



OPERATING AND CAPITAL BUDGET FOR THE YEAR 2021



GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

2021 BUDGET PLAN

PRESIDENT – BOARD OF TRUSTEES
HON. DENNIS M. CLOUGH

CEO/GENERAL MANAGER, INDIA L. BIRDSONG

ACKNOWLEDGEMENTS

OFFICE OF MANAGEMENT & BUDGET

SPECIAL THANKS TO THE FOLLOWING INDIVIDUALS FOR THEIR ASSISTANCE

KAY M. SUTULA
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Greater Cleveland Regional Transit Authority

Ohio

For the Fiscal Year Beginning

January 1, 2020

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 2020. 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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MELINDA J. DANGELO	DIRECTOR, PROCUREMENT
KAY M. SUTULA	DIRECTOR, OFFICE OF MANAGEMENT & BUDGET

OPERATING DEPARTMENTS AND DEPARTMENT HEADS

1 - OPERATIONS DIVISION

NICHOLAS DAVIDSON, DIRECTOR	31 – PARATRANSIT DISTRICT
SEAN THOMPSON, DIRECTOR	32 – RAIL DISTRICT
JOHN TIELL, ACTING MANAGER	33 – ASSET & CONFIGURATION MANAGEMENT
MICHAEL GETTINGS, ACTING CHIEF OF POLICE	34 – TRANSIT POLICE
JOEL FREILICH, DIRECTOR	35 – SERVICE MANAGEMENT
TERESA MUTI, DIRECTOR	36 – POWER & WAY
ANTHONY D. RICHARDSON, SENIOR MANAGER	38 – SERVICE QUALITY MANAGEMENT
DANIEL A. DIETRICH, DIRECTOR	39 – FLEET MANAGEMENT
DR. FLOUN'SAY R. CAVER, DGM	43 – PASS THRU
NICHOLAS F. BIGGAR, DIRECTOR	46 – HAYDEN DISTRICT
OLIVER D. DRAPER, DIRECTOR	49 – TRISKETT DISTRICT
MICHAEL LIVELY, MANAGER	58 – INTELLIGENT TRANSPORTATION SYSTEMS

2 – FINANCE DIVISION

CARL KIRKLAND, DIRECTOR	10 – OFFICE OF BUSINESS DEVELOPMENT
JOHN J. TOGHER, DIRECTOR	60 – ACCOUNTING
SHAREE H. LEWIS, MANAGER	62 – SUPPORT SERVICES
MELINDA J. DANGELO, DIRECTOR	64 – PROCUREMENT
SHELIA FERGUSON, ACTING DIRECTOR	65 – REVENUE
KAY M. SUTULA, DIRECTOR	67 – OFFICE OF MANAGEMENT AND BUDGET
KAY M. SUTULA, DIRECTOR	99 – FUND TRANSFERS

3 – ENGINEERING & PROJECT MANAGEMENT DIVISION

BRIAN P. TEMMING, MANAGER	55 – PROJECT SUPPORT
MARIBETH FEKE, DIRECTOR	57 – PROGRAMMING & PLANNING
JOSEPH L. SHAFFER, DIRECTOR	80 – ENGINEERING & PROJECT DEVELOPMENT

4 – LEGAL AFFAIRS DIVISION

STEVEN J. PEGANOFF, DIRECTOR	15 – SAFETY
SHERYL KING BENFORD, DGM*	21 – LEGAL
JUDY L. LINCOLN, DIRECTOR	22 – RISK MANAGEMENT

5 – HUMAN RESOURCES DIVISION

ELIZABETH A. JASZCZAK, DIRECTOR	14 – HUMAN RESOURCES
SCOTT FERRARO, SENIOR DIRECTOR	18 – LABOR & EMPLOYEE RELATIONS
WENDY TALLEY, DIRECTOR	30 – TRAINING & EMPLOYEE DEVELOPMENT

6 – EXECUTIVE DIVISION

INDIA BIRDSONG, CEO/GENERAL MANAGER*	12 – EXECUTIVE
DR. FLOUN'SAY R. CAVER, DGM ACTING SECRETARY-TREASURER	16 – SECRETARY/TREASURER – BOARD OF TRUSTEES
ANTHONY A. GAROFOLI, EXECUTIVE DIRECTOR	19 – INTERNAL AUDIT
STEPHEN BITTO, EXECUTIVE DIRECTOR*	53 – MARKETING & COMMUNICATIONS
MARK PETIT, DEPUTY GENERAL MANAGER*	61 – INFORMATION TECHNOLOGY

* The Authority is reorganizing the divisions and organizational structure. Two new divisions have been created: Division of Administration & External Affairs and Division of Innovation and Technology. The Office of Equal Employment Opportunity and ADA (EEO) was moved from the Legal Affairs Division to Administration & External Affairs. The Marketing and Communications, External Affairs, and Government Relations sections will be moving from the Executive Division to the Administration and External Affairs Division. The Information Technology department will move out of the Executive Division into the Innovation and Technology Division. These changes will take place in 2021.

TABLE OF CONTENTS

Transmittal Letter & Citizens Summary		Division - Operations		75
Transmittal Letter	1	Paratransit District		79
Executive Summary	1	Rail District		83
Budget in Brief	2	Asset & Configuration Management		90
Revenues	2	Transit Police		92
Expenditures	4	Service Management		95
Service Levels	7	Power & Way		99
Financial Policy Goals	8	Service Quality Management		103
Capital Improvement Plan	9	Fleet Management		107
Addendum	10	Pass-Thrus		113
Budget Guide		Hayden District		114
Organization of the Adopted Budget Plan	17	Triskett District		118
Board Policy Goals	18	Intelligent Transportation Systems		121
Financial Policies	18	Division - Finance		125
All Funds	19	Office of Business Development		129
General Fund	20	Accounting		131
Reserve Fund	22	Support Services		134
Capital Improvement Funds	23	Procurement		136
Bond Retirement Fund	25	Revenue		138
Insurance Fund	26	Office of Management & Budget		141
Supplemental Pension Fund	26	Fund Transfers		143
Debt Financing		Division - Engineering & Project Management		145
Budget Management Process				
Introduction	27	Project Support		150
The Budget Cycle	28	Programming & Planning		152
Budget Monitoring and Control	30	Engineering & Project Development		155
Budget Development Calendar	30	Division - Legal Affairs		159
Strategic Plan Process and Management Policies	31	Safety		163
Transit Service Profile		Legal		165
GCRTA History	32	Risk Management		168
Economic Profile	34	Division - Human Resources		171
Trends of Northeast Ohio	36	Human Resources Department		175
National Transit Trends	37	Labor & Employee Relations		178
Ohio Transit Trends	38	Training & Employee Development		181
Glossary		Division - Executive		185
Fund Budgets				
Fund Overview	49	Executive		191
All Funds	50	Secretary/Treasurer - Board of Trustees		193
General Fund	52	Internal Audit		195
Revenues - General Fund	52	Marketing & Communications		197
Expenditures - General Fund	56	Information Technology		201
Employment Level and Service Level Changes	56	Capital Improvement Plan		205
Bond Retirement Fund		Introduction & Organization of CIP		205
Insurance Fund				
Supplemental Pension Fund		Capital Assets, Facilities, Rail System, Fleets		206
Law Enforcement Fund		Capital Improvement Planning Cycle		212
Reserve Fund				
Capital Improvement Fund		Transportation Improvement Program		213
Operating Department Budgets		Capital Budget Appropriations		213
		Capital Improvement Financial Policies & Criteria		214
Overview - Divisions and Departments		Priority Areas		215
		Financial Capacity		216
Organization of Department Budget Information		Federal Sources		216
		State & Local Sources		221
Authority-Wide Organization Chart	67	Debt Management		221
Expenditures by Division	68	RTA Capital Fund		226
Staffing by Division	69	Asset Maintenance Projects		227
Performance Management		Routine Capital Projects		228
		RTA Development Fund		233
		RTA Development Fund Projects		233
		Transit 2025 Long Range Plan		235

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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.

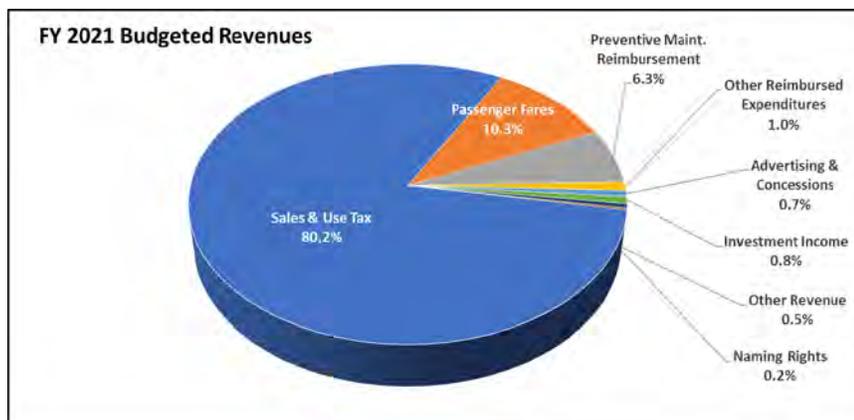
INTEREST RATES

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.

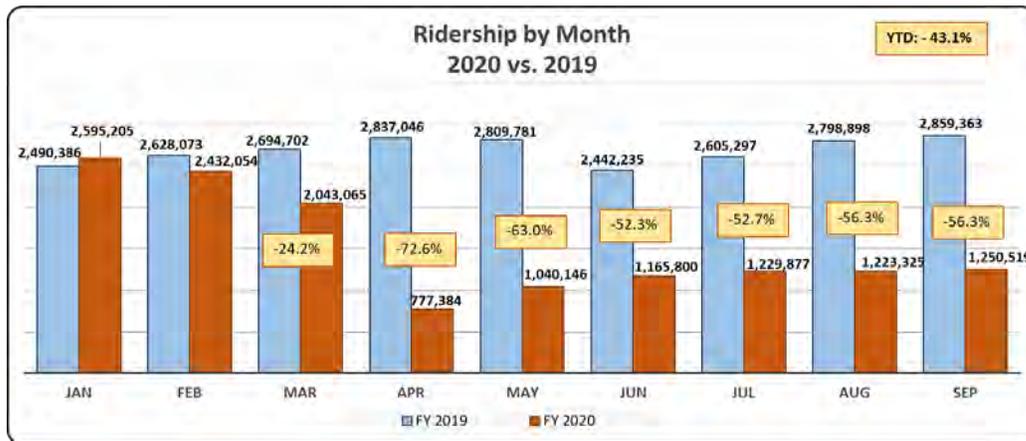


Figure 2

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).

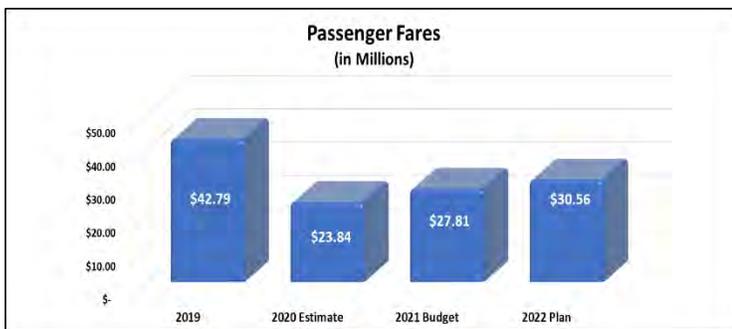


Figure 3

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.

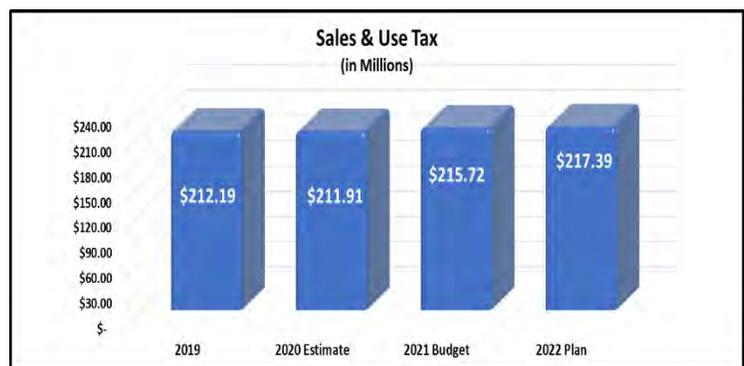


Figure 4

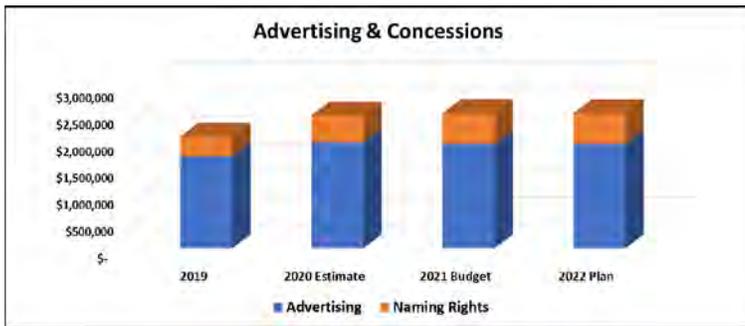


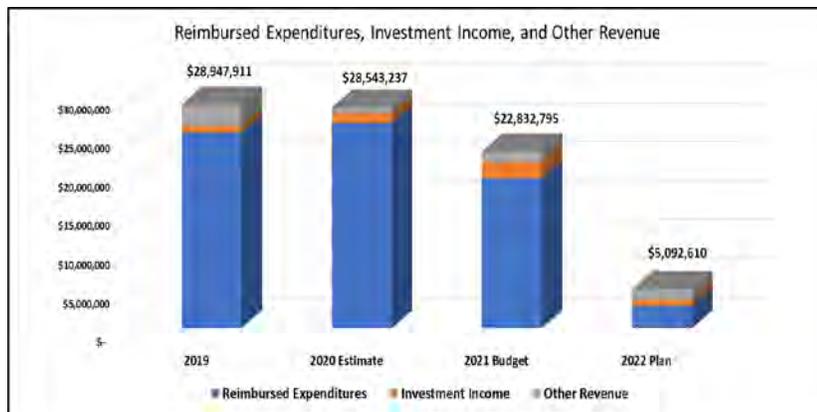
Figure 5

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 Budget 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

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

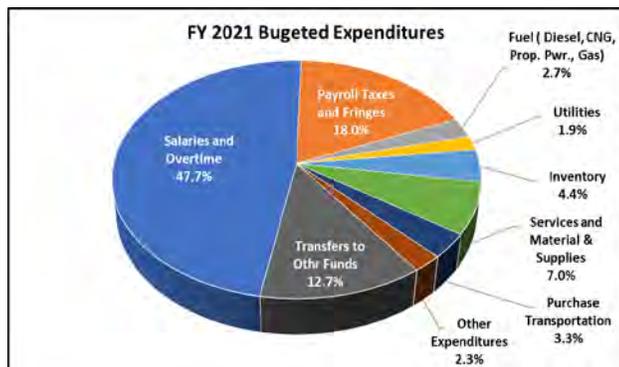


Figure 7

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.

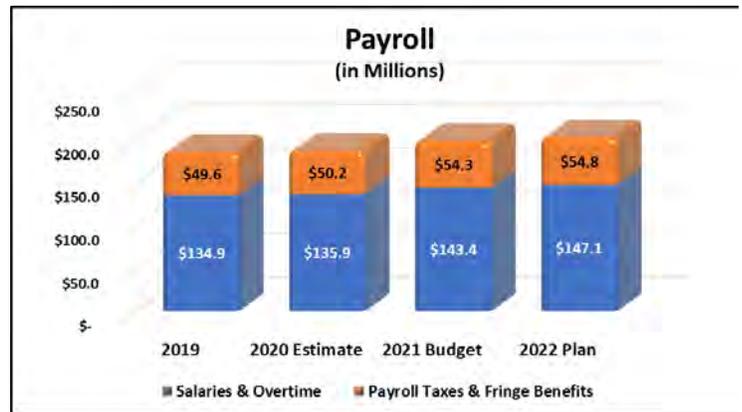


Figure 8

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

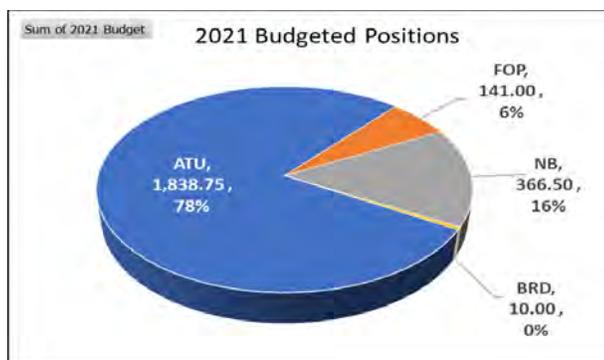


Figure 9

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.

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.

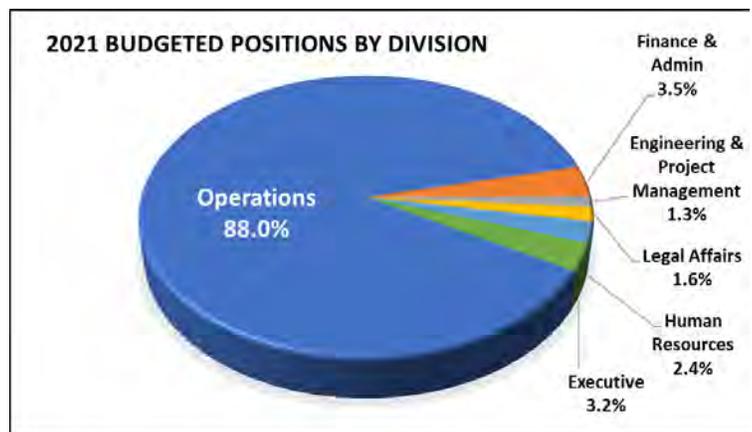


Figure 10

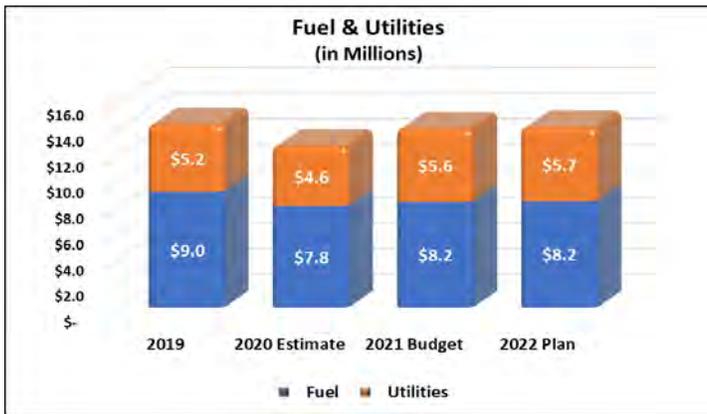


Figure 11

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.

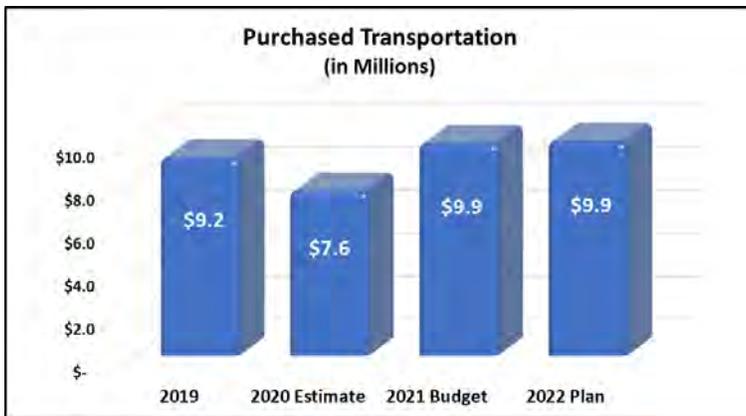


Figure 13

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 capital for unfunded projects.

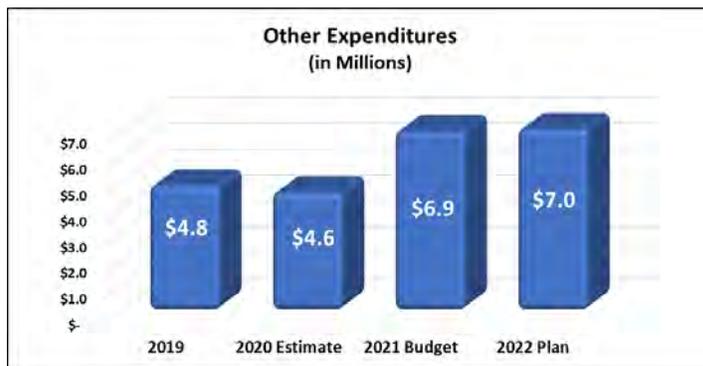


Figure 14

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.

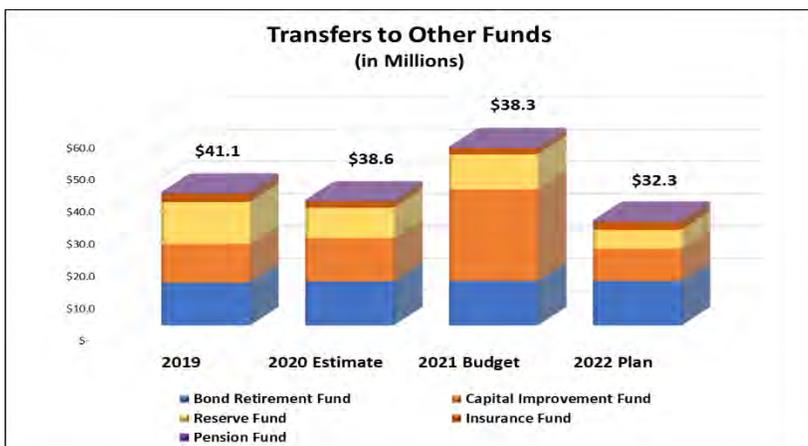


Figure 15

SERVICE LEVELS

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

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%
	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

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

The Authority is reorganizing the divisions and organizational structure. Two new divisions were created at the end of 2020: Division of Administration & External Affairs and Division of Innovation and Technology. The Office of Equal Employment Opportunity and ADA (EEO) was moved from the Legal Affairs Division to Administration & External Affairs. The Marketing and Communications, External Affairs, and Government Relations sections will be moving from the Executive Division to the Administration and External Affairs Division. The Information Technology department will move out of the Executive Division into the Innovation and Technology Division. The Finance & Administration Division will be renamed the Finance Division.

On December 27, 2020, the federal government passed the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA) including \$14 billion to be allocated to support the transit industry during the COVID-19 public health emergency.

The Rail Car Replacement Program will begin implementation through a request for proposal (RFP) in FY 2021. It is estimated that a contract will be in place and notice to proceed by the end of 2021. Funding is needed to support these capital efforts. The Capital appropriation for 2021 must be increased and transfers from the General Fund and Reserve Fund are necessary.

The budget amendment in February 2021 will increase total budget to \$167.5 million. The breakdown is as follow:

- Revenue of \$60 million will be received from the Federal government through the RTA Development Fund before being reimbursed to the General Fund for operating expenditures.
- The Reserve fund transfer of \$28 million to the Capital Improvement Fund
- General Fund transfer of \$15 million to the Capital Improvement Fund
- Capital Budget appropriation increase of \$64.5 million

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

	2018 Actual	2019 Amended Budget	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2022 Plan	2023 Plan
Beginning Balance	21,435,743	21,313,973	21,313,973	39,574,031	44,377,784	22,004,249	71,963,154	75,400,827
Revenue								
Transfer from General Fund	15,259,919	11,887,181	12,005,224	13,397,525	13,397,525	28,398,859	9,994,023	10,065,825
Transfer from Reserve Fund	2,000,000	0	0	0	0	21,000,000	5,200,000	12,500,000
Investment Income	320,733	860,000	979,003	565,000	215,000	265,000	265,000	265,000
Federal Capital Grants	56,531,115	42,082,188	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	827,365	1,384,658	1,384,658	1,384,658	1,384,658	9,336,598	10,136,598	10,136,598
Debt Service Proceeds	0	30,000,000	30,000,000	0	0	25,000,000	0	25,000,000
Capital Lease	0	0	0	0	0	0	0	0
Other Revenue	-30,675	0	0	0	0	0	0	0
Total Revenue	74,908,457	86,214,027	77,661,625	79,234,785	190,861,956	176,633,657	101,235,417	128,175,423
Total Resources	96,344,200	107,528,000	98,975,597	118,808,816	235,239,740	198,637,906	173,198,571	203,576,250
Expenditures								
Capital Outlay	75,030,227	68,072,011	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	0	0
Total Expenditures	75,030,227	68,072,011	54,597,813	101,258,321	213,235,491	126,674,752	97,797,744	90,863,984
Available Ending Balance	21,313,973	39,455,989	44,377,784	17,550,495	22,004,249	71,963,154	75,400,827	112,712,266

RTA Development Fund Balance Analysis

	2018 Actual	2019 Amended Budget	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2022 Plan	2023 Plan
Beginning Balance	20,136,261	18,099,415	18,099,415	36,608,688	41,417,033	19,234,929	66,771,968	69,282,872
Revenue								
Debt Service Proceeds	0	30,000,000	30,000,000	0	0	25,000,000	0	25,000,000
Transfer from RTA Capital Fund	9,434,255	8,984,255	8,984,255	10,684,255	10,684,255	22,878,174	5,884,255	5,884,255
Transfer from the Reserve Fund	2,000,000	0	0	0	0	21,000,000	5,200,000	12,500,000
Investment Income	258,572	800,000	875,565	500,000	150,000	200,000	200,000	200,000
Federal Capital Grants	56,531,115	42,082,188	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	827,365	1,384,658	1,384,658	1,384,658	1,384,658	9,336,598	10,136,598	10,136,598
Other Revenue	-32,530	0	0	0	0	0	0	0
Total Revenue	69,018,777	83,251,101	74,537,218	76,456,515	188,083,685	171,047,973	97,060,648	123,928,853
Total Resources	89,155,038	101,350,516	92,636,633	113,065,203	229,500,718	190,282,902	163,832,616	193,211,725
Expenditures								
Capital Outlay	71,055,623	64,741,828	51,219,600	98,288,619	98,288,619	123,510,934	94,549,744	87,760,000
CARES Act Reimbursement	0	0	0	0	111,977,170	0	0	0
Other Expenditures	0	0	0	0	0	0	0	0
Total Expenditures	71,055,623	64,741,828	51,219,600	98,288,619	210,265,789	123,510,934	94,549,744	87,760,000
Ending Balance	18,099,415	36,608,688	41,417,033	14,776,584	19,234,929	66,771,968	69,282,872	105,451,725

RTA Capital Fund Balance Analysis

	2018 Actual	2019 Amended Budget	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2022 Plan	2023 Plan
Beginning Balance	1,299,482	3,214,558	3,214,558	2,965,343	2,960,752	2,769,320	5,191,186	6,117,955
Revenue								
Transfer from General Fund	15,259,919	11,887,181	12,005,224	13,397,525	13,397,525	28,398,859	9,994,023	10,065,825
Investment Income	62,161	60,000	103,438	65,000	65,000	65,000	65,000	65,000
Other Revenue	1,855	0	0	0	0	0	0	0
Total Revenue	15,323,935	11,947,181	12,108,662	13,462,525	13,462,525	28,463,859	10,059,023	10,130,825
Total Resources	16,623,417	15,161,739	15,323,220	16,427,868	16,423,277	31,233,178	15,250,210	16,248,780
Expenditures								
Asset Maintenance	1,920,700	1,405,000	1,881,561	1,510,000	1,510,000	1,581,000	1,755,000	1,710,000
Routine Capital	2,053,904	1,925,183	1,496,652	1,459,702	1,459,702	1,582,818	1,493,000	1,393,984
Other Expenditures	0	0	0	0	0	0	0	0
Transfer to RTA Development Fund	9,434,255	8,984,255	8,984,255	10,684,255	10,684,255	22,878,174	5,884,255	5,884,255
Total Expenditures	13,408,859	12,314,438	12,362,468	13,653,957	13,653,957	26,041,992	9,132,255	8,988,239
Ending Balance	3,214,558	2,847,301	2,960,752	2,773,912	2,769,320	5,191,186	6,117,955	7,260,541



Bond Retirement Fund Balance Analysis

	2019	2020	2020	2021	2022	2023
	Actual	Budget	Estimate	Budget	Plan	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

Supplemental Pension Fund Balance Analysis

	2019	2020	2020	2021	2022	2023
	Actual	Budget	Estimate	Budget	Plan	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

Insurance Fund Balance Analysis

	2019	2020	2020	2021	2022	2023
	Actual	Budget	Estimate	Budget	Plan	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

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

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2021 BUDGET GUIDE

ORGANIZATION OF THE ADOPTED BUDGET PLAN

The purpose of this section is to describe the contents of the 2021 Operating and Capital Budgets (Adopted Budget Plan) for the Greater Cleveland Regional Transit Authority (GCRTA, RTA, 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 on the tabs in the beginning of each section provide further direction to the reader.

TRANSMITTAL LETTER

The Transmittal Letter is the CEO/General Manager's Executive Letter and an overview of the Authority's operations and finances for the upcoming fiscal year. It includes the Citizens' Summary which explains the revenues, expenditures, staffing, and service indicators. The Transmittal Letter also includes attachments of the Fund Statements and Financial Objectives.

BUDGET GUIDE

In addition to providing an outline of the Adopted Budget Plan, the Budget Guide explains the Authority's Financial and Budgetary policies, including the rationale for their adoption and the way they are implemented and monitored. The Budget Guide also contains a description of the Budget Process, a Budget Calendar, a Profile of the Service Area, and a Glossary of terms used in the Adopted Budget Plan.

FUND BUDGETS

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

DEPARTMENT BUDGETS

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

CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan itemizes capital projects approved for 2021 and those planned for 2021 through 2025. 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 adoption of the Strategic Plan.

The Greater Cleveland Regional Transit Authority (RTA) 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 build consensus and create a cohesive plan. The study highlights vision, goals, existing conditions, strategy identification, and recommendations. With a geographic focus on 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.

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. Customer Focused and Community Engaged highlights the individual and shared focus of RTA's vision for the future. Through safe, reliable, integrated, sustainable, and innovative transportation, RTA will deliver access to opportunity for individuals and the entire region over the next decade.

The Authority's leadership has begun incorporating the Strategic Plan's identified focus areas into actionable, administrative initiatives. 2021 is an evolutionary year in which the business plan for implementing the Board's strategic plan will come into focus. It is understood that while business continues under the previous business plan's Mission, Vision, Values, Vital Few Objectives, and other such items, there is a leadership drive to further the Board's adopted strategic plan.

FINANCIAL POLICIES

INTRODUCTION

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 15, 2020. The Financial Policies are a part of Part Four- Finance Code of the Board, specifically Chapter 460- Financial Polices; Funds.

Chapter 460 provide a comprehensive framework for the management of the revenues and financial resources of the Authority. They provide guidelines for decision-making by the Board of Trustees and management on how the financial resources of the Authority shall be used to achieve the Authority's mission 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%

ALL FUNDS

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

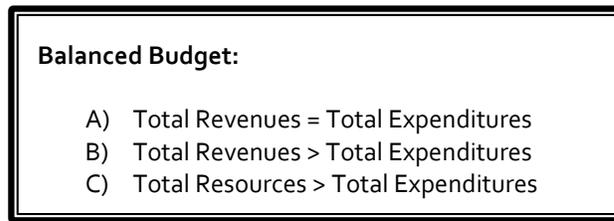


Figure 19

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. The following describes the implementation of this policy for the General Fund.

In the General Fund budget for 2021, estimated resources total \$461.8 million (current revenues of \$268.2 million plus an estimated beginning balance of \$133.5 million plus Federal Operating Assistance). Total estimated expenditures for 2021 equal \$332.6 million and are within the estimate of total resources available. The ending balance, \$129.1 million, is nearly 5 times over the one-month reserve financial policy goal by the Trustees for the General Fund. The Board policy goal is considerably more restrictive and more determinate than the legal demand for balanced appropriations.

POLICY STATEMENT: *The Authority's personnel, procurement, and other policies are designed and administered to obtain the maximum value for the funds provided by its constituents.*

RATIONALE: As a public agency, the Authority delivers the services for which its taxpayers and users provide resources. The incentive is not to generate an excessive surplus of funds, but rather, to provide the most extensive and cost-effective level and mix of services possible. When services and operations are well managed and costs are contained, the Authority can provide greater services.

IMPLEMENTATION: 2020 was an unprecedented time in the history of the Authority and the nation. As an essential service in the midst of the Coronavirus (COVID-19) pandemic, GCRTA continued to provide a critical mobility lifeline for the public that connects customers to medical appointments, pharmacies, grocery stores, and essential jobs. Expenses increased to account for personal protective equipment (PPE) purchases for staff and customers, disinfecting equipment and staff time, and loss of ridership. Service was reduced to focus resources to essential routes and adjust to the State's stay at home order during early 2020. Every step of the way, GCRTA has been focused on maximizing resources to ensure maximum value for constituents. Federal assistance of \$112 million in a grant under the Coronavirus Aid Relief, Economic Security (CARES) Act provided needed operating assistance to offset the reduction of passenger fares and sales tax revenue. An available ending balance of \$232 million at the end of FY2020 was carried forward to ensure continued operation. GCRTA plans to continue to utilize available Federal funds for operating expenditures and carrying any available balance to out years to compensate for the effects of the pandemic.

POLICY GOAL: *460.08(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 of the organization. In addition, idle cash balances should 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, 2020, GCRTA's investment portfolio comprised of

- Money Market Account- Average maturity of 4 days
- Key Bank Sweep account- Average maturity of 4 days
- State Treasury Asset Reserve of Ohio (STAR Ohio)- Average maturity of 4 days
- Earnings Credit Rate Account- Average maturity of 4 days
- US Government Securities- Average maturity of 629 days

At the close of FY2020, GCRTA's average yield on its portfolio year to date was 0.88%. This is 24 basis points above the performance standard yield of .64 and .63 basis points above the market average yield of 0.25%. 2021 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.

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 its constituents demand.

IMPLEMENTATION: Total resources available in the General Fund at the end of FY 2020 totaled \$376.5 million with 27 percent from Federal assistance through the CARES act. It is anticipated that total resources will increase by \$43 million in FY 2021 due to additional federal assistance for pandemic relief and increases in revenue. GCRTA has planned to ensure resources will be available through FY 2023. Sales and Use tax dropped to 65.7 percent of the budgeted revenues due to the pandemic and large portion of federal assistance.

Passenger Fares and ridership have been affected by the challenges posed by COVID-19. Ohio Governor Mike DeWine issued a "Stay at Home" order that began in mid-March 2020 that continued into May. As an essential service, the Authority continued to provide transportation for essential workers and customers. Ridership plummeted in April 2020 due to the Stay at Home order and has slowly been increasing over the summer, but not near pre-pandemic levels. Projections anticipate that ridership will remain near the 50% level in 2021 and not fully recover until well into 2022.

In 2021, Passenger Fares are estimated at \$27.8 million, a nearly 50 percent drop from 2020 budget. Reimbursed Expenditures, the third largest revenue stream for the Authority, consists of reimbursements for Preventive Maintenance, Fuel Tax, and grant-funded labor and material costs. The goal is to keep reimbursed expenditures under \$20 million, enabling more funds to be available for capital projects and maintaining a state of good repair on all assets. With the pandemic's impacts to Passenger Fares, ridership, and Sales Tax base the CARES act and potential other Federal assistance is crucial to enabling the Authority to come through this unprecedented time with little impact to our constituents.

POLICY GOAL: *460.02 (c)(1) The goal for the operating Ratio¹ 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 becoming more self-supporting and less reliant on other sources of income. Additionally, a lower Operating Ratio indicates that customers are paying a lower portion of the operating cost of providing the service.

IMPLEMENTATION: Operating revenues include passenger fares, advertising, concessions, and investment income. Operating Expenses include all expenditures of the General Fund less reimbursed labor, which are charged to and reimbursed by the Capital Program, and transfers to other funds.

As Operating Revenues decrease, and operating expenses are slowly increasing, the Operating Ratio for 2021 is projected to be 12.1 percent. The Operating Ratios for 2022 and 2023 are slowly decreasing with 2022 estimated at 11.5% and 2023 estimated at 11.4%. The pandemic's impact on operating ratio has seen decreased operating revenue (decreased ridership) and increased operating expenses (disinfection, PPE, and labor)

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: A contingency plan is not necessary at this time based on 2021 budget. This policy goal is expected to be met with a budgeted amount of 5.9 months (~1 month = \$21.8) of operating reserve funding available for 2021. From 2018 to 2019, GCRTA carried between 1.3 to 2.1 months of operating reserve. 6.5 months were available at the end of FY2020. The reason for the dramatic increase was the decreased spending and better than estimated performance of Sales and Use tax. The decrease from 6.5 months at the end of FY20 and 5.9 months budgeted for FY21 is due to transferring funds for the Rail Car replacement program.

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 2021 are budgeted to remain at the same level as compared to 2020. The Authority is reviewing recommendation made through the Next Gen RTA project. The cost per service hour is budgeted at \$157.4, a 9 percent increase from 2020 estimate.

This policy goal is not expected to be met in 2021, as the Federal Bank of Cleveland stated that the 10-year expected inflation is 1.34 percent in 2021 (going back to levels in 1982). The Authority will have to ensure that Operating expenses are managed throughout the year to mitigate the impact of not meeting this policy goal. .

¹ Operating revenues divided by operating expenses

POLICY GOAL: *460.02(c)(4) Debt service coverage² 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: The debt service coverage measure has traditionally been met and the minimum significantly exceeded since the Authority has used debt sparingly. The goal of the debt service coverage is to be above 1.5. The Debt Service Coverage ratio has been maintained over the 1.5 goal since 2015. The budget for 2021 is projected at 6.91. The debt coverage is projected at 4.51 in 2022 and 2.53 in 2023, 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 much be set aside, or reserved, in order to ensure adequate dollars are available to continue operation and meet its obligations to staff and constituents.

IMPLEMENTATION: Five accounts have been created that make up the Reserve Fund: fuel, compensated absences, hospitalization, 27th pay, and rolling stock. As of FY 2021, the total ending balance is budgeted at \$43.4 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 2018 through 2023, GCRTA does not plan to add any additional funds to the Fuel reserve outside of regular investment income. The FY 2021 budgeted balance is \$2.75 million dollars

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 2018 through 2023, GCRTA does not plan to add any additional funds to the compensated absences fund outside of regular investment income. The FY 2021 budgeted balance is \$3.9 million dollars

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 2018 through 2023, GCRTA does not plan to add any additional funds to the hospitalization fund outside of regular investment income. The FY 2021 budgeted balance is \$2.8 million dollars

² Total operating revenue minus operating expenditures, divided by debt service requirements

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. FY21 budgeted balance is \$3.99 million dollars. The hourly employees 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 begins the implementation of the Railcar Replacement program and \$49 million dollars is being transferred from the Rolling Stock fund to the Development fund. FY21 budgeted ending balance is \$2.1 million.

CAPITAL IMPROVEMENT FUNDS

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 and 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.*

RATIONALE: The above two sections of the policy clarify what fund is to be used based on the criteria set forth.

IMPLEMENTATION: The Authority has budgeted has combined debt financing and direct allocations of Sales & Use Tax receipts to fulfill its financial commitment to the capital program. In 2021, the Sales Tax Contribution to Capital is budgeted at 19.8 percent. The contribution projected for 2022 and 2023 are both at 10.9 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 2022-2026 CIP development process and continue its focus on SOGR projects. The Authority will continue to aggressively pursue and explore any and all non-traditional funding opportunities under the MAP-21 (Moving Ahead for Progress in the 21st Century) legislation and will continue to focus on improving internal capability to plan, finance, and implement its Capital Improvement Plan. Under the MAP-21, census data and operating statistics are used to determine the distribution of formula grants. 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 (DREG), 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. 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. This measure is planned to remain at 100 percent through 2023, 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.

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

IMPLEMENTATION: The Authority has combined debt financing and direct allocations of Sales & Use Tax receipts to fulfill its financial commitment to the capital program. In 2021, the Sales Tax Contribution to Capital is budgeted at 19.8 percent to assist in the Railcar Replacement Program. The contribution projected for 2022 and 2023 are both at 10.9 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 2021 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 2023, 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: 460.04(a) *Will be used to provide the funds necessary for the payment of principal and interest on debt obligations* and 4604.04(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 unvoted 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 has used debt capacity sparingly due to the benefits of Federal and State grant funding. Reductions in these sources of capital support over the years in combination with an aggressive long-range Capital Improvement Program (CIP), has resulted in more frequent use of debt sales as a revenue source for the Authority's capital needs. The principal outstanding debt for the Authority totaled \$106.26 million Sales Tax Revenue bonds at the end of 2020, which will require principal and interest payments of \$16.6 million in 2021. Principal and interest payments are expected to decrease to 14.2 million in 2022 and 2023. GCRTA is considering seeking additional debt issuance in FY 2021 of \$25 million and FY 2023 of \$25 million.

INSURANCE FUND

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

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

IMPLEMENTATION: The General and Insurance Funds provide for the payment of the insurance purchased on the open market. The Insurance Fund was restructured to include a mix of self- and purchased-insurance in 1998. This was a major change from the Authority's previous self-insurance position. For 2021, \$2.6 million is budgeted for Casualty Insurance and Excise tax, claims and liability payments, additional property insurance premiums. For 2021 through 2022, over \$2 million and \$2.6 million is planned each year respectively, for claims outlay and insurance premiums for catastrophic and extraordinary losses.

POLICY STATEMENT: *The minimum balance to be maintained in the Insurance Fund shall be determined by the Risk Manager on an annual basis taking into consideration the balance between self-insurance and purchased-insurance requirements. Upon attaining the required minimum balance, additional funds will be allotted to the Insurance Fund during the annual budgeting process based on the results of periodic actuarial studies of the Fund to assess its sufficiency.*

RATIONALE: The intent is to ensure that reserves and insurance levels are sufficient to cover extraordinary or catastrophic losses. The periodic evaluations will determine the sufficiency of the Fund and the cost-effectiveness of maintaining a self-insurance program versus obtaining coverage externally.

IMPLEMENTATION: Ordinary and routine losses are paid through the Risk Management Department's General Fund Budget, whereas claims and insurance premiums for catastrophic and extraordinary losses are budgeted in the Insurance Fund. The Risk Manager's requirements depend on insurance provider requirements. Currently, the required minimum balance is \$5 million. For FY2021, expenditures are projected at \$2.9 million. If these projections hold true, the ending balance would be \$4.9 million and require a budget amendment to transfer dollars to keep the minimum required balance.

SUPPLEMENTAL PENSION FUND

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

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

IMPLEMENTATION: The Supplemental Pension Fund contains assets held in trust for the payment of pension benefits to certain retired employees of the Authority. Provisions of the plan are delineated in the agreement between RTA and the Amalgamated Transit Union (ATU). Because of low levels of investment income earned over the last few years and increasing expenditures, the fund has required transfers from the General Fund to keep the recommended balance.

An actuarial evaluation is performed every two years to assess the adequacy of the fund balance. The previous study was completed in 2018 and the Accounting department is working with actuaries to update the numbers for 2020

The 2021 budget includes a transfer of \$40,000. In 2022 and 2023, transfers of \$40,000 will be needed each year, respectively for the Pension Fund.

DEBT FINANCING

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

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

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

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

IMPACT: Based on the 2021 valuation, the annual debt service capacity of one-tenth of one percent would be \$30.5 million and apply to all debt issued by the Authority.

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

IMPACT: The ten-mill limit provision pertains to all un-voted debt regardless of the source of payment and historically has been the most restrictive to the Authority. At the end of 2020, bond retirement for the majority of political subdivisions in Cuyahoga County was over the 10-mil limit at 14.05, leaving no room for additional debt issuances within Cuyahoga County. The Authority currently holds an "AAA" rating with S & P and an "Aa1" rating with Moody's.

BUDGET MANAGEMENT PROCESS

INTRODUCTION

As the Authority's resources fluctuated during the COVID-19-driven drop in passenger fare and sales tax revenue, increased emphasis were placed on the budget management process. The following procedures were instituted to strengthen this process:

- The Board of Trustees (BOT) developed a set of financial policies, to guide the development of the budget plan and articulate the Authority's operating guidelines.
- The Authority's performance is measured against the standards established by the BOT.
- A formal budget document is produced (Transmittal Letter), providing clear, timely, and accurate budget information to officials and the public.
- The expenditures are tracked against appropriations and available resources.
- Performance indicators are used to assess the containment of costs and the effectiveness of service delivery.
- The Customer Advisory Committee (CAC) (formerly called the Citizens' Advisory Board) meets monthly to provide the pulse of the community in matters of fare changes, Long Range Plan updates, capital projects, and service changes.

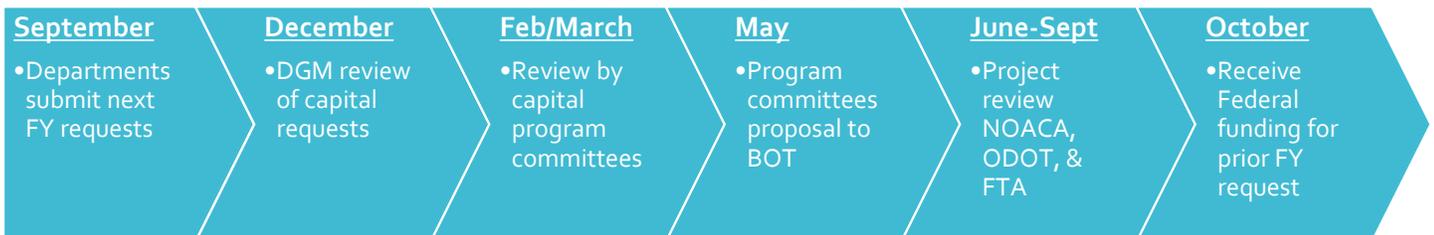
THE BUDGET CYCLE

For the Authority, the fiscal and calendar years coincide. The budget process begins in June with the development of the Tax Budget and in September with the development of the Capital Budget. The Authority prepares a Tax Budget as a valuable tool for estimating budgeted resources and preparing appropriations planning.

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

- **The Capital Improvement Plan (CIP) cycle** begins in September, 16 months prior to the start of the fiscal year. For example, the CIP cycle starts with departments submitting capital request in September 2020 that would be programmed for the CIP budget in fiscal year 2022.
 - Departments submit capital requests starting in September.
 - All capital requests are due by mid-January.
 - Capital requests are processed and meetings with the Capital Program Working Group (CPWG) begin mid-February. Capital requests are reviewed at the CPWG meetings and ranked according to the Federal Transit Association's (FTA) MAP-21 asset standards.
 - After the CPWG identifies and ranks the top projects, the Capital Program Oversight Committee (CPOC) reviews each of the projects and aligns funding from March through April.
 - In May, the 5-year CIP Resolution and Presentation are completed and presented to the Board of Trustees. A public hearing will be held during the committee meeting.
 - The Board of Trustees will review the Resolution and either approve or reject the Budgeted Fiscal Year for the CIP (the first year out of the 5).
 - If the Board approves the CIP Resolution, the 5-year CIP is submitted 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 October.

Sixteen Month CIP Timeline Highlights from Project Origination to Project Funding



FY=Fiscal Year; DGM=Deputy General Manager; BOT=Board of Trustees; NOACA=Northeast Ohio Area wide Coordinating Agency; ODOT=Ohio Department of Transportation; FTA= Federal Transit Administration

- **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 adjusts 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, if needed
 - Negotiations 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 any approved new projects and initiatives. This then becomes the CEO/General Managers' Recommended Budget

- The finalized CEO/General Manager’s Recommended Budget:
 - Is the sum of the refined Base Budgets and Adjustments
 - Is limited to estimated available resources
 - Satisfies the Authority’s financial policies to the best extent possible
 - Supports the Authority’s mission and strategic direction as embodied in the Board Policy Goals and outlined in the Strategic Planning Process
- The CEO/General Manager’s Recommended Budget is presented to the Executive Management Team (EMT) in October and presented to the Board of Trustees in November and December. Public hearings are held in November and December
- The review process culminates in the formal adoption of a budget resolution at the December Board Meeting. It is the Trustees’ practice to finalize appropriations before the new fiscal year begins.

Twelve Month Operating Budget Highlights from Tax Budget to Board of Trustees (BOT) Approval



BOT=Board of Trustees; OMB=Office of Management & Budget; CEO=Chief Operating Officer

BUDGET MONITORING AND CONTROL

The Office of Management and Budget monitors revenues and expenses monthly, as well as projects year-end estimates for the Authority’s top two revenues (Passenger Fares and Sales and Use Tax) and the top 3 expenditures (Salaries and Overtime, Payroll Taxes and Fringe Benefits, and Fuel). Quarterly financial reports allow the CEO/General Manager, Secretary-Treasurer, and the Board of Trustees (BOT) to monitor actual performance throughout the year. This report is used to determine if adjustments are needed to realign the budget. Interdepartmental transfers are the main method to adjust the Operating Budget. The Secretary-Treasurer has the authority to transfer appropriations within and between departments, which are reported monthly to the BOT. In rare occasions, an increase to the overall budget appropriation may be needed, which requires BOT approval.

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

BUDGET DEVELOPMENT CALENDAR

January	February	March
<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 	<ul style="list-style-type: none"> •C: Capital Program Working Group (CPWG) Meetings- Capital Improvement Plan (CIP) 	<ul style="list-style-type: none"> •C: Capital Program Oversight Committee (CPOC) Meetings: CIP •O/C: 1st Qtr Ends
April	May	June
<ul style="list-style-type: none"> •O: O/C: Finalize 1st Qtr Projections •C: Legal Notice: CIP & Public Hearing 	<ul style="list-style-type: none"> •C: CIP Presentation to BOT •O/C: Tax Budget Extension 	<ul style="list-style-type: none"> •O: Legal Notice: Tax Budget & Hearing •O/C: 2nd Qtr Ends
July	August	September
<ul style="list-style-type: none"> •O/C: Finalize 2nd Qtr Projections •O/C: Tax Budget presentation to BOT and receive BOT Approval 	<ul style="list-style-type: none"> •O: Upcoming FY Operating Budget Planning Kickoff •C: Future FY + 1 CIP Planning Kickoff 	<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
October	November	December
<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 	<ul style="list-style-type: none"> •C: : Future FY + 1 CIP projects due •O: Upcoming FY Budget 1st presentation to BOT and public hearing 	<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

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

STRATEGIC PLANNING PROCESS AND MANAGEMENT POLICIES

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

The Greater Cleveland Regional Transit Authority (RTA) 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 build consensus and create a cohesive plan. The study highlights vision, goals, existing conditions, strategy identification, and recommendations. With a geographic focus on 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.



Fiscal year 2021 is a year in transition with lingering uncertainties. As the Authority transitions from adopted Strategic Plan to the business implementation, divisions and departments will move from connection with the previous plan's Mission, Vision, Values, Vital few objectives, and scorecard measurements (as outlined in following pages) to new priorities beginning with the RTArgets (Division level metrics to address RTA identified outcome areas) that are presented for the first time after Division priorities.

Since Performance is an integrated process in every aspect of the organization, the Performance Management measures from the strategic plans has been distributed throughout the divisions and departments.

As RTA moves forward, the RTArgets will shape Division level activities and measure their success. Additional areas of the Board's strategic plan will be carried out through newly developed business plans. The Authority partnered with the community to create a strategic plan that will shape the agency for the next 30 years.

TRANSIT SERVICE PROFILE

GCRTA HISTORY

1800	Stagecoach ran between Cleveland and Painesville
	First Rail Line: Euclid Avenue - Public Square to Wade Park
	Omnibus Service: horse-drawn carriage for large groups
1850	First Street Railway: horse-drawn streetcar downtown to E. 55th
	Suburban Steamlines provide uncoordinated transportation
	1st Commercial Electric Railway in US
1900	Cleveland Electric Railway Co. began
	Cleveland Railway began - Murray Chain-driven "Opera" bus
	Cleveland Rapid Transit System began - Shaker Heights to Downtown
1925	Bus Service began with downtown loop
	Cleveland Rapid Transit system ran to Terminal Tower
	Cleveland Transit System (CTS) began with 3-man transit commission
1950	CTS broke ground for Heavy Rail behind Windermere Car barn
	Heavy Rail service began - Windermere to Terminal Tower to Triskett Station
	Heavy Rail extended to Hopkins Airport - the first rapid service to major airport
1975	CTS and Shaker Lines transferred to Greater Cleveland Regional Transit Authority
	GCRTA began first Police force
	GCRTA integrated operations from Euclid and Garfield Heights
	New complexes opened: Training Center, Rail Complex, Central Bus Maintenance
	Rail District Headquarters and Paratransit Facility opened
	New bus loop service downtown; First Park-N-Ride Facility in Strongsville; Tower City Transit Center opened
	ARTS-in-Transit program begins
	Euclid Park-N-Ride Transit Center opened; Gateway walkway opened connecting Tower City with Gund Arena and Jacobs Field
	Westlake Park-N-Ride opened; Waterfront Line opened; Community Circulators began
	25th Anniversary; Bike Rack pilot program began
2000	New MCI Coaches start service; New Integrated Communications Center (ICC) opened
	Heavy Rail 50th Anniversary; Bus-Only Lanes open in downtown
	New Trolley Service begins
	GCRTA named "Best in North America" by American Public Transit Association (APTA)
	HealthLine begins between downtown, Cleveland Clinic, and University Hospital
	Stephanie Tubbs Jones Transit Center opened; GCRTA participates in "Safe Place"
	Gold Award received for Security
	10-year Strategic Plan created; CSU Line Opens; Cleveland hosts Gay Games; Cleveland chosen for 2016 RNC
	GCRTA receives Silver Award for Partnership for Excellence (TPE); Joe Calabrese, CEO/GM named Public Official of the Year by Governing Magazine; CNG buses begin service
	10-year Strategic Plan updated; Cleveland Monsters win Championship; Cleveland Cavaliers (CAVS) win Championship & Parade; Cleveland hosts 2016 Republican National Convention; Cleveland Indians go to World Series

2017	Received Silver Level award for Sustainability from APTA; VanShare, a vanpool service, begins and by December, 7 van pools were running.
	Sold Harvard and Brooklyn garages, netting nearly \$4.4 million and saving about \$850,000 annually in property maintenance costs.
	Celebrated the 50th Anniversary of rail service to the Airport, and the 10th Anniversary of the HealthLine which is credited with over \$7.5 Billion of related economic
2018	RTA began proactively preparing for a major leadership change with the announced retirement of the long serving CEO.
2019	India Birdsong hired as CEO/General Manager
	Completed upgrades to East 105-Qunicy 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
	Created a corrective action plan was implemented for the S-Curve Retaining Wall, installing 75 steel
2020	RTA received COVID-19 Coronavirus A Relief Economic Stimulus (CARES) Act dollars for operating expenses. Allowed RTA to continue during global
	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

Figure 20

ECONOMIC PROFILE

(U.S. Census Bureau)

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

Cuyahoga County Profile (2019)			
		Number	Change from prior year
Population	Population	1,235,072	-8,785
	% Change from last Decennial (2010)	-3.5 %	
	Projected 2021 Population	1,209,550	0
	Land Area (sq. miles)	458.3	0
	% Female	52.3 %	0.0 %
	Persons per Sq. Mile	2,695	-105
Race & Ethnicity	% White	62.6 %	-0.4 %
	% Black	29.6 %	0.0 %
	% Hispanic/Latino	5.8 %	+0.2 %
	% Asian/Pacific Islander	2.9 %	+0.1 %
	% American Indian/Alaskan Native	0.3 %	0.0 %
	% Other	4.5 %	+0.2 %
Housing	Avg. persons per Household	2.2	0.0
	# Housing Units	618,792	-513
	% Resident Home Ownership	58.4 %	+0.4 %
	Housing Median Value (owner-occupied)	\$123,900	+\$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	381,009	-2,784
	Parma City	78,103	-648
	Lakewood City	49,678	-422
	Euclid City	46,550	-396
	Strongsville City	44,660	-193
	Cleveland Heights City	43,992	-381
	Westlake City	32,032	-201
	North Olmsted City	31,341	-250
	North Royalton City	30,068	-171
	Garfield Heights City	27,448	-239
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 21

Cuyahoga County Profile (2019)			
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 Branch Libraries	9 72	0 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 %	+0.5 %
	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		

Figure 22

Data Sources:

U.S. Census Bureau, American Community Survey
Ohio Development Services Agency --Ohio County Profiles

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. In 2018 and 2019, unemployment rates steadily decreased for Cuyahoga County, City of Cleveland, and Ohio compared to national average. Due to the COVID-19 pandemic, unemployment has risen significantly during 2021. Although recent months have shown signs of slow recovery, the Northeast Ohio region appears to have been disproportionately impacted by COVID-19 related layoffs and job severances.

