

2021 TRANSMITTAL LETTER

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

Date: November 10, 2020

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

Subject: Transmittal Letter & Proposed
FY 2021 Budget

EXECUTIVE SUMMARY

Attached is the General Manager, Chief Executive Officer's proposed 2021 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.

Even prior to the first confirmed case of COVID-19 in Ohio, the Authority made quick decisions needed to ensure that the 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. The Authority worked with the Department of Transportation (DOT), Federal Emergency Management Agency (FEMA) and the Cleveland Food Bank as well as other area agencies to distribute masks to customers with an event called "Need a Mask, Take a Mask."

Despite the pandemic, this year has been a time of progress and accomplishment for the Authority. The Authority remains committed to replacing the rail fleet, recapitalization of the rail infrastructure and investing in our communities. During 2020:

- The Authority received approximately \$112 million in a grant under the Coronavirus Aid Relief, Economic Security (CARES) Act for operating assistance to offset the reduction of passenger fares and sales tax revenue.
- Cleveland State University's Center for Economic Development completed the Economic Impact Study. The Authority's economic impact to Cuyahoga County is \$322 million annually
- LTK Engineering Services completed the Rail Car Study. The replacement will be one car that will run on both sets of tracks (heavy rail and light rail) and infrastructure upgrades.
- Greater Cleveland Partnership finalized the Administrative Efficiency Study and Operational Review. The Authority is reviewing the recommendations and is creating a plan of implementation.
- The Authority started reconstruction of tracks 10 & 13 in Tower City.
- The Authority started rehabilitation of light rail trunk line tracks from Kinsman to Buckeye-Woodhill Station and ballast renewal.
- The design for E. 79th Red Line station was completed. The station was closed for reconstruction in 2020 to comply with ADA requirements.
- The Authority engaged HDR to assist in the development of its ten year Capital Strategic Plan Public engagement meetings were completed to obtain input from the community.
- The Authority created 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.

- The infrastructure design for the CNG fueling station at Triskett was completed.
- The Authority is completing the replacement of the radios and on-board computer equipment on buses and trains.
- The Authority received a total of \$23.5 million in competitive grants in 2020 from Urban Transit Program (UTP), Ohio Transit Preservation Partnership Program (OTP3), Congestion Mitigation and Air Quality (CMAQ), Northeast Ohio Areawide Agency (NOACA), Federal Highway Administration (FHWA), Diesel Emission Reduction Grant (DERG) and Better Utilizing Investments to Leverage Development (BUILD) Transportation Discretionary Grant.

BUDGET IN BRIEF

The Proposed FY 2021 Budget supports the daily operating activities of the Authority. The following pages discuss the assumptions used in developing the Proposed FY 2021 Budget.

Inflation

The Federal Reserve recently released their projections for the remainder of 2020 through the next 30 years. The Federal Reserve Bank of Cleveland stated that the 10-year expected inflation is 1.34%, going back to levels in 1982.

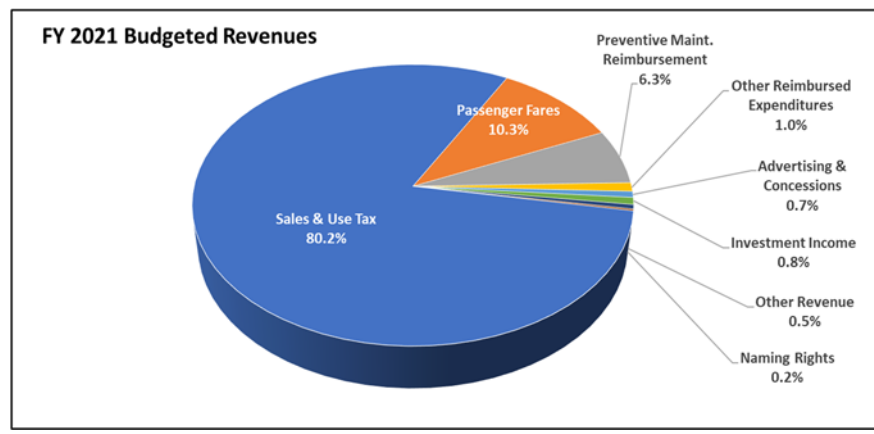
Interest Rates

The Federal Reserve Bank maintained its target for the Federal Funds rate at a range of 0% to 0.25%.

REVENUES

The Authority continues to be affected by challenges posed by COVID-19. Ohio Governor Mike DeWine’s “Stay at Home” order that began in mid-March 2020 continued into May. Cuyahoga County is currently on the “watch list” for approaching the purple level alert.

Total revenues for FY 2021 are budgeted at \$252.0 million, reflecting a decrease of 33.6% from 2020 projected revenues which included funding under the CARES Act funding preventive maintenance reimbursements.



The largest source of revenue is Sales & Use Tax, at 80.2%. Passenger Fares are the second largest source of revenue, at 10.3%. The Authority will be transferring all preventive maintenance (PM) reimbursement (\$16.8 million) to RTA Development Fund for budgeted but unfunded projects.

Figure 1

As an essential service, the Authority continued to provide transportation for essential workers and customers. Ridership plummeted in April due to the Stay at Home order and has slowly been increasing over the summer, but not near pre-pandemic levels. (Figure 2) We are projecting that ridership will remain near the 50% level in 2021 and not fully recover until well into 2022.

