

2026 OPERATING & CAPITAL BUDGET

OUR MISSION: CONNECTING THE COMMUNITY



Greater Cleveland
Regional Transit Authority
rideRTA.com

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GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

2026 BUDGET

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GENERAL MANAGER/CEO, INDIA L. BIRDSONG TERRY



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SPENCER SMITH	BUDGET MANAGEMENT ANALYST I
LATRICE SULLIVAN	BUDGET MANAGEMENT ANALYST I
JOHNNIE L. THOMAS, III	BUDGET MANAGEMENT ANALYST I

Administration & External Affairs and Service Management - Cover Artwork

SHARON JENKINS	DIRECTOR OF MARKETING ADMINISTRATION & EXTERNAL AFFAIRS
KRISTIE COX	MANAGER OF INTERNAL COMMUNICATIONS
CHANEL STEINER	MANAGER OF DIGITAL & EXTERNAL MARKETING

Management Information Services - Website

MICHAEL J. CERMAK	SENIOR WEB DEVELOPER
RITHYA LATH	SENIOR WEB DEVELOPER





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
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**Greater Cleveland Regional Transit Authority
Ohio**

For the Fiscal Year Beginning

January 01, 2025

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United State and Canada (GFOA) presented an award of Distinguished Presentation to the Greater Cleveland Regional Transit Authority for its annual budget for the fiscal year beginning January 2025. 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.



2026 TRANSMITTAL LETTER

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

Date: November 13, 2025

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



Subject: Transmittal Letter &
FY 2026 Budget in Brief

EXECUTIVE SUMMARY

The Greater Cleveland Regional Transit Authority (GCRTA) celebrated its 50th Anniversary in 2025. From starting in 1818 with a stagecoach that ran between Cleveland and Painesville to the first rail line that ran from 1834 to 1842 from Newburgh and Cleveland and operated along Euclid Avenue from Public Square to Wade Park. In 1884, the first commercial electric railway ran in Cleveland, growing to 425 miles of streetcar lines. The Light Rail line began in 1913 when brothers O.P. and M.J. Van Sweringen developed the City of Shaker Heights and connected the suburb and their Terminal Tower project, which opened in July 1930. The Red Line started as the Cleveland Transit System in 1955 with service between Cleveland Union Terminal (now Tower City) and Windermere. In 1968 the Red Line was extended into 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 over 60 rail vehicles over 65 miles of track and approximately 300 buses to provide quality service to Cuyahoga County. Our rail vehicles are over 40 years old and were first used in 1980. Orders have been placed to purchase up to 54 new low/high floor light rail vehicles to replace the heavy rail and light rail vehicles. These new rail cars will start to arrive mid-2026. The last option to purchase up to the remaining 6 rail vehicles is currently in discussions to be exercised in 2026. The first new rail cars are expected to arrive in 2nd Quarter 2026.

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 2025 include:

Community Impact:

- Celebrated our 50th Anniversary with the CAVS in February
- Held 50th Anniversary celebration for the community at Settlers Landing Station in June
- Welcomed new Board Member Marie Gallo, Mayor of Parma Heights, in March
- Testified before the Ohio State Transportation Committee in March that transit is essential for workforce mobility, infrastructure, and economic growth
- Received the 2025 NAMC Northern Ohio Partnership Award from National Association of Minority Contractors of Northern Ohio, for companies that leave a lasting imprint on the construction industry, demonstrate exceptional leadership, and have a pioneering spirit that advances opportunities and success for minority and women contractors
- Welcomed Catherine Galla, an intern through the Cleveland Foundation’s Service Fellowship Program



- Welcomed 50 high school students and their chaperones to the Rail Complex for a Career Exploration Day through the National Urban League Conference
- Installed a bus shelter, La Distancia / The Distance curated by internationally recognized artist Edra Soto, a monument honoring Cleveland’s Puerto Rican and Latinx communities

It is with great sadness to share that we lost a valued member of our Board of Trustees, Rev. Charles Lucas (2016 – 2025). He was the immediate Past Board President (2021-2024), champion for Paratransit, and advocate for public transit. We celebrate his life as one grounded in resilience, advocacy, and faith. Rev. Lucas leaves behind a legacy as a voice for riders anchored in public transit accessibility for all. We will honor him with a dedication at Shaker Square Rapid Station as a tribute to his service to the paratransit community.



Customer Experience:

- Replaced all the seats on the Heavy Rail trains
- Developed the new Customer Experience and Performance Management Department that will focus on driving innovation and delivering impactful solutions to transform the riders’ experience
- Began construction on the East 79th Light Rail Station
- Re-opened W. 117th and Madison Heavy Rail Station in August

Employee Investment:

- Continued the Positive Impact Program, mentoring program for new Operators
- Received a Platinum Healthy Worksite Award from Healthy Business Council of Ohio
- Held the GCRTA 2025 Bus “Rodeo” and 2025 Rail Rodeo: annual events that test the skills of our Operators
- Celebrated Sherman Stewart, a Bus Operator and Acting District Business Analyst at Triskett, who was awarded two scholarships from the American Public Transportation Foundation (APTF): the India L. Birdsong Terry Ambassadorial Scholarship and the Frontline Worker Scholarship

Financial Health:

- Awarded new grants from:
 - Ohio Department of Transportation (ODOT): \$2.7 million to purchase new CNG buses
 - Northeast Ohio Areawide Coordinating Agency: \$12 million in State Transportation Improvement Program funding for the Railcar Replacement Program
- Received the Government Finance Officers’ Association (GFOA) Distinguished Budget Presentation Award, the 37th consecutive year

This year has been a time of challenge, 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.

2026 BUDGET IN BRIEF

The FY 2026 Budget supports the daily operating activities of the Authority. This has been a challenging budget process. Passenger Fares were flat in 2025, compared to 2024 levels, and are expected to remain flat in 2026. Health care and prescription costs in 2025 increased over 30%, compared to 2024 levels and are expected to increase by another 24% in 2026. A transfer of \$50.5 million from the Revenue Stabilization fund is expected in 2025. Plans will be to transfer \$44 million in 2026 and \$23.5 million in 2027. The following pages discuss the assumptions used in developing the FY 2026 Budget.

INFLATION

Inflation has steadily dropped from the peak of 9.1% in July 2022 to a low of 2.3% in April 2025 and increased slightly in September 2025 to 3.0%. The Federal Open Market Committee (FOMC) is projecting core inflation to steadily decline in 2026 to between 2.5% and 2.7%.

INTEREST RATES

The Federal Reserve has continued to monitor needed interest rate reductions. Economists are expecting this same trend to continue in 2026 with interest rates ending the year around 3.5%.

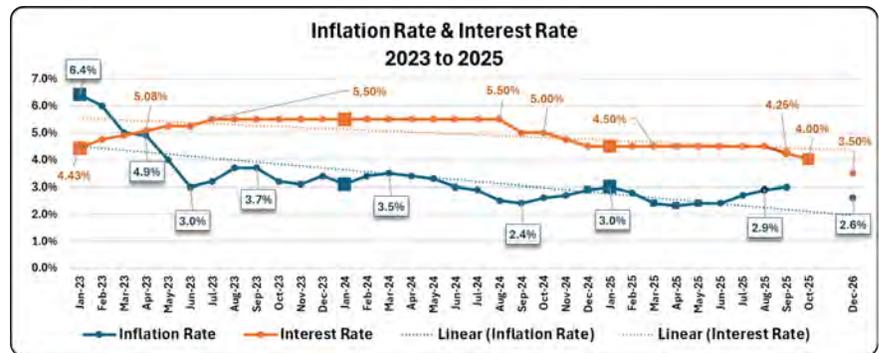
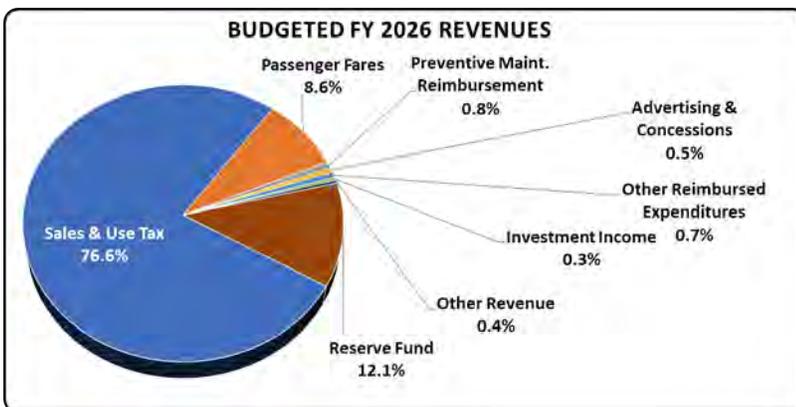


Figure 1

REVENUES



Revenue Source	Amount (\$)
Passenger Fares	31,500,000
Advertising & Concessions	1,848,585
Sales & Use Tax	278,699,400
Investment Income	1,000,000
Other Revenue	1,500,000
Preventive Maint. Reimbursement	2,837,874
Other Reimbursed Expenditures	2,462,126
Reserve Fund	44,000,000
Total	\$ 363,847,985

Figure 2

Total Revenues are budgeted at \$363.8 million. Sales Tax receipts are budgeted to increase by 2.2% in 2026, to \$278.7 million. In 2025, Passenger Fares were flat compared to 2024 levels. For 2026, Passenger Fares are budgeted at \$31.5 million. Transfers from the Reserve Fund are budgeted at \$44.0 million for revenue stabilization, to ensure the board required 1-month ending balance at year-end. The total amount of transfers needed will be determined throughout the year. Ridership through October 2025 is flat compared to ridership through October 2024. Ridership for 2026 is projected at 24.9 million riders, near 2025 levels. For 2027 and 2028, ridership is projected to increase 1% each year as we put the new rail cars into service. See figure 3.

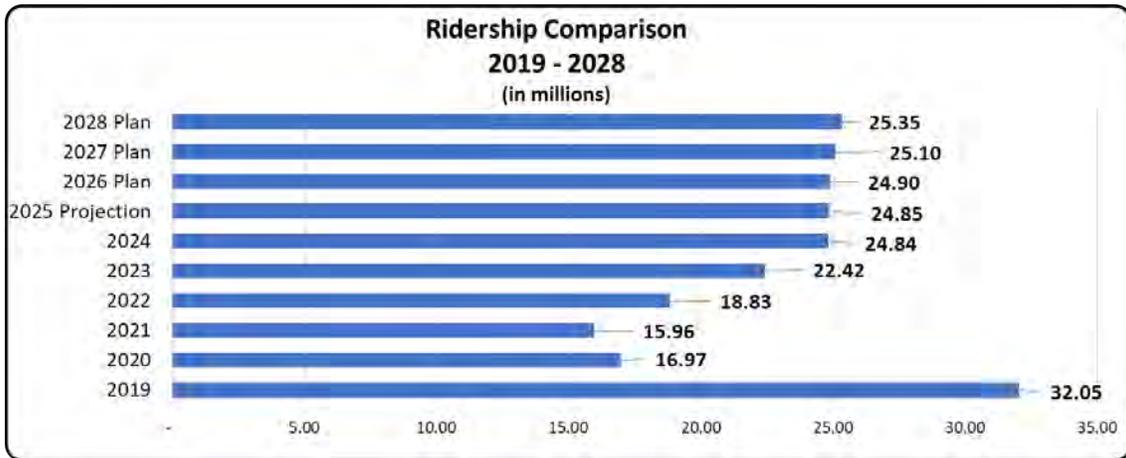


Figure 3



Figure 4

Passenger Fares are budgeted at \$31.5 million. In 2025, through October, Passenger Fares were near 2024 levels and are expected to remain consistent in 2026. For 2027 and 2028, Passenger Fares are estimated at \$31.8 million and \$32.1 million, respectively, a 1% increase each year as the new rail cars are brought into revenue service.

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 2024. Sales tax receipts in 2025 increased by 4.2%, compared to 2024 levels. Sales tax revenue is budgeted at \$278.7 million in 2026, a 2.2% increase from the 2025 estimate. For 2027 and 2028, sales tax is projected at \$284.8 million and \$289.9 million, respectively, reflecting a 2.2% and 1.8% increase, respectively. See Figure 5.



Figure 5

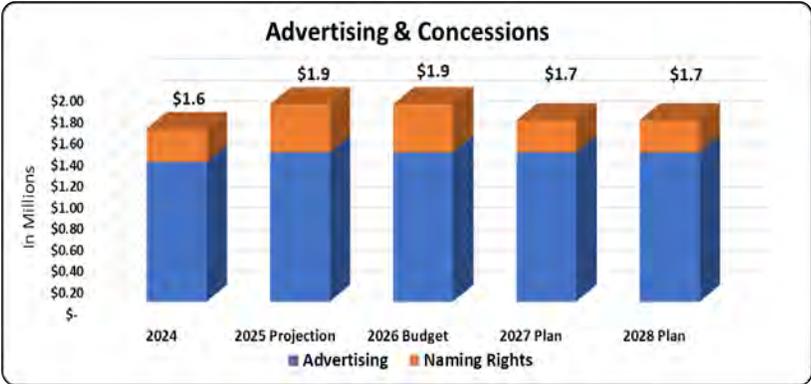


Figure 6

Advertising & Concessions is composed of two sub-categories: advertising and naming rights. GCRTA generates advertising revenue from on-board and other advertisements. The naming rights includes Cleveland Clinic Foundation and University Hospitals for the HealthLine and area shelters; Cuyahoga Community College (Tri-C) for E. 34th Rapid Transit Station; and MetroHealth Systems for the MetroHealth Line. The MetroHealth

contract is set to expire in December 2026.

Investment income is budgeted at \$1 million in 2026. In 2025, the Authority has earned an average of 4.08% on its cash and investments. Investment Income is budgeted at \$900,000 for 2027 and \$600,000 for 2028, as interest rates are expected to decline slowly.

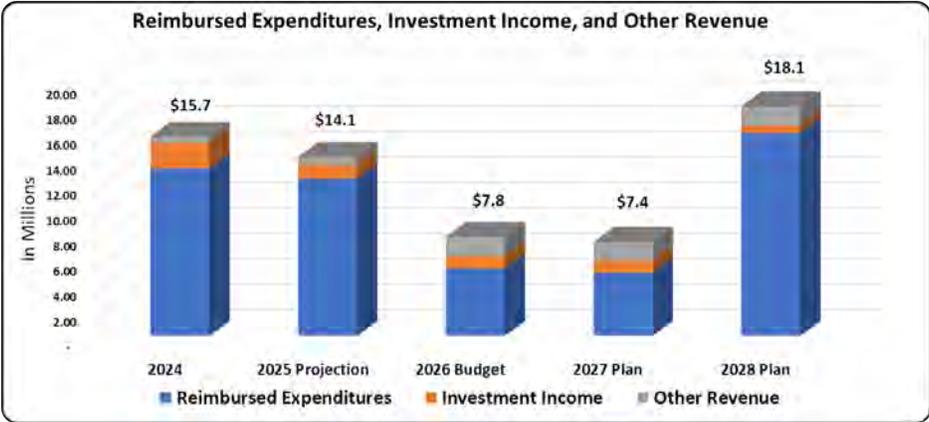


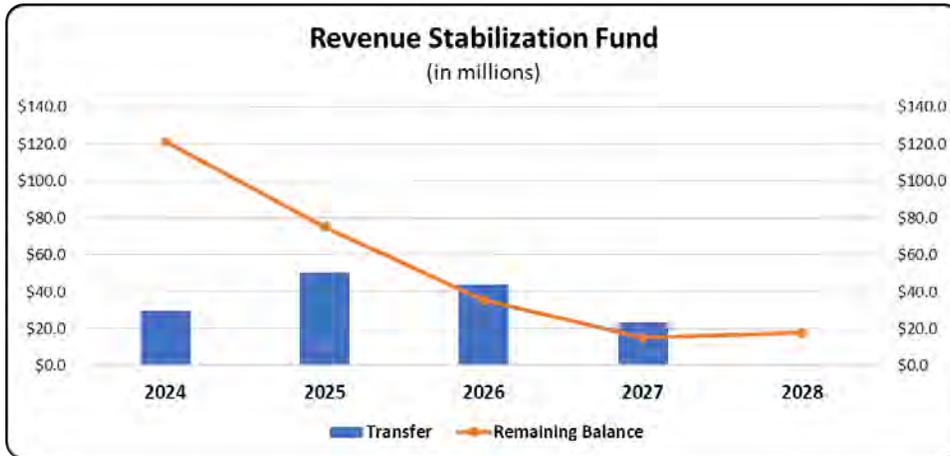
Figure 7

Preventative Maintenance (PM) reimbursements are budgeted at \$2.3 million in 2026 with other reimbursements, such as force account labor reimbursements, and other miscellaneous receipts budgeted at \$3 million. For 2027, PM reimbursement and other reimbursements are planned at \$5 million. For 2028, PM and other reimbursements are planned at \$16 million. Other Revenue is budgeted at \$1.5 million for 2026 through



2028. Other Revenue includes various miscellaneous receipts from contractors, hospitalization, claim reimbursements, rent, and any salvage sales. See Figure 7.

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

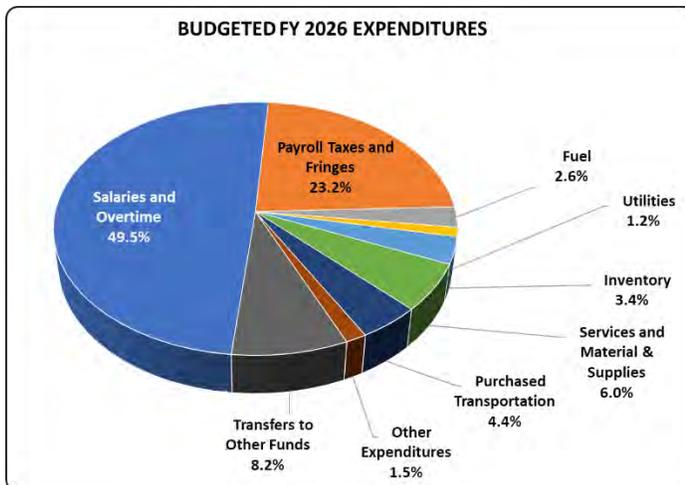


Fund for Revenue Stabilization. This fund was created to support the operations by transferring funds back to the General Fund when needed to maintain a 1-month ending balance. In 2024, a transfer to the General Fund of \$30 million was made to ensure the one-month ending balance. For FY 2025, transfer of \$50.5 million is

Figure 8

projected. A transfer of \$44.0 million is planned for 2026, leaving a balance of \$35.3 million. If Sales and Use Tax and Passenger Fare revenues are better than budgeted, the transfer to the General Fund may be reduced. For FY 2027, a transfer of \$23.5 million is planned, leaving a balance of \$15.2 million, representing a 15-day reserve.

EXPENDITURES



Budgeted FY 2026 Expenditures		
Salaries and Overtime	\$	184,596,400
Payroll Taxes and Fringes		86,609,300
Fuel (Diesel, CNG, Prop. Pwr., Gas)		9,731,100
Utilities		4,498,800
Inventory		13,000,000
Services and Material & Supplies		22,314,650
Purchased Transportation		16,300,000
Other Expenditures		5,485,600
Transfers to Other Funds		30,669,940
Total	\$	373,205,790

Figure 9



Figure 10

The total expenditures for FY 2026 are budgeted at \$373.2 million. This includes \$342.5 million for Operating expenditures and \$30.7 million for required transfers to other funds. Total expenditures for 2027 and 2028 are estimated at \$379.5 million and \$388.7 million, respectively.

Total personnel costs, which includes salaries, overtime, payroll taxes, and fringe benefits, represent 72.7% of the General Fund budget. Salaries for 2026 and 2027 include contractual wage increases for union employees.

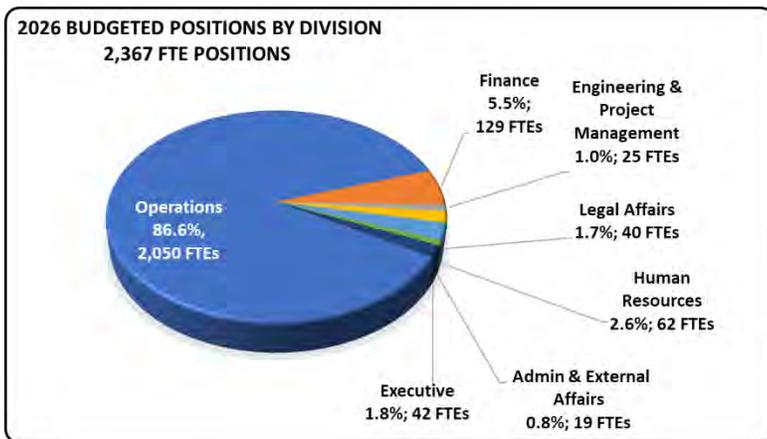


Figure 11

In 2026, there are 2,367 full-time equivalent (FTE) positions budgeted, a decrease of 56 positions from 2025. The majority of the budgeted positions are in the Operations Division (approximately 87%), which houses all of the scheduling, planning, maintenance, and operations of the bus and rail fleets, and maintenance of buildings, stations, and infrastructure. Over 92% 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 13.4% of the

Authority's positions.

Fuel and utilities total 2.6% 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 2026. Energy and fuel contracts have helped to stabilize fuel costs and will continue to help maintain expenses in 2026 and beyond.

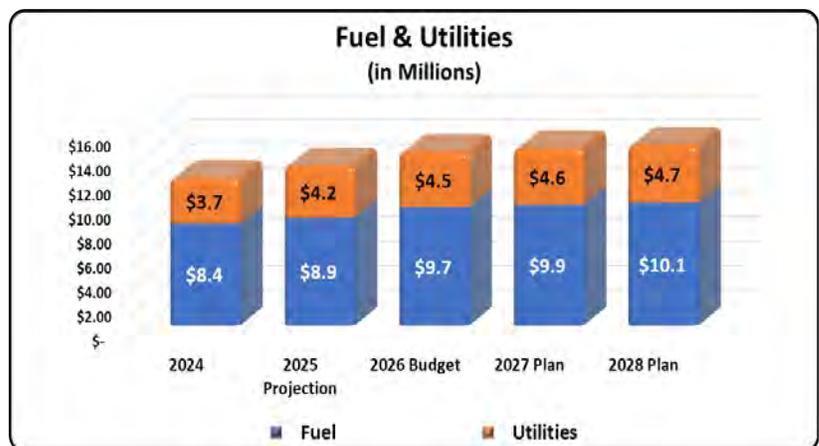


Figure 12



Figure 13

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 9.4% of the operating budget. Inventory is budgeted at \$13 million for 2026. 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 \$22.3 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. Inventory purchases are budgeted at \$13 million. For 2027 and 2028, these categories are planned at \$35.9 million and \$36.4 million, respectively.

Purchased Transportation represents expenses for the third-party contractors for ADA Paratransit services. The Authority currently has contracts 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.



Figure 14

Purchased transportation is budgeted at \$16.3 million for 2026 and the Authority will be reviewing proposals for new contracts. Through September 2025, ridership for Paratransit services increased by 9.2%, compared to 2024. Paratransit ridership is expected to increase in 2026. For 2027 and 2028, Paratransit Purchased Transportation is planned at \$17.3 million and \$17.6 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 1.5% of the total operating budget, or \$5.5 million.

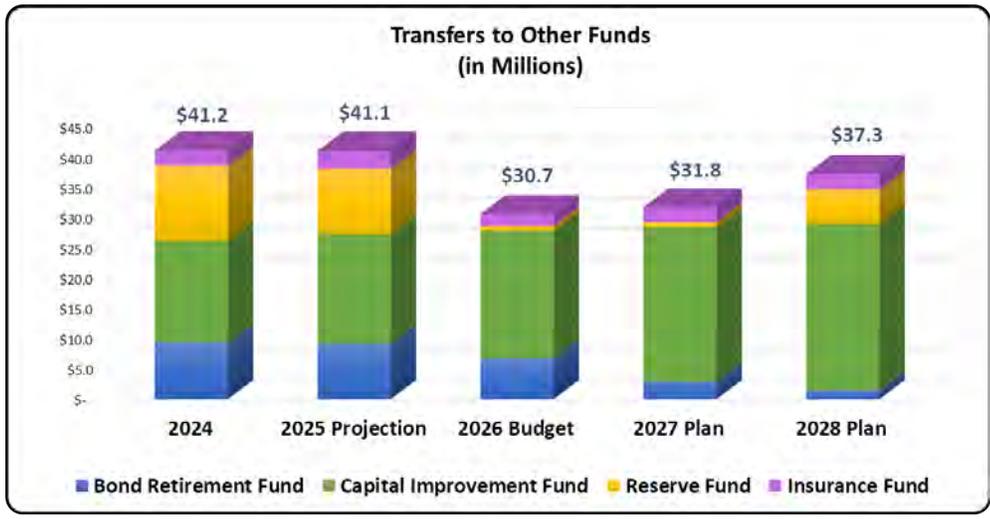


Figure 15

Transfers to Other Funds are set asides for specific needs required by various policies. Total transfers to other funds are budgeted at \$30.7 million for FY 2026.

The transfer to the Capital Improvement Fund is to cover the 100% locally funded capital projects in the RTA Capital Fund, and local matches for most grant-funded projects in

the RTA Development Fund. The total contribution to capital is budgeted at \$27.9 million in 2026 and includes the transfers to the Capital Improvement Fund and the Bond Retirement Fund. In FY 2027 and FY 2028, total contributions to capital are projected at \$28.5 million and \$29.0 million, respectively. The last bond issuance was in 2019 for \$30 million.

A \$2.0 million transfer to the Insurance Fund is budgeted for FY 2026. This transfer is to cover expected expenses and to maintain the \$5 million required balance. For 2027 and 2028, transfers of \$2.5 million are projected for each year.

A transfer of \$0.8 million is budgeted for 2026 to the Reserve Fund for 1/12th of the 27th pay for hourly and salary employees. For 2027 and 2028, \$0.8 million and \$5.8 million are planned, respectively, to be transferred to the Reserve Fund. No transfers are budgeted for the Supplemental Pension Fund since the fund is at its recommended ending balance.

SERVICE LEVELS

2026 Budgeted Service Levels By Mode Compared to 2025 Budgeted Service Levels by Mode								
Service Mode	Service Hours				Service Miles			
	2025 Budget	2026 Budget	Variance	Percent Variance	2025 Budget	2026 Budget	Variance	Percent Variance
Rail								
Heavy Rail (Red)	143,000	143,000	0	0.0%	2,600,000	2,600,000	0	0.0%
Light Rail (Blue/Green)	53,336	53,336	0	0.0%	756,852	756,852	0	0.0%
Rail Total	196,336	196,336	0	0.0%	3,356,852	3,356,852	0	0.0%
Bus								
Bus Total	1,255,020	1,255,020	0	0.0%	15,066,089	15,066,089	0	0.0%
Sub-Total Bus & Rail	1,451,357	1,451,357	0	0.0%	18,422,941	18,422,941	0	0.0%
Paratransit								
In-House	223,042	230,838	7,796	3.5%	3,066,078	3,298,982	232,904	7.6%
Contract	196,474	270,380	73,906	37.6%	3,068,173	3,786,700	718,527	23.4%
Sub-Total Paratransit	419,516	501,218	81,702	19.5%	6,134,251	7,085,682	951,431	15.5%
Total	1,870,873	1,952,575		4.4%	24,557,192	25,508,623		3.9%

Figure 16

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 were made for fixed route service in FY 2025. A service reduction may be needed in FY 2026 as the Authority continues to monitor its financial health. Paratransit adjusted and adapted to a new business process to increase the number of passengers per hour. For FY 2026, Paratransit is budgeted for a 19.5% increase in service hours and a 15.5% increase in service miles, as new contracts for the purchased transportation contracts will begin.

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 budgeted to remain at 2025 levels, the Operating Ratio is budgeted at 10.0% for FY 2026. The Authority is not likely to meet this goal.

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 2026, between 2.5% and 2.7%). This efficiency ratio shows the cost of delivering a unit of service compared to the prior year. Operating expenses are increasing for FY 2026 by 4.1% compared to FY 2025 projections. Service levels are increasing by 4.4% due to the increased need for Paratransit services.

An **Operating Reserve** of at least 1 month (30 days) is required to cover any unforeseen or extraordinary fluctuations. A 1.0-month Operating Reserve is budgeted for FY 2026. The Authority plans to continue its review for needed reductions in the operating expenses to meet the required 1.0-month Operating Reserve for 2027.



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 4.8 for FY 2026, exceeding the Board policy. In 2021, the Authority defeased about half of its outstanding debt. The current debt will be fully paid off in 2030.

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 2026, the **Sales Tax Contribution to Capital** is budgeted at 10.0%, with \$27.9 million to be transferred to the Capital Improvement Funds. This goal will be met.

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 2026 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 2026 Budget
Operating Efficiency	Operating Ratio	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	$\geq 25\%$	10.0%
	Cost per Service Hour	Measure of service efficiency. Total Operating Expenses (less force account labor) divided by Total Service Hours		188.32
	Growth per Year	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 2.5% - 2.7%	2.9%
	Operating Reserve (months)	Equal or above one month's operating expenses to cover unforeseen or extraordinary fluctuations in revenues or expenses	≥ 1 month	1.0
Capital Efficiency	Debt Service Coverage	The measure of the Authority's ability to meet annual interest and principal payments on outstanding debt.	≥ 1.5	4.8
	Sales Tax Contribution to Capital	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.	$\geq 10\%$	10.0%
	Capital Maintenance to Expansion	The capital program requires a critical balance between maintenance of existing assets and expansion efforts.	79% - 90%	100%

Figure 17

CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) for 2026-2030 was approved by the Board of Trustees on May 20, 2025. 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 lower 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 2026-2030 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.

Attachment A						
2026 - 2030 CAPITAL IMPROVEMENT PLAN						
COMBINED BUDGET						
PROJECT CATEGORY	2026	2027	2028	2029	2030	TOTAL 2026-2030
Bus Garages	\$3,465,000	\$3,950,000	\$250,000	\$2,550,000	\$2,550,000	\$12,765,000
Buses	\$29,989,502	\$24,235,016	\$23,826,750	\$23,826,750	\$23,826,750	\$125,704,768
Equipment & Vehicles	\$16,340,500	\$16,290,000	\$16,354,150	\$5,320,000	\$5,320,000	\$59,624,650
Facilities Improvements	\$36,830,000	\$12,925,000	\$7,985,000	\$19,350,000	\$9,010,000	\$86,100,000
Other Projects	\$18,800,000	\$15,691,576	\$3,191,576	\$3,191,576	\$3,191,576	\$44,066,304
Preventive Maint./Oper. Reimb.	\$2,837,874	\$4,322,249	\$7,000,000	\$7,000,000	\$16,144,000	\$37,304,123
Rail Car Program	\$41,063,781	\$29,100,000	\$30,850,000	\$22,902,867	\$6,302,867	\$130,219,515
Rail Projects	\$18,100,000	\$43,575,000	\$19,096,867	\$11,369,000	\$13,025,000	\$105,165,867
Transit Centers	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$1,875,000
TOTALS	\$167,801,657	\$150,463,841	\$108,929,343	\$95,885,193	\$79,745,193	\$602,825,227

Figure 18



General Fund Balance Analysis

	FY 2026 Budget	FY 2027 Plan	FY 2028 Plan
Revenues			
Operating Revenues			
Passenger Fares	\$ 31,500,000	\$ 31,815,000	\$ 32,133,150
Advertising & Concessions	1,400,000	1,400,000	1,400,000
Naming Rights	448,585	300,000	300,000
Investment Income	1,000,000	900,000	600,000
Total Operating Revenues	34,348,585	34,415,000	34,433,150
Non-Operating Revenues			
Sales & Use Tax	278,699,400	284,830,787	289,957,741
Reimbursed Expenditures	5,300,000	5,000,000	16,000,000
Other Non-Operating Revenue	1,500,000	1,500,000	1,500,000
Transfer from Reserve Fund - Revenue Stabilization	44,000,000	23,500,000	-
Total Non-Operating Revenues	329,499,400	314,830,787	307,457,741
Total Revenues	363,847,985	349,245,787	341,890,891
Expenditures			
Operating Expenditures			
Salaries & Overtime	184,596,400	186,659,200	187,693,600
Payroll Taxes & Fringes	86,609,300	87,817,800	89,300,000
Fuel (Diesel, CNG, Propulsion Power, Gasoline)	9,731,100	9,925,000	10,100,000
Utilities	4,498,800	4,600,000	4,700,000
Inventory	13,000,000	13,000,000	13,000,000
Services, Materials & Supplies	22,314,650	22,900,000	23,400,000
Purchased Transportation	16,300,000	17,300,000	17,600,000
Other Expenditures	5,485,600	5,500,000	5,600,000
Total Operating Expenditures	342,535,850	347,702,000	351,393,600
Revenues less Operating Expenses	21,312,135	1,543,787	(9,502,709)
Transfers to Other Funds			
Transfers to/from Insurance Fund	2,000,000	2,500,000	2,500,000
Transfers to/from Reserve Fund	800,000	800,000	5,800,000
Transfers to/from Capital			
Transfers to/from Bond Retirement Fund	6,804,800	2,902,958	1,447,000
Transfers to/from Capital Improvement Fund	21,065,140	25,580,121	27,548,774
Total Transfers to/from Capital	27,869,940	28,483,079	28,995,774
Total Transfers to/from Other Funds	30,669,940	31,783,079	37,295,774
Total Expenditures	373,205,790	379,485,079	388,689,374
Excess/(Deficiency) of Total Revenues over Total Expenditures	(9,357,805)	(30,239,292)	(46,798,483)
Beginning Balance	38,141,268	28,783,463	(1,455,829)
Projected Ending Balance	\$ 28,783,463	\$ (1,455,829)	\$ (48,254,313)
# Months Reserves - Estimated	1.0	(0.1)	(1.6)



Capital Improvement Fund Balance Analysis

	FY 2026 Budget	FY 2027 Plan	FY 2028 Plan
Revenues			
Federal / State Revenues			
Federal Capital Grants	\$ 110,600,926	\$ 106,771,073	\$ 73,492,154
State Capital Grants	20,000,000	15,000,000	15,000,000
Total Federal / State Revenues	130,600,926	121,771,073	88,492,154
Other Revenue			
Investment Income	5,500,000	1,100,000	1,100,000
Other Revenue	25,000,000	-	-
Total Other Revenue	30,500,000	1,100,000	1,100,000
Transfers			
Transfer from General Fund	21,065,140	25,580,121	27,548,774
Transfer from Reserve Fund	-	-	5,000,000
Total Transfers	21,065,140	25,580,121	32,548,774
Total Revenue	182,166,066	148,451,193	122,140,928
Expenditures			
Capital Outlay			
Capital Outlay - Development Fund	163,251,157	145,963,841	104,365,193
Asset Maintenance	2,560,000	2,560,000	2,560,000
Routine Capital	1,990,500	1,940,000	2,004,150
Total Expenditures	167,801,657	150,463,841	108,929,343
Excess/(Deficiency) of Total Revenues over Total Expenditures	14,364,409	(2,012,648)	13,211,585
Beginning Balance	318,370,799	332,735,207	330,722,560
Projected Ending Balance	\$ 332,735,207	\$ 330,722,560	\$ 343,934,145

Bond Retirement Fund Balance Analysis

	FY 2026 Budget	FY 2027 Plan	FY 2028 Plan
Revenues			
Transfers			
Transfer from the General Fund	\$ 6,804,800	\$ 2,902,958	\$ 1,447,000
Total Transfers	6,804,800	2,902,958	1,447,000
Other Revenues			
Investment Income	120,000	100,000	100,000
Total Other Revenues	120,000	100,000	100,000
Total Revenues	6,924,800	3,002,958	1,547,000
Expenditures			
Debt Service			
Principal	6,935,000	2,795,000	1,340,000
Interest	697,750	351,000	211,250
Total Debt Service	7,632,750	3,146,000	1,551,250
Other Expenditures			
Other Expenditures	1,500	1,500	1,500
Total Other Expenditures	1,500	1,500	1,500
Total Expenditures	7,634,250	3,147,500	1,552,750
Excess/(Deficiency) of Total Revenues over Total Expenditures	(709,450)	(144,542)	(5,750)
Beginning Balance	1,180,817	471,367	326,825
Projected Ending Balance	\$ 471,367	\$ 326,825	\$ 321,075

Insurance Fund Balance Analysis

	FY 2026 Budget	FY 2027 Plan	FY 2028 Plan
Revenues			
Transfer from General Fund	\$ 2,000,000	\$ 2,500,000	\$ 2,500,000
Investment Income	250,000	100,000	100,000
Total Revenues	2,250,000	2,600,000	2,600,000
Expenditures			
Claims and Premium Outlay	3,250,000	3,300,000	3,350,000
Total Expenditures	3,250,000	3,300,000	3,350,000
Excess/(Deficiency) of Total Revenues over Total Expenditures	(1,000,000)	(700,000)	(750,000)
Beginning Balance	7,723,173	6,723,173	6,023,173
Projected Ending Balance	\$ 6,723,173	\$ 6,023,173	\$ 5,273,173



Law Enforcement Trust Fund Balance Analysis

	FY 2026 Budget	FY 2027 Plan	FY 2028 Plan
Revenues			
Law Enforcement Revenue	\$ 15,000	\$ 10,000	\$ 10,000
Investment Income	5,000	5,000	
Total Revenues	20,000	15,000	10,000
Expenditures			
Capital & Related Expenditures	25,000	25,000	25,000
Total Expenditures	25,000	25,000	25,000
Excess/(Deficiency) of Total Revenues over Total Expenditures	(5,000)	(10,000)	(15,000)
Beginning Balance	285,011	280,011	270,011
Projected Ending Balance	\$ 280,011	\$ 270,011	\$ 255,011

Supplemental Pension Fund Balance Analysis

	FY 2026 Budget	FY 2027 Plan	FY 2028 Plan
Revenues			
Investment Income	\$ 50,000	\$ 25,000	\$ 23,000
Total Revenues	50,000	25,000	23,000
Expenditures			
Benefit Payments	9,000	9,000	9,000
Total Expenditures	9,000	9,000	9,000
Excess/(Deficiency) of Total Revenues over Total Expenditures	41,000	16,000	14,000
Beginning Balance	1,529,080	1,570,080	1,586,080
Projected Ending Balance	\$ 1,570,080	\$ 1,586,080	\$ 1,600,080



Reserve Fund Balance Analysis

	FY 2026 Budget	FY 2027 Plan	FY 2028 Plan
Revenues			
Transfers			
Transfer from GF for Rolling Stock Reserve	\$ -	\$ -	\$ 5,000,000
Transfer from GF for 27th Pay	800,000	800,000	800,000
Total Transfers	800,000	800,000	5,800,000
Other Revenue			
Investment Income	4,500,000	4,000,000	3,500,000
Total Other Revenue	4,500,000	4,000,000	3,500,000
Total Revenues	5,300,000	4,800,000	9,300,000
Expenditures			
Transfers			
Transfer to RTA Development Fund for Rolling Stock Reserve	-	-	5,000,000
Transfer to GF for Revenue Stabilization	44,000,000	23,500,000	-
Total Transfers	44,000,000	23,500,000	5,000,000
Total Expenditures	44,000,000	23,500,000	5,000,000
Excess/(Deficiency) of Total Revenues over Total Expenditures	(38,700,000)	(18,700,000)	4,300,000
Beginning Balance	87,862,547	\$ 49,162,547	\$ 30,462,547
Projected Ending Balance	\$ 49,162,547	\$ 30,462,547	\$ 34,762,547

	FY 2026 Budget	FY 2027 Plan	FY 2028 Plan
Rolling Balances			
Compensated Absences	\$ 3,340,726	\$ 3,488,143	\$ 3,725,977
Fuel	3,169,818	3,309,693	3,535,360
Hospitalization	2,636,884	2,753,242	2,940,968
Rolling Stock Reserve	36,313	37,915	40,501
27th Pay	4,720,644	5,688,586	6,824,660
Revenue Stabilization	35,258,161	15,184,967	17,695,080
Total	\$ 49,162,547	\$ 30,462,547	\$ 34,762,547



All Funds Balance Analysis

	FY 2026 Budget	FY 2027 Plan	FY 2028 Plan
Revenues			
Operating Revenues			
Passenger Fares	\$ 31,500,000	\$ 31,815,000	\$ 32,133,150
Advertising & Concessions	1,400,000	1,400,000	1,400,000
Naming Rights	448,585	300,000	300,000
Investment Income	11,425,000	6,230,000	5,423,000
Total Operating Revenues	44,773,585	39,745,000	39,256,150
Non-Operating Revenues			
Sales & Use Tax	278,699,400	284,830,787	289,957,741
Reimbursed Expenditures	5,300,000	5,000,000	16,000,000
Federal Revenue	110,600,926	106,771,073	73,492,154
State Revenue	20,000,000	15,000,000	15,000,000
Other Non-Operating Revenue	26,515,000	1,510,000	1,510,000
Total Non-Operating Revenues	441,115,326	413,111,860	395,959,895
Total Revenues	485,888,911	452,856,860	435,216,045
Expenditures			
Operating Expenditures			
Salaries & Overtime	184,596,400	186,659,200	187,693,600
Payroll Taxes & Fringes	86,609,300	87,817,800	89,300,000
Fuel (Diesel, CNG, Propulsion Power, Gasoline)	9,731,100	9,925,000	10,100,000
Utilities	4,498,800	4,600,000	4,700,000
Inventory	13,000,000	13,000,000	13,000,000
Services, Materials & Supplies	22,314,650	22,900,000	23,400,000
Purchased Transportation	16,300,000	17,300,000	17,600,000
Other Expenditures	5,485,600	5,500,000	5,600,000
Total Operating Expenditures	342,535,850	347,702,000	351,393,600
Non-Operating Expenditures			
Capital Outlay	167,801,657	150,463,841	108,929,343
Debt Service	7,632,750	3,146,000	1,551,250
Other Expenditures	3,285,500	3,335,500	3,385,500
Total Non-Operating Expenditures	178,719,907	156,945,341	113,866,093
Total Expenditures	521,255,757	504,647,341	465,259,693
Excess/(Deficiency) of Total Revenues over Total Expenditures	(35,366,846)	(51,790,481)	(30,043,648)
Beginning Balance	455,092,694	419,725,848	367,935,366
Estimated Available Ending Balance	\$ 419,725,848	\$ 367,935,366	\$ 337,891,719



2026 Budget Funds 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 Trust Fund	Reserve Fund	
		CAPITAL FUNDS							
Revenues									
Operating Revenues									
Passenger Fares	\$ 31,500,000								\$ 31,500,000
Advertising & Concessions	1,400,000								1,400,000
Naming Rights	448,585								448,585
Investment Income	1,000,000	\$ 5,000,000	\$ 500,000	\$ 120,000	\$ 250,000	\$ 50,000	\$ 5,000	\$ 4,500,000	11,425,000
Total Operating Revenues	34,348,585	5,000,000	500,000	120,000	250,000	50,000	5,000	4,500,000	44,773,585
Non-Operating Revenues									
Sales & Use Tax	278,699,400								278,699,400
Reimbursed Expenditures	5,300,000								5,300,000
Federal		110,600,926							110,600,926
State		20,000,000							20,000,000
Bond Proceeds									
Other Non-Operating Revenue	1,500,000	25,000,000					15,000		26,515,000
Total Non-Operating Revenues	285,499,400	155,600,926					15,000		441,115,326
Transfers									
Transfer from General Fund			21,065,140	6,804,800	2,000,000			800,000	
Transfer from RTA Capital Fund		16,000,000							
Transfer from Reserve Fund									
For Compensated Absences	-								
For Fuel	-								
For Hospitalization	-								
For Rolling Stock Reserve	-								
For 27th Pay	-								
For Revenue Stabilization	44,000,000								
Total Transfers	44,000,000	16,000,000	21,065,140	6,804,800	2,000,000	-	-	800,000	
Total Revenues	363,847,985	176,600,926	21,565,140	6,924,800	2,250,000	50,000	20,000	5,300,000	485,888,911
Expenditures									
Operating Expenditures									
Salaries & Overtime	184,596,400								184,596,400
Payroll Taxes & Fringes	86,609,300								86,609,300
Fuel (Diesel, CNG, Propulsion Power, Gasoline)	9,731,100								9,731,100
Utilities	4,498,800								4,498,800
Inventory	13,000,000								13,000,000
Services, Materials & Supplies	22,314,650								22,314,650
Purchased Transportation	16,300,000								16,300,000
Other Expenditures	5,485,600								5,485,600
Total Operating Expenditures	342,535,850								342,535,850
Non-Operating Expenditures									
Capital Outlay		163,251,157	4,550,500						167,801,657
Debt Service (Principal & Interest)				7,632,750					7,632,750
Other Expenditures				1,500	3,250,000	9,000	25,000		3,285,500
Total Non-Operating Expenditures	-	163,251,157	4,550,500	7,634,250	3,250,000	9,000	25,000	-	178,719,907
Sub-Total Expenditures	342,535,850	163,251,157	4,550,500	7,634,250	3,250,000	9,000	25,000	-	521,255,757
Revenues less Expenditures	21,312,135	13,349,769	17,014,640	(709,450)	(1,000,000)	41,000	(5,000)	5,300,000	(35,366,846)
Transfers to Other Funds									
Transfer to General Fund									
Transfer to Insurance Fund	2,000,000								
Transfer to Supplemental Pension Fund	-								
Transfer to Bond Retirement Fund	6,804,800								
Transfer to RTA Capital Fund	21,065,140								
Transfer to RTA Development Fund			16,000,000						
Transfer to Reserve Fund									
For Rolling Stock Reserve	(78,615)								
For 27th Pay	878,615								
For Revenue Stabilization								44,000,000	
Total Transfers to Other Funds	30,669,940		16,000,000					44,000,000	
Total Expenditures	373,205,790	163,251,157	20,550,500	7,634,250	3,250,000	9,000	25,000	44,000,000	521,255,757
Excess/(Deficiency) of Total Revenues over Total Expenditures	(9,357,805)	13,349,769	1,014,640	(709,450)	(1,000,000)	41,000	(5,000)	(38,700,000)	(35,366,846)
Beginning Balance	38,141,268	314,372,592	3,998,206	1,180,817	7,723,173	1,529,080	285,011	87,862,547	455,092,694
Available Ending Balance	\$ 28,783,463	\$ 327,722,361	\$ 5,012,846	\$ 471,367	\$ 6,723,173	\$ 1,570,080	\$ 280,011	\$ 49,162,547	\$ 419,725,848



PLANNING PROCESS AND PROFILE

TRANSIT SERVICE PROFILE

GCRTA HIGHLIGHTS

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:



Figure 1 – Social Media

Since 2018, the Authority has:

2018

- [GCRTA 2018 Annual Report](#)
- 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

2019

- [GCRTA 2019 Annual Report](#)
- India L. Birdsong Terry hired as CEO/General Manager
- Received APTA Gold Award for Bus Safety
- Completed upgrades to East 105-Quincy 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
- 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

2020

- [GCRTA 2020 Annual Report](#)
- 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

2021

- [GCRTA 2021 Annual Report](#)
- Implemented 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
- 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

2022

- [GCRTA 2022 Annual Report](#)
- Introduced a new HealthLine fleet
- Signed the Hispanic Promise
- 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

2023

- [GCRTA 2023 Annual Report](#)
- Launched Microtransit workforce connector programs in Solon, Ohio and the Aerozone Region
- Approved the selection of Siemens Mobility Inc. and initiated the process to purchase 24 Siemens Model S200 rail cars.
- 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)
- 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](#)
- 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

2024

- [GCRTA 2024 Annual Report](#)
- 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
- Completed the preliminary design review for the new vehicles
- Opened the Transit Ambassador Office at the Louis Stokes/Windemere Rapid Station
- 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
- Launched the Ride Free Day on Election Day, Roll to the Polls
- Hired our first, Senior Director of Customer Experience & Performance Management
- Celebrated 50 years of serving Cuyahoga County on December 30, 2024

2025

- [GCRTA 2025 Annual Report¹](#)
- Received the Healthy Business Council of Ohio Platinum Level Award for healthy Worksite Practices
- Celebrated the eighth annual Ohio Loves Transit Week, highlighted by Ohio Loves Transit Day
- Celebrated the 50th Anniversary of GCRTA during the year.
- Commemorated Transit Equity Day, a national day of action held on Rosa Parks’ Birthday each year to elevate the message that public transit should be safe, sustainable, and equitable for all people and all communities
- New Board Member Mayor Marie Gallo joined GCRTA Board of Trustees
- Welcomed 14 New Transit Police Officers at swearing-in ceremony
- Hosted a Career Fair for Bus Operators
- Recognized and honored GCRTA’s workforce on Transit Employee Appreciation Day
- Thanked Ohio Governor Mike DeWine and the Ohio General Assembly for their continued support of public transit in the approved state transportation budget
- Honored Asian American and Pacific Islander (AAPI) Heritage month with special bus stop signs on the #9 – Mayfield-Hough bus route
- The Government Finance Officers Association (GFOA) awarded their Distinguished Budget Presentation Award to GCRTA
- Hosted a special 50th Anniversary “Ride Through Time” event at their Waterfront Line Settlers Landing station
- Board of Trustees voted unanimously for the reappointment of three members to the GCRTA Community Advisory Committee (CAC)

¹ Not yet available as of publication

- Held a ceremony to commemorate the groundbreaking of the East 79th Blue and Green Line Station reconstruction project
- Reopened the Red Line W.117-Madison Station for service upon completion of rehabilitation project
- The Sculpture Center, in partnership with the GCRTA and The MetroHealth System, unveiled a new permanent public sculpture by internationally acclaimed artist Edra Soto, titled La Distancia / The Distance; the sculpture functions as a GCRTA bus shelter in Cleveland’s Clark-Fulton neighborhood
- Approved the [Rail Car Replacement](#) Team’s request to exercise a negotiated competitive contract option for the purchase and delivery of up to 6 new rail cars from Siemens Mobility Incorporated
- Celebrated Customer Experience Day by honoring our riders and the people behind better transit connections
- Honored Paratransit Operator James “Jimmy” E. Smith for achieving 45 years of safe driving
- Joined the American Public Transportation Association (APTA) and transit agencies across the country in celebrating National Transit Career Day
- Welcomed new Board Member Shanelle Smith Whigham joined GCRTA Board of Trustees
- Reappointed two members to the GCRTA Civilian Oversight Committee (COC)
- Returned #55 Bus Line to GCRTA branding
- Reappointed Mayor David E. Weiss to the GCRTA Board of Trustees
- Reappointed eight Community Advisory Committee members
- Received Grant Awards:
 - The Ohio Department of Transportation (ODOT) and Ohio Environmental Protection Agency (OEPA) awarded \$2.7 million in grant funds from the Diesel Emission Reduction Grant (DERG) program to GCRTA for the purchase of new environmentally friendly compressed natural gas (CNG) buses
 - NOACA awarded GCRTA funding to purchase new vehicles through funds provided from NOACA’s Enhanced Mobility of Seniors and Individuals with Disabilities Program.



Figure 2 – Railcar in Production

COUNTY PROFILE

Cuyahoga County Profile (2024) ²			
		Number	Change from prior year
Population	2024 Population	1,240,594	7,506
	% Change from last Decennial (2020)		-1.3%
	Census 2030 Population estimate (change from 2020)	1,154,210	-8.7%
	Land Area (sq. miles)	457.2	0
	% Female	52.0 %	-0.1 %
	Persons per Sq. Mile	2,697	
Race & Ethnicity	% White	63.5 %	
	% Black	31.9 %	
	% Hispanic/Latino	7.5 %	
	% Asian/Pacific Islander	4.6 %	
	% American Indian/Alaskan Native	1.6 %	
	% Other	6.8 %	
Housing	Avg. persons per Household	2.21	
	# Housing Units	615,292	
	Occupied Housing Units	555,988	
	% Resident Home Ownership	59.4 %	
	Housing Median Value (owner-occupied)	\$195,400	
Income	Median Household Income	\$65,974	
	% Population under Federal poverty line	15.7 %	
Largest Cities (population)	Cleveland City (county seat)	365,391	2,721
	Parma City	79,365	413
	Lakewood City	49,517	-712
	Euclid City	48,421	-570
	Strongsville City	45,768	-254
	Cleveland Heights City	44,064	-630
	Westlake City	34,232	4
	North Olmsted City	31,690	-341
	North Royalton City	30,894	-119
	Garfield Heights City	29,014	-355
Land Usage³	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 3 - County Profile

² American Community Survey 1 year estimate

³ Last updated 2021



County Profile		
		Number
Education Resources⁴	School Districts	31
	Public Schools	281
	Non-Public Schools	152
	4-Year Public Universities	1
	2-Year Public Colleges	3
	Private Universities & Colleges ⁵	4
	Public Libraries	9
	Branch Libraries	67
Means of Transportation to Work	Drive Alone	68.5 %
	Carpool	9.1 %
	Public Transportation	3.0 %
	Walk	2.7 %
	Other	2.8 %
	Work from Home	13.9 %
Travel Time to Work	Less than 15 minutes	25.6 %
	15 to 29 minutes	44.7%
	30 to 44 minutes	22.5 %
	45 to 59 minutes	4.1 %
	60 minutes or more	3.2 %
Major Employers⁶	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 4 – Economic Profile

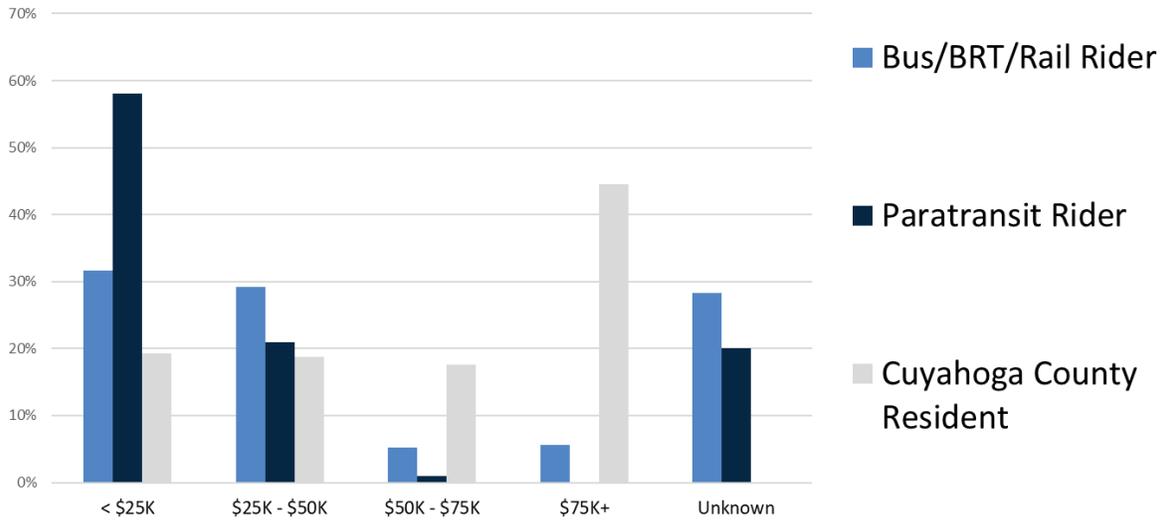
⁴ data <https://oeds.ode.state.oh.us/DataExtract> downloaded 1/9/2026

⁵ Excludes Notre Dame College which closed in 2024

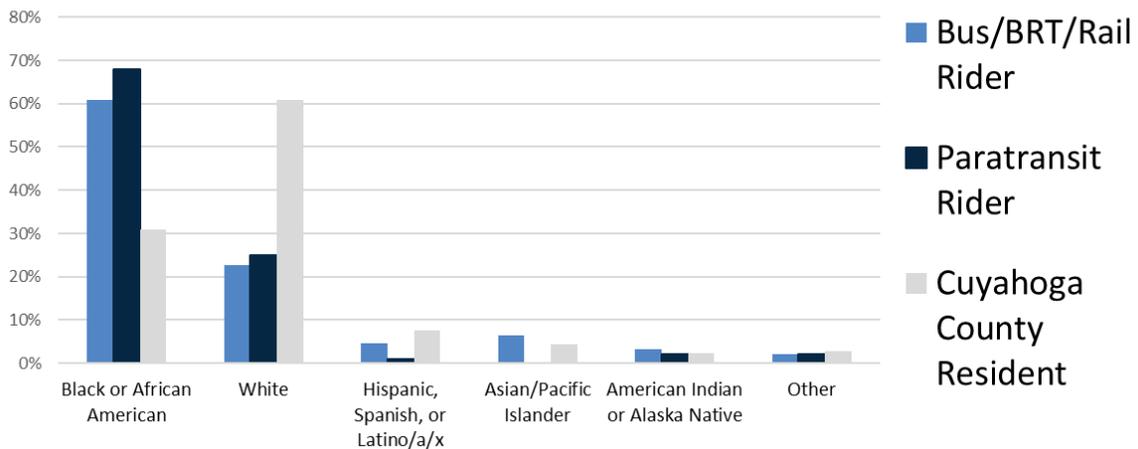
⁶ Cuyahoga County 2022 Annual Information Statement – major employers in northeast Ohio with operations in Cuyahoga County



Household Annual Income



Race/Ethnicity



⁷ Cuyahoga County and U.S. General Population data from American Community Survey 2024 – 1-year estimate; Rider data from RTA 2025 Customer Experience Survey Wave 2; excludes riders under age 15



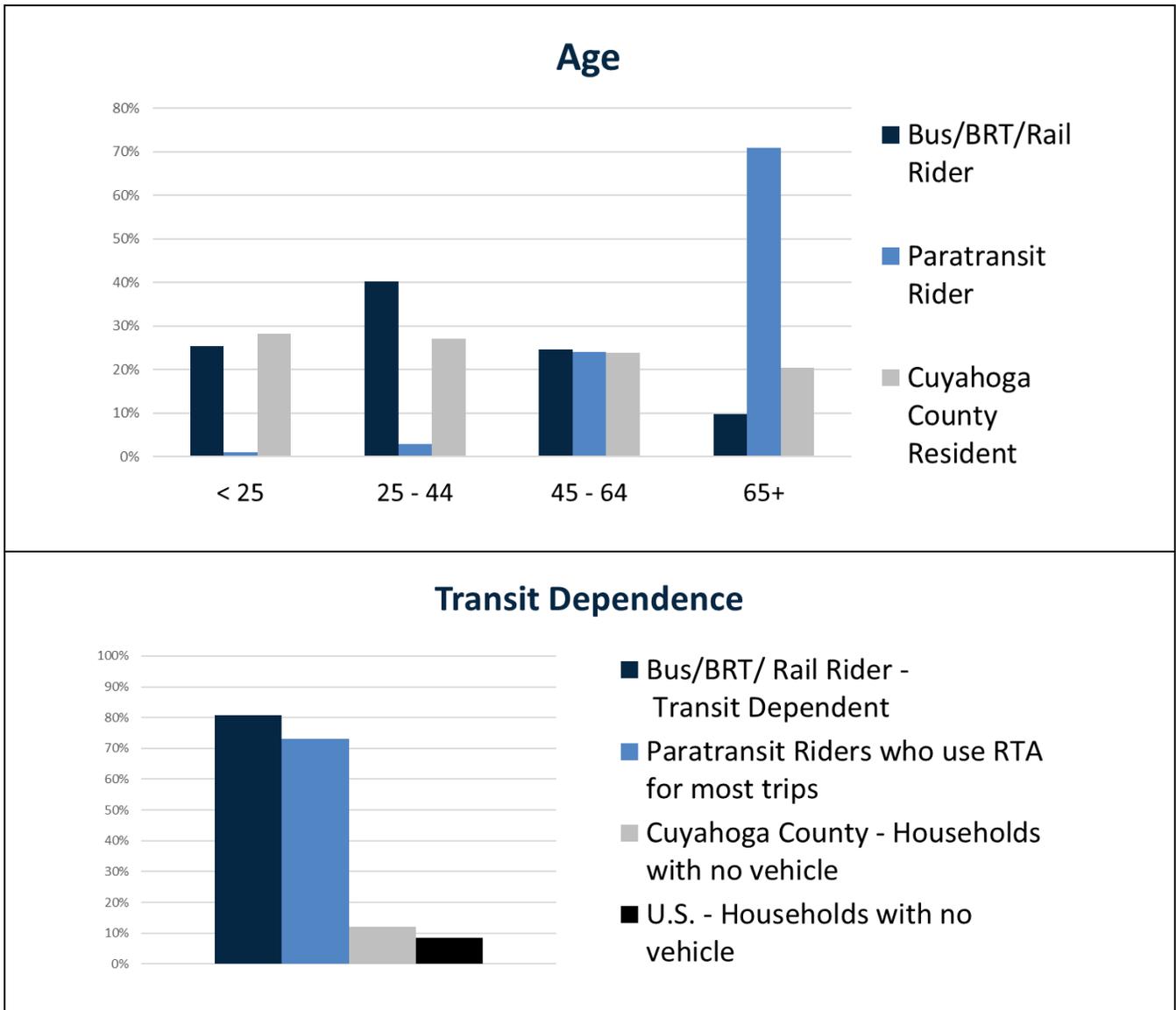


Figure 5 – County/Rider Demographics

TRENDS OF NORTHEAST OHIO COMPARED TO THE STATE AND NATIONAL AVERAGES

Cleveland's population has experienced fluctuations in recent years. As of 2023, the city's population was estimated at 362,670. In 2024, estimates indicated a slight increase to 365,391 residents ranking it 53rd among the largest U.S. cities. Notably, 2024 marked the first year in a while that the city's population increased like other older American cities.

