



Greater Cleveland
Regional Transit Authority

OPERATING AND CAPITAL BUDGET FOR THE YEAR 2022

OUR MISSION: CONNECTING THE COMMUNITY



GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

2022 BUDGET PLAN

PRESIDENT – BOARD OF TRUSTEES
HONORABLE REVEREND CHARLES P. LUCAS

GENERAL MANAGER/CEO, INDIA L. BIRDSONG

ACKNOWLEDGEMENTS

SPECIAL THANKS TO THE FOLLOWING INDIVIDUALS FOR THEIR ASSISTANCE

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Ohio**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morill

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 2021. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, operational guide, financial plan, and communication device. The award is valid for a period of one year. We believe that our current budget document continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

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KAY M. SUTULA, DIRECTOR	99- FUND TRANSFERS

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NATOYA J. WALKER-MINOR, DGM (ACTING DIRECTOR)	53- ADMINISTRATION & EXTERNAL AFFAIRS
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7 – INNOVATION & TECHNOLOGY

MARK PETIT, DGM	61- INNOVATION & TECHNOLOGY
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8 – EXECUTIVE DIVISION

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2022 TRANSMITTAL LETTER

To: Rev. Charles P. Lucas, President
and Members, Board of Trustees

Date: November 16, 2021

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

Subject: Transmittal Letter & Proposed
FY 2022 Budget

EXECUTIVE SUMMARY

Attached is the General Manager, Chief Executive Officer's proposed 2022 Budget. The Authority has made strategic decisions to improve operational efficiencies while continuing to provide quality of service to its customers and our community.

This past year has been an unprecedented time in the history for the Authority and the nation. As an essential service in the midst of the COVID-19 pandemic, GCRTA continued to provide a critical mobility lifeline for the public. It became more apparent than ever that GCRTA provides a vital public service that connects customers to medical appointments, pharmacies, grocery stores, and essential jobs. Our staff rallied to be there when the community needed us most, and continues to do so through the pandemic.

Even prior to the first confirmed case of COVID-19 in Ohio, the Authority made quick decisions needed to ensure that our buses and trains were sanitized daily and the employees were protected with masks, gloves, and hand sanitizer. We purchased the latest technology in the battle against the virus, the Moonbeam 3, that uses ultraviolet rays to quickly disinfect the inside of the vehicle or areas that house electronic equipment. Since then, our staff has volunteered their time to make face coverings, assemble personal protective equipment (PPE) kits with goggles, gloves, sanitizers and disinfecting wipes. Thousands of additional facemasks were distributed to front-line workers and customers.

In June 2021, the Authority implemented recommendations of the completed System Redesign Study. The system was evaluated for recommended improvements under various funding and budget scenarios in order to cost effectively address service frequency and coverage goals for all riders. Online surveys and public engagement sessions were held over the past two years to facilitate feedback on all the scenarios. The NextGen redesigned network began June 13, 2021 and provided greater frequency and connectivity with more cross-town routes within the Cleveland area. The Authority is projecting ridership to increase by 1% in 2022 as the economy continues to improve and the NextGen service is fully implemented.

The Authority collaborated with Tri-C to be a Community Training & Development Job Hub. The training partnership aims to increase workforce stability in the transportation industry by creating employment pipelines for residents, giving them more opportunities to join the RTA family for not only the financial rewards but also becoming a part of a team driven by our mission of "Connecting the Community". The Job Hub will address training and workforce development opportunities, as well as offer current employees the opportunity to grow their skill set. Additionally, it will focus on recruiting new employees and enhancing leadership teams. The Community Training and Development Job Hub partnership model aligns with Tri-C's current Access Center framework, which makes education and workforce service accessible to the communities most in need. Current

Tri-C Access Centers include Esperanza, Olivet Housing and Community Development Corporation, and MetroHealth Medical Center.

A part of its financial sustainability efforts, the Authority used approximately \$60 million of its sales tax revenue to retire a portion of its outstanding debt. This will save the Authority about \$3 million each year. Through the defeasance, 9 years of scheduled debt payments will be eliminated, saving about \$14 million each year for that period. These savings will be used for operating and/or capital needs.

Despite the pandemic, this year has been a time of progress and accomplishment for the Authority. The Authority remains committed to replacing its aging rail fleet, recapitalization of the rail infrastructure and investing in our communities. During 2021, the Authority:

- Received approximately \$67 million in a grant under the Coronavirus Response & Relief Supplemental Appropriations Act (CRRSAA) and \$136 million grant under the American Rescue Plan (ARP) for operating assistance to offset the reduction of passenger fare revenue and additional cleaning/sanitizing costs and personal protective equipment (PPE).
- Completed the Viaduct Bridge rehabilitation on the Red Line.
- Completed the Blue/Green Line trunk line, between Buckeye-Woodhill and Shaker Square, repairs.
- Completed the Rail Car Study.
- Started the procurement of the rail cars. The replacement will be one car that will run on both sets of tracks (heavy rail and light rail) and infrastructure upgrades.
- Continued the reconstruction of tracks 10 & 13 in Tower City.
- Completed the rehabilitation of light rail trunk line tracks from Kinsman to Buckeye-Woodhill Station and ballast renewal.
- Completed construction on E. 79th Street Red Line Station.
- Completed the ten year Capital Strategic Plan.
- Continued Wi-Fi Hot Spots at a number of stations, including Stephanie Tubbs Jones Transit Center, East 55th, Southgate, Cedar-University Rapid Station and bus waiting area, Windermere Transit Center and Tower City. These Wi-Fi Hot Spots will provide free Wi-Fi to our customers and enable students to log into their school sessions for virtual classrooms during the COVID pandemic.
- Started the construction of the CNG fueling station at Triskett.
- Completed the replacement of the radios and on-board computer equipment on buses and trains.
- Supported the NFL Draft that was held in Cleveland in April.

2022 PROPOSED BUDGET IN BRIEF

The Proposed FY 2022 Budget supports the daily operating activities of the Authority. The following pages discuss the assumptions used in developing the Proposed FY 2022 Budget.

INFLATION

The inflation expectations from the Federal Reserve Bank of Cleveland (Cleveland Fed) for the next 10 years is to drop between 1.59% and 2% by the end of 2022 and remain there. Moody's Analytics recently posted that their outlook over the next few years is consistent with the Cleveland Fed. Kiplinger is projecting that the GDP will increase by 4.5% in 2022. On-going shortages of raw materials and computer chips, as well as slower supply chain deliveries are expected to continue in 2022.

INTEREST RATES

The Federal Reserve Bank forecasts the federal funds rate to increase from 2.2% at the beginning of 2022 to a high of 3.5% by year-end. Moody's Analytics expects the economy to be near full employment by early 2023 and expects interest rates to remain below 4% through 2022. Kiplinger is estimating that interest rates will increase to about 4% in 2022.

Revenues

The COVID-19 pandemic presented additional challenges in 2021 regarding ridership and filling vacant positions. The Authority received a grant for \$67.4 million from the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) and was awarded a grant for \$136.0 million through the American Rescue Plan (ARP), of which \$54.8 million was drawn down in 2021 and the remainder to be drawn in 2022.

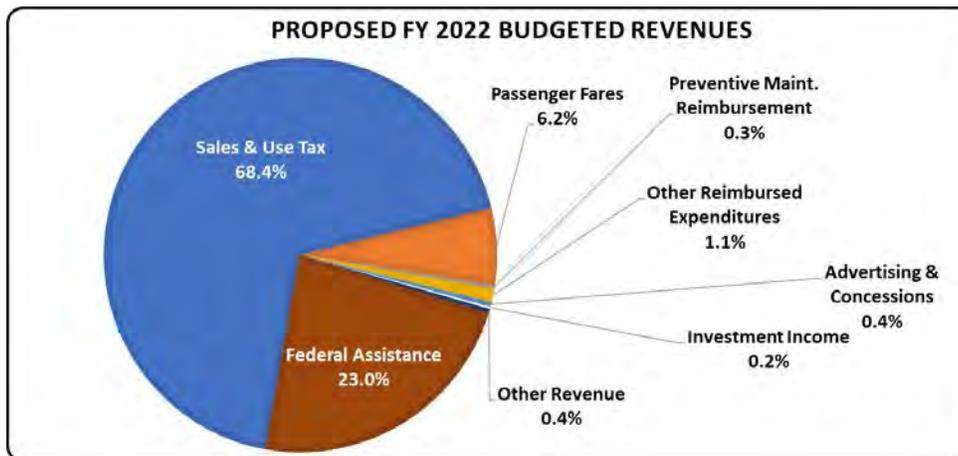


Figure 1

Sales Tax and Passenger Fares are the Authority's primary sources of revenue. In 2022, Sales Tax is budgeted as 68.4% of total revenue. Passenger Fares, which normally cover about 15% of total revenues, is budgeted as 6.2%, as ridership fell due to the COVID pandemic and an increase in telecommuting.

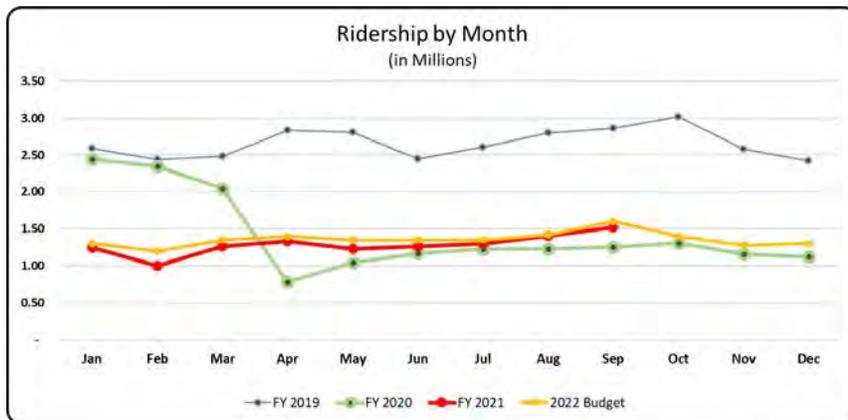


Figure 2

Total ridership in 2020 was 46.3% below 2019 levels. The first two months of 2020 were pre-pandemic, whereas all of 2021 is post-pandemic. Ridership in 2021 through September is down 14.6%, compared to 2020, and down 51.6% compared to 2019 levels. Ridership continued to increase slowly through September, compared to 2020. Total ridership is estimated to end the year at approximately 16.1 million, a decrease of 6.2% compared to 2020. Ridership for 2022 is

budgeted at 16.3 million riders, an increase of 1% compared to 2021.

As students returned to in-class learning for the 2021-2022 school year, ridership increased in August and September of 2021. A new contract was signed with Cleveland Metropolitan School District (CMSD) for the 2021-2022 school year for students to use RTA to get to school. U Pass agreements were also signed with several colleges and universities as in-school learning was reestablished, although not up to pre-pandemic levels.

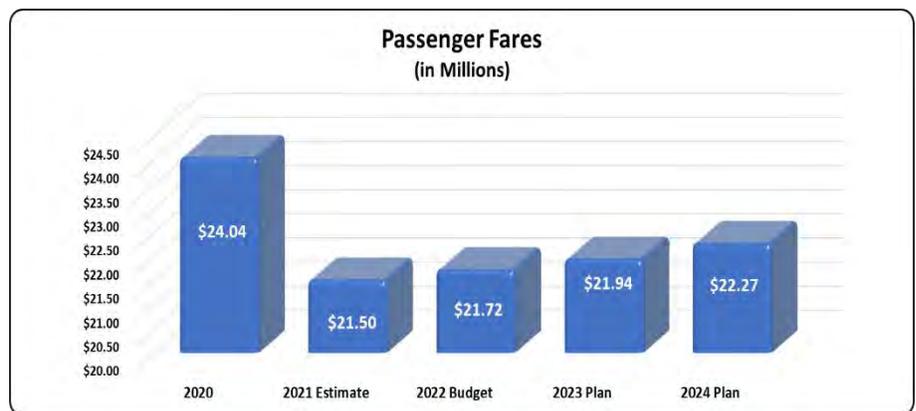


Figure 3

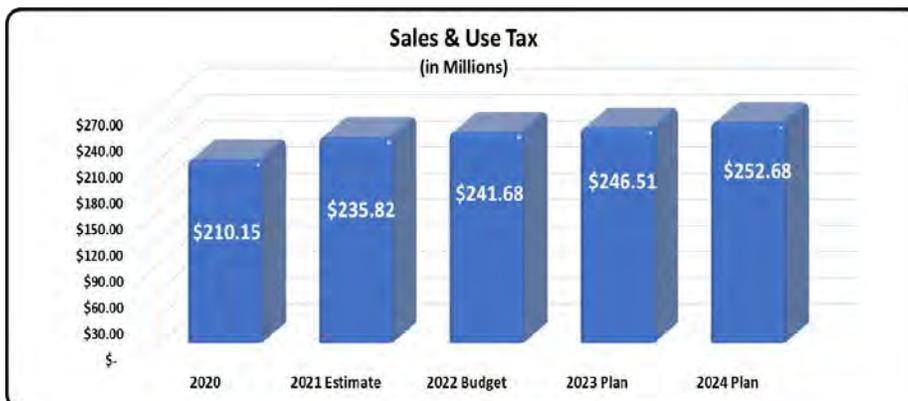


Figure 4

Sales & Use Tax is the largest source of revenue for the Authority. The Authority receives 1.0% of Sales & Use Tax revenue collected in Cuyahoga County.

Sales tax revenue rebounded better than expected, mainly due to the individual and family Federal stimulus checks distributed in April 2020,

December 2020, and March 2021. Through October 2021, sales tax is up 13.5%, compared to 2020. This is mainly due to increases in auto and watercraft sales (23.0%), on-line sales (44.9%), and liquor sales (16.4%). On-line

sales is expected to continue to rise in 2022. With the increase in price of computer chips and other essential materials, motor vehicle and watercraft sales are expected to only increase slightly in 2022. Sales tax is budgeted to increase by 2% in 2022 and 2023, and by 2.5% in 2024.

Advertising & Concessions is composed of two subcategories: advertising and naming rights. The naming rights includes Cleveland Clinic Foundation and University Hospitals for the HealthLine and area shelters; Cleveland State University for the CSU Line; MetroHealth for MetroHealth Line; Cuyahoga Community College (Tri-C) for E. 34th Rapid Transit Station; Huntington Bank and Bryant & Stratton College for HealthLine Shelters.

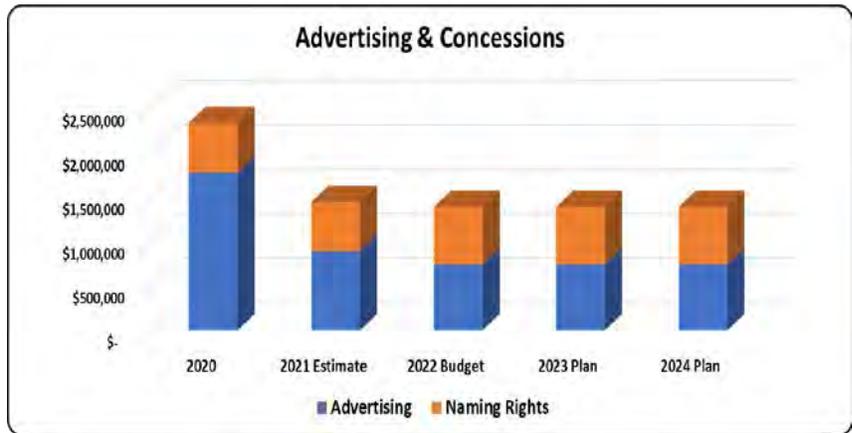


Figure 5

The Advertising & Concessions category is budgeted at \$1.4 million in 2022 and has decreased by about \$700,000 due to the pandemic. We project the Advertising & Concessions revenue at the same level in 2023 and 2024.

Investment income is budgeted at \$600,000 in 2022, due to the low interest rates despite the Authority carrying larger cash balances through most of 2020 and 2021.

Preventive Maintenance (PM) reimbursements for FY 2021 were \$8.5 million. The Authority made a strategic decision to transfer all PM reimbursements for FY 2021 to RTA Development Fund in

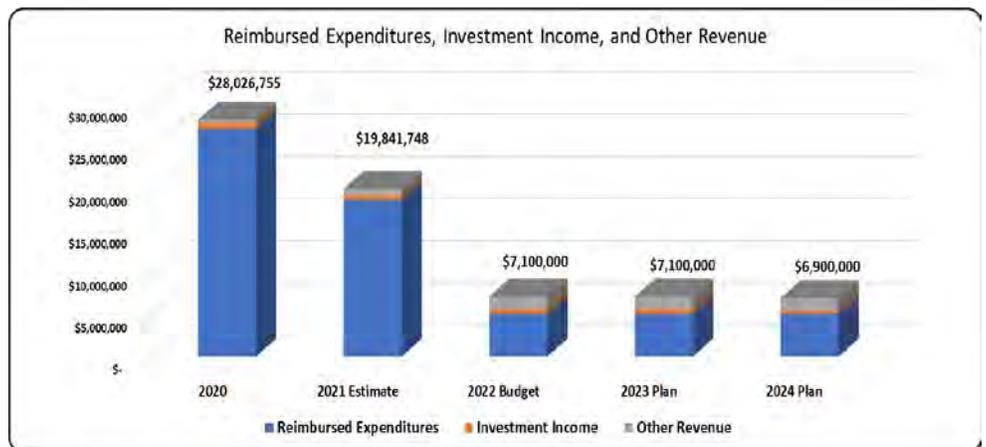


Figure 6

order to fund much-needed budgeted but unfunded projects. The PM Reimbursement for FY 2022 through 2024 was reduced to \$1 million for grant close-outs and the formula grants will be used for unfunded or under-funded projects. Other reimbursed expenditures include fuel tax reimbursements and force account labor reimbursements. Other Revenue is budgeted at \$1.5 million for 2022 and the subsequent years through 2024. Other Revenue includes various miscellaneous receipts from contractors, hospitalization, claim reimbursements, rent, and salvage sales.

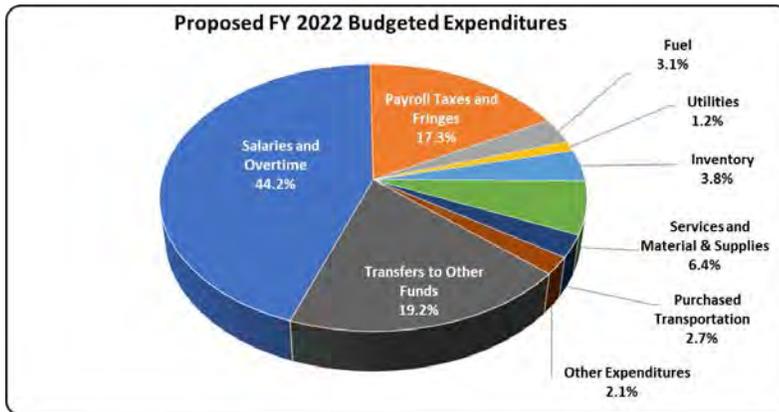


Figure 7

The total expenditures for FY 2022 are budgeted at \$339.9 million. This includes \$274.8 million for the Operating Budget and \$65.1 million for transfers to other funds.

Total personnel costs, which includes salaries, overtime, payroll taxes, and fringe benefits, represent over 61% of the operating budget.

Fuel and utilities total 4.3% of the operating budget. Fuel includes diesel, CNG, propulsion power, propane, and gasoline.

Utilities include water/sewer, electricity and natural gas for the facilities, as well as telephone and internet services.

Services, Materials, and Inventory include all service and maintenance contracts, office supplies, materials, inventory, and supplies for the upkeep of the buildings, stations, and vehicles. These categories represent 10.2% of the operating budget. Purchased Transportation represents expense for the third party contractors for ADA Paratransit services. This represents 2.7% of the operating budget. Other expenditures include workers' compensation costs, insurance premiums, claims payments, travel and training costs, and tuition reimbursement expenses. The Other Expenditures category represents 2.1% of the total operating budget. The last category, Transfers to Other Funds, includes transfers for specific set-asides that are required by various policies and sound financial management. This category totals 19.2% of the total expenditures for FY 2022.

Salaries and overtime represent the largest portion of the expenditures, at 44.2%. This includes wage increases for all employees, covering ATU and FOP union employees, as well as non-bargaining employees.

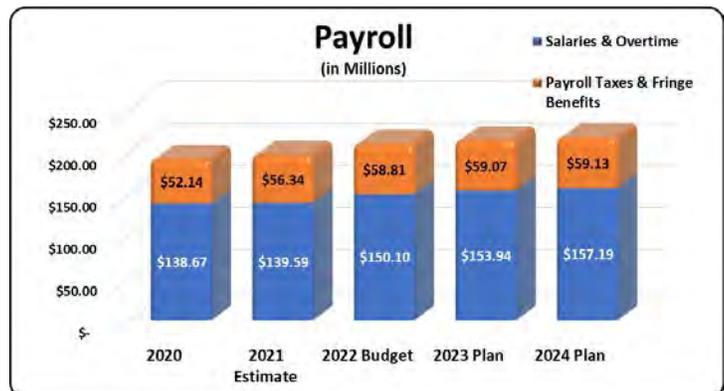


Figure 8

Payroll Taxes and Fringes are the second largest category, at 17.3%, or \$58.8 million. An 8% increase was budgeted for hospitalization and prescription costs for FY 2022 as health care claims have increased over the past 2 years.

Payroll is budgeted for 2,372 positions for FY 2022. This is an increase from FY 2021 by 18 positions. These include 9 laborers, 1 Bus/Rail Operator Trainer, 1 Dispatcher, 2 Human Resources Generalist positions, and 5 Administrative positions.

Of the 2,372 positions, 83.5% are within the 2 unions (Amalgamated Transit Union and Fraternal Order of Police). The remaining 16.5% are non-bargaining positions

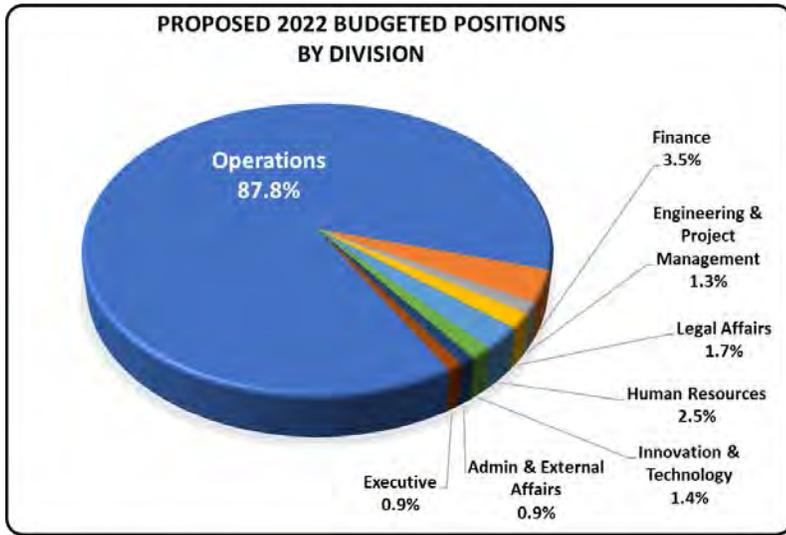


Figure 9

The Operations Division holds the majority of the positions in the Authority. These positions include bus and rail operators, mechanics, service supervisors, janitorial and facilities staff, service planning, and a variety of other positions to keep our buses, trains, facilities, and right-of-way in operation and suitable working condition.

The remaining divisions are administrative in nature and support the operations of the Authority, through engineering, finance, analysts, human resource staff, lawyers, and executive personnel. In 2021, two new Divisions were added: Innovation & Technology, and Administration & External

Affairs. Departments and sections of other departments were shifted into these two new Divisions to align with the CEO’s vision for the future.

The Energy Price Risk Management program has helped to stabilize one of the Authority’s most volatile expenses, diesel fuel. The diesel fuel usage has decreased over the past several years due to implementing more CNG buses into service and retiring the older diesel buses. The Authority placed 25 new CNG buses into its fleet in 2021 and is expecting 20 CNG buses, 16 articulated buses for the HealthLine, 13 Paratransit cut-aways, and 10 25-foot Paratransit buses to be delivered in 2022. The total fuel cost for FY 2022 is budgeted at \$10.5 million. This includes diesel, CNG, propane, gasoline, and propulsion power for the trains.

Utility costs are budgeted at \$4.2 million for FY 2022. This category includes natural gas and electricity for facilities, water/sewer, telephone, and internet expenses. The Authority has reduced electricity costs by re-negotiating a contract in 2021, which maintained fixed costs through the next 3 years. Natural gas commodity costs are locked in through mid-2022. A new contract will be negotiated by mid-year.

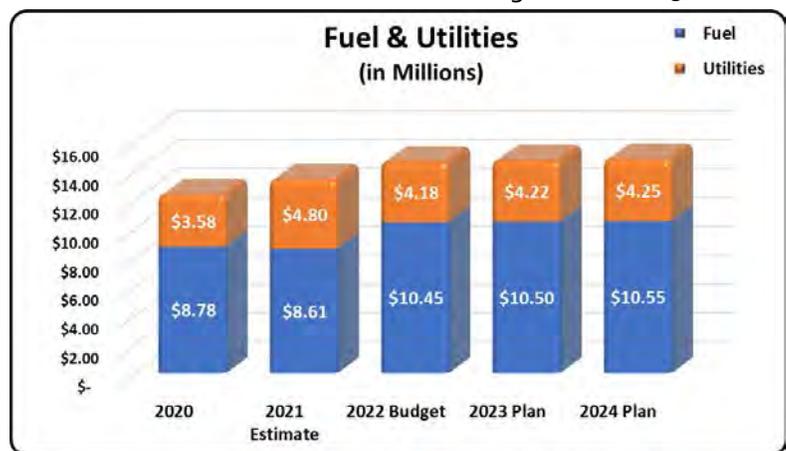


Figure 10

The main categories in Services, Materials & Supplies and Inventory are maintenance and other contracts, advertising costs, equipment and supplies for the upkeep of facilities, equipment, and vehicles. Inventory is budgeted at \$13.1 million for FY 2022. The Supply Chain Management section of Fleet Management has helped the Authority maintain parts for the predictive and preventive maintenance repairs and other repairs of revenue fleets. In 2021, Supply Chain Management has also maintained an inventory for the supplies and equipment for cleaning and sanitizing, personal protective equipment, and other equipment needed during the COVID pandemic. The predictive maintenance program began in 2015 where vehicles are serviced based on a proactive maintenance program, which ensures greater reliability of our bus and rail fleets. Services, Materials & Supplies are budgeted at \$21.9 million and include maintenance and other contractual services and purchases. These purchases include smaller items and one-time purchases not covered under the Inventory program.

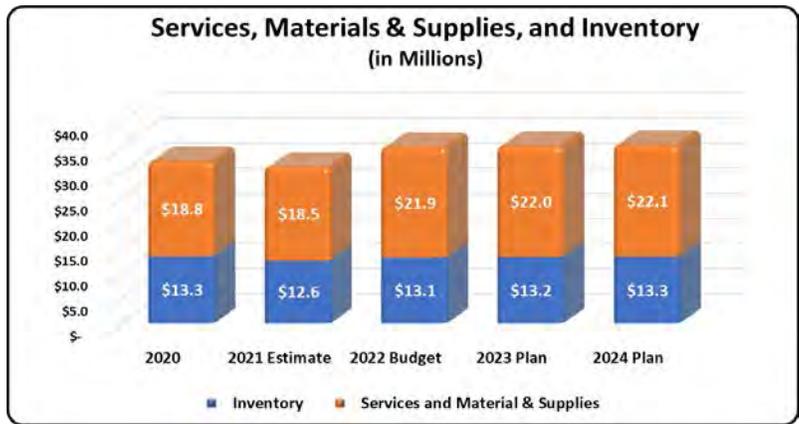


Figure 11

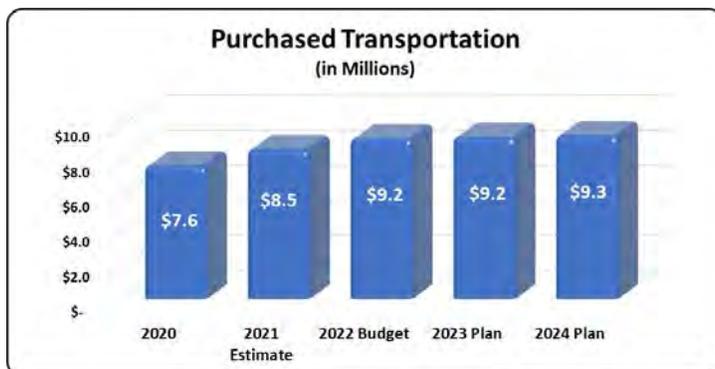


Figure 12

Purchased transportation is budgeted at \$9.2 million for FY 2022. This includes the ADA/Paratransit trips. The Authority entered into three new contracts in June 2019 with Provide-A-Ride, Senior Transportation Connection (STC), and GC Logistics. These contracts include a tablet for operators, which displays rolling-90 minutes of trips, a connected dispatch system, and a united training program.

The Other Expenditure category includes workers' compensation costs, purchased insurance premiums, travel and training expenses, and other miscellaneous expenses. This category is budgeted at \$7.1 million for FY 2022. Nationally and internationally, insurance premiums have increased in part due to the increased number of natural disasters and global COVID-19 pandemic.

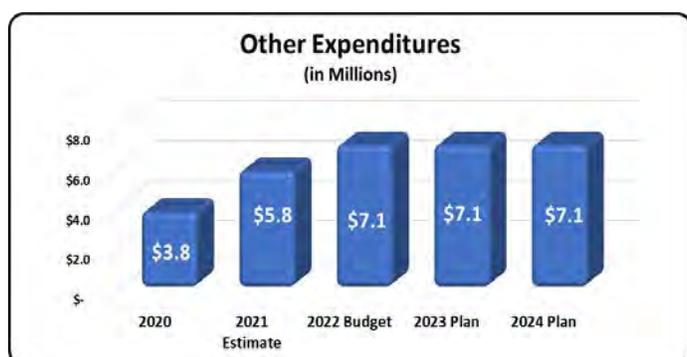


Figure 13

Transfers to Other Funds are set-asides for specific needs required by various policies. Total transfers to other funds are budgeted at \$53.6 million for FY 2022. The transfer to the Bond Retirement Fund is for debt service on the Authority’s outstanding debt.

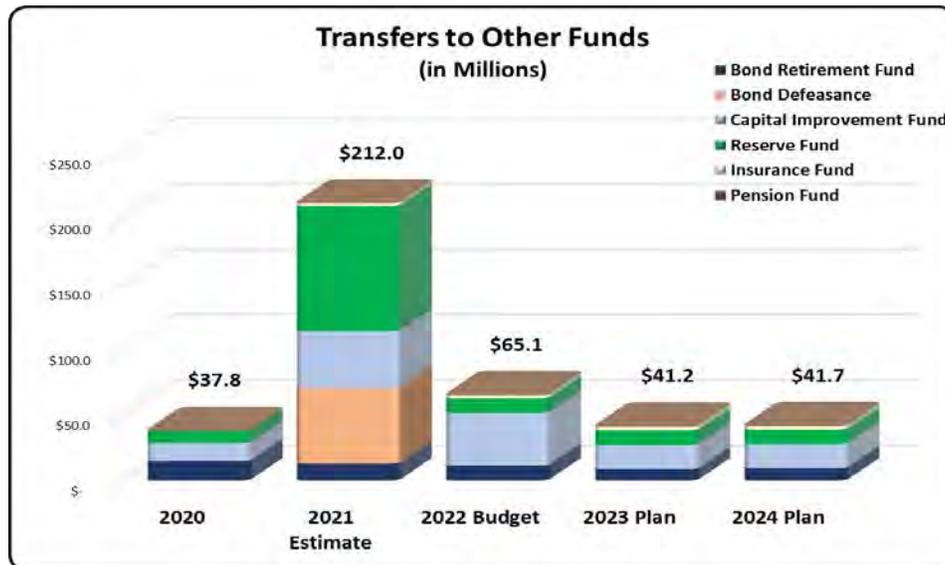


Figure 14

The transfer to the Capital Improvement Fund is to cover the 100% locally funded capital projects in the RTA Capital Fund, and local matches for most grant-funded projects in the RTA Development Fund. The total contribution to capital is budgeted at \$51.7 million and includes the transfers to the Capital Improvement Fund and Bond Retirement Fund. The Authority made a strategic decision in 2021 to repurpose all PM reimbursement for unfunded and under-funded capital projects. For 2022, the PM reimbursement is only budgeted at \$1.0 million for use when closing grants.

A \$2.5 million transfer to the Insurance Fund is budgeted in FY 2022. This transfer is to cover expected expenses and to maintain the \$5 million required balance. A transfer of \$10.9 million is budgeted to the Reserve Fund for 1/12th of the 27th pay for hourly and salary employees and \$10 million for the replacement of the rail cars. In 2021, an additional \$85 million is expected to be transferred in December to the Reserve Fund for the Revenue Stabilization Account. A \$40,000 transfer is budgeted for the Supplemental Pension Fund to maintain the recommended balance.

2022 Budgeted Service Levels By Mode Compared to 2021 Budgeted Service Levels by Mode								
Service Mode	Service Hours				Service Miles			
	2021 Budget	2022 Budget	Variance	Percent Variance	2021 Budget	2022 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	167,110	167,110	0	0.0%	2,368,900	2,368,900	0	0.0%
Contract	214,739	214,739	0	0.0%	3,128,614	3,128,614	0	0.0%
Sub-Total Paratransit	381,849	381,849	0	0.0%	5,497,514	5,497,514	0	0.0%
Total	1,833,206	1,833,206			23,920,455	23,920,455		

Figure 15

The Authority implemented the NextGen service in June 2021, in response to the System Redesign Pillar Study. This service provides customers greater frequency of service with greater connectivity. Additionally, NextGen provides more cross-town routes allowing customers more access to all Cuyahoga County has to offer. No service changes are projected for FY 2022.

2022 Budget Financial Policy Goals							
		Goal	2020 Actual	2021 Estimate	2022 Budget	2023 Plan	2024 Plan
Operating Efficiency	Operating Ratio	≥ 25%	11.0%	9.2%	8.7%	8.6%	8.5%
	Cost per Service Hour		\$195.9	\$152.7	\$164.8	\$167.5	\$169.7
	Growth per Year	≤ Rate of Inflation	49.7%	-3.0%	4.7%	1.6%	1.3%
	Operating Reserve (Months)	≥ 1 month	6.5	3.3	3.7	1.8	1.0
Capital Efficiency	Debt Service Coverage	≥ 1.5	9.72	3.18	9.03	6.55	4.54
	Sales Tax Contribution to Capital	≥ 10%	13.5%	47.8%	21.3%	11.0%	11.0%
	Capital Maintenance to Expansion	75% - 90%	100.0%	100.0%	100.0%	100.0%	100.0%

Figure 16

An **Operating Ratio** of at least 25% is required by the Board. This efficiency ratio compares operating revenues (passenger fares, advertising, and investment income) to operating expenses. With ridership down by over 50% due to the COVID pandemic, the Operating Ratio is budgeted at 8.7% for FY 2022. The Authority is not likely to meet this goal in FY 2022 or the near future. Although in-person learning has started again with the 2021-2022 school year, some schools have continued the virtual learning and many businesses have their employees either partially or permanently telecommuting.

An **Operating Reserve** of at least 1 month (30 days) is required to cover any unforeseen or extraordinary fluctuations. With a 3.7-month Operating Reserve budgeted for FY 2022, the Authority is well prepared through FY 2024. The assistance from the CARES Act, CRRSAA, and ARP have helped the Authority to adjust to the reduced ridership due to the pandemic.

The **Growth per Year** is the change in the cost per hour of revenue service from one year to the next. This growth rate is to be kept at or below the level of inflation (around 2%). This efficiency ratio shows the cost of delivering a unit of service compared to the prior year. Operating expenses are increasing for FY 2022 by 4.7% compared to estimated expenses in FY 2021 and service levels have not changed.

Debt Service Coverage is a ratio measuring the Authority’s ability to meet annual interest and principal payments on outstanding debts. With the increased ending balance due to the assistance from the Federal stimulus funding and a defeasance of approximately \$57.5 million in bonds, the Debt Service Ratio is budgeted at 9.03 for FY 2022.

Current Board policy requires that a minimum of 10% of Sales & Use Tax revenue be applied to the capital needs of the Authority. These funds are used to meet the Authority’s annual debt service payments, provide the local match for grant-funded projects, and fund routine capital and asset maintenance projects. An additional \$25

million will be transferred in 2022 for unfunded and under-funded capital projects. At 21.3%, the **Sales Tax Contribution to Capital** for FY 2022 will be met.

The Board recognized that an emphasis must be made to maintain the Authority’s existing capital assets. **The Capital Maintenance to Expansion** is to be maintained between 75% and 90%. At 100% for the FY 2022 budget, the Authority’s emphasis continues to be on maintaining and improving its assets rather than an expansion of the system.

CAPITAL IMPROVEMENT PLAN

2022 - 2026 AMENDED COMBINED CAPITAL IMPROVEMENT PLAN						
Combined Budget Authority						
PROJECT CATEGORY	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2022-2026
Bus Garages	\$700,000	\$3,525,000	\$3,400,000	\$0	\$0	\$7,625,000
Bus Improvement Program	\$21,300,000	\$21,066,750	\$21,066,750	\$21,066,750	\$21,066,750	\$105,567,000
Equipment & Vehicles	\$7,499,620	\$7,171,104	\$4,259,076	\$4,210,160	\$7,237,612	\$30,377,572
Facilities Improvements	\$18,780,000	\$16,715,000	\$13,580,000	\$13,080,350	\$14,986,000	\$77,141,350
Other Projects	\$5,837,500	\$2,637,500	\$2,637,500	\$21,637,500	\$21,637,500	\$54,387,500
Preventive Maint./Oper. Reimb.	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$11,500,000	\$15,500,000
Rail Projects	\$31,750,000	\$30,550,000	\$39,400,000	\$34,000,000	\$30,500,000	\$166,200,000
Rail Car Replacement Program	\$39,467,500	\$21,982,500	\$41,892,500	\$41,804,650	\$21,450,000	\$166,597,150
Transit Centers	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
TOTALS	\$126,634,620	\$104,947,854	\$127,535,826	\$137,099,410	\$128,677,862	\$624,895,572

Figure 17

The Capital Improvement Plan (CIP) for 2022-2026 was approved by the Board of Trustees on May 25, 2021. 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. On December 21, 2021, the CIP for 2022-2026 will be presented to the Board of Trustees to be amended. An additional \$24 million will be needed for the purchase of Rail Cars in 2022. This amendment will increase the 2022 CIP from \$102.6 million to \$126.6 million.

In 2021, a strategic decision was made to transfer the preventive maintenance reimbursement to capital and use the funding toward needed but unfunded and under-funded capital projects. The Authority’s priorities include replacement of rail vehicles, maintenance and repair of rail infrastructure, including tracks, signals, bridges, and substations. Financial resources are allocated through a comprehensive capital project review process, which prioritizes funding of requested capital projects. It continues to maintain the focus of the Authority’s long-term

capital strategic plan, as well as reflect on existing and future financial and operational constraints facing the Authority.

The FY 2022-2026 capital expenditures are predicated on year-to-date outlays, obligations, and projected commitments, as well as the approved 5-year Capital Improvement Plan. Projected grant revenues include current, as well as expected traditional and non-traditional grant awards and are based on a continuation of current FAST Act funding levels. Over the next 10 years, the Authority’s capital program will continue to focus on various State of Good Repair (SOGR) projects throughout the system. These include the on-going bus replacement program, rail car purchases, rehabilitation of light rail track and rail infrastructure of signal and overhead catenary, and various facility improvements and upgrades.

ATTACHMENT A					
General Fund Balance Analysis					
	2020	2021	2022	2023	2024
	Actual	Projection	Budget	Plan	Plan
Beginning Balance	41,577,395	133,581,757	70,311,993	84,802,987	42,543,640
Revenue					
Passenger Fares	24,044,664	21,504,518	21,719,563	21,936,759	22,265,810
Advertising & Concessions	2,337,735	1,195,086	1,390,000	1,390,000	1,390,000
Sales & Use Tax	210,147,468	238,221,615	242,986,048	247,845,769	252,802,684
Federal Operating Assistance - CARES Act	111,977,170	0	0	0	0
Fed. Operating Assistance - CRRSAA	0	67,416,467	0	0	0
Fed. Operating Assistance - ARP	0	54,815,088	81,199,333	0	0
Investment Income	698,786	629,377	600,000	500,000	400,000
Other Revenue	364,250	820,840	1,500,000	1,500,000	1,500,000
Reimbursed Expenditures	26,963,719	18,781,731	5,000,000	5,000,000	5,000,000
Transfer from Reserve Fund (Revenue Stabilization)	0	0	0	0	21,500,000
Total Revenue	376,533,792	403,384,722	354,394,944	278,172,528	304,858,494
Total Resources	418,111,187	536,966,479	424,706,937	362,975,516	347,402,134
Operating Expenditures					
Salaries and Overtime	138,668,611	139,592,476	150,098,342	153,942,642	157,185,991
Payroll Taxes and Fringes	52,142,719	56,338,143	58,810,762	59,069,422	59,128,342
Fuel (Diesel, CNG, Prop. Pwr., Gas)	8,780,650	8,609,709	10,451,419	10,500,604	10,550,148
Utilities	3,576,407	4,800,076	4,179,636	4,215,440	4,251,602
Inventory	13,341,465	12,557,773	13,100,000	13,200,000	13,300,000
Services and Material & Supplies	18,809,509	18,464,154	21,866,701	21,983,615	22,113,583
Purchase Transportation	7,599,160	8,520,258	9,150,000	9,235,000	9,320,850
Other Expenditures	3,783,813	5,817,403	7,100,010	7,103,503	7,100,413
Total Operating Expenditures	246,702,334	254,699,992	274,756,870	279,250,226	282,950,929
Transfers to (from) Other Funds					
Transfer to (from) the Insurance Fund	0	2,100,000	2,500,000	3,000,000	3,000,000
Transfer to (from) the Pension Fund	50,000	45,000	40,000	40,000	40,000
Transfers to Reserve Fund	10,878,615	95,878,615	10,878,615	10,878,615	10,878,615
Transfers from the Reserve Fund	(1,450,000)	0	0	0	0
Transfers to (from) Capital					
Bond Retirement Fund	14,950,956	12,771,515	11,500,000	8,647,930	9,396,959
Bond Defeasance	0	57,760,505	0	0	0
Capital Improvement Fund	13,397,525	43,398,859	40,228,465	18,615,105	18,411,336
Total Transfers to (from) Capital	28,348,481	113,930,879	51,728,465	27,263,035	27,808,295
Total Transfers to (from) Other Funds	37,827,096	211,954,494	65,147,080	41,181,650	41,726,910
Total Expenditures	284,529,430	466,654,486	339,903,950	320,431,876	324,677,839
Available Ending Balance	133,581,757	70,311,993	84,802,987	42,543,640	22,724,295

ATTACHMENT B

2022 Budget Financial Policy Goals							
		Goal	2020 Actual	2021 Estimate	2022 Budget	2023 Plan	2024 Plan
Operating Efficiency	Operating Ratio	≥ 25%	11.0%	9.2%	8.7%	8.6%	8.5%
	Cost per Service Hour		\$195.9	\$152.7	\$164.8	\$167.5	\$169.7
	Growth per Year	≤ Rate of Inflation	49.7%	-3.0%	4.7%	1.6%	1.3%
	Operating Reserve (Months)	≥ 1 month	6.5	3.3	3.7	1.8	1.0
Capital Efficiency	Debt Service Coverage	≥ 1.5	9.72	3.18	9.03	6.55	4.54
	Sales Tax Contribution to Capital	≥ 10%	13.5%	47.8%	21.3%	11.0%	11.0%
	Capital Maintenance to Expansion	75%- 90%	100.0%	100.0%	100.0%	100.0%	100.0%

Capital Improvement Fund Balance Analysis					
	2020 Actual	2021 Projection	2022 Budget	2023 Plan	2024 Plan
Beginning Balance	44,377,784	32,437,292	35,851,198	67,795,937	82,563,482
Revenue					
Transfer from General Fund	13,397,525	43,398,859	40,228,465	18,615,105	18,411,336
Transfer from Reserve Fund	0	49,000,000	10,000,000	10,000,000	10,000,000
Investment Income	1,079,699	265,000	265,000	265,000	765,000
Federal Capital Grants	42,000,277	92,633,201	97,949,296	80,698,696	88,283,460
CARES Act / CRRSAA Assistance	111,977,170	67,416,467	0	0	0
ARP Assistance	0	54,815,088	81,199,333	0	0
State Capital Grants	2,702,681	10,464,375	10,136,598	10,136,598	1,384,658
Debt Service Proceeds	0	0	0	0	0
Other Revenue	12,800	0	0	0	0
Total Revenue	171,170,152	317,992,990	239,778,692	119,715,399	118,844,454
Total Resources	215,547,936	350,430,282	275,629,890	187,511,336	201,407,936
Expenditures					
Capital Outlay	71,133,474	191,174,752	126,634,620	104,947,854	127,535,826
Capital Outlay - CARES Act / CRRSAA	111,977,170	67,416,467	0	0	0
ARP Assistance	0	54,815,088	81,199,333	0	0
Other Expenditures	0	1,172,777	0	0	0
Total Expenditures	183,110,644	314,579,084	207,833,953	104,947,854	127,535,826
Available Ending Balance	32,437,292	35,851,198	67,795,937	82,563,482	73,872,110

ATTACHMENT D					
Bond Retirement Fund Balance Analysis					
	2020	2021	2022	2023	2024
	Actual	Projection	Budget	Plan	Plan
Beginning Balance	7,145,347	5,946,363	2,228,878	1,988,678	1,263,158
Revenue					
Transfer from General Fund	14,950,956	12,771,515	11,500,000	8,647,930	9,396,959
Transfer from General Fund - Defeasance	0	57,760,505	0	0	0
Transfer from RTA Development Fund	0	0	0	0	0
Investment Income	107,770	135,000	135,000	100,000	100,000
Bond Premium Proceeds	0	0	0	0	0
Other Revenue	0	0	0	0	0
Total Revenue	15,058,726	70,667,020	11,635,000	8,747,930	9,496,959
Reconciling Journal Entry	0	0	0	0	0
Total Resources	22,204,073	76,613,382	13,863,878	10,736,608	10,760,117
Expenditures					
Debt Service					
Principal	10,560,000	11,345,000	9,535,000	7,610,000	7,995,000
Interest	5,697,710	5,279,000	2,338,700	1,861,950	1,481,450
Other Expenditures	0	57,760,505	1,500	1,500	1,500
Total Expenditures	16,257,710	74,384,505	11,875,200	9,473,450	9,477,950
Ending Balance	5,946,363	2,228,878	1,988,678	1,263,158	1,282,167

ATTACHMENT E					
Insurance Fund Balance Analysis					
	2020	2021	2022	2023	2024
	Actual	Projection	Budget	Plan	Plan
Beginning Balance	7,808,801	5,827,793	5,482,178	5,024,178	5,041,178
Revenue					
Investment Income	177,397	35,000	35,000	35,000	35,000
Transfer from General Fund	0	2,100,000	2,500,000	3,000,000	3,000,000
Transfer from RTA Development Fund	0	0	0	0	0
Other Revenue	0	0	0	0	0
Total Revenue	177,397	2,135,000	2,535,000	3,035,000	3,035,000
Total Resources	7,986,198	7,962,793	8,017,178	8,059,178	8,076,178
Expenditures					
Claims and Premium Outlay	2,158,405	2,480,615	2,993,000	3,018,000	3,018,000
Other Expenditures	0	0	0	0	0
Total Expenditures	2,158,405	2,480,615	2,993,000	3,018,000	3,018,000
Ending Balance	5,827,793	5,482,178	5,024,178	5,041,178	5,058,178

ATTACHMENT F
Supplemental Pension Fund Balance Analysis

	2020 Actual	2021 Projection	2022 Budget	2023 Plan	2024 Plan
Beginning Balance	1,376,779	1,288,956	1,289,956	1,285,956	1,284,956
Revenue					
Investment Income	13,704	14,000	14,000	14,000	14,000
Transfer from General Fund	50,000	45,000	40,000	40,000	40,000
Total Revenue	63,704	59,000	54,000	54,000	54,000
Total Resources	1,440,483	1,347,956	1,343,956	1,339,956	1,338,956
Expenditures					
Benefit Payments	151,527	58,000	58,000	55,000	55,000
Transfer to the General Fund	0	0	0	0	0
Other Expenditures	0	0	0	0	0
Total Expenditures	151,527	58,000	58,000	55,000	55,000
Reconciling Journal Entry	0	0	0	0	0
Ending Balance	1,288,956	1,289,956	1,285,956	1,284,956	1,283,956

ATTACHMENT G
Law Enforcement Fund Balance Analysis

	2020 Actual	2021 Projection	2022 Budget	2023 Plan	2024 Plan
Beginning Balance	65,164	57,550	59,550	56,550	53,550
Revenue					
Law Enforcement Revenue	12,571	20,000	20,000	20,000	20,000
Law Enforcement Training Revenue	0	0	0	0	0
Investment Income	422	2,000	2,000	2,000	2,000
Other Revenue	0	0	0	0	0
Total Revenue	12,993	22,000	22,000	22,000	22,000
Total Resources	78,157	79,550	81,550	78,550	75,550
Expenditures					
Capital & Related Items	20,607	20,000	25,000	25,000	25,000
Training	0	0	0	0	0
Total Expenditures	20,607	20,000	25,000	25,000	25,000
Reconciling Journal Entry	0	0	0	0	0
Ending Balance	57,550	59,550	56,550	53,550	50,550

ATTACHMENT H
Reserve Fund Balance Analysis

	2020	2021	2022	2023	2024
	Actual	Projection	Budget	Plan	Plan
Beginning Balance	41,473,850	52,898,078	100,401,693	101,905,308	103,183,923
Revenue					
Investment Income	1,895,613	625,000	625,000	400,000	200,000
Transfer from GF for Compensated Absences	0	0	0	0	0
Transfer from GF for Fuel	0	0	0	0	0
Transfer from GF for Hospitalization	0	0	0	0	0
Transfer from GF for Rolling Stock Reserve	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Transfer from GF for 27th Pay	878,615	878,615	878,615	878,615	878,615
Transfer from GF for Revenue Stabilization	0	85,000,000	0	0	0
Other Revenue	100,000	0	0	0	0
Total Revenue	12,874,228	96,503,615	11,503,615	11,278,615	11,078,615
Total Resources	54,348,078	149,401,693	111,905,308	113,183,923	114,262,538
Expenditures					
Transfer to General Fund (Compensated Absences)	0	0	0	0	0
Transfer to General Fund (Fuel)	0	0	0	0	0
Transfer to General Fund (Hospitalization)	0	0	0	0	0
Transfer to RTA Development Fund (Rolling Stock)	0	49,000,000	10,000,000	10,000,000	10,000,000
Transfer to General Fund (27th Pay - 2024)	1,450,000	0	0	0	0
Transfer to General Fund (Revenue Stabilization)	0	0	0	0	21,500,000
Total Expenditures	1,450,000	49,000,000	10,000,000	10,000,000	31,500,000
Ending Balance	52,898,078	100,401,693	101,905,308	103,183,923	82,762,538
Rolling Balances					
Compensated Absences	3,831,458	3,876,728	3,932,554	3,947,990	3,955,643
Fuel	2,703,802	2,735,748	2,775,144	2,786,037	2,791,437
Hospitalization	2,768,042	2,800,747	2,841,079	2,852,230	2,857,759
Rolling Stock	40,542,474	2,021,490	2,453,810	2,463,442	2,468,217
27th Pay: Salary: 2020 / Hourly 2025	3,052,302	3,966,980	4,902,721	5,800,580	6,690,438
Revenue Stabilization	0	85,000,000	85,000,000	85,333,643	63,999,044
Total	52,898,078	100,401,693	101,905,308	103,183,923	82,762,538

All Funds Balance Analysis

	2020	2021	2022	2023	2024
	Actual	Projection	Budget	Plan	Plan
Beginning Balance	143,825,121	232,037,790	215,625,446	262,859,594	235,933,887
Revenue					
Passenger Fares	24,044,664	21,504,518	21,719,563	21,936,759	22,265,810
Sales & Use Tax	210,147,468	238,221,615	242,986,048	247,845,769	252,802,684
Federal	42,000,277	92,633,201	97,949,296	80,698,696	88,283,460
CARES Act / CRRSAA	111,977,170	67,416,467	0	0	0
ARP		54,815,088	81,199,333	0	0
State	2,702,681	10,464,375	10,136,598	10,136,598	1,384,658
Investment Income	3,973,391	1,705,377	1,676,000	1,316,000	1,516,000
Other Revenue	29,791,075	20,817,657	7,910,000	7,910,000	7,910,000
Debt Service Proceeds	0	0	0	0	0
Total Revenue	424,636,726	507,578,298	463,576,838	369,843,822	374,162,612
Total Resources	568,461,847	739,616,087	679,202,284	632,703,417	610,096,498
Expenditures					
Personnel Services	190,811,330	195,930,619	208,909,104	213,012,064	216,314,333
Fuel (Diesel, CNG, Prop. Pwr., Gas)	8,780,650	8,609,709	10,451,419	10,500,604	10,550,148
Utilities	3,576,407	4,800,076	4,179,636	4,215,440	4,251,602
Inventory	13,341,465	12,557,773	13,100,000	13,200,000	13,300,000
Services & Materials	18,809,509	18,464,154	21,866,701	21,983,615	22,113,583
Purchased Transportation	7,599,160	8,520,258	9,150,000	9,235,000	9,320,850
Other Expenditures	6,114,352	67,309,300	10,177,510	10,203,003	10,199,913
Capital Outlay	71,133,474	191,174,752	126,634,620	104,947,854	127,535,826
Debt Service	16,257,710	16,624,000	11,873,700	9,471,950	9,476,450
Total Expenditures	336,424,057	523,990,641	416,342,690	396,769,530	423,062,705
Available Ending Balance	232,037,790	215,625,446	262,859,594	235,933,887	187,033,793

Since the Transmittal Letter was approved by the BOT in November 2021, to maintain the integrity of the original submission, the Transmittal Letter was kept in the original presentation. Two amendments occurred after approval of the Transmittal Letter.

Fiscal Year 2021

In December 2021, the BOT authorized an amendment to increase the overall appropriations budget for Fiscal Year 2021 by \$85 million to be transferred to the Reserve Fund. The transfer was for the Revenue Stabilization sub-fund.

Fiscal Year 2022

In December 2021, the BOT authorized an amendment to the FY2022 Capital Improvement Fund budget to increase the overall appropriation by \$34.2 million in order to establish the proper budget authority to cover rail car purchases (\$24 million), rehabilitation of Tower City East Portal (\$5.2 million), and Hayden District roof replacement (\$5.0 million).

2022 Budget Guide

Organization of the Adopted Budget Plan

The purpose of this section is to describe the contents of the 2022 Operating and Capital Budgets (Adopted Budget Plan) for the Greater Cleveland Regional Transit Authority (GCRTA, RTA, or Authority). This section is an aid for those who wish to analyze the book in detail. The Table of Contents in the beginning of the book and initial page of each section provide further direction to the reader.

Transmittal Letter

The Transmittal Letter is the General Manager/CEO's Transmittal Letter, 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 a Budget in Brief, attachments of the Fund Statements, and Financial Objectives.

Budget Guide

The Budget Guide explains the Authority's Financial and Budgetary policies, including Debt Financing, and the explanation of the policies' adoption, implementation, and monitoring. 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.

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. Historical, current, and prospective information are provided. An analysis of the Authority's financial condition is based on these trends.

Department Budgets

The Department Budgets present the Adopted Budget Plan for each department. These sections describe the divisions, prior year's achievements, upcoming priorities for the budget year, and the current performance measures (RTargets). For each department, overview, connection to the strategic plan, individual budgets, staffing level summaries, and organizational charts are provided.

Capital Improvement Plan

The Capital Improvement Plan itemizes capital projects approved for 2022 and those planned for 2023 through 2026. This section discusses funding sources, debt limits, capital improvement planning cycle, and the criteria used to establish priorities.

Board Policy Goals

On October 27, 2020, the RTA Board of Trustees unanimously approved the adoption of the Authority's Strategic Plan.

The Greater Cleveland Regional Transit Authority has partnered with the community to develop a Strategic Plan that will shape the agency to the year 2030. The Strategic Plan provides a guide for enhancing the customer experience and pursuing capital improvements over the next decade. The planning process included several pillar studies, technical analyses, and robust community engagement to create a cohesive plan. The studies highlight vision, goals, existing conditions, strategy identification, and recommendations. With a geographic focus on the Priority Corridors in transit oriented urban areas as well as job hubs across the region, the Strategic Plan points to seven key initiatives to create the framework for the future. These are discussed further in the Performance Management section.

As always, RTA will be customer focused and community engaged in order to drive the region forward. This dual undertaking encapsulates RTA's need to focus on its service to its customers while also leaning into the larger societal conversations across the region. RTA will continue to deliver, and work to improve access to opportunity for individuals and the region through safe, reliable, integrated, sustainable, and innovative transportation.

In January of 2020, the CEO initiated a process to establish a clear vision and definition for the success of the Authority. The process engaged a consultant to collaborate with the Executive Management Team to redefine the Mission, Vision and Success Outcomes for GCRTA.

Financial Policies

The Authority adopted a set of financial policies in 1989 relating to its overall finances and particular funds. Over the years, the policies were amended and updated reflecting the growth experienced by GCRTA with the last update on December 21, 2021. The Financial Policies are a part of Part Four- Finance Code of the Board Codified Rules and Regulations, specifically Chapter 460- Financial Policies and Procedures; Funds.

Chapter 460 provides a comprehensive framework for the management of revenues and financial resources of the Authority. It provides 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 to provide public transportation services; to meet the obligations of the Authority; and to protect the public interest.

The financial policies cover the following areas: General Fund, Reserve Fund, Capital Improvement Fund, Bond Retirement Fund, Insurance Fund, Supplemental Pension Fund, Law Enforcement Fund, and Investment of Authority Funds.

<u>Goal</u>	<u>Value</u>
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%

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.*

Rationale: By law, the budget must be balanced. Expenditures cannot exceed available resources. A balanced budget occurs when one of the following occur:

- A. Total expenditures equal total revenues.
- B. Total expenditures are less than total revenues, called a **surplus**
- C. Total resources (previous year balance plus current year revenues) are greater than total expenditures.

Implementation: The Board of Trustees (BOT or Board) 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.

In the General Fund budget for 2022, estimated resources total \$424.7 million (current revenues of \$354.4 million plus an estimated beginning balance of \$70.3 million including Federal Operating Assistance). Total estimated expenditures for 2022 is \$339.9 million, which is within the estimated resources available. The available ending balance of \$84.8 million, represents a 3.7 month reserve which is over the one-month reserve (after the debt defeasance of \$57.5 million).

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 of services possible. When services and operations are well-managed, and costs are contained, the Authority can provide greater services.

Implementation: GCRTA implemented NEXT GEN on June 13, 2021, a system redesign to cost effectively increase frequency and connectivity for all riders. The NEXT GEN redesign used input from several pillar studies and extensive community engagement to redesign routes for increased frequency and connectivity for transit users. Online surveys as well as public engagement sessions provided feedback on different funding models and scenarios to determine how best to maximize frequency and coverage. After much feedback from the community, including business and civic leaders, stakeholders and residents, riders made it clear that they are interested in a balance of frequency and coverage, slightly favoring frequency. Most riders now have shorter wait times during the week and require fewer transfers, and more bus lines run seven days a week. NEXT GEN provides better connections between the urban core and regional job hubs, including educational and health care institutions such as MetroHealth Hospital, Cleveland Clinic, and University Hospitals.

Policy Goal: 460.09(a) Achieve the maximum financial return for the Authority 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: 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. Idle cash balances will be invested whenever possible to maximize investment income.

Implementation: Monthly reports summarizing investment transactions and earnings are provided to the Board. The Ohio Depository Act (ORC 135) and the Authority's cash management investment policy allow the Authority to invest various types of financial instruments. As of December 31, 2021, GCRTA's investment portfolio comprised of:

- Money Market Account- Average maturity of 3 days
- Key Bank Sweep account- Average maturity of 3 days
- State Treasury Asset Reserve of Ohio (STAR Ohio)- Average maturity of 3 days
- Earnings Credit Rate Account- Average maturity of 3 days
- US Government Securities- Average maturity of 807 days

GCRTA's average yield on its portfolio during 2021 was 0.22%. This is 14 basis points above the performance standard yield of .08 and 21 basis points above the market average yield of 0.01%. 2022 investment income is budgeted at \$600,000.