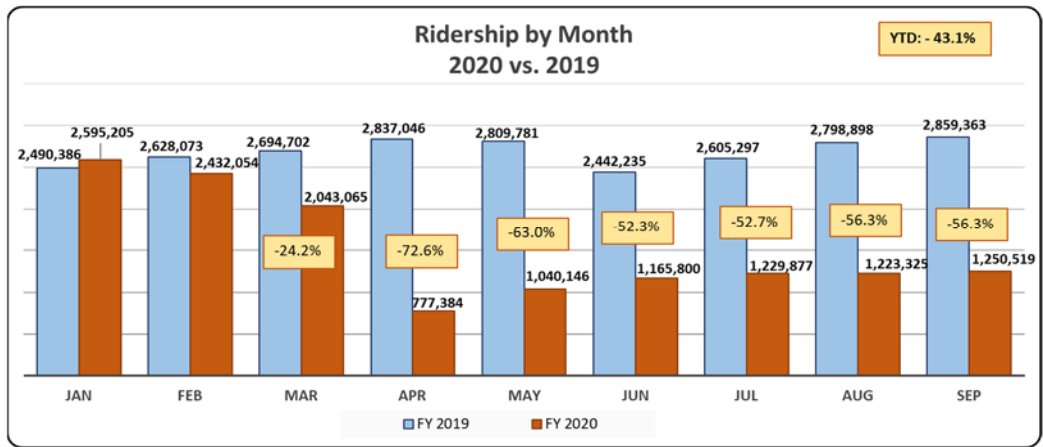


Figure 2

As businesses began reopening in May, the Authority increased the frequency on four of the most popular routes. A second service change was made in August 2020 as the economy continued to reopen and people returned to work. Due to the Stay at Home order, ridership decreased and Passenger Fares fell by nearly 56% in April. (Figure 3).

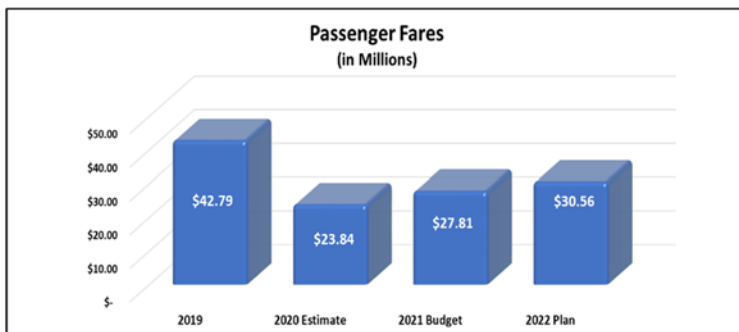


Figure 3

FY 2021 Passenger Fares are budgeted to be 65% of pre-COVID levels and projected to be approximately 78% of pre-COVID levels for FY 2022.

The Authority received nearly \$112 million in a grant under the Coronavirus Aid Relief and Economic Security (CARES) Act. This funding was drawdown from March 2020 through October 2020 and helped support the Authority through the pandemic.

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 Federal stimulus checks for unemployment compensation. Through October 2020, sales tax is down \$0.6 million, or -0.4%, compared to 2019 levels. This is mainly due to increases in auto and watercraft sales, on-line sales, and liquor sales. Through October 2020, sales tax generated from on-line sales is \$5.0 million above 2019 levels. Sales tax is budgeted at \$215.7 million for 2021.

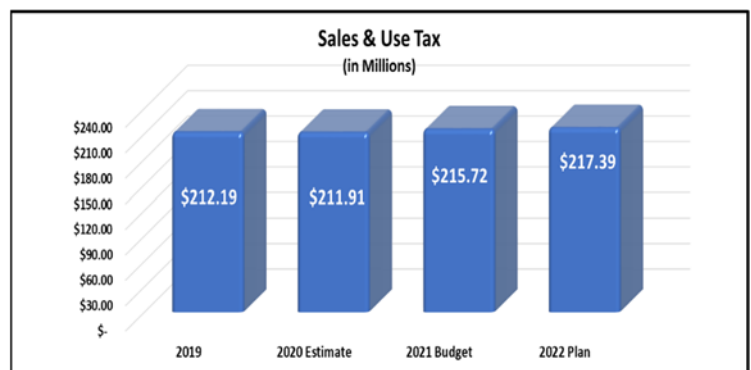


Figure 4

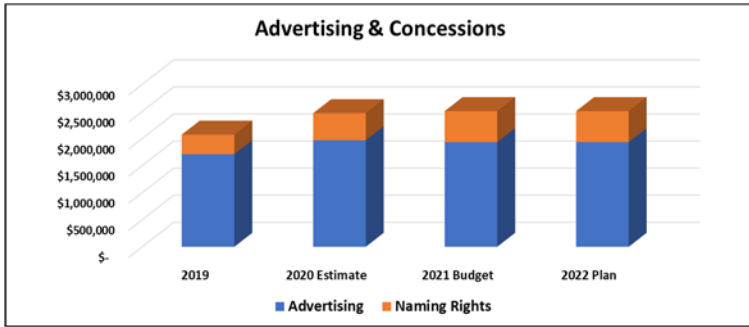


Figure 5

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.

The Advertising & Concessions category is budgeted at \$1.8 million in 2021 and has decreased by about \$700,000 due to the

pandemic. We project the Advertising & Concessions revenue at the same revenue level in 2022.

Investment income is budgeted at \$2.1 million, due to the CARES Act funding and the Authority carrying larger cash balances through most of 2020.

