

Greater Cleveland Regional Transit Authority
Operating and Capital Budget
for the Year 2016





#### **Our Mission**

To provide safe, reliable, clean and courteous public transportaion.

#### **Our Vision**

#### We will be:

- The transportation mode of choice
- An industry leader
- An employer of choice in Northeast Ohio
- A champion for sustainable transportation

#### We will have:

- A sustainable financial position
- An increasing impact on regional transportation

#### We will:

- Upgrade and manage technology
- Achieve an infrastructure state of good repair
- Deliver quality projects on time and on budget
- Enhance the value of RTA to our community

#### **Our Values**

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

# Greater Cleveland Regional Transit Authority

# 2016 Adopted Budget Plan

President - Board of Trustees George F. Dixon, III

CEO/General Manager and Secretary-Treasurer Joseph A. Calabrese



GOVERNMENT FINANCE OFFICERS ASSOCIATION

## Distinguished Budget Presentation Award

PRESENTED TO

# **Greater Cleveland Regional Transit Authority Ohio**

For the Fiscal Year Beginning

**January 1, 2015** 

Executive Director

kay R. Ener

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Greater Cleveland Regional Transit Authority for its annual budget for the fiscal year beginning January 2015.

In order to receive this award, a governmental 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 our current budget document continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

# DIRECTORY OF THE GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY OFFICIALS

#### **BOARD OF TRUSTEES**

George F. Dixon III, President
Hon. Dennis Clough, Vice President
Hon. Bill Cervenik
Valarie J. McCall
Nick "Sonny" Nardi
Karen Gabriel Moss
Leo Serrano
Hon. Gary A. Norton, Jr.
Hon. Georgine Welo

#### **EXECUTIVE MANAGEMENT TEAM (EMT)**

#### Joseph A. Calabrese, CEO/General Manager/Secretary-Treasurer

Michael York, Deputy General Manager – Operations
Loretta Kirk, Deputy General Manager – Finance & Administration
Michael Schipper, Deputy General Manager – Engineering & Project Management
Sheryl King Benford, Deputy General Manager – Legal Affairs
Bruce E. Hampton, Deputy General Manager – Human Resources
Peter Anderson, CIO/Executive Director – Information Technology
Stephen Bitto, Executive Director – Marketing & Communications
Gale Fisk, Executive Director – Office of Management & Budget
Anthony Garofoli, Executive Director – Internal Audit
Frank Polivka, Director – Procurement

# DIRECTORY OF THE GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY OFFICIALS

#### OPERATING DEPARTMENTS AND DEPARTMENT HEADS

#### **Operations Division**

Paratransit District Oliver Draper Rail District Dennis Rehfuss Asset & Configuration Management Terrence Boylan **Transit Police** John Joyce Service Management Joel Freilich Service Quality Management Richard Newell Fleet Management Ronald Baron Pass Thrus Michael York, DGM Hayden District Dr. Floun'say Caver Triskett District Catherine Eaton

#### **Finance & Administration Division**

Michael Lively

Office of Business Development
Accounting
Support Services
Procurement
Revenue
Steven Sims
Rajan Gautam
Eddine Dalton
Frank Polivka
Scott Uhas

Intelligent Transportation Systems

#### **Engineering & Project Management Division**

Project Support Paul Burlij, Manager Programming & Planning Maribeth Feke Engineering & Project Development Joseph Shaffer

# DIRECTORY OF THE GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY OFFICIALS

#### **OPERATING DEPARTMENTS AND DEPARTMENT HEADS (continued)**

#### **Legal Affairs Division**

Safety Richard Czeck

Legal Sheryl King Benford, DGM

Risk Management Judy Lincoln

#### **Human Resources Division**

Human Resources
Labor & Employee Relations
Training & Employee Development
Angela Smith
Scott Ferraro
George Fields

#### **Executive Division**

Executive Joseph A. Calabrese,

CEO/GM & Secretary -Treasurer

Secretary/Treasurer-Board of Trustees Joseph A. Calabrese,

Information Technology

CEO/GM & Secretary - Treasurer

Internal Audit Anthony Garofoli, Executive Director Marketing & Communications Stephen Bitto, Executive Director

Peter Anderson, CIO/Executive Director

Office of Management & Budget Gale Fisk, Executive Director

### Acknowledgements

### Office of Management & Budget

Special thanks to the following individuals for their assistance:

#### **Executive Director Manager of Budgets**

Coordinator of Financial Systems & Budgets Larry Ferrell

**Energy Manager** 

Senior Budget Management Analyst

Senior Budget Management Analyst

**Budget Management Analyst** 

**Budget Management Analyst** 

**Budget Management Analyst** 

**Budget Management Analyst** 

Business Analyst, MDP

**Executive Secretary** 

#### Gale Fisk **Michael Daugherty**

Natalie Ulrich

Carolyn Young

Kay Sutula

Wesley Keshtkaran

Kari Solomon

Kristyn Smith

Nicholas Biggar

Alyssa Deis

Dawn Ja'Net Williams

Cover Artwork

Stephen Bitto & Co.

