

# 2025 OPERATING & CAPITAL BUDGET

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# GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

## 2025 BUDGET

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GENERAL MANAGER/CEO, INDIA L. BIRDSONG TERRY



## ACKNOWLEDGEMENTS

### SPECIAL THANKS TO THE FOLLOWING INDIVIDUALS FOR THEIR ASSISTANCE

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For the Fiscal Year Beginning

**January 01, 2024**

*Christopher P. Morill*

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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 2024. 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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51 – CUSTOMER EXPERIENCE & ORGANIZATIONAL PERFORMANCE

# TABLE OF CONTENTS

## Transmittal Letter & Citizens Summary

<b>Transmittal Letter</b>	<b>7</b>
Executive Summary	7
Budget in Brief	8
Revenues	9
Expenditures	12
Service Levels	17
Financial Policy Goals	17
Capital Improvement Plan	19
Fund Balance Analyses	20

## Planning Process & Profile

<b>Transit Service Profile</b>	<b>27</b>
GCRTA Highlights	27
Economic Profile	31
Demographics	32
Trends	33
National Transit Trends	33
Ohio Transit Trends	35
National Transit Database - GCRTA Transit Profile	36

<b>Budget Management Process</b>	<b>37</b>
Capital Improvement Plan	37
Operating Budget	38
Budget Monitoring and Control	38
Budget Development Calendar	39
Strategic Plan	40
Performance Management	41
Organizational Scorecard	43
Glossary	43

## Fund Policies & Budget

<b>Fund Overview</b>	<b>45</b>
All Funds	46
General Fund	51
Capital Improvement Fund	58
Debt Financing	63
Bond Retirement Fund	64
Insurance Fund	66
Supplemental Pension Fund	67
Law Enforcement Fund	69
Reserve Fund	70

## Operating Department Budgets

<b>Overview - Divisions and Departments</b>	<b>74</b>
<b>Organization of Dept Budget Informat.</b>	<b>75</b>
Organization Chart	75
Expenditures by Division	76
Staffing by Division	77
Employment Level and Service	78
<b>Division - Operations</b>	<b>79</b>
Paratransit District	82
Rail District	86
Transit Police	90
Service Management	93
Power & Way	97
Service Quality Management	101
Fleet Management	105
Hayden District	109
Triskett District	113
Information Technology	117

<b>Division - Finance</b>	<b>121</b>
Office of Business Development	124
Accounting	126
Management Information Services	129
Support Services	132
Procurement	134
Revenue	137
Office of Management & Budget	140
Fund Transfers	143

<b>Division - Engineering &amp; Project Management</b>	<b>144</b>
Project Support	147
Programming & Planning	149
Engineering & Project Development	153

<b>Division - Legal Affairs</b>	<b>157</b>
Safety	160
Legal	162
Risk Management	165

<b>Division - Human Resources</b>	<b>168</b>
Human Resources	171
Labor & Employee Relations	174
Training & Employee Development	177

<b>Division - Admin. &amp; External Affairs</b>	<b>180</b>
Administration & External Affairs	183

<b>Division - Executive</b>	<b>185</b>
Executive	187
Secretary/Treasurer - Board of Trustees	189
Internal Audit	191
Customer Experience & Performance Management	194

## Capital Improvement Plan

<b>Introduction &amp; Organization of CIP</b>	<b>196</b>
Capital Assets, Facilities, Rail System, Fleets	196
<b>Capital Improvement Planning Cycle</b>	<b>203</b>
Transportation Improvement Program	203
Capital Budget Appropriations	204
Capital Improvement Financial Policies & Criteria	204
Priority Areas	205
Financial Capacity	207
Federal Sources	207
State & Local Sources	209

<b>Debt Management</b>	<b>209</b>
<b>Operating Impacts</b>	<b>211</b>
<b>RTA Capital Fund</b>	<b>213</b>


Asset Maintenance Projects	214
Routine Capital Projects	215

<b>RTA Development Fund</b>	<b>216</b>
RTA Development Fund Projects	218
Transit 2025 Long Range Plan	220
RTA Development Fund tables	221

# 2025 TRANSMITTAL LETTER

**To:** Hon. Paul A. Koomar, President  
and Members, Board of Trustees

**Date:** October 29, 2024

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

**Subject:** Transmittal Letter & Proposed  
FY 2025 Budget in Brief

## EXECUTIVE SUMMARY

December 2024 marks the beginning of the 50<sup>th</sup> Anniversary of The Greater Cleveland Regional Transit Authority (GCRTA). Public transportation in Cleveland started in 1818 with a stagecoach that ran between Cleveland and Painesville. Between 1834 and 1842, the first rail line, between Newburgh and Cleveland, operated along Euclid Avenue from Public Square to Wade Park. Additional transportation systems were created between 1841 and 1870. In 1884, the first commercial electric railway was created in the United States and ran in Cleveland, growing to 425 miles of streetcar lines. Our light rail line began in 1913 when brothers O.P. and M.J. Van Sweringen developed the City of Shaker Heights. They connected the suburb and their Terminal Tower project with a private right-of-way light rail, now called the Green Line and Blue Line. In July 1930, the Terminal Tower opened and Shaker Rapid began using the Cleveland Union Terminal.

In March 1955 the Cleveland Transit System (currently our Red Line) began service between Cleveland Union Terminal to Windermere. From August 1955 through 1969, the Red Line was extended west. In 1968, a federal grant financed a four-mile rail extension to Hopkins International Airport, making Cleveland the first city in the Western Hemisphere to offer direct rapid transit service to a major airport. In December 1974, legislation adopted by the Cuyahoga County Commissioners and Cleveland City Council established the Greater Cleveland Regional Transit Authority, commonly known as "RTA." In September 1975, the Cleveland and Shaker services merged and RTA assumed control of all Cleveland Transit System (CTS) bus routes and both the CTS and Shaker Rapid rail lines. Leonard Ronis was named the first General Manager.

We now operate 60 rail vehicles over 65 miles of track and over 300 buses to provide quality service to Cuyahoga County. Our rail vehicles are over 40 years old and were first used in 1980. Two orders have been placed between 2023 and 2024 to purchase 30 new low/high floor light rail vehicles to replace the heavy rail and light rail vehicles. These new rail cars will start to arrive in mid-2026. An additional option to purchase another 18 rail vehicles is currently in discussions and will be exercised in 2024 pending board approval. Additional options may be issued in 2025 to purchase up to 12 more rail vehicles.

The Authority continues to prioritize projects and opportunities that promote our mission of "Connecting the Community," and the four pillars of our Strategic Plan: Customer Experience, Community Impact, Employee Investment, and Financial Health. Some of the highlights of 2024 include:

### Community Impact:

- Transit Police was voted "Agency of the Month" by the Ohio Association of Chiefs of Police and the Law Enforcement Foundation.
- Senator Jerry Cirino, Vice Chair of the Senate Finance Committee, visited the Rail District
- Mayor Paul Koomar was elected President of the Board of Trustees and Ms. Lauren Welch elected Vice President
- Ms. Emily Garr Pacetti and Ms. Anastasia A. Elder were sworn in as new Board members
- American Public Transportation Association Rail Conference was held in Cleveland, hosted by GCRTA

**Customer Experience:**

- April was a busy month:
  - Solar Eclipse viewing destination area in Cleveland
  - NCAA Women's basketball finals
  - Guardian's home opener
- New Rail Cars were purchased
- Customer Survey Results collected, reviewed, and GCRTA began implementing recommendations

**Employee Investment:**

- New learning center built in the Main Office building
- Transit Ambassador dedicated space built in Tower City rotunda
- Positive Impact Mentoring Program Podcast held in January
- Podcast area being built
- Rail Rodeo and Bus Rodeo held in August and October, respectively

**Financial Health:**

- Ohio Department of Transportation (ODOT) awarded GCRTA \$9.5M for new rail cars through Ohio Transit Partnership Program (OTP2)
- ODOT and Environmental Protection Agency (EPA) awarded GCRTA \$2.3M for new low emissions buses through the Diesel Emission Reduction Grant (DERG)
- Federal Transit Administration (FTA) awarded GCRTA \$10.6M for electric buses and chargers through the Infrastructure Investment and Jobs Act (IIJA Lo/No Emissions Grant); for up to 10 buses and 3 charging stations

This year has been a time of progress and accomplishment. GCRTA remains committed to its Mission Statement: "Connecting the Community." Through our commitment to serving our customers, we continue to improve the quality of life for all residents of Northeast Ohio.

## **2025 PROPOSED BUDGET IN BRIEF**

The Proposed FY 2025 Budget supports the daily operating activities of the Authority. The following pages discuss the assumptions used in developing the Proposed FY 2025 Budget.

---

### **INFLATION**

Inflation has steadily dropped from the peak of 9.1% in July 2022 to 2.4% in September 2024. For 2025, the Federal Open Market Committee (FOMC) is projecting core inflation to continue falling to about 2.2% at the end of 2025. Supply chain disruptions are expected to diminish by the end of 2024.



## INTEREST RATES

Fitch Ratings expects the GDP to slow to 2.5% in 2025. The Federal Reserve has reacted slowly with the interest rate. Economists are expecting this same trend to continue in 2025.



Figure 1

## Revenues

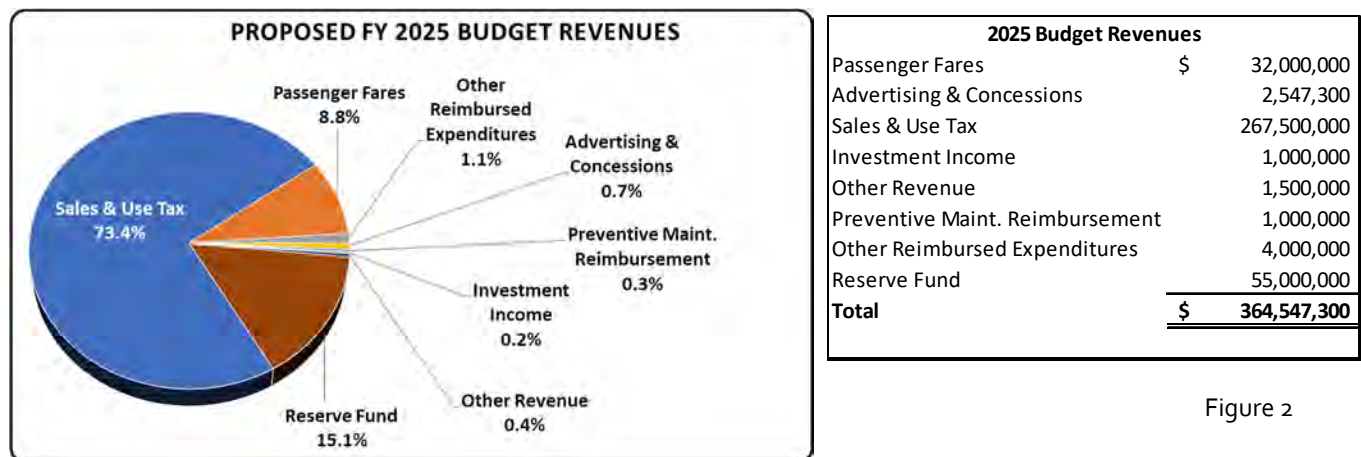


Figure 2

Total Revenues are budgeted at \$364.5 million. Sales Tax was budgeted to increase by 2.5% in 2024, however, actual receipts were near 2023 levels. For 2025, Sales Tax receipts are budgeted 1.5% above 2024 projections, \$267.5 million, or 73.4% of total revenue. In 2024, Passenger Fares has increased 11%, compared to 2023 receipts. Compared to 2019 levels, 2024 fares are down 16%. For 2025, Passenger Fares are budgeted to increase about 3% compared to 2024 projections. Transfers from the Reserve Fund amounting to 15.1% of all budgeted revenues, include \$4.5 million for the 27<sup>th</sup> pay for hourly employees and \$50.5 million for revenue stabilization, to ensure the 1-month ending balance at year-end. If Sales & Use Tax or Passenger Fares is higher than budgeted, we may not need the entire \$50.5 million. The total amount needed will be determined throughout the year.

Ridership in the pre-pandemic 2019 totaled 32.1 million riders. Ridership through September 2024 is up 11.2% compared to ridership through September 2023, and down 23.2% compared to the same period in 2019. Ridership for 2025 is projected at 25.94 million riders, an increase of 3% compared to 2024. For 2026 and 2027, ridership is projected to increase 3% each year. See figure 3.

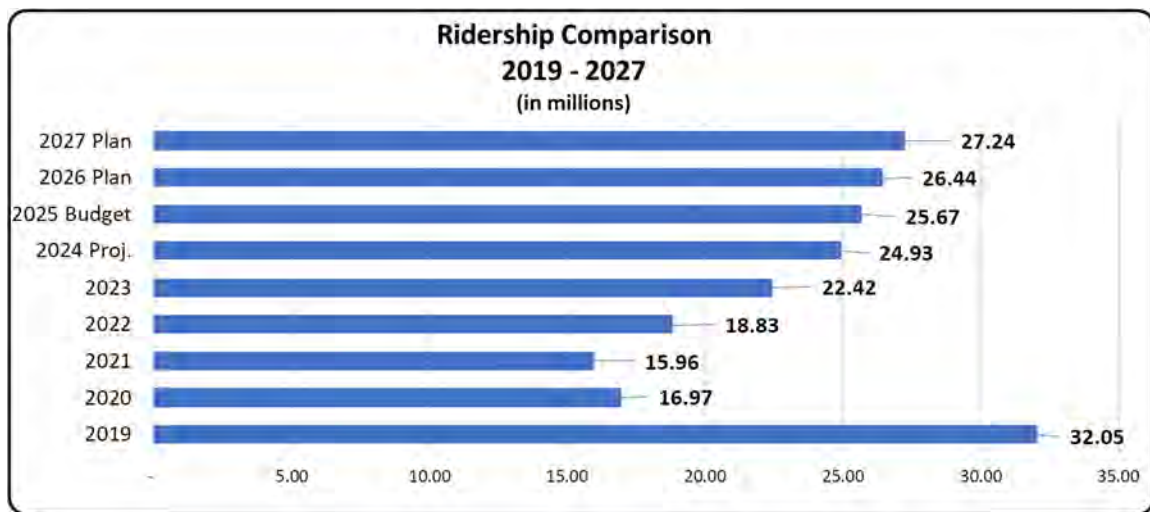


Figure 3

Student ridership increased in 2024 as students continued the return to in-class learning. A new contract was signed with Cleveland Metropolitan School District (CMSD) for the 2024-2025 school year. U Pass agreements were also signed with several colleges and universities.



Figure 4

Passenger Fares are budgeted at \$32.0 million, a \$1.2 million increase from 2024 estimates. In 2024, through September, Passenger Fares were still 16.3% below 2019 levels (pre-COVID). For 2026 and 2027, Passenger Fares are estimated at \$33.4 million and \$34.5 million, respectively.

Sales & Use Tax is the largest source of operating revenues for the Authority.

The Authority receives revenue from a 1.0% Sales & Use Tax on personal property collected in Cuyahoga County. Sales tax revenue had maintained a steady growth after the pandemic through 2023. Sales tax receipts in 2024 have been stable through October and were 0.6% above 2023. Sales tax revenue is budgeted at \$267.5 million in 2025, a 1.5% increase from the 2024 estimate. For 2026 and 2027, sales tax is projected at \$272.0 million and \$276.1 million, respectively, reflecting a 1.5% increase each year. See Figure 5.

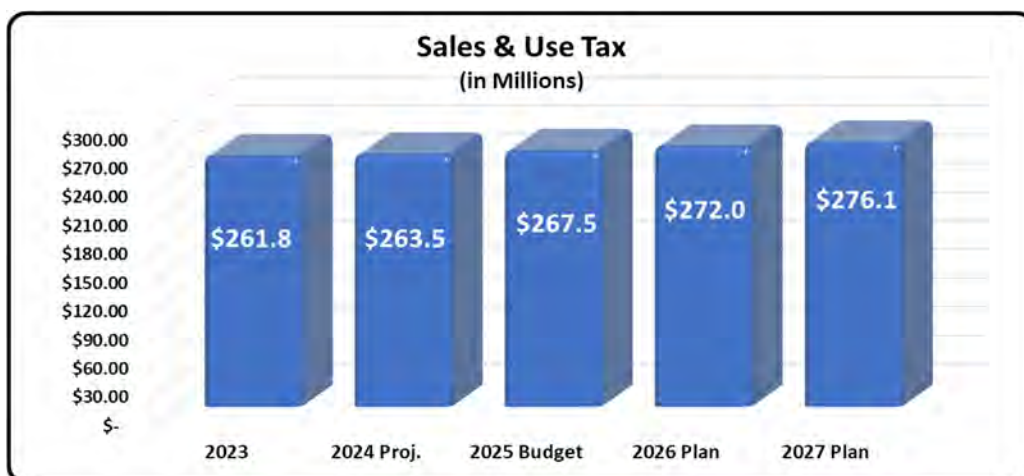


Figure 5

Advertising & Concessions is composed of two sub-categories: 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; and Cuyahoga Community College (Tri-C) for E. 34<sup>th</sup> Rapid Transit Station for HealthLine Shelters.

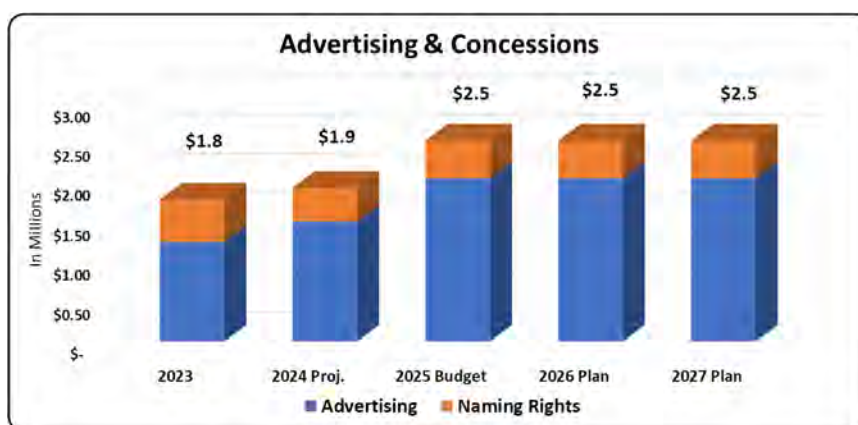


Figure 6

GCRTA has an advertising contract for revenue. Advertising & Concessions category is budgeted at \$2.5 million in 2025. Advertising & Concessions revenue is projected at the same level for 2026 and 2027.

Investment income is budgeted at \$1 million in 2025. In 2024, the Authority is currently receiving an average of 4.49% on its cash investments and expectations in 2025 remain positive. Investment Income is budgeted at \$1 million for 2026 and 2027, respectively, as interest rates are expected to decline slowly.

Preventative Maintenance (PM) reimbursements were reduced in 2021 to \$1 million each year in order to fund much needed but unfunded capital projects. The PM Reimbursements for FY 2024 were increased to \$7.7 million as older grants were closed. Other reimbursements in 2024 included reimbursements for fuel tax, fares for voting day through the Cleveland Foundation, force account labor reimbursements, and other miscellaneous receipts. For 2025, PM reimbursement is held at \$1 million and other reimbursements are budgeted at \$4 million. For 2026, PM and other reimbursements are planned at \$10 million and \$3.3 million, respectively. In 2027, PM and other reimbursements are planned at \$20 million and \$3.9 million, respectively. See Figure 7.

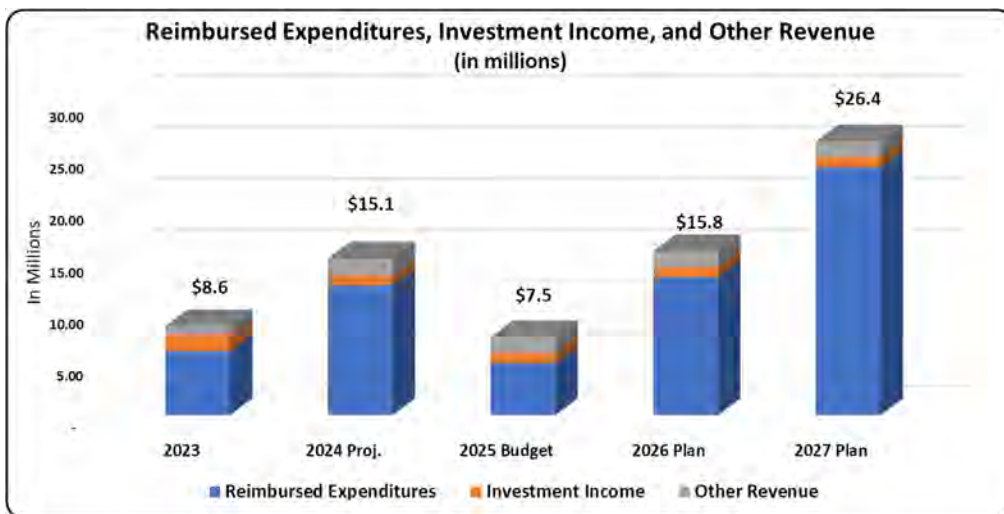


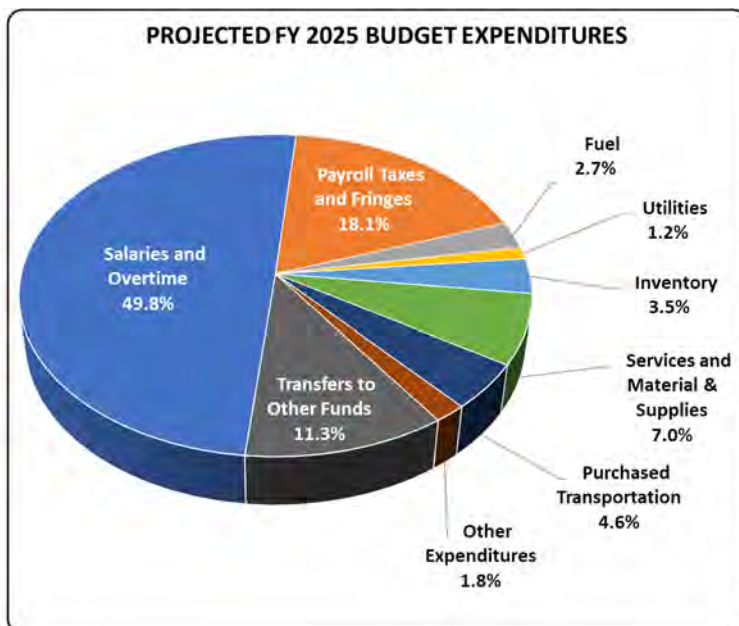
Figure 7

Other Revenue is budgeted at \$1.5 million for 2025 through 2027. Other Revenue includes various miscellaneous receipts from contractors, hospitalization, claim reimbursements, rent, and any salvage sales.

In 2021 and 2022, the Authority made strategic decisions to set aside a total of \$135 million in the Reserve Fund for Revenue

Stabilization. This fund was created to support the operations by transferring funds back to the General Fund when needed to make up for the decline in revenues. This approach will also ensure that the Authority complies with the one-month year-end reserve Board Policy goal. In 2024, a transfer to the General Fund of \$30 million was budgeted to ensure the one-month ending balance. For FY 2025, a transfer of \$50.5 million is budgeted. If Sales and Use Tax and Passenger Fare revenues are better than budgeted, the transfer to the General Fund may be reduced. For FYs 2026 and 2027, transfers to the General Fund of \$39 million and \$24.5 million, respectively, are planned.

## Expenditures



FY 2025 Budgeted Expenditures		
Salaries and Overtime	\$	181,582,000
Payroll Taxes and Fringes		66,164,000
Fuel ( Diesel, CNG, Prop. Pwr., Gas)		9,867,000
Utilities		4,286,000
Inventory		13,000,000
Services and Material & Supplies		25,528,000
Purchased Transportation		16,697,000
Other Expenditures		6,678,000
Transfers to Other Funds		41,137,095
<b>Total</b>	<b>\$</b>	<b>364,939,095</b>

Figure 8



The total expenditures for FY 2024 are budgeted at \$364.9 million. This includes \$323.8 million for the Operating expenditures and \$41.1 million for required transfers to other funds. Total expenditures for 2026 and 2027 are estimated at \$359.9 million and \$362.4 million, respectively.



Figure 9

Total personnel costs, which includes salaries, overtime, payroll taxes, and fringe benefits, represent 67.9% of the General Fund budget. Salaries for 2025 through 2027 include wage increases for all employees, which are largely contractual.

In 2025, there are 2,423 full-time equivalent (FTE) positions budgeted.

The majority of the budgeted positions are in the Operations Division (approximately 88%), which houses all of the scheduling, planning, maintenance, and operations of the bus and rail fleets, and maintenance of buildings, stations, and infrastructure. Nearly 91% of the positions in the Operations Division are in either the ATU or FOP unions. The other Divisions are more administrative in nature, support the operations, and house 12% of the Authority's positions.

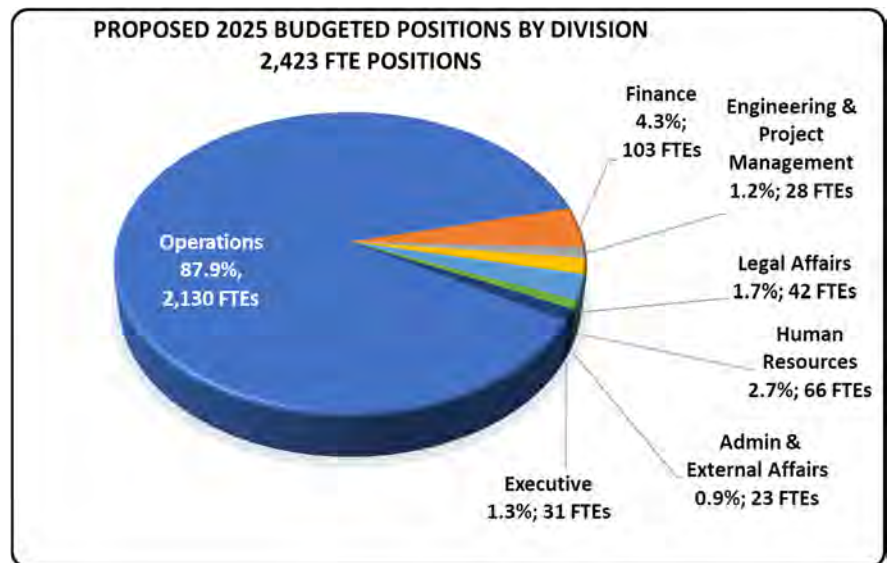


Figure 10



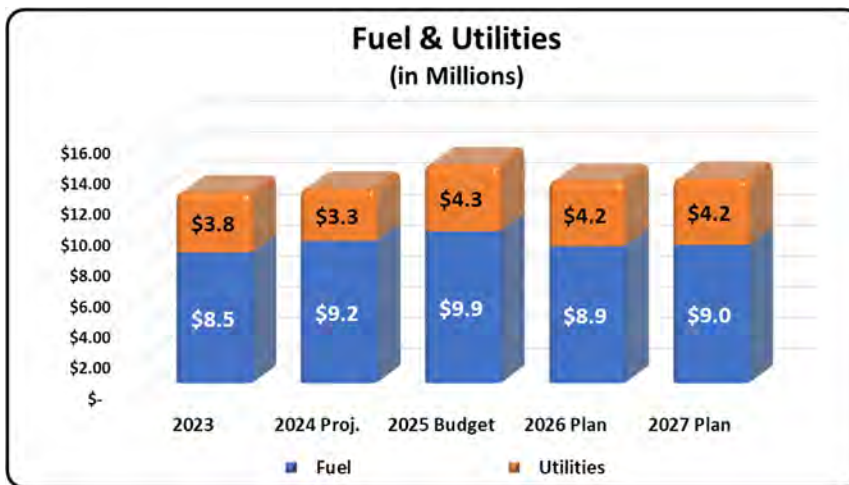


Figure 10

Fuel and utilities total 3.9% of the total budget. Fuel includes diesel, CNG, propulsion power, and gasoline. Utilities include water/sewer, electricity and natural gas for the facilities, as well as telephone, cell phone, and internet services.

Fuel and Utilities are budgeted at \$14.2 million in 2025. Energy and fuel contracts have helped to stabilize fuel costs and will continue to help maintain expenses in 2025 and beyond.

Services, materials, supplies and inventory include all service and maintenance contracts, materials, office supplies, inventory, and supplies for the upkeep of the buildings, stations, and vehicles. These categories represent 10.5% of the operating budget. Inventory is budgeted at \$13 million for 2025. The Supply Chain Management section of Fleet Management has helped the Authority maintain parts for the predictive and preventive maintenance repairs, and other repairs of revenue fleets. The predictive maintenance program began in 2015 under which vehicles are serviced based on a proactive maintenance program, ensuring greater reliability of our bus and rail fleets. Services, Materials & Supplies are budgeted at \$25.5 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. For 2026 and 2027, these categories is budgeted at \$35.1 million and \$35.2 million, respectively.



Figure 11

Purchased Transportation represents expenses for the third-party contractors for ADA Paratransit services and pass-through funding from Medina County Transit. The Authority entered into three (3) new contracts in 2023 with Provide-A-Ride, Senior Transportation Connection and GC Logistics. These contracts continue the use of tablets for operators, which display rolling 90 minutes of trips, a connected dispatch system, and a united training program. Purchased transportation was budgeted at \$11.5 million for 2024. Medina County Transit opted to become a rural transit agency in 2025 and requested to pass through all of their remaining federal funding, \$1

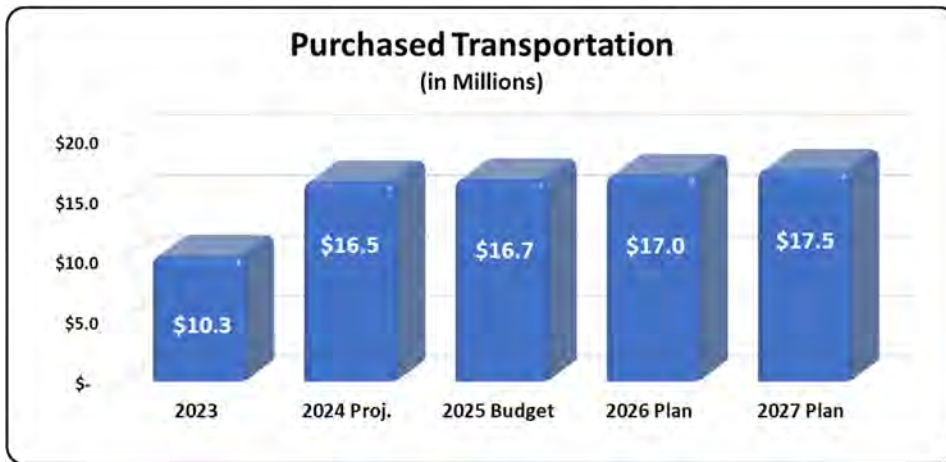


Figure 12

million, in 2024. GCRTA agreed to accept the federal funding and in turn, gave Medina operating funding. This will be the last year for the pass through.

Through September 2024, ridership for Paratransit services increased over 10% and the cost of the contracts increased by \$7 million, compared to 2023. Paratransit ridership is expected to

increase around 3% and Paratransit purchased transportation is budgeted at \$16.7 million in 2025. This represents 4.6% of the operating budget. For 2026 and 2027, Paratransit purchased transportation is budgeted at \$17.0 million and \$17.5 million, respectively.

Other expenditures include workers' compensation costs, insurance premiums, claims payments, travel and training costs, and tuition reimbursement expenses. The Other Expenditures category represents 1.8% of the total operating budget, or \$6.7 million.

Transfers to Other Funds are set asides for specific needs required by various policies. Total transfers to other funds are budgeted at \$41.1 million for FY 2025.

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

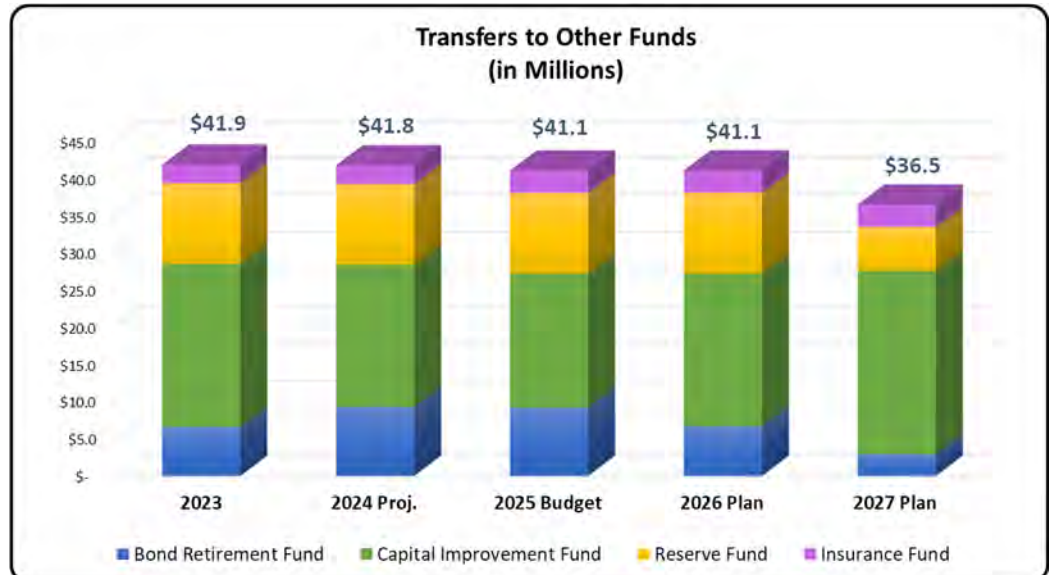


Figure 13

grant-funded projects in the RTA Development Fund. The total contribution to capital is budgeted at \$27.3 million in 2025 and includes the transfers to the Capital Improvement Fund and the Bond Retirement Fund. In FY 2026 and FY 2027, total contributions to capital are projected to be \$27.2 million and \$27.6 million, respectively.

A \$3.0 million transfer to the Insurance Fund is budgeted in FY 2025. This transfer is to cover expected expenses and to maintain the \$5 million required balance. For 2026 and 2027, transfers of \$3 million are projected for each year.

A transfer of \$10.9 million is budgeted in 2025 to the Reserve Fund for 1/12<sup>th</sup> of the 27<sup>th</sup> pay for hourly and salary employees, and \$10 million for the replacement of the rail cars. By the end of 2025, GCRTA will have transferred over \$91 million to the Rolling Stock Reserve Fund. For 2026 and 2027, \$10 million and \$5 million, respectively, is planned to be transferred to the Rolling Stock Reserve Fund.

No transfers are budgeted for the Supplemental Pension Fund since the fund has the recommended ending balance.

## SERVICE LEVELS

<b>2025 Budgeted Service Levels By Mode</b> <b>Compared to 2024 Budgeted Service Levels by Mode</b>								
Service Mode	Service Hours				Service Miles			
	2024 Budget	2025 Budget	Variance	Percent Variance	2024 Budget	2025 Budget	Variance	Percent Variance
<b>Rail</b>								
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%
<b>Rail Total</b>	<b>196,336</b>	<b>196,336</b>	<b>0</b>	<b>0.0%</b>	<b>3,356,852</b>	<b>3,356,852</b>	<b>0</b>	<b>0.0%</b>
<b>Bus</b>								
<b>Bus Total</b>	<b>1,255,020</b>	<b>1,255,020</b>	<b>0</b>	<b>0.0%</b>	<b>15,066,089</b>	<b>15,066,089</b>	<b>0</b>	<b>0.0%</b>
<b>Sub-Total Bus &amp; Rail</b>	<b>1,451,357</b>	<b>1,451,357</b>	<b>0</b>	<b>0.0%</b>	<b>18,422,941</b>	<b>18,422,941</b>	<b>0</b>	<b>0.0%</b>
<b>Paratransit</b>								
In-House	187,429	223,042	35,613	19.0%	3,249,064	3,066,078	(182,986)	-5.6%
Contract	180,079	196,474	16,395	9.1%	3,121,649	3,068,173	(53,476)	-1.7%
<b>Sub-Total Paratransit</b>	<b>367,508</b>	<b>419,516</b>	<b>52,008</b>	<b>14.2%</b>	<b>6,370,713</b>	<b>6,134,251</b>	<b>(236,462)</b>	<b>-3.7%</b>
<b>Total</b>	<b>1,818,865</b>	<b>1,870,873</b>		<b>2.9%</b>	<b>24,793,654</b>	<b>24,557,192</b>		<b>-1.0%</b>

Figure 14

The Authority implemented the NextGen service in June 2021, in response to the System Redesign Pillar Study, which provided customers with greater frequency of service with greater connectivity. Additionally, NextGen provided more cross-town routes allowing customers increased access to all Cuyahoga County has to offer. No service changes are projected for fixed route service in FY 2025. Paratransit adjusted and adapted to a new business process to increase the number of passengers per hour. For FY 2025, Paratransit is budgeted for a 14.2% increase in service hours and a 3.7% decrease in service miles.

## FINANCIAL POLICY GOALS

An **Operating Ratio** of at least 25% is required by the Board. This efficiency ratio compares operating revenues (passenger fares, advertising, and investment income) to operating expenses. With ridership down compared to pre-pandemic levels, the Operating Ratio is budgeted at 11.0% for FY 2025. The Authority is not likely to meet this goal. For 2026 and 2027, the Operating Ratio is projected to be 11.6% and 11.7%, respectively.

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 (for 2025, around 2.2%). This efficiency ratio shows the cost of delivering a unit of service compared to the prior year. Operating expenses are increasing for FY 2025 by 4.4% compared to FY 2024 projections as there is a 27<sup>th</sup> pay for hourly employees. Service levels are increasing by 2.9% due to Paratransit services. For 2026 and 2027, the growth per year is projected at -1.5% (a decrease - with the absence of the 27<sup>th</sup> Pay scheduled in 2025) and 2.2%, respectively.

An **Operating Reserve** of at least 1 month (30 days) is required to cover any unforeseen or extraordinary fluctuations. With a 1.0-month Operating Reserve budgeted for FY 2025, the Authority is well prepared. For 2026 and 2027, a 1.0-month Operating Reserve is projected for each year.

**Debt Service Coverage** is a ratio measuring the Authority's ability to meet annual interest and principal payments on outstanding debts. The Debt Service Ratio is budgeted at 5.0 for FY 2025, exceeding the Board policy. In 2021, the Authority defeased about half of the debt. In 2025, the Authority has to pay \$9.5 million for principal and interest payments. The current debt will be fully paid off in 2030. For 2026 and 2027, the Debt Service Ratio is projected at 6.2 and 12.8, respectively.

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. For FY 2025, the **Sales Tax Contribution to Capital** is budgeted at 10.2%, with \$27.3 million to be transferred to the Capital Improvement Funds. This goal will be met. A 10% transfer to capital is planned for both 2026 and 2027.

The Board has 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 2025 budget, the Authority's emphasis continues to be on maintaining and improving its assets rather than an expansion of the system.

## Financial Policy Goals

		Goal	FY 2023 Actual	FY 2024 Projection	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
Operating Efficiency	<b>Operating Ratio</b> Ratio that shows the efficiency of management by comparing operating expenses to operating revenues. Operating Revenues divided by Operating Expenses. Operating Revenues include Passenger Fares, Advertising & Concessions, Naming Rights, Investment Income, Other Revenue	$\geq 25\%$	11.2%	10.9%	11.0%	11.6%	11.7%
	<b>Cost per Service Hour</b> Measure of service efficiency. Total Operating Expenses (less force account labor) divided by Total Service Hours		173.17	170.22	177.57	174.85	178.71
	<b>Growth per Year</b> Cost of delivering a unit of service (Cost per Hour), compared to the prior year; to be kept at or below the rate of inflation	$\leq$ Rate of Inflation 2.2%	2.7%	-1.7%	4.3%	-1.5%	2.2%
	<b>Operating Reserve (months)</b> Equal or above one month's operating expenses to cover unforeseen or extraordinary fluctuations in revenues or expenses	$\geq 1$ month	1.6	1.1	1.0	1.1	1.2
Capital Efficiency	<b>Debt Service Coverage</b> The measure of the Authority's ability to meet annual interest and principal payments on outstanding debt.	$\geq 1.5$	5.7	5.0	5.0	6.2	12.8
	<b>Sales Tax Contribution to Capital</b> Sales tax revenues to be allocated directly to the Capital Improvement Fund to support budgeted projects or to the Bond Retirement Fund to support debt service payments.	$\geq 10\%$	10.9%	10.8%	10.2%	10.0%	10.0%
	<b>Capital Maintenance to Expansion</b> The capital program requires a critical balance between maintenance of existing assets and expansion efforts.	79% - 90%	100%	100%	100%	100%	200%

Figure 15



## CAPITAL IMPROVEMENT PLAN

Attachment A 2025 - 2029 CAPITAL IMPROVEMENT PLAN COMBINED BUDGET						
PROJECT CATEGORY	2025	2026	2027	2028	2029	TOTAL 2025-2029
Bus Garages	\$0	\$4,815,000	\$2,450,000	\$250,000	\$2,550,000	\$10,065,000
Buses	\$29,207,497	\$17,289,502	\$30,061,518	\$17,815,268	\$17,815,267	\$112,189,053
Equipment & Vehicles	\$12,084,620	\$16,340,500	\$16,290,000	\$16,354,150	\$5,120,000	\$66,189,270
Facilities Improvements	\$14,625,000	\$26,835,000	\$14,025,000	\$7,835,000	\$19,200,000	\$82,520,000
Other Projects	\$34,441,575	\$18,941,576	\$2,841,576	\$2,841,576	\$2,841,576	\$61,907,879
Preventive Maint./Oper. Reimb.	\$1,740,075	\$2,837,874	\$4,322,249	\$7,000,000	\$7,000,000	\$22,900,198
Rail Car Program	\$41,692,000	\$20,500,000	\$13,750,000	\$14,250,000	\$9,552,867	\$99,744,867
Rail Projects	\$47,650,000	\$27,600,000	\$37,325,000	\$19,096,867	\$11,119,000	\$142,790,867
Transit Centers	\$300,000	\$375,000	\$375,000	\$375,000	\$375,000	\$1,800,000
<b>TOTALS</b>	<b>\$181,740,767</b>	<b>\$135,534,452</b>	<b>\$121,440,343</b>	<b>\$85,817,861</b>	<b>\$75,573,710</b>	<b>\$600,107,134</b>

Figure 16

The Capital Improvement Plan (CIP) for 2025-2029 was approved by the Board of Trustees on May 21, 2024. 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.

In 2021, a strategic decision was made to transfer the preventive maintenance reimbursements to address necessary capital projects that remained unfunded or underfunded. This decision continues through FY 2026. The Authority's priorities include replacement of rail vehicles, maintenance, and repair of rail infrastructure – including tracks, signals, bridges, and substations. Financial resources are allocated through a comprehensive capital project review process, which prioritizes funding of requested capital projects. It continues to maintain the focus of the Authority's long-term capital strategic plan, as well as reflecting on existing and future financial and operational constraints facing the Authority.

The FY 2025-2029 capital expenditures are predicated on year-to-date outlays, obligations, and projected commitments, as well as the approved 5-year Capital Improvement Plan. Projected grant revenues include current, as well as expected traditional and non-traditional grant awards and are based on a continuation of

current FAST Act funding levels. Over the next 10 years, the Authority's capital program will continue to focus on various State of Good Repair (SOGR) projects throughout the system. These include the on-going bus replacement program, rail car purchases, rehabilitation of light rail track and rail infrastructure of signal and overhead catenary, and various facility improvements and upgrades.

## General Fund Balance Analysis

	FY 2024 Projection	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
<b>Revenues</b>				
Operating Revenues				
Passenger Fares	\$ 30,656,522	\$ 32,000,000	\$ 33,400,000	\$ 34,500,000
Advertising & Concessions	1,579,775	2,062,000	2,062,000	2,062,000
Naming Rights	432,800	485,300	485,300	485,300
Investment Income	1,013,672	1,000,000	1,000,000	950,000
<b>Total Operating Revenues</b>	<b>33,682,769</b>	<b>35,547,300</b>	<b>36,947,300</b>	<b>37,997,300</b>
Non-Operating Revenues				
Sales & Use Tax	263,529,810	267,500,000	272,000,000	276,100,000
Reimbursed Expenditures	12,538,128	5,000,000	13,270,000	23,900,000
Other Non-Operating Revenue	1,625,336	1,500,000	1,500,000	1,500,000
Transfers from the Reserve Fund - Other Sub-Funds	1,644,837	4,500,000	-	-
Transfer from Reserve Fund - Revenue Stabilization	30,000,000	50,500,000	39,000,000	24,500,000
<b>Total Non-Operating Revenues</b>	<b>309,338,111</b>	<b>329,000,000</b>	<b>325,770,000</b>	<b>326,000,000</b>
<b>Total Revenues</b>	<b>343,020,880</b>	<b>364,547,300</b>	<b>362,717,300</b>	<b>363,997,300</b>
<b>Expenditures</b>				
Operating Expenditures				
Salaries & Overtime	172,527,000	181,582,000	180,598,230	185,151,874
Payroll Taxes & Fringes	63,509,960	66,164,000	65,979,520	67,810,896
Fuel (Diesel, CNG, Propulsion Power, Propane, Gasoline)	9,300,000	9,867,000	8,882,021	8,972,000
Utilities	3,300,000	4,286,000	4,188,440	4,244,440
Inventory	13,900,000	13,000,000	13,000,000	13,000,000
Services, Materials & Supplies	23,800,000	25,528,000	22,126,792	22,161,617
Purchased Transportation	17,400,000	16,697,000	17,030,930	17,450,000
Other Expenditures	6,700,000	6,678,000	7,056,356	7,079,556
<b>Total Operating Expenditures</b>	<b>310,436,960</b>	<b>323,802,000</b>	<b>318,862,289</b>	<b>325,870,383</b>
<b>Revenues less Operating Expenses</b>	<b>32,583,920</b>	<b>40,745,300</b>	<b>43,855,011</b>	<b>38,126,917</b>
Transfers to Other Funds				
Transfers to/from Insurance Fund	2,500,000	3,000,000	3,000,000	3,000,000
Transfers to/from Reserve Fund	10,878,615	10,878,615	10,878,615	5,878,615
Transfers to/from Capital				
Transfers to/from Bond Retirement Fund	9,346,959	9,184,042	6,731,911	2,902,958
Transfers to/from Capital Improvement Fund	19,127,878	18,074,438	20,468,089	24,707,042
<b>Total Transfers to/from Capital</b>	<b>28,474,837</b>	<b>27,258,480</b>	<b>27,200,000</b>	<b>27,610,000</b>
<b>Total Transfers to/from Other Funds</b>	<b>41,853,452</b>	<b>41,137,095</b>	<b>41,078,615</b>	<b>36,488,615</b>
<b>Total Expenditures</b>	<b>352,290,412</b>	<b>364,939,095</b>	<b>359,940,904</b>	<b>362,358,998</b>
Excess/(Deficiency) of Total Revenues over Total Expenditures	(9,269,532)	(391,795)	2,776,396	1,638,302
Beginning Balance	36,763,593	27,494,061	27,102,266	29,878,662
<b>Projected Ending Balance</b>	<b>\$ 27,494,061</b>	<b>\$ 27,102,266</b>	<b>\$ 29,878,662</b>	<b>\$ 31,516,964</b>
<b># Months Reserves - Estimated</b>	<b>1.1</b>	<b>1.0</b>	<b>1.1</b>	<b>1.2</b>

## Capital Improvement Fund Balance Analysis

	FY 2024 Amended Budget	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
<b>Revenues</b>				
Federal / State Revenues				
Federal Capital Grants	\$ 71,876,582	\$ 120,939,575	\$ 102,611,773	\$ 82,547,867
State Capital Grants	41,116,997	20,000,000	20,000,000	15,000,000
<b>Total Federal / State Revenues</b>	<b>112,993,579</b>	<b>140,939,575</b>	<b>122,611,773</b>	<b>97,547,867</b>
Other Revenue				
Investment Income	1,100,000	1,100,000	1,100,000	1,100,000
Other Revenue	26,520,794	34,500,000	25,000,000	-
<b>Total Other Revenue</b>	<b>27,620,794</b>	<b>35,600,000</b>	<b>26,100,000</b>	<b>1,100,000</b>
Transfers				
Transfer from General Fund	19,127,878	18,074,438	20,468,089	24,707,042
Transfer from Reserve Fund	10,770,503	10,000,000	10,000,000	5,000,000
<b>Total Transfers</b>	<b>29,898,381</b>	<b>28,074,438</b>	<b>30,468,089</b>	<b>29,707,042</b>
<b>Total Revenue</b>	<b>170,512,754</b>	<b>204,614,013</b>	<b>179,179,862</b>	<b>128,354,909</b>
<b>Expenditures</b>				
Capital Outlay				
Capital Outlay - Development Fund	243,748,249	177,102,767	130,983,952	116,940,343
Asset Maintenance	2,310,000	2,560,000	2,560,000	2,560,000
Routine Capital	1,718,921	2,078,000	1,990,500	1,940,000
<b>Total Capital Outlay</b>	<b>247,777,170</b>	<b>181,740,767</b>	<b>135,534,452</b>	<b>121,440,343</b>
<b>Total Expenditures</b>	<b>247,777,170</b>	<b>181,740,767</b>	<b>135,534,452</b>	<b>121,440,343</b>
Excess/(Deficiency) of Total Revenues over Total Expenditures	(77,264,416)	22,873,246	43,645,410	6,914,566
Beginning Balance	233,273,562	161,147,255	184,020,501	227,665,911
<b>Projected Ending Balance</b>	<b>\$ 156,009,146</b>	<b>\$ 184,020,501</b>	<b>\$ 227,665,911</b>	<b>\$ 234,580,477</b>

## Bond Retirement Fund Balance Analysis

	FY 2024 Projection	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
<b>Revenues</b>				
Transfers				
Transfer from the General Fund	\$ 9,346,959	\$ 9,184,042	\$ 6,731,911	\$ 2,902,958
<b>Total Transfers</b>	<b>9,346,959</b>	<b>9,184,042</b>	<b>6,731,911</b>	<b>2,902,958</b>
Other Revenues				
Investment Income	327,880	100,000	100,000	100,000
<b>Total Other Revenues</b>	<b>327,880</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Total Revenues</b>	<b>9,674,839</b>	<b>9,284,042</b>	<b>6,831,911</b>	<b>3,002,958</b>
<b>Expenditures</b>				
Debt Service				
Principal	7,995,000	8,355,000	6,935,000	2,795,000
Interest	1,481,450	1,115,500	697,750	351,000
<b>Total Debt Service</b>	<b>9,476,450</b>	<b>9,470,500</b>	<b>7,632,750</b>	<b>3,146,000</b>
Other Expenditures				
Other Expenditures	1,500	1,500	1,500	1,500
<b>Total Other Expenditures</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
<b>Total Expenditures</b>	<b>9,477,950</b>	<b>9,472,000</b>	<b>7,634,250</b>	<b>3,147,500</b>
Excess/(Deficiency) of Total Revenues over Total Expenditures	196,889	(187,958)	(802,339)	(144,542)
Beginning Balance	1,184,825	1,381,714	1,193,756	391,417
<b>Projected Ending Balance</b>	<b>\$ 1,381,714</b>	<b>\$ 1,193,756</b>	<b>\$ 391,417</b>	<b>\$ 246,875</b>

## Insurance Fund Balance Analysis

	FY 2024 Projection	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
<b>Revenues</b>				
Transfer from General Fund	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Investment Income	367,917	100,000	100,000	100,000
<b>Total Revenues</b>	<b>2,867,917</b>	<b>3,100,000</b>	<b>3,100,000</b>	<b>3,100,000</b>
<b>Expenditures</b>				
Claims and Premium Outlay	3,078,000	3,100,000	3,300,000	3,500,000
<b>Total Expenditures</b>	<b>3,078,000</b>	<b>3,100,000</b>	<b>3,300,000</b>	<b>3,500,000</b>
Excess/(Deficiency) of Total Revenues over Total Expenditures	(210,083)	-	(200,000)	(400,000)
Beginning Balance	6,557,040	6,346,957	6,346,957	6,146,957
<b>Projected Ending Balance</b>	<b>\$ 6,346,957</b>	<b>\$ 6,346,957</b>	<b>\$ 6,146,957</b>	<b>\$ 5,746,957</b>

## Supplemental Pension Fund Balance Analysis

	FY 2024 Projection	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
<b>Revenues</b>				
Investment Income	\$ 77,611	\$ 30,000	\$ 28,000	\$ 26,000
<b>Total Revenues</b>	<b>77,611</b>	<b>30,000</b>	<b>28,000</b>	<b>26,000</b>
<b>Expenditures</b>				
Benefit Payments	9,000	9,000	9,000	9,000
<b>Total Expenditures</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
Excess/(Deficiency) of Total Revenues over Total Expenditures	68,611	21,000	19,000	17,000
Beginning Balance	1,405,325	1,473,936	1,494,936	1,513,936
<b>Projected Ending Balance</b>	<b>\$ 1,473,936</b>	<b>\$ 1,494,936</b>	<b>\$ 1,513,936</b>	<b>\$ 1,530,936</b>

## Law Enforcement Fund Balance Analysis

	FY 2024 Projection	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
<b>Revenues</b>				
Law Enforcement Revenue	\$ 20,000	\$ 15,000	\$ 15,000	\$ 10,000
Investment Income	5,000	5,000	5,000	5,000
<b>Total Revenues</b>	<b>25,000</b>	<b>20,000</b>	<b>20,000</b>	<b>15,000</b>
<b>Expenditures</b>				
Capital & Related Expenditures	50,000	25,000	25,000	25,000
<b>Total Expenditures</b>	<b>50,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
Excess/(Deficiency) of Total Revenues over Total Expenditures	(25,000)	(5,000)	(5,000)	(10,000)
Beginning Balance	351,321	326,321	321,321	316,321
<b>Projected Ending Balance</b>	<b>\$ 326,321</b>	<b>\$ 321,321</b>	<b>\$ 316,321</b>	<b>\$ 306,321</b>

## Reserve Fund Balance Analysis

	FY 2024 Projection	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
<b>Revenues</b>				
Transfers				
Transfer from GF for Rolling Stock Reserve	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 5,000,000
Transfer from GF for 27th Pay	878,615	878,615	878,615	878,615
<b>Total Transfers</b>	<b>10,878,615</b>	<b>10,878,615</b>	<b>10,878,615</b>	<b>5,878,615</b>
Other Revenue				
Investment Income	6,805,371	8,000,000	6,000,000	5,000,000
<b>Total Other Revenue</b>	<b>6,805,371</b>	<b>8,000,000</b>	<b>6,000,000</b>	<b>5,000,000</b>
<b>Total Revenues</b>	<b>17,683,986</b>	<b>18,878,615</b>	<b>16,878,615</b>	<b>10,878,615</b>
<b>Expenditures</b>				
Transfers				
Transfer to GF for Compensated Absences	1,076,181	-	-	
Transfer to GF for Hospitalization	568,656	-	-	
Transfer to RTA Development Fund for Rolling Stock Reserve	10,770,503	10,000,000	10,000,000	5,000,000
Transfer to GF for 27th Pay	-	4,500,000	-	
Transfer to GF for Revenue Stabilization	30,000,000	50,500,000	39,000,000	24,500,000
<b>Total Transfers</b>	<b>42,415,340</b>	<b>65,000,000</b>	<b>49,000,000</b>	<b>29,500,000</b>
<b>Total Expenditures</b>	<b>42,415,340</b>	<b>65,000,000</b>	<b>49,000,000</b>	<b>29,500,000</b>
Excess/(Deficiency) of Total Revenues over Total Expenditures	(24,731,354)	(46,121,385)	(32,121,385)	(18,621,385)
Beginning Balance	161,038,852	136,307,498	90,186,113	\$ 58,064,728
<b>Projected Ending Balance</b>	<b>\$ 136,307,498</b>	<b>\$ 90,186,113</b>	<b>\$ 58,064,728</b>	<b>\$ 39,443,343</b>
<b>Rolling Balances</b>				
Compensated Absences	\$ 3,107,198	\$ 3,184,818	\$ 3,410,333	\$ 3,598,261
Fuel	2,952,147	3,092,825	3,307,481	3,486,361
Hospitalization	2,453,632	2,519,903	2,698,012	2,846,436
Rolling Stock Reserve	30,869	69,056	71,518	73,569
27th Pay	7,030,847	3,704,411	4,831,716	5,917,573
Revenue Stabilization	120,732,804	77,615,098	43,745,668	23,521,143
<b>Total</b>	<b>\$ 136,307,498</b>	<b>\$ 90,186,113</b>	<b>\$ 58,064,728</b>	<b>\$ 39,443,343</b>



# All Funds Balance Analysis

	FY 2024 Projection	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
<b>Revenues</b>				
Operating Revenues				
Passenger Fares	\$ 30,656,522	\$ 32,000,000	\$ 33,400,000	\$ 34,500,000
Advertising & Concessions	1,579,775	2,062,000	2,062,000	2,062,000
Naming Rights	432,800	485,300	485,300	485,300
Investment Income	14,835,560	10,335,000	8,333,000	7,281,000
<b>Total Operating Revenues</b>	<b>47,504,657</b>	<b>44,882,300</b>	<b>44,280,300</b>	<b>44,328,300</b>
Non-Operating Revenues				
Sales & Use Tax	263,529,810	267,500,000	272,000,000	276,100,000
Reimbursed Expenditures	12,538,128	5,000,000	13,270,000	23,900,000
Federal Revenue	71,876,582	120,939,575	102,611,773	82,547,867
State Revenue	41,116,997	20,000,000	20,000,000	15,000,000
Other Non-Operating Revenue	28,166,130	36,015,000	26,515,000	1,510,000
<b>Total Non-Operating Revenues</b>	<b>417,227,647</b>	<b>449,454,575</b>	<b>434,396,773</b>	<b>399,057,867</b>
<b>Total Revenues</b>	<b>464,732,304</b>	<b>494,336,875</b>	<b>478,677,073</b>	<b>443,386,167</b>
<b>Expenditures</b>				
Operating Expenditures				
Salaries & Overtime	172,527,000	181,582,000	180,598,230	185,151,874
Payroll Taxes & Fringes	63,509,960	66,164,000	65,979,520	67,810,896
Fuel (Diesel, CNG, Propulsion Power, Propane, Gasoline)	9,300,000	9,867,000	8,882,021	8,972,000
Utilities	3,300,000	4,286,000	4,188,440	4,244,440
Inventory	13,900,000	13,000,000	13,000,000	13,000,000
Services, Materials & Supplies	23,800,000	25,528,000	22,126,792	22,161,617
Purchased Transportation	17,400,000	16,697,000	17,030,930	17,450,000
Other Expenditures	6,700,000	6,678,000	7,056,356	7,079,556
<b>Total Operating Expenditures</b>	<b>310,436,960</b>	<b>323,802,000</b>	<b>318,862,289</b>	<b>325,870,383</b>
Non-Operating Expenditures				
Capital Outlay	247,777,170	181,740,767	135,534,452	121,440,343
Debt Service	9,476,450	9,470,500	7,632,750	3,146,000
Other Expenditures	3,138,500	3,135,500	3,335,500	3,535,500
<b>Total Non-Operating Expenditures</b>	<b>260,392,120</b>	<b>194,346,767</b>	<b>146,502,702</b>	<b>128,121,843</b>
<b>Total Expenditures</b>	<b>570,829,080</b>	<b>518,148,767</b>	<b>465,364,991</b>	<b>453,992,226</b>
Excess/(Deficiency) of Total Revenues over Total Expenditures	(106,096,776)	(23,811,892)	13,312,082	(10,606,059)
Beginning Balance	440,574,517	334,477,741	310,665,849	323,977,931
<b>Estimated Available Ending Balance</b>	<b>\$ 334,477,741</b>	<b>\$ 310,665,849</b>	<b>\$ 323,977,931</b>	<b>\$ 313,371,872</b>

## 2025 Funds Budgeted Summary

		RESTRICTED FUNDS									Total of All Funds
		General Fund	RTA Development Fund	RTA Capital Fund	Bond Retirement Fund	Insurance Fund	Supplemental Pension Fund	Law Enforcement Fund	Reserve Fund		
			CAPITAL FUNDS								
Revenues											
Operating Revenues											
Passenger Fares	\$32,000,000										\$ 32,000,000
Advertising & Concessions	2,062,000										2,062,000
Naming Rights	485,300										485,300
Investment Income	1,000,000	\$ 1,000,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 30,000	\$ 5,000	\$ 8,000,000			10,335,000
Total Operating Revenues	35,547,300	1,000,000	100,000	100,000	100,000	30,000	5,000	8,000,000			44,882,300
Non-Operating Revenues											
Sales & Use Tax	267,500,000										267,500,000
Reimbursed Expenditures	5,000,000										5,000,000
Federal		120,939,575									120,939,575
State		20,000,000									20,000,000
Bond Proceeds											
Other Non-Operating Revenue	1,500,000	34,500,000					15,000				36,015,000
Total Non-Operating Revenues	274,000,000	175,439,575					15,000				449,454,575
Transfers											
Transfer from General Fund			18,074,438	9,184,042	3,000,000			10,878,615			
Transfer from RTA Capital Fund		15,500,000									
Transfer from Reserve Fund											
For Compensated Absences	-										
For Fuel	-										
For Hospitalization	-										
For Rolling Stock Reserve		10,000,000									
For 27th Pay	4,500,000										
For Revenue Stabilization	50,500,000										
Total Transfers	55,000,000	25,500,000	18,074,438	9,184,042	3,000,000	-	-	10,878,615			
Total Revenues	364,547,300	201,939,575	18,174,438	9,284,042	3,100,000	30,000	20,000	18,878,615			494,336,875
Expenditures											
Operating Expenditures											
Salaries & Overtime	181,582,000										181,582,000
Payroll Taxes & Fringes	66,164,000										66,164,000
Fuel (Diesel, CNG, Propulsion Power, Propane, Gasoline)	9,867,000										9,867,000
Utilities	4,286,000										4,286,000
Inventory	13,000,000										13,000,000
Services, Materials & Supplies	25,528,000										25,528,000
Purchased Transportation	16,697,000										16,697,000
Other Expenditures	6,678,000										6,678,000
Total Operating Expenditures	323,802,000										323,802,000
Non-Operating Expenditures											
Capital Outlay		177,102,767	4,638,000								181,740,767
Debt Service (Principal & Interest)				9,470,500							9,470,500
Other Expenditures				1,500	3,100,000	9,000	25,000				3,135,500
Total Non-Operating Expenditures	-	177,102,767	4,638,000	9,472,000	3,100,000	9,000	25,000				194,346,767
Sub-Total Expenditures	323,802,000	177,102,767	4,638,000	9,472,000	3,100,000	9,000	25,000				518,148,767
Revenues less Expenditures	40,745,300	24,836,808	13,536,438	(187,958)	-	21,000	(5,000)	18,878,615			(23,811,892)
Transfers to Other Funds											
Transfer to General Fund											
Transfer to Insurance Fund	3,000,000										
Transfer to Supplemental Pension Fund	-										
Transfer to Bond Retirement Fund	9,184,042										
Transfer to RTA Capital Fund	18,074,438										
Transfer to RTA Development Fund		15,500,000									
Transfer to Reserve Fund											
For Rolling Stock Reserve	10,000,000							10,000,000			
For 27th Pay	878,615							4,500,000			
For Revenue Stabilization								50,500,000			
Total Transfers to Other Funds	41,137,095		15,500,000					65,000,000			
Total Expenditures	364,939,095	177,102,767	20,138,000	9,472,000	3,100,000	9,000	25,000	65,000,000			518,148,767
Excess/(Deficiency) of Total Revenues over Total Expenditures											
Expenditures	(391,795)	24,836,808	(1,963,562)	(187,958)	-	21,000	(5,000)	(46,121,385)			(23,811,892)
Beginning Balance	27,494,061	255,657,274	6,992,237	1,381,714	6,346,957	1,473,936	326,321	136,307,498			435,979,997
Available Ending Balance	\$27,102,266	\$ 280,494,082	\$ 5,028,675	\$ 1,193,756	\$ 6,346,957	\$ 1,494,936	\$ 321,321	\$ 90,186,113	\$ 412,168,105		

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The History of public transit in Cleveland through 2017 can be found at <http://www.riderta.com/history> and current activities are posted through social media:



Since 2018, the Authority has:

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### 2018

- Celebrated MetroHealth Line's 1 millionth rider less than a year of opening
- Celebrated HealthLine's 10th anniversary and generated \$9.5 billion in economic development along Euclid Corridor
- Celebrated Red Line's 50th anniversary to Cleveland Hopkins International Airport – the first in the world to offer direct public transit rail service between a city's Downtown district and an international airport

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### 2019

- India L. Birdsong Terry hired as CEO/General Manager
- Received APTA Gold Award for Bus Safety
- 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 timber cross ties, improving track drainage, adding signal improvements, and repairing the platform at Puritas Station
- Created a corrective action plan was implemented for the S-Curve Retaining Wall, installing 75 steel beam frames along the 300-foot long wall
- Completed five studies ("pillar studies") to provide a comprehensive examination of RTA's operations and impact on the Greater Cleveland and Cuyahoga County community, which provided information used for the new Strategic Plan in 2020

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### 2020

- Received COVID-19 Coronavirus A Relief Economic Stimulus (CARES) Act dollars for operating expenses, which allowed RTA to continue 87% of service during global pandemic and return to 97% of pre-COVID service level by the end of 2020
- Provided free WIFI accessible on vehicles and at stations for the general public
- Installed new radio equipment on all vehicles (buses and trains)
- Provided free rides for election day to support access to those limited by the pandemic supported by a grant
- Developed a new ten-year Strategic Plan

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### 2021

- Implemented of NextGen system redesign
- Issued RFP for purchase of new Rail Cars
- Received TRAC Funds, ODOT awarded GCRTA \$4.2M for light rail rehabilitation
- Received the APTA 2021 Rail COVID-19 Gold Award for Heavy Rail
- Received a First Place Award for Marketing in the 2021 Annual APTA AdWheel Awards, "Greater Cleveland RTA's "Holiday Trains" Social Media: Best Marketing and Communications to Support Ridership or Sales
- Initiated a Vaccination Incentive Program to encourage its employees to get vaccinated

- Received additional Emergency relief funds to assist with operating expenses and decreased passenger revenue under Coronavirus Response & Relief Supplemental Appropriation Act (CRRSA) and American Rescue Plan Act

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## 2022

- Introduced a new HealthLine fleet
- Signed the Hispanic Promise
- Provided free All-Star Trolley service to support the All-Star games
- Received \$81 million from the Infrastructure Investment and Jobs Act- \$20.3 million annually over the next four years
- Joined the APTA Racial Equality Commitment Pilot Program
- Launched a new mobile ticketing app – Transit with EZfare
- Launched Transit Ambassador and Crisis Intervention Specialists Programs
- Created a Civilian Oversight Committee for independent review and investigation of public complaints of alleged misconduct regarding its Transit Police Department
- Received remaining funds from American Rescue Plan Act
- Introduced Positive Impact Bus Operator Mentoring Program
- Received one of seven 2022 Awards of Excellence in Government Finance from GFOA
- Installed validators on fixed route buses for validation of mobile fares
- Received notice of \$8 million in funding for station improvements
- Received \$3.5 million award from ODOT's Urban Transit Program for six 40-foot CNG buses

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## 2023

- Launched Microtransit workforce connector programs in Solon, Ohio and the Aerozone Region
- Selected Siemens Mobility Incorporated as the vendor to replace their aging rail fleet
- Approved the selection of Siemens Mobility Inc. and initiated the process to purchase 24 Siemen Model S200 rail cars.
- Hosted Senator Sherrod Brown and FTA Administrator Nuria Fernandez and other local leaders at their Rail Equipment Building for a special announcement
- Received a \$130 million grant to GCRTA for the Rail Car Replacement Program, presented by Senator Sherrod Brown and FTA Administrator Nuria Fernandez
- Collaborated with Akron METRO on new fixed-route bus services from GCRTA's Southgate Transit Center
- Re-opened the Waterfront Line for Cleveland Browns home football games
- Announced the newly created Community Advisory Committee (CAC)
- Increased the hourly pay rate for student operators
- Awarded a \$3.2 million grant from Ohio Department of Transportation (ODOT) to purchase six new compressed natural gas buses
- Received the Distinguished National Budget Presentation Award from The Government Finance Officers Association (GFOA)
- Hosted Touch-a-Truck event in Downtown Cleveland Public Square
- Announced the return of their Civilian Oversight Committee (COC) with new elected members
- Awarded a \$12.6 million grant from ODOT for use towards their Rail Car Replacement Program
- Increased the hourly pay rates for full and part-time Operators
- Welcomed the winter holidays with their month of merry cheer
- Created and launched EngageRTA, a new online tool on their website that receives and processes requests submitted from members of the communities served by GCRTA

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## 2024

- Received the Healthy Business Council of Ohio Gold Level Award for healthy Worksite Practices.
- Coordinated an Inter-agency program to effectively manage three major events in one weekend: the Solar Eclipse, the Guardians Home Opener, and the NCAA Women's Division Basketball Finals.
- Coordinated an Inter-agency program to effectively manage the APTA 2024 Rail Conference.