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 ⁸						
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
2024 ACS est.	365,391	189,664	314,915	933,263	136,346	265,638

Figure 6 – Population – Ohio Urban Centers

County Population Changes ⁹				
County	2024	2010	Diff.	%
Ashtabula	96,906	101,490	-4,584	-4.5%
Cuyahoga	1,240,594	1,280,115	-39,521	-3.1%
Geauga	95,362	93,409	1,953	2.1%
Lake	232,360	230,050	2,310	1.0%
Lorain	322,030	301,371	20,659	6.9%
Medina	184,625	172,333	12,292	7.1%
Portage	163,839	161,425	2,414	1.5%
	538,370		-3,408	-0.6%
Summit		541,778		

Figure 7 – Northeast Ohio County Populations

⁸ Source: US Census Bureau and American Community Survey 2024 1-year estimates

⁹ Source: US Census Bureau and American Community Survey 2024 1-year estimates



Unemployment Rates - History ¹⁰			
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

Figure 8 – Unemployment Rates

TRANSIT TRENDS

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.

¹⁰ Source – National & State – Bureau of Labor Statistics; County – Federal Reserve Economic Data

Cost of providing each Unlinked Passenger Trip Nationally (by mode):¹¹

	Bus	BRT*	Heavy Rail	Light Rail
2016	\$4.34	\$2.91	\$2.46	\$4.06
2017	\$4.67	\$2.96	\$2.28	\$4.30
2018	\$4.87	\$3.43	\$2.44	\$4.78
2019	\$5.22	\$3.25	\$2.46	\$5.14
2020	\$7.38	\$4.89	\$5.12	\$7.44
2021	\$10.30	\$7.18	\$5.83	\$13.46
2022	\$8.87	\$6.20	\$4.29	\$9.85
2023	\$8.35	\$4.80	\$4.26	\$9.34
2024	\$8.13	\$4.83	\$4.35	\$9.88

Figure 9 – Cost per Trip

Total Unlinked Passenger Trips Nationally (in millions):¹²

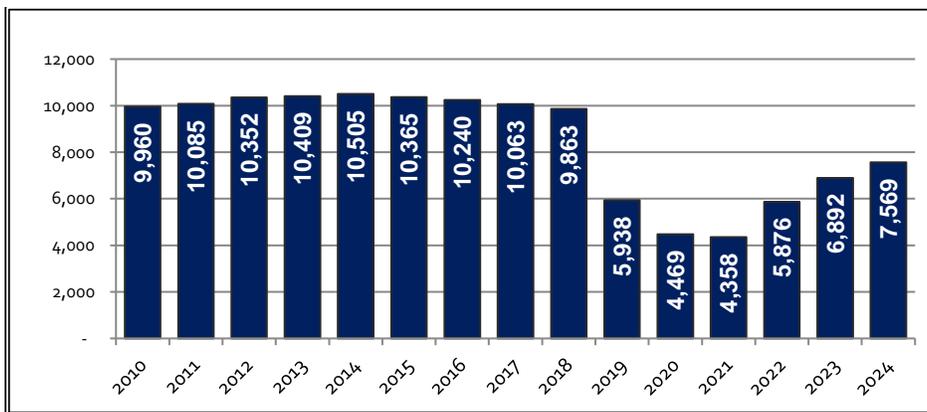


Figure 10 - Passenger Trips

¹¹ National Transit Database

¹² Source: National Transit Summaries and Trends 2023



OHIO & GREATER CLEVELAND TRANSIT TRENDS

The 9 Largest Agencies in Ohio as of 2024 – NTD data listed below:

Agency	Service Area Sq. Mi	Pop	Mode	Unlinked Passenger Trips	Annual Passenger Miles	Vehicle Revenue Miles	Vehicles in Max Service	Vehicles Available for Max Service	Spare Ratio (%)
Akron (Metro)	420	541,879	DR & DR/PT	201,110	1,175,848	1,630,401	84	115	36.9
			Bus	5,140,524	21,591,028	4,265,81	104	135	29.8
Canton (SARTA)	1,131	490,723	DR	133,790	1,100,480	1,301,237	38	43	13.2
			Bus	1,326,60	9,677,069	2,424,515	26	38	5.6
Cincinnati (SORTA)	289	744,901	DR	263,088	2,248,812	1,640,327	60	70	16.7
			Bus	13,315,628	69,637,848	11,452,953	253	306	20.9
Cleveland (GCRTA)	458	1,264,817	DR & DR/PT	661,142	5,798,343	4,914,942	143	171	19.6
			HR	3,151,597	22,627,104	2,333,320	16	39	143.8
			LR	808,055	4,665,719	531,294	7	22	214.3
			Bus	18,187,960	73,259,024	13,363,630	224	295	31.7
			RB	2,080,030	5,375,398	418,772	7	16	128.6
Columbus (COTA)	336	1,413,698	DR & DR/PT	496,458	3,506,040	4,074,677	91	133	46.2
			Bus	11,853,423	54,542,416	11,089,087	198	285	43.9
Dayton (GDRTA)	274	559,062	DR	229,545	1,971,492	1,909,294	75	58	29.3
			Bus	4,297,559	29,099,332	4,790,610	139	64	117.2
			TB	1,713,249	7,840,249	584,446	45	16	181.3
Lake County (Laketran)	627	326,867	CB	65,931	1,429,384	364,883	13	20	53.8
			DR	275,895	2,517,654	2,480,558	84	138	64.3
			Bus	359,943	3,621,026	1,172,354	19	28	47.4
Toledo (TARTA)	238	429,500	DR & DR/TX	248,672	1,631,315	1,777,647	76	79	3.9
			Bus	2,006,430	12,584,700	2,409,418	44	58	31.8
Youngstown (WRTA)	331	430,591	DR	46,099	289,053	378,675	17	25	52.9
			Bus	1,953,402	6,543,897	1,636,850	40	51	40.0

Bus - Fixed Route Bus
 DR - Demand Response
 DR/PT - Demand Response - Purchased Transportation
 TB - Trolley Bus
 LR - Light Rail
 HR - Heavy Rail
 RB - Rapid Transit Bus
 DR/TX - Demand Response - Taxi
 VP - Vanpool

Figure 11 – Largest Ohio transit agencies

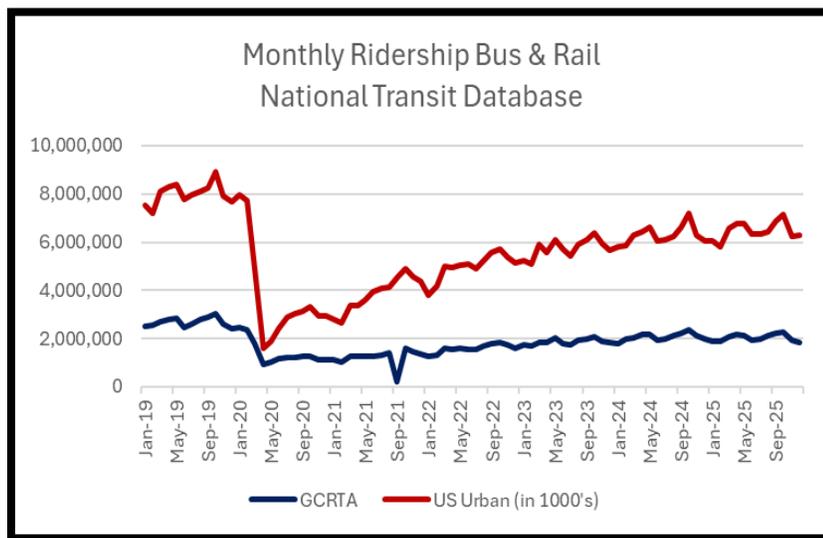


Figure 12 – Ridership since 2019

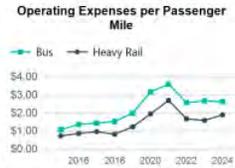
NATIONAL TRANSIT DATABASE: GREATER CLEVELAND REGIONAL TRANSIT PROFILE

2024 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)	111,725,584				
Square Miles	714	Annual Unlinked Trips (UPT)	24,888,785				
Population	1,712,178	Average Weekday UPT	78,387				
Other Areas Served:		Average Saturday UPT	49,405				
	Ohio Non-UZA	Average Sunday UPT	38,907				
Service Area Population	1,264,817						
Service Area Sq. Miles	458						
Assets		Service Supplied					
Revenue Vehicles	537	Annual Vehicle/Passenger Car Revenue Miles (VRM)	2,864,614				
Service Vehicles	246	Annual Vehicle/Passenger Car Revenue Hours (VRH)	161,535				
Facilities	145	Vehicles Operated in Maximum Service (VOMS)	397				
Lane Miles	19.2	Vehicles Available for Maximum Service (VAMS)	543				
Track Miles	87.59						
Modal Characteristics							
Mode	Directly Operated VOMS	Purchased Transportation VOMS	Annual Passenger Miles Traveled	Annual Unlinked Passenger Trips	Annual Vehicle Revenue Miles	Annual Vehicle Revenue Hours	Fixed Guideway Directional Route Miles
Demand Response	60	83	5,798,343	661,142	4,914,942	351,711	0.00
Heavy Rail	16	0	22,627,103	3,151,597	2,333,320	124,305	38.10
Light Rail	7	0	4,665,719	808,055	531,294	37,230	30.40
Bus	224	0	73,259,021	18,187,961	13,363,630	1,073,017	0.00
Bus Rapid Transit	7	0	5,375,398	2,080,030	418,772	47,691	14.10
Total	314	83	111,725,584	24,888,785	21,561,958	1,633,954	82.60
Metrics							
Mode	Service Efficiency		Service Effectiveness				
	OE per VRM	OE per VRH	UPT per VRM	UPT per VRH	OE per PMT	OE per UPT	
Demand Response	\$9.27	\$129.58	0.1	1.9	\$7.86	\$68.93	
Heavy Rail	\$18.49	\$347.04	1.4	25.4	\$1.91	\$13.69	
Light Rail	\$26.05	\$371.70	1.5	21.7	\$2.97	\$17.13	
Bus	\$14.45	\$179.97	1.4	17.0	\$2.64	\$10.62	
Bus Rapid Transit	\$23.98	\$210.55	5.0	43.6	\$1.87	\$4.83	
Total	\$14.18	\$187.10	1.2	15.2	\$2.74	\$12.28	



2024 Funding Breakdown

Summary of Operating Expenses (OE)

Category	Amount	Percentage
Labor	\$231,616,786	75.8%
Materials and Supplies	\$24,995,476	8.2%
Purchased Transportation	\$14,106,279	4.6%
Other Operating Expenses	\$34,986,747	11.4%
Total Operating Expenses	\$305,705,288	100.0%
Reconciling OE Cash Expenditures	\$45,895,295	

Sources of Operating Funds Expended

Directly Generated	\$56,392,129
Federal Government	\$9,661,930
Local Government	\$240,686,634
State Government	\$547,142
Total Operating Funds Expended	\$307,287,835

Operating Funding Sources



Sources of Capital Funds Expended

Directly Generated	\$0
Federal Government	\$69,513,594
Local Government	\$26,169,586
State Government	\$8,186,406
Total Capital Funds Expended	\$103,869,586

Capital Funding Sources



Operating Expense Detail

Mode	Operating Expenses	Fare Revenues	Revenue Vehicles	Systems and Guideway	Facilities and Stations	Other
Demand Response	\$45,574,979	\$1,372,373	\$2,660,234	\$0	\$0	\$0
Heavy Rail	\$43,139,412	\$4,186,141	\$71,675,744	\$17,848,284	\$219,925	\$417,446
Light Rail	\$13,838,393	\$1,123,847	\$0	\$2,126,931	\$601,085	\$0
Bus	\$193,111,300	\$23,421,467	\$0	\$1,179,904	\$5,449,294	\$874,312
Bus Rapid Transit	\$10,041,204	\$2,265,443	\$131,213	\$0	\$0	\$704,304
Total	\$305,705,288	\$32,369,271	\$74,467,191	\$21,155,119	\$6,270,304	\$1,996,062

Uses of Capital

2024 Asset Management

Transit Asset Management (TAM) Tier	Tier (Rail)	TAM Sponsor NTD ID
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Metrics

Mode	Vehicles Operated in Max. Service	Vehicles Available for Max. Service	%Spare Vehicles	Avg. Fleet Age (yrs)
Demand Response	143	171	19.6%	5.2
Heavy Rail	16	39	143.8%	40.0
Light Rail	7	22	214.3%	43.0
Bus	224	295	31.7%	6.5
Bus Rapid Transit	7	16	128.6%	3.0

Figure 13 – GCRTA NTD Profile



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 the 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

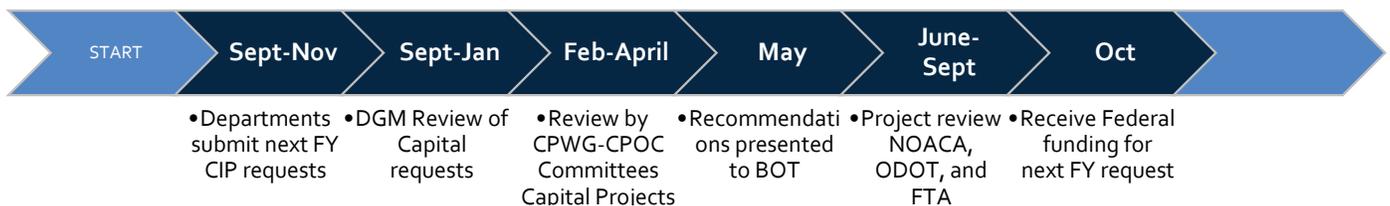


Figure 14 – CIP Timeline

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 and input from the Citizens Advisory Committee. 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.

Operating Budget Development Highlights from Tax Budget to BOT Approval



Figure 15 – Operating Budget Timeline

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

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

Figure 16 - Budget Development Calendar

STRATEGIC PLAN

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. 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.

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

Figure 17 - GCRTA Pillar Study

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:

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

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

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

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.

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

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

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

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

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 inclusion of team members with varied experiences, ideas, cultures, and perspectives.

PERFORMANCE MANAGEMENT

The CEO initiated a process to establish a clear vision and definition for the success of the Authority. The process initially 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 performance management program. TRACTION was deployed in 2022 as an update to the TransitStat performance management program that began in 2007.

The Authority uses the Strategic Plan to develop TRACTION **Scorecards** to identify performance metrics and goals for each division and the Authority as a whole. The Department of Customer Experience and Performance Management, established in 2025, now administers TRACTION internally. TRACTION Scorecards track data monthly and quarterly at the organization, division, and department levels in identified **Success-outcomes**. These are derived from the Authority's strategic plan, mission and vision.

TRACTION convenes representatives of all GCRTA departments and Executive Management Team in person and on a monthly basis to discuss and measure organizational performance against established Key Performance Indicators. TRACTION participants review performance metrics and update the next fiscal year's performance goals as needed starting at the organization level, then filtered down to the division and department levels. GCRTA presents quarterly TRACTION updates to the Board of Trustees.



In addition to the Scorecards there are individual **Tactics**. A tactic provides an individually focused project or activity tracked monthly that will have a noticeable, measurable impact on success outcomes. GCRTA staff define the tactics at the beginning of the year and reports on their status throughout the fiscal year. Tactics, daily, weekly, and monthly metrics aligned to the Strategic Plan, are reported monthly.

Each scorecard can be found in the Division pages of the Department Budget section. Each metric links to a different information system that provides updates throughout the year. The current data sources for the performance measures include:

- Customer survey- conducted once per quarter
- Community survey- conducted twice per year
- Employee Survey- conducted at least once every 18 months
- 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 2025 TRACTION process were 1) expense reduction, 2) improve the perception of personal security while waiting for or riding on a GCRTA vehicle, and 3) increase participation in the wellness incentive program. Highlights from 2025 TRACTION include bringing the management of TRACTION in-house, the establishment of a Customer Experience department, the deployment of real-time information screens at various transit facilities, and expanded opportunities for employee engagement. TRACTION has increased communication, accountability, and interaction between the CEO, DGMs, Directors, and other senior-level leaders. The 2025 TRACTION scorecard for the organization is displayed below.

Employee performance evaluations are integrated directly into the TRACTION performance management cadence to build ownership at the employee level and highlight the role each employee has in the mission to Connect the Community. With the identified information systems, GCRTA is able to rely on regularly updated data to move forward in connection with the strategic plan. Throughout 2026, 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.

The organizational scorecard is revised from year to year to adapt to evolving challenges. The 2026 scorecard added umbrella metrics to the Organization success outcomes. The Organizational Scorecard 2025 results and 2026 goals are shown below.

ORGANIZATIONAL SCORECARD - TRACTION



Organizational Scorecard 2025

Success Outcomes	Metric	Definition	FY2025	Objective	Information System	Owner	Annual 2025
			Performance Goals				Actual Results
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	↑	Customer Survey	I. Terry	23
	Overall Customer Satisfaction	The % of customers who are satisfied or very satisfied with GCRTA	74%	↑	Customer Survey	I. Terry N. Biggar	78%
	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	68%	↑	Customer Survey	F. Caver	63%
	On-Time Performance - Impression	The % of customers who agree or strongly agree that service is on time	76%	↑	Customer Survey	F. Caver	69%
	On-Time Performance - Actual	The % of actual on-time performance	83%	↑	Performance Data	F. Caver	85%
	Vehicle Cleanliness - Perception	The % of customer who agree or strongly agree that the vehicles are clean	59%	↑	Customer Survey	F. Caver	53%
Community Impact	Perceived Value - Personal Relevance	% of the community who believe GCRTA brings value to them	62%	↑	Community Survey	N. Walker-Minor N. Biggar	65%
	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	4	↑	Performance Data	J. Rusnov	1
	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	↑	Performance Data	M. Schipper	7.03
	Capital Dollars Invested in Low Income Communities	The % of major projects awarded (>1 million) within low income communities	80%	↑	Performance Data	M. Schipper	90%
	Environment: Emissions Reduction	% Reduction of Type I and II emissions per passenger-mile traveled on RTA	8%	↑	Performance Data	B. Temming	-2%
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%	↑	Performance Data	G. Fields	98%
	Cultivate Internal Talent Pipeline	Increase the percent of internal promotions (compared to external hires) 5% compared to 2024.	36%	↑	Performance Data	G. Fields	16%
	Agencywide Retention Rate	% of employees retained by quarter for agency. % of mission critical employees retained for Operators, Mechanics, & Transit Police.	90%	↑	Performance Data	G. Fields N. Biggar	96%
	Vacancy fill rate: Non-Bargaining	The % of positions filled for non-bargained positions (RTA budget to actual Report)	95%	↑	Performance Data	G. Fields	94%
Financial Health	Competitive Capital Grants	Competitive Capital Grant dollars awarded in calendar year 2025	\$35,000,000	↑	Oracle / TrAMS	R. Gautam M. Schipper	\$28,172,159
	Transfer from Revenue Stabilization Fund	Under \$40M. *Metric requires comparison between revenues/expenses, 2024 Y/E accounting may influence the goal"	\$40,000,000	↓	Oracle	R. Gautam N. Biggar	\$45,000,000
	General Fund Transfer to Capital / Rolling Stock Reserve Fund	Transfer to capital and reserve funds (Rolling Stock) above Board Policy	\$10,000,000	↑	Oracle	R. Gautam	\$10,000,000

Figure 18 – Organizational scorecard 2025





Organizational Scorecard 2026

Success Outcomes	Metric	Definition	2026 Performance Goals	Objective	Information System	Metric Type	Goal Points
Umbrella Metric	Net Promoter Score (Quarterly)	Quarterly Output. On a 0-10 scale of how likely to recommend GCRTA; Promoters are 9-10 and Detractors are 0-6. NPS = % promoters minus % detractors	35	↑	Customer Survey	Quarterly	
	Net Promoter Score (4-Quarter Rolling Average)	4-Quarter Rolling Average. On a 0-10 scale of how likely to recommend GCRTA; Promoters are 9-10 and Detractors are 0-6. NPS = % promoters minus % detractors	35	↑	Customer Survey	Quarterly	
Customer Experience (35)	Overall Customer Satisfaction	The percent of customers who agree or strongly agree with the statement "How satisfied are you overall with service?. Measured quarterly.	76%	↑	Customer Survey	Quarterly	8
	Personal Safety/Security - Perception	The percent of customers who agree or strongly agree that they feel safe on board the vehicle and safe while waiting for the vehicle. measured quarterly	70%	↑	Customer Survey	Quarterly	5
	On-Time Performance - Impression	The percent of customers who agree or strongly agree with the statement "The service usually runs on time". Measured quarterly	76%	↑	Customer Survey	Quarterly	8
	On-Time Performance - Actual	The percent of actual on-time performance, measured quarterly.	83%	↑	Performance Data	Quarterly	8
	Vehicle Cleanliness - Perception	The percent of customers who agree or strongly agree with the statement "The vehicles are clean", measured quarterly	60%	↑	Customer Survey	Quarterly	6
							35
Community Impact (20)	Perception of Community Value	The percent of customers who agree or strongly agree with the statement "The RTA system provides value to the community". Measured quarterly. (*NOTE: from customer experience surveys NOT community survey)	89%	↑	Customer Survey	Quarterly	7
	Transit Oriented Development - Activation	The number of TOD projects taken through contract with a development partner and securing Board or General Manager approval authorizing the development partner to proceed within calendar year 2026. Cumulative goal.	4	↑	Performance Data	Year-To-Date	2
	Transit Oriented Development - Progress	The percent of active TOD project transactions that are completed (with handoff to developer) within a rolling 2-year period.	80%	↑	Performance Data	Quarterly	3
	CX Site Visit Closeout Compliance	The percent of tactical items identified through scheduled CX site visits that have been closed out within 45-days, measured quarterly.	70%	↑	Performance Data	Quarterly	5
	Community Partnership Activities	The number of community engagement partnership activities performed by GCRTA staff on an annual basis. This metric includes things that would qualify to be called out in the Annual Report. Cumulative goal.	85	↑	Performance Data	Year-To-Date	3
							20
Employee Investment (20)	First Year Retention Rate - Mission Critical Positions	The percent of Operators (Bus, Paratransit, Rail), Mechanics, Transit Police retained through their first full year of service, measured quarterly	80%	↑	Performance Data	Quarterly	6
	Cultivate Internal Talent Pipeline	The percent of internal promotions compared to external hires, measured quarterly	36%	↑	Performance Data	Quarterly	5
	Professional Development Training Hours (Non-Bargaining)	The percent of non-bargaining employees who achieve 6 hours of professional development training per quarter, as defined through coordination with their supervisor in the annual performance appraisal (goal setting) process. Output to demonstrate supervisor invested in growth.	80%	↑	Performance Data	Quarterly	3
	Wellness Incentive Participation	The percent of covered employees and their families who participate in the wellness incentive program. Measured year to date.	(10%, 20%, 30%, 55%, increase goal by quarter)	↑	Performance Data	Year-To-Date	6
							20
Financial Health (25)	Competitive Grants	Competitive Grant dollars awarded in calendar year 2026. Cumulative goal	\$35M annually	↑	Performance Data	Year-To-Date	6
	Transfer from Revenue Stabilization Fund	Stretch goal to transfer under \$34M from the Revenue Stabilization Fund (\$10M less than budget) to cover operating expenses in calendar year 2026. Cumulative goal	\$34M annually	↑	Performance Data	Year-To-Date	8
	Expense Reduction	Reduce operating expenses by 3% vs 2026 budget, measured quarterly	3%	↑	Performance Data	Quarterly	11
							25
							100

Figure 19 – Organizational Scorecard 2026

GLOSSARY

Please visit [glossary](#) for a complete glossary



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.

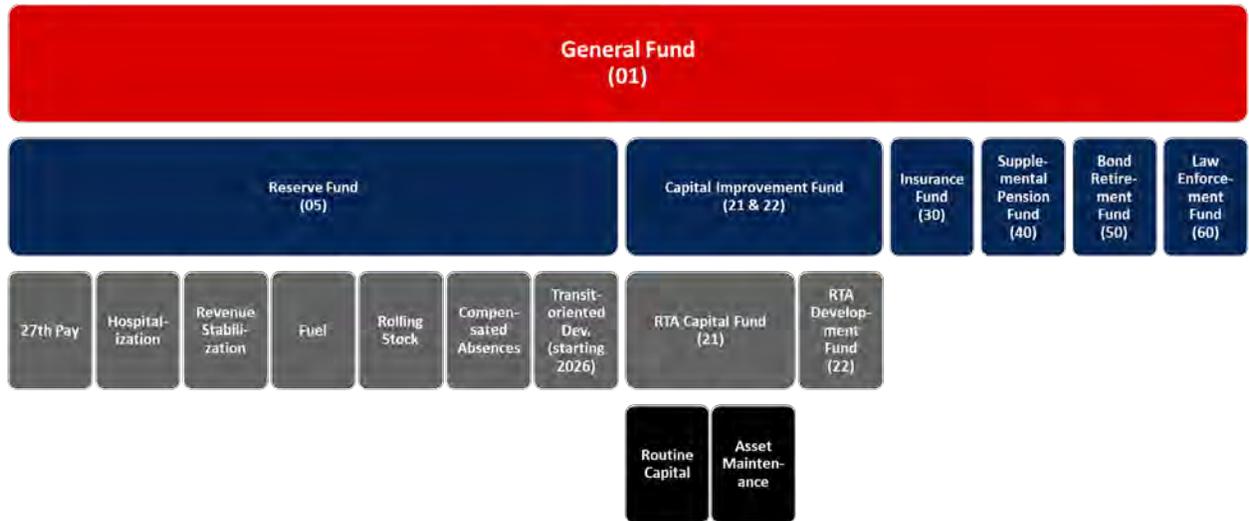


Figure 20 - Fund Overview

The chart below shows the relationships between the funds and the operating departments within GCRTA:

FUND	DEPARTMENT
01 – General Fund	Operating budget - all departments
05 – Reserve Funds	No direct expenditures; transfer to other funds as needed
21 – RTA Capital Fund	All departments as needed
22 – RTA Development Fund	All departments as needed
30 – Insurance Fund	21-Legal
	22-Risk Management
40 – Supplemental Pension Fund	NA - Corporate Account
50 – Bond Retirement Fund	NA - Corporate Account
60 – Law Enforcement Fund	34-Transit Police

Figure 21 – Fund-Department Relationships

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:

- a) Revenues are recorded when received in cash (budget) as opposed to when earned (GAAP).
- b) Expenditures are recorded when in paid in cash (budget) as opposed to when the liability is incurred (GAAP).
- c) Encumbrances are treated as expenditures (budget) rather than restricted, committed, or assigned fund balance (GAAP).
- d) Unrecorded cash represents amounts received but not reported on the fund statements (budget), but which is reported on the GAAP basis operating statements.
- e) Investments are reported at cost (budget) rather than fair market value (GAAP).
- f) 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.

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

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 2026 All Funds forecast is \$426.4 million in available ending balance.



All Funds Balance Analysis

	FY 2025 Actual	FY 2026 Budget	FY 2027 Plan	FY 2028 Plan
Revenues				
Operating Revenues				
Passenger Fares	\$ 31,829,027	\$ 31,500,000	\$ 31,815,000	\$ 32,133,150
Advertising & Concessions	1,271,673	1,400,000	1,400,000	1,400,000
Naming Rights	311,474	448,585	300,000	300,000
Investment Income	13,936,657	11,425,000	6,230,000	5,423,000
Other Operating Revenues	520,210	1,500,000	1,500,000	1,500,000
Total Operating Revenues	47,869,041	46,273,585	41,245,000	40,756,150
Non-Operating Revenues				
Sales & Use Tax	274,672,465	278,699,400	284,830,787	289,957,741
Reimbursed Expenditures	13,570,112	5,300,000	5,000,000	16,000,000
Federal Revenue	86,696,071	110,600,926	106,771,073	73,492,154
State Revenue	3,667,238	20,000,000	15,000,000	15,000,000
Other Non-Operating Revenue	29,758,533	25,015,000	10,000	10,000
Total Non-Operating Revenues	408,364,419	439,615,326	411,611,860	394,459,895
Total Revenues	456,233,460	485,888,911	452,856,860	435,216,045
Expenditures				
Operating Expenditures				
Salaries & Overtime	181,084,931	184,596,400	186,659,200	187,693,600
Payroll Taxes & Fringes	71,519,852	86,609,300	87,817,800	89,300,000
Fuel (Diesel, CNG, Propulsion Power, Gasoline)	9,200,778	9,731,100	9,925,000	10,100,000
Utilities	4,230,518	4,498,800	4,600,000	4,700,000
Inventory	15,306,386	13,000,000	13,000,000	13,000,000
Services, Materials & Supplies	22,461,600	22,314,650	22,900,000	23,400,000
Purchased Transportation	16,033,719	16,300,000	17,300,000	17,600,000
Other Expenditures	6,479,768	5,485,600	5,500,000	5,600,000
Total Operating Expenditures	326,317,552	342,535,850	347,702,000	351,393,600
Non-Operating Expenditures				
Capital Outlay	122,876,572	167,801,657	150,463,841	108,929,343
Debt Service	9,470,500	7,632,750	3,146,000	1,551,250
Other Expenditures	2,144,704	3,285,500	3,335,500	3,385,500
Total Non-Operating Expenditures	134,491,776	178,719,907	156,945,341	113,866,093
Total Expenditures	460,809,328	521,255,757	504,647,341	465,259,693
Excess/(Deficiency) of Total Revenues over Total Expenditures	(4,575,869)	(35,366,846)	(51,790,481)	(30,043,648)
Beginning Balance	469,841,367	465,265,498	429,898,652	378,108,170
Estimated Available Ending Balance	\$ 465,265,498	\$ 429,898,652	\$ 378,108,170	\$ 348,064,523

Figure 22 – All Funds Balance Analysis

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 16, 2025. 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.

Goal	Value
Operating Ratio	≥ 25%
Operating Ending Balance	Reserve ≥ 1 month
Growth in Cost per Service Hour	≤ rate of inflation
Debt Service Coverage	≥ 1.5
Sales & Use Tax Revenue allocated annually to Capital Improvement	≥ 10%
Capital Maintenance Outlay to Capital Expansion	75 ≤ ≥ 90%

Figure 23 - Financial Goals

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 2026, resources total \$951.2 million (current budgeted revenues of \$485.9 million plus a beginning balance of \$465.3 million). Total budgeted expenditures for 2026 are \$521.3 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 covered, 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 2026 General Fund, which exclude transfers to other funds, are \$342.5 million, which represents an increase of 2.9% over the 2025 amended budget and an increase of 5.0% over the 2025 expense. The 2026 budget includes an increase in Paratransit service hours of 20% to meet increasing demand. The inflation rate for 2026 is projected to be 2.5%. 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, 2025, GCRTA’s investment portfolio was comprised of:

Financial Instrument	Average Maturity
Money Market Account	2 days
Key Bank Sweep Account	2 day
State Treasury Asset Reserve of Ohio (STAR Ohio)	2 day
Earnings Credit Rate Account	2 day
US Government Securities	656 days

Figure 24 – Financial Instrument Performance

GCRTA’s average yield on its portfolio during 2025 was 4.05%. This is 0.03 basis points below the performance standard yield of 4.07% and 0.21 basis points below the market average yield of 4.26%. The 2026 investment income is budgeted at \$11,425,000.

2026 Budget Funds 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 Trust Fund	Reserve Fund	
CAPITAL FUNDS									
Revenues									
Operating Revenues									
Passenger Fares	\$ 31,500,000								\$ 31,500,000
Advertising & Concessions	1,400,000								1,400,000
Naming Rights	448,585								448,585
Investment Income	1,000,000	5,000,000	500,000	120,000	250,000	50,000	5,000	4,500,000	11,425,000
Other Operating Revenues	1,500,000								1,500,000
Total Operating Revenues	35,848,585	5,000,000	500,000	120,000	250,000	50,000	5,000	4,500,000	46,273,585
Non-Operating Revenues									
Sales & Use Tax	278,699,400								278,699,400
Reimbursed Expenditures	5,300,000								5,300,000
Federal		110,600,926							110,600,926
State		20,000,000							20,000,000
Other Non-Operating Revenue	-	25,000,000					15,000		25,015,000
Total Non-Operating Revenues	283,999,400	155,600,926					15,000		439,615,326
Transfers									
Transfer from General Fund			21,065,140	6,804,800	2,000,000			800,000	
Transfer from RTA Capital Fund		16,000,000							
Transfer from Reserve Fund									
For Revenue Stabilization	44,000,000								
Total Transfers	44,000,000	16,000,000	21,065,140	6,804,800	2,000,000	-	-	800,000	
Total Revenues	363,847,985	176,600,926	21,565,140	6,924,800	2,250,000	50,000	20,000	5,300,000	485,888,911
Expenditures									
Operating Expenditures									
Salaries & Overtime	184,596,400								184,596,400
Payroll Taxes & Fringes	86,609,300								86,609,300
Fuel (Diesel, CNG, Propulsion Power, Gasoline)	9,731,100								9,731,100
Utilities	4,498,800								4,498,800
Inventory	13,000,000								13,000,000
Services, Materials & Supplies	22,314,650								22,314,650
Purchased Transportation	16,300,000								16,300,000
Other Expenditures	5,485,600								5,485,600
Total Operating Expenditures	342,535,850								342,535,850
Non-Operating Expenditures									
Capital Outlay		163,251,157	4,550,500						167,801,657
Debt Service (Principal & Interest)				7,632,750					7,632,750
Other Expenditures				1,500	3,250,000	9,000	25,000		3,285,500
Total Non-Operating Expenditures	-	163,251,157	4,550,500	7,634,250	3,250,000	9,000	25,000		178,719,907
Sub-Total Expenditures	342,535,850	163,251,157	4,550,500	7,634,250	3,250,000	9,000	25,000		521,255,757
Revenues less Expenditures	21,312,135	13,349,769	17,014,640	(709,450)	(1,000,000)	41,000	(5,000)	5,300,000	(35,366,846)
Transfers to Other Funds									
Transfer to General Fund	2,000,000								
Transfer to Insurance Fund	-								
Transfer to Supplemental Pension Fund	6,804,800								
Transfer to Bond Retirement Fund	21,065,140								
Transfer to RTA Capital Fund									
Transfer to RTA Development Fund		16,000,000							
Transfer to Reserve Fund									
For 27th Pay	800,000								
For Revenue Stabilization								44,000,000	
Total Transfers to Other Funds	30,669,940		16,000,000					44,000,000	
Total Expenditures	373,205,790	163,251,157	20,550,500	7,634,250	3,250,000	9,000	25,000	44,000,000	521,255,757
Excess/(Deficiency) of Total Revenues over Total Expenditures	(9,357,805)	13,349,769	1,014,640	(709,450)	(1,000,000)	41,000	(5,000)	(38,700,000)	(35,366,846)
Beginning Balance	33,798,834	319,700,253	2,221,822	1,211,320	8,686,476	1,534,424	285,353	97,827,017	465,265,498
Available Ending Balance	\$ 24,441,029	\$ 333,050,022	\$ 3,236,462	\$ 501,870	\$ 7,686,476	\$ 1,575,424	\$ 280,353	\$ 59,127,017	\$ 429,898,652

Figure 25 – All Funds 2026 Budget Summary

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.) and other expenditures related to the day to day operations of the Authority. 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 2026, resources total \$397.7 million (current budgeted revenues of \$363.8 million plus a beginning balance of \$33.0 million). Total budgeted expenditures for 2026 are \$373.2 million, which is within the resources available. The available ending balance of \$24.4 million represents a 0.9 month reserve which does not meet the one-month reserve requirement. The estimates during initial 2026 budget development showed a 1.0 month reserve, however cost increases during 2025, including employee fringe benefit medical self-insurance expenses, resulted in a lower 2026 starting and estimated ending balance. Expenditure reduction tactics have been identified including potential service level reductions and other program adjustments. The General Fund expenses and balance will be managed during the year with a goal to finish 2026 with a budget surplus and ending balance sufficient to cover operating expenses in excess of 1.0 months to meet the financial policy goals.

General Fund Balance Analysis

	FY 2025 Actual	FY 2026 Budget	FY 2027 Plan	FY 2028 Plan
Revenues				
Operating Revenues				
Passenger Fares	\$ 31,829,027	\$ 31,500,000	\$ 31,815,000	\$ 32,133,150
Advertising & Concessions	1,271,673	1,400,000	1,400,000	1,400,000
Naming Rights	311,474	448,585	300,000	300,000
Investment Income	1,055,118	1,000,000	900,000	600,000
Other Operating Revenues	520,210	1,500,000	1,500,000	1,500,000
Total Operating Revenues	34,987,502	35,848,585	35,915,000	35,933,150
Non-Operating Revenues				
Sales & Use Tax	274,672,465	278,699,400	284,830,787	289,957,741
Reimbursed Expenditures	13,570,112	5,300,000	5,000,000	16,000,000
Federal Reimbursements	-	-	-	-
Transfers from the Reserve Fund - Other Sub-Funds	-	-	-	-
Transfer from Reserve Fund - Revenue Stabilization	45,000,000	44,000,000	32,500,000	-
Total Non-Operating Revenues	333,242,577	327,999,400	322,330,787	305,957,741
Total Revenues	368,230,079	363,847,985	358,245,787	341,890,891
Expenditures				
Operating Expenditures				
Salaries & Overtime	181,084,931	184,596,400	186,659,200	187,693,600
Payroll Taxes & Fringes	71,519,852	86,609,300	87,817,800	89,300,000
Fuel (Diesel, CNG, Propulsion Power, Gasoline)	9,200,778	9,731,100	9,925,000	10,100,000
Utilities	4,230,518	4,498,800	4,600,000	4,700,000
Inventory	15,306,386	13,000,000	13,000,000	13,000,000
Services, Materials & Supplies	22,461,600	22,314,650	22,900,000	23,400,000
Purchased Transportation	16,033,719	16,300,000	17,300,000	17,600,000
Other Expenditures	6,479,768	5,485,600	5,500,000	5,600,000
Total Operating Expenditures	326,317,552	342,535,850	347,702,000	351,393,600
Revenues less Operating Expenses	41,912,527	21,312,135	10,543,787	(9,502,709)
Transfers to Other Funds				
Transfers to Insurance Fund	3,000,000	2,000,000	2,500,000	2,500,000
Transfers to Reserve Fund	10,878,615	800,000	800,000	5,800,000
Transfers to/from Capital				
Transfers to Bond Retirement Fund	9,184,042	6,804,800	2,902,958	1,447,000
Transfers to Capital Improvement Fund	18,074,438	21,065,140	25,580,121	27,548,774
Total Transfers to Capital	27,258,480	27,869,940	28,483,079	28,995,774
Total Transfers to Other Funds	41,137,095	30,669,940	31,783,079	37,295,774
Total Expenditures	367,454,647	373,205,790	379,485,079	388,689,374
Excess/(Deficiency) of Total Revenues over Total Expenditures	775,432	(9,357,805)	(21,239,292)	(46,798,483)
Projected Beginning Balance	33,023,402	33,798,834	24,441,029	3,201,737
Add Estimated Beginning Encumbrances				
Projected Ending Balance	\$ 33,798,834	\$ 24,441,029	\$ 3,201,737	\$ (43,596,746)
# Months Reserves - Estimated	1.2	0.9	0.1	(1.5)

Figure 26 – General Fund Balance Analysis

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 ¹³	1.00%
State of Ohio	5.75%
Cuyahoga County	1.25%
Total Sales Tax	8.00%

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).

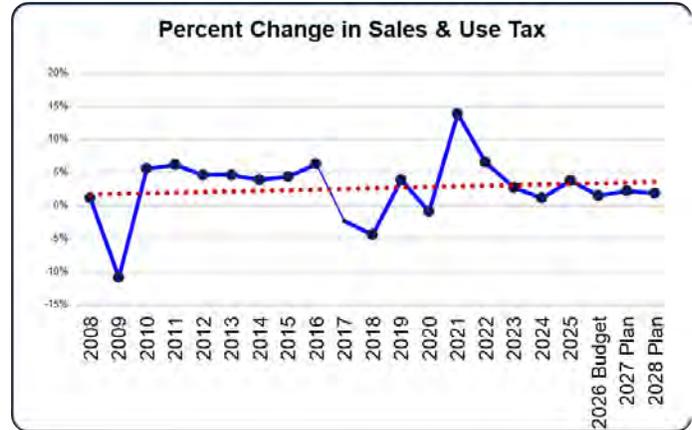


Figure 27 – Sales Tax percent change

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. In 1995, the direct contribution was further defined to include the transfer to the Bond Retirement Fund.

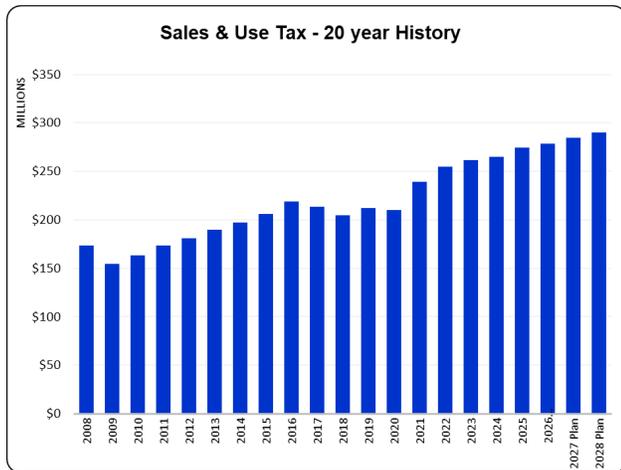


Figure 28 – Sales Tax 20 Year History

The 2026 General Fund budget was approved on December 16, 2025. Revenues budgeted for 2026 were based on actual data through October 2025. Sales and Use Tax receipts totaled \$274.7 million in 2025, a \$10.0 million or 3.8% increase over 2024 actual receipts. The 2025 Sales and Use Tax receipts include a \$3.5 million distribution from the State of Ohio as reimbursement for revenue losses caused by expansion of the Sales and Use Tax Holiday that occurred in August of 2025. The prior year saw moderate growth of 1.1% in sales tax. The consumer price index ended 2025 at 2.7%, down from 2.9% one year prior. Sales and Use Tax receipts are budgeted

at \$278.7 million, a 1.5% increase over 2025 total of \$274.7 million.

¹³ Approved by voters in July 1975 and of unlimited duration

PASSENGER FARES

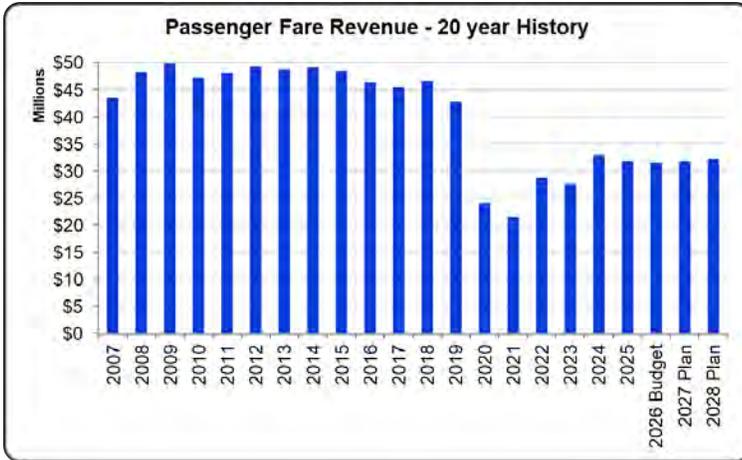


Figure 29 – Passenger Fare 20 Year History

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.

The pandemic’s impact on increased remote work and altered travel habits continues to affect transit ridership. Ridership dropped from approximately 32 million trips per year to less than 16 million in 2021. Ridership increased slowly in the first few years following the pandemic, but has leveled off at approximately 24.5 million trips per year in 2024 and 2025. Paratransit has surpassed pre-COVID levels, but the bus and rail modes have recovered to approximately 76% of pre-COVID levels. These recovery rates mirror national transit ridership trends, which were at approximately 80% of pre-COVID levels for urban transit authorities.¹⁴

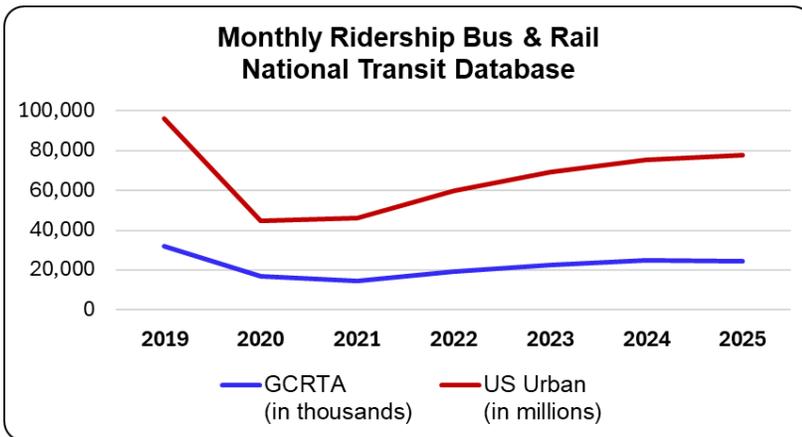


Figure 30 – Monthly Ridership Trends since 2019

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 74% of pre-pandemic levels in 2025, a slight decrease from 2024. There have been no fare increases during this period, and GCRTA is pursuing fare-capping in 2026 which would use account based ticketing to limit customers’ fares to the cost of a daily, weekly, or monthly pass even if not

¹⁴ Based on monthly ridership data reported to National Transit Database by urban reporters.

purchased upfront Fare capping would better serve customers who cannot afford the upfront expense and increase flexibility for the increased hybrid workforce trends.

GCRTA is projecting that ridership and passenger fare revenue will stay flat in 2026 and increase by one percent in 2027 and 2028 with the new rail cars.

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 2025, GCRTA's average yield on its portfolio year to date was 4.05%, which is 0.03 basis points below the performance standard yield of 4.07% and 0.21 basis points below the market average yield of 4.26%.

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 include 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 sponsored lines that include naming rights: Cleveland Clinic Foundation and University Hospitals for the HealthLine and area shelters; MetroHealth for MetroHealth Line; and Cuyahoga Community College (Tri-C) for E. 34th Rapid Transit Station. The MetroHealth contract is set to expire in December 2026.

Revenue from advertising fluctuates from year to year. In 2025, revenues totaled \$1.3 million and are budgeted at \$1.4 million in 2026 and estimated to remain at \$1.4 million in 2027 and 2028. Naming rights is budgeted at approximately \$450,000 in 2026 with estimated decreases starting in 2027 with the termination of naming rights agreements.



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 FY2026, total Reimbursed Expenditures and Other Revenue are budgeted at \$6.8 million. For 2027 and 2028, Reimbursed Expenditures and Other Revenue are planned at \$6.5 million and \$17.5 million respectively.

The total reimbursements include \$5.3 million in 2026. **Reimbursed Expenditures** including Preventive Maintenance (PM) reimbursements and other reimbursements for fuel tax for diesel and CNG, and other miscellaneous reimbursements. The 2026 Reimbursed Expenditures budget includes \$2.8 million for PM and \$2.5 million for other reimbursements. PM reimbursements increased to \$8.7 million in 2025 because several older grants were closed and are planned at \$4.3 million in 2027 and \$15 million in 2028.

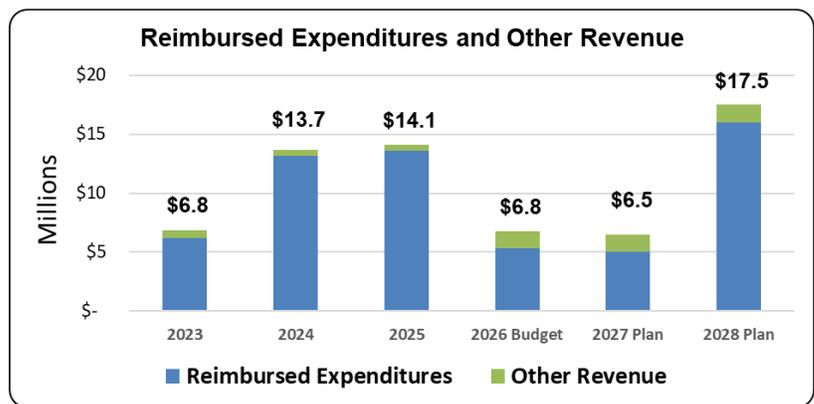


Figure 31 – Reimbursed Expenditures & Other Revenue

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 address unfunded and under-funded capital projects. Unfunded projects total \$235 million in the 2026 budget. Other reimbursements, also included within Reimbursed Expenditures, are planned at \$0.7 million and \$1.0 million in 2027 and 2028. 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 2025 through 2028, and the ending balances for each year, are displayed in Figure 32. Total operating expenditures are budgeted at \$342.5 million in 2026. The available ending balance in the General Fund is budgeted at \$24.4 million. Transfers to other funds total \$30.7 million. These include \$2.0 million to the Insurance Fund, \$0.8 million to the Reserve Fund, \$6.8 million to the Bond Retirement Fund, and \$21.1 million to the Capital Improvement Fund.

General Fund expenditures include salary and fringe benefits for 2,367 budgeted positions, which comprises 79.2% of the 2026 budgeted total operating expenditures. Salary and fringe benefits budgets include wage increases based on current bargaining agreements and no salary adjustments for non-bargaining positions. Fringe benefits include increases for employee medical benefits of over 20% compared to 2025. The non-payroll General Fund 2026 budgeted operating expenditures total \$71.3

million including Fuel (diesel, compressed natural gas, propulsion power, propane, and gasoline, nearly 14%), Utilities (6%), Inventory (18%), Services Materials & Supplies (31%), Purchased Transportation (23%), and Other Expenditures (nearly 8%). The 2026 budget for non-payroll operating expenditures has a decrease of 6% compared to the 2025 amended budget. The non-payroll budget includes budget reductions to minimize transfers from the Reserve Fund. The largest increases are for Fuel (\$0.5 million); Utilities (\$0.3 million) and Purchased Transportation (\$0.3 million). Purchased Transportation has nearly doubled since 2022 due to increased demand with the region's changing demographics. 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 and pay equity analysis during 2022-2023. 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.

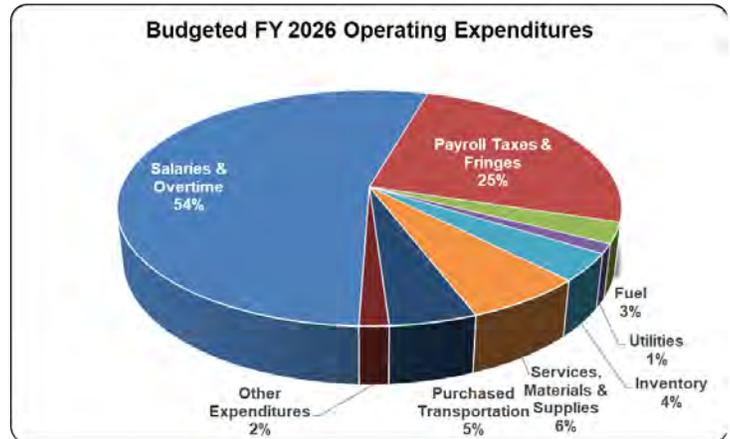


Figure 32 – Budget FY 2026 Operating Expenditures Chart

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 2025 totaled \$368.2 million. Ridership decreases since the COVID pandemic have negatively impacted passenger fare revenue. Ridership at the end of 2025 totaled 24.5 million riders, which was 24% lower than 2019 (pre-COVID levels). Each year since COVID, ridership has increased until 2025, which stayed flat with 2024 in line with national trends. Sales and Use Tax revenue has remained strong the past few years and ended 2025 with an increase of almost 4% compared to 2024.

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, rental, 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 following the COVID pandemic, and as Operating Expenses continue to increase, the Operating Ratio for 2026 is projected to be 10.5%. Prior to the pandemic, the Operating Ratio was approximately 17%. The Operating Ratios for 2027 and 2028 are projected at 10.3% and 10.2%, 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 not be met with a budgeted amount of \$24.4 million or approximately 0.9 months of operating reserve funding available for 2026. The Authority created a Revenue Stabilization Fund which provides a safety net for the General Fund during economic downturns. The 2026 budget includes a \$44.0 million transfer from the Revenue Stabilization Fund with a plan for \$32.5 million in 2027 to maintain an adequate balance. Current estimates show the Reserve Fund – Revenue Stabilization will be depleted by 2028, and no transfer is planned after 2027. GCRTA is taking steps to reduce operating expenditures to maintain the sustainability of the General Fund and Reserve Fund.

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 2026 are budgeted at the same level as the 2025 budget for fixed route, however fixed route service reductions are planned to start in mid-2026 to help manage operating costs. Paratransit demand response is budgeted to increase service hours by 20% and service miles 16% compared to 2025. The cost per service hour is budgeted at \$188.32, a 2.5% decrease from 2025 actuals of \$193.24. The decrease results primarily because 2025 had higher payroll expenses for most payroll groups due to one extra biweekly pay that fell in the 2025 calendar. Every eleven to twelve years, each pay group has a 27th pay.

