

Greater Cleveland Regional Transit Authority



Operating and Capital Budget for the Year 2019



GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

2019 ADOPTED AMENDED BUDGET PLAN

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64 – PROCUREMENT
65 – REVENUE
67 – OFFICE OF MANAGEMENT AND BUDGET

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12 – EXECUTIVE

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INTERIM CEO/GENERAL MANAGER, SECRETARY-TREASURER

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CIO/EXECUTIVE DIRECTOR

61 – INFORMATION TECHNOLOGY

ACKNOWLEDGEMENTS

OFFICE OF MANAGEMENT & BUDGET

SPECIAL THANKS TO THE FOLLOWING INDIVIDUALS FOR THEIR ASSISTANCE

KAY M. SUTULA	DIRECTOR, OFFICE OF MANAGEMENT & BUDGET
CAROLYN YOUNG	SENIOR BUDGET MANAGEMENT ANALYST
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January 1, 2018

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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 2018. 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.

TABLE OF CONTENTS

Transmittal Letter & Citizens Summary

Transmittal Letter	1
Executive Summary	1
A Strategic Approach to the Budget	3
Mission and Vision Statements, Values	3
General Fund	5
Revenues	5
Expenditures	8
Expenditure Growth	10
Employment Analysis	11
Service Levels	12
Policy Compliance	13
Capital Improvement Plan	14
Conclusion	15
Addendum - 2019 Amended Budget	16
2019 Amended Financial Policy Goals	17
2019 Amended Fund Statements	18

Budget Guide

Organization of the Budget Plan	29
Board Policy Goals	30
Financial Policies	31
All Funds	32
General Fund	33
Capital Improvement Funds	35
Supplemental Pension Fund	36
Insurance Fund	37
Bond Retirement Fund	37
Debt Financing	38
Budget Management Process	38
Introduction	38
The Budget Cycle	39
Budget Monitoring and Control	40
Budget Development Schedule (Calendar)	41
Strategic Plan and Management Policies	43
Balanced Scorecard	43
Service Profile	45
GCRTA History	45
Economic Profile	46
Trends of Northeast Ohio	48
National Trends Profile	49
Ohio Transit Trends	50
Glossary	51

Fund Budgets

Fund Budgets & Appropriated Fund Structure	61
All Funds	61
General Fund	63
General Fund Revenues	63
General Fund Expenditures	67
Employment Level and Service Level Changes	68
Bond Retirement Fund	69
Insurance Fund	70
Supplemental Pension Fund	71
Law Enforcement Fund	72
Reserve Fund	73
Capital Improvement Fund	74

Performance Management

Strategic Plan & Improvements	77
Fiscal Responsibility	78
Voice of Customer	80
Continual Process Improvement	82
Learning & Innovation	85
Customer Satisfaction Surveys	89

Department Budgets

Overview - Divisions and Departments	93
Authority-wide Organizational Chart	95
Expenditures by Division	96
Staffing by Division	97
Division - Operations	99
Paratransit District	101
Rail District	105
Asset & Configuration Management	112
Transit Police	114
Service Management	117
Service Quality Management	120
Fleet Management	123
Pass-Thrus	129
Hayden District	130
Triskett District	133
Intelligent Transportation Systems	137
Division - Finance & Administration	141
Office of Business Development	143
Accounting	145
Support Services	148
Procurement	150
Revenue	152
Office of Management & Budget	154
Division - Engineering & Project Management	157
Project Support	159
Programming & Planning	161
Engineering & Project Development	163
Division - Legal Affairs	165
Safety	167
Legal	169
Risk Management	172
Division - Human Resources	175
Human Resources	177
Labor & Employee Relations	180
Training & Employee Development	182
Division - Executive	185
Executive	187
Secretary/Treasurer - Board of Trustees	190
Internal Audit	192
Marketing & Communications	194
Information Technology	197
Fund Transfers	200

Capital Improvement Plan

Introduction & Organization of CIP	201
Capital Assets, Facilities, Rail System, Fleets	202
Capital Improvement Planning Cycle	208
Budget Calendar of Events	208
Transportation Improvement Program	211
Capital Budget Appropriations	211
Capital Improvement Financial Policies & Criteria	212
Priority Areas	213
Financial Capacity	214
Federal Sources	214
State & Local Sources	218
Debt Management	218
RTA Capital Fund	222
Asset Maintenance Projects	223
Routine Capital Projects	224
RTA Development Fund	226
RTA Development Fund Projects	228
Transit 2025 Long Range Plan	230

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2019 TRANSMITTAL LETTER

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

Date: November 13, 2018

From: Floun'say R. Caver, Ph.D. *JRCaver, Ph.D.*
Interim CEO, General Manager/Secretary-Treasurer

Subject: Transmittal Letter & Proposed
FY 2019 Budget

EXECUTIVE SUMMARY

It is with pride that I present the CEO/General Manager's proposed Budget for 2019. We have developed this proposed budget to address some of the challenges that lie ahead. RTA has managed well over the last several years. The Authority has made strategic decisions to improve operational efficiencies, while continuing to provide quality of service to its customers. This has been accomplished in a manner that best serves our customers and the community.

The first quarter of 2018 began with positive steps toward improving service and strengthening RTA's financial position. Due to the removal of the Managed Health Care from the sales tax base, estimated revenues have been reduced to 2015 levels. The Board passed an amended budget in March 2018, reducing total expenditures by \$12.7 million.

As the GCRTA continues to effectively manage its financial resources, we have engaged in six studies to help identify areas of improvement, create efficiencies, and enhance service. Included in these studies are the fare system, economic impact to the Greater Cleveland region, service enhancements, administrative efficiency study, operational review, and a rail car study. Results of these studies will be available in early 2019.

Major new grant awards were applied for and received in 2018. The FTA approved funding for the Triskett Garage CNG improvements. The U.S. Department of Transportation also awarded the Authority more than \$2.6 million for CNG. The Ohio EPA awarded GCRTA a \$400,000 grant to help cover the cost differential between diesel and CNG buses. The funding will go towards the cost of 16 of the 33 new CNG buses currently on order, as well as facility improvements. The Federal Highway Administration awarded the Authority \$8.6 million for the replacement of the radios and communication equipment.

During 2018, the GCRTA:

- Received the APTA Gold Award for Bus Safety
- Received Group Award for Safety from Ohio Bureau of Workers' Compensation
- Awarded Best in Class for Workforce Diversity through the Greater Cleveland Partnership
- Named Government Fleet of the Year by FleetOwner.com
- Launched "See Something, Text Something"
- Received the GFOA Distinguished Budget Presentation Award for the 30th consecutive year
- Received the GFOA Achievement for Excellence in Financial Reporting Award (30th consecutive year)
- Celebrated the HealthLine 10th Anniversary
- Celebrated the Red Line 50th Anniversary

The following pages discuss the assumptions used in developing the Proposed FY 2019 Budget. The proposed budget supports the daily operating activities of the Authority and continue the plan towards achieving a state of good repair. The decrease in the Authority's largest source of revenue, Sales & Use Tax, continues to be a concern in the 5-year plan.

The 2018 General Fund Amended Budget projected Sales & Use Tax receipts at \$197.8 million, a 7.5 percent reduction from 2017 actual receipts, due to the removal of MCO from the tax base. Through October 2018, total receipts were \$169.1 million, a 6.3 percent decrease from 2017 levels but a 2.1 percent increase from the 2018 budget. By year-end, receipts are estimated to be \$201.3 million, \$3.5 million better than budget, which is a significant improvement.

The 2018 Third Quarter estimate maintains reimbursed expenditures at \$22.7 million, which includes preventive maintenance reimbursements of \$20 million. Passenger Fares are estimated at \$45.9 million, a \$3.1 million increase from budgeted levels. State aid for the MCO loss in sales tax receipts was budgeted at \$15.1 million but came in \$3.1 million above budget due to funding budgeted in 2019 being received in 2018. Total revenue for 2018 is estimated at \$293.3 million. With the beginning balance of \$34.9 million, total resources for 2018 are estimated at \$328.1 million, an increase of \$10.4 million from the Amended Budget.

Total Operating Expenditures for 2018 are estimated at \$245.8 million, an \$8.3 million decrease from the 2018 Amended Budget. The Authority has been making strategic decisions throughout the year to maintain expenses near 2014 levels. During 2018, non-bargaining employees, grades 28 and above, were required to take 40-hours of mandatory furloughs. Other non-bargaining employees in grades 27 and below offered to take voluntary furloughs. Expenses have been held to 2014 levels, while ensuring that the departments have what is needed for the year. An additional transfer of \$5 million will be needed for the Insurance Fund, to cover insurance and claims payments and maintain the recommended ending balance. A \$5 million increase is needed for the Capital Improvement Fund to help match funding from the Federal Highway Administration for the radio project. With the increase in the available ending balance, from a budget of \$30 million to an estimate of \$35 million, a \$5 million increase to the Reserve Fund will be needed for the Rail Cars.

The Board of Trustees' first review of the proposed 2019 – 2023 Capital Improvement Plan (CIP) took place on May 1, 2018 and subsequently approved the 2019 Capital Budget Appropriations on May 15, 2018, allowing the Authority's Capital program to be better aligned with Northeast Ohio Areawide Coordinating Agency (NOACA) and Federal fiscal calendars. The Proposed 2019 Operating Budget, Amended 2018 Operating Budget and Amended 2019 Capital budget will be presented to the Board on November 13, 2018. Public Hearings will be held on November 13, 2018 and on December 4, 2018. On December 4, 2018, the Operational Planning & Infrastructure Committee is expected to make a recommendation to the full Board of Trustees to adopt the Proposed 2019 General Fund and other funds budgets, Amended 2018 General Fund Budget and Amended 2019 Capital Budget. Adoption will be considered at the December 18, 2018 Board Meeting.

With the proposed FY 2019 budget, GCRTA is continuing to execute its strategic plan and is continuing its efforts to provide quality service. The Proposed FY 2019 General Fund Budget provides total revenues of \$277.7 million. Sales Tax receipts are estimated to increase by 1.5 percent and Passenger Fares by 1.2 percent, over 2018 estimated levels. Preventive Maintenance reimbursements will be held at \$20 million, which will provide funding for the E. 79th Street Red Line Station rehabilitation. With the 2018 ending balance estimated at \$35.1 million, total resources for 2019 are budgeted at \$312.8 million. Operating Expenses for the 2019 proposed budget total \$254.5 million, a 3.5 percent increase from 2018 estimated expenses, and staying within the goal of under 5 percent. Total Expenditures for the 2019 proposed budget are \$286.3 million, providing for an ending balance of \$26.4 million, a 1.3-month reserve.

The revenue required to support both the operating and the capital budget continues to pose challenges. This budget highlight the need to identify creative ways to further reduce costs and increase traditional and non-traditional revenues. The Authority has made strategic decisions to ensure the Board and staff have the time needed to make those decisions.

STRATEGIC APPROACH TO THE BUDGET

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

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.

GCRTA MISSION

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



Figure 1

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

Figure 2

VALUES:



Figure 3

GENERAL FUND

ASSUMPTIONS

Inflation

Assumption:

2.0% to 2.5%

Rationale:

The Federal Reserve recently released their projections for the remainder of 2018 through the next 30 years. The Cleveland Fed observed that the 4th District expanded at a moderate rate. They stated that labor markets have strengthened, but companies reported difficulty finding qualified candidates across a broad array of occupations. Employers are raising wages to remain competitive. The Federal Reserve Bank is expecting the economy to expand slowly - between 2.0 percent and 2.5 percent. The Federal Reserve Bank of Cleveland projects the inflation rate to remain under 2.5 percent over the next 10 years.

Interest Rates

Assumption:

2.5% to 3.0%

Rationale:

The Federal Reserve Bank raised interest rates again in September 2018, from 2.0 percent to 2.25 percent, the third increase in 2018, with an anticipated increase to 2.5 percent in December 2018. The economic activity in the U.S. continues to strengthen, inflation rates remain low, and unemployment rate has been decreasing. The Fed economic projections of Federal Reserve Board Members and Federal Reserve Bank projects the Federal Funds rate at a high of 3.0 percent in 2019 and a projected high of 3.5 percent in 2020.

REVENUES

The 2019 budget projects \$277.7 million in General Fund revenue and total resources of \$312.8 million. This is a \$15.3 million decrease in total resources compared to the 2018 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, showing a continued reliance on this revenue stream. Passenger Fares is 16.7 percent of total revenue but has been slowly decreasing due to decreased ridership. Reimbursed expenditures, which includes grant-funded and preventive maintenance reimbursements to the Operating Budget, is the third largest source of revenue, at 8.0 percent of total revenue for 2019.

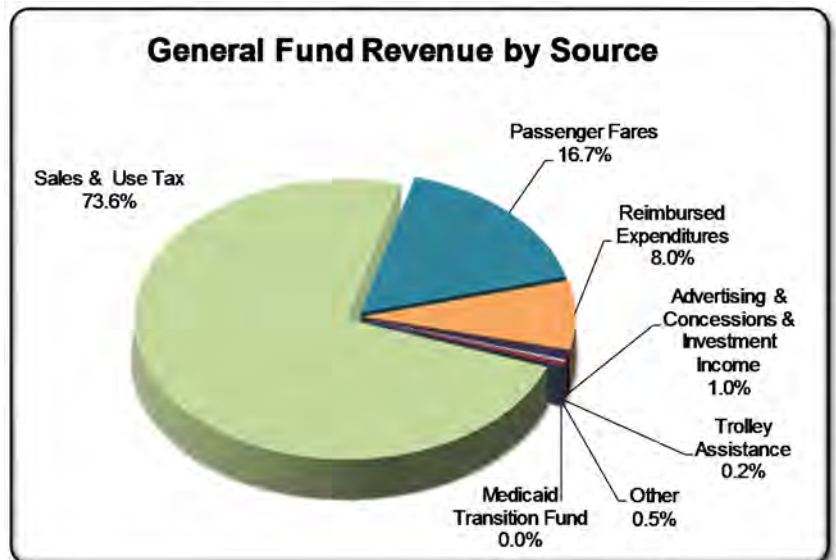


Figure 4

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

PASSENGER FARES

\$46.5 MILLION

RATIONALE:

Passenger Fares are estimated at \$46.5 million for 2019. This is a 1.2 percent increase from 2018 and the passenger fare estimates for future years decline. As fuel prices remain low, choice riders are opting to drive to work rather than take public transit. The 2019 Budget does not include any fare increase or service change. The fare increase scheduled for August 2018 has been postponed until further review and the base fare remains at \$2.50.

SALES & USE TAX REVENUE

\$204.3 MILLION

RATIONALE:

Sales & Use Tax receipts for 2019 are estimated at \$204.3 million, a \$3 million increase over 2018 estimates. Over the past several years Sales & Use Tax collections have been fairly steady. Receipts in 2017 were \$5 million less than 2016 receipts, mainly due to Medicaid MCOs being removed from the tax base as of July 1, 2017. There is a 3-month lag time between when the receipts are paid and when the Authority receives the revenue and the effect was felt starting in October 2017. With the Federal Government mandate 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.

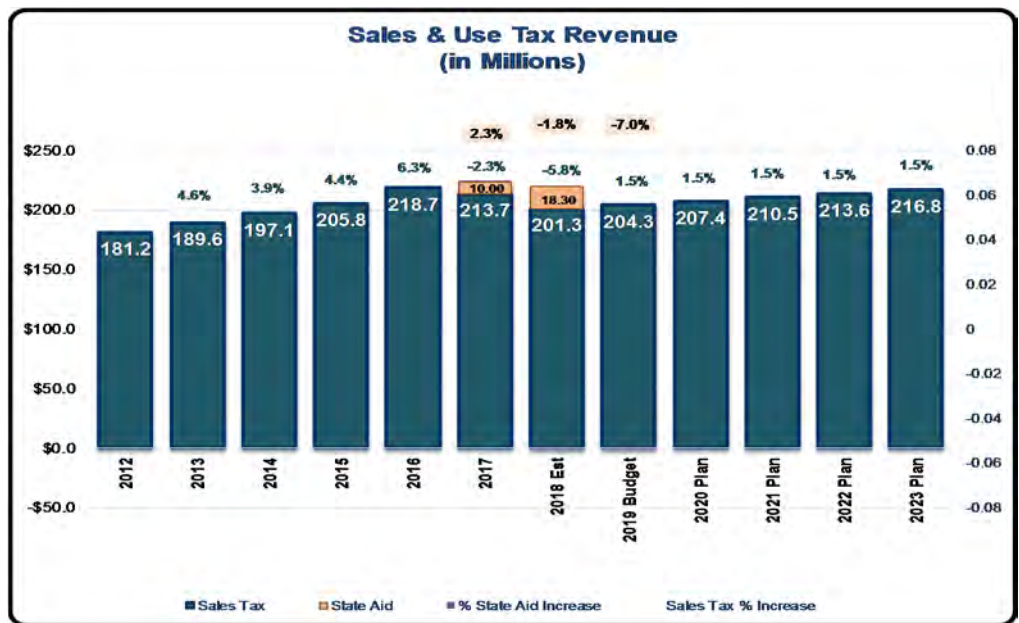


Figure 5

The State provided assistance in 2017 and 2018 for all transit authorities that received sales tax revenue but provided no assistance to the counties that also relied on this revenue stream. For 2017, the State provided \$10 million of assistance and in 2018, \$18.3 million was received. The State has not provided a revenue neutral fix for the sales tax loss for the future nor will provide any additional assistance.

ADVERTISING & CONCESSIONS

\$2.2 MILLION

ADVERTISING CONTRACT	\$1.3 M
CONCESSIONS & NAMING RIGHTS	\$0.9 M
TOTAL	\$2.2 M

RATIONALE:



The Advertising and Concessions Category consists of three subcategories. The first is the current advertising contract. For 2019, the advertising contract is budgeted at \$1.3 million. The second subcategory is a new contract for advertising on the bus shelters. The third category is the naming rights revenue for the HealthLine, Cleveland State Line, and Metro Health Line and concessions that will net the Authority about \$900,000.

INVESTMENT INCOME \$600 THOUSAND

RATIONALE:

For 2019, the Investment Income is estimated at \$600 thousand as interest rates remain low. The average yield on the Authority's investments is 1.8 percent in 2018.

<u>OTHER REVENUE</u>	\$2.1 MILLION
TROLLEY ASSISTANCE	\$0.6M
<u>OTHER REVENUE</u>	<u>\$1.5M</u>
TOTAL	<u>\$2.1M</u>

RATIONALE:

These other sources of revenue include trolley assistance and other miscellaneous receipts. To help fund the continuation of the C-Line and Nine-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 2018 for the 2018 budget and is expected to receive the same amount of funding in 2019.

Other receipts include contractor and hospitalization claim reimbursements, rent, salvage sales, and identification card proceeds, among other miscellaneous receipts. The amounts received from these sources have fluctuated over the years, mainly due to one-time settlements and reimbursements. For 2019, the other revenue category is budgeted at \$1.5 million.

REIMBURSED EXPENDITURES	\$22.1 MILLION
PREVENTIVE MAINTENANCE REIMBURSEMENTS	\$20.0M
FUEL TAX REIMBURSEMENT	\$ 1.1M
<u>REIMBURSED LABOR & MATERIAL</u>	<u>\$ 1.0M</u>
TOTAL	<u>\$22.1M</u>

RATIONALE:

Reimbursed Expenditures category includes reimbursements for Preventive Maintenance (PM), fuel tax, labor and material, as well as other Federal and State reimbursements. For 2019, 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.

EXPENDITURES

Operating Expenditures for the 2019 Operating Budget include the appropriation and expenditure changes as described below. As with revenues, expenditures are estimated not only for the 2019 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 2019 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 2019 and highlights the various areas of cost increases included in the proposed Operating Budget.

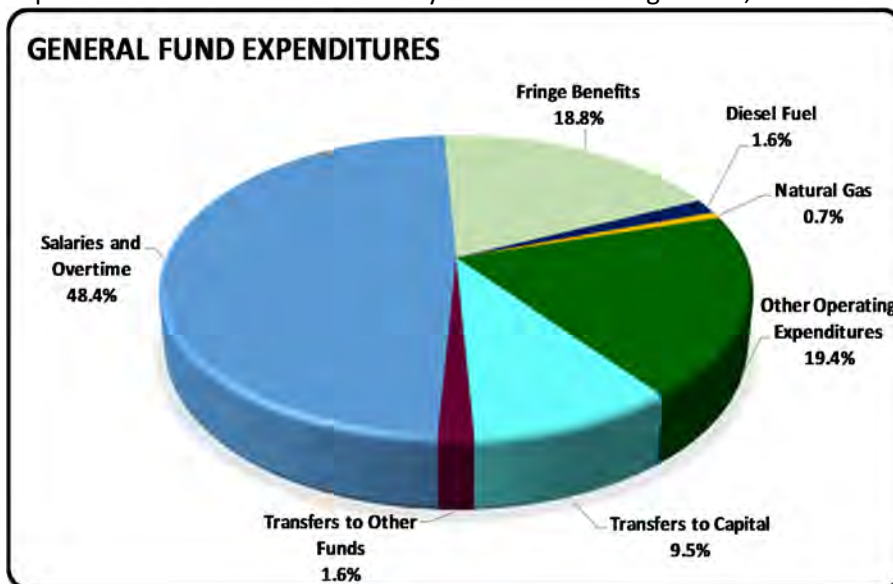


Figure 6

SALARIES & OVERTIME

\$138.6 MILLION

RATIONALE:

Total salaries/wages and overtime for the 2019 Operating Budget are \$138.6 million and account for 54.4 percent of the 2019 General Fund expenses. For the 2019 Operating budget, a 1.5 percent salary increase is budgeted for all positions. The 2019 Operating Budget includes 2,333.5 FTE (full time equivalent) positions. This is from the 2,332.5 positions originally budgeted in 2018 and the addition of the Senior Advisor position added in August 2018. Both union contracts ended in 2017. The FOP signed a new agreement, which again aligns wage increases to the revenue increases for passenger fares and sales tax from the prior year. The ATU negotiations are continuing.

PAYROLL TAXES & FRINGE BENEFITS	\$53.9 MILLION
PAYROLL TAXES / PERS	\$21.7M
HEALTH CARE / PRESCRIPTION	\$28.1M
<u>VISION / DENTAL / OTHER FRINGE BENEFITS</u>	<u>\$ 4.1M</u>
TOTAL	\$53.9M

RATIONALE:

Payroll taxes and Ohio PERS (Ohio Public Employee Retirement System) budget for 2019 is \$21.7 million and is roughly 15.45 percent of all salaries and overtime costs. Ohio PERS provides retirement, disability, and survivor benefit programs for public employees. Health Care and prescription costs for 2019 are budgeted at \$28.1 million and are projected to maintain near 2018 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 complete a dental exam. Those employees who complete both received a 2 percent credit on their health care contribution. The 2019 budget for vision, dental, and other fringe benefits is \$4.1 million. In each of the contracts, co-pays and deductibles are identified by type of plan and family size. This action makes employees more involved in their own care. It will also help avoid penalty payments in the future under the Affordable Care Act.

DIESEL FUEL & NATURAL GAS/CNG**\$6.5 MILLION****RATIONALE:**

The Energy Price Risk Management Program (aka Fuel Hedging Program) has helped to stabilize diesel fuel, one of the Authority's most volatile expenses. Diesel Fuel is budgeted to increase by 1.4 percent, compared to 2018 Third Quarter estimates. Through this program, the cost of diesel fuel has remained steady. The U.S. has increased production of crude oil in the last few years and is now less dependent upon foreign sources. Between 2015 and 2018, RTA placed 106 Compressed Natural Gas (CNG) buses into operation and retired the older diesel buses, reducing fuel by nearly \$883,000 in 2017 and an additional \$167,000 in 2018. By 2020, 27 new CNG buses are planned to be placed into operation and diesel fuel costs are expected to continue to decrease.

OTHER EXPENDITURES**\$55.6 MILLION**

MAINTENANCE CONTRACTS AND SERVICES	\$13.4M
INVENTORY	\$13.4M
OTHER UTILITIES	\$ 9.1M
PURCHASED TRANSPORTATION	\$ 8.4M
LIABILITIES, TRAINING, PROFESSIONAL EXPENSES	\$ 5.5M
TIRES & TUBES & OTHER MATERIALS & SUPPLIES	\$ 5.0M
<u>OTHER MISCELLANEOUS EXPENDITURES</u>	<u>\$ 0.8M</u>
TOTAL	\$55.6M

RATIONALE:

Maintenance contracts and services is budgeted at \$13.4 million. This category includes advertising fees, the in-house service contract for Paratransit inventory, multi-year maintenance contracts, and other miscellaneous services. Some of the multi-year maintenance contracts are requirement-based and only invoiced when services are needed. This helps to keep costs down throughout the year. The Paratransit inventory service contract will end in 2019 and an analysis on the program is currently underway. The inventory category is budgeted at \$13.4 million and includes all other parts and equipment for the fixed-route buses, trains, and facilities. This category also includes the predictive maintenance kits for the fixed-route buses in the program. The collaborative work between Asset Configuration & Management and Inventory for the predictive maintenance program has helped to stabilize inventory expenses, increase miles between service interruptions, and keep buses on the road.

Propulsion power is the energy needed to run the trains, substations and stations. Propulsion power and electricity continue to be closely managed. RTA has reduced electricity costs by nearly \$21.5 million over the last 9 years. In December 2017, a new contract for electricity was awarded at a very favorable prices for the Authority through mid-2021. Propulsion power and electricity are budgeted to increase by 3.5 percent. The new contract will help keep costs stable.

The Authority entered into a new contract for telephone services in late 2017. The Information Technology Department has been switching all employees to the new phone system. For the 2019 Operating Budget, there is an overlap between the two contracts. By the end of 2019, all phones and expenses related to the old contract will be completed and only the new contract will remain.

Purchased transportation for ADA Paratransit services is budgeted at \$8.4 million. The three current contracts were extended through the first quarter 2019 in order to be able to procure a larger service contract. A 6-month pilot program with Lyft was conducted with Paratransit service. The program ended in October 2018 with 70 Paratransit customers participating in the program. A white paper is currently being written for the FTA on the program.

Other expenses includes liability claims and insurance premiums, which are budgeted at \$4.5 million for 2019, or 1.5 percent of total General Fund expenses. Training, travel, and professional expenses are also in this category, budgeted at \$1.0 million for 2019.

Tires and tubes and other materials and supplies consists of non-inventory parts, tires & tubes for the buses, and other miscellaneous materials. This category is budgeted at \$5.0 million for 2019. Other miscellaneous expenses for 2019 is budgeted at 0.8 million. Total 2019 Operating Expenses are projected to increase by 3.5 percent, maintaining the goal of under 5.0 percent. The chart below identifies the areas of expenditure growth for 2019 compared to 2018 Third Quarter estimates.

Areas of Expenditure Growth 2019 Proposed Budget			
2018 Projected Operating Expenses		\$ 245,838,578	
Personnel		\$ 5,134,154	2.7%
Salaries & Overtime	\$ 3,131,157		
Health Care/Prescription Fringe Benefits	\$ 2,002,997		
Fuel / Utilities		\$ 1,412,499	9.9%
Diesel Fuel	\$ 63,871		
Natural Gas & CNG	\$ 52,358		
Propulsion Power	\$ 166,000		
Electricity	\$ 29,241		
Telephone	\$ 368,121		
Other Utilities	\$ 732,908		
Service Opportunities		\$ 1,323,240	3.4%
Maintenance Contracts & Services	\$ 2,153,579		
Inventory	\$ 269,488		
Tires & Tubes	\$ 500		
Other Services & Supplies	\$ 518,332		
Purchased Transportation	\$ (1,618,660)		
Other		\$ 809,306	14.9%
Liabilities	\$ 611,977		
Training, Travel & Professional Expenses	\$ (88,120)		
Miscellaneous	\$ 285,448		
Expenditure Growth		\$ 8,679,198	3.5%
2018 Budgeted Operating Expenditures		\$254,517,776	

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 catastrophic or extraordinary losses. The Authority is self-insured in all areas except personal property and equipment. Expenditures in the Insurance Fund are used for extraordinary claims and insurance premiums over \$150,000. With the increase in safety measures, claims have declined significantly and the budgeted transfers have generally been reduced. In 2018, a transfer of \$2.3 million was budgeted to cover insurance premiums and projected claim payments, however an additional transfer of \$5 million is needed to maintain the recommended ending balance. For 2019, a transfer of \$2.7 million is needed to cover estimated costs and maintain the fund level. Continued safety actions may allow the amounts in the out-years to be lowered.

TRANSFER TO THE SUPPLEMENTAL PENSION FUND

The Supplemental Pension Fund was established for payments of benefits relating primarily to certain retired employees of the Authority and predecessor transit systems. Since 1986, the Pension Fund has also been used to account for funds on deposit with the Ohio Public Employees Deferred Compensation Board. The Authority has no control over these funds, but is required to account for them in a trust. The 2019 budget estimates that the Supplemental Pension Fund will need transfers of \$50,000. For the out-years, 2020 through 2023, 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.

This measure has fluctuated over the years. Between 2016 and 2018, General Fund Transfer to Capital was \$31.4 million, \$27.3 million, and \$32.6 million, respectively. In 2018, an additional transfer of \$5.0 million is needed for the Radio CAD/AVL project, which will increase the sales tax contribution to capital to 16.2 percent. Funding for this project came from a grant from the Federal Highway Administration under a 50/50 cooperative grant agreement that will reimburse RTA 50 percent of the funding used for the project. The transfer to capital for 2019 is budgeted at \$27.1 million, or 13.3 percent.

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 2018, \$28.8 million, or 13.5 percent, of sales tax funding was budgeted to be transferred to capital. A \$30 million debt issuance was scheduled in 2017 but was deferred to 2018, which was then again postponed until the first quarter 2019.

For 2020 through 2023, the transfers to capital will decrease slightly, up to a high of 15.3 percent, as the impact of the loss of revenue from the Sales & Use Tax is felt. In 2020 and 2023, debit issuances of \$25 million each are planned. The Authority was able to postpone the last debt issuance by four years. It is the plan to push the 2020 debt issuance to early 2021, if possible.

EMPLOYMENT LEVEL ANALYSIS

The 2019 Budget reflects staffing of 2,333.5, an overall increase of 1 FTE compared to the original 2018 budget. The pie chart to the right represents the relative employment levels within each division. During 2018, 14 positions were moved out of Marketing & Communications. These include the Supervisors of Telephone Information Center, Telephone Operators / Information Clerks, and Customer Service Representatives. The positions in the Telephone Information Center and Customer Service Center were moved to Paratransit and the two call centers are being merged. The Supervisor of the Telephone Information Center retired in April 2018 and the position was only budgeted for 4 months. The FTE was moved

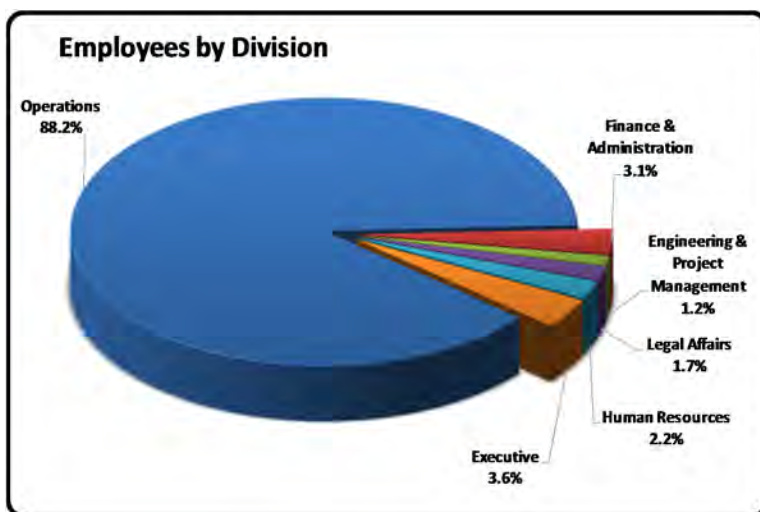


Figure 8

to the Office of Management & Budget to replace the Manager of Budgets position, but no funding was budgeted for the position. In August 2018, at the request of the Board of Trustees, a Senior Advisor position was added to the 2018 budget, increasing the total budget to 2,333.5 positions. The DGM of Operations was selected as the Interim-CEO as the Board seeks to fill the position through an executive search firm.

SERVICE LEVELS

Ridership has slowly dropped as gas prices have remained low and choice riders elect to drive rather than take public transit. A 3 percent service adjustment was implemented in August 2016 and 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 adjustment was implemented for bus and rail, which adjusted the frequency of trips. For Paratransit, the three contractual services we extended through the First Quarter 2019. This will enable the Authority to submit a request to procure a larger contract to help keep costs at a manageable level. Paratransit entered into a 6-month pilot program with Lyft. The program enabled 70 current Paratransit customers to use Lyft instead of Paratransit. The program ended in late October and program participants evaluated the program. A white paper is currently being written on the results, which will be submitted to the FTA.

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

2019 Budgeted Service Levels By Mode								
Compared to 2018 Budgeted Service Levels by Mode								
Service Mode	Service Hours				Service Miles			
	2018* Budget	2019 Budget	Variance	Percent Variance	2018 Budget	2019 Budget	Variance	Percent Variance
Rail								
Heavy Rail (Red)	143,000	143,000	0	0.0%	2,600,000	2,600,000	0	0.0%
Light Rail (Blue/Green)	53,336	53,336	0	0.0%	756,852	756,852	(0)	0.0%
Rail Total	196,336	196,336	0	0.0%	3,356,852	3,356,852	(0)	0.0%
Bus								
Bus Total	1,255,020	1,255,020	0	0.0%	15,066,089	15,066,089	(0)	0.0%
Sub-Total Bus & Rail	1,451,357	1,451,357	0	0.0%	18,422,941	18,422,941	(0)	0.0%
Paratransit								
In-House	162,299	167,110	4,811	3.0%	2,170,368	2,368,900	198,532	9.1%
Contract	243,449	214,739	(28,710)	-11.8%	3,255,552	3,128,614	(126,938)	-3.9%
Sub-Total Paratransit	405,748	381,849	(23,899)	-5.9%	5,425,920	5,497,514	71,594	1.3%
Van Pool Program	12,000	12,000	-	0.0%	300,000	300,000	-	0.0%
	12,000	12,000	-	0.0%	300,000	300,000	-	0.0%
*Amended Budget								
	1,869,104.68	1,845,205.68			24,148,861.41	24,220,455.00		

Figure 9

POLICY COMPLIANCE

The discussion in this section focuses on the 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. At 19.9 percent, this ratio will not meet the objective for 2018, as ridership has decreased over the past several years. Gasoline prices continue to remain low and 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 2019, the Operating Ratio is budgeted at 19.4 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 2019 per the Cleveland Fed). For 2019, budgeted operating costs are increasing by 3.5 percent, compared to the 2018 estimate. Total Service hours are budgeted to be maintained in 2019. The cost per hour of service for 2019 is budgeted at \$137.5, a 4.9 percent increase over 2018 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. The Operating Reserve objective is projected to be met again in 2018 at 1.7-months. For 2019, a one-month operating reserve is equal to \$21.1 million. With a budgeted ending balance of \$26.4 million, a 1.3-months reserve, the Authority will again meet this measure.

CAPITAL EFFICIENCY

The goal for the DEBT SERVICE COVERAGE ratio is to be above 1.5. A debt issuance was budgeted for 2017 but deferred to 2018 and postponed again to 2019, based on capital needs and market conditions. Debt service coverage for 2018 is estimated at 3.53. At a budgeted 2.75 in 2019 this objective will be met. With the Medicaid MCOs being removed from the tax base, Sales & Use Tax receipts are projected to decline by 5.8 percent in 2018. Receipts are budgeted to increase minimally in 2019 through 2023 and a \$25 million debt issuance is planned in 2020 and again in 2023.

Another financial goal is to contribute a minimum of 10 percent of Sales Tax revenue to capital. This indicator includes both the direct contributions to capital and the amount "set-aside" in the General Fund for debt service. The CONTRIBUTION TO CAPITAL is projected to be above the minimum of 10 percent in 2018, at 14.8 percent. The \$30 million debt issuance planned for in 2019 will bring Sales Tax contribution down to 13.3 percent. 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 CAPITAL MAINTENANCE OUTLAY TO CAPITAL EXPANSION remains above the Board Policy goal of between 75 percent and 90 percent due to a large number of State of Good Repair (SOGR) capital maintenance projects including the bus improvement program, reconstruction of heavy and light rail stations, and track infrastructure projects. It will remain above the 90 percent maximum for 2019 and the out years as the focus of the Authority's capital program remains on the maintenance, rehabilitation, and the replacement and/or upgrade of existing capital assets, rather than on expansion projects.

In 2019, only three of the six objectives are projected to 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 face 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 \$254.5 million for 2019 with a budgeted ending balance for of \$26.4 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.

A transfer to the Rolling Stock Reserve Fund is planned for 2018 at \$5 million. In 2019, a percentage of the year-end Operating Budget savings must be held for the future purchases of revenue vehicles. This fund is needed to create the local match needed for revenue vehicle purchases. A transfer for Compensated Absences is budgeted at \$0.69 million for 2019 to help cover the liability costs each year. Every 12 years a 27th pay is expected due to the pay cycles. To help cover these costs, a transfer of \$1.3 million is budgeted, or 1/12 of annual pay costs. In total, a transfer of \$2 million is budgeted to the Reserve Fund to help protect the Authority from economic downturns or cover unforeseen or extraordinary expenses.

In 2020, a 27th pay for salaried employees will occur. A transfer of \$1.45 million from the Reserve Fund to the General Fund is planned for the additional pay.

CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) for 2019-2023 was originally approved by the Board May 15, 2018. The CIP provides for the purchase, maintenance, and improvement of the Authority's capital assets through a programmed allocation of available financial resources. The capital assets of the Authority are varied and include such items as buses, rail cars, rail right-of-way infrastructure, facilities, equipment, non-revenue vehicles, and other capital assets needed to support the on-going operations of the Authority. The life cycle of these capital assets extends over a period of years and effective capital improvement planning provides the framework for scheduling improvements based on the availability of resources, the condition of assets, and the priorities among submitted capital projects. The capital-intensive nature of public transportation makes long-term financial planning, as well as effective implementation and completion of programmed capital projects on a timely basis, indispensable.

As in previous years, additional financial resources continue to be needed to meet the needs of maintaining the Authority's capital assets in a State of Good Repair (SOGR). In recent budget years, due to the improved financial conditions of the Authority additional funds were 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 Federal Highway Administration 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 include maintaining bus and rail fleets in a SOGR, completing key ADA station rehabilitations, and maintaining rail infrastructure, facilities, and bridges. The Authority will be presenting an Amended 2019-2023 CIP to the Board in December to increase the budget appropriation by \$4.2 million, from \$63.9 million to \$68.1 million. This increase in budget appropriation will allow the Authority to combine two rail projects and purchase a printing press. Funding is anticipated to be received for the Red Line track rehabilitation, which will enable combining reconstruction projects from Westpark Station to the Airport Tunnel. The Amended 2019-2023 CIP will align the budget with anticipated awarding of funds. The Authority’s capital projects are grouped in the 2019-2023 Capital Improvement Plan, including the proposed budget appropriation amendment, shown on the following page.

2019 - 2023 PROPOSED AMENDED COMBINED CAPITAL IMPROVEMENT PLAN						
Combined Budget Authority						
PROJECT CATEGORY	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2019-2023
Bus Garages	\$3,335,938	\$0	\$0	\$0	\$0	\$3,335,938
Bus Improvement Program	\$14,039,810	\$18,220,836	\$18,151,331	\$18,266,327	\$17,388,016	\$86,066,320
Equipment & Vehicles	\$1,925,183	\$1,397,800	\$1,708,000	\$1,566,500	\$1,511,500	\$8,108,983
Facilities Improvements	\$4,926,861	\$14,786,855	\$12,169,206	\$14,924,287	\$13,003,002	\$59,810,211
Other Projects	\$2,637,500	\$2,637,500	\$2,637,500	\$2,637,500	\$2,637,500	\$13,187,500
Preventive Maint./Oper. Reimb.	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$100,000,000
Rail Projects	\$20,906,719	\$21,203,245	\$21,182,081	\$19,125,000	\$16,537,285	\$98,954,330
Transit Centers	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
TOTALS	\$68,072,011	\$78,546,236	\$76,148,118	\$76,819,614	\$71,377,303	\$370,963,282

Figure 10

CONCLUSION

GCRTA has managed well over the past six years. With diminished revenues and resources going forward, increasing operating expenses are going to make it difficult to end with a 30-day balance. The 2019 budget maintains current service levels. Difficult decisions lie ahead in 2019 through 2020 in order to mitigate the significant decrease in revenues from the removal of Medicaid services from the Sales & Use Tax base. As in the past, the GCRTA will closely monitor expenses and take the necessary actions as the budgeted operating reserve falls.

GCRTA must continue to align expenses with revenues, improve its operational efficiencies and effectiveness to provide quality service and meet its commitments to its customers, while at the same time, it must maintain the necessary funds sustain operations and keep its infrastructure in a state of good repair. The proposed 2019 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

Within the 1st Quarter 2019, the 2019 General Fund Budget was amended for an increase in the Sales & Use Tax revenue and to add \$6 million to the Reserve Fund for rail car replacement. Sales tax receipts were originally budgeted at \$204.3 million for 2019, based upon 2018 3rd Quarter estimates. Receipts in 2018 ended the year at \$204.3 million, \$3.0 million, or 1.5 percent, higher than projections.

In March 2019, the General Fund Budget was amended and the sales tax revenue was increased to \$207.4 million, 1.5 percent higher than 2018 year-end receipts. The projection is conservative and compares well with estimates by Standards and Poor's Global Ratings, which expect sales tax revenue to increase at 1.59 percent in 2019.

The Reserve Fund helps to protect the Authority from future economic downturns, as well as significant increases in fuel and hospitalization costs, to financially plan for payment of earned vacation hours when an employee separates or retires, to establish a method to account for future budget years with 27 pay periods, and to begin the process to accumulate sufficient funds to replace the Authority's aging revenue vehicles. The 2018 Year-End balance was \$39.0 million, \$3.8 million higher than 3rd Quarter estimates. With the additional revenue budgeted for Sales & Use Tax and the additional \$3.8 million in the ending balance, it was determined it was in the best interest of the Authority to transfer \$6 million to the Reserve Fund for the replacement of the rail fleet.

The General Fund Balance Analysis and Financial Policy Goals for the 2019 Amended Budget are below.

Amended FY 2019 Budget Financial Policy Goals

		Goal	2017 Actual	2018 Actual	2019 Amended Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan
Operating Efficiency	Operating Ratio	≥ 25%	19.5%	19.9%	19.4%	19.1%	19.0%	18.9%	18.8%
	Cost per Service Hour		\$132.4	\$134.3	\$137.5	\$140.2	\$139.7	\$139.7	\$139.9
	Growth per Year	≤ Rate of Inflation [2%]	-2.0%	1.4%	2.4%	1.9%	-0.3%	0.0%	0.1%
	Operating Reserve (Months)	≥ 1 month	1.7	1.9	1.3	1.0	0.6	0.2	0.1
Capital Efficiency	Debt Service Coverage	≥ 1.5	4.11	3.76	3.19	2.36	2.03	1.69	1.40
	Sales Tax Contribution to Capital	≥ 10%	12.2%	14.6%	13.1%	14.1%	14.6%	15.1%	14.3%
	Capital Maintenance to Expansion	75%- 90%	97.3%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Transfers to Reserved Fund (in Millions)	Fuel Reserve Fund	Fuel Budget less Actual Expenditures	\$2.45	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Compensated Absences Reserve Fund	≤ 25% of Accrued Liability	\$1.90	\$0.94	\$0.69	\$0.00	\$0.00	\$0.00	\$0.00
	Hospitalization Reserve Fund	≤ 10% of Annual Hospitalization Costs	\$1.80	\$0.73	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	27th Payroll Expense Reserve Fund	1/12th of Annual 27th Pay Expenses	\$1.40	\$0.69	\$1.28	\$0.88	\$0.88	\$0.88	\$0.88
	Rolling Stock Replacement Fund	≥ \$5,000,000 per year	\$10.00	\$5.00	\$6.00	\$0.00	\$5.00	\$5.00	\$5.00

Proposed Amended FY 2019 Budget

ATTACHMENT A
General Fund Balance Analysis

Assumptions:

Passenger Fare Annual Growth =	-1.8%	2.6%	-0.2%	-0.5%	-0.5%	-0.5%	-0.5%
Sales & Use Tax Annual Growth =	-2.3%	-4.4%	1.5%	1.5%	1.5%	1.5%	1.5%
Personnel Cost Growth =	0.9%	-0.8%	3.0%	1.0%	-0.8%	0.0%	0.1%
Fringe Benefits Cost Growth =	7.2%	-0.2%	4.7%	0.3%	0.1%	0.1%	0.1%
Non-Personnel Cost Growth =	-1.2%	-0.2%	6.5%	1.7%	0.6%	0.1%	0.5%
Operating Expenses Growth =	0.7%	-1.4%	4.2%	0.9%	-0.3%	0.0%	0.1%
Capital Contribution =	27,317,114	32,496,326	27,115,233	29,735,250	31,243,707	32,738,951	31,565,264
	12.8%	15.9%	13.1%	14.1%	14.6%	15.1%	14.3%

	2017	2018	2019	2020	2021	2022	2023
	Actual	Actual	Amended Budget	Plan	Plan	Plan	Plan
Beginning Balance	33,324,814	34,869,398	38,959,996	27,432,715	22,067,591	12,930,596	5,254,992
Revenue							
Passenger Fares	45,436,326	46,611,350	46,497,104	46,264,619	46,033,296	45,803,129	45,574,114
Advertising & Concessions	2,389,856	786,836	2,162,000	2,230,000	2,297,000	2,364,000	2,364,000
Sales & Use Tax	213,718,145	204,331,707	207,396,683	210,507,633	213,665,247	216,870,226	220,123,279
State Aid from MCO Loss	10,034,083	18,271,169	0	0	0	0	0
Federal Operating Assistance - Various	0	0	0	0	0	0	0
Trolley Sponsorship	0	0	640,000	640,000	640,000	640,000	640,000
Investment Income	260,016	733,668	600,000	400,000	100,000	70,000	50,000
Other Revenue	1,990,027	2,217,242	1,450,000	1,400,000	1,400,000	1,400,000	1,400,000
Funding from Reserve Fund	0	0	0	1,450,000	0	0	0
Reimbursed Expenditures	22,782,104	22,667,293	22,075,000	22,075,000	22,075,000	22,075,000	22,075,000
Total Revenue	296,610,557	295,619,265	280,820,787	284,967,252	286,210,543	289,222,355	292,226,393
Total Resources	329,935,371	330,488,663	319,780,783	312,399,967	308,278,134	302,152,951	297,481,385
Operating Expenditures							
Salaries and Overtime	135,514,105	134,480,231	138,563,985	139,966,609	138,904,447	138,856,567	139,029,548
Payroll Taxes & Fringe Benefits	51,553,465	51,457,495	53,873,933	54,027,607	54,072,122	54,145,894	54,204,720
Diesel Fuel	6,535,532	4,397,371	4,550,000	4,413,500	4,281,095	4,152,662	4,028,082
Natural Gas	1,874,683	1,858,042	1,962,000	1,963,089	1,964,179	1,965,269	1,966,361
Other Expenditures	52,241,152	52,160,539	55,567,858	56,497,706	56,853,373	56,910,001	57,176,316
Total Operating Expenditures	247,718,937	244,353,679	254,517,776	256,868,511	256,075,216	256,030,393	256,405,028
Transfer to the Insurance Fund	2,400,000	7,250,000	2,700,000	2,800,000	2,100,000	2,200,000	2,200,000
Transfer to the Pension Fund	75,000	60,000	50,000	50,000	50,000	50,000	50,000
Transfers to Capital							
Bond Retirement Fund	17,045,783	17,236,407	15,228,052	16,088,991	18,321,569	15,685,774	17,563,765
Capital Improvement Fund	10,271,331	15,259,919	11,887,181	13,646,258	12,922,138	17,053,177	14,001,499
Total Transfers to Capital	27,317,114	32,496,326	27,115,233	29,735,250	31,243,707	32,738,951	31,565,264
Transfers to Reserve Fund	17,554,922	7,368,662	7,965,059	878,615	5,878,615	5,878,615	5,878,615
Total Expenditures	295,065,973	291,528,667	292,348,068	290,332,376	295,347,538	296,897,959	296,098,907
Available Ending Balance	34,869,398	38,959,996	27,432,715	22,067,591	12,930,596	5,254,992	1,382,478
Passenger Fare & Sales Tax % Change	-2.22%	-3.17%	1.18%	1.13%	1.14%	1.15%	1.15%
Operating Expenses % Change	0.73%	-1.36%	4.16%	0.92%	-0.31%	-0.02%	0.15%
Revenues - Expenses (millions)	\$1.54	\$4.09	(\$11.53)	(\$5.37)	(\$9.14)	(\$7.68)	(\$3.87)

a Funding from Reserve Fund for 27th pay expenses in 2020

ATTACHMENT C
Capital Improvement Fund Balance Analysis

	2017	2018	2019	2020	2021	2022	2023
	Actual	Actual	Amended Budget	Plan	Plan	Plan	Plan
Beginning Balance	33,111,619	21,435,743	21,313,973	39,455,989	37,181,537	24,146,978	19,449,110
Revenue							
Transfer from General Fund	10,271,331	15,259,919	11,887,181	13,646,258	12,922,138	17,053,177	14,001,499
Transfer from General Fund	0	2,000,000	0	0	0	0	0
Investment Income	326,189	320,733	860,000	565,000	765,000	565,000	765,000
Federal Capital Grants	48,455,538	56,531,115	42,082,188	74,117,067	64,426,827	52,937,977	50,280,376
State Capital Grants	0	827,365	1,384,658	1,384,658	1,384,658	1,384,658	1,384,658
Debt Service Proceeds	0	0	30,000,000	25,000,000	0	0	25,000,000
Other Revenue	329,920	-30,675	0	0	0	0	0
Total Revenue	59,382,978	74,908,457	86,214,027	114,712,983	79,498,624	71,940,812	91,431,532
Total Resources	92,494,597	96,344,200	107,528,000	154,168,972	116,680,161	96,087,790	110,880,642
Expenditures							
Capital Outlay	71,058,854	75,030,227	68,072,011	116,987,435	92,533,183	76,638,680	72,689,836
Other Expenditures	0	0	0	0	0	0	0
Total Expenditures	71,058,854	75,030,227	68,072,011	116,987,435	92,533,183	76,638,680	72,689,836
Available Ending Balance	21,435,743	21,313,973	39,455,989	37,181,537	24,146,978	19,449,110	38,190,806

ATTACHMENT D
RTA Development Fund Balance Analysis

	2017 Actual	2018 Actual	2019 Amended Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan
Beginning Balance	30,037,486	20,136,261	18,099,415	36,608,688	36,268,411	23,206,701	17,874,462
Revenue							
Debt Service Proceeds	0	0	30,000,000	25,000,000	0	0	25,000,000
Transfer from RTA Capital Fund	6,844,255	9,434,255	8,984,255	12,684,255	10,534,255	13,884,255	12,184,255
Transfer from the Reserve Fund	0	2,000,000	0	0	0	0	0
Investment Income	284,557	258,572	800,000	500,000	700,000	500,000	700,000
Federal Capital Grants	48,455,538	56,531,115	42,082,188	74,117,067	64,426,827	52,937,977	50,280,376
State Capital Grants	0	827,365	1,384,658	1,384,658	1,384,658	1,384,658	1,384,658
Other Revenue	329,920	-32,530	0	0	0	0	0
Total Revenue	55,914,270	69,018,777	83,251,101	113,685,980	77,045,740	68,706,890	89,549,289
Total Resources	85,951,756	89,155,038	101,350,516	150,294,668	113,314,152	91,913,590	107,423,751
Expenditures							
Capital Outlay	65,815,495	71,055,623	64,741,828	114,026,257	90,107,451	74,039,128	70,322,204
Other Expenditures	0	0	0	0	0	0	0
Total Expenditures	65,815,495	71,055,623	64,741,828	114,026,257	90,107,451	74,039,128	70,322,204
Ending Balance	20,136,261	18,099,415	36,608,688	36,268,411	23,206,701	17,874,462	37,101,547

ATTACHMENT E
RTA Capital Fund Balance Analysis

	2017 Actual	2018 Actual	2019 Amended Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan
Beginning Balance	3,074,133	1,299,482	3,214,558	2,847,301	913,126	940,277	1,574,647
Revenue							
Transfer from General Fund	10,271,331	15,259,919	11,887,181	13,646,258	12,922,138	17,053,177	14,001,499
Investment Income	41,632	62,161	60,000	65,000	65,000	65,000	65,000
Other Revenue	0	1,855	0	0	0	0	0
Total Revenue	10,312,963	15,323,935	11,947,181	13,711,258	12,987,138	17,118,177	14,066,499
Total Resources	13,387,096	16,623,417	15,161,739	16,558,559	13,900,264	18,058,454	15,641,146
Expenditures							
Asset Maintenance	2,322,492	1,920,700	1,405,000	1,680,672	1,386,224	1,399,664	1,383,144
Routine Capital	2,920,867	2,053,904	1,925,183	1,280,506	1,039,508	1,199,888	984,488
Other Expenditures	0		0	0	0	0	0
Transfer to RTA Development Fund	6,844,255	9,434,255	8,984,255	12,684,255	10,534,255	13,884,255	12,184,255
Total Expenditures	12,087,614	13,408,859	12,314,438	15,645,433	12,959,987	16,483,807	14,551,887
Ending Balance	1,299,482	3,214,558	2,847,301	913,126	940,277	1,574,647	1,089,259

ATTACHMENT F
Bond Retirement Fund Balance Analysis

	2017	2018	2019	2020	2021	2022	2023
	Actual	Actual	Amended Budget	Plan	Plan	Plan	Plan
Beginning Balance	2,112,464	2,299,936	2,739,205	2,213,078	1,915,521	2,109,344	2,041,672
Revenue							
Transfer from General Fund	17,045,783	17,236,407	15,228,052	16,088,991	18,321,569	15,685,774	17,563,765
Investment Income	58,691	122,664	130,000	135,000	135,000	135,000	135,000
Other Revenue	0	134	0	0	0	0	0
Total Revenue	17,104,474	17,359,205	15,358,052	16,223,991	18,456,569	15,820,774	17,698,765
Reconciling Journal Entry	0	0	0	0	0	0	0
Total Resources	19,216,938	19,659,141	18,097,257	18,437,069	20,372,090	17,930,118	19,740,438
Expenditures							
Debt Service							
Principal	11,615,000	11,945,000	10,405,589	10,902,562	12,317,122	10,539,207	11,878,919
Interest	5,302,002	4,974,936	5,477,090	5,617,486	5,944,124	5,347,739	5,840,821
Other Expenditures	0	0	1,500	1,500	1,500	1,500	1,500
Total Expenditures	16,917,002	16,919,936	15,884,179	16,521,548	18,262,746	15,888,446	17,721,240
Ending Balance	2,299,936	2,739,205	2,213,078	1,915,521	2,109,344	2,041,672	2,019,198

