

OPERATING AND CAPITAL BUDGET FOR THE YEAR 2023



OUR MISSION: CONNECTING THE COMMUNITY



Greater Cleveland
Regional Transit Authority

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

2023 BUDGET

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REVEREND CHARLES P. LUCAS

GENERAL MANAGER/CEO, INDIA L. BIRDSONG TERRY

ACKNOWLEDGEMENTS

SPECIAL THANKS TO THE FOLLOWING INDIVIDUALS FOR THEIR ASSISTANCE

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Distinguished Budget Presentation Award

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Ohio**

For the Fiscal Year Beginning

January 01, 2022

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 2022. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, operational guide, financial plan, and communication device. The award is valid for a period of one year. We believe that our current budget document continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

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WENDY V. TALLEY, DIRECTOR	30- TRAINING & EMPLOYEE DEVELOPMENT

6 – ADMINISTRATION & EXTERNAL AFFAIRS

SHARON JENKINS, DIRECTOR	53- ADMINISTRATION & EXTERNAL AFFAIRS
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2023 TRANSMITTAL LETTER

To: Rev. Charles P. Lucas, President
and Members, Board of Trustees

Date: November 15, 2022

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

Subject: Transmittal Letter & Proposed
FY 2023 Budget in Brief

EXECUTIVE SUMMARY

We continue to exemplify our mission statement “Connecting the Community” through the various efforts and events throughout the year. We began 2022 with the winter snowstorms, which put a huge strain on all Northeast Ohio, street plowing and our service. Our employees worked tirelessly to maintain service and operators exhibited diligence and commitment to excellence.

The Authority hosted a kick-off event in Public Square in June to promote the launch of a new mobile ticketing solution. This solution, thanks to a partnership with NEORide, Transit App, and Masabi allows transit riders to use the Transit App with EZfare to pay fares, plan trips, and obtain real-time information. We joined EZfare, the platform used by 14 other transit agencies across the region, as well as ridesharing apps Uber and Moovit, allowing customers to purchase fares anytime, anywhere, and travel seamlessly with just a few taps on their mobile device. This enhanced the connectivity for Northeast Ohio riders with adjacent systems as Laketran, PARTA, SARTA, Akron Metro, and Medina County Public Transit (MCPT). Additionally, we installed electronic validators on the HealthLine vehicles and will be installing these on all buses and trains, enabling riders to simply scan their fare displayed on the mobile device when boarding.

We rolled out 16 new HealthLine vehicles connecting downtown Cleveland to University Circle, Cleveland Clinic and Windermere Rapid Station. Some key features of these vehicles include two LCD screens to display real-time information, six ultrasonic sensors to guide the vehicles to the stations, 360-degree security cameras, and added space for bicycles and strollers.

We were the first public transit agency to sign the Hispanic Promise pledge. This is a pledge to hire, promote, retain, develop, and celebrate Hispanic employees and passengers. We honored Hispanic Heritage Month with 22 special bus stop signs along the Clark-Fulton route (#45) with flags that comprise the Hispanic/Latinx diaspora. A bus shelter at Fulton & Marvin featured a banner graphic that incorporates the 22 country flags, and the W. 25th / Ohio City station showcased a unique Hispanic Heritage Month decal at the station’s entrance.

In addition to signing the Hispanic Promise Pledge, the Authority is participating in the American Public Transit Administration’s (APTA) pilot Racial Equity Commitment Program. The program is a two-year commitment to participate in a cohort with 30 other transit agencies to create a roadmap on how to advance racial equity within their organizations by examining strategies to deepen our commitment to diversity, equity, and inclusion.

Inspired by Paul Laurence Dunbar’s poem, “We Wear the Mask,” a pop-up mural was painted on an RTA wall in the Buckeye-Woodhill neighborhood. This mural is an artistic expression of what it means to wear the mask today and sheds light on the suppressed trauma of people of color as they wear the mask of conformity. In collaboration with Graffiti HeArt, the Authority arranged for French graffiti artist Blek Le Rat to stencil one of his most famous pieces “The Man Who Walks Through Walls” on a pier of the Cuyahoga River Viaduct Bridge near Merwin’s Wharf restaurant.

The Board of Trustees approved the Transit Police Ambassador program in 2021. Our Transit Police, Marketing, and HR teams have worked together to implement the Transit Police Ambassador program in September. The program consists of Ambassadors and Community Outreach Specialists. The Ambassadors are tasked with providing riders with information regarding purchasing passes, route guidance, boarding/alighting the vehicles, reporting safety issues, and much more. The Community Outreach Specialists assist with mental health issues, crisis and substance abuse outreach, diffusing immediate crises, and serving as a resource to the riding public. These teams initially provided coverage on the HealthLine and rail stations before expanding to other routes and locations.

The Authority was awarded \$4 million from the Federal Transit Administration (FTA) to assist with upgrades to its buses and bus facilities. We were one of five agencies to receive an award under this grant and used the funds to replace the roof at Hayden Garage. We were also awarded \$11.5 million from two Ohio Department of Transportation (ODOT) transit funding programs. The first award of \$8 million through ODOT's Ohio Transit Partnership Program (OTP2) will go towards our rail car replacement program, The second award of \$3.5 million from ODOT's Urban Transit Program (UTP) will go towards the Authority's bus replacement program. These funds will be used to replace six (6) 40-foot diesel buses with six environmentally friendly 40-foot Compressed Natural Gas (CNG) powered buses.

We hosted a free "Touch a Truck" event in August in downtown Public Square. Trucks included Transit Police cars, motorcycles, and command vehicle, HealthLine bus, Trolleys, salt trucks, mobile mechanic truck, front-end loader, Paratransit vehicles, and an inflatable train. In addition to vehicle demonstrations, Transit Police was on-site with their K-9 teams and Operation Kidwatch, a program where children interacted with Transit Police Officers to learn valuable safety tips and create a child ID.

In March we hosted "RTA 101", an introduction to public transit for local government elected officials. During the 90-minute session, attendees were provided with vital information on GCRTA and gave our staff an opportunity to thank local Ohio leaders for their support of public transportation in Greater Cleveland. Our staff had the honor of meeting with U.S. Secretary of Transportation Peter Buttigieg and U.S. Congresswoman Shontel Brown who were in town to highlight the impact of the Infrastructure Investment and Jobs Act (IIJA) on Cleveland. We facilitated a panel discussion with them about the future of workforce development and the Secretary spoke about the transformative impact that the infrastructure and jobs act will have on the public transit industry going forward.

Some additional highlights:

- Implemented a Community Connection Line, enabling customers to communicate their experiences
- Worked with Care Alliance Health Center and area agencies to provide free COVID vaccinations and booster shots to areas within Northeast Ohio
- Implemented a Positive Impact Program / Operator Mentorship Program
- Held several job fairs including at the West Park Rapid Station and the Spanish American Committee Facility
- Held the 4th Annual GCRTA Rail Rodeo
- Participated in the Pride in the CLE March, Puerto Rican Parade, and White Cane Walk
- Implemented the "Let's Go Together" ridership campaign
- Donated two motorcoaches to Tri-C for the CDL training courses

These initiatives and projects, among countless others, are the mechanisms by which we continue to connect the Greater Cleveland community. Through our commitment to serving our patrons, we continue to improve the quality of life for all residents of Northeast Ohio.

2023 PROPOSED BUDGET IN BRIEF

The Proposed FY 2023 Budget supports the daily operating activities of the Authority. The following pages discuss the assumptions used in developing the Proposed FY 2023 Budget.

INFLATION

Inflation peaked at 9.1% in June 2022 and the Federal Reserve Bank of Cleveland expects inflation to drop to 8.0% at the end of 2022. For 2023, a steady decline is expected to continue, and inflation is expected to end the year at 3.5%. Kiplinger is projecting that inflation will ease from 7.7% at the end of 2022 to 5.5% by spring and as low as 3.5% by the end of 2023. On-going shortages of raw materials and computer chips, as well as supply chain disruptions are expected to ease by the end of 2022. Moody's Analytics has forecasted that inflation will lessen and GDP will increase 1.4% by late 2023.

INTEREST RATES

Moody's Analytics expects the interest rates to remain between 4.0% to 4.25% through 2023 and start cutting interest rates in 2024. Kiplinger reports the Federal Reserve will need to keep raising interest rates above 3.5% until core inflation slows.

Revenues

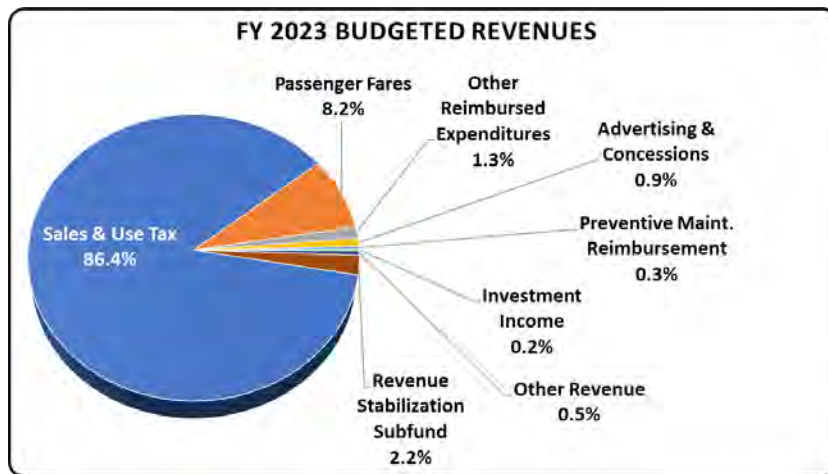


Figure 1

During the past 2 years, the Authority received federal stimulus funding under the Coronavirus Aid Relief and Economic Securities (CARES) Act, Coronavirus Response & Relief Supplemental Act (CRRSAA), and the American Rescue Plan (ARP). The Authority drew down the remaining \$81.2 million through the American Rescue Plan (ARP) in 2022. No additional stimulus funding is expected.

Total Revenue is budgeted at \$299.9 million. Sales Tax and Passenger Fares are the Authority's primary sources of

unrestricted revenue representing 86.4% and 8.2%, respectively of the total projected revenues.

Ridership in 2019 totaled 32.05 million riders. With the pandemic, total ridership in 2020 was 46.3% below 2019 levels, and in 2021, the first full year of the pandemic, ridership was 50.2% below 2019 pre-pandemic levels. Ridership through September 2022 is down 43.0% compared to the same period in 2019. Ridership continued to return slowly through September and has increased 18.6% compared to the same period in 2021. Ridership for 2023 is budgeted at 18.7 million riders, an increase of 2% compared to 2022. For 2024 and 2025, ridership is projected to increase 2.0% each year. See figure 2.

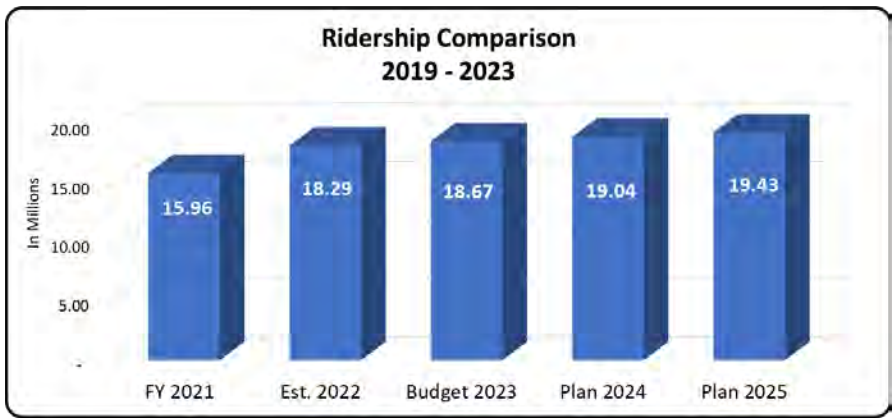


Figure 2

Student ridership increased in 2022 as students returned to in-class learning. A new contract was signed with Cleveland Metropolitan School District (CMSD) for the 2022-2023 school year. U Pass agreements were also signed with several colleges and universities as in-school learning was re-established.

Passenger Fares are projected to end 2022 at \$24.2 million. For 2023, Passenger Fares are budgeted at \$24.7 million, a 2% increase from 2022 levels. For the outyears, Passenger Fares are projected at \$25.2 million and \$25.7 million, respectively.



Figure 3

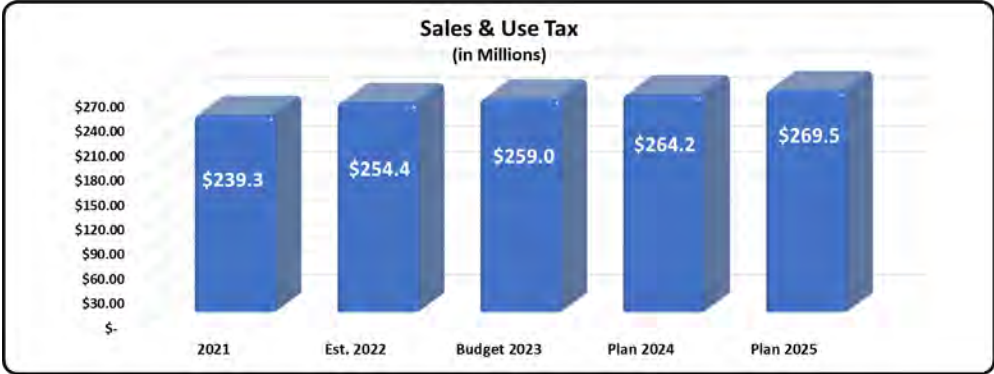


Figure 4

Sales & Use Tax is the largest source of operating revenue for the Authority. The Authority receives revenue from a 1.0% Sales & Use Tax collected in Cuyahoga County.

Sales tax revenue has maintained strong growth in 2022, mainly due to economic recovery. Through October 2022, sales tax is up 6.6%, compared to 2021. Inflation is expected to stay above five percent into the spring of 2023, which will further contribute to sales tax growth, however, rising costs and continued supply chain issues could result in decreased consumer demand. Sales tax is budgeted to increase by 1.8% in 2023 and projected to increase by 2.0% in 2024 and 2.0% in 2025.

Advertising & Concessions is composed of two sub-categories: advertising and naming rights. The naming rights includes Cleveland Clinic Foundation and University Hospitals for the HealthLine and area shelters; Cleveland

State University for the CSU Line; MetroHealth for MetroHealth Line; and Cuyahoga Community College (Tri-C) for E. 34th Rapid Transit Station for HealthLine Shelters.