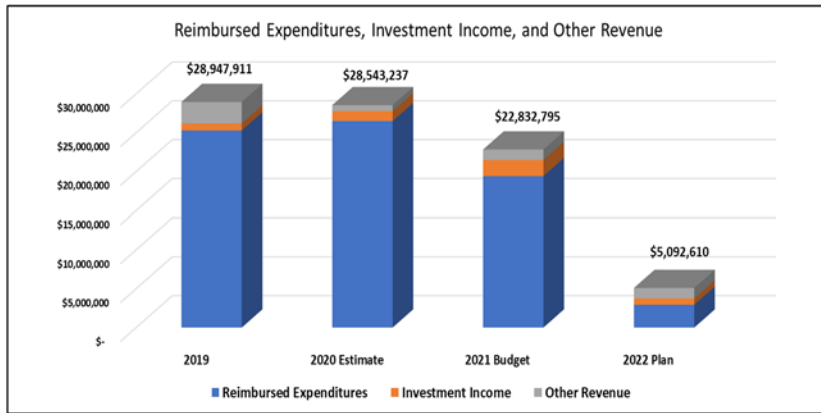


Figure 6

Preventive Maintenance reimbursements for FY 2021 are \$16.8 million. The Authority has made a strategic decision to transfer all PM reimbursements for FY 2021 to RTA Development Fund in order to fund much-needed budgeted but unfunded projects. The PM Reimbursement for FY 2022 will not be drawn down, but will be used for unfunded projects. Other reimbursed expenditures include fuel tax reimbursements and force account labor reimbursements. (Figure 6) Other revenue is budgeted at \$1.3 million for 2021. Other revenue includes various

miscellaneous receipts from contractors, hospitalization, claim reimbursements, rent, and salvage sales.

EXPENDITURES

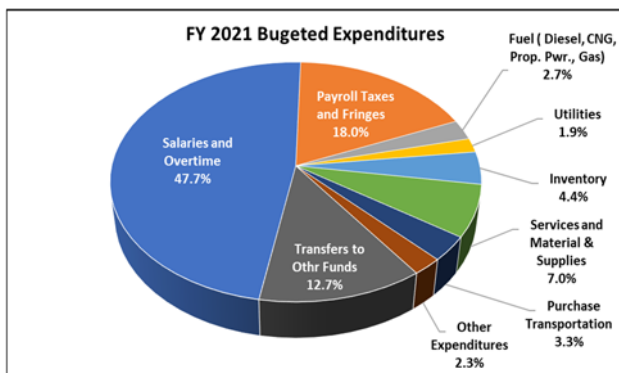


Figure 7

The total expenditures for FY 2021 are budgeted at \$300.8 million. This includes \$262.5 million for the Operating Budget and \$38.3 million for transfers to other funds.

Personnel costs, which includes salaries, overtime, payroll taxes, and fringe benefits, represent over 65% of the operating budget.

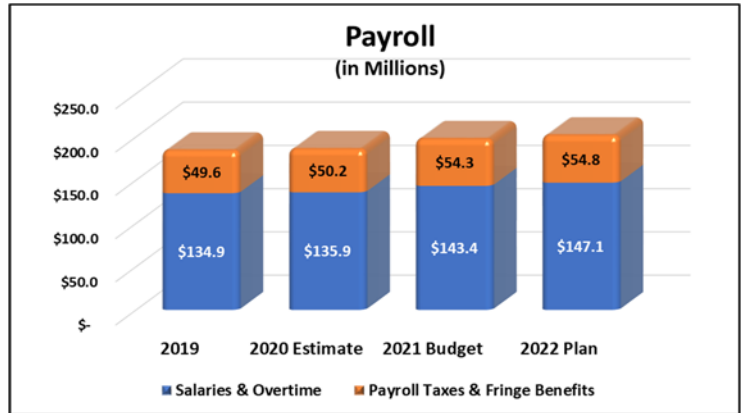
Fuel and utilities total 4.6% of the operating budget. Fuel includes diesel, CNG, propulsion power, propane, and gasoline. Utilities include electricity and natural gas for the facilities, as well as telephone and internet services.

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 11.4% of the operating budget.

Purchase Transportation is the expense for the third party contractors for ADA Paratransit services. This represents 3.3% 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 2.3% of the total operating budget. The last category, Transfers to other funds, includes transfers for specific set-asides. This category totals 12.7% of the total expenditures for FY 2021.

Salaries and overtime represent the largest portion of the expenditures, at 47.7%. This includes a 3% wage increase for all employees, including ATU and FOP union employees, as well as non-bargaining employees.

Payroll Taxes and Fringes are the second largest category, at 18.0%, or \$54.3 million. An 8% increase was budgeted for hospitalization and prescription costs for FY 2021.



Figure

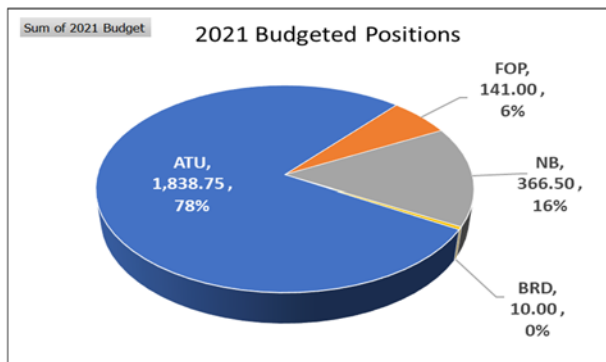


Figure 9

Payroll is budgeted for 2,356.25 positions for FY 2021. This is an increase from FY 2020 by 23 positions. These include 18 COVID vehicle cleaners, 4 Bus/Rail Operator Trainers, and 1 Executive position.