ATTACHMENT G
Insurance Fund Balance Analysis

	2017	2018	2019	2020	2021	2022	2023
	Actual	Actual	Amended Budget	Plan	Plan	Plan	Plan
Beginning Balance	5,263,076	6,074,641	12,640,748	8,416,748	8,447,748	8,363,748	8,392,748
Revenue							
Investment Income	59,172	90,005	90,000	35,000	35,000	35,000	35,000
Transfer from General Fund	2,400,000	7,250,000	2,700,000	2,800,000	2,100,000	2,200,000	2,200,000
Total Revenue	2,459,172	7,340,005	2,790,000	2,835,000	2,135,000	2,235,000	2,235,000
Total Resources	7,722,248	13,414,646	15,430,748	11,251,748	10,582,748	10,598,748	10,627,748
Expenditures							
Claims and Premium Outlay	1,647,607	773,898	7,014,000	2,804,000	2,219,000	2,206,000	2,219,000
Other Expenditures	0	0	0	0	0	0	0
Total Expenditures	1,647,607	773,898	7,014,000	2,804,000	2,219,000	2,206,000	2,219,000
Ending Balance	6,074,641	12,640,748	8,416,748	8,447,748	8,363,748	8,392,748	8,408,748

ATTACHMENT H
Supplemental Pension Fund Balance Analysis

	2017	2018	2019	2020	2021	2022	2023
	Actual	Actual	Amended Budget	Plan	Plan	Plan	Plan
Beginning Balance	1,311,956	1,333,767	1,352,482	1,356,482	1,360,482	1,366,482	1,372,482
Revenue							
Investment Income	10,588	16,260	14,000	14,000	14,000	14,000	14,000
Transfer from General Fund	75,000	60,000	50,000	50,000	50,000	50,000	50,000
Total Revenue	85,588	76,260	64,000	64,000	64,000	64,000	64,000
Total Resources	1,397,544	1,410,027	1,416,482	1,420,482	1,424,482	1,430,482	1,436,482
Expenditures							
Benefit Payments	63,777	57,545	60,000	60,000	58,000	58,000	55,000
Other Expenditures	0	0	0	0	0	0	0
Total Expenditures	63,777	57,545	60,000	60,000	58,000	58,000	55,000
Reconciling Journal Entry	0	0	0	0	0	0	0
Ending Balance	1,333,767	1,352,482	1,356,482	1,360,482	1,366,482	1,372,482	1,381,482

ATTACHMENT I
Law Enforcement Fund Balance Analysis

	2017	2018	2019	2020	2021	2022	2023
	Actual	Actual	Amended Budget	Plan	Plan	Plan	Plan
Beginning Balance	109,110	26,958	34,063	55,863	77,863	99,863	121,863
Revenue							
Law Enforcement Revenue	95,945	27,850	20,000	20,000	20,000	20,000	20,000
Law Enforcement Training Revenue	27,500	0	0	0	0	0	0
Investment Income	815	1,219	1,800	2,000	2,000	2,000	2,000
Other Revenue	0	0	0	0	0	0	0
Total Revenue	124,260	29,069	21,800	22,000	22,000	22,000	22,000
Total Resources	233,370	56,027	55,863	77,863	99,863	121,863	143,863
Expenditures							
Capital & Related Items	146,582	21,964	0	0	0	0	0
Training	59,830	0	0	0	0	0	0
Total Expenditures	206,412	21,964	0	0	0	0	0
Reconciling Journal Entry	0	0	0	0	0	0	0
Ending Balance	26,958	34,063	55,863	77,863	99,863	121,863	143,863

ATTACHMENT J
Reserve Fund Balance Analysis

	2017	2018	2019	2020	2021	2022	2023
	Actual	Actual	Amended Budget	Plan	Plan	Plan	Plan
Beginning Balance	0	17,624,278	27,677,990	36,093,049	35,996,664	42,500,279	49,128,894
Revenue							
Investment Income	69,356	326,456	450,000	475,000	625,000	750,000	900,000
Transfer from GF for Compensated Absences	1,900,000	944,484	690,000	0	0	0	0
Transfer from GF for Fuel	2,454,922	0	0	0	0	0	0
Transfer from GF for Hospitalization	1,800,000	729,330	0	0	0	0	0
Transfer from GF for Rolling Stock Reserve	10,000,000	5,000,000	6,000,000	0	5,000,000	5,000,000	5,000,000
Transfer from GF for 27th Pay	1,400,000	694,848	1,275,059	878,615	878,615	878,615	878,615
Other Revenue	0	4,358,594	0	0	0	0	0
Total Revenue	17,624,278	12,053,712	8,415,059	1,353,615	6,503,615	6,628,615	6,778,615
Total Resources	17,624,278	29,677,990	36,093,049	37,446,664	42,500,279	49,128,894	55,907,509
Expenditures							
Transfer to General Fund (Compensated Absences)	0	0	0	0	0	0	0
Transfer to General Fund (Fuel)	0	0	0	0	0	0	0
Transfer to General Fund (Hospitalization)	0	0	0	0	0	0	0
Transfer to RTA Development Fund (Rolling Stock)	0	2,000,000	0	0	0	0	0
Transfer to General Fund (27th Pay)	0	0	0	1,450,000	0	0	0
Total Expenditures	0	2,000,000	0	1,450,000	0	0	0
Ending Balance	17,624,278	27,677,990	36,093,049	35,996,664	42,500,279	49,128,894	55,907,509
Rolling Balances							
Compensated Absences	1,907,507	2,886,027	3,621,152	3,669,568	3,724,040	3,781,130	3,841,939
Fuel	2,464,621	2,493,996	2,525,338	2,558,966	2,596,800	2,636,453	2,678,689
Hospitalization	1,807,111	2,566,707	2,598,999	2,633,647	2,672,627	2,713,481	2,756,997
Rolling Stock	10,039,508	17,605,813	23,904,032	24,224,004	29,661,049	35,199,867	40,859,809
27th Pay: Salary: 2020 / Hourly 2025	1,405,531	2,125,446	3,443,528	2,910,478	3,845,763	4,797,964	5,770,075
Total	17,624,278	27,677,990	36,093,049	35,996,664	42,500,279	49,128,894	55,907,509

ATTACHMENT L
All Funds Balance Analysis

	2017	2018	2019	2020	2021	2022	2023
	Actual	Actual	Amended Budget	Plan	Plan	Plan	Plan
Beginning Balance	75,233,039	83,664,721	104,718,457	115,023,924	107,047,407	91,517,290	85,761,761
Revenue							
Passenger Fares	45,436,326	46,611,350	46,497,104	46,264,619	46,033,296	45,803,129	45,574,114
Sales & Use Tax	213,718,145	204,331,707	207,396,683	210,507,633	213,665,247	216,870,226	220,123,279
Federal	48,455,538	56,531,115	42,082,188	74,117,067	64,426,827	52,937,977	50,280,376
State	10,034,083	19,098,534	2,024,658	2,024,658	2,024,658	2,024,658	2,024,658
Investment Income	784,827	1,611,005	2,145,800	1,626,000	1,676,000	1,571,000	1,901,000
Other Revenue	27,615,352	30,027,274	25,707,000	25,725,000	25,792,000	25,859,000	25,859,000
Debt Service Proceeds	0	0	30,000,000	25,000,000	0	0	25,000,000
Total Revenue	346,044,271	358,210,986	355,853,433	385,264,977	353,618,029	345,065,990	370,762,427
Total Resources	421,277,310	441,875,706	460,571,890	500,288,901	460,665,436	436,583,280	456,524,188
Expenditures							
Personnel Services	187,067,570	185,937,726	192,437,918	193,994,216	192,976,569	193,002,461	193,234,268
Diesel Fuel	6,535,532	4,397,371	4,550,000	4,413,500	4,281,095	4,152,662	4,028,082
Natural Gas	1,874,683	1,858,042	1,962,000	1,963,089	1,964,179	1,965,269	1,966,361
Other Expenditures	54,158,948	53,013,946	62,643,358	59,363,206	59,131,873	59,175,501	59,451,816
Capital Outlay	71,058,854	75,030,227	68,072,011	116,987,435	92,533,183	76,638,680	72,689,836
Debt Service	16,917,002	16,919,936	15,882,679	16,520,048	18,261,246	15,886,946	17,719,740
Total Expenditures	337,612,589	337,157,249	345,547,966	393,241,494	369,148,145	350,821,519	349,090,104
Available Ending Balance	83,664,721	104,718,457	115,023,924	107,047,407	91,517,290	85,761,761	107,434,084

2019 BUDGET GUIDE

ORGANIZATION OF THE ADOPTED BUDGET PLAN

The purpose of this section is to describe the contents of the 2018 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 way they are implemented and monitored. The Budget Guide also contains a description of the Budget Process, a Budget Calendar, a Profile of the Service Area, and a Glossary of terms used in the Adopted Budget Plan.

FUND BUDGETS

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

PERFORMANCE MANAGEMENT

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

DEPARTMENT BUDGETS

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

CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan itemizes capital projects approved for 2019 and those planned for 2019 through 2023. This section discusses funding sources, debt limits, capital improvement planning cycle, and the criteria used to establish priorities.

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.

The strategic planning focus was implemented in the 2019 budgeting process. The evaluation of requests and the allocation of funding for 2019 initiatives were linked to the business plan, balanced scorecard, and most directly to these four policy goals. Based on the current economic conditions, **expansion** cannot be a priority at this time. Rather **maintaining and reorganizing** service to retain base riders and attract new customers is objective.

INTRODUCTION

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

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

- Operating Ratio ≥ 25%
- Operating Reserve ≥ 1 month
- Growth in Cost per Service Hour < 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%

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

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

ALL FUNDS

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

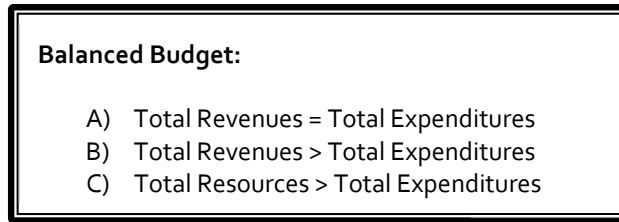


Figure 11

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

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

In the General Fund amended budget for 2019, estimated resources total \$319.8 million (current revenues of \$280.8 million plus a beginning balance of \$38.9 million). Total actual expenditures for 2019 equal \$292.8 million and are within the estimate of total resources available. The ending balance, \$27.4 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 2018 investments and at the same time meet its outstanding financial commitments with an investment yield of 1.90 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 2019 Amended General Fund, which exclude transfers to other funds, are \$254.5 million, which represents a decrease of 0.2 percent under the 2018 budget. The largest Operating Budget appropriation, \$138.5 million, is for Salaries and Overtime and accounts for 54.4 percent of the total operating appropriation. The 2019 amended appropriation for personnel costs is 1 percent lower than the 2018 budget. The Operating Expenditures include labor, overtime, and fringe benefits for personnel; diesel fuel and natural gas fuel. Inventory, other utilities, cost of materials and services, and liability costs are included in the other expenditures.

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

GENERAL FUND

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

RATIONALE: It is the policy of 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 in October 2017. The Authority received funding from a Medicaid Transition Fund, in the amount of \$15.1 million in January 2018 and an additional \$3.1 million in September 2018, to help offset the loss from the tax base. These were one-time payments 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 delayed until August 2019. The Authority engaged in five pillar studies to identify areas of improvement, create efficiencies, and enhance

service. These studies include a Fare Study, Economic Impact Study, Administrative and Operational Review Study, Service Study, and Rail Car Study.

Reimbursed Expenditures, the third largest revenue stream for the Authority, consists of reimbursements for Preventive Maintenance, Fuel Tax, and grant-funded labor and material costs. The goal is to keep reimbursed expenditures under \$20 million, enabling more funds to be available for capital projects and maintaining a state of good repair on all assets. With the Sales Tax base having decreased, the inconsistency of Passenger Fares, the consistent decline in ridership and the policy to keep Preventative Maintenance at \$20 million or below, it is necessary to find alternative revenue sources.

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

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

IMPLEMENTATION: This policy goal is expected to be reached for 2019 at 1.3-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 maintained in the out years. Additional sources of revenues must be identified and operating expenses must be held under tight control to maintain the 1.0-month operating reserve.

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 2019 are budgeted to remain at the same level of service without any dramatic changes compared to 2018. The cost per service hour decreased by 1.4 percent from 2018. This policy goal is not expected to be met in 2019, as the Federal Planning Bureau is estimating between 1.7 percent to 2 percent inflation for 2019. 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 2019 is projected to be 19.4 percent. The Operating

Ratios for 2020 through 2023 are slowly decreasing, from 19.1 percent in 2020 to 18.8 percent in 2023, due to the projected loss of ridership each year.

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

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

IMPLEMENTATION: The debt service coverage measure has traditionally been met and the minimum significantly exceeded since the Authority has used debt sparingly. The goal of the debt service coverage is to be above 1.5. The Debt Service Coverage ratio has been maintained over the 1.5 goal since 2015. A \$30 million bond issuance was budgeted for 2017 but was postponed for 2018, then postponed again for 2019. The amended budget for 2019 is projected at 3.19. The debt coverage is projected fall in 2020 to 2.36 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. In 2019, the Sales Tax Contribution to Capital is budgeted at 13.13 percent. The contribution is expected to maintain around 14.1 percent in 2020, then increase to 14.6 percent in 2021, 15.1 percent in 2022 and 14.3 percent in 2023.

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 at 100 percent from 2019 through 2023, due to many State of Good Repair (SOGR) capital maintenance projects including the bus improvement program, rail car replacement program, reconstruction of heavy and light rail stations, and track infrastructure projects.

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

RATIONALE: Various 'formula' grants are usually allocated to systems based on service or demographic indicators. Discretionary grants are competitive and require the maintenance of positive relationships, solid planning, and well-conceived projects. The Authority strives to maximize grant funding in order to best leverage local funds to maintain a 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 2019-2023 CIP development process and continue its focus on SOGR projects. The Authority will continue to aggressively pursue and explore any and all non-traditional funding opportunities under the MAP-21 (Moving Ahead for Progress in the 21st Century) legislation and will continue to focus on improving our internal capability to plan, finance, and implement its Capital Improvement Plan. Under the new MAP-21, census data and operating statistics are used to determine the distribution of formula grants. Competitive grants such as UPT, OTP₃, NOACA 5310, DREG, and CMAQ can boost the ability to complete SOGR projects and preventive maintenance projects. Complete breakdown of the Capital Improvement Revenue by Source can be found in the Capital Section in the back of the budget book.

SUPPLEMENTAL PENSION FUND

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

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

IMPLEMENTATION: The Supplemental Pension Fund contains assets held in trust for the payment of pension benefits to certain retired employees of the Authority. Provisions of the plan are delineated in the agreement between RTA and the Amalgamated Transit Union (ATU). Because of low levels of investment income earned over the last few

years and increasing expenditures, the fund has required transfers from the General Fund to keep the recommended balance. The 2019 amended budget includes a transfer of \$50,000. In 2020 through 2023, transfers of \$50,000 will be needed each year for the Pension Fund.

INSURANCE FUND

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

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

IMPLEMENTATION: The General and Insurance Funds provide for the payment of the insurance purchased on the open market. The Insurance Fund was restructured to include a mix of self- and purchased-insurance in 1998. This was a major change from the Authority's previous self-insurance position. For 2019, \$2.7 million is budgeted to be transferred from the General Fund for the payment of ordinary and routine losses in the form of personal injury and property damage claims. For 2020 through 2023, over \$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.

BOND RETIREMENT FUND

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

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

IMPLEMENTATION: Historically, the Authority has used debt capacity sparingly due to the benefits of Federal and State grant funding. Reductions in these sources of capital support over the years in combination with an aggressive

long-range Capital Improvement Program (CIP), has resulted in more frequent use of debt sales as a revenue source for the Authority's capital needs. The outstanding debt for the Authority totaled \$96.5 million Sales Tax Revenue bonds at the end of 2018, which will require principal and interest payments of \$14.2 million in 2019. Principal and interest payments are expected to increase to \$15.1 million after FY 2019 debt issuance of \$30 million for on-going needs of the Capital Improvement Plan.

DEBT FINANCING

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

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

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

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

IMPACT: Based on the 2019 valuation, the annual debt service capacity of one-tenth of one percent would be \$30.5 million and apply to all debt issued by the Authority.

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

IMPACT: The ten-mill limit provision pertains to all un-voted debt regardless of the source of payment and historically has been the most restrictive to the Authority. At the beginning of 2019, the 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 2019, resulting in the need for sales tax revenue bonds instead of general obligation bonds. This will also affect future debt issuances in the same manner. The Authority currently holds an "AA+" rating with S & P and an "Aa1" rating with Moody's.

BUDGET MANAGEMENT PROCESS

INTRODUCTION

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

- The Board of Trustees (BOT) developed a set of financial policies, starting on page 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 Customer Advisory Committee (CAC) (formerly called the Citizens' Advisory Board) meets monthly to provide the pulse of the community in matters of fare changes, Long Range Plan updates, capital projects, and service changes.

THE BUDGET CYCLE

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

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

- **The Capital Improvement Plan (CIP)** cycle begins in September, a 16 months prior to the start of the fiscal year. For example, the CIP cycle starting in September 2018 would be for the CIP budgeted in fiscal year 2020.
 - All capital requests are due by mid-January.
 - Capital requests are processed and meetings with the Capital Program Working Group (CPWG) begins mid-February. Capital requests are reviewed at the CPWG meetings and ranked according to the Federal Transit Association's (FTA) MAP-21 asset standards.
 - After the CPWG identifies and ranks the top projects, the Capital Program Oversight Committee (CPOC) reviews each of the projects and aligns funding from March through April.
 - In May, the 5-year CIP Resolution and Presentation are completed and presented to the Board of Trustees. A public hearing will be held during the committee meeting.
 - The Board of Trustees will review the Resolution and either approve or reject the Budgeted Fiscal Year for the CIP (the first year out of the 5).
 - If the Board approves the CIP Resolution, the 5-year CIP is submitted in June to the Northeast Ohio Areawide Coordinating Agency (NOACA), Northeast Ohio's MPO. NOACA then submits the CIP to the Ohio Department of Transportation (ODOT) and the Federal Transportation Administration (FTA) for submission in their next fiscal year, beginning October.
- **The Operating Budget** cycle begins in June with the creation of the Tax Budget
 - The Tax Budget is created to estimate the next fiscal year resources and identify any changes or adjustments in the operating budget and to plan for the future fiscal year.
 - In July, the Tax Budget is presented to the Board of Trustees and a public hearing is held. The Board of Trustees will either approve or reject the Tax Budget resolution in late July. If approved, the Authority will submit a copy of the Tax Budget to the Cuyahoga County Auditor and the State Auditor.
 - In August, the Office of Management and Budget (OMB) staff adjusts the budget basis for any nonrecurring costs, contracts, or binding commitments, or inflation. The product is called the Base Budget.
 - The Base Budget is then divided into each of the Divisions and Departments. The Department directors and managers review their base budgets and submit requests for adjustments.
 - New requests are reviewed by OMB and a cost benefit analysis is done, if needed
 - Negotiations are held in mid-September between OMB and the Departments refine the Base Budget.
 - When completed, the Base Budget includes commitments, recurring costs, and any approved new projects and initiatives. This then becomes the CEO/General Managers' Recommended Budget
 - The finalized CEO/General Manager's Recommended Budget:
 - Is the sum of the refined Base Budgets and Adjustments
 - Is limited to estimated available resources
 - Satisfies the Authority's financial policies to the best extent possible
 - Supports the Authority's mission and strategic direction as embodied in the Board Policy Goals and outlined in the Strategic Planning Process

- The CEO/General Manager’s Recommended Budget is presented to the Executive Management Team (EMT) in October and presented to the Board of Trustees in November and December. Public hearings are held in November and December
- The review process culminates in the formal adoption of a budget resolution at the December Board Meeting. It is the Trustees’ practice to finalize appropriations before the new fiscal year begins.

A calendar of the Budget Development cycles begins on page 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 (Salaries and Overtime, Payroll Taxes and Fringe Benefits, and Fuel). Quarterly financial reports allow the CEO/General Manager Secretary—Treasurer and the Board of Trustees (BOT) to monitor actual performance throughout the year. This report is used to determine if adjustments are needed to realign the budget. Interdepartmental transfers are the main method to adjust the Operating Budget. The 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

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 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 3	APEX System Opens for 2020-2029 CIP request
September 7	Operating: Finalize Department Base Budgets, including staffing needs; Salaries posted for Aug.
September 10	Operating: Draft of 2018-2019 Service Plan due; A/P & GL Closed – allocate Fringes
September 10-13	Operating: 1 st Meeting with CEO on 2019 Budget; Begin 2019 Cost Allocation Plan process
September 17	Operating: Present & Send Base Budget to EMT and Departments; Base Budget Appeals sign up
September 17-20	Operating: Base Budget Appeals Sign-Up
September 24 - 28	Operating: Base Budget Appeals
September 30	Operating / CIP: 2018 Q3 Ends; VFO Updates for Aug

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: 2 nd 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 Nov. Finance Committee Meeting
October 31	Operating / CIP: Q3 QMR Completed

NOVEMBER 2018

DATES	SCHEDULE
November 13	Operating / 2019-2029 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 2019 Service Plan; Public Hearing 2019 Operating Budget
November 27	Operating: Ensure all 2019 Cost Allocation Plan data submitted and verified as requested by vendor
November 27	Operating / 2019-2029 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 1 st Draft 2019 Cost Allocation Plan; Budget Reso
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 17	APEX System Closed EOB – Final Request & DGM Approval
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

JANUARY 2019

DATES	SCHEDULE
January 1 - 18	Operating: Begin 2019 Budgets; Position Salaries Posted for December; 2 Budget Years Open
January 18	Operating: A/P & GL Closes; allocate December Fringes; Close System for Operating Budget Roll; Finalize 2018 4Q QMR
January 21-25	2018 Operating Budget Encumbrance Roll; Complete 2018 4Q QMR; Oracle re-opened
January 23	Oracle System Open for 2019; Print 2019 Budget Books

MARCH 2019

DATES	SCHEDULE
March 4-8	2020-2025 CIP: CPWG Meeting
March 8	Operating: Payrolls Posted for February
March 15	Operating: A/P & GL Closes; Fringes allocated Feb.
March 14	2020-2029 CIP: CPOC Meeting
March 25	Operating / CIP: NTD Mid-Review
March 28	2020-2029 CIP: CPOC Meeting
March 31	Operating: 2019 1 st Quarter Ends

MAY 2019

DATES	SCHEDULE
May 7	Operating: 2 nd Quarter Analysis Completed CIP: Presentation of 2020-2029 Capital Budget to the Board
May 6-10	Operating: Payrolls posted for April; A/P Closed – Allocate Fringes for April CIP: 2020 CIP Reso completed and submitted to
May 10	Operating/CIP: GL Closed; Complete 2 nd Quarter Financial & Capital Sections – CEO Review & Updates; Send to Support Services for Printing
May 14-16	Operating/CIP: Review NTD Validation Issues and submit updates and responses CIP: Reso Review and Signing
May 21	Operating: 1 st Quarter QMR available at Board Meeting; Start Revenue Updates for 2020 Tax Budget CIP: Board review and approval of 2020 CIP
May 28-31	2020-2025 CIP: Submit CIP Plan & Reso to NOACA

FEBRUARY 2019

DATES	SCHEDULE
February 8	Operating: Position Salaries posted for January; Deliver 2019 Budget Books to designated employees; IT – post Budget Book on Website
February 14	2020-2029 CIP – CPWG Meeting
February 15	Operating: GL Closed; Allocate January Fringes Send 2019 Budget Book to GFOA
February 11	Operating / CIP: NTD Kick-off meeting
February 28	CIP: CPWG Meeting for 2020 - 2029 CIP

APRIL 2019

DATES	SCHEDULE
April 4	CIP: Legal Notice: CIP & Public Hearing
April 5	Operating: Payrolls Posted for March
April 12	Operating: A/P Closed – Allocate Fringes
April 17	Operating: GL Closed for 1 st Quarter
April 22-26	Operating/CIP: NTD 1st Submission Due
April 30	CIP: 2020-2029 CIP Presentation to Finance Committee & Public Hearing

JUNE 2019

DATES	SCHEDULE
June 7	Operating: Salaries posted for May; Finalize Revenues for 2020 Tax Budget
June 14	Operating/CIP: A/P Closes: Fringes allocated for May; Update Operating Expenses and Fund Transfers for 2020 Tax Budget
June 14	Operating: send 2020 Tax Budget Legal Notice: Tax Budget & Public Hearing
June 18	Operating: GL Closes; Final Draft of 2020 Tax Budget and Fund Statements
June 19-21	Operating: Send 2020 Tax Budget to Support Services for printing; Operating / CIP: Review NTD Validation Issues and submit final updates and responses
June 30	Operating; 2 nd Quarter Ends

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 years are discussed in further detail in the Performance Management Section.**

MISSION STATEMENT:

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

VALUES:

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

BALANCED SCORECARD

AREAS OF FOCUS AND VITAL FEW OBJECTIVES (VFOS)

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

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

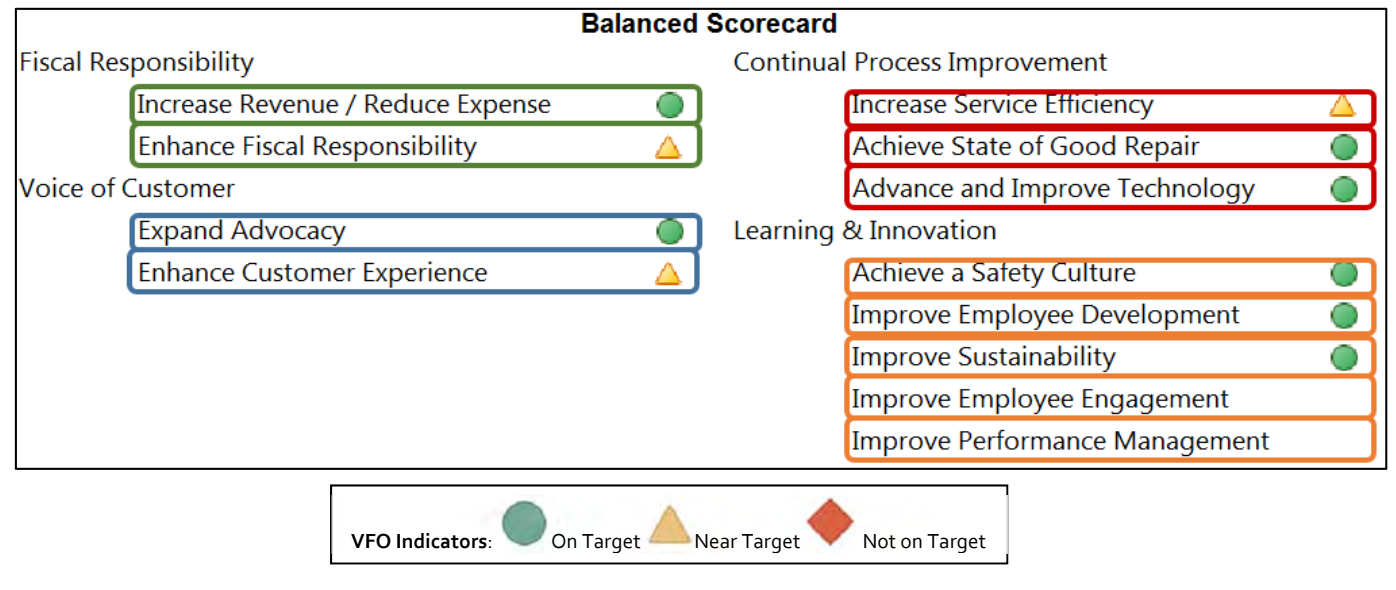


Figure 13

TRANSIT SERVICE PROFILE

GCRTA HISTORY



Figure 14

(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)	1,248,514	1.6 %
	percent Change from 2010 Census		-2.5 %
	Projected 2020 Population	1,209,550	0.0%
	Land Area (square miles) (2017)	458.3	0.0%
	percent Female (2017)	52.3 percent	0.0%
	Persons per Square Mile (2017)	2,800	1.9%
	percent White (2017)	63.9 percent	-1.9%
	percent Black (2017)	30.5 percent	0.0%
	percent Hispanic/Latino (2017)	5.9 percent	0.2%
	percent Asian (2017)	3.2 percent	0.3%
	percent American Indian/Alaskan Native (2017)	0.3 percent	0.0%
Housing	Persons per household (2017)	2.3	0.0%
	# Housing Units (2017)	618,368	0.1%
	Home Ownership rate (2010-2017)	58.8 percent	0.0 %
	Median value of owner-occupied housing units (2010-2017)	\$123,900	\$1,700
	Median Household Income (2017)	\$46,720	\$1,431
	percent Under Poverty Level (2017)	18.1 percent	-0.2 %
	Cost of Living Index 2016 (U.S. Avg.: 100)	87.7	-1.6
Largest Cities (2017) (# of Residents)	City of Cleveland	385,525	-284
	Parma	79,167	-258
	Lakewood	50,249	-30
	Euclid	47,201	-159
	Cleveland Heights	44,562	-71
	Strongsville	44,744	113
	Westlake	32,297	4
	North Olmsted	31,734	-83
	North Royalton	30,444	197
	Garfield Heights	27,835	-70
Land Use/Land Cover (2017)	Urban (Residential, Commercial, Industrial, Transportation, etc.)	77.78 percent	-1.5%
	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 Branch Libraries	9 63	0 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

Data 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

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

The Population in Cleveland has been steadily decreasing since the 1980s and Cuyahoga County has been decreasing since 2000. 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	10.3	9.2	11.1
2010	9.6	10.2	9.5	11.4
2011	8.9	8.9	8.0	10.3
2012	8.1	7.4	7.2	8.7
2013	7.3	7.4	7.1	9.3
2014	6.2	5.8	7.1	8.0
2015	5.3	4.9	5.3	4.9
2016	4.9	5.0	5.6	6.1
2017	3.9	5.0	4.9	4.8
2018 Est.	3.7	4.6	5.0	4.9

Figure 17

County Population Changes				
	2018 Est.	2010	Diff.	%
Ashtabula	97,807	101,497	-3,690	-3.6%
Cuyahoga	1,248,514	1,280,109	-31,595	-2.5%
Geauga	93,918	93,410	508	0.5%
Lake	230,117	230,038	79	0.0%
Lorain	307,924	301,356	6568	2.2%
Medina	178,371	172,333	6038	3.5%
Portage	162,277	161,421	856	0.5%
Summit	541,228	541,786	-558	-0.1%

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.	385,525	197,846	301,301	879,170	140,371	276,491

Figure 19

Source: United States Census Bureau. U.S

NATIONAL TRANSIT TRENDS

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	BRT*	Heavy Rail	Light Rail
2007	\$ 3.19	\$ -	\$ 1.70	\$ 2.78
2008	\$ 3.30	\$ -	\$ 1.73	\$ 2.79
2009	\$ 3.42	\$ -	\$ 1.81	\$ 3.00
2010	\$ 3.58	\$ -	\$ 1.79	\$ 3.28
2011	\$ 4.98	\$ 3.43	\$ 1.83	\$ 3.21
2012	\$ 4.65	\$ 2.27	\$ 1.87	\$ 3.31
2013	\$ 5.25	\$ 2.15	\$ 2.14	\$ 3.46
2014	\$ 5.56	\$ 2.23	\$ 2.20	\$ 3.62
2015	\$ 5.68	\$ 2.46	\$ 2.32	\$ 3.83
2016	\$ 6.09	\$ 3.00	\$ 2.46	\$ 4.06
2017	\$ 4.68	\$ 3.05	\$ 2.28	\$ 4.30

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

Figure 20

Total Unlinked Passenger Trips (by year):

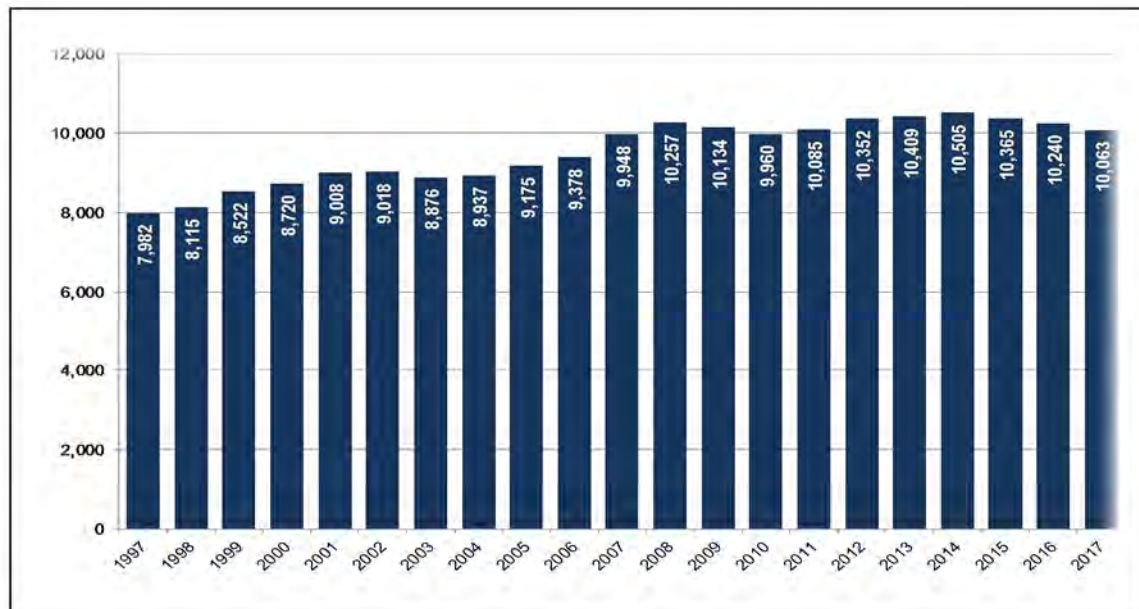


Figure 21

Source: National Transit Summaries and Trends for the 2017 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	541,372	DR	265,833	1,715,310	1,751,353	90	104	13.5
			Bus	4,885,178	20,098,245	4,082,524	122	143	14.7
Canton (SARTA)	581	372,542	DR	162,388	1,481,485	1,307,673	30	36	16.7
			Bus	2,261,179	15,613,135	2,262,229	36	38	5.3
Cincinnati (SORTA)	262	845,303	DR/PT	227,896	2,219,697	1,510,091	46	56	17.9
			Bus	14,265,533	80,448,290	9,587,065	299	360	16.9
			SC/PT	578,180	827,853	90,133	3	5	40.0
Cleveland (GCRTA)	458	1,412,140	DR and DR/PT	593,654	4,892,499	5,446,387	148	166	10.8
			HR	5,904,814	37,907,589	2,611,263	20	40	50.0
			LR	2,114,753	12,789,989	683,721	13	34	61.8
			Bus	26,711,874	112,204,045	12,823,852	286	361	20.8
			RB	4,219,838	10,429,796	593,086	13	21	38.1
			VP	17,906	524,210	77,722	7	7	0.0
Columbus (COTA)	324	1,060,666	Bus	287,242	3,066,136	3,542,978	60	72	16.8
			DR/PT	18,401,546	68,304,612	13,036,419	297	357	11.1
Dayton (GDRTA)	274	559,062	DR	194,586	1,862,657	1,826,453	55	75	26.7
			Bus	6,944,925	46,809,898	5,756,115	98	145	32.4
			TB	1,932,769	8,019,450	880,108	29	37	29.7
Lake County (Laketran)	227	230,041	CB	157,553	3,919,095	295,812	14	22	36.4
			DR	264,102	2,562,855	2,331,449	72	80	10.0
			Bus	306,056	1,544,841	547,840	10	16	37.5
Toledo (TARTA)	140	366,314	Bus	298,793	2,813,779	2,393,252	115	171	32.8
			DR & DR/PT	2,534,517	10,667,513	3,170,576	99	117	15.4
Youngstown (WRTA)	216	238,823	DR	44,870	399,309	360,652	16	20	20.0
			Bus	1,470,971	1,301,918	6,058,990	34	47	27.7
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: 2017 National Transit Database

Figure 22

GLOSSARY

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

Ad Valorem Tax – A tax based on the value (or assessed value) of 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 will continue many of the program 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.

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2019 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 to protect the Authority from economic downturns and replace aging revenue vehicles)

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

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

The end of year balance of a fund provides a measure of a fund or

entity’s financial health and is useful in spotting negative trends. The following analysis

focuses on the Authority’s major funds (listed above in bold) and addresses future trends within those balances. The analysis also presents details on the components of revenue and trends in expenditures.

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

Figure 23

ALL FUNDS

BALANCE ANALYSIS

Figure 25 presents the combined fund balances of all the Authority’s appropriated Funds (General, Capital Improvement, Bond Retirement, Insurance, Supplemental Pension, Law Enforcement, and Reserve Fund). The ending balance shows cyclical patterns, primarily increasing as a result of debt issuances, and decreasing as those funds are consumed. RTA has been diligent in creating a sustainable budget, 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 decreased as Medicaid Managed Health Care was removed from the tax base due to Federal regulations. This has impacted revenues for 2017 in the

Fourth Quarter and then annualized in 2018. The Authority has improved financially over the last six years; however, challenges remain as total expenditures exceed total revenues in the out years.

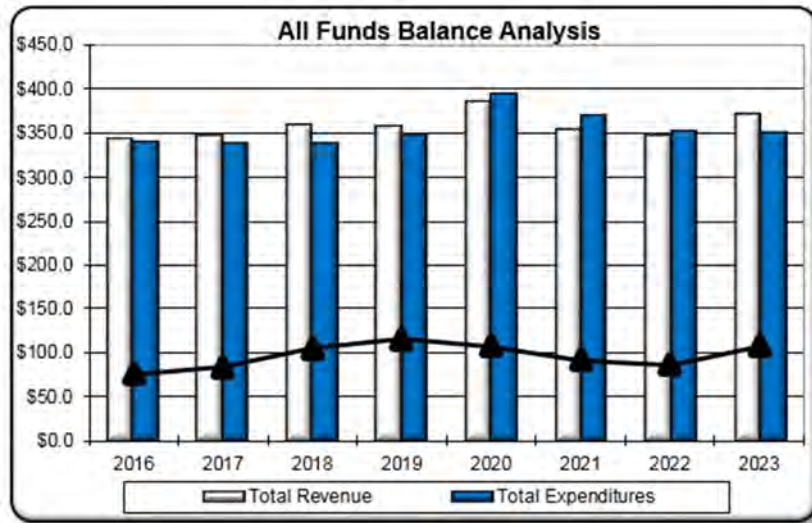


Figure 24

2019 Amended Budget - All Funds Summary

	ALL FUNDS	GENERAL FUND	RTA CAPITAL FUND	DEVELOPMENT FUND	BOND RETIREMENT FUND	SUPPLEMENTAL PENSION FUND	INSURANCE FUND	LAW ENFORCEMENT FUND	RESERVE FUND
Beginning Balance	\$104,718,457	\$38,959,996	\$3,214,558	\$18,099,415	\$2,739,205	\$1,352,482	\$12,640,748	\$34,063	\$27,677,990
Revenues									
Passenger Fares	\$46,497,104	\$46,497,104							
Sales & Use Tax	\$207,396,683	\$207,396,683							
Federal	\$42,082,188	\$0		\$42,082,188					
State	\$1,384,658	\$0		\$1,384,658					
Investment Income	\$2,164,000	\$600,000	\$60,000	\$800,000	\$130,000	\$14,000	\$90,000	\$20,000	\$450,000
Other Revenue									
Advertising & Concessions	\$4,253,800	\$2,162,000							
Trolley Assistance		\$640,000							
Other Revenue		\$1,450,000						\$1,800	\$0
Debt Service Proceeds	\$52,075,000	\$22,075,000		\$30,000,000					
Transfer from General Fund			\$11,887,181		\$15,228,052	\$50,000	\$2,700,000		\$37,830,292
Transfer from RTA Capital Fund				\$8,984,255					
Transfer from Reserve Fund		\$0		\$0					
Total Revenues	\$355,853,433	\$280,820,787	\$11,947,181	\$83,251,101	\$15,358,052	\$64,000	\$2,790,000	\$21,800	\$38,280,292
Total Resources	\$460,571,889	\$319,780,783	\$15,161,739	\$101,350,516	\$18,097,257	\$1,416,482	\$15,430,748	\$55,863	\$65,958,282
Expenditures									
Personnel Services									
Salaries & Overtime	\$192,437,918	\$138,563,985							
Payroll Taxes and Fringes		\$53,873,933							
Fuel (Diesel, CNG, Prop Pwr., Propane, Gas)	\$10,848,550	\$10,848,550							
Services and Materials & Supplies	\$31,749,341	\$31,749,341							
Purchased Transportation	\$8,434,045	\$8,434,045							
Other Expenditures		\$11,047,922			\$1,500			\$0	\$0
Claims and Premium Outlay	\$18,123,422						\$7,014,000		
Benefit Payments						\$60,000			
Reserve Fund Expenses									
Total Operating Expenditures		\$254,517,776							
Capital Outlay				\$64,741,828					
Asset Maintenance	\$68,072,011		\$1,405,000						
Routine Capital			\$1,925,183						
Debt Service									
Principal	\$15,882,679				\$10,405,589				
Interest					\$5,477,090				
Transfer to Other Funds									
General Fund									\$0
Insurance Fund		\$2,700,000							
Supplemental Pension Fund		\$50,000							
Bond Retirement Fund		\$15,228,052							
RTA Capital Fund		\$11,887,181							
RTA Development Fund			\$8,984,255						\$0
Reserve Fund		\$7,965,059							
Total Transfers to Other Funds		\$37,830,292							
Total Expenditures	\$345,547,966	\$292,348,068	\$12,314,438	\$64,741,828	\$15,884,179	\$60,000	\$7,014,000	\$0	\$0
Available Ending Balance	\$115,023,923	\$27,432,715	\$2,847,301	\$36,608,688	\$2,213,078	\$1,356,482	\$8,416,748	\$55,863	\$65,958,282

Figure 25

GENERAL FUND

BALANCE ANALYSIS

The General Fund is the Enterprise Fund and general operating fund of the Authority and accounts for all revenue and expenditures except for activities related to capital improvements, debt service, catastrophic/extraordinary losses, supplemental pension benefits, economic downturns, and replacing of revenue vehicles. 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 2020 through 2023. The State of Ohio provided one-time financial assistance in 2017 and 2018 to cover the MCO losses from the sales tax. Additional funding from the state is unlikely.

In 2020, hard decisions will need be made, including a possible service reduction and increased sources of revenue, either from passenger fares or from an increase in the Sales and Use Tax percentage. The Authority currently receives 1 percent of sales tax receipts in Cuyahoga County.

In 2018, the Authority commissioned five strategic studies: Fare Equity, Economic Impact, System Redesign, Efficiency & Operation Review, and Rail Car. The Authorities' goals are to enhance financial stability and develop a unified plan forward. These five "Pillar Studies" will develop a strategy while learning from the community, our customers, civic leaders, and key business influencers by establishing a shared vision on the future of RTA.

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 & 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, a special one-quarter percent levied for Cuyahoga County, and the one percent tax levied by Cuyahoga County. The tax is administered and enforced by State taxing authorities and is distributed on a monthly basis, approximately two months following the collection of the tax by the State (three months after the tax is paid by consumers).

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

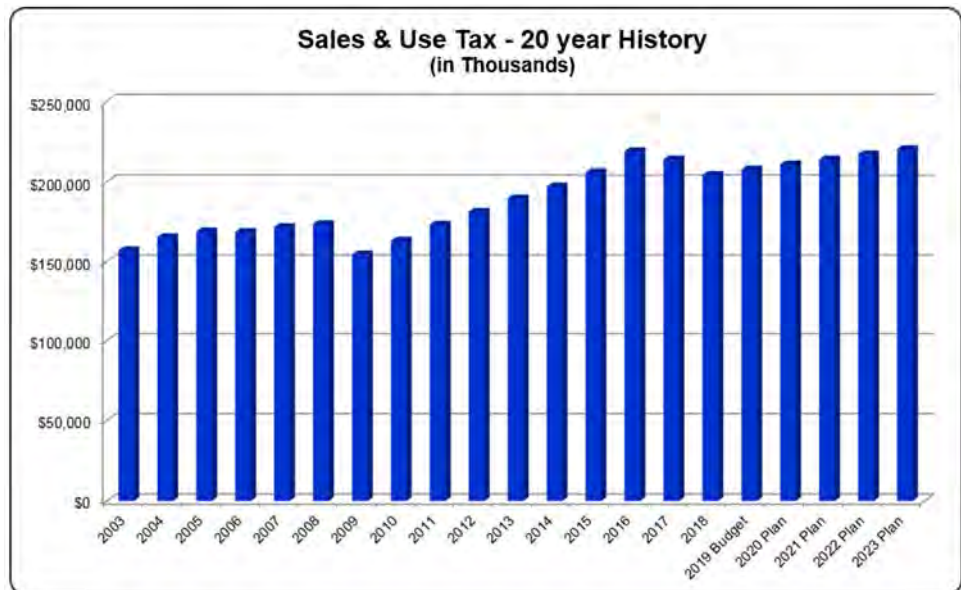


Figure 26

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.

Receipts in 2017 were \$5 million less than 2016 receipts, mainly due to Medicaid MCOs being removed from the tax base as of July 1, 2017. There is a 3-month lag time between when the receipts are paid and when the Authority receives the revenue and the effect was felt starting in October 2017. With the Federal Government mandate 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. The 2019 General Fund budget was approved on December 18, 2018. Revenues were based upon 3rd Quarter estimates. Sales Tax revenue for 2018 ended the year 1.5 percent

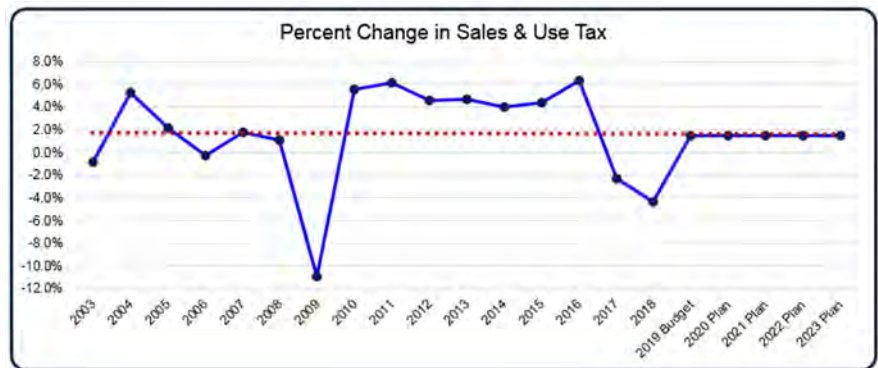


Figure 27

higher than projected, at \$204.3 million. The 2019 Budget was amended, presented to the Board of Trustees and approved in March to increase sales tax revenue by 1.5 percent from 2018 year-end receipts.

PASSENGER FARES

Passenger Fares are the second largest source of revenue for the Authority. Passenger fares consist of cash fare box revenue from Authority trains and buses, 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.

Diesel fuel prices increased 60 percent, 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 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

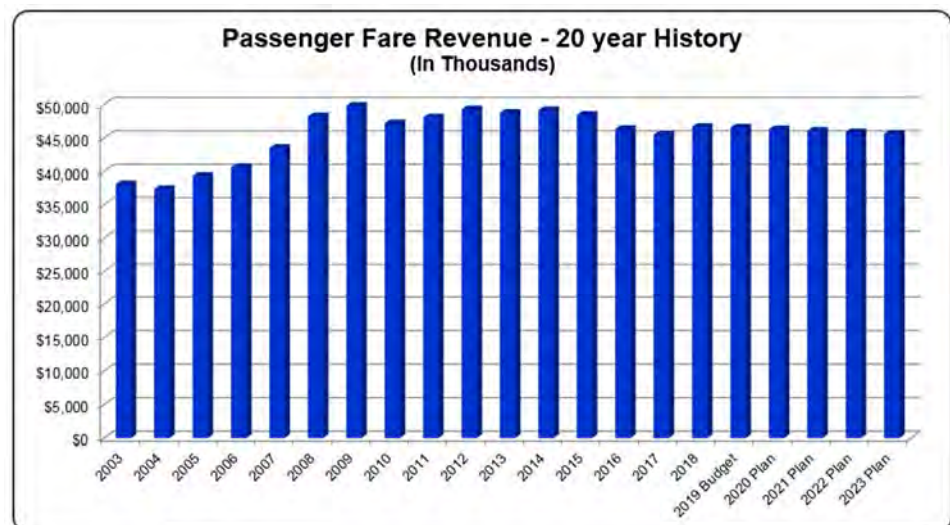


Figure 28

increased in 2011 and 2012 by 1.8 percent and 2.5 percent, respectively. Passenger Fares continued to fluctuate between 2013 and 2015. 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 dropped and has continued to fall each of the following years. Passenger Fare revenue for 2019 is budgeted at \$46.5 million this is a 0.2 percent decrease from 2018. Passenger fare estimates for future years decline. As fuel, prices remain low, choice riders are opting to drive to work rather than take public transit. The 2019 Budget does not include any fare increase or service change. The fare increase scheduled for August 2018 has been postponed until further review and the base fare remains at \$2.50.

INVESTMENT INCOME

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

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

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

Investment income is budgeted at \$600,000 as interest rates remain low and projected to decrease each year from 2020 through 2023. Interest earned on General Fund investments varies depending upon the timing of revenue receipts, expenditures, and the transfers made to other funds (shifting interest earnings from the General Fund to other funds).

ADVERTISING & CONCESSIONS

Another source of local income is the Authority's contract to place advertisements upon buses and trains. A 3-year contract was signed in 2016, where guaranteed receipts would be received at the 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. Revenue from advertising was at \$2.4 million in 2017 and \$786,836 in 2018. The decrease in 2018 was a result of a timing issue, the receipts expected in December 2018 for Advertising were received in January 2019. This is a new venture for the Authority. The Advertising and Concessions budget for 2019 is \$2.2 million. For 2020 through 2023, 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. 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 2013, three new Trolley lines (C-line, L-Line, and Nine-Twelve Line) were added to the downtown service. Reimbursements for these new routes were received through a CMAQ grant from 2013 through 2015.

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 2019, \$22.1 million was originally budgeted this includes \$20.0 million for Preventive Maintenance reimbursements and \$1.1 million for fuel tax reimbursements, and \$1.0 million for force account labor and other reimbursement. 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.

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.

EXPENDITURES

Due to the great recession in 2008 and 2009, the Authority had to implement some drastic changes in order to improve the financial outlook. Through the Price Risk Management Program, fuel (diesel and CNG) and electric costs have been controlled and stabilized. Figure 29 represents the General Fund Expenditures from 2016 through 2023, and the ending balances for each year. Total operating expenditures in 2019 were budgeted at \$254.6 million, a 4.2 percent increase over 2018 year-end.

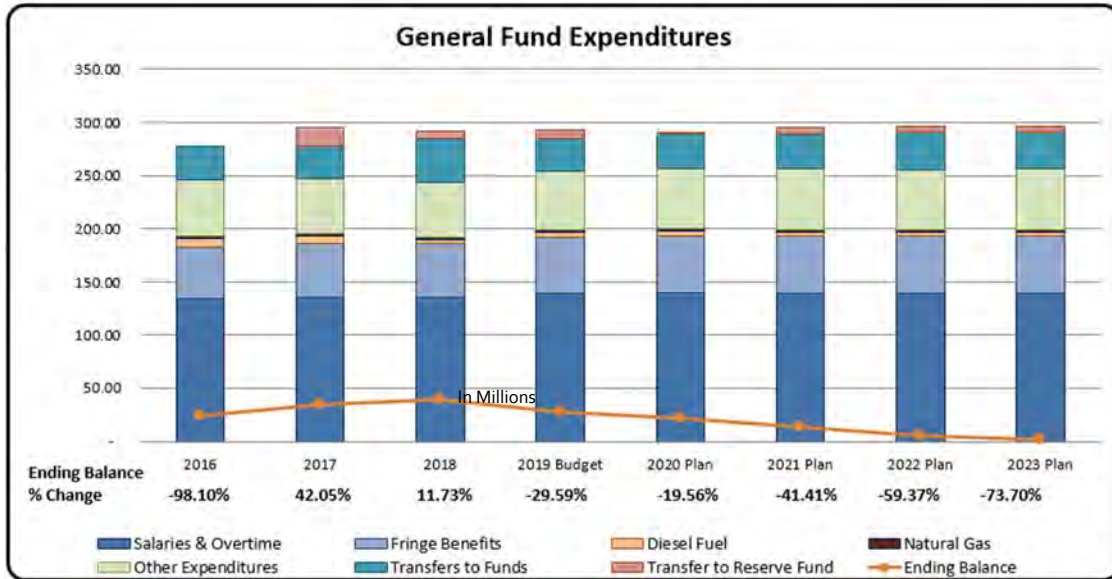


Figure 29

For 2019, 1 position was added to the Operating Budget, totaling 2,333.5 positions. During 2018, 14 positions were moved out of Marketing & Communications. These positions included the Supervisors of Telephone Information Center, Telephone Operators/ Information Clerks, and Customer Service Representatives. The positions in the Telephone Information Center and Customer Service Center were moved to Paratransit and the two call centers are planned to be merged.

The FOP and ATU contracts ended in 2017 and negotiations have continued through the year and into the 1st Quarter of 2018. The FOP signed a new contract in 2018. The ATU negotiations have continued through 1st Quarter 2019 but a contract has not been signed. 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. A brief description of the employment and service level changes over the past four years are described in Figure 30.

Employment Level and Service Level Changes				
FY	2016	2017	2018	2019
Positions	2,361.75	2,332.25	2,332.50	2,333.50
Net Increase (Decrease)	17.3	(29.5)	0.3	1.0
	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;	Increase of one FTE from 2018. During 2018 14 position were moved from Marketing and Communications including Supervisor of Telephone Information Center, Telephone Operator/Information Clerks, and Customer Service. Call Center and Telephone Information center was merged with Paratransit. Supervisor of Telephone Information Center retired and position was moved to OMB to replace Manager of Budgets.
Service Increase (Decrease)	(0.8%) Service Hours; (0.8%) Service Miles	(1.6%) Service Hours; (2.4%) Service Miles	(3.0%) Service Hours; (2.7%) Service Miles	(3.0%) Service Hours; (2.7%) Service Miles
	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.	No significant service changes are planned. Engaged in 5 Pillar Studies: Fare Equity Study, Economic Impact Study, Efficiency Study & Operational Review, Rail Car Study, and System Redesign Study, in order to create efficiencies, enhance service, and identify areas of improvement.

Figure 30

BOND RETIREMENT FUND

The Bond Retirement Fund accounts for resources set aside for the payment of principal and interest on debt obligations. At the end of 2018, the Authority has five bond issuances against Sales Tax revenue for a total outstanding debt of \$96.47 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.