The Advertising & Concessions category is budgeted at \$2.6 million in 2023, which aligns with the 2022 estimate, and more than doubles the revenues received during 2021.

Advertising & Concessions revenue is projected at the same level for 2024 and 2025.



Figure 5

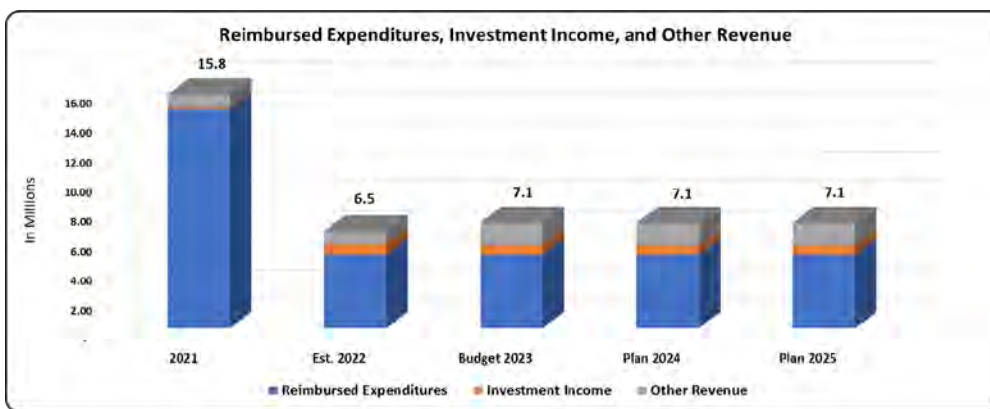


Figure 6

Investment income is budgeted at \$600,000 in 2023. The Authority is currently receiving an average of 1.23% on its cash investments.

With the receipt of the stimulus funding, the Authority made a strategic decision to reduce Preventative Maintenance (PM) reimbursements to

fund much needed but unfunded capital projects. The PM Reimbursement for FY 2022 through 2025 was reduced to \$1 million for grant close-outs. The formula grants in the out years will be used for unfunded or underfunded projects. Other reimbursed expenditures include fuel tax reimbursements and force account labor reimbursements. Other Revenue is budgeted at \$1.5 million for 2023 and the subsequent years through 2025. Other Revenue includes various miscellaneous receipts from contractors, hospitalization, claim reimbursements, rent, and salvage sales.

In 2021, the Authority made a strategic decision to set aside \$85 million in the Reserve Fund for Revenue Stabilization. This fund was created to support the operations by transferring funds back to the General Fund when needed to make up for the decline in passenger fare revenues. This approach will also ensure that the Authority complies with the one-month year-end reserve Board Policy goal. In 2022, an additional \$50 million was transferred to the Revenue Stabilization sub-fund. For FY 2023, \$6.5 million is budgeted to be transferred back to the General Fund. For FY 2024 and FY 2025, \$30 million and \$34 million, respectively, are planned to be transferred to the General Fund.

Expenditures

The total expenditures for FY 2023 are budgeted at \$324.3 million. This includes \$282.4 million for the Operating expenditures and \$41.9 million for required transfers to other funds. Total personnel costs, which includes salaries, overtime, payroll taxes, and fringe benefits, represent 65.9% of the operating budget.

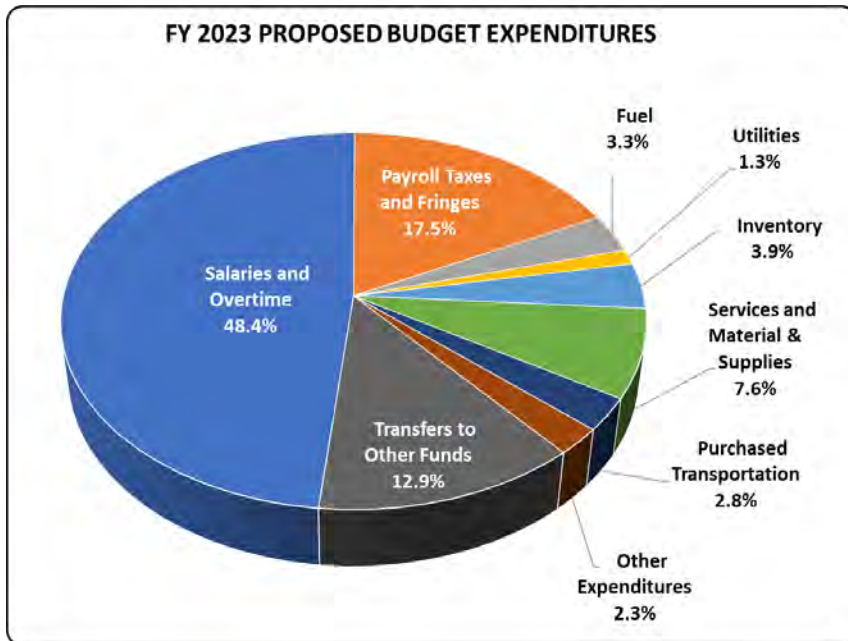


Figure 7

salaries, overtime, payroll taxes, and fringe benefits, represent 65.9% of the operating budget.

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

Services, Materials, 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 11.5% of the operating budget. Purchased

Transportation represents expense for the third-party contractors for ADA Paratransit services. This represents 2.8% of the operating budget. Other expenditures include workers' compensation costs, insurance premiums, claims payments, travel and training costs, and tuition reimbursement expenses. The Other Expenditures category represents 2.3% of the total operating budget. The last category, Transfers to Other Funds, includes transfers for specific set-asides that are required by various policies and sound financial management. This category totals 12.9% of the total expenditures for FY 2023.

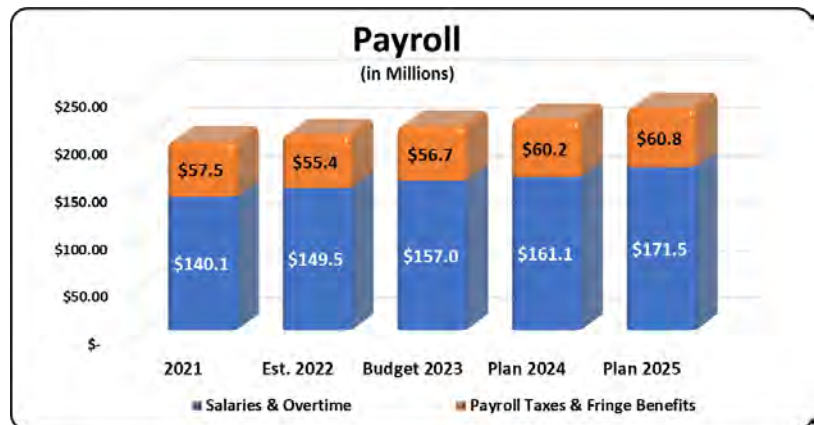


Figure 8

Salaries and overtime represent the largest portion of the expenditures, at \$157.0 million. This includes wage increases for all employees, covering ATU and FOP union employees, as well as non-bargaining employees.

Payroll Taxes and Fringes are the second largest category, at \$56.7 million. A new contract budgeted for healthcare, vision, dental, life, and prescription costs beginning in FY 2023.

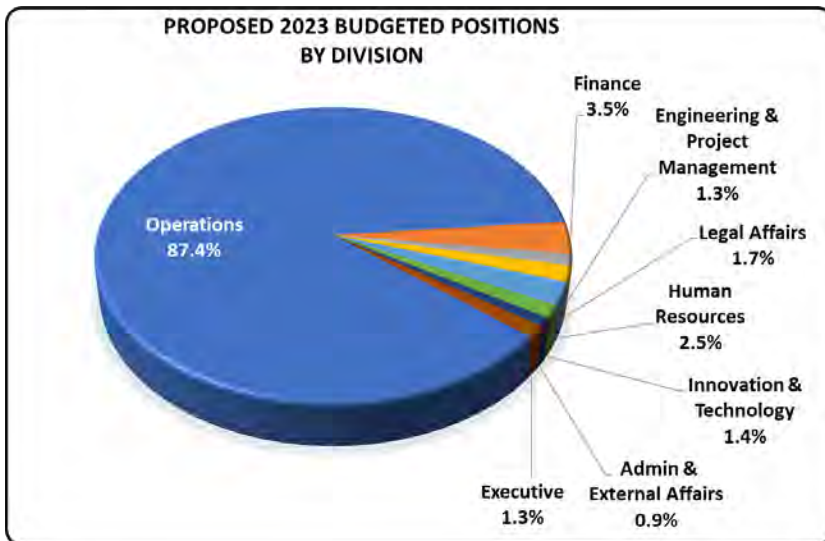


Figure 9

Payroll is budgeted for 2,396.5 Full-Time Equivalent (FTE) positions for FY 2023. This is an increase from FY 2022 by 15 positions. In FY 2022, 8 Transit Police Fare Enforcement FTEs were exchanged for 8 Transit Police Ambassadors and Crisis Intervention Specialists. The FY 2022 budget was amended from 2,374.5 FTEs to 2,381.5 FTEs with the addition of 7 Transit Police Civilian Oversight Committee members. For the FY 2023 budget, 5 positions were added to Transit Police department's budget, including Ambassadors and Crisis Intervention Specialists; 4 additional FTEs were added for the Innovation and Technology (IT)

and Information Technology Systems (ITS) departments; 2 FTEs were added to facilities for labor and cleaning; and 3 administrative FTEs were added.

Of the 2,396.5 FTEs, 83.4% are within the 2 unions (Amalgamated Transit Union and Fraternal Order of Police). The remaining 16.6% are non-bargaining positions. The Operations Division holds majority of the positions in the Authority. These positions include bus and rail operators, mechanics, service supervisors, janitorial and facilities staff, service planning, and a variety of other positions to keep our buses, trains, facilities, and right-of-way in operation and suitable working condition.

The remaining divisions are administrative in nature and support the operations of the Authority, through engineering, finance, analysts, human resource staff, lawyers, and executive personnel.

The Energy Price Risk Management program has stabilized the Fuel expense which has been one of the Authority's most volatile expenses. The diesel fuel usage has decreased over the past several years due to more CNG buses placed into service and retiring the older diesel buses, however the diesel price per gallon has increased over the past year. As gasoline prices increased over \$4.00 per gallon, diesel prices soared to over \$6.00 per gallon.

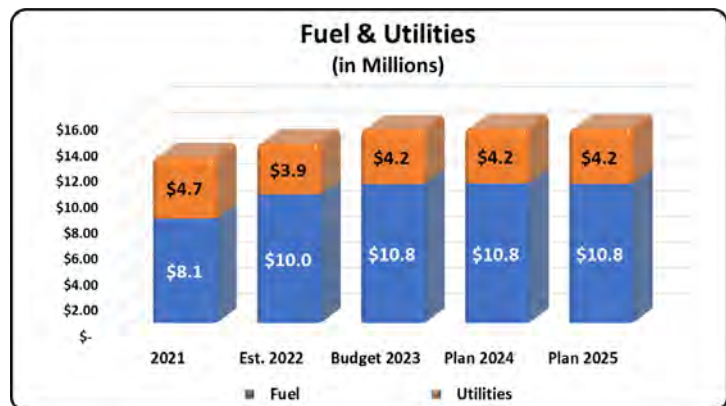


Figure 10

The Energy price Risk Management program helped in stabilizing the cost with minimal negative impact to the operating budget.

The Authority placed 16 new HealthLine articulated vehicles in service in late 2021 and 20 40-foot CNG buses in 2022. The Authority is expecting 20 CNG buses to be delivered in 2023. The total fuel cost for FY 2023 is budgeted at \$10.8 million. This includes diesel, CNG, propane, gasoline, and propulsion power for the trains.

Utility costs are budgeted at \$4.2 million for FY 2023. This category includes natural gas and electricity for facilities, water/sewer, telephone, and internet expenses. The Authority has reduced electricity costs by re-negotiating a contract in 2021, which has established favorable rates through 2024. A new contract was negotiated for natural gas mid-year 2022.



Figure 11

The main categories in Services, Materials & Supplies and Inventory are maintenance and other contracts, advertising costs, equipment, and supplies for the upkeep of facilities, equipment, and vehicles. Inventory is budgeted at \$12.5 million for FY 2023. 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. Supply Chain Management also maintained an inventory for the supplies and equipment for

cleaning and sanitizing, personal protective equipment, and other equipment needed during the COVID pandemic. The predictive maintenance program began in 2015 where vehicles are serviced based on a proactive maintenance program, which ensures greater reliability of our bus and rail fleets. Services, Materials & Supplies are budgeted at \$24.6 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.

Purchased transportation is budgeted at \$9.2 million for FY 2023. This includes the ADA/Paratransit trips. The Authority entered three new contracts in June 2019 with Provide-A-Ride, Senior Transportation Connection (STC), and GC Logistics. These contracts included a tablet for operators, which displays rolling-90 minutes of trips, a connected dispatch system, and a united training program. New contracts will be negotiated mid-2023.



Figure 12

The Other Expenditure category includes workers' compensation costs, purchased insurance premiums, travel and training expenses, and other miscellaneous expenses. This category is budgeted at \$7.4 million for FY 2023. Nationally and internationally, insurance premiums have increased in part due to the increased number of natural disasters and global COVID-19 pandemic. (See figure 13)

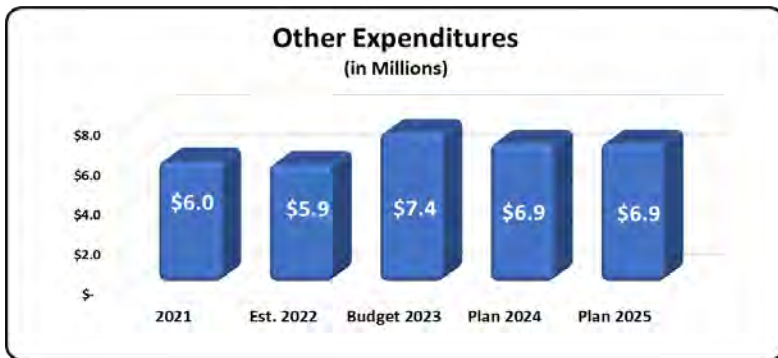


Figure 13

Transfers to Other Funds are set asides for specific needs required by various policies. Total transfers to other funds are budgeted at \$41.9 million for FY 2023. The transfer to the Bond Retirement Fund in 2021 included debt service on the Authority's outstanding debt and the debt defeasance. For FY 2023, the transfer to the Bond Retirement Fund is for the debt service payments.