GENERAL FUND

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

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

Implementation: Total resources available in the General Fund at the end of FY 2021 are estimated to total \$536.9 million. It is anticipated that total resources will increase to \$424.7 million in FY 2022. A debt defeasance of approximately \$57.7 million during 2021 reduced GCRTA's debt obligations with average savings of \$3.1 million per year through 2026 to provide long-term financial stability. By advancing the debt service repayment schedule from 2039 to 2030, GCRTA will see savings for 9 years of approximately \$126 million. Sales and Use tax totals 68.4% of the budgeted revenues due to the pandemic impacting fare revenue and federal assistance. The Sales and Use tax increased between 2020 and 2021 by approximately \$29 million or 14 percent due to the strong economy and federal stimulus tax credits.

Passenger Fares and ridership have been impacted by COVID-19. As an essential service, the Authority continued to provide transportation for essential workers and customers. Ridership dropped by roughly half during 2020, and by the end of 2021, almost half the ridership lost during 2020 had returned. Passenger Fares

are estimated at \$21.7 million. This assumes that ridership will stay at approximately 60-70% of pre-pandemic levels through 2022.

Policy Goal: 460.02 (c)(1) *The goal for the Operating Ratio (Operating revenues divided by operating expenses) is to be greater than 25% with a long range objective of having operating revenue cover an increasing proportion of operating expenses.*

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

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 due to lost ridership and low market interest rates, and as Operating expenses are slowly increasing, the Operating Ratio for 2022 is projected to be 8.7 percent. The Operating Ratios for 2023 and 2024 are slowly decreasing with 2023 estimated at 8.6% and 2024 estimated at 8.5%.

Policy Goal: 460.02(c)(2) *In order to maintain an adequate fund balance to mitigate current and future risks, the Authority's goal shall be to maintain a general fund balance of at least one month's operating 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. If financial forecast projects the ending balance to be below this level, a plan shall be developed to replenish the fund balance.

Implementation: This policy goal is expected to be met with a budgeted amount of \$84.8 million or 3.7 months (~1 month = \$22.9) of operating reserve funding available for 2022. Federal assistance, including CARES, CRRSAA, and ARP, enables GCRTA to sustain the decrease in passenger fares while maintaining nearly 4 months of operating reserve for the future. The decrease in adequate fund balance from 3.7 months at the end of FY 2022 and 1.8 planned in FY 2023 is due to the unfunded Federal Operating Assistance.

Policy Goal: 460.02 (c)(3) *The goal for 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: As of the writing of this document, service hours for 2022 are budgeted to remain at the same level as compared to 2021. The Authority implemented the NextGen service in June 2021. The cost per service hour is budgeted at \$164.8, an 8 percent increase from 2021 estimate.

Inflation in 2021 escalated to a forty year high at 6.9 percent. This policy goal is not expected to be met in 2022, as the Federal Bank of Cleveland stated that the 10-year expected inflation is 1.75 percent in 2022 (going back to levels in 1982). The Authority will ensure that Operating expenses are managed throughout the year to mitigate the impact of not meeting this policy goal.

Policy Goal: 460.02(c)(4) Debt service coverage (Total operating revenue minus operating expenditures, divided by debt service requirements) will be to remain at 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: GCRTA completed a debt defeasance in 2021 using approximately \$60 million to pay debt obligations early and provide average savings of \$3.1 million per year through 2026. The Authority has traditionally used debt sparingly, and following the debt defeasance, the debt service coverage goal will be exceeded. The goal of the debt service coverage is to be above 1.5. This is measured by subtracting operating expenditures from total operating revenues then dividing by debt service requirements. The Debt Service Coverage ratio has been maintained over the 1.5 goal since 2015. The budget for 2022 is projected at 9.03. The debt coverage is projected at 6.55 in 2023 and 4.54 in 2024, still well above the goal.

Reserve Fund

Policy Goal: 460.03(a) A Reserve Fund containing sub-accounts may be established and maintained to protect the Authority from economic downturns

Rationale: The Authority recognizes that there are areas in which dollars must be set aside, or reserved, in order to ensure adequate dollars are available to continue operation and meet its obligations.

Implementation: Six accounts have been created that make up the Reserve Fund: fuel, compensated absences, hospitalization, 27th pay, rolling stock, and revenue stabilization. Budgeted for FY 2022 the total projected ending balance is \$101.9 million.

Policy Goal: 460.03(b)(1) Reserve for Fuel

Rationale: Annual savings resulting when actual expenditures are less than the budgeted line item for fuel may be placed in this sub-account to protect the Authority from a significant and continuing rise in fuel prices

Implementation: From FY 2022 through 2024, GCRTA does not plan to add any additional funds to the Fuel reserve outside of regular investment income. The FY 2022 budgeted balance is \$2.75 million.

Policy Goal: 460.03(b)(2) Reserve for Compensated Absences

Rationale: Excess funds for the General Fund may be placed in this sub-account to ensure payment to employees for vacation time that has been earned. This reserve shall not exceed twenty-five percent of the accrued liability for compensated absences.

Implementation: From FY 2022 through 2024, GCRTA does not plan to add any additional funds to the compensated absences fund outside of regular investment income. The FY 2022 budgeted balance is \$3.9 million.

Policy Goal: 460.03(b)(3) Reserve for hospitalization

Rationale: Excess funds from the General Fund may be placed in this sub-account to protect against substantial cost increases from unfunded mandates or out of the ordinary costs for catastrophic illnesses. The reserve shall not exceed ten percent of annual hospitalization costs.

Implementation: From FY 2022 through 2024, GCRTA does not plan to add any additional funds to the hospitalization fund outside of regular investment income. The FY 2022 budgeted balance is \$2.8 million.

Policy Goal: 460.03(b)(4) Reserve for 27th Payroll Expenses

Rationale: The authority has two different payroll cycles; one cycle for hourly employees and one for salaried employees. Within each cycle, there is an extra pay date (27th payroll expense) that occurs every twelve years. This reserve shall be funded to the best of the Authority's ability in order to plan for this additional payroll expense.

Implementation: The 27th pay for salaried employees occurred in FY2020 requiring a \$1.45 million dollar transfer to the General fund to cover the associated costs. The 2022 budget has a \$878,615 transfer from the General fund and an ending balance of \$4.9 million . The hourly employee 27th pay will occur in FY 2025.

Policy Goal: 460.03(b)(5) A Rolling Stock Replacement Fund

Rationale: Account to set aside funds to systematically replace aging revenue vehicles. Funds should be amassed in this replacement fund and then transferred to the Capital Improvement Fund to assist in meeting this major capital requirement.

Implementation: FY 2021 began the implementation of the Railcar Replacement program and \$49 million was transferred from the Rolling Stock fund to the Development fund, a part of the Capital Improvement Fund. FY 2022 budgeted transfer to the program is \$10 million with a projected ending balance of \$2.5 million.

Policy Goal: 460.03(b)(6) Reserve for Revenue Stabilization

Rationale: Account to set aside funds to protect against substantial decreases in revenues. Funds should be set aside in this stabilization fund and then transferred back to the General Fund when needed to maintain a one-month ending balance.

Implementation: The Board of Trustees established this reserve fund in late 2021 to provide additional resilience to revenue volatility and allow GCRTA to have the resources available to maintain essential services to the community despite revenue fluctuations. Volatility was seen several years ago when State tax changes severely impacted the Authority's Sales and Use Tax Revenues and more recently, fare revenue decreases during the COVID-19 pandemic. FY 2022 budgeted balance is \$85 million..

INSURANCE FUND

Policy Goal: 460.06(b) 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 business risk, for major property claims, and to purchase specified insurance.

Implementation: The General and Insurance Funds provide for the payment of the insurance purchased on the open market. The Insurance Fund includes a mix of self- and purchased-insurance. For 2022, \$2.9 million is

budgeted for Casualty Insurance and Excise tax, claims and liability payments, additional property insurance premiums, and other related expenditures.

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's requirements depend on insurance provider requirements. The required minimum balance is \$5.0 million. For FY2022, expenditures are projected at \$2.9 million. The budgeted ending balance is \$5.0 million and would maintain the policy goal.

SUPPLEMENTAL PENSION FUND

Policy Statement: *460.07(c) 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.

An actuarial evaluation is performed every two years, in odd-numbered years, to assess the adequacy of the fund balance. The study was completed in 2021. In order to meet need, from 2022 through 2024 transfers of \$40,000 will be needed each year, respectively for the Pension Fund.

LAW ENFORCEMENT FUND

Policy Statement: *460.08(b) The expenditure of monies from the Law Enforcement Fund shall be in accordance with the guidelines established by the United States Attorney General on seizure and forfeiture of property, and shall be limited to expenditures not otherwise budgeted.*

Rationale: The funds are restricted by federal law, and all expenditures of those funds must adhere to legal requirements on purposes and usage.

Policy Goal: 460.04(a) *The Capital Improvement Funds shall be used to account for the construction and acquisition of major capital facilities and equipment. It shall include funds to match federal and state grants as well as funds to be used for capital construction and acquisition without the benefit of any grant funding. The Capital Improvement Fund will consist of the RTA Capital Fund and the RTA Development Fund*

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. 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 continues to shrink leaving the Authority to absorb an increasing share of capital expenditures through 100 percent local funds.

Implementation: In 2020, the GCRTA Codified Rules and Regulations were updated and included additional clarification defining the capital funds and definition of a capital expenditure (sections b, c, and e below).

Policy Goal: 460.04(b) *Projects that are locally-funded, smaller and more routine in nature, generally less than one-hundred-fifty thousand dollars (\$150,000) and have a useful life not exceeding five (5) years will primarily be budgeted in the RTA Capital Fund. The RTA Capital Fund and the RTA Development Fund (460.04(c)) are both in the Capital Improvement Fund.*

Rationale: The above policy clarifies which fund is to be used based for smaller projects based on the criteria set forth.

Implementation: The fund is designated for smaller, locally-funded projects in a separate fund from larger projects that are funded in the Development Fund. The Codified Rules designate separate funds for each to provide clarity.

Policy Goal: 460.04(c) *The RTA Development Fund will consist of projects that are larger, greater than one-hundred-fifty thousand dollars (\$150,000) and have a useful life greater than five (5) years. These projects can be supported through local, federal, and state funding, of which, federal and state funding may require a local match. The RTA Capital Fund (460.04(b)) and the RTA Development Fund are both in the Capital Improvement Fund.*

Rationale: The above two sections of the policy clarify which fund within the Capital Improvement Fund is to be used for which types of projects based on the criteria set forth.

Implementation: The Codified Rules designates a separate fund for larger projects that have a useful life beyond five years. The Authority has combined debt financing and direct allocations of Sales & Use Tax receipts to fulfill its financial commitment to the capital program. In 2022, the Sales Tax Contribution to Capital is budgeted at 21.3 percent. The contribution projected for 2023 and 2024 are both at 11.0 percent.

Policy Goal: 460.04(d) *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, Federal Highway Administration (FHWA) programs of the Federal Transit Administration (FTA), and the Federal Emergency Management Agency (FEMA)*

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 (SOGR) in its capital assets. Furthermore, as more dollars are needed to support an aggressive Long-Range plan, the Authority will explore and secure other creative and non-traditional revenue sources to meet the needs of its capital program.

Implementation: The limited availability of funding at the Federal, State, and Local levels means the Authority can only focus on the most essential and realistic capital projects during the 2023-2027 CIP development process and continue its focus on SOGR projects. The Authority received federal funding of \$15.0 million in 2020 from the Build Grant to be used for the Rail Car Replacement Program. The Authority will continue to aggressively pursue and explore any and all non-traditional funding opportunities under the Infrastructure Investment and Jobs Act. This Act created the Bipartisan Infrastructure Law that enacted \$108 billion for public transportation focused on four key priorities: safety, modernization, climate, and equity. Competitive grants such as Urban Transit Program (UTP), Ohio Transit Partnership Program (OTP₂), Northeast Ohio Areawide Coordinating Agency Enhanced Mobility Program NOACA 5310, Diesel Emission Reduction Grant (DERG), Congestion Mitigation & Air Quality (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.

Policy Goal: 460.04(e) *Items that have a useful life in excess of one year and an acquisition cost in excess of five thousand dollars (\$5,000) are considered to be capital expenditures*

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

Implementation: This policy 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 SOGR through the maintenance, rehabilitation, and replacement or upgrade of existing capital assets rather than on expansion activities.

Policy Goal: 460.04(f) *An amount of at least 10 percent of Sales Tax revenues shall be allocated to capital improvement on an annual basis. This amount shall be allocated directly to the Capital Improvement Fund to support budgeted projects or to the Bond Retirement Fund to support debt service payments*

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.

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 2022, the Sales Tax Contribution to Capital is budgeted at 21.3 percent to assist in the Railcar Replacement Program. The contribution projected for 2023 and 2024 are both at 11.0 percent.

Policy Goal: *460.04(g) Recognizing that the capital program requires a critical balance between maintenance of existing assets and expansion efforts, the following policy objective will be used to develop the annual capital budget. The goal percent of capital maintenance outlay to capital expansion outlay will be a minimum of 75 percent and maximum of 90 percent.*

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

Implementation: This policy 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 SOGR through the maintenance, rehabilitation, and replacement or upgrade of existing capital assets rather than on expansion activities. At 100% for the FY 2022 budget, the Authority's emphasis continues to be on maintaining and improving its assets rather than an expansion of the system. This measure is planned to remain at 100 percent through 2024, due to many SOGR capital maintenance projects including the bus improvement program, rail car replacement program, reconstruction of heavy and light rail stations, and track infrastructure projects.

BOND RETIREMENT FUND

Policy Goal: *460.05(a) Will be used to provide the funds necessary for the payment of principal and interest on debt obligations is deposited in the Bond Retirement Fund.*

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: 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. GCRTA used \$60 million in 2021 for a debt defeasance to significantly reduce debt obligations and increase financial security.

Policy Goal: *460.05(b) Each month, sales and use tax revenues in an amount, together with anticipated investment earnings on the amounts deposited, calculated to accumulate sufficient funds to meet the next ensuing principal and interest payments due on the Authority's un-voted general obligation notes and bonds, is deposited in the Bond Retirement Fund. The balance in that Fund will drop to near zero balance once each year in conformance with Federal tax law restrictions on arbitrage earnings*

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: The Authority completed a debt defeasance in 2021, using \$60 million to pay debt early, provide annual savings averaging \$3.1 million per year through 2026, and advance the bond repayment

scheduled end from 2039 to 2030. Debt service savings over 9 years total approximately \$126 million. The principal outstanding debt for the Authority totaled \$47.5 million Sales Tax Revenue bonds at the end of 2021. It will require principal and interest payments of \$11.9 million in 2022. Principal and interest payments are expected to decrease to 9.5 million in 2023 and 2024.

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. Since the Authority has not had any debt service backed by property tax revenue in recent years and has no plans to do so in the foreseeable future, this restriction does not impact the 2022 budget.

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 \$34.8 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 2021 valuation, the annual debt service capacity of one-tenth of one percent would be \$34.8 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. The Authority currently holds an "AAA" rating with S & P and an "Aa1" rating with Moody's.

Budget Management Process

The Authority operates on a calendar year basis. The budget process begins in June with the development of the Tax Budget and in September with the development of the Capital and Operating Budgets. The Authority prepares a Tax Budget as a subdivision of the State of Ohio. The tax budget is 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 the tax budget begins the annual budget process for both operating and capital.

Capital Improvement Plan (CIP)

The **Capital Improvement Plan (CIP)** cycle begins in September, 16 months prior to the start of the fiscal year. For example, the CIP cycle starts with departments submitting capital request in September 2021 that would be programmed for the CIP budget in fiscal year 2023.

- Departments submit capital requests starting in September for upcoming years.
- All capital requests are due by mid-January.
- Capital requests are processed and meetings with the Capital Program Working Group (CPWG) begin mid-February. The CPWG consists of departments and OMB.
 - Capital requests are reviewed at the CPWG meetings and ranked according to the Federal Transit Association's (FTA) asset management 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. The CPOC consists of Deputy General Managers and OMB.
- 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 by June to the Northeast Ohio Areawide Coordinating Agency (NOACA), Northeast Ohio's Metropolitan Planning Office (MPO). NOACA then submits the CIP to the Ohio Department of Transportation (ODOT) and the Federal Transportation Administration (FTA) for submission in their next fiscal year, beginning the following October.

16 Month CIP Timeline Highlights from Project Origination to Project Funding



Operating Budget

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.
 - This provides an opportunity to identify any changes or adjustments in the operating budget and 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 adjust the budget basis for any nonrecurring costs, contracts, binding commitments, or inflation.
 - The product is called the Base Budget.
 - The Base Budget consists budgets from 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, as needed
- Further discussions are held in mid-September between OMB and the Departments to refine the Base Budget.
- When completed, the Base Budget includes commitments, recurring costs, and initiatives.
 - This then becomes the General Manager/CEOs' Recommended Budget
- The finalized General Manager/CEO's Recommended Budget:
 - Is the result 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 General Manager/CEO'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.

12 Month Operating Budget Highlights from Tax Budget to BOT Approval



Budget Monitoring and Control

The Office of Management and Budget monitors all revenues and all expenses monthly. The Authority focuses on the 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) since these are the lion's share of overall financial performance. Quarterly financial reports inform the General Manager/CEO and the Board of Trustees (BOT) in monitoring 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. Transfers of appropriation are reported to the BOT within 30 days pursuant to the resolution adopting the 2022 budget (R2021-112). Increases to the overall budget appropriation require prior BOT approval.

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

BUDGET DEVELOPMENT CALENDAR: OPERATING (O) & CAPITAL (C)

<p style="text-align: center;">January</p> <ul style="list-style-type: none"> •O: Finalize Previous Fiscal Year-end •O/C: Finalize Budget Book •O: Encumbrance Roll •O/C: New Fiscal Year begins 	<p style="text-align: center;">February</p> <ul style="list-style-type: none"> •C: Capital Program Working Group (CPWG) Meetings-Capital Improvement Plan (CIP) 	<p style="text-align: center;">March</p> <ul style="list-style-type: none"> •C: Capital Program Oversight Committee (CPOC) Meetings: CIP •O/C: 1st Qtr Ends
<p style="text-align: center;">April</p> <ul style="list-style-type: none"> •O: O/C: Finalize 1st Qtr Projections •C: Legal Notice: CIP & Public Hearing 	<p style="text-align: center;">May</p> <ul style="list-style-type: none"> •C: CIP Presentation to BOT •O/C: Tax Budget Extension 	<p style="text-align: center;">June</p> <ul style="list-style-type: none"> •O: Legal Notice: Tax Budget & Hearing •O/C: 2nd Qtr Ends
<p style="text-align: center;">July</p> <ul style="list-style-type: none"> •O/C: Finalize 2nd Qtr Projections •O/C: Tax Budget presentation to BOT and receive BOT Approval 	<p style="text-align: center;">August</p> <ul style="list-style-type: none"> •O: Upcoming FY Operating Budget Planning Kickoff •C: Future FY + 1 CIP Planning Kickoff 	<p style="text-align: center;">September</p> <ul style="list-style-type: none"> •C: Next FY CIP: Submit requests through Apex •O: RTA Service Plan Due •O: Next FY Base Budget Due •O: Present next FY Base Budget to CEO and EMT •O/C: 3rd Quarter Ends •O: Inventory Roll
<p style="text-align: center;">October</p> <ul style="list-style-type: none"> •O/C: Finalize 3rd Qtr Projections •O/C: Next FY Budget Appeals •O/C: Present Next FY Budget to CEO and EMT •C: Load next FY CIP •O/C: Transmittal Letter 	<p style="text-align: center;">November</p> <ul style="list-style-type: none"> •C: : Future FY + 1 CIP projects due •O: Upcoming FY Budget 1st presentation to BOT and public hearing 	<p style="text-align: center;">December</p> <ul style="list-style-type: none"> •O: Next FY Budget 2nd presentation to BOT and public hearing •C: DMG review of upcoming CIP projects and approval •O: Next FY Budget approved by BOT •O: Load Next FY Budget •O/C: 4th Qtr Ends •O: Inventory Roll

Key: O: Operating C: Capital O/C: Operating & Capital

Performance Management

GCRTA recently established **RTArgets** for each division and the Authority as a whole. These are derived from the strategic plan and mission/vision/values. RTArgets are detailed in the Strategic Plan section. Along with new tools, there are several established programs to allow for improving performance, accountability, and processes through the following initiatives:

TransitStat was deployed in 2007 and is the performance management program characterized with performance monitoring forums, embracing the use of data, statistics, and metrics as a means to achieve operational excellence and exceed customers' expectations. FY 2022 continues the Authority's alignment with strategic plan through the scorecards.

Problem Identification & Corrective Action (PICA) & Cost Savings Initiative (CSI) began as an Operations change initiative over 20 years ago and was introduced to the rest of the Authority as **CSI** in early 2018. PICA focuses on 'quick fixes' that have an immediate return and improvement. CSI initiatives are longer term changes involving cost-benefit analysis and savings tracking over a period of time to ensure benefits occur.

The Authority continues to encourage its employees for **LEAN Six Sigma Yellow, Green and Black Belt Certification** in order for employees to implement these tools to identify areas of waste, create efficiencies, and perform Kaizen Events.

Strategic Plan

GCRTA's [Strategic Plan](#) was approved by the BOT in 2020. It establishes a 10 year framework for the future of the Authority. It is a compilation of key highlights and technical information that encompasses five pillar studies that informed the Plan's development and direction:

Pillar Study	Result
Economic Impact	Concluded that RTA has a massive economic impact on the Region and State.
Rail Car	Showed immediate need for procuring new heavy and light rail car fleets that have exceeded their 30-year useful life
Fare Equity	Recommends a variety of ways to promote equity and enhance the customer experience regarding fare payments. These recommendations were incorporated into the plan. 2021 implemented All Day pass fare reduction from \$5.50 to \$5.00
System Redesign	Comprehensive review and redesign of the RTA bus route system. The NextGen redesign was implemented in June 2021.
Financial and Economic Forecast & Operational Review	Identified benchmarks, risks, issues, efficiencies, performance indicators, and revenue sources

Various public involvement opportunities occurred and led to the creation of seven key strategic initiatives that highlight prioritized Plan recommendations and provide a framework for the future.

1. Improve where and when buses travel
2. Improve how streets function (prioritizing transit in street design)
3. Improve how customers pay
4. Improve passenger safety and comfort
5. Engage with emerging technology, data, and new mobility
6. Address funding challenges
7. Partner to support vibrant communities and access to job centers

These seven initiatives provide a framework for the future to provide a guide for enhancing the customer experience and pursuing capital improvements through the year 2030.

UPDATED MISSION, VISION, AND VALUES

From the plan, the CEO initiated a consultant to collaborate with the Executive Management Team (EMT) to assist in defining the Mission, Vision, Values, and Success Outcomes for GCRTA (called RTArgets). This process followed an industry best practice organized to follow a Why (mission and vision), What (Success Outcomes), How (work plan, milestones, budget) and Who (performance, metrics, and monitoring) methodology.

The consultant facilitated workshops and conducted one-on-one interviews with the EMT, Department heads, BOT interviews, and select administrative staff.

Updated Mission: Connecting the Community

Updated Vision: Leading the delivery of safe and creative mobility solutions and community connections

Updated Values: Safety, Ethics & Integrity, Service Excellence, Fiscal Responsibility, Teamwork, Responsibility & Accountability, and Respect.

Description of Values: The safety of our passengers, our employees and the general public is always our top priority. We are dedicated to the highest ethical standards, including uncompromising honesty and integrity in our daily activities. We will provide safe, clean, reliable, on-time, courteous service that our customers and the community will view as outstanding. We are committed to manage every taxpayer and customer-generated dollar as if it were coming from our own pocket. We believe in teamwork and will foster a spirit of cooperative effort within RTA and with our partners. 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. We will treat all members of the RTA family, our customers and the general public with dignity and respect.

SUCCESS OUTCOMES (RTARGETS)

Living the values, working towards the vision, and ensuring the mission are upheld each day leading GCRTA to define success outcomes in four key areas: (1) customer experience, (2) community value, (3) financial sustainability, and (4) employee engagement.

These Success Outcomes, or RTargets, will provide measurable, trackable performance outcomes for BOT, staff, customers, and the general public.

Success Outcomes	Information System	Measurement Tools	Success Definition
Customer Experience	Net Promoter Score	Customer Survey	5% improvement over baseline
Community Value	Community Value Score	Community Survey & Data	10% improvement over baseline
Financial Sustainability	Operating & Capital Performance	Financial Reporting	\$0 deficit for the Available Ending Balances shown on three year budget projections while reducing the amount of Unfunded Capital Projects by \$10 million each year
Employee Engagement	Employee Engagement	Employee Engagement Survey	10% improvement over baseline

Scorecards have been developed at the organization and division level with success definitions to ensure department applicability and participation. Each scorecard can be found in the Division pages of the Department Budget section.

In FY22, additional scorecards will be developed at the department and individual level. The development of departmental scorecards provides an opportunity to cascade organizational results to the department and eventually to the individual level through individual performance scorecards. This direct link of the individual to the organization’s Success Outcomes builds ownership at the employee level to help the organization deliver its mission.

The outcomes defined in these future scorecards will articulate how GCRTA will deliver the activities that achieve the organization’s definition of success by defining the tactics to be deployed that work towards achieving the Success Outcomes, utilizing the existing repository and practices for key performance indicators (KPIs) available to GCRTA, developing and introducing new KPIs to help drive excellence in delivering success, and informing budget and investment priorities for future budget making.

It is GCRTA best practice for the organization to conduct performance management of the Success Outcomes on a quarterly cadence. The goal is to shift from performance measurement (tracking metrics) to performance management (informed decisions). TransitStat will be the vehicle in which the division and organization scorcards are reviewed providing invaluable input into proactive strategies and tactics that drive customer driven success.

Future phases of the Success Outcomes will integrate outputs from the Strategic Plan’s five pillar studies, including current key performance indicators assuring a thorough and complete execution of this exciting vision for the success of GCRTA.

Transit service profile

The History of public transit in Cleveland through 2017 can be found at <http://www.riderta.com/history>. Since 2017, the Authority has:

2018

- Proactively prepared for a leadership change with the announced retirement of the long serving CEO.

2019

- India Birdsong hired as CEO/General Manager
- Completed upgrades to East 105-Quincy Red Line Station
- Hosted Major League Baseball All Star Game and Tall Ships Festival
- Completed a \$6.4 million track upgrade to the Red Line in May, extending between the West Park Station and the Airport Tunnel, including 3.6 miles of railroad track, replacing 12,275 timber cross ties, improving track drainage, adding signal improvements, and repairing the platform at Puritas Station
- An action plan was implemented for the S-Curve Retaining Wall, installing 75 steel beam frames along the 300-foot long wall

2020

- RTA received COVID-19 Coronavirus A Relief Economic Stimulus (CARES) Act dollars for operating expenses. Allowed RTA to continue 87% of service during global pandemic
- RTA made free WIFI accessible on vehicles and at stations for the general public
- RTA installed new radio equipment on all vehicles (buses and trains).
- RTA had Free Fares for election day to support access to those limited by the pandemic

2021

- Implementation of NextGen system redesign
- Issued RFP for purchase of new Rail Cars
- Legislature approved RTA to apply & receive TRAC Funds
- Heavy Rail received the APTA 2021 Rail COVID-19 Gold Award
- Marketing received a First Place Award in the 2021 Annual APTA AdWheel Awards, "Greater Cleveland RTA's Holiday Trains" Social Media: Best Marketing and Communications to Support Ridership or Sales
- RTA initiates a Vaccination Incentive Program to help reach community immunity among employees

Glossary

Please visit <http://www.riderta.com/budget/2022> for a complete glossary

Economic Profile

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

Cuyahoga County Profile (2019 & 2020)			
		Number	Change from prior year
Population	Population	1,264,817	+29,745
	% Change from last Decennial (2010)	-1.2 %	
	Projected 2021 Population	1,209,550	0
	Land Area (sq. miles)	457.1	-1.2
	% Female	52.3 %	0.0 %
	Persons per Sq. Mile	2,767	+72
Race & Ethnicity	% White	56.8 %	-5.8 %
	% Black	28.9 %	-0.7 %
	% Hispanic/Latino	6.6 %	+0.8 %
	% Asian/Pacific Islander	3.5 %	+0.6 %
	% American Indian/Alaskan Native	0.1 %	-0.2 %
	% Other	4.1 %	-0.4 %
Housing	Avg. persons per Household	2.1	-0.1
	# Housing Units	615,825	-2,967
	% Resident Home Ownership	58.4 %	+0.4 %
	Housing Median Value (owner-occupied)	\$128,000	+\$4,100
Income	Median Household Income	\$48,435	+\$1,715
	% Population under Federal poverty line	18.1 %	-0.2 %
Largest Cities (# of Residents)	Cleveland City	372,624	-8,385
	Parma City	81,146	+3,043
	Lakewood City	50,942	+1,264
	Euclid City	49,692	+3,142
	Strongsville City	46,491	+1,831
	Cleveland Heights City	45,312	+1,320
	Westlake City	34,228	+2,196
	North Olmsted City	32,442	+1,101
	North Royalton City	31,322	+1,254
Garfield Heights City	29,781	+2,333	
Land Usage	Developed/Urbanized	77.0 %	0.0 %
	Bare/Mines	0.2 %	0.0 %
	Forest	18.8 %	0.0 %
	Pasture	1.4 %	0.0 %
	Cropland	0.1 %	0.0 %
	Wetlands	1.1 %	0.0 %
	Open Water	0.4 %	0.0 %

Figure 18

Cuyahoga County Profile (2019 & 2020)			
		Number	Change from prior year
Education Resources	Public Schools	275	-3
	Non-Public Schools	190	-4
	4-Year Public Universities	1	0
	2-Year Public Colleges	3	0
	Private Universities & Colleges	6	0
	Public Libraries	9	0
	Branch Libraries	72	0
Means of Transportation to Work	Drive Alone	79.0 %	-1.2 %
	Carpool	8.3 %	+0.7 %
	Public Transportation	4.3 %	+0.1 %
	Walk	2.5 %	+0.2 %
	Other	1.3 %	+0.1 %
	Work from Home	4.7 %	+0.2 %
	Travel Time to Work	Less than 15 minutes	22.9 %
15 to 29 minutes		43.2 %	-1.0 %
30 to 44 minutes		23.2 %	+0.8 %
45 to 59 minutes		6.3 %	+0.4 %
60 minutes or more		4.4 %	+0.1 %
Major Employers (Non-Government)	American Greetings	Manufacturer	
	Case Western Reserve University	Education	
	Cleveland Clinic Health System	Health Care	
	Eaton Corp.	Manufacturer	
	Ford Motor Company	Manufacturer	
	KeyCorp	Finance	
	Lincoln Electric Holding Inc	Manufacturer	
	Nestle USA	Manufacturer	
	Parker Hannifin Corp.	Manufacturer	
	Progressive Corp.	Insurance	
	Sherwin Williams Co	Manufacturer	
	Swagelok	Manufacturer	
University Hospitals Health System	Health Care		

Data Sources:
U.S. Census Bureau
Ohio Development Services Agency --Ohio County Profiles

Figure 19

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. Due to the COVID-19 pandemic, unemployment rose significantly during 2020. Unemployment rates have improved significantly during 2021 returning the region close to pre-pandemic rates.

Unemployment Rates - History				
Year	National Avg.	Ohio	Cuyahoga County	City of Cleveland
2010	9.3	9.5	7.6	9.6
2011	8.5	8.0	6.7	8.8
2012	7.9	7.4	6.3	8.0
2013	6.7	6.9	6.5	8.4
2014	5.6	5.2	5.3	6.7
2015	5.0	4.9	4.4	5.7
2016	4.7	5.3	5.8	7.3
2017	4.1	4.6	4.7	5.9
2018	3.9	4.4	4.3	5.3
2019	3.6	4.3	3.9	4.8
2020	6.7	5.6	8.3	11.2
2021 Est.	4.8	5.4	4.9	6.5

Source: Bureau of Labor Statistics Figure 20

Population - Urban Centers						
Year	Cleveland	Akron	Cincinnati	Columbus	Dayton	Toledo
1900	381,768	42,728	325,902	125,560	85,333	131,822
2000	478,403	217,074	331,285	711,470	166,179	313,619
2010	431,363	207,216	333,013	769,360	141,527	316,238
2014	389,521	197,859	298,165	835,957	141,003	281,031
2015	387,812	198,244	298,654	850,044	140,575	279,676
2016	385,809	197,633	298,800	860,090	140,489	278,509
2017	385,525	197,846	301,301	879,170	140,371	276,491
2018	383,793	198,006	302,605	892,533	140,640	274,975
2019	381,009	197,597	303,940	898,553	140,407	272,779
2020	372,624	190,469	309,317	905,748	137,644	270,871

Source: US Census Bureau

Figure 21

County Population Changes				
County	2020	2010	Diff.	%
Ashtabula	97,574	101,490	-3,916	-3.9%
Cuyahoga	1,264,817	1,280,115	-15,298	-1.2%
Geauga	95,397	93,409	1988	2.1%
Lake	232,603	230,050	2553	1.1%
Lorain	312,964	301,371	11593	3.8%
Medina	182,470	172,333	10137	5.9%
Portage	161,791	161,425	366	0.2%
Summit	540,428	541,778	-1350	-0.2%

Source: US Census Bureau

Figure 22

National Transit Trends

The National Transit Database (<https://www.transit.dot.gov/ntd>) 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.

Below is a comparison of total Cost per Unlinked Passenger Trip for Bus, Heavy Rail, and Light Rail.

Cost per Unlinked Passenger Trip (by mode):

	Bus	BRT*	Heavy Rail	Light Rail
2009	\$3.37	\$0.00	\$1.81	\$3.00
2010	\$3.53	\$0.00	\$1.79	\$3.28
2011	\$3.58	\$3.43	\$1.83	\$3.21
2012	\$3.59	\$2.27	\$1.87	\$3.31
2013	\$3.64	\$2.11	\$1.91	\$3.46
2014	\$3.83	\$2.18	\$1.96	\$3.61
2015	\$4.03	\$2.41	\$2.05	\$3.82
2016	\$4.34	\$2.72	\$2.18	\$4.05
2017	\$4.71	\$3.05	\$2.28	\$4.30
2018	\$4.92	\$3.53	\$2.44	\$4.78
2019	\$5.27	\$3.35	\$2.46	\$5.14
2020	\$7.45	\$5.04	\$5.12	\$7.44

Figure 23

Total Unlinked Passenger Trips (by year):

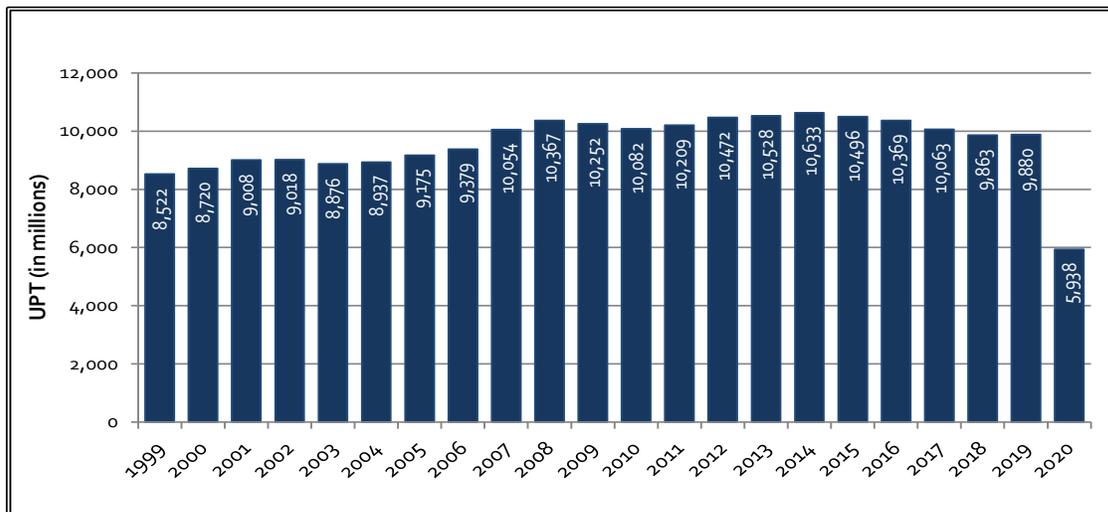


Figure 24

Source: NTD TS2.1 - Service Data and Operating Expenses Time-Series by Mode

Ohio Transit Trends

The 9 Largest Agencies in Ohio as of 2020 – NTD 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	541,013	DR	171,341	983,730	1,341,639	93	112	20.4
			Bus	3,128,383	13,977,760	3,363,548	117	142	21.4
Canton (SARTA)	581	375,586	DR	92,110	687,362	912,651	30	35	16.7
			Bus	1,242,691	8,535,013	2,148,565	36	38	5.6
Cincinnati (SORTA)	289	744,901	DR/PT	102,269	903,035	820,469	46	56	21.7
			Bus	7,315,465	41,086,546	8,172,528	284	356	25.4
Cleveland (GCRTA)	458	1,412,140	DR and DR/PT	326,219	2,536,247	2,581,450	132	170	28.8
			HR	2,638,201	18,361,515	2,434,523	16	40	150.0
			LR	589,245	2,065,735	573,726	6	32	433.3
			Bus	11,846,793	51,619,308	11,615,033	254	350	37.8
			RB	1,462,001	4,106,941	477,588	10	21	110.0
Columbus (COTA)	336	1,160,165	DR/PT	169,856	1,942,776	2,232,231	70	90	28.6
			Bus	10,322,492	40,149,895	10,703,310	268	322	20.2
Dayton (GDRTA)	274	559,062	DR	149,449	1,225,318	1,316,003	46	74	60.9
			Bus	4,462,605	33,805,776	5,222,227	117	145	23.9
			TB	1,449,350	7,112,313	1,027,204	31	45	45.2
Lake County (Laketran)	227	230,514	CB	43,815	1,024,692	333,279	14	18	28.6
			DR	158,796	1,442,778	1,657,414	67	101	50.8
			Bus	221,543	1,301,138	626,645	17	20	17.7
Toledo (TARTA)	142	374,213	DR & DR/PT	165,668	1,119,572	1,182,888	92	104	13.0
			Bus	1,001,383	5,096,939	1,754,317	107	109	1.9
Youngstown (WRTA)	331	426,657	DR	37,722	302,908	327,199	21	26	23.8
			Bus	884,557	3,644,375	1,409,550	35	53	51.4
Bus - Fixed Route Bus				TB - Trolley Bus		RB - Rapid Transit Bus			
DR - Demand Response				LR - Light Rail		SC/PT - Street Car - Purchased Transportation			
DR/PT - Demand Response - Purchased Transportation				HR - Heavy Rail		VP - Vanpool			

Figure 25

National Transit Database: Greater Cleveland Regional Transit Profile

<http://www.riderta.com/>
 1240 W 6Th St
 Cleveland, Oh 44113-1302

The Greater Cleveland Regional Transit Authority
 2020 Annual Agency Profile

General Information

Urbanized Area Statistics - 2010 Census
 Cleveland, OH
 772 Square Miles
 1,780,673 Population
 25 Pop. Rank out of 498 UZAs

Other UZAs Served
 0 Ohio Non-UZA

Service Consumption
 78,689,746 Annual Passenger Miles (PMT)
 16,862,459 Annual Unlinked Trips (UPT)
 53,572 Average Weekday Unlinked Trips
 32,881 Average Saturday Unlinked Trips
 24,155 Average Sunday Unlinked Trips

Database Information
 NTDID: 50015
 Reporter Type: Full Reporter
 Asset Type: Tier I (Rail)
 Sponsor NTDID:

Service Area Statistics
 458 Square Miles
 1,412,140 Population

Service Supplied
 17,682,320 Annual Vehicle Revenue Miles (VRM)
 1,413,367 Annual Vehicle Revenue Hours (VRH)
 418 Vehicles Operated in Maximum Service (VOMS)
 613 Vehicles Available for Maximum Service (VAMS)

Assets
 Revenue Vehicles 624
 Service Vehicles 222
 Facilities 145
 Track Miles 139.24
 Lane Miles 2.46

Modal Characteristics

Modal Overview	Vehicles Operated in Maximum Service		Uses of Capital Funds					Total
	Directly Operated	Purchased Transportation	Revenue Vehicles	Systems and Guideways	Facilities and Stations	Other		
Demand Response	63	69	\$2,431,992	\$0	\$0	\$0	\$2,431,992	
Heavy Rail	16	-	\$2,630,353	\$46,361,666	\$19,196,626	\$0	\$68,188,645	
Light Rail	6	-	\$155,478	\$19,223,210	\$298,244	\$0	\$19,676,932	
Bus	254	-	\$35,793,048	\$2,994,380	\$13,195,080	\$1,485,934	\$53,468,442	
Bus Rapid Transit	10	-	\$46,457	\$0	\$0	\$0	\$46,457	
Total	349	69	\$41,057,328	\$68,579,256	\$32,609,950	\$1,485,934	\$143,812,468	

Operation Characteristics

Mode	Operating Expenses	Fare Revenues	Uses of Capital Funds	Annual Passenger Miles	Annual Unlinked Trips	Annual Vehicle Revenue Miles	Annual Vehicle Revenue Hours	Fixed Guideway Directional Route Miles	Vehicles Available for Maximum Service	Vehicles Operated in Maximum Service	Percent Spare Vehicles	Average Fleet Age in Years*
Heavy Rail	\$36,034,506	\$3,682,948	\$68,188,645	18,361,515	2,638,201	2,434,523	128,034	38.1	40	16	150.0%	36.0
Light Rail	\$11,662,694	\$1,052,721	\$19,676,932	2,065,735	589,245	573,726	40,747	30.4	32	6	433.3%	39.0
Bus	\$164,052,964	\$18,633,518	\$53,468,442	51,619,308	11,846,793	11,615,033	996,755	0.0	350	254	37.8%	7.0
Bus Rapid Transit	\$5,551,941	\$1,380,409	\$46,457	4,106,941	1,462,001	477,588	53,666	14.1	21	10	110.0%	13.5
Total	\$259,797,759	\$26,194,783	\$143,812,468	78,689,746	16,862,459	17,682,320	1,413,367	82.6	613	418	31.6%	

Performance Measures

Mode	Service Efficiency		Service Effectiveness	
	Operating Expenses per Vehicle Revenue Mile	Operating Expenses per Vehicle Revenue Hour	Operating Expenses per Passenger Mile	Operating Expenses per Unlinked Passenger Trip
Demand Response	\$16.46	\$218.86	\$16.76	\$130.27
Heavy Rail	\$14.80	\$281.44	\$1.96	\$13.66
Light Rail	\$20.33	\$286.22	\$5.65	\$19.79
Bus	\$14.12	\$164.59	\$3.18	\$13.85
Bus Rapid Transit	\$11.62	\$103.45	\$1.35	\$3.80
Total	\$14.69	\$183.81	\$3.30	\$15.41



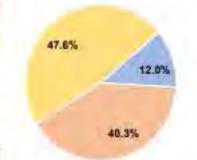
Notes:
 *Demand Response - Taxi (DT) and non-dedicated fleets do not report fleet age data.

Financial Information

Sources of Operating Funds Expended

Fares and Directly Generated	\$31,825,963	12.0%
Local Funds	\$106,844,457	40.3%
State Funds	\$0	0.0%
Federal Assistance	\$126,178,812	47.6%
Total Operating Funds Expended	\$264,849,232	100.0%

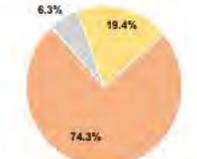
Operating Funding Sources



Sources of Capital Funds Expended

Fares and Directly Generated	\$0	0.0%
Local Funds	\$106,833,277	74.3%
State Funds	\$9,010,385	6.3%
Federal Assistance	\$27,968,806	19.4%
Total Capital Funds Expended	\$143,812,468	100.0%

Capital Funding Sources



Summary of Operating Expenses (OE)

Labor	\$201,231,750	77.5%
Materials and Supplies	\$24,180,213	9.3%
Purchased Transportation	\$5,602,004	2.2%
Other Operating Expenses	\$28,783,792	11.1%
Total Operating Expenses	\$269,797,759	100.0%
Reconciling OE Cash Expenditures	\$5,051,473	
Purchased Transportation (Reported Separately)	\$0	

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2022 FUND BUDGETS

FUND OVERVIEW

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

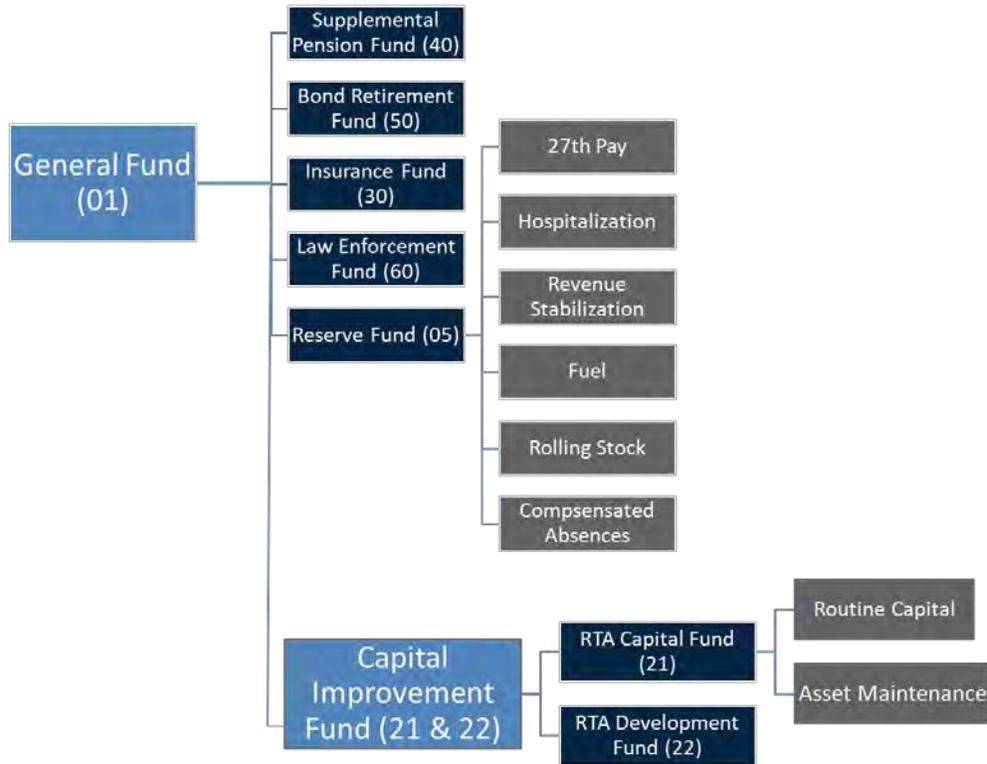


Figure 27

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 rather than 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:

$$\textit{Beginning Balance} + \textit{Current Revenues} = \textit{Total Resource}$$

$$\textit{Total Resources} - \textit{Total Current Expenditures} = \textit{Available Ending Balance (Fund Balance)}$$

Available Ending Balance (also known as **Fund balance**) for the General Fund (Fund 01) and RTA Capital Fund (Funds 21 & 22) represent the unencumbered, unreserved balance. These fund balances are shown net of reserves for encumbrances.

The **Fund Balance** provides a measure of a fund’s financial health. The following analysis focuses on the Authority’s funds and addresses future trends within those balances. The analysis also presents details on revenue and expenditure trends.

ALL FUNDS

Balance Analysis: The combined fund balances of all the Authority’s appropriated Funds include:

- General
- Capital Improvement
- Bond Retirement
- Insurance
- Supplemental Pension
- Law Enforcement
- Reserve Fund

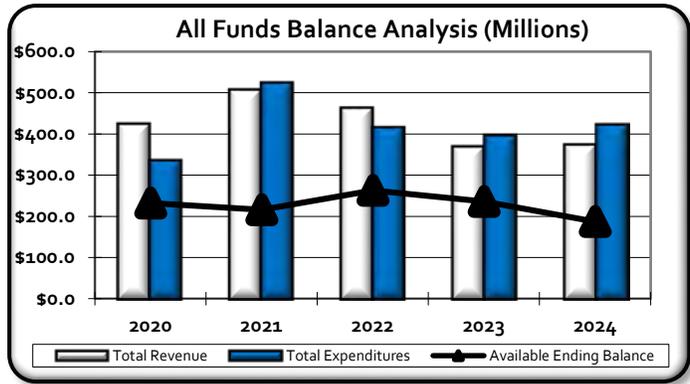


Figure 28

Despite the COVID-19 Pandemic, and with Federal assistance, the Authority has been steadily increasing its ending balance. RTA has been diligent in creating a sustainable budget. The Authority’s 2022 All Funds forecast \$262.9 million in available ending balance.

	2020 Actual	2021 Projection	2022 Budget	2023 Plan	2024 Plan
Beginning Balance	\$143.8	\$232.0	\$215.6	\$262.9	\$235.9
Total Revenue	424.6	507.6	463.6	369.8	374.2
Total Resources	568.5	739.6	679.2	632.7	610.1
Total Expenditures	336.4	524.0	416.3	396.8	423.1
Available Ending Balance	\$232.0	\$215.6	\$262.9	\$235.9	\$187.0

Figure 29

2022 Budget - All Funds Summary

	ALL FUNDS	GENERAL FUND	DEVELOPMENT FUND	RTA CAPITAL FUND	BOND RETIREMENT FUND	INSURANCE * FUND	SUPPLEMENTAL PENSION FUND	LAW ENFORCEMENT FUND	RESERVE FUND
Beginning Balance	\$215,625,446	\$70,311,993	\$ 17,874,552	\$17,976,646	\$ 2,228,878	\$ 5,482,178	\$ 1,289,956	\$ 59,550	\$100,401,693
Revenues									
Passenger Fares	21,719,563	21,719,563							
Sales & Use Tax	242,986,048	242,986,048							
Federal	179,148,629	81,199,333	179,148,629						
State	10,136,598		10,136,598						
Investment Income	1,676,000	600,000	200,000	65,000	135,000	35,000	14,000	2,000	625,000
Other Revenue									
Advertising & Concessions	2,910,000	1,390,000							
Other Revenue		1,500,000						20,000	
Reimbursed Expenditure	5,000,000	5,000,000							
Transfer from General Fund				40,228,465	11,500,000	2,500,000	40,000		10,000,000
Transfer from GF for 27th Pay									878,615
Transfer from RTA Capital Fund			48,000,000						
Transfer from Reserve Fund			10,000,000						
Total Revenues	463,576,838	354,394,944	247,485,227	40,293,465	11,635,000	2,535,000	54,000	22,000	11,503,615
Total Resources	679,202,284	424,706,937	265,359,779	58,270,111	13,863,878	8,017,178	1,343,956	81,550	111,905,308
Expenditures									
Personnel Services									
Salaries & Overtime	208,909,104	150,098,342							
Payroll Taxes and Fringes		58,810,762							
Fuel (Diesel, CNG, Prop Pwr., Propane, Gas)	10,451,419	10,451,419							
Utilities	4,179,636	4,179,636							
Inventory	13,100,000	13,100,000							
Services and Materials & Supplies	21,866,701	21,866,701							
Purchased Transportation	9,150,000	9,150,000							
Other Expenditures		7,100,010				1,500		25,000	
Claims and Premium Outlay						2,993,000			
Benefit Payments	10,177,510						58,000		
Reserve Fund Expenses									
Total Operating Expenditures		274,756,870							
Capital Outlay			122,436,620						
Asset Maintenance	126,634,620				2,455,000				
Routine Capital					1,743,000				
Debt Service									
Principal	11,873,700				9,535,000				
Interest					2,338,700				
Transfer to Other Funds			81,199,333						
General Fund									
Insurance Fund		2,500,000							
Supplemental Pension Fund		40,000							
Bond Retirement Fund		11,500,000							
RTA Capital Fund		40,228,465							
RTA Development Fund				48,000,000					
Reserve Fund		10,878,615							10,000,000
Transfer from the Reserve Fund									
Total Transfers to Other Funds		65,147,080							
Total Expenditures	416,342,690	339,903,950	203,635,953	52,198,000	11,875,200	2,993,000	58,000	25,000	10,000,000
Available Ending Balance	\$262,859,594	\$84,802,987	\$ 61,723,826	\$ 6,072,111	\$ 1,988,678	\$ 5,024,178	\$ 1,285,956	\$ 56,550	\$101,905,308

Figure 30

*The different highlights show how dollars move between funds, and recorded as revenues, and expenditures for the individual funds.

GENERAL FUND

BALANCE ANALYSIS

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

REVENUES

Revenue is received from a number of sources to support activities in the General Fund. In the sections ahead, the major sources of revenue are discussed.

SALES & USE TAX

The Authority's main source of revenue is a 1 % 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. Cuyahoga County's tax rate is 8.0 % and breaks down to the following entities as follows:

GCRTA	1.0%
State of Ohio	5.75%
<u>Cuyahoga County</u>	<u>1.25%</u>
Total Sales Tax	8.0%

Sales tax is administered and enforced by the State of Ohio 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).

In 1995, the direct contribution was further defined to include the transfer to the Bond Retirement Fund. Sales tax receipts dedicated to capital improvements are reported as a fund transfers from the General Fund to the RTA Capital Fund. In the Authority's accounting records, sales tax receipts are treated as direct revenue to the RTA Capital Fund, not as a transfer.

The 2022 General Fund budget was approved on December 21, 2021. Revenues for 2022 were based on actual data through October 2021. Sales and Use Tax totaled \$239.3 million, a \$29.2 million or 13.9 % increase over 2020 actual receipts. The increase in Sales and Use Tax revenue was due to federal, state, and local assistance including but not limited to tax credits, unemployment, and rental assistance to mitigate the economic effects of the

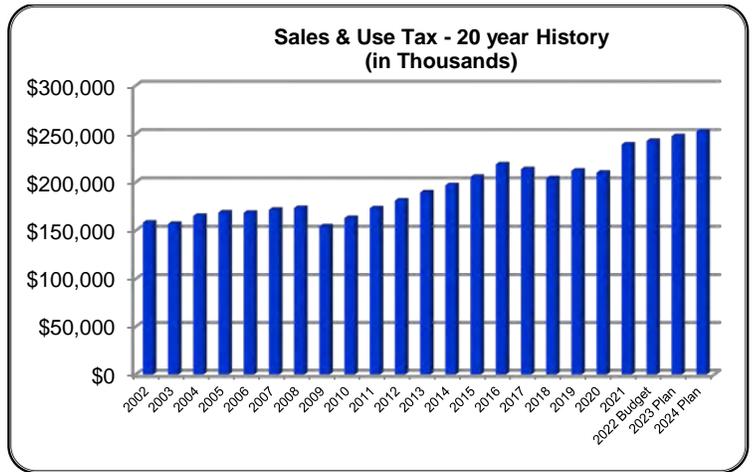


Figure 31

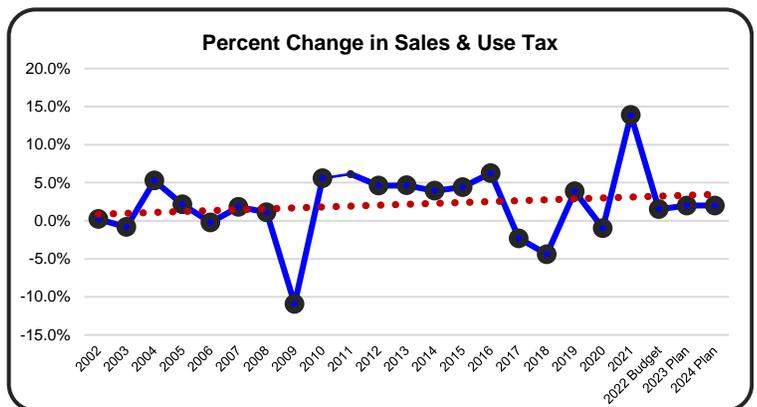


Figure 32

COVID-19 pandemic which improved overall spending compared to prior year. Sales and Use Tax receipts are budgeted at \$243 million a 2% increase over 2021.

PASSENGER FARES

Outside of federal assistance, Passenger Fares are the second largest source of revenue for the Authority; however, federal relief funds were the second largest revenue source in 2021. Passenger fares consist of cash fare box revenue from Authority trains and buses, kiosks along the Redline and HealthLine, fares for Paratransit, receipts collected through the RTA CLE Mobile Ticketing App, and sales of passes and tickets from various vendors within Cuyahoga County.

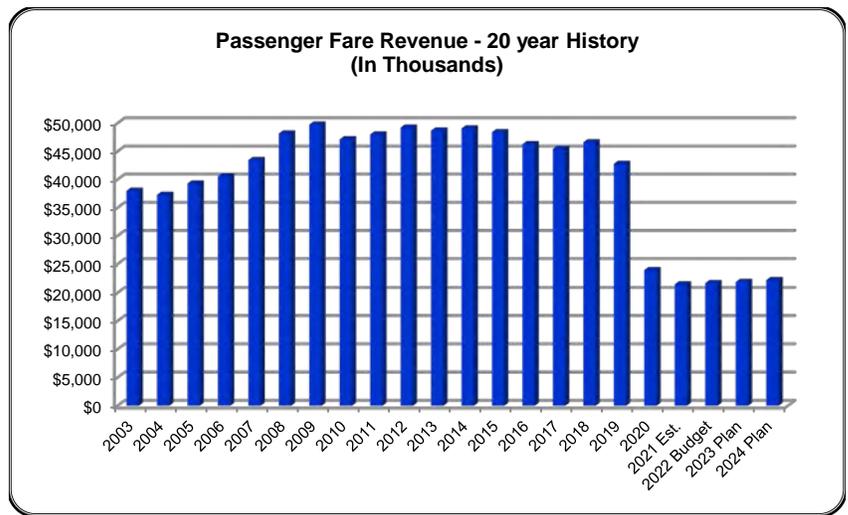


Figure 33

RTA is projecting that due to the on-going pandemic, 2022 ridership and passenger fare revenue will remain near the current lower until at least 2024.

INVESTMENT INCOME

The Authority pursues a conservative 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 in kind of investments that are mandated by State law and required by RTA financial policies. Current policy permits RTA to invest 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 that are guaranteed by the U.S. Government, and in the State investment pool (Star Ohio).

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 % 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.

GCRTA’s average yield on its portfolio was 0.22%. This is 14 basis points above the performance standard yield of .08 and 21 basis points above the market average yield of 0.01%.

General Fund Investment income is budgeted at \$600,000, a decrease of 5 % from 2021. 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 are advertising & concessions. This category is composed of two subcategories: advertising, and naming rights. Advertising includes visual media on/in shelters and buses and through General Manager/CEO “commercials” played on buses and trains. The naming rights includes revenue generated from agreements with Cleveland Clinic Foundation and University Hospitals for the HealthLine and area shelters; Cleveland State University for the CSU Line; MetroHealth for MetroHealth Line; Cuyahoga Community College (Tri-C) for E. 34th Rapid Transit Station; Huntington Bank and Bryant & Stratton College for HealthLine Shelters.

Revenue from advertising experienced steady growth from 2018 to 2020, but declined in 2021 caused by the new global pandemic. In 2022, revenues advertising, concessions, commissions, and naming rights are budgeted at \$1.4 million which is 41 % below 2020 actuals due to the pandemic. For 2022 through 2024, receipts are projected to stay at \$1.4 million.

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, Federal and State (capitalized) operating assistance, and federal stimulus funding related to the COVID-19 pandemic.

At the start of the pandemic, the federal government, through the Federal Transit Administration, provided operating assistance to ensure continued operations of vital public transportation. The Coronavirus Aid Relief and Economic Security Act (CARES) provided \$112 million to the Authority as operating assistance. In 2021, the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) provided \$67.4 million, and American Rescue Plan (ARP) provided \$54.8 million. In 2022, GCRTA has budgeted \$81.2 million in ARP funds as revenue.

REIMBURSED EXPENDITURES AND OTHER REVENUE

The Authority’s total reimbursed expenditure is estimated at \$18.8 million for 2021. Prior year goals were to keep Preventive Maintenance (PM) reimbursements at \$20 million or below. For FY2022 through FY2024 total reimbursements are budgeted to be \$5 million per year, which includes \$1 million for Preventive Maintenance per year. Preventive Maintenance is a smaller portion of the reimbursed expenditures. The plan for the remaining funds are to be used for the unfunded capital projects.