### TABLE OF CONTENTS

Citizens Summary		Fund Budgets	
Transmittal Letter		Fund Budget - Appropriated Fund Structure	69
Executive Summary	1	All Funds	70
Transmittal Letter	2	All Funds Balance Analysis	70
A Strategic Approach to the Budget	5	General Fund	7
Mission and Vision Statements	6	General Fund Balance Analysis	7
Values	7	General Fund Revenue	74
General Fund	8	Sales and Use Tax	7
Revenues	8	Passenger Fares	70
Expenditures	14	Investment Income	7
Expenditure Growth	18	Advertising & Concessions	78
Employment Analysis	19	Federal Operating Assistance	7
Service Levels	20	State Operating Assistance	79
Policy Compliance	22	Reimbursed Expenditures & Other Revenue	80
Capital Program	25	General Fund Expenditures	8
Conclusion	26	Areas of Expenditure Growth	8:
Fund Statements & Financial Policy Objectives	27	Employment Level and Service Level Chages	8:
Budget Guide		Bond Retirement Fund	8
Organization of the Budget Plan	37	Insurance Fund	80
Financial Policies	38	Supplemental Pension Fund	8
Introduction	38	Law Enforcement Fund	88
All Funds	39	Capital Improvement Fund	89
General Fund	41	Fund Balance Analysis	89
Capital Improvement Funds	43	Capital Improvement Fund Revenue	9
Supplemental Pension Fund	45		
Insurance Fund	45	Performance Management	
Bond Retirement Fund	46	TransitStat	9:
Debt Financing	47	Performance STAT programs	93
Budget Management Process		FAST Approach	93
Introduction	48	2015 - 2025 Strategic Plan	94
The Budget Cycle	48	Six Disciplines of Strategic Planning	9
Budget Calendar of Events	50	SWOT Analysis	96
Management Policies	51	RTA Mission and Vision	9
Management Policy Initiatives	51	RTA Values	98
Strategic Plan Values	51	RTA Strategic Plan - Goals and Initiatives	9
Budget Monitoring and Control	52	TransitStat Engagement Survey	100
Service Profile		TransitStat Successes	103
GCRTA History	53	Energy Price Risk Management	110
Economic Profile	54	-	
Service Profile	56		
National Trends Profile	57		
Ohio Transit Trends	58		
Glossary	50		

### TABLE OF CONTENTS

Department Budgets		Department Budgets (continued)	
Department Budget Introduction	113	Division - Human Resources	197
Authority-wide Organizational Chart	114	Division Summary	197
Expenditures by Division	115	2015 Achievements	197
Staffing by Division	116	2016 Objectives	198
2015-2025 Strategic Plan Goals & Initiatives	117	Critical Initiatives and Measures	199
2015-2025 Strategic Plan Values	118	Human Resources	200
Division - Operations	119	Labor & Employee Relations	202
Division Summary	119	Training & Employee Development	204
2015 Achievements	119	Training & Employee Bevelopment	20.
2016 Objectives	121	Division - Executive	207
Critical Initiatives and Measures	123	Division Summary	207
Paratransit District	126	2015 Achievements	207
Rail District	129	2016 Objectives	209
Asset & Configuration Management	133	Critical Initiatives and Measures	210
Transit Police	135	Executive	214
Service Management	138	Secretary/Treasurer - Board of Trustees	216
Service Quality Management	142	Internal Audit	218
Fleet Management	145	Marketing & Communications	220
Pass-Thrus	150	Information Technology	222
Hayden District	151 155	Office of Management & Budget	225
Triskett District Intelligent Transportation Systems	158	Fund Transfers	228
intelligent Transportation Systems	100	Capital Improvement Plan	
Division - Finance & Administration		Introduction	229
Division Summary	161	Organization of the Capital Improvement Plan	229
2015 Achievements	161	Capital Assets	230
2016 Objectives	162	Facilities	231
Office of Business Development	164	Rail Systems	232
Accounting	166	Revenue Vehicle Fleets	234
Support Services	168	Capital Improvement Planning Cycle	236
Procurement	170	Budget Calendar of Events	237
Revenue	172	Transportation Improvement Program	237
		Capital Budget Appropriations	238
Division - Engineering & Project Mgt.	175	Capital Improvement Financial Policies	238
Division Summary	175	Capital Improvement Criteria	239
2015 Achievements	175	Priority Areas	239
2016 Objectives	176	Financial Capacity	241
Critical Initiatives and Measures	177	Federal Sources	242
Project Support	178	State Sources	245
Programming & Planning	180	Local Sources	245
Engineering & Project Development	182	Debt Management Operating Impacts	<b>246</b> 247
Division - Legal Affairs	185	Capital Project Categories	247
Division Summary	185	RTA Capital Fund	249
2015 Achievements	185	Asset Maintenance Projects	243 251
2016 Objectives	186	Routine Capital Projects	251
Critical Initiatives and Measures	187	RTA Development Fund	255
Safety	188	RTA Development Fund Projects	253
Legal	190	Transit 2025 Long Range Plan	25 <i>1</i> 258
Risk Management	194		200