Unemployment Rates - History				
Year	National Avg.	Ohio	Cuyahoga County	City of Cleveland
2010	9.3	9.5	8.5	9.6
2011	8.5	8.0	7.6	8.8
2012	7.9	7.5	6.8	8.1
2013	6.7	6.9	7.0	8.1
2014	5.6	5.2	6.2	6.6
2015	5.0	4.9	5.1	5.7
2016	4.7	5.2	5.4	7.0
2017	4.1	4.5	5.6	5.7
2018	3.9	4.3	4.8	5.2
2019	3.5	4.1	4.2	4.5
2021 Est.	6.9	8.4	11.2	15.1

Source: Bureau of Labor Statistics

Figure 23

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 Est.	381,009	197,597	303,940	898,553	140,407	272,779

Source: US Census Bureau

Figure 24

County Population Changes				
	2019 Est.	2010	Diff.	%
Ashtabula	97,241	101,490	-4,249	-4.2%
Cuyahoga	1,235,072	1,280,115	-45,043	-3.5%
Geauga	93,649	93,409	240	0.3%
Lake	230,149	230,050	99	0.0%
Lorain	309,833	301,371	8462	2.8%
Medina	179,746	172,333	7413	4.3%
Portage	162,466	161,425	1041	0.6%
Summit	541,013	541,778	-765	-0.1%

Source: US Census Bureau

Figure 25

NATIONAL TRANSIT TRENDS

The National Transit Database was established by Congress to be the Nation’s primary source of information and statistics on the transit system of the United States. Recipients of grants from the Federal Transit Administration (FTA) are required by statute to submit data to the NTD. The NTD is used to help meet the needs of individual public transportation systems, the US Government, State, and Local governments, and the public for information on which to base public transportation service planning. (www.ntdprogram.gov/ntdprogram/).

The UPT are part of service consumed; the goal of transit service is to transport passengers from one place to another. Operating cost per passenger unit is slightly different than passenger miles traveled. Commuter Rail service, for example, may carry fewer people, but it carries them a consistently longer distance per trip. The opposite is true of Heavy Rail, which carry many people in dense urban settings, but not very far. Below is a comparison of total Cost per Unlinked Passenger Trip for Bus, Heavy Rail, and Light Rail.

National Transit Database statistics are always behind two calendar years for final reporting purposes. For example, 2020 NTD data was not available until the of the 2021 calendar year.

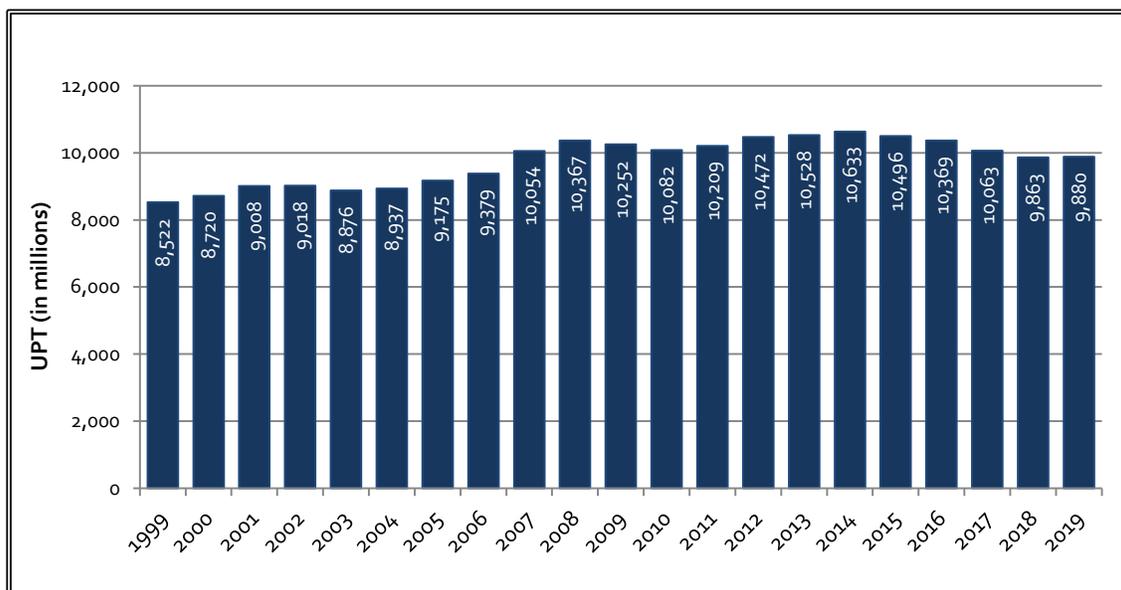
Cost per Unlinked Passenger Trip (by mode):

Year	Bus	BRT*	Heavy Rail	Light Rail
2009	\$ 3.42	\$ -	\$ 1.81	\$ 3.00
2010	\$ 3.58	\$ -	\$ 1.79	\$ 3.28
2011	\$ 4.98	\$ 3.43	\$ 1.83	\$ 3.21
2012	\$ 4.65	\$ 2.27	\$ 1.87	\$ 3.31
2013	\$ 5.25	\$ 2.15	\$ 2.14	\$ 3.46
2014	\$ 3.83	\$ 2.18	\$ 1.96	\$ 3.61
2015	\$ 3.83	\$ 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

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

Figure 26

Total Unlinked Passenger Trips (by year):



Source: National Transit Summaries and Trends for the 2017 National Transit Database Report Year

Figure 27

OHIO TRANSIT TRENDS

The 9 Largest Agencies in Ohio as of 2019 – 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	276,461	1,727,830	1,988,974	95	124	23.4
			Bus	5,141,660	23,887,360	4,092,621	117	142	17.6
Canton (SARTA)	581	375,586	DR	158,983	1,353,178	1,268,835	30	35	14.3
			Bus	2,171,556	14,799,713	2,296,131	36	38	5.3
Cincinnati (SORTA)	289	744,901	DR/PT	226,685	2,562,516	1,543,875	46	56	17.9
			Bus	13,244,916	71,291,464	9,409,799	298	356	16.3
			SC/PT	531,592	844,189	94,352	3	5	40.0
Cleveland (GCRTA)	458	1,412,140	DR and DR/PT	576,448	4,594,269	5,375,849	140	180	22.2
			HR	5,666,706	36,529,680	2,488,976	24	40	40.0
			LR	1,484,863	8,974,467	678,107	9	31	71.0
			Bus	21,787,742	91,902,658	12,157,936	255	350	27.1
			RB	2,628,480	6,889,599	512,489	11	21	47.6
			VP	27,586	887,524	184,174	22	22	0.0
Columbus (COTA)	324	1,060,666	Bus	288,690	3,017,345	3,511,803	64	73	12.3
			DR/PT	19,141,454	74,351,660	14,204,174	269	322	16.5
Dayton (GDRTA)	274	559,062	DR	222,955	1,945,931	1,841,978	51	74	31.1
			Bus	7,146,375	45,746,274	5,392,288	117	166	29.5
			TB	2,047,285	8,439,011	832,545	26	27	3.7
Lake County (Laketran)	227	230,514	CB	142,673	3,337,121	328,776	14	22	36.4
			DR	274,177	2,603,432	2,317,833	67	87	23.0
			Bus	291,006	1,709,311	557,987	12	18	33.3
Toledo (TARTA)	142	374,213	Bus	271,051	2,372,230	1,858,529	101	125	19.2
			DR & DR/PT	1,736,208	8,837,093	2,571,102	97	104	6.7
Youngstown (WRTA)	216	238,823	DR	41,580	333,887	359,264	15	20	25.0
			Bus	1,468,265	6,049,251	1,401,138	37	53	30.2
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 28

GLOSSARY

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

Ad Valorem Tax – A tax based on the value (or assessed value) of a property.

Advocacy – Public support for a cause or policy, specifically for public transportation.

Amalgamated Transit Union (ATU) – The largest transit union in North America.

American Bus Benchmarking Group (ABBG) – A consortium of mid-sized bus agencies in North America, est. in 2011 to benchmark performance and share best practices.

American Recovery and Reinvestment Act (ARRA) – An economic stimulus package enacted by the 111th U.S. Congress in February 2009 in response to the Great Recession. The primary objective for ARRA was to save and create jobs; the secondary objectives were to provide temporary relief programs for those impacted by the recession and invest in infrastructure, education, health, and renewable energy.

Americans with Disabilities Act (ADA) – of 1990, requires that public entities, which operate non-commuter fixed route transportation services, also provide complementary Paratransit service for individuals unable to use the fixed route system.

Appropriation – A financial authorization granted by the Board of Trustees to cover expenditures and incur obligations.

Arbitrage – Investment earnings representing the difference between interest paid on bonds and the interest earned on the investments made utilizing bond proceeds.

Assessed Valuation – The value of property against which an ad valorem tax is levied. Valuations are conducted by the County Auditor and reflect a percentage of the true or market value of the property.

Asset Maintenance – This category of capital projects refers to projects where 100 percent of the funding is provided by local sources (versus grant funded sources) and represents expenses incurred to maintain or improve the Authority's assets.

Asset Management – A systematic approach to procuring, operating, maintaining, upgrading or replacing transit assets in a manner that reduces risk and costs while improving operational performance.

Average Cost per [Paratransit] Trip – Average cost to provide Paratransit Services to the ADA community using RTA vehicles and operators or contracted vehicles and operators.

Balanced Budget – The Authority considers the budget balanced when total expenditures equal total revenues. The budget is also balanced in situations where total expenditures are less than total revenues, which is called a surplus. There are also few instances where the Authority might plan to spend fund balances from previous years on one-time or non-routine expenditures, provided the funding from previous years is available. The Authority, however, must have a plan in place to not build ongoing expenditures into this type of funding.

Balanced Scorecard – Tool to measure progress and metrics in performance management.

Base Budget – The total appropriation for maintaining the Authority's daily operations, authorized by the Board of Trustees.

Bond – The written evidence of the debt issued by the Authority. It bears a stated rate of interest and maturity date on which a fixed sum of money plus interest is payable to the holder.

Bond Counsel – A lawyer or law firm, which delivers an opinion regarding the legality of a debt issuance or other matters.

Budget Basis – The starting point for budget deliberations, usually the current budget year appropriation, or the Midyear Review estimate of expenses.

Budget Deficit – Usually, this is a projection of expenditures exceeding appropriations. It is normally determined during a quarterly review. The budget is controlled so that expenditures plus encumbrances should not exceed appropriations.

Bus Rapid Transit (BRT) – A broad term given to transit systems that use buses to provide a service that is of a higher quality than an ordinary bus line. See HealthLine.

CAFR – Comprehensive Annual Financial Report, contains audited financial statements, financial notes, and related materials.

Capital Expenditures – Funds in the Capital Improvement Program are used to account for the acquisition, construction, replacement, repair and renovation of capital facilities, assets, and equipment. Under Routine Capital Fund, local funds are used for the purchase of vehicles and equipment, where each unit has a value of at least \$5,000 and a useful life of greater than a year. Asset Maintenance expenditures are locally funded projects that maintain, repair, or rehabilitate an existing capital asset of the Authority. These projects are of smaller duration, scope, and expense than those indicated in the RTA Development Fund. The duration of these projects is often less than one year with a cost generally not exceeding \$150,000 and a useful life of less than five years. The RTA Development Fund includes both a majority of the larger rehabilitation projects and Authority's Long Range projects. These projects are greater than \$150,000 and have a useful life of more than five years. The RTA Development Fund is primarily, but not exclusively, supported through Federal grant awards.

Capital Improvement Budget – The current year estimated revenues and expenses of construction projects and capital equipment purchases in the Capital Improvement Plan. The Capital Budget includes maintenance and expansion projects that are funded through grants and local sources.

Capital Improvement Plan (CIP) – A five to ten year plan for constructing, acquiring, or maintaining capital assets.

Cash Accounting – A major accounting method that recognizes revenues and expenses at the time physical cash is actually received or paid out.

Cash Deficit – Occurs when a fund is carrying a negative cash balance. This situation typically requires a cash transfer to remedy.

Closed Circuit TV (CCTV) – Video cameras transmit a signal to a specific or limited set of monitors. CCTV is used for surveillance in areas that need security, such as rapid stations, transit facilities, Park-N-Rides, and the airport.

Comprehensive Annual Financial Report – See CAFR

Computer Integrated Transit Maintenance Environment (CITME) – A computer program, created by UltraMain, purchased to assist in modernizing maintenance and inventory operations through management by data.

Congestion Mitigation and Air Quality Improvement Program (CMAQ) – Federal program that provides a flexible funding source to State and local governments for transportation projects and programs to help meet the requirements of the Clean Air Act. Funding is available to reduce congestion and improve air quality for areas that do not meet the National Ambient Air Quality Standards for ozone, carbon monoxide, or particulate matter (nonattainment areas) and for former nonattainment areas that are now in compliance (maintenance areas).

Continual Process Improvement – Measuring efficiency of resources used for process investments.

Controlled-Access Right-of-Way (ROW) – Lanes restricted for a portion of the day for use by transit vehicles and other high occupancy vehicles (HOV).

Coronavirus Aid, Relief, and Economic Security Act (CARES) – Federal act in 2020 to provide initial funding and relief. Transit agencies' operating expenses were supplemented by this act.

Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) – provides further Federal aid in 2021 to States to address the coronavirus pandemic in the US.

Cost Ceiling – A limit on the reimbursed costs for federally supported capital projects.

Cost per Hour of Service – Rate of cost for each hour of revenue service.

Customer Engagement – Customer's investment, commitment or loyalty to RTA's brand and services.

Customer Satisfaction – A measure of how transit services meet or surpass customers' expectations.

Debt Limit – A statutory or constitutional limit on the principal amount of debt that an issuer may incur or have outstanding at one time.

Debt Service – Principal and interest paid on bonds and notes.

Debt Service Coverage – The measure of the Authority's ability to meet annual interest and principal payments on outstanding debts.

Decision Issue – A budget request for new or increased funding of projects or programs, which exceeds base budget requests. Use of decision issues aids the process of allocating financial resources and provides for the comparison and prioritization of existing programs and services relative to the need for new programs and services.

Depreciation – The reduction in value of a capital asset due to use, age, or wear.

Diesel Emissions Reduction Grant (DERG) - Funding is made available through the Ohio Department of Transportation's Federal Highway Administration (FHWA) CMAQ Program federal appropriation fund used for vehicle replacement.

Disadvantaged Business Enterprise (DBE) – A program intended to ensure nondiscrimination in the award and administration of the Authority's programs and contracts.

Displaced Emissions / Displacement – Reduced emissions of private vehicles on a regional or national level through increased use of public transit services.

Door-to-Door Service – Paratransit Service where drivers have been instructed to pick-up and drop-off passengers at the front door of places of residence, at the front door of the apartment buildings in which they live, or front door of destination.

DriveCam – System installed on revenue fleets to monitor driver behaviors, coach unsafe behavior, and reduce accidents and incidents.

Employee Engagement – The emotional and intellectual commitment of an employee, or segment of employees, committed to accomplishing RTA's strategic objectives, mission, and vision.

Employee Injury Rates – Metric monitoring rate of employee injuries or accidents; 1 occurrence per 200,000 hours worked.

Employee Satisfaction – When employees are happy with their workplace and benefits provided by the organization; including incentives, recognition, and events.

Encumbrances – A budgetary technique for recording unperformed contracts for goods and services. Use of encumbrances restricts the balance in each fund so that total commitments (expenditures plus encumbrances) will not exceed appropriations.

Exclusive Right-of-Way (ROW) – Roadway or other right-of-way (ROW) lanes reserved at all times for transit use and / or other high occupancy vehicles (HOV).

Executive Management Team (EMT) – The General Manager’s first level of management, which includes Deputy General Managers and Executive Directors.

Expenditure – An expense that a business incurs as a result of performing its normal business operations.

Family and Medical Leave Act (FMLA) – To grant employees temporary medical leave under certain circumstances.

FAST (Fixing America’s Surface Transportation) Act – A Federal Transportation Act that replaced the MAP-21 Act with in December, 2015. This act continued many of the programs changes included in the MAP-21 legislation including Federal formula calculations, the 2010 Census data in the determination of those formula grants, and incorporation of operating statistics relative to all Transit Agencies as well as provide an increase in Federal funding for needed State of Good Repair projects.

Federal Highway Administration (FHWA) – Supports all of America’s roads and highways and ensures them to be the safest and most technologically up-to-date. Although State, local, and tribal governments own most of the Nation’s highways, the FHWA provides financial and technical support for constructing, improving, and preserving America’s highway system.

Federal Transit Administration (FTA) – Supports a variety of locally planned, constructed, and operated public transportation systems throughout the U.S., including buses, subways, light rail, commuter rail, streetcars, monorail, passenger ferry boats, inclined railways, and people movers.

Financial Vision – Objectives identified to achieve financial stability and fiscal responsibility.

Financial Management System (FMS) – The information system software that houses all financial data and includes the General Ledger, Procurement, and Budget Modules.

Fiscal Responsibility – Commitment to managing financial resources as if they were from our own pocket.

Fiscal Year – The 12-month period that the Authority uses for accounting purposes. The Fiscal Year for the Authority is concurrent with the Calendar Year.

Fixed Guideway (FG) – A separate right-of-way (ROW) for the exclusive use of public transportation vehicles. The Heavy Rail and Light Rail modes operate exclusively on fixed guideway (FG).

Fraternal Order of Police (FOP) – The world's largest organization of sworn law enforcement officers, committed to improving the working conditions of law enforcement officers and the safety of those we serve through education, legislation, information, community involvement, and employee representation.

Full-Time Equivalent (FTE) Position – A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year for 40 hours per week employees.

Functional Testing – Quality assurance testing process of customers used to determine physical ability to use fixed route services.

Fund – A reserve of money set-aside for a specific purpose. The RTA has specific funds set up for Operating (General), Capital, Insurance, Bonds, Pension, and Law Enforcement. There are also reserve funds in place for diesel fuel, compensated absences, hospitalization, and replacement train cars.

Fund Deficit – An excess of expenditures over revenues during a fiscal year. This is not an acceptable condition and must be addressed by transferring revenue to the fund in deficit. See Balanced Budget.

Fund Type – See Fund.

GAAP – Generally Accepted Accounting Principles. These principles are guidelines and rules for use by accountants in preparing financial statements.

General Obligation (GO) Bond – A bond that is secured by the full faith and credit of the Authority. The GCRTA pledges to utilize its taxing power (almost always Sales Tax proceeds) to pay debt service.

Goal – A statement of direction, purpose, or intent based on the needs of the community. A goal is not concerned with a specific achievement in a given time period.

Greenhouse Gas Emissions – Atmospheric gases contributing to the greenhouse effect; includes carbon dioxide, methane, nitrous oxide, and water vapor.

Growth Strategy – Objectives focused on improving Advocacy, Service Usage, and Passenger Satisfaction.

Guideway – A separate right-of-way (ROW) or rail system for the exclusive use of public transportation including the buildings and structures dedicated for the operation of transit vehicles. Includes tunnels, subways, bridges, tracks, and power systems.

HealthLine – A route providing service along Euclid Avenue that is of a higher quality than an ordinary bus line. This service improves transit, as well as supports increased development along Euclid Avenue with links to medical, educational, and cultural centers in Greater Cleveland.

Heavy Rail Vehicle (HRV) – Heavy Rail is a transit mode that is an electric railway with the capacity for a heavy volume of traffic. These vehicles operate on the Red Line, from Cleveland Hopkins Airport to Windermere Rapid Station.

Indirect Costs – The expenses of doing business that are not readily identified with the Authority's transportation, but rather with the general operation of the organization, such as finance, accounting, engineering, legal, and human resources.

Information Technology (IT) Environment – Applications and systems needed to support business operations; impact of systems on efficiencies of an operating environment.

Innovation, Learning, & Growth – Efficiency measures of people investments; mainly Employee Satisfaction and Employee Engagement indicators.

Interactive Voice Response (IVR) – A phone technology that allows a computer to detect voice and touch tones using a normal phone call. The IVR system can respond with pre-recorded or dynamically generated audio to further direct callers on how to proceed.

Interest – The amount paid for the use of money.

Interest Expense – The charges for the use of borrowed capital incurred by the transit agency, including Interest on long term and short-term debt obligations.

Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) – A legislative initiative setting policy guidance and providing funding for highway, transit, and safety programs. It expired in 1998.

Key Transit 2025 – The long-range plan to help guide the future development of public transit in Cuyahoga County, which focuses on bringing RTA's transit infrastructure up to higher standards and encouraging transit-oriented design, or TOD. Related to nationwide efforts towards Smart Growth, TOD encourages locating transit and development in close proximity in order to reduce auto dependency and improve transit access.

Legal Millage Rate – The stated rate, in mills, for levying real and personal property taxes.

Light Rail Vehicle (LRV) – Light Rail is a transit mode that typically is an electric railway with a light volume traffic capacity, compared to Heavy Rail (HR). These vehicles operate on the Blue, Green, and Waterfront Lines.

Management Development Program (MDP) Succession planning program to integrate external talent throughout the organization.

Moving Ahead for Progress in the 21st Century (MAP-21) – A new Federal Transportation Act that replaces the SAFETEA-LU and TEA-21 Acts. This act changed the Federal formula calculations, includes the Census 2010 data in the determination of those formula grants, and incorporates operating statistics relative to all Transit Agencies. This act was replaced by the Fixing America's Surface Transportation Act (FAST) in 2015.

Market Value – The County Auditor's estimate of the true or fair value of real or personal property. In accounting, it is the price that a good or service would command on the open market.

Material Issues – Topics of highest importance in consensus identified by internal and external stakeholders.

Materiality Assessment – Defining the social, economic, and environmental topics that matter most to RTA and RTA's stakeholders.

Miles Between Service Interruptions (MBSI) – Measured by miles; total service delivered before a vehicle breakdown that causes a service interruption.

Mill – The equivalent of \$1 of tax for each \$1,000 of assessed value of real or personal property.

Mixed Traffic Right-of-Way (ROW) – Roadways that have no time restrictions nor restrictions on what type of vehicles may use them.

Mode – A general term for the different kinds of transportation used to transport people.

Next Gen RTA – Name of the RTA wide bus system redesign to be implemented in FY2021

NOACA – Northeast Ohio Areawide Coordinating Agency. It is the federally designated Metropolitan Planning Organization (MPO) for five counties of Northeast Ohio, which include Greater Cleveland and the Lorain area. Its chief functions are to perform long- and short-range transportation planning, transportation-related air quality planning, and areawide water quality management planning, as defined by federal and Ohio mandates.

Notes – Short-term promises to pay specified amounts of money, secured by specific sources of future revenue.

Revenue – The amount of money that a company actually receives during a specific period, usually a year.

Object – A commodity-based expenditure classification which describes articles purchased or services obtained. It represents the lowest degree of expenditure summary and budgetary control.

Objective – Desired output-oriented accomplishments, which can be measured and achieved within a given time frame.

Office of Business Development (OBD) – Engage, support, and assist the local disadvantaged business community to help ensure fair and representative participation in procurement opportunities at RTA and within the community at-large. The primary function of the OBD is to administer RTA’s Disadvantaged Business Enterprise (DBE) Program.

Official Statement – A document prepared by the Authority when issuing debt that gives financial and statistical information to potential investors and others.

Ohio Depository Act – Requires a written investment policy that is approved by the treasurer of a political subdivision or governing board, or by the investing authority of a county, to be on file with the State Auditor. The policy must provide that all entities conducting investment business with a subdivision treasurer or governing board or county investment authority sign the investment policy of that subdivision or county.

Ohio Department of Transportation (ODOT) – State operating and capital subsidies are distributed to the Authority by ODOT.

Ohio Revised Code (ORC) – Governing law for State of Ohio

On-Time Performance – Schedule adherence; ability to deliver service as scheduled.

Ohio Transportation Partnership Program (OTP2) - Competitive grant provided by the Ohio Department of Transportation that fund rural and urban transportation systems in Ohio. The grant provides funding to maintain, sustain, or keep in a good sound state the transit systems in Ohio.

Operating Budget – Current year estimated revenues and expenses that provide for the day-to-day operations of the Authority.

Operating Deficit – The sum of all operating revenues minus operating expenses. See Balanced Budget.

Operating Ratio – A ratio that shows the efficiency of management by comparing operating expenses to fare revenues.

Operating Reserve – The available ending balance. A reserve is maintained as a safeguard to protect the organization in times of cyclical economic downturns and will be replenished as the economy improves. The Board Policy requires at least one month’s operating reserve. RTA recently added three reserves for fuel, medical, and compensated absences.

Outlays – The payments on obligations in the form of cash, checks, the issuance of bonds or notes, or the maturing of interest coupons.

Park-N-Ride – Parking lots owned by the GCRTA to provide rail and/or bus services for all major commuter corridors in Cuyahoga County.

Pass-Thru – A situation where the Authority functions as a channel for the expenditure of funds from another source without authorization to decide the use of the funds.

People Investments – Resources allocated to developing and supporting workforce capabilities.

Performance Management – Culture of continual improvement of transit services, operational processes, and administrative processes; fostered by collecting, sharing, and analysis of data and reported through various mechanisms like TransitStat, Executive Safety Committee, Quarterly Management Meetings, and other forums.

Preventive Maintenance – Regularly performance maintenance on vehicles, equipment, or facilities to reduce probability of failure.

Predictive Maintenance – Defining the condition of assets in order to predict maintenance; cost savings through time-based maintenance best practices.

Preventable Collision Rates – Metric monitoring rate of collisions defined as preventable; 1 occurrence per 100,000 miles.

Principal – The face amount of a bond, which the issuer promises to pay at maturity.

Process Investments – Committing resources to improving priority, value-creation processes.

Program – A group of related activities performed by one or more organizational units for the purpose of accomplishing an objective.

Public Transit Management Academy (PTMA) – RTA program in partnership with Cleveland State University (CSU), which provides leadership development across all workforce segments.

Ratings – Designations used by ratings services to indicate the financial health of the issuers of debt.

Reimbursed Expenditures – Operating fund reimbursements related to: capital grants for force account labor, project expenses, administration, and overhead costs; fuel tax refunds on diesel and gasoline purchases; and Federal and State operating assistance.

Repurchase Agreement – A money market transaction in which one party sells securities to another while agreeing to repurchase those securities at a later date.

Resolution – A legal and public declaration by the Board of Trustees of intent, policy, or authorization. Resolutions are the legislation of the Authority.

Resolution Category – One of two cost categories at which the Board of Trustees controls operating budget expenditures. These include Personnel Services and Other Expenditures.

Revenue Bond – A bond on which the debt service is payable solely from the revenue generated from the operation of the project being financed.

Ridership – Number of people using a transit service, generally aggregated over a given period of time across several modes or services.

Routine Capital – Budgeted expenses for equipment, where the useful life of which is a year or more and the unit cost is at least \$1,000. These expenses are locally, not grant, funded.

Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) – A legislative authorization for transit approved in 2005. It is a six-year initiative, which replaces the expired Transportation Equity Act for the Twenty-First Century (TEA-21).

Senior Transportation Connection (STC) – Founded in 2005, STC is a centralized coordinating unit for senior transportation services in Cuyahoga County. The STC's mission is to provide comprehensive, efficient, and affordable transportation for senior adults in the county.

Service Capacity – The comparison of scheduled miles to actual, delivered miles optimized by available operators and vehicles.

Service Indicator – An output measure showing a statistical workload change or the degree to which program objectives are achieved.

Standard Operating Procedure (SOP) – Methods followed routinely for performance of defined operations or situations.

State Infrastructure Bank (SIB) – A funding initiative administered by the State of Ohio, Department of Transportation. The SIB provides low-cost loans for transportation infrastructure projects.

State of Good Repair (SOGR) – A Federal initiative to identify and maintain the nation’s assets for bus and rail systems. This is essential for delivering safe and reliable transit service to millions of daily riders and one of the FTA’s highest priorities.

Statewide Transportation Improvement Program (STIP) – Ohio’s four-year planning document as required by Title 23 and Title 49 of the United States Code. The STIP identifies all state and local transportation federal highway or federal transit funded projects as well as state funded projects scheduled for some phase of implementation during the fiscal (July 1 to June 30) four-year period. Types of projects include highway, public transit, rail, freight, bicycle and pedestrian.

Strategic Plan – Process outlining RTA’s Vital Few Objectives (VFOs) and prioritized Changed Initiatives (CIs).

Strategy Map – Tool aligning and prioritizing key objectives for implementing the Strategic Plan.

Succession Planning – Program in place to develop future leaders for RTA.

Sustainability – Ability to continue a defined behavior or process indefinitely; maintain availability of natural and human capital for the foreseeable future.

Temporary Assistance for Needy Families (TANF) – Provides grants to states to fund a wide array of benefits and services, primarily to low-income families with children. It is best known for funding cash welfare benefits to needy families with children, but it also is used to fund transportation aid and assistance.

Tax Levy – The total amount to be raised by general property taxes for purposes specified in the Tax Budget.

Threat and Vulnerability Assessment (TVA) – Analyzes all the aspects of security: physical, personnel, information, and communication. It measures the current threat capabilities against emplaced security measures and operating procedures to identify vulnerabilities.

Tons CO₂e – Measure of greenhouse gas impact on climate change as referenced through concentration levels of CO₂.

TransitStat – The Greater Cleveland Regional Transit Authority’s performance monitoring program. It is characterized with frequently scheduled performance monitoring forums, embracing the use of data, statistics, and metrics as a means to exceed customers’ expectations, as well as achieve operational excellence. It is a critical link to achieving high-level performance directed towards the Authority’s Mission, Vision, and Values.

Transportation Equity Act for the Twenty-First Century (TEA-21) – A legislative authorization for transit originally approved in mid-1998. It is a five-year initiative, which originally expired in 2003, but was extended by Congress pending an agreement on new transit legislation. It expired in 2005.

Transportation Improvement Plan (TIP) – The official listing of highway, transit, bikeway, airport, and harbor projects covering a five-year period.

Transportation Review Advisory Council (TRAC) – Created by the Ohio General Assembly in 1997 to bring an open, fair, numbers-driven system to choosing major new transportation projects.

Unlinked Passenger Trip – A one-way ride on a transit vehicle, not including transfers, and despite fare type.

U-Pass (Universal Pass) – offers university students a discounted transportation pass. Currently students at Case Western Reserve University (CWRU), Cleveland State University (CSU), Cleveland Institute of Art, and Cleveland Institute of Music have U-Passes.

Urban Mass Transportation Act (UMTA) of 1964 – As amended, an Act of Congress providing funds to the Authority under various programs:

Section 5309 (formerly Section 3) – A Federal discretionary program directed primarily to those rail modernization and major bus projects that require funding beyond that available under Section 9.

Section 5307 (formerly Section 9) – A Federal formula program which makes resources available to urbanized areas for planning, capital, and operating assistance purposes. Funding allocations are earmarked by Congress.

Title 23 Interstate Transfer Fund – Federal funding which had been made available for alternative projects due to the elimination of Interstate 490 from the Federal Interstate Highway Program. Funding for this program was split between highway and transit projects. Also established by Section 134, Title 23 of the United States Code. All funds have been exhausted at this time.

Vehicle Reliability – Minimize the impact of vehicle defects on On-Time Performance through improved maintenance practices for vehicles and equipment.

Voice of Customer – Process for collecting customer-focused information.

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2021 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.

The Authority is an independent, special purpose political subdivision of the State of Ohio. Fund budgets are prepared on a modified accrual basis of accounting. The revenues are budgeted on a cash basis – when they are received as opposed to when they are earned. The expenditures are adjusted monthly on the accrual basis, or when the liabilities were incurred. The Authority uses the following appropriated funds to account for its operations:

ALL FUNDS (Summary of all Funds)

- **GENERAL FUND (Enterprise Fund)** - Operating Budget and transfers to other funds
 - ❖ **CAPITAL IMPROVEMENT FUNDS** (Summary of RTA Capital and RTA Development Funds)
 - **RTA CAPITAL FUND** (Broken down into two fund areas for Short-Term and locally-funded Capital projects)
 - Routine Capital
 - Specifically for equipment related capital projects
 - Asset Maintenance
 - Specifically for Facility related capital projects
 - **RTA DEVELOPMENT FUND** Funding set aside for Long-Term and externally funded (e.g. grants) Capital projects
 - ❖ **BOND RETIREMENT FUND** (Funding set aside to pay off debt)
 - ❖ **SUPPLEMENTAL PENSION FUND** (Funding set aside for employees hired before GCRTA)
 - ❖ **INSURANCE FUND** (Funding set aside for self-insurance purposes)
 - ❖ **LAW ENFORCEMENT FUND** (Funding set aside for law enforcement purposes)
 - ❖ **RESERVE FUND** (Funding set aside to protect the Authority from economic downturns and replace aging revenue vehicles)

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

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

The end of year balance of a fund provides a measure of a fund or entity's financial health and is useful in spotting negative trends. The following analysis focuses on the Authority's major funds (listed above in bold) and addresses future trends within those balances.

The analysis also presents details on the components of revenue and trends in expenditures.

HOW TO CALCULATE FUND BALANCE

$$\begin{array}{r}
 \text{Beginning Balance} + \text{Current Revenues} = \text{Total Resources} \\
 - \quad \text{(Less) Total Current Expenditures} \\
 \hline
 = \quad \text{(Equals) Available Ending Balance} \\
 \quad \text{(Also called Fund Balance)}
 \end{array}$$

Figure 29

ALL FUNDS

BALANCE ANALYSIS

The combined fund balances of all the Authority's appropriated Funds:

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

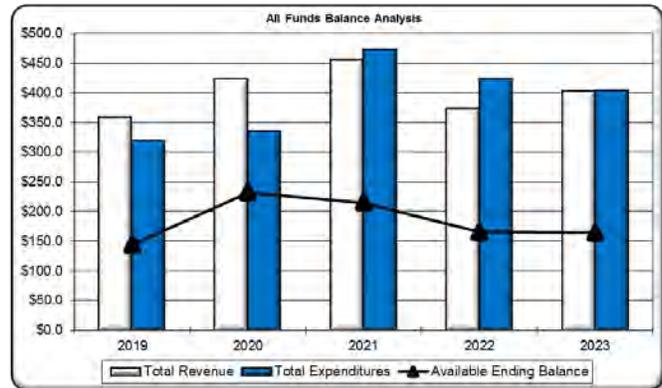


Figure 30

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 2021 All Funds forecast \$215.0 million in available ending balance.

	2019	2020	2021	2022	2023
	Actual	Actual	Amended Budget	Plan	Plan
Beginning Balance	\$104.7	\$143.8	\$232.0	\$215.0	\$165.4
Total Revenue	358.9	424.6	456.2	374.3	403.6
Total Resources	463.6	568.5	688.3	589.2	569.0
Total Expenditures	319.8	336.4	473.3	423.8	404.9
Available Ending Balance	\$143.8	\$232.0	\$215.0	\$165.4	\$164.1

Figure 31

2021 Amended 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	\$232,037,789	\$133,581,757	\$28,926,433	\$3,510,860	\$ 5,946,363	\$ 5,827,793	\$ 1,288,956	\$ 57,550	\$52,898,078
Revenues									
Passenger Fares	27,814,100	27,814,100							
Sales & Use Tax	215,720,056	215,720,056							
Federal	152,633,201	60,000,000	152,633,201						
State	9,336,598	-	9,336,598						
Investment Income	3,145,958	2,069,958	200,000	65,000	135,000	35,000	14,000	2,000	625,000
Other Revenue									
Advertising & Concessions	28,172,834	1,803,916							
Other Revenue		1,348,918	25,000,000					20,000	-
Reimbursed Expenditure	19,413,919	19,413,919	-						
Transfer from General Fund				43,398,859	13,835,408	2,000,000	45,000		10,000,000
Transfer from GF for 27th Pay									878,615
Transfer from RTA Capital Fund			37,878,174						
Transfer from Reserve Fund			49,000,000						
Total Revenues	456,236,666	328,170,867	274,047,973	43,463,859	13,970,408	2,035,000	59,000	22,000	11,503,615
Total Resources	688,274,454	461,752,624	302,974,406	46,974,718	19,916,771	7,862,793	1,347,956	79,550	64,401,693
Expenditures									
Personnel Services									
Salaries & Overtime	197,653,159	143,376,531							
Payroll Taxes and Fringes		54,276,628							
Fuel (Diesel, CNG, Prop Pwr., Propane, G	8,182,600	8,182,600							
Utilities	5,614,454	5,614,454							
Inventory	13,100,000	13,100,000							
Services and Materials & Supplies	21,157,429	21,157,429							
Purchased Transportation	9,850,000	9,850,000							
Other Expenditures		6,928,856			1,500			20,000	-
Claims and Premium Outlay	9,927,356					2,919,000			
Benefit Payments							58,000		
Reserve Fund Expenses									
Total Operating Expenditures		262,486,498							
Capital Outlay			188,010,934						
Asset Maintenance	191,174,752			1,581,000					
Routine Capital				1,582,818					
Debt Service									
Principal	16,624,000				11,345,000				
Interest					5,279,000				
Transfer to Other Funds									
General Fund		2,000,000	60,000,000						
Insurance Fund		45,000							
Supplemental Pension Fund		13,835,408							
Bond Retirement Fund		43,398,859							
RTA Capital Fund				37,878,174					49,000,000
RTA Development Fund									
Reserve Fund		10,878,615							
Transfer from the Reserve Fund									
Total Transfers to Other Funds		70,157,882							
Total Expenditures	473,283,750	332,644,379	248,010,934	41,041,992	16,625,500	2,919,000	58,000	20,000	49,000,000
Available Ending Balance	\$214,990,704	\$129,108,244	\$54,963,472	\$5,932,726	\$ 3,291,271	\$ 4,943,793	\$ 1,289,956	\$ 59,550	\$15,401,693

Figure 32

GENERAL FUND

BALANCE ANALYSIS

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

REVENUES

Revenue is received from a number of sources to support activity in the General Fund. A discussion of the major sources of revenue follows in sections ahead.

SALES & USE TAX

The Authority's main source of revenue is a 1 percent Sales and Use Tax on sales of tangible personal property and on other transactions subject to the State Sales and Use Tax within the boundaries of Cuyahoga County. Cuyahoga County's tax rate is 8.0 percent and breaks down to the following entities as follows:

GCRTA ¹	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 State taxing authorities and is distributed on a monthly basis, approximately two months following the collection of the tax by the State (three months after the tax is paid by consumers).

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

The 2021 General Fund budget was approved on December 15, 2020. Revenues were based upon 3rd Quarter estimates. Sales Tax revenue for 2020 ended the year 2.5

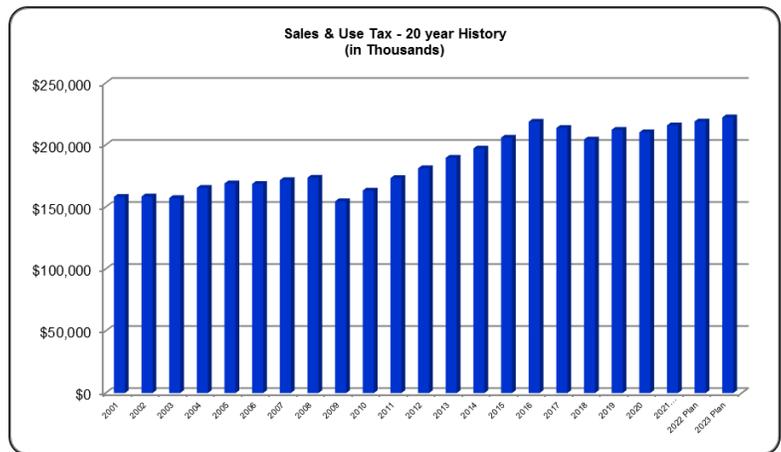


Figure 33

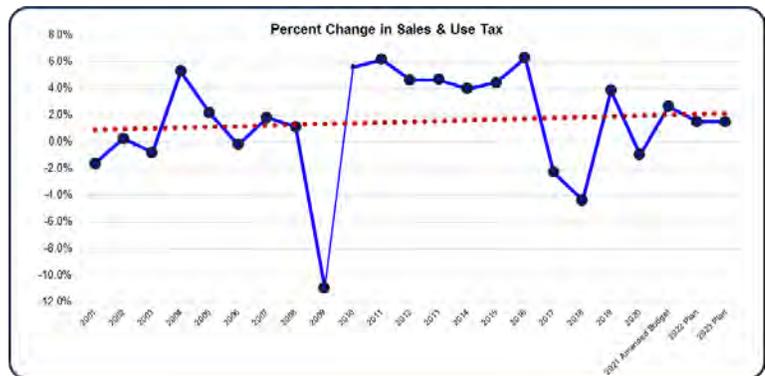


Figure 34

¹ Approved by voters in July 1975 and of unlimited duration

percent lower than 2019 Budget, at \$207.4 million. Sales and Use Tax receipts for 2021 are estimated at \$215 million, a \$5 million increase over 2020 actual receipts.

PASSENGER FARES

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

In 2020, RTA experienced An average 43.8 percent decrease in passenger fare revenue. Ridership plummeted in April due to the pandemic and remained near 50% pre-COVID levels through year-end. From March to May, Ohioans were mandated and continue to be directed to limit exposure to the COVID-19 virus and stay home whenever possible.

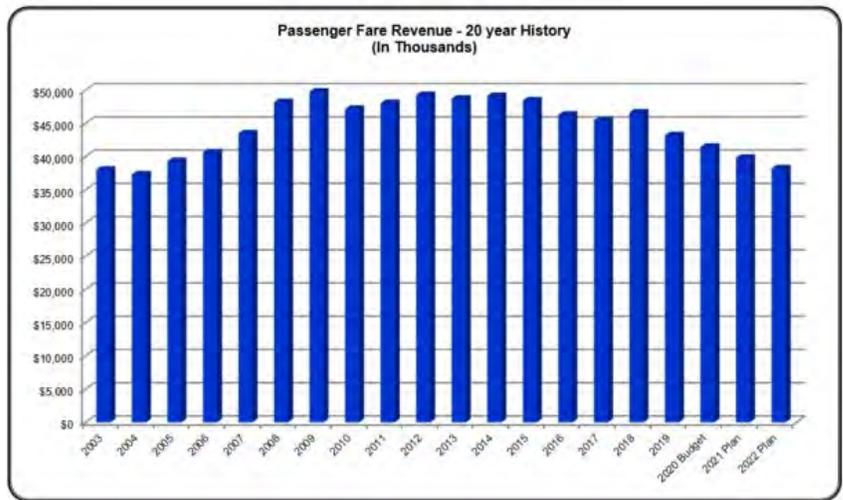


Figure 35

RTA is projecting that ridership will remain near the 50% level in 2021 and not fully recover until well into 2022. As an essential service, the Authority continues to provide transportation. Public transit is considered an essential business and remained open to transport essential workers to their jobs and others to doctor's appointments, grocery stores, or other essential areas.

In response to the Fare Equity Pillar study recommendation, the All-day Pass was reduced from \$5.50 to \$5.00 in late 2020.

NextGen RTA, the bus system redesign, is planned for implementation for the summer of 2021. This opportunity is anticipated to have a positive impact on ridership and fares as RTA makes changes to better serve customers.

INVESTMENT INCOME

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

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

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

At the close of FY2020, GCRTA's average yield on its portfolio year to date was 0.88%. This is 24 basis points above the performance standard yield of .64 and .63 basis points above the market average yield of 0.25%.

General Fund Investment income is budgeted at \$2.1 million, an increase of 196 percent from 2020 actuals. This is due to the CARES Act funding and the Authority carrying larger cash balances through most of 2020. 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 canned "commercials" played on buses and trains. 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.

Revenue from advertising experience steady growth from 2018 to 2020. Starting in 2021, revenue are anticipated to be 23 percent below 2020 actuals at \$1.8 million due to the pandemic. For 2022 and 2023, receipts are projected to stay at or near 2021 levels.

FEDERAL OPERATING ASSISTANCE

This category includes grant reimbursements related to the capital program (project force account labor, administration, and overhead costs), fuel tax refunds on diesel and gasoline purchases in Ohio, and Federal and State (capitalized) operating assistance. An emphasis on capital financing urges maximum use of capital grants to recover a portion of our engineering and construction costs.

2020 saw the arrival of the Coronavirus (COVID-19) pandemic that swept the globe. The federal government, through the Federal Transit Administration, provided operating expense assistance to ensure continued operation of vital public transportation. The Coronavirus Aid Relief and Economic Security Act (CARES) provided \$112 million to the Authority for operating assistance. In 2021, the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) is anticipated to continue support. CRRSA is currently projected to provide an additional \$60 million to RTA for operating expenses.

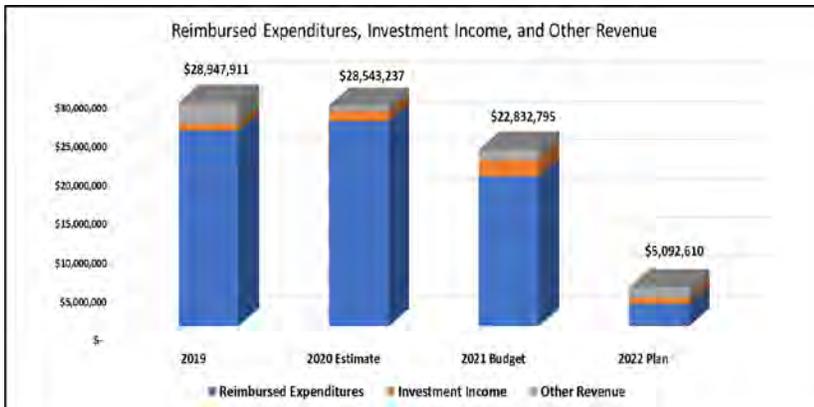
Federal Operating grant dollars are drawn down on cash flow requirements in the General Fund. The amount and timing of revenue received from this source in any year fluctuates, based on the Authority's ability to draw down these funds and the amount of the grant. Although Federal Operating Assistance was eliminated, some flexibility was given to use increases in capital grant awards for traditional maintenance type expenditures.

Though utilizing the flexibility provided has helped to support the Authority's level of service, as revenue challenges have arisen and been met over the years, it represents an ongoing disinvestment in the Authority's capital state of good repair in favor of maintaining service levels. Further explanations of revenues from this source are presented under Reimbursed Expenditures and Other Revenue.

REIMBURSED EXPENDITURES AND OTHER REVENUE

The Authority's goal is to keep Preventive Maintenance reimbursements at \$25 million or below, with a stretch goal of \$20 million or below. For 2019 and 2020, RTA stayed at its stretch goal of \$20 million. Reimbursements are expected to be \$19 million for FY 2021.

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.



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.

Figure 36

EXPENDITURES

The General Fund Expenditures from 2018 through 2023, and the ending balances for each year. Total operating expenditures budget in 2020 was \$254.5 million, a 3 percent increase over budget.

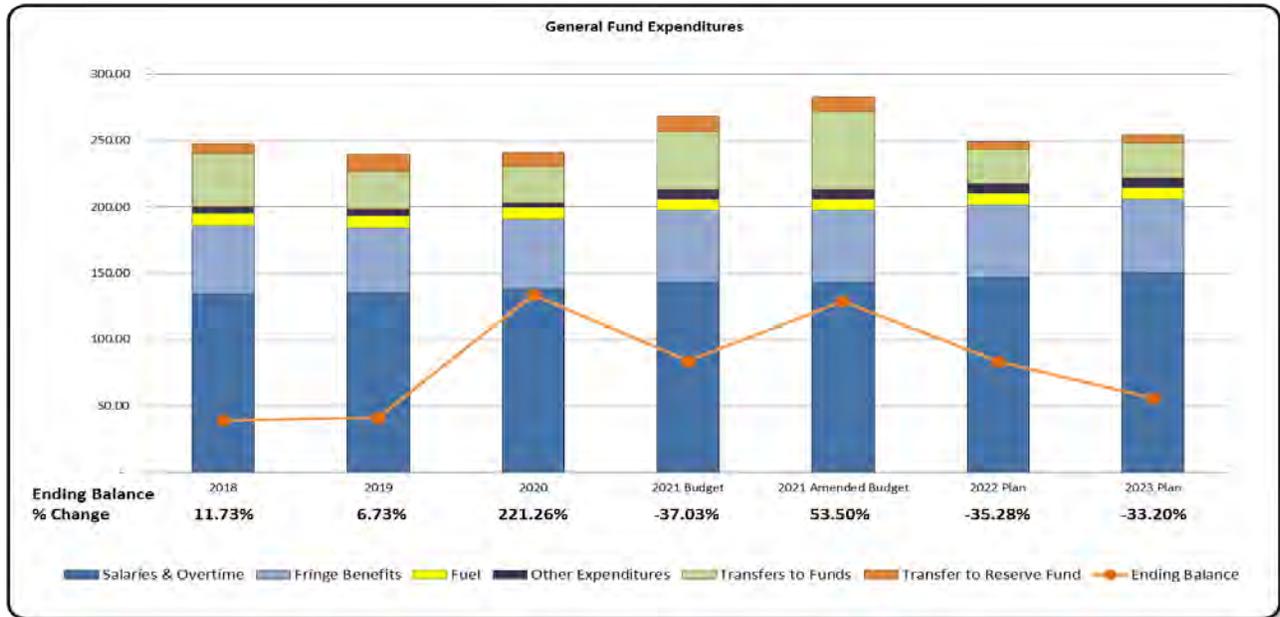


Figure 37

EMPLOYMENT LEVEL AND SERVICE

The total budgeted positions for 2021 and provides brief descriptions of the employment and service level changes over the past four years.

There is a net increase of 23 positions. The majority (18) of the added positions are for an intensive vehicle cleaning program to better address customer concerns and the pandemic. The CEO began making adjustments to the overall department structure looking in 2021 to establish a Deputy General Manager (DGM) of Administration and External Affairs and Deputy General Manager for Innovation and Technology. The new Administration and External Affairs division will oversee external affairs, marketing, and the Office of Equal Opportunity. Training and Employee Development Department added two operating instructors.

The ATU contract was approved in December 2019. It is retroactive to August 1, 2018 and continues through July 31, 2021. The FOP contract was approved and effective from March 1, 2020 through February 28, 2023. The 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.

Employment Level and Service Level Changes				
FY	2018	2019	2020	2021
Positions	2,332.50	2,333.50	2,333.25	2,355.75
Net Increase (Decrease)	0.25	1.0	(0.25)	22.5
	Total Operator positions reallocated between Rail and Bus, down 1 FTE compared to 2017; Reinstated a Planning Team Leader position; Added 1 Material Handler Leader position due to a grievance ruling; Reduced 2 Marketing positions and added a Part-Time Intern position as the Department reorganizes; Added 2 positions and reduced 1 position in OMB as the Department is reorganized;	Increase of one FTE from 2018. During 2018 14 position were moved from Marketing and Communications including Supervisor of Telephone Information Center, Telephone Operator/Information Clerks, and Customer Service. Call Center and Telephone Information center was merged with Paratransit. Supervisor of Telephone Information Center retired and position was moved to OMB to replace Manager of Budgets.	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.	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.
Planned Service Increase (Decrease)	(3.0%) Service Hours; (2.7%) Service Miles	(0%) Service Hours;(0%) Service Miles	(0%) Service Hours;(0%) Service Miles	(0%) Service Hours; (0%) Service Miles
	3% Service Reduction planned for bus and rail starting in March. A pilot program for Paratransit is planned for 2018 using Uber and Lyft. The Vanpool program, which began in 2017, will continue in 2018.	No significant service changes are planned. Engaged in 5 Pillar Studies: Fare Equity Study, Economic Impact Study, Efficiency Study & Operational Review, Rail Car Study, and System Redesign Study, in order to create efficiencies, enhance service, and identify areas of improvement.	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	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

Figure 38

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 \$106.26 million in Sales Tax Revenue bonds at the end of 2020, which will require principal and interest payments of \$16.6 million in 2021.

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.

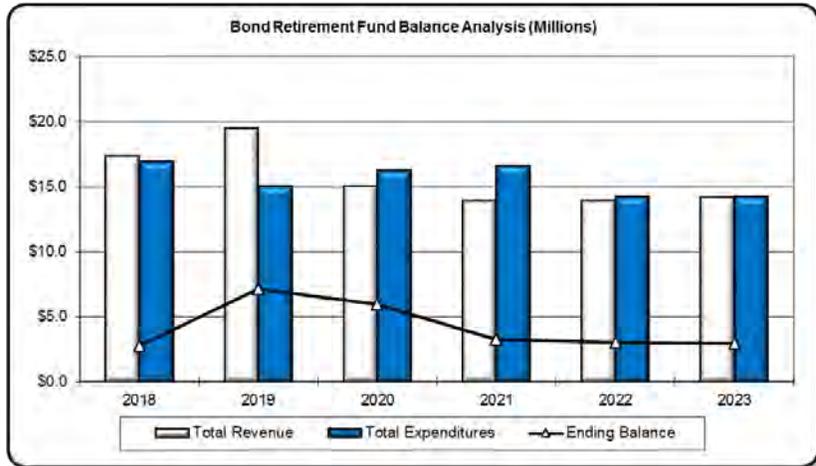


Figure 39

Long-term debt for the Authority consists of Sales Tax revenue bonds. In 2021, a transfer of \$13.84 million was required from the General Fund to cover the current overall debt service of the Authority. For 2022 through 2023, transfers of \$13.82 million and \$14.07 million are planned.

Bond Retirement	2018	2019	2020	2021	2022	2023
Fund Balance	Actual	Actual	Actual	Amended Budget	Plan	Plan
Beginning Balance	\$ 2.30	\$ 2.74	\$ 7.14	\$ 5.94	\$ 3.29	\$ 3.0
Revenue	0.12	6.15	0.11	0.14	0.14	0.14
Fund Transfers	17.24	13.34	14.95	13.84	13.82	14.07
Total Revenue	17.36	19.49	15.06	13.98	13.96	14.21
Total Resources	19.66	22.22	22.20	19.92	17.24	17.20
Total Expenditures	16.92	15.08	16.26	16.63	14.25	14.24
Ending Balance	\$ 2.74	\$ 7.14	\$ 5.94	\$ 3.29	\$ 2.99	\$ 2.96

Figure 40

INSURANCE FUND

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

In 2018, transfer \$7.3 million was made from the General Fund to the Insurance Fund. Lower claims and premium payments helped to increase the ending balance to over \$12.7 million.

In 2019, a transfer of \$2.7 million was needed to cover insurance premiums and large claims and maintain the \$5.0 million ending balance.

For 2020 a transfer did not occur due to low claims and payments. For years 2021 to 2023, a transfer of \$2.0 million is budgeted each year.

According to the Authority's financial policies, the Risk Manager requires a minimum balance be required for the Fund which often ties back to insurance provider requirements. Currently, the required minimum balance is \$5 million. For FY2021, expenditures are projected at \$2.9 million. If these projections hold true, the ending balance would be \$4.9 million and require a budget amendment to transfer dollars to keep the minimum required balance.

