the 4th Quarter 2017 for the 2017 budget and is expected to receive the same amount of funding in 2018.

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. Total other revenue is budgeted at $1.6 million for 2018.

REIMBURSED EXPENDITURES $22.1 MILLION

PREVENTIVE MAINTENANCE REIMBURSEMENTS	$20.0M
FUEL TAX REIMBURSEMENT	$ 1.1M
REIMBURSED LABOR & MATERIAL	$ 1.0M
TOTAL	$22.1M

RATIONALE:

Reimbursed Expenditures category includes reimbursements for Preventive Maintenance (PM), fuel tax, grant-funded reimbursements for employee's time spent working on capital projects, as well as other Federal and State reimbursements. For 2018, Reimbursed Expenditures are budgeted at $22.1 million. Preventive Maintenance at $20.0 million, $1.1 million for fuel tax reimbursements, and $1.0 million for force account labor and other reimbursements. For the out-years, $22.1 million is budgeted 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.

Operating Expenditures for the 2018 budget include the appropriation and expenditure changes as described below. As with revenues, expenditures are estimated not only for the 2018 Budget Year, but also for the four consecutive out-years to assist with long-term planning. The General Fund Balance Analysis projections include those out-years to demonstrate the impacts of various items contained in the 2018 Budget (collective bargaining agreements, service changes, contract changes, as well as requirements of the Capital Improvement Plan, etc.).

The chart on page 10 summarizes the budgeted expenditures for 2018 and highlights the various areas of cost increases included in the proposed Operating Budget.

Compensation Issues include the wage and fringe benefit payments consistent with current collective bargaining agreements with the ATU and FOP, vacancy replenishments, as well as costs associated with health care and the Ohio Public Employee Retirement System (OPERS). Both union contracts ended in 2017 and negotiations for both contracts are currently under way.
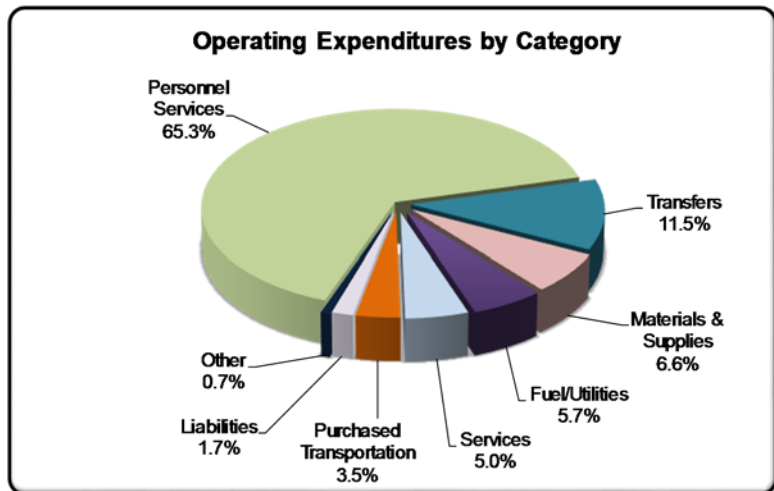
Figure 5

Health Care and prescription costs for 2018 are projected to increase slightly compared to 2017 levels. The employee contribution for health care coverage is 14 percent. Employees can receive a one-percent discount if they complete a physical and another one percent discount if they are non-smokers. Those employees who complete both received a 2 percent credit on their health care contribution. In the contract, co-pays and deductibles have been increased due to family size and employee monthly payments decreased. This action makes employees more involved in their own care. It will also help avoid penalty payments in the future under the Affordable Care Act.

Fuel costs have been stabilized through the Energy Price Risk Management Program. For 2018, diesel is currently hedged at an average price of $1.64/gal. For 2019, diesel costs are currently 51 percent hedged. Utility Cost Reduction Measures have been implemented, and will continue to result in significant cost savings for the Authority. An electrical supply contract was secured in April 2016 for the period of June 2017 through May 2019. The rate contracted for the supply of electricity resulted in 5.3 percent lower electrical supply expenses in 2017, but the lower supply costs were offset by increases in transmission charges. The 2018 budget for electricity is $2.6 million.

The Natural Gas supply was contracted through 2019. Compressed Natural Gas for the CNG buses had an average pre-tax and credit cost of $0.98/Diesel Gallon Equivalent (DGE) and after tax and credit costs of

$0.42/DGE. Natural Gas and CNG costs are budgeted at $2.0 million for 2018, a minimal increase from 2017 estimated costs.

Maintenance and service contracts were reviewed for requirements and service needs and budgeted based upon the contracts. For 2017, total contracts are projected to be $3.6 million under budgeted levels. The 2018 budget has contracts increasing by $2.5 million, compared to 2017 projections. Further analysis on the maintenance and service contracts is currently being done, which will determine a more accurate budget level. Inventory costs are increasing by $1.7 million due to the bus and rail predictive maintenance programs. Purchased Transportation is increasing by $1.8 million due to current contractual obligations. A new pilot program for ADA transportation is being initiated to help control costs.

Areas of Expenditure Growth 2018 Budget			
2017 Projected Operating Expenses		**$246,941,396**	
Personnel		**$ 4,576,419**	**2.4%**
Salaries & Overtime	$ 2,121,274		
Health Care/Prescription Fringe Benefits	$ 2,455,145		
Fuel / Utilities		**$ 433,586**	**2.7%**
Diesel Fuel	$ (709,987)		
Natural Gas & CNG	$ 28,455		
Propulsion Power	$ 244,573		
Electricity	$ 273,002		
Telephone	$ 326,564		
Other Utilities	$ 270,979		
Service Opportunities		**$ 6,615,014**	**17.7%**
Maintenance Contracts & Services	$ 2,542,760		
Inventory	$ 1,685,020		
Tires & Tubes	$ 3,971		
Other Services & Supplies	$ 620,402		
Purchased Transportation	$ 1,762,861		
Other		**$ 1,093,314**	**17.9%**
Liabilities	$ 581,658		
Training	$ 282,530		
Miscellaneous	$ 229,126		
Expenditure Growth		**$ 12,718,332**	**5.2%**
2018 Budgeted Operating Expenditures		**$259,659,728**	

Figure 6

As seen in figure 6 to the right, total operating costs are budgeted to increase by $12.7 million, compared to 2017 projected expenses. Figure 7, below, shows the 2018 Operating Budget in comparison to the 2017 Operating Budget. The 2018 Operating Budget is $7.8 million below budgeted levels in 2017.

DESCRIPTION	2017 BUDGET	2017 ESTIMATE	2018 BUDGET	2018 Budget vs. 2017 Budget	% Difference
SALARIES & OVERTIME	$ 143,299,425.86	$ 136,237,187.56	$ 138,358,461.83	$ (4,940,964.03)	-3.45%
FRINGE BENEFITS	$ 53,207,855.15	$ 50,876,549.56	$ 53,331,694.48	$ 123,839.33	0.23%
SERVICES	$ 15,178,579.90	$ 11,668,647.41	$ 14,564,755.32	$ (613,824.58)	-4.04%
MATERIAL & SUPPLIES	$ 19,819,382.50	$ 17,325,282.70	$ 19,281,327.89	$ (538,054.61)	-2.71%
FUEL/UTILITIES	$ 19,037,080.94	$ 16,249,743.99	$ 16,683,329.58	$ (2,353,751.36)	-12.36%
LIABILITIES	$ 5,634,776.50	$ 4,410,975.06	$ 4,992,633.00	$ (642,143.50)	-11.40%
PURCHASED TRANSPORTATION	$ 8,950,040.00	$ 8,470,687.40	$ 10,233,548.00	$ 1,283,508.00	14.34%
OTHER	$ 2,368,273.46	$ 1,702,321.19	$ 2,213,976.95	$ (154,296.51)	-6.52%
TOTAL	**$ 267,495,414.31**	**$ 246,941,394.87**	**$ 259,659,727.05**	**$ (7,835,687.26)**	**-2.93%**

Figure 7

TRANSFER TO THE INSURANCE FUND

The Insurance Fund has a required minimum fund balance of $5.0 million and is used to account for resources to protect the Authority against future 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 $100,000. With the increase in safety measures, claims have declined significantly and the budgeted transfer of $1.2 million for 2016 was reduced to $500,000. For 2017, a transfer of $2.4 million will be needed to maintain the $5.0 million level and to cover projected insurance premiums and claims payments. In 2018, a transfer of $2.3 million is budgeted to cover insurance premiums and projected claim payments. For 2019 through 2022, transfers are planned each year to cover estimated costs and maintain the $5.0 million level. Continued safety actions may allow these amounts to be lowered in the future.

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 2018 budget estimates that the Supplemental Pension Fund will need transfers of $60,000. For the out-years, 2019 through 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

In past years this measure, calculated as a percentage of Sales & Use Tax revenue, has remained well above the Board goal of a maximum of 15 percent due to the significant decrease in Sales and Use Tax revenue that occurred in 2009 and the inclusion of a number of capital grants to reimburse Operating Expenses, which required a local match.

As Sales & Use Tax revenue recovered, this measure has fluctuated over the years. Between 2011 and 2015, General Fund Transfer to Capital grew from $31.0 million to $38.1 million. In 2016, the transfers for capital totaled $31.4 million, or 14.3 percent of Sales & Use Tax revenue. 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 2017, total transfer to capital was budgeted at $32.6 million, or 15.0 percent. The $30 million debt issuance scheduled for 2017 was postponed until 2018, which decreased the transfer to a projected $27.6 million, or 12.3 percent. Overall, the projected 2017 combined transfer to capital is close to $5.0 million below budget.

The transfer to capital for 2018 is $30.8 million, or 14.8 percent. This amount includes the $30 million debt issuance, locally funded capital projects, local match needed for RTA Development Fund projects, and the $18.9 million transfer to the Bond Retirement Fund for debt service payments associated with existing debt service.

For 2019 and 2020, the transfers to capital will decrease slightly, to 14.7 percent and 14.6 percent, respectively, as the impact of the loss of revenue from the Sales & Use Tax is felt. In 2020 and 2022, debit issuances of $25 million each are planned. The high level of this measure continues to highlight the difficulty created by increased capital and debt service needs in times of constrained revenue.

EMPLOYMENT LEVEL ANALYSIS
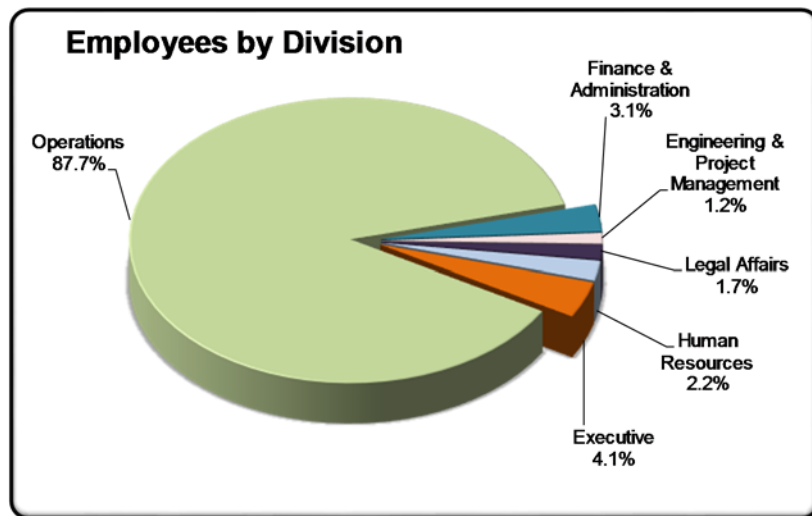
Figure 8

The 2018 Budget reflects staffing of 2,332.5, an overall increase of 0.25 FTE compared to the 2017 budget.

The pie chart to the left represents the relative employment levels within each division.

A 3 percent service reduction was annualized in 2017, which reduced 31 Operator positions. Safety initiatives have increased over the past several years and the focus will continue in 2018 due to increased State safety oversight for rail. A part-time position was included in the 2017 budget to accommodate these needs and remains in the 2018 budget. The Safety Awareness Coordinator audits operators to ensure they are using safe practices. As Operators continue to think "Safety", preventable incidents decrease. One of the Authority's VFOs (Vital Few Objectives) is to decrease preventable incidents, the need for this position is substantiated. For the 2018 budget, full-time operators were reduced by 4 FTEs and part-time operators increased by 3 FTEs, with a net decrease of 1 FTE. Mechanics, maintenance personnel, and service/support personnel increased by 2.5 FTEs, one of which was due to reinstatement of a position after a grievance hearing, and another position was reinstated after a temporary transfer for a Business Analyst/MDP position. On the administrative side, a total of 1.25 FTEs will decrease. The Business Analyst/MDP position and two marketing positions will be removed and a part-time marketing intern will be added. A Manager of Organizational Excellence and a Project Specialist positions will be added to OMB to help oversee the increased performance programs of the Authority and a Budget Management Analyst position will be removed, in trade for the manager position. Overall, this is only an increase of 0.25 FTE from the 2017 budgeted positions.

SERVICE LEVELS

Service hours and miles have increased slowly over the years. Since 2015, however, ridership has slowly dropped as gas prices have remained low and choice riders elected to drive rather than take public transit. A plan was proposed in 2015 to decrease service but was postponed until August 2016. A 3 percent service reduction was annualized in 2017 for bus and rail modes. Paratransit ridership has decreased, which decreased total service miles. The average length of the trips has steadily increased, which has increased total service hours as it is taking longer to complete each trip. For 2018, a 3 percent service reduction is planned for bus and rail. For Paratransit, as the ridership decreases but the average length of trips are

increasing, the Authority is focusing more of the longer trips on the contractors and maintaining the shorter trips in-house. A new pilot program for Paratransit is planned for 2018 using Uber and Lyft. The VanShare van pool program, which began in 2017, is very successful and will continue in 2018.

2018 Budgeted Service Levels By Mode								
Compared to 2017 Budgeted Service Levels by Mode								
	Service Hours				**Service Miles**			
Service Mode	**2017 Budget**	**2018 Budget**	**Variance**	**Percent Variance**	**2017 Budget**	**2018 Budget**	**Variance**	**Percent Variance**
Rail								
Heavy Rail (Red)	147,000	143,000	(4,000)	-2.7%	2,700,000	2,600,000	(100,000)	-3.7%
Light Rail (Blue/Green)	59,000	57,000	(2,000)	-3.4%	830,000	800,000	(30,000)	-3.6%
Rail Total	**206,000**	**200,000**	**(6,000)**	**-2.9%**	**3,530,000**	**3,400,000**	**(130,000)**	**-3.7%**
Bus								
Bus Total	**1,340,000**	**1,300,000**	**(40,000)**	**-3.0%**	**16,000,000**	**15,600,000**	**(400,000)**	**-2.5%**
Sub-Total Bus & Rail	**1,546,000**	**1,500,000**	**(46,000)**	**-3.0%**	**19,530,000**	**19,000,000**	**(530,000)**	**-2.7%**
Paratransit								
In-House	194,712	162,299	(32,413)	-16.6%	2,738,814	2,170,368	(568,446)	-20.8%
Contract	208,392	243,449	35,057	16.8%	2,971,976	3,255,552	283,576	9.5%
Sub-Total Paratransit	**403,104**	**405,748**	**2,644**	**0.7%**	**5,710,790**	**5,425,920**	**(284,870)**	**-5.0%**
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%**

Figure 9

POLICY COMPLIANCE

The discussion in this section focuses on the financial status of GCRTA as it relates to the Authority's basic adopted financial policy objectives. These objectives represent trends or indicators that should be 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. This ratio will not meet the objective for 2017, at 19.9 percent, as ridership has decreased over the past several years. The 2017 Budget includes a fare increase and a 3 percent service reduction. Base fare were increased from $2.25 to $2.50 in 2016, and an additional Paratransit fare increase is budgeted from $2.50 to $2.75 in August 2017. As gasoline prices continue to remain low, choice riders are opting to drive rather than use public transit. The Operating expenses continue to increase at a higher rate than operating revenues. For 2018, the Operating Ratio is budgeted at 19.3 percent. RTA will need to 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 2018 per the Cleveland Fed). For 2018, budgeted operating costs are increasing by 5.2 percent, compared to the 2017 estimate. Service hours are scheduled to decrease by 3 percent. The cost per hour of service for 2018 is budgeted at $133.3, a 6.2 percent increase over 2017 estimates. This objective will not be met.

The goal that is most easily understood and tracked is the ONE-MONTH OPERATING RESERVE. This objective requests the Authority should have a year-end balance equal to one month's operating costs (1.0). The Operating Reserve objective is projected to be met again in 2017 at 1.8-months. For 2018, a one-month operating reserve is equal to $21.6 million. With a budgeted ending balance of $18.4 million, 0.9-months reserve, the Authority will not meet this measure but it will be close.

CAPITAL EFFICIENCY

The goal for the DEBT SERVICE COVERAGE ratio is to be above 1.5. A debt issuance was budgeted for 2017 but postponed until 2018, which increased the Debt Service Coverage to an estimated 4.20. At a budgeted 2.33 in 2018 this objective will be met. With the Medicaid MCOs being removed from the tax base, Sales & Use Tax receipts will decline by 7.4 percent in 2018. Receipts are projected to increase minimally in 2019 through 2022 and a $25 million debt issuance is planned in 2020 and 2022.

Another financial goal is to contribute a minimum of 10 percent and up to a maximum of 15 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 has been below the maximum of 15 percent in 2016 and estimated at 12.3 percent in 2017.

The financial contributions to the capital programs support 100 percent locally funded capital projects, provide the local match for projects funded by grants, and funds the Authority's debt service requirements. The contribution to capital is budgeted at 14.8 percent in 2018, again below the 15 percent maximum level.

The budgeted ratio of 94.3 percent in 2018 for CAPITAL MAINTENANCE OUTLAY TO CAPITAL EXPANSION is 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 90.0 percent maximum for 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.

In 2018, only two of the six objectives will be met due to constrained revenue. The major factors include the increase in operating expenses, the reduction in Sales & Use Tax receipts due to the removal of the Medicaid MCOs from the tax base, and the growing demand in capital projects to maintain a state of good repair.

The Authority has been able to improve internal processes over the past six 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 fact in the upcoming years.

END OF YEAR RESERVE FUNDS

RTA has made a decision to reduce grant funded preventive maintenance reimbursements to the Operating Budget and redirect those funds to increase Capital expenditures. Transit is a capital-intensive business and the Authority addressed some of the capital needs to ensure a state of good repair. Operating costs are rising and are budgeted at $259.7 million for 2018 with a budgeted ending balance for of $18.4 million. If the GCRTA

is to remain financially sustainable in the future, a 30-day operating reserve must be met while maintaining PM reimbursement under $20.0 million is going to become increasingly difficult.

A transfer to the Rolling Stock Reserve Fund is budgeted at $5 million to reserve a percentage of the year-end balance for future purchases of revenue vehicles. This fund will help to create the local match needed for revenue vehicle purchases. A transfer for Compensated Absences is budgeted at $0.94 million for 2018 to help cover the liability costs each year.   As hospitalization and prescription costs increase a transfer for Hospitalization Reserve is budgeted at $0.73 million to cover up to 10 percent of annual hospitalization costs. Every 12 years a 27th pay is expensed due to the pay cycles. To help cover these costs, a transfer of $0.69 million is budgeted, or 1/12 of annual pay costs. In total, a transfer of $7.4 million is budgeted to the Reserve Fund to help protect the Authority from economic downturns or cover unforeseen or extraordinary expenses.

CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) for 2018-2022 was originally approved by the Board in August 2016. As adopted it and the pending budget appropriation to the adopted CIP budget for 2018, 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 supplied 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. These awards have provided funding for track and station reconstruction projects, bus replacement purchases, and a recent competitive grant award of $11.6 million will fund the replacement and upgrade of the Authority's Radio/CAD/AVL systems.

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 are many- to maintain its bus fleets in a SOGR, the Authority should replace 30-35 buses per year at an annual cost of $17.5 million, while at the same time it needs to complete the reconstruction of rail stations to meet ADA key station standards, its rail infrastructure, facilities, bridges, and in the near future identify possible funding sources to replace its rail fleets.

The Authority's capital projects are grouped in the proposed 2018 – 22 Capital Improvement Plan, including the proposed budget appropriation amendment, shown on the following page.

Proposed AMENDED 2018 - 2022 CAPITAL IMPROVEMENT PLAN
Combined Budget Authority

PROJECT CATEGORY	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2018-2022
Bus Garages	$2,400,000	$5,450,000	$0	$0	$0	$7,850,000
Bus Improvement Program	$20,627,160	$14,736,275	$30,438,135	$37,920,154	$12,365,750	$116,087,474
Equipment & Vehicles	$21,102,719	$8,900,832	$6,015,219	$4,892,000	$5,770,000	$46,680,770
Facilities Improvements	$2,172,000	$14,451,861	$9,801,000	$6,925,456	$9,346,287	$42,696,604
Other Projects	$2,272,250	$2,273,750	$2,273,750	$2,275,250	$2,275,250	$11,370,250
Preventive Maint./Oper. Reimb.	$20,000,000	$20,000,000	$20,000,000	$20,000,000	$20,000,000	$100,000,000
Rail Projects	$47,068,127	$7,415,719	$18,402,868	$17,707,081	$15,650,000	$106,243,795
Transit Centers	$300,000	$300,000	$300,000	$300,000	$300,000	$1,500,000
TOTALS	**$115,942,256**	**$73,528,437**	**$87,230,972**	**$90,019,941**	**$65,707,287**	**$432,428,893**

Figure 10

CONCLUSION

GCRTA has managed well over the past six years. With diminished revenues and resources going forward, increasing operating costs are going to make it difficult to end with a 30-day balance. The 2018 budget includes a $0.25 fare increase, to be implemented in August 2018. Difficult decisions lie ahead in 2018 through 2019 in order to mitigate a significant decrease in revenues due to Medicaid services being removed from the Sales & Use Tax base. As in the past, the GCRTA will take the necessary actions as the budgeted operating reserve falls.

GCRTA must continue to decrease expenses, 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 sustain operations and keep its infrastructure in a state of good repair. The proposed 2018 General Fund and the Other Fund Budgets achieve that goal, but at the same time indicate that significant financial issues lay ahead in the upcoming years.

ADDENDUM – MARCH 2018

Due to the budget deficit of $18M for 2018 as a result of the MCO tax base loss, the Office of Management and Budget revised the General Fund budget increased Reimbursed Expenditure Revenue by $0.6 million, reduced Operating Expenses by $5.7 million, and reduced Transfers by $2.0 million. On March 27, 2018, the Board of Trustees approved the 2018 Amended General Fund budget. The amendments to this budget are summarized below:

REVENUES

PASSENGER FARES

	ORIGINAL	$42.8 MILLION AMENDED
ORIGINAL BUDGET	$47.8M	$42.8M
REVISION		($5.0M)

RATIONALE:

Due to continual declining ridership trends, a decision was made to delay the scheduled 2018 fare increase. Passenger fare revenue for 2018 was reduced by approximately $5 million. At this time, it is uncertain if or when the fare increase will be executed.

REIMBURSED EXPENDITURES

	ORIGINAL	$22.7 MILLION AMENDED
PREVENTIVE MAINTENANCE REIMBURSEMENTS	$20.0M	$20.6M
FUEL TAX REIMBURSEMENT	$ 1.1M	$ 1.1M
REIMBURSED LABOR & MATERIAL	$ 1.0M	$ 1.0M
TOTAL	$22.1M	$22.7M
REVISION		$ 0.6M

RATIONALE:

Reimbursed expenditures, specifically under preventive maintenance, were increased by $600,000. Additional funding was available through the Medina Pass Thru.

OTHER REVENUE

	ORIGINAL	$17.3 MILLION AMENDED
MEDICAID TRANSITION FUND	$10.0M	$15.1M
TROLLEY ASSISTANCE	$ 0.6M	$ 0.6M
OTHER REVENUE	$ 1.6M	$ 1.6M
TOTAL	$12.2M	$17.3M
REVISION		$ 5.1M

RATIONALE:

Additional $5.0M funding was received from the State of Ohio in January 2018 for the loss of Medicaid Managed Care funding. This additional funding was included in the amended 2018 Budget. In 2017, the State removed Medicaid Managed Care from the Sales and Use Tax base. This change was made effective July 1, 2017. Total annualized revenue loss is projected at $20.0M.

	ORIGINAL	AMENDED
SALARIES AND OVERTIME	$138.4M	$138.1M
FRINGE BENEFITS	$ 53.3M	$ 53.5M
DIESEL FUEL	$ 5.9M	$ 5.0M
NATURAL GAS	$ 2.0M	$ 1.9M
OTHER EXPENDITURES	$ 60.1M	$ 55.5M
TOTAL	$259.7M	$254.0M
REVISION		($5.7M)

RATIONALE:

Operating expenses were reduced by $5.7M to total $254M. No positions were eliminated. Vacant positions were held at 0.25 percent filled for the year and overtime was reduced. Fringe Benefits went up slightly due to higher than expected health claims received in the first quarter. Diesel Fuel and Natural Gas/CNG was reduced by $1.0M, collectively. Other expenditures, which includes services, contracts, supplies, inventory, claims, purchased transportation, and travel/training, were reduced by $4.6M.

TRANSFERS TO CAPITAL

	ORIGINAL	AMENDED
TRANSFER TO CAPITAL IMPROVEMENT FUND	$11.9M	$9.9M
REVISION		($2.0M)

RATIONALE:

Transfers to capital was reduced by $2M. The RTA Development Fund consists of grant funding through awards and grants from the Federal Government, State, or local sources. Additionally, local funding through Sales & Use Tax revenue or debt issuances is also available in the Development Fund for the local match requirements for each of the grants or awards. Currently, the Authority has some local match funding currently in the RTA Development Fund and the total budgeted transfer of $11.9 million is not needed. Through the 2018 Amended Budget, the transfer to capital was lowered by $2.0 million.

TRANSFERS TO RESERVE FUND

	ORIGINAL	AMENDED
FUEL RESERVE	$0.00M	$0.00M
COMPENSATED ABSENCES	$0.94M	$0.94M
HOSPITALIZATION	$0.73M	$0.73M
ROLLING STOCK REPLACEMENT	$5.00M	$0.00M
27TH PAY	$0.69M	$0.69M
TOTAL	$7.37M	$2.37M
REVISION		($5.0M)

RATIONALE:

The transfer to the Rolling Stock Reserve Fund originally budgeted at $5 million was eliminated to reserve a percentage of the year-end balance for future purchases of revenue vehicles. Due to the budget adjustments and modifications above, the Authority was able to reduce the budget deficit from an original amount of $18M to $4M

ORIGINAL BUDGET

General Fund Balance Analysis

	2016 Actual	2017 Estimate	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	16,822,906	33,324,814	36,387,585	18,391,488	-6,028,176	-31,314,668	-56,906,860
Revenue							
Passenger Fares	46,279,344	47,103,978	47,843,114	48,861,774	48,615,022	48,613,807	48,249,811
Advertising & Concessions	2,860,267	1,660,000	2,095,000	2,162,000	2,230,000	2,297,000	2,364,000
Sales & Use Tax	218,749,851	213,693,355	197,793,912	198,782,882	199,776,796	200,775,680	201,779,558
Revenue from Medicaid Transition Fund	0	10,034,083	10,034,083	0	0	0	0
Federal Operating Assistance - Various	0	0	0	0	0	0	0
Trolley Sponsorship	0	640,000	640,000	640,000	640,000	640,000	640,000
Investment Income	42,156	217,987	110,000	90,000	90,000	70,000	70,000
Other Revenue	1,888,060	2,100,000	1,550,000	1,450,000	1,400,000	1,400,000	1,400,000
Reimbursed Expenditures	24,560,024	22,201,800	22,075,000	22,075,000	22,075,000	22,075,000	22,075,000
Total Revenue	294,379,702	297,651,203	282,141,109	274,061,656	274,826,818	275,871,487	276,578,369
Total Resources	311,202,608	330,976,017	318,528,694	292,453,143	268,798,642	244,556,819	219,671,509
Operating Expenditures							
Salaries and Overtime	134,370,484	136,237,188	138,358,462	138,344,129	139,838,915	138,588,492	138,706,794
Fringe Benefits	48,074,083	50,876,550	53,331,694	53,967,904	54,821,882	55,244,430	55,893,452
Diesel Fuel	8,627,383	6,596,987	5,887,000	5,769,260	5,653,875	5,597,336	5,541,363
Natural Gas	1,246,088	1,956,545	1,985,000	1,986,114	1,987,229	1,988,345	1,989,461
Other Expenditures	53,600,135	51,274,126	60,097,571	59,844,145	60,333,852	60,064,187	60,138,315
Total Operating Expenditures	245,918,172	246,941,396	259,659,727	259,911,552	262,635,752	261,482,789	262,269,385
Transfer to the Insurance Fund	500,000	2,400,000	2,250,000	2,200,000	2,200,000	2,200,000	2,100,000
Transfer to the Pension Fund	100,000	75,000	60,000	60,000	55,000	55,000	50,000
Transfers to Capital							
Bond Retirement Fund	21,887,562	17,045,783	18,865,474	16,603,865	17,891,282	18,249,054	17,621,881
Capital Improvement Fund	9,472,060	10,571,331	11,933,343	12,586,877	11,309,855	13,598,221	14,426,089
Total Transfers to Capital	31,359,622	27,617,114	30,798,817	29,190,742	29,201,137	31,847,275	32,047,970
Transfers to Reserve Fund	0	17,554,922	7,368,662	7,119,025	6,021,421	5,878,615	5,878,615
Total Expenditures	277,877,794	294,588,432	300,137,206	298,481,319	300,113,310	301,463,679	302,345,970
Ending Balance	33,324,814	36,387,585	18,391,488	-6,028,176	-31,314,668	-56,906,860	-82,674,461
Reserved Funds	8,776,432	0	0	0	0	0	0
Available Ending Balance	24,548,382	36,387,585	18,391,488	-6,028,177	-31,314,669	-56,906,861	-82,674,462

General Fund Balance Analysis

	2015 Actual	2016 Actual	2017 Actual	2018 Amended Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	27,116,140	16,822,906	33,324,814	34,869,398	30,289,326	18,181,218	-3,426,022	-32,311,159
Revenue								
Passenger Fares	48,419,211	46,279,344	45,436,326	42,855,419	41,007,478	40,597,835	39,541,391	38,738,563
Advertising & Concessions	1,442,677	2,860,267	2,389,856	2,095,000	2,162,000	2,230,000	2,297,000	2,364,000
Sales & Use Tax	205,843,321	218,749,851	213,718,145	197,793,912	198,782,882	199,776,796	200,775,680	201,779,558
State Aid from MCO Loss	0	0	10,034,083	15,134,083	3,100,000	0	0	0
Federal Operating Assistance - Various	4,579,048	0	0	0	0	0	0	0
Trolley Sponsorship	0	0	0	640,000	640,000	640,000	640,000	640,000
Investment Income	153,534	42,156	260,016	110,000	90,000	90,000	70,000	70,000
Other Revenue	1,254,771	1,888,060	1,990,027	1,550,000	1,450,000	1,400,000	1,400,000	1,400,000
Reimbursed Expenditures	19,720,588	24,560,024	22,782,104	22,685,000	27,075,000	22,075,000	22,075,000	22,075,000
Total Revenue	281,413,150	294,379,702	296,610,557	282,863,414	274,307,360	266,809,631	266,799,071	267,067,121
Total Resources	308,529,290	311,202,608	329,935,371	317,732,812	304,596,686	284,990,849	263,373,048	234,755,962
Operating Expenditures								
Salaries and Overtime	134,377,598	134,370,739	135,514,105	138,059,596	136,558,184	138,284,256	136,873,373	137,038,173
Fringe Benefits	52,231,192	48,073,828	51,553,465	53,549,663	54,097,735	54,923,727	55,412,376	56,094,836
Diesel Fuel	10,804,133	8,627,383	6,535,532	4,966,000	4,817,020	4,672,509	4,532,334	4,396,364
Natural Gas	1,506,113	1,944,917	1,874,683	1,871,000	1,873,675	1,876,359	1,879,051	1,881,753
Other Expenditures	53,062,118	52,901,306	52,241,152	55,519,748	55,999,087	56,682,463	57,006,184	57,473,406
Total Operating Expenditures	251,981,154	245,918,173	247,718,937	253,966,007	253,345,701	256,439,313	255,703,318	256,884,533
Transfer to the Insurance Fund	1,500,000	500,000	2,400,000	2,250,000	2,200,000	2,200,000	2,200,000	2,100,000
Transfer to the Pension Fund	100,000	100,000	75,000	60,000	60,000	55,000	55,000	50,000
Transfers to Capital								
Bond Retirement Fund	22,615,956	21,887,562	17,045,783	18,865,474	16,603,865	17,891,282	18,249,054	17,621,881
Capital Improvement Fund	15,509,273	9,472,060	10,271,331	9,933,343	12,086,877	10,809,855	13,598,221	14,426,089
Total Transfers to Capital	38,125,229	31,359,622	27,317,114	28,798,817	28,690,742	28,701,137	31,847,275	32,047,970
Transfers to Reserve Fund	0	0	17,554,922	2,368,662	2,119,025	1,021,421	5,878,615	5,878,615
Total Expenditures	291,706,383	277,877,794	295,065,973	287,443,486	286,415,468	288,416,871	295,684,208	296,961,118
Ending Balance	16,822,906	33,324,814	34,869,398	30,289,326	18,181,218	-3,426,022	-32,311,159	-62,205,156
Reserved Funds	0	8,776,432	0	0	0	0	0	0
Available Ending Balance	16,822,906	24,548,382	34,869,398	30,289,326	18,181,217	-3,426,023	-32,311,160	-62,205,157
Passenger Fare & Sales Tax % Change	3.27%	4.23%	-2.22%	-7.14%	-0.36%	0.24%	-0.02%	0.08%
Operating Expenses % Change	1.58%	-2.41%	0.73%	2.52%	-0.24%	1.22%	-0.29%	0.46%
Revenues - Expenses (millions)	($10.29)	$16.50	$19.10	($2.21)	($9.99)	($20.59)	($23.01)	($24.02)

2018 Budget
Financial Policy Goals

		Goal	2015 Actual	2016 Actual	2017 Actual	2018 Amended Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Operating Efficiency	Operating Ratio	> 25%	19.9%	20.1%	19.5%	17.8%	17.1%	16.8%	16.4%	16.1%
	Cost/Hour of Service		$140.0	$135.1	$132.4	$139.3	$142.5	$148.0	$151.3	$155.9
	Growth per Year	< Rate of Inflation	13.1%	-3.5%	-2.0%	5.2%	2.3%	3.8%	2.3%	3.0%
	Operating Reserve (Months)	> 1 month	0.8	1.6	1.7	1.4	0.9	-0.2	-1.5	-2.9
Capital Efficiency	Debt Service Coverage	> 1.5	1.78	2.50	4.11	2.69	2.25	0.87	-0.45	-2.18
	Sales Tax Contribution to Capital	10% - 15%	18.5%	14.3%	12.2%	13.5%	14.2%	14.4%	15.9%	15.9%
	Capital Maintenance to Expansion	75% - 90%	98.9%	96.3%	97.3%	94.3%	94.5%	94.5%	94.5%	94.5%
Reserved Funds	Fuel Reserve Funds	Fuel Budget less Annual Expenditures	$0.00	$0.00	$2.45	$0.00	$0.00	$0.00	$0.00	$0.00
	Compensated Absences Reserve Funds	< 25% of Accrued Liability	$0.00	$0.00	$1.90	$0.94	$0.69	$0.00	$0.00	$0.00
	Hospitalization Reserve Funds	< 10% of Annual Hospitalization Costs	$0.00	$0.00	$1.80	$0.73	$0.73	$0.14	$0.00	$0.00
	27th Pay	1/12th of Annual 27th Pay Costs	$0.00	$0.00	$1.40	$0.69	$0.69	$0.88	$0.88	$0.88
	Rolling Stock Replacement Funds	≥ $5,000,000 per year	$0.00	$0.00	$10.00	$0.00	$0.00	$0.00	$5.00	$5.00

Capital Improvement Fund Balance Analysis

	2015 Actual	2016 Actual	2017 Actual	2018 Amended Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	25,434,449	44,613,977	33,111,619	21,435,743	35,544,643	11,805,197	19,737,210	6,220,129
Revenue								
Transfer from General Fund	15,509,273	9,472,060	10,271,331	9,933,343	12,086,877	10,809,855	13,598,221	14,426,089
Transfer from General Fund		0	0	2,000,000	0	0	0	0
Investment Income	207,421	286,670	326,189	270,000	260,000	260,000	260,000	260,000
Federal Capital Grants	75,819,587	47,732,909	48,455,538	48,766,900	63,757,536	66,137,500	64,157,980	45,360,163
State Capital Grants	534,487	110,699	0	1,384,658	1,384,658	1,384,658	1,384,658	1,384,658
Debt Service Proceeds	30,000,000	0	0	30,000,000	0	25,000,000	0	25,000,000
Other Revenue	9,000	0	329,920	0	0	0	0	0
Total Revenue	122,079,768	57,602,338	59,382,978	92,354,901	77,489,071	103,592,013	79,400,860	86,430,910
Total Resources	147,514,216	102,216,315	92,494,597	113,790,643	113,033,714	115,397,210	99,138,070	92,651,039
Expenditures								
Capital Outlay	102,900,240	69,104,696	71,058,854	78,246,000	101,228,517	95,660,000	92,917,941	67,140,787
Other Expenditures	0	0	0	0	0	0	0	0
Total Expenditures	102,900,240	69,104,696	71,058,854	78,246,000	101,228,517	95,660,000	92,917,941	67,140,787
Available Ending Balance	44,613,977	33,111,619	21,435,743	35,544,643	11,805,197	19,737,210	6,220,129	25,510,252

RTA Development Fund Balance Analysis

	2015 Actual	2016 Actual	2017 Actual	2018 Amended Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	23,911,529	42,499,967	30,037,486	20,136,261	34,446,074	10,724,006	18,670,419	5,155,871
Revenue								
Debt Service Proceeds	30,000,000	0	0	30,000,000	0	25,000,000	0	25,000,000
Transfer from RTA Capital Fund	11,649,255	5,334,255	6,844,255	6,934,255	8,984,255	7,684,255	10,434,255	10,684,255
Transfer from the Reserve Fund	0	0	0	2,000,000	0	0	0	0
Investment Income	185,574	260,886	284,557	250,000	240,000	240,000	240,000	240,000
Federal Capital Grants	75,819,587	47,732,909	48,455,538	48,766,900	63,757,536	66,137,500	64,157,980	45,360,163
State Capital Grants	534,487	110,699	0	1,384,658	1,384,658	1,384,658	1,384,658	1,384,658
Other Revenue	9,000	0	329,920	0	0	0	0	0
Total Revenue	118,197,903	53,438,749	55,914,270	89,335,813	74,366,449	100,446,413	76,216,893	82,669,076
Total Resources	142,109,432	95,938,716	85,951,756	109,472,074	108,812,523	111,170,419	94,887,312	87,824,947
Expenditures								
Capital Outlay	99,609,466	65,901,230	65,815,495	75,026,000	98,088,517	92,500,000	89,731,441	63,440,787
Other Expenditures	0	0	0	0	0	0	0	0
Total Expenditures	99,609,466	65,901,230	65,815,495	75,026,000	98,088,517	92,500,000	89,731,441	63,440,787
Ending Balance	42,499,967	30,037,486	20,136,261	34,446,074	10,724,006	18,670,419	5,155,871	24,384,160

RTA Capital Fund Balance Analysis

	2015 Actual	2016 Actual	2017 Actual	2018 Amended Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	1,522,919	2,114,010	3,074,133	1,299,482	1,098,570	1,081,191	1,066,791	1,064,257
Revenue								
Transfer from General Fund	15,509,273	9,472,060	10,271,331	9,933,343	12,086,877	10,809,855	13,598,221	14,426,089
Investment Income	21,847	25,784	41,632	20,000	20,000	20,000	20,000	20,000
Other Revenue	0	0	0	0	0	0	0	0
Total Revenue	15,531,120	9,497,844	10,312,963	9,953,343	12,106,877	10,829,855	13,618,221	14,446,089
Total Resources	17,054,039	11,611,854	13,387,096	11,252,825	13,205,446	11,911,046	14,685,012	15,510,347
Expenditures								
Asset Maintenance	1,415,840	1,020,521	2,322,492	1,600,000	1,510,000	1,550,000	1,471,500	1,900,000
Routine Capital	1,874,934	2,182,945	2,920,867	1,620,000	1,630,000	1,610,000	1,715,000	1,800,000
Other Expenditures	0	0	0	0	0	0	0	0
Transfer to RTA Development Fund	11,649,255	5,334,255	6,844,255	6,934,255	8,984,255	7,684,255	10,434,255	10,684,255
Total Expenditures	14,940,029	8,537,721	12,087,614	10,154,255	12,124,255	10,844,255	13,620,755	14,384,255
Ending Balance	2,114,010	3,074,133	1,299,482	1,098,570	1,081,191	1,066,791	1,064,257	1,126,092

Bond Retirement Fund Balance Analysis

	2015 Actual	2016 Actual	2017 Actual	2018 Amended Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	**1,775,685**	**2,273,404**	**2,112,464**	**2,299,936**	**2,039,020**	**2,209,343**	**2,201,919**	**2,190,726**
Revenue								
Transfer from General Fund	22,615,956	21,887,562	17,045,783	18,865,474	16,603,865	17,891,282	18,249,054	17,621,881
Investment Income	1,419	13,906	58,691	2,500	2,500	2,500	2,500	2,500
Other Revenue	0	5,262	0	0	0	0	0	0
Total Revenue	**22,617,375**	**21,906,730**	**17,104,474**	**18,867,974**	**16,606,365**	**17,893,782**	**18,251,554**	**17,624,381**
Reconciling Journal Entry	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Total Resources	**24,393,060**	**24,180,134**	**19,216,938**	**21,167,910**	**18,645,385**	**20,103,125**	**20,453,473**	**19,815,107**
Expenditures								
Debt Service								
Principal	16,320,000	16,430,000	11,615,000	12,952,453	10,697,751	11,584,204	12,396,373	11,461,171
Interest	5,799,656	5,637,670	5,302,002	6,174,937	5,736,791	6,315,502	5,864,874	6,265,319
Other Expenditures	0	0	0	1,500	1,500	1,500	1,500	1,500
Total Expenditures	**22,119,656**	**22,067,670**	**16,917,002**	**19,128,890**	**16,436,042**	**17,901,206**	**18,262,747**	**17,727,990**
Ending Balance	**2,273,404**	**2,112,464**	**2,299,936**	**2,039,020**	**2,209,343**	**2,201,919**	**2,190,726**	**2,087,117**

Insurance Fund Balance Analysis

	2015 Actual	2016 Actual	2017 Actual	2018 Amended Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	6,274,522	6,734,850	5,263,076	6,074,641	6,030,161	6,051,161	6,080,161	6,096,161
Revenue								
Investment Income	44,853	62,584	59,172	35,000	35,000	35,000	35,000	35,000
Transfer from General Fund	1,500,000	500,000	2,400,000	2,250,000	2,200,000	2,200,000	2,200,000	2,100,000
Total Revenue	1,544,853	562,584	2,459,172	2,285,000	2,235,000	2,235,000	2,235,000	2,135,000
Total Resources	7,819,375	7,297,434	7,722,248	8,359,641	8,265,161	8,286,161	8,315,161	8,231,161
Expenditures								
Claims and Premium Outlay	1,084,525	2,034,358	1,647,607	2,329,480	2,214,000	2,206,000	2,219,000	2,206,000
Other Expenditures	0	0	0	0	0		0	0
Total Expenditures	1,084,525	2,034,358	1,647,607	2,329,480	2,214,000	2,206,000	2,219,000	2,206,000
Ending Balance	6,734,850	5,263,076	6,074,641	6,030,161	6,051,161	6,080,161	6,096,161	6,025,161

Supplemental Pension Fund Balance Analysis

	2015 Actual	2016 Actual	2017 Actual	2018 Amended Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	1,227,680	1,268,518	1,311,956	1,333,767	1,338,667	1,343,567	1,345,467	1,347,267
Revenue								
Investment Income	8,875	12,508	10,588	9,900	9,900	9,900	9,800	9,900
Transfer from General Fund	100,000	100,000	75,000	60,000	60,000	55,000	55,000	50,000
Total Revenue	108,875	112,508	85,588	69,900	69,900	64,900	64,800	59,900
Total Resources	1,336,555	1,381,026	1,397,544	1,403,667	1,408,567	1,408,467	1,410,267	1,407,167
Expenditures								
Benefit Payments	68,037	69,070	63,777	65,000	65,000	63,000	63,000	61,000
Other Expenditures	0	0	0	0	0	0	0	0
Total Expenditures	68,037	69,070	63,777	65,000	65,000	63,000	63,000	61,000
Reconciling Journal Entry	0	0	0	0	0	0	0	0
Ending Balance	1,268,518	1,311,956	1,333,767	1,338,667	1,343,567	1,345,467	1,347,267	1,346,167

Law Enforcement Fund Balance Analysis

	2015 Actual	2016 Actual	2017 Actual	2018 Amended Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	296,216	257,133	109,110	26,958	93,988	94,018	94,048	94,078
Revenue								
Law Enforcement Revenue	9,040	0	95,945	20,000	0	0	0	0
Law Enforcement Training Revenue	0	22,180	27,500	0	0	0	0	0
Investment Income	60	37	815	30	30	30	30	30
Other Revenue	0	50,694	0	55,000	0	0	0	0
Total Revenue	9,100	72,911	124,260	75,030	30	30	30	30
Total Resources	305,316	330,044	233,370	101,988	94,018	94,048	94,078	94,108
Expenditures								
Capital & Related Items	48,183	198,754	146,582	8,000	0	0	0	0
Training	0	22,180	59,830	0	0	0	0	0
Total Expenditures	48,183	220,934	206,412	8,000	0	0	0	0
Reconciling Journal Entry	0	0	0	0	0	0	0	0
Ending Balance	257,133	109,110	26,958	93,988	94,018	94,048	94,078	94,108

Reserve Fund Balance Analysis

	2015 Actual	2016 Actual	2017 Actual	2018 Amended Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	0	0	0	17,624,278	18,042,940	20,211,965	21,284,386	27,214,001
Revenue								
Investment Income	0	0	69,356	50,000	50,000	51,000	51,000	51,000
Transfer from General Fund	0	0	17,554,922	2,368,662	2,119,025	1,021,421	5,878,615	5,878,615
Total Revenue	0	0	17,624,278	2,418,662	2,169,025	1,072,421	5,929,615	5,929,615
Total Resources	0	0	17,624,278	20,042,940	20,211,965	21,284,386	27,214,001	33,143,616
Expenditures								
Transfer to General Fund (Compensated Absen	0	0	0	0	0	0	0	0
Transfer to General Fund (Fuel)	0	0	0	0	0	0	0	0
Transfer to General Fund (Hospitalization)	0	0	0	0	0	0	0	0
Transfer to RTA Development Fund (Rolling Sto	0	0	0	2,000,000	0	0	0	0
Transfer to General Fund (27th Pay - 2024)	0	0	0	0	0	0	0	0
Total Expenditures	0	0	0	2,000,000	0	0	0	0
Ending Balance	0	0	17,624,278	18,042,940	20,211,965	21,284,386	27,214,001	33,143,616

Medicaid Sales & Use Tax Transition Account

	2015 Actual	2016 Actual	2017 Actual	2018 Amended Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	0	0	0	0	0	0	0	0
Revenue								
Investment Income	0	0	0	0	0	0	0	0
State	0	0	10,034,083	15,134,083	3,100,000	0	0	0
Total Revenue	0	0	10,034,083	15,134,083	3,100,000	0	0	0
Total Resources	0	0	10,034,083	15,134,083	3,100,000	0	0	0
Expenditures								
Transfer to General Fund (Revenue)	0	0	10,034,083	15,134,083	3,100,000	0	0	0
Total Expenditures	0	0	10,034,083	15,134,083	3,100,000	0	0	0
Ending Balance	0	0	0	0	0	0	0	0

All Funds Balance Analysis

	2015 Actual	2016 Actual	2017 Actual	2018 Amended Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	62,124,691	71,970,788	75,233,039	83,664,721	93,378,745	59,896,469	47,317,168	10,851,202
Revenue								
Passenger Fares	48,419,211	46,279,344	45,436,326	42,855,419	41,007,478	40,597,835	39,541,391	38,738,563
Sales & Use Tax	205,843,321	218,749,851	213,718,145	197,793,912	198,782,882	199,776,796	200,775,680	201,779,558
Federal	75,819,587	47,732,909	48,455,538	48,766,900	63,757,536	66,137,500	64,157,980	45,360,163
State	4,192,965	110,699	10,034,083	17,158,741	5,124,658	2,024,658	2,024,658	2,024,658
Investment Income	416,162	417,861	784,827	477,430	447,430	448,430	428,330	428,430
Other Revenue	23,356,646	29,386,487	27,615,352	26,405,000	30,687,000	25,705,000	25,772,000	25,839,000
Debt Service Proceeds	30,000,000	0	0	30,000,000	0	25,000,000	0	25,000,000
Total Revenue	388,047,891	342,677,151	346,044,271	363,457,402	339,806,984	359,690,219	332,700,039	339,170,372
Total Resources	450,172,583	414,647,939	421,277,310	447,122,123	433,185,729	419,586,688	380,017,208	350,021,574
Expenditures								
Personnel Services	186,608,790	182,444,567	187,067,570	191,609,259	190,655,919	193,207,983	192,285,749	193,133,009
Diesel Fuel	10,804,133	8,627,383	6,535,532	4,966,000	4,817,020	4,672,509	4,532,334	4,396,364
Natural Gas	1,506,113	1,944,917	1,874,683	1,871,000	1,873,675	1,876,359	1,879,051	1,881,753
Other Expenditures	54,262,863	55,225,668	54,158,948	57,923,728	58,279,587	58,952,963	59,289,684	59,741,906
Capital Outlay	102,900,240	69,104,696	71,058,854	78,246,000	101,228,517	95,660,000	92,917,941	67,140,787
Debt Service	22,119,656	22,067,670	16,917,002	19,127,390	16,434,542	17,899,706	18,261,247	17,726,490
Total Expenditures	378,201,795	339,414,901	337,612,589	353,743,377	373,289,260	372,269,519	369,166,006	344,020,310
Available Ending Balance	71,970,788	75,233,039	83,664,721	93,378,745	59,896,469	47,317,168	10,851,202	6,001,265

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2018 Budget Guide TAB

2018 BUDGET GUIDE

ORGANIZATION OF THE ADOPTED BUDGET PLAN

The purpose of this section is to describe the contents of the 2017 Operating and Capital Budgets (Adopted Budget Plan) for the Greater Cleveland Regional Transit Authority. This section is an aid for those who wish to analyze the book in detail. The Tables 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 manner in which 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 2017 and those planned for 2018 through 2021. This section discusses funding sources, debt limits, capital improvement planning cycle, and the criteria used to establish priorities.

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	$75 – 90\%$

In addition to the elimination of two policy objectives, RTA established Reserve Funding for Rolling Stock Replacement, hospitalization, absences, 27th pay period, and fuel costs. 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 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.

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.*

> **Balanced Budget:**
>
> A) Total Revenues = Total Expenditures
> B) Total Revenues > Total Expenditures
> C) Total Resources > Total Expenditures
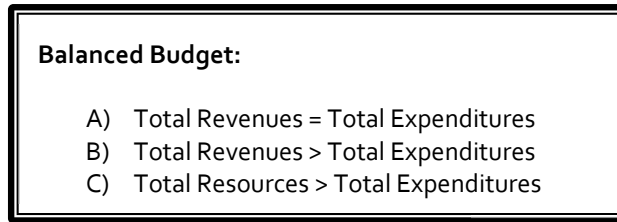
Figure 11

RATIONALE: By law, the budget must be balanced and 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 amended budget for 2018, estimated resources total $317.7 million: current revenues of $282.9 million plus a beginning balance of $34.9 million. Total estimated expenditures for 2018 equal $287.4 million and are within the estimate of total resources available. The ending balance, $30.3 million, is over the one-month reserve recommended by the Trustees for the General Fund (see page 21). 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 2017 investments and at the same time meet its outstanding financial commitments with an investment yield of 1.63 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 2018 Amended General Fund, which exclude transfers to other funds, are $254.0 million, which represents a decrease of 5.1 percent under the 2017 budget. The largest Operating Budget appropriation, $138.1 million, is for Salaries and Overtime and accounts for 54.4 percent of the total operating appropriation. The 2018 amended appropriation for personnel costs is 3.8 percent lower than the 2017 budget. This decrease is due to budgeting all vacancies for only ¼ of the year. 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 this 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. In 2009, the State added Medicaid Managed Health Care to the Sales & Use Tax base. Due to Federal requirements, Medicaid Managed Health Care (MMHC) providers were removed from the tax base effective July 1, 2017. Under this change, RTA lost approximately $20 million annually.

The Sales & Use Tax revenue lags by 3 months. RTA experienced the effect of the removal of the Medicaid Managed Health Care from the tax base on July 1, 2017, in October 2017. The Authority received funding from a Medicaid Transition Fund, in the amount of $15.1 million, to help offset the loss from the removal of Medicaid Managed Health Care from the tax base. This is a one-time payment and will not be recurring. RTA has been working with the state and other entities on finding a permanent solution to offset this loss.

Passenger Fares are the second largest source of revenue. Ridership has slowly been decreasing over the past years. Monthly collections have been very inconsistent over the past several as ridership has declined. The 2017 Budget included the annualization of the $0.25 fare increase implemented in August 2016 and an additional $0.25 fare increase for Paratransit riders, effective August 2017. The 2018 budget included another $0.25 fare increase, to be implemented in August 2018. The budget was amended in March 2018 and the fare increase was eliminated from the

budget. The fare increase will be delayed until further notice. Additionally, the Authority will be conducting an Economic Benefit Analysis, with the help of a consultant, to review and re-evaluate the fare increase.

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 $25 million, with a stretch goal of $20 million, enabling more funds to be available for capital projects and maintaining a state of good repair on all assets. An additional $610,000 was added to the 2018 budget for Preventative Maintenance, due to Medina Pass-thru funding.

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 was met in 2016 and 2017 at 1.6-months and 1.7 months, respectively. This policy goal is expected to be reached for 2018 at 1.4-months. With the decline in Sales & Use Tax as the Medicaid Managed Health Care was removed from the base, the Operating Reserve is not expected to be reached in the out years. Additional sources of revenues must be identified and operating expenses must be held under tight control to reach the 1.0 month operating reserve for 2019 and beyond.

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 2018 are budgeted to decrease by 2.5 percent due to the change in headways as of March 2018. The cost per service hour increased by 5.2 percent from 2017. This policy goal is not expected to be met in 2018, as the Federal Reserve is estimating between 1.7 percent to 2 percent inflation for 2018. 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 the deferring of the fare increase, and operating expenses are slowly increasing, the Operating Ratio for 2018 is projected to be 17.8 percent. The Operating Ratios for 2019 through 2022 are slowly decreasing, from 17.1 percent in 2019 to 16.1 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. The amended budget for 2018 is projected at 2.69. The debt coverage is projected fall in 2020 to 0.87 as another debt issuance of $25 million is expected.

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 FTA grants. State and Federal assistance has 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. Over the past several years, the Authority provided a contribution to capital exceeding the minimum of 10 percent in 2015 through 2017.

In 2018, the Sales Tax Contribution to Capital is budgeted at 13.5 percent. The contribution is expected to maintain around 14.4 percent in 2019 and 2020, then increase to 15.9 percent in 2021 and 2022.

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 a minimum of 75 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. Ridership is increased only through a clean, dependable, and well-operated system.

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 through the maintenance, rehabilitation, and replacement or upgrade of existing capital assets rather than on expansion activities. This measure will remain above 75 percent minimum goal for 2018 through 2020, ranging from 94.3 percent in 2018, to 94.5 percent in 2019 through 2022, as the focus of the Authority's capital programs continue to focus on state of good repair (SGR) projects throughout the Authority.

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 State of Good Repair (SGR) 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 2018-2022 CIP development process and continue its focus on SGR 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 TIGER, Low-No, and CMAQ can boost the ability to complete SGR projects and PM 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. In 2017, $75,000 was transferred to maintain the recommended level to meet the obligations. The 2018 amended budget includes a transfer of $60,000. In 2019 through 2022, transfers of $60,000, $55,000, $55,000, and $50,000, respectively, will be needed 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 have been 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. In 2016 and 2017, $0.5 million and $2.4 million was transferred, respectively, from the General Fund for the payment of ordinary and routine losses in the form of personal injury and property damage claims. For 2018, a transfer of $2.3 million is budgeted to cover claims outlay and insurance premiums for catastrophic or extraordinary losses. For 2019 through 2021, $2.2 million is planned each year 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. For 2018, the transfer is budgeted at $2.3 million and is planned at $2.2 million for the out years in order to maintain the minimum balance of $5.0 million.

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 $108.4 million in general obligation (GO) and revenue (RB) bonds at the end of 2017, which will require principal and interest payments of $16.9 million in 2018. . Principal and interest payments are expected to continue to increase in future years due to the on-going needs of the Capital Improvement Plan and additional anticipated debt service requirements.

DEBT FINANCING

Ohio law permits the Authority to issue both voted and unvoted 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 unvoted 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 1.38 mill limitation (based on the county's assessed valuation of $27.9 billion) is not overly restrictive in view of the Authority's debt requirements.

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

    IMPACT: The 2008-2010 recession had negatively affected the property valuation for Cuyahoga County. A triennial adjustment was made on the total assessed valuation leading to a decline from $31.7 billion in 2008 to $29.8 billion in 2010 to $27.73 billion at the end of 2014. Based on the 2018 valuation, the annual debt service capacity of one-tenth of one percent would be $27.87 million and apply to all debt issued by the Authority.

3. RESTRICTION: The total amount of annual debt service on unvoted 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 unvoted debt regardless of the source of payment and historically has been the most restrictive to the Authority. At the beginning of 2018, the overwhelming majority of political subdivisions in Cuyahoga County have reached the 10-mil limit, leaving 0.00 mills for additional debt issuances. The fact that the 10-mil limit has been exceeded is another factor to be considered as the Authority is budgeted to issue additional debt in FY 2018, resulting in the need for revenue bonds instead of general obligation bonds. This will also affect future debt issuances in the same manner. The Authority currently holds a "AAA: rating with S & P and an "Aa1" rating with Moody's.

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 34, 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 Citizen's Advisory Board (CAB) 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 December, a full-year prior to the start of the fiscal year. For example, the CIP cycle starting in December 2018 would be for the CIP budgeted in fiscal year 2020.
  - o All capital requests are due by mid-January.
  - o 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 MAP-21 asset standards.
  - o 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.
  - o In May, the 6-year CIP Resolution and Presentation are completed and presented to the Board of Trustees in June.
  - o Also in June, the Board of Trustees will hold a public hearing on the 6-year CIP and at the Board Meeting, will review the Resolution and either approve or reject the Budgeted Fiscal Year for the CIP (the first year out of the 6).
  - o If the Board approves the CIP Resolution, the 6-year CIP is submitted to the Northeast Ohio Areawide Coordinating Agency (NOACA), Northeast Ohio's MPO. NOACA then submits the CIP to 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
  - o The Tax Budget is created to estimate the next fiscal year resources and identify any changes or adjustments in the operating budget plan for the future fiscal year.
  - o 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.

- o 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.
- o 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.
- o New requests are reviewed by OMB and a cost benefit analysis is done, if needed
- o Negotiations are held in mid-September between OMB and the Departments refine the Base Budget.
- o 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
- o 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
- o 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. A public hearing is also held in November and another in early 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 44.