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 \$28.5 million and includes the transfers to the Capital Improvement Fund and Bond Retirement Fund. The Authority made a strategic decision in 2021 to repurpose all PM reimbursements for unfunded and under-funded capital projects. Additional funding was transferred to capital in 2021 and 2022 to pay for unfunded capital projects. For 2023, the PM reimbursement is only budgeted at \$1.0 million largely for use when closing grants. In FY 2024 and FY 2025, transfers to capital are projected to be \$26.4 million and \$27.0 million, respectively.

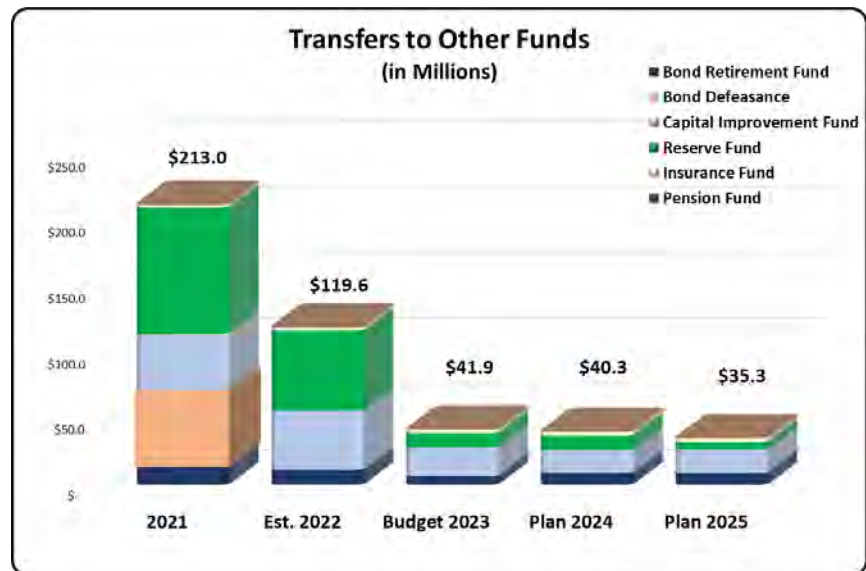


Figure 14

A \$2.5 million transfer to the Insurance Fund is budgeted in FY 2023. This transfer is to cover expected expenses and to maintain the \$5 million required balance. A transfer of \$10.9 million is budgeted to the Reserve Fund for 1/12th of the 27th pay for hourly and salary employees, and \$10 million for the replacement of the rail cars. In 2022, an additional \$50 million was transferred to the Reserve Fund for the Revenue Stabilization Sub-Fund. This is to help make up for the slow recovery in passenger fare revenues, and to maintain a 1-month ending balance required by policy when needed. No transfer is budgeted for the Supplemental Pension Fund as the fund has maintained the recommended ending balance.

SERVICE LEVELS

2023 Budgeted Service Levels By Mode Compared to 2022 Budgeted Service Levels by Mode								
Service Mode	Service Hours				Service Miles			
	2022 Budget	2023 Budget	Variance	Percent Variance	2022 Budget	2023 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	1,451,356	(0)	0.0%	18,422,941	18,422,941	0	0.0%
Paratransit								
In-House	167,110	157,715	(9,395)	-5.6%	2,368,900	2,733,980	365,080	15.4%
Contract	214,739	159,102	(55,637)	-25.9%	3,128,614	2,758,014	(370,600)	-11.8%
Sub-Total Paratransit	381,849	316,817	(65,032)	-17.0%	5,497,514	5,491,994	(5,520)	-0.1%
Total	1,833,206	1,768,173			23,920,455	23,914,935		

Figure 15

The Authority implemented the NextGen service in June 2021 in response to the System Redesign Pillar Study. This service provides customers greater frequency of service with greater connectivity. Additionally, NextGen provides more cross-town routes allowing customers more access to all Cuyahoga County has to offer. No service changes are projected for fixed routes in FY 2023. In 2021 and 2022, Paratransit adjusted and adapted to a new business process to increase the number of passengers per hour. The result is a decrease in hours with little decrease in miles, thus becoming more efficient in providing service to passengers. For FY 2023, this new business model strategy is annualized.

2023 Budget Financial Policy Goals							
	Goal	2021 Actual	2022 Projection	2023 Budget	2024 Plan	2025 Plan	
Operating Efficiency	Operating Ratio	≥ 25%	8.9%	10.5%	9.9%	9.8%	9.6%
	Cost per Service Hour		\$154.3	\$157.6	\$169.4	\$173.9	\$180.8
	Growth per Year	≤ Rate of Inflation	0.0%	2.1%	7.5%	2.6%	4.0%
	Operating Reserve (Months)	≥ 1 month	2.9	2.2	1.0	1.0	1.0
Capital Efficiency	Debt Service Coverage	≥ 1.5	3.13	10.22	4.45	4.62	4.24
	Sales Tax Contribution to Capital	≥ 10%	48.0%	22.1%	11.0%	10.0%	10.0%
	Capital Maintenance to Expansion	75%- 90%	100.0%	100.0%	100.0%	100.0%	100.0%

Figure 16

An **Operating Ratio** of at least 25% is required by the Board. This efficiency ratio compares operating revenues (passenger fares, advertising, and investment income) to operating expenses. With ridership down compared to pre-pandemic levels, the Operating Ratio is budgeted at 9.9% for FY 2023. The Authority is not likely to meet this goal. Although in-person learning has started again with the 2021-2022 school year, some schools have continued the virtual learning and many businesses continue to have their employees either partially or permanently telecommuting.

An **Operating Reserve** of at least 1 month (30 days) is required to cover any unforeseen or extraordinary fluctuations. With a 1.0-month Operating Reserve budgeted for FY 2023, the Authority is well prepared through FY 2024. The assistance from the CARES Act, CRRSAA, and ARP have helped the Authority to adjust to the reduced ridership due to the pandemic.

The **Growth per Year** is the change in the cost per hour of revenue service from one year to the next. This growth rate is to be kept at or below the level of inflation (for 2023, around 5.5%). This efficiency ratio shows the cost of delivering a unit of service compared to the prior year. Operating expenses are increasing for FY 2023 by 7.5% compared to estimated expenses in FY 2022 and service levels have not changed.

Debt Service Coverage is a ratio measuring the Authority’s ability to meet annual interest and principal payments on outstanding debts. With the increased ending balance due to the assistance from the Federal stimulus funding and a defeasance of approximately \$57.5 million in bonds in 2021, the Debt Service Ratio is budgeted at 4.45 for FY 2023.

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. An additional \$29.5 million was transferred in 2022 for unfunded and under-funded capital projects. For FY 2023, the **Sales Tax Contribution to Capital** is budgeted at 11.0%, with \$28.5 million being transferred to capital. This goal will be met.

The Board recognized that an emphasis must be made to maintain the Authority’s existing capital assets. **The Capital Maintenance to Expansion** is to be maintained between 75% and 90%. At 100% for the FY 2023 budget, the Authority’s emphasis continues to be on maintaining and improving its assets rather than an expansion of the system.

CAPITAL IMPROVEMENT PLAN

2023 - 2027 COMBINED CAPITAL IMPROVEMENT PLAN						
Combined Budget Authority						
PROJECT CATEGORY	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2023-2027
Bus Garages	\$3,525,000	\$3,900,000	\$0	\$2,150,000	\$500,000	\$10,075,000
Bus Improvement Program	\$37,066,750	\$23,066,750	\$23,066,750	\$23,066,750	\$23,066,750	\$129,333,750
Equipment & Vehicles	\$9,144,354	\$5,205,541	\$15,114,144	\$15,966,353	\$13,504,893	\$58,935,285
Facilities Improvements	\$21,990,000	\$24,358,786	\$13,635,000	\$15,725,000	\$12,405,728	\$88,114,514
Other Projects	\$2,643,750	\$4,643,750	\$23,143,750	\$26,143,750	\$2,643,750	\$59,218,750
Preventive Maint./Oper. Reimb.	\$2,076,041	\$1,801,041	\$1,120,282	\$8,452,021	\$12,109,100	\$25,558,485
Rail Car Program	\$30,550,000	\$39,400,000	\$34,000,000	\$21,700,000	\$11,500,000	\$137,150,000
Rail Projects	\$24,982,500	\$44,192,500	\$34,630,759	\$31,944,241	\$19,575,050	\$155,325,050
Transit Centers	\$1,300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,500,000
TOTALS	\$133,278,394	\$146,868,368	\$145,010,685	\$145,448,115	\$95,605,271	\$666,210,834

Figure 17

The Capital Improvement Plan (CIP) for 2023-2027 was approved by the Board of Trustees on May 24, 2022. The CIP provides for the purchase, maintenance, and improvement of the Authority’s capital assets through a programmed allocation of available financial resources. The capital assets of the Authority are varied and include such items as buses, rail cars, rail right-of-way infrastructure, facilities, equipment, non-revenue vehicles, and other capital assets needed to support the on-going operations of the Authority. The life cycle of these capital assets extends over a period of years and effective capital improvement planning provides the framework for scheduling improvements based on the availability of resources, the condition of assets, and the priorities among submitted capital projects. The capital-intensive nature of public transportation makes long-term financial planning, as well as effective implementation and completion of programmed capital projects on a timely basis, indispensable.

In 2021, a strategic decision was made to transfer the preventive maintenance reimbursements for capital investments to address the needed but unfunded and under-funded capital projects. This decision continues through FY 2025. 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 reflect on existing and future financial and operational constraints facing the Authority.

The FY 2023-2027 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.

ADDENDUM:

The Fund Statements in the Transmittal Letter show the 3rd Quarter Estimate for year-end 2022. The Transmittal Letter was developed and presented to the Board before the end of the year 2022. The Transmittal Letter Funds Statements do not match the Funds Statements in the Funds Budget section. The Fund Statements in the Funds Budget section show the year-end actuals for Fiscal Year 2022, as this data was available.

General Fund Balance Analysis

	2021 Actual	2022 Projection	2023 Budget	2024 Plan	2025 Plan
Beginning Balance	\$ 132,581,757	\$ 62,360,626	\$ 49,012,139	\$ 24,618,717	\$ 23,524,395
Revenue					
Passenger Fares	21,541,061	24,198,721	24,683,669	25,178,427	25,683,004
Advertising & Concessions	1,228,020	2,591,381	2,547,051	2,547,051	2,547,051
Sales & Use Tax	239,341,747	254,392,739	259,038,785	264,219,560	269,503,950
CRRSAA Federal Funding	67,416,466	-	-	-	-
ARP Federal Funding	54,815,088	81,293,422	-	-	-
Investment Income	97,478	683,569	600,000	600,000	600,000
Other Revenue	854,246	849,473	1,500,000	1,500,000	1,500,000
Reimbursed Expenditures	14,804,933	5,000,000	5,000,000	5,000,000	5,000,000
Transfer from Reserve Fund (Revenue Stabilization)	-	-	6,500,000	30,000,000	34,000,000
Total Revenue	400,099,039	369,009,305	299,869,505	329,045,038	338,834,005
Total Resources	532,680,796	431,369,931	348,881,644	353,663,755	362,358,400
Operating Expenditures					
Salaries and Overtime	140,088,330	149,455,943	157,017,221	161,091,738	171,491,194
Payroll Taxes and Fringes	57,491,909	55,407,055	56,697,891	60,200,742	60,747,498
Fuel (Diesel, CNG, Prop. Pwr., Gas)	8,101,694	8,973,927	10,758,400	10,807,945	10,783,340
Utilities	4,700,271	4,369,968	4,181,320	4,217,484	4,218,408
Inventory	12,773,812	10,185,586	12,500,000	12,600,000	12,700,000
Services and Material & Supplies	18,818,101	20,747,424	24,637,747	24,767,717	25,221,683
Purchase Transportation	9,335,470	8,149,048	9,150,000	9,235,850	9,322,214
Other Expenditures	6,018,115	5,464,470	7,447,466	6,917,313	6,928,222
Total Operating Expenditures	257,327,702	262,753,421	282,390,045	289,838,789	301,412,559
Transfers to (from) Other Funds					
Transfer to (from) the Insurance Fund	2,100,000	2,500,000	2,500,000	3,000,000	3,000,000
Transfer to (from) the Pension Fund	45,000	-	-	-	-
Transfers to Reserve Fund	95,878,615	60,878,615	10,878,615	10,878,615	10,878,615
Transfers from the Reserve Fund	-	-	-	-	(5,500,000)
Transfers to (from) Capital					
Bond Retirement Fund	13,835,408	11,500,000	6,627,398	9,346,959	9,184,042
Bond Defeasance	57,734,586	-	-	-	-
Capital Improvement Fund	43,398,859	44,725,757	21,866,868	17,074,997	17,766,354
Total Transfers to (from) Capital	114,968,853	56,225,757	28,494,266	26,421,956	26,950,396
Total Transfers to (from) Other Funds	212,992,468	119,604,372	41,872,881	40,300,571	35,329,011
Total Expenditures	470,320,170	382,357,793	324,262,926	330,139,360	336,741,570
Available Ending Balance	\$ 62,360,626	\$ 49,012,139	\$ 24,618,717	\$ 23,524,395	\$ 25,616,830

Capital Improvement Fund Balance Analysis

	2021 Actual	2022 Projection	2023 Budget	2024 Plan	2025 Plan
Beginning Balance	\$ 32,437,292	\$ 148,525,235	\$ 176,326,452	\$ 178,756,424	\$ 176,099,651
Revenue					
Transfer from General Fund	43,398,859	44,725,757	21,866,868	17,074,997	17,766,354
Transfer from Reserve Fund	49,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Investment Income	118,933	265,000	265,000	265,000	765,000
Federal Capital Grants	87,419,866	133,449,281	64,062,635	65,652,635	65,652,635
CARES Act / CRRSAA Assistance	67,416,467	-	-	-	-
ARP Assistance	-	81,293,422	-	-	-
State Capital Grants	-	9,336,598	19,336,598	19,336,598	19,336,598
Other Revenue	6,587,238	-	24,225,000	35,891,286	34,500,000
Total Revenue	253,941,363	279,070,058	139,756,101	148,220,516	148,020,587
Total Resources	286,378,655	427,595,293	316,082,552	326,976,940	324,120,238
Expenditures					
Capital Outlay	70,436,953	169,975,419	137,326,128	150,877,289	149,028,209
Capital Outlay - CARES Act / CRRSAA	67,416,467	-	-	-	-
ARP Assistance	-	81,293,422	-	-	-
Other Expenditures	-	-	-	-	-
Total Expenditures	137,853,420	251,268,841	137,326,128	150,877,289	149,028,209
Available Ending Balance	\$ 148,525,235	\$ 176,326,452	\$ 178,756,424	\$ 176,099,651	\$ 175,092,029