Inflation has decreased from over 9 percent in mid-2022 to 2.7% by the start of 2026 and is forecast to remain around 2.2% through 2026. The Congressional Budget Office as of January, 2025 forecasts the consumer price index to average 2.8% by year-end 2026 and 2.3% in 2027. This policy goal was not met in 2025 but is expected to be met in 2026 due to the additional pay that fell in 2025.

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 2026 is projected at 4.2. The debt coverage is projected at 2.2 in 2027 and -23.4 in 2028, not meeting 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 grants 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 2025 Actual	FY 2026 Budget	FY 2027 Plan	FY 2028 Plan
Revenues				
Federal / State Revenues				
Federal Capital Grants	\$ 86,696,071	\$ 110,600,926	\$ 106,771,073	\$ 73,492,154
State Capital Grants	3,667,238	20,000,000	15,000,000	15,000,000
Total Federal / State Revenues	90,363,309	130,600,926	121,771,073	88,492,154
Other Revenue				
Investment Income	6,278,075	5,000,000	1,000,000	1,000,000
Other Revenue	29,743,533	25,000,000	-	-
Total Other Revenue	36,021,608	30,000,000	1,000,000	1,000,000
Transfers				
Transfer from RTA Routine Capital Fund	19,743,533	16,000,000	20,000,000	23,000,000
Transfer from Reserve Fund	10,000,000	-	-	5,000,000
Total Transfers	29,743,533	16,000,000	20,000,000	28,000,000
Total Revenue	156,128,450	176,600,926	142,771,073	117,492,154
Expenditures				
Capital Outlay				
Capital Outlay - Development Fund	120,355,582	163,251,157	145,963,841	104,365,193
Total Expenditures	120,355,582	163,251,157	145,963,841	104,365,193
Excess/(Deficiency) of Total Revenues over Total Expenditures	35,772,868	13,349,769	(3,192,768)	13,126,961
Beginning Balance	283,927,386	319,700,253	333,050,022	329,857,254
Projected Ending Balance	\$ 319,700,253	\$ 333,050,022	\$ 329,857,254	\$ 342,984,215

Figure 33 – RTA Development Fund Balance Analysis

RTA Routine Capital Balance Analysis

	FY 2025 Actual	FY 2026 Budget	FY 2027 Plan	FY 2028 Plan
Revenues				
Investment Income	\$ 1,052,926	\$ 500,000	\$ 100,000	\$ 100,000
Transfer from General Fund	18,074,438	21,065,140	25,580,121	27,548,774
Total Revenue	19,127,364	21,565,140	25,680,121	27,648,774
Expenditures				
Capital Outlay				
Asset Maintenance	957,115	2,560,000	2,560,000	2,560,000
Routine Capital	1,563,875	1,990,500	1,940,000	2,004,150
Total Capital Outlay	2,520,990	4,550,500	4,500,000	4,564,150
Other Capital Expenditures				
Transfer to RTA Development Fund	19,743,533	16,000,000	20,000,000	23,000,000
Total Other Capital Expenditures	19,743,533	16,000,000	20,000,000	23,000,000
Total Expenditures	22,264,523	20,550,500	24,500,000	27,564,150
Excess/(Deficiency) of Total Revenues over Total Expenditures	(3,137,159)	1,014,640	1,180,121	84,624
Beginning Balance	5,358,980	2,221,822	3,236,462	4,416,582
Projected Ending Balance	\$ 2,221,822	\$ 3,236,462	\$ 4,416,582	\$ 4,501,207

Figure 34 – RTA Routine Capital Balance Analysis

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 & 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 receipts. 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.



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 2025, 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.

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 to 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.

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 2026, the Sales Tax

Contribution to Capital is budgeted at 10.0%. The contribution projected for 2027 and 2028 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 2027-2031 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) 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 Figure 65: Capital Improvement Revenue by Source (Table).

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 \$13.9 million in Sales Tax Revenue Bonds at the end of 2025. In 2026, 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 2027 and 2028 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 percentage goal 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 2026 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 2027 and 2028, 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 2026 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 \$49.6 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 \$49.6 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 \$13.9 million in Sales Tax Revenue bonds at the end of 2025, which will require principal and interest payments of \$7.6 million in 2026. 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.

Bond Retirement Fund Balance Analysis

	FY 2025 Actual	FY 2026 Budget	FY 2027 Plan	FY 2028 Plan
Revenues				
Transfers				
Transfer from the General Fund	\$ 9,184,042	\$ 6,804,800	\$ 2,902,958	\$ 1,447,000
Total Transfers	9,184,042	6,804,800	2,902,958	1,447,000
Other Revenues				
Investment Income	190,492	120,000	100,000	100,000
Total Other Revenues	190,492	120,000	100,000	100,000
Total Revenues	9,374,534	6,924,800	3,002,958	1,547,000
Expenditures				
Debt Service				
Principal	8,355,000	6,935,000	2,795,000	1,340,000
Interest	1,115,500	697,750	351,000	211,250
Total Debt Service	9,470,500	7,632,750	3,146,000	1,551,250
Other Expenditures				
Other Expenditures	1,500	1,500	1,500	1,500
Total Other Expenditures	1,500	1,500	1,500	1,500
Total Expenditures	9,472,000	7,634,250	3,147,500	1,552,750
Excess/(Deficiency) of Total Revenues over Total Expenditures	(97,466)	(709,450)	(144,542)	(5,750)
Beginning Balance	1,308,786	1,211,320	501,870	357,328
Projected Ending Balance	\$ 1,211,320	\$ 501,870	\$ 357,328	\$ 351,578

Figure 35 – Bond Retirement Fund Balance Analysis

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 2026, a transfer of \$6.8 million will be required from the General Fund to cover the current overall debt service of the Authority. For 2027 through 2028, transfers of \$2.9 million and \$1.5 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 \$15.4 million to be paid by FY 2030 including \$14.0 million principal and \$1.5 million interest payments. The debt repayment schedule for FY 2026 totals \$7.6 million combined for principal and interest.

GCRTA Debt Schedule (in millions)

Debt Series	Series 2015		Series 2016		Series 2019		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest	Total Principal	Total Interest
FY 2026	\$4,275,000.00	\$ 213,750.00	\$1,445,000.00	\$ 148,250.00	\$1,215,000.00	\$ 335,750.00	\$ 6,935,000.00	\$ 697,750.00
FY 2027			\$1,520,000.00	\$ 76,000.00	\$1,275,000.00	\$ 275,000.00	\$ 2,795,000.00	\$ 351,000.00
FY 2028					\$1,340,000.00	\$ 211,250.00	\$ 1,340,000.00	\$ 211,250.00
FY 2029					\$1,405,000.00	\$ 144,250.00	\$ 1,405,000.00	\$ 144,250.00
FY 2030					\$1,480,000.00	\$ 74,000.00	\$ 1,480,000.00	\$ 74,000.00
Total	\$4,275,000.00	\$ 213,750.00	\$2,965,000.00	\$ 224,250.00	\$6,715,000.00	\$1,040,250.00	\$ 13,955,000.00	\$ 1,478,250.00
Total Debt		\$4,488,750.00		\$3,189,250.00		\$7,755,250.00		\$ 15,433,250.00

Figure 36 – Debt Schedule

FINANCIAL POLICIES – BOND RETIREMENT FUND

Policy Goal: 460.05(a) The Bond Retirement Fund 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 \$15.4 million in Sales Tax Supported bonds at the end of 2025. Principal and interest payments are budgeted at \$7.6 million in 2026, \$3.2 million in 2027, and \$1.6 million in 2028. 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 2026, 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 2025 Actual	FY 2026 Budget	FY 2027 Plan	FY 2028 Plan
Revenues				
Transfer from General Fund	\$ 3,000,000	\$ 2,000,000	\$ 2,500,000	\$ 2,500,000
Investment Income	289,641	250,000	100,000	100,000
Total Revenues	3,289,641	2,250,000	2,600,000	2,600,000
Expenditures				
Claims and Premium Outlay	2,112,815	3,250,000	3,300,000	3,350,000
Total Expenditures	2,112,815	3,250,000	3,300,000	3,350,000
Excess/(Deficiency) of Total Revenues over Total Expenditures	1,176,826	(1,000,000)	(700,000)	(750,000)
Beginning Balance	7,509,651	8,686,476	7,686,476	6,986,476
Projected Ending Balance	\$ 8,686,476	\$ 7,686,476	\$ 6,986,476	\$ 6,236,476

Figure 37 – Insurance Fund Balance Analysis

A transfer of \$3.0 million was needed in 2025, and \$2.0 million in 2026, to meet the industry-wide premium increases while maintaining the \$5.0 million ending balance. For 2027 and 2028, a transfer of \$2.5 million is planned.

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 2026, \$3.3 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. For 2026, the required minimum balance is \$5.0 million. Expenditures are projected at \$3.3 million. A transfer of \$2.0 million is needed from the General Fund to maintain the \$5.0 million balance. The budgeted ending balance is \$7.7 million and meets 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.

The last study was completed in 2021 and determined that there are sufficient funds for remaining pension obligations. For 2026, expenditures of \$9,000 are budgeted. Expenditures are planned to remain at \$9,000 for 2027 and 2028.

Supplemental Pension Fund Balance Analysis

	FY 2025 Actual	FY 2026 Budget	FY 2027 Plan	FY 2028 Plan
Revenues				
Investment Income	\$ 65,220	\$ 50,000	\$ 25,000	\$ 23,000
Total Revenues	65,220	50,000	25,000	23,000
Expenditures				
Benefit Payments	5,740	9,000	9,000	9,000
Total Expenditures	5,740	9,000	9,000	9,000
Excess/(Deficiency) of Total Revenues over Total Expenditures	59,480	41,000	16,000	14,000
Beginning Balance	1,474,944	1,534,424	1,575,424	1,591,424
Projected Ending Balance	\$ 1,534,424	\$ 1,575,424	\$ 1,591,424	\$ 1,605,424

Figure 38 – Supplemental Pension Fund Balance Analysis

FINANCIAL POLICIES- SUPPLEMENTAL PENSION FUND

Policy Goal: 460.07(c) The Authority will determine the amounts required to meet expected obligations of the Supplemental Pension Fund. Any additional funds determined to be needed will be allocated during the annual budgeting process of the Authority. Any excess funds may be transferred to the revenue stabilization fund.



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). Policy Goal 460.07(c) was amended in 2025 to remove the requirement for a biennial actuarial evaluation because the Supplemental Pension Fund has been determined to be adequately funded for its duration. The obligations have decreased over time and are projected to remain below \$9,000 per year.

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 Trust Fund Balance Analysis

	FY 2025	FY 2026	FY 2027	FY 2028
	Actual	Budget	Plan	Plan
Revenues				
Law Enforcement Revenue	\$ 15,000	\$ 15,000	\$ 10,000	\$ 10,000
Investment Income	6,092	5,000	5,000	
Total Revenues	21,092	20,000	15,000	10,000
Expenditures				
Capital & Related Expenditures	24,649	25,000	25,000	25,000
Total Expenditures	24,649	25,000	25,000	25,000
Excess/(Deficiency) of Total Revenues over Total Expenditures	(3,557)	(5,000)	(10,000)	(15,000)
Beginning Balance	288,909	285,353	280,353	270,353
Projected Ending Balance	\$ 285,353	\$ 280,353	\$ 270,353	\$ 255,353

Figure 39 – Law Enforcement Trust Fund Balance Analysis

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 2026, total revenues are budgeted at \$20,000. The planned revenue budget will decrease to \$15,000 for 2027 and \$10,000 for 2028. For 2026, expenditures of \$25,000 are budgeted. Expenditures are planned to remain at \$25,000 for the years 2027 and 2028.



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 \$24,649 in 2025 to purchase vehicles and other non-budgeted items. The 2026 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 to 12 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. In 2025, the Authority added a sub-fund for Transit-oriented Development which will be initially funded in 2026.

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.
- 27th Pay Reserve: 1/12th of Annual 27th Pay costs for each of the hourly and salary payrolls.
- Rolling Stock Replacement: Goal is to transfer funding each year to cover costs of aging revenue vehicles.
- Reserve for Revenue Stabilization: Protect against substantial decreases in revenues. Transferred to General Fund when needed to maintain a one-month ending balance.
- Reserve for Transit-oriented Development: provides funding for transit-oriented development projects using proceeds from the sale of real property.

Reserve Fund Balance Analysis

	FY 2025 Actual	FY 2026 Budget	FY 2027 Plan	FY 2028 Plan
Revenues				
Transfers				
Transfer from GF for Rolling Stock Reserve	\$ 10,000,000	\$ -	\$ -	\$ 5,000,000
Transfer from GF for 27th Pay	878,615	800,000	800,000	800,000
Total Transfers	10,878,615	800,000	800,000	5,800,000
Other Revenue				
Investment Income	4,999,093	4,500,000	4,000,000	3,500,000
Total Other Revenue	4,999,093	4,500,000	4,000,000	3,500,000
Total Revenues	15,877,708	5,300,000	4,800,000	9,300,000
Expenditures				
Transfers				
Transfer to RTA Development Fund for Rolling Stock Reserve	10,000,000	-	-	5,000,000
Transfer to GF for Revenue Stabilization	45,000,000	44,000,000	32,500,000	-
Total Transfers	55,000,000	44,000,000	32,500,000	5,000,000
Total Expenditures	55,000,000	44,000,000	32,500,000	5,000,000
Excess/(Deficiency) of Total Revenues over Total Expenditures	(39,122,292)	(38,700,000)	(27,700,000)	4,300,000
Projected Beginning Balance	136,949,309	97,827,017	\$ 59,127,017	\$ 31,427,017
Projected Ending Balance	\$ 97,827,017	\$ 59,127,017	\$ 31,427,017	\$ 35,727,017

Figure 40 – Reserve Fund Balance Analysis

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 2025 \$10 million was transferred from the General Fund to the Reserve Fund for the Rolling Stock Reserve and \$0.88 million for the 27th Pay. The 2026 and 2027 budgets have no transfers planned from the General Fund to the Rolling Stock Reserve and \$0.8 million from the General Fund to 27th Pay Reserve. The Rolling Stock Reserve is used to systematically replace aging revenue vehicles, and the 27th Pay Reserve is used for the one additional pay period that occurs for each pay group roughly every 11 to 12 years.

The 2026 Reserve Fund budget for investment income revenues is \$4.5 million and estimated at \$4.0 million and \$3.5 million in 2027 and 2028 respectively.

EXPENDITURES

transfers from Reserve Fund to other funds

In 2025, a transfer of \$10.0 million was made from the Reserve Fund to the RTA Development Fund for Rolling Stock for scheduled vehicle replacement. The next planned transfer from the Reserve Fund to the RTA Development Fund is \$5 million in 2028. In 2026, \$44.0 million is budgeted to be transferred to the General Fund for Revenue Stabilization to protect against substantial decreases in revenues, and a

transfer of \$32.5 million is planned for 2027 with nothing planned for 2028. A transfer of \$45.0 million occurred in 2025.

	FY 2025 Actual	FY 2026 Budget	FY 2027 Plan	FY 2028 Plan
Rolling Balances				
Compensated Absences	\$ 3,237,289	\$ 3,339,916	\$ 3,472,284	\$ 3,669,989
Fuel	3,071,672	3,169,050	3,294,646	3,482,236
Hospitalization	2,555,239	2,636,245	2,740,725	2,896,776
Rolling Stock Reserve	35,189	36,304	37,743	39,892
27th Pay	8,187,123	9,218,814	10,353,574	11,699,278
Revenue Stabilization	80,740,505	40,726,688	11,528,046	13,938,846
Total	\$ 97,827,017	\$ 59,127,017	\$ 31,427,017	\$ 35,727,017

Figure 41 – Reserve Fund Rolling Balances

*The Reserve Fund for Transit Oriented Development will be established in 2026

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: Seven sub-funds have been created that make up the Reserve Fund. These include funding for fuel, compensated absences, hospitalization, 27th pay, rolling stock, transit-oriented development, and revenue stabilization. The ending balance for 2026 is budgeted at \$59.1 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 2026 through 2028, GCRTA does not plan to add any additional funds to the Fuel reserve outside of regular investment income. The FY 2026 budgeted balance is \$3.2 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 as authorized by ORC § 5705.13(B). This reserve shall not exceed twenty-five percent of the accrued liability for compensated absences.

Implementation: From FY 2026 through 2028, GCRTA does not plan to add any additional funds to the compensated absences fund outside of regular investment income. The FY 2026 budgeted balance is \$3.3 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 2026 through 2028, GCRTA does not plan to add any additional funds to the hospitalization fund. The FY 2026 budgeted balance is \$2.6 million dollars.

Policy Goal: 460.03(b)(4) Reserve for 27th 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 (27th payroll expense) that occurs every eleven to twelve years. This reserve shall be funded to the best of the Authority's ability in order to plan for this additional payroll expense as authorized by ORC § 5705.13(B).

Implementation: The 2026 budget has a \$800,000 transfer from the General Fund and an ending balance of \$9.2 million dollars. The most recent 27th occurred in FY 2025 for hourly employees.

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. A \$5 million transfer is planned for 2028. The ending balance is budgeted at \$0.03 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 2026, the budgeted balance is \$40.7 million. A transfer of \$45.0 million to the General Fund occurred in 2025 and transfers of \$44.0 million and \$32.5 million are planned for 2026 and 2027 respectively to ensure a one-month ending balance in the General Fund. No transfer is planned for 2028.

This financial policy was revised in late 2025 to require that the reserve maintain at least a fifteen-day ending balance in the revenue stabilization fund. Current estimates do not show that 2028 will end with both a one-month reserve in the General Fund and a fifteen day reserve in the Revenue Stabilization



Fund, however the Authority is pursuing efficiencies and cost savings, including service reductions, to maintain the required ending balances.

Policy Goal: 460.03(b)(7) Reserve for Transit-oriented Development

Rationale: Account to set aside funds to maintain funds received from the sale of real property to be held for use in transit-oriented development projects to support development projects.

Implementation: The Board of Trustees established this reserve fund in late 2025 to provide a reserve to hold funds dedicated to transit-oriented development (TOD) projects. TOD benefits transit riders and surrounding communities and promotes transit as a primary means of transportation. The reserve for TOD does not have anything budgeted yet but will likely receive revenues from the sale of real property starting in 2026.

OPERATING DEPARTMENTS BUDGETS

OVERVIEW DIVISIONS & DEPARTMENTS

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
- 48 – Central Facilities Maintenance
- 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.

GCRTA ORGANIZATION CHART

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY TABLE OF ORGANIZATION

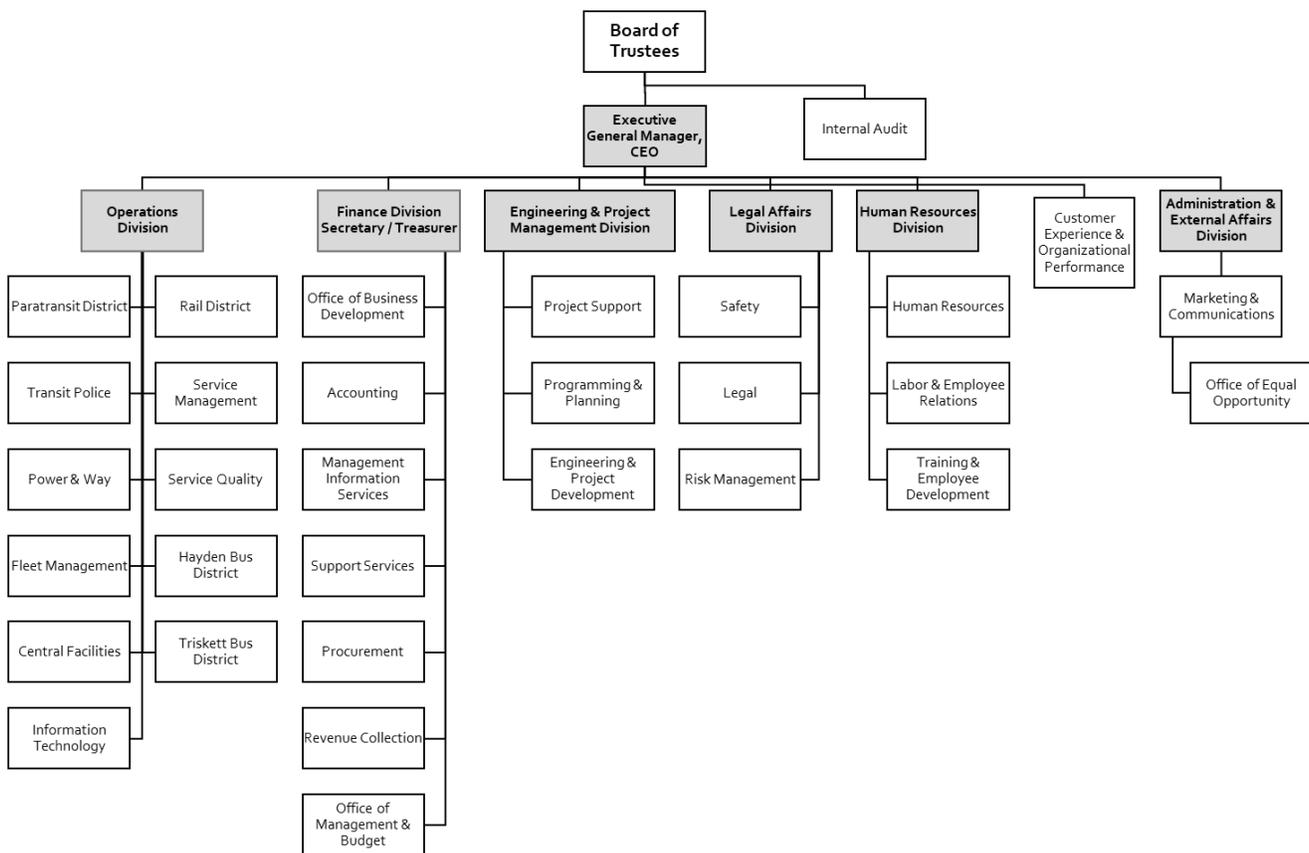


Figure 43 – GCRTA Organization Chart



EXPENDITURES BY DIVISION

Division	Dept No	Department Name	2024 Actual	2025 Actual	2026 Budget
1 - Operations	31	Paratransit District	33,038,171	35,297,071	37,033,600
	32	Rail District	26,775,980	28,257,549	29,890,400
	33	Asset & Configuration Management	928,335	932,478	754,000
	34	Transit Police	18,202,106	18,999,905	19,079,400
	35	Service Management	10,609,014	11,460,872	2,387,700
	36	Power&Way	15,857,669	16,803,169	18,498,600
	38	Service Quality	8,597,006	8,439,563	8,313,500
	39	Fleet Management	39,059,229	40,099,526	37,965,200
	40	Bus Equipment	-	-	-
	43	Brunswick Pass-Thru	1,105,155	-	-
	46	Hayden District	53,060,054	58,694,132	64,682,200
	48	Central Facilities	-	-	10,219,100
	49	Triskett District	40,983,433	43,880,225	48,666,800
	58	Information Technology	9,854,252	9,738,528	10,823,700
1 - Operations Total			258,070,404	272,603,019	288,314,200
2 - Finance	10	Office of Business Development	535,176	608,799	456,000
	60	Accounting	3,966,809	4,229,901	4,227,800
	61	Management Information Services	3,533,791	4,027,531	3,873,300
	62	Support Services	1,158,530	1,241,863	1,280,500
	64	Procurement	1,973,122	2,182,919	2,085,600
	65	Revenue	2,212,408	2,286,855	2,429,400
	67	Office of Management & Budget	5,924,436	6,559,335	7,644,900
	99	Funds Transfers	41,182,452	41,137,095	30,669,940
2 - Finance Total			60,486,725	62,274,298	52,667,440
3 - Engineering & Project Mgmt	55	Project Support	255,327	259,920	294,700
	57	Programming & Planning	3,228,469	3,237,812	3,248,000
	80	Engineering & Project Development	2,591,757	2,667,985	2,917,800
3 - Engineering & Project Mgmt Total			6,075,553	6,165,718	6,460,500
4 - Legal Affairs	15	Safety	1,151,487	1,236,848	1,295,800
	21	Legal	3,845,236	4,201,776	4,288,000
	22	Risk Management	4,836,526	4,824,802	4,800,700
4 - Legal Affairs Total			9,833,249	10,263,426	10,384,500
5 - Human Resources	14	Human Resources	2,076,405	1,785,356	1,361,900
	18	Labor & Employee Relations	2,369,282	2,546,540	2,394,850
	30	Training & Employee Development	5,244,748	5,022,417	4,751,400
5 - Human Resources Total			9,690,434	9,354,312	8,508,150
6 - Admin. and External Affairs	53	Administration & External Affairs	3,704,903	3,438,614	3,261,700
6 - Admin. and External Affairs Total			3,704,903	3,438,614	3,261,700
8 - Executive	12	Executive	1,117,346	1,317,196	1,055,200
	16	Secretary/Treasurer.Board of Truste	327,053	302,464	313,300
	19	Internal Audit	1,039,425	1,185,700	1,123,800
	51	Customer Experience & Performance	-	549,975	1,117,000
8 - Executive Total			2,483,825	3,355,336	3,609,300
Total			\$350,345,093	\$367,454,722	\$373,205,790

Figure 44 – Expenditures by Division & Dept.

* 2024 actual expenditures have been audited; the 2025 actual expenditures are unaudited estimated expenditures



STAFFING BY DIVISION

Division	Dept. No.	Dept. Name	2024	2025	2026	Variance (2026 vs. 2025)
1 - Operations	31	Paratransit District	208	198	193	(5)
	32	Rail District	257	256	255	(1)
	33	Asset & Configuration Management	8	9	8	(1)
	34	Transit Police	164	159	159	0
	35	Service Management	95	93	88	(5)
	36	Power&Way	123	123	123	0
	38	Service Quality	67	66	62	(4)
	39	Fleet Management	188	174	170	(4)
	46	Hayden District	563	562	553	(9)
	49	Triskett District	430	430	415	(16)
	58	Information Technology	32	32	25	(7)
1 - Operations Total			2,135	2,102	2,050	(52)
2 - Finance	10	Office of Business Development	4	5	5	0
	60	Accounting	29	29	27	(2)
	61	Management Information Services	16	15	15	0
	62	Support Services	8	8	8	0
	64	Procurement	16	16	15	(1)
	65	Revenue	16	16	16	0
	67	Office of Management & Budget	8	8	8	0
		Vacancy Pool	2	26	35	9
2 - Finance Total			99	123	129	6
3 - Engineering & Project Mgmt.	55	Project Support	3	2	2	0
	57	Programming & Planning	6	6	6	(0)
	80	Engineering & Project Development -	19	21	17	(4)
3 - Engineering & Project Management Total			28	29	25	(4)
4 - Legal Affairs	15	Safety	8	8	8	0
	21	Legal	27	27	24	(3)
	22	Risk Management	8	8	8	0
4 - Legal Affairs Total			43	43	40	(3)
5 - Human Resources	14	Human Resources	14	12	11	(1)
	18	Labor & Employee Relations	17	18	16	(2)
	30	Training & Employee Development	35	35	35	0
5 - Human Resources Total			66	65	62	(3)
6 - Administration and Ext. Affairs	53	Administration & External Affairs	22	19	19	0
6 - Admin. and External Affairs Total			22	19	19	0
8 - Executive	12	Executive	4	2	2	0
	16	Secretary/Treasurer.Board of Trustee	18	18	18	0
	19	Internal Audit	8	8	8	0
	51	Customer Experience & Performance	0	14	14	0
8 - Executive Total			30	42	42	0
Grand Total			2,423	2,423	2,367	(56)

Figure 45 - Staffing by Division & Dept. -



EMPLOYMENT LEVEL AND SERVICE

The number of positions for 2026 is budgeted at 2,367. This is a decrease of 56 vacant administrative positions from the 2025 budget. 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 and is currently in negotiations for a new contract.

Employment Level and Service Level Changes				
FY	2023	2024	2025	2026
Positions	2,397	2,423	2,423	2,367
Net Increase (Decrease)	15	26	0	(56)
Budgeted Service Increase (Decrease)	(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%)	Fixed Route (0%); Service Hours and Service Miles Demand Response Service Hour 20% and Service Miles (16%)

Figure 46 – Employment Level & Service Level Changes

The TRACTION performance management Organizational Scorecard 2025 results and 2026 goals are shown on page 52 in the Planning Process & Profile section. More information on the TRACTION performance management program is on page 49 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, education, and recreation. 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.

2025 ACCOMPLISHMENTS

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

- **Railcar Replacement:** Exercised Option for 6 additional cars, bringing total cars on order to 54. (CE, CI, FH)
- **Operator Recruiting:** Collaborated, supported, and resourced operator recruiting and training efforts to accelerate hiring efforts and overcome attrition. Filled all vacant Operator positions. (CE, EI, FH)
- **21st Century Policing:** Advanced the work of the Civilian Oversight Committee. (CE, CI)
- **RTA Customer Experience:** Enhanced Customer Experience by staffing/resourcing the success leader for Customer Experience. Authority net promoter score (NPS) peaked at 54; Paratransit NPS peaked at 71. (CE, CI, EI)

2026 PRIORITIES

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

Customer Experience

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

Community Impact



- **Railcar Replacement:** Progress the Railcar Replacement Program consistent with the accepted schedule. Accept first car and begin railcar commissioning.
- **Transit Police Security Strategies:** Develop new strategies to help increase visibility, deter crime and enhance customer perception of safety.
- 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

- **Expense Reduction:**
 - Reduce Personnel Services costs by 2% below budget.
 - Reduce non-personnel costs by 2% below budget.
 - Develop service reduction scenarios and plan.

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 including Configuration Management
46	Hayden District
48	Central Facilities Maintenance
49	Triskett District
58	Information Technology Department*

The 2026 Organizational Scorecard is shown in the Planning, Process, and Profile section. The results of the 2025 Operations Division scorecard and the 2026 Strategic Plan Scorecard are shown below.





Operations Scorecard - 2025

Success Outcomes	Metric	Definition	FY2025 Performance Goals	Objective	Information System	Goal Points	Q4 2025	
							Actual Results	Points Earned
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	↑	Customer Survey	12	23	9.5
	Overall Customer Satisfaction	The % of customers who are satisfied or very satisfied with GCRTA	74%	↑	Customer Survey	10	78%	10.0
	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	68%	↑	Customer Survey	3	63%	2.8
	On-Time Performance - Impression	The % of customers who agree or strongly agree that service is on time	76%	↑	Customer Survey	4	69%	3.6
	On-Time Performance - Actual	The % of actual on-time performance	83%	↑	Performance Data	6	85%	6.0
	Vehicle Cleanliness - Perception	The % of customer who agree or strongly agree that the vehicles are clean	59%	↑	Customer Survey	5	53%	4.5
						40		36.4
Community Impact	Community Perception - Access to Employment	The % of community who agree or strongly agree that GCRTA is valuable in providing access to places of employment	85%	↑	Community Survey	3	80%	2.8
							3	
Employee Investment	Laborer Retention Rate	The % of laborers still employed at 1-year of service after hire	75%	↑	HR Data	4.0	71%	3.8
	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)	25%	↑	Training Data	10.0	4%	1.6
	Safety - Preventable Collision Rate Actual	Reduce the agency preventable collision rate per 100,000 miles driven to 1.68 or less	1.68	↓	Performance Data	7.0	1.79	6.5
	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	6.41	↓	Performance Data	7.0	6.30	7.0
						28		18.9
Financial Health	Operator Unscheduled Overtime	Reduce unscheduled operator OT by 5% (compare current year quarter to prior year quarter)	-5%	↓	Hastus (actual and planned hours)	10	-28%	10.0
	Non-Operator Overtime	Reduce non-operator OT by 5% (Budget vs Actual current year and quarter)	-5%	↓	Financial Data (Oracle Financials)	5	-66%	5.0
	Transfer from Revenue Stabilization Fund	Under \$40M. *Metric requires comparison between revenues/expenses, 2024 Y/E accounting may influence the goal*	\$40,000,000	↓	Oracle	7	\$45,000,000	6.1
	Operator Labor Budget Adherence	Percent difference of the sum of 2025 operator labor and overtime expenses (excluding fringe benefits) vs the 2025 budgeted operator labor and overtime costs (\$55,129,000 labor, \$12,000,000 OT, \$67,129,000 TOTAL)	-2%	↓	Financial Data (Oracle Financials)	7	8%	0.0
						29		21.1
						100		79.2

Figure 47 - Operations Scorecard 2025



TRACtion		2026 Operations Division Scorecard						
Success Outcomes	Metric	Definition	2026 Performance Goals	Objective	Information System	Metric Type	Owner	Goal Points
Umbrella Metric	Net Promoter Score	Quarterly Output. On a 0-10 scale of how likely to recommend GORTA; Promoters are 9-10 and Detractors are 0-6. NPS = % promoters minus % detractors	35	↑	Customer Survey	Quarterly	F. Caver	
	TOTAL POINTS							
Customer Experience (35)	Overall Customer Satisfaction	The percent of customers who agree or strongly agree with the statement "How satisfied are you overall with service?. Measured quarterly.	76%	↑	Customer Survey	Quarterly	F. Caver	7
	Personal Safety/Security - Customer Perception	The percent of customers who agree or strongly agree that they feel safe on board the vehicle and safe while waiting for the vehicle, measured quarterly	70%	↑	Customer Survey	Quarterly	D. Jones	4
	On-Time Performance - Customer Perception	The percent of customers who agree or strongly agree with the statement "The service usually runs on time", Measured quarterly	76%	↑	Customer Survey	Quarterly	J. Freilich	6
	On-Time Performance - Actual	The percent of actual on-time performance, measured quarterly	83%	↑	Performance Data	Quarterly	J. Freilich	8
	On-Time Performance - Actual - Fixed Route Bus	The percent of actual on-time performance (fixed route bus)	83%	↑	Performance Data	Quarterly	J. Freilich	
	On-Time Performance - Actual - Fixed Route BRT	The percent of actual on-time performance (BRT)	88%	↑	Performance Data	Quarterly	J. Freilich	
	On-Time Performance - Actual - Rail	The percent of actual on-time performance (Rail)	90%	↑	Performance Data	Quarterly	J. Freilich	
	On-Time Performance - Actual - Paratransit	The percent of actual on-time performance (Paratransit).	85%	↑	Performance Data	Quarterly	N. Davidson	2
	Vehicle Cleanliness - Customer Perception	The percent of customers who agree or strongly agree with the statement "The vehicles are clean", measured quarterly	60%	↑	Customer Survey	Quarterly	D. Basso S. Thompson	5
	Gemba Participation	The percentage of employees (ops directors and direct reports) who complete two Gemba trips per month, measured quarterly.	90%	↑	Performance Data	Quarterly	F. Caver	3
TOTAL POINTS								35
Community Impact (20)	Bus & Train Span of Operation - Customer Perception	The % of customers who agree or strongly agree with the statement "The service operates on the days and at the times that I need them."	81%	↑	Customer Survey	Quarterly	J. Freilich	4
	CX Site Visit Closeout Compliance	The % of tactical items identified through scheduled CX site visits that have been assigned to the operations division and closed out within 45 days, measured quarterly.	70%	↑	Performance Data	Quarterly	D. Basso J. Rosenlieb	7
	Bus Route Location Convenience - Customer Perception	The % of customers who agree or strongly agree with the statement "The routes are conveniently located for me."	82%	↑	Customer Survey	Quarterly	J. Freilich	4
	Community Value - Customer Perception	The percent of customers who agree or strongly agree with the statement "The RTA system provides value to the community". Measured quarterly. (*NOTE: from customer experience surveys NOT community survey)	89%	↑	Customer Survey	Quarterly	F. Caver	5
	TOTAL POINTS							
Employee Investment (20)	First Year Retention Rate - Mission Critical Positions	The percent of Operators (Bus, Paratransit, Rail), Mechanics, Transit Police retained through their first full year of service, measured quarterly.	80%	↑	HR Data	Quarterly	L. Townes O. Draper D. Jones S. Thompson	5
	Wellness Participation	The percent of covered employees within the operations division and their families who participate in the wellness incentive program. Measured year to date.	(10%, 20%, 30%, 55%, increase goal by quarter)	↑	HR Data	Year-To-Date	F. Caver	3
	Training Hours (Non-Bargaining)	The percent of non-bargaining employees within the operations division who achieve 6 hours of professional development training per quarter, as defined through coordination with their supervisor in the annual performance appraisal (goal setting) process. Output to demonstrate supervisor invested in growth.	80%	↑	Training Data	Quarterly	R. Morgan	2
	Safety - Preventable Collision Rate Actual	Reduce the agency preventable collision rate per 100,000 miles driven to 1.64 or less	1.64	↓	Performance Data	Year-To-Date	L. Townes O. Draper	5
	Safety Actual - Rate of On the Job Injuries (OJI)	Reduce the rate of OJI's per 200,000 hours worked to 6.14 or less	6.14	↓	Performance Data	Year-To-Date	T. Muti S. Thompson	5
	TOTAL POINTS							
Financial Health (25)	Operator Unscheduled Overtime	Percent reduction in operator unscheduled overtime (year over year, by quarter)	-5%	↓	Financial Data (Oracle Financials)	Quarterly	R. Morgan	6
	Non-Operator Overtime	Percent reduction in non-operator OT (Current year budget vs actual, by quarter)	-10%	↓	Financial Data (Oracle Financials)	Quarterly	R. Morgan	6
	Operations Division Labor Expense Reduction (Labor + OT)	Percent difference of the sum of 2026 operator labor and overtime expenses (excluding fringe benefits) vs the 2026 budgeted operator labor and overtime costs, measured by quarter. 2%	-2%	↓	Financial Data (Oracle Financials)	Quarterly	R. Morgan	8
	Non-Labor Expense Reduction	Percent reduction in non-labor expenses (current year budget vs actual, by quarter)	-2%	↓	Financial Data (Oracle Financials)	Quarterly	R. Morgan C. Morgan	5
	TOTAL POINTS							
OVERALL PERFORMANCE SCORE								100

Figure 48 - Operations Scorecard 2026



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.

2025 ACCOMPLISHMENTS

Strategic Plan Success	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Outcomes:				
	<ul style="list-style-type: none"> • Updated The Trapeze scheduling platform from version 17 to version 21(CE), a pre-requisite for the Mobile App implementation. (CE). • Reduced non-bargaining positions. (FH). • Increased ridership by approximately 6% over 2024. (CE, EI). • The Telephone Information Center transferred to Customer Experience Department. (CE). • Maintained overall good Safety metrics. (CE, EI) • Increased Web-Scheduling adoption which improved the ease and convenience of scheduling. (CE) • Achieved a Net Promoter Score of between 65-71, well above paratransit peers of 33. (CE). • Continued the Certified Operator Road Instructor Program for Paratransit Operators. (CE, EI). • Continued the Positive Impact Program to reduce Operator turnover. (EI) • Retired the MV-1 fleet. (FH). • Completed several facility project upgrades to maintain a State of Good Repair. (CE, FH) • Significantly reduced overtime below budget. (FH) 			

2026 PRIORITIES

Strategic Plan Success	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Outcomes:				
	<ul style="list-style-type: none"> • Implement the mobile application for Trapeze PASS. (CE) • Expand capacity to accommodate growth in ridership demand. (CE, CI) • Reduce purchased transportation costs through a new contract. (FH) • Continue to reduce overtime and budget expenditure. (FH) • Adhere to Authority’s Mission, Vision, and Values. (CE, CI, EI, FH) • Continue to maintain a best-in-class NPS by focusing on the customer service experience. (CE) • Focus on internal training and employee experience. (EI) • Achieve and maintain on time performance (OTP) of 88% or higher. (CE) 			



PARATRANSIT DISTRICT BUDGET

Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501100	Operators Labor	\$6,001,204	\$6,100,000	\$7,219,100
501110	Operators Overtime	1,221,906	1,122,832	1,200,000
501200	Hourly Employee Labor	3,321,071	3,647,743	3,756,700
501210	Hourly Employee Overtime	467,812	104,346	160,000
501300	Salaried Employees Labor	2,065,798	1,884,645	1,270,800
501310	Salaried Employees Overtime	95,435	70,264	90,000
502000	Fringe Benefits	4,996,365	5,379,337	6,911,400
503000	Services	18,052	8,841	30,000
503052	Other Maintenance Contract	51,456	57,908	45,800
504000	Materials & Supplies	80,473	61,794	47,000
504032	Propane Fuel	23,377	-	-
508020	Purchased Trans-Suburban	14,690,158	16,033,719	16,300,000
509000	Miscellaneous Expense	4,255	1,208	2,800
509022	Meals/Food/Per Diem	807	446	-
Total		\$33,038,171	\$35,297,071	\$37,033,600

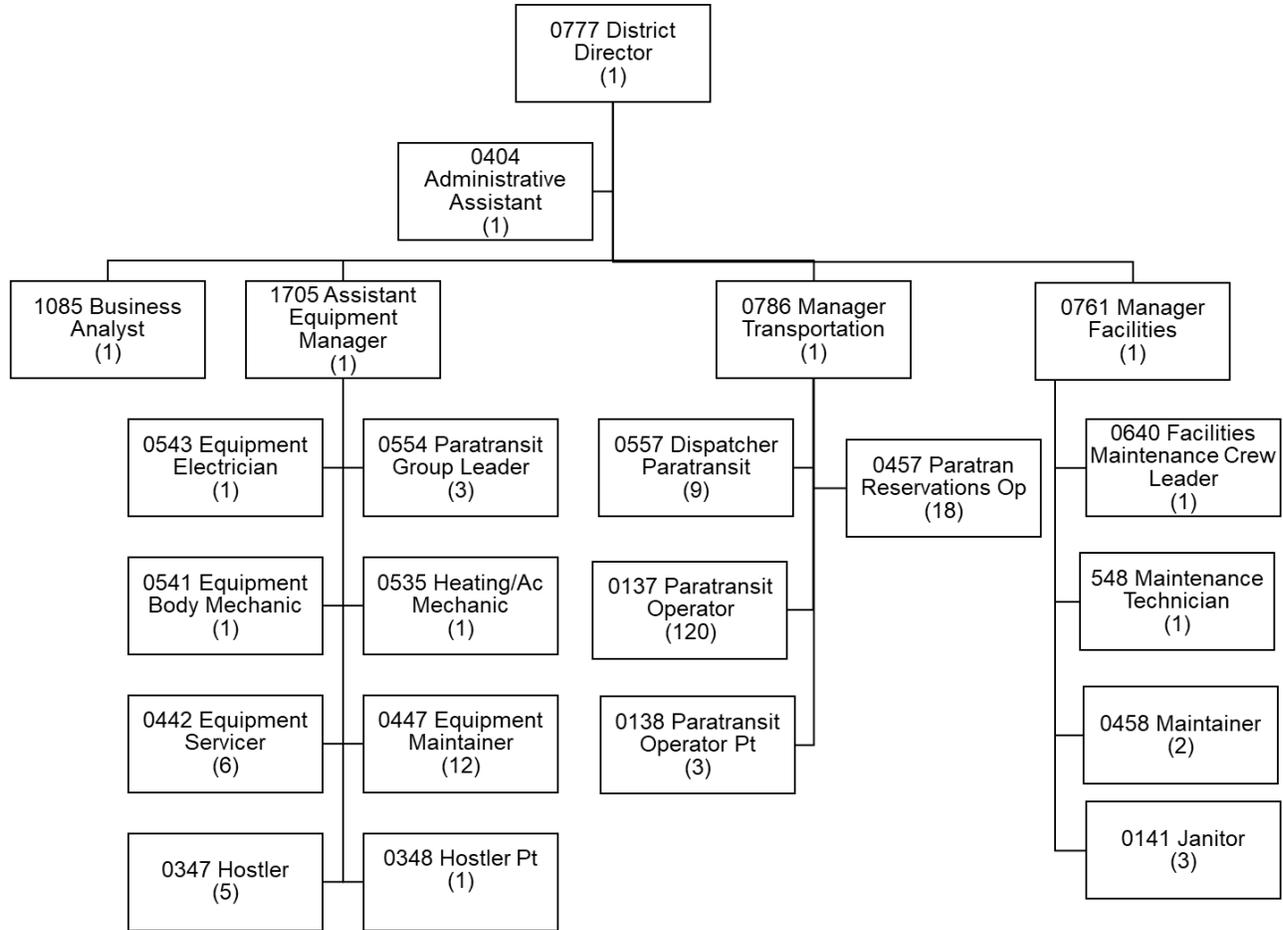


PARATRANSIT DISTRICT STAFFING

Grade	Job Name	2024	2025	2026
01	0137.Paratransit Operator	120	120	120
01	0138.Paratransit Operator (Part-Time)	5	5	5
01	0141.Janitor	2	3	3
01	0153.Laborer Nonsafety Paratransit District	1	0	0
03	0347.Hostler	5	5	5
03	0348.Hostler (Part-Time)	1	1	1
03	0365.Customer Service Representative	3	0	0
03	0371.Telephone Operator/Information Clerk	6	0	0
04	0442.Equipment Servicer	6	2	6
04	0447.Equipment Maintainer	12	16	12
04	0457.Paratransit Reservations Operator	18	18	18
04	0458.Maintainer	2	2	2
04	0404Administrative 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	0	0
108	1085.District Business Analyst	1	1	1
110	1705.Assistant Equipment Manager	2	2	1
111	0761.Manager - Facilities	1	1	1
111	0851.Manager - Equipment	1	1	0
112	0786.Manager - Transportation	2	2	1
114	0777.District Director	1	1	1
Total		208	198	193



PARATRANSIT DISTRICT ORGANIZATION CHART



Total FTE's = 193



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.

2025 ACCOMPLISHMENTS

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

Accomplishments

- Cleanliness (CE)
 - Windermere In Service HRV Cleaning
 - Rail Station Cleaning Project Team
 - HRV Vinyl Seat Replacement
- Supported the Railcar Replacement Program (CE, CI, FH)
- Special Event Service (CE, CI)
 - St. Patrick’s Day Service
 - Guardians Baseball Home Opener, Games, and Playoffs
 - Cleveland Air Show
 - Browns Football Service
- Rail Days Rail Days - Employee Appreciation (EI)

2026 PRIORITIES

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

Priorities

- Cleanliness (CE)
 - Windermere In Service HRV Cleaning
 - Rail Station Cleaning Project Team
- Railcar Replacement Project (CE, CI, FH)
- Special Event Service (CE, CI)
 - St. Patrick’s Day Service
 - Guardians Baseball Home Opener and Games
 - Browns Football Service
- 2026 Rail Days - Employee Appreciation (EI)



RAIL DISTRICT BUDGET

Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501100	Operators Labor	\$5,220,289	\$5,676,491	\$6,300,000
501110	Operators Overtime	1,183,433	1,260,770	1,200,000
501200	Hourly Employee Labor	7,777,613	8,756,589	8,528,200
501210	Hourly Employee Overtime	1,025,186	472,317	550,000
501300	Salaried Employees Labor	2,492,426	2,620,469	2,647,400
501310	Salaried Employees Overtime	184,309	125,898	125,000
502000	Fringe Benefits Budget	6,757,411	7,323,197	9,030,500
502071	W/C - Injuries&Damage to Employees	1,061	-	-
503000	Service - Budget	539,512	572,857	175,400
503052	Other Maintenance Contract	664,226	586,778	446,300
504000	Materials&Supplies Budget	523,903	340,443	375,200
504090	Tires&Tubes	-	-	-
505021	Electricity	332,952	344,827	370,000
509000	Miscellaneous Expense Budget	64,407	68,940	21,900
509022	Meals/Food/Per Diem	9,250	7,121	-
512000	Leases & Rentals - Budget	-	100,852	120,500
Total		\$26,775,980	\$28,257,549	\$29,890,400

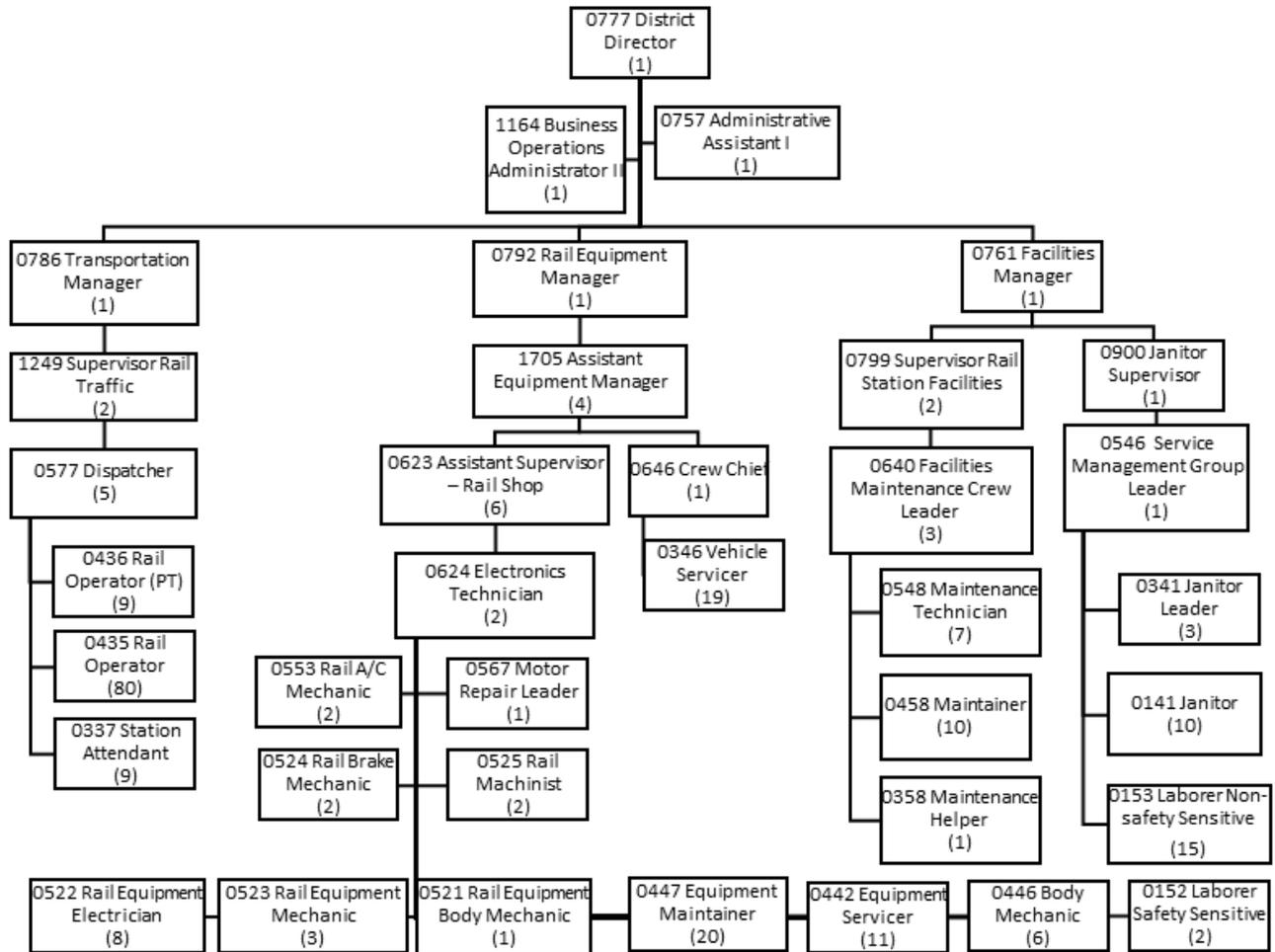


RAIL DISTRICT STAFFING

Grade	Job Name	2024	2025	2026
01	0141 Janitor	13	11	10
	0152 Laborer Safety Sensitive	2	2	2
	0153 Laborer Nonsafety Sensitive	15	17	17
03	0337 Station Attendant	8	9	9
	0341 Janitor Leader	3	3	3
	0346 Vehicle Servicer	19	19	19
04	0358 Maintenance Helper	1	1	1
	0435 Rail Operator	80	80	80
	0436 Rail Operator Pt	9	8	9
	0442 Equipment Servicer	2	4	4
	0442 Equipment Servicer.Rail Equipment.Rail	4	5	6
	0442.Equipment Servicer	0	1	1
	0446 Body Mechanic	6	6	6
	0447 Equipment Maintainer	23	21	20
	0458 Maintainer	10	10	10
	05	0521 Rail Equip Body Mechanic	1	1
0522 Rail Equip Electrician		8	7	8
0523 Rail Equipment Mechanic		3	3	3
0524 Rail Brake Mechanic		2	2	2
0525 Rail Machinist		1	2	2
0546 Service Mgmt Group Ldr		1	1	1
0548 Maintenance Technician		7	7	7
0553 Rail Ac Mechanic		3	2	2
0567 Motor Repair Leader		1	1	1
0577 Dispatcher		5	5	5
06		0623 Asst Supervisor Rail Shop	6	7
	0624 Electronics Technician	4	2	2
	0640 Facili Maint Crew Leader	3	3	2
	0646 Crew Chief	1	1	1
104	0757 Admin Assistant I	1	1	1
110	0799 Supv Rail Station Fac	2	2	2
	0900 Supervisor Jan Services	2	1	1
	1164 Business Oper Admin II	1	1	1
	1249 Supervisor Rail Traffic	2	2	2
	1704 Asst Equip Mgr Rail - Ss .Rail Equipment	0	4	0
	1705 Assistant Equipment Mgr .Rail Equipment	4	0	4
	0761 Manager Facilities - Rmt .Rail	1	1	1
111	0761 Manager Facilities - Rmt .Rail	1	1	1
112	0786 Manager Transportation Rm	1	1	1
113	0792 Manager Rail Eq	1	1	1
114	0777 District Director	1	1	1
Total		257	256	255



RAIL DISTRICT ORGANIZATION CHART



Total FTE's = 255



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.