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 (Personnel, Fringe Benefits, and Fuel/Utilities). 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 CEO/General Manager 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 CEO/General Manager 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 CEO/General Manager 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 SCHEDULE

NOVEMBER 2017

DATES	SCHEDULE
November 14	Operating: Presentation of Operating Budget to Finance Committee
November 21	Operating: Service Management Presentation of 2018 Service Plan; Public Hearing of Operating Budget

DECEMBER 2017

DATES	SCHEDULE
December 14	2019-2023 CIP: OMB Analyst Planning Meeting, Notice to All Departments of Capital Improvement Process and Request Forms.
December 19	Operating: Board Meeting – Adoption of 2018 Operating Budget
December 21	Operating: Final review of 2018 Cost Allocation Plan.
December 29-31	Operating: Inventory Roll

JANUARY 2018

DATES	SCHEDULE
January 15-19	Operating: GL closes for 2017; allocate December Fringes; Close system for 2017 Operating Budget Encumbrance Roll
January 18	2019-2023 CIP: All Capital Request are due by end of business.
January 22-26	Finalize 2017 4th Quarter Report

FEBRUARY 2018

DATES	SCHEDULE
February 9	Operating: GL closed; Allocate January Fringes
February 12	NTD Kick-Off meeting
February 15	2019-2023 CIP – CPWG Meeting

MARCH 2018

DATES	SCHEDULE
March 1	2019-2023 CIP: CPWG Meeting
March 9	Operating: A/P & GL Closes; Fringes allocated for February
March 15	2019-2023 CIP: CPOC Meeting
March 27	Operating: 2018 Amended Budget Approved by BOT
March 29	2019-2023 CIP: CPOC Meeting
March 31	Operating: 2018 Quarter 1 Ends

APRIL 2018

DATES	SCHEDULE
April 1	Operating: 2018 Amended Budget begins
April 6	Operating/CIP: Position Salaries posted for March. Legal Notice: CIP & Public Hearing
April 13	Operating: A/P & GL closed; Fringes allocated for March
April 25	Operating/CIP: Q1 QMR completed; VFO Updates for March
April 30	Operating/CIP: NTD 1st Submission Due

MAY 2018

DATES	SCHEDULE
May 1	Operating/CIP: Update 2018 Budget Book, Presentation of 2019 Capital Budget to Finance Committee, & Public Hearing; ODOT Black Cat
May 4	Operating: Salaries posted for April
May 11	Operating: A/P & GL Closes; Fringes allocated for April
May 14	Operating: Begin Revenue research for 2018 Tax Budget
May 15	2019-2023 CIP: Resolution and Presentation completed for Board
May 31	Operating/CIP: Review NTD Validation Issues and submit updates and responses
	VFO Updates for April

JUNE 2018

DATES	SCHEDULE
June 8	Operating: Salaries posted for May; Finalize Budget Book
June 8	Operating/CIP: Complete Draft of 2019 Tax Budget
June 15	Operating: A/P & GL Closes; Fringes allocated for May
June 25	2019-2023 CIP: Submitted to NOACA
June 27	Operating/CIP: Final completion of 2019 Tax Budget Transmittal Letter and Fund Statements; Legal Notice: Tax Budget & Public Hearing
June 29	Operating/CIP: Review NTD Validation Issues and submit final updates and responses
June 30	Operating/CIP: 2018 Quarter 2 Ends; VFO Updates for May

JULY 2018

DATES	SCHEDULE
July 6	**Operating:** Salaries posted for June
July 13	**Operating:** A/P & GL Closed; Allocate Fringes for June; **Contact the County for an extension for the 2019 Tax Budget submission**
July 17	**Operating:** Presentation of 2018 Tax Budget to Finance Committee; & Public Hearing; **Legal Notice: CIP & Public Hearing;**
July 20	**Operating/CIP:** 2017 Q2 Projections Completed
July 24	**Operating: Board Approval of 2018 Tax Budget;** Send Tax Budget to County
July 25	**Operating/CIP:** Q2 QMR Completed; VFO Update for June

AUGUST 2018

DATES	SCHEDULE
August 3	**Operating:** Begin conversations with Departments about Budget; Position Salaries posted for July; Analysts – start creating Operating Base Budgets
August 10	**Operating:** A/P & GL Closed; Allocate Fringes for July;
	VFO Update for July

SEPTEMBER 2018

DATES	SCHEDULE
September 7	**Operating:** Finalize Department Base Budgets, including staffing needs; Salaries posted for August
September 10	**Operating:** Draft of 2018-2019 Service Plan due; A/P & GL Closed – allocate Fringes
September 17 - 20	**Operating:** 1st Meeting with CEO on 2019 Budget; Begin 2019 Cost Allocation Plan process
September 21	**2019 Budget;** Finalize CEO Updates
September 24	**Operating:** Present & Send Base Budget to EMT and Departments; Base Budget Appeals sign-up
September 25-28	**Operating: Base Budget Appeals**
September 25 - 28	**Operating:** Send Department Directors and DGMs copies of Base Budgets and appeal schedule
September 30	**Operating / CIP:** 2018 Q3 Ends; VFO Updates for August

OCTOBER 2018

DATES	SCHEDULE
October 5	**Operating:** Update Operating Budget with Appeal decisions; Salaries posted for September
October 12	**Operating:** FINAL 2019 Service Plan Due; A/P & GL Closed – Allocate Fringes
October 12	**Operating:** 2nd Meeting with CEO on 2019 Budget
October 15	**Operating / CIP:** Write Transmittal Letter & Q3 QMR Fund Statements;
October 22	**Operating: EMT Presentation of Final 2019** Budget; **Legal Notice: Operating Budget & Public Hearings;** 2017 Q3 Completed
October 22-25	**Operating:** Complete Transmittal Letter & Presentation for November Finance Committee Meeting
October 31	**Operating / CIP:** Q3 QMR Completed

NOVEMBER 2018

DATES	SCHEDULE
November 13	**Operating / 2019-2024 CIP:** Start writing 2019 Budget Book – Department Budget Sections; Create 2019 Operating Budget Resolution
November 13	**Operating:** Salaries Posted for October; A/P & GL Closed – Allocate Fringes
November 13	**Operating:** Presentation of Operating Budget to Finance Committee;
November 20	**Operating:** Service Management presentation of 2019 Service Plan; TBD - Public Hearing on 2019 Operating Budget
November 27	**Operating:** Ensure all 2019 Cost Allocation Plan data submitted and verified as requested by vendor
November 27	**Operating / 2019-2024 CIP:** Start writing other Budget Book Sections

DECEMBER 2018

DATES	SCHEDULE
December 4	**Operating:** Presentation – final update to Finance Committee on 2018 Operating Budget and 2018 – 2022 CIP; Public Hearing after Presentation
December 7	**Operating:** Position salaries posted; Review 1st Draft of 2019 Cost Allocation Plan; Budget Reso review & signing
December 7	**Operating:** Last Day to submit 2018 Requisitions; Meeting to plan Inventory Roll
December 7-15	**Operating:** Load 2019 Operating Budget into Oracle; A/P & GL Closed – Allocate Nov Fringes
December 18	**Operating:** Presentation of 2019 Operating Budget to Finance Committee;
December 21	**Operating:** Receive Final 2019 Cost Allocation Plan; Review rates compared to last approved plan; If above/below 20% change, send to FTA
December 29 - 31	**Operating:** Inventory Roll; 2018 Q4 Ends; Send memo about 2 Fiscal Years Open; Deliver 2019 Cost Allocation Plan to designated employees

Figure 12

STRATEGIC PLANNING PROCESS AND MANAGEMENT POLICIES

The Authority continues to operate under the Quality Management System (QMS) through the STRATEGIC PLAN and BALANCED SCORECARD. Three of the major monitoring forums which help guide the Authority through the Strategic Plan include **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 year 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
    - o Increase Revenue / Reduce Expenses
    - o Enhance Fiscal Responsibility
- VOICE OF THE CUSTOMER
    - o Expand Advocacy
    - o Enhance Customer Experience
    - o Increase Service Efficiency
- CONTINUAL PROCESS IMPROVEMENT
    - o Achieve State of Good Repair
    - o Advance & Improve Technology
- LEARNING & INNOVATION
    - o Achieve a Safety Culture
    - o Improve Employee Development

Balanced Scorecard Category	Strategic Actions	Considerations	Definition/ Context
Voice of Customer	• 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	• 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?	• 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	• 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	• 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?	• 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	• Increase workforce capacity & capability • Promote a culture of innovation across the Authority • Value & grow intangible assets & resources • Establish & maintain a positive workforce climate	• 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?	• 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	• Refine Internal Controls • Comply with Regulatory Requirements • Manage Resources & Control Expenditures • Sustain 30 Day operating Reserve • Grow Operating & Capital Revenues	• 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?	• 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

Year	Event
1800	Stagecoach ran between Cleveland and Painesville
	First Rail Line: Euclid Avenue - Public Square to Wade Park
	Omnibus Service: horse-drawn carriage for large groups
1850	First Street Railway: horse-drawn streetcar downtown to E. 55th
	Suburban Steamlines provide uncoordinated transportation
	1st Commercial Electric Railway in US
1900	Cleveland Electric Railway Co. began
	Cleveland Railway began - Murray Chain-driven "Opera" bus
	Cleveland Rapid Transit System began - Shaker Heights to Downtown
1925	Bus Service began with downtown loop
	Cleveland Rapid Transit system ran to Terminal Tower
	Cleveland Transit System (CTS) begain with 3-man transit commission
1950	CTS brok ground for Heavy Rail behind Windermere Carbarn
	Heavy Rail service begain - Windermere to Terminal Tower to Triskett Station
	Heavy Rail extended to Hopkins Airport - the first rapid service to major airport
1975	CTS and Shaker Lines transferred to Greater Cleveland Regional Transit Authority
	GCRTA began first Police force
	GCRTA integrated operations from Euclid and Garfiled Heights
	New complexes opened: Training Center, Rail Complex, Central Bus Maintenance
	Rail District Headquarters and Paratransit Facility opened
	New bus loop service downtown; First Park-N-Ride Facility in Strongsville; Tower City Transit Center opened
	ARTS-in-Transit program beins
	Euclid Park-N-Ride Transit Center opened; Gateway walkway opened connecting Tower City with Gund Arena and Jacobs Field
	Westlake Park-N-Ride opened; Waterfront Line opened; Community Circulators began
2000	25th Anniversary; Bike Rack pilot program began
	New MCI Coaches start service; New Integrated Communications Center (ICC) opened
	Heavy Rail 50th Anniversary; Bus-Only Lanes open in downtown
	New Triolley Service begins
	GCRTA named "Best in North America" by American Public Transit Association (APTA)
	HealthLine begins between downtown, Cleveland Clinic, and University Hospital
	Stephanie Tubbs Jones Transit Center opened; GCRTA participates in "Safe Place"
	Gold Award received for Security
	10-year Strategic Plan created; CSU Line Opens; Cleveland hosts Gay Games; Cleveland chosen for 2016 RNC
	GCRTA receives Silver Award for Partnership for Excellence (TPE); Joe Calabrese, CEO/GM named Public Official of the Year by Governing Magazine; CNG buses begin service
	10-year Strategic Plan updated; Cleveland Monsters win Championship; Cleveland Cavaliers (CAVS) win Championship & Parade; Cleveland hosts 2016 Republican National Convention; Cleveland Indians go to World Series
2017	Received Silver Level award for Sustainability from APTA; VanShare, a vanpool service, begins and by December, 7 van pools were running.

Figure 14

(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.

			Change prior year
Population	2017 Census (estimate)	1,229,248	-0.1 %
	percent Change from 2010 Census		-2.5 %
	Projected 2020 Population	1,209,550	0
	Land Area (square miles) (2017)	458.3	0
	percent Female (2016)	52.3 percent	-0.4%
	Persons per Square Mile (2016)	2,724	-2.3%
	percent White (2016)	63.9 percent	-1.8%
	percent Black (2016)	30.5 percent	-0.7%
	percent Hispanic/Latino (2016)	5.7 percent	0.4%
	percent Asian (2016)	3.1 percent	0.3%
	percent American Indian/Alaskan Native (2016)	0.3 percent	0.0
Housing	Persons per household, 2016	2.3	-0.15
	# Housing Units (2016)	617,519	-1,784
	Home Ownership rate (2010-2016)	58.9 percent	-2.0 %
	Median value of owner-occupied housing units (2010-2016)	$122,200	-$3,500
	Median Household Income (2016)	$45,289	$1,099
	percent Under Poverty Level (2016)	18.3 percent	3.8 %
	Cost of Living Index 2016 (U.S. Avg.: 100)	89.1	-6.8
Largest Cities (2016) (# of Residents)	City of Cleveland	385,809	-2,263
	Parma	79,425	-512
	Lakewood	50,279	-377
	Euclid	47,360	-316
	Cleveland Heights	44,633	-329
	Strongsville	44,631	-37
	Westlake	32,293	-135
	North Olmsted	31,817	-187
	North Royalton	30,247	-64
	Garfield Heights	27,905	-192
Land Use/Land Cover (2016)	Urban (Residential, Commercial, Industrial, Transportation, etc.)	79.29 percent	12.44%
	Cropland	0.29 percent	-0.70%
	Pasture	0.74 percent	0.71%
	Forest	17.21 percent	-13.74%
	Open Water	0.55 percent	-0.10%
	Wetlands	1.85 percent	1.48%
	Bare/Mines	0.07 percent	-0.10%

Figure 15

State Parks, Forests, Nature Preserves, and Wildlife Areas	Areas, Facilities	1	0
	Acreage	13.5	0
Education	Public Schools	368	2
	Non-Public Schools	125	-6
	4-Year Public Universities	1	0
	2-Year Public Colleges	3	2
	Private Universities & Colleges	5	0
	Public Libraries	9	0
	Branch Libraries	63	0
Means of Transportation to Work	Drive Alone	455,238	-3,447
	Carpool	42,786	3,846
	Public Transportation	28,524	-681
	Walk	15,403	-1,776
	Other	6,845	-27
	Work from Home	21,678	-82
Travel time to Work (16 yrs old and older) (2016)	Less than 15 minutes	22.8 percent	-1.1%
	15 to 29 minutes	42.7 percent	0.0%
	30 to 44 minutes	23.7 percent	0.4%
	45 to 59 minutes	6.2 percent	0.6%
	60 minutes or more	4.5 percent	0.0%
Major Employers Type of Employment (Non-Government)	American Greetings	Manufacturer	
	Case Western Reserve University	Education	
	Cleveland Clinic	Health Care	
	Eaton Corp.	Manufacturer	
	Ford Motor Company	Manufacturer	
	KeyCorp	Finance	
	Lincoln Electric	Manufacturer	
	Nestle USA	Manufacturer	
	Parker Hannifin Corp.	Manufacturer	
	Progressive Corp.	Insurance	
	Sherwin Williams	Manufacturer	
	Swagelok	Manufacturer	
	University Hospital Health System	Health Care	

Figure 16

Sources:
U.S. Department of Commerce (United States Census Bureau) Town & County Quick Facts

U.S. Census Bureau, 2011-2017 American Community Survey

Ohio Department of Development --Office of Policy, Research & Strategic Planning Ohio County Profiles

Ohio Department of Job and Family Services-- 2017 Cuyahoga County Profile Statistical and Demographic Data

The Population in Cleveland has been steadily decreasing since the 1980s and Cuyahoga County has been decreasing since 2000. The economic crisis in 2008 and 2009 hit Cuyahoga County, City of Cleveland, and North East Ohio hard. The unemployment rate was already higher than the national average at this point in time. Unemployment remains high in the City of Cleveland. Unemployment in Ohio and Cuyahoga County are also higher than the national average.

Unemployment Rates - History				
Year	National Avg.	Ohio	Cuyahoga County	City of Cleveland
2005	5.1	5.9	6.0	7.8
2006	4.6	5.4	5.7	7.3
2007	4.6	5.6	6.3	8.0
2008	5.8	6.6	7.0	8.8
2009	9.3	10.1	9.2	11.1
2010	9.6	10.1	9.5	11.4
2011	8.9	8.6	8.0	10.3
2012	8.1	6.6	7.2	8.7
2013	7.3	7.5	7.1	9.3
2014	6.2	6.8	7.1	8.0
2015	5.3	4.9	5.3	4.9
2016	4.9	4.9	5.6	6.1
2017 est.	4.4	5.0	5.9	6.1

Figure 17

County Population Changes				
	2017 Est.	2010	Diff.	%
Ashtabula	101,350	101,497	-147	-0.1%
Cuyahoga	1,229,248	1,280,109	-50,861	-4.0%
Geauga	93,594	93,410	184	0.2%
Lake	229,258	230,038	-780	-0.3%
Lorain	307,932	301,356	6576	2.2%
Medina	181,388	172,333	9055	5.3%
Portage	161,464	161,421	43	0.0%
Summit	535,992	541786	-5794	-1.1%

Figure 18

Population - Census - Cities						
Year	Cleveland	Akron	Cincinnati	Columbus	Dayton	Toledo
1900	381,768		325,902	125,560	85,333	131,822
1920	796,841	208,435	401,247	237,031	152,559	243,164
1940	878,336	244,791	455,610	306,087	210,718	282,349
2010	431,363	207,216	333,013	769,360	141,527	316,238
2012	390,928	198,549	296,550	809,798	141,359	284,012
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 Est.	381,803	196,411	299,092	880,182	140,317	276,172

Figure 19

Source: United States Census Bureau. U.S

A total of 953 Agencies are included in the National Transit Database (NTD) for 2016. 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 Unlinked Passenger Trips 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, Commuter Rail, Heavy Rail, and Light Rail.

Cost per Unlinked Passenger Trip (by mode):

	Bus	Commuter Rail	Heavy Rail	Light Rail
2007	$3.19	$8.73	$1.70	$2.78
2008	$3.30	$9.11	$1.73	$2.79
2009	$3.42	$9.78	$1.81	$3.00
2010	$3.58	$9.99	$1.79	$3.28
2011	$4.98	$10.12	$1.83	$3.21
2012	$4.65	$10.51	$1.87	$3.31
2013	$5.25	$11.12	$2.14	$3.46
2014	$5.56	$11.65	$2.20	$3.62
2015	$5.68	$11.86	$2.32	$3.83
2016	$6.09	$11.92	$2.46	$4.06

Exhibit A 34: Operating Expenses per UPT for Bus and Rail Modes

(Operating expenses for prior years adjusted to 2016 Constant Dollars)

Figure 20

Total Unlinked Passenger Trips (by year):

(Millions)

1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
7,565M	7,982M	8,115M	8,522M	8,720M	9,008M	9,018M	8,876M	8,937M	9,175M	9,379M	9,948M	10,257M	10,134M	9,960M	10,085M	10,352M	10,408M	10,505M	10,365M	10,240M
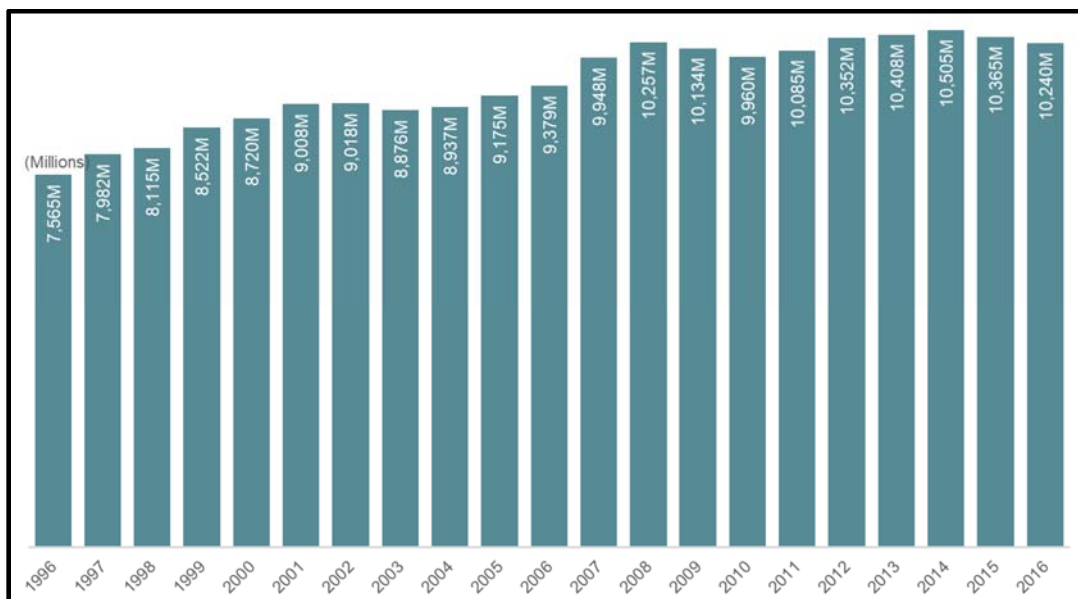
Figure 21

Source: National Transit Summaries and Trends for the 2016 National Transit Database Report Year

535 Agencies reported full data in the National Transit Database in 2016

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	541,824	Bus	4,807,620	16,491,765	3,778,856	110	131	16.0
			DR	267,964	1,868,499	1,665,860	91	120	24.2
			Commuter Bus	100,779	2,940,526	274,406	7	8	12.5
Canton (SARTA)	581	375,087	Bus	2,341,142	18,696,527	2,249,630	33	38	13.2
			DR	171,493	1,498,475	1,384,210	30	35	14.3
Cincinnati (SORTA)	262	845,303	Bus	15,013,274	83,272,418	9,622,716	299	359	16.7
			SC/PT	330,738	503,819	29,053	3	5	40.0
			DR/PT	222,719	2,171,491	1,486,637	48	56	14.3
Cleveland (GCRTA)	458	1,412,140	Bus	30,156,644	124,284,327	13,188,669	350	378	7.4
			RB	4,609,436	11,641,456	595,789	14	24	41.7
			HR	6,417,590	41,530,858	2,661,244	20	40	50.0
			LR	2,468,330	14,721,876	776,474	13	48	72.9
			DR and DR/PT	633,601	4,993,531	5,343,934	148	166	10.8
Columbus (COTA)	337	1,081,405	Bus	18,549,436	71,088,866	12,298,599	295	354	16.7
			DR/PT	278,379	3,000,810	3,480,344	64	72	11.1
Dayton (GDRTA)	274	559,062	Bus	7,616,147	42,814,077	5,884,752	98	111	11.7
			TB	2,138,941	6,465,833	906,749	26	39	33.3
			DR	218,149	1,855,664	1,777,856	54	76	29.0
Lake County (Laketran)	227	229,230	Bus	314,326	1,515,051	554,863	10	16	37.5
			CB	158,984	4,116,095	301,785	13	22	40.9
			DR	263,591	2,589,199	2,322,111	72	80	10.0
Toledo (TARTA)	140	366,314	Bus	2,760,116	13,912,682	302,498	109	119	8.4
			DR & DR/PT	300,429	2,857,610	140,847	152	173	12.1
Youngstown (WRTA)	216	238,823	Bus	1,438,864	4,848,971	1,237,431	35	46	23.9
			DR	45,552	318,864	387,135	16	20	20.0

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	

Data Source: 2016 National Transit Database

Figure 22

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 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 fund 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.

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 or 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.

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 – The new Federal Transportation Act that will replace the MAP-21 Act with approval expected in December, 2015. This act is will continue 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 (FHA) – 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 FHA provides financial and technical support to them 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) – Operate on the Red Line, from the Airport to Windermere Rapid Station. Heavy Rail is a transit mode that is an electric railway with the capacity for a heavy volume of traffic.

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

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

MAP-21 (Moving Ahead for Progress in the 21st Century) – 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.

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 Office of Business Development (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.

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

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

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) – Of Cuyahoga County is designed to be the 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.

2018 Fund Budgets TAB

2018 FUND BUDGETS

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 for Operating and Capital purposes)
>>> ❖ MEDICAID SALES & USE TAX TRANSITION ACCOUNT (Transition account for funding from the State of Ohio to compensate the Authority for loss of tax revenue from removal of Medicaid Managed Care Organizations from the tax base)

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.

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

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.

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. The Sales & Use Tax revenue, the largest source of revenue for RTA, receipts dropped $19 million, 10.9 percent, in 2009 due to the great recession. This was the most dramatic decline in Sales Tax in the history of the Authority. In late 2009, Medicaid Managed Health Care was added to the Sales & Use Tax base.   By the end of 2015, Sales & Use Tax rose 4.4 percent compared to receipts in 2014.

RTA has been diligent in creating a sustainable budget, however, as levels of Federal and State funding are questionable, keeping a sustainable budget remains difficult. Funding for Sales and Use Tax in 2017 and 2018 is decreasing as Medicaid Managed Health Care was removed from the tax base due to Federal regulations. This will impact revenues for 2017 in the Fourth Quarter and then annualized in 2018. The Authority has improved financially over the last six years, however challenges still remain as total expenditures exceed total revenues in the out years.
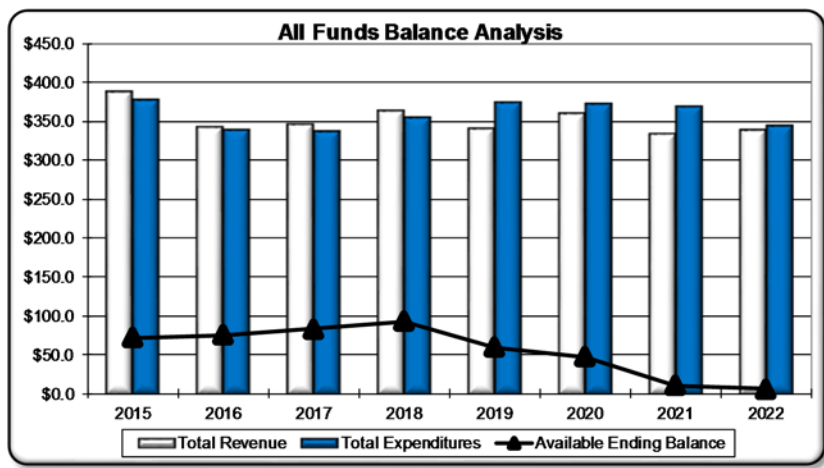
Figure 24

2018 Budget - All Funds Summary

(In Thousands)	ALL FUNDS	GENERAL FUND	RTA CAPITAL FUND	DEVELOPMENT FUND	BOND RETIREMENT FUND	SUPPLEMENTAL PENSION FUND	INSURANCE FUND	LAW ENFORCEMENT FUND	RESERVE FUND
Beginning Balance	**$83,665**	**$34,869**	**$1,300**	**$20,136**	**$2,300**	**$1,334**	**$6,075**	**$27**	**$17,624**
Revenues									
Passenger Fares	$42,855	$42,855							
Sales & Use Tax	$197,794	$197,794							
Federal	$48,767			$48,767					
State	$16,519	$15,134		$1,385					
Investment Income	$477	$110	$20	$250	$3	$10	$35	$0	$50
Other Revenue									
Advertising & Concessions	$4,360	$2,095							
Trolley Assistance		$640							
Other Revenue		$1,550						$75	$0
Debt Service Proceeds	$52,685	$22,685		$30,000					
Transfer from General Fund			$9,933		$18,866	$60	$2,250		$2,369
Transfer from RTA Capital Fund				$6,934					
Transfer from Reserve Fund	$0			$2,000					
Total Revenues	**$363,457**	**$282,863**	**$9,953**	**$89,336**	**$18,868**	**$70**	**$2,285**	**$75**	**$2,419**
Total Resources	**$447,121**	**$317,732**	**$11,253**	**$109,472**	**$21,168**	**$1,404**	**$8,360**	**$102**	**$20,043**
Expenditures									
Personnel Services									
Salaries & Overtime	$191,609	$138,060							
Fringe Benefits		$53,550							
Diesel Fuel	$4,966	$4,966							
Natural Gas	$1,871	$1,871							
Other Expenditures		$55,520			$2			$8	$0
Claims and Premium Outlay	$57,924						$2,330		
Benefit Payments						$65			
Reserve Fund Expenses									
Capital Outlay				$75,026					
Asset Maintenance	$78,246		$1,600						
Routine Capital			$1,620						
Debt Service									
Principal	$19,127				$12,952				
Interest					$6,175				
Transfer to Other Funds									
General Fund									$0
Insurance Fund		$2,250							
Supplemental Pension Fund		$60							
Bond Retirement Fund		$18,865							
RTA Capital Fund		$9,933							
RTA Development Fund				$6,934					$2,000
Reserve Fund		$2,369							
Total Expenditures	**$353,743**	**$287,443**	**$10,154**	**$75,026**	**$19,129**	**$65**	**$2,330**	**$8**	**$2,000**
Available Ending Balance	**$93,378**	**$30,289**	**$1,099**	**$34,446**	**$2,039**	**$1,339**	**$6,030**	**$94**	**$18,043**

Figure 25

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, and supplemental pension benefits. The combination of dramatic sales tax reduction due to the removal of Medicaid receipts from the sales tax base, decrease of passenger fare revenue, and increasing operating expenses, will present challenges for 2019 through 2022. The State of Ohio provided one-time financial assistance in 2017 and 2018 to cover losses from the sales tax.

In 2019, hard decisions will need be made, including a possible service reduction and increased sources of revenue, either from passenger fares or an increase in the Sales and Use Tax percentage. The Authority currently receives 1 percent of sales tax receipts in Cuyahoga County.

REVENUES

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

Sales and Use Tax and Passenger Fare Revenue are the two largest sources of revenue in the General Fund. Over the past several years, ridership has slowly decreased and subsequently, Passenger Fare revenue has dropped. With the removal of the Medicaid receipts from the sales tax base, Sales & Use Tax dropped 2.3 percent in 2017 and is projected to decline another 7.5 percent in 2018. A 25-cent fare increase was scheduled for August 2018, however, this was postponed until further notice as the Board of Trustees and the Executive Management Team are discussing possible alternatives, including an increase in the sales tax percentage in Cuyahoga County. Any percentage increase in the sales tax would have to be voted upon in the November ballot.

Federal and State assistance for Paratransit, Trolleys, and Access to Jobs were discontinued in 2015. Total revenue for 2018 is expected to decrease by 4.6 percent from 2017 receipts, mainly due to Medicaid Managed Health Care being removed from the Sales and Use Tax base due to a Federal mandate. The Authority must continue to control expenses in order to maintain a healthy ending balance, which will become more difficult in the future unless additional sources of revenue are found.

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 5.25 percent Sales and Use Tax levied by the State, plus the one-half percent temporary state sales tax, one-quarter percent levied for the Medical Mart, 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).

Beginning in 1989, Board policy required that a minimum of 10 percent of annual Sales and Use Tax revenues be dedicated to capital improvements. The presentation of Sales Tax revenue (as reported in Figure 26) indicates total receipts received, not the approximately 90 percent that is actually used to fund operations.

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 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.

In the past, even in slower economic growth periods, sales tax has performed relatively well. In 2001, the recession hit and Sales & Use Tax receipts decreased by 1.6 percent. Between 2001 and 2008, Sales & Use Tax receipts fluctuated up and down as the economy tried to rebound from the recession. In 2009, the Great Recession hit and Sales & Use Tax receipts plummeted 10.9 percent.
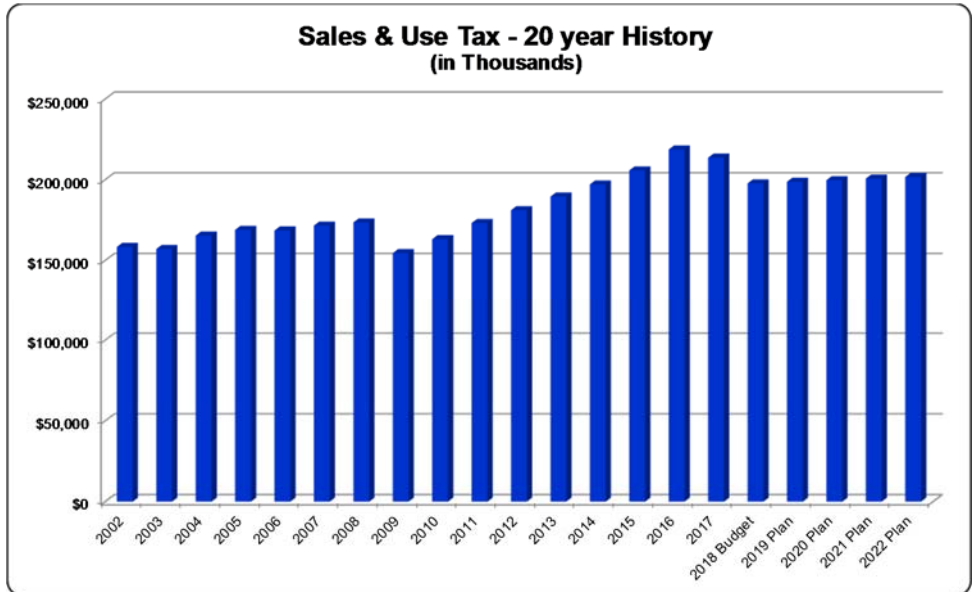
Figure 26

In late 2009, Medicaid Managed Health Care was added to the tax base. These added receipts helped to steadily increase the total Sales & Use Tax receipts collected each year. In 2014, the State was ordered by Federal mandate to remove Medicaid Managed Health Care from the Sales & Use Tax base. Beginning July 2017, the State removed the Medicaid portion of Managed Health Care from the sales tax base and is taxing all Managed Health Care under an Insurance Tax. This created a state-wide problem for all counties and agencies that collect sales tax. For 2017, Sales Tax receipts dropped $5.0 million. The state identified one-time funding for counties and agencies for fiscal years 2017 and 2018. For 2018, the sales tax reduction projected to be $15.9 million. In 2019, the receipts are expected to rebound by 0.5 percent, ending at $198.8 million.
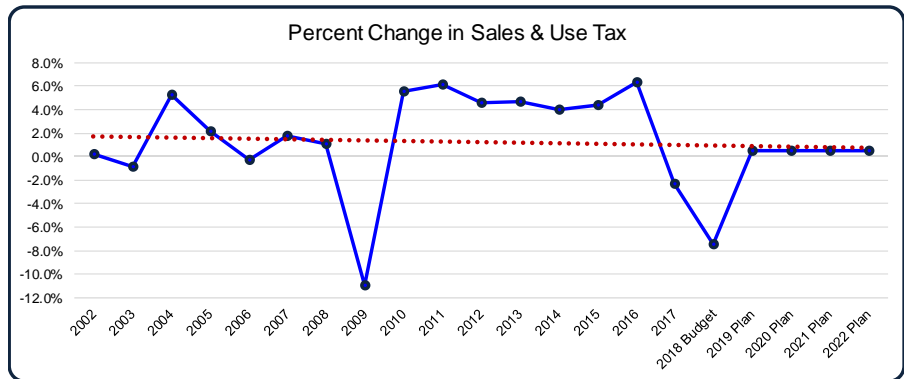
Figure 27

PASSENGER FARES

Passenger Fares are the second largest source of revenue for the Authority. Passenger fares consist of cash farebox revenue from Authority trains and buses, 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. With the recession in 2001, unemployment increased from a low of 4.1 percent in 1999 to 6.7 percent in 2002. The population in Cuyahoga County decreased as jobs decreased. In 2003, Brooklyn Garage was closed and service was consolidated to the other three Districts. By 2005, unemployment levels rose to 7.5 percent as many manufacturing jobs were eliminated, which made the economy in northeast Ohio difficult to recover. During the period between 2003 and 2005, passenger fare revenue lagged behind ridership due to the recession, modifications in the fare policies and changes in customer travel patterns. Therefore, in

2006 the Board of Trustees approved a two-phase fare increase effective in July 2006 (25-cent increase) and January 2008 (25-cent increase), which helped boost fare revenue.

From 2005 through the beginning of 2008, jobs in the health care and financial industries helped to bring life back into the area and unemployment levels dropped slightly in 2008 to 6.3 percent. The next hurdle was a 60 percent increase in Diesel Fuel prices, from $12.1 million in 2007 to $19.3 million in 2008. In 2009, a firm fixed price contract was created, which slightly lowered fuel prices to $17.4 million by year-end. In order to

Passenger Fare Revenue - 20 year History (In Thousands)
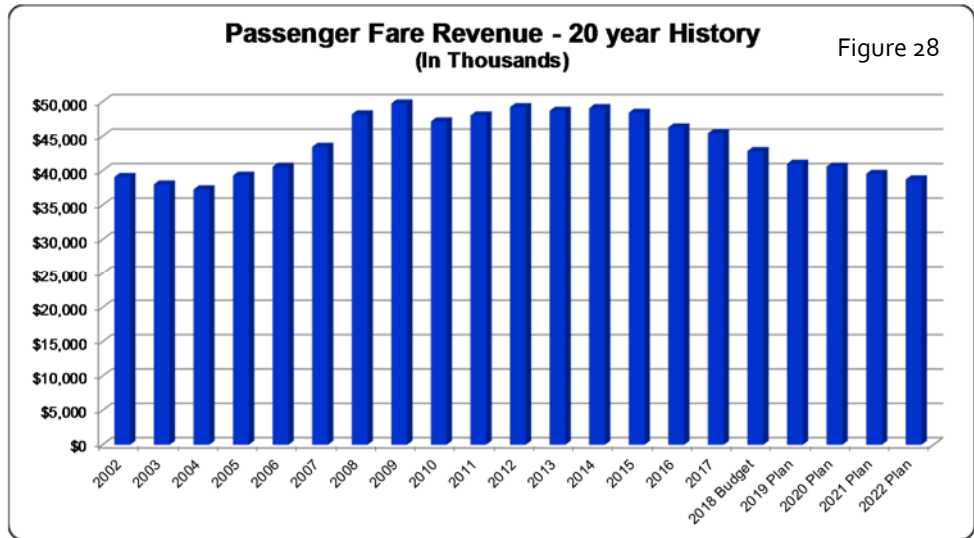
Figure 28

offset the significant increase in fuel prices, the Authority added a 50-cent fuel surcharge. The Federal and State governments provided operating assistance and the fuel surcharge was implemented into two 25-cent phases, the first beginning October 2008 and the second implemented in September 2009. With the Great recession of 2009, the fuel surcharge was permanently added as part of the fare in 1st Quarter 2010. RTA adjusted service levels in 2010 and implemented a 12 percent service reduction in April and minor service changes throughout the remainder of the year. As the price of diesel fuel and gasoline remained high, the fare increases took effect, and some service was restored, passenger fares increased in 2011 and 2012 by 1.8 percent and 2.5 percent, respectively.

Passenger Fares ended 2014 at $49.1 million, or a 0.8 percent increase from 2013. This was mainly due to 2013 payments from Cleveland Metropolitan School District (CMSD) being received in 2014. For 2015, Passenger Fares decreased by 1.4 percent, compared to 2014 receipts, due to an audit of the CMSD contract, which resulted in an additional $1.1 million, but was not received until January 2016. In 2016, a 25-cent increase in cash fares was budgeted for mid-year, but not executed until the Third Quarter. Ridership increased slightly in June as the Cleveland Cavaliers won the NBA Championship and subsequent parade, which provided for the Authority's heaviest ridership in history and enabled a trial run for the Republican National Convention in July. However, ridership for the remainder of the year slowly dropped and has continued to fall each year. Passenger Fare revenue for 2018 was originally budgeted at $47.8 million, based upon 3rd Quarter estimates in 2017. However, Passenger Fare revenue for 2017 came in at $45.4 million, a $1.7 million reduction from 3rd Quarter estimates due to ridership decreases. The 2018 Budget was amended and Passenger Fare revenue was revised to $42.9 million.

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 steadily increased from 2005 to 2008 as ending balances increased. For 2009 and 2010 investment income dropped 76.0 percent and 63.9 percent, respectively, as a result of significantly lower balances and Federal Reserve actions lowering short-term rates. In 2012 through 2015, Investment Income ended the year above $150,000, as ending balances remained high. For 2016, investment income dropped to $42,156. Investment Income was projected at the end of the 3rd Quarter to increase to $217,987, however ended the year at $260,016 as ending balances remained high. As ending balances are budgeted to decrease in 2018, this revenue stream is budgeted at $110,000 and projected to decrease each year from 2019 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 late 2011 guaranteeing $725,000 with a potential to increase this to $1 million. In addition, the Authority would receive $125,000 (net) from the HealthLine naming rights contract and entered into a new contract in 2014 with Cleveland State University for the naming rights of the Cleveland State Line. The Authority received over $1.4 million from 2013 and 2014 for Advertising and Naming Rights and collected $1.5 million in 2015. For 2016, Advertising and Concessions remained at $1.5 million. A new contract was signed where guaranteed receipts would be received at the beginning 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. This is a new venture for the Authority. The Advertising and Concessions budget for 2018 is $2.1 million. For 2019 through 2022, receipts are projected at the guaranteed levels for each year.

FEDERAL OPERATING ASSISTANCE

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. In 1996, Federal Operating Assistance declined from 1995 levels by nearly 47 percent. This is a result of Congressional action that substantially reduced operating assistance to transit agencies through 1998 and led to total elimination by the end of 1999.

Although Federal Operating Assistance was eliminated, some flexibility was given to use increases in capital grant awards for traditional maintenance type expenditures. A new authorization, TEA-21, was approved in mid-1998 and although it was generous in its support of the capital program and provided some flexibility in capitalizing operating expenses, it was certain in its elimination of Federal Operating Assistance, which at one time was nearly 14.3 percent of the Authority's resources.

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. Further explanations of revenues from this source are presented under Reimbursed Expenditures and Other Revenue.

STATE OPERATING ASSISTANCE

State operating funds were received from the Ohio Department of Transportation (ODOT) for elderly and handicapped assistance. These funds were awarded annually and correspond to the state fiscal year (July 1 through June 30). In 1999, nearly $5 million of State Operating Assistance was completely eliminated with an equivalent amount given as a capital grant. The same was true in 2000 – 2004, though flexibility was given to allow the capitalization of operating expenses, but beginning in 2005, its use for capitalized operating assistance was limited.

In 2007, $2.2 million was awarded and received from the state for elderly and handicapped fare assistance. The 2008 award for elderly and handicapped fare assistance was reduced and delayed until 2009 when the combined amount received for the two years was $2.76 million. In 2010, the amount received for elderly and handicapped fare assistance was further reduced to $619,057. In 2011, the State halted all funding in this category.

REIMBURSED EXPENDITURES AND OTHER REVENUE

Reimbursed expenditures include grant funded reimbursements of expenses within the General Fund and include Preventive Maintenance (PM) activities; expense reimbursements for the Access to Jobs program, Paratransit, HealthLine and Trolley operations; for labor costs associated with the capital program; fuel tax refunds on diesel, compressed natural gas, propane, and gasoline purchases from the State of Ohio; and one-time fuel cost reimbursements from the State of Ohio. In 2008, these sources contributed $36.6 million, or nearly 14 percent of total General Fund revenue. In response to the dramatic decrease in Sales & Use Tax revenue during 2009, these sources grew to a combined $45.96 million, or 17.4 percent of total revenue, to the General Fund and further increased in 2010 to $53.1 million or 19.9 percent of total revenue as several non-traditional capital grants were identified for the HealthLine and Trolley Operations.

In 2011, revenue from these sources decreased to $38.4 million, or 14.6 percent, as revenue from the Sales & Use Tax improved and the State Funding Fuel Initiative expired. These revenues were decreased in 2012 to $21.9 million, or 8.6 percent of total revenue, as the grant reimbursements for the HealthLine and Trolley Operations expired and as the Sales & Use Tax continued to improve. Additionally, in 2013, the Authority reduced preventive maintenance, to $12.2 million to increase the funding for additional Capital Projects such as the S-Curve and Airport Tunnel. Reimbursements for the three new Trolley lines (C-line, L-Line, and Nine-Twelve Line) were received through a CMAQ grant from 2013 through 2015. Operating Assistance for Paratransit Operations from NOACA was received through 2015, but future funding has been eliminated. The Access to Jobs program ended in 2014 with the new MAP21 program but receipts continued through March of 2015. This program has been discontinued as funding was eliminated. The Authority's goal is to keep Preventive Maintenance reimbursements at $20 million or below. For 2017, Reimbursed Expenditures totaled $22.8 million, of which $20 million was from preventive maintenance reimbursements and $1.1 million from state fuel tax reimbursements.

For 2018, $22.1 million was originally budgeted, however additional funding from Medina will be received in 2018 for preventive maintenance, which was not originally budgeted. This includes $20.6 million for Preventive Maintenance reimbursements and $2.1 million for fuel tax reimbursements, reimbursed labor, and other reimbursements. For 2019, an increase of $5 million for preventive maintenance is planned, which will then be reduced back to $20 million in 2020 through 2022.

Other Revenues of $1.6 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.

Due to the great recession in 2008 and 2009, the Authority had to implement some drastic changes in 2010 and 2011 in order to improve the financial outlook. The 2012 budget was approved providing stability to the fares, service levels, and staffing. A 4.3 percent service increase was budgeted to alleviate overcrowding on the rail lines and some bus routes. As a result, a net increase of 50 positions was included in the budget, most of which were Operators. Fuel costs have been controlled and stabilized through the fuel-hedging program and electricity costs were reduced through reconciliation and monitoring of all accounts. Figure 29 represents the General Fund Expenditures from 2015 through 2022, and the ending balances for each year.

For 2018, total operating expenditures were originally budgeted at $259.7 million, a 5.2 percent increase over 2017 3rd Quarter estimates. During the 1st Quarter 2018, budgeted operating expenses were reviewed against 2017 year-end actuals. Savings of $5.7 million were identified in operating expenses and $7 million of savings were identified in transfers to other funds. The 2018 Amended Budget was presented to the Board of Trustees and approved in March.

General Fund Expenditures
In Millions

Ending Balance % Change	2015	2016	2017	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
	-37.98%	-98.10%	4.65%	-13.13%	-39.98%	-118.87%	-841.98%	-3.10%

Legend: Salaries & Overtime, Fringe Benefits, Diesel Fuel, Natural Gas, Other Expenditures, Transfers to Funds, Transfer to Reserve Fund, Ending Balance
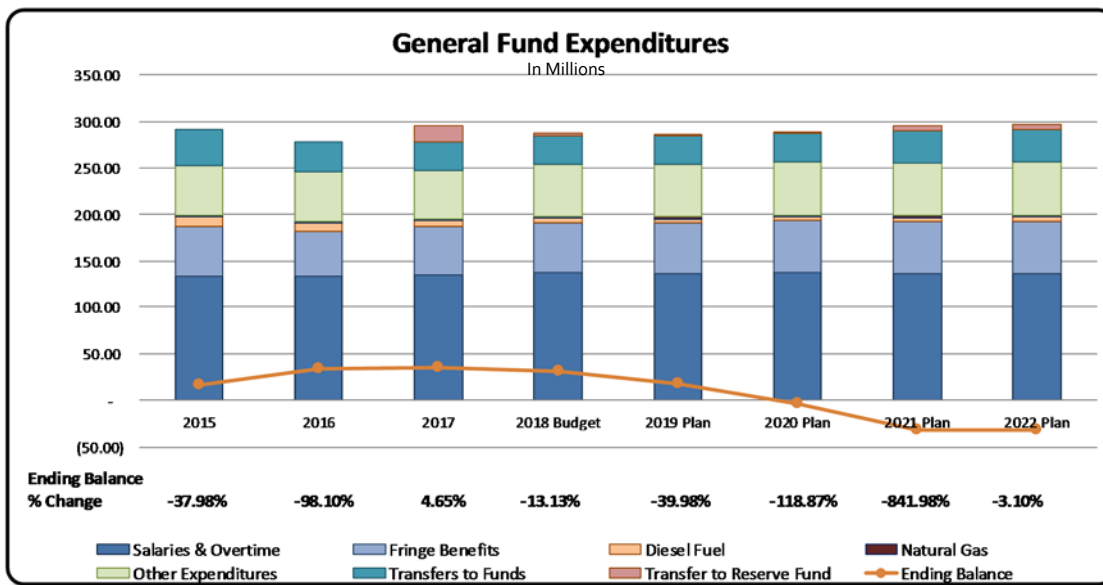
Figure 29

For 2016, 17.25 positions were added to the Operating Budget, for a total of 2,361.75 positions. This included 12 operator positions to alleviate shortages. Seven positions moved from Service Management into a new Intelligent Transportation Systems (ITS) Department. A Management Development Program (MDP) analyst position was eliminated, which reduced the total number of MDP positions to 4. A Return to Work Coordinator part-time position increased from 20 hours to 30 hours per week to assist the EEO Manager and two training instructors were added. An operating instructor was added to assist with the increased training needs for Operators and a Power & Way Trainer was added to bring contracted training in-house, reducing the amount of outside training. A Material Handler/Stock Clerk was added due to increased needs to the predictive maintenance program. Lastly, a Construction Engineer was added which will bring expertise in-house, thus reducing the need for outside contracted engineering services.

The FOP and ATU contracts ended in 2017 and negotiations continued through the year and into the 1st Quarter of 2018. A total of 30 positions were eliminated from the budget in 2017. A 3 percent service reduction was annualized in 2017 and 31 operator positions were removed. On the Administrative side, a part-time position was created to accommodate additional safety audits. An Administrative Assistant position was budgeted for half year pending the State decision regarding the Sales and Use Tax base. This position was not filled as the State removed all Managed Health Care from the tax base rather than identifying a neutral fix.

In 2018, vacant positions were budgeted for only one-quarter of a year, increasing the vacancy rate and lowering the Salaries and Overtime budgeted. Total Operator positions were reallocated between the two bus districts and rail and only one FTE was removed from the 2018 budget. A Planning Team Leader position was reinstated and a Material Handler Leader position was created due to a grievance ruling. The Marketing Department was reorganized and 2 positions were removed, but a part-time intern position was added. In the Office of Management and Budget, an analyst position was exchanged for a Manager of Excellence position. A project specialist position was added to assist with the ISO 14001 and 55001 programs. Overall, for 2018, there was a budgeted increase of 0.3 FTE.

Transfers to other funds within the Authority place additional financial pressures on the General Fund. The transfer for bond retirement has grown to cover increases in debt service payments. The budgeted transfer to Bond Retirement Fund for 2018 is $18.9 million and a $30 million debt issuance is planned.

The transfer to the Capital Improvement Fund was reduced from $11.9 million in the original 2018 budget to $9.9 million in the 2018 Amended Budget and the debt issuance planned in the beginning of 2018 has

Employment Level and Service Level Changes				
FY	**2015**	**2016**	**2017**	**2018**
Positions	2,344.50	2,361.75	2,332.25	2,332.50
Net Increase (Decrease)	(4.0)	17.3	(29.5)	0.3
	Slight service reduction for bus (2.6% reduction) and 4.7% service increase in Rail - 11 fewer operators needed; 5 temporary positions added for HRV Interior Overhaul; 2 administrative positions added.	12 Operator positions added to alleviate challenges with long-term absences; 2 Assistant Transportation Managers added; 2 Training Instructors; 1 Material Handler; 1 Administrative position increased by 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;
Service Increase (Decrease)	**(0.7%) Service Hours; (2.3%) Service Miles**	**(0.8%) Service Hours; (0.8%) Service Miles**	**(1.6%) Service Hours; (2.4%) Service Miles**	**(3.0%) Service Hours; (2.7%) Service Miles**
	2.6% Decrease in Bus Operations due to route efficiencies; 4.7% Increase in Rail Operations	Trolley L-Line discontinued; Service efficiencies in bus and Rail Operations	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.

Figure 30

been postponed until late 2018, possibly early 2019. A transfer of $7.4 million was budgeted to the Reserve Fund for rolling stock, specifically rail cars, compensated absences, hospitalization, and 27th pay. The 2018 Amended budget eliminated the $5 million budgeted for the rolling stock for 2018, 2019, and 2020. Hospitalization and compensated absences are still being reviewed to identify any additional savings in 2018. Each of the set-aside funds are explained in further detail on the following pages.

The Bond Retirement Fund accounts for resources set aside for the payment of principal and interest on debt obligations. At the end of 2017, the Authority has one General Obligation (G.O.) Bond Issue outstanding and five bond issuances against Sales Tax revenue for a total outstanding debt of $143.4 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 one-twelfth 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.
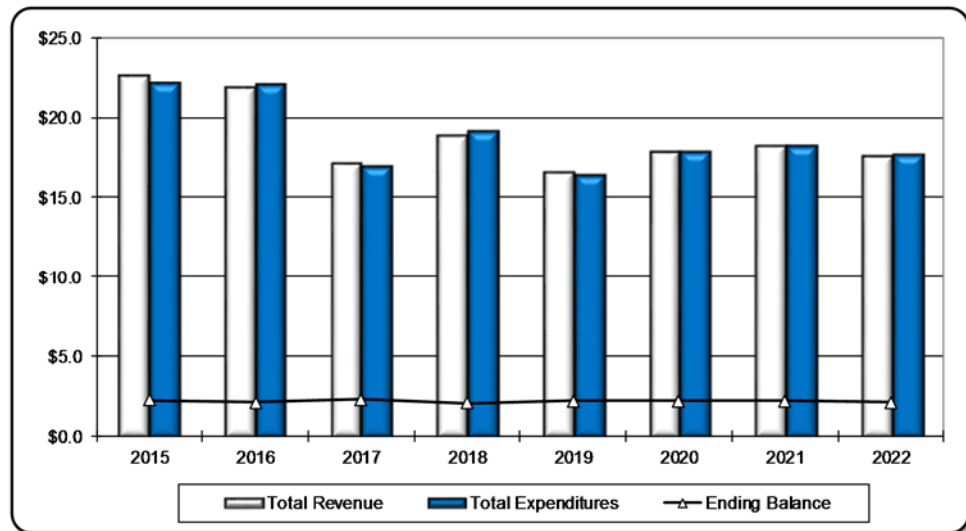
Figure 31

Long-term debt for the Authority includes both debt and refunding debt sales from 2008 through 2016. These include a combined $141.3 million issuance of revenue bonds, $2.1 million issuance of General Obligation (G.O.) bonds, and a planned debt issuance of $30 million at the end of FY 2017. Total debt requirement for FY 2018 is $16.9 million and an additional $2 million to cover the ending balance needed for 1/12 of the principal and 1/6 of the interest for FY 2019. Required transfers from the General Fund to make these payments are reduced by interest earned in the Bond Retirement Fund. In 2017, a transfer of $17.0 million was required from the General Fund to cover the current overall debt service of the Authority. In 2018, a transfer of $18.9 million is needed. For 2019 through 2022, transfers of $16.6 million, $17.9 million, $18.2 million, and $17.6 million are planned, respectively. New debt issuances of $25 million are planned for 2020 and 2022.

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	$1.8	$2.3	$2.1	$2.3	$2.0	$2.2	$2.2	$2.2
Revenue	$0.0	$0.0	$0.1	$0.0	$0.0	$0.0	$0.0	$0.0
Fund Transfers	$22.6	$21.9	$17.0	$18.9	$16.6	$17.9	$18.2	$17.6
Total Revenue	**$22.6**	**$21.9**	**$17.1**	**$18.9**	**$16.6**	**$17.9**	**$18.3**	**$17.6**
Total Resources	**$24.4**	**$24.2**	**$19.2**	**$21.2**	**$18.7**	**$20.1**	**$20.5**	**$19.8**
Total Expenditures	**$22.1**	**$22.1**	**$16.9**	**$19.1**	**$16.4**	**$17.9**	**$18.3**	**$17.7**
Ending Balance	**$2.3**	**$2.1**	**$2.3**	**$2.0**	**$2.2**	**$2.2**	**$2.2**	**$2.1**

Figure 32

The Insurance Fund is used to account for resources, which have been reserved to protect the Authority against future catastrophic or extraordinary losses, as the Authority is currently self-insured in all areas except personal property and equipment. In the late-nineties, expenditures for the settlement of unusual or extraordinary claims as well as for insurance premiums stressed this fund. Up through 1999, $5 million was required as the fund minimum balance. From 2000 through 2003, unexpected claim costs required an increase in the balance to $7.5 million. In 2004, the minimum balance was returned to the original $5.0 million.

A portion of the self-insurance fund was liquidated and replaced with purchased insurance coverage in 1999. According to the Authority's financial policies, the Risk Manager, on an annual basis, determines the minimum balance required in the Insurance Fund.
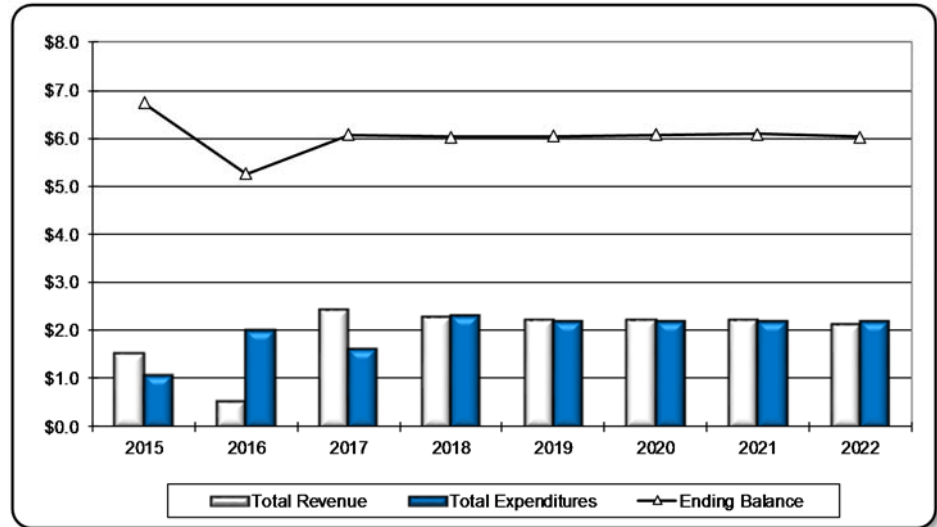
Figure 33

In 2016 and 2017, transfers of $0.5 million and $2.4 million were made from the General Fund to the Insurance Fund. Lower claims and premium payments helped to increase the ending balance to over $6.0 million. In 2018, a transfer of $2.25 million will be needed to cover insurance premiums and claims and maintain the $5.0 million ending balance. For 2019 through 2021, transfers of $2.2 million are planned each year to cover costs and maintain the required ending balance. The transfer will drop slightly in 2022, to $2.1 million to maintain the ending balance.

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	$6.3	$6.7	$5.3	$6.1	$6.0	$6.1	$6.1	$6.1
Investment Income	$0.0	$0.1	$0.1	$0.0	$0.0	$0.0	$0.0	$0.0
Transfers	$1.5	$0.5	$2.4	$2.3	$2.2	$2.2	$2.2	$2.1
Total Revenue	**$1.5**	**$0.6**	**$2.5**	**$2.3**	**$2.2**	**$2.2**	**$2.2**	**$2.1**
Total Resources	**$7.8**	**$7.3**	**$7.7**	**$8.4**	**$8.3**	**$8.3**	**$8.3**	**$8.2**
Total Expenditures	**$1.1**	**$2.0**	**$1.6**	**$2.3**	**$2.2**	**$2.2**	**$2.2**	**$2.2**
Ending Balance	**$6.7**	**$5.3**	**$6.1**	**$6.0**	**$6.1**	**$6.1**	**$6.1**	**$6.0**

Figure 34

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 increases and maintains the fund balance at levels recommended in the last actuarial evaluation. A transfer of $75,000 was made from the General Fund in 2017 to support this effort.

For 2018, a transfer of $60,000 is budgeted. For the out years, the planned transfers are decreasing slightly each year as the benefit payments have also been decreasing over the past few years. To maintain the stable ending balance, transfers of $60,000; $55,000; $55,000; and $50,000 are planned for 2019 through 2022, respectively.
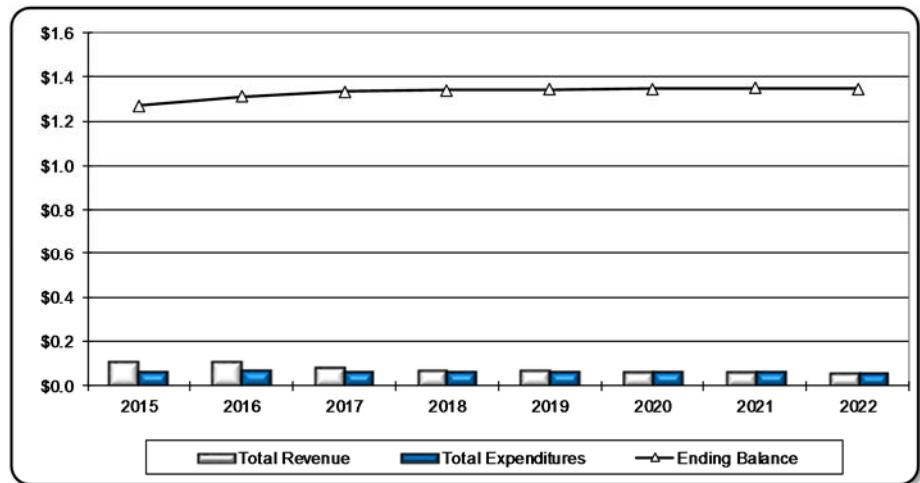
Figure 35

Benefit payments from this fund from 2015 through 2017 have ranged from a high of $69,070 in 2016 to a low of $63,777 in 2017. For 2018, payments of $65,000 are budgeted. For 2019 through 2022, payments are planned at $65,000; $63,000; $63,000; and $61,000, respectively.

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	$1.2	$1.3	$1.3	$1.3	$1.3	$1.3	$1.3	$1.3
Total Revenue	**$0.1**	**$0.1**	**$0.1**	**$0.1**	**$0.1**	**$0.1**	**$0.1**	**$0.1**
Total Resources	**$1.3**	**$1.4**	**$1.4**	**$1.4**	**$1.4**	**$1.4**	**$1.4**	**$1.4**
Total Expenditures	**$0.1**	**$0.1**	**$0.1**	**$0.1**	**$0.1**	**$0.1**	**$0.1**	**$0.1**
Ending Balance	**$1.3**	**$1.3**	**$1.3**	**$1.3**	**$1.3**	**$1.3**	**$1.3**	**$1.3**

Figure 36

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 and the need to obtain intelligence in this area. 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 of convicted drug dealers prosecuted by the Task Force.