The Authority has made a strategic decision to transfer all PM reimbursements for FY 2022 to RTA Development Fund in order to fund unfunded projects. The PM Reimbursement for FY 2023 will also be used for unfunded projects.

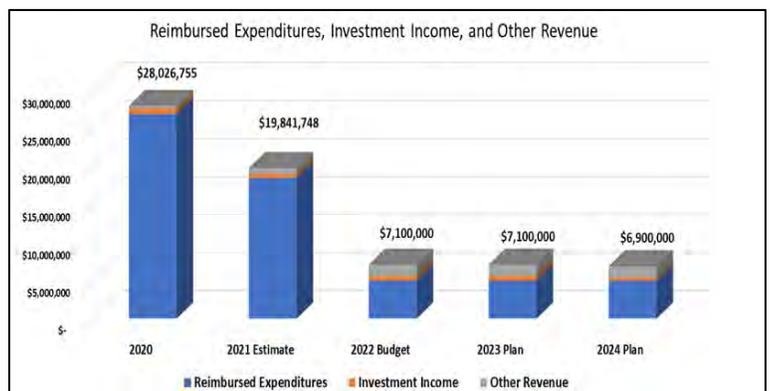


Figure 34

Other revenue includes various miscellaneous receipts from contractors, hospitalization, claim reimbursements, rent, and salvage sales. These revenues are budgeted at \$1.5 million for 2022.

EXPENDITURES

The General Fund Expenditures from 2019 through 2024, and the ending balances for each year, are displayed below. Total estimated operating expenditures in 2021 are estimated at \$254.7 million, 3 % less than the approved budget.

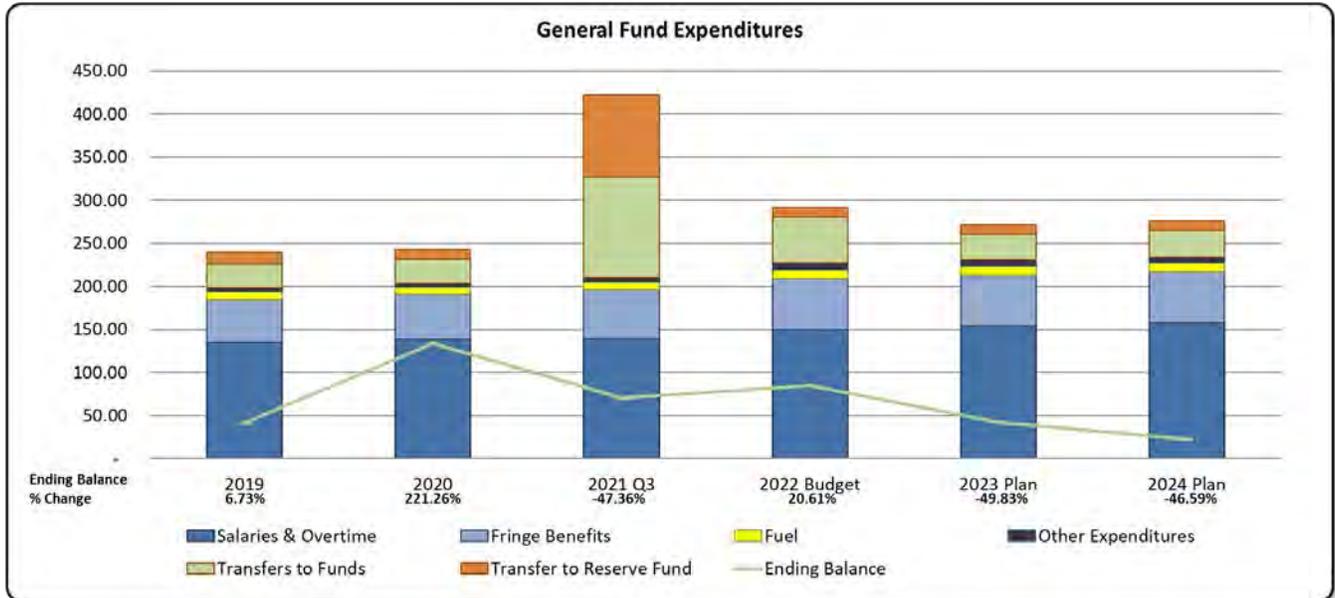


Figure 35

EMPLOYMENT LEVEL AND SERVICE LEVEL CHANGES

The BOT approved positions for 2022 are budgeted at 2,374.5. Figure 36 provides brief descriptions of the employment and service level changes over the past four years.

Overall, there are 18 new positions across Operations, Human Resources, Administration & External Affairs, and Innovation & Technology division.

GCRTA proceeds to labor negotiations prior to the expiration date of its labor contracts. If an agreement is not reached prior to the expiration date of the contract, the contract remains in force until a new agreement is reached. The ATU contract ended in July 31, 2021, but the provisions remain in effect. GCRTA is currently in negotiations with the ATU for a new contract. The FOP contract was approved and effective from March 1, 2020 through February 28, 2023.

Employment Level and Service Level Changes				
FY	2019	2020	2021	2022
Positions	2,333.50	2,333.25	2,356.50	2,374.50
Net Increase (Decrease)	1.00	(0.25)	23.25	18.00
	<p>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.</p>	<p>A new General Manager/CEO was selected by the Board of Trustees. A new section for Business Intelligence was created within Service Management. RTA welcomed a new Paratransit Director. Marketing and Communications department increased its Marketing Associate and Marketing Assistant positions to full-time. A new position for Senior ITS specialist was created to manage the new radio equipment on board each RTA vehicle.</p>	<p>18 new positions were added to Service Management to enable the deep cleaning of vehicles. Triskett part-time hostlers adjustment. Restructuring occurred creating two new divisions - Administration & External Affairs and Innovation and Technology. The Office of Equal Employment Opportunity has moved to Executive Division. Two operating instructors have been added.</p>	<p>18 new positions were added in 2022 across a variety of departments. These include 9 Laborers, 1 Bus/Rail Operator Trainer, 1 Dispatcher, 2 Human Resources Generalist positions, and 5 administrative positions.</p>
Planned Service Increase (Decrease)	(0%) Service Hours;(0%) Service Miles	(0%) Service Hours;(0%) Service Miles	(0%) Service Hours; (0%) Service Miles	(0%) Service Hours; (0%) Service Miles
	<p>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.</p>	<p>2020 service planned to remain at 2019 hours and miles. Van pool program ended due to proposal respondents being unable to meet RTA's insurance requirements. Due to the pandemic, service was temporarily decreased 15% in April 2020. Service has slowly been restored and August 2020, is at 93% of pre-pandemic levels</p>	<p>2021 service is planned to remain at 2020 planned hours and miles. Next Gen RTA (system redesign initiative) is planned to be implemented Summer 2021 that will overhaul the system improving bus frequency and connections and restore service hours to 100% pre-pandemic</p>	<p>The Authority implemented NextGen service in June 2021 to provide customers greater frequency of service with greater connectivity. No service changes are projected for 2022.</p>

Figure 36

BOND RETIREMENT FUND

The Bond Retirement Fund accounts for resources set aside for the payment of principal and interest on debt obligations. The principal outstanding debt for the Authority totaled \$47.5 million in Sales Tax Revenue bonds at the end of 2021, which will require principal and interest payments of \$11.9 million in 2022. This is a significant decrease from year-end 2020 where the principal outstanding debt was \$106.3 million. This was due to a \$62 million transfer from the General Fund utilizing a portion of the COVID-19 stimulus funding the Authority received to expedite Bond repayment (also known as bond defeasance).

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.

Every year's ending balance represents at least 1/12 of principal and 1/6 of interest of 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.

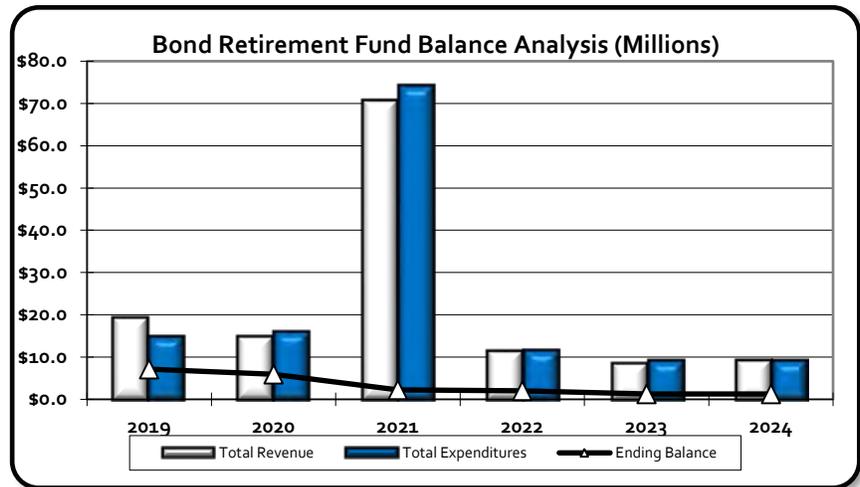


Figure 37

Long-term debt for the Authority consists of Sales Tax revenue bonds. In 2022, a transfer of \$11.50 million is required from the General Fund to cover the current overall debt service of the Authority. For 2023 through 2024, transfers of \$8.65 million and \$9.40 million, respectively, are planned.

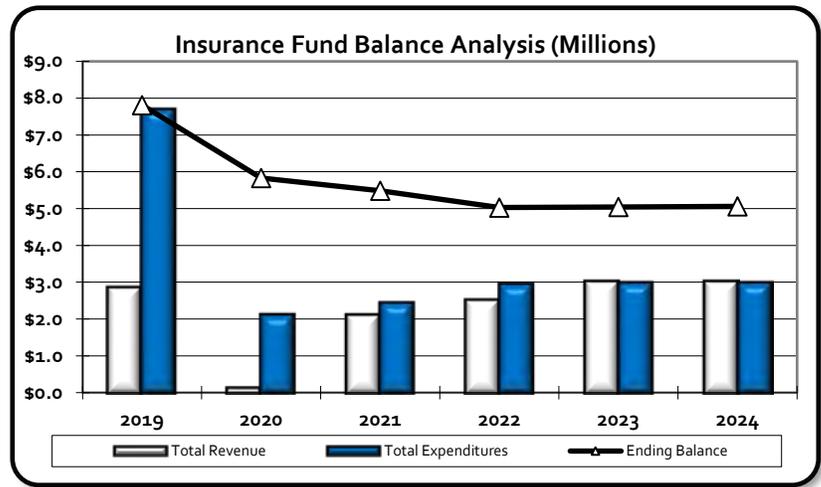
Bond Retirement Fund Balance (in millions)	2019 Actual	2020 Actual	2021 Projection	2022 Budget	2023 Plan	2024 Plan
Beginning Balance	\$ 2.74	\$ 7.14	\$ 5.94	\$ 2.23	\$ 1.98	\$ 1.27
Revenue	6.15	0.11	0.14	0.14	0.10	0.10
Fund Transfers	13.34	14.95	70.53	11.50	8.65	9.40
Total Revenue	19.49	15.06	70.67	11.64	8.75	9.50
Total Resources	22.22	22.20	76.61	13.86	10.74	10.76
Total Expenditures	15.08	16.26	74.38	11.88	9.47	9.48
Ending Balance	\$ 7.14	\$ 5.94	\$ 2.23	\$ 1.98	\$ 1.27	\$ 1.28

Figure 38

INSURANCE FUND

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

In 2019, a transfer of \$2.7 million was needed to cover and increase in insurance premiums and claims, and maintain the \$5.0 million ending balance. In 2020 a transfer of \$2.0 million was budgeted however it did not occur due to lower than expected claims & insurance payments. This allowed the Insurance Fund to maintain the \$5.0 million ending balance without a transfer. In 2021 a transfer of \$2.1 million was needed to maintain the \$5.0 million ending balance.



For 2022, a transfer of \$2.5 million is budgeted. For 2023 and 2024, a transfer of \$3.0 million is planned for each year.

Figure 39

According to the Authority's financial policies, the required minimum balance of the Insurance Fund is identified by the Risk Manager and insurance providers. Currently, the required minimum balance is \$5 million. For FY2022, expenditures are budgeted at \$2.99 million. The ending balance is budgeted at \$5.03 million, meeting the minimum requirement.

Insurance Fund Balance (in millions)	2019 Actual	2020 Actual	2021 Projection	2022 Budget	2023 Plan	2024 Plan
Beginning Balance	\$ 12.65	\$ 7.81	\$ 5.83	\$ 5.48	\$ 5.48	\$ 5.04
Investment Income	\$ 0.17	\$ 0.18	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04
Transfers	\$ 2.70	\$ -	\$ 2.10	\$ 2.50	\$ 3.00	\$ 3.00
Total Revenue	\$ 2.87	\$ 0.18	\$ 2.14	\$ 2.54	\$ 3.04	\$ 3.04
Total Resources	\$ 15.51	\$ 7.99	\$ 7.96	\$ 8.02	\$ 8.06	\$ 8.08
Total Expenditures	\$ 7.70	\$ 2.16	\$ 2.48	\$ 2.99	\$ 3.02	\$ 3.02
Ending Balance	\$ 7.81	\$ 5.83	\$ 5.48	\$ 5.03	\$ 5.04	\$ 5.06

Figure 40

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.

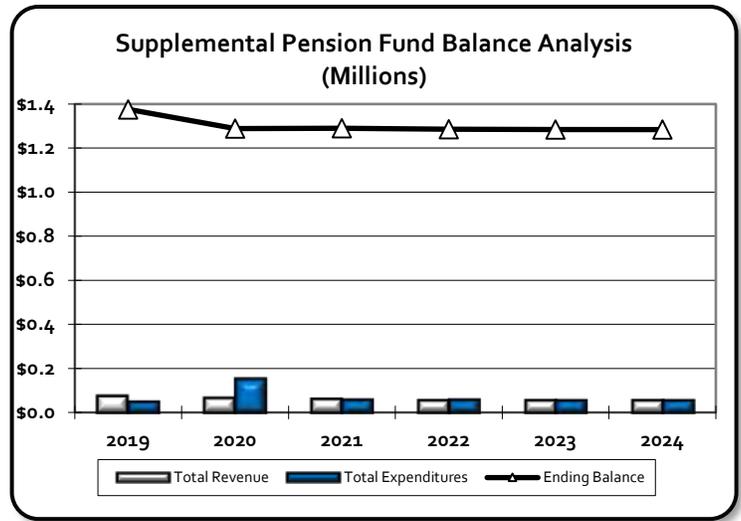


Figure 41

For 2022, a transfer of \$40,000 is budgeted. The planned transfers will remain at \$40,000 for years 2023 and 2024. For 2022, expenditures of \$58,000 are budgeted. A decrease to \$55,000 is planned for 2023 and 2024.

Supplemental Pension Fund Balance (in millions)	2019 Actual	2020 Actual	2021 Projection	2022 Budget	2023 Plan	2024 Plan
Beginning Balance	\$ 1.35	\$ 1.38	\$ 1.29	\$ 1.29	\$ 1.3	\$ 1.29
Total Revenue	0.07	0.06	0.06	0.05	0.05	0.05
Total Resources	1.43	1.44	1.35	1.34	\$1.34	1.34
Total Expenditures	0.05	0.15	0.06	0.06	0.06	0.06
Ending Balance	<u>\$ 1.38</u>	<u>\$ 1.29</u>	<u>\$ 1.29</u>	<u>\$ 1.29</u>	<u>\$ 1.29</u>	<u>\$ 1.28</u>

Figure 42

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). In 2021 the task force was renamed to the FBI Cleveland Transnational Organized Crime Western Hemisphere Task Force. The Authority's involvement with this task force stems from organized crime activity occurring within transportation systems. 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 criminals 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 items. Certain guidelines have been instituted by the State Attorney General's Office for the reporting and disbursement of funds.

Expenditures within this fund have varied over the years, depending upon the levels of revenue obtained through the Task Force. These expenditures provide the Authority with security items, protective equipment, and technical training equipment.

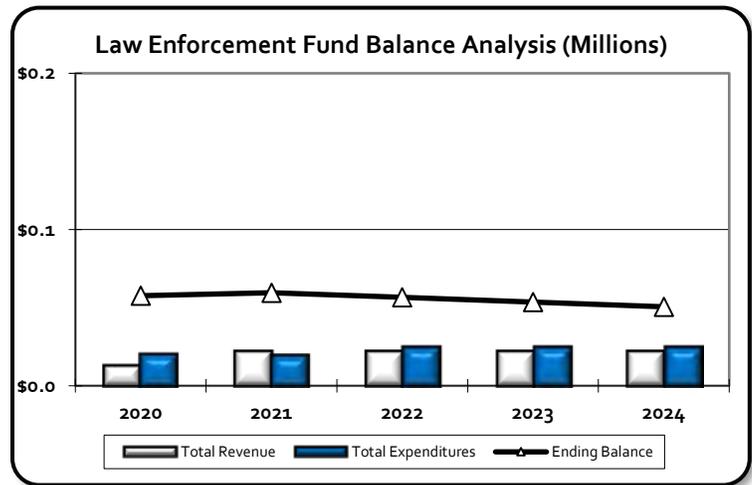


Figure 43

For 2022, the total revenue budgeted is \$22,000. The planned revenue budget will remain at \$22,000 for years 2023 and 2024 as well. For 2022, expenditures of \$25,000 are budgeted. Expenditures are planned to remain at \$25,000 for years 2023 and 2024 as well.

Law Enforcement Fund Balance (in millions)	2019 Actual	2020 Actual	2021 Projection	2022 Budget	2023 Plan	2024 Plan
Beginning Balance	\$ 0.03	\$ 0.07	\$ 0.06	\$ 0.06	\$ 0.06	\$ 0.05
Total Revenue	<u>0.04</u>	<u>0.01</u>	<u>0.02</u>	<u>0.02</u>	<u>0.02</u>	<u>0.02</u>
Total Resources	0.08	0.08	0.08	0.08	0.08	0.08
Total Expenditures	<u>0.01</u>	<u>0.02</u>	<u>0.02</u>	<u>0.03</u>	<u>0.03</u>	<u>0.03</u>
Ending Balance	<u>\$ 0.07</u>	<u>\$ 0.06</u>	<u>\$ 0.06</u>	<u>\$ 0.06</u>	<u>\$ 0.05</u>	<u>\$ 0.05</u>

Figure 44

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, to prepare for a 27th pay period, and reserve local funding needed for rolling stock replacement, specifically, rail cars in 2021 through 2025. In 2021, the Authority added a sub-account for Revenue Stabilization.

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
- Reserve for Revenue Stabilization: Protect against substantial decreases in revenues. Transferred to General Fund when needed to maintain a one-month ending balance

Once a reserve has met the goal, no additional transfers are required. During a budget year, if expenses exceed the budget, funding can be transferred from one Reserve Fund sub-account to another or back to the General Fund. In 2021 \$85 million was transferred to the Reserve Fund for Revenue Stabilization, \$10 million for Rolling Stock Reserve, and

\$0.88 million for the 27th Pay Reserve. Additionally \$49 million was transferred from the Reserve Fund to the RTA Development Fund for Rolling Stock. For 2022, transfers of \$10 million to Rolling Stock and \$0.88 million to 27th Pay Reserve are budgeted. Transfers to the Reserve Fund are planned to remain at these amounts for years 2023 and 2024 as well. For 2022 through 2024, \$10 million is budgeted to be transferred from the Reserve Fund to RTA Development Fund for Rolling Stock.

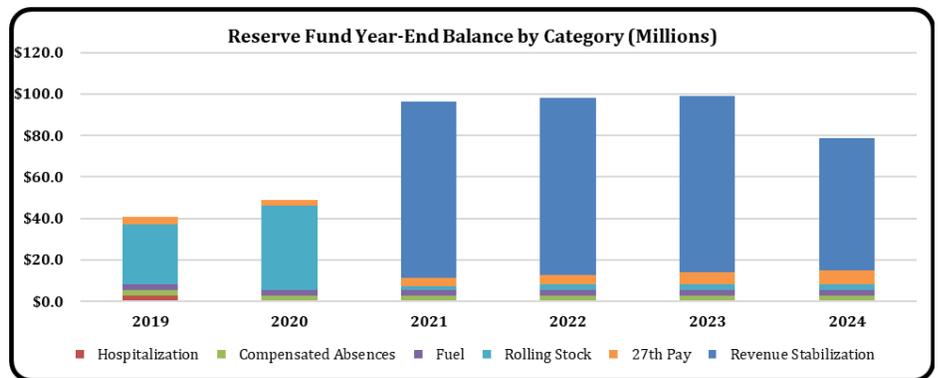


Figure 45

Reserve Fund Balance Category	2019	2020	2021	2022	2023	2024
Year-End Balances in Millions	Actual	Actual	Projection	Budget	Plan	Plan
Compensated Absences	3.66	3.83	3.88	3.93	3.95	\$4.0
Fuel	2.59	2.70	2.74	2.78	2.79	\$2.8
Hospitalization	2.65	2.77	2.80	2.84	2.85	\$2.9
Rolling Stock	29.11	40.54	2.02	2.45	2.46	\$2.5
27th Pay	3.47	3.05	3.97	4.90	5.80	\$6.7
Revenue Stabilization	-	-	85.00	85.00	85.33	64.00
Total	\$ 41.47	\$ 52.90	\$ 100.40	\$ 101.91	\$ 103.18	\$ 82.76

Figure 46

CAPITAL IMPROVEMENT FUND

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 and 100% locally funded projects.

All capital projects are included in one of two funds: the RTA Development Fund and the RTA Capital Fund, identified below.

Generally, projects in the **RTA Development Fund** are greater than \$150,000, have a useful life 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.

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. The RTA Capital Fund is 100% locally funded through local dollars in the form of Sales & Use Tax revenue contributions.

Detailed discussions of the fund balances in the RTA Capital and RTA Development funds are presented in the Capital Improvement Plan (CIP) section.

CAPITAL 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% of project costs with the remaining 20% share being absorbed by the Authority's local match revenue, which consists of sales and use tax receipts or bond issuances. In some cases FTA grants, such as the Coronavirus Response and Relief Supplemental Appropriations (CRRSAA) Act and American Rescue Plan (ARP) are awarded with a 100 % 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), the Ohio Transit Partnership (OTP 2), and Ohio Transit Preservation Partnership Program (OTP 3).

The RTA Capital Fund was established in 1988 and funded with Sales & Use Tax proceeds. As of 2017, the policy goal is a minimum of 10 % 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 General Fund to the RTA Capital Fund and the transfer to the Bond Retirement Fund.

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
- 34 – Transit Police
- 35 – Service Management
- 36 – Power & Way District
- 38 – Service Quality Management
- 39 – Fleet Management District
- 43 – Pass-Thrus
- 46 – Hayden District
- 49 – Triskett District
- 58 – Intelligent Transportation Systems

DIVISION 2: FINANCE

- 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: ADMINISTRATION & EXTERNAL AFFAIRS

- 53 – Administration & External Affairs

DIVISION 7: INNOVATION & TECHNOLOGY

- 61- Innovation & Technology

DIVISION 8: EXECUTIVE

- 12 – Executive
- 16 – Secretary/Treasurer – Board of Trustees
- 19 – Internal Audit

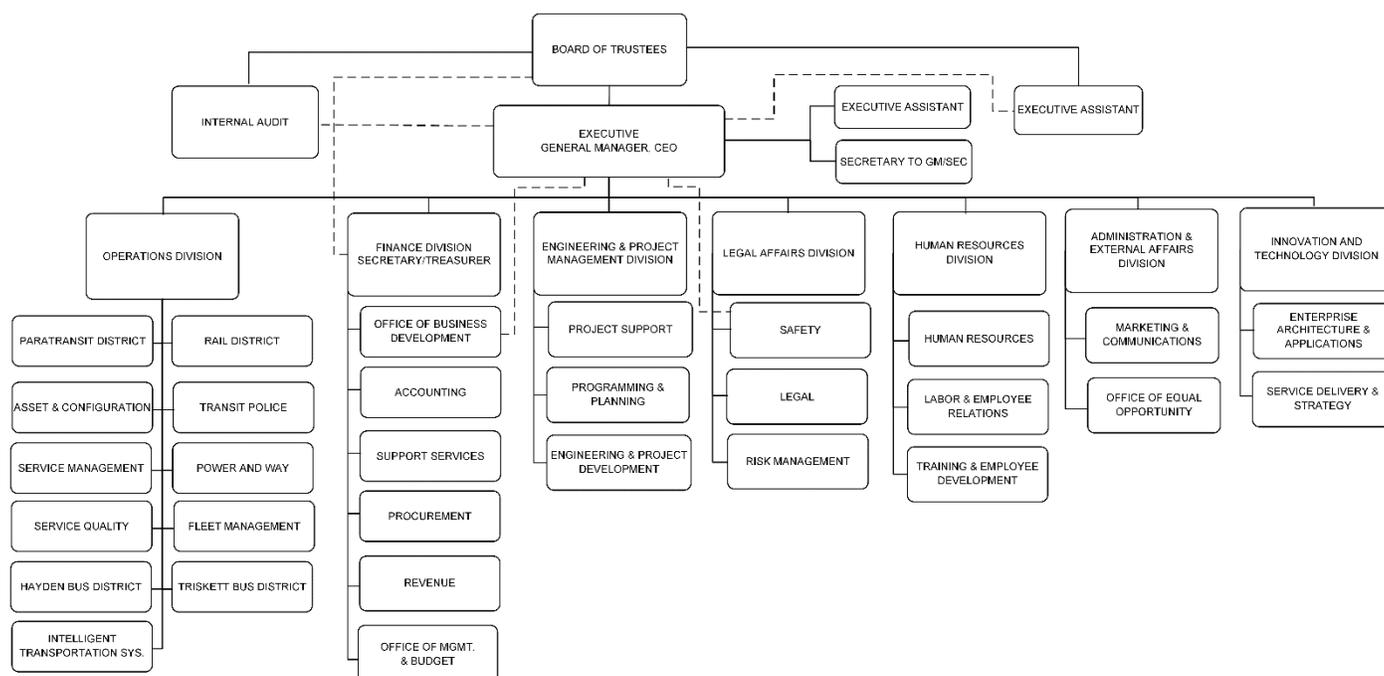
ORGANIZATION OF DEPARTMENT BUDGET INFORMATION

The department budget information is organized under two compartments: the Authority and Divisions. The Authority information contains: Organizational Chart, General Funding Operating Expenditures by Division and Department, and General Fund by Division.

The Division & Departments information contains: Strategic Plan Change Initiatives, Accomplishments, Priorities, Budget, Staffing, and Departmental Organizational Chart.

ORGANIZATION CHART

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



EXPENDITURES BY DIVISION

DIV: 1 - OPERATIONS						
DEPT #	DESCRIPTION	2020 Actual	2021 Projection	2022 BUDGET	2023 PLAN	2024 PLAN
31	PARATRANSIT DISTRICT	\$ 21,668,269	\$ 22,826,984	\$ 25,130,450	\$ 25,507,036	\$ 25,837,776
32	RAIL DISTRICT	24,885,623	26,005,080	27,335,049	27,785,975	28,131,176
33	ASSET AND CONFIGURATION MANAGEMEN	1,784,689	1,903,286	2,043,118	2,072,465	2,102,393
34	TRANSIT POLICE	13,205,474	14,426,177	14,912,440	15,175,072	15,433,360
35	SERVICE MANAGEMENT	5,660,020	6,106,742	6,917,194	7,126,070	7,238,014
36	POWER & WAY DISTRICT	12,523,197	14,087,767	15,240,143	15,466,266	15,673,650
38	SERVICE QUALITY MANAGEMENT	7,621,534	7,112,009	7,749,932	7,895,885	8,047,045
39	FLEET MANAGEMENT	35,764,998	35,657,120	38,209,093	38,651,334	39,094,147
43	PASS THRU	627,160	566,000	650,000	650,000	650,000
46	HAYDEN DISTRICT	43,882,026	45,046,197	46,634,188	47,577,923	48,206,381
49	TRISKETT DISTRICT	32,968,156	33,826,074	35,523,519	36,259,007	36,751,059
58	INTELLIGENT TRANSPORTATION SYSTEMS	1,432,252	2,142,730	2,192,413	2,210,545	2,229,123
	DIVISION TOTALS	\$ 202,023,397	\$ 209,706,168	\$ 222,537,539	\$ 226,377,575	\$ 229,394,124
DIV: 2 - FINANCE						
DEPT #	DESCRIPTION	2020 Actual	2021 Projection	2022 BUDGET	2023 PLAN	2024 PLAN
10	OFFICE OF BUSINESS DEVELOPMENT	\$ 421,410	\$ 435,108	\$ 441,262	\$ 449,461	\$ 457,862
60	ACCOUNTING	3,162,452	3,186,158	4,347,015	4,401,071	4,473,992
62	SUPPORT SERVICES	989,381	1,008,936	1,116,298	1,130,899	1,145,820
64	PROCUREMENT	1,596,109	1,557,835	1,775,594	1,808,279	1,840,270
65	REVENUE	1,896,024	1,891,082	2,231,390	2,264,320	2,296,412
67	OMB	4,743,349	5,225,651	6,289,859	6,357,559	6,426,191
	DIVISION TOTALS	\$ 12,808,724	\$ 13,304,769	\$ 16,201,418	\$ 16,411,590	\$ 16,640,548
DIV: 3 - ENGINEERING & PROJECT MANAGEMENT						
DEPT #	DESCRIPTION	2020 Actual	2021 Projection	2022 BUDGET	2023 PLAN	2024 PLAN
55	PROJECT SUPPORT	\$ 620,883	\$ 669,695	\$ 455,182	\$ 461,423	\$ 467,191
57	PROGRAMMING & PLANNING	650,700	891,979	897,232	907,408	917,835
80	ENGINEERING & PROJECT DEVELOPMENT	1,923,225	1,638,472	2,476,070	2,519,667	2,564,340
	DIVISION TOTALS	\$ 3,194,808	\$ 3,200,147	\$ 3,828,484	\$ 3,888,498	\$ 3,949,366
DIV: 4 - LEGAL AFFAIRS						
DEPT #	DESCRIPTION	2020 Actual	2021 Projection	2022 BUDGET	2023 PLAN	2024 PLAN
15	SAFETY	\$ 765,049	\$ 779,844	\$ 994,494	\$ 1,010,152	\$ 1,026,033
21	LEGAL	3,663,284	3,620,347	4,204,417	4,252,965	4,302,636
22	RISK MANAGEMENT	2,908,162	4,584,964	4,978,275	4,996,090	5,014,279
	DIVISION TOTALS	\$ 7,336,495	\$ 8,985,155	\$ 10,177,186	\$ 10,259,207	\$ 10,342,948
DIV: 5 - HUMAN RESOURCES						
DEPT #	DESCRIPTION	2020 Actual	2021 Projection	2022 BUDGET	2023 PLAN	2024 PLAN
14	HUMAN RESOURCES	\$ 1,716,146	\$ 1,901,037	\$ 2,374,234	\$ 2,415,538	\$ 2,445,505
18	LABOR RELATIONS	1,450,020	1,261,178	1,723,660	1,748,458	1,773,795
30	TRAINING & EMPLOYEE DEVELOPMENT	3,495,669	3,697,006	4,243,539	4,305,498	4,383,984
	DIVISION TOTALS	\$ 6,661,835	\$ 6,859,220	\$ 8,341,433	\$ 8,469,493	\$ 8,603,283
DIV: 6 - ADMINISTRATION & EXTERNAL AFFAIRS						
DEPT #	DESCRIPTION	2020 Actual	2021 Projection	2022 BUDGET	2023 PLAN	2024 PLAN
53	ADMINISTRATION & EXTERNAL AFFAIRS	2,064,192	2,735,043	3,310,809	3,352,705	3,395,694
	DIVISION TOTALS	\$ 2,064,192	\$ 2,735,043	\$ 3,310,809	\$ 3,352,705	\$ 3,395,694
DIV: 7 - INNOVATION & TECHNOLOGY						
DEPT #	DESCRIPTION	2020 Actual	2021 Projection	2022 BUDGET	2023 PLAN	2024 PLAN
61	INNOVATION & TECHNOLOGY	7,573,797	7,622,681	7,963,135	8,064,958	8,168,800
	DIVISION TOTALS	\$ 7,573,797	\$ 7,622,681	\$ 7,963,135	\$ 8,064,958	\$ 8,168,800
DIV: 8 - EXECUTIVE						
DEPT #	DESCRIPTION	2020 Actual	2021 Projection	2022 BUDGET	2023 PLAN	2024 PLAN
12	EXECUTIVE	\$ 1,297,806	\$ 1,220,820	\$ 1,079,152	\$ 1,088,695	\$ 1,098,380
16	SECRETARY/TREAS. - BOARD OF TRUSTEE	212,158	237,491	299,273	302,215	305,229
19	INTERNAL AUDIT	830,145	828,499	1,018,441	1,035,291	1,052,556
99	FUND TRANSFERS	37,827,096	132,257,882	65,147,080	43,300,338	43,991,972
	DIVISION TOTALS	\$ 40,167,205	\$ 134,544,691	\$ 67,543,946	\$ 45,726,538	\$ 46,448,137

STAFFING BY DIVISION

Division	Dept. #	Dept. Name	2020 Year-End Budget	2021 Q3 Budget	2022 Proposed Budget	Variance (2022 vs. 2021)
1 - Operations	31	Paratransit District	188.25	195.00	195.00	-
	32	Rail District	265.00	265.00	254.00	(11.00)
	33	Asset & Configuration Management	11.00	11.00	11.00	-
	34	Transit Police	155.00	154.00	153.00	(1.00)
	35	Service Management	69.75	77.75	77.75	-
	36	Power & Way	114.00	114.00	123.00	9.00
	38	Service Quality Management	64.00	66.00	66.00	-
	39	Fleet Management	183.00	184.00	184.00	-
	46	Hayden District	564.50	564.50	571.00	6.50
	49	Triskett District	433.00	433.25	437.75	4.50
	58	Intelligent Transportation Systems	9.00	9.00	9.00	-
1 - Operations Total			2,056.50	2,073.50	2,081.50	8.00
2 - Finance	10	Office of Business Development	4.00	4.00	4.00	-
	60	Accounting	28.00	27.00	30.00	3.00
	62	Support Services	7.00	8.00	8.00	-
	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	8.00	(1.00)
2 - Finance & Administration Total			82.00	82.00	84.00	2.00
3 - Engineering & Project Management	55	Project Support	6.00	5.00	5.00	-
	57	Programming & Planning	4.00	5.00	5.00	-
	80	Engineering & Project Development	20.00	20.00	20.00	-
3 - Engineering & Project Management Total			30.00	30.00	30.00	-
4 - Legal Affairs	15	Safety	7.75	7.75	7.50	(0.25)
	21	Legal	24.00	23.00	24.00	1.00
	22	Risk Management	8.00	8.00	8.00	-
4 - Legal Affairs Total			39.75	38.75	39.50	0.75
5 - Human Resources	14	Human Resources	17.00	17.00	17.00	-
	18	Labor & Employee Relations	10.00	9.00	11.00	2.00
	30	Training & Employee Development	26.00	31.00	32.00	1.00
5 - Human Resources Total			53.00	57.00	60.00	3.00
6 - Administration & External Affairs	53	Administration & External Affairs	14.00	20.00	22.00	2.00
6 - Administration & External Affairs Total			14.00	20.00	22.00	2.00
7 - Innovation & Technology	61	Innovation & Technology	32.00	33.00	33.00	-
7 - Innovation & Technology Total			32.00	33.00	33.00	-
8 - Executive	12	Executive	7.00	3.00	3.00	-
	16	Secretary/Treasurer - BOT	11.00	11.00	11.00	-
	19	Internal Audit	8.00	8.00	8.00	-
8 - Executive Total			26.00	22.00	22.00	-
Grand Total			2,333.25	2,356.25	2,372.00	15.75

01- OPERATIONS DIVISION

DIVISION OVERVIEW

The Operations Division provides bus, rail, and ADA paratransit services to Greater Cleveland. The Division provides service ready employees, vehicles, and facilities. The Division is responsible for maintenance of all vehicles, equipment, rail infrastructure, and properties. The Division is also responsible for transit police services and intelligent transportation systems (ITS).

CONNECTION TO STRATEGIC PLAN

The Operations Division is committed to providing a best in class customer experience through on-time performance, courteous staff, safe environments, and clean vehicles. The Division values equitable access to transportation services; prioritizing transit access to jobs, healthcare, and education. The major driver of operating expenses, the Division prioritizes financial sustainability through budget adherence and managing labor cost. As the largest Division, Operations engages employees through training and development, collaboration, and job growth opportunities.

2021 ACCOMPLISHMENTS

- Implemented RTA's first bus System Redesign.
- Purchased the replacement Healthline BRT vehicles.
- Completed the technical specifications and advertised the Railcar RFP.
- Began implementation of the Transit Police body worn cameras program.
- Collaborated with Human Resources to resource and staff job fairs for operator recruitment.

2022 PRIORITIES

- **RTA Customer Experience:** Enhance the bus and rail customer experience.
- **Paratransit Customer Experience:** Enhance the paratransit customer experience with focus and care for our ADA customers.
- **Railcar Replacement:** Select Rail Vehicle car builder and issue Notice to Proceed (NTP).
- **Fare Collection Program:** Modernize fare collection with focus on open architecture technology and customer ease of use.
- **Operator Mentoring Program:** Stand up the operator mentoring program to enhance support for new operators, increase collaboration, engage veteran and new operators, and improve morale.
- **Operator Recruiting:** Collaborate, support, and resource operator recruiting and training efforts to accelerate hiring efforts and overcome attrition.
- **Transit Ambassador Program:** Plan, develop, and implement a civilian transit ambassador unit within the Transit Police department. The Ambassadors will be trained in crisis intervention and customer service to assist customers and community members.
- **Zero Emission Vehicles:** Purchase and pilot 5-10 zero emission buses.
- Continue making schedule and route adjustments to increase service reliability, mobility, and access.
- Continue upgrade of ITS software and hardware to increase productivity and efficiency.

LIST OF DEPARTMENTS

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

OPERATIONS DIVISION



Success Outcomes	Metric	FY2022 Performance Goals	Objective	Definition
Customer Experience	Net Promoter Score	20	↑	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA, Promoters are 9-10 and Detractors are 0-6.
	On-Time Performance - Actual	85%	↑	The % of actual on-time performance
	On-Time Performance - Impression	75%	↑	The % of customers agree or strongly agree that service is on time
	Vehicle Cleanliness - Impression	35%	↑	The % of customers with positive or very positive perception of vehicle cleanliness
	Operator Courtesy - Impression	30%	↑	The % of customers with positive or very positive impression operator courtesy
Community Value	Community Perception - Access to Service	50%	↑	The % of community who agree or strongly agree that service is accessible
	Community Perception - Access to Employment	65%	↑	The % of community who agree or strongly agree that GCRTA serves employment centers
	Community Perception - Transit Investment Occurs Where Needed	50%	↑	The % of community that agree or strongly agree that transit investment occurs where needed

Success Outcomes	Metric	FY2022 Performance Goals	Objective	Definition
Financial Sustainability	Operator Labor Costs	2%	↓	The % below budget of total operator labor costs
	Budget Adherence	\$214M	-	Division functions delivered within budget
	Overall Operating Cost/Revenue Hour	\$178	↓	Operating cost per revenue hour
	Overall Customers/Revenue Hour	19	↑	Customers per revenue hour
	Overall Operating Cost/Trip	\$14	↓	Operating cost per trip
Employee Engagement	Division Employees Agree - Supervisor Invested in Growth and Success	5%	↑	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success.
	Division Employees Agree - Understand Vision and Direction	10%	↑	The % of employees that agree or strongly agree that they understand the vision and direction of GCRTA
	Division Employees Agree - Understand How Performance Linked to Organization Success	20%	↑	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend Division as place to work
	Hours of Training per Employee	20	-	The hours of training per employee at or above a determined target, excluding new operators

31- PARATRANSIT DISTRICT

OVERVIEW

The Paratransit District provides 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. It also manages all facilities and vehicle maintenance functions related to District operations.

2021 ACCOMPLISHMENTS

- Brought Paratransit Functional Assessments in-house, annual savings of \$160K
- Overhauled the Paratransit Application reducing it from 17 to only 6 pages
- Overhauled the Reduced Fare & Senior application to reduce the pages
- Achieved annual on-time performance of nearly 92%
- Maintained a low speed to answer time within both Paratransit and TIC call centers
- Completed a dwell time analysis project to improve scheduling accuracy
- Revised the on-board time settings in the scheduling software to improve efficiency
- Implemented Service Infractions module software to reduce cancellations
- Operated the Wolstein Center Parking Shuttle for COVID -19 vaccines
- Updated the No-show, Late Cancel, and Cancel at the Door policy in the Paratransit Customer Handbook
- Rewrote the Customer Complaint SOP to expedite customer resolution & tracking
- Overhauled the Ride Happy, Ride Free Program
- Updated the Paratransit facility, training facility, conference room, water stations and paint
- Moved to 24/7 Paratransit Dispatching
- Maintained a State of Good Repair

2022 PRIORITIES

- Adhere to Company Mission, Vision and Values
- Create efficiencies to manage growth/demand for services
- Focus on the customer experience
- Complete the Service Infractions Module software project
- Reduce cancellations to no more than 15%

PARATRANSIT DISTRICT BUDGET

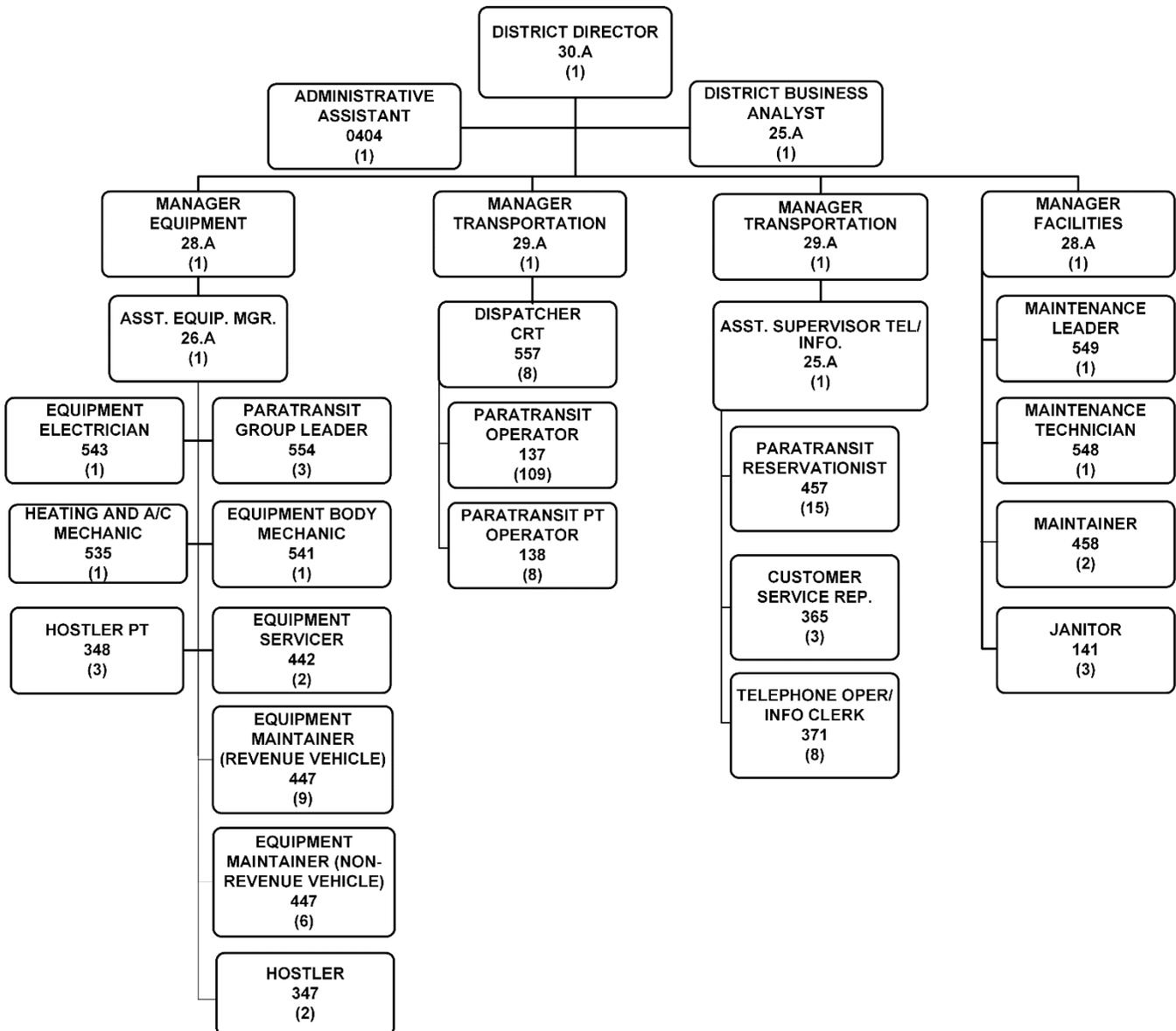
Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501100	Bus Operators' Labor	5,306,674	4,945,490	5,442,821
501110	Overtime - Bus Operators	444,445	479,219	700,000
501200	Hourly Employees Payroll	3,010,611	3,019,814	3,079,492
501210	Overtime - Hourly Employees	240,214	240,867	200,000
501300	Labor - Salaried Employees	1,633,811	1,703,544	1,945,316
501310	Overtime - Salaried Employees	76,847	83,410	75,000
502000	Fringe Benefits	4,040,035	4,192,405	4,848,286
502071	W. C. - Injuries & Damages	1,298	28,536	-
503000	Services	81,120	(14,758)	40,000
503042	Vendor In-House Service (Napa)	-	-	-
503052	Other Maintenance Contracts	33,210	22,250	67,200
504000	Material & Supplies	9,662	1,572	44,690
504031	Gasoline - Storage Tanks	-	-	-
504032	Propane Fuel	233,025	160,877	180,000
504081	Vendor In-House Parts (Napa)	368	-	-
508020	Purchased Transportation - Suburban	6,556,895	7,954,258	8,500,000
508021	Purchased Transportation - Urban	-	-	-
509000	Miscellaneous Expenses	56	9,401	7,545
509022	Meals & Concessions	-	100	100
Total		21,668,269	22,826,984	25,130,450

PARATRANSIT DISTRICT STAFFING

Grade	Job Name	2020	2021	2022
01	0137 Paratransit Operator	109.0	109.0	109.0
	0138 Paratransit Operator	2.0	8.0	8.0
	0141 Janitor	3.0	3.0	3.0
03	0347 Hostler	2.0	2.0	2.0
	0348 Hostler PT	2.25	3.0	3.0
	0365 Customer Service Rep (ADA Eligibility)	3.0	3.0	3.0
	0371 Telephone Oper/Info Clerk	8.0	8.0	8.0
04	0404 Administrative Assistant	1.0	1.0	1.0
	0442 Equipment Servicer	-	1.0	2.0
	0447 Equipment Maintainer	16.0	15.0	15.0
	0457 Paratransit Reservations Operator	16.0	16.0	15.0
	0458 Maintainer	2.0	2.0	2.0
05	0535 Heating/Ac Mechanic	1.0	1.0	1.0
	0541 Equipment Body Mechanic	1.0	1.0	1.0
	0543 Equipment Electrician	1.0	1.0	1.0
	0548 Maintenance Technician	1.0	1.0	1.0
	0549 Maintenance Leader	1.0	1.0	1.0

Grade	Job Name	2020	2021	2022
	0554 Paratransit Group Leader	3.0	3.0	3.0
	0557 Dispatcher Paratransit	7.0	8.0	8.0
25	0968 Asst. Supervisor Telephone/Info	1.0	1.0	1.0
	1085 Business Analyst	1.0	1.0	1.0
27	1705 Asst. Equip Manager	1.0	1.0	1.0
28	0761 Manager Facilities	1.0	1.0	1.0
	0851 Manager Equipment	1.0	1.0	1.0
29	0786 Manager Transportation	2.0	2.0	2.0
	1089 Manager Paratransit Scheduling, ADA & TIC	1.0	-	-
30	0777 District Director	1.0	1.0	1.0
Total		188.25	195.0	195.0

PARATRANSIT DISTRICT ORGANIZATION CHART



32- RAIL DISTRICT

OVERVIEW

Responsible for providing heavy and light rail rapid transit services to GCRTA customers and to effectively manage all facilities, track infrastructure, and vehicle maintenance functions related to District operations.

2021 ACCOMPLISHMENTS

District Wide Accomplishments

- COVID-19 Response
 - Employee Engagement & COVID-19 Updates
 - Rail System COVID-19 Infrastructure Changes (Booth enclosures, shields, etc.)
 - Rail System Station COVID-19 Daily Cleaning
 - Rail System HRV & LRV COVID-19 Daily Cleaning
 - GCRTA Wide COVID-19 Moonbeam Response (Ultraviolet Light Disinfectant)
- APTA Gold Award for COVID-19 Moonbeam Deployment
- Surpassed Annual Preventative Maintenance Performance Goals
- New Railcar Procurement Support
- Issued 2021 Rail Operations Rule Book and Standard Operating Procedures
- Customer Service Focus

Rail Transportation Accomplishments

- On-time Performance Goal: 89%
 - Partnered with Service Quality to Monitor and Enhance On-Time Performance
- Safety Monitoring, Performance and Promotion
 - Employee Safety Performance Board
 - Safety Promotion - Employee Engagement & Recognition
 - Transportation Safety Committee
 - Champion of Safety Nominations
- Operational Monitoring, Performance and Promotion
 - Gold and Silver attendance awards
 - On-time performance recognition and commendations
 - Workforce Committee Member
 - Rail Forum Meetings
- Rail Transportation Projects
 - New Railcar Procurement Support

Rail Equipment Accomplishments

- Preventative Maintenance Performance: 81%.
- Safety Performance Monitoring & Promotion
 - COVID-19 Employee Engagement & Response
 - Safety Promotion - Employee Engagement & Recognition
 - Over 300 Days without an On-the-Job-Injury
 - Rail Equipment Safety Committee
- Operational Monitoring, Performance and Promotion
 - Data Driven Non-punitive Performance Monitoring
 - Employee Operations Performance Boards
 - Performance Promotion – Employee Engagement & Recognition

- Rail Forum – Partnership with Service Quality
- Rail Equipment Projects.
 - APTA Gold Award for the Holiday Trains
 - Completed Re-wheel of 23 HRVs.
 - Completed LED Interior Light Retrofit on LRV
 - New Railcar Procurement Support
 - Support Engineering - Rail Wheel Wear Study & Corrective Actions

Rail Facilities Accomplishments

- Preventative Maintenance Performance: 95%
- Safety Performance Monitoring & Promotion
 - COVID-19 Employee Engagement & Response
 - Data Driven Non-punitive Safety Monitoring
 - Employee Safety Performance Boards
 - Safety Promotion - Employee Engagement & Recognition
 - Safety Committee
- Operational Monitoring, Performance and Promotion
 - Data Driven Non-punitive Performance Monitoring
 - Employee Operations Performance Boards
 - Performance Promotion – Employee Engagement & Recognition
 - Rail Forum – Partnership with Service Quality
- Rail Facilities Projects
 - Installed new LED lighting in East parking lot Brookpark RTS
 - LED light conversion at Puritas parking lot
 - Westpark Training Room rehab
 - Installed new LED lighting fixtures in platform lobbies at Westpark RTS
 - Installed new benches at Westpark RTS
 - Installed new LED lighting at Windermere Daycare
 - Rebuilt 4 Central Rail Maintenance Facility (CRMF) Car Body Stands
 - Rebuilt Large Centrifugal booster fan at Windermere
 - Repaired Major Water Main break at Brookpark shop
 - Rebuilt Westbound platform at Coventry RTS
 - Replaced outside Led lighting at Cedar/University RTS

2022 PRIORITIES

District Wide Priorities

- Safety Performance Monitoring & Promotion
- Customer Service
 - Monitor Customer Service Objectives
- Rail District Vital Few Objectives
 - Safety
 - Customer Service Excellence
 - On-time Performance
 - Preventative Maintenance
 - Budget
 - Attendance
- Issuance of the 2022 Rail Operations Rule Book and Standard Operating Procedures

Rail Transportation Priorities

- On-time Performance Goal: 90%

- Safety Performance Monitoring & Promotion.
- Customer Service
 - Monitor Customer Service Excellence Objectives
- 2022 Rail Operations Rule Book
- Operational Monitoring, Performance and Promotion
- Support Fleet Engineering Projects
 - New Rail Car Procurement

Rail Equipment Priorities

- Preventative Maintenance Goal: 85%.
- Safety Monitoring, Performance and Promotion.
 - Support for COVID-19 Mitigation Strategies
 - Employee Recognition for outstanding Safety performance
 - HRV Motor Overhaul Project
- Customer Service Excellence
 - Establish and Monitor Customer Service Excellence Objectives
- Operational Monitoring, Performance and Promotion
- Support Fleet Engineering Projects
 - New Rail Car Procurement
 - Rail Vehicle Wheel Wear

Rail Facilities Priorities

- Preventative Maintenance Goal: 95%.
- Safety Monitoring, Performance and Promotion
 - Support for COVID-19 Mitigation Strategies
 - Employee Recognition for Outstanding Safety performance
- Customer Service Excellence
 - Monitor Customer Service Excellence Objectives
 - Restoration Forward – Improvement to Infrastructure and Landscaping
- Operational Monitoring, Performance and Promotion
- Rail Facility Projects
 - CRMF Railcar Vehicle Lift Hoist (last lift)
 - Continue CRMF Body Jack Stands Rebuild
 - Sand blast and paint benches at Cedar/University
 - Wet seal glass black at West 98th RTS elevator shaft
 - Wet seal glass roof windows at West 25th RTS
 - Replace drywall ceiling in Service Building Office area that was damaged by water leak
- Support of Engineering Projects

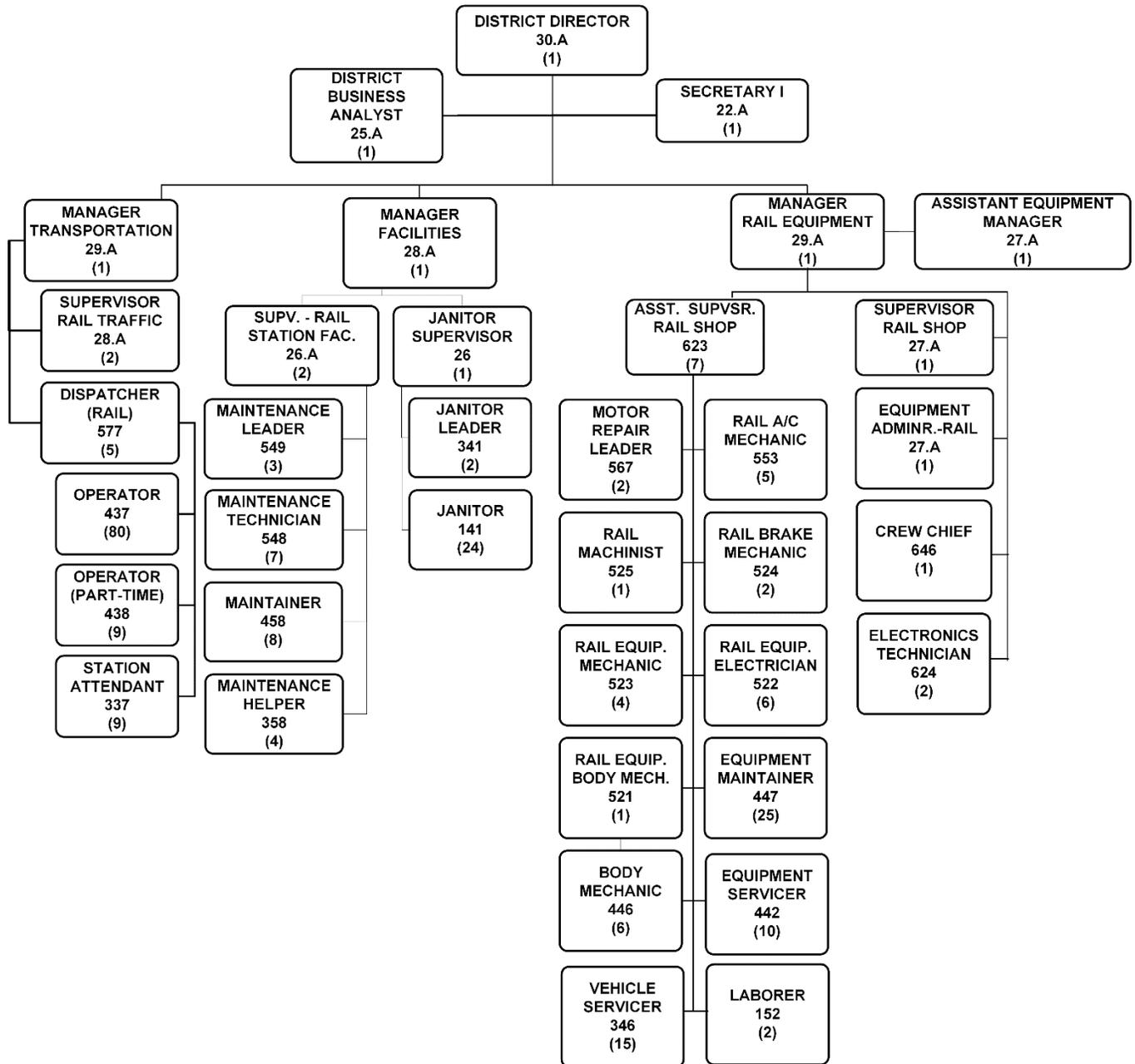
RAIL DISTRICT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501100	Operators' Labor	4,437,394	4,478,663	4,714,538
501110	Overtime - Rail Operators	951,113	882,830	900,000
501200	Hourly Employees Payroll	7,255,403	6,923,136	7,559,579
501210	Overtime - Hourly Employees	699,974	474,390	630,000
501300	Labor - Salaried Employees	2,017,840	2,057,356	2,222,382
501310	Overtime - Salaried Employees	168,383	142,158	119,000
502000	Fringe Benefits	5,814,212	7,208,043	6,444,643
502071	W. C. - Injuries & Damages	3,306	2,331	-
503000	Services	159,797	543,243	114,000
503052	Other Maintenance Contracts	2,440,521	2,484,718	3,698,375
504000	Material & Supplies	431,756	336,073	431,900
504090	Tires & Tubes	-	-	500
505010	Propulsion Power	169,828	(17,620)	-
505021	Electricity	269,869	400,000	386,000
509000	Miscellaneous Expenses	9,129	46,296	50,132
509022	Meals & Concessions	1,916	3,000	3,000
512000	Leases & Rentals	55,182	40,465	61,000
Total		24,885,623	26,005,080	27,335,049

RAIL DISTRICT STAFFING

Grade	Job Name	2020	2021	2022
01	0141 Janitor	24.0	24.0	24.0
	0152 Laborer Operations	2.0	2.0	2.0
03	0337 Station Attendant	8.0	9.0	9.0
	0341 Janitor Leader	2.0	2.0	2.0
	0346 Vehicle Servicer	15.0	15.0	15.0
	0358 Maintenance Helper	4.0	4.0	4.0
04	0437 Operator	91.0	91.0	80.0
	0438 Operator (Part-Time)	9.0	9.0	9.0
	0442 Equipment Servicer	4.0	10.0	10.0
	0446 Body Mechanic	9.0	6.0	6.0
	0447 Equipment Maintainer	23.0	25.0	25.0
	0458 Maintainer	8.0	8.0	8.0
05	0521 Rail Equipment Body Mechanic	1.0	1.0	1.0
	0522 Rail Equipment Electrician	7.0	6.0	6.0
	0523 Rail Equipment Mechanic	5.0	4.0	4.0
	0524 Rail Brake Mechanic	3.0	2.0	2.0
	0525 Rail Machinist	1.0	1.0	1.0
	0548 Maintenance Technician	7.0	7.0	7.0
	0549 Maintenance Leader	3.0	3.0	3.0
	0553 Rail AC Mechanic	5.0	5.0	5.0
	0567 Motor Repair Leader	3.0	2.0	2.0
	0577 Dispatcher	5.0	5.0	5.0
06	0623 Assistant Supervisor Rail Shop	7.0	7.0	7.0
	0624 Electronics Technician	3.0	2.0	2.0
	0646 Crew Chief	1.0	1.0	1.0
22	0721 Secretary I	1.0	1.0	1.0
25	1085 District Business Analyst	1.0	1.0	1.0
26	0799 Supervisor Rail Station Facility	2.0	2.0	2.0
	0900 Janitor Supervisor	1.0	1.0	1.0
27	1178 Equipment Administrator	1.0	1.0	1.0
	1252 Supervisor Rail Shop	2.0	1.0	1.0
	1705 Assistant Equipment Manager	1.0	1.0	1.0
28	0761 Manager Facilities	1.0	1.0	1.0
	1249 Supervisor Rail Traffic	2.0	2.0	2.0
29	0786 Manager Transportation	1.0	1.0	1.0
	0792 Manager Rail Equipment	1.0	1.0	1.0
30	0777 District Director	1.0	1.0	1.0
Total		265.0	265.0	254.0

RAIL DISTRICT ORGANIZATION CHART



33- ASSET & CONFIGURATION MANAGEMENT

OVERVIEW

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.