- Recognized the Transit Police Department for community Policing as the Agency of the Month, March 2024.
- Continued the Positive Impact Mentoring Program that received great results; leaders participate in a number of podcasts about the program.
- Launched a webpage for the Railcar Replacement Project.
- Exercised an option to purchase 6 additional rail cars, bringing the total number of cars on order to 30.
- Completed the preliminary design review for the new vehicles.
- Recruited two Grade 5 Trainers to assist with the extra training to ensure that all employees are prepared for the transition.
- Opened the Transit Ambassador Office at the Louis Stokes/Windemere Rapid Station.
- Provided a tour for Senator Jerry Cirino.
- Hosted the annual Rail Rodeo and Family Fun Day.
- Hosted a Siemens Commissioning Team Lead to tour the Delivery Switch at the Port of Cleveland the Brookpark Rail Shop.
- Relunched Adopt-A-shelter Program.
- Toured the 50<sup>th</sup> anniversary reconditioned bus.
- Held Mechanic & Operator Hiring Events.
- Launched the Ride Free Day on Election Day, Roll to the Polls..
- Held and Employee Banquet & Veterans Celebration.
- Hired our first, Senior Director of Customer Experience & Performance Management.
- Celebrated 50 years of serving Cuyahoga County on December 30, 2024.

#### **Grant Awards:**

- Ohio Department of Transportation (ODOT) - Ohio Transit Partnership Program (OTP2) - \$9.1 million for transit projects to purchase two new railcars and LED signage at GCRTA Healthline Stations.
- ODOT – Ohio Environmental Protection Agency - awarded approximately \$2.3M for the Diesel Emission Reduction Grant (DERG).
- Federal Transit Administration (FTA)- awarded a grant for \$700,000 to support TOD along the proposed Lorain Corridor.
- FTA's Low or No Emission Grant award \$10.6M to purchase new electric vehicles buses and install charging stations.
- ODOT – Urban Transit Program (UTP)- awarded \$4.2M to purchase 40' CNG Buses.
- FTA's All Station Accessibility Program awarded \$16.0M for Blue Line Light Rail ADA Station Rehabilitation Project.



Cuyahoga County Profile (2023) <sup>1</sup>			
		Number	Change from prior year
<b>Population</b>	2023 Population	1,233,088	-16,299
	% Change from last Decennial (2020)		-1.3%
	Projected 2030 Population (change from 2020)	1,154,210	-8.7%
	Land Area (sq. miles)	457.2	0
	% Female	52.1 %	-0.1 %
	Persons per Sq. Mile	2,697	-29
<b>Race &amp; Ethnicity</b>	% White	63.7 %	
	% Black	31.9 %	
	% Hispanic/Latino	7.2 %	
	% Asian/Pacific Islander	4.3 %	
	% American Indian/Alaskan Native	1.2 %	
	% Other	6.4 %	
<b>Housing</b>	Avg. persons per Household	2.21	-0.03
	# Housing Units	615,825	709
	Occupied Housing Units	555,988	1,006
	% Resident Home Ownership	61.4 %	1.8 %
	Housing Median Value (owner-occupied)	\$197,900	\$11,500
<b>Income</b>	Median Household Income	\$61,862	\$1,126
	% Population under Federal poverty line	15.7 %	-0.7 %
<b>Largest Cities</b> (population) <sup>2</sup>	Cleveland City (county seat)	362,670	(9,943)
	Parma City	78,952	(2,194)
	Lakewood City	50,229	(713)
	Euclid City	48,991	(701)
	Strongsville City	46,022	(469)
	Cleveland Heights City	44,694	(618)
	Westlake City	34,228	(256)
	North Olmsted City	32,031	(411)
	North Royalton City	31,013	(309)
	Garfield Heights City	29,369	(412)
<b>Land Usage</b> <sup>3</sup>	Developed/Urbanized	77.0 %	
	Bare/Mines	0.2 %	
	Forest	18.8 %	
	Pasture	1.4 %	
	Cropland	0.1 %	
	Wetlands	1.1 %	
	Open Water	0.4 %	

Figure 17

<sup>1</sup> 2023 American Community Survey 1-year average unless otherwise indicated.

<sup>2</sup> 2023 American Community Survey 5-year average vs. 2020 census data

<sup>3</sup> Last updated 2021

County Profile			
		Number	Change from prior year
<b>Education Resources<sup>4</sup></b>	School Districts	31	
	Public Schools	281	
	Non-Public Schools	152	
	4-Year Public Universities	1	
	2-Year Public Colleges	3	
	Private Universities & Colleges <sup>5</sup>	4	
	Public Libraries	9	
	Branch Libraries	67	
<b>Means of Transportation to Work<sup>6</sup></b>	Drive Alone	71.0 %	0.7%
	Carpool	7.8 %	1.4 %
	Public Transportation	3.3 %	0.6 %
	Walk	2.6 %	(0.3%)
	Other	1.6 %	0.1 %
	Work from Home	13.7 %	(2.4%)
<b>Travel Time to Work<sup>7</sup></b>	Less than 15 minutes	25.4 %	-0.1 %
	15 to 29 minutes	45.7%	1.5 %
	30 to 44 minutes	20.2 %	2.3 %
	45 to 59 minutes	5.0 %	0.7 %
	60 minutes or more	3.6 %	%
<b>Major Employers<sup>8</sup></b>	Cleveland Clinic Health Foundation	Healthcare provider	
	University Hospitals Health System	Healthcare provider	
	Group Management Services	Staffing and employment services firm	
	Minute Men Cos.	Staffing and employment services firm	
	U.S. Office of Personal Management	Federal government	
	Walmart	Operator of retail supercenters	
	Progressive Corp.	Insurance company	
	Amazon	Online retailer	
	Giant Eagle, Inc.	Multi-format food, fuel & pharmacy retailer	
	Accurate Staffing	Employment agency offering staffing and recruiting	
	State of Ohio	State government	
	Cuyahoga County	County government	
	The Metrohealth System	Healthcare provider	
	City of Cleveland	Municipal government	
	Summa Health	Healthcare provider	

Figure 18

<sup>4</sup> 2023 data <https://oeds.ode.state.oh.us/DataExtract><sup>5</sup> Excludes Notre Dame College which closed in 2024<sup>6</sup> 2020 census<sup>7</sup> 2020 census<sup>8</sup> Cuyahoga County 2022 Annual Information Statement – major employers in northeast Ohio with operations in Cuyahoga County



Figure 19

<sup>9</sup> Cuyahoga County General Population data from American Community Survey 2023 – 1-year estimate; Rider data from RTA 2024 Customer Experience Survey Wave 3; excludes riders under age 15

## Trends of Northeast Ohio compared to the State and National Averages

Cleveland's population has experienced fluctuations in recent years. As of 2022, the city's population was estimated at 361,607, ranking it 45th among the 50 largest U.S. cities. In 2023, estimates indicated a slight decline to 362,656 residents, a decrease of just 0.04% from 2022. Notably, 2024 marked the first year in a while that the city's population increased, albeit modestly by 1,016 residents.

Regarding unemployment, the Cleveland-Elyria metropolitan area saw significant improvements in 2024. In December 2024, the unemployment rate was 3.5%, down from 4.0% in September 2024. This trend reflects a broader recovery from the economic impacts of the COVID-19 pandemic, with unemployment rates returning to pre-pandemic levels.

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
2020	372,624	190,469	309,317	905,748	137,644	270,871
2023 ACS est.	362,670	188,692	311,112	886,365	135,507	265,306

Figure 21

County Population Changes				
County	2023	2010	Diff.	%
Ashtabula	96,845	101,490	-4,476	-4.41%
Cuyahoga	1,233,088	1,280,115	-30,728	-2.40%
Geauga	95,407	93,409	2,060	2.21%
Lake	231,640	230,050	1,792	0.78%
Lorain	317,910	301,371	14,897	4.94%
Medina	184,042	172,333	11,179	6.49%
Portage	162,665	161,425	320	0.20%
Summit	535,733	541,778	-5,896	-1.09%

Source: US Census Bureau

Unemployment Rates - History			
Year	National Avg.	Ohio	Cuyahoga County
2014	6.2	5.8	5.3
2015	5.3	5.0	4.4
2016	4.9	5.0	5.8
2017	4.4	5.0	4.7
2018	3.9	4.5	4.3
2019	3.7	4.2	3.9
2020	8.1	8.2	8.3
2021	5.4	5.1	4.9
2022	3.6	4.0	4.9
2023	3.8	3.8	3.2
2024 est.	4.1	4.4	3.5

Source – National & State – Bureau of Labor Statistics; County – Federal Reserve Economic Data

Figure 20

## NATIONAL TRANSIT TRENDS

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

Below is a comparison of total Cost per Unlinked Passenger Trip for Bus, Rapid Bus, Heavy Rail, and Light Rail. As the number of trips declined following COVID-19, the cost of providing each trip increased.

National Transit Database statistics are always behind two calendar years for final reporting purposes. For example, 2023 NTD data was not available until the end of the 2024 calendar year.

Cost of providing each Unlinked Passenger Trip Nationally (by mode):

	Bus	BRT*	Heavy Rail	Light Rail
2010	\$3.53	\$0.00	\$1.79	\$3.28
2011	\$3.58	\$3.43	\$1.83	\$3.21
2012	\$3.59	\$2.27	\$1.87	\$3.31
2013	\$3.64	\$2.11	\$1.91	\$3.46
2014	\$3.83	\$2.18	\$1.96	\$3.61
2015	\$4.03	\$2.41	\$2.05	\$3.82
2016	\$4.34	\$2.72	\$2.18	\$4.05
2017	\$4.71	\$3.05	\$2.28	\$4.30
2018	\$4.92	\$3.53	\$2.44	\$4.78
2019	\$5.27	\$3.35	\$2.46	\$5.14
2020	\$7.45	\$5.04	\$5.12	\$7.44
2021	\$10.42	\$7.37	\$5.83	\$13.46
2022	\$10.50	\$7.50	\$5.90	\$13.60
2023	\$10.60	\$7.60	\$6.00	\$13.70

Figure 23

Total Unlinked Passenger Trips Nationally (in millions):<sup>10</sup>

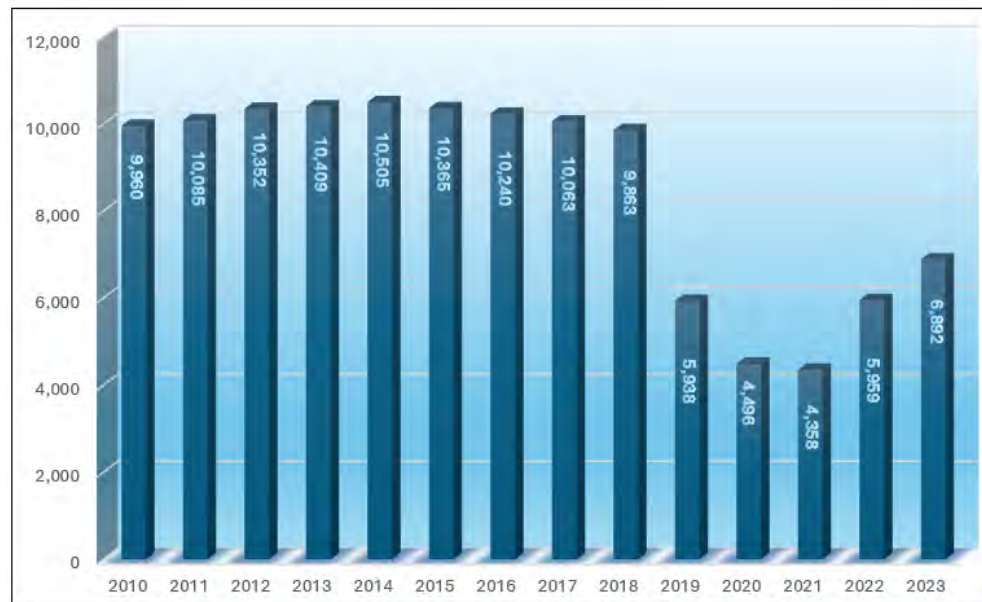


Figure 24

<sup>10</sup> Source: National Transit Summaries and Trends 2023



## OHIO TRANSIT TRENDS

The 9 Largest Agencies in Ohio as of 2023 – NTD data listed below:

Agency	Service Area (sq. mi)	Population	Mode	Unlinked Passenger Trips	Annual Passenger Miles	Vehicle Revenue Miles	Vehicles in Max Service	Vehicles Available for Max Service	Spare Ratio (%)
Akron (Metro)	420	541,879	DR	194,028	1,122,313	1,553,501	78	115	47.4%
			Bus	4,130,646	17,054,610	3,801,252	97	139	43.3%
Canton (SARTA)	581	375,586	DR	149,421	1,258,635	1,351,674	30	35	16.7%
			Bus	1,238,137	8,874,894	2,310,460	36	38	5.6%
Cincinnati (SORTA)	289	744,901	DR/PT	181,712	1,864,365	1,377,484	40	56	40.0%
			Bus	12,902,123	68,980,553	10,760,020	252	279	10.7%
Cleveland (GCRTA)	458	1,264,817	DR and DR/PT	603,394	5,259,433	4,567,633	129	165	27.9%
			HR	3,472,342	24,757,798	2,302,596	16	39	143.8%
			LR	662,113	3,151,808	476,284	8	28	250.0%
			Bus	15,963,454	64,887,266	13,181,735	220	314	42.7%
			RB	1,714,067	4,782,247	416,508	7	16	128.6%
Columbus (COTA)	336	1,413,382	DR/PT	397,584	3,151,021	3,716,975	84	110	56.6%
			Bus	11,128,906	48,130,550	9,692,809	189	296	31.0%
Dayton (GDRTA)	274	559,062	DR	191,185	1,664,570	1,619,622	54	73	35.2%
			Bus	5,954,305	38,567,303	4,961,102	76	140	84.2%
			TB	432,688	2,002,628	218,669	4	45	45.0%
Lake County (Laketran)	627	326,867	CB	59,168	1,282,395	365,995	13	20	53.8%
			DR	252,387	2,247,914	2,162,208	71	117	64.8%
			Bus	317,087	3,192,438	1,121,998	18	28	55.6%
Toledo (TARTA)	237	399,700	DR & DR/PT	226,874	1,419,004	1,384,056	74	78	5.4%
			VP	27,560	1,762,898	240,783	13	13	0.0%
			Bus	1,636,674	10,795,727	2,283,160	43	63	46.5%
Youngstown	331	426,657	DR	42,060	263,697	335,196	13	24	84.6%
			Bus	1,973,021	6,607,577	1,473,583	40	56	40.0%
Bus - Fixed Route Bus			TB - Trolley Bus		RB - Rapid Transit Bus				
DR - Demand Response			LR - Light Rail		DR/TX - Demand Response - Taxi				
DR/PT - Demand Response - Purchased Transportation			HR - Heavy Rail		VP - Vanpool				

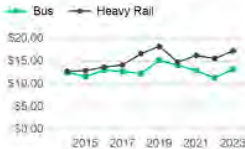
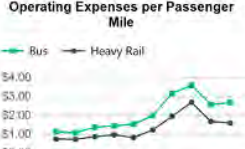
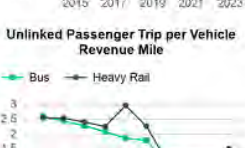
Figure 25

# National Transit Database: Greater Cleveland Regional Transit Profile

## 2023 Annual Agency Profile - The Greater Cleveland Regional Transit Authority (NTD ID 50015)

Mailing Address: 1240 W 6TH ST  
CLEVELAND, OH

Website: <http://www.riderta.com/>

Geographic Coverage			Service Consumed					
Primary Urbanized Area	Cleveland, OH		Annual Passenger Miles Traveled (PMT)	102,838,552		<div>Operating Expenses per Vehicle Revenue Mile</div> 		
Square Miles	714		Annual Unlinked Trips (UPT)	22,415,370				
Population	1,712,178		Average Weekday UPT	72,314				
Other Areas Served:	Ohio Non-UZA		Average Saturday UPT	36,741				
			Average Sunday UPT	38,566				
Service Area Population	1,264,817					<div>Operating Expenses per Passenger Mile</div> 		
Service Area Sq. Miles	458							
Assets			Service Supplied					
Revenue Vehicles	524		Annual Vehicle/Passenger Car Revenue Miles (VRM)	20,944,756				
Service Vehicles	234		Annual Vehicle/Passenger Car Revenue Hours (VRH)	1,565,468				
Facilities	145		Vehicles Operated in Maximum Service (VOMS)	380		<div>Unlinked Passenger Trip per Vehicle Revenue Mile</div> 		
Lane Miles	17.3		Vehicles Available for Maximum Service (VAMS)	562				
Track Miles	85.69							
Modal Characteristics								
Mode	Directly Operated VOMS	Purchased Transportation VOMS	Annual Passenger Miles Traveled	Annual Unlinked Passenger Trips	Annual Vehicle Revenue Miles			
Bus	220	0	64,887,266	15,963,454	13,181,735	1,049,697	0.00	
Bus Rapid Transit	7	0	4,782,247	1,714,067	416,508	47,659	14.10	
Demand Response	59	70	5,259,433	603,394	4,567,633	311,573	0.00	
Heavy Rail	16	0	24,757,798	3,472,342	2,302,596	123,971	38.10	
Light Rail	8	0	3,151,808	662,113	476,284	32,568	30.40	
Total	310	70	102,838,552	22,415,370	20,944,756	1,565,468	82.60	
Metrics			Service Efficiency			Service Effectiveness		
Mode	OE per VRM	OE per VRH	UPT per VRM	UPT per VRH	OE per PMT	OE per UPT		
Bus	\$13.23	\$166.09	1.2	15.2	\$2.69	\$10.92		
Bus Rapid Transit	\$11.07	\$96.77	4.1	36.0	\$0.96	\$2.69		
Demand Response	\$11.46	\$167.97	0.1	1.9	\$9.95	\$86.73		
Heavy Rail	\$17.25	\$320.42	1.5	28.0	\$1.60	\$11.44		
Light Rail	\$27.26	\$398.72	1.4	20.3	\$4.12	\$19.61		
Total	\$13.56	\$181.42	1.1	14.3	\$2.75	\$12.67		

2023 Funding Breakdown


Summary of Operating Expenses (OE)

Labor	\$212,896,608	75.0%
Materials and Supplies	\$24,849,313	8.7%
Purchased Transportation	\$10,280,173	3.6%
Other Operating Expenses	\$35,974,857	12.7%
Total Operating Expenses	\$284,000,951	100.0%
Reconciling OE Cash Expenditures	\$50,944,014	

Sources of Operating Funds Expended

Directly Generated	\$50,534,321
Federal Government	\$2,603,352
Local Government	\$242,201,399
State Government	\$677,088
Total Operating Funds Expended	\$296,016,160

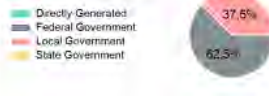
Operating Funding Sources



Sources of Capital Funds Expended

Directly Generated	\$0
Federal Government	\$37,778,748
Local Government	\$22,661,886
State Government	\$0
Total Capital Funds Expended	\$60,440,634

Capital Funding Sources



Operating Expense Detail			Uses of Capital			
Mode	Operating Expenses	Fare Revenues	Revenue Vehicles	Systems and Guideway	Facilities and Stations	Other
Bus	\$174,345,569	\$21,588,883	\$21,083,066	\$2,215,376	\$2,373,236	\$1,270,101
Bus Rapid Transit	\$4,611,862	\$1,712,290	\$175,249	\$0	\$0	\$0
Demand Response	\$52,335,249	\$1,427,538	\$108,756	\$0	\$0	\$0
Heavy Rail	\$39,722,855	\$4,045,712	\$13,004,846	\$6,987,637	\$674,158	\$0
Light Rail	\$12,985,416	\$1,040,707	\$0	\$12,418,995	\$129,214	\$0
Total	\$284,000,951	\$29,814,930	\$34,371,917	\$21,822,008	\$3,176,608	\$1,270,101

### 2023 Funding Breakdown

#### Summary of Operating Expenses (OE)

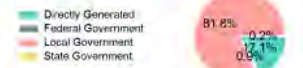
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Reconciling OE Cash Expenditures: \$50,944,014

#### Sources of Operating Funds Expended

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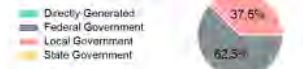
#### Operating Funding Sources



#### Sources of Capital Funds Expended

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Local Government	\$22,661,886
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<b>Total Capital Funds Expended</b>	<b>\$60,440,634</b>

#### Capital Funding Sources



#### Operating Expense Detail

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<b>Total</b>	<b>\$284,000,951</b>	<b>\$29,814,930</b>	<b>\$34,371,917</b>	<b>\$21,622,008</b>	<b>\$3,176,608</b>	<b>\$1,270,101</b>

#### Uses of Capital

### 2023 Asset Management

#### Transit Asset Management (TAM) Tier

Tier I (Rail)

TAM Sponsor NTD ID

#### Metrics

Mode	Vehicles Operated in Max. Service	Vehicles Available for Max. Service	%Spare Vehicles	Avg. Fleet Age (yrs)
Bus	220	314	42.7%	5.5
Bus Rapid Transit	7	16	128.6%	2.0
Demand Response	129	165	27.9%	5.1
Heavy Rail	16	39	143.8%	39.0
Light Rail	8	28	250.0%	42.0

## BUDGET MANAGEMENT PROCESS

For the Authority, the fiscal and calendar years coincide. The operating budget process begins in June with the development of the Tax Budget, and in August with the development of the Capital and Operating Budgets. The Authority prepares a Tax Budget as required by the Ohio Revised Code for being a political subdivision of the State of Ohio. The Tax Budget presents the projection of revenues and estimate of expenses for the next fiscal year. The Tax Budget is presented to the Board of Trustees in July and submitted to the County Budget Office in the same month.

The Capital Budget and the Tax Budget are essential components of the base level appropriations assumed for the succeeding budget cycle. The development of the tax budget begins the annual budget process for both operating and capital.

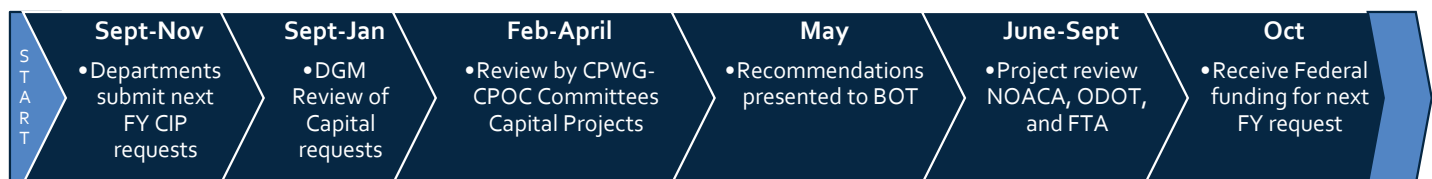
## CAPITAL IMPROVEMENT PLAN (CIP)

**The Capital Improvement Plan (CIP)** provides a five-year plan to provide for the purchase, maintenance, and improvement of the Authority's capital assets. The CIP cycle begins in August, 14 months prior to the October start of the federal fiscal year and 17 months prior to the January start of the Authority's fiscal year. For example, the CIP cycle starts with departments submitting capital requests in September 2024 that would be programmed for the CIP budget in fiscal year 2026.

Process:

- September through November – **Departments** submit capital requests.
- February - Capital Program Working Group (**CPWG**) reviews and ranks requests using Federal Transit Administration (FTA) asset management standards. CPWG consists of department representatives, project managers, and assigned staff from Office of Management & Budget (OMB).
- March to April - the Capital Program Oversight Committee (**CPOC**) reviews each of the recommended projects, aligns funding, and identifies the priority projects to be implemented in the five-year capital plan. The CPOC consists of General Manager/CEO, Deputy General Managers and members of OMB.
- May - the 5-year CIP Resolution is presented to the **Board of Trustees** at a public hearing during a committee meeting. The first year of the five-year CIP budget is approved by Resolution by the Board of Trustees.
- June – the 5-year CIP is submitted to the Northeast Ohio Areawide Coordinator Agency (**NOACA**), Northeast Ohio's Metropolitan Planning Office (MPO). NOACA reviews the 5-year CIP over a 5-month process then submits the five-year CIP to the Ohio Department of Transportation (**ODOT**) and the Federal Transportation Administration (**FTA**) for submission in the next federal fiscal year, beginning the following October.

### 14 Month CIP Timeline Highlights from Project Origination to Project Funding



## OPERATING BUDGET

The **Operating Budget** provides annual funding for the daily operating activities of the Authority.

- The Operating Budget cycle begins in June with the creation of the **Tax Budget**. The Tax Budget is developed to project the next fiscal year revenues and estimated expenses. The Tax Budget is presented to the Board of Trustees for approval in July accompanying a public hearing. Once approved, the Authority submits a copy of the Tax Budget to the Cuyahoga County Fiscal Officer and the State Auditor.
- OMB staff, using the Tax Budget as a guide, adjusts the budget starting in August for any non-recurring costs, contracts, binding commitments, or inflation to develop the **Base Budget**, which serves as the starting point for the following year's operating budget creation. The Base Budget consists of budgets from each of the Departments. The Department directors and managers review their base budgets and submit requests for adjustments. New requests are submitted based on the Strategic Plan and feedback provided through quarterly customers surveys and semiannual community surveys. Discussions are held in mid-September between OMB and the Departments to finalize the budget, which includes staffing level, commitments, recurring costs, and recommended initiatives under the direction of the General Manager/CEO.
- The finalized **General Manager/CEO's Recommended Budget** is the refined Base Budgets and negotiated adjustments. It satisfies the Authority's financial policies and supports the Authority's mission and strategic plan success outcomes. The General Manager/CEO's Recommended Budget along with the service levels for the next fiscal year is presented to the Executive Management Team (EMT) in October and then 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 by the **Board of Trustees** at the December Board Meeting. Upon approval, OMB loads the operating budget for the new fiscal year.

### 12 Month Operating Budget Highlights from Tax Budget to BOT Approval



## BUDGET MONITORING AND CONTROL

OMB monitors all revenues and expenses monthly. The Authority focuses largely on the top two outside revenue sources that support the Operating Expenditures (Passenger Fares and Sales and Use Tax) and the significant three expenditures (Salaries/Overtime, Payroll Taxes/Fringe Benefits, and Services/Materials & Supplies). Quarterly financial reports inform the General Manager/CEO and the Board of Trustees (BOT) of how revenues and expenses are performing compared to the budget throughout the year. These reports are used to determine whether transfers and/or adjustments are needed to realign the current year budget. Interdepartmental transfers are the main method of adjusting the Operating Budget. The BOT's General Manager/CEO has the authority to transfer appropriations within and between departments, which are reported monthly to the BOT. An increase to the overall budget appropriation, if needed, requires BOT approval.

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

## BUDGET DEVELOPMENT CALENDAR

<b>January</b> <ul style="list-style-type: none"> <li>•Finalize Previous Fiscal Year-end</li> <li>•Encumbrance Roll</li> <li>•New Fiscal Year begins Prepare Budget Book</li> </ul>	<b>February</b> <ul style="list-style-type: none"> <li>•Capital Program Working Group (CPWG) Meetings-Capital Improvement Plan (CIP)</li> </ul>	<b>March</b> <ul style="list-style-type: none"> <li>•Capital Program Oversight Committee (CPOC) Meetings: CIP</li> </ul>
<b>April</b> <ul style="list-style-type: none"> <li>•Finalize 1st Qtr Projections</li> <li>•Legal Notice: CIP &amp; Public Hearing</li> </ul>	<b>May</b> <ul style="list-style-type: none"> <li>•5-year CIP Presentation to BOT</li> <li>•Tax Budget Extension, if needed</li> </ul>	<b>June</b> <ul style="list-style-type: none"> <li>•Legal Notice: Tax Budget &amp; Hearing</li> </ul>
<b>July</b> <ul style="list-style-type: none"> <li>•Finalize 2nd Qtr Projections</li> <li>•Tax Budget presentation to BOT and BOT Approval</li> <li>•Submit Tax Budget to Cuyahoga County Fiscal Office</li> </ul>	<b>August</b> <ul style="list-style-type: none"> <li>•Upcoming FY Operating Budget Planning Kickoff</li> <li>•Future FY + 1 CIP Planning Kickoff</li> </ul>	<b>September</b> <ul style="list-style-type: none"> <li>•Next FY CIP: Departments Submit requests through Apex</li> <li>•RTA Service Plan Due</li> <li>•Next FY Base Budget Due</li> <li>•Present next FY Base Budget to CEO and EMT</li> </ul>
<b>October</b> <ul style="list-style-type: none"> <li>•Finalize 3rd Qtr Projections</li> <li>•Present Next FY recommended budget to CEO and EMT</li> <li>•Load next FY CIP</li> <li>•Finalize Budget Transmittal Letter</li> </ul>	<b>November</b> <ul style="list-style-type: none"> <li>• Future FY + 1 CIP projects due</li> <li>•Upcoming FY Budget 1st presentation to BOT and public hearing</li> <li>•Presentation to BOT on next FY service plan</li> </ul>	<b>December</b> <ul style="list-style-type: none"> <li>•Next FY Budget 2nd presentation to BOT and public hearing</li> <li>• DGM review of upcoming CIP projects and approval</li> <li>•Next FY Budget approved by BOT</li> <li>• Load Next FY Budget</li> <li>•Inventory Roll</li> <li>•Prepare for year-end encumbrance roll</li> </ul>



## Strategic Plan

GCRTA's [Strategic Plan](#) was approved by the BOT in 2020. It establishes a 10-year framework for the future of the Authority. It is a compilation of key highlights and technical information that encompasses five pillar studies (defined in the chart below) that informed the Plan's development and direction. The Authority's Strategic Plan is used to develop the TRACTION Scorecards for each division and the Authority as a whole. The Authority uses the TRACTION Scorecards to identify performance metrics and goals to improve GCRTA in identified success outcomes.

RTA is customer-focused and community-engaged to drive the region forward. This undertaking encapsulates RTA's need to focus on service to customers, while considering larger societal conversations across the region.

The CEO initiated a process to establish a clear vision and definition for the success of the Authority. The process engaged a consultant to collaborate with the Executive Management Team to redefine the Mission, Vision, and Success Outcomes for GCRTA and to develop TRACTION, a program to develop and track strategies to improve performance. An update to TRACTION is presented to the Board of Trustees quarterly. Tactics, daily, weekly, and monthly metrics aligned to the Strategic Plan, are reported monthly.

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

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

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

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



## MISSION, VISION, AND VALUES

**Mission:** Connecting the Community

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

**Values:**

Diversity & Inclusion: The inclusion of individuals representing more than one: gender, race, sex, national origin, color, religion, socioeconomic stratum, sexual orientation. Better insights and business decisions can be achieved because of the inclusion of team members with varied experiences, ideas, cultures, and perspectives.

Ethics and Integrity: We are dedicated to the highest ethical standards, including uncompromising honesty and integrity in our daily activities.

Fiscal Responsibility: We are committed to managing every taxpayer and customer-generated dollar as if it were coming from our own pocket.

Innovation: Boldly trailblazing on the leading edge of transit industry innovations in equipment, technology, employee development and learning, partnerships, and overall operational impacts.

Respect: We will treat all members of the RTA family, our customers and the public with dignity and respect.

Responsibility and Accountability: Every individual is accountable. Meeting our individual responsibilities will ensure that collectively, RTA is a high-performing organization. We will meet all regulations and commitments and continually strive to improve.

Safety: The safety of our passengers, our employees and the public is always our top priority.

Service Excellence: We will provide safe, clean, reliable, on-time, courteous service that our customers and the community will view as outstanding.

Teamwork: We believe in teamwork and will foster a spirit of cooperative effort within RTA and with our partners.

## Performance Management

**TRACTION** was deployed in 2022 as an update to the TransitStat performance management program that began in 2007. TRACTION utilizes Scorecards to identify performance metrics and goals to improve GCRTA in identified **success outcomes**. TRACTION Scorecards track data monthly and quarterly at the organization, division, and department levels. These are derived from the Authority's strategic plan, mission and vision, and customer, community, and employee survey data obtained throughout the year.

## SUCCESS OUTCOMES

### Customer Experience

- Net Promotor Score
- Overall Customer Satisfaction
- On-Time Performance - Impression
- On-Time Performance - Actual
- Personal Safety/Security- Perception
- Vehicle Cleanliness - Perception

### Financial Health

- Competitive Capital Grants
- Transfer from Revenue Stabilization
- General Fund Transfer to Capital / Rolling Stock Reserve Fund

### Community Impact

- Perceived Value – Personal Relevance
- Transit Oriented Development (TOD) on RTA properties
- Economy: Ratio of Private Sector Investment to Major Capital Investment
- Equity: Capital Dollars Invested in Environmental Justice Zones / Communities
- Environment: Emissions Reduction

### Employee Investment

- Vacancy Fill Rate: Operators (Bus, Paratransit, Rail), Mechanics, Transit Police
- Cultivate Internal Talent Pipeline
- Agencywide Retention Rate
- Vacancy Fill Rate: Non-Bargaining

Performance metrics are reviewed along with the next fiscal year's performance goals and updated as needed starting at the organization level, then filtered down to the division and department levels. Each scorecard can be found in the Division pages of the Department Budget section. Each metric is linked to a different information system that provides updates throughout the year. The current information systems utilized are:

- Customer survey- conducted once per quarter
- Community survey- conducted twice per year
- Employee Survey- conducted once per year
- Financial Data- tracked and provided by the Finance division
- Performance Data- tracked and provided by the division

The three most important goals identified through the 2024 TRACTION process were 1) reduce the operator, mechanic, and transit police vacancies, 2) improve the perception of personal security while waiting/on a bus/train, and 3) increase the vacancy fill rate for non-bargaining positions. Highlights from 2024 TRACTION include a redesign of the TRACTION website, ETC Institute conducts quarterly customer surveys (four times per year), semi-annual community surveys, and annual employee surveys, which will continue in 2025; Non-bargaining employee performance appraisals were updated to include TRACTION scorecards and GCRTA values; and a Seat Replacement Project – replaced all heavy rail seats with vinyl seats to improve cleanliness in response to customer feedback through TRACTION surveys. TRACTION has increased communication, accountability, and interaction between the CEO, DGM's, Directors, and other senior-level leaders.

In addition to the Scorecards there are individual tactics. A tactic is defined at the beginning and reported monthly throughout the fiscal year. A tactic is an individually focused project or activity tracked monthly that will have a noticeable, measurable impact on success outcomes. GCRTA conducts performance management forums on the Success Outcomes on a quarterly basis. With the identified information systems, GCRTA is able to

rely on regularly updated data (through information systems) to move forward in connection with the strategic plan.

Throughout 2025, TRACTION will be continually rolled out to all levels within the Authority to connect the community through customer experience and performance monitoring, analysis, and management. GCRTA will be incorporating The Scorecard performance methodology to individual employee evaluations in an effort to build ownership at the employee level and move the organization to deliver its mission.

The organizational scorecard is revised from year to year to adapt to evolving challenges. The Organizational Scorecard 2024 results and 2025 goals are shown below.



## Organizational Scorecard

Success Outcomes	Metric	Definition	FY2024 Performance Goals	FY 2024 Actual Results	FY2025 Performance Goals	Objective	Information System
Customer Experience	Net Promoter Score	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA; Promoters are 9-10 and Detractors are 0-6.	21	42	29	↑	Customer Survey
	Overall Customer Satisfaction	The % of customers who are satisfied or very satisfied with GCRTA	66%	74%	74%	↑	Customer Survey
	Personal Safety/Security - Perception	The average % of customer who agree or strongly agree that they feel safe on board the vehicle and safe while waiting for the vehicle	65%	66%	68%	↑	Customer Survey
	On-Time Performance - Impression	The % of customers who agree or strongly agree that service is on time	72%	72%	76%	↑	Customer Survey
	On-Time Performance - Actual	The % of actual on-time performance	85%	82%	83%	↑	Performance Data
	Vehicle Cleanliness - Perception	The % of customer who agree or strongly agree that the vehicles are clean	56%	53%	59%	↑	Customer Survey
Community Impact	Perceived Value - Personal Relevance	% of the community who believe GCRTA brings value to them	54%	58%	62%	↑	Community Survey
	Transit Oriented Development (TOD) on RTA properties	The number of TOD projects taken through contract with a development partner and securing Board approval authorizing the development partner to proceed within calendar year 2025	NA	NA	4	↑	Performance Data
	Economy: Ratio of Private Sector Investment to Major Capital Investment	The construction value ratio of development within 1/4 mile of active and recently completed (3yr completion) major capital projects (budget > \$1 M)	7	7.74	7	↑	Performance Data
	Equity: Capital Dollars Invested in Environmental Justice Zones/Communities	The % of major projects awarded (> 1 million) within EJ communities	77%	54%	80%	↑	Performance Data
	Environment: Emissions Reduction	% Reduction of Type I and II emissions per passenger-mile traveled on RTA	8%	13%	8%	↑	Performance Data
Employee Investment	Vacancy fill rate: Operators (Bus, Paratransit, Rail), Mechanics, Transit Police	The % of positions filled for Operators, Mechanics, Transit Police (RTA budget to actual Report)	95%	90%	95%	↑	Performance Data
	Cultivate Internal Talent Pipeline	Increase the percent of internal promotions (compared to external hires) 5% compared to 2024.	36%	31%	36%	↑	Performance Data
	Agencywide Retention Rate	% of employees retained by quarter for agency. % of mission critical employees retained for Operators, Mechanics, & Transit Police.	90%	97%	90%	↑	Performance Data
	Vacancy fill rate: Non-Bargaining	The % of positions filled for non-bargained positions (RTA budget to actual Report)	95%	95%	95%	↑	Performance Data
Financial Health	Competitive Capital Grants	Competitive Capital Grant dollars awarded in calendar year	\$35,000,000	\$60,847,694	\$35,000,000	↑	Oracle / TrAMS
	Transfer from Revenue Stabilization Fund	Under \$40 M. *Metric requires comparison between revenues/expenses, 2024 Y/E accounting may influence the goal*	NA	\$30,000,000	\$40,000,000	↓	Oracle
	General Fund Transfer to Capital / Rolling Stock Reserve Fund	Transfer to capital and reserve funds (Rolling Stock) above Board Policy	\$ 10,000,000	\$ 11,644,837	\$10,000,000	↑	Oracle

### Glossary

Please visit <http://www.riderta.com/budget/2025> for a complete glossary

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# 2025 Fund Policies & 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 to best account for its various revenues that are designated for specific purposes.

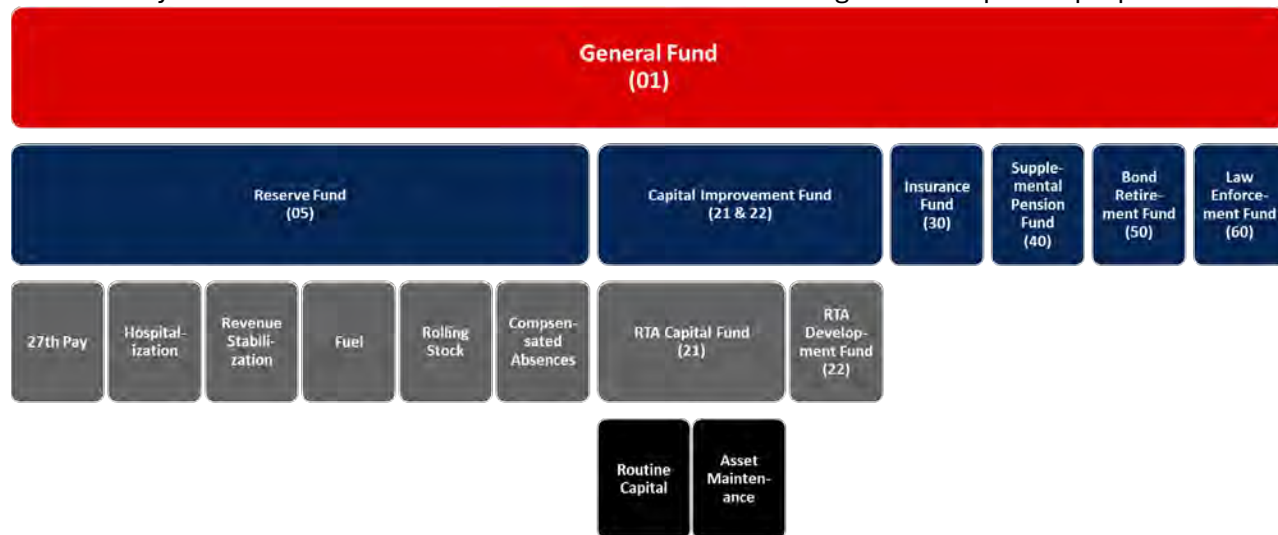


Figure 26

The Authority is an independent, special purpose political subdivision of the State of Ohio. While reporting financial position, results of operations and changes in fund balances on the basis of generally accepted accounting principles (GAAP), the budgetary basis as provided by law and described above is based upon accounting for certain transactions on a basis of cash receipts, disbursements, and encumbrances. The Statement of Revenues, Expenditures, and Changes in Fund Balance – Budget (non-GAAP Basis) and Actuals is presented for the General Fund on the budgetary basis to provide a meaningful comparison of actual results with the budget. The major differences between the budget basis and the GAAP are:

- Revenues are recorded when received in cash (budget) as opposed to when earned (GAAP).
- Expenditures are recorded when in paid in cash (budget) as opposed to when the liability is incurred (GAAP).
- Encumbrances are treated as expenditures (budget) rather than restricted, committed, or assigned fund balance (GAAP).
- Unrecorded cash represents amounts received but not reported on the fund statements (budget), but which is reported on the GAAP basis operating statements.
- Investments are reported at cost (budget) rather than fair market value (GAAP).
- Budgetary revenues and expenditures of the economic incentive and fund are classified to the general fund for GAAP reporting.

The Available Ending Balance (also referred to as **Fund Balance**) for the fund statements represents the unreserved balance. The **Fund Balance** provides a measure of a fund's financial health. The following analysis focuses on the Authority's funds and addresses future trends within those balances. The analysis also presents details on revenue and expenditure trends.

$$\begin{aligned} \textit{Beginning Balance} + \textit{Current Revenues} &= \textit{Total Resources} \\ \textit{Total Resources} - \textit{Total Current Expenditures} \\ &= \textit{Available Ending Balance (Fund Balance)} \end{aligned}$$

## All Funds

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

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

GCRTA has been diligent in creating a sustainable budget. The Authority's 2025 All Funds forecast is \$317.6 million in available ending balance.



## All Funds Balance Analysis

	FY 2024 Amended Budget	FY 2024 Actual	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
<b>Revenues</b>					
Operating Revenues					
Passenger Fares	\$ 30,656,522	\$ 32,917,906	\$ 32,000,000	\$ 33,400,000	\$ 34,500,000
Advertising & Concessions	1,579,775	1,312,416	2,062,000	2,062,000	2,062,000
Naming Rights	432,800	308,997	485,300	485,300	485,300
Investment Income	6,358,672	16,768,766	10,335,000	8,333,000	7,281,000
<b>Total Operating Revenues</b>	<b>39,027,769</b>	<b>51,308,085</b>	<b>44,882,300</b>	<b>44,280,300</b>	<b>44,328,300</b>
Non-Operating Revenues					
Sales & Use Tax	263,529,810	264,667,704	267,500,000	272,000,000	276,100,000
Reimbursed Expenditures	12,538,128	13,193,480	5,000,000	13,270,000	23,900,000
Federal Revenue	71,876,582	92,498,466	120,939,575	102,611,773	82,547,867
State Revenue	41,116,997	639,712	20,000,000	20,000,000	15,000,000
Other Non-Operating Revenue	28,166,130	525,989	36,015,000	26,515,000	1,510,000
<b>Total Non-Operating Revenues</b>	<b>417,227,647</b>	<b>371,525,351</b>	<b>449,454,575</b>	<b>434,396,773</b>	<b>399,057,867</b>
<b>Total Revenues</b>	<b>456,255,416</b>	<b>422,833,437</b>	<b>494,336,875</b>	<b>478,677,073</b>	<b>443,386,167</b>
<b>Expenditures</b>					
Operating Expenditures					
Salaries & Overtime	172,527,000	170,628,006	181,582,000	180,598,230	185,151,874
Payroll Taxes & Fringes	63,509,960	65,609,395	66,164,000	65,979,520	67,810,896
Fuel (Diesel, CNG, Propulsion Power, Propane, Gasoline)	9,300,000	8,379,915	9,867,000	8,882,021	8,972,000
Utilities	3,300,000	3,683,627	4,286,000	4,188,440	4,244,440
Inventory	13,900,000	15,249,778	13,000,000	13,000,000	13,000,000
Services, Materials & Supplies	23,800,000	23,436,074	25,528,000	22,126,792	22,161,617
Purchased Transportation	17,400,000	15,795,313	16,697,000	17,030,930	17,450,000
Other Expenditures	6,700,000	6,299,704	6,678,000	7,056,356	7,079,556
<b>Total Operating Expenditures</b>	<b>310,436,960</b>	<b>309,081,810</b>	<b>323,802,000</b>	<b>318,862,289</b>	<b>325,870,383</b>
Non-Operating Expenditures					
Capital Outlay	247,777,170	99,471,003	181,740,767	135,534,452	121,440,343
Debt Service	9,476,450	9,476,450	9,470,500	7,632,750	3,146,000
Other Expenditures	3,138,500	2,061,215	3,135,500	3,335,500	3,535,500
<b>Total Non-Operating Expenditures</b>	<b>260,392,120</b>	<b>111,008,668</b>	<b>194,346,767</b>	<b>146,502,702</b>	<b>128,121,843</b>
<b>Total Expenditures</b>	<b>570,829,080</b>	<b>420,090,479</b>	<b>518,148,767</b>	<b>465,364,991</b>	<b>453,992,226</b>
Excess/(Deficiency) of Total Revenues over Total Expenditures	(114,573,664)	2,742,958	(23,811,892)	13,312,082	(10,606,059)
Beginning Balance	440,574,517	440,574,517	469,838,269	446,026,377	459,338,459
<b>Estimated Available Ending Balance</b>	<b>\$ 326,000,853</b>	<b>\$ 443,317,475</b>	<b>\$ 446,026,377</b>	<b>\$ 459,338,459</b>	<b>\$ 448,732,400</b>

Figure 27

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 through the Strategic Plan, reflecting the growth experienced by GCRTA with the last update on December 21, 2021. The Financial Policies are under Part Four- Finance Code of the Board Codified Rules and Regulations, specifically Chapter 460: Financial Policies and Procedures, Funds.

Chapter 460 of the Codified Rules and Regulations provides a comprehensive framework for the management of revenues and financial resources of the Authority. It provides guidelines for decision-making by the Board of Trustees and management on how the financial resources of the Authority shall be used to achieve the Authority's mission to provide public transportation services; to meet the obligations of the Authority; and to protect the public interest.

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

investment of Authority's funds. The following goals and priorities are Board approved for the General Fund, Capital Improvement Fund, and Bond Retirement Fund.

<b>Goal</b>	<b>Value</b>
Operating Ratio	> 25%
Operating Ending Balance	Reserve $\geq$ 1 month
Growth in Cost per Service Hour	$\leq$ rate of inflation
Debt Service Coverage	$\geq$ 1.5
Sales & Use Tax Revenue allocated annually to Capital Improvement	$\geq$ 10%
Capital Maintenance Outlay to Capital Expansion	75 $\leq$ 90%

Detailed explanations of these policies are identified in the following policy statements.

## FINANCIAL POLICIES - ALL FUNDS

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

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

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

**Implementation:** The Board of Trustees ("BOT" or "Board") has adopted other policy goals that go beyond the statutory requirement listed above and requires certain reserves in each fund. The specific requirements are discussed under the appropriate fund policy statement.

In the All Funds budget for 2025, resources total \$835.8 million (current budgeted revenues of \$494.3 million plus a beginning balance of \$341.5 million). Total budgeted expenditures for 2025 is \$518.1 million, which is within the resources available.

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

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

**Implementation:** For the General Fund, the policy limits growth in the cost of providing services (measured by cost per hour of service) to no more than the rate of inflation. This policy goal allows the Authority to maximize the use of its resources and provide the most direct service possible.

The operating expenditures budgeted in the 2025 General Fund, which exclude transfers to other funds, are \$323.8 million, which represents an increase of 4.3% over the 2024 amended budget and an increase of

4.8% over the 2024 expense. The 2025 budget includes an increase in service hours of 14% due to increasing demand for Paratransit services. The inflation rate for 2025 is projected to be 2.2%. In the Capital Improvement Fund, economies are sought to minimize the costs of capital projects. Construction management activities ensure the timely completion of these projects at the lowest cost. Cost savings are also possible by planning for the purchase of similar types of equipment in larger quantities. Additionally, capital investment is encouraged where operating cost savings and operational efficiencies result.

**Policy Goal:** *460.09(a) Achieve the maximum financial return for the Authority consistent with prudent market and credit risks while conforming to applicable State and Federal laws and consistent with the cash flow requirements of the Authority, matching maturities and/or marketability at par, to meet outstanding obligations and financial commitments.*

**Rationale:** Investment income is a material resource for the Authority and makes funds management a priority. Investment decisions should attempt to increase yields without risking the principal or the liquidity position. Idle cash balances will be invested whenever possible to maximize investment income.

**Implementation:** Monthly reports summarizing investment transactions and earnings are provided to the Board. The Ohio Uniform Depository Act (ORC 135) and the Authority’s cash management investment policy allow the Authority to invest in various types of financial instruments. As of December 31, 2024, GCRTA’s investment portfolio was comprised of:

Financial Instrument	Average Maturity
Money Market Account	3 days
Key Bank Sweep Account	1 day
State Treasury Asset Reserve of Ohio (STAR Ohio)	1 day
Earnings Credit Rate Account	1 day
US Government Securities	328 days

GCRTA’s average yield on its portfolio during 2024 was 4.45%. This is 51 basis points below the performance standard yield of 4.96% and 36 basis points below the market average yield of 4.81%. The 2025 investment income is budgeted at \$10,335,000.

## 2025 Funds Budgeted Summary

	General Fund	RESTRICTED FUNDS							Total of All Funds
		RTA Development Fund	RTA Capital Fund	Bond Retirement Fund	Insurance Fund	Supplemental Pension Fund	Law Enforcement Fund	Reserve Fund	
		CAPITAL FUNDS							
Revenues									
Operating Revenues									
Passenger Fares	\$ 32,000,000								\$ 32,000,000
Advertising & Concessions	2,062,000								2,062,000
Naming Rights	485,300								485,300
Investment Income	1,000,000	\$ 1,000,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 30,000	\$ 5,000	\$ 8,000,000	10,335,000
Total Operating Revenues	35,547,300	1,000,000	100,000	100,000	100,000	30,000	5,000	8,000,000	44,882,300
Non-Operating Revenues									
Sales & Use Tax	267,500,000								267,500,000
Reimbursed Expenditures	5,000,000								5,000,000
Federal		120,939,575							120,939,575
State		20,000,000							20,000,000
Bond Proceeds									
Other Non-Operating Revenue	1,500,000	34,500,000					15,000		36,015,000
Total Non-Operating Revenues	274,000,000	175,439,575					15,000		449,454,575
Transfers									
Transfer from General Fund			18,074,438	9,184,042	3,000,000			10,878,615	
Transfer from RTA Capital Fund		15,500,000							
Transfer from Reserve Fund									
For Compensated Absences	-								
For Fuel	-								
For Hospitalization	-								
For Rolling Stock Reserve		10,000,000							
For 27th Pay	4,500,000								
For Revenue Stabilization	50,500,000								
Total Transfers	55,000,000	25,500,000	18,074,438	9,184,042	3,000,000	-	-	10,878,615	
Total Revenues	364,547,300	201,939,575	18,174,438	9,284,042	3,100,000	30,000	20,000	18,878,615	494,336,875
Expenditures									
Operating Expenditures									
Salaries & Overtime	181,582,000								181,582,000
Payroll Taxes & Fringes	66,164,000								66,164,000
Fuel (Diesel, CNG, Propulsion Power, Propane, Gasoline)	9,867,000								9,867,000
Utilities	4,286,000								4,286,000
Inventory	13,000,000								13,000,000
Services, Materials & Supplies	25,528,000								25,528,000
Purchased Transportation	16,697,000								16,697,000
Other Expenditures	6,678,000								6,678,000
Total Operating Expenditures	323,802,000								323,802,000
Non-Operating Expenditures									
Capital Outlay		177,102,767	4,638,000						181,740,767
Debt Service (Principal & Interest)				9,470,500					9,470,500
Other Expenditures				1,500	3,100,000	9,000	25,000		3,135,500
Total Non-Operating Expenditures	-	177,102,767	4,638,000	9,472,000	3,100,000	9,000	25,000		194,346,767
Sub-Total Expenditures	323,802,000	177,102,767	4,638,000	9,472,000	3,100,000	9,000	25,000		518,148,767
Revenues less Expenditures	40,745,300	24,836,808	13,536,438	(187,958)	-	21,000	(5,000)	18,878,615	(23,811,892)
Transfers to Other Funds									
Transfer to General Fund									
Transfer to Insurance Fund	3,000,000								
Transfer to Supplemental Pension Fund	-								
Transfer to Bond Retirement Fund	9,184,042								
Transfer to RTA Capital Fund	18,074,438								
Transfer to RTA Development Fund			15,500,000						
Transfer to Reserve Fund									
For Rolling Stock Reserve	10,000,000							10,000,000	
For 27th Pay	878,615							4,500,000	
For Revenue Stabilization								50,500,000	
Total Transfers to Other Funds	41,137,095		15,500,000					65,000,000	
Total Expenditures	364,939,095	177,102,767	20,138,000	9,472,000	3,100,000	9,000	25,000	65,000,000	518,148,767
Excess/(Deficiency) of Total Revenues over Total Expenditures									
	(391,795)	24,836,808	(1,963,562)	(187,958)	-	21,000	(5,000)	(46,121,385)	(23,811,892)
Beginning Balance	33,023,402	283,927,386	5,358,980	1,308,786	7,509,651	1,471,847	288,909	136,949,309	469,838,269
Available Ending Balance	\$ 32,631,607	\$ 308,764,194	\$ 3,395,418	\$ 1,120,828	\$ 7,509,651	\$ 1,492,847	\$ 283,909	\$ 90,827,924	\$ 446,026,377

Figure 28

The different colors show how dollars move between funds, revenues, and expenditures.

# General Fund

## Balance Analysis

The General Fund includes the operating budget of the Authority. It accounts for all revenues and expenditures, including all personnel costs (salaries, overtime, taxes, fringes, etc.) The General Fund does not include activities related to funds set aside for capital improvements, debt service, catastrophic/extraordinary losses, supplemental pension benefits, economic downturns, or replacement of revenue vehicles.

In the General Fund budget for 2025, resources total \$401.3 million (current budgeted revenues of \$364.5 million plus a beginning balance of \$36.8 million). Total budgeted expenditures for 2025 is \$364.9 million, which is within the resources available. The available ending balance of \$33.6 million, represents a 1.2 month reserve which meets the one-month reserve requirement.

# General Fund Balance Analysis

	FY 2024 Amended Budget	FY 2024 Actual	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
<b>Revenues</b>					
Operating Revenues					
Passenger Fares	\$ 30,656,522	\$ 32,917,906	\$ 32,000,000	\$ 33,400,000	\$ 34,500,000
Advertising & Concessions	1,579,775	1,312,416	2,062,000	2,062,000	2,062,000
Naming Rights	432,800	308,997	485,300	485,300	485,300
Investment Income	1,013,672	1,972,742	1,000,000	1,000,000	950,000
<b>Total Operating Revenues</b>	<b>33,682,769</b>	<b>36,512,061</b>	<b>35,547,300</b>	<b>36,947,300</b>	<b>37,997,300</b>
Non-Operating Revenues					
Sales & Use Tax	263,529,810	264,667,704	267,500,000	272,000,000	276,100,000
Reimbursed Expenditures	12,538,128	13,193,480	5,000,000	13,270,000	23,900,000
Other Non-Operating Revenue	1,625,336	505,989	1,500,000	1,500,000	1,500,000
Transfers from the Reserve Fund - Other Sub-Funds	1,644,837	1,644,837	4,500,000	-	-
Transfer from Reserve Fund - Revenue Stabilization	30,000,000	30,000,000	50,500,000	39,000,000	24,500,000
<b>Total Non-Operating Revenues</b>	<b>309,338,111</b>	<b>310,012,010</b>	<b>329,000,000</b>	<b>325,770,000</b>	<b>326,000,000</b>
<b>Total Revenues</b>	<b>343,020,880</b>	<b>346,524,071</b>	<b>364,547,300</b>	<b>362,717,300</b>	<b>363,997,300</b>
<b>Expenditures</b>					
Operating Expenditures					
Salaries & Overtime	172,527,000	170,628,006	181,582,000	180,598,230	185,151,874
Payroll Taxes & Fringes	63,509,960	65,609,395	66,164,000	65,979,520	67,810,896
Fuel (Diesel, CNG, Propulsion Power, Propane, Gasoline)	9,300,000	8,379,915	9,867,000	8,882,021	8,972,000
Utilities	3,300,000	3,683,627	4,286,000	4,188,440	4,244,440
Inventory	13,900,000	15,249,778	13,000,000	13,000,000	13,000,000
Services, Materials & Supplies	23,800,000	23,436,074	25,528,000	22,126,792	22,161,617
Purchased Transportation	17,400,000	15,795,313	16,697,000	17,030,930	17,450,000
Other Expenditures	6,700,000	6,299,704	6,678,000	7,056,356	7,079,556
<b>Total Operating Expenditures</b>	<b>310,436,960</b>	<b>309,081,810</b>	<b>323,802,000</b>	<b>318,862,289</b>	<b>325,870,383</b>
<b>Revenues less Operating Expenses</b>	<b>32,583,920</b>	<b>37,442,261</b>	<b>40,745,300</b>	<b>43,855,011</b>	<b>38,126,917</b>
Transfers to Other Funds					
Transfers to/from Insurance Fund	2,500,000	2,500,000	3,000,000	3,000,000	3,000,000
Transfers to/from Reserve Fund	10,878,615	10,878,615	10,878,615	10,878,615	5,878,615
Transfers to/from Capital					
Transfers to/from Bond Retirement Fund	9,346,959	9,346,959	9,184,042	6,731,911	2,902,958
Transfers to/from Capital Improvement Fund	17,483,041	17,483,041	18,074,438	20,468,089	24,707,042
<b>Total Transfers to/from Capital</b>	<b>26,830,000</b>	<b>26,830,000</b>	<b>27,258,480</b>	<b>27,200,000</b>	<b>27,610,000</b>
<b>Total Transfers to/from Other Funds</b>	<b>40,208,615</b>	<b>40,208,615</b>	<b>41,137,095</b>	<b>41,078,615</b>	<b>36,488,615</b>
<b>Total Expenditures</b>	<b>350,645,575</b>	<b>349,290,425</b>	<b>364,939,095</b>	<b>359,940,904</b>	<b>362,358,998</b>
Excess/(Deficiency) of Total Revenues over Total Expenditures	(7,624,695)	(2,766,354)	(391,795)	2,776,396	1,638,302
Beginning Balance	36,763,593	36,763,593	33,997,239	33,605,444	36,381,840
<b>Projected Ending Balance</b>	<b>\$ 29,138,898</b>	<b>\$ 33,997,239</b>	<b>\$ 33,605,444</b>	<b>\$ 36,381,840</b>	<b>\$ 38,020,142</b>
<b># Months Reserves - Estimated</b>	<b>1.1</b>	<b>1.3</b>	<b>1.2</b>	<b>1.4</b>	<b>1.4</b>
Less Estimated Ending Encumbrances					

Figure 29



# Revenues

Revenues are received from several sources to support activities in the General Fund. In the sections ahead, the major sources of revenue are discussed.

## Sales & Use Tax

The Authority’s main source of revenue is a 1% Sales and Use Tax on sales of tangible personal property and on other transactions subject to the State of Ohio Sales and Use Tax within the boundaries of Cuyahoga County. Cuyahoga County’s tax rate is 8.0% with distributions to the following entities:

GCRTA <sup>1</sup>	1.0%
State of Ohio	5.75%
Cuyahoga County	1.25%
Total Sales Tax	8.0%

The sales tax is administered and enforced by State taxing authorities and is distributed monthly, approximately two months following the collection of the tax by the State (three months after the tax is paid by consumers).

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

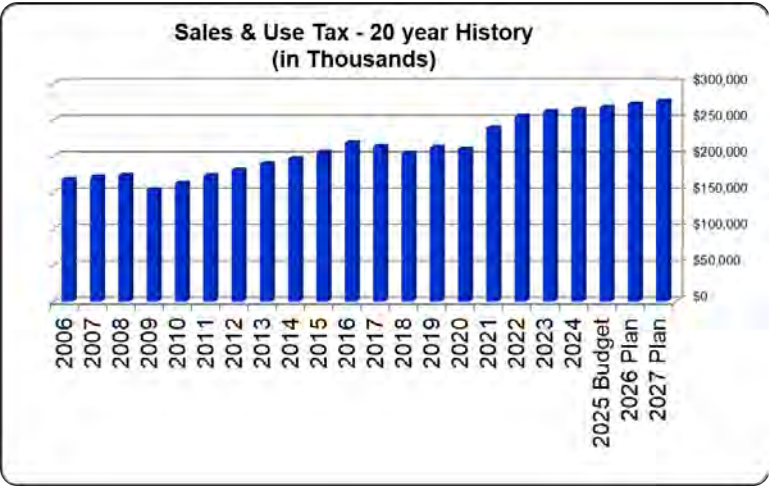


Figure 31

Sales and Use Tax Holiday that occurred in August of 2024. Excluding the reimbursement for Sales Tax Holiday, Sales and Use Tax receipts were flat compared to 2023. The prior two years saw strong growth in sales tax caused by economic recovery and inflation, however the year over year sales tax growth tapered off during 2024; 2022 had an increase of 6.5% over prior year and 2023 had an increase of 2.7% over 2022. The consumer price index ended 2024 at 2.9%, down from 3.4% one year prior. Sales and Use Tax receipts are budgeted at \$267.5 million, a 1.1% increase over 2024 total of \$264.7 million.

<sup>1</sup> Approved by voters in July 1975 and of unlimited duration

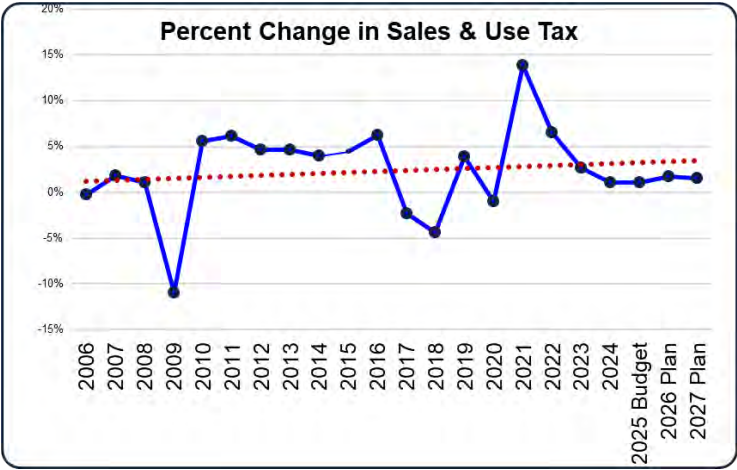


Figure 30

Passenger Fares

Outside of federal assistance, 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, kiosks along the Redline and HealthLine, fares for Paratransit, receipts collected through the RTA CLE Mobile Ticketing App, and sales of passes and tickets from various vendors within Cuyahoga County.

Passenger fares and ridership had a slow decline over the decade before the 2020 start of the COVID-19 pandemic which caused ridership to immediately drop by half. The COVID-19 Public Health Emergency declaration continued through 2022, and transit ridership has seen a slow but steady return nationally and at GCRTA. Ridership dropped from approximately 32 million trips per year to less than 16 million in 2021. Since then, ridership has increased to more than 24.8 million trips.