Bond Retirement Fund Balance Analysis

	2021 Actual	2022 Projection	2023 Budget	2024 Plan	2025 Plan
Beginning Balance	\$ 5,946,363	\$ 4,114,410	\$ 3,874,210	\$ 1,163,158	\$ 1,132,167
Revenue					
Transfer from General Fund	13,835,408	11,500,000	6,627,398	9,346,959	9,184,042
Transfer from General Fund - Defeasance	57,734,586	-	-	-	-
Transfer from RTA Development Fund	-	-	-	-	-
Investment Income	41,268	135,000	135,000	100,000	100,000
Bond Premium Proceeds	-	-	-	-	-
Other Revenue	25,271	-	-	-	-
Total Revenue	71,636,533	11,635,000	6,762,398	9,446,959	9,284,042
Total Resources	77,582,896	15,749,410	10,636,608	10,610,117	10,416,209
Expenditures					
Debt Service					
Principal	68,187,986	9,535,000	7,610,000	7,995,000	8,355,000
Interest	5,279,000	2,338,700	1,861,950	1,481,450	1,115,500
Other Expenditures	1,500	1,500	1,500	1,500	1,500
Total Expenditures	73,468,486	11,875,200	9,473,450	9,477,950	9,472,000
Ending Balance	\$ 4,114,410	\$ 3,874,210	\$ 1,163,158	\$ 1,132,167	\$ 944,209

Insurance Fund Balance Analysis

	2021 Actual	2022 Projection	2023 Budget	2024 Plan	2025 Plan
Beginning Balance	\$ 5,827,793	\$ 6,161,198	\$ 5,703,198	\$ 5,189,198	\$ 5,124,198
Revenue					
Investment Income	15,760	35,000	35,000	35,000	35,000
Transfer from General Fund	2,100,000	2,500,000	2,500,000	3,000,000	3,000,000
Other Revenue	-	-	-	-	-
Total Revenue	2,115,760	2,535,000	2,535,000	3,035,000	3,035,000
Total Resources	7,943,553	8,696,198	8,238,198	8,224,198	8,159,198
Expenditures					
Claims and Premium Outlay	1,782,355	2,993,000	3,049,000	3,100,000	3,100,000
Other Expenditures	-	-	-	-	-
Total Expenditures	1,782,355	2,993,000	3,049,000	3,100,000	3,100,000
Ending Balance	\$ 6,161,198	\$ 5,703,198	\$ 5,189,198	\$ 5,124,198	\$ 5,059,198

Supplemental Pension Fund Balance Analysis

	2021 Actual	2022 Projection	2023 Budget	2024 Plan	2025 Plan
Beginning Balance	\$ 1,288,956	\$ 1,326,577	\$ 1,318,677	\$ 1,310,777	\$ 1,302,877
Revenue					
Investment Income	1,012	1,100	1,100	1,100	1,100
Transfer from General Fund	45,000	-	-	-	-
Total Revenue	46,012	1,100	1,100	1,100	1,100
Total Resources	1,334,968	1,327,677	1,319,777	1,311,877	1,303,977
Expenditures					
Benefit Payments	8,391	9,000	9,000	9,000	9,000
Other Expenditures	-	-	-	-	-
Total Expenditures	8,391	9,000	9,000	9,000	9,000
Ending Balance	\$ 1,326,577	\$ 1,318,677	\$ 1,310,777	\$ 1,302,877	\$ 1,294,977

Law Enforcement Fund Balance Analysis

	2021 Actual	2022 Projection	2023 Budget	2024 Plan	2025 Plan
Beginning Balance	\$ 57,550	\$ 156,171	\$ 151,221	\$ 136,271	\$ 136,321
Revenue					
Law Enforcement Revenue	103,257	20,000	5,000	20,000	5,000
Law Enforcement Training Revenue	-	-	-	-	-
Investment Income	41	50	50	50	50
Other Revenue	-	-	-	-	-
Total Revenue	103,298	20,050	5,050	20,050	5,050
Total Resources	160,848	176,221	156,271	156,321	141,371
Expenditures					
Capital & Related Items	4,677	25,000	20,000	20,000	15,000
Training	-	-	-	-	-
Total Expenditures	4,677	25,000	20,000	20,000	15,000
Ending Balance	\$ 156,171	\$ 151,221	\$ 136,271	\$ 136,321	\$ 126,371

Reserve Fund Balance Analysis

	2021 Actual	2022 Projection	2023 Budget	2024 Plan	2025 Plan
Beginning Balance	\$ 51,601,958	\$ 98,598,588	\$ 150,102,203	\$ 141,480,818	\$ 111,759,433
Revenue					
Investment Income	118,015	625,000	500,000	400,000	200,000
Transfer from GF for Compensated Absences	-	-	-	-	-
Transfer from GF for Fuel	-	-	-	-	-
Transfer from GF for Hospitalization	-	-	-	-	-
Transfer from GF for Rolling Stock Reserve	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Transfer from GF for 27th Pay	878,615	878,615	878,615	878,615	878,615
Transfer from GF for Revenue Stabilization	85,000,000	50,000,000	-	-	-
Other Revenue	-	-	-	-	-
Total Revenue	95,996,630	61,503,615	11,378,615	11,278,615	11,078,615
Total Resources	147,598,588	160,102,203	161,480,818	152,759,433	122,838,048
Expenditures					
Transfer to General Fund (Compensated Absences)	-	-	-	-	-
Transfer to General Fund (Fuel)	-	-	-	-	-
Transfer to General Fund (Hospitalization)	-	-	-	-	-
Transfer to RTA Development Fund (Rolling Stock)	49,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Transfer to General Fund (27th Pay - 2024)	-	-	-	-	5,500,000
Transfer to General Fund (Revenue Stabilization)	-	-	10,000,000	31,000,000	36,000,000
Total Expenditures	49,000,000	10,000,000	20,000,000	41,000,000	51,500,000
Ending Balance	\$ 98,598,588	\$ 150,102,203	\$ 141,480,818	\$ 111,759,433	\$ 71,338,048
Rolling Balances					
Compensated Absences	\$ 3,711,501	\$ 3,727,020	\$ 3,740,238	\$ 3,753,673	\$ 3,764,226
Fuel	2,619,150	2,630,101	2,639,429	2,648,910	2,656,357
Hospitalization	2,681,378	2,692,590	2,702,139	2,711,845	2,719,470
Rolling Stock	673,590	676,406	678,805	681,244	683,159
27th Pay: Salary: 2020 / Hourly 2025	3,811,108	4,709,332	5,607,765	6,509,679	1,893,603
Revenue Stabilization	85,101,860	135,666,754	126,112,441	95,454,082	59,621,234
Total	\$ 98,598,588	\$ 150,102,203	\$ 141,480,818	\$ 111,759,433	\$ 71,338,048

All Funds Balance Analysis

	2021 Actual	2022 Projection	2023 Budget	2024 Plan	2025 Plan
Beginning Balance	\$ 229,741,670	\$ 321,242,807	\$ 386,488,100	\$ 356,155,365	\$ 323,579,044
Revenue					
Passenger Fares	21,541,061	24,198,721	24,683,669	25,178,427	25,683,004
Sales & Use Tax	239,341,747	254,392,739	259,038,785	264,219,560	269,503,950
Federal	87,419,866	133,449,281	64,062,635	65,652,635	65,652,635
CARES Act / CRRSAA	67,416,467	-	-	-	-
ARP	54,815,088	81,293,422	-	-	-
State	-	9,336,598	19,336,598	19,336,598	19,336,598
Investment Income	392,507	1,744,719	1,536,150	1,401,150	1,701,150
Other Revenue	23,602,965	8,460,854	33,277,051	44,958,337	43,552,051
Total Revenue	494,529,701	512,876,334	401,934,888	420,746,707	425,429,388
Total Resources	724,271,371	834,119,140	788,422,988	776,902,072	749,008,432
Expenditures					
Personnel Services	197,580,239	204,862,998	213,715,112	221,292,480	232,238,692
Fuel (Diesel, CNG, Prop. Pwr., Gas)	8,101,694	8,973,927	10,758,400	10,807,945	10,783,340
Utilities	4,700,271	4,369,968	4,181,320	4,217,484	4,218,408
Inventory	12,773,812	10,185,586	12,500,000	12,600,000	12,700,000
Services & Materials	18,818,101	20,747,424	24,637,747	24,767,717	25,221,683
Purchased Transportation	9,335,470	8,149,048	9,150,000	9,235,850	9,322,214
Other Expenditures	7,815,038	8,492,970	10,526,966	10,047,813	10,053,722
Capital Outlay	70,436,953	169,975,419	137,326,128	150,877,289	149,028,209
Debt Service	73,466,986	11,873,700	9,471,950	9,476,450	9,470,500
Total Expenditures	403,028,564	447,631,040	432,267,623	453,323,028	463,036,768
Available Ending Balance	321,242,807	386,488,100	\$356,155,365	\$323,579,044	\$285,971,664

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2023 Budget Guide

Organization of the Adopted Budget Plan

The purpose of this section is to describe the contents of the 2023 Operating and Capital Budgets (Adopted Budget Plan) for the Greater Cleveland Regional Transit Authority (GCRTA, RTA, or Authority). This section is an aid for those who wish to analyze the book in detail. The Table of Contents in the beginning of the book and initial page of each section provide further direction to the reader.

Transmittal Letter

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

Budget Guide

The Budget Guide explains the Authority's Financial and Budgetary policies, including Debt Financing, and the explanation of the policies' adoption, implementation, and monitoring. The Budget Guide also contains a description of the Budget Process, a Budget Calendar, a Profile of the Service Area, and a Glossary of terms.

Fund Budgets

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

Department Budgets

The Department Budgets present the Adopted Budget Plan for each department. These sections describe the divisions, prior year's achievements, upcoming priorities for the budget year, and the current performance measures (Traction Scorecards). For each department, an overview, connection to the strategic plan, individual budgets, staffing level summaries, and organizational charts are provided.

Capital Improvement Plan

The Capital Improvement Plan itemizes capital projects approved for 2023 and those planned for 2024 through 2027. This section discusses funding sources, debt limits, capital improvement planning cycle, and the criteria used to establish priorities.

Board Policy Goals

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

The Authority has partnered with the community to develop a Strategic Plan that will shape the agency to the year 2030. The Strategic Plan provides a guide for enhancing the customer experience and pursuing capital improvements over the next decade. The planning process included several pillar studies, technical analyses, and robust community engagement to create a cohesive plan. The study highlights vision, goals, existing conditions, strategy identification, and recommendations. With a geographic focus on Priority Corridors in transit oriented urban areas as well as job hubs across the region, the Strategic Plan points to seven key initiatives to create the framework for the future. These are discussed further in the Performance Management section.

RTA will be customer-focused and community-engaged in order to drive the region forward. This dual undertaking encapsulates RTA's need to focus on the service to its customers, while also leaning into the larger societal conversations across the region. RTA will continue to deliver and work to improve access to opportunity for individuals and the region through safe, reliable, integrated, sustainable, and innovative transportation.

Through the Strategic Plan, the CEO initiated a process to establish a clear vision and definition for the success of the Authority. The process engaged a consultant to collaborate with the Executive Management Team to redefine the Mission, Vision, and Success Outcomes for GCRTA. An update to the Strategic Plan is presented to the Board of Trustees quarterly.

Financial Policies

The Authority adopted a set of financial policies in 1989 relating to its overall finances and particular funds. Over the years, the policies were amended through the Strategic Plan, reflecting the growth experienced by GCRTA with the last update on December 21, 2021. The Financial Policies are under Part Four- Finance Code of the Board Codified Rules and Regulations, specifically Chapter 460- Financial Policies and Procedures, Funds.

Chapter 460 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.

<u>Goal</u>	<u>Value</u>
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%

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

ALL FUNDS

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

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

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

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

In the General Fund budget for 2023, resources total \$342.4 million (current budgeted revenues of \$299.9 million plus a beginning balance of \$42.6 million). Total budgeted expenditures for 2023 is \$324.3 million, which is within the resources available. The available ending balance for 2023 is estimated at \$18.2 million.

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

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

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

The operating expenditures budgeted in the 2023 General Fund, which exclude transfers to other funds, are \$282.4 million, which represents an increase of 2.8 percent over the 2022 budget.

In the Capital Improvement Fund, economies are sought that minimize the costs of capital projects. Construction management activities ensure the timely completion of these projects at the lowest cost. Cost savings also are 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 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, 2022, GCRTA’s investment portfolio comprised:

<u>Financial Instrument</u>	<u>Average Maturity</u>
Money Market Account	4 days
Key Bank Sweep Account	4 days
State Treasury Asset Reserve of Ohio (STAR Ohio)	4 days
Earnings Credit Rate Account	4 days
Commercial Paper	25 days
US Government Securities	704 days

GCRTA’s average yield on its portfolio during 2022 was 1.74%. This is 3 basis points above the performance standard yield of 1.71% and 16 basis points above the market average yield of 1.58%. The 2023 investment income is budgeted at \$600,000.

GENERAL FUND

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

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

Implementation: Total resources (Total Revenues + Beginning Balance) available in the General Fund at the end of FY 2022 totaled \$435.9 million. It is anticipated that total resources will decrease to \$342.4 million in FY 2023 largely due to \$39.4 million in transfers planned to the Reserve Fund, the Bond Retirement Fund and the

Capital Improvement Fund. As ridership losses have negatively impacted passenger fare revenue. Sales and Use Tax revenue has increased as a proportion of General Fund revenues. Revenues from Sales and Use tax increased from approximately 76% of revenues prior to 2020 to 86% of the 2023 budget.