2021 ACCOMPLISHMENTS

- Implement the 2020 Asset Management Plan
- Continue to improve the cost effectiveness and efficiency in maintaining assets throughout the Authority
- Continue to implement and improve Predictive Maintenance on all new bus fleets
- Report to the FTA/NTD all required information
- Continue to track existing assets as well as add new assets to the Ultramain system
- Report monthly or less on Preventative and Predictive Maintenance compliance to the districts
- Create and review data with OMB to create programs for asset replacement
- Assist in implementing the new EAM software and Ultramain upgrade to V9
- Support employee training and development
- Work with Safety on CAPs associated with operations
- Continue to review and revise the Predictive Maintenance Plan for each fleet
- LinkedIn Learning: Master Excel certifications

2022 GOALS

- Implement the 2021 Asset Management Plan
- Continue to improve the cost effectiveness and efficiency in maintaining assets throughout the Authority.
- Set VFO goals for revenue rolling stock and facilities
- Continue to implement Predictive Maintenance on all new bus fleets
- Report to the FTA/NTD all required information
- Continue to track existing assets as well as add new assets to the Ultramain system
- Report weekly on PM compliance and Predictive Maintenance compliance to the districts
- Create and review data with OMB to create programs for asset replacement
- Implementing the Ultramain upgrade to V9
- Encourage employee training and development
- Work with Safety on CAPs associated with operations
- Continuously review and revise the Predictive Maintenance Plan for each fleet
- Develop Vehicle Telematics Software as tool to improve vehicle reliability

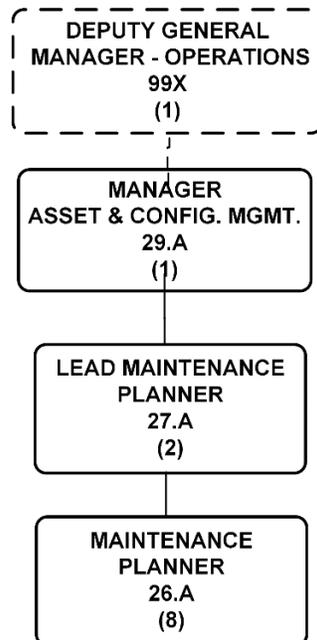
ASSET & CONFIGURATION MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 - 3Q Estimate	2022 Budget
501300	Labor Salaried Employees	704,673	708,249	775,541
502000	Fringe Benefits	248,001	291,628	289,826
503000	Services	0	(6,204)	0
503052	Other Maintenance Contracts	829,534	909,614	966,851
504000	Materials & Supplies	2,469	0	1,650
509000	Miscellaneous Expenses	12	0	9,000
509022	Meals & Concessions	0	0	250
Total		1,784,689	1,903,287	2,043,118

ASSET & CONFIGURATION MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
26	0837 Facilities Maintenance Planner	10.0	8.0	8.0
27	1971 Lead Maintenance Planner	-	2.0	2.0
29	2995 Manager of Asset & Configuration Management	1.0	1.0	1.0
Total		11.0	11.0	11.0

ASSET & CONFIGURATION MANAGEMENT DEPARTMENT ORGANIZATION CHART



34- TRANSIT POLICE DEPARTMENT

OVERVIEW

Transit Police Department (TP) provides 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. Mutual trust between officers and communities are critical to maintaining public safety and effective policing.

2021 ACCOMPLISHMENTS

- Reduced the risk from active shooters by conducting drills with GCRTA employees.
- Procured body worn cameras (BWC) and implemented policies to improve transparency.
- Continued TP's Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation efforts.
- Replaced TP's inventory of hand-held portable radios and dispatch consoles.
- Procured 130 Taser 7 EWC devices for Transit Police.
- Reduced Part 1 crime rates on the GCRTA system.
- Established a Police Chaplain program.
- Drafted the foundations for the new Civilian Oversight Board and Transit Ambassador Program.
- Provided Crisis Intervention Training (CIT) for TP officers.
- Strengthened relationships with agency partners to provide resources for those in need of mental health, addiction, and shelter services.
- Conducted two police entrance examinations in an effort to increase hiring.

2022 PRIORITIES

- Work with Human Resources to develop a year-round testing process and attract diverse TP candidates.
- Create officer wellness programs.
- Continue work with the Marketing Department to enhance the image of TP.
- Draft policy, implement hiring and training process for Transit Ambassadors.
- Draft policy, implement selection and training process for Civilian Oversight Board.
- Increase patrols of Transit Police on trains, buses, and stations to deter crime.
- Finalize and obtain certification for CALEA accreditation.

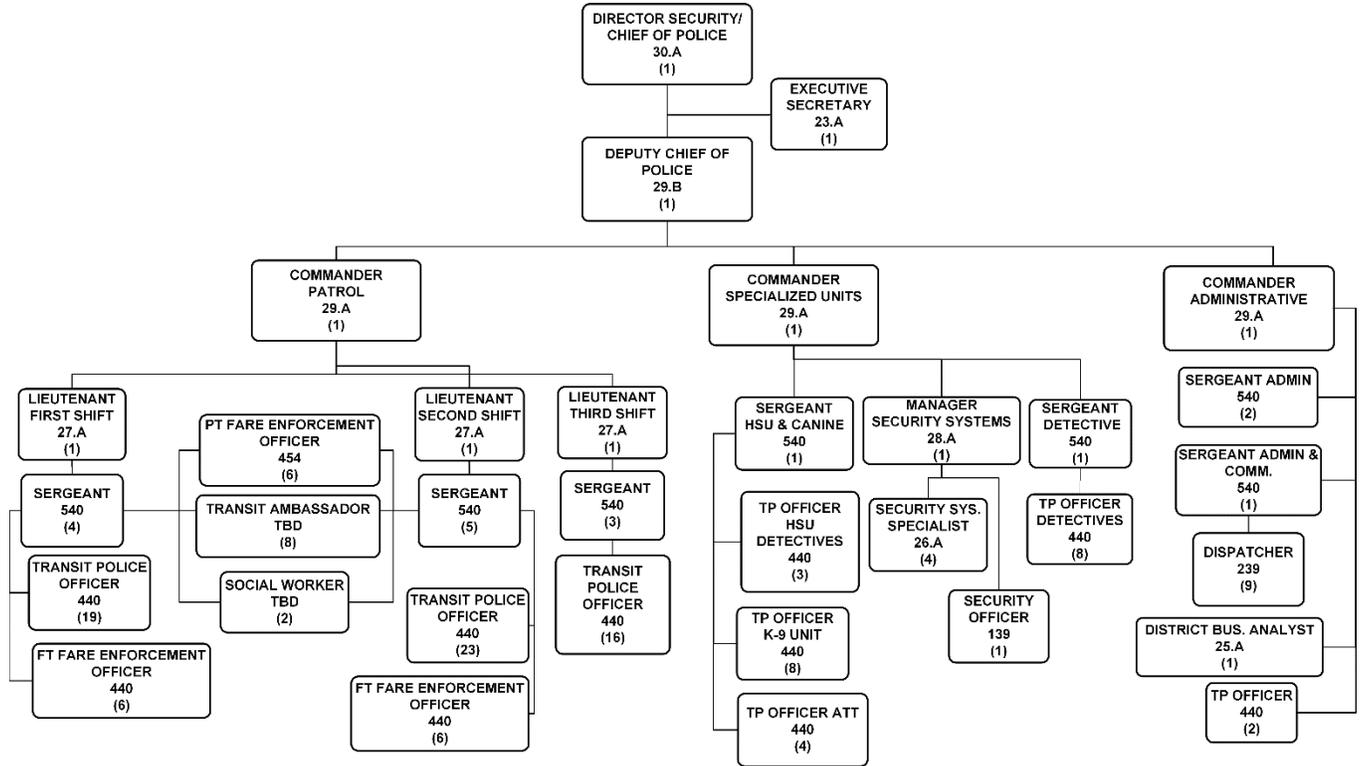
TRANSIT POLICE DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021- 3Q Estimate	2022 Budget
501200	Hourly Employees Payroll	7,838,239	7,669,821	8,413,702
501210	Overtime - Hourly Employees	348,275	522,355	420,000
501300	Labor - Salaried Employees	972,323	952,122	1,376,363
501310	Overtime - Salaried Employees	-	-	-
502000	Fringe Benefits	3,568,765	4,635,052	3,949,134
502071	W/C – Injuries and Damages	272	3,735	-
503000	Services	58,474	38,958	68,650
503052	Other Maintenance Contracts	257,879	252,975	343,085
504000	Material & Supplies	128,507	291,520	287,229
506000	Casualty & Liability Costs	5,680	5,680	6,000
509000	Miscellaneous Expenses	17,434	45,933	38,600
509022	Meals & Concessions	185	500	500
512000	Leases & Rentals	9,440	7,525	9,177
Total		13,205,473	14,426,176	14,912,440

TRANSIT POLICE DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
01	0139 Security Officer	1.0	1.0	1.0
02	0239 Dispatcher Transit Police	9.0	9.0	9.0
04	0440 Transit Police Officer	84.0	84.0	81
	0440 Transit Police Fare Enforcement Officer	20.0	20.0	20
	0454 PT Transit Police Fare Enforcement Officer	10.0	10.0	0
05	0540 Transit Police Sergeant	17.0	17.0	17.0
TBD	TBD Transit Ambassador	-	-	8.0
	TBD Social Worker	-	-	2.0
23	0725 Executive Secretary	1.0	1.0	1.0
25	1085 District Business Analyst	1.0	1.0	1.0
26	1665 Security Systems Specialist	4.0	4.0	4.0
27	1060 Lieutenant	3.0	3.0	3.0
28	0840 Manager Security Systems	1.0	1.0	1.0
29	1248 Commander	3.0	3.0	3.0
	1356 Deputy Chief of Police	-	-	1.0
30	1511 Director Security/Chief of Police	1.0	1.0	1.0
Total		155.0	155.0	153.0

TRANSIT POLICE DEPARTMENT ORGANIZATION CHART



35- SERVICE MANAGEMENT DEPARTMENT

OVERVIEW

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

2021 ACCOMPLISHMENTS

- Implemented the 2021 Service Management Plan.
- Implemented the System Redesign.
- Adjusted service as needed for construction projects and major special events.
- Reviewed scheduled running times of selected routes to increase service dependability.
- Continued to assess bus stops for safety and spacing and continued to upgrade bus stop signs.
- Continued maintenance and cleaning of all assigned properties.
- Continued maintenance and cleaning of passenger shelters, Cleveland State Line stations, and the HealthLine.
- Established and led a team that focuses on intensive cleaning of buses and railcars.
- Supported energy conservation and sustainability initiatives.
- Supported employee training and development.
- Developed the new Business Intelligence Unit.
- Continued the intensified cleaning and disinfecting activities to combat the COVID-19 pandemic.
- Maintained low rates of on-the-job injuries.

2022 PRIORITIES

- Implement the 2022 Service Management Plan.
- Adjust service as needed for construction projects and major special events.
- Review scheduled running times of selected routes to increase service dependability.
- Continue to assess bus stops for safety and spacing and continue to upgrade bus stop signs.
- Continue maintenance and cleaning of all assigned properties.
- Continue maintenance and cleaning of passenger shelters, Cleveland State Line stations, and the HealthLine.
- Continue intensive cleaning of buses and railcars.
- Coordinate and improve facility maintenance practices authority-wide.
- Coordinate and improve data analysis capabilities authority-wide.
- Support employee training and development.
- Promote safety and maintain low rates of on-the-job injuries.
- Prioritize activities that help connect the community.

SERVICE MANAGEMENT DEPARTMENT BUDGET

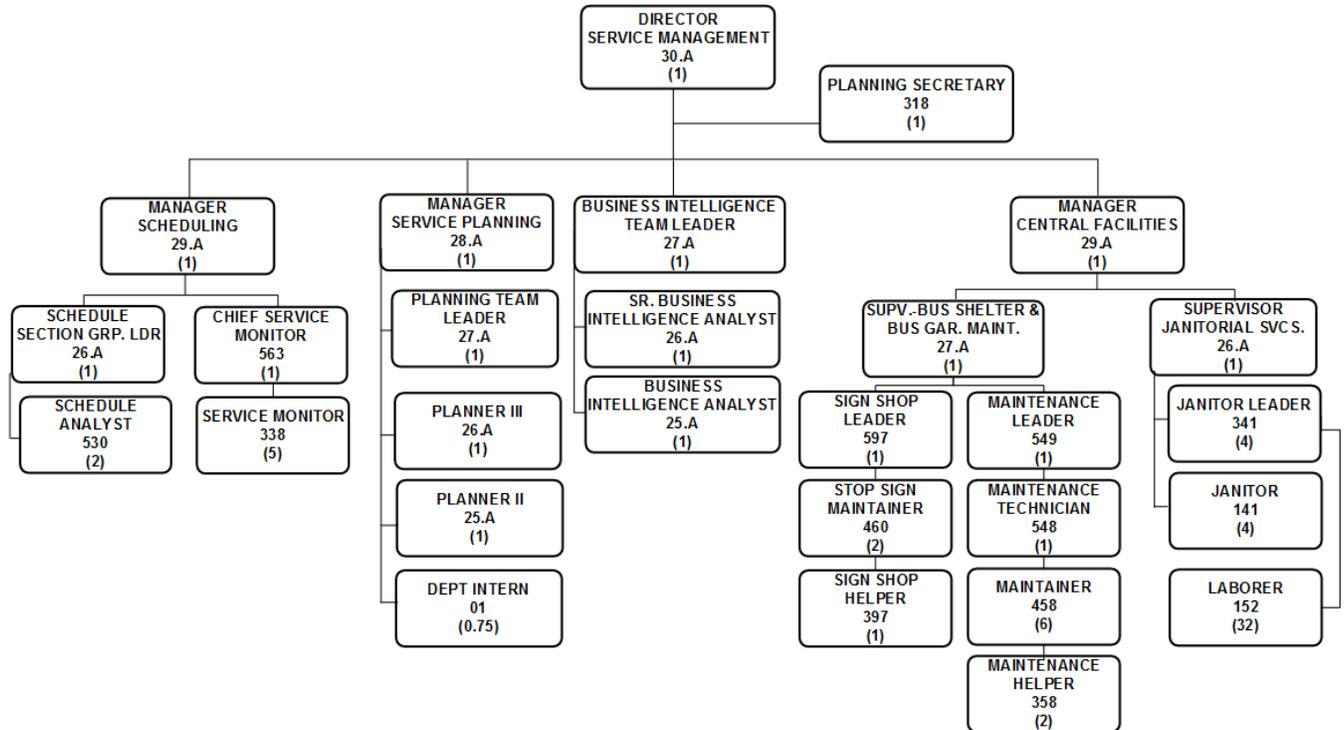
Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501200	Hourly Employees Payroll	2,074,098	2,383,310	2,646,894
501210	Overtime - Hourly Employees	21,380	176,131	80,000
501300	Labor - Salaried Employees	1,113,622	1,079,726	1,279,275
501310	Overtime - Salaried Employees	378	719	2,900
502000	Fringe Benefits	1,258,328	1,488,938	1,833,574
503000	Services	131,969	43,070	87,400
503052	Other Maintenance Contracts	647,076	641,765	681,526
504000	Material & Supplies	408,713	292,388	295,325
509000	Miscellaneous Expenses	4,379	495	10,000
509022	Meals & Concessions	76	200	300
Total		5,660,020	6,106,742	6,917,194

SERVICE MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
01	8942 Department Intern	0.75	0.75	0.75
	0141 Janitor	4.00	4.00	4.00
	0152 Laborer	15.00	31.00	31.00
03	0318 Planning Secretary	1.00	1.00	1.00
	0338 Service Monitor	5.00	5.00	5.00
	0358 Maintenance Helper	2.00	2.00	2.00
	0341 Janitor Leader	3.00	5.00	5.00
	0397 Sign Shop Helper	1.00	1.00	1.00
04	0460 Stop Sign Maintainer	2.00	2.00	2.00
	0458 Maintainer	6.00	6.00	6.00
05	0548 Maintenance Technician	1.00	1.00	1.00
	0530 Schedule Analyst	2.00	2.00	2.00
	0563 Chief Service Monitor	1.00	1.00	1.00
	0597 Sign Shop Leader	1.00	1.00	1.00
	0549 Maintenance Leader	1.00	1.00	1.00
25	1064 Planner II	2.00	2.00	2.00
	1741 Bus Intelligence Analyst	1.00	1.00	1.00
26	0793 Scheduling Section Group Leader	1.00	1.00	1.00
	0900 Supervisor Janitorial Service	1.00	1.00	1.00
	1274 Planner III	1.00	1.00	1.00
	1742 Senior Business Intelligence Analyst	1.00	1.00	1.00
27	0838 Planning Team Leader Operations	1.00	1.00	1.00
	0867 Bus Shelter/Garage Maintenance Supervisor	1.00	1.00	1.00
	1743 Bus Intelligence Team Lead/Supervisor	1.00	1.00	1.00

Grade	Job Name	2020	2021	2022
28	1346 Manager Service Planning	1.00	1.00	1.00
29	0791 Manager Central Facilities	1.00	1.00	1.00
	1436 Manager Scheduling	1.00	1.00	1.00
30.A	0775 Director-Operations-Service Management	1.00	1.00	1.00
Total		59.75	77.75	77.75

SERVICE MANAGEMENT DEPARTMENT ORGANIZATION CHART



36-POWER & WAY DISTRICT

OVERVIEW

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

2021 ACCOMPLISHMENTS

- Worked with construction contractors in the rehabilitation of bridges and track.
- Continued the heavy rail right-of-way rehabilitation through the replacement of track bed and rails for safer and smoother ride.
- Continued to reduce the number of on-job work related injuries.
- Maintained timely responses to all customer requests.
- Maintain fiber optic communication system to RTA facilities along the rapid right-of-way.
- Provided continuous propulsion power to all rapid transit lines.
- Maintained the power and signal systems in accordance with GCRTA's and Federal Safety standards.
- Emphasized efforts to recapture costs through grant reimbursements.
- Assist Engineering with construction projects (\$2,000,000) saved.

2022 PRIORITIES

Track Department

- Installing 1500 ties throughout light rail and Joint Territory.
- Installing 2000 ft. of Rail Light rail.
- Welding for Continuous Welded Rail (CWR) [removing of rail Joints]
- Installing switch stands Blue, Green, and heavy rail line.
- Maintenance welding system wide.
- E 55th yard Maintenance / Repairs.
- Geometry Car repairs system wide.
- Ultrasonic Car system wide.

Signal Department

- Rail Bonding installation & switch install E 55th yard.
- Switch replacement- E 55th yard
- Junction box replacement / repair System wide.
- UTE Switch heater install.
- Impedence Bonds Lightrail Repair.
- Install point indication at Warrensville and Green Switches.

Traction Power Line

- Fiberglass enclosures for Overhead replacement.
- Wayside Disconnect w/Remote Arms.
- Overhead Splice removal.
- Transformer Replacement WestPark.
- Relocation W 65th Poles
- Replace Thin Trolley E 29 to E 40th.

Substation

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

POWER & WAY DISTRICT BUDGET

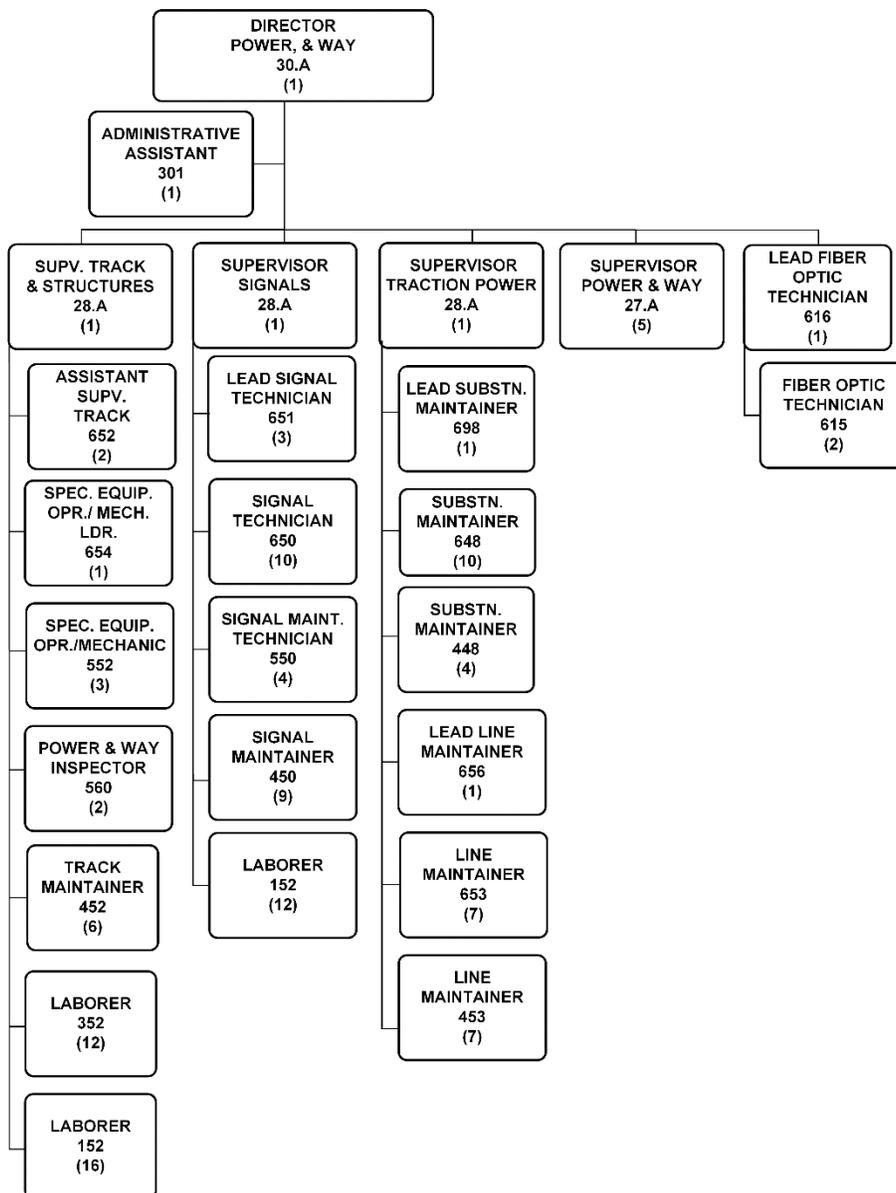
Object Class	Description	2020 Actual	2021- 3Q Estimate	2022 Budget
501200	Hourly Employees Payroll	5,406,087	5,568,249	6,482,682
501210	Overtime - Hourly Employees	1,049,544	1,005,537	1,000,000
501300	Labor - Salaried Employees	809,540	1,023,443	855,557
501310	Overtime - Salaried Employees	68,789	57,829	70,000
502071	W/C – Injuries and Damages	2,472,124	2,866,813	3,272,233
502000	Fringe Benefits	-	108	-
503000	Services	16,209	74,840	169,500
503052	Other Maintenance Contracts	173,880	452,675	523,147
504000	Material & Supplies	375,693	350,210	262,700
504051	Postage Expense	30	-	-
505010	Propulsion Power	2,114,385	2,674,117	2,529,000
509000	Miscellaneous Expenses	6,618	11,855	12,824
509022	Meals & Concessions	1,932	2,090	2,500
512000	Leases & Rentals	28,365	-	60,000
Total		12,523,197	14,087,766	15,180,143

POWER & WAY DISTRICT STAFFING

Grade	Job Name	2020	2021	2022
01	0152 Laborer Operations	17.0	19.0	28.0
03	0301 Administrative Assistant	1.0	1.0	1.0
	0352 Laborer	12.0	12.0	12.0
04	0448 Substation Maintainer	4.0	4.0	4.0
	0450 Signal Maintainer	12.0	9.0	9.0
	0452 Track Maintainer	6.0	6.0	6.0
	0453 Line Maintainer	7.0	7.0	7.0
05	0550 Signal Maintenance Technician	7.0	4.0	4.0
	0552 Special Equipment Op/Mechanic	3.0	3.0	3.0
	0560 Power & Way Inspector	2.0	2.0	2.0
06	0615 Fiber Optic Technician	2.0	2.0	2.0
	0616 Lead Fiber Optic Technician	1.0	1.0	1.0
	0648 Substation Maintainer	10.0	10.0	10.0
	0650 Signals Technician	7.0	10.0	10.0
	0651 Lead Signal Technician	2.0	3.0	3.0
	0652 Assistant Supervisor Track	2.0	2.0	2.0
	0653 Line Maintainer	7.0	7.0	7.0
	0654 Special Equipment Op/Mechanic Leader	1.0	1.0	1.0
	0656 Lead Line Maintainer	1.0	1.0	1.0

Grade	Job Name	2020	2021	2022
	0698 Lead Substation Maintainer	1.0	1.0	1.0
27	0762 Supervisor Power & Way	5.0	5.0	5.0
28	1234 Supervisor Signals	1.0	1.0	1.0
	1239 Supervisor of Traction Power	1.0	1.0	1.0
	1273 Supervisor Track & Structures	1.0	1.0	1.0
29	1526 Manager Power & Way	1.0	-	-
30	0758 Director Power & Way	-	1.0	1.0
Total		113.0	114.0	123.0

POWER & WAY DISTRICT ORGANIZATION CHART



38- SERVICE QUALITY MANAGEMENT

OVERVIEW

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

2021 ACCOMPLISHMENTS

- Training & Employee Development
 - Front Line Supervisor
 - Rail Winterization Training
 - Rail Control Center Supervisor Recertification
 - Customer Service Training
 - Inclusive Leadership Training
 - New Employee Orientation and Training
 - CTDS Manual Board Training
- Supervisors Refocus Program
 - Continue to review the process for improvements
- Managed tools and strategies to improve RTA's overall on-time performance
- Wrote and disseminated Service Quality Bulletins that were focused on improving service and on-time performance; Service Quality Memos that were focused on improving service and on-time performance; Service Quality Bus Reroute Memos; Track Orders; and Operating Orders
- Winter Service Management Plan for the 2021/22 season
- Screen Cloud digital data delivery system maintained at RTA's Central Bus Maintenance (CBM), SQ Woodhill, Main Office Building (MOB) ADA, Rail, Paratransit, Hayden, and Triskett Districts
- Completed and closed-out all Ohio Department of Transportation (ODOT) Correction Action Plans (CAPS)
- Presented on-time performance and scorecard measurements at OpStat
- Collaborated on numerous scheduled and unscheduled rail shutdowns in 2021
- New Operator Program – Monitored and maintained program throughout the year
- Bi-weekly Supervisor Assessment Reports (SAR) meetings with the districts
- Implemented different types of rail and bus block waivers that were used in TransitMaster for various issues
- Manage service for major events throughout Cuyahoga County

2022 PRIORITIES

- Focus on enhancing Customer Service/Experience for passengers and internal customers.
- Focus on providing training to all department employees.
- Focus on Budgetary Goals and keeping overtime pay to a minimum.
- Continued focus on the GCRTA Mission: Connecting the Community.
- Continued efforts to improve on-time performance.
- Continued focus on improving internal communications.

- Continued focus on improving accountability throughout the department.
- Continue to utilize the features in TransitMaster to inform customers of delays, detours, service replacements, elevator/escalator service issues and service changes via Transit App and social media.
- Continue collaborations with Intelligent Transportation Systems (ITS) department to implement Service Quality strategic and tactical plans. Includes incident management and reporting, customer communications, service management, dynamic route planning, operator performance management and dashboards.
- Continue to support and participate in the OpStat meetings.
- Continue to participate in Rail Team Forum meetings.
- Continue to collaborate with Marketing and Service Management to communicate to customers on service changes and notifications
- Continue to participate in BOSCO meetings.
- Continued focus on Safety (Bus & Rail Safety Ride Checks & Bus Trailing Checks)
- Continue focus on the New Bus Operator Program.
- Continue bi-weekly Supervisor Assessment Reports (SAR) meetings with the districts.

SERVICE QUALITY MANAGEMENT DEPARTMENT BUDGET

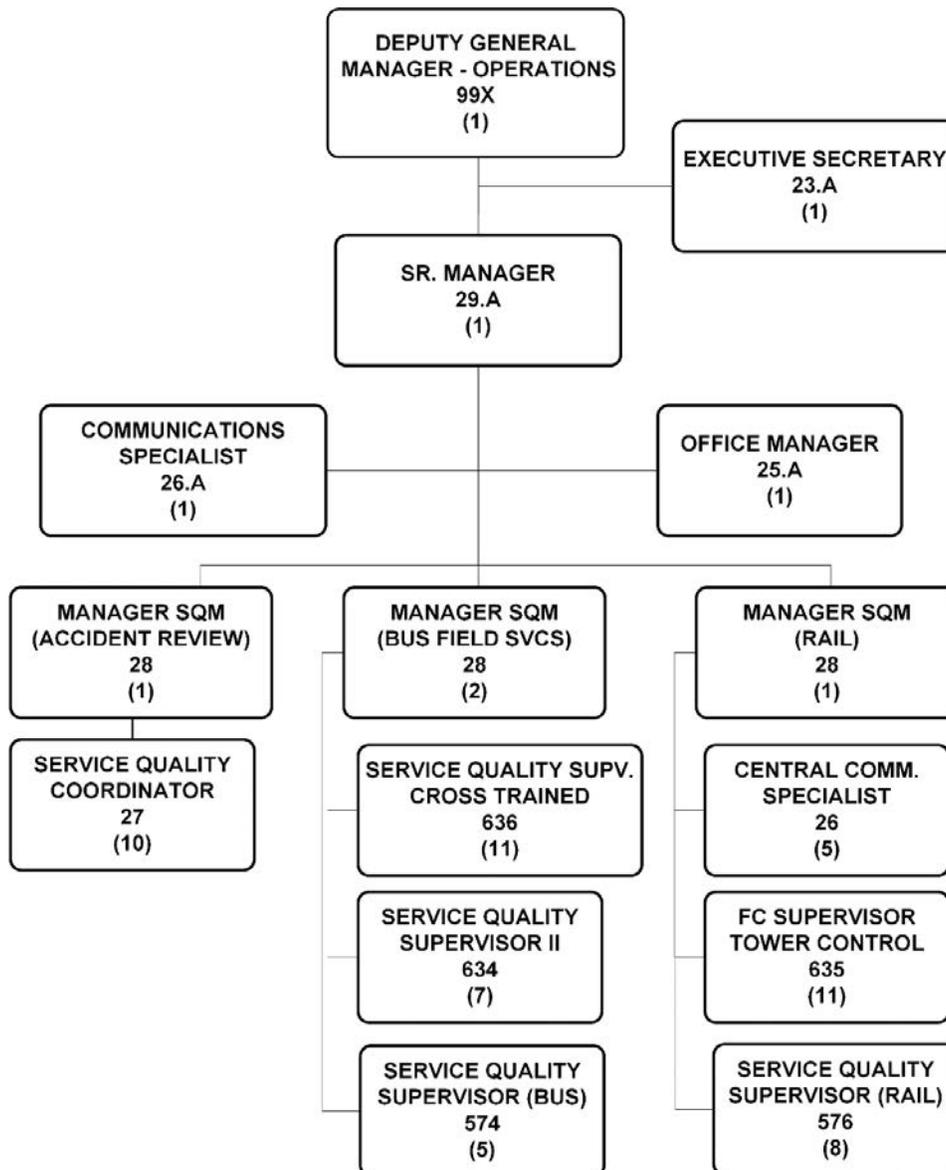
Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501200	Hourly Employees Payroll	-	37,627	-
501300	Labor Salaried Employees	5,201,845	4,767,455	5,258,967
501310	Overtime Salaried Employees	351,961	339,040	500,000
502000	Fringe Benefits	2,062,399	1,950,008	1,978,440
503049	Temporary Help	-	12,844	-
504000	Materials & Supplies	1,276	1,753	2,200
509000	Miscellaneous Expenses	3,281	2,751	9,325
509022	Meals & Concessions	771	531	1,000
Total		7,621,533	7,112,009	7,749,932

SERVICE QUALITY MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
05	0574 Service Quality Supervisor I	5.00	5.00	5.00
	0576 Service Quality Supervisor	8.00	8.00	8.00
06	0634 Service Quality Supervisor II	8.00	8.00	11.00
	0635 Supervisor Tower Control	11.00	11.00	8.00
	0636 Supervisor Cross Trained	9.00	10.00	10.00
23	0725 Executive Secretary	1.00	1.00	1.00
25	1675 Office Manager	1.00	1.00	1.00
26	1135 Communications Specialist	1.00	1.00	1.00
	1137 Central Communications Specialist	5.00	5.00	5.00

Grade	Job Name	2020	2021	2022
	1625 Performance Leader	1.00	-	0.00
27	1147 Service Quality Coordinator	9.00	10.00	10.00
28	0890 Manager Service Quality	3.00	3.00	3.00
29	0897 Senior Manager Service Quality	1.00	1.00	1.00
29	1655 Project Manager	-	1.00	1.00
99	9921 DGM Operations	1.00	1.00	1.00
Total		71.0	71.0	66.0

SERVICE QUALITY MANAGEMENT DEPARTMENT ORGANIZATION CHART



39- FLEET MANAGEMENT DISTRICT

OVERVIEW

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.

2021 ACCOMPLISHMENTS

Rail Car Replacement Project (RCRP)

- Advertised the rail car initial RFP.
- Conducted vendor debrief, industry review, updated specification and re-advertised RFP.
- Disposed of decommissioned 21 rail cars.
- Defined known infrastructure modifications for CRMF and Brookpark Shop.
- Established working group for Rail Equipment Depart Workforce Training.

Fleet Engineering & Quality Assurance

- Completed RCRP technical specifications.
- Vehicle Replacements
 - 16 Healthline BRTs (delivered)
 - 20 40' CNG Buses (ordered)
 - 10 Paratransit Cutaway Buses (ordered)
 - Purchased Non-Revenue Vehicle replacements
- Initiated new Quality Assurance programs
 - Preventative Maintenance (PM) Bus Inspection Audits
 - Expanded system inspection points for PM audits (Battery/Charging, Door and Air systems)
 - New vehicle delivery inspections

Supply Chain Management

- Assumed administration of all contracts centrally managed by Fleet Management to ensure vendor compliance and transparency.
- Incorporated Power & Way Stores operations into Fleet Management.
- Participated in the implementation of the Ultramain V9 upgrade project.
- Managed the disposal of over 90 scrap assets totaling over \$160k.

Central Equipment

- Completed over 20 buses in the Predictive Maintenance program.
- Prepared for service 19 new Gillig buses and 16 New Flyer Healthline BRTs.
- Supported disposal and removal of over 90 decommissioned vehicles.
- Upgraded and equipped Community Vaccine Bus and Holiday Trolley Bus.

Electronic Repair

- Maintained Preventative Maintenance (PM) compliance rate for farebox and cameras above 90%.

- Updated transit police radios to improve communication inter-operability with other State/County emergency services.
- Installed electronic systems for new bus deliveries (camera, farebox, radio, destination sign, Drivecam, Infotransit) – new Healthline BRT, 40' CNG and Paratransit Buses.

Facilities Maintenance

- Identified and initiated improvements to paint/storage room to support the Environmental & Sustainability Management System (ESMS) Program.
- Maintained Preventative Maintenance (PM) compliance rate for building equipment above 90%.
- Continued parking lot concrete repair, removed dead trees from medians and completed the pass-through lot project to help efficiencies in the Equipment department.

2022 PRIORITIES

Rail Car Replacement Project (RCRP)

- Issue NTP (Notice to Proceed) to a car builder for new rail cars.
- Develop the Master Project Schedule for the project.
- Conduct training on the Project Management Plan.

Fleet Engineering & Quality Assurance

- RCRP Support.
- Initiate and manage Electric Bus purchase.
Vehicle Replacements: New 40' CNG Buses, New Paratransit Cutaways.
- Expand Quality Assurance audits to more systems and processes.

Supply Chain Management

- Perform demand analysis on repair parts to ensure all parts are being processed properly in Ultramain.
- Fully participate in the implementation of the Ultramain V9 upgrade.
- Implement audit program for parts purchased with P-Card.

Central Equipment

- Expand planned maintenance programs at CBM.
- Prepare new bus fleets for service.
- Execute predictive maintenance for Gillig fleets.

Electronic Repair

- Complete new LTE Drivecam installations on all revenue bus fleets.
- Pilot new fare validator technology on the new Healthline BRT fleet.
- Upgrade Transit Police vehicle routers to support body worn cameras and vehicle camera systems.

Facilities Maintenance

- Achieve On-Time PM% goal of 93%.
- Upgrade exterior and interior LED lighting at Bus Loops and Transit Center.
- Reduce usage of disposable goods to help environment.

FLEET MANAGEMENT DISTRICT BUDGET

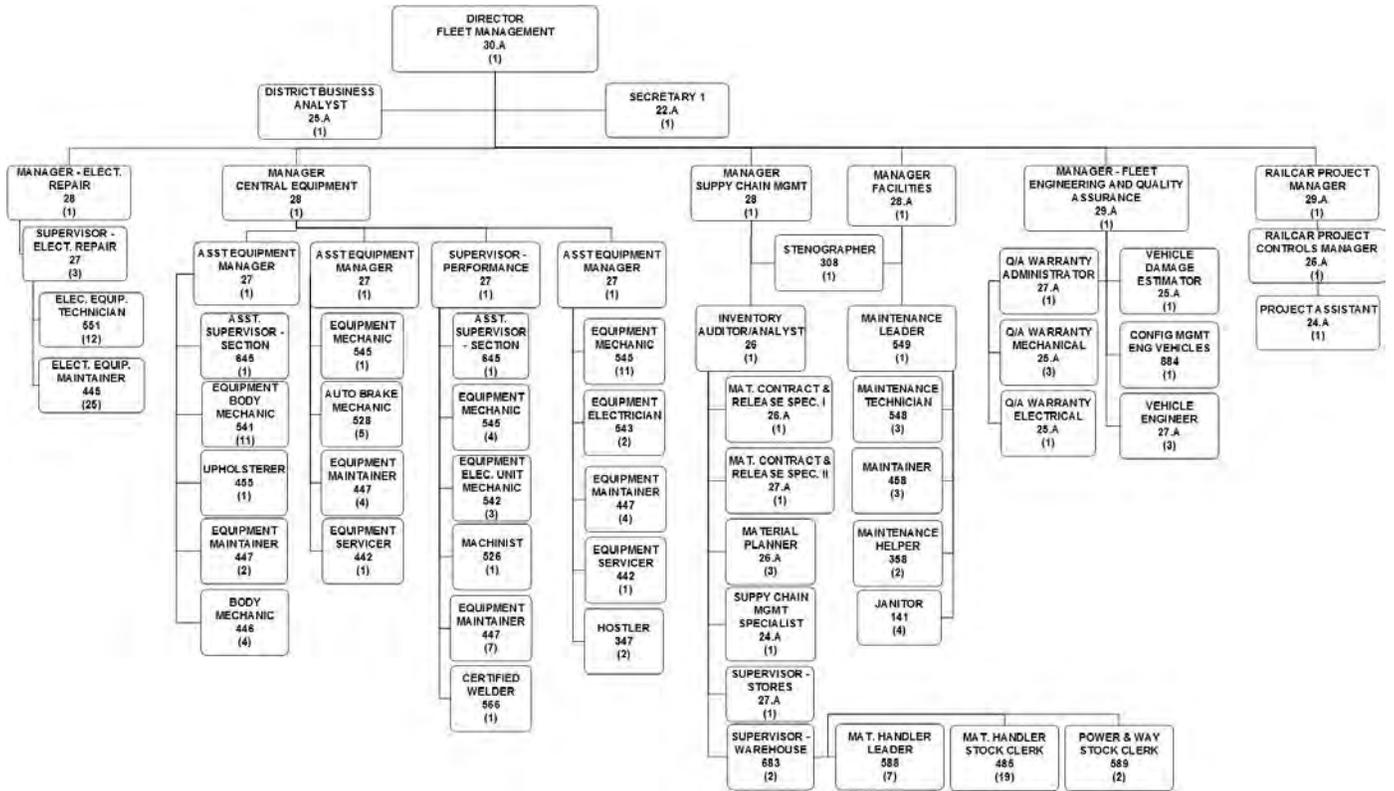
Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501200	Hourly Employees Payroll	8,324,816	8,511,587	9,147,255
501210	Overtime - Hourly Employees	499,645	450,259	495,000
501300	Labor - Salaried Employees	2,554,345	2,786,458	3,188,655
501310	Overtime - Salaried Employees	23,626	16,683	14,350
502000	Fringe Benefits	4,670,074	4,601,390	4,923,468
503000	Services	36,722	36,684	90,600
503052	Other Maintenance Contracts	161,154	156,116	226,558
201009	Materials & Supplies - Inventory	12,755,691	12,557,773	13,100,000
504000	Material & Supplies	717,642	330,166	491,825
504020	Diesel Fuel	3,529,814	3,386,135	2,784,000
504031	Gasoline - Storage Tanks	604,639	910,000	1,108,000
504090	Tires & Tubes	992,469	1,099,934.30	1,116,800
507000	Taxes	23,315	30,201	40,000
507050	State Fuel Tax	821,638	743,123	1,439,919
509000	Miscellaneous Expenses	49,253	39,648	41,663
509022	Meals & Concessions	156	962	1,000
Total		35,764,998	35,657,120	38,209,093
Total (Net Inventory)		23,009,307	23,099,347	25,109,093

FLEET MANAGEMENT DISTRICT STAFFING

Grade	Job Name	2020	2021	2022
01	0141 Janitor	4.00	4.00	4.00
03	0308 Stenographer	1.00	1.00	1.00
	0358 Maintenance Helper	2.00	2.00	2.00
	0347 Hostler	2.00	2.00	2.00
04	0442 Equipment Servicer	2.00	1.00	1.00
	0445 Elec Equipment Maintainer	25.00	25.00	25.00
	0446 Body Mechanic	4.00	4.00	4.00
	0447 Equipment Maintainer	17.00	18.00	18.00
	0455 Upholsterer	1.00	1.00	1.00
	0458 Maintainer	3.00	3.00	3.00
	0485 Material Handler/Stock Clerk	19.00	19.00	19.00
05	0548 Maintenance Technician	3.00	3.00	3.00
	0526 Machinist	1.00	1.00	1.00
	0528 Automotive Brake Mechanic	4.00	4.00	4.00
	0541 Equipment Body Mechanic Operations	11.00	11.00	11.00
	0542 Equip Elec Unit Mechanic Operations	2.00	3.00	3.00
	0543 Equipment Electrician	2.00	2.00	2.00
	0545 Equipment Mechanic	17.00	16.00	16.00
	0549 Maintenance Leader	1.00	1.00	1.00

Grade	Job Name	2020	2021	2022
	0551 Elec Equipment Technician	12.00	12.00	12.00
	0566 Certified Welder	1.00	1.00	1.00
	0588 Material Handler Leader	7.00	7.00	7.00
	0589 Power & Way Stock Clerk	2.00	2.00	2.00
06	0683 Supervisor Warehouse	2.00	2.00	2.00
	0645 Assistant Supervisor Section	3.00	3.00	3.00
22	0721 Secretary I	1.00	1.00	1.00
24	0860 Project Assistant	1.00	1.00	1.00
	1685 Supply Chain Management Specialist	1.00	1.00	1.00
25	1045 Supply Chain Contract Administrator	1.00	1.00	1.00
	1047 QA/Warranty Electrical	1.00	1.00	1.00
	1048 QA/Warranty Mechanical CDL	3.00	3.00	3.00
	1062 Vehicle Damage Estimator	1.00	1.00	1.00
	1085 Business Analyst	1.00	1.00	1.00
26	0863 Mat Contract & Release Specialist	1.00	1.00	1.00
	0874 Inventory Auditor/Analyst	1.00	1.00	1.00
	0889 Material Planner	3.00	4.00	4.00
	1967 Railcar Project Controls Manager	1.00	1.00	1.00
27	0753 Supervisor Electronic Repair	2.00	2.00	2.00
	0884 Configuration Management Engineer Vehicles	1.00	1.00	1.00
	0964 Mat Control & Release Spec II	1.00	1.00	1.00
	1173 Supervisor Stores	1.00	1.00	1.00
	1251 QA/Warranty Administrator	1.00	1.00	1.00
	1341 Vehicle Engineer	3.00	3.00	3.00
	1705 Assistant Equipment Manager	3.00	3.00	3.00
28	0759 Manager Central Equipment	1.00	1.00	1.00
	0761 Manager Facilities	1.00	1.00	1.00
	0774 Manager Supply Chain Management	1.00	1.00	1.00
	1686 Manager Electronic Repair	1.00	1.00	1.00
29	0768 Manager Fleet Planning & Engineering	1.00	1.00	1.00
	1968 Railcar Project Lead Manager	1.00	1.00	1.00
30	0779 Director Operations-Fleet Management	1.00	1.00	1.00
Total		183.0	184.0	184.0

FLEET MANAGEMENT DISTRICT STAFFING



43- PASS-THRUS DEPARTMENT

OVERVIEW

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

2021 ACCOMPLISHMENTS

- Administer the new agreement with the City of Medina.

2022 PRIORITIES

- Administer the new agreement with the City of Medina.

DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
509107	Pass Through Medina – MCPT	627,160	650,000	650,000
Total		627,160	650,000	650,000

46 - HAYDEN DISTRICT

OVERVIEW

The Hayden Bus District provides safe, reliable, clean, and courteous public transportation for the eastern portions of the GCRTA service area.

2021 ACCOMPLISHMENTS

- Completed Predictive Maintenance intervals on the 3400 and 3600 Gillig Fleets.
- Achieved over 13,500 Miles Between Service Interruptions.
- Achieved over 85% on-time revenue vehicle mileage Preventative Maintenance (PM) compliance rate.
- Achieved 90% on-time Facilities Maintenance compliance rate.
- Achieved over 85% on-time performance for all Hayden bus routes.
- Achieved vehicle cleanliness goal of less than 14 days between major cleans.

2022 PRIORITIES

- Complete all Predictive Maintenance service intervals on all Gillig bus fleets.
- Achieve 15,625 Miles Between Service Interruptions.
- Achieve RTA Together Everyone Achieves More (TEAM) goal of 5.0% Absenteeism Rate.
- Leverage the DriveCam Performance Monitoring System in order to achieve collisions and risky driving reductions.
- Reduce Preventable Collision rate to RTA TEAM goal of 1.25 collisions per 100,000 miles.
- Achieve vehicle cleanliness stretch goal of 10 days between major cleans.

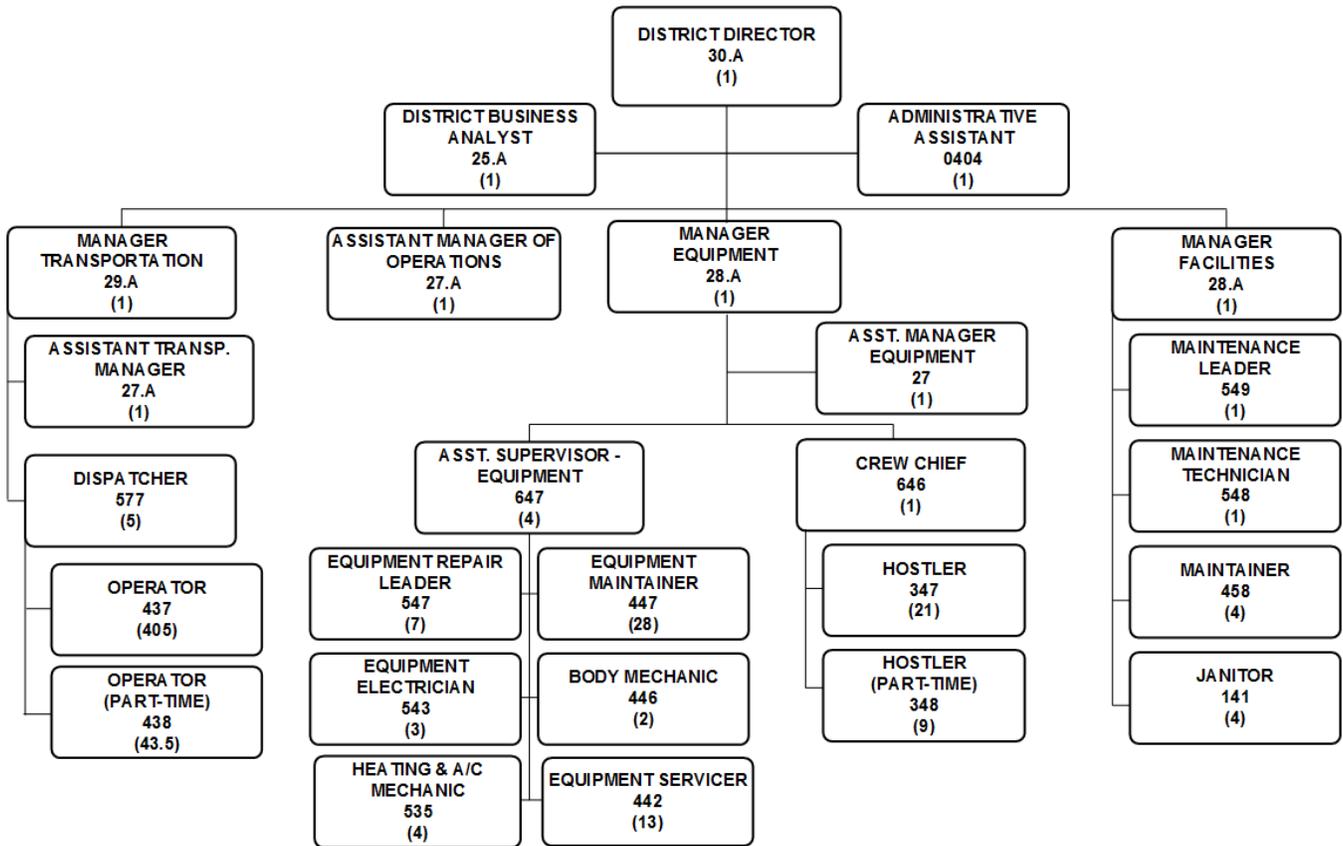
HAYDEN DISTRICT BUDGET

Object Class	Description	2021 Actual	2021 – 3Q Estimate	2022 Budget
501100	Bus Operators' Labor	20,128,857	20,097,383	21,319,019
501110	Overtime - Bus Operators	4,696,318	5,094,645	4,300,000
501200	Hourly Employees Payroll	5,149,977	5,295,197	5,534,115
501210	Overtime - Hourly Employees	259,541	291,650	226,600
501300	Labor - Salaried Employees	1,438,483	1,486,057	1,520,369
501310	Overtime - Salaried Employees	167,171	130,822	160,000
502000	Fringe Benefits	11,591,571	12,232,111	12,991,935
502071	W. C. - Injuries & Damages	2,338	146	-
503000	Services	32,492	19,966	22,000
504000	Material & Supplies	90,927	92,554	127,500
504021	Compressed Natural Gas	324,350	303,000	424,000
509000	Miscellaneous Expenses	-	2,302	8,250
509022	Meals & Concessions	-	365	400
Total		43,882,026	45,046,197	46,634,188

HAYDEN DISTRICT STAFFING

Grade	Job Name	2020	2021	2022
01	0141 Janitor	4.00	4.00	4.00
03	0347 Hostler	21.00	21.00	21.00
	0348 Hostler Part Time	9.00	9.00	9.00
04	0442 Equipment Servicer	16.00	16.00	15.00
04	0437 Operator	405.00	405.00	440.00
	0438 Operator Part Time	43.50	43.50	15.00
04	0404 Administrative Assistant	1.00	1.00	1.00
04	0446 Body Mechanic	2.00	2.00	2.00
	0447 Equipment Maintainer	25.00	25.00	26.00
	0458 Maintainer	4.00	4.00	4.00
05	0548 Maintenance Technician	1.00	1.00	1.00
	0535 Heating/AC Mechanic	4.00	4.00	4.00
	0543 Equipment Electrician	3.00	3.00	3.00
	0547 Equipment Repair Leader	7.00	7.00	7.00
	0549 Maintenance Leader	1.00	1.00	1.00
	0577 Dispatcher	5.00	5.00	5.00
06	0646 Crew Chief	1.00	1.00	1.00
	0647 Assistant Supervisor Equipment	4.00	4.00	4.00
25	1085 District Business Analyst	1.00	1.00	1.00
27	1088 Assistant Transportation Manager	1.00	1.00	1.00
	1090 Assistant Manager Of Operations	1.00	-	0.00
	1705 Assistant Equipment Manager	1.00	2.00	2.00
28	0761 Manager Facilities	1.00	1.00	1.00
	0851 Manager Equipment	1.00	1.00	1.00
29	0786 Manager Transportation	1.00	1.00	1.00
30	0777 District Director	1.00	1.00	1.00
Total		564.50	564.50	571.0

HAYDEN DISTRICT ORGANIZATION CHART



49- TRISKETT DISTRICT

OVERVIEW

The Triskett Bus District provides safe, reliable, clean, and courteous public transportation for the western portions of the GCRTA service area.

2021 ACCOMPLISHMENTS

- Monitored Drive Cam events and aggressively worked with operators to reduce the frequency of events caused by risky behavior.
- Worked with Service Quality to target underperforming routes and operators for On Time Performance.
- Achieved vehicle cleanliness goals of less than 14 days between interior washes (9.84 days).
- Sustained daily cleaning and disinfecting of all vehicles to combat Covid-19.
- Improved On Time Performance to 84%.
- Achieved Mileage Preventive Maintenance (PM) Compliance goal (87%).
- Achieved Facility PM Compliance goal (90%).
- Met Operational Budget Goals.
- On track for completion of Triskett infrastructure upgrades.
- Completed CNG fueling station at the Triskett Garage.

2022 PRIORITIES

- Continue to instill a Safety Culture orientation within all Operations Division organizational units.
- Continue to address Covid-19 and all related safety issues.
- Support Operation Division's initiatives to reduce costs and improve the Authority's business practices and services.
- Continue reduction of On-The-Job Injury Rate through analysis and follow through.
- Continue to aggressively enforce energy conservation and sustainability initiatives.
- Continue monitoring of Drive Cam Events and address identified risky drivers.
- Continue priority focus on improving customer communications, service delivery, and community engagement.
- Continue efforts to support HR in hiring process of operators and mechanics.
- Onboard CNG Coaches to provide operational revenue service from Triskett.
- Implement Project Management Plan (PMP) for new fleets arriving at district.
- Continue to execute and complete the PMP's for the D-3500 Fleet.
- Below are budget and staffing highlights of the Triskett District Department.

TRISKETT DISTRICT BUDGET

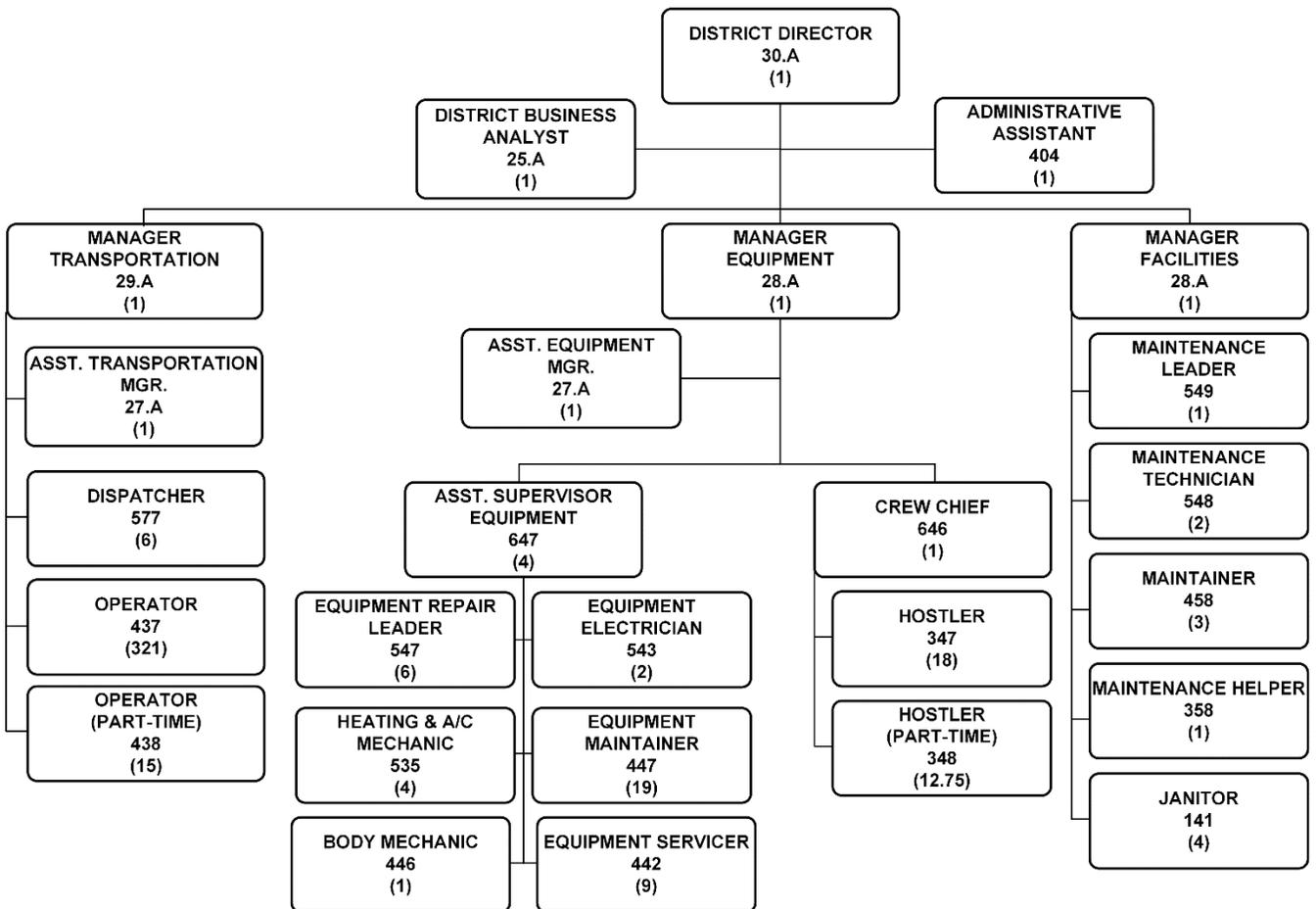
Object Class	Description	2020 Actual	2021 – Q3 Estimate	2022 Budget
501100	Operator Labor	14,761,115	14,671,402	15,662,902
501110	Operator Overtime	2,715,893	3,306,707	2,500,000
501200	Hourly Labor	4,457,564	4,459,531	4,692,579
501210	Hourly Overtime	453,542	367,606	460,000
501300	Labor Salaried Employees	1,388,725	1,438,294	1,570,962
501310	Overtime Salaried Employees	186,987	145,581	125,000
502000	Fringe Benefits	8,889,801	9,270,871	10,201,976
502071	W/C – Injuries & Damages	702	-	-
503000	Services	47,603	56,246	74,300
504000	Materials & Supplies	66,224	67,860	77,700
504021	Compressed Natural Gas	-	39,600	148,500
509000	Miscellaneous Expenses	-	2,277	9,200
509022	Meals & Concessions	-	100	400
Total		32,968,156	33,826,074	35,523,519

TRISKETT DISTRICT STAFFING

Grade	Job Name	2020	2021	2022
1	0141 Janitor	4.0	4.0	4.0
3	0347 Hostler	18.0	18.0	18.0
	0348 Hostler PT	13.0	13.25	12.75
	0358 Maintenance Helper	1.0	1.0	1.0
4	0404 Administrative Assistant	1.0	1.0	1.0
	0437 Operator	300.0	300.0	321.0
	0438 Operator PT	32.0	32.0	15.0
	0442 Equipment Servicer	8.0	9.0	9.0
	0446 Body Mechanic	1.0	1.0	1.0
	0447 Equipment Maintainer	20.0	19.0	19.0
	0458 Maintainer	3.0	3.0	3.0
5	0535 Heating/AC Mechanic	4.0	4.0	4.0
	0543 Equipment Electrician	2.0	2.0	2.0
	0547 Equipment Repair Leader	5.0	6.0	6.0
	0548 Maintenance Technician	2.0	2.0	2.0
	0549 Maintenance Leader	1.0	1.0	1.0
	0577 Dispatcher	5.0	5.0	6.0
6	0646 Crew Chief	1.0	1.0	1.0
	0647 Assistant Supervisor Equipment	4.0	4.0	4.0
25	1085 District Business Analyst	1.0	1.0	1.0
27	1088 Assistant Transportation Manager	1.0	1.0	1.0
	1705 Assistant Equipment Management	1.0	1.0	1.0

Grade	Job Name	2020	2021	2022
28	0761 Manager Facilities	1.0	1.0	1.0
	0851 Manager Equipment	1.0	1.0	1.0
29	0786 Manager Transportation	1.0	1.0	1.0
30	0777 District Director	1.0	1.0	1.0
Total		433.0	433.25	437.75

TRISKETT DISTRICT ORGANIZATION CHART



58-INTELLIGENT TRANSPORTATION SYSTEMS

OVERVIEW

The Intelligent Transportation Systems (ITS) department manages software applications and supporting technology to improve and enhance RTA's Operations division. ITS strives for continuous improvement and anticipates the needs of customers.