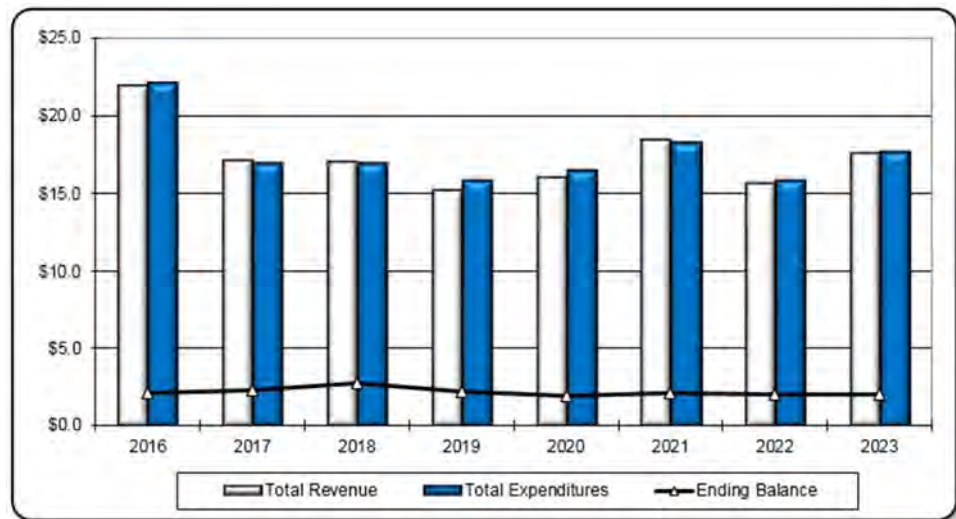


Figure 31

Long-term debt for the Authority includes both debt and refunding debt sales from 2008 through 2017. 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 2019. Total debt requirement for FY 2019 is \$14.2 million after the maturity of 2008 G.O. bond. The projected debt requirement is needed for 1/12 of the principal and 1/6 of the interest for FY 2019 with the anticipation of debt requirement increasing after bond issuance at mid-year. Required transfers from the General Fund to make these payments are reduced by interest earned in the Bond Retirement Fund. In 2018, a transfer of \$17.0 million was required from the General Fund to cover the current overall debt service of the Authority. In 2019, a transfer of \$15.2 million is needed. For 2020 through 2023, transfers of \$16.1 million, \$18.5 million, \$15.7 million, and \$17.6 million are planned, respectively. New debt issuances of \$25 million are planned for 2020 and 2023.

	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan
Beginning Balance	\$2.3	\$2.1	\$2.3	\$2.7	\$2.2	\$1.9	\$2.1	\$2.0
Revenue	\$0.0	\$0.1	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Fund Transfers	\$21.9	\$17.0	\$17.0	\$15.2	\$16.1	\$18.5	\$15.7	\$17.6
Total Revenue	\$21.9	\$17.1	\$17.0	\$15.2	\$16.1	\$18.5	\$15.7	\$17.6
Total Resources	\$24.2	\$19.2	\$19.7	\$18.1	\$18.4	\$20.4	\$17.9	\$19.7
Total Expenditures	\$22.1	\$16.9	\$16.9	\$15.9	\$16.5	\$18.3	\$15.9	\$17.7
Ending Balance	\$2.1	\$2.3	\$2.7	\$2.2	\$1.9	\$2.1	\$2.0	\$2.0

Figure 32

INSURANCE FUND

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.

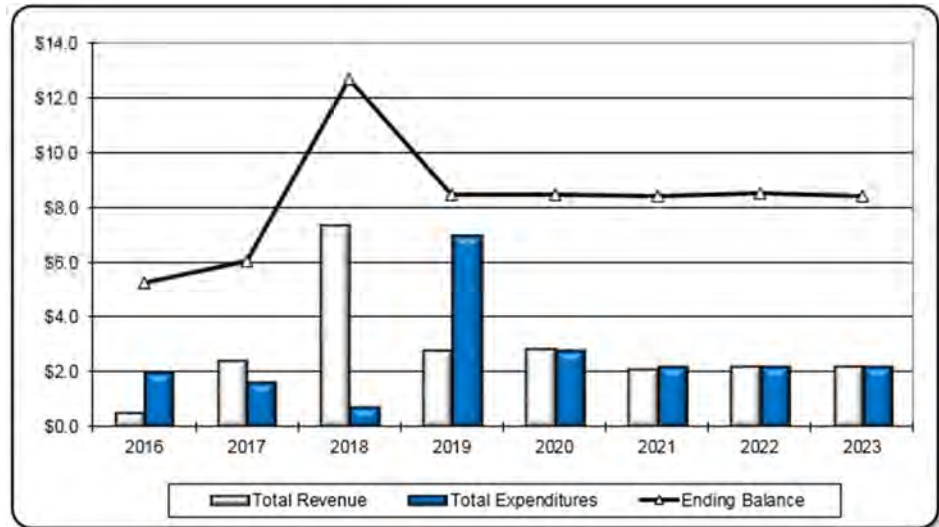


Figure 33

In 2017 and 2018, transfers of \$2.4 million and \$7.3 million were made from the General Fund to the Insurance Fund. Lower claims and premium payments helped to increase the ending balance to over \$12.7 million. In 2019, a transfer of \$2.7 million will be needed to cover insurance premiums and claims and maintain the \$5.0 million ending balance. For 2020 a transfers of \$2.8 million is planned the required ending balance. The transfer will drop in 2021, to \$2.1 million and \$2.2 million in 2022 and 2023 to maintain the ending balance.

	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan
Beginning Balance	\$6.7	\$5.3	\$6.1	\$12.7	\$8.5	\$8.5	\$8.5	\$8.4
Investment Income	\$0.1	\$0.1	\$0.1	\$0.1	\$0.0	\$0.0	\$0.0	\$0.0
Transfers	\$0.5	\$2.4	\$7.3	\$2.7	\$2.8	\$2.1	\$2.2	\$2.2
Total Revenue	\$0.6	\$2.5	\$7.4	\$2.8	\$2.8	\$2.1	\$2.2	\$2.2
Total Resources	\$7.3	\$7.7	\$13.5	\$15.5	\$11.3	\$10.6	\$10.7	\$10.7
Total Expenditures	\$2.0	\$1.6	\$0.8	\$7.0	\$2.8	\$2.2	\$2.2	\$2.2
Ending Balance	\$5.3	\$6.1	\$12.7	\$8.5	\$8.5	\$8.4	\$8.5	\$8.4

Figure 34

SUPPLEMENTAL PENSION FUND

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

An actuarial evaluation is performed every two years to assess the adequacy of the fund balance. This Budget increases and maintains the fund balance at levels recommended in the last actuarial evaluation. A transfer of \$60,000 was made from the General Fund in 2018 to support this effort.

For 2019, a transfer of \$50,000 is budgeted. For the out years, the planned transfers will remain consistent during 2019-2023. To maintain the stable ending balance, transfers of \$50,000; each year planned for 2020 through 2023.

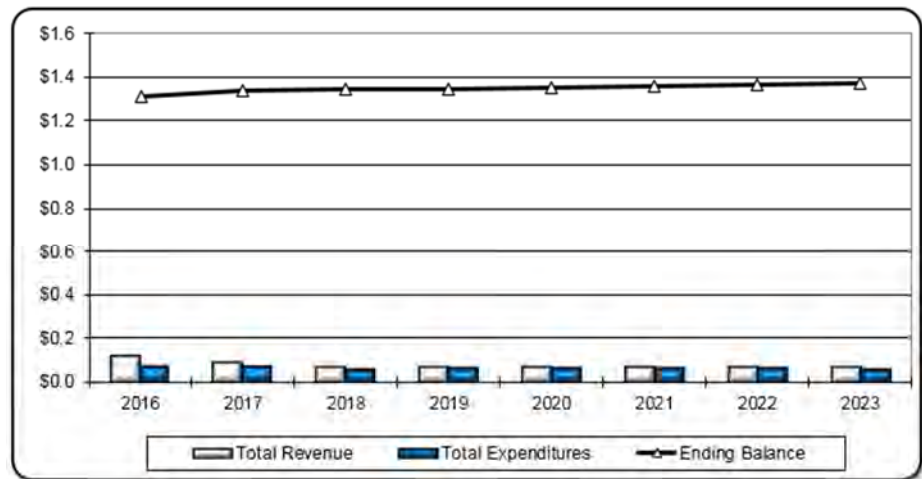


Figure 35

Benefit payments from this fund from 2015 through 2017 have ranged from a high of \$69,070 in 2016 to a low of \$57,545 in 2018. For 2019, payments of \$60,000 are budgeted. For 2019 through 2022, payments are planned at \$60,000; \$58,000; \$58,000; and \$55,000, respectively.

	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan
Beginning Balance	\$1.3	\$1.3	\$1.3	\$1.3	\$1.3	\$1.3	\$1.4	\$1.4
Total Revenue	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1
Total Resources	\$1.4	\$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	\$1.4	\$1.4	\$1.4

Figure 36

LAW ENFORCEMENT FUND

In 1988, RTA became involved with the Northern Ohio Law Enforcement Task Force (NOLETF), a multi-jurisdictional force (formerly known as the Caribbean/ Gang Task Force). The Authority's involvement was prompted by the increasing gang activity found in and around the rail system 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 2018 include equipment and training totaling \$21,964. For 2019, total revenue of \$55,863 is budgeted.

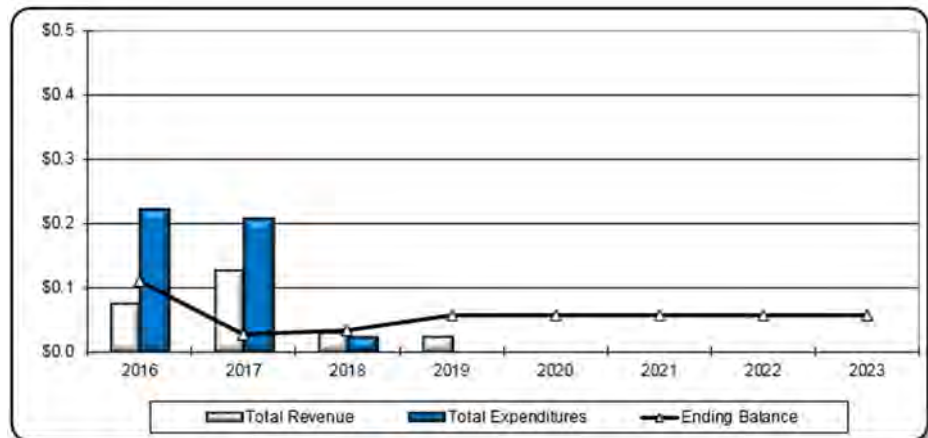


Figure 37

	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan
Beginning Balance	\$0.3	\$0.1	\$0.0	\$0.0	\$0.1	\$0.1	\$0.1	\$0.1
Total Revenue	\$0.1	\$0.1	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Total Resources	\$0.3	\$0.2	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1
Total Expenditures	\$0.2	\$0.2	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Ending Balance	\$0.1	\$0.0	\$0.0	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1

Figure 38

RESERVE FUND

In 2017, the Authority created a Reserve Fund to set aside funding for cost increases in fuel and hospitalization, increases in compensated absences, 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: Annual savings resulting when expenditures are less than budget
- Hospitalization Reserve: Not exceed 10% of annual hospitalization costs
- Compensated Absence Reserve: Not exceed 25% of estimated payments
- 27th Pay Reserve: 1/12th of Annual 27th Pay costs for each of the hourly and salary payrolls
- Rolling Stock Replacement: Goal is to transfer funding each year to cover costs of aging revenue vehicles

Once a reserve has met the goal, no additional funding 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 was transferred from the Reserve Fund to the RTA Development Fund for a comprehensive rail locomotive study. The 2019 budget has been amended to add \$6 million dollar transfer to the Reserve Fund for rolling stock.

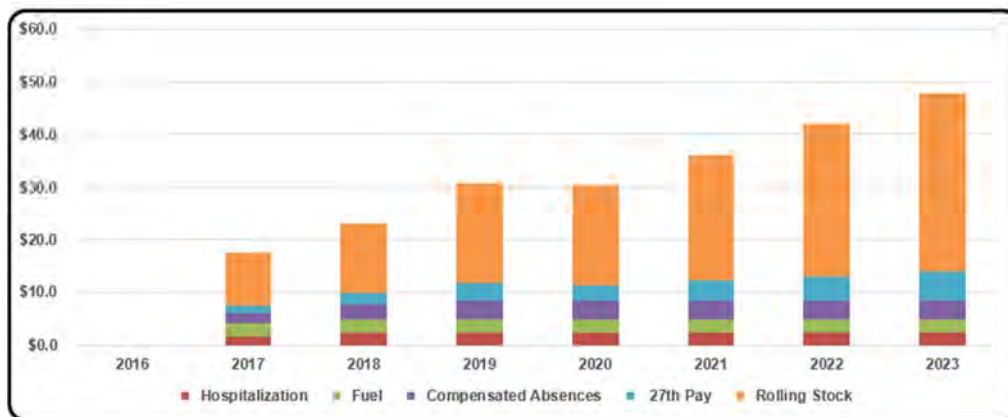


Figure 39

Category Year-End Balances	2016	2017	2018	2019	2020	2021	2022	2023
	Actual	Actual	Actual	Actual	Budget	Plan	Plan	Plan
Hospitalization	\$0.0	\$1.8	\$2.5	\$2.5	\$2.5	\$2.5	\$2.5	\$2.5
Fuel	\$0.0	\$2.5	\$2.5	\$2.5	\$2.5	\$2.5	\$2.5	\$2.5
Compensated Absences	\$0.0	\$1.9	\$2.8	\$3.5	\$3.5	\$3.5	\$3.5	\$3.5
27th Pay	\$0.0	\$1.4	\$2.1	\$3.4	\$2.8	\$3.7	\$4.6	\$5.4
Rolling Stock	\$0.0	\$10.0	\$13.0	\$19.0	\$19.0	\$24.0	\$29.0	\$34.0

Figure 40

CAPITAL IMPROVEMENT FUND

BALANCE ANALYSIS

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

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

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

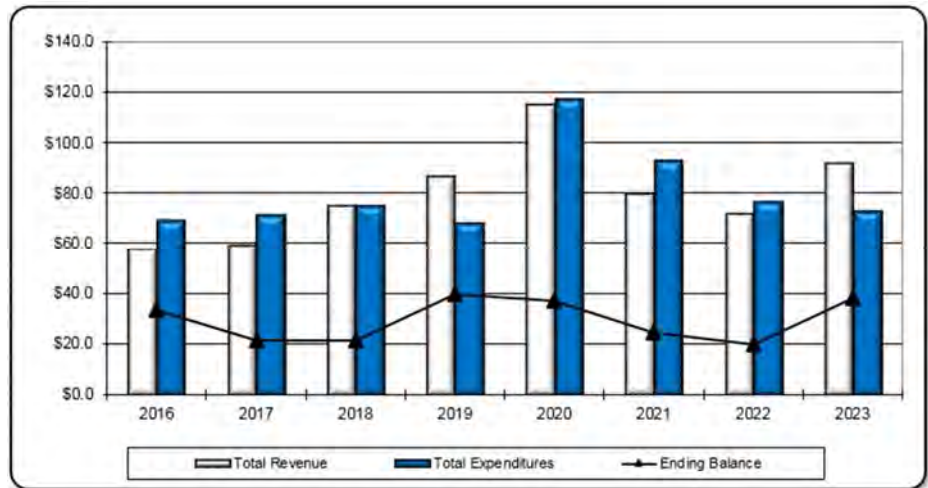


Figure 41

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

Detailed discussions of the fund balances in these funds are presented in the Capital Improvement Plan (CIP) section. The Figures 41 and 42 provide a consolidated look at all Capital Improvement Funds. The fund balance normally alternates years of increases and decreases as planned activities are balanced with cash infusions. 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 2018 to \$21.3 million, from \$21.4 million in 2017, minimizing the reductions taking from operating budget and balances drawn for capital activities. The ending balance is budgeted to increase in 2019 as a new debt issuance is planned.

	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan
Beginning Balance	\$44.6	\$33.1	\$21.4	\$21.3	\$39.5	\$37.2	\$24.1	\$19.4
Total Revenue	\$57.6	\$59.4	\$74.9	\$86.2	\$114.7	\$79.5	\$71.9	\$91.4
Total Resources	\$102.2	\$92.5	\$96.3	\$107.5	\$154.2	\$116.7	\$96.1	\$110.9
Total Expenditures	\$69.1	\$71.1	\$75.0	\$68.1	\$117.0	\$92.5	\$76.6	\$72.7
Ending Balance	\$33.1	\$21.4	\$21.3	\$39.5	\$37.2	\$24.1	\$19.4	\$38.2

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 2019, the Capital Budget appropriation request totals \$68.1 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 2019 Amended Budget, the Transfer to Capital from the General Fund is budgeted at \$11.9 million, a reduction of \$3.4 million from prior year 2018 Budget. The transfer is planned to increase to \$13.6 million in 2020. For 2021 through 2023, transfers of \$12.9 million, \$17.1 million, and \$14 million are planned. The Authority has doubled its efforts to securing additional non-traditional federal and state resources as the upcoming impact of the new FAST legislation is being analyzed and has becoming more creative with the use of debt and other financing as it strives to address the backlog of needed SGR projects and upcoming rail car vehicle replacement.

REVENUES

The Authority receives various capital grants from the Federal Transit Administration (FTA). Funds are requested from FTA, as needed, to meet obligations, via wire transfer. The timing of the receipt of federal capital revenue is directly related to costs invoiced by contractors/vendors, 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 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. The policy goal was changed in 2017 to a minimum of 10 percent contribution to capital. 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 \$27.12 million for 2019 and \$29.74 million in 2020. This transfer will depend upon future debt service needs of the Authority and how the new debt service payments are structured. The Transfers to Capital in 2019 and 2020 are 13.1 percent and 14.1 percent respectively, both years are above the minimum goal of 10 percent.

With several unfunded projects in the Capital Plan, there is an on-going challenge of meeting the total capital needs of the Authority while, at the same time, maintaining or improving the Authority's current assets in a state of good repair. Meeting the financial needs of both areas in the future will significantly challenge the overall financial stability of the Authority, particularly in light of the current economic situation and the slow future growth projected in revenue from the Sales & Use Tax.

PERFORMANCE MANAGEMENT

STRATEGIC PLAN



Figure 43

The Strategic Plan identifies and prioritizes GCRTA's goals and objectives as can be accomplished on a five year timeline to meet GCRTA'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, or Areas of Focus, nine (9) Vital Few Objectives (VFOs) and ten (10) Change Initiatives (CIs) were created. As priorities shift and change, GCRTA is able to make adjustments to ensure Areas of Focus, VFOs, and CIs are being met. GCRTA is committed to its Mission, Vision, and Values, which is supported via programs like **Together Everyone Achieves More (TEAM)**,

TransitStat, **Problem Identification & Corrective Action (PICA)**, **Cost Savings Initiative (CSI)**, **The Partnership for Excellence (TPE)**, **International Organization for Standardization (ISO)**, **LEAN Six Sigma Green and Black Belts**, and **Environmental Management and Sustainability System (ESMS)**. **TEAM** initiatives have been in place for over 19 years and are monitored quarterly in the Quarterly Management Report. **TEAM** is one of the Balanced Scorecards that the Authority uses to measure itself against annually determined goals. These include Preventable Collisions (PC), On-the-Job-Injuries (OJI), Miles Between Service Interruptions (MBSI), On-Time Performance (OTP), Ridership, Customer Satisfaction, Attendance, and Operating Ratio. **PICA** began as an Operations change initiative over 20 years ago and was recently introduced to the rest of the Authority as **CSI** in early 2018. **PICA** focuses on 'quick fixes' that have an immediate return and improvement. **CSI** initiatives are longer term changes involving cost-benefit analysis and savings tracking over a period of time to ensure benefits occur. **TransitStat** was deployed in 2007 and is the performance management program characterized with weekly performance monitoring forums, embracing the use of data, statistics, and metrics as a means to exceed customers' expectations, as well as achieve operational excellence. **TPE** and **ISO** have been in place for the last five years. The Authority sent more than 30 employees for **LEAN Six Sigma Green Belt Certification** and 5 employees for **LEAN Six Sigma Black Belt Certification** and uses these employees to identify areas of waste, create efficiencies, and perform Kaizen Events. GCRTA's Leadership System consists of a Balanced Score Card (BSC) and Strategy Map. These 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 44 outlines these four Balanced Scorecard Areas (or Areas of Focus) and the aligned VFOs. The following pages explain the performance of the Balanced Scorecard for the Authority over the past few years.

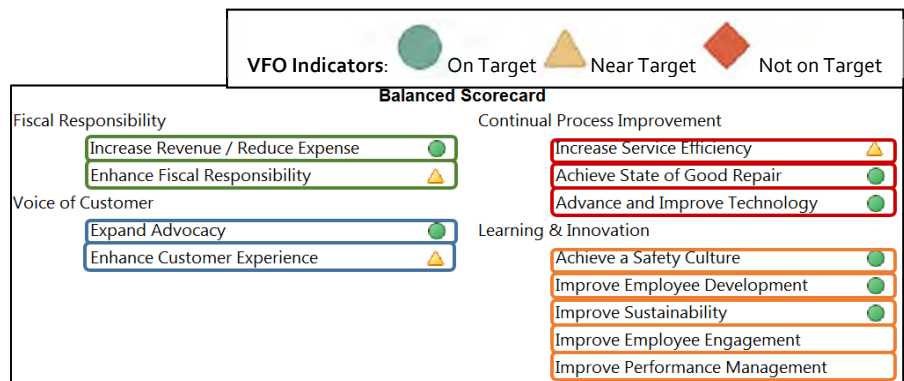


Figure 44

FISCAL RESPONSIBILITY

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

- Increase Revenue / Decrease Expenses
- Enhance Fiscal Responsibility

INCREASE REVENUE/REDUCE EXPENSES

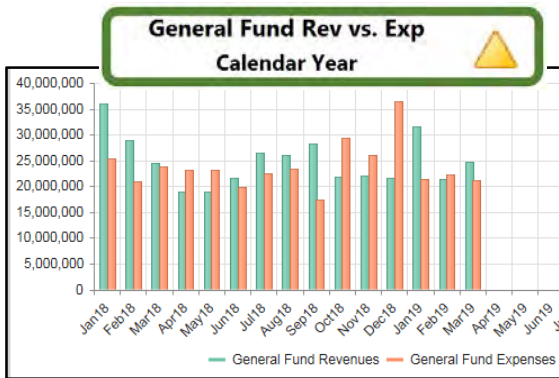


Figure 45



Figure 46

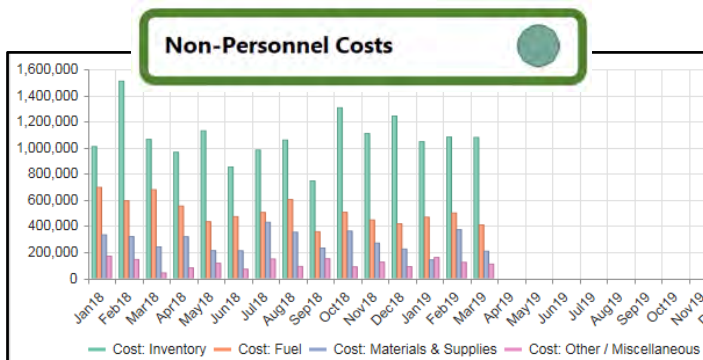


Figure 47



Figure 48

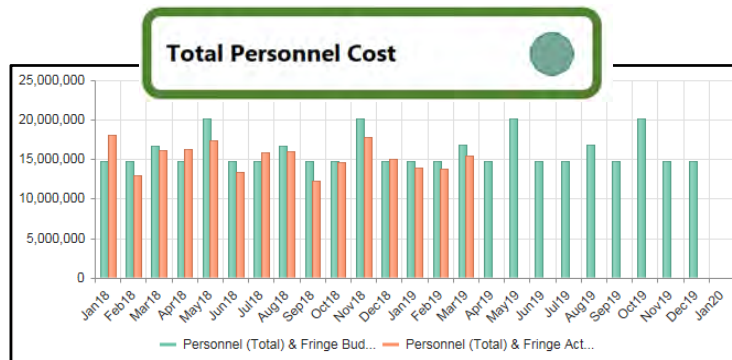


Figure 49

▲ ENHANCE FISCAL RESPONSIBILITY

**Average Days to Close Monthly
Cash Basis** ●

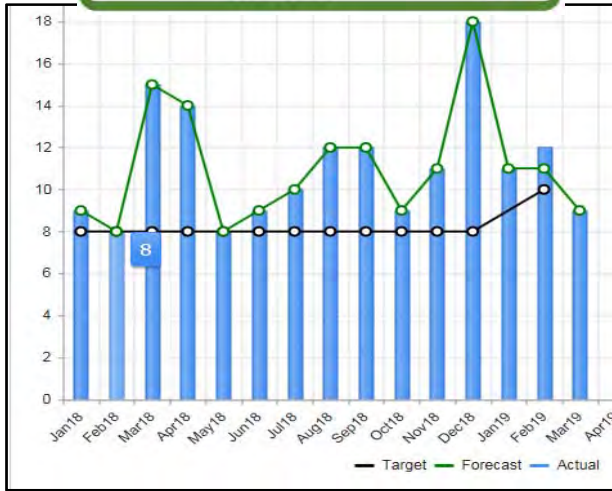


Figure 50

**Average Days to Close Monthly
Full Accrual** ▲

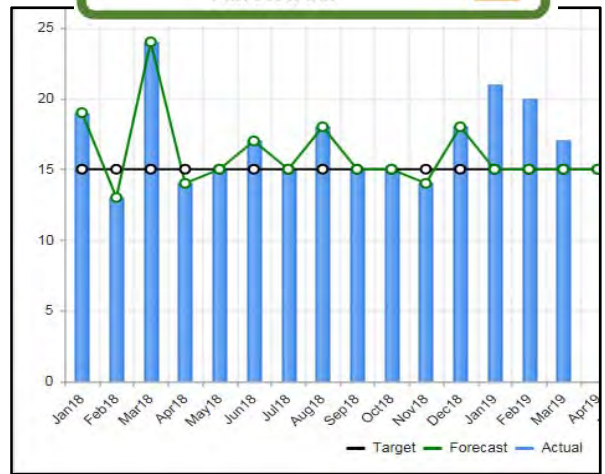


Figure 51

Grow Capital Funding ▲

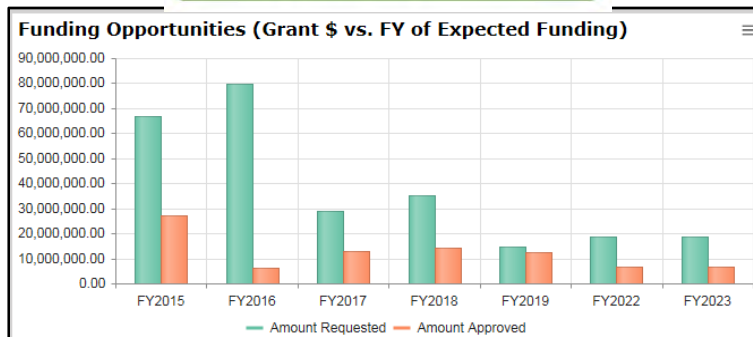


Figure 52

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 GCRTA to the community it serves. GCRTA leverages members of the Board of Trustees, Community Advisory Committee (formerly the Citizens' Advisory Committee), ATU, and various community groups to support funding for public transit infrastructure to benefit RTA's customers.

The General Manager maintains a list of contacts including members of political leadership at local, state, and federal levels, civic leaders, business leaders, advocates, and influential members of the community. 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 on the benefits of public transit. As a result, for GCRTA, this empowers various groups to advocate for and decide on funding availability to provide quality services. GCRTA 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 2018 include:

- Recognized as Best in the Class for Workforce Diversity by the Greater Cleveland Partnership
 - Having received this honor three times, RTA was placed into their *Hall of Fame*
- Awarded a Technology Solutions Award by the Public Technology Institute
- Issued the Smart 50 Award from Smart Business
- Named Government Fleet of the Year by Fleet Owner Magazine
- Received 2018 Special Districts Winner: Technology Innovation – Leadership Category from Government Technology & AT&T for RTA's Trip Planner with Real Time information
- Received the "Building the Circle" Award from University Circle Inc. for regional collaboration
- Celebrated the 50th Anniversary of rail service to the Airport
- Celebrated the 10th Anniversary of the HealthLine which is credited with over \$7.5 Billion of related economic development
- Initiated five Pillar Studies: Economic Impact Study, Fare Equity Study, System Redesign Study, Operational Efficiency Study, and Rail Car Study.

Advocacy outreach opportunities for 2019 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

Delivering the Pillar Studies results to the region to best position GCRTA for the changing landscape ahead

ENHANCE CUSTOMER EXPERIENCE

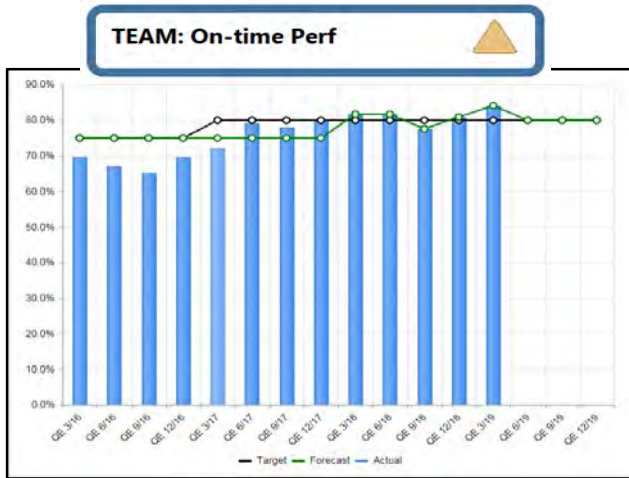


Figure 53

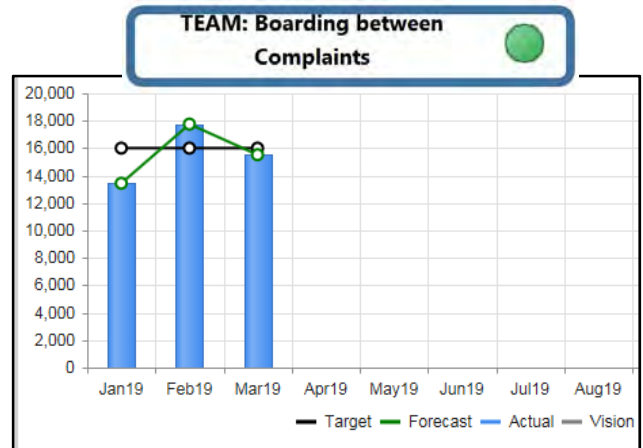


Figure 54



Figure 55

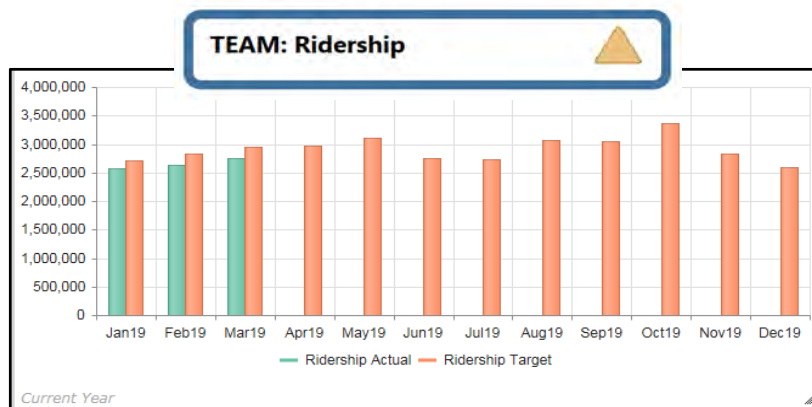


Figure 56

CONTINUAL PROCESS IMPROVEMENT

Continual process improvements establish meaningful standards for current processes and eliminate waste through innovative process improvements across GCRTA. New metrics being tracked in 2019: Paratransit Passengers per Vehicle Hour, Percent on Time- leaving first stop of each trip, PM Compliance for Rolling Stock (aka Revenue Vehicles), Fixed Route: Missed Trips (all reasons) , Ninety Percent Critical / Severe Patches Installed. This category includes the following VFO's:

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

▲ INCREASE SERVICE EFFICIENCY

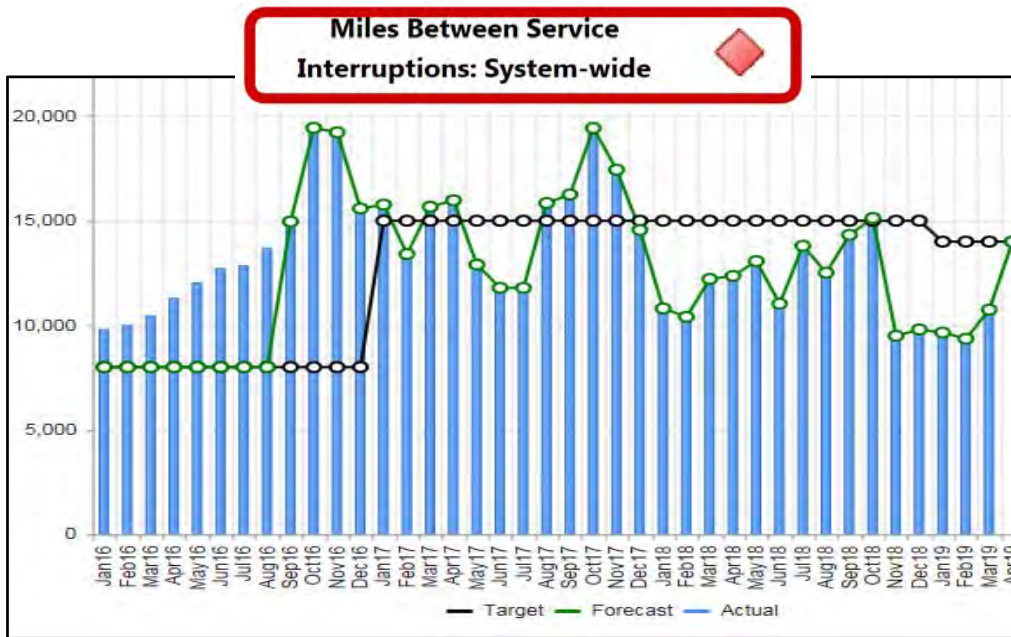


Figure 57

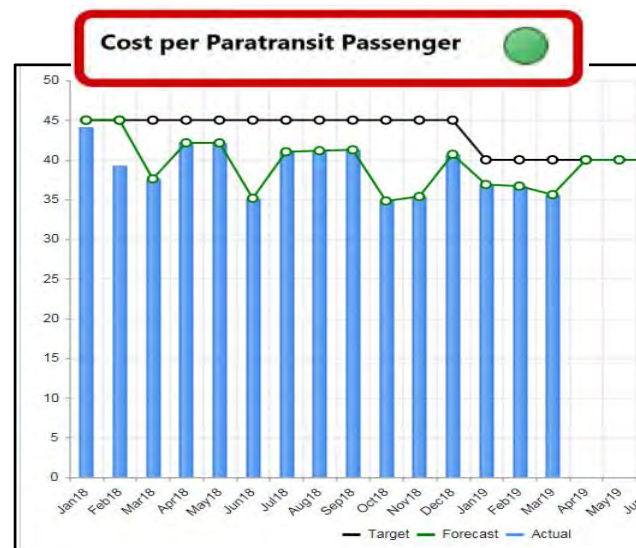


Figure 58

ACHIEVE STATE OF GOOD REPAIR (SOGR)

RTA tracks Useful Life Benchmark (ULB) for rolling stock and heavy equipment, SOGR for facilities based on FTA's Transit Economic Requirements Model (TERM) scale, and slow zones for rail infrastructure. RTA defines SOGR to be the condition of an asset where the asset, at a minimum, is capable of delivering the required performance safely and reliably for a predetermined period of time (a rating of '3'). RTA's Asset and Configuration Management department is responsible for the oversight and coordination necessary in managing RTA's assets for rolling stock, facilities, infrastructure, and equipment. In 2018, the Federal Transit Administration (FTA) began requiring transit agencies to have a Transit Asset Management (TAM) plan. RTA completed its final TAM Plan in September 2018. It is a living document reviewed and revised, as necessary, on an annual basis. It is based on ISO 55000 guidelines for asset management.

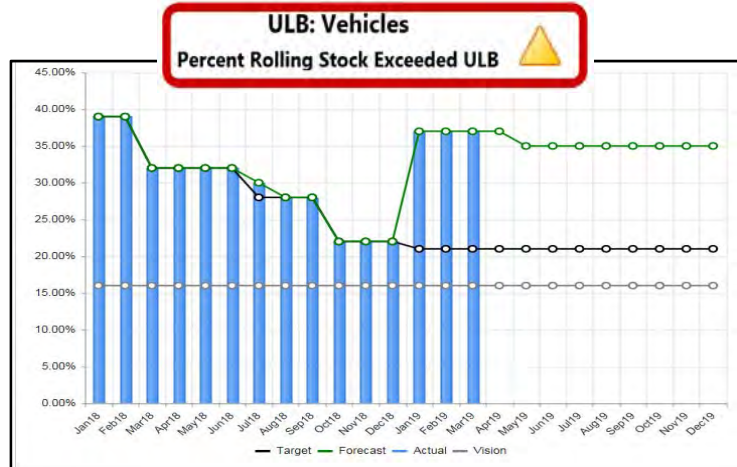


Figure 59

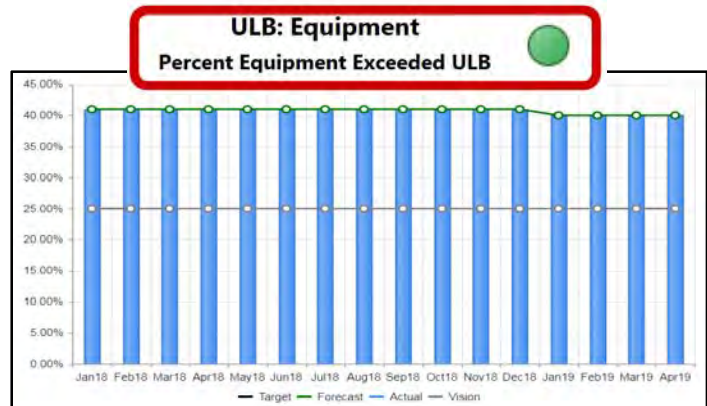


Figure 60

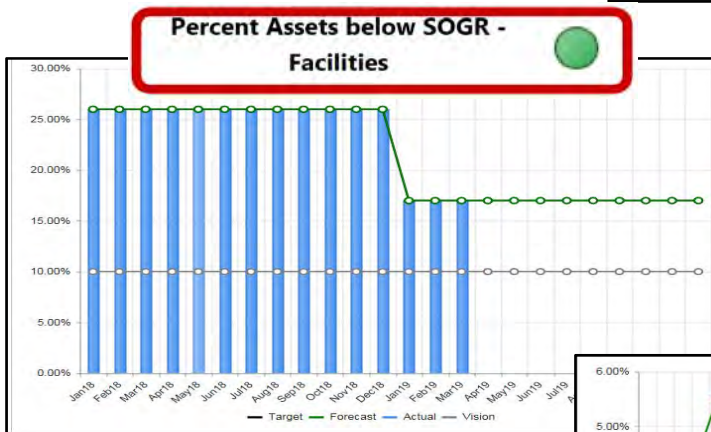


Figure 61

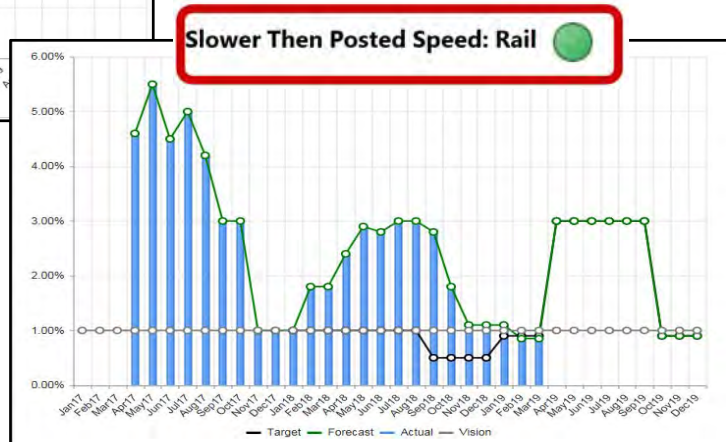


Figure 62

ADVANCE & IMPROVE TECHNOLOGY

IT SOGR Overall



Figure 63

Devices with 100% Critical/Severe Patches Installed

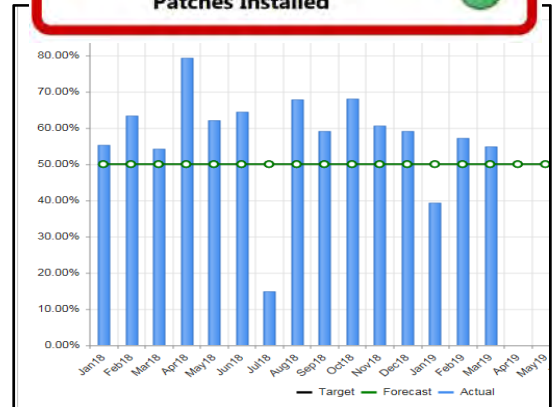


Figure 64

IT SOGR - Critical Applications



Figure 65

IT Satisfaction: Time to Resolve

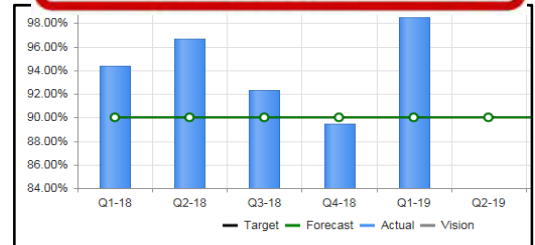


Figure 66

IT Satisfaction: Tech Courteous

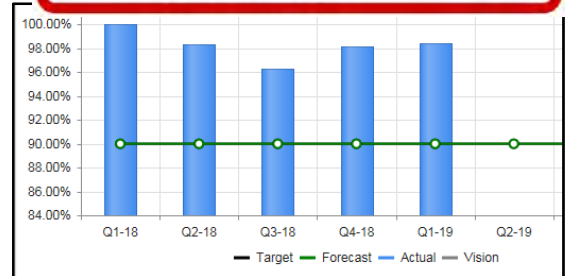


Figure 67

Major Projects Dashboard

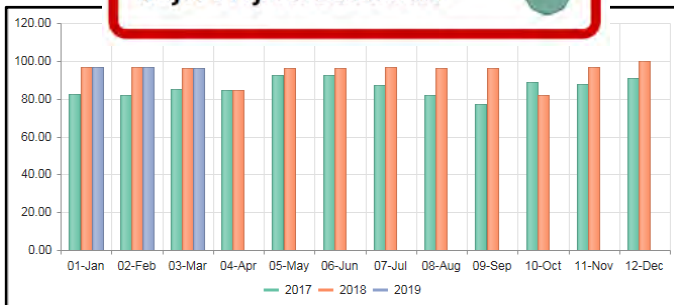


Figure 68

IT Satisfaction Overall Experience

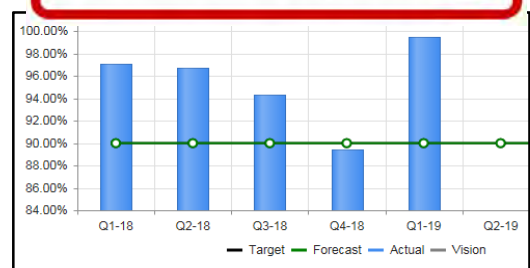


Figure 69

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. For the second year in a row, the Authority received the 2018 APTA gold award for Bus Safety. New metrics being tracked in 2019: Compliance Training: Positive Discipline, Compliance Training: FMLA, Compliance Training: Labor Relations, and: Green House Gas (GHG) Emissions.

This category includes the following VFO’s:

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

ACHIEVE SAFETY CULTURE

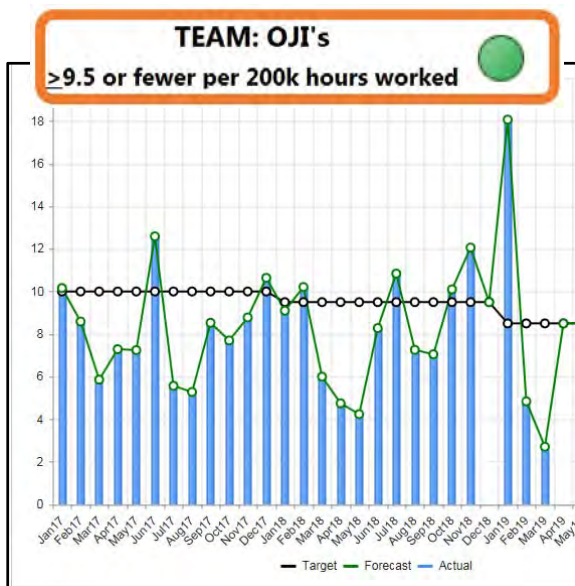


Figure 70

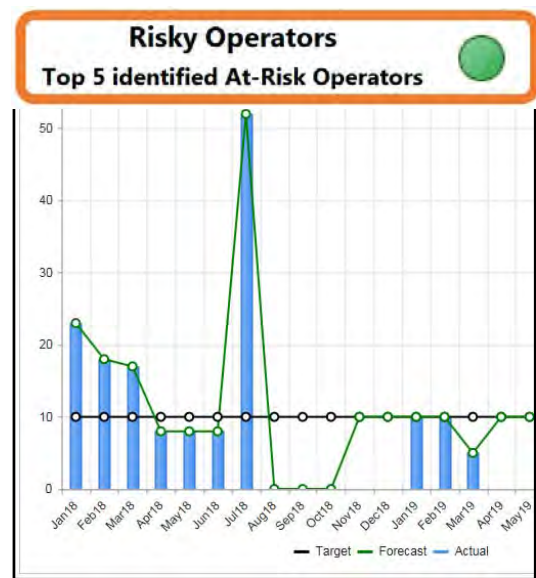


Figure 71

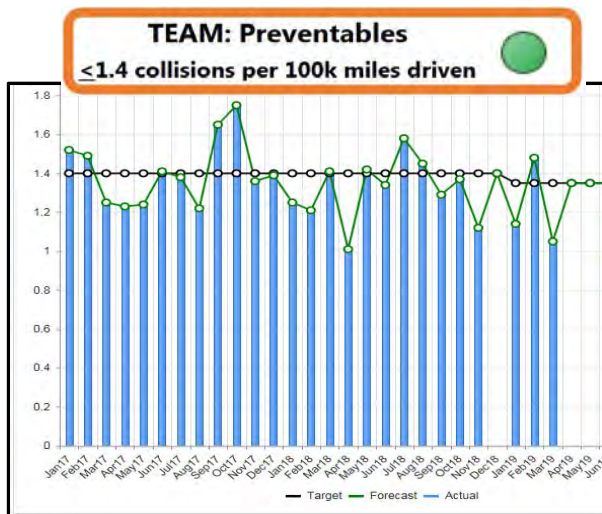


Figure 72

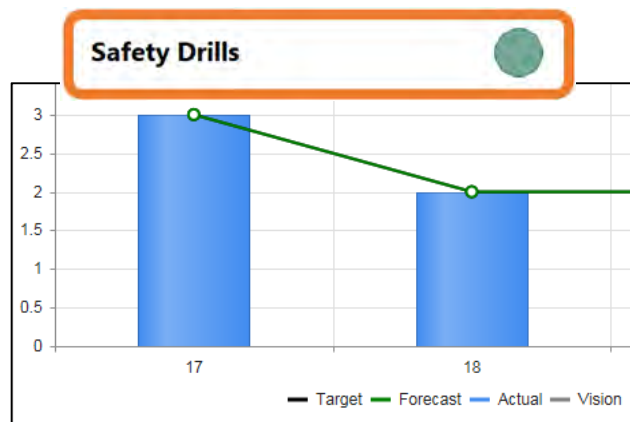


Figure 73

IMPROVE EMPLOYEE DEVELOPMENT

Data Entry Timeliness
 ≤ 5 days from receipt to entry

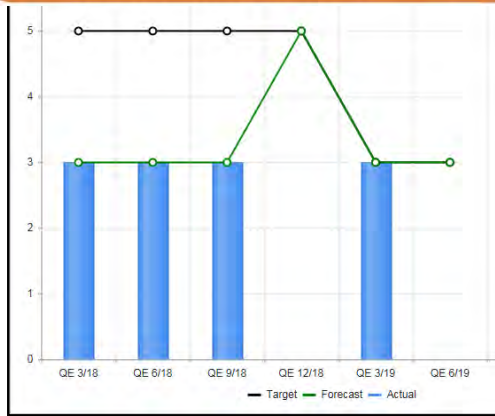


Figure 74

Retention Rate



Figure 75

TEAM: Attendance
 ≤ 5% unscheduled absences



Figure 76

Promotion Rate

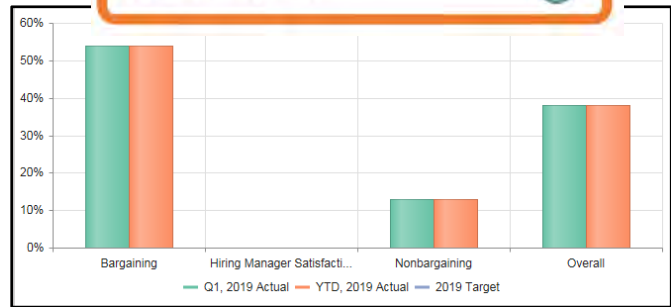


Figure 77

Time to Fill (Days)

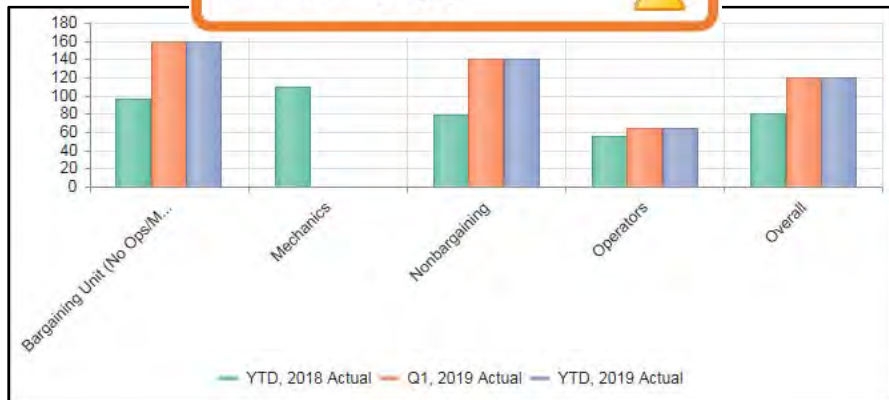


Figure 78

IMPROVE SUSTAINABILITY

GCRTA is continuing to increase its commitment to sustainability. Sustainability is meeting the needs of the present without compromising the ability of future generations to meet their own needs. GCRTA strives to find a balance between the three key pillars of sustainability: environmental, economic, and social. Recognizing the increased need to embed sustainability in organizational culture, the authority hired a project specialist and program manager in 2018. It is clear to GCRTA the need to support a stand-alone, dedicated program to promote, initiate, and carry forward Environmental and Sustainability Management Systems (ESMS). Sustainability has its roots in the Office of Management and Budget. The new program is now under Project Support in Engineering.

Sustainability has been added to the VFO scorecard for Innovation and Learning to track energy and water consumption by facility. Green House Gas emissions will be tracked quarterly beginning in 2019. These new metrics are reported at TransitStat and will be studied and used to make informed decisions about utility conservation agency wide.

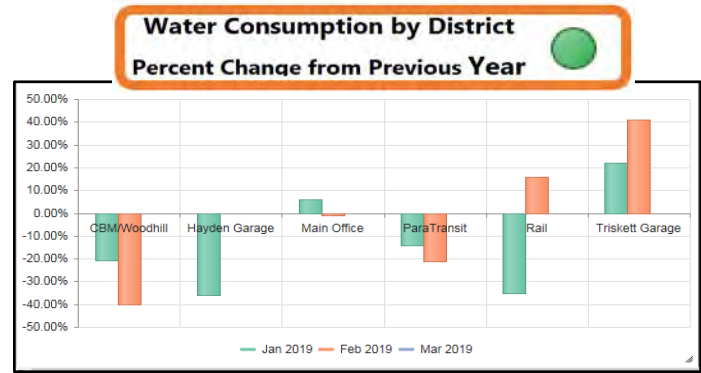


Figure 79

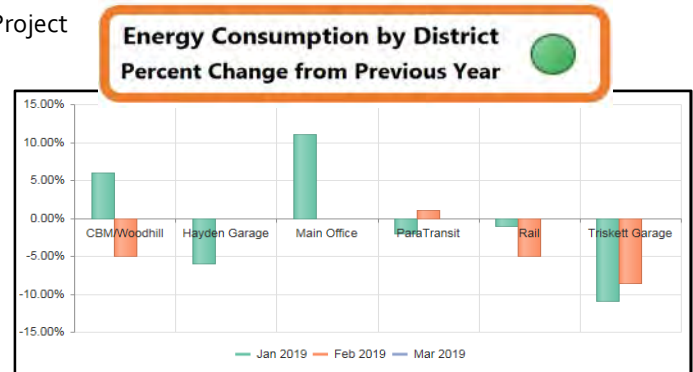


Figure 80

IMPROVE EMPLOYEE ENGAGEMENT

GCRTA 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 including access to Lynda.com through HR, the Management Development Program (MDP), Greenbelt Six Sigma training, and the Public Transit Management Academy (PTMA). GCRTA conducted its fourth Employee Satisfaction Survey in May 2018. Focus groups occurred in the fall and provided supplemental information to inform the survey results. The results identify opportunities for improvement to help the Authority fulfill its mission to become an employer of choice in Northeast Ohio.

A total of 565 employees participated in the May 2018 Employee Engagement Survey. 69 percent of surveys were completed online and 31 percent via hard copy. Respondents were 50% bargaining and 49% non-bargaining. 82% of employees surveyed are moderately to extremely satisfied with working at RTA. The following are some key learning highlights from different Areas of Focus:

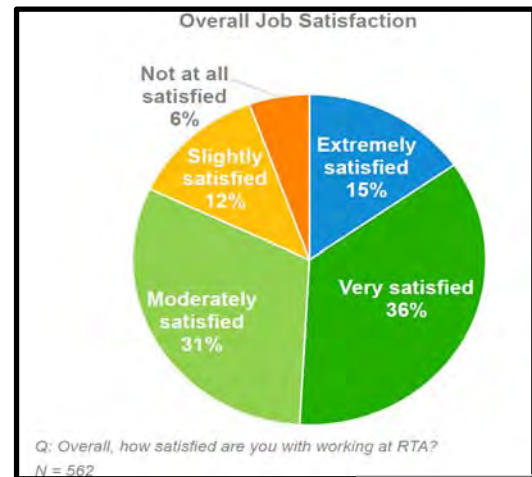


Figure 81

- Strategic Insight
 - Desire to understand where the organization is headed received the strongest agreement scores of any question in the survey
- Leadership
 - The second biggest concern voiced was around leadership having employee's best interest in mind
 - Moderate belief that leadership has a vision in place

- Management
 - Employees continue to request the opportunity to review their supervisors in order to help influence change and improve relationships
- Communication
 - Communication rose to the number 1 pain point indicating room for growth
- Development & Training
 - Overall room for improvement in providing employees with the training they need to feel confident doing their jobs
- Culture
 - Development of positive working environments and the delivery of positive reinforcement showed room for growth
- Morale
 - Respondents expressed interest in continuing their career at RTA with many saying they would recommend a job to a friend and the majority somewhat agreed they are treated with respect
 - Employees feel as though their opinions do not matter
 - Captured during the fall focus groups, staff said they were not participating in future employee surveys because they were not feeling as though their opinions mattered
- Compensation & Benefits
 - Employees showed satisfaction with their compensation
 - Sick leave and disability received the lowest ranking
- Wellness Programs & Events
 - About half of employees are moderately or extremely familiar with the wellness programs and events
 - On-site fitness was the number 1 program/event of interest among all functions with exception of facilities and mechanics among whom it was second to a health fair
- Sustainability Practices & Procedures
 - Less than 40% of employees are moderately or extremely familiar with RTA sustainability policies and procedures
 - Non-bargaining unit employees were more likely to ride, more so to work than for leisure

Some role/function specific areas for improvement that were identified:

- Operator: opportunity to weigh in on new vehicle or vehicle update decisions
- Facilities: opportunity to weigh in on new facility construction and updates
- Mechanical: Wi-Fi accessibility
- Police: Access to the resources needed to feel safe on the job
- Administrative/Management: Cross-functional communication

To address some of the pain points in the survey results, GCRTA has implemented the following engagement initiatives:

- Wi-Fi has been enabled at work locations to give mechanics access to online materials and facilitate troubleshooting
- TED talk series
- Frontline supervisor training and development program
- Labor relations training
- Health fairs
- Bus build involvement
- Mystery shopper ridership program
- Take Transit Week
- Mechanic Biennial Training (completed January 2019)
- Bargaining Unit Performance Check-Ins
- Customer Service Training

RTA continues to adapt and change to improve employee involvement and engagement within the agency.