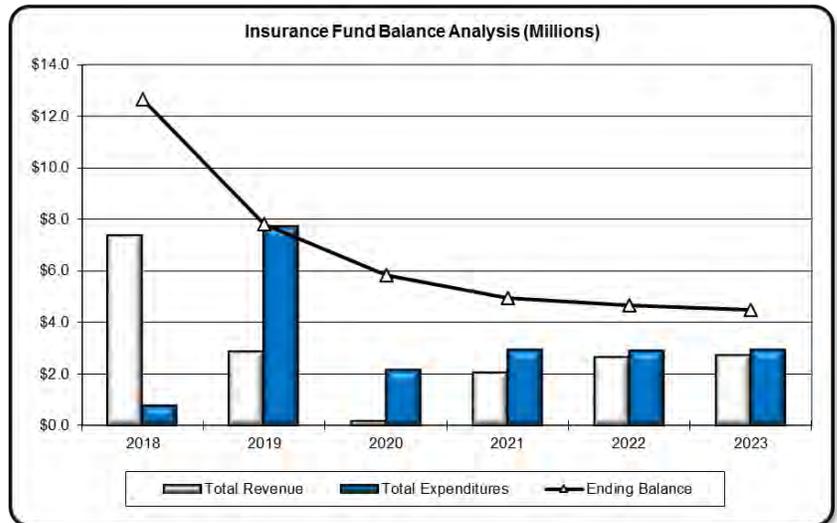


Figure 41

Insurance	2018	2019	2020	2021	2022	2023
Fund Balance	Actual	Actual	Actual	Amended Budget	Plan	Plan
Beginning Balance	\$ 6.08	\$ 12.65	\$ 7.81	\$ 5.83	\$ 4.94	\$ 4.67
Investment Income	0.09	0.17	0.18	0.04	0.04	0.04
Transfers	7.25	2.70	-	2.00	2.60	2.70
Total Revenue	7.34	2.9	0.18	2.04	2.64	2.74
Total Resources	13.42	15.51	7.99	7.86	7.58	7.41
Total Expenditures	0.77	7.70	2.16	2.92	2.91	2.92
Ending Balance	\$ 12.65	\$ 7.81	\$ 5.83	\$ 4.94	\$ 4.67	\$ 4.49

Figure 42

SUPPLEMENTAL PENSION FUND

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

An actuarial evaluation is performed every two years to assess the adequacy of the fund balance. The previous study was completed in 2018 and the Accounting department is working with actuaries to update the numbers for 2020.

This Budget increase maintains the fund balance at levels recommended in the last actuarial evaluation. A transfer of \$50,000 was made from the General Fund in 2019 to support this effort.

For 2021, a transfer of \$45,000 is budgeted. The planned transfers will lower to \$40 million for years 2022 and 2023. For 2021, payments of \$58,000 are budgeted. The same payment amount is planned for 2022 and a decrease to \$55 million for 2023.

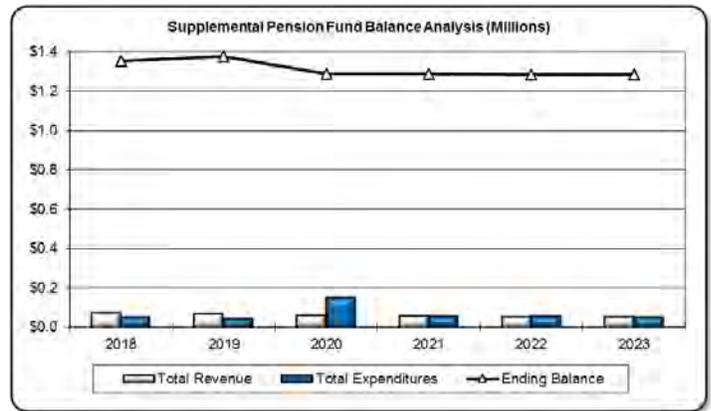


Figure 43

Supplemental Pension	2018	2019	2020	2021	2022	2023
Fund Balance	Actual	Actual	Actual	Amended Budget	Plan	Plan
Beginning Balance	\$ 1.33	\$ 1.35	\$ 1.38	\$ 1.29	\$ 1.29	\$ 1.29
Total Revenue	0.08	0.07	0.06	0.06	0.05	0.05
Total Resources	1.41	1.43	1.44	1.35	1.34	1.34
Total Expenditures	0.06	0.05	0.15	0.06	0.06	0.06
Ending Balance	\$ 1.35	\$ 1.38	\$ 1.29	\$ 1.29	\$ 1.29	\$ 1.29

Figure 44

LAW ENFORCEMENT FUND

In 1988, RTA became involved with the Northern Ohio Law Enforcement Task Force (NOLETF), a multi-jurisdictional force (formerly known as the Caribbean/ Gang Task Force). The Authority's involvement was prompted by the increasing gang activity found in and around the rail system and the need to obtain intelligence in this area. In addition, to the benefits of intelligence gathering and improved inter-department relations, the GCRTA derives revenue from seized and confiscated monies and/or properties of convicted drug dealers prosecuted by the Task Force.

Revenue obtained through the Task Force can be expended for non-budgeted police items. The Authority primarily uses these proceeds for unbudgeted capital items. 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 fund security items, protective equipment, and technical training equipment.

For 2021, total revenue budget is \$22,000.

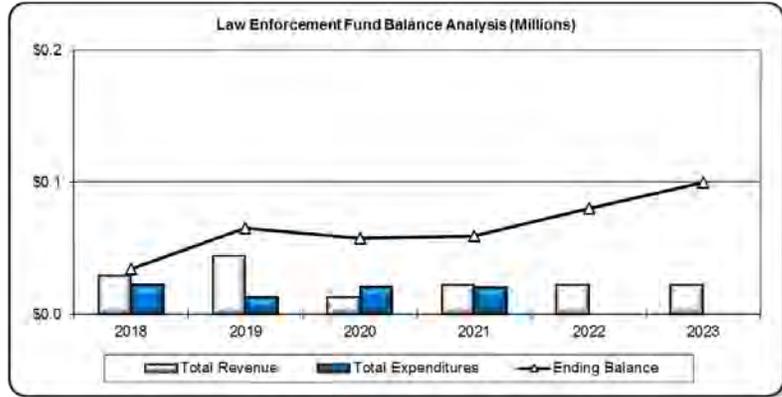


Figure 45

Law Enforcement Fund Balance	2018 Actual	2019 Actual	2020 Actual	2021 Amended Budget	2022 Plan	2023 Plan
Beginning Balance	\$ 0.03	\$ 0.03	\$ 0.07	\$ 0.06	\$ 0.01	\$ 0.08
Total Revenue	0.03	0.04	0.01	0.02	0.02	0.02
Total Resources	0.06	0.08	0.08	0.08	0.08	0.10
Total Expenditures	0.02	0.01	0.02	0.02	-	-
Ending Balance	\$ 0.03	\$ 0.07	\$ 0.06	\$ 0.06	\$ 0.08	\$ 0.10

Figure 46

RESERVE FUND

In 2017, the Authority created a Reserve Fund to set aside funding for cost increases in fuel and hospitalization, increases in compensated absences, prepare for a 27th pay period, and reserve local funding needed for rolling stock replacement, specifically, rail cars in 2021 through 2025.

The amount of transfers needed are based upon specific goals:

- Fuel Reserve: Annual savings resulting when expenditures are less than budget
- Hospitalization Reserve: Not exceed 10% of annual hospitalization costs
- Compensated Absence Reserve: Not exceed 25% of estimated payments
- 27th Pay Reserve: 1/12th of Annual 27th Pay costs for each of the hourly and salary payrolls
- Rolling Stock Replacement: Goal is to transfer funding each year to cover costs of aging revenue vehicles

Once a reserve has met the goal, no additional transfers are required. During a budget year, if expenses exceed the budget, funding can be transferred from the Reserve Fund back to the General Fund to increase the funding for expenses. In 2020, a transfer of \$5 million is budgeted for Rail Car replacement into the Rolling Stock Reserve Fund. For 2021, \$49 million was transferred from the Reserve Fund to the RTA Development Fund for implementation of the Railcar Replacement Program.

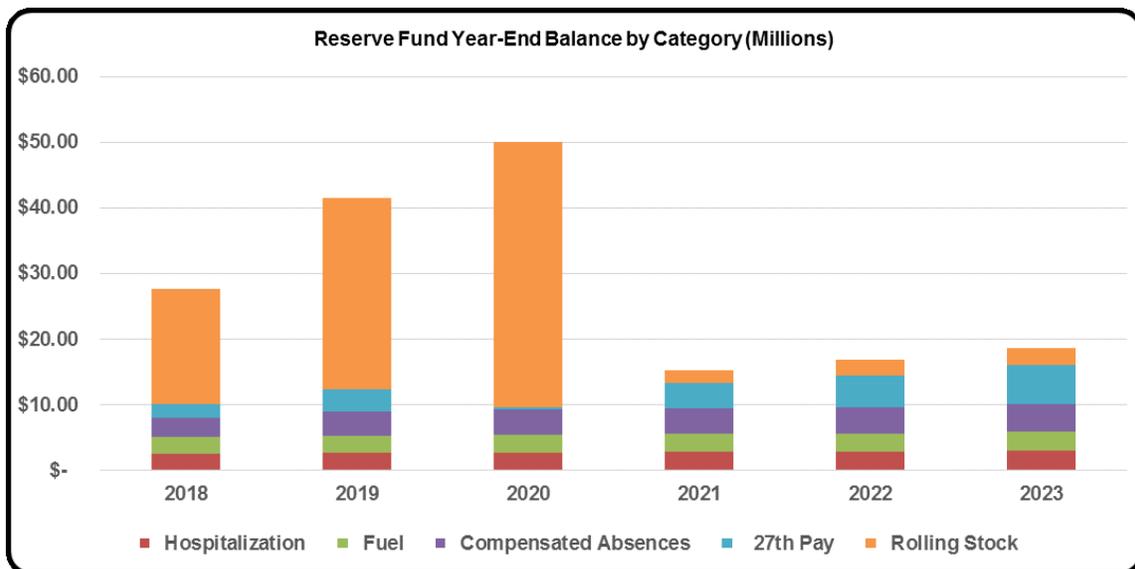


Figure 47

Reserve Fund Balance	2018	2019	2020	2021	2022	2023
Category Year-End Balances	Actual	Actual	Actual	Amended Budget	Plan	Plan
Fuel	2.51	2.59	2.70	2.74	2.78	2.93
Compensated Absences	2.89	3.66	3.83	3.88	3.94	4.15
Hospitalization	2.57	2.65	2.77	2.80	2.85	3.00
27th Pay	2.13	3.47	3.05	3.97	4.91	6.05
Rolling Stock	17.58	29.11	40.44	1.92	2.44	2.57
Total	\$ 27.68	\$ 41.48	\$ 52.79	\$ 15.30	\$ 16.93	\$ 18.71

Figure 48

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-funded projects, as well as 100 percent locally-funded items.

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

Generally, projects in the **RTA Development Fund** are greater than \$150,000, have a useful life 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. Unlike the RTA Development Fund, where the majority of projects are funded with grant awards, the RTA Capital Fund is financed entirely through local dollars in the form of Sales & Use Tax revenue contributions.

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

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 interest income, transfers from other funds and sales of bonds and notes. In some cases FTA grants, such as the Coronavirus Aid, Relief, and Economic Security (CARES) Act program are awarded with a 100 percent Federal share. State capital assistance has in the past been seen in the form of State capital grants from the Ohio Department of Transportation (ODOT) the Ohio Transit Partnership (OTP 2 and 3) and loans from the State Infrastructure Bank (SIB).

The RTA Capital Fund was established in 1988 and funded with Sales & Use Tax proceeds as part of the Authority's goal of a minimum of 10 and maximum 15 percent contribution to capital requirement as described under General Fund Revenue. The policy goal was changed in 2017 to a minimum of 10 percent contribution to capital. Interest earned on the investment of those Sales & Use Tax proceeds is the only other income credited to the RTA Capital Fund. The Authority's local contribution to its capital program is captured by transfers within the Operating Budget to the RTA Capital Fund and the transfer to the Bond Retirement Fund

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OPERATING DEPARTMENT BUDGETS

OVERVIEW

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

DIVISION 1: OPERATIONS

- 31 – Paratransit District
- 32 – Rail District
- 33 – Asset & Configuration Management Department
- 34 – Transit Police Department
- 35 – Service Management Department
- 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

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: EXECUTIVE

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

ORGANIZATION OF DEPARTMENT BUDGET INFORMATION

AUTHORITY

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

DIVISION

- Mission Statement
- Division Overview
- Accomplishments & Priorities

DEPARTMENT

- Mission Statement
- Strategic Plan Change Initiatives
- Accomplishments
- Priorities
- Budget
- Staffing
- Organization Chart

EXPENDITURES BY DIVISION

DIV: 1 - OPERATIONS

DEPT #	DESCRIPTION	2019 Actual	2020 Actual*	2021 PLAN	2022 PLAN	2023 PLAN
31	PARATRANSIT DISTRICT	\$ 24,381,033	\$ 25,903,015	\$ 25,561,912	\$ 25,733,484	\$ 26,176,805
32	RAIL DISTRICT	38,147,716	25,579,184	25,268,804	25,589,502	26,031,710
33	ASSET AND CONFIGURATION MANAGEMENT	1,939,629	2,082,125	1,891,859	1,938,402	1,972,955
34	TRANSIT POLICE	13,273,390	14,356,807	14,020,698	14,363,772	14,699,607
35	SERVICE MANAGEMENT	4,889,747	5,902,516	6,177,697	6,206,457	6,337,689
36	POWER & WAY DISTRICT	-	14,133,474	14,531,161	14,719,983	14,980,662
38	SERVICE QUALITY MANAGEMENT	6,982,304	7,781,417	7,274,441	7,650,483	7,829,581
39	FLEET MANAGEMENT	34,554,000	38,024,675	37,090,344	37,660,959	38,197,329
43	PASS THRU	627,047	650,000	650,000	650,000	650,000
46	HAYDEN DISTRICT	42,268,712	44,365,060	44,424,459	45,148,642	45,971,848
49	TRISKETT DISTRICT	32,871,429	34,032,101	33,956,922	34,672,661	35,348,649
58	INTELLIGENT TRANSPORTATION SYSTEMS	914,467	1,590,396	1,760,874	1,807,225	1,830,197
DIVISION TOTALS		\$ 200,849,474	\$ 214,400,771	\$ 212,609,171	\$ 216,141,571	\$ 220,027,033

DIV: 2 - FINANCE AND ADMINISTRATION

DEPT #	DESCRIPTION	2019 Actual	2020 Actual*	2021 PLAN	2022 PLAN	2023 PLAN
10	OFFICE OF BUSINESS DEVELOPMENT	\$ 410,934	\$ 452,449	\$ 417,470	\$ 443,997	\$ 455,018
60	ACCOUNTING	3,133,346	3,820,795	4,312,684	4,402,130	4,493,587
62	SUPPORT SERVICES	916,551	994,510	1,028,499	1,052,837	1,070,289
64	PROCUREMENT	1,556,345	1,758,451	1,777,707	1,835,133	1,878,556
65	REVENUE	1,883,502	2,226,466	2,225,912	2,264,041	2,305,962
67	OMB	5,244,837	5,572,212	5,688,459	5,754,503	5,823,151
DIVISION TOTALS		\$ 13,145,515	\$ 14,824,884	\$ 15,450,731	\$ 15,752,642	\$ 16,026,563

DIV: 3 - ENGINEERING & PROJECT MANAGEMENT

DEPT #	DESCRIPTION	2019 Actual	2020 Actual*	2021 PLAN	2022 PLAN	2023 PLAN
55	PROJECT SUPPORT	\$ 548,190	\$ 690,821	\$ 692,133	\$ 721,151	\$ 735,756
57	PROGRAMMING & PLANNING	843,109	920,250	901,055	922,805	935,251
80	ENGINEERING & PROJECT DEVELOPMENT	1,872,907	2,271,994	2,085,804	2,198,232	2,251,257
DIVISION TOTALS		\$ 3,264,205	\$ 3,883,065	\$ 3,678,992	\$ 3,842,189	\$ 3,922,264

DIV: 4 - LEGAL AFFAIRS

DEPT #	DESCRIPTION	2019 Actual	2020 Actual*	2021 PLAN	2022 PLAN	2023 PLAN
15	SAFETY	\$ 753,865	\$ 926,850	\$ 920,422	\$ 944,037	\$ 962,435
21	LEGAL	4,070,575	4,525,455	4,068,215	4,151,749	4,212,085
22	RISK MANAGEMENT	4,422,530	4,451,550	4,804,566	4,913,716	5,004,775
DIVISION TOTALS		\$ 9,246,969	\$ 9,903,855	\$ 9,793,203	\$ 10,009,502	\$ 10,179,294

DIV: 5 - HUMAN RESOURCES

DEPT #	DESCRIPTION	2019 Actual	2020 Actual*	2021 PLAN	2022 PLAN	2023 PLAN
14	HUMAN RESOURCES	\$ 1,792,719	\$ 2,068,200	\$ 2,167,314	\$ 2,233,497	\$ 2,271,415
18	LABOR RELATIONS	941,459	1,390,292	1,391,113	1,429,080	1,454,515
30	TRAINING & EMPLOYEE DEVELOPMENT	3,305,849	3,559,437	4,050,528	4,144,457	4,224,315
DIVISION TOTALS		\$ 6,040,026	\$ 7,017,929	\$ 7,608,955	\$ 7,807,034	\$ 7,950,245

DIV: 6 - EXECUTIVE

DEPT #	DESCRIPTION	2019 Actual	2020 Actual*	2021 PLAN	2022 PLAN	2023 PLAN
12	EXECUTIVE	\$ 1,438,167	\$ 1,192,824	\$ 1,839,584	\$ 1,941,081	\$ 1,972,874
16	SECRETARY/TREAS. - BOARD OF TRUSTEES	227,589	282,462	280,572	288,675	292,225
19	INTERNAL AUDIT	857,464	1,001,451	1,019,110	1,079,462	1,102,469
53	MARKETING & COMMUNICATIONS	2,331,579	2,411,361	2,417,932	2,502,265	2,538,782
61	INFORMATION TECHNOLOGY	6,661,888	7,295,271	7,699,620	7,830,474	7,946,982
99	FUND TRANSFERS	41,059,286	33,590,982	55,157,882	32,333,549	32,750,265
DIVISION TOTALS		\$ 52,575,973	\$ 45,774,350	\$ 68,414,699	\$ 45,975,506	\$ 46,603,597

*Unaudited as of December 31, 2020

STAFFING BY DIVISION

Division	Dept. #	Dept. Name	2019 Budget	2020 Actual	2021 Budget	Variance (2020 vs.2019)
1 - Operations	31	Paratransit District	194.50	188.25	195.25	7.00
	32*	Rail District	378.00	265.00	265.00	-
	33	Asset & Configuration Management	11.00	11.00	11.00	-
	34	Transit Police	155.00	155.00	155.00	-
	35	Service Management	59.75	59.75	77.75	18.00
	36*	Power & Way	-	114.00	114.00	-
	38	Service Quality Management	71.00	64.00	65.00	1.00
	39	Fleet Management	184.00	183.00	184.00	1.00
	46	Hayden District	565.25	564.50	564.50	-
	49	Triskett District	431.50	433.00	433.50	0.50
	58	Intelligent Transportation Systems	8.00	9.00	9.00	-
1 - Operations Total			2,058.00	2,046.50	2,074.00	27.50
2 - Finance & Administration	10	Office of Business Development	3.50	4.00	4.00	-
	60	Accounting	28.00	29.00	28.00	(1.00)
	62	Support Services	7.00	7.00	7.00	-
	64	Procurement	16.00	16.00	16.00	-
	65	Revenue	18.00	18.00	18.00	-
	67	Office of Management & Budget	10.00	9.00	9.00	-
2 - Finance & Administration Total			82.50	83.00	82.00	(1.00)
3 - Engineering & Project Management	55*	Project Support	6.00	6.00	6.00	-
	57	Programming & Planning	4.00	4.00	4.00	-
	80	Engineering & Project Development	20.00	20.00	20.00	-
3 - Engineering & Project Management Total			30.00	30.00	30.00	-
4 - Legal Affairs	15	Safety	7.75	7.50	7.50	-
	21	Legal	25.00	22.00	22.00	-
	22	Risk Management	8.00	8.00	8.00	-
4 - Legal Affairs Total			40.75	37.50	37.50	-
5 - Human Resources	14	Human Resources	17.00	17.00	17.00	-
	18	Labor & Employee Relations	8.00	10.00	9.00	(1.00)
	30	Training & Employee Development	27.00	26.00	31.00	5.00
5 - Human Resources Total			52.00	53.00	57.00	4.00
6 - Executive	12	Executive	5.25	9.00	10.00	1.00
	16	Secretary/Treasurer - BOT	11.00	11.00	11.00	-
	19	Internal Audit	8.00	8.00	8.00	-
	53^	Marketing & Communications	14.00	14.00	14.00	-
	61	Information Technology	32.00	32.00	32.00	-
6 - Executive Total			70.25	74.00	75.00	1.00
Grand Total			2,333.50	2,324.00	2,355.50	31.50
Board Approved			2,332.50	2,333.25	2,356.25	
Difference			1.00	(9.25)	(0.75)	

PERFORMANCE MANAGEMENT

STRATEGIC PLAN & MEASURING PERFORMANCE

The Strategic Plan identifies and prioritizes GCRTA's goals and objectives as can be accomplished on a 5 year timeline to meet GCRTA's 10 year vision. Management and implementation of the Strategic Plan ensures success by seizing opportunities, leveraging advantages, and swiftly mitigating challenges within and beyond GCRTA's boundaries of control.

2021 is a year in transition. As the Authority completes its Strategic Plan update, divisions and departments will move from connection with the previous plan's Mission, Vision, Values, Vital few objectives, and scorecard measurements (as outlined in following pages) to new priorities beginning with the RTArgets (Division level metrics to address RTA identified outcome areas) that are presented for the first time after Division priorities.

During a BOT and Executive Management Team retreat in November 2020, the RTArgets were developed. These division level performance metrics are being incorporated into business plan to implement the new Strategic plan. The RTArgets reaffirm RTA's commitment to (1) Customer Experience (2) Community Value (3) Financial Sustainability and (4) Employee Engagement.

RTA continues its relationship with **TransPro Consulting** in development of the business plan to implement the Board's direction. The Authority continues to utilize the previously established Mission, Values, and Vital Few Objectives. FY2021 Budget decisions are made with the previous and current strategic plans in mind.

CURRENT MISSION STATEMENT:

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

UPDATED VISION

Greater Cleveland Regional Transit Authority will deliver access to opportunity through safe, reliable, integrated, sustainable, and innovative transportation you can trust.

UPDATED CUSTOMER FOCUSED GOALS

- **Customer Experience:** RTA will provide dependable, clean, fast, and seamless transportation that creates a positive experience for RTA customers.
- **Equity:** RTA will continue to provide equitable transit services that benefit disadvantaged individuals and communities.
- **Access:** RTA will facilitate increased access to jobs, education, and civic life.
- **State of Good Repair:** RTA will enhance, preserve and maintain its infrastructure and assets.
- **Financial Stability:** RTA will be a responsible steward of public funds by providing exceptional services cost-effectively.

CURRENT VITAL FEW OBJECTIVES

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

- Improve Employee Development
- Improve Sustainability
- Improve Employee Engagement
- Improve Performance Management

UPDATED COMMUNITY ENAGEMENT FOCUSED GOALS

- **Collaboration:** RTA will work with stakeholders to foster creative solutions to mobility challenges and drive opportunities for transit oriented development.
- **Technological Innovation:** RTA will lead in its integration of new technologies and evolving mobility options to enhance the transportation experience for customers, RTA employees, businesses and visitors.
- **Economic Prosperity:** RTA will be the transportation backbone that moves the economy forward and improves the quality of life of county residents by enabling economically sustainable regional land use and development and reinforcing investment in strategic employment and population centers.
- **Transparency:** RTA will instill public confidence as a well-run institution that is accountable to its customers, employees, and taxpayers.
- **Environmental Sustainability:** RTA will reduce greenhouse gas emissions in the region by providing clean transportation and shifting travelers away from single occupancy vehicles.

OTHER PERFORMANCE PROGRAMS

In addition to the exciting work from the strategic plan update, the Authority continues its commitment to improving performance, accountability, and improvement through the following initiatives:

- **Together Everyone Achieves More (TEAM)**
 - **TEAM** initiatives have been in place for over 20 years and are monitored monthly and reported quarterly in the Quarterly Management Report. **TEAM** is one of the Balanced Scorecards that the Authority uses to measure itself against annually determined goals. These include Preventable Collisions (PC), On-the-Job-Injuries (OJI), Miles Between Service Interruptions (MBSI), On-Time Performance (OTP), Ridership, Customer Satisfaction, Attendance, and Operating Ratio.
- **TransitStat**
 - **TransitStat** was deployed in 2007 and is the performance management program characterized with bi-weekly performance monitoring forums, embracing the use of data, statistics, and metrics as a means to exceed customers' expectations, as well as achieve operational excellence.
- **Problem Identification & Corrective Action (PICA) & Cost Savings Initiative (CSI)**
 - **PICA** 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 Partnership for Excellence (TPE)**
 - **TPE** and **ISO** have been in place since 2015.
- **International Organization for Standardization (ISO)**
- **Environmental Management and Sustainability System (ESMS)**
- **LEAN Six Sigma Green and Black Belts**
 - The Authority sent more than 30 employees for **LEAN Six Sigma Green Belt Certification** and 3 employees for **LEAN Six Sigma Black Belt Certification** and uses these employees to identify areas of waste, create efficiencies, and perform Kaizen Events.



Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Customer Experience	Net Promoter Score	20	↑	15	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA, Promoters are 9-10 and Detractors are 0-6.	Customer Survey	I. Birdsong
	Overall Customer Satisfaction	70%	↑	10	The % of customers who agree or strongly agree that they are satisfied with GCRTA	Customer Survey	I. Birdsong
	On-Time Performance - Impression	75%	↑	2.5	The % of customers who agree or strongly agree that service is on time	Customer Survey	F. Caver
	On-Time Performance - Actual	85%	↑	2.5	The % of actual on-time performance	Performance Data	F. Caver
	Safety - Impression	57%	↑	2.5	The % of customers who agree or strongly agree that GCRTA is safe	Customer Survey	S. King-Benford
	Safety - Actual	70%	-	2.5	The % of actual compliance with safety performance targets	Performance Data	S. King-Benford
	Customer Prioritized Metric TBD				TBD	Customer Survey	TBD
	Customer Prioritized Metric TBD				TBD	Customer Survey	TBD
TOTAL POINTS				35			

Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Community Value	Community Perception - Access to Service	50%	↑	7.5	The % of community that agree or strongly agree that service is accessible	Community Survey	J. Freilich
	Community Perception - Access to Employment	65%	↑	7.5	The % of community that agree or strongly agree that GCRTA serves employment centers	Community Survey	J. Freilich / M. Feke
	Community Perception - Transit Investment Occurs where Needed	50%	↑	7.5	The % of community that agree or strongly agree that transit investment occurs where needed	Community Survey	M. Schipper / J. Rusnov / M. Feke
	Ratio of Private Sector Investment to Major Capital Investment	4 to 1	↑	7.5	The ratio of private sector capital investment to GCRTA capital investment	Performance Data	M. Schipper
	TOTAL POINTS				30		
Financial Sustainability	Committed Funds to Capital Fund	\$10M	–	8	Reduction of unfunded capital projects by \$10M	Financial Data	R. Gautam
	Operating Expense Covered by Own Source Revenue	15%	–	8	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)	Financial Data	R. Gautam
	Overall Operating Cost/Revenue Hour	\$178	↓	8	The operating cost per revenue hour	Performance & Financial Data	R. Gautam / F. Caver
	Overall Customers/Revenue Hour	19	↑	1	The number of customers per revenue hour	Performance & Financial Data	S. Bitto / R. Gautam
	TOTAL POINTS				25		

Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Employee Engagement	Percent Employees Agree - Supervisor Invested in Growth and Success	5%	↑	1.75	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success	Employee Survey	G. Fields
	Percent Employees Agree - Understand Vision and Direction	10%	↑	1.50	The % of employees that agree or strongly agree that they understand the vision and direction of GCRTA	Employee Survey	I. Birdsong / G. Fields
	Percent Employees Agree - Understand How Performance Linked to Organization Success	20%	↑	1.50	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey	I. Birdsong / G. Fields
	Percent Employees - Found Training Valuable	65%	↑	1.75	The % of employees that agree or strongly agree that training is valuable	Employee Survey	G. Fields
	Hours of Training per Employee	5%	↑	1.75	The % increase in annual training hours per employee group	Performance Data	G. Fields
	Workforce Net Promoter Score	5	↑	1.75	% Promoters minus % Detractors that recommend GCRTA as a place to work	Employee Survey	G. Fields
TOTAL POINTS				10			
OVERALL PERFORMANCE SCORE				100			

OPERATIONS DIVISION

MISSION STATEMENT

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

DIVISION OVERVIEW

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

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

2021 is a year in transition. As the Authority completes its Strategic Plan update, divisions and departments will move from connection with the previous plan's Mission, Vision, Values, Vital few objectives, and scorecard measurements to new priorities beginning with the RTA Targets (Division level metrics to address RTA identified outcome areas) that are presented for the first time after Division priorities.

2020 ACCOMPLISHMENTS

- Rapid response and timely completion of emergency rail projects – Red Line S-Curve, Brookpark yard, pit, and power system, and Blue & Green Line switches and signal system.
- System Redesign Study and community meetings for public engagement.
- Continued implementation of Radio Replacement project.
- Continued improvement of on-time performance with 82% for 2019.
- Implemented a directed patrol process to increase visibility at GCRTA properties.

2021 PRIORITIES

- Enhance customer service.
- Secure railcar engineering consultant, develop Request for Proposal (RFP), and select Heavy Rail Vehicle (HRV) car builder.
- Recapitalize the light rail track, signal, and catenary infrastructure.
- Procure replacement HealthLine vehicles.
- Implement system redesign.
- Upgrade Paratransit service.
- Upgrade Operations technology (UltraMain, Hastus, Vehicle Telematics Unit, Processes, and Accountability Structure).
- Develop Best-in-Class Business Intelligence Unit.

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	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Customer Experience	Net Promoter Score	20	↑	15	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA, Promoters are 9-10 and Detractors are 0-6.	Customer Survey	F. Caver
	On-Time Performance - Actual	85%	↑	5	The % of actual on-time performance	Performance Data	A. Richardson
	On-Time Performance - Impression	75%	↑	5	The % of customers agree or strongly agree that service is on time	Customer Survey	A. Richardson
	Vehicle Cleanliness - Impression	35%	↑	5	The % of customers with positive or very positive perception of vehicle cleanliness	Customer Survey	S. Thompson
	Operator Courtesy - Impression	30%	↑	5	The % of customers with positive or very positive impression operator courtesy	Customer Survey	N. Biggar
	Customer Priority Metric TBD				Metric determined following customer satisfaction prioritization	Customer Survey	
	Customer Priority Metric TBD				Metric determined following customer satisfaction prioritization	Customer Survey	
	Customer Priority Metric TBD				Metric determined following customer satisfaction prioritization	Customer Survey	
TOTAL POINTS				35			
Community Value	Community Perception - Access to Service	50%	↑	3	The % of community who agree or strongly agree that service is accessible	Community Survey	J. Freilich
	Community Perception - Access to Employment	65%	↑	3	The % of community who agree or strongly agree that GCRTA serves employment centers	Community Survey	J. Freilich
	Community Perception - Transit Investment Occurs Where Needed	50%	↑	3	The % of community that agree or strongly agree that transit investment occurs where needed	Community Survey	J. Freilich
	TOTAL POINTS				9		

1

Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Financial Sustainability	Operator Labor Costs	2%	↓	12	The % below budget of total operator labor costs	Financial Data	J. Freilich
	Budget Adherence	\$214M	–	6	Division functions delivered within budget	Financial Data	F. Caver
	Overall Operating Cost/Revenue Hour	\$178	↓	6	Operating cost per revenue hour	Performance and Financial Data	F. Caver
	Overall Customers/Revenue Hour	19	↑	1	Customers per revenue hour	Performance and Financial Data	F. Caver
	Overall Operating Cost/Trip	\$14	↓	6	Operating cost per trip	Performance and Financial Data	F. Caver
	TOTAL POINTS				31		
Employee Engagement	Division Employees Agree - Supervisor Invested in Growth and Success	5%	↑	5	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success.	Employee Survey	M. Rodriguez
	Division Employees Agree - Understand Vision and Direction	10%	↑	5	The % of employees that agree or strongly agree that they understand the vision and direction of GCRTA	Employee Survey	M. Rodriguez
	Division Employees Agree - Understand How Performance Linked to Organization Success	20%	↑	5	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey	M. Rodriguez
	Workforce Net Promoter Score	5	↑	5	% Promoters minus % Detractors that recommend Division as place to work	Employee Survey	M. Rodriguez
	Hours of Training per Employee	20	–	5	The hours of training per employee at or above a determined target, excluding new operators	Performance Data	M. Rodriguez
TOTAL POINTS				25			
OVERALL PERFORMANCE SCORE				100			

PARATRANSIT DISTRICT

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

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

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

2020 ACCOMPLISHMENTS

- Achieved annual on-time performance of over 92% , a 12% increase from 2019
- Reduced customer call wait time by 98%, (average speed to answer around 30 seconds)
- Reduced on-board travel time by 29% (~75% of all trips delivered in under 30 minutes, 93% in less than 45)
- Implemented Street Routing
- Reduced the cancellation rate by 31%
- Updated and published a revised Paratransit Customer Handbook
- Initiated the Service Infractions Module software project
- Installed WiFi on all RTA paratransit vehicles
- Enhanced cleaning protocols, including COVID-19 protocols
- Implemented multiple Customer Service initiatives
- Maintained a State of Good Repair

2021 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%

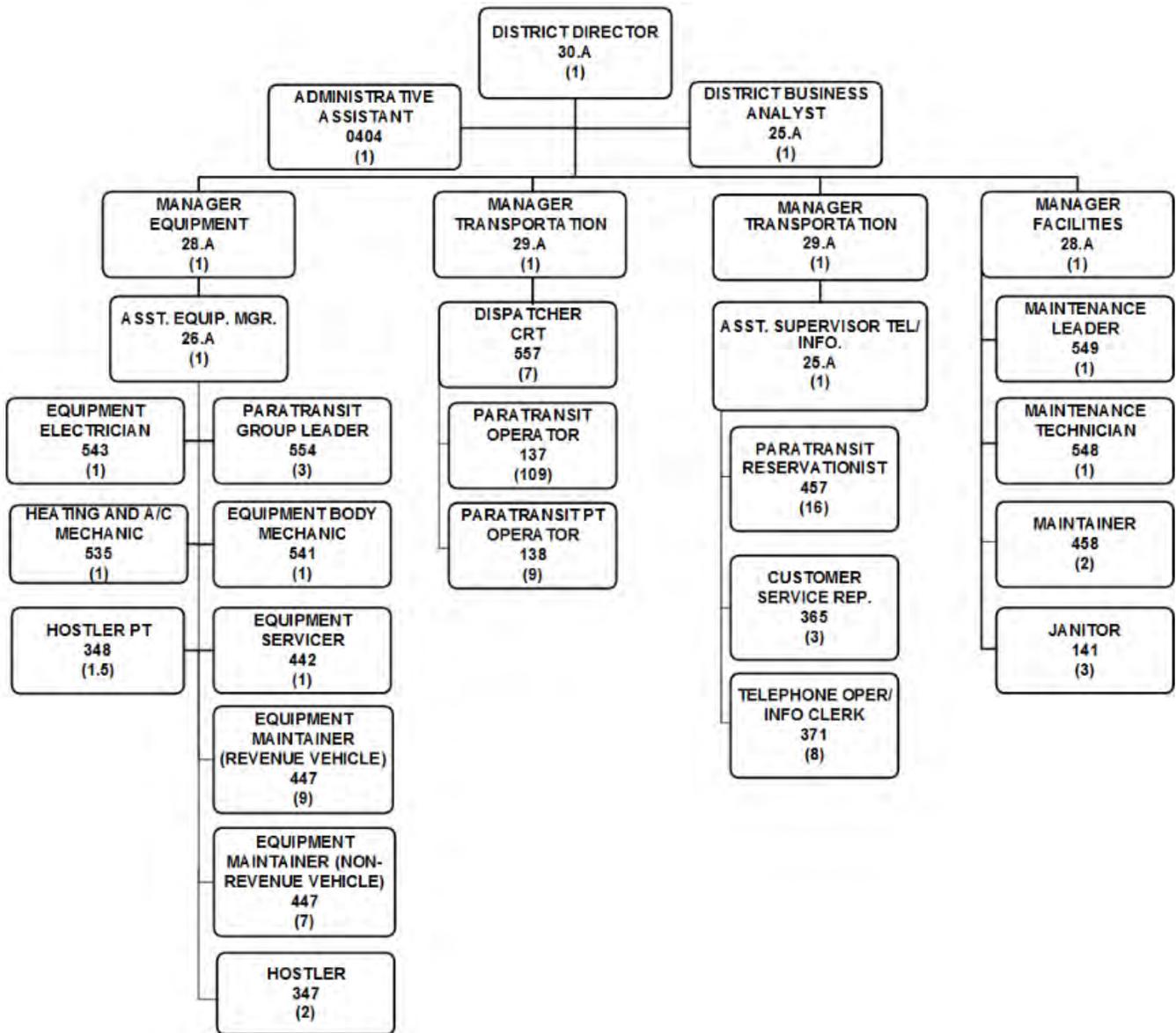
PARATRANSIT DISTRICT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501100	Operators' Labor	\$5,063,784	\$5,116,257	\$5,479,697
501110	Overtime - Operators	859,589	455,771	900,000
501200	Hourly Employees Payroll	2,827,819	2,978,265	3,117,053
501210	Overtime - Hourly Employees	240,621	203,436	174,500
501300	Labor - Salaried Employees	1,566,808	1,608,668	1,633,461
501310	Overtime - Salaried Employees	88,146	67,102	60,000
502000	Fringe Benefits	4,015,732	3,968,899	4,480,364
502071	W. C. - Injuries & Damages	325	1,298	0
503000	Services	90,375	24,774	165,000
503042	Vendor In-House Service (Napa)	165,388	0	0
503052	Other Maintenance Contracts	40,267	57,457	79,200
504000	Material & Supplies	11,949	16,914	107,430
504031	Gasoline - Storage Tanks	1,755	0	600
504032	Propane Fuel	218,495	220,766	121,000
504081	Vendor In-House Parts (Napa)	420,977	368	0
508020	Purchased Transportation - Suburban	8,760,086	7,010,582	9,200,000
508021	Purchased Trans-Uber/Others	9,701	0	0
509000	Miscellaneous Expenses	771	1,056	16,750
509022	Meals & Concessions	0	0	100
512000	Leases & Rentals	0	0	635
Total		\$24,382,588	\$21,731,612	\$25,535,790

PARATRANSIT DISTRICT STAFFING

Grade	Job Name	2019	2020	2021
01	0137 Paratransit Operator	109.0	109.0	109.0
	0138 Paratransit Operator PT	9.0	9.0	9.0
	0141 Janitor	3.0	3.0	3.0
02	0203 Clerk Typist	-	1.0	-
03	0347 Hostler	2.0	2.0	2.0
	0348 Hostler PT	1.5	1.5	2.25
	0365 Customer Service Rep	3.0	3.0	3.0
	0371 Telephone Oper/Info Clerk	9.0	8.0	8.0
04	0404 Administrative Assistant	-	-	1.0
	0442 Equipment Servicer	1.0	1.0	1.0
	0447 Equipment Maintainer	16.0	16.0	16.0
	0457 Paratransit Reservations Operator	14.0	16.0	16.0
	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
	0554 Paratransit Group Leader	3.0	3.0	3.0
	0557 Dispatcher Paratransit	7.0	7.0	7.0
25	0968 Asst. Supervisor Telephone/Info	1.0	1.0	1.0
	1085 District Business Analyst	1.0	1.0	1.0
26	1705 Asst. Equip Manager	2.0	2.0	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	1.0	1.0	1.0
	1089 Manager Paratransit Scheduling, ADA & TIC	1.0	1.0	1.0
30	0777 District Director	1.0	1.0	1.0
	Total	193.5	195.5	195.25

PARATRANSIT DISTRICT ORGANIZATION CHART



RAIL DISTRICT

MISSION STATEMENT

The mission of the Rail District is to provide safe, reliable, clean, and effective rapid transit services to GCRTA customers and to effectively manage all facilities, track infrastructure, and vehicle maintenance functions related to District operations.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

In striving to meet its Mission, the Rail District supports the Operations Division in meeting Scorecard Measures defined for the Vital Few Objectives to Enhance Customer Experience and Increase Service Efficiency. The measures include TEAM Goals such as Miles between Service Interruptions, On-Time Performance, and Passenger Fares.

Scorecard Measures and Change Initiatives impacted by the Rail District's strategic performance include Preventative Maintenance Compliance of Facilities and Equipment, and inclusion in the Predictive Maintenance and State of Good Repair programs.

2020 ACCOMPLISHMENTS

District Wide Accomplishments

- COVID-19 Response
 - Employee Engagement & COVID-19 Updates
 - Rail District COOP 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)
- Surpassed Annual Preventative Maintenance Performance Goals
- New Railcar Procurement Support
- Issued 2020 Rail Operations Rule Book and Standard Operating Procedures

Rail Transportation Accomplishments

- Achieved On-time Performance Goal: 90%
 - 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: 89%.
- 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.
 - Completed Re-wheel of 27 HRVs.
 - Completed KM-48 Cam update on 40 HRV's
 - Completed Battery Updates on 10 LRV's
 - 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: 96%
- 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
 - Enclosed booths at Tower City to protect employees from Covid 19
 - Enclosed the Customer Service Center at Tower City to protect employees from Covid 19
 - Converted SQ-14 Vehicle to mobile disinfecting response vehicle and N-95 mask disinfecting
 - Rewired Brookpark Shop Pit after pantograph took down overhead and shorted pit wiring
 - Replaced Westbound Platform at Drexmore RTS
 - Installed Emergency Generator at Brookpark Shop
 - Rebuilt 4 Central Rail Maintenance Facility (CRMF) Car Body Stands
 - Updated/Remodeled Conference Room at Rail Service Building
 - Repaired Major Water Leak at West 98th Station
 - Installed Security Gate at the Eagle Ave. Substation

2021 PRIORITIES

District Wide Priorities

- Safety Performance Monitoring & Promotion
- Customer Service Excellence
 - Establish and Monitor Customer Service Excellence Objectives
- Rail District Vital Few Objectives
 - Safety
 - Customer Service Excellence
 - On-time Performance
 - Preventative Maintenance
 - Budget
 - Attendance
- Collaborate with Labor Relations in Negotiations with the ATU
- Issuance of the 2021 Rail Operations Rule Book and Standard Operating Procedures

Rail Transportation Priorities

- Safety Performance Monitoring & Promotion.
- Customer Service Excellence

- Establish and Monitor Customer Service Excellence Objectives
- 2021 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
- 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 Vehicle Assessment Recommendations

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
 - Establish and Monitor Customer Service Excellence Objectives
 - Restoration Forward – Improvement to Infrastructure and Landscaping
- Operational Monitoring, Performance and Promotion
- Rail Facility Projects.
 - CRMF Railcar Vehicle Lift Rebuild
 - CRMF Body Jack Stands Rebuild
 - Tower City Ceiling Removal
- Support of Engineering Projects

RAIL DISTRICT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501100	Operators' Labor	\$4,302,095	\$4,310,050	\$4,560,221
501110	Overtime - Rail Operators	1,069,603	901,488	900,000
501200	Hourly Employees Payroll	12,434,190	7,218,372	7,692,188
501210	Overtime - Hourly Employees	1,784,718	711,193	630,000
501300	Labor - Salaried Employees	2,661,269	1,991,964	1,682,053
501310	Overtime - Salaried Employees	197,304	164,492	119,000
502000	Fringe Benefits	8,222,465	5,650,241	5,931,304
502071	W. C. - Injuries & Damages	3,003	53,306	0
503000	Services	297,953	26,829	114,000
503052	Other Maintenance Contracts	2,980,673	2,535,131	2,697,439
504000	Material & Supplies	709,667	438,981	431,400
504090	Tires & Tubes	0	0	500
505010	Propulsion Power	2,993,549	(267,215)	0
505021	Electricity	369,495	285,600	400,000
509000	Miscellaneous Expenses	40,092	13,595	46,700
509022	Meals & Concessions	4,137	1,288	3,000
512000	Leases & Rentals	78,445	59,362	61,000
	Total	\$38,148,658	\$24,094,678	\$25,268,804

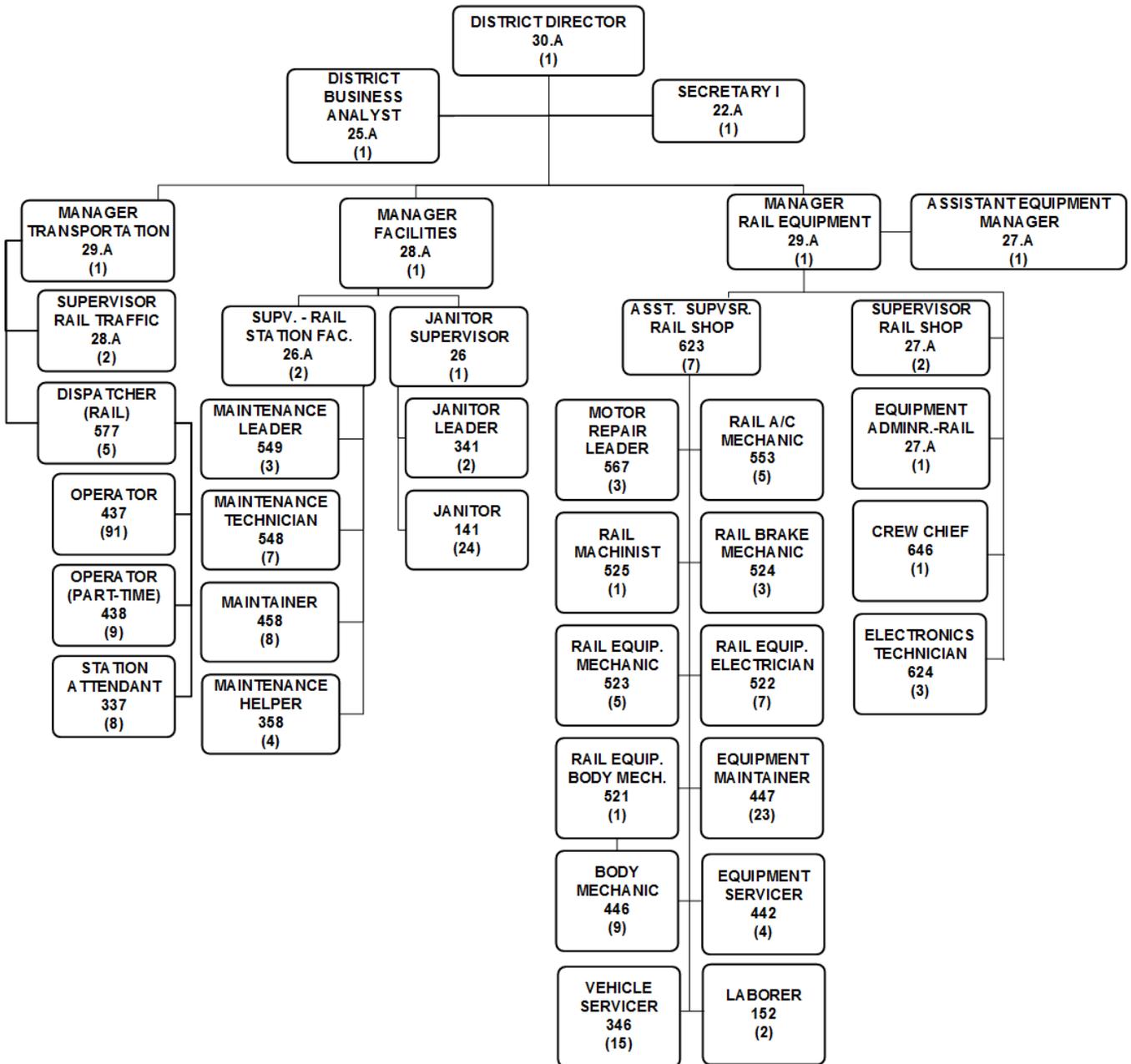
RAIL DISTRICT STAFFING

Grade	Job Name	2019	2020*	2021
01	0141 Janitor	24.0	24.0	24.0
	0152 Laborer Operations	16.0	2.0	2.0
03	0301 Administrative Assistant	1.0	-	-
	0337 Station Attendant	8.0	8.0	8.0
	0341 Janitor Leader	2.0	2.0	2.0
	0346 Vehicle Servicer	14.0	15.0	15.0
	0352 Laborer	15.0	-	-
	0358 Maintenance Helper	4.0	4.0	4.0
	0437 Operator	91.0	91.0	91.0
04	0438 Operator	9.0	9.0	9.0
	0442 Equipment Servicer	4.0	4.0	7.0
	0446 Body Mechanic	9.0	9.0	8.0
	0447 Equipment Maintainer	23.0	23.0	21.0
	0448 Substation Maintainer	4.0	-	-
	0450 Signal Maintainer	12.0	-	-
	0452 Track Maintainer	6.0	-	-
	0453 Line Maintainer	7.0	-	-
	0458 Maintainer	8.0	8.0	8.0
	05	0521 Rail Equipment Body Mechanic	1.0	1.0
0522 Rail Equipment Electrician		7.0	7.0	7.0
0523 Rail Equipment Mechanic		5.0	5.0	5.0
0524 Rail Brake Mechanic		3.0	3.0	3.0
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
0550 Signal Maintenance Technician		7.0	-	-
0552 Special Equipment Op/Mechanic		3.0	-	-
0553 Rail AC Mechanic		5.0	5.0	5.0
0560 Power & Way Inspector		2.0	-	-
0567 Motor Repair Leader		3.0	3.0	3.0
0577 Dispatcher		5.0	5.0	5.0
0589 Power & Way Stock Clerk		-	-	-
06	0615 Fiber Optic Technician	2.0	-	-
	0616 Lead Fiber Optic Technician	1.0	-	-
	0623 Assistant Supervisor Rail Shop	7.0	7.0	7.0
	0624 Electronics Technician	3.0	3.0	3.0

Grade	Job Name	2019	2020*	2021
	0637 Staff Assistant	1.0	-	-
	0646 Crew Chief	1.0	1.0	1.0
	0648 Substation Maintainer	10.0	-	-
	0650 Signal Technician	7.0	-	-
	0651 Lead Signal Technician	2.0	-	-
	0652 Assistant Supervisor Track	2.0	-	-
	0653 Line Maintainer	7.0	-	-
	0654 Special Equipment Op/Mechanic Leader	1.0	-	-
	0656 Lead Line Maintainer	1.0	-	-
	0698 Lead Substation Maintainer	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	0762 Supervisor - Power & Way (moved)	4.0	-	-
	1178 Equipment Administrator	1.0	1.0	1.0
	1252 Supervisor Rail Shop	2.0	2.0	1.0
	1260 Rail Assurance Manager	1.0	-	-
	1705 Assistant Equipment Manager	1.0	1.0	1.0
28	0761 Manager Facilities	1.0	1.0	1.0
	1234 Supervisor Signals	1.0	-	-
	1239 Supervisor Traction Power	1.0	-	-
	1249 Supervisor Rail Traffic	2.0	2.0	2.0
	1273 Supervisor Track & Structures	1.0	-	-
29	0786 Manager Transportation	1.0	1.0	1.0
	0792 Manager Rail Equipment	1.0	1.0	1.0
	1526 Manager Power & Way	1.0	-	-
	1610 Assistant Director	1.0	-	1.0
30	0777 District Director	1.0	1.0	1.0
	Total	380.0	265.0	265.0

*In 2020, Rail District restructured to create a new department called Power and Way District with independent staffing and expenses in this reorganization.

RAIL DISTRICT ORGANIZATION CHART



ASSET & CONFIGURATION MANAGEMENT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES AND SCORECARD MEASURES

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

2020 ACCOMPLISHMENTS

- Implement the 2020 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
- Assist in implementing the new EAM software and Ultramain upgrade to V9
- Assist with the FTA Triennial
- Support employee training and development
- Work with Safety on CAPs associated with operations
- Continue to review and revise the Predictive Maintenance Plan for each fleet

2021 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
- 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
- Develop Vehicle Telematics Software as tool to improve vehicle reliability

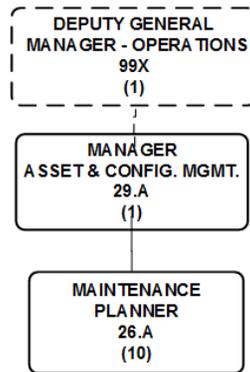
ASSET & CONFIGURATION MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501300	Labor Salaried Employees	\$708,326	\$699,757	\$714,864
502000	Fringe Benefits	105,623	231,715	266,095
503000	Services	100,403	(204)	0
503052	Other Maintenance Contracts	1,025,276	971,367	900,000
504000	Materials & Supplies	0	2,969	1,650
509000	Miscellaneous Expenses	0	13	9,000
509022	Meals & Concessions	0	0	250
Total		\$1,939,628	1,905,617	\$1,891,859

ASSET & CONFIGURATION MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
26	0837 Facilities Maintenance Planner	10.0	10.0	10.0
29	2995 Manager of Asset & Configuration Management	1.0	1.0	1.0
Total		12.0	11.0	11.0

ASSET & CONFIGURATION MANAGEMENT DEPARTMENT ORGANIZATION CHART



TRANSIT POLICE DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

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

2020 ACCOMPLISHMENTS

- Conducted four Active Shooter Drills at GCRTA facilities
- Increased patrols of Transit Police properties in order to deter crime and disorder
- Trained TP officers on responding to an Active shooter/killer and Tactical Medical Response
- Updated the GCRTA Emergency Operations Plan
- Created the GCRTA Continuity of Operations Plan (COOP)
- Worked with the Operations Division to create a COVID-19 Operational Risk Planning document
- Continued Transit Police's Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation efforts
- Provided CPR/First Aid, Implicit Bias, and De-escalation training to all officers
- Worked with Frontline Services and NEOCH to address the homeless situation caused by the COVID-19 pandemic

2021 PRIORITIES

- Reduce crime rate on the GCRTA System
- Focus on patrolling GCRTA's facilities regularly and systematically using ridership and risk assessment data
- Create a Crisis Intervention Team (CIT) program to improve relationships between law enforcement, mental health providers, hospital emergency services and individuals with mental illness and their families.
- Reduce the risk from active shooters by conducting drills with GCRTA employees
- Procure body worn cameras and implement policies to improve transparency
- Continue Transit Police's Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation efforts
- Replace the Department's stock of hand-held portable radios and dispatch consoles

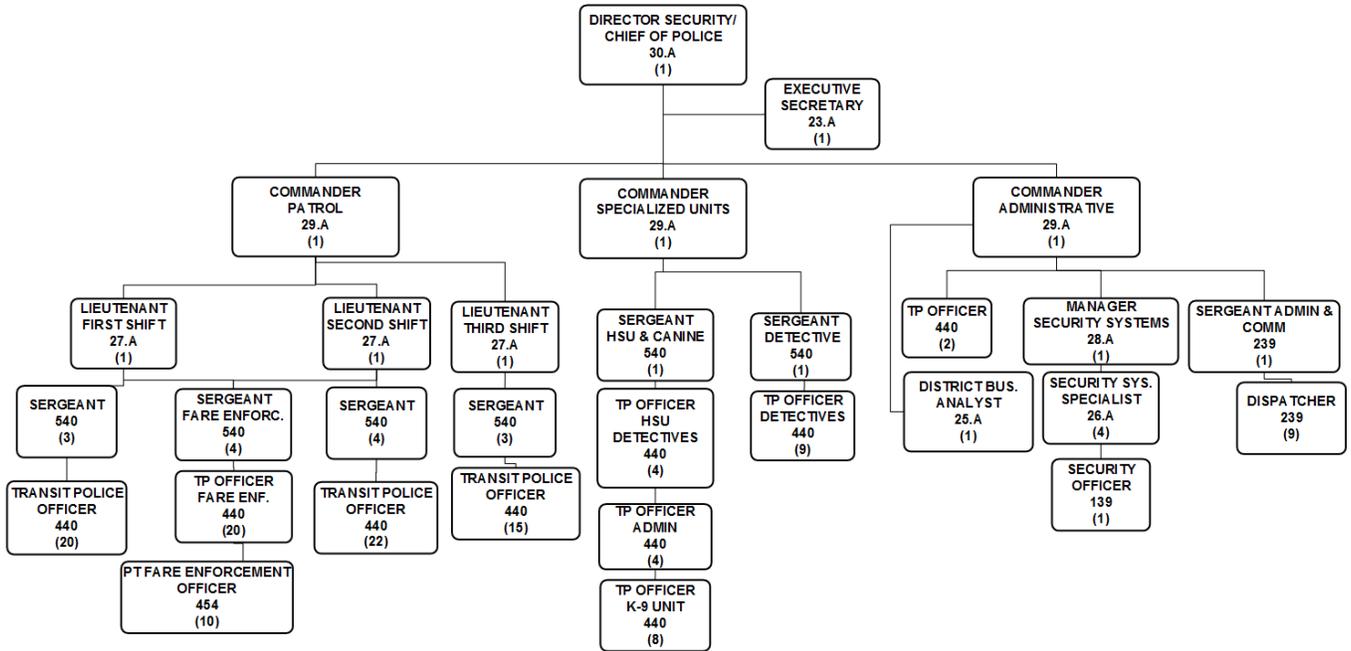
TRANSIT POLICE DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501200	Hourly Employees Payroll	\$7,878,834	\$7,694,858	\$8,452,703
501210	Overtime - Hourly Employees	535,474	299,527	420,000
501300	Labor - Salaried Employees	1,027,835	908,612	900,304
501310	Overtime - Salaried Employees	353	210	0
502000	Fringe Benefits	3,331,262	3,358,185	3,722,210
502071	W/C – Injuries and Damages	10,780	272	0
503000	Services	92,601	56,623	62,650
503052	Other Maintenance Contracts	205,368	219,614	266,661
504000	Material & Supplies	157,455	132,000	138,150
506000	Casualty & Liability Costs	5,680	5,680	5,920
509000	Miscellaneous Expenses	27,957	12,068	38,600
509022	Meals & Concessions	0	285	500
512000	Leases & Rentals	7,867	8,081	13,000
Total		\$13,281,465	\$12,696,015	\$14,020,698

TRANSIT POLICE DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
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	84.0
	0440 Transit Police Fare Enforcement Officer	20.0	20.0	20.0
	0454 PT Transit Police Fare Enforcement Officer	10.0	10.0	10.0
05	0540 Transit Police Sergeant	17.0	17.0	17.0
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
30	1511 Director Security/Chief of Police	1.0	1.0	1.0
Total		155.0	155.0	155.0

TRANSIT POLICE DEPARTMENT ORGANIZATION CHART



SERVICE MANAGEMENT DEPARTMENT

MISSION STATEMENT

The Service Management Department plans, schedules, monitors, and adjusts all fixed-route transportation service. The department works with Service Quality and District Management to ensure safe, reliable, 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.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Service Management Department provides support to the Operations & Executive Divisions to meet various objectives in the Strategic Plan. These include Vital Few Objectives (VFOs) in the Focus Areas of Voice of Customer and Continual Process Improvement. Service Management also provides information and analysis used by other departments to meet Authority objectives and measure progress toward those objectives.