2025 ACCOMPLISHMENTS

Strategic Plan **Customer Experience** **Community Impact** **Employee Investment** **Financial Health**

Success

Outcomes:

- Reduced the risk from active shooters by conducting drills with GCRTA employees. (CE, EI)
- Continued TP’s Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation efforts. (CE, CI, EI)
- Worked the Ohio Collaborative, a state agency that provides model policies as a resource for agencies and makes itself available to assist agencies with implementation. (CE, CI, EI)
- Onboarded four new Chaplains. (CE, CI, EI)
- Provided Crisis Intervention Training (CIT) for TP officers. (CE, CI, EI)
- Strengthened relationships with agency partners to provide resources for those in need of mental health, addiction, and shelter services. (CE, CI, FH)
- Worked with HR to hone hiring strategies and improve staffing levels; participated in TP hiring fair and expanded recruitment strategies by presenting at various police academies. (CE, CI, EI)
- Deployed Drones to enhance TP patrol capabilities. (CE, CI)
- Collaborated with the Marketing Department to enhance the image of Transit Police. (CE, CI, EI)
- Continued TP community outreach through Community Engagement Unit. (CE, CI, EI)
- Increased patrols of Transit Police officers on trains, buses, and in stations to deter crime and improve the perception of safety and security. (CE, CI, EI)
- Collaborated with Maintenance to update and furnish new Transit Police Units & Training Headquarters. (EI)
- Procured and completed Assessment Center for Transit Police lieutenants and sergeants. (CE, CI, EI)

2026 PRIORITIES

Strategic Plan **Customer Experience** **Community Impact** **Employee Investment** **Financial Health**

Success

Outcomes:

- Create an internal Scorecard that aligns with GCRTA and the Operations Division Success Outcomes. (CE, CI, EI, FH).
- Continue working with the Marketing Department to enhance the image of TP. (CI, EI)



- Increase uniform presence on trains, buses, and stations to deter crime. (CE, CI)
- Finalize and obtain certification for Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) accreditation. (CE, CI, EI)
- 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 personnel. (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 leadership retreat for current and promoted TP supervision. (EI)

TRANSIT POLICE DEPARTMENT BUDGET

Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501200	Hourly Employee Labor	\$10,374,606	\$10,947,763	\$10,432,900
501210	Hourly Employee Overtime	494,491	459,508	420,000
501300	Salaried Employees Labor	1,510,874	1,579,332	1,580,800
501310	Salaried Employees Overtime	-	0	-
502000	Fringe Benefits	5,025,524	5,341,863	6,184,200
502071	W/C - Injuries & Damage to Employees	13,411	12,400	-
503000	Services	94,353	47,321	61,300
503052	Other Maintenance Contract	338,337	234,407	104,400
504000	Materials & Supplies	307,395	332,297	221,300
506000	Casualty & Liability	5,200	5,200	6,000
509000	Miscellaneous Expense	32,634	38,714	68,000
509022	Meals/Food/Per Diem	1,636	1,100	500
512000	Leases & Rentals	3,645	-	-
Total		\$18,202,106	\$18,999,905	\$19,079,400

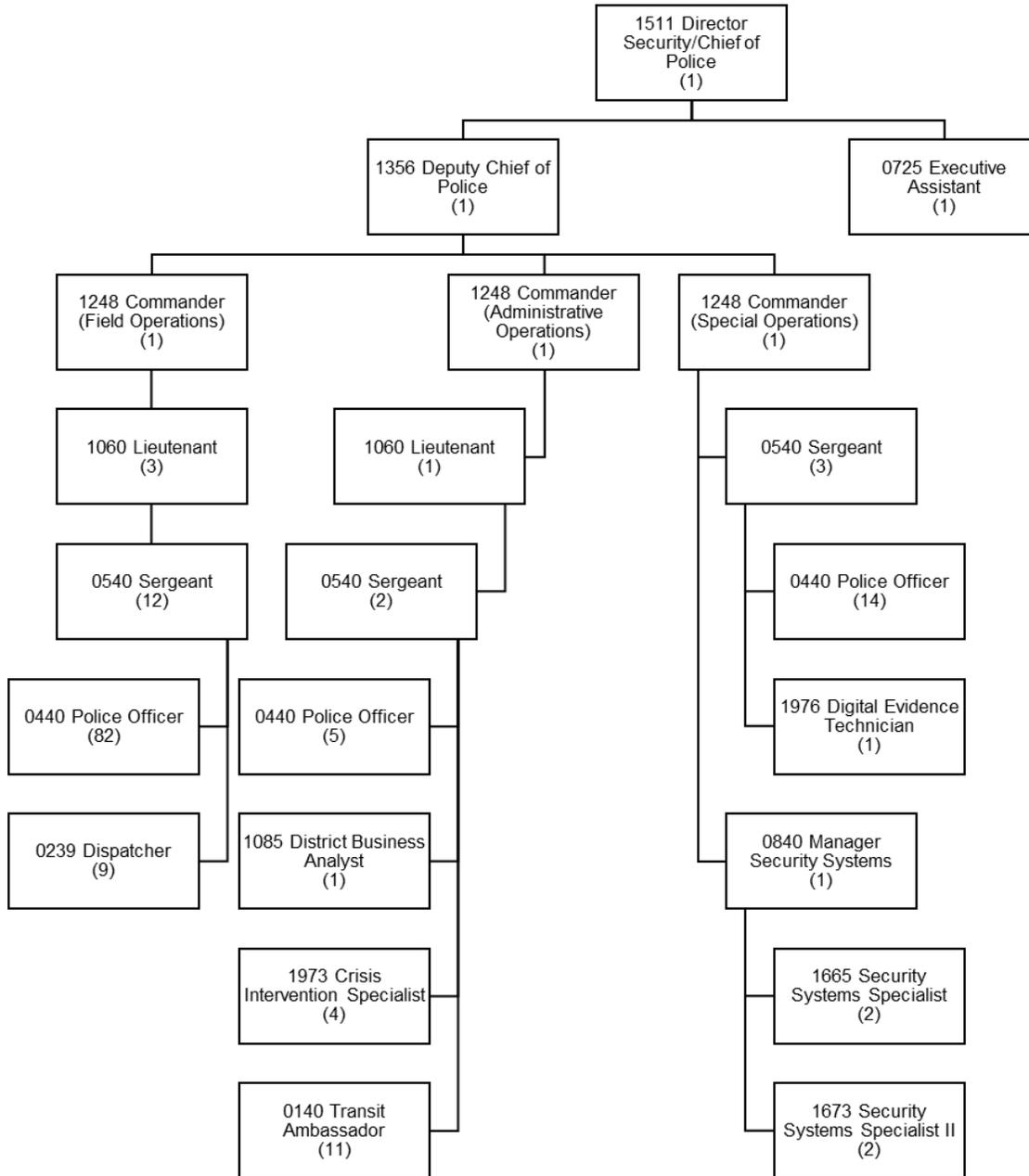


TRANSIT POLICE DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
02	0239.Dispatcher - Transit Police	9	9	9
03	0140.Transit Ambassador	16	11	11
04	0440.Transit Police Officer	101	99	101
05	0540.Transit Police Sergeant	17	16	17
06	1060.Lieutenant - Transit Police	4	5	4
106	1973.Crisis Intervention Specialist.	4	4	4
107	0725.Executive Assistant	1	1	1
	1976.Digital Evidence Technician	1	1	1
108	1085.District Business Analyst	1	1	1
	1665.Security Systems Specialist I	4	2	2
111	0840.Manager - Security Systems	0	2	2
112	1248.Commander - Transit Police	1	1	1
113	1356.Deputy Chief of Police	3	3	3
115	1511.Director - Security/Chief of Police	1	1	1
Total		164	157	159



TRANSIT POLICE DEPARTMENT ORGANIZATION CHART



Total FTE's = 159



35- SERVICE MANAGEMENT

DEPARTMENT OBJECTIVES

The Service Management Department plans, schedules, monitors, and adjusts all fixed-route transportation services and bus stops. The department works with Service Quality and District Management to ensure safe, reliable, effective service for passengers. The department’s Operations Analysis Unit analyzes data and helps develop the analytical capabilities of staff members in other departments.

2025 ACCOMPLISHMENTS

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

- Implemented the 2025 Service Management Plan. (CE, FH)
- Improved bus stop safety, spacing, signage, and passenger amenities. (CE, FH)
- Added passenger shelters in accordance with the new policy adopted by the board in 2023. (CE, FH)
- Supported the management and strategic discontinuation 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)
- Improved the process for measuring and reporting on-time performance. (CE)
- Developed and implemented special rail schedules for major events. (CE, FH)
- Improved customer information by completing schedule patches earlier. (CE)
- Supported employee training and development. (EI)

2026 PRIORITIES

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

- Implement the 2026 Service Management Plan. (CE, CI, FH)
- Add passenger shelters in accordance with the policy adopted by the board in 2023. (CE, FH)
- Continue to assess bus stops for safety and spacing and continue to upgrade bus stop signs. (CE)
- Intensify collaborative efforts to improve streetscape for pedestrians and transit riders. (CE, CI)
- Adjust services as needed for construction projects and major special events. (CE)
- Reduce service as needed to meet financial goals. (CE, CI, FH)
- Review scheduled running times of selected routes to increase service dependability. (CE, CI)
- Continue to plan for rail service outages to support maintenance and improvement projects. (CE, CI)
- Support operational planning for the Rail Car Replacement Project. (CE, CI, FH)
- Adjust scheduling to accommodate a larger percentage of part-timers among the operators. (FH)



- Improve accuracy, consistency, and relevance of internal and external reports. (CE, FH)
- Strengthen operational analysis to improve decision-making. (CE, FH)
- Support employee training and development. (EI)
- Promote safety and maintain low rates of on-the-job injuries. (EI, FH)

SERVICE MANAGEMENT DEPARTMENT BUDGET				
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501110	Operators Overtime	\$18	\$-	\$-
501200	Hourly Employee Labor	4,000,274	4,421,254	354,900
501210	Hourly Employee Overtime	334,240	90,129	3,000
501300	Salaried Employees Labor	1,522,518	1,846,003	1,269,700
501310	Salaried Employees Overtime	169	24	100
502000	Fringe Benefits	2,286,736	2,582,435	758,400
503000	Services	1,354,883	1,068,285	-
503052	Other Maintenance Contract	812,033	1,220,167	-
504000	Materials & Supplies	283,998	222,960	500
509000	Miscellaneous Expense	12,854	7,973	500
509022	Meals/Food/Per Diem	1,292	1,641	600
Total		\$10,609,015	\$11,460,872	\$2,387,700



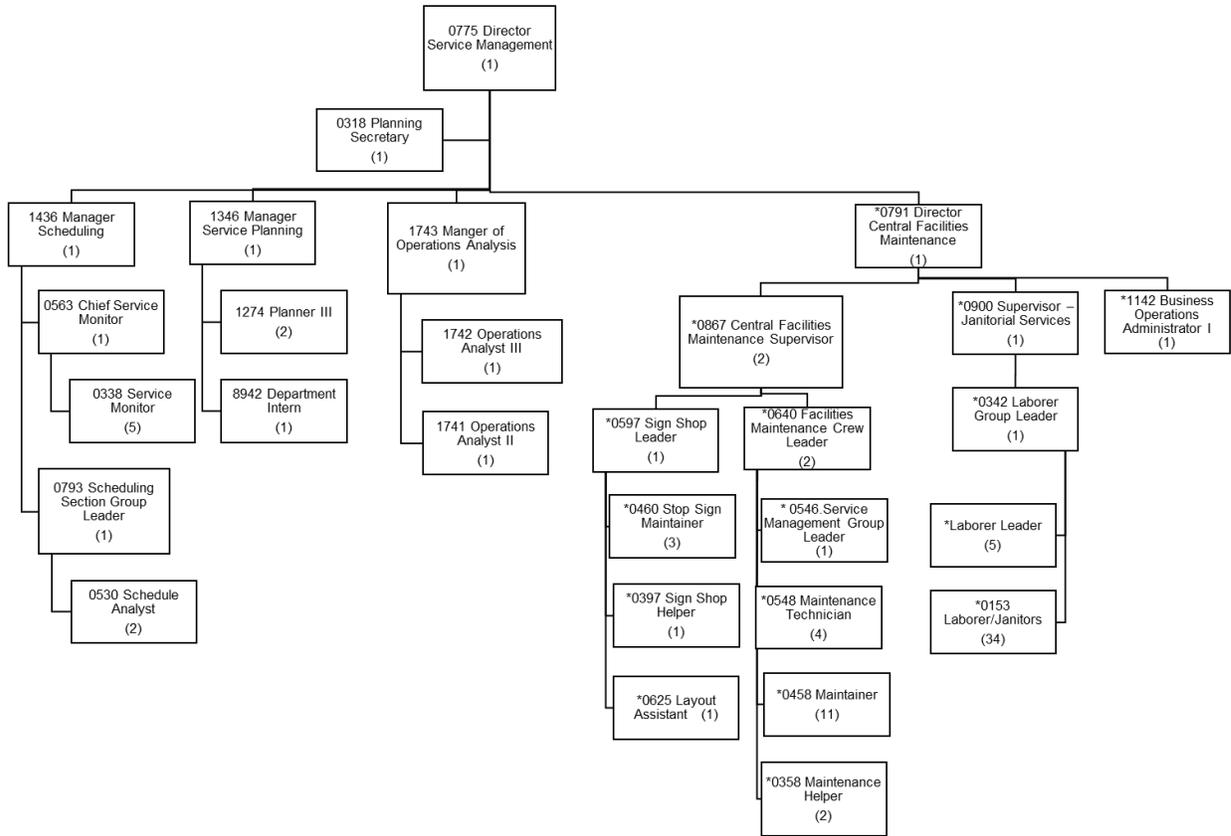
SERVICE MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
01	0141 Janitor.Operations*	4	4	4*
	0153.Laborer Non-Safety Sensitive*	33	33	30*
	8942 Department Intern	.8	1	1
03	0318.Planning Secretary	1	1	1
	0338 Service Monitor	5	5	5
	0342 Laborer Leader*	5	5	4*
	0358 Maintenance Helper*	2	2	2*
	0397 Sign Shop Helper*	1	1	1*
04	0458 Maintainer*	11	11	11*
	0460 Stop Sign Maintainer*	3	3	3*
05	0530 Schedule Analyst	2	2	2
	0546.Service Management Group Leader*	1	1	1*
	0548 Maintenance Technician*	4	4	4*
	0563.Chief Service Monitor	1	1	1
	0597 Sign Shop Leader*	1	1	1*
06	0625 Layout Assistant*	1	1	1*
	0640.Facilities Maintenance Crew Leader*	2	2	2*
108	1741 Operations Analyst II	1	1	1
109	1142.Business Operations Administrator I*	1	1	1*
	1149 Facilities Maintenance Trainer	1	1	0
	1274 Planner III	2	2	2
110	0793.Schedule Section Group Leader	1	1	1
	0838 Planning Team Leader	1	0	0
	0867.Central Facilities Maintenance Supervisor*	2	2	2*
	0900.Supervisor - Janitorial Services*	1	1	1*
	1742.Operations Analyst III	1	1	1
112	0791 Sr Manager of Central Facilities	1	0	0
	1743.Manager of Operations Analysis	1	1	1
113	1346 Manager - Service Planning	1	1	1
	1436 Manager of Scheduling	1	1	1
114	0775 Director Service Management	1	1	1
	0791 Sr Manager (renamed Director) Central Facilities*	0	1	1*
Total		95	93	88

- In 2026, the Service Management Department will no longer include the Central Facilities Maintenance section. *69 of the 88 FTEs will transfer into the newly created Dept. 48- Central Facilities Maintenance Dept during FY2026 leaving the Service Management Department with 19 FTES .



SERVICE MANAGEMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 88

*FTEs to be transferred into the newly created Dept. 48- Central Facilities Maintenance Dept.



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.

2025 ACCOMPLISHMENTS

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

Outcomes:

- Replaced 2000 cross ties system wide. (CE, FH)
- Replaced 1500 ft of rail. (CE, FH)
- Completed annual vegetation control. (CE, FH)
- Continued the Heavy Rail right-of-way rehabilitation through the replacement of track bed and rails for safer and smoother ride. (CE, FH)
- Continued to reduce the number of job-related injuries by providing weekly safety trainings. (EI, FH)
- Maintained fiber optic communication system to RTA facilities along the rapid right-of-way. (CE, FH)
- Repaired derailleurs on viaduct. (CE, FH)
- Maintained power and signal systems in accordance with GCRTA's and federal safety standards. (CE, FH)
- Reimbursed expenses through grant reimbursements. (FH)
- Assisted Engineering with rail construction projects. (CE, EI, FH)
- Replaced Signal X182. (CE, FH)
- Installed 515 Overhead Catenary Systems. (CE, FH)
- Installed blue wire heating system. (CE, FH)
- Labelled Wayside Disconnect w/remote arms. (CE, FH)
- Installed tie switch at Brookpark. (CE, FH)

2026 PRIORITIES

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

Outcomes:

Track Department

- Install 2500 ties throughout GCRTA system. (CE, FH)
- Install 1500 ft of rail system wide. (CE, FH)
- Improve rail by welding rail for Continuous Welded Rail (CWR) [removing of rail Joints]. (CE, FH)
- Install switch stands E 55th yard & Waterfront. (CE, FH)
- Continue maintenance welding for the system. (CE, FH)
- Continue maintenance and repairs at E 55th rail yard. (CE, FH)
- Perform Geometry Car repairs system wide. (CE, FH)
- Perform Ultrasonic Car system wide. (CE, FH)



Signal Department

- Install Rail Bonding installation & switch at E 55th rail yard. (CE, FH)
- Remodel Central Instrument House. (CE, FH)
- Replace battery at Tower City bungalow. (CE, FH)
- Install 5G switch machines. (CE, FH)
- Repair and replace junction box system wide. (CE, FH)
- Replace all power supplies. (CE, FH)

Traction Power Line

- Install blue wire heating system. (CE, FH)
- Label Wayside Disconnect w/Remote Arms. (CE, FH)
- Inspect catenaries systemwide (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

Object Class	Description	2024 Actual	2025 Budget	2026 Budget
501200	Hourly Employee Labor	\$ 6,932,766	\$ 7,542,021	7,723,600
501210	Hourly Employee Overtime	1,015,987	509,632	750,000
501300	Salaried Employees Labor	1,238,102	1,300,260	1,302,600
501310	Salaried Employees Overtime	87,811	46,360	60,000
502000	Fringe Benefits	3,506,335	3,708,321	4,722,900
502071	W/C – Injuries & Damage to Employees	1,161	-	-
503000	Services	57,061	15,795	116,000
503052	Other Maintenance Contract	302,820	451,883	355,500
504000	Materials & Supplies	388,135	286,306	274,000
504051	Postage Expense	16	-	-
505010	Propulsion Power	2,276,670	2,907,761	3,173,000
509000	Miscellaneous Expense	39,859	29,000	18,000
509022	Meals/Food/Per Diem	10,946	5,830	3,000
Total		\$15,857,669	\$16,803,169	\$18,498,600

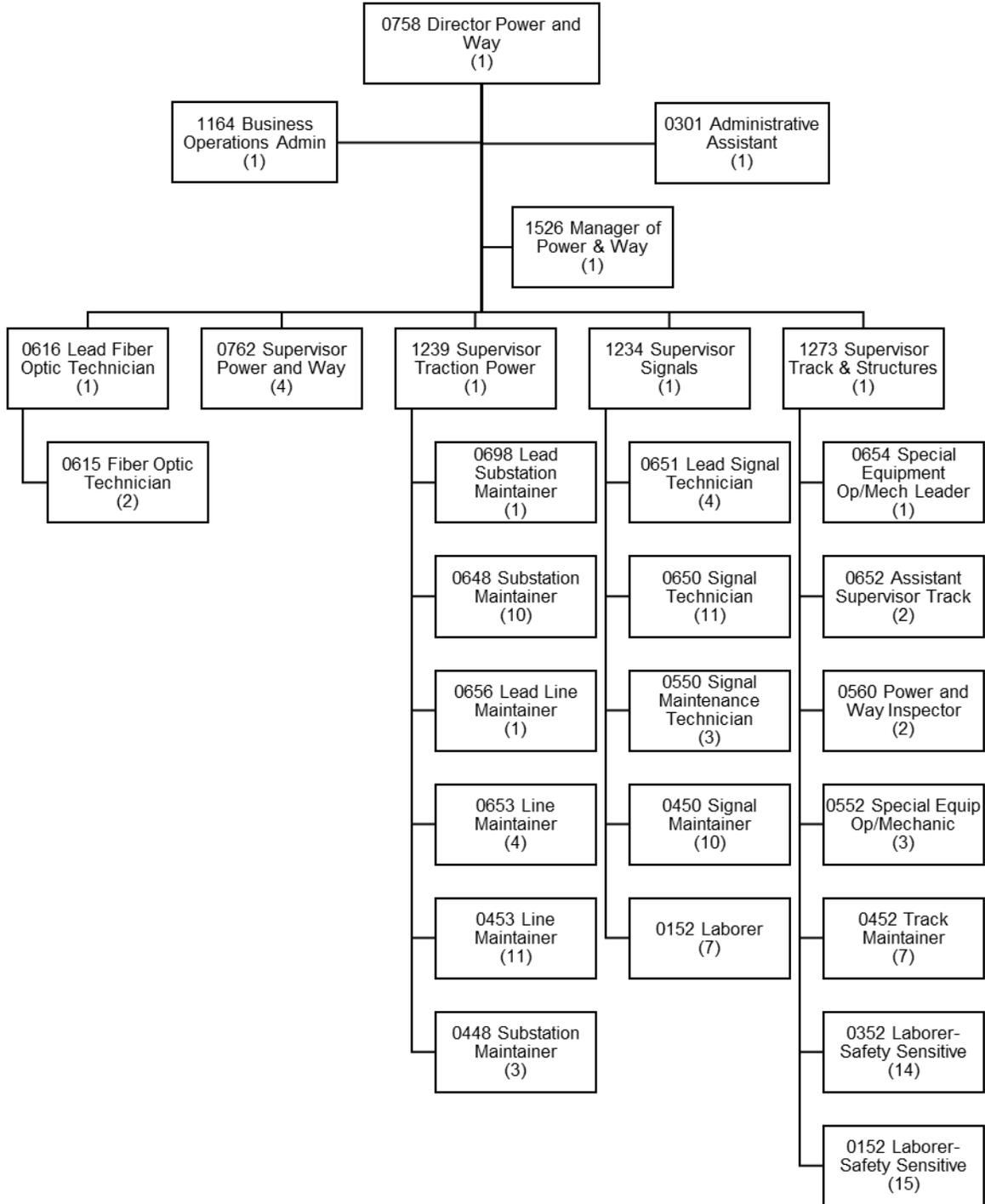


POWER & WAY DISTRICT STAFFING

Grade	Job Name	2024	2025	2026
01	0152 Laborer Safety Sensitive	22	22	22
03	0301 Administrative Assistant	1	1	1
	0352 Laborer Safety Sensitive	14	14	14
04	0448 Substation Maintainer	3	3	3
	0450 Signal Maintainer	10	12	10
	0452 Track Maintainer	7	7	7
	0453 Line Maintainer	10	11	11
05	0550 Signal Maintainer Technician	3	3	3
	0552 Special Equip Op/Mechanic	3	3	3
	0560 Power & Way Inspector	2	2	2
06	0615 Fiber Optics Technician	2	2	2
	0616 Lead Fiber Optic Tech	1	1	1
	0648 Substation Maintainer	10	10	10
	0650 Signal Technician	11	9	11
	0651 Lead Signal Technician	4	4	4
	0652 Asst Supervisor Track	2	2	2
	0653 Line Maintainer	5	4	4
	0654 Special Equip Op/Mech Leader	1	1	1
	0656 Lead Line Maintainer	1	1	1
	0698 Lead Substation Maintainer	1	1	1
110	0762 Supervisor - Power & Way	4	4	4
	1164 Business Operation Admin II	1	1	1
111	1234 Supervisor - Signals	1	1	1
	1239 Supervisor of Traction Power	1	1	1
	1273 Supervisor Track & Structures	1	1	1
113	1526 Manager Power & Way	1	1	1
114	0758 Director of Power & Way	1	1	1
Total		123	123	123



POWER & WAY DISTRICT ORGANIZATION CHART



Total FTE's = 123



38- SERVICE QUALITY MANAGEMENT

DEPARTMENT OBJECTIVES

The Service Quality Department ensures the Authority’s mission statement to “Connect the Community” is carried out, making sure the various service offerings are on-time and safely provided. The department is comprised of Supervisors, Managers, Bus Coordinators, Central Communications Specialists and a Communications Specialist utilizing radio and digital systems for real-time Operator and customer communications. Primary internal customers include the Bus, Rail, and Paratransit Districts, and the Customer Experience and Service Management Departments.

2025 ACCOMPLISHMENTS

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

- Helped evaluate new service monitoring software (Swiftly) piloted by RTA in September. (CE, CI)
- Led and developed opportunities for Training & Employee Development. (CE, EI)
- Increased use of data from Service Management for Field Supervision. (CE, CI, EI, FH)
- Managed tools and strategies that held RTA’s overall on-time performance steady (84%). (CE, CI, FH)
- Wrote and disseminated Service Quality Bulletins focused on improving service and on-time performance; Service Quality Bus Reroute Memos; Track Orders; and Operating Orders. (CE, CI, EI, FH)
- Coordinated service on the Waterfront Line for Cleveland Browns home games in 2025 in addition to concerts and other events at the stadium. (CE, CI, FH)
- Provided on-time performance messages for the Screen Cloud digital data delivery screens at RTA’s Main Office Building, Rail, Paratransit, Hayden, and Triskett Districts. (CE, CI)
- Completed and closed out a majority of the Ohio Department of Transportation (ODOT) Correction Action Plans (CAPS). (CE, FH)
- Monitored and maintained new operator program. (CE, EI, FH)
- Attended weekly Steering Committee meetings at the City of Cleveland to improve interagency coordination and service for major events throughout Cuyahoga County. (CE, CI, FH)

2026 PRIORITIES

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

- Continue the process of succession planning. (EI, FH)
- Monitor the financial performance of the department in support of the Authority’s cost-cutting initiatives. (CE, FH)
- Focus on understanding the customer service experience through GEMBA reporting to Customer Experience. (CE, CI, EI, FH)
- Continue efforts to improve On-Time Performance. (CE, CI, FH)



- Continue to participate in the Bus Patron Facing Customer Experience Site Visits. (CE, CI)
- Continue to participate in the City of Cleveland Steering Committee meetings. (CI, FH)
- Continue to focus on improving accountability and responsibility throughout the department. (CE, EI)
- Continue to utilize the features in OnRoute to inform customers of delays, detours, service replacements, elevator/escalator service issues and service changes via Transit App. (CE, FH)
- Continue collaborations with Information Technology (IT) department to implement Service Quality strategic and tactical plans. Includes incident management and reporting, customer communications, service management, dynamic route planning, operator performance management and dashboards. (EI, CE)
- Continue to support and participate in monthly OpStat meetings. (EI, FH)
- Continue to participate in Rail Team Forum meetings. (CE, EI)
- Continue to collaborate with Marketing and Service Management to communicate with customers. (CE, CI)
- Continue to participate in Bus Oversight Safety Committee (BOSCO) meetings. (EI)
- Continue to focus on safety (Bus & Rail Safety Ride Checks & Bus Trailing Checks). (CE, CI, FH)
- Continue to focus on the New Bus Operator Program. (CI, EI)
- Continue bi-weekly Supervisor Assessment Reports (SAR) meetings with the districts. (EI)
- Continue to lead and deliver opportunities Training and employee development. (CE, EI)
- Continue to chair a weekly meeting of the Accident Investigation Committee. (CE, CI, FH)
- Continue to participate in the 2026 TRACTION meetings. (CE, CI, EI, FH)

SERVICE QUALITY MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$5,658,937	\$5,718,274	\$5,381,100
501310	Salaried Employees Overtime	\$526,878	\$303,034	\$330,000
502000	Fringe Benefits	\$2,395,792	\$2,407,349	\$2,592,900
504000	Materials & Supplies	\$2,007	\$1,937	\$2,000
509000	Miscellaneous Expense	\$7,840	\$6,768	\$6,300
509022	Meals/Food/Per Diem	\$3,300	\$2,202	\$1,200
Total		\$8,594,753	\$8,439,563	\$8,313,500.00

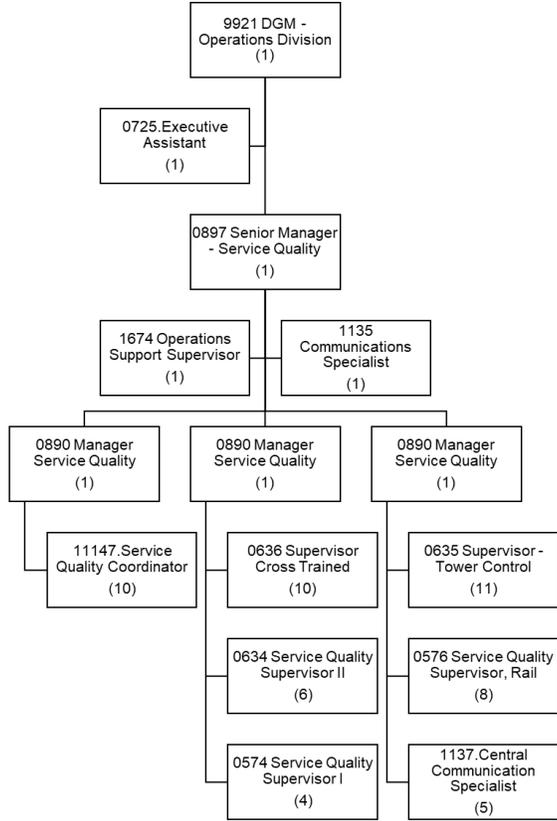


SERVICE QUALITY MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
05	0574.Service Quality Supervisor I	5	4	4
	0576.Service Quality Supervisor, Rail	8	8	8
06	0634.Service Quality Supervisor II	6	6	6
	0635.Supervisor - Tower Control	11	12	11
	0636.Supervisor Cross Trained	12	12	10
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
	1147.Service Quality Coordinator	10	10	10
111	0890.Manager Service Quality	4	4	3
112	0897.Senior Manager - Service Quality	1	1	1
	1655.Project Manager - Systems Engineering	1	0	0
116	9921.DGM - Operations Division	1	1	1
Total		67	66	62



SERVICE QUALITY MANAGEMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 62



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.

In 2026 budget, the Board of Trustees approved budget for Assets & Configuration Management Department (Department 33). Beginning in January, the department will be dissolved and incorporated as a new section within the Fleet Management Department. Some of the responsibilities of the retiring department are split with the newly established Central Maintenance Department (Department 48). Legacy accomplishments and transferred responsibilities to the Fleet Management Department are denoted with “(A&C)” below.

2025 ACCOMPLISHMENTS

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

- Continued the Railcar Replacement Program (CE, CI, FH)
 - Completed on-site components and sub-system first article inspections for new railcar.
 - Executed a purchase option for additional (6) railcars under contract for the project.
- Continued the Revenue Vehicle Replacements (CE, CI, FH)
 - Executed a contract purchase option for (6) 60’ Articulated 5-Door BRT buses.
 - Accept delivery, prep and integrate into service (19) Paratransit cutaway buses.
 - Accept delivery, prep and integrate into service up to (40) 40’ CNG buses.
- Coordinated and managed Authority-wide replacement of the most critical Non-Revenue Vehicles
- (A&C) - Implemented the revised asset Configuration Management Program for the Authority. (CE, FH)
- Completed the Radio Authentication Programming for radios systems. (CE, CI)
- Initiated the predictive maintenance program for BRT buses. (CE)
- Initiated railcar parts inventory changeover in Supply Chain warehouses. (CE, FH)

2026 PRIORITIES

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

- Continue the Railcar Replacement Program (CE, CI, FH)
 - Accept delivery of first new railcar and begin commissioning/testing process.
 - Manage quality assurance inspections for railcar production at factory.
- Continue Revenue Vehicle Replacements (CE, CI, FH)



- Execute a state contract purchase for new Paratransit cutaway buses.
- Execute a new 5-year contract for the manufacture and delivery of 40' CNG buses.
- Accept delivery, prep and integrate into service new Paratransit cutaway buses.
- Accept delivery, prep and integrate into service (6) 60' CNG Healthline buses.
- Coordinate and manage the continued Authority-wide replacement of the most critical Non-Revenue Vehicles
- (A&C) - Update State of Good Repair (SOGR) processes and procedures. (CE, FH)
- Installation of new parts picker system. (CE, FH)

FLEET MANAGEMENT BUDGET

Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501200	Hourly Employee Labor	\$9,295,128	\$9,724,683	\$9,834,900
501210	Hourly Employee Overtime	481,192	313,630	450,000
501300	Salaried Employees Labor	3,193,224	3,546,294	3,559,900
501310	Salaried Employees Overtime	25,219	6,169	20,000
502000	Fringe Benefits	5,435,780	5,892,495	6,541,600
502071	W/C – Injuries & Damage to Employees	476	1,231	-
201009	Materials & Supplies – Inventory	15,249,778	15,306,386	13,000,000
503000	Services	40,128	27,673	15,000
503052	Other Maintenance Contract	201,692	219,429	193,700
504000	Materials & Supplies	590,865	525,542	437,700
504020	Diesel Fuel	1,707,399	1,528,924	1,188,000
504031	Gasoline – Storage Tanks	1,270,806	1,365,516	1,200,000
504090	Tires & Tubes	1,162,640	1,238,263	1,141,800
507000	Tax	39,927	41,915	41,000
507050	Ohio Diesel Tax	287,025	291,517	302,900
509000	Miscellaneous Expense	76,047	68,974	35,700
509022	Meals/Food/Per Diem	1,901	885	3,000
Total		\$39,059,228	\$40,099,526	\$37,965,200
Total (Net Inventory)		\$23,809,450	\$24,793,140	\$24,265,200

FLEET MANAGEMENT DISTRICT STAFFING

Grade	Job Name	2024	2025	2026
03	0308.Stenographer	1	1	1
	0347.Hostler	2	2	2
04	0305.Bus Mechanic Apprentice	14	-	-
	0442.Equipment Servicer.Operations.Fleet Management	8	7	9
	0445.Electronic Equipment Maintainer	24	24	24
	0446.Body Mechanic	5	6	6
	0447.Equipment Maintainer	13	16	11
	0485.Material Handler/Stock Clerk	19	20	20
	0526.Machinist	1	1	1
	0528.Automotive Brake Mechanic	4	4	4
	0541.Equipment Body Mechanic	11	11	11



Grade	Job Name	2024	2025	2026
	0542.Equipment Electrical Unit Mechanic	1	1	1
	0543.Equipment Electrician	2	2	2
	0545.Equipment Mechanic	16	16	16
	0551.Electronic Equipment Technician	12	12	12
	0566.Certified Welder	1	1	1
	0588.Material Handler Leader	7	7	7
	0589.Power & Way Stock Clerk	2	2	2
06	0645.Assistant Supervisor – Section		4	4
	0657.Electronic Repair Lead	2	2	2
	0683.Supervisor Warehouse	2	2	2
104	0757.Administrative Assistant I	1	1	1
	1685.Supply Chain Management Specialist	1	1	1
106	0860.Project Assistant	1	1	1
	1045.Supply Chain Contract Administrator	1	-	-
	1048.Quality Assurance Warranty Specialist I	4	4	4
	1052 QA Warranty Specialist II	1	-	-
	1062.Vehicle Damage Estimator	1	1	-
108	0863.Material Contract & Release Specialist	1	1	1
	0874.Inventory Auditor/Analyst	1	1	1
	0884.Configuration Management Eng - Vehicles	1	1	1
	0889.Material Planner I	4	4	4
	1052. Quality Assurance Warranty Specialist II	1	-	-
	1053.Supply Chain Administrator II	-	1	1
109	1251.Quality Assurance/Warranty Administrator	1	1	1
110	0753.Supervisor - Electronic Repair	2	2	2
	0964.Assistant Supply Chain Manager	1	1	1
	1164. Business Oper Admin II	1	-	-
	1173.Supervisor – Stores	1	1	1
	1341.Vehicle Engineer I	2	2	2
	1705 Asst. Equipment Manager	2	2	2
111	0759.Manager - Central Equipment	1	1	1
	1345.Vehicle Engineer II	1	1	1
	1967.Railcar Project Controls Manager	1	1	1
112	0768.Manager - Fleet Planning & Engineering	1	1	1
	1686.Electronic Repair Manager	1	1	1
	1968.Railcar Project Lead Manager	1	1	1
113	0774.Manager-Supply Chain Management	1	1	1
114	0779.Director - Fleet Management	1	1	1
Total		188	174	170



ASSET & CONFIGURATION MANAGEMENT BUDGET

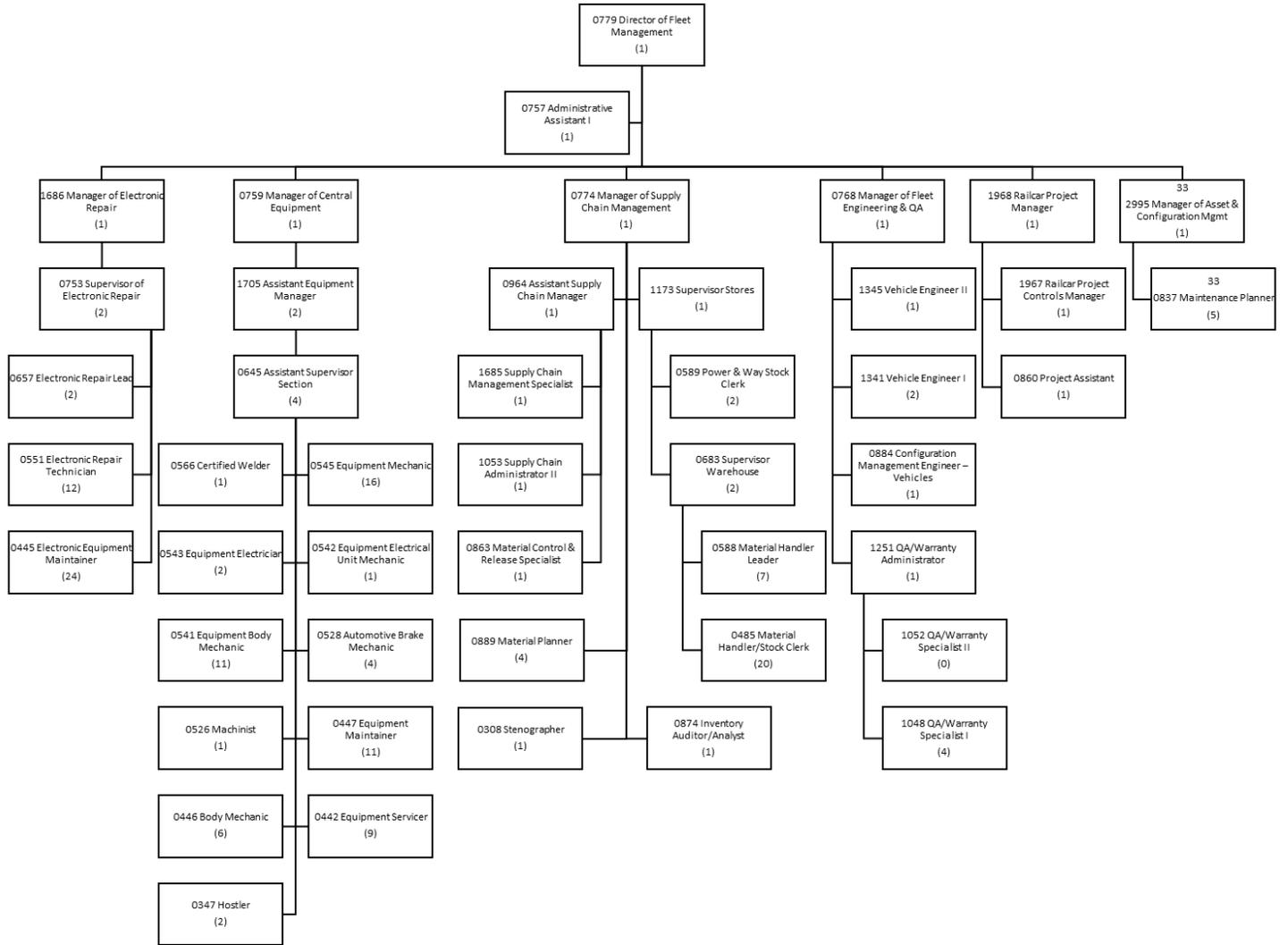
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$627,072	\$662,730	\$507,700
502000	Fringe Benefits	249,208	269,749	246,300
503052	Other Maintenance Contract	52,056	-	-
Total		\$928,355	\$932,478	\$754,000

ASSET & CONFIGURATION MANAGEMENT STAFFING

Grade	Job Name	2024	2025	2026
109	0837.Maintenance Planner	7	7	5
110	1971.Lead Maintenance Planner	1	1	-
111	2995.Mgr Asset & Config.	-	1	1
Total		8	9	6



COMBINED FLEET / ASSET & CONFIGURATION MANAGEMENT ORGANIZATION CHART



Total FTE's = 176



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.

2025 ACCOMPLISHMENTS

Strategic Plan Success	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Outcomes:				
	<ul style="list-style-type: none"> • Surpassed 85% on-time performance across all Hayden bus routes, ensuring timely and dependable service for our community. (CE, CI) • Exceeded vehicle cleanliness standards, achieving a stretch goal of 10 days between major cleans, enhancing the rider experience. (CE) • Successfully completed all Preventative Maintenance on Gillig and New Flyer bus fleets, ensuring optimal performance and reliability. (CE, FH) • Two additional mechanical lifts are installed to enhance maintenance efficiency and vehicle servicing capabilities. (CE, CI) • Continued usage and maintenance of Compressed Natural Gas Gillig Fleet providing consistent reduction in air pollutants and greenhouse gases. (CI, FH) • Repainted the interior walls on the entire garage, ensuring a more appealing work environment. (CI) • Celebrated the graduation of 61 Mentees from the Mentor/Mentee program, fostering professional growth and leadership within our team. (CE, EI) • Strengthened employee retention through targeted career development programs such as the New Operator and Mentor/Mentee programs, leading to a 15% reduction in turnover. (EI, FH) • Continued recognition initiatives that boosted employee morale such as Employee of the Month and free District Council meal events, resulting in a 20% increase in overall job satisfaction. (EI, FH) • Provided Soft Skills Training for the district supervisors (EI, FH) 			

2026 PRIORITIES

Strategic Plan Success	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Outcomes:				
	<ul style="list-style-type: none"> • Reduce overtime and spending (FH) • Expand training programs for operators and staff to ensure the highest standards of safety, customer service, and operational efficiency (EI). • Strengthening employee engagement by creating open channels for feedback and fostering a culture of inclusivity and collaboration (EI). • Maintain consistent completion of all Preventative Maintenance service intervals across the entire Gillig and New Flyer bus fleets, ensuring top-tier performance and reliability (CE). 			



- Replace four existing ground lifts to enhance maintenance efficiency and vehicle servicing capabilities (FH).
- Procure and install a new bus wash rack to improve fleet cleanliness and operational productivity (CE).
- Achieving the goal of 15,000 miles between service interruptions, setting a new standard for service continuity (CE).
- Reduce the early timepoint crossing rate of coaches in revenue service, optimizing route performance and on-time reliability (CE).
- 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	2024 Actual	2025 Actual	2026 Budget
501100	Operators Labor	\$24,070,459	\$28,183,784	\$29,049,600
501110	Operators Overtime	6,067,591	5,432,455	6,200,000
501200	Hourly Employee Labor	5,717,856	6,463,606	6,616,300
501210	Hourly Employee Overtime	481,268	249,227	287,000
501300	Salaried Employees Labor	1,747,501	1,642,259	1,698,000
501310	Salaried Employees Overtime	225,175	149,330	160,000
502000	Fringe Benefits	14,093,289	15,887,806	20,006,500
502071	W/C - Injuries & Damage to Employees	1,240	6,040	-
503000	Services	21,551	19,365	19,000
504000	Materials & Supplies	127,855	85,764	69,300
504021	CNG	501,633	573,120	574,500
509000	Miscellaneous Expense	4,265	1,191	2,000
509022	Meals/Food/Per Diem	367	185	-
Total		\$53,060,054	\$58,694,132	\$64,682,200

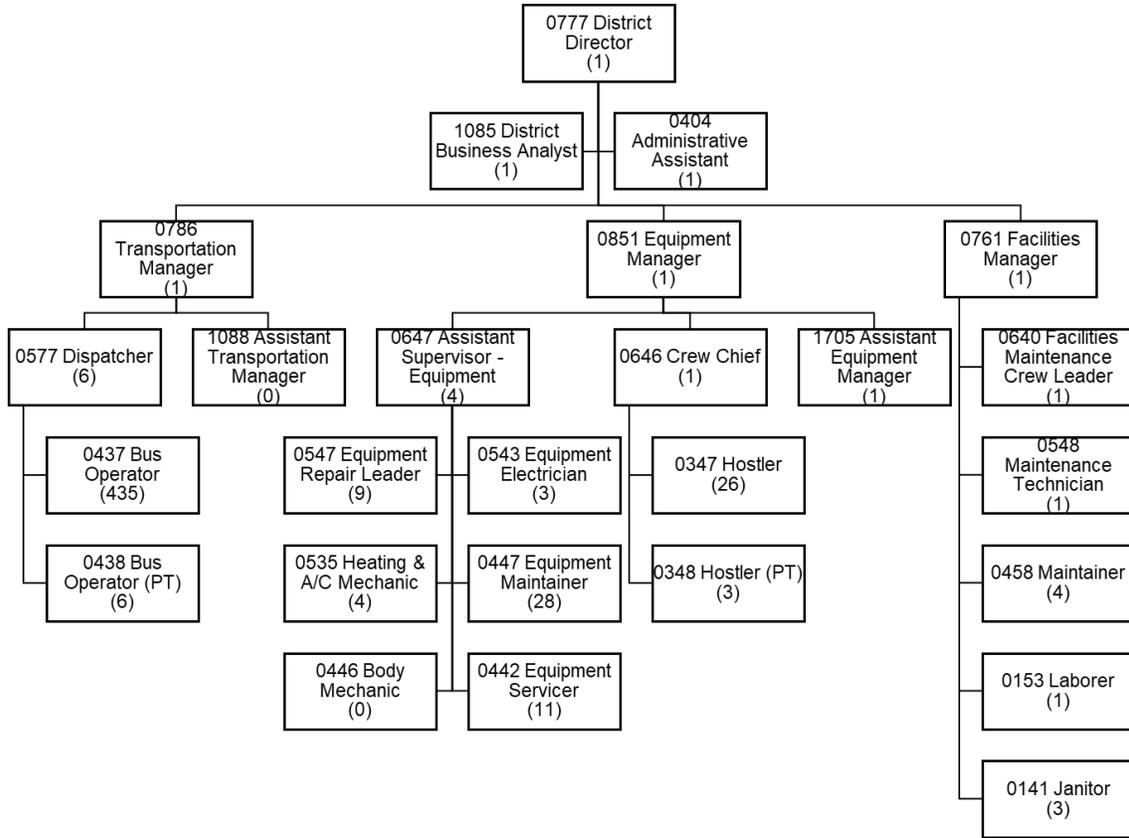


HAYDEN STAFFING

Grade	Job Name	2024	2025	2026
01	0141.Janitor	3	3	3
03	0153.Laborer Nonsafety Sensitive.Operations.Hayden District	1	1	1
	0347.Hostler	26	26	26
	0348.Hostler (Part-Time)	3	3	3
04	0404.Administrative Assistant	1	1	1
	0437.Bus Operator	433	433	435
	0438.Bus Operator (Part-Time)	15	15	6
	0442.Equipment Servicer	15	9	11
	0446.Body Mechanic	1	0	0
	0447.Equipment Maintainer	24	30	28
	0458.Maintainer	4	4	4
05	0535.Heating/Air Conditioning Mechanic	4	4	4
	0543.Equipment Electrician	3	3	3
	0547.Equipment Repair Leader	9	9	9
	0548.Maintenance Technician	1	1	1
	0577.Dispatchers	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	0
	1705.Assistant Equipment Manager	2	2	1
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
Total		563	562	553



HAYDEN DISTRICT ORGANIZATION CHART



Total FTE's = 553



48- CENTRAL FACILITIES MAINTENANCE

DEPARTMENT OBJECTIVES

The Central Facilities Maintenance Department is a newly created in 2026. The department was split from Service Management and will continue to perform the centralized facility maintenance and cleaning services for the Authority and manage the signage and shelter programs.

2025 ACCOMPLISHMENTS

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

2026 PRIORITIES

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



CENTRAL FACILITIES MAINTENANCE DEPARTMENT BUDGET

Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501200	Hourly Employee Labor	\$-	\$	\$4,150,000
501210	Hourly Employee Overtime	-	-	141,800
501300	Salaried Employees Labor	-	-	753,000
502000	Fringe Benefits	-	-	2,734,000
503000	Services	-	-	123,100
503052	Other Maintenance Contract	-	-	2,109,400
504000	Materials & Supplies	-	-	205,400
509000	Miscellaneous Expense	-	-	1,500
509022	Meals/Food/Per Diem	-	-	900
Total		\$2,024	\$-	\$10,219,100

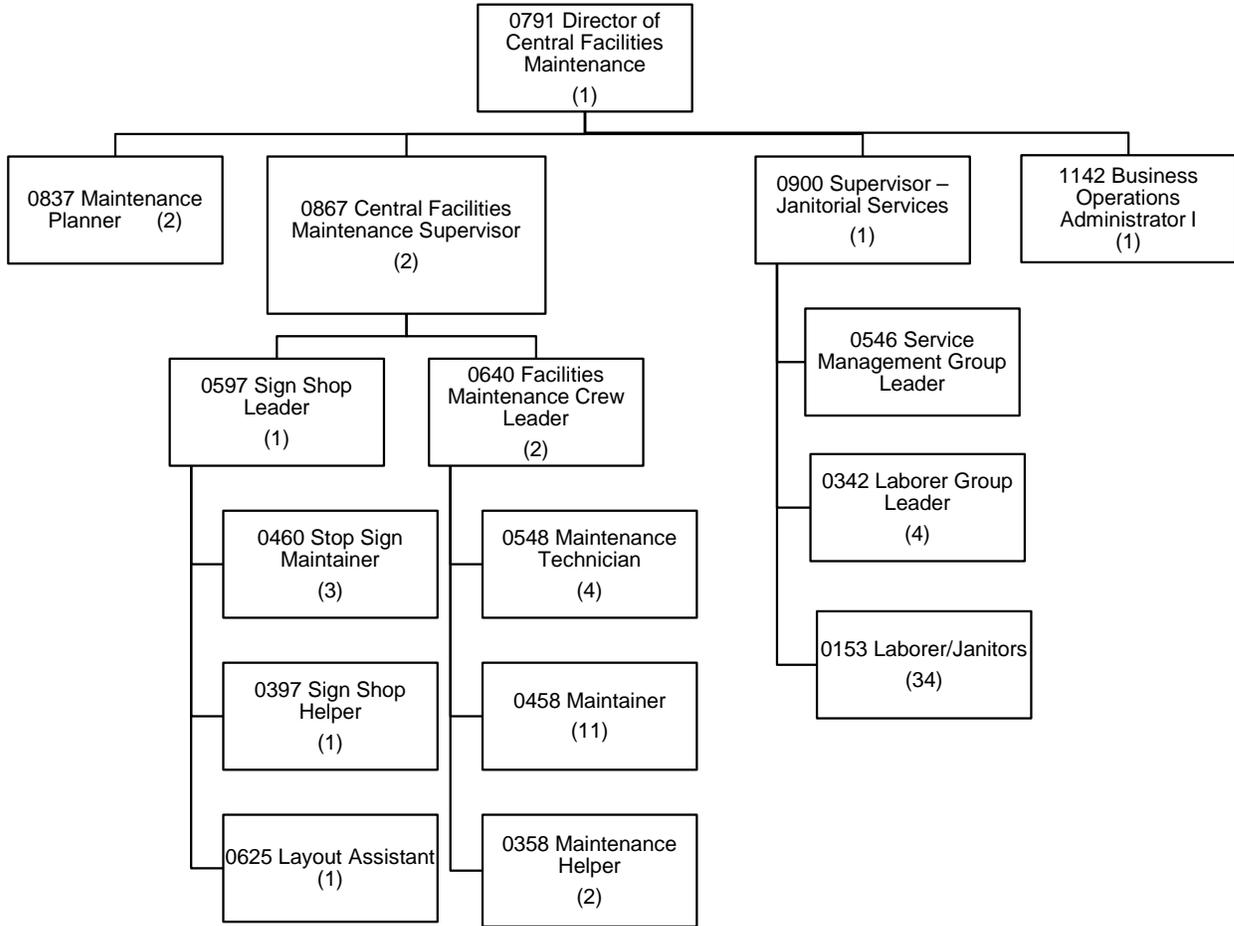
CENTRAL FACILITIES MAINTENANCE DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
01	0141 Janitor.Operations	0	0	4
	0153.Laborer Non-Safety Sensitive	0	0	30
03	0342 Laborer Leader	0	0	4
	0358 Maintenance Helper	0	0	2
	0397 Sign Shop Helper	0	0	1
04	0458 Maintainer	0	0	11
	0460 Stop Sign Maintainer	0	0	3
05	0546.Service Management Group Leader	0	0	1
	0548 Maintenance Technician	0	0	4
	0597 Sign Shop Leader	0	0	1
06	0625 Layout Assistant	0	0	1
	0640.Facilities Maintenance Crew Leader	0	0	2
109	0837 Maintenance Planner	0	0	2
	1142.Business Operations Administrator I	0	0	1
110	0867.Central Facilities Maintenance Supervisor	0	0	2
	0900.Supervisor - Janitorial Services	0	0	1
114	0791.Director Central Facilities	0	0	1
Total		0	0	71

- The Central Facilities Maintenance will include 69 FTEs transferred into the newly created department from Service Management. Two Maintenance Planners will also be transferred from Asset & Configuration Management.



CENTRAL FACILITIES MAINTENANCE DEPARTMENT ORGANIZATION CHART



Total FTE's = 71



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 west along I-90 to ensure broad regional access.

2025 ACCOMPLISHMENTS

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

Outcomes:

- Monitored DriveCam events and worked closely with operators to reduce both the frequency and severity of incidents caused by risky driving behaviors. (CE, EI)
- Continued the Certified Operator Road Instructor program, certifying road instructors to monitor driving habits of new operators. (CE, EI, FH)
- Collaborated with Service Quality to identify underperforming routes and operators, focusing on improving On-Time Performance, especially for early departures. (CE, FH)
- Exceeded vehicle cleanliness targets, achieving an average of 8.29 days between interior washes, surpassing the 10-day goal. (CE)
- Operated new CNG fueling stations at the Triskett Garage. (CI, FH)
- Maintained On-Time Performance above 80%, finished the year with a recorded rate of 83%. (CE, CI)
- Achieved a strong Facility PM compliance rate of 98.2%. (CE, FH)
- Supported and participated in the Positive Impact Program, customer experience “Gemba” trips, risky driver training, and all wellness events and offerings. (CE, EI, FH)
- Reduced operator overtime -22% and hourly overtime -37%. (FH)

2026 PRIORITIES

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

Outcomes:

- Promote a strong Safety Culture across all Operations Division units by consistently promoting safety-oriented practices. (CE, EI, FH)
- Maintain 85% On-Time Performance, ensuring reliability and punctuality in service delivery. (CE)
- Support Operations Division initiatives focused on cost reduction, enhancing business practices, and improving services, while aiming to reduce overtime by 5%. (EI, FH)
- Continue reduction of On-The-Job Injury Rate through thorough analysis and proactive follow-up actions. (EI, FH)
- Champion energy conservation and sustainability efforts through active enforcement of relevant initiatives. (CI, FH)



- Monitor DriveCam events consistently and address any identified risky driving behaviors to maintain safety standards. (CE, EI, FH)
- Prioritize ongoing improvements in customer experience, communication, service delivery, and community impact. (CE, CI, EI, FH)
- Enhance operator retention by conducting Stay Interviews, New Operator Reviews, and expanding the Positive Impact Program 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. (EI, 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	2024 Actual	2025 Actual	2026 Budget
501100	Operators Labor	\$ 18,455,982	\$ 20,723,935	\$ 21,708,600
501110	Operators Overtime	3,327,107	3,035,769	3,400,000
501200	Hourly Employee Labor	5,248,790	5,513,944	5,608,000
501210	Hourly Employee Overtime	679,956	295,215	290,000
501300	Salaried Employees Labor	1,605,294	1,675,056	1,569,300
501310	Salaried Employees Overtime	170,647	152,183	130,000
502000	Fringe Benefits	11,108,524	12,100,530	15,552,900
502071	W/C – Injuries & Damage to Employees	2,627	2,288	-
503000	Services	28,377	43,667	30,000
503052	Other Maintenance Contract	41,029	17,044	28,500
504000	Materials & Supplies	58,423	60,269	52,200
504021	CNG	251,394	252,236	292,700
509000	Miscellaneous Expense	3,853	7,595	4,400
509022	Meals/Food/Per Diem	1,432	495	200
Total		\$40,983,435	\$43,880,225	\$48,666,800

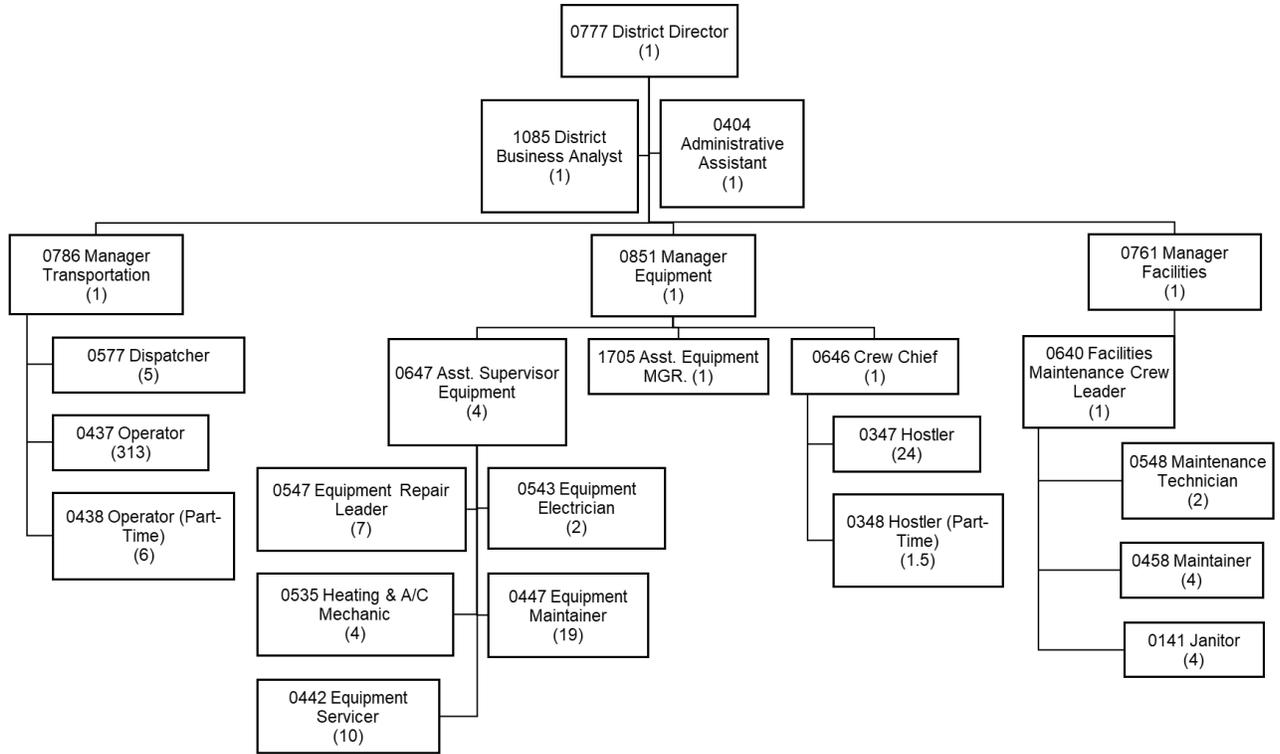


TRISKETT DISTRICT STAFFING

Grade	Job Name	2024	2025	2026
01	0141.Janitor	4	3	4
	0153. Laborer Non-safety Sensitive	0	1	0
03	0347.Hostler	26	26	24
	0348.Hostler (Part-Time)	3	3	1.5
04	0404.Administrative Assistant	1	1	1
	0437.Bus Operator	315	315	313
	0438.Bus Operator (Part-Time)	15	15	6
	0442.Equipment Servicer	9	12	10
	0447.Equipment Maintainer	20	17	19
	0458.Maintainer	4	4	4
05	0535.Heating/Air Conditioning Mechanic	4	4	4
	0543.Equipment Electrician	2	2	2
	0547.Equipment Repair Leader	7	7	7
	0548.Maintenance Technician	2	2	2
	0577.Dispatchter	5	5	5
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 Manager	1	1	0
	1705.Assistant Equipment Manager	1	1	1
111	0761.Manager - Facilities	1	1	1
	0851.Manager - Equipment	1	1	1
112	0786.Manager - Transportation - CDL	1	1	1
114	0777.District Director	1	1	1
Total		430	430	414.5



TRISKETT DISTRICT ORGANIZATION CHART



Total FTE's = 414.5



58-INFORMATION TECHNOLOGY

DEPARTMENT OBJECTIVES

The Information Technology (formerly Intelligent Transportation Systems) Department manages software applications and supports technology to improve and to enhance the Authority's operations across all divisions. Information Technology (IT) strives for continuous improvement, customer responsiveness and anticipates the needs of customers.