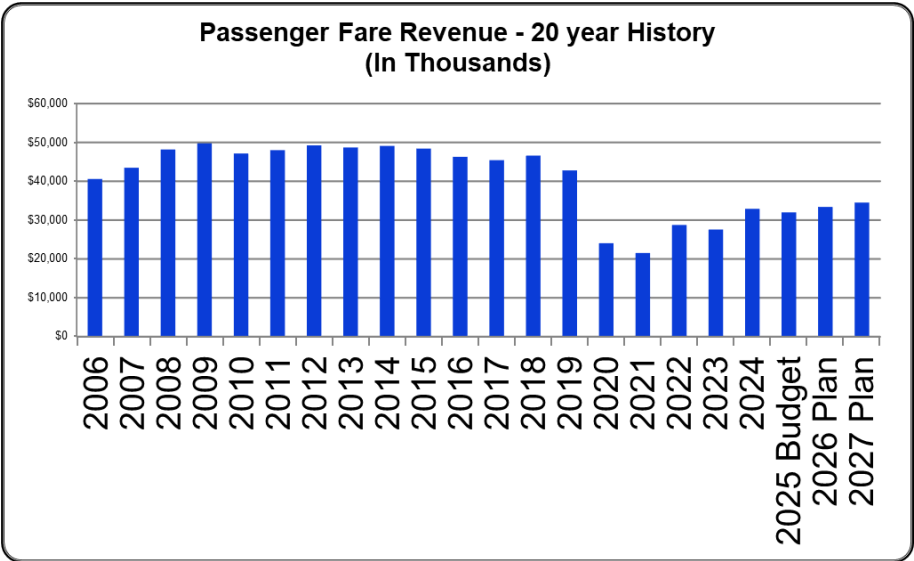


Figure 32

The pandemic’s impact on increased remote work and altered travel habits continues to affect transit ridership. At the height of the pandemic, ridership in April through December of 2020 was only 42% of ridership the same period of 2019. Ridership continues to slowly return at similar rates as are seen nationally by transit authorities, and this same period in 2024 saw ridership increase to 78% of pre-pandemic levels. Ridership correlates with passenger fare revenue, and fare revenue has seen a steady increase from a low of 50% of pre-pandemic levels in 2021 to 77% of pre-pandemic levels in 2024. There have been no fare increases during this period, and GCRTA is pursuing fare-capping in 2025 which would use account based ticketing to limit customers’ fares to the cost of a daily, weekly, or monthly pass even if not purchased upfront. Fare capping would better serve customers who cannot afford the upfront expense and increase flexibility for the increased hybrid workforce trends. Ridership increased 11% in 2024 compared to the prior year and passenger fare revenue increased 19% from 2023 in part due to the timing of reimbursements for student fares from K-12 schools and universities.

GCRTA is projecting that ridership and passenger fare revenue will increase approximately 3% annually in 2025 through 2027. Even while many workers continue to work at least partially from home, public transit continues to safely connect people with employment, medical appointments, grocery stores, and other essential services without raising fares.

Investment Income

The Authority pursues a conservative cash management and investment program to achieve reliable financial return on all available funds. Idle cash balances are invested at the best interest rates available in

investments permitted by State law and GCRTA 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).

The Authority categorizes its fair value measurements within the fair value hierarchy established by GAAP. The Authority's cash and investments are all Level 1, which indicates that the values have been independently verified. Public depositories must provide collateral for all public funds on deposit. These institutions may either specifically collateralize individual accounts in addition to 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 105% of the total value of public monies on deposit at the institution or participate in the Ohio Pooled Collateral System (OPCS). This participation in OPCS requires that the total fair value of securities pledged to be at least 102% of the deposits being secured. 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 2024, GCRTA's average yield on its portfolio year to date was 4.45%, which is 51 basis points below the performance standard yield of 4.96 and 36 basis points below the market average yield of 4.81%.

General Fund Investment Income is budgeted at \$1,000,000, which is conservative. 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

Additional sources of local income are advertising and concessions. This category is composed of two subcategories: advertising and naming rights. Advertising includes visual media on/in shelters and buses. In addition, GCRTA has the following sponsored lines that includes naming rights: Cleveland Clinic Foundation and University Hospitals for the HealthLine and area shelters; Cleveland State University for the CSU Line; MetroHealth for MetroHealth Line; and Cuyahoga Community College (Tri-C) for E. 34<sup>th</sup> Rapid Transit Station.

Revenue from advertising fluctuates from year to year. In 2024, revenues totaled \$1.3 million and are budgeted at \$2.1 million in 2025.

## Federal Operating Assistance

This category includes grant reimbursements related to the capital program (project force account labor, administration, and overhead costs), fuel tax refunds on diesel and gasoline purchases in Ohio, federal and state (capitalized) operating assistance. An emphasis on capital financing urges maximum use of capital grants to recover a portion of the engineering and construction costs based on work on a project. For capital work performed in-house by GCRTA employees, the personnel expenses post to the General Fund operating budget. The grant funding reimburses the General Fund for those expenses. The revenue budget for these grant reimbursements is calculated based on assumptions using current grant awards and recent activity.

## Reimbursed Expenditures and Other Revenue

For FY2025, total Reimbursed Expenditures and Other Revenue are budgeted at \$6.5 million. For 2026 and 2027, Reimbursed Expenditures and Other Revenue are planned at \$14.8 million and \$25.4 million respectively.

The total reimbursements include \$5.0 million in 2025. Reimbursed Expenditures include Preventive Maintenance reimbursements and other reimbursements for fuel tax for diesel and CNG, and other miscellaneous reimbursements. The 2025 Reimbursed Expenditures budget includes \$1.0 million for Preventive Maintenance and \$4.0 million for other reimbursements. Preventive Maintenance reimbursements increased to \$7.7 million in 2024 because several older grants were closed and are planned at \$10 million in 2026 and \$15 million in 2027. The Authority aims to keep PM reimbursements at \$20 million or less. In recent years, the Authority has made a strategic decision to limit PM reimbursements to \$1 million to address unfunded and under-funded capital projects. Unfunded projects total nearly \$281 million in the 2025 budget.

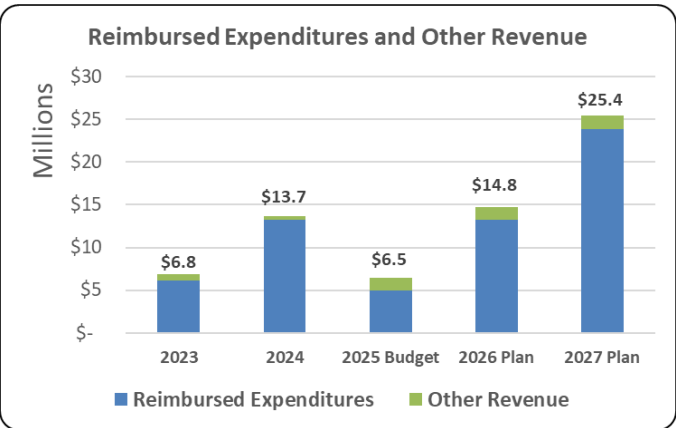


Figure 33

Other reimbursements, also included within Reimbursed Expenditures, are planned at \$3.3 million and \$3.9 million in 2026 and 2027. Other reimbursements include reimbursements for fuel tax, force account labor reimbursements, and other miscellaneous receipts.

**Other Revenue** is budgeted at \$1.5 million per year and captures miscellaneous receipts from contractors, hospitalization, claim reimbursements, rent, and salvage sales.

## Expenditures

The General Fund Expenditures from 2024 through 2027, and the ending balances for each year, are displayed in Figure 29. Total operating expenditures are budgeted at \$323.8 million in 2025. The available ending balance in the General Fund is budgeted at \$33.6 million. Transfers to other funds total \$41.1 million. These include \$3.0 million to the Insurance Fund, \$10.9 million to the Reserve Fund, \$9.2 million to the Bond Retirement Fund, and \$18.1 million to the Capital Improvement Fund.

General Fund expenditures include salary and fringe benefits for 2,423 budgeted positions, which comprises 76.5% of the 2025 budgeted total operating expenditures. Salary and fringe benefits budgets include wage increases of 4% across the board. The non-payroll General Fund 2025 budgeted operating expenditures include Fuel (diesel, compressed natural gas, propulsion power, propane, and gasoline, nearly 13%), Utilities (6%), Inventory (17%), Services Materials & Supplies (34%), Purchased Transportation (nearly 22%), and Other Expenditures (nearly 9%). The 2025 budget for non-payroll operating expenditures has an increase of 2% compared to the 2024 amended budget. The largest increases are for Utilities (\$1.0 million; 30%) and Services, Materials & Supplies (\$1.7 million; 7%). Purchased Transportation is budgeted relatively flat with the 2024 amended budget but did require a transfer in appropriation during the fiscal year 2024 to meet increased costs caused by demographic changes. Purchased Transportation is budgeted \$6.4 million/62% higher than 2023 expenditures. In addition to the total operating expenditures, General Fund expenditures include transfers to other funds. More detail about the amounts and purposes of transfers to each fund is provided in the sections that follow.

The Authority performed a comprehensive classification and compensation study during 2022-2023, and the 2024 budget was the first budget built based on the results of the study. The Authority contracted with a consultant to perform the study of non-bargaining positions to review and improve its classification and salary structure and address any applicable pay equity needs. The review included 1) the development of a classification and salary structure based on job evaluation and market analysis (public and private sector) and 2) a pay equity analysis. This provided the first comprehensive update to our compensation system that was designed and implemented in 1995. The Authority reviews and updates its salary structure annually and plans on completing another comprehensive compensation study in three to five years to ensure its workforce remains competitive in the labor market.

## FINANCIAL POLICIES - GENERAL FUND

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

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

**Implementation:** Total Revenues in the General Fund at the end of FY 2024 totaled \$346.5 million. Ridership decreases since the COVID pandemic have negatively impacted passenger fare revenue. Ridership at the end of 2024 totaled 24.8 million riders, an 11% increase from 2023, but a 23% drop from 2019 (pre-COVID levels). Sales and Use Tax revenue has increased by 25%, compared to 2019 levels, mainly due to an increase in on-line sales and inflation.

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

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

**Implementation:** Operating Revenues include passenger fares, advertising, concessions, and investment income. Operating Expenses include all expenditures of the General Fund less reimbursed labor, which are charged to and reimbursed by the Capital Improvement Program.

As Operating Revenues decreased due to lost ridership and the COVID pandemic, and as Operating Expenses are increasing, the Operating Ratio for 2025 is projected to be 11.0%. Prior to the pandemic, the Operating Ratio was approximately 17%. The Operating Ratios for 2025 and 2026 are projected at 11.6% and 11.7%, respectively.

**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 the financial forecast projects the ending balance to be below this level, a plan shall be developed to replenish the fund balance.



**Implementation:** This policy goal is expected to be met with a budgeted amount of \$33.6 million or approximately 1.2 months of operating reserve funding available for 2025. The Authority created a Revenue Stabilization Fund which provides a safety net for the General Fund during economic downturns. The 2025 budget includes a \$50.5 million transfer from the Revenue Stabilization Fund with a plan for \$39 million in 2026 and \$24.5 million in 2027 to maintain an adequate balance.

**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 2025 are budgeted at the same level as the 2024 budget for fixed route and 14.2% increase in service hours with a 3.7% decrease in service miles for Paratransit. The cost per service hour is budgeted at \$177.57, a 4.8% increase from 2024.

Inflation has decreased from over 9 percent in mid-2022 to an estimate of 2.9% by the start of 2025 and is forecast to remain between around 2.2% through 2025. The Congressional Budget Office as of January, 2025 forecasts the consumer price index to average 2.2% by year-end 2025 and 2.1% in 2026. This policy goal was met in 2024 but is not expected to be met in 2025. The Authority will ensure that Operating expenses are managed throughout the year.

**Policy Goal: 460.02(c)(4) Debt service coverage (Total operating revenue minus operating expenditures, divided by debt service requirements) will be at a minimum of 1.5.**

**Rationale:** The Authority should comfortably support debt service payments. The excess from general obligations should be used as the measure to not jeopardize the financial condition of the Authority.

**Implementation:** GCRTA completed a debt defeasance in 2021 and paid off approximately \$57.7 million of debt obligations early and provide average savings of \$6.0 million per year through 2026. The Authority has traditionally used debt sparingly, and as a result of the debt defeasance, the debt service coverage goal will be exceeded. 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 2025 is projected at 5.0. The debt coverage is projected at 6.2 in 2026 and 12.8 in 2027, exceeding the goal.

## Capital Improvement Fund

The Authority's Capital Improvement Fund is used to account for the acquisition, construction, replacement, repair, and rehabilitation of major capital facilities and equipment. The Capital Improvement Plan is composed of both grant- and 100% locally funded projects. All capital projects are included in one of two funds: the RTA Development Fund and the RTA Capital Fund, identified below.

Generally, projects in the **RTA Development Fund** are greater than \$150,000, have a useful life greater than five years, and are predominantly, although not exclusively, supported through grant awards. Projects from the Authority's Long-Range Plan are included in this area.

Capital projects included in the **RTA Capital Fund** are generally less than \$150,000, have a useful life between 1 and 5 years, are routine in nature, and in many cases relate directly to daily operations. The RTA Capital Fund is 100% locally funded through local dollars in the form of Sales & Use Tax revenue

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

## RTA Development Fund Balance Analysis

	FY 2024 Amended Budget	FY 2024 Actual	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
<b>Revenues</b>					
Federal / State Revenues					
Federal Capital Grants	\$ 71,876,582	\$ 92,498,466	\$ 120,939,575	\$ 102,611,773	\$ 82,547,867
State Capital Grants	41,116,997	639,712	20,000,000	20,000,000	15,000,000
<b>Total Federal / State Revenues</b>	<b>112,993,579</b>	<b>93,138,178</b>	<b>140,939,575</b>	<b>122,611,773</b>	<b>97,547,867</b>
Other Revenue					
Investment Income	1,000,000	6,287,634	1,000,000	1,000,000	1,000,000
Other Revenue	26,520,794	26,520,794	34,500,000	25,000,000	-
<b>Total Other Revenue</b>	<b>27,520,794</b>	<b>32,808,428</b>	<b>35,500,000</b>	<b>26,000,000</b>	<b>1,000,000</b>
Transfers					
Transfer from RTA Routine Capital Fund	16,144,837	16,144,837	15,500,000	16,000,000	21,000,000
Transfer from Reserve Fund	10,770,503	12,415,340	10,000,000	10,000,000	5,000,000
<b>Total Transfers</b>	<b>26,915,340</b>	<b>28,560,177</b>	<b>25,500,000</b>	<b>26,000,000</b>	<b>26,000,000</b>
<b>Total Revenue</b>	<b>167,429,713</b>	<b>154,506,783</b>	<b>201,939,575</b>	<b>174,611,773</b>	<b>124,547,867</b>
<b>Expenditures</b>					
Capital Outlay					
Capital Outlay - Development Fund	243,748,249	96,042,007	177,102,767	130,983,952	116,940,343
<b>Total Capital Outlay</b>	<b>243,748,249</b>	<b>96,042,007</b>	<b>177,102,767</b>	<b>130,983,952</b>	<b>116,940,343</b>
<b>Total Expenditures</b>	<b>243,748,249</b>	<b>96,042,007</b>	<b>177,102,767</b>	<b>130,983,952</b>	<b>116,940,343</b>
Excess/(Deficiency) of Total Revenues over Total Expenditures	(76,318,536)	58,464,776	24,836,808	43,627,821	7,607,524
Beginning Balance	225,462,610	225,462,610	283,927,386	308,764,194	352,392,015
<b>Projected Ending Balance</b>	<b>\$ 149,144,074</b>	<b>\$ 283,927,386</b>	<b>\$ 308,764,194</b>	<b>\$ 352,392,015</b>	<b>\$ 359,999,539</b>

Figure 34

## RTA Routine Capital Balance Analysis

	FY 2024 Amended Budget	FY 2024 Actual	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
<b>Revenues</b>					
Investment Income	\$ 100,000	\$ 309,820	\$ 100,000	\$ 100,000	\$ 100,000
Transfer from General Fund	17,483,041	16,812,041	18,074,438	20,468,089	24,707,042
<b>Total Revenue</b>	<b>17,583,041</b>	<b>17,121,861</b>	<b>18,174,438</b>	<b>20,568,089</b>	<b>24,807,042</b>
<b>Expenditures</b>					
Capital Outlay					
Asset Maintenance	2,310,000	2,173,834	2,560,000	2,560,000	2,560,000
Routine Capital	1,718,921	1,255,162	2,078,000	1,990,500	1,940,000
<b>Total Capital Outlay</b>	<b>4,028,921</b>	<b>3,428,996</b>	<b>4,638,000</b>	<b>4,550,500</b>	<b>4,500,000</b>
Other Capital Expenditures					
Transfer to RTA Development Fund	16,144,837	16,144,837	15,500,000	16,000,000	21,000,000
<b>Total Other Capital Expenditures</b>	<b>16,144,837</b>	<b>16,144,837</b>	<b>15,500,000</b>	<b>16,000,000</b>	<b>21,000,000</b>
<b>Total Expenditures</b>	<b>20,173,758</b>	<b>19,573,833</b>	<b>20,138,000</b>	<b>20,550,500</b>	<b>25,500,000</b>
Excess/(Deficiency) of Total Revenues over Total Expenditures	(2,590,717)	(2,451,972)	(1,963,562)	17,589	(692,958)
Beginning Balance	7,810,952	7,810,952	5,358,980	3,395,418	3,413,007
<b>Projected Ending Balance</b>	<b>\$ 5,220,235</b>	<b>\$ 5,358,980</b>	<b>\$ 3,395,418</b>	<b>\$ 3,413,007</b>	<b>\$ 2,720,049</b>

Figure 35



## Capital Revenues

### RTA Development Fund

The Authority receives various capital grants from the Federal Transit Administration (FTA). The grants include formula allocations to urban areas and grants apportioned based on a formula to help maintain assets in a State of Good Repair. 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 typically cover 80% of project costs with the remaining 20% share being absorbed by the Authority's local match revenue, which consists of sales and use tax receipts or bond issuances. In some cases, FTA grants, such as the Coronavirus Aid Relief and Economic Security Act (CARES), Coronavirus Response and Relief Supplemental Appropriations (CRRSAA) Act and American Rescue Plan (ARP) are awarded with a 100% Federal share where no local match is required. 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 Program (OTP 2), and Ohio Transit Preservation Partnership Program (OTP 3). The Authority also receives non-formula competitive grant awards and earmark grants for specific projects and continues to seek supplemental funds as opportunities become available.

### RTA Capital Fund

The RTA Capital Fund was established in 1988 and funded with Sales & Use Tax proceeds. The Board's current policy goal is a minimum of 10% contribution to capital from Sales Tax revenues. Interest earned on the investment of these Sales & Use Tax proceeds is the only other income credited to the RTA Capital Fund. The Authority's local contribution to its capital program is captured by transfers within the General Fund to the RTA Capital Fund and the transfer to the Bond Retirement Fund.

## FINANCIAL POLICIES - 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 available to qualify for federal, state and other financing grants.

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

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

**Rationale:** The above policy clarifies that the RTA Capital Fund is the fund used for smaller projects based on the criteria set forth.

**Implementation:** The RTA Capital Fund is designated for smaller, locally-funded projects in a separate fund from larger projects funded in the RTA Development Fund. The Codified Rules designate separate funds for each to provide clarity between the RTA Capital Fund and the RTA Development Fund. The source of funding for RTA Capital Fund is primarily the Sales & Use Tax transferred from the General Fund. Projects fall into two categories: 1) Routine Capital for the purchase of non-revenue vehicles and small equipment and 2) Asset Maintenance, which includes small rehabilitation projects maintain existing assets.

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

**Rationale:** The above section of the policy clarifies which fund within the Capital Improvement Fund is to be used for larger projects based on the criteria set forth.

**Implementation:** The Codified Rules designate a separate fund for larger projects that have a useful life beyond five years. Projects funded at least in part through State or Federal grants are planned in the RTA Development Fund. The Authority has combined debt financing and direct allocations of Sales & Use Tax receipts to fulfill its local match financial commitment to the capital program. In 2024, the Sales Tax Contribution to Capital is budgeted at 10.0%. The contribution projected for 2024 and 2025 is 10.0% each year.

**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 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 2025-2029 CIP

development process and continue its focus on SOGR projects. The Authority received federal funding of \$130.0 million in 2023 from the Infrastructure Investment and Jobs Act (IIJA) to be used for the Rail Car Replacement Program. The Authority will continue to aggressively pursue and explore all non-traditional funding opportunities. Competitive grants such as Urban Transit Program (UTP), Ohio Transit Partnership Program (OTP2), Northeast Ohio Areawide Coordinating Agency Enhanced Mobility Program (NOACA 5310), Diesel Emission Reduction Grant (DERG), and 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 Figure 49.

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

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

Implementation: This policy has been used in the past to develop the annual capital budget. The focus of the Authority's capital program has been on achieving a SOGR through the maintenance, rehabilitation, and replacement or upgrade of existing capital assets rather than on expansion activities.

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

Rationale: Capital assets such as facilities, equipment, and vehicles, are essential to the provision of transportation services. Although expensive to sustain, a regular capital investment program lowers operating and capital costs over the long term. The Federal Government funds a substantial portion of capital projects, but the Authority must have adequate local matching funds on hand to qualify for FTA grants.

Implementation: The Authority has combined debt financing and direct allocations of Sales & Use Tax receipts to fulfill its financial commitment to the capital program. The outstanding debt for the Authority totaled \$34.4 million in Sales Tax Revenue Bonds at the end of 2023. In 2024, the Sales Tax Contribution to Capital is budgeted at 10% to assist in the Capital Improvement Program and to pay debt premiums. The contribution to capital projected for 2025 and 2026 are both at 10%.

**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% and maximum of 90%.***

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 2024 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 at 100% for 2025 and 2026, 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.

## Debt Financing

The Authority infrequently issues General Obligation (GO) and Sales Tax supported bonds to meet the Authority's needs. The Bond Retirement fund was set up to meet the annual obligations on the Authority's outstanding debt. The Authority currently holds an "AAA" rating with S & P and an "Aa1" rating with Moody's.

Ohio law permits the Authority to issue both voted and un-voted debt, and to levy ad valorem property taxes. Current obligations have not required the use of property taxes for debt service. Debt issuances are subject to three limitations as specified in the Ohio Revised Code and the Ohio Constitution. Since the Authority has not had any debt service backed by property tax revenue and has no plans to do so in the foreseeable future, this restriction does not impact the FY 2025 budget.

1. **Restriction:** Total debt supported by voted and/or un-voted property taxes may not exceed 5% 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 \$35.1 billion) is not currently 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 2024 valuation, the annual debt service capacity of one-tenth of one percent would be \$44.3 million. The Authority does not have any GO bonds outstanding.

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

**Impact:** The ten-mill limit provision pertains to all un-voted debt regardless of the source of payment and historically has been the most restrictive to the Authority. The required tax rate in mills for 2024 is less than 6.9 mills.

## Bond Retirement Fund

The Bond Retirement Fund accounts for resources set aside for the payment of principal and interest in debt obligations. The principal outstanding debt for the Authority totaled \$24.9 million in Sales Tax Revenue bonds at the end of 2024, which will require principal and interest payments of \$9.5 million in 2025. GCRTA executed a bond defeasance in 2021 which eliminated approximately half of the Authority's debt obligations. The outstanding debt (principal and interest) for the Authority has decreased from approximately \$144 million from year-end 2020. The remainder of existing debt is scheduled to expire in 2030. The debt defeasance allowed GCRTA to reduce interest payments and provide long-term financial stability. GCRTA currently does not plan on issuing any new debt in the near future.

### Bond Retirement Fund Balance Analysis

	FY 2024 Amended Budget	FY 2024 Actual	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
<b>Revenues</b>					
Transfers					
Transfer from the General Fund	\$ 9,346,959	\$ 9,346,959	\$ 9,184,042	\$ 6,731,911	\$ 2,902,958
<b>Total Transfers</b>	<b>9,346,959</b>	<b>9,346,959</b>	<b>9,184,042</b>	<b>6,731,911</b>	<b>2,902,958</b>
Other Revenues					
Investment Income	100,000	254,952	100,000	100,000	100,000
<b>Total Other Revenues</b>	<b>100,000</b>	<b>254,952</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Total Revenues</b>	<b>9,446,959</b>	<b>9,601,911</b>	<b>9,284,042</b>	<b>6,831,911</b>	<b>3,002,958</b>
<b>Expenditures</b>					
Debt Service					
Principal	7,995,000	7,995,000	8,355,000	6,935,000	2,795,000
Interest	1,481,450	1,481,450	1,115,500	697,750	351,000
<b>Total Debt Service</b>	<b>9,476,450</b>	<b>9,476,450</b>	<b>9,470,500</b>	<b>7,632,750</b>	<b>3,146,000</b>
Other Expenditures					
Other Expenditures	1,500	1,500	1,500	1,500	1,500
<b>Total Other Expenditures</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
<b>Total Expenditures</b>	<b>9,477,950</b>	<b>9,477,950</b>	<b>9,472,000</b>	<b>7,634,250</b>	<b>3,147,500</b>
Excess/(Deficiency) of Total Revenues over Total Expenditures	(30,991)	123,961	(187,958)	(802,339)	(144,542)
Beginning Balance	1,184,825	1,184,825	1,308,786	1,120,828	318,489
<b>Projected Ending Balance</b>	<b>\$ 1,153,834</b>	<b>\$ 1,308,786</b>	<b>\$ 1,120,828</b>	<b>\$ 318,489</b>	<b>\$ 173,947</b>

Figure 36

The policy of the Authority is to set aside sales tax resources to be transferred monthly to a segregated bond retirement fund in an amount sufficient to meet the current year's annual principal and semiannual interest obligations. 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 always remains relatively low.

Long-term debt for the Authority consists of Sales Tax Revenue Supported bonds. In 2025, a transfer of \$9.18 million will be required from the General Fund to cover the current overall debt service of the Authority. For 2026 through 2027, transfers of \$9.73 million and \$7.90 million, respectively, are planned.

The following chart displays the outstanding debt of the Authority and the interest and principal due each year of the schedule. The debt obligations total \$24.90 million to be paid by FY 2030 including \$22.31 million principal and \$2.59 million interest payments. The debt repayment schedule for FY 2025 totals \$9.48 million combined for principal and interest.

GCRTA Debt Schedule (in millions)

Debt Series	Series 2014 A		Series 2015		Series 2016		Series 2019		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total Principal	Total Interest
FY 2025	\$ 1.74	\$ 0.09	\$ 4.08	\$ 0.42	\$ 1.38	\$ 0.22	\$ 1.16	\$ 0.39	\$ 8.36	\$ 1.12
FY 2026			\$ 4.28	\$ 0.21	\$ 1.45	\$ 0.15	\$ 1.22	\$ 0.34	\$ 6.94	\$ 0.70
FY 2027					\$ 1.52	\$ 0.08	\$ 1.28	\$ 0.28	\$ 2.80	\$ 0.35
FY 2028							\$ 1.34	\$ 0.21	\$ 1.34	\$ 0.21
FY 2029							\$ 1.41	\$ 0.14	\$ 1.41	\$ 0.14
FY 2030							\$ 1.48	\$ 0.07	\$ 1.48	\$ 0.07
Total	\$ 1.74	\$ 0.09	\$ 8.35	\$ 0.63	\$ 4.35	\$ 0.44	\$ 7.88	\$ 1.43	\$ 22.31	\$ 2.59
Total Debt		\$ 1.83		\$ 8.98		\$ 4.79		\$ 9.31		\$ 24.90

Figure 37

## FINANCIAL POLICIES - BOND RETIREMENT FUND

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

***Rationale:*** It is the intent of the Authority to issue debt in a manner that adheres to State and Federal laws and prudent financial management principles.

***Implementation:*** The Authority has issued debt sparingly due to the benefits of Federal and State grant funding. The last debt issuance was made in 2019 for \$30 million. With CARES Act, CRRSAA and ARPA covering operating needs, extra Sales & Use Tax funding was used for a debt defeasance to reduce debt obligations by approximately half and increase financial security. In 2021, GCRTA defeased approximately \$57.7 million of debt. The remaining debt is scheduled to expire in 2030.

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

***Rationale:*** It is the intent of the Authority to issue debt in a manner that adheres to State and Federal laws and prudent financial management principles.

**Implementation:** Total outstanding debt for the Authority totaled \$24.9 million in Sales Tax Supported bonds at the end of 2024. Principal and interest payments are budgeted at \$9.5 million in 2025, \$7.6 million in 2026, and \$3.2 million in 2027. The ending balance needed in each fiscal year will cover 1/12 of the principal and 1/6 of the interest for the following fiscal year. In FY 2025, the ending balance needed is approximately \$1.0 million.

## Insurance Fund

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

### Insurance Fund Balance Analysis

	FY 2024 Amended Budget	FY 2024 Actual	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
<b>Revenues</b>					
Transfer from General Fund	\$ 2,500,000	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Investment Income	100,000	415,981	100,000	100,000	100,000
<b>Total Revenues</b>	<b>2,600,000</b>	<b>2,915,981</b>	<b>3,100,000</b>	<b>3,100,000</b>	<b>3,100,000</b>
<b>Expenditures</b>					
Claims and Premium Outlay	3,078,000	1,963,370	3,100,000	3,300,000	3,500,000
<b>Total Expenditures</b>	<b>3,078,000</b>	<b>1,963,370</b>	<b>3,100,000</b>	<b>3,300,000</b>	<b>3,500,000</b>
Excess/(Deficiency) of Total Revenues over Tot	(478,000)	952,611	-	(200,000)	(400,000)
Beginning Balance	6,557,040	6,557,040	7,509,651	7,509,651	7,309,651
<b>Projected Ending Balance</b>	<b>\$ 6,079,040</b>	<b>\$ 7,509,651</b>	<b>\$ 7,509,651</b>	<b>\$ 7,309,651</b>	<b>\$ 6,909,651</b>

Figure 38

A transfer of \$2.5 million was needed each year in 2023 and 2024 to meet industry-wide premium increases while maintaining the \$5.0 million ending balance. For 2025, a transfer of \$3.0 million is budgeted. For 2026 and 2027, a transfer of \$3.0 million is planned each year.

According to the Authority's financial policies, the required minimum balance of the Insurance Fund is identified by the Risk Manager and insurance providers. Currently, the required minimum balance is \$5 million. For FY2025, revenues are budgeted at \$3.1 million and expenditures are budgeted at \$3.1 million. The ending balance is budgeted at \$7.5 million, meeting the minimum requirement.



## FINANCIAL POLICIES - INSURANCE FUND

***Policy Goal: 460.06(b) The Authority is insured through both self-insurance and purchased insurance. Purchased insurance for property and equipment losses as well as for liability is to be purchased on the open insurance market. The basis for the Insurance Fund structure and minimum balance shall be determined annually by the Director of Risk Management.***

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

***Implementation:*** The General and Insurance Funds provide for the payment of the insurance purchased on the open market. The Insurance Fund includes a mix of self- and purchased-insurance. For 2025, \$3.1 million is budgeted for Casualty Insurance and Excise tax, claims and liability payments, insurance broker fees, and other related expenditures.

***Policy Goal: 460.06(c) 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 Legal and Risk Management Departments' General Fund Budgets, whereas claims and insurance premiums for catastrophic and extraordinary losses are budgeted in the Insurance Fund. The Risk Manager's requirements depend on the insurance provider's requirements. The required minimum balance is \$5.0 million. For FY2025, expenditures are projected at \$3.1 million. A transfer of \$3.0 million is needed from the General Fund to maintain the \$5.0 million balance. The budgeted ending balance is \$7.5 million and would exceed the policy goal.

## 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 retirement benefits relating primarily to certain retired employees of the Authority and its predecessor transit systems.

An actuarial evaluation is periodically performed to assess the adequacy of the fund balance. The last study was completed in 2021 and determined that there are sufficient funds for remaining pension obligations. For 2025, expenditures of \$9,000 are budgeted. Expenditures are planned to remain at \$9,000 for 2026 and 2027.

## Supplemental Pension Fund Balance Analysis

	FY 2024 Amended Budget	FY 2024 Actual	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
<b>Revenues</b>					
Investment Income	\$ 40,000	\$ 75,522	\$ 30,000	\$ 28,000	\$ 26,000
<b>Total Revenues</b>	<b>40,000</b>	<b>75,522</b>	<b>30,000</b>	<b>28,000</b>	<b>26,000</b>
<b>Expenditures</b>					
Benefit Payments	9,000	9,000	9,000	9,000	9,000
<b>Total Expenditures</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
Excess/(Deficiency) of Total Revenues over Total Expenditures	31,000	66,522	21,000	19,000	17,000
Beginning Balance	1,405,325	1,405,325	1,471,847	1,492,847	1,511,847
<b>Projected Ending Balance</b>	<b>\$ 1,436,325</b>	<b>\$ 1,471,847</b>	<b>\$ 1,492,847</b>	<b>\$ 1,511,847</b>	<b>\$ 1,528,847</b>

Figure 39

## FINANCIAL POLICIES - SUPPLEMENTAL PENSION FUND

***Policy Goal: 460.07(c) Every two years, an evaluation, including appropriate actuarial studies, shall be made of the Supplemental Pension Fund to determine the amounts required to meet expected obligations of the Fund. Any additional funds determined to be needed will be allocated during the annual budgeting process of the Authority.***

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

***Implementation:*** The Supplemental Pension Fund contains assets held in trust for the payment of pension benefits to certain retired employees of the Authority. Provisions of the plan are delineated in the agreement between RTA and the Amalgamated Transit Union (ATU). The obligations have decreased over time and are projected to remain below \$9,000 per year. The Supplemental Pension Fund has been determined to be adequately funded for its duration and no longer requires a transfer from the General Fund under the current ATU agreement.

# Law Enforcement Fund

In 1988, GCRTA joined the Northern Ohio Law Enforcement Task Force (NOLETF), a multi-jurisdictional force (formerly known as the Caribbean/ Gang Task Force). In 2021 the task force was renamed to the FBI Cleveland Transnational Organized Crime Western Hemisphere Task Force. The Authority's involvement with this task force stems from organized crime activity occurring within public transportation systems. In addition to the benefits of intelligence gathering and improved inter-department relations, the GCRTA derives revenue from seized and confiscated monies and/or properties of convicted criminals prosecuted by the Task Force.

## Law Enforcement Fund Balance Analysis

	FY 2024	FY 2024	FY 2025	FY 2026	FY 2027
	Amended Budget	Actual	Budget	Plan	Plan
<b>Revenues</b>					
Law Enforcement Revenue	\$ 20,000	\$ 20,000	\$ 15,000	\$ 15,000	\$ 10,000
Investment Income	5,000	4,934	5,000	5,000	5,000
<b>Total Revenues</b>	<b>25,000</b>	<b>24,934</b>	<b>20,000</b>	<b>20,000</b>	<b>15,000</b>
<b>Expenditures</b>					
Capital & Related Expenditures	50,000	16,616	25,000	25,000	25,000
<b>Total Expenditures</b>	<b>50,000</b>	<b>16,616</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
Excess/(Deficiency) of Total Revenues over Total Expenditures	(25,000)	8,317	(5,000)	(5,000)	(10,000)
Beginning Balance	351,321	351,321	359,638	354,638	349,638
<b>Projected Ending Balance</b>	<b>\$ 326,321</b>	<b>\$ 359,638</b>	<b>\$ 354,638</b>	<b>\$ 349,638</b>	<b>\$ 339,638</b>

Figure 40

Revenue obtained through the Task Force can be expended for non-budgeted police items. Certain guidelines have been instituted by the State Attorney General's Office for the reporting and disbursement of these funds. Expenditures within this fund have varied over the years, depending upon the levels of revenue obtained through the Task Force. These expenditures provide the Authority with security items, protective equipment, and technical training equipment.

For 2025, total revenues are budgeted at \$20,000. The planned revenue budget will remain at \$20,000 for 2026 and \$15,000 for 2027. For 2025, expenditures of \$25,000 are budgeted. Expenditures are planned to remain at \$25,000 for the years 2026 and 2027.

## FINANCIAL POLICIES - LAW ENFORCEMENT FUND

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

**Rationale:** The funds are restricted by state law which prohibits the funds from being used to supplant the budget, and all expenditures of those funds must adhere to legal requirements on purposes and usage.

Implementation: The Law Enforcement Fund had expenditures of \$16,616 in 2024 to purchase vehicles and other non-budgeted items. The 2025 budget provides expenditure authority of \$25,000.

## 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 the 27th pay period that occurs every 11 years for each pay group, and reserve local funding needed for rolling stock replacement, specifically, rail cars in 2021 through 2026. In 2021, the Authority added a sub-fund for Revenue Stabilization.

The total 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.
- 27<sup>th</sup> Pay Reserve: 1/12<sup>th</sup> of Annual 27<sup>th</sup> Pay costs for each of the hourly and salary payrolls.
- Rolling Stock Replacement: Goal is to transfer funding each year to cover costs of aging revenue vehicles.
- Reserve for Revenue Stabilization: Protect against substantial decreases in revenues. Transferred to General Fund when needed to maintain a one-month ending balance.

### Reserve Fund Balance Analysis

	FY 2024 Amended Budget	FY 2024 Actual	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
<b>Revenues</b>					
Transfers					
Transfer from GF for Rolling Stock Reserve	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 5,000,000
Transfer from GF for 27th Pay	878,615	878,615	878,615	878,615	878,615
<b>Total Transfers</b>	<b>10,878,615</b>	<b>10,878,615</b>	<b>10,878,615</b>	<b>10,878,615</b>	<b>5,878,615</b>
Other Revenue					
Investment Income	4,000,000	7,447,182	8,000,000	6,000,000	5,000,000
<b>Total Other Revenue</b>	<b>4,000,000</b>	<b>7,447,182</b>	<b>8,000,000</b>	<b>6,000,000</b>	<b>5,000,000</b>
<b>Total Revenues</b>	<b>14,878,615</b>	<b>18,325,797</b>	<b>18,878,615</b>	<b>16,878,615</b>	<b>10,878,615</b>
<b>Expenditures</b>					
Transfers					
Transfer to GF for Compensated Absences	1,076,181	1,076,181	-	-	-
Transfer to GF for Hospitalization	568,656	568,656	-	-	-
Transfer to RTA Development Fund for Rolling Stock Reserve	10,770,503	10,770,503	10,000,000	10,000,000	5,000,000
Transfer to GF for 27th Pay	-	-	4,500,000	-	-
Transfer to GF for Revenue Stabilization	30,000,000	30,000,000	50,500,000	39,000,000	24,500,000
<b>Total Transfers</b>	<b>42,415,340</b>	<b>42,415,340</b>	<b>65,000,000</b>	<b>49,000,000</b>	<b>29,500,000</b>
<b>Total Expenditures</b>	<b>42,415,340</b>	<b>42,415,340</b>	<b>65,000,000</b>	<b>49,000,000</b>	<b>29,500,000</b>
Excess/(Deficiency) of Total Revenues over Total Expenditures	(27,536,725)	(24,089,543)	(46,121,385)	(32,121,385)	(18,621,385)
Beginning Balance	161,038,852	161,038,852	136,949,309	90,827,924	\$ 58,706,539
<b>Projected Ending Balance</b>	<b>\$ 133,502,127</b>	<b>\$ 136,949,309</b>	<b>\$ 90,827,924</b>	<b>\$ 58,706,539</b>	<b>\$ 40,085,154</b>
<b>Rolling Balances</b>					
Compensated Absences	✓ \$ 2,915,180	\$ 3,123,279	\$ 3,200,899	\$ 3,425,844	\$ 3,613,298
Fuel	✓ 2,902,545	2,963,495	3,104,173	3,318,000	3,496,189
Hospitalization	2,325,102	2,465,250	2,531,521	2,709,102	2,857,086
Rolling Stock Reserve	17,404	33,949	72,137	74,799	77,018
27th Pay	6,942,240	7,051,119	3,724,683	4,851,534	5,937,013
Revenue Stabilization	✓ 118,399,656	121,312,217	78,194,511	44,327,260	24,104,550
<b>Total</b>	<b>\$ 133,502,127</b>	<b>\$ 136,949,309</b>	<b>\$ 90,827,924</b>	<b>\$ 58,706,539</b>	<b>\$ 40,085,154</b>

Figure 41

As long as a reserve goal is met, no additional transfers are required. During a budget year, if expenses exceed the budget, funding can be transferred from one Reserve Fund sub-fund to another or back to the General Fund.

## Revenues

### *transfers from other funds to Reserve Fund*

In 2024 \$10 million was transferred from the General Fund to the Reserve Fund for the Rolling Stock Reserve and \$0.88 million for the 27<sup>th</sup> Pay. For each year 2025 through 2027, \$10 million is budgeted to be transferred from the General Fund to the Rolling Stock Reserve and \$0.88 million to 27<sup>th</sup> Pay Reserve. The Rolling Stock Reserve gets used to systematically replace aging revenue vehicles, and the 27<sup>th</sup> Pay Reserve gets used for the one additional pay period that occurs for each pay group roughly every 11 years.

## Expenditures

### *transfers from Reserve Fund to other funds*

In 2024, a transfer of \$10.8 million was made from the Reserve Fund to the RTA Development Fund for Rolling Stock for scheduled vehicle replacement. In 2025 through 2027, \$10 million per year is budgeted to be transferred from the Reserve Fund to RTA Development Fund for Rolling Stock. In 2025, \$50.5 million is budgeted to be transferred to the General Fund for Revenue Stabilization to protect against substantial decreases in revenues, and transfers are planned for 2026 and 2027 for \$39.0 million and \$24.5 million respectively, and a transfer of \$30 million occurred in 2024. For 2025, \$4.5 million is budgeted to be transferred from the 27<sup>th</sup> Pay Reserve to the General Fund for a 27<sup>th</sup> Pay scheduled that year. No transfers from the 27<sup>th</sup> Pay Reserve to the General Fund are planned for 2026 or 2027 as those years do not include a 27<sup>th</sup> pay.

		FY 2024	FY 2024	FY 2025	FY 2025	FY 2026	FY 2027
		Amended Budget	Actual	Budget	Projection	Plan	Plan
<b>Reserve Fund Rolling Balances</b>							
Compensated Absences	\$	2,915,180	\$ 3,123,279	\$ 3,200,899	\$ 3,405,210	\$ 3,425,844	\$ 3,613,298
Fuel		2,902,545	2,963,495	3,104,173	3,236,907	3,318,000	3,496,189
Hospitalization		2,325,102	2,465,250	2,531,521	2,688,223	2,709,102	2,857,086
Rolling Stock Reserve		17,404	33,949	72,137	40,303	74,799	77,018
27th Pay		6,942,240	7,051,119	3,724,683	3,757,799	4,851,534	5,937,013
Revenue Stabilization		118,399,656	121,312,217	78,194,511	77,699,483	44,327,260	24,104,550
<b>Total</b>	<b>\$</b>	<b>133,502,127</b>	<b>\$ 136,949,309</b>	<b>\$ 90,827,924</b>	<b>\$ 90,827,924</b>	<b>\$ 58,706,539</b>	<b>\$ 40,085,154</b>

Figure 42

## FINANCIAL POLICIES – RESERVE FUND

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

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

**Implementation:** Six sub-funds have been created that make up the Reserve Fund. These include funding for fuel, compensated absences, hospitalization, 27<sup>th</sup> pay, rolling stock, and revenue stabilization. The ending balance for 2025 is budgeted at \$90.8 million.

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

**Rationale:** Annual savings that result 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 2025 through 2027, GCRTA does not plan to add any additional funds to the Fuel reserve outside of regular investment income. The FY 2025 budgeted balance is \$3.1 million dollars.

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

**Rationale:** Excess funds from the General Fund may be placed in this sub-fund 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 2025 through 2027, GCRTA does not plan to add any additional funds to the compensated absences fund outside of regular investment income. The FY 2025 budgeted balance is \$3.2 million dollars.

**Policy Goal: 460.03(b)(3) Reserve for Hospitalization**

**Rationale:** Excess funds from the General Fund may be placed in this sub-Fund to protect against any substantial cost increases from unfunded mandates or costs for any catastrophic illnesses. The reserve shall not exceed 10% of annual hospitalization costs.

**Implementation:** From FY 2025 through 2027, GCRTA does not plan to add any additional funds to the hospitalization fund. The FY 2025 budgeted balance is \$2.5 million dollars.

**Policy Goal: 460.03(b)(4) Reserve for 27<sup>th</sup> Payroll Expenses**

**Rationale:** The Authority has two different payroll cycles; one for hourly employees and the other for salaried employees. Within each cycle, there is an extra pay date (27<sup>th</sup> payroll expense) that occurs every eleven 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 2025 budget has a \$878,615 transfer from the General Fund and an ending balance of \$3.7 million dollars. The 27<sup>th</sup> pay for hourly employees 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:** In 2017, the Authority began setting aside funds into the Rolling Stock Replacement Fund. In 2021, 439 million dollars was transferred from the Rolling Stock Replacement Fund to the

RTA Development Fund, and transfers of at least \$10 million each year have occurred since then with a plan to continue adding \$10 million per year through 2026 and \$5 million in 2027. The ending balance is budgeted at \$0.7 million.

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

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

**Implementation:** The Board of Trustees established this reserve fund in late 2021 to provide additional resilience to revenue volatility and allow GCRTA to have the resources available to maintain essential services to the community despite revenue fluctuations and economic downturns. Volatility was seen several years ago during the COVID-19 pandemic in Passenger Fare revenue and Sales and Use Tax. For FY 2025, the budgeted balance is \$78.2 million. A transfer of \$30.0 million occurred in 2024 and transfers of \$50.5 million, \$39.0 million, and \$24.5 million are planned for 2025, 2026, and 2027 respectively to ensure a one-month ending balance.



# OPERATING DEPARTMENTS BUDGETS

## OVERVIEW

The Operating Departments Budgets Section provides detailed information about the budget of all divisions and departments within the Authority, including all priorities, budgets, and positions. Divisions and Departments are listed in numerical order.

### DIVISION 1: OPERATIONS

- 31 – Paratransit District
- 32 – Rail District
- 34 – Transit Police
- 35 – Service Management
- 36 – Power & Way District
- 38 – Service Quality Management
- 39 – Fleet Management District including Configuration Management
- 46 – Hayden District
- 49 – Triskett District
- 58 – Information Technology

### DIVISION 2: FINANCE

- 10 – Office of Business Development
- 60 – Accounting
- 61 – Management Information Services
- 62 – Support Services
- 64 – Procurement
- 65 – Revenue
- 67 – Office of Management and Budget
- 99 – Fund Transfers

### DIVISION 3: ENGINEERING & PROJECT MANAGEMENT

- 55 – Project Support
- 57 – Programming & Planning
- 80 – Engineering & Project Development

### DIVISION 4: LEGAL AFFAIRS

- 15 – Safety
- 21 – Legal
- 22 – Risk Management

### DIVISION 5: HUMAN RESOURCES

- 14 – Human Resources
- 18 – Labor & Employee Relations
- 30 – Training & Employee Development

### DIVISION 6: ADMINISTRATION & EXTERNAL AFFAIRS

- 53 – Administration & External Affairs

### DIVISION 7: EXECUTIVE

- 12 – Executive
- 16 – Secretary/Treasurer – Board of Trustees
- 19 – Internal Audit
- 51 – Customer Experience & Performance Management

ORGANIZATION OF DEPARTMENT BUDGET INFORMATION

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

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

ORGANIZATION CHART

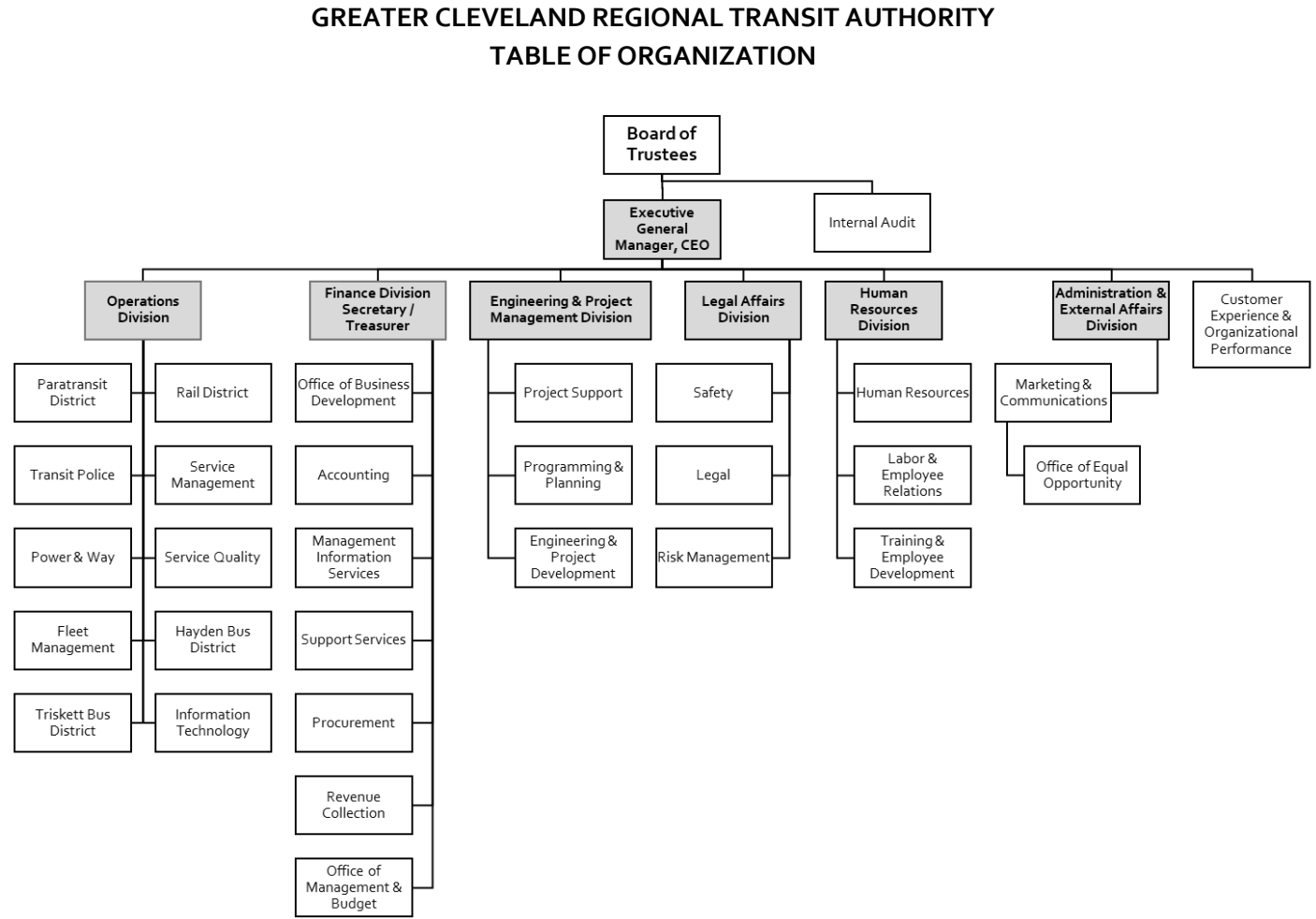


Figure 43

## EXPENDITURES BY DIVISION

Division	Dept No	Dept Name	2023 Actual	2024 Actual	2025 Budget
1-Operations	31	Paratransit District	\$26,629,153	\$33,037,643	\$35,476,019
	32	Rail District	26,588,005	26,762,651	28,924,587
	34	Transit Police	15,649,502	18,196,390	19,626,213
	35	Service Management	7,917,326	10,582,342	11,329,445
	36	Power&Way	14,831,226	15,856,769	17,736,385
	38	Service Quality	7,684,673	8,594,753	8,268,404
	39	Fleet Management (incl. Asset & Conf.)	37,043,589	39,985,148	39,762,283
	43	Brunswick Pass-Thru	534,000	1,105,155	\$0
	46	Hayden District	48,559,404	53,060,054	54,300,564
	49	Triskett District	37,511,335	40,981,474	42,051,286
	58	Information Technology	8,390,347	9,852,771	11,225,889
<b>1-Operations Total</b>			<b>231,338,563</b>	<b>258,015,153</b>	<b>268,701,075</b>
2-Finance	10	Office of Business Development	479,028	533,889	520,534
	60	Accounting	3,654,483	3,966,487	4,091,449
	61	Management Information Services	3,255,280	3,528,591	4,146,316
	62	Support Services	1,175,510	1,158,530	1,251,890
	64	Procurement	1,890,644	1,973,122	2,013,206
	65	Revenue	2,079,251	2,211,708	2,331,862
	67	Office of Management & Budget	6,128,180	5,924,436	7,396,284
	99	Funds Transfers	41,872,881	39,537,615	41,137,095
<b>2-Finance Total</b>			<b>60,535,256</b>	<b>58,834,378</b>	<b>62,888,636</b>
3-Engineering	55	Project Support	234,652	255,327	400,413
	57	Programming & Planning	919,658	3,226,669	3,333,965
	80	Engineering & Project Development	2,279,064	2,591,757	2,910,142
<b>3-Engineering Total</b>			<b>3,433,374</b>	<b>6,073,753</b>	<b>6,644,520</b>
4-Legal	15	Safety	952,717	1,151,487	1,234,822
	21	Legal	3,492,540	3,844,395	4,285,940
	22	Risk Management	4,504,090	4,831,838	5,043,333
<b>4-Legal Total</b>			<b>8,949,346</b>	<b>9,827,719</b>	<b>10,564,095</b>
5-Human Resources	14	Human Resources	1,961,205	2,076,405	2,000,617
	18	Labor & Employee Relations	1,999,939	2,363,839	2,546,849
	30	Training & Employee Development	4,732,460	5,244,651	5,061,804
<b>5-Human Resources Total</b>			<b>8,693,605</b>	<b>9,684,895</b>	<b>9,609,270</b>
6-Admin. & External Affairs	53	Administration & External Affairs	3,357,963	3,702,809	3,836,956
<b>6-Admin. &amp; External Affairs Total</b>			<b>3,357,963</b>	<b>3,702,809</b>	<b>3,836,956</b>
7-Executive	12	Executive	954,745	1,117,346	1,302,261
	16	Secretary/Treasurer.Board of Truste	284,560	323,489	335,372
	19	Internal Audit	945,293	1,039,425	1,056,910
	51	Customer Experience & Performance Mgmt.	0	0	0
<b>7-Executive Total</b>			<b>2,184,599</b>	<b>2,480,261</b>	<b>2,694,543</b>
<b>Grand Total</b>			<b>\$318,492,705</b>	<b>\$348,618,969</b>	<b>\$364,939,095</b>

Figure 44

\* 2023 actual expenditures have been audited; the 2024 actual expenditures are unaudited estimated expenditures

# STAFFING BY DIVISION

Division	Dept. No.	Dept. Name	2023	2024	2025	Variance (2025 vs. 2024)
1. Operations	31	Paratransit	199	208	208	-
	32	Rail	255	256	256	-
	34	Transit Police	157	164	164	-
	35	Service Management	95	93	93	-
	36	Power & Way	123	123	123	-
	38	Service Quality	67	67	67	-
	39	Fleet Management (incl. Asset & Config.)	186	195	195	-
	46	Hayden District	566	562	563	1
	49	Triskett District	437	430	430	-
	58	Information Technology	32	32	32	-
1. Operations Total			2,117	2,130	2,131	1
2. Finance & Administration	10	Office of Business Development	5	4	4	-
	60	Accounting	27	29	29	-
	61	Mangement Information Services	13	16	16	-
	62	Support Services	8	8	8	-
	64	Procurement	16	16	16	-
	65	Revenue	16	16	16	-
	67	Office of Management & Budget	7	14	13	(1)
2. Finance & Administration Total			92	103	102	(1)
3. Engineering & Project Mgmt.	55	Project Support	2	3	4	1
	57	Programming & Planning	6	6	6	-
	80	Engineering & Project Development	20	19	18	(1)
3. Engineering & Project Management Total			28	28	28	-
4. Legal Affairs	15	Safety	8	8	8	-
	21	Legal	27	26	27	1
	22	Risk Management	8	8	8	-
4. Legal Affairs Total			43	42	43	1
5. Human Resources	14	Human Resources	15	14	14	-
	18	Labor & Employee Relations	16	17	17	-
	30	Training & Employee Development	34	35	35	-
5. Human Resources Total			65	66	66	-
6. Administration & External Affairs	53	Administration & External Affairs	23	23	23	-
6. Administration & External Affairs Total			23	23	23	-
7. Executive	12	Executive	2	4	4	-
	16	Secretary/Treasurer-Board of Trustees	18	19	18	(1)
	19	Internal Audit	8	8	8	-
7. Executive Total			28	31	30	(1)
Grand Total			2,396	2,423	2,423	-

Figure 45

## EMPLOYMENT LEVEL AND SERVICE

The number of positions for 2025 is budgeted at 2,423. The number of positions has not changed from the 2024 budget. The Authority's 2023 and 2024 budgets had added positions to better serve the public including additional positions for the Transit Ambassador Program that launched in late 2022, a Bus Mechanic Apprenticeship positions, and additional Human Resource positions which allowed the Authority to fill approximately half the Operator and Mechanic vacancies during 2024.

GCRTA proceeds to labor negotiations prior to the expiration date of its labor contracts. If an agreement is not reached prior to the expiration date of the contract, the contract remains in force until a new agreement is reached. The ATU contract was approved and effective from August 1, 2024, through July 31, 2027. The FOP contract was approved and effective from March 1, 2023, through February 28, 2026.

Employment Level and Service Level Changes				
FY	2022	2023	2024	2025
Positions	2,382	2,397	2,443	2,443
Net Increase (Decrease)	25	15	26	0
Budgeted Service Increase (Decrease)	(0%) Service Hours (0%) Service Miles	(0%) Service Hours (0%) Service Miles	Fixed Route (0%); Service Hours and Service Miles Demand Response Service Hour and Service Miles 16%	Fixed Route (0%); Service Hours and Service Miles Demand Response Service Hour 14% and Service Miles (4%)

Figure 46

The TRACTION performance management Organizational Scorecard 2024 results and 2025 goals are shown in the Planning Process & Profile section on page 43. More information on the TRACTION performance management program is in the Performance Management section of the Planning Process & Profile chapter of this Budget Book.

# 01- OPERATIONS DIVISION

## DIVISION OBJECTIVES

The Operations Division provides bus, rail, and ADA paratransit services to Cuyahoga County. The Division provides service to the Greater Cleveland area through employees, vehicles, and facilities. The Division is responsible for maintenance of all vehicles, equipment, rail infrastructure, and properties. The Division is also responsible for transit police services and Information Technology (IT).

## CONNECTION TO STRATEGIC PLAN

Success Outcomes: **Customer Experience** **Community Impact** **Employee Investment** **Financial Health**

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

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
	<ul style="list-style-type: none"><li>• <b>Railcar Replacement:</b> Exercised Option for 18 additional cars, bringing total cars on order to 48 (CE, FH).</li><li>• <b>Operator Recruiting:</b> Collaborated, supported, and resourced operator recruiting and training efforts to accelerate hiring efforts and overcome attrition. Vacant Operators reduced to 45 (EI, CE)</li><li>• <b>21<sup>st</sup> Century Policing:</b> Implemented Civilian Oversight Committee (CE, CI)</li><li>• <b>RTA Customer Experience:</b> Enhanced Customer Experience by staffing/resourcing the success leader for Customer Experience. Authority net promotor score (NPS) peaked at 47; Paratransit NPS peaked at 75 (CE).</li></ul>			

## 2025 PRIORITIES

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success Outcomes:				

### Customer Experience

- Enhance the bus and rail customer experience.
- Enhance the paratransit customer experience and technology with focus and care for our ADA customers. Upgrade the PASS System and implement the PASS - APP.
- Enhance efforts to improve on-time performance.

### Community Impact

- **Railcar Replacement:** Progress the Railcar Replacement Program consistent with the accepted baseline schedule.
- Increase patrols of Transit Police on trains, buses, and stations to deter crime.



- Prioritize activities that help connect the community.

#### Employee Investment

- Continue Laborer/Janitor Investment/Training Program.
- Continue reduction of On-The-Job Injury Rate through analysis and follow through.

#### Financial Health


- **Operator Recruiting:** Collaborate, support, and resource operator recruiting and training efforts to accelerate hiring efforts and overcome attrition.
- **New Operator Development:** Grow the Service Quality New Operator Program.
- **Track** – Continue infrastructure improvement to facilitate a reliable rail service.

#### List of Departments

Department Number	Department Name
31	Paratransit District
32	Rail District
34	Transit Police Department
35	Service Management Department
36	Power & Way District
38	Service Quality Management Department
39	Fleet Management District
46	Hayden District
49	Triskett District
58	Information Technology Department*



The 2025 Organizational Scorecard is shown in the Planning, Process, and Profile section. The results of the 2024 Operations Division scorecard and the 2025 Strategic Plan Scorecard are shown below.