IMPROVE PERFORMANCE MANAGEMENT

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

Over the past 11 years, the Authority has held 366 meetings, reviewed 168 different projects, and viewed 1,485 presentations. TransitStat has reduced costs and enhanced operational capabilities. Accountability has increased markedly, improving acceptance of a change management culture across the organization. TransitStat continually saturates the organizational culture; expanding from a financial focus to a systematic program across departments and divisions for quality enhancements that impact GCRTA's ability to meet strategic objectives and the Mission, Vision, and Values.

GCRTA'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, GCRTA's performance improvement system allows for rapid deployment of solutions to ensure organizational learning and analytical agility to support continual improvement. 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.

CUSTOMER SATISFACTION- ABBG SURVEY

RTA values feedback from its customers, as it informs key steps in designing and delivering service. Understanding the demographics of our ridership, and how they are engaged with our services is best informed through our ABBG (American Bus Benchmarking) survey results. The customer satisfaction survey conducted in 2018 saw an 18% increase in the number of survey responses from 2017. This is largely due to additional and new marketing campaigns directed to complete the survey. (Figure 82)

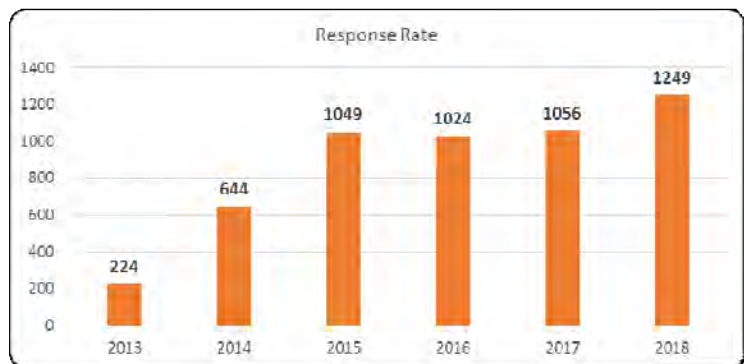


Figure 82

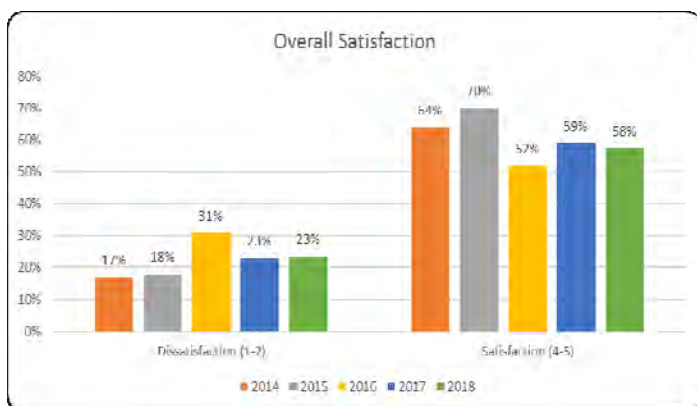


Figure 83

Overall customer satisfaction is similar to 2017 at 58 percent. In 2016, RTA experienced a dip with overall satisfaction; however, 2017 and 2018 are showing a direction of improvement.

A three year trend shows respondents between the ages of 50 to 65 continue to be the highest represented respondents. The second highest are between 18-29 years, followed closely by those between 40-49 years and 30-39 years.

The top three age groups with the highest satisfaction rate were over 65 years old, 50-65 years, and those respondents between 40 and-49 years. Satisfaction

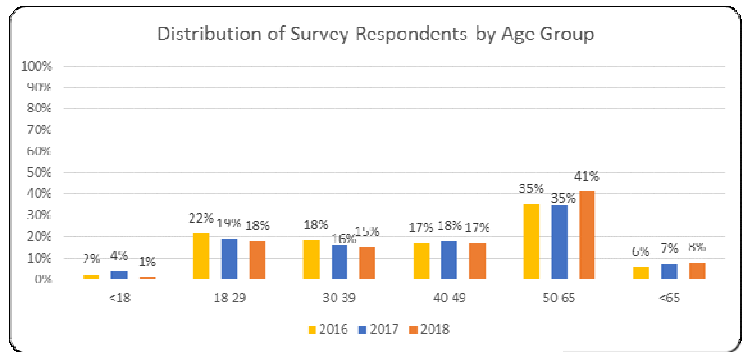


Figure 84

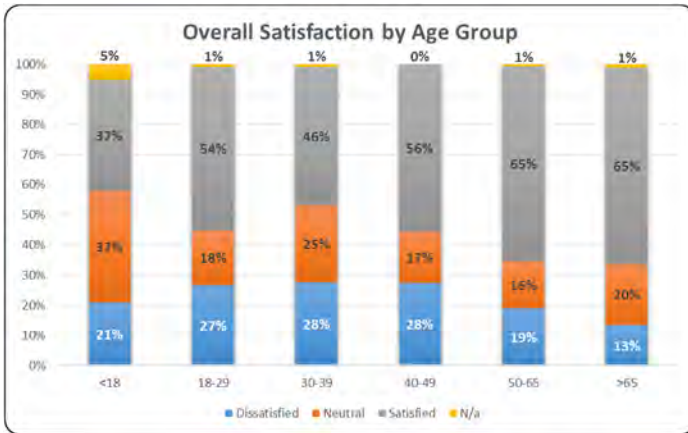


Figure 85

for those under 18 years had a 45% decrease from 2017; the most dramatic decline for any age group in 2018.

Respondents with the highest satisfaction rates would take the bus either "sometimes" or "rarely". Those respondents who rode the bus very often had a satisfaction rate of 52 percent, just below 2017's 55 percent.

Respondents who rode the bus for Eat Out/Grocery had the highest satisfaction at 72 percent. This was followed by those who rode for Leisure/Social, at 66 percent satisfaction; then at 63 percent satisfaction were those that rode the bus for Medical needs.

Overall results showed 61 percent of

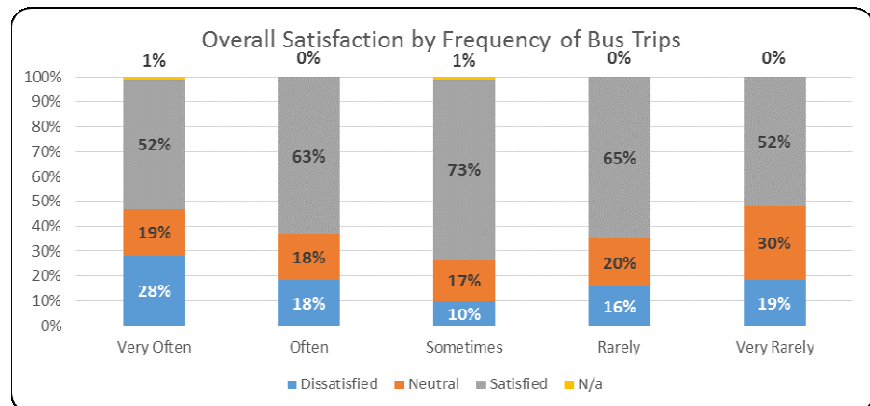


Figure 86

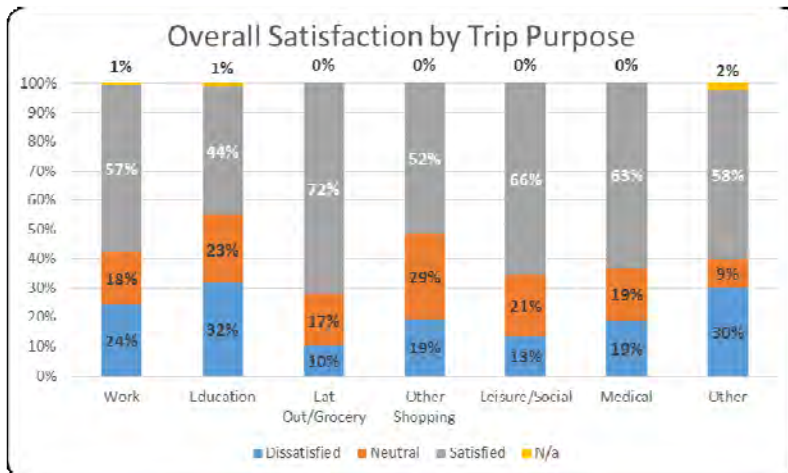


Figure 87

riders would refer RTA to a family member or friend based on their ridership experience, compared to 64 percent in 2017 and 58 percent in 2016.

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

All categories remained fairly consistent with 2017 and have increased from 2016 results; however, these results remain below the results of the 2015 survey.

Areas with more than 70 percent satisfaction identified strengths as: bus routes being conveniently located (73%), paying for the bus ride (72%), boarding and alighting the bus (79%), and professional appearance of Operators (83%).

Categories with less than 50 percent satisfaction identified problem areas as: finding out when the buses are running on schedule (36%), feeling secure waiting for the bus (49%), bus is not providing a comfortable environment (47%), buses not clean (38%), enough seating/space on the bus (45%), obtaining information about alternative routes or schedules (28%), and agency's responsiveness to customer complaints or problems (32%).

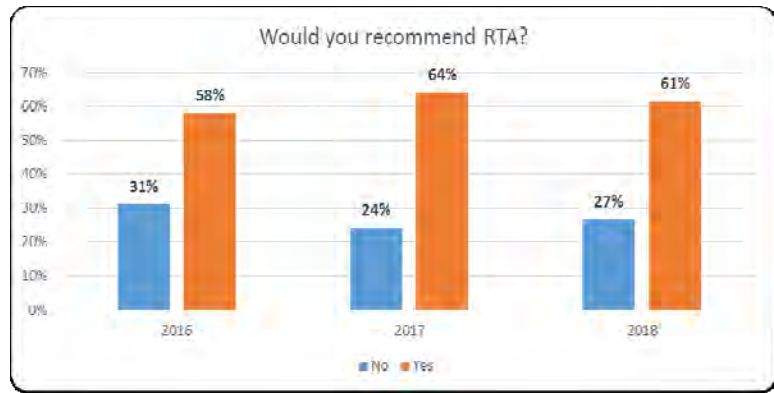


Figure 88

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OPERATING DEPARTMENT BUDGETS

OVERVIEW

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

DIVISION 1: OPERATIONS

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

DIVISION 2: FINANCE & ADMINISTRATION

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

DIVISION 3: ENGINEERING & PROJECT MANAGEMENT

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

DIVISION 4: LEGAL AFFAIRS

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

DIVISION 5: HUMAN RESOURCES

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

DIVISION 6: EXECUTIVE

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

AUTHORITY

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

DIVISION

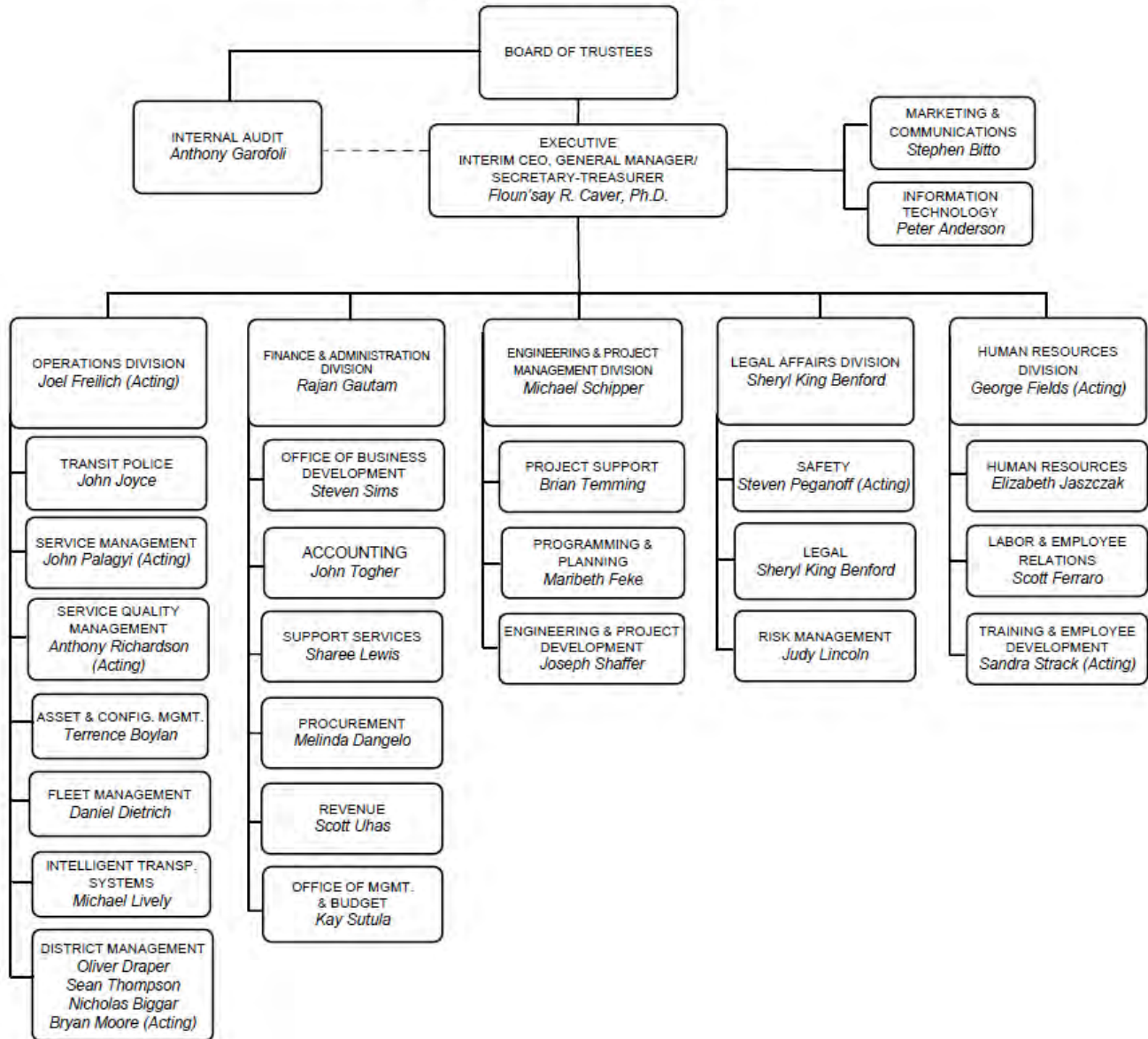
- Mission Statement
 - Division Overview
 - Achievements & Priorities
-

DEPARTMENT

- Mission Statement
- Department Overview
- Priorities for 2019
- Key Performance Indicators
- Budget Highlights
- Staffing Highlights
- Organizational Chart

AUTHORITY-WIDE ORGANIZATIONAL CHART

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2019 TABLE OF ORGANIZATION**



OPERATING BUDGET – GENERAL FUND EXPENDITURES BY DIVISION

DIV: 1 - OPERATIONS								
DEPT #	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 AMENDED BUDGET	2020 PLAN	2021 PLAN	2022 PLAN	2023 PLAN
31	PARATRANSIT DISTRICT	23,421,328.36	24,389,578.96	24,475,308.48	24,168,503.66	24,194,971.96	24,286,650.56	24,377,559.42
32	RAIL DISTRICT	37,357,178.17	37,400,943.53	38,789,922.09	38,926,242.13	38,993,316.42	39,002,260.89	39,068,950.51
33	ASSET AND CONFIGURATION MANAGEMENT	1,879,023.68	1,935,452.59	1,947,703.93	1,976,666.81	1,958,198.39	1,958,466.66	1,959,462.37
34	TRANSIT POLICE	12,954,354.94	13,363,723.57	14,326,849.51	14,382,969.40	14,429,331.07	14,434,340.10	14,438,244.91
35	SERVICE MANAGEMENT	5,794,054.21	5,309,406.34	5,464,926.56	5,505,657.90	5,471,214.87	5,473,495.34	5,474,797.19
38	SERVICE QUALITY MANAGEMENT	6,751,297.05	7,001,477.69	7,424,365.11	7,599,428.30	7,408,459.14	7,415,353.30	7,417,284.19
39	FLEET MANAGEMENT	39,414,674.27	36,441,003.01	37,826,278.86	39,039,009.54	38,830,542.96	38,878,508.09	38,860,567.08
43	PASS THRU	\$257,108.06	\$1,279,703.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
46	HAYDEN DISTRICT	43,623,488.39	42,504,480.55	44,301,305.65	44,357,299.78	44,322,371.23	44,347,926.52	44,408,008.59
49	TRISKETT DISTRICT	32,905,616.79	32,766,104.42	33,349,495.21	33,411,784.05	33,413,425.57	33,270,170.54	33,323,717.11
58	INTELLIGENT TRANSPORTATION SYSTEMS	1,005,271.10	904,532.96	1,279,580.38	1,324,117.98	1,307,128.54	1,317,677.74	1,328,330.61
	DIVISION TOTALS	205,363,395.02	203,296,406.62	209,185,735.79	210,691,679.54	210,328,960.14	210,384,849.73	210,656,921.99
DIV: 2 - FINANCE AND ADMINISTRATION								
DEPT #	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 AMENDED BUDGET	2020 PLAN	2021 PLAN	2022 PLAN	2023 PLAN
10	OFFICE OF BUSINESS DEVELOPMENT	518,629.94	(23,418.41)	394,423.37	405,667.43	744,525.03	396,075.30	397,632.91
60	ACCOUNTING	2,435,482.88	2,759,191.58	2,989,611.63	3,078,140.29	3,017,733.17	3,043,491.98	3,069,537.84
61	INFORMATION TECHNOLOGY	0.00	0.00	0.00	0.00	0.00	0.00	0.00
62	SUPPORT SERVICES	981,948.35	812,653.67	981,859.92	995,978.77	982,108.05	988,048.85	988,637.75
64	PROCUREMENT	1,644,235.68	1,492,956.50	1,596,773.57	1,642,261.82	1,596,542.20	1,608,576.78	1,620,728.05
65	REVENUE	2,098,185.64	2,008,504.09	2,123,748.73	2,164,613.24	2,125,200.12	2,133,920.60	2,134,861.76
67	OFFICE OF MANAGEMENT & BUDGET	0.00	0.00	5,517,593.54	5,447,084.97	5,425,384.95	5,427,290.59	5,429,197.87
	DIVISION TOTALS	7,678,482.49	7,049,887.43	13,604,010.77	13,733,746.51	13,891,493.52	13,597,404.11	13,640,596.17
DIV: 3 - ENGINEERING & PROJECT MANAGEMENT								
DEPT #	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 AMENDED BUDGET	2020 PLAN	2021 PLAN	2022 PLAN	2023 PLAN
55	PROJECT SUPPORT	355,750.22	357,847.41	537,654.35	547,785.63	532,058.58	536,005.35	539,990.29
57	PROGRAMMING & PLANNING	752,006.95	683,950.24	854,134.17	867,362.48	854,907.43	858,344.26	861,814.47
80	ENGINEERING & PROJECT DEVELOPMENT	2,196,493.62	1,808,926.39	2,082,973.65	2,139,584.46	2,084,902.60	2,086,833.48	2,088,766.28
	DIVISION TOTALS	3,304,250.79	2,850,724.04	3,474,762.17	3,554,732.57	3,471,868.60	3,481,183.09	3,490,571.05
DIV: 4 - LEGAL AFFAIRS								
DEPT #	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 AMENDED BUDGET	2020 PLAN	2021 PLAN	2022 PLAN	2023 PLAN
15	SAFETY	921,368.12	894,719.32	1,043,123.21	1,011,092.65	993,788.73	1,043,964.42	994,140.28
21	LEGAL	4,107,112.27	4,098,687.30	4,276,794.88	4,425,380.10	4,355,339.87	4,358,444.24	4,403,868.22
22	RISK MANAGEMENT	3,628,513.67	3,555,198.59	4,328,809.34	4,347,562.50	4,328,996.75	4,340,581.43	4,341,251.92
	DIVISION TOTALS	8,656,994.06	8,548,605.21	9,648,727.44	9,784,035.25	9,678,125.35	9,742,990.09	9,739,260.42
DIV: 5 - HUMAN RESOURCES								
DEPT #	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 AMENDED BUDGET	2020 PLAN	2021 PLAN	2022 PLAN	2023 PLAN
14	HUMAN RESOURCES	1,781,539.14	1,949,109.34	2,189,971.93	2,229,554.59	2,229,554.59	2,230,015.98	2,230,477.83
18	LABOR RELATIONS	1,030,487.39	958,585.21	1,169,110.12	1,281,913.47	1,266,009.15	1,300,493.32	1,302,392.64
30	TRAINING & EMPLOYEE DEVELOPMENT	3,305,504.80	3,055,774.51	3,333,178.93	3,404,020.56	3,337,820.50	3,340,364.39	3,341,083.96
	DIVISION TOTALS	6,117,531.33	5,963,469.06	6,692,260.98	6,915,488.61	6,833,384.24	6,870,873.69	6,873,954.43
DIV: 6 - EXECUTIVE								
DEPT #	DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 AMENDED BUDGET	2020 PLAN	2021 PLAN	2022 PLAN	2023 PLAN
12	EXECUTIVE	947,566.96	1,185,962.44	1,467,393.53	1,502,145.85	1,468,537.44	1,468,808.68	1,469,080.20
16	SECRETARY/TREAS. - BOARD OF TRUSTEES	272,629.42	160,911.57	244,928.58	248,515.40	244,957.30	245,078.55	245,199.93
19	INTERNAL AUDIT	907,378.91	891,301.28	922,467.52	946,884.88	923,289.21	929,633.11	936,038.57
53	MARKETING & COMMUNICATIONS	3,216,936.02	2,728,522.59	2,185,796.22	2,217,353.01	2,187,033.49	2,191,363.18	2,195,713.00
61	INFORMATION TECHNOLOGY	6,124,260.42	6,286,379.13	7,091,693.40	7,273,929.46	7,047,689.60	7,119,437.71	7,160,038.78
67	OFFICE OF MANAGEMENT & BUDGET	5,129,511.53	5,391,508.98	0.00	0.00	0.00	0.00	0.00
99	FUND TRANSFERS	47,347,036.00	47,174,988.00	37,830,292.00	33,463,864.00	39,272,322.00	40,867,566.00	39,693,879.00
	DIVISION TOTALS	63,945,319.26	63,819,573.99	49,742,571.23	45,652,692.60	51,143,829.04	52,821,887.24	51,699,949.48

OPERATING BUDGET – GENERAL FUND POSITIONS BY DIVISION

Division	Dept. #	Dept. Name	2017 Budget	2018 Budget	2019 Budget	Variance (2019 vs.2018)
1 - Operations	31^	Paratransit District	181.00	193.50	193.50	-
	32	Rail District	373.00	379.00	380.00	1.00
	33	Asset & Configuration Management	12.00	11.00	11.00	-
	34	Transit Police	155.00	155.00	155.00	-
	35	Service Management	60.00	60.00	60.00	-
	38	Service Quality Management	68.00	71.00	71.00	-
	39	Fleet Management	181.00	183.00	183.00	-
	46	Hayden District	576.50	565.50	565.50	-
	49	Triskett District	431.00	431.50	431.50	-
	58	Intelligent Transportation Systems	8.00	8.00	8.00	-
1 - Operations Total			2,045.50	2,057.50	2,058.50	1.00
2 - Finance & Administration	10	Office of Business Development	4.00	4.00	4.00	-
	60	Accounting	27.00	27.00	27.00	-
	62	Support Services	7.00	7.00	7.00	-
	64	Procurement	16.00	16.00	16.00	-
	65	Revenue	18.00	18.00	18.00	-
	67*	Office of Management & Budget	-	9.00	9.00	-
2 - Finance & Administration Total			72.00	81.00	81.00	-
3 - Engineering & Project Management	55*	Project Support	4.00	6.00	6.00	-
	57	Programming & Planning	4.00	4.00	4.00	-
	80	Engineering & Project Development	20.00	20.00	20.00	-
3 - Engineering & Project Management Total			28.00	30.00	30.00	-
4 - Legal Affairs	15	Safety	7.80	7.75	7.75	-
	21	Legal	24.00	24.00	24.00	-
	22	Risk Management	8.80	8.00	8.00	-
4 - Legal Affairs Total			40.50	39.75	39.75	-
5 - Human Resources	14	Human Resources	17.00	19.00	19.00	-
	18	Labor & Employee Relations	6.00	6.00	6.00	-
	30	Training & Employee Development	28.00	27.00	27.00	-
5 - Human Resources Total			51.00	52.00	52.00	-
6 - Executive	12	Executive	5.00	7.00	7.00	-
	16	Secretary/Treasurer - BOT	11.00	11.00	11.00	-
	19	Internal Audit	7.00	8.50	8.50	-
	53^	Marketing & Communications	30.00	13.75	13.75	-
	61	Information Technology	32.00	32.00	32.00	-
	67*	Office of Management & Budget	10.00	9.00	9.00	-
6 - Executive Total			95.00	72.25	72.25	-
Grand Total			2,332.00	2,332.50	2,333.50	1.00
	67*, 55*	OMB Moved from Executive Division to Finance & Administration Division; Two positions moved from from Department 67, Office of Management and Budget, to Department 55, Project Support				
	31^, 53^	Combining 2 Call Centers into 1: Telephone Information Center (TIC) positions were moved from Department 53, Marketing & Communications, to Department 31, Paratransit to work with the Paratransit Call Center.				

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OPERATIONS DIVISION

MISSION STATEMENT

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

DIVISION OVERVIEW

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

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

2018 ACCOMPLISHMENTS

- Improved the cost-effectiveness of fixed-route service to meet budget goals.
- Streamlined both rail replacement bus routes (#66R for Red Line and #67R for Blue/Green/Waterfront Line).
- Instituted new Fare Enforcement deployment strategies.
- Decreased overall Part 1 serious crime rates for 4th consecutive year.
- Selected vendors and kicked off the Radio Replacement project.
- Executed Lyft pilot program for supplemental paratransit service.
- Executed a pilot and review of Apollo Video Technology's latest 4K HD video recording system and software with cellular access to the DVR.

2019 PRIORITIES

- Division-wide focus on enhancing Customer Experience by providing exemplary customer service and reliable, on-time bus and rail service for RTA customers.
- Participate in the Service Redesign Study and support other "Pillar Studies" and the Strategic Plan.
- Continue to instill a Safety Culture orientation within all Operations Division organizational units.
- Improve Miles Between Service Interruptions and PM Compliance.
- Continue to implement predictive maintenance on all new bus fleets.
- Continue focused Transit Police patrols of GCRTA's facilities regularly and systematically using ridership and risk assessment data.
- Continue to refine Fare Enforcement procedures through analysis of ridership data, revenue, and fare evasion rate.
- Continue implementation of Radio Replacement project.
- Report and analyze ridership data to support management decisions.
- Complete RFP package for procurement of Heavy Rail Car replacement fleet.

LIST OF DEPARTMENTS

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

PARATRANSIT DISTRICT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

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

2018 ACCOMPLISHMENTS

- Achieved over seven million trip requests without denial
- Increased online bookings to 10%
- Maintained better than 90% total on-time performance
- Executed Lyft pilot program
- Increased non-revenue PM compliance by 11%
- Maintained a State of Good Repair

2019 PRIORITIES

- Adhere to Company Mission, Vision and Values
- Create efficiencies to manage growth/demand for services.
- Focus on the customer experience
- Implement technological solutions for enhanced communications for all providers.
- Implement new contracts with contracted service providers

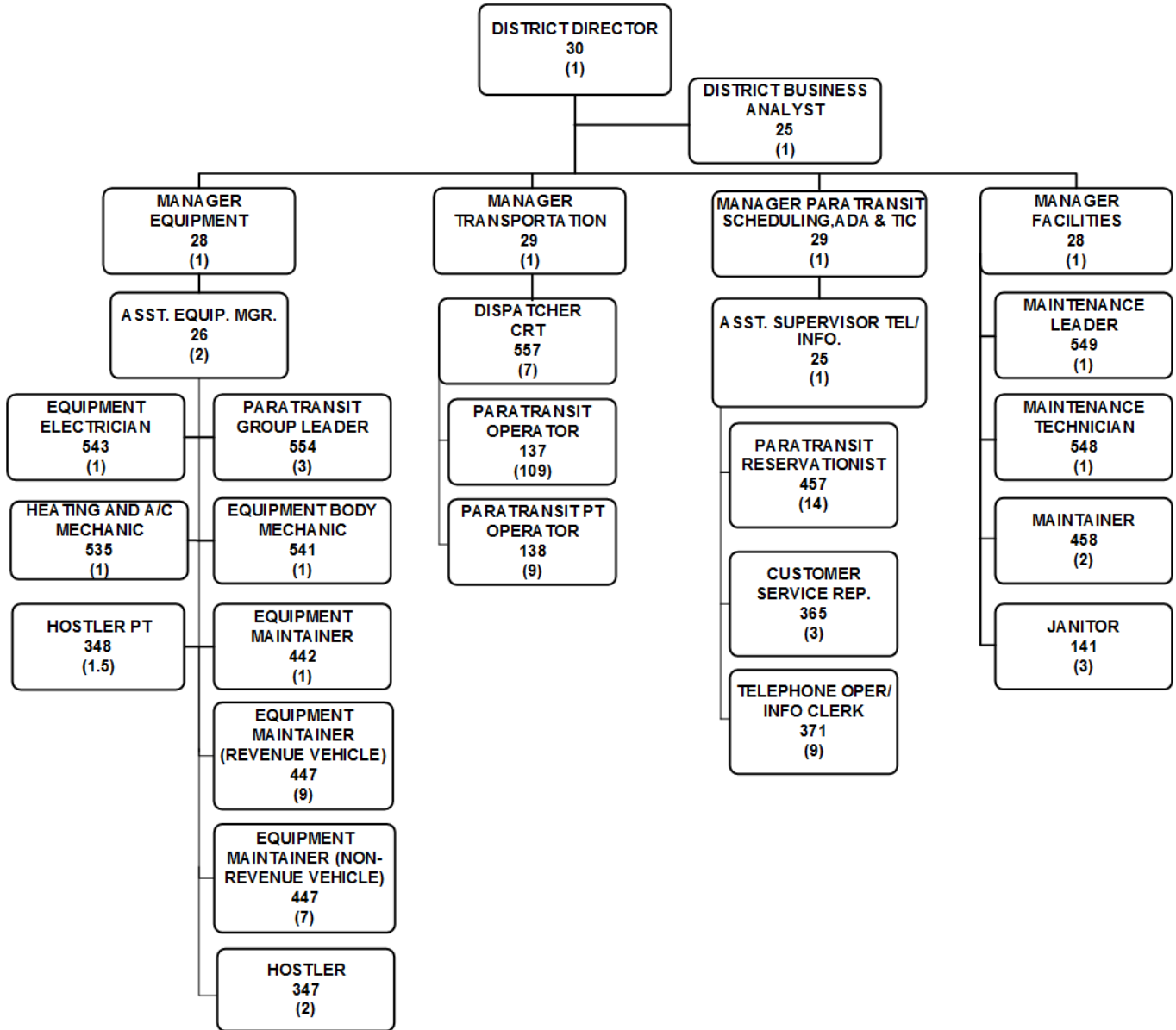
PARATRANSIT DISTRICT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501100	Operators' Labor	5,016,169	5,252,988.26	5,561,037.67
501110	Overtime - Operators	1,161,120	1,134,930.44	900,000.00
501200	Hourly Employees Payroll	2,614,630	2,865,269.48	2,488,395.50
501210	Overtime - Hourly Employees	225,506	136,575.49	172,000.00
501300	Labor - Salaried Employees	1,033,410	1,327,446.82	1,629,265.97
501310	Overtime - Salaried Employees	54,538	73,742.55	60,000.00
502000	Fringe Benefits	3,822,870	4,096,681.61	4,360,324.34
502071	W. C. - Injuries & Damages	494.94	2,234.16	0.00
503000	Services	25,818	28,273.31	155,000.00
503042	Vendor In-House Service (Napa)	209,015	214,797.00	150,000.00
503052	Other Maintenance Contracts	55,428	50,227.38	67,600.00
504000	Material & Supplies	8,277	10,379.72	26,580.00
504031	Gasoline - Storage Tanks	491	443.60	550.00
504032	Propane Fuel	188,634	181,654.33	200,000.00
504081	Vendor In-House Parts (Napa)	413,181	358,338.00	300,000.00
508020	Purchased Transportation - Suburban	8,535,738	9,530,041.44	8,399,045.00
509000	Miscellaneous Expenses	3,396	3,368.53	4,775.00
509022	Meals & Concessions	0	0.00	100.00
512000	Leases & Rentals	0	0.00	635.00
Total		23,421,328	25,267,392.12	24,475,308.48

PARATRANSIT DISTRICT STAFFING

Grade	Job Name	2016	2017	2018	2019
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	1.5	1.5
	365 Customer Service Rep (ADA Eligibility)	0.0	0.0	0.0	3.0
	371 Telephone Oper/Info Clerk	0.0	0.0	0.0	9.0
04	0442 Equipment Servicer	4.0	4.0	1.0	1.0
	0447 Equipment Maintainer (non-revenue vehicle)	5.0	5.0	7.0	7.0
	0447 Equipment Maintainer (revenue vehicle)	8.0	8.0	9.0	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
25	966 Asst. Supervisor Telephone/Info	1.0	1.0	1.0	1.0
	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 Asst Manager Paratransit Scheduling, ADA & TIC	1.0	1.0	1.0	0.0
29	0786 Manager Transportation	1.0	1.0	1.0	1.0
	1089 Manager Paratransit Scheduling, ADA & TIC	0	0	0	1.0
30	0777 District Director	1.0	1.0	1.0	1.0
Total		181.0	181.0	180.5	193.5

PARATRANSIT DISTRICT ORGANIZATIONAL CHART



RAIL DISTRICT

MISSION STATEMENT

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

2018 ACCOMPLISHMENTS

District Wide Accomplishments

- Reduced Hourly Overtime by over \$200,000
- Issued 2018 Rail Operations Rule Book and Standard Operating Procedures
- Completed 2018 Triennial Safety Program Audit without Major Findings
- Established Rail District VFOs

Rail Transportation Accomplishments

- Achieved Rail On-time Performance 85%
- Established Safety Performance Monitoring & Promotion
 - Data Driven Non-punitive Safety Monitoring
 - Employee Safety Performance Boards
 - Safety Promotion - Employee Engagement & Recognition
 - Safety Committee
- Established Operational Monitoring, Performance and Promotion
 - Data Driven Non-punitive Performance Monitoring
 - Employee Operations Performance Boards
 - Performance Promotion – Employee Engagement & Recognition
 - Rail Forum – Partnership with Service Quality

Power & Way Accomplishments

- Preventative Maintenance Performance: 91%
- Established Safety Performance Monitoring & Promotion
 - Data Driven Non-punitive Safety Monitoring
 - Employee Safety Performance Boards
 - Safety Promotion - Employee Engagement & Recognition
 - Safety Committee
- Established Operational Monitoring, Performance and Promotion
 - Data Driven Non-punitive Performance Monitoring
 - Employee Operations Performance Boards
 - Performance Promotion – Employee Engagement & Recognition
 - Rail Forum – Partnership with Service Quality
- Power & Way Projects
 - Completed ~85% of Overhead Catenary System Assessment Recommendations
 - Completed ~95% of LED Upgrades
 - Replaced Snow Melter Boxes System Wide

- Support of Engineering & Construction Renewal Projects
 - Installed ~2000 Railroad Crossties and ~200 Switch Crossties
 - Blue / Green Line Switch Layout Renewal

Rail Equipment Accomplishments

- Preventative Maintenance Performance: 85%
- Established Safety Performance Monitoring & Promotion
 - Data Driven Non-punitive Safety Monitoring
 - Employee Safety Performance Boards
 - Safety Promotion - Employee Engagement & Recognition
 - Safety Committee
- Established Operational Monitoring, Performance and Promotion
 - Data Driven Non-punitive Performance Monitoring
 - Employee Operations Performance Boards
 - Performance Promotion – Employee Engagement & Recognition
 - Rail Forum – Partnership with Service Quality
- Rail Equipment Projects
 - Emergency Re-wheel of 24 HRVs over 3 Quarters
 - Increased Production by ~25%
 - Completed ~80% Light Rail Vehicle Pre-exciter Upgrades
 - Started Predictive Maintenance on Rail Vehicle Traction Motors
 - Completed Remodel of Unit Rebuild Shop (Motor Oven, Work Benches, Storage, and Process)
 - Started Light Rail Vehicle Floor and Roof Recoating

Rail Facilities Accomplishments

- Preventative Maintenance Performance: 95%
- Established Safety Performance Monitoring & Promotion
 - Data Driven Non-punitive Safety Monitoring
 - Employee Safety Performance Boards
 - Safety Promotion - Employee Engagement & Recognition
 - Safety Committee
- Established Operational Monitoring, Performance and Promotion
 - Data Driven Non-punitive Performance Monitoring
 - Employee Operations Performance Boards
 - Performance Promotion – Employee Engagement & Recognition
 - Rail Forum – Partnership with Service Quality
- Rail Facilities Projects
 - Completed rebuild of one CRMF Rail Vehicle Lift
 - East 79th Station Platform Rehab
- Restoration Forward Projects
 - Windermere Station and other Red Line Locations

2019 PRIORITIES

District Wide Priorities

- Issuance of the 2019 Rail Operations Rule Book and Standard Operating Procedures
- Safety Performance Monitoring & Promotion
- Rail District VFOs
 - On-time Performance
 - Preventative Maintenance
 - Budget
 - Attendance

Rail Transportation Priorities

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

Power & Way Priorities

- Preventative Maintenance Goal: 85%
- Safety Monitoring, Performance and Promotion
- Operational Monitoring, Performance and Promotion
- Power & Way Projects
 - Complete Overhead Catenary System Assessment Recommendations
 - Complete LED Upgrades
- Support Engineering & Construction Renewal Projects
 - Install ~2000 Crossties and ~250 Switch Crossties
 - Blue / Green Line Switch Layout Renewal
 - Begin East 55th Yard Rehab (Rail, Crossties and Switches)

Rail Equipment Priorities

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

Rail Facilities Priorities

- Preventative Maintenance Goal: 95%
- Safety Monitoring, Performance and Promotion
- Operational Monitoring, Performance and Promotion
- Rail Facility Projects
 - Rebuild last CRMF Rail Vehicle Lift
 - Rebuild CRMF Body Hoist
- Restoration Forward Projects

RAIL DISTRICT BUDGET

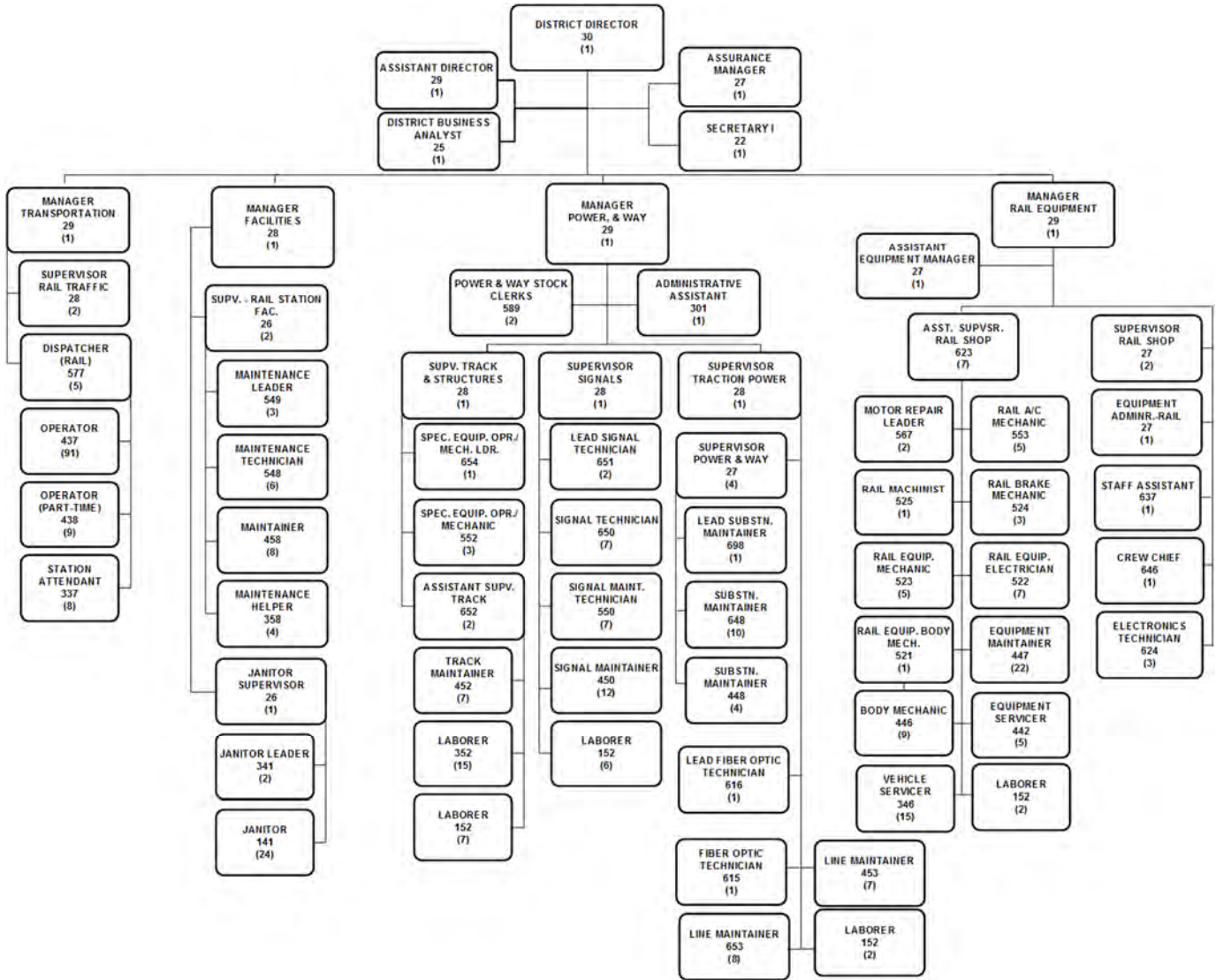
Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501100	Rail Operators' Labor	4,548,188	4,499,233	4,517,665
501110	Overtime - Rail Operators	992,739	924,688	900,000
501200	Hourly Employees Payroll	12,083,239	12,342,506	12,730,003
501210	Overtime - Hourly Employees	1,758,878	1,286,359	1,300,000
501300	Labor - Salaried Employees	2,414,874	2,713,963	2,666,150
501310	Overtime - Salaried Employees	230,910	195,615	194,000
502000	Fringe Benefits	8,267,660	8,425,543	8,926,613
502071	W. C. - INJURIES & DAMAGES	1,146	1,050	0
503000	Services	320,331	353,295	291,000
503052	Other Maintenance Contracts	2,196,599	2,569,759	3,118,192
504000	Material & Supplies	950,538	649,225	670,100
504090	Tires & Tubes	0	-	500
505010	Propulsion Power	3,007,821	2,602,310	3,024,000
505019	Water	0.00	-	0
505021	Electricity	429,621	388,061	411,000
509000	Miscellaneous Expenses	43,392	65,035	40,200
509022	Meals & Concessions	579	1,091	500
512000	Leases & Rentals	110,611	114,341	0
Total		37,357,178	37,132,074	38,789,922

RAIL DISTRICT STAFFING

Grade	Job Name	2016	2017	2018	2019
01	0141 Janitor	24.0	24.0	24.0	24.0
	0152 Laborer	17.0	17.0	17.0	16.0
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	14.0
	0352 Laborer	15.0	15.0	15.0	15.0
	0358 Maintenance Helper	4.0	4.0	4.0	4.0
	04	0437 Operator	81.0	85.0	91.0
	0438 Operator	9.0	9.0	9.0	9.0
	0442 Equipment Servicer	6.0	6.0	5.0	4.0
	0446 Body Mechanic	10.0	10.0	9.0	9.0
	0447 Equipment Maintainer	24.0	24.0	22.0	23.0
	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	6.0
	0453 Line Maintainer	7.0	7.0	7.0	7.0
	0458 Maintainer	8.0	8.0	8.0	8.0
05	0521 Rail Equip Body Mechanic	2.0	1.0	1.0	1.0
	0522 Rail Equip Electrician	7.0	7.0	7.0	7.0
	0523 Rail Equipment Mechanic	4.0	4.0	5.0	5.0
	0524 Rail Brake Mechanic	2.0	2.0	3.0	3.0
	0525 Rail Machinist	1.0	1.0	1.0	1.0
	0548 Maintenance Technician	7.0	7.0	6.0	7.0
	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	5.0	5.0
	0560 Power & Way Inspector.Operations	0	0	0	2.0
	0567 Motor Repair Leader	2.0	2.0	2.0	3.0
	0577 Dispatcher	5.0	5.0	5.0	5.0
	0589 Power & Way Stock Clerk	2.0	2.0	2.0	0.0
	06	0615 Fiber Optic Technician	2.0	2.0	1.0
0616 Lead Fiber Optic Technician (new)		0.0	0.0	1.0	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	1.0	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	2.0	2.0
	0653 Line Maintainer	8.0	8.0	8.0	7.0
	0654 Special Equip Op/Mech Ldr	1.0	1.0	1.0	1.0
	0656 Lead Line Maintainer.Operations	0	0	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	1.0	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 Traction Power	1.0	1.0	1.0	1.0
	1249 Supervisor Rail Traffic	1.0	1.0	2.0	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	1.0	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		369.0	373.0	380.0	380.0

RAIL DISTRICT ORGANIZATIONAL CHART



ASSET & CONFIGURATION MANAGEMENT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES AND SCORECARD MEASURES

Supporting Continual Process Improvement, the Asset & Configuration Management Department leads efforts for two (2) Change Initiatives in the 2016-18 Strategic Plan. These include implementing the Predictive Maintenance Program and Implementing the Top Priorities for State of Good Repair and defining the Asset Management Strategy. Scorecard measures related to these are the TEAM Goal of Miles between Service Interruptions, Preventative Maintenance Compliance Rate for Equipment and Facilities, and Percentage Rate of Completion for the two (2) Change Initiatives.

2018 ACCOMPLISHMENTS

- Implemented the 2018 Asset Management Plan
- Continue to improve the cost effectiveness and efficiency in maintaining assets throughout the Authority.
- Implemented Predictive Maintenance Program at Triskett for the 3500 fleet
- Created a priority matrix for determining which assets need to be replaced in what order
- Use asset validation information in reporting to FTA/NTD
- Ensured all assets are tracked and maintained utilizing our asset management database system (Ultramain)
- Support employee training and development programs.
- Continue to revise all Configuration models pertaining to Fleet, Facilities, and Power and Way in Ultramain.
- Reported to all districts the PM compliance of their assets on a weekly basis
- Continued building all maintenance inspections based off manufactures specifications.
- Removed the W 98th escalator
- Realigned department for better management of all assets at all locations
- Worked with OMB to create a process for using % useful life. SOGR, and % slow zones for the CIP
- Completed the Transit Asset Management (TAM) plan by October 2018

2019 GOALS

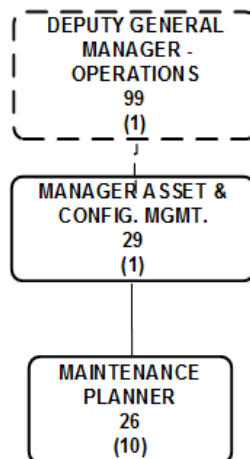
- Implement the 2019 Asset Management Plan
- Set VFO goals for revenue rolling stock and facilities
- Continue to implement Predictive maintenance on all new bus fleets
- Select a maintenance vendor for the elevators and escalators
- Report to the FTA/NTD all required information
- Continue to track existing assets as well as add new assets to the Ultramain system
- Report weekly on PM compliance and Predictive Maintenance compliance to the districts
- Review data for the potential removal of the escalator at the Triskett station
- Create and review data with OMB to create programs for asset replacement
- Assist in implementing the new EAM software and Ultramain upgrade to V9
- Assist with the FTA Triennial
- Support employee training and development
- Work with Safety on CAPs associated with operations
- Create a capacity plan for the Predictive Maintenance hours for each fleet

ASSET & CONFIGURATION MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Actual	2019 Amended Budget
501200	Hourly Employees Payroll	20	0	0	0
501300	Labor Salaried Employees	674,038	830,575	726,562	726,453
501310	Overtime Salaried Employees	0	0	0	0
502000	Fringe Benefits	92,379	121,965	113,651	268,001
503000	Services	271,867	(3,853)	810	0
503052	Other Maintenance Contracts	794,719	919,150	1,009,200	950,000
504000	Materials & Supplies	4,567	6,657	6,657	1,200
504050	Office Supplies	0	0	0	0
509000	Miscellaneous Expenses	1,297	4,530	659	0
509020	Travel, Training & Conferences	0	0	0	1,800
509022	Meals & Concessions	0	0	0	250
512000	Leases & Rentals	0	0	0	0
Total		1,838,886	1,879,024	1,857,539	1,947,704

ASSET & CONFIGURATION MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
26	Facilities Maintenance Planner	6	6	6	6
	Equipment Maintenance Planner	4	4	4	4
27	Configuration Management Fleet Engineer	1	1	1	0
29	Manager of Asset & Configuration Management	1	1	1	1
	Total	12	12	12	11



TRANSIT POLICE DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

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

2018 ACCOMPLISHMENTS

- Instituted new Fare Enforcement deployment strategies
- Increased patrols of Transit Police properties in order to deter crime and disorder
- Decreased overall Part 1 serious crime rates for 4th consecutive year
- Trained Transit Police Officers, District personnel and Main Office administrative personnel on response to an Active Shooter scenario

2019 PRIORITIES

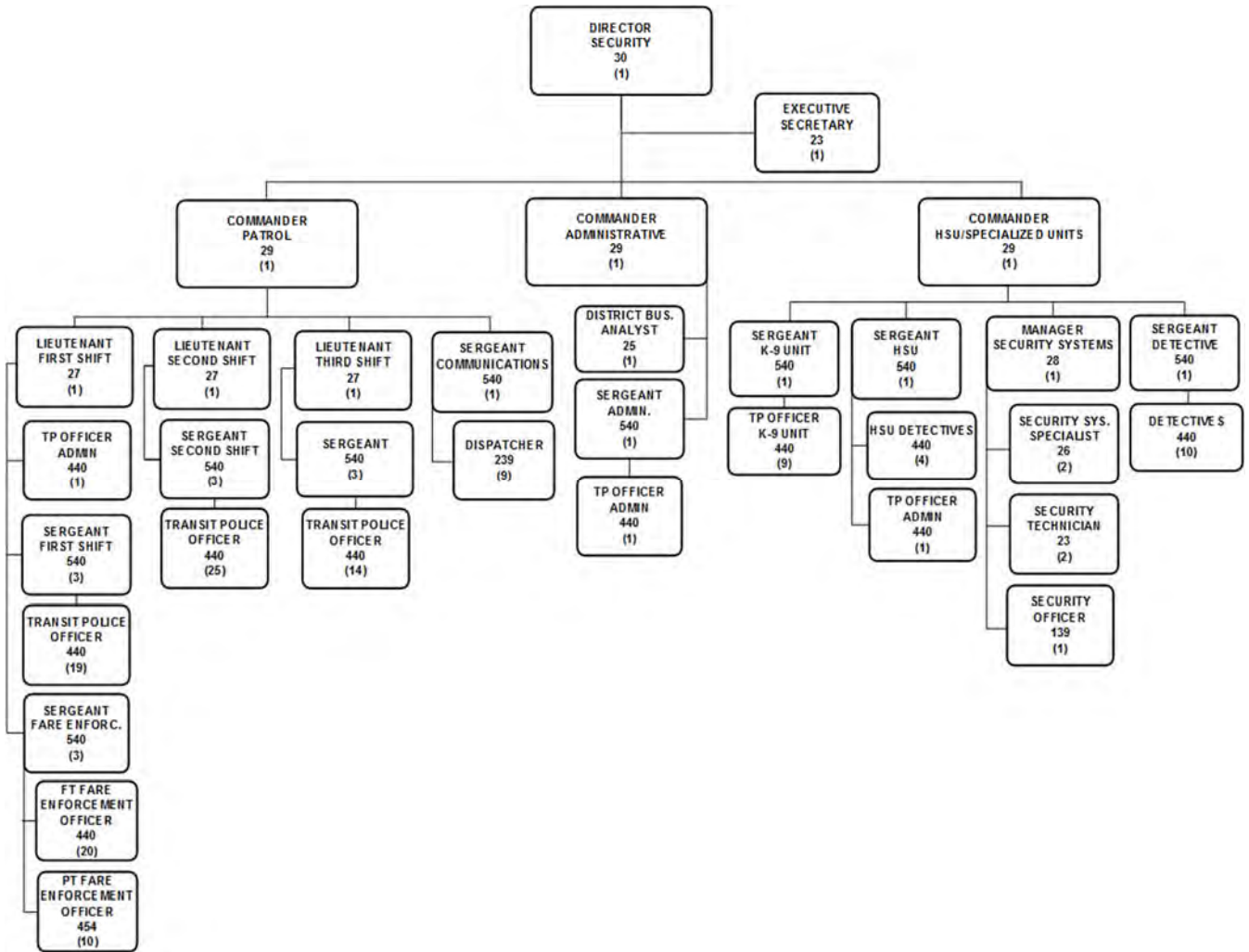
- Continue downward trend of crime rate
- Continue focused patrols of GCRTA's facilities regularly and systematically using ridership and risk assessment data
- Continue to refine Fare Enforcement procedures through analysis of ridership data, revenue, and fare evasion rate
- Reduce the risk from active shooter by conducting drills with GCRTA employees at districts and the Main Office
- Continue Transit Police's CALEA accreditation efforts
- Continue the process of replacing the Department's stock of hand-held portable radios

TRANSIT POLICE DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501200	Hourly Employees Payroll	7,798,323	8,090,804	8,499,946
501210	Overtime - Hourly Employees	478,474	401,797	420,000
501300	Labor - Salaried Employees	989,294	1,063,730	1,107,008
501310	Overtime - Salaried Employees	157	0	0
502000	Fringe Benefits	3,345,737	3,403,807	3,893,125
502071	W/C – Injuries and Damages	10,121	1,854	0
503000	Services	84,056	135,622	53,250
503052	Other Maintenance Contracts	72,577	35,490	177,400
504000	Material & Supplies	126,699	169,459	119,350
506000	Casualty & Liability Costs	6,200	6,200	6,400
509000	Miscellaneous Expenses	32,140	31,969	42,950
509022	Meals & Concessions	422	0	50
512000	Leases & Rentals	10,157	9,440	7,371
Total		12,954,355	13,350,172	14,326,850

TRANSIT POLICE DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
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	20.0	20.0	20.0	20.0
	0454 PT Transit Police Fare Enforcement Officer	10.0	10.0	10.0	10.0
05	0540 Transit Police Sergeant	17.0	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	0.0
25	1085 District Business Analyst	1.0	1.0	1.0	1.0
26	1665 Security Systems Specialist	2.0	2.0	2.0	4.0
27	1060 Lieutenant	3.0	3.0	3.0	3.0
28	0840 Manager Security Systems	1.0	1.0	1.0	1.0
29	1248 Commander	3.0	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 also provides information and analysis used by other departments to meet Authority objectives and measure progress toward those objectives.