2021 ACCOMPLISHMENTS

At the end of 2020, ITS created an internal five-year Strategic Plan. The plan consists of four main pillars: maintenance, service delivery, customer experience, and safety. Each of the pillars is dedicated to improving transit through technology. ITS started and completed various projects that align with one of the four pillars.

Maintenance

- All major components on fixed route vehicles were monitored in real-time. Alerts were sent to key team members prior to critical failures
- Replaced paper pre-trip cards with digital format saving more than 240,000 pieces of paper annually
- Started the v9 Ultramain upgrade

Service Delivery

- On-time performance is at its highest level due to improved vehicle location data. More than 500 vehicles are tracked every 15 seconds
- Improving the way the HealthLine vehicles are monitored- transitioning from time to spacing based system
- Started the HASTUS 2021 upgrade

Customer Experience

- More than 10% of all riders utilize real-time applications to monitor vehicle departures
- Riders utilize RTA vehicles for complimentary WiFi with average of 16 Terabytes of data per month

Safety

- Replaced 130 transit police radios
- Replaced transit police dispatch consoles
- Issuing 130 body worn cameras for transit police. 1st time at GCRTA. All video will be stored in a cloud based system with unlimited storage

2022 PRIORITIES

Maintenance

- Software upgrades

Service Delivery

- Mobile routers for service quality and electronic repair
- Headway management
- Scheduling software upgrade
- TransitMaster upgrade

Customer Experience

- Contactless payment/trip planning

Safety

- Transit Police cruiser routers and consoles
- Transit Police dash cams

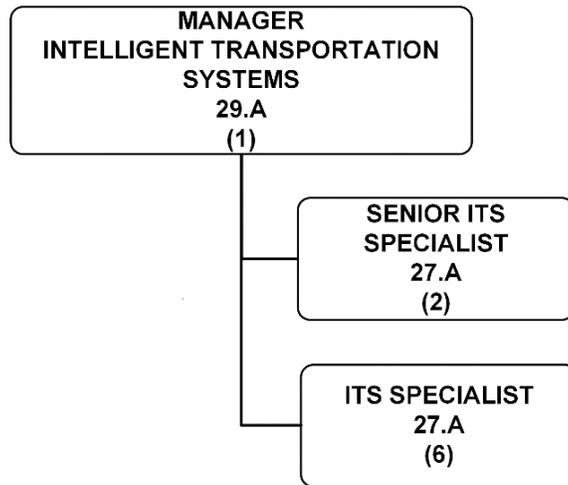
INTELLIGENT TRANSPORTATION SYSTEMS DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501300	Labor - Salaried Employees	542,169	686,468	715,248
501310	Overtime - Salaried Employees	-	-	-
502000	Fringe Benefits	195,114	246,279	250,408
503000	Services	-	-	-
503052	Other Maintenance Contracts	908,721	1,196,147	1,159,957
504000	Material & Supplies	(220,583)	11,586	63,200
509000	Miscellaneous Expenses	6,536	2,250	2,600
509022	Meals & Concessions	295	-	1,000
512000	Leases & Rentals	-	-	-
Total		1,432,252	2,142,730	2,192,413

INTELLIGENT TRANSPORTATION SYSTEMS DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
26	1691 ITS Specialist	6.0	6.0	6.0
27	1692 Senior ITS Specialist	2.0	2.0	2.0
29	1726 ITS Manager	1.0	1.0	1.0
Total		9.0	9.0	9.0

INTELLIGENT TRANSPORTATION SYSTEMS ORGANIZATION CHART



02- FINANCE DIVISION

OVERVIEW

As an integrated group of professionals, the Finance 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.

CONNECTION TO STRATEGIC PLAN

The Finance Division is committed to providing financial sustainability, excellence in financial stewardship, a culture of continuous improvement, and supporting the operational and capital needs of the Authority.

2021 ACCOMPLISHMENTS

- Obtained over \$20 million in competitive grants.
- Expedited procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Monitored procurement processes to reduce time required to process payments to vendors and employees by revising the payments process and streamlining procedures.
- Received Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).
- Received Distinguished Budget Presentation Award from the GFOA for the 2021 Budget Document.
- Assisted in the completion of the Single Audit.
- Administered the Authority's Disadvantaged Business (DBE) Program in full compliance with federal laws and regulations.
- Managed the Authority's Records Management Program.
- Managed the Energy Price Risk Management Program.
- Developed and managed 2021 Operating Budget.
- Managed 2021 expenditures to increase transfer to the Railcar Replacement fund by \$15 million.
- Effectively managed the drawdowns of the various federal stimulus programs (CARES, CRRSAA, ARP).
- Strategically managed unrestricted revenues to develop a long term plan of allocating funds to meet the Authority's operating and capital needs.
- Initiated and completed a debt reduction plan and through bond defeasance of approximately \$57.5 million.
- Managed the TransitStat program.
- Managed the 2021 Capital Improvement Plan (CIP) and developed the 2022-2026 CIP.
- Managed the 2022 Capital Grants Application process.
- Maintained excellence in financial stewardship and accountability
- Conducted financial projections to ensure financial stability during pandemic.

2022 PRIORITIES

- Implement process improvements that support the Authority's strategic plan.
- Develop a plan to continue to secure funding for Rail Car Replacement. Manage 2022 Operating Budget and 2022 Capital Improvement Plan (CIP).
- Continue to expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Maintain excellence in financial stewardship.
- Support and maintain Fare Collection System.
- Continue to maintain and improve cash handling processes, fare collection security and vaulting process.
- Prepare Annual Comprehensive Financial Report conforming to the requirements outlined by the Government Finance Officers Association (GFOA) for the year ended December 31, 2021.
- Assist in the completion of the Single Audit.
- Administer the Authority's Disadvantaged Business (DBE) Program in compliance with all applicable federal laws and regulations.
- Assist departments in minimizing the Authority's overall administrative costs.
- Continue management of Authority's Records Management Program.
- Continue to manage the Energy Risk Management Program to ensure budget stability.
- Administer 2022 Capital Grant Application process.
- Develop 2023 Capital Improvement Plan (CIP) and 2023-2027 CIP Program.
- Manage TransitStat Program and lead efforts in the Authority's strategic planning performance management.
- Participate in management of Enterprise Business Suite Information Systems and actively support the migration to Oracle SaaS platform.
- Drive a culture of continuous improvement in the Finance Division.
- Develop 2023 Operating Budget.
- Conduct thorough review of policies and update as necessary.
- Develop 2022 Budget Document conforming to the requirements by the GFOA.
- Manage challenges from Covid-19.
- Financial oversight control costs to sustain financial health.

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

FINANCE DIVISION



Success Outcomes	Metric	FY2022 Performance Goals	Objective	Definition
Customer Experience	Financial Management - Customer Perception	20%	↑	% of customers that agrees or strongly agrees that GCRTA manages financial resources well
	Internal Net Promoter Score	15	↑	The Net Promoter Score of Finance and Administration functions as rated by GCRTA employees
Community Value	Financial Management - Community Perception	15%	↑	% of community that agrees or strongly agrees that GCRTA manages financial resources well
Financial Sustainability	Committed Funds to Capital Fund Goal	\$10M	–	Reduction of the unfunded capital projects by \$10M
	Operating Expense Covered by Own Source Revenue	15%	–	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)
	One-Month Operating Reserve	\$20M	–	Maintain balance of 1 month operating reserve
	Three-Year Net Position	\$20M	–	Minimum of 1 month operating reserve on the rolling 3-year basis
	Accounts Receivable Aging	10%	↓	% reduction in 90 days due in accounts receivable aging report
Employee Engagement	Division Employees Agree Supervisor Invested in Growth and Success	5%	↑	% of employees that agree or strongly agree that their Supervisor is invested in their growth and success
	Division Employees Understand Vision and Direction of GCRTA	10%	↑	% of employees that agree or strongly agree that they understand the vision and direction of GCRTA
	Division Employees Understand How Performance Linked to Organizational Success	20%	↑	% of employees that agree or strongly agree that they understand how their performance contributes to organizational success
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend Division as a place to work

10- OFFICE OF BUSINESS DEVELOPMENT

OVERVIEW

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

2021 ACCOMPLISHMENTS

DBE Participation

21.8 % DBE Participation on Board approved FFY 2021 contracts of \$18,722,892 for a total of \$4,083,508 (not including Transit Motor Vehicles and Real Estate, as per federal regulations).

DBE Certifications

- New Certifications: 13
- No Change Declaration: 65
- On-Site Review: 4

Program Compliance

- Contract Goal Setting: 62
- Certified Payrolls Reviewed: 62

Outreach and Community Engagement

- Participated on Greater Cleveland Partnership / Council of Smaller Enterprises (GCP/COSE): B2B Matchmaker Event (Virtual)
- Participated on 6th Annual Greater Summit Business Conference & Expo (Virtual)
- Participated on 5th Annual Speaking of Women Leadership Panel (Virtual)
- Participated on Project Management for Administrative Professionals Webinar
- Participated on the Next: Expanding Minority Entrepreneurship & Economic Equity Event Host by Franklin County (Virtual)
- Participated on the National Association Minority Contractors (NAMC) – Disparity Study Meeting (Virtual)
- Participated on Northeast Ohio Hispanic Center for Economic Development (NEOHCED)'s 5th Annual Construction Opportunity Fair (Virtual)
- Participated on Opening Your Doors to More Business with SBA & Other Governmental Agencies Workshop (Virtual)
- Participated on the 4th Annual Civil Rights Transportation Symposium "Inclusion through Innovation" (Virtual)
- Participated on 7th Greater Summit Business Conference & Expo (Virtual)
- Hosted 2022-2024 DBE Triennial Advisory Committee Meeting
- Hosted NAMC session: Contracting with Government Entities
- Hosted Small Purchase Process meeting with Procurement
- Office of Business Development received Best in Class Award on behalf of Authority in Diversity, Equity & Inclusion

2022 PRIORITIES

- Certification of firms to participate as 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 2022
- Increase Hispanic Contracting Opportunities
- Continue Employee Development, FTA & DBE Training

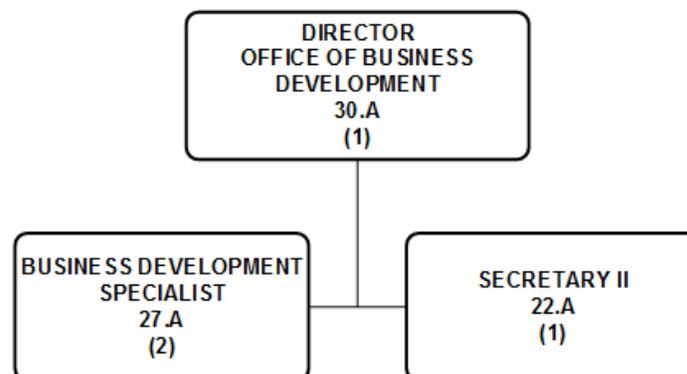
OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 -3Q Estimate	2022 Budget
501200	Hourly Employees Payroll	3,395	-	-
501300	Labor - Salaried Employees	300,418	312,764	323,471
501310	Overtime - Salaried Employees	-	-	-
502000	Fringe Benefits	115,400	119,573	112,211
503000	Services	-	-	-
503020	Advertising Fees	-	400	300
504000	Material & Supplies	524	-	550
509000	Miscellaneous Expenses	1,269	2,104	4,330
509022	Meals & Concessions	404	267	400
Total		421,410	435,108	441,262

OFFICE OF BUSINESS DEVELOPMENT STAFFING

Grade	Job Name	2020	2021	2022
22	0723 Secretary II	1.0	1.0	1.0
27	0879 Business Dev Specialist	2.0	2.0	2.0
30	0872 Director	1.0	1.0	1.0
Total		4.0	4.0	4.0

OFFICE OF BUSINESS DEVELOPMENT ORGANIZATION CHART



Department Budgets- Finance Division

6o- ACCOUNTING DEPARTMENT

OVERVIEW

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

2021 ACCOMPLISHMENTS

- Successfully worked through Covid-19 challenges and limitations.
- Improved department performance and expedited workflow.
- Prepared closing and generation of internal use financial statements.
- Successfully managed various Grant draw-downs to support operating activities.
- Tracked and achieved Accounting Financial Metrics for 2021, including improving the collections of delinquent Accounts Receivable.
- Obtained the Certificate of Excellence in Financial Reporting for the Fiscal Year Ended December 31, 2019, from the Government Finance Officers Association (GFOA).
- Prepared Annual Comprehensive Financial Report for the year ended December 31, 2020, conforming to the requirements outlined by the GFOA.
- Completed the 2020 Financial Audit and Single Audit, obtaining the Ohio Auditor of State Award with Distinction.

2022 PRIORITIES

- Continue to work through Covid-19 challenges and limitations.
- Migrate Financial Systems and Reporting to the Oracle Cloud application.
- Continue to evaluate the Oracle based expense report for travel as an online process.
- Continue efforts in improving and increasing internal financial reporting.
- Continue to improve department performance and expedite workflow.
- Coordinate completion of the 2021 Financial Audit and Single Audit.
- Submit financial statements, footnotes and statistical tables to the Local Government Services (LGS).
- Prepare and submit the Annual Comprehensive Financial Report to the GFOA.
- Continue to centralize contracts and agreements for leases and other revenue generating opportunities.
- Lead improvement efforts with collaboration with key stakeholder groups to make sure that asset management and state of good repairs are reconciled and reported in accordance with FTA guidelines.

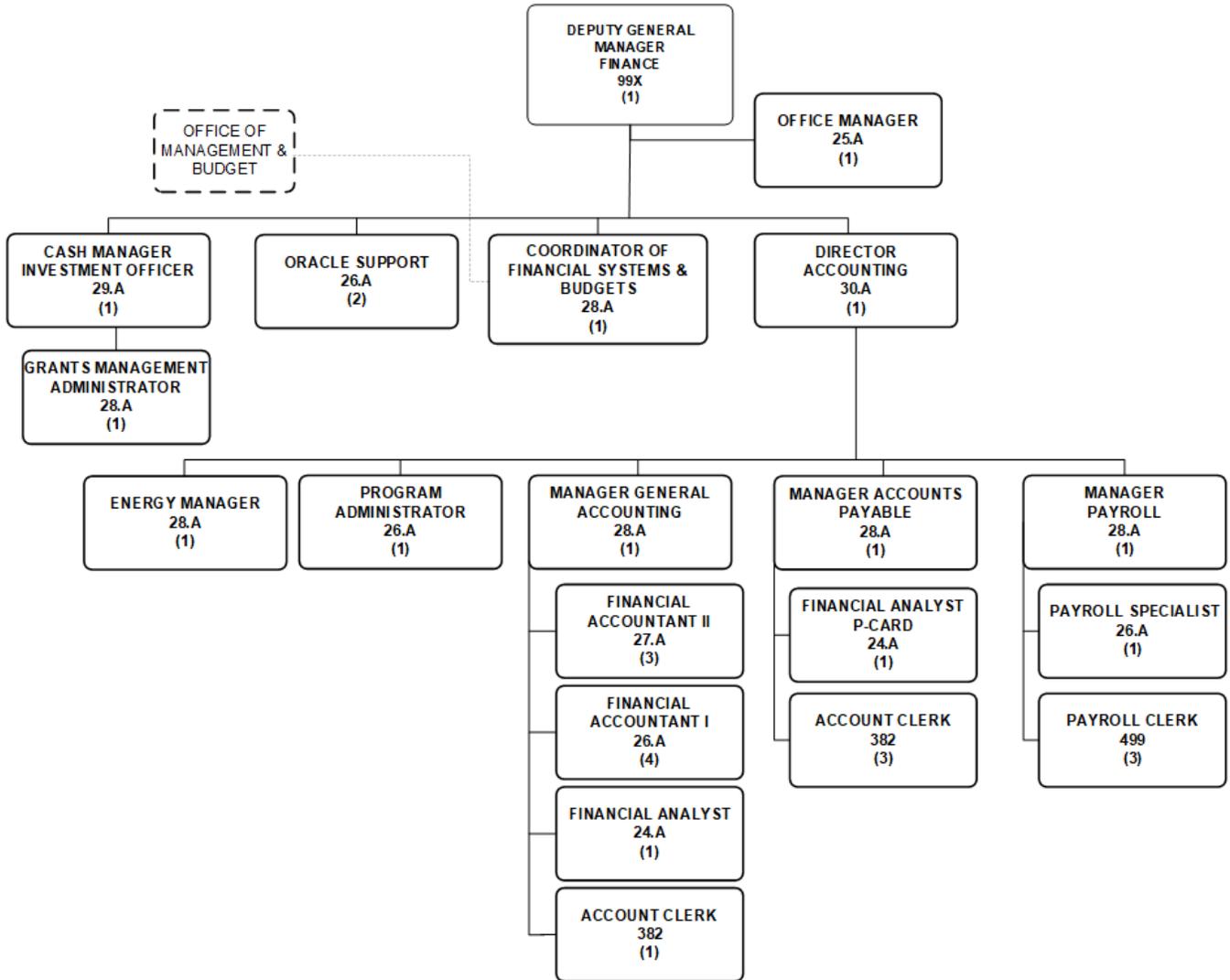
ACCOUNTING DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501300	Labor - Salaried Employees	1,712,210	1,776,829	2,100,541
501310	Overtime - Salaried Employees	29,852	27,873	30,000
502000	Fringe Benefits	647,915	678,243	792,974
503000	Services	732,931	613,549	1,294,000
503049	Temporary Help	15,098	55,594	25,000
503052	Other Maintenance Contracts	13,385	25,200	64,600
504000	Material & Supplies	8,186	4,041	18,500
509000	Miscellaneous Expenses	2,875	3,616	20,800
509022	Meals & Concessions	-	1,212	600
Total		3,162,452	3,186,158	4,347,015

ACCOUNTING DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
03	0382 Account Clerk	4.0	4.0	4.0
04	0499 Payroll Clerk	3.0	3.0	3.0
	0757 Administrative Assistant	1.0	-	-
24	1959 Financial Analyst	2.0	2.0	2.0
25	0765 Grants Writer / Analyst	1.0	-	-
	1675. Office Manager	-	1.0	1.0
26	1080 Financial Accountant I	5.0	3.0	3.0
	1725 Program Administrator/Financial Accountant	1.0	1.0	1.0
	0857 Payroll Administrator	1.0	1.0	1.0
	TBD Oracle Support	-	-	2.0
27	1086 Financial Accountant II	2.0	4.0	4.0
28	1161 Manager General Accounting	1.0	1.0	1.0
	1166 Manager Payroll	1.0	1.0	1.0
	1167 Manager Accounts Payable	1.0	1.0	1.0
	1626 Energy Manager	1.0	1.0	1.0
	0871 Coordinator Fin. Sys. & Budgets	-	-	1.0
	TBD Grants Management Administrator	-	1.0	1.0
29	1263 Cash Manager, Investment Officer	1.0	1.0	1.0
30	1427 Director Accounting	1.0	1.0	1.0
99	9941 DGM Finance & Administration	1.0	1.0	1.0
TOTAL		28.0	27.0	30.0

ACCOUNTING DEPARTMENT ORGANIZATION CHART



62-SUPPORT SERVICES DEPARTMENT

OVERVIEW

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.

2021 ACCOMPLISHMENTS

- Continued efforts in Records Management Program by updating GCRTA Records Retention Schedules and coordinating the purging of obsolete records to reduce storage cost:
 - Disposal of 580 boxes that were in off-site storage.
 - Six (6) department retention schedules in approval process with The Ohio History Connection
- Continued for the 3rd year, the chair replacement project, providing thirty-five (35) more new ergonomic desk chairs to employees, while setting a standard for future chair replacements. New chairs replaced those that were over twenty (20) years old.
- Successful completion of other furniture projects including but not limited to:
 - Office of Business Development new cubicle system
 - Offices updated with new furniture at Main Office, Central Bus Maintenance Facility and Rail Transportation
 - Caucus Room chairs replaced to meet ADA standards at the Main Office as well as the replacement of Training Tables at Paratransit
- Purchase and installation of new platemaker system (thermal platesetter) at the Print Shop for making the plates that are used to print timetables.
- Print Shop at Woodhill and Copy Center at Main Office handled extra print requests for new Marketing department branding materials as well as increased Human Resources hiring outreach materials.
- The Copy Center at Main Office collaborated with Labor Relations to get the drivers pick packets printed in the wake of the pandemic, something that was previously handled by outside print companies.
- Worked with IT department to utilize Airslate for more efficient tracking of department requests.

2022 PRIORITIES

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

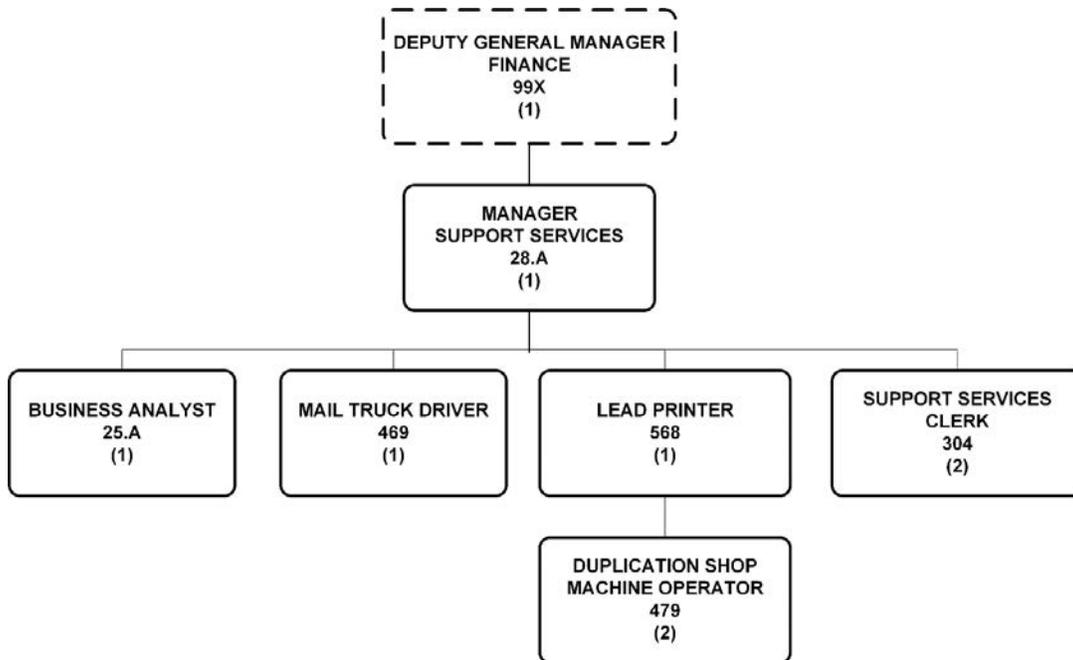
SUPPORT SERVICES DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501200	Hourly Employees Payroll	64,126	62,856	67,730
501210	Overtime - Hourly Employees	-	32	100
501300	Labor - Salaried Employees	399,985	396,984	461,767
501310	Overtime - Salaried Employees	680	348	2,500
502000	Fringe Benefits	178,998	187,179	206,208
503000	Services	11,198	2,701	10,600
503049	Temporary Help	0	13,924	0
503052	Other Maintenance Contracts	94,669	143,454	103,485
504000	Material & Supplies	14,837	4,303	14,600
504051	Postage Expense	41,682	54,011	54,000
504052	Duplicating Material & Supplies	92,408	56,852	90,000
509000	Miscellaneous Expenses	26	1,039	2,308
512000	Leases & Rentals	90,774	85,253	103,000
TOTAL		989,381	1,008,936	1,116,298

SUPPORT SERVICES DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
03	0304 Support Services Clerk	2.0	2.0	2.0
04	0469 Mail Truck Driver	1.0	1.0	1.0
	0479 Dup Shop Machine Operator	2.0	2.0	2.0
05	0568 Lead Printer	1.0	1.0	1.0
25	1085 Business Analyst	-	1.0	1.0
28	0868 Manager Support Services	1.0	1.0	1.0
TOTAL		7.0	8.0	8.0

SUPPORT SERVICES DEPARTMENT ORGANIZATION CHART



64-PROCUREMENT DEPARTMENT

OVERVIEW

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.

2021 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.
- Four (4) Contract Administrators appointed to the National Institute of Government Purchasing Association Board of Directors, Northeast Ohio Branch, including the offices of President, Vice President, Treasurer and Secretary.
- Continued to update all contracts and templates to incorporate new FTA regulatory changes, insurance requirements, etc.
- Efficiently continued purchasing and expediting efforts to secure COVID-19 materials needed for internal and external customers.
- Total Estimated Negotiated Savings \$8,057,102.91.
- Processed 6,817 Purchase orders valued at \$125,410,114.02.
- Advertised the RFP for the purchase of a new fleet of Rail Cars for the Authority.
- Awarded contract for the purchase of 40 ft. Compressed Natural Gas (CNG) powered coaches.
- Awarded contract for Red Line West Catenary Rehabilitation project.
- Awarded contract for Engineering Services for Special Bridge Inspections
- Awarded contract for Rehabilitation of the Cuyahoga Viaduct (Phase I)
- Awarded contract for Engineering Services for the Waterfront Line Bridge Rehabilitation
- Awarded contract for W. 117th Street Substation Rehabilitation
- Awarded contract for Natural Gas Supply
- Awarded contract for Occupied Zone Warning System
- Awarded contract for Rail Grinding Program Management
- Awarded contract for Baby on Board Transit Waiting Environment
- Awarded contract for Operator Recruitment Services
- Awarded contract for Rail Car Removal Services
- Awarded contract for 10 Paratransit Coaches
- Awarded contract for Banking Services
- Awarded contract for Rail Heater Equipment and Services
- Completed updates to the Procurement 101 Training presentation and rolled out the program to several departments in 2021 with more scheduled in 2022.
- Assisted in the Authority-wide Microsoft Migration efforts
- Participated in the Oracle upgrade to the cloud testing and validation efforts

2022 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.
- Continue scheduling and presenting updated Procurement 101 Training Program.
- Continue National Institute of Governmental Purchasing (NIGP) Department Accreditation.
- Support the Authority's implementation of the new Strategic Plan and Mission Statement.
- Execute contract for new rail cars
- Award contract for Consultant Services for Safety Certification of Rail Transit Projects
- Award contract for Trunk Line Re-signaling
- Award contract for Employee Assistance Program
- Award contract for Health Care Benefits Program
- Award contract for Tower City East Portal Construction Services
- Award contract for Light Rail Retaining Walls III Design
- Award contract for CTDS System Replacement
- Award contract for CRMF Track 3 Reconstruction Design
- Award contract for Rehabilitation for Track Bridges/Platform over W 117th
- Award contract for Light Rail Tracks at Warrensville/Van Aken
- Award contract for East 120th Street Substation Replacement
- Award contract for Procurement of Locomotive Work Car
- Award contract for Property Insurance Broker Services
- Complete contract for Shaker Square Substation S4 Repairs
- Complete contract for Triskett Garage CNG Infrastructure Upgrades
- Complete contract for W. 30th Street Substation Rehabilitation
- Continue interdepartmental cross training of staff
- Continue to support and participate in the oracle upgrade to cloud efforts

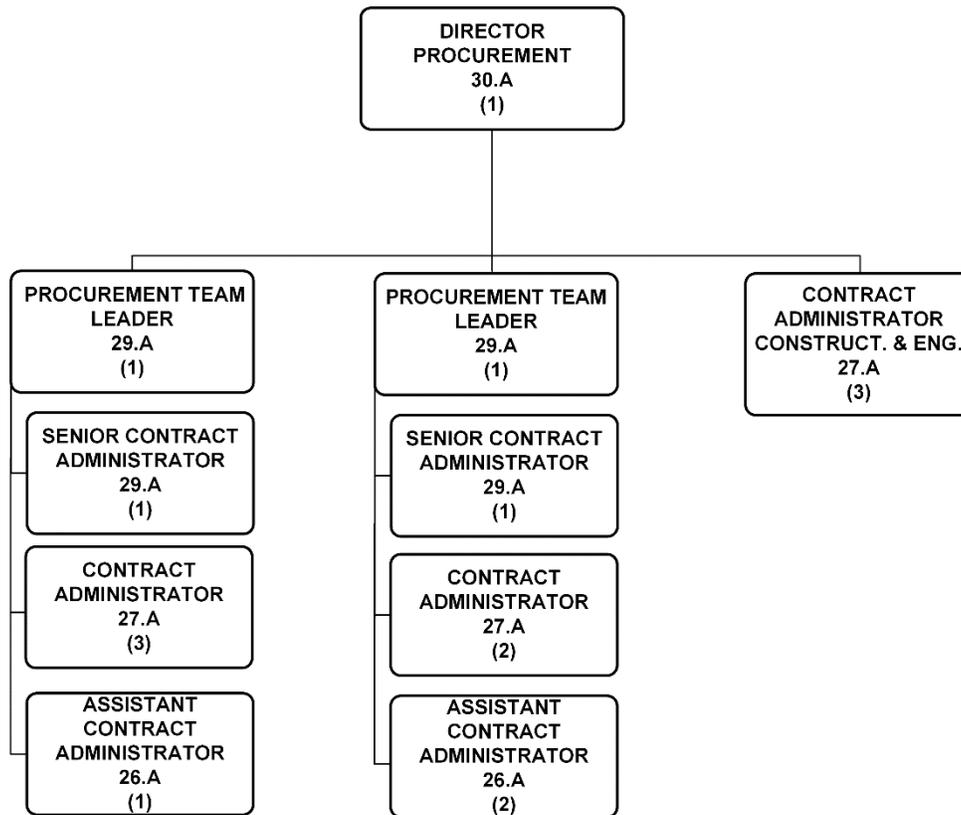
PROCUREMENT DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 3Q Estimate	2022 Budget
501300	Labor- Salaried Employees	1,137,977	1,106,166	1,289,475
502000	Fringe Benefits	440,764	423,606	448,119
503000	Services	6,079	6,322	6,500
503020	Advertising Fees	9,942	12,999	13,000
504000	Material & Supplies	(14)	4,572	4,900
509000	Miscellaneous Expenses	1,360	4,170	13,400
509022	Meals & Concessions	-	-	200
Total		1,596,109	1,557,835	1,775,594

PROCUREMENT DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
26	0830 Assistant Contract	2.0	3.0	3.0
27	1160 Contract Administrator	5.0	4.0	5.0
	1171 Contr Admin Const & Eng	2.0	3.0	3.0
29	0787 Procurement Team Leader	4.0	3.0	2.0
	28XX Senior Contract Admin	2.0	2.0	2.0
30	1609 Director	1.0	1.0	1.0
Total		16.0	16.0	16.0

PROCUREMENT DEPARTMENT ORGANIZATION CHART



65- REVENUE DEPARTMENT

OVERVIEW

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.

2021 ACCOMPLISHMENTS

- On a daily basis collected fare revenue from all rolling stock as well as off board equipment.
- Provide support, packaging and delivery by filling customer orders for magnetically encoded fare media.
- Supported additional fare collection needs and distribution of specialty/commemorative passes for the Authority on St. Patrick's Day, Opening Day, all Cleveland Browns home games and events as dictated by management.
- Successfully implemented the U-Pass program with several area colleges and the student pass program with the Cleveland Metropolitan School District.
- In conjunction with the Information Technology department continue to support the Mobile Ticketing platform.
- On a weekly and monthly basis review ridership data provided by the ITS Department for reasonableness and accuracy.
- Continue to work with other GCRTA departments and vendors on the implementation of the GFI/Conduent fare collection system with specific efforts towards the implementation of the Smart Card format.
- Fielded and resolved numerous customer issues regarding the fare collection system which included fielding calls regarding the exchange of documents.

2022 PRIORITIES

- Collect fares on a daily basis without issue.
- Collect fares for special events in the safest and most efficient manner possible to create a more user friendly public transit experience.
- Continue to prepare employee transition plan to include, but not limited to, the assistance of an MDP team member.
- Work with GFI toward the successful completion and 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 (CMSD) and local colleges and universities.
- Enter into a multi-year agreement with CMSD to provide them with transportation services for their designated student body.
- Monitor activity of all TVM's and CSK's throughout the system and look for any abnormalities and report them to the appropriate team members.
- Support the Authority in their effort to streamline fare collection for special events.
- Enter into a new multi-year agreement with a provider to meet our revenue processing needs.
- Submitted a CIP for the procurement of new fare collection equipment to be installed within the next four to six years.

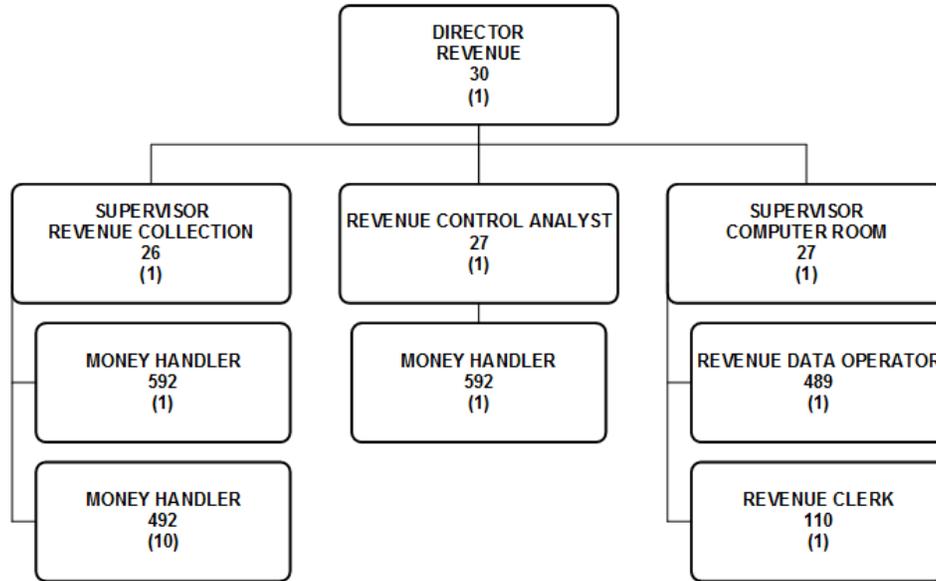
REVENUE DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 3Q Estimate	2022 Budget
501300	Labor - Salaried Employees	1,081,009	1,028,033	1,128,067
501310	Overtime - Salaried Employees	11,864	14,194	25,500
502000	Fringe Benefits	426,904	403,057	466,797
503052	Other Maintenance Contracts	245,553	293,881	362,432
504000	Material & Supplies	129,614	149,969	245,293
509000	Miscellaneous Expenses	1,080	1,948	3,300
Total		1,896,024	1,891,082	2,231,389

REVENUE DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
01	0110 Revenue Clerk	1.0	1.0	1.0
04	0489 Revenue Data Operator	1.0	1.0	1.0
	0492 Money Handler	10.0	9.0	10.0
05	0592 Money Handler	2.0	2.0	2.0
26	0955 Supervisor Revenue Collection	1.0	1.0	1.0
27	0750 Revenue Control Analyst	1.0	2.0	1.0
	0832 Supervisor Computer Room	1.0	1.0	1.0
30	1429 Director	1.0	1.0	1.0
Total		18.0	18.0	18.0

REVENUE DEPARTMENT ORGANIZATION CHART



67-OFFICE OF MANAGEMENT & BUDGET

OVERVIEW

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

2021 ACCOMPLISHMENTS

- Continued the 2020 Strategic Plan
- Ended the year with a Fund Balance in excess of a 30-Day Operating Reserve.
- Successfully completed the 2020 National Transit Database submission.
- Managed TransitStat program.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.
- Held Preventive Maintenance reimbursed expenditures to General Fund to \$8.5 million.
- Defeased \$57.8 million Sales Tax Bonds, eliminating 9 years of payments.
- Executed and drew down American Rescue Plan (ARP) and Coronavirus Response and Relief Supplemental Appropriations (CRRSAA) funding.

2022 PRIORITIES

- Expand the TransitStat program to incorporate the strategic plan through the Authority.
- Lead the National Transit Database reporting and submittal.
- Continue to implement an agency-wide initiative to maintain a 1-month reserve through 2026.
- Support the Authority wide distribution of the Strategic Plan and Performance Management.
- Draw down remaining ARP funding.
- Work with Operations, Finance, and Engineering Divisions to purchase Rail Cars and Electric Buses.
- Support and continue Oracle Modules Cloud implementation.
- Repurpose PM Reimbursement grant funding for unfunded and under funded projects.
- Plan and execute the sustainability program for the Authority.
- Increase the transfer to the Capital Fund for unfunded and underfunded projects.

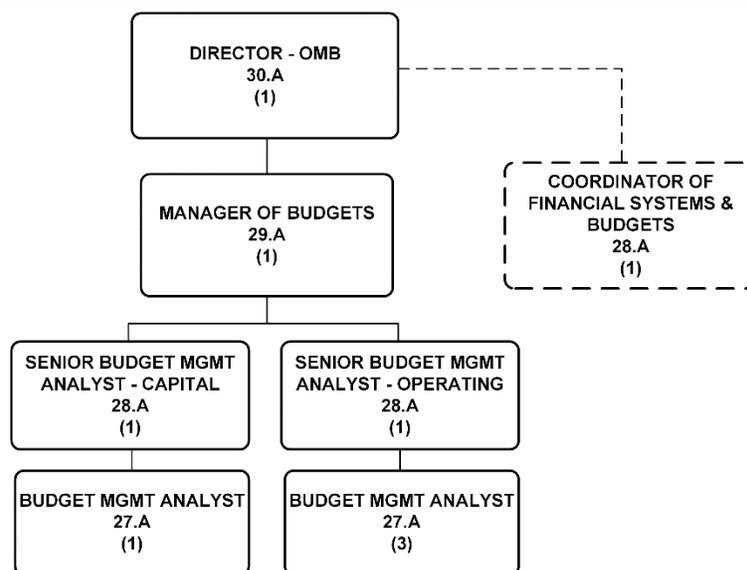
OFFICE OF MANAGEMENT & BUDGET DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021- 3Q Estimate	2022 Budget
501300	Labor - Salaried Employees	670,120	720,367	685,796
502000	Fringe Benefits	267,022	273,017	230,813
503000	Services	5,574	14,087	250,000
503020	Advertising Fees	5,112	2,762	6,400
503052	Other Maintenance Contracts	-	-	-
504000	Material & Supplies	2,407	1,201	2,200
504021	Compressed Natural Gas	904,590	1,153,600	1,838,000
505018	Natural Gas	612,443	543,768	706,000
505019	Water	353,637	471,000	444,000
505021	Electricity	1,919,343	2,041,670	2,044,400
509000	Miscellaneous Expenses	3,101	3,179	81,000
509022	Meals & Concessions	-	1,000	1,250
Total		4,743,349	5,225,651	6,289,859

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
27	0958 Budget Management Analyst	4.0	4.0	4.0
28	0767 Sr. Budget Management Analyst	2.0	2.0	2.0
	0871 Coordinator of Financial Systems & Budgets	1.0	1.0	-
29	0869 Manager of Budgets	1.0	1.0	1.0
30	1437 Director – Office of Management and Budget	1.0	1.0	1.0
Total		9.0	9.0	8.0

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT ORGANIZATION CHART



99- FUND TRANSFERS DEPARTMENT

OVERVIEW

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

2021 ACCOMPLISHMENTS

- Bond Retirement Fund transfer: Ending Balance Estimate: \$2.2 million > 1/12th of subsequent years debt service requirements.
- Insurance Fund: Ending Balance Estimate = \$5.5 million > \$5 million minimum ending balance.
- Supplemental Pension Fund: Ending Balance Estimate: \$1.3 million > last assessed value.
- Capital Improvement Fund transfer: 21.3% of Sales & Use Tax Funding transferred to Capital (goal: minimum 10%).
- Reserve Fund transfer: \$85 million amendment approved to increase the General Fund appropriation for a transfer to Reserve fund for Revenue Stabilization sub-fund.
- Debt defeasance of approximately \$57.5 million in bonds reduced Debt Service Ratio budget to 9.03 (2022).

2022 PRIORITIES

- Bond Retirement Fund: Year-End balance \$2.2 million > 1/12th of subsequent years debt service requirements.
- Insurance Fund: Year-End Balance > \$5.4 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: A transfer of \$10.9 million is budgeted to the Reserve Fund for 1/12th of the 27th pay for hourly and salary employees and \$10 million for the replacement of the rail cars.

FUND TRANSFERS DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 3Q Estimate	2021 Amended Budget	2022 Budget
510050	Transfers to/from Reserve Fund	9,428,615	10,878,615	95,878,615	10,878,615
510065	Transfers to/from Pension Fund	50,000	45,000	45,000	40,000
510075	Transfers to/from RTA Capital	13,397,525	43,398,859	43,398,859	40,228,465
510085	Transfers to/from Bond Retirement Fund	14,950,956	75,835,408	70,532,020	11,500,000
510090	Transfers to/from Insurance Fund	-	2,100,000	2,100,000	2,500,000
Total		37,827,096	132,257,882	211,954,494	65,147,080

03- ENGINEERING & PROJECT MANAGEMENT DIVISION

OVERVIEW

The Engineering and Project Management Division ensures the successful completion of capital improvement projects through professional planning, design, right-of-way, and construction services. The division is responsible for RTA's planning, real estate, and capital project design and construction management activities. The Division plays a key role in obtaining competitive grants to bring in additional grant funding to achieve a State of Good Repair (SOGR).

CONNECTION TO STRATEGIC PLAN

The Engineering and Project Management Division is committed to ensuring positive customer experience with RTA's capital projects from design to construction. Community value is seen through actual and perceived economic impact of capital projects, emission reduction, and services provided that support quality of life and social needs. Financial sustainability through reducing major project change orders and securing competitive grants towards prioritized capital projects. Employee perception of opportunity for growth and success, understanding the Authority's vision and direction, clarity in connection between personal performance and organization success, and understanding of benefits of capital program.

2021 ACCOMPLISHMENTS

- Completed construction of Tower City Track 10/Track 13 Rehabilitation with platform, catenary and signal work.
- Completed construction of the Light Rail Track Rehabilitation – Phase 2.
- Completed the evaluation and temporary shoring of the Waterfront Line Bridge.
- Completed construction of the East 79th Street Red Line Station ADA Rehabilitation.
- Awarded SITES Certification for the East 79th Street Station from the Green Building Coalition.
- Completed construction of the Light Rail Retaining Wall Rehabilitation - Phase 2.
- Completed the Transit Oriented Development Planning along the West 25th Street Corridor.
- Executed the Development Agreement for the Columbus Road Transit Oriented Development.
- Completed design and began construction of the Overhead Catenary System Structural Rehabilitation.
- Completed design of the Trunk Line Signal System.
- Continued construction of the Red Line Fiber Optic Line Replacement.
- Continued construction of the West 30th Substation Transformer/Rectifier Replacements.
- Continued construction of the Warrensville/Van Aken Substation.
- Continued design of the Warrensville/Van Aken Station Improvements and Comfort Station.
- Continued design of the Tower City East Portal Rehabilitation.
- Continued design of the East 120th Street Substation Replacement.
- Began construction of the Triskett Garage Compressed Natural Gas (CNG) Facility Upgrades.
- Began construction of the Cuyahoga Viaduct Rehabilitation Phase 1.
- Supported the activities of the Cuyahoga County Trails Leadership Network.
- Provided FFY2022 Cleveland Urbanized Area (CUZA) funding allocations for the Region for formula, Cares II Act (CRRSAA), and American Rescue Plan (ARP) grants.
- Promoted transit elements in various TLCI studies throughout Cuyahoga County.
- Continued supporting Asset Management and State of Good Repair (SOGR) initiatives throughout GCRTA.

- Facilitated construction coordination with various ODOT and City of Cleveland projects.
- Obtained over \$45 million of competitive grants from ODOT, Ohio Environmental Protection Agency (OEPA), Northeast Ohio Areawide Coordinating Agency (NOACA) and Community Project Funding.
- Increased the funding for the Rail Car Replacement Program by \$50 million.

2022 PRIORITIES

- Complete construction of the Triskett Garage CNG Facility Upgrades.
- Complete construction of the Warrensville/Van Aken Substation.
- Complete construction of the East 75th Light Rail Interlocking
- Complete construction of the Red Line Fiber Optic Line Replacement.
- Complete construction of the West 30th Substation Transformer/Rectifier Replacements.
- Complete construction of the Cuyahoga Viaduct Rehabilitation Phase 1.
- Complete construction of the West 117th Street Substation.
- Complete construction of the Overhead Catenary System Structural Rehabilitation – Phase 1.
- Complete the due diligence phase for the Columbus Road Transit Oriented Development.
- Complete installation of the Trunk Line Signal System.
- Complete design & begin installation of the 515 Switch and Track.
- Complete design & begin construction of the Warrensville/Van Aken Station Improvements and Comfort Station.
- Complete design & begin construction of the tracks at the Warrensville/Van Aken Station.
- Complete design and begin construction of the Tower City East Portal Rehabilitation.
- Begin construction of the East 120th Street Substation Replacement.
- Begin construction of the Waterfront Line Bridge Rehabilitation.
- Begin construction of the Red Line Bridge over West 117th Street.
- Begin design & installation of the new CTDS system.
- Begin design of the West 25th Street/MetroHealth Line BRT Corridor.
- Begin installation of the Shaker Light Rail Shelter Improvements.
- Begin the onboard Origin & Destination Surveys.
- Begin design of the Light Rail Retaining Wall Rehabilitation - Phase 3.
- Begin design of the Track Bridge over Conrail.
- Support the Rail Car Replacement Program.
- Support the Baby on Board and Paradox Price Pilot Programs.
- Support the activities of the Cuyahoga County Trails Leadership Network.
- Provide FFY2023 and updated FY2022 CUZA funding allocations for the Region.
- Promote transit elements in various TLCI studies throughout Cuyahoga County.
- Continue supporting Asset Management and SOGR initiatives throughout GCRTA.
- Facilitate construction coordination with various ODOT and City of Cleveland projects.
- Obtain competitive grants from FTA, ODOT, OEPA and NOACA.
- Increase funding for the Rail Car Replacement Program.

LIST OF DEPARTMENTS

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

ENG. & PROJ MNGMT DIVISION



Success Outcomes	Metric	FY2022 Performance Goals	Objective	Definition
Customer Experience	Annual Goal for Rail Car Replacement Fund	\$25M	–	Appropriated or obligated funding for rail car replacement fund secured in the program year
	Completion of Annual Work Program	\$35M	–	Total value of the design and construction contracts approved by the Board of Trustees.
	Benefit and Value of Capital Program Investments - Impression	20%	↑	% of customers who have a positive impression of capital program investments (recently completed projects)
	Capital Program Project Schedule Adherence	60%	–	% of capital projects (budget ≥ \$1M) that reach substantial completion milestone on schedule
Community Value	Economic Impact of Capital Program - Impression	20%	↑	% of community that has a positive perception of the economic impact of the capital program
	Economic Impact of Capital Program - Actual	3 to 1	↑	The actual economic impact of major capital projects (budget ≥ \$1M)
	Sustainability - Emissions Reduction - Actual	>5%	↓	% Reduction of Type I and II emissions per passenger-mile traveled on RTA
	Social Mobility Initiative - Impression	20%	↑	% of community that agrees or strongly agrees that GCRTA provides service that supports quality of life and social needs

Success Outcomes	Metric	FY2022	Objective	Definition
		Performance Goals		
Financial Sustainability	Competitive Grants Awarded Towards Annual Goal for Prioritized Capital Projects	\$30M	–	Annual goal for competitive grants awarded for prioritized capital projects in the program year
	Change Orders on Major Projects	<5%	–	Achievement of under 5% change orders for major capital projects (budget ≥ \$1M)
Employee Engagement	Division Employees Agree - Supervisor Invested in Growth and Success	5%	↑	% of Division employees that agree or strongly agree that their Supervisor is invested in their growth and success
	Division Employees Agree - Understand Vision and Direction	10%	↑	% of Division employees that agree or strongly agree that they understand the vision and direction of GCRTA and the Engineering & Project Management Division
	Division Employees Agree - Understand How Performance Linked to Organization Success	20%	↑	% of Division employees that agree or strongly agree that they understand how their performance contributes to organizational success
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend Division as a place to work
	Agency Employees Understand Benefits of Capital Program	80%	↑	% of Agency employees that agree or strongly agree that they understand the benefits of the capital program

55- PROJECT SUPPORT DEPARTMENT

OVERVIEW

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

2021 ACCOMPLISHMENTS

- Completed 96 Quality Assurance Audits
- Completed 39 Quality Control Plan, Request for Proposal and Issue for Bid Package Reviews
- Completed 27 Third-Party plan reviews
- Provided engineering design and construction assistance on Engineering and Project Development projects
- Provided document control support on Engineering and Project Development projects
- Completed Construction of the E. 79th Street Red Line Station
- Received SITES certification for the E. 79th Street Red Line Station
- Completed Design for modifications to the GCRTA Main Office Building Vestibule
- Execution of Paratransit LED retrofit project
- Execution of modifications of Paint & Primer storage room to reduce Central Bus Maintenance Facility Significant Aspect risk
- Tracked agency wide emissions for sustainability program

2022 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.
- Complete construction of the GCRTA Main Office Building Vestibule Modifications
- Create a GCRTA Climate Action Plan for the FTA's Sustainable Transit for a Healthy Planet Challenge

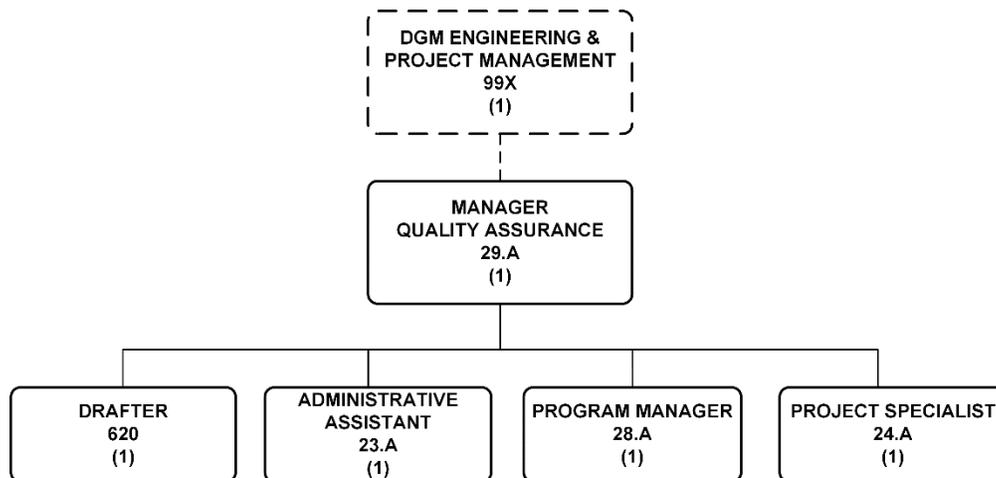
PROJECT SUPPORT DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501300	Labor – Salaried Employees	422,519	446,625	235,068
501310	Overtime – Salaried Employees	-	-	10,000
502000	Fringe Benefits	161,195	141,766	114,064
503000	Services	13,600	28,403	61,500
504000	Materials & Supplies	990	4,009	5,300
509000	Miscellaneous Expenses	22,579	48,893	29,000
509022	Meals & Concessions	-	-	250
Total		620,883	669,696	455,182

PROJECT SUPPORT DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
06	0620 Drafter	1.0	1.0	1.0
23	0757 Administrative Assistant	2.0	1.0	1.0
24	1965 Project Specialist	1.0	1.0	1.0
28	0888 Program Manager	1.0	1.0	1.0
29	1439 Mgr. – Quality Assurance	1.0	1.0	1.0
Total		6.0	5.0	5.0

PROJECT SUPPORT DEPARTMENT ORGANIZATION CHART



57- PROGRAMMING & PLANNING DEPARTMENT

OVERVIEW

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 programs. The department also leads GCRTA's efforts in Micro-mobility as part of an inter-agency task force.

2021 ACCOMPLISHMENTS

- Completed 25connects w. 25th Street FTA Pilot TOD Planning project
- Executed a Development and Use Agreement for the W. 25th Street/Columbus Road TOD Project
- Completed sale of Excess property at Cordova Loop in Lakewood.
- Assisted with the issuance of Thirteen shelter permits from the City of Cleveland
- Completed the Fiscal Year Cleveland Urbanized Area Allocations for FTA 5307 and 5339 funds
- Completed American Rescue Act Plan (ARP) allocation for the amount of \$136,108,510.
- Completed Legislative Update identifying the geographic location of RTA suppliers for goods and services resulting from RTA's capital expenditures
- Served on NOACA Air Quality, Transit Council, and Transportation Committees.
- Participated in NOACA's Downtown Mobility Plan
- Completed improvements to four transit waiting environments in the collaboration with the City of Solon.
- Processed and obtained Environmental Clearances on two projects.
- Continued Work with the City of Cleveland's Vision Zero Task Force.
- Participated on Downtown Cleveland Alliance's Downtown Mobility Taskforce and Ontario Street Planning
- Completed the relocation of two art shelters formerly on Detroit in Gordon square to a nearby community park.
- Completed three Community Investment Improvement Projects and two other Transit Waiting Environment projects.
- Assisted in successful application to ODOT Ohio Transit Partnership Program (OPT2 Program for ConnectWorkS and extension of the "Baby on Board" program
- Continued efforts working on the task force in Shaker Heights on Van Aken District
- Represented RTA on Solon Mobility Task Force
- Created Legislature Update for capital expenditures Represent RTA interests in City of Cleveland, NOACA, and other agency Planning projects as required
- Managed real estate interests of RTA as required
- Created a new, consolidated agreement with N & S that governs all RTA leases/encroachments and uses of their properties for operations.
- Completed the Red Line Greenway project
- Initiated the creation of a Monitoring tool and annual update of Framework for the Future objectives
- Established Micro Mobility Pilot Demonstration project.
- Initiated Planning and Section 106 Review Process for Shaker Shelter Improvement Project
- Managed the creation of three murals on GCRTA property
- Identified the scope and location of capital improvements required to implement the Baby on Board project and began the procurement process for them
- Participated in regional stakeholder planning projects

- Represented RTA on the Cuyahoga Greenway Partners Committee
- Awarded NOACA TLCI fund to study mobility and safety improvements to the HealthLine with the City of East Cleveland
- Represented RTA on a County Board of Health Task Force the Social Determinants of Health
- Awarded NOACA TLCI funds with Laketran to study the construction of a TOD/ Intermodal Center at Shoregate Shopping Center
- Coordinated the location of mobility hubs with the City of Cleveland and Cuyahoga County Office of Sustainability
- Coordinated City of Cleveland's land interests required for construction of the new Safety Center
- Participated on RTA's Diversity and Inclusion Committee

2022 PRIORITIES

- Represent RTA interests in City of Cleveland, NOACA, and other agency Planning projects as required
- Manage real estate interests of RTA as required
- Continue to evaluate and dispose of excess real estate assets no longer required for RTA operations
- Participate in Columbus Road TOD Planning process
- Complete land transactions required for the construction of the City of Cleveland's new Safety Center
- Award Contract for design phase of 25Connects
- Award Contract for RTA On-Board Survey
- Assist with Development of a Climate Action Sustainability Plan
- Obtain Environmental Clearances as needed.
- Continue representing RTA on the City of Cleveland's Vision Zero Plan
- Monitor Implementation of Framework for the Future short term objectives
- Complete land acquisitions required for Viaduct Repair, W. 117th Bridge and West Side Red Line projects.
- Complete five Transit Waiting Environment projects and an additional five Community Shelter Investment projects
- Continue to represent GCRTA on NOACA committees, Sub-committees, Task Forces, and TLCI projects
- Implement Micro Mobility Pilot Demonstration project.
- Complete four Community Investment Improvement Projects.
- Complete four TWE projects
- Manage the installation of the NOACA sponsored EV chargers at RTA facilities
- Apply for Planning grants from NOACA, FTA, ODOT and other sources for planning related activities
- Complete downtown transit signage project in collaboration with Laketran, Neoride and other transit agencies
- Complete Baby on Board program improvements
- Award contract for Shaker Shelter Improvement Project
- Begin Planning work with NOACA on the "Reimagining Euclid" and the Shoregate TLCI planning projects
- Complete technical assistance required for the E. 105/E. 93rd Street BRT Project sponsored by the City of Cleveland
- Continue to develop Diversity Inclusion artistic messaging and murals on RTA Assets
- Manage 25Connects through the FTA Small Starts Process
- Represent RTA on Cuyahoga County Greenway Partners and other related trail and bike projects
- Manage the Monitoring of Strategic Plan Framework for the Future Planning Objectives

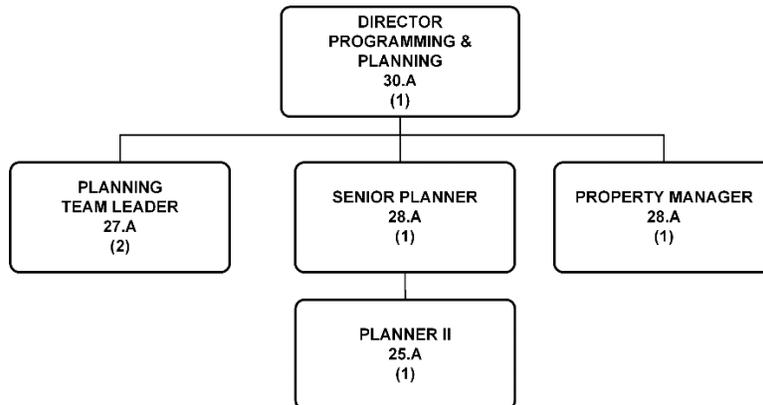
PROGRAMMING AND PLANNING DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 - 3Q Estimate	2022 Budget
501300	Labor Salaried Employees	356,707	364,351	401,451
502000	Fringe Benefits	142,477	135,515	139,789
503000	Services	123,721	102,906	17,300
504000	Materials & Supplies	20	-	600
507030	Property Taxes	(34,496)	222,089	264,833
509000	Miscellaneous Expenses	3,943	5,693	21,626
509022	Meals & Concessions	-	-	100
512000	Leases & Rentals	58,327	61,426	51,533
Total		650,699	891,977	897,232

PROGRAMMING AND PLANNING DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
25	1970 Planner II	0.0	1.0	1.0
27	0838 Planning Team Leader	2.0	1.0	1.0
28	1969 Senior Planner	-	1.0	1.0
28	0794 Property Manager	1.0	1.0	1.0
30	0788 Director	1.0	1.0	1.0
Total		4.0	5.0	5.0

PROGRAMMING AND PLANNING DEPARTMENT ORGANIZATION CHART



80- Engineering & Project Development Department

OVERVIEW

The Engineering & Project Development Department supports Bus, Rail and Paratransit delivery of customer service by the execution and management of the Authority's capital improvement and rehabilitation programs. Attention includes focus on safety, completion to budget and schedule, as well as involvement in quality control and quality assurance services. Engineering works to assure that capital projects meet the expectations of internal and external customers and stakeholders.