<div>  <h1>Operations</h1> </div>							
Success Outcomes	Metric	Definition	FY2024 Performance Goals	FY2024 Actual Results	FY2025 Performance Goals	Objective	Information System
Customer Experience	Net Promoter Score	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA; Promoters are 9-10 and Detractors are 0-6.	29	42	29	↑	Customer Survey
	Overall Customer Satisfaction	The % of customers who are satisfied or very satisfied with GCRTA	84%	74%	74%	↑	Customer Survey
	Personal Safety/Security - Perception	The average % of customer who agree or strongly agree that they feel safe on board the vehicle and safe while waiting for the vehicle	74%	66%	68%	↑	Customer Survey
	On-Time Performance - Impression	The % of customers who agree or strongly agree that service is on time	77%	72%	76%	↑	Customer Survey
	On-Time Performance - Actual	The % of actual on-time performance	85%	83%	83%	↑	Performance Data
	Vehicle Cleanliness - Perception	The % of customer who agree or strongly agree that the vehicles are clean	54%	53%	59%	↑	Customer Survey
Community Impact	Community Perception - Access to Employment	The % of community who agree or strongly agree that GCRTA serves employment centers	80%	83%	85%	↑	Community Survey
Employee Investment	Laborer Retention Rate	The % of laborers still employed at 1-year of service after hire	80%	0.8	75%	↑	HR Data
	Service Quality Supervision Customer Service Training Completion	The % of Service Quality Supervisors that have completed the comprehensive customer service training (goal is per quarter)	25%	0.3	NA	↑	Training Data
	Soft Skills / Customer Service Training Completion	The % of Dispatchers, Training Instructors, and Booth Attendants that have completed the comprehensive customer service training (goal is per quarter)	NA	NA	25%	↑	Training Data
	Safety - Preventable Collision Rate Actual	Reduce the agency preventable collision rate per 100,000 miles driven to 1.68 or less	NA	NA	1.68	↓	Performance Data
	Safety Actual - Rate of On the Job Injuries (OJI)	Reduce the rate of OJI's per 200,000 hours worked to 6.41 or less	NA	NA	6.41	↓	Performance Data
Financial Health	Operator Unscheduled Overtime	Reduce unscheduled operator OT by 5%	NA	NA	-5%	↓	Financial Data (Oracle Financials)
	Non-Operator Overtime	Reduce non-operator OT by 5%	NA	NA	-5%	↓	Financial Data (Oracle Financials)
	Transfer from Revenue Stabilization Fund	Under \$40M. *Metric requires comparison between revenues/expenses, 2024 Y/E accounting may influence the goal*	NA	NA	\$40,000,000	↓	Oracle
	Operator Labor Budget Adherence	Percent difference of the sum of 2025 operator labor and overtime expenses ( <b>excluding fringe benefits</b> ) vs the budgeted operator labor and overtime costs (\$55,129,000 labor, \$12,000,000 OT, <b>\$67,129,000 TOTAL</b> )	-2%	-0.4%	-2%	↓	Financial Data (Oracle Financials)
	Operating Budget Used	The % of actual expenses (year to date) vs. annual budget. 25% per quarter as a guideline, understanding that 100% of budget is limit at year end	25%, 50%, 75%, 100%	99.6%	NA	↓	Financial Data (Oracle Financials)

# 31- PARATRANSIT DISTRICT

## DEPARTMENT OBJECTIVES

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

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
	<ul style="list-style-type: none"><li>Updated and launched the new paratransit web-scheduling platform. (CE)</li><li>Expanded internal capacity, increased the number of full-time Operator positions. (CE, EI)</li><li>Increased ridership by approximately 8% over 2023. (CE, EI)</li><li>Maintained a low speed to answer time within the TIC call center. (CE)</li><li>Improved Safety metrics from 2023. (CE, EI)</li><li>Improved call center metrics in the Paratransit call center. (CE)</li><li>Achieved a Net Promoter Score of between 65-73, well above industry peers. (CE)</li><li>Held the first annual Paratransit Car and Bike Show for employees and their families. (EI)</li><li>Continued the Certified Operator Road Instructor Program for Paratransit Operators. (CE, EI)</li><li>Retired the propane fleet. (FH)</li><li>Completed several facility project upgrades to maintain a State of Good Repair. (CE, FH)</li><li>Right-sized Dispatch to improve efficiency. (CE, EI)</li></ul>			

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
	<ul style="list-style-type: none"><li>Upgrade the Paratransit scheduling software to Trapeze PASS V.21. (CE,FH)</li><li>Implement the mobile application for Trapeze PASS. (CE)</li><li>Expand capacity to accommodate growth in ridership demand. (CE, CI)</li><li>Replace the MV-1s with cutaways. (CE, FH)</li><li>Reduce overtime and budget expenditure. (FH)</li><li>Adhere to Authority's Mission, Vision, and Values. (CE, CI, EI, FH)</li><li>Continue to maintain a best-in-class NPS by focusing on the customer service experience. (CE)</li><li>Focus on internal training and employee experience. (EI)</li><li>Achieve and maintain on time performance (OTP) of 88% or higher. (CE)</li></ul>			

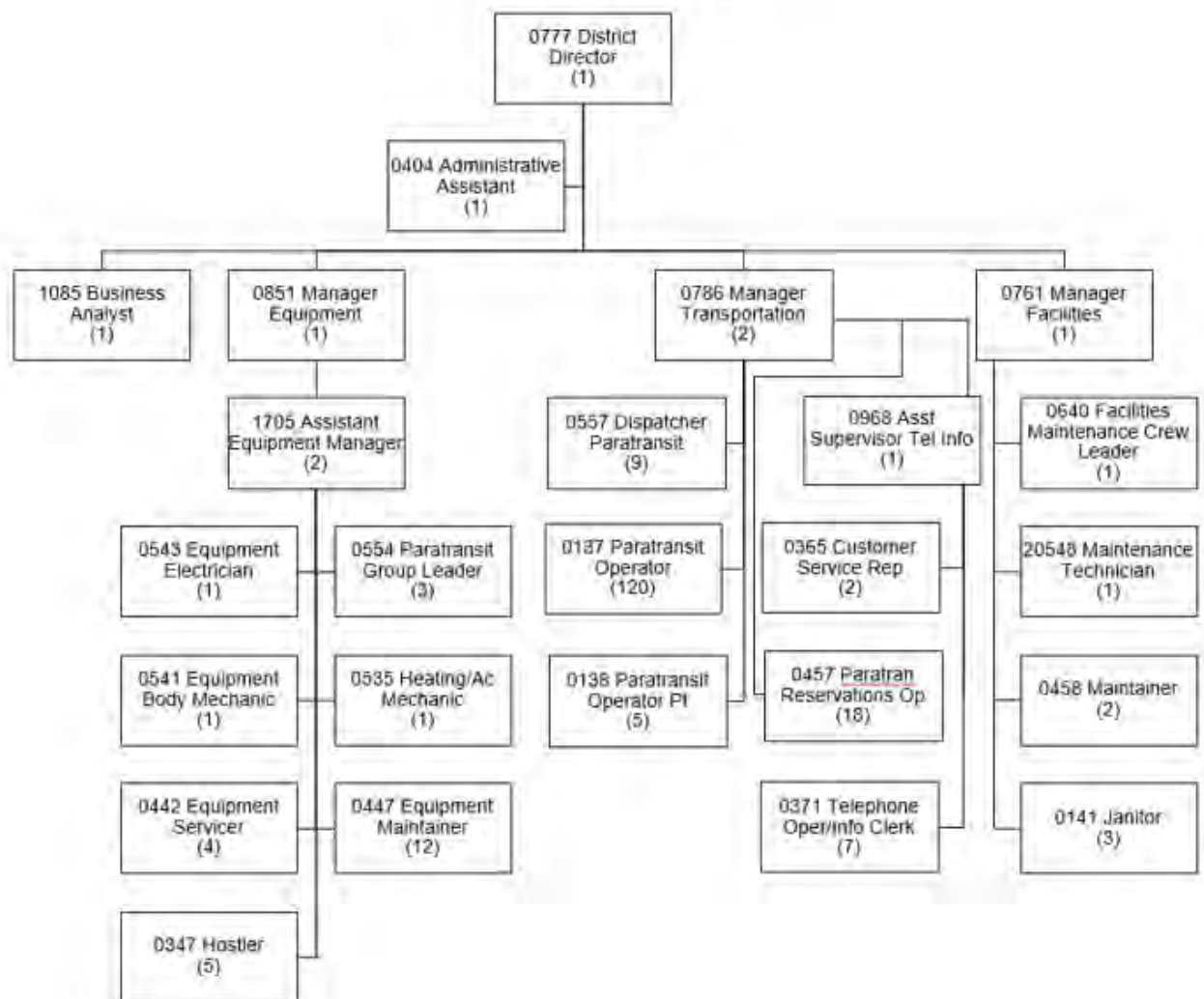
# PARATRANSIT DISTRICT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501100	Operators Labor	\$5,662,794	\$6,100,000	\$6,100,000
501110	Operators Overtime	1,037,186	785,247	1,200,000
501200	Hourly Employee Labor	3,105,980	3,193,581	3,715,953
501210	Hourly Employee Overtime	504,435	245,000	245,000
501300	Salaried Employees Labor	1,965,939	2,031,340	1,945,288
501310	Salaried Employees Overtime	113,839	90,000	90,000
502000	Fringe Benefits	4,198,039	4,340,626	5,304,438
502071	W/C – Injuries & Damage to Employees	1,952	0	0
503000	Services	40,633	40,000	40,000
503052	Other Maintenance Contract	20,070	67,200	67,200
504000	Materials & Supplies	81,523	70,490	60,990
504032	Propane Fuel	95,259	21,000	-
508020	Purchased Trans-Suburban	9,800,733	10,933,644	16,697,000
509000	Miscellaneous Expense	3,435	8,545	8,150
509022	Meals/Food/Per Diem	1,240	2,000	2,000
<b>Total</b>		<b>\$23,959,669</b>	<b>\$26,633,057</b>	<b>\$35,476,019</b>

# PARATRANSIT DISTRICT STAFFING

Grade	Job Name	2023	2024	2025
01	0137.Paratransit Operator	111	120	120
01	0138.Paratransit Operator (Part-Time)	5	5	5
01	0141.Janitor	3	3	3
03	0347.Hostler	5	5	5
03	0348.Hostler (Part-Time)	1	1	1
03	0365.Customer Service Representative	2	2	3
03	0371.Telephone Operator/Information Clerk	8	7	7
04	0442.Equipment Servicer	6	6	6
04	0447.Equipment Maintainer	11	12	12
04	0457.Paratransit Reservations Operator	18	18	18
04	0458.Maintainer	2	2	2
04	04'04Administrative Assistant	1	1	1
05	0535.Heating/Air Conditioning Mechanic	1	1	1
05	0541.Equipment Body Mechanic	1	1	1
05	0543.Equipment Electrician	1	1	1
05	0548.Maintenance Technician	1	1	1
05	0554.Paratransit Group Leader	3	3	3
05	0557.Dispatcher -Paratransit	9	9	9
06	0640.Facilities Maintenance Crew Leader	1	1	1
107	0968.Supervisor of Telephone Information/ADA	1	1	1
108	1085.District Business Analyst	1	1	1
110	17'05Assistant Equipment Manager	2	2	2
111	0761.Manager - Facilities	1	1	1
111	0851.Manager - Equipment	1	1	1
112	0786.Manager - Transportation	2	2	2
114	0777.District Director	1	1	1
<b>Total</b>		<b>199</b>	<b>208</b>	<b>208</b>

## PARATRANSIT DISTRICT ORGANIZATION CHART



Total FTE's = 208

# 32- RAIL DISTRICT

## DEPARTMENT OBJECTIVES

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

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success	(CE)	(CI)	(EI)	(FH)
Outcomes:				

### Accomplishments

- Cleanliness (CE)
  - Windermere In Service HRV Cleaning
  - Rail Station Cleaning Project Team
  - HRV Vinyl Seat Replacement Underway
- Supported the Railcar Replacement Program (CE, CI, FH)
- Special Event Service (CE, CI)
  - St. Patrick's Day Service
  - Solar Eclipse
  - Guardians Baseball Home Opener, Games, and Playoffs
  - Cleveland Air Show
  - Concerts (Billy Joel, Rolling Stones, Taylor Swift)
  - Browns Football Service
- APTA Rail Conference Host (CE, CI, EI)
- GCRTA 50-Year Celebration (CI)
- 2024 Employee Rail Rodeo (CI, EI)

## 2025 PRIORITIES

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success	(CE)	(CI)	(EI)	(FH)
Outcomes:				

### Priorities

- Cleanliness (CE, CI, FH)
  - Windermere In Service HRV Cleaning
  - Rail Station Cleaning Project Team
  - HRV Vinyl Seat Replacement Completion
- Railcar Replacement Project (CE, CI, FH)
- Special Event Service (CE, CI)
  - St. Patrick's Day Service
  - Browns Football Service
- 2025 Employee Rail Rodeo (CI, EI)

## RAIL DISTRICT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501100	Operators Labor	\$4,648,725	\$5,220,289	\$6,329,000
501110	Operators Overtime	1,082,720	1,183,433	1,100,000
501200	Hourly Employee Labor	7,411,229	7,777,613	8,920,887
501210	Hourly Employee Overtime	780,393	1,025,186	775,000
501300	Salaried Employees Labor	2,255,288	2,491,074	2,681,093
501310	Salaried Employees Overtime	157,773	184,309	119,797
502000	Fringe Benefits Budget	5,506,340	6,745,558	6,920,593
502071	W/C - Injuries&Damage to Employees	772	1,061	
503000	Service - Budget	461,768	539,512	135,000
503052	Other Maintenance Contract	3,569,868	664,226	1,046,217
504000	Materials&Supplies Budget	393,792	523,903	385,200
504090	Tires&Tubes	-	-	500
505021	Electricity	266,668	332,952	358,000
509000	Miscellaneous Expense Budget	28,563	64,407	81,300
509022	Meals/Food/Per Diem	9,083	9,127	7,000
512000	Leases & Rentals - Budget	15,025	-	65,000
<b>TOTAL</b>		<b>\$26,588,005</b>	<b>\$26,762,651</b>	<b>\$28,924,587</b>

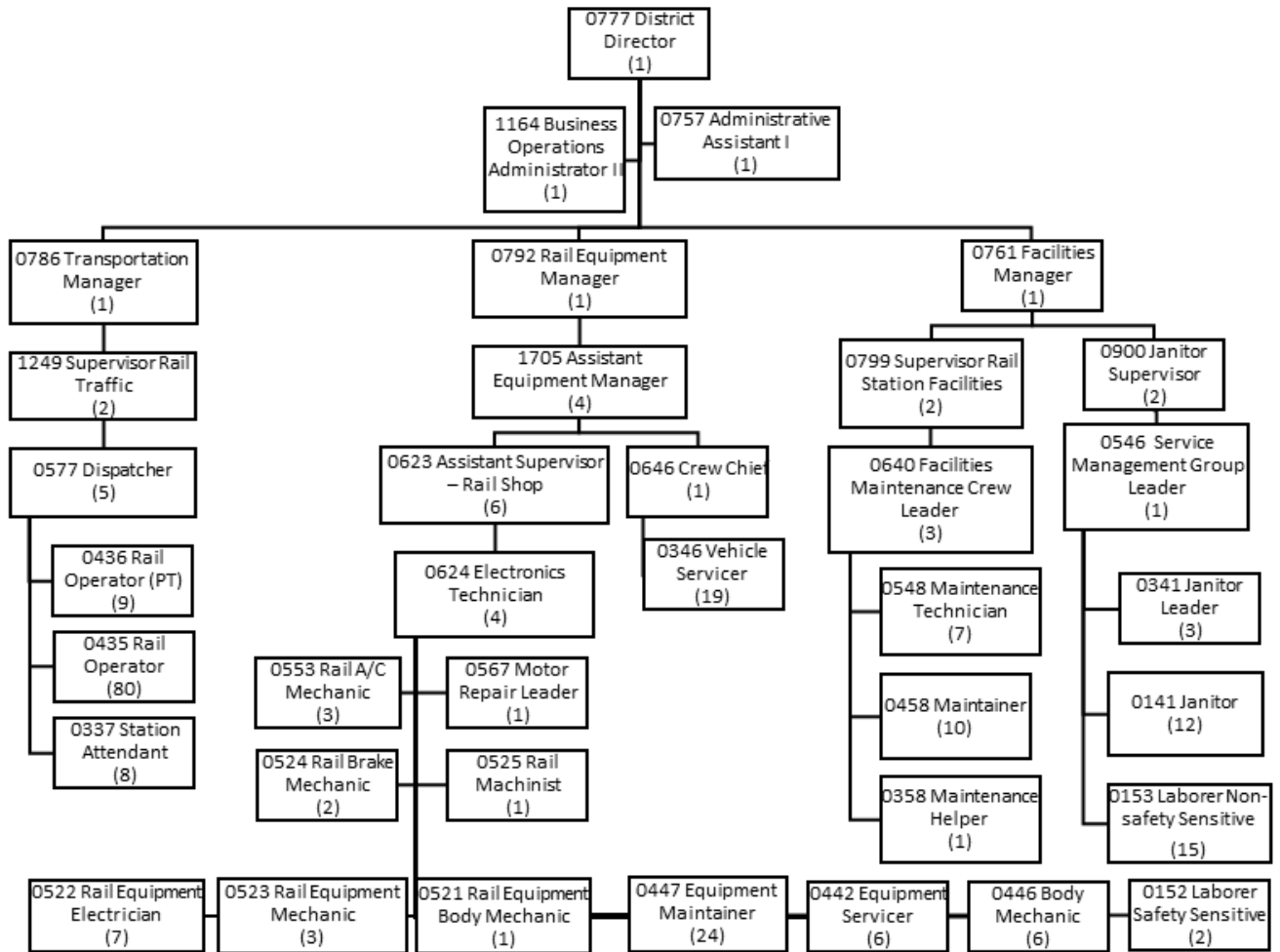
## RAIL DISTRICT STAFFING

Grade	Job Name	2023	2024	2025
01	0141.Janitor	24	12	12
	0152.Laborer Safety Sensitive	2	2	2
	0153.Laborer Non-Safety Sensitive	2	15	15
03	0337.Station Attendant	8	8	8
	0341.Janitor Leader	3	3	3
	0346.Vehicle Servicer	19	19	19
	0358.Maintenance Helper	1	1	1
04	0435.Rail Operator	80	80	80
	0436.Rail Operator (Part-Time)	9	9	9
	0442.Equipment Servicer	6	6	6
	0446.Body Mechanic	6	6	6
	0447.Equipment Maintainer	26	24	24
	0458.Maintainer	10	10	10
05	0521.Rail Equipment Body Mechanic	1	1	1
	0522.Rail Equipment Electrician	7	7	7
	0523.Rail Equipment Mechanic	3	3	3
	0524.Rail Brake Mechanic	2	2	2
	0525.Rail Machinist	1	1	1
	0546.Service Management Group Leader	1	1	1
	0548.Maintenance Technician	7	7	7
	0553.Rail Air Conditioning Mechanic	3	3	3
	0567.Motor Repair Leader	1	1	1
	0577.Dispatchers	5	5	5
06	0623.Assistant Supervisor - Rail Shop	6	6	6



Grade	Job Name	2023	2024	2025
	0624.Electronics Technician	2	4	4
	0640.Facilities Maintenance Crew Leader	3	3	3
	0646.Crew Chief	1	1	1
104	0757.Administrative Assistant I	1	1	1
108	1085 District Business Analyst.Operations.Rail District	1	-	-
110	0799.Supervisor - Rail Station Facilities	2	2	2
	0900.Supervisor - Janitorial Services	1	2	2
	1164.Business Operations Administrator II	1	1	1
	1249.Supervisor - Rail Traffic	2	2	2
	1705.Assistant Equipment Manager	4	4	4
111	0761.Manager - Facilities	1	1	1
112	0786.Manager - Transportation	1	1	1
113	0792.Manager - Rail Equipment	1	1	1
114	0777.District Director	1	1	1
<b>Total</b>		<b>255</b>	<b>256</b>	<b>256</b>

## RAIL DISTRICT ORGANIZATION CHART



Total FTE's = 256

# 34- TRANSIT POLICE DEPARTMENT

## DEPARTMENT OBJECTIVES

Transit Police Department (TP) provides a safe and orderly environment within the transit system, to promote the confidence of the riding public, and to enhance the use of the entire system. Central to this is the protection of life and property through the prevention of crime and terrorism. Mutual trust between officers and communities is critical to maintaining public safety and effective policing.

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
	<ul style="list-style-type: none"><li>• Reduced the risk from active shooters by conducting drills with GCRTA employees. (EI)</li><li>• Continued TP's Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation efforts. (CI, EI)</li><li>• Onboarded, trained and seated the Civilian Oversight Committee. (CI, EI, FH)</li><li>• Provided Crisis Intervention Training (CIT) for TP officers. (CE, CI, EI)</li><li>• Strengthened relationships with agency partners to provide resources for those in need of mental health, addiction, and shelter services. (CE, CI, EI)</li><li>• Expanded Operation Community Watch program that attended and participated in over 100 community events throughout Cuyahoga County. (CE, CI)</li><li>• Decreased staffing shortage by onboarding lateral hires and police academy graduates. (CE, CI, EI, FH)</li><li>• Worked with HR to hone hiring strategies and improve staffing levels. (CE, CI, EI, FH)</li><li>• Deployed Drones to enhance TP patrol capabilities. (CE, CI, FH)</li><li>• Collaborated with the Marketing Department to enhance the image of Transit Police. (CE, CI)</li><li>• Increased patrols of Transit Police officers on trains, buses, and in stations to deter crime. (CE, CI)</li><li>• Expanded Transit Ambassador coverage to include Light Rail system. (CE, CI)</li><li>• Collaborated with internal partners to identify additional office space for Transit Police divisions. (EI, FH)</li><li>• Began the procurement process to select vendors to conduct an Assessment Center for Transit Police lieutenants and sergeants. (EI, FH)</li></ul>			

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
	<ul style="list-style-type: none"><li>• Create an internal Scorecard that aligns with GCRTA and the Operations Division Success Outcomes. (CE, CI, EI, FH)</li><li>• Continue working with the Marketing Department to enhance the image of TP. (CI, EI)</li><li>• Increase patrols of Transit Police on trains, buses, and stations to deter crime. (CE, CI).</li><li>• Finalize and obtain certification for Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) accreditation. (CE, CI, EI).</li></ul>			

- Work with community partners to reduce the population of GCRTA's non-destination riders. (CE, CI).
- Combine efforts with the Training Department to enhance organizational training for all GCRTA employees. (EI).
- Completion of State required Continuing Professional Training (CPT) for all Transit Police officers. (EI)
- Increase staffing levels for patrol officers to budgeted amount. (CE, CI).
- Expand diversity in specialized units. (CI, EI)
- Reactivate TP Bicycle Unit. (CE, CI)
- Conduct promotional process for sergeants and lieutenants. (EI).

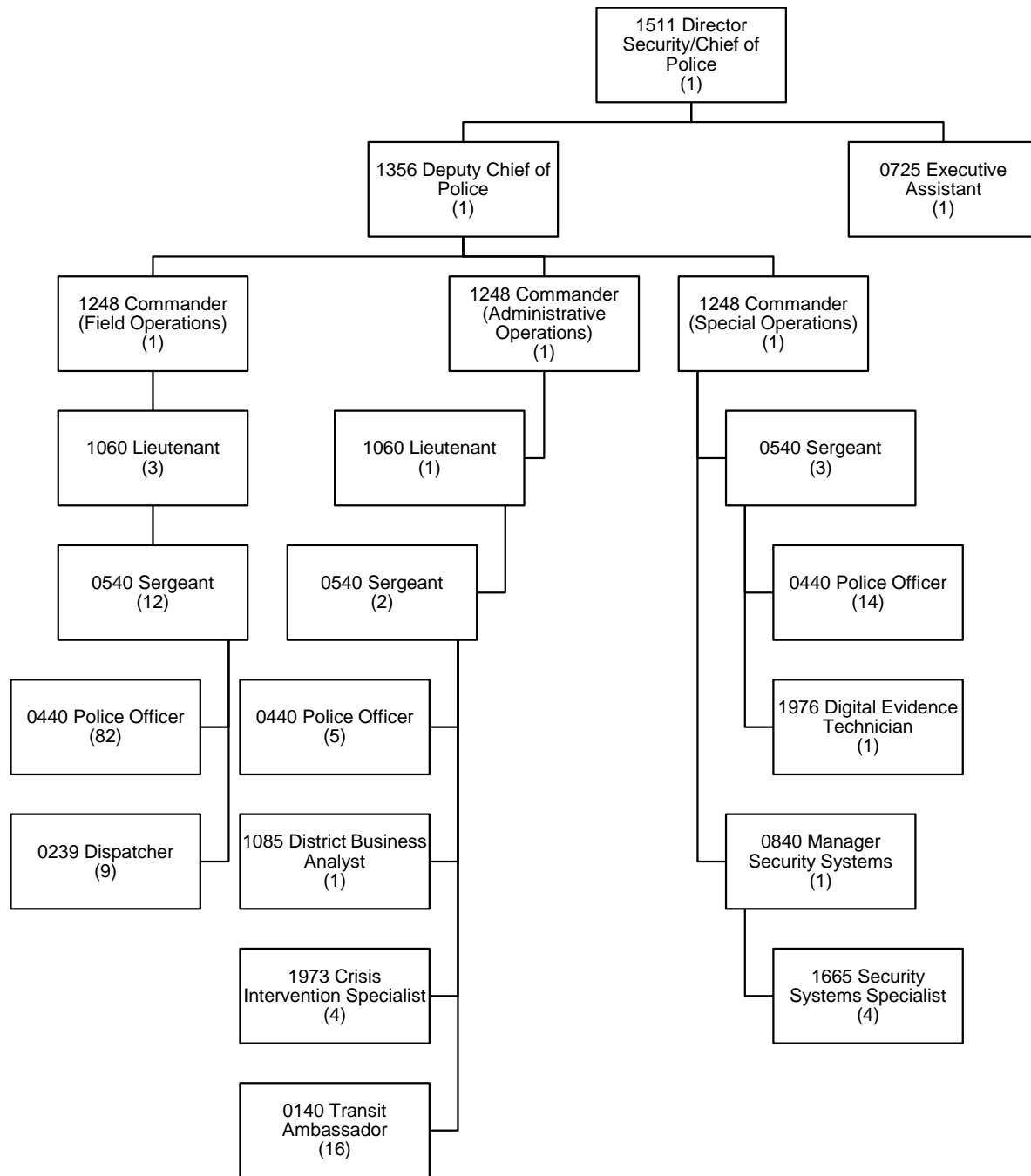
#### TRANSIT POLICE DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501200	Hourly Employee Labor	\$8,556,306	\$10,374,606	11,351,525
501210	Hourly Employee Overtime	550,334	494,491	420,000
501300	Salaried Employees Labor	1,808,871	1,510,874	1,905,283
501310	Salaried Employees Overtime	628	0	0
502000	Fringe Benefits	4,027,917	5,019,808	5,199,827
502071	W/C - Injuries & Damage to Employees	1,367	13,411	0
503000	Services	110,348	94,353	73,950
503052	Other Maintenance Contract	265,897	338,337	371,600
504000	Materials & Supplies	280,593	307,395	258,928
506000	Casualty & Liability	5,200	5,200	6,000
509000	Miscellaneous Expense	32,917	32,634	38,600
509022	Meals/Food/Per Diem	376	1,636	500
512000	Leases & Rentals	8,747	3,645	0
<b>Total</b>		<b>\$15,649,502</b>	<b>\$18,196,390</b>	<b>\$19,626,213</b>

#### TRANSIT POLICE DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
01	0139.Security Officer	1	-	-
02	0239.Dispatcher - Transit Police	9	9	9
03	0140.Transit Ambassador	16	16	16
04	0440.Transit Police Officer	94	101	101
05	0540.Transit Police Sergeant	16	17	17
06	1060.Lieutenant - Transit Police	-	4	4
106	1973.Crisis Intervention Specialist.	4	4	4
107	0725.Executive Assistant	1	1	1
107	1976.Digital Evidence Technician	1	1	1
108	1085.District Business Analyst	1	1	1
108	1665.Security Systems Specialist I	4	4	4
111	0840.Manager - Security Systems	1	1	1
112	1248.Commander - Transit Police	3	3	3
113	1356.Deputy Chief of Police	1	1	1
115	1511.Director - Security/Chief of Police	1	1	1
27	1060.Lieutenant - Transit Police	4	-	-
<b>Total</b>		<b>157</b>	<b>164</b>	<b>164</b>

## TRANSIT POLICE DEPARTMENT ORGANIZATION CHART



Total FTE's = 164

# 35- SERVICE MANAGEMENT DEPARTMENT

## DEPARTMENT OBJECTIVES

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 and cleaning services for the Authority and manages the signage and shelter programs. The department's Business Intelligence/Operations Analysis Unit analyzes data and helps develop the analytical capabilities of staff members in other departments.

## 2024 ACCOMPLISHMENTS

- Implemented the 2024 Service Management Plan. (CE, FH)
- Continued to assess bus stops for safety and spacing and continued to upgrade bus stop signs. (CE, FH)
- Supported the management of MicroTransit service. (CE, FH)
- Supported private and municipal efforts to improve conditions for pedestrians and transit riders. (CE, FH)
- Collaborated with city staff and stakeholders on land development projects. (CE, FH)
- Adjusted service as needed for construction projects and major special events. (CE, FH)
- Reviewed scheduled running times of selected routes to increase service dependability. (CE, FH)
- Developed and implemented special rail schedules for major events. (CE, FH)
- Re-established regular weekend service to Waterfront stations. (CE, FH)
- Continued maintenance and cleaning of passenger shelters, Cleveland State Line stations, and the HealthLine. (CE)
- Continued maintenance and cleaning of all assigned properties. (CE, CI, EI)
- Continued intensive cleaning activities. (CE)
- Coordinated and improved facility maintenance practices authority-wide. (EI)
- Supported employee training and development. (EI)
- Promoted safety and maintained low rates of on-the-job injuries. (EI)

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"><li>• Implement the 2025 Service Management Plan. (CE, FH)</li><li>• Add passenger shelters in accordance with the new policy adopted by the board in 2023. (CE, FH)</li><li>• Continue to assess bus stops for safety and spacing and continue to upgrade bus stop signs. (CE)</li><li>• Intensify collaborative efforts to improve streetscape for pedestrians and transit riders. (CE, CI)</li><li>• Adjust services as needed for construction projects and major special events. (CE)</li><li>• Prioritize service for improved frequency in line with the Strategic Plan. (CE)</li><li>• Review scheduled running times of selected routes to increase service dependability. (CI)</li><li>• Prepare to return regularly scheduled service on the Waterfront Line. (CE)</li><li>• Continue to plan for rail service outages to support maintenance and improvement projects. (CE, CI)</li><li>• Support operational planning for the Rail Car Replacement Project. (FH)</li><li>• Continue efforts to resolve the bus operator shortage. (EI)</li><li>• Improve accuracy, consistency, and relevance of internal and external reports. (CE, FH)</li><li>• Strengthen operational analysis to improve decision-making and attachment. (CE, FH)</li></ul>				

- Continue maintenance and cleaning of passenger shelters, Cleveland State Line stations, and the HealthLine. (CE)
- Continue maintenance and cleaning of all assigned properties. (CE, CI, EI)
- Continue intensive vehicle-cleaning activities. (CE)
- Coordinate and improve facility maintenance practices authority-wide. (EI)
- Support employee training and development. (EI)
- Promote safety and maintain low rates of on-the-job injuries. (EI)
- Revamp the entire facility cleaning processes for The Authority. (CE, EI)

#### SERVICE MANAGEMENT DEPARTMENT BUDGET

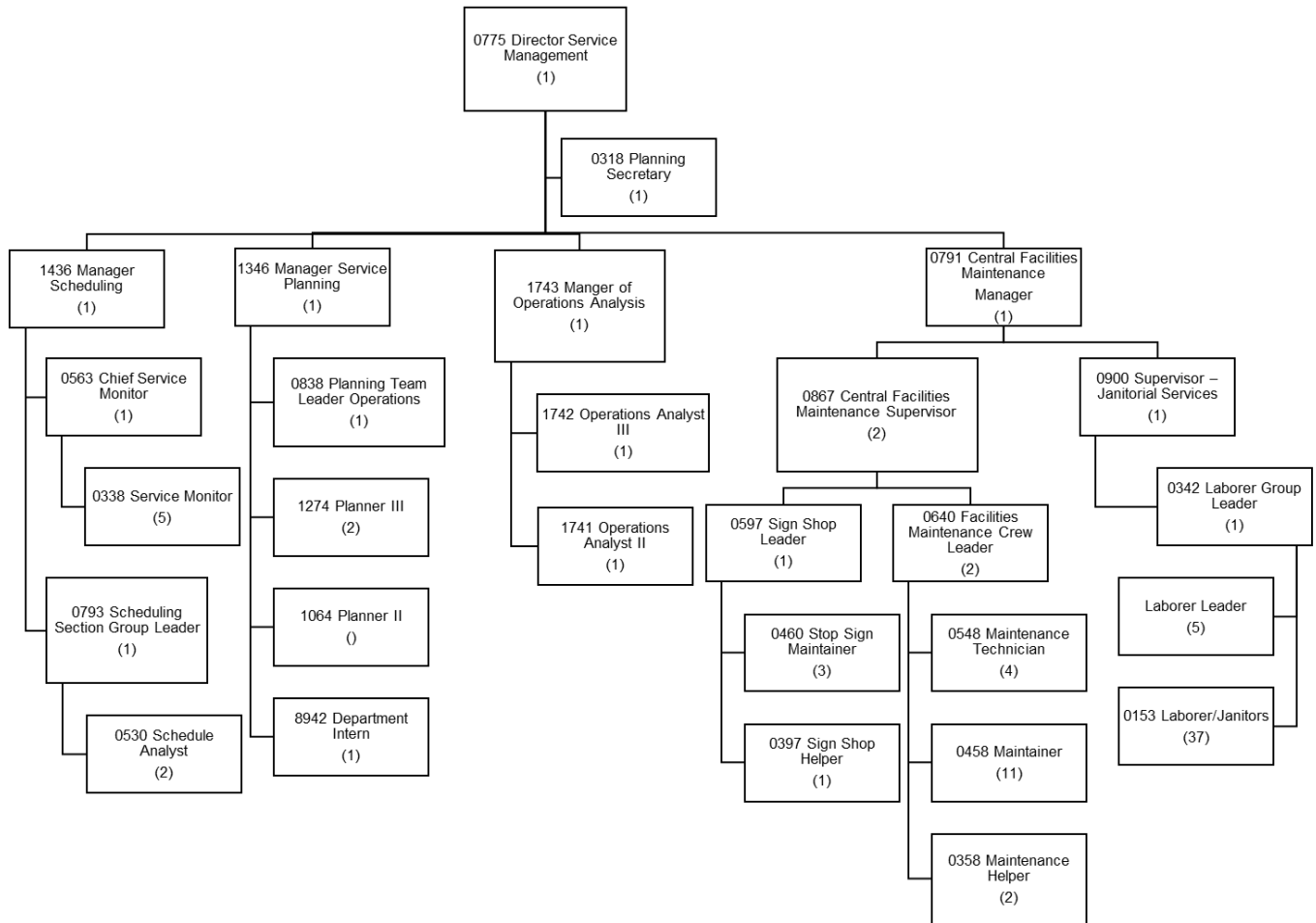
Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501200	Hourly Employee Labor	\$3,478,248	\$4,000,274	\$3,887,180
501210	Hourly Employee Overtime	223,241	334,240	220,000
501300	Salaried Employees Labor	1,278,039	1,517,522	1,383,462
501310	Salaried Employees Overtime	5	13	2,000
502000	Fringe Benefits	1,785,108	2,274,113	2,038,494
503000	Services	102,599	1,354,883	125,549
503052	Other Maintenance Contract	826,681	812,033	1,914,880
504000	Materials & Supplies	214,566	275,938	344,850
509000	Miscellaneous Expense	8,541	12,854	12,000
509022	Meals/Food/Per Diem	298	474	1,600
<b>Total</b>		<b>\$7,917,326</b>	<b>\$10,582,342</b>	<b>\$11,329,445</b>



# SERVICE MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
01	0141.Janitor	8	4	4
01	0153.Laborer Non-Safety Sensitive	29	33	33
01	0154.Mobile Laborer Ambassador PT	2	-	-
01	8942.Department Intern	1	1	1
03	0318.Planning Secretary	1	1	1
03	0338.Service Monitor	5	5	5
03	0342.Laborer Leader	5	5	5
03	0358.Maintenance Helper	2	2	2
03	0397.Sign Shop Helper	1	1	1
04	0458.Maintainer	11	11	11
04	0460.Stop Sign Maintainer	3	3	3
05	0530.Schedule Analyst	2	2	2
05	0546.Service Management Group Leader	1	1	1
05	0548.Maintenance Technician	4	4	4
05	0563.Chief Service Monitor	1	1	1
05	0597.Sign Shop Leader	1	1	1
06	0640.Facilities Maintenance Crew Leader	2	2	2
107	1064.Planner II Operations Service Mgmt	1	-	-
108	1741.Operations Analyst II	1	1	1
109	1149.Facilities Maintenance Trainer	-	1	1
109	1274.Planner III	2	2	2
109	1142.Business Operations Admin I	1	1	1
110	1742.Operation Analyst III	1	1	1
110	0793.Schedule Section Group Leader	1	1	1
110	0838.Planning Team Leader	1	1	1
110	0867.Central Facilities Maintenance Supervisor	2	2	2
110	0900.Supervisor - Janitorial Services	1	1	1
112	0791.Sr. Manager - Central Facilities	1	1	1
112	1743.Manager of Operations Analysis	1	1	1
113	1346.Manager - Service Planning	1	1	1
113	1436.Manager - Scheduling	1	1	1
114	0775.Director - Service Management	1	1	1
<b>Total</b>		<b>95</b>	<b>93</b>	<b>93</b>

## SERVICE MANAGEMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 93

# 36- POWER & WAY DISTRICT

## DEPARTMENT OBJECTIVES

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

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success Outcomes:	(CE)	(CI)	(EI)	(FH)
<ul style="list-style-type: none"><li>Removed and replaced 1300 cross ties system wide. (CE, FH)</li><li>Replaced 1000 ft of rail. (CE, FH)</li><li>Completed annual vegetation control. (CE, FH)</li><li>Continued the heavy rail right-of-way rehabilitation through the replacement of track bed and rails for safer and smoother ride. (CE, FH)</li><li>Continued to reduce the number of on-job work related injuries by doing what? How? (EI, FH)</li><li>Maintain fiber optic communication system to RTA facilities along the rapid right-of-way. (CE, FH)</li><li>Repaired derailleurs on viaduct. (CE, FH)</li><li>Maintained the power and signal systems in accordance with GCRTA's and Federal Safety standards. (CE, FH)</li><li>Reimbursed expenses through grant reimbursements. (FH)</li><li>Assisted Engineering with rail construction projects. (CE, EI, FH)</li><li>Installed two snow melters boxes. (CE, FH)</li><li>Repaired cab communication issues in the rail yard. (EI, FH)</li></ul>				

## 2025 PRIORITIES

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success Outcomes:	(CE)	(CI)	(EI)	(FH)
<b>Track Department</b> <ul style="list-style-type: none"><li>Install 2500 ties throughout GCRTA system. (CE, FH)</li><li>Install 1000 ft of Rail system wide. (CE, FH)</li><li>Weld for Continuous Welded Rail (CWR) [removing of rail Joints]. (CE, FH)</li><li>Install switch stands E 55<sup>th</sup> yard &amp; Waterfront. (CE, FH)</li><li>Continue Maintenance welding system wide. (CE, FH)</li><li>Continue maintenance and repairs at E 55th rail yard. (CE, FH)</li><li>Repair and maintenance of rail through use of Geometry Car repairs system wide. (CE, FH)</li><li>Repair and maintenance of rail through use of Ultrasonic Car system wide. (CE, FH)</li></ul>				
<b>Signal Department</b> <ul style="list-style-type: none"><li>Install Rail Bonding installation &amp; switch at E 55th rail yard. (CE, FH)</li><li>Remodel CIH's. (CE, FH)</li><li>Replace Signal X182. (CE, FH)</li><li>Replace battery at Tower City Bungalow. (CE, FH)</li><li>Install 5G switch machines. (CE, FH)</li><li>Repair and replace junctionbox system wide. (CE, FH)</li><li>Replace all power supplies. (CE, FH)</li></ul>				

**Traction Power Line**

- Install 515 Ocs. (CE, FH)
- Install of Blue Wire heating system. (CE, FH)
- Label Wayside Disconnect w/Remote Arms. (CE, FH)
- Install tie switch at Brookpark. (CE, FH)

**Substation**

- Repair substation doors. (CE, FH)
- Replace substation batteries. (CE, FH)
- Repair feeder breaker 172. (CE, FH)
- Repair exhaust fans. (CE, FH)

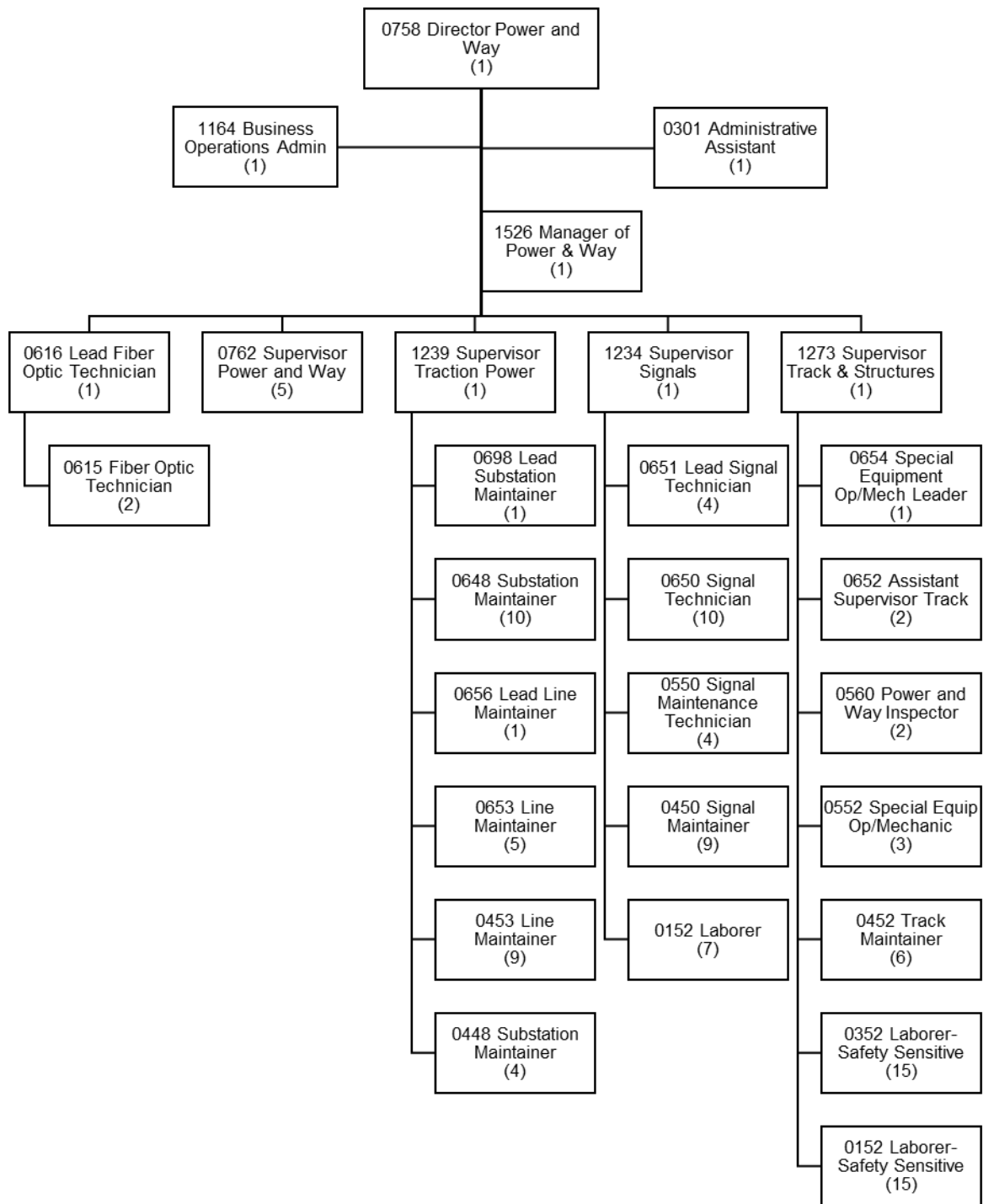
**POWER & WAY DISTRICT BUDGET**

<b>Object Class</b>	<b>Description</b>	<b>2023 Actual</b>	<b>2024 Actual</b>	<b>2025 Budget</b>
501200	Hourly Employee Labor	\$6,320,446	\$6,932,762	\$8,032,381
501210	Hourly Employee Overtime	1,145,627	1,015,987	1,000,000
501300	Salaried Employees Labor	1,105,353	1,236,613	1,244,556
501310	Salaried Employees Overtime	85,159	87,811	70,000
502000	Fringe Benefits	2,907,351	3,508,894	3,440,418
503000	Services	52,755	57,061	174,500
503052	Other Maintenance Contract	485,872	302,820	535,980
504000	Materials & Supplies	749,631	388,135	283,450
504051	Postage Expense	16	-	-
505010	Propulsion Power	1,890,630	2,276,670	2,854,100
509000	Miscellaneous Expense	18,049	39,071	38,000
509022	Meals/Food/Per Diem	10,508	10,946	3,000
512000	Leases & Rentals	59,830	-	60,000
<b>Total</b>		<b>\$14,831,226</b>	<b>\$15,856,769</b>	<b>\$17,736,385</b>

# POWER & WAY DISTRICT STAFFING

Grade	Job Name	2023	2024	2025
01	0152.Laborer Safety Sensitive	23	22	22
03	0301.Administrative Assistant	1	1	1
03	0352.Laborer Safety Sensitive	15	14	14
04	0448.Substation Maintainer	3	3	3
04	0450.Signal Maintainer	9	10	10
04	0452.Track Maintainer	6	7	7
04	0453.Line Maintainer	10	10	10
05	0550.Signal Maintenance Technician	3	3	3
05	0552.Special Equip Operator/Mechanic	3	3	3
05	0560.Power & Way Inspector	2	2	2
06	0615.Fiber Optic Technician	2	2	2
06	0616.Lead Fiber Optic Technician	1	1	1
06	0648.Substation Maintainer	10	10	10
06	0650.Signal Technician	11	11	11
06	0651.Lead Signal Technician	4	4	4
06	0652.Assistant Supervisor - Track	2	2	2
06	0653.Line Maintainer	5	5	5
06	0654.Special Equipment Operator/Mechanic Leader	1	1	1
06	0656.Lead Line Maintainer	1	1	1
06	0698.Lead Substation Maintainer	1	1	1
110	0762.Supervisor - Power and Way	4	4	4
110	1164.Business Operations Admin	1	1	1
111	1234.Supervisor - Signals	1	1	1
111	1239.Supervisor of Traction Power	1	1	1
111	1273.Supervisor Track & Structures	1	1	1
113	1526.Manager Power & Way	1	1	1
114	0758.Director of Power and Way	1	1	1
<b>Total</b>		<b>123</b>	<b>123</b>	<b>123</b>

## POWER & WAY DISTRICT ORGANIZATION CHART



Total FTE's = 123

# 38- SERVICE QUALITY MANAGEMENT

## DEPARTMENT OBJECTIVES

The Service Quality Management Department plays a critical role in fulfilling the Authority's mission of "Connecting the Community" by ensuring that all service offerings are delivered safely and on time. The department consists of Supervisors, Managers, Bus Coordinators, and Central Communications Specialists who utilize a real-time radio system to maintain seamless communication. Key internal stakeholders include the Bus, Rail, and Paratransit Districts, as well as the Marketing and Service Management Departments.

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success Outcomes:	(CE)	(CI)	(EI)	(FH)
<ul style="list-style-type: none"><li>Enhanced training programs to support staff development. (CE, EI, FH)</li><li>Maintained overall on-time performance at 82% despite service disruptions. (CE, FH)</li><li>Maintained communications through Service Quality Bulletins, Bus Reroute Memos, Track Orders, and Operating Orders. (CE, CI, EI, FH)</li><li>Developed the 2024/25 Winter Service Management Plan. (CE, CI, EI, FH)</li><li>Managed transit operations for Browns home games, concerts, and major events. (CE, CI, EI, FH)</li><li>Provided real-time on-time performance updates across key RTA locations. (CE, CI)</li><li>Closed out Ohio Department of Transportation (ODOT) Corrective Action Plans. (CI, FH)</li><li>Revised the Bus Operator, Bus Supervisor, and Bus Coordinator Handbooks. (CE, EI, FH)</li><li>Maintained oversight of the new operator program throughout the year. (CE, EI)</li><li>Worked with the City of Cleveland to improve service for major events. (CE, CI, FH)</li><li>Coordinated transit for key events, including the St. Patrick's Day Parade, Women's Final Four, Solar Eclipse, APTA Rail Conference, and concerts. (CE, CI)</li></ul>				

## 2025 PRIORITIES

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success Outcomes:	(CE)	(CI)	(EI)	(FH)
<ul style="list-style-type: none"><li>Initiate succession planning to ensure long-term leadership development. (EI)</li><li>Monitor financial performance to support the Authority's overall fiscal health. (FH)</li><li>Enhance customer service experience through targeted improvements. (CE)</li><li>Strengthen efforts to improve On-Time Performance. (CE)</li><li>Participate in Bus Patron-Facing Customer Experience Site Visits to gather feedback. (CE)</li><li>Maintain active involvement in City of Cleveland Steering Committee meetings. (CI)</li><li>Improve internal communication strategies for better coordination. (EI)</li><li>Reinforce accountability and responsibility across the department. (EI)</li><li>Leverage OnRoute features to provide real-time service updates via the Transit App. (CE, CI)</li><li>Collaborate with the Information Technology (IT) department to implement Service Quality strategic and tactical initiatives, including incident management, customer communication, service management, dynamic route planning, and performance dashboards. (CE, EI).</li><li>Maintain support and active participation in the OpStat meetings. (CE, EI, FH).</li><li>Stay engaged in the Rail Team Forum meetings. (EI, FH)</li><li>Maintain collaboration with Marketing and Service Management to communicate with customers. (CE).</li></ul>				



- Stay involved in BOSCO meetings. (EI).
- Keep prioritizing safety (Bus & Rail Safety Ride Checks & Bus Trailing Checks). (CE, CI).
- Continue to focus on the New Bus Operator Program. (CI, EI).
- Hold bi-weekly Supervisor Assessment Reports (SAR) meetings with the districts. (EI).
- Promote training and employee development. (EI).
- Chair the weekly Accident Investigation Committee meeting. (CE, FH).
- Participate in the 2025 TRACTION meetings. (CE, CI, EI, FH).
- Assist in organizing the 2025 Bus and Rail Rodeo events. (EI)

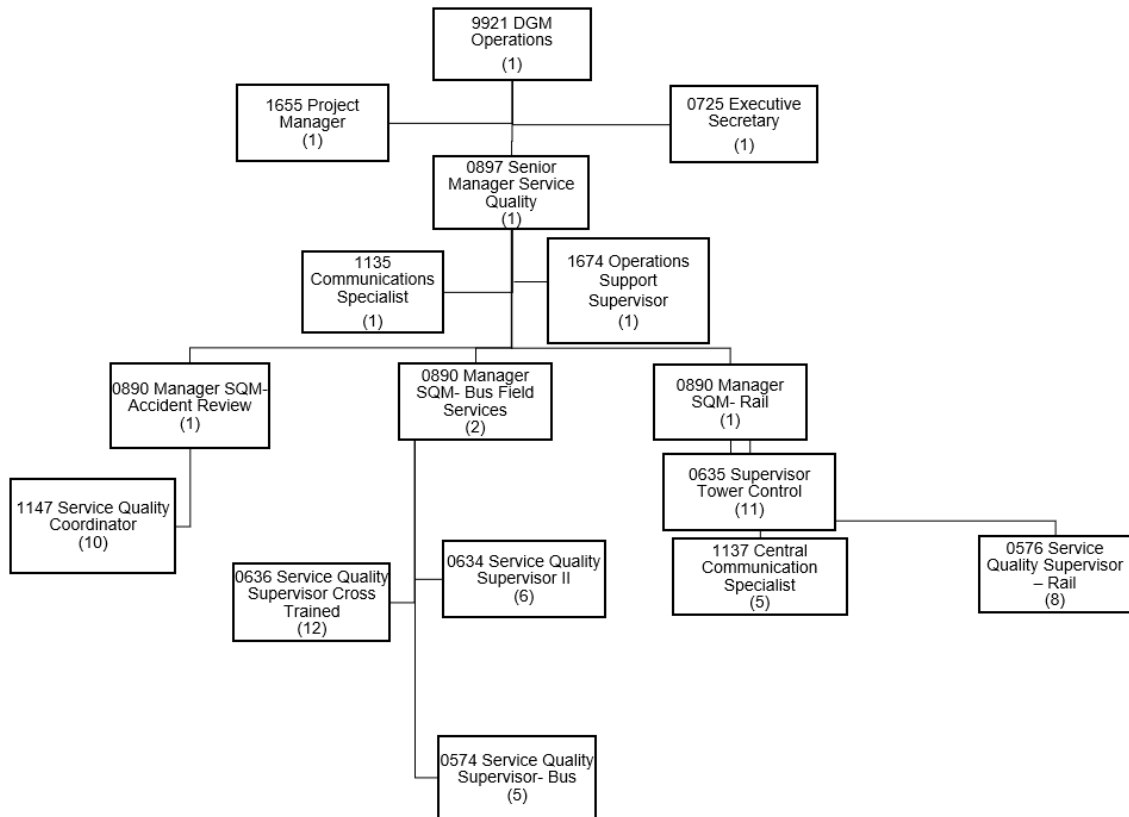
#### SERVICE QUALITY MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Salaried Employees Labor	\$5,330,950	\$5,658,937	\$5,854,834
501310	Salaried Employees Overtime	342,016	526,878	400,000
502000	Fringe Benefits	1,976,133	2,395,792	1,997,570
504000	Materials & Supplies	3,128	2,007	2000
509000	Miscellaneous Expense	8,400	7,840	12,800
509022	Meals/Food/Per Diem	130	3,300	1,200
<b>Total</b>		<b>\$7,684,673</b>	<b>\$8,594,753</b>	<b>\$8,268,404</b>

# SERVICE QUALITY MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
05	0574.Service Quality Supervisor I	5	5	5
05	0576.Service Quality Supervisor, Rail	8	8	8
06	0634.Service Quality Supervisor II	6	6	6
06	0635.Supervisor - Tower Control	11	11	11
06	0636.Supervisor Cross Trained	12	12	12
107	0725.Executive Assistant	1	1	1
108	1135.Communications Specialist	1	1	1
109	1674.Operations Support Supervisor	1	1	1
110	1137.Central Communication Specialist	5	5	5
110	1147.Service Quality Coordinator	10	10	10
111	0890. Manager Service Quality	4	4	4
112	0897.Senior Manager - Service Quality	1	1	1
112	1655.Project Manager - Systems Engineering	1	1	1
116	9921.DGM - Operations Division	1	1	1
<b>Total</b>		<b>67</b>	<b>67</b>	<b>67</b>

## SERVICE QUALITY MANAGEMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 67

# 39- FLEET MANAGEMENT DISTRICT

## DEPARTMENT OBJECTIVES

The Fleet Management District provides support for GCRTA's bus, paratransit, rail and non-revenue fleets. The primary functions of the department are fleet replacement planning and fulfillment, fleet engineering support, heavy bus maintenance, supply chain management including the GCRTA'S central inventory account management, fleet electronic systems maintenance, quality assurance, warranty recovery, vehicle disposal and project management. Most of Fleet Management's duties and staff operate out of the Central Bus Maintenance Facility, but also have an electronic repair, supply chain, engineering and quality assurance staff presence at the bus, paratransit and rail operating districts.

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success Outcomes:	(CE)	(CI)	(EI)	(FH)
<ul style="list-style-type: none"> <li>Railcar Replacement Program – Completed final design reviews for the new railcar and executed a purchase option for 18 cars to be manufactured for a total of 48 cars. The contract allows for 60 vehicles in total. (CE,FH)</li> <li>Revenue Vehicle Replacements – 20 Paratransit cutaway buses delivered, readied and integrated into service. Executed a contract purchase option for (40) 40' CNG buses. (CE, FH)</li> <li>Fare Validator Installations – Completed Just Ride Validators on LRVs, Red Line platforms, Tower City faregates, all revenue bus fleets and Paratransit cutaways. (CE, FH)</li> <li>Completed physical inventories of Rail Equipment and Power &amp; Way storerooms.</li> <li>Conducted inventory reduction project that eliminated obsolete inventory from storerooms.</li> <li>Decommissioned and disposed of 42 vehicles.</li> <li>Executed Predictive Maintenance Program for Healthline bus fleet</li> </ul>				

## 2025 PRIORITIES

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success Outcomes:	(CE)	(CI)	(EI)	(FH)
<ul style="list-style-type: none"> <li>Railcar Replacement Program. (CE, CI, FH) <ul style="list-style-type: none"> <li>Complete on-site components and sub-system first article inspections for new railcar.</li> <li>Execute a purchase option for additional railcars under contract for the project.</li> </ul> </li> <li>Revenue Vehicle Replacements. (CE, CI, FH) <ul style="list-style-type: none"> <li>Execute a contract purchase option for 60' Articulated 5-Door BRT buses.</li> <li>Execute a state contract purchase for Paratransit cutaway buses.</li> <li>Execute a new 5-year contract for the manufacture and delivery of 40' CNG buses.</li> <li>Accept delivery, prep and integrate into service (20) Paratransit cutaway buses.</li> <li>Accept delivery, prep and integrate into service up to (40) 40' CNG buses.</li> </ul> </li> <li>Electric Bus Pilot. (CE, CI, FH) <ul style="list-style-type: none"> <li>Execute purchase of up to 10 battery electric buses for a pilot program.</li> </ul> </li> <li>Implement revised asset Configuration Management Program for the Authority. (CE, FH)</li> <li>Complete Radio Authentication Programming for radios systems. (CE, CI)</li> <li>Execute predictive maintenance program for BRT buses. (CE)</li> <li>Initiate railcar parts inventory changeover in Supply Chain warehouses. (CE, FH)</li> </ul>				

## FLEET MANAGEMENT DISTRICT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501200	Hourly Employee Labor	\$8,148,517	\$9,295,128	\$10,905,518
501210	Hourly Employee Overtime	545,943	481,192	450,000
501300	Salaried Employees Labor	2,929,682	3,191,422	3,336,822
501310	Salaried Employees Overtime	23,485	25,219	20,000
502000	Fringe Benefits	4,377,450	5,435,780	5,246,272
502071	W/C – Injuries & Damage to Employees	1,477	476	-
201009	Materials & Supplies – Inventory	13,874,063	15,249,778	13,000,000
503000	Services	128,418	40,129	15,000
503052	Other Maintenance Contract	205,507	201,692	193,635
504000	Materials & Supplies	566,173	590,865	487,700
504020	Diesel Fuel	1,559,389	1,707,399	2,000,000
504031	Gasoline – Storage Tanks	1,309,928	1,270,806	1,400,000
504090	Tires & Tubes	1,162,692	1,162,640	1,141,837
507000	Tax	22,986	39,927	41,000
507050	Ohio Diesel Tax	365,742	287,025	602,900
509000	Miscellaneous Expense	61,534	75,491	44,200
509022	Meals/Food/Per Diem	1,563	1,844	3,000
<b>Total</b>		<b>\$35,284,547</b>	<b>\$39,056,813</b>	<b>\$38,887,884</b>
<b>Total (Net Inventory)</b>		<b>\$21,410,485</b>	<b>\$23,807,036</b>	<b>\$25,887,884</b>

## ASSET & CONFIGURATION MANAGEMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Salaried Employees Labor	557,734	627,072	646,483
502000	Fringe Benefits	204,711	249,208	227,916
503000	Services	6,322	-	-
503052	Other Maintenance Contract	962,830	52,056	-
509000	Miscellaneous Expense	7,445	-	-
509022	Meals/Food/Per Diem	-	-	-
<b>Total</b>		<b>\$1,759,042</b>	<b>\$928,335</b>	<b>\$874,399</b>
<b>Total Fleet Management Budget w/Asset &amp; Configuration</b>		<b>\$37,043,589</b>	<b>\$39,985,148</b>	<b>\$39,762,283</b>
<b>Total Fleet Management Budget w/Asset &amp; Configuration (Net Inventory)</b>		<b>\$23,169,526</b>	<b>\$24,735,370</b>	<b>\$26,762,283</b>

# FLEET MANAGEMENT DISTRICT STAFFING

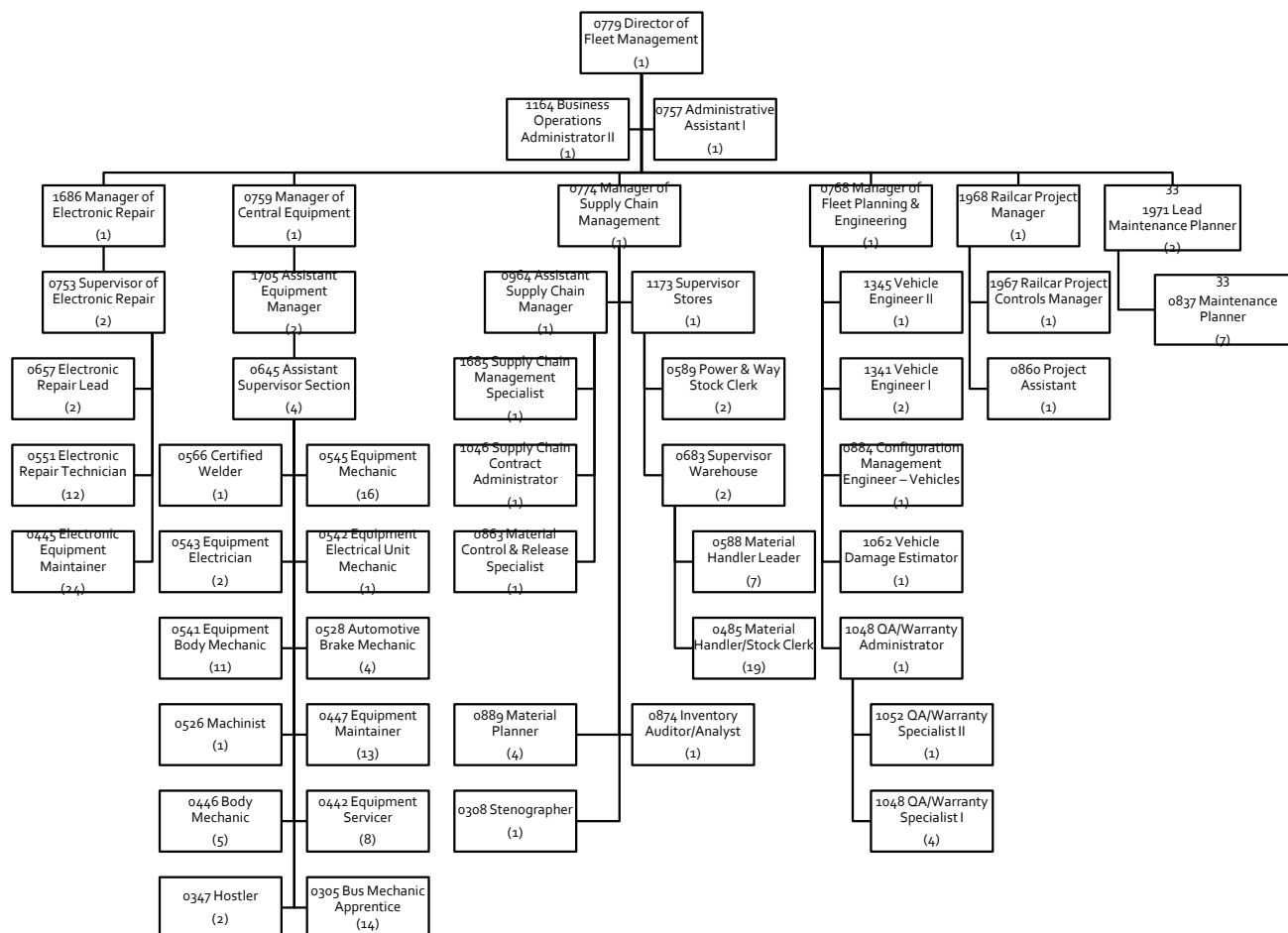
Grade	Job Name	2023	2024	2025
03	0308.Stenographer	1	1	1
03	0347.Hostler	2	2	2
04	0305.Bus Mechanic Apprentice	6	14	14
04	0442.Equipment Servicer	3	8	8
04	0445.Electronic Equipment Maintainer	24	24	24
04	0446.Body Mechanic	4	5	5
04	0447.Equipment Maintainer	15	13	13
04	0485.Material Handler/Stock Clerk	19	19	19
05	0526.Machinist	1	1	1
05	0528.Automotive Brake Mechanic	4	4	4
05	0541.Equipment Body Mechanic	12	12	12
05	0542.Equipment Electrical Unit Mechanic	2	1	1
05	0543.Equipment Electrician	2	2	2
05	0545.Equipment Mechanic	16	16	16
05	0551.Electronic Equipment Technician	12	12	12
05	0566.Certified Welder	1	1	1
05	0588.Material Handler Leader	7	7	7
05	0589.Power & Way Stock Clerk	2	2	2
06	0645.Assistant Supervisor – Section	3	4	4
06	0657.Electronic Repair Lead	2	2	2
06	0683.Supervisor Warehouse	2	2	2
104	0757.Administrative Assistant I	1	1	1
104	1685.Supply Chain Management Specialist	1	1	1
106	0860.Project Assistant	1	1	1
106	1045.Supply Chain Contract Administrator	1	1	1
106	1048.Quality Assurance Warranty Specialist I	5	4	4
106	1062.Vehicle Damage Estimator	1	1	1
108	0863.Material Contract & Release Specialist	1	1	1
108	0874.Inventory Auditor/Analyst	1	1	1
108	0884.Configuration Management Eng\.-Vehicles	1	1	1
108	0889.Material Planner	4	4	4
108	1052 Quality Assurance Warranty Specialist II	-	1	1
108	1085 Business Analyst	-	-	-
109	1251.Quality Assurance/Warranty Administrator	1	1	1
110	0753.Supervisor - Electronic Repair	2	2	2
110	0964.Assistant Supply Chain Manager	1	1	1
110	1164 Business Oper Admin II	1	1	1
110	1173.Supervisor – Stores	1	1	1
110	1341.Vehicle Engineer	3	3	3
110	1705 Asst. Equipment Manager	2	2	2
111	0759.Manager - Central Equipment	1	1	1
111	1967.Railcar Project Controls Manager	1	1	1
112	0768.Manager - Fleet Planning & Engineering	1	1	1
112	1686.Electronic Repair Manager	1	1	1
112	1968.Railcar Project Lead Manager	1	1	1

Grade	Job Name	2023	2024	2025
113	0774.Manager-Supply Chain Management	1	1	1
114	0779.Director - Fleet Management	1	1	1
<b>Total</b>		<b>175</b>	<b>187</b>	<b>187</b>

#### ASSET & CONFIGURATION MANAGEMENT STAFFING

Grade	Job Name	2023	2024	2025
109	0837.Maintenance Planner	8	7	7
110	1971.Lead Maintenance Planner	2	1	1
111	2995.Mgr Asset & Config.	1	-	-
<b>Total</b>		<b>11</b>	<b>8</b>	<b>8</b>
<b>Total Combined Fleet / Asset &amp; Configuration Management</b>		<b>186</b>	<b>195</b>	<b>195</b>

#### FLEET /ASSET & CONFIGURATION MANAGEMENT ORGANIZATION CHART



Total FTE's = 195



# 46- HAYDEN DISTRICT

## DEPARTMENT OBJECTIVES

The Hayden Bus District is dedicated to delivering exceptional public transportation that prioritizes safety, reliability, cleanliness, and outstanding customer service. Serving the eastern regions of the GCRTA service area, the district ensures that every ride is a seamless and positive experience, connecting communities with the highest standards of excellence.