2018 ACCOMPLISHMENTS

- Improved the cost-effectiveness of fixed-route service to meet budget goals.
- Streamlined both rail replacement bus routes (#66R for Red Line and #67R for Blue/Green/Waterfront Line).
- Installed information signs for rail passengers indicating what to do when rail service is not operating.
- Improved safety & spacing of bus stops and installed more informative bus stop signs.
- Prepared for launch of the MetroHealth Line.
- Addressed numerous maintenance issues and met preventative maintenance goals.
- Improved efficiency by terminating a window washing contract and performing the work with in-house laborers
- Achieved a zero on-the-job injury (OJI) rate in the 1st, 2nd, and 4th quarters of the year.

2019 PRIORITIES

- Participate in the Service Redesign Study and support other “Pillar Studies” and the Strategic Plan.
- Implement the 2019 Service Management Plan.
- Adjust service as needed for construction projects and major special events.
- Review scheduled running times of selected routes to increase service dependability.
- Continue to assess bus stops for safety and spacing and continue to replace bus stop signs with the new design.
- Continue to focus on customer communications.
- Continue maintenance and cleaning of all assigned properties, including Woodhill, Main Office, and various passenger facilities, bus loops, & comfort facilities.
- Continue maintenance and cleaning of passenger shelters as well as Cleveland State Line stations and the HealthLine.
- Continue emphasis on preventive maintenance.
- Identify and implement workflow and operating efficiencies.
- Support energy conservation and sustainability initiatives.
- Support employee training and development programs.

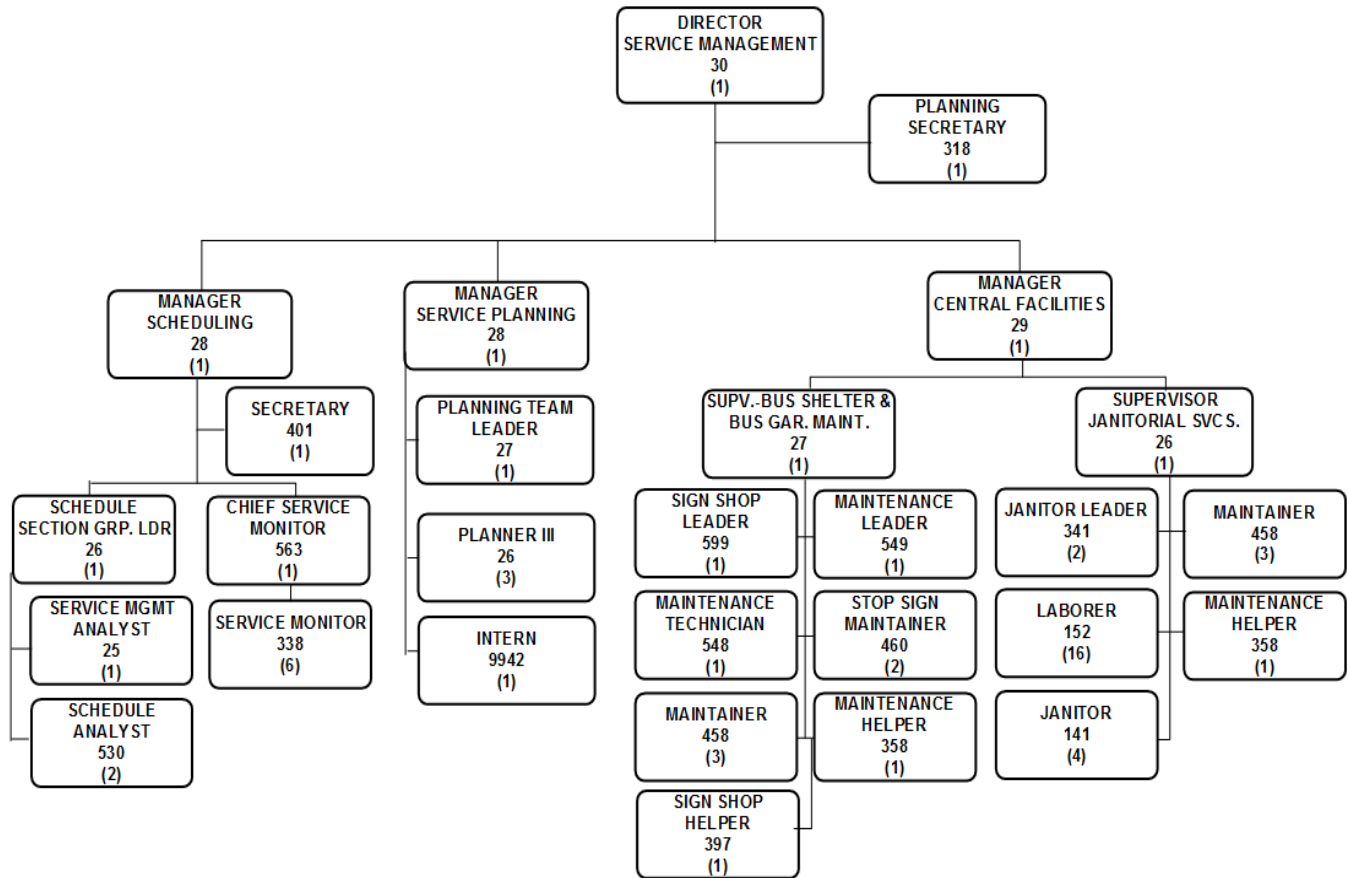
SERVICE MANAGEMENT DEPARTMENT BUDGET

Obj. Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501200	Hourly Employees Payroll	1,923,673	1,803,845	1,944,575
501210	Overtime – Hourly Employees	104,211	98,866	80,000
501300	Labor – Salaried Employees	1,434,011	1,077,691	979,909
501310	Overtime – Salaried Employees	109	119	2,900
502000	Fringe Benefits	1,374,212	1,192,445	1,297,960
503000	Services	89,620	112,537	87,400
503052	Other Maintenance Contracts	631,760	516,145	686,070
504000	Materials & Supplies	198,488	233,810	339,350
508024	Purchased Transportation –Vanpool (2016 to present)	35,495	36,967	35,000
509000	Miscellaneous Expenses	2,476	1,985	10,763
509022	Meals & Concessions	0	198	1,000
Total:		5,794,055	5,074,608	5,464,927

SERVICE MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
01	9942 Service Management Intern	1.0	1.0	1.0	1.0
	0141 Janitor	4.0	4.0	4.0	4.0
	0152 Laborer	15.0	15.0	16.0	15.0
	1676 Mobile Clean Ambassador	0.0	0.0	1.0	0.0
	1677 Mobile Clean Ambassador	0.0	0.0	1.5	0.0
03	0318 Planning Secretary	1.0	1.0	1.0	1.0
	0338 Service Monitor	6.0	6.0	6.0	6.0
	0341 Janitor Leader	1.0	1.0	2.0	3.0
	0358 Maintenance Helper	2.0	2.0	2.0	2.0
	0397 Sign Shop Helper	0.0	0.0	1.0	1.0
04	0401 Secretary	1.0	1.0	1.0	1.0
	0458 Maintainer	7.0	7.0	6.0	6.0
	0460 Stop Sign Maintainer	2.0	2.0	2.0	2.0
05	0530 Schedule Analyst	2.0	2.0	2.0	2.0
	0548 Maintenance Technician	1.0	1.0	1.0	1.0
	0549 Maintenance Leader	1.0	1.0	1.0	1.0
	0563 Chief Service Monitor	1.0	1.0	1.0	1.0
	0597 Sign Shop Leader	1.0	1.0	1.0	1.0
25	1740 Service Management Analyst	1.0	1.0	1.0	1.0
26	0793 Scheduling Section Group Leader	1.0	1.0	1.0	1.0
	0900 Supv Janitorial Service	1.0	1.0	1.0	1.0
	1274 Planner III	3.0	3.0	3.0	3.0
27	0867 Bus Shltr/Grg Maint Supv	1.0	1.0	1.0	1.0

Grade	Job Name	2016	2017	2018	2019
	0838 Planning Team Leader	1.0	1.0	1.0	1.0
28	1346 Mgr Service Planning	1.0	1.0	1.0	1.0
	1436 Manager Scheduling	1.0	1.0	1.0	1.0
29	0791 Mgr Central Facilities	1.0	1.0	1.0	1.0
30	0775 Director	1.0	1.0	1.0	1.0
Total		60.0	62.5	63.5	60.0



SERVICE QUALITY MANAGEMENT

MISSION STATEMENT

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.

2018 ACCOMPLISHMENTS

- Department Annual Operating Budget Savings of \$200,000
- Safety Exercises
 - Tri-C Campus Station Train Scenario
- Training
 - Accountability
 - Active Shooter (Transit Police)
 - RTA Policies and Procedures (Scott Ferraro & Jennifer Jackson)
 - NIMS: ICS-100, ICS-200 and IS-00700.b
- Supervisors Refocus Program
 - One on one trained each supervisor in the program
 - Followed-up with each team
 - Continued improvements to program based on team feedback
- 4 Kaizen events (Field Supervisors, Bus Coordinators, Rail Control Center Supervisors and Service Quality Managers)
 - Reduced field supervisor daily paper forms from 14 to 4
 - Created standard work documents for each job position
- Implemented tools and strategies to improve RTA's overall on-time performance
- Wrote and disseminated 16 Service Quality Bulletins that were focused on improving service and on-time performance; 5 Service Quality Memos that were focused on improving service and on-time performance; 159 Service Quality Bus Reroute Memos; 116 Track Orders; and 33 Operating Orders
- Winter Service Management Plan for the 2018/19 season
- Screen Cloud digital data delivery established at RTA's Rail District and Main Office Building
- Brand Management activities at the Transit Centers, Park-N-Rides and BRT Stations
- Completed and closed-out 6 CAPS
- Facilitated and hosted 8 TED Talk presentations
- Presented five on-time performance TransitStat presentations
- Provided extra service on 10 Browns home games and one Cleveland Indians home play-off game
- Revised the canned messages in TransitMaster
- Implemented different types of block waivers that can be used within TransitMaster for various scenarios
- Completed a V17 software upgrade in TransitMaster that improved features for creating service notices

2019 PRIORITIES

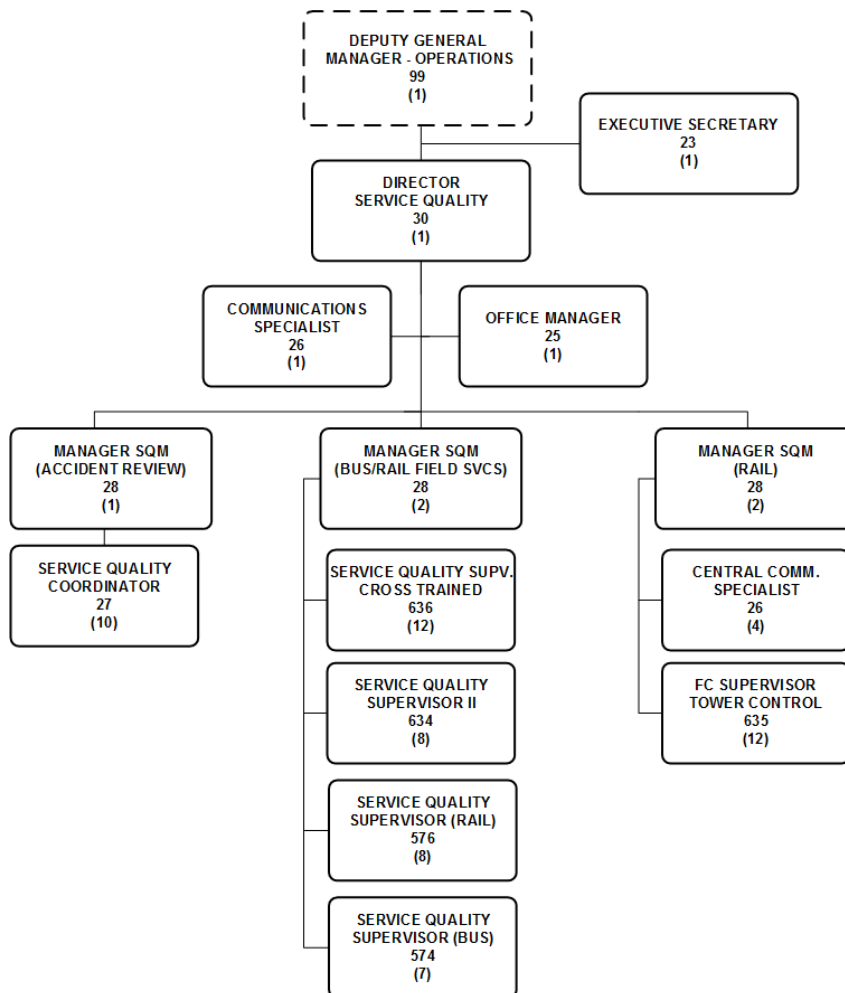
- Focus on enhancing Customer Services/Experience for passengers and internal customers.
- Focus on providing Training to all Service Quality employees.
- Focus on Budgetary Goals and keeping overtime pay to a minimum.
- Continued focus on the goals established for the TEAM Initiatives.
- Radio Communication and CAD/AVL Replacement Program
- 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 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 to support and participate in the TransitStat program.
- Continue to support Brand Management activities.

SERVICE QUALITY MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501200	Hourly Employees Payroll	35,635	(19.60)	0
501210	Overtime – Hourly Employees	0	0	0
501300	Labor Salaried Employees	4,341,324	4,603,776	4,965,198
501310	Overtime Salaried Employees	483,236	468,360	527,833
502000	Fringe Benefits	1,876,715	1,926,273	1,927,034
502071	W/C – Injuries & Damages	902	0	0
503000	Services	250	0	500
503052	Other Maintenance Contracts	(665)	0	0
504000	Materials & Supplies	5,676	2,201	700
509000	Miscellaneous Expenses	8,084	779	3,000
509022	Meals & Concessions	141	109	100
Total		6,751,297	7,001,478	7,424,365

SERVICE QUALITY MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
5	0574 Service Quality Supervisor	7.0	7.0	7.0	7.0
	0576 Service Quality Supervisor	7.0	8.0	8.0	8.0
6	0634 Service Quality Supervisor II	9.0	7.0	7.0	8.0
	0635 Supervisor Tower Control	12.0	12.0	12.0	12.0
	0636 Supervisor Cross Trained	11.0	13.0	13.0	12.0
23	0725 Executive Secretary	0.0	0.0	0.0	1.0
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
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	1351 Director of Service Quality	1.0	1.0	1.0	1.0
99	9921 DGM Operations	0.0	0.0	0.0	1.0
Total		68.0	69.0	69.0	71.0



FLEET MANAGEMENT DISTRICT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

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

2018 ACCOMPLISHMENTS

- Electronic repair ended the year with all Preventive Maintenance compliance goals met at 90.48 percent for farebox, 99.52 percent for TVM/CSK/PMRE, and 94.41 percent for camera.
- Executed a pilot and review of Apollo Video Technology's latest 4K HD video recording system and software with cellular access to the DVR.
- Supported and advised on the design and hardware selection for the RTA's radio communications replacement project.
- Executed a front fascia removal and replacement program on 171 fixed location fare vending machines.
- Managed a farebox predictive maintenance program that reduced pass errors by 126,054 in 2018.
- Tested and installed radio, farebox, Apollo camera, and drivecam systems on 33 40' revenue Gillig buses and 37 Paratransit buses.
- Completed the serialization of 357 assets to commence TVM/CSK/PMRE predictive maintenance.
- Created a maintenance program to predictively replace the hard disk drive in revenue vehicle DVRs every three years based on defect data and manufacturer's recommendation.
- Expanded Quality Assurance (QA) program for all new incoming bus fleets.
- Warranty Recovery for 2018 at \$437,933.
- QA item inspections completed for 2018 at 255.
- QA predictive maintenance inspections for 2018 at 78.
- Manage Problem Identification/Corrective Action (PICA) program (59 submitted in 2018).
- Managed the purchase of 33 Gillig CNG buses, 37 Paratransit buses and ensured the delivery of quality built vehicles that meet the needs of the Authority including preparing buses for service at the Districts.
- Managed LTK Rail Car Study to completion.
- Disposed of 86 decommissioned buses on govdeals.com.
- Managed the HRV Re-Wheel Parts Requirements.
- Employed a portion of the PTMA team's suggestions for standardizing inventory parts terminology.
- Completed interior and exterior LED light conversion.
- Painted several rooms in facility: Training, Director and Procurement leader offices.
- Replaced/repaired several facility assets including generator test bench, sand blaster equipment, 2 post bus lift and several air handling unit motors.

2019 PRIORITIES

- Complete RFP package for procurement of Heavy Rail Car replacement fleet.
- Maintain preventive maintenance compliance rate of greater than 90 percent in farebox, TVM/CSK/PMRE, and camera.
- Support the preparation and execution of the Radio Communications Replacement Project for fixed route bus and Paratransit.
- Installation of fareboxes on the HRV fleet.
- Management and maintenance of the radio systems in the transit police assets.
- TVM/CSK/PMRE Predictive maintenance program implementation.
- 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.
- Manage purchase and delivery of 9 commuter coaches, QA inspect and equip for service.
- Administer Quality Assurance/Warranty program to ensure the receipt of quality goods/services and warranty recovery.
- Continue QA and Fleet Engineering support for HRV truck rebuild contract.
- Provide engineering support on rail/bus projects and product evaluations to improve vehicle reliability and efficiency.
- Continue to support predictive maintenance program for fixed route buses.
- Decommission retired vehicles to be sold.
- Equip incoming new vehicles for service.
- Initiate incoming bus inspection process at CBM.
- Restore Paratransit inventory functions to Supply Chain Management.
- Incorporate Power & Way inventory parts and material into Supply Chain Management.
- Assist the implementation of the upgrade to Ultramain V9.
- Assist and coordinate the disposal of obsolete rolling stock and other large assets.
- Continue to paint facility interior areas.
- Complete security pivot gate installation and road enlargement.
- Update CBM maintenance lot to improve workflow into shop and increase efficiency.
- Incremental replacement of minor assets at or past Useful Life.
- Complete Environmental Sustainability and Management System (ESMS) core team training.

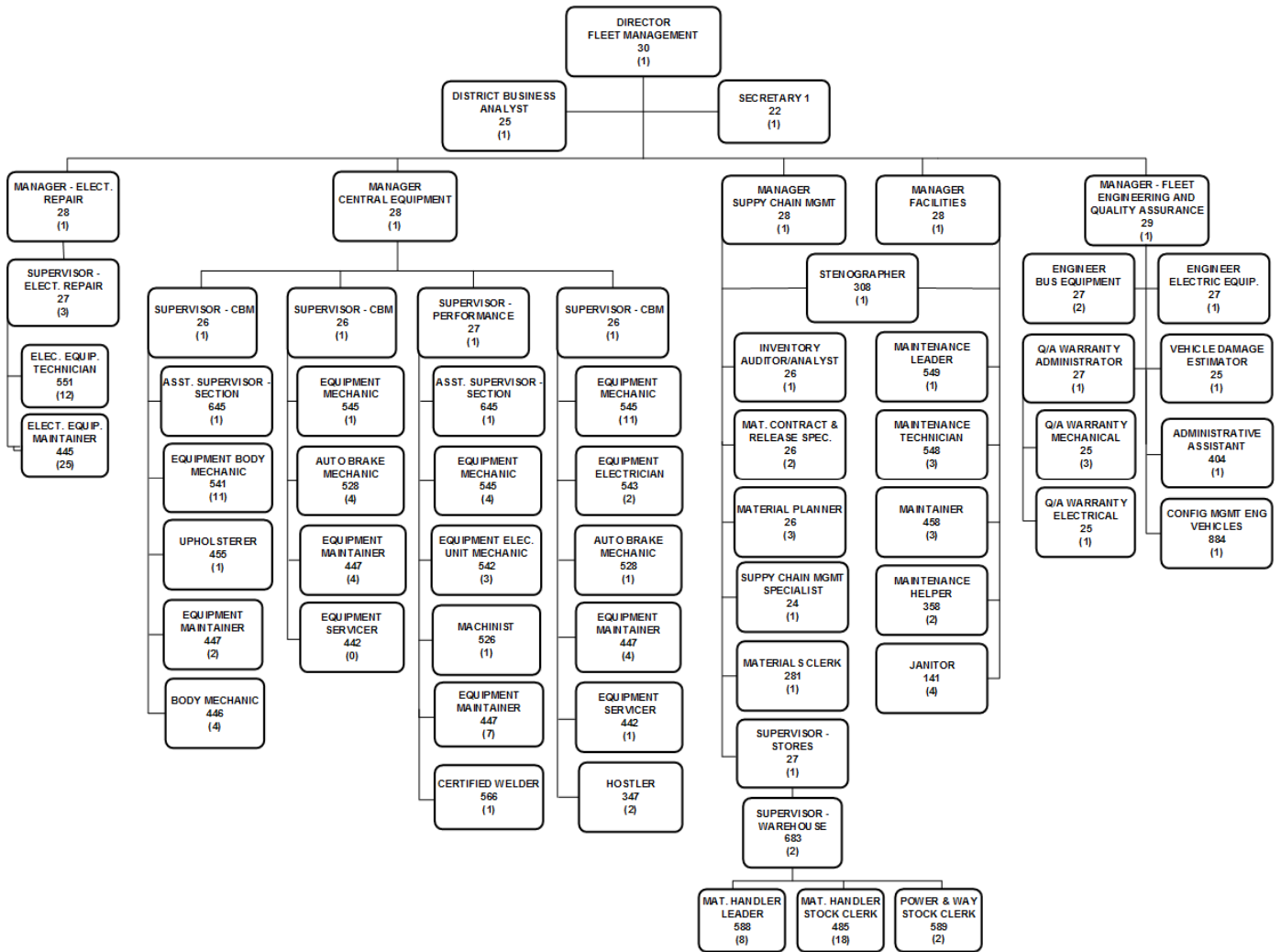
FLEET MANAGEMENT DISTRICT BUDGET

Obj. Class	Description	2017 Actual	2018 Budget	2019 Amended Budget
501200	Hourly Employees Payroll	7,912,386	8,204,071	8,545,006
501210	Overtime – Hourly Employees	446,615	324,604	495,000
501300	Labor – Salaried Employees	2,388,291	2,342,650	2,400,444
501310	Overtime – Salaried Employees	7,729	9,258	6,500
502000	Fringe Benefits	4,452,850	4,605,861	4,443,923
502071	W.C. – Injuries & Damages	498	647	0
503000	Services	34,017	63,654	162,600
503052	Other Maintenance Contracts	141,415	195,561	215,298
504000	Materials & Supplies	486,674	470,987	322,900
201009	Materials & Supplies – Inventory	14,644,874	12,930,258	13,368,000
504020	Diesel Fuel	6,535,532	4,471,515	4,550,000
504021	Compressed Natural Gas	0	0	0
504031	Gasoline	364,212	825,189	1,112,000
504090	Tires & Tubes	1,005,829.43	1,128,542	1,000,000
507000	Taxes	41,067	38,794	40,000
507050	State Fuel Tax	887,135	702,486	1,121,445
509000	Miscellaneous Expenses	65,197	44,955	42,363
509022	Meals and Refreshments	354	319	800
512000	Leases & Rentals	0	0	0
Total:		39,414,675	36,359,351	37,826,279
Total (Net Inventory):		24,769,801	23,429,093	24,458,279

FLEET MANAGEMENT DISTRICT STAFFING

Grade	Job Name	2016	2017	2018	2019
01	0141 Janitor	4.0	4.0	4.0	4.0
	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	4.0	4.0	1.0	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	20.0	17.0
	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
	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	2.0	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	1.0	1.0
	0588 Material Handler Leader	7.0	7.0	8.0	8.0
	0589 Power & Way Stock Clerk	0.0	0.0	0.0	2.0
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	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
	0884 Config Mgmt Eng Vehicles	0.0	0.0	0.0	1.0
	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	1.0	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		181.0	181.0	182.0	183.0



PASS-THRUS DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

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

2018 ACCOMPLISHMENTS

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

2019 PRIORITIES

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

DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Budget
509100	Brunswick Operating Assistance	-61,286	0	0
509107	Pass Through Medina – MCPT	318,394	324,503	54,000
Total		257,108	324,503	54,000

HAYDEN DISTRICT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES AND SCORECARD MEASURES

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

2018 ACCOMPLISHMENTS

- Vital Few Objective (VFO): Completed the first Predictive Maintenance interval on the 3400 Gillig Fleet
- Vital Few Objective (VFO): Achieved over 11,000 miles between service interruption for the year
- Achieved greater than 85% on-time revenue vehicle mileage PM compliance rate
- Achieved greater than 90% on-time Facilities Maintenance on-time compliance rate
- Achieved greater than 80% on-time performance for all Hayden bus routes
- Achieved vehicle cleanliness goal of less than 10 days between major cleans

2019 PRIORITIES

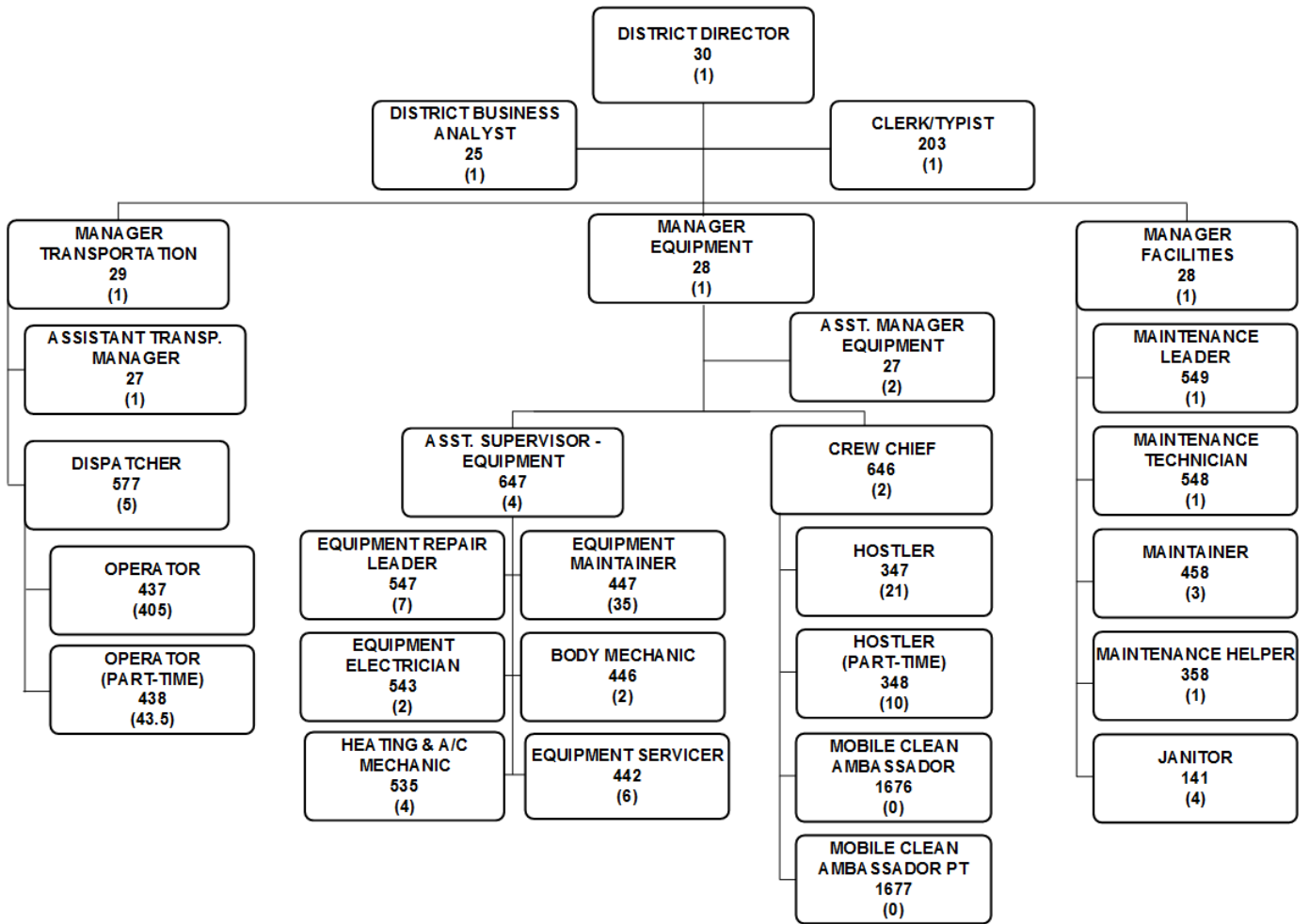
- Complete all Predictive Maintenance service intervals on all Gillig bus fleets
- Achieve 14,000 Miles Between Service Interruption
- Achieve RTA TEAM goal of 5.0% Absenteeism Rate
- Leverage the DriveCam Performance Monitoring System in order to achieve collisions and risky driving reductions
- Reduce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

HAYDEN DISTRICT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501100	Operator Labor	20,805,227	20,305,732	21,137,306
50110	Operator Overtime	3,733,466	3,529,314	3,500,000
501200	Hourly Labor	5,064,868	5,168,352	5,357,974
501210	Hourly Overtime	176,587	198,955	190,000
501300	Labor Salaried Employees	1,354,414	1,154,398	1,225,345
501310	Overtime Salaried Employees	182,357	172,980	180,000
502000	Fringe Benefits	11,886,542	11,546,633	12,235,011
502071	W/C – Injuries & Damages	2,161	2,327	0
503000	Services	5,813	18,515	22,000
504000	Materials & Supplies	121,897	114,396	117,100
504021	Compressed Natural Gas	283,336	284,320	328,000
509000	Miscellaneous Expenses	6,395	4,741	8,170
509022	Meals & Concessions	436	0	400
Total		43,623,488	42,500,663	44,301,306

HAYDEN DISTRICT STAFFING

Grade	Job Name	2016	2017	2018	2019
01	0141 Janitor	4.0	4.0	4.0	4.0
	1676 Mobile Clean Ambassador	1.0	1.0	1.0	0.0
	1677 Mobile Clean Ambassador PT	1.5	1.5	1.5	0.0
02	0203 Clerk / Typist	1.0	1.0	1.0	1.0
03	0347 Hostler	21.0	20.0	20.0	21.0
	0348 Hostler PT	9.75	11.0	11.0	10.0
	0358 Maintenance Helper	1.0	1.0	1.0	1.0
04	0437 Operator	449.0	415.0	405.0	405.0
	0438 Operator PT	45.0	42.0	43.5	43.5
	0442 Equipment Servicer	11.0	9.0	7.0	6.0
	0446 Body Mechanic	2.0	2.0	2.0	2.0
	0447 Equipment Maintainer	32.0	32.0	34.0	35.0
	0458 Maintainer	3.0	3.0	3.0	3.0
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
06	0646 Crew Chief	2.0	2.0	2.0	2.0
	0647 Asst. Supervisor – Equipment	2.0	2.0	4.0	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	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		613.3	576.5	565.5	565.5



TRISKETT DISTRICT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES AND SCORECARD MEASURES

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

2018 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

2019 PRIORITIES

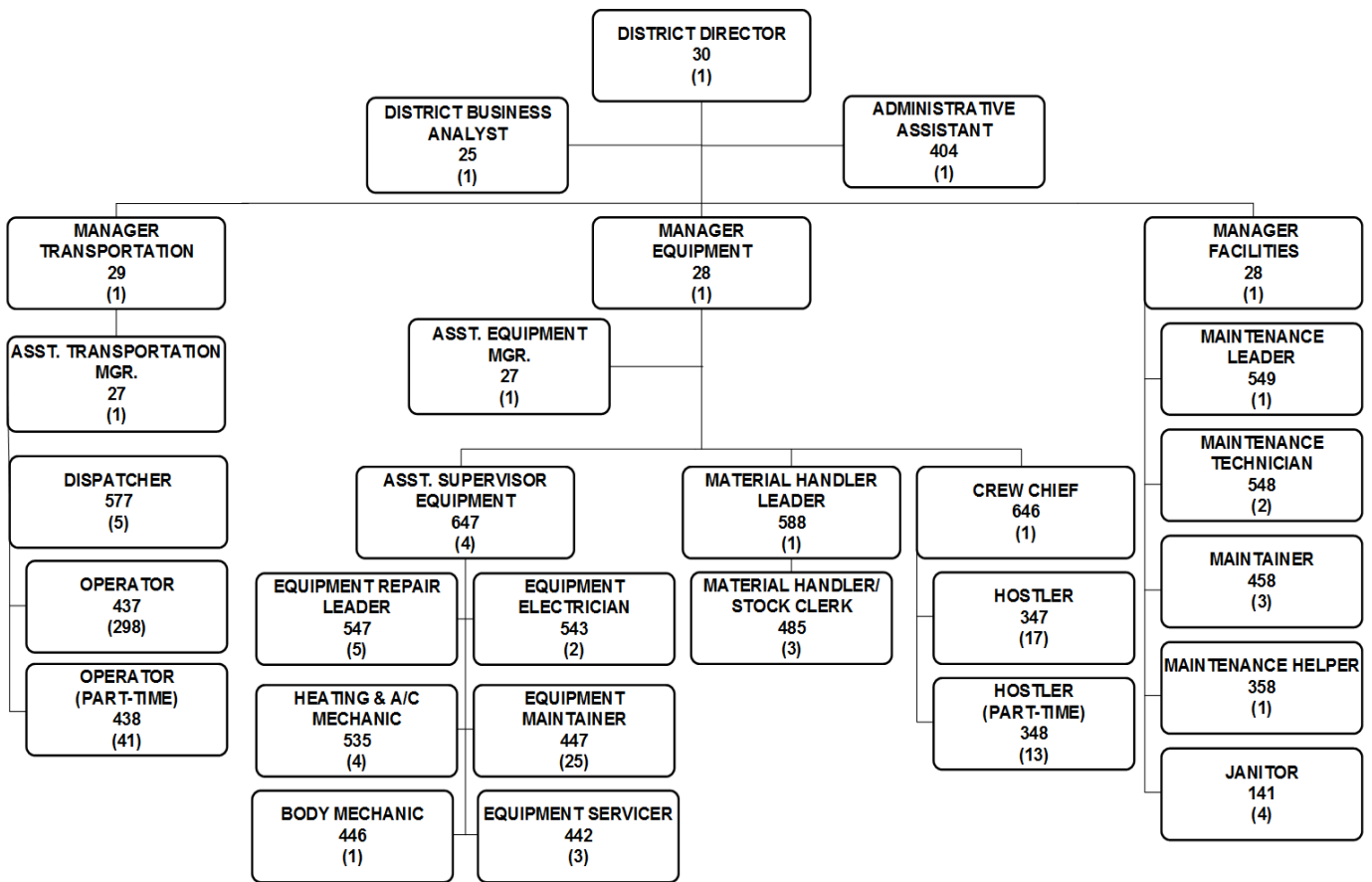
- Continue to instill a Safety Culture orientation within all Operations Division organizational units.
- Support participation in TransitStat program to reduce costs and improve the Authority's business practices and services.
- Reduce On-The-Job Injury Rate through analysis and follow through
- Reduce 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.

TRISKETT DISTRICT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501100	Operator Labor	15,016,667	14,989,440	15,247,723
501110	Operator Overtime	2,978,968	2,982,983	2,550,000
501200	Hourly Labor	4,176,616	4,179,236	4,543,329
501210	Hourly Overtime	327,098	164,275	190,000
501300	Labor Salaried Employees	1,115,103	1,190,905	1,226,116
501310	Overtime Salaried Employees	154,312	160,558	125,000
502000	Fringe Benefits	8,988,317	8,941,640	9,313,927
502071	W/C – Injuries & Damages	2,576	1,671	0
503000	Services	49,362	59,090	32,300
503052	Other Maintenance Contracts	0	8,232	37,000
504000	Materials & Supplies	76,021	80,691	74,900
509000	Miscellaneous Expenses	7,327	11,043	8,800
509022	Meals & Concessions	239	221	400
512000	Leases & Rentals	0	0	0
Total		32,905,917	32,769,985	33,349,495

TRISKETT DISTRICT STAFFING

Grade	Job Name	2016	2017	2018	2019
01	0141 Janitor	4.0	4.0	4.0	4.0
03	0347 Hostler	17.0	17.0	17.0	18.0
	0348 Hostler PT	13.25	15.0	15.0	14.0
	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	299.0	301.0	300.0	300.0
	0438 Operator PT	30.0	30.0	31.5	31.5
	0442 Equipment Servicer	4.0	4.0	2.0	3.0
	0446 Body Mechanic	1.0	1.0	1.0	1.0
	0447 Equipment Maintainer	24.0	23.0	25.0	24.0
	0458 Maintainer	3.0	3.0	3.0	3.0
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
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	1.0	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		428.3	431.0	431.5	431.5



INTELLIGENT TRANSPORTATION SYSTEMS

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES AND SCORECARD MEASURES

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

2018 ACCOMPLISHMENTS

- Ridership Reporting
 - Launched the new ridership reporting analysis
 - Weekly and monthly reports include service shutdowns, special events, etc.
 - Provide weekly and monthly analysis for internal customers to enhance business decisions
 - Developed a full database with “apples to apples” comparisons for the past 5 years
- TransitMaster:
 - Upgraded the TransitMaster software from Version 13 to Version 17
 - Includes new features to enhance our service delivery
 - Completed an IDS assessment that allows TransitMaster to make decisions based on configured scenarios
 - Transit App users increased to nearly 20,000
- Radio System
 - Selected vendors and kicked off the Radio Replacement project. The project will significantly enhance RTA's operation.
 - Equipment being replaced includes mobile radios, portable radios, dispatch consoles, vehicle computers, vehicle MDTs (screens) and server equipment.
 - New devices include mobile routers for cellular data and passenger Wi-Fi and tablets for Service Quality team members
- Ultramain
 - Kicked off the internal process review for the Ultramain v9 upgrade
 - Develop a needs matrix based on user interviews and the scope of work for the vendor
 - Approved Design reviews for the customized MAP-21 software that will be implemented as part of the v9 upgrade
- Hastus:
 - Implemented new modules to support the Service Quality field supervisors
 - Operations information continues to be captured directly into the system

2019 PRIORITIES

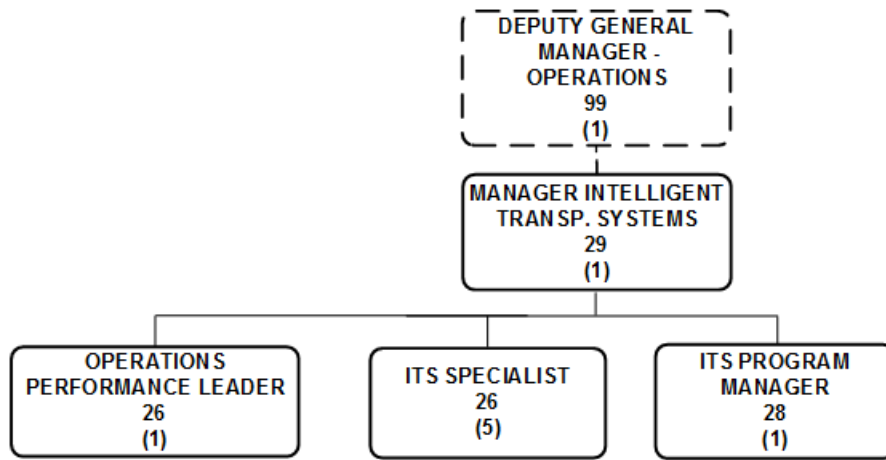
- TransitMaster:
 - Support the radio replacement project with new features and improved real-time, passenger information
- Radio System
 - Replace all vehicle and supporting equipment as part of the Radio Replacement project.
 - Fixed Route vehicles will be completed in 2019
 - Railcars will be completed in 2020
 - Total project budget = \$15 million
- Ultramain:
 - Upgrade the Ultramain software to Version 9
 - Rollout new equipment and features to enhance the operation/maintenance programs.
- Hastus:
 - Support the potential replacement of Kronos which would transition all employees from Kronos to Hastus
- Paladin PA System
 - Evaluate the new equipment/software and its ability to display real-time, train departures at each station
 - Replacing the equipment will lengthen the lifecycle of the system
- Ridership Reporting
 - Utilize reporting data to support and advertise ridership trends for marketing purposes, community development and growth areas

INTELLIGENT TRANSPORTATION SYSTEMS DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor Salaried Employees	506,414	550,220	574,307
501310	Overtime Salaried Employees	0	0	0
502000	Fringe Benefits	71,486	86,190	202,473
503000	Services	201,075	0	0
503052	Other Maintenance Contracts	56,723	154,505	433,000
504000	Materials & Supplies	169,404	198,552	66,700
509000	Miscellaneous Expenses	169	1,324	3,100
509022	Meals & Concessions	0	514	0
512000	Leases & Rentals	0	0	0
Total		1,005,271	991,305	1,279,580

INTELLIGENT TRANSPORTATION SYSTEMS DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
26	1691 ITS Specialist	5.0	6.0	6.0	5.0
	1625 Operations Performance Leader	1.0	0.0	0.0	1.0
28	1706 ITS Program Manager	1.0	1.0	1.0	1.0
29	1726 ITS Manager	1.0	1.0	1.0	1.0
Total		8.0	8.0	8.0	8.0



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FINANCE & ADMINISTRATION DIVISION

MISSION STATEMENT

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

DIVISION STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

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

2018 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.
- 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 Officers Association (GFOA).
- Received Distinguished Budget Presentation Award from the GFOA for the 2018 Budget Document.
- Assisted in the completion of the Single Audit.
- 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.
- Implemented process improvements within Finance & Administration Division.
- Developed and managed 2018 Operating Budget.
- Managed TransitStat program resulting in \$97.3 million savings since inception.
- Managed our participation in American Bus Benchmarking Group (ABBG) for the Authority.
- Managed 2018 Capital Improvement Plan (CIP).
- Developed 2019 Capital Improvement Plan (CIP).
- Developed 2020-2024 Capital Improvement Plan Program.
- Managed the 2018 Capital Grants Application process.

2019 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) for the year ended December 31, 2018.
- Assist in the completion of the Single Audit.
- Administer the Authority's Disadvantaged Business (DBE) Program, and develop 2019-2021 DBE Goal
- 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 2019 Capital Grant Application process.
- Develop 2020 Capital Improvement Plan (CIP).
- Develop 2021-2025 Capital Improvement Plan (CIP) Program.
- Manage TransitStat Program.
- Participate in management of Enterprise Business Suite Information Systems.
- Implement process improvements within Finance & Administration Division.
- Participate in development of Authority's strategic initiatives.
- Develop a plan to secure funding for Rail Car Replacement. Manage 2019 Operating Budget and 2019 Capital Improvement Plan (CIP).
- Develop 2020 Operating Budget.
- Conduct thorough review of polices relating to fares and update as necessary.
- Develop 2019 Budget Document conforming to the requirements by the GFOA.
- Complete the sale of Sales Tax Supported Bonds.
- Support the completion of 2019 FTA Triennial Review.

LIST OF DEPARTMENTS

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

OFFICE OF BUSINESS DEVELOPMENT

MISSION STATEMENT

The mission of the Office of Business Development is to engage, support, and assist the local disadvantaged business community, and help ensure 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.

2018 ACCOMPLISHMENTS

DBE Participation

Twenty two percent (22.4%) DBE Participation on Board approved contracts totaling \$14,468,132 (not including Transit Motor Vehicles and Real Estate, as per federal regulations).

DBE Certifications

- New Certifications 3
- Re-Certifications 58
- On-Site Certification Visits 1

Program Compliance

- Contract Goal Setting 41
- Project Field Monitoring 1
- Certified Payrolls Reviewed 79

Outreach and Community Engagement

- Participated in outreach at Eaton Corporation making a presentation on the DBE Program.
- Participated on the Ohio MBE Procurement Fair in Akron, Ohio
- Attended Greater Summit Business Conference & Expo – Matchmaker Session
- Hosted a Small Business Participation session in collaboration with City of South Euclid
- Hosted the OBD DBE Advisory Committee Meeting
- Participated in Ohio Ethics Training

2019 PRIORITIES

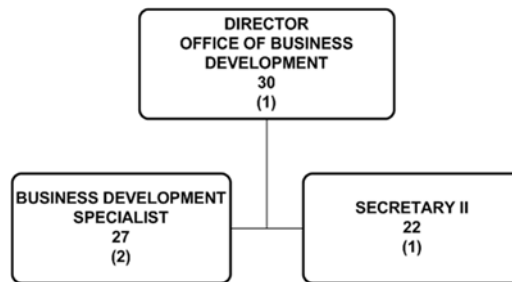
- Certification of firms to participate as a DBE contractors, establishing DBE goals on contracts, ensuring program compliance with Federal regulations, and effective community outreach.
- Encourage strong business ties between GCRTA and women and minority-owned firms by creating and supporting avenues to communicate procurement opportunities by providing and participating in workshops, training, and information sessions.
- Encourage and monitor the utilization of women and minority workers on GCRTA construction projects.
- Increase the number of firms and total spend that women and minority-owned businesses, and small business enterprises (SBEs) represent among contracts awarded in 2018.

OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor Salaried Employees	277,255	17,590	289,702
501310	Overtime Salaried Employees	0	234,514	0
502000	Fringe Benefits	113,858	98,042	101,656
503000	Services	125,000	0	0
503020	Advertising Fees	(242)	0	300
504000	Materials & Supplies	322	1,124	500
509000	Miscellaneous Expenses	2,437	311	2,115
509022	Meals & Concessions	0	17,590	150
512000	Leases & Rentals	0	0	0
Total		518,630	351,368	394,423

OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
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

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

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

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

2018 ACCOMPLISHMENTS

- Reduced time required to process payments to vendors and employees by revising the payments process and streamlining procedures.
- Improved department performance and expedite workflow.
- Prepared Comprehensive Annual Financial Report (CAFR), conforming to the requirements outlined by the Government Finance Officers Association (GFOA).
- Completed the 2017 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.

2019 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 and expedite workflow.
- Coordinate completion of the 2018 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 2018 Single Audit Report.
- Complete Grant Reconciliations of Capital Grants.
- Coordinate the purchase requisition approval process change to include the Accounting department.
- 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.

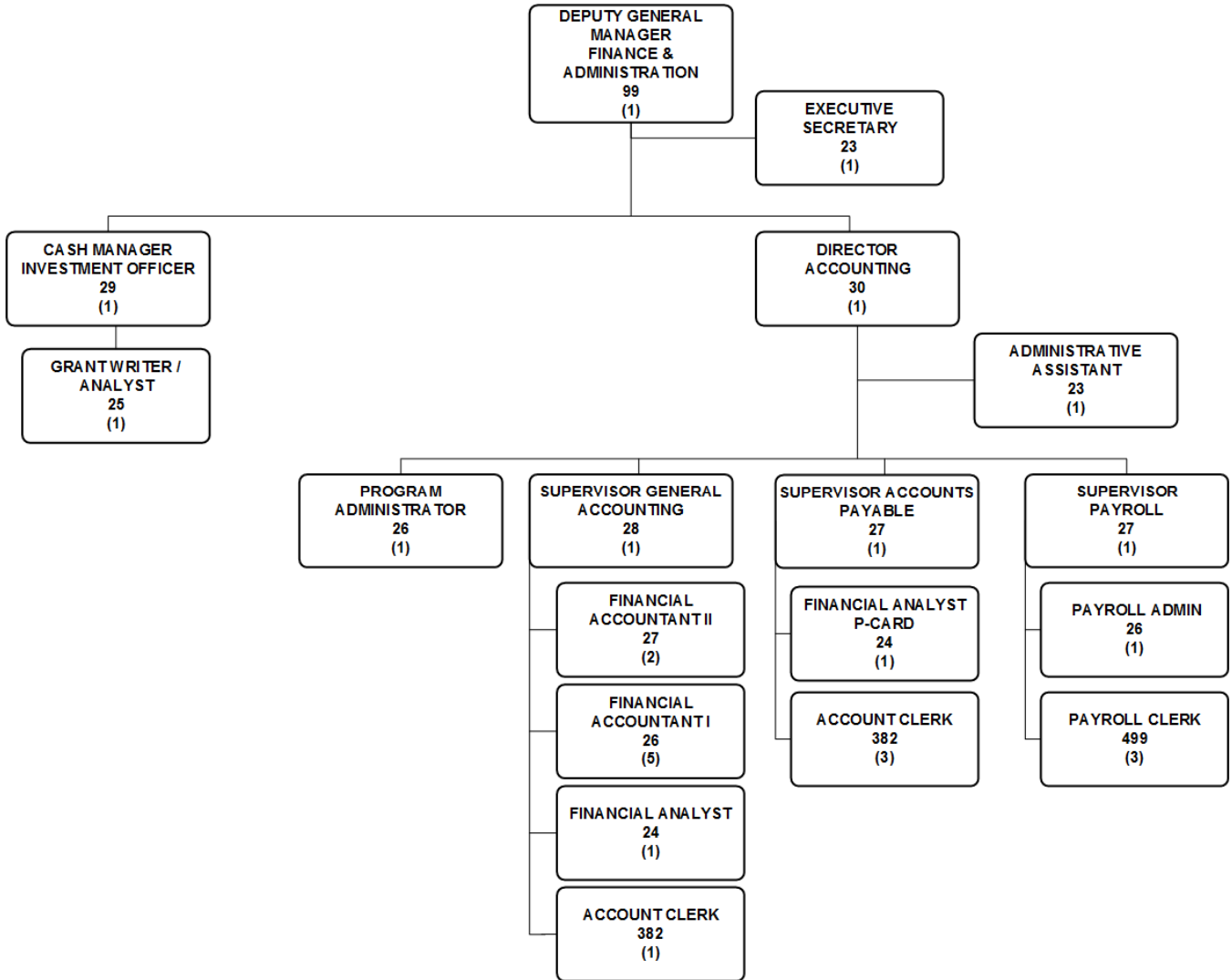
ACCOUNTING DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor Salaried Employees	1,726,186	1,639,212	1,797,098
501310	Overtime Salaried Employees	37,099	38,373	25,000
502000	Fringe Benefits	607,777	558,111	664,235
503000	Services	20,640	387,379	458,604
503049	Temporary Help	2,381	73,065	0
503052	Other Maintenance Contracts	2,236	6,640	14,300
504000	Materials & Supplies	16,190	19,239	16,794
509000	Miscellaneous Expenses	22,973	12,393	12,581
509022	Meals & Concessions	0	0.00	1,000
512000	Leases & Rentals	0	0	0
Total		2,435,483	2,734,412	2,989,612

ACCOUNTING DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018	2019
03	0382 Account Clerk	4.0	4.0	4.0	4.0	4.0
04	0499 Payroll Clerk	3.0	3.0	3.0	3.0	3.0
23	0725 Executive Secretary	1.0	1.0	1.0	1.0	1.0
	0757 Administrative Assistant	1.0	1.0	1.0	1.0	1.0
24	1959 Financial Analyst	2.0	2.0	2.0	2.0	2.0
25	0765 Grants Writer / Analyst	1.0	1.0	1.0	1.0	1.0
26	1080 Financial Accountant I	6.0	5.0	5.0	5.0	5.0
	1725 Program Administrator/Financial Accountant	1.0	1.0	1.0	1.0	1.0
	0857 Payroll Administrator	0.0	1.0	1.0	1.0	1.0
27	1162 Supervisor Accounts Payable	1.0	1.0	1.0	1.0	1.0
	1163 Supervisor Payroll	1.0	1.0	1.0	1.0	1.0
	1086 Financial Accountant II	2.0	2.0	2.0	2.0	2.0
28	1161 Supervisor General Accounting	1.0	1.0	1.0	1.0	1.0
29	1263 Cash Manager, Investment Officer	1.0	1.0	1.0	1.0	1.0
30	1427 Director	1.0	1.0	1.0	1.0	1.0
99	9941 DGM Finance & Administration	1.0	1.0	1.0	1.0	1.0
Total		27.0	27.0	27.0	27.0	27.0

ACCOUNTING DEPARTMENT ORGANIZATION CHART



SUPPORT SERVICES DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

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

2018 ACCOMPLISHMENTS

- Continued efforts in Records Management Program by updating GCRTA Records Retention Schedules and coordinating the purging of obsolete records to reduce storage cost.
- Purchase of small press and Board approval of large printing press which will increase the productivity and efficiency of the production of timetables and other corporate printing needs, while eliminating costs from outsourcing. The new large press is an update from its predecessor, which is 23 years old.
- Provided printing services for timetables and other corporate printing needs including the Cleveland Cavaliers’ playoff games and the Cleveland Indians’ playoff games.
- Secured alternate options for booklet binding with the purchase of a professional coil binding machine.
- Successfully secured a new Records Management Contract authority wide, which includes records storage, pick up services, scanning, and shredding, which are all provided by Access Corp.