2021 ACCOMPLISHMENTS

- Completed reconstruction of Tower City Track 13, 10 West and upgrades to GL-1 processor and Consolidated Train Dispatch System (CTDS).
- Completed reconstruction of Light Rail Track (Trunk Line Phase 2) from Buckeye/Woodhill to Shaker Square.
- Began design of Red Line Switch 515 (Brookpark Yard) return to service.
- Continued reconstruction of Warrensville – Van Aken Substation. Modular substation in place.
- Placed modular Puritas Red Line Substation in service.
- Began construction of W. 117th Substation Rehabilitation.
- Continued construction of Red Line Fiber Optic System Replacement.
- Completed reroofing and A/C replacement of Michael's Diner at Shaker Square.
- Began replacement of Triskett Garage HVAC and mechanical infrastructure to support the CNG Fueling Facility.
- Completed construction of the new E. 79th Red Line Station.
- Continued design of the E. 120th Red Line Substation Replacement.
- Began construction of the W. 30th Red Line Substation Rehabilitation.
- Completed design and issued IFB for the Light Rail Trunk Line Signal System Replacement.
- Completed construction of the Light Rail Trunk Line Retaining Wall Rehabilitation – Phase 2.
- Continued Tower City East Portal Reconstruction design.
- Began construction of the Cuyahoga Viaduct Rehabilitation – Phase 1.
- Completed design of Cuyahoga Viaduct River Bulkhead Rehabilitation.
- Began design of Light Rail Track Rehabilitation Trunk Line E. 75th Interlocking.
- Completed Red Line E. 55th – E. 79th Curve Rail Replacement.
- Continued Safety Certification process for Rail Car Replacement Program.
- Began design for Brookpark Shop and Yard Improvements to support Rail Car Replacement Program.
- Began design for W. 117th Red Line Bridge/Station Platform Rehabilitation.
- Began design for Waterfront Line Bridge Rehabilitation.
- Completed emergency installation of shoring towers to support Waterfront Line Bridge.
- Began construction of Overhead Catenary Structural Rehabilitation Phase 1.
- Continued design of Warrensville - Van Aken Comfort Station and Rail Station Improvements, including track, power and signal components.
- Began Central Rail Maintenance Facility West Access Road Bridge Replacement alignment study.
- Continued to support Asset Management and State of Good Repair projects throughout GCRTA.

2022 PRIORITIES

- Begin design of W. 25th Connects Bus Rapid Transit System.
- Begin reconstruction of the E. 75th Trunk Line Interlocking.
- Begin Red Line Rail Grinding Program.
- Complete construction of the Fiber Optic System Replacement.
- Complete construction of the Triskett CNG Garage HVAC and other Infrastructure Upgrades.
- Complete construction of the Warrensville - Van Aken Substation.
- Begin construction of Warrensville - Van Aken Comfort Station and Rail Station including track, power and signal.
- Complete design and advertise Hayden Garage Roof Replacement.
- Begin design of the Windermere Red Line Substation Rehabilitation.
- Complete design and advertise E. 120th Red Line Substation Replacement.
- Complete construction of W. 30th Red Line Substation Rehabilitation.
- Award and begin Light Rail Trunk Line Signal System Replacement.
- Begin design of Light Rail Trunk Line Retaining Wall Rehabilitation – Phase 3 – Blue Line.
- Complete design of and award Tower City East Portal Reconstruction.
- Complete construction of Cuyahoga Viaduct Rehabilitation - Phase 1
- Award and begin construction of Cuyahoga Viaduct Bulkhead Repair.
- Award Shaker Boulevard Crossings Replacement.
- Began construction of Red Line Switch 515 (Brookpark Yard) return to service.
- Continue Safety Certification process for Rail Car Replacement Program.
- Begin new Safety Certification Program for W. 117th Bridge, Warrensville Station and other projects.
- Complete design for Brookpark Shop and Yard Improvements to support Rail Car Replacement Program.
- Begin design for Station Platform improvements to support Rail Car Replacement Program.
- Complete design and award for W. 117th Red Line Bridge/Station Platform Rehabilitation.
- Complete design and award for Waterfront Line Bridge Rehabilitation.
- Begin design for Flyover Bridge near Stokes Reconstruction.
- Complete construction of Overhead Catenary Structural Rehabilitation Phase 1.
- Complete design and award for Overhead Catenary Structural Rehabilitation Phase 2.
- Continued to support Asset Management and State of Good Repair projects throughout GCRTA.

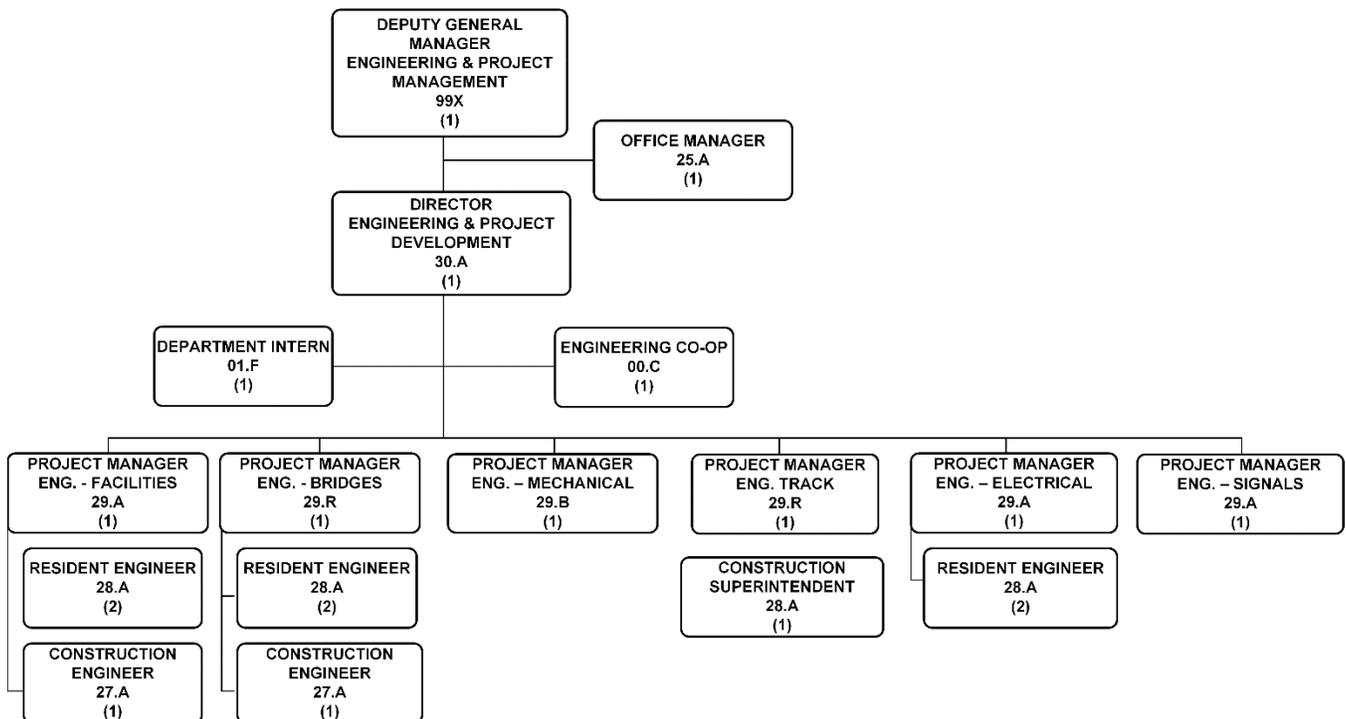
ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501300	Labor Salaried Employees	1,374,419	1,090,357	1,720,764
502000	Fringe Benefits	520,946	488,956	578,066
503000	Services	-	35,646	135,000
504000	Materials & Supplies	14,014	3,502	2,900
509000	Miscellaneous Expenses	13,681	19,925	38,540
509022	Meals & Concessions	1,165	86	800
Total		1,923,225	1,638,472	2,476,070

ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
00	9942 Engineering Co-Op	-	1.0	1.0
01	8942 Engineering Intern	1.0	1.0	1.0
23	0725 Executive Secretary	1.0	0.0	0.0
25	1675 Office Manager	-	1.0	1.0
27	1192 Construction Engineer	3.0	2.0	2.0
28	1250 Supt Construction	1.0	1.0	1.0
	1355 Resident Engineer	7.0	6.0	6.0
29	1329 Project Manager – Electrical	1.0	1.0	1.0
	1518 Project Manager – Track	1.0	1.0	1.0
	1661 Project Manager – Facilities	1.0	1.0	1.0
	1662 Project Manager – Mechanical	1.0	1.0	1.0
	1663 Project Manager – Bridges	1.0	1.0	1.0
	1664 Project Manager - Signals	0.0	1.0	1.0
30	0789 Director – Engineering & Project Dev	1.0	1.0	1.0
99	9931 DGM Eng. & Project Mgmt.	1.0	1.0	1.0
Total		20.0	20.0	20.0

ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT ORGANIZATION CHART



04- LEGAL AFFAIRS DIVISION

OVERVIEW

To provide professional, cost-effective legal, safety, and risk management services. The Legal Affairs Division is comprised of the Legal, Safety, and Risk Management Departments. 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 of the Legal Department properly evaluates all claims, focusing on a thorough and prompt investigation, compassion and fiscal responsibility. The Safety Department uses a Safety Management System to prevent employee injuries, protect passengers, preserve assets and property, and reduce the potential for environmental events. Safety also administers the Public Transportation Agency Safety Plan while being the delegated authority on behalf of ODOT to conduct accident investigations and safety assurance audits. 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.

CONNECTION TO STRATEGIC PLAN

The Legal Division works to ensure a safe, equitable environment for all customers and the greater community at large. Financial sustainability is obtained through budget adherence, controlling insurance premium costs, and managing claims (3rd party and Workers' Compensation). Employee perception of opportunity for growth and success, understanding the Authority's vision and direction, and clarity in connection between personal performance and organization success are also areas of focus within the Legal Division.

2021 ACCOMPLISHMENTS

- Provided efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters.
- Provided legal information and guidance to the Authority on numerous matters related to the COVID-19 pandemic.
- 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.
- Continued enhancement of a safety culture within the Authority.
- Supported Investigated allegations of discrimination or non-compliance with equal opportunity policies and procedures.
- 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.
- Implemented the 2021 Public Transportation Agency Safety Plan.

2022 PRIORITIES

- Provide efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters.
- Continue to provide legal information and guidance to the Authority on matters related to the COVID-19 pandemic.
- 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.
- Continue enhancement of a safety culture within the Authority.
- Continue Transportation Safety Institute (TSI) certification and training of Safety Department personnel.
- Continue a proactive approach to reducing bus and rail incidents.
- Continue 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 update and improve our claims handling process.
- 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
- Create and implement the 2022 version of the Public Transportation Agency Safety Plan.

LIST OF DEPARTMENTS

Department Number	Department Name
15	Safety Department
21	Legal Department
22	Risk Management Department

LEGAL DIVISION



Success Outcomes	Metric	FY2022 Performance Goals	Objective	Definition
Customer Experience	Safety - Perception	25%	↓	The % decrease in complaints filed with the City of Cleveland Department of Public Health
	Safety - Actual	70%	↑	The % compliance with safety performance targets
	Internal Net Promoter Score	15	↑	The Net Promoter Score of Legal Affairs functions as rated by GCRTA employees
	Equal Opportunity Complaint Resolution - Perception	50%	↑	The % customer perception of satisfaction with complaint resolution by OEO
	Equal Opportunity Complaint Resolution - Actual	75%	↑	The % of actual customer complaint resolution by OEO
Community Value	Community Perception of Safety	50%	↑	The % of community who agree or strongly agree that GCRTA is safe

Success Outcomes	Metric	FY2022		Definition
		Performance Goals	Objective	
Financial Sustainability	Claims Resolution Efficiency (3rd Party) - Actual	\$1.1M	↑	Total dollar amount of 3rd party claims delivered within budget
	Claims Resolution Efficiency (3rd Party) - Perception	50%	↑	The % of employees that agree or strongly agree that they are provided with tools that allow for maximum efficiency in 3rd party claims resolution
	Claims Resolution Efficiency (Workers' Compensation) - Actual	\$1.6M	↑	Total dollar amount of workers' compensation claims delivered within budget
	Claims Resolution Efficiency (Workers' Compensation) - Perception	50%	↑	The % of employees that agree or strongly agree that they are provided with tools that allow for maximum efficiency in workers' comp claims resolution
	Insurance Premium Costs	5	–	Achieve an average score of 5 by maintaining insurance premium costs at or below industry benchmarks across the three lines of coverage
	Budget Adherence	\$9M	–	Division functions delivered within budget
Employee Engagement	Employee Safety - Perception	50%	↑	The % of employees that agree or strongly agree that GCRTA provides a safe and secure place to work.
	Safety - Actual	6%	↓	The % decrease in number of employee injuries
	Division Employees Agree - Supervisor Invested in Growth and Success	5%	↑	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success.
	Division Employees - Understand Vision and Direction	10%	↑	The % of employees that agree or strongly agree that they understand the vision and direction of GCRTA.
	Division Employees - Understand How Performance Linked to Organization Success	20%	↑	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success.
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend the Division as place to work

15- SAFETY DEPARTMENT

OVERVIEW

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

2021 ACCOMPLISHMENTS

- Implemented the 2021 Public Transportation Agency Safety Plan.
- Supported engineering design and construction projects.
- Updated Administrative Procedure AP 044, Strategic Framework for Reducing Bus and Rail Collisions.
- Continued enhancement of a safety culture within the Authority.
- 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 advice regarding pandemic actions for protection of employees and passengers.
- Updated Administrative Procedure AP 049, Hazardous Waste Regulations, to ensure systematic compliance with EPA requirements.
- Responded to and investigated accidents leading to corrective actions to prevent recurrence.

2022 PRIORITIES

- Create and publish the 2022 version of the Public Transportation Agency Safety Plan.
- Support construction projects and other activities that require implementation of the Safety Review Policy and Procedure.
- Continue enhancement of a safety culture within the Authority.
- Continue the professional development of the safety staff through completion of FTA required individualized training plans.
- Implementation of a Risky Operator identification and retrain process to reduce bus collision risk.
- Update of the Right of Way Worker Protection Plan.

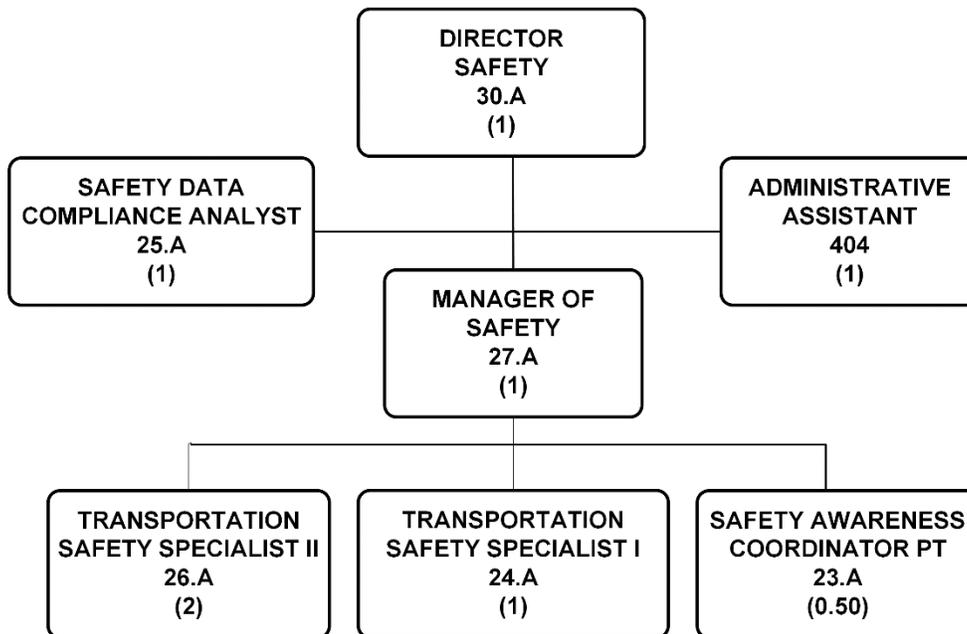
SAFETY DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – Q3 Estimate	2022 Budget
501300	Labor - Salaried Employees	404,454	380,356	514,280
501310	Overtime - Salaried Employees	1,732	4,831	2,000
502000	Fringe Benefits	155,302	154,580	188,304
503000	Services	136,042	171,082	204,010
503052	Other Maintenance Contracts	41,356	49,736	52,250
504000	Material & Supplies	17,470	10,837	20,000
509000	Miscellaneous Expenses	8,602	7,659	11,250
509022	Meals & Concessions	92	762	2,400
Total		765,050	779,843	994,494

SAFETY DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
04	0404 Administrative Assistant	1.0	1.0	1.0
23	1151 Safety Awareness Coordinator	0.75	0.75	0.5
24	1195 Transportation Safety Specialist I	1.0	1.0	1.0
25	0738 Safety Data Compliance Specialist	1.0	1.0	1.0
26	1196 Transportation Safety Specialist II	2.0	2.0	2.0
27	0782 Manager of Safety	1.0	1.0	1.0
30	1443 Director	1.0	1.0	1.0
Total		7.75	7.75	7.5

SAFETY DEPARTMENT ORGANIZATION CHART



21- LEGAL DEPARTMENT

OVERVIEW

Provide comprehensive, effective legal and claims services to the Authority. The Department represents the Authority in claims, lawsuits, administrative and arbitration hearings, preparing legal opinions and documents, providing advice and ensuring compliance with Federal, State, and local laws.

2021 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.
- Advised and supported the Authority's EEO/ADA programs to ensure compliance with Federal, State, and local laws regarding employment practices, facilities, and services.
- Supported the investigations of allegations of discrimination or non-compliance with equal opportunity policies and procedures.
- Supported the Authority's Affirmative Action Plan.

2022 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 investigations of allegations of discrimination or non-compliance with equal opportunity policies and procedures.
- 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 update and improve GCRTA's claims handling process.
- Continue to monitor data entry and reporting requirements.
- Continue to review the claims process and procedures to produce best practices.

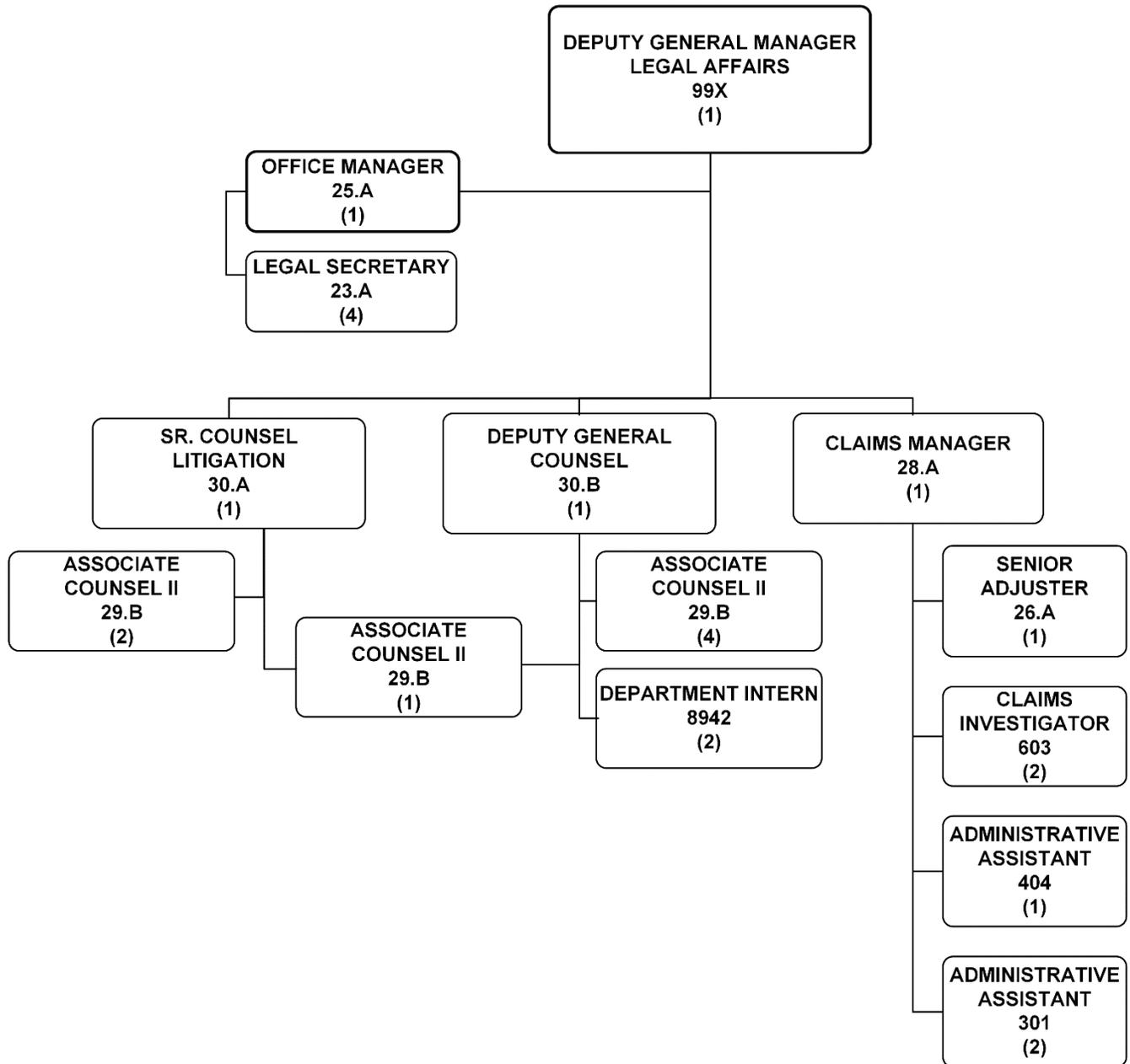
LEGAL DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – Q3 Estimate	2022 Budget
501300	Labor - Salaried Employees	1,805,855	1,719,150	1,914,829
501310	Overtime - Salaried Employees	1,326	1,186	1,500
502000	Fringe Benefits	684,869	660,223	640,238
503000	Services	396,782	341,903	569,600
503049	Temporary Help	62,051	139,218	50,000
504000	Material & Supplies	5,161	4,532	8,000
506040	Liabilities & Property Claims	672,301	743,492	1,000,000
509000	Miscellaneous Expenses	13,642	11,563	19,250
509022	Meals & Concessions	61	100	1,000
512000	Leases & Rentals	21,235	(1,021)	-
Total		3,663,284	3,620,347	4,204,417

LEGAL DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
01	8942 Legal Intern	1.0	1.0	2.0
03	0301 Administrative Assistant	2.0	2.0	2.0
04	0404 Administrative Assistant	1.0	1.0	1.0
06	0603 Claims Investigator	2.0	2.0	2.0
23	0724 Legal Secretary	4.0	4.0	4.0
25	1675 Office Manager	1.0	1.0	1.0
	1720 OEO & ADA Specialist	1.0	-	-
26	0876 Senior Adjuster	1.0	1.0	1.0
28	0773 Manager Claims	1.0	1.0	1.0
29	0880 Senior Manager/Office of Equal Opportunity	1.0	-	-
	1440 Associate Counsel II	6.0	7.0	7.0
30	1446 Senior Counsel – Litigation	1.0	1.0	1.0
	1680 Deputy General Counsel – Administrative, Labor & Transactional Law	1.0	1.0	1.0
99	9951 DGM Legal Affairs/Director of Legal	1.0	1.0	1.0
Total		24.0	23.0	24.0

LEGAL DEPARTMENT ORGANIZATION CHART



22- RISK MANAGEMENT DEPARTMENT

OVERVIEW

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 Workers' Compensation program, Short-Term Disability claims, property and casualty insurance and self-insurance programs.

2021 ACCOMPLISHMENTS

- Completed settlement negotiations with crime insurance carrier to settle the Compound Drug Claim for \$1.9 million. Collaborated with Internal Audit for past five years to accomplish this goal.
- Provided superior claims management services for workers' compensation and short term disability claims for GCRTA. GCRTA's status as a self-inured employer for WC in the state of Ohio vs paying into the State Fund creates a savings of approximately \$2 million annually.
- Completed successful hiring of Risk Analyst II to fill position vacated earlier in 2021.
- Collected \$1,159,000 from FM Global, property insurance carrier, in payment of the damages to the two railcars that collided on January 26, 2020. After substantial work with many internal stakeholders, obtained Cyber Liability insurance coverage for GCRTA for the first time.
- Negotiated final proposal for upgrade of Risk Management Information System (RMIS); collaborated with newly structured Department of Innovation and Technology.
- Provided Risk Management expertise to Legal, Procurement, and Engineering Departments for many significant construction and development projects and procurements; e.g., key member of team that negotiated with Norfolk Southern re: contract for emergency bridge repairs to the Waterfront Line.
- Negotiated the best terms and conditions available in the marketplace and most cost effective renewal for property/casualty insurance programs for GCRTA in an extremely difficult insurance market.
- Participated in team appointed to conduct the Railcar Replacement Project; assisted with analysis of contract language and necessary insurance and bonding requirements.

2022 PRIORITIES

- 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.
- Complete on-boarding of Risk Analyst II.
- Provide Risk Management expertise to Legal, Procurement, and Engineering Departments for various authority-wide projects, leases, license agreements, and other procurements.
- Coordinate with stakeholders to develop, pilot, and implement electronic event reporting for both workers' compensation and third-party liability claims.
- Complete upgrade to the latest version of the RiskMaster software, including implementation of the system add-on that is the framework for electronic event reporting.
- Negotiate the best terms and conditions available in the marketplace and most cost effective renewal for property/casualty insurance programs for GCRTA.
- Finalize settlement of property insurance claim for Rail Car collision loss.

RISK MANAGEMENT DEPARTMENT BUDGET

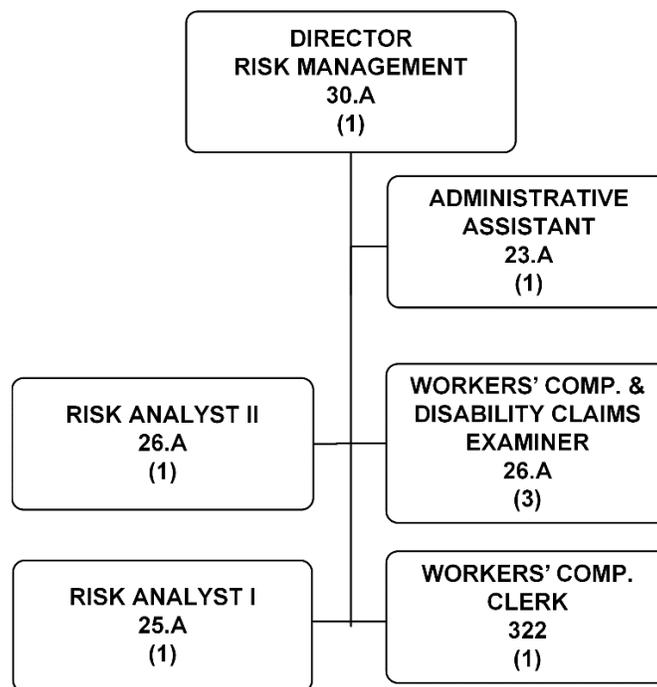
Object Class	Description	2020 Actual	2021 – Q3 Estimate	2022 Budget
501300	Labor - Salaried Employees	567,447	524,858	594,673
501310	Overtime - Salaried Employees	101	116	-
502000	Fringe Benefits	218,840	201,751	215,825
502071	W/C – Injuries & Damages	661,008	914,484	900,000
502082	W/C – Medical Payments	280,921	297,061	480,000
503000	Services	352,162	415,257	329,300
503030	W/C Administration Fee	301,936	259,183	270,000
504000	Material & Supplies	2,446	3,302	4,000
506000	Casualty & Liability Costs	414,872	721,856	727,177
506010	Physical Damage Insurance	0 ¹	1,182,542	1,352,000
506200	W/C – Settlement & Lawsuit Expense	107,390	60,742	100,000
509000	Miscellaneous Expenses	1,040	3,812	5,300
Total		2,908,163	4,584,964	4,978,275

¹ Due to an accounting error, 2020 premium (\$825,930) was paid in FY19 (at the end of 2019).

RISK MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
03	0322 Workers' Comp Clerk	1.0	1.0	1.0
23	0757 Administrative Assistant	1.0	1.0	1.0
25	0885 Risk Analyst I	1.0	1.0	1.0
26	0905 Risk Analyst II	1.0	1.0	1.0
	1165 Workers' Comp/Dis Claim Examiner	3.0	3.0	3.0
30	0771 Director	1.0	1.0	1.0
Total		8.0	8.0	8.0

RISK MANAGEMENT DEPARTMENT ORGANIZATION CHART



05- HUMAN RESOURCES DIVISION

OVERVIEW

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

CONNECTION TO STRATEGIC PLAN

The Human Resources Division provides enhanced customer experience through customer perception of employees. It connects the community through workforce development partnerships and training & recruitment. By containing healthcare costs, wellness incentive participation, and budget adherence, the division promotes financial sustainability. Employee Engagement is the largest focus of this division. Employee perception of opportunity for growth and success, understanding the Authority's vision and direction, clarity in connection between personal performance and organization success, training for employee groups, and participation and value in both mandatory and voluntary trainings.

2021 ACCOMPLISHMENTS

Deepened partnership with Cuyahoga Community College (Tri-C) Transportation Innovation Center to expand Temporary Commercial Driver's License Program, launch the co-branded RTA and Tri-C Job and Workforce Development Job Hub, and Workforce Success Program.

- Expanded Customer Service Training strategy to positively impact culture and engagement of all work segments, launch Train-the-trainer, and deliver to remaining staff (excluding Operators and Transit Police).
- Increased access to Frontline Supervisor Development and Training Program, revised content to bridge skills gaps, created cross-agency partnership cohort with Northeast Ohio Areawide Coordinating Agency (NOACA) and Ohio Turnpike, resulting in 38 RTA employees participating in the program.
- Increased participation in personal and professional development across all work segments.
- Launched, organized, and facilitated several cross-functional teams to assist with achieving a culture of ONE RTA based on mission, vision, and values (MVV) including Job Fairs, Strategy Teams, Employee Resource groups, etc.
- Health care premium rates increased less than the market average.
- Continued Get Fit Wellness Program and wellness education during the pandemic.
- Aligned with the community in participation and fundraising of the Cleveland Heart Walk.
- Hosted Career Day events for Operators and Laborers which resulted in over 100 offers extended which allowed us to onboard up to 30 new employees at a time.
- Developed new and enhanced recruiting partnerships to increase the pipeline of interested and qualified applicants for Operations hiring.
- Worked toward the upgrade to Oracle (SaaS) Cloud to advance and improve use of the Oracle Human Resource Management System.

2022 PRIORITIES

- Continue to implement training and communication strategy to adopt new MVV.
- Increase awareness and support to identify and create larger orientation and training spaces complete with modern technologies required to onboard new employees and upskill our existing workforce.
- Implement the Community Training and Development Jobs Hub (Cuyahoga Community College partnership), Cleveland Metropolitan School District (CMSD), PACE, Hispanic Communities, and other regional training partners to impact workforce development learning for all work segments.
- Continue the implementation of the Customer Service Training Strategy for all employees.
- Continue the implementation of succession-planning initiatives for frontline supervisory, mid-level, sr. management.
- Continue the implementation of the Oracle Cloud upgrade to migration Oracle Human Resource Management System (HRMS) products to the cloud environment.
- Advance and improve the functionality and utilization of technology (Oracle, Kronos, ITS, TEAMS, Employee Self Service).
- Improve training and learning accessibility through remote and blended learning, e-Learning, reallocation of instructor resources, and enhancements to curriculums.
- Complete and implement a cost effective successor contractual agreement with the Amalgamated Transit Union, Local 268.
- Begin preparing for Fraternal Order of Police Negotiations in 2023.
- Continue the implementation of the Oracle Cloud upgrade to migration Oracle HRMS products to the cloud environment.
- Continue the implementation of the Oracle Cloud upgrade to migration Oracle HRMS products to the cloud environment.
- Continue cross-functional collaboration (HR, Operations, OMB) to improve recruitment and retention for key operational positions (Operators, mechanics, Facilities).
- Continue the implementation of Succession-planning initiatives for frontline supervisory, mid-level, sr. management.
- Develop education/work experience equivalencies policy to apply consistently to job descriptions.
- Continue focus on developing and implementing innovative recruitment solutions and partnerships.

LIST OF DEPARTMENTS

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

HR DIVISION



Success Outcomes	Metric	FY2022 Performance Goals	Objective	Definition
Customer Experience	Customer Perception of Employees	30%	↑	The % of employees viewed favorably by our customers
	Internal Net Promoter Score	15	↑	The Net Promoter Score of HR functions as rated by GCRTA employees
Community Value	Workforce Development Partnerships	25%	↑	The % of GCRTA employees hired through workforce development partnerships rated highly effective by their supervisor
	Training and Recruitment	20%	↑	The % of GCRTA employees hired from the community rated highly effective by their supervisor
	Community Perception of GCRTA Employees	20%	↑	The % of GCRTA employees viewed favorably by our community
Financial Sustainability	Healthcare Cost Containment	5%	–	Cost per employee per month not to exceed 5% above the Mercer Benchmark.
	Wellness Incentive Participation	5%	↑	The % increase in participation in wellness incentive programs
	Budget Adherence	\$7M	–	Division functions delivered within budget

Success Outcomes	Metric	FY2022 Performance Goals	Objective	Definition
Employee Engagement	Division Employees Agree - Supervisor Invested in Growth and Success	5%	↑	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success
	Division Employees Agree - Understand Vision and Direction	10%	↑	The % of employees that agree or strongly agree that that they understand the Vision and Direction of GCRTA
	Division Employees Agree - Understand How Performance Linked to Organization Success	20%	↑	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success.
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend Division as a place to work
	Performance Review	75%	–	The % of Supervisors who complete employee reviews in a timely manner
	Hours of Training per Employee Group	5%	↑	The % increase in annual training hours per employee group
	Voluntary Training - Participation	5%	↑	The % of bargaining unit employees who engage in voluntary training sessions
	Voluntary Training - Found Valuable	65%	↑	The % of employees that agree or strongly agree that training is valuable
	Mandatory Training - Participation	95%	↑	The % of bargaining unit employees who engage in mandatory training sessions
	Mandatory Training - Found Valuable	65%	↑	The % of employees that agree or strongly agree that training is valuable
	Percent of Engaged Employees	30%	↑	The % of employees who believe they are actively engaged in delivering the mission of GCRTA

14- HUMAN RESOURCES DEPARTMENT

OVERVIEW

The Human Resources Department provides employment, talent acquisition, compensation, and human resource information systems to support the Authority.

2021 ACCOMPLISHMENTS

- Hosted Career Day events for Operators and Laborers which resulted in over 100 offers extended which allowed us to onboard up to 30 new employees at a time.
- Developed new and enhanced recruiting partnerships to increase the pipeline of interested and qualified applicants for Operations hiring.
- Worked toward the upgrade to Oracle (SaaS) Cloud to advance and improve use of the Oracle Human Resource Management System.

2022 PRIORITIES

- Complete a compensation study to review and revise non-bargaining salary administration.
- Continue the implementation of the Oracle Cloud upgrade to migration Oracle HRMS products to the cloud environment.
- Continue cross-functional collaboration (HR, Operations, OMB) to improve recruitment and retention for key operational positions (Operators, mechanics, Facilities).
- Continue the implementation of Succession-planning initiatives for frontline supervisory, mid-level, sr. management.
- Development of programs and initiatives for improving culture and engagement.
- Develop education/work experience equivalencies policy to apply consistently to job descriptions.
- Implement hiring manager and candidate satisfaction surveys.
- Continue focus on developing and implementing innovative recruitment solutions and partnerships.
- Continue the development and implementation of new employee resource groups.
- Continue with the revision of non-bargaining interview and selection processes and procedures.

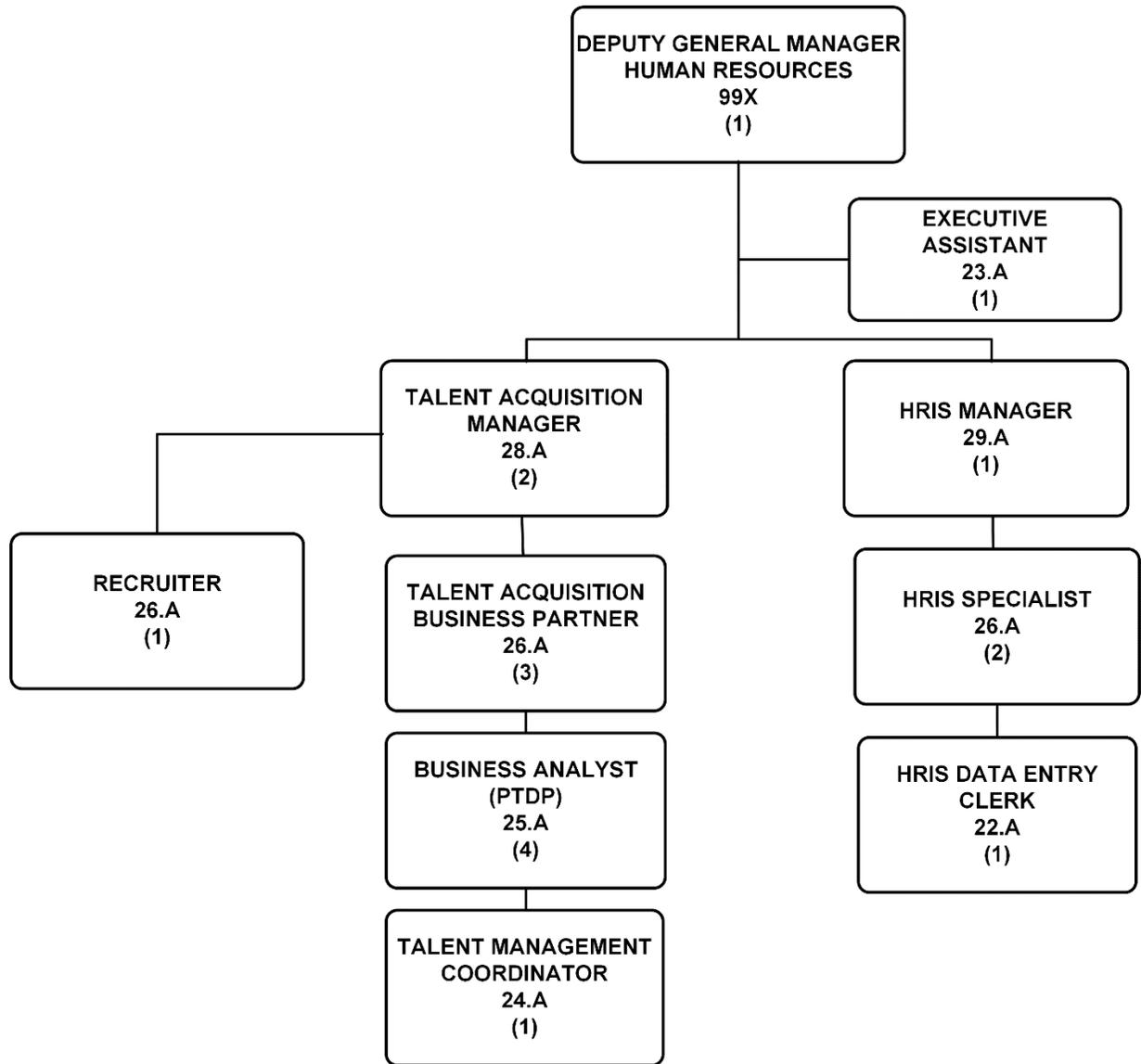
HUMAN RESOURCES DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501200	Hourly Employees Payroll	-	-	261,360
501300	Labor - Salaried Employees	1,057,509	1,021,049	1,150,690
501310	Overtime - Salaried Employees	-	188	-
502000	Fringe Benefits	402,563	447,511	479,919
502071	W. C. - Injuries & Damages	203,513	-	-
503000	Services	41,227	311,058	317,000
503020	Advertising Fees	-	2,038	48,000
503049	Temporary Help	-	82,120	66,640
504000	Material & Supplies	2,666	24,288	22,500
509000	Miscellaneous Expenses	7,766	8,275	21,125
509022	Meals & Concessions	902	4,510	7,000
Total		1,716,146	1,901,037	2,374,234

HUMAN RESOURCES DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
22	1659 HRIS Data Entry Clerk	1.0	1.0	1.0
23	0725 Executive Assistant	1.0	1.0	1.0
24	1636 Talent Management Coordinator.	1.0	1.0	1.0
25	1081 Business Analyst- Public Transit Development Program	4.0	4.0	4.0
26	1639 Recruiter	1.0	1.0	1.0
	1642 Talent Acquisition Business Partner	3.0	3.0	3.0
	1690 HRIS Specialist	2.0	2.0	2.0
27	1641 HR Bus. Partner Team Lead	1.0	-	-
	1748 Talent Acquisition Manager	-	2.0	2.0
29	0904 HRIS Manager	1.0	1.0	1.0
30	1444 Director of Human Resources	1.0	-	-
99	9971 DGM Human Resources	1.0	1.0	1.0
Total		17.0	17.0	17.0

HUMAN RESOURCES DEPARTMENT ORGANIZATION CHART



18- LABOR AND EMPLOYEE RELATIONS

OVERVIEW

The Labor & Employee Relations Department builds and supports the continuous relationship between labor unions and the Authority. It administers the Benefits/ Wellness and Occupational Health programs of the Authority to promote attendance and the well-being of all employees. It oversees the Human Resource Information System (HRIS) section to ensure successful administration of employees' accruals and employment status.

2021 ACCOMPLISHMENTS

- Health care premium rates increased less than the market average.
- Continued Get Fit Wellness Program and wellness education during the pandemic.
- Slight increase in the number of employees receiving the Wellness Incentive.
- Developed and implemented benefits open enrollment virtual fairs and videos for employees to access regarding benefit and vendor information.
- Purchased standing desks to promote ergonomic work stations.
- Focused on mental health by distributing self-care packages to all employees.
- Aligned with the community in participation and fundraising of the Cleveland Heart Walk.
- Implemented tracking of vaccination status of employees and implemented process for payout of a vaccine incentive.
- Ensured completion of drug alcohol testing on safety-sensitive employees in accordance with Federal Transit Administration (FTA) regulations.
- Implemented new laboratory drug testing contract with Quest Diagnostics.
- Paperless filing of grievances and drug and alcohol tracking.
- Continued Positive Discipline supervisory training.
- Continued to track and monitor TEAM attendance and comply with Family Medical Leave Act (FMLA) in an effort to manage and reduce absence duration to control costs associated with absenteeism.
- Administered unemployment compensation benefits process and monitored funds; ensured proper discipline and discharge procedures were followed to limit claims liability.
- Managed unemployment fraud cases by notifying employees of the potential fraud cases and working with our third party vendor to ensure these claims were denied. 38% of unemployment cases in 2021 were related to fraud cases.
- Updated Personnel Policy and Procedure manual, creating an easily navigable electronic version.
- Scanned and indexed arbitration decisions from 1990 to present.

2022 PRIORITIES

- Complete requests for proposals for Health Care Consultant and new Health Care Vendor contracts.
- Continue the implementation of strategic initiatives to continue to lower healthcare costs and optimize benefits design and wellness activities.
- Process Affordable Care Act (ACA) tax forms and ensure benefit compliance with ACA regulations.
- Administer unemployment compensation & COBRA benefits process and monitor funds.
- Purchase equipment for Hayden fitness center with Wellness Dollars.
- Complete requests for proposals for Drug & Alcohol collection site and Employee Assistance Programs.
- Ensure compliance by completing operator biennial exams prior to their expiration.
- Perform drug tests on at least 50% and alcohol tests on at least 10% of safety-sensitive pool.

- Administer Drug & Alcohol policies and process all FMLA requests.
- Provide FMLA Training to supervisors.
- Complete and implement a cost effective successor contractual agreement with the Amalgamated Transit Union, Local 268.
- Provide advice, training, and counsel to managers, supervisors, and employees on discipline, grievances, policies, contracts, and labor laws.
- Chair and/or facilitate various Labor Management committees.
- Complete request for proposal for on line uniform ordering process.
- Begin preparing for Fraternal Order of Police Negotiations in 2023.
- Continue the implementation of the Oracle Cloud upgrade to migration Oracle HRMS products to the cloud environment.

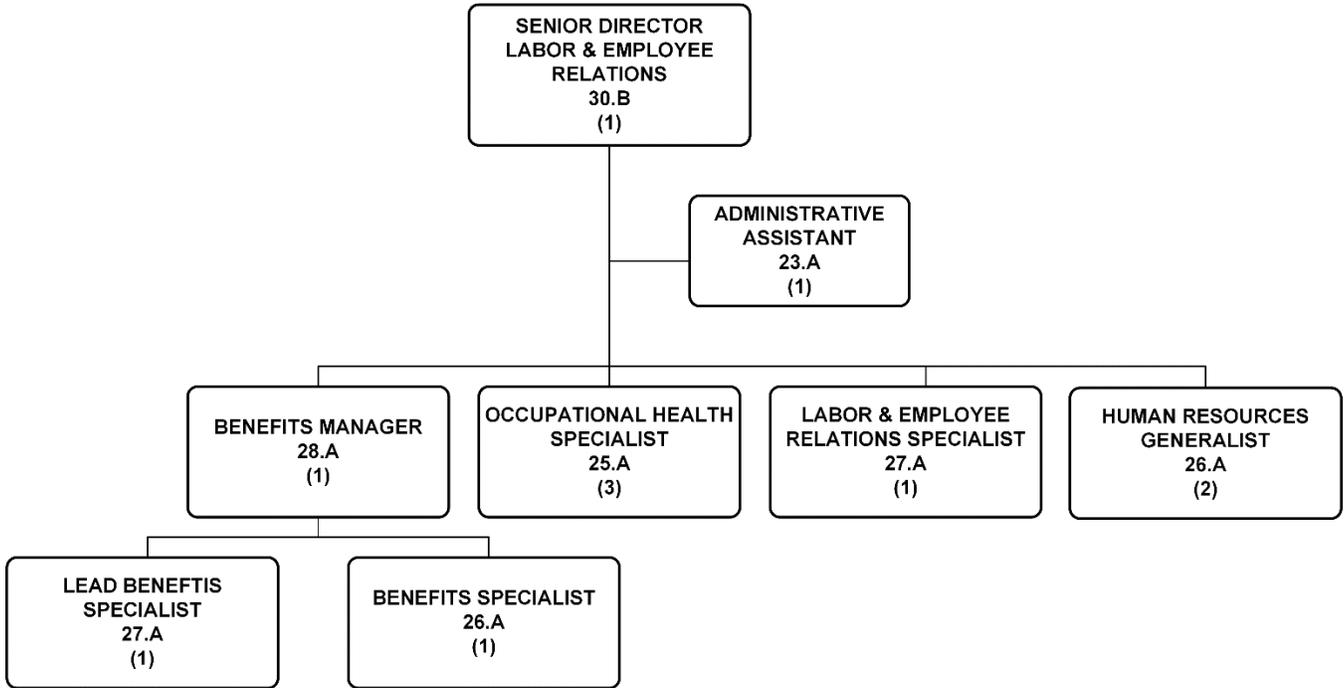
LABOR & EMPLOYEE RELATIONS DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501300	Labor - Salaried Employees	569,314	601,980	784,934
502000	Fringe Benefits	222,380	228,603	291,371
502070	Unemployment Compensation	109,309	116,061	150,000
503000	Services	316,262	82,745	215,340
503052	Other Maintenance Contracts	231,136	227,373	272,940
504000	Material & Supplies	333	668	900
509000	Miscellaneous Expenses	1,219	2,138	5,375
509022	Meals & Concessions	67	1,611	2,800
Total		1,450,020	1,261,179	1,723,660

LABOR & EMPLOYEE RELATIONS DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
23	0757 Administrative Assistant	1.0	1.0	1.0
25	0899 Occupational Health Specialist	4.0	3.0	3.0
	1700 Benefits Specialist	1.0	1.0	1.0
26	TBD District Human Resources Generalist	-	-	2.0
27	1701 Lead Benefits Specialist	1.0	1.0	1.0
	0902 Labor & Employee Relations Specialist	1.0	1.0	1.0
28	0844 Benefits Manager	1.0	1.0	1.0
30	1343 Senior Director	1.0	1.0	1.0
Total		10.0	9.0	11.0

LABOR & EMPLOYEE RELATIONS ORGANIZATION CHART



30- TRAINING AND EMPLOYEE DEVELOPMENT

OVERVIEW

The Training & Employee Development Department provides employee engagement, growth, learning, and development opportunities for all GCRTA employees by improving their skills, knowledge, confidence, and abilities in support of the Authority's goals.

2021 ACCOMPLISHMENTS

- Deepened partnership with Cuyahoga Community College (Tri-C) Transportation Innovation Center to expand Temporary Commercial Driver's License Program, launch the co-branded RTA and Tri-C Job and Workforce Development Job Hub, and Workforce Success Program.
- Expanded Customer Service Training strategy to positively impact culture and engagement of all work segments, launch Train-the-trainer, and deliver to remaining staff (excluding Operators and Transit Police).
- Increased access to Frontline Supervisor Development and Training Program, revised content to bridge skills gaps, created cross-agency partnership cohort with Northeast Ohio Areawide Coordinating Agency (NOACA) and Ohio Turnpike, resulting in 38 RTA employees participating in the program.
- Increased participation in personal and professional development across all work segments.
- Developed and launched four sessions of New Leader Assimilations and Team Building sessions for several departments.
- Refreshed the Bus Operator Training program based in best training practices, reducing training cycle by an average of 4-weeks.
- Launched, organized, and facilitated several cross-functional teams to assist with achieving a culture of ONE RTA based on Mission, Vision, Values (MVV) including Job Fairs, Strategy Teams, Employee Resource groups, etc.
- In collaboration with the Amalgamated Transit Union, developing the Bus Mechanical Apprenticeship Program under review by the State of Ohio.
- Developed and launched the training strategy to implement Outlook email and related M365 resources.

2022 PRIORITIES

- Continue to implement training and communication strategy to adopt new Mission, Vision, Values.
- Increase awareness and support to identify and create larger orientation and training spaces complete with modern technologies required to onboard new employees and upskill our existing workforce.
- Expand the use of technology (i.e. M365/ TEAMS, Oracle) to close the communications gap between employees at Main Office and operating districts.
- Implement the Community Training and Development Jobs Hub (Cuyahoga Community College partnership), Cleveland Metropolitan School District (CMSD), PACE, Hispanic Communities, and other regional training partners to impact workforce development learning for all work segments.
- Continue the implementation of the Customer Service Training Strategy for all employees.
- Continue the implementation of succession-planning initiatives for frontline supervisory, mid-level, sr. management.
- Continue the implementation of the Oracle Cloud upgrade to migration Oracle Human Resource Management System (HRMS) products to the cloud environment.
- Advance and improve the functionality and utilization of technology (Oracle, Kronos, ITS, TEAMS, Employee Self Service).
- Continue the development and implementation of employee resource groups.
- Improve training and learning accessibility through remote and blended learning, e-Learning, reallocation of instructor resources, and enhancements to curriculums.

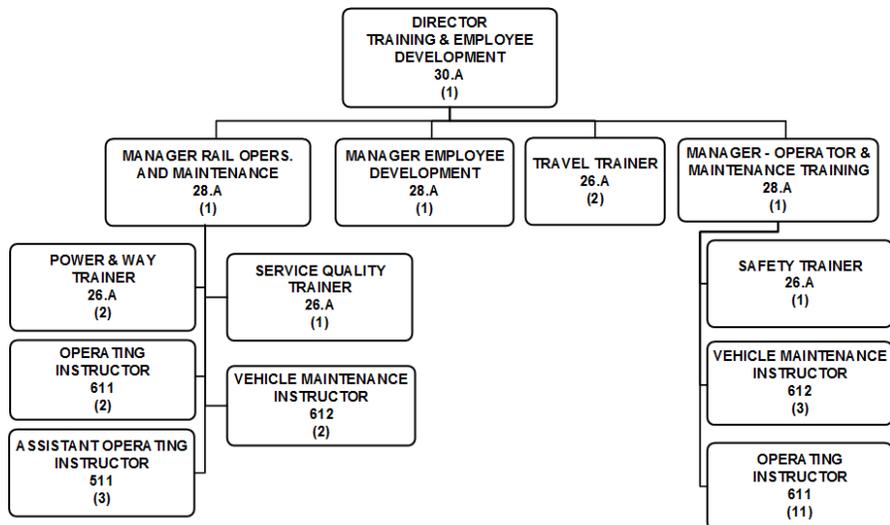
TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501200	Hourly Employee Payroll	-	600	-
501300	Labor - Salaried Employees	2,036,680	2,179,827	2,442,082
501310	Overtime - Salaried Employees	78,714	94,627	65,000
502000	Fringe Benefits	822,107	862,412	906,799
502148	Tuition Reimbursement	43,198	71,972	80,000
503000	Services	45,943	8,245	93,200
503052	Other Maintenance Contracts	208,657	-	8,070
504000	Material & Supplies	3,697	5,750	26,100
509000	Miscellaneous Expenses	256,131	472,534	620,788
509022	Meals & Concessions	542	1,040	1,500
Total		3,495,669	3,696,406	4,243,539

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
05	0511 Assistant Operating Instructor	1.0	3.0	4.0
06	0611 Operating Instructor	11.0	13.0	13.0
	0612 Vehicle Maintenance Instructor	5.0	5.0	5.0
26	1194 Safety Trainer	1.0	1.0	1.0
	1619 Travel Trainer	1.0	2.0	2.0
	1622 Power/Way Rail Trainer	2.0	2.0	2.0
	1631 Service Quality Trainer	1.0	1.0	1.0
28	0870 Manager Operations/Maintenance Training	1.0	1.0	1.0
	0886 Manager Training Rail Operations	1.0	1.0	1.0
	0906 Manager of Employee Development	1.0	1.0	1.0
30	1430 Director	1.0	1.0	1.0
Total		26.0	31.0	32.0

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT ORGANIZATION CHART



06-ADMINISTRATION & EXTERNAL AFFAIRS DIVISION

OVERVIEW

The Administration & External Affairs Cluster is comprised of Americans with Disability Act (ADA), Customer Service, Diversity, Equity & Inclusion, Equal Opportunity, External & Government Affairs, and Marketing & Communications. This Cluster was created to elevate organizational position internally and externally with emphasis on customer focus and community engagement.

CONNECTION TO STRATEGIC PLAN

The Mission of the Administration & External Affairs Cluster is to reposition RTA brand internally and externally with emphasis on customer focus and community engagement to actualize the mission; **Connecting the Community**. Key strategic initiatives include:

- Advocate public policy and how it translates into grant dollars and improved customer experience
- Advance our mission with messaging to keep ridership informed for improved customer experience
- Engage with elected leaders at the local, state, and national levels, and be actively engaged in the community
- Be a resource for employees to ensure fairness and equity; and
- Educate riders and “choice” riders on the value of public transportation

Internally, the Cluster is responsible for ensuring employees feel seen, heard, and valued through equal opportunity. New to this Cluster is the incorporation of Diversity, Equity, & Inclusion to build stronger, more inclusive teams to stimulate creativity, innovation, and organizational performance. Externally, being an active partner in the economic and workforce ecosystems directly links to our anchors of public transit: access to employment, education, healthcare, and arts & entertainment.

The Administration & External Affairs Cluster contributes to the Authority’s four strategic priorities: strengthen customer relationships; enhance the value of RTA’s brand in the community; improve the Authority’s financial sustainability and develop a more productive work environment and culture.

2021 ACCOMPLISHMENTS

External

- Advocating with the state legislature to restore public transit funding to \$70 million in the FY 21 and 22 budget.
- Marketing campaigns: NEXT GEN, Ohio Loves Transit, and You Drive Us.
- Increased the number of appearances, speaking events, and awards for CEO and other key staff.
- Increased number of favorable impressions, pitched and placed positive news stories, developed and launched media relations strategies for significant initiatives: ODOT/City/County partnership: Community Immunity Bus, NEXT GEN, Today Show, NFL Draft, Godwin McNeal 45 years, APTA Gold Award, Holiday promotions.
- Expanded partnerships:
 - ODOT and Cleveland State University for Community Immunity
 - Greater Cleveland Partnership on coordinated efforts for infrastructure projects
 - Tri-C and Ohio Means Jobs on recruitment and training programs
 - Tri-C for the implementation of Training & Development job hub sites
 - City of Cleveland and Care Alliance Health Center for Community Immunity
 - La Mega Radio as a strategy for targeting marketing in the Spanish-speaking community
 - Cuyahoga Metropolitan Housing Authority on the Woodhill CHOICE Ribbon Cutting
- Won an APTA Award for the Holiday Trolley

Internal

- Implemented Diversity, Equity & Inclusion program for employees, including a website and training
- Inter-departmental coordination
 - HR campaigns for: Operators, Mechanics, Transit Police, and Rail
 - Launched and executed the Paradox Prize Pilot [Microtransit]
 - We Wear the Mask and other community art projects
 - HR Recruitment & Job Fairs

2022 PRIORITIES

External

- Use advocacy, research, and data as resources to secure rail cars and other rail infrastructure funding.
- Manage the Authority’s Title VI, Title VII, & ADA programs to ensure compliance with Federal, State, and local laws regarding employment practices, facilities, and services.
- Participate in APTA Racial Equity Commitment Pilot Program.
- Promote and market 25Connects.
- Coordination with Sherwin-Williams.
- Partner with Community Development Corporations (CDCs) on transit-oriented development.
- Market commuter advantage to corporations in Cleveland.
- Expand partners in the region to solidify RTA as an anchor institution in the economic ecosystem.
- Create and execute media relations plans for customer-focused initiatives/events.
- Write positive news stories on our infrastructure and operations.
- Evaluate earned media/positive impressions.

Internal

- Continuous inter-departmental coordination and integration within the Administration & External Affairs Cluster.
- Scale advocacy strategies working inter-departmentally with Engineering.
- Elevate internal capability to design and scale brand awareness.
- Investigate allegations of discrimination or non-compliance with equal opportunity policies and procedures.
- Support and monitor the Authority’s Affirmative Action Plan quarterly.
- Implement diversity, equity and inclusion (DEI) training and education.
- Coordination between social media and legislative priorities.
- Community engagement and presence at regional events.
- Increased emphasis on customer service and community focus.