2025 ACCOMPLISHMENTS

Strategic Plan Success Outcomes:	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
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The department is comprised of four sections. The summary of each of these sections is below.

Infrastructure

- Data center operations (FH)
- Network for all stations, facilities and various shelters (FH, CI)
- Database administration for internal applications (CE)
- System administration for applications (cloud and on premises) (CE)
- IT Security and Risk Management (CI)

Onboard Technology

- Bus and Rail computers (CE)
- Bus and Rail Mobile Routers (internal and Passenger Wi-Fi) (CI, CE)
- Radios – Portable, Mobile and Dispatch Consoles (CE)
- Body Worn Cameras (Transit Police) (CE, CI)

End User Support

- IT Helpdesk – User Support (CE)
- PC and Device Configuration and Management (FH)
- Conference rooms and Streaming Events (CI)
- IT Training. (CE)

Cybersecurity and Enterprise Database

- IT Security and Risk Management (CI)
- Database administration for internal a set of external applications (CE)

Applications

- Supply Chain and Maintenance software (FH)
- Bus and Rail scheduling software (CE)
- Operator payroll and performance management software (FH)



2026 PRIORITIES

Strategic Plan

**Customer Experience
(CE)**

**Community Impact
(CI)**

**Employee Investment
(EI)**

**Financial Health
(FH)**

Success

Outcomes:

- RCRP software - Work with Siemens and Televic to prepare new rail-car software. (CE)
- Paratransit PASS v21 upgrade and PASS app implementation. (CE)
- 5G Router implementation to begin, phased approach. (CE)
- Real-time Transit TV installations along Red Line & Transit Centers. (CE)
- Establish IT Governance as an Administrative Procedure. (EI, FH)
- Cybersecurity Roadmap. (CE, FH)
- Datacenters Modernization. (CE, FH)
- 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)
- Windows 11 Upgrade. (EI, FH)
- Annual replacement of user devices. Laptops, tablets, desktops, laser printers, thin clientele. (EI, FH)
- Request services within Freshservice. Streamlining the process and reducing forms. (FH)
- Review and integration of AI governance. (CE, CI)
- Upgrade APC (People Counters) for Redline. (CI)
- Updated IT COOP and Incident Response Plans (cyber-attack, ransomware incidents, etc.). (FH, EI)
- Acquire and light-up network services for new rail facility. Network services will support fire suppression, CCTV, access control, user devices, etc. (EI, FH)
- Integrate TEAMS within the CBTS service. Phased approach and pilot of TEAMS deployment. (EI)
- Supporting and onboard new rail car networking system. (CE, FH)
- 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)
- Decommission and disposal of physical servers (Oracle, TM, Hastus, Ultramain). Cleaning electronic records and systems. (FH)
- Implementation of new v9 Modules/Training. (EI, FH)
- Transitioning operator files from BlueCard into Hastus. (EI, FH)
- Review and integration of mobile devices. (EI)
- Replacing and upgrading the current Veeder Root tank monitoring system. (EI, FH)
- Software module that allows Intelligent Transit Systems and Electronic Repair staff to troubleshoot and resolve issues remotely. (EI, FH)
- Upgrade to hosted solution (windows server 2003). (FH)
- Year 3 of our Body Worn Camera (BWC) lease provides for a free replacement of all BWC. (FH)
- Complete the installation of Light Rail validators on trains. (CE, EI)
- Complete the installation of Heavy Rail validators (network, power, etc.). (CE, EI)
- Installation of new and/or replacement of bi-directional amplifier for Tower City and Airport. (CE, FH)
- Security layer required by all MARCS users. Limits the ability to duplicate IDs. (FH)
- Digital Video Recorder, Passenger Information Hardware. (CE, EI, FH)
- Purchase, Program and Test new portable radios/chargers, Mobiles with control head. (EI, FH)



- Janitorial Management System. (CE)
- TP Analytics System. (CE, CI, EI, FH)

INFORMATION TECHNOLOGY DEPARTMENT BUDGET

Object Class	Description	2024 Actual	2025 Actual	2026
501300	Salaried Employees Labor	\$2,577,291	\$2,475,803	\$2,470,100
502000	Fringe Benefits	1,024,007	1,014,152	1,083,300
503000	Services	-	21,015	-
503052	Other Maintenance Contract	5,587,918	5,307,001	6,584,800
504000	Materials & Supplies	263,324	358,249	210,200
505022	Telephone and Data Services	283,207	525,597	474,800
509000	Miscellaneous Expense	115,882	36,676	-
509022	Meals/Food/Per Diem	2,624	36	500
Total		\$9,854,252	\$9,738,528	\$10,823,700

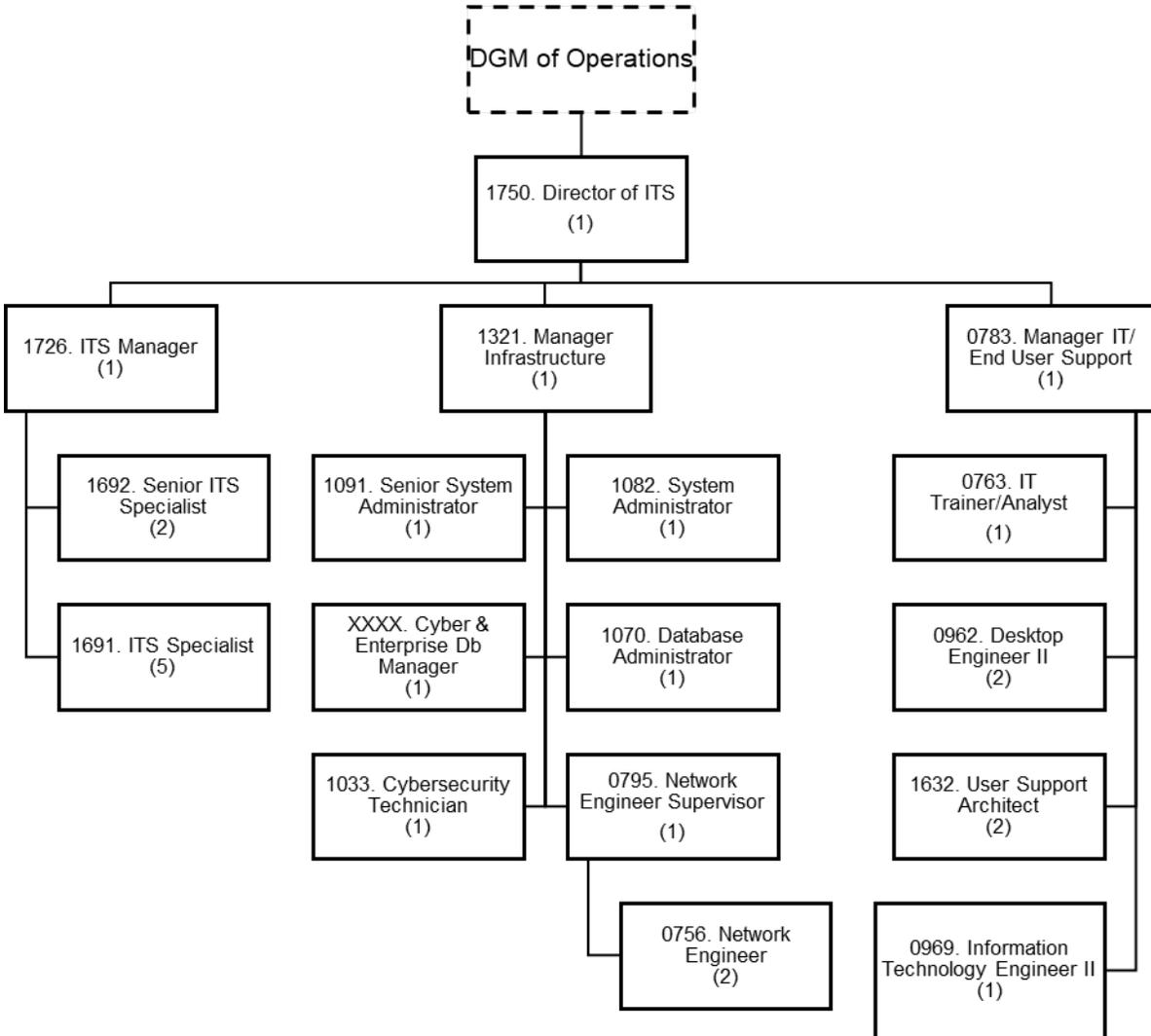


INFORMATION TECHNOLOGY DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
106	1646.User Support Analyst	1	1	0
108	0760.Database Analyst	1	1	0
108	0763.IT Trainer/Analyst	1	1	1
108	0764. IT Engineer I	1	1	0
109	0962.Desktop Engineer II	2	2	2
109	0969.Information Technology Engineer II	1	1	1
109	1033.Cybersecurity Technician	1	1	1
109	1082.System Administrator	2	1	1
109	XXXX. Cyber & Enterprise Db Manager	0	0	1
110	1632.User Support Architect	2	2	2
110	1633.IT Security Engineer	1	1	0
110	1691.ITS Specialist	6	6	5
111	0756 Network Engineer	2	2	2
111	1070.Data Base Administrator	1	1	1
111	1091.Senior System Administrator	1	1	1
111	1131 Cloud System Administrator	0	1	0
111	1692.Senior ITS Specialist	2	2	2
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	1648.Lead Database Administrator	1	1	0
112	1711 Cyber & Enterprise Database Manager	0	1	0
112	1726.ITS Manager	2	1	1
114	1750.Director of Information Technology	1	1	1
Total		32	32	25



INFORMATION TECHNOLOGY ORGANIZATION CHART



FTE's = 25



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

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.

2025 ACCOMPLISHMENTS

Strategic Plan Success Outcomes:	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
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- 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 for 2024 (GFOA). (CI, FH)
- Received Distinguished Budget Presentation Award from the GFOA for the 2025 Budget Document. (CI, FH)
- Assisted in the successful completion of the Single Audit. (CI, FH)
- Administered the Authority’s Small Business Enterprise (SBE) 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)
- Managed the 2025 Budget. (CE, CI, EI, FH)
- Developed the 2026 Budget. (CE, CI, EI, FH)
- Managed 2025 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 Capital Grants Application process. (CE, CI, FH)
- Submitted the 2026-2030 Capital Improvement Plan. (CE, CI, FH)
- Assisted in the negotiation of a new FOP labor agreement. (CE, CI, EI, FH)
- Successfully negotiated the CMSD contract for the 2025-2026 school year. (CE, CI, FH)



- Successfully negotiated the U Pass contracts for the 2025-2026 school year. (CE, CI, FH)

2026 PRIORITIES

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

Customer Experience

- Lead the discussions streamlining the fare collection process incorporating state of the art technologies. (CE, CI, FH)
- Administer 2026 Capital Grant Application process. (CE, CI, FH)
- Develop and submit the 2027 Capital Improvement Plan (CIP) and 2027-2031 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)
- Lead efforts in the Authority’s Financial Health strategic planning performance management. (CE, CI, EI, FH)
- Negotiate CMSD contract for the 2026-2027 school year. (CE, CI, FH)
- Negotiate U Pass contracts for the 2026-2027 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)

Financial Health

- Implement process improvements that support the Authority’s strategic plan. (CE, CI, EI, FH)
- Manage the 2026 Operating Expenses to reflect a 5% savings
- Manage the 2026 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, 2025. (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 2027 Budget and budget document. (CE, CI, EI, FH)
- Develop the 2027-2031 Capital Improvement Plan. (CE, CI, FH)



- Provide financial oversight to control costs and sustain financial health. (CE, CI, EI, FH)
- Consider the issuance of debt to assist the capital program. (FH, CE, CI)

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 2026 Organizational Scorecard is shown in the Planning, Process & Profile section of the budget book. The 2025 Scorecard results and the 2026 scorecard goals are shown below.



Finance Scorecard - 2025

Success Outcomes	Metric	Definition	FY2025 Performance Goals	Objective	Information System	Goal Points	Q4 2025	
							Actual Results	Points Earned
Customer Experience	Financial Management - Customer Perception	% of customers that agrees or strongly agrees that GCRTA manages financial resources appropriately	69%	↑	Customer Survey	8	54%	6.3
	TOTAL POINTS						8	
Community Impact	Financial Management - Community Perception	% of community that agrees or strongly agrees that GCRTA manages financial resources well	34%	↑	Community Survey	8	42%	8.0
	TOTAL POINTS						8	
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	79%	↑	Employee Survey	5	68%	4.3
	Division Employees Receive Adequate Job Training	% of employees that agree or strongly agree that they have received adequate training to do their job effectively	77%	↑	Employee Survey	5	64%	4.2
	TOTAL POINTS						10	
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	↑	General Fund Transfer to Capital / Rolling Stock Reserve Fund	20	\$10,000,000	20.0
	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	\$40,000,000	↓	Operating Expenses / Revenue Stabilization Fund	20	\$45,000,000	17.5
	Competitive Grant Dollars Awarded	Competitive Capital Grant dollars awarded in calendar year 2025	\$35,000,000	↑	Competitive Grant Dollars	12	\$28,172,159	9.7
	Competitive Grant Dollars Awarded vs. Applied	Track monthly the % Competitive Grants awarded vs. applied	60%	↑	Competitive Grant Dollars	12	22%	4.4
	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	\$170.00	↓	Oracle / TransitMaster	10	\$193.19	8.6
	TOTAL POINTS						74	
OVERALL PERFORMANCE SCORE						100		83

Figure 49 - Finance Scorecard 2025



TRACTION 		2026 Finance Division Scorecard						
Success Outcomes	Metric	Definition	2026 Performance Goals	Objective	Information System	Metric Type	Owner	Goal Points
Customer Experience (11)	Financial Management - Customer Perception	The percent of customers that agree or strongly agree with the statement "RTA manages their financial resources appropriately". Measured quarterly.	69%	↑	Customer Survey	Quarterly	R. Gautam K. Sutula	6
	Gemba Participation	The percent of non-bargaining employees within the finance division who submit 1 Gemba form per month. Measured quarterly.	50%	↑	Performance Data	Quarterly	R. Gautam	5
	TOTAL POINTS							11
Community Impact (5)	Rail Capital Projects - Customer Perception of Value to Community	The percent of rail customers that agree or strongly agree with the statement "RTA's recently completed construction projects have provided value to the RTA customers". Measured quarterly.	60%	↑	Customer Survey	Quarterly	C. Young	5
	TOTAL POINTS							5
Employee Investment (16)	Professional Development Training Hours (Non-Bargaining)	The percent of non-bargaining employees within the finance division who achieve 6 hours of professional development training per quarter, as defined through coordination with their supervisor in the annual performance appraisal (goal setting) process. Output to demonstrate supervisor invested in growth. Measured quarterly.	80%	↑	Performance Data	Quarterly	R. Gautam	7
	Wellness Incentive Participation	The percent of covered employees within the finance division and their families who participate in the wellness incentive program. Measured year to date.	(10%, 20%, 30%, 55%, increase goal by quarter)	↑	Performance Data	Year-To-Date	R. Gautam	9
	TOTAL POINTS							16
Financial Health (68)	Transfer from Revenue Stabilization Fund	Under \$34M in calendar year 2026	\$34 Million	↓	Performance Data	Year-To-Date	K. Sutula	18
	Expense Reduction	Reduce finance division operating expenses by 3% vs 2026 budget, measured quarterly	3%	↑	Performance Data	Quarterly	K. Sutula E. Vukmanic	18
	Competitive Grant Dollars Awarded	Competitive Grant dollars awarded in calendar year 2026	\$35 Million	↑	Performance Data	Year-To-Date	C. Young M. Flannery	13
	Competitive Grant Dollars Awarded vs. Applied	Track monthly the % Competitive Grants awarded vs. applied	60%	↑	Performance Data	Quarterly	C. Young M. Flannery	12
	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	\$170.00	↓	Performance Data	Quarterly	R. Gautam	7
	TOTAL POINTS							68
OVERALL PERFORMANCE SCORE							100	

Figure 50 - Finance Scorecard 2026



10- OFFICE OF BUSINESS DEVELOPMENT

DEPARTMENT OBJECTIVES

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

2025 ACCOMPLISHMENTS

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

Outcomes:

- Ten percent increase in outreach efforts and continued involvement in the Small Business Enterprise (SBE) 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 & Small Business Enterprise (SBE) sub-committee nationally. (CE, CI, FH)
- Team traveled to multiple locations for continued education and CEU’s with the understanding of the new Rule that took effect May 2024. (CI, FH)
- On an on-going basis, OBD continued to monitor contractors for SBE Compliance according to FTA regulations under CFR 49, part 26. (CI, FH)

2026 PRIORITIES

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

Outcomes:

- Increase percent of internal & external customers who agree or strongly agree that they understand OBD’s goals and how they are developed. (CI, FH)
- Achievement of outreach efforts and other involvement of outreach for the SBE program. (CI, FH)
- Employee investment by providing hands on training with NTI, ACCA, B2Gnow or LCP Tracker compliance training. (CI, EI, FH)
- Monitoring contracts and participation, payments, etc. for the prime contractor’s adherence and OBD delivered under budget. (CI, FH)



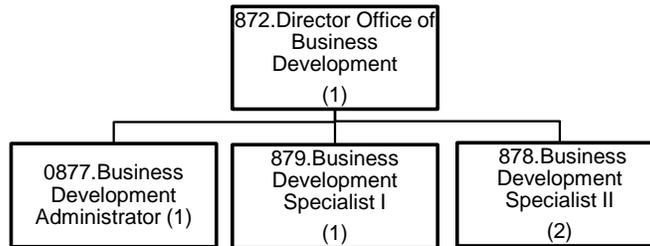
OFFICE OF BUSINESS DEVELOPEMENT DEPARTMENT BUDGET

Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$369,474	\$417,052	\$280,400
502000	Fringe Benefits	147,216	168,472	162,000
503000	Services	1,287	-	-
503020	Advertisement Fees	-	899	800
504000	Materials & Supplies	390	320	500
509000	Miscellaneous Expense	14,956	21,220	12,300
509022	Meals/Food/Per Diem	1,854	836	-
Total		\$17,200	\$608,799	\$456,000

OFFICE OF BUSINESS DEVELOPEMENT DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
108	0879.Business Development Specialist I	1	1	1
109	0878.Business Development Specialist II	2	2	2
110	0877.Business Development Administrator	-	1	1
114	0872.Director - Business Development	1	1	1
Total		4	5	5

OFFICE OF BUSINESS DEVELOPEMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 5



60- 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.

2025 ACCOMPLISHMENTS

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

- Implemented process improvements that support the Authority’s strategic plan. (CE, FH)
- Continued efforts in improving and increasing internal financial reporting. (FH)
- Continued to improve department performance and expedite workflow. (FH)
- Coordinated the completion of the 2024 Financial Audit and Single Audit. (FH)
- Obtained the Certificate of Excellence in Financial Reporting for the Fiscal Year Ended December 31, 2024, from the Government Finance Officers Association (GFOA). (FH)
- Prepared the Annual Comprehensive Financial Report conforming to the requirements outlined by the GFOA for the year ended December 31, 2024. (FH)
- Continued to centralize contracts and agreements for leases and other revenue generating opportunities. (FH)
- Continued to participate in improving Accounting Financial Metrics for 2025. (FH)
- Continued to manage the Energy Risk Management Program to ensure budget stability. (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. (CE, CI, FH)

2026 PRIORITIES

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

- Continue to implement process improvements that support the Authority’s strategic plan. (FH, CE)
- Continue efforts in improving and increasing internal financial reporting. (FH)
- Continue to improve department performance and expedite workflow. (FH)
- Coordinate completion of the 2025 Financial Audit and Single Audit. (FH)
- Prepare and submit the Annual Comprehensive Financial Report to the GFOA. (FH)
- Continue to centralize contracts and agreements for leases and other revenue generating opportunities. (FH)
- Continue to participate in improving Accounting Financial Metrics for 2026. (FH)
- Continue to manage the Energy Risk Management Program to ensure budget stability. (CE, CI, FH)



- Participate in the fare policy improvements for 2026. (CE, CI, FH)
- Continue to provide information for timely decision making ensuring long-term financial stability. (CE, CI, EI, FH)

ACCOUNTING DEPARTMENT BUDGET

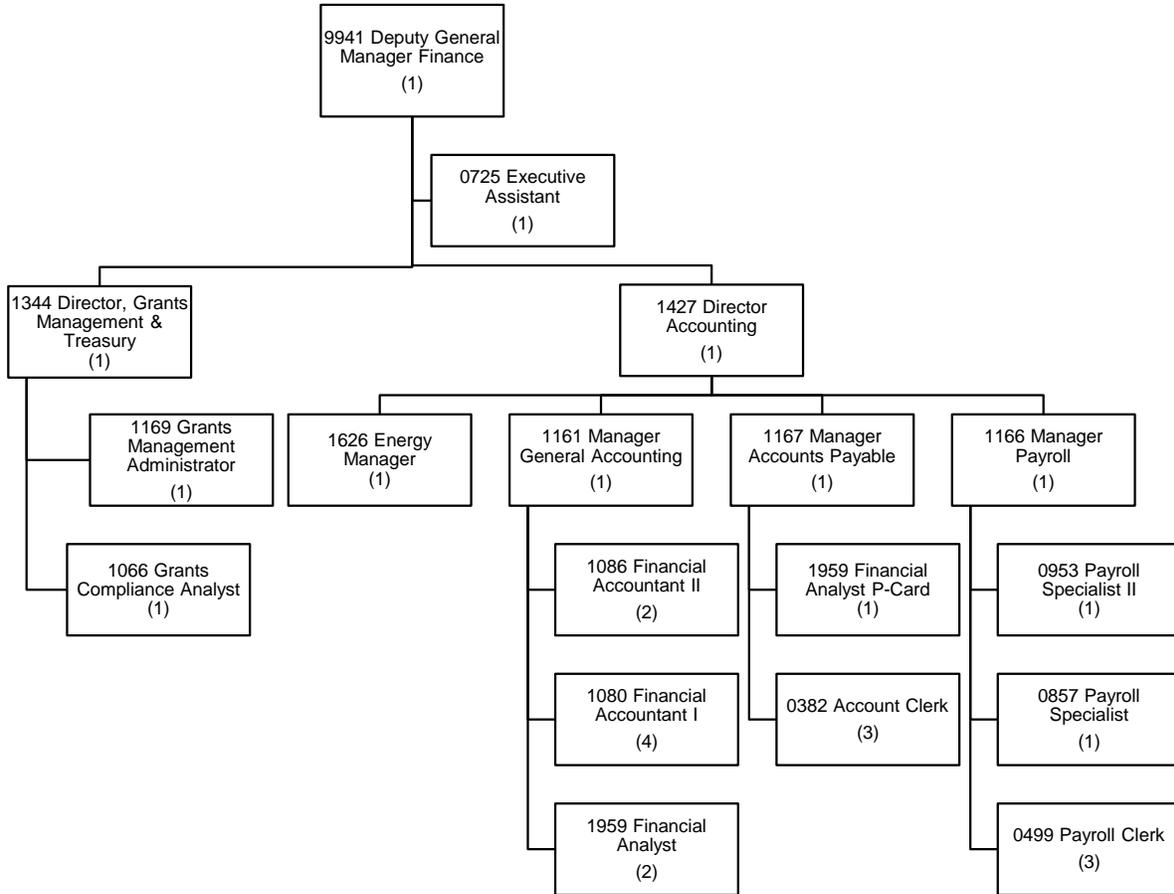
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	2,074,263	2,186,076	2,125,100
501310	Salaried Employees Overtime	8,607	8,231	30,000
502000	Fringe Benefits	825,766	895,526	1,027,700
503000	Services	965,902	1,117,437	1,020,800
503049	Temporary Service	53,755	-	-
503052	Other Maintenance Contract	6,514	1,575	3,000
504000	Materials & Supplies	18,463	3,913	8,000
507000	Tax Budget	9,568	3,263	-
509000	Miscellaneous Expense	3,692	13,827	11,700
509022	Meals/Food/Per Diem	279	54	1,500
Total		\$3,966,809	\$4,229,901	\$4,227,800

ACCOUNTING DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
03	0382.Account Clerk	3	3	3
04	0499.Payroll Clerk	3	3	3
106	1959.Financial Analyst Admin	2	2	2
	1959.Financial Analyst AP	1	1	1
107	0725.Executive Assistant	1	1	1
108	0857.Payroll Specialist I	2	1	2
	1066.Grants Compliance Analyst	-	1	-
	1080.Financial Accountant I	5	5	6
110	0953.Payroll Specialist II	-	1	-
	1086.Financial Accountant II	4	3	1
	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	1	1	1
114	1344.Director, Grants Management & Treasury	1	1	1
	1427.Director - Accounting	1	1	1
116	9941.DGM - Finance Division	1	1	1
Total		29	29	27



ACCOUNTING DEPARTMENT ORGANIZATION CHART



Total FTE's = 27



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.

2025 ACCOMPLISHMENTS

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

2026 PRIORITIES

Strategic Plan Success	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Outcomes:				
<ul style="list-style-type: none"> • Continue evaluating how we can leverage the Oracle IaaS environment. (EI, FH) • Establish Enterprise Resource Planning Project Strategy and consultant. (EI, FH) 				



- Deploy Learning Management System. (EI, FH)
- Secure Transit app coordination and contract for multi-year support. (CE, CI)
- 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

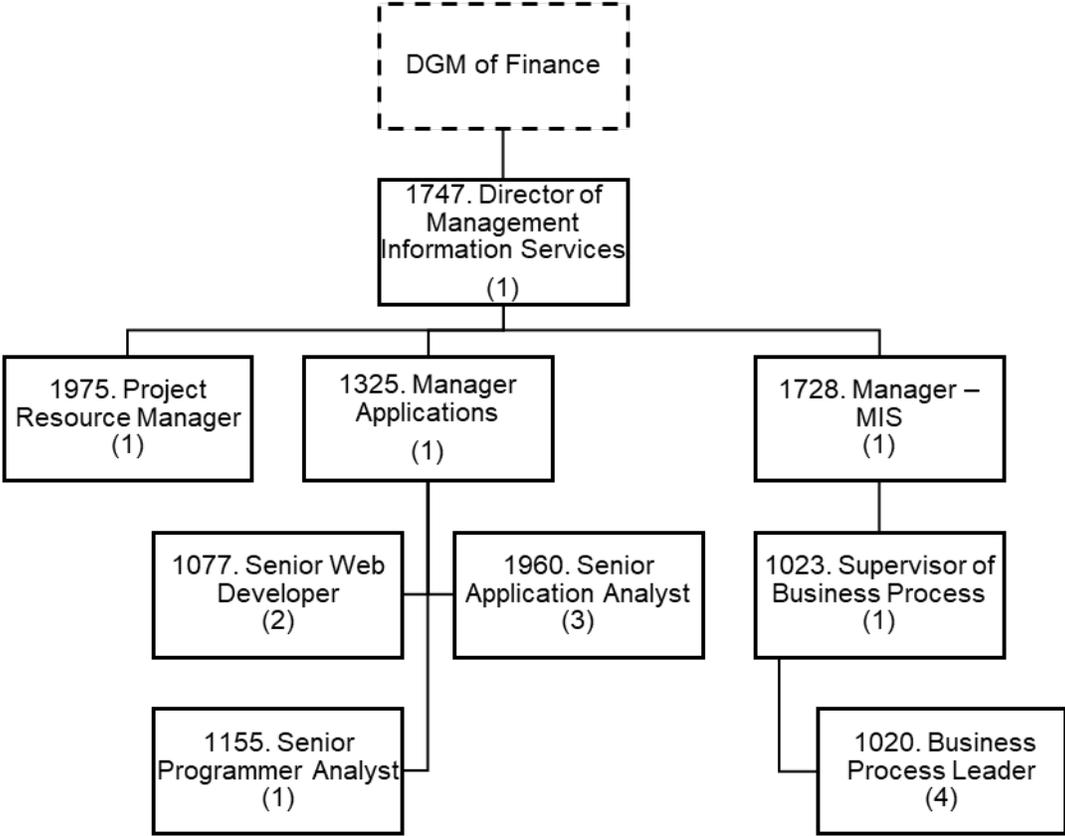
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$ 1,172,717	\$ 1,360,518	\$ 1,197,400
502000	Fringe Benefits	464,539	552,665	575,900
503000	Services	41,250	371,869	587,700
503049	Temporary Service	117,993	147,749	-
503052	Other Maintenance Contract	1,551,898	1,475,500	1,413,800
504000	Materials & Supplies	62,026	62,175	20,200
505022	Telephone and Data Services	89,363	4,633	-
509000	Miscellaneous Expense	33,640	52,123	78,000
509022	Meals/Food/Per Diem	367	299	300
Total		\$ 3,533,791	\$4,027,531 \$4,027,531	\$3,873,300

MANAGEMENT INFORMATION SERVICES DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
107	1703 MIS Specialist I.Finance.MIS - Administration	1	0	0
110	1020 Business Process Leader.Finance.Mis Bus Process Mgmt	4	4	4
	1077 Senior Web Developer.Finance.Mis - Application Service	2	2	2
	1155 Sr Programmer Analyst.Finance.Mis - Application Service	1	1	1
	1960 Sr Applications Analyst.Finance.Mis - Application Service	3	3	3
111	1023 Supervisor Of Bus Process.Fin.Mis Bus Process Mgmt	1	1	1
112	1325 Manager - Applications.Finance.Mis - Application Service	1	1	1
	1728 Manager MIS.Finance.MIS - Administration	1	1	1
	1975 Project Resource Mgr.Finance.MIS - Administration	1	1	1
114	1747 Director Of Mis.Finance.MIS - Administration	1	1	1
Total		16	15	15



MANAGEMENT INFORMATION SERVICES ORGANIZATION CHART



Total FTE's = 15



62-SUPPORT SERVICES DEPARTMENT

DEPARTMENT OBJECTIVES

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

2025 ACCOMPLISHMENTS

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

Outcomes:

- Partnered with cross-functional teams and leadership to evaluate and refine departmental administrative procedures (AP), resulting in the successful revision of AP009 Records Management and AP039 Forms Management. (EI)
- Department records retention schedules were posted on the Authority’s website to ensure transparency and public accessibility. (CI)
- Continued destruction of items offsite exceeding their retention periods, including boxes, IT and Power & Way tapes, as well as scanned Accounting documents. (FH)
- Continued records management training across the Authority, fostering more knowledgeable RTA employees and strengthening responsibility and accountability with records. More than 200 new hires received the basic records management training in orientation, and more than 30 employees received the advanced training. (EI)

2026 PRIORITIES

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

Outcomes:

- Continue efforts in Records Management Program education including the implementation of an intermediate level training for supervisors and managers. (EI)
- 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)
- Initiate the development of training programs at the print shop as part of a broader effort to establish a succession plan. (CE,EI)



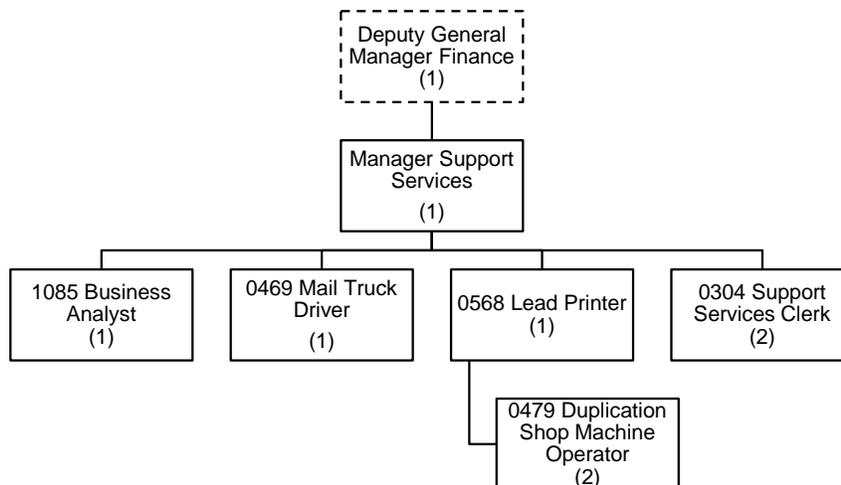
SUPPORT SERVICES DEPARTMENT BUDGET

Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501200	Hourly Employee Labor	72,295	86,652	77,600
501210	Hourly Employee Overtime			100
501300	Salaried Employees Labor	532,485	553,880	568,700
501310	Salaried Employees Overtime	1	-	500
502000	Fringe Benefits	242,744	261,590	325,700
503000	Services	7,469	9,634	4,300
503052	Other Maintenance Contract	127,146	141,178	120,300
504000	Materials & Supplies	3,618	3,296	4,500
504051	Postage Expense	58,664	59,922	50,000
504052	Duplication Materials & Supplies	57,366	96,435	96,500
509000	Miscellaneous Expense	383	329	2,000
512000	Leases & Rentals	56,360	28,947	30,300
Total		\$1,158,530	\$1,241,863	\$1,280,500

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
	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
Total		8	8	8

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. The department oversees the effective administration of all purchasing and service contracts.

2025 ACCOMPLISHMENTS

Strategic Plan Success	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Outcomes:				
<ul style="list-style-type: none"> • Administrated internal departmental employee training on the latest federal, state, and local laws that impact procurement, such as the Buy America Act, Disadvantaged Business Enterprise program, and other regulatory frameworks. (EI, FH) • Maintained high standards of integrity and transparency in all procurement activities. (CI, FH) • Navigated through Affirmative Action requirements and DBE administrative changes. (CI, EI, FH) • Participated in small business community outreach events, promoting procurement opportunities. (CI, FH) • Achieved 25% of Procurement staff obtaining /maintaining procurement certifications, NIGP-CPP, C.P.M, CPPB, and CPPO certifications included. (EI, FH) • Procurement files passed state audit with zero findings. (FH) • Implemented the increasing of the delegation of authority for the General Manager/CEO to \$250,000. (FH) • Modified Procurement documentation to reflect 4220.1G and other governmental directives. (FH) • Supported various facets of the railcar program, such as Owner-Furnished Equipment, rail infrastructure, building modifications, work equipment, etc. (CE, CI) 				

2026 PRIORITIES

Strategic Plan Success	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Outcomes:				
<ul style="list-style-type: none"> • Foster leadership skills and provide career development to support future growth within the Procurement Department. (EI) • Implement monthly departmental professional development sessions. (EI) • Focus on negotiation strategies to maximize cost savings. (FH) • Rail Car Replacement Program including Rail Facilities Infrastructure. (CI, CE, FH) • Track Reconstruction/Rehabilitation. (CE, FH) • Ticket vending machine replacement and Smart Card implementation to support account-based ticketing and fare-capping. (CE, CI) 				



- Bus Improvement Program, contracting up to 110 new buses. (CE)
- MetroHealth BRT Line, design finished and project to go out for bid in fall 2026. (CE, CI)
- Solicit, negotiate, and award health care benefits contracts, effective in January 2027. (EI, FH)
- Bus Maintenance Facilities projects. (CE, EI)

PROCUREMENT DEPARTMENT BUDGET

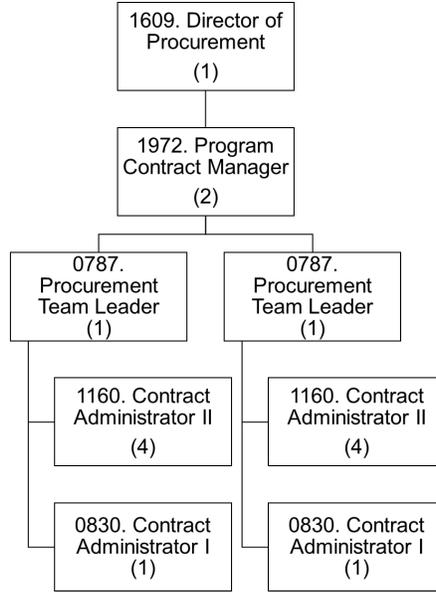
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501200	Hourly Employee Labor	-	35	-
501300	Salaried Employees Labor	\$1,385,295	\$1,523,975	\$1,411,000
502000	Fringe Benefits Budget	556,640	621,118	638,200
503000	Service - Budget	7,249	9,184	7,200
503020	Advertisement Fees	20,080	24,600	20,000
504000	Materials & Supplies Budget	1,201	969	2,500
509000	Miscellaneous Expense Budget	2,269	2,977	6,400
509022	Meals/Food/Per Diem	388	61	300
Total		\$1,973,122	\$2,182,919	\$2,085,600

PROCUREMENT DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
108	0830 Contract Admin I Finance Procurement - Bus	2	3	2
110	1160 Contract Admin II Finance Procurement - Bus	2	2	2
	1160 Contract Admin II Finance Procurement - Construction	4	4	4
	1160 Contract Admin II Finance Procurement - Construction	3	3	2
113	0787 Procurement Team Mgr Finance & Admin Procurement	2	2	2
	1972 Program Contract Manager Finance & Admin Procurement	2	1	2
114	1609.Director - Procurement	1	1	1
Total		16	16	15



PROCUREMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 15



65- REVENUE COLLECTION 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.

2025 ACCOMPLISHMENTS

Strategic Plan Success Outcomes:	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
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- Collected fare revenue daily from all rolling stock and off-board equipment. (FH)
- Collaborated with other departments to design and acquire materials celebrating our 50th anniversary. (CI, EI, FH)
- Coordinated with Marketing to rebrand our pre-printed magnetic pass documents. (CE, CI, FH)
- Coordinate with Marketing to design branded Smart Cards. (CE, CI)
- Negotiated a software support agreement with Genfare. (CE, CI, FH)
- Updated portable probing computers and hardware. (EI, FH)
- Conducted extensive testing and planning to successfully implement Smart Cards, Fare Capping, and account-based ticketing. (CE, CI, EI, FH)
- Collaborated with the Information Technology (IT) and Management Information Services (MIS) departments 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)
- Reviewed weekly and monthly ridership data provided by the IT Department for accuracy and consistency. (EI, FH)
- Worked alongside other GCRTA departments and GFI/Conduent fare collection system vendors, focusing on contract closeout efforts. (CE, CI, EI, FH)
- Addressed and resolved a variety of customer inquiries related to the fare collection system, including issues regarding the exchange of fare media. (CE, CI, FH)
- Solicited proposals and negotiated terms for Revenue Services Contract. (FH)
- Led efforts to reduce Out of County and Park-N-Ride surcharges. (CE, CI, FH)
- Worked with consultant to develop terms and conditions for new TVM procurement. (CE, CI, FH)



2026 PRIORITIES

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

Outcomes:

- Ensure daily fare collection runs smoothly and without issues. (FH)
- Safely and efficiently collect fares for special events to enhance the public transit experience. (CE, CI, FH)
- Continue preparing the employee transition plan. (EI, FH)
- Guarantee that fare cards and passes are available for distribution to outlets and the public, ensuring they function properly. (CE, CI, FH)
- Focus on continuous improvement of cash handling, fare collection equipment security, and the fare-box vaulting process. (CE, CI, EI, FH)
- 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 an 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)
- Complete new TVM procurement. (CE, CI, FH)
- Continue streamlining fare collection processes for special events. (CE, CI, EI, FH)
- Continue supporting the procurement of new fare collection equipment for installation within the next four to six years. (CE, CI, EI, FH)
- Complete the implementation of Smart Cards and Fare Capping through Masabi. (CE, CI, FH)
- Evaluate and implement open payments for on-board fare collection. (CE, CI, FH)
- Continued support for the Rail Car Procurement. (CE, CI, EI, FH)

REVENUE COLLECTION DEPARTMENT BUDGET

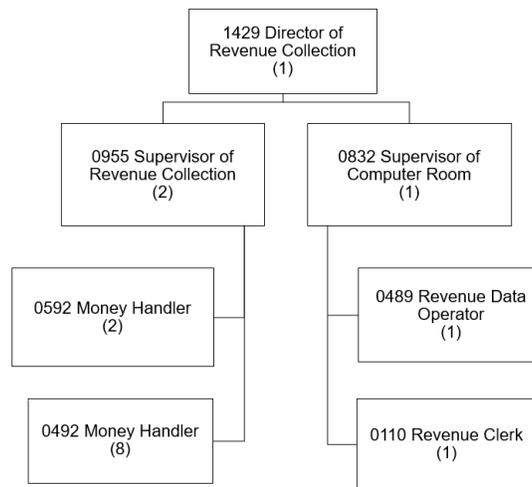
Object Class	Description	2024 Actual	2025 Budget	2026 Budget
501300	Labor - Salaried Employees	\$ 1,220,803	\$ 1,295,519	\$ 1,264,200
501310	Overtime - Salaried Employees	21,781	16,082	20,000
502000	Fringe Benefits	493,189	536,477	640,200
503052	Other Maintenance Contracts	291,019	271,416	322,500
504000	Material & Supplies	182,992	166,928	182,000
509000	Miscellaneous Expenses	2,624	433	500
Total		\$ 2,212,408	\$ 2,286,855	\$ 2,429,400



REVENUE COLLECTION DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
01	0110 Revenue Clerk	1	1	1
04	0489 Revenue Data Operator	1	1	1
	0492 Money Handler	8	8	8
05	0592 Money Handler	2	2	2
110	0832 Supervisor Computer Room	1	1	1
	0955 Supervisor Revenue Collection	2	2	2
114	1429 Director	1	1	1
Total		16	16	16

REVENUE COLLECTION 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.

2025 ACCOMPLISHMENTS

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

- Developed the 2026 Operating Budget. (FH)
- Developed the 2026 Tax Budget. (FH)
- Developed the 2026 – 2030 CIP (FH, CE, CI)
- Continued the 2025 Strategic Plan. (CE, CI, EI, FH)
- Managed 2025 Operating Budget. (CI, EI, FH)
- Ended the year with a Fund Balance that exceeds a 30-Day Operating Reserve. (CE, CI, EI, FH)
- Successfully completed the 2024 National Transit Database submission. (CI, FH)
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award. (CI, FH)
- Received Preventive Maintenance reimbursed expenditures to General Fund of \$9 million. (FH)
- Provided on-going support for long-term financial stability. (CE, CI, EI, FH)

2026 PRIORITIES

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

- Lead the National Transit Database reporting and submittal for 2025 (FH).
- Continue to implement an agency-wide initiative to maintain a 1-month reserve through 2028 (FH).
- Support the Authority wide distribution of the Strategic Plan and Performance Management (CE, CI, EI, FH).
- Work with Operations, and Engineering Divisions to support the Rail Car Replacement Program and receive first car in mid-2026. (CE, CI, FH)
- Manage the 2026 Operating Budget. (FH)
- Develop the 2027 Operating Budget. (CE, EI, FH)
- Develop the 2027 – 2031 CIP. (CE, CI, FH)
- Develop the 2027 Tax Budget. (CE, EI, FH)
- Receive a clean triennial audit. (FH)
- Ensure active participation in Finance Division initiatives in long-term financial stability of the Authority. (CE, CI, EI, FH)



OFFICE OF MANAGEMENT & BUDGET DEPARTMENT BUDGET

Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Labor - Salaried Employees	\$ 698,918	\$ 733,380	\$ 760,700
502000	Fringe Benefits	279,452	299,487	341,700
503020	Advertising Fees	800	1,666	3,000
504000	Material & Supplies	37	29	1,700
504021	Compressed Natural Gas	2,061,610	2,281,707	3,000,000
505018	Natural Gas	755,471	839,424	1,037,000
505019	Water	366,249	439,026	457,000
505021	Electricity	1,756,990	1,959,587	2,040,000
509000	Miscellaneous Expenses	4,909	4,452	3,600
509022	Meals & Concessions		577	200
Total		\$ 5,924,436	\$ 6,559,335	\$ 7,644,900

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
109	0958.Budget Management Analyst I	2	3	3
110	0965.Budget Management Analyst II	2	1	1
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
Total Office of Management & Budget Department		8	8	8

POSITION POOL

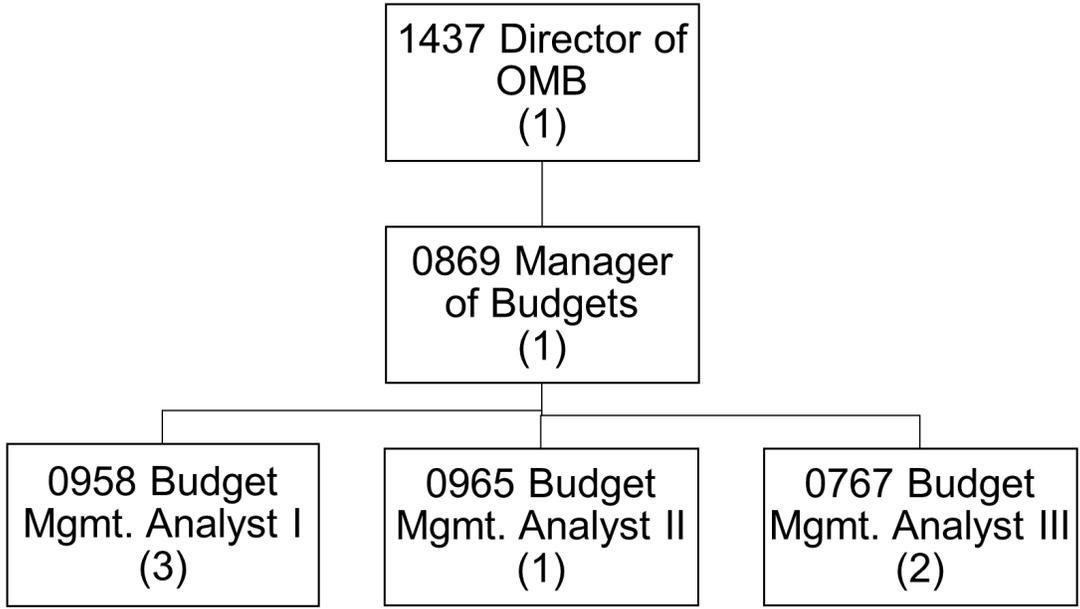
Grade	Job Name	2024	2025	2026
	XXXX.Vacancy Pool	0	0	5
01	9942 Engineering Co-Op.Engineering. OMB Position Hold	1	0	0
03	0140 Transit Ambassador.Finance. OMB Position Hold	0	5	4
04	0305 Bus Mechanic Apprentice.Finance. OMB Position Hold	0	12	0
24	1965 Project Specialist.Finance. OMB Position Hold	1	1	0
106	0724.Legal Assistant	0	0	1
	1062 Vehicle Damage Estimator.Operations.Fleet Mgmt	0	0	1
	1081 Business Analyst Ptdp.Finance.OMB Position Hold	1	0	0
	1646 User Support Analyst.Operations.It - User Services	0	0	1
107	0725 Executive Assistant.Finance.	1	1	0
	1642 TA Business Partner I.Finance. OMB Position Hold	0	1	0
	1703 MIS Specialist I.Finance.Mis - Administration	0	1	1
108	1052 QA Warranty Specialist II.Finance. OMB Position Hold	0	1	0
	1192 Construction Engineer I.Engineering & Project Mgmt.Engineering & Prj Dev Adm	0	0	1
	1700 Benefits Specialist I.Human Resources.Labor & EE Relations	0	0	1
109	1149 Facilities Main Trainer.Operations.Service Mgmt	0	0	1



	1198.Construction Engineer II	0	0	1
	1652.Talent Acquisition Business Partner II	0	0	1
110	0838 Planning Team Leader.Finance. OMB Position Hold	0	1	0
	0862.Intergovernmental Relations Officer	0	1	1
	0900 Supervisor Jan Services.Operations. OMB Position Hold	0	1	0
	1086.Financial Accountant II	0	0	2
	1088 Asst Transportation Mgr.Operations.Hayden District	0	0	1
	1088 Asst Transportation Mgr.Operations.Triskett District	0	0	1
	1160.Contract Administrator II	0	0	1
	1164 Business Oper Admin II.Finance. OMB Position Hold	0	1	0
	1633 IT Security Engineer.Operations.IT - Network Service	0	0	1
	1691.ITS Specialist	0	0	1
	1705.Assistant Equipment Manager	0	0	2
	1971 Lead Maintenance Planner.Finance. OMB Position Hold	1	1	1
111	0851 Manager Equip.Operations.Paratransit District	0	0	1
	0890.Manager Service Quality	0	0	1
	1063.Manager, Community Engagement & Mobility	0	1	0
	1131 Cloud System Administrat.Operations.It - Network Service	0	0	1
	1760 Mgr Cvl Rights,Eqty,& Incl.Admin & External Affairs.External Affairs	0	1	1
	2995 Manager Asset & Config.Finance. OMB Position Hold	1	0	0
112	0786.Manager - Transportation	0	0	1
	1655 Project Manager.Operations.Service Quality	0	1	1
Total Position Pool		6	30	35



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.

2025 ACCOMPLISHMENTS

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

Outcomes:

- Bond Retirement Fund transfer: transferred \$9.2 million to cover principal and interest payments and meet ending balance requirements. (FH)
- Insurance Fund: transferred \$3.0 million to cover self-insurance needs and maintain \$5 million ending balance. (FH)
- Supplemental Pension Fund: no funding transfer needed to cover payment needs. (FH)
- Capital Improvement Fund: transferred 10% of sales tax receipts to cover capital projects and local funding needs. (CE, CI, FH)
- Reserve Fund transfer: \$10 million transferred for Rolling Stock Reserve Fund and \$0.8 million transferred for 27th pay. (CE, CI EI, FH)
- Revenue Stabilization transfer to General Fund totaled \$45.0 million, \$5.5 million below budgeted levels. (FH)

2026 PRIORITIES

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

Outcomes:

- Bond Retirement Fund: transferring \$6.8 million to cover principal and interest payments and meet ending balance requirements. (FH)
- Insurance Fund: transferring \$2 million to meet self-insurance needs and maintain the \$5 million ending balance requirement. (FH)
- Supplemental Pension Fund: no transfer needed to cover payment needs. (FH)
- Capital Improvement Fund: budgeting 10% transfer from sales tax receipts to cover projects and local funding needs. (CE, FH)
- Reserve Fund transfer: A transfer of \$0.8 million is budgeted to the Reserve Fund for 1/12th of the 27th pay for hourly and salary employees. (EI, FH)
- Revenue Stabilization Fund transfer to General Fund below budgeted level of \$44 million. (FH)



FUND TRANSFERS DEPARTMENT BUDGET

Object Class	Description	2024 Actual	2025 Actual	2026 Budget
510050	Transfer to/from Reserved Funds	\$ 12,523,452	\$ 10,878,615	\$ 800,000
510075	Transfer to/from RTA Capital Fund	16,812,041	18,074,438	21,065,140
510085	Transfer to/from Bond Retirement Fund	9,346,959	9,184,042	6,804,800
510090	Transfer to/from Insurance Fund	2,500,000	3,000,000	2,000,000
Total		\$ 41,182,452	\$ 41,137,095	\$ 30,669,940



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

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.

2025 ACCOMPLISHMENTS

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

- Obtained over \$28.6 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 \$34.2 million. (CE, CI, FH)
- Completed construction of the Overhead Catenary System Structural Rehabilitation – Phase 2. (CE)
- Completed construction of the Red Line Bridge over West 117th Street. (CE)
- Completed construction of the Brookpark Shop Relocation Modifications. (CE, FH)
- Completed the construction of the Brookpark Shop and Yard Track projects. (CE, CI, EI, FH)
- Completed the environmental approval for the Light Rail Stations and Platform Modifications. (CE, CI)
- Completed the environmental document and FTA approval for the MetroHealth Line BRT. (CE, CI)



- Completed 90% design for the MetroHealth Line BRT. (CE, CI)
- Completed Transit Access Barriers Study. (CE, CI)
- Completed the Aerozone MicroTransit Pilot Program. (CE, CI)
- Continued contract for the new CTDS system. (CE, CI, FH)
- Continued construction of the Trunk Line Signal System. (CE)
- Continued installation of the 515 Switch and Track. (CE)
- Continued construction of the Tower City East Portal Rehabilitation. (CE, CI, FH).
- Continued Broadway Corridor TOD Study. (CE, CI)
- Began construction of the Warrensville/Van Aken Station Improvements and Comfort Station. (CE, EI)
- Began construction of the East 79th Street Light Rail Station ADA Reconstruction. (CE, CI)
- Began construction of the East 120th Street Substation Replacement construction. (CE)
- Provided FFY2025 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)

2026 PRIORITIES

Strategic Plan

Customer Experience (CE)

Community Impact (CI)

Employee Investment (EI)

Financial Health (FH)

Success

Outcomes:

- Complete installation of the 515 Switch and Track. (CE, CI, FH)
- Complete installation of the Trunk Line Signal System. (CE, CI, FH)
- Complete construction of the Main Office Building HVAC and Roof Replacement. (EI, FH)
- Complete installation and testing of the new CTDS system. (CE, CI, FH)
- Complete the design and right-of-way acquisition for the MetroHealth Line BRT. (CE, CI)
- Complete construction of the Tower City East Portal Rehabilitation. (CE, CI)
- Complete the Broadway Corridor TOD Study. (CE, CI)
- Complete construction of the East 79th Street Light Rail Station ADA Reconstruction. (CE, CI)
- Complete construction of the Warrensville/Van Aken Station Improvements and Comfort Station. (CE, EI)
- Complete the Fleet Electrification Study. (CI, FH)
- Complete installation of the Shaker Light Rail Shelter Improvements. (CE, CI)
- Complete construction of the tracks at the Warrensville/Van Aken Station. (CE, FH)
- Complete construction of the East 120th Street Substation Replacement. (CE, FH)
- Complete construction of the Light Rail Retaining Wall Rehabilitation - Phase 3. (CI, FH)
- Complete the construction of the Main Avenue Crossing on the Waterfront Line (CE, CI)
- Complete the design of the Light Rail Platform Modifications for the new railcars. (CE, CI)



- Complete the design of the Eight Blue Line Stations for the ASAP program (CE,CI)
- Complete the design of the Blue Line Track Replacement (CE,CI)
- Begin construction of the Central Rail Maintenance Facility Renovations for the new railcars (CE,CI)
- Evaluate the MicroTransit Pilot Program. (CE, CI)
- Evaluate the Baby on Board and Paradox Prize Pilot Programs. (CE, CI)
- Provide FFY2026) CUZA funding allocations for the Region. (CI, FH)
- Obtain \$35 million of competitive grants from FTA, ODOT, OEPA and NOACA. (CE, FH)
- Promote transit elements in various TLCI studies throughout Cuyahoga County. (CE, CI)
- 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 2026 Organizational Scorecard is shown in the Planning, Process & Profile section of the budget book. The results of the 2025 Engineering & Project Management Division scorecard and the 2026 scorecard goals are shown below.