Revenue obtained through the Task Force can be expended for non-budgeted police items. The Authority primarily uses these proceeds for unbudgeted capital items. Furthermore, 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. The expenditures projected in 2017 include equipment and training. For 2018, total revenue of $0.1 million is budgeted..
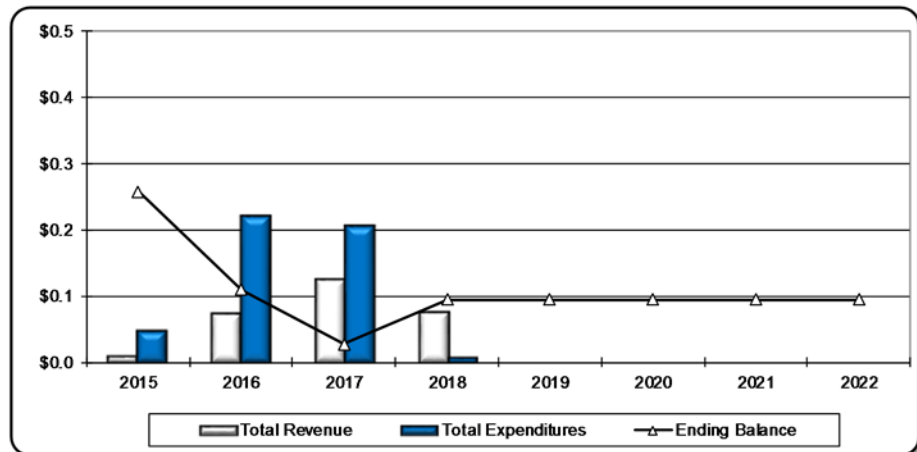
Figure 37

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	$0.3	$0.3	$0.1	$0.0	$0.1	$0.1	$0.1	$0.1
Total Revenue	**$0.0**	**$0.1**	**$0.1**	**$0.1**	**$0.0**	**$0.0**	**$0.0**	**$0.0**
Total Resources	$0.3	$0.3	$0.2	$0.1	$0.1	$0.1	$0.1	$0.1
Total Expenditures	**$0.0**	**$0.2**	**$0.2**	**$0.0**	**$0.0**	**$0.0**	**$0.0**	**$0.0**
Ending Balance	**$0.3**	**$0.1**	**$0.0**	**$0.1**	**$0.1**	**$0.1**	**$0.1**	**$0.1**

Figure 38

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

The amount of transfers needed are based upon specific goals:
- Fuel Reserve: Up to 10% of total fuel costs from prior year
- Hospitalization Reserve: Up to 10% of annual hospitalization/prescription costs from previous year
- Compensated Absence Reserve: up to 25% of accrued liability from previous year
- 27th Pay Reserve: 1/12th of Annual 27th Pay costs for each of the hourly and salary payrolls
- Rolling Stock Replacement Reserve: At least $5 million added to the reserve fund each year

Once a reserve has met the goal, no additional funding will be needed in the transfer. During a budget year, if expenses exceed the budget, funding can be transferred from the Reserve Fund back to the General Fund to increase the appropriation and expensed. For 2018, a $2 million transfer is budgeted from the Reserve Fund to the RTA Development Fund for a new Rail locomotive.
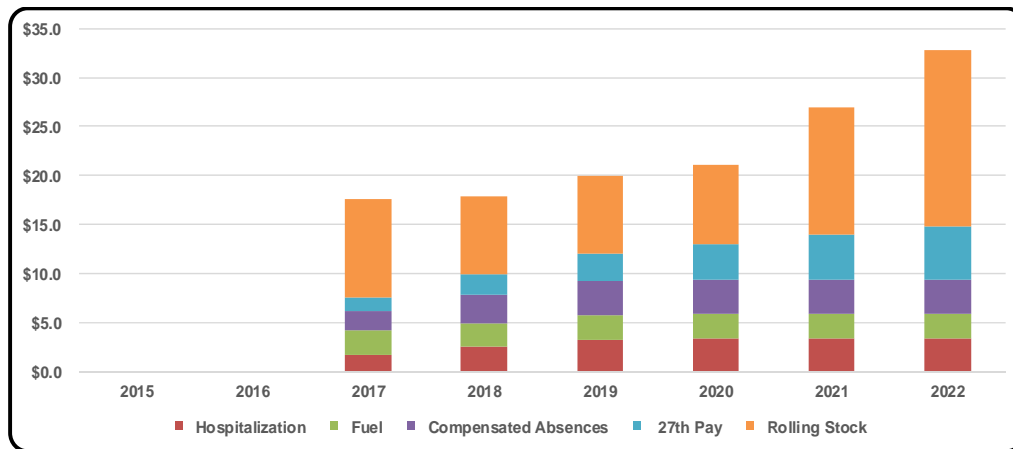
Figure 39

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	$0.0	$0.0	$0.0	$17.6	$18.0	$20.2	$21.3	$27.2
Revenues & Transfers In:								
Investment Income	$0.0	$0.0	$0.1	$0.1	$0.1	$0.1	$0.1	$0.1
Hospitalization	$0.0	$0.0	$1.8	$0.7	$0.7	$0.1	$0.0	$0.0
Fuel	$0.0	$0.0	$2.5	$0.0	$0.0	$0.0	$0.0	$0.0
Compensated Absences	$0.0	$0.0	$1.9	$0.9	$0.7	$0.0	$0.0	$0.0
27th Pay	$0.0	$0.0	$1.4	$0.7	$0.7	$0.9	$0.9	$0.9
Rolling Stock	$0.0	$0.0	$10.0	$0.0	$0.0	$0.0	$5.0	$5.0
Total Revenues	$0.0	$0.0	$17.6	$2.4	$2.2	$1.1	$5.9	$5.9
Total Resources	**$0.0**	**$0.0**	**$17.6**	**$20.0**	**$20.2**	**$21.3**	**$27.2**	**$33.1**
Transfers Out:								
General Fund (Hospitalization)	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
General Fund (Fuel)	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
General Fund (Compensated Absences)	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
General Fund (27th Pay)	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
RTA Development Fund (Rolling Stock)	$0.0	$0.0	$0.0	$2.0	$0.0	$0.0	$0.0	$0.0
Total Expenditures	**$0.0**	**$0.0**	**$0.0**	**$2.0**	**$0.0**	**$0.0**	**$0.0**	**$0.0**
Ending Balance	**$0.0**	**$0.0**	**$17.6**	**$18.0**	**$20.2**	**$21.3**	**$27.2**	**$33.1**

Figure 40

BALANCE ANALYSIS

The Authority's Capital Improvement Fund is used to account for the acquisition, construction, replacement, repair, and renovation 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.
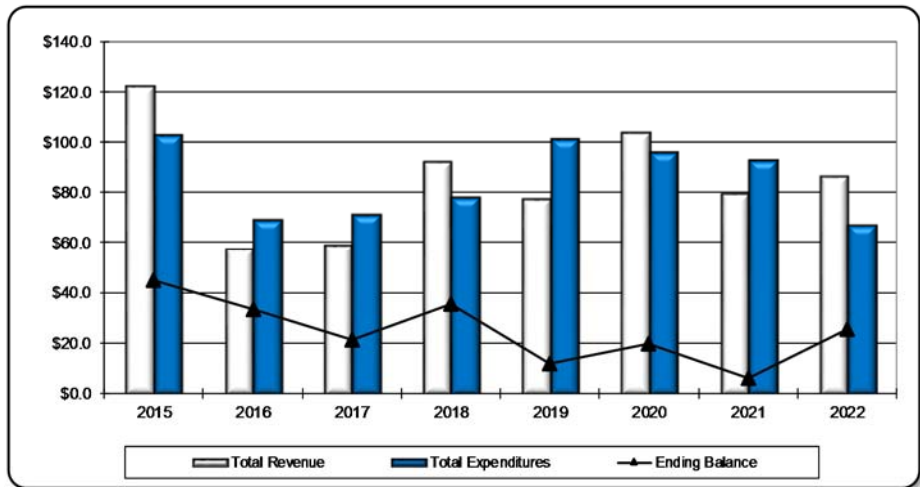
Figure 41

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. Overall, the balance has been generally decreasing since 1990 with periodic increases a direct result of cash infusion from debt sales or from other irregular one-time revenue, "Sale to Lease" transaction or a Capital Lease transaction.

The fund balance decreased in 2017 to $21.4 million, from $33.1 million in 2016, as balances were drawn for capital activities. The ending balance is budgeted to increase in 2018 as a new debt sale is planned.

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	$25.4	$44.6	$33.1	$21.4	$35.5	$11.8	$19.7	$6.2
Total Revenue	**$122.1**	**$57.6**	**$59.4**	**$92.4**	**$77.5**	**$103.6**	**$79.4**	**$86.4**
Total Resources	$147.5	$102.2	$92.5	$113.8	$113.0	$115.4	$99.1	$92.7
Total Expenditures	**$102.9**	**$69.1**	**$71.1**	**$78.2**	**$101.2**	**$95.7**	**$92.9**	**$67.1**
Ending Balance	**$44.6**	**$33.1**	**$21.4**	**$35.5**	**$11.8**	**$19.7**	**$6.2**	**$25.5**

Figure 42

The high level of capital activity by the Authority, begun in the 1990's which included the re-construction of the Triskett Garage, the HealthLine along Euclid Avenue, a mid-life overhaul of the Authority's Light and Heavy Rail Fleets, as well as the reconstruction of multiple Rail Stations, and maintenance of the Authority's infrastructure has continued in following CIP's. Capital funds set aside for these large projects were drawn against, as part of a planned drawdown of the fund balance.

Beginning with the 2008 Budget Year, the capital budget process was more directly focused on the need to balance the Authority's ambitious capital program with available grant funds and to minimize, wherever possible, the use of local funds. This step has resulted in the development of a CIP with projects closely scheduled with expected Federal Fiscal Year (FFY) grant award funds and anticipated revenue streams, with few new projects being added, and some projects deferred into future years of the CIP. At the same time, the Authority has committed its financial resources to complete its ADA Key Station program and is now in an on-going multi-year bus replacement program.

In 2018, the Capital Budget appropriation request totals $115.94 million for the acquisition of buses, preventive maintenance and operating expense reimbursements, equipment, services, and construction projects to improve, replace or upgrade the Authority's facilities and infrastructure. The Authority's infrastructure needs though continue to exceed the amount of available grant funds especially now with the negative impact of the current MAP-21 legislation. The FAST (Fixing America's Surface Transportation) Act is expected to increase the formula funding apportionments for the Authority, but not enough to end the on-going deferral of some requested projects due to lack of grant funds or the use of local funds for their completion.

Proceeds from debt sales, as well as from sales tax contributions, are used to fulfill the Local Match requirement on grant-funded projects as well as for 100 percent locally-funded projects. In the 2018 Amended Budget, the Transfer to Capital from the General Fund is budgeted at $9.9 million, a reduction of $2 million from the original 2018 Budget. The transfer is planned to increase to $12.1 million in 2019. For 2020 through 2022, transfers of $10.8 million, $13.6 million, and $14.4 million are planned. The Authority has redoubled 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.

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, since these funds must be disbursed within three days after receipt. 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 American Recovery & Reinvestment Act of 2009 (ARRA) and from 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 was established in 1988 and funded with Sales & Use Tax proceeds as part of the Authority's goal of a minimum of 10 and maximum 15 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 of General Fund revenue to the RTA Capital Fund have grown significantly in recent years to meet the financial needs of an aggressive capital program – from a low of $6.8 million in FY 2007 to a high of $15.5 million in 2015. Increases in this transfer in recent years has been to align the local funding component of the Authority's five-year bus replacement schedule along with the large number of state of good repair capital projects into the correct capital fund.

Transfers to Capital and Bond Retirement Funds to meet current debt needs of the Authority are planned to be maintained at $28.8 million for 2018 and 2019. This transfer will depend upon future debt service needs of the Authority and how the new debt service payments are structured. When combined with the Transfer to Capital in those years, 13.5 percent in 2018 and 14.2 percent in 2019 of all Sales & Use Tax revenue will be directed towards the Authority's capital program, which is above the minimum goal of 10 percent in the out-years.

With several unfunded projects in the Capital Plan, there is an on-going problem of meeting the daily operating needs of the Authority while, at the same time, maintaining or improving the Authority's assets in a state of good repair as well. 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.

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2018 Performance Management TAB

PERFORMANCE MANAGEMENT

STRATEGIC PLAN

Figure 43

The Strategic Plan identifies and prioritizes GCRTA's goals and objectives as can be accomplished on a five year timeline to meet RTA's ten year vision. Management and implementation of the Strategic Plan assures GCRTA experiences success by seizing opportunities, leveraging advantages, and swiftly mitigating challenges within and beyond GCRTA's boundaries of control.

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 (Areas of Focus) and nine (9) Vital Few Objectives (VFOs). 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)**, **The Partnership for Excellence (TPE)**, **ISO14001**, and **LEAN Six Sigma Green Belts** using the Criteria for Performance Excellence. **PICA** began as an Operations change initiative over 20 years ago and was recently introduced to the rest of the Authority in early 2018. **TEAM** initiatives have been in place for over 18 years and are monitored quarterly in the Quarterly Management Report. TEAM is one of the Balanced Scorecards that the Authority measures itself against annually determined goals. These include Preventable Collisions, On-the-Job-Injuries, Miles Between Service Interruptions, On-Time Performance, Ridership, Customer Satisfaction, Attendance, and Operating Ratio. **TransitStat** was deployed over 10 years ago and is the performance management program characterized with 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 **ISO14001** have been in place for the last five years. The Authority sent more than 30 employees for **LEAN Six Sigma Green 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 are tools supporting the Strategic Planning Process. The BSC is evidence of Planning and Aligning objectives throughout the organization 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 43 outlines these four Balanced Scorecard Areas (or Areas of Focus) and the aligned Vital Few Objectives (VFOs).

The following pages explains the performance of the Balanced Scorecard for the Authority over the past few years.

2018 Performance Ratings (6D performance data & VFO updates)		
Balanced Scorecard	**Strategic Plan Performance**	**2016-18**
Area of Focus	**VFO's**	**Performance Rate**
Fiscal Responsibility	1. Incr Rev/Decr Exp	⇨ 3.50
	2. Enhance Fisc Resp	◆ 2.75
Voice of Customer	3. Expand Advocacy	⬆ 4.00
	4. Enhance Customer Experience	◆ 2.80
	5. Increase Service Efficiency	⇨ 3.33
Continual Process Improvement	6. Achieve State of Good Repair	↗ 3.75
	7. Advance & Improve Technology	⇨ 3.14
Learning & Innovation	8. Achieve Safety Sulture	⬆ 4.00
	9. Improve Employee Development	⇨ 3.43
	Overall Performance Rating	**3.41**

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 Vital Few Objectives (VFOs):
- Increase Revenue / Decrease Expenses
- Enhance Fiscal Responsibility

INCREASE REVENUE / DECREASE EXPENSES & ENHANCE FISCAL RESPONSIBILITY

Scorecard Metric: Increase Revenue / Decrease Expenses & Enhance Fiscal Responsibility	Performance Target
General Fund Revenue	≥ 1% Growth
Passenger Fare Ratio	≥ 20%
General Fund Expense	≤ General Fund Revenue
Personnel Costs v. Budget	≤ Budget

Figure 45

Figure 46

General Fund Revenue performance is made successful through management of Passenger

Figure 47

Fares, Sales & Use Tax, and Reimbursed Expenditures, the three largest sources of revenue for the Authority, which account for 93.1 percent of total revenue. Sales tax and fare constitute 85.1 percent of total revenue and are vital to establishing the operating levels of the Authority.

The growth rate is determined by the performance of the Sales & Use Tax and System-wide Ridership. These critical factors are volatile and require short and mid-term strategies to grow and sustain RTA's key

revenue sources. Figure 46 shows the growth rate, quarter by quarter, for total revenue of the Authority. Figure 47 shows the growth rate for the top 3 revenue sources. For 2018, the growth rate is projected at -4.6 percent, mainly due to the removal of Medicaid Managed Health Care from the Sales & Use Tax base. This will lower Sales & Use Tax receipts by about $15.5 million in the first 3 Quarters of 2018. Passenger Fare revenue is projected to decrease by 5.6 percent as ridership continues to decline.

Figure 48

The Passenger Fare Ratio is an operating efficiency ratio that is calculated by dividing total Passenger Fare Revenue by total organizational expenses. The Passenger Fare Ratio reported monthly through TEAM results and is also known as Operating Ratio, which identifies the percentage of operating expenses that are covered by passenger fares. The goal for 2018 is 20 percent. As ridership decreases so does passenger fare revenue. In 2016, the Board of Trustees approved a 2-tier increase in passenger fares. The first 25-cent increase was implemented in August 2016 and annualized in 2017. The second 25-cent increase was originally budgeted to be executed in August 2018. With the removal of the Medicaid Managed Care Organizations from the sales tax base and no neutral fix initiated by the State, the second increase has been postponed until the Board of Trustees and Authority's Executive Team decide upon the best course of action. Minor service changes were implemented in March 2018, which adjusted the headways between buses and trains. For the 2018 Amended Budget, the Passenger Fare Ratio is budgeted at 17.8 percent, below the goal of 20 percent, due to the decrease in ridership.
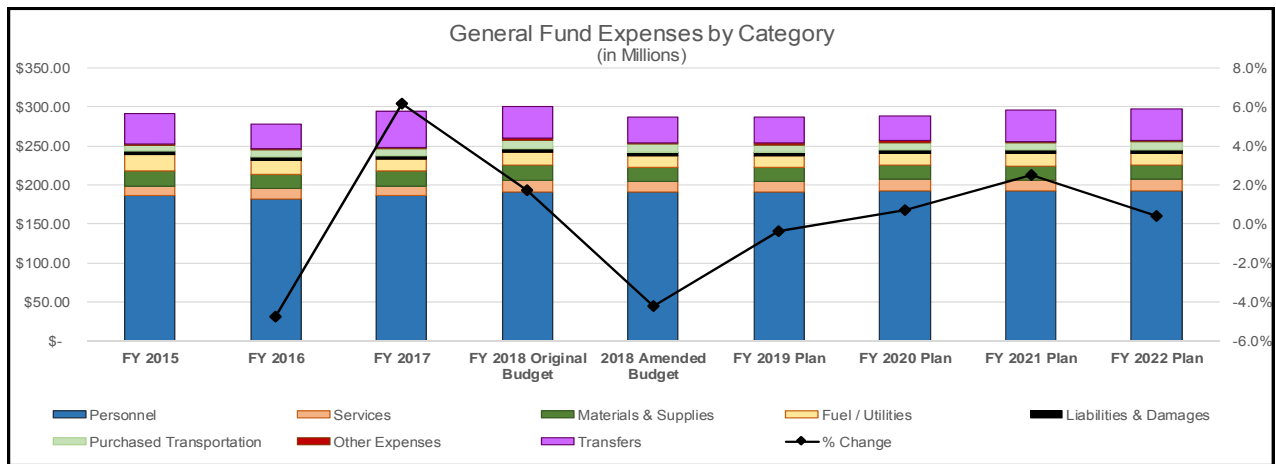
Figure 49

Controlling expenses has a major impact on RTA's ability to establish a sustainable budget. To increase accountability and process improvements, RTA uses **TransitStat**. This program is a core driver of maintaining the Authority's expenses and investments. To ensure RTA is able to balance the General Fund, process improvements are also optimized to identify new revenue sources or improve use of resources by reducing waste and creating efficiencies. The Balanced Scorecard goal is to keep General Fund Expenses at or below total revenue received.

For 2017, total expenditures were budgeted at $311.7 million, but ended the year at $295.1 million, a decrease of $16 million. Total Revenue for 2017 was $296.6 million, $1.5 million above total expenses. Revenues for 2018 were originally budgeted at $282.1 million, $15 million below 2017 3rd Quarter estimates due to the loss of Medicaid Managed Care Organizations being removed from the tax base. Total expenses were budgeted at $300.1 million, nearly $18 million higher than revenues. After the 4th Quarter report, the Authority reviewed General Fund expenses for 2018 and compared them to the past 3 years. An Amended Budget was proposed and submitted to the Board of Trustees, which lowered total expenses by $12.7 million.

The 2018 Amended Budget projects $282.9 million in revenues and $287.4 million in expenses. Expenses will need to be closely monitored to ensure that expenses do not exceed revenues.

The last Balanced Scorecard metric is a comparison of Actual Personnel expenses to Budgeted expenses. Fringe Benefits for 2017 were $3.4 million higher than 2016 actuals, mainly due to higher hospitalization costs. The fringe benefit costs for 2018 are budgeted at $53.5 million, about $2.0 million higher than 2017 actuals due to a projected increase in hospitalization claims.
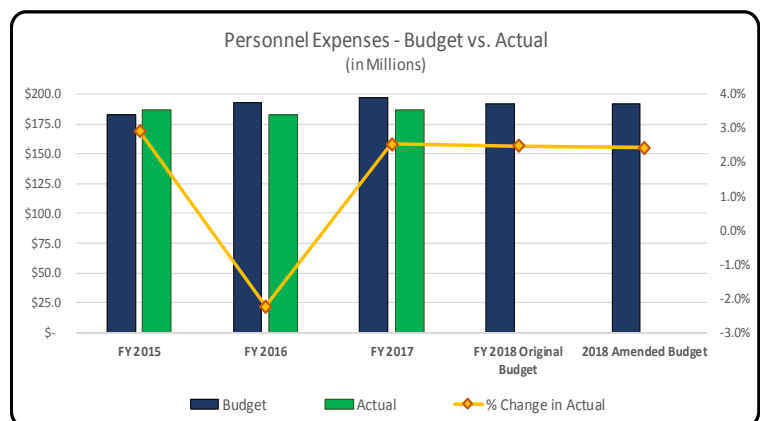
Figure 50

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. The 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 better connect RTA to the community it serves. The full list of contacts is over 320, and growing, with a variety of those being in an influential or decision-making capacity that impacts funding strategies for

Scorecard Metric	Performance Target
Advocacy Meetings	156 Meetings
Speaker's Bureau Members	≥ 12 Members

Figure 51

public transportation in the region, state, and nation. RTA leverages members of the Board of Trustees, Citizens' Advisory Group, ATU, and various community groups to support funding for public transit infrastructure to benefit RTA.

The General Manager maintains a list of over 320 contacts, which includes members of political leadership at local, state, and federal levels, civic leaders, business leaders, advocates, and members of the Citizens' Advisory Board. A majority of the contacts made are with external parties regarding Advocacy and Funding. Advocacy outreach includes the media, lobbyists, mayors, and state representatives receiving information about the benefits of public transportation. The message on funding needs are focused more toward State Senators, planning organizations, and business partners in the region.

The goal of Advocacy is to educate key stakeholder groups of the benefits of public transit. As a result, for RTA, this empowers various groups to advocate for and decide on funding availability to provide quality services. RTA established a list of contacts, with the target of meeting with 25 per quarter. The Authority has met or exceeded this target regularly, meeting with State reps, transit advocacy groups, or community leaders.

Advocacy outreach opportunities for 2017 include:
- Received The Partnership for Excellence (Baldrige Award) – Gold Level certification
- Smart Business 2017 Customer Service Award
- Campus District 2017 Infrastructure Award – E. 34 Street - Campus Station
- Who's Who in Northeast Ohio – Joseph Calabrese for Impact on NE Ohio
- Computerworld Premier 100 Technology Leader for 2017 – Peter Anderson, CIO
- Government Technology/ AT&T Technology Innovation Award
- APTA Sustainability Award – Silver Level
- Award for Fiber Sharing Agreement with City of Cleveland, Cuyahoga County, The Cleveland Metroparks, Ohio Department of Transportation, and Ohio Department of Administrative Services

Advocacy outreach opportunities for 2018 include:
- Develop and implement a strategy to bring discretionary dollars at both state and federal levels to the Authority
- Develop strong working relationships with elected officials at the local, state, and federal levels
- Support increases of transit dollars during budget cycles at both the state and federal levels
- Cultivate contacts with civic, business, and community leaders and groups

Ridership is measured by Unlinked Passenger Trips, which is reported in the National Transit Database (NTD). Tracking ridership by mode informs RTA of the potential impact of customer behaviors on Fare Revenues. Bus is the largest contributor of trips, evidenced as the core of RTA's service offerings. Heavy Rail (Red Line) serves the next largest amount of riders, followed by the HealthLine and then Light Rail. The Authority has 4 branded routes: HealthLine, which runs from Windermere Station in East Cleveland, past University Hospital, past Cleveland Clinic, and into downtown Cleveland. The CSU Line is the second branded route. The CSU Line runs from Cleveland State University, through downtown Cleveland, and onto several destination points, depending on which route is taken: Westgate Transit Center; Lakewood Park via Edgewater Drive; Bay Village; and Crocker Park.

Scorecard Metric: Enhance the Customer Experience	Performance Target
Ridership	> 38 Million
On-Time Performance	> 80%
Ride Happy or Ride Free	1 for every 35,000 riders
Overall Customer Satisfaction	> 80%
Action Plan Progress	100%

Figure 52
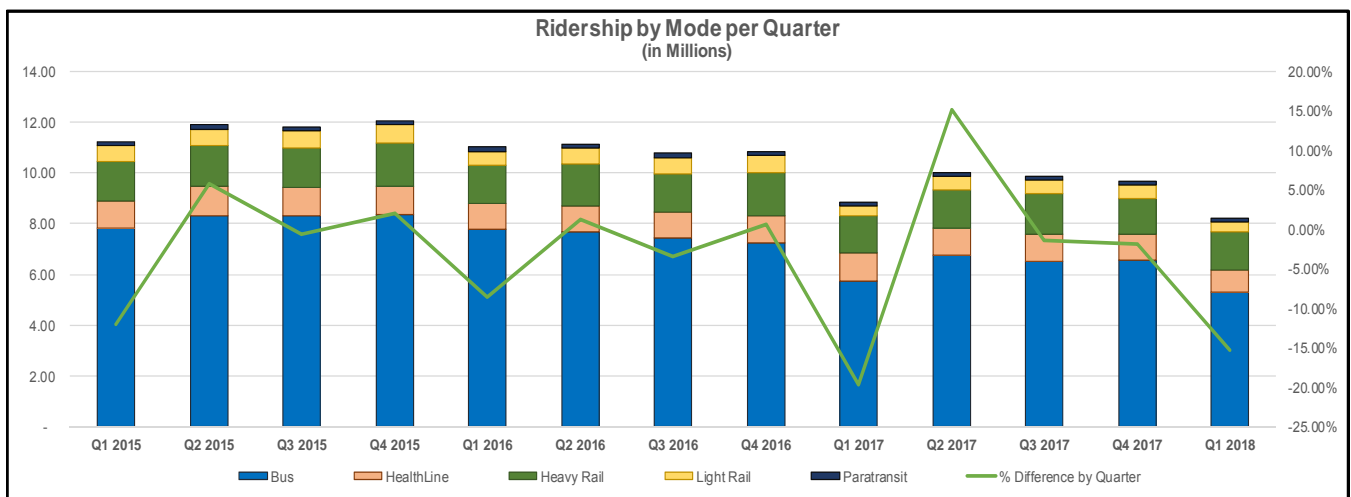
Figure 53

The newest branded route is the Metro HealthLine, which began operation on December 7, 2017. The Metro HealthLine runs from downtown Cleveland, across the Detroit-Superior Bridge and along the W. 25th Corridor. From there, the Metro HealthLine has several destination points: one into Parma and the Parma Transit Center; the second to Broadview Heights and the Metro Health Brecksville Health and Surgery Center; and the 51C runs to Garfield Commons on weekdays. The final set of branded routes are the downtown Trolleys. There are 4 Trolley routes in downtown and all are free to the public as downtown businesses help to keep the Trolleys free for the public by subsidizing fares.

Ridership is reported monthly through the TEAM metrics and at the TransitStat meetings with On-Time Performance. The top 5 routes and the bottom 5 routes for On-Time Performance are identified and the routes analyzed for any anomalies or challenges that the Operators or Customers may be experiencing. The goal is 80 percent and the Authority has achieved the goal in 2017 through increased Predictive Maintenance which contributed to a decrease of service interruptions.
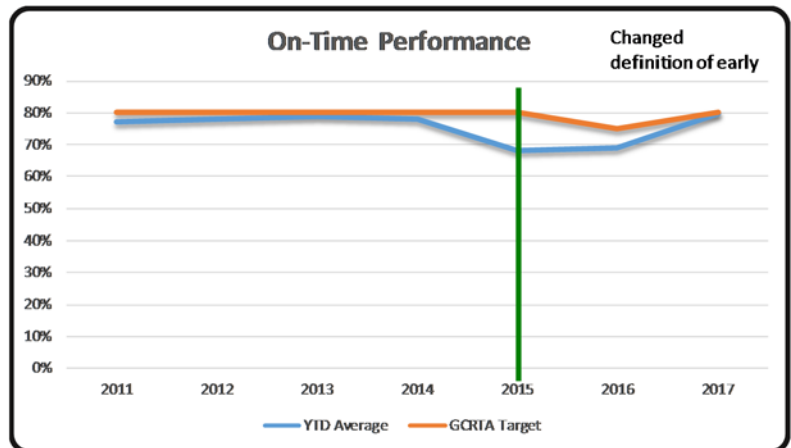
Figure 54

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 2017 received a 3 percent increase in survey response, compared to 2016. (Figure 54)
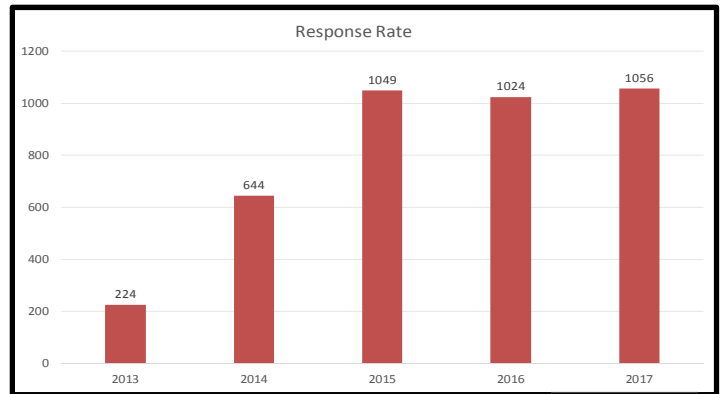
Figure 55
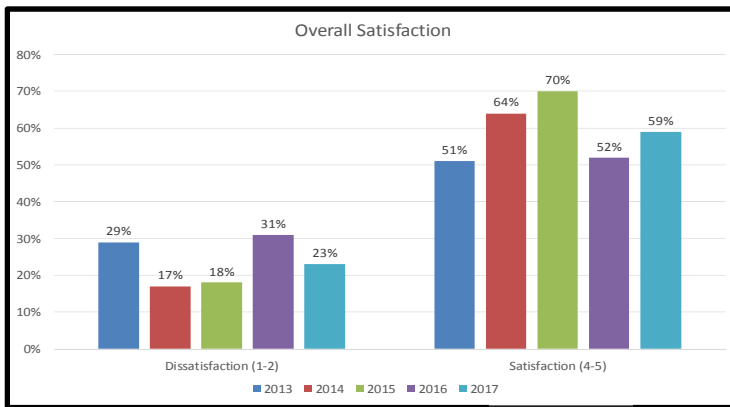
Figure 56

Overall customer satisfaction rose to 59 percent in 2017, an increase of 7 percent, compared to 2016 results. In 2016, the survey was conducted while public hearings for a fare increase were taking place and had a detrimental effect on the survey results.

The highest number of respondents are between the ages of 50-65 years. The second highest are between 18-29 years, followed closely by those between 40 and 49 years.
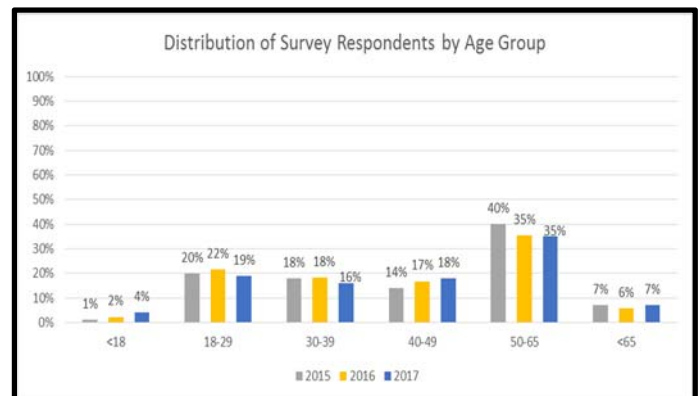
Figure 57
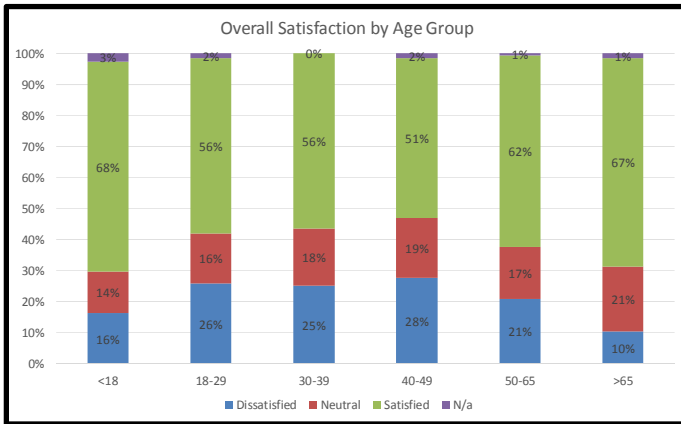
Figure 58

The top three age groups with the highest satisfaction rate were under 18 years old; over 65 years old; and those respondents between 50 and 65 years.

Respondents with the highest satisfaction rates would take the bus either "often" or "sometimes". Those respondents who frequently rode the bus had a satisfaction rate of 55 percent.
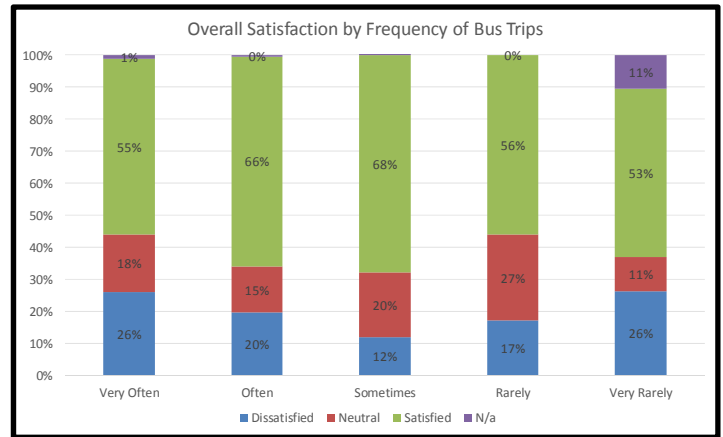
Figure 59
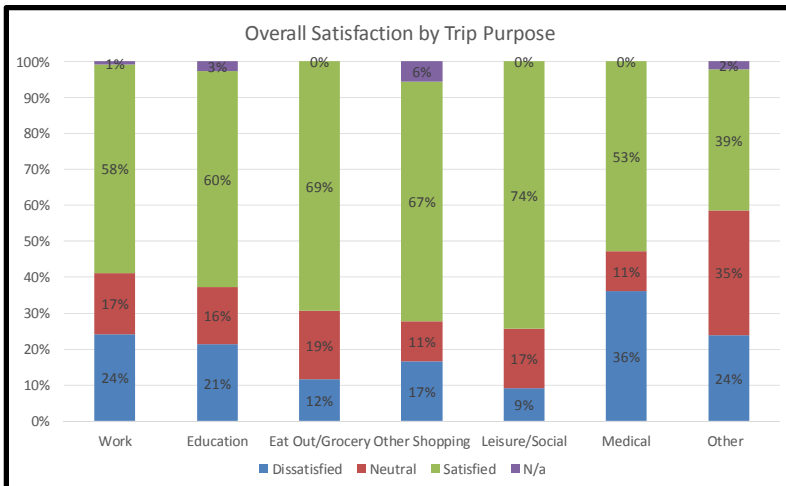
Figure 60

Respondents who rode the bus for Leisure/Social events had a 74 percent satisfaction rate. This was followed by those who rode to Eat Out/Grocery, at 69 percent satisfaction; then at 67 percent satisfaction were those that rode the bus for other shopping needs.

Overall results showed 64 percent of riders would refer RTA to a family member or friend based on their ridership experience.

Areas with more than 70 percent satisfaction identified strengths as convenience of bus routes, purchasing passes, boarding and alighting the bus, and professional appearance of Operators. Categories with less than 50 percent satisfaction identified problem areas as on-time performance, environment/seating/space issues, buses not clean, lack of real-time information, obtaining information about alternative routes or schedules, and low responsiveness to customer complaints or issues.
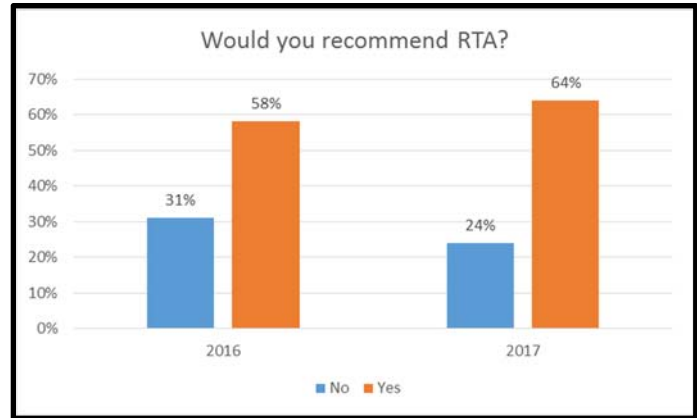
Figure 61

CONTINUAL PROCESS IMPROVEMENT

Continual process improvements establish meaningful standards for current processes and eliminate waste through innovative process improvements across RTA.

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

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

INCREASE SERVICE EFFICIENCY

RTA's Service Plan seeks to balance available funds with the public's demand for transit service. Service Management defines feasible miles and hours of service based upon available human and financial resources. The Districts, with support from Fleet Management and Service Quality, implement the services as planned. RTA measures performance of design and delivery

Scorecard Metric: Increase Service Efficiency	Performance Target
Cost per Paratransit Passenger	≤ $40
PM Compliance	≥ 85%
TEAM: MBSI	≥ 15,000 miles

Figure 62
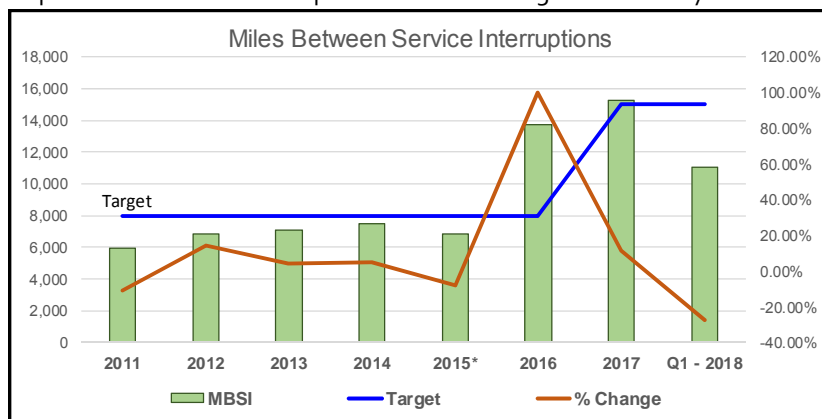
of service with a variety of operationally-focused metrics, such as On-Time Performance, Tows, Service Capacity, and rates of preventive maintenance for key assets; Facilities, Vehicles, and Equipment, such as fare boxes.

Figure 63

Miles Between Service Interruptions (MBSI) is defined as mechanical failure that results in the inability of a bus or train to operate in revenue service. The target was set at 8,000

miles between service interruptions. Because of the work done on Preventive Maintenance (PM) compliance on buses and trains, as well as the expansion of the Predictive Maintenance program at the Hayden and Triskett Districts, the MBSI has increased significantly, from 6,842 MBSI in 2015 to 13,699 in 2016. The target was raised in 2017 to 15,000 MBSI. As the Predictive Maintenance Program continued, new buses were integrated, and old buses were retired, the MBSI for 2017 surpassed the new target and ended the year at 15,259 MBSI. The 2018 target remains at the 15,000 MBSI level.

Another indicator of the increased MBSI are the number of tows needed each year. As the Preventive Maintenance and Predictive Maintenance programs are enhanced, the reliability of the buses and trains increases and the number of tows has steadily dropped.

The aim of the Predictive Maintenance Program is to predict when equipment will fail, before it fails. In 2015, RTA started the Predictive Maintenance Program by repairing or replacing selected equipment

Figure 64

before they fail the first time. Maintenance tasks are planned, based upon diagnostic analysis, current conditions of the equipment, trends analysis of usage, manufacturer's suggested maintenance times, or forecasting the remaining life of the equipment. In 2016, the Hayden District and Fleet Management District started overhauling the HealthLine vehicles, most of which were placed into service in 2008. Each year, more buses are added to the Predictive Maintenance program. The key measurement for the Predictive Maintenance Program is Miles Between Service Interruptions, or MBSI.
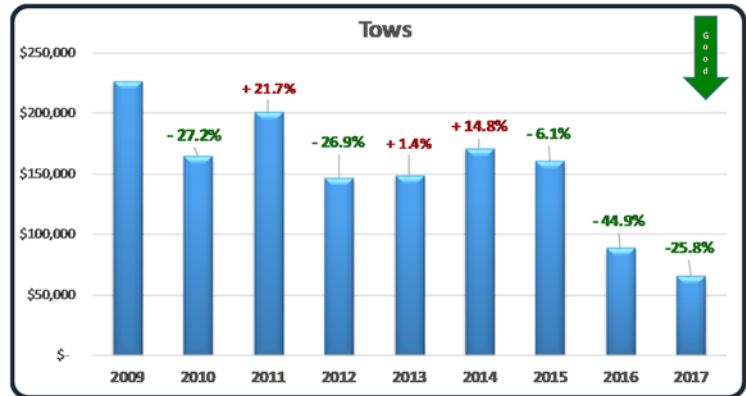
ACHIEVE STATE OF GOOD REPAIR

In the public transit industry, asset management and State of Good Repair (SOGR) strategies are vital. GCRTA must improve the ability to assess a SOGR rating and understand how to prioritize assets to properly invest grant funding in necessary infrastructure.

To accomplish a complete inventory with a meaningful SOGR rating, GCRTA must complete Action Plans regarding Standard Assessment of SOGR by dollar value, establish a strategy to financially prioritize

Scorecard Metric	Performance Target
SGR Rating	≥ 2.5
Action Plan Progress	100%

Figure 65

projects and maintenance with a SOGR rating of 2.5 or less, and define the SOGR ratio as a factor to update the 5-year capital plan.

In 2014, RTA began implementing a process to assign all assets a SOGR rating, ranging from 1 to 5. Asset Configuration and Management planners compiled an inventory of assets and assigned each one a SOGR rating based upon their condition. These ratings will be used to help prioritize the allocation of funds for the Capital Improvement Program.

The VFO metric requires an annual improvement to the baseline GCRTA SOGR rating, which is the aggregate of all asset ratings. The Asset & Configuration Management Department finalized the baseline SOGR rating for the entire Authority.
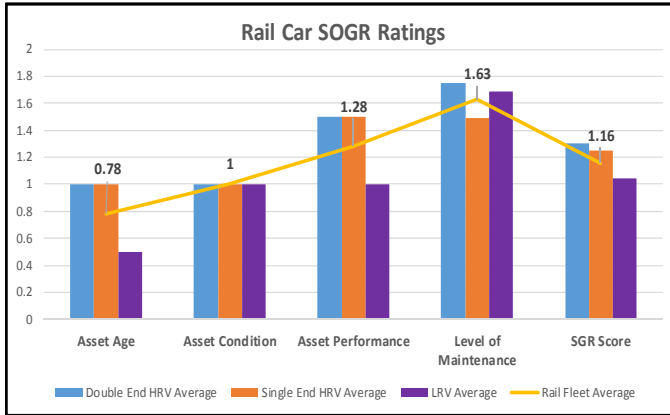
Figure 66
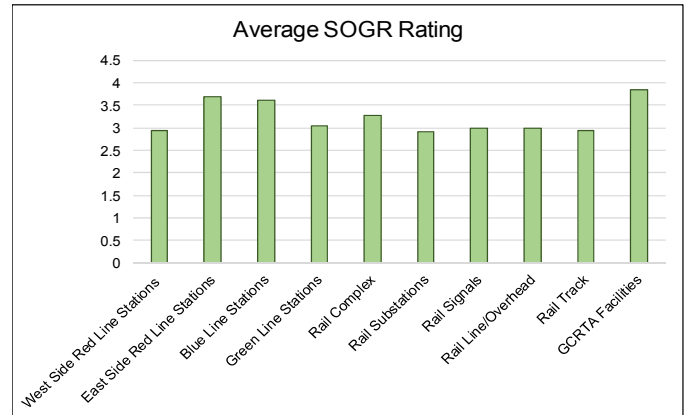
Figure 67

ADVANCE & IMPROVE TECHNOLOGY

RTA's Information Technology (IT) environment encompasses many tools and resources to support the administrative and operating departments in their daily obligations. IT has identified and prioritized a variety of initiatives to further enhance capabilities of the workforce, and build reliable processes that support those capabilities in a sustainable manner.

Scorecard Metric: Advance & Improve Technology	Performance Target
SOGR Rating	> 2.75
Action Plan Progress	100%

Figure 68
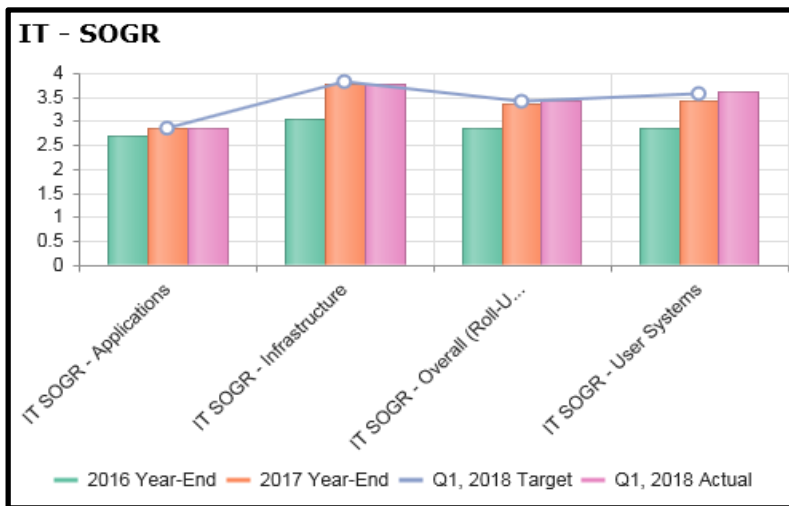
Figure 69

This includes a focus on a refined 3-year Strategic Plan and governance structure, as well as updating the phone system, data center, and network redundancy. IT provided GroupWise email access to the entire workforce in 2016.

As with other assets and infrastructure, the IT Department is focused on maintaining a reliable information systems infrastructure, replacing necessary assets and components as dictated by various asset lifecycles. To monitor improvement, the percentage change is the indicator with a performance target rating of 2.75 across all systems and projects.

This rate of IT-SOGR improvement includes completion of various Action Plans including the completion and reporting of Dashboard Metrics, Phone System Upgrade, Network Upgrade, Data Center Improvements, Back-up/Storage Replacement, IVR, CitrixFarm, Mobile Ticketing, and various End-User priorities.

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 Vital Few Objectives (VFOs):

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

ACHIEVE SAFETY CULTURE

The Authority received the APTA 2018 Bus Safety & Security Excellence Award.

Safety Excellence Awards:

• **GOLD Award for Safety – Greater Cleveland Regional Transit Authority (GCRTA), Cleveland, OH** – GCRTA over the last year fully embraced Safety Management Systems (SMS) and used data to determine courses of action about public transit safety. GCRTA's SMS manages safety using leading indicators to set the baseline for a proactive approach to understanding emerging risk. Using this data, GCRTA and its districts had amazing success using data to make operators safer on the road and reducing the number of claims by approximately 49% since 2014. The implementation of SMS in Bus/Paratransit has had a spillover effect on Rail and allowed each to learn from one another.

Scorecard Metric	Performance Target
Preventable Collisions	1 per 100,000 Miles
OJIs	10 per 200,000 Hours
Completed Safety Drills	3
DriveCam: Incident Frequency	≤ 19%
DriveCam: Incident Severity	≤ 19%
DriveCam: Rule Violation Risk	≤ 19%
Action Plan Progress	100%

Figure 70

Safety is embedded in the organizational culture through the Mission, Vision, and Values of RTA. Safety is a critical element of every RTA employee's function in ultimately delivering quality public transit services. There are numerous performance measures that inform upon the Authority's impact on workplace and public safety and security. Within the boundaries of control, safety is measured by Preventable Collisions, On-the-Job-Injuries, successfully completed Safety Drills, and improved driver behaviors as monitored through DriveCam Risk Report Cards.
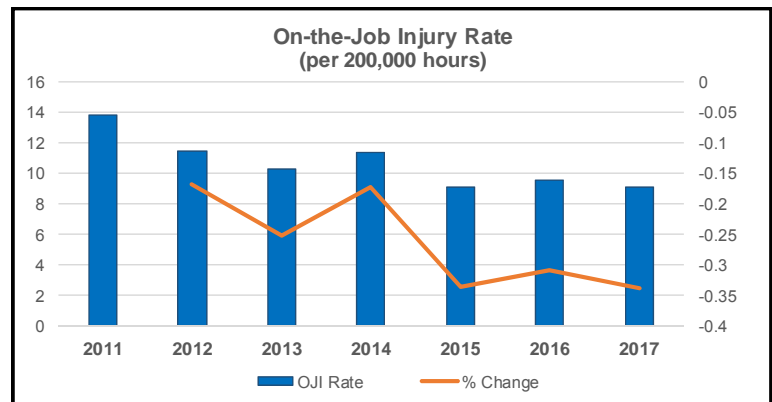
Figure 71

In addition to managing the aforementioned metrics, it is also of importance to complete process improvement projects through Action Plan progress. Safety-focused Action Plans include improved safety of customers and employees, compliance of external audits, conducting Culture Change Sessions with Leadership and various segments of the organization, and maintaining at least two TSSP Certified Individuals in the Safety Department Team.

The Preventable Collision Rate is an indicator of Operator Behavior. The Authority also draws upon data from the DriveCam system. The On-the-Job Injury Rates inform Management of safety decisions and behaviors that may lead to increased risk and cost in the workplace. The Authority also recognizes Champions of Safety on a monthly basis. These employees go above and beyond the normal work duties to ensure that the infrastructure, facilities, vehicles, employees, and customers are safe.

To help increase security for the Operators, Transit Police Officers are now stationed at the Districts. RTA began the new Community Policing initiative in August 2015 and it has proven to be very successful. The goal is to increase and improve visibility and communication between the Operators and Transit Police. A Community Resource Officer is to assist, listen to concerns from Operators and other employees, and try to get issues resolved. The Officers report directly to and from the Districts and have the welfare of the Operators and employees. Since the inception, hundreds of issues have been successfully resolved.

IMPROVE EMPLOYEE ENGAGEMENT

RTA has implemented a variety of programs as a commitment to developing a talented and engaged workforce. These programs include Tuition Reimbursement, various skill-focused training opportunities, the Management Development Program (MDP), Greenbelt Six Sigma training, and the Public Transit Management Academy (PTMA). RTA conducted its fourth Employee Satisfaction Survey in May 2018. The results identify opportunities for improvement to help the Authority fulfill its mission to become an employer of choice in Northeast Ohio.

Based upon feedback from the prior surveys, the Authority has increased communication within all work segments and between all Departments through The Reporter, a monthly update about what is happening at RTA; GM Updates, bi-monthly updates from the CEO about additional information and highlights about upcoming events posted at all Districts; and adjustments to TEAM forums.

A total of 374 employees participated in the 2016 Employee Engagement Survey. The following are the highlights from each of the statement areas.

- Leadership & Planning: Leadership core values, feedback and long-term strategy
    - 53% agreed the leadership and planning of the Authority was positive
    - 65% understood the long-term strategy
    - 33% wanted to see more planning and Directors open to more feedback
- Corporate Culture & Communications: Communication, understanding, trust, diversity, safety, changes and cooperation
    - 58% agreed the agency and communications were positive
    - 82% liked their co-workers
    - 41% questioned adequate staffing levels
- Role Satisfaction: Job security, deadlines, and teamwork
    - 73% agreed their roles and jobs were positive
    - 91% liked the work they do
    - 26% do not feel like a part of a team
- Work Environment: safety and workplace issues
    - 71% agreed the workplace was positive
    - 76% felt safe
    - 21% thought heating and cooling could be improved
- Relationship with Supervisor: Fairness, respect, recognition, other issues
    - 73% agreed relationship with supervisor was positive
    - 81% agreed that their supervisor treats them with respect
    - 23% said their supervisor does not help them develop to their full potential

The next Employee Engagement Survey was performed in May 2018, however, results are not compiled yet to add to this section.

RTA 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 10 years, the Authority has held 345 meetings, reviewed 165 projects, and viewed 1,406 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 for quality enhancements that impact RTA's ability to meet strategic objectives and the Mission, Vision, and Values. This program is incorporated into the culture of the organization, so much so, that the noun "TransitStat" has become a verb, as in "TransitStat that project".
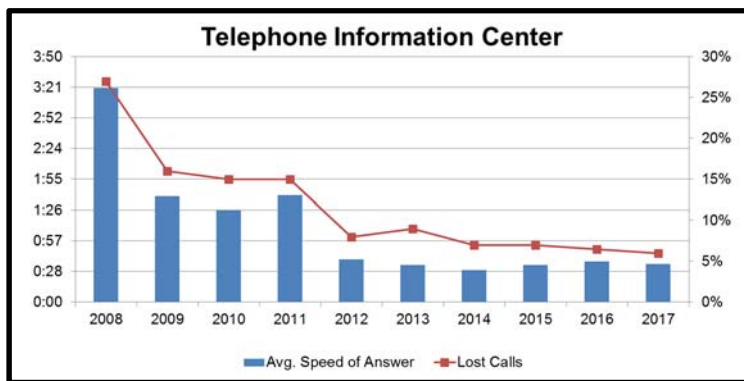
The Telephone Information Center (TIC) was one of the first projects to be reviewed on the Administrative side. The TIC team has used data to create efficiencies and make decisions. In 2012, TIC had the lowest Average Speed of Answer, at 31 seconds and was soon taken out of the TransitStat forum. Since then, the leadership team has continued to use data and through 2017, have maintained the Average Speed of Answer under 45 seconds.

Figure 72

Other improvement tools and methodologies are implemented, which include Problem Identification and Corrective Action (PICA), Lean Six Sigma, International Organization for Standardization (ISO), and Criteria for Excellence. RTA's improvement system identifies the value of continual over continuous improvement. Continual improvement is identified as ongoing cycles of learning that show progressive change in the discovery of new problems and solutions. Continuous improvement, while still beneficial, is identified as constant focus on the same issue at the same stage in its improvement cycle. Based upon the principle process cycle, RTA's performance improvement system allows for rapid deployment of solutions to ensure organizational learning and analytical agility to support continual improvement. Bus stops were surveyed to ensure the data in the database was accurate and ensure validation of the stops for each route. Stops were then compared to those in NextConnect and the Google Transit app to ensure accuracy. Processes and procedures were tracked, problems identified, improvements implemented, and continual improvement strategies continued. As the Authority continues to position itself as a leader in the industry and an employer of choice, focusing on the Strategic Plan and using data to make decisions will continue to be vital instruments.

Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment

Service Quality

Plan Item | Measure Description | Resp	Status	Progress Comment
#1: Safety Assurance (Service Quality) | # of Defined Audits (Monthly; #) | Anthony Richardson	?	NP 5/16/2018: Safety VFO metrics have been identified and we are currently working on defining the measurements.
Training | # of Hours Trained (40 hours per year per employee) (monthly; #) | Anthony Richardson	?	NP 5/16/2018: 22% 14 of 65 personnel have been trained with a minimum of 40 hours of training through April 2018
Budget (Service Quality) | Average of OT per pay period (Monthly; $) | Anthony Richardson	?	NP 5/16/2018: 3/25/18 - 4/7/18: $17,410.72 -Justification for exceeding budget: 3/24 to 3/25 - Red Line shutdown TC to Windermere; 3/26 to 3/30 - CCS vacation coverage; 4/1, 4/4, 4/5 - coverage for CCS sick days; 4/6 - Indian's home opener. 4/8/18 - 4/21/18 $11,517.31

Fleet Management

Plan Item | Measure Description | Resp	Status	Progress Comment
#1: Predictive Maintenance Program (2600 and 2800) | # Complete (Monthly; #) | Daniel Dietrich	?	NP 5/16/2018: 2 were completed for the month of April.
Quality Assurance Program Expansion | # of Audits (Monthly; #) | Daniel Dietrich	?	NP 5/16/2018: Four coaches where audited in the month of April. Hayden coaches 3407, 3408, and 3409. Triskett 2622
Power and Way Store Management | % Complete of Milestones (Monthly; %) | Daniel Dietrich	?	NP 5/16/2018: Currently on schedule. There is a possible setback on entering of items. Go live end of August through end of September. Ultramain supervisor training starts May 1st

Triskett District

Plan Item | Measure Description | Resp	Status	Progress Comment
#1: Preventable Accidents/Equipment | # of Accidents by Equipment Personnel (Monthly; #) | Cathy Eaton	?	NP 5/16/2018: Two preventable accidents coach 2616 4/5/18 Pulling bus off lane 4 for pull-out and right rear of coach scraped the outside pole. Coach 3201, 4/25/18, Turning into lane #2 and the right side of the bus made contact with bus 3209 driver's mirror.
Predictive Maintenance Plan (Triskett) | % of Fleet Complete (Monthly; %) | Cathy Eaton	?	NP 5/16/2018: Completed 1PMP coach 2622.
Customer Complaints | % of Complaints Closed within 5 Days (Monthly; %) | Cathy Eaton	?	NP 5/16/2018: UPDATE from Q1 - I'm sending you my customer complaint numbers from January, 69, Feb. 59 and March 99. We added the three month up then divided the total by 90 to get 2.5 Then we e-mailed Leslie to pull dated from Trapeze to get how many are closed (10)

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Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment
Hayden District				
#1: Predictive Maintenance Plan (Hayden) | % of Fleet Complete (Monthly; %) | Nick Biggar	?	100.00	100.00	NP 5/16/2018: 3300 100K: 40 complete, 50 remaining 3400 50K: 9 complete, 7 remaining 2900 210K: 21 complete, 3 in progress 2900 270K: 1 complete, 2 in progress, 21 remaining 2800: 5 complete, transitioning to CBM
Absenteeism (Hayden) | # of Audits Completed (Every 6 months for operators; quarterly for all others) (Monthly; #) | Nick Biggar	?			NP 5/16/2018: Operators and Facilities Maintenance have been completed and all are in compliance. Mechanics and Hostlers will be complete by end of May.
Preventable Collision Rate | Completion of GoPro Project by End of Year | Nick Biggar	?			NP 5/16/2018: 100% of routes recorded at both districts, Video editing to begin in May.
Rail District				
#1: Absenteeism (Rail) | # of Audits Completed (Every 6 months for operators; quarterly for all others) (Monthly; #) | Sean Thompson	?			NP 5/16/2018: Data not available until later in the month.
Preventative Maintenance for Rail Equipment | % Complete (Monthly; %) | Sean Thompson	?			NP 5/16/2018: Rail EQ PM April 82%
Preventative Maintenance for Power and Way | % Complete (Monthly; %) | Sean Thompson	?			NP 5/16/2018: P&W PMs April 96%.
Preventative Maintenance for Rail and Facilities | % Complete (Monthly; %) | Sean Thompson	?			NP 5/16/2018: Rail Fac. On-time PM April 98%
Budget (Rail) | Average of OT per pay period (Monthly; $) | Sean Thompson	?			Rail District Actual: $72,867 Rail District Budget Goal $1,125,000: $86,539 Rail District Variance: $13,672
Safety Assurance (Rail) | # of Defined Audits (Monthly; #) | Sean Thompson	?			NP 5/16/2018: Red Signal Violations, Revenue Events, Non-Revenue Events, On-the-Job Injuries, Door Passenger Incidents (TBD mid May) Safety Inspections Completed 99 Safety Inspections Percentage 94%

Paratransit District

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Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment
#1: Scorecard: Cost per Paratransit Passenger | Cost Per Passenger (Monthly; $) The Cost Per Passenger tracks monthly budgetary expense and divides the total number of Passenger Trips. | Oliver Draper	green	45.00	45.00	FC 5/20/2018: Status changed from Proposed to Green.
Scorecard: Passengers per Paratransit Trip | Passengers per Trip (Monthly; #) Passengers per trip Calculate the total Trips divides by Passenger Trips | Oliver Draper	yellow	1.17	1.17	FC 5/20/2018: Status changed from Proposed to Yellow.
Route Productivity | # Trips per Service Hour (Monthly; #) Trips Per Hour calculates the Passenger Trips divided by Total Revenue Hours. | Oliver Draper	?	1.56	1.56	NP 5/21/2018: Route productivity pass/hr 1.54.