2020 ACCOMPLISHMENTS

- Intensified cleaning and disinfecting activities to combat the COVID-19 pandemic.
- Implemented the 2020 Service Management Plan.
- Supported major reconstruction projects on the rapid transit system.
- Led the follow-up actions on the Service Redesign and Fare Equity Studies. and supported the Strategic Plan.
- Led the process resulting in a decision to use just one type of rail car to replace the heavy rail and light rail fleets.
- Adjusted service several times due to the COVID-19 pandemic.
- Reviewed scheduled running times of selected routes to increase service dependability.
- Continued maintenance and cleaning of all assigned properties, including Woodhill, Main Office, and various passenger facilities, bus loops, & comfort facilities.
- Continued maintenance and cleaning of passenger shelters, Cleveland State Line stations, and the HealthLine.
- Repaired extensive damage caused by vandalism.
- Met preventive maintenance objectives.
- Supported energy conservation and sustainability initiatives.
- Supported employee training and development programs.
- Maintained low rates of on-the-job injuries.

2021 PRIORITIES

- Implement the 2021 Service Management Plan.
- Implement the System Redesign.
- 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 to focus on customer communications.
- Continue maintenance and cleaning of all assigned properties.
- Continue maintenance and cleaning of passenger shelters, Cleveland State Line stations, and the HealthLine.
- Lead a team that focuses on intensive cleaning of buses and railcars
- Continue emphasis on preventive maintenance.
- Support energy conservation and sustainability initiatives.
- Support employee training and development programs.
- Develop the new Business Intelligence Unit.

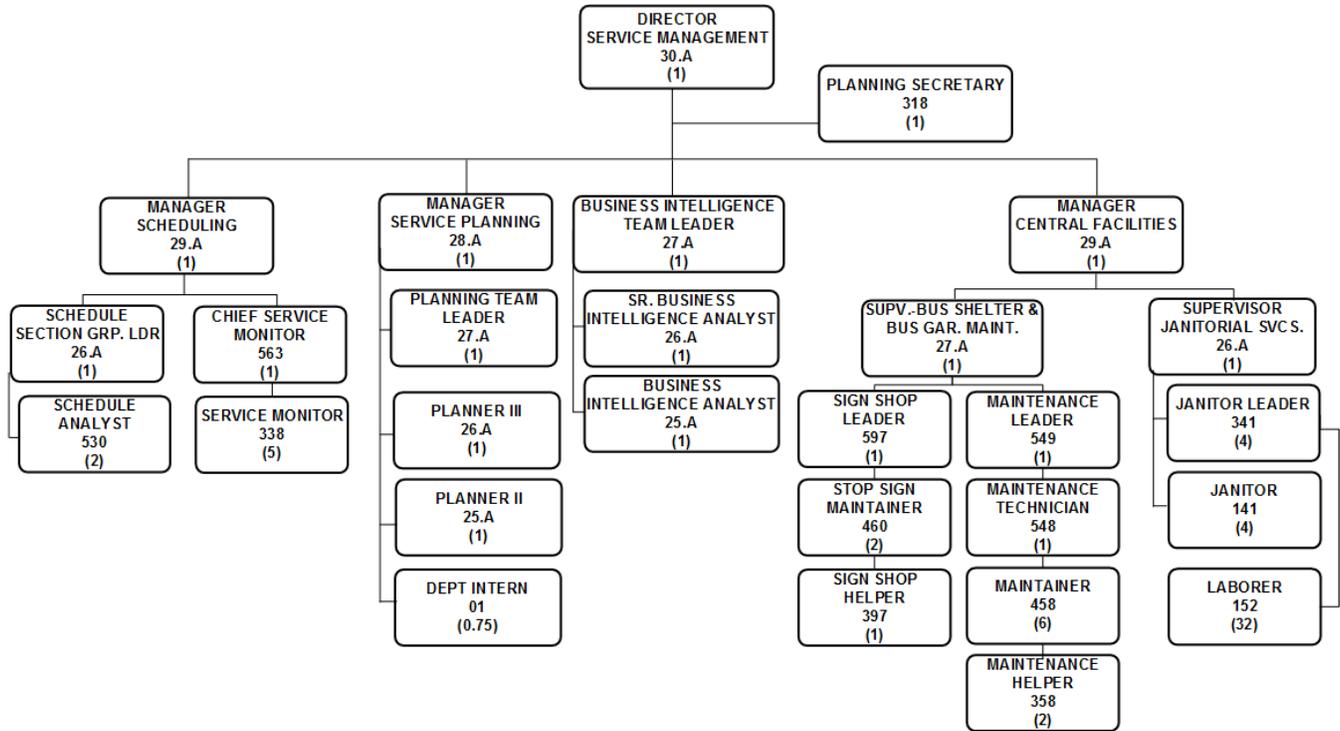
SERVICE MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501200	Hourly Employees Payroll	\$1,902,962	\$2,028,142	\$2,171,381
501210	Overtime – Hourly Employees	55,033	21,926	80,000
501300	Labor – Salaried Employees	929,086	1,102,996	1,190,981
501310	Overtime – Salaried Employees	902	513	2,900
502000	Fringe Benefits	1,115,068	1,207,962	1,561,385
502071	W/C – Injuries & Damages	1,620	0	0
503000	Services	184,792	91,987	87,400
503052	Other Maintenance Contracts	468,559	529,224	778,025
504000	Materials & Supplies	172,363	315,125	295,325
508024	Purchased Transportation –Vanpool	58,540	0	0
509000	Miscellaneous Expenses	777	3,581	10,000
509022	Meals & Concessions	45	76	300.00
	Total	\$4,889,747	\$5,301,532	\$6,177,697

SERVICE MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
00	9942 Service Management Intern	1.0	-	-
01	8942 Department Intern	-	0.75	0.75
01	0141 Janitor	4.0	4.0	4.0
	0152 Laborer	15.0	15.0	32.0
03	0318 Planning Secretary	1.0	1.0	1.0
	0338 Service Monitor	6.0	5.0	5.0
	0358 Maintenance Helper	2.0	2.0	2.0
	0341 Janitor Leader	3.0	3.0	4.0
	0397 Sign Shop Helper	1.0	1.0	1.0
04	0401 Secretary	1.0	-	-
	0458 Maintainer	6.0	6.0	6.0
	0460 Stop Sign Maintainer	2.0	2.0	2.0
05	0548 Maintenance Technician	1.0	1.0	1.0
	0530 Schedule Analyst	2.0	2.0	2.0
	0563 Chief Service Monitor	1.0	1.0	1.0
	0597 Sign Shop Leader	1.0	1.0	1.0
	0549 Maintenance Leader	1.0	1.0	1.0
25	1064 Planner II	-	1.0	2.0
	1740 Service Management Analyst	1.0	1.0	-
	1741 Business Intelligence Analyst	-	1.0	1.0
26	0793 Scheduling Section Group Leader	1.0	1.0	1.0
	0900 Supervisor Janitorial Services	1.0	1.0	1.0
	1274 Planner III	3.0	1.0	1.0
	1742 Sr. Business Intelligence Analyst	-	1.0	1.0
27	0838 Planning Team Leader	1.0	1.0	1.0
	0867 Bus Shelter/Garage Maintenance Supervisor	1.0	1.0	1.0
	1743 Business Intelligence Team Leader	-	1.0	1.0
28	1346 Manager Service Planning	1.0	1.0	1.0
	1436 Manager Scheduling	1.0	1.0	1.0
29	0791 Manager Central Facilities	1.0	1.0	1.0
30	0775 Director	1.0	1.0	1.0
	Total	60.0	59.75	77.75

SERVICE MANAGEMENT DEPARTMENT ORGANIZATION CHART



POWER & WAY DISTRICT

MISSION STATEMENT

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.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

In striving to meet its Mission, the Power & Way District supports the Operations Division in meeting Scorecard Measures defined for the Vital Few Objectives to Enhance Customer Experience and Increase Service Efficiency. The measures include TEAM Goals such as Miles between Service Interruptions, On-Time Performance, and Passenger Fares.

Scorecard Measures and Change Initiatives impacted by the Power & Way District's strategic performance include Preventative Maintenance Compliance of Facilities and Equipment, and inclusion in the Predictive Maintenance and State of Good Repair programs.

2020 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 (\$1,000,000) saved

2021 PRIORITIES

Track Department

- Installing 1500 ties throughout light rail and Joint Territory.
- Installing 1000 ft. of Rail Light rail.
- Welding for Continuous Welded Rail (CWR) [removing of rail Joints]
- Installing switch stands Blue and Green line.
- Maintenance welding system wide.
- E 55th yard Maintenance / Repairs.
- Geometry Car repairs system wide.

Signal Department

- Rail Bonding installation & switch install E 55th yard.
- Switch replacement- W117th/Tower City/Kingsbury/ Kinsman/ E 49th.
- Back up Signal Power W 38th/W30/E 75th.
- LED change over system wide.
- Junction box replacement / repair System wide.
- Moorland pocket switch heater cables.

Traction Power Line

- Fiberglass enclosures for Overhead replacement.
- Wayside Disconnect w/Remote Arms.

- Brookpark Overhead install.
- Overhead Splice removal.

Substation

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

POWER & WAY DISTRICT BUDGET

Object Class	Description	2019* Actual	2020 Estimate	2021 Budget
501200	Hourly Employees Payroll	\$0	\$5,303,182	\$5,952,421
501210	Overtime - Hourly Employees	0	903,360	1,000,000
501300	Labor - Salaried Employees	0	811,554	861,238
501310	Overtime - Salaried Employees	0	66,120	80,000
502000	Fringe Benefits	0	3,123,746	2,917,031
503000	Services	0	36,925	187,500
503052	Other Maintenance Contracts	0	398,260	457,147
504000	Material & Supplies	0	482,285	257,200
504051	Postage Expense	0	30	0
505010	Propulsion Power	0	2,574,000	2,744,000
509000	Miscellaneous Expenses	0	10,473	12,824
509022	Meals & Concessions	0	1,991	1,800
512000	Leases & Rentals	0	23,000	60,000
Total		\$0	\$13,734,926	\$14,531,161

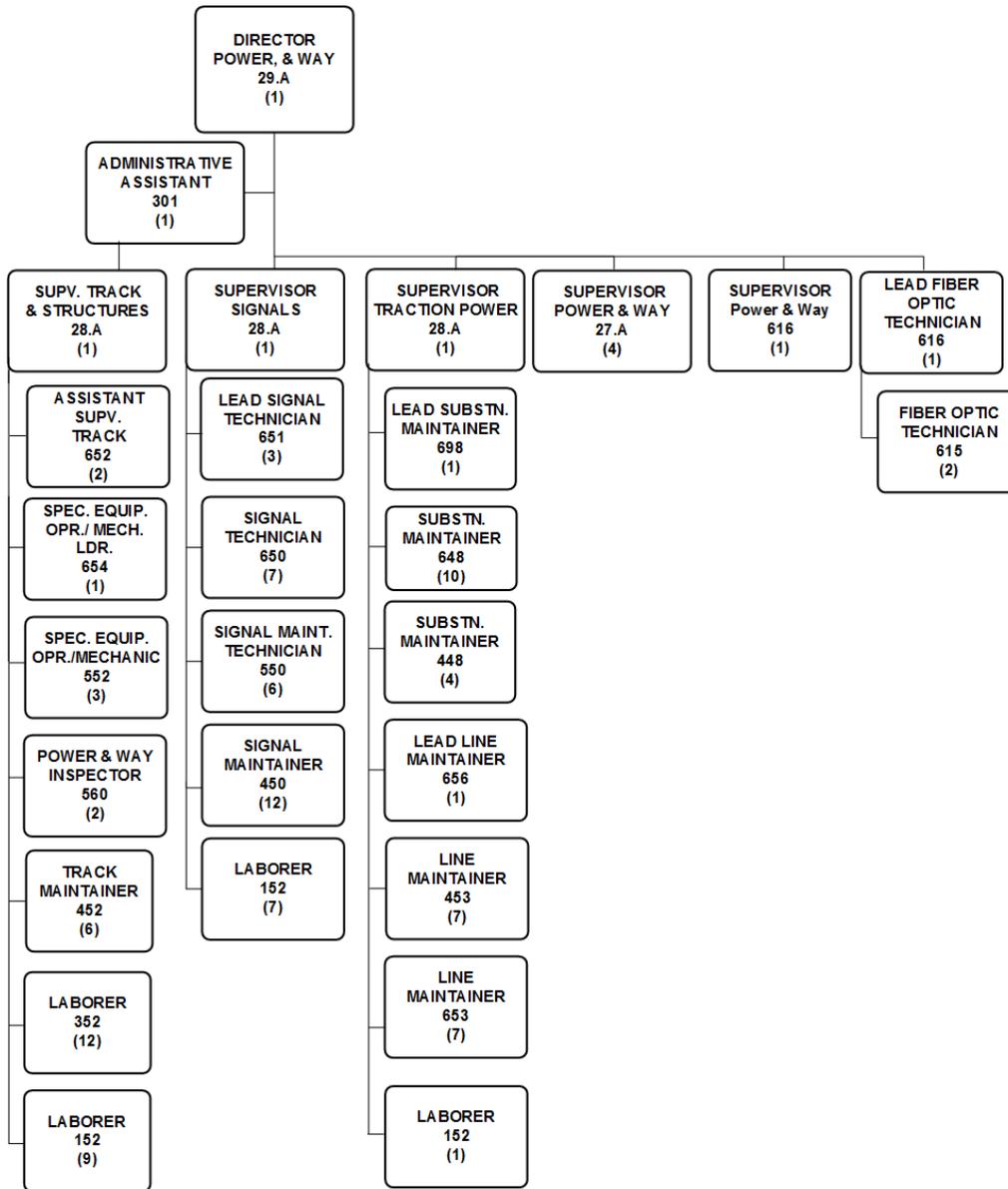
*In 2020, Rail District restructured to create a new department called Power and Way District with independent staffing and expenses in this reorganization.

POWER & WAY DISTRICT STAFFING

Grade	Job Name	2019*	2020	2021
01	0152 Laborer Operations	-	14.0	17.0
03	0301 Administrative Assistant	-	1.0	1.0
	0352 Laborer	-	15.0	12.0
04	0448 Substation Maintainer	-	4.0	4.0
	0450 Signal Maintainer	-	12.0	12.0
	0452 Track Maintainer	-	6.0	6.0
	0453 Line Maintainer	-	7.0	7.0
05	0550 Signal Maintenance Technician	-	7.0	6.0
	0552 Special Equipment Op/Mechanic	-	3.0	3.0
	0560 Power & Way Inspector	-	2.0	2.0
06	0615 Fiber Optic Technician	-	2.0	2.0
	0616 Lead Fiber Optic Technician	-	1.0	1.0
	0648 Substation Maintainer	-	10.0	10.0
	0650 Signals Technician	-	7.0	7.0
	0651 Lead Signal Technician	-	2.0	3.0
	0652 Assistant Supervisor Track	-	2.0	2.0
	0653 Line Maintainer	-	7.0	7.0
	0654 Special Equipment Op/Mechanic Leader	-	1.0	1.0
	0656 Lead Line Maintainer	-	1.0	1.0
	0698 Lead Substation Maintainer	-	1.0	1.0
27	0762 Supervisor Power & Way	-	4.0	5.0
28	1234 Supervisor Signals	-	1.0	1.0
	1239 Supervisor of Traction Power	-	1.0	1.0
	1273 Supervisor Track & Structures	-	1.0	1.0
29	1526 Manager Power & Way	-	1.0	-
30	0758 Director Power & Way	-	-	1.0
	Total	-	113.0	114.0

*In 2020, Rail District restructured to create a new department called Power and Way District with independent staffing and expenses in this reorganization.

POWER & WAY DISTRICT ORGANIZATION CHART



SERVICE QUALITY MANAGEMENT

MISSION STATEMENT

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.

STRATEGIC PLAN CHANGE INITIATIVES AND SCORECARD MEASURES

Supporting Continual Process Improvement and Voice of Customer, the Service Quality Management Department supports GCRTA's ability to Enhance Customer Experience and Increase Service Efficiency. Service Quality manages and reports On-Time Performance, and provides input for processes measured by Customer Satisfaction, and Miles between Service Interruptions.

2020 ACCOMPLISHMENTS

- Training
 - 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 14 Service Quality Bulletins that were focused on improving service and on-time performance; 8 Service Quality Memos that were focused on improving service and on-time performance; 122 Service Quality Bus Reroute Memos; 99 Track Orders; and 76 Operating Orders
- Winter Service Management Plan for the 2020/21 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
- Brand Management activities at the Transit Centers, Park-N-Rides and BRT Stations
- Completed and closed-out all Ohio Department of Transportation (ODOT) Correction Action Plans (CAPS)
- Presented 12 on-time performance and scorecard measurements at OpStat
- Collaborated on numerous scheduled and unscheduled rail shutdowns in 2020
- New Operator Program – Created SOP for the program and monitor and maintain program throughout the year
- Bi-weekly Supervisor Assessment Reports (SAR) meetings with the districts
- Several SQ employees won Support Employee of the Month and Champion of Safety awards
- Implemented different types of rail and bus block waivers that were used in TransitMaster for various issues
- Manage service for 25+ major events, including the Presidential Debate, Presidential Visit, and numerous protests

2021 PRIORITIES

- Focus on enhancing Customer Service/Experience for passengers and internal customers.
- Focus on training and implementation of Inclusive Leadership
- Focus on providing training to all department employees.
- Focus on Budgetary Goals and keeping overtime pay to a minimum.
- Continued focus on the goals established for the Together Everyone Achieves More (TEAM) Initiatives.
- Continued efforts to improve on-time service delivery.
- 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 program.
- Continue to participate in Rail Team Forum meetings.
- Continue to support and participate in Brand Management activities.
- Continue to collaborate with Marketing to communicate to customers on service changes and notifications
- Participate in the BOSCO meetings

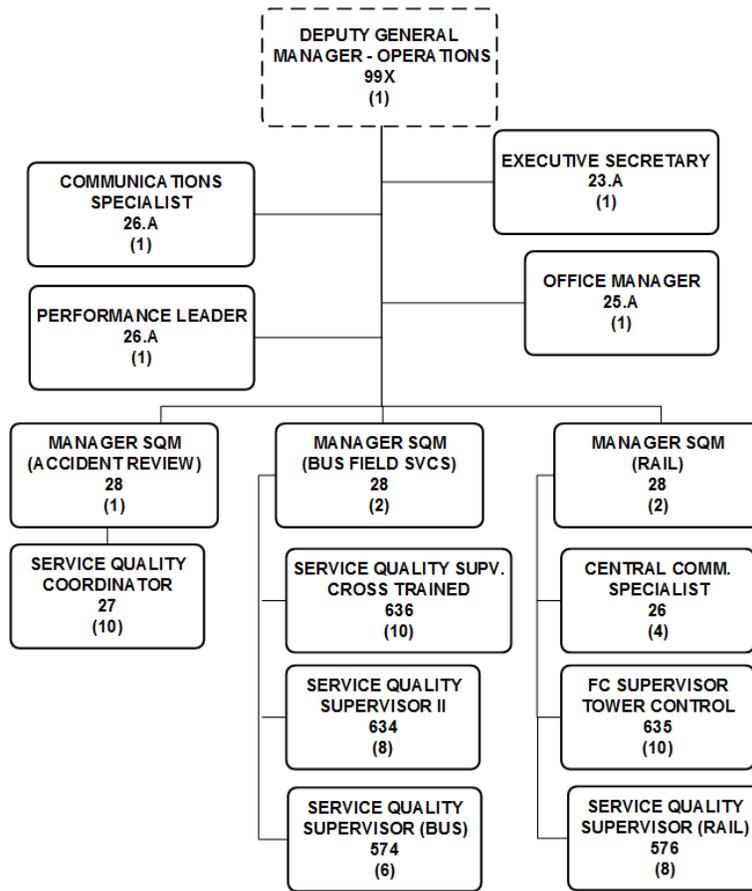
SERVICE QUALITY MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501300	Labor Salaried Employees	4,648,956	\$5,194,495	4,922,988
501310	Overtime Salaried Employees	427,767	316,085	515,000
502000	Fringe Benefits	1,894,772	1,907,066	1,836,429
504000	Materials & Supplies	2,248	910	2,200
509000	Miscellaneous Expenses	8,548	5,305	23,825
509022	Meals & Concessions	13	971	1,000
Total		\$6,982,304	\$7,424,832	\$7,301,441

SERVICE QUALITY MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
05	0574 Service Quality Supervisor	7.0	6.0	6.0
	0576 Service Quality Supervisor	8.0	8.0	8.0
06	0634 Service Quality Supervisor II	8.0	8.0	8.0
	0635 Supervisor Tower Control	12.0	12.0	10.0
	0636 Supervisor Cross Trained	12.0	11.0	10.0
23	0725 Executive Secretary	1.0	1.0	1.0
25	1675 Office Manager	1.0	1.0	1.0
26	1137 Central Communications Specialist	4.0	5.0	4.0
	1135 Communications Specialist	1.0	1.0	1.0
	1625 Performance Leader	-	1.0	1.0
27	1147 Service Quality Coordinator	10.0	10.0	10.0
28	0890 Manager of Service Quality	5.0	5.0	5.0
30	1351 Director of Service Quality	1.0	1.0	-
99	9921 DGM Operations	1.0	1.0	1.0
	Total	71.0	71.0	66.0

SERVICE QUALITY MANAGEMENT DEPARTMENT ORGANIZATION CHART



FLEET MANAGEMENT DISTRICT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

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

2020 ACCOMPLISHMENTS

Rail Car Replacement Project (RCRP)

- Issued NTP to LTK Engineering Services Inc. to prepare specification & RFP (Request for Proposals) for new rail car purchase.
- Formalized the Authority's decision to transform rail service in the Greater Cleveland Area by pursuing a single, high-floor, LRV style vehicle to replace both existing fleets and service all rail lines.
- Completed 97% of the technical specification and commercial provisions for the Car Builder RFP that will advertise in early 2021.
- Issued NTP to K & J Safety and Security Consulting Services, Inc. to perform safety and security certification on the Rail Car Replacement Project.
- Completed safety & security review of the draft RFP document.
- Identified preliminary ancillary project requirements in the areas of: Maintenance facilities, employee training, IT infrastructure, fare collection, and station modification.
- Established key project interface points in the Rail Car Steering and Technical Update Committees.

Fleet Engineering & Quality Assurance

- RCRP – Technical Specification reviewed complete to 90%, QA Plan in development
- Developed 60' Healthline Bus specification, awarded contract and completed pre-production activities.
- Developed 40' Bus specification for RFP, advertised and proposals reviewed.
- QA program expanded to target random system (includes body, chassis, electrical, powertrain, etc) and 10k PMI inspections.
- Managed vehicle procurements from production to in-service.
 - 25 Gillig 40' CNG Bus production.
 - 10 Paratransit Bus production.
 - Non-Revenue Vehicle replacements.
- Continuous Engineering & QA support for HRV & LRV fleets.

Supply Chain Management.

- Supported all areas of Greater Cleveland RTA with acquisition of PPE and Covid-19 related cleaning and disinfecting equipment and supplies.
- Converted from parts kits to individual parts for all intervals of the Predictive Maintenance Program for all bus fleets in program.
- Participated in the implementation of Ultramain Vg upgrade.
- Continued the incorporation of Power & Way inventory into Supply Chain Management.

Central Equipment

- Developed and Installed vinyl driver barriers in all Revenue fleets for COVID-19 protection
- Established dedicated Predictive Maintenance shop at CBM, continuing to fill vacancies.
- Implemented portable sanding system for body shop to decrease down time for body work.
- Improved inbound inspection process for all incoming buses, developed inspection sheet for data analysis
- Prepared new bus fleets for service – 9 MCI Commuter Coaches, 6 40' CNG Gilligs, 10 Paratransit buses

Electronic Repair

- Preventative Maintenance (PM) compliance rate of 91.1% (Goal: 90% - farebox, TVM/CSK/PMRE, Camera).
- Completed the installation of new radio systems in all paratransit, bus, and rail cars.
- Established full communication system monthly PM executed for all revenue vehicles.
- Completed equipment installs in the 9 MCI Commuter Coaches, 6 40' CNG Gilligs and 10 Paratransit buses (includes camera system, farebox, radio and drivecam equipment).

Facilities Maintenance.

- Implemented program to disinfect high touch points in facility twice per day as a COVID response.
- Identified significant aspects for ESMS that will upgrade paint/thinner storage and spill containment.
- Completed first floor and extended program to include ceiling tiles.
- Completed the pass-through lot project and the Equipment department reports increased efficiency.

2021 PRIORITIES

Rail Car Replacement Project (RCRP)

- Issue NTP (Notice to Proceed) to a car builder for new rail cars
- Dispose of decommissioned rail cars
- Define infrastructure modifications to facilitate new rail cars
- Establish the Startup & Testing Committee and begin planning system integration for the new vehicles

Fleet Engineering & Quality Assurance

- RCRP Support (spec completion, proposal reviews, QA oversight, etc)
- Manage replacement vehicle productions (Healthline BRT, 40', Paratransit, NRV)
- Quality Assurance program – continue expansion to target specific maintenance programs

Supply Chain Management

- Explore alternatives to individual parts for Predictive Maintenance Program in order to streamline the process of parts acquisition and tracking
- Assume administration of all contracts centrally managed by Fleet Management to ensure vendor compliance and transparency
- Participate in the implementation of the Ultramain V9 upgrade project

Central Equipment

- Execute Predictive Maintenance production for 3300 fleet
- Prepare all new bus fleets for service
- Dispose of all decommissioned vehicles

Electronic Repair

- Maintain Preventative Maintenance (PM) compliance rate for farebox and cameras above 90%
- Manage updating transit police radio codeplugs to new county Interop template
- Install all camera, farebox, radio, destination sign, and drivecam equipment in upcoming BRT, 40', and Paratransit vehicles

Facilities Maintenance

- Environmental & Sustainability Management System (ESMS) Program support
- Maintain Preventative Maintenance (PM) compliance rate for building equipment above 90%
- Parking lot safety improvement – concrete repair and removal of dead trees from medians

FLEET MANAGEMENT DISTRICT BUDGET

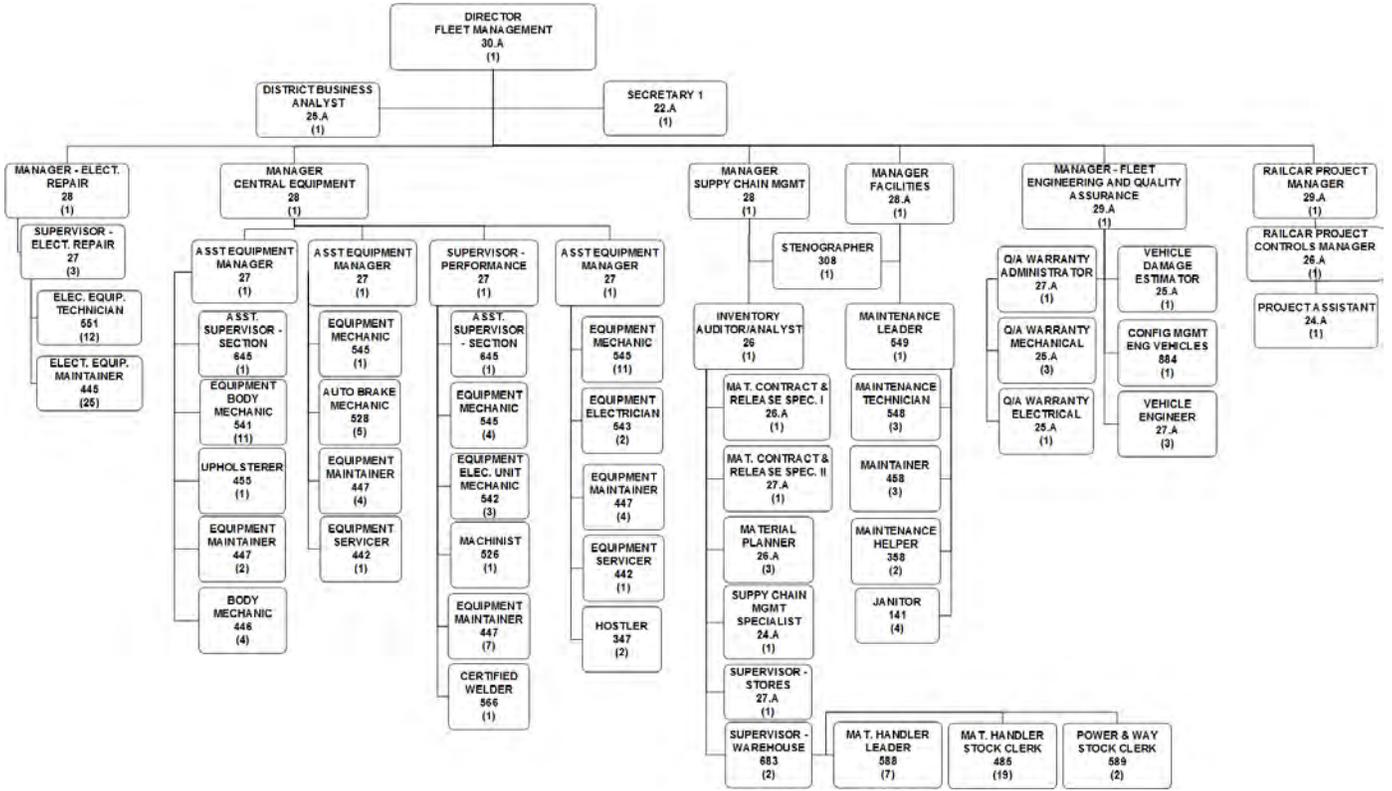
Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501200	Hourly Employees Payroll	\$8,026,630	\$8,107,305	\$8,867,581
501210	Overtime – Hourly Employees	365,620	558,552	495,000
501300	Labor – Salaried Employees	2,280,671	2,610,902	2,747,589
501310	Overtime – Salaried Employees	15,183	28,370	14,350
502000	Fringe Benefits	4,318,026	4,214,610	4,543,609
502071	W.C. – Injuries & Damages	988	0	0
503000	Services	82,621	50,879	118,600
503052	Other Maintenance Contracts	180,726	166,347	244,933
504000	Materials & Supplies	456,613	12,542,227	13,100,000
201009	Materials & Supplies – Inventory	12,391,759	809,993	621,800
504020	Diesel Fuel	3,634,932	3,491,143	3,065,000
504031	Gasoline	846,545	626,320	690,000
504090	Tires & Tubes	1,112,379	923,575	1,116,800
507000	Taxes	29,002	25,511	40,000
507050	State Fuel Tax	768,465	816,643	1,436,919
509000	Miscellaneous Expenses	43,927	36,668	41,663
509022	Meals and Refreshments	472	500	500
	Total:	\$34,554,558	\$35,009,544	\$37,144,344
	Total (Net Inventory):	\$22,162,799	\$22,467,317	\$24,044,344

FLEET MANAGEMENT DISTRICT STAFFING

Grade	Job Name	2019	2020	2021
01	0141 Janitor	4.0	4.0	4.0
	0281 Materials Clerk	1.0	-	-
03	0308 Stenographer	1.0	1.0	1.0
	0347 Hostler	2.0	2.0	2.0
	0358 Maintenance Helper	2.0	2.0	2.0
04	0404 Administrative Assistant	1.0	1.0	-
	0442 Equipment Servicer	1.0	2.0	2.0
	0445 Electric Equipment Maintainer	25.0	25.0	25.0
	0446 Body Mechanic	4.0	4.0	4.0
	0447 Equipment Maintainer	17.0	17.0	17.0
	0455 Upholsterer	1.0	1.0	1.0
	0458 Maintainer	3.0	3.0	3.0
	0485 Mat Handler/Stock Clerk	18.0	18.0	19.0
05	0526 Machinist	1.0	1.0	1.0
	0528 Automotive Brake Mechanic	5.0	5.0	5.0
	0541 Equipment Body Mechanic	11.0	11.0	11.0
	0542 Equipment Electric Unit Mechanic	3.0	3.0	3.0
	0543 Equipment Electrician	2.0	2.0	2.0
	0545 Equipment Mechanic	16.0	16.0	16.0
	0548 Maintenance Technician	3.0	3.0	3.0
	0549 Maintenance Leader	1.0	1.0	1.0
	0551 Electric Equipment Technician	12.0	12.0	12.0
	0566 Certified Welder	1.0	1.0	1.0
	0588 Material Handler Leader	8.0	8.0	7.0
	0589 Power & Way Stock Clerk	2.0	2.0	2.0
06	0645 Assistant Supervisor Section	2.0	2.0	2.0
	0683 Supervisor Warehouse	2.0	2.0	2.0
22	0721 Secretary I	1.0	1.0	1.0
24	1685 Supply Chain Management Specialist	1.0	1.0	1.0
25	1047 QA/Warranty Electrical	1.0	1.0	1.0
	1048 QA/Warranty Mechanical	3.0	3.0	3.0
	1062 Vehicle Damage Estimator	1.0	1.0	1.0
	1085 District Business Analyst	1.0	1.0	1.0
26	0863 Material Cont & Release Specialist I	2.0	2.0	1.0

Grade	Job Name	2019	2020	2021
	0874 Inventory Auditor/Analyst	1.0	1.0	1.0
	0889 Material Planner	3.0	3.0	3.0
	1258 Supervisor CBM	3.0	-	-
	1967 Railcar Project Controls Manager	-	-	1.0
27	0964 Material Cont & Release Specialist II	-	-	1.0
	0753 Supervisor Electric Repair	3.0	3.0	3.0
	1705 Assistant Equipment Manager	-	3.0	3.0
	0884 Configuration Management Eng Vehicles	1.0	1.0	1.0
	1050 Supervisor Performance	1.0	1.0	1.0
	1173 Supervisor Stores	1.0	1.0	1.0
	1251 QA/Warranty Administrator	1.0	1.0	1.0
	1327 Equip Engineer Electrical	1.0	1.0	-
	1341 Engineer Bus Equipment	2.0	2.0	-
	1341 Vehicle Engineer	-	-	3.0
28	0759 Manager Central Equipment	1.0	1.0	1.0
	0761 Manager Facilities	1.0	1.0	1.0
	0774 Manager Supply Chain Management	1.0	1.0	1.0
	1686 Manager of Electronic Repair	1.0	1.0	1.0
29	0768 Manager Fleet Engineering and QA	1.0	1.0	1.0
	1968 Railcar Project Manager	-	-	1.0
30	0779 Director	1.0	1.0	1.0
Total		182.0	182.0	183.0

FLEET MANAGEMENT DISTRICT STAFFING



PASS-THRUS DEPARTMENT

MISSION STATEMENT

Federal and State financial assistance is passed through Medina County for eligible transit projects.

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

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

2020 ACCOMPLISHMENTS

- Administer the new agreement with Medina.

2021 PRIORITIES

- Administer the new agreement with Medina.

DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
509107	Pass Through Medina – MCPT	\$627,047	\$627,160	\$650,000
	Total	\$627,047	\$627,160	\$650,000

HAYDEN DISTRICT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES AND SCORECARD MEASURES

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

2020 ACCOMPLISHMENTS

- Vital Few Objective (VFO): Completed Predictive Maintenance intervals on the 3400 and 3600 Gillig Fleets.
- Vital Few Objective (VFO): Achieved over 11,000 miles between service interruption for all Gillig Fleets.
- Achieved over 80% 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.

2021 PRIORITIES

- Complete all Predictive Maintenance service intervals on all Gillig bus fleets.
- Achieve 14,000 Miles Between Service Interruption.
- 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 1.35 collisions per 100,000 miles.
- Achieve vehicle cleanliness stretch goal of 10 days between major cleans.

HAYDEN DISTRICT BUDGET

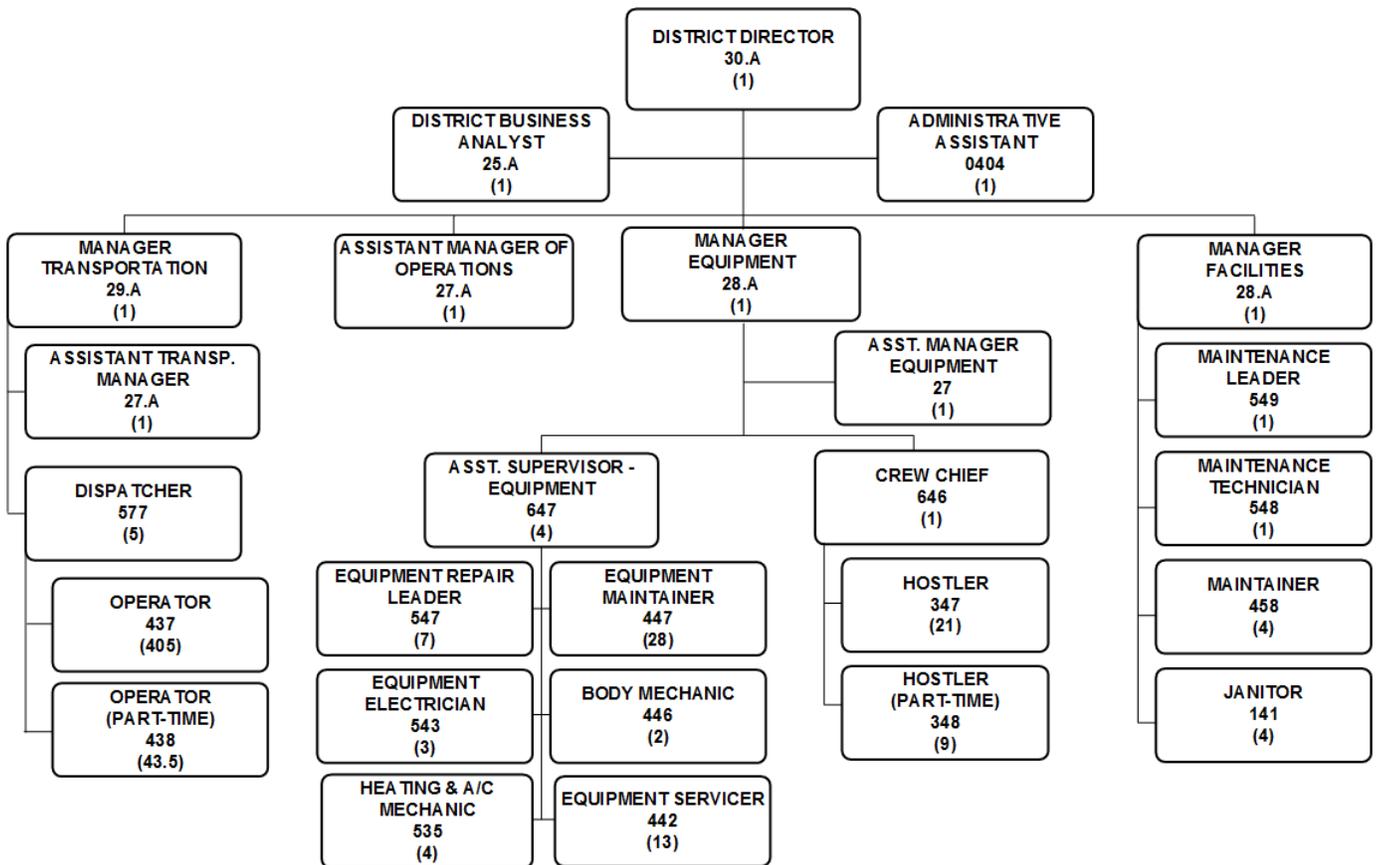
Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501100	Operator Labor	20,305,732	19,074,180	20,918,546
501100	Operator Overtime	3,529,314	5,049,627	4,000,000
501200	Hourly Labor	5,168,352	4,893,777	5,138,864
501210	Hourly Overtime	198,955	275,755	226,600
501300	Labor Salaried Employees	1,154,398	1,258,243	1,377,317
501310	Overtime Salaried Employees	172,980	145,141	180,000
502000	Fringe Benefits	11,546,633	11,166,135	11,973,863
502071	W/C – Injuries & Damages	2,327	399	0
503000	Services	18,515	21,165	22,000
504000	Materials & Supplies	114,396	101,043	127,300
504021	Compressed Natural Gas	284,320	280,146	392,000
509000	Miscellaneous Expenses	4,741	2,251	8,170
509022	Meals & Concessions	0	850	400
Total		42,500,663	42,268,712	44,365,060

HAYDEN DISTRICT STAFFING

Grade	Job Name	2018	2019	2020
01.H	0141 Janitor	4.0	4.0	4.0
	1676 Mobile Clean Ambassador	1.0	-	-
	1677 Mobile Clean Ambassador PT	1.5	-	-
02.A	0203 Clerk / Typist	1.0	1.0	-
03.E	0358 Maintenance Helper	1.0	1.0	1.0
03.H	0347 Hostler	20.0	21.0	21.0
	0348 Hostler PT	11.0	10.0	9.75
04.C	0442 Equipment Servicer	7.0	6.0	12.0
04.K	0437 Operator	405.0	405.0	405.0
	0438 Operator PT	43.5	43.5	43.5
04.L	0404 Administrative Assistant	-	-	1.0
04.N	0446 Body Mechanic	2.0	2.0	2.0
	0447 Equipment Maintainer	34.0	35.0	29.0
	0458 Maintainer	3.0	3.0	3.0
05.B	0548 Maintenance Technician	1.0	1.0	1.0
05.D	0535 Heating A/C Mechanic	4.0	4.0	4.0
	0543 Equipment Electrician	2.0	2.0	3.0
	0547 Equipment Repair Leader	7.0	7.0	7.0
	0549 Maintenance Leader	1.0	1.0	1.0

05.F	0577 Dispatcher	5.0	5.0	5.0
06.E	0646 Crew Chief	2.0	2.0	1.0
06.G	0647 Asst. Supervisor – Equipment	4.0	4.0	4.0
25.A	1085 District Business Analyst	1.0	1.0	1.0
27.A	1088 Assistant Transportation Manager	1.0	1.0	1.0
	1090 Assistant Manager of Operations	-	-	1.0
	1705 Assistant Equipment Manager	2.0	2.0	1.0
28.A	0761 Manager – Facilities	1.0	1.0	1.0
	0851 Manager – Equipment	1.0	1.0	1.0
29.A	0786 Manager – Transportation	1.0	1.0	1.0
30.A	0777 District Director	1.0	1.0	1.0
Total		565.5	565.5	565.25

HAYDEN DISTRICT ORGANIZATION CHART



Grade	Job Name	2019	2020	2021
01	0141 Janitor	4.0	4.0	4.0
02	0203 Clerk / Typist	1.0	-	-
03	0358 Maintenance Helper	1.0	1.0	-
	0347 Hostler	21.0	21.0	21.0
	0348 Hostler PT	10.0	9.75	9.00
04	0442 Equipment Servicer	6.0	12.0	13.0
	0437 Operator	405.0	405.0	405.0
	0438 Operator PT	43.5	43.5	43.5
	0404 Administrative Assistant	-	1.0	1.0
	0446 Body Mechanic	2.0	2.0	2.0
	0447 Equipment Maintainer	35.0	29.0	28.0
	0458 Maintainer	3.0	3.0	4.0
05	0548 Maintenance Technician	1.0	1.0	1.0
	0535 Heating A/C Mechanic	4.0	4.0	4.0
	0543 Equipment Electrician	2.0	3.0	3.0
	0547 Equipment Repair Leader	7.0	7.0	7.0
	0549 Maintenance Leader	1.0	1.0	1.0
	0577 Dispatcher	5.0	5.0	5.0
06	0646 Crew Chief	2.0	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
	1090 Assistant Manager of Operations	-	1.0	1.0
	1705 Assistant Equipment Manager	2.0	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	1.0	1.0	1.0
30	0777 District Director	1.0	1.0	1.0
	Total	565.5	565.25	564.5

TRISKETT DISTRICT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES AND SCORECARD MEASURES

Supporting the System re-design, Leadership, and Customer Service initiatives that began in 2020. Continued support of the Vital Few Objectives (VFOs) to Achieve a State of Good Repair and to Achieve a Safety Culture, Triskett operations impacts GCRTA's ability to meet goals for Predictive Maintenance, Miles between Service Interruptions, Preventable Collisions, On Time Performance, On-the-Job Injuries, and Driver Behavior using DriveCam as a key tool.

2020 ACCOMPLISHMENTS

- Monitored Drive Cam events and aggressively work 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).
- Sustained daily cleaning and disinfecting of all vehicles to combat Covid-19
- Improved On Time Performance to 84%.
- Achieved Mileage PM Compliance goal (87%).
- Achieved Facility PM Compliance goal (90%).
- Effectively Managed Overtime to cover staffing deficiency.
- Reduced Non-Revenue accidents at Triskett Garage.
- Met Operational Budget Goals.
- Completed Interior and Exterior LED Retrofit of Triskett Garage, North Olmstead and Westlake Park n Rides.
- On boarded nine new MCI over the road Park n Ride vehicles
- Completed CNG fueling station at the Triskett Garage

2021 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's initiatives to reduce costs and improve the Authority's business practices and services.
- Continued 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 and service delivery.
- Bring mechanics staffing to budgeted levels and recruit for projected retirements.
- Continue upgrade of the Triskett Garage to be fully CNG operational for Revenue Service.
- Onboard 25 CNG (N-3800) Coaches.
- Implement PMP for the D-1900 and N-3800 fleets.
- 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

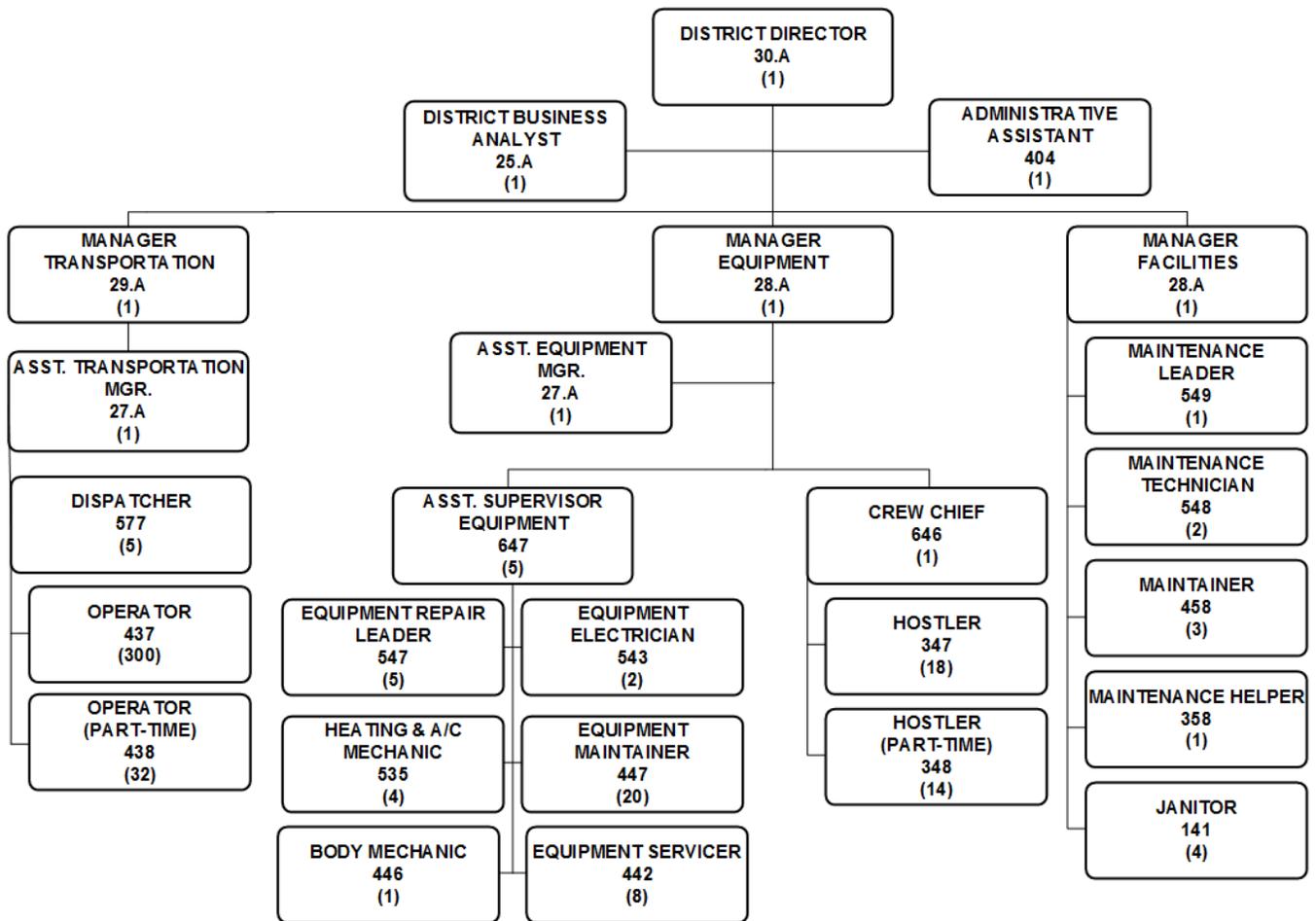
Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501100	Operator Labor	\$14,508,446	\$14,479,147	\$15,230,022
501110	Operator Overtime	3,602,986	2,419,937	2,500,000
501200	Hourly Labor	4,073,300	4,402,080	4,610,244
501210	Hourly Overtime	384,123	443,376	460,000
501300	Labor Salaried Employees	1,231,146	1,395,562	1,406,525
501310	Overtime Salaried Employees	132,430	183,592	125,000
502000	Fringe Benefits	8,779,824	8,431,459	9,349,582
502071	W/C – Injuries & Damages	1,972	0	0
503000	Services	89,279	54,675	42,300
503052	Other Maintenance Contracts	587	0	37,000
504000	Materials & Supplies	66,802	63,268	193,400
509000	Miscellaneous Expenses	4,405	2,000	9,200
509022	Meals & Concessions	0	100	400
	Total	\$32,875,300	\$31,875,197	\$33,963,672

TRISKETT DISTRICT STAFFING

Grade	Job Name	2019	2020	2021
1	0141 Janitor	4.0	4.0	4.0
3	0347 Hostler	18.0	19.0	18.0
	0348 Hostler PT	14.0	13.0	13.5
	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	300.0
	0438 Operator PT	31.5	32.0	32.0
	0442 Equipment Servicer	3.0	6.0	8.0
	0446 Body Mechanic	1.0	1.0	1.0
	0447 Equipment Maintainer	24.0	22.0	20.0
	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	5.0	5.0
	0548 Maintenance Technician	2.0	2.0	2.0
	0549 Maintenance Leader	1.0	1.0	1.0
	0577 Dispatcher	5.0	5.0	5.0
6	0646 Crew Chief	1.0	1.0	1.0
	0647 Assistant Supervisor Equipment	4.0	4.0	5.0

Grade	Job Name	2019	2020	2021
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
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	431.5	433.0	433.5

TRISKETT DISTRICT ORGANIZATION CHART



INTELLIGENT TRANSPORTATION SYSTEMS

MISSION STATEMENT

We manage and support the Operations, Intelligent Transportation Systems (ITS). We strive for continuous improvement and anticipate the needs of our customers. We take ownership of and resolve issues brought to our attention. Within the Operations Division, we drive *Innovation and Change* throughout the organization.

Primary responsibility: Manage software applications and supporting technology to improve and enhance RTA's Operations division.