Engineering & Project Management - 2025

Success Outcomes	Metric	Definition	FY2025 Performance Goals	Objective	Information System	Goal Points	Q4 2025	
							Actual Results	Points Earned
Customer Experience	Completion of Annual Work Program	Total value of the design and construction contracts approved by the Board of Trustees.	\$40,000,000	↑	Performance Data	15	\$55,743,703	15.0
	Annual Goal for Rail Car Replacement Fund	Appropriated or obligated funding for rail car replacement fund secured in the program year	\$25,000,000	↑	Performance Data	10	\$34,160,000	10.0
	Rail Total Shutdown	% of total rail shutdowns returned to service on schedule.	90%	↑	Performance Data	10	86%	9.6
	Capital Program Project Schedule Adherence	% of capital projects (budget ≥ \$1M) that reach substantial completion milestone in 2025 within 60 calendar days of schedule	40%	↑	Performance Data	5	0%	0.0
						40		34.6
Community Impact	Economic Impact of Capital Program - Impression	% of community that has a positive perception of the economic impact of the capital program	55%	↑	Community Survey	5	57%	5.0
	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	4	↑	Performance Data	5	1	1.3
	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	↑	Performance Data	5	7.03	5.0
	Capital Dollars Invested in Low Income Communities	The % of major projects awarded (>1 million) within low income communities	80%	↑	Performance Data	5	90%	5.0
	Environment: Emissions Reduction	% Reduction of Type I and II emissions per passenger-mile traveled on RTA	8%	↑	Performance Data	5	-2%	0.0
						25		16.3
Employee Investment	Supervisor Support	The % employees that agree or strongly agree that their immediate supervisor supports them in achieving their career/job goals.	75%	↑	Employee Survey	5	67%	4.5
	Training Opportunities	% of Division employees that agree or strongly agree they have access to training opportunities that help them perform their job.	70%	↑	Employee Survey	5	84%	5.0
	Communication	% of Division employees that agree or strongly agree communication between each department is good	40%	↑	Employee Survey	5	37%	4.6
	Department Priorities	% of Division employees that agree or strongly agree employees in my department are motivated about accomplishing our department's goals	70%	↑	Employee Survey	5	80%	5.0
						20		19.1
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	↑	Performance Data	7.5	\$28,172,159	6.0
	Change Orders on Major Projects	Achievement of under 5% change orders for major capital projects (budget ≥ \$1M) substantially completed in 2025.	5%	↓	Performance Data	7.5	10.1%	0
						15		6.0
						100		76

Figure 51 - Engineering Scorecard 2025



2026 Engineering Division Scorecard								
Success Outcomes	Metric	Definition	2026 Performance	Objective	Information System	Metric Type	Owner	Goal Points
Customer Experience (35)	Completion of Annual Work Program	Total value of the design and construction contracts approved by the Board of Trustees.	\$40,000,000	↑	Performance Data	Year to Date	J. Shaffer	15
	Rail Total Shutdown	% of total rail shutdowns returned to service on schedule.	90%	↑	Performance Data	Year to Date	J. Shaffer	6
	Capital Program Project Schedule Adherence	% of capital projects (budget ≥ \$1M) that reach substantial completion milestone in 2026 within 80 calendar days of schedule.	30%	↑	Performance Data	Year to Date	J. Shaffer	7
	Gemba Participation	The percent of non-bargaining employees within the engineering division who submit 1 forms per 1 month. Measured quarterly.	70%	↑	Performance Data	Quarterly	M. Schipper	5
	TOTAL POINTS							35
Community Impact (20)	Rail Capital Projects - Customer Perception of Value to Community	The percent of rail customers that agree or strongly agree with the statement "RTA's recently completed construction projects have provided value to the RTA customers". Measured quarterly.	60%	↑	Customer Survey	Quarterly	M. Foke	3
	Transit Oriented Development - Activation	The number of TOD projects taken through contract with a development partner and securing Board or General Manager approval authorizing the development partner to proceed within calendar year 2026. Cumulative goal.	4	↑	Performance Data	Year to Date	J. Rusnov	2
	Transit Oriented Development - Progress	The percent of active TOD project transactions that are completed (with handoff to developer) within a rolling 2-year period.	80%	↑	Performance Data	Quarterly	J. Rusnov	2
	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	↑	Performance Data	Rolling 3-years	M. Schipper	5
	Capital Dollars Invested in Low Income Communities	The % of major projects awarded (>1 million) within low income communities.	82%	↑	Performance Data	Year to Date	M. Foke	5
	Environment: Emissions Reduction	% Reduction of Type I and II emissions per passenger-mile traveled on RTA	0%	↑	Performance Data	Year to Date	B. Temming	3
	TOTAL POINTS							20
Employee Investment (20)	Professional Development Training Hours (Non-Bargaining)	The percent of non-bargaining employees within the engineering division who achieve 6 hours of professional development training per quarter, as defined through coordination with their supervisor in the annual performance appraisal (goal setting) process. Output to demonstrate supervisor invested in growth.	80%	↑	Performance Data	Quarterly	M. Schipper	10
	Wellness Incentive Participation	The percent of covered employees within the engineering division and their families who participate in the wellness incentive program. Measured year to date.	(10%, 20%, 30%, 55% increase goal by quarter)	↑	Performance Data	Quarterly	J. Shaffer	10
	TOTAL POINTS							20
Financial Health (25)	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	↑	Performance Data	Year to Date	M. Schipper	6
	Change Orders on Major Projects	Achievement of under 5% change orders for major capital projects (budget ≥ \$1M) substantially completed in 2025.	8%	↓	Performance Data	Year to Date	J. Shaffer	7
	Forced Account Reimbursement	Percent of division labor expense that is reimbursed by grants	25%	↑	Performance Data	Year to Date	B. Temming	10
TOTAL POINTS							25	
OVERALL PERFORMANCE SCORE								100

Figure 52 - Engineering Scorecard 2026



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.

2025 ACCOMPLISHMENTS

Strategic Plan Success	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Outcomes:				
<ul style="list-style-type: none"> • Completed 21 Quality Assurance Audits. (CE, CI) • Completed 27 Quality Control Plan, Request for Proposal, and Issue for Bid Package Reviews. (FH) • Completed 34 Third-Party plan reviews. (CE) • Provide engineering assistance as needed in Design and Construction (EI). • Lead the development of strategy for the TRACTION Community Impact success outcome (CI). • Managed the Construction of the E. 79th Light Rail Station. (CE, CI) • Tracked agency wide emissions for sustainability program and TRACTION (CI). • Managed the development of the Fleet Electrification Study (CI). • Developed the Request for Proposals (RFP) for the Architectural/ Engineering Services for the Blue Line ASAP Stations. (CE, CI) • Developed the Request for Proposals (RFP) for the Architectural/ Engineering Services for the Light Rail Station Modifications. (CE, CI) • Developed the construction documents for the MetroHealth BRT stations. (CE, CI) • Participated in the City of Cleveland’s Transportation Infrastructure Advisory Committee (CI). • Assisted in the refinement of the GCRTA Project Management Development Training and participated in the training session. (EI). 				

2026 PRIORITIES

Strategic Plan Success	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Outcomes:				
<ul style="list-style-type: none"> • Conduct quality assurance audits. (CE, CI) • Review GCRTA plans and specifications for construction projects. (FH) • Review third party plans and specifications for construction crossing or adjoining GCRTA facilities. (CE) • Participate in the City of Cleveland’s Transportation Infrastructure Advisory Committee. (CI) • Provide engineering assistance as needed in Design and Construction. (EI) • Track agency wide emissions for sustainability program and TRACTION. (CI) 				



- Lead the development of strategy for the TRACTION Community Impact success outcome (CI)
- Develop the construction documents for the MetroHealth BRT stations. (CE, CI)
- Develop the construction documents for the Employee Development Center. (EI)
- Manage the development of construction documents for the Blue Line ASAP Stations Reconstruction. (CE, CI)
- Manage the development of construction documents for the Light Rail Station Modifications. (CE, CI)
- Manage the development of the Fleet Electrification Study, complete Phases 2 &3 (CI).
- Manage the Construction of the E. 79th Light Rail Station. (CE, CI)
- Serve on the City of Cleveland’s Transportation Infrastructure Advisory Committee (CI).
- Coordinate work of support staff (EI).

PROJECT SUPPORT DEPARTMENT BUDGET

Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$169,832	\$169,791	\$195,600
501310	Salaried Employees Overtime	0	0	0
502000	Fringe Benefits	68,034	65,999	\$86,600
503000	Services	7,841	9,230	\$7,800
504000	Materials & Supplies	3,903	568	\$600
509000	Miscellaneous Expense	4,270	8,709	\$4,000
509022	Meals/Food/Per Diem	1,446	2,208	\$100
Total		\$255,327	\$256,504	\$294,700

PROJECT SUPPORT DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
06	0620 Drafter	1	1	-
24	1965 Project Specialist	-	1	1
104	0757 Administrative Assistant I	1	1	-
113	1439 Mgr. – Quality Assurance	1	1	1
Total		2	3	2



PROJECT SUPPORT DEPARTMENT ORGANIZATION CHART



Total Positions = 2



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.

2025 ACCOMPLISHMENTS

Strategic Plan Success Outcomes:	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
<ul style="list-style-type: none"> • Represented RTA interests in City of Cleveland, NOACA by participating as stakeholders in planning projects. (CI) • Managed real estate interests of RTA as required. (FH, CI) • Worked with Cuyahoga County Planning Commission and the City of Cleveland furthering TOD Planning, Zoning and Transportation Demand Management (TDM) activities. (CM) • Completed Bridging Possibilities, Transit Access Barrier Study. (CE) • Substantially completed Broadway TOD Pilot Planning Study. (CE,CI) • Obtained Environmental Clearances and historic preservation clearance on Red Line Platform modifications and light rail platform modifications required for new rail car project. (CE, FH) • Received FTA Environmental concurrence on MetroHealth Line BRT Project Environmental Document thus clearing it for further action. (CI, CE, FH) • Submitted Ratings submittal for MetroHealth Line Templates for CIG processing (CE, FH, CI) • Submitted MetroHealth Line BRT Project templates required for FTA CIG Small Starts Funding. (CI, CE, FH) • Monitored Implementation of Framework for the Future long-term objectives. (CI,CE,FH,EI) • Completed land transactions required for the construction of the new E. 120th Substation and E. 79th Street Light Rail Station. (CI, FH) • Completed two economic development related land transfers. (FH, CI) • Completed two Community Partner Investment Program (CPIP) improvement projects. (CI, CE) • Assisted with applications for competitive grants from FTA and ODOT. (FH, CI) • Continued to Represent RTA on Cuyahoga County Greenway Partners, Metroparks Raise Trail projects and other related trail and bike projects. (CE, CI) • Completed UZA allocations required for 5307, 5339 and any other Federal Funding required to be distributed through NOACA Transit Council. (FH) 				



- Applied for nine shelter and right-of-way permits at the City of Cleveland. (CE, CI)
- Executed three Community Partner Investment Program (CPIP) agreements fully with new shelters in Lakewood, and Richmond Heights. (CE CI)
- Staff attended STOPS ridership forecasting platform training for use in future Small Starts grant applications. (CI, FH)
- Participated in the planning of the Cuyahoga County Planning Commission’s TOD Summit (CE, CI)

2026 PRIORITIES

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

- Represent GCRTA interests in City of Cleveland, NOACA, and other agency planning projects as required. (CI).
- Complete Shaker Light Rail Replacement Project. (CI, CE)
- Manage real estate interests of GCRTA as required. (CI, FH)
- Continue working with Cuyahoga County Planning Commission and the City of Cleveland TOD Land Use, Zoning and TDM activities. (CI)
- Complete update of the Strategic Plan. (CI, FH)
- Continue to coordinate on planning issues with FTA and the community on the MetroHealth Line as required. (FH, CI)
- Initiate Lorain Avenue TOD project. (CE, CI, FH)
- Proceed with Columbus Road TOD Project. (FH, CI)
- Adopt the Broadway TOD Pilot Planning project. (FH)
- Assist on the completion of the Fleet Electronification Study. (CE, CI)
- Obtain Environmental Clearances for necessary capital projects. (CI)
- Continue to represent GCRTA on NOACA committees, Sub-committees, Task Forces, Planning, and TLCI projects. (CI)
- Further GCRTA first/last mile promotions include bike education and facilities enhancement. (CI, CE)
- Manage the Interagency GIS Working Group with key stakeholders in the City of Cleveland, Cuyahoga County, and the Northeast Ohio Regional Sewer District. (FH, CI)
- Award Micro Transit Feasibility Study. (CI, FH)
- Complete four Community Investment Improvement Projects. (CI)
- Manage the completion of the installation of the NOACA sponsored EV chargers at other RTA facilities. (CE, CI, FH)
- Assist in the application of planning grants from NOACA, FTA, ODOT and other sources for planning related activities. (FH)
- Continue to develop diversity inclusion artistic messaging and murals on RTA Assets. (CE, CI)
- Continue to represent GCRTA with Cuyahoga County Greenway Partners, Cleveland Moves, Metroparks Raise trails and other related trail and bike projects. (CI)



- Complete UZA allocations required for 5307, 5339 and any other Federal Funding required to be distributed through NOACA Transit Council. (FH)
- Assist with permitting eight new bus shelters throughout the GCRTA network. (CE, CI)
- Transfer land to the Developer for the Depot on Detroit TOD project. (CI, FH)
- Transfer land on economic expansion projects. (FH, CI)
- Expand the use and quality of GIS mapping. (CI, FH)
- Refine and manage Workforce Development and routine shelter Installation Project. (CI, CE)
- Award a contract for the Lorain Avenue Corridor FTA Pilot TOD planning study. (CI)

PROGRAMMING AND PLANNING DEPARTMENT BUDGET

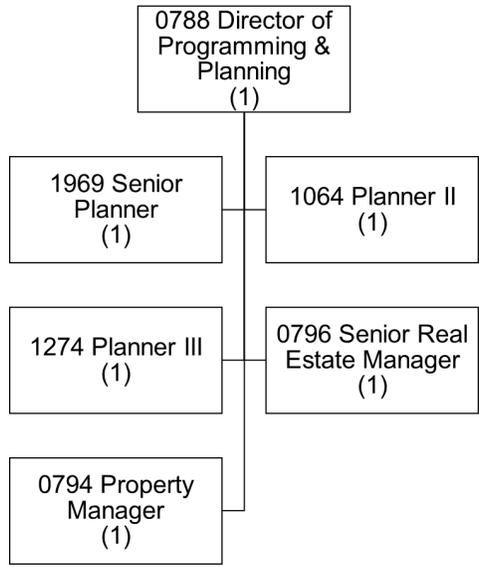
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$566,149	\$634,930	\$537,100
502000	Fringe Benefits	224,195	242,553	\$216,600
503000	Services	2,245,567	2,034,725	\$2,168,400
504000	Materials & Supplies	101	58	\$300
505019	Water	99,395	117,423	\$0
505020	Sewer	0	0	\$120,000
507030	Property Tax	76,938	82,484	\$147,300
509000	Miscellaneous Expense	9,902	12,446	\$11,000
509022	Meals/Food/Per Diem	308	1,166	\$100
512000	Leases & Rentals	4,113	95,792	\$47,200
Total		\$3,226,669	\$3,221,577	\$3,248,000

PROGRAMMING AND PLANNING DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
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
Total		6	6	6



PROGRAMMING AND PLANNING DEPARTMENT ORGANIZATION CHART



Total FTE's = 6



80- 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.

2025 ACCOMPLISHMENTS

Strategic Plan Success Outcomes:	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
<ul style="list-style-type: none"> Completed construction of the Hayden Garage HVAC Replacement. (EI, FH) Continued implementation of the Light Rail Trunk Line Signal System Replacement. (CE, CI, FH) Reached 90% design submittal of the MetroHealth Line. (W.25thConnects) Bus Rapid Transit. (CE, CI) Completed construction of the W. 117th Red Line Bridge/Station Platform Rehabilitation. (CE, CI, FH) The construction of a new modular E.120th Substation began after acquiring necessary property. (CE, CI) Completed construction of Red Line East Overhead Catenary Structural Rehabilitation Phase 2. (CE, CI) Completed “Cut-over” Red Line Switch 515. (Brookpark Yard) prior to placing in service. (CE, CI) Completed the Red Line Rail Grinding Program resulting in longer wheel life. (CE, CI, FH) Began design of Blue/Green Line fiber optic system. (CE, CI, FH) Completed modification of Brookpark Shop and Yard Improvements for Railcar Replacement Program. (CE, CI, FH) Began construction of Warrensville - Van Aken Rail Station, approximately 12% complete overall. (CE, CI, FH) Began construction of Warrensville - Van Aken Rail Station, track, power, communication, and signals. (CE, CI) Placed Warrensville – Van Aken Substation in-service. (CE, CI, FH) Continued Safety Certification process for Railcar Replacement Program. (CE, CI, FH) Continued Tower City East Portal Reconstruction, moved to third phase. (CE, CI, FH) Completed design and began assembly of Consolidated Train Dispatch System. (CTDS) Replacement. (CE, CI, FH) Began reconstruction of E. 79th. (Trunk Line) Rail Station. (CE, CI, FH) 				



- Placed W. 117th Substation Rehabilitation in-service. (CE, CI, FH)
- Repaved eastern portion of Central Rail. (CRMF) Access Roadway Grand Avenue to Salt Dome. (CE, CI, FH)
- Awarded IFB for construction of Light Rail Trunk Line Retaining Wall Rehab. – Phase 3 Blue Line. (CE, CI, FH)
- Completed emergency replacement of 33kV line supplying Buckeye – Woodhill Substation. (CE, CI, FH)
- Continued to support Asset Management and State of Good Repair projects throughout GCRTA. (CE, CI, FH)
- Began the Shaker Stations shelter replacement and signage/amenities installation projects. (CE, CI, FH)
- Began design Central Rail Roadway and Parking Lot Repaving Phase II. (CE, CI, FH)
- Completed construction, obtained Certificate of Occupancy for “15583” Brookpark FM rehabilitation. (CE, CI, FH)

2026 PRIORITIES

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

- Commence project to replace Hayden, Triskett. (indoor) and CRMF. (outdoor) wash racks. (CE, CI, FH)
- Complete design of Trunk Line Fiber Optic System to support new rail signal system project. (CE, FH)
- Complete design and begin construction of CRMF Roadway and Parking Lot Repaving Phase II. (CE, EI)
- Begin construction of Red Line platform modifications to accommodate new railcars. (CE, CI, FH)
- Complete design of Blue/Green platform modifications to accommodate new railcars. (CE)
- Begin design of Blue Line Track Rehabilitation. (CE)
- Begin construction of Light Rail Retaining Wall Rehabilitation – Phase 3 – Blue Line. (CE)
- Complete Main Office HVAC unit replacement. (CE, EI)
- Complete design RDHB HVAC unit replacement. (CE, EI)
- Complete Main Avenue track crossing rehabilitation GCRTA Waterfront Line. (CE)
- Begin reconstruction of Shaker Junction roadway crossings. (CE)
- Begin design for Tower City GL-1 replacement to compliment CTDS replacement design. (CE)
- Continue replacement of the E.120th Red Line Substation. (CE)
- Complete RFP for Flyover Bridge near Stokes Reconstruction. (CE)
- Continue Safety Certification for E. 79th Station, Warrensville – Van Aken Station and others.. (CE)
- Continue Safety Certification process for Rail Car Replacement Project. (CE)
- Continue Tower City East Portal Reconstruction. (CE)
- Begin design of the Windermere Red Line Substation Replacement. (CE)
- Begin E.55th Substation Transformer/Rectifier Replacement construction. (CE)
- Continue Light Rail Trunk Line Signal System Replacement. (CE)
- Close-out W. 117th Red Line Bridge/Station Platform Rehabilitation. (CE, CI)
- Complete construction of Red Line Switch 515. (Brookpark Yard) and return to service. (CE)
- Begin design of CRMF West Access Road Bridge Replacement. (CE)



- Continue construction of Warrensville - Van Aken Comfort and Rail Station including track, power, communications, and signals. (CE, CI, EI)
- Begin construction of CRMF Improvements for Railcar Replacement Project. (CE, EI)
- Begin construction of Red Line Station Platform Improvements to support Railcar Replacement Project. (CE, CI)
- Begin design of Overhead Catenary Structural Rehabilitation Phase 3 – Light Rail.. (CE)
- Complete design of W.25th MetroHealth Bus Rapid Transit System.. (CE, CI)
- Replace lifts at Central Bus, Hayden and Paratransit.. (CE, FH)
- Begin design of Tower City GL – 1, Track Circuit Replacement.. (CE, EI)
- Continue to support Asset Management / State of Good Repair projects throughout GCRTA. (CE, CI, EI)

ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT BUDGET

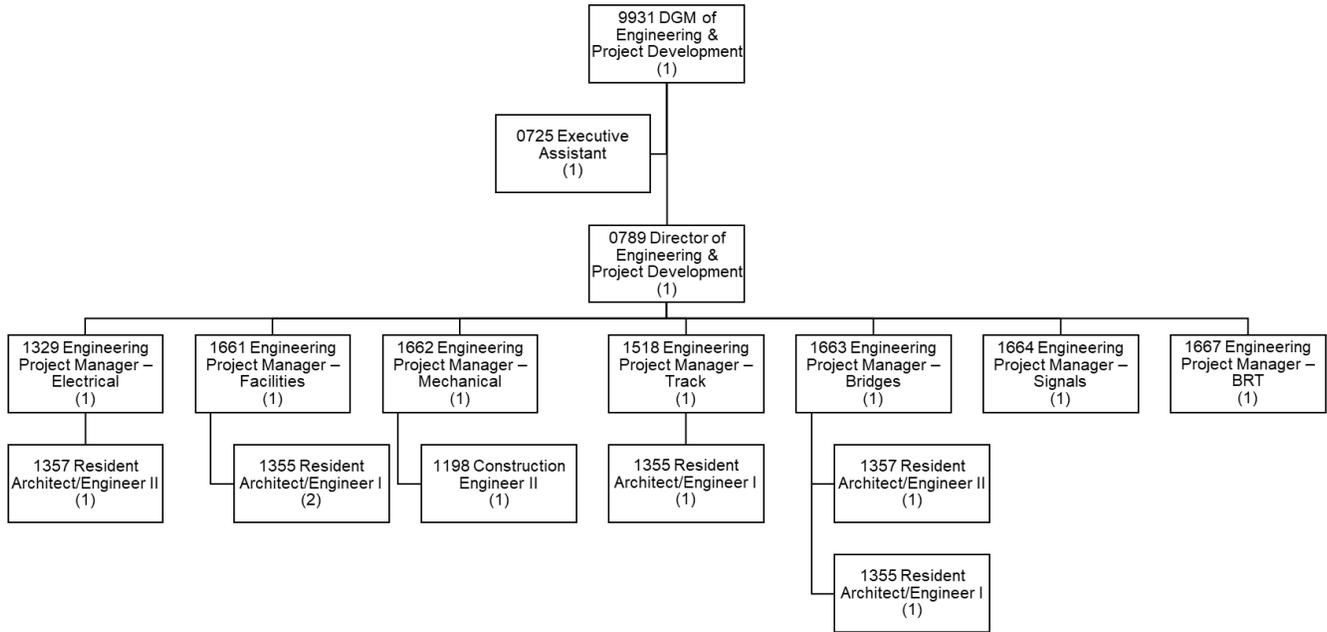
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$1,789,851	\$1,843,839	\$2,052,000
502000	Fringe Benefits	713,636	707,143	795,600
503000	Services	36,210	28,693	33,000
503052	Other Maintenance Contract	5,352	0	0
504000	Materials & Supplies	861	681	1,800
509000	Miscellaneous Expense	44,179	40,005	34,600
509022	Meals/Food/Per Diem	1,634	1,502	800
Total		\$2,591,757	\$2,621,863	\$2,917,800

ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
01	9942.Engineering Intern	-	-	-
107	0725.Executive Assistant	1	1	1
108	1192.Construction Engineer I	1	1	-
109	1198.Construction Engineer II	2	2	1
110	1250.Superintendent - Construction	1	1	-
111	1355.Resident Engineer/Architect I	3	3	4
112	1357.Resident Engineer II	3	3	2
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
	1667.Engineering Project Manager – BRT	-	-	1
114	0789.Director - Engineering & Project Development	1	1	1
116	9931.Dgm - Engineering & Project Management	1	1	1
Total		19	18	17



ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT ORGANIZATION CHART



Total Positions = 17



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 Ohio Department of Transportation (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 **Customer Experience** **Community Impact** **Employee Investment** **Financial Health**
Outcomes:

The Legal Affairs 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 (3rd 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.

2025 ACCOMPLISHMENTS

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

- Provided efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters.
- Provided legal support for the newly created Civilian Oversight Committee (COC) to review complaints filed against GCRTA Transit Police Department employees.
- Continued legal information program to apprise GCRTA departments of public sector legal issues that affect the Authority.
- Provided and facilitated advice on ethical issues and concerns.
- Provided in-depth, ongoing legal research, review and advice to GCRTA's executive management team regarding 70-plus Executive Orders (EOs) issued by President Donald Trump and their impact on Authority policies, procedures and funding. Continued to monitor available guidance, opinions, and information on EOs regarding federal grants, contracting, and employment matters. Made



recommendations to management for revisions to Authority policies and procedures to ensure compliance with EOs and related federal mandates. Made timely revisions to legally binding documents to align with federal directives. Drafted proposed revisions to GCRTA's Code Book.

- Supported construction projects and energy management initiatives.
- Continued a proactive approach to reducing bus and rail incidents.
- Continued enhancement of a safety culture within the Authority.
- Supported Investigated allegations of discrimination or non-compliance with equal opportunity policies and procedures.
- Worked to ensure compliance with all federal, state, and local legislation and regulations and served as a liaison between the Authority and regulatory agencies.
- Provided Risk Management expertise to Legal, Procurement & Engineering Departments for many significant construction and development projects and procurements, both for GCRTA and other entities such as ODOT.
- Negotiated the best terms and conditions available in the marketplace and most cost-effective renewal for property/casualty insurance programs for GCRTA.
- Implemented the 2025 Public Transportation Agency Safety Plan.

2026 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 2026 version of 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 2026 Organizational Scorecard is shown in the Budget Management section of the Budget Guide. The results of the 2025 Legal Division scorecard and the 2026 scorecard goals are shown below.



Legal Affairs Scorecard - 2025

Success Outcomes	Metric	Definition	FY2025 Performance Goals	Objective	Information System	Goal Points	Q4 2025	
							Actual Results	Points Earned
Customer Experience	Safety - Preventable Collision Rate Actual	Reduce the agency preventable collision rate per 100,000 miles driven to 1.68 or less	1.68	↓	Performance Data	20	1.79	18.7
	Customer Perception of Safety	The % of customers who agree or strongly agree that GCRTA maintains and operates vehicles safely	75%	↑	Customer Survey	15	78%	15.0
						35	33.7	
Community Impact						0		
Employee Investment	Safety Actual - Rate of On the Job Injuries (OJI)	Reduce the rate of OJIs per 200,000 hours worked to 6.41 or less	6.41	↓	Performance Data	20	6.30	20
	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)	75%	↑	Employee Survey	15	72%	14.4
	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	59%	↑	Employee Survey	15	58%	14.7
						50	49.1	
Financial Health	Reduce Operating Expenses	5% reduction of actual expenses (year to date) vs. annual budget.	-5%	↓	Financial Data	15	-3%	8.7
						15	8.7	
OVERALL PERFORMANCE SCORE						100	91.5	

Figure 53 - Legal Scorecard 2025

TRACTION 		2026 Legal Division Scorecard						
Success Outcomes	Metric	Definition	2026 Performance Goals	Objective	Information System	Metric Type	Owner	Goal Points
Customer Experience (40)	Safety - Preventable Collision Rate Actual	Reduce the agency preventable collision rate per 100,000 miles driven to 1.64 or less. Measured year to date.	1.64	↓	Performance Data	Year to Date	S. Peganoff	15
	Customer Experience Activity Participation	The percent of non-bargaining employees who participate in at least one customer experience activity (Gemba, employee riders' council, CX site visits, customer listening post) or related activity. Measured quarterly.	60%	↑	Performance Data	Quarterly	J. Burney W. Hawkins	5
	Customer Perception of Safe Operation and Maintenance (Fixed Route)	The percent of fixed-route customers who agree or strongly agree with the statement "RTA maintains and operates vehicles safely", measured quarterly.	80%	↑	Customer Survey	Quarterly	S. Peganoff	10
	Customer Perception of Safe Operation (Paratransit)	The percent of paratransit customers who agree or strongly agree with the statement "Paratransit operators drive safely", measured quarterly.	91%	↑	Customer Survey	Quarterly	S. Peganoff	10
TOTAL POINTS								40
Community Impact (0)								0
Employee Investment (30)	Safety Actual - Rate of On the Job Injuries (OJI)	Reduce the rate of OJI's per 200,000 hours worked to 6.14 or less. Measured year to date.	6.14	↓	Performance Data	Year to Date	S. Peganoff	10
	Wellness Participation	The percent of covered employees within the Legal Division and their families who participate in the wellness incentive program. Measured year to date.	10%, 20%, 30%, 55%, increase goal by quarter	↑	Performance Data	Year to Date	J. Burney W. Hawkins	8
	Training/Professional Development	The percent of non-bargaining employees who achieve 6 hours of professional development training per quarter, as defined through coordination with their supervisor in the annual performance appraisal (goal setting) process. Output to demonstrate supervisor invested in growth. Measured quarterly	80%	↑	Performance Data	Quarterly	J. Burney W. Hawkins	7
	Safety Promotion	Percent of GCRTA departments that complete the assigned monthly toolbox talks. Measured quarterly.	90%	↑	Performance Data	Quarterly	S. Peganoff	5
TOTAL POINTS								30
Financial Health (30)	Expense Reduction	Reduce Legal division operating expenses by 3% vs 2026 budget, measured quarterly.	3%	↓	Performance Data	Quarterly	J. Burney W. Hawkins	30
TOTAL POINTS								30
OVERALL PERFORMANCE SCORE								100

Figure 54 - Legal Scorecard 2026

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 GCRTA facilities about environmental compliance.

2025 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes: <ul style="list-style-type: none"> Completed a comprehensive hazard analysis of rail grade crossings. (CE, CI) Implemented the 2025 Public Transportation Agency Safety Plan (PTASP) through the Executive Safety Committee, Labor Management Safety Committee & District Safety Committees. (CE, CI) Continued enhancement of a safety culture within the Authority. (CE, CI, EI) Completed an audit of brake components and maintenance procedures for bus operations. (CE, CI) Worked to ensure compliance with all Federal, State, and local regulations and served as a liaison between the Authority and regulatory agencies. (CE, CI) Created a new Rail Transit Roadway Worker Protection Program in compliance with the new 49 CFR part 671 and FTA requirements. (CE, EI) Completed a systems reliability analysis for the Light Rail fleet. (CE, CI) Helped coordinate and score a Bus Roadeo where bus operators compete in a course that measures driving skills and adherence to safety rules. (EI) Participated in Safety & Security Certification activities for the Railcar Replacement Program. (CE, CI) Conducted safety audits on rail work zones, the effectiveness of safety recommendations, on-going Rail Operator rule book training, and assurances that rail work equipment procurement incorporates safety standards and requirements. (CE, CI, EI) Implemented a bus safe operator recognition program tied to improvements in safety data analytics. (EI) Revised the Administrative Procedure (AP-002) to incorporate changes in 49 CFR part 674 as well as the ODOT Program Reference Guide Section 5.1. (CI, EI) 				

2026 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes: <ul style="list-style-type: none"> Implement the 2026 Public Transportation Agency Safety Plan) through the Executive Safety Committee, Labor Management Safety Committee & District Safety Committees. (CE, CI, EI) Manage the Hazardous/Non-Hazardous Waste Removal contract, new for 2025-2030. (CI) Conduct various audits and safety inspections on the systems. (CE, CI) Create a 2026 Safety Calendar to promote organizational safety and a positive safety culture. (EI) 				



- Ensure an update and delivery of the new training program for the Rail Transit Roadway Worker Protection Plan. (EI)
- Participate in drills and exercises related to the new railcars and activities of fire life safety. (CE, CI)
- Continue in the efforts to ensure new railcars meet all Safety & Security Certification expectations. (CE, CI)
- Manage the Safety work queue in the new Configuration Management tracking system. (CE, CI)
- Ensure resolution and closure of all employee hazard reports. (EI)
- Facilitate Risk-Based inspections conducted by the State Safety Oversight Agency (ODOT). (CE, CI)

SAFETY DEPARTMENT BUDGET

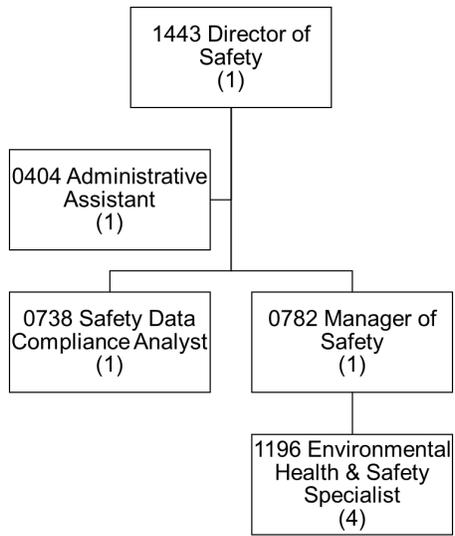
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$637,047	\$695,527	\$699,800
501310	Salaried Employees Overtime	4,107	3,181	4,000
502000	Fringe Benefits	253,258	284,020	332,400
503000	Services	174,871	162,015	179,400
503052	Other Maintenance Contract	49,903	48,069	51,300
504000	Materials & Supplies	7,191	11,255	13,200
509000	Miscellaneous Expense	21,182	27,854	14,600
509022	Meals/Food/Per Diem	3,927	4,927	1,100
Total		\$1,151,487	\$1,236,848	\$1,295,800

SAFETY DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
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
Total		8	8	8



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.

2025 ACCOMPLISHMENTS

Strategic Plan Success	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Outcomes:				
<ul style="list-style-type: none"> • Provided an in-depth, ongoing legal research, review and advice to GCRTA’s executive management team regarding 70-plus Executive Orders (EOs) issued by President Donald Trump and their impact on Authority policies, procedures and funding; drafted proposed revisions to GCRTA’s Code Book. (CE, CI, EI, FH) • Provided legal research, advice, and document preparation to support transit-oriented development initiatives. (CE, CI, FH) • Successfully provided advice and counsel, legal research, opinions, document preparation and strategy to restore requisite law enforcement jurisdictional authority to GCRTA’s Transit Police Department, in response to a 2024 Eighth District Appeals Court ruling; after passage of HB 54, continued to provide legal support, advocacy and training on the “restored” TP jurisdiction. (CE, CI, EI, FH) • Continued to provide legal support for the purchase of new rail cars and infrastructure modifications to the rail system needed to accommodate the new vehicles. (CE, CI, FH) 				

2026 PRIORITIES

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



LEGAL DEPARTMENT BUDGET

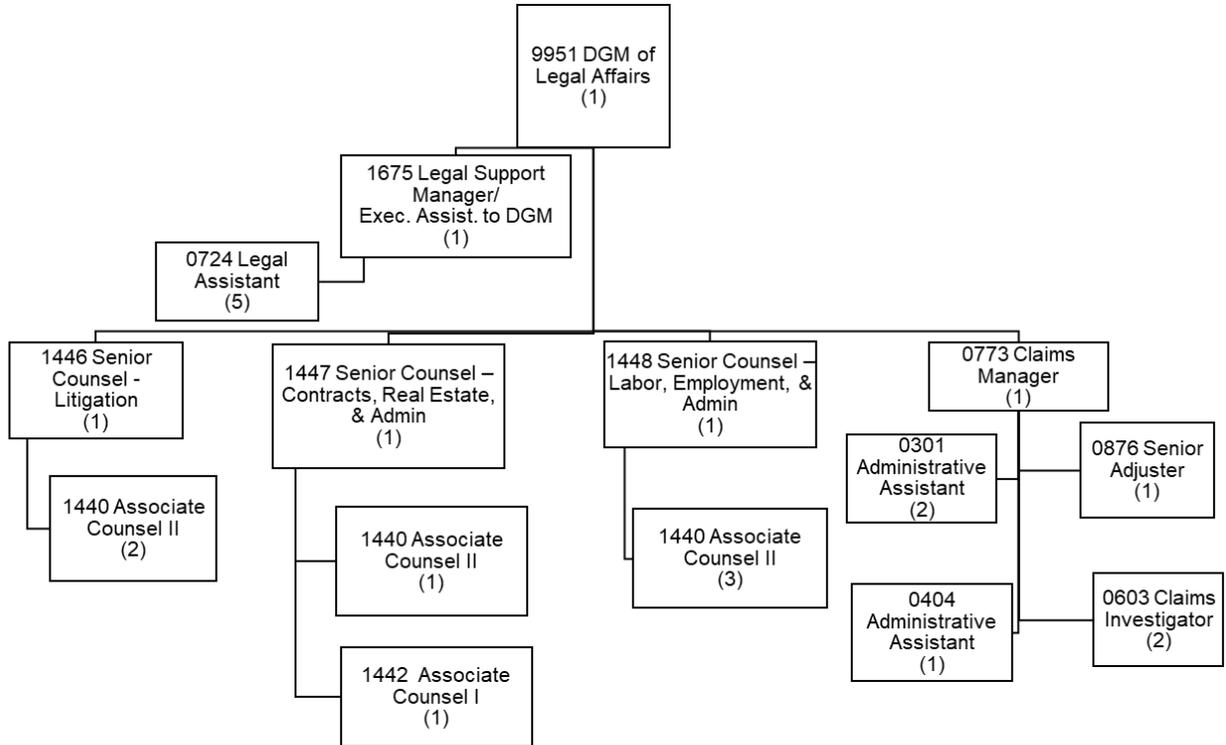
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$2,043,906	\$2,143,075	\$2,320,600
501310	Salaried Employees Overtime	2,539	2,625	2,000
502000	Fringe Benefits	812,540	878,412	1,033,100
503000	Services	307,239	204,817	309,500
503049	Temporary Service	81,186	16,889	-
504000	Materials & Supplies	13,002	6,372	9,500
506040	Liability & Property Claims	572,795	934,044	600,000
509000	Miscellaneous Expense	10,756	14,257	12,500
509022	Meals/Food/Per Diem	1,273	1,284	800
512000	Leases & Rentals	6,182	-	-
Total		\$3,845,236	\$4,201,776	\$4,288,000

LEGAL DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
01	8942.Department Intern	2	2	0
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, Administrative Law	1	1	1
114	1448 Sr Counsel - Labor, Employment, Administrative	1	1	1
115	1680 Director Legal/Deputy Gen Counsel	1	1	0
116	9951.Deputy General Manager - Legal Affairs Division	1	1	1
Total		27	27	24



LEGAL DEPARTMENT ORGANIZATION CHART



Total FTE's = 24



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.

2025 ACCOMPLISHMENTS

Strategic Plan Success Outcomes:	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
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- 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 savings of approximately \$2 million annually (CE, FH).
- Filled and completed initial onboarding for all vacant positions within the Risk Management Department (CE, EI, FH).
- Performed department-wide deep cleaning and de-cluttering of both individual workspaces and common areas (CE, EI).
- Received favorable results from BWC Worker’s Compensation Claims Audit (FH).
- Switched Cyber Liability carriers from Cowbell to Corvus at a 4% decrease from expiring premium vs. the projected 5% increase (FH).
- Provided Risk Management expertise to Legal, Procurement, and Engineering Departments for many significant construction and development projects and procurements (FH).
- 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 3% increase based solely on the Insured Values (rates remained flat) vs the 5% projected increase (FH).
- 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. Two coverage lines saw decreases from expiring premiums (FH).

2026 PRIORITIES

Strategic Plan Success Outcomes:	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
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- Provide Risk Management expertise to Legal, Procurement, and Engineering Departments for various Authority-wide projects, leases, license agreements, and other procurements (FH).



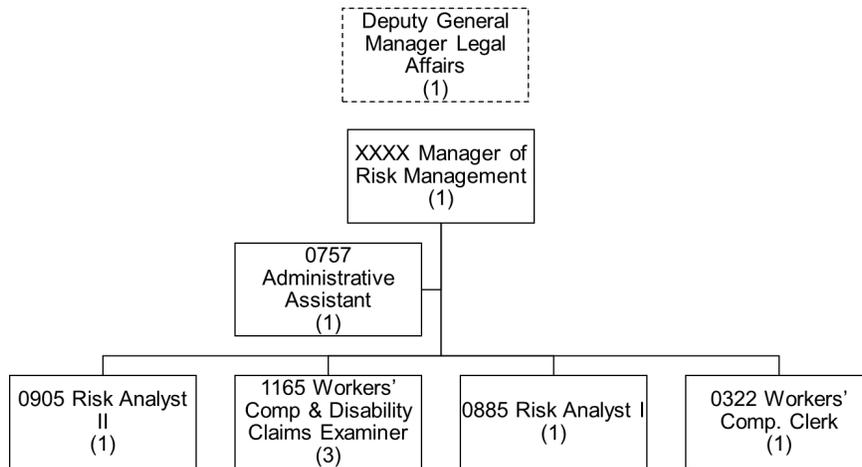
- Continue to provide strong management of workers' compensation claims and litigation, containing the costs to GCRTA, involving the districts as active stakeholders and handling claims for all employees fairly and promptly (FH).
- Maintain in-house Workers' Compensation and Short-Term Disability claim handling to ensure retention of self-insured status (FH).
- Negotiate the best terms and conditions available in the marketplace and the most cost-effective renewals for all our insurance programs for GCRTA (CI, FH).
- Complete the onboarding of two Workers' Compensation Examiners and a full-time Workers' Compensation Clerk (CE, CI, FH).
- Continue to participate in and contribute to strategic planning and performance measurement efforts conducted via GCRTA Management (CE, CI, FH).

RISK MANAGEMENT DEPARTMENT BUDGET				
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$634,728	\$571,470	\$604,000
501310	Salaried Employees Overtime	49	105	200
502000	Fringe Benefits	252,630	238,640	316,900
502071	W/C - Injuries & Damage to Employees	871,694	896,587	750,000
502082	W/C - Medical Payments	310,392	274,680	300,000
503000	Services	383,133	323,898	300,000
503030	Workers Comp Admin Fee	204,214	247,132	230,000
503049	Temporary Service	10,917	35,942	-
504000	Materials & Supplies	2,877	3,101	2,000
506000	Casualty & Liability	530,289	515,900	543,600
506010	Physical Damage Insurance	1,550,243	1,593,321	1,681,000
506040	Liability & Property Claims	4,500	(4,000)	-
506200	W/C Settlement& Lawsuit Expense	78,500	126,125	70,000
509000	Miscellaneous Expense	2,173	1,519	3,000
509022	Meals/Food/Per Diem	188	382	-
Total		\$4,836,526	\$4,824,802	\$4,800,700

RISK MANAGEMENT DEPARTMENT STAFFING				
Grade	Job Name	2024	2025	2026
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
	1165.Workers' Comp & Disability Claims Examiner	3	3	3
112	09XX. Manager	0	0	1
114	0771.Director - Risk Management	1	1	0
Total		8	8	8



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 talent acquisition, benefits and wellness, human resource information systems, compensation, labor and employee relations, training, and talent 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 Investment 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, participation and value in both mandatory and voluntary training.

2025 ACCOMPLISHMENTS

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

Organization & Employee Recognition

- Partnered with Tri-C Corporate College for their 20th Anniversary Celebration highlighting our workforce development partnership and accomplishments. (CI, EI)
- Held the annual GCRTA Employee Recognition Banquet - recognizing the accomplishments of 250+ employees in all work segments through the Employee Recognition Program. (EI)
- Received the Global Cleveland Employer of the Year Award for our efforts to attract and hire newcomers to Northeast Ohio, and train customers in the use of our transit system. (CI, EI)

Total Rewards

- Implemented discount parking programming for Main Office Building employees by partnering with parking providers to negotiate monthly pricing and optimize parking space utilization. (EI)

Talent Partnerships

- Continued to cultivate valued workforce development partnerships such as Cleveland Public Library, Cuyahoga County Public Library, Goodwill Industries of Greater Cleveland and East Central Ohio, Step Forward, Greater Cleveland Works, Towards Employment, Global Cleveland, Black Data Processing Associates, Cuyahoga Community College, Cleveland State University, City Mission –



Laura’s Home Women’s, Shelter, which have increased vacancy fill rates in key positions (operators, mechanics, laborer, administrative). (CI, EI)

Succession Planning & Knowledge Sharing

- Completed a Data Dictionary to document HRIS processes and knowledge sharing within the Human Resources Division and internal stakeholders. (EI)
- Developed, implemented, and promoted career pathways through an initial focus to bargaining unit frontline positions by providing clarity for the development employee experiences, minimum requirements, and job families that lead to cultivating internal talent for promotional opportunities. (EI)
- Conducted preliminary research and held initial meetings with the executive leadership team to identify key positions, evaluate bench strength, and depth for critical positions within the agency. Held development discussions with division leaders for the purpose of increasing bench strength. Leaders were encouraged to expand access to development for fill-ins including identifying formal education, technical certifications, increasing cross-training, and/or job shadowing. (EI)

2026 PRIORITIES

- Continue Customer Complaint Resolution, Customer Experience Training (CE, CI)
- Continue Wellness Awareness and Healthcare Education Strategy (EI)
- Continue Succession Planning (EI)
- Continue Advance Technology: Champion the Implementation of Technology (EI)

LIST OF DEPARTMENTS

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



The 2026 Organizational Scorecard is shown in the Planning, Process, & Profile section of the budget book. The results of the 2025 Human Resources Division scorecard are shown below along with the 2026 scorecard goals to support GCRTA’s Strategic Plan.



Human Resources - 2025

Success Outcomes	Metric	Definition	FY2025 Performance Goals	Objective	Information System	Goal Points	Q4 2025	
							Actual Results	Points Earned
Customer Experience	Customer Perception of Employees	The % of customers who agree or strongly agree to the statement "I view RTA employees	83%	↑	Customer Survey	7	71%	6.0
	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	↑	Customer Survey	7	23	5.6
	Overall Customer Satisfaction	The % of customers who are satisfied or very satisfied with GCRTA	74%	↑	Customer Survey	7	78%	7.0
						21	18.6	
Community Impact	Community Perception of GCRTA Employees	The % of community members who agree or strongly agree to the statement "I view RTA employees favorably."	70%	↑	Community Survey	4	72%	4.0
						4	4	
Employee Investment	Vacancy Fill Rate: Operators (Bus, Mechanics, Transit Police)	The % of positions filled for Operators, Mechanics, Transit Police (RTA budget to actual Report)	95%	↑	Performance Data	10	98%	10.0
	Vacancy fill rate : Operators (Bus, Paratransit, Rail)	The % of positions filled for Operators (RTA service requirement - from Service Mgmt dept)	95%	↑	HR Data	6	100%	6.0
	Vacancy fill rate : Mechanics	The % of positions filled for Mechanics (RTA budget to actual Report)	95%	↑	HR Data	5	95%	5.0
	Cultivate Internal Talent Pipeline - Bargaining	Increase the percent of internal promotions for bargaining positions (compared to external hires) by 5% compared to 2024.	36%	↑	Performance Data	4	56%	4.0
	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.	12%	↑	Performance Data	4	4%	1.3
	Agencywide Retention Rate	% of employees retained by quarter	90%	↑	Performance Data	4	96%	4.0
	Vacancy fill rate : Transit Police positions	The % of positions filled for Transit Police (RTA budget to actual Report)	95%	↑	HR Data	6	84%	5.3
	Safety - Preventable Collision Rate Actual	Reduce the agency preventable collision rate per 100,000 miles driven to 1.68 or less	1.68	↓	Performance Data	4	1.79	3.7
	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	6.41	↓	Performance Data	4	6.30	4.0
	Vacancy fill rate : Non-Bargaining	The % of positions filled for non-bargained positions (RTA budget to actual Report)	95%	↑	HR Data	6	94%	5.9
	Supervisor Support	The % employees that agree or strongly agree that their immediate supervisor supports them in achieving their career/job goals.	70%	↑	Employee Survey	2	62%	1.8
							55	49.2
Financial Health	Healthcare Cost Containment	Cost per employee per month not to exceed 5% above the Benchmark - \$1,647.85	\$1,730.24	↓	Performance Data	7	\$1,991.00	5.9
	Wellness Incentive Participation	The % increase in participation in wellness incentive programs	5%	↑	Participation Data	7	0%	0.0
	Reduce Operating Expenses	5% reduction of actual expenses (year to date) vs. annual budget.	-5%	↓	Financial Data	6	-2.7%	3.2
						20	9.1	
OVERALL PERFORMANCE SCORE						100	80.9	

Figure 55 - HR Scorecard 2025



TRACTION		2026 Human Resources Division Scorecard						
Success Outcomes	Metric	Definition	2026 Performance Goals	Objective	Information System	Metric Type	Owner	Goal Points
Umbrella Metric	Net Promoter Score	Quarterly Output. On a 0-10 scale of how likely to recommend GCRTA; Promoters are 9-10 and Detractors are 0-6. NPS = % promoters minus % detractors	35	↑	Customer Survey	Quarterly	G. Fields	
	TOTAL POINTS							
Customer Experience (20)	Customer Perception of Employees	The percent of customers who agree or strongly agree with the statement "I view RTA employees favorably", measured quarterly.	76%	↑	Customer Survey	Quarterly	W. Talley	4
	Overall Customer Satisfaction	The percent of customers who agree or strongly agree with the statement "How satisfied are you overall with service?", Measured quarterly.	89%	↑	Customer Survey	Quarterly	G. Fields	5
	Customer Perception of Safe Operation and Maintenance (Fixed Route)	The percent of fixed-route customers who agree or strongly agree with the statement "RTA maintains and operates vehicles safely", measured quarterly.	80%	↑	Customer Survey	Quarterly	J. Davis E. Kaweckki	4
	Customer Perception of Safe Operation (Paratransit)	The percent of paratransit customers who agree or strongly agree with the statement "Paratransit operators drive safely", measured quarterly.	91%	↑	Customer Survey	Quarterly	J. Davis	4
	Gemba Participation	The percent of non-bargaining employees within the HR division who submit 3 Gemba forms per quarter, measured quarterly.	80%	↑	Performance Data	Quarterly	G. Fields	3
	TOTAL POINTS							
Community Impact (10)	Workforce and Community Engagement	The number of workforce or community engagement activities performed by GCRTA Human Resources staff on an annual basis. Things that would qualify to be called out in the OMB. Measured quarterly.	17	↑	Performance Data	Quarterly	I. Marshall F. Gibbons F. Walls	10
	TOTAL POINTS							
Employee Investment (40)	Vacancy fill rate : Operators (Bus, Paratransit, Rail)	The percent of positions filled for Operators (RTA service requirement - from Service Mgmt. dept), measured quarterly.	95%	↑	Performance Data	Quarterly	I. Marshall F. Gibbons F. Walls	3
	Vacancy fill rate : Mechanics	The percent of positions filled for Mechanics (RTA budget to actual Report), measured quarterly.	95%	↑	Performance Data	Quarterly	I. Marshall F. Gibbons F. Walls M. Shurik	2
	Vacancy fill rate : Transit Police positions	The percent of positions filled for Transit Police (RTA budget to actual Report), measured quarterly.	95%	↑	Performance Data	Quarterly	I. Marshall F. Gibbons F. Walls	2
	Cultivate Internal Talent Pipeline	The percent of internal promotions compared to external hires, measured quarterly.	36%	↑	Performance Data	Quarterly	M. Shurik E. Kaweckki J. Davis	3
	Agencywide Retention Rate	Rolling one-year retention rate. Percent of employees who were employed with GCRTA one year ago that are still employed today. Measured quarterly.	90%	↑	Performance Data	Quarterly	I. Marshall M. Shurik E. Kaweckki J. Davis	5
	First Year Retention Rate - Mission Critical Positions	The percent of Operators (Bus, Paratransit, Rail), Mechanics, Transit Police retained through their first full year of service, measured quarterly	80%	↑	Performance Data	Quarterly	I. Marshall M. Shurik E. Kaweckki J. Davis	7
	Safety - Preventable Collision Rate Actual	Reduce the agency preventable collision rate per 100,000 miles driven to 1.64 or less. Measured year to date.	1.64	↓	Performance Data	Year to Date	J. Davis	5
	Safety Actual - Rate of On the Job Injuries (OJI)	Reduce the rate of OJI's per 200,000 hours worked to 6.14 or less. Measured year to date.	6.14	↓	Performance Data	Year to Date	J. Davis E. Kaweckki	5
	Professional Development Training Hours (Non-Bargaining)	The percent of non-bargaining HR division employees who achieve 6 hours of professional development training per quarter, as defined through coordination with their supervisor in the annual performance appraisal (goal setting) process. Output to demonstrate supervisor invested in growth. Measured quarterly.	80%	↑	Performance Data	Quarterly	W. Talley M. Shurik	3
	Wellness Incentive Participation	The percent of covered employees within the HR division and their families who participate in the wellness incentive program. Measured Year to Date	(10%, 20%, 30%, 55%, increase goal by quarter)	↑	Performance Data	Year to Date	N. DeJesus	5
	TOTAL POINTS							
	Financial Health (30)	Healthcare Cost Containment	Cost per employee per month not to exceed 5% above the Benchmark of \$2,106.80. Measured quarterly.	\$2,212.14	↓	Performance Data	Quarterly	N. DeJesus
Tech Cred Reimbursement		Amount of reimbursements received through the Tech Cred program, measured quarterly.	\$150,000	↑	Performance Data	Quarterly	M. Shurik	5
Expense Reduction		Reduce HR division operating expenses by 3% vs 2026 budget, measured quarterly.	3%	↑	Performance Data	Quarterly	G. Fields	13
TOTAL POINTS								
OVERALL PERFORMANCE SCORE								
								100

Figure 56 - HR Scorecard 2026



14- HUMAN RESOURCES DEPARTMENT

DEPARTMENT OBJECTIVES

The Human Resources Department provides employment, recruitment, and overall talent acquisition strategies to support the Authority.

2025 ACCOMPLISHMENTS

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

2026 PRIORITIES

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



HUMAN RESOURCES DEPARTMENT BUDGET

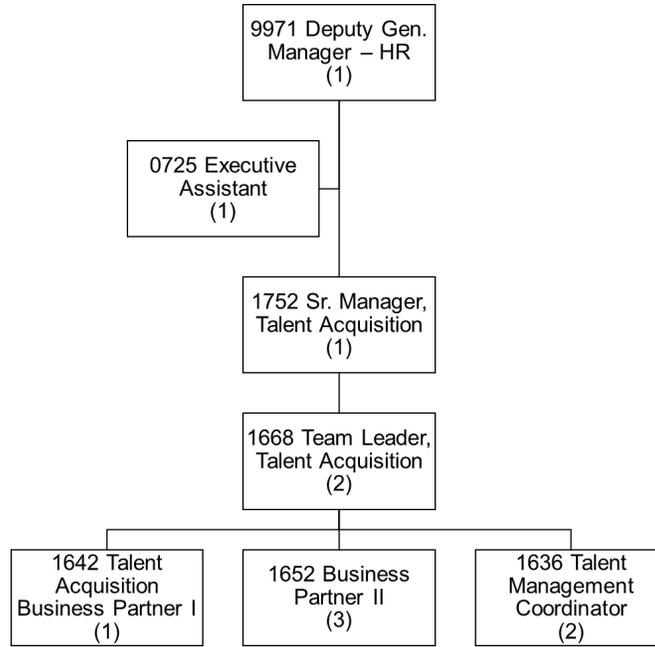
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$1,076,982	\$1,045,308	\$825,000
501310	Salaried Employees Overtime	131	543	-
502000	Fringe Benefits Budget	430,872	425,942	400,900
503000	Service - Budget	193,669	142,888	105,000
503020	Advertisement Fees	120,577	66,576	10,000
503049	Temporary Service	46,975	44,888	-
504000	Materials Supplies Budget	50,168	15,943	8,000
509000	Miscellaneous Expense Budget	120,280	14,984	7,000
509022	Meals/Food/Per Diem	36,752	28,283	6,000
Total		\$2,076,405	\$1,785,356	\$1,361,900

HUMAN RESOURCES DEPARTMENT T STAFFING

Grade	Job Name	2024	2025	2026
105	1636.Talent Management Coordinator	2	2	2
107	0725.Executive Assistant	1	1	1
	1642.Talent Acquisition Business Partner I	6	2	1
109	1652.Talent Acquisition Business Partner II	2	3	3
110	1668.Team Leader Talent Acquisition	-	2	2
111	1748 Talent Acquisition Manager	1	-	-
112	1752.Sr Manager, Talent Acquisition	1	1	1
116	9971.DGM - Human Resources Division	1	1	1
Total		14	12	11



HUMAN RESOURCES DEPARTMENT ORGANIZATION CHART



Total FTE's = 11



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 division partners.