Transit Police

#1: Crime Rate | % Reduction in Serious Crimes over Previous Years (Monthly; %; 5%) | John Joyce	?			NP 4/9/2018: Crime Rate % Reduction in Serious Crimes over Previous Years- Monthly - 5% Overall Serious crime analysis conducted monthly. Target 5% reduction annually For the first three months of 2018, RTA has experienced a 64% reduction in Part 1 Serious Crimes from the same period in 2017. Part 1 crimes consist of Homicide, Robbery, Felonious Assault, Burglary, Larceny / Theft, and Auto Theft. The significant drop is mostly due to a drop in robberies from 15 in 2017 to 1 in 2018. Larceny / Theft have seen a reduction from 26 to 13. Operator Assaults increased from 2 in 2017 to 5 in 2018.
Patrols of Facilities | % Compliance to Patrol Plan (Quarterly; %) | John Joyce	?			NP 4/9/2018: Patrol Plan has been developed based on a three tier system. Tier I requires a continual patrol presence. Tier II requires a patrol check one time per shift. Tier III requires a patrol check one time per day. The TP CAD / RMS will alert TP Dispatch and Officers on their mobile data terminals of locations that require patrols. The Plan will require regular updates based on Special Attention Requests, Crime Trends and Ridership Trends influenced by Special Events. April 1 marks the beginning of the second quarter and TP will be collecting data this month to report compliance with the plan.
Reduce Active Shooter - Killer Risk | % of RTA Employees Trained in Active Shooter (Monthly; $) | John Joyce	?			NP 4/9/2018: 41.59%, (841) of RTA's 2,022 employees have received Active Shooter training during the first three months of 2018.
Fare Enforcement | % Compliance to Patrol Plan (Monthly; %) | John Joyce	?			NP 4/9/2018: It must be noted that such a figure will only be an approximation as the Fare Enforcement Unit is at present unable to check patrons on the trains or exiting the trains at a station.

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Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment

Asset Management

#1: Predictive Maintenance - Hayden and Triskett | % Complete by Fleet (Monthly; %) PMPP is fully implemented at Hayden, and the 2600 series has started at Triskett. Fleet Management has started QA audits on completed PMPP buses at both districts. | Terrance Boylan	`yellow`			TB 4/30/2018: PMPP has been continued at Hayden, and started at Triskett. Team is working on the right place to do the right work.
Standard Times for Planned Work | % Completion (By Year-End) (Monthly; %) Creating a Matrix by fleet, and task to know PM and PMPP times. Matrix has been created and will be reviewed with the districts and Fleet Management | Terrance Boylan	`green`			TB 4/30/2018: Matrix has been created and will be reviewed with the districts and Fleet Management.
Average PM and CM # for Bus Types | % Complete by Bus Type (Monthly; %) Matrix has been created for average number of PMs and CMs by fleet. Working on creating average times for that work | Terrance Boylan	`green`			TB 4/30/2018: matrix has been created for each fleet type. The data will be reviewed with the districts and Fleet Management.
Comprehensive Revenue Vehicle PM Compliance | % Complete by Fleet (Monthly; %) Number has been created and published weekly to the districts. 100% complete | Terrance Boylan	`green`			TB 3/30/2018: Status changed from Proposed to Green.

ITS

#1: Ultramain V9 Upgrade | July Board meeting for funding approval. | Michael Lively	`green`			ML 5/4/2018: Status changed from Proposed to Green.
Radio System Replacement | RTA will receive federal funding in May/June 2018. The equipment upgrade will start Paratransit, Fixed Route and then Rail. Paratransit is scheduled to be complete in late Fall 2018. | Michael Lively	`green`			ML 5/4/2018: Status changed from Proposed to Green.
ICC Modernization | 25% Started Data Collection Overhaul in April 2018. With Surface tablets, SQ Supervisors will become paperless allowing them to complete work in Ultramain, TransitMaster, Hastus. | Michael Lively	`green`			ML 5/4/2018: Status changed from Proposed to Green.
Paratransit Software Upgrade | 15% Complete. 1. Next Day Batching - In Process (must freeze subscriptions to runs), 2. Street Routing - Cost to have Module, 3. Drop-Off Logic - Completed, 4. Archiving Data History - In Process | Michael Lively	`green`			ML 5/4/2018: Status changed from Proposed to Green.

Service Management

#1: Bi-Weekly Operator Expense | Operator Labor Expense Budget (Bi-Weekly; $) | Joel Freilich	?			NP 5/21/2018: No update currently for the month of April.
Absenteeism (Service Management) | # of Quarterly Audits Completed (Monthly; #) | Joel Freilich	?			NP 4/17/2018: Goal was not met but attendance auditing has begun. In dept's largest section, 32 of 36 employees have 5 or fewer occurrences in 12 months, coaching for the other 4 is up to date.

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Plan Item	Measure Description	Resp	Status	Target (A)	Forecast (A)	Progress Comment
Facility Maintenance	% Complete of PMs (Monthly; %)	Joel Freilich	?			NP 5/16/2018: Mail office April 100%, Other Facilities 93%

DGM Office

#1: Communication Plan and Strategy	Monthly Talks at District - Unique and Interesting Topic (Monthly; %)	Mark Rodriguez	?			NP 5/16/2018: TED Talk presentation at Fleet Management on Team Work and Team Building. Panelists included Alex Pellom from the City of Cleveland EOC Manager, and Dr. Caver.
Supervision and Cultural Change	# of Supervisor Coaching Contacts (Monthly; #)	Mark Rodriguez	?			NP 5/16/2018: Ops Directors Collaborative Meeitng to discuss Contracts and Vendor Performance
External/Civic Contact	# of External/Civic Meetings (Monthly; #)	Floun'say Caver	?			NP 5/16/2018: 4/2/18 - Met with Cuyahoga County Health & Human Services to discuss collaborative efforts to provide fare media for low-income individuals. 4/17/18 - Follow up meeting with HHS and Seattle Jobs Initiative to further discuss providing subsidized fare media.

Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment
Mission				
Scorecard: Hire and Retain Employees | Retention rate for all employees, excluding retirements (Quarterly) | Elizabeth Jaszczak	green	88.00	88.00	EJ 10/3/2017: Status changed from Draft to Green.
HR Top Goals				
#1: Compliance Training | # of Compliance trainings provided per year (FMLA, PD, Labor Relations) 2-3 times per year | Scott Ferraro	green			SF 5/17/2018: SF 5/17/2018: 2 labor relations courses held. One scheduled for May 22. 2 Positive Discipline classes held this year. One is scheduled for July. FMLA class developed. 12 classes held. All locations have received at least one FMLA class. One more class scheduled by end of June.
#1: Scorecard: Data Entry Timeliness | Average Days from Receipt to Data Entry (Quarterly) | Kristyn Smith	green	5.00	3.00	KS 5/14/2018: Status changed from Proposed to Green.
Rail Internal and External Compliance | Completion Rate for Rail Compliance Training | Edward Kawecki	green	200.00	200.00	EK 5/16/2018: Conducted 90 instances of CPR/AED/First Aid certifications out of an approximate 200. CPR will be completed prior to conducting remaining requirements training elements.
Bloodborne Pathogens Training | Edward Kawecki				
#1: Scorecard: Bus Internal and External Compliance | Completion Rate for Required Employees (Quarterly) | Sandra Strack	green	381	180	SS 5/17/2018: 160 of the 381 2018 Biennials are complete. 123 of the 128 for the First Quarter are complete. The Over-due Operators are Long term Sick. 37 of the 58 for the Second Quarter are complete.
#1: Scorecard: Recruiting - Time to Fill | Overall Time to Fill (Quarterly; # of Days) | Elizabeth Jaszczak	red	75.00	75.00	DG 1/23/2018: Status changed from Yellow to Red.
#1: Health and Wellness Participation | Employee Participation Rate in Wellness Programs and Preventative Care (Twice per Year) | Rhonda Branche	?			DG 1/30/2018: Status changed from Draft to Proposed.
2018 Vital Few Annual Projects				
Improve efficiency of Manager Self-Service Process | Kristyn Smith	yellow	12/31/18	12/31/18	KS 4/25/2018: Status changed from Proposed to Yellow. Forecast End set to 12/31/2018. Meeting held with IT and other project stakeholders from the HR division to develop a project scope. Meeting to be held this week to define necessary tasks to complete project, responsible parties, and estimated timelines. Will then be able to develop a project charter using this information. This is estimated to be done within the next week.
Improve efficiency of Manager Self-Service Process | Kristyn Smith				
Improve efficiency of recruiting process | Elizabeth Jaszczak	?			

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Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment
Improve efficiency of recruiting process | Elizabeth Jaszczak				
Improve benefits communication | Improve quarterly communication such as reminders, etc. Develop schedule for regular communication | Rhonda Branche	green	6/30/18	6/30/18	RB 5/16/2018: Completed first benefit seminar (Understanding your benefit Plan) May 16, 2018.
Education | Rhonda Branche				

Employment and Recruiting

Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment
#1: Scorecard: Recruiting - Time to Fill | Overall Time to Fill (Quarterly; # of Days) | Elizabeth Jaszczak	red	75.00	75.00	DG 1/23/2018: Status changed from Yellow to Red.
New Hire Retention | 8 month retention rate (Quarterly) | Elizabeth Jaszczak	?			DG 1/30/2018: Status changed from Draft to Proposed.
Scorecard: Overall Promotion Rate | Measurement of percentage of promotions vs. external hires as it relates to our continued commitment to hiring from within. | Elizabeth Jaszczak	green	40.00%	40.00%	EJ 10/3/2017:
Hiring Manager Satisfaction | Non-Bargaining Manager Satisfaction (Transactional Survey) (Twice a Year) | Elizabeth Jaszczak	?			DG 1/30/2018: Status changed from Draft to Proposed.
Improve efficiency of Manager Self-Service Process | Kristyn Smith	yellow	12/31/18	12/31/18	KS 4/25/2018: Status changed from Proposed to Yellow. Forecast End set to 12/31/2018. Meeting held with IT and other project stakeholders from the HR division to develop a project scope. Meeting to be held this week to define necessary tasks to complete project, responsible parties, and estimated timelines. Will then be able to develop a project charter using this information. This is estimated to be done within the next week.
Improve efficiency of Manager Self-Service Process | Kristyn Smith				
Improve efficiency of recruiting process | Elizabeth Jaszczak	?			
Improve efficiency of recruiting process | Elizabeth Jaszczak				
Improve pre-hire testing processes | Elizabeth Jaszczak	?			DG 1/30/2018: Status changed from Draft to Proposed.
Improve pre-hire testing processes | Elizabeth Jaszczak				

Training and Employee Development

Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment
#1: Scorecard: Bus Internal and External Compliance | Completion Rate for Required Employees (Quarterly) | Sandra Strack	green	381	180	SS 5/17/2018: 160 of the 381 2018 Biennials are complete. 123 of the 128 for the First Quarter are complete. The Over-due Operators are Long term Sick. 37 of the 58 for the Second Quarter are complete.

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Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment
Rail Internal and External Compliance | Completion Rate for Rail Compliance Training | Edward Kawecki	green	200.00	200.00	EK 5/16/2018: Conducted 90 instances of CPR/AED/First Aid certifications out of an approximate 200. CPR will be completed prior to conducting remaining requirements training elements.
Bloodborne Pathogens Training | Edward Kawecki				
NFPA Qualification | % Completion of Certification Courses | George Fields	?	98%	98%	EK 5/17/2018: Status changed from Red to Proposed. This training requirement will start in August 2018 and be completed by 12/31/2018.
Improve efficiency of Manager Self-Service Process | Kristyn Smith	yellow	12/31/18	12/31/18	KS 4/25/2018: Status changed from Proposed to Yellow. Forecast End set to 12/31/2018. Meeting held with IT and other project stakeholders from the HR division to develop a project scope. Meeting to be held this week to define necessary tasks to complete project, responsible parties, and estimated timelines. Will then be able to develop a project charter using this information. This is estimated to be done within the next week.
Improve efficiency of Manager Self-Service Process | Kristyn Smith				
Continue implementation of front-line/mid-level leadership training | George Fields	green	12/31/18	12/31/18	GF 5/14/2018: Second session of Labor Relations training completed May 8th with frontline, mid-level, director level managers/supervisors. Next session on May 22nd. Coordinating with EEOC to schedule training during the 2nd quarter of 2018.
Continue implementation of front-line/mid-level leadership training | George Fields				
Parking Lot: Expand stress management training to non-operators	✏️			
Parking Lot: Expand use of video for training and organizational communication	✏️			

Employee and Labor Relations

Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment
#1: Compliance Training | # of Compliance trainings provided per year (FMLA, PD, Labor Relations) 2-3 times per year | Scott Ferraro	green			SF 5/17/2018: SF 5/17/2018: 2 labor relations courses held. One scheduled for May 22. 2 Positive Discipline classes held this year. One is scheduled for July. FMLA class developed. 12 classes held. All locations have received at least one FMLA class. One more class scheduled by end of June.
Unemployment Claims | # of Claims Awarded (Quarterly) | Monique Good	?			
Administer Drug and Alcohol Program | % of FTA Testing Requirements Met (Monthly) (10% for Alcohol; 25% for Drug) (Safety Sensitive Employees)	green	100%	100%	LS 5/17/2018: MaTia processing at this time.
Process Pre-employment on a monthly basis. Ensure all applicants are cleared through Eastside | Lisa Stanko				

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Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment
Improve efficiency of Manager Self-Service Process | Kristyn Smith	yellow	12/31/18	12/31/18	KS 4/25/2018: Status changed from Proposed to Yellow. Forecast End set to 12/31/2018. Meeting held with IT and other project stakeholders from the HR division to develop a project scope. Meeting to be held this week to define necessary tasks to complete project, responsible parties, and estimated timelines. Will then be able to develop a project charter using this information. This is estimated to be done within the next week.
Improve efficiency of Manager Self-Service Process | Kristyn Smith				
Contract Negotiations | Scott Ferraro	yellow	12/31/18	12/31/18	SF 5/17/2018: Negotiations will be held again on June 13, July11 and July 27. Non-economic issues are almost complete. We will begin discussing economic issues on June 13.
Contract Negotiations | Scott Ferraro				
Implement Compliance Training | Scott Ferraro	✔			DG 5/11/2018: Status changed from Proposed to Complete.
Implement Compliance Training | Scott Ferraro				

Benefits Management

Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment
#1: Health and Wellness Participation | Employee Participation Rate in Wellness Programs and Preventative Care (Twice per Year) | Rhonda Branche	?			DG 1/30/2018: Status changed from Draft to Proposed.
Wellness Incentives | % of Employees Achieving Incentive (Twice Per Year) | Rhonda Branche	?			DG 1/30/2018: Status changed from Draft to Proposed.
Operator Biennial Physicals (Lisa Stanko) | % Increase in Two-Year Cards (Twice per Year)	✎			
Improve efficiency of Manager Self-Service Process | Kristyn Smith	yellow	12/31/18	12/31/18	KS 4/25/2018: Status changed from Proposed to Yellow. Forecast End set to 12/31/2018. Meeting held with IT and other project stakeholders from the HR division to develop a project scope. Meeting to be held this week to define necessary tasks to complete project, responsible parties, and estimated timelines. Will then be able to develop a project charter using this information. This is estimated to be done within the next week.
Improve efficiency of Manager Self-Service Process | Kristyn Smith				
Improve benefits communication | Improve quarterly communication such as reminders, etc. Develop schedule for regular communication | Rhonda Branche	green	6/30/18	6/30/18	RB 5/16/2018: Completed first benefit seminar (Understanding your benefit Plan) May 16, 2018.
Education | Rhonda Branche				

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Plan Item	Measure Description	Resp	Status	Target (A)	Forecast (A)	Progress Comment
Support negotiations of updated medical contracts	Rhonda Branche	green	12/31/18	12/31/18	RB 5/16/2018: Provided additional data to negotiation team
Negotiate Updated Medical Contracts	Rhonda Branche				

HRIS

Plan Item	Measure Description	Resp	Status	Target (A)	Forecast (A)	Progress Comment
#1: Scorecard: Data Entry Timeliness | Average Days from Receipt to Data Entry (Quarterly) | Kristyn Smith	green	5.00	3.00	KS 5/14/2018: Status changed from Proposed to Green.
Vacation Pay Outs | Average Time of Pay Out (Days) (Monthly) | Kristyn Smith	yellow	42.00	51.00	KS 5/14/2018: Status changed from Proposed to Yellow. Should be caught up by end of second quarter.
Improve efficiency of Manager Self-Service Process | Kristyn Smith	yellow	12/31/18	12/31/18	KS 4/25/2018: Status changed from Proposed to Yellow. Forecast End set to 12/31/2018. Meeting held with IT and other project stakeholders from the HR division to develop a project scope. Meeting to be held this week to define necessary tasks to complete project, responsible parties, and estimated timelines. Will then be able to develop a project charter using this information. This is estimated to be done within the next week.
Improve efficiency of Manager Self-Service Process | Kristyn Smith				
Implement tracking database | D'Artagnan Glenn	?	12/31/18	12/31/18	DG 3/23/2018: Forecast End set to 12/31/2018.
Implement Tracking Database | Kristyn Smith				
Utilize ACA tax forms in Oracle | Kristyn Smith	?			DG 1/30/2018: Status changed from Draft to Proposed.
Utilize ACA tax forms in Oracle | Kristyn Smith				

Parking Lot

Plan Item	Measure Description	Resp	Status	Target (A)	Forecast (A)	Progress Comment
Data Accuracy | % of Forms Filled Out Correct or Training Side	✎			DG 3/21/2018: Status changed from Proposed to Draft.
Implement bargaining unit performance check-in process | George Fields	?			DG 1/30/2018: Status changed from Draft to Proposed.

Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment

New Items

Improve User Access to Data | Respond to communicated statement that data exists, but can't get to information. Trapeze ADA, Kronos T/A, Giro Hastus BD. | Wes Goodwin	green			

Mission

IT System Health | Overall IT SOGR | Pete Anderson	?			

IT Top Goals

Scorecard: IT SOGR - Applications | IT SOGR - Applications Rating (Quarterly) | Wes Goodwin	green	3.06%	3.00%	WG 4/3/2018: Completed 1Q18 actual
Scorecard: IT SOGR - Infrastructure | SOGR Rating (Quarterly) | Chris Orlando	green			CO 2/13/2018: Measuring quarterly. No report, at this time.
Scorecard: IT SOGR - User Systems | SOGR Rating (Quarterly) | Tim Kirchmeir	green			DG 1/23/2018: Status changed from Proposed to Green.
IT System Uptime | TBD (TBD) | Chris Orlando	?			DG 3/7/2018: Status changed from Draft to Proposed.
Scorecard: Patch Compliant Devices | % of Devices with Critical to Severe Patches Installed (Monthly) | Tim Kirchmeir	green	50.00%	50.00%	TK 4/25/2018: Status changed from Proposed to Green.
Scorecard: IT Major Projects Dashboard | % On Track (Green Traffic Light) (Monthly) | Wes Goodwin	?	90%	90%	DG 3/7/2018: Status changed from Draft to Proposed.
Satisfied with time it took to resolve your issue | Satisfied with the time it took to resolve your issue | Tim Kirchmeir	green	90.00%	90.00%	TK 4/24/2018: Status changed from Proposed to Green.

User Reporting

Improve User Reporting for Hastus BD | Identify and create user defined views in EiS | Wes Goodwin	green	12/31/18	12/31/18	CO 1/4/2018: Forecast End set to 12/31/2018.
Improve User Reporting for Kronos T/A | Identify and create additional user defined views in EiS | Wes Goodwin	green	12/31/18	12/31/18	CO 1/4/2018: Forecast End set to 12/31/2018.
Improve User Reporting for Trapeze Pass | Identify and create user defined views in EiS | Wes Goodwin	green	12/31/18	12/31/18	CO 1/4/2018: Forecast End set to 12/31/2018.

Phone System - Priority 1

Develop phone system implementation plan | Chris Orlando	✔	2/1/15	12/31/16	CO 8/1/2017: Status changed from Green to Complete.
Phone System				
Deployment of Tower City Station | Chris Orlando	✔			CO 8/1/2017: Status changed from Green to Complete.
Deployment of Triskett District | Chris Orlando	✔			CO 8/1/2017: Status changed from Proposed to Complete.

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Plan Item	Measure Description	Resp	Status	Target (A)	Forecast (A)	Progress Comment
Deployment of Hayden District	Chris Orlando	✓	2/1/17	3/31/17	CO 8/1/2017: Status changed from Green to Complete.
Deployment of Chester District	Chris Orlando	✓			CO 8/9/2017: Status changed from Green to Complete.
Deployment of Windermere Station	Chris Orlando	✓	8/31/17	8/31/17	CO 9/27/2017: Status changed from Green to Complete.
Deployment of Central Rail HQ	Chris Orlando	✓	8/31/17	8/31/17	CO 9/27/2017: Status changed from Green to Complete. Rail complex compete.
Deployment of Central Rail Service	Chris Orlando	✓	9/30/17	9/30/17	CO 9/27/2017: Status changed from Green to Complete. Real complex compete. Working on central bus and Woodhill, now, to be followed by stations.
Deployment of Central Rail Maintenance	Chris Orlando	✓	9/30/17	9/30/17	CO 9/27/2017: Status changed from Green to Complete. Rail complex compete.
Deployment of Central Bus Maintenance District	Chris Orlando	✓	9/30/17	10/6/17	CO 10/3/2017: Forecast End changed from 9/30/2017 to 10/6/2017. All but a couple of phones have been deployed at Central Bus. Anticipate completion, during this week.

Network Replacement/Upgrade - Priority 1

Plan Item	Measure Description	Resp	Status	Target (A)	Forecast (A)	Progress Comment
Purchase equipment network replacement/upgrade (in batches)	Chris Orlando	✓	11/15/14	12/31/17	CO 12/5/2017: Status changed from Green to Complete.
Implement equipment for network replacement/upgrade.	Date was changed to 3/31/2018	Chris Orlando	green	1/1/15	6/30/18	PA 4/25/2018: Forecast End changed from 3/31/2018 to 6/30/2018. Awaiting confirmation of funding availability following request to adjust across budget lines
Network core/Data Center Network	Chris Orlando	green	8/1/16	6/30/18	PA 4/25/2018: Forecast End changed from 3/31/2018 to 6/30/2018. Still competing with other urgent projects and confirmation of funds availability. Expect to go to the Board in 3rd Quarter.

Data Center - Priority 1

Plan Item	Measure Description	Resp	Status	Target (A)	Forecast (A)	Progress Comment
Implement server refresh plan	Chris Orlando	✓	4/1/15	9/30/17	CO 9/27/2017: Status changed from Green to Complete. Server refresh is comped. Remaining server initiatives will be done specific to other projects(application upgrades, new system implementations, etc.)
Implement backup and recovery solution	Chris Orlando	yellow	4/1/15	6/30/18	

Mobile Ticketing - Priority 1

Plan Item	Measure Description	Resp	Status	Target (A)	Forecast (A)	Progress Comment
Mobile Ticketing Phase II	Electronic validation (in-station), Eligibility function for U-PASS. Support for additional fares.	Wes Goodwin	green	5/31/18	5/31/18	WG 1/3/2018: Incorporated 1- ride and Paratransit passes. Use of Eligibility function for U-Pass is pending business area decision. Electronic in-station validation is awaiting preview of new devices and then business decision to fund.

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Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment
Vendor Selection and contract award | Board approved 2/21/17. Contract signed by 3/31/17 | Wes Goodwin	✓	9/1/16	2/28/17	WG 8/1/2017: Status changed from Green to Complete. Forecast Start changed from 12/1/2016 to 10/1/2016.
Pilot Program | Original 6 month pilot was extend to cover period between free pilot and contract completion/execution/implementation. | Wes Goodwin	✓	7/1/16	12/31/16	WG 8/1/2017: Status changed from Green to Complete. Forecast End changed from 2/28/2017 to 12/31/2016.

End-user support priorities

Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment
Windows 10 Migration | Migrate existing Windows 7 desktop and laptop devices to Windows 10 operating system. | Tim Kirchmeir	green	6/30/18	6/30/19	CO 1/4/2018: Forecast End changed from 6/30/2018 to 6/30/2019.
Upgrade/Replace Help Desk Tracking Software | Tim Kirchmeir	✓	10/1/14	9/30/17	TK 9/27/2017: All of IT is using the updates system. Additional training conducted on 9/27/2017.
Implement Patch Management Program for PC's | Successful patching for application and Operating Systems for PC's and Laptops. | Tim Kirchmeir	green	3/30/18	6/30/18	TK 4/25/2018: Forecast End changed from 3/30/2018 to 6/30/2018. Working with CO to figure out the patch download issue. Patching is successful and occurring every week as planned. Few hiccups but we are working through it.
Implement IT Asset Management | Tim Kirchmeir	green	9/1/14	9/30/18	TK 1/4/2018: Working with MicroFocus to complete the issue resolution with the system. Full inventory of hardware and software has begun for each device. Gathering statistics, future plans include data analysis to determine next steps.
Implement IT Service Management [% 1st call resolution….] Plan | Tim Kirchmeir	green	6/1/14	12/31/18	TK 1/4/2018: Begin to identify the ITS teams to incorporate into the Service Desk Tool. Need to upgrade the Service Desk to new version. Plan to update software in February 2018. Plans to accelerate after this date.

Governance and Structure - Lower Priority

Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment
Evaluate application security for mission-critical systems. | Anthony Garofoli	✓	9/1/14	2/28/17	DG 9/27/2017: Status changed from Green to Complete.
Identify/deliniate core business and technological responsibilities for each of the top 10 major applications/systems. | Wes Goodwin	✓	12/31/17	12/31/17	TK 11/2/2017: Status changed from Green to Complete.
Develop a plan and implement separation of core business and technological responsibilities | Wes Goodwin	green	3/31/19	3/31/19	WG 1/3/2018: In place for 9 systems: Oracle EBS (Financials, HR and Procurement), Trapeze ADA/CIS, Kronos T/A, Spillman CAD/RMS, Fare Collection (In-Station and On-Board) and Risk Master). Completion/Implementation to commence for 3 major systems: Giro Hastus, Trapeze Transit Master and Ultramain. Focus is on back-office security and access for both non-IT staff and vendor.

Cyber Security - High Priority

Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment
Improve Cyber Security Posture of The Authority | Complete cyber security review of critical systems;review and solidify on-/off-boarding procedures re: system access; baseline end-user security awareness; establish security awareness training progra | Chris Orlando	green			CO 2/13/2018: Status changed from Proposed to Green.

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Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment
Establish security awareness training program for employees | Chris Orlando	green			CO 2/13/2018: Status changed from Proposed to Green.
Establish baseline of end-user security awareness | Chris Orlando	green			CO 2/13/2018: Status changed from Proposed to Green.
Review and document on-/off-boarding procedures re: system access | Working with HR and others to review, baseline and then improve this process | Chris Orlando	?			CO 1/23/2018: Status changed from Draft to Proposed.
Complete cyber security review of critical systems | Chris Orlando	green			CO 2/13/2018: Status changed from Proposed to Green.

Parking Lot

Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment
Cyber Security Posture | TBD	✏			DG 3/7/2018: Status changed from Proposed to Draft.
Scorecard: Major Project Completion | Parking Lot	✏			DG 3/7/2018: Status changed from Proposed to Draft.

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Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment

Mission

Financial Management - Sustainability and Stability | Maintaining a balanced budget - What's a good variance to be at? | Tom Raguz 🖉

Ongoing Goals

Plan Item | Measure Description | Resp	Status	Target (A)	Forecast (A)	Progress Comment
Sustainability | Lean Scorecard Rating of Sustainability Program Implementation | Kari Solomon	yellow	3.30	3.20	KS 4/26/2018: Using Option year of existing contract with Intertek to re-certify CBMF under the 2015 standards. Need to establish a short project to bring CBMF within compliance by July. Initial dates proposed by Intertek for audit are in June.
Technology | Development of New Tools or Using What We Have First (even understanding what we have available) or Resource Consumption or Identification of Cost Drivers or Education | Larry Ferrell	green			LF 2/23/2018: Developed and published survey. Currently analyzing results.
IT VFO TIMELINE | Larry Ferrell				
Operating Forecasting | Growing Revenue and Managing Expenses (More than 1% of previous year, Sales Tax, Use Tax, +/- 5% of Revenue above Expenses, Same as Passenger); Develop Standardization of Long-Term Financial Forecast | Kay Sutula	green			KS 4/24/2018: Status changed from Draft to Green.
Capital Forecasting | Standardization of Capital Forecast; Urge Simplification of Process; Concerns with efficiency in managing the process; Goal is to be able to project the capital needs and align with deb service, etc. | Carolyn Young	🖉			
Performance Management | Financial forecast; Projects Completed by Phase or Measurement of overall project success (ROI, Achievement of Milestones); Setup to account for system shocks of budget reductions | Kay Sutula	yellow			AD 4/27/2018: Status changed from Draft to Yellow.

2018 Department Budgets Tab

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
- 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

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
- 67 – Office of Management & Budget
- 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
- Department Overview
- Priorities for 2018
- Key Performance Indicators
- Budget Highlights
- Staffing Highlights
- Organizational Chart

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2018 TABLE OF ORGANIZATION

BOARD OF TRUSTEES

INTERNAL AUDIT
Anthony Garofoli

EXECUTIVE
CEO, GENERAL MANAGER/
SECRETARY-TREASURER
Joseph Calabrese

MARKETING &
COMMUNICATIONS
Stephen Bitto

OFFICE OF MGMT.
& BUDGET
Tom Raguz

INFORMATION
TECHNOLOGY
Peter Anderson

OPERATIONS DIVISION *Dr. Floun'say Caver*	FINANCE & ADMINISTRATION DIVISION *Rajan Gautam*	ENGINEERING & PROJECT MANAGEMENT DIVISION *Michael Schipper*	LEGAL AFFAIRS DIVISION *Sheryl King Benford*	HUMAN RESOURCES DIVISION *George Fields (Acting)*
TRANSIT POLICE *John Joyce*	OFFICE OF BUSINESS DEVELOPMENT *Steven Sims*	PROJECT SUPPORT *Michael Schipper*	SAFETY *Richard Czeck*	HUMAN RESOURCES *Elizabeth Jaszczak*
SERVICE MANAGEMENT *Joel Freilich*	ACCOUNTING *Rajan Gautam*	PROGRAMMING & PLANNING *Maribeth Feke*	LEGAL *Sheryl King Benford*	LABOR & EMPLOYEE RELATIONS *Scott Ferraro*
SERVICE QUALITY MANAGEMENT *Anthony Richardson (Acting)*	SUPPORT SERVICES *Carmen Davis (Acting)*	ENGINEERING & PROJECT DEVELOPMENT *Joseph Shaffer*	RISK MANAGEMENT *Judy Lincoln*	TRAINING & EMPLOYEE DEVELOPMENT *George Fields*
ASSET & CONFIG. MGMT. *Terrence Boylan*	PROCUREMENT *Melinda Dangelo*			
FLEET MANAGEMENT *Daniel Dietrich (Acting)*	REVENUE *Scott Uhas*			
INTELLIGENT TRANSP. SYSTEMS *Michael Lively*				
DISTRICT MANAGEMENT *Oliver Draper* *Sean Thompson* *Nicholas Biggar* *Catherine Eaton*				

DIV:	1 - OPERATIONS	2016	2017	2018 ORIGINAL	2018 AMEND.	2019	2020	2021	2022
DEPT #	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
31	PARATRANSIT DISTRICT	22,231,531.32	23,421,328.36	23,626,974.47	23,091,750.82	23,268,348.97	23,481,912.75	23,595,324.64	23,751,267.69
32	RAIL DISTRICT	37,354,565.90	37,357,178.17	39,279,644.92	38,759,834.39	38,915,325.69	39,388,596.68	39,424,254.78	39,574,268.89
33	ASSET AND CONFIGURATION MANAGEMENT	1,776,020.62	1,879,023.68	2,074,541.92	2,048,766.92	2,084,188.91	2,135,500.42	2,113,088.92	2,126,238.14
34	TRANSIT POLICE	12,696,227.04	12,954,354.94	13,960,542.32	13,927,017.10	13,788,539.69	13,994,378.13	13,989,046.36	14,030,700.44
35	SERVICE MANAGEMENT	5,665,654.21	5,794,054.21	6,301,031.61	6,237,057.21	6,179,354.41	6,296,597.52	6,266,075.01	6,291,453.01
38	SERVICE QUALITY MANAGEMENT	7,007,649.53	6,751,297.05	6,870,581.12	7,000,546.04	6,984,157.50	7,226,719.65	7,041,207.56	7,060,574.97
39	FLEET MANAGEMENT	40,662,272.52	39,414,674.27	40,651,467.52	38,117,374.18	38,668,960.75	38,825,315.28	38,854,093.22	38,869,796.26
43	PASS THRU	135,639.22	$257,108.06	$324,503.00	$934,503.00	$0.00	$0.00	$0.00	$0.00
46	HAYDEN DISTRICT	42,939,986.47	43,623,488.39	44,635,718.43	43,891,347.07	43,182,832.93	43,239,825.30	43,325,483.04	43,534,398.96
49	TRISKETT DISTRICT	32,424,123.10	32,905,616.79	33,845,932.24	33,347,333.31	33,039,934.73	33,157,041.45	33,164,699.81	33,340,659.15
58	INTELLIGENT TRANSPORTATION SYSTEMS	603,820.94	1,005,271.10	974,857.47	939,757.47	956,081.28	978,495.72	967,942.64	977,846.08
	DIVISION TOTALS	203,497,490.87	205,363,395.02	212,545,795.03	208,295,287.52	207,067,724.87	208,724,382.88	208,741,215.98	209,557,203.58

DIV:	2 - FINANCE AND ADMINISTRATION	2016	2017	2018 ORIGINAL	2018 AMEND.	2019	2020	2021	2022
DEPT #	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
10	OFFICE OF BUSINESS DEVELOPMENT	658,472.48	518,629.94	351,367.76	349,392.76	351,060.23	712,197.45	353,955.27	355,435.44
60	ACCOUNTING	2,424,948.13	2,435,482.88	2,931,809.81	2,919,416.88	2,970,586.11	3,073,018.24	3,007,199.74	3,038,669.74
61	INFORMATION TECHNOLOGY	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
62	SUPPORT SERVICES	973,755.94	981,948.35	977,732.23	957,405.09	971,578.80	999,816.38	998,811.20	1,011,466.85
64	PROCUREMENT	1,612,961.68	1,644,235.68	1,612,852.73	1,632,816.80	1,639,391.03	1,691,324.79	1,653,832.44	1,672,304.51
65	REVENUE	2,138,471.64	2,098,185.64	2,232,560.91	2,211,656.68	2,253,259.62	2,311,970.88	2,281,256.32	2,293,210.97
	DIVISION TOTALS	7,808,609.87	7,678,482.49	8,106,323.44	8,070,688.21	8,185,875.80	8,788,327.73	8,295,054.98	8,371,087.51

DIV:	3 - ENGINEERING & PROJECT MANAGEMENT	2016	2017	2018 ORIGINAL	2018 AMEND.	2019	2020	2021	2022
DEPT #	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
55	PROJECT SUPPORT	359,136.26	355,750.22	370,761.75	368,727.15	365,445.29	375,684.64	367,448.32	371,576.00
57	PROGRAMMING & PLANNING	748,652.54	752,006.95	953,614.00	944,714.00	947,863.28	963,672.71	954,272.00	960,489.28
80	ENGINEERING & PROJECT DEVELOPMENT	2,108,755.48	2,196,493.62	2,211,106.20	2,193,606.20	2,202,975.11	2,272,761.18	2,222,070.57	2,231,800.66
	DIVISION TOTALS	3,216,544.28	3,304,250.79	3,535,481.95	3,507,047.35	3,516,283.69	3,612,118.53	3,543,790.89	3,563,865.94

DIV:	4 - LEGAL AFFAIRS	2016	2017	2018 ORIGINAL	2018 AMEND.	2019	2020	2021	2022
DEPT #	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
15	SAFETY	970,453.95	921,368.12	1,006,786.81	999,136.81	1,012,018.64	1,042,561.47	1,038,393.45	1,052,435.59
21	LEGAL	3,869,491.32	4,107,112.27	4,264,809.93	4,174,288.00	4,263,239.23	4,343,145.24	4,329,599.51	4,385,438.30
22	RISK MANAGEMENT	3,835,520.67	3,628,513.67	4,497,610.09	4,379,452.22	4,522,825.72	4,550,965.79	4,572,988.38	4,600,167.45
	DIVISION TOTALS	8,675,465.94	8,656,994.06	9,769,206.83	9,552,877.03	9,798,083.58	9,936,672.50	9,940,981.33	10,038,041.34

DIV:	5 - HUMAN RESOURCES	2016	2017	2018 ORIGINAL	2018 AMEND.	2019	2020	2021	2022
DEPT #	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
14	HUMAN RESOURCES	1,483,454.70	1,781,539.14	2,201,695.29	2,115,970.29	2,136,121.91	2,188,370.83	2,153,911.92	2,162,995.16
18	LABOR RELATIONS	818,725.27	1,030,487.39	1,323,705.46	1,221,841.71	1,270,431.47	1,308,558.55	1,339,578.07	1,365,892.29
30	TRAINING & EMPLOYEE DEVELOPMENT	3,122,328.98	3,305,504.80	3,603,886.01	3,384,617.44	3,405,673.41	3,505,913.62	3,434,750.66	3,447,391.14
	DIVISION TOTALS	5,424,508.95	6,117,531.33	7,129,286.76	6,722,429.43	6,812,226.79	7,002,843.00	6,928,240.66	6,976,278.60

DIV:	6 - EXECUTIVE	2016	2017	2018 ORIGINAL	2018 AMEND.	2019	2020	2021	2022
DEPT #	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
12	EXECUTIVE	865,467.23	947,566.96	1,120,012.84	1,120,012.84	1,125,586.76	1,154,274.56	1,135,702.37	1,140,860.48
16	SECRETARY/TREAS. - BOARD OF TRUSTEES	330,895.88	272,629.42	275,243.30	274,743.30	280,356.49	285,438.34	282,542.78	283,756.59
19	INTERNAL AUDIT	569,466.84	907,378.91	928,618.14	898,618.14	902,266.29	937,844.60	918,112.23	927,254.07
53	MARKETING & COMMUNICATIONS	3,238,443.04	3,216,936.02	3,286,155.85	3,285,414.95	3,294,474.24	3,390,661.52	3,358,688.77	3,407,646.88
61	INFORMATION TECHNOLOGY	7,219,626.36	6,124,260.42	7,371,023.79	6,606,195.77	6,778,656.07	6,986,467.68	6,967,840.30	7,022,247.08
67	OFFICE OF MANAGEMENT & BUDGET	5,122,164.19	5,129,511.53	5,592,579.12	5,632,693.58	5,587,409.74	5,620,796.68	5,598,646.78	5,604,353.41
99	FUND TRANSFERS	31,959,621.53	47,347,036.00	40,477,479.00	33,477,479.00	33,069,767.00	31,977,558.00	39,980,890.00	40,076,585.00
	DIVISION TOTALS	49,305,685.07	63,945,319.26	59,051,112.03	51,295,157.57	51,038,516.56	50,353,041.39	58,242,423.23	58,462,703.51

Division	Dept #	Department Name	2015 Budget	2016 Budget	2017 Budget	2018 Original Budget	2018 Amended Budget	Change 2018 Amended vs. 2018 Original	Change 2018 Amended vs. 2017
1 - OPERATIONS DIVISION									
	31	Paratransit District	183.0	181.0	181.0	**180.5**	**180.5**	-	(0.50)
	32	Rail District	370.0	369.0	373.0	**380.0**	**380.0**	-	7.00
	33	Asset & Configuration Management	12.0	12.0	12.0	**12.0**	**12.0**	-	-
	34	Transit Police	155.0	155.0	155.0	**155.0**	**155.0**	-	-
	35	Service Management	67.0	60.0	60.0	**62.5**	**62.5**	-	2.50
	38	Service Quality Management	69.0	69.0	68.0	**69.0**	**69.0**	-	1.00
	39	Fleet Management	167.0	181.0	181.0	**182.0**	**182.0**	-	1.00
	46	Hayden District	611.5	613.3	576.5	**565.5**	**565.5**	-	(11.00)
	49	Triskett District	429.0	428.3	431.0	**431.5**	**431.5**	-	0.50
	58	Intelligent Transportation Systems	-	8.0	8.0	**8.0**	**8.0**	-	-
		Total	**2,063.5**	**2,076.6**	**2,045.5**	**2,046.0**	**2,046.0**	**-**	**0.50**
2 - FINANCE & ADMINISTRATION DIVISION									
	10	Office of Business Development	4.0	4.0	4.0	**4.0**	**4.0**	-	-
	60	Accounting Department	27.0	27.0	27.0	**27.0**	**27.0**	-	-
	62	Support Services Department	7.0	7.0	7.0	**7.0**	**7.0**	-	-
	64	Procurement Department	16.0	16.0	16.0	**16.0**	**16.0**	-	-
	65	Revenue Department	18.0	18.0	18.0	**18.0**	**18.0**	-	-
		Total	**72.0**	**72.0**	**72.0**	**72.0**	**72.0**	**-**	**-**
3 - ENGINEERING & PROJECT MANAGEMENT DIVISION									
	55	Project Support Department	4.0	4.0	4.0	**4.0**	**4.0**	-	-
	57	Programming & Planning	4.0	4.0	4.0	**4.0**	**4.0**	-	-
	80	Engineering & Project Development	19.0	20.0	20.0	**20.0**	**20.0**	-	-
		Total	**27.0**	**28.0**	**28.0**	**28.0**	**28.0**	**-**	**-**
4 - LEGAL AFFAIRS DIVISION									
	15	Safety Department	7.5	7.5	7.8	**7.8**	**7.8**	-	-
	21	Legal Department	24.0	24.0	24.0	**24.0**	**24.0**	-	-
	22	Risk Management Department	8.8	8.8	8.8	**8.0**	**8.0**	-	(0.75)
		Total	**40.3**	**40.3**	**40.5**	**39.8**	**39.8**	**-**	**(0.75)**
5 - HUMAN RESOURCES DIVISION									
	14	Human Resources Department	17.0	17.0	17.0	**18.0**	**18.0**	-	1.00
	18	Labor & Employee Relations Department	6.0	6.0	6.0	**6.0**	**6.0**	-	-
	30	Training & EmployeeDevelopment Department	26.0	28.0	28.0	**27.0**	**27.0**	-	(1.00)
		Total	**49.0**	**51.0**	**51.0**	**51.0**	**51.0**	**-**	**-**
6 - EXECUTIVE DIVISION									
	12	Executive Department	4.0	5.0	5.0	**6.0**	**6.0**	-	1.00
	16	Secretary/Treasurer - BOT Department	11.0	11.0	11.0	**11.0**	**11.0**	-	-
	19	Internal Audit Department	7.0	7.0	7.0	**8.0**	**8.0**	-	1.00
	53	Marketing & Communications Department	29.0	30.0	30.0	**28.8**	**28.8**	-	(1.25)
	61	Information Technology Department	32.0	31.0	32.0	**32.0**	**32.0**	-	-
	67	Office of Management & Budget	10.0	10.0	10.0	**10.0**	**10.0**	-	-
		Total	**93.0**	**94.0**	**95.0**	**95.8**	**95.8**	**-**	**0.75**
		GRAND TOTAL	**2,344.8**	**2,361.9**	**2,332.0**	**2,332.5**	**2,332.5**	**-**	**0.5**

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2018 Operations Division - TAB

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.

2017 ACCOMPLISHMENTS

- Continued focus on the goals established for the TEAM initiatives.
- Implemented Predictive Maintenance Program at Hayden.
- Implemented the Preventative Maintenance Program for the D-2600 Fleet.
- Launched MetroHealth Line.
- Initiated commuter vanpool program.
- Instituted new Fare Enforcement deployment strategies resulting in a significant increase in revenue collected on the HealthLine.
- Successfully hosted and conducted an Active Shooter Drill at the Triskett RTS and District in conjunction with national and local law enforcement partners.
- Developed and implemented the Service Quality Coaching Initiative between Service Quality Supervisors and Operators.
- Initiated, developed, and implemented the Service Quality Ambassador Program to mentor new operators.
- Developed and implemented a new Brand Management Meeting program.
- Started the Restoration Forward Program.
- Completed HRV Overhaul Project under budget (over $800,000).
- Completed major track work and repairs between W. 98th and W. 38th on the Red Line with minimal inconvenience to riders.
- Implementation of 2016 Asset Management Plan.
- Validated all Standard Operating Procedures are in compliance with ODOT, Internal Audit, and Safety.
- Completed Authority-wide asset validation.
- Commuter Alert software replaced with the functionality within TransitMaster to supply service notifications and route/headway/block adjustments.
- Profiled Automated Passenger Counters to ensure each counter is operational and reporting accurate ridership information.
- Developed GenFare reports to provide predictive maintenance measures, identify failing parts, and limit fraud potential.
- All Red Line Stations equipped with Public Address systems with visual and audio communication.
- Implemented Supervisor Observation Reports (SOR/SAR) within Hastus to replace unsupported Access database.

- Communication Plan and Strategy to improve communication between Management and Employees.
- Supervision and Cultural Change to increase the number of coaching contacts between supervisors and operators to ensure continued safe and reliable transportation services.
- Increased contact with external civic organizations and businesses to create partnerships to develop opportunities to help the greater Cleveland community.
- Safety Assurance: Develop audits to mitigate safety risks and foster a culture of safety.
- Training: Ensure all employees have proper training for job requirements, recertification, management skills, communication, and customer service.
- Budget: Continue to monitor budget to reduce operator expense and overtime pay.
- Rail Preventative Maintenance: Ensure all preventative maintenance requirements are performed on time (Rail Equipment, Power & Way, Rail Facilities).
- Bus Predictive Maintenance Program: Continue to develop, implement, and enhance the Predictive Maintenance Program to improve MBSI, lower costs, and keep vehicles in a state of good repair.
- Quality Assurance Program: Implement a Quality Assurance Program to ensure all maintenance work is up to standards and being performed on schedule.
- Develop standardized times for planned work.
- Monitor comprehensive revenue vehicle Preventative Maintenance compliance.
- Report on average number of Preventative Maintenance and Corrective Maintenance performed by bus types.
- Monitor completed Preventative Maintenance for Facilities Maintenance.
- Continue transfer of Power & Way Store Management to Inventory, noting milestones as completed.
- Preventable Accidents: Continue to track preventable accidents on a monthly basis and develop an action plan to reduce the number of preventable accidents.
- Completion of Go Pro Project by end of year to help reduce the number of preventable collisions.
- Customer Complains: Reduce response time to customer complaints and have each complaint closed within five (5) days.
- Absenteeism: Continue to track numbers of absences and monitor any patterns in an effort to reduce absenteeism to less than 5%.
- Paratransit to work on improving the following metrics: Cost per Passenger; Passengers per Trip; Driver/Trip Productivity; and Route Productivity.
- Transit Police to mitigate active shooter risk through continued training for all GCRTA employees.
- Transit Police to monitor and reduce crime rate with a goal of 5%.
- Transit Police to patrol GCRTA facilities in accordance with the established Patrol Plan.
- Transit Police will continue increased fare enforcement in accordance with established Patrol Plan.
- Ultramain V9 upgrade completed.
- Begin Radio System Replacement Project.
- Continue ICC Modernization Project.
- Veeder Root Software Upgrade.

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

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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

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

2017 ACCOMPLISHMENTS

- Achieved over six million trip requests without denial
- Increased online bookings to 10%
- Maintained better than 90% total on-time performance
- Continued preparations to begin Medicaid service
- Increased non-revenue PM compliance by 11%
- Maintained a State of Good Repair

2018 PRIORITIES

- Adhere to Company Mission, Vision and Values
- Create efficiencies to manage growth/demand for services.
- Pilot use of 3rd party providers (Lyft) for supplemental Paratransit services.
- Implement technological solutions for enhanced communications for all providers.
- Implement BODD/Medicaid service

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501100	Operators' Labor	5,016,169	5,016,169	4,689,000	4,796,368
501110	Overtime - Operators	873,525	1,161,120	500,000	500,000
501200	Hourly Employees Payroll	2,688,560	2,614,630	2,746,107	2,823,835
501210	Overtime - Hourly Employees	199,631	225,506	190,000	190,000
501300	Labor - Salaried Employees	1,013,260	1,033,410	1,021,745	1,032,896
501310	Overtime - Salaried Employees	49,789	54,538	50,000	50,000
502000	Fringe Benefits	3,516,048	3,822,870	3,833,612	3,877,367
502071	W. C. - Injuries & Damages	1,034.45	494.94	0	0
503000	Services	27,129	25,818	30,000	30,000
503042	Vendor In-House Service (Napa)	186,868	209,015	150,000	150,000
503052	Other Maintenance Contracts	54,723	55,428	77,600	67,600
504000	Material & Supplies	8,342	8,277	43,580	18,580
504031	Gasoline - Storage Tanks	422	491	2,500	550
504032	Propane Fuel	26,000	188,634	100,000	50,000
504081	Vendor In-House Parts (Napa)	432,708	413,181	300,000	300,000
508020	Purchased Transportation - Suburban	8,135,055	8,535,738	9,874,045	9,199,045
509000	Miscellaneous Expenses	2,759	3,396	8,450	4,775
509022	Meals & Concessions	0	0	100	100
512000	Leases & Rentals	-490	0	1,235	0
Total		22,231,532	23,421,328	23,626,974	23,091,751

Grade	Job Name	2015	2016	2017	2018
01	0137 Paratransit Operator	109.0	109.0	109.0	109.0
	0138 Paratransit Operator	9.0	9.0	9.0	9.0
	0141 Janitor	3.0	3.0	3.0	3.0
03	0347 Hostler	2.0	2.0	2.0	2.0
	0348 Hostler	2.0	2.0	2.0	1.5
04	0442 Equipment Servicer	3.0	4.0	4.0	1.0
	0447 Equipment Maintainer (non-revenue vehicle)	6.0	5.0	5.0	7.0
	0447 Equipment Maintainer (revenue vehicle)	8.0	8.0	8.0	9.0
	0457 Paratransit Reservations Operator	14.0	14.0	14.0	14.0
	0458 Maintainer	2.0	2.0	2.0	2.0
05	0535 Heating/Ac Mechanic	1.0	1.0	1.0	1.0
	0541 Equipment Body Mechanic	1.0	1.0	1.0	1.0
	0543 Equipment Electrician	1.0	1.0	1.0	1.0
	0548 Maintenance Technician	1.0	1.0	1.0	1.0
	0549 Maintenance Leader	1.0	1.0	1.0	1.0
	0554 Paratransit Group Leader	2.0	2.0	2.0	2.0
	0554 Paratransit Group Leader	1.0	1.0	1.0	1.0
	0557 Dispatcher Paratransit	7.0	7.0	7.0	7.0
	0588 Material Handler Leader	2.0	0.0	0.0	0.0
25	1085 District Business Analyst	1.0	1.0	1.0	1.0
26	1069 Asst Equip Manager	2.0	2.0	2.0	2.0
28	0761 Manager Facilities	1.0	1.0	1.0	1.0
	0851 Manager Equipment	1.0	1.0	1.0	1.0
	1084 Assistant Manager	1.0	1.0	1.0	1.0
29	0786 Manager Transportation	1.0	1.0	1.0	1.0
30	0777 District Director	1.0	1.0	1.0	1.0
Total		**183.0**	**181.0**	**181.0**	**180.5**
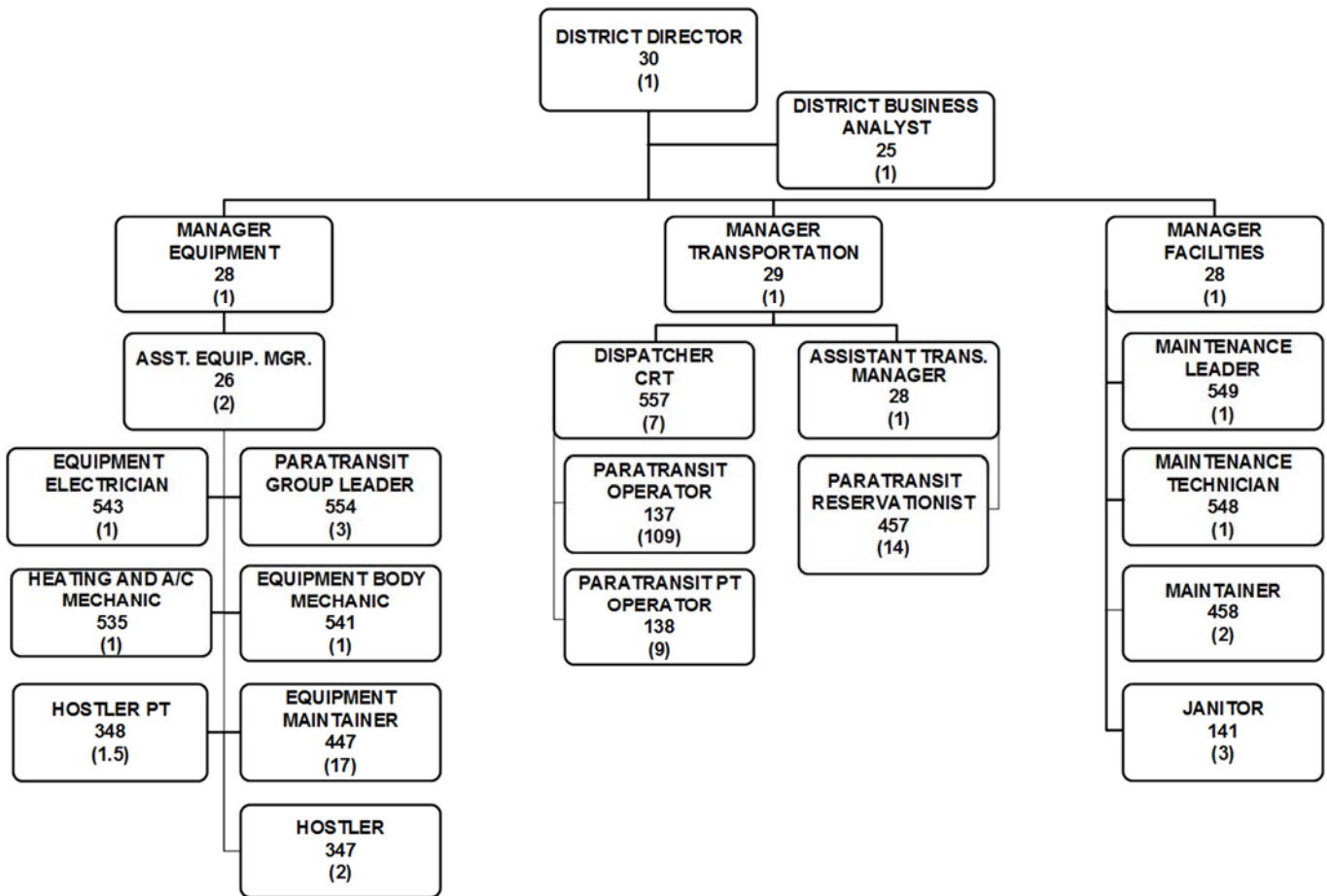
RAIL DISTRICT

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, track infrastructure, 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.