STRATEGIC PLAN CHANGE INITIATIVES AND SCORECARD MEASURES

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

2020 ACCOMPLISHMENTS

- Updated Organizational Structure
 - Created Senior ITS Specialist positions (3)
 - Senior ITS Specialists create upwards mobility and redundancy
 - Senior Positions are dedicated Project Managers
 - Establishes ability to expand/grow for Innovation and Change
- Completed the ITS "Innovation and Change" 5-year, Strategic Plan
 - Consists of 6 Pillars that will create and sustain ITS successes for the future
 - Organizational Structure and Support
 - Process Improvements
 - Funding Strategies
 - Maintain/New Technology
 - ITS Modules
 - Training and Culture
- Radio and CAD/AVL Project
 - ITS partnered with our Electronic Repair department to complete the largest and most complex technology project in 20 years
 - The \$15 million project was completed on-time and under budget
 - 500+ vehicles upgraded with state-of-the-art technology
 - 895 Radios in use by operators and management
 - Complimentary Wi-Fi on all revenue vehicles
 - Radio Defects significantly decreased
 - On-time Performance and useable data significantly increased
- Ultramain:
 - Kicked off the Version 9 upgrade
 - Replacing server hardware that is nearly 15 years old
 - Completed process maps for various user departments. Comparison of current state vs. future state
- Hastus:
 - Received capital funding early due to preparedness.
 - Received board approval for Hastus 2021 upgrade and kicked off project in Fall 2020
- Spillman
 - Partnered with Transit Police and IT, the Spillman software was upgraded

- Upgraded Cruiser PCs to Windows 10
- Successfully loaded additional patches throughout the year

2021 PRIORITIES

- Begin the implementation of the "Innovation and Change, 5-year ITS Strategic Plan
- Ultramain:
 - Complete Version 9 upgrade
 - Successful software rollout and new modules
 - Implemented new devices (tablets) for in-the-field use
 - Training for all users
- Hastus:
 - Complete portions of the Hastus upgrade
 - Successful software rollout and new modules
 - Implemented new devices (PCs and tablets)
 - Training for all users
- Transit Police Technology
 - Purchase and begin implementation of:
 - Body Worn Cameras
 - Dispatch Consoles
 - Portable Radios
 - Cruiser Routers
 - Integrate Motorola technology with Spillman software
- TransitMaster
 - Upgrade to Version 19/20
 - Successful software rollout and new modules
 - Implemented new devices (tablets) for in-the-field use
 - Training for all users

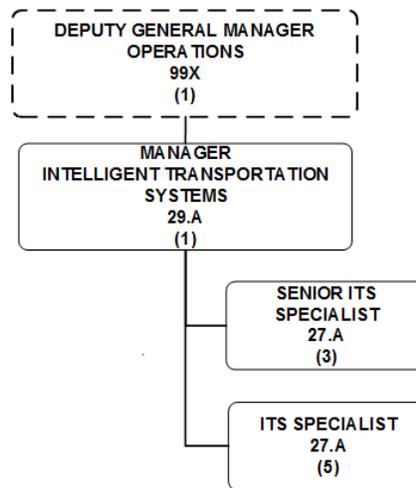
INTELLIGENT TRANSPORTATION SYSTEMS DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2020 Estimate	2021 Budget
501300	Labor Salaried Employees	\$581,928	\$542,717	\$644,961
502000	Fringe Benefits	88,340	166,233	227,596
503052	Other Maintenance Contracts	192,576	731,287	837,517
504000	Materials & Supplies	49,322	(228,360)	46,200
509000	Miscellaneous Expenses	1,955	4,836	3,600
509022	Meals & Concessions	346	395	1,000
	Total	\$914,467	\$1,217,108	\$1,760,874

INTELLIGENT TRANSPORTATION SYSTEMS DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
26	1691 ITS Specialist	5.0	5.0	5.0
	1625 Operations Performance Leader	1.0	1.0	-
27	1692 Senior ITS Specialist	-	1.0	2.0
28	1706 ITS Program Manager	1.0	1.0	1.0
29	1726 ITS Manager	1.0	1.0	1.0
	Total	8.0	9.0	9.0

INTELLIGENT TRANSPORTATION SYSTEMS ORGANIZATION CHART



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FINANCE DIVISION

MISSION STATEMENT

As an integrated group of professions, 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.

DIVISION STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

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

2021 is a year in transition. As the Authority completes its Strategic Plan update, divisions and departments will move from connection with the previous plan's Mission, Vision, Values, Vital few objectives, and scorecard measurements (as outlined in following pages) to new priorities beginning with the RTA targets (Division level metrics to address RTA identified outcome areas) that are presented for the first time after Division priorities.

2020 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 for the Comprehensive Annual Financial Report (CAFR) from the Government Finance Officers Association (GFOA).
- Received Distinguished Budget Presentation Award from the GFOA for the 2020 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 2020 Operating Budget.
- Managed 2020 expenditures to increase transfer to the Railcar Replacement fund by \$10 million.
- Managed TransitStat program.
- Managed 2020 Capital Improvement Plan (CIP).
- Developed 2021-2025 Capital Improvement Plan Program.
- Managed the 2021 Capital Grants Application process.
- Management of finances so that services and costs are in control and appropriate.
- Management of CARES Act and drawdowns.
- Conducted financial projections to make sure organization remains stable during the pandemic.

2021 PRIORITIES

- Implement process improvements that support the Authority’s Mission, Vision and Values.
- Develop a plan to continue to secure funding for Rail Car Replacement. Manage 2021 Operating Budget and 2021 Capital Improvement Plan (CIP).
- Continue to expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Continue to monitor procurement processes to streamline procedures.
- Support and maintain Fare Collection System.
- Continue to maintain and improve cash handling processes, fare collection security and vaulting process.
- Prepare Comprehensive Annual Financial Report (CAFR) conforming to the requirements outlined by the Government Finance Officers Association (GFOA) for the year ended December 31, 2020.
- 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 administration costs.
- Continue management of Authority’s Records Management Program.
- Continue to manage the Energy Risk Management Program to ensure budget stability.
- Administer 2021 Capital Grant Application process.
- Develop 2022 Capital Improvement Plan (CIP).
- Develop 2022-2026 Capital Improvement Plan (CIP) Program.
- Manage TransitStat Program.
- Participate in management of Enterprise Business Suite Information Systems.
- Implement process improvements within Finance Division.
- Participate in development of Authority’s strategic initiatives.
- Develop 2022 Operating Budget.
- Conduct thorough review of polices and update as necessary.
- Develop 2020 Budget Document conforming to the requirements by the GFOA.
- Implementation of Oracle upgrade.
- 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



Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Customer Experience	Financial Management - Customer Perception	20%	↑	15	% of customers that agrees or strongly agrees that GCRTA manages financial resources well	Customer Survey	Carl Kirkland
	Internal Net Promoter Score	15	↑	15	The Net Promoter Score of Finance functions as rated by GCRTA employees	Employee Survey	Scott Uhas
	TOTAL POINTS			30			
Community Value	Financial Management - Community Perception	15%	↑	5	% of community that agrees or strongly agrees that GCRTA manages financial resources well	Community Survey	Craig Wiehe
	TOTAL POINTS			5			
Financial Sustainability	Committed Funds to Capital Fund Goal	\$10M	–	10	Reduction of the unfunded capital projects by \$10M	Financial Data	Kay Sutula
	Operating Expense Covered by Own Source Revenue	15%	–	10	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)	Financial Data	Kay Sutula/John Togher
	One-Month Operating Reserve	\$20M	–	5	Maintain balance of 1 month operating reserve	Financial Data	Kay Sutula
	Three-Year Net Position	\$20M	–	5	Minimum of 1 month operating reserve on the rolling 3-year basis	Financial Data	Kay Sutula
	Accounts Receivable Aging	10%	↓	5	% reduction in 90 days due in accounts receivable aging report	Financial Data	John Togher
	Budget Adherence	\$13M	–	10	Division functions delivered under budget	Financial Data	Kay Sutula
	TOTAL POINTS				45		

Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Employee Engagement	Division Employees Agree Supervisor Invested in Growth and Success	5%	↑	5	% of employees that agree or strongly agree that their Supervisor is invested in their growth and success	Employee Survey	Melinda Dangelo
	Division Employees Understand Vision and Direction of GCRTA	10%	↑	5	% of employees that agree or strongly agree that they understand the vision and direction of GCRTA	Employee Survey	Melinda Dangelo
	Division Employees Understand How Performance Linked to Organizational Success	20%	↑	5	% of employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey	Melinda Dangelo
	Workforce Net Promoter Score	5	↑	5	% Promoters minus % Detractors that recommend Division as a place to work	Employee Survey	Melinda Dangelo
	TOTAL POINTS				20		
OVERALL PERFORMANCE SCORE				100			

OFFICE OF BUSINESS DEVELOPMENT

MISSION STATEMENT

The mission of the Office of Business Development is to engage, support, and assist the local disadvantaged business community and help ensure their fair and representative participation in procurement opportunities at GCRTA and within the community at-large.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

Support Procurement in Action Plan of improved specification writing to ensure department's mission statement.

2020 ACCOMPLISHMENTS

DBE Participation

Twenty five percent (25.2%) DBE Participation on Board approved FFY 2019 contracts of \$14,576,680 for a total of \$3,681,255 (not including Transit Motor Vehicles and Real Estate, as per federal regulations).

DBE Certifications

- New Certifications 9
- Re-Certifications 69

Program Compliance

- Contract Goal Setting 41
- Project Field Monitoring 3
- Certified Payrolls Reviewed 53

Outreach and Community Engagement

- Completed Comprehensive Revision and update of Office of Business Development (OBD) web page.
- Participated on FTA's Webinar and attend Public Meeting for the 2020-2022 DBE Goal Setting Methodology.
- Attended Council of Smaller Enterprise (COSE) Small Business Resource Fair.
- Hosted a Small Business Participation Workshop at Lakeland Community College in collaboration with Northeast Ohio Procurement Technical Assistance Center.
- Participated in Cleveland B2B Matchmaker sponsored by COSE and Greater Cleveland Partnership.

2021 PRIORITIES

- Certification of firms to participate as a DBE contractors, establishing DBE goals on contracts, ensuring program compliance with Federal regulations, and effective community outreach.
- Encourage strong business ties between GCRTA and women and minority-owned firms by creating and supporting avenues to communicate procurement opportunities by providing and participating in workshops, training, and information sessions.
- Encourage and monitor the utilization of women and minority workers on GCRTA construction projects.
- Increase the number of firms and total spend that women and minority-owned businesses and small business enterprises (SBEs) represent among contracts awarded in 2020.

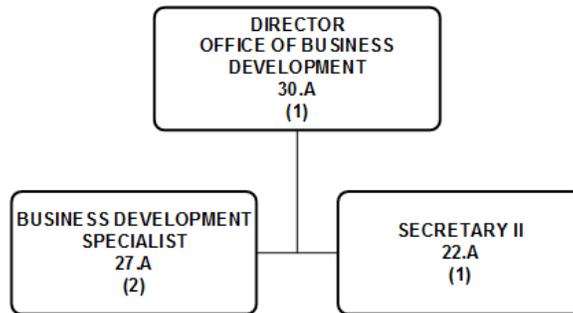
OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501200	Hourly Employee Labor	\$32,053	\$0	\$0
501300	Labor Salaried Employees	262,306	300,631	309,421
501310	Overtime Salaried Employees	0	0	0
502000	Fringe Benefits	112,580	106,489	104,890
503020	Advertising Fees	86	100	300
504000	Materials & Supplies	0	390	500
509000	Miscellaneous Expenses	3910	2,110	2,200
509022	Meals & Concessions	0	404	150
	Total	\$410,935	\$410,125	\$417,470

OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
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



ACCOUNTING DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

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

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

2020 ACCOMPLISHMENTS

- Reduced time required to process payments to vendors and employees by revising the payments process and streamlining procedures.
- Improved department performance and expedite workflow.
- Prepared Comprehensive Annual Financial Report (CAFR), conforming to the requirements outlined by the Government Finance Officers Association (GFOA).
- Completed the 2019 Financial Audit.
- Completed the 2019 Single Audit Report.
- Prepared closing and generation of internal use financial statements.
- Completed Grant Reconciliations of Capital Grants.
- Successfully worked through Covid 19 challenges and limitations.

2021 PRIORITIES

- 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 2020 Financial Audit.
- Coordinate the completion of the 2020 Single Audit Report.
- Prepare and submit the CAFR to the GFOA.
- Submit financial statements, footnotes and statistical tables to the Local Government Services (LGS).
- Continue to centralize contracts and agreements for leases and other revenue generating opportunities.
- Lead improvements efforts with collaboration with key stakeholder groups to make sure that asset management and state of good repairs are reconciled and reported in accordance with FTA guidelines.

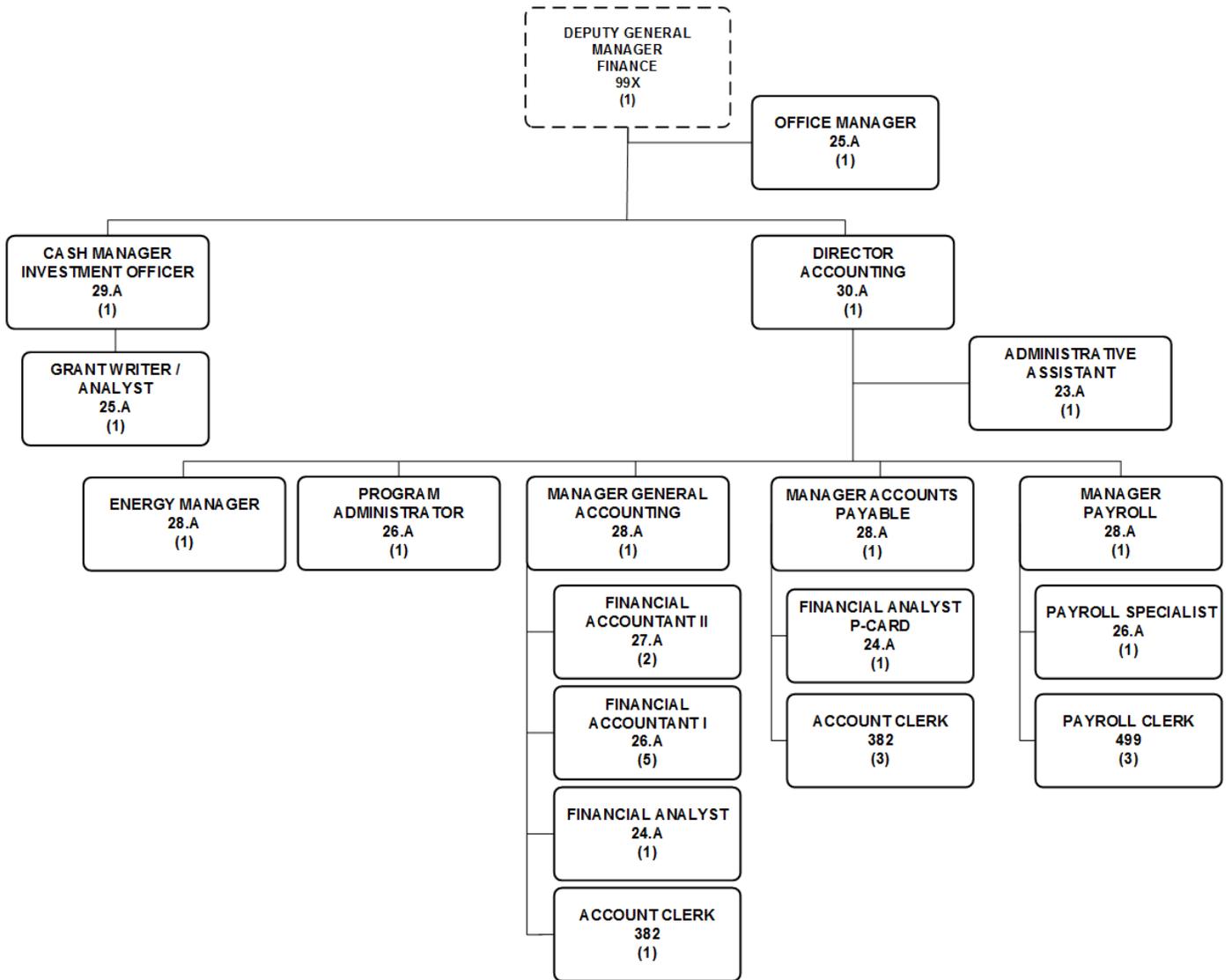
ACCOUNTING DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501300	Labor Salaried Employees	\$1,755,870	\$1,734,357	\$2,034,502
501310	Overtime Salaried Employees	24,236	28,240	28,000
502000	Fringe Benefits	586,206	612,903	717,282
503000	Services	701,913	950,517	1,450,000
503049	Temporary Help	34,782	(1,825)	25,000
503052	Other Maintenance Contracts	11,900	13,419	14,600
504000	Materials & Supplies	10,112	11,498	18,500
509000	Miscellaneous Expenses	8,326	5,680	23,800
509022	Meals & Concessions	0	0.00	1,000
	Total	\$3,133,345	\$3,354,789	\$4,312,684

ACCOUNTING DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
03	0382 Account Clerk	4.0	4.0	4.0
04	0499 Payroll Clerk	3.0	3.0	3.0
23	0725 Executive Secretary	1.0	1.0	1.0
	0757 Administrative Assistant	1.0	1.0	1.0
24	1959 Financial Analyst	2.0	2.0	2.0
25	0765 Grants Writer / Analyst	1.0	1.0	1.0
26	1080 Financial Accountant I	5.0	5.0	5.0
	1725 Program Administrator/Financial Accountant	1.0	1.0	1.0
	0857 Payroll Administrator	1.0	1.0	1.0
27	1162 Supervisor Accounts Payable	1.0	1.0	-
	1163 Supervisor Payroll	1.0	1.0	-
	1086 Financial Accountant II	2.0	2.0	2.0
28	1161 Supervisor General Accounting	1.0	1.0	-
	1161 Manager General Accounting	-	-	1.0
	1166 Manager Payroll	-	-	1.0
	1167 Manager Accounts Payable	-	-	1.0
	1626 Energy Manager	-	1.0	1.0
29	1263 Cash Manager, Investment Officer	1.0	1.0	1.0
30	1427 Director	1.0	1.0	1.0
99	9941 DGM Finance	1.0	1.0	1.0
	Total	27.0	28.0	28.0

ACCOUNTING DEPARTMENT ORGANIZATION CHART



SUPPORT SERVICES DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

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

2020 ACCOMPLISHMENTS

- Continued efforts in Records Management Program by updating GCRTA Records Retention Schedules and coordinating the purging of obsolete records to reduce storage cost.
- Twenty-five (25) retention schedules fully approved so far.
- Successful mass destruction efforts, disposing of 3,874 boxes that were in off-site storage.
- Continued the chair replacement project, providing over fifty (50) 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:
 - Paratransit call center , dispatch and office remodel
 - Risk Management high density filing system
 - New chairs for CITME training room at CBM, Legal department conference room, ADA waiting room at Main Office
- Offices updated with new furniture at Main Office, Triskett, Paratransit and Central Bus Maintenance Facility
- Print Shop at Woodhill and Copy Center at Main Office handled extra print requests for Covid-19 communications used on buses, railcars and at districts. These items included timetables, car cards, employee information cards, pick sheets, seat/door signs, route books, headways and special schedules.

2021 PRIORITIES

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

SUPPORT SERVICES DEPARTMENT BUDGET

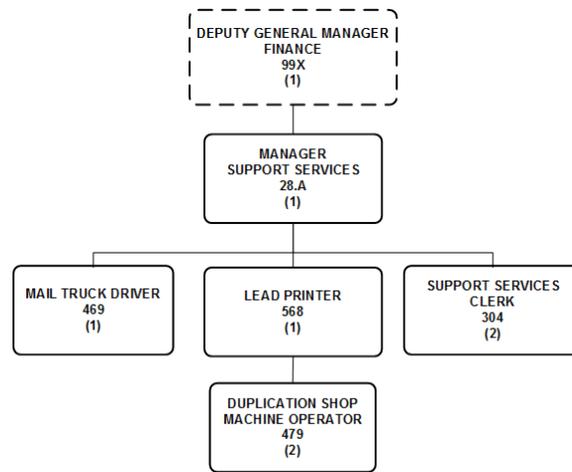
Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501200	Hourly Employees Payroll	\$59,571	\$61,695	64,792
501210	Overtime - Hourly Employees	4	0	100
501300	Labor - Salaried Employees	349,607	385,841	390,104
501310	Overtime - Salaried Employees	531	859	5,000
502000	Fringe Benefits	160,740	168,140	170,818
503000	Services	9,771	12,879	10,600
503052	Other Maintenance Contracts	100,594	97,212	100,485
504000	Material & Supplies	4,753	9,863	39,600
504051	Postage Expense	58,715	45,682	54,000
504052	Duplicating Material & Supplies	81,173	69,231	90,000
512000	Leases & Rentals	91,092	90,933	103,000
	Total	\$916,551	\$942,333	\$1,028,499

SUPPORT SERVICES DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
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
28	0868 Manager Support Services	1.0	1.0	1.0
	Total	7.0	7.0	7.0

*Deputy General Manager is not included in the staffing count.

SUPPORT SERVICES DEPARTMENT ORGANIZATION CHART



PROCUREMENT DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

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

2020 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.
- Three Contract Administrators re-appointed to the National Institute of Government Purchasing Association Board of Directors, Northeast Ohio Branch.
- Continued to update all contracts and templates to incorporate new FTA regulatory changes.
- In response to the pandemic, Procurement staff modified internal procedures to expedite purchase of COVID related items in order to protect employees and the public. Business processes adapted to meet CDC requirements while maintaining integrity of State and Federal acquisition regulations.
- Processed 6,004 Purchase orders valued at \$91,088,453.63.
- Awarded contract for the evaluation of the Authority's fleet of Rail Cars.
- Awarded contract for the purchase of commuter coaches.
- Completed updates to the Procurement Policies and Procedures Manual-published April 2019.

2021 PRIORITIES

- Continue to monitor and improve procurement acquisition process to reduce procurement turnaround time.
- Expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Update and Implement Procurement 101 Training Program.
- Continue National Institute of Governmental Purchasing (NIGP) Department Accreditation.
- Support the Authority's implementation of ISO 14001 by ensuring key suppliers and partners are informed of the Authority's Vital Few Objectives and Mission Statement.
- With the assistance of the Rail Car consultant, advertise solicitation for new rail cars by first quarter 2021, with an anticipated award by year end..

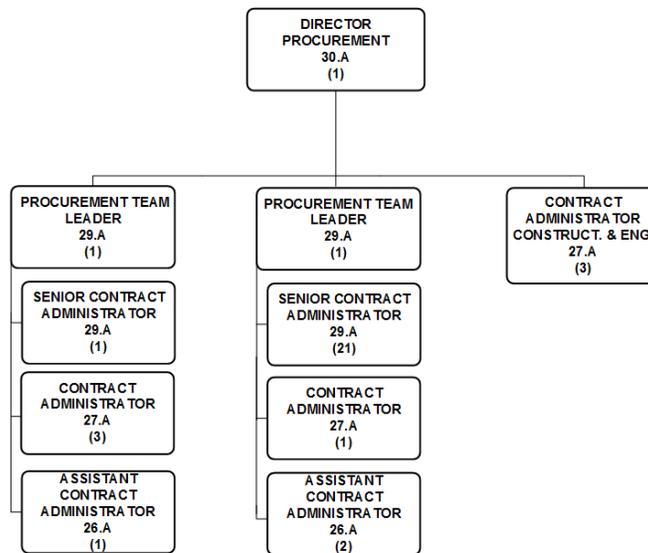
PROCUREMENT DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501300	LABOR - SALARIED EMPLOYEES	\$1,100,135	\$1,143,624	\$1,308,262
502000	FRINGE BENEFITS	427,556	416,184	431,209
503000	SERVICES	6,079	6,079	6,500
503020	ADVERTISING FEES	11,881	10,314	13,000
504000	MATERIAL & SUPPLIES	3,326	2,486	4,900
509000	MISCELLANEOUS EXPENSES	7,241	5,360	13,636
509022	MEALS & CONCESSIONS	127	150	200
	Total	\$1,556,345	\$1,584,197	\$1,777,707

PROCUREMENT DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
04	0494 Word Processing Coord.	1.0	1.0	-
26	0830 Assistant Contract	3.0	3.0	3.0
27	1160 Contract Administrator	5.0	5.0	4.0
	1171 Contr Admin Const & Eng	3.0	3.0	3.0
29	0787 Procurement Team Leader	3.0	3.0	3.0
	XXXX Senior Contract Administrator	-	-	2.0
30	1609 Director	1.0	1.0	1.0
	Total	16.0	16.0	16.0

PROCUREMENT DEPARTMENT ORGANIZATION CHART



REVENUE DEPARTMENT

MISSION STATEMENT

The mission of the Revenue Department is to collect, maximize, safeguard and deposit passenger revenues from fare boxes, retail outlets and automated fare collection equipment. Other responsibilities include administering sales of fare cards and passes, coordination of pass programs with various educational institutions, monitoring ridership reports, oversight of all automated vending equipment, assisting with various aspects of the mobile ticketing platform and the review and integration of new fare policies and collection techniques as they are adopted.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

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

2020 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.
- Due to the Covid pandemic the number of special events that required our support changed dramatically. There was no need for support or the distribution of passes for customers to use. Instead we focused on making adjustments to collection schedules due to the reduced fare revenue collected and stepped up our vault, cash and coin box maintenance.
- Again, due to the Covid pandemic, the collegiate U Pass program along with the student pass program with the Cleveland Municipal School District looked drastically different. At the end of each programs respective school year continued programs even when schools were not in session, due to the pandemic, so that students who still had travel needs for various reasons were still able to make their trips. While preparing for each groups needs for the 2020/21 school sessions had to make significant changes to each program. Instrumental in the negotiation for the agreement with the Cleveland Municipal School District for the 2020/21 school year that resulted in the use of more trip passes and the elimination of the ID card for the first half of the school year. Due to the pandemic was unable to enter into a long term agreement with CMSD. This will become the focus of the 2021 discussions.
- In conjunction with the Information Technology department continue to support the Mobile Ticketing platform.
- On a daily basis review the ridership of Paratransit and Bus/Rapid to look for any abnormalities and assist in the explanation of any significant variances.
- 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. The vendors claimed difficulty with final acceptance testing due to workforce limitations caused by the Covid pandemic.
- Entered into a new contract with Brink's Inc. to process cash revenue received as well as to support revenue transportation needs.
- Fielded and resolved numerous customer issues regarding the fare collection system which included fielding calls regarding the exchange of expired documents.
- Assist the Rail Operations staff with the procurement of new fare collection equipment to be included with the new rail car purchase.
- Worked with Operations and Legal to revise the cost of the All Day pass for each fare classification.

2021 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 for the Revenue Collection Department.
- Maintain the vaults at each district as well as the coin box and cash box of all equipment on the rolling stock as well as in the stations.
- Continue to work with both GFI and Conduent toward the successful completion and the installation of the automated fare collection equipment, software, and peripherals with a focus on smart cards.
- 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.
- Assist Operations staff with the procurement of new fare collection equipment for the new rail fleet.

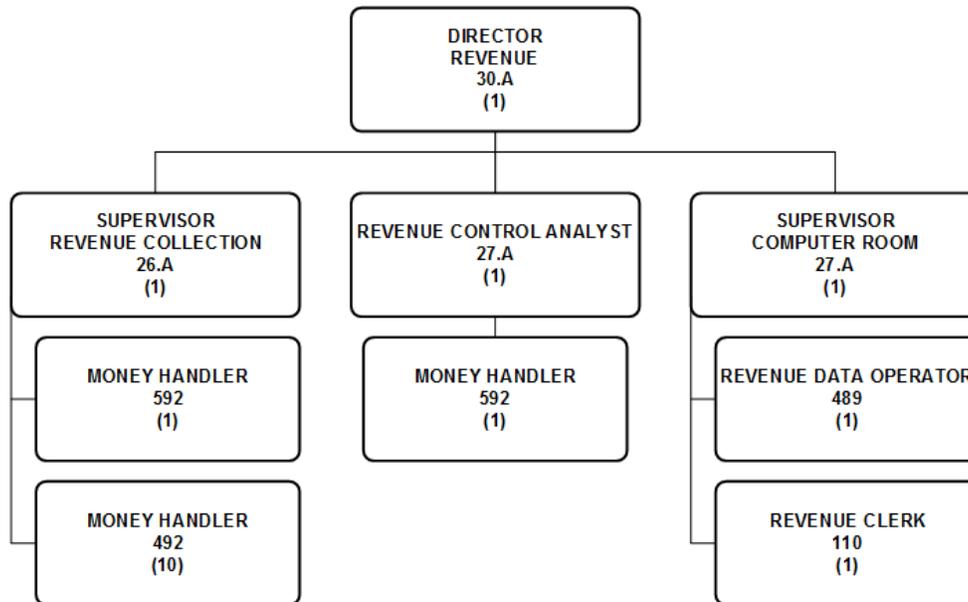
REVENUE DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501300	Labor - Salaried Employees	\$1,004,711	\$1,075,568	\$1,106,407
501310	Overtime - Salaried Employees	19,419	10,615	34,500
502000	Fringe Benefits	397,393	401,655	442,088
503052	Other Maintenance Contracts	325,460	339,508	394,500
504000	Material & Supplies	134,775	83,634	245,293
509000	Miscellaneous Expenses	2,291	791	3,125
	Total	\$1,884,050	\$1,911,771	\$2,225,912

REVENUE DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
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	10.0	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	1.0	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



OFFICE OF MANAGEMENT & BUDGET

MISSION STATEMENT

The mission of the Office of Management & Budget (OMB) is to ensure sustainability through sound financial management including organizational, strategic and performance excellence.

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

Fiscal Responsibility is the main driver of the Strategic Plan for the Office of Management and Budget. Operating revenue performance is the key driver of managing revenue growth. It is crucial to manage Fare Revenue, Sales & Use Tax, and Reimbursed Expenditures. Outlining capital needs defines funds needed to invest in maintaining assets and infrastructure. To meet operational needs, capital funds from Formula and Competitive Grants are critical. Limiting and reducing annual operating expenses is evident of organizational efficiency and effectiveness. Enhancing Fiscal Responsibility is also part of the strategic plan for OMB. A key indicator of operating efficiency is the farebox recovery ratio. This is the percentage of operating expenses met by paid passenger fares. Other initiatives include rate of audit compliance with various regulatory entities and the progress rate of completing process improvement action plans.

2020 ACCOMPLISHMENTS

- Managed the Coronavirus Aid Relief and Economic Security (CARES) Act drawdowns with Accounting
- Continued the 2016 – 2018 Strategic Plan and updated VFOs into 2020.
- Ended the year with a Fund Balance in excess of a 30-Day Operating Reserve.
- Successfully completed the 2019 National Transit Database submission.
- Managed and Expanded the TransitStat program, the Agency's performance management forum for over 13 years, which has helped the Agency to reduce costs and increase efficiencies.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award
- Completed the strategic plan for Finance Division.
- Support Information Technology and Divisions with Oracle Cloud development

2021 PRIORITIES

- Implement the Finance Division strategic plan.
- Manage the National Transit Database reporting and submittal.
- Continue to implement an agency-wide initiative to improve performance through TransitStat.
- Continue to reprioritize the capital program and coordinate the funding and system implications.
- Support the Authority wide distribution of the Strategic Plan and Performance Management.
- Support Information Technology and Divisions with Oracle Cloud development and implementation

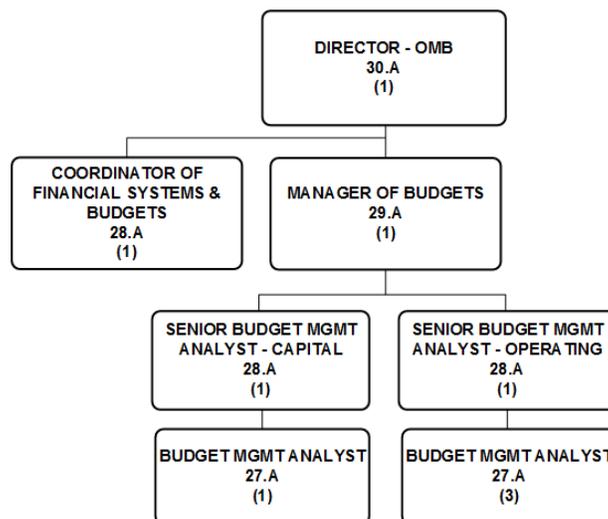
OFFICE OF MANAGEMENT & BUDGET DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501300	Labor - Salaried Employees	\$543,927	\$676,277	\$702,563
502000	Fringe Benefits	214,452	241,808	240,447
503000	Services	266,807	196,455	250,000
503020	Advertising Fees	740	3,109	3,600
503052	Other Maintenance Contracts	37,326	(1,459)	0
504000	Material & Supplies	645	1,003	1,250
504021	Compressed Natural Gas	1,051,422	889,782	1,250,000
505018	Natural Gas	561,372	665,780	608,000
505019	Water	498,396	449,822	471,000
505021	Electricity	2,040,488	1,933,088	2,079,300
509000	Miscellaneous Expenses	28,755	3,101	81,000
509022	Meals & Concessions	507	550	1,300
	Total	\$5,244,837	\$5,059,317	\$5,688,459

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
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	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	9.0

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT ORGANIZATION CHART



FUND TRANSFERS DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

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

2020 ACCOMPLISHMENTS

- Bond Retirement Fund transfer: Ending Balance > 1/12 Principal and 1/6 Interest requirements
- Insurance Fund: Ending Balance > \$5 million
- Supplemental Pension Fund: Ending Balance: \$1.3 million > last assessed value
- Capital Improvement Fund transfer: 13.5% of Sales & Use Tax Funding transferred to Capital
- Reserve Fund: \$10 million for Rail Car Replacement and utilized \$1.45 million for 27th pay for Salaried employees

2021 PRIORITIES

- Bond Retirement Fund: Year-End balance > 1/12 Principal and 1/6 Interest requirements
 - Complete \$25 million debt issuance
- Insurance Fund: Year-End Balance > \$5 million
- Supplemental Pension Fund: Ending Balance > last assessed value
- Capital Improvement Fund: transfer of Sales & Use Tax to Capital – minimum of 10%
 - Transfer all PM reimbursement to Capital
 - Transfer an additional \$15 million to Capital
- Reserve Fund transfer: \$10 million transfer for Rail Car Replacement Program
 - Transfer \$49 million to RTA Development Fund for the Rail Car Replacement Program

FUND TRANSFERS DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Original Budget	2021 Amended Budget
510050	Transfers to/from Reserve Fund	\$12,965,059	\$9,428,615	\$10,878,615	\$ 10,878,615
510065	Transfers to/from Pension Fund	50,000	50,000	45,000	45,000
510075	Transfers to/from RTA Capital	12,005,224	13,397,525	28,398,859	43,398,859
510085	Transfers to/from Bond Retirement Fund	13,339,003	14,950,956	13,835,408	13,835,408
510090	Transfers to/from Insurance Fund	2,700,000	0	2,000,000	2,000,000
Total		\$41,059,286	\$37,827,096	\$55,157,882	\$70,157,882

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ENGINEERING & PROJECT MANAGEMENT DIVISION

MISSION STATEMENT

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

DIVISION STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Engineering and Project Management Division is responsible for RTA's planning, real estate, and capital project design and construction management activities. The Engineering Division plays a key role in obtaining competitive grants to bring in additional grant funding to achieve a State of Good Repair (SOGR). Progress and impact are measured by completion of SOGR priorities, and the improvement in the Asset Management Rating of assets.

2021 is a year in transition. As the Authority completes its Strategic Plan update, divisions and departments will move from connection with the previous plan's Mission, Vision, Values, Vital few objectives, and scorecard measurements (as outlined in following pages) to new priorities beginning with the RTA Targets (Division level metrics to address RTA identified outcome areas) that are presented for the first time after Division priorities.

2020 ACCOMPLISHMENTS

- Completed the design and construction of the Light Rail Track Rehabilitation – Phase 1.
- Completed construction of the replacement of the Puritas Substation.
- Completed installation of the new SCADA system.
- Completed construction of the Shaker Square Station ADA ramps.
- Completed the ten year Strategic Plan Update to incorporate Pillar Study results.
- Completed construction of the Triskett Garage CNG Fueling and Storage Facility.
- Continued construction of Tower City Track 10/Track 13 Rehabilitation with platform, catenary and signal work.
- Completed the installation of Stations and Kiosks along Opportunity Corridor Phase 1.
- Completed the adoption of the SFY 2021-2024 Transportation Improvement Plan (TIP).
- Completed design of the Triskett Garage CNG Facility Upgrades.
- Completed design of the Light Rail Track Rehabilitation – Phase 2.
- Completed design for Cuyahoga Viaduct Rehabilitation Phase 1.
- Began construction of the Warrensville/Van Aken Substation.
- Began construction of the East 79th Street Red Line Station ADA Rehabilitation.
- Began construction of the Red Line Fiber Optic Line Replacement.
- Began construction of the West 30th Substation Transformer/Rectifier Replacements.
- Began construction of the Light Rail Retaining Wall Rehabilitation - Phase 2.
- Continued design of the Overhead Catenary System Structural Rehabilitation.
- Completed study and began design of the Warrensville/Van Aken Station Improvements and Comfort Station.
- Began design of the Tower City East Portal Rehabilitation.
- Began design of the East 120th Street Substation Replacement.
- Began design of the Trunk Line Signal System.
- Began the due diligence phase for the Columbus Road Transit Oriented Development.
- Began the Transit Oriented Development Planning along the West 25th Street Corridor.
- Supported the activities of the Cuyahoga County Trails Leadership Network.

- Provided leadership for the Performance Management initiatives of TPE, ISO 14001 and Sustainability programs.
- Provided FFY2021 CUZA funding allocations for the Region for formula and CARES act grants.
- Promoted transit elements in various TLCI studies throughout Cuyahoga County.
- Continued supporting Asset Management and SOGR initiatives throughout GCRTA.
- Facilitated construction coordination with various ODOT and City of Cleveland projects.
- Obtained over \$30 million of competitive grants from FTA, ODOT, OEPA, NOACA and USDOT BUILD.

2021 PRIORITIES

- Complete construction of Tower City Track 10/Track 13 Rehabilitation with platform, catenary and signal work.
- Complete the construction of the Light Rail Track Rehabilitation – Phase 2.
- Complete construction of the Triskett Garage CNG Facility Upgrades.
- Complete construction of the Warrensville/Van Aken Substation.
- Complete construction of the East 79th Street Red Line Station ADA Rehabilitation.
- Complete construction of the Red Line Fiber Optic Line Replacement.
- Complete construction of the West 30th Substation Transformer/Rectifier Replacements.
- Complete construction of the Light Rail Retaining Wall Rehabilitation - Phase 2.
- Begin construction of the Cuyahoga Viaduct Rehabilitation Phase 1.
- Begin construction of the West 117th Street Substation.
- Complete the due diligence phase for the Columbus Road Transit Oriented Development.
- Complete the Transit Oriented Development Planning along the West 25th Street Corridor.
- Complete design and begin construction of the Tower City East Portal Rehabilitation.
- Complete design and begin installation of the Trunk Line Signal System.
- Complete design and begin installation of the 515 Switch and Track.
- Complete design and begin construction of the Overhead Catenary System Structural Rehabilitation.
- Complete design & begin construction of the Warrensville/Van Aken Station Improvements and Comfort Station.
- Complete design of the East 120th Street Substation Replacement.
- Complete the structural evaluation of the Waterfront Line Bridge.
- Begin design of the Red Line Bridge over West 117th Street.
- Begin design of the Track Bridge over Conrail.
- Begin implementation of the ten year Strategic Plan Update.
- 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.
- Obtain ISO 14001 Certification and lead the Sustainability programs.
- Provide FFY2022 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.

LIST OF DEPARTMENTS

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

ENGINEERING & PROJECT MANAGEMENT

Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Customer Experience	Annual Goal for Rail Car Replacement Fund	\$20M	–	10	Appropriated or obligated funding for rail car replacement fund secured in the program year	Performance Data	Michael Schipper
	Completion of Annual Work Program	\$25M	–	15	Total value of the design and construction contracts approved by the Board of Trustees.	Performance Data	Joseph Shaffer
	Benefit and Value of Capital Program Investments - Impression	20%	↑	5	% of customers who have a positive impression of capital program investments (recently completed projects)	Customer Survey	Maribeth Feke
	Capital Program Project Schedule Adherence	80%	–	5	% of capital projects (budget ≥ \$1M) that are on schedule	Performance Data	Joseph Shaffer
	TOTAL POINTS			35			
Community Value	Economic Impact of Capital Program - Impression	20%	↑	10	% of community that has a positive perception of the economic impact of the capital program	Customer Survey	Maribeth Feke
	Economic Impact of Capital Program - Actual	3 to 1	↑	10	The actual economic impact of major capital projects (budget ≥ \$1M)	Economic Impact Study	Maribeth Feke
	Sustainability - Emissions Reduction - Actual	>5%	↓	10	% Reduction of Type I and II emissions per passenger-mile traveled on RTA	Performance Data	Heather Valentino
	Social Mobility Initiative - Impression	20%	↑	10	% of community that agrees or strongly agrees that GCRTA provides service that supports quality of life and social needs	Customer Survey	Joseph Shaffer
	TOTAL POINTS			30			
Financial Sustainability	Competitive Grants Awarded Towards Annual Goal for Prioritized Capital Projects	\$25M	–	15	Annual goal for competitive grants awarded for prioritized capital projects in the program year	Financial Data	Michael Schipper
	Change Orders on Major Projects	<5%	–	10	Achievement of under 5% change orders for major capital projects	Performance Data	Joseph Shaffer
	TOTAL POINTS			25			

Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Employee Engagement	Division Employees Agree - Supervisor Invested in Growth and Success	5%	↑	2	% of Division employees that agree or strongly agree that their Supervisor is invested in their growth and success	Employee Survey	Michael Schipper
	Division Employees Agree - Understand Vision and Direction	10%	↑	2	% of Division employees that agree or strongly agree that they understand the vision and direction of GCRTA and the Engineering & Project Management Division	Employee Survey	Brian Temming
	Division Employees Agree - Understand How Performance Linked to Organization Success	20%	↑	2	% of Division employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey	Joseph Shaffer
	Workforce Net Promoter Score	5	↑	2	% Promoters minus % Detractors that recommend Division as a place to work	Employee Survey	Maribeth Feke
	Agency Employees Understand Benefits of Capital Program	20%	↑	2	% of Agency employees that agree or strongly agree that they understand the benefits of the capital program	Employee Survey	Michael Schipper
	TOTAL POINTS				10		
OVERALL PERFORMANCE SCORE					100		

PROJECT SUPPORT DEPARTMENT

MISSION STATEMENT

The mission of the Project Support Department is to provide quality assurance oversight and program review services in support of the 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.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

Supporting the Vital Few Objectives (VFOs) for Continual Process Improvement, Fiscal Responsibility and Innovation & Learning. The Project Support Department impacts GCRTA's ability to achieve a State of Good Repair and Advance and Improve Technology, as well as Enhancing Fiscal Responsibility by providing quality and safety oversight and program reviews of projects. The Project Support Department also works to Improve Sustainability throughout the Authority by advancing the use of environmental best practices and documenting, implementing, and maintains the Authority's Environmental Sustainability Management System (ESMS).

2020 ACCOMPLISHMENTS

- Completed 105 Quality Assurance Audits
- Completed 30 Quality Control Plan, Request for Proposal and Issue for Bid Package Reviews
- Completed 24 Third-Party plan reviews
- Updated and reissued the Engineering and Project Management Project Execution Manual
- Updated and reissued the Engineering and Project Management Quality Program Plan
- Provided engineering design and construction assistance on Engineering and Project Development projects
- Provided document control support on Engineering and Project Development projects
- Progressed the Construction of the E. 79th Street Red Line Station to 90% Completion
- Installed water bottle filling station in the Main Office Building
- Monthly Energy Dashboard
- Execution of Healthline LED Retrofit project
- Execution of Strongsville & Southgate LED Retrofit Project

2021 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.
- Execution of Paratransit LED retrofit project
- Execution of modifications of Paint & Primer storage room to reduce Central Bus Maintenance Facility Significant Aspect risk

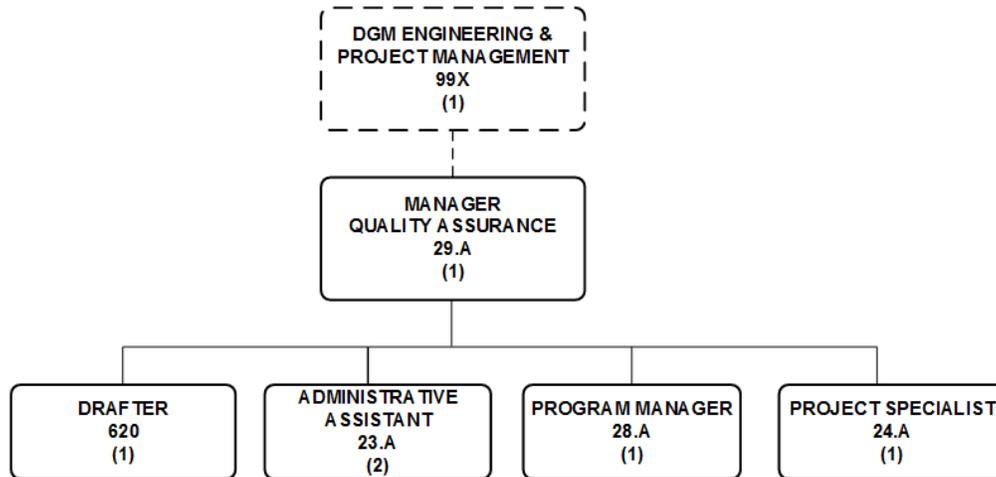
PROJECT SUPPORT DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Projected Actual (Q3)	2021 Budget
501300	Labor – Salaried Employees	\$395,062	\$570,263	\$422,016
501310	Overtime – Salaried Employees	652	0	10,000
502000	Fringe Benefits	152,094	178,415	152,067
503000	Services	0	12,813	61,500
504000	Materials & Supplies	207	895	8,300
509000	Miscellaneous Expenses	175	22,579	38,000
509022	Meals & Concessions	0	0	250
	Total	\$548,190	\$784,964	\$692,133

PROJECT SUPPORT DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
06	0620 Drafter	1.0	1.0	1.0
23	0757 Administrative Assistant	1.0	2.0	2.0
24	0860 Project Assistant	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	6.0	6.0

PROJECT SUPPORT DEPARTMENT ORGANIZATION CHART



PROGRAMMING & PLANNING DEPARTMENT

MISSION STATEMENT

The Department of Programming and Planning is responsible for initiating studies and long-term projects designed to maintain and improve transit ridership through project viability studies, joint venture identification, station area, and land use planning. The Department is also responsible for the oversight of the Authority's real estate property holdings, transit waiting environment, arts-in-transit programs. The department also leads GCRTA's efforts in Micro-mobility as part of an inter-agency task force.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

Supporting the Vital Few Objectives (VFOs) for Voice of Customer (Expanding Advocacy and Enhancing Customer Experience) and Continual Process Improvement (Achieving State of Good Repair and Advance & Improve Technology). The Programming and Planning Department impacts GCRTA's ability to meet goals for advocacy, public art, transportation studies, and receiving competitive grants for the capital improvement program.

2020 ACCOMPLISHMENTS

- Completed Framework for the Future, GCRTA's strategic Plan
- Initiated 25connects, the W. 25th TOD Planning project funded by FTA
- Completed land acquisitions for parcels required for E. 34th Street Station Reconstruction Project
- Completed sale of Excess property at 5508 Euclid Avenue
- Modified leasehold clauses in response to COVID
- Completed Title VI Analysis
- Completed CUZA allocation
- Completed CARES Act funding allocation expeditiously
- Served on NOACA Air Quality, Transit Council, and Transportation Committees.
- Participation on NOACA's Transit Needs Assessment, Downtown Mobility Plan, and Long Range Plan
- Completed 4 Transit Waiting Environment Projects
- Processed and obtained Environmental Clearances on 3 projects.
- Participated in Vision for the Valley and Metroparks "Cheers" Project
- Awarded and Executed contract with 2 artists for E. 79th Street Rail Project
- Worked with the City of Cleveland's Vision Zero Task Force.
- Participated on Downtown Cleveland Alliance's Downtown Mobility Taskforce and Ontario Street Planning
- Collaborated and assisted with successful Paradox Grant application
- Completed shelter pad construction for E. 105/Opportunity Corridor Project.
- Completed 5 Community Investment Improvement Projects.
- Assisted in successful applications to ODOT for "Baby on Board" Project and to DOT for Build grant
- Applied for 2 competitive planning grants
- Worked with task force in Shaker Heights on Van Aken District
- Represented RTA on Solon Mobility Task Force
- Acted as Project Manager for construction of the Red Line Greenway
- Participated in the NOACA "Walkability Virtual Academy" Northeast Ohio Team

- Created Legislature Update for capital expenditures

2021 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
- Complete 25connects TOD Planning project on W. 25th Street
- Manage Completion of Red Line Greenway project
- Obtain Environmental Clearances as needed.
- Monitor Implementation of Framework for the Future short term objectives
- Execute a Letter of Intent for the W. 25th Street/Columbus Road TOD Project
- Complete land acquisitions required for Viaduct Repair, W. 117th Bridge and West Side Red Line projects.
- Complete 4 TWE projects.
- Continue to represent GCRTA on NOACA committees, Sub-committees, Task Forces, and TLCI projects
- Establish Micro Mobility Pilot Demonstration project.
- Complete 4 Community Investment Improvement Projects.
- 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

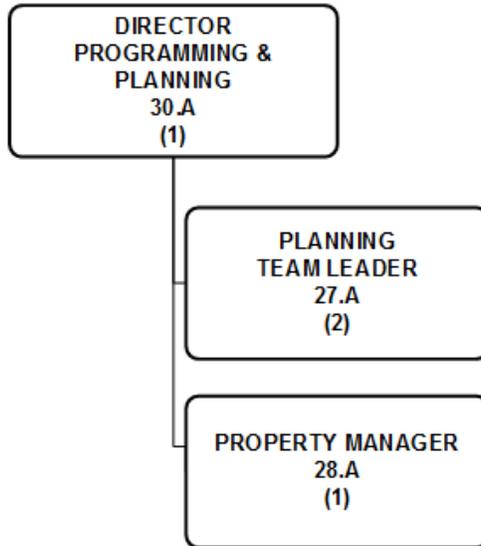
PROGRAMMING AND PLANNING DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501300	Labor Salaried Employees	\$332,556	\$360,331	\$362,441
502000	Fringe Benefits	129,231	129,277	113,622
503000	Services	165,804	148,622	152,300
504000	Materials & Supplies	33	20	600
507030	Property Taxes	80,585	5,504	129,833
509000	Miscellaneous Expenses	15,915	8,844	21,626
509022	Meals & Concessions	0	0	100
512000	Leases & Rentals	118,986	109,801	120,534
Total		\$843,110	\$762,399	\$901,055

PROGRAMMING AND PLANNING DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
27	0838 Planning Team Leader	2.0	2.0	2.0
28	0794 Property Manager	1.0	1.0	1.0
30	0788 Director	1.0	1.0	1.0
Total		4.0	4.0	4.0

PROGRAMMING AND PLANNING DEPARTMENT ORGANIZATION CHART



ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT

MISSION STATEMENT

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.

2020 ACCOMPLISHMENTS

- Completed reconstruction of Tower City Track 10 East, 10 West and new crossover at west end.
- Completed reconstruction of Light Rail Track (Trunk Line Phase 1) from E. 79th to Buckeye/Woodhill.
- Completed reconstruction of W. 65th Red Line Substation.
- Completed reconstruction of the modular Puritas Red Line Substation.
- Completed installation of the new Supervisory Control and Data Acquisition (SCADA) system.
- Began construction of Red Line Fiber Optic System Replacement.
- Completed construction of the Shaker Square Station ADA Ramps.
- Completed reroofing of Shaker Square and W. 30th Substations
- Completed construction of the Triskett Garage CNG Fueling Facility.
- Completed design for the Triskett CNG Facility Upgrades and advertised for construction.
- Continued construction of the Warrensville/Van Aken Substation.
- Began construction of the new E. 79th Red Line Station.
- Continued design of the E. 120th Red Line Substation Replacement.
- Completed design and began construction of the W. 30th Red Line Substation Rehabilitation.
- Completed design of the Light Rail Trunk Line Signal System Replacement.
- Began construction of the Light Rail Trunk Line Retaining Wall Rehabilitation – Phase 2.
- Commenced Tower City East Portal Reconstruction design.
- Completed design of the Cuyahoga Viaduct Rehabilitation – Phase 1.
- Completed design of Light Rail Track Rehabilitation Trunk Line Phase 2, Buckeye/Woodhill to Shaker Square.
- Completed design of Red Line E. 55th – E. 79th Rail Replacement.
- Began Safety Certification process for Rail Car Replacement Program.
- Began design for Brookpark Shop and Yard Improvements to support Rail Car Replacement Program.
- Awarded design RFP for W. 117th Red Line Bridge/Station Platform Rehabilitation.
- Awarded design RFP for Waterfront Line Bridge Rehabilitation.
- Completed design of Overhead Catenary Structural Rehabilitation Phase 1.
- Began design of Warrensville Van Aken Comfort Station and Rail Station Improvements.
- Continued to support Asset Management and State of Good Repair projects throughout GCRTA.

2021 PRIORITIES

- Complete reconstruction of Tower City Track 13 and updates to GL-1 processor.
- Complete reconstruction of Light Rail Track (Trunk Line Phase 2) from Buckeye/Woodhill to Shaker Square.
- Complete construction of the Fiber Optic System Replacement.
- Complete construction of the Triskett CNG Garage Infrastructure Upgrades.
- Complete construction of the Warrensville/Van Aken Substation.
- Complete construction of the new E. 79th Red Line Station.

- Complete design and advertise E. 120th Red Line Substation Replacement.
- Award and begin construction of W. 30th Red Line Substation Rehabilitation.
- Award and begin Light Rail Trunk Line Signal System Replacement.
- Complete construction of Light Rail Trunk Line Retaining Wall Rehabilitation – Phase 2
- Complete design of and award Tower City East Portal Reconstruction.
- Award and begin construction of Cuyahoga Viaduct Rehabilitation - Phase 1
- Complete design of Light Rail Track Rehabilitation Green Line Phase 1, Moreland Pocket to Eaton
- Award and complete construction of Red Line E. 55th to E. 79th Rail Replacement.
- Continue Safety Certification process for Rail Car Replacement Program.
- 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.
- Commence design for W. 117th Red Line Bridge/Station Platform Rehabilitation.
- Complete Design and advertise for Waterfront Line Bridge Rehabilitation.
- Begin Overhead Catenary Structural Rehabilitation Phase 1.
- Complete design of Warrensville Van Aken Comfort Station and Rail Station Improvements.
- Continued to support Asset Management and State of Good Repair projects throughout GCRTA.