2025 ACCOMPLISHMENTS

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

- Received the 2025 Healthy Worksite Gold Level Award for our wellness initiatives. (EI, FH)
- Continued Get Fit Wellness Program and wellness education through People One Portal. (EI, FH)
- Increased the number of employees receiving the Wellness Incentive by 14%. (EI)
- 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)
- Continued Positive Discipline, Labor Relations and various other supervisory training sessions. (EI)
- 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)
- Held District learning sessions with medical providers and other district and online wellness events. (CI, EI, FH)
- Developed HRIS data dictionary to assist all departments in Human Resources with system processing issues, knowledge sharing, and best practices for HRIS. (EI)

2026 PRIORITIES

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

- Implement a ratified financially sustainable FOP labor agreement with both Blue and Gold Units. (EI, FH)
- Continue the implementation of strategic initiatives to continue to contain and reduce healthcare costs and optimize benefits design and wellness activities. (EI, FH)
- Complete requests for proposals for laboratory drug testing, healthcare consultant, and healthcare plans. (CE, EI, FH)
- Relocate Operator and Supervisor uniform pick up locations within the RTA. (CE, EI, FH)
- Collaborate with the Safety Department and Operations Division to develop a Fatigue Management Awareness Program. (CE, EI, FH)



LABOR & EMPLOYEE RELATIONS DEPARTMENT BUDGET

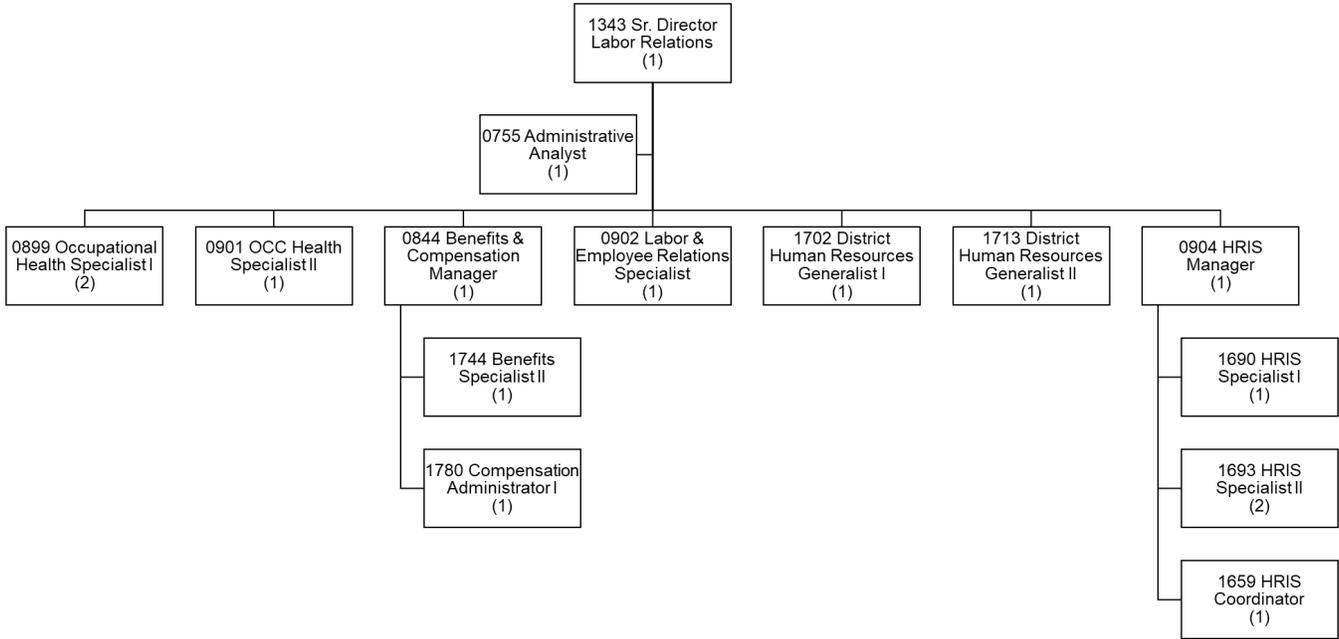
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$1,264,842	\$1,378,354	\$1,209,400
502000	Fringe Benefits Budget	519,165	565,108	601,800
502070	Unemployment Compensation	16,824	70,865	63,100
503000	Service - Budget	161,836	162,495	133,000
503049	Temporary Service	39,758	1,988	-
503052	Other Maintenance Contract	360,410	361,310	382,800
504000	Materials&Supplies Budget	1,380	-	850
509000	Miscellaneous Expense Budget	3,971	6,019	3,100
509022	Meals/Food/Per Diem	1,094	402	800
Total		\$2,369,282	\$2,546,540	\$2,394,850

LABOR & EMPLOYEE RELATIONS DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
105	1659 HRIS Coordinator	1	1	1
106	0755 Administrative Analyst	1	1	1
107	0899 Occupational Health Spec.	2	2	2
108	0901 OCC Health Specialist II	1	1	1
	1690 HRIS Specialist I	1	1	1
	1700 Benefits Specialist I	1	1	-
	1702 District Hr Generalist	2	1	1
109	0902 Lbr & Emp Relations Spec.	1	1	1
	1693 HRIS Specialist II	2	2	2
	1713.District Human Resources Generalist II	-	1	1
	1744 Benefits Specialist II	1	1	1
	1780 Comp Administrator I	1	1	1
112	0844 Benefits & Comp Manager	1	1	1
	0903 HRIS Manager PT	-	1	-
	0904 HRIS Manager	1	1	1
114	1343 Sr Director	1	1	1
Total		17	18	16



LABOR & EMPLOYEE RELATIONS DEPARTMENT ORGANIZATION CHART



Total FTE's = 16



30- TRAINING & 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. The 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.

2025 ACCOMPLISHMENTS

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

- Established an annual performance evaluation process aligned to TRACTION and development. (EI)
 - 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.

- Lead the annual employee survey and facilitated an action planning process based on employee feedback. (EI)
 - 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.

2026 PRIORITIES

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

Outcomes:

- Continue the development and execution of training to support the New Railcar Project. (EI, CE, CI, FH)
- Identify and coordinate Financial Literacy Training for all employees. (EI, FH)
- Continue to expand Succession Planning effort and conduct annual s separate Employee Survey. (CE, EI)
- Support the agency through HR technology, including the procurement and implementation of a fully functional Learning and Performance Management System and AI Policy implementation. (CE, EI, FH)
- Develop an internal personalized coaching program to help employees reach their full potential. (CE, EI)



TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT BUDGET

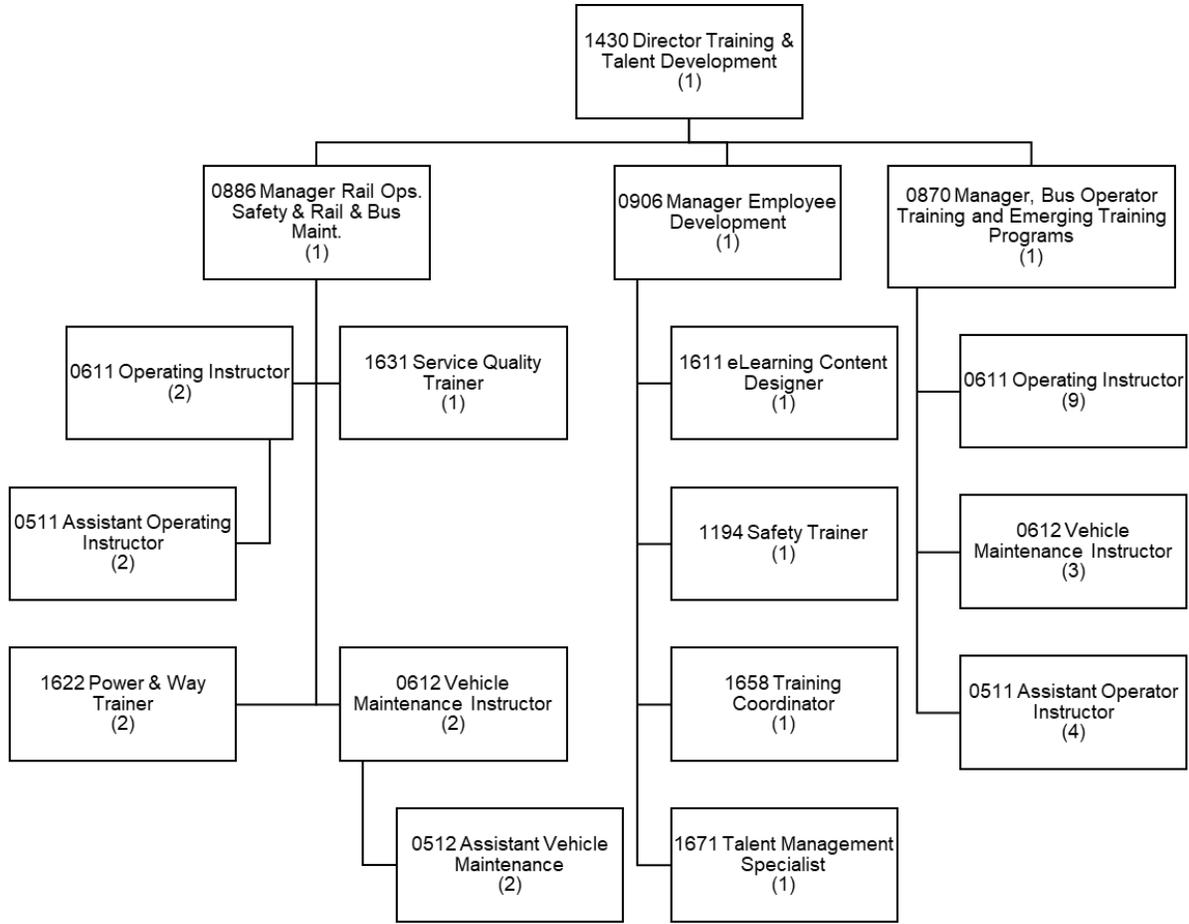
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$2,895,534	\$3,060,615	\$3,036,700
501310	Salaried Employees Overtime	233,998	86,288	65,000
502000	Fringe Benefits	1,200,842	1,276,465	1,415,500
502148	Tuition Reimbursement	58,739	102,818	70,000
503000	Services	16,734	11,428	-
503052	Other Maintenance Contract	-	-	8,500
504000	Materials & Supplies	9,279	6,397	5,000
509000	Miscellaneous Expense	818,787	472,114	148,700
509022	Meals/Food/Per Diem	10,835	6,292	2,000
Total		\$5,244,748	\$5,022,417	\$4,751,400

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
05	0511 Assistant Operating Instr.	4	6	6
	0512 Asst Vehicle Maint Instr.	2	2	2
06	0611 Operating Instructor	13	11	11
	0612 Vehicle Maint Instructor	5	5	5
106	1658 Training Coordinator	1	1	1
108	1611 ELearning Content Design	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 Mgmt Specialist	1	1	1
111	0870 Mgr Oper/Maint Training	1	1	1
	0886 Mgr Training Rail Oper	1	1	1
	0906 Mgr Employee Development	1	1	1
114	1430 Director Human Resources	1	1	1
Total		35	35	35



TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 35



06- 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.

2025 ACCOMPLISHMENTS

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

- Expanded the number of Commuter Advantage partnerships. (CE, CI, FH)
- Created an ERG Guidebook providing general information and instructions to foster a shared understanding of ERG objectives, structures, and expectations that align to the 3E philosophy: Education, Empowerment & Engagement. (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)
- Advocated for broadening Greater Cleveland RTA Police jurisdiction within Cuyahoga County to cover all RTA-owned, operated, or leased transit facilities, vehicles, and routes, enhancing public safety across the system. (CE, CI)
- Conducted ADA Access, Travel Training, and Functional Assessments. (CE, CI)
- Celebrated the Greater Cleveland Regional Transit Authority (GCRTA) 50th Anniversary with a year-long campaign celebrating five decades of connecting people, places, and opportunities across Greater



Cleveland. The 50th anniversary campaign launched in late 2024 and continued into 2025, integrating storytelling, community partnerships, and internal engagement to honor GCRTA’s past and inspire its future. The celebration kicked off in Q4 2024 with wrapped coaches and an end-of-year holiday campaign featuring GCRTA trivia and historical highlights, complemented by downtown light pole banners and bus shelter panels citywide. The official campaign website, www.riderta.com/50years, showcased milestones, stories, and upcoming events (CE, CI, EI).

- Communicated through digital, external, internal, social, and web; Inter-agency coordination on Rider’s Alerts to keep customers informed. (CE, CI, EI)
- Maintained compliance with Title VI and VII. (CE, CI)
- Formally adopted organizational culture by incorporating into job descriptions. Organizational culture fosters a workplace where all employees feel valued, respected, understood, and empowered. This work, that builds on years of equity awareness, is incorporated through cultural awareness and education (RTA Learning Series, RTA Connecting the Community Newsletters, and Employee Resources Groups). Employees are educated, empowered, and allowed to engage as they work to understand and value the internal and external communities we serve. (EI)
- Maintained compliance with Title VI and VII. (CE, CI)
- Successfully advocated for a permissive statewide change allowing all RTA boards to raise their contract approval threshold from \$100,000 to \$250,000, aligning with federal standards and providing boards greater flexibility in approving contracts. (FH)

2026 PRIORITIES

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

- 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 is integral to economic development. (CE, CI)
- Scale organizational culture to strengthen teamwork across the organization. (CI, EI, FH)
- Strategize with partners to implement/expand Transit Oriented Development. (CE, CI, FH)

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 2026 Organizational Scorecard is shown in the Planning, Process, & Profile section of the budget book. The results of the 2025 Administration & External Affairs Division scorecard and the 2026 scorecard goals are shown below.



Administration and External Affairs - 2025

Success Outcomes	Metric	Definition	FY2025		Information System	Goal Points	Q4 2025	
			Performance Goals	Objective			Actual Results	Points Earned
Customer Experience	Customer Satisfaction with Quality of Communication	% of customers who agree or strongly agree that they are satisfied with quality of communication	70%	↑	Customer Survey	10	73%	10.0
	Customer Impression - Communication of Service Changes	% of customers who agree or strongly agree that GCRTA provides adequate updates on service improvements and changes	70%	↑	Customer Survey	10	62%	8.9
	Customer Understanding - Available Routes and Transit Access Points	% of customers who agree or strongly agree that they are confident navigating the system	80%	↑	Customer Survey	10	81%	10.0
	Customer Complaint Resolution	% of customers who agree or strongly agree that they are satisfied with the complaint resolution process	62%	↑	Customer Survey	5	60%	4.8
						35		33.7
Community Impact	Community Perception - Brand	% of community with positive brand recognition of GCRTA	60%	↑	Community Survey	10	62%	10.0
	Community Perception - Access to Service	% of community who agree or strongly agree that service is accessible	60%	↑	Community Survey, Social Media Engagement	10	60%	10.0
	Community Perception - Access to Employment	% of community who agree or strongly agree that GCRTA serves employment centers	40%	↑	Community Survey	5	53%	5.0
	Community Perception - Transit Investment Occurs where Needed	% of community that agree or strongly agree that transit investment occurs where needed	40%	↑	Community Survey, Social Media Engagement	5	42%	5.0
						30		30
Employee Investment	Agency Employee Impression of Commitment to Organizational Culture of OneRTA*	The average % of Agency employees who answer "yes" that GCRTA is committed to an organizational culture of OneRTA*	80%	↑	Employee Survey	7	86%	7.0
	Division Employees Satisfaction	The % of Division employees that are satisfied (or very satisfied) with their current job.	90%	↑	Employee Survey	3	75%	2.5
	Agency Employee Impression of Communication	The % of Agency employees that are satisfied (or very satisfied) with the quality of communication with employees.	50%	↑	Employee Survey	2.5	45%	2.3
	Division Employees Feel Empowered	The % of Division employees that are satisfied (or very satisfied) with GCRTA's efforts to empowers employees to do their jobs.	55%	↑	Employee Survey	2.5	47%	2.1
						15		13.9
Financial Health	Community Perception of Financial Transparency	% of community members who agree or strongly agree that GCRTA is transparent in its financial reporting	30%	↑	Community Survey & Performance Data	20	38%	20.0
						20		20
						100		97.6

Figure 57 - Admin & Ext Affairs Scorecard 2025



TRACON		2026 Administration and External Affairs Division Scorecard						
Success Outcomes	Metric	Definition	2026 Performance Goals	Objective	Information System	Metric Type	Owner	Goal Points
Customer Experience (30)	Customer Satisfaction with Quality of Communication	The percent of customers who agree or strongly agree with the statement "How satisfied are you with the overall quality of RTA communications material?". Measured quarterly.	71%	↑	Customer Survey	Quarterly	S. Jenkins	7
	Customer Impression - Communication of Service Changes	The percent of customers who agree or strongly agree with the statement "RTA provides adequate updates on detours, service changes, and service improvements". Measured quarterly.	70%	↑	Customer Survey	Quarterly	R. Fleig	7
	Customer Understanding - Available Routes and Transit Access Points	The percent of customers who agree or strongly agree with the statement "I understand RTA's available routes, and I am confident navigating the system".	82%	↑	Customer Survey	Quarterly	C. Steiner	7
	Customer Complaint Resolution	The percent of customers who agree or strongly agree that their question, concern, or complaint was adequately resolved by GCRTA. Measured quarterly.	64%	↑	Customer Survey	Quarterly	Z. Wright	4
	Gemba Participation	Percent of non-bargaining divisional employees who submit at least one Gemba form per month. Measured quarterly.	85%	↑	Performance Data	Quarterly	N. Walker-Minor	5
	TOTAL POINTS							30
Community Impact (30)	Perception of Community Value	The percent of customers who agree or strongly agree with the statement "The RTA system provides value to the community", measured quarterly (*NOTE: from customer experience surveys NOT community survey)	89%	↑	Customer Survey	Quarterly	S. Jenkins	6
	Community Partnership Activities	The number of community engagement partnership activities performed by GCRTA staff on an annual basis. This metric includes things that would qualify to be called out in the Annual Report. Cumulative goal.	85	↑	Performance Data	Year-To-Date	N. Walker-Minor	6
	Travel Training Program	The number of complete travel training engagements completed, measured quarterly.	10	↑	Performance Data	Quarterly	A. Murray	5
	Commuter Advantage Program	The number of new commuter advantage agreements implemented, measured quarterly.	3	↑	Performance Data	Quarterly	J. Clark	5
	CX Site Visit Closeout (External)	The percent of tactical items (owned by the Administration & External Affairs Division) identified through scheduled CX site visits that have been closed out within 45 days, measured quarterly.	80%	↑	Performance Data	Quarterly	N. Walker-Minor	4
	Web Page Visits	The percentage increase in web page visits (fide-RTA.com) from one quarter to the next. Excludes Intranet.	2%	↑	Performance Data	Quarterly	C. Steiner	2
	Social Media Engagement	The percentage increase in social media engagement from one quarter to the next.	2%	↑	Performance Data	Quarterly	C. Steiner	2
TOTAL POINTS							30	
Employee Investment (25)	Training Hours (Non-Bargaining)	The percent of non-bargaining employees within the division who achieve 6 hours of professional development training per quarter, as defined through coordination with their supervisor in the annual performance appraisal (goal setting) process. Output to demonstrate supervisor invested in growth. Measured quarterly.	80%	↑	Performance Data	Quarterly	N. Walker-Minor	7
	Wellness Incentive Participation	The percent of covered employees within the AEA division and their families who participate in the wellness incentive program. Measured year to date.	(10%, 20%, 30%, 55%, increase goal by quarter)	↑	Performance Data	Year-To-Date	N. Walker-Minor	6
	Internal Communications - GM Update Clicks	The average number of clicks observed per issue of the GM update. Measured as the average per issue within each quarter.	125	↑	Performance Data	Quarterly	K. Cox	2
	Internal Communications - QR Codes	The average number of QR code scans per month. Measured as the average monthly value within each quarter.	350	↑	Performance Data	Quarterly	K. Cox	2
	Intranet Web Traffic - Engagement	The quarterly engagement rate for the Intranet.	(60%, 60%, 62%, 62%)	↑	Performance Data	Quarterly	K. Cox	2
	Intranet Web Traffic - Page Views	The average number of intranet page views per month. Measured as the average per month within each quarter.	6,000	↑	Performance Data	Quarterly	K. Cox	2
	Accommodation Training for Management	The percentage of members of operations management who have completed a new training program regarding reasonable accommodations. Measured quarterly.	25% per quarter	↑	Performance Data	Quarterly	F. Brooks-Williams	4
TOTAL POINTS							25	
Financial Health (15)	Expense Reduction	Reduce division operating expenses by at least 3% vs 2026 budget	3%	↑	Performance Data	Quarterly	N. Walker-Minor	15
TOTAL POINTS							15	
OVERALL PERFORMANCE SCORE								100

Figure 58 - Admin & Ext Affairs Scorecard 2026



ADMINISTRATION & EXTERNAL AFFAIRS BUDGET

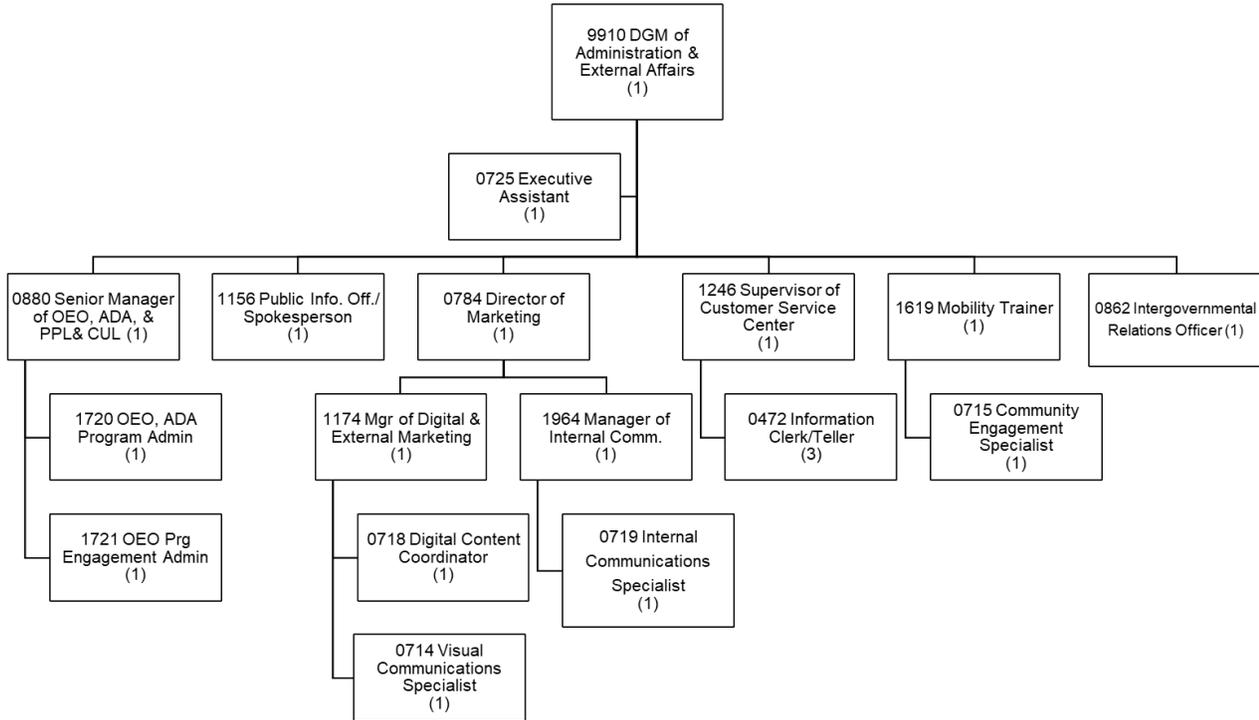
Object Class	Description	2024 Actual	2025 Actual	2026
501300	Salaried Employees Labor	\$1,754,346	\$1,749,025	\$1,631,000
501310	Salaried Employees Overtime	9,894	5,248	6,000
502000	Fringe Benefits	705,534	718,250	771,600
502071	W/C Injuries & Damage to Employees	854	-	-
503000	Services	324,360	293,388	283,900
503020	Advertisement Fees	745,748	582,451	544,200
503049	Temporary Service	-	24,962	-
504000	Materials & Supplies	83,221	57,959	4,000
509000	Miscellaneous Expense	73,402	35,306	17,500
509022	Meals/Food/Per Diem	7,465	3,863	1,500
512000	Leases & Rentals	0	0	2,000
Total		\$3,704,903	\$3,438,614	\$3,261,700

ADMINISTRATION & EXTERNAL AFFAIRS DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
04	0472.Information Clerk/Teller	3	3	3
106	1619.Mobility Trainer	1	1	1
107	0725.Executive Assistant	1	1	1
	1246.Supervisor - Customer Service Center	1	1	1
108	0714.Visual Communications Specialist	1	1	1
	0715.Community Engagement Specialist	1	1	1
	0718.Digital Content Specialist	1	1	1
	0719.Internal Communications Specialist	1	1	1
109	1720 OEO Program Administrator	1	1	1
	1721.DEI Program Administrator	1	1	1
110	0862.Intergovernmental Relations Officer	2	1	1
111	1061.Supervisor of Digital & External Marketing	1	0	0
	1063.Supervisor - Customer Engagement	1	0	0
	1760 Mgr Cvl Rights,Eqty,&Incl.Admin & External Affairs.External Affairs	1	0	0
112	1156.Public Information Officer/Spokesperson	1	1	1
	1174.Manager Of Digital & External Marketing	0	1	1
	1964.Manager Of Internal Communications	1	1	1
113	0880 Sr Mgr Of OEO, ADA, & DEI.Admin & External Affairs.OEO	1	1	1
114	0784 Director Of Marketing.Admin & External Affairs.Comm Administration	1	1	1
116	9910.DGM - Administration & External Affairs	1	1	1
Total		22	19	19



ADMINISTRATION & EXTERNAL AFFAIRS ORGANIZATION CHART



Total FTE's = 19



07- EXECUTIVE DIVISION

DIVISION OVERVIEW

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, engineering, customer experience and performance management.

CONNECTION TO STRATEGIC PLAN

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

The Executive Division and department are committed to 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.

2025 ACCOMPLISHMENTS

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

Operations

- Successfully completed the first article of inspections for the railcar replacement initiative. (CE, CI)
- Executed option to procure six additional railcars, increasing the total and final order to 54 cars. (CE, CI, FH)
- Upgraded the paratransit Trapeze software and technology (version 21) ensuring improved reliability and system performance enhancements. (CE, EI, FH)
- Reduced non-operator overtime and associated payroll taxes by 23% as compared to 2025 budget (reduction in approximately \$1M). (FH)
- Recorded highest Net Promoter Score since inception of TRACTION KPI program. (CE, CI)
- Marked improvement in staff certifications and professional development completion, for janitorial and facilitates maintenance. (CE, EI)

Finance

- Developed 2026 Capital Improvement Plan (CIP) and 2026-2030 CIP Program. (CE, CI, FH)
- Developed and executed successful railcar funding program. (CE, CI, FH)



- Prepared annual comprehensive financial reporting, including financial oversight to control costs and sustain financial health. (FH)

Engineering

- Completed construction of the Red Line Bridge and Platform over West 117th Street. (CE, CI, FH)
- Completed construction of the Brookpark Shop relocation modifications. (EI, FH)
- Completed construction of the Port Connector and Brookpark Shop and Yard Tracks, in support of the rail car replacement program. (CE, CI, FH)
- Received environmental approval and completed 90% design for the W. 25th Street/MetroHealth Line Bus Rapid Transit Corridor. (CE, CI)
- Began construction of the E. 79th Light Rail Station & ADA reconstruction. (CE, CI)
- Began construction of the Warrensville/Van Aken Station improvements & comfort station enhancements. (CE, CI, EI)

Legal

- Provided on-going research and legal advisory to GCRTA's Executive leadership team and Board of Trustees, regarding 70+ Executive Orders issued by current Presidential administration and their impact on GCRTA policies, procedures and funding. Made recommendations to management for revisions to GCRTA policies and procedures to ensure continued compliance with Executive Orders regarding federal grants, contracting and employment matters. Drafted proposed revisions to GCRTA's Code Book. (CE, CI, EI, FH)
- Provided legal research, advice and document preparation in support of Transit Oriented Development (TOD) initiatives, acquisitions, easements and sales. Served as GCRTA's legal representative in negotiations on critical aspects of various real estate transactions and development projects. (CE, CI, FH)
- Successfully provided legal counsel and representation to restore requisite law enforcement jurisdictional authority to GCRTA's Transit Police department, in response to a 2024 Eighth District Appeals Court ruling. (CE, CI)
- Provided continued legal support for the railcar replacement project and negotiations, including associated infrastructure modifications required to accommodate the new fleet. (CE, CI)
- Provided legal review and support in preparation for the 2024 Triennial Safety Program findings, recommendations and observations audit, including corrective action plans, as directed by the Ohio Department of Transportation state safety oversight representative. (CE, CI, EI, FH)

Human Resources

- Partnered with Tri-C Corporate College for their 20th Anniversary Celebration, highlighting GCRTA's partnership for workforce development partnership and job/supervisory readiness and CDL training. (CI, EI)
- Successful execution of the GCRTA Employee Recognition Banquet, recognizing the accomplishments of over 250 employees across the Authority. (EI)
- Received the Global Cleveland Employer of the Year Award, in recognition of GCRTA's accomplishments in attracting and hiring newcomers to NE Ohio. (CI, EI)



- Implemented discount parking program for GCRTA Headquarters employees. (EI)
- Bolstered external partnerships and associated programming, including but not limited to: Cleveland Public Library, Cuyahoga County Public Library, Goodwill Industries, Step Forward, Greater Cleveland Works, Global Cleveland, Black Data Processing Associates, Cuyahoga Community College, Cleveland State University, City Mission, and more. (CI)
- Implemented and promoted career pathways through bargaining unit frontline positions, cultivating internal talent for promotional opportunities at exceptional rate of success. (EI, FH)

External Affairs/Marketing

- Successful completion of external marketing partnership contract award. (CI, FH)
- Completion of 2024 Annual Report compilation document and associated press and digital marketing collateral. (CI, FH)
- Advertising Guideline completion and branding guidelines. (CI)
- Continued fruitful oversight of external advocacy teams, providing cross functional legislative support for administrative, operational and capital initiatives, in Columbus and Washington DC. (CI, CE, FH)
- Provided enhanced operational support for direct customer experience initiatives impacting front line employees and booth attendant staff during large scale special events, disruptions in service and day-to-day operations at Tower City (downtown transit hub and transfer center for bus, paratransit, trolley and rail). (CE, CI, EI)
- Provided effective oversight and management of Employee Resource Group (ERG) forward movement and success, including Equal Opportunity and OneRTA moniker used to continue employee learning programming. (EI)

2026 PRIORITIES

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

Customer Experience (CE)

- Revised and enforced code of conduct
- Enhanced safety/security measures and coordinated stakeholder/social safety net outreach and resource response for customers in need
- Improved/unified customer feedback and response mechanisms within operations and administrative management
- Project completion and implementation of the Paratransit website upgrade and customer utilization (fall 2026)
- Improved overall customer satisfaction, ridership metrics and net promoter score
- Improved perception of vehicle cleanliness and perceived personal safety/security while aboard GCRTA vehicles and at waiting environments
- Rail car replacement (summer 2026 through 2028)
- Completion of track and building maintenance in response to incoming railcars, testing and scheduled service.
- W. 25th Bus Rapid Transit – secure funding, project oversight succession hire, and contractor implementation for construction in 2027



- E. 79th Station rehabilitation
- Broadway Bus Rapid Transit project planning and start
- Main office building rehabilitation/state of good repair projects, including HVAC replacement
- Revise the GCRTA 2020-2030+ Strategic Plan

Community Impact (CI)

- Increase active Transit Oriented Development (TOD) projects from concept to completion, assisting GCRTA in continuing to support economic development throughout NE Ohio
- Continued coordinated and cross functional scheduling, communication and implementation of necessary reroutes and power outages to encourage forward movement of milestone repairs and service enhancements.
- Continual development of Business Development department for Small Business Enterprise and bolster support of diversification of vendor availability in NE Ohio
- Securing legislative support and necessary amendments for contractual use agreements and waiver clauses impacting historical bottlenecks technological procurements
- Bolstering of stakeholder and customer engagements, collaborative partnerships and service enhancement efforts to increase public transit awareness and support

Employee Investment

- Continue to monitor and retain mission critical positions within Operations, Transit Police, and maintenance divisions of the Authority, retained through first year of service
- Improve percentage of internal promotions compared to external hires
- Reduce stoploss impact and healthcare costs via improved participation in wellness incentive programs and services
- Continuing the development of training and e-learning opportunities, succession planning for front line and supervisory level management
- Implementation of enhanced (Operator) Apprentice Programming with Amalgamated Transit Union (ATU)
- Launch 2026 GCRTA Podcast series and mini-series, to promote cross-divisional awareness, commitment and investment in GCRTA programs and professional development opportunities
- Continuation and expansion of project management training to streamline and improve overall budgeting, processing, contractual and implementation progress Authority-wide.

Financial Health

- Reduce operating expenses by 3% vs 2026 budget
- Revenue generation strategy and long-term financial planning and implementation



- Transfer under \$34M from the Revenue Stabilization Fund to cover operating expenses in calendar year 2026
- Successful redesign and reduction of healthcare costs
- Successful award of \$35M in competitive grant dollars in support of short- and long-range capital infrastructure improvements
- Successful implementation of Smart card / fare capping initiative, affecting fare equity, ridership increases, ease of use and how customers pay
- Expand partnerships, supporters and attractors to promote ridership gains, revenue streams of income and overall agency net promoter score.
- Completion of successful union contract collective bargaining process, resulting in Fraternal Order of Police (FOP) 3-year contract (2026-2029)

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 2025

Success Outcomes	Metric	Definition	FY2025	Objective	Information System	Annual 2025
			Performance Goals			Actual Results
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	↑	Customer Survey	23
	Overall Customer Satisfaction	The % of customers who are satisfied or very satisfied with GCRTA	74%	↑	Customer Survey	78%
	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	68%	↑	Customer Survey	63%
	On-Time Performance - Impression	The % of customers who agree or strongly agree that service is on time	76%	↑	Customer Survey	69%
	On-Time Performance - Actual	The % of actual on-time performance	83%	↑	Performance Data	85%
	Vehicle Cleanliness - Perception	The % of customer who agree or strongly agree that the vehicles are clean	59%	↑	Customer Survey	53%
Community Impact	Perceived Value - Personal Relevance	% of the community who believe GCRTA brings value to them	62%	↑	Community Survey	65%
	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	4	↑	Performance Data	1
	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	↑	Performance Data	7.03
	Capital Dollars Invested in Low Income Communities	The % of major projects awarded (>1 million) within low income communities	80%	↑	Performance Data	90%
	Environment: Emissions Reduction	% Reduction of Type I and II emissions per passenger-mile traveled on RTA	8%	↑	Performance Data	-2%
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%	↑	Performance Data	98%
	Cultivate Internal Talent Pipeline	Increase the percent of internal promotions (compared to external hires) 5% compared to 2024.	36%	↑	Performance Data	16%
	Agencywide Retention Rate	% of employees retained by quarter for agency. % of mission critical employees retained for Operators, Mechanics, & Transit Police.	90%	↑	Performance Data	96%
	Vacancy fill rate: Non-Bargaining	The % of positions filled for non-bargained positions (RTA budget to actual Report)	95%	↑	Performance Data	94%
Financial Health	Competitive Capital Grants	Competitive Capital Grant dollars awarded in calendar year 2025	\$35,000,000	↑	Oracle / TrAMS	\$28,172,159
	Transfer from Revenue Stabilization Fund	Under \$40M. *Metric requires comparison between revenues/expenses, 2024 Y/E accounting may influence the goal*	\$40,000,000	↓	Oracle	\$45,000,000
	General Fund Transfer to Capital / Rolling Stock Reserve Fund	Transfer to capital and reserve funds (Rolling Stock) above Board Policy	\$10,000,000	↑	Oracle	\$10,000,000





Organizational Scorecard 2026

Success Outcomes	Metric	Definition	2026 Performance Goals	Objective	Information System	Metric Type	Goal Points
Umbrella Metric	Net Promoter Score (Quarterly)	Quarterly Output. On a 0-10 scale of how likely to recommend GCRTA; Promoters are 9-10 and Detractors are 0-6. NPS = % promoters minus % detractors	35	↑	Customer Survey	Quarterly	
	Net Promoter Score (4-Quarter Rolling Average)	4-Quarter Rolling Average. On a 0-10 scale of how likely to recommend GCRTA; Promoters are 9-10 and Detractors are 0-6. NPS = % promoters minus % detractors	35	↑	Customer Survey	Quarterly	
Customer Experience (35)	Overall Customer Satisfaction	The percent of customers who agree or strongly agree with the statement "How satisfied are you overall with service?. Measured quarterly.	76%	↑	Customer Survey	Quarterly	8
	Personal Safety/Security - Perception	The percent of customers who agree or strongly agree that they feel safe on board the vehicle and safe while waiting for the vehicle. measured quarterly	70%	↑	Customer Survey	Quarterly	5
	On-Time Performance - Impression	The percent of customers who agree or strongly agree with the statement "The service usually runs on time". Measured quarterly	76%	↑	Customer Survey	Quarterly	8
	On-Time Performance - Actual	The percent of actual on-time performance, measured quarterly.	83%	↑	Performance Data	Quarterly	8
	Vehicle Cleanliness - Perception	The percent of customers who agree or strongly agree with the statement "The vehicles are clean", measured quarterly	60%	↑	Customer Survey	Quarterly	6
							35
Community Impact (20)	Perception of Community Value	The percent of customers who agree or strongly agree with the statement "The RTA system provides value to the community". Measured quarterly. (*NOTE: from customer experience surveys NOT community survey)	89%	↑	Customer Survey	Quarterly	7
	Transit Oriented Development - Activation	The number of TOD projects taken through contract with a development partner and securing Board or General Manager approval authorizing the development partner to proceed within calendar year 2026. Cumulative goal.	4	↑	Performance Data	Year-To-Date	2
	Transit Oriented Development - Progress	The percent of active TOD project transactions that are completed (with handoff to developer) within a rolling 2-year period.	80%	↑	Performance Data	Quarterly	3
	CX Site Visit Closeout Compliance	The percent of tactical items identified through scheduled CX site visits that have been closed out within 45-days, measured quarterly.	70%	↑	Performance Data	Quarterly	5
	Community Partnership Activities	The number of community engagement partnership activities performed by GCRTA staff on an annual basis. This metric includes things that would qualify to be called out in the Annual Report. Cumulative goal.	85	↑	Performance Data	Year-To-Date	3
							20
Employee Investment (20)	First Year Retention Rate - Mission Critical Positions	The percent of Operators (Bus, Paratransit, Rail), Mechanics, Transit Police retained through their first full year of service, measured quarterly	80%	↑	Performance Data	Quarterly	6
	Cultivate Internal Talent Pipeline	The percent of internal promotions compared to external hires, measured quarterly	36%	↑	Performance Data	Quarterly	5
	Professional Development Training Hours (Non-Bargaining)	The percent of non-bargaining employees who achieve 6 hours of professional development training per quarter, as defined through coordination with their supervisor in the annual performance appraisal (goal setting) process. Output to demonstrate supervisor invested in growth.	80%	↑	Performance Data	Quarterly	3
	Wellness Incentive Participation	The percent of covered employees and their families who participate in the wellness incentive program. Measured year to date.	(10%, 20%, 30%, 55%, increase goal by quarter)	↑	Performance Data	Year-To-Date	6
							20
Financial Health (25)	Competitive Grants	Competitive Grant dollars awarded in calendar year 2026. Cumulative goal	\$35M annually	↑	Performance Data	Year-To-Date	6
	Transfer from Revenue Stabilization Fund	Stretch goal to transfer under \$34M from the Revenue Stabilization Fund (\$10M less than budget) to cover operating expenses in calendar year 2026. Cumulative goal	\$34M annually	↑	Performance Data	Year-To-Date	8
	Expense Reduction	Reduce operating expenses by 3% vs 2026 budget, measured quarterly	3%	↑	Performance Data	Quarterly	11
							25
							100



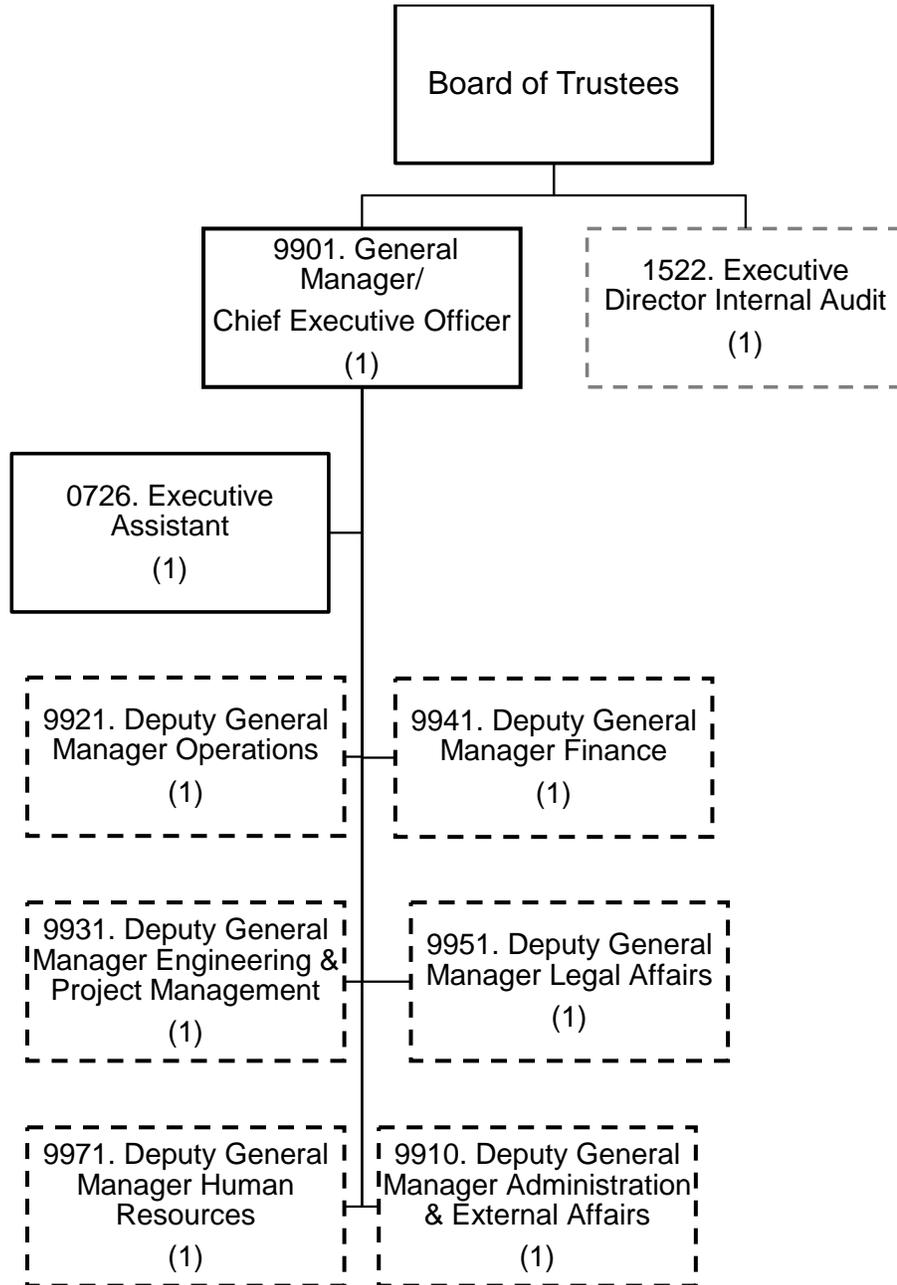
12- EXECUTIVE DEPARTMENT

EXECUTIVE DEPARTMENT BUDGET				
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	423,440	512,396	430,900
501310	Salaried Employees Overtime	14,101	12,337	6,000
502000	Fringe Benefits	169,250	218,226	123,800
503000	Services	303,937	297,877	285,500
504000	Materials & Supplies	1,364	3,031	2,000
509000	Miscellaneous Expense	193,017	265,748	204,500
509022	Meals/Food/Per Diem	12,237	7,581	2,500
Total		\$1,117,346	\$1,317,196	\$1,055,200

EXECUTIVE DEPARTMENT STAFFING				
Grade	Job Name	2024	2025	2026
108	0726.Executive Assistant to CEO/BOT	1	1	1
	1085 District Business Analyst	1	-	-
115	1438.Sr Director - Customer Experience & Org.	1	-	-
116	1430.Director Training & Talent Development	1	1	1
Total		4	2	2



EXECUTIVE DEPARTMENT ORGANIZATION CHART



Total FTE's = 2



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.

2025 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> • Updated Codified Rules and Regulations of the Authority. (CE, CI, EI, FH) • Continued implementation of the Authority’s 10-year Strategic Plan. (CE, CI, EI, FH) • Continued the Civilian Oversight Committee. (CE, CI) • Continued the Community Advisory Committee. (CE, CI) • Received the Certificate of Achievement for Excellence in Financial Reporting award from the Ohio Auditor of State. (FH) • Continued Advocacy. (CI, FH) • Procured 6 additional Rail Cars. (CE, CI, FH) • Continued to implement procedures to ensure the fiscal sustainability of the Authority. (FH) 				

2026 PRIORITIES

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



SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

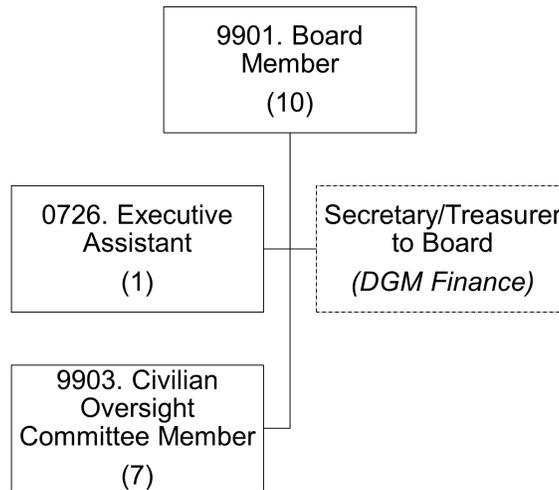
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$138,012	\$121,232	\$130,200
501310	Salaried Employees Overtime	46	20	-
502000	Fringe Benefits	54,086	50,123	40,000
503000	Services	82,684	81,221	83,000
504000	Materials & Supplies	150	213	500
509000	Miscellaneous Expense	47,754	48,912	56,600
509022	Meals/Food/Per Diem	4,320	743	3,000
Total		\$327,052	\$302,464	\$313,300

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
108	0726.Board Administrator/Executive Assistant	1	1	1
99	0000.Secretary/Treasurer Salary*	-	-	-
	9901.Board Member	10	10	10
	9903.Civilian Oversight Committee Member	7	7	7
Total		18	18	18

*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 DEPARTMENT ORGANIZATION CHART



Total FTE's = 18



19- INTERNAL AUDIT DEPARTMENT

DEPARTMENT OBJECTIVES

Internal Audit is an independent, objective assurance and advisory function that strengthens the Authority's ability to create, protect, and sustain value. The Department helps the Authority achieve its objectives by providing risk based assurance, advice, insight, and foresight through a systematic, disciplined approach to evaluating and improving governance, risk management, and control processes. Internal Audit also serves as the Authority's inspector general, helping to detect and deter waste, fraud, abuse, and misconduct in support of ethical, efficient, and accountable operations.

2025 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> • Maintained conformance with the Global Internal Audit Standards and advanced readiness for new Institute of Internal Auditors (IIA) Topical Requirements. (CI, FH) • Implemented and matured the Quality Assurance and Improvement Program (QAIP), completing the majority of corrective action plans. (CI, FH) • Conducted a mid-year enterprise risk assessment and dynamically updated the audit plan to address emerging and higher-risk areas. (CI, FH) • Delivered assurance across financial, operational, IT, and customer-facing functions, including several complex, high-impact audits. (CE, CI, FH) • Provided continuous audit oversight of the \$450M railcar replacement program, including Buy America reviews, contract compliance, and change order monitoring. (CE, CI, FH) • Identified and escalated significant governance, control, and operational risks, with clear, actionable recommendations to management and the Board. (CI, FH) • Expanded continuous auditing and data analytics to improve proactive risk detection and exception monitoring. (CI, FH) • Strengthened issue follow-up, management response tracking, and external audit coordination in accordance with IIA standards. (CI, FH) • Enhanced audit reporting, KPI measurement, and transparency through quarterly reporting and preparation of the first audit theme report. (CI, FH) • Invested in staff capability through targeted training in cybersecurity, fraud, analytics, and emerging risks. (CE, CI, EI, FH) 				

2026 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
Advisory and Internal Audit Projects				
<ul style="list-style-type: none"> • Complete governance and compliance reviews: travel and expense practices, nepotism controls, hazard log management, and key policy adherence. (CI, FH) • Complete core financial and operational audits: accounts payable, payroll, purchasing cards, fare collection, EFT, healthcare claims, and cost estimating processes. (EI, FH) 				



- Complete efficiency and workforce initiatives: process automation, predictive maintenance, inventory management, and skilled labor training. (EI, FH)
- Complete customer and service-focused projects: customer communications, lost-and-found handling, rider programs, shelters, and operating budget support. (CE, FH)
- Complete risk and control assessments: fraud risk, IT and cybersecurity, third-party risk, and broader information security. (CE, CI, EI, FH)
- Complete data analytics and continuous auditing: script-based monitoring for payroll, revenue, purchasing, paratransit, and nepotism indicators. (EI, FH)

External Audit and Oversight Support

- Provide financial statement audit support, including coordination and internal control documentation. (EI, FH)
- Provide federal oversight activities: FTA project management oversight and Triennial Review readiness and follow-up. (CI, FH)
- Provide state safety oversight support for rail and related safety programs. (CE, FH)

Capital, Construction, and Contract Audits

- Review Railcar Replacement Program: contract compliance, Buy America pre- and post-award reviews, design and commissioning oversight, and training-related controls. (CE, CI, EI, FH)
- Review Major construction and infrastructure contracts: track, signal, substation, and station reconstruction audits, including change orders and contractor billings. (CI, FH)
- Review Facilities contracts and maintenance contracts. (CE, FH)

Information Technology Audits

- Complete technology governance: AI policy, cybersecurity program effectiveness, identity and access management, and change/patch management. (CE, EI, FH)
- Complete infrastructure and applications: data center buildout, IT equipment inventory, fare capping and smart card systems, mobility apps, and related implementations. (CE, CI, FH)
- Complete third-party assurance: SOC report reviews and integration of results into vendor risk management. (CE, CI, FH)

Continuous Auditing, Special Requests, and Emerging Risks

- Expand continuous auditing and analytics for high-risk processes and key revenue streams. (CE, FH)
- Review capacity reserved for special requests, investigations, and time-sensitive emerging risk reviews at management or board direction. (CI, FH)

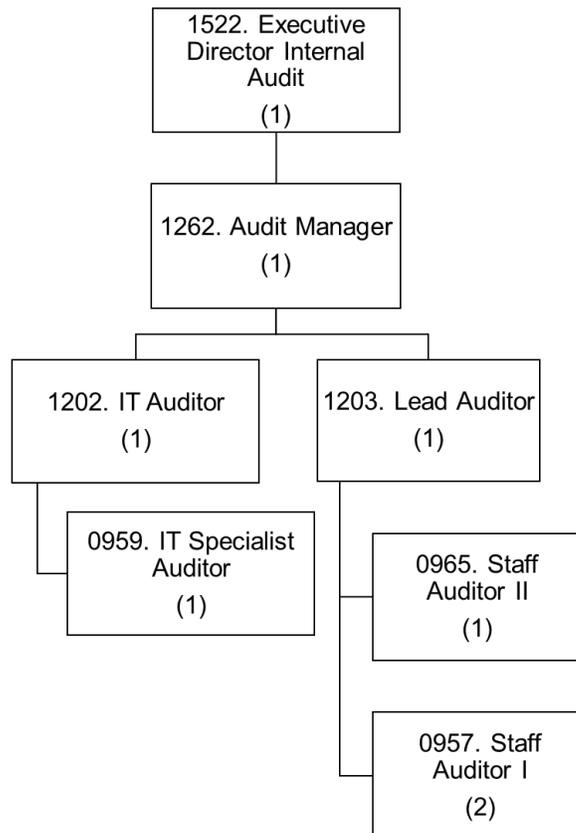
INTERNAL AUDIT DEPARTMENT BUDGET				
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$722,666	\$812,730	\$756,100
502000	Fringe Benefits	289,959	331,512	335,100
503000	Services	-	19,667	15,000
504000	Materials & Supplies	1,144	650	1,500
509000	Miscellaneous Expense	24,921	20,886	15,600
509022	Meals/Food/Per Diem	735	255	500
Total		\$26,800	\$1,185,700	\$1,123,800



INTERNAL AUDIT DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
109	0957.Staff Auditor I	2	2	2
110	0956.Staff Auditor II	1	1	1
	0959.Information Technology Specialist Auditor	1	1	1
111	1202.Information Technology Auditor	1	1	1
	1203.Lead Auditor	1	1	1
113	1262.Audit Manager	1	1	1
115	1522.Executive Director Internal Audit	1	1	1
Total		8	8	8

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).

2025 ACCOMPLISHMENTS

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> Created the department in 2025. (CE, CI, EI, FH) Hired Customer Experience Manager and Project & Performance Leader. (CE, EI) Secured grant funding and matched with a Cleveland Foundation Fellow for 1-year deployment within the department. (CE, CI, EI, FH) Established an Employee Riders' Council. (CE, EI) Created the 'Going to Gemba' process and a CX Site Visit process to identify and prioritize customer pain points by empowering employees to walk in the shoes of our customers and advocate for their needs. (CE, EI) Established a Customer Listening Post process to directly connect with customers in the field and solicit their feedback. (CE) Absorbed the Telephone Information Center and ADA Registration teams and re-branded them as the Customer Care department. (CE, EI) Implemented customer journey mapping activities through TRACTION to identify and prioritize customer pain points. (CE, EI) Aligned TRACTION performance management process with the employee performance appraisal process. (CE, EI) Established the 2026 Organizational Scorecard by year-end 2025. (CE, CI, EI, FH) 				

2026 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> Implement further customer journey mapping activities to identify and prioritize customer pain points. (CE, CI) Develop a Customer Experience Action Plan. (CE) Implement an operator apprenticeship program under the Positive Impact Program umbrella. (CE, EI) Establish the 2027 Organizational Scorecard by year-end 2026. (CE, CI, EI, FH) 				



CUSTOMER EXPERIENCE & PERFORMANCE MANAGEMENT DEPARTMENT BUDGET

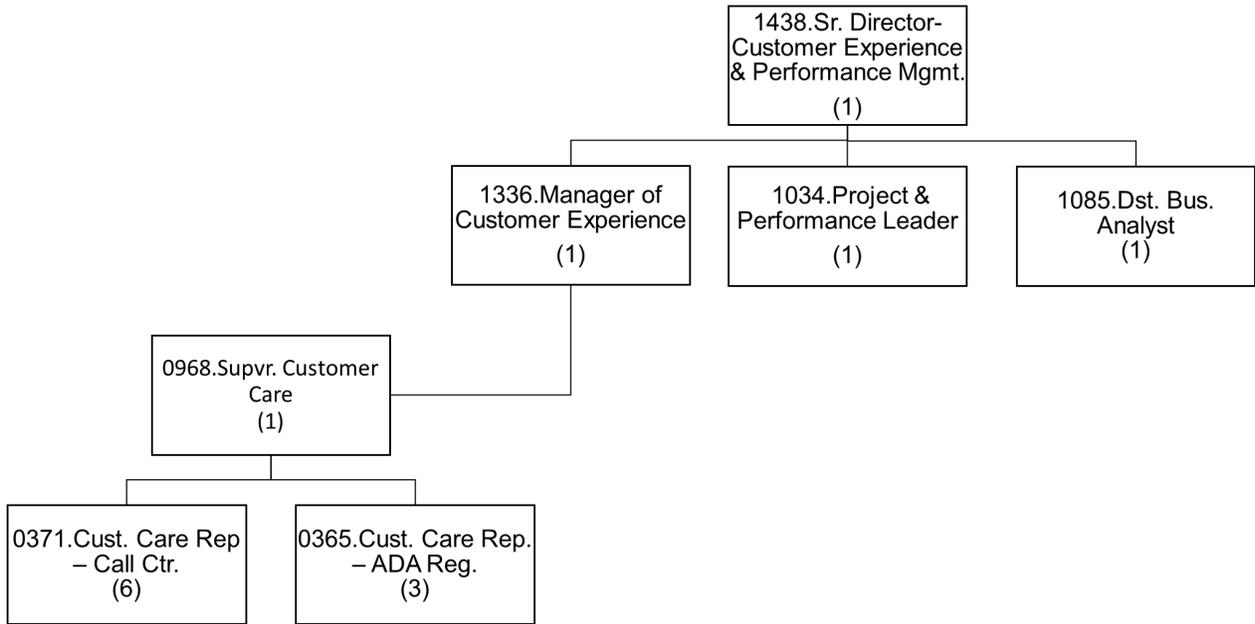
Object Class	Description	2024 Actual	2025 Actual	2026 Budget
501300	Salaried Employees Labor	\$-	\$401,194	\$1,074,200
501310	Salaried Employees Overtime	-	191	14,800
502000	Fringe Benefits Budget	-	147,578	-
504000	Materials&Supplies Budget	-	-	21,000
509000	Miscellaneous Expense Budget	-	866	3,700
509022	Meals/Food/Per Diem		146	3,300
Total		\$-	\$549,975	\$1,117,000

CUSTOMER EXPERIENCE & PERFORMANCE MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2024	2025	2026
03	0365.Customer Service Representative	-	3	3
	0371.Telephone Operator/Information Clerk	-	6	6
107	0968.Supervisor Of Telephone Information/Ada	-	1	1
108	1085.District Business Analyst	-	1	1
110	1034.Project & Performance Leader	-	1	1
113	1336.Manager Of Customer Experience	-	1	1
115	1438.Sr Director - Customer Experience & Performance Management	-	1	1
Total		-	14	14



CUSTOMER EXPERIENCE & PERFORMANCE MANAGEMENT DEPT. ORGANIZATION CHART



Total FTE's = 14



2026-2030 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 2026-2030 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.

ORGANIZATION OF THE CAPITAL IMPROVEMENT PLAN

The first year reflects the Board approved RTA Capital and RTA Development Fund budget appropriations for the FY 2026 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 2026 Capital Improvement Budget and the four out-years of the overall 2026-2030 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 2026-30 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. These facilities are briefly discussed on the following pages.