LIST OF DEPARTMENTS

Department Number	Department Name
53	Customer Service at Tower City Center
	Inter-Governmental Relations
	Marketing & Communications
	Office of Equal Opportunity
	Public Information Officer

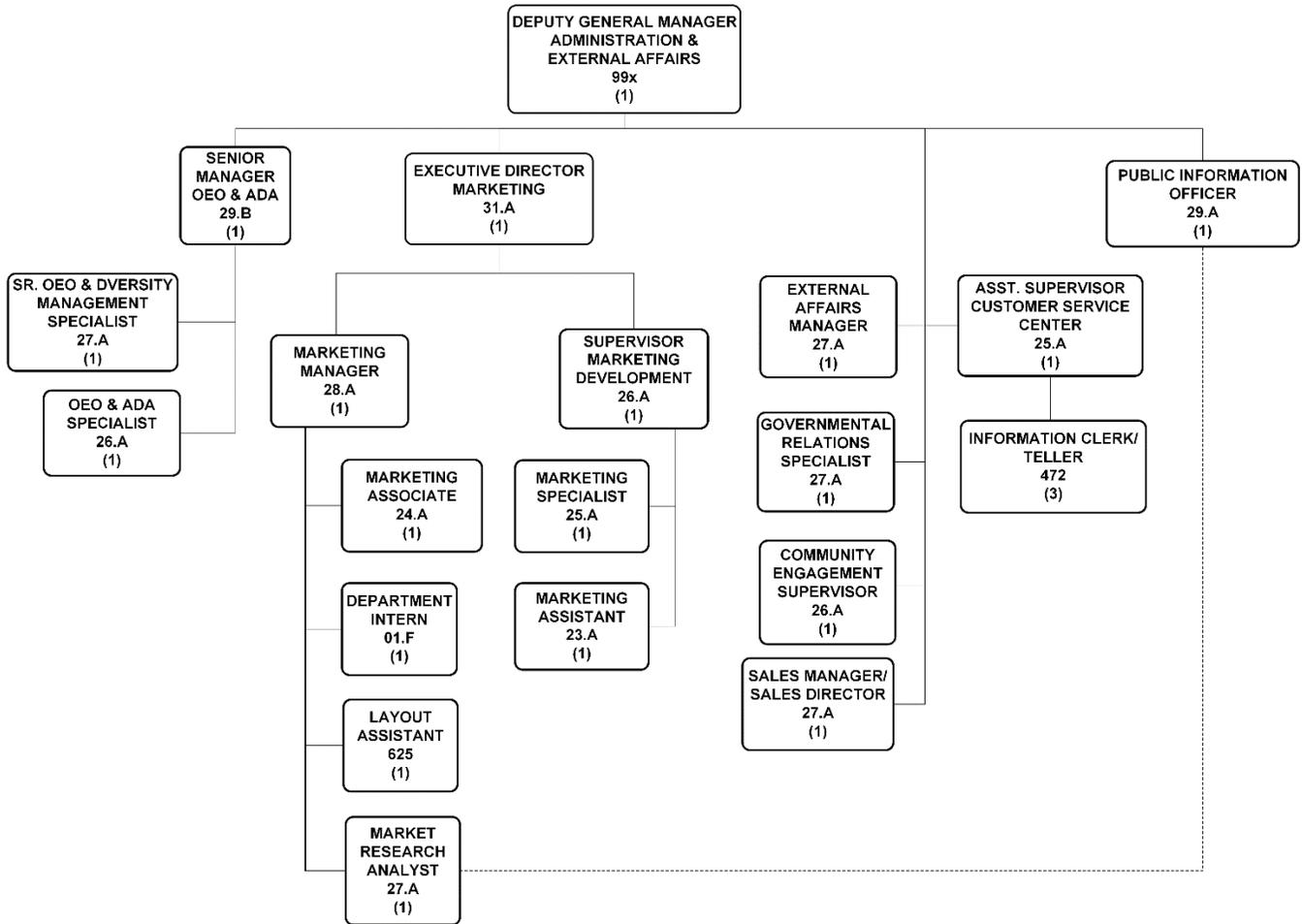
ADMINISTRATION & EXTERNAL AFFAIRS BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501300	Labor Salaried Employees	989,727	1,215,576	1,648,001
501310	Overtime Salaried Employees	4,933	3,996	4,000
502000	Fringe Benefits	385,223	469,288	596,258
503000	Services	35,363	23,393	131,400
503020	Advertising Fees	614,370	906,490	876,000
504000	Materials & Supplies	12,065	79,362	13,550
509000	Miscellaneous Expenses	16,061	27,930	26,600
509022	Meals & Concessions	1,584	3,565	7,000
512000	Leases & Rentals	4,866	5,442	8,000
Total		2,064,192	2,735,042	3,310,809

ADMINISTRATION & EXTERNAL AFFAIRS DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
01	8942 Department Intern	1.0	1.0	1.0
04	0472 Information Clerk/Teller	3.0	3.0	3.0
06	0625 Layout Assistant	1.0	1.0	1.0
23	1650 Marketing Assistant	1.0	1.0	1.0
24	0740 Marketing Associate	1.0	1.0	1.0
25	0712 Marketing Specialist	1.0	1.0	1.0
	1067 Assistant Supervisor Customer Service	1.0	1.0	1.0
26	0865 Community Engagement Supervisor	1.0	1.0	1.0
	1061 Supervisor Marketing Dev	1.0	1.0	1.0
	1720 OEO & ADA Specialist	-	1.0	1.0
27	0859 Sales Manager/Sales Director	1.0	1.0	1.0
	0862 Government Relations Specialist	-	1.0	1.0
	1330 External Affairs Manager	-	1.0	1.0
	TBD Market Research Analyst	-	-	1.0
	TBD Sr. OEO & Diversity Management Specialist / Program Management	-	-	1.0
28	1964 Marketing Manager	1.0	1.0	1.0
29	0880 Senior Manager/Office of Equal Opportunity	-	1.0	1.0
	1156 Public Information Officer/Spokesperson	-	1.0	1.0
31	0784 Executive Director	1.0	1.0	1.0
99	9910 DGM Administration & External Affairs	-	1.0	1.0
Total		14.0	20.0	22.0

ADMINISTRATION & EXTERNAL AFFAIRS ORGANIZATION CHART



ADMIN & EX AFFAIRS DIVISION



Success Outcomes	Metric	FY2022 Performance Goals	Objective	Definition
Customer Experience	Customer Satisfaction with Quality of Communication	60%	↑	% of customers who agree or strongly agree that they are satisfied with quality of communication
	Customer Impression - Communication of Service Changes		↑	% of customers who agree or strongly agree that GCRTA provides adequate updates on service improvements and changes
	Customer Understanding - Available Routes and Transit Access Points	20%	↑	% of customers who agree or strongly agree that they are confident navigating the system
	Customer Complaint Resolution	50%	↑	% of customers who agree or strongly agree that they are satisfied with the complaint resolution process
Community Value	Community Perception - Access to Service	50%	↑	% of community who agree or strongly agree that service is accessible
	Community Perception - Access to Employment	65%	↑	% of community who agree or strongly agree that GCRTA serves employment centers
	Access to Employment Centers		↑	% of employment centers served by GCRTA routes (i.e. transit stop within 1/4 mile radius of employment center)
	Community Perception - Transit Investment Occurs where Needed	50%	↑	% of community that agree or strongly agree that transit investment occurs where needed
	Community Perception - Brand	50%	↑	% of community with positive brand recognition of GCRTA
	Stakeholder Perception of Value		↑	% of stakeholders who believe that GCRTA is valuable or extremely valuable to the region (government officials, neighborhood associations, business community)

Success Outcomes	Metric	FY2022 Performance Goals	Objective	Definition
Financial Sustainability	Funding Goal Achieved		—	% of funding goal achieved for specific goals in the legislative agenda (e.g. Rail Car Funding)
	Community Perception of Financial Transparency		↑	% of community members who agree or strongly agree that GCRTA is transparent in its financial reporting
	Budget Adherence	\$2M	—	Division functions delivered within budget
Employee Engagement	Percent of Employees who Feel that Leadership is Invested in Keeping them Informed	25%	↑	The % of Agency employees that, as a result of new communications, trust in leadership to share important information
	Division Employees Understand Vision and Direction	10%	↑	The % of Division employees that agree or strongly agree that they understand the vision and direction of GCRTA.
	Division Employees Understand How Performance Linked to Organization Success	20%	↑	The % of Division employees that agree or strongly agree that they understand how their performance contributes to organizational success.
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend Division as a place to work
	Employee Impression of Commitment to Diversity, Equity, and Inclusion		↑	% employees who agree or strongly agree that OEO is committed to practicing and training on DEI principles

07-INNOVATION & TECHNOLOGY DIVISION

OVERVIEW

The Innovation & Technology Division 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.

CONNECTION TO STRATEGIC PLAN

The Innovation & Technology Division works to ensure a functioning system with little to no delays for optimal customer experience. Community members will perceive the Authority as an agency committed to innovation and technological advancement. Financial sustainability is achieved through budget and major project adherence. Employee perception of opportunity for growth and success, understanding the Authority's vision and direction, clarity in connection between personal performance and organization success, and transparency on priorities.

2021 ACCOMPLISHMENTS

- Deployed Windows 10 operating system for desktops and laptops
- Leveraging The M365 Microsoft platform to expand automation of the ongoing patching process for critical system updates for desktops and laptops and began tracking this as part of the strategic plan.
- Enhanced internal IT Security Awareness program and deployed new 2021 formal security awareness training services for all employees.
- Expanded backup solution capacity, including off-site replication of data, to protect more target 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 and Server Refresh, application delivery services, migration of multiple significant system databases to Linux.
- Expanded WiFi coverage in District administrative spaces, and shop floors.
- Expanded Video and Web-based Conferencing systems for the Authority
- Expand use of conference room technology with modern screens and multi user video systems.
- Completed migration from Microfocus to Microsoft file sharing platform
- Improved Disaster Recovery position via implementation of SaaS and/or IaaS for several more identified applications/systems
- Provided electronic secure file sharing to entire authority via the O365 Microsoft platform.
- Provided a refresh of computing equipment across the Authority
- Assist with the finalization of the Customer Service POS
- Implemented new ITSM and helpdesk software – Freshservice
- Implemented 88 new thin client computers for the shop floor at all districts
- Improved internal customer service for all divisions
- Increased usage of formal project management techniques to track and deploy projects
- Implemented new SplashBI Oracle reporting platform
- Web team launched new Diversity and Inclusions web site and new Intranet
- Implement new platform for electronic forms processing and workflow.
- Implement call center positions for helpdesk
- Deploy Microsoft endpoint protection
- Onboard 3 new team members

2022 PRIORITIES

- Expand Disaster Recovery capability with enhanced data protection and additional virtualization for critical legacy systems and also via implementation of SaaS redundancy and cloud infrastructure.
- Make substantial improvement to Cyber-Security related initiatives and monitoring
- Refine the Innovation & Technology Roadmap.
- Deploy new fare validation system to entire fleet with an enhanced mobile app.
- Make improvements in electronic document management.
- Fill new Director positions
- Develop telecom strategy for hosted VOIP, mobile devices and teams/conferencing technologies.
- Forward Artificial Intelligence use in IT support area.
- Finalize the rollout of Windows 10 operating system for all desktops and laptops by replacing 1/3 of the endpoints deployed with new laptops and desktops.
- Implement improvements to critical systems such as Fare Collection, Inventory and Maintenance, Financial, accounting and Human Resources.
- Continue support of major business systems, Oracle, Kronos, Hastus, TransitMaster, Trapeze, and Ultramain..
- Expand Cybersecurity efforts to include ongoing vulnerability scanning and penetration testing.
- Continue to enhance IT Governance.
- Engage stakeholders with IT analysts to work to implement business process improvement in all divisions.
- Expand WiFi connectivity for additional systems and devices.
- Implement critical upgrades to the IT Infrastructure, including network core, firewalls and network circuit redundancy.
- Refresh printers across the Authority when needed
- Implement mobile device management

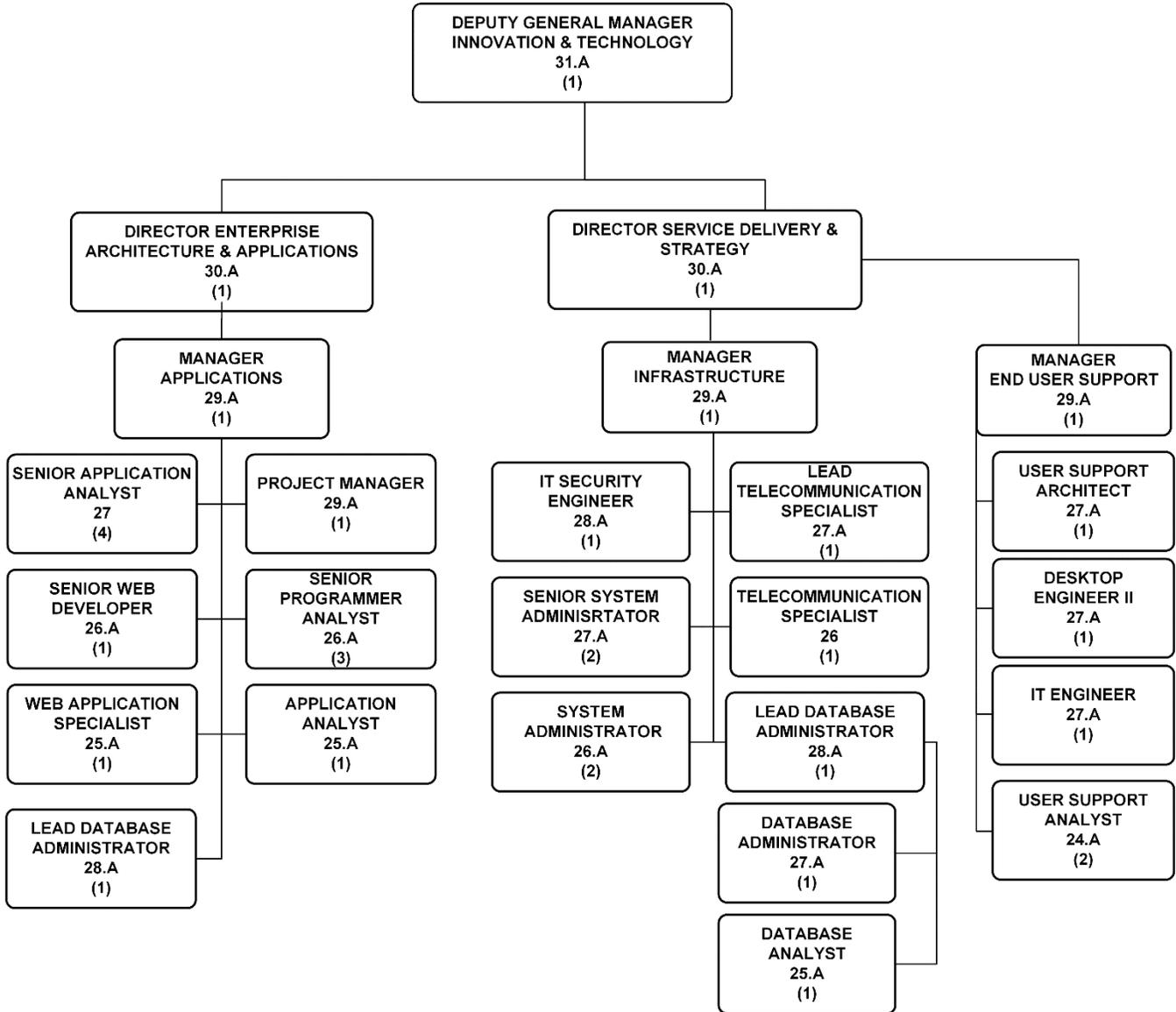
INFORMATION TECHNOLOGY DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501300	LABOR - SALARIED EMPLOYEES	2,356,265	2,416,756	2,692,139
501310	OVERTIME - SALARIED EMPLOYEES	100	260	-
502000	FRINGE BENEFITS	901,668	909,889	898,997
503000	SERVICES	109,374	62,843	63,200
503052	OTHER MAINTENANCE CONTRACTS	3,562,383	3,383,466	3,362,023
504000	MATERIAL & SUPPLIES	120,294	202,257	241,100
505022	TELEPHONE	448,800	570,314	599,236
509000	MISCELLANEOUS EXPENSES	70,727	77,482	105,690
509022	MEALS & CONCESSIONS	192	(586)	750
512000	Leases & Rentals	3,994	-	-
Total		7,573,797	7,622,681	7,963,135

INFORMATION TECHNOLOGY DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
23	0725 Executive Secretary	1.00	1.00	1.00
24	1646 User Support Analyst	2.00	2.00	2.00
25	0760 Database Analyst	1.00	1.00	1.00
	1647 Web Application Specialist	1.00	1.00	1.00
	1961 Applications Analyst	1.00	1.00	1.00
26	0960 User Support Specialist	1.00	1.00	1.00
	1072 Telecom Specialist	1.00	1.00	1.00
	1077 Senior Web Developer	1.00	1.00	1.00
	1082 System Administrator	2.00	2.00	2.00
	1155 Senior Programmer Analyst	3.00	2.00	2.00
27	0756 Network Engineer	1.00	1.00	1.00
	0962 Desktop Engineer II	1.00	1.00	1.00
	0969 Information Technology Engineer	1.00	1.00	1.00
	1070 Database Administrator	1.00	1.00	1.00
	1091 Senior System Administrator	1.00	1.00	1.00
	1632 User Support Architect	1.00	1.00	1.00
	1745 Lead Telecommunications Specialist	1.00	1.00	1.00
	1960 Senior Application Analyst	4.00	4.00	4.00
28	1633 It Security Engineer	1.00	1.00	1.00
	1648 Lead Database Administrator	1.00	1.00	1.00
	1654 It Project Assistant	-	1.00	1.00
29	0783 Manager Its/End User Support	1.00	1.00	1.00
	1321 Manager Of Infrastructure	1.00	1.00	1.00
	1325 Manager Of Applications	1.00	1.00	1.00
	1655 Project Manager - Systems	1.00	-	-
30	1747 Director Of Enterprise Architecture & Applications	0.00	1.00	1.00
	1749 Director Of Service Strategy & Delivery	-	1.00	1.00
31	1730 CIO/ Executive Director	1.00	-	-
99	9981 DGM Innovation And Technology	-	1.00	1.00
Total		32.0	32.0	33.0

INFORMATION TECHNOLOGY ORGANIZATION CHART



INNOVATION & TECH. DIVISION

Success Outcomes	Metric	FY2022 Performance Goals	Objective	Definition
Customer Experience	System Uptime	Identify Performance Goal	↑	% of time that the system/network is operational for devices and services reliant on the network, excluding scheduled downtime/maintenance
Community Value	Community Perception of Commitment to Innovation	Establish Baseline	↑	The % of community members who agree or strongly agree that the agency is committed to innovation and technological advancement.
Financial Sustainability	Major Project Schedule Adherence	70%	—	The % of major Division projects that are on schedule
	Budget Adherence	\$7M	—	Division functions delivered within budget
Employee Engagement	Division Employees Agree Supervisor Invested in Growth and Success	5%	↑	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success
	Division Employees Understand Vision and Direction	10%	↑	The % of employees that agree or strongly agree that they understand the vision and direction of GCRTA
	Division Employees Understand How Performance Linked to Organizational Success	20%	↑	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success.
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend the Division as a place to work
	Organizational Transparency on IT Priorities	Establish Baseline	↑	The % of agency employees who agree or strongly agree that they recognize and understand the priorities of the Division.

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o8 – EXECUTIVE DIVISION & DEPARTMENT

DIVISION OVERVIEW

Implement the policies and mandates established by the GCRTA Board of Trustees, and develop and work towards the Board of Trustees' adopted Strategic Plan. 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, innovation and technology, and engineering.

CONNECTION TO STRATEGIC PLAN

The Executive Division and department is committed to a positive customer experience through perception and delivery of on-time service performance, safety, and customer satisfaction. Community value is delivered through access to services and employment, ensuring transit investment occurs where needed, and public-private capital investment. Financial sustainability is obtained by monitoring overall operating cost and customer per revenue hour, funding necessary capital projects, and ensuring revenue is maximizing operating expenses. Employee perception of opportunity for growth and success, understanding the Authority's vision and direction, clarity in connection between personal performance and organization success, and training ensure engagement of staff.

2021 ACCOMPLISHMENTS

- Completion of the East 79th Street Station/ADA Key Station Plan
- Completion of the Red Line Greenway
- Completion of NEXT GEN service redesign project, delivering more frequent service and one seat trips
- Completion and full implementation of GCRTA's 2021 Public Transportation Agency Safety Plan (PTASP)
- Completed the initial phase of key executive leadership hires for GCRTA (additional departmental restructuring TBD)
- Completion of the revision of GCRTA mission, vision, and value statement, in support of revised data reporting and goal setting by quarter.
- Securement and drawdown of Coronavirus Response and Relief Supplemental Appropriations Act funding

2022 PRIORITIES

- Planned to receive 12/16/2021 by 5pm
- Begin the execution of the fare collection replacement program (including fare payment options, contactless payment, fare capping and rideshare opportunities)
- Unveiling of the new Health line bus fleet into revenue service
- Implementation of the GCRTA Transit Safety Ambassador pilot program via Transit Police
- Implementation of the GCRTA Transit Police Civilian Oversight Board
- Continuance of the rail car replacement program; seek additional grant funding
- Continuance of the Waterfront Line Bridge rehabilitation effort

- Bolstering the schedule and accessibility of the Community to Immunity Vaccination Bus to assist with the fight against COVID-19 to assist with low vaccination rates across Greater Cleveland
- Finalize the upgrade of GCRTA’s Enterprise Resource Planning software (Oracle) and transition it as a Cloud-based solution
- Active participation in the APTA Racial Equity Commitment Pilot Program
- Continued partnership and development of the 25Connect project that focuses on the future of the West 2th Street Corridor
- Continued implementation of the Baby on Board program through partnership with the Cuyahoga County Board of Health
- Implementation of Connect Works, a micro transit pilot program addressing the “first mile/last mile” concern
- Continue the partnership with Tri-C for the implementation of Training & Development job hub sites
- Fulfillment of the sign on of the Hispanic Promise, the first of its kind national pledge to hire, promote, retain and celebrate Hispanics in the workplace.
- Work with the City of Cleveland administration to promote transit oriented development and associated policies and projects to address equity, mitigate displacement, and leverage TOD investments along key areas within Greater Cleveland.
- Finalization of the strategic planning and success outcomes and metrics for all departments. Integration of these metrics and associated scorecards into quarterly reporting, both internal and externally. Completion of semiannual customer survey work, integrated into data analysis.
- Continuance of essential operation of transit service for those customers still needing access to work, medical appointments, education institutions and more. Continued implementation of pandemic response measures to ensure an enhanced and effective cleaning and disinfection program for all GCRTA revenue service vehicles, properties and facilities.

LIST OF DEPARTMENTS

Department Number	Department Name
12	Executive Department
19	Internal Audit
99	Fund Transfers

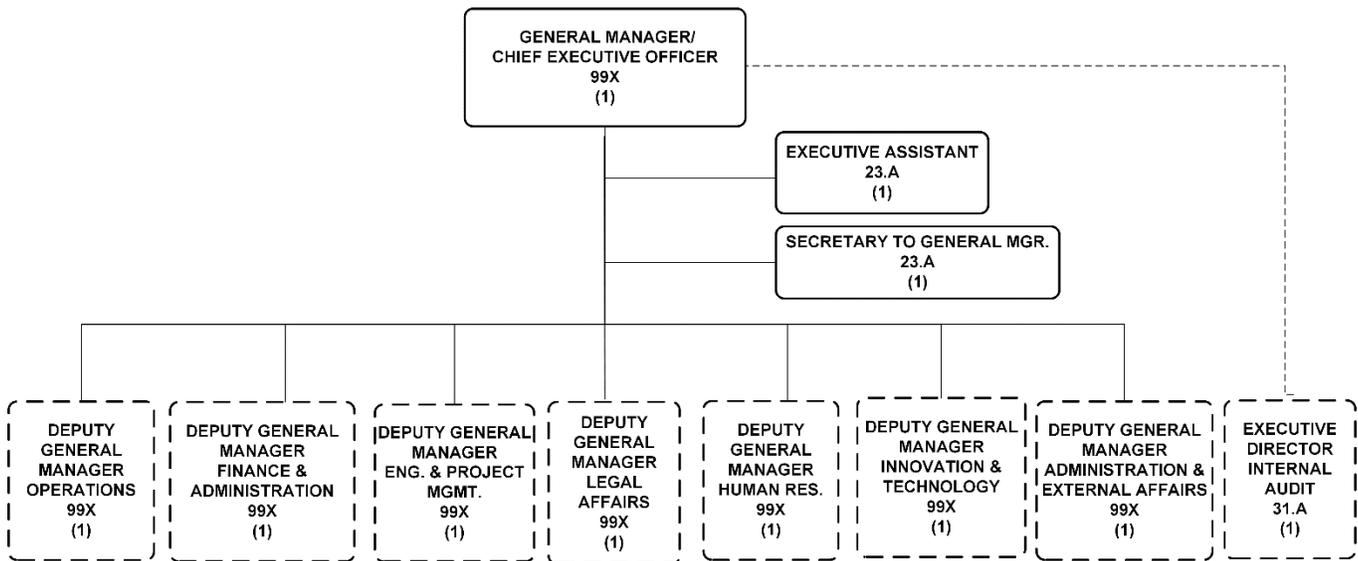
EXECUTIVE DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501300	Labor Salaried Employees	606,325	455,411	375,969
501300	Overtime Salaried Employees	-	1,263	1,500
502000	Fringe Benefits	207,455	196,263	106,344
503000	Services	318,464	379,134	340,000
503049	Temporary Help	10,572	(14,428)	-
504000	Materials & Supplies	1,917	2,999	2,000
509000	Miscellaneous Expenses	152,666	199,070	250,839
509022	Meals & Concessions	407	1,108	2,500
Total		1,297,806	1,303,631	1,079,152

EXECUTIVE DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
23	0711 Secretary to GM/Sec Treasurer	1.0	1.0	1.0
	0725 Executive Assistant	1.0	1.0	1.0
26	1720.Office of Equal Opportunity Specialist	1.0	-	-
27	0862 Government Relations Specialist	1.0	-	-
	1330 External Affairs Administrator	1.0	-	-
29	0880.Manager of Equal Employment Opportunity and ADA	1.0	-	-
	1156 Public Information Officer/Spokesperson	1.0	-	-
99	9910 Chief Of Staff	1.0	-	-
	9929 General Manager	1.0	1.0	1.0
Total		9.0	3.0	3.0

EXECUTIVE DEPARTMENT ORGANIZATION CHART



EXECUTIVE DIVISION



Success Outcomes	Metric	FY2022 Performance Goals	Objective	Definition
Customer Experience	Net Promoter Score	20	↑	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA, Promoters are 9-10 and Detractors are 0-6.
	Overall Customer Satisfaction	70%	↑	The % of customers who agree or strongly agree that they are satisfied with GCRTA
	On-Time Performance - Impression	75%	↑	The % of customers who agree or strongly agree that service is on time
	On-Time Performance - Actual	85%	↑	The % of actual on-time performance
	Safety - Impression	57%	↑	The % of customers who agree or strongly agree that GCRTA is safe
	Safety - Actual	70%	-	The % of actual compliance with safety performance targets
Community Value	Community Perception - Access to Service	50%	↑	The % of community that agree or strongly agree that service is accessible
	Community Perception - Access to Employment	65%	↑	The % of community that agree or strongly agree that GCRTA serves employment centers
	Community Perception - Transit Investment Occurs where Needed	50%	↑	The % of community that agree or strongly agree that transit investment occurs where needed
	Ratio of Private Sector Investment to Major Capital Investment	4 to 1	↑	The ratio of private sector capital investment to GCRTA capital investment

Success Outcomes	Metric	FY2022		Definition
		Performance Goals	Objective	
Financial Sustainability	Committed Funds to Capital Fund	\$10M	–	Reduction of unfunded capital projects by \$10M
	Operating Expense Covered by Own Source Revenue	15%	–	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)
	Overall Operating Cost/Revenue Hour	\$178	↓	The operating cost per revenue hour
	Overall Customers/Revenue Hour	19	↑	The number of customers per revenue hour
Employee Engagement	Percent Employees Agree - Supervisor Invested in Growth and Success	5%	↑	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success
	Percent Employees Agree - Understand Vision and Direction	10%	↑	The % of employees that agree or strongly agree that they understand the vision and direction of GCRTA
	Percent Employees Agree - Understand How Performance Linked to Organization Success	20%	↑	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success
	Percent Employees - Found Training Valuable	65%	↑	The % of employees that agree or strongly agree that training is valuable
	Hours of Training per Employee	5%	↑	The % increase in annual training hours per employee group
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend GCRTA as a place to work

16- SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT

OVERVIEW

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

2021 ACCOMPLISHMENTS

- Implemented Fare Equity Study recommendations resulting in a fare reduction on All-Day passes.
- Completed and approved the agencies 10 year Strategic Plan.
- Advanced the System Redesign, public hearings held.
- Advanced the Ad Hoc Committee initiatives.
- Continued Advocacy.

2022 PRIORITIES

- 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.
- Have a “clean” 2021 audit from the Auditor of State.
- Procure rail cars.
- Update the Codified Rules and Regulations of the Greater Cleveland Regional Transit Authority.
- Continue Ad Hoc Technology Committee initiatives.
- Continue to implement procedures to ensure the fiscal sustainability of the Greater Cleveland Regional Transit Authority.
- Enforce policies on governance and accountability.
- Advocate for additional resources for GCRTA.
- Oversee the Internal Audit Department external audit.

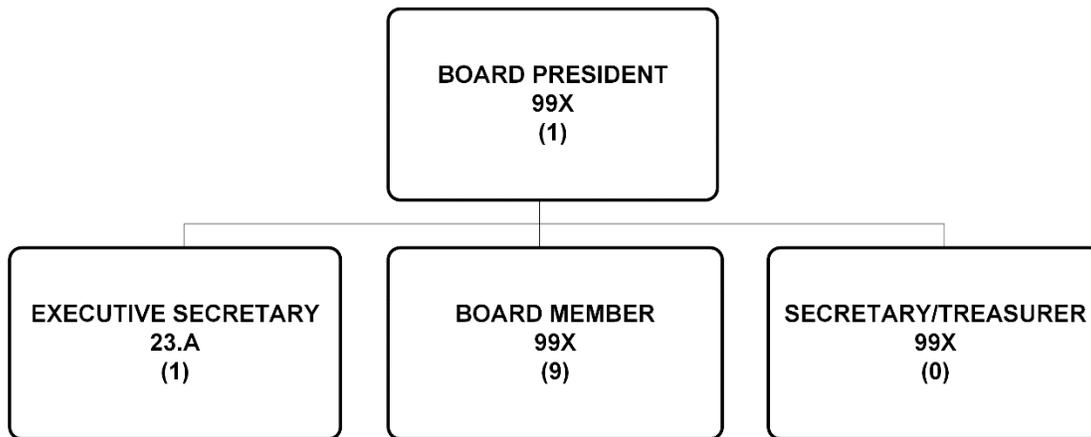
SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501300	Labor Salaried Employees	95,100	101,275	116,206
501310	Overtime - Salaried Employees	-	90	-
502000	Fringe Benefits	34,485	37,652	36,367
503000	Services	79,438	83,710	99,000
504000	Materials & Supplies	151	391	500
509000	Miscellaneous Expenses	2,205	13,113	45,700
509022	Meals & Concessions	779	1,259	1,500
Total		212,158	237,490	299,273

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
23	0725 Executive Assistant	1.0	1.0	1.0
99	Secretary/Treasurer	-	-	0.0
99	9901 Board Member	10.0	10.0	10.0
Total		11.0	11.0	11.0

SECRETARY/TREASURER – BOARD OF TRUSTEES ORGANIZATION CHART



19- INTERNAL AUDIT DEPARTMENT

OVERVIEW

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.

2021 ACCOMPLISHMENTS

- Established a risk-based Audit Plan aligned with the GCRTA Strategic Plan.
- Provided management an enterprise-wide COVID-19 pandemic risk assessment to support management's development of the *Operations Contingency Planning Document*.
- Conducted a 100% audit of employee paid leave rights for compliance with *Families First Coronavirus Response Act*.
- Conducted a compliance audit for the use of federal funds provided through the *Coronavirus Aid, Relief, and Economic Securities (CARES) Act*.
- Completed contract and policy compliance audits.
- Evaluated the reliability and integrity of information systems.
- Evaluated the means of safeguarding assets.
- Evaluated the systems and processes established to ensure compliance with policies.
- Provided assurance, investigative, and advisory services.
- Coordinated and followed-up with internal and external audits and 3rd party reviews
- Provided resources to management on steering committees, evaluation panels, performance management forums and task forces.

2022 PRIORITIES

- Establish a risk-based Audit Plan for 2022 aligned with the GCRTA Strategic Plan and Organizational Success Outcomes.
- Continue evaluating the reliability and integrity of information systems.
- Conduct contract and policy compliance audits.
- 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.

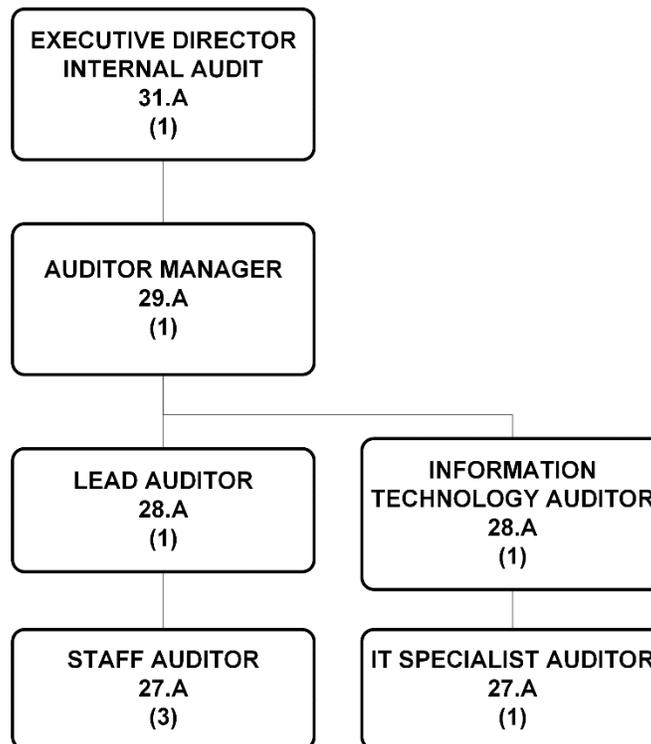
INTERNAL AUDIT DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501300	Labor Salaried Employees	578,604	562,481	664,886
502000	Fringe Benefits	223,227	219,459	227,375
503000	Services	20,860	12,960	101,500
504000	Materials & Supplies	783	30,374	3,250
509000	Miscellaneous Expenses	6,461	3,125	20,630
509022	Meals & Concessions	210	100	800
Total		830,145	828,499	1,018,441

INTERNAL AUDIT DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
22	0721 Secretary I	1.0	-	-
27	0959 Information Technology Specialist Auditor	1.0	1.0	1.0
	0957 Staff Auditor	3.0	3.0	3.0
28	1202 Information Technology Auditor	1.0	1.0	1.0
	1203 Lead Auditor	-	1.0	1.0
29	1262 Audit Manager	1.0	1.0	1.0
31	1522 Executive Director	1.0	1.0	1.0
Total		8.0	8.0	8.0

INTERNAL AUDIT ORGANIZATION CHART



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2022 – 2026 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 2022–2026 Capital Improvement Plan (CIP) continues the Authority’s ongoing process to align available financial resources with programmed capital projects directed towards achieving a State of Good Repair (SOGR) throughout its vehicle fleets, capital assets, and infrastructure. Effective planning helps facilitate this process by providing a framework to schedule capital improvements based on the condition or SOGR of capital assets, the availability of financial resources, and the evaluation of requested capital projects. The process prioritizes capital infrastructure requests and needs and aligns the ongoing capital program with available Federal, State, Local and other funding resources.



The financial demands needed to maintain SOGR is higher than the funding available in each year. A 5-year plan enables the Authority to prioritize the SOGR needs with the available funding.

ORGANIZATION OF THE CAPITAL IMPROVEMENT PLAN

The first year reflects the Board approved RTA Capital and RTA Development Fund budget appropriations for the FY 2022 capital projects. The following four years of the CIP highlight planned, but not yet approved, capital projects. Capital projects and their associated budgets included in these out-years are subject to change based on financial circumstances or revisions of project timelines or priorities.

The planning process for the capital program includes the method for establishing budget appropriation authority, and aligning the capital program to the Transportation Improvement Program (TIP) and the State Transportation Improvement Program (STIP). The Capital Improvement Financial Policies and Criteria help focus the plan on the priority areas that guide decision making during the Capital Improvement process. The Financial Capacity section explains Federal, State and Local funding sources and debt management as it relates to the Authority, as well as the impact of capital investment decisions on the Operating Budget.

The final section is devoted to the details of the 2022 Capital Improvement Budget and the four out-years of the overall 2022-2026 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 that support those projects.

CAPITAL ASSETS

The principal share of expenditures planned within the 2022–26 CIP focuses on attaining a State of Good Repair (SOGR) for the Authority’s capital assets. Highlights include replacement of the authorities’ rail fleet, an on-going track rehabilitation plan, reimbursement of preventive maintenance, and other maintenance and upgrade of capital assets. The age of the Authority’s primary facilities, including rehabilitations are shown below in Figure 47. These facilities are briefly discussed on the following pages.

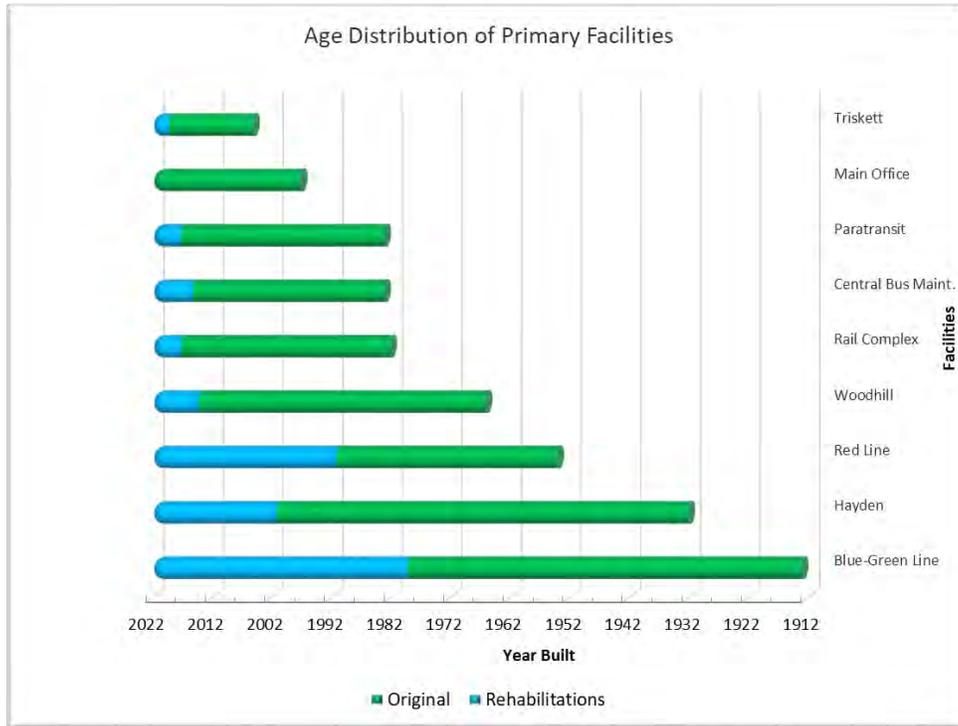


Figure 47: Age Distribution of GCRTA Primary Facilities

BUS DISTRICT GARAGE FACILITIES

The Authority has two active large bus district garages:

TRISKETT GARAGE is located at 13405 Lakewood Heights Boulevard. It was originally put into service in 1958 with a new replacement garage opening in 2005 at this location. West side service and trolley operations are operated from this garage. Installation of a CNG Fueling station was completed in FY 2021 to fuel CNG fleets.

HAYDEN GARAGE at 1661 Hayden Avenue, was constructed in 1932 and major additions were implemented in 1952 and 1968. The garage was rehabilitated in 1998. Installation of a CNG fueling station was completed in FY 2015 and building improvements were made in FY 2018. In FY 2019, 3 CNG Dispensers were replaced with new units to resolve safety issues with the original units. East side service and the Health Line buses operate from this garage. In 2022, the Hayden Garage will undergo upgrades to the Gas Detection System, Fire Protection System, HVAC system, and Roof.

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 were completed in 2014 and CNG building improvements were completed in FY 2018. State of good repair projects and safety improvement projects are continuously taking place to improve CBM.

CUSTOMER SERVICE CENTERS

The GCRTA has two Customer Service Centers, one located at the Tower City Rapid Station Rotunda in downtown Cleveland and the other on the first floor of the GCRTA Main Office Building. In FY 2019, the Lost & Found area was improved and in FY 2021 the improvements on the new Customer Service Center was completed.

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. Improvements were completed to repair the Main Office Building Parking Garage in 2021. Additional improvements to the foyer, waiting areas, security desk and customer service area will be made in 2022.

PARATRANSIT FACILITY

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

PASSENGER SHELTERS

There are approximately 1,000 bus shelters throughout the Greater Cleveland area, providing a place to wait for buses. GCRTA currently offers an “Adopt a Shelter” program, providing members of the community to help the authority maintain these shelters. GCRTA also provides over 4,400 parking spaces at 23 rapid stations and Park-N-Ride service out of the city of Strongsville.

RAIL DISTRICT COMPLEX

The Rail District Complex, located at 6200 Grand Avenue, went into service in late 1982. It houses the Rail Headquarters, the Central Rail Maintenance Facility (CRMF), which handles all mechanical, body, and electrical repairs for the rail fleet, the Central Rail Service Building, the RTA Rail Yards, and is the location of the Authority’s Transit Police Headquarters. During FY 2020, CRMF Track 3 construction was completed and transfer tables for the maintenance facility were repaired. In FY 2022, the CRMF Service Building Mezzanine Infill is scheduled to take place.

TRANSIT CENTERS

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

WOODHILL GARAGE FACILITY

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

RAIL SYSTEM

RIGHT-OF-WAY

RTA owns 65 miles of rail lines used for the operation of its rapid transit system including 27 miles for light rail and 38 miles for heavy rail. The Authority is involved in a multi-year program that will establish SOGR needs throughout its rail system that will help to prioritize on-going rehabilitation programs. The right-of-way of the Rail System includes 63 track bridges, 53 passenger stations, 17 propulsion power substations, overhead electrical catenary wires, signals, switches, and associated rail infrastructure all of which are included in a regular maintenance program to maintain a state of good repair.

BLUE, GREEN & WATERFRONT LINES (LIGHT RAIL)

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

through the Flats East Bank development area, near First Energy Football Stadium and the Rock and Roll Hall of Fame, and terminates at the Muni Parking Lot.

Most of the 27 miles of Light Rail, 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.

Recent improvements to the Light Rail line have included, the Farnsleigh Station reconstruction in 2019, track rehabilitation phase one from Kinsman to Buckeye Woodhill, and track rehabilitation phase two Trunk Line in 2021. FY 2022 will see continued reconstruction of the Light Rail track at the E. 75th Turnouts and will continue on to Blue Line section of tracks. Also in 2022, the Light Rail Waterfront Line Bridge is scheduled to start reconstruction.

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. All stations have been upgraded to ADA standards. The 2022-26 CIP of the Authority continues to commit a significant amount of resources towards achieving a SOGR in its Light & Heavy Rail Systems infrastructure including the reconstruction, rehabilitation and upgrades to train stations, power substations and electrical systems, and train controls.

BRIDGES/TUNNELS

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

The out-years of the CIP include engineering & design services and reconstruction work on six track bridges. Rehabilitation of track bridges will occur at Conrail, Brookpark, Ambler Strike Protection, Canal Road, Waterfront, and the second and third construction phase on the Viaduct Bridge. An on-going inspection program will occur annually to monitor the condition of each track bridge owned by the Authority.

TOWER CITY STATION

The Tower City Station, is the downtown station for both the Heavy (Red Line) and Light Rail (Blue, Green, and Waterfront Lines) systems. Tower City is 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 2021, Tower City tracks 10 and 13 were complete along with ceiling repairs above the station platforms. East Portal reconstruction is programmed to take place starting in FY 2022 and is planned to be completed in FY 2023.

REVENUE VEHICLE FLEETS

CONVENTIONAL BUSES

There were 338 vehicles in the GCRTA bus fleet at the end of 2021, which includes 338 vehicles, of which 184 40-foot CNG buses; 83 40-foot diesel transit buses; 23 60-foot articulated diesel buses; 18 60-foot articulated hybrid bus rapid transit (BRT) vehicles; 15 diesel commuter buses; 3 60-foot diesel articulated BRT buses; 12 35-foot diesel trolley buses. In FY 2021, 19 40-foot CNG buses were placed into service. In 2022, 55 vehicles are eligible for replacement based on Useful Life benchmark and are in the process of being replaced under the Bus Improvement Program (BIP). At the end of FY 2021, the Authority's total fleet mix The FTA defines the useful life of a bus to be the lesser of 12 years or 500,000 miles. The average age of the large bus fleet was 8.0 years at the end of FY 2021. The age distribution of the Authority's large bus fleet is shown in Figure 48.

The Authority's goal is to replace approximately 1/14 of its large bus fleet every year (20 to 25 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. The 2022–26 CIP continues the planned bus replacement program. In FY 2021, the Authority received 16 60-foot-BRT's and will receive 20 40-foot. CNG buses in FY 2022.

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.

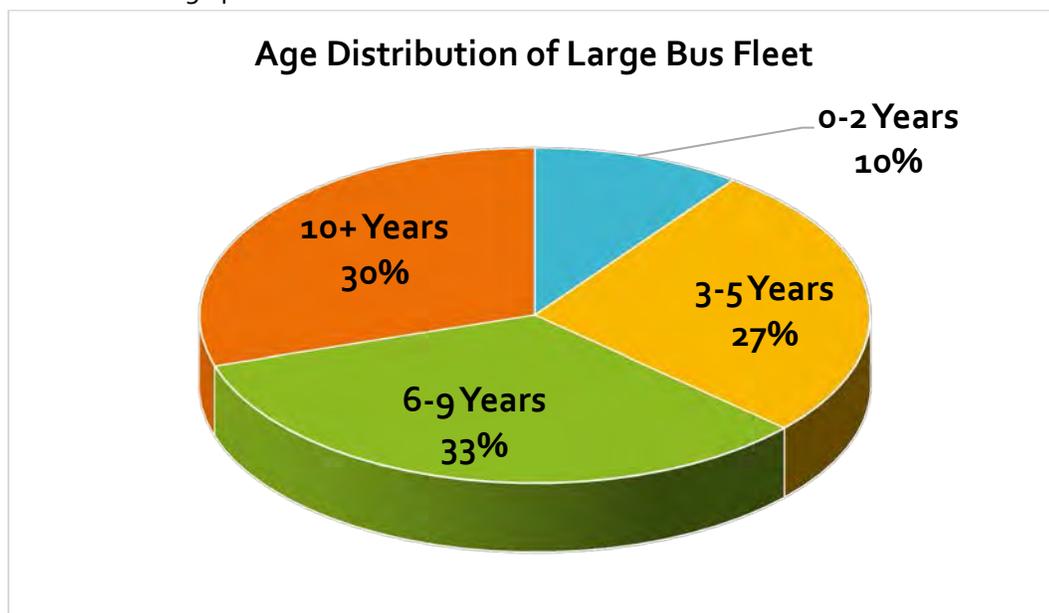


Figure 48: Age Distribution of Bus Fleet

Programmed orders in future years depends upon the availability of non-formula funding and competitive grants. The average age of the Authority's big bus fleet will be approximately 7.5 years at the end of 2026. 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 2022 Paratransit Program transports senior citizens and disabled persons on an advanced reservation basis. Including propane fueled vehicles there are 80 ADA compliant, wheelchair-equipped buses in active service in the Paratransit fleet with an average age of 4.0 years at the end of FY 2021. Future replacement plans have a total of 13 vehicles being replaced in 2022 that will reduce the average life of the Paratransit fleet to 3.5 years old.

RAIL VEHICLES

RTA owns a combined 90 heavy and light rail vehicles for its rail operations. The age of the Authority's rail fleet ranges between 37 and 41 years old. The Authority's Light Rail (LR) and Heavy Rail (HR) fleets were completed and in 2015, an interior overhauls was completed. Both mid-life projects extended the useful life of the Authority's rail vehicle fleets approximately 10 years beyond their normal expected operating life of 30 years. The Authority is in the process of replacing both rail fleets.

In 2020, GCRTA acquired engineering consulting services to assist in developing technical specifications for an RFP to purchase new cars. Services will also include program management, quality assurance, technical support, car-builder management, testing and integration.

CAPITAL IMPROVEMENT PLANNING CYCLE

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

The Calendar of Events (page 39) depicts the revised Capital Improvement and TIP planning cycles for the 2022-26 Capital Improvement Plan (CIP). The process began in August 2020 when the Office of Management and Budget (OMB) reviewed the budgeting policies and parameters for the Capital Budget and concluded in May 2021 with the Board Adoption of the recommended 2022-26 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 CIP. 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. Meetings are held with the Divisions and Departments that include a review of the information required for capital project requests, clarification of Department and Division requests and an overview of anticipated funding for the upcoming capital budget year.

In February, 2021, OMB staff and the Capital Program Working Group (CPWG) reviewed all submitted requests for consistency with the needs of the Authority's 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. The prioritized projects were then forwarded to the Capital Program Oversight Committee (CPOC) which includes the Executive Management Team. 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. The CPOC review and finalize the recommended Capital Budgets for the 2022-26 CIP. The recommended CIP for 2022-26 was presented to the Board of Trustees' Operational Planning & Infrastructure Committee in May 2021 for discussion, review, and approval.

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) and the State Transportation Improvement Program (STIP). The TIP documents transportation related capital projects within the region for which Federal funding is requested. Projects must appear in the TIP/STIP to receive funding consideration. The Northeast Ohio Area-wide Coordinating Agency (NOACA) is responsible for bi-annually preparing the four-year plan for this area with GCRTA responsible for preparing the transit component of the plan for Cuyahoga County.

The GCRTA Long-Range Plan and its related five-year Strategic Plan guides the CIP and TIP. These plans articulate the future services and areas expected. The Authority's preparation of projects for inclusion in the TIP began in September when departments request revisions, additions, or deletions to the current year's CIP. The Budget Calendar of Events reflects the TIP/STIP process and how it corresponds to the Capital Improvement planning cycle. .

Revisions to existing projects and/or amendments to add new projects are submitted on a quarterly basis for review and inclusion in the revised TIP/STIP. The budget process culminates when the Board approves the budget and establishes appropriation authority for the upcoming Fiscal Year. With respect to the Capital Budget, appropriation authority varies depending on which of the two Capital Improvement Funds, either the RTA Capital or the RTA Development Fund, supports the project.

CAPITAL BUDGET APPROPRIATIONS

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

The RTA Development Fund primarily includes capital projects with a value greater than \$150,000, a useful life greater than five years, and includes all of the large multi-year rehabilitation/reconstruction and expansion projects of the Authority. Projects in this Fund are normally supported through various combinations of Federal and State of Ohio grants, local matches for these grants, and/or 100 % 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 75 % and a maximum of 90 %.
- 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 2022–26 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 the 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 49 reflects the distribution of approved 2022 Capital Improvement projects by capital priority area. The largest portion of the 2022 Capital Budget appropriations, \$124.62 million or 91.1 %, are for projects included in the State of Good Repair category. This is followed by the Technologies/Efficiencies category with \$6.24 million, or 4.6 %.

PRIORITY CATEGORIES - Combined	2022	2023	2024	2025	2026	TOTALS
						2022-2026
RIDERSHIP	\$ 0.45	\$ 0.45	\$ 0.45	\$ 0.45	\$ 0.45	\$ 2.25
HEALTH & SAFETY	\$ 0.23	\$ 0.23	\$ 0.33	\$ 0.37	\$ 0.40	\$ 1.55
STATE OF GOOD REPAIR	\$ 124.62	\$ 94.90	\$ 120.13	\$ 112.36	\$ 100.80	\$ 552.81
TECHNOLOGIES/EFFICIENCIES	\$ 6.24	\$ 7.28	\$ 4.53	\$ 2.83	\$ 5.94	\$ 26.82
OTHER	\$ 5.29	\$ 2.09	\$ 2.09	\$ 21.09	\$ 21.09	\$ 51.67
SUB-TOTAL: COMBINED CAPITAL	\$ 136.83	\$ 104.95	\$ 127.54	\$ 137.10	\$ 128.68	\$ 635.10

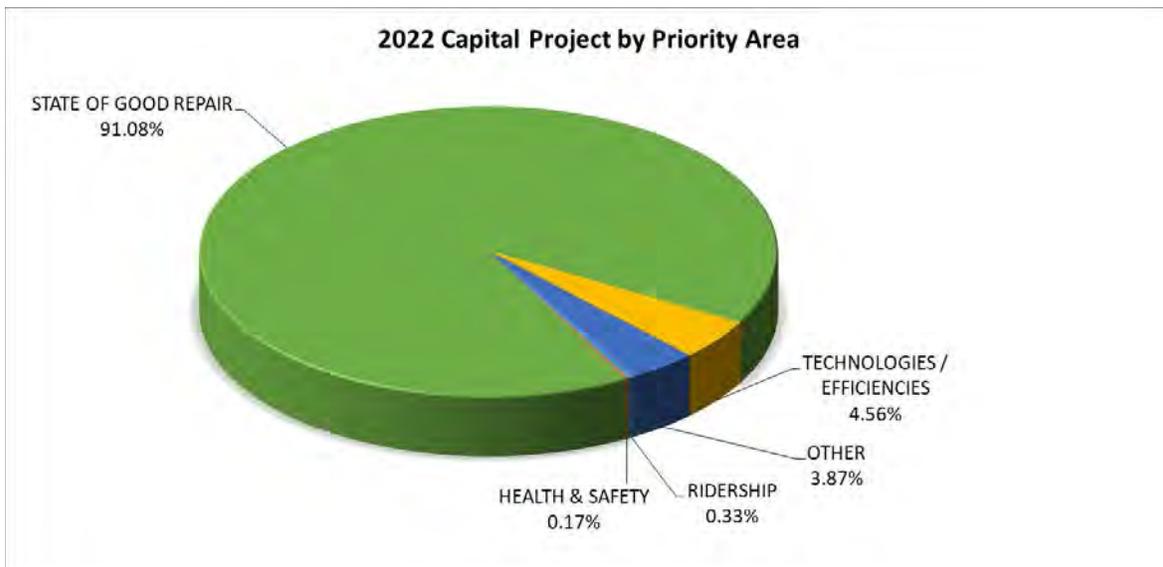


Figure 49- Capital Projects by Priority Area

FINANCIAL CAPACITY

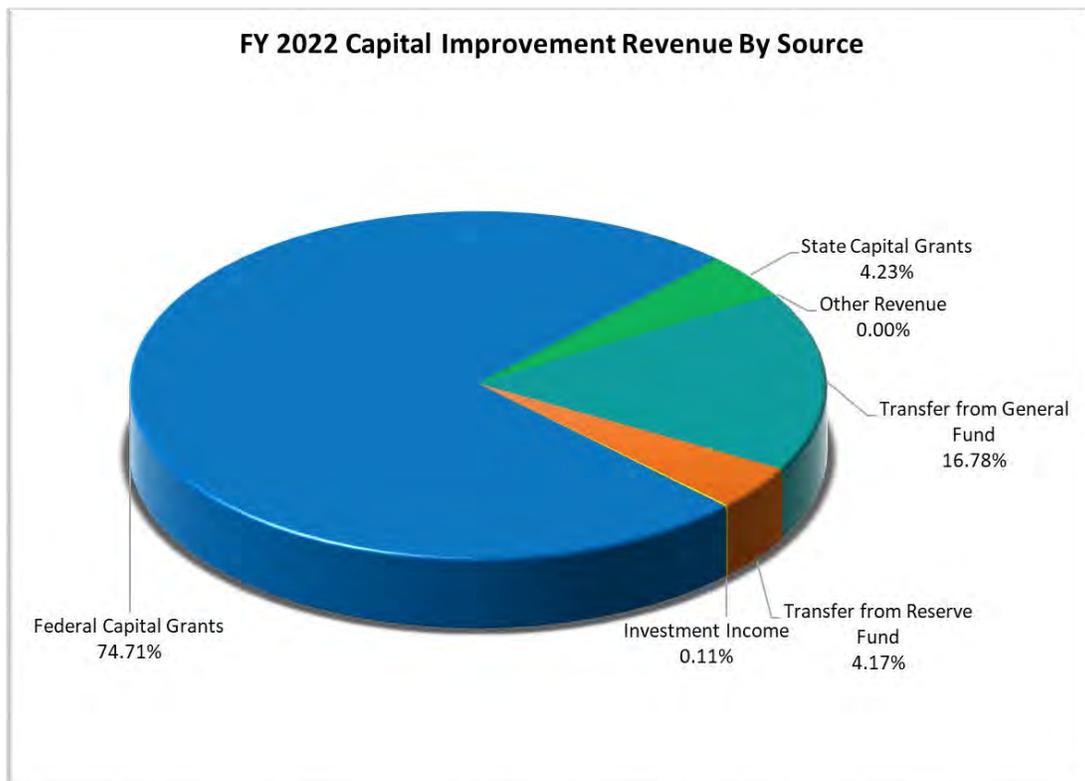
The Authority's capacity to support its ongoing CIP depends on the availability of governmental grants, local matching funds, and the ability to issue bonds. The Authority utilizes debt financing sparingly and only goes out for debt when it is required. At the beginning of 2021, the Authority had \$144.1 million in outstanding bonds. In August, the Authority defeased \$57.7 million of outstanding bonds and reduced the maturity dates from 2039 to 2030. At the end of 2021, the Authority has \$43.8 million in outstanding debt.

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 50, Federal grants provide an estimated \$179.15 million, or nearly 74.7 % of the Authority's capital improvement revenue stream during FY 2022. Over the five-year CIP period, Federal funding may provide approximately 74.7 % of the needs for the Authority's programmed capital projects. Most major Federal grant programs require a local match, normally 20 %, though some grant applications require a higher or lower match.

On July 26, 2016 FTA required transit agencies to establish a Transit Asset Management System Plan to monitor and manage its assets, improve safety and increase reliability and performance. Transit agencies must achieve a state of good repair (SOGR) by creating a business model using transit asset condition ratings to guide capital planning decisions and optimize funding resources.



	2018	2019	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Projection	Budget	Plan	Plan
Transfer from General Fund	\$15.26	\$12.01	\$13.40	\$43.40	\$40.23	\$18.62	\$18.41
Transfer from Reserve Fund	\$2.00	\$0.00	\$0.00	\$49.00	\$10.00	\$10.00	\$10.00
Investment Income	\$0.32	\$0.98	\$1.08	\$0.27	\$0.27	\$0.27	\$0.77
Federal Capital Grants	\$56.53	\$33.29	\$153.98	\$214.86	\$179.15	\$80.70	\$88.28
State Capital Grants	\$0.83	\$1.38	\$2.70	\$10.46	\$10.14	\$10.14	\$1.38
Debt Service Proceeds	\$0.00	\$30.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other Revenue	-\$0.03	\$0.00	\$0.01	\$0.00	\$0.00	\$0.00	\$0.00
Total Revenue	\$74.91	\$77.66	\$171.17	\$317.99	\$239.78	\$119.72	\$118.84

Figure 50: Capital Improvement Revenue by Source

URBANIZED AREA FORMULA - SECTION 5307

Urbanized Area 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 % Federal and 20 % local basis. This program has continued, though several changes were made leading to a small reduction in the annual award of funds. In FY 2020 the Authority received \$35.5 million, \$28.3 million in 2021, and estimated apportionment of \$30.8 million in 2022.

STATE OF GOOD REPAIR – SECTION 5337



The Section 5337 State of Good Repair (SOGR) grant program favors agencies serving urban The Authority received \$21.3 million in FY 2020 and \$21.3 million in FY 2021 and anticipates receiving \$21.3 million in FY 2021. The authority's level of funding remains below the actual need to maintain a state of good repair.

BUS & BUS FACILITIES – SECTION 5339

Section 5339 grant funding is a smaller formula award that provides additional capital funding for the replacement, rehabilitation, purchase of buses and related equipment, and the construction of bus-related facilities. Funding for this award for FY 2020 was \$3.4 million and decreased to \$2.8 million in 2021. FY 2022 funding will remain at \$2.8 million.

NON-TRADITIONAL FEDERAL SOURCES

Non-traditional Federal awards, including competitive and earmark grants, are beyond the scope of the previously discussed programs, but are impacted by the FTA legislation.

The Authority remains successful in competing for and being awarded non-traditional or competitive awards that provide the necessary resources enabling a number of important capital projects to be completed. The Authority will continue to seek and submit applications for needed SOGR capital projects as competitive grant awards become available.

In FY 2020, the authority received \$111.9 million in federal aid through the Coronavirus Aid Relief and Economic Security (CARES) Act, in an effort to offset the effects of the COVID-19 Virus. CARES funding was awarded to help weather the storm of the financial crisis due to the pandemic. As the pandemic continued into 2021, GCRTA received Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) funding in the amount of \$67.4 million and \$136.1 million in American Relief Plan (ARP) funding. In 2021, all \$67.4 million of the CRRSAA funding and \$57 million of the ARP funding was drawn down and the remainder will be expensed in 2022. All three awards were provided at 100 % federal funds, with no local match required. GCRTA additionally received \$972,777 to fund its Rides to Community Immunity Program, as well as \$200,000 for security at the COVID Mass Vaccination center, located at the Wolstein Center.