2017   ACCOMPLISHMENTS

District Wide 2017 Accomplishments

- Provided Service from Brookpark Yard during the 28-Day Red Line Shutdown
- Operational Performance: Established Rail Operations Forum with Service Quality
- Updated and Issued 2017 Rail Operations Rule Book and Standard Operating Procedures
- Closed 45 ODOT Corrective Action Plans

Rail Transportation 2017 Accomplishments

- Enhanced Rail Operator Attendance and Performance Monitoring
- Improved Operator Staffing Levels
- Continue to Partner with Service Quality to Monitor and Enhance On-Time Performance

Power & Way 2017 Accomplishments

- Supported Engineering Projects and Studies
- Installed 2732 Railroad Crossties (Improved State of Good Repair and OTP)
- Removed 14 Speed Restrictions (Improved State of Good Repair and OTP)
- Replaced 832' of Rail (Improved State of Good Repair and OTP)
- Upgraded Four Tab Section Insulators (~50% Complete)
- Installed Additional Yard OCS Sections
- Upgraded Signal System NX Boards with LED Lights
- Repaired all Mainline Switches

Rail Equipment 2017 Accomplishments

- Completed 4 Light Rail Vehicle Floor Upgrades
- Issued IFB on materials needed for Light Rail Vehicle Roof Upgrade
- Completed Implementation of the Tour-Guard System for Vehicle Servicers
- Completed 7 Light Rail Vehicle Pre-exciter Upgrades (~20% Complete)
- Completed 30 Heavy Rail Vehicle Microprocessor Upgrades (~75% Complete)
- Implemented Pull-in Rail Vehicle Washes
- Begun Remodel of Unit Rebuild Shop (Motor Oven, Work Benches, Storage, and Process)

Rail Facilities 2017 Accomplishments

- Completed Implementation of the Tour-Guard System for Janitorial Staff

- Upgraded West 98th Station Platform, Bus Canopy, Station Interior to LED Lighting
- Upgraded East 116th Station Platform to LED Lighting
- Upgrade Windermere Station Parking Lot to LED Lighting
- Completed Replacement of West 3rd Station Ticket Booths
- Repaired Station Interior Flooring at West 117th
- Completed Restoration Forward Projects at Brook Park, West 25th, West 65th, West 98th, and West 117th
- Completed Rebuild of two CRMF Rail Vehicle Lifts

2018 PRIORITIES

District Wide 2018 Priorities

- Update and Issue 2018 Rail Operations Rule Book and Standard Operating Procedures
- ODOT Corrective Action Plans

Rail Transportation 2018 Priorities

- Continue to Manage Rail Operator Staffing to Optimal Level
- Continue Rail Operator Attendance and Performance Monitoring
- Implement the Operator Mentoring Program
- Continue to Partner with Service Quality to Monitor and Enhance On-Time Performance

Power & Way 2018 Priorities

- Install 2000 Railroad Crossties and 250 Switch Crossties
- Continue to Support Engineering Projects and Studies
- Begin Work on Recommendations resulting from the Overhead Catenary System Assessment
- Rehab East 55th Yard (Rail, Crossties, and Switches)
- Implement 5 Year Cable Plan
- Complete LED Upgrade
- Replace Snow Melter Boxes System Wide

Rail Equipment 2018 Priorities

- Continue upgrade of Light Rail Vehicle Floors and Rooves
- Continue Light Rail Vehicle Pre-exciter Upgrades
- Begin Predictive Maintenance on Rail Vehicle Traction Motors
- Explore Purchase of Rail Vehicle Sand Filling System
- Continue Remodel of Unit Rebuild Shop (Motor Oven, Work Benches, Storage, and Process)

Rail Facilities 2018 Priorities

- Complete rebuild last two CRMF Rail Vehicle Lifts
- Restoration Forward: Windermere Station and East Side Red Line Locations
- Plan and Start Rebuild of CRMF Body Hoist
- Replace South Harbor Station Ticket Booth

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501100	Rail Operators' Labor	4,445,971	4,548,188	4,631,961	4,517,665
501110	Overtime - Rail Operators	1,158,740	992,739	900,000	900,000
501200	Hourly Employees Payroll	12,154,008	12,083,239	12,667,425	12,823,280
501210	Overtime - Hourly Employees	1,749,509	1,758,878	1,500,000	1,500,000
501300	Labor - Salaried Employees	2,330,606	2,414,874	2,839,659	2,772,199
501310	Overtime - Salaried Employees	189,989	230,910	214,000	214,000
502000	Fringe Benefits	7,677,759	8,267,660	8,848,200	8,831,125
502071	W. C. - INJURIES & DAMAGES	3,382	1,146	0	0
503000	Services	549,474	320,331	316,000	291,000
503052	Other Maintenance Contracts	2,675,525	2,196,599	3,112,000	2,706,457
504000	Material & Supplies	809,0323	950,538	693,100	670,100
504090	Tires & Tubes	6	0	3,000	500
505010	Propulsion Power	3,316,340	3,007,821	3,124,000	3,124,000
505020	Water	(373)	0.00	2,000	1,000
505021	Electricity	256,072	429,621	368,000	368,000
509000	Miscellaneous Expenses	38,376	43,392	59,500	40,200
509022	Meals & Concessions	149	579	800	309
512000	Leases & Rentals	0	110,611	0	0
Total		**37,354,566**	**37,357,178**	**39,279,645**	**38,759,835**

RAIL DISTRICT STAFFING

Grade	Job Name	2015	2016	2017	2018
01	0141 Janitor	24.0	24.0	24.0	24.0
	0152 Laborer	17.0	17.0	17.0	17.0
03	0301 Administrative Assistant	1.0	1.0	1.0	1.0
	0337 Station Attendant	8.0	8.0	8.0	8.0
	0341 Janitor Leader	2.0	2.0	2.0	2.0
	0346 Vehicle Servicer	15.0	15.0	15.0	15.0
	0352 Laborer	15.0	15.0	15.0	15.0
	0358 Maintenance Helper	4.0	4.0	4.0	4.0
04	0437 Operator	77.0	81.0	85.0	91.0
	0438 Operator	9.0	9.0	9.0	9.0
	0442 Equipment Servicer	6.0	6.0	6.0	5.0
	0446 Body Mechanic	12.0	10.0	10.0	9.0
	0447 Equipment Maintainer	24.0	24.0	24.0	22.0
	0448 Substation Maintainer	4.0	4.0	4.0	4.0
	0450 Signal Maintainer	12.0	12.0	12.0	12.0
	0452 Track Maintainer	7.0	7.0	7.0	7.0
	0453 Line Maintainer	7.0	7.0	7.0	7.0
	0458 Maintainer	8.0	8.0	8.0	8.0
	0485 Mat Handler/Stock Clerk	3.0	0.0	0.0	0.0
05	0521 Rail Equip Body Mechanic	2.0	2.0	1.0	1.0
	0522 Rail Equip Electrician	7.0	7.0	7.0	7.0
	0523 Rail Equipment Mechanic	4.0	4.0	4.0	5.0
	0524 Rail Brake Mechanic	2.0	2.0	2.0	3.0
	0525 Rail Machinist	1.0	1.0	1.0	1.0
	0548 Maintenance Technician	7.0	7.0	7.0	6.0
	0549 Maintenance Leader	3.0	3.0	3.0	3.0
	0550 Signal Maint Technician	7.0	7.0	7.0	7.0
	0552 Special Equip Op/Mechanic	3.0	3.0	3.0	3.0
	0553 Rail Ac Mechanic	4.0	4.0	4.0	5.0
	0567 Motor Repair Leader	2.0	2.0	2.0	2.0
	0577 Dispatcher	5.0	5.0	5.0	5.0
	0588 Material Handler Leader	1.0	0.0	0.0	0.0
	0589 Power & Way Stock Clerk	2.0	2.0	2.0	2.0
06	0615 Fiber Optic Technician	2.0	2.0	2.0	1.0
	0616 Lead Fiber Optic Technician (new)	0.0	0.0	0.0	1.0
	0623 Asst Supervisor Rail Shop	7.0	7.0	7.0	7.0
	0624 Electronics Technician	3.0	3.0	3.0	3.0
	0637 Staff Assistant	1.0	1.0	1.0	1.0
	0646 Crew Chief	0.0	0.0	1.0	1.0
	0648 Substation Maintainer	10.0	10.0	10.0	10.0
	0650 Signal Technician	7.0	7.0	7.0	7.0
	0651 Lead Signal Technician	2.0	2.0	2.0	2.0

	0652 Asst Supervisor Track	1.0	1.0	1.0	2.0
	0653 Line Maintainer	8.0	8.0	8.0	8.0
	0654 Special Equip Op/Mech Ldr	1.0	1.0	1.0	1.0
	0698 Lead Substn Maintainer	1.0	1.0	1.0	1.0
22	0721 Secretary I	1.0	1.0	1.0	1.0
25	1085 District Business Analyst	1.0	1.0	1.0	1.0
26	0799 Supv Rail Station Fac	2.0	2.0	2.0	2.0
	0900 Janitor Supervisor	1.0	1.0	1.0	1.0
27	0762 Supervisor - Power & Way	4.0	4.0	4.0	4.0
	1178 Equipment Administrator	1.0	1.0	1.0	1.0
	1252 Supervisor Rail Shop	2.0	2.0	2.0	2.0
	1260 Rail Assurance Manager	0.0	0.0	0.0	1.0
28	0761 Manager Facilities	1.0	1.0	1.0	1.0
	1234 Supervisor Signals	1.0	1.0	1.0	1.0
	1239 Supervisor Overhead	0.0	0.0	0.0	0.0
	1239 Supervisor Traction Power	1.0	1.0	1.0	1.0
	1249 Supervisor Rail Traffic	1.0	1.0	1.0	2.0
	1273 Supervisor Track And Stru.	1.0	1.0	1.0	1.0
29	0786 Manager Transportation	1.0	1.0	1.0	1.0
	0792 Manager Rail Equipment	1.0	1.0	1.0	1.0
	1526 Manager Power & Way	1.0	1.0	1.0	1.0
	1610 Assistant Director	0.0	1.0	1.0	1.0
	1705 Assistant Equipment Manager	1.0	1.0	1.0	1.0
30	0777 District Director	1.0	1.0	1.0	1.0
Total		**370.0**	**369.0**	**373.0**	**380.0**

DISTRICT DIRECTOR
30
(1)

ASSISTANT DIRECTOR
29
(1)

DISTRICT BUSINESS ANALYST
25
(1)

ASSURANCE MANAGER
27
(1)

SECRETARY I
22
(1)

MANAGER TRANSPORTATION
29
(1)

SUPERVISOR RAIL TRAFFIC
28
(2)

DISPATCHER (RAIL)
577
(5)

OPERATOR
437
(91)

OPERATOR (PART-TIME)
438
(9)

STATION ATTENDANT
337
(8)

MANAGER FACILITIES
28
(1)

SUPV. - RAIL STATION FAC.
26
(2)

MAINTENANCE LEADER
549
(3)

MAINTENANCE TECHNICIAN
548
(6)

MAINTAINER
458
(8)

MAINTENANCE HELPER
358
(4)

JANITOR SUPERVISOR
26
(1)

JANITOR LEADER
341
(2)

JANITOR
141
(24)

MANAGER POWER, & WAY
29
(1)

POWER & WAY STOCK CLERKS
589
(2)

ADMINISTRATIVE ASSISTANT
301
(1)

SUPV. TRACK & STRUCTURES
28
(1)

SPEC. EQUIP. OPR./ MECH. LDR.
654
(1)

SPEC. EQUIP. OPR./ MECHANIC
552
(3)

ASSISTANT SUPV. TRACK
652
(2)

TRACK MAINTAINER
452
(7)

LABORER
352
(15)

LABORER
152
(7)

SUPERVISOR SIGNALS
28
(1)

LEAD SIGNAL TECHNICIAN
651
(2)

SIGNAL TECHNICIAN
650
(7)

SIGNAL MAINT. TECHNICIAN
550
(7)

SIGNAL MAINTAINER
450
(12)

LABORER
152
(6)

SUPERVISOR TRACTION POWER
28
(1)

SUPERVISOR POWER & WAY
27
(4)

LEAD SUBSTN. MAINTAINER
698
(1)

SUBSTN. MAINTAINER
648
(10)

SUBSTN. MAINTAINER
448
(4)

LEAD FIBER OPTIC TECHNICIAN
616
(1)

FIBER OPTIC TECHNICIAN
615
(1)

LINE MAINTAINER
653
(8)

LINE MAINTAINER
453
(7)

LABORER
152
(2)

MANAGER RAIL EQUIPMENT
29
(1)

ASSISTANT EQUIPMENT MANAGER
27
(1)

ASST. SUPVSR. RAIL SHOP
623
(7)

MOTOR REPAIR LEADER
567
(2)

RAIL MACHINIST
525
(1)

RAIL EQUIP. MECHANIC
523
(5)

RAIL EQUIP. BODY MECH.
521
(1)

BODY MECHANIC
446
(9)

VEHICLE SERVICER
346
(15)

RAIL A/C MECHANIC
553
(5)

RAIL BRAKE MECHANIC
524
(3)

RAIL EQUIP. ELECTRICIAN
522
(7)

EQUIPMENT MAINTAINER
447
(22)

EQUIPMENT SERVICER
442
(5)

LABORER
152
(2)

SUPERVISOR RAIL SHOP
27
(2)

EQUIPMENT ADMINR.-RAIL
27
(1)

STAFF ASSISTANT
637
(1)

CREW CHIEF
646
(1)

ELECTRONICS TECHNICIAN
624
(3)

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 2016-18 Strategic Plan. These include implementing the Predictive Maintenance Program and Implementing the Top Priorities for Sate 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.

2017 ACCOMPLISHMENTS

- Implemented the 2016 Asset Management Plan
- Continued to improve the cost effectiveness and efficiency in maintaining assets throughout the Authority.
- Implemented Predictive Maintenance Program at Hayden for the 28/29/33/3400 fleets
- Used asset validation information in reporting to FTA/NTD
- Ensured all assets are tracked and maintained utilizing our asset management database system (Ultramain)
- Validated all Standard Operating Procedures are in compliance with ODOT, Internal Audit, and Safety.
- Developed a comprehensive baseline containing SOGR Ratings including assets maintained in Ultramain.
- Develop a process using the Schedule 23 forms from engineering to help create the SOGR backlog
- Reported at TranitStat the updates on Predictive Maintenance for Hayden, Triskett, and Electronic Repair
- Supported employee training and development programs.
- Continued to revise all Configuration models pertaining to Fleet, Facilities, and Power and Way in Ultramain.
- Developed appropriate preventive maintenance programs and monitor compliance based on Asset Management Standards. Reports are sent out monthly to the districts
- Continued to build all maintenance inspections based off manufactures specifications.

- Completed all VFO initiatives developed for 2016. (Top Priorities for SOGR.)
- Created weekly dashboards for the rolling stock districts (revenue)
- Completed asset validation – Authority wide

2018 PRIORITIES

- Implement the 2018 Asset Management Plan
- Continue to improve the cost effectiveness and efficiency in maintaining assets throughout the Authority.
- Implement Predictive Maintenance Program at Triskett.
- Create a priority matrix for determining which assets need to be replaced in what order
- Use asset validation information in reporting to FTA/NTD
- Ensure all assets are tracked and maintained utilizing our asset management database system (Ultramain)
- Implement a new Asset Management software
- Create a backlog number for the SOGR of facilities using the Schedule 23 form that engineering uses.
- Support employee training and development programs.
- Continue to revise all Configuration models pertaining to Fleet, Facilities, and Power and Way in Ultramain.
- Report to all districts the PM compliance of their assets
- Continue building all maintenance inspections based off manufactures specifications.
- Remove the W 98th escalator
- Continue working with vendors to replace damaged elevator floors.
- Realign department for better management of all assets at all locations

- Work with OMB to create a process for using % useful life. SOGR, and % slow zones for the CIP
- Complete the Transit Asset Management (TAM) plan by October 2018

ASSET & CONFIGURATION MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501200	Hourly Employees Payroll	20	0	0	0
501300	Labor Salaried Employees	674,038	830,575	794,124	794,124
501310	Overtime Salaried Employees	0	0	0	0
502000	Fringe Benefits	92,379	121,965	291,393	291,393
503000	Services	271,867	(3,853)	0	0
503052	Other Maintenance Contracts	794,719	919,150	983,000	960,000
504000	Materials & Supplies	4,567	6,657	1,200	1,200
504050	Office Supplies	0	0	0	0
509000	Miscellaneous Expenses	1,297	4,530	4,325	1,800
509020	Travel, Training & Conferences	0	0	0	0
509022	Meals & Concessions	0	0	500	250
512000	Leases & Rentals	0	0	0	0
Total		**1,838,886**	**1,879,024**	**2,074,542**	**2,048,767**

ASSET & CONFIGURATION MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
26	Facilities Maintenance Planner	6	6	6	6
	Equipment Maintenance Planner	4	4	4	4
27	Configuration Management Fleet Engineer	1	1	1	1
29	Manager of Asset & Configuration Management	1	1	1	1
	Total	**12**	**12**	**12**	**12**
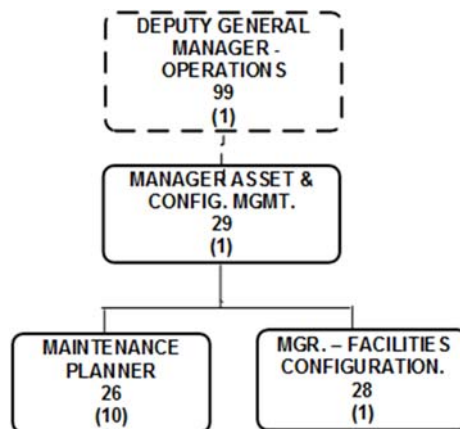
TRANSIT POLICE DEPARTMENT

MISSION STATEMENT

The mission of the Greater Cleveland Regional Transit Authority (GCRTA) Transit Police Department 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.

2017 ACCOMPLISHMENTS

- Completed move of Fare Enforcement Unit from Transit Police Headquarters to Tower City
- Instituted new Fare Enforcement deployment strategies, as a result of a Cleveland Municipal Court ruling
- Decreased overall Part 1 crime rates and Operator assaults for 3rd consecutive year
- Worked with Human Resources to convert (2) Security Technician to (2) Security Systems Specialist positions
- Hosted and conducted a successful Active Shooter Drill at the Triskett Station and District with national and local law enforcement partners

2018 PRIORITIES

- Continue downward trend of crime rate
- Conduct patrols of GCRTA's facilities regularly and systematically using ridership and risk assessment data
- Continue to conduct Fare Enforcement through application of resources, ridership data, and fare evasion rate
- Reduce the risk from active shooter by training all GCRTA employees and conducting mini-drills
- Continue Transit Police's CALEA accreditation efforts
- Begin replacing the Department's stock of hand-held portable radios

TRANSIT POLICE DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501200	Hourly Employees Payroll	7,856,955	7,798,323	8,357,776	8,348,014
501210	Overtime - Hourly Employees	592,109	478,474	450,000	450,000
501300	Labor - Salaried Employees	822,149	989,294	1,038,557	1,043,057
501310	Overtime - Salaried Employees	3	157	0	0
502000	Fringe Benefits	3,106,293	3,345,737	3,680,188	3,679,176
502071	W/C – Injuries and Damages	8,683	10,121	0	0
503000	Services	132,824	84,056	55,250	53,250
503052	Other Maintenance Contracts	0	72,577	183,400	177,400
504000	Material & Supplies	116,204	126,699	129,350	119,350
506000	Casualty & Liability Costs	6,400	6,200	6,400	6,400
509000	Miscellaneous Expenses	44,696	32,140	49,350	42,950
509022	Meals & Concessions	42	422	400	50
512000	Leases & Rentals	9,870	10,157	9,871	7,371
Total		**12,696,227**	**12,954,355**	**13,960,542**	**13,927,017**

TRANSIT POLICE DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
01	0139 Security Officer	1.0	1.0	1.0	1.0
02	0239 Dispatcher Transit Police	9.0	9.0	9.0	9.0
04	0440 Transit Police Officer	84.0	84.0	84.0	84.0
	0440 Transit Police Fare Enforcement Officer	15.0	20.0	20.0	20.0
	0454 PT Transit Police Fare Enforcement Officer	15.0	10.0	10.0	10.0
05	0540 Transit Police Sergeant	18.0	17.0	17.0	17.0
23	0725 Executive Secretary	1.0	1.0	1.0	1.0
	1079 Security Technician	2.0	2.0	2.0	2.0
25	1085 District Business Analyst	1.0	1.0	1.0	1.0
26	1665 Security Systems Specialist	2.0	2.0	2.0	2.0
27	1060 Lieutenant	4.0	3.0	3.0	3.0
28	0840 Manager Security Systems	1.0	1.0	1.0	1.0
29	1356 Deputy Director Transit Police	1.0	0.0	0.0	0.0
	1248 Commander	0.0	3.0	3.0	3.0
30	1511 Director Security/Chief of Police	1.0	1.0	1.0	1.0
Total		**155.0**	**155.0**	**155.0**	**155.0**
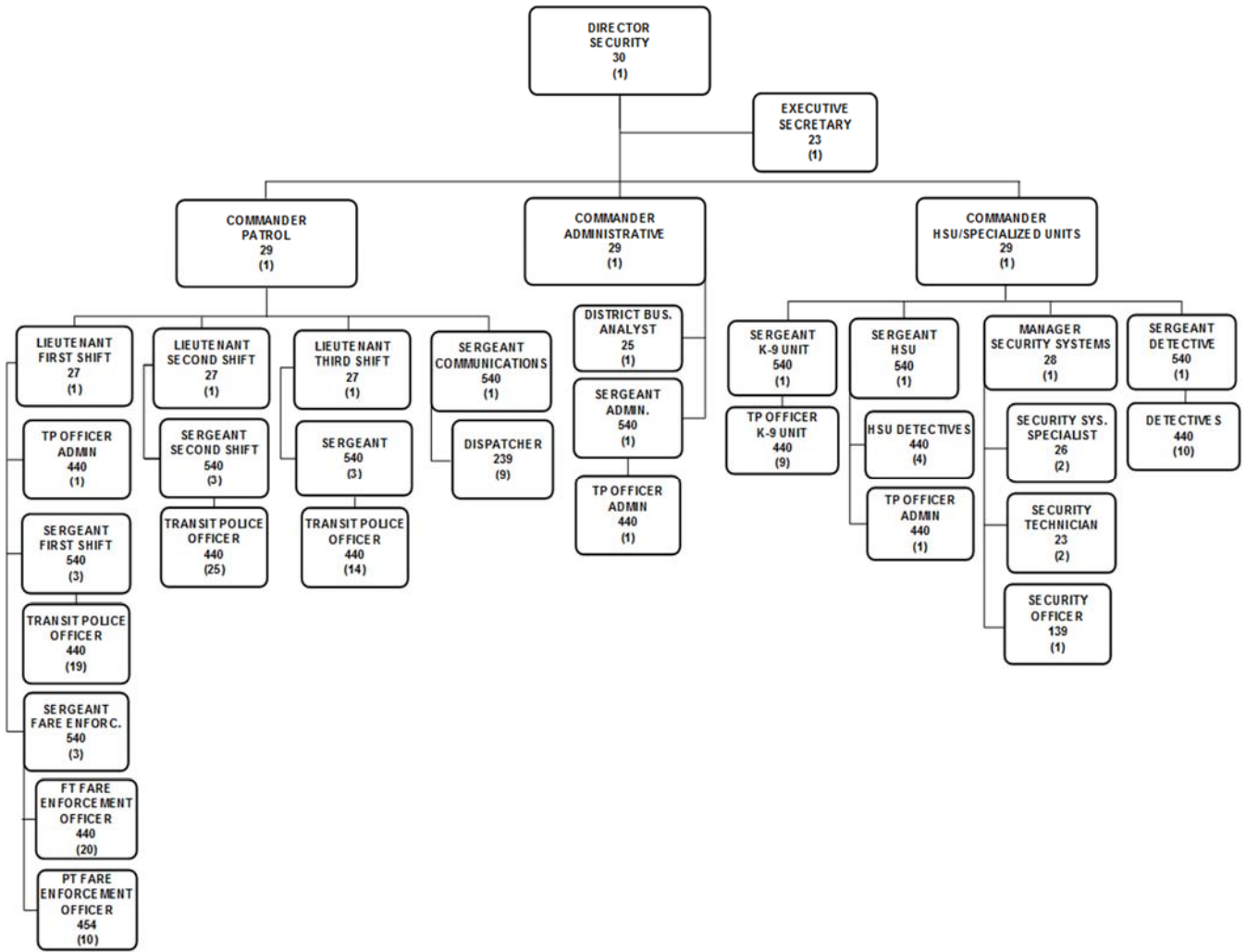
SERVICE MANAGEMENT DEPARTMENT

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, and effective service for passengers. The department also provides centralized facility maintenance services for the Authority and manages the signage and shelter programs.

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 and Service Planning provide valuable service information used by Service Quality and Marketing & Communications to deliver services. Service levels and Route Performance are impacted by Ridership, Customer Satisfaction, and vehicle reliability data such as On-Time Performance and Miles between Service Interruptions; Scorecard Measures identified in the Strategic Plan.

2017 ACCOMPLISHMENTS

- Improved the cost-effectiveness of fixed-route service to meet budget goals.
- Returned bus service to the Superior Busway inside Public Square.
- Successfully planned replacement bus service for several partial rail system shutdowns to support construction.
- Improved safety & spacing of bus stops and installed more informative bus stop signs.
- Initiated a new commuter vanpool program.
- Prepared for launch of the MetroHealth Line.
- Addressed numerous maintenance issues and met preventative maintenance goals.

2018 PRIORITIES

- Implement the 2018 Service Management Plan.
- Recommend a service reduction program that might be needed to address revenue shortfalls.
- Adjust service as needed for construction projects and major special events.
- Continue to improve the cost effectiveness and efficiency of service.
- Continue to assess bus stops for safety and spacing and continue to replace bus stop signs with the new design.
- Continue to focus on customer communications.
- Continue maintenance and cleaning of all assigned properties including Brooklyn, Harvard, Southgate, and bus loops & comfort facilities.
- Continue maintenance and cleaning of passenger shelters as well as Cleveland State Line stations and the HealthLine. Pay special attention to the newly branded MetroHealth Line.
- Continue emphasis on preventive maintenance programs and monitor compliance.
- Identify and implement workflow and operating efficiencies.
- Support energy conservation and sustainability initiatives.
- Support employee training and development programs.

SERVICE MANAGEMENT DEPARTMENT BUDGET

Obj. Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501200	Hourly Employees Payroll	1,924,325	1,923,673	2,277,827	2,313,150
501210	Overtime – Hourly Employees	105,163	104,211	80,000	80,000
501300	Labor – Salaried Employees	1,533,299	1,434,011	1,247,181	1,247,297
501310	Overtime – Salaried Employees	3,041	109	2,900	2,900
502000	Fringe Benefits	1,324,305	1,374,212	1,420,879	1,434,128
502071	W/C –Injuries and Damages to Employees	635	0	0	0
503000	Services	106,849	89,620	87,400	87,400
503052	Other Maintenance Contracts	432,036	631,760	758,570	686,070
503130	Maintenance- Main Office	(25,981)	0	0	0
504000	Materials & Supplies	255,282	198,488	375,350	339,350
508024	Purchased Transportation –Vanpool (2016 to present)	0.00	35,495	35,000	35,000
509000	Miscellaneous Expenses	6,315	2,476	14,925	10,763
509022	Meals & Concessions	386	0	1,000	1,000
512000	Leases & Rentals	0	0	0	0
	Total:	**5,665,655**	**5,794,055**	**6,301,032**	**6,237,058**

SERVICE MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2014	2015	2016	2017	2018
01	9942 Service Management Intern	1.0	1.0	1.0	1.0	1.0
	0141 Janitor	4.0	4.0	4.0	4.0	4.0
	0152 Laborer	15.0	15.0	15.0	15.0	16.0
	1676 Mobile Clean Ambassador	0.0	0.0	0.0	0.0	1.0
	1677 Mobile Clean Ambassador	0.0	0.0	0.0	0.0	1.5
03	0318 Planning Secretary	1.0	1.0	1.0	1.0	1.0
	0338 Service Monitor	8.0	6.0	6.0	6.0	6.0
	0341 Janitor Leader	1.0	1.0	1.0	1.0	2.0
	0358 Maintenance Helper	2.0	2.0	2.0	2.0	2.0
	03XX Sign Shop Helper	0.0	0.0	0.0	0.0	1.0
04	0401 Secretary	1.0	1.0	1.0	1.0	1.0
	0447 Equipment Maintainer	0.0	0.0	0.0	0.0	0.0
	0458 Maintainer	7.0	7.0	7.0	7.0	6.0
	0460 Stop Sign Maintainer	2.0	2.0	2.0	2.0	2.0
05	0530 Schedule Analyst	2.0	2.0	2.0	2.0	2.0
	0548 Maintenance Technician	1.0	1.0	1.0	1.0	1.0
	0549 Maintenance Leader	1.0	1.0	1.0	1.0	1.0
	0563 Chief Service Monitor	1.0	1.0	1.0	1.0	1.0
	0577 Dispatcher	1.0	1.0	0.0	0.0	0.0
	0599 Sign Shop Leader	1.0	1.0	1.0	1.0	1.0

	1962 Dispatch Analyst	1.0	1.0	0.0	0.0	0.0
25	0836 Mobility Specialist	2.0	0.0	0.0	0.0	0.0
	1085 District Business Analyst	1.0	1.0	0.0	0.0	0.0
	1740 Service Management Analyst	0.0	1.0	1.0	1.0	1.0
26	0793 Scheduling Section Group Leader	1.0	1.0	1.0	1.0	1.0
	0837 Maintenance Planner	4.0	0.0	0.0	0.0	0.0
	0881 Systems Admin CITME	1.0	1.0	0.0	0.0	0.0
	0887 Transportation Data Analyst	1.0	1.0	0.0	0.0	0.0
	1691 ITS Specialist	2.0	2.0	0.0	0.0	0.0
	0900 Supv Janitorial Service	1.0	1.0	1.0	1.0	1.0
	1274 Planner III	3.0	3.0	3.0	3.0	3.0
	1625 Performance Leader Ops	0.0	0.0	0.0	0.0	0.0
27	0867 Bus Shltr/Grg Maint Supv	1.0	1.0	1.0	1.0	1.0
	0838 Planning Team Leader	0.0	1.0	1.0	1.0	1.0
28	0854 Mgr Oper Analysis/Res/Sys	1.0	1.0	0.0	0.0	0.0
	1346 Mgr Service Planning	1.0	1.0	1.0	1.0	1.0
	1436 Manager Scheduling	1.0	1.0	1.0	1.0	1.0
	1695 Manager Facilities Configuration	1.0	0.0	0.0	0.0	0.0
29	0791 Mgr Central Facilities	1.0	1.0	1.0	1.0	1.0
	1621 Asst. Dir – Service Mgmt	1.0	0.0	0.0	0.0	0.0
30	0775 Director	1.0	1.0	1.0	1.0	1.0
Total		**67.0**	**60.0**	**60.0**	**62.5**	**63.5**
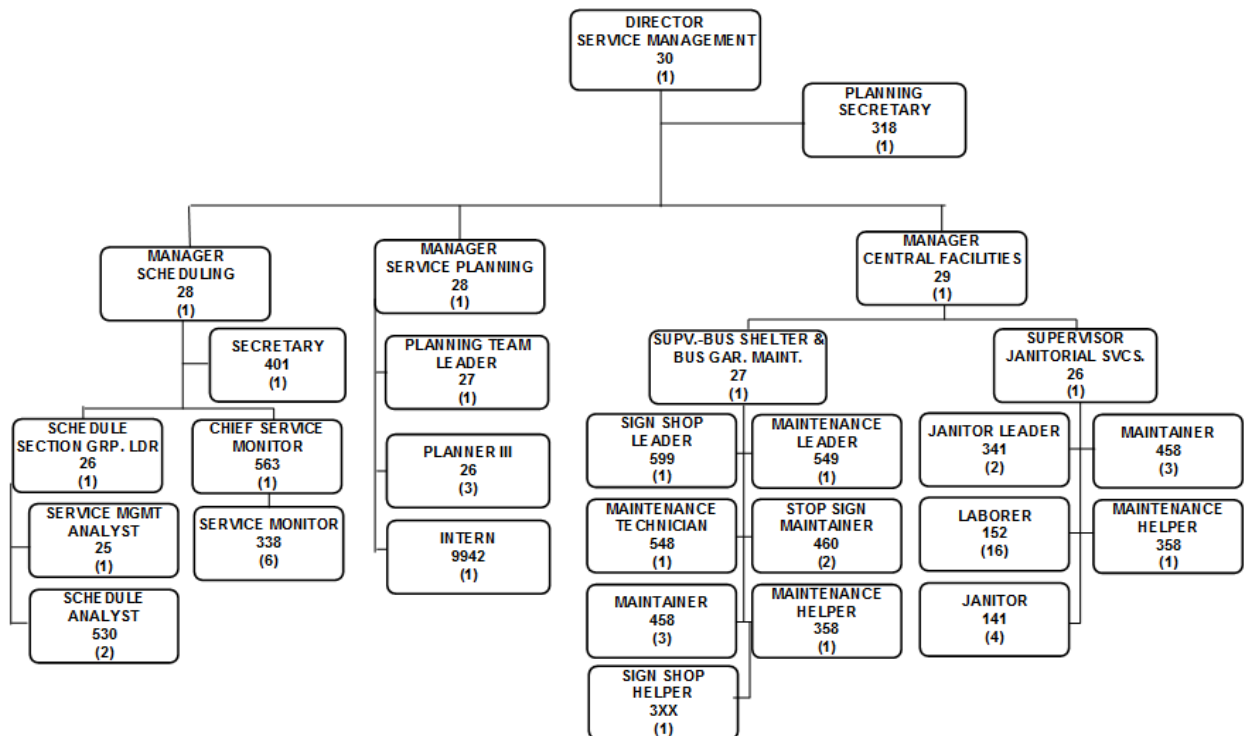
SERVICE QUALITY MANAGEMENT

The Service Quality 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.

2017 ACCOMPLISHMENTS

- Increased overall system OTP by 10% from November 2016 to November 2017 through the efforts of the ICC Modernization team members.
- Enhanced internal communications among team members by holding monthly SQ Management Team and Supervisors meetings.
- Development and implementation of the Service Quality Coaching Initiative between SQ Supervisors and Operators.
- Initiated, developed and implemented the SQ Ambassador Program for new operators.
- Implemented and facilitated the "Decision Making Campaign". The campaign consisted of five different real live scenarios that included question and answer rounds, along with exercises that required SQ personnel to know and understand RTA's ridership performance data, and how that information impacts their decision making process.
- Developed a 2017/18 Winter Service Management Plan.
- Implemented the creation of Notices in TransitMaster for posting on the Transit App to inform customers of issues effecting their commute via bus or train.
- Updated and revised the GCRTA Lost & Found Policy.
- Completed the ICC furniture and carpeting remodeling project.
- Hired an Office Manager.
- Started the Restoration Forward program.
- Completed system wide test of the Paladin System at all of the Red Line stations.
- Participated and assisted in the development and implementation of the new Brand Management Meetings program.
- SQ team members actively participated in city and community events throughout Cuyahoga County.
- Presented the RTA Brand presentation at the Quarterly Management Meeting.
- Participated in the RTA Management Development Program Intern (MDPI) with Garretson Oester.
- Successfully serviced our train and bus customers during the four week Red Line shutdown.

2018 PRIORITIES

- Continued focus on the goals established for the TEAM Initiatives.
- Continued efforts for improving on-time service delivery.
- Continued focus on improving internal communications.
- Continued focus on improving accountability throughout the Service Quality Department.
- Continue developing and implementing a certification program for all position classifications in SQ.
- Continue using the Paladin System. This system allows for an audio and digital message directly sent from the ICC to the Red Line rail platforms.

- Continue to use the newly added features in TransitMaster to inform customers of delays, detours, service replacements, elevator/escalator service issues and service changes via the Transit App.
- Continue implementing the Strategic and Tactical Plans on the modernization of the ICC with applicable ITS systems. The Plan includes implementation of the systems currently owned by the Authority, including: incident management and reporting, customer communications, service management, dynamic route planning, operator performance management and dashboards.
- Continue text messaging for operators to reduce voice radio traffic (Rail).
- Continue to support and participate in the TransitStat program.
- Continue to support Brand Management activities.
- Develop and disseminate 2018/19 Winter Service Plan.

SERVICE QUALITY MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501200	Hourly Employees Payroll	0	35,635	0	0
501210	Overtime – Hourly Employees	0	0	0	0
501300	Labor Salaried Employees	4,513,584	4,341,324	4,498,503	4,587,779
501310	Overtime Salaried Employees	652,835	483,236	567,503	567,883
502000	Fringe Benefits	1,834,857	1,876,715	1,801,946	1,842,834
502071	W/C – Injuries & Damages	885	902	0	0
503000	Services	2,000	250	500	500
503052	Other Maintenance Contracts	(1,824)	(665)	0	0
504000	Materials & Supplies	3,359	5,676	800	700
509000	Miscellaneous Expenses	1,853	8,084	1,000	900
509022	Meals & Concessions	0	141	0	0
Total		7,007,650	6,751,297	6,870,581	7,000,546

SERVICE QUALITY MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
5	0574 Service Quality Supervisor	7.0	7.0	7.0	7.0
	0576 Service Quality Supervisor	7.0	7.0	8.0	8.0
6	0634 Service Quality Supervisor II	9.0	9.0	7.0	7.0
	0635 Supervisor Tower Control	12.0	12.0	12.0	12.0
	0636 Supervisor Cross Trained	11.0	11.0	13.0	13.0
25	1675 Office Manager	1.0	1.0	1.0	1.0
26	1137 Central Communications Specialist	4.0	4.0	4.0	4.0
	1135 Communications Specialist	1.0	1.0	1.0	1.0
	1625 Performance Leader Ops	1.0	0.0	0.0	0.0
27	1147 Service Quality Coordinator	10.0	10.0	10.0	10.0
28	0890 Manager of Service Quality	5.0	5.0	5.0	5.0
30	Director of Service Quality	1.0	1.0	1.0	1.0
Total		69.0	68.0	69.0	69.0
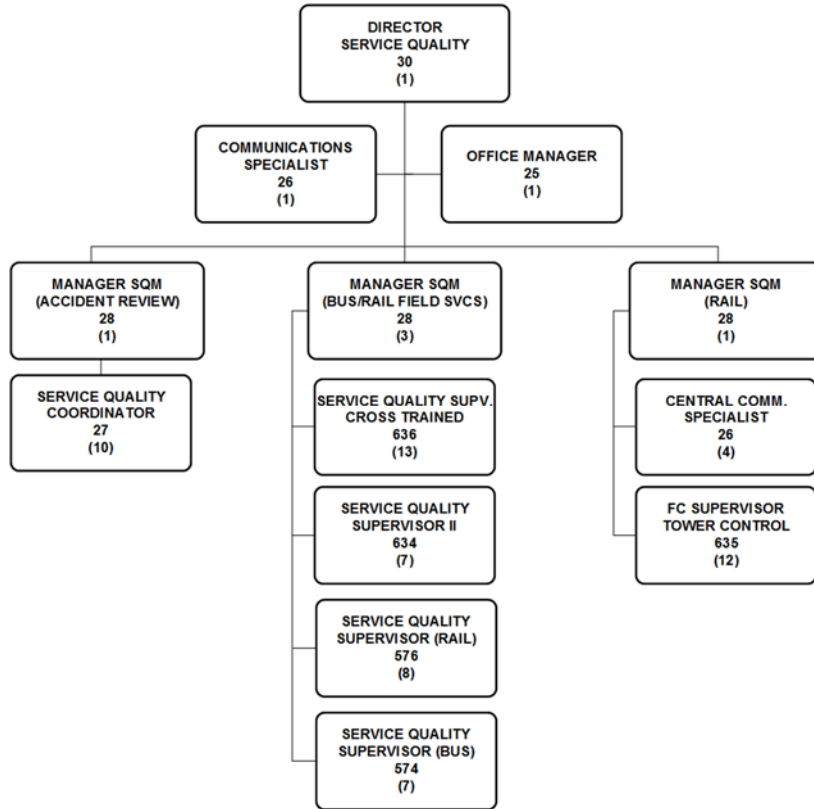
FLEET MANAGEMENT DISTRICT

MISSION STATEMENT

The Fleet Management District provides management support for the maintenance of the Authority's bus fleet. Its primary objective is to provide sufficient, safe, operable, clean, and attractive buses to meet the Authority's scheduled service requirements by maintaining and repairing vehicles 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 asset management strategies that ensure the Operations Division meets or exceed performance with Preventative Maintenance Compliance, Predictive Maintenance implementation, and Miles between Service Interruptions.

2017 ACCOMPLISHMENTS

- Successfully planned and executed the 2017 Inventory budget while achieving a 96% service level.
- Initiated safety program to identify and correct potential safety issues in all store room locations.
- Began 5S organization of upper level stock room at Rail Equipment
- Managed fuel level reporting and daily fuel orders to vendors during an enhancement of existing Veeder Root equipment.
- Improved the end of month fuel reporting using Fleetwatch.
- Set up on-line fuel ordering through our vendor's site, using our RTA part numbers for the first time, thereby streamlining ordering and simplifying the billing process.
- Successfully lowered the price and extended the contract for C-Frames, saving over $25,000 for 2018.
- Supported the Predictive Maintenance Program (PMP) implementation at all districts.
- Installation of new Emergency Generator capable of powering facility at full operational capacity
- Installation of new Air Breathing System for body shop
- Facilities PM Maintenance On-Time Compliance of 90%
- Designed, operationally tested, and installed new state-of-the-art head mechanisms in all Tower City Light Rail and Heavy Rail Turnstiles.
- Implemented conditions based maintenance on GFI farebox product line.
- Developed predictive maintenance plan on Conduent TVM/CSK/PMRE fare collection system.
- Tested and installed radio, farebox, Apollo camera, and drivecam systems on 29 40' revenue Gillig buses.
- Warranty Recovery expected to end 2017 at $250,000.
- QA item inspections expected to end 2017 at 335.
- Manage Problem Identification/Corrective Action (PICA) program (41 submitted in 2017).
- Inspected, received and successfully prepped 42 Gillig (40' CNG & Diesel) buses, including the MetroHealth Line, for revenue service. All 20 MetroHealth Buses ready for service by Dec. 7 ribbon cutting.
- Inspected and received 24 Paratransit buses.
- Developed and kicked off Quality Assurance program for 2600/2800 NABI PMP program.
- Developed RFP Specification for the Rail Car Evaluation Engineering/Consultant service
- Disposed of 54 decommissioned buses and 2 NRV's on govdeals.com.
- 45 Engine rebuild/installs completed for New Flyer, MCI and NABI fleets
- Rail Line Car Engine rebuilt and installed

- Initiate dedicated 2600/2800 PMP work at CBM to keep project moving forward.
- Expand Quality Assurance program to other PMP fleets and other specific repair tasks.
- Incorporate Power & Way inventory parts and material into Supply Chain Management.
- Project Manage the HRV & LRV Rail Car Evaluation.
- Complete the 5S project to create a usable inventory space in the upper level store room at Rail Equipment.
- Continue to support the Predictive Maintenance Program throughout the Authority.
- Analyze the 6 month contract process for inventory parts and identify possible efficiencies in order to shorten the time line.
- Employ a portion of the PTMA project team's suggestion for standardizing inventory parts terminology.
- Working with the Ultramain System Analyst, develop a way to set apart contract and grant funded items to insure their uninterrupted supply.
- Manage 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.
- Provide engineering support on rail/bus projects and product evaluations to improve vehicle reliability and efficiency.
- Administer Quality Assurance/Warranty program to ensure the receipt of quality goods/services and warranty recovery.
- Complete 5S organization and rehabilitation of Facilities Maintenance areas.
- Incremental replacement of minor assets at or past Useful Life.
- Implement limited and standard chemical usage for Janitorial Department.
- Continue to maintain Environmental Sustainability and Management System (ESMS) standard at CBM.
- Prepare, test, and install radio, farebox, Apollo camera, and Drivecam systems for 37 Paratransit revenue buses.
- Prepare, test, and install radio, farebox, Apollo camera, and Drivecam systems for 33 Gillig buses.
- Implement destination sign maintenance requirement.
- Analyze defect trends and develop predictive maintenance plan on Apollo camera system.
- Continue NABI Exterior Refresh Program and Initiate NABI Window Refresh program

Obj. Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501200	Hourly Employees Payroll	7,798,170	7,912,386	8,302,681	8,395,011
501210	Overtime – Hourly Employees	339,070	446,615	315,000	315,000
501300	Labor – Salaried Employees	2,217,386	2,388,291	2,668,072	2,721,603
501310	Overtime – Salaried Employees	3,225	7,729	6,500	6,500
502000	Fringe Benefits	4,056,646	4,452,850	4,561,612	4,553,300
502071	W.C. – Injuries & Damages	3,106	498	0	0
503000	Services	102,200	34,017	167,600	162,600
503052	Other Maintenance Contracts	135,303	141,415	243,648	215,298
504000	Materials & Supplies	451,332	486,674	322,900	322,900
201009	Materials & Supplies – Inventory	14,746,307	14,644,874	15,168,000	13,368,000
504020	Diesel Fuel	8,827,383	6,535,532	5,887,000	4,966,000
504021	Compressed Natural Gas	0	0	0	0
504031	Gasoline	229,838	364,212	400,000	861,000
504090	Tires & Tubes	879,073	1,005,829.43	1,116,800	1,000,000
507000	Taxes	0	41,067	32,000	32,000
507050	State Fuel Tax	1,047,448	887,135	1,366,530	1,110,000
509000	Miscellaneous Expenses	25,629	65,197	92,325	87,362.50
509022	Meals and Refreshments	157	354	800	800
512000	Leases & Rentals	0	0	0	0
	Total:	**40,862,273**	**39,414,675**	**40,651,468**	**38,117,374**
	Total (Net Inventory):	**26,115,966**	**24,769,801**	**25,483,468**	**24,749,374**

FLEET MANAGEMENT DISTRICT STAFFING

Grade	Job Name	2015	2016	2017	2018
01	0141 Janitor	4.0	4.0	4.0	4.0
02	0203 Clerk Typist	1.0	0.0	0.0	0.0
	0281 Materials Clerk	1.0	1.0	1.0	1.0
03	0308 Stenographer	1.0	1.0	1.0	1.0
	0347 Hostler	2.0	2.0	2.0	2.0
	0358 Maintenance Helper	2.0	2.0	2.0	2.0
04	0404 Administrative Assistant	1.0	1.0	1.0	1.0
	0442 Equipment Servicer	6.0	4.0	4.0	1.0
	0445 Elec Equipment Maintainer	25.0	25.0	25.0	25.0
	0446 Body Mechanic	4.0	4.0	4.0	4.0
	0447 Equipment Maintainer	19.0	19.0	19.0	20.0
	0455 Upholsterer	1.0	1.0	1.0	1.0
	0458 Maintainer	3.0	3.0	3.0	3.0
	0485 Mat Handler/Stock Clerk	18.0	18.0	18.0	18.0
05	0526 Machinist	1.0	1.0	1.0	1.0
	0528 Automotive Brake Mechanic	5.0	5.0	5.0	5.0
	0537 Administrative Assistant	0.0	0.0	0.0	0.0
	0541 Equipment Body Mechanic	11.0	11.0	11.0	11.0
	0542 Equip Elec Unit Mechanic	3.0	3.0	3.0	3.0
	0543 Equipment Electrician	1.0	1.0	1.0	2.0
	0545 Equipment Mechanic	16.0	16.0	16.0	16.0
	0548 Maintenance Technician	3.0	3.0	3.0	3.0
	0549 Maintenance Leader	1.0	1.0	1.0	1.0
	0551 Elec Equipment Technician	12.0	12.0	12.0	12.0
	0566 Certified Welder	0.0	0.0	0.0	1.0
	0588 Material Handler Leader	7.0	7.0	7.0	8.0
	0598 Material Mechanic Tech	0.0	0.0	0.0	0.0
06	0645 Asst Supervisor Section	2.0	2.0	2.0	2.0
	0683 Supervisor Warehouse	2.0	2.0	2.0	2.0
22	0721 Secretary I	1.0	1.0	1.0	1.0
24	1685 Supply Chain Mgmt Specialist	1.0	1.0	1.0	1.0
25	1047 QA/Warranty Electrical	1.0	1.0	1.0	1.0
	1048 QA/Warranty Mechanical	3.0	3.0	3.0	3.0
	1062 Vehicle Damage Estimator	1.0	1.0	1.0	1.0
	1085 District Business Analyst	1.0	1.0	1.0	1.0

26	0837 Maintenance Planner	0.0	0.0	0.0	0.0
	0863 Mat Cont & Release Spec	2.0	2.0	2.0	2.0
	0874 Inventory Auditor/Analyst	1.0	1.0	1.0	1.0
	0889 Material Planner	3.0	3.0	3.0	3.0
	1258 Supervisor CBM	3.0	3.0	3.0	3.0
27	0753 Supervisor Elec Repair	3.0	3.0	3.0	3.0
	0883 Config Mgmt Eng Fac	0.0	0.0	0.0	0.0
	0884 Config Mgmt Eng Vehicles	0.0	0.0	0.0	0.0
	1050 Supervisor Performance	1.0	1.0	1.0	1.0
	1173 Supervisor Stores	1.0	1.0	1.0	1.0
	1251 QA/Warranty Administrator	1.0	1.0	1.0	1.0
	1327 Equip Engineer Electrical	1.0	1.0	1.0	1.0
	1341 Engineer Bus Equipment	2.0	2.0	2.0	2.0
28	0759 Manager Central Equipment	1.0	1.0	1.0	1.0
	0761 Manager Facilities	1.0	1.0	1.0	1.0
	0774 Manager Supply Chain Mgmt	1.0	1.0	1.0	1.0
	1686 Manager of Electronic Repair	0.0	1.0	1.0	1.0
29	0768 Mgr Fleet Engineering and QA	1.0	1.0	1.0	1.0
30	0779 Director	1.0	1.0	1.0	1.0
	Total	**167.0**	**181.0**	**181.0**	**182.0**

```
                        DIRECTOR
                    FLEET MANAGEMENT
                           30
                           (1)

        DISTRICT BUSINESS                    SECRETARY 1
            ANALYST                              22
              25                                 (1)
              (1)
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MANAGER - ELECT. REPAIR — 28 (1)
- SUPERVISOR - ELECT. REPAIR — 27 (3)
  - ELEC. EQUIP. TECHNICIAN — 551 (12)
  - ELECT. EQUIP. MAINTAINER — 445 (25)

MANAGER CENTRAL EQUIPMENT — 28 (1)

- SUPERVISOR - CBM — 26 (1)
  - ASST. SUPERVISOR - SECTION — 645 (1)
  - EQUIPMENT BODY MECHANIC — 541 (11)
  - UPHOLSTERER — 455 (1)
  - EQUIPMENT MAINTAINER — 447 (2)
  - BODY MECHANIC — 446 (4)

- SUPERVISOR - CBM — 26 (1)
  - EQUIPMENT MECHANIC — 545 (1)
  - AUTO BRAKE MECHANIC — 528 (4)
  - EQUIPMENT MAINTAINER — 447 (4)
  - EQUIPMENT SERVICER — 442 (0)

- SUPERVISOR - PERFORMANCE — 27 (1)
  - ASST. SUPERVISOR - SECTION — 645 (1)
  - EQUIPMENT MECHANIC — 545 (4)
  - EQUIPMENT ELEC. UNIT MECHANIC — 542 (3)
  - MACHINIST — 526 (1)
  - EQUIPMENT MAINTAINER — 447 (10)
  - CERTIFIED WELDER — 566 (1)

- SUPERVISOR - CBM — 26 (1)
  - EQUIPMENT MECHANIC — 545 (11)
  - EQUIPMENT ELECTRICIAN — 543 (2)
  - AUTO BRAKE MECHANIC — 528 (1)
  - EQUIPMENT MAINTAINER — 447 (4)
  - EQUIPMENT SERVICER — 442 (1)
  - HOSTLER — 347 (2)

MANAGER SUPPLY CHAIN MGMT — 28 (1)
- STENOGRAPHER — 308 (1)
- INVENTORY AUDITOR ANALYST — 26 (1)
- MAT. CONTRACT & RELEASE SPEC. — 26 (2)
- MATERIAL PLANNER — 26 (3)
- SUPPLY CHAIN MGMT SPECIALIST — 24 (1)
- MATERIALS CLERK — 281 (1)
- SUPERVISOR - STORES — 27 (1)
- SUPERVISOR - WAREHOUSE — 683 (2)
  - MAT. HANDLER LEADER — 583 (3)
  - MAT. HANDLER STOCK CLERK — 485 (18)

MANAGER FACILITIES — 28 (1)
- MAINTENANCE LEADER — 549 (1)
- MAINTENANCE TECHNICIAN — 548 (3)
- MAINTAINER — 458 (3)
- MAINTENANCE HELPER — 358 (2)
- JANITOR — 141 (4)

MANAGER - FLEET ENGINEERING AND QUALITY ASSURANCE — 29 (1)
- ENGINEER BUS EQUIPMENT — 27 (2)
- ENGINEER ELECTRIC EQUIP. — 27 (1)
- Q/A WARRANTY ADMINISTRATOR — 27 (1)
- VEHICLE DAMAGE ESTIMATOR — 25 (1)
- Q/A WARRANTY MECHANICAL — 25 (3)
- ADMINISTRATIVE ASSISTANT — 404 (1)
- Q/A WARRANTY ELECTRICAL — 25 (1)

PASS-THRUS DEPARTMENT

MISSION STATEMENT

Federal and State financial assistance is passed through 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.

2017 ACCOMPLISHMENTS

- Administered the agreement with the City of Brunswick (Brunswick Transit Alternative) and when necessary, the City of Medina (Medina County Public Transit), to ensure that Federal and State Financial Assistance is passed through for eligible projects.

2018 PRIORITIES

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

DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
509100	Brunswick Operating Assistance	135,639	-61,286	0	0
509107	Pass Through Medina – MCPT	0	318,394	324,503	934,503
Total		**135,639**	**257,108**	**324,503**	**934,503**

HAYDEN DISTRICT

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.

Supporting the Vital Few Objectives (VFOs) for Achieve a State of God 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.

2016 ACCOMPLISHMENTS

- Vital Few Objective (VFO): Completed the first twelve Predictive Maintenance Vehicles (210K) Mid-Life
- Vital Few Objective (VFO): Achieved 11,288 miles between service interruptions for the year
- Achieved greater than 90% on-time revenue vehicle mileage PM compliance rate
- Achieved greater than 90% on-time Facilities Maintenance on-time compliance rate
- Implemented the DriveCam Risky Driver Matrix training program to address risk associated with repeated undesirable driving behavior
- Provided all increased service related to the Republican National Convention and Cavaliers Championship Parade
- On boarded the new Assistant Transportation Manager to facilitate greater accountability in operator performance

2017 PRIORITIES

- Implement Predictive Maintenance Program on the remaining HealthLine fleet and continue Predictive Maintenance Program on the Gillig fleet.
- Complete remaining 12 HealthLine RTV Predictive Maintenance 210K Mid-Life Overhauls.
- Complete all Gillig Predictive Maintenance Services.
- Achieve 10,000 Miles Between Service Interruptions.
- Leverage the DriveCam Performance Monitoring System in order to achieve collisions and risky driving reductions.
- Reduce Preventable Collision rate to RTA TEAM goal
- Achieve vehicle cleanliness goal of 14 days between major cleans.

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501100	Operator Labor	21,614,636	20,805,227	21,805,460	21,137,306
50110	Operator Overtime	2,894,473	3,733,466	3,000,000	3,054,000
501200	Hourly Labor	5,180,727	5,064,868	5,310,303	5,391,467
501210	Hourly Overtime	180,607	176,587	221,230	221,230
501300	Labor Salaried Employees	1,313,420	1,354,414	1,299,648	1,405,351
501310	Overtime Salaried Employees	145,166	182,357	180,000	180,000
502000	Fringe Benefits	11,313,501	11,886,542	12,297,737	12,038,353
502071	W/C – Injuries & Damages	295	2,161	0	0
503000	Services	(102,919)	5,813	24,000	22,000
503052	Other Maintenance Contracts	0	0	0	0
504000	Materials & Supplies	135,105	121,897	123,600	117,100
504021	Compressed Natural Gas	264,000	283,336	365,000	316,000
509000	Miscellaneous Expenses	624	6,395	8,340	8,170
509022	Meals & Concessions	316	436	400	400
512000	Leases & Rentals	0	0	0	0
Total		**42,939,986**	**43,623,488**	**44,635,718**	**43,891,347**

Grade	Job Name	2015	2016	2017	2018
01	0141 Janitor	4.0	4.0	4.0	4.0
	1676 Mobile Clean Ambassador	1.0	1.0	1.0	1.0
	1677 Mobile Clean Ambassador PT	1.5	1.5	1.5	1.5
02	0203 Clerk / Typist	1.0	1.0	1.0	1.0
03	0347 Hostler	21.0	21.0	20.0	20.0
	0348 Hostler PT	11.0	9.75	11.0	11.0
	0358 Maintenance Helper	1.0	1.0	1.0	1.0
04	0437 Operator	443.0	449.0	415.0	405.0
	0438 Operator PT	45.0	45.0	42.0	43.5
	0442 Equipment Servicer	12.0	11.0	9.0	7.0
	0446 Body Mechanic	2.0	2.0	2.0	2.0
	0447 Equipment Maintainer	30.0	32.0	32.0	34.0
	0458 Maintainer	3.0	3.0	3.0	3.0
	0485 Material Handler/Stock Clerk	3.0	0.0	0.0	0.0
05	0535 Heating A/C Mechanic	4.0	4.0	4.0	4.0
	0543 Equipment Electrician	2.0	2.0	2.0	2.0
	0547 Equipment Repair Leader	7.0	7.0	7.0	7.0
	0548 Maintenance Technician	1.0	1.0	1.0	1.0
	0549 Maintenance Leader	1.0	1.0	1.0	1.0
	0577 Dispatcher	5.0	5.0	5.0	5.0
	0588 Material Handler Leader	1.0	0.0	0.0	0.0
06	0646 Crew Chief	1.0	2.0	2.0	2.0
	0647 Asst. Supervisor – Equipment	2.0	2.0	2.0	4.0
25	1085 District Business Analyst	1.0	1.0	1.0	1.0
27	1705 Assistant Equipment Manager	2.0	2.0	2.0	2.0
	1088 Assistant Transportation Manager	0.0	1.0	1.0	1.0
28	0761 Manager – Facilities	1.0	1.0	1.0	1.0
	0851 Manager – Equipment	1.0	1.0	1.0	1.0
29	0786 Manager – Transportation	1.0	1.0	1.0	1.0
30	0777 District Director	1.0	1.0	1.0	1.0
Total		611.5	613.3	576.5	565.5

District Director organizational chart:

- **DISTRICT DIRECTOR** 30 (1)
  - **DISTRICT BUSINESS ANALYST** 25 (1)
  - **CLERK/TYPIST** 203 (1)
  - **MANAGER TRANSPORTATION** 29 (1)
    - **ASSISTANT TRANSP. MANAGER** 27 (1)
    - **DISPATCHER** 577 (5)
    - **OPERATOR** 437 (415)
    - **OPERATOR (PART-TIME)** 438 (42)
  - **MANAGER EQUIPMENT** 28 (1)
    - **ASST. MANAGER EQUIPMENT** 27 (2)
    - **ASST. SUPERVISOR - EQUIPMENT** 647 (4)
      - **EQUIPMENT REPAIR LEADER** 547 (7)
      - **EQUIPMENT MAINTAINER** 447 (32)
      - **EQUIPMENT ELECTRICIAN** 543 (2)
      - **BODY MECHANIC** 446 (2)
      - **HEATING & A/C MECHANIC** 535 (4)
      - **EQUIPMENT SERVICER** 442 (9)
    - **CREW CHIEF** 646 (2)
      - **HOSTLER** 347 (20)
      - **HOSTLER (PART-TIME)** 348 (11)
      - **MOBILE CLEAN AMBASSADOR** 1676 (1)
      - **MOBILE CLEAN AMBASSADOR PT** 1677 (1.5)
  - **MANAGER FACILITIES** 28 (1)
    - **MAINTENANCE LEADER** 549 (1)
    - **MAINTENANCE TECHNICIAN** 548 (1)
    - **MAINTAINER** 458 (3)
    - **MAINTENANCE HELPER** 358 (1)
    - **JANITOR** 141 (4)

TRISKETT DISTRICT

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 God 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.

2016 ACCOMPLISHMENTS

♦ Aggressively worked with operators to reduce collisions, preventable collision rate YTD Nov at 1.19 below TEAM goal of 1.40
♦ Monitor Drive Cam events and aggressively work with operators to reduce the frequency of events caused by risky behavior.
♦ Reduced vehicle tows below goal of 15 per month (14 YTD Nov) by evaluating each tow and road call as not to duplicate towing
♦ Achieved vehicle cleanliness goals of less than 14 days between interior washes (13.1)
♦ Maintained and ensured on time service for the new CSU line.
♦ Effectively Managed Overtime to cover staffing deficiency
♦ Continued vehicle cleanliness goals
♦ In serviced New Trolley Fleet
♦ Entered service plans for New Trolley Fleet and 3200s into the Ultramain /Citme
♦ Trained operator, hostlers and mechanics on New Trolley coaches
♦ Vital Few Objective (VFO) Increase on time reliable service. Grow Passenger Satisfaction
♦ Achieved 8,000+ miles between service interruptions throughout the year 2016
♦ In Service new Trolley Fleet (12)
♦ Support the RTA Mission, Vision, Values
♦ Below are budget and staffing highlights of the Triskett District Department

2017 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
• Reduce Non-Revenue accidents and continue to effectively manage Revenue collision rates
• 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.

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501100	Operator Labor	15,227,761	15,016,667	15,836,682	15,324,345
501110	Operator Overtime	2,761,719	2,978,968	2,500,000	2,500,000
501200	Hourly Labor	4,258,443	4,176,616	4,366,586	5,391,437
501210	Hourly Overtime	330,719	327,098	290,500	290,500
501300	Labor Salaried Employees	1,055,569	1,115,103	1,287,969	1,294,059
501310	Overtime Salaried Employees	185,000	154,312	125,000	125,000
502000	Fringe Benefits	8,456,851	8,988,317	9,278,396	9,230,833
502071	W/C – Injuries & Damages	1,405	2,576	0	0
503000	Services	59,688	49,362	32,300	31,600
503052	Other Maintenance Contracts	0	0	38,000	37,200
504000	Materials & Supplies	83,530	76,021	81,000	75,900
509000	Miscellaneous Expenses	3,439	7,327	9,000	8,800
509022	Meals & Concessions	0	239	500	400
512000	Leases & Rentals	0	0	0	0
Total		**32,424,123**	**32,905,617**	**33,845,832**	**33,347,333**

Grade	Job Name	2015	2016	2017	2018
01	0141 Janitor	4.0	4.0	4.0	4.0
03	0347 Hostler	17.0	17.0	17.0	17.0
	0348 Hostler PT	13.0	13.25	15.0	15.0
	0358 Maintenance Helper	1.0	1.0	1.0	1.0
04	0404 Administrative Assistant	1.0	1.0	1.0	1.0
	0437 Operator	297.0	299.0	301.0	300.0
	0438 Operator PT	30.0	30.0	30.0	31.5
	0442 Equipment Servicer	3.0	4.0	4.0	2.0
	0446 Body Mechanic	1.0	1.0	1.0	1.0
	0447 Equipment Maintainer	25.0	24.0	23.0	25.0
	0458 Maintainer	3.0	3.0	3.0	3.0
	0485 Material Handler/Stock Clerk	3.0	0.0	0.0	0.0
05	0535 Heating/AC Mechanic	4.0	4.0	4.0	4.0
	0543 Equipment Electrician	2.0	2.0	2.0	2.0
	0547 Equipment Repair Leader	5.0	5.0	5.0	5.0
	0548 Maintenance Technician	2.0	2.0	2.0	2.0
	0549 Maintenance Leader	1.0	1.0	1.0	1.0
	0577 Dispatcher	5.0	5.0	5.0	5.0
	0588 Material Handler Leader	1.0	0.0	0.0	0.0
06	0646 Crew Chief	1.0	1.0	1.0	1.0
	0647 Asst Supervisor Equip	4.0	4.0	4.0	4.0
25	1085 District Business Analyst	1.0	1.0	1.0	1.0
27	1088 Asst Transportation Mgr	0.0	1.0	1.0	1.0
	1705 Asst Equipment Mgt	1.0	1.0	1.0	1.0
28	0761 Manager Facilities	1.0	1.0	1.0	1.0
	0851 Manager Equipment	1.0	1.0	1.0	1.0
29	0786 Manager Transportation	1.0	1.0	1.0	1.0
30	0777 District Director	1.0	1.0	1.0	1.0
Total		**429.0**	**428.3**	**431.0**	**431.5**

```
                        ┌─────────────────────┐
                        │  DISTRICT DIRECTOR  │
                        │         30          │
                        │        (1)          │
                        └─────────────────────┘
     ┌──────────────────────┐            ┌──────────────────────┐
     │ DISTRICT BUSINESS    │            │  ADMINISTRATIVE      │
     │    ANALYST           │            │   ASSISTANT          │
     │      25              │            │      404             │
     │     (1)              │            │     (1)              │
     └──────────────────────┘            └──────────────────────┘
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MANAGER TRANSPORTATION 29 (1)	MANAGER EQUIPMENT 28 (1)	MANAGER FACILITIES 28 (1)

ASST. TRANSPORTATION MGR. 27 (1)	ASST. EQUIPMENT MGR. 27 (1)	MAINTENANCE LEADER 549 (1)

DISPATCHER 577 (5)	ASST. SUPERVISOR EQUIPMENT 647 (4)	MATERIAL HANDLER LEADER 588 (1)	CREW CHIEF 646 (1)	MAINTENANCE TECHNICIAN 548 (2)

OPERATOR 437 (298)	EQUIPMENT REPAIR LEADER 547 (5)	EQUIPMENT ELECTRICIAN 543 (2)	MATERIAL HANDLER/ STOCK CLERK 485 (3)	HOSTLER 347 (17)	MAINTAINER 458 (3)

OPERATOR (PART-TIME) 438 (41)	HEATING & A/C MECHANIC 535 (4)	EQUIPMENT MAINTAINER 447 (25)	HOSTLER (PART-TIME) 348 (13)	MAINTENANCE HELPER 358 (1)

BODY MECHANIC 446 (1)	EQUIPMENT SERVICER 442 (3)	JANITOR 141 (4)

INTELLIGENT TRANSPORTATION SYSTEMS

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.