Of the 2,356.25 positions, 84% are within the 2 unions (Amalgamated Transit Union and Fraternal Order of Police). The remaining 16% are non-bargaining positions, including 10 Board Members.

A 25% vacancy factor was budgeted for most vacant positions. Those positions that are currently in the hiring process were budgeted at varying ranges.

Nearly 90% of the positions are budgeted in the Operations Division. 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, and facilities in 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. The Administrative Divisions comprise 12% of the total positions.

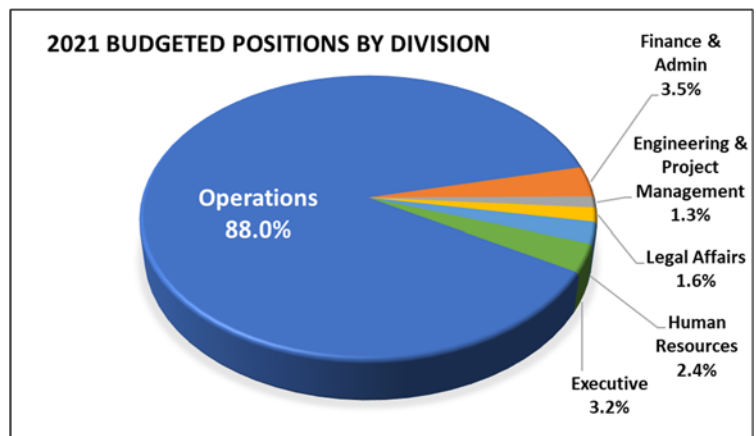


Figure 10

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 is planning to place 25 new

CNG buses into its fleet in 2021. The total fuel cost for FY 2021 is budgeted at \$8.2 million. This includes diesel, CNG, propane for 10 Paratransit buses, gasoline, and propulsion power for the trains.

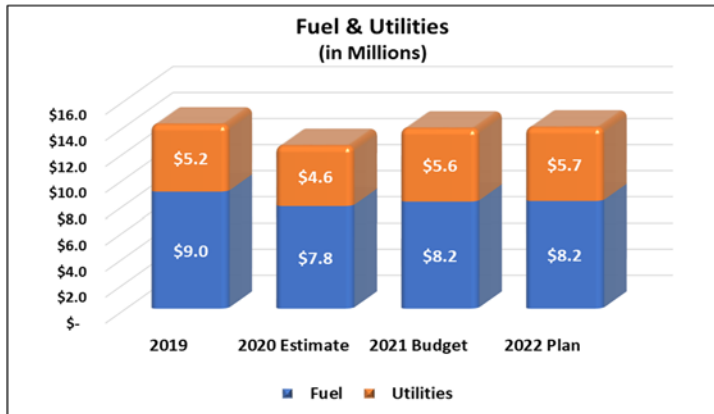


Figure 11

Utility costs are budgeted at \$5.6 million for FY 2021. This category includes natural gas and electricity for facilities, water/sewer, telephone, and internet expenses. The Authority has reduced electricity costs by negotiating a contract in 2017, which maintained fixed costs through mid-2021. A new contract will be negotiated in early 2021. Natural gas commodity costs are locked in through mid-2022.

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 2021. (Figure 12) The Supply Chain Management section of Fleet Management has helped the Authority it maintain predictive and preventive maintenance and repairs of revenue fleets and carry out major purchases for supplies and equipment. 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.

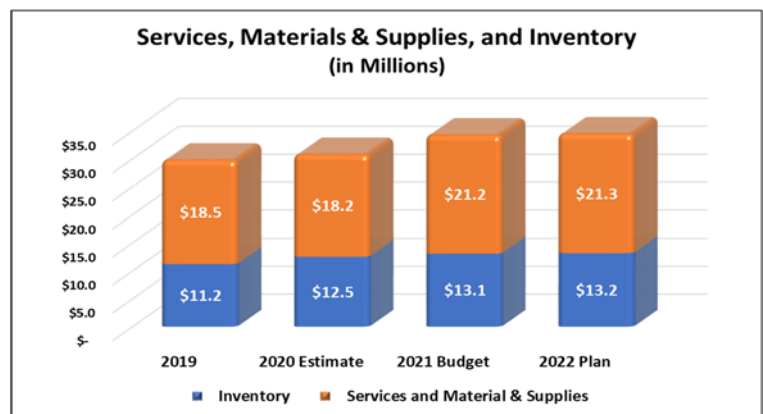


Figure 12

Services, Materials & Supplies are budgeted at \$21.2 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.

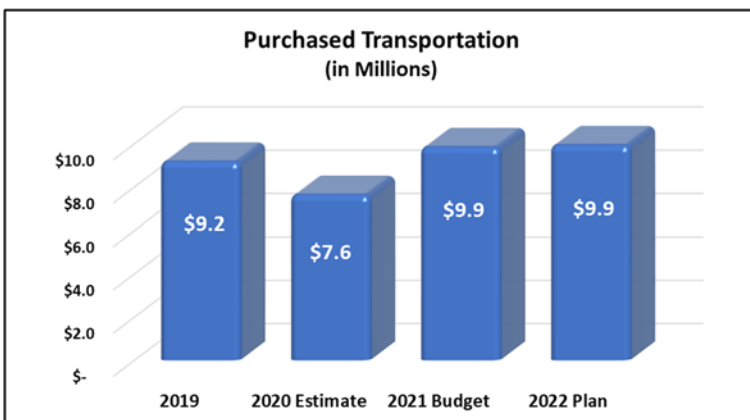


Figure 13

Purchased transportation is budgeted at \$9.9 million for FY 2021 (Figure 13). 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. (Figure 14) This category is budgeted at \$6.9 million for FY 2021. Nationally and internationally, insurance premiums have increased in part due to the increased number of natural disasters and global COVID-19 pandemic.