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
	<ul style="list-style-type: none"><li>Surpassed 85% on-time performance across all Hayden bus routes, ensuring timely and dependable service for our community. (CE, CI, FH)</li><li>Exceeded vehicle cleanliness standards, achieving a stretch goal of 10 days between major cleans, enhancing the rider experience. (CE)</li><li>Completed all Predictive Maintenance service intervals across the entire Gillig bus fleet, ensuring optimal performance and reliability. (CE, FH)</li><li>Completed comprehensive roof and HVAC unit replacements at the Hayden District, enhancing facility functionality and energy efficiency. (EI, FH).</li><li>Upgraded the Employee Lounge Area with modern, comfortable furniture to improve staff well-being and morale. (EI, FH)</li><li>Removed lead and repainted the interior walls on the north side of the garage, ensuring a safer and more appealing work environment. (EI, FH)</li><li>Celebrated the graduation of 33 Mentees from the Mentor/Mentee program, fostering professional growth and leadership within our team. (CE, CI, EI)</li><li>Strengthened employee retention through targeted career development programs, leading to a 15% reduction in turnover. (CE, EI, FH)</li><li>Successfully implemented recognition initiatives that boosted employee morale, resulting in a 20% increase in overall job satisfaction. (CE, EI, FH)</li><li>Fostered a collaborative work environment, enhancing team engagement and leading to a 10% improvement in employee retention year after year. (CE, EI, FH)</li></ul>			

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
	<ul style="list-style-type: none"><li>Expand training programs for operators and staff to ensure the highest standards of safety, customer service, and operational efficiency. (EI)</li><li>Strengthen employee engagement by creating open channels for feedback and fostering a culture of inclusivity and collaboration. (EI)</li><li>Maintain consistent completion of all Predictive Maintenance service intervals across the entire Gillig bus fleet, ensuring top-tier performance and reliability. (CE)</li><li>Install two additional Mechanical Lifts to enhance maintenance efficiency and vehicle servicing capabilities. (FH)</li><li>Procure and install a new bus wash rack to improve fleet cleanliness and operational productivity. (CE).</li><li>Achieve 15,000 miles between service interruptions, setting a new standard for service continuity. (CE).</li></ul>			

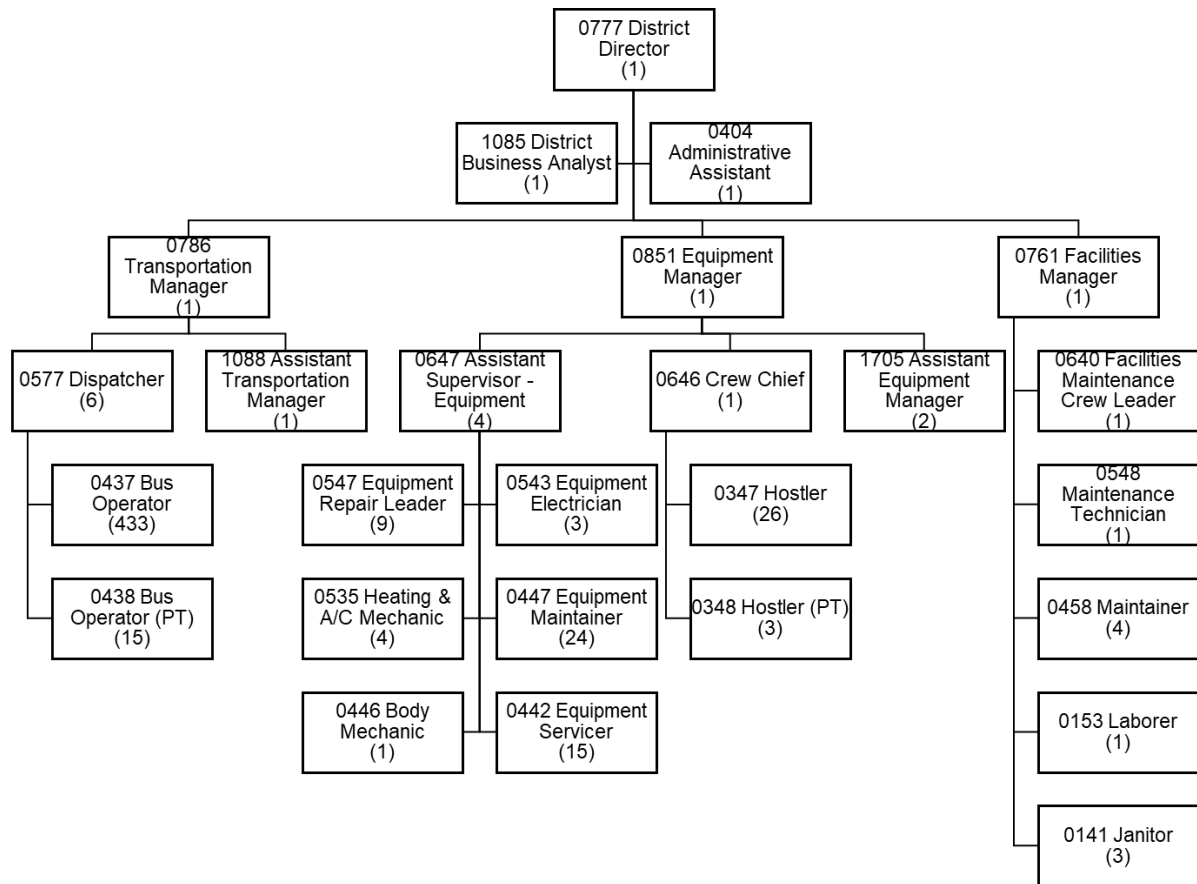
- Reduce the early timepoint crossing rate of coaches in revenue service, optimizing route performance and on-time reliability. (CE).
- Increase accessibility for underserved communities by expanding service hours and improving route coverage in key neighborhoods. (CI)
- Support local sustainability efforts by promoting eco-friendly initiatives such as clean energy buses and waste reduction practices. (CI)
- Create targeted initiatives to improve the rider experience, including more comfortable and cleaner buses, as well as updated facilities that reflect community pride. (CE)
- Strengthen training for all frontline staff to ensure they deliver courteous, efficient, and responsive service to every rider. (CE)
- Reduce preventable collisions with new operators. (CE, EI, FH)

HAYDEN DISTRICT BUDGET				
Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501100	Operators Labor	\$20,995,304	\$24,070,459	\$24,100,000
501110	Operators Overtime	8,018,770	6,067,591	6,200,000
501200	Hourly Employee Labor	5,275,488	5,717,856	6,489,263
501210	Hourly Employee Overtime	397,761	481,268	287,000
501300	Salaried Employees Labor	1,606,384	1,747,501	1,717,479
501310	Salaried Employees Overtime	213,828	225,175	160,000
502000	Fringe Benefits	11,528,626	14,093,289	14,681,202
502071	W/C - Injuries & Damage to Employees	2,013	1,239	-
503000	Services	12,224	21,551	22,000
504000	Materials & Supplies	101,057	127,855	71,300
504021	CNG	405,689	501,633	568,000
509000	Miscellaneous Expense	2,437	4,265	3,920
509022	Meals/Food/Per Diem	289	367	400
<b>Total</b>		<b>\$48,559,870</b>	<b>\$53,060,054</b>	<b>\$54,300,564</b>

# HAYDEN STAFFING

Grade	Job Name	2023	2024	2025
01	0141.Janitor	4	2	3
03	0153.Laborer Nonsafety Sensitive.Operations.Hayden District	-	1	1
	0347.Hostler	27	26	26
	0348.Hostler (Part-Time)	3	3	3
04	0404.Administrative Assistant	1	1	1
	0437.Bus Operator	435	433	433
	0438.Bus Operator (Part-Time)	15	15	15
	0442.Equipment Servicer	17	16	16
	0446.Body Mechanic	1	1	1
	0447.Equipment Maintainer	24	24	24
	0458.Maintainer	4	4	4
05	0535.Heating/Air Conditioning Mechanic	3	4	4
	0543.Equipment Electrician	2	2	2
	0547.Equipment Repair Leader	9	9	9
	0548.Maintenance Technician	1	1	1
	0577.Dispatcher	6	6	6
06	0640.Facilities Maintenance Crew Leader	1	1	1
	0646.Crew Chief	1	1	1
	0647.Assistant Supervisor - Equipment	4	4	4
108	1085.District Business Analyst	1	1	1
110	1088 Asst Transportation Mgr.Operations.Hayden District	1	1	1
	1705.Assistant Equipment Manager	2	2	2
111	0761.Manager - Facilities	1	1	1
	0851.Manager - Equipment	1	1	1
112	0786.Manager - Transportation	1	1	1
114	0777.District Director	1	1	1
<b>Total</b>		<b>566</b>	<b>562</b>	<b>563</b>

## HAYDEN DISTRICT ORGANIZATION CHART



Total FTE's = 563

# 49- TRISKETT DISTRICT

## DEPARTMENT OBJECTIVES

The Triskett Bus District plays a vital role in connecting the community by providing safe, innovative mobility solutions and fostering community connections. Serving as a key transit link, it connects downtown Cleveland to the western side of Cuyahoga County, with routes extending south along I-77 and east along I-90 to ensure broad regional access.

## 2024 ACCOMPLISHMENTS

Strategic Plan Success Outcomes:	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
<ul style="list-style-type: none"><li>Monitored DriveCam events and worked closely with operators to reduce both the frequency and severity of incidents caused by risky driving behaviors. (CE, EI, FH)</li><li>Launched the Certified Operator Road Instructor program, certifying 46 road instructors. (CE, EI, FH)</li><li>Collaborated with Service Quality to identify underperforming routes and operators, focusing on improving On-Time Performance, especially for early departures. (CE, CI, EI, FH)</li><li>Exceeded vehicle cleanliness targets, achieving an average of 8.29 days between interior washes, surpassing the 10-day goal. (CE)</li><li>Successfully replaced two rooftop heating and AC units and completed the installation of a fully operational CNG fueling station at the Triskett Garage. (EI, FH)</li><li>Maintained On-Time Performance above 80%, with a recorded rate of 80.09%. (CE, FH)</li><li>Surpassed Mileage Preventive Maintenance (PM) compliance with a rate of over 85%. (CE, EI)</li><li>Achieved a strong Facility PM compliance rate of 90%. (EI, FH)</li><li>Actively supported and participated in the Positive Impact Program (PIP) mentoring, conducting interviews with 22 applicants and facilitating 146 mentor/mentee pairings since 2022, with 141 still currently employed. (CE, CI, EI, FH)</li></ul>				

## 2025 PRIORITIES

Strategic Plan Success Outcomes:	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
<ul style="list-style-type: none"><li>Foster a strong Safety Culture across all Operations Division units by consistently promoting safety-oriented practices. (CE, EI, FH)</li><li>Maintain 85% On-Time Performance, ensuring reliability and punctuality in service delivery. (CE, FH)</li><li>Support Operations Division initiatives focused on cost reduction, enhancing business practices, and improving services, while aiming to reduce overtime by 5%. (EI, FH)</li><li>Drive a continued reduction in On-The-Job Injury Rate through thorough analysis and proactive follow-up actions. (EI, FH)</li><li>Champion energy conservation and sustainability efforts through active enforcement of relevant initiatives. (CI, FH)</li><li>Monitor DriveCam events consistently and address any identified risky driving behaviors to maintain safety standards. (CE, EI, FH)</li><li>Prioritize ongoing improvements in customer experience, communication, service delivery, and community impact. (CE, CI, EI, FH)</li><li>Assist HR with the recruitment and retention of operators and mechanics, ensuring a strong and capable workforce. (EI, FH)</li></ul>				

- Enhance operator retention by conducting Stay Interviews, New Operator Reviews, and expanding the PIP mentoring program. (EI, FH)
- Implement a Preventive Maintenance Plan (PMP) for the incoming fleet at the district. (FH)
- Continue executing and completing PMP for the D-3500 and D-3800 Fleets and all other fleets. (FH)
- Identify opportunities to invest in employees, including recognizing outstanding performance at the district level. (EI, FH)
- Maintain a 90%+ compliance rate for Facility Maintenance Preventive Maintenance. (CE, FH)

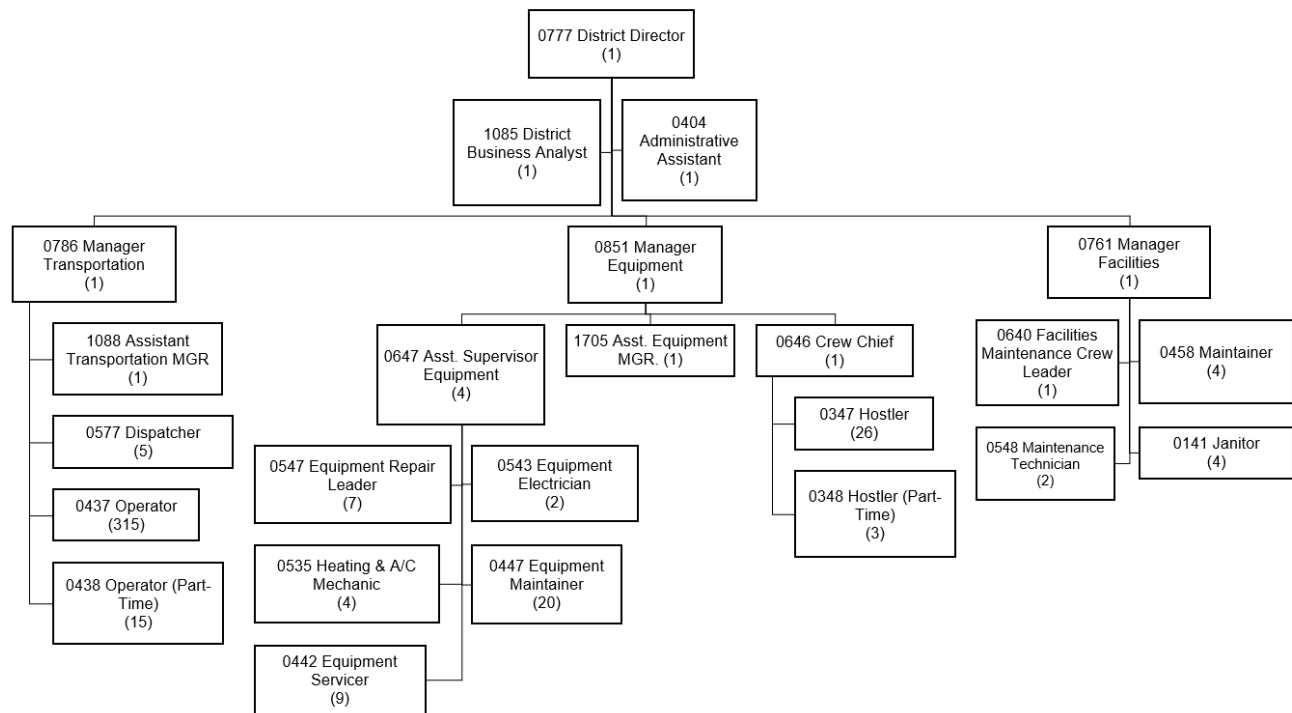
#### TRISKETT DISTRICT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501100	Operators Labor	15,486,542	18,455,982	18,600,000
501110	Operators Overtime	5,274,848	3,327,107	3,500,000
501200	Hourly Employee Labor	4,923,396	5,248,789	5,972,269
501210	Hourly Employee Overtime	790,184	679,955	460,000
501300	Salaried Employees Labor	1,533,370	1,605,293	1,695,702
501310	Salaried Employees Overtime	161,954	170,646	122,500
502000	Fringe Benefits	8,967,750	11,106,682	11,285,615
502071	W/C - Injuries & Damage to Employees	543	2,626	0
503000	Services	19,463	28,377	48,300
503052	Other Maintenance Contract	60,748	41,028	38,000
504000	Materials & Supplies	80,046	58,422	58,500
504021	CNG	208,277	251,393	262,000
509000	Miscellaneous Expense	3,928	3,736	8,000
509022	Meals/Food/Per Diem	286	1,431	400
<b>Total</b>		<b>\$37,511,335</b>	<b>\$40,981,474</b>	<b>\$42,051,286</b>

**TRISKETT DISTRICT STAFFING**

<b>Grade</b>	<b>Job Name</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
01	0141.Janitor	4	4	4
'03	0347.Hostler	27	27	26
'03	0348.Hostler (Part-Time)	3	3	3
04	0437.Bus Operator	321	315	315
04	0438.Bus Operator (Part-Time)	15	15	15
04	0442.Equipment Servicer	7	7	9
04	0446.Body Mechanic	1	1	0
04	0447.Equipment Maintainer	22	22	20
04	0458.Maintainer	4	4	4
04	04'04Administrative Assistant	1	1	1
05	0535.Heating/Air Conditioning Mechanic	4	4	4
05	0543.Equipment Electrician	2	2	2
05	0547.Equipment Repair Leader	6	7	7
05	0548.Maintenance Technician	2	2	2
05	0577.Dispatcher	5	5	5
06	0640.Facilities Maintenance Crew Leader	1	1	1
06	0646.Crew Chief	1	1	1
06	0647.Assistant Supervisor - Equipment	4	4	4
108	1085.District Business Analyst	1	1	1
110	1088.Asst Transportation Manager	1	1	1
110	17'05Assistant Equipment Manager	1	1	1
111	0761.Manager - Facilities	1	1	1
111	0851.Manager - Equipment	1	1	1
112	0786.Manager - Transportation - CDL	1	1	1
114	0777.District Director	1	1	1
<b>Total</b>		<b>437</b>	<b>430</b>	<b>430</b>

## TRISKETT DISTRICT ORGANIZATION CHART



Total FTE's = 430



# 58-INFORMATION TECHNOLOGY

## DEPARTMENT OBJECTIVES

The Information Technology (IT) Department (formerly Intelligent Transportation Systems) manages software applications and supporting technology to improve and enhance RTA's Operations division. The four main sections of the IT Department include Infrastructure, End User Support, Onboard Technology, and Applications. The IT Department strives for continuous improvement and anticipates the needs of customers.

## 2024 ACCOMPLISHMENTS

Strategic Plan Success Outcomes:	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
<ul style="list-style-type: none"><li>Completed 3 major Cyber Security and Disaster Recovery projects. (CE, CI, EI, FH)</li><li>Completed Data center operations, and network for all stations, facilities and various shelters. (FH)</li><li>Installed multiple paths from RTA's main office to a backup site. Begin backing up files and systems to an outside data center. Adding network connectivity. (EI, FH).</li><li>Completed PC and Device Configuration and Management. (FH).</li><li>Upgraded the technology in conference rooms and provided streaming events. (CI)</li><li>Developed and completed various IT training the Authority. (CE, EI)</li><li>Upgraded Bus and Rail computers and routers for internal and passenger Wi-Fi. (CE, CI).</li><li>Replaced the radios, portable radios, mobile and dispatch consoles. (CE)</li><li>Purchased body worn cameras for Transit Police. (CE, CI)</li><li>Hired and onboarded a cyber security technician. (CE, FH).</li><li>Addressed daily technology issues for GCRTA through the end user support team. (CE, FH)</li><li>Maintained the state of good repair of IT equipment via replacement. (CE, FH)</li><li>Develop the learning center into a presentation and training environment. (EI).</li><li>Upgraded existing firewall. (FH).</li><li>Updated IT COOP and Incident Response Plans for cyber-attack, ransomware incidents, and etc. (FH, EI).</li><li>Acquired and light-up network services for new rail facility. Network services will support fire suppression, CCTV, access control, user devices, etc. (EI, FH).</li><li>Upgrading RTA's current network switch inventory. The upgrade of network hardware will create the opportunity to enhance current configuration. Wi-Fi expansion and enhancement. (EI, FH).</li><li>Decommission and disposal of physical servers (Oracle, TM, Hastus, Ultramain). Cleaning electronic records and systems. (FH)</li><li>Implemented new Ultramain v9 Modules/Training. (EI, FH).</li><li>Upgraded Tough books and laptops to Tough tablets within SQ, TP and ER vehicles. (EI, FH).</li></ul>				

## 2025 PRIORITIES

Strategic Plan Success Outcomes:	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
<ul style="list-style-type: none"><li>Work with Siemens and Televic to prepare for the new rail car software. (CE, FH)</li><li>Implement the Paratransit PASS v21 upgrade and PASS app. (CE)</li><li>Start the 5G Router implementation as a phased approach. (CE, CI)</li><li>Install Real-time Transit TV along Red Line &amp; Transit Centers. (CE, CI)</li></ul>				

- Establish IT Governance as an Administrative Procedure. (EI, FH)
- Updated Business Continuity and Disaster Recovery. (CE, CI, FH)
- Replace the large printers/scanners throughout the authority. Utilization of a fixed-gateway solution to replace traditional fax machines. (EI, FH)
- Upgrade computers to Windows 11. (EI, FH)
- Replace user devices, including Laptops, tablets, desktops, laser printers, thin clienteles. (EI, FH)
- Request services within Freshservice, streamlining the process and reducing forms. (FH)
- Review and integration of AI governance. (CE, CI, FH)
- Upgrade APC (People Counters) for Redline. (CI, FH)
- Update IT COOP and Incident Response Plans, protecting against cyber-attacks, ransomware incidents, etc. (FH, EI)
- Acquire network services for new rail facility, supporting fire suppression, CCTV, access control, user devices, etc. (EI, FH)
- Integrate TEAMS within the CBTS service as a phased approach and pilot of TEAMS deployment. (EI)
- Implement and support new rail car networking system. (CE, FH)
- Upgrade RTA's current network switch inventory to create the opportunity to enhance current configuration, Wi-Fi expansion and enhancement. (EI, FH)
- Decommission and disposal of physical servers (Oracle, TM, Hastus, Ultramain), by cleaning electronic records and systems. (FH)
- Implement new vg Modules/Training. (EI, FH)
- Transitioned operator files from BlueCard into Hastus. (EI, FH)
- Review and integrate mobile devices. (EI, FH)
- Replace and upgrade the current Veeder Root tank monitoring system. (CI, EI, FH)
- Implement a software module that allows ITS and Electronic Repair staff to troubleshoot and resolve issues remotely. (CE, EI, FH)
- Upgrade to a newer hosted solution. (CE, EI, FH)
- Complete the installation of Light Rail validators on trains. (CE, EI)
- Complete the installation of Heavy Rail validators such as network, power, etc. (CE, EI)
- Install new and/or replace bi-directional amplifier for Tower City and Airport. (CE, FH)
- Purchase, Program and Test new portable radios/chargers, Mobiles with control head. (EI, FH)
- Upgrade Fleetwatch software to cloud hosting. (CE, EI, FH)

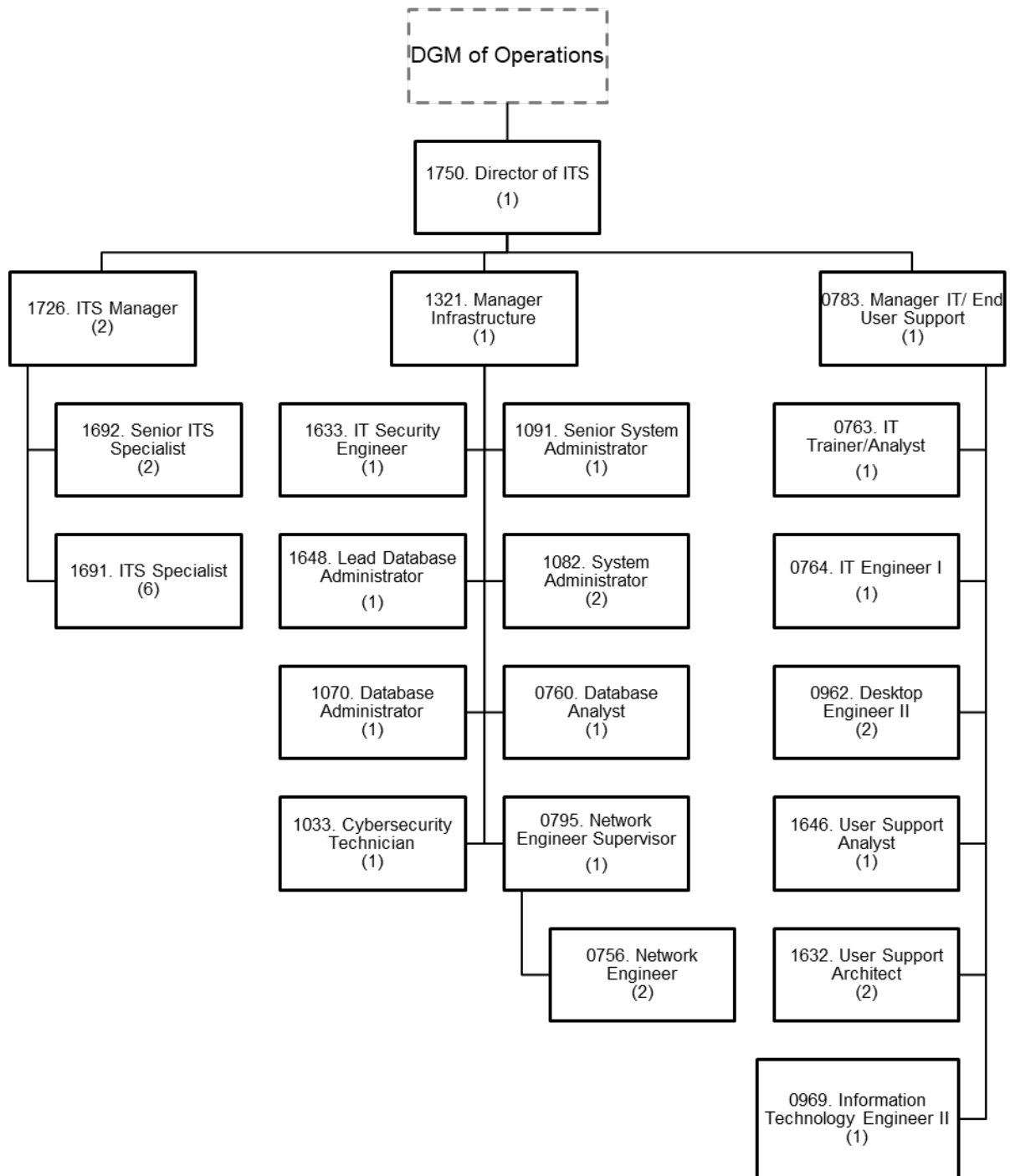
#### INFORMATION TECHNOLOGY DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025
501300	Salaried Employees Labor	\$2,086,485	\$2,577,291	\$3,040,612
502000	Fringe Benefits	736,384	1,022,677	985,038
503000	Services	0	-	50,000
503049	Temporary Service	0		0
503052	Other Maintenance Contract	5,315,480	5,587,918	6,505,139
504000	Materials & Supplies	136,396	263,324	255,200
505022	Telephone and Data Services	6,977	283,207	386,800
509000	Miscellaneous Expense	106,757	115,731	2,100
509022	Meals/Food/Per Diem	1,168	2,624	1,000
<b>Total</b>		<b>\$8,389,647</b>	<b>\$9,852,771</b>	<b>\$11,225,889</b>

# INFORMATION TECHNOLOGY DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
106	1646.User Support Analyst	1	1	1
107	1072.Telecom Specialist	1	1	0
108	0760.Database Analyst	1	1	1
108	0763.IT Trainer/Analyst	1	1	1
108	0764. IT Engineer I	0	0	1
109	0962.Desktop Engineer II	2	2	2
109	0969.Information Technology Engineer II	1	1	1
109	1082.System Administrator	2	2	2
109	1033.Cybersecurity Technician	1	1	1
109	1746.Telecomm Engineer II	1	1	1
110	1632.User Support Architect	2	2	2
110	1633.IT Security Engineer	1	1	1
110	1691.ITS Specialist	4	4	4
111	1070.Data Base Administrator	1	1	1
111	1091.Senior System Administrator	1	1	1
111	1692.Senior ITS Specialist	4	4	4
111	0756 Network Engineer	1	1	1
112	0783.Manager IT / End User Support	1	1	1
112	0795.Senior Network Engineer	1	1	1
112	1321. Manager of IT Infrastructure	1	1	1
112	1726.ITS Manager	2	2	2
112	1648.Lead Database Administrator.	1	1	1
114	1750.Director of Information Technology	1	1	1
<b>Total</b>		<b>32</b>	<b>32</b>	<b>32</b>

## INFORMATION TECHNOLOGY ORGANIZATION CHART



FTE's = 32

## 02- FINANCE DIVISION

### DIVISION OBJECTIVES

Made up of a diverse group of professionals, the Finance Division contributes to the organizational success by managing the financial resources of the Authority efficiently, 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 excellent performance.

### CONNECTION TO STRATEGIC PLAN

**Success Outcomes:**      **Customer Experience**      **Community Impact**      **Employee Investment**      **Financial Health**

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

### 2024 ACCOMPLISHMENTS

**Strategic Plan**      **Customer Experience (CE)**      **Community Impact (CI)**      **Employee Investment (EI)**      **Financial Health (FH)**  
**Success Outcomes:**

- Obtained competitive grants from ODOT, FTA, and NOACA. (CI, FH)
- Monitored procurement processes to reduce time required to process payments to vendors and employees by revising the payments process and streamlining procedures. (CE, CI, EI, FH)
- Received Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). (CI, FH)
- Received Distinguished Budget Presentation Award from the GFOA for the 2024 Budget Document. (CI, FH)
- Assisted in the successful completion of the Single Audit. (CI, FH)
- Administered the Authority's Disadvantaged Business (DBE) Program in full compliance with federal laws and regulations. (CE, CI, FH)
- Managed the Authority's Records Management Program. (EI, FH)
- Managed the Energy Price Risk Management Program. (CE, CI, FH)
- Developed and managed the 2025 Budget. (CE, CI, EI, FH)
- Managed 2024 expenditures to continue the transfer to the Railcar Replacement fund for \$10 million. (CE, CI, FH)
- Continued the strategic management of unrestricted revenues for a long-term plan of allocating funds to meet the Authority's operating and capital needs. (CE, CI, FH)
- Managed the TRACTION program. (CE, CI, EI, FH)
- Managed the Capital Grants Application process. (CE, CI, FH)
- Assisted in the negotiation of a new ATU labor agreement. (CE, CI, EI, FH)
- Successfully negotiated the CMSD contract for the 2024-2025 school year. (CE, CI, FH)
- Assisted in the development of the Transit Ambassador program and Civilian Oversight Committee. (CE, CI, EI, FH)

## 2025 PRIORITIES

### Strategic Plan

#### Customer Experience

#### Community Impact

#### Employee Investment

#### Financial Health

### Success Outcomes:

#### Customer Experience

- Lead the discussions streamlining the fare collection process incorporating state of the art technologies. (CE, CI, FH)
- Administer 2025 Capital Grant Application process. (CE, CI, FH)
- Develop 2026 Capital Improvement Plan (CIP) and 2026-2030 CIP Program. (CE, CI, FH)
- Lead the discussions regarding new fare collection process, including fare capping. (CE, CI, FH)

#### Community Impact

- Develop a plan to continue to secure funding for Rail Car Replacement. (CE, CI, FH)
- Manage the TRACTION Program and lead efforts in the Authority's strategic planning performance management. (CE, CI, EI, FH)
- Negotiate CMSD contract for the 2025-2026 school year. (CE, CI, FH)

#### Employee Investment

- Drive a culture of continuous improvement in the Finance Division. (CE, EI, FH)
- Assist with the FOP labor contract negotiations. (CE, CI, EI, FH)
- Assist the Human Resources Division in completing the implementation of the selected Applicant Tracking System to improve the hiring process. (CE, CI, EI, FH)


#### Financial Health

- Implement process improvements that support the Authority's strategic plan. (CE, CI, EI, FH)
- Manage the 2025 Operating Expenses to reflect a 5% savings and manage the overall 2025 Capital Improvement Plan (CIP). (CE, CI, EI, FH)
- Continue to expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure. (CE, CI, FH)
- Prepare Annual Comprehensive Financial Report conforming to the requirements outlined by the Government Finance Officers Association (GFOA) for the year ended December 31, 2024. (FH)
- Administer the Authority's Disadvantaged Business (DBE) Program in compliance with all applicable federal laws and regulations. (CE, CI, EI, FH)
- Continue management of Authority's Records Management Program. (EI, FH)
- Continue to manage the Energy Risk Management Program to ensure budget stability. (CE, CI, FH)
- Develop the 2026 Budget and budget document. (CE, CI, EI, FH)
- Provide financial oversight to control costs and sustain financial health. (CE, CI, EI, FH)

## LIST OF DEPARTMENTS

Department Number	Department Name
10	Office of Business Development
60	Accounting
61	Management Information Services
62	Support Services
64	Procurement
65	Revenue
67	Office of Management and Budget
99	Fund Transfers

The 2025 Organizational Scorecard is shown in the Planning, Process & Profile section of the budget book. The results of the 2024 Finance Division scorecard and the 2025 scorecard goals are shown below.

 <b>Finance Division Scorecard</b>							
Success Outcomes	Metric	Definition	FY2024 Performance Goals	FY2024 Actual Results	FY2025 Performance Goals	Objective	Information System
Customer Experience	Financial Management - Customer Perception	% of customers that agrees or strongly agrees that GCRTA manages financial resources appropriately	50%	66%	69%	↑	Customer Survey
Community Impact	Financial Management - Community Perception	% of community that agrees or strongly agrees that GCRTA manages financial resources well	34%	31%	34%	↑	Community Survey
Employee Investment	Division Employees Agree Supervisor Invested in Growth and Success	% of employees that agree or strongly agree that their Supervisor supports them in achieving career / job goals	65%	75%	79%	↑	Employee Survey
	Employee Engagement and Empowerment	% of employees who believe that management values input from employees.	42%	42%	NA	↑	Employee Survey
	Employee Engagement and Empowerment	% of employees in my department (division) are motivated about accomplishing the department's (division's) goals.	69%	69%	NA	↑	Employee Survey
	Division Employees Receive Adequate Job Training	% of employees that agree or strongly agree that they have received adequate training to do their job effectively	NA	NA	77%	↑	Employee Survey
Financial Health	General Fund Transfer to Capital/Rolling Stock Reserve Fund	Transfer to capital and reserved funds (Rolling Stock) over board policy.	\$ 10,000,000	\$ 11,644,837	\$10,000,000	↑	General Fund Transfer to Capital / Rolling Stock Reserve Fund
	Authority's Operating Expenses	Monitor and manage monthly operating expenses for the Authority. Goal to end the year at least 5% below budget	-5%	0%	NA	↑	Financial Data
	Transfer from Revenue Stabilization Fund	Transfer from Revenue Stabilization budgeted at \$50.5 million. With increases in revenues and decreases in expenses, goal is to transfer \$40 million or less	NA	NA	\$40,000,000	↓	Operating Expenses / Revenue Stabilization Fund
	Competitive Grant Dollars Awarded	Competitive Capital Grant dollars awarded in calendar year	\$35,000,000	\$ 60,847,694	\$35,000,000	↑	Competitive Grant Dollars
	Competitive Grant Dollars Awarded vs. Applied	Track monthly the % Competitive Grants awarded vs. applied	75%	69%	60%	↑	Competitive Grant Dollars
	Operating Expenses per Revenue Hour	Organization's operating expenses divided by sum of: scheduled fixed route bus, scheduled fixed route rail, and paratransit actual revenue hours	NA	\$169.48	\$170.00	↓	Oracle / TransitMaster

# 10- OFFICE OF BUSINESS DEVELOPMENT

## DEPARTMENT OBJECTIVES

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

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
	<ul style="list-style-type: none"><li>Increased outreach efforts by 10% and continued involvement in the Disadvantaged Business Enterprise (DBE) program this involved participation on Supplier Equity Committee Council with Metro Health Hospital, Government Supplier Diversity Agencies committee with the City of Cleveland, APTA DBE &amp; SBE sub-committee nationally. (CE, CI, FH)</li><li>Traveled to multiple locations for continued education and Continuing Education Units (CEU)'s with the understanding of the new rules that took effect May 2024. (CE, CI, FH)</li><li>Continued to monitor contractors for DBE Compliance according to FTA regulations under CFR 49, part 26. (CE, CI, FH)</li></ul>			

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
	<ul style="list-style-type: none"><li>Achieve at least 20% of internal &amp; external customers who agree or strongly agree that they understand OBD's goals and how they are developed. (CE, CI)</li><li>Conduct at least 8 outreach efforts and other involvement of outreach for the DBE program with an annual participation DBE goal of 20.25%. (CE, CI, FH)</li><li>Provide hands-on training with NTI, ACCA, B2Gnow or LCP Tracker compliance training. (EI, FH)</li><li>Monitor contracts, participation, and payments, etc. for the prime contractor's adherence and OBD delivered under budget (between 5% YTD under budget and at budget). (CE, CI, FH)</li></ul>			



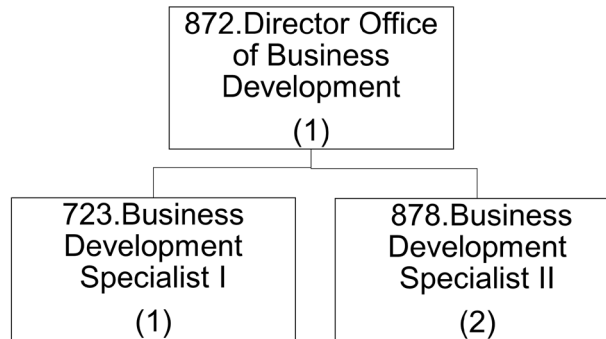
## OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Salaried Employees Labor	\$345,086	\$369,474	\$381,226
502000	Fringe Benefits	125,467	147,216	\$123,208
503020	Advertisement Fees	-	-	800
504000	Materials & Supplies	1,365	390	550
509000	Miscellaneous Expense	6,823	14,956	3,250
509022	Meals/Food/Per Diem	287	1,854	1,500
<b>Total</b>		<b>\$479,028</b>	<b>\$533,889</b>	<b>\$520,534</b>

## OFFICE OF BUSINESS DEVELOPMENT STAFFING

Grade	Job Name	2023	2024	2025
105	0723.Business Development Specialist I	1	1	1
109	0878.Business Development Specialist II	2	2	2
114	0872.Director	1	1	1
<b>Total</b>		<b>4</b>	<b>4</b>	<b>4</b>

## OFFICE OF BUSINESS DEVELOPMENT ORGANIZATION CHART



Total FTE's = 4

# 6o- ACCOUNTING DEPARTMENT

## DEPARTMENT OBJECTIVES

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

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"><li>Implemented process improvements that support the Authority's strategic plan. (CE, CI, EI, FH)</li><li>Migrated Financial Systems and Reporting to the Oracle IAAS application. (CI, EI, FH)</li><li>Continued efforts in improving and increasing internal financial reporting. (CE, CI, FH)</li><li>Continued to improve department performance and expedite workflow. (CE, CI, EI, FH)</li><li>Coordinated the completion of the 2023 Financial Audit and Single Audit, obtaining the Ohio Auditor of State Award with Distinction. (CI, FH)</li><li>Obtained the Certificate of Excellence in Financial Reporting for the Fiscal Year Ended December 31, 2023, from the Government Finance Officers Association (GFOA). (CI, FH)</li><li>Prepared the Annual Comprehensive Financial Report conforming to the requirements outlined by the GFOA for the year ended December 31, 2023. (CI, FH)</li><li>Continued to centralize contracts and agreements for leases and other revenue-generating opportunities. (CE, CI, FH)</li><li>Continued to participate in improving Accounting Financial Metrics for 2024. (CI, EI, FH)</li><li>Continued to manage the Energy Risk Management Program to ensure budget stability. (CE, CI, FH)</li><li>Participated in the fare policy improvements for 2024. (CE, CI, FH)</li><li>Lead improvement efforts with collaboration with key stakeholder groups to make sure that asset management and state of good repairs are reconciled and reported in accordance with FTA guidelines. (CE, CI, EI, FH)</li><li>Participated in the Federal Transit Administrations (FTA) triennial audit resulting in a "clean" audit report for Finance. (CI, FH)</li></ul>				

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"><li>Continue to implement process improvements that support the Authority's strategic plan. (CE, FH)</li><li>Continue to evaluate the Oracle-based expense report for travel as an online process. (EI, FH)</li><li>Continue efforts in improving and increasing internal financial reporting. (EI, FH)</li><li>Continue to improve department performance and expedite workflow. (EI, FH)</li><li>Coordinate completion of the 2024 Financial Audit and Single Audit. (CI, FH)</li><li>Prepare and submit the Annual Comprehensive Financial Report to the GFOA. (CI, FH)</li><li>Continue to centralize contracts and agreements for leases and other revenue-generating opportunities. (CI, FH)</li><li>Continue to participate in improving Accounting Financial Metrics for 2025. (FH)</li><li>Continue to manage the Energy Risk Management Program to ensure budget stability. (CE, CI, FH)</li></ul>				

- Participate in the fare policy improvements for 2025. (CE, CI, FH)
- Lead improvement efforts with collaboration with key stakeholder groups to make sure that asset management and state of good repairs are reconciled and reported in accordance with FTA guidelines. (FH)

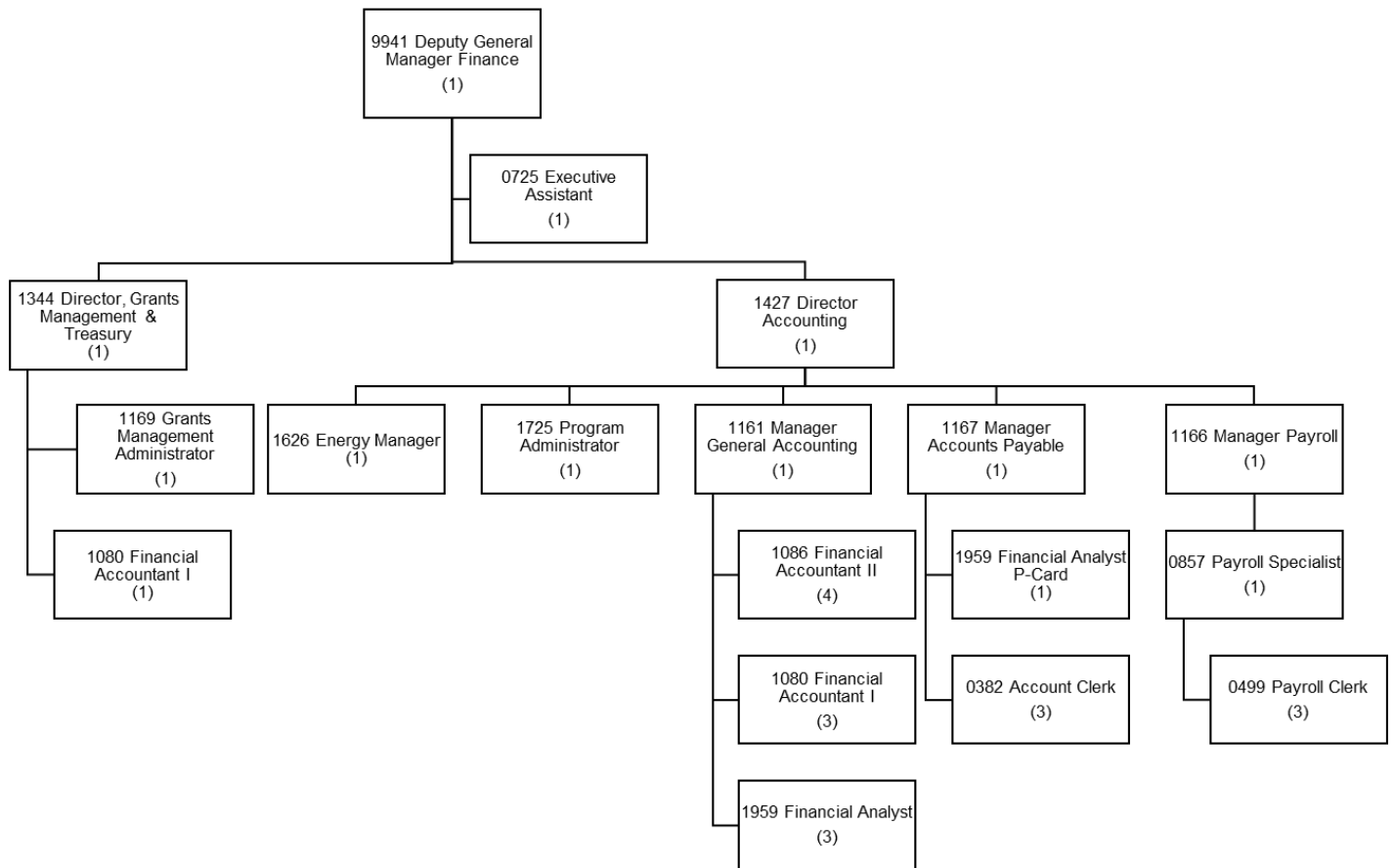
#### ACCOUNTING DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501300	Salaried Employees Labor	\$2,144,009	\$2,073,771	\$2,170,417
501310	Salaried Employees Overtime	15,484	8,607	30,000
502000	Fringe Benefits Budget	755,227	826,257	800,432
503000	Service - Budget	698,151	965,902	982,500
503049	Temporary Service	1,093	53,755	30,000
503052	Other Maintenance Contract	5,018	6,514	8,700
504000	Materials&Supplies Budget	7,985	18,463	10,500
507000	Tax Budget	21,830	9,568	-
509000	Miscellaneous Expense Budget	3,860	3,527	56,900
509022	Meals/Food/Per Diem	1,825	121	2,000
<b>Total</b>		<b>\$3,654,483</b>	<b>\$3,966,487</b>	<b>\$4,091,449</b>

#### ACCOUNTING DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
03	0382.Account Clerk	3	3	3
04	0499.Payroll Clerk	3	3	3
106	1725 Prog Admin/Financ Analyst.Accounting.Accounting	-	1	1
	1959 Financial Analyst.Finance.Accounting - Admin	1	3	3
	1959.Financial Analyst	1	1	1
107	0725.Executive Assistant	1	1	1
108	0857.Payroll Specialist	1	1	1
	1080.Financial Accountant I	4	5	4
110	1086.Financial Accountant II	4	3	4
	1169.Grants Management Administrator	1	1	1
111	1626.Energy Manager	1	1	1
113	1161.Manager Of General Accounting	1	1	1
	1166.Manager Of Payroll	1	1	1
	1167.Manager Of Accounts Payable	2	1	1
	1263 Cash Mgr, Investment Offi.Accounting.Cash Management	1	-	-
114	1427.Director - Accounting	1	1	1
	1344.Director, Grants Management & Treasury	-	1	1
116	9941.Dgm - Finance Division	1	1	1
<b>TOTAL</b>		<b>27</b>	<b>29</b>	<b>29</b>

## ACCOUNTING DEPARTMENT ORGANIZATION CHART



Total FTE's = 29

# 61- MANAGEMENT INFORMATION SERVICES

## DEPARTMENT OBJECTIVES

The Management Information Services Department provides critical services including maintaining and improving existing services, selecting new systems, performing integrations, and creating ways to better utilize existing programs and data. We 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. We strive to provide access to quality information and tools that allow the Authority to enhance its ability to make critical business decisions backed by data.

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"><li>Created our standing Documentation and Testing Team to meet the demands of operating Software as a Service (SaaS) systems. (EI, FH).</li><li>Continued to utilize a business process for evaluating new technologies requested by subject matter expert groups within the authority. (EI, FH)</li><li>Deployed Contracts with Implementation partners to bring new technologies online that enhanced existing systems integrate new systems. (EI, FH)</li><li>Built out products that will assist the HR/HRIS/Marketing teams in streamlining their business processes. (CI, EI, FH)</li><li>Procured a Robotic Process Automation software (UiPath) for work instruction creation/ documentation, process mapping, and testing. (CE, CI, EI, FH)</li><li>Expanded backup solution capability and survivability of mission critical systems, including off-site replication of data, to protect more target systems. (EI, FH)</li><li>Continued critical upgrades to the Application Infrastructure, including Data Protection, LAN and Server Refresh, application delivery services, migration of multiple significant system databases to Linux. (CE, EI, FH)</li><li>Increased usage of formal project management techniques to track and deploy projects. (EI, FH)</li><li>Secured Ticket Vending Machine (TVM)/Customer Service Kiosk (CSK) replacement project design contract. (CE, CI, FH)</li></ul>				

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"><li>Continue evaluating how we can leverage the Oracle IaaS environment. (EI, FH).</li><li>Establish Enterprise Resource Planning Project Strategy and consultant. (EI, FH).</li><li>Deploy Learning Management System. (EI, FH).</li><li>Secure Transit app coordination and contract for multi-year support. (CE, CI)</li><li>Deploy Budget Software. (CE, EI, FH).</li></ul>				

- Coordinate Authority wide Managed Services to assist MIS and IT in delivering services. (CE, FH)
- Introduce Account Based Ticketing on the EZFare Platform. (CE, CI, FH).
- Leverage Artificial Intelligence use in supported areas. (CE, FH)
- Implement improvements to critical systems such as Fare Collection, Inventory and Maintenance, Finance , Accounting, and Human Resources. (CE, CI, EI, FH)
- Continue support of major business systems, Oracle, Kronos Dimensions, UKG Ready, Genfare, EZFare, and Ultramain. (CE, EI, FH)
- Engage stakeholders to work to implement business process improvement in all divisions. (EI, FH)

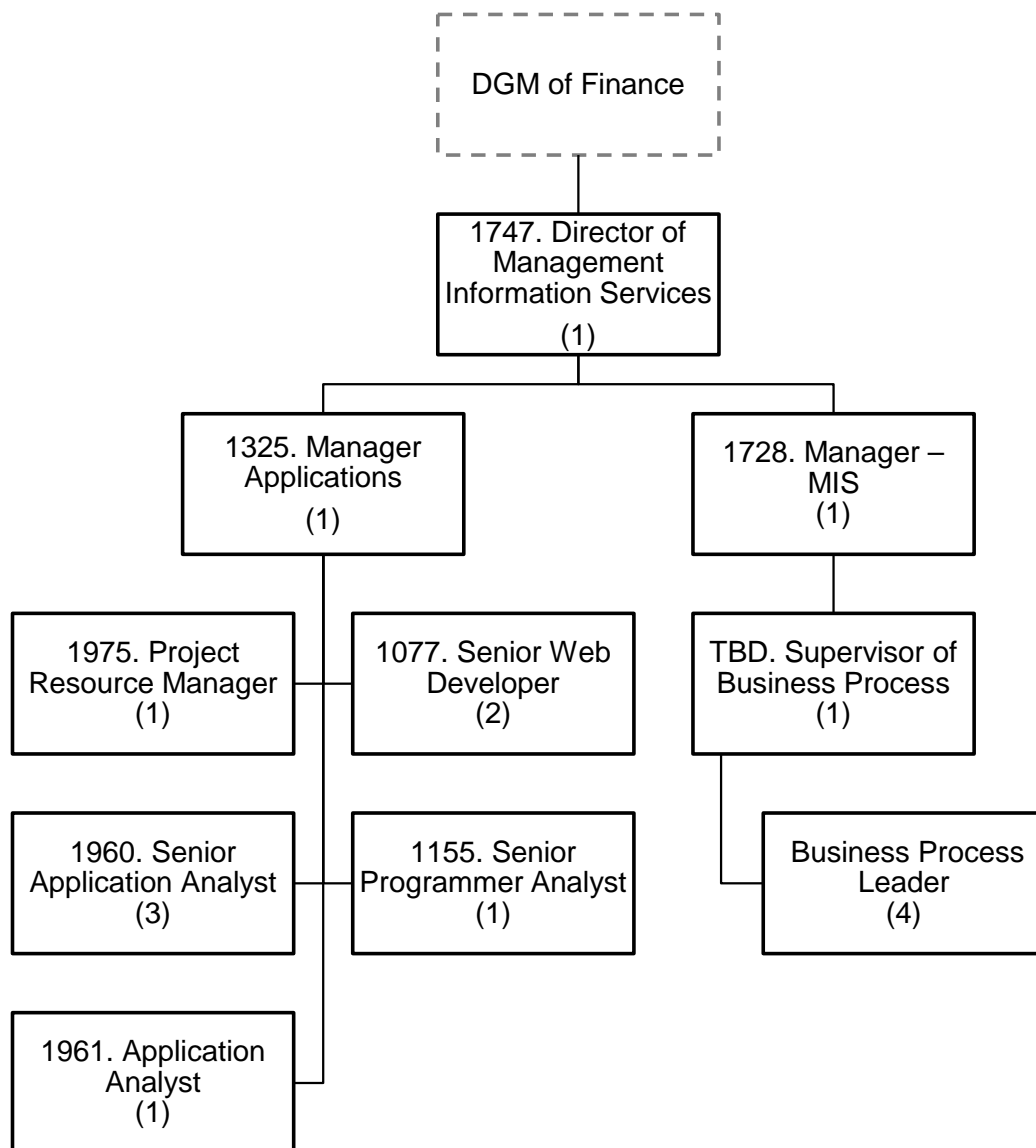
#### MANAGEMENT INFORMATION SERVICES DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Salaried Employees Labor	\$933,506	\$ 1,139,602	\$1,394,598
501310	Salaried Employees Overtime	0	0	0
502000	Fringe Benefits	339,631	497,653	472,672
503000	Services	71,024	41,250	480,069
503049	Temporary Service	2,127	117,993	0
503052	Other Maintenance Contract	1,479,425	1,551,898	1,492,658
504000	Materials & Supplies	43,981	62,026	282,569
505022	Telephone and Data Services	367,492	89,363	0
509000	Miscellaneous Expense	17,263	28,440	23,250
509022	Meals/Food/Per Diem	831	367	500
512000	Leases & Rentals	0	0	0
<b>Total</b>		<b>\$3,255,280</b>	<b>\$ 3,528,591</b>	<b>\$4,146,316</b>

#### MANAGEMENT INFORMATION SERVICES DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
108	1961. Application Analyst	1	1	1
110	1020.Business Process Leader	-	4	4
110	1077.Senior Web Developer	2	2	2
110	1155. Sr Programmer Analyst	1	1	1
110	1960.Senior Application Analyst	3	3	3
111	0871.Coordinator Of Management Information Services Systems	2	-	-
111	1023 Supervisor of Bus Process	-	1	1
112	1325.Manager - Applications	1	1	1
112	1728.Manager - Management Information Services (MIS)	1	1	1
112	1975. Project Resource Manager	1	1	1
114	1747. Director	1	1	1
<b>Total</b>		<b>13</b>	<b>16</b>	<b>16</b>

## MANAGEMENT INFORMATION SERVICES ORGANIZATION CHART



Total Dept 61 FTE's = 16

# 62-SUPPORT SERVICES DEPARTMENT

## DEPARTMENT OBJECTIVES

To provide relevant, courteous, timely and quality service to all internal and external customers in a manner consistent with the GCRTA performance standards.

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"><li>Destroyed 2,873 stored boxes exceeding their retention period, generating significant costs savings for the Authority. Approximately \$188,868 have been saved over five years with the destruction project by addressing the backlog, streamlining operations and reducing unnecessary storage expenses. (FH)</li><li>Reviewed 176 boxes documenting and verifying contents. Approx. 175 district employee files merged with their personnel files (active and inactive employees) which minimized the number of offsite boxes by consolidating. (FH)</li><li>Increased records management training across the Authority, fostering more knowledgeable RTA employees and thus strengthening accountability with records. Over 260 new hires received the basic records management training in new hire orientation in 2024 – a first ever occurrence at GCRTA. (EI, FH)</li><li>Implemented several services by identifying the needs, gathering the required data for specifying standards and working with the necessary departments to procure and finalize contracts. (CI, FH)<ul style="list-style-type: none"><li>Vending Services - 3-year contract with 2 one-year options</li><li>Copy Paper - 1 year contract</li><li>Records Management/Storage - 5-year contract on state term pricing which will significantly reduce costs</li><li>New production printer at MOB - purchase of equipment that replaced 7-year-old outdated printer</li></ul></li></ul>				

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"><li>Continued efforts in Records Management Program education including creation and implementation of intermediate level training for supervisors and managers. (CI, FH)</li><li>Improve efficiency, reduce costs and increase quality of data as it relates to printing services, records and forms management and office paper use. (CE, FH)</li></ul>				



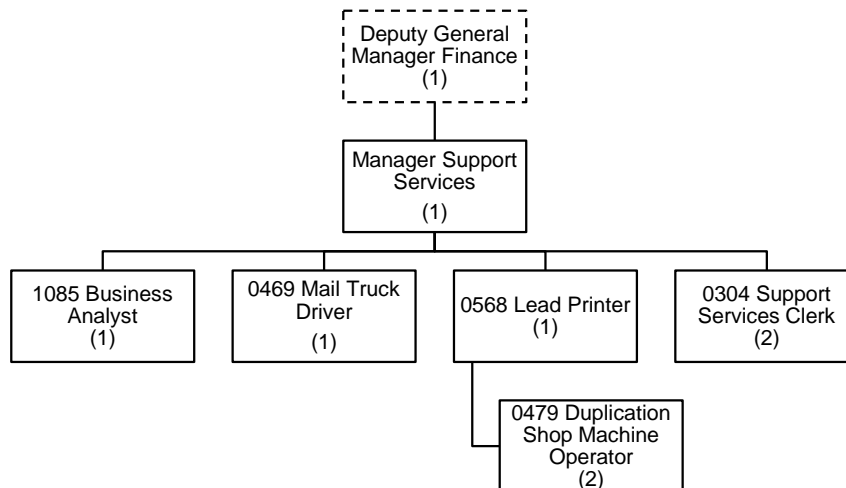
## SUPPORT SERVICES DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501200	Hourly Employee Labor	69,361	72,295	78,448
501210	Hourly Employee Overtime			100
501300	Salaried Employees Labor	505,889	532,485	554,999
501310	Salaried Employees Overtime	16	1	500
502000	Fringe Benefits	207,253	242,744	228,075
503000	Services	7,144	7,469	10,300
503052	Other Maintenance Contract	116,157	127,146	147,260
504000	Materials & Supplies	1,207	3,618	10,100
504051	Postage Expense	48,904	58,664	60,000
504052	Duplication Materials & Supplies	109,057	57,366	125,000
509000	Miscellaneous Expense	2,012	383	6,808
512000	Leases & Rentals	108,510	56,360	30,300
<b>Total</b>		<b>\$1,175,510</b>	<b>\$1,158,530</b>	<b>\$1,251,890</b>

## SUPPORT SERVICES DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
03	0304.Support Services Clerk	2	2	2
04	0469.Mail Truck Driver	1	1	1
04	0479.Duplication Shop Machine Operator	2	2	2
05	0568.Lead Printer	1	1	1
108	1085.District Business Analyst	1	1	1
113	0868.Manager, Support Services	1	1	1
<b>Total</b>		<b>8</b>	<b>8</b>	<b>8</b>

## SUPPORT SERVICES DEPARTMENT ORGANIZATION CHART



Total FTE's = 8

# 64-PROCUREMENT DEPARTMENT

## DEPARTMENT OBJECTIVES

The Procurement Department is responsible for efficiently acquiring the goods, services, and capital improvements required by the Authority, in compliance with GCRTA Board Policy, Federal Regulations, State Law, and industry-standard business practices. In addition, the department oversees the effective administration of all purchasing and service contracts.

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"><li>• Provided employee training on the latest federal, state, and local laws that impact procurement, such as the Buy America Act and other regulatory frameworks. (CI, EI, FH)</li><li>• Conducted employee training on maintaining high standards of integrity and transparency in all procurement activities. (EI, FH)</li><li>• Increased the participation of local, minority-owned, women-owned, and small businesses in procurement opportunities. (CE, CI, FH)</li><li>• Developed partnerships with disadvantaged business enterprises. (DBEs) to ensure equitable access to contracts and opportunities. (CE, CI, FH)</li><li>• Improved operational efficiency by automating procurement processes, reducing paperwork, and streamlining workflows, resulting in lower administrative costs. (EI, FH)</li><li>• Standardized procurement procedures to reduce errors, avoid unnecessary spending, and enhance speed in the acquisition process. (CE, CI, EI, FH)</li></ul>				

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"><li>• Foster leadership skills and provide career development opportunities to support future growth within the procurement department. (EI, FH)</li><li>• Provide knowledge and tools for incorporating sustainability practices into procurement, such as eco-friendly sourcing and reducing the environmental impact of purchasing decisions. (CI, EI, FH)</li><li>• Focus on techniques for cost analysis, budgeting, and managing procurement expenditure effectively. (CI, FH)</li><li>• Continue the Rail Car Replacement Program. (CI, FH).</li><li>• Continue the upgrades of Rail Facilities and Infrastructure. (CE, FH)</li><li>• Continue the rehabilitation and reconstruction of Track. (CE, FH)</li><li>• Continue the Bus Improvement Program. (CE, FH)</li><li>• Continue the development of the MetroHealth BRT Line. (CE, CI, FH)</li><li>• Continue the Technical Support of Hardware/Software programs. (EI, FH)</li><li>• Support the Bus Maintenance Facilities projects. (CE, EI)</li></ul>				

- Bridges, Stations, Equipment, Other. (CI, FH)

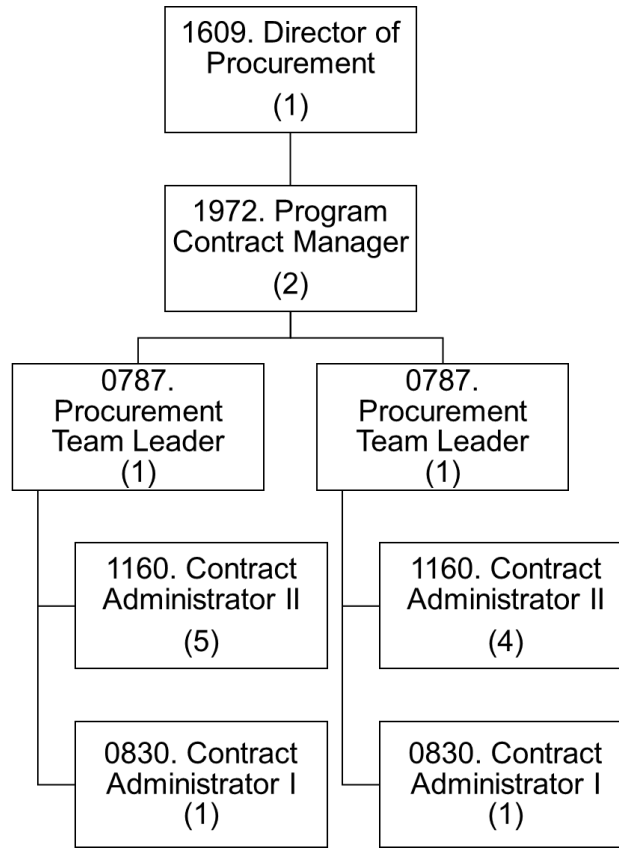
#### PROCUREMENT DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Salaried Employees Labor	\$1,359,931	\$1,385,295	\$1,484,086
502000	Fringe Benefits Budget	492,106	556,640	486,320
503000	Service - Budget	6,904	7,249	7,200
503020	Advertisement Fees	16,170	20,080	20,000
504000	Materials&Supplies Budget	272	1,201	3,500
509000	Miscellaneous Expense Budget	14,310	2,269	11,600
509022	Meals/Food/Per Diem	952	388	500
<b>Total</b>		<b>\$1,890,644</b>	<b>\$1,973,122</b>	<b>\$2,013,206</b>

#### PROCUREMENT DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
108	0830 Contract Admin I.Finance.Procurement - Services	1	-	-
	0830.Contract Administrator I	2	2	2
110	1160.Contract Administrator II	8	9	9
113	0787.Procurement Team Manager	2	2	2
	1972.Program Contract Manager	2	2	2
114	1609.Director - Procurement	1	1	1
<b>Total</b>		<b>16</b>	<b>16</b>	<b>16</b>

## PROCUREMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 16

# 65- REVENUE DEPARTMENT

## DEPARTMENT OBJECTIVES

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.

