# 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

Office of Management & Budget- Content

KAY M. SUTULA CAROLYN YOUNG LARRY FERRELL

WESLEY A. KESHTKARAN

ERIC VUKMANIC
NIKKI M. PONDER
JONATHAN CIESLA
WENDY FEINN
THOMAS ALLEN

Administration & External Affairs- Cover Artwork

STEPHEN BITTO KRISTIE COX

Innovation & Technology- Website MICHAEL J. CERMAK RITHYA LATH



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation
Award

PRESENTED TO

Greater Cleveland Regional Transit Authority Ohio

For the Fiscal Year Beginning

January 01, 2021



**DIRECTOR** 

MANAGER OF BUDGETS

**COORDINATOR OF FINANCIAL SYSTEMS & BUDGETS** 

SENIOR BUDGET MANAGEMENT ANALYST SENIOR BUDGET MANAGEMENT ANALYST

BUDGET MANAGEMENT ANALYST BUDGET MANAGEMENT ANALYST BUDGET MANAGEMENT ANALYST BUDGET MANAGEMENT ANALYST

DIRECTOR, MARKETING & COMMUNICATIONS

MARKETING MANAGER

SENIOR WEB DEVELOPER
WEB APPLICATION SPECIALIST

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.

# DIRECTORY OF THE GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY OFFICIALS

#### **BOARD OF TRUSTEES**

REV. CHARLES P. LUCAS KAREN GABRIEL MOSS

MICHAEL P. BYRNE (ENDING FEBRUARY 2022)

ROBERTA DUARTE TERENCE P. JOYCE PAUL A. KOOMAR VALARIE J. MCCALL

LUZ N. PELLOT LEO SERRANO

DAVID E. WEISS

ANTHONY BIASIOTTA (BEGINNING MARCH 2022)

PRESIDENT
VICE PRESIDENT

#### EXECUTIVE MANAGEMENT TEAM

INDIA L. BIRDSONG GENERAL MANAGER/CEO

FLOUN'SAY R. CAVER, PHD DEPUTY GENERAL MANAGER (DGM), OPERATIONS

RAJAN D. GAUTAM DGM, FINANCE

MICHAEL J. SCHIPPER DGM, ENGINEERING & PROJECT MANAGERMENT

SHERYL KING BENFORD DGM, LEGAL AFFAIRS
GEORGE F. FIELDS DGM, HUMAN RESOURCES

NATOYA J. WALKER-MINOR DGM, ADMINISTRATION & EXTERNAL AFFAIRS

MARK PETIT DGM, INNOVATION AND TECNOLOGY

STEPHEN J. BITTO DIRECTOR, MARKETING & COMMUNICATION

MELINDA DANGELO DIRECTOR, PROCUREMENT

ANTHONY GAROFOLI EXECUTIVE DIRECTOR, INTERNAL AUDIT

KAY M. SUTULA DIRECTOR, OFFICE OF MANAGEMENT & BUDGET

#### OPERATING DEPARTMENTS AND DEPARTMENT HEADS

#### 1 - OPERATIONS DIVISION

NICHOLAS DAVIDSON, DIRECTOR

SEAN THOMPSON, DIRECTOR

TERESSA DOATY, MANAGER

DEIRDRE JONES, CHIEF

JOEL FREILICH, DIRECTOR

TERESA MUTI, DIRECTOR

ANTHONY D. RICHARDSON, SENIOR MANAGER

DANIEL A. DIETRICH, DIRECTOR

FLOUN'SAY R. CAVER, DGM

NICHOLAS F. BIGGAR, DIRECTOR

OLIVER D. DRAPER, DIRECTOR

MICHAEL LIVELY, MANAGER

31- PARATRANSIT DISTRICT

32- RAIL DISTRICT

33- ASSET & CONFIRGURATION MANAGEMENT

34- TRANSIT POLICE

35- SERVICE MANAGEMENT

36- POWER & WAY

38- SERVICE QUALITY

**39- FLEET MANAGEMENT** 

43- PASS THRUS

**46- HAYDEN DISTRICT** 

49- TRISKETT DISTRICT

58- INTELLIGENT TRANSPORTATION SYSTEMS

#### 2 - FINANCE DIVISION

CARL KIRKLAND, DIRECTOR
JOHN J. TOGHER, DIRECTOR
SHAREE H. LEWIS, MANAGER
MELINDA DANGELO, DIRECTOR
ALLEN POLLY, ACTING DIRECTOR
KAY M. SUTULA, DIRECTOR
KAY M. SUTULA, DIRECTOR