Transfers to other funds are set-asides for specific needs. Total transfers to other funds are budgeted at \$38.3 million for FY 2021 (Figure 15). The transfer to the Bond Retirement Fund is for debt service on the Authority's outstanding debt.

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 \$42.2 million and includes the transfers to the Capital Improvement Fund and Bond Retirement Fund. All PM reimbursement will be transferred to

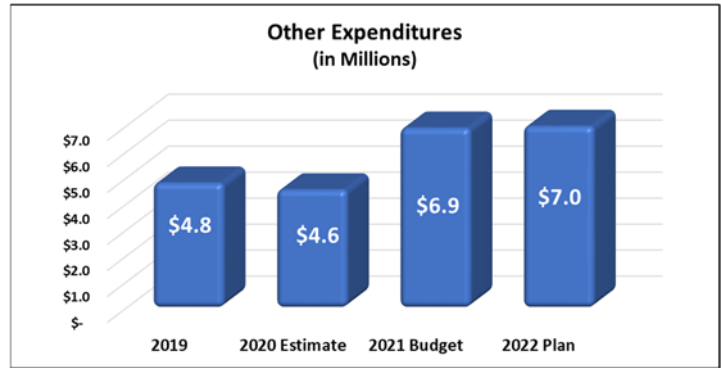


Figure 14

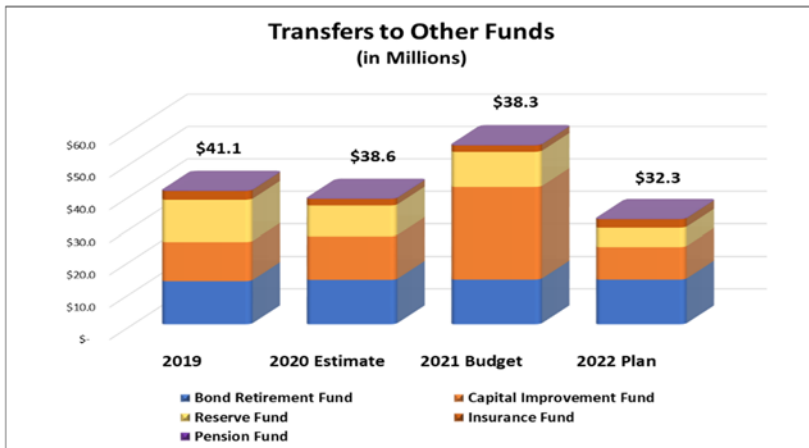


Figure 15

capital for unfunded projects.

A \$2.6 million transfer to the Insurance Fund is budgeted in FY 2021. 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. A \$40,000 transfer is budgeted for the Supplemental Pension Fund to maintain the recommended balance.

SERVICE LEVELS

No service changes are projected for FY 2021 (Figure 16). The Authority is reviewing recommendations

Service Mode	Service Hours				Service Miles			
	2020 Budget	2021 Budget	Variance	Percent Variance	2020 Budget	2021 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%
Van Pool Program	12,000	12,000	-	0.0%	300,000	300,000	-	0.0%
Total	1,845,205.68	1,845,205.68			24,220,455.41	24,220,455.41		

Figure 16

made through the System Redesign Pillar Study and community feedback from community engagement meetings and customer surveys. The Authority is requesting customer's feedback through a program called

“Next Gen”. Proposed routes, maps, and presentations are posted on the website (www.riderta.com) and information is requested on whether greater frequency or greater connectivity is needed. Livestream events will be held in the 4th Quarter of 2020 to determine customer’s preferences on each of the routes. Finalization of the System Redesign is due by early March 2021 with outreach and education sessions occurring between March and June 2021. The final go-live of the System Redesign is scheduled for June 13, 2021.

FINANCIAL POLICY GOALS

2021 Budget Financial Policy Goals								
		Goal	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2022 Plan	2023 Plan
Operating Efficiency	Operating Ratio	≥ 25%	19.0%	17.1%	11.3%	12.1%	11.5%	11.4%
	Cost per Service Hour		\$130.9	\$143.1	\$144.8	\$157.4	\$160.2	\$163.1
	Growth per Year	≤ Rate of Inflation	-7.1%	9.3%	10.7%	8.7%	1.8%	1.8%
	Operating Reserve (Months)	≥ 1 month	2.1	1.1	7.0	4.1	2.0	0.7
Capital Efficiency	Debt Service Coverage	≥ 1.5	4.50	2.65	10.01	6.91	4.51	2.53
	Sales Tax Contribution to Capital	≥ 10%	11.9%	12.6%	12.8%	19.6%	10.9%	10.9%
	Capital Maintenance to Expansion	75% - 90%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Figure 17

An **Operating Ratio** of at least 25% is required. This efficiency ratio compares operation 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 12.1% for FY 2021. The Authority is not likely to meet this goal in FY 2021 or the near future.

An **Operating Reserve** of at least 1 month (30 days) is required to cover any unforeseen or extraordinary fluctuations. With a 4.1-month Operating Reserve budgeted for FY 2021, the Authority is well prepared through FY 2022. The assistance from the CARES Act has helped the Authority to adjust to the new ridership and service levels 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 (under 2%). This efficiency ratio shows the cost of delivering a unit of service compared to the prior year. Operating expenses are increasing for FY 2021 by 8.7% compared to estimated expenses in FY 2020. 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 CARES Act funding, the Debt Service Ratio is budgeted at 6.91 for FY 2021.