2019 PRIORITIES

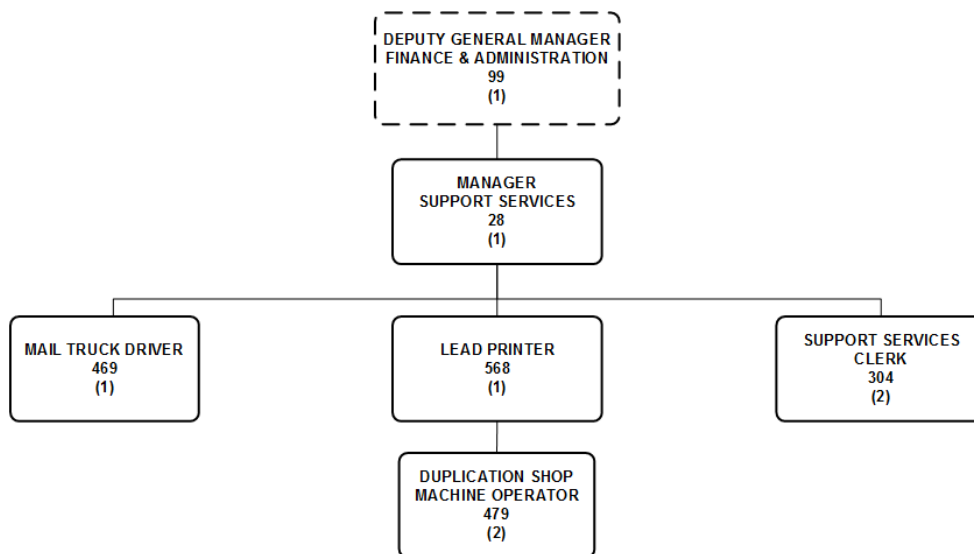
- Provide support services for the Authority.
- Records Management Program – Continuous efforts to update GCRTA Records Retention Schedules and coordinate purging of obsolete records to reduce storage cost.
- Manages the Authority’s mail service.
- Reduce cost of support services by evaluation and assessment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

SUPPORT SERVICES DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501200	Hourly Employees Payroll	58,799	60,043	60,405
501210	Overtime - Hourly Employees	24	0	100
501300	Labor - Salaried Employees	314,074	314,870	361,849
501310	Overtime - Salaried Employees	1,298	142	5000
502000	Fringe Benefits	151,502	152,380	165,405
503000	Services	27,152	7,324	4,040
503052	Other Maintenance Contracts	229,270	150,206	107,050
504000	Material & Supplies	24,522	10,770	47,100
504051	Postage Expense	45,275	60,296	59,211
504052	Duplicating Material & Supplies	39,944	64,683	69,000
509000	Miscellaneous Expenses	185	0	0
509022	Meals & Concessions	0	0	0
512000	Leases & Rentals	89,904	94062	102700
Total		981,948	914,775	981,860

SUPPORT SERVICES DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
03	0304 Support Services Clerk	2.0	2.0	2.0	2.00
04	0469 Mail Truck Driver	1.0	1.0	1.0	1.00
	0479 Dup Shop Machine Operator	2.0	2.0	2.0	2.00
05	0568 Lead Printer	1.0	1.0	1.0	1.00
28	0868 Manager Support Services	1.0	1.0	1.0	1.00
Total		7.0	7.0	7.0	7.0



PROCUREMENT DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

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

2018 ACCOMPLISHMENTS

- Increased competitive opportunities through the acceptance of over 90 new vendor registrations as a result of the I-supplier implementation and developed a report to search for registered vendors based on commodity.
- Two Contract Administrators re-appointed to the National Institute of Government Purchasing Association Board of Directors, Northeast Ohio Branch
- Continued to update all contracts and templates to incorporate new FTA regulatory changes
- Total Negotiated Savings \$4,264,396.38
- Processed 7,077 Purchase orders valued at \$88,848,405.35
- Awarded contract for the evaluation of the Authority's fleet of Rail Cars
- Award contract for the purchase of commuter coaches
- Continued efforts to update Procurement Policies and Procedures Manual

2019 PRIORITIES

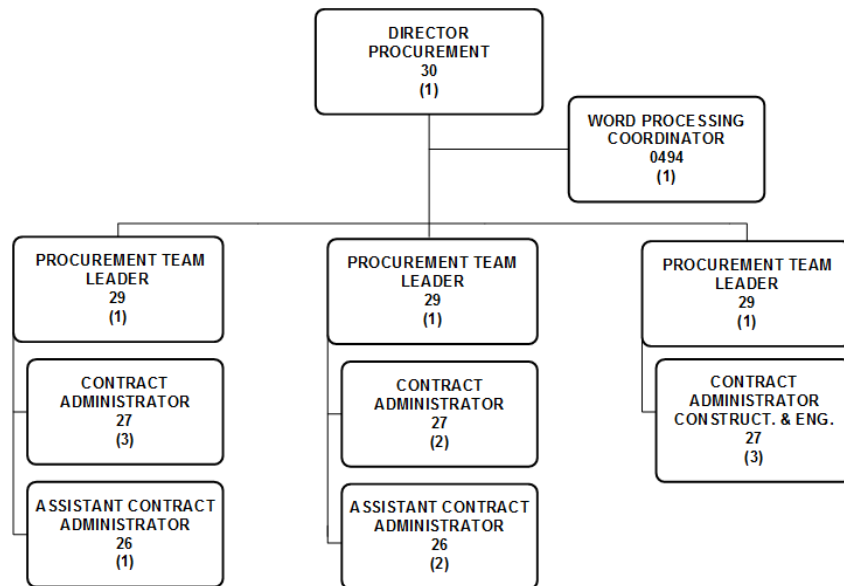
- Continue to monitor and improve procurement acquisition process to reduce procurement turnaround time.
- Expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Update and Implement Procurement 101 Training Program.
- Continue National Institute of Governmental Purchasing (NIGP) Department Accreditation.
- Publish Updated 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	2017 Actual	2018 Actual	2019 Amended Budget
501300	LABOR - SALARIED EMPLOYEES	1,147,864	1,038,816	1,161,549
501310	OVERTIME - SALARIED EMPLOYEES	0	0	-
502000	FRINGE BENEFITS	466,867	426,405	407,075
503000	SERVICES	6,696	5,902	6,800
503020	ADVERTISING FEES	13,606	18,777	11,000
503052	OTHER MAINTENANCE CONTRACTS	1,458	1,146	-
504000	MATERIAL & SUPPLIES	7,625	3,127	4,300
509000	MISCELLANEOUS EXPENSES	120	103	5,900
509022	MEALS & CONCESSIONS	0	0	150
512000	LEASES & RENTALS	0	1,038,816	-
Total		1,644,236	1,494,276	1,596,774

PROCUREMENT DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
04	0494 Word Processing Coord.	1.0	1.0	1.0	1.0
26	1138 Project Supervisor	1.0	1.0	0.0	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	2.0	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, safeguard and deposit passenger revenues from fare boxes, retail outlets and automated fare collection equipment. Other responsibilities include administering sales of fare cards and passes, coordination of pass programs with various educational institutions, monitoring ridership reports, oversight of all automated vending equipment, assisting with various aspects of the mobile ticketing platform and the review and integration of new fare policies and collection techniques as they are adopted.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

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

2018 ACCOMPLISHMENTS

- On a daily basis collected fare revenue from all rolling stock as well as off board equipment.
- Provide support, packaging and delivery by filling customer orders for magnetically encoded fare media.
- Supported additional fare collection needs and distribution of specialty/commemorative passes for the Authority on St. Patrick's Day, during the NBA Playoffs, 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 continue to support the Mobile Ticketing platform.
- On a weekly and monthly basis review ridership data provided by the ITS Department for reasonableness and accuracy.
- Continue to work with other GCRTA departments and vendors on the implementation of the GFI/Conduent fare collection system with specific efforts towards the implementation of the Smart Card format.
- Fielded and resolved numerous customer issues regarding the fare collection system which included fielding calls regarding the exchange of documents.
- Submitted a CIP for the procurement of new fare collection equipment to be installed in 2025.

2019 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, with special attention being given to the 2019 All Star Game.
- 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.

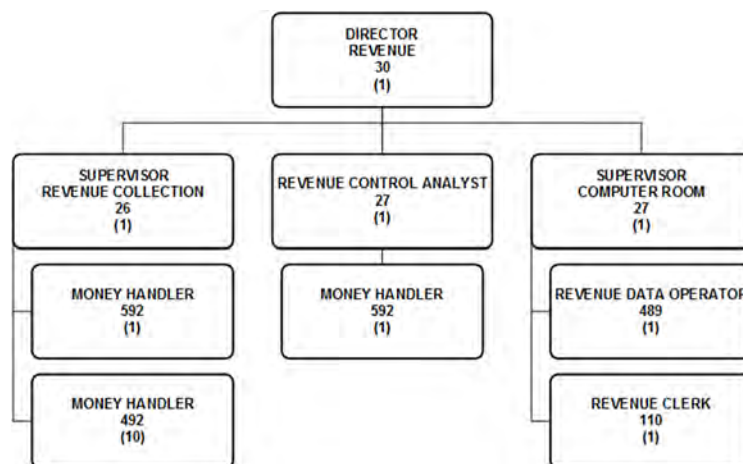
- Monitor activity of all TVM's and CSK's throughout the system and look for any abnormalities and report them to the appropriate team members.
- Support the Authority in their effort to streamline fare collection for special events.
- Assist the IT Department with the transition of the Mobile Ticketing product to the appropriate area.

REVENUE DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor - Salaried Employees	1,057,524	1,009,980	1,023,717
501310	Overtime - Salaried Employees	23,227	19,386	34,600
502000	Fringe Benefits	433,118	410,445	427,676
502071	W.C. - Injuries & Damages	0	0	0
503000	Services	335,776	28,177	0
503052	Other Maintenance Contracts	24,081	347,365	389,000
504000	Material & Supplies	223,869	245,490	245,793
509000	Miscellaneous Expenses	590	2,361	2,913
509022	Meals & Concessions	0	0	50
512000	Leases & Rentals	0	1,009,980	0
Total		2,098,186	2,063,202	2,123,749

REVENUE DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
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	18.00



OFFICE OF MANAGEMENT & BUDGET

MISSION STATEMENT

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.

2018 ACCOMPLISHMENTS

- Continued the 2016 – 2018 Strategic Plan and updated VFOs into 2019
- Ended the year with a Fund Balance in excess of a 30-Day Operating Reserve
- Successfully completed the 2017 National Transit Database submission
- Managed TransitStat program which has seen \$97.3 million in savings to RTA since inception
- Received the GFOA Distinguished Budget Presentation Award
- Completed the first OMB strategic plan
- Held Preventive Maintenance reimbursed expenditures to General Fund to less than \$20 million
- Coordinated the Authority's participation in American Bus Benchmarking Group (ABBG) to identify and share best practices

2019 PRIORITIES

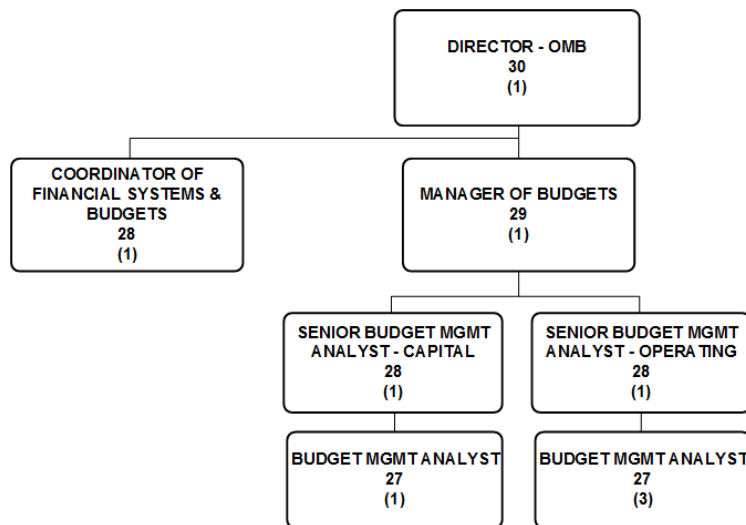
- Lead the Authority through the financial loss of the MCO within the sales tax base
- Expand the TransitStat program to improve processes, enhance service, and further reduce costs
- Implement the initial OMB strategic plan
- Lead the National Transit Database reporting and submittal
- Continue to implement an agency-wide initiative to improve operations through ABBG
- Continue to reprioritize the capital program and coordinate the funding and system implications
- Support the Authority wide distribution of Power BI and its use with Performance Management
- Enhancing Performance Management through The Partnership for Excellence, ISO 14001, TransitStat, and Power BI

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor - Salaried Employees	742,157	605,838	591,944
502000	Fringe Benefits	299,573	243,393	222,250
503000	Services	176,942	215,060	405,000
503020	Advertising Fees	637	367	600
503052	Other Maintenance Contracts	28,750	38,913	0
504000	Material & Supplies	638	298	4,050
504021	Compressed Natural Gas	941,639	882,762.46	1,090,000
505018	Natural Gas	649,708	723,202	544,000
505020	Water	413,021	434,837	464,000
505021	Electricity	1,840,731	2,225,868	2,167,200
509000	Miscellaneous Expenses	35,410	26,933	27,250
509022	Meals & Concessions	305	1,192.65	1,300
Total		5,129,512	5,398,665	5,517,594

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
24	1965 Project Specialist	0.0	0.0	1.0	0.0
27	0958 Budget Management Analyst	4.0	4.0	3.0	4.0
28	0767 Sr. Budget Management Analyst	2.0	2.0	2.0	2.0
	0871 Coordinator of Financial Systems & Budgets	1.0	1.0	1.0	1.0
	1626 Energy Manager	1.0	1.0	0.0	0.0
29	0869 Manager of Budgets	1.0	1.0	1.0	1.0
	29XX Manager of Organizational Excellence	0.0	0.0	1.0	0.0
30	1437 Director – Office of Management and Budget	1.0	1.0	1.0	1.0
Total		10.0	10.0	10.0	9.0



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ENGINEERING & PROJECT MANAGEMENT DIVISION

MISSION STATEMENT

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

DIVISION STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

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

2018 ACCOMPLISHMENTS

- Completed construction of the E. 34th Station Rehabilitation.
- Completed design and began construction for Farnsleigh Station ADA Rehabilitation.
- Completed demolition of WB CRMF Access Bridge over Norfolk Southern.
- Completed construction of repairs to Ambler Bridge
- Completed design for the Light Rail Retaining Wall Rehabilitation - Phase 2.
- Completed design and construction of the Red Line West 117th to West Park Track Rehabilitation.
- Completed West Park NS Diamond Crossing Diamond Removal.
- Completed design for Triskett Garage CNG Upgrades.
- Completed the design for E. 116th Bridge Rehabilitation.
- Completed Signal System Evaluation.
- Completed inspections of the Fracture Critical Bridges.
- Completed design and began construction for the replacement of the Puritas Substation.
- Completed Viaduct Fender Repairs.
- Completed End of Track Device Upgrades at Tower City and Warrensville/Van Aken.
- Completed West Boulevard Station Roadway Repairs.
- Completed Transit Alternatives Analysis of West 25th Street Corridor.
- Completed design of Tower City Track 10/Track 13 Rehabilitation with platform, catenary and signal work.
- Continued the replacement of the West 65th Substation.
- Continued design for Red Line Fiber Optic Communication System Replacement.
- Began construction of the E.116th Station ADA Rehabilitation.
- Awarded contract for East 116th Station Public Art.
- Awarded contracts for Strategic Plan Update and TWE Demonstration Project.
- Completed the sales of the former Harvard and Brooklyn Garage properties.
- Received qualifications for the Columbus Road TOD.
- Supported the activities of the Inter/Urban Phase II project.
- Supported the activities of the Cuyahoga County Trails Leadership Network.
- Provided FFY2019 CUZA funding allocations for the Region.
- Promoted transit elements in various TLCI studies throughout Cuyahoga County.
- Continued supporting the ISO 14001 programs at CBMF, Hayden and Triskett.
- Facilitated construction coordination with various ODOT and City of Cleveland projects.
- Obtained over \$20 million of competitive grants from FTA, ODOT, and NOACA.

2019 PRIORITIES

- Complete construction of the E. 116th Street Station ADA Rehabilitation.
- Complete construction for Farnsleigh Station ADA Rehabilitation.
- Complete design and begin the Red Line Fiber Optic Communication System Replacement.
- Complete design and construction of the Red Line West Park to Airport Tunnel Track Rehabilitation.
- Complete the construction of the E. 116th Bridge Rehabilitation.
- Complete replacement of the West 65th Substation.
- Complete design and begin construction for the replacement of the Warrensville/Van Aken Substation.
- Complete the design of the East 79th Street Red Line Station ADA Rehabilitation.
- Complete Stations and Kiosks along Opportunity Corridor Phase 1.
- Complete the installation of the East 116th Station Public Art.
- Complete the installation of the Light Rail System Bonding Renewal.
- Complete the due diligence phase for the Columbus Road TOD.
- Continue replacement of the Puritas Substation.
- Continue Strategic Plan Update to incorporate Pillar Study results.
- Receive bids for the Light Rail Retaining Wall Rehabilitation - Phase 2 construction.
- Begin construction of the Triskett Garage CNG Facility Upgrades.
- Begin installation of the Triskett Garage CNG Fueling and Storage Facility
- Begin the Transit Oriented Development Planning along the West 25th Street Corridor.
- Begin construction of Tower City Track 10/Track 13 Rehabilitation with platform, catenary and signal work.
- Begin design of the Tower City East Portal Rehabilitation.
- Begin design for Cuyahoga Viaduct Rehabilitation Phase 1.
- Begin design for the Overhead Catenary System Structural Rehabilitation
- Support the activities of the Cuyahoga County Trails Leadership Network.
- Provide leadership for the Performance Management initiatives of TPE, ISO 14001 and Sustainability programs.
- Provide FFY2020 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.

2018 ACCOMPLISHMENTS

- Completed 21 Quality Assurance Audits
- Reviewed 4 Quality control Plans, Reports, and Specifications
- Reviewed 28 Third-Party plans
- Conducted 10 field site visits
- Provided engineering design and construction assistance on Engineering and Project Development projects
- Provided document control support on Engineering and Project Development projects
- Progressed the design of the E. 79th Street Red Line Station to 30% Completion

2019 PRIORITIES

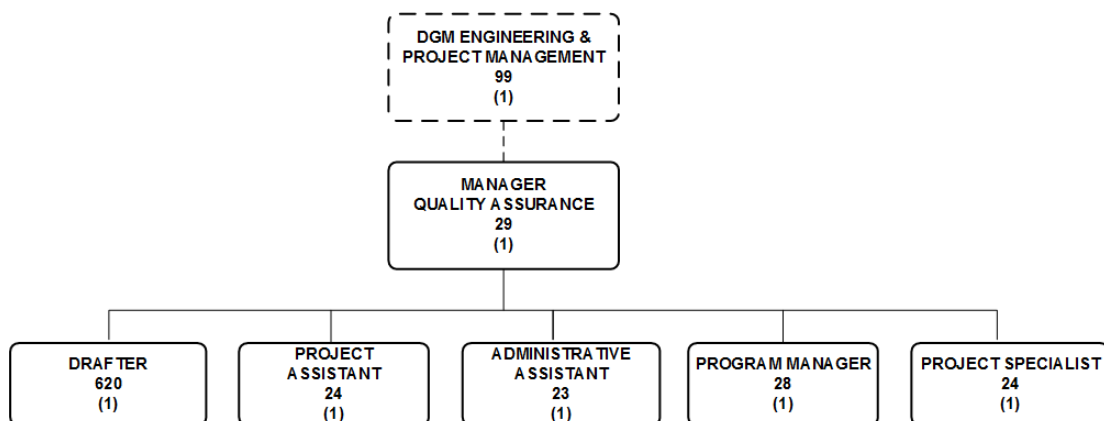
- Conduct quality assurance audits.
- Review GCRTA plans and specifications for construction projects.
- Review third party plans and specifications for construction crossing or adjoining GCRTA facilities.
- Provide engineering assistance as needed in Design and Construction.
- Conduct Field and Manufacturing site visits.
- Coordinate work of support staff.
- Support the authority's ISO 14001 efforts.
- Update Engineering and Project Development's general requirement specifications (division 1)
- Update Construction Management's Procedures Manual
- Update Project Execution Procedures Manual

PROJECT SUPPORT DEPARTMENT BUDGET

Obj. Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor – Salaried Employees	253,432	258,606	379,398
501310	Overtime – Salaried Employees	(20.36)	0	10,000
502000	Fringe Benefits	101,939	98,284	145,056
503000	Services	0	0	1,000
503049	Temporary Help	0	0	0
504000	Materials & Supplies	400	857	300
504050	Office Supplies	0	0	0
509000	Miscellaneous Expenses	0	100	1,800
509020	Travel & Conferences	0	0	0
509022	Meals & Concessions	0	0	100
Total:		355,750	357,847	537,654

PROJECT SUPPORT DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
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
24	1965 Project Specialist	0.0	0.0	0.0	1.0
28	0888 Program Manager	0.0	0.0	0.0	1.0
29	1439 Mgr. – Quality Assurance	1.0	1.0	1.0	1.0
Total		4.0	4.0	4.0	6.0



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.

2018 ACCOMPLISHMENTS

- Contracted for Economic Impact Analysis
- Recommended an Award of Contract for Strategic Plan
- Recommended an Award to Qualified Developer to W. 25th Street/Columbus Road Transit Oriented Development Project
- Completed land acquisitions for parcels required for E. 34th Street Station Reconstruction Project
- Leased Windermere Coffee Shop
- Completed land sale transactions of Aspen Place, Harvard Garage, and Brooklyn Garage
- Completed CUZA allocation
- Served on NOACA Air Quality, Transit Council, and Planning & Programming Committees.
- Processed 12 passenger shelter permits
- Completed 3 shelter pads and installed 6 shelters as part of the Transit Waiting Environment Program
- Completed installation of 14 solar panels on shelters on St. Clair Avenue
- Initiated demonstration program of real time solar powered signs in collaboration with Downtown Cleveland Alliance
- Completed Economic Investment Analysis of the Healthline for the 10 year Anniversary
- Processed and obtained Environmental Clearances on 3 projects.
- Applied for and was awarded \$336,000 from FTA Pilot TOD Planning Funds for W. 25th Street
- Participated in 3 NOACA TLCI projects
- Executed 2 Public Art contracts
- Completed 1 public art installation

2019 PRIORITIES

- Represent RTA interests in City of Cleveland and NOACA Planning projects as required
- Manage real estate interests of RTA as required
- Award Contract for FTA Pilot TOD Planning project on W. 25th Street
- Obtain Environmental Clearances as needed
- Complete E. 116th public art installation
- Make progress on the Strategic Planning Process
- Complete shelter permit process as required
- Complete E 79th station land acquisition process

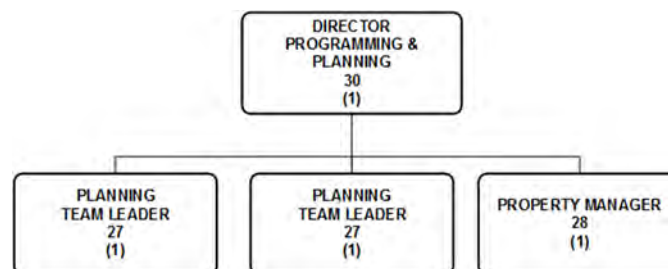
- Initiate art fencing project for E. 79th Street Station
- Complete and recommend to the Board of Trustees a Development Agreement for the W. 25th Street/Columbus Road TOD Project
- Complete all land transactions required for the RedLine/Greenway with the Metroparks
- Complete installation of solar real time panel demonstration projects
- Complete additional TWE projects
- Continue representation of RTA on NOACA committees, Sub-committees, Task Forces, and TLCI projects

PROGRAMMING AND PLANNING DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor Salaried Employees	287,469	324,856	332,144
502000	Fringe Benefits	114,385	130,237	108,638
503000	Services	17,936	122,260	26,300
504000	Materials & Supplies	418	0	500
504050	Office Supplies	0	0	0
507030	Property Taxes	219,774	27,827	250,115
509000	Miscellaneous Expenses	15,229	12,123	14,370
509020	Travel & Conferences	0	0	0
509022	Meals & Concessions	106	0	100
512000	Leases & Rentals	96,689	106,436	121,968
Total		752,007	723,739	854,135

PROGRAMMING AND PLANNING DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
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.

2018 ACCOMPLISHMENTS

- Completed construction of the East 34th Street Station ADA Rehabilitation.
- Completed design and began construction of the Farnsleigh Station ADA Rehabilitation.
- Completed demolition of the WB CRMF Access Road Bridge over Norfolk Southern.
- Completed construction of repairs to Ambler Road Bridge.
- Commenced design of Red Line Fiber Optic System Replacement.
- Completed construction of the Red Line W. 117th to West Park Track Rehabilitation.
- Completed West Park NS Diamond Crossing Removal.
- Completed design for E. 116th Bridge Deck Rehabilitation.
- Completed Signal System Evaluation.
- Commenced W. 65th Street Substation Reconstruction.
- Completed Viaduct Fender Repairs.
- Completed End of Track Devices at Tower City and Warrensville/Van Aken.
- Completed design of Puritas Substation.

2019 PRIORITIES

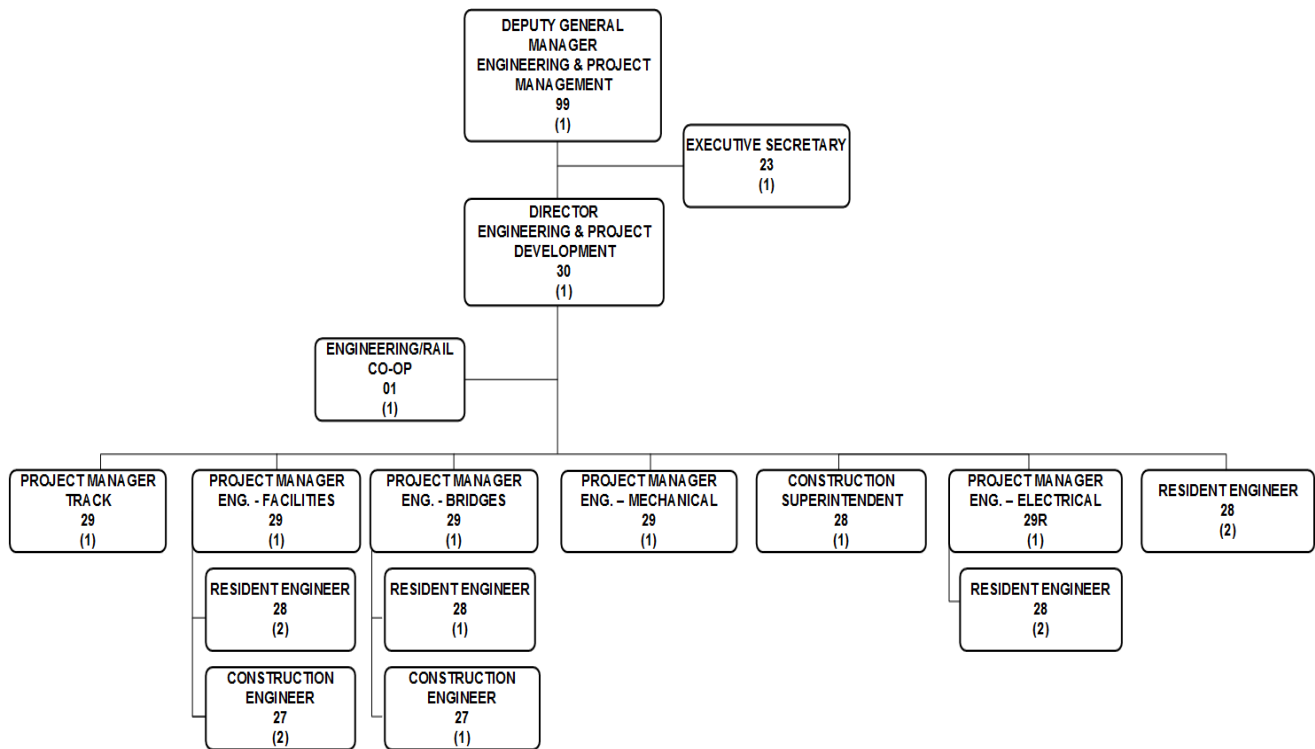
- Manage design and construction of capital projects.
- Provide design, A/E plan and specification review, quality assurance, and program management services in support of capital projects and development activities.

ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501200	Hourly Employees	24,265	2,359	0
501300	Labor Salaried Employees	1,491,667	1,300,498	1,420,308
502000	Fringe Benefits	567,400	485,479	508,641
503000	Services	76,215	954	117,500
504000	Materials & Supplies	4,158	3,305	2,950
504050	Office Supplies	0	0	0
509000	Miscellaneous Expenses	32,789	29,875	32,775
509020	Travel & Conferences	0	0	0
509022	Meals & Concessions	0	0	800
Total		2,196,494	1,822,469	2,082,974

ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
01	9942 Engineering Co-op	1.0	1.0	1.0	1.0
23	0725 Executive Secretary	0.0	0.0	1.0	1.0
	0757 Administrative Assistant	1.0	1.0	0.0	0.0
27	1192 Construction Engineer	3.0	3.0	3.0	3.0
	1509 Track Engineer	1.0	1.0	1.0	0.0
28	1250 Supt Construction	1.0	1.0	1.0	1.0
	1355 Resident Engineer	6.0	6.0	6.0	7.0
29	1329 Project Manager – Electrical	1.0	1.0	1.0	1.0
	1518 Project Manager – Track	1.0	1.0	1.0	1.0
	1661 Project Manager – Facilities	1.0	1.0	1.0	1.0
	1662 Project Manager – Mechanical	1.0	1.0	1.0	1.0
	1663 Project Manager – Bridges	1.0	1.0 <td 1.0	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	20.0	20.0	20.0	20.0



LEGAL AFFAIRS DIVISION

MISSION STATEMENT

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

DIVISION OVERVIEW

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

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

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

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

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

2018 ACCOMPLISHMENTS

- Provided efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters
- Continued legal information program to apprise GCRTA departments of public sector legal issues that affect the Authority
- Provided and facilitated advice on ethical issues and concerns.
- Supported construction projects and energy management initiatives
- Continued a proactive approach to reducing bus and rail incidents
- Won 2018 APTA Gold Award for bus safety
- Continued enhancement of a safety culture within the Authority
- Managed the Authority's EEO/ADA programs to ensure compliance with Federal, State, and local laws regarding employment practices, facilities, and services
- Investigated allegations of discrimination or non-compliance with equal opportunity policies and procedures
- Supported the Authority's Affirmative Action Plan
- Coordinated the Title VI Audit review conducted by FTA
- Worked to ensure compliance with all Federal, State, and local legislation and regulations and served as a liaison between the Authority and regulatory agencies
- Provided Risk Management expertise to Legal, Procurement & Engineering Departments for many significant construction and development projects and procurements, both for GCRTA and other entities such as ODOT.
- Negotiated the best terms and conditions available in the market place and most cost-effective renewal for property/casualty insurance programs for GCRTA
- Supported and enhanced the skills of the Claims employees through training opportunities

2019 PRIORITIES

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

LIST OF DEPARTMENTS

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

SAFETY DEPARTMENT

MISSION STATEMENT

The 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.

2018 ACCOMPLISHMENTS

- Performed off-shift inspections for a more comprehensive view of bus and rail safety evaluations
- 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
- Conducted Emergency Preparedness Exercise at Campus – E. 34th RTS
- Won 2018 APTA Gold Award for Bus Safety

2019 PRIORITIES

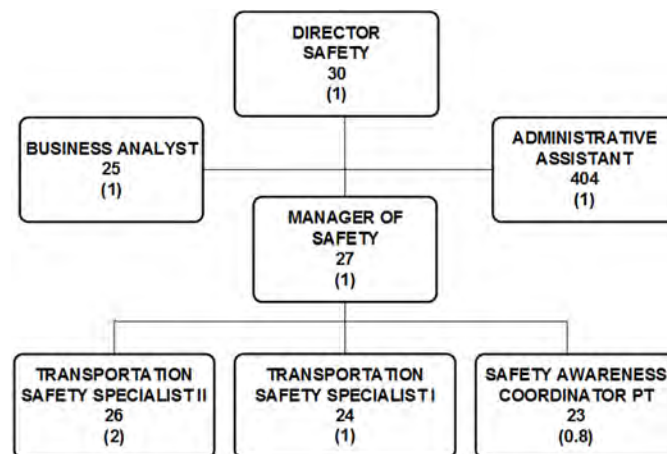
- Continue enhancement of a safety culture within the Authority
- Develop corrective actions from audits and incidents
- Continue assistance with ISO 14001 at Hayden and Triskett Districts
- Identify areas of improvement with bus and bus audits
- Continue performing off-shift inspections of bus and rail safety evaluations
- Continue participation of Safety and Security Certification of Rail Transit projects
- Continue TSI certification and training of Safety Department personnel
- Conduct both Bus and Rail Emergency Preparedness Exercises.
- Develop and publish FTA required Agency Safety Plan with emphasis on SMS

SAFETY DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501200	Hourly Employees Payroll	15,679	14,056	40,558
501210	Overtime – Hourly Employees	0	0	0
501300	Labor - Salaried Employees	467,328	417,290	449,452
501310	Overtime - Salaried Employees	3,497	1,945	0
502000	Fringe Benefits	195,219	170,797	175,512
503000	Services	142,697	137,451	62,500
503049	Temporary Help	0	0	0
503052	Other Maintenance Contracts	58,440	74,104	195,200
504000	Material & Supplies	19,672	9,702	27,500
509000	Miscellaneous Expenses	18,598	33,778	87,500
509022	Meals & Concessions	237	0	4,900
Total		921,368	859,123	1,043,122

SAFETY DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
04	0404 Administrative Assistant	1.0	1.0	1.0	1.0
23	1151 Safety Awareness Coordinator PT	0.5	0.8	0.8	0.8
24	1195 Transportation Safety Specialist I	0.0	1.0	1.0	1.0
25	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		7.5	7.8	7.8	7.8



LEGAL DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

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

2018 ACCOMPLISHMENTS

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

2019 PRIORITIES

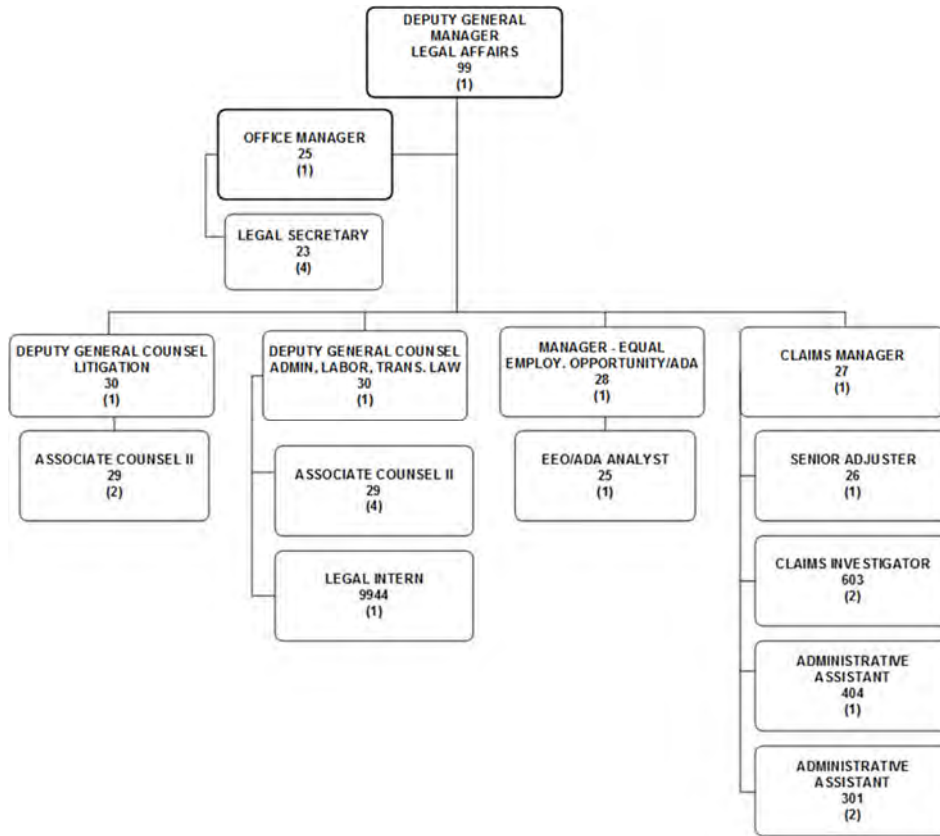
- Provide legal service to the Authority including tort and contract claims; Workers' Compensation cases and associated lawsuits; Federal, State, and local administrative proceedings and hearings; grievance hearings, and labor negotiations
- Conduct training sessions on significant legal topics affecting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

LEGAL DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501200	Hourly Employees Payroll	26,023	20,304	35,855
501210	Hourly Overtime	0	29	0
501300	Labor - Salaried Employees	1,744,449	1,798,296	1,821,046
501310	Overtime - Salaried Employees	1,765	2,280	1,500
502000	Fringe Benefits	672,712	686,698	744,984
503000	Services	509,292	615,057	381,000
503049	Temporary Help	33,477	33,670	40,000
504000	Material & Supplies	5,046	4,510	8,450
506040	Liabilities & Property Claims	1,054,133	1,028,210	1,175,000
509000	Miscellaneous Expenses	27,964	19,929	12,700
509022	Meals & Concessions	345	295	2,500
512000	Leases & Rentals	31,905	22,079	53,760
Total		4,107,111	4,231,357	4,276,795

LEGAL DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2019	2019
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
25	1720 EEO & ADA Specialist	1.0	1.0	1.0	1.0
26	0876 Senior Adjuster	1.0	1.0	1.0	1.0
28	0773 Manager Claims	1.0	1.0	1.0	1.0
29B	0880 Senior Manager/Office of Equal Opportunity	1.0	1.0	1.0	1.0
29B	1440 Associate Counsel II	6.0	6.0	6.0	6.0
30B	1618 Deputy General Counsel – Litigation	1.0	1.0	1.0	1.0
30B	1680 Deputy General Counsel – Administrative, Labor & Transactional Law	1.0	1.0	1.0	1.0
99	9951 DGM Legal Affairs/Director of Legal	1.0	1.0	1.0	1.0
Total		24.0	24.0	24.0	24.0



RISK MANAGEMENT DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

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

2018 ACCOMPLISHMENTS

- Provided Risk Management expertise to Legal, Procurement, and Engineering Departments for many significant construction and development projects and procurements, both for GCRTA and other entities such as ODOT.
- Provided superior claims management services for workers' compensation and short term disability claims for GCRTA. Monitored performance measurements and reported out to stakeholders on continued improvement in the frequency and cost of workplace injuries and non-occupational disability claims.
- Negotiated the best terms and conditions available in the market place and most cost effective renewal for property/casualty insurance programs for GCRTA.
- Worked with Operating Districts to establish access to the event level collision and workplace injury data using the Risk Management Information System (RMIS).
- Successful property insurance renewal with FM Global prefaced by a thorough capture of updated replacement values for all GCRTA real and personal property. Shared with Asset Management for their provision to NOACA.
- Adjusted a property insurance claim with FM Global for a substation fire loss resulting in a partial recovery of \$213,316 for GCRTA after the deductible. Further recovery where applicable is a 2019 priority.

2019 PRIORITIES

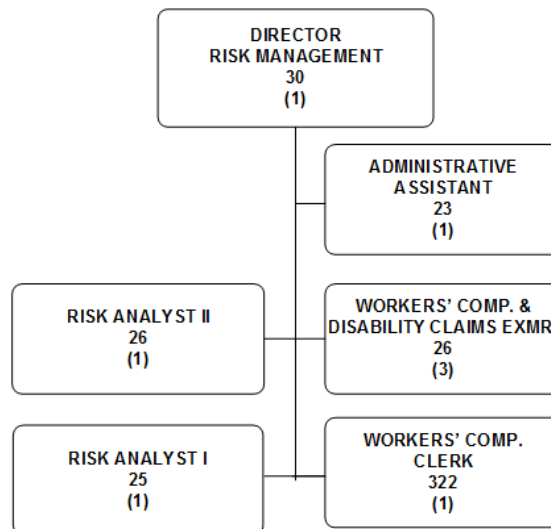
- Provide Risk Management expertise to Legal, Procurement, and Engineering Departments for various authority-wide projects, leases, license agreements, and other procurements.
- Coordinate with stakeholders to develop, pilot, and implement electronic event reporting for both workers' compensation and third-party liability claims.
- Continue to provide strong management of workers' compensation claims and litigation, containing the costs to GCRTA, involving the districts as active stakeholders and returning employees to work as soon as possible.
- Negotiate the best terms and conditions available in the market place and most cost effective renewal for property/casualty insurance programs for GCRTA.
- Finalize Risk Assessment exercises for cyber liability risk exposures for the Authority including completion of insurance application along with IT, other stakeholders and Casualty Insurance Broker.
- Work with Human Resources to successfully hire and on-board two new employees to fill two vacancies in the Risk Management Department; Workers' Comp/Dis Claim Examiner and Worker's Comp Clerk.
- Finalize submission of property insurance claim for a substation fire loss to achieve a full and final recovery.

RISK MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Budget
501200	Hourly Employees Payroll	149	0	0
501300	Labor - Salaried Employees	483,491	420,466	482,710
501310	Overtime - Salaried Employees	285	497	0
502000	Fringe Benefits	195,405	167,135	187,406
502071	W/C – Injuries & Damages	817,271	882,803	1,025,000
502082	W/C – Medical Payments	421,540	438,345	625,000
503000	Services	262,512	276,751	299,500
503030	W/C Administration Fee	381,593	320,812	349,000
503049	Temporary Help	68,461	70,834	40,000
504000	Material & Supplies	3,903	2,705	4,200
506000	Casualty & Liability Costs	358,843	375,729	409,709
506010	Physical Damage Insurance	490,412	543,515	730,000
506200	W/C – Settlement & Lawsuit Expense	140,050	53,908	175,000
509000	Miscellaneous Expenses	4,598	3,368	1,285
Total		3,628,514	3,556,868	4,328,809

RISK MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
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	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	8.0	8.0	8.0



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HUMAN RESOURCES DIVISION

MISSION STATEMENT

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

DIVISION STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Human Resources Division champions the VFO to Improve Employee Development, as a component of Strategic Focus Area for Innovation & Learning. This includes a multi-disciplinary approach to employee and leadership development to advance the Authority's overall People Strategy. Key People Strategy initiatives address leadership development, continuous improvement, compliance, innovation, where promotion, succession planning, skill development, and better tools for management evaluation are established and monitored. In addition, reporting on employee satisfaction & engagement, performance management, workforce retention and training, attendance, labor and employee relations metrics, utilization of benefits, and completed training are measured.

2018 ACCOMPLISHMENTS

- Successfully negotiated and implemented a new contractual agreement with the Fraternal Order of Police
- Implemented new wellness initiative payment process and requirements for 2018
- Procured new health care consult and health care contracts for 2019
- 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
- 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
- Continued deployment of Frontline Supervisory Training and Employee Promotability Training
- Continued deployment of the Midwest Transit Leadership Exchange (MTLE) to enhance development of high potential operations staff, supervisors, and management
- Developed and implemented FMLA training for supervisors in 2018
- Continued Positive Discipline and Labor Relations supervisory training
- Continued Get Fit Wellness Program, increased wellness education/events and opened the new Triskett Fitness Center
- Purchased RX program to assist in monitoring and containing RX costs
- Continued deployment 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
- Improved operator recruitment and time-to-fill
- 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

2019 PRIORITIES

- Develop and Implement Customer Service Strategy for all employees
- Continue implementation and deployment of Oracle Manager Self Service to improve efficiencies for completion of key employee transactions
- Continue development of a long-term strategic plan to continue to lower healthcare costs and optimize benefits design and wellness activities
- Develop and implement multi-division collaboration (HR, Operations, OMB) to improve recruitment and retention for key operational positions (operators, mechanics, facilities)
- Complete a study of education/work experience equivalencies to apply consistently to job descriptions
- Continue training for Oracle HRMS, Kronos, and EIS users in the areas of reporting, data analysis, metrics, and increased functionality.
- Negotiate a cost effective labor contract with the Amalgamated Transit Union (ATU)
- Continue succession planning programming for frontline supervisory, mid-level, sr. management
- Continue the deployment of employee engagement activities
- Develop and deploy total compensation statements
- Develop and implement revisions to performance management forms and processes
- Implementation of hiring manager satisfaction surveys

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.

2018 ACCOMPLISHMENTS

- Selection of new vendor for background checks
- Improved operator recruitment and time-to-fill
- Development of new and enhancement of existing external workforce agency recruiting relationships
- Restructured ERD department to better focus on sourcing/recruiting of candidates for position openings
- Documentation of ERD procedures

2019 PRIORITIES

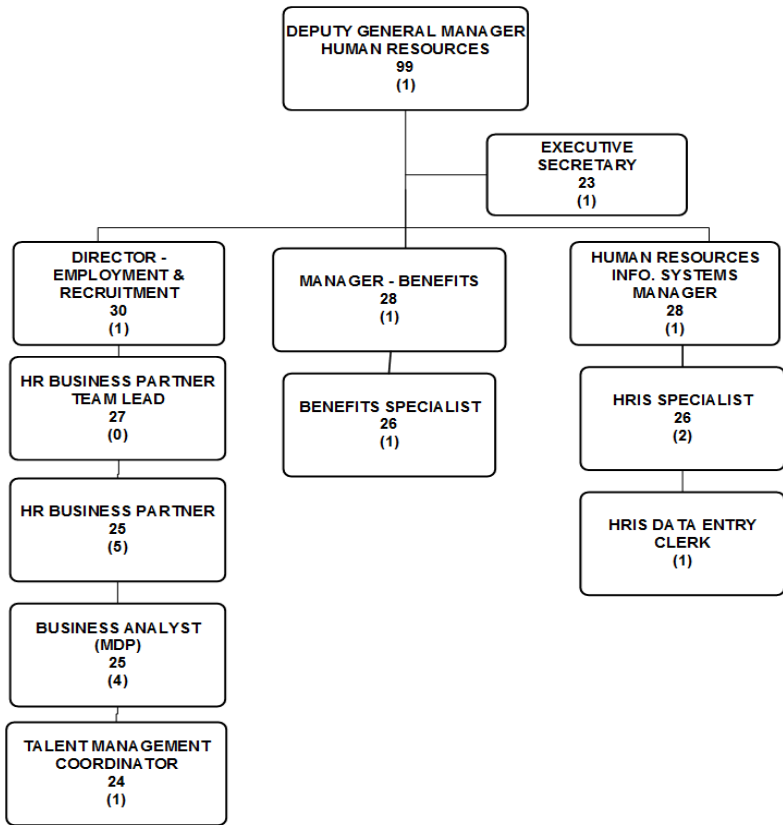
- Production of total compensation statements
- Revision to performance management forms and process
- Compensation plan updates for non-bargaining positions
- Continued improvement of pre-employment testing
- Multi-division collaboration (HR, Operations, OMB) to improve recruitment and retention for key operational positions (operators, mechanics, facilities)
- Study of education/work experience equivalencies to apply consistently to job descriptions
- Implement hiring manager satisfaction surveys
- Implementation of FTA Affirmative Action guidelines in recruitment
- Process mapping of hiring and promotion process
- Finalization of telecommuting policy recommendation to Executive Management Team (EMT)

HUMAN RESOURCES DEPARTMENT BUDGET

Obj. Class	Description	2017 Actual	2018 Actual	2019 Budget Amended
501200	Hourly Employees	212,313	123,425	264,900
501204	Hourly Employees/Light Duty Wages	0	0	30,000
501210	Overtime – Hourly Employees	805	1,551	300
501300	Labor – Salaried Employees	1,006,950	1,124,195	1,017,165
502000	Fringe Benefits	453,674	443,931	460,932
503000	Services	57,388	98,459	337,000
503020	Advertising Fees	27,132	25,180	32,000
504000	Materials & Supplies	12,100	4,286	20,750
509000	Miscellaneous Expenses	11,179	2,870	21,125
509022	Meals & Concessions	0	129	5,800
Total		1,781,541	1,824,026	2,189,972

HUMAN RESOURCES DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
22	1659 HRIS Data Entry Clerk	0.0	0.0	1.0	1.0
23	0725 Executive Secretary	1.0	1.0	1.0	1.0
24	1636 Talent Management Coordinator	0.0	1.0	1.0	1.0
25	1081 Business Analyst	4.0	4.0	4.0	4.0
	1640 HR Business Partner	5.0	4.0	5.0	5.0
26	1624 HR Performance Specialist	1.0	1.0	0.0	0.0
	1690 HRIS Specialist	1.0	1.0	1.0	2.0
	1700 Benefits Specialist	1.0	1.0	1.0	1.0
27	1641 HR Business Partner Team Lead	0.0	0.0	0.0	0.0
28	0904 HRIS Manager	1.0	1.0	1.0	1.0
	0844 Benefits Manager	1.0	1.0	1.0	1.0
30	1444 Director of Employment & Recruitment	1.0	1.0	1.0	1.0
99	9971 DGM Human Resources	1.0	1.0	1.0	1.0
Total		17.0	17.0	18.0	19.0



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).

2018 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 CBFM 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

2019 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

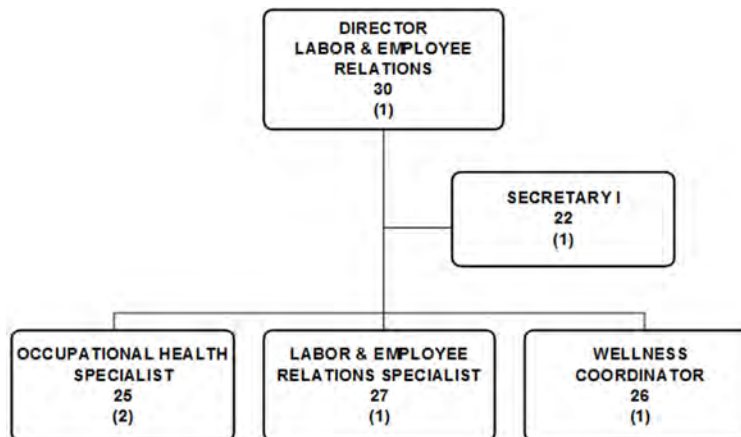
- Ensure Operators receive biennial exams prior to their expiration
- Perform drug tests on at least 25 percent and alcohol tests on at least 10 percent of safety-sensitive pool
- Issue revised Substance Abuse Policies to all employees
- Administer Drug & Alcohol policies and process all FMLA requests
- 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	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor Salaried Employees	402,304	406,630	413,512
502000	Fringe Benefits	116,250	121,143	149,023
502070	Unemployment Compensation	106,080	91,570	200,000
503000	Services	101,525	147,131	172,000
503052	Other Maintenance Contracts	286,343	218,451	221,700
504000	Materials & Supplies	12,124	1,650	750
509000	Miscellaneous Expenses	4,067	3809	4,375
509022	Meals & Concessions	1,795	1,749	7,750
Total		1,030,488	992,133	1,169,110

LABOR & EMPLOYEE RELATIONS DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
22	0721 Secretary I	1.0	1.0	1.0	1.0
25	0899 Occupational Health Specialist	2.0	2.0	2.0	2.0
26	0902 Labor & Employee Relations Specialist	1.0	1.0	1.0	1.0
26	1963 Wellness Coordinator	1.0	1.0	1.0	1.0
30	1342 Director	1.0	1.0	1.0	1.0
	Total	60	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.

2018 ACCOMPLISHMENTS

- Continued implementation 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
- Continued deployment of the Career Pathways Program training and internships – Mechanical, Electronic Repair, and Temporary Commercial Driver's License Training
- Implemented Frontline Supervisor Training for cohorts 1-3 of supervisors in 2018.

2019 PRIORITIES

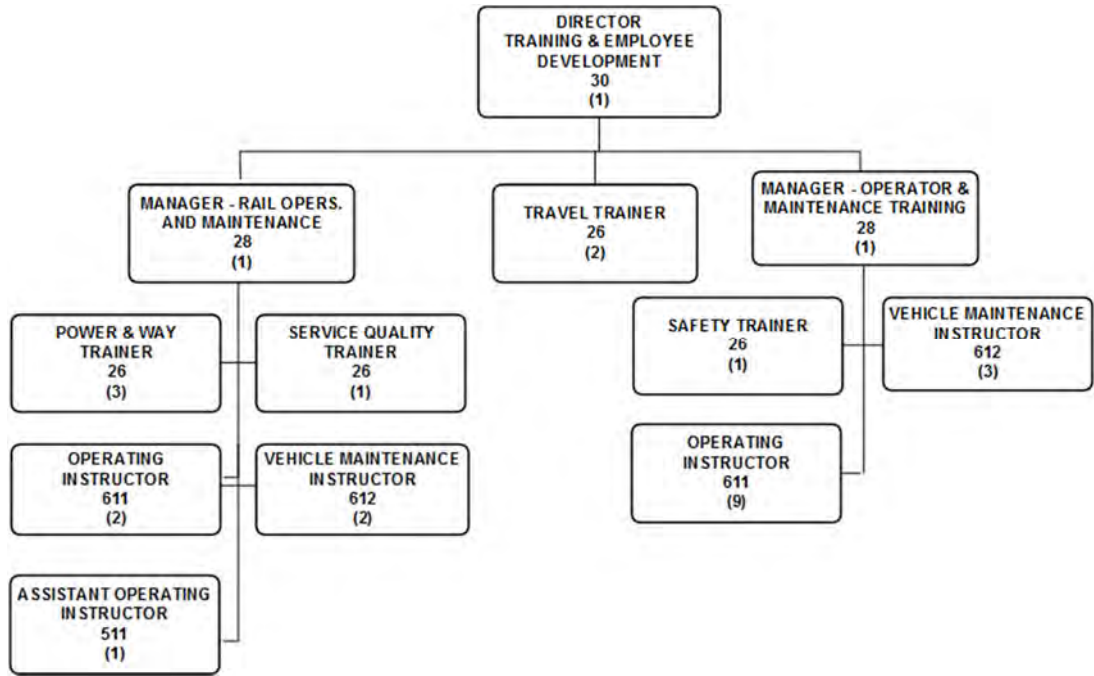
- Develop and Implement Customer Service Strategy for all employees
- Implementation of ADA Customer Service Training for operators
- Continue succession planning programming for frontline supervisory, mid-level, sr. management
- Continue implementation of Facilities Maintenance Training
- Continue implementation of Frontline Supervisor Training: Cohorts 4 and 5 started during the first quarter of 2019
- Continue the deployment of employee engagement activities

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT BUDGET

Obj. Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501200	Hourly Employees	14,547	12,904	0
501300	Labor – Salaried Employees	1,819,777	1,761,719	1,823,211
501310	Overtime – Salaried Employees	78,334	64,700	80,000
502000	Fringe Benefits	764,479	733,093	718,132
502148	Tuition Reimbursement	51,771	33,756	80,000
503000	Services	77,355	54,989	90,700
503052	Other Maintenance Contracts	155,195	207,965	210,023
504000	Materials & Supplies	16,638	24	26,100
509000	Miscellaneous Expenses	326,819	287,807	303,513
509022	Meals and Refreshments	591	0	1,500
Total		3,305,506	3,156,957	3,333,179

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
05	0511 Assistant Operating Instructor	2.0	1.0	1.0	1.0
06	0611 Operating Instructor	11.0	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	0.0	1.0
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	3.0	3.0	3.0	3.0
	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	28.0	28.0	27.0	27.0



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.

2018 ACCOMPLISHMENTS

Infrastructure Upgrades

- Placed 33 new 40 foot CNG buses and 30 new Paratransit buses into service.
- Broke ground on the East 116th/St. Luke's Rail Station \$7.2 million upgrade.
- Work was completed on the E. 34th Street Rail Station, which through a Sponsorship Agreement, will be called the Tri-C/Campus District Station.
- Work continued on upgrades to the E. 105 Red Line Rail Station.
- Work continued on upgrades to the Farnsleigh Blue Line Rail Station.
- Received FTA approval for the Triskett Garage CNG improvements, and awarded US DOT and the Ohio EPA grants to assist in the project funding.
- Continued upgrades to the signal system on the Green Line between East 79th and Courtland and on the Blue Line between East 79th and Lynnfield.
- Replaced 7,300 rail ties and improved the track structure, drainage and geometry on the Red Line between West 117th and Westpark.
- Received the "Client Commitment to Cleveland" Award from the American Institute of Architects for commitment to design excellence.