10- OFFICE OF BUSINESS DEVELOPMENT

60- ACCOUNTING

62-SUPPORT SERVICES

64-PROCUREMENT

65-REVENUE

67- OFFICE OF MANAGEMENT & BUDGET

99- FUND TRANSFERS

#### 3 – ENGINEERING & PROJECT MANAGEMENT DIVISION

BRIAN P. TEMMING, MANAGER MARIBETH FEKE, DIRECTOR JOSEPH L. SHAFFER, DIRECTOR 55- PROJECT SUPPORT

57- PROGRAMMING & PLANNING

80- ENGINEERING & PROJECT DEVELOPMENT

#### 4 - LEGAL AFFAIRS DIVISION

STEVEN J. PEGANOFF, DIRECTOR SHERYL KING BENFORD, DGM JUDY L. LINCOLN, DIRECTOR 15- SAFETY

21- LEGAL

22- RISK MANAGEMENT

#### 5 - HUMAN RESOURCES DIVISION

TIFFANY HOLDER, MANAGER LAURA PAULL, MANAGER SCOTT FERRARO, SENIOR DIRECTOR WENDY V. TALLEY, DIRECTOR 14- HUMAN RESOURCES

18- LABOR & EMPLOYEE RELATIONS

30- TRAINING & EMPLOYEE DEVELOPMENT

#### 6 - ADMINISTRATION & EXTERNAL AFFAIRS

NATOYA J. WALKER-MINOR, DGM (ACTING DIRECTOR)

53- ADMINISTRATION & EXTERNAL AFFAIRS

#### 7 - INNOVATION & TECHNOLOGY

MARK PETIT, DGM

61- INNOVATION & TECHNOLOGY

#### 8 - EXECUTIVE DIVISION

INDIA BIRDSONG, GENERAL MANAGER/CEO RAJAN D. GAUTAM, DGM / SECRETARY-TREASURER ANTHONY GAROFOLI, EXECUTIVE DIRECTOR 12- EXECUTIVE

16- BOARD OF TRUSTEES SECRETARY/TREASURER 19- INTERNAL AUDIT

## **TABLE OF CONTENTS**

Acknowledgments & Directory		Division - Operations	69
Acknowledgments	2	Paratransit District	73
Directory of GCRTA Officials	3	Rail District	<del>7</del> 6
Transmittal Letter & Citizens Summary		Asset & Configuration Management	82
Transmittal Letter	7	Transit Police	84
Executive Summary	7	Service Management	87
Budget in Brief	9	Power & Way	90
Revenues	9	Service Quality Management	93
Expenditures	12	Fleet Management	96
Service Levels	16	Pass-Thrus	101
Financial Policy Goals	17	Hayden District	102
Capital Improvement Plan	18	Triskett District	105
Addendum	24	Intelligent Transportation Systems	108
Budget Guide		Division - Finance	111
Organization of the Adopted Budget Plan	25	Office of Business Development	114
Board Policy Goals	25 26	Accounting	114
Financial Policies	26	Support Services	
All Funds		Procurement	119
General Fund	27 28	Revenue	122
Reserve Fund			125
	30	Office of Management & Budget	128
Insurance Fund	31	Fund Transfers	130
Supplemental Pension Fund	32	Division - Engineering & Project Management	131
Law Enforcement Fund	32	Project Support	135
Capital Improvement Funds	33	Programming & Planning	137
Bond Retirement Fund	35	Engineering & Project Development	140
Debt Financing	36	Division - Legal Affairs	143
Budget Management Process	36	Safety	147
Capital Improvement Plan (CIP)	37	Legal	149
Operating Budget	37	Risk Management	152
Budget Monitoring and Control	38	Division - Human Resources	155
Budget Development Calendar	39	Human Resources	159
Performance Management & Strategic Plan	40	Labor & Employee Relations	162
Updated Mission, Vision, and Values	41	Training & Employee Development	165
Transit Service Profile	43	Division - Administration & External Affairs	167
Glossary	43	Administration & External Affairs	167
Economic Profile	44	Division - Innovation & Technology	173
Trends of Northeast Ohio	46	Innovation & Technology	173
National Transit Trends	47	Division - Executive	179
Ohio Transit Trends	48	Executive	179
GCRTA NTD Profile	49	Secretary/Treasurer - Board of Trustees	184
Fund Budgets	73	Internal Audit	186
			100
Fund Overview	51	Capital Improvement Plan	
All Funds	52	Introduction & Organization of CIP	189
General Fund	54	Capital Assets, Facilities, Rail System, Fleets	190
Revenues - General Fund	54	Capital Improvement Planning Cycle	195
Expenditures - General Fund	57	Transportation Improvement Program	196
Employment Level and Service Level Changes	57	Capital Budget Appropriations	196
Bond Retirement Fund	59	Capital Improvement Financial Policies & Criteria	197
Insurance Fund	60	Priority Areas	198
Supplemental Pension Fund	61	Financial Capacity	199
Law Enforcement Fund	62	Federal Sources	199
Reserve Fund	63	State & Local Sources	202
Capital Improvement Fund	64	Debt Management	202
Operating Department Budgets		RTA Capital Fund	207
Overview - Divisions and Departments	65	Asset Maintenance Projects	208
Organization of Department Budget Information	66	Routine Capital Projects	209
Organization Chart	66	RTA Development Fund	
Expenditures by Division	6 <sub>7</sub>	RTA Development Fund Projects	<b>212</b>
Staffing by Division	68	Transit 2025 Long Range Plan	214 216
Janning Dy Division	50	. ransic 2023 Long Range Flan	210