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. All PM

reimbursement will be transferred to capital for unfunded projects. At 19.6%, the **Sales Tax Contribution to Capital** for FY 2021 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 2021 budget, the Authority’s emphasis continues to be on maintaining and improving its assets rather than an expansion of the system.

CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) for 2021-2025 was approved by the Board of Trustees on May 12, 2020 (Figure 18). 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.

A strategic decision was made to transfer the preventive maintenance reimbursement to capital and use the funding toward budgeted but unfunded capital projects. The Authority’s priorities include replacement of rail vehicles and maintenance and repair of rail infrastructure, including tracks, signals, bridges, and substations. An additional \$12.7 million appropriation will be requested in December 2020 to the FY 2021 CIP Fund to cover projects that received funding from awards after the Board approved the FY 2021 CIP. Financial resources are allocated through a comprehensive capital review process, which prioritizes funding of requested capital projects. It continues to maintain the focus of the Authority’s long-term capital plan, as well as reflect on existing and future financial and operational constraints facing the Authority.

The FY 2021-2025 capital expenditures are predicated on year-to-date outlays, obligations, and projected commitments, as well as the approved 5-year Capital Improvement Plan (Figure 18).

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.

2021 - 2025 COMBINED CAPITAL IMPROVEMENT PLAN						
Combined Budget Authority						
PROJECT CATEGORY	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2021-2025
Bus Garages	\$0	\$700,000	\$3,525,000	\$1,700,000	\$0	\$5,925,000
Bus Improvement Program	\$21,300,000	\$21,300,000	\$20,800,000	\$20,800,000	\$20,800,000	\$105,000,000
Equipment & Vehicles	\$4,923,246	\$5,530,180	\$3,393,984	\$3,272,000	\$3,313,540	\$20,432,950
Facilities Improvements	\$14,888,260	\$17,000,000	\$12,715,000	\$11,830,000	\$11,335,000	\$67,768,260
Other Projects	\$2,859,576	\$2,637,500	\$2,637,500	\$2,637,500	\$2,637,500	\$13,409,576
Preventive Maint./Oper. Reimb.	\$18,000,000	\$16,500,000	\$16,500,000	\$16,500,000	\$16,500,000	\$84,000,000
Rail Projects	\$22,903,670	\$26,217,500	\$21,682,500	\$21,742,500	\$25,450,000	\$117,996,170
Rail Car Replacement Program	\$41,500,000	\$31,250,000	\$31,250,000	\$31,250,000	\$25,000,000	\$160,250,000
Transit Centers	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
TOTALS	\$126,674,752	\$121,435,180	\$112,803,984	\$110,032,000	\$105,336,040	\$576,281,956

Figure 18

General Fund Balance Analysis

	2019	2020	2020	2021	2022	2023
	Actual	Budget	Estimate	Budget	Plan	Plan
Beginning Balance	38,959,995	37,136,081	41,577,395	139,654,092	90,180,579	44,628,720
Revenue						
Passenger Fares	42,785,750	41,446,822	23,835,328	27,814,100	28,092,241	28,373,163
Advertising & Concessions	2,069,726	2,400,863	1,966,673	1,803,916	1,803,916	1,700,863
Sales & Use Tax	212,192,079	215,396,173	211,913,657	215,720,056	218,955,857	222,240,195
State Aid from MCO Loss	0	0	0	0	0	0
Federal Operating Assistance - CARES Act	0	0	111,977,170	0	0	0
Investment Income	910,634	779,858	1,286,833	2,069,958	808,221	937,203
Other Revenue	2,747,874	2,100,000	773,882	1,348,918	1,348,918	1,348,918
Reimbursed Expenditures	25,289,403	21,520,000	26,482,522	19,413,919	2,935,471	21,520,000
Total Revenue	285,995,466	283,643,716	378,236,065	268,170,867	253,944,624	276,120,342
Total Resources	324,955,461	320,779,797	419,813,460	407,824,959	344,125,203	320,749,062
Operating Expenditures						
Salaries and Overtime	134,891,187	143,667,173	135,948,781	143,376,531	147,051,514	150,096,778
Payroll Taxes and Fringes	49,579,426	53,391,398	50,193,817	54,276,628	54,830,017	56,098,988
Fuel (Diesel, CNG, Prop. Pwr., Gas)	8,950,522	9,443,600	7,846,416	8,182,600	8,227,265	8,272,231
Utilities	5,155,284	5,655,857	4,609,262	5,614,454	5,650,037	5,685,976
Inventory	11,226,105	13,711,000	12,542,227	13,100,000	13,200,000	13,300,000
Services and Material & Supplies	18,522,788	19,430,753	18,237,135	21,157,429	21,263,478	21,387,990
Purchase Transportation	9,177,877	10,345,000	7,637,742	9,850,000	9,942,000	10,034,920
Other Expenditures	4,815,590	6,569,092	4,553,006	6,928,856	6,998,624	7,049,090
Total Operating Expenditures	242,318,780	262,213,873	241,568,386	262,486,498	267,162,935	271,925,973
Transfers to (from) Other Funds						
Transfer to (from) the Insurance Fund	2,700,000	2,000,000	2,000,000	2,000,000	2,600,000	2,700,000
Transfer to (from) the Pension Fund	50,000	50,000	50,000	45,000	40,000	40,000
Transfers to Reserve Fund	12,965,059	5,878,615	10,878,615	10,878,615	5,878,615	5,878,615
Transfers from the Reserve Fund		(1,450,000)	(1,450,000)			
Transfers to (from) Capital						
Bond Retirement Fund	13,339,003	13,714,842	13,714,842	13,835,408	13,820,910	14,065,825
Capital Improvement Fund	12,005,224	13,397,525	13,397,525	28,398,859	9,994,023	10,065,825
Total Transfers to (from) Capital	25,344,227	27,112,367	27,112,367	42,234,267	23,814,934	24,131,650
Total Transfers to (from) Other Funds	41,059,286	33,590,982	38,590,982	55,157,882	32,333,549	32,750,265
Total Expenditures	283,378,066	295,804,856	280,159,368	317,644,379	299,496,484	304,676,238
Available Ending Balance	41,577,395	24,974,941	139,654,092	90,180,578	44,628,720	16,072,824