Passenger Fares and ridership have not recovered to pre-pandemic levels. Ridership dropped by roughly half during 2020, and by the end of 2022, ridership was approximately two-thirds of pre-pandemic levels and had increased approximately 15 percent compared to 2021. Passenger Fares are budgeted at \$24.7 million. This assumes that ridership will stay above 50% of pre-pandemic levels through 2023.

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

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

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

As Operating Revenues decreased due to lost ridership and low market interest rates, and as Operating Expenses are slowly increasing, the Operating Ratio for 2023 is projected to be 9.9 percent. Prior to the pandemic, the Operating Ratio was approximately 17 percent. The Operating Ratios for 2024 and 2025 are projected to decrease with 2024 estimated at 9.8% and 2025 estimated at 9.6%.

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 not expected to be met with a budgeted amount of \$18.2 million or 0.8 months (1 month = \$23.5) of operating reserve funding available for 2023. Federal assistance received in the last two years, including CARES, CRRSAA, and ARP that paid for the operating expenses, resulted in unrestricted revenues from savings of funds resulting from Sales and Use Tax revenues and Passenger Fares enabled GCRTA to plan to offset the decrease in passenger fares for several years while maintaining an adequate reserve for the future. The 2023 budget includes a \$06.5 million transfer from the Revenue Stabilization Reserve fund with a plan for \$30 million in 2024 and \$34 million in 2025 to maintain an adequate general fund balance. The decrease in fund balance from 2.2 months at the end of FY 2022 to 1.0 in each year FY 2023 through FY 2025 is due to the unfunded Federal Operating Assistance.

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 2023 are budgeted to remain at the same level as compared to 2022. The cost per service hour is budgeted at \$169.4, a 7.5 percent increase from 2022 estimate.

Inflation in 2022 peaked at 9.1 percent in June and decreased to 6.4% by the beginning of 2023. The Congressional Budget Office as of early 2023 forecasts the consumer price index to be 4.8 percent for 2023; this policy goal is not expected to be met in 2023. The Authority will ensure that Operating expenses are managed throughout the year.

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

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

Implementation: GCRTA completed a debt defeasance in 2021 using approximately \$57.7 million to pay debt obligations early and provide average savings of \$3.1 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. This is measured by subtracting operating expenditures from total operating revenues then dividing by debt service requirements. The Debt Service Coverage ratio has been maintained over the 1.5 goal since 2015. The budget for 2023 is projected at 4.45. The debt coverage is projected at 4.62 in 2024 and 4.24 in 2025, still well above the goal.

Reserve Fund

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

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

Implementation: Six sub-funds have been created that make up the Reserve Fund: fuel, compensated absences, hospitalization, 27th pay, rolling stock, and revenue stabilization. Budgeted for FY 2023, the total ending balance anticipated is \$145.8 million.

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

Rationale: Annual savings resulting when actual expenditures are less than the budgeted line item for fuel may be placed in this sub-account to protect the Authority from a significant and continuing rise in fuel prices

Implementation: From FY 2023 through 2025, GCRTA does not plan to add any additional funds to the Fuel reserve outside of regular investment income. The FY 2023 budgeted balance is \$2.7 million dollars.

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

Rationale: Excess funds from the General Fund may be placed in this sub-fund to ensure payment to employees for vacation time that has been earned. This reserve shall not exceed twenty-five percent of the accrued liability for compensated absences.

Implementation: From FY 2023 through 2025, GCRTA does not plan to add any additional funds to the compensated absences fund outside of regular investment income. The FY 2023 budgeted balance is \$3.8 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 ten percent of annual hospitalization costs.

Implementation: From FY 2023 through 2025, GCRTA does not plan to add any additional funds to the hospitalization fund. The FY 2023 budgeted balance is \$2.7 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 years. This reserve shall be funded to the best of the Authority's ability in order to plan for this additional payroll expense.

Implementation: The 27th pay for salaried employees occurred in FY2020 requiring a \$1.45 million dollar transfer to the General fund to cover the associated costs. The 2023 budget has a \$878,615 transfer from the General Fund and an ending balance of \$5.7 million dollars. The hourly employee 27th pay will occur in FY 2025.

Policy Goal: 460.03(b)(5) A Rolling Stock Replacement Fund

Rationale: Account to set aside funds to systematically replace aging revenue vehicles. Funds should be amassed in this replacement fund and then transferred to the Capital Improvement Fund to assist in meeting this major capital requirement.

Implementation: In 2017, the Authority began setting aside funds into the Rolling Stock Reserve sub-fund. The Rolling Stock sub-fund has received transfers of \$10 million per year since 2020 with a plan to continue \$10 million per year through 2025. In 2021, \$49 million dollars was transferred from the Rolling Stock sub-fund to the Development Fund with another \$10 million transferred in 2022 to be used for replacement of aging revenue vehicles. FY 2023 budgeted transfer to the program is \$10 million with a projected ending balance of \$ 726,586.

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 sub-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. Volatility was seen several years ago when State tax changes severely impacted the Authority's Sales and Use Tax Revenues and more recently, fare revenue decreases during the COVID-19 pandemic. FY 2023 budgeted balance is \$ 130.2 million dollars. The Revenue Stabilization reserve received transfers of \$85 million in 2021 and \$50 million in 2022. The 2023 budget has a transfer of \$6.5 million from the Revenue Stabilization fund to the General Fund provide operating resources despite passenger fare revenue declines.

INSURANCE FUND

Policy Goal: 460.06(b) *The Authority is insured through both self-insurance and purchased insurance. Insurance for property and equipment losses as well as liability is to be purchased on the open Insurance market. The Risk Manager determines the basis for the Insurance Fund structure and coverage levels.*

Rationale: The Authority desires to save funds by implementing the most appropriate balance of insurance to 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 2023, \$3.0 million is budgeted for Casualty Insurance and Excise tax, claims and liability payments, insurance broker fees, and other related expenditures.

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

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

Implementation: Ordinary and routine losses are paid through the Legal Department's General Fund Budget, whereas claims and insurance premiums for catastrophic and extraordinary losses are budgeted in the Insurance Fund. The Risk Manager's requirements depend on insurance provider requirements. The required minimum balance is \$5.0 million. For FY2023, expenditures are projected at \$3.0 million. A transfer of \$2.5 million is needed from the General Fund to maintain the \$5.0 million balance. The budgeted ending balance is \$5.2 million and would maintain the policy goal.

SUPPLEMENTAL PENSION FUND

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

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

Implementation: The Supplemental Pension Fund contains assets held in trust for the payment of pension benefits to certain retired employees of the Authority. Provisions of the plan are delineated in the agreement between RTA and the Amalgamated Transit Union (ATU). An actuarial evaluation is performed every two years, in odd-numbered years, to assess the adequacy of the fund balance. The study was completed in 2021. Because expenditures have been decreasing, a transfer from the General Fund is not needed, and the available fund balance is sufficient to cover expenditures through 2025.

LAW ENFORCEMENT FUND

Policy Statement: 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 federal law, and all expenditures of those funds must adhere to legal requirements on purposes and usage.

Implementation: The Law Enforcement had expenditures of nearly \$30,000 for personal protective equipment and other non-budgeted items. The 2023 budget provides expenditure authority of \$20,000.

CAPITAL IMPROVEMENT FUNDS

Policy Goal: 460.04(a) The Capital Improvement Funds shall be used to account for the construction and acquisition of major capital facilities and equipment. It shall include funds to match federal and state grants as well as funds to be used for capital construction and acquisition without the benefit of any grant funding. The Capital Improvement Fund will consist of the RTA Capital Fund and the RTA Development Fund.

Rationale: The separation of funds used for day-to-day operations from those employed for capital improvements facilitates the planning process and the management of resources. Capital assets such as facilities, equipment, and vehicles, are essential to the provision of transportation services. Although expensive to sustain, a regular capital investment program lowers operating and capital costs over the long term. The Federal Government funds a substantial portion of capital projects, but the Authority must have adequate local matching funds on hand in order to qualify for federal, state and other financing grants.

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

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

Rationale: The above policy clarifies which fund is to be used based for smaller projects based on the criteria set forth.

Implementation: The fund is designated for smaller, locally-funded projects in a separate fund from larger projects funded in the 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: Routine Capital for the purchase of non-revenue vehicles and small equipment and Asset Maintenance, which includes small rehabilitation projects maintain existing assets. The Codified Rules designate separate funds for each to provide clarity between the RTA Capital Fund and the RTA Development Fund.

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

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

Implementation: The Codified Rules designates 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 use the RTA Development Fund. The Authority has combined debt financing and direct allocations of Sales & Use Tax receipts to fulfill its financial commitment to the capital program. In 2023, the Sales Tax Contribution to Capital is budgeted at 11.0 percent. The contribution projected for 2024 and 2025 are both at 10.0 percent.

Policy Goal: 460.04(d) The Authority will strive to take advantage of all available state and federal grants and other financing programs for capital improvements, including but not limited to, State of Ohio public transportation grants, Federal Highway Administration (FHWA) programs of the Federal Transit Administration (FTA), and the Federal Emergency Management Agency (FEMA).

Rationale: Various 'formula' grants are usually allocated to systems based on service or demographic indicators. Discretionary grants are competitive and require the maintenance of positive relationships, solid planning, and well-conceived projects. The Authority strives to maximize grant funding in order to best leverage local funds to maintain a State of Good Repair (SOGR) in its capital assets. Furthermore, as more dollars are needed to support an aggressive Long-Range plan, the Authority will explore and secure other creative and non-traditional revenue sources to meet the needs of its capital program.

Implementation: The limited availability of funding at the Federal, State, and Local levels means the Authority can only focus on the most essential and realistic capital projects during the 2024-2028 CIP development process and continue its focus on SOGR projects. The Authority received federal funding of \$15.0 million in 2020 from the Build Grant to be used for the Rail Car Replacement Program. The Authority will continue to aggressively pursue and explore any and all non-traditional funding opportunities under the Infrastructure Investment and Jobs Act. This Act created the Bipartisan Infrastructure Law that enacted \$108 billion for public transportation focused on four key priorities: safety, modernization, climate, and equity. Competitive grants such as Urban Transit Program (UTP), Ohio Transit Partnership Program (OTP2), Northeast Ohio Areawide Coordinating Agency Enhanced Mobility Program NOACA 5310, Diesel Emission Reduction Grant (DERG), and Congestion Mitigation & Air Quality (CMAQ) can boost the ability to complete SOGR projects and preventive maintenance projects. Complete breakdown of the Capital Improvement Revenue by Source can be found in the Capital Section starting on page 200.

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 in order 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 \$43.9 million in Sales Tax Revenue bonds at the end of 2022. In 2023, the Sales Tax Contribution to Capital is budgeted at 11.0 percent to assist in the Railcar Replacement Program. The contribution projected for 2024 and 2025 are both at 10.0 percent.

Policy Goal: 460.04(g) Recognizing that the capital program requires a critical balance between maintenance of existing assets and expansion efforts, the following policy objective will be used to develop the annual capital budget. The goal percent of capital maintenance outlay to capital expansion outlay will be a minimum of 75 percent and maximum of 90 percent.

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

Implementation: This policy has been used in the past to develop the annual capital budget. The focus of the Authority's capital program has been on achieving a SOGR through the maintenance, rehabilitation, and replacement or upgrade of existing capital assets rather than on expansion activities. At 100% for the FY 2023 budget, the Authority's emphasis continues to be on maintaining and improving its assets rather than an expansion of the system. This measure is planned to remain at 100 percent through 2024, due to many SOGR capital maintenance projects including the bus improvement program, rail car replacement program, reconstruction of heavy and light rail stations, and track infrastructure projects.

BOND RETIREMENT FUND

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

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

Implementation: The Authority has issued debt sparingly due to the benefits of Federal and State grant funding. The last debt issuance was made in 2019 for \$30 million. With CARES Act, CRRSAA and ARPA covering operating needs, extra Sales & Use Tax funding was used for a debt defeasance to reduce debt obligations by approximately half and increase financial security. In 2021, GCRTA defeased approximately \$58 million of debt. The last of remaining debt is now 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 \$43.9 million in Sales Tax Supported bonds at the end of 2022. Principal and interest payments are budgeted at \$9.5 million per year in 2023 through 2025.

Debt Financing

The Authority infrequently issues 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. More detail on the Bond Retirement fund can be found in the Fund Budgets section.

Ohio law also 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 in recent years and has no plans to do so in the foreseeable future, this restriction does not impact the 2023 budget.

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

Impact: The provision is not currently applicable since debt obligations have not required the use of ad valorem property taxes for debt service payments. Further, the 1.50 mill limitation (based on the county's assessed valuation of \$34.8 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 2021 valuation, the annual debt service capacity of one-tenth of one percent would be \$34.8 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 2023 is less than 7.5 mills.

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 is a valuable tool for estimating budgeted resources and preparing appropriations planning.

Around the same time, a mid-year review of spending patterns and budget variances is conducted. The Capital Budget and the Tax Budget are essential components of the base level appropriations assumed for the succeeding budget cycle. The development of the tax budget begins the annual budget process for both operating and capital.

Capital Improvement Plan (CIP)

The Capital Improvement Plan (CIP) cycle begins in August, 17 months prior to the start of the fiscal year. For example, the CIP cycle starts with departments submitting capital request in September 2022 that would be programmed for the CIP budget in fiscal year 2024.

- Departments submit capital requests starting in September for upcoming years.
- All capital requests are due by mid- November.
- Capital requests are processed and meetings with the Capital Program Working Group (CPWG) begin mid-February. The CPWG consists of departments, project managers and Office of Management & Budget (OMB).
 - Capital requests are reviewed at the CPWG meetings and ranked according to the Federal Transit Association’s (FTA) asset management standards.
- During the months of March and April, after the CPWG identifies and ranks the top projects, 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 Chief Deputy General/CEO, Deputy General Managers and members of OMB.
- In May, the 5-year CIP Resolution is completed and presented to the Board of Trustees.
 - A public hearing is held during the committee meeting.
- The Board of Trustees review the Resolution for approval of the Budgeted Fiscal Year for the CIP (the first year out of the 5 presented).
- Once the Board approves the CIP Resolution, the 5-year CIP is submitted by June to the Northeast Ohio Areawide Coordinating Agency (NOACA), Northeast Ohio’s Metropolitan Planning Office (MPO). NOACA then submits the CIP to the Ohio Department of Transportation (ODOT) and the Federal Transportation Administration (FTA) for submission in the next federal fiscal year, beginning the following October.