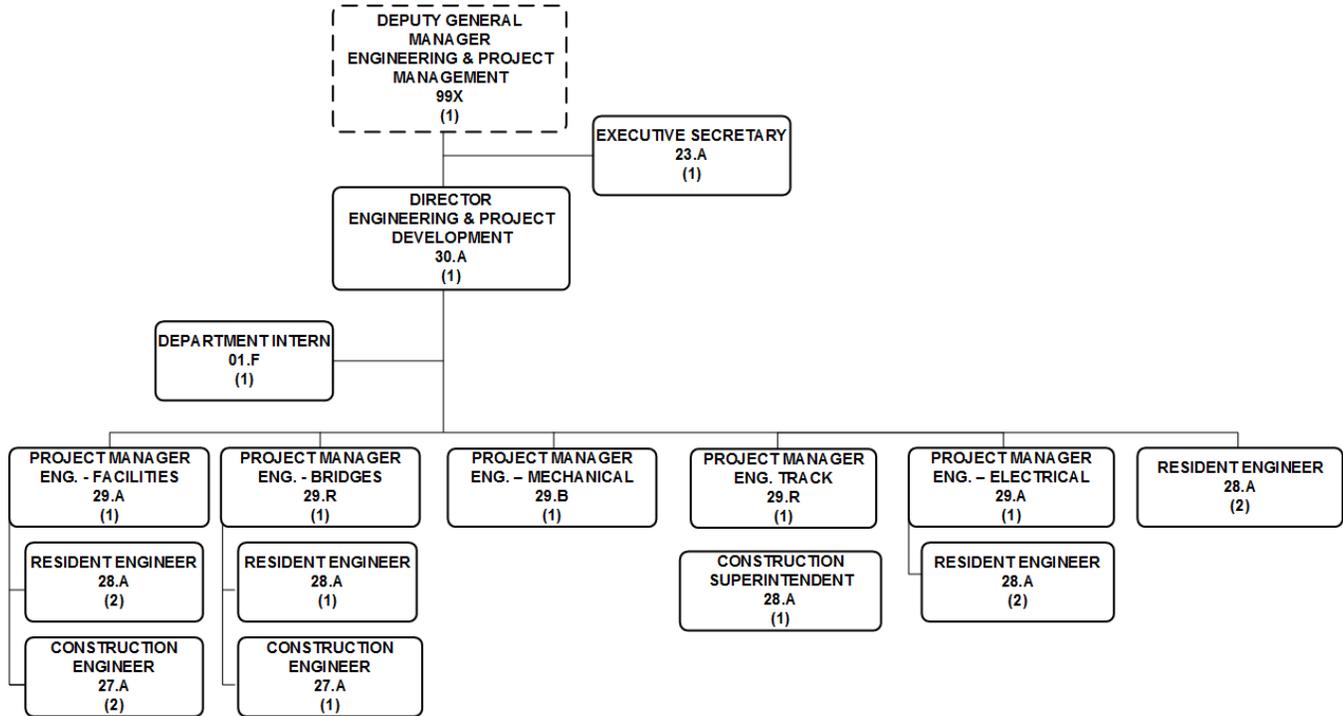
ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501300	Labor Salaried Employees	\$1,314,979	\$1,367,078	\$1,488,677
502000	Fringe Benefits	471,603	472,563	519,887
503000	Services	15,758	36,150	35,000
504000	Materials & Supplies	15,593	16,485	2,900
509000	Miscellaneous Expenses	50,339	15,873	38,540
509022	Meals & Concessions	4,635	365	800
Total		\$1,872,907	\$1,908,515	\$2,085,804

ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
01	8942 Engineering Intern	1.0	1.0	1.0
23	0725 Executive Secretary	1.0	1.0	1.0
27	1192 Construction Engineer	3.0	3.0	3.0
28	1250 Supt Construction	1.0	1.0	1.0
	1355 Resident Engineer	7.0	7.0	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
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	19.0

ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT ORGANIZATION CHART



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LEGAL AFFAIRS DIVISION

MISSION STATEMENT

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

DIVISION OVERVIEW

The Legal Affairs Division is comprised of the Legal, Safety, and Risk Management Departments, and (the Office of Equal Opportunity until second quarter 2020).

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

The Office of Equal Opportunity ensures EEO/ADA and workplace harassment policy compliance. (Moved to a direct reporting relationship to the CEO in second quarter 2020.)

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. 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.

2021 is a year in transition. As the Authority completes its Strategic Plan update, divisions and departments will move from connection with the previous plan's Mission, Vision, Values, Vital few objectives, and scorecard measurements (as outlined in following pages) to new priorities beginning with the RTArgets (Division level metrics to address RTA identified outcome areas) that are presented for the first time after Division priorities.

2020 ACCOMPLISHMENTS

- Provided efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters.
- Continued legal information program to apprise GCRTA departments of public sector legal issues that affect the Authority.
- Provided and facilitated advice on ethical issues and concerns.
- Supported construction projects and energy management initiatives.
- Continued a proactive approach to reducing bus and rail incidents.
- Continued enhancement of a safety culture within the Authority.
- Managed the Authority's EEO/ADA programs to ensure compliance with Federal, State, and local laws regarding employment practices, facilities, and services.
- Investigated allegations of discrimination or non-compliance with equal opportunity policies and procedures.
- Supported the Authority's Affirmative Action Plan.
- Coordinated the Title VI Audit review conducted by FTA.

- Worked to ensure compliance with all Federal, State, and local legislation and regulations and served as a liaison between the Authority and regulatory agencies.
- Provided Risk Management expertise to Legal, Procurement & Engineering Departments for many significant construction and development projects and procurements, both for GCRTA and other entities such as ODOT.
- Negotiated the best terms and conditions available in the market place and most cost-effective renewal for property/casualty insurance programs for GCRTA.

2021 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.
- 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

LIST OF DEPARTMENTS

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

LEGAL AFFAIRS DIVISION



Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Customer Experience	Safety - Perception	25%	↓	5	The % decrease in complaints filed with the City of Cleveland Department of Public Health	Public Records Request	Steve Peganoff
	Safety - Actual	70%	↑	5	The % compliance with safety performance targets	Performance Data	Steve Peganoff
	Internal Net Promoter Score	15	↑	15	The Net Promoter Score of Legal Affairs functions as rated by GCRTA employees	Employee Survey	Sheryl King Benford
	Equal Opportunity Complaint Resolution - Perception	50%	↑	5	The % customer perception of satisfaction with complaint resolution by OEO	Customer Survey	Felicia Brooks-Williams
	Equal Opportunity Complaint Resolution - Actual	75%	↑	5	The % of actual customer complaint resolution by OEO	Performance Data	Felicia Brooks-Williams
	TOTAL POINTS				35		
Community Value	Community Perception of Safety	50%	↑	15	The % of community who agree or strongly agree that GCRTA is safe	Community Survey	Steve Peganoff
	TOTAL POINTS			15			

Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Financial Sustainability	Claims Resolution Efficiency (3rd Party) - Actual	\$1.1M	↑	2.5	Total dollar amount of 3rd party claims delivered within budget	Performance Data	Kathryn Porcella
	Claims Resolution Efficiency (3rd Party) - Perception	50%	↑	2.5	The % of employees that agree or strongly agree that they are provided with tools that allow for maximum efficiency in 3rd party claims resolution	Employee Survey	Kathryn Porcella
	Claims Resolution Efficiency (Workers' Compensation) - Actual	\$1.6M	↑	2.5	Total dollar amount of workers' compensation claims delivered within budget	Performance Data	Judy Lincoln
	Claims Resolution Efficiency (Workers' Compensation) - Perception	50%	↑	2.5	The % of employees that agree or strongly agree that they are provided with tools that allow for maximum efficiency in workers' comp claims resolution	Employee Survey	Judy Lincoln
	Insurance Premium Costs	5	–	5	Achieve an average score of 5 by maintaining insurance premium costs at or below industry benchmarks across the three lines of coverage	Financial Data	Judy Lincoln
	Budget Adherence	\$9M	–	5	Division functions delivered within budget	Financial Data	Sheryl King Benford
	TOTAL POINTS				20		
Employee Engagement	Employee Safety - Perception	50%	↑	5	The % of employees that agree or strongly agree that GCRTA provides a safe and secure place to work.	Employee Survey	Steve Peganoff
	Safety - Actual	6%	↓	5	The % decrease in number of employee injuries	Performance Data	Steve Peganoff
	Division Employees Agree - Supervisor Invested in Growth and Success	5%	↑	5	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success.	Employee Survey	Sheryl King Benford
	Division Employees - Understand Vision and Direction	10%	↑	5	The % of employees that agree or strongly agree that they understand the vision and direction of GCRTA.	Employee Survey	Sheryl King Benford
	Division Employees - Understand How Performance Linked to Organization Success	20%	↑	5	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success.	Employee Survey	Sheryl King Benford
	Workforce Net Promoter Score	5	↑	5	% Promoters minus % Detractors that recommend the Division as place to work	Employee Survey	Sheryl King Benford
	TOTAL POINTS				30		
OVERALL PERFORMANCE SCORE				100			

SAFETY DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

Continued utilization of our Safety Management System (SMS) composed of the four pillars; Safety Management Policy, Safety Risk Management, Safety Assurance, and Safety Promotion. Key performance indicators include the preventable collision rate, the injury rate, and compliance with City, State and Federal regulatory inspections.

2020 ACCOMPLISHMENTS

- Implemented the 2020 Public Transportation Agency Safety Plan.
- 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.
- 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.
- Managed personal protective equipment contract for employee electrical safety.
- Responded to and investigated accidents leading to corrective actions to prevent recurrence.

2021 PRIORITIES

- Create and publish the 2021 version of the Public Transportation Agency Safety Plan.
- Support construction projects and energy management initiatives.
- 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.
- Consult with Environmental Sustainability Managements System teams on compliance issues and help achieve certification.
- Continue a proactive approach to reducing bus and rail incidents.
- Continue to monitor data entry and reporting requirements.

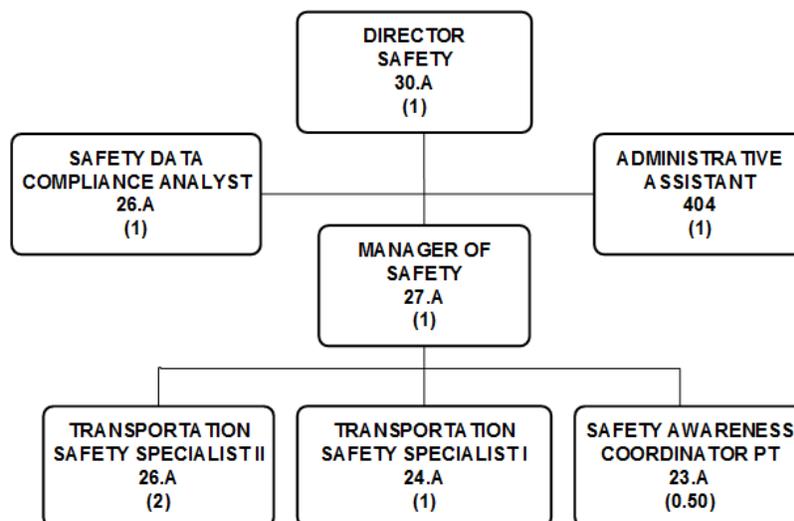
SAFETY DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501200	Hourly Employees Payroll	16,597	0	0
501300	Labor - Salaried Employees	370,870	411,208	444,025
501310	Overtime - Salaried Employees	3,420	1,291	0
502000	Fringe Benefits	209,489	157,320	167,542
503000	Services	35,137	124,597	65,300
503052	Other Maintenance Contracts	38,045	46,017	190,405
504000	Material & Supplies	7,394	23,445	29,250
509000	Miscellaneous Expenses	8,424	6,754	19,000
509022	Meals & Concessions	397	192	4,900
Total		\$800,836	\$770,823	\$920,422

SAFETY DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
04	0404 Administrative Assistant	1.0	1.0	1.0
23	1151 Safety Awareness Coordinator	0.75	0.75	0.5 ¹
24	1195 Transportation Safety Specialist I	1.0	1.0	1.0
25	1085 Business Analyst	1.0	-	-
26	0738 SMS & Safety Data Compliance Analyst	-	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



¹ Near the end of FY20 the position was decreased to 0.5 from 0.75

LEGAL DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

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

2020 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.
- Managed and supported the Authority's EEO/ADA programs to ensure compliance with Federal, State, and local laws regarding employment practices, facilities, and services.
- Investigated allegations of discrimination or non-compliance with equal opportunity policies and procedures.
- Supported the Authority's Affirmative Action Plan.
- Coordinated the Title VI Audit review conducted by FTA.

2021 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 the Authority's EEO/ADA programs to ensure compliance with Federal, State, and local laws regarding employment practices, facilities, and services.
- 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 our claims handling process.
- Continue to monitor data entry and reporting requirements.
- Continue to review the claims process and procedures to produce best practices.

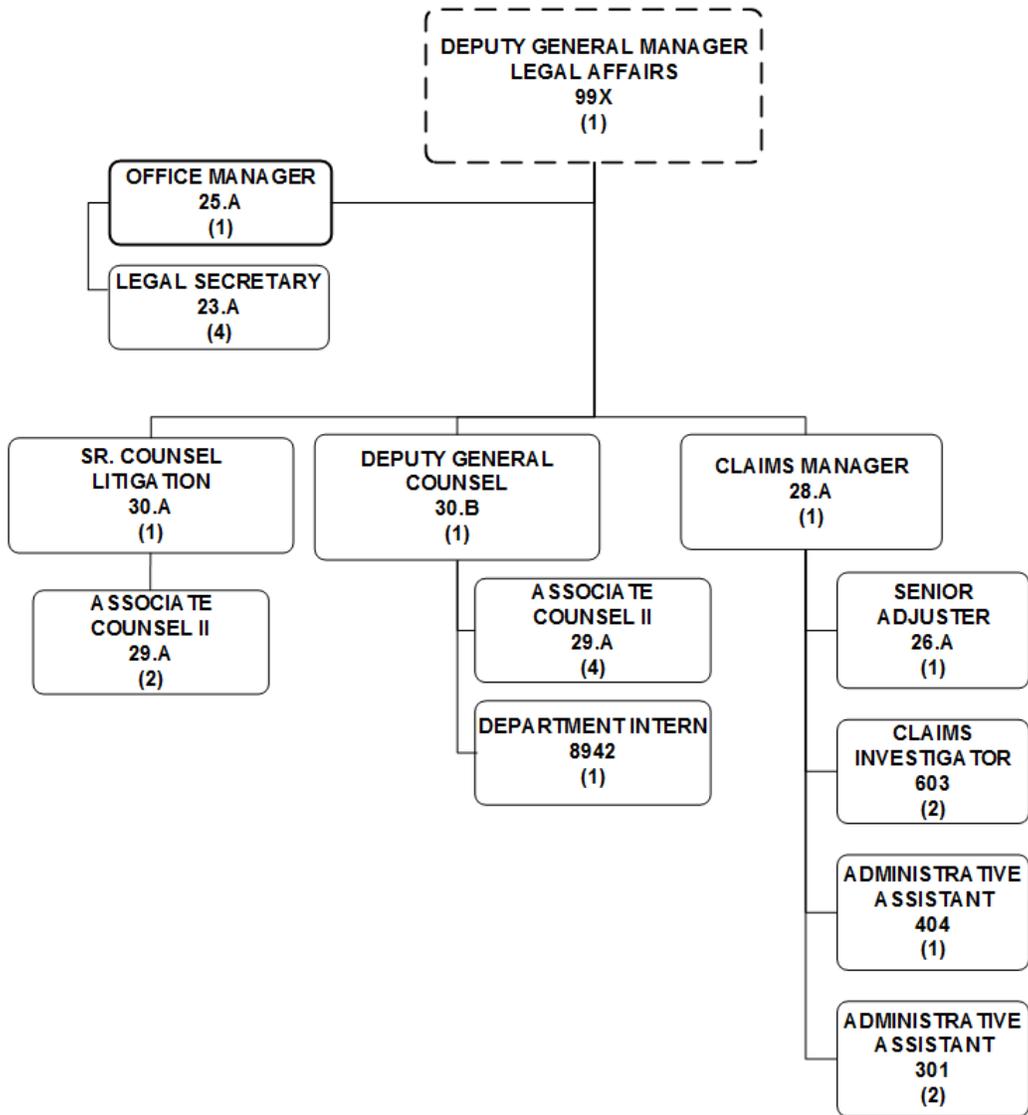
LEGAL DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501200	Hourly Employees Payroll	12,559	0	0
501300	Labor - Salaried Employees	1,703,776	1,845,819	1,758,401
501310	Overtime - Salaried Employees	2,331	1,417	1,500
502000	Fringe Benefits	621,421	650,368	573,504
503000	Services	786,185	515,715	656,560
503049	Temporary Help	68,754	11,309	50,000
504000	Material & Supplies	7,678	4,397	8,000
506040	Liabilities & Property Claims	826,787	531,530	1,000,000
509000	Miscellaneous Expenses	20,682	12,637	19,250
509022	Meals & Concessions	144	161	1,000
512000	Leases & Rentals	20,152	30,435	0
Total		\$4,070,470	\$3,603,787	\$4,068,215

LEGAL DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
01	8942 Legal Intern	1.0	1.0	1.0
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
25	1720 OEO & ADA Specialist	1.0	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	1.0	-
29	1440 Associate Counsel II	6.0	6.0	6.0
30	1446 Senior Counsel – Litigation	-	1.0	1.0
30	1618 Deputy General Counsel – Litigation	1.0	-	-
30	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	24.0	22.0

LEGAL DEPARTMENT ORGANIZATION CHART



RISK MANAGEMENT DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

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

2020 ACCOMPLISHMENTS

- Finalized property insurance claim for damages sustained on the S-Curve retaining wall resulting in a recovery of \$1,030,880.20.
- Negotiated final settlement of the Customer Service Center Crime claim with carrier for \$600,000 recovery.
- After substantial work with many internal stakeholders submitted Cyber Liability insurance application to casualty insurance broker to obtain quotes for this coverage.
- Completed installation of High-Density Filing System in Risk Management Department.
- Negotiated 3 year maintenance and services contract for the RiskMaster software.
- Provided Risk Management expertise to Legal, Procurement, and Engineering Departments for many significant construction and development projects and procurements, both for GCRTA and other entities such as ODOT.
- Provided superior claims management services for workers' compensation and short term disability claims for GCRTA. Continued improvements in the frequency and cost of workplace injuries and short term disability claims.
- Negotiated the best terms and conditions available in the market place and most cost effective renewal for property/casualty insurance programs for GCRTA in an extremely difficult insurance market.

2021 PRIORITIES

- Participate in team appointed to conduct the Railcar Replacement Project; assist with analysis of contract language and necessary insurance and bonding requirements.
- 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.
- Continue to provide strong management of workers' compensation claims and litigation, containing the costs to GCRTA, involving the districts as active stakeholders and returning employees to work as soon as possible.
- Negotiate the best terms and conditions available in the market place and most cost effective renewal for property/casualty insurance programs for GCRTA.
- Review Cyber Liability insurance quotes and finalize the acquisition of this coverage.
- Finalize settlement of property insurance claim for Rail Car collision loss.
- Complete conversion to High-Density Filing System in Risk Management Department.

RISK MANAGEMENT DEPARTMENT BUDGET

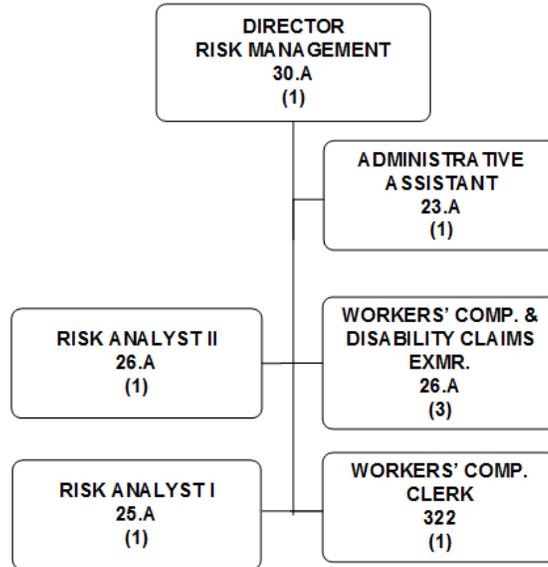
Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501300	Labor - Salaried Employees	505,187	566,370	569,015
501310	Overtime - Salaried Employees	244	93	0
502000	Fringe Benefits	195,764	207,262	201,603
502071	W/C – Injuries & Damages	759,880	825,478	853,420
502082	W/C – Medical Payments	386,202	479,160	544,940
503000	Services	351,021	369,264	310,800
503030	W/C Administration Fee	273,312	301,936	267,568
503049	Temporary Help	12,837	0	0
504000	Material & Supplies	3,183	6,996	4,200
506000	Casualty & Liability Costs	391,021	48,117	583,521
506010	Physical Damage Insurance	1,519,915	80,000 ²	1,364,200
506200	W/C – Settlement & Lawsuit Expense	22,442	205,890	100,000
509000	Miscellaneous Expenses	1,628	4,040	5,300
Total		\$4,422,635	\$3,898,435	\$4,804,567

RISK MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
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	Total	8.0	8.0	8.0

² Due to accounting error, 2020 was paid in FY19 (at the end of 2019). Thus, \$693,985.00 was paid in 2019 and \$825,930 was paid for 2020.

RISK MANAGEMENT DEPARTMENT ORGANIZATION CHART



HUMAN RESOURCES DIVISION

MISSION STATEMENT

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

DIVISION STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Human Resources Division champions the VFO to Improve Employee Development, as a component of Strategic Focus Area for Innovation & Learning. This includes a multi-disciplinary approach to employee and leadership development to advance the Authority's overall People Strategy. Key People Strategy initiatives address leadership development and talent management, continuous improvement, compliance, innovation and technology, and culture and engagement. Reporting focuses on performance management, workforce retention and training, attendance, labor and employee relations metrics, benefits and wellness, and training and employee development.

2021 is a year in transition. As the Authority completes its Strategic Plan update, divisions and departments will move from connection with the previous plan's Mission, Vision, Values, Vital few objectives, and scorecard measurements (as outlined in following pages) to new priorities beginning with the RTA Targets (Division level metrics to address RTA identified **Success Outcomes**) that are presented for the first time after Division priorities.

2020 ACCOMPLISHMENTS

- Developed and implemented a customer service strategy and training to positively impact culture and engagement for all work segments.
- Continued partnership with Cuyahoga Community College (Tri-C) Transportation Innovation Center to launch Temporary Commercial Driver's License Program.
- Developed and Implemented a COVID-19 strategy to include, but not limited to, regular meetings with cross functional teams, temperature taking at all locations, face mask/face covering requirements, supply and distribution of personal protective equipment, COVID-19 positive test/exposure notification process, telecommuting and phased return to work processes, and overall internal and external communication.
- Implemented new forms for tracking processes for the government leave provided during the COVID pandemic.
- Hosted the 7th Midwest Transit Leadership Exchange (MTLE) Conference.
- Received, for the second year in a row, the 2020 Healthy Workplace Silver Award from Healthy Business Council of Ohio.
- Continued the deployment of Frontline Supervisor Development and Training Program by completing cohorts 6 and 7.
- Successfully negotiated and implemented a new labor agreement with the Fraternal Order of Police.
- Completed Blind Awareness Training for all Paratransit Operators.
- Launched Elevating Women Together, GCRTA's first women's employee resource group.
- Developed and Implemented Inclusive Leadership Certificate Program for executive leadership, managers and supervisors.
- In collaboration with the Amalgamated Transit Union, developed a Bus Mechanical Apprenticeship Program to implement in 2021.
- Continued the development and implementation of a customer service training for all work segments.
- Completed Kronos Cloud Timekeeping & Attendance upgrade to improve payroll administration and human resources timekeeping efficiencies.
- Developed the training strategy to implement Outlook email and related M365 resources.

- Initiated the upgrade to Oracle (SaaS) Cloud to advance and improve use of the Oracle Human Resource Management System.

2021 PRIORITIES

- Develop and implement training and communication strategy to adopt new Mission, Vision, Values.
- 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), 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 strategic initiatives to continue to lower healthcare costs and optimize benefits design and wellness activities.
- Continue cross-functional collaboration (HR, Operations, OMB) to improve recruitment and retention for key operational positions (operators, mechanics, facilities).
- Negotiate a cost effective successor contractual agreement with the Amalgamated Transit Union, Local 268.
- Continue the implementation of succession-planning initiatives for frontline supervisory, mid-level, sr. management.
- 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.

LIST OF DEPARTMENTS

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

HUMAN RESOURCES



Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Customer Experience	Customer Perception of Employees	30%	↑	20	The % of employees viewed favorably by our customers	Customer Survey	Sandy Strack
	Internal Net Promoter Score	15	↑	10	The Net Promoter Score of HR functions as rated by GCRTA employees	Employee Survey	Sandy Strack
	TOTAL POINTS			30			
Community Value	Workforce Development Partnerships	25%	↑	2	The % of GCRTA employees hired through workforce development partnerships rated highly effective by their supervisor	Performance Data	Liz Jaszczak
	Training and Recruitment	20%	↑	2	The % of GCRTA employees hired from the community rated highly effective by their supervisor	Performance Data	Liz Jaszczak
	Community Perception of GCRTA Employees	20%	↑	2	The % of GCRTA employees viewed favorably by our community	Community Survey	Sandy Strack
	TOTAL POINTS			6			
Financial Sustainability	Healthcare Cost Containment	5%	–	4	Cost per employee per month not to exceed 5% above the Mercer Benchmark.	Performance Data	Scott Ferraro
	Wellness Incentive Participation	5%	↑	3	The % increase in participation in wellness incentive programs	Participation Data	Scott Ferraro
	Budget Adherence	\$7M	–	4	Division functions delivered within budget	Financial Data	George Fields
	TOTAL POINTS			11			

Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Employee Engagement	Division Employees Agree - Supervisor Invested in Growth and Success	5%	↑	3	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success	Employee Survey	Wendy Talley
	Division Employees Agree - Understand Vision and Direction	10%	↑	5	The % of employees that agree or strongly agree that that they understand the Vision and Direction of GCRTA	Employee Survey	George Fields
	Division Employees Agree - Understand How Performance Linked to Organization Success	20%	↑	5	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success.	Employee Survey	George Fields
	Workforce Net Promoter Score	5	↑	5	% Promoters minus % Detractors that recommend Division as a place to work	Employee Survey	George Fields
	Performance Review	75%	-	3	The % of Supervisors who complete employee reviews in a timely manner	Performance Data	Liz Jaszczak
	Hours of Training per Employee Group	5%	↑	3	The % increase in annual training hours per employee group	Performance Data	Wendy Talley
	Voluntary Training - Participation	5%	↑	3	The % of bargaining unit employees who engage in voluntary training sessions	Performance Data	Wendy Talley
	Voluntary Training - Found Valuable	65%	↑	5	The % of employees that agree or strongly agree that training is valuable	Employee Survey	Wendy Talley
	Mandatory Training - Participation	95%	↑	6	The % of bargaining unit employees who engage in mandatory training sessions	Performance Data	Wendy Talley
	Mandatory Training - Found Valuable	65%	↑	5	The % of employees that agree or strongly agree that training is valuable	Employee Survey	Wendy Talley
	Percent of Engaged Employees	30%	↑	10	The % of employees who believe they are actively engaged in delivering the mission of GCRTA	Employee Survey	George Fields
TOTAL POINTS				53			
OVERALL PERFORMANCE SCORE				100			

HUMAN RESOURCES DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Human Resources Department plays a critical role in achieving the VFO for Improve Employee Development. Key strategies for recruitment and retention have significant impact on People Strategy for Talent Management and Leadership Development, and succession planning across all workforce segments. Partnering with Training & Employee Development, Human Resources is charged with developing recruitment partnerships and plans, monitoring turnover, defining and fulfilling capability & capacity needs, and action plans to improve bench strength throughout the workforce.

2020 ACCOMPLISHMENTS

- Implemented cross-functional collaboration (HR, Operations, OMB, Marketing) to improve recruitment and retention for key operational positions (operators, mechanics, facilities).
- Developed and implemented partnership with Cuyahoga Community College (Tri-C) Transportation Innovation Center to launch Temporary Commercial Driver's License Program.
- Partnered with Marketing & Communications to launch recruitment advertising campaign.
- Hosted the 7th Midwest Transit Leadership Exchange (MTLE) Conference.
- Developed new and enhanced recruiting partnerships to increase the pipeline of interested and qualified applicants for mechanic hiring.
- Implemented Federal Transit Administration (FTA) Affirmative Action Plan guidelines to enhance recruitment effectiveness.
- Completed Kronos Cloud Timekeeping & Attendance upgrade to improve payroll administration and human resources timekeeping efficiencies.
- Initiated the upgrade to Oracle (SaaS) Cloud to advance and improve use of the Oracle Human Resource Management System.
- Partnered with outside vendor to create new, customized pre-hire assessments for operator candidates
- Created a pilot program to increase Human Resources presence at district locations. Pilot programs starting in 2021.
- Revised non-bargaining hiring selection process and procedures.
- Revised Management Development Program (MDP) rotational offerings to enhance the MDP learning experience.
- Implemented virtual interviewing, training and meeting options to meet business needs during global pandemic.
- Launched Elevating Women Together, GCRTA's first women's employee resource group.

2021 PRIORITIES

- 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.
- Advance and improve the functionality and utilization of technology (Oracle, Kronos, ITS, TEAMS, Employee Self Service).
- Continue the implementation of the Oracle Cloud upgrade to migration Oracle HRMS products to the cloud environment.

- Complete a compensation study to review and revise non-bargaining salary administration.
- Development of programs and initiatives for improving culture and engagement.
- Study of education/work experience equivalencies to apply consistently to job descriptions.
- Implement hiring manager satisfaction surveys.
- Continue focus on developing and implementing innovative recruitment solutions and partnerships.
- Continue the development and implementation of employee resource groups.
- Continue with the revision of non-bargaining interview and selection processes and procedures.
- Develop and implement performance evaluations for transit police bargaining unit staff.

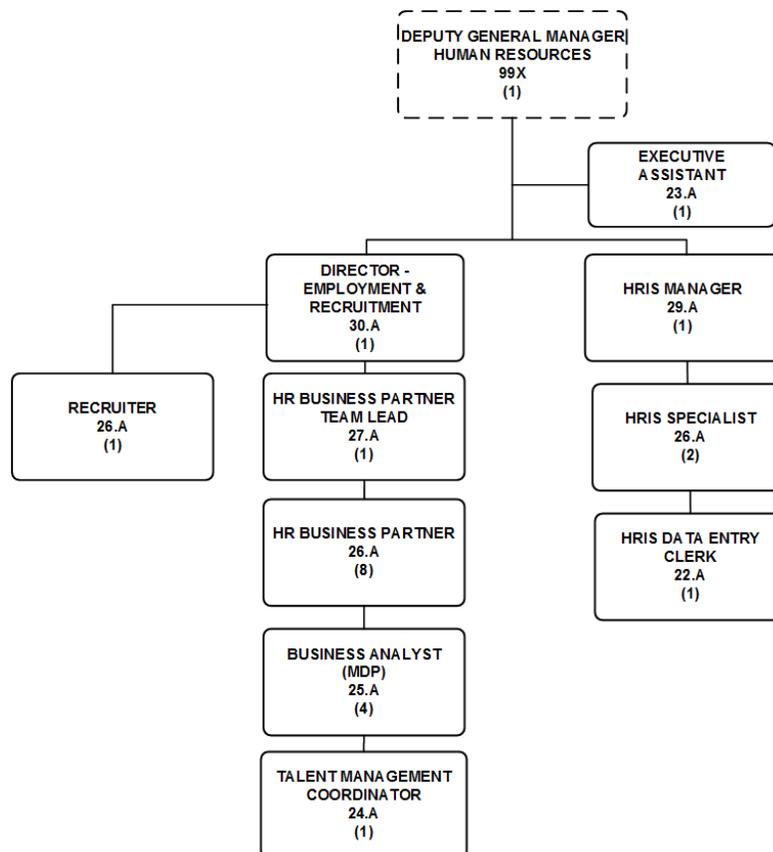
HUMAN RESOURCES DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501200	Hourly Employees	\$0	\$428	\$261,000
501300	Labor – Salaried Employees	1,116,053	1,054,771	1,064,555
501310	Overtime – Salaried Employees	363	0	0
502000	Fringe Benefits	416,204	392,116	436,444
502071	W/C – Injuries & Damages	0	115,038	0
503000	Services	92,502	78,494	242,000
503020	Advertising Fees	28,827	7,600	48,000
503049	Temporary Help	341	0	66,640
504000	Materials & Supplies	10,362	(842)	20,500
509000	Miscellaneous Expenses	9,005	5,385	21,125
509022	Meals & Concessions	796	0.00	7,050
Total		\$1,674,452	\$1,652,991	\$2,167,314

HUMAN RESOURCES DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
22	1659 HRIS Data Entry Clerk	1.0	1.0	1.0
23	0725 Executive Secretary	1.0	1.0	1.0
24	1636 Talent Management Coordinator	1.0	1.0	1.0
25	1081 Business Analyst	4.0	4.0	4.0
26	1639 Recruiter	-	-	1.0
	1640 HR Business Partner	5.0	4.0	3.0
	1690 HRIS Specialist	2.0	2.0	2.0
	1700 Benefits Specialist	1.0	-	-
27	1641 HR Business Partner Team Lead	-	1.0	1.0
28	0844 Benefits Manager	1.0	-	-
29	0904 HRIS Manager	1.0	1.0	1.0
30	1444 Director of Employment & Recruitment	1.0	1.0	1.0
99	9971 DGM Human Resources	1.0	1.0	1.0
	Total	18.0	17.0	17.0

HUMAN RESOURCES DEPARTMENT ORGANIZATION CHART



LABOR AND EMPLOYEE RELATIONS DEPARTMENT

MISSION STATEMENT

The mission of the Labor & Employee Relations Department is to build and support the continuous relationship between labor unions and the Authority. The Labor and Employee Relations Department also administers the Benefits/ Wellness and Occupational Health programs of the Authority to promote attendance and the well-being of all employees.

STRATEGIC PLAN CHANGE INITIATIVE & SCORECARD MEASURES

Labor & Employee Relations supports the Improve Employee Development VFO in managing the TEAM Goals of Attendance. Attendance is reported monthly as an Authority-wide percentage, and is tracked by workforce segment.

2020 ACCOMPLISHMENTS

- Received for the second year in a row the 2020 Healthy Workplace Silver Award from Healthy Business Council of Ohio.
- Health care premium rates did not increase for 2020.
- Implemented temperature taking at all locations during the COVID pandemic.
- Implemented new forms for tracking processes for the government leave provided during the COVID-19 pandemic.
- Continued Positive Discipline and Labor Relations supervisory training.
- Implemented and trained management on the new labor agreement the Amalgamated Transit Union, Local 268.
- Negotiated and implemented a new labor agreement with the Fraternal Order of Police.
- 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; ensure proper discipline and discharge procedures are followed to limit claims liability.
- Ensured completion of drug alcohol testing on safety-sensitive employees in accordance with Federal Transit Administration (FTA) regulations.
- Continued Get Fit Wellness Program and wellness education during the pandemic.
- Implemented health and safety protocols for fitness centers during the pandemic.
- Completed the Request for Proposal (RFP) for laboratory drug testing.
- Developed and implemented benefits open enrollment virtual fairs and videos for employees to access regarding benefit and vendor information.

2021 PRIORITIES

- 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.
- Complete requests for proposals for Drug & Alcohol collection site, Health Care Consultant and Employee Assistance Programs.
- Provide advice, training, and counsel to managers, supervisors, and employees on discipline, grievances, policies, contracts, and labor laws.
- Negotiate a cost effective successor contractual agreement with the Amalgamated Transit Union, Local 268.
- Prepare for negotiations with the Fraternal Order of Police in the first quarter of 2022.

- Chair and/or facilitate various Labor Management committees.
- Continue to administer and monitor the on line uniform ordering process.
- Administer unemployment compensation & COBRA benefits process and monitor funds.
- 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.
- Continue the implementation of the Oracle Cloud upgrade to migration Oracle HRMS products to the cloud environment.

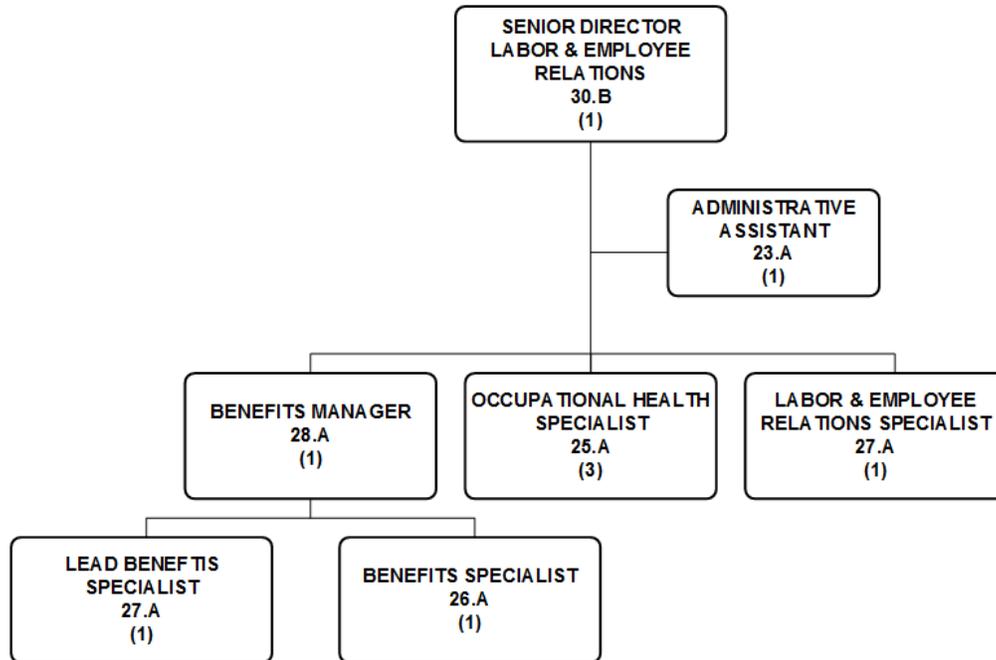
LABOR & EMPLOYEE RELATIONS DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501300	Labor Salaried Employees	\$365,199	\$585,283	\$596,855
502000	Fringe Benefits	113,836	210,923	219,683
502070	Unemployment Compensation	77,129	100,742	150,000
503000	Services	110,953	244,208	164,660
503049	Temporary Help	47,263	0	0
503052	Other Maintenance Contracts	222,956	245,170	248,840
504000	Materials & Supplies	707	337	900
509000	Miscellaneous Expenses	2,870	1,219	4,375
509022	Meals & Concessions	173	267	5,800
Total		\$941,086	\$1,388,149	\$1,390,292

LABOR & EMPLOYEE RELATIONS DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
22	0721 Secretary I	1.0	-	-
23	0757 Administrative Assistant	-	1.0	1.0
25	0899 Occupational Health Specialist	2.0	2.0	3.0
26	1963 Wellness Coordinator	1.0	-	-
	1700 Benefits Specialist	-	1.0	1.0
27	1701 Lead Benefits Specialist	-	1.0	1.0
	0902 Labor & Employee Relations Specialist	1.0	1.0	1.0
28	0844 Benefits Manager	-	1.0	1.0
30	1342 Director	1.0	1.0	1.0
Total		6.0	8.0	9.0

LABOR & EMPLOYEE RELATIONS ORGANIZATION CHART



TRAINING AND EMPLOYEE DEVELOPMENT DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

Training & Employee Development plays a critical role in achieving a variety of metrics around Learning & Innovation and obtaining goals for the Vital Few Objective of Improving Employee Development. The key People Strategy initiatives the Training & Employee Development department addresses leadership development and succession planning, continuous improvement, compliance, and culture and engagement. Each of these areas address the promotion process, improving talent "bench strength", and improving overall performance, productivity, and employee engagement.

2020 ACCOMPLISHMENTS

- Created partnership with Cuyahoga Community College (Tri-C) Transportation Innovation Center to launch Temporary Commercial Driver's License Program.
- Developed and implemented a Customer Service Training strategy to positively impact culture and engagement of all work segments.
- Continued the deployment of Frontline Supervisor Development and Training Program by completing cohorts 6 and 7.
- Completed Blind Awareness Training for all Paratransit Operators.
- In collaboration with the Amalgamated Transit Union, developed a Bus Mechanical Apprenticeship Program to implement in 2021.
- Developed and Implemented Inclusive Leadership Certificate Program for executive leadership, managers and supervisors.
- Developed the training strategy to implement Outlook email and related M365 resources.

2021 PRIORITIES

- Develop and implement training and communication strategy to adopt new Mission, Vision, Values.
- 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), 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 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.

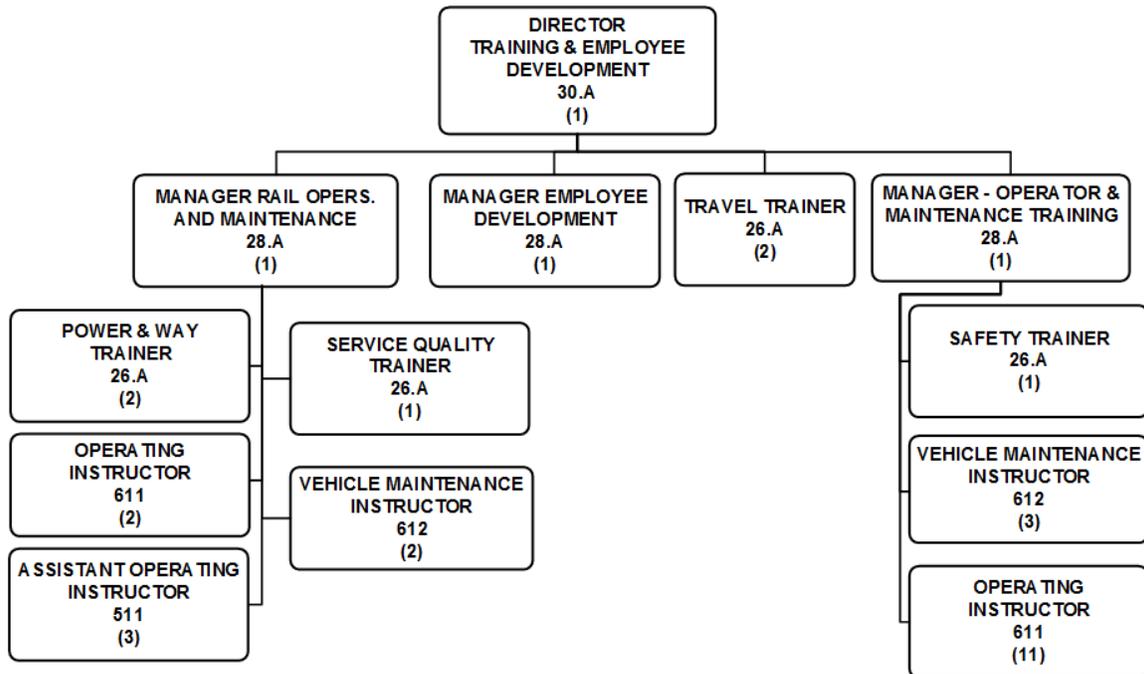
TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501200	Hourly Employees	\$2,373	\$0	\$0
501300	Labor – Salaried Employees	1,869,166	2,021,260	2,242,018
501310	Overtime – Salaried Employees	98,551	56,176	80,000
502000	Fringe Benefits	746,749	746,557	870,728
502148	Tuition Reimbursement	47,232	44,224	50,000
503000	Services	6,434	69,198	158,200
503052	Other Maintenance Contracts	189,868	208,657	210,393
504000	Materials & Supplies	(575)	3,334	26,100
509000	Miscellaneous Expenses	346,040	205,328	411,588
509022	Meals and Refreshments	0	942	1,500
	Total	\$3,305,838	\$3,355,675	\$4,050,528

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
05	0511 Assistant Operating Instructor	1.0	1.0	3.0
06	0611 Operating Instructor	11.0	11.0	13.0
	0612 Vehicle Maintenance Instructor	5.0	5.0	5.0
25	1658 Training Coordinator	1.0	-	-
26	1194 Safety Trainer	1.0	1.0	1.0
	1619 Travel Trainer	2.0	2.0	2.0
	1622 Power/Way Rail Trainer	3.0	3.0	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
30	1430 Director	1.0	1.0	1.0
	Total	28.0	27.0	31.0

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT ORGANIZATION CHART



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EXECUTIVE DIVISION

MISSION STATEMENT

The Mission of the Executive Division is to plan, execute, and manage access to opportunity through safe, reliable, integrated, sustainable, and innovative transportation that can be trusted.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Executive Division drives the Vital Few Objectives to expand advocacy and enhance the customer experience. Growing advocacy efforts requires engaging newly elected leaders, educating ridership on the value and benefits of public transportation, and engaging communities and partners through the Speaker's Bureau.

The Executive Division is responsible for the overall management of the organization, including strategic leadership, finance, operations, human resources, marketing, media and government relations, planning, project management, and engineering.

This year is one of transition. As the Authority completes its updated Strategic Plan, divisions and departments will be realigned to new priorities beginning with the RTA Targets (Division level metrics to address RTA identified outcome areas) that are presented for the first time after the Divisions' priorities.

2020 ACCOMPLISHMENTS

Pandemic Response

- Finalized \$112 million in drawdowns of the Coronavirus and Relief Economic Security (CARES) Act
- Implemented measures to ensure the safety of employees and customers during the pandemic
 - Implemented detailed and effective cleaning and disinfecting protocols
 - Joined American Public Transit Associations (APTA) Health and Safety Commitments Program
 - Implemented the Need a Mask, Take a Mask program to distribute masks to the community.
- Continued essential operation of transit service for those customers still needing access to work, medical appointments, educational institutions, and more

External

- Implemented a 50-cent reduction in All Day pass fares to \$5.00; a recommendation from the Fare Equity Pillar Study
- Won the Paradox Prize of \$100,000 to enable the study of work travel patterns, fare equity needs and other issues passengers face utilizing public transit to get to their place of employment.
- Engaged in collaborative efforts between Transit Police and community partner agencies to help the homeless obtain care.
- Installed Free WiFi at Transit Centers and on all Service Vehicles
 - Introduced our Homework Hotspots that enable students to use our free WiFi at our transit centers or aboard one of our vehicles.
- Established the Baby on Board program through partnership with the Cuyahoga County Board of Health
- Amended GCRTA Rail Maintenance standards of apprenticeship to include Bus Maintenance. The new program will be registered with the State of Ohio.

Internal

- Implemented a new Diversity and Inclusion program for employees.
- Received a \$15 million BUILD grant that will fund the Rail Car project.
- Continued partnership with Tri-C for the implementation of Training & Development job hub sites.
- Continued work on rail infrastructure, construction of the E. 79th Street Red Line Station, and track replacement on the Blue and Green lines.
- Began the development of the 25Connect project that focuses on the future of the West 25th Street Corridor.

- Improved our Paratransit services by implanting street routing in our scheduling software, changed scheduling window to three days prior to trips, revised the customer handbook, reduced customer call wait times, reduced on-board travel times, miles driven and dramatically improved on-time performance.
- Implemented the update of our Kronos time keeping system & Oracle Self Service Manager

2021 PRIORITIES

Pandemic Response

- Secure transit grant funds for the Coronavirus Response and Relief Supplemental Appropriations Act
- Continue with preventive measures to ensure the safety of employees and customers during the on-going pandemic
- Continue essential operation of transit service for those customers still needing access to work, medical appointments, educational institutions, and more

External

- Implement the Paradox Prize study of work travel patterns, fare equity needs and other issues passengers face utilizing public transit to get to their place of employment.
- Engage in collaborative efforts between Transit Police and community partner agencies to help the homeless obtain care.
- Implement the Baby on Board program through partnership with the Cuyahoga County Board of Health

Internal

- Complete the initial phase of key executive leadership hires for GCRTA.
- Execute the \$15 million BUILD grant for the replacement of the Rail Fleet.
- Continue the partnership with Tri-C for the implementation of Training & Development job hub sites.
- Continue work on rail infrastructure, construction of the E. 79th Street Red Line Station, and track replacement on the Blue and Green lines.
- Continue the development of the 25Connect project that focuses on the future of the West 25th Street Corridor.
- Finalize the upgrade of the Authority's Enterprise Resource Planning software (Oracle) and transition it as a Cloud-based solution
- Implement and deliver NextGen RTA (the bus system redesign)
- Begin replacement of the Rail Car fleet
- Implement the Authority's 2021 Public Transportation Agency Safety Plan (PTASP)
- Finalize the Internal Technology Roadmap to digitize analog and paper processes affecting operations and administrative management.
- Continue evaluation and recommendation of fare payment options, including smart card, contactless payment, and rideshare opportunities.
- Completion of the strategic planning and success outcomes and metrics for all departments, inclusive of revisioning mission, vision, and value statement, data reporting, and goal setting by quarter.

LIST OF DEPARTMENTS

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

The Divisions of the Authority are in transition. Two additional divisions were created in late 2020: Administration & External Affairs Division and Innovation & Technology Division. This is part of a larger overall structural change to better align the Authority's departments. External Affairs, Marketing and Communications, and public information will be reorganized with the Office of Equal Opportunity (formerly in the Legal Division) reporting to the new Administration and External Affairs Division. The Information Technology Department will be under the new Innovation and Technology Division.

EXECUTIVE DIVISION



Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Customer Experience	Customer Satisfaction with Quality of Communication	60%	↑	4	% of customers who agree or strongly agree that they are satisfied with quality of communication	Customer Survey	Steve Bitto
	Customer Understanding - Benefits of Service Enhancements	25%	↑	4	% of customers who agree or strongly agree that they repeat GCRTA messaging to others	Customer Survey	Kristie Cox
	Customer Understanding - Available Routes and Transit Access Points	20%	↑	4	% of customers who agree or strongly agree that they are confident navigating GCRTA system	Customer Survey, Ridership Data	Kristie Cox
	Customer Complaint Resolution	50%	↑	4	% of customers who agree or strongly agree that they are satisfied with the complaint resolution process	Customer Contact Data	Erica Tucker
	On-Time Performance - Impression	75%	↑	4	% of customers who agree or strongly agree that service is on time	Customer Survey	Kristie Cox
	Safety - Impression	57%	↑	4	% customers who agree or strongly agree that service is safe	Customer Survey	Elizabeth Castelucci
	Internal Net Promoter Score	15	↑	14	Net Promoter Score of communications and marketing functions as rated by GCRTA employees	Employee Survey	Steve Bitto
	TOTAL POINTS				38		

Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Community Value	Community Perception - Access to Service	50%	↑	5	% of community who agree or strongly agree that service is accessible	Community Survey, Social Media Engagement	Kristie Cox
	Community Perception - Access to Employment	65%	↑	5	% of community who agree or strongly agree that GCRTA serves employment centers	Community Survey	Kristie Cox
	Community Perception - Transit Investment Occurs where Needed	50%	↑	5	% of community that agree or strongly agree that transit investment occurs where needed	Community Survey, Social Media Engagement	Steve Bitto
	Community Perception - Events/Engagements	50%	–	3	% of community that agrees GCRTA is a good community partner	Community Survey, Social Media Engagement	Erica Tucker
	Community Perception - Brand	50%	↑	6	% of community with positive brand recognition of GCRTA	Community Survey	Steve Bitto
	Online Engagement	2%	↑	3	Engagement on social media posts and traffic to website and social profiles	Actions & Impressions on GCRTA Website and Social Profiles	Elizabeth Castelucci
	Earned Media Value	10M	↑	3	Average number of positive impressions generated from Marketing content per year	Earned Media Valuation Data	Linda Krecic
	TOTAL POINTS				30		

Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Financial Sustainability	Operating Expense Covered by Own Source Revenue	15%	–	5-5	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)	Financial Data	Steve Bitto
	Ridership	19	↑	1	The number of customers per revenue hour	Performance Data	Steve Bitto
	Budget Adherence	\$2M	–	5-5	Division functions delivered within budget	Financial Data	Steve Bitto
	TOTAL POINTS				12		
Employee Engagement	Percent of Employees who Feel that Leadership is Invested in Keeping them Informed	25%	↑	8	The % of Agency employees that, as a result of new communications, trust in leadership to share important information	Employee Survey	Steve Bitto
	Employee Perception of Access to New Information	25%	↑	3	The % of Agency employees that feel they have a sufficient number of access points to learn new information, and that the information they're receiving is high quality	Employee Survey	Kristie Cox
	Employee Understanding of New GCRTA Communications	25%	↑	3	The % of Agency employees that show full understanding of new means of communications	Employee Survey, Performance Data	Elizabeth Castelucci
	Division Employees Understand Vision and Direction	10%	↑	1	The % of Division employees that agree or strongly agree that they understand the vision and direction of GCRTA.	Employee Survey	Erica Tucker
	Division Employees Understand How Performance Linked to Organization Success	20%	↑	1	The % of Division employees that agree or strongly agree that they understand how their performance contributes to organizational success.	Employee Survey, Performance Data	Steve Bitto
	Workforce Net Promoter Score	5	↑	1	% Promoters minus % Detractors that recommend Division as a place to work	Employee Survey	Steve Bitto
	Percent of Employees Found Communications Valuable	40%	↑	3	The % of Agency employees that feel GCRTA is giving them the right information at the right times and not serving irrelevant messages	Employee Survey	Kristie Cox
	TOTAL POINTS				20		
OVERALL PERFORMANCE SCORE				100			

EXECUTIVE DEPARTMENT

MISSION STATEMENT

Under the direction of the CEO/General Manager, it is the responsibility of the Executive Staff to implement the policies and mandates established by the GCRTA Board of Trustees, and develop and work towards the Board of Trustees' adopted "Framework for the Future" Strategic Plan. This plan sets forth goals, objectives, and strategies for the Authority to move forward for the next 10 years.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Executive Department drives the Vital Few Objectives to expand advocacy and enhance the customer's experience. Growing advocacy efforts requires engaging newly elected leaders, educating ridership on the value and benefits of public transportation, and engaging communities and partners through collaboration.

2020 ACCOMPLISHMENTS

- Implemented a new strategic plan
- Developed a comprehensive communications plan to inform employees and passengers on COVID-19 related updates.
- Secured \$112 million in CARES Act funding
- Implemented routine meetings to keep informed of the changes in COVID-19 and protocols
- Implemented a Diversity & Inclusion training program for employees
- Secured \$15 million BUILD grant for the replacement of the Rail fleet
- Implemented the update of Kronos
- Started the update of Oracle modules

2021 PRIORITIES

- Incorporating the "Framework for the Future" Strategic Plan into business operations
- Complete the strategic planning and success outcome metrics for all departments, inclusive of revisioning the mission, vision, and values statement, data reporting, and goal setting by quarter.
- Secure the transit funding for CRRSAA funding
- Continue to implement preventive measures for COVID-19
- Complete the Oracle modules upgrade
- Begin the Baby on Board program with Tri-C
- Continue to implement recommendations from the Pillar Studies
- Complete the reorganizational changes

EXECUTIVE DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Actual	2021 Budget
501300	Labor Salaried Employees	\$811,353		\$892,607
501300	Overtime Salaried Employees	411		0
502000	Fringe Benefits	288,887		277,638
503000	Services	123,576		210,000
504000	Materials & Supplies	1,037		2,000
509000	Miscellaneous Expenses	210,017		454,839
509022	Meals & Concessions	2,886		2,500
	Total	\$1,438,167		\$1,839,584

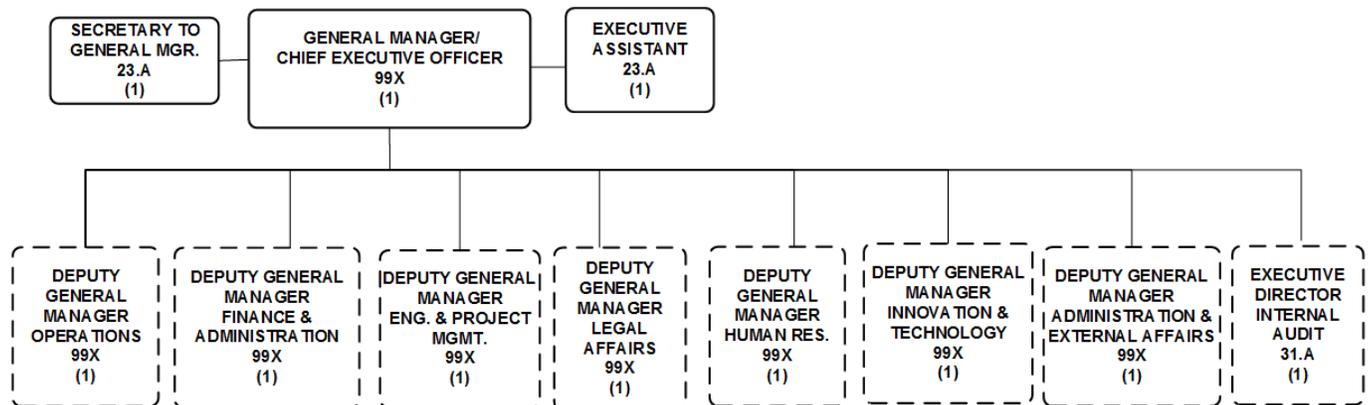
EXECUTIVE DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
23	0711 Secretary to GM/Sec Treasurer	1.0	1.0	1.0
	0725 Executive Assistant	-	-	1.0
	0757 Administrative Assistant	1.0	1.0	-
26	1720.Office of Equal Opportunity Specialist*	-	-	1.0
27	0862 Government Relations Specialist	1.0	1.0	1.0
	1330 External Affairs Administrator	1.0	1.0	1.0
28	1626 Energy Manager	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+	-	-	2.0
	9955 Senior Advisor for Special Projects and Strategic Initiatives	1.0	-	-
	9929 General Manager	1.0	1.0	1.0
	Total	7.0	5.0	10.0

* - Staffing moved from other departments

+ - New Staffing

EXECUTIVE DEPARTMENT ORGANIZATION CHART



SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT

MISSION STATEMENT

The mission of the appointed Board of Trustees is to establish the policies and mandates that direct the Authority’s 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.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Secretary/Treasurer – Board of Trustees Department assists the Authority in overseeing the Vital Few Objective to Expand Advocacy and Enhance Customer Experience. Growing advocacy efforts requires engaging newly elected leaders, educating ridership on the value and benefits of public transportation, and engaging communities and partners.