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
	<ul style="list-style-type: none"><li>Collected fare revenue daily from all rolling stock and off-board equipment. (FH)</li><li>Collaborated with other departments to design and acquire materials celebrating our 50th anniversary. (CI, EI, FH)</li><li>Led the rebranding effort for our pre-printed magnetic pass documents. (CE, CI, FH)</li><li>Negotiated a software support agreement with Genfare. (CE, CI, FH)</li><li>Conducted extensive testing and planning to successfully implement Smart Cards, Fare Capping, and account-based ticketing. (CE, CI, EI, FH)</li><li>Collaborated with the Information Technology department to continue supporting the EZ Fare Mobile Ticketing platform and implemented the Just Ride Mobile Ticketing Platform, with ongoing efforts to roll out Smart Cards and Fare Capping. (CE, CI, EI, FH)</li><li>Reviewed weekly and monthly ridership data provided by the ITS Department for accuracy and consistency. (EI, FH)</li><li>Worked alongside other GCRTA departments and GFI/Conduent fare collection system vendors, focusing on contract closeout efforts. (CE, CI, EI, FH).</li><li>Addressed and resolved a variety of customer inquiries related to the fare collection system, including issues regarding the exchange of documents. (CE, CI, FH).</li></ul>			

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
	<ul style="list-style-type: none"><li>Ensure daily fare collection runs smoothly and without issues. (FH)</li><li>Safely and efficiently collect fares for special events to enhance the public transit experience. (CE, CI, FH)</li><li>Continue preparing the employee transition plan. (EI, FH)</li><li>Guarantee that fare cards and passes are available for distribution to outlets and the public, ensuring they function properly. (CE, CI, FH)</li><li>Focus on continuous improvement of cash handling, fare collection equipment security, and the fare-box vaulting process. (CE, CI, EI, FH)</li></ul>			

- Lead the implementation of fare policies and explore ways to improve public education on fare systems. (CE, CI, EI, FH)
- Streamline processes and agreements with the Cleveland Metropolitan School District (CMSD) and local colleges and universities. (CE, CI, EI, FH)
- Establish a multi-year agreement with CMSD to provide transportation services for their designated student body. (CE, CI, FH)
- Monitor the performance of all Ticket Vending Machines (TVMs) and Customer Service Kiosks (CSKs) across the system, identifying any issues and reporting them to the appropriate team members. (CE, CI, FH)
- Collaborate with the consultant to develop specifications for TVM replacements. (CE, CI, FH)
- Assist the Authority in streamlining fare collection processes for special events. (CE, CI, EI, FH)
- Enter into a new multi-year agreement with a provider to address revenue processing needs. (CE, EI, FH)
- Continue supporting the procurement of new fare collection equipment for installation within the next four to six years. (CE, CI, EI, FH)
- Implement Smart Cards and Fare Capping through Masabi. (CE, CI, FH)
- Finalize and execute the software support agreement with Genfare. (CE, CI, EI, FH)

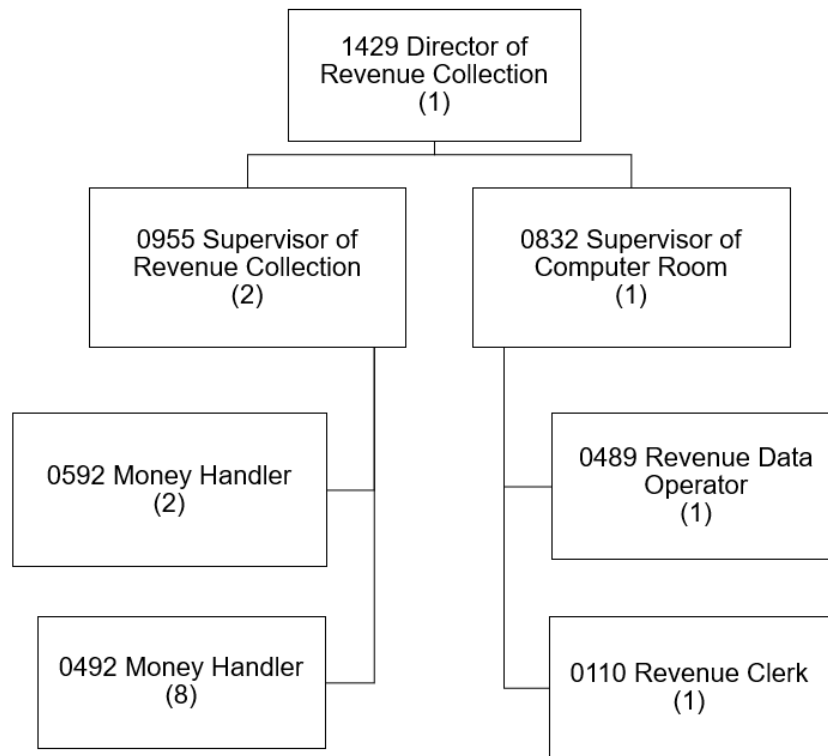
#### REVENUE DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Labor - Salaried Employees	\$1,189,857	\$1,220,803	\$1,301,292
501310	Overtime - Salaried Employees	25,500	21,781	22,000
502000	Fringe Benefits	449,253	492,489	461,670
503052	Other Maintenance Contracts	367,500	291,019	391,064
504000	Material & Supplies	245,293	182,992	226,212
509000	Miscellaneous Expenses	3,300	2,624	3,000
<b>Total</b>		<b>\$2,280,703</b>	<b>\$2,211,708</b>	<b>\$2,405,238</b>

#### REVENUE DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
01	0110 Revenue Clerk	1	1	1
04	0489 Revenue Data Operator	1	1	1
04	0492 Money Handler	10	8	8
05	0592 Money Handler	2	2	2
27	0955 Supervisor Revenue Collection	1	2	2
27	0750 Revenue Control Analyst	1	-	-
27	0832 Supervisor Computer Room	1	1	1
30	1429 Director	1	1	1
<b>Total</b>		<b>18</b>	<b>16</b>	<b>16</b>

## REVENUE DEPARTMENT ORGANIZATION CHART



Total FTE's = 16

# 67-OFFICE OF MANAGEMENT & BUDGET

## DEPARTMENT OBJECTIVES

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

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"><li>Developed the 2025 Operating Budget. (CE, EI, FH)</li><li>Developed the 2025 Tax Budget. (CE, EI, FH)</li><li>Developed the 2025 – 2029 CIP. (CE, CI, FH)</li><li>Continued the 2024 Strategic Plan. (CE, CI, FH)</li><li>Managed 2024 Operating Budget. (CE, EI, FH)</li><li>Ended the year with a Fund Balance that exceeded a 30-Day Operating Reserve. (CE, CI, FH)</li><li>Successfully completed the 2023 National Transit Database submission. (FH)</li><li>Managed Traction program. (CE, CI, EI, FH)</li><li>Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award. (CE, EI, FH)</li><li>Held Preventive Maintenance reimbursed expenditures to General Fund to \$1.0 million. (FH)</li><li>Drew down remaining American Rescue Plan (ARP) funding. (FH)</li><li>Continued Oracle SaaS implementation. (EI, FH)</li></ul>				

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"><li>Continue the Traction program to incorporate the strategic plan through the Authority. (CE, CI, EI, FH)</li><li>Lead the National Transit Database reporting and submittal. (FH)</li><li>Continue to implement an agency-wide initiative to maintain a 1-month reserve through 2027. (FH)</li><li>Support the Authority wide distribution of the Strategic Plan and Performance Management. (CE, CI, EI, FH)</li><li>Work with Operations, Finance, and Engineering Divisions to purchase Rail Cars. (CE, CI, FH)</li><li>Support and continue Oracle Modules SaaS implementation. (EI, FH)</li><li>Repurpose PM Reimbursement grant funding for unfunded and under funded projects. (CE, FH)</li><li>Plan and execute the sustainability program for the Authority. (CI, FH)</li><li>Continue to transfer \$10 million to Reserve Fund to support Rail Car Procurement. (CE, CI, FH)</li><li>Manage the 2025 Operating Budget. (CE, EI, FH)</li><li>Develop the 2026 Operating Budget. (CE, EI, FH).</li><li>Develop the 2026 – 2030 CIP. (CE, CI, FH)</li><li>Develop the 2026 Tax Budget. (CE, EI, FH)</li></ul>				





- Clean triennial audit. (FH)

#### OFFICE OF MANAGEMENT & BUDGET DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Labor - Salaried Employees	\$646,011	\$698,918	\$782,897
502000	Fringe Benefits	236,099	279,452	673,677
503000	Services	-	-	250,060
503020	Advertising Fees	1,084	800	4,000
504000	Material & Supplies	447	37	2,200
504021	Compressed Natural Gas	2,132,190	2,061,611	2,180,000
505018	Natural Gas	1,102,629	755,471	924,000
505019	Water	325,471	366,249	440,000
505021	Electricity	1,681,746	1,756,990	2,057,200
509000	Miscellaneous Expenses	2,344	4,909	80,000
509022	Meals & Concessions	159	-	2,250
<b>Total</b>		<b>\$6,128,180</b>	<b>\$5,924,436</b>	<b>\$7,396,284</b>

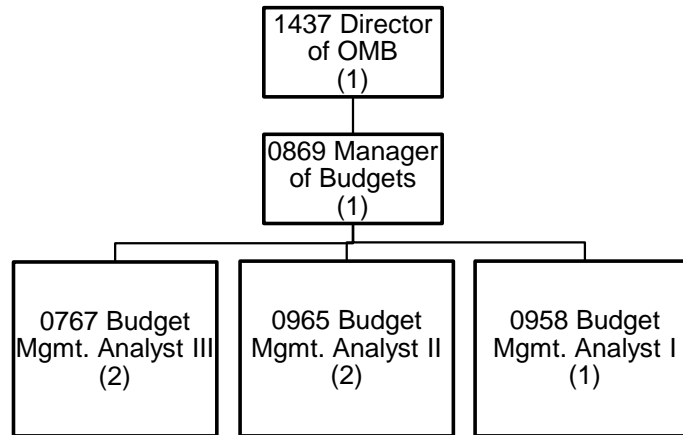
#### OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
109	0958.Budget Management Analyst I	1	2	2
110	0965.Budget Management Analyst II	2	2	2
111	0767.Budget Management Analyst III	2	2	2
113	0869.Manager Of Budget	1	1	1
114	1437.Director-Office of Management And Budget	1	1	1
<b>Total Office of Management &amp; Budget Department</b>		<b>7</b>	<b>8</b>	<b>8</b>

#### POSITION POOL

Grade	Job Name	2023	2024	2025
01	9942 Engineering Co-Op.Engineering.OMB Position Hold*	-	1	1
106	1081 Business Analyst (Ptdp).Finance.OMB Position Hold *	-	1	1
110	1971 Lead Maintenance Planner.Finance.OMB Position Hold*	-	1	1
111	2995 Manager Asset & Config.Finance.OMB Position Hold*	-	1	1
115	1680 Dir Legal/Deputy Gen Coun.Finance.OMB Position Hold*	-	1	-
24	1965 Project Specialist.Finance.OMB Position Hold*	-	1	1
<b>Total Position Pool</b>		<b>-</b>	<b>6</b>	<b>5</b>

## OFFICE OF MANAGEMENT & BUDGET DEPARTMENT ORGANIZATION CHART



Total FTE's = 8

# 99- FUND TRANSFERS DEPARTMENT

## DEPARTMENT OBJECTIVES

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

## 2024 ACCOMPLISHMENTS

Strategic Plan      Customer Experience (CE)      Community Impact (CI)      Employee Investment (EI)      Financial Health (FH)

Success Outcomes:

- Transferred \$9.3 million to cover principal and interest payments in the Bond Retirement Fund and meet ending balance requirements. (FH)
- Transferred \$2.5 million to the Insurance Fund to cover self-insurance needs and maintain required ending balance. (CI, EI, FH)
- Continued to support the Supplemental Pension Fund to cover payment needs of retirees. (EI, FH)
- Transferred 10% of sales tax receipts to the Capital Improvement Fund to cover capital projects and local funding needs. (CI, FH)
- Transferred \$11.6 million transferred for Rolling Stock Reserve Fund for the Rail Car Replacement Program and \$878,615 transferred for 27<sup>th</sup> pay. (CI, EI, FH)

## 2025 PRIORITIES

Strategic Plan      Customer Experience (CE)      Community Impact (CI)      Employee Investment (EI)      Financial Health (FH)

Success Outcomes:

- Transfer \$9.2 million to the Bond Retirement Fund to cover principal and interest payments and meet ending balance requirements. (FH)
- Transfer \$3 million to the Insurance Fund to meet self-insurance needs and maintain the recommended ending balance. (CI, EI, FH)
- Continue to review the Supplemental Pension Fund to cover payment needs of retirees. (EI, FH)
- Transfer at least 10% of sales tax receipts to the Capital Improvement Fund to cover projects and local funding needs. (CE, CI, FH)
- Transfer \$10.9 million to the Reserve Fund for the 27<sup>th</sup> pay and Rail Car Replacement Program. (CE, CI, EI, FH)

## FUND TRANSFERS DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
510050	Transfer to/from Reserved Funds	\$10,878,615	\$10,878,615	\$10,878,615
510075	Transfer to/from RTA Capital Fund	21,866,868	16,812,041	18,074,438
510085	Transfer to/from Bond Retirement Fund	6,627,398	9,346,959	9,184,042
510090	Transfer to/from Insurance Fund	2,500,000	2,500,000	3,000,000
<b>Total</b>		<b>\$41,872,881</b>	<b>\$39,537,615</b>	<b>\$41,137,095</b>

## 03- ENGINEERING & PROJECT MANAGEMENT DIVISION

### DIVISION OBJECTIVES

The Engineering and Project Management Division ensures the successful completion of capital improvement projects through professional planning, design, right-of-way, and construction services. The division is responsible for RTA's planning, real estate, and capital project design and construction management activities. The Division works closely with the Grants Administration and Treasury Department in obtaining competitive grants.

### CONNECTION TO STRATEGIC PLAN

**Strategic Plan**      **Customer Experience**      **Community Impact**      **Employee Investment**      **Financial Health**  
**Success Outcomes:**

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

### 2024 ACCOMPLISHMENTS

**Strategic Plan**      **Customer Experience (CE)**      **Community Impact (CI)**      **Employee Investment (EI)**      **Financial Health (FH)**  
**Success Outcomes:**

- Obtained over \$56 million of competitive grants from FTA, ODOT, Ohio Environmental Protection Agency (OEPA) and Northeast Ohio Areawide Coordinating Agency (NOACA). (CE, CI, FH)
- Assisted in increasing the funding for the Railcar Replacement Program by \$41.1 million. (CE, CI, FH)
- Completed the construction of the Hayden Garage Roof Replacement. (EI, FH)
- Completed the construction of the West 117<sup>th</sup> Street Substation Rehabilitation. (CE, CI)
- Completed design of the Warrensville/Van Aken Station Improvements and Comfort Station. (CE, EI)
- Completed design of the East 79<sup>th</sup> Street Light Rail Station ADA Reconstruction. (CE, CI)
- Completed the designs of the Brookpark Shop and Yard Track projects. (CE, CI, EI, FH)
- Completed the Onboard Origin & Destination Surveys. (CE, CI)
- Received bids for the East 120<sup>th</sup> Street Substation Replacement construction. (CE)
- Continued contract for the new CTDS system. (CE, CI, FH)
- Continued construction of the Trunk Line Signal System. (CE)
- Continued construction of the Overhead Catenary System Structural Rehabilitation – Phase 2. (CE)
- Continued construction of the Red Line Bridge over West 117<sup>th</sup> Street. (CE)
- Continued installation of the 515 Switch and Track. (CE)
- Began construction of the Tower City East Portal Rehabilitation. (CE, CI, FH).
- Began design and environmental document for the West 25<sup>th</sup> Street/MetroHealth Line BRT Corridor. (CE, CI)

- Began Transit Access Barriers Study. (CE, CI)
- Began Broadway Corridor TOD Study. (CE, CI)
- Began the Aerozone MicroTransit Pilot Program. (CE, CI)
- Provided FFY2024 Cleveland Urbanized Area (CUZA) funding allocations for formula funds. (CI, FH)
- Promoted transit elements in various Transportation for Livable Communities Initiative (TLCI) studies throughout Cuyahoga County. (CI)
- Continued supporting Asset Management and State of Good Repair (SOGR) initiatives. (CE, FH)
- Facilitated construction coordination with various ODOT and City of Cleveland projects. (CI, FH)
- Supported the activities of the Cuyahoga County Trails Leadership Network. (CI)

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> <li>• Complete construction of the Overhead Catenary System Structural Rehabilitation – Phase 2. (CE, CI, FH)</li> <li>• Complete installation of the 515 Switch and Track. (CE, CI, FH)</li> <li>• Complete construction of the Red Line Bridge over West 117<sup>th</sup> Street. (CE, CI, FH)</li> <li>• Complete installation of the Trunk Line Signal System. (CE, CI, FH)</li> <li>• Complete construction of the Main Office Building HVAC and Roof Replacement. (EI, FH)</li> <li>• Complete construction of the Brookpark Shop Relocation Modifications. (CE, FH)</li> <li>• Complete installation and testing of the new CTDS system. (CE, CI, FH)</li> <li>• Complete design and environmental for the West 25<sup>th</sup> Street/MetroHealth Line BRT Corridor. (CE, CI)</li> <li>• Complete the Transit Access Barriers Study. (CE, CI, FH)</li> <li>• Complete the environmental approval for the Light Rail Stations and Platform Modifications. (CE, CI, FH)</li> <li>• Continue supporting the Rail Car Replacement Program. (CE, CI, FH)</li> <li>• Continue construction of the Tower City East Portal Rehabilitation. (CE, CI)</li> <li>• Continue the Broadway Corridor TOD Study. (CE, CI)</li> <li>• Begin construction of the East 79<sup>th</sup> Street Light Rail Station ADA Reconstruction. (CE, CI)</li> <li>• Begin construction of the Warrensville/Van Aken Station Improvements and Comfort Station. (CE, EI)</li> <li>• Begin the Fleet Electrification Study. (CI, FH)</li> <li>• Begin installation of the Shaker Light Rail Shelter Improvements. (CE, CI)</li> <li>• Begin construction of the tracks at the Warrensville/Van Aken Station. (CE, FH)</li> <li>• Begin construction of the East 120<sup>th</sup> Street Substation Replacement. (CE, FH)</li> <li>• Begin design of the Light Rail Retaining Wall Rehabilitation - Phase 3. (CI, FH)</li> <li>• Evaluate the MicroTransit Pilot Program. (CE, CI)</li> <li>• Evaluate the Baby on Board and Paradox Prize Pilot Programs. (CE, CI)</li> <li>• Provide FFY2025 CUZA funding allocations for the Region. (CI, FH)</li> <li>• Obtain \$35 million of competitive grants from FTA, ODOT, OEPA and NOACA. (CE, FH)</li> <li>• Promote transit elements in various TLCI studies throughout Cuyahoga County. (CE, CI)</li> </ul>				

- Continue supporting Asset Management and SOGR initiatives throughout GCRTA. (CE, FH)
- Facilitate construction coordination with various ODOT and City of Cleveland projects. (CE, CI, FH)
- Support the activities of the Cuyahoga County Trails Leadership Network. (CE, CI, FH)

## LIST OF DEPARTMENTS

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

The 2025 Organizational Scorecard is shown in the Planning, Process & Profile section of the budget book. The results of the 2024 Engineering & Project Management Division scorecard and the 2025 scorecard goals are shown below.



## Engineering & Project Management

Success Outcomes	Metric	Definition	FY2024 Performance Goals	FY2024 Actual Results	FY2025 Performance Goals	Objective	Information System
Customer Experience	Annual Goal for Rail Car Replacement Fund	Appropriated or obligated funding for rail car replacement fund secured in the program year	\$25,000,000	\$41,072,000	\$25,000,000	-	Performance Data
	Completion of Annual Work Program	Total value of the design and construction contracts approved by the Board of Trustees.	\$40,000,000	\$31,832,059	\$40,000,000	-	Performance Data
	Rail Total Shutdown	% of total rail shutdowns returned to service on schedule.	90%	100%	90%	-	Performance Data
	Capital Program Project Schedule Adherence	% of capital projects (budget ≥ \$1M) that reach substantial completion milestone in 2025 within 60 calendar days of schedule	60%	50%	40%	-	Performance Data
Community Impact	Economic Impact of Capital Program - Impression	% of community that has a positive perception of the economic impact of the capital program	55%	54%	55%	↑	Community Survey
	Transit Oriented Development (TOD) on RTA properties	The number of active TOD projects	4	4	NA	↑	Performance Data
	Transit Oriented Development (TOD) on RTA properties	The number of TOD projects taken through contract with a development partner and securing Board approval authorizing the development partner to proceed within calendar year 2025	NA	NA	4	↑	Performance Data
	Economy: Ratio of Private Sector Investment to Major Capital Investment	The construction value ratio of development within 1/4 mile of active and recently completed (3yr completion) major capital projects (budget > \$1 M)	7	7.74	7	↑	Performance Data
	Equity: Capital Dollars Invested in Environmental Justice Zones/Communities	The % of major projects awarded (>1 million) within Environmental Justice (EJ) communities	77%	54%	80%	↑	Performance Data
	Environment: Emissions Reduction	% Reduction of Type I and II emissions per passenger-mile traveled on RTA	8%	13%	8%	↑	Performance Data
Employee Investment	Supervisor Support	The % employees that agree or strongly agree that their immediate supervisor supports them in achieving their career/job goals.	75%	75%	75%	↑	Employee Survey
	Training Opportunities	% of Division employees that agree or strongly agree they have access to training opportunities that help them perform their job.	70%	71%	70%	↑	Employee Survey
	Communication	% of Division employees that agree or strongly agree communication between each department is good	40%	37%	40%	↑	Employee Survey
	Department Priorities	% of Division employees that agree or strongly agree employees in my department are motivated about accomplishing our department's goals	70%	66%	70%	↑	Employee Survey
Financial Health	Competitive Grants Awarded Towards Annual Goal for Prioritized Capital Projects	Annual goal for competitive grants awarded for prioritized capital projects in the program year	\$35,000,000	\$56,628,206	\$35,000,000	-	Performance Data
	Change Orders on Major Projects	Achievement of under 5% change orders for major capital projects (budget ≥ \$1M) substantially completed in fiscal year	< 5%	2.98%	< 5%	-	Performance Data

# 55- PROJECT SUPPORT DEPARTMENT

## DEPARTMENT OBJECTIVES

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 creating a healthier and livable environment for our customers and the community we serve.

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
	<ul style="list-style-type: none"><li>Completed 31 Quality Assurance Audits (CE, FH).</li><li>Completed 42 Quality Control Plan, Request for Proposal, and Issue for Bid Package Reviews. (CE, FH)</li><li>Completed 30 Third-Party plan reviews. (CE, FH)</li><li>Provided engineering design and construction assistance on Engineering and Project Development projects. (CE, CI, FH)</li><li>Provided document control support on Engineering and Project Development projects. (CE, EI, FH)</li><li>Developed the 100% Construction Documents for the E. 79<sup>th</sup> Street Light Rail Station. (CE, CI, FH)</li><li>Tracked agency wide emissions for sustainability program and TRACTION. (CE, CI, EI, FH)</li><li>Developed a Request for Proposals (RFP) for an Agency Fleet Electrification Study. (CE, CI, FH)</li><li>Participated in the development of the City of Cleveland's Climate Action Plan. (CE, CI, FH)</li><li>Served on the City of Cleveland's Transportation Infrastructure Advisory Committee. (CI, FH)</li><li>Assisted in the refinement of the GCRTA Project Management Development Training and participated in the training session. (EI, FH)</li></ul>			

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
	<ul style="list-style-type: none"><li>Conduct quality assurance audits (CE, CI).</li><li>Review GCRTA plans and specifications for construction projects (FH).</li><li>Review third party plans and specifications for construction crossing or adjoining GCRTA facilities (CE).</li><li>Participate in the City of Cleveland's Transportation Infrastructure Advisory Committee (CI).</li><li>Provide engineering assistance as needed in Design and Construction (EI).</li><li>Track agency wide emissions for sustainability program and TRACTION (CI).</li><li>Lead the development of strategy for the TRACTION Community Impact success outcome (CI).</li><li>Manage the development of the Fleet Electrification Study (CI).</li><li>Develop the Request for Proposals (RFP) for the Architectural/ Engineering Services for the Blue Line ASAP Stations. (CE, CI)</li><li>Develop the construction documents for the MetroHealth BRT stations. (CE, CI)</li><li>Serve on the City of Cleveland's Transportation Infrastructure Advisory Committee (CI).</li></ul>			

- Manage the Construction of the E. 79<sup>th</sup> Light Rail Station. (CE, CI).
- Coordinate work of support staff (EI).

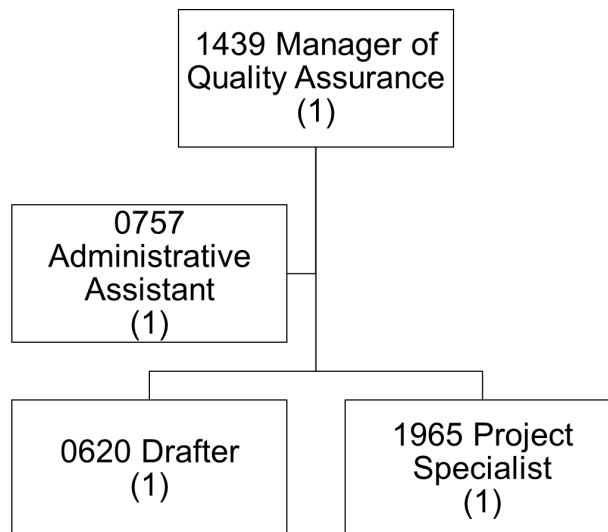
#### PROJECT SUPPORT DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025
501300	Salaried Employees Labor	\$166,606	\$169,832	\$208,579
501310	Salaried Employees Overtime	0	0	0
502000	Fringe Benefits	59,396	68,034	95,784
503000	Services	7,657	7,841	61,500
504000	Materials & Supplies	464	3,903	5,300
509000	Miscellaneous Expense	529	4,270	29,000
509022	Meals/Food/Per Diem	0	1,446	250
<b>Total</b>		<b>\$234,654</b>	<b>\$255,327</b>	<b>\$400,413</b>

#### PROJECT SUPPORT DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
06	0620 Drafter	-	1	1
24	1965 Project Specialist	-	-	1
104	0757 Administrative Assistant I	1	1	1
113	1439 Mgr. – Quality Assurance	1	1	1
<b>Total</b>		<b>2</b>	<b>3</b>	<b>4</b>

#### PROJECT SUPPORT DEPARTMENT ORGANIZATION CHART



Total Positions = 4



## 57- Programming & Planning Department

## DEPARTMENT OBJECTIVES

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

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
<b>Success Outcomes:</b>				
<ul style="list-style-type: none"> <li>Represented RTA interests in City of Cleveland, NOACA by participating as stakeholders in planning projects. (CI, FH)</li> <li>Managed real estate interests of RTA as required. (CI, FH)</li> <li>Worked with Cuyahoga County Planning Commission and the City of Cleveland furthering TOD Planning, Zoning and TDM activities. (CI, FH)</li> <li>Continued managing the Columbus Road TOD Development process. (CE, CI, FH)</li> <li>Awarded contract on the Transit Access Barrier Study, FTA's Persistent Poverty Grant. (CE, CI, FH)</li> <li>Awarded contract for Broadway TOD Pilot Planning Grant. (CE, CI, FH)</li> <li>Completed the GCRTA On-Board Origin-Destination Survey Project. (CE, CI)</li> <li>Continued to assist on the Climate Action Sustainability Plan. (CE, CI)</li> <li>Obtained Environmental Clearances on E.120<sup>th</sup> Substation, Red Line Platform Modifications, and Port of Cleveland Turnout. (CI, FH)</li> <li>Monitored Implementation of Framework for the Future long-term objectives. (FH)</li> <li>Continued to represent GCRTA on NOACA committees, Sub-committees, Task Forces, and TLCI projects. (CI, FH)</li> <li>Completed 2 Community Investment Improvement Projects that included improvement of 17 shelters. (CE, CI, FH)</li> <li>Managed the completion of the installation 2 NOACA sponsored EV chargers at Green Road Rapid Station. (CE, CI, FH)</li> <li>Applied for 5 competitive planning grants from NOACA, FTA, ODOT and assisted with 3 other grants. (FH)</li> <li>Managed the implementation/usage of the Baby on Board program. (CE, CI)</li> <li>Completed NOACA's "Reimagining Euclid TLCI Planning Project." (CE, CI)</li> <li>Continue to develop Diversity Inclusion artistic messaging and murals on RTA Assets with the installation of the mural on the Woodhill Facility wall. (CE, CI)</li> <li>Progressed on the MetroHealth Line BRT NEPA/Section 106 process clearances. (CE, CI)</li> <li>Continued to Represent RTA on Cuyahoga County Greenway Partners and related trail and bike projects. (CE, CI)</li> </ul>				

- Completed UZA allocations required for 5307, 5339 and any other Federal Funding required to be distributed through NOACA Transit Council. (FH)
- Received 8 bus shelter permits. (CE, CI)
- Represented GCRTA interests in City of Cleveland, NOACA, and other agency Planning projects. (CE, CI, FH)
- Completed and received Board Approval of the 2024 Shaker Heights Maintenance Agreement. (CE, CI, FH)

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> <li>Represent RTA interests in City of Cleveland, NOACA, and other agency Planning projects as required. (CI, FH)</li> <li>Manage real estate interests of RTA as required. (CI, FH)</li> <li>Continue working with Cuyahoga County Planning Commission and the City of Cleveland TOD Land Use, Zoning and TDM activities. (CI, FH)</li> <li>Develop and advertise a new Columbus Road TOD Request for Qualifications Document. (CI)</li> <li>Complete the Transit Access Barrier Study, FTA's Persistent Poverty Grant. (FH)</li> <li>Complete the Broadway TOD Pilot Planning Grant. (FH)</li> <li>Assist on the completion of the Electronification Fleet Electronification Study. (CE, CI)</li> <li>Obtain Environmental Clearances as needed. (CI, FH)</li> <li>Continue to represent GCRTA on NOACA committees, Sub-committees, Task Forces, and TLCI projects. (CI, FH)</li> <li>Initiate GCRTA smart commuting including bike education and facilities enhancement. (CE, CI)</li> <li>Manage the Smart/Shared GIS Working Group Initiative. (CE, CI, FH)</li> <li>Award Micro Transit Feasibility Study. (CI, FH)</li> <li>Complete four Community Investment Improvement Projects. (CI)</li> <li>Manage the completion of the installation of the NOACA sponsored EV chargers at other RTA facilities. (CE, CI, FH)</li> <li>Assist in the application of Planning grants from NOACA, FTA, ODOT and other sources for planning related activities. (FH)</li> <li>Manage the completion of the Baby on Board program. (CE, CI, FH)</li> <li>Award contracts for Shaker Shelter Improvement Project. (CE, CI, FH)</li> <li>Continue to develop Diversity Inclusion artistic messaging and murals on RTA Assets. (CE, CI)</li> <li>Complete the MetroHealth Line BRT NEPA/Section 106 process clearance process. (CE, CI)</li> <li>Continue to represent RTA with Cuyahoga County Greenway Partners, Cleveland Moves, Metroparks Raise trails and other related trail and bike projects. (CE, CI)</li> <li>Complete UZA allocations required for 5307, 5339 and any other Federal Funding required to be distributed through NOACA Transit Council. (CI, FH)</li> <li>Assist with permitting eight new bus shelters throughout the GCRTA network. (CE, CI)</li> <li>Transfer land to the Developer for the Depot on Detroit TOD project. (CE, CI, FH)</li> </ul>				

- Transfer land on economic expansion projects. (CI, FH)
- Complete acquisition of land required for E. 120th Station, E. 79<sup>th</sup> Street Station and the Port of Cleveland. (CE, CI, FH)
- Expand the use and quality of GIS mapping. (CE, CI, FH)
- Establish and Manage Workforce Shelter Installation Project. (CE, CI)
- Complete an Info Graphic with results of the On-Board Survey with the aid of Marketing. (CI)
- Award a contract for the Lorain Avenue Corridor FTA Pilot TOD planning study. (CI)
- Further work on the GCRTA TOD Plans and Policy. (CE, CI)

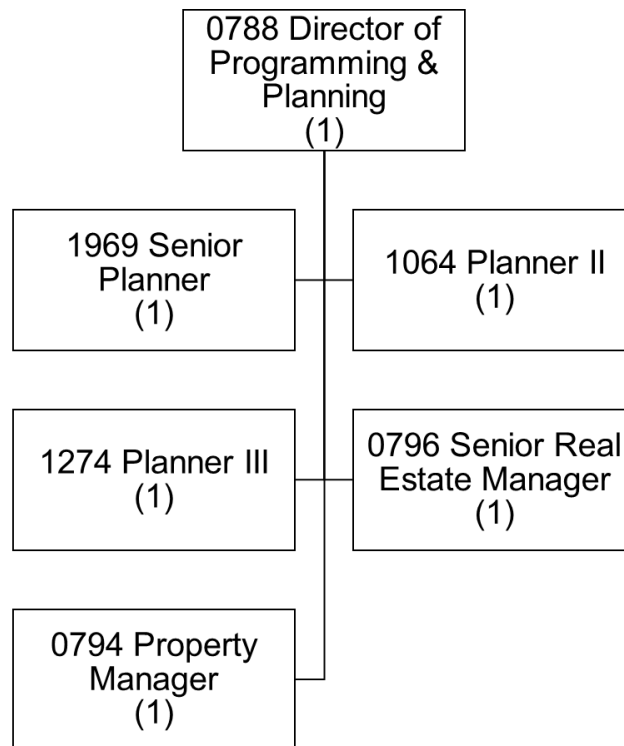
#### PROGRAMMING AND PLANNING DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Salaried Employees Labor	\$507,821	\$566,149	\$638,273
502000	Fringe Benefits	182,582	224,195	195,410
503000	Services	25,161	2,245,567	2,115,523
504000	Materials & Supplies	0	101	600
505019	Water	96,603	99,395	0
505020	Sewer	0	0	120,000
507030	Property Tax	58,781	76,938	174,833
509000	Miscellaneous Expense	39,386	9,902	20,126
509022	Meals/Food/Per Diem	42	308	100
512000	Leases & Rentals	9,282	4,113	69,100
<b>Total</b>		<b>\$919,658</b>	<b>\$3,226,669</b>	<b>\$3,333,965</b>

#### PROGRAMMING AND PLANNING DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
107	1064.Planner II	1	1	1
109	1274.Planner III	1	1	1
110	1969.Senior Planner	1	1	1
111	0794.Property Manager	1	1	1
112	0796.Senior Real Estate Manager	1	1	1
114	0788.Director - Programming and Planning	1	1	1
<b>Total</b>		<b>6</b>	<b>6</b>	<b>6</b>

## PROGRAMMING AND PLANNING DEPARTMENT ORGANIZATION CHART



Total FTE's = 6

## 8o- Engineering & Project Development Department

## DEPARTMENT OBJECTIVES

The Engineering & Project Development Department supports the Authority through the execution and management of the Authority's capital improvement and rehabilitation programs. Attention includes a focus on safety, completion within budget and on schedule, as well as assuring quality control and quality assurance on infrastructure projects. Engineering works to ensure that capital projects allow GCRTA bus, rail, and paratransit service to meet the expectations of the community, customers and stakeholders. Special projects include Railcar Replacement Project infrastructure projects such as station platform and shop modifications to accommodate the new fleet.

## 2024 ACCOMPLISHMENTS

Strategic Plan Success Outcomes:	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
<ul style="list-style-type: none"> <li>Completed construction of the Hayden Garage Roof Replacement. (EI, FH).</li> <li>Continued implementation of the Light Rail Trunk Line Signal System Replacement. (CE, CI, FH)</li> <li>Began design of the MetroHealth Line (W.25<sup>th</sup>Connects) Bus Rapid Transit. (CE, CI)</li> <li>Continued construction of the W. 117<sup>th</sup> Red Line Bridge/Station Platform Rehabilitation. (CE, CI)</li> <li>Completed design for a new modular E.120<sup>th</sup> Substation and worked to acquire necessary property. (CE)</li> <li>Continued construction of Red Line East Overhead Catenary Structural Rehabilitation Phase 2. (CE)</li> <li>Began Red Line Switch 515 (Brookpark Yard) construction to place in service. (CE)</li> <li>Completed Red Line Rail Grinding Program. (CE, FH)</li> <li>Completed construction of Red Line Fiber Optic System Replacement. (CE, CI)</li> <li>Completed design of Brookpark Shop and Yard Improvements for Railcar Replacement Program. (CE)</li> <li>Completed design of Warrensville - Van Aken Rail Station; track, power, communication, and signals. (CE, CI)</li> <li>Completed construction of Warrensville – Van Aken Substation. Final testing underway. (CE, FH)</li> <li>Continued Safety Certification process for Railcar Replacement Program. (CE)</li> <li>Began Tower City East Portal Reconstruction. (CE)</li> <li>Completed design and began assembly of Consolidated Train Dispatch System (CTDS) Replacement. (CE, FH)</li> <li>Completed construction of E. 75<sup>th</sup> (Trunk Line) Interlocking Rehabilitation. (CE)</li> <li>Completed construction of W. 117<sup>th</sup> Substation Rehabilitation. (CE, FH)</li> <li>Continued construction Hayden HVAC unit replacement. (EI, FH)</li> <li>Awarded RFP for design consultant of Light Rail Trunk Line Retaining Wall Rehab. – Phase 3 Blue Line. (CE, CI)</li> <li>Completed construction of Shaker Junction Trip Stop. (CE)</li> <li>Continued to support Asset Management and State of Good Repair projects throughout GCRTA. (CE, FH)</li> <li>Completed ADA-improvements at Shaker Square Station. (CE, CI)</li> <li>Awarded Central Rail Roadway and Parking Lot Repaving Phase I – Grand Avenue to Salt Dome. (CE, EI)</li> <li>Issued NTP for “15583” Brookpark FM building rehabilitation. (CE)</li> </ul>				

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
<b>Success Outcomes:</b>				
<ul style="list-style-type: none"> <li>• Complete construction of Hayden Garage Roof Replacement. (EI, FH)</li> <li>• Complete design of Trunk Line Fiber Optic System to support new rail signal system project. (CE, CI)</li> <li>• Complete design and begin construction of Central Rail Roadway and Parking Lot Repaving. (CE, EI)</li> <li>• Complete rehabilitation of "15583" Brookpark Facilities Maintenance building. (CE)</li> <li>• Complete construction of Brookpark Shop and Yard Improvements to support Railcar Replacement Program. (CE)</li> <li>• Begin design of Blue Line Track Rehabilitation. (CE)</li> <li>• Complete design of Light Rail Trunk Line Retaining Wall Rehabilitation – Phase 3 – Blue Line. (CE, CI)</li> <li>• Complete Hayden HVAC unit replacement. (EI, FH)</li> <li>• Begin Main Office HVAC unit replacement. (CE, EI, FH)</li> <li>• Complete Port Connector track to GCRTA Waterfront line for Railcar Replacement Program. (CE)</li> <li>• Begin reconstruction of Shaker Junction roadway crossings. (CE, CI)</li> <li>• Begin design for Tower City GL-1 replacement in coordination with CTDS replacement design. (CE)</li> <li>• Begin replacement of the Warrensville - Van Aken Substation. (CE, FH)</li> <li>• Complete RFP for Flyover Bridge near Stokes Reconstruction. (CE)</li> <li>• Continue Safety Certification for W. 117<sup>th</sup> Bridge/Station, Warrensville Station and other projects. (CE)</li> <li>• Continue Safety Certification process for Rail Car Replacement Project. (CE)</li> <li>• Continue Tower City East Portal Reconstruction. (CE, CI)</li> <li>• Begin the E. 120<sup>th</sup> Red Line Substation Replacement. (CE)</li> <li>• Begin the E. 55<sup>th</sup> Substation Transformer/Rectifier Replacement. (CE, FH)</li> <li>• Continue Light Rail Trunk Line Signal System Replacement. (CE)</li> <li>• Continue W. 117<sup>th</sup> Red Line Bridge/Station Platform Rehabilitation. (CE, CI)</li> <li>• Complete construction of Red Line Switch 515 (Brookpark Yard) and return to service. (CE)</li> <li>• Complete construction of Overhead Catenary Structural Rehabilitation Phase 2. (CE)</li> <li>• Award and begin construction of Warrensville - Van Aken Comfort and Rail Station including track, power, communications, and signals. (CE, CI, EI)</li> <li>• Award construction of Central Rail Maintenance Facility Improvements for Railcar Replacement Project. (CE, EI, FH)</li> <li>• Begin design for Station Platform improvements to support Railcar Replacement Project. (CE, CI)</li> <li>• Begin design of Overhead Catenary Structural Rehabilitation Phase 3 – Light Rail. (CE)</li> <li>• Complete design of W. 25<sup>th</sup> MetroHealth Bus Rapid Transit System. (CE, CI)</li> <li>• Continue to support Asset Management / State of Good Repair projects throughout GCRTA. (CE, CI, EI)</li> </ul>				

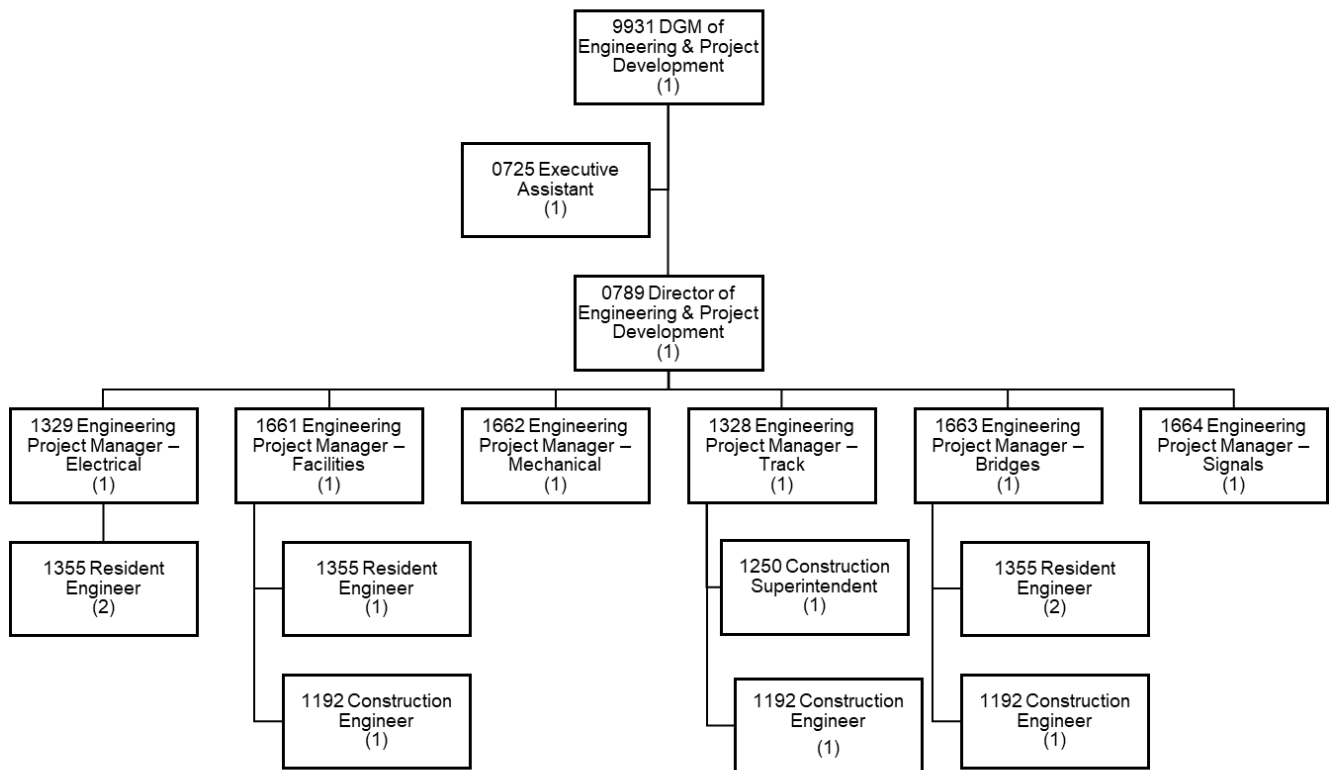
# ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Salaried Employees Labor	\$1,596,934	\$1,789,851	\$2,200,709
502000	Fringe Benefits	570,361	713,636	632,193
503000	Services	72,648	36,210	35,000
503052	Other Maintenance Contract	0	5,352	0
504000	Materials & Supplies	1,603	861	2,900
509000	Miscellaneous Expense	36,924	44,179	38,540
509022	Meals/Food/Per Diem	594	1,634	800
<b>Total</b>		<b>\$2,279,064</b>	<b>\$2,591,757</b>	<b>\$2,910,142</b>

# ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
01	9942.Engineering Intern	1	-	-
107	0725.Executive Assistant	1	1	1
108	1192.Construction Engineer	3	1	1
109	1198.Construction Engineer II	-	2	2
110	1250.Superintendent - Construction	1	1	1
111	1355.Resident Engineer/Architect	6	3	3
112	1357.Resident Engineer II	-	3	3
113	1328.Engineering Project Manager-Track	1	1	1
	1329.Engineering Project Manager-Electrical	1	1	1
	1661.Engineering Prj Mgr - Facilities	1	1	-
	1662.Engineering Prj Mgr - Mechanical	1	1	1
	1663.Engineering Prj Mgr - Bridges	1	1	1
	1664.Engineering Project Manager - Signals	1	1	1
114	0789.Director - Engineering & Project Development	1	1	1
116	9931.Dgm - Engineering & Project Management	1	1	1
<b>Total</b>		<b>20</b>	<b>19</b>	<b>18</b>

## ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT ORGANIZATION CHART



Total Positions = 18



# 04- LEGAL AFFAIRS DIVISION

## DIVISION OBJECTIVES

Provides professional, cost-effective legal, safety, and risk management services. The Legal Affairs Division is comprised of the Legal, Safety, and Risk Management Departments. The Legal Department provides legal counsel and representation to the Board of Trustees and the Authority. Legal represents the GCRTA on major projects, personal injury, property damage, employment, labor, civil rights, debt collection, and contract matters. It also advises on procurement, general contract, real estate, personnel, liability, and labor matters. The Claims Section of the Legal Department properly evaluates all claims, focusing on a thorough and prompt investigation, compassion and fiscal responsibility. The Safety Department uses a Safety Management System to prevent employee injuries, protect passengers, preserve assets and property, and reduce the potential for environmental events. Safety also administers the Public Transportation Agency Safety Plan while being the delegated authority on behalf of ODOT to conduct accident investigations and safety assurance audits. The Risk Management Department provides Workers' Compensation, as well as insurance expertise for the Authority and manages the purchases of both liability and property insurance consistent with GCRTA's level of self-insurance.

## CONNECTION TO STRATEGIC PLAN

Success Outcomes:      **Customer Experience**      **Community Impact**      **Employee Investment**      **Financial Health**

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

## 2024 ACCOMPLISHMENTS

Strategic Plan      **Customer Experience (CE)**      **Community Impact (CI)**      **Employee Investment (EI)**      **Financial Health (FH)**  
Success Outcomes:

- Implemented the Public Transportation Agency Safety Plan. (CE, EI, FH)
- Provided efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters. (CE, FH)
- Provided and facilitated advice on ethical issues and concerns. (EI, FH)
- Supported construction projects and energy management initiatives. (CE, FH)
- Developed the 2025 Public Transportation Agency Safety Plan. (CE, EI, FH)
- Continued a proactive approach to reducing bus and rail incidents. (CE, EI, FH)
- Continued enhancement of a safety culture within the Authority. (CE, CI, EI, FH)
- Provided legal support for the Civilian Oversight Committee (COC) to review complaints filed against GCRTA Transit Police Department employees. (CE, CI, EI, FH)
- Continued legal information program to apprise GCRTA departments of public sector legal issues that affect the Authority. (CE, EI, FH)

- Supported Investigated allegations of discrimination or non-compliance with equal opportunity policies and procedures. (CE, EI, FH)
- Coordinated and fulfilled Public Records Requests made by members of the public and media entities. (CI)
- Worked to ensure compliance with all federal, state, and local legislation and regulations and served as a liaison between the Authority and regulatory agencies. (CI, EI, FH)
- 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. (CE, CI, EI, FH)
- Negotiated the best terms and conditions available in the marketplace and most cost-effective renewal for property/casualty insurance programs for GCRTA. (CI, EI, FH)

## 2025 PRIORITIES

### Customer Experience

- Continue Transportation Safety Institute (TSI) certification and training of Safety Department personnel.
- Continue a proactive approach to reducing bus and rail incidents.
- Create and implement the Public Transportation Agency Safety Plan.

### Community Impact

- Provide legal support for Transit Oriented Development initiatives.
- Continue to provide support for the COC and the reconvened Community Advisory Committee (CAC).
- Provide and facilitate advice on ethical issues and concerns.

### Employee Investment

- 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 to create a positive working environment that emphasizes teamwork and goal setting.


### Financial Health

- Provide efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters.
- 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.
- 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

The 2025 Organizational Scorecard is shown in the Planning, Process, and Profile section of the budget book. The results of the 2024 Legal Division scorecard and the 2025 scorecard goals are shown below.

<div>  <h2>Legal Affairs</h2> </div>							
Success Outcomes	Metric	Definition	FY2024 Performance Goals	FY2024 Actual Results	FY2025 Performance Goals	Objective	Information System
Customer Experience	Customer Perception of Safety	The % of customers who agree or strongly agree that GCRTA is safe.	80%	69%	NA	↑	Customer Survey
	Safety - Actual	The % compliance with 4 agency safety performance targets that impact the Customer Experience (Rail Reportable Safety Events, Preventable Collision Rate.	75%	53%	NA	↑	Performance Data
	Customer Perception of Safety	The % of customers who agree or strongly agree that GCRTA maintains and operates vehicles safely	NA	NA	75%	↑	Customer Survey
	Safety - Preventable Collision Rate Actual	Reduce the agency preventable collision rate per 100,000 miles driven to 1.68 or less	NA	NA	1.68	↓	Performance Data
	<b>TOTAL POINTS</b>						
Community Impact							
Employee Investment	Employee Safety - Perception	The % of employees who agree or strongly agree that GCRTA provides a safe place to work. (I feel physically safe at work)	73%	73%	75%	↑	Employee Survey
	Safety Actual - Rate of On the Job Injuries (OJI)	Reduce the rate of OJI's per 200,000 hours worked to 6.41 or less	6.75	5.62	6.41	↓	Performance Data
	Division Employees Agree - Supervisor Invested in Growth and Success	The % of division employees that agree (or strongly agree) that their Supervisor is supportive in achieving career/job goals	71%	71%	59%	↑	Employee Survey
	<b>TOTAL POINTS</b>						
Financial Health	Insurance Premium Costs	Achieve an average score of 5 by maintaining insurance premium costs at or below industry benchmarks across the three lines of coverage	5	5	NA	—	Financial Data
	Operating Budget Used	The % of actual expenses (year to date) vs. annual budget.	25%, 50%, 75%, 100%	92%	NA	—	Financial Data
	Reduce Operating Expenses	5% reduction of actual expenses (year to date) vs. annual budget.	NA	NA	-5%	↓	Financial Data
	<b>TOTAL POINTS</b>						

# 15- SAFETY DEPARTMENT

## DEPARTMENT OBJECTIVES

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

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"><li>Implemented the 2024 Public Transportation Agency Safety Plan (PTASP) through the Executive Safety Committee, Labor Management Safety Committee &amp; District Safety Committees. (CE, EI, FH)</li><li>Continued enhancement of a safety culture within the Authority. (CE, EI, FH)</li><li>Worked to ensure compliance with all Federal, State, and local regulations and served as a liaison between the Authority and regulatory agencies. (CE, CI, EI, FH)</li><li>Completed a refresher training plan geared toward Managers and Supervisors and the utilization of the STOP program to reduce employee injuries. (EI, FH)</li><li>Helped coordinate and score a Bus Roadeo where bus operators compete in a course that measures driving skills and adherence to safety rules. (CE, EI, FH)</li><li>Completed an ODOT/SSO Triennial Audit resulting in zero findings. (CE, EI)</li><li>Assisted Transit Police with an Operator Assault Hazard Assessment and submitted results to the FTA. (CE, CI, EI)</li><li>Participated in Safety &amp; Security Certification activities for the Railcar Replacement Program. (CE, EI, FH)</li><li>Conducted safety audits on rail signal overruns, rail safety ride checks, operator fatigue management, and radio communications protocols all resulting in recommendations for improvements. (CE, EI, FH)</li></ul>				

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"><li>Update the Right-Of-Way Worker Protection Plan to ensure compliance with new FTA requirements. (CI)</li><li>Update Administrative Procedure 002 regarding revenue vehicle accident investigations. (CE, EI, FH)</li><li>Implement the 2025 Public Transportation Agency Safety Plan) through the Executive Safety Committee, Labor Management Safety Committee &amp; District Safety Committees. (CE)</li><li>Manage the Hazardous/Non-Hazardous Waste Removal contract, new for 2025-2030. (CI, FH)</li><li>Complete a risk assessment of rail grade crossings per FTA Safety Advisory 24-2. (CE, CI)</li><li>Conduct various audits and safety inspections on the systems. (CE, CI)</li></ul>				

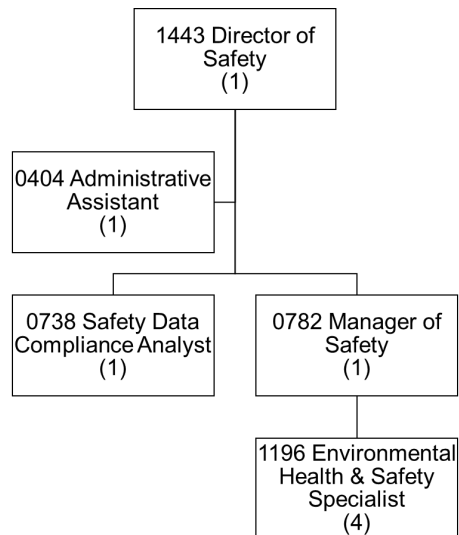
## SAFETY DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Salaried Employees Labor	\$487,518	\$637,047	\$683,632
501310	Salaried Employees Overtime	5,061	4,107	4,000
502000	Fringe Benefits	180,172	253,258	234,223
503000	Services	178,889	174,871	222,312
503052	Other Maintenance Contract	56,263	49,903	51,250
504000	Materials & Supplies	32,142	7,191	16,000
509000	Miscellaneous Expense	10,865	21,182	20,405
509022	Meals/Food/Per Diem	1,806	3,927	3,000
<b>Total</b>		<b>\$952,717</b>	<b>\$1,151,487</b>	<b>\$1,234,822</b>

## SAFETY DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
04	0404.Administrative Assistant	1	1	1
107	0738.Safety Data Compliance Analyst	1	1	1
109	1196.Environmental Health & Safety Specialist	4	4	4
111	0782.Manager Of Safety	1	1	1
114	1443.Director Of Safety	1	1	1
<b>Total</b>		<b>8</b>	<b>8</b>	<b>8</b>

## SAFETY DEPARTMENT ORGANIZATION CHART



Total FTE's = 8

# 21- LEGAL DEPARTMENT

## DEPARTMENT OBJECTIVES

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

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> <li>Provided efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters. (CE, EI, FH)</li> <li>Provided and facilitated advice on ethical issues and concerns. (CE, EI)</li> <li>Supported construction projects and energy management initiatives. (CE, FH)</li> <li>Worked to ensure compliance with all federal, state, and local legislation and regulations and served as a liaison between the Authority and regulatory agencies. (CE, CI, EI, FH)</li> </ul>				

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> <li>Continue legal information program to apprise GCRTA departments of public sector legal issues that affect the Authority. (CE, CI, EI, FH)</li> <li>Enhance employee perception of opportunity for growth and success. (EI)</li> <li>Provide legal support for Transit Oriented Development initiatives. (CE, CI)</li> <li>Continue to provide support for the Civilian Oversight Committee and the Community Advisory Committee. (CE, CI, EI, FH)</li> </ul>				

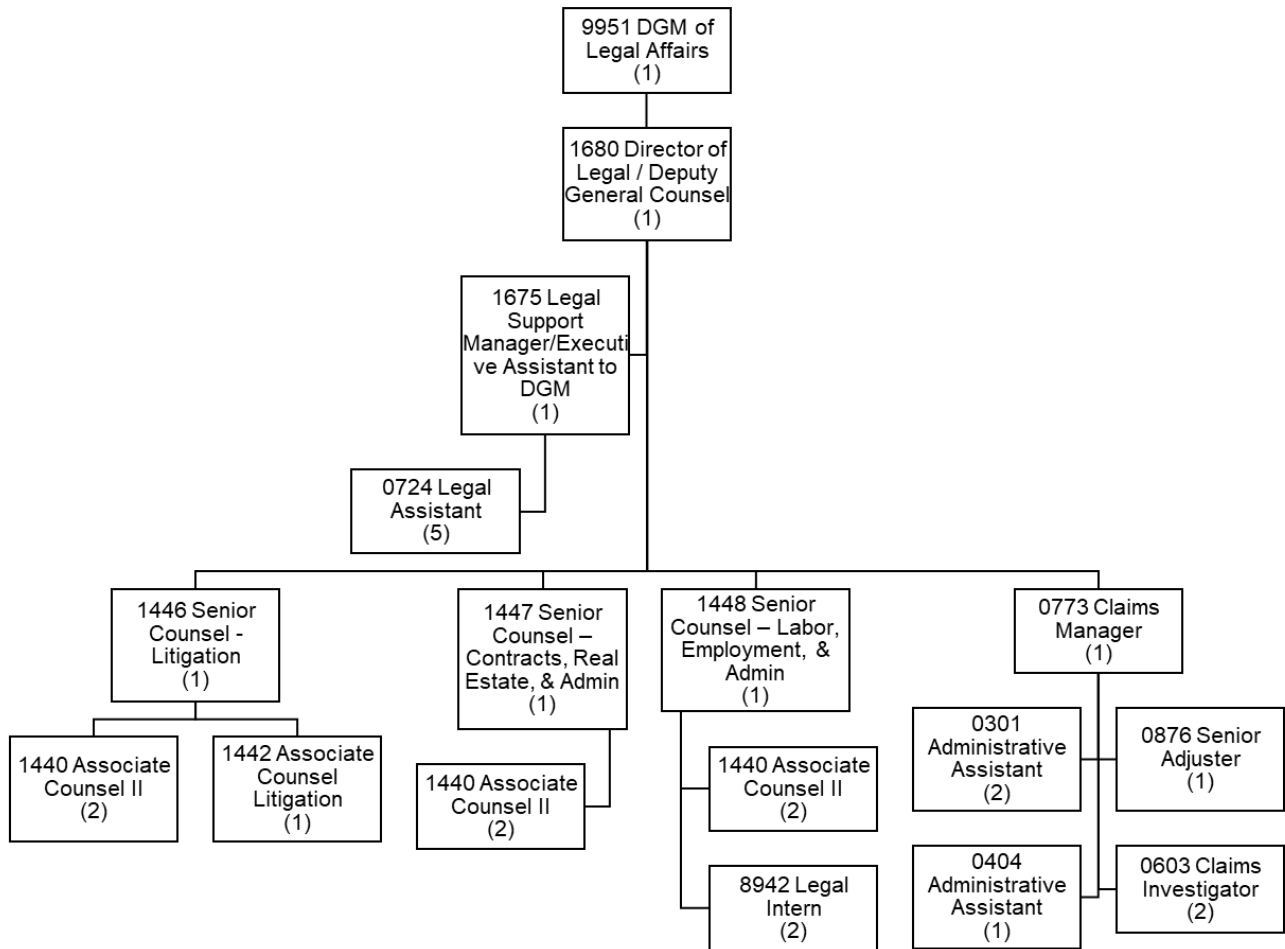
## LEGAL DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Salaried Employees Labor	\$1,854,986	\$2,043,121	\$2,370,617
501310	Salaried Employees Overtime	2,418	2,539	2,000
502000	Fringe Benefits	682,856	812,540	770,753
503000	Services	287,287	307,239	446,820
503049	Temporary Service	82,851	81,186	10,000
504000	Materials & Supplies	12,329	13,002	15,000
506040	Liability & Property Claims	554,974	572,795	650,000
509000	Miscellaneous Expense	8,058	10,700	19,250
509022	Meals/Food/Per Diem	598	1,2783	1,500
512000	Leases & Rentals	6,182	-	-
<b>Total</b>		<b>\$3,492,540</b>	<b>\$3,844,395</b>	<b>\$4,285,940</b>

# LEGAL DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
01	8942.Department Intern	2	2	2
03	0301.Administrative Assistant	2	2	2
04	0404.Administrative Assistant	1	1	1
06	0603.Claims Investigator	2	2	2
106	0724.Legal Assistant	5	5	5
109	0876.Senior Adjuster	1	1	1
109	1675.Legal Support Manager/Executive Assistant	1	1	1
111	0773.Manager – Claims	1	1	1
111	1442.Associate Counsel I	1	1	1
113	1440.Associate Counsel II	6	6	6
114	1446.Senior Counsel – Litigation	1	1	1
114	1447.Senior Counsel - Contracts, Real Estate, Admin Law	1	1	1
114	1448 Sr Counsel - Lab,Emp,Adm.	1	1	1
115	1680 Dir Legal/Deputy Gen Counsel	1	-	1
116	9951.Dgm - Legal Affairs Division	1	1	1
<b>Total</b>		<b>27</b>	<b>26</b>	<b>27</b>

## LEGAL DEPARTMENT ORGANIZATION CHART



Total FTE's = 27



## 22- RISK MANAGEMENT DEPARTMENT

## DEPARTMENT OBJECTIVES

The Risk Management Department protects the assets of the Authority from catastrophic losses through risk identification and analysis, risk avoidance, mitigation, and risk transfer. The Department is also responsible for managing the Authority's workers' compensation program, short-term disability claims, property and casualty insurance and self-insurance programs.

## 2024 ACCOMPLISHMENTS

	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
<b>Strategic Plan</b>				
<b>Success Outcomes:</b>				
<ul style="list-style-type: none"> <li>• Provided superior claims management services for Workers' Compensation (WC) and short-term disability claims for GCRTA. GCRTA's status as a self-insured employer for WC in the state of Ohio vs paying into the State Fund creates a savings of approximately \$2 million annually. (EI, FH)</li> <li>• Received very favorable renewal terms from the incumbent Cyber Liability carrier indicating a flat premium vs. the projected 15% increase. (CI, EI, FH)</li> <li>• Provided Risk Management expertise to Legal, Procurement, and Engineering Departments for many significant construction and development projects and procurements. (CI, EI, FH)</li> <li>• Negotiated the best terms and conditions available in the marketplace and most cost-effective renewal for the Property Insurance program for GCRTA in a challenging insurance market, achieving a 10% increase vs the 15-20% projection. (CE, CI, EI, FH)</li> <li>• Negotiated the best terms and conditions available in the marketplace and most cost-effective renewal for the Casualty Insurance program for GCRTA in a challenging insurance market as all three lines came in below industry benchmarks. (CE, CI, EI, FH)</li> <li>• Completed a significant upgrade from our current Risk Master Information System to the new DXC Assure Claims. (EI, FH)</li> <li>• Provided a \$415,000 reimbursement to GCRTA the June 2024 wire transfer social engineering claim. (FH)</li> </ul>				

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
<b>Success Outcomes:</b> <ul style="list-style-type: none"> <li>Provide Risk Management expertise to Legal, Procurement, and Engineering Departments for various authority-wide projects, leases, license agreements, and other procurements. (CI, EI, FH)</li> <li>Continue to provide strong management of workers' compensation claims and litigation, containing the costs to GCRTA, involving the districts as active stakeholders and handling claims for all employees fairly and promptly. (EI, FH)</li> <li>Maintain in-house Workers' Compensation and Short-Term Disability claim handling to ensure retention of self-insured status. (EI, FH)</li> <li>Coordinate with stakeholders to develop, pilot, and implement electronic event reporting for both workers' compensation and third-party liability claims. (CI, EI, FH)</li> <li>Negotiate the best terms and conditions available in the marketplace and the most cost-effective renewals for all of the insurance programs for GCRTA. (CI, EI, FH)</li> </ul>				

- Complete the selection and onboarding of two Workers' Compensation Examiners and a full-time Workers' Compensation Clerk. (EI, FH)
- Continue to participate in and contribute to strategic planning and performance measurement efforts conducted via TransPro and GCRTA Management. (CE, CI, FH)

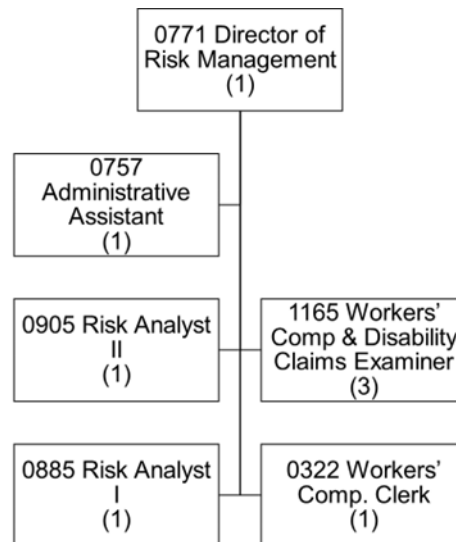
#### RISK MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Salaried Employees Labor	\$633,275	\$634,728	\$691,104
501310	Salaried Employees Overtime	58	49	200
502000	Fringe Benefits	227,438	252,630	235,376
502071	W/C - Injuries & Damage to Employees	633,431	871,694	850,000
502082	W/C - Medical Payments	252,688	310,392	350,000
503000	Services	419,613	383,133	450,000
503030	Workers Comp Admin Fee	302,224	204,214	215,556
503049	Temporary Service	13,686	10,917	5,000
504000	Materials & Supplies	8,129	2,877	4,000
506000	Casualty & Liability	538,842	530,289	556,797
506010	Physical Damage Insurance	1,413,137	1,550,243	1,581,000
506200	W/C Settlement& Lawsuit Expense	61,500	78,500	100,000
509000	Miscellaneous Expense	69	2,173	4,300
<b>Total</b>		<b>\$4,504,090</b>	<b>\$4,831,838</b>	<b>\$5,043,333</b>

#### RISK MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
03	0322.Workers' Compensation Clerk	1	1	1
104	0757.Administrative Assistant I	1	1	1
107	0885.Risk Analyst I	1	1	1
108	0905.Risk Analyst II	1	1	1
108	1165.Workers' Comp & Disability Claims Examiner	3	3	3
114	0771.Director - Risk Management	1	1	1
<b>Total</b>		<b>8</b>	<b>8</b>	<b>8</b>

## RISK MANAGEMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 8

# 05- HUMAN RESOURCES DIVISION

## DIVISION OBJECTIVES

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

## CONNECTION TO STRATEGIC PLAN

Success Outcomes: **Customer Experience** **Community Impact** **Employee Investment** **Financial Health**

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

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
	<ul style="list-style-type: none"><li>Developed new and enhanced recruiting partnerships in government, education, non-profit, employment and philanthropy to increase the pipeline of interested and qualified applicants, resulting in 463 new hires including 260 operators and covering all work segments. (CI, EI)</li><li>Continued to grow the partnership with Cuyahoga Community College (Tri-C) Transportation Innovation Center to expand Temporary Commercial Driver's License Program, launch the co-branded RTA and Tri-C Job and Workforce Development Job Hub, and Workforce Success Program. (CI, EI)</li><li>Expanded Customer Service Training strategy to positively impact culture and engagement of all work segments, launch Train-the-trainer, and deliver to remaining staff (excluding Operators and Transit Police). (CE, CI, EI, FH)</li><li>Increased access to Frontline Supervisor Development and Training Program, revised content to bridge skills gaps, created cross-agency partnership cohort with Northeast Ohio Areawide Coordinating Agency (NOACA) and Ohio Turnpike, resulting in 38 RTA employees participating in the program. (CE, CI, EI, FH)</li><li>Launched, organized, and facilitated several cross-functional teams to assist with achieving a culture of OneRTA based on mission, vision, and values (MVV) including Job Fairs, Strategy Teams, Employee Resource groups, etc. (CE, CI, EI, FH)</li><li>Focused and frequent wellness programming helped to keep health care premium rates lower than market average, and no increase of monthly premiums for employees. (CI, EI, FH)</li><li>Collaborated to upgrade to Oracle (SaaS) Cloud to advance and improve use of the Oracle Human Resource Management System. (EI, FH)</li></ul>			

## 2025 PRIORITIES

### Customer Experience

- Continue cross-functional collaboration (HR, Operations, OMB) to improve recruitment and retention for key operational positions (operators, mechanics, facilities, transit police, administrative).

### Community Impact

- Continue evolving the Community Training and Development Jobs Hub (Cuyahoga Community College partnership), Cleveland Metropolitan School District (CMSD), Planning and Career Exploration (PACE), Hispanic Communities, and other regional training partners to impact workforce development learning for all work segments.

### Employee Investment

- Continue implementation and advancement of the hiring process measures (vacancy fill rate, time to fill, and candidate follow-up/status) to enhance and improve candidate experience, employee experience, and hiring manager experience.
- Continue to implement training and communication strategy that aligns with Mission Vision Values.
- Continue the implementation of succession-planning initiatives for frontline supervisory, mid-level, sr. management.
- Continue to improve training and learning accessibility through remote and blended learning, e-Learning, reallocation of instructor resources, and enhancements to curricula.
- Begin preparing for the Amalgamated Transit Union, Local 268 contract negotiations in 2024.
- Continue the development and implementation of a new and enhanced performance recognition program for improving employee engagement.


### Financial Health

- Continue the implementation of the Oracle Cloud upgrade to migration Oracle HRMS products to the cloud environment.

## LIST OF DEPARTMENTS

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

The 2025 Organizational Scorecard is shown in the Planning, Process, & Profile section of the budget book. The results of the 2024 Human Resources Division scorecard are shown below along with the 2025 scorecard goals to support GCRTA's Strategic Plan.