2017 ACCOMPLISHMENTS

- TransitMaster:
  - Launched real-time information for outside developers. Developers create mobile apps for real-time bus/train information.
  - Replaced the Commuter Alert software with the functionality within TransitMaster. The functionality of TransitMaster supplies service notifications and route/headway/block adjustments.
  - Profiled Automated Passenger Counters (APC). This ensures each counter is operational and reporting accurate ridership information.
  - Replaced the Base Map within the TransitMaster and PASS software. This provides enhanced navigation and planning for fixed route and demand response service.
- GenFare:
  - Developed reports to provide predictive maintenance measures, identify failing parts and limit fraud potential. The reports assist electronic repair, ridership reporting and internal audit.
- Radio System
  - Launched a "Radio Replacement Study." The selected vendor is responsible for performing five (5) major tasks to identify the best solution to meet RTA's communication needs (traditional radio, cellular or a combination of both). RTA will use the results of the study to select the next communications systems.
  - RTA was award a $5.8 million federal grant to replace our current radio system.
- Paladin PA System
  - All Red Line stations are equipped with Public Address (PA) systems with visual and audio communication.
- Ridership Reporting
  - Lead the process of standardizing RTA's ridership reporting methods. The ITS department will be responsible for collecting, analyzing and reporting ridership for the authority
  - Performing detailed ridership analysis and providing weekly/monthly report will start in 2018
- Ultramain:
  - Purchased a MAP-21/Asset Management software along with planning for RTA's 2018 Ultramain upgrade.
- Hastus:
  - Implemented the seven (7) minute pick rule within the Hastus software. This ensures each operator receives exactly seven minutes during the allotted time.
  - Implemented the use of the Supervisor Observation Reports (SOR or SAR) within the Hastus software. This replaced the unsupported Access database, improved efficiency and enhanced records.
- Other
  - Replaced the Hayden, Rail and Triskett phone recorders

- TransitMaster:
  - Launch the IDS Dashboard that will allow managers and supervisors to easily monitor RTA's service in real-time and through canned reports via web browser
  - Upgrade the TransitMaster software from Version 13 to Version 17
  - Ensure all system users are effectively trained and re-trained on the new software
- Radio System
  - Develop a RFP and select a vendor(s) for the Radio Replacement.
  - Develop an effectively project plan to replace RTA's portable and vehicle radios.
- Ultramain:
  - Upgrade Ultramain to Version 9. This will be the first upgrade since 2004 and will greatly enhance the efficiency of our maintenance operation.
  - Ensure all system users are effectively trained and re-trained on the new software.
- Hastus:
  - Implement new modules to support the Service Quality, Service Planning and Scheduling teams.
  - Ensure all system users are effectively trained and re-trained on the new software.
- Ridership Reporting
  - Launch the new ridership reporting analysis.
  - Weekly and monthly reports will include service shutdowns, special events, etc.
  - Provide weekly and monthly analysis for internal customers to enhance business decisions

INTELLIGENT TRANSPORTATION SYSTEMS DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor Salaried Employees	279,084	506,414	428,611	428,611
501310	Overtime Salaried Employees	0	0	0	0
502000	Fringe Benefits	46,572	71,486	176,347	176,347
503000	Services	0	201,075	0	0
503052	Other Maintenance Contracts	201,774	56,723	195,000	265,000
504000	Materials & Supplies	44,357	169,404	171,700	66,700
509000	Miscellaneous Expenses	31,812	169	3,200	3,100
509022	Meals & Concessions	223	0	0	0
512000	Leases & Rentals	0	0	0	0
Total		**603,821**	**1,005,271**	**974,857**	**939,757**

INTELLIGENT TRANSPORTATION SYSTEMS DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
26	1691 ITS Specialist	0.0	5.0	6.0	6.0
	1625 Operations Performance Leader	0.0	1.0	0.0	0.0
28	1706 ITS Program Manager	0.0	1.0	1.0	1.0
29	1726 ITS Manager	0.0	1.0	1.0	1.0
Total		**0.0**	**8.0**	**8.0**	**8.0**

DEPUTY GENERAL
MANAGER -
OPERATIONS
99
(1)

MANAGER INTELLIGENT
TRANSP. SYSTEMS
29
(1)

ITS SPECIALIST
26
(6)

ITS PROGRAM
MANAGER
28
(1)
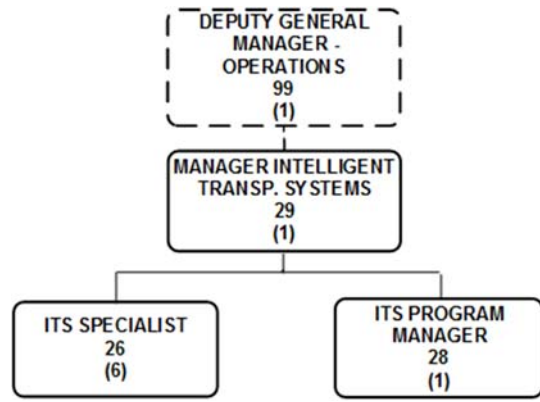
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2018 Finance & Administration Division TAB

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.

DIVISION STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

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

2017 ACCOMPLISHMENTS

- Expedited procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Monitored procurement processes to reduce time required to process payments to vendors and employees by revising the payments process and streamlining procedures.
- Continued implementation of Fare Collection System.
- Maintained and improved cash handling processes, fare collection security and vaulting process.
- Received Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) from the Government Finance Officer's Association (GFOA).
- Assisted in the completion of the Single Audit.
- Assisted in the implementation of the new Report Writer.
- Administered the Authority's Disadvantaged Business (DBE) Program, and developed 2016-2018 DBE goal, certified firms as DBE contractors and monitored compliance with federal regulations.
- Managed the Authority's Records Management Program.
- Assisted with Energy Price Risk Management Program.
- Administered 2016 Capital Grant Application process.
- Completed sale of Sales Tax Supported Refunding Bonds.
- Implemented process improvements within Finance & Administration Division.

2018 PRIORITIES

- Implement process improvements that support the Authority's Mission, Vision and Values.
- Continue to expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Continue to monitor procurement processes to streamline procedures.
- Support and maintain Fare Collection System.
- Continue to maintain and improve cash handling processes, fare collection security and vaulting process.
- Prepare Comprehensive Annual Financial Report (CAFR) conforming to the requirements outlined by the Government Finance Officers' Association (GFOA).
- Assist in the completion of the Single Audit.
- Administer the Authority's Disadvantaged Business (DBE) Program.
- Assist departments in minimizing the Authority's overall administration costs.

- Continue management of Authority's Records Management Program.
- Continue to assist with Energy Risk Management Program.
- Administer 2017 Capital Grant Application process.
- Participate in management of Enterprise Business Suite Information Systems.
- Implement process improvements within Finance & Administration Division.
- Participate in development of Authority's strategic initiatives.

LIST OF DEPARTMENTS

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

OFFICE OF BUSINESS DEVELOPMENT

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

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

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

2017 ACCOMPLISHMENTS

DBE Certifications

- New Certifications   21
- Re-Certifications   46
- On-Site Certification Visits   24

Program Compliance

- Contract Goal Setting   53
- Project Field Monitoring   4
- Certified Payrolls Reviewed   86

Outreach and Community Engagement

- Worked closely with ODOT to revamp Memorandum of Understanding and policies and procedures related to the administration and coordination of the Ohio Unified Certification Program.
- Participated on over 10 programs and panels related to DBE certification, and doing business with GCRTA including Business to Business Matchmaker at Progressive Field and Commission on Economic Inclusion Supplier Diversity meetings.
- Attended over 20 events designed to support, train, and inform DBE firms and certifying agencies on contracting process and opportunities including DBE Civil Rights Symposium in Columbus, COMTO DBE Best Practice Webinar, ACCA National Training Institute, and FHWA Ohio Division DBE Certification Training.

2018 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.
- Actively seek to identify and certify DBE firms.
- Encourage strong business ties between GCRTA and women and minority-owned firms by creating and supporting avenues to communicate procurement opportunities.
- Increase the number of firms and overall spending that women and minority-owned businesses, and small business enterprises (SBEs) represent among total contracts awarded in 2018 including small purchases.
- Assist women and minority-owned and SBEs firms through workshops, training, and information sessions.
- Encourage and monitor the utilization of women and minority workers on GCRTA construction projects.

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor Salaried Employees	294,187	277,255	251,960	251,960
501310	Overtime Salaried Employees	0	0	0	0
502000	Fringe Benefits	109,368	113,858	94,367	94,367
503000	Services	250,000	125,000	0	0
503020	Advertising Fees	0	(242)	1,000	300
504000	Materials & Supplies	0	322	500	500
509000	Miscellaneous Expenses	4,918	2,437	3,390	2,115
509022	Meals & Concessions	0	0	150	150
512000	Leases & Rentals	0	0	0	0
Total		**658,472**	**518,630**	**351,368**	**349,393**

OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
22.A	0723 Secretary II	1.0	1.0	1.0	1.0
27.A	0879 Business Dev Specialist	2.0	2.0	2.0	2.0
30.A	0872 Director	1.0	1.0	1.0	1.0
Total		**4.0**	**4.0**	**4.0**	**4.0**
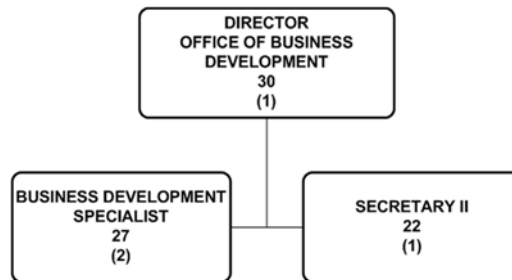
ACCOUNTING DEPARTMENT

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.

2017 ACCOMPLISHMENTS

- Reduced time required to process payments to vendors and employees by revising the payments process and streamlining procedures.
- Improved department performance to eliminate audit citations and expedite workflow
- Prepared Comprehensive Annual Financial Report (CAFR), conforming to the requirements outlined by the Government Finance Officers Association (GFOA).
- Completed the 2016 Financial Audit.
- Completed the 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.

2018 PRIORITIES

- Continue to reduce time required to process payments to vendors and employers by revising payment processes and streamlining procedures.
- Continue to improve department performance to eliminate any audit citations and expedite workflow.
- Coordinate completion of the 2017 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 2017 Single Audit Report.
- Complete Grant Reconciliations of Capital Grants.
- Coordinate the purchase requisition approval process change to include the Accounting department.
- Re-evaluate the Oracle based expense report for travel as an online process
- Continue efforts in improving and increasing internal financial reporting.
- 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	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor Salaried Employees	1,643,259	1,726,186	1,785,313	1,809,058
501310	Overtime Salaried Employees	40,978	37,099	39,000	5,000
502000	Fringe Benefits	538,757	607,777	554,309	665,084
503000	Services	127,062	20,640	403,900	403,900
503049	Temporary Help	47,201	2,381	0	0
503052	Other Maintenance Contracts	2,033	2,236	0	0
504000	Materials & Supplies	6,982	16,190	16,794	16,794
509000	Miscellaneous Expenses	18,676	22,973	20,493	18,581
509022	Meals & Concessions	0	0	1,000	1,000
512000	Leases & Rentals	0	0	0	0
Total		**2,424,948**	**2,435,483**	**2,931,810**	**2,919,417**

ACCOUNTING DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
03	0382 Account Clerk	4.0	4.0	4.0	4.0
04	0499 Payroll Clerk	3.0	3.0	3.0	3.0
05	0587 Senior Accountant	0.0	0.0	0.0	0.0
23	0725 Executive Secretary	1.0	1.0	1.0	1.0
	0757 Administrative Assistant	1.0	1.0	1.0	1.0
24	1959 Financial Analyst	2.0	2.0	2.0	2.0
25	0765 Grants Writer / Analyst	1.0	1.0	1.0	1.0
26	1080 Financial Accountant	0.0	0.0	0.0	0.0
	1080 Financial Accountant I	6.0	5.0	5.0	5.0
	1725 Program Administrator/Financial Accountant	1.0	1.0	1.0	1.0
	0857 Payroll Administrator	0.0	1.0	1.0	1.0
27	1162 Supervisor Accounts Payable	1.0	1.0	1.0	1.0
	1163 Supervisor Payroll	1.0	1.0	1.0	1.0
	1086 Financial Accountant II	2.0	2.0	2.0	2.0
28	1161 Supervisor General Accounting	1.0	1.0	1.0	1.0
	1670 Financial Modules Manager	0.0	0.0	0.0	0.0
29	1263 Cash Manager, Investment Officer	1.0	1.0	1.0	1.0
30	1427 Director	1.0	1.0	1.0	1.0
99	9941 DGM Finance & Administration	1.0	1.0	1.0	1.0
Total		**27.0**	**27.0**	**27.0**	**27.0**
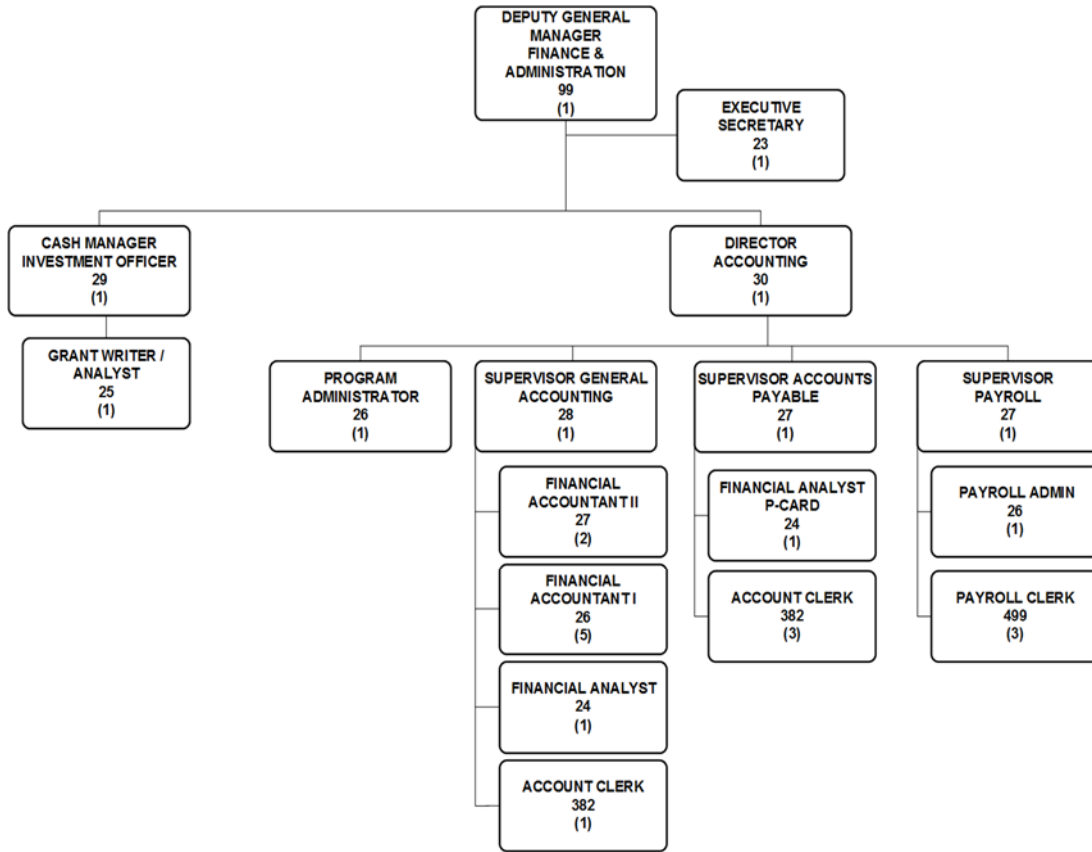
SUPPORT SERVICES DEPARTMENT

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.

By the nature of its Mission, Support Services addresses strategic considerations for internal controls and process support and improvements. Effective internal controls and process improvements lead by Support Services would include automated printing processes, electronic documentation and records management, and revenue-generating contract opportunities for materials recycling and repurposing.

2017 ACCOMPLISHMENTS

- Developed Request for Proposal for Enterprise Content Management consultant.
- Continued efforts in Records Management Program by updating GCRTA Records Retention Schedules and coordinating the purging of obsolete records to reduce storage cost.
- Provided printing services for timetables and other corporate printing needs including the Republican National Convention, Cleveland Cavaliers' Championship Parade, and Cleveland Indians playoff and World Series games.
- Identified audio and visual equipment upgrades for the Board Room.

2018 PRIORITIES

- Provide support services for the Authority.
- Records Management Program – Continuous efforts to update GCRTA Records Retention Schedules; Convert to electronic system; coordinate purging of obsolete records to reduce storage cost.
- Implement Enterprise Content Management System.
- Manages the Authority's mail service.
- Reduce cost of support services by evaluation and assessment of current processes and needs relevant to postage, printing services, & office paper use. Coordinate efforts with all departments.
- Provide printing service for timetables and other corporate printing needs.
- Implement ways to optimize efficiency and educate with emphasis on Reduce, Reuse, Recycle congruent with our sustainability initiatives.
- Provide high-tech duplicating services, mail management, mail and package delivery to our facilities and other business establishments.
- Provide other support services for the Authority; vending machine services, office furniture, office supplies.

SUPPORT SERVICES DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501200	Hourly Employees Payroll	57,565	58,799	59,638	60,587
501210	Overtime - Hourly Employees	30	24	100	100
501300	Labor - Salaried Employees	304,827	314,074	334,081	338,274
501310	Overtime - Salaried Employees	4,590	1,298	5,000	5,000
502000	Fringe Benefits	138,867	151,502	158,813	159,668
503000	Services	202,148	27,152	4,040	4,040
503052	Other Maintenance Contracts	913	229,270	107,050	107,050
504000	Material & Supplies	16,972	24,522	47,100	47,100
504051	Postage Expense	85,839	45,275	70,211	61,211
504052	Duplicating Material & Supplies	104,750	39,944	89,000	71,675
509000	Miscellaneous Expenses	182	185	0	0
509022	Meals & Concessions	0	0	0	0
512000	Leases & Rentals	57,073	89,904	102,700	102,700
Total		**973,756**	**981,948**	**977,732**	**957,405**

SUPPORT SERVICES DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
03	0304 Support Services Clerk	1.0	2.0	2.0	2.0
	0395 Mailroom Clerk	1.0	0.0	0.0	0.0
04	0469 Mail Truck Driver	1.0	1.0	1.0	1.0
	0479 Dup Shop Machine Operator	2.0	2.0	2.0	2.0
05	0568 Lead Printer	1.0	1.0	1.0	1.0
28	0868 Mgr Building Support Serv	1.0	1.0	1.0	1.0
Total		**7.0**	**7.0**	**7.0**	**7.0**
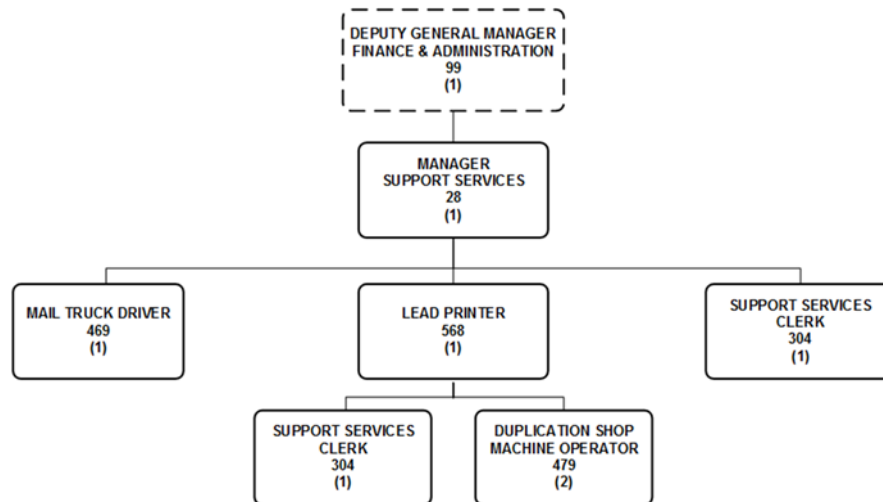
PROCUREMENT DEPARTMENT

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.

2017 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 appointed to the National Institute of Government Purchasing Association Board of Directors, Northeast Ohio Branch
- Updated all contracts and templates to incorporate new FTA regulatory changes
- Saved $2,950,000
- Processed 7,319 Purchase orders valued at $126,865,373.39
- Perfect Triennial review
- Implemented ne report writer
- Processed 7,077 Purchase orders valued at $88,848,405.35

2018 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.
- Update Procurement Policies and Procedures Manual
- 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.

PROCUREMENT DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	LABOR - SALARIED EMPLOYEES	1,153,996	1,147,864	1,173,542	1,174,471
501310	OVERTIME - SALARIED EMPLOYEES	0	0	0	0
502000	FRINGE BENEFITS	432,693	466,867	404,728	426,651
503000	SERVICES	0	6,696	7,400	7,000
503020	ADVERTISING FEES	14,324	13,606	11,758	11,758
503049	TEMPORARY HELP	0	0	0	0
503052	OTHER MAINTENANCE CONTRACTS	0	1,458	0	0
504000	MATERIAL & SUPPLIES	4,341	7,625	4,300	4,300
509000	MISCELLANEOUS EXPENSES	7,607	120	10,975	8,488
509022	MEALS & CONCESSIONS	0	0	150	150
512000	LEASES & RENTALS	0	0	0	0
	Total	**1,612,962**	**1,644,236**	**1,612,853**	**1,632,817**

PROCUREMENT DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
04	0494 Word Processing Coord.	1.0	1.0	1.0	1.0
26	1138 Project Supervisor	1.0	1.0	1.0	0.0
	0830 Assistant Contract	3.0	3.0	3.0	3.0
27	1160 Contract Administrator	3.0	3.0	3.0	3.0
	1160 Contract Administrator	1.0	1.0	1.0	2.0
	1171 Contr Admin Const & Eng	3.0	3.0	3.0	3.0
29	0787 Procurement Team Leader	1.0	1.0	1.0	1.0
	0787 Procurement Team Leader	1.0	1.0	1.0	1.0
	0787 Procurement Team Leader	1.0	1.0	1.0	1.0
30	1609 Director	1.0	1.0	1.0	1.0
	Total	**16.0**	**16.0**	**16.0**	**16.0**
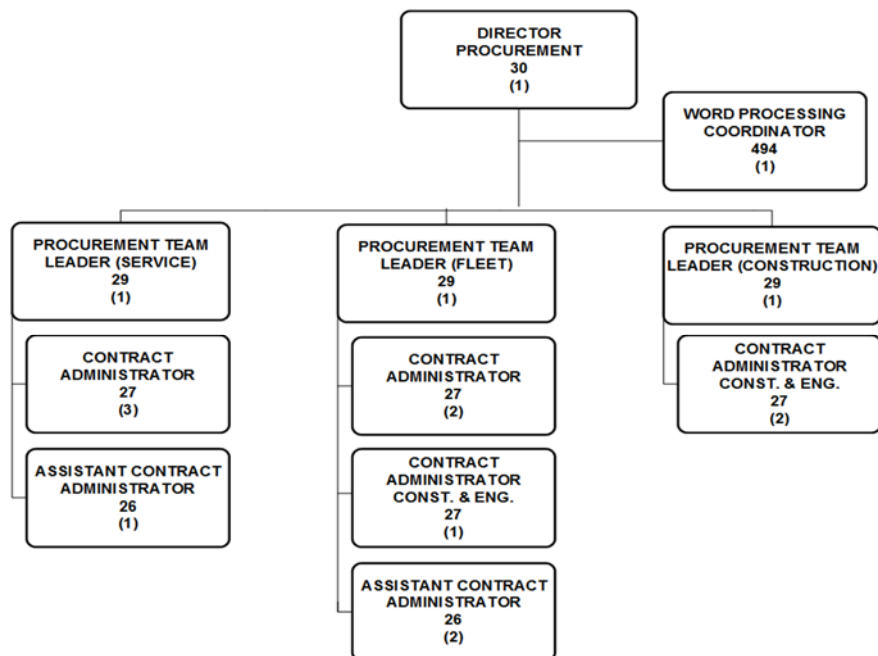
REVENUE DEPARTMENT

MISSION STATEMENT

The mission of the Revenue Department is to collect, maximize and safeguard passenger revenues from fare boxes, retail outlets, automated, and non-automated fare collection equipment. Other responsibilities include administering sales of fare cards and passes, coordination of pass programs with various educational institutions, monitoring ridership reports, oversight of all vending equipment, and the review and integration of new fare policies and collection techniques as they are adopted.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

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

2017 ACCOMPLISHMENTS

- On a daily basis collected fare revenue from all rolling stock as well as off board equipment.
- Supported additional fare collection needs and distribution of specialty/commemorative passes for the Authority on St. Patrick's Day, during the NBA Playoffs, NBA Championship Series, Opening Day, MLB Playoffs, 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 support of the Information Technology department entered into an agreement with a vendor for the Mobile Ticketing payment platform.
- Assisted with the revised fare collection process on the Healthline which included providing data by date and form of payment to management for review and analysis. Participated in management sessions which identified pros and cons of new process.
- On a monthly basis provided ridership numbers to the Marketing Department for distribution to the Executive Team.
- On a daily basis provided raw ridership information to CEO and Ridership Data Team.
- Continue to work with other GCRTA departments and vendors on the implementation of the GFI/Conduent fare collection system.
- Fielded and resolved numerous customer issues regarding the fare collection system which included fielding calls regarding the exchange of documents due to expire on January 1, 2018.

2018 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 of the installation of the automated fare collection equipment, software, and peripherals.
- Ensure that fare-cards and passes are available for distribution to outlets and the general public and work as intended.
- Work on continuous improvement of the cash handling, fare collection equipment security, and the fare-box vaulting process.
- Direct implementation of fare policies and continue to seek ways to improve education to the public.
- Continue to streamline the process and agreement with Cleveland Metropolitan School District and local colleges and universities.

- 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.
- Develop a CIP for the fare collection system to ensure the Authority's ability to collect revenue in the future.
- Assist with the transition of the new DGM of Finance and Administration.
- Assist the IT Department with the transition of the Mobile Ticketing product to the appropriate area.

REVENUE DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor - Salaried Employees	1,053,016	1,057,524	1,089,498	1,101,195
501310	Overtime - Salaried Employees	33,359	23,227	34,600	34,600
502000	Fringe Benefits	404,555	433,118	434,295	438,106
502071	W.C. - Injuries & Damages	0	0	0	0
503000	Services	366,691	335,776	0	0
503052	Other Maintenance Contracts	4,081	24,081	409,000	389,000
504000	Material & Supplies	276,196	223,869	260,793	245,793
509000	Miscellaneous Expenses	574	590	4,325	2,913
509022	Meals & Concessions	0	0	50	50
512000	Leases & Rentals	0	0	0	0
	Total	**2,138,472**	**2,098,186**	**2,232,561**	**2,211,657**

REVENUE DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
01	0110 Revenue Clerk	1.0	1.0	1.0	1.0
04	0489 Revenue Data Operator	1.0	1.0	1.0	1.0
	0492 Money Handler	10.0	10.0	10.0	10.0
05	0592 Money Handler	2.0	2.0	2.0	2.0
26	0955 Supervisor Revenue Collection	1.0	1.0	1.0	1.0
27	0750 Revenue Control Analyst	1.0	1.0	1.0	1.0
	0832 Supervisor Computer Room	1.0	1.0	1.0	1.0
30	1429 Director	1.0	1.0	1.0	1.0
Total		**18.0**	**18.0**	**18.0**	**18.0**
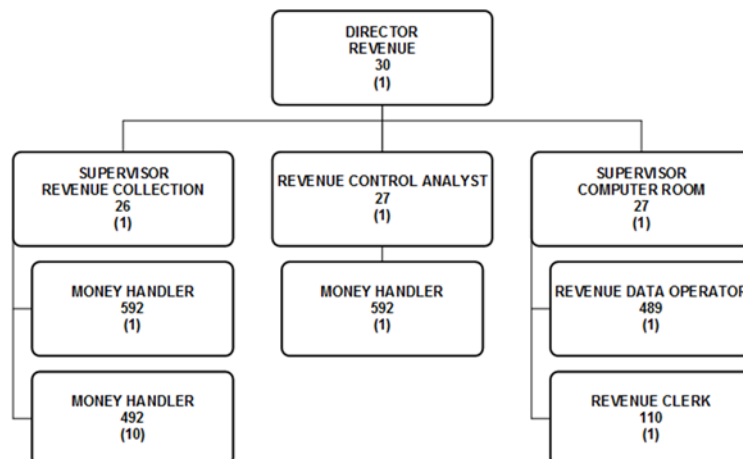
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2018 Engineering & Program Management Division TAB

ENGINEERING & PROGRAM 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.

2017 ACCOMPLISHMENTS

- Completed construction of the Brookpark Station Rehabilitation.
- Completed construction of the Hayden and CBMF CNG Building Modifications.
- Completed construction of the Lee-Shaker Station ADA Rehabilitation.
- Completed construction of the Mayfield Road Enhancements.
- Completed construction of the East 92nd Truss Bridge Rehabilitation over CSX Railway.
- Completed construction of deck replacement on E. 37th Bridge
- Completed construction of the Light Rail Retaining Wall Rehabilitation – Phase 1.
- Completed construction of Phase 3 Light Rail Grade Crossings-Courtland Blvd. (Green Line); Kenmore Rd. and Onaway Rd. (Blue Line).
- Completed construction of the Triskett outdoor bus storage areas.
- Completed construction of the ADA ramps on the Tower City Light Rail platforms.
- Completed the replacement of Tower City Turnout #125 at the west end of Track 8.
- Completed public art installations for the Brookpark Station.
- Completed Healthline (Euclid Ave.) to Red Line Fiber Optic Connection.
- Completed design and construction of the Red Line West 30th to W. 98th Street Track Rehabilitation.
- Completed design and construction for Buckeye-Woodhill Bridge Track Restoration.
- Completed design and awarded contract for West Park NS Diamond Crossing Diamond Removal.
- Completed design for Triskett Garage CNG fueling station.
- Completed Catenary Inspection Program and awarded Signal System Evaluation Contact.
- Began design of Tower City Track 10 and Track 13 Rehabilitation with platform, catenary and signal work.
- Began design of repairs to Ambler Bridge.
- Began design of the Farnsleigh Station ADA rehabilitation.
- Began design for E. 116th Bridge Rehabilitation.
- Began construction of the East 34th Street Station ADA Rehabilitation.
- Successfully bid the reconstruction of East 116th St. Station.
- Awarded reconstruction of W. 65th Substation. Began design of Puritas and Warrensville Substations.
- Support the activities of the Cuyahoga County Trails Leadership Network.
- Promote transit elements in various TLCI studies throughout Cuyahoga County.
- Continue supporting the ISO 14001 programs at CBMF, Hayden and Triskett.
- Facilitate construction coordination with various ODOT and City of Cleveland projects.
- Obtained over $25 million of competitive grants from FTA, ODOT, and NOACA.

- Complete construction of the E. 34th Station Rehabilitation.
- Complete design and begin construction for Farnsleigh Station ADA Rehabilitation.
- Complete demolition of WB CRMF Access Bridge over Norfolk Southern.
- Complete construction of repairs to Ambler Bridge
- Complete design for Red Line Fiber Optic Communication System Replacement.
- Complete design for the Light Rail Retaining Wall Rehabilitation - Phase 2.
- Complete design and construction of the Red Line West 117th to West Park Track Rehabilitation.
- Complete West Park NS Diamond Crossing Diamond Removal.
- Complete design for Triskett Garage CNG Upgrades.
- Complete the design for E. 116th Bridge Rehabilitation.
- Complete Signal System Evaluation.
- Complete inspections of the Fracture Critical Bridges.
- Complete replacement of the West 65th Substation.
- Complete design and begin construction for the replacement of Puritas and Warrensville/Van Aken Substations.
- Complete Viaduct Fender Repairs.
- Complete End of Track Device Upgrades at Tower City and Warrensville/Van Aken.
- Complete West Boulevard Station Roadway Repairs.
- Complete Stations and Kiosks along Opportunity Corridor Phase 1.
- Complete Transit Alternatives Analysis of West 25th Street Corridor.
- Begin construction of the E.116th Station ADA Rehabilitation.
- Begin reconstruction of Tower City Track 10/Track 13 Rehabilitation with platform, catenary and signal work.
- Begin design for Cuyahoga Viaduct Rehabilitation.
- Award contract for East 116th Station Public Art.
- Award Contracts for Strategic Plan Update and TWE Demonstration Project.
- Receive proposals for the Columbus Road TOD and other excess properties.
- Support the activities of the Inter/Urban Phase II project.
- Support the activities of the Cuyahoga County Trails Leadership Network.
- Provide FFY2019 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, 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 Authority's capital and development activities.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

Supporting the Vital Few Objectives (VFOs) for Continual Process Improvement and Fiscal Responsibility. 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.

2017 ACCOMPLISHMENTS

- Completed (9) Quality Assurance / Safety Audits
- Reviewed 21 Quality control Plans, Reports, and Specifications
- Conducted 23 Field and Manufacturing site visits
- Completed 3 major engineering audits
- Held 9 Project meetings
- Reviewed 10 Third-Party plans

2018 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 Construction Management Procedures Manual

Obj. Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor – Salaried Employees	257,361	253,432	258,348	259,457
501310	Overtime – Salaried Employees	838	(20.36)	10,000	10,000
502000	Fringe Benefits	96,636	101,939	97,063	97,246
503000	Services	0	0	4,000	1,000
503049	Temporary Help	0	0	0	0
504000	Materials & Supplies	4,302	400	300	300
504050	Office Supplies	0	0	0	0
509000	Miscellaneous Expenses	0	0	950	625
509020	Travel & Conferences	0	0	0	0
509022	Meals & Concessions	0	0	100	100
Total:		**359,136**	**355,750**	**370,762**	**368,727**

PROJECT SUPPORT DEPARTMENT BUDGET

PROJECT SUPPORT DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
06	0620 Drafter	1.0	1.0	1.0	1.0
23	0757 Administrative Assistant	1.0	1.0	1.0	1.0
24	0860 Project Assistant	1.0	1.0	1.0	1.0
29	1439 Mgr. – Quality Assurance	1.0	1.0	1.0	1.0
Total		**4.0**	**4.0**	**4.0**	**4.0**
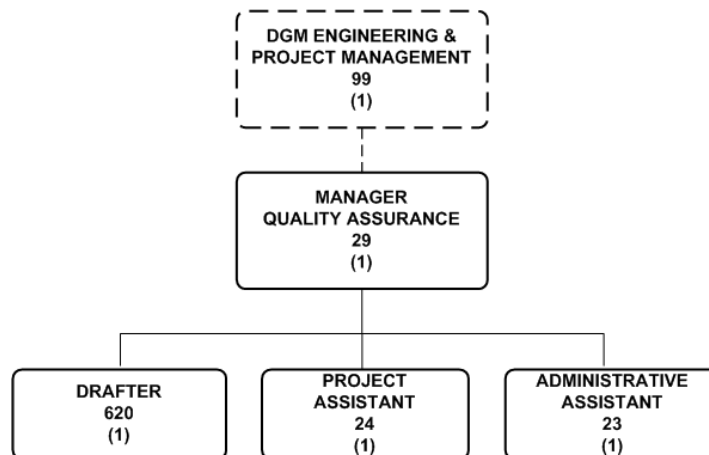
PROGRAMMING & PLANNING DEPARTMENT

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.

2017 ACCOMPLISHMENTS

- Continued to represent RTA at UCI, NOACA, City of Cleveland Transportation Planning Projects, Cuyahoga Trails Network, TLCI Projects and others as requested
- Executed the Strategic Plan while promoting development along Priority Corridors
- Continued implementation of the Transit Waiting Environment (TWE) program
- Completed the First/Last Mile Analysis
- Completed finalization of land transfers required for Little Italy Rapid Transit Station
- Sold 2 pieces of real estate for Transit Oriented Development Projects
- Submitted and received competitive capital grant for capital improvement program
- Completed 1 public art installation and awarded 2 other public art projects
- Received Environmental Determinations from FTA on 5 major RTA Capital Projects
- Allocated FFY2018 CUZA Federal Transit funds through the NOACA Transit Council

2018 PRIORITIES

- Continue representation at UCI Transportation Taskforce, NOACA Air Quality Subcommittee and Transit Council, City of Cleveland transportation planning projects, Cuyahoga Greenway Partners, various TLCI Projects and others as requested.
- Begin update of 2020-2030 Strategic Plan.
- Complete Phase I Opportunity Corridor Bus Enhancement Project.
- Award and complete Transit Waiting Environment projects and engage community partners in supporting other projects in the program.
- Coordinate design activities of the Red Line Greenway project
- Submit competitive grants for capital improvement program funding.
- Complete Environmental Compliance documentation including Section 106 for construction projects.
- Analyze and create funding split allocations of Federal Formula Funds for the NOACA Transit Council.
- Complete land acquisition for proposed construction projects, which include various Stations and Substations.
- Continue marketing RTA real estate assets for lease, sale, and joint development activities.
- Solicit Request for Qualifications on W. 25th Street Joint Development project.
- Continue to support Service Planning Bus Shelter Real Estate needs.

PROGRAMMING AND PLANNING DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor Salaried Employees	299,733	287,469	327,558	327,558
502000	Fringe Benefits	113,200	114,385	106,803	106,803
503000	Services	81,210	17,936	26,300	26,300
504000	Materials & Supplies	625	418	500	500
504050	Office Supplies	0	0	0	0
507030	Property Taxes	126,503	219,774	351,115	351,115
509000	Miscellaneous Expenses	15,888	15,229	19,270	10,370
509020	Travel & Conferences	0	0	0	0
509022	Meals & Concessions	25	106	100	100
512000	Leases & Rentals	111,468	96,689	121,968	121,968
Total		**748,653**	**752,007**	**953,614**	**944,714**

PROGRAMMING AND PLANNING DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
27	0838 Planning Team Leader	2.0	2.0	2.0	2.0
28	0794 Property Manager	1.0	1.0	1.0	1.0
30	0788 Director	1.0	1.0	1.0	1.0
	Total	**4.0**	**4.0**	**4.0**	**4.0**
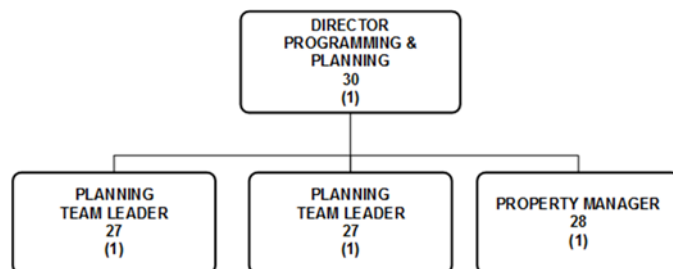
ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT

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.

2017 ACCOMPLISHMENTS

- Completed construction of the Brookpark Station Rehabilitation.
- Began construction of the East 34th Street Station ADA Rehabilitation.
- Completed construction of the Hayden and CBMF CNG Building Modifications.
- Completed construction of the Lee-Shaker Station ADA Rehabilitation.
- Completed construction of the Mayfield Road Enhancements.
- Completed construction of the East 92nd Truss Bridge Rehabilitation over CSX Railway.
- Completed construction of the Light Rail Retaining Wall Rehabilitation – Phase 1.
- Completed Courtland Blvd. (Green Line); Kenmore Rd. and Onaway Rd. (Blue Line) grade crossings.
- Completed design and construction of the Red Line West 30th to W. 98th Street Track Rehabilitation.
- Completed design and awarded contract for West Park NS Diamond Crossing Diamond Removal.
- Completed design and construction for Buckeye-Woodhill Bridge Track Restoration.
- Completed Catenary Inspection Program and awarded Signal System Evaluation.
- Awarded reconstruction of W. 65th Substation. Began design of Puritas and Warrensville Substations.

2018 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	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501200	Hourly Employees	30,202	24,265	37,440	37,440
501300	Labor Salaried Employees	1,452,803	1,491,667	1,564,631	1,564,631
502000	Fringe Benefits	519,332	567,400	520,285	520,285
503000	Services	70,358	76,215	50,000	45,000
504000	Materials & Supplies	6,010	4,158	2,950	2,950
504050	Office Supplies	0	0	0	0
509000	Miscellaneous Expenses	30,012	32,789	34,500	22,500
509020	Travel & Conferences	0	0	0	0
509022	Meals & Concessions	38	0	1,300	800
Total		**2,108,755**	**2,196,494**	**2,211,106**	**2,193,606**

ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
01	9942 Engineering Co-op	1.0	1.0	1.0	1.0
23	0725 Executive Secretary	1.0	0.0	0.0	1.0
	0757 Administrative Assistant	0.0	1.0	1.0	0.0
27	1192 Construction Engineer	2.0	3.0	3.0	3.0
	1509 Track Engineer	0.0	1.0	1.0	1.0
28	1250 Supt Construction	1.0	1.0	1.0	1.0
	1355 Resident Engineer	6.0	6.0	6.0	6.0
29	0796 Manager Eng. Project	3.0	3.0	3.0	2.0
	1660 Senior Mechanical Engineer	1.0	1.0	1.0	1.0
	1329 Project Manager – Electrical	1.0	1.0	1.0	1.0
	1518 Senior Engineer – Signal	1.0	0.0	0.0	1.0
30	0789 Director – Engineering & Project Dev	1.0	1.0	1.0	1.0
99	9931 DGM Eng & Project Mgmt	1.0	1.0	1.0	1.0
	Total	**19.0**	**20.0**	**20.0**	**20.0**
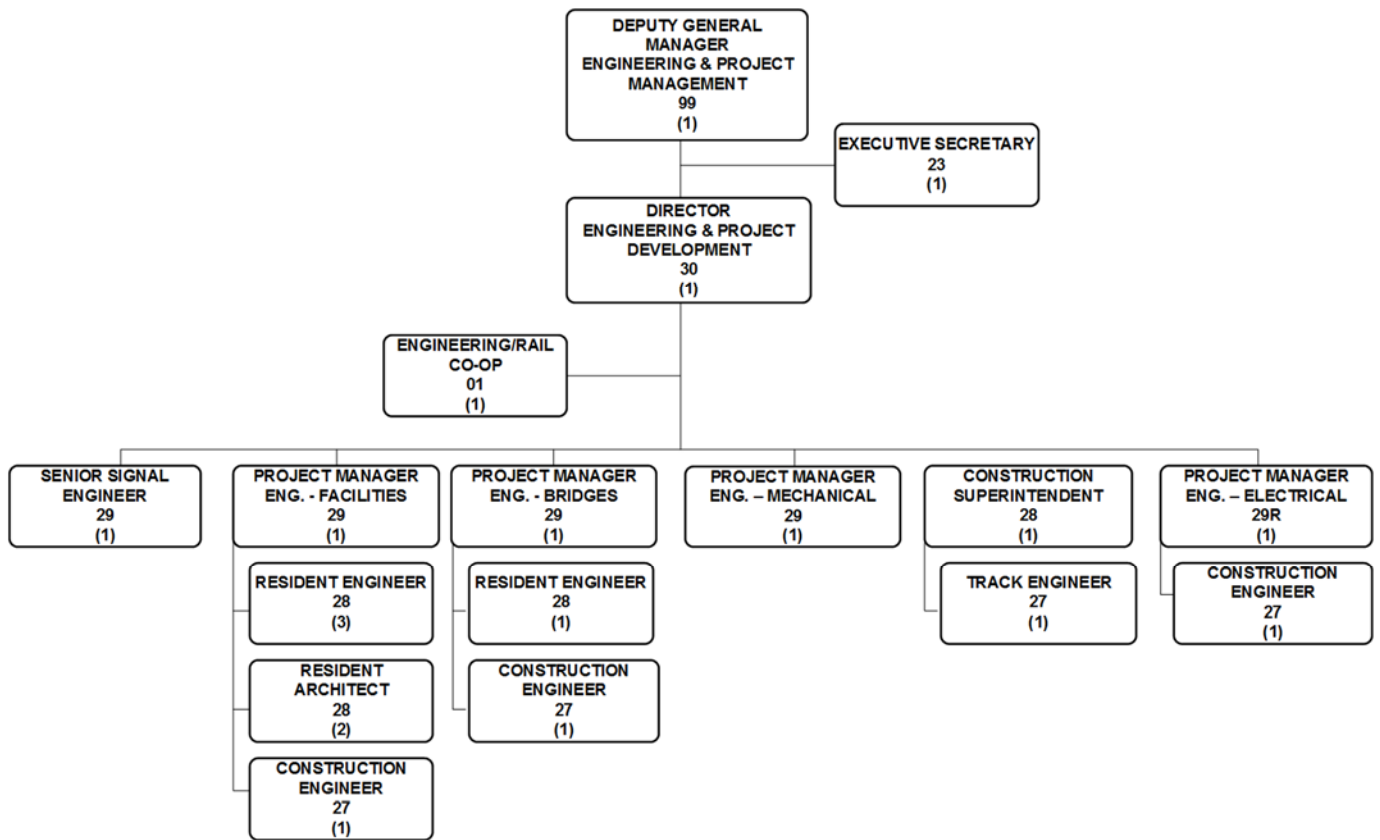
2018 Legal Affairs Division - TAB

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 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.

2017 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
- Supported construction projects and energy management initiatives
- Developed safety performance measures for managers and supervisors
- Continued a proactive approach to reducing bus and rail incidents
- 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
- Reduced Workers' Compensation on-the-job injuries
- Supported the implementation of MAP-21 and ISO 14001 programs
- Supported and enhanced the skills of the Claims employees through training opportunities

2018 PRIORITIES

- Provide efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters
- 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 safety performance measures for managers and supervisors
- 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
- Support the implementation of MAP-21 and ISO 14001 programs
- 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

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 Safety Department's Mission is to lead a proactive approach in decreasing On-the-Job injuries and preventable collisions. The safety of our passengers, our employees, and the general public is always our top priority.

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

Implementation of Safety policies, procedures, and training ensures the Authority can achieve the Vital Few Objective of Learning & Innovation to Achieve a Safety Culture. Through these practices and development of corrective actions, the Vital Few Objective of Voice of the Customer of Enhancing the Customer Experience can be achieved.

2017 ACCOMPLISHMENTS

- Performed off-shift inspections for a more comprehensive view of bus and rail safety evaluations
- Provided training on TSI certification for Safety Department personnel
- Enhanced safety procedures and training involving alternative fuels
- Continued enhancement of a safety culture within the Authority
- Developed corrective actions from audits and incidents
- Assisted with implementation of ISO 14001 at Hayden and Triskett Districts
- Determined areas for improvement in bus and audit bus similarly to rail
- Continued participation of Safety and Security Certification of Rail Transit projects
- Enhanced and provided safety efforts during the CAVS Championship games and Indian's Championship and World Series games

2018 PRIORITIES

- Continue Safety procedures and training involving alternative fuels
- Continue enhancement of a safety culture within the Authority
- Develop corrective actions from audits and incidents
- Continue assistance with ISO 14001 at Hayden and Triskett Districts
- Identify areas of improvement with bus and bus audits
- Continue performing off-shift inspections of bus and rail safety evaluations
- Continue participation of Safety and Security Certification of Rail Transit projects
- Continue TSI certification and training of Safety Department personnel

SAFETY DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501200	Hourly Employees Payroll	3,184	15,679	39,998	39,998
501210	Overtime – Hourly Employees	0	1.0	0	0
501300	Labor - Salaried Employees	443,206	467,328	457,964	457,964
501310	Overtime - Salaried Employees	3,523	3497	0	0
502000	Fringe Benefits	167,956	195,219	174,925	174,925
503000	Services	185,325	142,697	62,500	62,500
503049	Temporary Help	23,704	0	0	0
503052	Other Maintenance Contracts	71,466	58,440	195,200	195,200
504000	Material & Supplies	22,615	19,672	27,500	27,500
509000	Miscellaneous Expenses	49,065	18,598	43,800	36,150
509022	Meals & Concessions	411	237	4,900	4,900
Total		**970,434**	**921,368**	**1,006,787**	**999,137**

SAFETY DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
04	0404 Administrative Assistant	1.0	1.0	1.0	1.0
23	1151 Safety Awareness Coordinator PT	0.0	0.5	0.8	0.8
	1151 Safety Awareness Coordinator	1.0	1.0	0.0	0.0
24	1195 Transportation Safety Specialist I	0.0	0.0	1.0	1.0
25	1085 Business Analyst	1.0	1.0	1.0	1.0
26	1196 Transportation Safety Specialist II	2.0	2.0	2.0	2.0
27	0872 Manager of Safety	1.0	1.0	1.0	1.0
30	1443 Director	1.0	1.0	1.0	1.0
Total		**7.0**	**7.5**	**7.8**	**7.8**
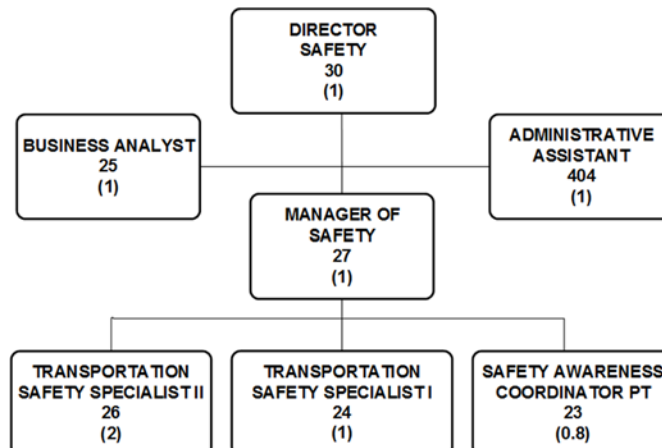
LEGAL DEPARTMENT

The mission of the Legal Department is to provide comprehensive and effective legal services to the Authority including representing the Authority in lawsuits, administrative and arbitration hearings, preparing legal opinions, documents, and providing advice in labor negotiations.

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.

2017 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 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

2018 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 legal support for all phases of development projects, land use, and acquisition
- Provide legal support for the development, drafting, and revision of policies and procedures, including those for Procurement, contract, and personnel forms

LEGAL DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501200	Hourly Employees Payroll	27,170	26,023	32,000	32,000
501210	Hourly Overtime	6	0	0	0
501300	Labor - Salaried Employees	1,681,065	1,744,449	1,726,214	1,762,110
501310	Overtime - Salaried Employees	4,580	1,765	0	0
502000	Fringe Benefits	617,593	672,712	598,836	756,768
503000	Services	169,945	509,292	331,000	331,000
503049	Temporary Help	80,779	33,477	40,000	40,000
504000	Material & Supplies	7,215	5,046	8,700	8,450
506040	Liabilities & Property Claims	1,216,285	1,054,133	1,450,000	1,175,000
509000	Miscellaneous Expenses	29,808	27,964	21,800	12,700
509022	Meals & Concessions	744	345	2,500	2,500
512000	Leases & Rentals	34,302	31,905	53,760	53,760
Total		**3,869,491**	**4,107,112**	**4,264,810**	**4,174,288**

LEGAL DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
01	9944 Legal Intern	1.0	1.0	1.0	1.0
03	0301 Administrative Assistant	2.0	2.0	2.0	2.0
04	0404 Administrative Assistant	1.0	1.0	1.0	1.0
06	0603 Claims Investigator	2.0	2.0	2.0	2.0
23	0724 Legal Secretary	4.0	4.0	4.0	4.0
25	1675 Office Manager	1.0	1.0	1.0	1.0
	1720 EEO & ADA Specialist	1.0	1.0	1.0	1.0
26	0876 Senior Adjuster	1.0	1.0	1.0	1.0
27	0773 Manager Claims	1.0	1.0	1.0	1.0
28	0880 Manager EEO/ADA	1.0	1.0	1.0	1.0
29	1440 Associate Counsel II	6.0	6.0	6.0	6.0
30	1618 Deputy Counsel – Litigation	1.0	1.0	1.0	1.0
	1680 Deputy General Counsel	1.0	1.0	1.0	1.0
99	9951 DGM Legal Affairs	1.0	1.0	1.0	1.0
Total		**24.0**	**24.0**	**24.0**	**24.0**

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                         ┌─────────────────────┐
                         │ DEPUTY GENERAL      │
                         │ MANAGER             │
                         │ LEGAL AFFAIRS       │
                         │ 99                  │
                         │ (1)                 │
                         └─────────────────────┘
         ┌───────────────────────┐
         │ OFFICE MANAGER        │
         │ 25                    │
         │ (1)                   │
         └───────────────────────┘
         ┌───────────────────────┐
         │ LEGAL SECRETARY       │
         │ 23                    │
         │ (4)                   │
         └───────────────────────┘
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| DEPUTY GENERAL COUNSEL LITIGATION 30 (1) | DEPUTY GENERAL COUNSEL ADMIN, LABOR, TRANS. LAW 30 (1) | MANAGER - EQUAL EMPLOY. OPPORTUNITY/ADA 28 (1) | CLAIMS MANAGER 27 (1) |

| ASSOCIATE COUNSEL II 29 (2) | ASSOCIATE COUNSEL II 29 (4) | EEO/ADA ANALYST 25 (1) | SENIOR ADJUSTER 26 (1) |

| | LEGAL INTERN 9944 (1) | | CLAIMS INVESTIGATOR 603 (2) |

| | | | ADMINISTRATIVE ASSISTANT 404 (1) |

| | | | ADMINISTRATIVE ASSISTANT 301 (2) |

RISK MANAGEMENT DEPARTMENT

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 and analysis, and well as managing the Authority's insurance programs, the Risk Management 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.

2017 ACCOMPLISHMENTS

- Provided Risk Management expertise to Legal, Procurement, and Engineering Departments for on-going construction projects and procurements
- Held the focus on workplace injuries and the frequency and cost reductions, as well as the increased accountability by District personnel
- Negotiated the best terms and conditions available in the market place and most cost effective renewal for property/casualty insurance programs for GCRTA
- Continued Risk Assessment exercises for cyber liability risk exposures for the Authority via completion of insurance application along with IT, other stakeholders and Casualty Insurance Broker
- Worked with Casualty Insurance Broker to finalize W/C and Liability Claim audits and implement recommendations for improvement of W/C and Liability claim processes and results to ensure alignment with industry best practices

2018 PRIORITIES

- Provide Risk Management expertise to Legal, Procurement, and Engineering Departments for on-going construction projects and procurements
- Hold the focus on workplace injuries and the frequency and cost reductions, as well as the increased accountability by District personnel
- Negotiate the best terms and conditions available in the market place and most cost effective renewal for property/casualty insurance programs for GCRTA
- Complete Risk Assessment exercises for cyber liability risk exposures for the Authority via completion of insurance application along with IT, other stakeholders and Casualty Insurance Broker
- Work with Casualty Insurance Broker to finalize W/C and Liability Claim audits and implement recommendations for improvement of W/C and Liability claim processes and results to ensure alignment with industry best practices

RISK MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501200	Hourly Employees Payroll	2,914	149	0	0
501300	Labor - Salaried Employees	489,732	483,491	471,062	505,491
501310	Overtime - Salaried Employees	39	285	0	0
502000	Fringe Benefits	187,126	195,405	183,330	438,993
502071	W/C – Injuries & Damages	925,079	817,271	1,150,000	925,000
502082	W/C – Medical Payments	537,583	421,540	750,000	625,000
503000	Services	256,241	262,512	299,500	299,500
503030	W/C Administration Fee	398,561	381,593	349,000	349,000
503049	Temporary Help	18,401	68,461	0	0
504000	Material & Supplies	2,458	3,903	4,200	4,200
506000	Casualty & Liability Costs	395,633	358,843	414,379	414,379
506010	Physical Damage Insurance	543,825	490,412	657,854	626,854
506040	Liability & Property Claims	(450)	0	0	0
506200	W/C – Settlement & Lawsuit Expense	76,000	140,050	215,000	190,000
509000	Miscellaneous Expenses	2,379	4,598	3,235	1,035
509022	Meals & Concessions	0	0	50	0
Total		**3,835,521**	**3,628,514**	**4,497,610**	**4,379,452**

RISK MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
03	0322 Workers' Comp Clerk	1.0	1.0	1.0	1.0
23	0757 Administrative Assistant	1.0	1.0	1.0	1.0
25	0885 Risk Analyst I	1.0	1.0	1.0	1.0
	1627 RTW – Transitional Coordinator	0.5	0.5	0	0
26	0905 Risk Analyst II	1.0	1.0	1.0	1.0
	1165 Workers' Comp/Dis Claim Examiner	3.0	3.0	3.0	3.0
30	0771 Director	1.0	1.0	1.0	1.0
Total		**8.5**	**8.5**	**8.0**	**8.0**

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                    │      DIRECTOR       │
                    │   RISK MANAGEMENT   │
                    │         30          │
                    │         (1)         │
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                              │
                              │        ┌─────────────────────┐
                              │        │   ADMINISTRATIVE    │
                              ├────────│      ASSISTANT      │
                              │        │         23          │
                              │        │         (1)         │
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  ┌─────────────────────┐     │        ┌─────────────────────┐
  │   RISK ANALYST II   │     │        │   WORKERS' COMP. &  │
  │         26          │─────┤        │ DISABILITY CLAIMS EXMR. │
  │         (1)         │     ├────────│         26          │
  └─────────────────────┘     │        │         (3)         │
                              │        └─────────────────────┘
                              │
  ┌─────────────────────┐     │        ┌─────────────────────┐
  │   RISK ANALYST I    │     │        │    WORKERS' COMP.   │
  │         25          │─────┤        │     INVESTIGATOR    │
  │         (1)         │     └────────│         322         │
  └─────────────────────┘              │         (1)         │
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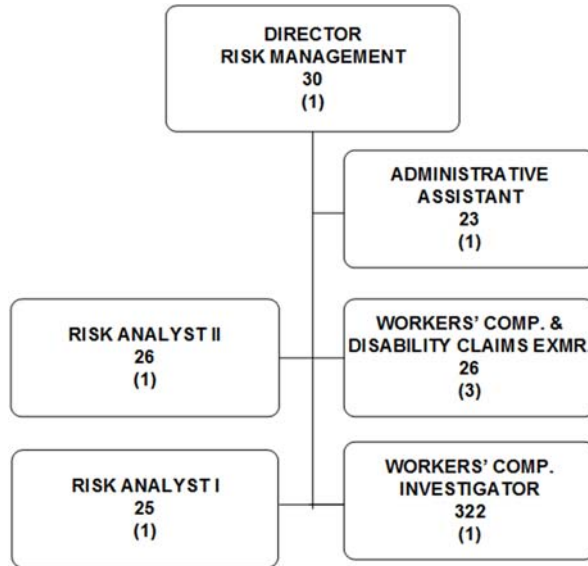
2018 Human Resources Division TAB

HUMAN RESOURCES DIVISION

MISSION STATEMENT

The Human Resources Division provides personnel services, benefits, 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 regular improvements, management, and reporting on Employee Satisfaction & Engagement, Employee Performance Management, Workforce Turnover and Training, Attendance, completed trainings, and on-time completion of Performance Evaluations across the workforce. The key change initiative addresses continued development and improvements to the Succession Planning Program, where promotion, skill development, and better tools for evaluation are established and monitored.

2017 ACCOMPLISHMENTS

- Continued enhancements of Oracle Standard Benefits and Employee Self-Service modules to provide policy information and decision support information to employees and managers in a timely fashion
- Revised new hire orientation program
- Hired 7 Management Development Program (MDP) interns, ultimately resulting in the hiring of 4 MDP analysts to support GCRTA's succession planning efforts
- Reduced time-to-fill in non-bargaining positions by 43%
- Achieved Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation for Transit Police workforce
- Developed and deployed Employee Promotability Training and Frontline Supervisory Training
- Successfully negotiated a labor agreement with the Fraternal Order of Police (FOP)
- Continued Positive Discipline and Labor Relations supervisory training
- Developed FMLA training for supervisors in 2018
- Continued Get Fit Wellness Program, increased wellness education/events and purchased new fitness equipment for CBMF fitness center
- Purchased RX program to assist in monitoring and containing RX costs
- RFP completed for Health Care Consultant, drug and alcohol collection sites, and unemployment claims vendor
- 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
- Implemented of Operator Stress Management & Wellness Training for operators
- Implemented an Operator Mentoring pilot program at Triskett District, with continued deployment to Hayden, Paratransit, and Rail Districts
- Received Ohio State Apprenticeship Registration for the Railcar Apprenticeship Program
- Trained ODOT-State Safety Oversight for Federal Transit Administration State Safety Oversight Certification. First State Safety Oversight to receive the certification in the country.
- Continued deployment of the Midwest Transit Leadership Exchange (MTLE) to enhance development of high potential operations staff, supervisors, and management
- Completed Cohort 5 of the Public Transit Management Academy, graduating 26 employees
- Secured new travel training community partners: US Committee for Refugees & Immigrants, Milestones Autism Resources, Jewish Family Services, and Opportunities for Ohioans with Disabilities

2018 PRIORITIES

- Implement Oracle Manager Self Service to improve efficiencies for completion of key employee transactions
- Increase recruitment outreach activities by attending at least two events per month on average.
- Streamline process for filling vacancies by eliminating redundancies and non-value added activities.
- 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 Amalgamated Transit Union (ATU)
- Procure new health care contracts for 2019
- Continue development of a long-term strategic plan to continue to lower healthcare costs and optimize benefits design and wellness activities
- Expand Stress Management Training to non-operators
- Continue succession planning programming for frontline supervisory, mid-level, sr. management
- Continue the deployment of the Operator Mentoring programming
- Continue the deployment of employee engagement activities

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 the Change Initiative for Development and Succession Planning across all workforce segments. Partnering with Training & Employee Development, Human Resources is charged with monitoring turnover, defining capability & capacity needs, and information action plans to improve bench strength throughout the workforce.