2020 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.
- Updated the Bylaws of the Board of Trustees.
- Continued Advocacy.

2021 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” 2020 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.
- Implement the System Redesign (Next Gen).
- Enforce policies on governance and accountability.
- Advocate for additional resources for RTA.

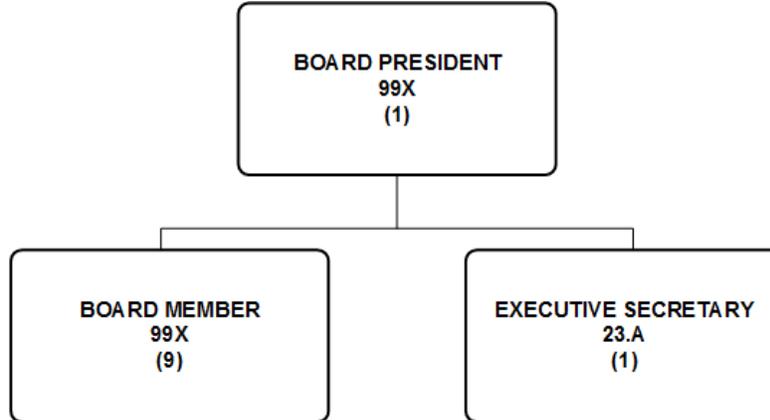
SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501300	Labor Salaried Employees	90,855	\$97,336	\$103,368
502000	Fringe Benefits	35,210	64,261	30,504
503000	Services	78,536	79,888	99,000
504000	Materials & Supplies	486	401	500
509000	Miscellaneous Expenses	22,206	41,880	45,700
509022	Meals & Concessions	297	1,068	1,500
	Total	\$227,590	\$284,834	\$280,572

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
23	0725 Executive Assistant	1.0	1.0	1.0
99	9901 Board Member	10.0	10.0	10.0
	Total	11.0	11.0	11.0

SECRETARY/TREASURER – BOARD OF TRUSTEES ORGANIZATION CHART



INTERNAL AUDIT DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

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

2020 ACCOMPLISHMENTS

- Established a risk-based Audit Plan aligned with the GCRTA Strategic Plan and Vital Few Objectives
- 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

2021 PRIORITIES

- Establish a risk-based Audit Plan for 2021 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

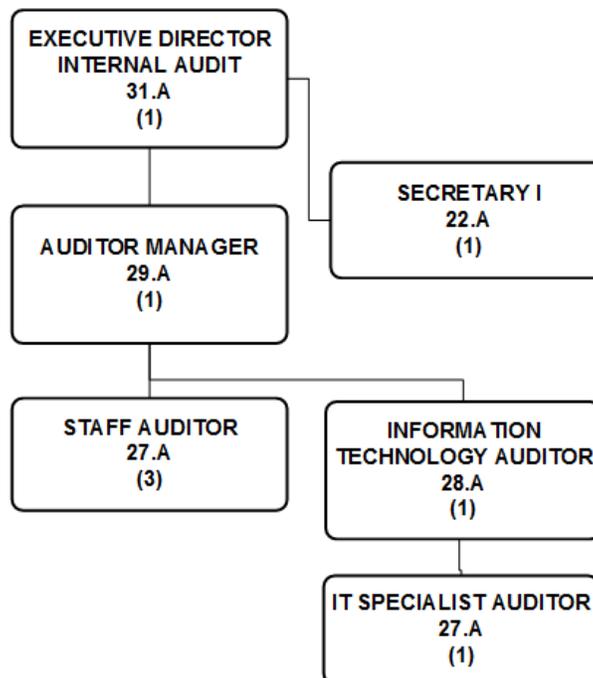
Object Class	Description	2019 Actual	2020 Estimate	2020 Budget
501300	Labor Salaried Employees	\$505,754	\$579,010	\$645,925
502000	Fringe Benefits	196,203	208,373	214,005
503000	Services	40,420	6,875	121,500
504000	Materials & Supplies	988	1,693	3,250
509000	Miscellaneous Expenses	16,843	4,062	33,630
509022	Meals & Concessions	406	510	800
Total		\$857,464	\$800,523	\$1,019,110

INTERNAL AUDIT DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
00	9942 Internal Audit Intern	0.5	-	-
22	0721 Secretary I	1.0	1.0	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
	1261 Senior Auditor*	1.0	1.0	-
29	1262 Audit Manager	-	-	1.0
31	1522 Executive Director	1.0	1.0	1.0
Total		8.5	8.0	8.0

*The 2020 Budget Book erroneously indicated that the 1261 Senior Auditor was a Grade 29 position

INTERNAL AUDIT ORGANIZATION CHART



MARKETING & COMMUNICATIONS DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

Implementation of the Marketing Plan ensures support of the Authority 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.

2020 ACCOMPLISHMENTS

- Developed comprehensive communication plan to disseminate COVID-19 related messaging to riders, staff and general public.
 - Internal Communication strategy included COVID page on RTA Intranet – promoted as primary point of contact for employees – pandemic related updates, safety protocols, FAQ. Signage developed and installed to encourage staff to properly wear face mask, physical distance and follow proper personal hygiene.
 - External Communications. Developed a multi-media campaign to effectively educate to customers steps taken to ensure a safe riding environment – CDC approved disinfecting protocol; safety tips for riders – Wear a mask, where possible keep proper physical distance, exit wear door and follow proper personal hygiene. Developed "Need a Mask, Take a Mask" campaign. Over 10,000 masks distributed to riders and the community as whole. Media relations strategy developed to effectively communicate to major media outlets – steps taken to ensure safe riding environment as well as staff-related infections.
- Ready to Connect – Developed a fully integrated marketing campaign to enhance rider and community confidence in riding public transit during the COVID-19 pandemic. Messaging reinforced safety protocols: daily disinfecting of equipment, mask wearing, physical distancing and contactless fare payment. Assure the community, that RTA is ready and waiting to help reconnect Clevelanders when they're ready to assume a more "normal" lifestyle.

Phase I

- Broadcast Television – 5 week campaign (September - October), All five local networks engaged; nearly 700 spots aired; reaching nearly 90% of adults 18+ in Greater Cleveland market. Total impressions estimated at 16 million.
- Digital – Facebook/Instagram - Targeted individuals, adults 18+ in Great Cleveland DMA. Five week campaign, 3.0 million impressions made with 66,000 "click thru's" to RTA's website or Facebook page. Total engagements 416,000, 2.00% engagement rate substantially higher than the industry benchmark of 1.25%. Additional engagement included: 9,200 reactions, 2,200 page likes and over 600 comments.

Phase II

- Connected TV – 4 week campaign, targeting adults 18+ in Greater Cleveland market. Nearly half of the targeted audience download and/or stream their in-home entertainment. Estimated impressions 533,000.
- YouTube - Targeted 18+ adults that utilize keywords: "travel without a car"; "urban commuting" or "reviews of public transport" resulting in 333,000 impressions.

- Display/Pre-Roll Video – 4-week program that targeted individuals on sites that contextually relevant to CLE and RTA services. Impressions estimated at 508,000.
- Developed branding strategy for System Redesign program – Next Gen RTA.
 - Supported Community Engagement strategies for both the Fare Equity and System Redesign studies. Working with IT and Service Planning, marketing staff developed new virtual engagement program, including on-line tools for effectively disseminating proposed Next Gen RTA proposal.
- Free WiFi – Homework Hot Spots – Developed communication program to enhance community awareness of free WiFi service on all revenue vehicles as well as major passenger facilities.
- Reduced All Day Pass Fare – Developed communication program to promote reduction in All Day pass fare from \$5.50 to \$5.00.
- Supported 2020 Employee Engagement Initiative
 - Assisted in 2020 Workplace Culture Survey – development of survey instrument, response tabulation and analysis, and summary of findings.
 - Developed One RTA, moving forward together - brand along with internally directed communication strategy.
- Community Engagement – participated in over 150, primarily virtual, community events throughout Cuyahoga County
- Continued RideRTA.com blog – through a series of on-line posts, provided the community “a behind the scene” look at RTA operations.
- Partnered with Rail District to outfit both a Light Rail and two Heavy Rail Holiday Trains.
- Lead a cross-functional team in successfully conducting a local rail rodeo, and began planning for 2021 APTA Rail Conference and Rodeo.

2021 PRIORITIES

- Deliver a creative marketing plan that promotes the Authority, which results in ridership growth, and serves to enhance our corporate brand.
 - Develop strategies to encourage ridership growth.
 - Through multiple communications channels promote RTA’s value to the community
 - Encourage engagement with targeted audiences – riders, elected officials, community leaders, and the residents of Northeast Ohio
- Develop a comprehensive strategy to provide a forum for public engagement and dialogue related to the roll-out of the Authority’s new strategic plan.
- Develop and execute a communication plan to introduce Next Gen RTA, RTA’s system redesign service package.
- Extend the reach of RTA’s message as well as enhance the perception of the Authority through the development of partnerships with companies/institutions throughout the community.
- Enhance our customers riding experience:
 - Measure customer satisfaction through internal surveys, participation in ABBG survey, expand the mystery shopper program and refinement of our customer feedback process.
 - Develop and implement strategies to address opportunities for improvement identified through 2021 market research studies.
 - Enhance customer communications through social media platforms, newsletters, mobile apps, and customer-facing, signage system.
 - Further refinement of the Brand Management program.
- Develop communication program to support “One RTA - moving forward together” Customer service initiative.
- Grow non-operating revenue by adding inner-ring suburban shelters to advertising inventory.

MARKETING & COMMUNICATIONS DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501200	Hourly Employees	\$45,710	\$0	\$36,244
501210	Hourly Employees Overtime	2,070	0	0
501300	Labor Salaried Employees	852,499	1,006,416	1,019,968
501310	Overtime Salaried Employees	7,042	4,622	4,000
502000	Fringe Benefits	345,556	370,629	363,767
503000	Services	56,935	30,123	49,303
503020	Advertising Fees	976,261	834,905	909,000
504000	Materials & Supplies	18,729	11,072	6,050
509000	Miscellaneous Expenses	14,465	9,617	16,600
509022	Meals & Concessions	7,457	1,247	5,000
512000	Leases & Rentals	4,856	3,157	8,000
Total		\$2,331,580	\$2,271,788	\$2,417,932

MARKETING & COMMUNICATIONS DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
00	9942 Marketing Intern	1.0	-	-
01	8942 Department Intern	-	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	0.75	1.0	1.0
24	0740 Marketing Associate	1.0	1.0	1.0
25	0831 Community Relations Specialist	1.0	-	-
	1067 Assistant Supervisor Customer Service	1.0	1.0	1.0
	0712 Marketing Supervisor	-	-	1.0
26	0865 Community Engagement Supervisor	-	1.0	1.0
	1061 Supervisor Marketing Dev	1.0	1.0	1.0
27	0859 Sales Manager/Sales Director	1.0	1.0	1.0
28	1144 Manager Media Relations	1.0	1.0	-
	1964 Marketing Manager	1.0	1.0	1.0
31	0784 Executive Director	1.0	1.0	1.0
Total		13.75	14.00	14.00

INFORMATION TECHNOLOGY DEPARTMENT

MISSION STATEMENT

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

STRATEGIC PLAN CRITICAL ISSUES AND INDICATORS

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

2020 ACCOMPLISHMENTS

- Deployed Windows 10 operating system for desktops and laptops
- Expanded 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 formal security awareness training services for all employees, and began email "phishing" program to test effectiveness of training.
- Expanded interim backup solution, including off-site replication of data, to protect more target systems.
- Supported major construction projects with network design and specification, telecommunication and implementation services.
- Supported multiple large technology projects, including upgrade and cloud migration of Time & Attendance system, deployment of new radio and mobile data system, migration of CAD/RMS system, among others.
- 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.
- Installed Internet Service at 6 passenger stations, and extended internet access via guest WiFi at 10 passenger locations.
- Expanded Video and Web-based Conferencing systems for the Authority, to include 8 additional locations.
- Received multiple awards and Recognition from PTI and The Center for Digital Government Institute.
- Completed inventory of IT systems in preparation for development of a Technology Roadmap.
- Migrated from Microfocus to Microsoft (includes change of e-mail application from GroupWise to Outlook)
- Improved Disaster Recovery position via implementation of SaaS and/or IaaS for several more identified applications/systems
- Provided interim electronic secure file sharing (Dropbox) to select departments
- Provided capability to improve review of large contracts (Doc-u-compare)
- Provided a refresh of computing equipment across the Authority
- Provided Crisis computers for employees to work from home
- Assist with the finalization of the Customer Service POS (Bepoz) project
- Filled 3 open positions
- Completed IT portion of the COOP

2021 PRIORITIES

- Develop a Technology Roadmap for the Authority.
- Address evolving technology needs for critical systems such as Fare Collection, Inventory and Maintenance, CAD/RMS, Time and Attendance, and GIS, among others.
- Finalize the rollout of Windows 10 operating system for desktops and laptops.
Continue support of major Operations systems and projects (Hastus, Radio Replacement, TransitMaster, Trapeze, and Ultramain).
- Improve Disaster Recovery position via implementation of SaaS and/or IaaS for up to 4 more identified applications/systems
- Expand Cybersecurity efforts to include vulnerability scanning and penetration testing.
- Continue the IT State of Good Repair Program.
- Continue to implement and enhance IT Governance.
- Expand Business Intelligence Systems in support of Business Process Improvement efforts.
- Expand WiFi connectivity for additional systems and devices.
- Expand Disaster Recovery capability with enhanced data protection and additional virtualization for critical legacy systems.
- Continue critical upgrades to the IT Infrastructure, including Network, and Oracle Database Environments.
- Refresh 28 printers across the Authority
- Fill remaining open positions
- Pilot AI in IT for 24x7 support

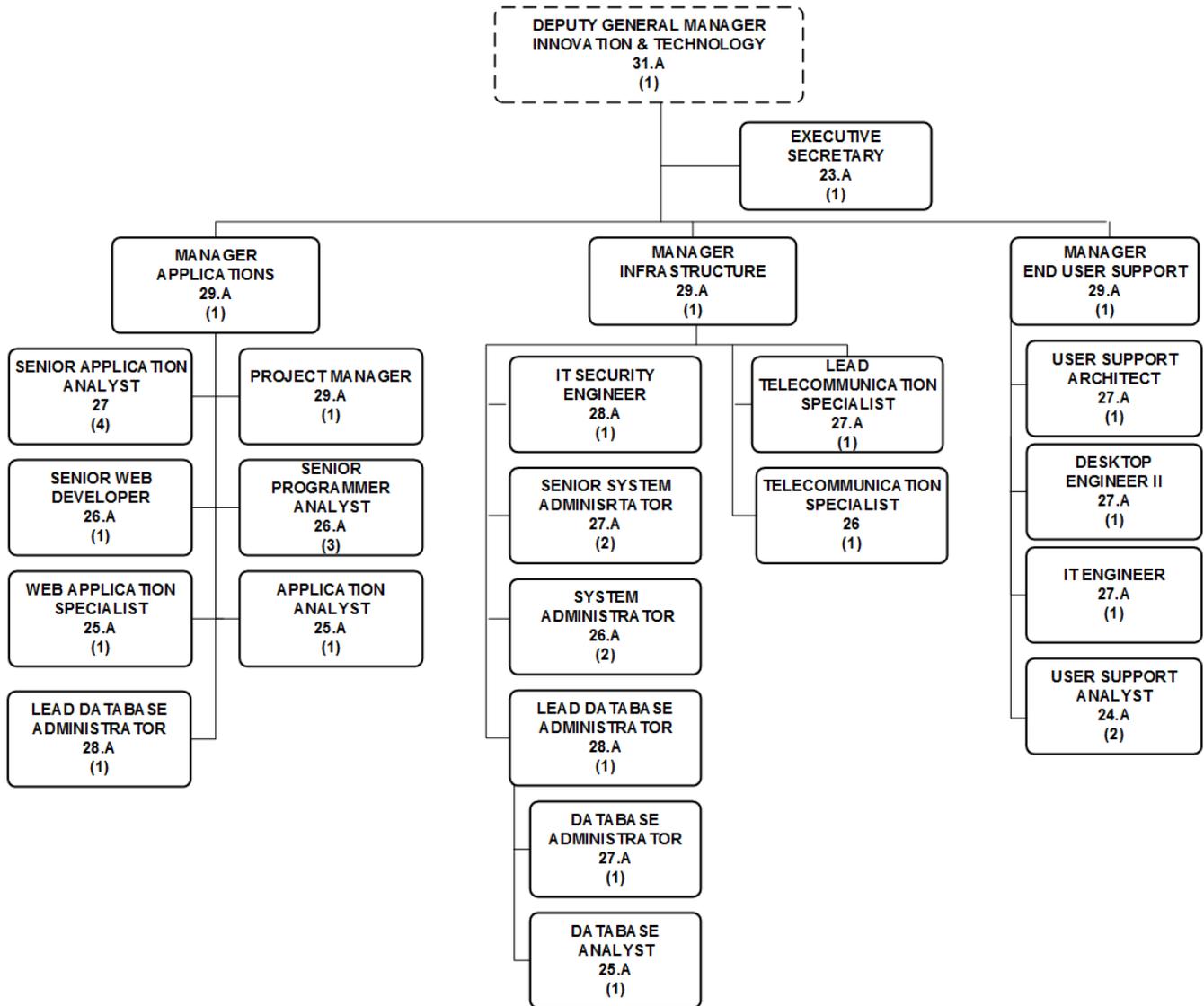
INFORMATION TECHNOLOGY DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2020 Budget
501300	Labor - Salaried Employees	\$2,205,622	\$2,353,284	\$2,354,248
501310	Overtime - Salaried Employees	1,275	380	0
502000	Fringe Benefits	848,624	844,535	810,774
503000	Services	0	42,241	63,200
503052	Other Maintenance Contracts	2,941,843	3,785,216	3,531,623
504000	Material & Supplies	70,991	120,444	241,100
505022	Telephone	464,301	432,817	619,235
509000	Miscellaneous Expenses	84,299	65,256	105,690
509022	Meals & Concessions	78	500	750
512000	Leases & Rentals	44,854	914	0
	Total	\$6,781,831	\$7,645,588	\$7,726,620

INFORMATION TECHNOLOGY DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
23	0725 Executive Secretary	1.0	1.0	1.0
24	1646 User Support Analyst	2.0	2.0	2.0
25	0760 Database Analyst	1.0	1.0	1.0
	1647 Web Application Specialist	1.0	1.0	1.0
	1961 Applications Analyst	1.0	1.0	1.0
26	0960 User Support Specialist	2.0	2.0	2.0
	0967 System Analyst	1.0	1.0	1.0
	1072 Telecom Specialist	1.0	1.0	1.0
	1077 Senior Web Developer	1.0	1.0	1.0
	1082 System Administrator	2.0	2.0	2.0
	1155 Sr. Programmer Analyst	3.0	3.0	3.0
27	0756 Network Engineer	2.0	2.0	2.0
	1070 Database Administrator	1.0	1.0	1.0
	1632 User Support Architect	1.0	1.0	1.0
	1745 Lead Telecommunications Specialist	1.0	1.0	1.0
	1960 Senior Application Analyst	4.0	4.0	4.0
28	1633 IT Security Engineer	1.0	1.0	1.0
	1648 Lead Database Administrator	1.0	1.0	1.0
29	0783 Manager ITS/End User Support	1.0	1.0	1.0
	1321 Manager of Infrastructure	1.0	1.0	1.0
	1325 Manager of Applications	1.0	1.0	1.0
	1655 Project Manager – Systems	1.0	1.0	1.0
31	1730 CIO/Executive Director	1.0	1.0	1.0
	Total	32.0	32.0	32.0

INFORMATION TECHNOLOGY ORGANIZATION CHART



2021 – 2025 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 2021–2025 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 current process prioritizes capital infrastructure requests and needs and aligns its ongoing capital program with available Federal, State, Local and non-traditional funding resources.

The financial demands to meet a SOGR throughout the Authority's capital assets remain at a high level, but the decision to balance scheduled activities with funding limits the number of budgeted projects in any given year end, in essence, has moved the CIP to a five-year plan.



ORGANIZATION OF THE CAPITAL IMPROVEMENT PLAN

The first year reflects the Board approved RTA Capital and RTA Development Fund budget appropriations for the FY 2021 capital projects. The following four years of the CIP highlight planned, but not yet approved, out-year capital projects of the Authority. Capital projects and their associated budgets included in these out-years are subject to change based on financial circumstances, revised project time-lines or in capital priorities.

A summary of the Authority's capital assets will help put these projects into perspective. In FY 2019, an extensive evaluation of the Authority's rail fleet (HRV/LRV) was completed. It was determined that the HRVs have an estimated 5 years life remaining, while the LRVs have 10 years remaining life. The first order of 24 cars will replace the current Heavy Rail cars and cost an estimated \$120 million. An additional \$150 million is needed to accommodate the Authority's Light Rail cars and upgrades to the current rail facilities and infrastructure. Development of a Transit Asset Management (TAM) database providing a basis to prioritize the needs of capital assets based on their condition is being developed.

The planning process for the capital program includes the method for establishing budget appropriation authority. It explains the chain of events involved and its relationship to the development of the Transportation Improvement Program (TIP). 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 2021 Capital Improvement Budget and the four out-years of the overall 2021-2025 CIP. Smaller, locally- funded projects included in the RTA Capital Fund are listed in Department order, while the larger, grant and/or locally funded capital projects included in the RTA Development Fund projects are organized by capital project categories and reflect specific funding sources, supporting those projects.

CAPITAL ASSETS

The principal share of expenditures planned within the 2021–25 CIP focuses on attaining a State of Good Repair (SOGR) for the Authority’s capital assets. Highlights include completion of the last ADA Key Station program, an on-going track rehabilitation plan, reimbursement of preventive maintenance and other expenses generated within the Operating Budget, and the maintenance and upgrade of capital assets throughout the Authority. It continues to emphasize the backlog of needed capital improvements throughout the Authority’s infrastructure and facilities. The age of the Authority’s primary facilities, including their history in terms of original in-service dates, rehabilitations, and additions are shown below in Figure 85. These facilities and others are briefly discussed on the following pages.

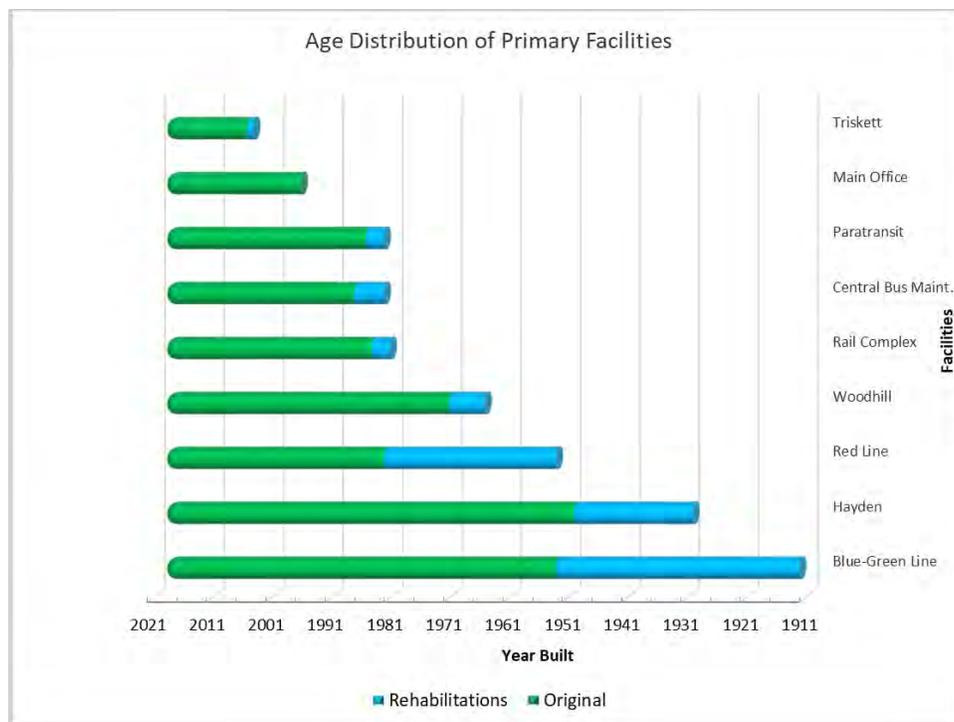


Figure 85: Age Distribution of GCRTA Primary Facilities

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 2020 to fuel future CNG fleets to operate out of the Triskett Garage. The design for the Triskett Garage maintenance bay was completed in 2020 and CNG building modifications will continue into 2021.

HAYDEN GARAGE at 1661 Hayden Avenue was constructed in 1932, with two major additions in 1952 and 1968. It was rehabilitated in 1998 and a SOGR project that included the replacement of six hydraulic lifts, fire suppression and HVAC systems, and 16 overhead doors was completed in FY 2014. Installation of a CNG fueling station was completed in FY 2015 and work was complete to address remaining CNG related building improvements in FY 2018. In FY 2019, 3 CNG Dispensers were replaced with new units to resolve safety issues with the original units. East side service and the Health Line buses are operated from this garage. In 2020, the Bus Roadway Connector was completed to repair pavement around the property.

CENTRAL BUS MAINTENANCE FACILITY

The Central Bus Maintenance Facility (CBM), at 2500 Woodhill Road, was put into service in 1983 and houses a remanufacturing division, diagnostic center, bus service & maintenance area, and central inventory stores. Various facilities improvements and lift replacements, funded from a Federal SOGR grant award, were completed in 2014. CNG building improvements at this facility were completed in FY 2018. In FY 2019, paint booth exhaust fans were installed to meet CNG compliance issues installation of four fall protection units to help improve safety efforts while maintaining vehicles.

CUSTOMER SERVICE CENTERS

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

MAIN OFFICE BUILDING

The Main Office Building, a renovated warehouse in the downtown Cleveland Warehouse District, located at 1240 West Sixth Street, opened in September of 1997. This facility houses the administrative functions of the Authority and the Authority's Central Communication Center.

PARATRANSIT FACILITY

The Paratransit Facility, at 4601 Euclid Avenue, was completed in 1983 and houses all Paratransit functions including scheduling, dispatching and both revenue and non-revenue vehicle repairs. In FY 2014, a propane fueling station was installed at the Paratransit Garage and in FY 2015 related propane building enhancements and a 24-month rehabilitation project, including various facilities and equipment upgrades were completed.

PARK-N-RIDE LOTS

One objective of the GCRTA is to provide rail and/or bus Park-N-Ride services for major commuter corridors within Cuyahoga County. As such, the GCRTA provides over 4,400 parking spaces at 23 rapid stations. RTA also operate three large bus Park-N-Ride lots in Strongsville, North Olmsted, and Westlake. These three stations provide a combined 2,527 parking spaces for customers.

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.

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. In FY 2014, a total roof replacement project for these facilities was completed. In FY 2015, a multi-year Central Rail Lift Rehab program was completed to replace and upgrade rail car lifts at this facility to ensure safety and to meet operational needs. In FY 2016, the Exterior Carwash and Track Crossing was repaired and replaced to ensure continual operation of the car wash bay and transfer table, minimizing service interruptions of down cars. In FY 2020, the CRMF Track reconstruction was completed, installed new track and transfer tables rail crossings.

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 under went rehabilitation to remodel a portion of the facility to expand work areas for the electronic repair shop, operators training classroom, and print shop equipment enhancements.

RAIL SYSTEM

RIGHT-OF-WAY

RTA owns 65 miles of rail lines (32.5 miles of joint rail) used for the operation of its rapid transit system including twenty-seven miles for light rail and thirty-eight miles for heavy rail. To address potential issues related to MAP-21 and the new FAST Act requirements, the Authority is involved in a multi-year program that will establish 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 13.5-mile LR lines, with the exception of the 2.2-mile Waterfront Line extension added in 1996, were originally constructed between 1913 and 1920. The Authority's Light Rail System has 35 stations; including three it shares with the Red Line at Tower City, the East 34th/Campus and East 55th Street Stations. The entire Light Rail System, including tracks, infrastructure, and stations were reconstructed between 1980 and 1984.

In FY 2016-2018, nine Light Rail Crossings were rehabbed and completed in 3 phases on the Green Line. This included reconstruction of two Green Line Stations at Warrensville/Shaker Blvd. and Lee Road/Shaker Blvd. and the reconstruction of East 116th St. Light Rail Trunk Line Station. In FY 2019 the Farnsleigh Station reconstruction was completed. In 2020, GCRTA kicked off and completed the construction of the first of two phases for the Light Rail Rehab Program from Kinsmen to Buckeye Woodhill. In 2021 GCRTA will move into phase two of the Light Rail Rehab program from Buckeye Woodhill to Shaker Square.

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.

During FY 2018-Present, improvements continued along the Redline, at West 30th – West 98th Street Station and the West 117th – Westpark Station. During this period the Westpark Diamond was completed and also the emergency repair to the S-Curve Retaining Wall. The final Red Line track reconstruction from Westpark Station to Airport Tunnel was completed in FY 2020. 2020 also saw continued monitoring of the Red Line S Curve Retaining Wall from emergency repairs complete in prior years and the start of the E. 79th Street Station reconstruction.

The 2021-25 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, train controls.

BRIDGES/TUNNELS

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

The out-years of this CIP includes engineering & design services and reconstruction work on five track bridges, the first construction phase on the Viaduct Bridge, track bridge rehabilitation of Conrail, Brookpark, Ambler Strike Protection, and

Waterfront Bridge plus an on-going inspection program to monitor the condition of each track bridge owned by the Authority.

TOWER CITY STATION

The Tower City Station, is the only downtown station for both the Heavy (Red Line) and Light Rail (Blue, Green, and Waterfront Lines) systems and operates as the main connection point for the Authority's rail lines. Originally constructed and opened in 1930 for passenger rail service, modified in 1955 to accommodate the Authority's rail services, it was completely reconstructed in the late eighties as part of an overall re-development of the entire Tower City complex.

In FY 2016, \$8.9 million was programmed for the rehabilitation of Platform 7 (to serve as a temporary station) and the reconstruction of Track 8 (west-bound track) was completed at 2016 fiscal year end. Construction work was also completed at Tower City Station to replace two sets of escalators (long and short) in time to host the Republican National Convention in mid-2016. FY2020 saw the continuation of track work at Tower City Station with tracks 10W and the double cross over being complete. Track 13 is planned to undergo reconstruction in FY 2021.

REVENUE VEHICLE FLEETS

CONVENTIONAL BUSES

There were 343 vehicles in the GCRTA bus fleet at the end of 2020. Compared to the prior year, 63 vehicles are eligible for replacement based on Useful Life benchmark and are in the process of being replaced under the Bus Improvement Program (BIP). During FY 2020, 6 40 ft CNG buses were placed into service. At the end of FY 2020, the Authority's total fleet mix includes 343 vehicles, of which 145 40-foot CNG buses; 112 40-foot diesel transit buses; 40 60-foot articulated diesel buses; 21 60-foot articulated hybrid bus rapid transit (BRT) vehicles; 21 diesel commuter buses; 3 60-foot diesel articulated BRT buses; 12 35-foot diesel trolley buses. The FTA defines the useful life of a bus to be the lesser of 12 years or 500,000 miles and the average age of the large bus fleet was 8.0 years at the end of FY 2020. The age distribution of the Authority's large bus fleet is shown in Figure 86 on the next page.

The Authority's goal is to replace approximately 1/14 of its large bus fleet every year (25 to 35 buses) and to accommodate any increases in peak vehicle requirements. This hasn't been possible until recent budget years due to the lingering impact of the recession and other higher priority capital needs of the Authority, but the 2021–25 CIP continues a planned bus replacement program, begun in 2013, that will continue until the entire fleet is replaced. In FY 2021 the authority is expecting the delivery of 7 CNG 60' BRT's and 20 40 ft CNG buses be placed in service.

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.

Age Distribution of Large Bus Fleet

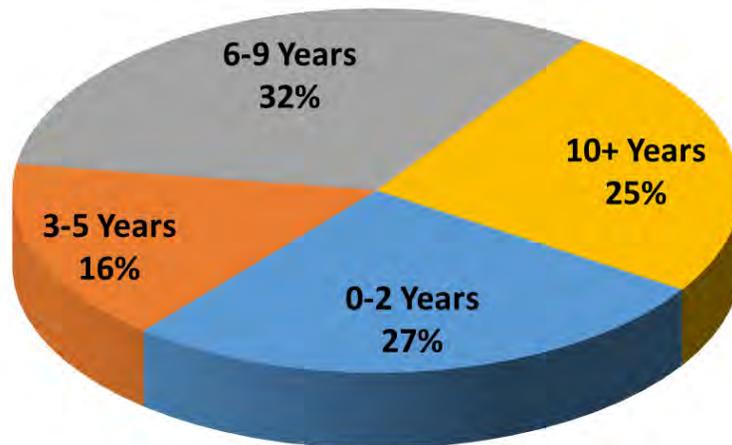


Figure 86: Age Distribution of Bus Fleet

Programmed orders in future years of this CIP depends upon the availability of non-formula funding and competitive grants, but they are expected to further lower the average age of the Authority's big bus fleet to approximately 7.0 years at the end of 2025. 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

In 1991, the Board adopted a policy to provide for the integration of fixed rail and bus services with Paratransit services into a network of services comparable to what is available to the general public. This continuing policy is designed to maintain full system accessibility and provide compliance with ADA and U.S. Department of Transportation Regulations.

The Authority's 2021 Paratransit Program transports senior citizens and disabled persons on an advanced reservation basis. Including propane fueled vehicles there are 90 ADA compliant, wheelchair-equipped buses in active service in the Paratransit fleet with an average age of 4.5 years at the end of FY 2020. Future replacement plans have a total of 10 vehicles being replaced in 2021 that will bring the average life of the Paratransit fleet to 4.0 years old by the end of 2021.

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 35 and 39 years old. In recent years a midlife overhaul of the Authority's Light Rail (LR) and Heavy Rail (HR) fleets was completed, and in prior year 2015 an interior overhauls was implemented and completed. Both mid-life projects were initiated to economically extend the useful life of the Authority's rail vehicle fleets approximately 12 years beyond their

normal expected operating life of 30 years, but in the near future, the Authority will be facing significant replacement costs for both of its rail fleets.

There are 40 active Tokyo HR vehicles, purchased in 1984 and 1985, which operate on the Red Line. The peak service requirements for the Red Line during rush hours are 16 cars, while special events require 24 cars. The 34 active Breda LR vehicles, acquired between 1981 and 1983, run on the Blue, Green, and Waterfront Lines of the Authority. Vehicle requirements for LR peak rush hour service are 6 cars, and 12 cars are required for special event services. During the pillar studies, a value of \$240 million was determined as the cost needed to replace both rail car fleets. HRV cars were stated to have around 5 years of useful life left while LRV cars were determined to have around 10 years of useful life left before replacement is needed. In 2020, GCRTA will begin the process of procuring new HRV's by acquiring engineering consultant 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 (figure 12, page 29&30) depicts the revised Capital Improvement and TIP planning cycles for the 2021-25 Capital Improvement Plan (CIP). The process began in August, 2019 when the Office of Management and Budget (OMB) reviewed the budgeting policies and set the parameters for the Capital Budget, and concluded in May 2020 with the Board Adoption of the recommended 2021-25 CIP followed by submission to NOACA for inclusion in the TIP/STIP.

At the start of the CIP development process, an initial review is done by OMB and various departments to assess the status of projects included in the current year's Capital Improvement Program Budget. This review includes any variances with programmed project timelines, availability of grant funds, and an inter-departmental review of data and resources required for the upcoming CIP. The Authority's Divisions and Departments are then provided a detailed set of instructions and follow-up meetings with staff are held. Meetings include a review of the information required for capital project requests, clarification of Department and Division requests and an overview of anticipated funding for the upcoming capital budget year.

In February, 2020, OMB staff and the Capital Program Working Group (CPWG) reviewed all submitted capital project requests for consistency with the needs of the Authority's infrastructure, funding availability, the Authority's Long Range Plan, the current Transportation Improvement Plan (TIP), and the annual strategic planning process. Projects were then prioritized in accordance with RTA's capital priority areas- state of good repair, health & safety, mandates, environmental impact, and ridership transit oriented development and in turn forwarded to the Capital Program Oversight Committee (CPOC) which includes the Executive Management Team of the Authority. The CPOC was formed to develop and monitor the Capital Program and to authorize the five-year Capital Program with projected grant, local and non-traditional revenue sources. After initial meetings with the Department Directors at the division level and with the General Manager and the Executive Management Team at the organizational level, the recommended Capital Budgets for the 2021-25 CIP were finalized.

A new budget schedule was set to better align with the NOACA Board review to assure funding would be in place. The CIP for 2021-25 was finalized and presented to the Board of Trustees' Operational Planning & Infrastructure Committee in May for discussion and review at which time approval was given.

TRANSPORTATION IMPROVEMENT PROGRAM

The planning cycle for grant-funded projects begins with the development of the Authority's CIP for incorporation into the Transportation Improvement Program (TIP). The TIP documents transportation related capital projects within the region for which Federal funding will be requested. Projects must appear in the TIP to receive funding consideration. The Northeast Ohio Area-wide Coordinating Agency (NOACA) is responsible for bi-annually preparing the four-year plan for this area with GCRTA responsible for preparing the transit component of the plan for Cuyahoga County.

The GCRTA Long-Range Plan and its related five-year Strategic Plan guides the CIP and TIP. These plans articulate the types of services and markets the Authority expects to serve. The Authority's preparation of projects for inclusion in the TIP began in May when departments request revisions, additions, or deletions to the previous year's CIP. The Budget Calendar of Events reflects the TIP process and how it corresponds to the Capital Improvement planning cycle. Capital project requests are prioritized by the Capital Projects Working Group (CPWG) and, in turn, are submitted to the Capital Program Oversight Committee (CPOC) for review and approval.

The proposed Capital Budgets for the upcoming calendar year are presented to the Board of Trustees committees; further defined depending on funding allocations for the new Federal fiscal year and any revisions to the original Capital Budgets will be submitted for Board approval in May and through NOACA, incorporated into the current four-year TIP prior to the new Federal Fiscal Year. Revisions to existing projects and/or amendments to add new projects are submitted on a quarterly basis for review and inclusion in the revised TIP/STIP. 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. All grant-funded projects are accounted for in the RTA Development Fund and projects in this Fund are normally supported through various combinations of Federal and State of Ohio grants, local matches for these grants, debt service and/or 100 percent local funds.

Budget authority for both RTA Capital and RTA Development Fund projects are established when the Board of Trustees approves the annual Capital and other Fund Budgets of the Authority. The Board also approves grant applications and the acceptance of awards, which commits the Authority to providing matching funds when grant funds are drawn. Once approved, the Authority may draw against the grant until the project is completed or the time limit on the grant has expired. Grant awards can only fund projects specified in the application unless the Federal Transit Administration (FTA) or grantor agency approves an amendment.

CAPITAL IMPROVEMENT FINANCIAL POLICIES

The Board of Trustees has established a set of financial policies including some to ensure that adequate funds are regularly invested in maintaining the Authority's capital assets. These policies, which are highlighted in the Budget Guide, are used as goals for planning and controlling. They are as follows:

- An amount equivalent to at least 10 percent 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 percent and a maximum of 90 percent.
- The Authority will strive to take advantage of all available Federal and State grants and other financing programs for capital improvements.

CAPITAL IMPROVEMENT CRITERIA

Capital project requests for consideration in the 2021–25 CIP far exceeded available resources. As a result, established guidelines are used to prioritize project requests for funding. The following criteria provide a basis for preliminary capital investment decisions and include:

THE VALUE AND USEFUL LIFE OF THE CAPITAL ASSET

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

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

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

THE AGE AND CONDITION OF THE CAPITAL ASSET

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

THE RELATIVE COST TO THE AUTHORITY FOR THE BENEFIT OBTAINED

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

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

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

PRIORITY AREAS

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

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

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

Figure 87 reflects the distribution of approved 2021 Capital Improvement projects by capital priority area. The largest portion of the 2021 Capital Budget appropriations, \$119.60 million or 94.4 percent, are for projects included within the State of Good Repair category that maintain or improve existing Authority capital assets. This is followed by the Technologies/Efficiencies category with \$4.0 million, or 3.2 percent, with the remaining categories making up the balance of the budgeted capital projects.

PRIORITY CATEGORIES - Combined	2021	2022	2023	2024	2025	TOTALS
						2021-2025
RIDERSHIP	\$ 0.35	\$ 0.35	\$ 0.35	\$ 0.35	\$ 0.35	\$ 1.75
HEALTH & SAFETY	\$ 0.23	\$ 0.23	\$ 0.23	\$ 0.23	\$ 0.23	\$ 1.14
STATE OF GOOD REPAIR	\$ 119.60	\$ 114.09	\$ 106.21	\$ 104.89	\$ 100.19	\$ 544.98
TECHNOLOGIES/EFFICIENCIES	\$ 4.01	\$ 4.67	\$ 3.92	\$ 2.48	\$ 2.48	\$ 17.55
OTHER	\$ 2.49	\$ 2.09	\$ 2.09	\$ 2.09	\$ 2.09	\$ 10.87
SUB-TOTAL: COMBINED CAPITAL	\$ 126.67	\$ 121.44	\$ 112.80	\$ 110.03	\$ 105.34	\$ 576.28

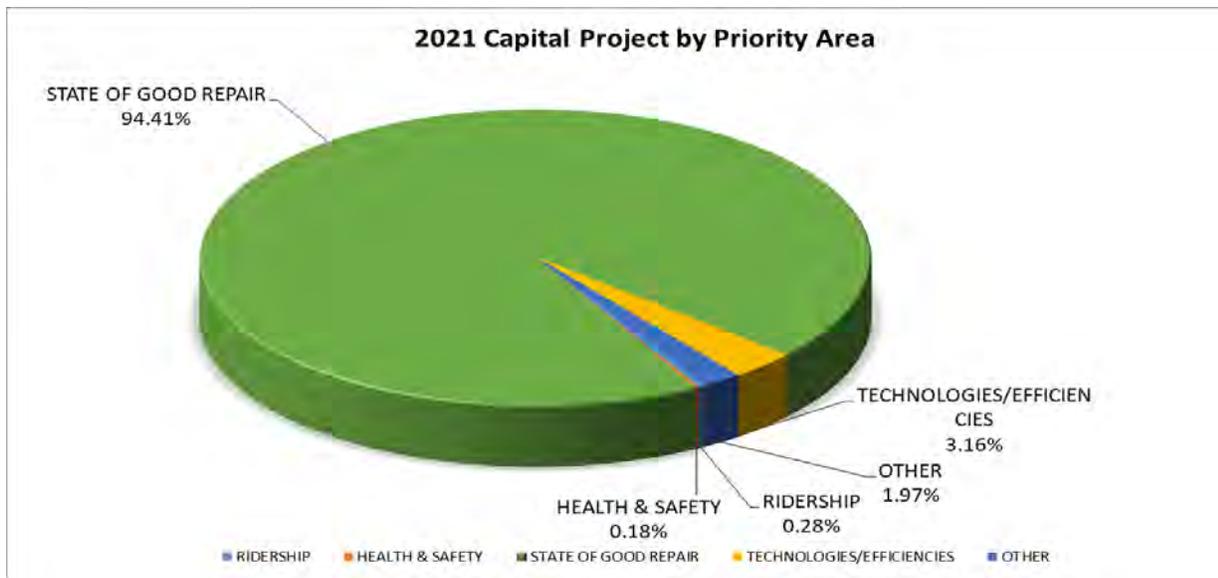


Figure 87: Capital Projects by Priority Area

FINANCIAL CAPACITY

The nature of public transit requires that the Authority pursue a capital-intensive budget. The Authority's capacity to support its ongoing CIP depends on the availability of governmental grants, local matching funds, and the ability to issue bonds. During the eighties and through the mid-nineties, the RTA favored a pay-as-you-go method, maximizing the benefits of Federal and State grant programs, and utilizing debt financing sparingly. Beginning in the mid-nineties, the use of debt significantly increased to meet the financial needs of an extremely aggressive Capital Improvement Program. This led to a significant increase in the overall debt service of the Authority – one that requires principal and interest payments that total \$16.6 million in FY 2021 for existing debt services.

At the end of FY 2020, the Authority will have a combined \$144.1 million of outstanding debt among six outstanding debt issues. The current plans are to issue \$25 million of additional debt in FY 2021 that will be used as local match to fund the rail car program and locally funded capital projects. .

In addition to determining the method of financing a project, capital investment decisions by the Authority also take into account a project's impact on operating costs. If a new facility is built, the operating budget must be capable of supporting any additional costs or be positioned to take advantage of any efficiencies.

FEDERAL SOURCES

As reflected in Figure 88, Federal grants provide an estimated \$92.6 million, or nearly 51.6 percent of the Authority's capital improvement revenue stream during FY 2021. Over the five-year CIP period, Federal funding may provide approximately 54.6 percent of the needs for the Authority's programmed capital projects. Most major Federal grant programs require a local match, normally 20 percent, though in some isolated grant awards a 10 percent or no local match is required. Through FFY 2013, Federal grant programs were modified by the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA), and confirmed by both the Transportation Equity Act for the Twenty First Century (TEA-21) and the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) adopted in 2005.

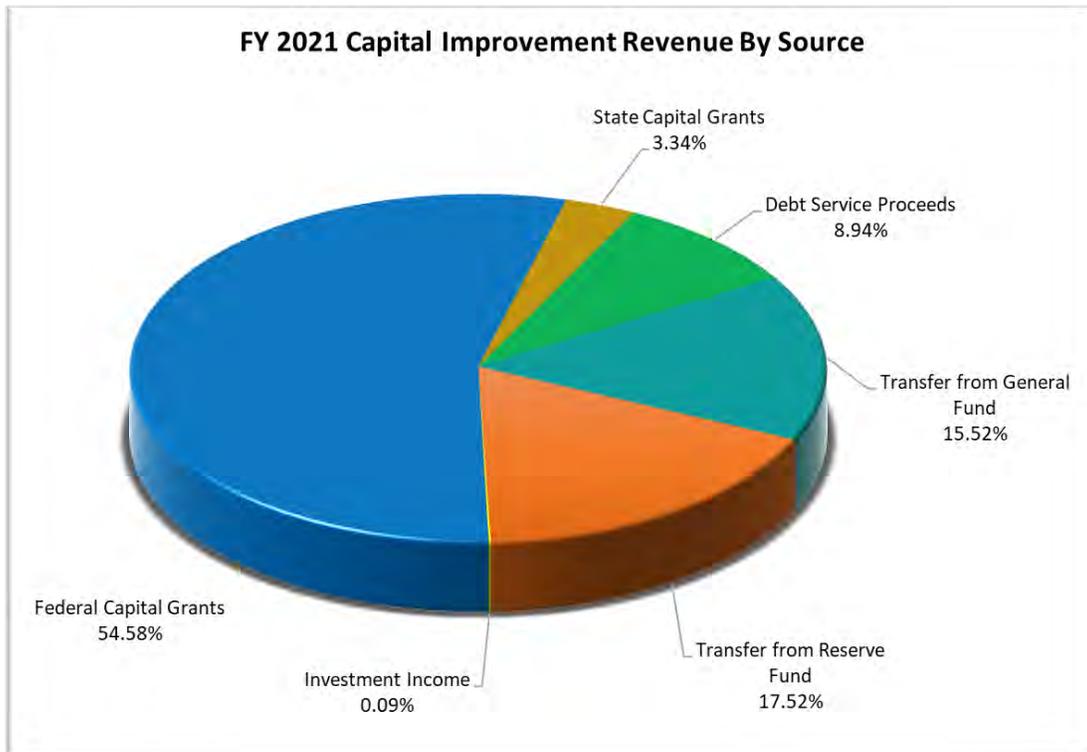
SAFETEA-LU was extended several times since, and in FY 2012 a new Transportation Act, Moving Ahead for Progress in the 21st Century (MAP-21), was approved by Congress. MAP-21 established some certainty over available FTA funds for future transit construction projects. Changes in Federal formula calculations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

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

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



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



	2018	2019	2020	2021	2021	2022	2023
	Actual	Actual	Actual	Budget	Amended Budget	Plan	Plan
Transfer from General Fund	\$15.26	\$12.01	\$13.40	\$28.40	\$43.40	\$9.99	\$10.07
Transfer from Reserve Fund	\$2.00	\$0.00	\$0.00	\$21.00	\$49.00	\$5.00	\$5.00
Investment Income	\$0.32	\$0.98	\$1.08	\$0.27	\$0.27	\$0.27	\$0.27
Federal Capital Grants	\$56.53	\$33.29	\$153.98	\$92.63	\$152.63	\$108.95	\$90.16
State Capital Grants	\$0.83	\$1.38	\$2.70	\$9.34	\$9.34	\$10.14	\$10.14
Debt Service Proceeds	\$0.00	\$30.00	\$0.00	\$25.00	\$25.00	\$0.00	\$25.00
Other Revenue	-\$0.03	\$0.00	\$0.01	\$0.00	\$0.00	\$0.00	\$0.00
Total Revenue	\$74.91	\$77.66	\$171.17	\$176.63	\$279.63	\$134.35	\$140.63

Figure 88: Capital Improvement Revenue by Source

URBANIZED AREA FORMULA - SECTION 5307

Urbanized Area or Capital grants were originally provided under Section 5307 of the Urban Mass Transportation Act of 1964. Resources are allocated to urban areas according to a formula and matched on an 80 percent Federal and 20 percent local basis. This program has continued under the new MAP-21 legislation, though several changes were made leading to a small reduction in the annual award of funds. Additionally, changes due to MAP-21 included the elimination of the Job Access & Reverse Commute (JARC) Section 5316 program, which provided over \$12.2 million in local match for operating costs associated with this program over a six-year period. The JARC program was incorporated into the Section 5307 formula

award as an eligible reimbursement in the MAP-21 and FAST legislations, but no additional resources are provided to continue the program.

In FY 2016, with local match include the Authority received \$33.4 million and \$34.0 in FY 2017 from its Section 5307 award, a slight increase from the prior FY 2015 amount of \$29.1 million. FY 2018 allocations under the FAST Act legislation are at \$34.5 million, near the amount currently received under the MAP-21 legislation and increasing in FY2019 to an amount of \$35.3 million. In FY 2020 the Authority received \$35.5 million and \$28.3 in 2021.

STATE OF GOOD REPAIR – SECTION 5337



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

The MAP-21 legislation replaced the Section 5309 Rail Modernization award program with the Section 5337 State of Good Repair (SOGR) grant program. It also replaced the historical Section 5309 funding formula allocation with a program that relied upon operational statistics of a transit agency compared to the industry statistics, as well as use of the 2010 UZA Census data. The new formula favors agencies serving growing populations and expanding transit services over those with a relatively static UZA population and service, resulting in the loss of more than \$700,000 for rail formula award funds from FY 2018 to FY 2019 for the Authority.

The last Federal allocation for the Section 5309 – Rail Modernization Award was an indication of the financial impact the Authority faced under the MAP-21 legislation. Including the 20 percent local share, the last Rail Modernization award in FY 2012 totaled \$17.26 million. Since then, the Authority has received \$15.4 million in FY 2016, \$15.1 million in FY 2017, \$17.4 million in FY 2018 and \$22.2 million in FY 2019 under the new FAST Act. The Authority will receive \$21.3 million in FY 2020 and plans to receive \$19.2 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 under the MAP-21 Act remains relatively stable with \$2.43 million received in FY 2014 and FY 2015, a slight increase to \$2.9 million in FY 2016, and \$3.0 in FY 2017. Under the FAST Act, this amount slightly decreased to \$2.8 million with similar amounts received in FY 2019. FY 2020 funding increased from prior years to \$3.4 million and decreased to \$2.8 million in 2021.

NON-TRADITIONAL FEDERAL SOURCES

Non-traditional Federal awards, including competitive and earmark grants, are beyond the scope of the previously discussed programs, but are impacted by the MAP-21 and subsequent FAST legislation. Additionally, grant award funding for an

annual ADA Reimbursement grant award, which reimbursed the Operating Budget an average of \$3.2 million between FY 2011 – 2015 has lapsed resulting in a loss of revenue for the General Fund.

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

In FY 2020, the authority received \$111.9 million in CARES Act funding to offset the effects of the Corona Virus. The CARES Act was the Coronavirus Aid, Relief, and Economic Security Act that was awarded to help weather the storm of the financial crisis due to the 2020 pandemic. As the pandemic continues into 2021, GCRTA will receive CRRSAA funding in the amount of a estimated \$60 million. CRRSAA is the Coronavirus Response and Relief Supplemental Appropriations Act of 2021. Both awards are provided at 100 percent federal funds which do not require a local match from the receiving agency.

The Authority was recently awarded non-traditional funding for several projects under the proposed 2021-2025 Capital Improvement Plan (CIP). In Fy 2020, GCRTA applied for \$15 million in funding through the BUILD grant and received \$15 million to apply towards the purchase of new Heavy Rail Cars. In FY 2021 GCRTA has received the following funding; \$2 million for CNG Buses for DTMF, \$3.6 million for CNG buses for UTP, \$1.9 million for CNG Buses from the DERG award, \$785,000 for 13 Cutaway vehicles from 5310 funding, \$2 million for LR Shelters from CMAQ, \$2 million for E. 105th, and \$9.6 million from STGB for the Rail Car Replacement Program. In FY 2020, GCRTA received non-traditional funding in the amount of \$2.6 million in discretionary funds for rehabilitation of the Triskett Bus District to accommodate CNG-fueled buses. The Authority also received \$336,000 in discretionary funds for Transit Oriented Development Planning, in the W.25th Street corridor. GCRTA, along with its partners, will create a holistic plan for development along the entire corridor to support full development of a Bus Rapid Transit (BRT), now branded as the MetroHealth line. The capital funding from non-traditional Federal source grants are used to support years' worth of unfunded programmed capital projects identified in the CIP.