The Authority was recently awarded non-traditional funding for several projects under the proposed 2022-2026 Capital Improvement Plan (CIP). In FY 2021 GCRTA received \$9.8 million through CMAQ funds for the Bus Replacement Program. 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. The authority has been awarded various competitive grants under the Ohio Transit Preservation Partnership Program (OTP₂), Urban Transit Program (UTP), and Diesel Emission Reduction Grant (DERG) grant (Ohio EPA) awards. Recently it has focused on contributions that are project-specific rather than for local match contributions, and it utilizes available Federal rather than State awards. In FY 2020, GCRTA received \$3.6 million through ODOT's UTP, requiring no local match as the funding came from the Ohio General Fund. Funding will be used to purchase replacement commuter coaches. The Authority also received \$6.4 million through ODOT's Ohio Transit Partnership Program (OTP₂), with no local match required which will be used to fund the following projects: Railcar Replacement Program (\$8.9 million); ConnectWorks Micro Transit Initiative (\$400,000), and Baby on Board (\$100,000). In FY 2021, GCRTA received \$4.2 million through ODOT's TRAC funding, requiring a 20% local match, which will be used to rehabilitate the track at Warrensville Van Aken Light Rail Station. The Authority also received \$2.0 million through Ohio EPA's 2021 DERG program to replace diesel buses with new CNG powered buses. In future years, the Authority will continue to submit applications to the State in support of the multi-year bus improvement and track reconstruction programs.

LOCAL SOURCES

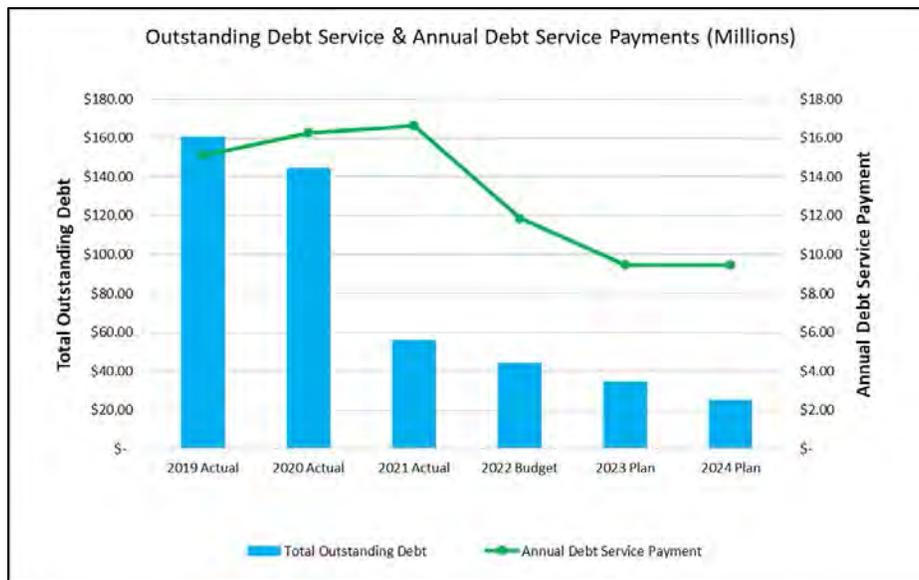
The Capital Improvement Budget requires local resources to support the match for most grant-funded projects, as well as support 100 % locally funded projects in both the RTA Capital and RTA Development Funds. In FY 2022, the combined local contribution for the Authority's capital program of \$40.2 million are sourced from two transfers included within the General Fund.

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 % locally funded projects. In FY 2019 Revenue Bonds (RB) were issued for \$30.0 million in new debt. At the beginning of 2021, the Authority had \$144.1 million in outstanding bonds. In August of 2021, the Authority used approximately \$60 million of its sales tax revenue to retire a portion of its outstanding debt. This will save the Authority about \$3 million each year. Through the defeasance, 9 years of scheduled debt payments will be eliminated and ending in 2030, saving about \$14 million each year for that period. These savings will be used for operating and/or capital needs.

DEBT LIMITATIONS

As a regional transit authority, Ohio law permits the Authority to issue both un-voted and voted General Obligation (GO) bonds. In the past, only un-voted general obligation bonds were issued. As the name implies, un-voted debt is issued without the vote of the electorate, within the limitations provided under State law. General Obligation bonds are secured by a pledge of the 'full faith and credit' of the Authority, which is backed by the power to levy and collect ad valorem property taxes. Current debt obligations do not require the use of ad valorem property taxes to pay debt service, but are supported by the Authority's sales tax revenue.



Debt Service	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Plan	2024 Plan
Annual Debt Service Payment	\$ 16.92	\$ 15.10	\$ 16.26	\$ 16.63	\$ 11.87	\$ 9.47	\$ 9.48
Total Outstanding Debt	\$ 126.48	\$ 160.40	\$ 144.10	\$ 55.73	\$ 43.85	\$ 34.38	\$ 24.90

Figure 51: Outstanding 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 5% 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 2021 of \$34.8 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 %) of the assessed valuation. Based on the assessed valuation of \$34.8 billion, annual debt servicing capacity would be close to \$34.8 million. This provision applies to all debt issued by the Authority and is the most restrictive of the limitations, though it exceeds current debt payment levels.
3. The third constraint derives from both the Ohio Constitution and the Ohio Revised Code. Article XII, Section 11, of the Constitution **REQUIRES THAT ANY POLITICAL SUBDIVISION INCURRING DEBT MUST PROVIDE FOR THE LEVYING OF TAXES** sufficient to pay principal and interest on that debt. Section 2 of the same Article and Section 5705.02 of the Ohio Revised Code limits to ten mills (one mill equals \$1 of tax for each \$1,000 of assessed valuation) for the amount of taxes that may be levied without a vote of the citizens.

This ‘indirect’ limit on un-voted debt prohibits the county and all political subdivisions from jointly levying property taxes above ten mills without a vote of the people. Thus, the ability of the Authority to issue un-voted general obligation debt is ‘shared’ with overlapping political subdivisions. As these entities issue debt subject to

the 10-mill limitation, the amount of room available for other subdivisions' debt is reduced. Political subdivisions include Cuyahoga County, various municipal corporations, school districts, and townships within the taxing district.

At 8.7734 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 2021 by various public entities within the County exceeds the un-voted ten-mill limit.

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 2022 Operating Budget in a number of ways:

- The Trustees' commitment to balancing Sales & Use Tax revenues between the Capital Improvement Fund and supporting operation needs. The estimated transfers to Capital Fund during FY 2022 is \$51.7 million.
- In tandem with increased capital requirements to achieve a SOGR, the challenges with securing needed grant award funds from Federal, State and other intergovernmental agencies places continual pressure on the General Fund to contribute increasingly significant amounts of financial resources to the Capital Improvement Fund.
- Estimated debt service and interest payments of \$11.9 million will require a General Fund transfer to the Bond Retirement Fund to offset the debt in FY 2022, further limiting the amount available for operating expenditures.
- Some Operating Budget expenditures, primarily personnel costs, are incurred in support of ongoing capital construction projects. Eligible costs are reimbursed to the General Fund as revenue from the RTA Development Fund.
- Formula grant funds are eligible to reimburse preventive maintenance (PM) activities with the Operating Budget. FY 2022 will decrease to \$1.0 million for preventive maintenance activities.
- 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 2022 General Fund or Operating Budget are supported by \$4.20 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 2022–2026 Capital Improvement Plan (CIP) totals \$635.10 million of capital budget appropriations over the five year plan in 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 2022 CIP, three categories comprise 88.8 %, of the combined \$136.8 million capital budget appropriations. The largest with \$71.2 million is the Rail Projects category, second largest with \$29.0

million under Facilities Improvements, followed by Bus Improvement category with \$21.3. The five remaining categories totaling \$15.3 million are smaller and are shown in Figure 52.

Reflecting the challenging financial picture-the Authority faces, the largest budgeted category over the five-year CIP is the Rail Projects with \$332.8 million, or 52.4 %. This is followed by Bus Improvement Program-with \$105.6 million, 16.6 %, and Facilities Improvement Program at \$87.3 million, or 13.8 %, followed by the other remaining categories to a lesser degree as prioritized by the needs assessment and corresponding allocation of available capital funds.

2022-2026 Combined Capital Improvement Plan (millions)						
CATEGORY	2022	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2022-2026
Bus Garages	\$0.70	\$3.53	\$3.40	\$0.00	\$0.00	\$7.63
Buses	\$21.30	\$21.07	\$21.07	\$21.07	\$21.07	\$105.57
Equipment & Vehicles	\$7.50	\$7.17	\$4.26	\$4.21	\$7.24	\$30.38
Facilities Improvements	\$28.98	\$16.72	\$13.58	\$13.08	\$14.99	\$87.34
Other Projects	\$5.84	\$2.64	\$2.64	\$21.64	\$21.64	\$54.39
Preventive Maint./Oper. Reim.	\$1.00	\$1.00	\$1.00	\$1.00	\$11.50	\$15.50
Rail Projects	\$71.22	\$52.53	\$81.29	\$75.80	\$51.95	\$332.80
Transit Centers	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30	\$1.50
TOTALS	\$136.83	\$104.95	\$127.54	\$137.10	\$128.68	\$635.10

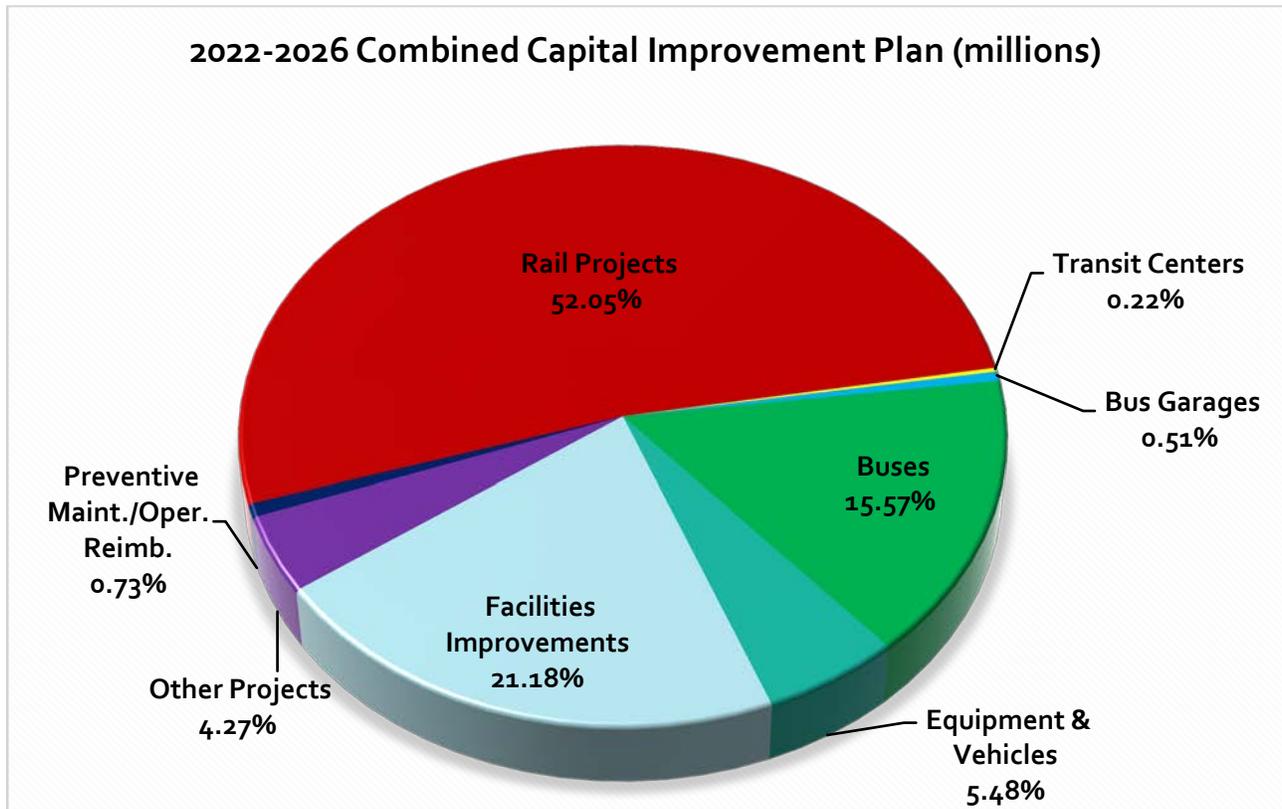


Figure 52: Capital Projects by Category

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 % locally funded, almost exclusively through transfers of Sales & Use Tax revenue from the Operating Budget. Items included in the RTA Capital Fund are divided in two categories:

- 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 53 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. Anticipated revenue in FY 2022 will include \$40.2 million of programmed transfers from the General Fund and investment income of \$65,000. The transfer amount, in combination with the General Fund transfer of \$11.5 million to the Bond Retirement Fund, brings the total commitment to Capital to \$51.7 million, or 21.2 % of the projected 2022 sales & use tax revenue.

Budgeted FY 2022 expenditures within the RTA Capital Fund of \$51.2 million include \$2.5 million for Asset Maintenance or facilities projects, \$1.7 million for Routine Capital or equipment purchases, and a \$48.0 million transfer into the RTA Development Fund for use on providing the local match on grant awards and 100 % locally funded projects. The estimated 2022 ending balance of \$6.1 million is a decrease from prior years due to an increase in transfers to the Development Fund.

RTA Capital Fund Balance Analysis							
	2018	2019	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Projection	Budget	Plan	Plan
Beginning Balance	1,299,482	3,214,558	2,960,752	3,510,860	17,976,646	6,072,111	2,677,731
Revenue							
Transfer from General Fund	15,259,919	12,005,224	13,397,525	43,398,859	40,228,465	18,615,105	18,411,336
Investment Income	62,161	103,438	159,471	65,000	65,000	65,000	65,000
Other Revenue	1,855	0	0	0	0	0	0
Total Revenue	15,323,935	12,108,662	13,556,996	43,463,859	40,293,465	18,680,105	18,476,336
Total Resources	16,623,417	15,323,220	16,517,748	46,974,719	58,270,111	24,752,215	21,154,068
Expenditures							
Asset Maintenance	1,920,700	1,881,561	1,053,895	1,581,000	2,455,000	2,410,000	2,310,000
Routine Capital	2,053,904	1,496,652	1,268,738	1,582,818	1,743,000	1,664,484	1,752,456
Other Expenditures	0	0	0	0	0	0	0
Transfer to RTA Development Fund	9,434,255	8,984,255	10,684,255	25,834,255	48,000,000	18,000,000	15,000,000
Reimbursement to FTA	0	0	0	0	0	0	0
Total Expenditures	13,408,859	12,362,468	13,006,888	28,998,073	52,198,000	22,074,484	19,062,456
Ending Balance	3,214,558	2,960,752	3,510,860	17,976,646	6,072,111	2,677,731	2,091,612

Figure 53: RTA Capital Fund Balance

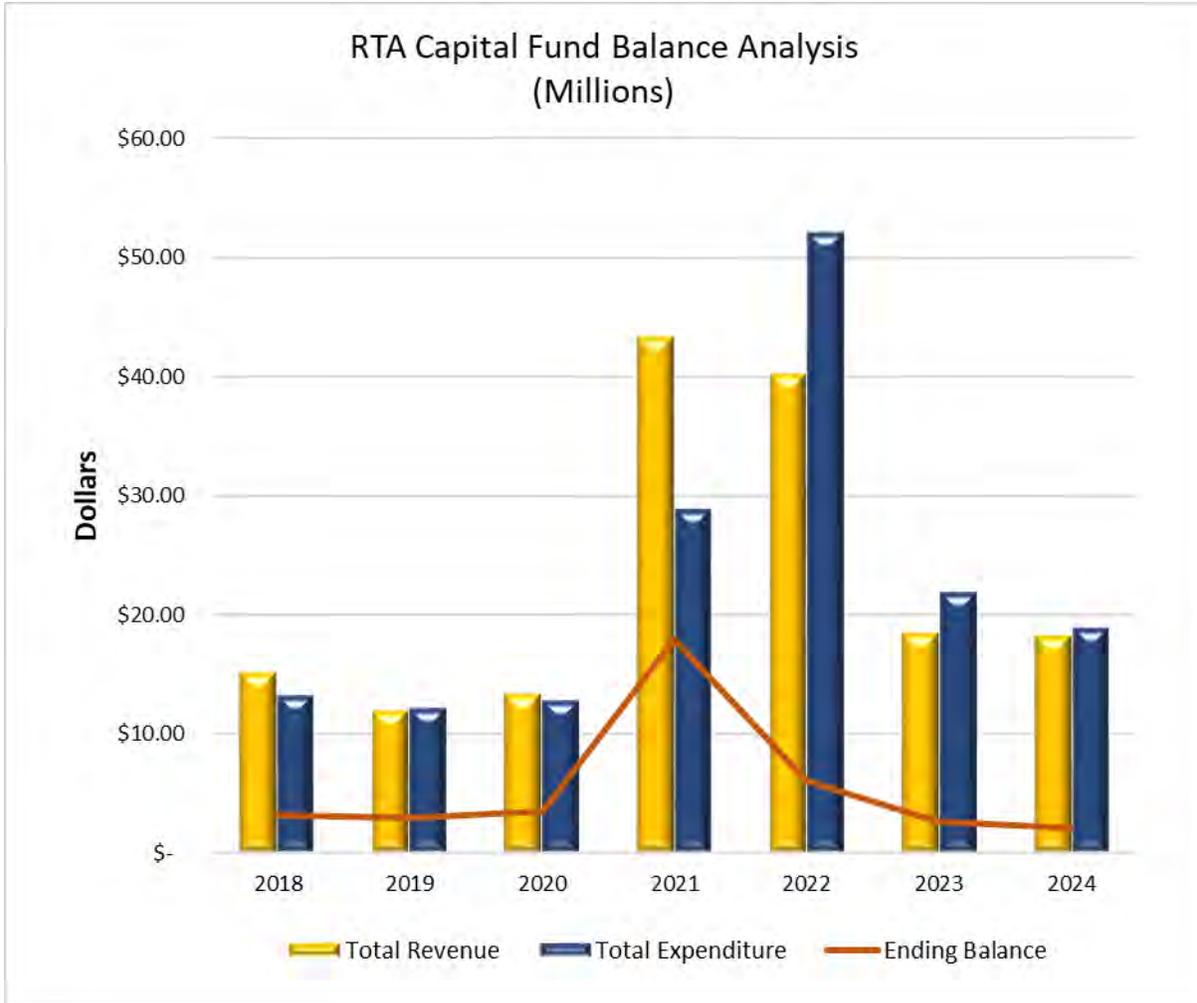


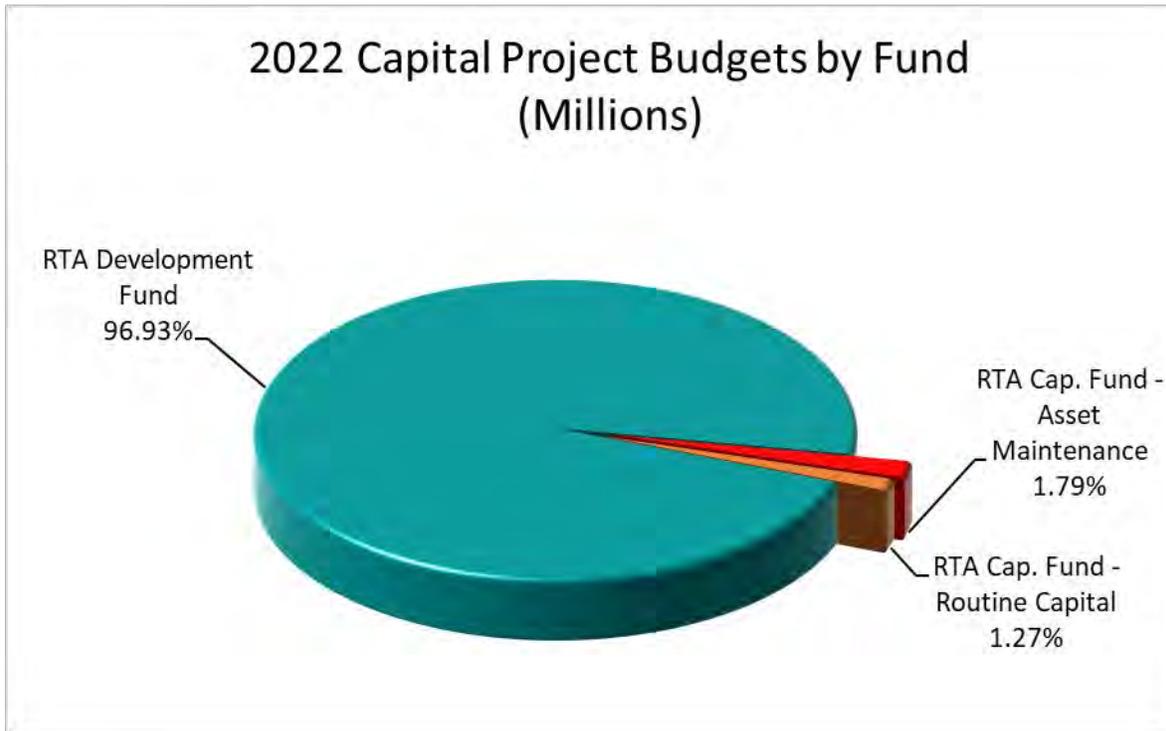
Figure 54: RTA Capital Fund Balance Trends

ASSET MAINTENANCE PROJECTS

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

The FY 2022 budget appropriation for Asset Maintenance projects is \$2.5 million, representing 1.79 % of the overall FY 2022 Capital Improvement Budget as represented in Figure 55. Most of the projects are within two organizational areas of the Authority: Engineering & Project Development and Asset & Configuration Management. Engineering & Project Development is responsible for coordinating larger construction-related asset maintenance projects throughout the entire Authority, which lends to managing a majority of Asset Maintenance Funds in an amount of \$1.6 million or 65.0 %. Asset and Configuration Management manages \$500,000, or 20.4 % 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.



	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2022-26
RTA Cap. Fund - Asset Maintenance	\$ 2.46	\$ 2.41	\$ 2.31	\$ 2.31	\$ 2.31	\$ 11.80
RTA Cap. Fund - Routine Capital	\$ 1.74	\$ 1.66	\$ 1.75	\$ 1.70	\$ 1.74	\$ 8.61
RTA Development Fund	\$ 132.64	\$ 100.87	\$ 123.47	\$ 133.09	\$ 124.62	\$ 614.69
Total	\$ 136.83	\$ 104.95	\$ 127.54	\$ 137.10	\$ 128.68	\$ 635.10

Figure 55: Capital Project Budgets by Fund

ROUTINE CAPITAL PROJECTS

This category includes the purchase of vehicles and equipment, where the cost is between \$5,000 and \$150,000 and has a useful life between 1 and 5 years. The Routine Capital projects are to be fully committed, if not expensed within the calendar year.

As indicated in Figure 55, the budget appropriation for Routine Capital projects accounts for \$1.74 million, or 1.27 %, of the 2022 CIP Budget. The greatest portion of the budget appropriation for Routine Capital projects in the 2022 CIP is within the Operations Division, which has \$358,000 for equipment pool projects throughout various Operating Division Departments, followed by \$350,000 programmed for the non-revenue vehicle lease or replacement program. Information Technology has \$385,000 budgeted for the maintenance and replacement of computers and equipment. The remaining \$550,000 budgeted is for the Support Services Department and contingencies.

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY							
2022 - 2026 CAPITAL IMPROVEMENT PLAN							
RTA CAPITAL FUND							
ASSET MAINTENANCE (FACILITIES) PROJECTS							
Department / Project Name	Project Number	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2022-26 Total
33 Asset & Configuration Mgt.							
Administration Facilities Maint. Pool	P32335199	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Elevator/Escalator Maintenance Pool	P32335209	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Operating Facilities Maintenance Pool	P32335XX9	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Passenger Facilities Maintenance Pool	P32335XX9	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
		\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
39 Fleet Management							
Bus Districts Lift Rebuilds/Rehab's	P47395199	\$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	P28575099	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Thrive 105 Transit Enhancements	P28575XX9	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
		\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
80 Engineering & Project Dev.							
Facilities - ADA Projects	P32805X49	\$125,000	\$150,000	\$150,000	\$150,000	\$150,000	\$725,000
Passenger Facilities Maint. Pool	P32805399	\$330,000	\$330,000	\$330,000	\$330,000	\$330,000	\$1,650,000
Operating Facilities Maint. Pool	P32805499	\$470,000	\$470,000	\$470,000	\$470,000	\$470,000	\$2,350,000
Paratransit Parking Lot Expansion	P32805189	\$170,000	\$0	\$0	\$0	\$0	\$170,000
		\$1,095,000	\$950,000	\$950,000	\$950,000	\$950,000	\$4,895,000
67 OFFICE OF MGT. & BUDGET							
Energy Retrofits	P32675139	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Asset Maintenance Contingency	P49995059	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,500,000
		\$700,000	\$800,000	\$700,000	\$700,000	\$700,000	\$3,600,000
TOTAL ASSET MAINTENANCE		\$2,455,000	\$2,410,000	\$2,310,000	\$2,310,000	\$2,310,000	\$11,795,000

Figure 56: RTA Capital Fund-Asset Maintenance Balance Analysis

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY							
2022 - 2026 CAPITAL IMPROVEMENT PLAN							
RTA CAPITAL FUND							
ROUTINE CAPITAL (EQUIPMENT) PROJECTS							
Department / Project Name	Project Number	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2022-26 Total
31 Paratransit							
Paratransit District Equipment Pool	P47310209	\$0	\$17,784	\$23,000	\$0	\$0	\$40,784
		\$0	\$17,784	\$23,000	\$0	\$0	\$40,784
32 Rail District							
Rail District Equipment Pool	P47320249	\$45,000	\$30,000	\$60,000	\$30,000	\$0	\$165,000
		\$45,000	\$30,000	\$60,000	\$30,000	\$0	\$165,000
34 Transit Police							
Security Improvements Pool	P44340109	\$205,000	\$205,000	\$205,000	\$205,000	\$205,000	\$1,025,000
TP Protective Gear & Equipment	P49340209	\$22,000	\$22,000	\$72,000	\$92,000	\$124,000	\$332,000
Taser Replacement Program	New	\$0	\$0	\$50,000	\$70,000	\$70,000	\$190,000
		\$227,000	\$227,000	\$327,000	\$367,000	\$399,000	\$1,547,000
39 Fleet Management							
Non-Revenue Vehicle Imp. Program	P46390209	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Fleet Management Equipment Pool	P47390449	\$86,000	\$44,700	\$53,500	\$81,540	\$0	\$265,740
		\$436,000	\$394,700	\$403,500	\$431,540	\$350,000	\$2,015,740
46 Hayden District							
Hayden District Equipment Pool	P47460169	\$0	\$30,000	\$63,956	\$0	\$0	\$93,956
		\$0	\$30,000	\$63,956	\$0	\$0	\$93,956
49 Triskett District							
Triskett District Equipment Pool	P47490159	\$0	\$20,000	\$0	\$0	\$0	\$20,000
		\$0	\$20,000	\$0	\$0	\$0	\$20,000
55 Project Support							
ESMS Implementation Support	New	\$0	\$0	\$0	\$0	\$50,000	\$50,000
		\$0	\$0	\$0	\$0	\$50,000	\$50,000
58 Intelligent Transportation Systems							
Mobile Phone Upgrades	New	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
61 Information Technology							
IT Systems Development Pool	P42611209	\$130,000	\$130,000	\$130,000	\$130,000	\$150,000	\$670,000
PC Replacement Program	P42611309	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Thin Client Replacement II	P42610179	\$100,000	\$10,000	\$10,000	\$10,000	\$50,000	\$180,000
Laser Printer Replacement Program	P42610299	\$35,000	\$35,000	\$35,000	\$35,000	\$45,000	\$185,000
Oracle EBS Point Release Upgrade	New	\$70,000	\$70,000	\$0	\$0	\$0	\$140,000
		\$385,000	\$295,000	\$225,000	\$225,000	\$295,000	\$1,425,000
62 SUPPORT SERVICES							
Office Equipment/Furniture Pool	P43620299	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
67 OFFICE OF MGT. & BUDGET							
Routine Capital Contingency	P49990159	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
		\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
TOTAL ROUTINE CAPITAL		\$1,743,000	\$1,664,484	\$1,752,456	\$1,703,540	\$1,744,000	\$8,607,480
RTA CAPITAL FUND TOTAL		\$4,198,000	\$4,074,484	\$4,062,456	\$4,013,540	\$4,054,000	\$20,402,480

Figure 57: RTA Capital Fund-Routine Capital (Equipment) Balance Analysis

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 usually 80 % of the project funds, and requiring a 20 % local match.

Federal Capital grants received by the Authority normally require local match funds, normally 20 %, to 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 2019, \$8.9 million was transferred from the RTA Capital Fund to the RTA Development Fund to provide the local match to cover capital expense and to cover other locally funded expenditures within the RTA Development Fund. The transfer increased to \$10.6 million in FY 2020, and it increased again in FY 2021 to \$25.8 million due to the financial demands of the Authority's capital budget. FY 2022 will see the transfer between the Capital and Development Fund Decrease to \$48.0 million.

RTA Development Fund Balance Analysis							
	2018 Actual	2019 Actual	2020 Actual	2021 Projection	2022 Budget	2023 Plan	2024 Plan
Beginning Balance	20,136,261	18,099,415	41,417,033	28,926,433	17,874,552	61,723,826	79,885,750
Revenue							
Debt Service Proceeds	0	30,000,000	0	0	0	0	0
Transfer from RTA Capital Fund	9,434,255	8,984,255	10,684,255	25,834,255	48,000,000	18,000,000	15,000,000
Transfer from the Reserve Fund	2,000,000	0	0	49,000,000	10,000,000	10,000,000	10,000,000
Investment Income	258,572	875,565	920,228	200,000	200,000	200,000	700,000
Federal Capital Grants	56,531,115	33,292,740	42,000,277	92,633,201	97,949,296	80,698,696	88,283,460
CARES/CRRSAA Act Assistance		0	111,977,170	67,416,467	0	0	0
ARP Assistance				54,815,088	81,199,333		
State Capital Grants	827,365	1,384,658	2,702,681	10,464,375	10,136,598	10,136,598	1,384,658
Other Revenue	-32,530	0	12,800	0	0	0	0
Total Revenue	69,018,777	74,537,218	168,297,411	300,363,386	247,485,227	119,035,294	115,368,118
Total Resources	89,155,038	92,636,633	209,714,444	329,289,818	265,359,779	180,759,120	195,253,868
Expenditures							
Capital Outlay	71,055,623	51,219,600	68,810,841	188,010,934	122,436,620	100,873,370	123,473,370
CARES Act /CRRSAA	0	0	111,977,170	67,416,467	0	0	0
ARP				54,815,088	81,199,333		
Other Expenditures	0	0	0	1,172,777	0	0	0
Total Expenditures	71,055,623	51,219,600	180,788,011	311,415,266	203,635,953	100,873,370	123,473,370
Ending Balance	18,099,415	41,417,033	28,926,433	17,874,552	61,723,826	79,885,750	71,780,498

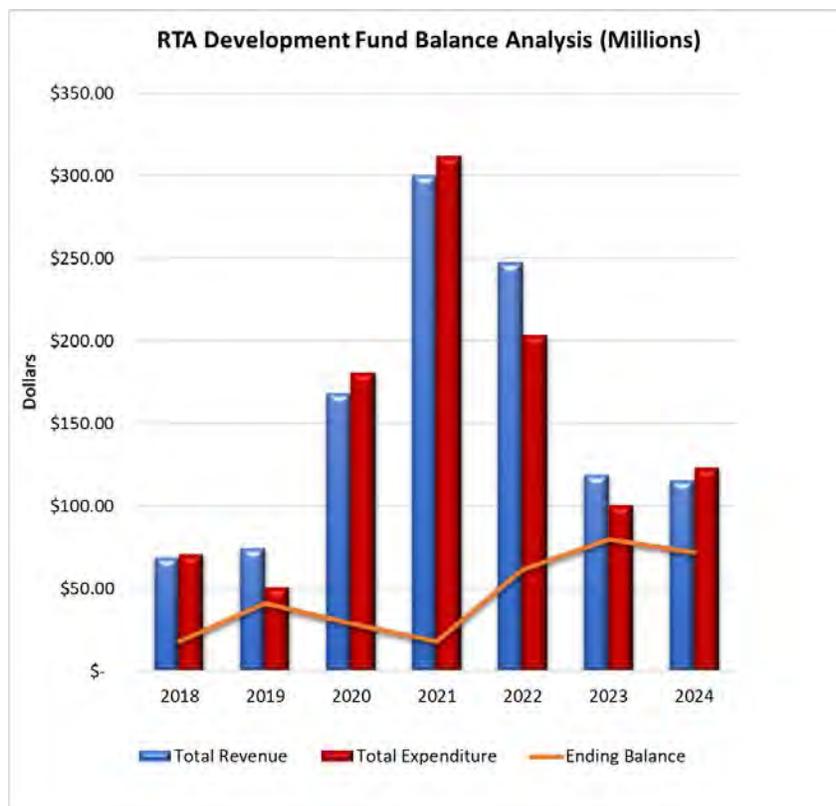
Figure 58: RTA Development Fund Balance Analysis
Capital Improvement Program

Other local funding sources include debt service, revenue bonds, and interest income. Interest income has varied over the years from a high of \$920,228 in FY 2020 to an estimated \$200,000 in FY 2022 due to fluctuations in fund balances and current low interest rates

Figure 57 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. The authority does not plan any new bond issuance in the foreseeable future. Capital construction activities over the following years drew the fund balance down as it declined to \$28.9 million at the end of FY 2020 and continued to decrease in FY 2021 to 17.8. FY 2022 is expected to increase to \$61.7 million by the end of the year. The planned procurement of a new rail fleet will greatly impact the year end fund balances. The Authorities goal is to have new rail cars procured in FY 2022 with delivery in the future out years.

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 56, various funding sources including Federal capital grants, State Capital grants, and 100-% local funds will help support expected expenditures or cash outlays of \$203.6 million in 2022. Of particular note, the expenditures within the Fund Balance Analysis are presented on a cash basis and represent estimates of the actual cash flow.



	2018	2019	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Projection	Budget	Plan	Plan
Beginning Balance	\$ 20.14	\$ 18.10	\$ 41.42	\$ 28.93	\$ 17.87	\$ 61.72	\$ 79.89
Total Revenue	\$ 69.02	\$ 74.54	\$ 168.30	\$ 300.36	\$ 247.49	\$ 119.04	\$ 115.37
Total Resources	\$ 89.16	\$ 92.64	\$ 209.71	\$ 329.29	\$ 265.36	\$ 180.76	\$ 195.25
Total Expenditure	\$ 71.06	\$ 51.22	\$ 180.79	\$ 311.42	\$ 203.64	\$ 100.87	\$ 123.47
Ending Balance	\$ 18.10	\$ 41.42	\$ 28.93	\$ 17.87	\$ 61.72	\$ 79.89	\$ 71.78

Figure 59: RTA Development Fund Analysis Trend

RTA DEVELOPMENT FUND PROJECTS

The total budget appropriation of \$132.6 million for RTA Development Fund projects accounts for 96.9 % of the Authority’s Capital Improvement Budget as allocated for 2022, as seen in Figure 55. 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 % 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 2022. Please refer to pages at the end of this section for a complete list of projects included within the five-year RTA Development Fund CIP.

BUS GARAGES - \$0.70 MILLION

FY 2022 will see two upgrades at the Hayden Bus Garage Facility. The first upgrade planned to take place is the Hayden Fire Protection System Upgrade. Also programmed to start in 2022 but not planned to finish until 2023 will be upgrades to the Hayden Gas Detection System. These projects will upgrade the bus maintenance and fueling station for CNG fleets.

BUS/PARATRANSIT IMPROVEMENT PROGRAMS - \$21.30 MILLION

The 2022 CIP focuses vehicle reliability improvements through a multi-year bus spare parts program, which meets objectives for bus replacements and the SOGR. The programmed capital budget include funds to purchase 20 40-foot. CNG’s, and 13 25- foot paratransit vehicles in FY 2022. Over the next five years, 75 40-foot buses, 50 22-foot Paratransit Coaches, and up to 8 60-foot Low Floor Artic buses are planned to be replaced.

FACILITIES IMPROVEMENTS - \$26.52 MILLION

The Facilities Improvements budget consists of appropriations of \$1.25 million for the continuation of HVAC System Improvement Pool, \$9.08 million for the continuation of the Roofing Improvement Program, and \$1.25 million for the start of the Pavement Improvement Program. Construction on Tower City Easy Portal Rehabilitation will start in FY 2022 with plans to complete the construction in 2023 at a cost of \$5.2 million while CRMF Service Building will have the Mezzanine Infill completed at a cost of \$300,000. An additional \$800,000 has been set aside for State of Good Repairs across the authority.

EQUIPMENT & VEHICLES - \$5.76 MILLION

FY 2022 has \$2.25 million programmed for the Information Technology Upgrade Program and \$350,000 programmed for the ITS System Upgrades Pool. Transit Police will continue their Radio Replacement program that will span over the next four years at a cost of \$156,620 in 2022. The Revenue Fare Collection project is budgeted \$3.00 million and is scheduled to be completed in FY 2023.

OTHER PROJECTS - \$5.84 MILLION

This project category includes projects with varying scopes of work that do not fall into the other major categories. These projects include \$2.0 million budget contingency, \$100,000 for Thrive 105 Transit Enhancements, \$1.2 million for Baby On Board initiative, \$2 million budget for Metrohealth Line BRT Upgrades, and a \$637,500 for various transportation studies depending upon the availability of grant funds.

PREVENTIVE MAINTENANCE / OPERATING BUDGET REIMBURSEMENTS - \$1.00 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 2022 budget appropriation of \$1.00 million. This amount has been reduced from years past so the funding can be used for capital projects across the authority.

RAIL PROJECTS - \$71.22 MILLION

In FY 2022, 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 \$6.45 million for track rehabilitation for the Light Rail Program, \$3.85 million for Substation Improvement Program, \$2.00 million for OCS Replacement and Upgrade, \$1.97 million for the Signal System Upgrade Program and \$1.00 million for Rail Infrastructure. \$54.0 million is programmed for Heavy Rail Vehicle Replacement and \$1.00 million for the start of Rail Car Replacement Infrastructure Modifications.

Another \$950,000 has been programmed for smaller track projects and Rail Fleet Upgrades such as On-Call Rail Engineering Services and Rail Capital Spare Part Program.

TRANSIT CENTERS / BUS LOOPS – \$0.30 MILLION

The 2022 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 current GCRTA Strategic Plan was adopted by the Board of Trustees in 2020. The goals of the Plan are to guide GCRTA in choosing projects that are consistent with its goals and also result in increasing ridership, revenues, and the state of good repair while being grounded in the economic and financial reality of public transportation funding in Northeast Ohio. It covers the period from 2020-2030.

The Strategic Plan has created prioritized actions for short, medium, and long term investment. These items relate to GCRTA initiatives that include:

- Improve Passenger Safety & Comfort;
- Engage with emerging technology, data, and new mobility;
- Improve where and when buses travel;
- Improve how streets function;
- Address funding challenges;
- Improve how customers pay;
- Partner to support vibrant communities and access to job centers.

There are several initiatives from the Planning and Programming Department to meet prioritized goals of the Strategic Plan. In 2021, RTA was awarded a NOACA Transportation Livable Communities Initiative (TLCI) to partner with communities to improve access to job centers, improve how street's function, and engage with new mobility within University Circle and East Cleveland. RTA has also been an active partner with the Cuyahoga Board of Health, reducing barriers to women and families that live in targeted zip codes to ultimately improve the wellbeing of mother and baby to reduce infant mortality through the OPT2 grant funded "Baby on Board" program. With the recently completed ODOT Opportunity Corridor, RTA has remained a City partner in various development opportunities along this corridor. RTA has worked with the City of Solon to improve access to job centers and engaged with micromobility providers to engage with new technology and new mobility.

In addition, RTA has applied for the FTA Areas of Persistent Poverty, which if awarded, would allow RTA to collaborate with local, regional, and state partners to analyze transportation and life needs in underserved communities in Cuyahoga County. This grant would improve passenger safety and comfort, improve where and when buses travel, partner with communities to access job centers, and engage with new mobility. In addition, the department assisted with RAISE 2021 grant focused on purchasing new rail cars for the light rail system. This would allow GCRTA to engage with emerging technology and data and improve passenger safety, comfort, and reliability.

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2022 - 2026 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2022	2023	2024	2025	2026	TOTALS 2022-2026
<u>BUS GARAGES</u>							
<u>BUS GARAGES</u>							
Hayden Gas Detection System	P22460X20	500,000	500,000	0	0	0	1,000,000
FFY 2022 Local Funds		500,000					
FFY 2023 Local Funds		500,000					
Hayden-Fire Protection System Upgrades	P22460X20	200,000	0	0	0	0	200,000
FY 2022 Local Funds		200,000					
Hayden District Bus Wash Replacement	P224501X0	0	1,275,000	0	0	0	1,275,000
FFY 2022 Federal Formula Grants		1,275,000					
Triskett District Bus Wash Replacement	P224501X0	0	0	1,700,000	0	0	1,700,000
FFY 2023 Federal Formula Grants		1,700,000					
Hayden 60' Lift Replacement	P22460X30	0	1,750,000	0	0	0	1,750,000
FFY 2022 Federal Formula Grant		1,750,000					
Hayden 40' Lift Replacement	P22460X30	0	0	750,000	0	0	750,000
FFY 2023 Federal Formula Grant		750,000					
Paratransit 9 Bus Lifts	P22460X30	0	0	950,000	0	0	950,000
FFY 2023 Federal Formula Grant		950,000					
TOTAL - BUS GARAGES		700,000	3,525,000	3,400,000	0	0	7,625,000
<u>BUS REPLACEMENTS</u>							
<u>BUS IMPROVEMENT PROGRAM</u>							
2021-2023 Bus Replacement Program							
SFY 2022 ODOT CMAQ Grant	P11390X10	20,000,000	0	0	0	0	20,000,000
SFY 2022 ODOT UTP Award		3,670,747					
FFY 2021 Federal Formula Grants		5,010,782					
FY 2022 (TBD)		2,930,971					
SFY 2023 ODOT CMAQ Grant	P11390X10	0	20,000,000	0	0	0	20,000,000
SFY 2023 ODOT UTP Award		3,670,747					
FFY 2022 Federal Formula Grants		4,744,032					
FY 2023 (TBD)		3,197,721					
GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY 2022 - 2026 CAPITAL IMPROVEMENT PLAN RTA DEVELOPMENT FUND							
ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2022	2023	2024	2025	2026	TOTALS 2022-2026
<u>BUS REPLACEMENTS -Continued</u>							
<u>BUS IMPROVEMENT PROGRAM</u>							
2024-2026 Bus Replacement Program							
SFY 2024 ODOT CMAQ Grant	P11390X30	0	0	20,000,000	0	0	20,000,000
SFY 2024 ODOT UTP Award		3,670,747					
FFY 2023 Federal Formula Grants		4,744,032					
FY 2024 (TBD)		1,210,221					
SFY 2025 ODOT CMAQ Grant		10,375,000					
SFY 2025 ODOT UTP Award		3,670,747					
FFY 2024 Federal Formula Grants		4,744,032					
FY 2025 (TBD)		1,210,221					
SFY 2026 ODOT CMAQ Grant		10,375,000					
SFY 2026 ODOT UTP Award		3,670,747					
FFY 2025 Federal Formula Grants		4,744,032					
FY 2026 (TBD)		1,210,221					
Sub-Total: Bus Improvement Program		20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000

PARATRANSIT REPLACEMENT PROGRAM								
Paratransit Buses-NOACA 5310		P12390170	800,000	800,000	800,000	800,000	800,000	4,000,000
FY 2022 NOACA 5310	800,000							
FY 2023 NOACA 5310	800,000							
FY 2024 NOACA 5310	800,000							
FY 2025 NOACA 5310	800,000							
FY 2026 NOACA 5310	800,000							
Sub-Total: Paratransit Improvement Program			800,000	800,000	800,000	800,000	800,000	4,000,000
BUS SPARE PARTS PROGRAM								
BRT Capital Spare Parts Program		P16390150	500,000	266,750	266,750	266,750	266,750	1,567,000
FFY 2021 Federal Formula Grant	500,000							
FFY 2022 Federal Formula Grant	266,750							
FFY 2023 Federal Formula Grant	266,750							
FFY 2024 Federal Formula Grant	266,750							
FFY 2025 Federal Formula Grant	266,750							
Sub-Total: Bus Spare Parts Program			500,000	266,750	266,750	266,750	266,750	1,567,000
TOTAL - BUSES			21,300,000	21,066,750	21,066,750	21,066,750	21,066,750	105,567,000

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2022 - 2026 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE		PROJECT NUMBER	2022	2023	2024	2025	2026	TOTALS 2022-2026
FACILITIES IMPROVEMENTS								
BRIDGE REHABILITATION								
Track Bridge Rehab. - Viaduct Bridge Rehab: Phase 2 & 3		P20800460	0	0	0	3,750,000	4,250,000	8,000,000
FFY 2024 Federal Formula Grant	3,750,000							
FFY 2025 Federal Formula Grant	4,250,000							
Track Bridge Inspection Program		P20800270	475,000	0	475,000	0	475,000	1,425,000
FY 2022 Local Funds	475,000							
FY 2024 Local Funds	475,000							
FY 2026 Local Funds	475,000							
Track Bridge Rehab. - Water Front Line Bridge		P20800XX0	5,150,000	2,000,000	0	0	0	7,150,000
FFY 2021 Federal Formula Grant	5,150,000							
FFY 2022 Federal Formula Grant	2,000,000							
Track Bridge Rehabilitation - Conrail		P20800X10	2,750,000	0	0	0	0	2,750,000
FFY 2021 Federal Formula Grant	2,750,000							
Rehab of Track Bridge -Brookpark		P20800X20	275,000	4,780,000	0	0	0	5,055,000
FFY 2021 Federal Formula Grant	275,000							
FFY 2022 Federal Formula Grant	4,780,000							
Rehab of Track Bridge Ambler Strike Protection		P20800X30	0	300,000	3,770,000	0	0	4,070,000
FFY 2022 Federal Formula Grant	300,000							
FFY 2023 Federal Formula Grant	3,770,000							
Rehab of Track Bridge Canal Road		P20800X60	0	0	0	0	326,000	326,000
FFY 2025 Federal Formula Grant	326,000							
Sub-Total: Bridge Rehabilitation			8,650,000	7,080,000	4,245,000	3,750,000	5,051,000	28,776,000

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2022 - 2026 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE		PROJECT NUMBER	2022	2023	2024	2025	2026	TOTALS 2022-2026
FACILITIES IMPROVEMENTS - Continued								
FACILITIES IMPROVEMENTS								
HVAC System Improvement Program		P32800X10	1,250,000	2,250,000	2,250,000	2,250,000	1,250,000	9,250,000
FFY 2021 Federal Formula Grant	1,250,000							
FFY 2022 Federal Formula Grant	2,250,000							
FFY 2023 Federal Formula Grant	2,250,000							
FFY 2024 Federal Formula Grant	2,250,000							
FFY 2025 Federal Formula Grant	1,250,000							
Pavement Improvement Program		P32800X20	1,250,000	1,100,000	1,100,000	1,100,000	2,100,000	6,650,000
FFY 2021 Federal Formula Grant	1,250,000							
FFY 2022 Federal Formula Grant	1,100,000							
FFY 2023 Federal Formula Grant	1,100,000							
FFY 2024 Federal Formula Grant	1,100,000							
FFY 2025 Federal Formula Grant	2,100,000							

Roofing Improvement Program		P32800X20	9,075,000	1,625,000	1,625,000	1,625,000	1,625,000	15,575,000
FFY 2021 Federal Formula Grant	4,075,000							
FFY 2022 (TBD- Bus & Bus Facilities)	5,000,000							
FFY 2022 Federal Formula Grant	1,625,000							
FFY 2023 Federal Formula Grant	1,625,000							
FFY 2024 Federal Formula Grant	1,625,000							
FFY 2025 Federal Formula Grant	1,625,000							
CRMF Service Building Meszzanine - Floor Infill		P32800XXX	300,000	0	0	0	0	300,000
FY 2022 Local Funds	300,000							
Tower City East Portal Rehabilitation		P32800XXX	5,200,000	0	0	0	0	5,200,000
FFY 2019 Federal Formula Grants	5,200,000							
SYSTEM-WIDE FACILITIES								
State of Good Repair Projects		P32800290	800,000	2,250,000	2,050,000	2,045,350	2,650,000	9,795,350
FFY 2021 Federal Formula Grant	800,000							
FFY 2022 Federal Formula Grant	2,250,000							
FFY 2023 Federal Formula Grant	2,050,000							
FFY 2024 Federal Formula Grant	2,045,350							
FFY 2025 Federal Formula Grant	2,650,000							

Sub-Total: System-Wide Facilities			17,875,000	7,225,000	7,025,000	7,020,350	7,625,000	46,770,350
TOTAL - FACILITIES IMPROVEMENTS			26,525,000	14,305,000	11,270,000	10,770,350	12,676,000	75,546,350

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2022 - 2026 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE		PROJECT NUMBER	2022	2023	2024	2025	2026	TOTALS 2022-2026
EQUIPMENT & VEHICLES								
MANAGEMENT INFORMATION SYSTEM								
Information Technology Program		P42610X20	2,250,000	2,000,000	2,000,000	2,000,000	2,000,000	10,250,000
FFY 2021 Federal Formula Grant	1,250,000							
SFY 2022 OTP2	1,000,000							
SFY 2023 OTP2	1,000,000							
FY 2023 TBD	1,000,000							
SFY 2024 OTP2	1,000,000							
FY 2024 TBD	1,000,000							
SFY 2025 OTP2	1,000,000							
FY 2025 TBD	1,000,000							
SFY 2026 OTP2	1,000,000							
FY 2026 TBD	1,000,000							
ITS System Upgrades								
FFY 2021 Federal Formula Grant	350,000		350,000	350,000	350,000	350,000	350,000	1,750,000
FFY 2022 Federal Formula Grant	350,000							
FFY 2023 Federal Formula Grant	350,000							
FFY 2024 Federal Formula Grant	350,000							
FFY 2025 Federal Formula Grant	350,000							
Transit Police Radio / Body Camera Replacement		P44340010	156,620	156,620	156,620	156,620	0	626,480
FY 2022 Local Funds	156,620							
FY 2023 Local Funds	156,620							
FY 2024 Local Funds	156,620							
FY 2025 Local Funds	156,620							
Revenue Fare Collection		P44340X10	3,000,000	3,000,000	0	0	3,143,612	9,143,612
FFY 2021 Federal Formula Grant	3,000,000							
FFY 2022 Federal Formula Grant	3,000,000							
FFY 2025 Federal Formula Grant	3,143,612							
Sub-Total: Management Information System			5,756,620	5,506,620	2,506,620	2,506,620	5,493,612	21,770,092
TOTAL - EQUIPMENT & VEHICLES			5,756,620	5,506,620	2,506,620	2,506,620	5,493,612	21,770,092

OTHER PROJECTS		PROJECT NUMBER	2022	2023	2024	2025	2026	TOTALS 2022-2026
OTHER								
Planning Studies (Transportation for Livable Communities)		P49570360	93,750	93,750	93,750	93,750	93,750	468,750
FY 2022 (TBD)	93,750							
FY 2023 (TBD)	93,750							
FY 2024 (TBD)	93,750							
FY 2025 (TBD)	93,750							
FY 2026 (TBD)	93,750							
RTA Development Fund Contingency 2022 - 25 (TBD)	TBD	P49990XX0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
ON-BOARD/O&D SURVEYS		P49570XXX	1,200,000	0	0	0	0	1,200,000
FFY 2021 Federal Formula Grant	1,200,000							
Metrohealth Line BRT		P49570.XXX	2,000,000	0	0	19,000,000	19,000,000	40,000,000
FFY 2021 Federal Formula Grant	2,000,000							
FFY 2024 Federal Formula Grant	5,000,000							
FY 2025 (TBD)	14,000,000							
FFY 2025 Federal Formula Grant	5,000,000							
FY 2026 (TBD)	14,000,000							

NOACA Unserve Areas - 5307 CUA		P51670XX0	543,750	543,750	543,750	543,750	543,750	2,718,750
FFY 2021 Federal Formula Grant	543,750							
FFY 2022 Federal Formula Grant	543,750							
FFY 2023 Federal Formula Grant	543,750							
FFY 2024 Federal Formula Grant	543,750							
FFY 2025 Federal Formula Grant	543,750							
TOTAL - OTHER PROJECTS			5,837,500	2,637,500	2,637,500	21,637,500	21,637,500	54,387,500
GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY 2022 - 2026 CAPITAL IMPROVEMENT PLAN RTA DEVELOPMENT FUND								
ANTICIPATED FUNDING SOURCE								
CATEGORY / PROJECT NAME	PROJECT NUMBER		2022	2023	2024	2025	2026	TOTALS 2022-2026
PREVENTIVE MAINTENANCE/OPERATING REIMBURSEMENTS								
PREVENTIVE MAINTENANCE/OPERATING REIMBURSEMENTS								
Preventive Maintenance Reimb. Exp.		P51670X00	1,000,000	1,000,000	1,000,000	1,000,000	11,500,000	15,500,000
FFY 2021 Federal Formula Grant	1,000,000							
FFY 2022 Federal Formula Grant	1,000,000							
FFY 2023 Federal Formula Grant	1,000,000							
FFY 2024 Federal Formula Grant	1,000,000							
FFY 2025 Federal Formula Grant	11,500,000							
TOTAL - PREVENTIVE MAINT./OPERATING REIMB.			1,000,000	1,000,000	1,000,000	1,000,000	11,500,000	15,500,000
RAIL PROJECTS								
ELECTRICAL SYSTEM								
OCS Replacement and Upgrade Plan		P21320180	2,000,000	4,000,000	4,000,000	2,000,000	0	12,000,000
FFY 2021 Federal Formula Grant	2,000,000							
FFY 2022 Federal Formula Grant	4,000,000							
FFY 2023 Federal Formula Grant	4,000,000							
FFY 2024 Federal Formula Grant	2,000,000							
FFY 2025 Federal Formula Grant	0							
Substation Improvement Program		P2180X00	3,850,000	0	0	3,937,500	0	7,787,500
FFY 2021 Federal Formula Grant	3,850,000							
FFY 2024 Federal Formula Grant	3,937,500							
Sub-Total: Electrical System			5,850,000	4,000,000	4,000,000	5,937,500	0	19,787,500
TRAIN CONTROL / SIGNALS								
Signal System Upgrade Program		P26800X00	1,967,500	1,282,500	1,592,500	3,362,500	4,000,000	12,205,000
FFY 2021 Federal Formula Grant	1,967,500							
FFY 2022 Federal Formula Grant	1,282,500							
FFY 2023 Federal Formula Grant	1,592,500							
FFY 2024 Federal Formula Grant	3,362,500							
FFY 2025 Federal Formula Grant	3,800,000							
FY 2026 (TBD)	200,000							
Sub-Total: Train Control / Signals			1,967,500	1,282,500	1,592,500	3,362,500	4,000,000	12,205,000
TRACK REHABILITATION								
Rail Infrastructure Program		P23320X00	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
FFY 2021 Federal Formula Grant	1,000,000							
FFY 2022 Federal Formula Grant	1,000,000							
FFY 2023 Federal Formula Grant	1,000,000							
FFY 2024 Federal Formula Grant	1,000,000							
FFY 2025 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 2021 Federal Formula Grant	200,000							
FFY 2022 Federal Formula Grant	200,000							
FFY 2023 Federal Formula Grant	200,000							
FFY 2024 Federal Formula Grant	200,000							
FFY 2025 Federal Formula Grant	200,000							

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2022 - 2026 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2022	2023	2024	2025	2026	TOTALS 2022-2026
<u>RAIL PROJECTS - Continued</u>							
<u>TRACK REHABILITATION</u>							
Light Rail Rehabilitation Program	P24800400	6,450,000	14,800,000	16,250,000	16,250,000	16,250,000	70,000,000
FFY 2021 Federal Formula Grant		6,450,000					
FFY 2022 Federal Formula Grant		4,800,000					
SFY 2023 ODOT TRAC		10,000,000					
SFY 2024 ODOT TRAC		16,250,000					
SFY 2025 ODOT TRAC		16,250,000					
SFY 2026 ODOT TRAC		16,250,000					
Red Line East Track Rehabilitation	P24800X40	0	0	13,050,000	13,054,650	0	26,104,650
FFY 2023 Federal Formula Grant		5,050,000					
SFY 2024 OTPPP		8,000,000					
FFY 2024 Federal Formula Grant		5,054,650					
SFY 2025 OTPPP		8,000,000					
E.79th Street Light Rail Station	P24800X60	0	500,000	4,000,000	2,000,000	-	6,500,000
FFY 2022 Federal Formula Grant		500,000					
FFY 2023 Federal Formula Grant		4,000,000					
FFY 2024 Federal Formula Grant		2,000,000					
Light Rail Blue Line Guard Walls & Retaining Walls	P24800X60	0	200,000	1,800,000	0	-	2,000,000
FFY 2022 Federal Formula Grant		200,000					
FFY 2023 Federal Formula Grant		1,800,000					
Sub-Total: Track Rehabilitation		7,650,000	16,700,000	36,300,000	32,504,650	17,450,000	110,604,650
<u>RAIL VEHICLE FLEET</u>							
Rail Capital Spare Parts Program	P16390X00	750,000	750,000	500,000	500,000	500,000	3,000,000
FFY 2021 Federal Formula Grant		750,000					
FFY 2022 Federal Formula Grant		750,000					
FFY 2023 Federal Formula Grant		500,000					
FFY 2024 Federal Formula Grant		500,000					
FFY 2025 Federal Formula Grant		500,000					
Rail Line Car/ Rail Work Equipment	P46390XXX	0	3,800,000	0	3,500,000	0	7,300,000
FFY 2022 Federal Formula Grant		3,800,000					
FFY 2024 Federal Formula Grant		3,500,000					

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2022 - 2026 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2022	2023	2024	2025	2026	TOTALS 2022-2026
<u>RAIL PROJECTS - Continued</u>							
<u>RAIL CAR REPLACEMENT PROGRAM</u>							
2021-2024 HRV Rail Replacement Program	P14390200	54,000,000	20,000,000	9,900,000	0	0	83,900,000
FFY 2021 Federal Formula Grant		7,012,500					
SFY 2022 OTP2		10,000,000					
FY 2022 (TBD)		36,987,500					
FFY 2022 Federal Formula Grant		4,462,500					
SFY 2023 OTP2		10,000,000					
FY 2023 (TBD)		5,537,500					
FFY 2023 Federal Formula Grant		6,987,500					
FY 2024 (TBD)		2,912,500					

2024-2029 LRV Rail Replacement Program		P14390XXX	0	0	21,000,000	30,000,000	30,000,000	81,000,000
FFY 2023 Federal Formula Grant	0							
SFY 2024 OTP2	10,000,000							
FY 2024 (TBD)	11,000,000							
FFY 2024 Federal Formula Grant	10,000,000							
SFY 2025 OTP2	10,000,000							
FY 2025 (TBD)	10,000,000							
FFY 2025 Federal Formula Grant	5,000,000							
SFY 2026 OTP2	10,000,000							
FY 2026 (TBD)	15,000,000							
2022-2026 RCRP -Rail Infrastructure Modification Upgrades		P24800XXX	1,000,000	6,000,000	8,000,000	0	0	15,000,000
FFY 2021 Federal Formula Grant	1,000,000							
FFY 2022 Federal Formula Grant	6,000,000							
FFY 2023 Federal Formula Grant	8,000,000							
FFY 2024 Federal Formula Grant	0							
Sub-Total: Rail Vehicle Fleet			55,750,000	30,550,000	39,400,000	34,000,000	30,500,000	190,200,000
TOTAL - RAIL PROJECTS			71,217,500	52,532,500	81,292,500	75,804,650	51,950,000	332,797,150
TRANSIT CENTERS								
Enhanced ADA Access (Enhancement Item)		P49800X00	300,000	300,000	300,000	300,000	300,000	1,500,000
FFY 2021 Federal Formula Grant	300,000							
FFY 2022 Federal Formula Grant	300,000							
FFY 2023 Federal Formula Grant	300,000							
FFY 2024 Federal Formula Grant	300,000							
FFY 2025 Federal Formula Grant	300,000							
TOTAL - TRANSIT CENTERS			300,000	300,000	300,000	300,000	300,000	1,500,000
TOTAL RTA DEVELOPMENT FUND			132,636,620	100,873,370	123,473,370	133,085,870	124,623,862	614,693,092
TOTAL RTA CAPITAL FUND			4,198,000	4,074,484	4,062,456	4,013,540	4,054,000	20,402,480
TOTAL CAPITAL IMPROVEMENT PLAN			136,834,620	104,947,854	127,535,826	137,099,410	128,677,862	635,095,572



Greater Cleveland
Regional Transit Authority