14 Month CIP Timeline Highlights from Project Origination to Project Funding



Operating Budget

The **Operating Budget** cycle begins in June with the creation of the [Tax Budget](#)

- The Tax Budget is created to estimate the next fiscal year resources.
- In July, the Tax Budget is presented to the Board of Trustees for approval and a public hearing is held.
 - Once approved, the Authority submits a copy of the Tax Budget to the Cuyahoga County Auditor and the State Auditor.
- In August, OMB staff adjust the budget basis for any nonrecurring costs, contracts, binding commitments, or inflation.
 - The product is called the Base Budget.
- The Base Budget consist of budgets from each of the Divisions and Departments.
 - The Department directors and managers review their base budgets and submit requests for adjustments.
- New requests are reviewed by OMB and a cost benefit analysis is done, if needed
- Discussions are held in mid-September between OMB and the Departments to refine the Base Budget.
- When completed, the Base Budget includes commitments, recurring costs, and initiatives.
 - This then becomes the General Manager/CEOs’ Recommended Budget
- The finalized General Manager/CEO’s Recommended Budget:
 - Is the sum of the refined Base Budgets and Adjustments
 - Is limited to estimated available resources

- Satisfies the Authority's financial policies to the best extent possible
- Supports the Authority's mission and strategic direction as embodied in the Board Policy Goals and outlined in the Strategic Planning Process
- The General Manager/CEO's Recommended Budget with service levels for the next fiscal year is presented to the Executive Management Team (EMT) in October and presented to the Board of Trustees in November and December.
 - Public hearings are held in November and December
- The review process culminates in the formal adoption of a budget resolution at the December Board Meeting.
 - It is the Trustees' practice to finalize appropriations before the new fiscal year begins.
 - OMB loads the budget prior to the start of the new fiscal year.

12 Month Operating Budget Highlights from Tax Budget to BOT Approval



Budget Monitoring and Control

OMB monitors all revenues and expenses monthly. The Authority focuses largely on the top two revenues sources that support the Operating Expenditures (Passenger Fares and Sales and Use Tax) and the top 3 expenditures (Salaries/Overtime, Payroll Taxes/Fringe Benefits, and Services/Materials & Supplies) since these are the lion's share of overall financial performance. Quarterly financial reports inform the General Manager/CEO and the Board of Trustees (BOT) on how revenues and expenses are performing compared to the budget throughout the year. This report is used to determine whether adjustments are needed to realign the budget. Interdepartmental transfers are the main method to adjust the Operating Budget. The BOT's General Manager has the authority to transfer appropriations within and between departments, which are reported monthly to the BOT. In rare occasions, an increase to the overall budget appropriation may be needed, which requires BOT approval.

The 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 remain 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, approval by the BOT would be required.

BUDGET DEVELOPMENT CALENDAR: OPERATING (O) & CAPITAL (C)

<p>January</p> <ul style="list-style-type: none"> •O: Finalize Previous Fiscal Year-end •O/C: Finalize Budget Book •O: Encumbrance Roll •O/C: New Fiscal Year begins 	<p>February</p> <ul style="list-style-type: none"> •C: Capital Program Working Group (CPWG) Meetings- Capital Improvement Plan (CIP) 	<p>March</p> <ul style="list-style-type: none"> •C: Capital Program Oversight Committee (CPOC) Meetings: CIP •O/C: 1st Qtr Ends
<p>April</p> <ul style="list-style-type: none"> •O: O/C: Finalize 1st Qtr Projections •C: Legal Notice: CIP & Public Hearing 	<p>May</p> <ul style="list-style-type: none"> •C: CIP Presentation to BOT •O/C: Tax Budget Extension 	<p>June</p> <ul style="list-style-type: none"> •O: Legal Notice: Tax Budget & Hearing •O/C: 2nd Qtr Ends
<p>July</p> <ul style="list-style-type: none"> •O/C: Finalize 2nd Qtr Projections •O/C: Tax Budget presentation to BOT and receive BOT Approval 	<p>August</p> <ul style="list-style-type: none"> •O: Upcoming FY Operating Budget Planning Kickoff •C: Future FY + 1 CIP Planning Kickoff 	<p>September</p> <ul style="list-style-type: none"> •C: Next FY CIP: Submit requests through Apex •O: RTA Service Plan Due •O: Next FY Base Budget Due •O: Present next FY Base Budget to CEO and EMT •O/C: 3rd Quarter Ends •O: Inventory Roll
<p>October</p> <ul style="list-style-type: none"> •O/C: Finalize 3rd Qtr Projections •O/C: Next FY Budget Appeals •O/C: Present Next FY Budget to CEO and EMT •C: Load next FY CIP •O/C: Transmittal Letter 	<p>November</p> <ul style="list-style-type: none"> •C: : Future FY + 1 CIP projects due •O: Upcoming FY Budget 1st presentation to BOT and public hearing 	<p>December</p> <ul style="list-style-type: none"> •O: Next FY Budget 2nd presentation to BOT and public hearing •C: DGM review of upcoming CIP projects and approval •O: Next FY Budget approved by BOT •O: Load Next FY Budget •O/C: 4th Qtr Ends •O: Inventory Roll

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

Performance Management

GCRTA utilizes established **Scorecards** for each division, department and the Authority as a whole. These are derived from the Authority's strategic plan, mission and vision, and customer, community, and employee survey data obtained throughout the year. Scorecards are detailed in the Strategic Plan section below and contained within each Division summary page under the Operating Department Budgets section. There are several established programs to allow for improving performance, accountability, and processes through the following initiatives:

TRACTION was deployed in 2022 as an update to the TransitStat performance management program that began in 2007. TRACTION utilizes Scorecards to identify performance metrics and goals to improve GCRTA in identified success outcomes. FY 2023 continues the Authority's alignment with strategic plan through the scorecards.

Problem Identification & Corrective Action (PICA) began as an Operations change initiative over 20 years ago. PICA focuses on 'quick fixes' that have an immediate return and improvement.

The Authority continues to send employees for **LEAN Six Sigma Yellow, Green and Black Belt Certification** in order for employees to implement these tools to identify areas of waste, create efficiencies, and perform Kaizen Events. In 2022, 26 employees earned their Green Belt certification and six earned their Black Belt certification.

Strategic Plan

GCRTA's [Strategic Plan](#) was approved by the BOT in 2020. It establishes a 10-year framework for the future of the Authority. It is a compilation of key highlights and technical information that encompasses five pillar studies 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 the customer experience regarding fare payments. These recommendations were incorporated into the plan. 2021 implemented All Day pass fare reduction from \$5.50 to \$5.00
System Redesign	Comprehensive review and redesign of the RTA bus route system. The NextGen redesign was implemented in June 2021.
Financial and Economic Forecast & Operational Review	Identified benchmarks, risks, issues, efficiencies, performance indicators, and revenue sources

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

1. Improve where and when buses travel

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

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

MISSION, VISION, AND VALUES

Mission: Connecting the Community

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

Values: Safety, Ethics & Integrity, Service Excellence, Fiscal Responsibility, Teamwork, Responsibility & Accountability, and Respect.

Description of Values: The safety of our passengers, our employees and the general public is always our top priority. We are dedicated to the highest ethical standards, including uncompromising honesty and integrity in our daily activities. We will provide safe, clean, reliable, on-time, courteous service that our customers and the community will view as outstanding. We are committed to manage every taxpayer and customer-generated dollar as if it were coming from our own pocket. We believe in teamwork and will foster a spirit of cooperative effort within RTA and with our partners. 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. We will treat all members of the RTA family, our customers and the general public with dignity and respect.

SUCCESS OUTCOMES

Living the values, working towards the vision, and ensuring the mission are upheld each day leading GCRTA to define success outcomes in four key areas: (1) customer experience, (2) community value, (3) financial sustainability, and (4) employee engagement.

These Success Outcomes will provide measurable, trackable performance outcomes for BOT, staff, customers, and the general public.

Success Outcomes	Information System	Measurement Tools	Success Definition
Customer Experience	Net Promoter Score	Customer Survey	5% improvement in Net Promoter Score over 2022 average baseline
Community Value	Community Value Score	Community Survey & Data	in community value score over baseline
Financial Sustainability	Operating & Capital Performance	Financial Reporting	3-year projected budget with at least one-month operating reserve (in compliance with Board Policy) A minimum of \$10m transfer to capital and reserve fund
Employee Engagement	Employee Engagement	Employee Engagement Survey	Weighted Score of THREE questions: Work matters, Tools to be successful, Feedback Provided, would reapply for my job

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

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

In FY23, GCRTA will be incorporating The Scorecard performance methodology to individual employee evaluations in an effort to build ownership at the employee level and move the organization to deliver its mission.

In addition to the Scorecards there are individual tactics. A tactic is defined at the beginning (and throughout) the fiscal year. A tactic is an individually focused project or activity that will have a noticeable, measurable impact on success outcomes. They are monitored monthly.

It is GCRTA to conduct performance management of the Success Outcomes on a quarterly basis. With the identified information systems, GCRTA is able to rely on regularly updated data (through information systems) to move forward in connection with the strategic plan.

Transit Service Profile

The History of public transit in Cleveland through 2017 can be found at <http://www.riderta.com/history>. Since 2019, the Authority has:

2019

- India L. Birdsong Terry hired as CEO/General Manager
- 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
- Created a corrective action plan was implemented for the S-Curve Retaining Wall, installing 75 steel beam frames along the 300-foot long wall
- Completed five studies ("pillar studies") to provide a comprehensive examination of RTA's operations and impact on the Greater Cleveland and Cuyahoga County community, which provided information used for the new Strategic Plan in 2020

2020

- RTA 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
- RTA made free WIFI accessible on vehicles and at stations for the general public
- RTA installed new radio equipment on all vehicles (buses and trains)
- RTA provided free rides for election day to support access to those limited by the pandemic supported by a grant
- RTA developed a new ten-year Strategic Plan

2021

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

- Introduced a new HealthLine fleet
- Signed the Hispanic Promise
- Provided free All-Star Trolley service to support the All-Star games
- Received \$81 million from the Infrastructure Investment and Jobs Act- \$20.3 million annually over the next four years
- Joined the APTA Racial Equality Commitment Pilot Program
- Launched a new mobile ticketing app – Transit with EZfare
- Launched Transit Ambassador and Crisis Intervention Specialists Programs

- Created a Civilian Oversight Committee for independent review and investigation of public complaints of alleged misconduct regarding its Transit Police Department
- Received remaining funds from American Rescue Plan Act
- Introduced Positive Impact Bus Operator Mentoring Program
- Received one of seven 2022 Awards of Excellence in Government Finance from GFOA
- Installed validators on fixed route buses for validation of mobile fares
- Received notice of \$8 million in funding for station improvements
- Received \$3.5 million award from ODOT's Urban Transit Program for six 40-foot CNG buses

Glossary

Please visit <http://www.riderta.com/budget/2023> for a complete glossary

Economic Profile

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

Cuyahoga County Profile (2020 & 2021)			
		Number	Change from prior year
Population	2021 Population	1,249,387	-15,430
	% Change from last Decennial (2020)		-1.2 %
	Projected 2030 Population	1,154,210	-95,177
	Land Area (sq. miles)	458.3	0
	% Female	52.0 %	-0.3 %
	Persons per Sq. Mile	2,726	-41
Race & Ethnicity	% White	57.8 %	-4.6 %
	% Black	28.8 %	-0.8 %
	% Hispanic/Latino	6.6 %	+0.7 %
	% Asian/Pacific Islander	3.3 %	+0.3 %
	% American Indian/Alaskan Native	0.3 %	0.0 %
	% Other	2.5 %	+0.9 %
Housing	Avg. persons per Household	2.19	-0.15
	# Housing Units	615,415	-2,980
	Occupied Housing Units	557,572	+16,607
	% Resident Home Ownership	58.4 %	+0.2 %
	Housing Median Value (owner-occupied)	\$166,000	+\$33,200
Income	Median Household Income	\$55,132	+\$4,766
	% Population under Federal poverty line	17.5 %	-0.5 %
Largest Cities (# of Residents)	Cleveland City	372,624	-8,385
	Parma City	81,146	+3,043
	Lakewood City	50,942	+1,264
	Euclid City	49,692	+3,142
	Strongsville City	46,491	+1,831
	Cleveland Heights City	45,312	+1,320
	Westlake City	34,228	+2,196
	North Olmsted City	32,442	+1,101
	North Royalton City	31,322	+1,254
Garfield Heights City	29,781	+2,333	
Land Usage	Developed/Urbanized	77.0 %	0.0 %
	Bare/Mines	0.2 %	0.0 %
	Forest	18.8 %	0.0 %
	Pasture	1.4 %	0.0 %
	Cropland	0.1 %	0.0 %
	Wetlands	1.1 %	0.0 %
	Open Water	0.4 %	0.0 %

Figure 18

Cuyahoga County Profile (2020 & 2021)			
		Number	Change from prior year
Education Resources	Public Schools	269	-6
	Non-Public Schools	187	-3
	4-Year Public Universities	1	0
	2-Year Public Colleges	3	0
	Private Universities & Colleges	6	0
	Public Libraries Branch Libraries	9 72	0 0
Means of Transportation to Work	Drive Alone	68.9 %	-10.1 %
	Carpool	7.4 %	-0.9 %
	Public Transportation	2.2 %	-2.1 %
	Walk	2.7 %	+0.2 %
	Other	1.6 %	+0.3 %
	Work from Home	17.3 %	+12.6 %
Travel Time to Work	Less than 15 minutes	25.5 %	+2.9 %
	15 to 29 minutes	44.2 %	+0.5 %
	30 to 44 minutes	22.5 %	-0.6 %
	45 to 59 minutes	4.3 %	-2.0 %
	60 minutes or more	3.5 %	-0.8 %
Major Employers	Cleveland Clinic Health Foundation	Healthcare provider	
	University Hospitals Health System	Healthcare provider	
	Minute Men Cos.	Staffing and employment Services firm	
	U.S. Office of Personnel Management	Federal government	
	Progressive Corp.	Insurance Co.	
	Group Management Services	Staffing and employment Services firm	
	Cuyahoga County	County government	
	City of Cleveland	Municipal government	
	The Metrohealth System	Healthcare provider	
	Cleveland Metropolitan School District	Public education	
	KeyCorp.	Bank and financial services company	
	Case Western Reserve University	Higher education	
Amazon.com, Inc.	Online retailer		
Sherwin-Williams Co.	Manufacturer of paint, coatings & related products		
Swagelok Co.	Manufacturer of industrial components		

Figure 19

Data Sources:

U.S. Census Bureau

Cuyahoga County Annual Information Statement 2021

Trends of Northeast Ohio compared to the State and National Averages

The Population in Cleveland has been steadily decreasing since the 1980s and Cuyahoga County has been decreasing since 2000. Due to the COVID-19 pandemic, unemployment rose significantly during 2020. Unemployment rates have improved significantly during 2021 and 2022 returning the region close to pre-pandemic rates.