Capital Improvement Fund Balance Analysis

	2019	2020	2020	2021	2022	2023
	Actual	Budget	Estimate	Budget	Plan	Plan
Beginning Balance	21,313,973	39,574,031	44,377,784	22,004,249	71,963,154	75,400,827
Revenue						
Transfer from General Fund	12,005,224	13,397,525	13,397,525	28,398,859	9,994,023	10,065,825
Transfer from Reserve Fund	0	0	0	21,000,000	5,200,000	12,500,000
Investment Income	979,003	565,000	215,000	265,000	265,000	265,000
Federal Capital Grants	33,292,740	63,887,602	63,887,602	92,633,201	75,639,795	70,208,000
CARES Act Assistance	0	0	111,977,170	0	0	0
State Capital Grants	1,384,658	1,384,658	1,384,658	9,336,598	10,136,598	10,136,598
Debt Service Proceeds	30,000,000	0	0	25,000,000	0	25,000,000
Other Revenue	0	0	0	0	0	0
Total Revenue	77,661,625	79,234,785	190,861,956	176,633,657	101,235,417	128,175,423
Total Resources	98,975,597	118,808,816	235,239,740	198,637,906	173,198,571	203,576,250
Expenditures						
Capital Outlay	54,597,813	101,258,321	101,258,321	126,674,752	97,797,744	90,863,984
Capital Outlay - CARES Act	0	0	111,977,170	0	0	0
Other Expenditures	0	0	0	0	0	0
Total Expenditures	54,597,813	101,258,321	213,235,491	126,674,752	97,797,744	90,863,984
Available Ending Balance	44,377,784	17,550,495	22,004,249	71,963,154	75,400,827	112,712,266

Bond Retirement Fund Balance Analysis

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2022 Plan	2023 Plan
Beginning Balance	2,739,205	7,046,617	7,145,347	4,735,979	2,080,887	1,788,347
Revenue						
Transfer from General Fund	13,339,003	13,714,842	13,714,842	13,835,408	13,820,910	14,065,825
Investment Income	228,730	135,000	135,000	135,000	135,000	135,000
Other Revenue	5,916,999	0	0	0	0	0
Total Revenue	19,484,732	13,849,842	13,849,842	13,970,408	13,955,910	14,200,825
Reconciling Journal Entry	0	0	0	0	0	0
Total Resources	22,223,937	20,896,459	20,995,189	18,706,387	16,036,797	15,989,172
Expenditures						
Debt Service						
Principal	9,650,000	10,560,000	10,560,000	11,345,000	9,535,000	10,005,000
Interest	5,427,090	5,697,710	5,697,710	5,279,000	4,711,950	4,235,200
Other Expenditures	1,500	1,500	1,500	1,500	1,500	1,500
Total Expenditures	15,078,590	16,259,210	16,259,210	16,625,500	14,248,450	14,241,700
Ending Balance	7,145,347	4,637,249	4,735,979	2,080,887	1,788,347	1,747,472

Insurance Fund Balance Analysis

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2022 Plan	2023 Plan
Beginning Balance	12,640,748	7,316,748	7,808,801	6,948,351	6,064,351	5,793,351
Revenue						
Investment Income	168,435	35,000	35,000	35,000	35,000	35,000
Transfer from General Fund	2,700,000	2,000,000	2,000,000	2,000,000	2,600,000	2,700,000
Total Revenue	2,868,435	2,035,000	2,035,000	2,035,000	2,635,000	2,735,000
Total Resources	15,509,183	9,351,748	9,843,801	8,983,351	8,699,351	8,528,351
Expenditures						
Claims and Premium Outlay	7,700,382	2,895,450	2,895,450	2,919,000	2,906,000	2,919,000
Other Expenditures	0	0	0	0	0	0
Total Expenditures	7,700,382	2,895,450	2,895,450	2,919,000	2,906,000	2,919,000
Ending Balance	7,808,801	6,456,298	6,948,351	6,064,351	5,793,351	5,609,351

Supplemental Pension Fund Balance Analysis

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2022 Plan	2023 Plan
Beginning Balance	1,352,482	1,356,482	1,376,779	1,380,779	1,381,779	1,377,779
Revenue						
Investment Income	22,825	14,000	14,000	14,000	14,000	14,000
Transfer from General Fund	50,000	50,000	50,000	45,000	40,000	40,000
Total Revenue	72,825	64,000	64,000	59,000	54,000	54,000
Total Resources	1,425,307	1,420,482	1,440,779	1,439,779	1,435,779	1,431,779
Expenditures						
Benefit Payments	48,528	60,000	60,000	58,000	58,000	55,000
Transfer to the General Fund	0	0	0	0	0	0
Other Expenditures	0	0	0	0	0	0
Total Expenditures	48,528	60,000	60,000	58,000	58,000	55,000
Reconciling Journal Entry	0	0	0	0	0	0
Ending Balance	1,376,779	1,360,482	1,380,779	1,381,779	1,377,779	1,376,779