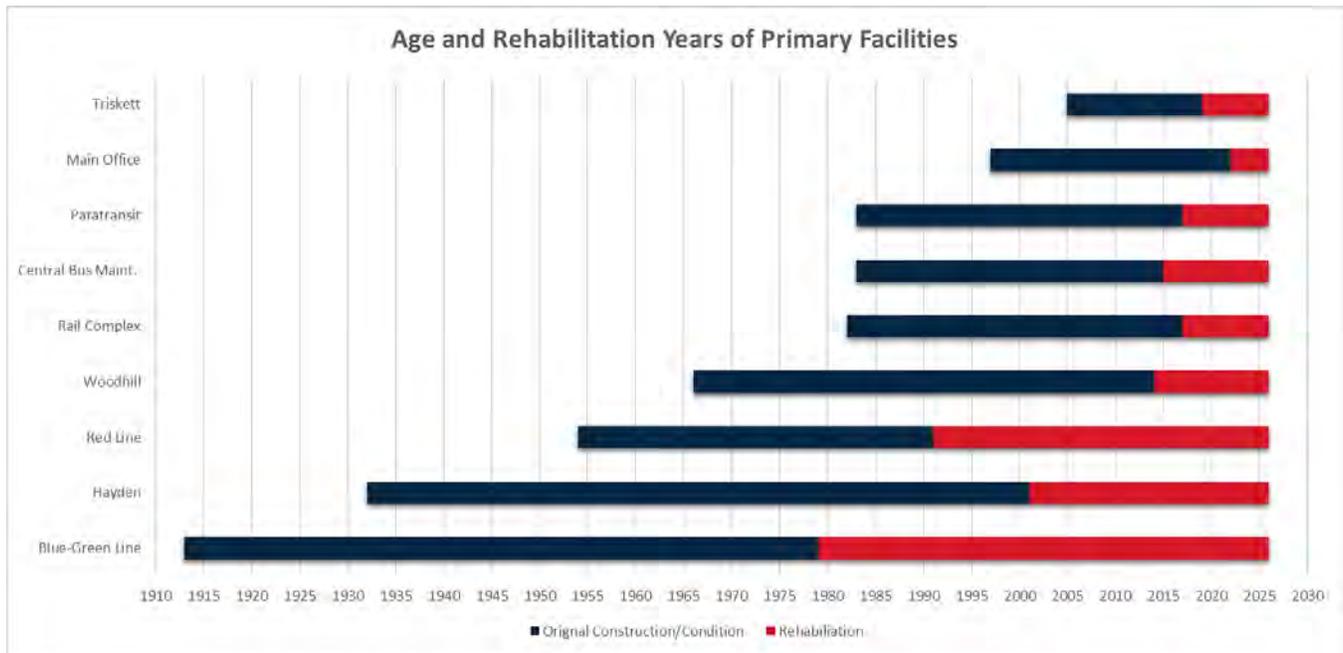


Figure 59 - Age and Rehabilitation of Primary Facilities

FACILITIES

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.

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.

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.

MAIN OFFICE BUILDING

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

PARATRANSIT FACILITY

The Paratransit Facility, at 4601 Euclid Avenue, was completed in 1983 and houses all 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 began the replacement of Bus Lifts.

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.

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.

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.

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. A Workforce Development Training Space is being planned to expand training operations.



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.

RAIL SYSTEM

The 2026-2030 Capital Improvement Plan (CIP) continues to commit significant resources towards achieving a State of Good Repair (SOGR) in its Light & Heavy Rail infrastructure including the reconstruction, rehabilitation, and upgrades to train stations to meet the needs of new rail cars, power substations and electrical systems, and train controls.

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 remains 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.

Rail System



Figure 60: Current RTA Rail System

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 34th/Campus and East 55th Street Stations. The entire Light Rail System, including tracks, infrastructure, and stations were reconstructed between 1980 and 1984.

Recent improvements to the Light Rail line have included track installation of guards and retaining walls, Waterfront and joint Blue and Green Lines track rehabilitation, and rehabilitation of the Waterfront Line Track Bridge. Planning and construction of accessibility improvements to all remaining non-ADA compliant blue line stations began in FY2025 and will continue into FY 2026.

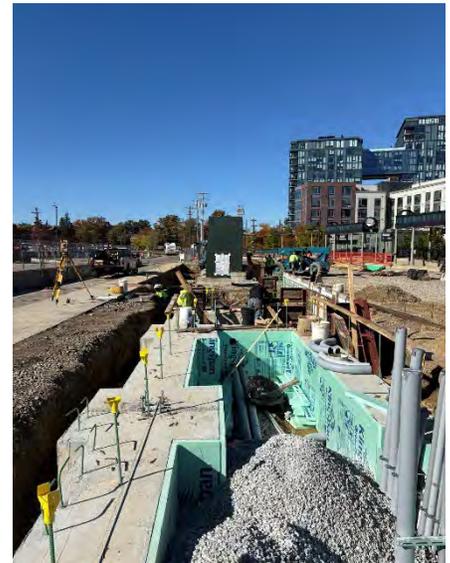


Figure 61 - Reconstruction of the Warrensville/Van Aken Station

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. Recently completed and ongoing major projects focus on improving bridges and other key infrastructure as well as improvements to all GCRTA facilities to accommodate its new rail car fleet.

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 ¾ mile long viaduct bridge over the Cuyahoga River. The GCRTA also has joint responsibility for inspecting and maintaining the substructures of 100 city and county highway bridges that span the rail tracks. Many of these bridges were built before 1930 and now require major repairs.

The CIP includes design and/or reconstruction work on three track bridges (Cuyahoga River Viaduct, Central Rail Maintenance Facility Access Road, and Canal Road) in FY 2026 and plans for an additional

major bridge reconstruction on a flyover bridge in the out years. A track bridge inspection program is incorporated into the out years for on-going bridge condition monitoring.

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.

REVENUE VEHICLE FLEETS

CONVENTIONAL BUSES

There were 290 vehicles in the GCRTA bus fleet at the end of FY 2025, 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.
- 22 forty-foot diesel transit buses
- 208 forty-foot CNG buses

The average age of the large bus fleet is 7.0 years. Age distribution of the Authority’s large bus fleet is shown in Figure 62: 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 1/14th (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 2026-30 CIP continues the planned Bus Improvement Program (BIP).

The Bus Improvement Program (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.

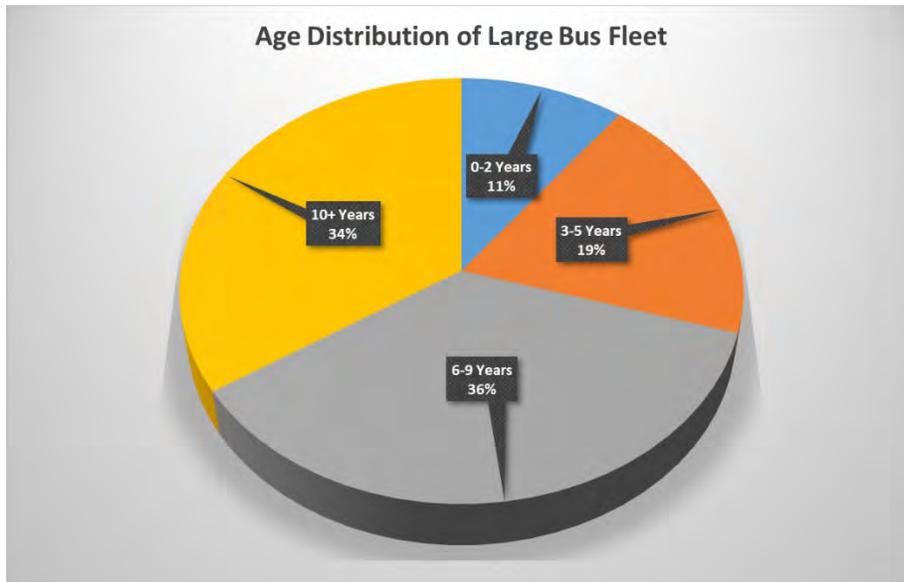


Figure 62: Age Distribution of Bus Fleet

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).

PARATRANSIT BUSES

The Authority’s Paratransit Program transports senior citizens and disabled persons on an advanced reservation basis. Including propane fueled vehicles there are 88 ADA compliant, wheelchair-equipped buses in active service in the Paratransit fleet with an average age of 4.5 years at the end of FY 2025. Future replacement plans have a total of 30 vehicles being replaced in 2026 that will reduce the average life of the Paratransit fleet to 3.0 years old.

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.

GCRTA has secured a rail car contractor through a competitive bid process to replace both the Heavy Rail Vehicle fleet and Light Rail Vehicle Fleet with one combined fleet. The first railcar is scheduled to be received in June 2026.

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 48) depicts the Capital Improvement (CIP) and Transportation Improvement Program (TIP) planning cycles for the 2026-2030 CIP. The process began in August 2024 when the Office of Management and Budget (OMB) reviewed the budgeting policies and parameters for the Capital Budget and concluded in May 2025 with the Board Adoption of the recommended 2026-2030 CIP followed by submission to Northeast Ohio Area-wide Coordinating Agency (NOACA), the Metropolitan Planning Organization designated for this region, 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 2025, OMB staff and the Capital Program Working Group (CPWG), consisting of project managers, department directors and other managers, assessed all submitted requests for alignment with the Authority's needs, funding availability, Long-Range Plan, annual strategic planning process, and the TIP. OMB and CPWG then sorted and prioritized projects within RTA's capital priority areas: state of good repair, health & safety, mandates, environmental impact, operating budget impact, and ridership/transit-oriented development. CPWG forwarded a list of those prioritized projects to the Capital Program Oversight Committee (CPOC). Led by the Authority's executive leadership team, the CPOC then developed the Capital Improvement Plan and assessed the proposed CIP based on projected grant, local and non-traditional revenue sources. Authority staff presented the 2026-2030 plan to the Board of Trustees' Operational Planning & Infrastructure Committee in May 2025.

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 the region 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 (page 48) reflects the TIP/STIP process and how it corresponds to the Capital Improvement planning cycle.

Revisions to existing projects and 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 generally 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 generally 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 generally larger, generally 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 2026-2030 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:

THE VALUE AND USEFUL LIFE OF THE CAPITAL ASSET

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

THE AGE AND CONDITION OF THE CAPITAL ASSET

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

THE RELATIVE COST TO THE AUTHORITY FOR THE BENEFIT OBTAINED

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

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

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

PRIORITY AREAS

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 2026-2030 planning cycle, priority areas of the Authority were defined as:

- **State of Good Repair (25%)** – Maintaining the current “core business” through investments in projects which are necessary in order to operate the existing system, improve the operation of existing infrastructure, or add an additional dimension/mode to existing systems.
- **Health and Safety (20%)** – Investing in equipment, facilities and infrastructure to address identified safety and health issues.
- **Mandates (20%)** – Investing in equipment, adapting or enhancing facilities or infrastructure to satisfy government mandates

- **Ridership Transit Oriented Development (15%)** – Investing in equipment, opportunities for private investment, encourage partnerships with other organization, stimulate the development of current property, for the benefit of customer satisfaction, to increase revenue and ridership.
- **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 63 - Capital Projects by Priority Area reflects the distribution of approved 2026 CIP projects by capital priority area. The largest portion of the 2026 appropriations, \$133.3 million or 79.4%, are for projects included in the State of Good Repair (SOGR) category. This is followed by the Other category at \$18.8 million, or 11.2%.

PRIORITY CATEGORIES - RTA DEV. + RTA CAP.	2026	2027	2028	2029	2030	TOTALS 2026-30
RIDERSHIP	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$2,625,000
HEALTH & SAFETY	\$380,000	\$380,000	\$380,000	\$380,000	\$380,000	\$1,900,000
STATE OF GOOD REPAIR	\$133,276,657	\$119,788,841	\$90,754,343	\$88,710,193	\$72,570,193	\$505,100,227
TECHNOLOGIES/EFFICIENCIES	\$14,820,000	\$14,820,000	\$14,820,000	\$3,820,000	\$3,820,000	\$52,100,000
OTHER	\$18,800,000	\$14,950,000	\$2,450,000	\$2,450,000	\$2,450,000	\$41,100,000
SUB-TOTAL: RTA CAPITAL	\$167,801,657	\$150,463,841	\$108,929,343	\$95,885,193	\$79,745,193	\$602,825,227

Figure 63 - 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 \$15.4 million in Sales Tax Revenue bonds at the end of 2025, which will require principal and interest payments of \$7.60 million in 2026.

In addition to determining the method of financing for a project, the Authority’s capital investment decisions 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

	2024	2025	2026	2027	2028
	Actual	Actual	Budget	Plan	Plan
Transfer from General Fund	\$16.81	\$18.07	\$21.07	\$25.58	\$27.55
Transfer from Reserve Fund	\$12.42	\$10.00	\$0.00	\$0.00	\$5.00
Investment Income	\$6.60	\$7.33	\$5.50	\$1.10	\$1.10
Federal Capital Grants	\$92.50	\$120.94	\$110.60	\$106.77	\$73.49
State Capital Grants	\$0.64	\$20.00	\$20.00	\$15.00	\$15.00
Debt Service Proceeds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other Revenue	\$26.52	\$34.50	\$25.00	\$0.00	\$0.00
Total Revenue	\$155.48	\$210.85	\$182.17	\$148.45	\$122.14

Federal grants provide an estimated \$110.6 million, or 60.71% of the Authority's total 2026 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. Due to the length of time required to access federal funding, the CIP will generally plan for grant funding to be expended the year after the Federal Fiscal Year (FFY) that the funds are allocated (e.g. FFY 2025 funds will be planned for 2026 in the CIP).

FY 2026 Capital Improvement Revenue By Source

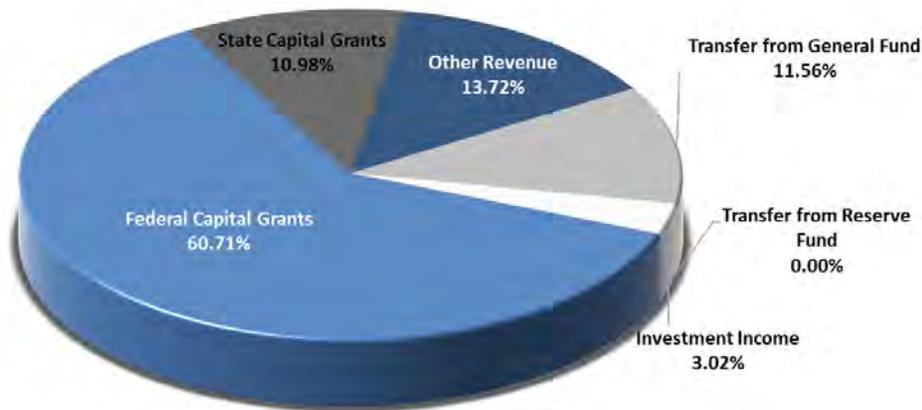


Figure 64 - Capital Improvement Revenue by Source (Chart)

	2024	2025	2026	2027	2028
	Actual	Actual	Budget	Plan	Plan
Transfer from General Fund	\$16.81	\$18.07	\$21.07	\$25.58	\$27.55
Transfer from Reserve Fund	\$12.42	\$10.00	\$0.00	\$0.00	\$5.00
Investment Income	\$6.60	\$7.33	\$5.50	\$1.10	\$1.10
Federal Capital Grants	\$92.50	\$120.94	\$110.60	\$106.77	\$73.49
State Capital Grants	\$0.64	\$20.00	\$20.00	\$15.00	\$15.00
Debt Service Proceeds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other Revenue	\$26.52	\$34.50	\$25.00	\$0.00	\$0.00
Total Revenue	\$155.48	\$210.85	\$182.17	\$148.45	\$122.14

Figure 65: Capital Improvement Revenue by Source (Table)

URBANIZED AREA FORMULA - SECTION 5307

The Section 5307 Urbanized Area formula grant provides the largest, regular federal share of funding to the Authority. Under the 2021 Infrastructure Investment and Jobs Act (IIJA), the formula allocates capital funding to the Cleveland Urbanized Area based on population and transit metrics. A 20% local match is required for these capital funds. For FFY 2025, the Authority was allocated \$33.3 million.

STATE OF GOOD REPAIR – SECTION 5337

The Section 5337 SOGR formula grant provides additional funding for transit agencies operating intensive fixed guideway transit. Under the IIJA, the formula allocates capital funds funding to the Authority based key metrics of the Authority’s Bus Rapid Transit and rail networks to maintain those networks. A 20% local match is required for these capital funds. In FFY 2025, the Authority was allocated \$24.9 million. The Authority’s level of funding remains below the actual need to maintain a SOGR.

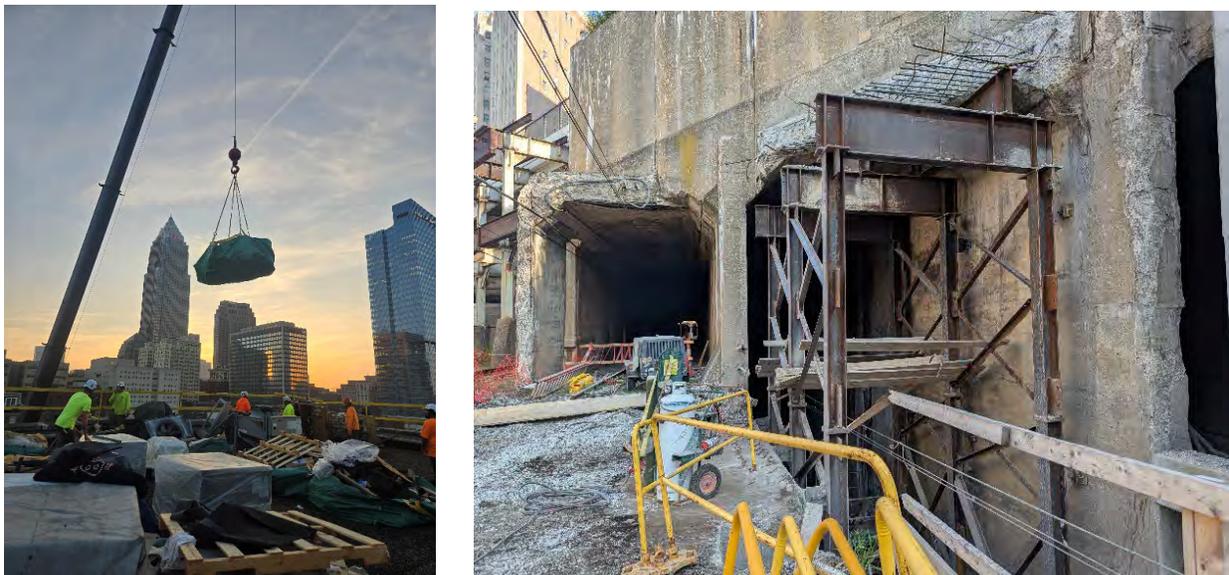


Figure 66 - Rehabilitation of the Main Office Building Roof and HVAC (Left) and Reconstruction of the Tower City East Portals (Right). Both projects funded with a combination of 5307 and/or 5337 Formula Funding

BUS & BUS FACILITIES – SECTION 5339

The Section 5339 Bus & Bus Facilities (BBF) formula grant is a smaller allocation. Under the IIJA, the formula allocates funding to the Cleveland Urbanized Area according to a formula based on key bus-related metrics. A 20% local match is required for these capital funds. In FFY 2025, the Authority was allocated \$2.3 million for these capital funds. These funds along with a portion of section 5307 and non-traditional/competitive sources make up the Authority's Bus Improvement Program.

NON-TRADITIONAL FEDERAL SOURCES

Non-traditional federal awards, including competitive and earmark grants, are beyond the scope of the formula grants. Sources include congressional earmarks, competitive grant programs, and other legislation affect may affect this category of funding.

The Authority commits itself to a robust pursuit of all available competitive dollars as they provide a critical source of funding within the CIP. In FY 2026 of the CIP, these sources make up \$34.6 million of the Authority's capital program with a focus on maintaining a SOGR and the Rail Car Replacement Program.

STATE SOURCES

The Ohio Department of Transportation (ODOT), through its Office of Transit, administers a combination of federal pass-through and State General Revenue Funds award through various programs. The Authority annually applies to and has been awarded several competitive grants through ODOT and Ohio Environmental Protection Agency (OEPA). These programs include Ohio Transit Partnership Program (OTP2), Urban Transit Program (UTP), and Diesel Emission Reduction Grant (DERG) awards, and the Ohio Workforce Mobility Partnership (OWMP). Funding from these programs, except for UTP, is applied for and awarded on a per-project basis.

In 2025, OEPA awarded the Authority \$2.7 million for bus replacement. The Authority applied for and won \$8.2 million to replace rail vehicles and \$844,000 to purchase LED signage on the HealthLine through ODOT's OTP2. The Authority also applied for and won \$500,000 for bus shelters and \$900,000 to pilot and study an expanded Connectworks microtransit program through ODOT's OWMP. ODOT also awarded the Authority \$4.2 million for acquiring CNG-Bus through UTP. In future years, the Authority will continue to submit applications to the State in support of bus and rail car improvement, track reconstruction programs, and all other programs as the state makes available.

LOCAL SOURCES

The Capital Improvement Plan lays out local resources to support the match requirement for grant-funded projects, as well as supports 100% locally funded projects in both the RTA Capital and RTA Development Funds. In FY 2026, the combined local contribution for the Authority’s capital program of \$21 million is sourced from transfers from 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. That debt was used to provide the local match and pay for projects whose use life exceeded that of the bonds. In August 2021, the Authority used \$57.7 million of its sales tax revenue to retire a portion of its outstanding debt. FY2026 is estimated to begin with a principal outstanding debt of \$13.9 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 2015		Series 2016		Series 2019		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest	Total Principal	Total Interest
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	\$ 4.28	\$ 0.21	\$ 2.97	\$ 0.22	\$ 6.72	\$ 1.04	\$ 13.96	\$ 1.48
Total Debt		\$ 4.49		\$ 3.19		\$ 7.76		\$ 15.43

Figure 67: 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 \$49.6 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 \$49.6 billion, annual debt servicing capacity would be close to \$49.6 million. This provision applies to all debt issued by the Authority and is the most restrictive of the limitations, though it exceeds current debt payment levels.
3. The third constraint derives from both the Ohio Constitution and the Ohio Revised Code. Article XII, Section 11, of the Constitution **requires that any political subdivision incurring debt must provide for the levying of taxes** sufficient to pay principal and interest on that debt. Section 2 of the same Article and Section 5705.02 of the Ohio Revised Code limits to ten mills (one mill equals \$1 of tax for each \$1,000 of assessed valuation) for the amount of taxes that may be levied without a vote of the citizens.

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

At 8.6391 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 2023 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 2026 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 2026 are \$20.4 million.

- In tandem with increased capital requirements to achieve a SOGR, the challenges with securing needed grant award funds from federal, state and other intergovernmental agencies places continual pressure on the General Fund to contribute increasingly significant amounts of financial resources to the Capital Improvement Fund.
- Estimated debt service and interest payments of \$7.6 million will require a General Fund transfer to the Bond Retirement Fund to offset the debt in FY 2026, 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. For example, the Rail Car Replacement Program is leveraging state and federal grant dollars that will reduce RTA's long and medium-term maintenance expenses by simplifying inventory and reducing the need for specialized parts and time in maintenance.
- Daily activities within the FY 2026 General Fund or Operating Budget are supported by \$4.50 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 2026-2030 CIP totals \$602.8 million of capital budget appropriations over the five-year plan in nine capital project categories and breakdown as follows:

1. Bus Garages (2.3%)
2. Buses (20.9%)
3. Equipment & Vehicles (9.9%)
4. Facilities Improvements (14.1%)
5. Other Projects (7.3%)
6. Preventive Maintenance/Operating Reimbursements - PM/OR (6.2%)
7. Rail Car Replacement Program (21.6%)
8. Rail Projects (17.4%)
9. Transit Centers (0.3%)

2026 - 2030 CAPITAL IMPROVEMENT PLAN						
COMBINED BUDGET						
PROJECT CATEGORY						TOTAL
	2026	2027	2028	2029	2030	2026-2030
Bus Garages	\$4,815,000	\$3,950,000	\$250,000	\$2,550,000	\$2,550,000	\$14,115,000
Buses	\$29,989,502	\$24,235,016	\$23,826,750	\$23,826,750	\$23,826,750	\$125,704,768
Equipment & Vehicles	\$16,340,500	\$16,290,000	\$16,354,150	\$5,320,000	\$5,320,000	\$59,624,650
Facilities Improvements	\$35,480,000	\$12,925,000	\$7,985,000	\$19,350,000	\$9,010,000	\$84,750,000
Other Projects	\$18,800,000	\$15,691,576	\$3,191,576	\$3,191,576	\$3,191,576	\$44,066,304
Preventive Maint./Oper. Reimb.	\$2,837,874	\$4,322,249	\$7,000,000	\$7,000,000	\$16,144,000	\$37,304,123
Rail Car Program	\$41,063,781	\$29,100,000	\$30,850,000	\$22,902,867	\$6,302,867	\$130,219,515
Rail Projects	\$18,100,000	\$43,575,000	\$19,096,867	\$11,369,000	\$13,025,000	\$105,165,867
Transit Centers	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$1,875,000
TOTALS	\$167,801,657	\$150,463,841	\$108,929,343	\$95,885,193	\$79,745,193	\$602,825,227

Figure 68: 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 69 - Routine Capital Balance Analysis 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 2026 will include \$21.1 million of programmed transfers from the General Fund and investment income is budgeted at \$500,000.

Budgeted FY 2026 expenditures within the RTA Capital Fund include \$2.56 million for Asset Maintenance, \$1.99 million for Routine Capital, and a \$16.0 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	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
	Actual	Actual	Actual	Budget	Plan	Plan	Plan
Revenues							
Investment Income	\$ 232,400	\$ 309,820	\$ 1,052,926	\$ 500,000	\$ 100,000	\$ 100,000	\$ 100,000
Transfer from General Fund	21,866,868	16,812,041	18,074,438	21,065,140	25,580,121	27,548,774	25,516,818
Total Revenue	22,099,268	17,121,861	19,127,364	21,565,140	25,680,121	27,648,774	25,616,818
Expenditures							
Capital Outlay							
Asset Maintenance	1,081,292	2,173,834	2,560,000	2,560,000	2,560,000	2,560,000	2,510,000
Routine Capital	1,198,712	1,255,162	2,078,000	1,990,500	1,940,000	2,004,150	1,970,000
Total Capital Outlay	2,280,004	3,428,996	4,638,000	4,550,500	4,500,000	4,564,150	4,480,000
Other Capital Expenditures							
Other Expenditures							
Transfer to RTA Development Fund	19,500,000	16,144,837	15,500,000	16,000,000	20,000,000	23,000,000	21,000,000
Total Other Capital Expenditures	19,500,000	16,144,837	15,500,000	16,000,000	20,000,000	23,000,000	21,000,000
Total Expenditures	21,780,004	19,573,833	20,138,000	20,550,500	24,500,000	27,564,150	25,480,000
Excess/(Deficiency) of Total Revenues over Tot	319,264	(2,451,972)	(1,010,636)	1,014,640	1,180,121	84,624	136,818
Beginning Balance	7,491,688	7,810,952	5,358,980	4,348,345	5,362,985	6,543,105	6,627,729
Projected Ending Balance	\$ 7,810,952	\$ 5,358,980	\$ 4,348,345	\$ 5,362,985	\$ 6,543,105	\$ 6,627,729	\$ 6,764,547

Figure 69 - Routine Capital Balance Analysis

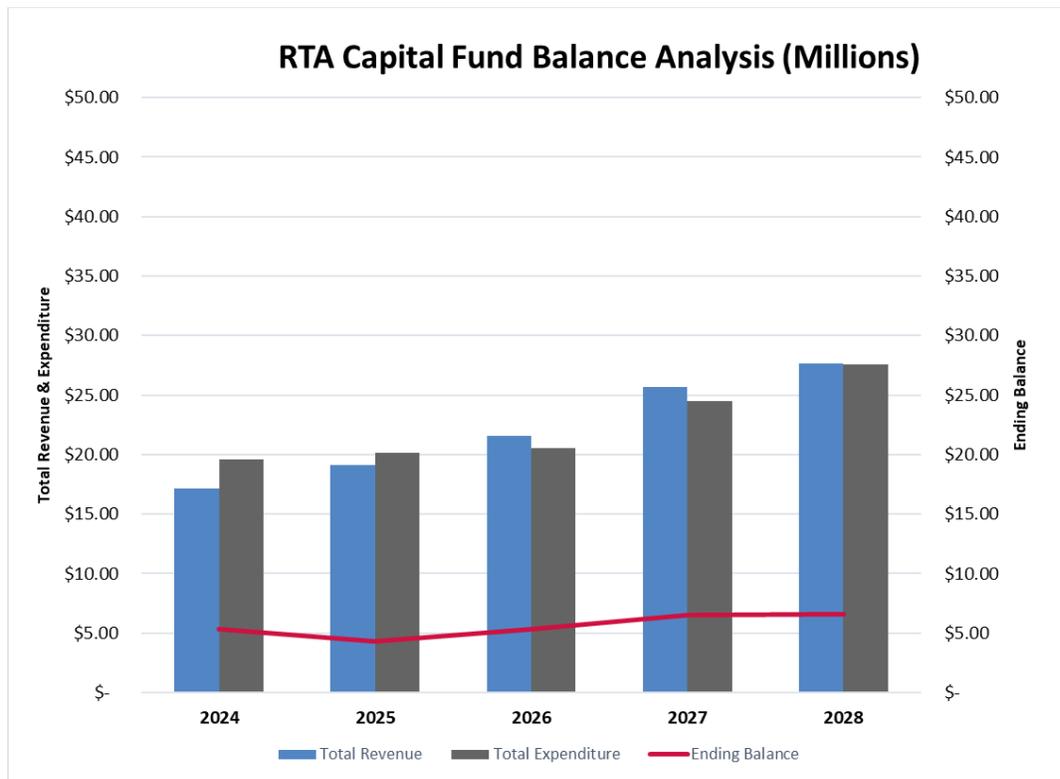


Figure 70 - RTA Capital Fund Balance Analysis

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 2026 budget appropriation for Asset Maintenance projects is \$2.56 million, representing 1.52% of the overall FY 2026 CIP budget. Most of the projects are within two organizational areas of the Authority: Engineering & Project Development and Central Facilities. Engineering & Project Development is responsible for coordinating larger construction-related asset maintenance projects throughout the entire Authority. Central Facilities 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.

ROUTINE CAPITAL PROJECTS

This category includes the purchase of vehicles and equipment, where the cost is generally 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.

The budget appropriation for Routine Capital projects accounts for \$1.99 million, or 1.18%, of the 2026 CIP Budget. The greatest portion of the FY26 budget appropriation for Routine Capital projects is within the

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY							
2026 - 2030 CAPITAL IMPROVEMENT PLAN							
RTA CAPITAL FUND							
ASSET MAINTENANCE (FACILITIES) PROJECTS							
Department / Project Name	Project Number	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2026-30 Total
35 Service Management							
Administration Facilities Maint. Pool	P32355239	\$100,000	\$100,000	\$100,000	\$50,000	\$50,000	\$400,000
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	\$510,000	\$510,000	\$2,700,000
57 Programming & Planning							
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
80 Engineering & Project Dev.							
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
67 OFFICE OF MGT. & BUDGET							
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
TOTAL ASSET MAINTENANCE		\$2,560,000	\$2,560,000	\$2,560,000	\$2,510,000	\$2,510,000	\$12,700,000

Figure 71 - Asset Maintenance Projects and Categories

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY							
2026 - 2030 CAPITAL IMPROVEMENT PLAN							
RTA CAPITAL FUND							
ROUTINE CAPITAL (EQUIPMENT) PROJECTS							
Department / Project Name	Project Number	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2026-30 Total
18 Labor & Employee Relations							
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
34 Transit Police							
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
35 Service Management							
Furniture Pool	P43350039	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$350,000
SM Equipment Pool	*NEW*	\$220,500	\$170,000	\$234,150	\$200,000	\$200,000	\$1,024,650
		\$290,500	\$240,000	\$304,150	\$270,000	\$270,000	\$1,374,650
39 Fleet Management							
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
		\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
58 Information Technology							
IT Systems Development Pool	P42611209	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
PC Replacement Program	P42610039	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Thin Client Replacement	*NEW*	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Laser Printer Replacement Program	P42610139	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
		\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$1,600,000
67 OFFICE OF MGT. & BUDGET							
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
TOTAL ROUTINE CAPITAL		\$1,990,500	\$1,940,000	\$2,004,150	\$1,970,000	\$1,970,000	\$9,874,650
RTA CAPITAL FUND TOTAL		\$4,550,500	\$4,500,000	\$4,564,150	\$4,480,000	\$4,480,000	\$22,574,650

Figure 72 - Routine Capital Projects and Categories

Operations Division, which has \$350,000 programmed for the non-revenue vehicle replacement program. There is \$320,000 for technology related equipment replacement, \$205,000 for Security Improvements, \$70,000 for office equipment/furniture, and the remaining contingency.

RTA DEVELOPMENT FUND

The RTA Development Fund is the larger capital fund that includes rehabilitation & expansion projects that are generally greater than \$150,000 and have a useful life of more than five years. The Development Fund is primarily, but not exclusively, supported through federal grant awards. As discussed above, the Authority's Federal capital grants usually require local match funds, normally this share is 20%. During CIP development, local match requirements for federally assisted projects and 100% locally funded projects are reviewed and selected.

The Development Fund is funded by Sales & Use Tax transfers, proceeds from debt sales, and investments income. Investment income is projected at \$5.0 million in 2026. In 2025, \$15.5 million from the RTA Capital Fund and \$10 million from the Rolling Stock Reserve was transferred to the RTA Development Fund



to provide the local match and cover other locally funded expenditures within the RTA Development Fund. Total transfers are anticipated to decrease to \$16 million for FY 2026.

Figure 73 - RTA Development Fund Balance Analysis 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 awards, and scheduled construction activities for the year. FY 2026 is expected to begin with a fund balance of \$314 million and end at \$327.4 million. The budget is set up where revenue will outpace expenses leading to an increase in the ending balance.

Federal funding flows 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 73 - RTA Development Fund Balance Analysis, various funding sources including federal capital grants, state capital grants, and 100% local funds will help support expected expenditures of \$163.3 million in 2026. The expenditures within the Fund Balance Analysis are presented on a cash basis and represent estimates of the actual cash flow.

RTA Development Fund Balance Analysis

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
	Actual	Actual	Actual	Budget	Plan	Plan	Plan
Revenues							
Federal / State Revenues							
Federal Capital Grants	\$ 53,677,554	\$ 92,498,466	\$ 120,939,575	\$ 110,600,926	\$ 106,771,073	\$ 73,492,154	\$ 63,124,154
State Capital Grants	128,200	639,712	20,000,000	20,000,000	15,000,000	15,000,000	5,000,000
Total Federal / State Revenues	53,805,754	93,138,178	140,939,575	130,600,926	121,771,073	88,492,154	68,124,154
Other Revenue							
Investment Income	5,204,465	6,287,634	6,278,075	5,000,000	1,000,000	1,000,000	1,000,000
Other Revenue	174,937	26,520,794	34,500,000	25,000,000	-	-	-
Total Other Revenue	5,379,402	32,808,428	40,778,075	30,000,000	1,000,000	1,000,000	1,000,000
Transfers							
Transfer from RTA Routine Capital Fun	19,500,000	16,144,837	15,500,000	16,000,000	20,000,000	23,000,000	21,000,000
Transfer from Reserve Fund	10,000,000	12,415,340	10,000,000	-	-	5,000,000	5,000,000
Total Transfers	29,500,000	28,560,177	25,500,000	16,000,000	20,000,000	28,000,000	26,000,000
Total Revenue	88,685,156	154,506,783	207,217,650	176,600,926	142,771,073	117,492,154	95,124,154
Expenditures							
Capital Outlay							
Capital Outlay - Development Fund	71,451,754	96,042,007	177,102,767	163,251,157	145,963,841	104,365,193	91,405,193
Total Capital Outlay	71,451,754	96,042,007	177,102,767	163,251,157	145,963,841	104,365,193	91,405,193
Total Expenditures	71,451,754	96,042,007	177,102,767	163,251,157	145,963,841	104,365,193	91,405,193
Excess/(Deficiency) of Total Revenues over Tot	17,233,403	58,464,776	30,114,883	13,349,769	(3,192,768)	13,126,961	3,718,961
Beginning Balance	208,229,207	225,462,610	283,927,386	314,042,269	327,392,037	324,199,269	337,326,230
Projected Ending Balance	\$ 225,462,610	\$ 283,927,386	\$ 314,042,269	\$ 327,392,037	\$ 324,199,269	\$ 337,326,230	\$ 341,045,192

Figure 73 - RTA Development Fund Balance Analysis

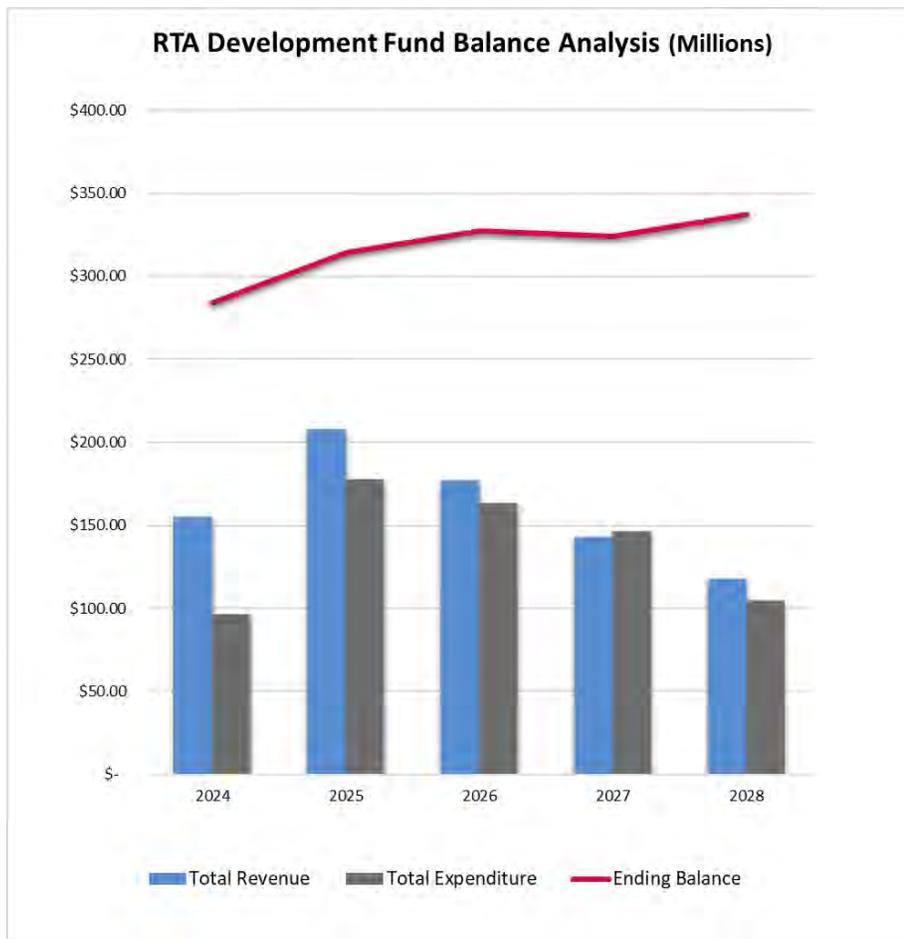
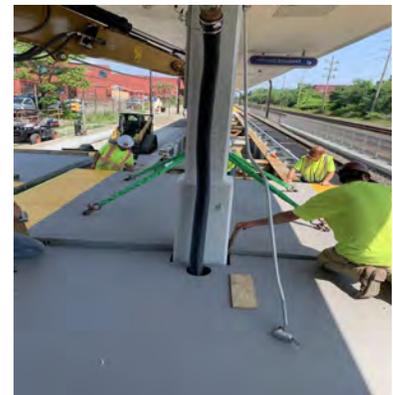


Figure 74 - RTA Development Fund Analysis Trend

RTA DEVELOPMENT FUND PROJECTS

RTA Development Fund appropriation for 2026 is \$163.3 million. RTA Development fund projects account for 97.3% of the Authority’s CIP budget as allocated for 2026. The inclusion of capital projects within this fund is based upon the established 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 2026. Please refer to pages at the end of this section for a complete list of projects included within the five-year RTA Development Fund CIP.



BUS/PARATRANSIT IMPROVEMENT PROGRAMS - \$29.9 MILLION

The 2026 CIP maintains the Authority's focus on vehicle reliability improvements through a multi-year bus replacement, Paratransit vehicle replacement, and spare parts programs, which meets objectives for bus replacements and the SOGR.

FACILITIES IMPROVEMENTS - \$32.9 MILLION

The Facilities Improvements budget consists of appropriations of \$1.25 million for the continuation of HVAC System Improvement Pool, \$10.4 million for the continuation of the Roofing Improvement Program, and another \$1.10 million for the continuation of the Pavement Improvement Program. Several rehabilitations of track bridge projects are budgeted totaling \$19.3 million. An additional \$0.8 million has been set aside for State of Good Repairs across the authority.

EQUIPMENT & VEHICLES - \$14.4 MILLION

The FY 2026 CIP includes \$3 million for the Information Technology Program and an additional \$350,000 specifically for IT System Upgrades. The Authority's Management Information Systems Department is programmed for \$6.5 million in ERP-related improvements.

OTHER PROJECTS - \$18.8 MILLION

This project category includes projects with varying scopes of work that do not fall into the other major categories. These projects include \$15.5 million for MetroHealth Line BRT improvements, \$2.0 million budget contingency, funding for bus shelter expansion, an update to the Authorities strategic plan, and other planning efforts.

PREVENTIVE MAINTENANCE / OPERATING BUDGET REIMBURSEMENTS - \$2.8 MILLION

This category represents preventive maintenance reimbursements to the General Fund. It includes formula and atypical non-formula grant funded reimbursements for various eligible activities within the General Fund with a 2026 budget appropriation of \$2.8 million. The 2026-2030 CIP demonstrates the Authority's goal to increase operating budget reimbursements over the course of the next five years.

RAIL PROJECTS - \$59.2 MILLION

In FY 2026, the Rail Projects category remains the largest of the CIP. Major programmed areas within this category include \$40.6 million for the Rail Car Replacement Program, \$6 million to the Light Rail Rehabilitation Program, \$4 million for the upgrading substations, \$4 million for the upgrading of RTA's rail signal equipment, \$2 million for the upgrading of the OCS system, as well as continued investment in miscellaneous state of good repair (SOGR) projects on track, the Central Rail Maintenance Facility, and passenger facilities.

TRANSIT CENTERS / BUS LOOPS – \$375,000

The 2026 capital budget includes \$375,000 for various grant funded passenger enhancements throughout the Authority. Many of the enhancement funds are allocated for bus shelters, landscaping, and ADA access improvements.

GCRTA STRATEGIC PLAN



Figure 76: Light Rail Track Rehab

The purpose of the Strategic Plan is to Connect the Community while supporting 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 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 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. Projects underway that improve passenger safety and comfort include the Community Partner Investment Program continues to provide communities with resources to improve bus stops and shelters. The program is now being coordinated with the Adopt a

Shelter program. The Light Rail Station Replacement project also upgrades the passenger experience along the Blue and Green Lines replacing the station shelters, adding seating elements, and real-time signage. It will be completed in 2026.

GCRTA is engaging with emerging technology, data, and new mobility. GCRTA has been building on the completion of its Climate Change Plan and Zero Emissions Transition Plan and commissioned a Fleet Electrification Study. GCRTA has implemented the installation of electric car charging at stations funded by NOACA and is continuously evaluating new ways to engage with partners and programs with emergent technologies.

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. The 2026 CIP includes an investment of over \$15 million for the construction of the new BRT line. GCRTA won an FTA grant for a similar TOD study for the future Broadway and a potential BRT corridor which was completed in 2025. GCRTA also closely engaged with the City of Cleveland to implement their SMART signals grant and Cleveland Moves Bike Plan. 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 TOD opportunities and policies throughout the region. The Broadway TOD Corridor plan is underway reviewing potential transportation improvements to this corridor identifying opportunities to enhance transportation elements along the corridor creating a more transit friendly environment while spurring TOD.

The Lorain Avenue Corridor TOD Pilot Planning Study will evaluate Lorain Avenue from the Lorain/Detroit Avenue to the County Line involving Cleveland, Fairview Park, and North Olmsted. It will focus on enhancing transit along the corridor while supporting the land use/development goals of each of the Cities. It will begin in 2026 completing in 2027.

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. The department also works closely with FTA and title VI to comply with various federal grant requirements.

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. The 2026-2030 CIP includes funding for GCRTA to evaluate the results of these pilots for incorporation into the GCRTA network.

GCRTA utilized FTA AoPP funds for its Transit Access Barrier Study which was completed in 2025. Its identified barriers to the use of public transit and suggested paths forward for GCRTA to reduce barriers to those with limited mobility options.

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. The 2026 CIP includes \$600,000 to update and revise the Strategic Plan. The project will revise the goals and objectives to capture the Authority’s immediate and longer-term objectives. It will add components such as TOD and Economic Impact to the Plan. The Plan will be completed by the end of 2026.

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY 2026 - 2030 CAPITAL IMPROVEMENT PLAN RTA DEVELOPMENT FUND								
ANTICIPATED FUNDING SOURCE		PROJECT NUMBER	2026	2027	2028	2029	2030	TOTALS 2026-2030
BUS REPLACEMENTS								
BUS IMPROVEMENT PROGRAM								
2024-2026 Bus Replacement Program	27,962,752							
SFY 2026 ODOT CMAQ Flex	18,250,000	*NEW*	27,962,752	0	0	0	0	27,962,752
SFY 2026 ODOT UTP Award	4,089,002							
FFY 2025 Federal Formula Grants	5,623,750							
2027-2029 Bus Replacement Program	52,846,784							
SFY 2027 ODOT CMAQ Grant	6,358,266	*NEW*	0	20,408,266	0	0	0	20,408,266
SFY 2027 ODOT UTP Award	4,089,002							
FFY 2026 Federal Formula Grants	2,437,500							
SFY 2027 -TBD	7,523,498							
SFY 2028 ODOT CMAQ Grant	6,358,266	*NEW*	0	0	20,000,000	0	0	20,000,000
SFY 2028 ODOT UTP Award	4,089,002							
FFY 2027 Federal Formula Grants	1,991,250							
SFY 2028 TBD	7,561,482							
SFY 2029 ODOT CMAQ Grant	6,358,266	*NEW*	0	0	0	20,000,000	0	20,000,000
SFY 2029 ODOT UTP Award	4,089,002							
FFY 2028 Federal Formula Grants	1,991,250							
SFY 2029 TBD	7,561,482							
2029-2030 Bus Replacement Program								
SFY 2030 ODOT CMAQ Grant	6,358,266	*NEW*	0	0	0	0	20,000,000	20,000,000
SFY 2029 ODOT UTP Award	4,089,002							
FFY 2029 Federal Formula Grants	3,241,250							
SFY 2030 TBD	6,311,482							
Sub-Total: Bus Improvement Program			27,962,752	20,408,266	20,000,000	20,000,000	20,000,000	108,371,018
PARATRANSIT REPLACEMENT PROGRAM								
Paratransit Buses-NOACA 5310		P12390040	1,800,000	3,600,000	3,600,000	3,600,000	3,600,000	16,200,000
FY 2025 NOACA 5310	1,000,000							
FFY 2025 Federal Formula Grants	800,000							
FY 2026 NOACA 5310	1,000,000							
FFY 2026 Federal Formula Grants	2,600,000							
FY 2027 NOACA 5310	1,000,000							
FFY 2027 Federal Formula Grants	2,600,000							
FY 2028 NOACA 5310	1,000,000							
FFY 2028 Federal Formula Grants	2,600,000							
FY 2029 NOACA 5310	1,000,000							
FFY 2029 Federal Formula Grants	2,600,000							
Sub-Total: Paratransit Improvement Program			1,800,000	3,600,000	3,600,000	3,600,000	3,600,000	16,200,000

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Figure 77 - 2026 - 2030 CIP Development Fund



**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2026 - 2030 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2026	2027	2028	2029	2030	TOTALS 2026-2030
BUS SPARE PARTS PROGRAM							
Bus/BRT Capital Spare Parts Program	P16390100	226,750	226,750	226,750	226,750	226,750	1,133,750
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						
FFY 2029 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		29,989,502	24,235,016	23,826,750	23,826,750	23,826,750	125,704,768
FACILITIES IMPROVEMENTS							
BRIDGE REHABILITATION							
Track Bridge Rehab. - Viaduct Bridge Rehab: Phase 2 & 3	"NEW"	6,900,000	0	0	0	0	6,900,000
FFY 2025 Federal Formula Grant		6,900,000					
Track Bridge Inspection Program	P20800270	475,000	15,000	475,000	15,000	475,000	1,455,000
FY 2026 Local Funds	475,000						
FY 2027 Local Funds	15,000						
FY 2028 Local Funds	475,000						
FY 2029 Local Funds	15,000						
FY 2030 Local Funds	475,000						
Rehab of Track Bridge Canal Road	"NEW"	850,000	6,400,000	0	0	0	7,250,000
FFY 2025 Federal Formula Grant	850,000						
FFY 2026 Federal Formula Grant	6,400,000						
Rehab of Track Bridge Access Rd over NS at CRMF	P20800390	11,075,000	0	0	0	0	11,075,000
FFY 2025 Federal Formula Grant	\$ 3,075,000.00						
FY 2024 USDOT Bridge Improvement Progi	\$ 8,000,000.00						
Next Track Bridge Project(Flyover Ph2)	"NEW"	0	0	500,000	10,800,000	0	11,300,000
FFY 2027 Federal Formula Grant	500,000						
FFY 2028 Federal Formula Grant	10,800,000						
Sub-Total: Bridge Rehabilitation		19,300,000	6,415,000	975,000	10,815,000	475,000	37,980,000



**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2026 - 2030 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2026	2027	2028	2029	2030	TOTALS 2026-2030
<u>EQUIPMENT & VEHICLES</u>							
<u>INFORMATION TECHNOLOGY</u>							
Information Technology Program	P42610030	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
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						
FFY 2029 Federal Formula Grant	2,000,000						
SFY 2030 OTP2	1,000,000						
IT System Upgrades	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						
FFY 2029 Federal Formula Grant	350,000						
MIS-ERP	*NEW*	5,000,000	5,000,000	3,500,000	0	0	13,500,000
FFY 2025 Federal Formula Grant	5,000,000						
FFY 2026 Federal Formula Grant	5,000,000						
FFY 2027 Federal Formula Grant	3,500,000						
MIS-Revenue Fare Collection-TVM/GFI	*NEW*	6,000,000	6,000,000	7,500,000	0	0	19,500,000
FFY 2025 Federal Formula Grant	6,000,000						
FFY 2026 Federal Formula Grant	6,000,000						
FFY 2027 Federal Formula Grant	5,000,000						
FY 2028 (TBD)	2,500,000						
TOTAL - EQUIPMENT & VEHICLES		14,350,000	14,350,000	14,350,000	3,350,000	3,350,000	49,750,000



**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2026 - 2030 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE		PROJECT NUMBER	2026	2027	2028	2029	2030	TOTALS 2026-2030
OTHER PROJECTS								
OTHER								
Planning Studies (Transportation for Livable Communities)		P49570040	100,000	100,000	100,000	100,000	100,000	500,000
FY 2026 Local Funds	100,000							
FY 2027 Local Funds	100,000							
FY 2028 Local Funds	100,000							
FY 2029 Local Funds	100,000							
FY 2030 Local Funds	100,000							
GCRTA Strategic Plan(2025-2030)		*NEW*	600,000	0	0	0	0	600,000
FFY 2026 TBD (Unserve Areas Fund)	600,000							
Public Transportation Safety Plan(PTASP)		*NEW*	0	350,000	350,000	350,000	350,000	1,400,000
FFY 2026 Federal Formula Grant	350,000							
FFY 2027 Federal Formula Grant	350,000							
FFY 2028 Federal Formula Grant	350,000							
FFY 2029 Federal Formula Grant	350,000							
Bus Shelters Expansion OMWP/TBD		P49570620	600,000	0	0	0	0	600,000
FY 2026 (TBD)	600,000							
RTA Development Fund Contingency	TBD	P49670030	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
2025 - 29 (TBD)		*NEW*						
Metrohealth Line BRT		P49570420	15,500,000	12,500,000	0	0	0	28,000,000
FFY 2025 Federal Formula Grant	3,000,000							
FY 2026 (Small Starts -TBD)	12,500,000							
FY 2027 (Small Starts -TBD)	12,500,000							
NOACA Unserve Areas - 5307 CUA		P51670XX0	0	741,576	741,576	741,576	741,576	2,966,304
FFY 2025 Federal Formula Grant	0							
FFY 2026 Federal Formula Grant	741,576							
FFY 2027 Federal Formula Grant	741,576							
FFY 2028 Federal Formula Grant	741,576							
FFY 2029 Federal Formula Grant	741,576							
TOTAL - OTHER PROJECTS			18,800,000	15,691,576	3,191,576	3,191,576	3,191,576	44,066,304



**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2026 - 2030 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE		PROJECT NUMBER	2026	2027	2028	2029	2030	TOTALS 2026-2030
On-Call Rail Engineering Services		P23800730	200,000	200,000	200,000	200,000	200,000	1,000,000
	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						
	FFY 2029 Federal Formula Grant	200,000						
Light Rail Rehabilitation Program		P24800400	6,000,000	9,500,000	7,000,000	0	0	22,500,000
	FFY 2025 Federal Formula Grant	6,000,000						
	SFY 2027 ODOT TRAC	9,500,000						
	FFY 2027 Federal Formula Grant	7,000,000						
Red Line East Track Rehabilitation		P24800040	0	0	10,000,000	500,000	3,000,000	13,500,000
	FFY 2027 Federal Formula Grant	0						
	FY 2028 (TBD)	10,000,000						
	FFY 2028 Federal Formula Grant	500,000						
	FFY 2029 Federal Formula Grant	3,000,000						
Track 3 Repairs & CRMF Interior Wash		*NEW*	900,000	5,925,000.00	0	0	0	6,825,000
	FFY 2025 Federal Formula Grant	900,000						
	FFY 2026 Federal Formula Grant	5,925,000						
Sub-Total: Track Rehabilitation			8,100,000	16,625,000	18,200,000	1,950,000	4,450,000	49,325,000
RAIL STATION REHABILITATION								
W. 25th Street Station Rehab		*NEW*	0	4,950,000	0	0	0	4,950,000
	FFY 2026 Federal Formula Grant	4,950,000						
Waterfront Line Overlook		*NEW*	0	2,000,000	0	0	0	2,000,000
	FFY 2026 Federal Formula Grant	2,000,000						
Windermere Station Repairs		*NEW*	0	0	0	844,000	0	844,000
	FFY 2028 Federal Formula Grant	844,000						
8 Green Line Stations		*NEW*	0	16,000,000	0	0	0	16,000,000
	FY 2027 ASAP	16,000,000						
Sub-Total: Rail Station Rehabilitation			0	22,950,000	0	844,000	0	23,794,000

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**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2026 - 2030 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE		PROJECT NUMBER	2026	2027	2028	2029	2030	TOTALS 2026-2030
RAIL VEHICLE FLEET								
Rail Capital Spare Parts Program		P16390200	500,000	500,000	500,000	250,000	250,000	2,000,000
	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	250,000						
	FFY 2029 Federal Formula Grant	250,000						
Rail Work Equipment		P46390020	0	3,250,000	1,250,000	1,052,867	1,052,867	6,605,734
	FFY 2026 Federal Formula Grant	3,250,000						
	FFY 2027 Federal Formula Grant	1,250,000						
	FFY 2028 Federal Formula Grant	1,052,867						
	FFY 2029 Federal Formula Grant	1,052,867						
RAILCAR REPLACEMENT PROGRAM								
2024-2029 LRV Rail Replacement Program		P13390040	40,563,781	21,600,000	26,500,000	21,600,000	5,000,000	115,263,781
	FFY 2025 Federal Formula Grant	7,500,000						
	FY 2025 NOACA CRP	16,825,400						
	FY 2025 STBG Flex IIJA	1,014,600						
	SFY 2026 OTP2/TBD	11,600,000						
	FY 2026 ODOT	3,623,781						
	FFY 2026 Federal Formula Grant	10,000,000						
	FY 2027 OTP2/TBD	11,600,000						
	FFY 2027 Federal Formula Grant	11,150,000						
	FY 2028 NOACA CRP 2026-2029	3,750,000						
	FY 2028 OTP2/TBD	11,600,000						
	FFY 2028 Federal Formula Grant	6,250,000						
	FY 2029 NOACA CRP 2026-2029	3,750,000						
	FY 2029 OTP2/TBD	11,600,000						
	FFY 2029 Federal Formula Grant	5,000,000						
RCRP - Rail Infrastructure Modification Upgrades		P42800020	0	3,750,000	2,600,000	0	0	6,350,000
	FFY 2026 Federal Formula Grant	3,750,000						
	FFY 2027 Federal Formula Grant	2,600,000						
Sub-Total: Rail Vehicle Fleet			41,063,781	29,100,000	30,850,000	22,902,867	6,302,867	130,219,515
TOTAL - RAIL PROJECTS			59,163,781	72,675,000	49,946,867	34,271,867	19,327,867	235,385,382

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**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2026 - 2030 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE		PROJECT NUMBER	2026	2027	2028	2029	2030	TOTALS 2026-2030
TRANSIT CENTERS								
Enhanced ADA Access (Enhancement Item)		P49800020	375,000	375,000	375,000	375,000	375,000	1,875,000
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							
FFY 2029 Federal Formula Grant	375,000							
TOTAL - TRANSIT CENTERS			375,000	375,000	375,000	375,000	375,000	1,875,000
TOTAL RTA DEVELOPMENT FUND			163,251,157	145,963,841	104,365,193	91,405,193	75,265,193	580,250,577
TOTAL RTA CAPITAL FUND			4,550,500	4,500,000	4,564,150	4,480,000	4,480,000	22,574,650
TOTAL CAPITAL IMPROVEMENT PLAN			167,801,657	150,463,841	108,929,343	95,885,193	79,745,193	602,825,227





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