2017 ACCOMPLISHMENTS

- Implemented University Hospital HMO plan design option for employees
- Continued enhancements of Oracle Standard Benefits and Employee Self-Service modules to provide policy information and decision support information to employees and managers in a timely fashion
- Continued the development of the HR Business Partner model to include the expansion of individual HR job responsibilities to provide prompt, efficient, and personalized service to the operating districts. Revised positions so that one HR business partner is devoted exclusively to the operator workforce.
- Continued high potential Succession Planning Program where 5 out of 16 applicants were selected. Participants continue with execution of individual development plans
- Revised new hire orientation program
- Achieved Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation for Transit Police workforce
- Hired 7 Management Development Program (MDP) interns, ultimately resulting in the hiring of 4 MDP analysts to support GCRTA's succession planning efforts
- Reduced time-to-fill in non-bargaining positions by 43%
- Revised screening process to qualify GCRTA for Medicaid reimbursement

- Partnered with Employee Learning and Development to design and deliver Employee Promotability Training and frontline supervisory training

2018   PRIORITIES

- Continue to explore and implement improvements to the performance management process for non-represented personnel, to include but not limited to: continued alignment with Mission, Vision, Values and Vital Few Objectives.
- Continue development of the HR Business Partner to include the expansion of individual HR job responsibilities, to provide prompt, efficient, and personalized service to the Operating Districts.
- Continue to partner with directors, managers, and supervisors to implement succession planning activities that prepare employees to fill future leadership positions (e.g. Management Development Program).
- Continue development and monitoring of Oracle system security plan and enhancing Quality Assurance metrics.
- Continue training for Oracle HRMS, Kronos, and EIS users in the areas of reporting, data analysis, metrics, and increased functionality.
- Achieve optimal Operator staffing levels to improve service.
- Continue increasing HR's visibility throughout Authority.
- Increase recruitment outreach activities by attending at least two events per month on average.
- Streamline process of filling vacancies by eliminating redundancies and non-value added activities.
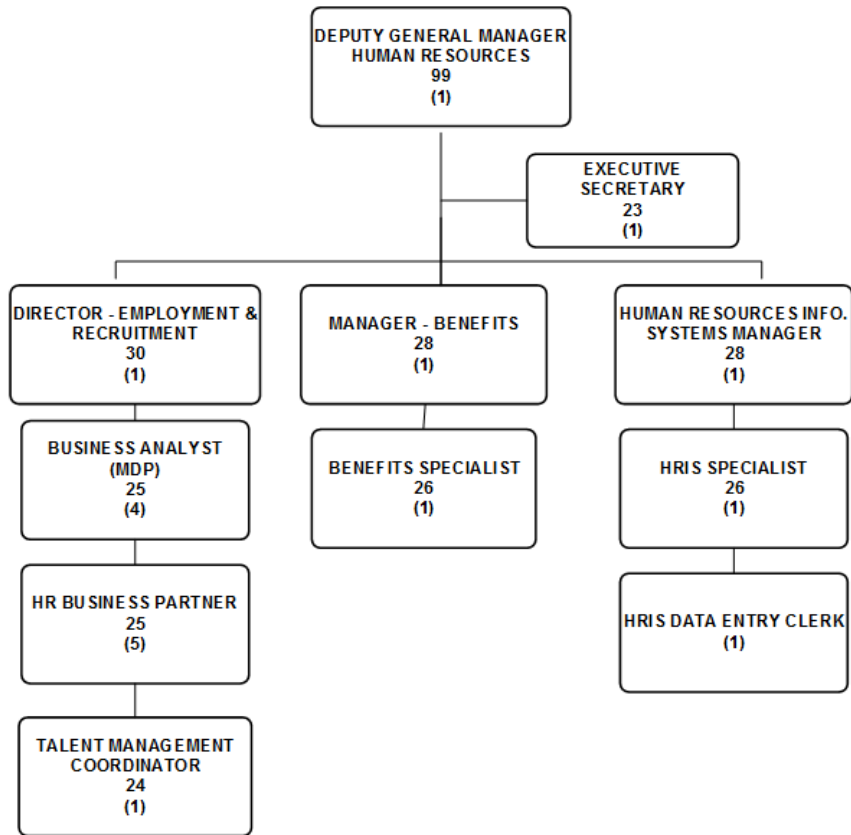
- Continue to improve new hire orientation and onboarding practices of new employees
- Continue the implementation and improvements of succession planning initiatives to include, but not limited to: the Career Pathways Program, Management Development Program, Signals Training Consortium, Rail Car Training Consortium and Apprenticeships and Midwest Transit Leadership Exchange.
- Improvement of selection tools (interview and testing) for all positions
- Improvement of background checks
- Revised Interview Panel Training

HUMAN RESOURCES DEPARTMENT BUDGET

Obj. Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Budget Amended
501200	Hourly Employees	66,453	212,313	264,900	264,900
501204	Hourly Employees/Light Duty Wages	0	0	30,000	30,000
501210	Overtime – Hourly Employees	13	805	0	0
501300	Labor – Salaried Employees	930,252	1,006,950	1,117,641	1,117,641
502000	Fringe Benefits	328,084	453,674	472,554	472,554
503000	Services	138,536	57,388	201,500	162,200
503020	Advertising Fees	2351	27,132	39,000	39,000
503049	Temporary Help	(32)	0	0	0
504000	Materials & Supplies	11,937	12,100	22,750	7,750
509000	Miscellaneous Expenses	5861	11,179	52,550	21,125
509022	Meals & Concessions	0	0	800	800
Total:		1,483,455	1,781,541	2,201,695	2,115,970

HUMAN RESOURCES DEPARTMENT STAFFING

Grade	Job Name	2014	2015	2016	2017	2018
22	1659 HRIS Data Entry Clerk	0.0	0.0	0.0	0.0	1.0
23	0725 Executive Secretary	1.0	1.0	1.0	1.0	1.0
24	1636 Talent Management Coordinator	0.0	0.0	0.0	1.0	1.0
25	1081 Business Analyst	4.0	5.0	4.0	4.0	4.0
	1640 HR Business Partner	4.0	4.0	5.0	4.0	5.0
26	1624 HR Performance Specialist	1.0	1.0	1.0	1.0	0.0
	1690 HRIS Specialist	1.0	1.0	1.0	1.0	1.0
	1700 Benefits Specialist	1.0	1.0	1.0	1.0	1.0
27	0904 HRIS Manager	1.0	1.0	1.0	1.0	1.0
28	0842 Mgr Employment & Recruitment	0.0	0.0	0.0	0.0	0.0
	0844 Benefits Manager	1.0	1.0	1.0	1.0	1.0
30	1444 Director of Employment & Recruitment	1.0	1.0	1.0	1.0	1.0
99	9971 DGM Human Resources	1.0	1.0	1.0	1.0	1.0
Total		16.0	17.0	17.0	17.0	18.0

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│ DEPUTY GENERAL MANAGER  │
│    HUMAN RESOURCES      │
│          99             │
│         (1)             │
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            │          ┌──────────────────┐
            │          │    EXECUTIVE     │
            │          │    SECRETARY     │
            ├──────────│        23        │
            │          │       (1)        │
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DEPUTY GENERAL MANAGER HUMAN RESOURCES 99 (1)

EXECUTIVE SECRETARY 23 (1)

DIRECTOR - EMPLOYMENT & RECRUITMENT 30 (1)

MANAGER - BENEFITS 28 (1)

HUMAN RESOURCES INFO. SYSTEMS MANAGER 28 (1)

BUSINESS ANALYST (MDP) 25 (4)

BENEFITS SPECIALIST 26 (1)

HRIS SPECIALIST 26 (1)

HR BUSINESS PARTNER 25 (5)

HRIS DATA ENTRY CLERK (1)

TALENT MANAGEMENT COORDINATOR 24 (1)

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 (verify).

2017 ACCOMPLISHMENTS

- 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
- Developed FMLA training for supervisors in 2018
- Continued Positive Discipline and Labor Relations supervisory training
- Continued union negotiations with ATU
- Negotiated a tentative agreement with the FOP
- Provided internships for 3 interns from Job Corp
- Administered unemployment compensation benefits process and monitored funds; ensure proper discipline and discharge procedures are followed to limit claims liability
- Ensured Operators received biennial exams prior to the expiration
- Performed drug tests and alcohol tests on safety-sensitive employees in accordance with FTA regulations
- Administered Drug & Alcohol policies and processed all FMLA requests in accordance with regulations
- Continued Get Fit Wellness Program, increased wellness education/events and purchased new fitness equipment for CBMF fitness center
- ACA Tax Forms processed
- Outsourced COBRA process
- Purchased RX program to assist in monitoring and containing RX costs
- RFP completed for Health Care Consultant, drug and alcohol collection sites, and unemployment claims vendor

2018 PRIORITIES

- Procure new health care contracts for 2019
- 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 payment process and requirements for 2018
- Process 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
- Negotiate labor contract with ATU
- 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
- Seek to provide additional internship opportunities for Job Corp
- Administer unemployment compensation benefits process and monitor funds

- Ensure Operators receive biennial exams prior to their expiration
- Perform drug tests on at least 25% and alcohol tests on at least 10% of safety-sensitive pool
- Issue revised Substance Abuse Policies to all employees
- Administer Drug & Alcohol policies and process all FMLA requests
- Provide FMLA Training to Supervisors
- Continue to enhance wellness initiatives, education, and events
- Continue to engage employees with the Get Fit Wellness Program
- Assist with the purchase of fitness equipment for the Triskett District

LABOR & EMPLOYEE RELATIONS DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor Salaried Employees	347,963	402,304	407,803	407,803
502000	Fringe Benefits	99,385	116,250	146,464	146,464
502070	Unemployment Compensation	88,899	106,080	270,000	270,000
503000	Services	274,803	101,525	172,000	172,000
503049	Temporary Help	(4121)	0	0	0
503052	Other Maintenance Contracts	0	286,343	311,289	212,700
504000	Materials & Supplies	549	12,124	750	750
509000	Miscellaneous Expenses	9,448	4,067	7,650	4,375
509022	Meals & Concessions	1799	1,795	7,750	7,750
Total		**818,722**	**1,030,488**	**1,323,706**	**1,221,842**

LABOR & EMPLOYEE RELATIONS DEPARTMENT STAFFING

Grade	Job Name	2014	2015	2016	2017	2018
22	0721 Secretary I	1.0	1.0	1.0	1.0	1.0
25	0899 Occupational Health Specialist	2.0	2.0	2.0	2.0	2.0
26	0902 Labor & Employee Relations Specialist	1.0	1.0	1.0	1.0	1.0
26	1963 Wellness Coordinator	0.0	1.0	1.0	1.0	1.0
30	1342 Director	1.0	1.0	1.0	1.0	1.0
	Total	**5.0**	**6.0**	**6.0**	**6.0**	**6.0**
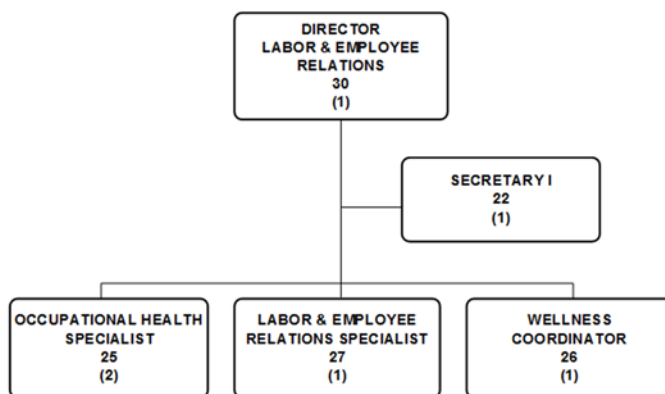
TRAINING AND EMPLOYEE DEVELOPMENT DEPARTMENT

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 Change Initiative is the continued development of the Succession Planning program, to include projects that address the promotion process, improving "bench strength", and improving the Non-Bargaining Performance Management & Evaluation process.

Training & Employee Development has in place a "Promotability Training" course, supports the Director of Employment & Recruiting with the Employee Satisfaction & Engagement Survey, Performance Management Evaluations, and maintains key training programs for the GCRTA workforce.

2017 ACCOMPLISHMENTS

- Implemented of Operator Stress Management & Wellness Training for operators
- Implemented an Operator Mentoring pilot program at Triskett District, with continued deployment to Hayden, Paratransit, and Rail Districts
- Received Ohio State Apprenticeship Registration for the Railcar Apprenticeship Program
- Trained ODOT-State Safety Oversight for Federal Transit Administration State Safety Oversight Certification. First State Safety Oversight to receive the certification in the country.
- Secured new travel training community partners: US Committee for Refugees & Immigrants, Milestones Autism Resources, Jewish Family Services, and Opportunities for Ohioans with Disabilities
- Continued deployment of the Midwest Transit Leadership Exchange (MTLE) to enhance development of high potential operations staff, supervisors, and management
- Completed Cohort 5 of the Public Transit Management Academy, graduating 26 employees
- Continued deployment of the Career Pathways Program training and internships – Mechanical, Electronic Repair, and Temporary Commercial Driver's License Training
- Continued Employee Promotability Training: 23 participants trained during 2017
- Implemented of Frontline Supervisor Training: Cohort 1 and Cohort 2 of supervisors started during the fourth quarter of 2017.

2018 PRIORITIES

- Expand Stress Management Training to non-operators
- Implement an internal customer service training program
- Continue succession planning programming for frontline supervisory, mid-level, sr. management
- Continue implementation of Facilities Maintenance Training
- Implement a bargaining unit performance check-in process
- Continue the deployment of Operator Mentoring programming
- Continue the deployment of employee engagement activities

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT BUDGET

Obj. Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501200	Hourly Employees	17,633	14,547	0	0
501300	Labor – Salaried Employees	1,799,429	1,819,777	1,875,305	1,875,527
501310	Overtime – Salaried Employees	97,357	78,334	80,000	80,000
502000	Fringe Benefits	709,402	764,479	696,456	702,255
502148	Tuition Reimbursement	71,626	51,771	80,000	80,000
503000	Services	196,507	77,355	90,700	90,700
503049	Temporary Help	(3,951)	0	0	0
503052	Other Maintenance Contracts	2,654	155,195	260,700	210,023
504000	Materials & Supplies	8,938	16,638	41,100	41,100
509000	Miscellaneous Expenses	220,204	326,819	496,125	303,513
509022	Meals and Refreshments	2531	591	1500	1500
Total:		**3,122,330**	**3,305,506**	**3,621,886**	**3,384,618**

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
05	0511 Assistant Operating Instructor	2.0	2.0	1.0	1.0
06	0611 Operating Instructor	9.0	11.0	11.0	11.0
	0612 Vehicle Maintenance Instructor	5.0	5.0	5.0	5.0
25	1658 Training Coordinator	1.0	1.0	1.0	0.0
26	1194 Safety Trainer	1.0	1.0	1.0	1.0
	1619 Travel Trainer	2.0	2.0	2.0	2.0
	1622 Power/Way Rail Trainer	2.0	3.0	3.0	3.0
	1631 Rail Ops Ctr Trainer	0.0	0.0	0.0	0.0
	1631 Service Quality Trainer	1.0	1.0	1.0	1.0
28	0870 Manager Oper/Maint Training	1.0	1.0	1.0	1.0
	0886 Manager Training Rail Oper	1.0	1.0	1.0	1.0
30	1430 Director	1.0	1.0	1.0	1.0
	Total	**26.0**	**28.0**	**28.0**	**27.0**

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                        DIRECTOR
                  TRAINING & EMPLOYEE
                      DEVELOPMENT
                           30
                           (1)
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```
   MANAGER - RAIL OPERS.          TRAVEL TRAINER          MANAGER - OPERATOR &
    AND MAINTENANCE                     26              MAINTENANCE TRAINING
          28                            (2)                      28
          (1)                                                    (1)
```

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 POWER & WAY      SERVICE QUALITY        SAFETY TRAINER      VEHICLE MAINTENANCE
   TRAINER           TRAINER                  26                 INSTRUCTOR
     26                26                      (1)                   612
     (3)               (1)                                           (3)
```