<div>  <h2>Human Resources</h2> </div>							
Success Outcomes	Metric	Definition	FY2024 Performance Goals	FY2024 Actual Results	FY2025 Performance Goals	Objective	Information System
Customer Experience	Customer Perception of Employees	The % of customers who agree or strongly agree to the statement "I view RTA employees favorably."	83%	71%	83%	↑	Customer Survey
	Net Promoter Score	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA; Promoters are 9-10 and Detractors are 0-6.	21	27	29	↑	Customer Survey
	Overall Customer Satisfaction	The % of customers who are satisfied or very satisfied with GCRTA	66%	70%	74%	↑	Customer Survey
Community Impact	Community Perception of GCRTA Employees	The % of community members who agree or strongly agree to the statement "I view RTA employees favorably."	63%	72%	70%	↑	Community Survey
Employee Investment	Vacancy fill rate : Operators (Bus, Paratransit, Rail), Mechanics, Transit Police	The % of positions filled for Operators, Mechanics, Transit Police (RTA budget to actual Report)	95%	90%	95%	↑	Performance Data
	Vacancy fill rate : Operators (Bus, Paratransit, Rail)	The % of positions filled for Operators (RTA service requirement - from Service Mgmt dept)	NA	93%	95%	↑	HR Data
	Vacancy fill rate : Mechanics	The % of positions filled for Mechanics (RTA budget to actual Report)	NA	86%	95%	↑	HR Data
	Cultivate Internal Talent Pipeline - Bargaining	Increase the percent of internal promotions for bargaining positions (compared to external hires) by 5% compared to prior year	36%	31%	36%	↑	Performance Data
	Cultivate Internal Talent Pipeline - Non-Bargaining	Increase the percent of internal promotions for non-bargaining positions (compared to external hires) by 5% compared to 2024.	NA	NA	12%	↑	Performance Data
	Agencywide Retention Rate	% of employees retained by quarter	90%	97%	90%	↑	Performance Data
	Vacancy fill rate : Transit Police positions	The % of positions filled for Transit Police (RTA budget to actual Report)	NA	89%	95%	↑	HR Data
	Safety - Preventable Collision Rate Actual	Reduce the agency preventable collision rate per 100,000 miles driven to 1.68 or less	NA	NA	1.68	↓	Performance Data
	Safety Actual - Rate of On the Job Injuries (OJI)	Reduce the rate of OJI's per 200,000 hours worked to 6.41 or less	6.75	5.62	6.41	↓	Performance Data
	Vacancy fill rate : Non-Bargaining	The % of positions filled for non-bargained positions (RTA budget to actual Report)	95%	95%	95%	↑	HR Data
	Supervisor Support	The % employees that agree or strongly agree that their immediate supervisor supports them in achieving their career/job goals.	66%	66%	70%	↑	Employee Survey
Financial Health	Healthcare Cost Containment	Cost per employee per month not to exceed 5% above the Benchmark - \$1,647.85	\$ 1,618.05	\$ 1,694.09	\$ 1,730.24	↓	Performance Data
	Wellness Incentive Participation	The % increase in participation in wellness incentive programs	5%	14%	5%	↑	Participation Data
	Operating Budget Used	The % of actual expenses (year to date) vs. annual budget.	100%	102%	NA	↓	Financial Data
	Reduce Operating Expenses	5% reduction of actual expenses (year to date) vs. annual budget.	NA	2.2%	-5%	↓	Financial Data

# 14- HUMAN RESOURCES DEPARTMENT

## DEPARTMENT OBJECTIVES

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

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				

## HUMAN RESOURCES DEPARTMENT BUDGET

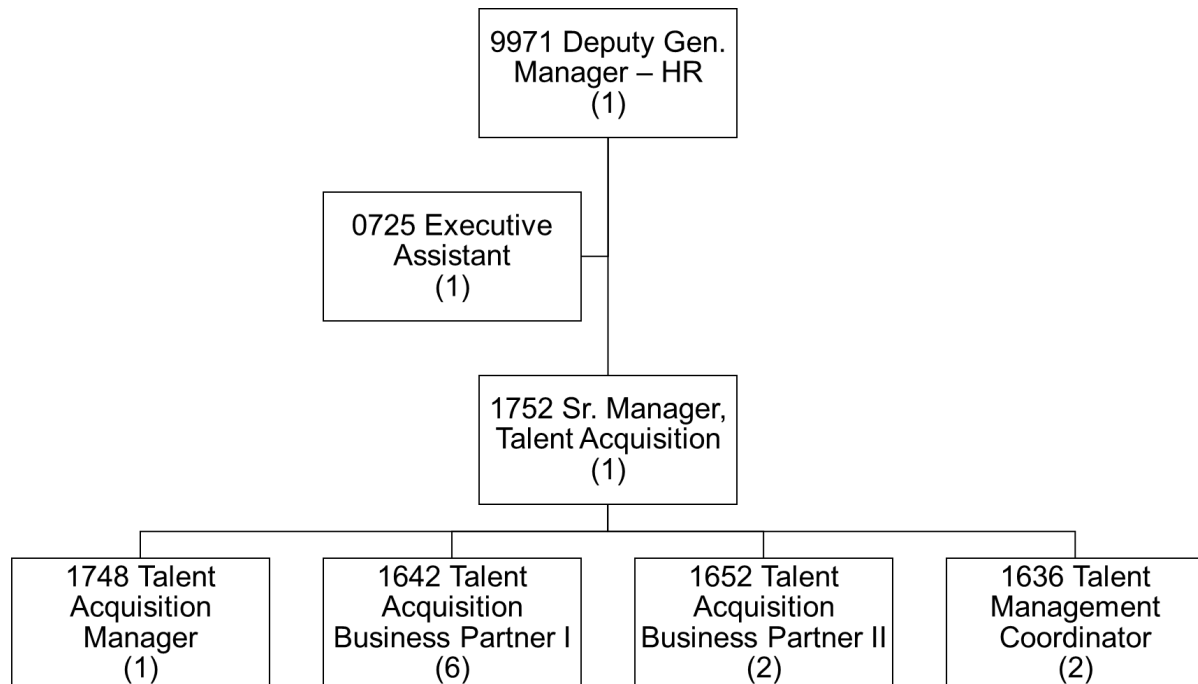
Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501200	Hourly Employee Labor	\$-	\$-	\$158,260
501300	Salaried Employees Labor	1,010,924	1,076,982	1,082,492
501310	Salaried Employees Overtime	434	131	
502000	Fringe Benefits Budget	374,502	430,872	375,465
503000	Service - Budget	264,855	193,669	153,000
503020	Advertisement Fees	46,960	120,577	124,000
503049	Temporary Service	133,026	46,975	30,000
504000	Materials&Supplies Budget	28,718	50,168	24,000
509000	Miscellaneous Expense Budget	78,580	120,280	38,400
509022	Meals/Food/Per Diem	23,206	36,752	15,000
<b>Total</b>		<b>\$1,961,205</b>	<b>\$2,076,405</b>	<b>\$2,000,617</b>



## HUMAN RESOURCES DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
108	1780 Comp & Perf Specialist.Human Resources.Human Resources	1	-	-
105	1636.Talent Management Coordinator	2	2	2
106	1081. Business Analyst (PTDP).Human Resources.Employment & Recruitment	1	-	-
	1639 Recruiter.Human Resources.Human Resources	1	-	-
107	0725.Executive Assistant	1	1	1
	1642.Talent Acquisition Business Partner I	7	7	6
109	1652.Talent Acquisition Business Partner II	-	1	2
111	1748.Talent Acquisition Manager	1	1	1
112	1752.Sr Manager, Talent Acquisition	-	1	1
116	9971.Dgm - Human Resources Division	1	1	1
00	Xxxx. Seasonal Interns	-	-	-
<b>Total</b>		<b>15</b>	<b>14</b>	<b>14</b>

## HUMAN RESOURCES DEPARTMENT ORGANIZATION CHART



Total FTE's = 14

# 18- LABOR AND EMPLOYEE RELATIONS

## DEPARTMENT OBJECTIVES

The Labor & Employee Relations Department builds and supports the continuous relationship between labor unions and the Authority. It administers the Benefits/Wellness and Occupational Health programs of the Authority to promote attendance and the well-being of all employees. It oversees the Human Resource Information System (HRIS) section to ensure successful administration of employees' accruals and employment status. The Department also utilizes HR Generalists to assist Districts with HR related matters and to serve as a liaison with the other HR divisional partners.

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"><li>Health care premium rates increased less than the market average. No premium increase for employees. (EI, FH)</li><li>Received the 2023 Healthy Worksite Platinum Level Award for our wellness initiatives. (EI, FH)</li><li>Continued Get Fit Wellness Program and wellness education through People One Portal. (EI, FH)</li><li>Increased the number of employees receiving the Wellness Incentive. (EI)</li><li>Implemented Tootris program for employees to use to help identify childcare facilities. (EI)</li><li>Implemented reduced parking rates for Main Office employees with the ability to pay through the Flexible Spending Account (FSA) program. (CI, EI, FH)</li><li>Implemented a negotiated vacation donation program. (EI)</li><li>Ensured completion of drug alcohol testing on safety-sensitive employees in accordance with Federal Transit Administration (FTA) regulations. Completed a successful State Oversight drug and alcohol program audit. (CI, EI, FH)</li><li>Continued Positive Discipline, Labor Relations and various other supervisory training sessions. (EI)</li><li>Continued to track and monitor TEAM attendance and comply with Family Medical Leave Act (FMLA) to manage and reduce absence duration to control costs associated with absenteeism. (EI, FH)</li><li>Administered unemployment compensation benefits process and monitored funds; ensured proper discipline and discharge procedures were followed to limit claims liability. (CI, EI, FH)</li><li>Updated the Personnel Policy and Procedure manual. (EI)</li><li>Negotiated an initial tentative agreement with ATU leadership for a possible successor agreement. (EI, FH)</li><li>Negotiated a financially sustainable contract with a new FOP bargaining unit with the Lieutenants including the use of 12-hour shifts. (EI, FH)</li><li>Held District learning sessions with medical provider and other district and online wellness events. (CI, EI, FH)</li><li>Developed and implemented numerous system updates to assist supervisors and ensure proper tracking and payment of accruals to employees. (EI)</li><li>Continue to chair the Transit Labor Exchange (TLE) national conference. (CI)</li></ul>				

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				

- Implement a ratified financially sustainable ATU labor agreement. (EI, FH)
- Prepare for negotiations with the FOP blue (the large unit). (EI, FH)
- Assist with the Oracle upgrade implementation. (EI, FH)
- Continue the implementation of strategic initiatives to continue to contain healthcare costs and optimize benefits design and wellness activities. (EI, FH)
- Process Affordable Care Act (ACA) tax forms and ensure benefit compliance with ACA regulations. (EI, FH)
- Administer unemployment compensation & COBRA benefits process and monitor funds. (EI, FH)
- Complete requests for proposals for laboratory drug testing. (CE, EI, FH)
- Ensure Operator CDL compliance by completing operator biennial exams prior to their expiration. (CE, EI, FH)
- Perform drug tests on at least 50% and alcohol tests on at least 10% of safety-sensitive pool. (CE, EI, FH)
- Administer Drug & Alcohol (D&A) policies and process all FMLA requests. (CE, EI, FH)
- Provide FMLA & D&A training to supervisors. (EI, FH)
- Provide advice, training, and counsel to managers, supervisors, and employees on discipline, grievances, policies, contracts, and labor laws. (EI, FH)
- Chair and/or facilitate various Labor Management committees. (EI)
- Continue to chair the Transit Labor Exchange (TLE) national conference. (EI)
- Rollout Operator and Supervisor uniforms with the current RTA logo design. (CE, EI)
- Team up with Safety and Operations to develop a Fatigue Management Awareness Program. (CE, EI, FH)

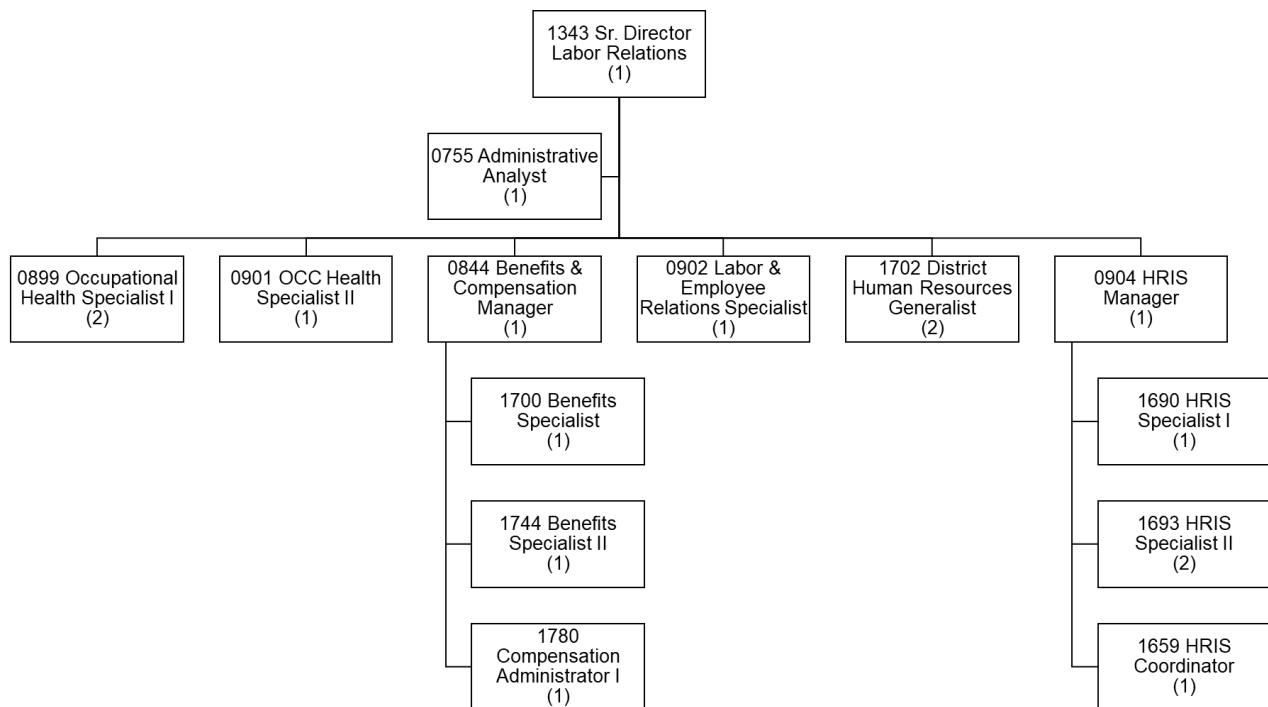
## LABOR & EMPLOYEE RELATIONS DEPARTMENT BUDGET

Object Class	Description			
501300	Salaried Employees Labor	\$1,042,020	\$1,252,969	\$1,380,564
502000	Fringe Benefits Budget	371,481	525,596	485,414
502070	Unemployment Compensation	60,600	16,824	63,076
503000	Service - Budget	71,737	161,836	141,840
503049	Temporary Service	27,009	39,758	-
503052	Other Maintenance Contract	419,802	360,410	467,955
504000	Materials&Supplies Budget	1,560	1,380	900
509000	Miscellaneous Expense Budget	5,119	3,971	5,600
509022	Meals/Food/Per Diem	610	1,094	1,500
<b>Total</b>		<b>\$1,999,939</b>	<b>\$2,363,839</b>	<b>\$2,546,849</b>

## LABOR & EMPLOYEE RELATIONS DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
105	1659.HRIS Coordinator	1	1	1
106	0755.Administrative Analyst	1	1	1
107	0899.Occupational Health Specialist I	2	2	2
108	0901.Occupational Health Specialist II	1	1	1
	1690.HRIS Specialist I	3	1	1
	1700.Benefits Specialist I	2	1	1
	1702.District Human Resources Generalist	2	2	2
109	0902.Labor And Employee Relations Specialist	1	1	1
	1693.HRIS Specialist II	-	2	2
	1744.Benefits Specialist II	-	1	1
	1780.Compensation Administrator I	-	1	1
112	0844.Benefits & Compensation Manager	1	1	1
	0904.HRIS Manager	1	1	1
<b>Total</b>		<b>16</b>	<b>17</b>	<b>17</b>

## LABOR & EMPLOYEE RELATIONS ORGANIZATION CHART (NOT YET UPDATED TO 2025)



Total FTE's = 17

# 30- TRAINING AND EMPLOYEE DEVELOPMENT

## DEPARTMENT OBJECTIVES

GCRTA's Training and Employee Development Department contributes to the Division's People Strategy commitment to establish a learning and performance driven culture aligned to TRACTION's Organizational and Human Resource Success Outcomes. Our department's comprehensive approach includes educational opportunities, robust training programs, performance evaluations, career discussions, coaching, succession planning, team building, supporting the employee life cycle, and actionable employee feedback processes.

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> <li>Establishing an annual performance evaluation process aligned to TRACTION and development. (EI) <ul style="list-style-type: none"> <li>Highlights: Completed training to 95% of non-bargaining unit employees within a month; 98% of employees' evaluations were turned in by 01-21-2025; and 100% of evaluations aligned to TRACTION Success Outcomes.</li> </ul> </li> <li>Leading the annual employee survey and facilitating action planning process based on employee feedback. (EI) <ul style="list-style-type: none"> <li>Highlights: 47% employee response rate, 86% of employees would recommend GCRTA as a place of employment, 84% of employees feel the work they do is meaningful, and 73% of employees feel physically safe at work.</li> </ul> </li> <li>Co-creating and delivering Soft-skills training for the Service Quality (SQ) department. (CE, EI) <ul style="list-style-type: none"> <li>Highlights: 100% of SQ employees and managers participated in the training and their feedback is leading to expanding the program throughout 2025.</li> </ul> </li> <li>Expanding Frontline Leader Training and creating a customized option for Bargaining Unit Supervisors. (EI) <ul style="list-style-type: none"> <li>28 Bargaining unit supervisors completed Accelerated Frontline Supervisor training to enhance their skills and align with their managers.</li> <li>Since the program inception in 2023, 80 bargaining unit supervisors completed the training.</li> </ul> </li> <li>On-boarding a Talent Management Specialist and delivering career maps for high-volume positions. (EI) <ul style="list-style-type: none"> <li>Highlights: Career Maps were created for Operations, Power &amp; Way, and Paratransit and are being used to conduct career planning and at the onset of onboarding.</li> <li>Developed assessments and organic training to support the incoming Rail Cars; 2 instructors were added. (EI) Highlights: In 2024 two assistant Rail Mechanic Instructors were added to help with the creation of training content. 100% of Rail Mechanics received readiness training.</li> </ul> </li> </ul>				

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> <li>Establish a learning and performance driven culture. (CE, EI)</li> <li>Expand Soft-skills Training to Customer Service, Instructors, and Call Centers. (CE, EI)</li> <li>Create a Financial Literacy Training for Bargaining Unit Employees. (EI, FH)</li> <li>Create Career Mapping and Succession Planning. (CE, EI)</li> <li>Support the agency through HR technology, including a fully functional Applicant Training System, Learning and Performance Management, and Total Rewards. (CE, EI, FH)</li> </ul>				

- Develop an internal personalized coaching program to help employees reach their full potential. (CE, EI)

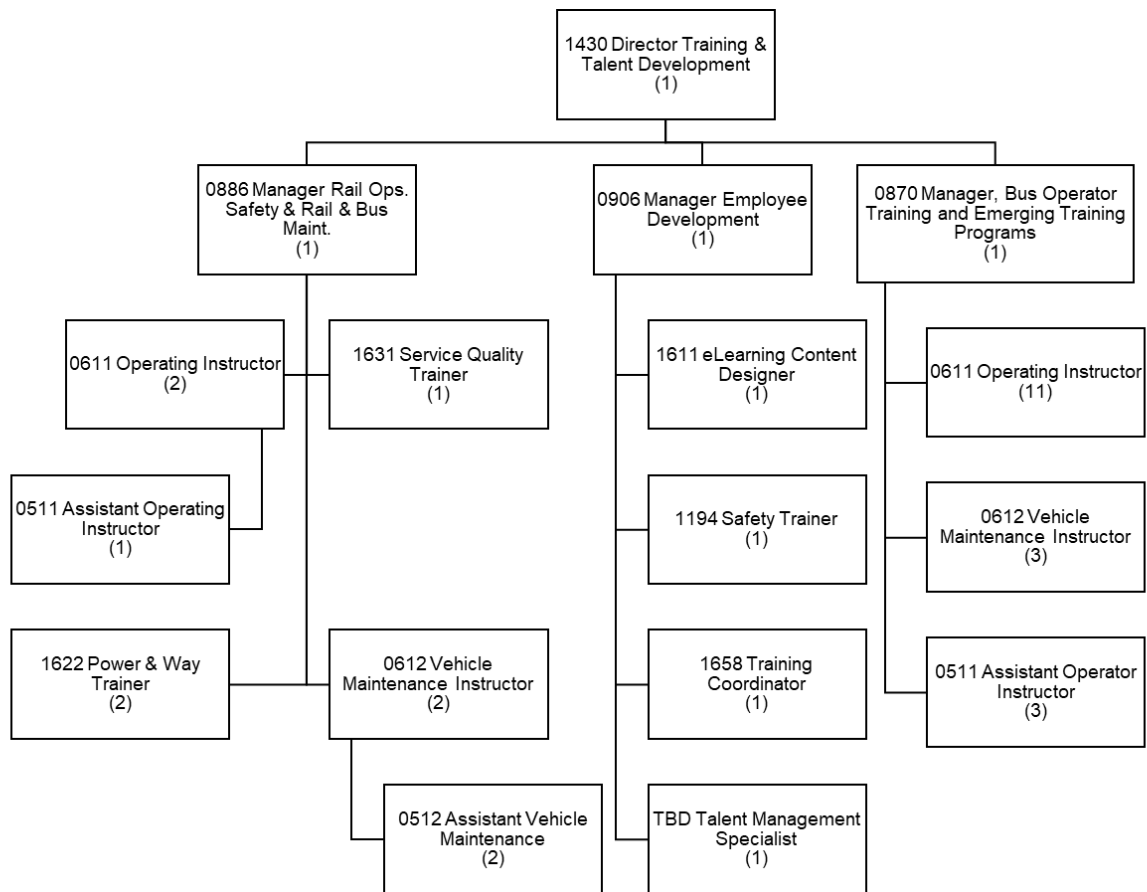
#### TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501100	Operators Labor	\$538	\$-	\$-
501200	Hourly Employee Labor	2,401	-	-
501300	Salaried Employees Labor	2,517,222	2,895,534	3,085,438
501310	Salaried Employees Overtime	197,586	233,998	65,000
502000	Fringe Benefits	919,058	1,200,745	1,048,508
502148	Tuition Reimbursement	34,647	58,739	80,000
503000	Services	16,370	16,734	4,000
503049	Temporary Service	24,581		
503052	Other Maintenance Contract	0	0	58,500
504000	Materials & Supplies	3,340	9,279	33,750
509000	Miscellaneous Expense	1,012,706	818,787	683,608
509022	Meals/Food/Per Diem	4,010	10,835	3,000
<b>Total</b>		<b>\$4,732,460</b>	<b>\$5,244,651</b>	<b>\$5,061,804</b>

#### TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
05	0511.Assistant Operating Instructor	4	4	4
	0512.Assistant Vehicle Maintenance Instructor	2	2	2
06	0611.Operating Instructor	13	13	13
	0612.Vehicle Maintenance Instructor	5	5	5
106	1658.Training Coordinator	1	1	1
108	1611.Elearning Content Designer	1	1	1
109	1194.Safety Trainer	1	1	1
	1622.Power & Way / Rail Trainer	2	2	2
	1631.Service Quality Trainer	1	1	1
	1671.Talent Management Specialist	-	1	1
111	0870.Mgr\./ Opr\.. And Maint\.. Training	1	1	1
	0886.Manager Of Training Rail Operations & Rail Maintenance	1	1	1
	0906.Manager - Employee Development	1	1	1
114	1430.Director Training & Employee Development	1	1	1
<b>Total</b>		<b>34</b>	<b>35</b>	<b>35</b>

## TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 35

# o6- ADMINISTRATION & EXTERNAL AFFAIRS DIVISION

## DIVISION OBJECTIVES

The Administration & External Affairs Division is comprised of Americans with Disability Act (ADA), Customer Service, Diversity, Equity & Inclusion, Equal Opportunity, Government Affairs, Marketing & Communications, and the Public Information Officer. This Division was created from the 2020 Strategic Plan that emphasized Customer Focus and Community Engagement to build brand, ensure RTA is received as a credible and reliable partner, and to expand partnerships.

## CONNECTION TO STRATEGIC PLAN

Success Outcomes: **Customer Experience** **Community Impact** **Employee Investment** **Financial Health**

The objectives of the Administration & External Affairs Division are to reposition RTA brand internally and externally to actualize the mission and vision, Connecting the Community.

Key strategic initiatives include:

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

## 2024 ACCOMPLISHMENTS

Strategic Plan Success Outcomes: **Customer Experience (CE)** **Community Impact (CI)** **Employee Investment (EI)** **Financial Health (FH)**

- Planned and coordinated with APTA, the 2024 Rail Conference. (CI, EI, FH)
- Executed multiple communication strategies re: 50<sup>th</sup> anniversary. (CE, CI, EI, FH)
- Communicated through digital, external, internal, social, and web; Inter-agency coordination on Rider’s Alerts to keep customers informed. (CE, CI, EI)
- Conducted ADA Access, Travel Training, and Functional Assessments. (CE, CI)
- Expanded the number of Commuter Advantage partnerships. (CE, CI, FH)
- Maintained compliance with Title VI and VII. (CE, CI)
- Expanded DEIB Workshops. (CE, EI)



## 2025 PRIORITIES

### Strategic Plan

Customer Experience  
(CE)

Community Impact  
(CI)

Employee Investment  
(EI)

Financial Health  
(FH)


#### Success Outcomes:

- Create an ADA Accessibility Guide. (CE, CI)
- Research the opportunity for Medicaid reimbursement. (CI, FH)
- Strengthen stakeholder relationships and expanding partnerships. (CE, CI, FH)
- Engage in community-wide events, i.e. transit as integral to economic development. (CE, CI)

## LIST OF DEPARTMENTS

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

The 2025 Organizational Scorecard is shown in the Planning, Process, & Profile section of the budget book. The results of the 2024 Administration & External Affairs Division scorecard and the 2025 scorecard goals are shown below.

<div>  <h2>Administration and External Affairs</h2> </div>							
Success Outcomes	Metric	Definition	FY2024 Performance Goals	FY2024 Actual Results	FY2025 Performance Goals	Objective	Information System
Customer Experience	Customer Satisfaction with Quality of Communication	% of customers who agree or strongly agree that they are satisfied with quality of communication	65%	69%	70%	↑	Customer Survey
	Customer Impression - Communication of Service Changes	% of customers who agree or strongly agree that GCRTA provides adequate updates on service improvements and changes	64%	65%	70%	↑	Customer Survey
	Customer Understanding - Available Routes and Transit Access Points	% of customers who agree or strongly agree that they are confident navigating the system	80%	77%	80%	↑	Customer Survey
	Customer Complaint Resolution	% of customers who agree or strongly agree that they are satisfied with the complaint resolution process	62%	63%	62%	↑	Customer Survey
Community Impact	Community Perception - Brand	% of community with positive brand recognition of GCRTA	56%	61%	60%	↑	Community Survey
	Community Perception - Access to Service	% of community who agree or strongly agree that service is accessible	51%	57%	60%	↑	Community Survey, Social Media Engagement
	Community Perception - Access to Employment	% of community who agree or strongly agree that GCRTA serves employment centers	40%	44%	40%	↑	Community Survey
	Community Perception - Transit Investment Occurs where Needed	% of community that agree or strongly agree that transit investment occurs where needed	35%	38%	40%	↑	Community Survey, Social Media Engagement
Employee Investment	Agency Employee Impression of Commitment to Diversity, Equity, and Inclusion	The average % of Agency employees who answer "yes" that GCRTA is committed to (1) practicing and (2) teaching Diversity, Equity, Inclusion, and Belonging principles.	74%	85%	80%	↑	Employee Survey
	Division Employees Satisfaction	The % of Division employees that are satisfied (or very satisfied) with their current job.	NA	89%	90%	↑	Employee Survey
	Agency Employee Impression of Communication	The % of Agency employees that are satisfied (or very satisfied) with the quality of communication with employees.	NA	45%	50%	↑	Employee Survey
	Division Employees Feel Empowered	The % of Division employees that are satisfied (or very satisfied) with GCRTA's efforts to empower employees to do their jobs.	NA	53%	55%	↑	Employee Survey
Financial Health	Community Perception of Financial Transparency	% of community members who agree or strongly agree that GCRTA is transparent in its financial reporting	30%	31%	30%	↑	Community Survey & Performance Data

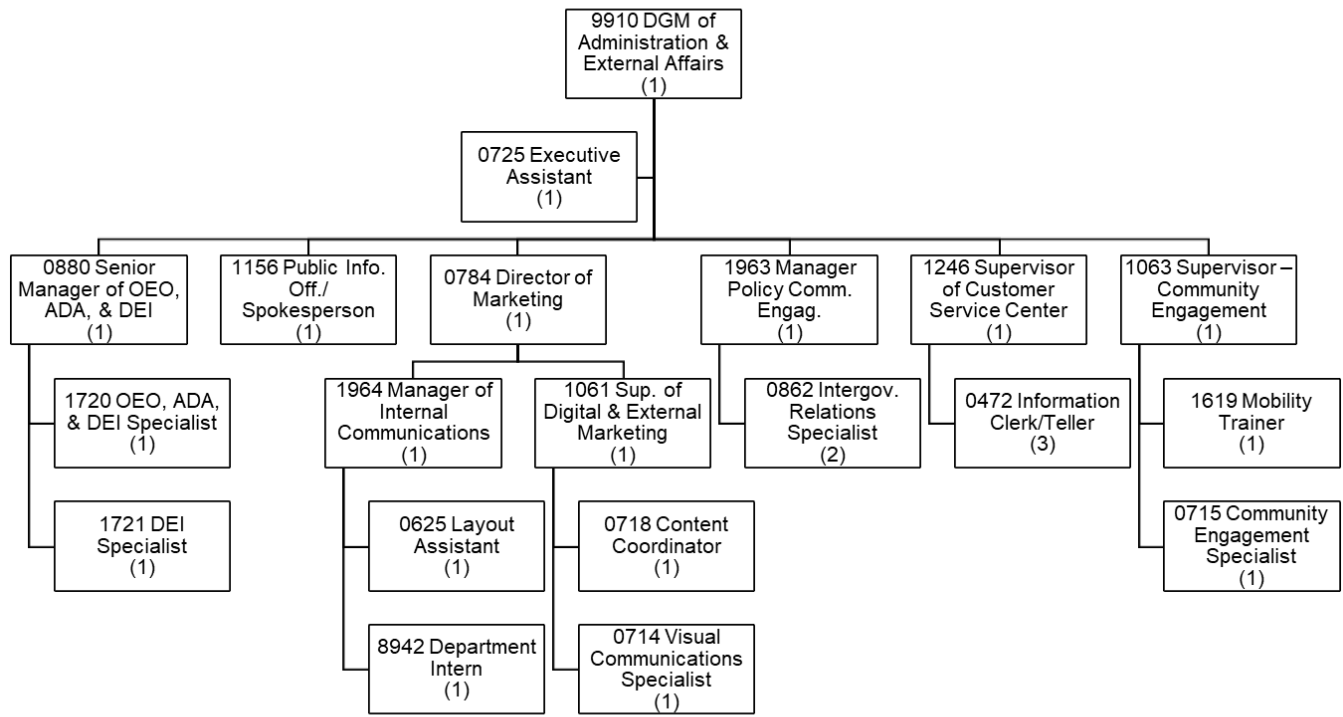
## ADMINISTRATION & EXTERNAL AFFAIRS BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025
501300	Salaried Employees Labor	\$1,630,935	\$1,749,025	\$1,928,558
501310	Salaried Employees Overtime	10,629	9,894	6,000
502000	Fringe Benefits	587,042	710,856	668,053
503000	Services	280,913	324,360	339,745
503020	Advertisement Fees	689,530	745,748	726,000
504000	Materials & Supplies	69,631	83,221	62,000
509000	Miscellaneous Expense	80,778	73,402	93,600
509022	Meals/Food/Per Diem	8,504	6,302	7,000
512000	Leases & Rentals	0	0	6,000
<b>Total</b>		<b>\$3,357,963</b>	<b>\$3,702,809</b>	<b>\$3,836,956</b>

## ADMINISTRATION & EXTERNAL AFFAIRS DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
01	8942.Department Intern	1	-	-
04	0472.Information Clerk/Teller	3	3	3
06	0625.Layout Assistant	1	1	1
106	1619.Mobility Trainer	1	1	1
107	0725.Executive Assistant	1	1	1
107	1246.Supervisor - Customer Service Center	1	1	1
108	0714.Visual Communications Specialist	1	1	1
108	0715.Community Engagement Specialist	1	1	1
108	0718.Digital Content Specialist	1	1	1
108	0719.Internal Communications Specialist	-	1	1
109	1720 OEO Program Administrator	1	1	1
109	1721.DEI Program Administrator	1	1	1
110	0862.Intergovernmental Relations Officer	2	2	2
111	1061.Supervisor of Digital & External Marketing	1	1	1
111	1063.Supervisor - Customer Engagement	1	1	1
112	1156.Public Information Officer/Spokesperson	1	1	1
112	1963 Mgr Policy Comm Engage.	1	1	1
112	1964.Manager Of Internal Communications	1	1	1
113	0880.Senior Manager of OEO, ADA & DEI	1	1	1
114	0784.Director of Marketing	1	1	1
116	9910.DGM - Administration & External Affairs	1	1	1
<b>Total</b>		<b>23</b>	<b>23</b>	<b>23</b>

## ADMINISTRATION & EXTERNAL AFFAIRS ORGANIZATION CHART



Total FTE's = 23

# 07- EXECUTIVE DIVISION

## DIVISION OBJECTIVES

Implement the policies and mandates established by the GCRTA Board of Trustees and develop and work towards the Board of Trustees' adopted 2020-2030 Strategic Plan. The Executive Division is responsible for the overall management of the organization, including strategic leadership, finance, operations, human resources, marketing, media and government relations, planning, project management, innovation and technology, and engineering.

## CONNECTION TO STRATEGIC PLAN

**Success Outcomes:**      **Customer Experience**      **Community Impact**      **Employee Investment**      **Financial Health**

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

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
	<ul style="list-style-type: none"><li>Continued the Civilian Oversight Committee and Community Advisory Committee. (CE, CI, EI, FH)</li><li>Continue the implementation of succession-planning initiatives for frontline supervisory, mid-level, sr. management. (CI, EI, FH)</li><li>Hosted the national leadership of the Amalgamated Transit Union (ATU), federal oversight and advocacy for a hometown site visit, during Apprenticeship Week, highlighting the Positive Impact Program (PIP). (CI, EI)</li><li>Hosted rail enthusiast group All Aboard Ohio for a tour and overview of the Rail Car Replacement Program. (CI)</li><li>Hosted State Legislators and local (City) legislators for "RTA 101", to advance local awareness of the benefits of and improvements made in public transportation. (CI, EI)</li></ul>			

## 2025 PRIORITIES

### Customer Experience

- Create and execute media relations plans for customer-focused initiatives/events.
- Work in greater alignment with the Web Team to ensure continuity in communication across all mediums.

### Community Impact



- Obtain \$35 million of competitive grants from FTA, ODOT, OEPA and NOACA.
- Expand partners in the region to solidify GCRTA as an anchor institution in the economic ecosystem.

### Employee Investment

- Continue to implement training and communication strategy that aligns with Mission Vision Values. Continuous inter-departmental coordination & integration within Administration & External Affairs Cluster.
- Work in greater tandem with Engineering and Planning re: advocacy and program implementation.

### Financial Health

- Enhance relationship with all local, state, and federal funding partners and agencies, to streamline and strengthen GCRTA's fiscal outlook in support of capital and operational programming.

## LIST OF DEPARTMENTS

Department Number	Department Name
12	Executive Department
16	Secretary/Treasurer – Board of Trustees
19	Internal Audit
51	Customer Experience & Performance Management



## Organizational Scorecard

Success Outcomes	Metric	Definition	FY2024 Performance Goals	FY 2024 Actual Results	FY2025 Performance Goals	Objective	Information System
Customer Experience	Net Promoter Score	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA; Promoters are 9-10 and Detractors are 0-6.	21	42	29	↑	Customer Survey
	Overall Customer Satisfaction	The % of customers who are satisfied or very satisfied with GCRTA	66%	74%	74%	↑	Customer Survey
	Personal Safety/Security - Perception	The average % of customer who agree or strongly agree that they feel safe on board the vehicle and safe while waiting for the vehicle	65%	66%	68%	↑	Customer Survey
	On-Time Performance - Impression	The % of customers who agree or strongly agree that service is on time	72%	72%	76%	↑	Customer Survey
	On-Time Performance - Actual	The % of a dual on-time performance	85%	82%	83%	↑	Performance Data
	Vehicle Cleanliness - Perception	The % of customer who agree or strongly agree that the vehicles are clean	56%	53%	59%	↑	Customer Survey
Community Impact	Perceived Value - Personal Relevance	% of the community who believe GCRTA brings value to them	54%	58%	62%	↑	Community Survey
	Transit Oriented Development (TOD) on RTA properties	The number of TOD projects taken through contract with a development partner and securing Board approval authorizing the development partner to proceed within calendar year 2025	NA	NA	4	↑	Performance Data
	Economy: Ratio of Private Sector Investment to Major Capital Investment	The construction value ratio of development within 1/4 mile of active and recently completed (3yr completion) major capital projects (budget > \$1 M)	7	7.74	7	↑	Performance Data
	Equity: Capital Dollars Invested in Environmental Justice Zones/Communities	The % of major projects awarded (> 1 million) within EJ communities	77%	54%	80%	↑	Performance Data
	Environment: Emissions Reduction	% Reduction of Type I and II emissions per passenger-mile traveled on RTA	8%	13%	8%	↑	Performance Data
Employee Investment	Vacancy fill rate : Operators (Bus, Paratransit, Rail), Mechanics, Transit Police	The % of positions filled for Operators, Mechanics, Transit Police (RTA budget to actual Report)	95%	90%	95%	↑	Performance Data
	Cultivate Internal Talent Pipeline	Increase the percentage of internal promotions (compared to external hires) 5% compared to 2024.	36%	31%	36%	↑	Performance Data
	Agencywide Retention Rate	% of employees retained by quarter for agency. % of mission critical employees retained for Operators, Mechanics, & Transit Police.	90%	97%	90%	↑	Performance Data
	Vacancy fill rate: Non-Bargaining	The % of positions filled for non-bargained positions (RTA budget to actual Report)	95%	95%	95%	↑	Performance Data
Financial Health	Competitive Capital Grants	Competitive Capital Grant dollars awarded in calendar year	\$35,000,000	\$60,847,694	\$35,000,000	↑	Oracle / TrAMS
	Transfer from Revenue Stabilization Fund	Under \$40M. "Metric requires comparison between revenues/expenses, 2024 Y/E accounting may influence the goal"	NA	\$30,000,000	\$40,000,000	↓	Oracle
	General Fund Transfer to Capital / Rolling Stock Reserve Fund	Transfer to capital and reserve funds (Rolling Stock) above Board Policy	\$ 10,000,000	\$ 11,644,837	\$10,000,000	↑	Oracle

# 12- EXECUTIVE DEPARTMENT

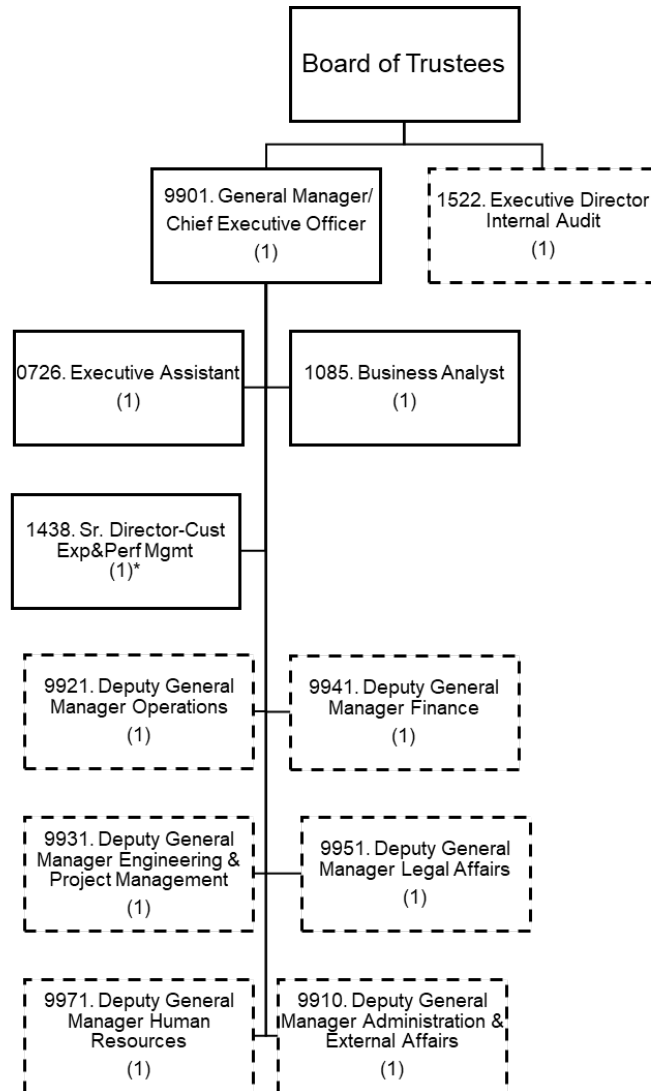
## EXECUTIVE DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501200	Hourly Employee Labor	\$31,503	\$-	\$-
501300	Salaried Employees Labor	236,862	423,440	464,447
501310	Salaried Employees Overtime	4,354	14,101	3,000
502000	Fringe Benefits Budget	140,707	169,250	136,673
503000	Service - Budget	354,460	303,937	419,264
504000	Materials&Supplies Budget	1,381	1,364	2,300
509000	Miscellaneous Expense Budget	180,293	193,017	273,577
509022	Meals/Food/Per Diem	5,185	12,237	3,000
501200	Hourly Employee Labor	31,503		
<b>TOTAL</b>		<b>\$954,745</b>	<b>\$1,117,346</b>	<b>\$1,302,261</b>

## EXECUTIVE DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
108	0726.Executive Assistant To CEO/BOT	1	1	1
	1085 District Business Analyst.Executive.	-	1	1
114	1438 Sr Director-Cust Exp&Perf Mgmt	-	1	1
116	9929.General Manager	1	1	1
<b>TOTAL</b>		<b>2</b>	<b>4</b>	<b>4</b>

## EXECUTIVE DEPARTMENT ORGANIZATION CHART



FTE's = 4

\*1438. Sr. Director-Customer Experience & Performance Management transferred to newly established Dept. 51- Department of Customer Experience & Performance Management at the start of 2025



# 16- SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT

## DEPARTMENT OBJECTIVES

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.

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"><li>Updated Codified Rules and Regulations of the Authority. (CE, EI, FH)</li><li>Continued implementation of the Authority's 10-year Strategic Plan. (CE, CI, EI, FH)</li><li>Implemented the Civilian Oversight Committee. (CE, CI)</li><li>Implemented the Community Advisory Committee. (CE, CI)</li><li>Received the Certificate of Achievement for Excellence in Financial Reporting award from the Ohio Auditor of State. (FH)</li><li>Received clean triennial audit. (FH)</li><li>Continued Advocacy. (CI, FH)</li><li>Actively engaged in retaining a professional firm to conduct an External Assessment of the Authority's Internal Audit Department. (FH)</li><li>Procured 30 Rail Cars. (CE, CI, EI, FH)</li><li>Continued Ad Hoc Technology initiatives. (CE, CI, EI, FH)</li><li>Continued to implement procedures to ensure the fiscal sustainability of the Authority. (FH)</li></ul>				

## 2025 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"><li>Continue legislative and policy-making role: (CE, EI)<ul style="list-style-type: none"><li>Achievement of key policy goals for the Authority</li><li>Development of policies that result in quality cost-effective services.</li><li>Meet the needs of residents and visitors to the Greater Cleveland area.</li></ul></li><li>Procure additional rail cars (CE).</li><li>Update the Codified Rules and Regulations of the Authority (EI, FH).</li><li>Continuing Ad Hoc Technology Committee initiatives (EI).</li><li>Continue to implement procedures to ensure the fiscal sustainability of the Authority (FH).</li><li>Enforce policies on governance and accountability (FH).</li><li>Advocate for additional resources for GCRTA (EI, CE).</li><li>Oversee the Internal Audit Department (FH).</li><li>Oversee and manage the Civilian Oversight Committee (CE, CI).</li><li>Continue the implementation of the Authority's 10-year Strategic Plan (CE, CI).</li></ul>				

## SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

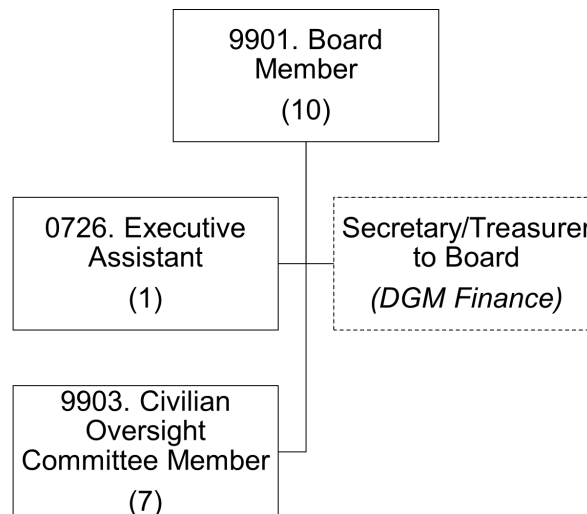
Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Salaried Employees Labor	\$124,611	\$138,012	\$146,855
501310	Salaried Employees Overtime	48	46	0
502000	Fringe Benefits	44,656	50,522	28,817
503000	Services	83,838	82,684	88,000
504000	Materials & Supplies	465	150	1,000
509000	Miscellaneous Expense	25,623	47,754	67,700
509022	Meals/Food/Per Diem	5,319	4,320	3,000
<b>Total</b>		<b>\$284,560</b>	<b>\$323,489</b>	<b>\$335,372</b>

## SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

Grade	Job Name	2023	2024	2025
108.	0726.Executive Assistant to CEO/BOT	1	1	1
23.A	XXXX COC and Committee Assistant 1601	-	1	-
99.X	0000.Secretary/Treasurer Salary*	-	-	-
99.X	9901.Board Member	10	10	10
99.X	9903.Civil Oversight Comm Member	7	7	7
<b>Total</b>		<b>18</b>	<b>19</b>	<b>18</b>

\*This position is a duty of the Deputy General Manager of Finance and does not require an additional budgeted position

## SECRETARY/TREASURER – BOARD OF TRUSTEES ORGANIZATION CHART



Total FTE's = 18

# 19- INTERNAL AUDIT DEPARTMENT

## DEPARTMENT OBJECTIVES

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. Internal Audit functions as the inspector general to detect and deter waste, fraud, abuse, and misconduct.

## 2024 ACCOMPLISHMENTS

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success Outcomes:	(CE)	(CI)	(EI)	(FH)
<ul style="list-style-type: none"><li>Established and executed a risk-based Audit Plan aligned with the GCRTA Strategic Plan. (FH)</li><li>Completed contract and policy compliance audits. (FH)</li><li>Completed investigations into allegations of waste, fraud, abuse. (FH, EI)</li><li>Evaluated the reliability and integrity of information systems. (FH,EI)</li><li>Evaluated the means of safeguarding assets. (FH)</li><li>Evaluated the systems and processes established to ensure compliance with policies. (FH, EI)</li><li>Provided assurance, investigative, and advisory services. (FH, EI)</li><li>Coordinated and followed up on recommendations from internal and external audits, and 3<sup>rd</sup> party reviews. (FH, EI)</li><li>Provided resources to management on steering committees, evaluation panels, performance management forums and task forces. (FH, EI)</li><li>Supported GCRTA Risk Management to complete the 3<sup>rd</sup> party risk insurance policy applications. (FH,EI)</li><li>Utilized a 3<sup>rd</sup> party to conduct a ransomware assessment and a cyber readiness tabletop exercise. (FH,EI)</li><li>Conducted assurance and compliance audits to support management with the purchase of replacement railcars. (FH)</li><li>Conducted a conformance readiness analysis to early adopt and comply with the revised Institute of Internal Auditors professional standards (effective January 9, 2025). (FH)</li></ul>				

## 2025 PRIORITIES

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success Outcomes:	(CE)	(CI)	(EI)	(FH)
<ul style="list-style-type: none"><li>Establish and execute a risk-based Audit Plan for 2025 aligned with the GCRTA Strategic Plan and Organizational Success Outcomes. (Primary focuses: cybersecurity, human capital, and customer experiences) (CE, CI, EI, &amp; FH).</li><li>Summarize audits by Success Outcomes and two additional risk-based themes (IT Governance and Configuration Management) to issue themed opinions (CE, CI, EI, &amp; FH).</li><li>Continue evaluating the reliability and integrity of information systems (FH).</li><li>Conduct contract and policy compliance audits (FH).</li><li>Continue evaluating the means of safeguarding assets (FH).</li><li>Continue evaluating the systems and processes established to ensure compliance with policies (FH, EI).</li><li>Provide assurance, investigative, and advisory services (FH, EI).</li></ul>				

- Coordinate and follow-up with internal and external audits and 3<sup>rd</sup> party reviews (FH).
- Provide resources to management on steering committees, evaluation panels, performance management forums and task forces (EI).
- Reserve resource hours to conduct investigations into allegations of waste, fraud, abuse (FH).

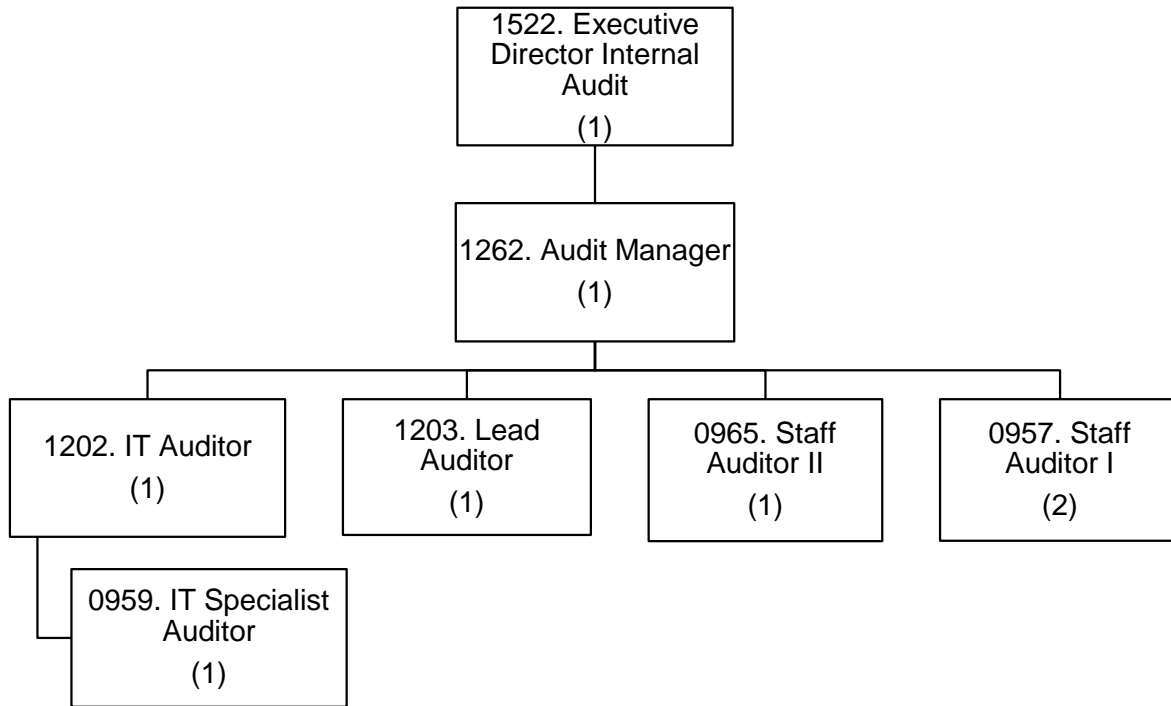
#### INTERNAL AUDIT DEPARTMENT BUDGET

Object Class	Description	2023 Actual	2024 Actual	2025 Budget
501300	Labor - Salaried Employees	\$668,366	\$722,666	\$735,955
502000	Fringe Benefits	239,978	289,959	242,275
503000	Services	22,500	-	36,500
504000	Materials & Supplies	371	1,144	2,750
509000	Miscellaneous Expenses	13,267	24,921	38,630
509022	Meals & Concessions	812	735	800
<b>Total</b>		<b>\$945,293</b>	<b>\$1,039,425</b>	<b>\$1,056,910</b>

#### INTERNAL AUDIT DEPARTMENT BUDGET

Grade	Job Name	2023	2024	2025
109	0957.Staff Auditor	2	2	2
110	0956.Staff Auditor II	1	1	1
110	0959.Information Technology Specialist Auditor	1	1	1
111	1202.Information Technology Auditor	1	1	1
111	1203.Lead Auditor	1	1	1
113	1262.Audit Manager	1	1	1
115	1522.Executive Director Internal Audit	1	1	1
<b>Total</b>		<b>8</b>	<b>8</b>	<b>8</b>

## INTERNAL AUDIT DEPARTMENT ORGANIZATION CHART



Total FTE's = 8

# 51- CUSTOMER EXPERIENCE & PERFORMANCE MANAGEMENT

## DEPARTMENT OBJECTIVES

The Customer Experience & Performance Management department has two primary objectives. The first is to understand, critically analyze, and advocate for the needs of our customers by influencing organizational strategies to optimize customer experience. The second is to administer RTA's performance management strategy (TRACTION) to measure organizational performance against established Key Performance Indicators (KPIs).

## 2024 ACCOMPLISHMENTS

Strategic Plan      Customer Experience (CE)      Community Impact (CI)      Employee Investment (EI)      Financial Health (FH)  
Success Outcomes:

- Department created in 2025

## 2025 PRIORITIES

Strategic Plan      Customer Experience (CE)      Community Impact (CI)      Employee Investment (EI)      Financial Health (FH)  
Success Outcomes:

- Hire Customer Experience Manager and Project & Performance Leader (CE).
- Establish an Employee Riders Council (CE, EI).
- Implement customer journey mapping activities to identify and prioritize customer pain points (CE, CI).
- Develop a Customer Experience Action Plan (CE).
- Align TRACTION performance management process with the employee performance appraisal process (CE, EI).
- Implement an operator apprenticeship program under the Positive Impact Program umbrella (CE, EI).
- Establish the 2026 Organizational Scorecard by year-end 2025 (CE, CI, EI, FH).

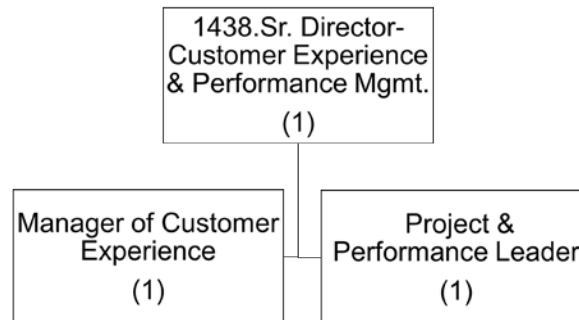
## CUSTOMER EXPERIENCE & PERFORMANCE MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2023	2024	2025
110	1034. Project & Performance Leader	-	-	1
113	XXXX. Manager of Customer Experience	-	-	1
115	1438. Sr. Director, Customer Experience & Performance Management	-	-	1
<b>Total</b>		<b>-</b>	<b>-</b>	<b>3</b>

- The Department will include three positions to be transferred from within the Authority; the original 2025 operating budget did not include these three FTEs.

## CUSTOMER EXPERIENCE & PERFORMANCE MANAGEMENT DEPARTMENT ORGANIZATION CHART

The Department will include three positions to be transferred from within the Authority as displayed below.



# 2025-2029 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 makes 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 2025-2029 Capital Improvement Plan (CIP) continues the Authority's ongoing process to align available financial resources with programmed capital projects directed towards achieving a State of Good Repair (SOGR) throughout its vehicle fleets, capital assets, and infrastructure. Effective planning helps facilitate this process by providing a framework to schedule capital improvements based on the condition or SOGR of capital assets, the availability of financial resources, and the evaluation of requested capital projects. The process prioritizes capital infrastructure requests and needs and aligns the ongoing capital program with available Federal, State, Local and other funding resources.

The financial demands needed to maintain SOGR are higher than the funding available in each year. A 5-year plan enables the Authority to prioritize the SOGR needs with the available funding. In addition, some examples of projects included in the 2025 CIP:

- Railcar Replacement
- Replace Paratransit Bus Lifts
- Paratransit vehicle replacement
- Brookpark 155 Facility
- Overhead Catenary System upgrade
- Transit-oriented planning along Lorain Corridor
- CNG vehicles to replace diesel vehicles
- MetroHealth Line BRT improvements

## ORGANIZATION OF THE CAPITAL IMPROVEMENT PLAN

The first year reflects the Board approved RTA Capital and RTA Development Fund budget appropriations for the FY 2025 capital projects. The following four years of the CIP highlight planned, but not yet approved, capital projects. Capital projects and their associated budgets included in these out-years are subject to change based on financial circumstances or revisions of project timelines or priorities.

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



The final section is devoted to the details of the 2025 Capital Improvement Budget and the four out-years of the overall 2025-2029 CIP. Smaller, locally funded projects included in the RTA Capital Fund are listed in Department order, while the larger, grant and/or locally funded capital projects included in the RTA Development Fund projects are organized by capital project categories and reflect specific funding sources that support those projects.

CAPITAL ASSETS

The principal share of expenditures planned within the 2025-29 CIP focuses on attaining a State of Good Repair (SOGR) for the Authority’s capital assets. Highlights include replacement of the Authority’s rail fleet, bus replacement program, an on-going track rehabilitation plan, revenue fare collection system upgrades, bridge rehabilitation, authority-wide improvement programs for heating, ventilation, and air-conditioning (HVAC), pavement, and roofing, and reimbursement of preventive maintenance (PM). The age of the Authority’s primary facilities, including rehabilitations, are shown below in Figure 47: Age Distribution of Primary Facility. These facilities are briefly discussed on the following pages.

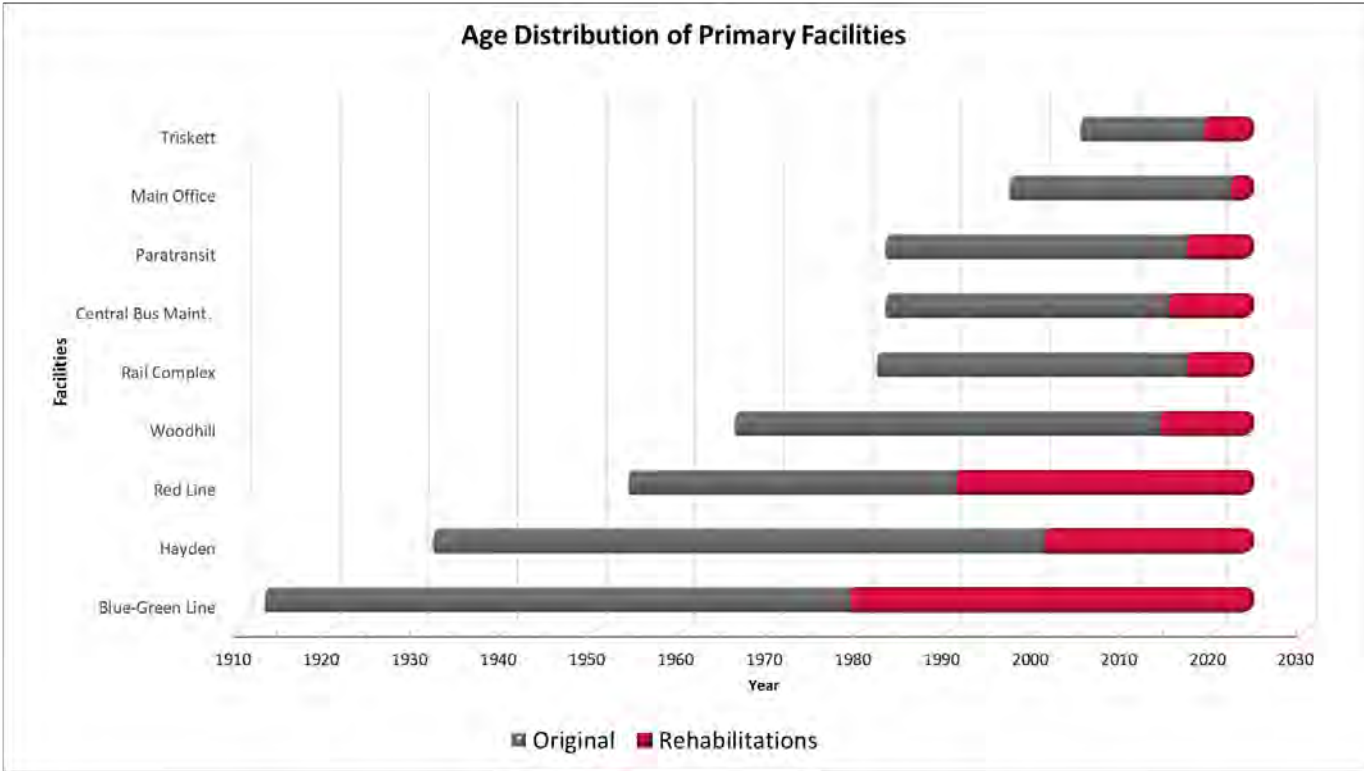


Figure 47: Age Distribution of Primary Facility

## FACILITIES

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### BUS DISTRICT GARAGE FACILITIES

The Authority has two large, active 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 bus service and trolley operations are operated from this garage.

**HAYDEN GARAGE** at 1661 Hayden Avenue, was constructed in 1932 and major additions were implemented in 1952 and 1968. The garage was rehabilitated in 1998. East side bus service and the Health Line operate from this garage.

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### CENTRAL BUS MAINTENANCE FACILITY

The Central Bus Maintenance Facility (CBM), at 2500 Woodhill Road, was put into service in 1983 and houses a remanufacturing division, diagnostic center, bus service & maintenance area, and central inventory stores. Various facilities improvements and lift replacements were completed in 2014 and CNG building improvements were completed in FY 2018. State of good repair (SOGR) projects and safety improvement projects are continuously taking place to improve CBM.

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### CUSTOMER SERVICE CENTERS

The GCRTA has two Customer Service Centers, one located at the Tower City Rapid Station Rotunda in downtown Cleveland and the other on the first floor of the GCRTA Main Office Building.

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### 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.

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### PARATRANSIT FACILITY

The Paratransit Facility, at 4601 Euclid Avenue, was completed in 1983 and houses all non-revenue vehicle repair and Paratransit functions including scheduling, dispatching, and Paratransit revenue vehicle repair. In FY 2014, a propane fueling station was installed. In 2025, the Paratransit facility is expected to start the replacement of Bus Lifts.

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### PASSENGER SHELTERS

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

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## 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.

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## 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: Westgate Transit Center, Southgate Transit Center, Parma Transit Center, and Stephanie Tubbs Jones Transit Center.

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## 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 2025, a Workforce Development Training Space is being added to expand training operations.

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## BROOKPARK 155 FACILITY

The Brookpark 155 Facility was acquired in 2023. This facility is used to house the west side rail facilities maintenance department. Transit police will move into the facility once renovations are complete.

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## RAIL SYSTEM

The 2025-29 Capital Improvement Plan (CIP) continues to commit a significant amount of resources towards achieving a State of Good Repair (SOGR) in its Light & Heavy Rail infrastructure including the reconstruction, rehabilitation, and upgrades to train stations, power substations and electrical systems, and train controls.

RTA is implementing a [railcar replacement project](#). The project will introduce new, standardized rail cars to replace the heavy and light rail cars that have surpassed their intended lifespan, with heavy rail cars being 40 years old and light rail cars being 44 years old.

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## RIGHT-OF-WAY

RTA owns 65 miles of rail lines used for the operation of its rapid transit system including 27 miles for light rail and 38 miles for heavy rail. The Authority is involved in a multi-year program to prioritize an on-going rail rehabilitation program that will establish SOGR throughout the rail system. 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.

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## BLUE, GREEN & WATERFRONT LINES (LIGHT RAIL)

The Blue, Green and Waterfront Lines comprise RTA's Light Rail (LR) system. From the downtown Tower City Station, the Blue and Green lines run on shared track east to Shaker Square, where they separate. From there, the Blue Line follows Van Aken Boulevard to its termination at Warrensville-Center Road, while the Green Line travels along Shaker Boulevard and terminates at Green Road. The Waterfront Line runs from Tower City through the Flats East Bank development area, near First Energy Football Stadium and the Rock and Roll Hall of Fame and terminates at the Muni Parking Lot.

Most of the 27 miles of Light Rail, apart from 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 34<sup>th</sup>/Campus and East 55<sup>th</sup> Street Stations. The entire Light Rail System, including tracks, infrastructure, and stations were reconstructed between 1980 and 1984.



Figure 49: Jacking Process on the Waterfront Line Bridge

Recent improvements to the Light Rail line have included track installation of guards and retaining walls, Waterfront Line track rehabilitation, and rehabilitation of the Waterfront Line Track Bridge. Blue line stations are scheduled to begin updates in FY 2025.

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## RED LINE (HEAVY RAIL)

The RTA's Heavy Rail (HR), or Red Line, runs on joint tracks for 19 miles from its eastern terminal at the Louis Stokes Station at Windermere, located in East Cleveland, through the Tower City Station in downtown Cleveland to its western terminal at Cleveland Hopkins International Airport. There are 18 stations along the line, eight east of downtown, one at Tower City in downtown Cleveland, and nine west of downtown. Fifteen of the Red Line stations were originally constructed between 1954 & 1958. The remaining three stations, including the Line's western terminal at the Cleveland Hopkins Airport, were put into service in 1967. All stations have been upgraded to ADA standards. **Overhead Catenary System (OCS)** upgrade and replacement is planned to continue to take place during 2025 for the Red Line.

### Rail System



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## BRIDGES/TUNNELS

The Authority is responsible for the maintenance and inspection of 63 track bridges owned within its right-of-way. This includes four station bridges, eight highway bridges, nine service/access bridges, one transit tunnel, five fly-over bridges on the Red Line, and the  $\frac{3}{4}$  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. Many of these bridges were built before 1930 and now require major repairs.

The out-years of the CIP include engineering & design services and reconstruction work on four track bridges: Viaduct bridge, Central Rail Maintenance Facility access road, Flyover, and Canal Road. A track bridge inspection program is incorporated into the out years for on-going bridge condition monitoring.

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## TOWER CITY STATION

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

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## REVENUE VEHICLE FLEETS

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### CONVENTIONAL BUSES

There were 313 vehicles in the GCRTA bus fleet at the end of third quarter 2024, identified as follows:

- 9 diesel commuter buses
- 16 sixty-foot articulated CNG bus rapid transit (BRT) vehicles
- 23 sixty-foot articulated diesel buses
- 12 thirty-five-foot diesel trolley buses.
- 29 forty-foot diesel transit buses
- 224 forty-foot CNG buses

The average age of the large bus fleet is 6.5 years. Age distribution of the Authority's large bus fleet is shown in Figure 50: Age Distribution of Bus Fleet . The FTA defines the life of a bus to be the lesser of 12 years or 500,000 miles. Currently, there are no buses in the fleet that are past the useful life benchmark.

The Authority's goal is to replace approximately  $\frac{1}{14}^{\text{th}}$  (20 to 25 buses) of its large bus fleet every year 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, supply chain issues, and other higher priority capital needs of the Authority. The 2025-29 CIP continues the planned Bus Improvement Program (BIP).

The BIP reduces operating maintenance costs, improves the reliability of the fleet, distributes maintenance efforts more evenly, reduces the Authority's vulnerability to large groups of bus defects, and helps to prevent one-time, large purchase bus orders.

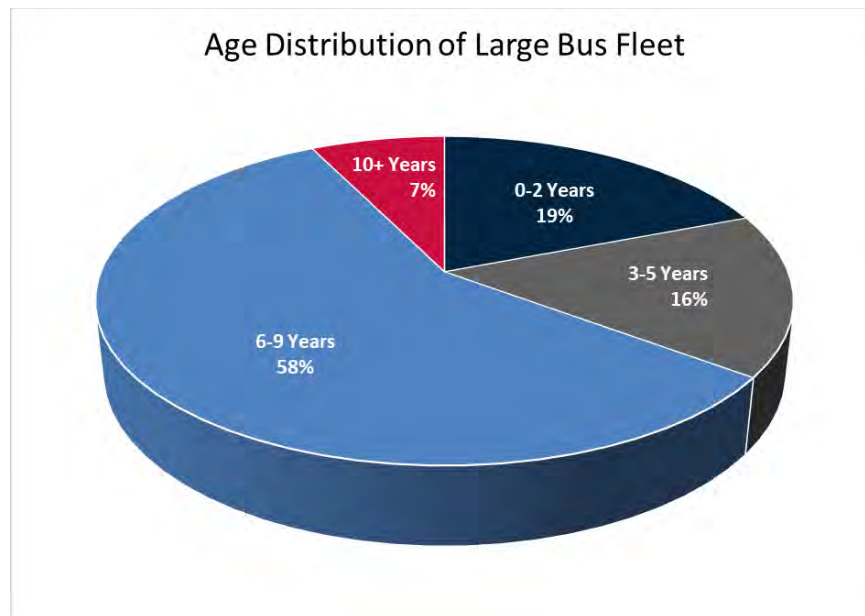


Figure 50: Age Distribution of Bus Fleet

Programmed orders in future years depend upon the availability of non-formula funding and competitive grants. All current and future ordered GCRTA buses are compliant with the Americans with Disabilities Act (ADA) and are equipped with bicycle racks with the exception of BRT vehicles that allow for in-vehicle storage.