STATE SOURCES

Administered through the Ohio Department of Transportation (ODOT), the State contributes up to one-half of the local match portion of Federal grant programs. In the current years the authority has been awarded various competitive grants under the Ohio Transit Preservation Partnership Program (OTPPP), Urban Transit Program (UTP) and Diesel Emission Reduction Grant (DERG) grant awards. Recently it has focused on contributions that are project-specific rather than for local match contributions, and it utilizes available Federal rather than State awards. In FY 2020, GCRTA received \$3.6 million through ODOT's UTP, requiring a 20% local match. 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. Funding will be used for the following projects: Like Rail Track Rehabilitation (\$6 million); and Baby On Board Initiative (\$400,000). GCRTA also has received funding through the Ohio EPA's 2020 DERG program in the amount of \$1.9 million dollars to replace diesel buses with new CNG powered buses. In FY 2016, the OTPPP awarded \$4.0 million for rehabilitation of Red Line West 75th – W.98th, \$2.6 million was awarded under UTP and DERG grants for 40ft CNG buses. In



FY 2017, OTPPP awarded \$5.2 million for continuous improvement of the Red Line West 117th –West Park, \$1.6 million was awarded under UTP for MCI diesel buses, and \$2.8 million awarded under DERG for 40ft CNG buses. In FY 2014-2015 executed a combined \$4.6 million OTPPP award for four replacement trolley buses and 40-Ft buses. In FY 2013, \$2.0 million OTPPP award for replacement trolley buses and in FY 2012, \$2.6 million to reconstruct the Red Line Airport Tunnel. 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

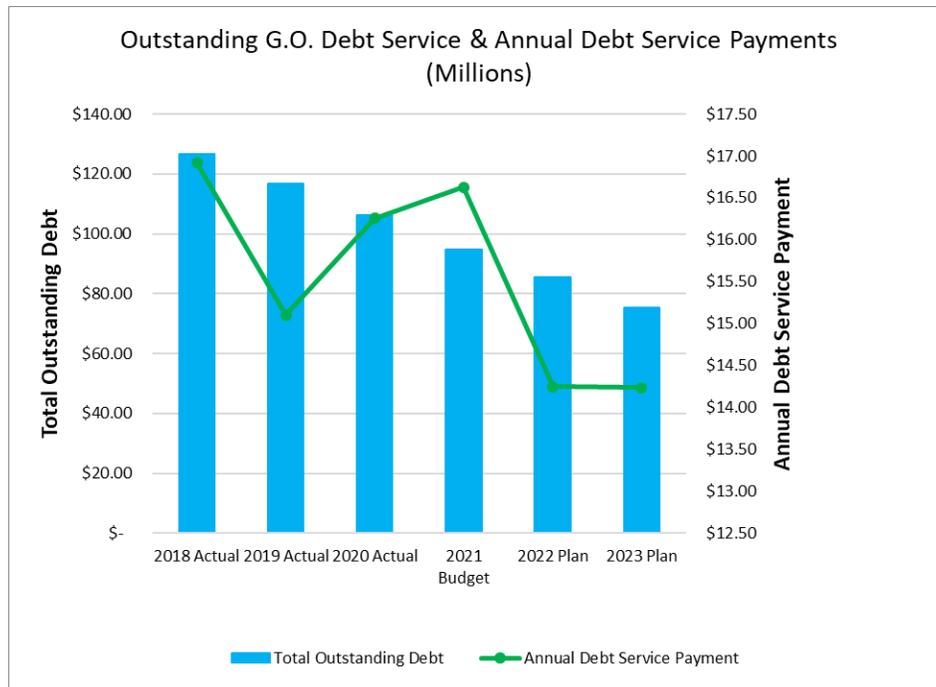
The Capital Improvement Budget requires local resources to support the match for most grant-funded projects, as well as support 100 percent locally funded projects in both the RTA Capital and RTA Development Funds. In FY 2021, the combined local contribution for the Authority's capital program of \$42.2 million are sourced from two transfers included within the General Fund. The first is a \$28.4 million transfer to the RTA Capital Fund to cover locally funded capital expenditures within the Capital Funds. The second, \$13.8 million transfer from the General Fund to the Bond Retirement Fund, covers projected debt service payments for the upcoming year. In recent years, these two transfers totaled \$25.3 million in FY 2019 and increased to \$27.1 million in FY 2020.

DEBT MANAGEMENT

Although major capital improvements are mostly funded by Federal and State capital grants, the Authority is required to pay a percentage of most grant-funded projects from its own local sources. Debt sales are used for this purpose as well as to pay for major 100 percent locally funded projects. In FY 2015 Revenue Bonds (RB) were issued for \$30.0 million in new debt and \$21.4 million in a refunding issuance. All of the Authority's outstanding debt at the end of FY 2018 will mature by December 2039. The \$106.26 million balance of outstanding debt at the end of 2020 will require principal and interest payments of \$16.6 million in 2021. The principal and interest will decrease to \$14.2 million after FY 2021 after an additional \$25 million of debt will taken on in FY 2021.

DEBT LIMITATIONS

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



Debt Service	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Plan	2023 Plan
Annual Debt Service Payment	\$ 16.92	\$ 15.10	\$ 16.26	\$ 16.63	\$ 14.25	\$ 14.24
Total Outstanding Debt	\$ 126.48	\$ 160.40	\$ 144.10	\$ 127.50	\$ 113.30	\$ 99.00

Figure 89: Outstanding G.O. Debt Service & SIB Loan and Annual Debt Service Payments

THERE ARE THREE LIMITATIONS RELATED TO THE AUTHORITY'S ABILITY TO ISSUE GENERAL OBLIGATION DEBT:

1. Section 306.40 of the Ohio Revised Code LIMITS THE PRINCIPAL AMOUNT OF BONDS that are supported by property taxes to five percent of the assessed valuation within the Authority's territory. The assessed valuation of property within Cuyahoga County applicable to the GCRTA at the end of 2018 of \$30.5 billion limits the amount of available debt to \$1.50 billion. This limitation is not currently very restrictive to the Authority in view of the large dollar limit and its applicability only to debt supported by property taxes.
2. The second limitation, also contained in Section 306.40 of the Ohio Revised Code, RESTRICTS ANNUAL PRINCIPAL AND INTEREST PAYMENTS ON THE AUTHORITY'S UNVOTED GENERAL OBLIGATION BONDS to one-tenth of one percent (0.1 percent) of the assessed valuation. Based on the assessed valuation of

\$30.50 billion, annual debt servicing capacity would be close to \$30.50 million. This provision applies to all debt issued by the Authority and is the most restrictive of the limitations, though it exceeds current debt payment levels.

3. The third constraint derives from both the Ohio Constitution and the Ohio Revised Code. Article XII, Section 11, of the Constitution REQUIRES THAT ANY POLITICAL SUBDIVISION INCURRING DEBT MUST PROVIDE FOR THE LEVYING OF TAXES sufficient to pay principal and interest on that debt. Section 2 of the same Article and Section 5705.02 of the Ohio Revised Code limits to ten mills (one mill equals \$1 of tax for each \$1,000 of assessed valuation) for the amount of taxes that may be levied without a vote of the citizens.

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

At 8.6654 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 2018 by various public entities within the County exceeds the un-voted ten-mill limit. Due to this restraint in previous years, the Authority issued new debt of \$30.0 million in Revenue Bonds, rather than General Obligation Bonds, in 2019.

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 2021 Operating Budget in a number of ways such as the following:

- The Trustees' commitment to balancing sales & use tax revenues between the Capital Improvement Fund and supporting operation needs. The estimated transfers to Capital Fund during FY 2021 is \$28.4 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 \$16.6 million will require a General Fund transfer to the Bond Retirement Fund to offset the debt in FY 2021, further limiting the amount available for operating expenditures.
- Some Operating Budget expenditures, primarily personnel costs across the Authority, are incurred in support of ongoing activities spurred by capital construction projects. Eligible costs are reimbursed to the General Fund as revenue from the RTA Development Fund.
- Formula grant funds are eligible to reimburse preventive maintenance (PM) activities with the Operating Budget. For the five fiscal years covering FY 2006 thru FY 2010, \$141.2 million of Federal formula capital grants were used for this purpose. In the following five fiscal years, 2011 – 2015, the improved financial position of the Authority reduced need of formula funding for preventive maintenance activities to \$75.4 million, then redirected for needed capital improvements. In FY 2016, PM activities ended the year at \$20.0 million. In FY 2017, PM activities decreased slightly to \$17.0 million, and FY 2018 increased slightly to \$20.0 million as the service needs of the Operating Budget draw resources from the Capital program. In FY 2019 and 2020 PM activities stayed steady at \$20.0 million and expected to remain at \$18 million in FY 2021.
- 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 2021 General Fund or Operating Budget are supported by \$3.00 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 2021–2025 Capital Improvement Plan (CIP) totals \$560.96 million of capital budget appropriations over the five year plan with projects sorted among eight capital project categories – Bus Garages, Buses, Equipment & Vehicles, Facilities Improvements, Other Projects, Preventive Maintenance/Operating Reimbursements, Rail Projects, and Transit Centers. For the approved 2021 CIP, three categories comprise \$101.7million, or 82.9 percent, of the combined \$123.5 million capital budget appropriations. The largest with \$62.4 million is the Rail Project category, second largest with \$21.3 million under Bus Project Category, followed by Preventive Maintenance/Operating Reimbursements category with \$18.0. The five remaining categories totaling \$21.8 million within the approved capital budget are shown in Figure 90.

Reflecting the challenging financial picture, the Authority faces, the largest budgeted category over the five-year CIP is the Rail Projects with \$276.25 million, or 49.3 percent of the CIP budget over the five years. This is followed by Bus Project with \$105.00 million, 18.7 percent, and Preventive Maintenance/Operating Reimbursements at \$84.00 million, or 15.0 percent, followed by the other remaining categories to a lesser degree as prioritized by the needs assessment and corresponding allocation of available capital funds.

2021 - 2025 CAPITAL IMPROVEMENT PLAN						
Amended RTA DEVELOPMENT FUND						
PROJECT CATEGORY	2021	2022	2023	2024	2025	TOTAL 2021-2025
Bus Garages	\$0	\$700,000	\$3,525,000	\$1,700,000	\$0	\$5,925,000
Buses	\$21,300,000	\$21,300,000	\$20,800,000	\$20,800,000	\$20,800,000	\$105,000,000
Equipment & Vehicles	\$3,340,428	\$4,037,180	\$2,000,000	\$2,000,000	\$2,000,000	\$13,377,608
Facilities Improvements	\$13,307,260	\$15,245,000	\$11,005,000	\$10,220,000	\$9,725,000	\$59,502,260
Other Projects	\$4,859,576	\$2,637,500	\$2,637,500	\$2,637,500	\$2,637,500	\$15,409,576
Preventive Maint./Oper. Reiml	\$18,000,000	\$16,500,000	\$16,500,000	\$16,500,000	\$16,500,000	\$84,000,000
Rail Projects	\$62,403,670	\$57,467,500	\$52,932,500	\$52,992,500	\$50,450,000	\$276,246,170
Transit Centers	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
TOTALS	\$123,510,934	\$118,187,180	\$109,700,000	\$107,150,000	\$102,412,500	\$560,960,614

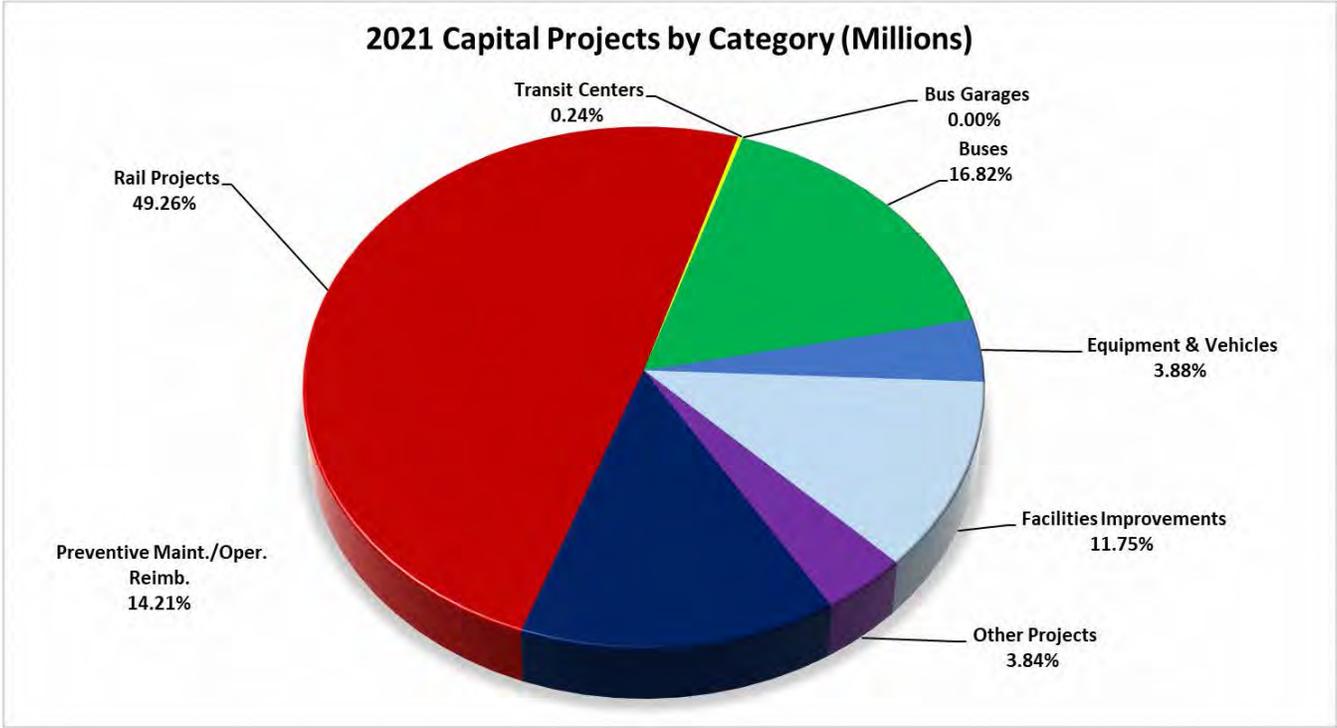


Figure 90: Capital Projects by Category

RTA CAPITAL FUND

The RTA Capital Fund supports smaller capital projects and includes more routine expenditures. Projects within this fund are generally less than \$150,000 and have a useful life not exceeding five years. The RTA Capital Fund is 100 percent locally funded, almost exclusively through transfers of sales & use tax revenue from the Operating Budget. Items included in the RTA Capital Fund are segregated into two types:

- Routine Capital, which includes the acquisition of non-revenue vehicles and small equipment
- Asset Maintenance, which covers small rehabilitation projects to maintain the Authority's existing assets.

Figure g1 trends the annual fund balance for the RTA Capital Fund. Other than a small amount of investment income, the main source of revenue is the sales & use tax revenue transfer from the General Fund to the RTA Capital Fund, which began in 1989. Anticipated revenue in FY 2021 will include \$43.4 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 \$43.4 million to the Bond Retirement Fund, brings the total commitment to Capital to \$43.5 million, or 20.0 percent of the projected 2021 sales & use tax revenue.

Budgeted FY 2021 expenditures within the RTA Capital Fund of \$41.0 million include \$1.5 million for Asset Maintenance or facilities projects, \$1.5 million for Routine Capital or equipment purchases, and a \$37.9 million transfer into the RTA Development Fund for use on providing the local match on grant awards and 100 percent locally funded projects. The estimated 2021 ending balance of \$5.9 million is a increase from prior years due to an increase in transfers from the General Fund.

RTA Capital Fund Balance Analysis						
	2018	2019	2020	2021	2022	2023
	Actual	Actual	Actual	Amended Budget	Plan	Plan
Beginning Balance	1,299,482	3,214,558	2,960,752	3,510,860	5,932,726	6,859,495
Revenue						
Transfer from General Fund	15,259,919	12,005,224	13,397,525	43,398,859	9,994,023	10,065,825
Investment Income	62,161	103,438	159,471	65,000	65,000	65,000
Other Revenue	1,855	0	0	0	0	0
Total Revenue	15,323,935	12,108,662	13,556,996	43,463,859	10,059,023	10,130,825
Total Resources	16,623,417	15,323,220	16,517,748	46,974,718	15,991,750	16,990,320
Expenditures						
Asset Maintenance	1,920,700	1,881,561	1,053,895	1,581,000	1,755,000	1,710,000
Routine Capital	2,053,904	1,496,652	1,268,738	1,582,818	1,493,000	1,393,984
Other Expenditures	0	0	0	0	0	0
Transfer to RTA Development Fund	9,434,255	8,984,255	10,684,255	37,878,174	5,884,255	5,884,255
Reimbursement to FTA	0	0	0	0	0	0
Total Expenditures	13,408,859	12,362,468	13,006,888	41,041,992	9,132,255	8,988,239
Ending Balance	3,214,558	2,960,752	3,510,860	5,932,726	6,859,495	8,002,081

Figure g1: RTA Capital Fund Balance

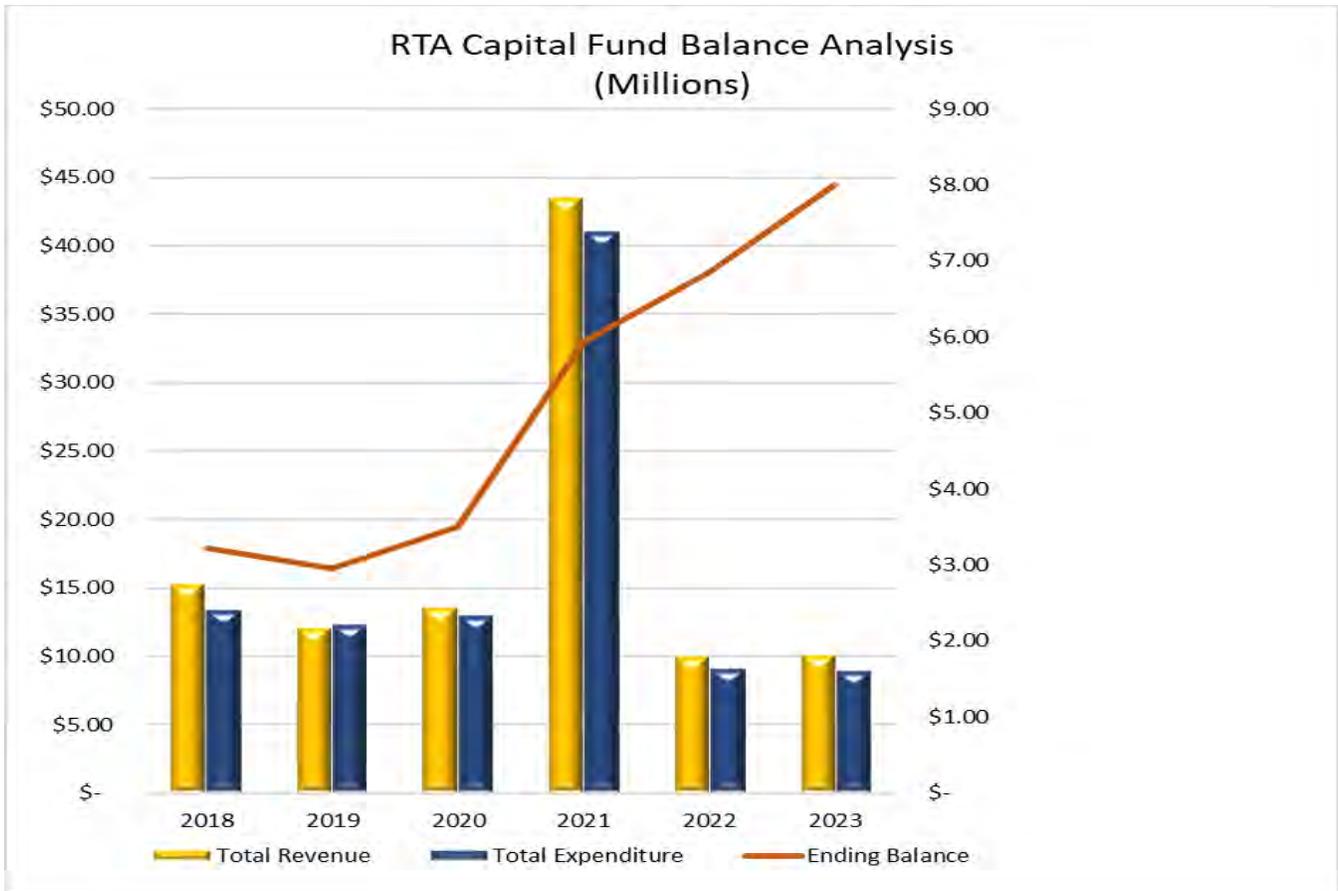
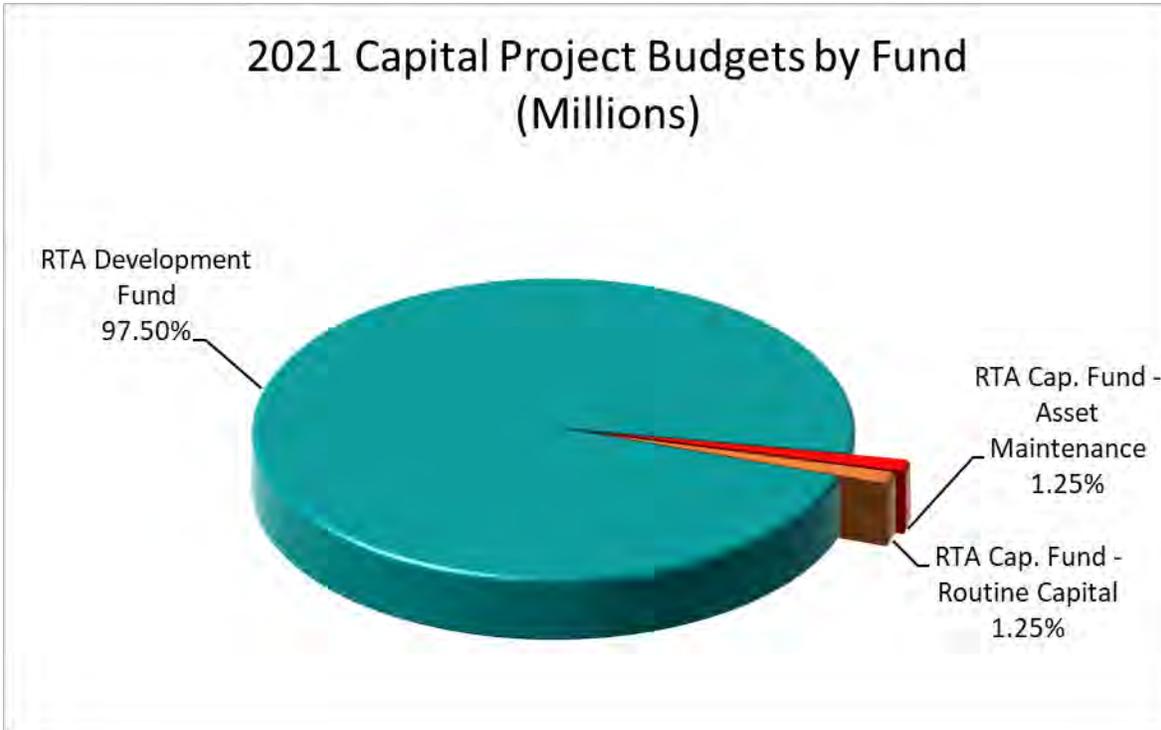


Figure 92: RTA Capital Fund Balance Trends

ASSET MAINTENANCE PROJECTS

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

The FY 2021 budget appropriation for Asset Maintenance projects is \$1.5 million, representing 1.25 percent of the overall FY 2021 Capital Improvement Budget as represented in Figure 93. Most of this amount is budgeted 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 \$871,000 or 55.0 percent. Asset and Configuration Management manages \$450,000, or 28.0 percent of all Asset Maintenance projects, budgeted within the smaller cost facilities projects within the Operations Division and the Main Office. Remaining budgeted projects within Asset Maintenance are for location specific facilities projects, focused energy efficiency or lighting retrofits throughout the Authority, or in the Asset Maintenance Contingency project for unanticipated facilities improvements needed throughout the year.



	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2021-25
RTA Cap. Fund - Asset Maintenance	\$ 1.58	\$ 1.76	\$ 1.71	\$ 1.61	\$ 1.61	\$ 8.27
RTA Cap. Fund - Routine Capital	\$ 1.58	\$ 1.49	\$ 1.39	\$ 1.27	\$ 1.31	\$ 7.06
RTA Development Fund	\$ 123.51	\$ 118.19	\$ 109.70	\$ 107.15	\$ 102.41	\$ 560.96
Total	\$ 126.67	\$ 121.44	\$ 112.80	\$ 110.03	\$ 105.34	\$ 576.28

Figure 93: Capital Project Budgets by Fund

ROUTINE CAPITAL PROJECTS

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

As indicated in Figure 93, the budget appropriation for Routine Capital projects accounts for \$1.5 million, or 1.25 percent, of the 2021 CIP Budget. Reflecting the support of daily operations, the greatest portion of the budget appropriation for Routine Capital projects in the 2021 CIP is within the Operations Division, which has \$312,818 for equipment pool projects throughout various Operating Division Departments, followed by \$350,000 programmed for the non-revenue vehicle lease or replacement program. The remaining \$920,000 budgeted throughout the Authority Administrative departments and contingencies.

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2021 - 2025 CAPITAL IMPROVEMENT PLAN
RTA CAPITAL FUND**

ASSET MAINTENANCE (FACILITIES) PROJECTS

Department / Project Name	Project Number	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2021-25 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	\$200,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,200,000
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
		\$450,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,450,000
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
		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
80 Engineering & Project Dev.							
Facilities - ADA Projects	P32805X49	\$95,000	\$125,000	\$150,000	\$150,000	\$150,000	\$670,000
Passenger Facilities Maint. Pool	P32805399	\$280,000	\$330,000	\$330,000	\$330,000	\$330,000	\$1,600,000
Operating Facilities Maint. Pool	P32805499	\$496,000	\$470,000	\$470,000	\$470,000	\$470,000	\$2,376,000
Paratransit Parking Lot Expansion	P32805189	\$0	\$170,000	\$0	\$0	\$0	\$170,000
							\$0
		\$871,000	\$1,095,000	\$950,000	\$950,000	\$950,000	\$4,816,000
67 OFFICE OF MGT. & BUDGET							
Energy Retrofits	P32675139	\$100,000	\$0	\$100,000	\$0	\$0	\$200,000
Asset Maintenance Contingency	P49995059	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
		\$200,000	\$100,000	\$200,000	\$100,000	\$100,000	\$700,000
TOTAL ASSET MAINTENANCE		\$1,581,000	\$1,755,000	\$1,710,000	\$1,610,000	\$1,610,000	\$8,266,000

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2021 - 2025 CAPITAL IMPROVEMENT PLAN
RTA CAPITAL FUND**

ROUTINE CAPITAL (EQUIPMENT) PROJECTS

Department / Project Name	Project Number	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2021-25 Total
31 Paratransit							
Paratransit District Equipment Pool	P47310209	\$5,940	\$0	\$17,784	\$0	\$0	\$23,724
		\$5,940	\$0	\$17,784	\$0	\$0	\$23,724
32 Rail District							
Rail District Equipment Pool	P47320249	\$20,000	\$45,000	\$30,000	\$60,000	\$30,000	\$185,000
		\$20,000	\$45,000	\$30,000	\$60,000	\$30,000	\$185,000
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	\$22,000	\$22,000	\$22,000	\$110,000
		\$227,000	\$227,000	\$227,000	\$227,000	\$227,000	\$1,135,000
35 Service Management							
Svc. Mgmt. Equipment Pool	New	\$27,828	\$0	\$0	\$0	\$0	\$27,828
		\$27,828	\$0	\$0	\$0	\$0	\$27,828
39 Fleet Management							
Non-Revenue Vehicle Imp. Program	P46390209	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
NRVIP - Lease Payments 5yr Opt.	P46390999	\$0	\$0	\$0	\$0	\$0	\$0
Fleet Management Equipment Pool	P47390449	\$142,000	\$86,000	\$24,200	\$10,000	\$81,540	\$343,740
		\$492,000	\$436,000	\$374,200	\$360,000	\$431,540	\$2,093,740
46 Hayden District							
Hayden District Equipment Pool	P47460169	\$50,000	\$0	\$30,000	\$0	\$0	\$80,000
		\$50,000	\$0	\$30,000	\$0	\$0	\$80,000
49 Triskett District							
Triskett District Equipment Pool	P47490159	\$45,050	\$0	\$20,000	\$0	\$0	\$65,050
		\$45,050	\$0	\$20,000	\$0	\$0	\$65,050
58 Intelligent Transportation Systems							
Systems Upgrades	New	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Mobile Phone Upgrades	New	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
		\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
61 Information Technology							
IT Systems Development Pool	P42611209	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$650,000
PC Replacement Program	P42611309	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Thin Client Replacement II	P42610179	\$0	\$100,000	\$10,000	\$10,000	\$10,000	\$130,000
Laser Printer Replacement Program	P42610299	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
Oracle EBS Point Release Upgrade	New	\$0	\$70,000	\$70,000	\$0	\$0	\$140,000
F/C Mobile Ticketing e-validation	P42611409	\$100,000	\$0	\$0	\$0	\$0	\$100,000
		\$315,000	\$385,000	\$295,000	\$225,000	\$225,000	\$1,445,000
62 SUPPORT SERVICES							
Office Equipment/Furniture Pool	P43620299	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Printshop Platemaker/CTP System	New	\$0	\$83,000	\$0	\$0	\$0	\$83,000
		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
67 OFFICE OF MGT. & BUDGET							
Routine Capital Contingency	P49990159	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
TOTAL ROUTINE CAPITAL		\$1,582,818	\$1,493,000	\$1,393,984	\$1,272,000	\$1,313,540	\$7,055,342
RTA CAPITAL FUND TOTAL		\$3,163,818	\$3,248,000	\$3,103,984	\$2,882,000	\$2,923,540	\$15,321,342

RTA DEVELOPMENT FUND

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



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

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

In 2017, \$6.8 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 \$9.4 million in FY 2018, \$8.9 million in FY 2019 and increased to \$10.6 million for FY2020. The transfer amount will increase again in FY 2021 to \$37.9 million due to the financial demands of the Authority's capital budget.

RTA Development Fund Balance Analysis						
	2018 Actual	2019 Actual	2020 Actual	2021 Amended Budget	2022 Plan	2023 Plan
Beginning Balance	20,136,261	18,099,415	41,417,033	28,926,433	54,963,472	48,946,889
Revenue						
Debt Service Proceeds	0	30,000,000	0	25,000,000	0	25,000,000
Revenue Bond Proceeds	0	0	0	0	0	0
State Infrastructure Bank Loan	0	0	0	0	0	0
Transfer from RTA Capital Fund	9,434,255	8,984,255	10,684,255	37,878,174	5,884,255	5,884,255
Transfer from the Reserve Fund	2,000,000	0	0	49,000,000	5,000,000	5,000,000
Investment Income	258,572	875,565	920,228	200,000	200,000	200,000
Federal Capital Grants	56,531,115	33,292,740	42,000,277	92,633,201	108,949,744	90,160,000
CARES/CRRSAA Act Assistance		0	111,977,170	60,000,000	0	0
State Capital Grants	827,365	1,384,658	2,702,681	9,336,598	10,136,598	10,136,598
State Funds for Waterfront Line	0	0	0	0	0	0
Access to Jobs Grants	0	0	0	0	0	0
Capital Lease	0	0	0	0	0	0
Other Revenue	-32,530	0	12,800	0	0	0
Total Revenue	69,018,777	74,537,218	168,297,411	274,047,973	130,170,597	136,380,853
Total Resources	89,155,038	92,636,633	209,714,444	302,974,406	185,134,069	185,327,742
Expenditures						
Capital Outlay	71,055,623	51,219,600	68,810,841	188,010,934	136,187,180	112,700,000
CARES Act /CRRSAA	0	0	111,977,170	60,000,000	0	0
Other Expenditures	0	0	0	0	0	0
Total Expenditures	71,055,623	51,219,600	180,788,011	248,010,934	136,187,180	112,700,000
Ending Balance	18,099,415	41,417,033	28,926,433	54,963,472	48,946,889	72,627,742

Figure 94: RTA Development Fund Balance Analysis

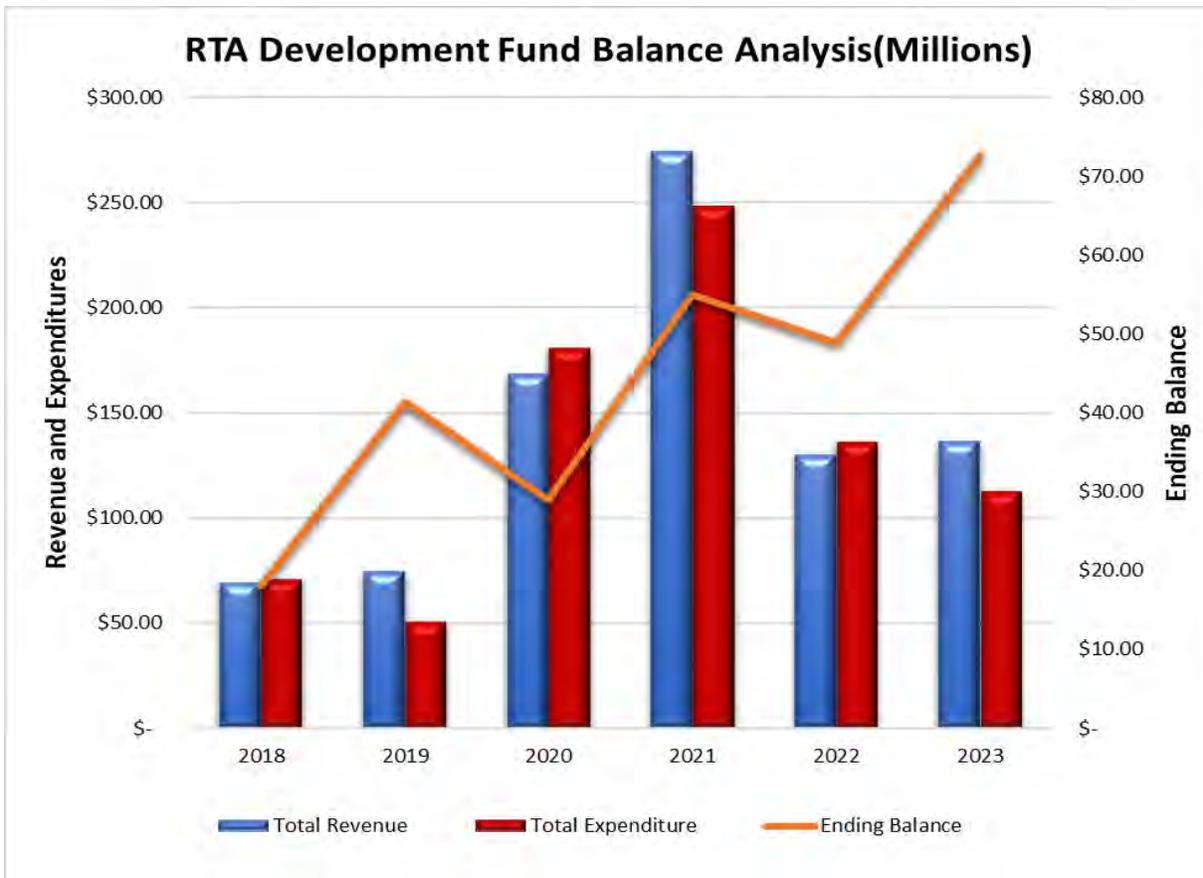
Other local funding sources include debt service, revenue bonds, and interest income. The Authority last issued debt, \$30.0 million of Revenue Bonds, in FY 2019, with additional debt service of \$25.0 million expected in FY 2021. Interest income has

varied over the years from a high of \$875,565 in FY 2019 to an estimated \$200,000 in FY 2021 due to fluctuations in the interest rates and fund balance over the years

Figure 95, 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. Capital construction activities over the following years drew the fund balance down as it declined to \$20.1 million at the end of FY 2017 due to the issuance of Revenue bonds and decreased again to \$18.1 million at the end of FY 2018. Fund balance increased to \$41.4 million at the end of FY 2019 due to a \$30 million bond issuance. FY 2020 decreased to \$28.9 million and FY 2021 is expected to increase to \$55.0M by the end of the year.

Federal funding resources flow into the Authority through the FTA Grant funds. When grant-funded capital improvements are made, funds are paid to the Authority from the Federal Government via wire transfer. Payments to vendors are then paid from the Authority, and the assets acquired are accounted for in the capital funds. A similar process is in place to draw down State grant funds.

As reflected in the fund balance statement Figure 94, various funding sources including Federal capital grants, a planned debt service, State Capital grants, and 100-percent local funds will help support expected expenditures or cash outlays of \$248.0 million in 2021. 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
	Actual	Actual	Actual	Amended Budget	Plan	Plan
Beginning Balance	\$ 20.14	\$ 18.10	\$ 41.42	\$ 28.93	\$ 54.96	\$ 48.95
Total Revenue	\$ 69.02	\$ 74.54	\$ 168.30	\$ 274.05	\$ 130.17	\$ 136.38
Total Resources	\$ 89.16	\$ 92.64	\$ 209.71	\$ 302.97	\$ 185.13	\$ 185.33
Total Expenditure	\$ 71.06	\$ 51.22	\$ 180.79	\$ 248.01	\$ 136.19	\$ 112.70
Ending Balance	\$ 18.10	\$ 41.42	\$ 28.93	\$ 54.96	\$ 48.95	\$ 72.63

Figure 95: RTA Development Fund Analysis Trend

RTA DEVELOPMENT FUND PROJECTS

The total budget appropriation of \$123.5 million for RTA Development Fund projects accounts for 97.5 percent of the Authority's Capital Improvement Budget as allocated for 2021, as seen in Figure 94. The inclusion of capital projects within this fund is based upon the establishment of budget appropriation authority and includes projects that may have already received grant-funding, projects in the preliminary application stage, those included in the Transportation Improvement Program (TIP), larger projects supported by 100 percent local funds, or projects without an identified funding source.



The following highlights some of the larger programmed RTA Development Fund Improvement Projects programmed for FY 2021. 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 - \$0.00 MILLION

FY 2021 does not allocate any new funding for the Bus Garages owned by GCRTA. In 2019, Triskett CNG Building Compliance and installation of Fall Protect equipment at Central Bus Maintenance Facility were the two projects programmed within the Bus Garages category. These projects will allow for bus maintenance and fueling station for future CNG fleets.

BUS/PARATRANSIT IMPROVEMENT PROGRAMS - \$21.30 MILLION

The 2021 CIP focuses vehicle reliability improvements through a multi-year bus spare parts program, which meets objectives for bus replacements and the SOGR. In FY 2019, the Authority purchased 25 40 ft CNG buses and a total of 12 MCI Buses which will be delivered in FY 2020. The programmed capital budget include funds to purchase 15 40 ft CNG's, 10 60 ft BRT Articulated Buses, and 10 25ft paratransit vehicles in FY 2021. Over the next five years, 102 40' buses, 12 45' Commuter Diesel/CNG Buses, and up to 21 60' Low Floor Artic buses are planned to be replaced.

EQUIPMENT & VEHICLES - \$3.34 MILLION

FY 2021 has \$3.00 programmed for the Information Technology Upgrade Program and \$340,428 for the start of Transit Police Radio Replacement program that will span over five years. Other past projects have included improvements to the Data Center, Intranet Development, and Network improvements.

FACILITIES IMPROVEMENTS - \$13.27 MILLION

The Facilities Improvements budget consists of appropriations of \$8.8 million for Viaduct Track Bridge Rehabilitation Phase 1 & 2, \$275,000 for Track Bridge Rehabilitation of Conrail, \$400,000 for the start of HVAC System Improvement Pool, and \$2.25 million for the start of the Roofing Improvement Program. An additional \$1.55 million has been set aside for State of Good Repairs across the authority.

OTHER PROJECTS - \$4.86 MILLION

The 2021 budget for this project category includes projects with varying scopes of work that do not fall into the other major categories. These projects include \$1.9 million budget contingency, \$100,000 for Thrive 105 Transit Enhancements, \$400,000 for Baby On Board initiative, \$2 million budget for Light Rail Passenger Shelters, and a \$459,576 for various transportation studies depending upon the availability of grant funds.

PREVENTIVE MAINTENANCE / OPERATING BUDGET REIMBURSEMENTS - \$18.00 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 2021 budget appropriation of \$18.00 million.

RAIL PROJECTS- \$62.40 MILLION

In FY 2021, 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 \$13.9 million for track rehabilitation for the Light Rail Trunk line, Rail Profile Grinding, and Rail Infrastructure. \$41.5 million for Heavy Rail Vehicle Replacement and Comfort Station, and \$5.85 million for Overhead Catenary System Replacement and the Substation Replacement Program.

Another \$2.40 million has been programmed for smaller track projects and Rail Fleet Upgrades such as On-Call Rail Engineering Services, Overhead Catenary System Upgrades to maintain a state of good repair to the rail infrastructure, Rail Capital Spare Part Program, and the purchase of the Rail Prime Mover Utility Vehicle.

TRANSIT CENTERS / BUS LOOPS – \$0.30 MILLION

The 2021 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.

TRANSIT 2025 LONG RANGE PLAN

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 RTA 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 .

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2021 - 2025 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2021	2022	2023	2024	2025	TOTALS 2021-2025
<u>BUS GARAGES</u>							
<u>BUS GARAGES</u>							
Hayden Gas Detection System	P22460X20	0	500,000	500,000	0	0	1,000,000
FFY 2022 Local Funds	500,000						
FFY 2023 Local Funds	500,000						
Hayden-Fire Protection System Upgrades	P22460X20	0	200,000	0	0	0	200,000
FY 2022 Local Funds	200,000						
Hayden District Bus Wash Replacement	P224501X0	0	0	1,275,000	0	0	1,275,000
FFY 2022 Federal Formula Grants	1,275,000						
Hayden 60' Lift Replacement	P22460X30	0	0	1,750,000	0	0	1,750,000
FFY 2022 Federal Formula Grant	1,750,000						
Hayden 40' Lift Replacement	P22460X30	0	0	0	750,000	0	750,000
FFY 2023 Federal Formula Grant	750,000						
Paratransit 9 Bus Lifts	P22460X30	0	0	0	950,000	0	950,000
FFY 2023 Federal Formula Grant	950,000						
TOTAL - BUS GARAGES		0	700,000	3,525,000	1,700,000	0	5,925,000
<u>BUS REPLACEMENTS</u>							
<u>BUS IMPROVEMENT PROGRAM</u>							
2021-2023 Bus Replacement Program	P11390X10	20,000,000	0	0	0	0	20,000,000
SFY 2021 ODOT CMAQ Grant	5,519,500						
SFY 2021 ODOT UTP Award	3,670,747						
FFY 2020 Federal Formula Grants	7,649,943						
FY 2021 Local Funds	150,000						
FY 2021 (TBD)	3,009,810						
SFY 2022 ODOT CMAQ Grant	8,387,500		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						
2024-2026 Bus Replacement Program	P11390X10	0	0	20,000,000	0	0	20,000,000
SFY 2023 ODOT CMAQ Grant	8,387,500						
SFY 2023 ODOT UTP Award	3,670,747						
FFY 2022 Federal Formula Grants	5,010,782						
FY 2023 (TBD)	2,930,971						
2024-2026 Bus Replacement Program	P11390X30	0	0	0	20,000,000	0	20,000,000
SFY 2024 ODOT CMAQ Grant	10,375,000						
SFY 2024 ODOT UTP Award	3,670,747						
FFY 2023 Federal Formula Grants	5,010,782						
FY 2024 (TBD)	943,471						
2024-2026 Bus Replacement Program	P11390X30	0	0	0	0	20,000,000	20,000,000
SFY 2025 ODOT CMAQ Grant	10,375,000						
SFY 2025 ODOT UTP Award	3,670,747						
FFY 2024 Federal Formula Grants	5,010,782						
FY 2025 (TBD)	943,471						
Sub-Total: Bus Improvement Program		20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
<u>PARATRANSIT REPLACEMENT PROGRAM</u>							
Paratransit Buses-NOACA 5310	P12390170	800,000	800,000	800,000	800,000	800,000	4,000,000
FY 2021 (TBD)	800,000						
FY 2022 (TBD)	800,000						
FY 2023 (TBD)	800,000						
FY 2024 (TBD)	800,000						
FY 2025 (TBD)	800,000						
Sub-Total: Paratransit Improvement Program		800,000	800,000	800,000	800,000	800,000	4,000,000
<u>BUS SPARE PARTS PROGRAM</u>							
BRT Capital Spare Parts Program	P16390150	500,000	500,000	0	0	0	1,000,000
FFY 2020 Federal Formula Grant	500,000						
FFY 2021 Federal Formula Grant	500,000						
Sub-Total: Bus Spare Parts Program		500,000	500,000	0	0	0	1,000,000
TOTAL - BUSES		21,300,000	21,300,000	20,800,000	20,800,000	20,800,000	105,000,000



**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2021 - 2025 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2021	2022	2023	2024	2025	TOTALS 2021-2025
FACILITIES IMPROVEMENTS							
BRIDGE REHABILITATION							
Track Bridge Rehab. - Viaduct Bridge Rehab: Phase 1 & 2	P20800460	8,827,443	0	0	0	3,750,000	12,577,443
FFY 2020 Federal Formula Grant		8,827,443					
FFY 2024 Federal Formula Grant		3,750,000					
Track Bridge Inspection Program	P20800270	0	475,000	0	475,000	0	950,000
FY 2022 Local Funds		475,000					
FY 2024 Local Funds		475,000					
Track Bridge Rehab. - Water Front Line Bridge	P20800X00	0	4,250,000	0	0	0	4,250,000
FFY 2021 Federal Formula Grant			4,250,000				
Track Bridge Rehabilitation - Conrail	P20800X10	275,000	3,420,000	0	0	0	3,695,000
FFY 2020 Federal Formula Grant		275,000	3,420,000				
F2021 TBD		3,420,000					
Rehab of Track Bridge -Brookpark	P20800X20	0	275,000	4,780,000	0	0	5,055,000
FFY 2021 Federal Formula Grant			275,000	4,780,000			
FFY 2022 Federal Formula Grant							
Rehab of Track Bridge Ambler Strike Protection	P20800X30	0	0	300,000	3,770,000	0	4,070,000
FFY 2022 Federal Formula Grant				300,000	3,770,000		
FFY 2023 Federal Formula Grant							
Sub-Total: Bridge Rehabilitation		9,102,443	8,420,000	5,080,000	4,245,000	3,750,000	30,597,443

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2021 - 2025 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2021	2022	2023	2024	2025	TOTALS 2021-2025
FACILITIES IMPROVEMENTS - Continued							
FACILITIES IMPROVEMENTS							
HVAC System Improvement Program	P32800X10	400,000	1,250,000	2,250,000	2,250,000	2,250,000	8,400,000
FFY 2020 Federal Formula Grant		400,000					
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					
Pavement Improvement Program	P32800X20	0	1,250,000	1,100,000	1,100,000	1,100,000	4,550,000
FFY 2021 Federal Formula Grant			1,250,000	1,100,000	1,100,000		
FFY 2022 Federal Formula Grant				1,100,000	1,100,000		
FFY 2023 Federal Formula Grant				1,100,000			
FFY 2024 Federal Formula Grant					1,100,000		
Roofing Improvement Program	P32800X20	2,250,000	4,025,000	1,625,000	1,625,000	1,625,000	11,150,000
FY 2021 TBD		2,250,000					
FFY 2021 Federal Formula Grant			1,775,000	1,625,000	1,625,000		
FY 2022 TBD		2,250,000					
FFY 2022 Federal Formula Grant			1,625,000	1,625,000			
FFY 2023 Federal Formula Grant			1,625,000				
FFY 2024 Federal Formula Grant			1,625,000				
SYSTEM-WIDE FACILITIES							
State of Good Repair Projects	P32800290	1,554,817	300,000	950,000	1,000,000	1,000,000	4,804,817
FFY 2020 Federal Formula Grant		1,554,817					
FFY 2021 Federal Formula Grant		300,000					
FFY 2022 Federal Formula Grant		950,000					
FFY 2023 Federal Formula Grant		1,000,000					
FFY 2024 Federal Formula Grant		1,000,000					
Sub-Total: System-Wide Facilities		4,204,817	6,825,000	5,925,000	5,975,000	5,975,000	28,904,817
TOTAL - FACILITIES IMPROVEMENTS		13,307,260	15,245,000	11,005,000	10,220,000	9,725,000	59,502,260

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2021 - 2025 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2021	2022	2023	2024	2025	TOTALS 2021-2025
<u>EQUIPMENT & VEHICLES</u>							
<u>MANAGEMENT INFORMATION SYSTEM</u>							
Information Technology Program	P42610X20	3,000,000	3,850,000	2,000,000	2,000,000	2,000,000	12,850,000
FY 2021 TBD		3,000,000					
FFY 2021 Federal Formula Grant		2,850,000					
SFY 2022 OTPPP		1,000,000					
FY 2023 OTPPP		1,000,000					
FY 2023 TBD		1,000,000					
FY 2024 OTPPP		1,000,000					
FY 2024 TBD		1,000,000					
FY 2025 OTPPP		1,000,000					
FY 2025 TBD		1,000,000					
Transit Police Radio Replacement	P44340X10	340,428	187,180	0	0	0	527,608
FY 2021 Local Funds		340,428					
FY 2022 Local Funds		187,180					
Sub-Total: Management Information System		3,340,428	4,037,180	2,000,000	2,000,000	2,000,000	13,377,608
TOTAL - EQUIPMENT & VEHICLES		3,340,428	4,037,180	2,000,000	2,000,000	2,000,000	13,377,608
<u>OTHER PROJECTS</u>							
<u>OTHER</u>							
Planning Studies (Transportation for Livable Communities)	P49570360	93,750	93,750	93,750	93,750	93,750	468,750
FY 2021 (TBD)		93,750					
FY 2022 (TBD)		93,750					
FY 2023 (TBD)		93,750					
FY 2024 (TBD)		93,750					
FY 2025 (TBD)		93,750					
RTA Development Fund Contingency	TBD	1,900,000	2,000,000	2,000,000	2,000,000	2,000,000	9,900,000
2021 - 25 (TBD)							
Thrive 105 Transit Enhancements	TBD	100,000	0	0	0	0	100,000
2021 - 25 (TBD)							
Baby On Board	TBD	400,000	0	0	0	0	400,000
2021 - 25 (OTP2)		400,000					
Light Rail Passenger Shelter	TBD	2,000,000	0	0	0	0	2,000,000
2021 - 25 (FHWA -CMAQ)		2,000,000					
NOACA Unserve Areas - 5307 CUA	P51670XX0	365,826	543,750	543,750	543,750	543,750	2,540,826
FFY 2020 Federal Formula Grant		365,826					
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					
TOTAL - OTHER PROJECTS		4,859,576	2,637,500	2,637,500	2,637,500	2,637,500	15,409,576
<u>PREVENTIVE MAINTENANCE/OPERATING REIMBURSEMENTS</u>							
<u>PREVENTIVE MAINTENANCE/OPERATING REIMBURSEMENTS</u>							
Preventive Maintenance Expenses	P51670X00	18,000,000	16,500,000	16,500,000	16,500,000	16,500,000	84,000,000
FFY 2020 Federal Formula Grant		18,000,000					
FFY 2021 Federal Formula Grant		16,500,000					
FFY 2022 Federal Formula Grant		16,500,000					
FFY 2023 Federal Formula Grant		16,500,000					
FFY 2024 Federal Formula Grant		16,500,000					
TOTAL - PREVENTIVE MAINT./OPERATING REIMB.		18,000,000	16,500,000	16,500,000	16,500,000	16,500,000	84,000,000

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2021 - 2025 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2021	2022	2023	2024	2025	TOTALS 2021-2025
RAIL PROJECTS							
ELECTRICAL SYSTEM							
OCS Replacement and Upgrade Plan	P21320180	2,000,000	2,000,000	4,000,000	4,000,000	2,000,000	14,000,000
FFY 2020 Federal Formula Grant		2,000,000					
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	
Substation Improvement Program	P2180X00	3,850,000	3,850,000	0	0	3,937,500	11,637,500
FFY 2020 Federal Formula Grant		3,850,000					
FFY 2021 Federal Formula Grant			3,850,000				
FFY 2024 Federal Formula Grant						3,937,500	
Sub-Total: Electrical System		5,850,000	5,850,000	4,000,000	4,000,000	5,937,500	25,637,500
TRAIN CONTROL / SIGNALS							
Signal System Upgrade Program	P26800X00	0	1,967,500	1,282,500	1,592,500	3,362,500	8,205,000
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	
Sub-Total: Train Control / Signals		0	1,967,500	1,282,500	1,592,500	3,362,500	8,205,000
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 2020 Federal Formula Grant		1,000,000					
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	
On-Call Rail Engineering Services	P23800240	200,000	200,000	200,000	200,000	200,000	1,000,000
FFY 2020 Federal Formula Grant		200,000					
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	
Sub-Total: Track Rehabilitation		13,854,778	15,650,000	15,650,000	15,650,000	15,650,000	76,454,778
RAIL PROJECTS - Continued							
TRACK REHABILITATION							
Light Rail Rehabilitation Program	P24800X00	12,654,778	14,450,000	14,450,000	0	0	41,554,778
FFY 2020 Federal Formula Grant		4,654,778					
SFY 2021 OTPPP		8,000,000					
FFY 2021 Federal Formula Grant		6,450,000					
SFY 2022 OTPPP		8,000,000					
FFY 2022 Federal Formula Grant		6,450,000					
SFY 2023 OTPPP		8,000,000					
Red Line East Track Rehabilitation Program					14,450,000	14,450,000	28,900,000
FFY 2023 Federal Formula Grant		6,450,000					
SFY 2024 OTPPP		8,000,000					
FFY 2024 Federal Formula Grant		6,450,000					
SFY 2025 OTPPP		8,000,000					
Sub-Total: Track Rehabilitation		13,854,778	15,650,000	15,650,000	15,650,000	15,650,000	76,454,778
RAIL STATION REHABILITATION							
Blue/Green Line Shelter Replacement	P24800X30	0	2,000,000	0	0	0	2,000,000
SFY 2022 NOACA-CMAQ		2,000,000					
Sub-Total: Rail Station Rehabilitation		0	2,000,000	0	0	0	2,000,000
RAIL VEHICLE FLEET							
Rail Capital Spare Parts Program	P16390X00	750,000	750,000	750,000	500,000	500,000	3,250,000
FFY 2020 Federal Formula Grant		750,000					
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	
Rail Prime Mover Utility Vehicle	P46390X00	448,892	0	0	0	0	448,892
FFY 2020 Federal Formula Grant		300,000					
FY2021 Local Funds		148,892					



**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2021 - 2025 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2021	2022	2023	2024	2025	TOTALS 2021-2025
RAIL PROJECTS - Continued							
RAIL CAR REPLACEMENTS							
RAIL CAR REPLACEMENT PROGRAM							
2021-2024 HRV Rail Replacement Program	P14390X00	41,500,000	31,250,000	31,250,000	23,250,000	0	127,250,000
FFY 2020 Federal Formula Grant		3,901,725					
FY 2021 (TBD)		25,598,275					
NOACA STBG		12,000,000					
FFY 2021 Federal Formula Grant		3,512,500					
FY 2022 (TBD)		27,737,500					
FFY 2022 Federal Formula Grant		4,462,500					
FY 2023 (TBD)		26,787,500					
FFY 2023 Federal Formula Grant		3,900,000					
FY 2024 (TBD)		19,350,000					
2024-2029 LRV Rail Replacement Program	P13390X40	0	0	0	8,000,000	25,000,000	33,000,000
FFY 2023 Federal Formula Grant		3,087,500					
FY 2024 (TBD)		4,912,500					
FFY 2024 Federal Formula Grant		5,000,000					
FY 2025 (TBD)		20,000,000					
Sub-Total: Rail Vehicle Fleet		42,698,892	32,000,000	32,000,000	31,750,000	25,500,000	163,948,892
TOTAL - RAIL PROJECTS		62,403,670	57,467,500	52,932,500	52,992,500	50,450,000	276,246,170
TRANSIT CENTERS							
Enhanced ADA Access (Enhancement Item)	P49800X00	300,000	300,000	300,000	300,000	300,000	1,500,000
FFY 2020 Federal Formula Grant		300,000					
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					
TOTAL - TRANSIT CENTERS		300,000	300,000	300,000	300,000	300,000	1,500,000
TOTAL RTA DEVELOPMENT FUND		123,510,934	118,187,180	109,700,000	107,150,000	102,412,500	560,960,614
TOTAL RTA CAPITAL FUND		3,163,818	3,248,000	3,103,984	2,882,000	2,923,540	15,321,342
TOTAL CAPITAL IMPROVEMENT PLAN		126,674,752	121,435,180	112,803,984	110,032,000	105,336,040	576,281,956





Greater Cleveland Regional Transit Authority
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