Unemployment Rates - History				
Year	National Avg.	Ohio	Cuyahoga County	City of Cleveland
2011	8.5	8.0	6.7	8.8
2012	7.9	7.4	6.3	8.0
2013	6.7	6.9	6.5	8.4
2014	5.6	5.2	5.3	6.7
2015	5.0	4.9	4.4	5.7
2016	4.7	5.3	5.8	7.3
2017	4.1	4.6	4.7	5.9
2018	3.9	4.4	4.3	5.3
2019	3.6	4.3	3.9	4.8
2020	6.7	5.6	8.3	11.2
2021	3.9	4.5	4.9	6.3
2022 Est.	3.7	4.2	4.9	5.9

Source: Bureau of Labor Statistic:

Figure 21

Population - Urban Centers						
Year	Cleveland	Akron	Cincinnati	Columbus	Dayton	Toledo
1900	381,768	42,728	325,902	125,560	85,333	131,822
2000	478,403	217,074	331,285	711,470	166,179	313,619
2010	431,363	207,216	333,013	769,360	141,527	316,238
2015	387,812	198,244	298,654	850,044	140,575	279,676
2016	385,809	197,633	298,800	860,090	140,489	278,509
2017	385,525	197,846	301,301	879,170	140,371	276,491
2018	383,793	198,006	302,605	892,533	140,640	274,975
2019	381,009	197,597	303,940	898,553	140,407	272,779
2020	372,624	190,469	309,317	905,748	137,644	270,871
2020	367,991	189,347	308,935	906,528	137,571	268,508

Source: US Census Bureau

Figure 20

County Population Changes				
County	2021	2010	Diff.	%
Ashtabula	97,337	101,490	-4,153	-4.1%
Cuyahoga	1,249,387	1,280,115	-30,728	-2.4%
Geauga	95,565	93,409	2,156	2.3%
Lake	232,023	230,050	1,973	0.9%
Lorain	315,595	301,371	14,224	4.7%
Medina	183,092	172,333	10,759	6.2%
Portage	162,382	161,425	957	0.6%
Summit	537,633	541,778	-4,145	-0.8%

Source: US Census Bureau

Figure 22

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, 2021 NTD data was not available until the end of the 2022 calendar year.

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

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

Figure 23

Total Unlinked Passenger Trips (by year):

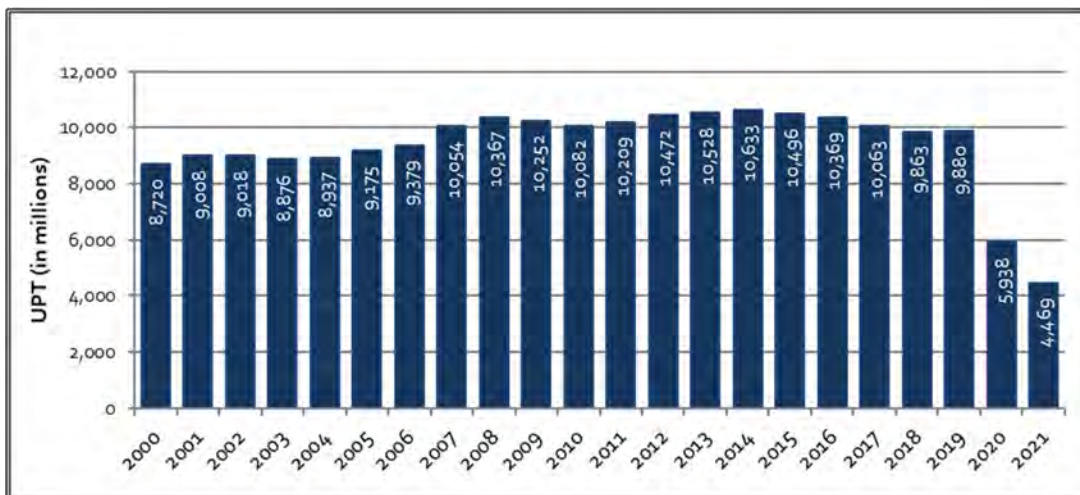


Figure 24

Source: NTD TS2.1 - Service Data and Operating Expenses Time-Series by Mode

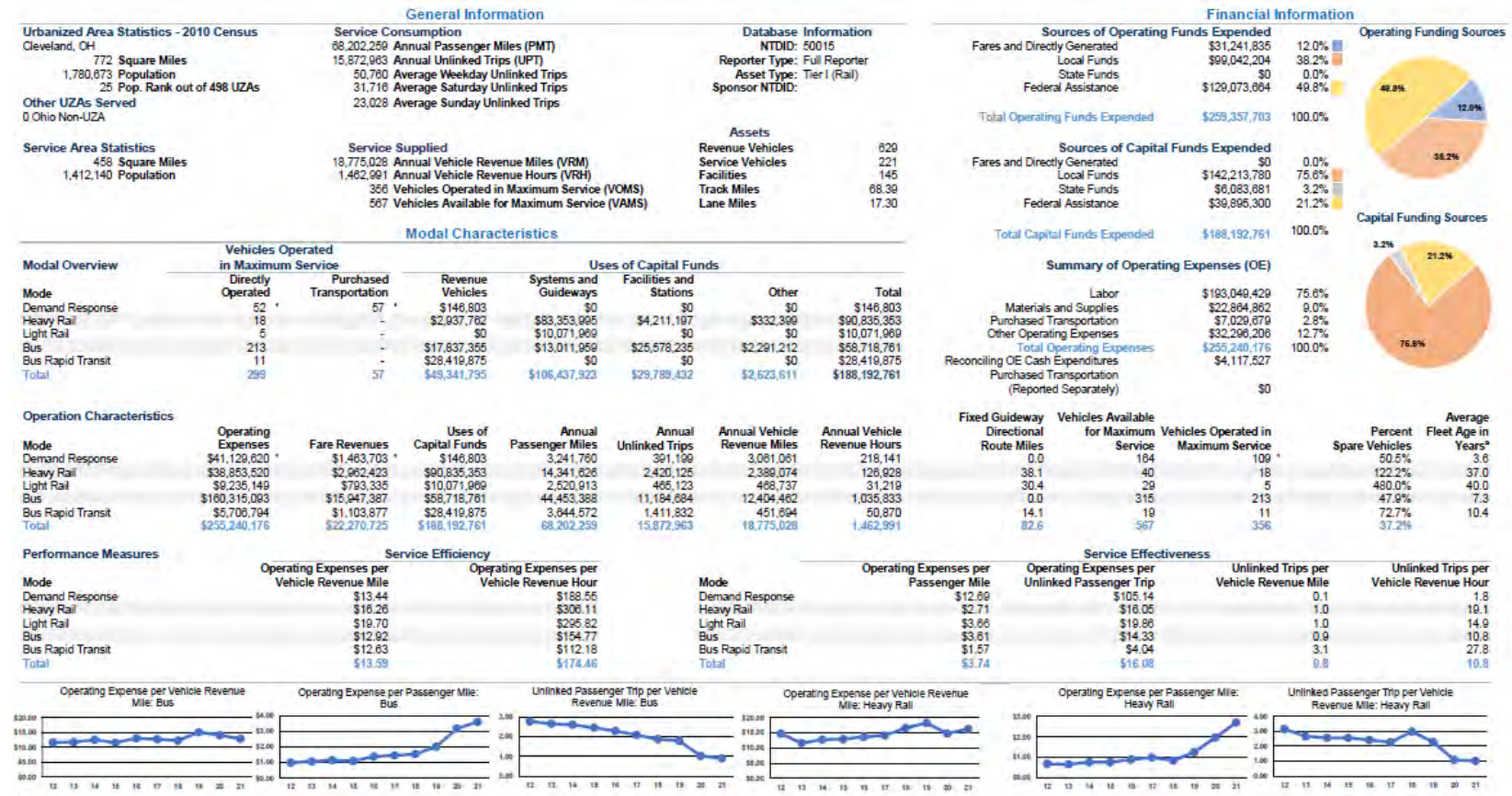
Ohio Transit Trends

The 9 Largest Agencies in Ohio as of 2021 – NTD data listed below:

Agency	Service Area Sq. Mi	Pop	Mode	Unlinked Passenger Trips	Annual Passenger Miles	Vehicle Revenue Miles	Vehicles in Max Service	Vehicles Available for Max Service	Spare Ratio (%)
Akron (Metro)	420	541,013	DR & DR/PT	174,873	1,009,114	1,401,597	76	118	55.3
			Bus	2,882,108	12,356,484	3,425,508	75	139	85.3
Canton (SARTA)	581	375,586	DR	100,045	779,029	1,087,913	30	35	16.7
			Bus	1,083,547	7,827,282	2,269,504	36	38	5.6
Cincinnati (SORTA)	289	744,901	DR	130,356	1,243,596	1,032,288	40	56	40.0
			Bus	9,600,324	51,828,597	9,442,905	286	316	10.5
Cleveland (GCRTA)	458	1,412,140	DR & DR/PT	391,199	3,241,760	3,061,061	109	164	50.5
			HR	2,420,125	14,341,626	2,389,074	18	40	122.2
			LR	465,123	2,520,913	468,737	5	29	480.0
			Bus	11,184,684	44,453,388	12,404,462	213	315	47.9
			RB	1,411,832	3,644,572	451,694	11	19	72.7
Columbus (COTA)	336	1,168,779	DR & DR/PT	242,445	2,468,989	2,918,655	64	93	45.3
			Bus	8,899,769	36,048,940	11,809,700	219	321	46.6
Dayton (GDRTA)	274	559,062	DR	172,982	1,470,092	1,490,592	39	74	89.7
			Bus	3,355,260	26,204,855	4,196,284	77	120	55.8
			TB	1,786,684	9,459,351	1,439,885	31	45	45.2
Lake County (Laketran)	227	232,603	CB	37,196	869,642	372,591	13	20	53.9
			DR	193,576	1,812,064	1,869,755	64	103	60.9
			Bus	204,872	1,203,970	795,951	17	20	17.7
Toledo (TARTA)	142	374,213	DR & DR/TX	231,764	1,408,488	1,199,908	98	99	1.0
			Bus	1,346,101	8,669,735	1,878,580	99	101	2.0
Youngstown (WRTA)	331	426,657	DR	42,230	339,106	409,846	15	25	66.7
			Bus	900,561	3,710,311	1,907,881	38	56	47.4
Bus - Fixed Route Bus				TB - Trolley Bus		RB - Rapid Transit Bus			
DR - Demand Response				LR - Light Rail		DR/TX - Demand Response - Taxi			
DR/PT - Demand Response - Purchased Transportation				HR - Heavy Rail		VP - Vanpool			

Figure 25

National Transit Database: Greater Cleveland Regional Transit Profile



Notes:
 *Demand Response - Taxi (DR/TX) and non-dedicated fleets do not report fleet age data.
 †Includes data for a contract with another reporter.
 *This agency has a purchased transportation relationship in which they buy service from Senior Transportation Connection (NTDID: Entity that Does Not Report to NTD), and in which the data are captured in this report for mode DR/PT.
 *This agency has a purchased transportation relationship in which they buy service from Provide-A-Ride (NTDID: Entity that Does Not Report to NTD), and in which the data are captured in this report for mode DR/PT.
 *This agency has a purchased transportation relationship in which they buy service from GC LOGISTICS (NTDID: Entity that Does Not Report to NTD), and in which the data are captured in this report for mode DR/PT.

Figure 26

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2023 FUND BUDGETS

FUND OVERVIEW

The Authority maintains its financial books of accounts on the accrual basis of accounting, using a single enterprise fund to report the results of its operations. However, separate funds are maintained on the books of the Authority in order to best account for its various revenues that are designated for specific purposes.

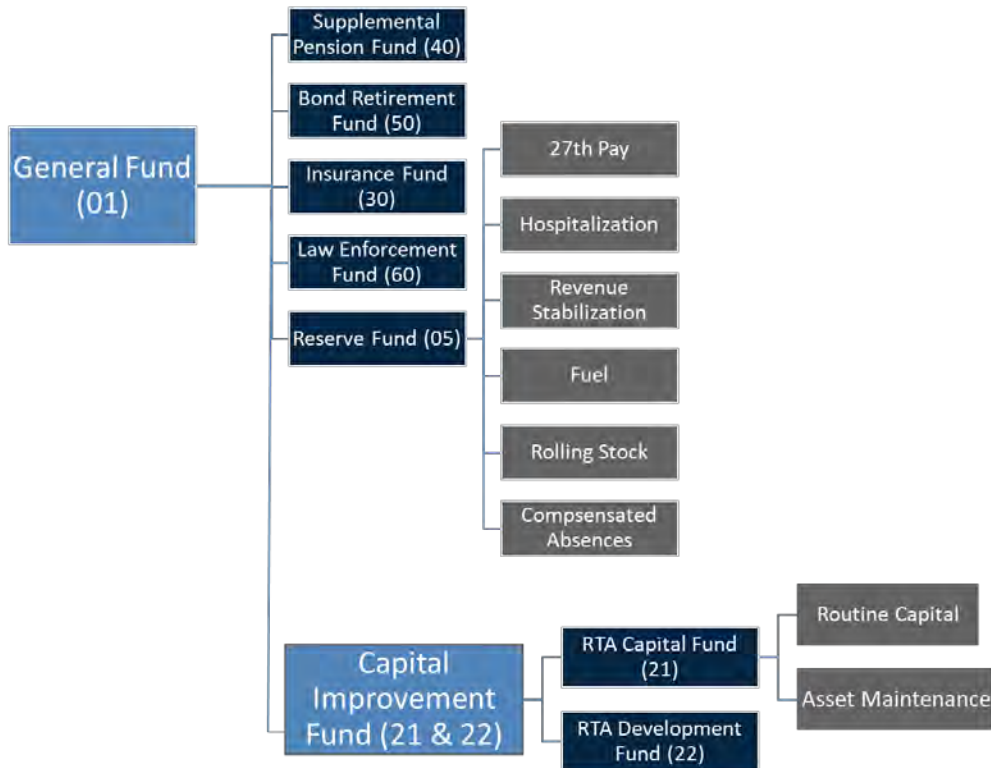


Figure 27

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 Authority uses the following appropriated funds to account for its operations:

Available Ending Balance (also referred to as **Fund Balance**) for the Fund Statements represent the unencumbered, unreserved balance. These fund balances are shown net of reserves for encumbrances. 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.