Safety and Security

- In conjunction with Battelle and FTA, pilot tested innovative "connected vehicle" bus safety alerts system to reduce pedestrian accidents.
- Launched our "See Something, Text Something" where riders can discretely send messages, pictures and even video by texting 216-575-EYES (3937) to report suspicious activity.
- Reduced crime rate by 59% over the last two years.
- Achieved goal in preventable accident reduction, and on-the-job injury reduction.

Strong Financial Management

- Sold Harvard and Brooklyn garages, netting nearly \$4.4 million and saving about \$850,000 annually in property maintenance costs.
- Entered into a pilot program with Lyft to provide Paratransit customers with a new transportation option, reducing the average cost of service from \$40 per trip to \$8.49. The 1,676 total rides from April 4 to June 30 provided a savings of \$52,810.76.
- Completed 2018 to the good of budget by \$5 million, and contributed an additional \$5 million into the rail car replacement reserve account.
- Received GFOA Distinguished Budget award for 30th consecutive year.

Customer Service

- Made service adjustments on 15 of RTA's 52 bus and rail routes, having minimal impact on customer convenience while promoting better job connectivity.
- Stimulated ridership with RTA's Kids Ride Free program which offered rides to children under 12 when accompanied by a fare-paying adult.
- Began holding quarterly service planning meetings to receive public input regarding future service modifications.
- Completed Customer Satisfaction Surveys for RTA's Park-N-Ride, MetroHealth and Trolley services.

Recognitions

- Received APTA Gold Award for Bus Safety
- Awarded the Group Award for Safety by the Ohio Bureau of Worker's Compensation for our safety campaign.
- Recognized as Best in the Class for Workforce Diversity by the Greater Cleveland Partnership. Having received this honor three times, RTA was placed into their *Hall of Fame*.
- Awarded a Technology Solutions Award by the Public Technology Institute.
- Issued the Smart 50 Award from Smart Business
- Named Government Fleet of the Year by Fleet Owner Magazine
- Received 2018 Special Districts Winner: Technology Innovation – Leadership Category from Government Technology & AT&T for RTA's Trip Planner with Real Time information.
- Received the "Building the Circle" Award from University Circle Inc. for regional collaboration.
- Celebrated the 50th Anniversary of rail service to the Airport
- Celebrated the 10th Anniversary of the HealthLine which is credited with over \$7.5 Billion of related economic development.

Preparing for the Future

- RTA began proactively preparing for a major leadership change with the announced retirement of the long serving CEO.
- Initiated several studies, named Pillar Studies, to best position RTA for the changing landscape ahead including and in preparation for an upcoming update to its Strategic Plan:
 - Economic Impact Study
 - Fare Equity Study
 - System Redesign Study
 - Operational Efficiency Study
 - Rail Car Study

2019 PRIORITIES

- Support and drive the Mission, Vision, and Values of the Authority
- Continue to improve the Balanced Scorecard Vital Few Objectives:
 - Fiscal Responsibility
 - Voice of the Customer
 - Continual Process Improvement
 - Learning & Innovation
- Priority Program Areas
 - Stakeholder/Public Engagement Strategy
 - Deliver the five Pillar Studies and develop Strategic Plan
 - Engage with laser focus and micro-strategies
 - Rail Car replacement plan and funding strategy
 - Heavy Rail vehicles need replacement in 5 years
 - Rail Infrastructure- Track, Signal, and Power
 - Customer Service Strategy
 - Information Technology Roadmap

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.

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- Received Walter Erhnfelt Award for Outstanding Regional Contribution from NOACA
- Awarded a Technology Solutions Award for PC Patch Automation and a Significant Achievement Award for implementing a new Trip Planner Application that enhanced mobility and increased usability by the Public Technology Institute.
- Issued the Smart 50 Award from Smart Business
- Named Government Fleet of the Year by Fleet Owner Magazine
- Received 2018 Special Districts Winner: Technology Innovation – Leadership Category from Government Technology & AT&T for RTA's Trip Planner with Real Time information.
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2019 PRIORITIES

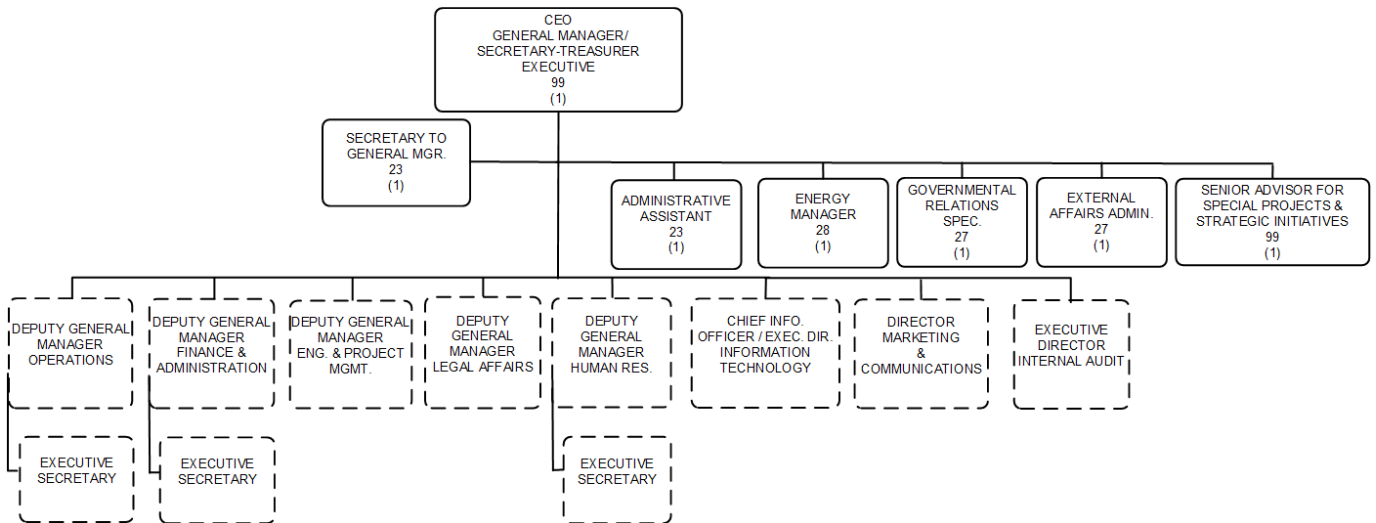
- Promote policies and legislation that support transit funding
- Provide advocacy for increased transit funding from the State of Ohio
- Secure additional funding for RTA's rail car replacement program and rail infrastructure recapitalization.
- Stakeholder/Public Engagement Strategy
 - Deliver the 5 pillar studies and develop strategic plan
 - Engage with laser focus and micro-strategies
- Rail car replacement plan and funding strategy
 - HR Vehicles need replacement in 5 years
- Rail infrastructure (track, signal, and power)
- Customer service strategy
- Information Technology Roadmap

EXECUTIVE DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor Salaried Employees	544,808	648,137	872,946
501300	Overtime Salaried Employees	0	259	0
502000	Fringe Benefits	241,337	282,489	270,971
503000	Services	2,317	84,220	152,577
504000	Materials & Supplies	621	407	1,200
509000	Miscellaneous Expenses	152,272	147,789	167,200
509022	Meals & Concessions	6,171	4,993	2,500
Total		947,567	1,168,294	1,467,394

EXECUTIVE DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
23	0711 Secretary to GM/Sec Treasurer	1.0	1.0	1.0	1.0
	0725 Executive Secretary	1.0	1.0	1.0	0.0
	0757 Administrative Assistant	0.0	0.0	0.0	1.0
27	0862 Government Relations Specialist	1.0	1.0	1.0	1.0
	1330 External Affairs Administrator	1.0	1.0	1.0	1.0
28	1626 Energy Manager	0.0	0.0	1.0	1.0
99	9955 Senior Advisor for Special Projects and Strategic Initiatives	0.0	0.0	0.0	1.0
	9929 General Manager	1.0	1.0	1.0	1.0
	Total	5.0	5.0	6.0	7.0



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 ongoing 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.

2018 ACCOMPLISHMENTS

- Had a “clean” 2017 audit from the Auditor of State
- Established Ad Hoc Committee to review the Bylaws of the Greater Cleveland Regional Transit Authority.
- Appointed Dr. Floun’say R. Caver as the Interim Chief Executive Officer/General Manager.
- Selected the search firm to hire the permanent Chief Executive Officer/General Manager.
- Operated under the new Governance Model.
- Updated Code of Regulations.

2019 PRIORITIES

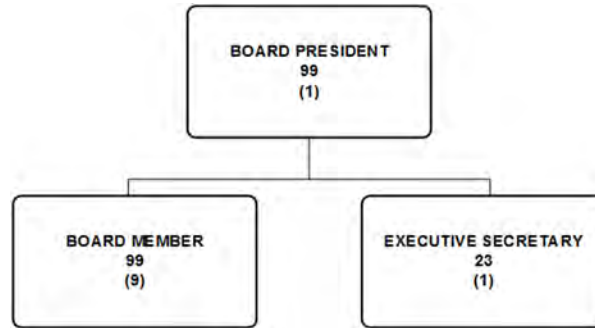
- Have a “clean” 2018 audit from the Auditor of State
- Hire the permanent Chief Executive Manager/General Manager.
- Update the Bylaws of the Greater Cleveland Regional Transit Authority.
- Monitor the progress of the five Pillar Studies.
- Enforce policies on governance and demand accountability from management and staff.
- Advocate for additional resources for RTA.
- Continue legislative and policy-making role: achievement of key policy goals for the Authority and development of policies that result in quality, cost-effective services that meet the needs of residents and visitors to the Greater Cleveland area.

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor Salaried Employees	101,814	95,135	92,511
502000	Fringe Benefits	40,904	37,812	28,718
503000	Services	75,953	89,541	89,000
504000	Materials & Supplies	483	352	500
509000	Miscellaneous Expenses	52,492	7,861	32,700
509022	Meals & Concessions	984	652	1,500
Total		272,629	231,353	244,929

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
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



INTERNAL AUDIT DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

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

2018 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, investigative, 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

2019 PRIORITIES

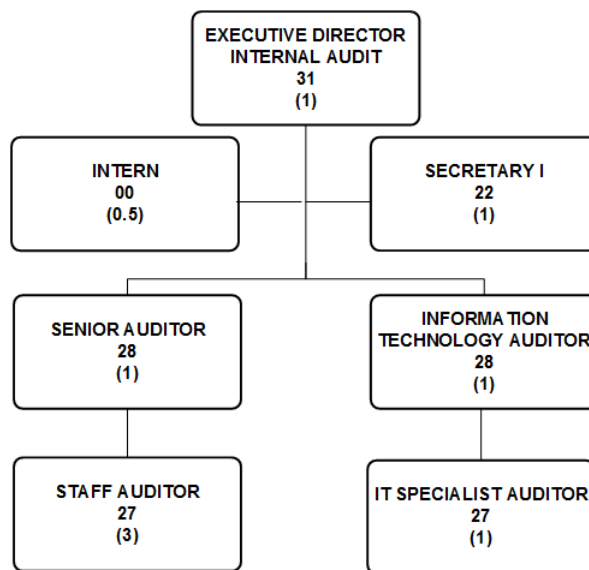
- Establish a risk-based Audit Plan for 2019 aligned with the GCRTA Strategic Plan and Vital Few Objectives
- Continue evaluating the reliability and integrity of information
- Continue evaluating the means of safeguarding assets
- Continue evaluating the systems and processes established to ensure compliance with policies
- Provide assurance, investigative, and advisory services
- Coordinate and follow-up with internal and external audits and 3rd party reviews
- Provide resources to management on steering committees, evaluation panels, performance management forums and task forces

INTERNAL AUDIT DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor Salaried Employees	507,398	595,547	612,875
502000	Fringe Benefits	206,814	240,923	208,818
503000	Services	172,000	25,300	71,500
504000	Materials & Supplies	2,240	4,410	1,650
509000	Miscellaneous Expenses	18,259	16,498	10,600
509020	Travel, Training & Conferences	0	0	16,275
509022	Meals & Concessions	667	217	750
Total		907,379	882,896	922,468

INTERNAL AUDIT DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
00	9942 Internal Audit Intern	0.0	0.0	0.0	0.5
22	0721 Secretary I	1.0	1.0	1.0	1.0
27	0959 Information Technology Specialist Auditor	0.0	0.0	1.0	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	8.0	8.5



MARKETING & COMMUNICATIONS DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

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

2018 ACCOMPLISHMENTS

- Developed Resolution to Ride campaign to encourage service use by leveraging prospective riders' New Year's resolution as the motivation to ride RTA. Over 1,300 Greater Clevelanders participated in this program.
- Go RTA Campaign – Developed a fully integrated marketing campaign to increase ridership by contrasting the ease of riding transit with all the un-pleasantries associated with driving in Greater Cleveland.
 - Outdoor – 11 board, 14 week campaign, over 29 million impressions at a cost of \$2.60/1,000 impressions.
 - Direct Mail – Targeted neighborhoods along six routes offering – frequent service, excess capacity and ride generating destinations (employment centers, shopping, and medical).
 - Digital – Targeted individuals in densely populated neighborhoods with easy access to transit. Twelve week campaign, 4.3 million impressions made with over 20,000 “click thru’s” to RTA’s website.
 - Radio – 9 week schedule, utilizing 10 stations, airing 1,400 spots primarily in morning and afternoon drive time.
- Kids Ride Free Promotion, offering Greater Cleveland families an economical transportation option by allowing up to three children (under 12) to ride free with a fare paying adult. Over 87,000 rides were taken during the promotion, a 50% increase over 2017.
- Campaign launched to encourage CSU/CWRU students to ride RTA with their college issued U-Pass. Nearly 800,000 rides taken (April – Dec) a 3% increase over 2017.
- Increase Mobile App Use
 - Transit App - In 2018, over 16,000 individuals downloaded the app and by year's end nearly 2,000 customers were using it daily.
 - RTA CLE app (mobile ticketing) - For the year, over \$4.5 million worth of fare media was purchased through the app; a 50% increase over 2017 sales.
- Celebrated 50th Anniversary of Red Line service to Hopkins Airport. Partnered with Iceland Air to offer Iceland Sweepstakes.
- Celebrated 10th Anniversary of HealthLine Opening with event at Lou Stokes Station at Windermere; festivities continued along the Euclid corridor.
- Partnered with Bike Cleveland to encourage cyclist to combine transit with biking. Nearly 8,000 bike-related trips taken on the five scheduled “Bike to Work” Days.
- Implemented 2018 Marketing Research Plan
 - Conducted Customer Satisfaction Survey for Trolley, Park-N-Ride, and MetroHealth Line
 - Conducted Little Italy – Post Construction, Customer Survey
 - Conducted 2018 ABBG Satisfaction Survey
 - Supported Fare Study Consultant, LTK, with development and administration of Fare Equity Survey
- Community Engagement – In 2018, participated in over 200 community events throughout Cuyahoga County
- Launch RideRTA.com blog – through a series of on-line posts, provided the community “a behind the scene” look at RTA operations.
- With Transit Police, produced and posted “Transit Police Lip-Sync Challenge” video. By year's end the video had over 800,000 views
- Coordinated the installation and launch of Phase II of the INTERURBAN art project. Through a partnership with Land studio and the Cleveland Foundation, installed art in 20 heavy rail cars.

- Partnered with Lyft, on numerous joint promotions to encourage car-free commutes.
- Supported the launch of Shelter Advertising in the City of Cleveland, first years sales generated an additional \$225,000 in revenue.

2019 PRIORITIES

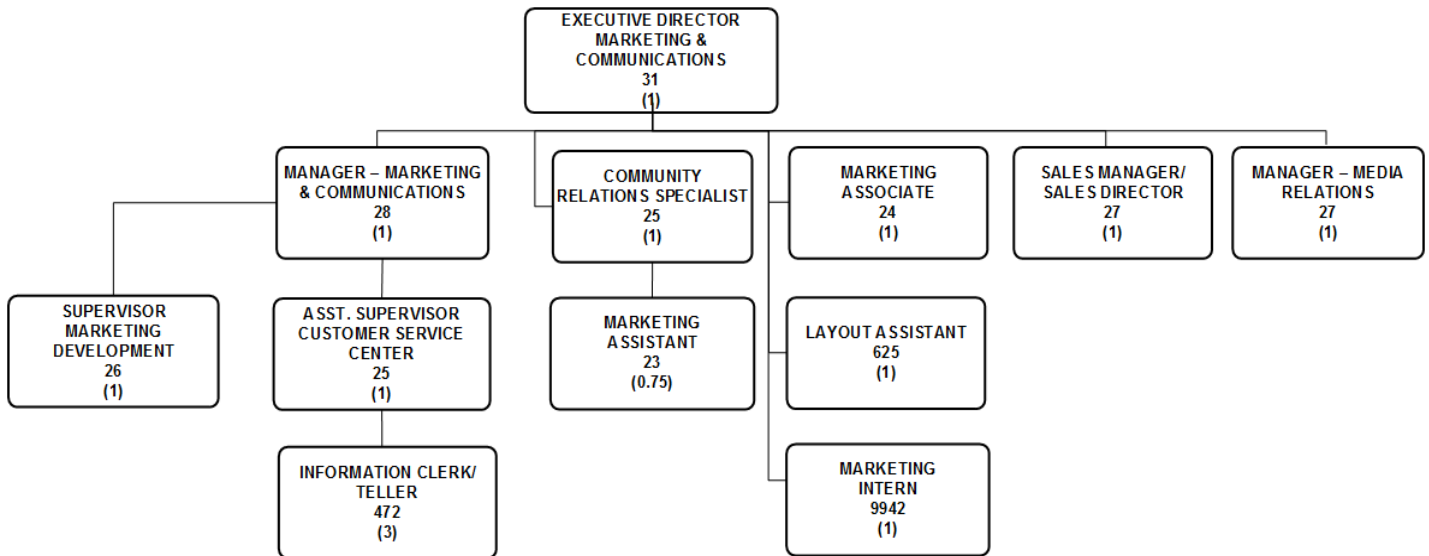
- Deliver a creative marketing plan that promotes the Authority, results in ridership growth, and serves to enhance our corporate brand.
 - Develop strategies to encourage ridership growth – 2019 ridership goal: 35 million trips.
 - Through multiple communications channels promote RTA’s value to the community
 - Encourage engagement with targeted audiences – riders, elected officials, community leaders, and the residents of Northeast Ohio.
- Develop a comprehensive strategy to provide a forum for public engagement and dialogue related to the Authority’s five pillar studies, strategic plan as well as current and future RTA services and Initiatives.
- Enhance our customers riding experience:
 - Measure customer satisfaction through internal surveys, participation in ABBG survey, expansion of the mystery shopper program and refinement of our customer feedback process.
 - Develop and implement strategies to address opportunities for improvement identified through market research.
 - Support efforts to develop a comprehensive, internal customer-service enhancement program.
 - Enhance customer communications through social media platforms, newsletters, mobile apps, and customer-facing, signage system.
 - Further refinement of the Brand Management program.
- Develop programs to improve employee engagement.
- Grow non-operating revenue by adding inner-ring suburban shelters to advertising inventory.

MARKETING & COMMUNICATIONS DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Budget	2019 Amended Budget
501200	Hourly Employees Payroll	42,598	71,478	69,188
501300	Labor Salaried Employees	1,553,117	1,094,453	789,319
501310	Overtime Salaried Employees	11,502	13,288	13,500
502000	Fringe Benefits	649,171	473,849	309,512
503000	Services	70,700	130,250	50,503
503020	Advertising Fees	847,372	811,920	927,500
503049	Temporary Help	(150)	0	0
504000	Materials & Supplies	18,822	15,252	8,150
509000	Miscellaneous Expenses	9,612	8,524	3,000
509022	Meals & Concessions	6,835	9,867	5,125
512000	Leases & Rentals	7,357	3,462	10,000
Total		3,216,936	2,632,343	2,185,796

MARKETING & COMMUNICATIONS DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
00.A	9942 Marketing Intern	0.0	0.0	0.75	1.0
03	0365 Customer Service Rep	3.0	3.0	3.0	0.0
	0371 Telephone Operator/Info Clerk	11.0	11.0	10.0	0.0
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	1.0	1.0	1.0	0.75
25	0713 Publications Manager	1.0	1.0	0.0	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	0.0
	1067 Assistant Supervisor Customer Service	1.0	1.0	1.0	1.0
	1085 Business Analyst	1.0	1.0	0.0	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	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
	1964 Marketing Manager	0.0	0.0	1.0	1.0
31	0784 Executive Director	1.0	1.0	1.0	1.0
	Total	30.0	30.0	28.75	13.75



INFORMATION TECHNOLOGY DEPARTMENT

MISSION STATEMENT

The mission of the Information Technology Department is to apply innovative technology solutions to help the Authority meet the challenges of delivering world-class public transportation services, and to enhance the efficiency and reliability of those services, through improved access to reliable information, for employees and customers alike

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

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

2018 ACCOMPLISHMENTS

- Conducted Pilot rollout of Windows 10 operating system for desktops and laptops
- Established automation of the ongoing patching process for critical system updates for desktops and laptops
- Established internal IT Security Awareness program, evaluated and procured formal security awareness training services
- Implemented WiFi connectivity for District Garages to enable vehicle diagnostics
- Deployed interim backup solution, including off-site replication of data, to enhance disaster recovery capability
- Presented, and received approval for, Roles and Responsibilities for major information systems
- Supported Major Construction projects with network design and specification, telecommunication and implementation services.
- Continued critical upgrades to the IT Infrastructure, including Data Protection, LAN Refresh, and application delivery services, migration of several significant system databases to Linux
- Implemented Video and Web-based Conferencing systems for the Authority
- Received multiple awards and Recognition from PTI and The Center for Digital Government Institute

2019 PRIORITIES

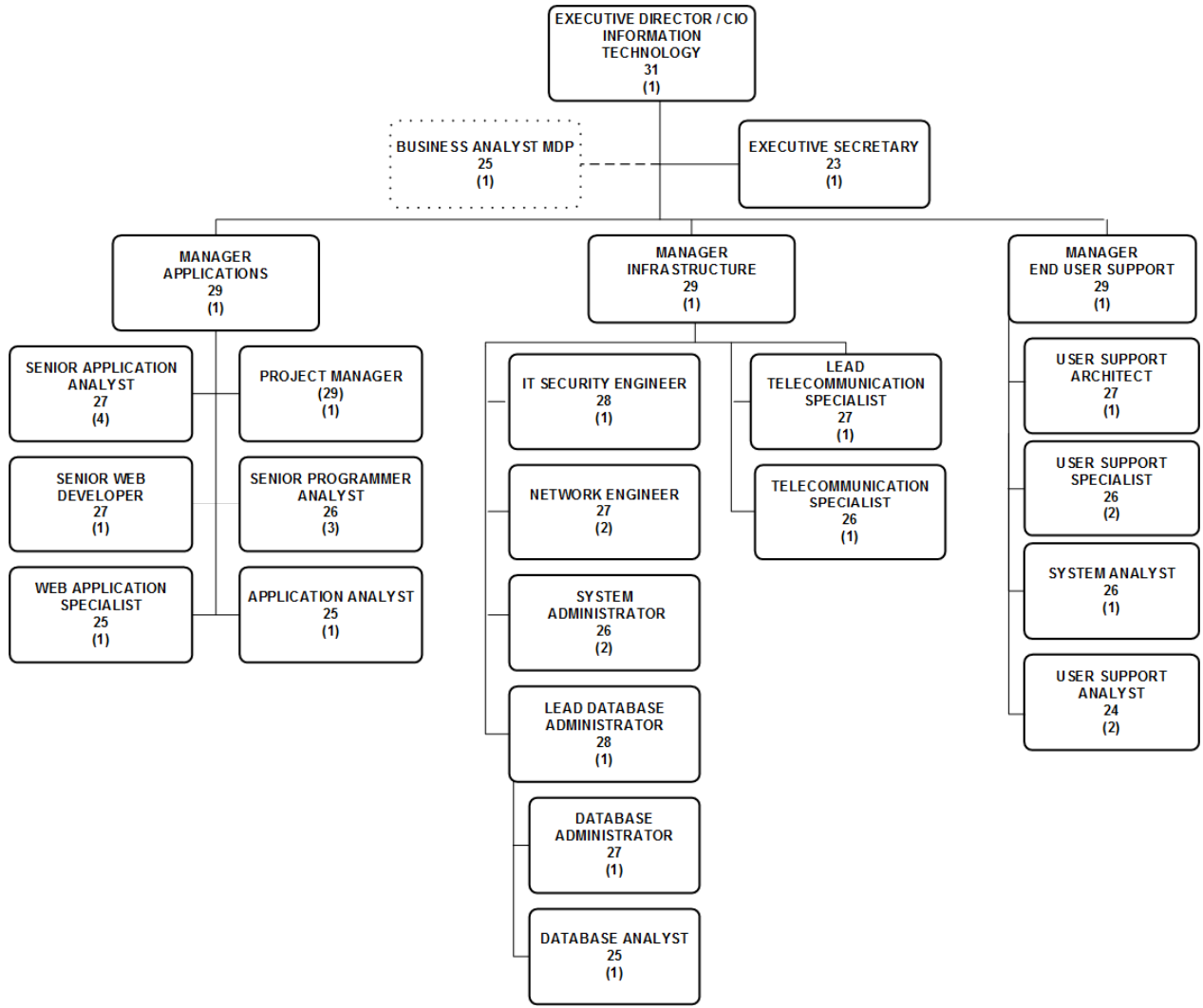
- Develop a Technology Roadmap for the Authority
- Supply the IT Steering Committee with sufficient data and analysis to make strategic technology decisions
- Expand the IT State of Good Repair Program
- Continue to enhance the use of Technology, to better support critical operations and processes
- Continue to implement and enhance IT Governance
- Implement Business Intelligence Systems in support of Business Process Improvement efforts
- Initiate the rollout of Windows 10 operating system for desktops and laptops
- Begin phased implementation of formal IT Security Awareness training for all employees
- Expand WiFi connectivity for District Administrative spaces
- Expand Disaster Recovery capability with enterprise data protection and additional virtualization for critical legacy systems
- Support Major Operations projects (Radio Replacement, TransitMaster, Trapeze, and Ultramain upgrades)
- Continue critical upgrades to the IT Infrastructure, including Network Core, and Oracle Database Environments

INFORMATION TECHNOLOGY DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor - Salaried Employees	2,079,758	2,209,787	2,294,237
501310	Overtime - Salaried Employees	150	0	0
502000	Fringe Benefits	846,607	883,962	800,902
503000	Services	556	53,020	63,200
503049	Temporary Help	95,000	0	0
503052	Other Maintenance Contracts	2,235,723	3,027,483	3,016,256
504000	Material & Supplies	87,569.46	71,712	159,950
505022	Telephone	651,195	513,597	626,923
509000	Miscellaneous Expenses	31,692	89,897	67,475
509022	Meals & Concessions	0	0	750
512000	Leases & Rentals	96,010	62,232	62,000
Total		6,124,260	6,911,690	7,091,693

INFORMATION TECHNOLOGY DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
23	0725 Executive Secretary	0.0	1.0	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	1.0	1.0	1.0	1.0
26	0960 User Support Specialist	3.0	3.0	3.0	2.0
	0967 System Analyst	0.0	0.0	0.0	1.0
	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	1.0	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		31.0	32.0	32.0	32.0



FUND TRANSFERS DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

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

2018 ACCOMPLISHMENTS

- Bond Retirement Fund transfer: Ending Balance: \$2.1 million > 1/12th 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: 13.5% of Sales & Use Tax Funding transferred to Capital (goal: minimum 10%)

2019 PRIORITIES

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

FUND TRANSFERS DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
510050	Transfers to/from Reserve Fund	17,554,922	7,368,662	7,965,059
510065	Transfers to/from Pension Fund	75,000	60,000	50,000
510075	Transfers to/from RTA Capital	10,271,331	15,259,919	11,887,181
510085	Transfers to/from Bond Retirement Fund	17,045,783	17,236,407	15,228,052
510090	Transfers to/from Insurance Fund	2,400,000	7,250,000	2,700,000
Total		47,347,036	47,174,988	37,830,292

2019 – 2023 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 2019–2023 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 2019-23 CIP presented here includes the first five programmed years of the Authority's Capital Program, with-out year projects, covering 2024–2026, under preliminary development.

ORGANIZATION OF THE CAPITAL IMPROVEMENT PLAN

This chapter contains the 2019-2023 Capital Improvement Plan of the Authority. The first year reflects the Board approved RTA Capital and RTA Development Fund budget appropriations for the FY 2019 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 2019 Capital Improvement Budget and the four out-years of the overall 2019-2023 CIP. Smaller locally funded projects included in the RTA Capital Fund are listed in Department order, while the larger, grant and/or locally funded capital projects included in the RTA Development Fund projects are organized by capital project categories and reflect specific funding sources, supporting those projects.

CAPITAL ASSETS

The principal share of expenditures planned within the 2018–22 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.

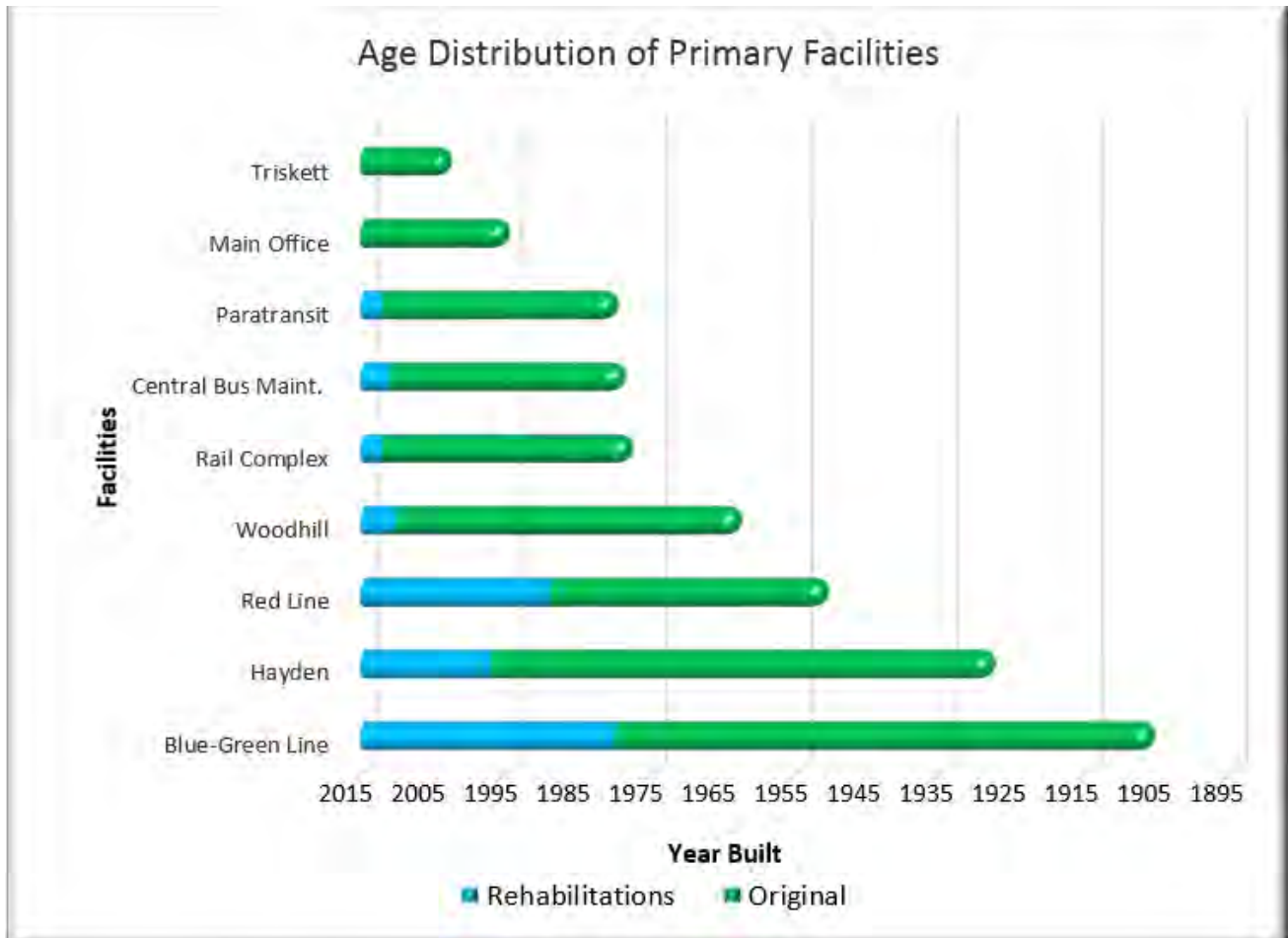


Figure 73: Age Distribution of GCRTA Primary Facilities

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 Authority completed the sale of this facility to a third party buyer in March of 2018.

BUS DISTRICT GARAGE FACILITIES

The Authority has two active large bus district garages:

TRISKETT GARAGE is located at 13405 Lakewood Heights Boulevard. It was originally put into service in 1958 with a new replacement garage opening in 2005 at this location. West side service and trolley operations are operated from this garage. Installation of a CNG Fueling station is planned for FY 2019 to fuel future CNG fleets to operate out of the Triskett 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 SOGR project that included the replacement of six hydraulic lifts, fire suppression and HVAC systems, and 16 overhead doors was completed in FY 2014. Installation of a CNG fueling station was completed in FY 2015 and work was complete to address remaining CNG related building improvements in FY 2018. In FY 2019, 3 CNG Dispensers will be replaced with new units to resolve safety issues with the original units. East side service and the Health Line buses are operated from this garage.

CENTRAL BUS MAINTENANCE FACILITY

The Central Bus Maintenance Facility (CBM), at 2500 Woodhill Road, was put into service in 1983 and houses a remanufacturing division, diagnostic center, bus service & maintenance area, and central inventory stores. Various facilities improvements and lift replacements, funded from a Federal SGR grant award, were completed in 2014. CNG building improvements at this facility were completed in FY 2018. In FY 2019, Paint Booth Exhaust Fans will be installed to meet CNG compliance issues that were discovered from the 2018 CNG improvements.

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. FY 2019 will see completion of construction on Lost & Found and the start of construction on the new Customer Service Center.

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 Authority completed the sale of this facility to a third party buyer in March of 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 building enhancements and a 24-month rehabilitation project, including various facilities and equipment upgrades were completed.

PARK-N-RIDE LOTS

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

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

PASSENGER SHELTERS

There are approximately 1,459 bus shelters located throughout the Authority's bus system and 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 2019 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. FY 2019 will see replacement of two rooftop HVAC units.

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 were 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 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 lastly 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. This included reconstruction of two Green Line Stations at Warrensville/Shaker Blvd. and Lee Road/Shaker Blvd. and the reconstruction of East 116th St. Light Rail Trunk Line Station.

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. FY 2016 saw completion of track reconstruction on Track 7 & 8 at Tower City Station and work commenced on a \$15.1 million reconstruction of Brookpark Station. FY 2019 has a budget amount of \$10.31 million for Red Line Track reconstruction from WestPark Station to Puritas Station.

The 2019-23 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, 20 track bridges, seven street bridges, including the shared Light Rail Trunk Line Bridge, and the Airport Tunnel have all 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 years 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 four track bridges, the first construction phase on the Viaduct Bridge, track bridge rehabilitation of W.117th Street, Ambler Avenue, Canal Road and an on-going inspection program to monitor the condition of each track bridge owned by the Authority. The Waterfront Line Bridge will be the focal point of these inspections in FY 2019 to undergo inspection and possible repairs while the Viaduct Track Bridge will undergo inspection services and repairs.

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) 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. FY2019 will see the continuation of track work at Tower City Station with tracks 10 & 13 planned to undergo reconstruction.

REVENUE VEHICLE FLEETS

CONVENTIONAL BUSES

There were 439 vehicles in the GCRTA bus fleet at the end of 2018. Compared to the prior year, 33 vehicles have been retired or are in the process of being replaced under the bus improvement program. During FY 2018, 33 new 40-FT CNG vehicles were placed in daily operation, FY 2017, 45 new 40-FT CNG 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 total fleet mix includes 439 vehicles, of which 131 40-foot diesel transit buses; 40 60-foot articulated diesel buses; 21 60-foot articulated hybrid bus rapid transit (BRT) vehicles; 22 commuter buses; 3 60-foot articulated BRT buses; 12 35-foot trolley buses; 20 Propane vehicles, 30 25-foot MV1's, 7 27-foot Jitneys, 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 7.2 years at the end of FY 2018. 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 2019–23 CIP continues a planned bus replacement program, begun in 2013, that will continue until the entire fleet is replaced.

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.

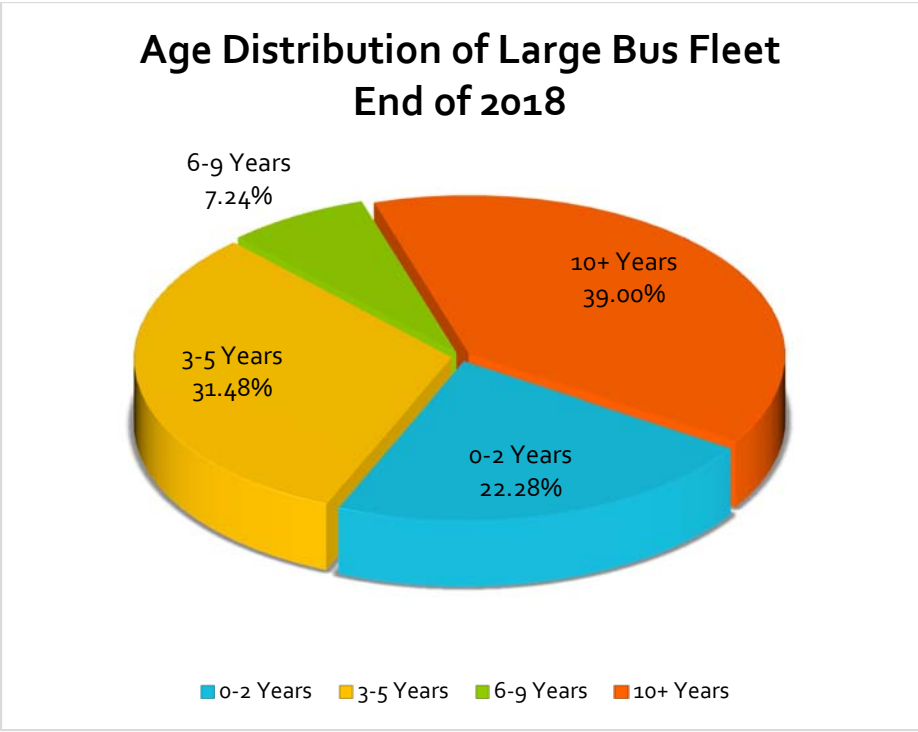


Figure 74: Age Distribution of Bus Fleet

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 6.2 years at the end of 2024. All current and future ordered GCRTA buses are compliant with the Americans with Disabilities Act (ADA) and, with the exception of the trolley buses and BRT vehicles, are equipped with bicycle racks.

PARATRANSIT BUSES

The Authority’s Paratransit Program transports senior citizens and disabled persons on an advanced reservation basis. Including twenty propane fueled vehicles there are 80 ADA compliant, wheelchair-equipped buses in active service in the Paratransit fleet with an average age of 2.9 years at the end of FY 2018. In mid FY 2016, 20 MV-1 vehicles were placed into service and in FY 2018, another 36 were added. Future replacement plans have a total of 23 vehicles being replaced in 2020 that will bring the average life of the Paratransit fleet to 2.8 years old by the end of 2020. 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 92 heavy and light rail vehicles for its rail operations. The age of the Authority’s rail fleet ranges between 33 and 37 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 40 active Tokyo HR vehicles, purchased in 1984 and 1985, which operate on the Red Line. The peak service requirements for the Red Line during rush hours are 24 cars, while special events require 36 cars. The 34 active Breda LR vehicles, acquired between 1981 and 1983, run on the Blue, Green, and Waterfront Lines of the Authority. Vehicle requirements for LR peak rush hour service are 9 cars, and 28 cars are required for special event services. During the pillar studies, a value of \$24.0 million was determined as the cost needed to replace both rail car fleets. HRV cars were stated to have around 5 years of useful life left while LRV cars were determined to have around 10 years of useful life left before replacement is needed.

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 2019-23 Capital Improvement Plan (CIP). The process began in January, 2018 when the Office of Management and Budget (OMB) reviewed the budgeting policies and set the parameters for the Capital Budget, and concluded in May 2018 with the Board Adoption of the recommended 2019-23 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. Meetings include a review of the information required for capital project requests, clarification of Department and Division requests and an overview of anticipated funding for the upcoming capital budget year.

In February and March, OMB staff and the Capital Program Working Group (CPWG) reviewed all submitted capital project requests for consistency with the needs of the Authority’s infrastructure, funding availability, the Authority’s Long Range Plan, the current Transportation Improvement Plan (TIP), and the annual strategic planning process. Projects were then prioritized in accordance with RTA’s capital priority areas- state of good repair, health & safety, mandates, environmental impact, and ridership transit oriented development and in turn forwarded to the Capital Program Oversight Committee (CPOC) which includes the Executive Management Team of the Authority. The CPOC was formed to develop and monitor the Capital Program and to authorize the five-year Capital Program with projected grant, local and non-traditional revenue sources. After initial meetings with the Department Directors at the division level and with the General Manager and the Executive Management Team at the organizational level, the recommended Capital Budgets for the 2019-23 CIP were finalized.

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 4 th Quarter Report

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

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 Submission for NTD
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

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

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

APRIL 2018

DATES	SCHEDULE
April 1	Operating: 2018 Amended Budget begins
April 6	Operating/CIP: Position Salaries posted for March. <u>Legal Notice: CIP & Public Hearing</u>
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 1 st Submission Due

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: <u>Legal Notice: Tax Budget & Public Hearing</u>
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

AUGUST 2018

DATES	SCHEDULE
August 3	Operating: Begin conversations with Departments about Budget; Position Salaries posted for July; Analysts – start creating Operating Base Budgets

July 17	Operating: Presentation of 2018 Tax Budget to Finance Committee; & Public Hearing; Legal Notice: CIP & Public Hearing;
July 20	Operating/CIP: 2018 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 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: 1 st 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: 2 nd Meeting with CEO on 2019 Budget
October 15	Operating / CIP: Write Transmittal Letter & <u>Q3 QMR Fund Statements;</u>
October 22	Operating: EMT Presentation of Final 2019 Budget; Legal Notice: Operating Budget & Public Hearings; 2018 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 / 2019-2023 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 - <u>Public Hearing on 2019 Operating Budget</u>
November 27	Operating: Ensure all 2019 Cost Allocation Plan data submitted and verified as requested by vendor
November 27	Operating / 2019-2023 CIP: Start writing other Budget Book Sections

DECEMBER 2018

DATES	SCHEDULE
December 4	Operating: Presentation – final update to Finance Committee on 2019 Operating Budget and 2019 – 2023 CIP; <u>Public Hearing after Presentation</u>
December 7	Operating: Position salaries posted; Review 1 st 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

JANUARY 2019

DATES	SCHEDULE
January 1 - 12	Operating: Begin 2019 Budgets; Position Salaries Posted for December; 2 Budget Years Open
January 12-18	Operating: A/P & GL Closes; allocate December Fringes; Close System for Operating Budget Roll; Finalize 2018 4Q OMR
January 12-18	2018 Operating Budget Encumbrance Roll; Complete 2018 4Q QMR; Oracle re-opened
January 22	Oracle System Open for 2019; Print 2019 Budget Books

FEBRUARY 2019

DATES	SCHEDULE
February 2	Operating: Position Salaries posted for January; Deliver 2019 Budget Books to designated employees
February 9	Operating: GL Closed; Allocate January Fringes
February 12	Operating / CIP: NTD Kick-off meeting
February 19	CIP: Create Schedule for 2020 - 2024 CIP

Figure 75: Budget Development Schedule

A new budget schedule was set to better align with the NOACA Board review to assure funding would be in place. The CIP for 2019-23 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 May and through NOACA, incorporated into the current four-year TIP prior to the new Federal Fiscal Year. Revisions to existing projects and/or amendments to add new projects are submitted on a quarterly basis for review and inclusion in the revised TIP/STIP.

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 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 2019–23 CIP far exceeded available resources. As a result, established guidelines are used to prioritize project requests for funding. The following criteria provide a basis for preliminary capital investment decisions and include:

THE VALUE AND USEFUL LIFE OF THE CAPITAL ASSET

To be included in the Capital Improvement Plan, the asset must have a value of \$5,000 or more and have a useful life exceeding one year. If financed by debt, the useful life should exceed the term of the bond.

The availability of resources to fund the Capital Improvement, including grant resources

The availability of grant resources against which local funds can be leveraged greatly enhances the likelihood of approval.

THE AGE AND CONDITION OF THE CAPITAL ASSET

Assets that are older and in poor condition generally rank higher on the rehabilitation or replacement list. Specific vehicle rehabilitation or replacement programs have been established for buses, rail cars, and non-revenue vehicles.

THE RELATIVE COST TO THE AUTHORITY FOR THE BENEFIT OBTAINED

Benefits may be measured in terms of avoided cost or the ability of the improvement to recover the capital investment within a given period.

VALUE ENGINEERING CONSIDERATIONS WITH REGARD TO THE SCHEDULING/ORDER OF PROJECTS

The relationship between projects is an important consideration in the scheduling of construction projects. For example, major rehabilitation to a bridge on a rail line might coincide with a track rehabilitation to achieve economies and avoid a duplication of effort.

PRIORITY AREAS

In addition to these criteria, all capital projects must relate to one of the following priority areas to be considered for approval. Capital projects, which address multiple priority areas, have a greater likelihood of approval.

During this planning cycle, priority areas of the Authority were defined as:

- **State of Good Repair (25%)** – Maintaining the Authority’s current ‘core business’ through investments in projects which are necessary in order to operate the existing infrastructure or add an additional dimension/mode to existing systems.
- **Health and Safety (20%)** – Ensuring the physical well-being of the Authority’s customers, employees, and the general public.
- **Mandates (20%)** – Ensuring compliance with Federal and State mandates such as the Clean Air Act and Americans with Disabilities Act.
- **Ridership Transit Oriented Development (15%)** – Invest in equipment, opportunities for private investment, increased revenues, encourage partnerships with other organizations. Stimulate the development of current property for the benefit of customer satisfaction to maintain current ridership and attract new customers.
- **Operating Budget Impact (15%)** – Investing in projects that will result in a direct positive impact on reducing operating expenses or improving operational efficiencies of the Authority.
- **Environmental Impact (5%)** – Investing in equipment, adapting facilities or enhancing service infrastructure to support overall environmental benefits such as improved air quality.

Figure 76 reflects the distribution of approved 2019 Capital Improvement projects by capital priority area. The largest portion of the 2019 Capital Budget appropriations, \$61.33 million or 90.10 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 with \$3.55 million, or 5.22 percent, with the remaining categories making up the balance of the budgeted capital projects.

PRIORITY CATEGORIES - Combined	2019	2020	2021	2022	2023	TOTALS 2019-23
RIDERSHIP	\$0.35	\$0.35	\$0.35	\$0.35	\$0.35	\$1.75
HEALTH & SAFETY	\$0.21	\$0.21	\$0.21	\$0.21	\$0.21	\$1.03
STATE OF GOOD REPAIR	\$61.33	\$75.04	\$72.64	\$73.14	\$67.85	\$349.99
TECHNOLOGIES/EFFICIENCIES	\$3.55	\$0.32	\$0.32	\$0.49	\$0.34	\$5.01
OTHER	\$2.64	\$2.64	\$2.64	\$2.64	\$2.64	\$13.19
SUB-TOTAL: ROUTINE CAPITAL	\$68.07	\$78.55	\$76.15	\$76.82	\$71.38	\$370.96

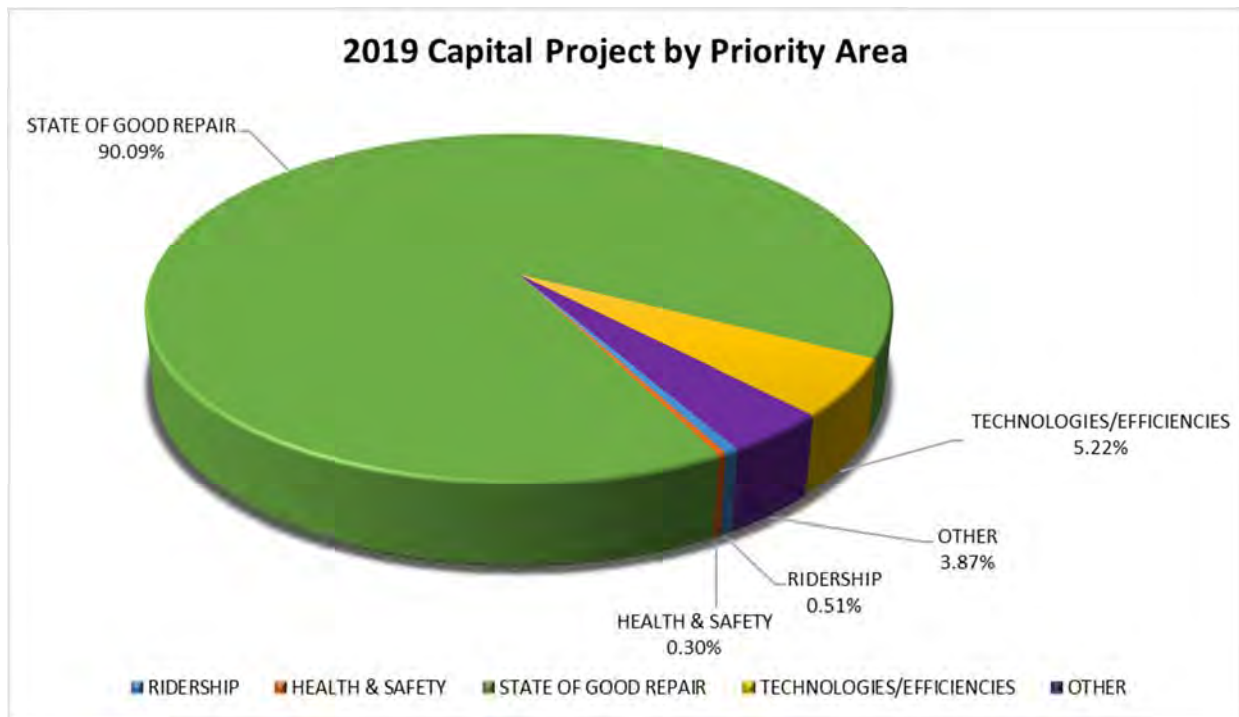


Figure 76: Capital Projects by Priority Area

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 totaling \$16.9 million in FY 2018 for existing debt service.

At the end of FY 2018, the Authority will have a combined \$96.4 million of outstanding debt among five outstanding debt issues. They are, along with their original amounts, 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 2015/2016. Current plans are to issue \$30 million of additional debt in FY 2019 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 \$42.08 million, or nearly 48.81 percent of the Authority's capital improvement revenue stream during FY 2019. Over the five-year CIP period, Federal funding may provide approximately 63.96 percent of the needs for the Authority's programmed capital projects. Most major Federal grant programs require a local match, normally 20 percent, though in some isolated grant awards a 10 percent or no local match is required. Through FFY 2013, Federal grant programs were modified by the INTERMODAL SURFACE

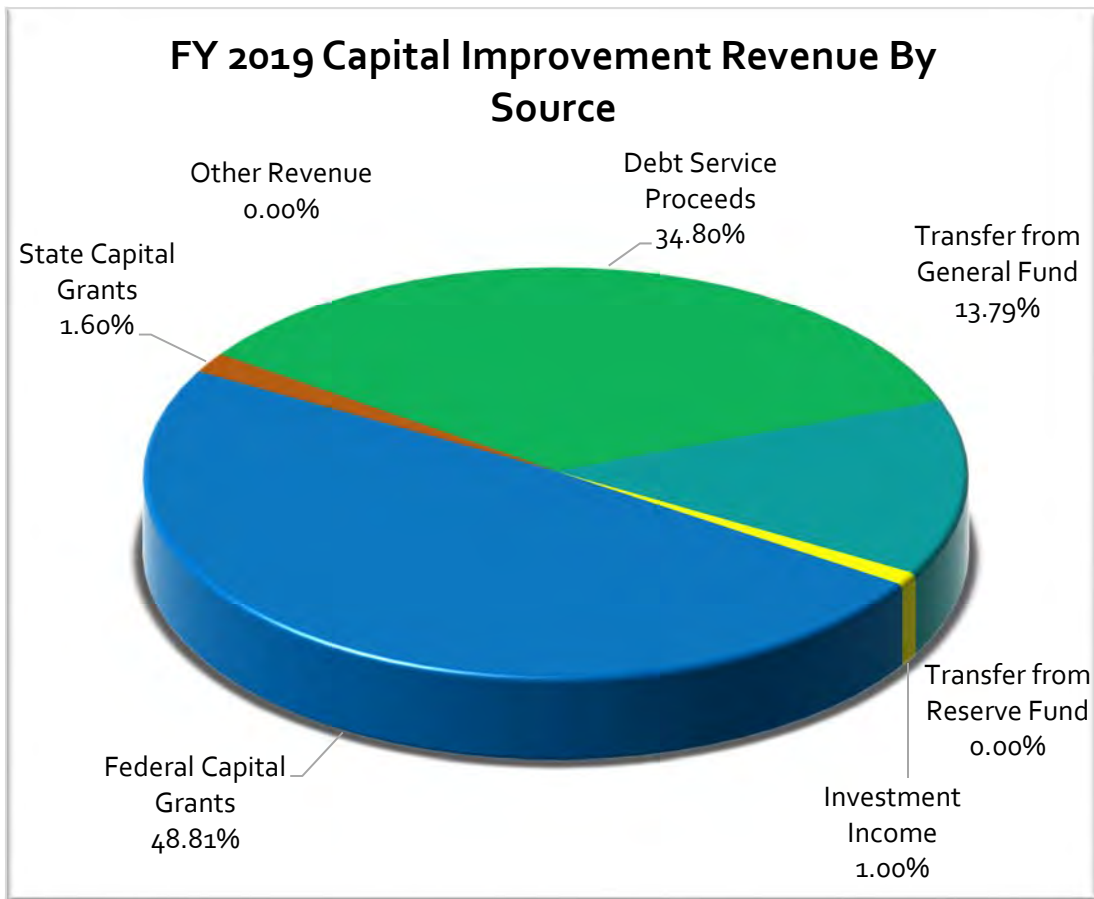
TRANSPORTATION EFFICIENCY ACT OF 1991 (ISTEA), and confirmed by both the TRANSPORTATION EQUITY ACT FOR THE TWENTY FIRST CENTURY (TEA-21) and the SAFE, ACCOUNTABLE, FLEXIBLE, EFFICIENT TRANSPORTATION EQUITY ACT: A LEGACY FOR USERS (SAFETEA-LU) adopted in 2005.