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### PARATRANSIT BUSES

The Authority's Paratransit Program transports senior citizens and disabled persons on an advanced reservation basis. There are 82 ADA compliant, wheelchair-equipped buses in active service in the Paratransit fleet with an average age of 5.5 years at the end of third quarter FY 2024. Future replacement plans have a total of 18 vehicles being replaced in 2025 that will reduce the average life of the Paratransit fleet to 4.5 years old.

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### RAIL VEHICLES

RTA owns a combined seventy-two (72) heavy and light rail vehicles, sixty-six (66) available for its rail operations. The age of the Authority's rail fleet ranges between 40 and 44 years old. The Authority's Light Rail (LR) and Heavy Rail (HR) fleets entered service in 1981 and 1985. The Authority is in the process of replacing both rail fleets through its **Railcar Replacement Project**. Maintaining them has become increasingly expensive and time-consuming. Their age has made it difficult to find replacement parts, and the technology and components within these cars are now outdated. This upgrade is essential to serve the 25,000 daily rail passengers and the hundreds of thousands who depend on rail service for significant community and sporting events. By replacing the ageing rail cars, RTA expects to increase ridership and stimulate private transit-oriented development along its extensive 33-mile double track system. GCRTA has secured a rail car contractor through a competitive bid process to replace the Heavy Rail Vehicle fleet. The goal is to then follow this procurement with replacement of the Light Rail fleet so the authority will be running a single fleet of Hybrid High/Low Platform vehicles.



## CAPITAL IMPROVEMENT PLANNING CYCLE

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

The Calendar of Events (page 39) depicts the Capital Improvement and Transportation Improvement Program (TIP) planning cycles for the 2025-2029 CIP. The process began in August 2022 when the Office of Management and Budget (OMB) reviewed the budgeting policies and parameters for the Capital Budget and concluded in May 2024 with the Board Adoption of the recommended 2025-2029 CIP followed by submission to Northeast Ohio Area-wide Coordinating Agency (NOACA) for inclusion in the TIP and the State Transportation Improvement Program (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 plan. This review includes evaluation and adjustments with programmed project timelines, assessment of the assets, availability of grant funds, and an inter-departmental review of data and resources required for the upcoming CIP. Meetings are held with the Divisions and Departments that include a review of the information required for capital project requests, clarification of Department and Division requests and an overview of anticipated funding for the upcoming capital budget year.

In February 2024, OMB staff and the Capital Program Working Group (CPWG), consisting of project managers, department directors and other managers, reviewed all submitted requests for consistency with the needs of the Authority's funding availability, the Authority's Long-Range Plan, the current 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, operating budget impact, and ridership/transit-oriented development. The prioritized projects were then forwarded to the Capital Program Oversight Committee (CPOC) which includes the Executive Management Team. The CPOC was formed to develop and monitor the Capital Program and to authorize the five-year Capital Program with projected grant, local and non-traditional revenue sources. The CPOC reviewed and finalized the recommended Capital Budgets for the CIP. The recommended CIP for 2025-2029 was presented to the Board of Trustees' Operational Planning & Infrastructure Committee in May 2024 for discussion, review, and approval.

## TRANSPORTATION IMPROVEMENT PROGRAM (TIP)

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

The GCRTA Long-Range Plan and its related five-year Strategic Plan guides the CIP and TIP. These plans articulate the future services and areas expected. The Authority's preparation of projects for inclusion in the TIP begins in August when departments request revisions, additions, or deletions to the current year's CIP. The

Budget Calendar of Events reflects the TIP/STIP process and how it corresponds to the Capital Improvement planning cycle.

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

## 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 the large, multi-year rehabilitation, reconstruction, and expansion projects of the Authority. Projects in this Fund are normally supported through various combinations of Federal and State of Ohio grants, local matches for these grants, or 100% local funds.

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

## CAPITAL IMPROVEMENT FINANCIAL POLICIES

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

- Capital Improvement Funds shall be used to account for the construction and acquisition of major capital facilities, vehicles, and equipment.
- Projects that are locally funded, smaller, and more routine in nature, generally less than \$150,000, and have a useful life not exceeding five years will primarily be budgeted in the RTA Capital Fund.
- The RTA Development Fund will consist of projects that are larger, greater than \$150,000, and have a useful life greater than five years.
- The Authority will strive to take advantage of all available federal and state grants and other financing programs for capital improvements.
- 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.
- An amount equivalent to at least 10% of Sales & Use Tax revenues shall be allocated to the Capital Improvement Fund on an annual basis.
- The percent of capital maintenance outlay to capital expansion outlay will be a minimum of 75% and a maximum of 90%.



## CAPITAL IMPROVEMENT CRITERIA

Capital project requests for consideration in the 2025-2029 CIP far exceed 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:

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### 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.

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### 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.

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### THE RELATIVE COST TO THE AUTHORITY FOR THE BENEFIT OBTAINED

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

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### 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 of scale and avoid a duplication of effort.

## PRIORITY AREAS

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

During the 2025-2029 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, and 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 51: Capital Projects by Priority Area reflects the distribution of approved 2025 CIP projects by capital priority area. The largest portion of the 2025 appropriations, \$136.69 million or 75.21%, are for projects included in the State of Good Repair (SOGR) category. This is followed by the other category with \$33.7 million, or 18.54%.

PRIORITY CATEGORIES - Combined	2025	2026	2027	2028	2029	TOTALS 2025-2029
RIDERSHIP	\$ 0.45	\$ 0.53	\$ 0.53	\$ 0.53	\$ 0.53	\$ 2.55
HEALTH & SAFETY	\$ 0.38	\$ 0.38	\$ 0.38	\$ 0.38	\$ 0.38	\$ 1.90
STATE OF GOOD REPAIR	\$ 136.69	\$ 101.61	\$ 103.62	\$ 67.99	\$ 68.75	\$ 478.66
TECHNOLOGIES/EFFICIENCIES	\$ 10.52	\$ 14.82	\$ 14.82	\$ 14.82	\$ 3.82	\$ 58.80
OTHER	\$ 33.70	\$ 18.20	\$ 2.10	\$ 2.10	\$ 2.10	\$ 58.20
<b>SUB-TOTAL: COMBINED CAPITAL</b>	<b>\$ 181.74</b>	<b>\$ 135.53</b>	<b>\$ 121.44</b>	<b>\$ 85.82</b>	<b>\$ 75.57</b>	<b>\$ 600.11</b>

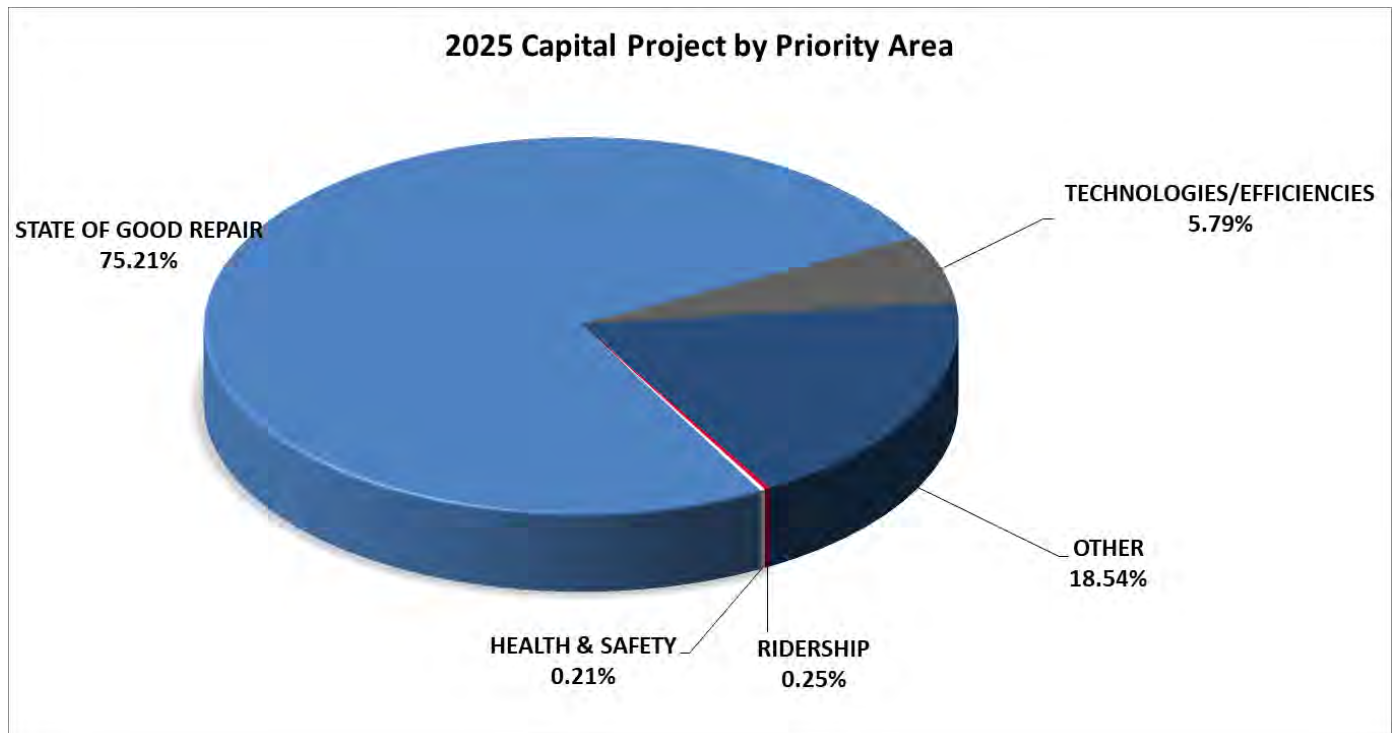


Figure 51: Capital Projects by Priority Area

## FINANCIAL CAPACITY

The Authority's capacity to support its ongoing CIP depends on the availability of governmental grants, local matching funds, and the ability to issue bonds. The Authority utilizes debt financing sparingly and only goes out for debt when it is required. The principal outstanding debt for the Authority totaled \$34.4 million in Sales Tax Revenue bonds at the end of 2023, which will require principal and interest payments of \$9.47 million in 2024.

In addition to determining the method of financing for a project, capital investment decisions by the Authority consider a project's impact on operating costs. The operating budget must be capable of supporting any additional costs or be positioned to take advantage of any efficiencies from a capital project.

## FEDERAL SOURCES

As reflected in Figure 52: Capital Improvement Revenue by Source, Federal grants provide an estimated \$71.88 million, or 42.76% of the Authority's total 2024 capital improvement revenue stream. Most major Federal grant programs require a local match, normally 20%, though some grant applications require a higher or lower match.

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

**FY 2025 Capital Improvement Revenue By Source**

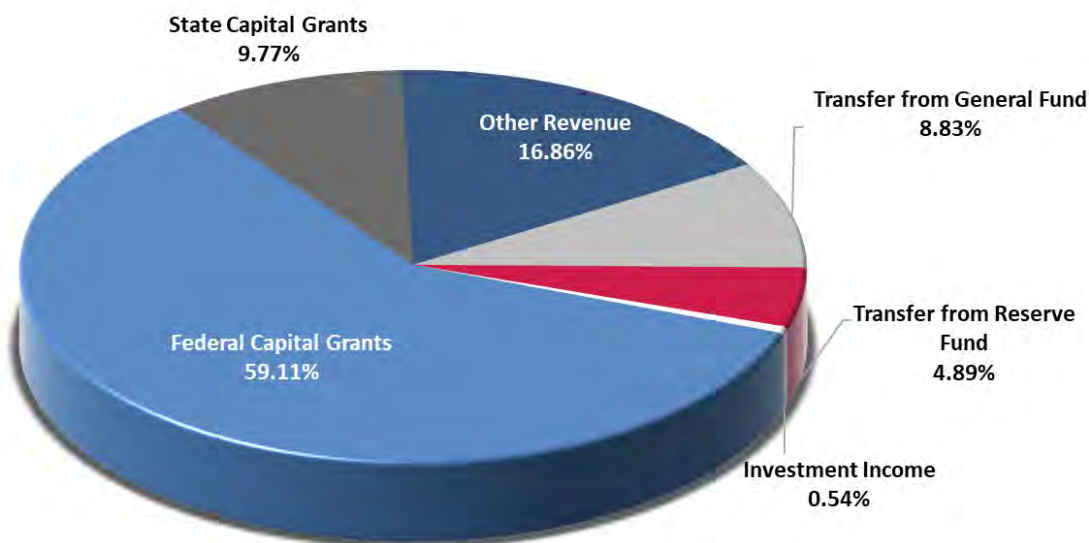


Figure 52: Capital Improvement Revenue by Source

	2023	2024	2025	2026	2027
	Actual	Actual	Budget	Plan	Plan
Transfer from General Fund	\$21.87	\$16.81	\$18.07	\$20.47	\$24.71
Transfer from Reserve Fund	\$10.00	\$12.42	\$10.00	\$10.00	\$5.00
Investment Income	\$5.44	\$6.60	\$1.10	\$1.10	\$1.10
Federal Capital Grants	\$53.68	\$92.50	\$120.94	\$102.61	\$82.55
State Capital Grants	\$0.13	\$0.64	\$20.00	\$20.00	\$15.00
Debt Service Proceeds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other Revenue	\$0.17	\$0.00	\$34.50	\$25.00	\$0.00
<b>Total Revenue</b>	<b>\$91.28</b>	<b>\$128.96</b>	<b>\$204.61</b>	<b>\$179.18</b>	<b>\$128.35</b>

Figure 53

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#### URBANIZED AREA FORMULA - SECTION 5307

Urbanized Area grants were originally provided under Section 5307 of the Urban Mass Transportation Act of 1964. Resources are allocated to urban areas according to a formula and matched on an 80% federal and 20% local basis. In FY 2025, RTA is anticipating \$38.11 million for capital project.

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#### STATE OF GOOD REPAIR – SECTION 5337

The Section 5337 SOGR grant program favors agencies serving urban areas. In FY 2024, RTA is anticipating \$24.08 million appropriated. The authority's level of funding remains below the actual need to maintain a SOGR.

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#### 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. In FY 2025, GCRTA expects to receive funding for this award in the amount of \$2.69 million.

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#### NON-TRADITIONAL FEDERAL SOURCES

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

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

GCRTA was awarded non-traditional funding for several projects under the proposed 2025-2029 CIP. FTA awarded GCRTA \$16.0 million through its All Stations Accessibility Program (ASAP) to reconstruct its Blue Line

Light Rail stations, \$10.6 million to purchase electric vehicles which will be used in a pilot program, and \$700,000 for transit-oriented planning along the **Lorain Corridor**.

## STATE SOURCES

Administered through the Ohio Department of Transportation (ODOT), the State contributes up to one-half of the local match portion of federal grant programs. The authority has been awarded various competitive grants through ODOT and Ohio EPA including Ohio Transit Preservation Partnership Program (OTP2), 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, and it utilizes available federal rather than state awards.

GCRTA was awarded \$2.3 million for the purchase of **CNG-fueled vehicles** through the Ohio EPA's Diesel Emission Reduction Grant program. ODOT awarded \$8.2 million to replace rail vehicles and \$844,000 to purchase LED signage along the HealthLine through its Ohio Transit Partnership Program (OTP2), \$4.2 million to purchase CNG-fueled vehicles through its Urban Transit Program (UTP), and \$400,000 for bus stops and shelters through its Ohio Workplace Mobility Program (OWMP). In future years, the Authority will continue to submit applications to the State in support of the multi-year bus improvement and track reconstruction programs.

## LOCAL SOURCES

The Capital Improvement Budget requires local resources to support the match for most grant-funded projects, as well as support 100% locally funded projects in both the RTA Capital and RTA Development Funds. In FY 2025, the combined local contribution for the Authority's capital program of \$18.07 million is sourced from two transfers included within the General Fund.

## DEBT MANAGEMENT

Although major capital improvements are mostly funded by federal and state capital grants, the Authority is required to pay a percentage of most grant-funded projects from its own local sources. Debt sales are used for this purpose as well as to pay for major 100% locally funded projects. In FY 2019 Sales Tax Revenue Bonds (RB) were issued for \$30.0 million in new debt. In August 2021, the Authority used \$57.7 million of its sales tax revenue to retire a portion of its outstanding debt. FY2025 is estimated to begin with a principal outstanding debt of \$24.9 million and all outstanding debt will be paid off in 2030.

## DEBT LIMITATIONS

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

Debt Series	Series 2014 A		Series 2015		Series 2016		Series 2019		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total Principal	Total Interest
FY 2025	\$ 1.74	\$ 0.09	\$ 4.08	\$ 0.42	\$ 1.38	\$ 0.22	\$ 1.16	\$ 0.39	\$ 8.36	\$ 1.12
FY 2026			\$ 4.28	\$ 0.21	\$ 1.45	\$ 0.15	\$ 1.22	\$ 0.34	\$ 6.94	\$ 0.70
FY 2027					\$ 1.52	\$ 0.08	\$ 1.28	\$ 0.28	\$ 2.80	\$ 0.35
FY 2028							\$ 1.34	\$ 0.21	\$ 1.34	\$ 0.21
FY 2029							\$ 1.41	\$ 0.14	\$ 1.41	\$ 0.14
FY 2030							\$ 1.48	\$ 0.07	\$ 1.48	\$ 0.07
Total	\$ 1.74	\$ 0.09	\$ 8.35	\$ 0.63	\$ 4.35	\$ 0.44	\$ 7.88	\$ 1.43	\$ 22.31	\$ 2.59
Total Debt		\$ 1.83		\$ 8.98		\$ 4.79		\$ 9.31		\$ 24.90

Figure 54: Outstanding Debt Service & Annual Debt Service Payments (In Millions)

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

1. Section 306.40 of the Ohio Revised Code **limits the principal amount of bonds** that are supported by property taxes to 5% of the assessed valuation within the Authority's territory. The assessed valuation of property within Cuyahoga County applicable to the GCRTA at the end of 2024 of \$44.3 billion limits the amount of available debt to \$2.22 billion. This limitation is not currently very restrictive to the Authority in view of the large dollar limit and its applicability only to debt supported by property taxes.
2. The second limitation, also contained in Section 306.40 of the Ohio Revised Code, **restricts annual principal and interest payments on the Authority's unvoted general obligation bonds** to one-tenth of one percent (0.1%) of the assessed valuation. Based on the assessed valuation of \$44.3 billion, annual debt servicing capacity would be close to \$44.3 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 6.8603 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 2024 by various public entities within the County exceeds the un-voted ten-mill limit.

## OPERATING IMPACTS

A benefit of considering the Operating and Capital Budgets concurrently is the ability to gauge the impact of Capital Improvement decisions on the Operating Budget. Financial requirements and programmed activities within the Authority's capital program will impact the 2025 Operating Budget in a number of ways:

- The Trustees' commitment to balancing Sales & Use Tax revenues between the Capital Improvement Fund and supporting operation needs. The estimated transfers to Capital Fund during FY 2025 are \$18.1 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 \$9.5 million will require a General Fund transfer to the Bond Retirement Fund to offset the debt in FY 2025, further limiting the amount available for operating expenditures.
- Some Operating Budget expenditures, primarily personnel costs, are incurred in support of ongoing capital construction projects. Eligible costs are reimbursed to the General Fund as revenue from the RTA Development Fund.
- Formula grant funds are eligible to reimburse preventive maintenance (PM) activities with the Operating Budget.
- 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 2025 General Fund or Operating Budget are supported by \$4.64 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 2025-2029 Capital Improvement Plan (CIP) totals \$600.12 million of capital budget appropriations over the five-year plan in eight capital project categories:

1. Bus Garages
2. Buses
3. Equipment & Vehicles
4. Facilities Improvements
5. Other Projects
6. Preventive Maintenance/Operating Reimbursements (PM/OR)
7. Rail Projects
8. Transit Centers

For the approved 2025 CIP, four categories comprise 84.18% of the combined \$181.7 million capital budget appropriations. Rail Car Replacement Program represents 22.95%, Rail Projects represent 26.2% followed by Other Projects at 18.93%. Buses represent 16.12%. A detailed breakdown is contained within Figure 47: Age Distribution of Primary Facility and Figure below.

<b>2025 - 2029 COMBINED CAPITAL IMPROVEMENT PLAN</b> Combined Budget Authority						
PROJECT CATEGORY	2025	2026	2027	2028	2029	TOTAL 2025-2029
Bus Garages	\$0.0	\$4.8	\$2.5	\$0.3	\$2.6	\$10.1
Buses	\$29.2	\$17.3	\$30.1	\$17.8	\$17.8	\$112.2
Equipment & Vehicles	\$12.1	\$16.3	\$16.3	\$16.4	\$5.1	\$66.2
Facilities Improvements	\$14.6	\$26.8	\$14.0	\$7.8	\$19.2	\$82.5
Other Projects	\$34.4	\$18.9	\$2.8	\$2.8	\$2.8	\$61.9
Preventive Maint./Oper. Reimb.	\$1.7	\$2.8	\$4.3	\$7.0	\$7.0	\$22.9
RailCar Program	\$41.7	\$20.5	\$13.8	\$14.3	\$9.6	\$99.7
Rail Projects	\$47.7	\$27.6	\$37.3	\$19.1	\$11.1	\$142.8
Transit Centers	\$0.3	\$0.4	\$0.4	\$0.4	\$0.4	\$1.8
<b>TOTALS</b>	<b>\$181.7</b>	<b>\$135.5</b>	<b>\$121.4</b>	<b>\$85.8</b>	<b>\$75.6</b>	<b>\$600.1</b>

Figure 55: Capital Projects by Category



## RTA CAPITAL FUND

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

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

Figure 56 shows the annual fund balance for the RTA Capital Fund. Other than a small amount of investment income, the main source of revenue is the Sales & Use Tax revenue transfer from the General Fund to the RTA Capital Fund. Anticipated revenue in FY 2025 will include \$18.1 million of programmed transfers from the General Fund and investment income is budgeted at \$100,000.

Budgeted FY 2025 expenditures within the RTA Capital Fund include \$2.56 million for Asset Maintenance, \$2.07 million for Routine Capital, and a \$15.5 million transfer into the RTA Development Fund for use on providing the local match on grant awards and 100% locally funded projects.

### RTA Routine Capital Balance Analysis

	FY 2023 Budget	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
<b>Revenues</b>						
Investment Income	\$ 65,000	\$ 232,400	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Transfer from General Fund	21,866,868	21,866,868	19,127,878	18,074,438	20,468,089	24,707,042
<b>Total Revenue</b>	<b>21,931,868</b>	<b>22,099,268</b>	<b>19,227,878</b>	<b>18,174,438</b>	<b>20,568,089</b>	<b>24,807,042</b>
<b>Expenditures</b>						
Capital Outlay						
Asset Maintenance	2,410,000	1,081,292	2,310,000	2,560,000	2,560,000	2,560,000
Routine Capital	1,637,734	1,198,712	1,718,921	2,078,000	1,990,500	1,940,000
<b>Total Capital Outlay</b>	<b>4,047,734</b>	<b>2,280,004</b>	<b>4,028,921</b>	<b>4,638,000</b>	<b>4,550,500</b>	<b>4,500,000</b>
Other Capital Expenditures						
Transfer to RTA Development Fund	19,500,000	19,500,000	16,144,837	15,500,000	16,000,000	21,000,000
<b>Total Other Capital Expenditures</b>	<b>19,500,000</b>	<b>19,500,000</b>	<b>16,144,837</b>	<b>15,500,000</b>	<b>16,000,000</b>	<b>21,000,000</b>
<b>Total Expenditures</b>	<b>23,547,734</b>	<b>21,780,004</b>	<b>20,173,758</b>	<b>20,138,000</b>	<b>20,550,500</b>	<b>25,500,000</b>
Excess/(Deficiency) of Total Revenues over Total Expe	(1,615,866)	319,264	(945,880)	(1,963,562)	17,589	(692,958)
Beginning Balance	7,491,688	7,491,688	7,810,952	6,992,237	5,028,675	5,046,264
<b>Projected Ending Balance</b>	<b>\$ 5,875,822</b>	<b>\$ 7,810,952</b>	<b>\$ 6,865,072</b>	<b>\$ 5,028,675</b>	<b>\$ 5,046,264</b>	<b>\$ 4,353,306</b>

Figure 56

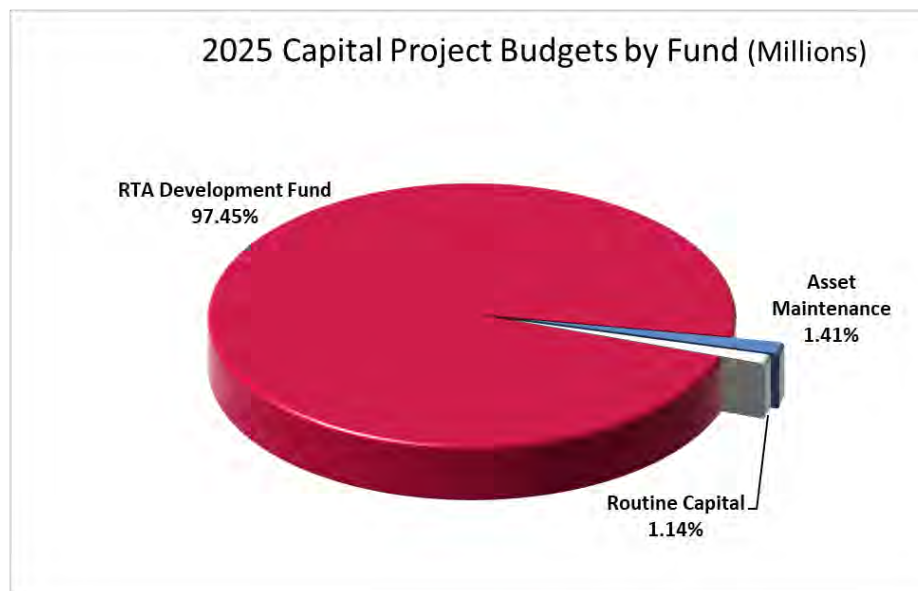


Figure 57: Capital Budget by Fund Distribution

## ASSET MAINTENANCE PROJECTS

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

The FY 2025 budget appropriation for Asset Maintenance projects is \$2.56 million, representing 1.41% of the overall FY 2025 CIP budget as represented in Figure 57: Capital Budget by Fund Distribution. Most of the projects are within two organizational areas of the Authority: Engineering & Project Development and Service Management. Engineering & Project Development is responsible for coordinating larger construction-related asset maintenance projects throughout the entire Authority. Service Management focuses on operation, passenger, and administrative facility projects. The remaining budgeted projects within Asset Maintenance are for location specific facilities projects focused on energy efficiency throughout the Authority or in the Asset Maintenance Contingency project for unanticipated facilities improvements needed throughout the year.

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY							
2025 - 2029 CAPITAL IMPROVEMENT PLAN							
RTA CAPITAL FUND							
ASSET MAINTENANCE (FACILITIES) PROJECTS							
Department / Project Name	Project Number	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2025-29 Total
<b>35 Service Management</b>							
Administration Facilities Maint. Pool	P32355239	\$100,000	\$100,000	\$100,000	\$100,000	\$50,000	\$450,000
Elevator/Escalator Maintenance Pool	P32355339	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Operating Facilities Maintenance Pool	P32355039	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$550,000
Passenger Facilities Maintenance Pool	P32355139	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
		\$560,000	\$560,000	\$560,000	\$560,000	\$510,000	\$2,750,000
<b>57 Programming &amp; Planning</b>							
Transit Waiting Environment	P28575039	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Thrive 105 Transit Enhancements	P49575019	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
		\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
<b>80 Engineering &amp; Project Dev.</b>							
Facilities - ADA Projects	P32805039	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Passenger Facilities Maint. Pool	P32805339	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Operating Facilities Maint. Pool	P32805439	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
		\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
<b>67 OFFICE OF MGT. &amp; BUDGET</b>							
Environmental Sustainability Pool	P32675019	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Asset Maintenance Contingency	P49995239	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,500,000
		\$850,000	\$850,000	\$850,000	\$850,000	\$850,000	\$4,250,000
<b>TOTAL ASSET MAINTENANCE</b>		\$2,560,000	\$2,560,000	\$2,560,000	\$2,560,000	\$2,510,000	\$12,750,000

Figure 58

## ROUTINE CAPITAL PROJECTS

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

As indicated in Figure 59, the budget appropriation for Routine Capital projects accounts for \$2.07 million, or 1.14%, of the 2025 CIP Budget. The greatest portion of the FY25 budget appropriation for Routine Capital projects is within the Operations Division, which has \$350,000 programmed for the non-revenue vehicle replacement program. There is \$360,000 for technology related equipment replacement, \$205,000 for Security Improvements, \$70,000 for office equipment/furniture, and the remaining contingency.

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY							
2025 - 2029 CAPITAL IMPROVEMENT PLAN							
RTA CAPITAL FUND							
ROUTINE CAPITAL (EQUIPMENT) PROJECTS							
Department / Project Name	Project Number	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2025-29 Total
<b>18 Labor &amp; Employee Relations</b>							
Fitness Equipment Upgrade Program	*NEW*	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
		\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
<b>32 Rail District</b>							
Rail District Equipment Pool	P47320019	\$93,000	\$71,500	\$125,000	\$0	\$0	\$289,500
		\$93,000	\$71,500	\$125,000	\$0	\$0	\$289,500
<b>34 Transit Police</b>							
Security Improvements Pool	P44340019	\$205,000	\$205,000	\$205,000	\$205,000	\$205,000	\$1,025,000
TP Protective Gear & Equipment	P49340029	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$400,000
Taser Replacement Program	P49340049	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$350,000
		\$355,000	\$355,000	\$355,000	\$355,000	\$355,000	\$1,775,000
<b>35 Service Management</b>							
Furniture Pool	P43350039	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$350,000
SM Equipment Pool	*NEW*	\$75,000	\$20,000	\$25,000	\$53,000	\$0	\$173,000
		\$145,000	\$90,000	\$95,000	\$123,000	\$70,000	\$523,000
<b>39 Fleet Management</b>							
Non-Revenue Vehicle Imp. Program	P46390039	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Specialty Vehicle Replacement Program	*NEW*	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Fleet Management Equipment Pool	P47390039	\$0	\$0	\$0	\$181,150	\$0	\$181,150
		\$500,000	\$500,000	\$500,000	\$681,150	\$500,000	\$2,681,150
<b>46 Hayden District</b>							
Hayden District Equipment Pool	P47460039	\$0	\$49,000	\$0	\$0	\$0	\$49,000
		\$0	\$49,000	\$0	\$0	\$0	\$49,000
<b>49 Triskett District</b>							
Triskett District Equipment Pool	P47490039	\$100,000	\$80,000	\$20,000	\$0	\$0	\$200,000
		\$100,000	\$80,000	\$20,000	\$0	\$0	\$200,000
<b>61 Information Technology</b>							
IT Systems Development Pool	P42611209	\$130,000	\$150,000	\$150,000	\$150,000	\$150,000	\$730,000
PC Replacement Program	P42610039	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Thin Client Replacement	*NEW*	\$80,000	\$20,000	\$20,000	\$20,000	\$20,000	\$160,000
Laser Printer Replacement Program	P42610139	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
		\$360,000	\$320,000	\$320,000	\$320,000	\$320,000	\$1,640,000
<b>67 OFFICE OF MGT. &amp; BUDGET</b>							
Routine Capital Contingency	P49990239	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
		\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
<b>TOTAL ROUTINE CAPITAL</b>		<b>\$2,078,000</b>	<b>\$1,990,500</b>	<b>\$1,940,000</b>	<b>\$2,004,150</b>	<b>\$1,770,000</b>	<b>\$9,782,650</b>
<b>RTA CAPITAL FUND TOTAL</b>		<b>\$4,638,000</b>	<b>\$4,550,500</b>	<b>\$4,500,000</b>	<b>\$4,564,150</b>	<b>\$4,280,000</b>	<b>\$22,532,650</b>

Figure 59

## 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 roughly 80% of the project funds with a 20% local match.

Federal Capital grants received by the Authority usually require local match funds, normally 20%, to be set aside and available for Capital Improvement projects. During the budget process, local match requirements, as well as potential locally funded projects, are reviewed. Resources to fund these are provided through Sales & Use Tax

contributions transferred from the RTA Capital Fund, available proceeds from debt sales, and investment income. Investment income is projected at \$1.0 million in 2025.

In 2024, \$16.1 million was transferred from the RTA Capital Fund to the RTA Development Fund to provide the local match and cover other locally funded expenditures within the RTA Development Fund. The transfer is anticipated to decrease to \$15.5 million for FY 2024.

## RTA Development Fund Balance Analysis

	FY 2024 Amended Budget	FY 2024 Actual	FY 2025 Budget	FY 2026 Plan	FY 2027 Plan
<b>Revenues</b>					
Federal / State Revenues					
Federal Capital Grants	\$ 71,876,582	\$ 92,498,466	\$ 120,939,575	\$ 102,611,773	\$ 82,547,867
State Capital Grants	41,116,997	639,712	20,000,000	20,000,000	15,000,000
<b>Total Federal / State Revenues</b>	<b>112,993,579</b>	<b>93,138,178</b>	<b>140,939,575</b>	<b>122,611,773</b>	<b>97,547,867</b>
Other Revenue					
Investment Income	1,000,000	6,287,634	1,000,000	1,000,000	1,000,000
Other Revenue	26,520,794	26,520,794	34,500,000	25,000,000	-
<b>Total Other Revenue</b>	<b>27,520,794</b>	<b>32,808,428</b>	<b>35,500,000</b>	<b>26,000,000</b>	<b>1,000,000</b>
Transfers					
Transfer from RTA Routine Capital Fund	16,144,837	16,144,837	15,500,000	16,000,000	21,000,000
Transfer from Reserve Fund	10,770,503	12,415,340	10,000,000	10,000,000	5,000,000
<b>Total Transfers</b>	<b>26,915,340</b>	<b>28,560,177</b>	<b>25,500,000</b>	<b>26,000,000</b>	<b>26,000,000</b>
<b>Total Revenue</b>	<b>167,429,713</b>	<b>154,506,783</b>	<b>201,939,575</b>	<b>174,611,773</b>	<b>124,547,867</b>
<b>Expenditures</b>					
Capital Outlay					
Capital Outlay - Development Fund	243,748,249	96,042,007	177,102,767	130,983,952	116,940,343
<b>Total Capital Outlay</b>	<b>243,748,249</b>	<b>96,042,007</b>	<b>177,102,767</b>	<b>130,983,952</b>	<b>116,940,343</b>
<b>Total Expenditures</b>	<b>243,748,249</b>	<b>96,042,007</b>	<b>177,102,767</b>	<b>130,983,952</b>	<b>116,940,343</b>
Excess/(Deficiency) of Total Revenues over Total Expenditures	(76,318,536)	58,464,776	24,836,808	43,627,821	7,607,524
Beginning Balance	225,462,610	225,462,610	283,927,386	308,764,194	352,392,015
<b>Projected Ending Balance</b>	<b>\$ 149,144,074</b>	<b>\$ 283,927,386</b>	<b>\$ 308,764,194</b>	<b>\$ 352,392,015</b>	<b>\$ 359,999,539</b>

Figure 60

Figure 60 presents the fund balance analysis for the RTA Development Fund. The balance typically fluctuates depending upon new debt service issuances, receipt of a competitive non-formula grant award, and scheduled construction activities for the year. The authority does not plan any new bond issuance in the foreseeable future. FY 2025 began the year with a fund balance of \$283.9 million and is projected to end at \$308.8 million. The budget is set up where revenue will outpace expenses leading to an increase in the ending balance.

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 by 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 60, various funding sources including federal capital grants, state capital grants, and 100% local funds will help support expected expenditures of \$177.1 million in 2025. Of note, the expenditures within the Fund Balance Analysis are presented on a cash basis and represent estimates of the actual cash flow.

## RTA DEVELOPMENT FUND PROJECTS

The total budget appropriation of \$177.10 million for RTA Development Fund projects accounts for 97.45% of the Authority's CIP budget as allocated for 2025, as seen in Figure 57: Capital Budget by Fund Distribution. The inclusion of capital projects within this fund is



Figure 61: Warrensville Substation

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 TIP, larger projects supported by 100% local funds, or projects without an identified funding source.

The following are highlights of some of the larger programmed RTA Development Fund Improvement Projects programmed for FY 2025. 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.

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### BUS/PARATRANSIT IMPROVEMENT PROGRAMS - \$29.2 MILLION

The 2025 CIP focuses vehicle reliability improvements through a multi-year bus spare parts program, which meets objectives for bus replacements and the SOGR. The programmed capital budget includes funds to purchase 40 forty-foot CNG's and up to 18 paratransit vehicles in FY 2025.

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### FACILITIES IMPROVEMENTS - \$12.1 MILLION

The Facilities Improvements budget consists of appropriations of \$2.25 million for the continuation of HVAC System Improvement Pool, \$1.62 million for the continuation of the Roofing Improvement Program, and \$1.10 million for the start of the Pavement Improvement Program. Several rehabilitations of track bridge projects are budgeted totaling \$4.69 million. An additional \$1.0 million has been set aside for State of Good Repairs across the authority.

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### EQUIPMENT & VEHICLES - \$10.0 MILLION

FY 2025 has \$3.35 million programmed for related technology improvements through the Information Technology Program (\$3 million) and IT System Upgrades (\$350,000). MIS is programmed for \$6.5 million in ERP related improvements. Transit Police will continue their Radio Replacement and body worn camera program through 2025 at a cost of \$156,620 per year.



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## OTHER PROJECTS - \$34.4 MILLION

This project category includes projects with varying scopes of work that do not fall into the other major categories. These projects include \$30.5 million for **MetroHealth Line BRT improvements**, \$2.0 million budget contingency, and \$800,000 for planning studies.

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## PREVENTIVE MAINTENANCE / OPERATING BUDGET REIMBURSEMENTS - \$1.7 MILLION

This category includes the preventive maintenance reimbursements to the General Fund. It includes formula and non-formula grant funded reimbursements for various eligible activities within the General Fund with a 2025 budget appropriation of \$1.7 million. This amount has been reduced from years past due to a decreased need to supplement the operating budget. This funding can be used for capital projects across the authority.

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## RAIL PROJECTS - \$89.3 MILLION

In FY 2025, 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 \$16.0 million for track rehabilitation projects, \$1.02 million for the West 25<sup>th</sup> Street Station rehab, \$16.0 million for 8 Blue line Stations, \$8.9 million in Train Control and Signal Upgrades, \$4.4 million for Electrical System Upgrades, and \$500,000 for Rail Spare Parts. \$4.0 million is programmed for Rail Line Car/Rail work equipment, \$23.6 million is programmed for Light Rail Vehicle Replacement, and \$10.5 million for Rail Car Replacement Infrastructure Modifications.



Figure 62: Light Rail Ongoing Track Rehab

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## TRANSIT CENTERS / BUS LOOPS – \$300,000

The 2025 capital budget includes \$300,000 for various grant funded passenger enhancements throughout the Authority. Many of the enhancement funds are allocated for bus shelters, landscaping, and ADA access improvements.

## 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 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 Long-Range Plan, “GCRTA Strategic Plan 2020, Framework for the Future” 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 resulting in increased 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 Long-Range Plan has created prioritized actions for short-, medium-, and long-term investment. The Planning and Programming Department works on an ongoing basis to advance and track the identified strategies for achieving the plan goals:

- 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.

While the plan’s strategies are implemented across multiple departments in the GCRTA organization, the Programming and Planning Department has been engaged in key initiatives to advance plan strategies rooted in capital planning and community collaboration.

The Programming and Planning Department has initiated several projects that improve passenger safety and comfort. The Community Partner Investment Program continues to provide communities with resources to improve bus stops and shelters. The program is now being coordinated with a newly branded Adopt a Shelter program. The Light Rail Station Replacement project that upgrades the stations along the Blue and Green Lines has completed design and is being prepared for construction in 2025.

GCRTA is engaging with emerging technology, data, and new mobility. GCRTA is building on the completion of its Climate Change Plan and Zero Emissions Transition Plan with a Fleet Electrification Study to begin in 2025. GCRTA is pursuing an electric bus pilot. GCRTA has implemented the installation of electric car charging at stations funded by NOACA and is investigating Phase II of this program.

To improve how streets function, GCRTA works closely with local municipalities to review street improvement plans, with a focus on priority corridors, and plans for infrastructure that supports Bus Rapid Transit (BRT). The award winning 25Connects Transit Oriented Development (TOD) study led to a contract for design and engineering of the MetroHealth Line BRT which began in 2024. GCRTA has begun an FTA grant for a similar TOD study for the future Broadway BRT corridor which will be completed by the end of 2025. GCRTA also closely engaged with the City of Cleveland to implement their SMART signals grant, Cleveland Moves Bike Plan and TOD planning.



To address funding challenges, the Programming and Planning department assists with grant writing by supplying data, maps, statistical analysis, and program descriptions for competitive grants. Grant compliance efforts in Title VI and gaining environmental clearances for projects also assists in solidifying grant funding.

Partnering to support vibrant communities and access to job centers was articulated through several projects spearheaded by Programming and Planning, The Microtransit Pilot program provided first/last mile service to connect transit riders with jobs in partnership with the City of Solon and in the Aerozone area near Cleveland Hopkins Airport. In 2025, GCRTA will evaluate the results of these pilots for incorporation into the GCRTA network.

GCRTA is in process of using FTA AoPP funds for its Transit Access Barrier Study which will be completed by the end of 2025. Its purpose is to identify any barriers to the use of public transit creating a strategy to remedy this issues.

Collaboration with the City of Cleveland and Cuyahoga County on a TOD Planning and Zoning Analysis raised the awareness of the benefits of TOD projects in the GCRTA Service area creating new opportunities for TOD. Development activities that incorporate Transit Oriented Development will continue in 2025. It is anticipated new Policies and Procedures that support this goal can be completed.

The "GCRTA Strategic Plan 2020, Framework for the Future" plan is now entering its mid-term objectives. Those objectives are being tracked throughout the Authority and tied to the metrics associated with TRACTION.

<b>GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY</b> <b>2025 - 2029 CAPITAL IMPROVEMENT PLAN</b> <b>RTA DEVELOPMENT FUND - Attachment D</b>							
ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2025	2026	2027	2028	2029	TOTALS 2025-2029
<b>BUS GARAGES</b>							
<b>BUS GARAGES</b>							
Paratransit 9 Bus Lifts	P22800940	0	800,000	500,000	0	0	1,300,000
FFY 2025 Federal Formula Grant 800,000							
FFY 2026 Federal Formula Grant 500,000							
CRMF Replacement Exterior Wash	*NEW*	0	1,350,000	0	0	0	1,350,000
FFY 2025 Federal Formula Grants 1,350,000							
ASRS Replacement	*NEW*	0	1,675,000	0	0	0	1,675,000
FFY 2025 Federal Formula Grants 1,675,000							
Lift Replacement Program	*NEW*	0	740,000	1,700,000	0	2,300,000	4,740,000
FFY 2025 Federal Formula Grants 740,000							
FFY 2026 Federal Formula Grants 1,700,000							
FFY 2028 Federal Formula Grants 2,300,000							
Fire Protection Pool	*NEW*	0	250,000	250,000	250,000	250,000	1,000,000
FY 2026 Local Funds 250,000							
FY 2027 Local Funds 250,000							
FY 2028 Local Funds 250,000							
FY 2029 Local Funds 250,000							
<b>TOTAL - BUS GARAGES</b>		<b>0</b>	<b>4,815,000</b>	<b>2,450,000</b>	<b>250,000</b>	<b>2,550,000</b>	<b>10,065,000</b>

CATEGORY / PROJECT NAME	PROJECT NUMBER	2025	2026	2027	2028	2029	TOTALS 2025-2029	
<b><u>BUS REPLACEMENTS</u></b>								
<b><u>BUS IMPROVEMENT PROGRAM</u></b>								
2024-2026 Bus Replacement Program	42,843,499							
SFY 2025 ODOT CMAQ Grant	16,525,000	*NEW*						
SFY 2025 ODOT UTP Award	3,670,747		27,380,747	0	0	0	27,380,747	
FFY 2024 Federal Formula Grants	4,185,000							
FFY 2024 FLEX	3,000,000							
SFY 2026 ODOT CMAQ Grant	5,950,000	*NEW*						
SFY 2026 ODOT UTP Award	4,089,002		0	15,462,752	0	0	15,462,752	
FFY 2025 Federal Formula Grants	5,423,750							
2027-2029 Bus Replacement Program	60,211,804							
SFY 2027 ODOT CMAQ Grant	18,658,266	*NEW*						
SFY 2027 ODOT UTP Award	4,089,002		0	0	28,234,768	0	28,234,768	
FFY 2026 Federal Formula Grants	5,487,500							
SFY 2028 ODOT CMAQ Grant	6,358,266	*NEW*						
SFY 2028 ODOT UTP Award	4,089,002		0	0	0	15,988,518	15,988,518	
FFY 2028 Federal Formula Grants	5,541,250							
SFY 2029 ODOT CMAQ Grant	6,358,265	*NEW*						
SFY 2029 ODOT UTP Award	4,089,002		0	0	0	15,988,517	15,988,517	
FFY 2029 Federal Formula Grants	5,541,250							
Sub-Total: Bus Improvement Program			27,380,747	15,462,752	28,234,768	15,988,518	15,988,517	103,055,303
<b><u>PARATRANSIT REPLACEMENT PROGRAM</u></b>								
Paratransit Buses-NOACA 5310		P12390040	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,000,000
FY 2025 NOACA 5310	800,000							
FFY 2024 Federal Formula Grants	800,000							
FY 2026 NOACA 5310	800,000							
FFY 2025 Federal Formula Grants	800,000							
FY 2027 NOACA 5310	800,000							
FFY 2026 Federal Formula Grants	800,000							
FY 2028 NOACA 5310	800,000							
FFY 2027 Federal Formula Grants	800,000							
FY 2028 NOACA 5310	800,000							
FFY 2028 Federal Formula Grants	800,000							
Sub-Total: Paratransit Improvement Program			1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,000,000
<b><u>BUS SPARE PARTS PROGRAM</u></b>								
Bus/BRT Capital Spare Parts Program		P16390100	226,750	226,750	226,750	226,750	226,750	1,133,750
FFY 2024 Federal Formula Grant	226,750							
FFY 2025 Federal Formula Grant	226,750							
FFY 2026 Federal Formula Grant	226,750							
FFY 2027 Federal Formula Grant	226,750							
FFY 2028 Federal Formula Grant	226,750							
Sub-Total: Bus Spare Parts Program			226,750	226,750	226,750	226,750	226,750	1,133,750
TOTAL - BUSES			29,207,497	17,289,502	30,061,518	17,815,268	17,815,267	112,189,053

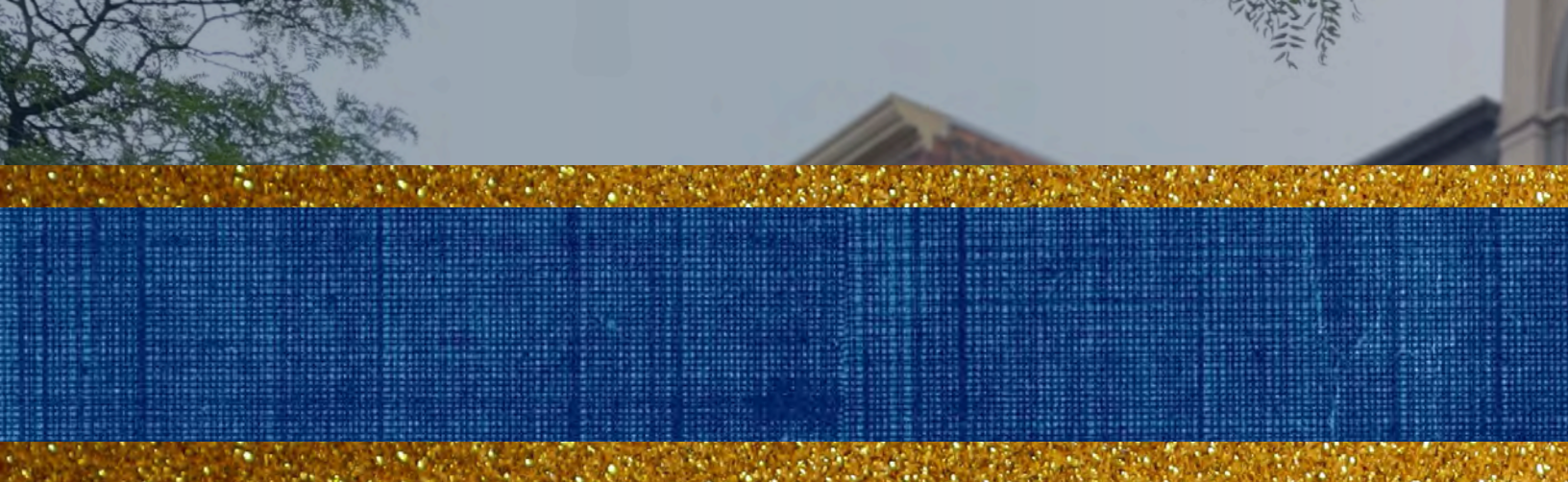
CATEGORY / PROJECT NAME	PROJECT NUMBER	2025	2026	2027	2028	2029	TOTALS 2025-2029
<b><u>FACILITIES IMPROVEMENTS</u></b>							
<b><u>BRIDGE REHABILITATION</u></b>							
Track Bridge Rehab. - Viaduct Bridge Rehab: Phase 2 & 3	*NEW*	3,750,000	6,900,000	0	0	0	10,650,000
FFY 2024 Federal Formula Grant 3,750,000							
FFY 2025 Federal Formula Grant 6,900,000							
Track Bridge Inspection Program	P20800270	15,000	475,000	15,000	475,000	15,000	995,000
FY 2025 Local Funds 15,000							
FY 2026 Local Funds 475,000							
FY 2027 Local Funds 15,000							
FY 2028 Local Funds 475,000							
FY 2029 Local Funds 15,000							
Rehab of Track Bridge Canal Road	*NEW*	0	850,000	7,150,000	0	0	8,000,000
FFY 2025 Federal Formula Grant 850,000							
FFY 2026 Federal Formula Grant 7,150,000							
Rehab of Track Bridge Access Rd over NS at CRMF	P20800390	925,000	11,075,000	0	0	0	12,000,000
FFY 2024 Federal Formula Grant \$ 925,000.00							
FFY 2025 Federal Formula Grant \$ 3,075,000.00							
FY 2024 USDOT Bridge Improvement Progr \$ 8,000,000.00							
Next Track Bridge Project(Flyover Ph2)	*NEW*	0	0	0	500,000	10,800,000	11,300,000
FFY 2027 Federal Formula Grant 500,000							
FFY 2028 Federal Formula Grant 10,800,000							
<b>Sub-Total: Bridge Rehabilitation</b>		<b>4,690,000</b>	<b>19,300,000</b>	<b>7,165,000</b>	<b>975,000</b>	<b>10,815,000</b>	<b>42,945,000</b>
<b><u>FACILITIES IMPROVEMENTS</u></b>							
HVAC System Improvement Program	P32800040	2,250,000	1,250,000	1,175,000	1,175,000	1,625,000	7,475,000
FFY 2024 Federal Formula Grant 2,250,000							
FFY 2025 Federal Formula Grant 1,250,000							
FFY 2026 Federal Formula Grant 1,175,000							
FFY 2027 Federal Formula Grant 1,175,000							
FFY 2027 Federal Formula Grant 1,625,000							
Pavement Improvement Program	P32800440	1,100,000	1,100,000	1,050,000	1,050,000	1,625,000	5,925,000
FFY 2024 Federal Formula Grant 1,100,000							
FFY 2025 Federal Formula Grant 1,100,000							
FFY 2026 Federal Formula Grant 1,050,000							
FFY 2027 Federal Formula Grant 1,050,000							
FFY 2027 Federal Formula Grant 1,625,000							
Roofing Improvement Program	P32800540	1,625,000	1,625,000	1,075,000	1,075,000	1,625,000	7,025,000
FFY 2024 Federal Formula Grant 1,625,000							
FFY 2025 Federal Formula Grant 1,625,000							
FFY 2026 Federal Formula Grant 1,075,000							
FFY 2027 Federal Formula Grant 1,075,000							
FFY 2027 Federal Formula Grant 1,625,000							
Elevator Replacements - MOB	*NEW*	750,000	0	0	0	0	750,000
FFY 2024 Federal Formula Grant 750,000							
CRMF Service Build Mezz Infill	P32800620	650,000	0	0	0	0	650,000
TBD - TECH AMEND 650,000							
<b><u>SYSTEM-WIDE FACILITIES</u></b>							
State of Good Repair Projects	P32800290	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
FFY 2024 Federal Formula Grant 1,000,000							
FFY 2025 Federal Formula Grant 1,000,000							
FFY 2026 Federal Formula Grant 1,000,000							
FFY 2027 Federal Formula Grant 1,000,000							
FFY 2027 Federal Formula Grant 1,000,000							
<b>Sub-Total: System-Wide Facilities</b>		<b>7,375,000</b>	<b>4,975,000</b>	<b>4,300,000</b>	<b>4,300,000</b>	<b>5,875,000</b>	<b>26,825,000</b>
<b>TOTAL - FACILITIES IMPROVEMENTS</b>		<b>12,065,000</b>	<b>24,275,000</b>	<b>11,465,000</b>	<b>5,275,000</b>	<b>16,690,000</b>	<b>69,770,000</b>

CATEGORY / PROJECT NAME	PROJECT NUMBER	2025	2026	2027	2028	2029	TOTALS 2025-2029
<b>EQUIPMENT &amp; VEHICLES</b>							
<b>INFORMATION TECHNOLOGY</b>							
Information Technology Program	P42610030	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
FFY 2024 Federal Formula		2,000,000					
SFY 2025 OTP2		1,000,000					
FFY 2025 Federal Formula		2,000,000					
SFY 2026 OTP2		1,000,000					
FFY 2026 Federal Formula		2,000,000					
SFY 2027 OTP2		1,000,000					
FFY 2027 Federal Formula Grant		2,000,000					
SFY 2028 OTP2		1,000,000					
FFY 2028 Federal Formula Grant		2,000,000					
SFY 2029 OTP2	1,000,000						
<b>IT System Upgrades</b>							
FFY 2024 Federal Formula Grant	P42580120	350,000	350,000	350,000	350,000	350,000	1,750,000
FFY 2025 Federal Formula Grant		350,000					
FFY 2026 Federal Formula Grant		350,000					
FFY 2027 Federal Formula Grant		350,000					
FFY 2028 Federal Formula Grant		350,000					
<b>MIS-ERP</b>							
FFY 2024 Federal Formula Grant	*NEW*	6,500,000	5,000,000	5,000,000	3,500,000	0	20,000,000
FFY 2025 Federal Formula Grant		5,000,000					
FFY 2026 Federal Formula Grant		5,000,000					
FFY 2027 Federal Formula Grant		3,500,000					
<b>MIS-Revenue Fare Collection-TVM/GFI</b>							
FFY 2025 Federal Formula Grant	*NEW*	0	6,000,000	6,000,000	7,500,000	0	19,500,000
FFY 2026 Federal Formula Grant		6,000,000					
FFY 2027 Federal Formula Grant		5,000,000					
FY 2028 (TBD)		2,500,000					
<b>Transit Police Radio / Body Camera Replacement</b>							
FY 2025 Local Funds	P44340010	156,620	0	0	0	0	156,620
<b>TOTAL - EQUIPMENT &amp; VEHICLES</b>							
		10,006,620	14,350,000	14,350,000	14,350,000	3,350,000	56,406,620
<b>OTHER PROJECTS</b>							
<b>OTHER</b>							
Planning Studies (Transportation for Livable Communities)	P49570040	100,000	100,000	100,000	100,000	100,000	500,000
FY 2025 Local Funds		100,000					
FY 2026 Local Funds		100,000					
FY 2027 Local Funds		100,000					
FY 2028 Local Funds		100,000					
FY 2029 Local Funds		100,000					
<b>Bus Shelters Upgrade</b>							
FY 2023 ODOT Workforce Development	P49570040	400,000	600,000	0	0	0	1,000,000
FY 2026 (TBD)		600,000					
<b>Lorain TOD</b>							
FY 2024 TOD Pilot Program	P49570040	700,000	0	0	0	0	700,000
<b>RTA Development Fund Contingency</b>							
2025 - 29 (TBD)	P49670030 *NEW*	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
<b>Metrohealth Line BRT</b>							
FFY 2024 Federal Formula Grant	P49570420	30,500,000	15,500,000	0	0	0	46,000,000
SFY 2024 TRAC							
FY 2025 (TBD)							
FFY 2025 Federal Formula Grant							
FY 2026 (TBD)							
<b>NOACA Unserve Areas - 5307 CUA</b>							
FFY 2024 Federal Formula Grant	P51670XX0	741,575	741,576	741,576	741,576	741,576	3,707,879
FFY 2025 Federal Formula Grant		741,576					
FFY 2026 Federal Formula Grant		741,576					
FFY 2027 Federal Formula Grant		741,576					
FFY 2028 Federal Formula Grant		741,576					
<b>TOTAL - OTHER PROJECTS</b>							
		34,441,575	18,941,576	2,841,576	2,841,576	2,841,576	61,907,879
<b>PREVENTIVE MAINTENANCE/OPERATING REIMBURSEMENTS</b>							
<b>PREVENTIVE MAINTENANCE/OPERATING REIMBURSEMENTS</b>							
Preventive Maintenance Reimb. Exp.	P51670040	1,740,075	2,837,874	4,322,249	7,000,000	7,000,000	22,900,198
FFY 2024 Federal Formula Grant		1,740,075					
FFY 2025 Federal Formula Grant		2,837,874					
FFY 2026 Federal Formula Grant		4,322,249					
FFY 2027 Federal Formula Grant		7,000,000					
FFY 2028 Federal Formula Grant		7,000,000					
<b>TOTAL - PREVENTIVE MAINT./OPERATING REIMB.</b>							
		1,740,075	2,837,874	4,322,249	7,000,000	7,000,000	22,900,198

CATEGORY / PROJECT NAME	PROJECT NUMBER	2025	2026	2027	2028	2029	TOTALS 2025-2029
<b><u>RAIL PROJECTS</u></b>							
<b><u>ELECTRICAL SYSTEM</u></b>							
OCS Replacement and Upgrade Plan	P21800220	500,000	2,000,000	0	0	0	2,500,000
FFY 2024 Federal Formula Grant		500,000					
FFY 2025 Federal Formula Grant		2,000,000					
Substation Improvement Program	*NEW*	3,937,500	4,000,000	0	0	5,575,000	13,512,500
FFY 2024 Federal Formula Grant		3,937,500					
FFY 2025 Federal Formula Grant		4,000,000					
FFY 2028 Federal Formula Grant		5,575,000					
Sub-Total: Electrical System		4,437,500	6,000,000	0	0	5,575,000	16,012,500
<b><u>TRAIN CONTROL / SIGNALS</u></b>							
Signal System Upgrade Program	P26800020	3,362,500	4,000,000	4,000,000	896,867	3,000,000	15,259,367
FFY 2024 Federal Formula Grant		3,362,500					
FFY 2025 Federal Formula Grant		4,000,000					
FFY 2026 Federal Formula Grant		4,000,000					
FFY 2027 Federal Formula Grant		896,867					
FFY 2028 Federal Formula Grant		3,000,000					
Light Rail Fiber Optics	P26800040	5,625,000	0	0	0	0	5,625,000
FFY 2024 Federal Formula Grant		5,625,000					
Sub-Total: Train Control / Signals		8,987,500	4,000,000	4,000,000	896,867	3,000,000	20,884,367
<b><u>TRACK REHABILITATION</u></b>							
Rail Infrastructure Program	P23320010	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
FFY 2024 Federal Formula Grant		1,000,000					
FFY 2025 Federal Formula Grant		1,000,000					
FFY 2026 Federal Formula Grant		1,000,000					
FFY 2027 Federal Formula Grant		1,000,000					
FFY 2028 Federal Formula Grant		1,000,000					
On-Call Rail Engineering Services	P23800730	200,000	200,000	200,000	200,000	200,000	1,000,000
FFY 2024 Federal Formula Grant		200,000					
FFY 2025 Federal Formula Grant		200,000					
FFY 2026 Federal Formula Grant		200,000					
FFY 2027 Federal Formula Grant		200,000					
FFY 2028 Federal Formula Grant		200,000					
Light Rail Rehabilitation Program	P24800400	15,500,000	15,500,000	0	0	0	31,000,000
FFY 2024 Federal Formula Grant		6,000,000					
SFY 2025 ODOT TRAC		9,500,000					
FFY 2025 Federal Formula Grant		6,000,000					
SFY 2026 ODOT TRAC		9,500,000					
Red Line East Track Rehabilitation	P24800040	500,000	0	0	17,000,000	500,000	18,000,000
FFY 2024 Federal Formula Grant		500,000					
FFY 2027 Federal Formula Grant		7,000,000					
FY 2028 (TBD)		10,000,000					
FFY 2029 Federal Formula Grant		500,000					
Track 3 Repairs & CRMF Interior Wash	*NEW*	0	900,000	5,925,000.00	0	0	6,825,000
FFY 2025 Federal Formula Grant		900,000					
FFY 2026 Federal Formula Grant		5,925,000					
Sub-Total: Track Rehabilitation		17,200,000	17,600,000	7,125,000	18,200,000	1,700,000	61,825,000

CATEGORY / PROJECT NAME	PROJECT NUMBER	2025	2026	2027	2028	2029	TOTALS 2025-2029
<b><u>RAIL STATION REHABILITATION</u></b>							
<b>W. 25th Street Station Rehab</b>	*NEW*	1,025,000	0	10,200,000	0	0	11,225,000
FFY 2024 Federal Formula Grant		1,025,000					
FFY 2026 Federal Formula Grant		10,200,000					
<b>Windermere Station Repairs</b>	*NEW*	0	0	0	0	844,000	844,000
FFY 2028 Federal Formula Grant		844,000					
<b>8 Blue Line Stations FY 2025 ASAP</b>	*NEW*	16,000,000	0	0	0	0	16,000,000
16,000,000							
<b>8 Green Line Stations FY 2027 ASAP</b>	*NEW*	0	0	16,000,000	0	0	16,000,000
16,000,000							
Sub-Total: Rail Station Rehabilitation		17,025,000	0	26,200,000	0	844,000	44,069,000
<b><u>RAIL VEHICLE FLEET</u></b>							
<b>Rail Capital Spare Parts Program</b>	P16390200	500,000	500,000	500,000	500,000	500,000	2,500,000
FFY 2024 Federal Formula Grant		500,000					
FFY 2025 Federal Formula Grant		500,000					
FFY 2026 Federal Formula Grant		500,000					
FFY 2027 Federal Formula Grant		500,000					
FFY 2028 Federal Formula Grant		500,000					
<b>Rail Line Car/ Rail Work Equipment</b>	P46390020	4,000,000	0	3,250,000	1,250,000	1,052,867	9,552,867
FFY 2024 Federal Formula Grant		4,000,000					
FFY 2026 Federal Formula Grant		3,250,000					
FFY 2027 Federal Formula Grant		1,250,000					
FFY 2028 Federal Formula Grant		1,052,867					
<b><u>RAILCAR REPLACEMENT PROGRAM</u></b>							
<b>2024-2029 LRV Rail Replacement Program</b>	P13390040	23,692,000	20,000,000	10,000,000	12,500,000	8,000,000	74,192,000
FFY 2024 Federal Formula Grant		1,000,000					
FFY 2024 NOACA -STBG		9,000,000					
<b>SFY 2025 OTP2</b>		10,000,000					
<b>FY 2025 (TBD)</b>		3,692,000					
FFY 2025 Federal Formula Grant		7,500,000					
<b>SFY 2026 OTP2</b>		10,000,000					
<b>FY 2026 (TBD)</b>		2,500,000					
FFY 2026 Federal Formula Grant		10,000,000					
FFY 2027 Federal Formula Grant		12,500,000					
FFY 2028 Federal Formula Grant	5,000,000						
FFY 2028 NOACA STBG	3,000,000						
<b>2022-2026 RCRP -Rail Infrastructure Modification Upgrades</b>	P24800020	10,500,000	0	0	0	0	10,500,000
FFY 2024 Federal Formula Grant		10,500,000					
<b>Heavy Rail Platform Replacement Upgrades</b>	P24800020	3,000,000	0	0	0	0	3,000,000
FFY 2024 Federal Formula Grant		3,000,000					
Sub-Total: Rail Vehicle Fleet		41,692,000	20,500,000	13,750,000	14,250,000	9,552,867	99,744,867
TOTAL - RAIL PROJECTS		89,342,000	48,100,000	51,075,000	33,346,867	20,671,867	242,535,734
<b><u>TRANSIT CENTERS</u></b>							
<b>Enhanced ADA Access (Enhancement Item)</b>	P49800020	300,000	375,000	375,000	375,000	375,000	1,800,000
FFY 2024 Federal Formula Grant		300,000					
FFY 2025 Federal Formula Grant		375,000					
FFY 2026 Federal Formula Grant		375,000					
FFY 2027 Federal Formula Grant		375,000					
FFY 2028 Federal Formula Grant		375,000					
TOTAL - TRANSIT CENTERS		300,000	375,000	375,000	375,000	375,000	1,800,000
TOTAL RTA DEVELOPMENT FUND		177,102,767	130,983,952	116,940,343	81,253,711	71,293,710	577,574,484
TOTAL RTA CAPITAL FUND		4,638,000	4,550,500	4,500,000	4,564,150	4,280,000	22,532,650
TOTAL CAPITAL IMPROVEMENT PLAN		181,740,767	135,534,452	121,440,343	85,817,861	75,573,710	600,107,134





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