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  OPERATING      VEHICLE MAINTENANCE       OPERATING
  INSTRUCTOR        INSTRUCTOR             INSTRUCTOR
     611               612                    611
     (2)               (2)                    (9)
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ASSISTANT OPERATING
    INSTRUCTOR
       511
       (1)
```

2018 Executive Division TAB

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.

2017 ACCOMPLISHMENTS

Infrastructure Upgrades

- Completed construction of the new Red Line Brookpark Rail Station
- Broke ground on E. 34 Street-Campus Rail Station
- Completed enhanced pedestrian access to Little Italy-University Circle Station
- Completed Lee-Shaker Station on the Green Line
- Completed $6.8 million Red Line track upgrade on West Side
- Replaced 29 old diesel buses with 40-foot enhanced CNG buses
- Replaced 21 Paratransit vans with new state-of-the-art Paratransit vehicles
- Met with six rail car manufacturers to discuss upcoming rail car replacement options

Enhanced Ridership

- Kids Ride Free Summer Promotion that served 65,000 young customers
- Extended the C- Line Trolley to the Flats East Bank development
- Initiated Cleveland State Line service to Edgewater Park on Saturdays
- Extended Green Line Rail Service from 9 pm to midnight
- Initiated a regional VanShare program
- Branded two HealthLine stations as "Museum Stops"
- Launched our Real-Time app and Increased sales offerings on our mobile ticketing app

Strong Financial Management

- Finished 2017 $26 million to the good of budget
- Received GFOA – CAFR awards for 29[th] consecutive year and Distinguished Budget award for 28[th] consecutive year
- Entered into a 25-year naming rights sponsorship for the MetroHealth Line
- Received outstanding audit results at both Federal and State levels
- Increased grant awards for communications system upgrades, bus replacements and rail infrastructure modernizations.

Safety and Security

- Became first transit system to become certified by Ohio's State (Rail) Safety Oversight Program, approved by Federal Transit Administration
- Received APTA Bus Safety Excellence Award & APTA Rail Safety Excellence Award
- Reduced "Rail Reportable incidents;" down by more than 60% from 2016
- Participated in 2017 Operation Lifesaver Rail Safety Week
- Honored 30 operators for 665 combined years of safe driving at annual recognition event

Organizational and Staff Recognitions

- The Partnership for Excellence (Baldrige Award) – Received Gold Level certification
- Smart Business 2017 Customer Service Award

- Campus District 2017 Infrastructure Award – E. 34 Street-Campus Station
- Crain's "C-Suite" – Honored in Board Chairman Category – George Dixon
- COMTO Women Who Move the Nation – Loretta Kirk
- Who's Who in Northeast Ohio – Joseph Calabrese for Impact on NE Ohio
- Computerworld Premier 100 Technology Leader for 2017
- Government Technology & AT&T Technology Innovation Award
- Computerworld Premier 100 Technology Leader – Pete Anderson, CIO
- APTA Sustainability Award – Silver Level
- Award for Fiber Sharing Agreement with City of Cleveland, Cuyahoga County, The Cleveland Metroparks, Ohio Dept. of Transportation, and Ohio Dept. of Administrative Services

Succession Planning
- Finalized new appointments to RTA's Executive Management Staff:
    o Deputy General Manager, Operations – Dr. Floun'say Caver
    o Executive Director of Office of Management and Budget – Tom Raguz
    o Deputy General Manager, Finance and Administration – Rajan Gautam
    o Director of Procurement – Melinda Dangelo
- Received approval of 30-month Rail Car Apprenticeship program from the Ohio State Apprenticeship Council
- Hired four Management Development Program participants.
- RTA's Public Transit Management Academy at CSU – 26 employees graduated from program.

2018 PRIORITIES

- Support and drive the Mission, Vision, and Values of the Authority
- Continue to improve the Balanced Scorecard Vital Few Objectives:
    o Fiscal Responsibility
    o Voice of the Customer
    o Continual Process Improvement
    o Learning & Innovation
- Investigate additional strategies to increase our productivity and reduce costs
- Identify additional funding for infrastructure needs and state of good repair initiatives
- Deliver a creative marketing plan to promote the RTA and maximize ridership
- Continue our positive relationship with civic leaders, elected officials, and the media
- Continue to educate about the benefits of public transit and RTA
- Encourage Transit Supportive Developments
- Focus on Employee Development and Succession Planning programs

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
67	Office of Management & Budget
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 the Speaker's Bureau.

2017 ACCOMPLISHMENTS

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2018 PRIORITIES

- Implement policies and procedures to maintain critical services
- Maximize ridership
- Continue sales-focus transition of the Authority
- Achieve:
  - Revenue increase in passenger fares
  - Performance improvements in safety
  - Performance improvements in number of miles between service interruptions
  - Performance improvements in on-time performance
  - Decrease in employee unscheduled absences
- Continue culture change efforts with focus on identifying efficiencies and better practices to improve customer service
- Promote policies at the local, state, and federal levels that support transit
- Develop and implement a strategy to bring discretionary dollars at both state and federal levels to the Authority
- Develop strong working relationships with elected officials at the local, state, and federal levels
- Support increases of transit dollars during budget cycles at both the state and federal levels
- Cultivate contacts with civic, business, and community leaders and groups

EXECUTIVE DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor Salaried Employees	483,8212	544,808	614,627	614,627
502000	Fringe Benefits	204,919	241,337	210,486	210,486
503000	Services	240	2,317	106,000	106,000
503049	Temporary Help	0	0	0	0
504000	Materials & Supplies	991	621	1,200	1,200
504050	Office Supplies	0	0	0	0
509000	Miscellaneous Expenses	169,868	152,272	158,150	158,150
509020	Travel, Training & Conferences	0	0	22,050	22,050
509022	Meals & Concessions	2,120	6,171	7,500	7,500
Total		**861,960**	**947,567**	**1,120,013**	**1,120,013**

Grade	Job Name	2015	2016	2017	2018
23	0711 Secretary to GM/Sec Treasurer	1.0	1.0	1.0	1.0
	0725 Executive Secretary	1.0	1.0	1.0	1.0
27	0862 Government Relations Specialist	1.0	1.0	1.0	1.0
	1330 External Affairs Administrator	0.0	1.0	1.0	1.0
28	Energy Manager	0.0	0.0	0.0	1.0
99	9929 General Manager	1.0	1.0	1.0	1.0
	Total	**4.0**	**5.0**	**5.0**	**6.0**
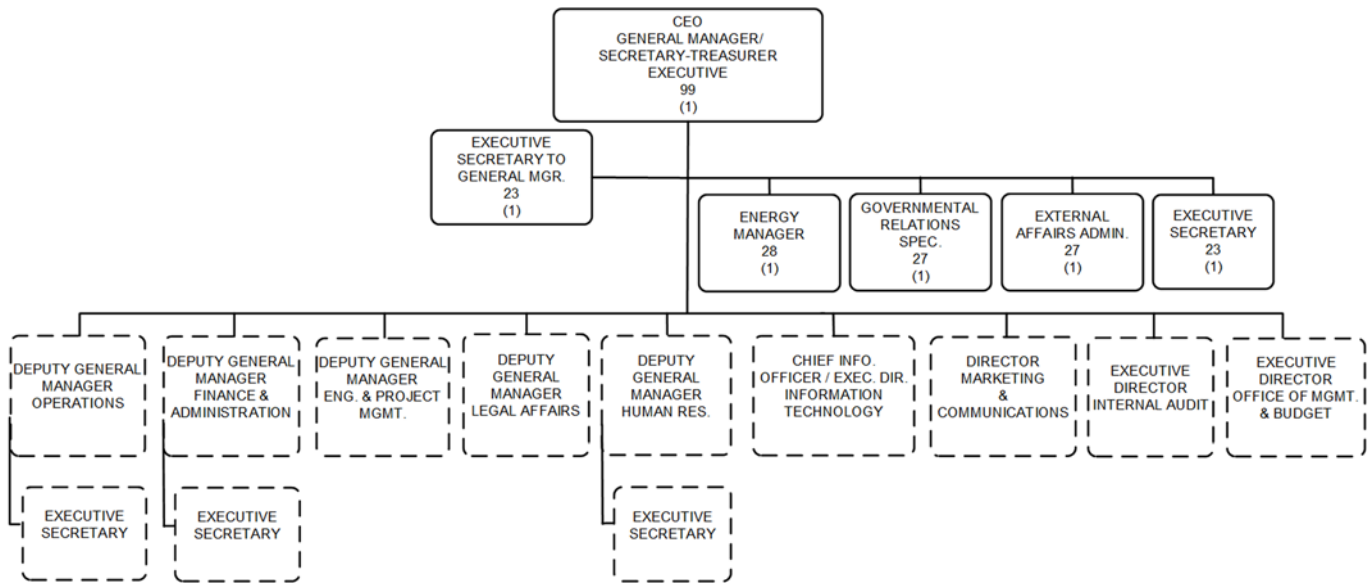
SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT

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.

2017 ACCOMPLISHMENTS

- Had a "clean" audit from the Auditor of State.
- Developed new Governance Model.
- Updated Code of Regulations.
- Board Chairman, George F. Dixon, III honored by Crain's Cleveland Magazine as an outstanding chairperson.
- Received accolades from customers, civic partners, and the media for outstanding service during the CAV's playoff run and Cleveland Indian's World Series run.
- Received Smart Business Magazine's 2017 Customer Service Award.

2018 PRIORITIES

- Work within new governance structure.
- 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	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor Salaried Employees	97,791	101,814	103,747	103,747
502000	Fringe Benefits	36,597	40,904	37,296	37,296
503000	Services	77,433	75,953	99,000	99,000
504000	Materials & Supplies	616	483	500	500
504050	Office Supplies	0	0	0	0
509000	Miscellaneous Expenses	25,252	52,492	32,700	32,700
509020	Travel, Training & Conferences	0	0	0	0
509022	Meals & Concessions	187	984	2,000	1,500
Total		**237,876**	**272,629**	**275,243**	**274,743**

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
23	0725 Executive Assistant	1.0	1.0	1.0	1.0
99	9901 Board Member	10.0	10.0	10.0	10.0
	Total	**11.0**	**11.0**	**11.0**	**11.0**

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                    ┌─────────────────────┐
                    │  BOARD PRESIDENT    │
                    │         99          │
                    │         (1)         │
                    └─────────────────────┘
                              │
              ┌───────────────┴───────────────┐
    ┌─────────────────────┐         ┌─────────────────────┐
    │   BOARD MEMBER      │         │ EXECUTIVE SECRETARY │
    │        99           │         │         23          │
    │        (9)          │         │         (1)         │
    └─────────────────────┘         └─────────────────────┘
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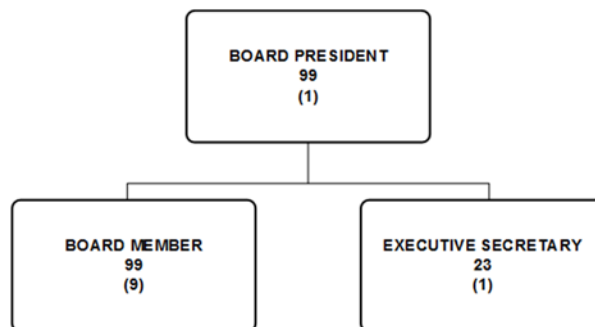
INTERNAL AUDIT DEPARTMENT

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 vital few objectives throughout the authority through evaluation and audits.

2017 ACCOMPLISHMENTS

- Established a risk-based Audit Plan aligned with the GCRTA Strategic Plan and Vital Few Objectives
- 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 and advisory services
- Coordinated and follow-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

2018 PRIORITIES

- Establish a risk-based Audit Plan for 2017 aligned with the GCRTA Strategic Plan and Vital Few Objectives
- 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 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	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501200	Hourly Employees Payroll	223	0	0	0
501300	Labor Salaried Employees	454,367	507,398	594,249	594,249
502000	Fringe Benefits	185,806	206,814	203,594	203,594
503000	Services	(34,633)	172,000	101,500	71,500
503049	Temporary Help	(357)	0	0	0
504000	Materials & Supplies	1,293	2,240	1,000	1,000
504050	Office Supplies	0	0	650	650
509000	Miscellaneous Expenses	9,060	18,259	10,600	10,600
509020	Travel, Training & Conferences	0	0	16,275	16,275
509022	Meals & Concessions	81	667	750	750
Total		**615,841**	**907,379**	**928,618**	**898,618**

INTERNAL AUDIT DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
22	0721 Secretary I	1.0	1.0	1.0	1.0
27	0959 Information Technology Specialist Auditor	0.0	0.0	0.0	1.0
27	0957 Staff Auditor	3.0	3.0	3.0	3.0
28	1202 Information Technology Auditor	1.0	1.0	1.0	1.0
28	1261 Senior Auditor	1.0	1.0	1.0	1.0
31	1522 Executive Director	1.0	1.0	1.0	1.0
	Total	**7.0**	**7.0**	**7.0**	**8.0**
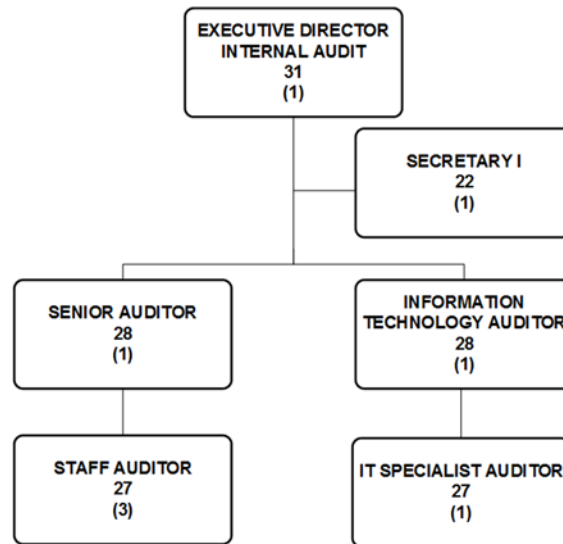
MARKETING & COMMUNICATION DEPARTMENT

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.

2017 ACCOMPLISHMENTS

- Completed construction on the Red Line Brookpark station and Green Line Lee-Shaker station and broke ground on the E. 34-Campus station.
- Completed a $6.8 million Red Line track upgrade on the west side
- Initiated "Kids Ride Free" Summer Promotion that served 65,000 young riders
- Extended C Line Trolley to Flats East Bank
- Started Cleveland State Line service to Edgewater Park on Saturdays
- Initiated VanShare program
- Significantly improved real time information through use of Transit App
- Developed marketing strategies to support the Authority's strategic plan, mission, vision and values
- Developed and conducted a series of research programs to gauge customer satisfaction
- Partnered with MetroHealth on the MetroHealth Line branding of services on West 25th Street. The 51 family of routes is RTA's second highest ridership routes, only second to the HealthLine.

2018 PRIORITIES

- Deliver a creative marketing plan to promote the Authority and maximize ridership, while focusing on the Strategic Plan, Mission, Vision, and Values
- Continue to establish and nurture relationships with transit coalition partners, including business and community leaders and elected officials
- Continue to educate about the benefits of public transit and RTA
- Encourage Transit Supportive developments
- Continue to conduct research programs to gauge customer satisfaction
- Assess the effectiveness of current internal communications and develop strategies to improve employee directed communications

MARKETING & COMMUNICATIONS DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501200	Hourly Employees Payroll	31,381.40	42,598	49,578	49,578
501300	Labor Salaried Employees	1,513,359.88	1,553,117	1,444,903	1,455,270
501310	Overtime Salaried Employees	36,937.96	11,502	13,500	13,500
502000	Fringe Benefits	589,713.23	649,171	628,921	629,789
503000	Services	150,312.23	70,700	175,503	175,503
503020	Advertising Fees	819,232.34	847,372	927,500	927,500
503049	Temporary Help	0	(150)	0	0
504000	Materials & Supplies	26,016.68	18,822	15,100	15,100
504050	Office Supplies	0	0	1,050	1,050
509000	Miscellaneous Expenses	10,682.12	9,612	5,100	3,000
509020	Travel, Training & Conferences	0	0	0	0
509022	Meals & Concessions	12,522.51	6,835	10,000	5,125
512000	Leases & Rentals	5,322.20	7,357	15,000	10,000
Total		**3,195,480.55**	**3,216,936**	**3,286,156**	**3,285,415**

MARKETING & COMMUNICATIONS DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
00.A	9942 Marketing Intern	0.0	0.0	0.0	0.75
03	0365 Customer Service Rep	3.0	3.0	3.0	3.0
	0371 Telephone Operator/Info Clerk	11.0	11.0	11.0	10.0
04	0472 Information Clerk/Teller	3.0	3.0	3.0	3.0
06	0625 Layout Assistant	1.0	1.0	1.0	1.0
23	0740 Marketing Associate	1.0	1.0	1.0	1.0
	1650 Marketing Assistant PT	0.0	1.0	1.0	1.0
25	0713 Publications Manager	1.0	1.0	1.0	0.0
	0831 Community Relations Specialist	1.0	1.0	1.0	1.0
	0966 Assistant Supervisor Telephone Info	1.0	1.0	1.0	1.0
	1067 Assistant Supervisor Customer Service	0.0	1.0	1.0	1.0
	1085 Business Analyst	1.0	1.0	1.0	0.0
26	1061 Supervisor Marketing Dev	1.0	1.0	1.0	1.0
	1184 Supervisor Telephone Info Ctr	1.0	1.0	1.0	1.0
	1246 Supv Customer Service Center	1.0	0.0	0.0	0.0
27	0859 Sales Manager/Sales Director	1.0	1.0	1.0	1.0
28	1144 Manager Media Relations	1.0	1.0	1.0	1.0
	28XX Marketing Manager	0.0	0.0	0.0	1.0
31	0784 Executive Director	1.0	1.0	1.0	1.0
	Total	**29.0**	**30.0**	**30.0**	**28.75**

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                              ┌─────────────────────┐
                              │ EXECUTIVE DIRECTOR  │
                              │   MARKETING &       │
                              │  COMMUNICATIONS     │
                              │       31            │
                              │       (1)           │
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EXECUTIVE DIRECTOR MARKETING & COMMUNICATIONS 31 (1)

MANAGER – MARKETING & COMMUNICATIONS 28 (1)

COMMUNITY RELATIONS SPECIALIST 25 (1)

SALES MANAGER/ SALES DIRECTOR 27 (1)

MANAGER – MEDIA RELATIONS 27 (1)

SUPERVISOR - TELEPHONE INFORMATION CENTER 26 (1)

ASST. SUPERVISOR CUSTOMER SERVICE CENTER 25 (1)

SUPERVISOR MARKETING DEVELOPMENT 26 (1)

MARKETING ASSOCIATE 24 (1)

ASST. SUPV. TELEPHONE INFO. CENTER 25 (1)

INFORMATION CLERK/ TELLER 472 (3)

MARKETING ASSISTANT 23 (1)

TELEPHONE OPERATOR/ INFORMATION CLERK 371 (11)

LAYOUT ASSISTANT 625 (1)

CUSTOMER SERVICE REPRESENTATIVE 365 (3)

MARKETING INTERN 9942 (0.8)

INFORMATION TECHNOLOGY DEPARTMENT

MISSION STATEMENT

The mission of the Information Technology Department is to partner with all internal divisions to enhance the efficiency and reliability of GCRTA's services to its employees and customers through innovative, quality technology solutions.

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

The Information Technology Department is focused on creating and maintaining an information systems application suite and reliable infrastructure. IT is required to replace aging assets and components as dictated by various lifecycles. To monitor asset improvement under the Continual Process Improvement VFO, IT is striving to achieve a 5% improvement in the IT State of Good Repair (SoGR) score, to reach a target of 3.58 across all systems and projects. This target of improvement includes the completion of the Phone System Upgrade, Network Upgrades, Data Center Improvements, Back-up/Storage Replacement, IVR, Citrix Farm, reporting of Dashboard Metrics and various End-User Priorities, including Windows 10 testing and migrations.

2017 ACCOMPLISHMENTS

- Achieved overall improvement of 16.9% in IT State of Good Repair score
- Implementation of an Incident Management tool for tracking, reporting and escalating IT issues
- Developed and standardized a single core image for PC's and laptops
- 95% Completion of phone system replacement with hosted solution
- Upgraded the Authority's Network Infrastructure
- Completed enhancements of data storage capacity for projects
- Initiated IT Security Program
- Formalized processes related to planning, procurement, implementation, and support of information technology
- Established Roles and Responsibilities matrix for support of critical information systems

2018 PRIORITIES

- Begin the rollout of Windows 10 operating system for desktops and laptops
- Complete automation of the patching process for critical system updates
- Implement and Complete upgrade of the Intranet
- Develop and implement IT Security Awareness training for employees
- Implement WiFi connectivity for District Garages
- Begin update of critical enterprise systems to support future Disaster Recovery capability
- Implement Roles and Responsibilities for major information systems
- Support Major Operations projects (Radio Replacement, Upgrade of TransitMaster and Ultramain)
- Continue critical upgrades to the IT Infrastructure, including Data Protection, Network Core.

INFORMATION TECHNOLOGY DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor - Salaried Employees	2,148,544	2,079,758	2,181,522	2,181,522
501310	Overtime - Salaried Employees	300	150	0	0
502000	Fringe Benefits	812,801	846,607	789,874	795,753
503000	Services	11,083	556	89,837	89,837
503049	Temporary Help	0	95,000	0	0
503052	Other Maintenance Contracts	3,111,113	2,235,723	3,302,008	2,988,810
504000	Material & Supplies	53,120	87,569.46	129,950	129,950
505022	Telephone	482,206	651,195	757,100	290,100
509000	Miscellaneous Expenses	45,530	31,692	72,250	67,475
509022	Meals & Concessions	192	0	750	750
512000	Leases & Rentals	97,737	96,010	62,000	62,000
Total		**6,762,734**	**6,124,260**	**7,371,024**	**6,606,196**

INFORMATION TECHNOLOGY DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
23	0725 Executive Secretary	1.0	0.0	1.0	1.0
24	1646 User Support Analyst	2.0	2.0	2.0	2.0
25	0760 Database Analyst	1.0	1.0	1.0	1.0
	1647 Web Application Specialist	1.0	1.0	1.0	1.0
	1961 Applications Analyst	2.0	1.0	1.0	1.0
26	0960 User Support Specialist	3.0	3.0	3.0	3.0
	1072 Telecom Specialist	1.0	1.0	1.0	1.0
	1077 Senior Web Developer	1.0	1.0	1.0	1.0
	1082 System Administrator	2.0	2.0	2.0	2.0
	1155 Sr. Programmer Analyst	3.0	3.0	3.0	3.0
27	0756 Network Engineer	2.0	2.0	2.0	2.0
	1070 Database Administrator	1.0	1.0	1.0	1.0
	1632 User Support Architect	1.0	1.0	1.0	1.0
	1745 Lead Telecommunications Specialist	1.0	1.0	1.0	1.0
	1960 Senior Application Analyst	4.0	4.0	4.0	4.0
28	1633 IT Security Engineer	0.0	1.0	1.0	1.0
	1648 Lead Database Administrator	1.0	1.0	1.0	1.0
29	0783 Manager ITS/End User Support	1.0	1.0	1.0	1.0
	1321 Manager of Infrastructure	1.0	1.0	1.0	1.0
	1325 Manager of Applications	1.0	1.0	1.0	1.0
	1655 Project Manager – Systems	1.0	1.0	1.0	1.0
31	1730 CIO/Executive Director	1.0	1.0	1.0	1.0
Total		**32.0**	**31.0**	**32.0**	**32.0**
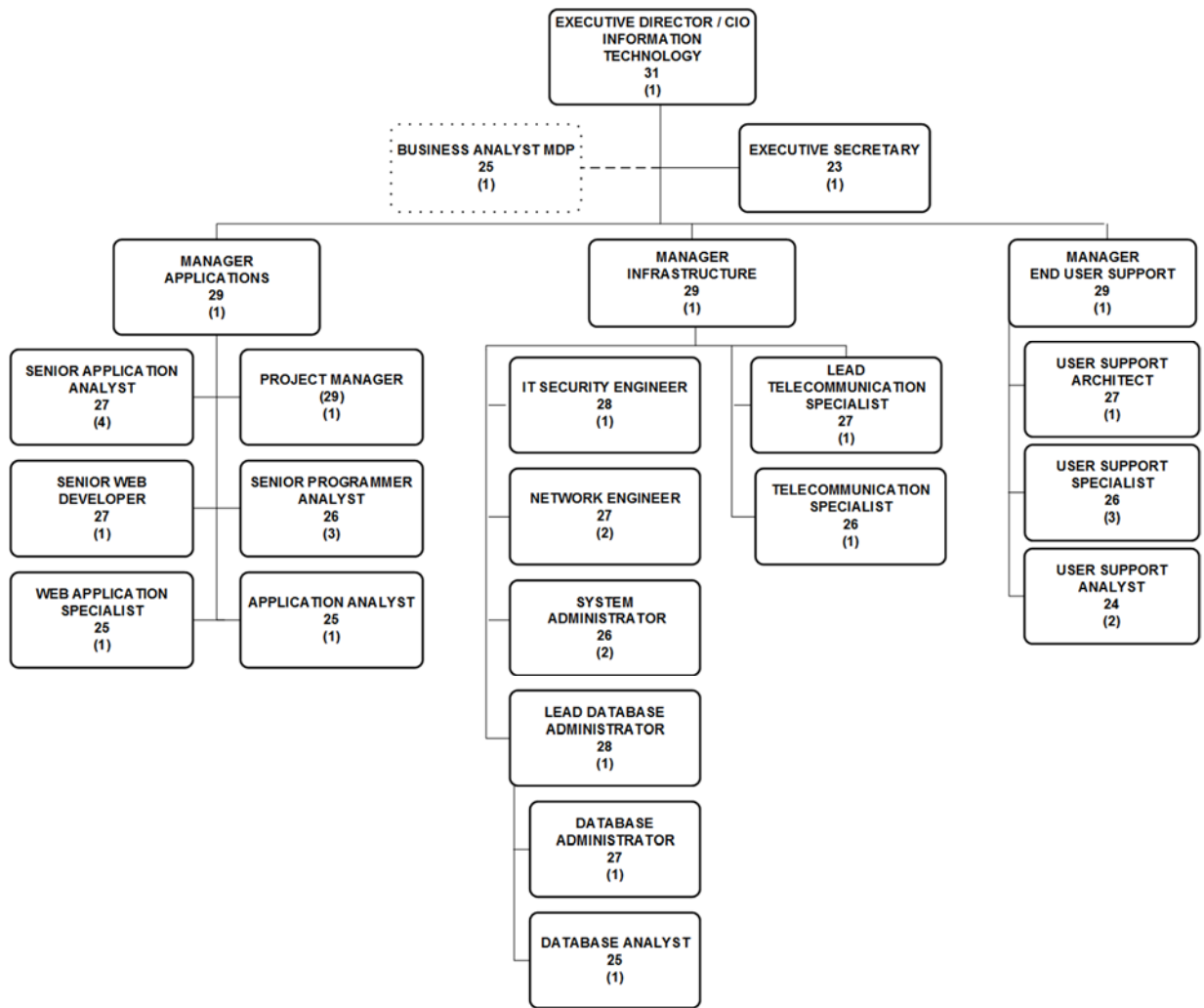
OFFICE OF MANAGEMENT & BUDGET

The mission of the Office of Management & Budget 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.

2017 ACCOMPLISHMENTS

- Received the Gold Level Award from The Partnership for Excellence (TPE) for the Baldrige Award
- Executed the 2016 – 2018 Strategic Plan and updated VFOs
- Ended the year with a Fund Balance in excess of a 30-Day Operating Reserve
- Successfully completed the 2016 National Transit Database submission
- Received the GFOA Distinguished Budget Presentation Award
- Received the ISO 14001 Certification at CBM
- Created and executed the 2017 TransitStat Engagement Survey
- Completed the first OMB strategic plan
- Held Preventive Maintenance reimbursed expenditures to General Fund to less than $22 million
- Coordinated the Authority's participation in American Bus Benchmarking Group (ABBG) to identify and share best practices

2018 PRIORITIES

- Lead the Authority through the financial loss of the MCO sales tax
- Expand the TransitStat program to improve processes, enhance service, and further reduce costs
- Implement the initial OMB strategic plan
- Pursue ISO 14001 Certification at Hayden and Triskett Districts
- Lead the National Transit Database reporting and submittal
- Continue to implement an agency-wide initiative to improve operations through the Partnership for Excellence, ISO 14001, and ABBG
- Continue to reprioritize the capital program and coordinate the funding and system implications

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor - Salaried Employees	758,343	742,157	697,166	721,292
502000	Fringe Benefits	289,117	299,573	246,984	247,723
503000	Services	248,987	176,942	280,704	363,704
503020	Advertising Fees	175	637	600	600
503052	Other Maintenance Contracts	0	28,750	0	0
504000	Material & Supplies	12,403	638	3,000	3,000
504021	Compressed Natural Gas	810,587	941,639	1,012,000	920,000
504050	Office Supplies	0	0	1,050	1,050
505018	Natural Gas	938,621	649,708	608,000	635,000
505020	Water	348,901	413,021	464,000	464,000
505021	Electricity	2,000,945	1,840,731	2,227,200	2,227,200
509000	Miscellaneous Expenses	44,301	35,410	50,225	48,225
509020	Travel And Conferences	0	0	0	0
509022	Meals & Concessions	695	305	1,650	900
Total		**5,453,073**	**5,129,512**	**5,592,579**	**5,632,694**

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
24	24XX Project Specialist	0.0	0.0	0.0	1.0
27	0958 Budget Management Analyst	4.0	4.0	4.0	3.0
28	0767 Sr. Budget Mgmt Analyst	2.0	2.0	2.0	2.0
	0871 Coord Finan Syst & Budgets	1.0	1.0	1.0	1.0
	1626 Energy Manager	1.0	1.0	1.0	0.0
29	0869 Manager of Budgets	1.0	1.0	1.0	1.0
	1655 Project Manager – Systems	0.0	0.0	0.0	0.0
	29XX Manager of Organizational Excellence	0.0	0.0	0.0	1.0
31	1437 Executive Director	1.0	1.0	1.0	1.0
Total		**10.0**	**10.0**	**10.0**	**10.0**
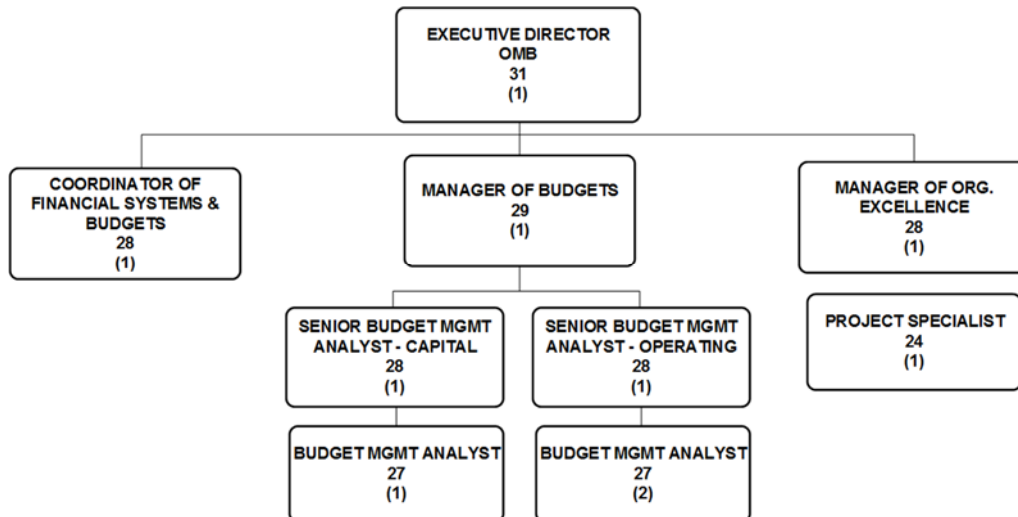
FUND TRANSFERS DEPARTMENT

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.

2017 ACCOMPLISHMENTS

- Bond Retirement Fund transfer: Ending Balance: $2.1 million > 1/12[th] of subsequent years debt service requirements
- Insurance Fund: Ending Balance = $5.1 million > $5 million minimum ending balance
- Supplemental Pension Fund: Ending Balance: $1.3 million > last assessed value
- Capital Improvement Fund transfer: 12.2% of Sales & Use Tax Funding transferred to Capital (within minimum 10% goal)

2018 PRIORITIES

- Bond Retirement Fund: Year-End balance > 1/12[th] of subsequent years debt service requirements
- 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: 10% of year-end balance above $10 million or 5% of year-end balance if under $10 million

FUND TRANSFERS DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
510050	Transfers to/from Reserve Fund	0	17,554,922	7,368,662	2,368,622
510065	Transfers to/from Pension Fund	100,000	75,000	60,000	60,000
510075	Transfers to/from RTA Capital	9,472,060	10,271,331	11,933,343	9,933,343
510085	Transfers to/from Bond Retirement Fund	21,887,562	17,045,783	18,865,474	18,865,474
510090	Transfers to/from Insurance Fund	500,000	2,400,000	2,250,000	2,250,000
Total		**31,959,622**	**47,347,036**	**40,477,479**	**33,477,479**

2018 Capital Improvement Plan

2018 – 2022 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 proposed 2018–2022 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 (SGR) 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 SGR 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 SGR 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 from a five to an eight-year plan. The 2018-22 CIP presented here includes the first five programmed years of the Authority's Capital Program, with-out year projects, covering 2023–2025, under preliminary development.

ORGANIZATION OF THE CAPITAL IMPROVEMENT PLAN

This chapter contains the 2018-2022 Capital Improvement Plan of the Authority. The first year reflects the Board approved RTA Capital and RTA Development Fund budget appropriations for the FY 2018 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. The size, age, and service requirements of the bus and rail fleets are used in support of capital projects including the ongoing Bus Improvement Programs and maintenance needs of the Rail Fleets. Similarly, the age, purpose and maintenance history of the RTA's facilities provide a basis for reconstruction and rehabilitation decisions as the CIP is developed. Development of a Transit Asset Management (TAM) database that will assist in refining this process by providing a basis to prioritize the needs of capital assets based on their condition remains underway.

This chapter describes the planning process for the capital program, including 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). During this process, 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. It will also discuss the impact of capital investment decisions on the Operating Budget.

The final section is devoted to the details of the 2018 Capital Improvement Budget and the four out-years of the overall 2018-2022 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.

The principal share of expenditures planned within the 2017–21 CIP focuses on attaining a State of Good Repair (SGR) for the Authority's capital assets. Highlights include completion of the 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 73. These facilities and others are briefly discussed on the following pages.
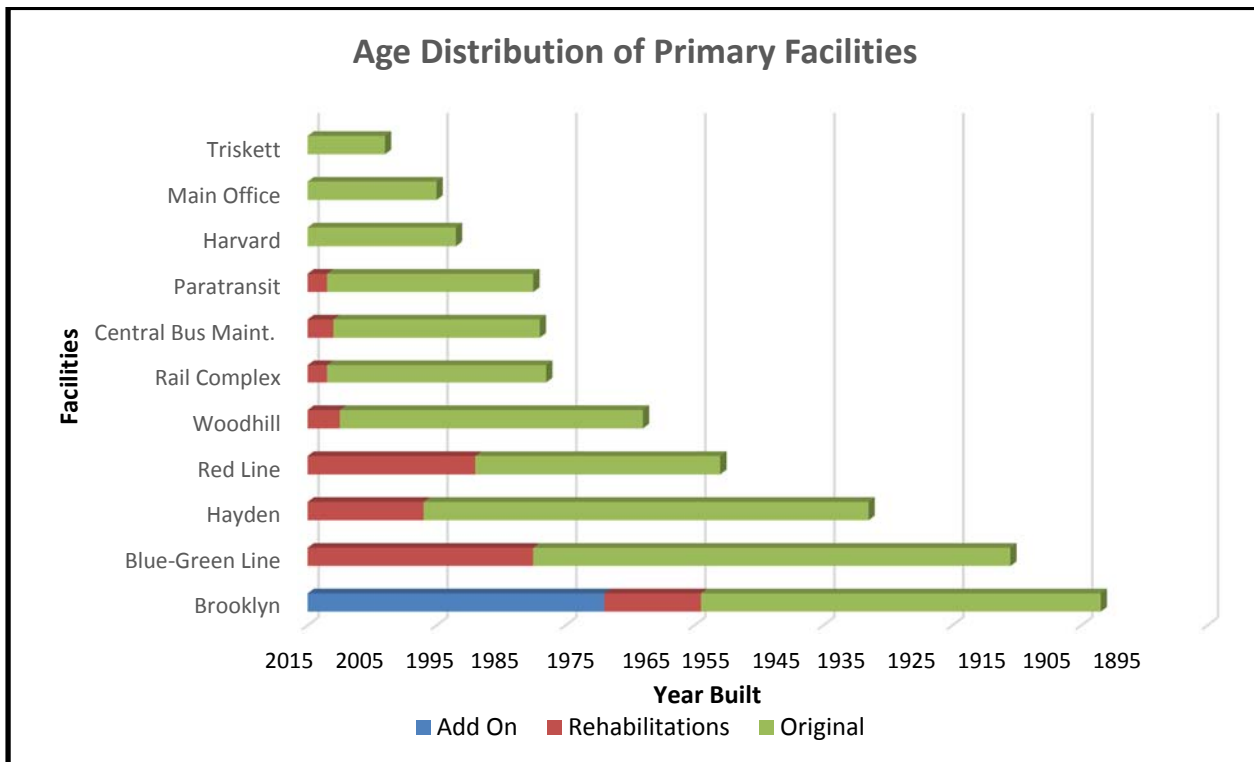

Figure 73: Age Distribution of GCRTA Primary Facilities

FACILITIES

BROOKLYN GARAGE FACILITY

The Brooklyn Garage was originally built in 1895 with additions in both 1955 and 1969. It remained in service as a bus facility until 2003. The facility is under a regular maintenance schedule and awaiting a potential buyer. The Authority has negotiated to sale this facility to a third party buyer.

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.

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 SGR 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 is underway to address remaining CNG related building improvements with completion scheduled in FY 2018. 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 SGR grant award, were completed in 2014. Work is underway on remaining CNG building improvements at this facility with completion scheduled in FY 2018.

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.

HARVARD GARAGE FACILITY

The Harvard Garage opened for service as a bus garage in 1995 and has not been used as an operating district since 2010. In FY 2014, the Authority entered a License Agreement with Cuyahoga County renting a portion of the facility to help defray cost. The facility is under regular schedule maintenance and currently being used to store transit vehicles and host training classes. The Authority has negotiated to sale the Harvard facility in FY 2018.

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 related 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 all major commuter corridors within Cuyahoga County. As such, the GCRTA provides over 8,000 parking spaces at 21 of its rapid stations and operates seven bus Park-N-Ride lots in Berea, Brecksville, Bay Village, Strongsville, North Olmsted, Euclid and Westlake with more than 2,348 parking spaces.

PASSENGER SHELTERS

There are approximately 1,400 bus shelters located throughout the Authority's bus system at the close to 6,100 bus stops that are cleaned, maintained or replaced on a regular basis throughout the year.

RAIL DISTRICT COMPLEX

The Rail District Complex, located at 6200 Grand Avenue, went into service in late 1982. It houses 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 implemented 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. During FY 2018 the Authority has programmed to rehab CRMF Track 3.

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 near Cleveland State University (Stephanie Tubbs Jones Transit Center).

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 under went 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 of light rail and thirty-eight miles of heavy rail track. 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 SGR 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 was reconstructed between 1980 and 1984.

In FY 2013, a reconstructed Woodhill Station was opened, in FY 2015 a completed reconstruction of Lee/Van Aken Station, and the phase two of the Light Rail Crossings rehabilitation of three crossings one on the Green Line at Southpark Blvd and two on the Waterfront line at Robert Lockwood Dr. and St. Clair Avenue, and the completion of the multi-year Shaker Square

Crossings and Junctions rehabilitation project. In FY 2016-2018, nine Light Rail Crossings were rehabbed and completed in 3 phases on the Green Line, and 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.

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.

Since 2000 the Authority has completely renovated or reconstructed ten of its Red Line Station, with two, Cedar – University and Little Italy – University Circle Rapid Station recently completed. In FY 2015 other infrastructure projects that were finished including the rehabilitation of Red Line track from the S-Curve to W. 117th St. Station and from Kinsman Ave. to the Cedar-University Station. During FY 2016 completion of track reconstruction of Track 7 & 8 at Tower City Station; and work commenced on a $15.1 million reconstruction of Brookpark Station, and a combined budget of $10.7 million is programmed for heavy rail projects including the first of two years for the East 34th Street Station reconstruction for $4.5 million and $6.2 million for improvements at the Brookpark, Puritas and W. 65th Substations.

The 2018-22 CIP of the Authority continues to commit a significant amount of resources towards achieving a SGR in its Light & Heavy Rail Systems infrastructure including the reconstruction, rehabilitation and upgrades to train stations, power substations and electrical systems, train controls, and its on-going track and station rehabilitation programs.

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.

Since 2000, 18 track bridges, seven street bridges, including the shared Light Rail Trunk Line Bridge, and the Airport Tunnel have been completely rehabilitated and the closed Rockefeller Bridge demolished. In FY 2015, the rehabilitation of CRMF Road Bridge at East 37th and East 81st & 83rd Street were completed. After completion of engineering & design services programmed in prior year for track bridges, construction work begin on three track bridges in FY 2016 including a combined $10.5 million for the reconstruction of track bridges at East Blvd., East 92nd Street, and completion of Phase I rehabilitation work on the Viaduct Track Bridge- Concrete & Repairs. The out-years of this CIP includes engineering & design services and reconstruction work on five track bridges, the first construction phase on the Viaduct Bridge, track bridge rehabilitation of W.117th Street, Ambler Avenue , Canal Road, Lorain Avenue and 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, $8.90 million was programmed for the rehabilitation of Platform 7 (to serve as a temporary station) and the reconstruction of Track 8 (west-bound track) located under Tower City 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. In FY2017, $9.1 million was programmed for track rehabilitation of Redline W.30[th] – W.98[th].

REVENUE VEHICLE FLEETS

CONVENTIONAL BUSES

There were 462 vehicles in the GCRTA bus fleet at the end of 2017. Compared to the prior year, 34 vehicles have been retired or are in the process of being replaced under the bus improvement program. During FY 2017, 45 new 40-FT CNG vehicles were placed in daily operation, and in FY 2016, 12 Trolleys were placed into services at mid-year programming an additional 90 40-Ft CNG vehicles and 20 MV1s in late FY 2015. The Authority's other fleet mix includes 295 fleets, of which 176 40-foot diesel transit buses; 40 60-foot articulated diesel buses; 21 60-foot articulated hybrid bus rapid transit (BRT) vehicles; 21 commuter buses; 3 60-foot articulated BRT buses; 11 29-foot trolley buses; 20 Propane vehicles and 3 Dodge Caravans vehicles. 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 2017. The age distribution of the Authority's large bus fleet is shown in Figure 74 on the next page.

The Authority's goal is to replace approximately 1/14 of its large bus fleet every year (30 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 2018– 22 CIP continues a planned bus replacement program, begun in 2013, that should average close to 35 buses per year over a five-year period.

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
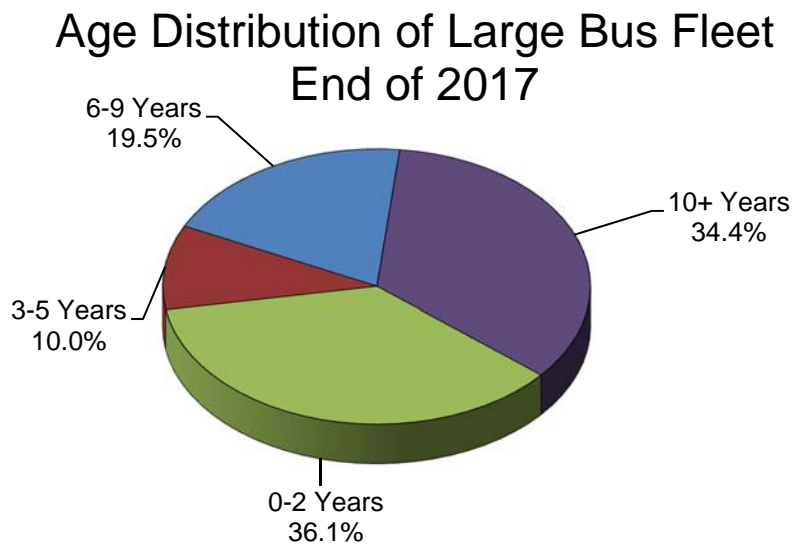- Prevent one-time large purchases.

Age Distribution of Large Bus Fleet
End of 2017

- 6-9 Years 19.5%
- 10+ Years 34.4%
- 3-5 Years 10.0%
- 0-2 Years 36.1%

Figure 74: 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 6.4 years at the end of 2023. 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

The Authority's Paratransit Program transports senior citizens and disabled persons on an advanced reservation basis. Including twenty propane fueled vehicles there are 89 ADA compliant, wheelchair-equipped buses in active service in the Paratransit fleet with an average age of 5.6 years at the end of FY 2017. In mid FY 2016, 20 MV-1 vehicles were placed into service. If the replacement of buses continue at this rate, it is anticipated that the average age of Paratransit fleet will be approximately 2.9 years by the end of FY 2018. 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.

RAIL VEHICLES

RTA owns a combined 108 heavy and light rail vehicles for its rail operations. The average age of the Authority's combined rail fleet at the end of 2016 was 35 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 25 to 30 years, but in the near future, the Authority will be facing significant replacement costs for both of its rail fleets.

There are 60 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 18 cars, while special events require 36 cars. The 48 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 13 cars, and 28 cars are required for special event services.

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 75 on the next page, depicts the revised Capital Improvement and TIP planning cycles for the 2018-22 Capital Improvement Plan (CIP). The process began in March, 2017 when the Office of Management and Budget (OMB) reviewed the budgeting policies and set the parameters for the Capital Budget, and concluded in August with the Board Adoption of the recommended 2018-22 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 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 that 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 May, June and early July, 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, efficiencies, 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 2018-22 CIP were finalized.

BUDGET DEVELOPMENT SCHEDULE – 2017/2018

MARCH 2017

DATES	SCHEDULE
March 31	**Operating:** 2017 Quarter 1 Ends

APRIL 2017

DATES	SCHEDULE
April 13	**2018 – 2022 CIP:** Directors' meeting to review CIP process
April 17	**2018 – 2022 CIP:** Due date for Project Submissions
April 25	**Operating/CIP:** Q1 QMR completed
April 30	**Operating/CIP**: NTD 1st Submission Due

MAY 2017

DATES	SCHEDULE
May 5	**Operating/CIP:** ODOT Black Cat submission due
May 17	**2018 – 2022 CIP:** First Capital Program Working Group (CPWG) Meeting
May 15	**Operating:** Begin Revenue research for 2018 Tax Budget
May 15	**Operating:** Submit Scope, Introduction, Justification, and list of Panel Members to Procurement
May 31	**Operating/CIP:** Review NTD Validation Issues and submit updates and responses

JUNE 2017

DATES	SCHEDULE
June 1	**2018 – 2022 CIP:** Second CPWG Meeting
June 23	**2018 – 2022 CIP:** First Capital Program Oversight Committee (CPOC) Meeting
June 27	**Operating/CIP:** Final completion of 2018 Tax Budget Transmittal Letter and Fund Statements: **Legal Notice: Tax Budget & Public Hearing**
June 30	**Operating/CIP:** Review NTD Validation Issues and submit final updates and responses
June 30	**Operating/CIP:** 2017 Quarter 2 Ends

JULY 2017

DATES	SCHEDULE
July 10	**2018 – 2022 CIP:** Second CPOC Meeting
July 11	**Operating:** Presentation of 2018 Tax Budget to Finance Committee; & Public Hearing; **Legal Notice: CIP & Public Hearing**
July 18	**Operating:** Board Approval of 2018 Tax Budget; Send Tax Budget to County
July 25	**Operating/CIP:** Q2 QMR Completed

AUGUST 2017

DATES	SCHEDULE
August 1	**2018 – 2022 CIP:** Presentation to the Finance Committee; Public Hearing for CIP
August 9	**2018 – 2022 CIP:** Reso review & signing
August 15	**2018 – 2022 CIP:** Board Meeting: Approval of CIP
August 31	**Operating:** New contract year for CMSD Student Tickets; Receive Revenue for new

SEPTEMBER 2017

DATES	SCHEDULE
September 15	**Operating:** Draft of 2017-2018 Service Plan due; GL Closed – allocate Fringes
September 18-20	**Operating:** 1st Meeting with CEO on 2018 Budget; Begin 2018 Cost Allocation Plan process
September 22	**Operating:** Finalize Base Budget
September 25	**Operating:** Present Base Budget to EMT; Division Review and appeal schedule
September 30	**Operating / CIP:** 2017 Q3 Ends

OCTOBER 2017

DATES	SCHEDULE
October 2-6	**Operating:** Division / Department Appeals on 2018 Operating Budget;
October 13	**Operating:** 2018 Service Plan Due
October 18-20	**Operating:** 2nd Meeting with CEO on 2018 Budget
October 23	**Operating:** Legal Notice: Operating Budget & Public Hearings; 2017 Q3 Completed
October 27	**Operating / CIP:** Q3 QMR Completed
October 31	**Operating:** Finalize revisions to 2018 Operating Budget and Presentation

NOVEMBER 2017

DATES	SCHEDULE
November 14	**Operating:** Presentation of Operating Budget to Finance Committee;
November 21	**Operating:** Service Management presentation of 2018 Service Plan; TBD - Public Hearing on 2018 Operating Budget

DECEMBER 2017

DATES	SCHEDULE
December 5	**Operating:** Presentation – final update to Finance Committee on 2018 Operating Budget and 2018 – 2022 CIP; Public Hearing after
December 19	**Operating:** Board Meeting – Adoption of 2018 Operating Budget **2018 – 2022 CIP:** Board Meeting: Adoption of 2018 Amended Capital Improvement Budget
December 29 - 31	**Operating;** Inventory Roll; 2017 Q4 Ends; Send memo about 2 Fiscal Years Open; Deliver 2018 Cost Allocation Plan to designated employees

JANUARY 2018

DATES	SCHEDULE
January 15-19	2017 Operating Budget Encumbrance Roll; Complete 2017 4Q QMR; Oracle re-opened

FEBRUARY 2018

DATES	SCHEDULE
February 12	**Operating / CIP: NTD Kick-off meeting**

Figure 75: Budget Development Schedule

This was followed, in July, by a comprehensive mid-year review that assessed the status of the current year's Capital Improvement Budget. Based on the mid-year review, the CIP for 2018-22 was finalized and presented to the Board of Trustees' Finance Committee in August 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 the 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 March 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 December 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.

CAPITAL BUDGET APPROPRIATIONS

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.

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 and not more than 15 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 15 percent and a maximum of 85 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 2018–22 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:

- **Health and Safety** – Ensuring the physical well-being of the Authority's customers, employees, and the general public
- **Mandates** – Ensuring compliance with Federal and State mandates such as the Clean Air Act and Americans with Disabilities Act
- **State of Good Repair** – 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
- **Ridership Transit Oriented Development** – 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.
- **Technologies / Efficiencies** – Instituting improvements which can produce operating efficiencies and make better use of resources or implementing projects which minimize additional operating expenses
- **Environmental Impact** – Investing in equipment, adapting facilities or enhancing service infrastructure to support overall environmental benefits such as improved air quality

Figure 76 reflects the distribution of approved 2018 Capital Improvement projects by capital priority area. The largest portion of the 2018 Capital Budget appropriations, $85.04 million or 75.8 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 Technologies/Efficiencies category that includes projects that have an environmental impact, are for mandated programs, or for transit oriented development with $24.8 million, or 22.06 percent, with the remaining categories making up the balance of the budgeted capital projects.

2018 Capital Projects by Priority Area (Millions)
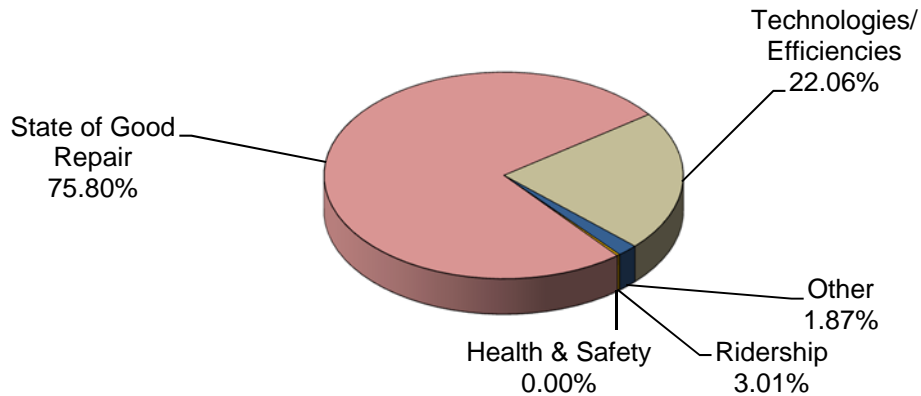
Priority Area	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2018-22
Ridership	$0.30	$0.30	$0.30	$0.30	$0.30	$1.50
Health & Safety	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
State of Good Repair	$85.04	$51.72	$76.78	$80.84	$55.55	$349.93
Technologies/Efficiencies	$24.75	$10.59	$4.47	$3.50	$4.50	$47.81
Other	$2.10	$2.10	$2.09	$2.09	$2.09	$10.47
Total	**$112.19**	**$64.71**	**$83.64**	**$86.73**	**$62.44**	**$409.71**

Figure 76: 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 will exceed $18.5 million in FY 2018 for existing debt service.

At the end of FY 2017, the Authority will have a combined $108.4 million of outstanding debt among six outstanding debt issues. They are, along with their original amounts, $35.0 million of bonds issued in 2008, a $25.0 million issuance and $17.4 million refunding issuance in 2012, a $29.4 million refunding issuance in 2014, and a combined $51.4 million issuance and refunding issuance in 2015. Current plans are to issue $30 million of additional debt in late FY 2018 that will be used as the local match for programmed grant funded capital projects or for locally funded capital projects.

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 77, Federal grants provide an estimated $48.7 million, or nearly 52.8 percent of the Authority's capital improvement revenue stream during FY 2018. Over the five-year CIP period, Federal funding may provide approximately 63.3 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 a 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 (SGR) by creating a business model using transit asset condition ratings to guide capital planning decisions and optimize funding resources.

FY 2018 Capital Improvement
Revenue By Source (Millions)
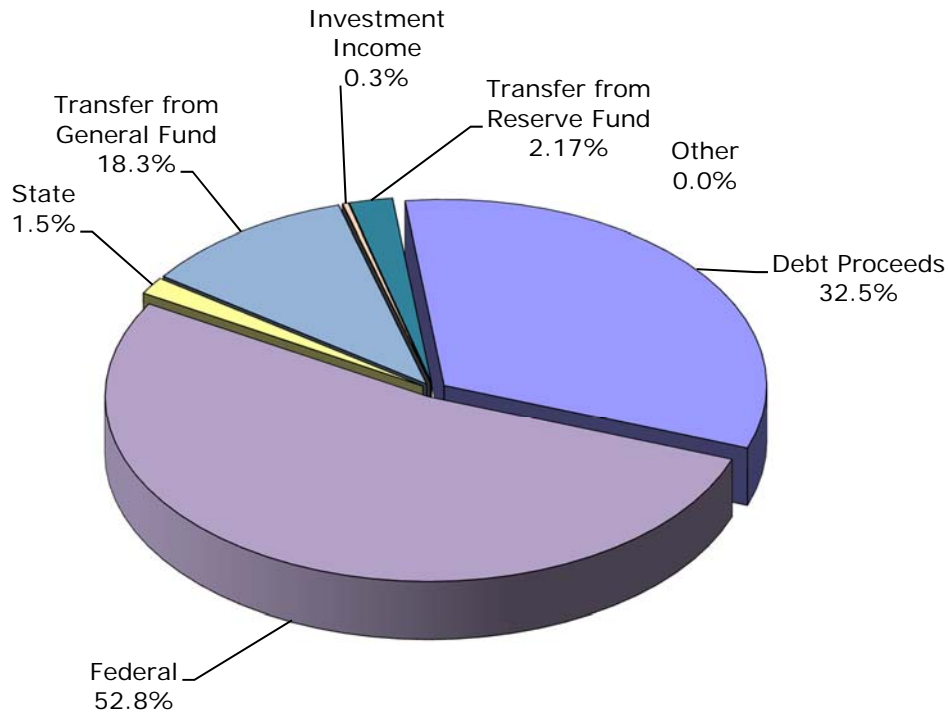
	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Plan	2020 Plan
Transfer from General Fund	$15.51	$9.47	$10.27	$9.93	$12.08	$10.81
Transfer from Reserve Fund	$0.00	$0.00	$0.00	$2.00	$0.00	$0.00
Investment Income	$0.21	$0.29	$0.33	$0.27	$0.26	$0.26
Federal	$75.82	$47.73	$48.45	$48.77	$63.76	$66.14
State	$0.53	$0.11	$0.00	$1.38	$1.38	$1.38
Debt Proceeds	$30.00	$0.00	$0.00	$30.00	$0.00	$25.00
Other	$0.01	$0.00	$0.33	$0.00	$0.00	$0.00
Total	**$122.08**	**$57.60**	**$59.38**	**$92.35**	**$77.48**	**$103.59**

Figure 77: 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 $12.21 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 FFY 2016, with the local match included, the Authority received $29.62 million and $29.92 in FY 2017 from its Section 5307 award, a slight increase from the prior FY 2015 amount of $29.08 million. Future allocations under the upcoming FAST 21 legislation are estimated at $29.962 million, near the amount currently received under the MAP-21 legislation.

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 (SGR) 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 close to $4.0 million for rail formula award funds over the last two years 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 FFY 2012 totaled $17.26 million. Since then, the Authority has received $14.16 million in FFY 2013, $15.38 million in FFY 2014 and $15.10 million in FFY 2015. Under the new FAST Act, the Authority received $17.38 in FY 2016 and $18.92 in FY2017, needed for state of good repair for capital projects. While a significant increase, the Authority 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 FFY 2014 and FFY 2015, a slight decrease to $2.31 million in FFY 2016, and $2.39 in FFY 2017. Under the FAST Act, this amount slightly decreased to $2.30 million with similar amounts to be received in future years of the CIP.

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 $3.17 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 SGR capital projects as competitive grant awards become available.

The Authority was recently awarded non-traditional funding for several projects under the proposed 2018-2022 Capital Improvement Plan (CIP), projects identified are for track rehabilitation of Red Line Track West (W.117-West Park) $6.6 million, for Radio CAD/AVL System Replacement $11.6 million 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 $15.63 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 $8.69 million for the Clifton Boulevard Transit Enhancement project. Earlier in FY 2012, the Authority received two competitive grant awards; One for $3.96 million for improvements at the Brookpark & Windermere Red Line Stations and the Strongsville Park-N-Ride, and a second for $1.61 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 have been awarded various competitive grants under the Ohio Transit Preservation Partnership (OTTP), 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 2016, the OTTP 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, OTTP 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 $4.58 million OTTP award for four replacement trolley buses and 40-Ft buses. In FY 2013, $1.96 million OTTP award for replacement trolley buses and in FY 2012, $2.6 million to reconstruct the Red Line Airport Tunnel. In future budget 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 2017, the combined local contribution for the Authority's capital program of $28.79 million are sourced from two transfers included within the General Fund. The first is a $9.93 million transfer to the RTA Capital Fund to cover locally funded capital expenditures within the Capital Funds. The second, $18.86 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 grew from $38.13 million in FY 2015, decreasing to $31.35 million in FY 2016, decreasing again to $27.31 in FY 2017, and expected to increase slightly and remain steady into future budget years.

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 2017 will mature by December 2034. The $143.41 million balance of outstanding debt at the end of 2017 will require principal and interest payments of $16.91 million in 2018.

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 other revenue sources.

Outstanding G.O. Debt Service & Annual Debt Service Payments (Millions)
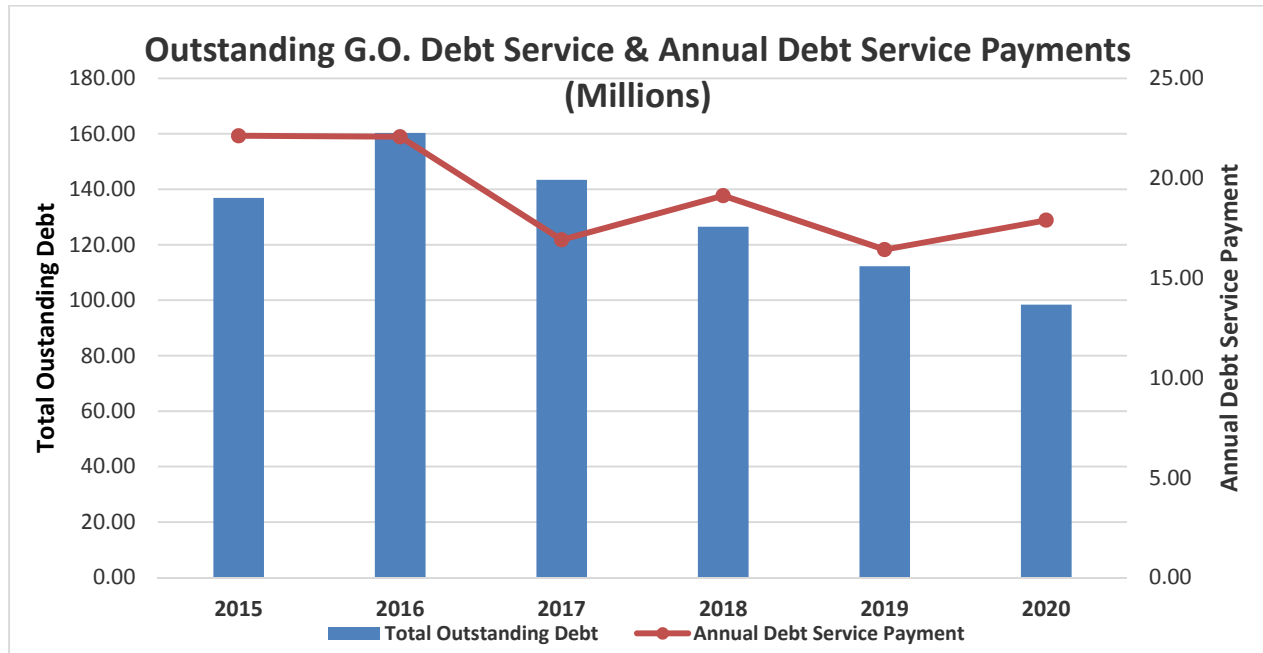
Debt Service	2015 Actual	2016 Actual	2017 Estimate	2018 Budget	2019 Plan	2020 Plan
Annual Debt Service Payment	22.12	22.07	16.91	19.12	16.42	17.89
Total Outstanding Debt	136.88	160.33	143.41	126.48	112.26	98.40

Figure 78: 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 2017 of $27.87 billion limits the amount of available debt to $1.39 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 $27.87 billion, annual debt servicing capacity would be close to $27.87 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 10.38 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[KS1] ability to issue more general obligation debt remains limited under the third constraint, in that the total outstanding debt issued as of year-end 2016 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 $25.0 million in Revenue Bonds, rather than General Obligation Bonds, in 2012 and a new issuance of $30 million in 2015.

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 2018 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 the Capital Fund during FY 2018 is $9.93 million.
- In tandem with increased capital requirements to achieve a SGR, 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 $16.91 million will require a General Fund transfer to the Bond Retirement Fund to offset the debt in FY 2018, 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 2018, this activity will result in a projected $1.0 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, $141.19 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 $75.39 million, then redirected for needed capital improvements. In FY 2016, PM activities ended the year at $21.20 million. In FY 2017, PM activities decreased slightly to $20.0 million as the service needs of the Operating Budget draw resources from the Capital program.
- 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 2018 General Fund or Operating Budget are supported by $3.74 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 2018–2022 Capital Improvement Plan (CIP) totals $427.15 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 2018 CIP, four categories comprise $108.8 million, or 93.84 percent, of the combined $115.94 million capital budget appropriations. The largest with $47.07 million is the Rail Project category, second largest with $21.10 under Equipment & Vehicles, followed by Bus project category with $20.63, and the final project category in Preventive

Maintenance/Operating Expense $20.0 million. The four remaining categories totaling $7.14 million within the approved capital budget as shown in Figure 79.

Reflecting the challenging financial picture the Authority faces, the largest budgeted category over the five-year CIP is the grant funded Bus Improvement Programs with $116.00 million, or 26.84 percent of the CIP budget over the five years. This is followed by Rail Projects with $106.24 million, 24.56 percent, and the Preventive Maintenance Reimbursement to Operating with $100.0 million, or 23.12 percent, followed by the other remaining categories to a lesser degree as prioritized by the needs assessment and corresponding allocation of available capital funds.

2018 Capital Projects by Category (Millions)

Category	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2018 - 22
Bus Garages	$2.40	$5.45	$0.00	$0.00	$0.00	$7.85
Buses	$20.63	$14.73	$30.44	$37.92	$12.36	$116.08
Equipment & Vehicles	$21.10	$8.90	$6.01	$4.89	$5.77	$46.67
Facilities Improvements	$2.17	$14.45	$9.80	$6.93	$9.34	$42.69
Other Projects	$2.27	$2.28	$2.28	$2.28	$2.28	$11.39
PM/Oper. Reimb.	$20.00	$20.00	$20.00	$20.00	$20.00	$100.00
Rail Projects	$47.07	$7.41	$18.40	$17.70	$15.65	$106.24
Transit Centers	$0.30	$0.30	$0.30	$0.30	$0.30	$1.50
Total	**$115.94**	**$73.52**	**$87.23**	**$90.02**	**$65.70**	**$432.42**

Figure 79: 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 81 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 2018 will include $9.93 million of programmed transfers from the General Fund and

investment income of $20,000. The transfer amount, in combination with the General Fund transfer of $18.86 million to the Bond Retirement Fund, brings the total commitment to Capital to $28.79 million, or 14.55 percent of the projected 2018 sales & use tax revenue.

Budgeted FY 2018 expenditures within the RTA Capital Fund of $10.15 million include $1.60 million for Asset Maintenance or facilities projects, $1.60 million for Routine Capital or equipment purchases, and a $6.93 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 2018 ending balance of $1.09 million is a decrease from prior years due to a decrease in transfers from General Fund to maintain a sustainable Operating Budget

RTA Capital Fund Balance Analysis

	2015 Actual	2016 Actual	2017 Actual	2018 Amended Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	1,522,919	2,114,010	3,074,133	1,299,482	1,098,570	1,081,191	1,066,791	1,064,257
Revenue								
Transfer from General Fund	15,509,273	9,472,060	10,271,331	9,933,343	12,086,877	10,809,855	13,598,221	14,426,089
Investment Income	21,847	25,784	41,632	20,000	20,000	20,000	20,000	20,000
Other Revenue	0	0	0	0	0	0	0	0
Total Revenue	15,531,120	9,497,844	10,312,963	9,953,343	12,106,877	10,829,855	13,618,221	14,446,089
Total Resources	17,054,039	11,611,854	13,387,096	11,252,825	13,205,446	11,911,046	14,685,012	15,510,347
Expenditures								
Asset Maintenance	1,415,840	1,020,521	2,322,492	1,600,000	1,510,000	1,550,000	1,471,500	1,900,000
Routine Capital	1,874,934	2,182,945	2,920,867	1,620,000	1,630,000	1,610,000	1,715,000	1,800,000
Other Expenditures	0	0	0	0	0	0	0	0
Transfer to RTA Development Fund	11,649,255	5,334,255	6,844,255	6,934,255	8,984,255	7,684,255	10,434,255	10,684,255
Total Expenditures	14,940,029	8,537,721	12,087,614	10,154,255	12,124,255	10,844,255	13,620,755	14,384,255
Ending Balance	2,114,010	3,074,133	1,299,482	1,098,570	1,081,191	1,066,791	1,064,257	1,126,092

. Figure 80: RTA Capital Fund Balance

RTA Capital Fund Balance Analysis
(Millions)
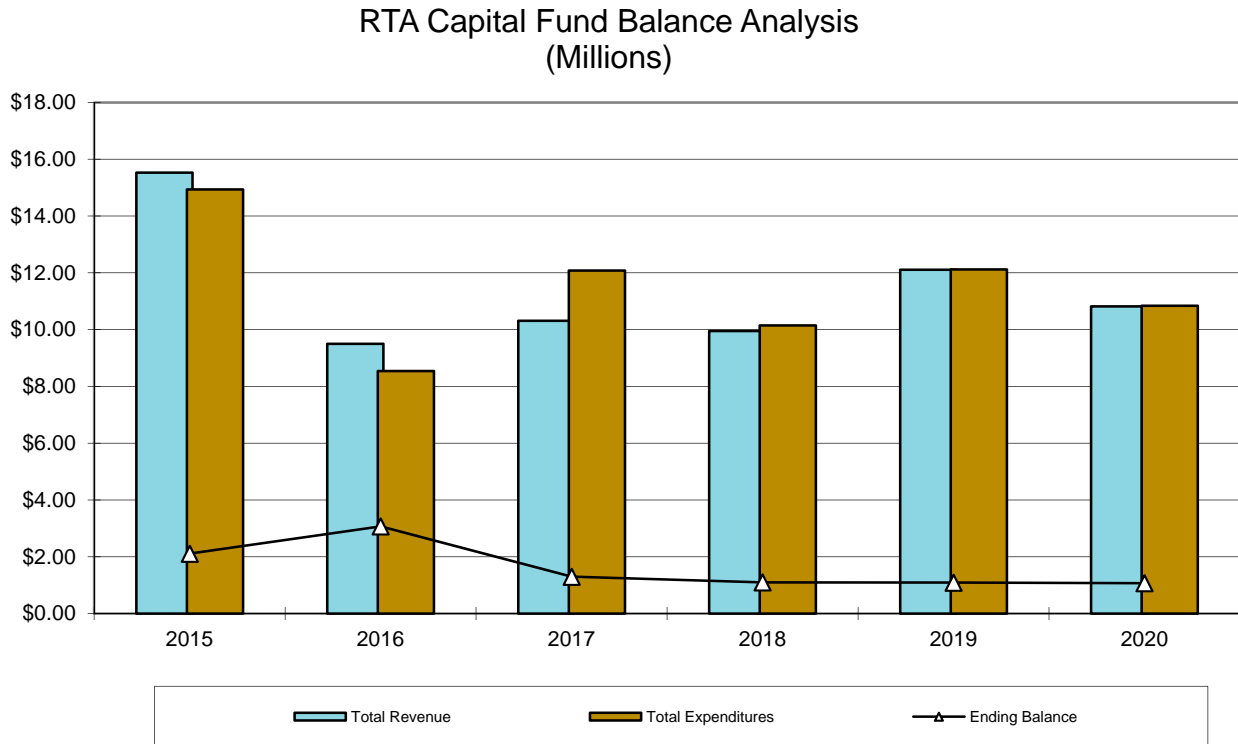
Figure 81: RTA Capital Fund Balance Trends

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 2018 budget appropriation for Asset Maintenance projects is $2.01 million, representing 1.7 percent of the overall FY 2018 Capital Improvement Budget as represented in Figure 82. 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 $950,000 or 47.21 percent. Asset and Configuration Management manages $590,000, or 29.32 percent of all Asset Maintenance projects, budgeted within the for 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.

2018 Capital Project Budgets by Fund (Millions)

RTA Development Fund 96.77%

RTA Cap. Fund - Routine Capital 1.49%

RTA Cap. Fund - Asset Maintenance 1.73%
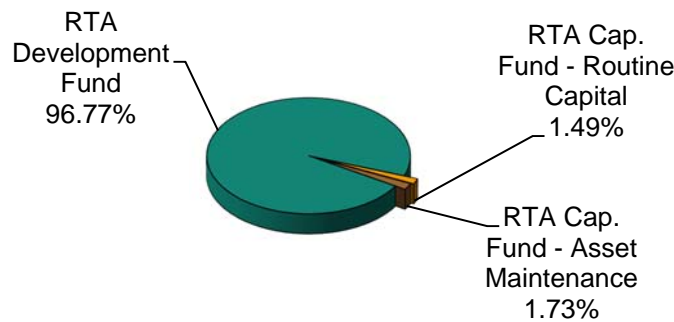
	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2018-22
RTA Cap. Fund - Routine Capital	$1.73	$1.79	$1.72	$1.57	$1.45	$8.26
RTA Cap. Fund - Asset Maintenance	$2.01	$1.76	$1.86	$1.72	$1.82	$9.17
RTA Development Fund	$112.19	$64.70	$83.64	$86.73	$62.44	$409.70
Total	**$115.93**	**$68.25**	**$87.22**	**$90.02**	**$65.71**	**$427.13**

Figure 82: Capital Project Budgets by Fund

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 82, the budget appropriation for Routine Capital projects accounts for $1.7 million, or 1.5 percent, of the 2018 CIP Budget. Reflecting the support of daily operations, the greatest portion of the budget appropriation for Routine Capital projects in the 2018 CIP is within the Operations Division, which has $639,171 programmed for the non-revenue vehicle lease or replacement program followed by $158,497 for equipment pool projects throughout various Operating Division Departments, Information Technology $305,000, and a budgeted Transit Police Department security pool program of $225,000. The remaining $411,000 budgeted throughout the Authority for Administration, and contingencies.

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2018 - 2022 CAPITAL IMPROVEMENT PLAN
RTA CAPITAL FUND
ASSET MAINTENANCE (FACILITIES) PROJECTS

Department / Project Name	Project Number	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2018-22 Total
31 Paratransit District							
Interior Garage Cleaning/Painting	P32315079	$0	$0	$0			$0
		$0	**$0**	**$0**	**$0**	**$0**	**$0**
32 Rail District							
WFL Booth Replacements (5)	P32325079	$0	$0	$0	$0	$0	$0
		$0	**$0**	**$0**	**$0**	**$0**	**$0**
33 Asset & Configuration Mgt.							
Administration Facilities Maint. Pool	P32335159	$60,000	$70,000	$70,000	$70,000	$70,000	$340,000
Elevator/Escalator Maintenance Pool	P32335259	$180,000	$100,000	$100,000	$100,000	$100,000	$580,000
Operating Facilities Maintenance Pool	P32335359	$175,000	$135,000	$185,000	$160,000	$210,000	$865,000
Passenger Facilities Maintenance Pool	P32335459	$175,000	$135,000	$185,000	$160,000	$210,000	$865,000
		$590,000	**$440,000**	**$540,000**	**$490,000**	**$590,000**	**$2,650,000**
39 Fleet Management							
Install High Speed Doors (#15 & #19)	P32395079	$0	$0	$0	$0	$0	$0
Replace Skylights & Smoke Hatches	P32395089	$172,000	$0	$0	$0	$0	$172,000
Bus Districts Lift Rebuilds/Rehab's	P47395059	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
		$222,000	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$422,000**
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	P32805049	$125,000	$125,000	$150,000	$150,000	$150,000	$700,000
Passenger Facilities Maint. Pool	P32805149	$300,000	$300,000	$325,000	$325,000	$325,000	$1,575,000
Operating Facilities Maint. Pool	P32805249	$525,000	$525,000	$550,000	$550,000	$450,000	$2,600,000
Paratransit Parking Lot Expansion	P32805189	$0	$170,000	$0	$0	$0	$170,000
		$950,000	**$1,120,000**	**$1,025,000**	**$1,025,000**	**$925,000**	**$5,045,000**
67 _OFFICE OF MGT. & BUDGET_							
Energy Retrofits	P32675339	$100,000	$0	$100,000	$0	$100,000	$300,000
Asset Maintenance Contingency	P49995059	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
		$200,000	**$100,000**	**$200,000**	**$100,000**	**$200,000**	**$800,000**
TOTAL ASSET MAINTENANCE		**$2,012,000**	**$1,760,000**	**$1,865,000**	**$1,715,000**	**$1,815,000**	**$9,167,000**

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2018 - 2022 CAPITAL IMPROVEMENT PLAN
RTA CAPITAL FUND

ROUTINE CAPITAL (EQUIPMENT) PROJECTS

	Department / Project Name	Project Number	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2018-22 Total
12	**Executive**							
	NOACA Dues	P49120149	58,500	58,500	58,500	59,000	59,000	293,500
	CLE Works Dues	P49120249	30,000	30,000	30,000	30,000	30,000	150,000
	Outside Legal Services - Leg. Review	P49120349	90,000	91,500	91,500	92,500	92,500	458,000
			178,500	**180,000**	**180,000**	**181,500**	**181,500**	**901,500**
31	**Paratransit**							
	Paratransit District Equipment Pool	P47310179	68,497	0	0	0	0	68,497
			68,497	**0**	**0**	**0**	**0**	**68,497**
32	**Rail District**							
	Rail District Equipment Pool	P47320149	90,000	90,000	126,800	20,000	20,000	346,800
			90,000	**90,000**	**126,800**	**20,000**	**20,000**	**346,800**
34	**Transit Police**							
	Security Improvements Pool	P44340249	225,000	225,000	225,000	225,000	225,000	1,125,000
			225,000	**225,000**	**225,000**	**225,000**	**225,000**	**1,125,000**
39	**Fleet Management**							
	Non-Revenue Vehicle Imp. Program	P46390159	125,000	150,000	150,000	150,000	150,000	725,000
	NRVIP - Lease Payments	P46390169	400,000	400,000	400,000	400,000	400,000	2,000,000
	Overhead Catenary Repair Vehicle	P46390279	0	0	0	0	0	0
	Fleet Management Equipment Pool	P47390349	114,171	107,000	80,000	142,000	40,000	483,171
			639,171	**657,000**	**630,000**	**692,000**	**590,000**	**3,208,171**
46	**Hayden District**							
	Hayden District Equipment Pool	P47460169	0	50,000	40,000	50,000	50,000	190,000
			0	**50,000**	**40,000**	**50,000**	**50,000**	**190,000**
49	**Triskett District**							
	Triskett District Equipment Pool	P47490159	0	20,000	86,000	20,000	0	126,000
			0	**20,000**	**86,000**	**20,000**	**0**	**126,000**
61	**Information Technology**	P32805189						
	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 Program	P42610179	0	0	0	0	0	0
	Kiosk Replacement Program	P42610189	125,000	125,000	75,000	25,000	25,000	375,000
	Laser Printer Replacement Program	P42610299	0	35,000	35,000	35,000	35,000	140,000
			305,000	**340,000**	**290,000**	**240,000**	**240,000**	**1,415,000**
62	***SUPPORT SERVICES***							
	Office Equipment/Furniture Pool	P43620149	40,000	40,000	45,000	45,000	45,000	215,000
	Two Color Press Machines	P43620189 (New)	92,500	92,500				185,000
			132,500	**132,500**	**45,000**	**45,000**	**45,000**	**400,000**
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		**1,738,668**	**1,794,500**	**1,722,800**	**1,573,500**	**1,451,500**	**8,280,968**
	RTA CAPITAL FUND TOTAL		**3,750,668**	**3,554,500**	**3,587,800**	**3,288,500**	**3,266,500**	**17,447,968**

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 include 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 2015, $11.65 million was transferred from the RTA Capital Fund to the RTA Development Fund to provide the local match for Operating Budget expense reimbursements and to cover other locally funded expenditures within the RTA Development Fund. The transfer decreased to $5.33 million in FY 2016, and in FY 2017 to $6.84 million. The amount remained relatively stable in FY 2018 at $6.93 million, and increase slightly to $8.98 million in FY 2019 due to the financial demands of the Authority's operating budget.

RTA Development Fund Balance Analysis

	2015 Actual	2016 Actual	2017 Actual	2018 Amended Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Beginning Balance	23,911,529	42,499,967	30,037,486	20,136,261	34,446,074	10,724,006	18,670,419	5,155,871
Revenue								
Debt Service Proceeds	30,000,000	0	0	30,000,000	0	25,000,000	0	25,000,000
Transfer from RTA Capital Fund	11,649,255	5,334,255	6,844,255	6,934,255	8,984,255	7,684,255	10,434,255	10,684,255
Transfer from the Reserve Fund	0	0	0	2,000,000	0	0	0	0
Investment Income	185,574	260,886	284,557	250,000	240,000	240,000	240,000	240,000
Federal Capital Grants	75,819,587	47,732,909	48,455,538	48,766,900	63,757,536	66,137,500	64,157,980	45,360,163
State Capital Grants	534,487	110,699	0	1,384,658	1,384,658	1,384,658	1,384,658	1,384,658
Other Revenue	9,000	0	329,920	0	0	0	0	0
Total Revenue	118,197,903	53,438,749	55,914,270	89,335,813	74,366,449	100,446,413	76,216,893	82,669,076
Total Resources	142,109,432	95,938,716	85,951,756	109,472,074	108,812,523	111,170,419	94,887,312	87,824,947
Expenditures								
Capital Outlay	99,609,466	65,901,230	65,815,495	75,026,000	98,088,517	92,500,000	89,731,441	63,440,787
Other Expenditures	0	0	0	0	0	0	0	0
Total Expenditures	99,609,466	65,901,230	65,815,495	75,026,000	98,088,517	92,500,000	89,731,441	63,440,787
Ending Balance	42,499,967	30,037,486	20,136,261	34,446,074	10,724,006	18,670,419	5,155,871	24,384,160

Figure 83: RTA Development Fund Balance Analysis

Other local funding sources include debt service, revenue bonds, and interest income. The Authority last issued debt, $25.0 million of Revenue Bonds, in FY 2015 to support capital project activities and an additional debt service of approximately $30.00 million is expected in late FY 2018. Interest income has varied over the years from a high of $260,886 in FY 2016 to an estimated $250,000 in FY 2018 due to fluctuations in the interest rates and fund balance over the years

Figure 84, 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. At the end of FY 2015, the fund balance was $42.49 million. Capital construction activities over the following years drew the fund balance down as it declined to $30.03 million at the end of FY 2016 due to the issuance of Revenue bonds. Fund balance decrease again to $20.13 million at the end of FY 2017. It is expected to again increase to $34.44 million in FY 2018 due to a planned debt service in that year.

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 83, 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 $75.03 million in 2018. Of particular note, the expenditures within the Fund Balance Analysis are presented on a cash basis and represent estimates of the actual cash flow. Thus, the expenditure estimates differ from the budget appropriations included in the 2018-22 CIP, which are based upon the establishment of the necessary budget appropriation for the capital projects.

RTA Development Fund Balance Analysis (Millions)
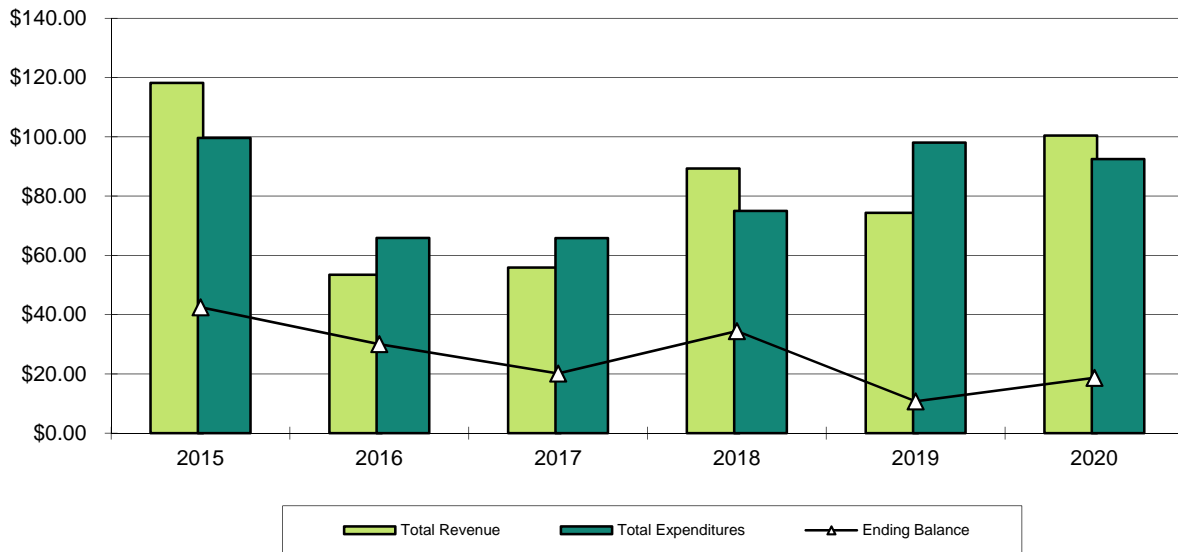
	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Plan	2020 Plan
Beginning Balance	$23.91	$42.49	$30.03	$20.13	$34.44	$10.72
Total Revenue	**$118.19**	**$53.44**	**$55.91**	**$89.34**	**$74.36**	**$100.44**
Total Resources	$142.10	$95.93	$85.94	$109.47	$108.80	$111.16
Total Expenditure	**$99.61**	**$65.90**	**$65.81**	**$75.03**	**$98.08**	**$92.50**
Ending Balance	**$42.49**	**$30.03**	**$20.13**	**$34.44**	**$10.72**	**$18.66**

Figure 84: RTA Development Fund Analysis Trend

The total budget appropriation of $112.19 million for RTA Development Fund projects accounts for most of the Authority's Capital Improvement Budget as allocated for 2018, as seen in Figure 82. 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 2018. 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 - $2.4 MILLION

There are various ongoing projects within this category, including those preparing the Hayden Garage and the Central Bus Maintenance Facility for the CNG fueled buses and bus storage lots at the Hayden and CBM Garages. New projects programmed in the 2018 CIP includes the facility upgrades at Triskett Garage to prepare for GNG loading station and building compliance.

BUS/PARATRANSIT IMPROVEMENT PROGRAMS - $20.62 MILLION

The 2018 CIP focuses vehicle reliability improvements through a multi-year bus spare parts program, which meets objectives for bus replacements and the SGR. Programmed capital budget appropriations include funds to purchase twenty nine (27) 40-Ft CNG buses, and Bus spare parts.

EQUIPMENT & VEHICLES - $19.5 MILLION

All budget appropriation within this category of the RTA Development Fund in FY 2018 are for grant funded information technology projects including Data Center, Intranet Development and Network improvements totaling $376,600, an additional $18.0 million programmed budget for upgrades to the Radio CAD/AVL communication system, and $1.16 million version 9 Ultramain system upgrades.

FACILITIES IMPROVEMENTS - $160,000

The Facilities Improvements budget appropriation of $160,000 in 2018 concentrates on rehabilitation of Track Bridge at Ambler Avenue, with ongoing bridge inspection and assessments throughout the year to address critical needs.

OTHER PROJECTS - $2.09 MILLION

The 2018 budget for this project category includes two unfunded projects – a $2.0 million budget contingency project and a $93,750 for various transportation studies depending upon the availability of grant funds.

PREVENTIVE MAINTENANCE / OPERATING BUDGET REIMBURSEMENTS - $20.0 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 2018 budget appropriation for $20.0 million.

RAIL PROJECTS- $47.07 MILLION

In FY 2018, 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 $14.59 million for rail train controls, electrical and signal improvements systems throughout the Authority, $23.81 million for track rehabilitation, $5.03 rail vehicle fleet, and $3.83 million for various station rehabilitation projects.

Major station projects in FY 2018 include $1.67 million for ADA Key station at Farnsleigh Station, $1.28 million for CRMF Track 3 rehabilitation, and $873,000 to upgrade the end of track at Warrensville-Van Aken. The combined $38.4 million for track rehabilitation and train control reconstruction projects includes $15.2 million for track rehabilitation of Tower City Track 10 & 13, and $6.8 million for Red Line Track West reconstruction at West 117th –West Park, $3.7 million for substation replacement at E. 120th Street, $3.65 million for Signal system upgrades at E. 79th to Shaker, $2.8 million for the Fiber Optic System Upgrades, with other budgeted amount allocated throughout for various rail engineering and infrastructure improvements.

TRANSIT CENTERS / BUS LOOPS – $300,000

The 2018 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 original plan was drafted in 1998 and updated in 2004 to reflect the existing system's state of repair; the future plans of key stakeholders, and the economic conditions of the region. In 2008, RTA initiated an update of the Long Range Plan, titled the "GCRTA Strategic Plan" that was completed in 2012. The goals of the Plan are to help determine the course of projects and services within GCRTA that can result in the increase of ridership, increase in revenues, and bring the system into a state of good repair while being grounded in the economic and the financial reality of public transportation funding in Northeast Ohio.

The existing Key Transit 2025 project elements include the following:

- Exploring the feasibility of additional Bus Rapid Transit projects in other major travel corridors;
- Completing the Transit Center Network; Initiating Transit-Oriented Development Projects;
- Continuing to implement the Transit Waiting Environment (TWE) Program;
- Reconstructing various Rapid Transit Stations as part of the FTA ADA Key Station requirement agreement.

ANTICIPATED FUNDING SOURCE

CATEGORY / PROJECT NAME		PROJECT NUMBER	2018	2019	2020	2021	2022	TOTALS 2018-2022
BUS GARAGES								
BUS GARAGES								
CBM - Install 3 Post Vehicle Lift & Fall Protection		P16390180	450,000	0	0	0	0	450,000
FFY 2017 Federal Formula Grant	450,000							
Triskett CNG Building Compliance		P22800160	1,950,000	1,950,000	0	0	0	3,900,000
FY 2018 100% Local Funds	1,950,000							
FY 2019 100% Local Funds	1,950,000							
Triskett CNG Loading Station		P22800190	0	3,500,000	0	0	0	3,500,000
FY 2019 100% Local Funds	**3,500,000**							
TOTAL - BUS GARAGES			**2,400,000**	**5,450,000**	**0**	**0**	**0**	**7,850,000**
BUS REPLACEMENTS								
BUS IMPROVEMENT PROGRAM								
2018-2020 Bus Improvement Program	63,123,070	P11390180	20,127,160	14,642,775	28,353,135	0	0	63,123,070
SFY 2017 ODOT CMAQ Grant	7,071,982							
SFY 2017 ODOT UTP Award	6,080,822							
FFY 2017 Federal Formula Grants	4,369,696							
FY 2018 Local Funds	429,660							
FY 2019 (TBD)	**2,175,000**							
SFY 2018 ODOT CMAQ Grant	2,125,000							
SFY 2018 ODOT UTP Award	1,730,822							
FFY 2018 Federal Formula Grants	4,371,961							
FY 2019 Local Funds	125,000							
FY 2019 (TBD)	**6,289,992**							
SFY 2019 ODOT CMAQ Grant	10,887,500							
SFY 2019 ODOT UTP Award	1,730,822							
FFY 2019 Federal Formula Grants	4,831,250							
FY 2020 Local Funds	150,000							
FY 2020 (TBD)	**10,753,563**							

ANTICIPATED FUNDING SOURCE

CATEGORY / PROJECT NAME		PROJECT NUMBER	2018	2019	2020	2021	2022	TOTALS 2018-2022
BUS REPLACEMENTS -Continued								
BUS IMPROVEMENT PROGRAM								
2021-2023 Bus Improvement Program	77,014,154	P11390110	0	0	0	36,014,154	0	36,014,154
SFY 2020 ODOT CMAQ Grant	5,578,125							
SFY 2020 ODOT UTP Award	1,730,822							
FFY 2020 Federal Formula Grants	4,500,000							
FY 2021 Local Funds	150,000							
FY 2021 (TBD)	**24,055,207**							
SFY 2021 ODOT CMAQ Grant		P11390120					11,865,750	
SFY 2021 ODOT UTP Award	1,730,822							
FFY 2021 Federal Formula Grants	4,500,000							
FY 2022 Local Funds	150,000							
FY 2022 (TBD)	**5,484,928**							
Sub-Total: Bus Improvement Program			**20,127,160**	**14,642,775**	**28,353,135**	**36,014,154**	**11,865,750**	**111,002,974**
PARATRANSIT IMPROVEMENT PROGRAM								
Paratransit Buses		P12390170	0	93,500	1,585,000	1,406,000	0	3,084,500
FY 2019 (TBD)	**93,500**							
FY 2020 (TBD)	**1,585,000**							
FY 2021 (TBD)	**1,406,000**							
Sub-Total: Paratransit Improvement Program			**0**	**93,500**	**1,585,000**	**1,406,000**	**0**	**3,084,500**
BUS SPARE PARTS PROGRAM								
Bus Capital Spare Parts Program		P16390140	500,000	0	500,000	500,000	500,000	2,000,000
FFY 2013 Federal Formula Grant	170,167							
FFY 2014 Federal Formula Grant	118,885							
FFY 2015 Federal Formula Grant	210,948							
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**	**0**	**500,000**	**500,000**	**500,000**	**2,000,000**
TOTAL - BUSES			**20,627,160**	**14,736,275**	**30,438,135**	**37,920,154**	**12,365,750**	**116,087,474**

ANTICIPATED FUNDING SOURCE

CATEGORY / PROJECT NAME	PROJECT NUMBER	2018	2019	2020	2021	2022	TOTALS 2018-2022
EQUIPMENT & VEHICLES							
MANAGEMENT INFORMATION SYSTEM							
Ultramain Version 9 Upgrade	P42350180	1,165,951	0	0	0	0	1,165,951
FFY 2017 Federal Formula Grant 1,165,951							
Network Infrastructure - Networks	P42610120	166,600	0	0	0	0	166,600
FFY 2017 Federal Formula Grant 166,600							
Network Infrastructure - Data Center	P42610220	130,000	0	0	0	0	130,000
FFY 2017 Federal Formula Grant 130,000							
Internet - Intranet Development	P42610520	80,000	0	0	0	0	80,000
FFY 2017 Federal Formula Grant 80,000							
Enterprise Content Management	New	0	1,635,507	0	0	0	1,635,507
FY 2019 TBD 1,635,507							
Radio/CAD/AVL System Replacement	P44350190	18,000,000	5,650,825	4,472,419	3,500,000	4,500,000	36,123,244
FY 2018 (TBD) 18,000,000							
FFY 2018 Federal Formula Grant 3,500,000							
FY 2019 (TBD) 0							
FFY 2019 Federal Formula Grant 4,472,419							
FFY 2020 Federal Formula Grant 3,500,000							
FFY 2021 Federal Formula Grant 4,500,000							
Sub-Total: Management Information System		19,542,551	7,286,332	4,472,419	3,500,000	4,500,000	39,301,302
TOTAL - EQUIPMENT & VEHICLES		19,542,551	7,286,332	4,472,419	3,500,000	4,500,000	39,301,302

ANTICIPATED FUNDING SOURCE

CATEGORY / PROJECT NAME	PROJECT NUMBER	2018	2019	2020	2021	2022	TOTALS 2018-2022
FACILITIES IMPROVEMENTS							
BRIDGE REHABILITATION							
Track Bridge Rehab. - Viaduct Bridge Rehab: Phase 1	**P20800460**	**0**	3,105,000	3,105,000	**0**	**0**	6,210,000
FY 2019 (TBD) 3,105,000							
FY 2020 (TBD) 3,105,000							
Track Bridge Inspection Program	P20800270	0	475,000	0	475,000	0	950,000
FY 2019 Local Funds 475,000							
FY 2021 Local Funds 475,000							
Track Bridge Rehab. - West 117th Street	P20800390	0	450,000	4,581,000	0	0	5,031,000
FFY 2018 Federal Formula Grant 450,000							
FFY 2019 Federal Formula Grant 3,981,000							
FY2020 Local Funds 600,000							
Track Bridge Rehab - Ambler Avenue	P20800180	160,000	90,000	0	0	0	250,000
FY 2018 Local Funds 160,000							
FY 2019 (TBD) 90,000							
Track Bridge Rehabilitation - Canal Road	P20800280	0	0	0	215,000	2,750,000	2,965,000
FFY 2020 Federal Formula Grant 215,000							
FFY 2021 Federal Formula Grant 2,750,000							
Road Bridge Rehab - E. 116th Street	P20800740		1,404,800	0	0	0	1,404,800
FFY 2018 Federal Formula Grant 660,000							
FY 2019 ODOT Municipal Bridge 744,800							
Track Bridge Rehabilitation - Lorain Avenue	P20800270	0	**0**	250,000	3,170,000	0	3,420,000
FFY 2020Federal Formula Grant 3,170,000							
FY 2020 Local Funds 250,000							
Track Bridge Rehabilitation - Access Rd. Bridge at CRMF	P20800X10	0	**0**	0	0	4,580,000	4,580,000
FFY 2021 Federal Formula Grant 4,580,000							
Sub-Total: Bridge Rehabilitation		160,000	5,524,800	7,936,000	3,860,000	7,330,000	24,810,800

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2018 - 2022 AMENDED CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2018	2019	2020	2021	2022	TOTALS 2018-2022
FACILITIES IMPROVEMENTS - Continued							
SYSTEM-WIDE FACILITIES							
Tower City - East Portal Concrete Repairs	P26800170	0	6,230,000	0	0	0	6,230,000
FY 2019 (TBD) 6,230,000							
State of Good Repair Projects	P32800250	0	937,061	0	1,350,456	201,287	2,488,804
FFY 2018 Federal Formula Grant 937,061							
FFY 2019 Federal Formula Grant 0							
FFY 2020 Federal Formula Grant 1,350,456							
FFY 2021 Federal Formula Grant 201,287							
Sub-Total: System-Wide Facilities		0	7,167,061	0	1,350,456	201,287	8,718,804
TOTAL - FACILITIES IMPROVEMENTS		160,000	12,691,861	7,936,000	5,210,456	7,531,287	33,529,604

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2018 - 2022 AMENDED CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2018	2019	2020	2021	2022	TOTALS 2018-2022
OTHER PROJECTS							
OTHER							
Planning Studies (Transportation for Livable Communities)	P49570120	93,750	93,750	93,750	93,750	93,750	**468,750**
FY 2017 (TBD) 93,750							
FY 2018 (TBD) 93,750							
FY 2019 (TBD) 93,750							
FY 2020 (TBD) 93,750							
FY 2021 (TBD) 93,750							
RTA Development Fund Contingency TBD	P49990150	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	**10,000,000**
2017 - 21 (TBD)							
TOTAL - OTHER PROJECTS		2,093,750	2,093,750	2,093,750	2,093,750	2,093,750	10,468,750
PREVENTIVE MAINTENANCE/OPERATING REIMBURSEMENTS							
PREVENTIVE MAINTENANCE/OPERATING REIMBURSEMENTS							
Preventive Maintenance Expenses	P516701X0	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
FFY 2017 Federal Formula Grant 20,000,000							
FFY 2018 Federal Formula Grant 20,000,000							
FFY 2019 Federal Formula Grant 20,000,000							
FFY 2020 Federal Formula Grant 20,000,000							
FFY 2021 Federal Formula Grant 20,000,000							
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	P21320150	153,400	0	0	2,000,000	0	2,153,400
FFY 2017 Federal Formula Grant 153,400							
FFY 2020 Federal Formula Grant 2,000,000							
Substation Replacement - East 120th Street	P21800240	3,700,000	0	0	0	0	3,700,000
FFY 2017 Federal Formula Grant 3,700,000							
Warrensville Substation Feeder System	P21800540	1,831,050	0	0	0	0	1,831,050
FY 2018 (TBD) 1,831,050							
Substation Replacement - W. 117th St.	P21800390	0	151,000	3,900,000	0	0	4,051,000
FY 2019 Local Funds 151,000							
FFY 2019 Federal Formula Grant 3,850,000							
FY 2020 Local Funds 50,000							
Replace W. 25th / Ohio City Transformer / Rectifier	P21800180	526,200	0	0	0	0	526,200
FFY 2017 Federal Formula Grant 526,200							
Substation Improvement Program	P21800200	0	0	0	3,850,000	3,850,000	7,700,000
FFY 2020 Federal Formula Grant 3,850,000							
FFY 2021 Federal Formula Grant 3,850,000							
Sub-Total: Electrical System		6,210,650	151,000	3,900,000	5,850,000	3,850,000	19,961,650

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2018 - 2022 AMENDED CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND

ANTICIPATED FUNDING SOURCE

CATEGORY / PROJECT NAME	PROJECT NUMBER	2018	2019	2020	2021	2022	TOTALS 2018-2022
RAIL PROJECTS - Continued							
<u>TRAIN CONTROL / SIGNALS</u>							
CAB Signal System Replacement (Railcars)	P26800170	985,750	0	0	0	0	985,750
FFY 2017 Federal Formula Grant 985,750							
Wayside Signaling - East 79th to Shaker Square	P26800240	3,654,514	0	0	0	0	3,654,514
FFY 2017 Federal Formula Grant 3,654,514							
Red Line Signal System Replacement (Design)	P26800280	930,000	0	0	0	0	930,000
FFY 2017 Federal Formula Grant 930,000							
Fiber Optic System Software/Hardware Upgrades	P26800640	2,810,600	0	0	0	0	2,810,600
FFY 2017 Federal Formula Grant 2,810,600							
Sub-Total: Train Control / Signals		**8,380,864**	**0**	**0**	**0**	**0**	**8,380,864**
<u>TRACK REHABILITATION</u>							
Rail Profile Grinding Program	P23320170	0	1,779,719	1,489,000	0	0	3,268,719
FFY 2018 Federal Formula Grant 1,779,719							
FFY 2019 Federal Formula Grant 1,489,000							
Rail Infrastructure Program	P23320150	786,400	750,000	1,000,000	1,000,000	1,000,000	4,536,400
FFY 2017 Federal Formula Grant 786,400							
FFY 2018 Federal Formula Grant 750,000							
FFY 2019 Federal Formula Grant 1,000,000							
FFY 2020 Federal Formula Grant 1,000,000							
FFY 2021 Federal Formula Grant 1,000,000							
On-Call Rail Engineering Services	P23800240	200,000	200,000	200,000	200,000	200,000	1,000,000
FFY 2017 Federal Formula Grant 200,000							
FFY 2018 Federal Formula Grant 200,000							
FFY 2019 Federal Formula Grant 200,000							
FFY 2020 Federal Formula Grant 200,000							
FFY 2021 Federal Formula Grant 200,000							
On-Call Track Maintenance Services	P23800340	600,000	0	500,000	0	500,000	1,600,000
FFY 2017 Federal Formula Grant 600,000							
FFY 2019 Federal Formula Grant 500,000							
FFY 2021 Federal Formula Grant 500,000							
Tower City Tracks 10 & 13 Reconstruction	P23800490	15,201,288	0	0	0	0	15,201,288
FFY 2017 Federal Formula Grant 1,407,288							
FFY 2018 Federal Formula Grant 12,952,896							
FY 2019 Local Funds 841,104							

ANTICIPATED FUNDING SOURCE

CATEGORY / PROJECT NAME	PROJECT NUMBER	2018	2019	2020	2021	2022	TOTALS 2018-2022
RAIL PROJECTS - Continued							
<u>TRACK REHABILITATION</u>							
LR Retaining Wall - Buckeye/Woodhill - Shaker Sq.: Ph. 2	P23800590	0	1,410,000	1,441,000	0	0	2,851,000
FFY 2018 Federal Formula Grant 1,410,000							
FFY 2019 Federal Formula Grant 1,441,000							
Red Line Track West Reconstruction (West 117th - West Park)	P23800X90	6,823,000	3,125,000	0	0	0	9,948,000
SFY 2018 OTPPP 6,823,000							
Red Line Track W. Reconst. (W. Bound W. 117th - Triskett)	P23800X00	0	0	1,600,000	0	0	1,600,000
FFY 2019 Federal Formula Grant 1,600,000							
Track Reconstruction Program	P23800X80	0	0	7,522,868	9,907,081	9,350,000	26,779,949
FFY 2019 Federal Formula Grant 4,397,868							
SFY 2019 OTPPP 3,125,000							
FFY 2020 Federal Formula Grant *6,782,081*							
SFY 2020 OTPPP *3,125,000*							
FFY 2021 Federal Formula Grant *6,225,000*							
SFY 2021 OTPPP 3,125,000							
Sub-Total: Track Rehabilitation		**23,610,688**	**7,264,719**	**13,752,868**	**11,107,081**	**11,050,000**	**66,785,356**

ANTICIPATED FUNDING SOURCE								
CATEGORY / PROJECT NAME		PROJECT NUMBER	2018	2019	2020	2021	2022	TOTALS 2018-2022
RAIL PROJECTS - Continued								
RAIL STATION REHABILITATION								
Farnsleigh Station Reconstruction		P24800360	1,671,925	0	0	0	0	1,671,925
FFY 2017 Federal Formula Grant	1,671,925							
CRMF Track 3		New	1,288,500	0	0	0	0	1,288,500
FFY 2017 Federal Formula Grant	1,288,500							
Warrensville Van Aken End of Track Upgrades		New	873,000	0	0	0	0	873,000
FFY 2015 Federal Formula Grant	873,000							
Sub-Total: Rail Station Rehabilitation			**3,833,425**	**0**	**0**	**0**	**0**	**3,833,425**
RAIL VEHICLE FLEET								
Replacement Choppers - Breda Cars		P16320180	3,032,500	0	0	0	0	3,032,500
FFY 2017 Federal Formula Grant	3,032,500							
Rail Capital Spare Parts Program		P16390X00	0	0	750,000	750,000	750,000	2,250,000
FFY 2019 Federal Formula Grant	750,000							
FFY 2020 Federal Formula Grant	750,000							
FFY 2021 Federal Formula Grant	750,000							
Rail Car Study			2,000,000					
FY 2019 Local Funds	2,000,000							
Sub-Total: Rail Vehicle Fleet			**5,032,500**	**0**	**750,000**	**750,000**	**750,000**	**7,282,500**
TOTAL - RAIL PROJECTS			**47,068,127**	**7,415,719**	**18,402,868**	**17,707,081**	**15,650,000**	**106,243,795**
TRANSIT CENTERS								
Enhanced ADA Access (Enhancement Item)		P30800240	300,000	300,000	300,000	300,000	300,000	1,500,000
OR FOR SIGNAGE AFTER FY 2018								
FFY 2017 Federal Formula Grant	300,000							
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							
TOTAL - TRANSIT CENTERS			**300,000**	**300,000**	**300,000**	**300,000**	**300,000**	**1,200,000**
TOTAL RTA DEVELOPMENT FUND			**112,191,588**	**69,973,937**	**83,643,172**	**86,731,441**	**62,440,787**	**414,980,925**
TOTAL RTA CAPITAL FUND			**3,750,668**	**3,554,500**	**3,587,800**	**3,288,500**	**3,266,500**	**17,447,968**
TOTAL CAPITAL IMPROVEMENT PLAN			**115,942,256**	**73,528,437**	**87,230,972**	**90,019,941**	**65,707,287**	**432,428,893**

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