SAFETEA-LU was extended several times since, and in FY 2012 a new Transportation Act, Moving Ahead for Progress in the 21st Century (MAP-21), was approved by Congress. MAP-21 established some certainty over available FTA funds for future transit construction projects. Changes in Federal formula calculations for grant awards, inclusion of new census data in the determination of formula grants, incorporation of operating statistics relative to all transit agencies, and consolidation and/or elimination of some grant programs had an unfavorable impact upon financial resources for the Authority's capital improvement program.

The changes brought on by MAP-21 legislation impacted the Authority's Rail Systems capital programming. Prior to MAP-21 the Rail Modernization grant was allocated through a formula favorable to the Authority and other "older" rail systems in America. Rail formula funds are currently allocated through a STATE OF GOOD REPAIR (SOGR) program, which incorporates both population and operating statistics into the formula allocations resulting in a reduction of formula funds for the rail system. While the MAP-21 legislation clarified available financial resources in the short-term, the long-term Federal funding commitment to public transportation remains uncertain.

At the end of 2015, a new Transportation Act titled "FIXING AMERICA'S SURFACE TRANSPORTATION" (FAST) ACT is expected to be approved by Congress. The FAST Act will incorporate current MAP-21 initiatives and focus on SOGR strategies. The FAST Act is also expected to impact the Authority's formula funding allocation in the CIP by an annually projected increase of \$2 million, most of which is prioritized for Rail SOGR projects.

On July 26, 2016 FTA made its "Final Ruling" reaffirming that transit agencies must establish a Transit Asset Management System Plan to monitor and manage public transportation assets to improve safety and increase reliability and performance. The "Final Ruling" sets the objective to achieve a state of good repair (SGR) by creating a business model using transit asset condition ratings to guide capital planning decisions and optimize funding resources.



	2016	2017	2018	2019	2020	2021	2022	2023
	Actual	Actual	Actual	Amended Budget	Plan	Plan	Plan	Plan
Transfer from General Fund	\$9.47	\$10.27	\$15.26	\$11.89	\$13.65	\$12.92	\$17.05	\$14.00
Transfer from Reserve Fund	\$0.00	\$0.00	\$2.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Investment Income	\$0.29	\$0.33	\$0.32	\$0.86	\$0.57	\$0.77	\$0.57	\$0.77
Federal Capital Grants	\$47.73	\$48.46	\$56.53	\$42.08	\$74.12	\$64.43	\$52.94	\$50.28
State Capital Grants	\$0.11	\$0.00	\$0.83	\$1.38	\$1.38	\$1.38	\$1.38	\$1.38
Debt Service Proceeds	\$0.00	\$0.00	\$0.00	\$30.00	\$25.00	\$0.00	\$0.00	\$25.00
Other Revenue	\$0.00	\$0.33	-\$0.03	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Revenue	\$57.60	\$59.38	\$74.91	\$86.21	\$114.71	\$79.50	\$71.94	\$91.43

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. FY 2018 allocations under the upcoming FAST 21 legislation are estimated at \$28.45 million, near the amount currently received under the MAP-21 legislation and decreasing in FY2019 to an amount of \$28.36 million.

STATE OF GOOD REPAIR – SECTION 5337

Since ISTEA, Federal participation for the former Section 5309 award program is distributed at the Federal Transit Administration's (FTA) discretion on an 80 percent Federal, 20 percent local basis. The ISTEA also instituted a multi-tier formula to allocate Section 5309 Rail Modernization grants, one that historically favored the older established rail systems including the GCRTA. This formula allocation remained the same in the now expired SAFETEA-LU legislation.

The MAP-21 legislation replaced the Section 5309 Rail Modernization award program with the Section 5337 State of Good Repair (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 more than \$700,000 for rail formula award funds from FY 2018 to FY 2019 for the Authority.

The last Federal allocation for the Section 5309 – Rail Modernization Award was an indication of the financial impact the Authority faced under the MAP-21 legislation. Including the 20 percent local share, the last Rail Modernization award in 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 million in FY 2016, \$18.92 in FY2017 and \$17.76 in FY 2018, 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. FY 2019 funding increased from prior years back up to \$2.75 million.

NON-TRADITIONAL FEDERAL SOURCES

Non-traditional Federal awards, including competitive and earmark grants, are beyond the scope of the previously discussed programs, but are impacted by the MAP-21 and subsequent FAST legislation. Additionally, grant award funding for an annual ADA Reimbursement grant award, which reimbursed the Operating Budget an average of \$3.17 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 2019-2023 Capital Improvement Plan (CIP). FY 2018 non-traditional funding was received from the Diesel Mitigation Trust Fund in the amount of \$2 million, Transit Oriented Development Planning in the amount of \$360,000, and \$471,333 from the TSA National Explosives Detection Canine Team Program. Projects identified are for track rehabilitation of Red Line Track West (W.117-West Park) \$6.6 million, \$11.6 million for Radio CAD/AVL System Replacement from the Federal Highway Association, and Triskett Building Compliance Facility upgrades for \$3.3 million. In FY 2017 the authority received competitive funds totaling \$4.0 million for continuous improvement of Red Line West at W.75th – W.98th, received non-traditional funding for the Career

Pathways Development award of \$985,754 received in FY 2015 to be used by the Authority for a work force development program. In FY 2013 a TIGER III grant award for \$15.63 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 has been awarded various competitive grants under the Ohio Transit Preservation Partnership Program (OTPPP), Urban Transit Program (UTP) and Diesel Emission Reduction Grant (DERG) grant awards. Recently it has focused on contributions that are project-specific rather than for local match contributions, and it utilizes available Federal rather than State awards. In FY 2016, the OTPPP awarded \$4.0 million for rehabilitation of Red Line West 75th – W.98th, \$2.6 million was awarded under UTP and DERG grants for 40ft CNG buses. In FY 2017, OTPPP awarded \$5.2 million for continuous improvement of the Red Line West 117th –West Park, \$1.6 million was awarded under UTP for MCI diesel buses, and \$2.8 million awarded under DERG for 40ft CNG buses. In FY 2014-2015 executed a combined \$4.58 million OTPPP award for four replacement trolley buses and 40-Ft buses. In FY 2013, \$1.96 million OTPPP 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 2019, the combined local contribution for the Authority's capital program of \$27.12 million are sourced from two transfers included within the General Fund. The first is an \$11.89 million transfer to the RTA Capital Fund to cover locally funded capital expenditures within the Capital Funds. The second, \$15.23 million transfer from the General Fund to the Bond Retirement Fund, covers projected debt service payments for the upcoming year. In recent years, these two transfers totaled \$31.35 million in FY 2016, decreased to \$27.31 in FY 2017, and are expected to remain steady into future budget years.

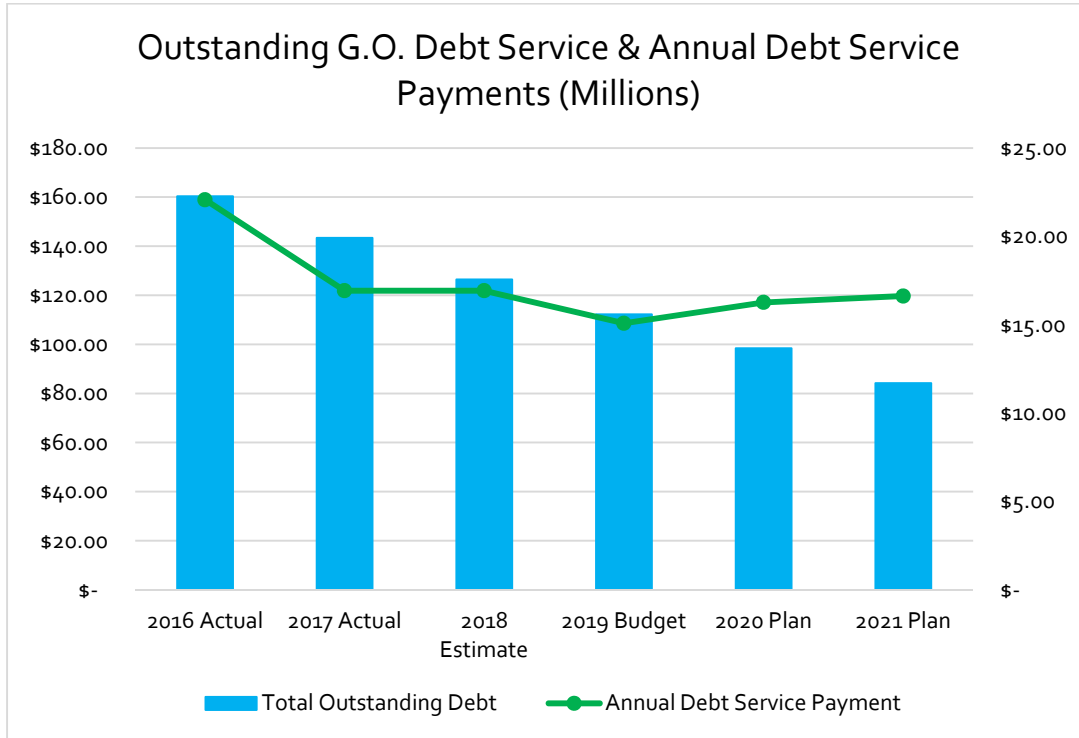
DEBT MANAGEMENT

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 2018 will mature by December 2039. The \$96.47 million balance of outstanding debt at the end of 2018 will require principal and interest payments of \$14.22 million in 2019. The principal and interest will increase to \$15.07 million after FY 2019 \$30 million debt issuance.

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.



Debt Service	2016 Actual	2017 Actual	2018 Estimate	2019 Budget	2020 Plan	2021 Plan
Annual Debt Service Payment	\$ 22.07	\$ 16.92	\$ 16.92	\$ 15.08	\$ 16.26	\$ 16.62
Total Outstanding Debt	\$ 160.33	\$ 143.41	\$ 126.48	\$ 112.26	\$ 98.41	\$ 84.20

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 2019 of \$30.5 billion limits the amount of available debt to \$1.50 billion. This limitation is not currently very restrictive to the Authority in view of the large dollar limit and its applicability only to debt supported by property taxes.
2. The second limitation, also contained in Section 306.40 of the Ohio Revised Code, RESTRICTS ANNUAL PRINCIPAL AND INTEREST PAYMENTS ON THE AUTHORITY'S UNVOTED GENERAL OBLIGATION BONDS to one-tenth of one percent (0.1 percent) of the assessed valuation. Based on the assessed valuation of \$30.50 billion, annual debt servicing capacity would be close to \$30.50 million. This provision applies to all debt issued by the Authority and is the most restrictive of the limitations, though it exceeds current debt payment levels.
3. The third constraint derives from both the Ohio Constitution and the Ohio Revised Code. Article XII, Section 11, of the Constitution REQUIRES THAT ANY POLITICAL SUBDIVISION INCURRING DEBT MUST PROVIDE FOR THE LEVYING OF TAXES sufficient to pay principal and interest on that debt. Section 2 of the same Article and Section 5705.02 of the Ohio Revised Code limits to ten mills (one mill equals \$1 of tax for each \$1,000 of assessed valuation) for the amount of taxes that may be levied without a vote of the citizens.

This 'indirect' limit on un-voted debt prohibits the county and all political subdivisions from jointly levying property taxes above ten mills without a vote of the people. Thus, the ability of the Authority to issue un-voted general obligation debt is 'shared' with overlapping political subdivisions. As these entities issue debt subject to the 10-mill limitation, the amount of room available for other subdivisions' debt is reduced. Political subdivisions include Cuyahoga County, various municipal corporations, school districts, and townships within the taxing district.

At 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 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 2019 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 2019 is \$11.89 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 \$15.07 million will require a General Fund transfer to the Bond Retirement Fund to offset the debt in FY 2019, further limiting the amount available for operating expenditures.
- Some Operating Budget expenditures, primarily personnel costs across the Authority, are incurred in support of ongoing activities spurred by capital construction projects. Eligible costs are reimbursed to the General Fund as revenue from the RTA Development Fund. In FY 2019, this activity will result in a projected \$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, and FY 2018 increased slightly to \$22.7 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 2019 General Fund or Operating Budget are supported by \$3.33 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 2019–2023 Capital Improvement Plan (CIP) totals \$370.96 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 2019 CIP, three categories comprise \$54.95 million, or 80.73 percent, of the combined \$68.07 million capital budget appropriations. The largest with \$20.91 million is the Rail Project category, second largest with \$20.00 million under Preventive Maintenance/Operating Reimbursements, followed by the Bus project category with \$14.04. The five remaining categories totaling \$13.14 million within the approved capital budget are shown in Figure 79.

Reflecting the challenging financial picture the Authority faces, the largest budgeted category over the five-year CIP is the Preventive Maintenance/Operating Reimbursements grant funded with \$100.00 million, or 26.95 percent of the CIP budget over the five years. This is followed by Rail Projects with \$98.95 million, 26.67 percent, and the Buses category at \$86.07 million, or 23.20 percent, followed by the other remaining categories to a lesser degree as prioritized by the needs assessment and corresponding allocation of available capital funds.

CATEGORY	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2019-2023
Bus Garages	\$3.34	\$0.00	\$0.00	\$0.00	\$0.00	\$3.34
Buses	\$14.04	\$18.22	\$18.15	\$18.27	\$17.39	\$86.07
Equipment & Vehicles	\$1.93	\$1.40	\$1.71	\$1.57	\$1.51	\$8.11
Facilities Improvements	\$4.93	\$14.79	\$12.17	\$14.92	\$13.00	\$59.81
Other Projects	\$2.64	\$2.64	\$2.64	\$2.64	\$2.64	\$13.19
Preventive Maint./Oper. Reim	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$100.00
Rail Projects	\$20.91	\$21.20	\$21.18	\$19.13	\$16.54	\$98.95
Transit Centers	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30	\$1.50
TOTALS	\$68.07	\$78.55	\$76.15	\$76.82	\$71.38	\$370.96

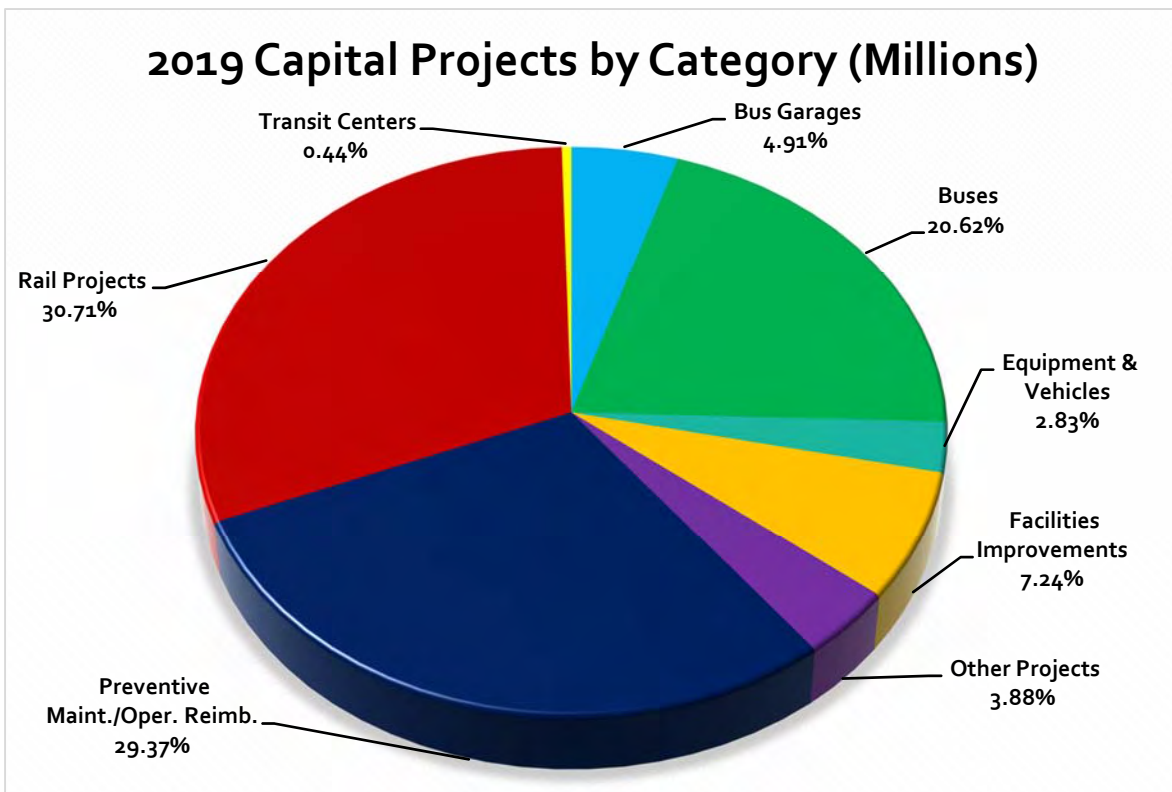


Figure 79: Capital Projects by Category

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 2019 will include \$11.89 million of programmed transfers from the General Fund and investment income of \$60,000. The transfer amount, in combination with the General Fund transfer of \$15.23 million to the Bond Retirement Fund, brings the total commitment to Capital to \$27.12 million, or 13.08 percent of the projected 2019 sales & use tax revenue.

Budgeted FY 2019 expenditures within the RTA Capital Fund of \$12.31 million include \$1.41 million for Asset Maintenance or facilities projects, \$1.93 million for Routine Capital or equipment purchases, and a \$8.98 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 2019 ending balance of \$2.85 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

	2016	2017	2018	2019	2020	2021	2022	2023
	Actual	Actual	Actual	Amended Budget	Plan	Plan	Plan	Plan
Beginning Balance	2,114,010	3,074,133	1,299,482	3,214,558	2,847,301	913,126	940,277	1,574,647
Revenue								
Transfer from General Fund	9,472,060	10,271,331	15,259,919	11,887,181	13,646,258	12,922,138	17,053,177	14,001,499
Investment Income	25,784	41,632	62,161	60,000	65,000	65,000	65,000	65,000
Other Revenue	0	0	1,855	0	0	0	0	0
Total Revenue	9,497,844	10,312,963	15,323,935	11,947,181	13,711,258	12,987,138	17,118,177	14,066,499
Total Resources	11,611,854	13,387,096	16,623,417	15,161,739	16,558,559	13,900,264	18,058,454	15,641,146
Expenditures								
Asset Maintenance	1,020,521	2,322,492	1,920,700	1,405,000	1,680,672	1,386,224	1,399,664	1,383,144
Routine Capital	2,182,945	2,920,867	2,053,904	1,925,183	1,280,506	1,039,508	1,199,888	984,488
Other Expenditures	0	0	0	0	0	0	0	0
Transfer to RTA Development Fund	5,334,255	6,844,255	9,434,255	8,984,255	12,684,255	10,534,255	13,884,255	12,184,255
Reimbursement to FTA	0	0	0	0	0	0	0	0
Total Expenditures	8,537,721	12,087,614	13,408,859	12,314,438	15,645,433	12,959,987	16,483,807	14,551,887
Ending Balance	3,074,133	1,299,482	3,214,558	2,847,301	913,126	940,277	1,574,647	1,089,259

Figure 80: RTA Capital Fund Balance

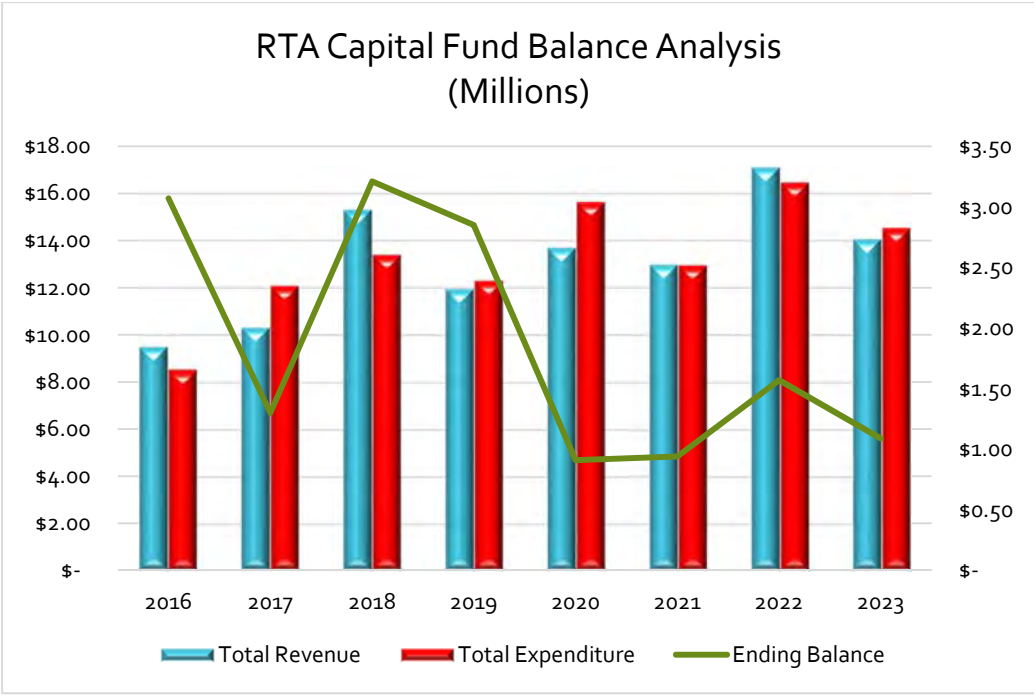


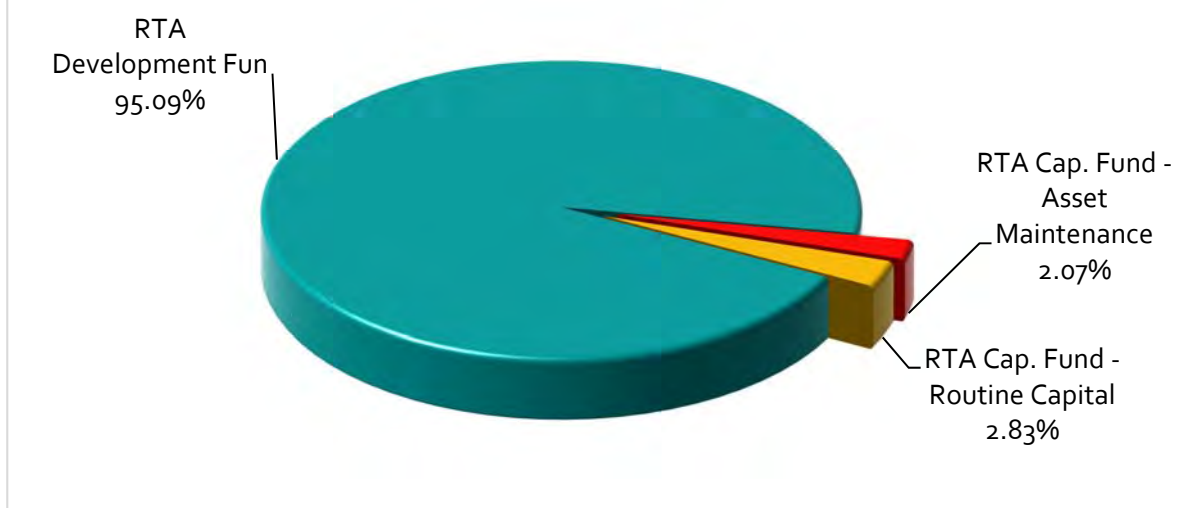
Figure 81: RTA Capital Fund Balance Trends

ASSET MAINTENANCE PROJECTS

Asset Maintenance consists of locally funded projects that maintain, repair, or rehabilitate an existing facility of the Authority. These include projects of smaller scope, duration and expense than those included in the RTA Development Fund. The duration of these projects is often less than one year with the cost generally not exceeding \$150,000, and a useful life of less than five years.

The FY 2019 budget appropriation for Asset Maintenance projects is \$1.41 million, representing 2.07 percent of the overall FY 2019 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 \$895,000 or 63.70 percent. Asset and Configuration Management manages \$350,000, or 24.91 percent of all Asset Maintenance projects, budgeted within the smaller cost facilities projects within the Operations Division and the Main Office. Remaining budgeted projects within Asset Maintenance are for location specific facilities projects, focused energy efficiency or lighting retrofits throughout the Authority, or in the Asset Maintenance Contingency project for unanticipated facilities improvements needed throughout the year.

2019 Capital Project Budgets by Fund (Millions)



	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2019-23
RTA Cap. Fund - Asset Maintenance	\$ 1.41	\$ 1.51	\$ 1.90	\$ 1.94	\$ 1.88	\$ 8.64
RTA Cap. Fund - Routine Capital	\$ 1.93	\$ 1.40	\$ 1.71	\$ 1.57	\$ 1.51	\$ 8.11
RTA Development Fun	\$ 64.74	\$ 75.64	\$ 72.55	\$ 73.31	\$ 67.98	\$ 354.22
Total	\$ 68.07	\$ 78.55	\$ 76.15	\$ 76.82	\$ 71.38	\$ 370.96

Figure 82: Capital Project Budgets by Fund

ROUTINE CAPITAL PROJECTS

This category includes the purchase of vehicles and equipment, where each unit has a value of at least \$5,000 and a useful life greater than one year. Furthermore, these items are generally less than \$150,000 in cost, in many cases have a useful life of five years or less, and are designed to efficiently meet the identified operational equipment needs within the General Fund or Operating Budget. As such, the expectation for Routine Capital projects is the approved budget appropriations are fully committed, if not expensed within the calendar year.

As indicated in Figure 82, the budget appropriation for Routine Capital projects accounts for \$1.93 million, or 2.84 percent, of the 2019 CIP Budget. Reflecting the support of daily operations, the greatest portion of the budget appropriation for Routine Capital projects in the 2019 CIP is within the Operations Division, which has \$550,000 programmed for the non-revenue vehicle lease or replacement program followed by \$267,000 for equipment pool projects throughout various Operating Division Departments, Information Technology with \$215,000, and a budgeted Transit Police Department security pool program of \$205,000. The remaining \$688,183 budgeted throughout the Authority for Administration, and contingencies.

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2019 - 2023 CAPITAL IMPROVEMENT PLAN
RTA CAPITAL FUND**

ASSET MAINTENANCE (FACILITIES) PROJECTS

Department / Project Name	Project Number	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2019-23 Total
33 Asset & Configuration Mgt.							
Administration Facilities Maint. Pool	P32335X59	\$50,000	\$50,000	\$60,000	\$60,000	\$60,000	\$280,000
Elevator/Escalator Maintenance Pool	P32335X59	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Operating Facilities Maintenance Pool	P32335X59	\$100,000	\$150,000	\$160,000	\$188,000	\$160,000	\$758,000
Passenger Facilities Maintenance Pool	P32335X59	\$100,000	\$150,000	\$180,000	\$160,000	\$160,000	\$750,000
		\$350,000	\$450,000	\$500,000	\$508,000	\$480,000	\$2,288,000
39 Fleet Management							
Bus Districts Lift Rebuilds/Rehab's	P47395X59	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
57 Programming & Planning							
Transit Waiting Environment	P28575059	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
80 Engineering & Project Dev.							
Facilities - ADA Projects	P32805X49	\$70,000	\$95,000	\$125,000	\$150,000	\$150,000	\$590,000
Passenger Facilities Maint. Pool	P32805X49	\$300,000	\$240,000	\$325,000	\$325,000	\$325,000	\$1,515,000
Operating Facilities Maint. Pool	P32805X49	\$525,000	\$465,000	\$615,000	\$700,000	\$769,000	\$3,074,000
Paratransit Parking Lot Expansion	P32805189	\$0	\$0	\$170,000	\$0	\$0	\$170,000
							\$0
		\$895,000	\$800,000	\$1,235,000	\$1,175,000	\$1,244,000	\$5,349,000
67 OFFICE OF MGT. & BUDGET							
Energy Retrofits	P32675X39	\$0	\$100,000	\$0	\$100,000	\$0	\$200,000
Asset Maintenance Contingency	P49995059	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
		\$100,000	\$200,000	\$100,000	\$200,000	\$100,000	\$700,000
TOTAL ASSET MAINTENANCE		\$1,405,000	\$1,510,000	\$1,895,000	\$1,943,000	\$1,884,000	\$8,637,000

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2019 - 2023 CAPITAL IMPROVEMENT PLAN
RTA CAPITAL FUND

ROUTINE CAPITAL (EQUIPMENT) PROJECTS

	Project	2019	2020	2021	2022	2023	2019-23
Department / Project Name	Number	Plan	Plan	Plan	Plan	Plan	Total
31 Paratransit							
Paratransit District Equipment Pool	P47310179	\$0	\$0	\$12,000	\$0	\$0	\$12,000
		\$0	\$0	\$12,000	\$0	\$0	\$12,000
32 Rail District							
Rail District Equipment Pool	P47320149	\$90,000	\$76,800	\$20,000	\$45,000	\$30,000	\$261,800
		\$0	\$0	\$0	\$0	\$0	\$0
		\$90,000	\$76,800	\$20,000	\$45,000	\$30,000	\$261,800
34 Transit Police							
Security Improvements Pool	P44340249	\$205,000	\$205,000	\$205,000	\$205,000	\$205,000	\$1,025,000
		\$0	\$0	\$0	\$0	\$0	\$0
		\$205,000	\$205,000	\$205,000	\$205,000	\$205,000	\$1,025,000
39 Fleet Management							
Non-Revenue Vehicle Imp. Program	P46390159	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
NRVIP - Lease Payments 5yr Opt.	P46390169	\$400,000	\$400,000	\$450,000	\$450,000	\$450,000	\$2,150,000
Overhead Catenary Repair Vehicle	P46390279	\$0	\$0	\$0	\$0	\$0	\$0
Fleet Management Equipment Pool	P47390349	\$107,000	\$80,000	\$142,000	\$40,000	\$0	\$369,000
		\$657,000	\$630,000	\$742,000	\$640,000	\$600,000	\$3,269,000
46 Hayden District							
Hayden District Equipment Pool	P47460169	\$50,000	\$40,000	\$50,000	\$0	\$30,000	\$170,000
		\$50,000	\$40,000	\$50,000	\$0	\$30,000	\$170,000
49 Triskett District							
Triskett District Equipment Pool	P47490159	\$20,000	\$86,000	\$20,000	\$0	\$20,000	\$146,000
		\$20,000	\$86,000	\$20,000	\$0	\$20,000	\$146,000
61 Information Technology							
IT Systems Development Pool	P42610149	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$650,000
PC Replacement Program	P42610169	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Thin Client Replacement II	P42610179	\$0	\$0	\$0	\$100,000	\$10,000	\$110,000
Laser Printer Replacement Program	P42610299	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
District Video Conferencing Equip	New	\$0	\$0	\$100,000	\$2,500	\$2,500	\$105,000
Oracle EBS Point Release Upgrade	New	\$0	\$0	\$0	\$70,000	\$70,000	\$140,000
F/C Mobile Ticketing e-validation	New	\$0	\$0	\$0	\$0	\$40,000	\$40,000
		\$215,000	\$215,000	\$315,000	\$387,500	\$337,500	\$1,470,000
62 SUPPORT SERVICES							
Office Equipment/Furniture Pool	P43620149	\$40,000	\$45,000	\$45,000	\$45,000	\$45,000	\$220,000
Two Color Press Machines	P43620189	\$92,500	\$0	\$0	\$0	\$0	\$92,500
Paratransit Call Center Furniture	New	\$0	\$0	\$55,000	\$0	\$0	\$55,000
Offset Press Machine Lease 5YR Opt.	New	\$455,683	\$0	\$144,000	\$144,000	\$144,000	\$887,683
		\$588,183	\$45,000	\$244,000	\$189,000	\$189,000	\$1,255,183
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		\$1,925,183	\$1,397,800	\$1,708,000	\$1,566,500	\$1,511,500	\$8,108,983
RTA CAPITAL FUND TOTAL		\$3,330,183	\$2,907,800	\$3,603,000	\$3,509,500	\$3,395,500	\$16,745,983

RTA DEVELOPMENT FUND

The Authority's Capital Improvement Funds are used to account for the acquisition, construction, replacement, repair, and renovation of major capital facilities and equipment. The RTA Development Fund is the larger capital fund that includes rehabilitation & expansion projects that are greater than \$150,000 and have a useful life of more than five years. This Fund

is primarily, but not exclusively, supported through Federal grant awards providing 80 percent of the project funds, and requiring a 20 percent local match.

Federal Capital grants received by the Authority normally requires local match funds, normally 20 percent, be set aside and available for Capital Improvement projects. During the budget process, local match requirements, as well as potential locally funded projects, are reviewed and resources provided through Sales & Use Tax contributions transferred from the RTA Capital Fund, available proceeds from debt sales, and interest income.

In 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 increased in FY 2018 at \$9.4 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

	2016	2017	2018	2019	2020	2021	2022	2023
	Actual	Actual	Actual	Amended Budget	Plan	Plan	Plan	Plan
Beginning Balance	42,499,967	30,037,486	20,136,261	18,099,415	36,608,688	36,268,411	23,206,701	17,874,462
Revenue								
Debt Service Proceeds	0	0	0	30,000,000	25,000,000	0	0	25,000,000
Transfer from RTA Capital Fund	5,334,255	6,844,255	9,434,255	8,984,255	12,684,255	10,534,255	13,884,255	12,184,255
Transfer from the Reserve Fund	0	0	2,000,000	0	0	0	0	0
Investment Income	260,886	284,557	258,572	800,000	500,000	700,000	500,000	700,000
Federal Capital Grants	47,732,909	48,455,538	56,531,115	42,082,188	74,117,067	64,426,827	52,937,977	50,280,376
State Capital Grants	110,699	0	827,365	1,384,658	1,384,658	1,384,658	1,384,658	1,384,658
Other Revenue	0	329,920	-32,530	0	0	0	0	0
Total Revenue	53,438,749	55,914,270	69,018,777	83,251,101	113,685,980	77,045,740	68,706,890	89,549,289
Total Resources	95,938,716	85,951,756	89,155,038	101,350,516	150,294,668	113,314,152	91,913,590	107,423,751
Expenditures								
Capital Outlay	65,901,230	65,815,495	71,055,623	64,741,828	114,026,257	90,107,451	74,039,128	70,322,204
Other Expenditures	0	0	0	0	0	0	0	0
Total Expenditures	65,901,230	65,815,495	71,055,623	64,741,828	114,026,257	90,107,451	74,039,128	70,322,204
Ending Balance	30,037,486	20,136,261	18,099,415	36,608,688	36,268,411	23,206,701	17,874,462	37,101,547

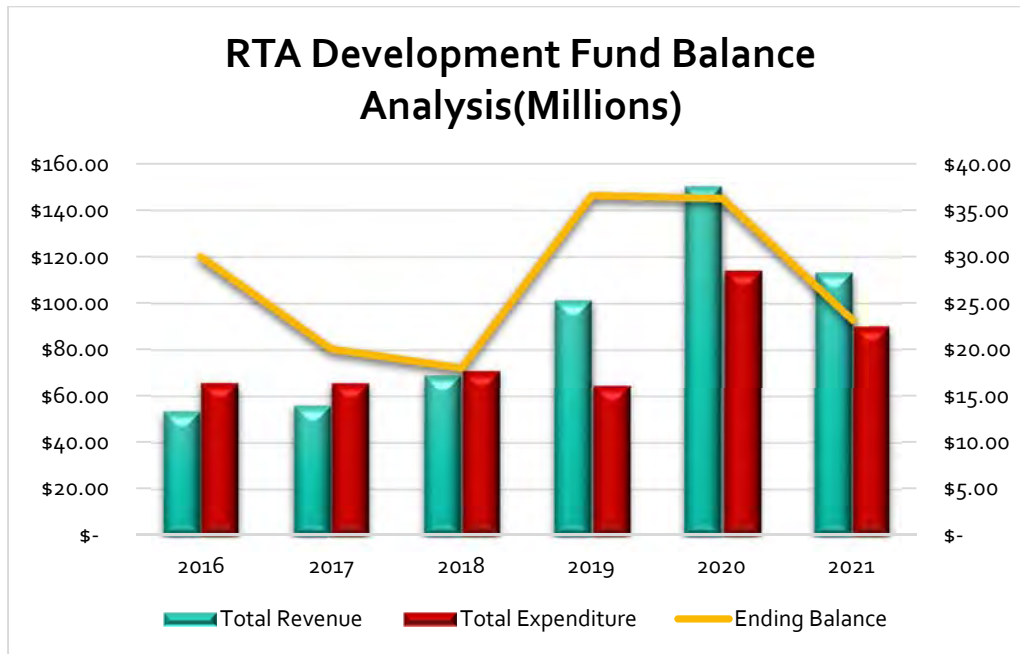
Figure 83: RTA Development Fund Balance Analysis

Other local funding sources include debt service, revenue bonds, and interest income. The Authority last issued debt, \$30.0 million of Revenue Bonds, in FY 2015 to support capital project activities and an additional debt service of approximately \$30.00 million is expected in FY 2019 with an additional \$25.00 million in 2020. Interest income has varied over the years from a high of \$260,886 in FY 2016 to an estimated \$800,000 in FY 2019 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 2016, the fund balance was \$30.03 million. Capital construction activities over the following years drew the fund balance down as it declined to \$20.13 million at the end of FY 2017 due to the issuance of Revenue bonds. Fund balance decreased again to \$18.09 million at the end of FY 2018. It is expected to again increase to \$36.61 million in FY 2019 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 \$64.74 million in 2019. 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 2019-23 CIP, which are based upon the establishment of the necessary budget appropriation for the capital projects.



	2016	2017	2018	2019	2020	2021
	Actual	Actual	Actual	Budget	Plan	Plan
Beginning Balance	\$ 42.50	\$ 30.04	\$ 20.14	\$ 18.10	\$ 36.61	\$ 36.27
Total Revenue	\$ 53.44	\$ 55.91	\$ 69.02	\$ 101.35	\$ 150.29	\$ 113.31
Total Resources	\$ 95.94	\$ 85.95	\$ 89.16	\$ 101.35	\$ 150.29	\$ 113.31
Total Expenditure	\$ 65.90	\$ 65.82	\$ 71.06	\$ 64.74	\$ 114.03	\$ 90.11
Ending Balance	\$ 30.04	\$ 20.14	\$ 18.10	\$ 36.61	\$ 36.27	\$ 23.21

Figure 84: RTA Development Fund Analysis Trend

RTA DEVELOPMENT FUND PROJECTS

The total budget appropriation of \$64.74 million for RTA Development Fund projects accounts for 95.09% of the Authority's Capital Improvement Budget as allocated for 2019, 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 2019. 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 - \$3.33 MILLION

Triskett CNG Building Compliance is the sole project programmed within the Bus Garages category in FY 2019. This project will allow the Triskett Operating District to fuel their future planned CNG fleets.

BUS/PARATRANSIT IMPROVEMENT PROGRAMS - \$14.04 MILLION

The 2019 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 replacement of up to 9 65' commuter coaches in FY 2019. Over the next five years, 80 40' buses, 15 45' Commuter Diesel Buses, and up to 33 60' Low Floor Artic buses are planned to be replaced.

EQUIPMENT & VEHICLES - \$0.00 MILLION

FY 2019 does not allocate for any replacement of Equipment and Vehicles. Budget appropriation within this category in the past have included improvements to the Data Center, Intranet Development, and Network improvements.

FACILITIES IMPROVEMENTS - \$3.52 MILLION

The Facilities Improvements budget appropriation of \$400,000 in FY 2019 are set aside for Tower City – East portal Concrete Repairs, \$1.4 Million has been set aside for E. 116th Street road bridge rehabilitation, and \$450,000 for West 117th Street Track bridge rehabilitation.

OTHER PROJECTS - \$2.64 MILLION

The 2019 budget for this project category includes two projects – a \$2.0 million budget contingency project and a \$637,500 for various transportation studies depending upon the availability of grant funds.

PREVENTIVE MAINTENANCE / OPERATING BUDGET REIMBURSEMENTS - \$20.00 MILLION

This category includes the preventive maintenance reimbursements to the General Fund. This category includes formula and non-formula grant funded reimbursements for various eligible activities within the General Fund with a 2019 budget appropriation of \$20.00 million.

RAIL PROJECTS- \$20.91 MILLION

In FY 2019, 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 \$1.30 million for OCS Replacement and Upgrade, \$10.31 million for track rehabilitation, and \$1.78 million for the Rail Profile Grinding Program.

The two major station projects, completion of E. 116th and design of E. 79th street station will take place in FY 2019. The \$10.31 million for track rehabilitation will improve the track state of good repair from WestPark to Puritas station. Phase two will occur on the Buckeye/Woodhill LR Retaining wall for \$1.41 Million, \$151,000 will be used for the substation improvement plan and other budgeted amounts allocated throughout for various rail engineering and infrastructure improvements will occur in FY2019.

TRANSIT CENTERS / BUS LOOPS – \$0.30 MILLION

The 2019 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.

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.

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2019 - 2023 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2019	2020	2021	2022	2023	TOTALS 2019-2023
BUS GARAGES							
<u>BUS GARAGES</u>							
Triskett CNG Building Compliance FFY 2018 Federal Formula Grants	P22800160	3,335,938	0	0	0	0	3,335,938
TOTAL - BUS GARAGES		3,335,938	0	0	0	0	3,335,938
BUS REPLACEMENTS							
<u>BUS IMPROVEMENT PROGRAM</u>							
2018-2020 Bus Improvement Program	P11390180	13,639,811	0	0	0	0	13,639,811
SFY 2019 ODOT CMAQ Grant		0					
SFY 2019 ODOT UTP Award		1,637,728					
FFY 2018 Federal Formula Grants		4,371,961					
FY 2019 Local Funds		125,000					
FY 2019 (TBD)		7,505,122					
SFY 2020 ODOT CMAQ Grant	P11390190	5,578,125	16,135,836				16,135,836
SFY 2020 ODOT UTP Award	P11390X00	1,637,728					
FFY 2019 Federal Formula Grants		4,830,350					
FY 2020 Local Funds		125,000					
FY 2020 (TBD)		3,964,633					
2021-2023 Bus Improvement Program	P11390290	48,157,675		16,245,331			16,245,331
SFY 2021 ODOT CMAQ Grant	P11390X10	0					
SFY 2021 ODOT UTP Award		1,637,728					
FFY 2020 Federal Formula Grants		4,499,100					
FY 2021 Local Funds		150,000					
FY 2021 (TBD)		9,958,503					

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2019 - 2023 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2019	2020	2021	2022	2023	TOTALS 2019-2023
BUS REPLACEMENTS -Continued							
<u>BUS IMPROVEMENT PROGRAM</u>							
2021-2023 Bus Improvement Program	P11390120	0	0	0	14,524,328	0	14,524,328
SFY 2022 ODOT CMAQ Grant		8,387,500					
SFY 2022 ODOT UTP Award		1,637,728					
FFY 2021 Federal Formula Grants		4,499,100					
FY 2022 Local Funds		0					
FY 2022 (TBD)							
SFY 2023 ODOT CMAQ Grant	P11390X30	8,387,500			17,388,017		17,388,017
SFY 2023 ODOT UTP Award		1,637,728					
FFY 2022 Federal Formula Grants		4,499,100					
FY 2023 Local Funds		150,000					
FY 2023 (TBD)		2,713,689					
Sub-Total: Bus Improvement Program		13,639,811	16,135,836	16,245,331	14,524,328	17,388,017	77,933,321
<u>PARATRANSIT IMPROVEMENT PROGRAM</u>							
Paratransit Buses	P12390180	0	1,585,000	1,406,000	3,242,000	0	6,233,000
FY 2019 (TBD)		0					
FY 2020 (TBD)		1,585,000					
FY 2021 (TBD)		1,406,000					
FY 2022 (TBD)		3,242,000					
Sub-Total: Paratransit Improvement Program		0	1,585,000	1,406,000	3,242,000	0	6,233,000
<u>BUS SPARE PARTS PROGRAM</u>							
BRT Capital Spare Parts Program	P16390150	0	500,000	500,000	500,000	0	1,500,000
FFY 2019 Federal Formula Grant		500,000					
FFY 2020 Federal Formula Grant		500,000					
FFY 2021 Federal Formula Grant		500,000					
Sub-Total: Bus Spare Parts Program		0	500,000	500,000	500,000	0	1,500,000
<u>ALTERNATIVE FUEL VEHICLES PROGRAM</u>							
Alternative Fuel Conversion Program	P11390X90	400,000	0	0	0	0	400,000
SFY 2019 Environmental Protection Agency		400,000					
Sub-Total: Bus Spare Parts Program		400,000	0	0	0	0	400,000
TOTAL - BUSES		14,039,811	18,220,836	18,151,331	18,266,328	17,388,017	86,066,321

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2019 - 2023 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2019	2020	2021	2022	2023	TOTALS 2019-2023
<u>FACILITIES IMPROVEMENTS</u>							
<u>BRIDGE REHABILITATION</u>							
Track Bridge Rehab. - Viaduct Bridge Rehab: Phase 1 FFY 2016 Federal Formula Grant 1,447,105 FFY 2020 Federal Formula Grant 7,933,000	P20800460	0	1,447,105	7,933,000	0	0	9,380,105
Track Bridge Inspection Program FY 2020 Local Funds 475,000 FY 2022 Local Funds 475,000	P20800270	0	475,000	0	475,000	0	950,000
Track Bridge Rehab. - West 117th Street FFY 2018 Federal Formula Grant 450,000 FFY 2019 Federal Formula Grant 3,981,000 FY2020 Local Funds 600,000	P20800X90	450,000	4,581,000	0	0	0	5,031,000
Track Bridge Rehabilitation - Canal Road FFY 2020 Federal Formula Grant 215,000 FFY 2021 Federal Formula Grant 2,750,000	P20800X90	0	0	215,000	2,750,000	0	2,965,000
Road Bridge Rehab - E. 116th Street FFY 2018 Federal Formula Grant 660,000 FY 2019 ODOT Municipal Bridge 744,800	P20800740	1,404,800	0	0	0	0	1,404,800
Track Bridge Rehabilitation - Access Rd. Bridge at CRMF FY 2019 Local Funds 80,000 FY 2021(TBD) 300,000 FFY 2021 Federal Formula Grant 4,580,000	P20800X90	80,000	0	300,000	4,580,000	0	4,960,000
Rehab of Track Bridge over Conrail Access Rd FY 2022 Local Funds 275,000 FFY 2022 Federal Formula Grant 3,420,000	P20800X10	0	0	0	275,000	3,420,000	3,695,000
Sub-Total: Bridge Rehabilitation		1,934,800	6,503,105	8,448,000	8,080,000	3,420,000	28,385,905

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2019 - 2023 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2019	2020	2021	2022	2023	TOTALS 2019-2023
<u>FACILITIES IMPROVEMENTS - Continued</u>							
<u>FACILITIES IMPROVEMENTS</u>							
HVAC System Improvement Program FFY 2020 Federal Formula Grant 400,000 FFY 2021 Federal Formula Grant 1,300,000 FFY 2022 Federal Formula Grant 1,300,000	New	0	0	400,000	1,300,000	1,300,000	3,000,000
Hayden Gas Detection System FFY 2021 Federal Formula Grant 500,000	New	0	0	0	500,000	0	500,000
Hayden-Fire Protection System Upgrades FY 2022 Local Funds 200,000	New	0	0	0	200,000	0	200,000
Pavement Improvement Program FFY 2021 Federal Formula Grant 2,700,000	New	0	0	0	2,700,000	0	2,700,000
Roofing Improvement Program FFY 2022 Federal Formula Grant 3,800,000	New	0	0	0	0	3,800,000	3,800,000
Hayden 60' Lift Replacement FFY 2022 Federal Formula Grant 1,654,000	New	0	0	0	0	1,654,000	1,654,000
<u>SYSTEM-WIDE FACILITIES</u>							
Tower City - East Portal Concrete Repairs FFY 2014 Federal Formula Grant 400,000 FFY 2019 Federal Formula Grant 4,472,419 FY 2020 (TBD) 1,757,581	P26800170	400,000	6,230,000	0	0	0	6,630,000
State of Good Repair Projects FFY 2018 Federal Formula Grant 1,187,061 FFY 2019 Federal Formula Grant 543,750 FFY 2020 Federal Formula Grant 1,426,206 FFY 2021 Federal Formula Grant 201,287 FFY 2022 Federal Formula Grant 945,002	P32800250	1,187,061	543,750	1,426,206	201,287	945,002	4,303,306
Sub-Total: System-Wide Facilities		1,587,061	6,773,750	1,826,206	4,901,287	7,699,002	22,787,306
TOTAL - FACILITIES IMPROVEMENTS		3,521,861	13,276,855	10,274,206	12,981,287	11,119,002	51,173,211

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2019 - 2023 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2019	2020	2021	2022	2023	TOTALS 2019-2023
OTHER PROJECTS							
OTHER							
Planning Studies (Transportation for Livable Communities)	P49570120	93,750	93,750	93,750	93,750	93,750	468,750
FY 2019 (TBD)		93,750					
FY 2020 (TBD)		93,750					
FY 2021 (TBD)		93,750					
FY 2022 (TBD)		93,750					
FY 2023 (TBD)		93,750					
RTA Development Fund Contingency 2017 - 23 (TBD)	P49990150	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Unserve Area Expenses	P516701X0	543,750	543,750	543,750	543,750	543,750	2,718,750
FFY2018 NOACA Unserve Area Allocation		543,750					
FFY2019 NOACA Unserve Area Allocation		543,750					
FFY2020 NOACA Unserve Area Allocation		543,750					
FFY2021 NOACA Unserve Area Allocation		543,750					
FFY2022 NOACA Unserve Area Allocation		543,750					
TOTAL - OTHER PROJECTS		2,637,500	2,637,500	2,637,500	2,637,500	2,637,500	13,187,500
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 2018 Federal Formula Grant		25,000,000					
FFY 2019 Federal Formula Grant		20,000,000					
FFY 2020 Federal Formula Grant		20,000,000					
FFY 2021 Federal Formula Grant		20,000,000					
FFY 2022 Federal Formula Grant		20,000,000					
TOTAL - PREVENTIVE MAINT./OPERATING REIMB.		20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2019 - 2023 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2019	2020	2021	2022	2023	TOTALS 2019-2023
RAIL PROJECTS							
ELECTRICAL SYSTEM							
OCS Replacement and Upgrade Plan	P21320180	1,302,000	2,000,000	2,000,000	2,000,000	2,000,000	9,302,000
FY 2019 (TBD)		1,302,000					
FFY 2019 Federal Formula Grant		2,000,000					
FFY 2020 Federal Formula Grant		2,000,000					
FFY 2021 Federal Formula Grant		2,000,000					
FFY 2022 Federal Formula Grant		2,000,000					
Substation Improvement Program	P21800390	151,000	3,900,000	3,850,000	3,850,000	0	11,751,000
FY 2019 Local Funds		151,000					
FFY 2019 Federal Formula Grant		3,850,000					
FY 2020 Local Funds		50,000					
FFY 2020 Federal Formula Grant		3,850,000					
FFY 2021 Federal Formula Grant		3,850,000					
Sub-Total: Electrical System		1,453,000	5,900,000	5,850,000	5,850,000	2,000,000	21,053,000
TRAIN CONTROL / SIGNALS							
Signal System Upgrade Program							
FFY 2019 Federal Formula Grant		1,125,000					
FFY 2021 Federal Formula Grant		1,125,000					
FFY 2022 Federal Formula Grant		1,125,000					
Sub-Total: Train Control / Signals		0	1,125,000	0	1,125,000	1,125,000	3,375,000

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2019 - 2023 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE		PROJECT NUMBER	2019	2020	2021	2022	2023	TOTALS 2019-2023
RAIL PROJECTS - Continued								
TRACK REHABILITATION								
Rail Profile Grinding Program		P23320170	1,779,719	1,489,000	0	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	750,000	1,000,000	1,000,000	1,000,000	1,000,000	4,750,000
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							
FFY 2022 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 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							
FFY 2022 Federal Formula Grant	200,000							
LR Retaining Wall - Buckeye/Woodhill - Shaker Sq.: Ph. 2		P23800590	1,410,000	1,441,000	0	0	0	2,851,000
FFY 2018 Federal Formula Grant	1,410,000							
FFY 2019 Federal Formula Grant	1,441,000							

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2019 - 2023 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE		PROJECT NUMBER	2019	2020	2021	2022	2023	TOTALS 2019-2023
RAIL PROJECTS - Continued								
TRACK REHABILITATION								
Red Line Track W. Reconst. (WestPark Station to Puritas Stat		P23800X00	10,314,000	6,600,000	0	0	0	16,914,000
SFY 2019 OTPPP	10,314,000							
SFY 2020 OTPPP	6,600,000							
Next Track Reconstruction Program (Light Rail Program)		P23800X80	0	1,772,868	13,382,081	10,200,000	11,462,285	36,817,234
FFY 2019 Federal Formula Grant	1,772,868							
FFY 2020 Federal Formula Grant	6,782,081							
SFY 2021 OTPPP	6,600,000							
FFY 2021 Federal Formula Grant	3,600,000							
SFY 2022 OTPPP	6,600,000							
FFY 2022 Federal Formula Grant	4,862,285							
SFY 2023 OTPPP	6,600,000							
Sub-Total: Track Rehabilitation			14,453,719	12,502,868	14,582,081	11,400,000	12,662,285	65,600,953
RAIL STATION REHABILITATION								
Warrensville Van Aken Comfort Station		New	0	555,000	0	0	0	555,000
FY 2020 Local Funds	555,000							
E. 79th Street Station		New	5,000,000	0	0	0	0	5,000,000
FY 2019 Local Funds	5,000,000							
Sub-Total: Rail Station Rehabilitation			5,000,000	555,000	0	0	0	5,555,000

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2019 - 2023 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE								
CATEGORY / PROJECT NAME	PROJECT NUMBER	2019	2020	2021	2022	2023	TOTALS 2019-2023	
RAIL PROJECTS - Continued								
RAIL VEHICLE FLEET								
Rail Capital Spare Parts Program FFY 2019 Federal Formula Grant FFY 2020 Federal Formula Grant FFY 2021 Federal Formula Grant FFY 2022 Federal Formula Grant	750,000 750,000 750,000 750,000	P16390X00	0	750,000	750,000	750,000	750,000	3,000,000
Spiker Nipper Machine FY 2020 (TBD)	370,377	P16390X00	0	370,377	0	0	0	370,377
Sub-Total: Rail Vehicle Fleet			0	1,120,377	750,000	750,000	750,000	3,370,377
TOTAL - RAIL PROJECTS			20,906,719	21,203,245	21,182,081	19,125,000	16,537,285	98,954,330
TRANSIT CENTERS								
Enhanced ADA Access (Enhancement Item) FFY 2018 Federal Formula Grant FFY 2019 Federal Formula Grant FFY 2020 Federal Formula Grant FFY 2021 Federal Formula Grant FFY 2022 Federal Formula Grant	300,000 300,000 300,000 300,000 300,000	P30800240	300,000	300,000	300,000	300,000	300,000	1,500,000
TOTAL - TRANSIT CENTERS			300,000	300,000	300,000	300,000	300,000	1,500,000
TOTAL RTA DEVELOPMENT FUND			64,741,828	75,638,436	72,545,118	73,310,115	67,981,804	354,217,299
TOTAL RTA CAPITAL FUND			3,330,183	2,907,800	3,603,000	3,509,500	3,395,500	16,745,983
TOTAL CAPITAL IMPROVEMENT PLAN			68,072,011	78,546,236	76,148,118	76,819,615	71,377,304	370,963,282

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Greater Cleveland Regional Transit Authority
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Cleveland, Ohio 44113-1302

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