Law Enforcement Fund Balance Analysis

	2019	2020	2020	2021	2022	2023
	Actual	Budget	Estimate	Budget	Plan	Plan
Beginning Balance	34,063	55,863	65,164	87,164	89,164	111,164
Revenue						
Law Enforcement Revenue	42,978	20,000	20,000	20,000	20,000	20,000
Law Enforcement Training Revenue	0	0	0	0	0	0
Investment Income	1,098	2,000	2,000	2,000	2,000	2,000
Other Revenue	0	0	0	0	0	0
Total Revenue	44,076	22,000	22,000	22,000	22,000	22,000
Total Resources	78,139	77,863	87,164	109,164	111,164	133,164
Expenditures						
Capital & Related Items	12,975	0	0	20,000	0	0
Training	0	0	0	0	0	0
Total Expenditures	12,975	0	0	20,000	0	0
Reconciling Journal Entry	0	0	0	0	0	0
Ending Balance	65,164	77,863	87,164	89,164	111,164	133,164

Reserve Fund Balance Analysis

	2019	2020	2020	2021	2022	2023
	Actual	Budget	Estimate	Budget	Plan	Plan
Beginning Balance	27,677,990	41,093,049	41,473,850	51,377,465	41,881,080	43,309,695
Revenue						
Investment Income	830,801	475,000	475,000	625,000	750,000	900,000
Transfer from GF for Compensated Absences	690,000	0	0	0	0	0
Transfer from GF for Fuel	0	0	0	0	0	0
Transfer from GF for Hospitalization	0	0	0	0	0	0
Transfer from GF for Rolling Stock Reserve	11,000,000	5,000,000	10,000,000	10,000,000	5,000,000	5,000,000
Transfer from GF for 27th Pay	1,275,059	878,615	878,615	878,615	878,615	878,615
Other Revenue	0	0	0	0	0	0
Total Revenue	13,795,860	6,353,615	11,353,615	11,503,615	6,628,615	6,778,615
Total Resources	41,473,850	47,446,664	52,827,465	62,881,080	48,509,695	50,088,310
Expenditures						
Transfer to General Fund (Compensated Absences)	0	0	0	0	0	0
Transfer to General Fund (Fuel)	0	0	0	0	0	0
Transfer to General Fund (Hospitalization)	0	0	0	0	0	0
Transfer to RTA Development Fund (Rolling Stock)	0	0	0	21,000,000	5,200,000	12,500,000
Transfer to General Fund (27th Pay - 2024)	0	1,450,000	1,450,000	0	0	0
Total Expenditures	0	1,450,000	1,450,000	21,000,000	5,200,000	12,500,000
Ending Balance	41,473,850	45,996,664	51,377,465	41,881,080	43,309,695	37,588,310

All Funds Balance Analysis

	2019	2020	2020	2021	2022	2023
	Actual	Budget	Estimate	Budget	Plan	Plan
Beginning Balance	104,718,456	133,578,871	143,825,121	226,188,079	213,640,995	172,409,883
Revenue						
Passenger Fares	42,785,750	41,446,822	23,835,328	27,814,100	28,092,241	28,373,163
Sales & Use Tax	212,192,079	215,396,173	211,913,657	215,720,056	218,955,857	222,240,195
Federal	33,292,740	63,887,602	63,887,602	92,633,201	75,639,795	70,208,000
CARES Act Reimbursement	0	0	111,977,170	0	0	0
State	1,384,658	1,384,658	1,384,658	9,336,598	10,136,598	10,136,598
Investment Income	3,141,526	2,005,858	2,162,833	3,145,958	2,009,221	2,288,203
Other Revenue	36,066,980	26,040,863	29,243,077	22,586,753	6,108,305	24,589,781
Debt Service Proceeds	30,000,000	0	0	25,000,000	0	25,000,000
Total Revenue	358,863,733	350,161,976	444,404,325	396,236,666	340,942,017	382,835,940
Total Resources	463,582,189	483,740,847	588,229,446	622,424,744	554,583,012	555,245,823
Expenditures						
Personnel Services	184,470,614	197,058,571	186,142,598	197,653,159	201,881,531	206,195,766
Fuel (Diesel, CNG, Prop. Pwr., Gas)	8,950,522	9,443,600	7,846,416	8,182,600	8,227,265	8,272,231
Utilities	5,155,284	5,655,857	4,609,262	5,614,454	5,650,037	5,685,976
Inventory	11,226,105	13,711,000	12,542,227	13,100,000	13,200,000	13,300,000
Services & Materials	18,522,788	19,430,753	18,237,135	21,157,429	21,263,478	21,387,990
Purchased Transportation	9,177,877	10,345,000	7,637,742	9,850,000	9,942,000	10,034,920
Other Expenditures	12,578,975	9,526,042	7,509,956	9,927,356	9,964,124	10,024,590
Capital Outlay	54,597,813	101,258,321	101,258,321	126,674,752	97,797,744	90,863,984
Debt Service	15,077,090	16,257,710	16,257,710	16,624,000	14,246,950	14,240,200
Total Expenditures	319,757,068	382,686,854	362,041,367	408,783,750	382,173,129	380,005,657
Available Ending Balance	143,825,121	101,053,993	226,188,079	213,640,995	172,409,883	175,240,166