*Beginning Balance + Current Revenues = **Total Resources***

*Total Resources – Total Current Expenditures = **Available Ending Balance (Fund Balance)***

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

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

Despite the COVID-19 Pandemic, and with Federal assistance, the Authority has been steadily increasing its ending balance. RTA has been diligent in creating a sustainable budget. The Authority's 2023 All Funds forecast \$353.5 million in available ending balance.

2023 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 Fund	Reserve Fund	
		CAPITAL FUNDS							
Revenues									
Operating Revenues									
Passenger Fares	\$ 24,683,669								\$ 24,683,669
Advertising & Concessions	2,061,751								2,061,751
Naming Rights	485,300								485,300
Investment Income	600,000	\$ 200,000	\$ 65,000	\$ 135,000	\$ 35,000	\$ 1,100	\$ 50	\$ 500,000	1,536,150
Total Operating Revenues	27,830,720	200,000	65,000	135,000	35,000	1,100	50	500,000	28,766,870
Non-Operating Revenues									
Sales & Use Tax	259,038,785								259,038,785
Reimbursed Expenditures	5,000,000								5,000,000
Federal		64,062,635							64,062,635
State		19,336,598							19,336,598
Bond Proceeds									
Other Revenue	1,500,000	24,225,000					5,000		25,730,000
Total Non-Operating Revenues	265,538,785	107,624,233					5,000		373,168,018
Transfers									
Transfer from General Fund			21,866,868	6,627,398	2,500,000			10,878,615	
Transfer from RTA Capital Fund		19,500,000							
Transfer from Reserve Fund									
For Compensated Absences									
For Fuel									
For Hospitalization									
For Rolling Stock Reserve		10,000,000							
For 27th Pay									
For Revenue Stabilization	6,500,000								
Total Transfers	6,500,000	29,500,000	21,866,868	6,627,398	2,500,000	-	-	10,878,615	
Total Revenues	299,869,505	137,324,233	21,931,868	6,762,398	2,535,000	1,100	5,050	11,378,615	401,934,888
Expenditures									
Operating Expenditures									
Salaries & Overtime	157,017,221								157,017,221
Payroll Taxes & Fringes	56,697,891								56,697,891
Fuel (Diesel, CNG, Propulsion Power, Propane, Gasoline)	10,758,400								10,758,400
Utilities	4,181,320								4,181,320
Inventory	12,500,000								12,500,000
Services, Materials & Supplies	24,637,747								24,637,747
Purchased Transportation	9,150,000								9,150,000
Other Expenditures	7,447,466								7,447,466
Total Operating Expenditures	282,390,045								282,390,045
Non-Operating Expenditures									
Capital Outlay		135,930,660	4,047,734						139,978,394
Debt Service (Principal & Interest)				9,471,950					9,471,950
Other Expenditures				1,500	3,049,000	9,000	20,000		3,079,500
Total Non-Operating Expenditures	-	135,930,660	4,047,734	9,473,450	3,049,000	9,000	20,000		152,529,844
Sub-Total Expenditures	282,390,045	135,930,660	4,047,734	9,473,450	3,049,000	9,000	20,000		434,919,889
Revenues less Expenditures	17,479,460	1,393,573	17,884,134	(2,711,052)	(514,000)	(7,900)	(14,950)	11,378,615	(32,985,001)
Transfers to Other Funds									
Transfer to General Fund									
Transfer to Insurance Fund	2,500,000								
Transfer to Supplemental Pension Fund	-								
Transfer to Bond Retirement Fund	6,627,398								
Transfer to RTA Capital Fund	21,866,868								
Transfer to RTA Development Fund		19,500,000							
Transfer to Reserve Fund									
For Compensated Absences									
For Fuel									
For Hospitalization									
For Rolling Stock Reserve	10,000,000							10,000,000	
For 27th Pay	878,615								
For Revenue Stabilization								6,500,000	
Total Transfers to Other Funds	41,872,881		19,500,000					16,500,000	
Total Expenditures	324,262,926	135,930,660	23,547,734	9,473,450	3,049,000	9,000	20,000		434,919,889
Net Increase (Decrease)	(24,393,421)	1,393,573	(1,615,866)	(2,711,052)	(514,000)	(7,900)	(14,950)	(5,121,385)	(32,985,001)
Beginning Balance	42,560,670	288,686,325	7,396,034	3,681,652	5,703,198	1,339,747	171,819	150,884,063	500,423,508
Less Ending Encumbrances									
Available Ending Balance	\$ 18,167,249	\$ 290,079,898	\$ 5,780,168	\$ 970,600	\$ 5,189,198	\$ 1,331,847	\$ 156,869	\$ 145,762,678	\$ 467,438,507

Figure 28

*The different highlights show how dollars move between funds, revenues, and expenditures

GENERAL FUND

BALANCE ANALYSIS

The General Fund Operating Fund of the Authority. It accounts for all revenue and expenditures, including all personnel costs (salaries, overtime, taxes, fringes, etc.) The General Operating 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.

General Fund Balance Analysis

	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2024 Plan	FY 2025 Plan
Revenues						
Operating Revenues						
Passenger Fares	\$ 21,541,061	\$ 21,719,563	\$ 28,761,449	\$ 24,683,669	\$ 25,178,427	\$ 25,683,004
Advertising & Concessions	780,796	737,157	2,056,186	2,061,751	2,061,751	2,061,751
Naming Rights	447,224	652,843	416,863	485,300	485,300	485,300
Investment Income	97,478	600,000	891,750	600,000	600,000	600,000
Total Operating Revenues	22,866,559	23,709,563	32,126,248	27,830,720	28,325,478	28,830,055
Non-Operating Revenues						
Sales & Use Tax	239,341,747	242,986,048	254,954,364	259,038,785	264,219,560	269,503,950
Reimbursed Expenditures	14,804,933	5,000,000	4,664,608	5,000,000	5,000,000	5,000,000
Federal Reimbursements	122,231,555	81,199,333	81,293,421	-	-	-
Other Revenue	854,246	1,500,000	547,336	1,500,000	1,500,000	1,500,000
Transfer from Reserve Fund - Revenue Stabil	-	-	-	6,500,000	30,000,000	34,000,000
Total Non-Operating Revenues	377,232,481	330,685,381	341,459,729	272,038,785	300,719,560	310,003,950
Total Revenues	400,099,040	354,394,944	373,585,977	299,869,505	329,045,038	338,834,005
Expenditures						
Operating Expenditures						
Salaries & Overtime	140,088,330	150,098,342	146,800,073	157,017,221	161,091,738	171,491,194
Payroll Taxes & Fringes	57,388,422	58,810,762	55,136,073	56,697,891	60,200,742	60,747,498
Fuel (Diesel, CNG, Propulsion Power, Propan	8,282,637	10,451,419	9,707,183	10,758,400	10,807,945	10,783,340
Utilities	4,639,321	4,179,636	3,572,375	4,181,320	4,217,484	4,218,408
Inventory	13,017,079	13,100,000	10,747,014	12,500,000	12,600,000	12,700,000
Services, Materials & Supplies	18,013,217	21,866,701	20,923,743	24,637,747	24,767,717	25,221,683
Purchased Transportation	7,408,279	9,150,000	8,423,677	9,150,000	9,235,850	9,322,214
Other Expenditures	5,322,050	7,100,010	5,346,038	7,447,466	6,917,313	6,928,222
Total Operating Expenditures	254,159,335	274,756,870	260,656,176	282,390,045	289,838,789	301,412,559
<i>Revenues (less Operating Expenses)</i>	<i>145,939,705</i>	<i>79,638,074</i>	<i>112,929,801</i>	<i>17,479,460</i>	<i>39,206,249</i>	<i>37,421,446</i>
Transfers to Other Funds						
Transfers to/from Insurance Fund	2,100,000	2,500,000	2,500,000	2,500,000	3,000,000	3,000,000
Transfers to/from Supplemental Pension Fun	45,000	40,000	-	-	-	-
Transfers to/from Reserve Fund	95,878,615	60,878,615	60,878,615	10,878,615	10,878,615	5,378,615
Transfers to/from Capital						
Transfers to/from Bond Retirement Fund	13,835,408	11,500,000	11,327,875	6,627,398	9,346,959	9,184,042
Transfers for Bond Defeasance	57,734,586	-	-	-	-	-
Transfers to/from Capital Improvement Func	43,398,859	44,725,757	44,725,757	21,866,868	17,074,997	17,766,354
Total Transfers to/from Capital	114,968,853	56,225,757	56,053,632	28,494,266	26,421,956	26,950,396
Total Transfers to/from Other Funds	212,992,468	119,644,372	119,432,247	41,872,881	40,300,571	35,329,011
Total Expenditures	467,151,803	394,401,242	380,088,423	324,262,926	330,139,360	336,741,570
Net Increase (Decrease)	(67,052,763)	(40,006,298)	(6,502,446)	(24,393,421)	(1,094,322)	2,092,435
Beginning Balance	132,581,757	62,360,626	62,360,626	42,560,670	18,167,249	17,072,927
Add Estimated Beginning Encumbrances	10,490,736					
Less Estimated Ending Encumbrances	(13,659,104)		(13,297,510)			
Estimated Available Ending Balance	\$ 62,360,626	\$ 22,354,328	\$ 42,560,670	\$ 18,167,249	\$ 17,072,927	\$ 19,165,362
# Months Reserves - Estimated	2.9	1.0	2.0	0.8	0.7	0.8

Figure 29

REVENUES

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

SALES & USE TAX

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

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

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

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

The 2023 General Fund budget was approved on December 20, 2022. Revenues for 2023 were based on actual data through October 2022. Sales and Use Tax had strong receipts during 2022 and totaled \$255.0 million, a \$15.6 million or 6.5 % increase over 2021 actual receipts. The increase in the Sales and Use Tax revenues were due to economic recovery and federal, state, and local relief funds which improved overall spending compared to the prior year. The consumer price index increased to 6.5% during fiscal year 2022, with the higher costs for purchases also contributing more towards sales tax. Sales and Use Tax receipts are budgeted at \$259 million a 2% increase over 2022.

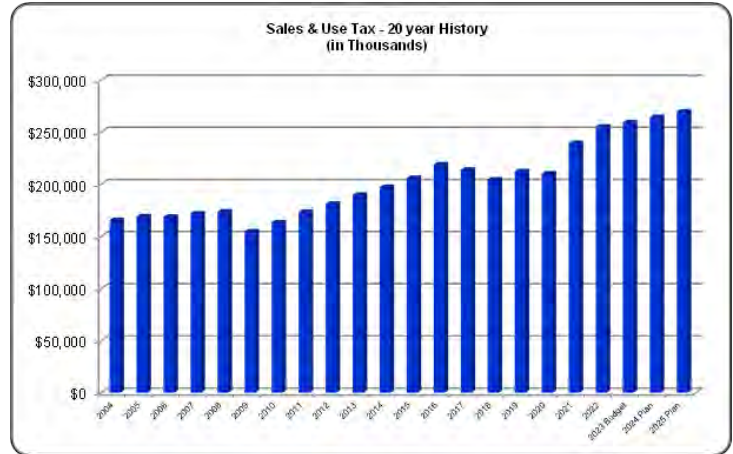


Figure 30

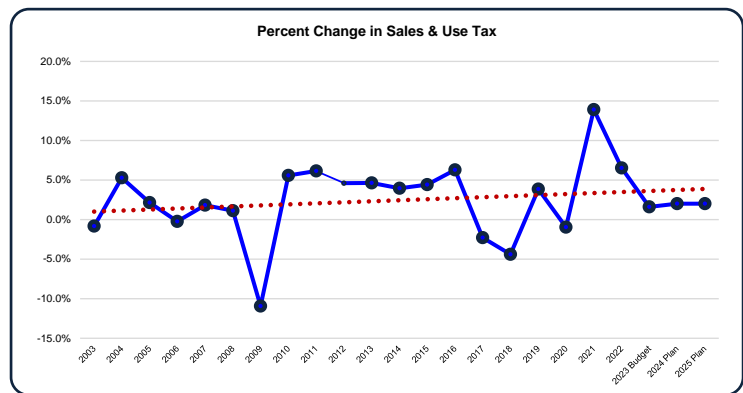


Figure 31

¹ Approved by voters in July 1975 and of unlimited duration

PASSENGER FARES

Outside of federal assistance, Passenger Fares are the second largest source of revenue for the Authority. Passenger fares consist of cash fare box revenue from Authority trains and buses, kiosks along the Redline and HealthLine, fares for Paratransit, receipts collected through the RTA CLE Mobile Ticketing App, and sales of passes and tickets from various vendors within Cuyahoga County.

Passenger fares and ridership had a slow decline over the past decade before the March, 2020 the stay-at-home orders for the COVID-19 pandemic which caused ridership to immediately drop by half. The COVID-19 Public Health Emergency declaration continued through 2022, and transit ridership has seen a slow but steady return nationally and at GCRTA. Ridership dropped from approximately 32 million trips per year to less than 16 million in 2021, to more than 19 million trips in 2022. The pandemic's impact on increased remote work and altered travel habits continue to affect transit ridership. At the height of the pandemic, ridership in April through December of 2020 was only 42% of ridership the same period of 2019. Ridership has slowly started to return, and this same period in 2022 saw ridership increase to 61% of pre-pandemic levels. Ridership correlates with passenger fare revenue, and fare revenue has seen a steady increase from a low of 50% of pre-pandemic levels in 2021 or 67% of pre-pandemic levels in 2022.

RTA is projecting that 2023 ridership and passenger fare revenue will remain near 60% of pre-pandemic levels and grow two percent annually. Public transit is considered an essential business and remained open to transport essential workers to their jobs, doctor's appointments, grocery stores, or other essential areas. Even while many workers continue to work at least partially from home, public transit continues to safely connect people without raising fares.

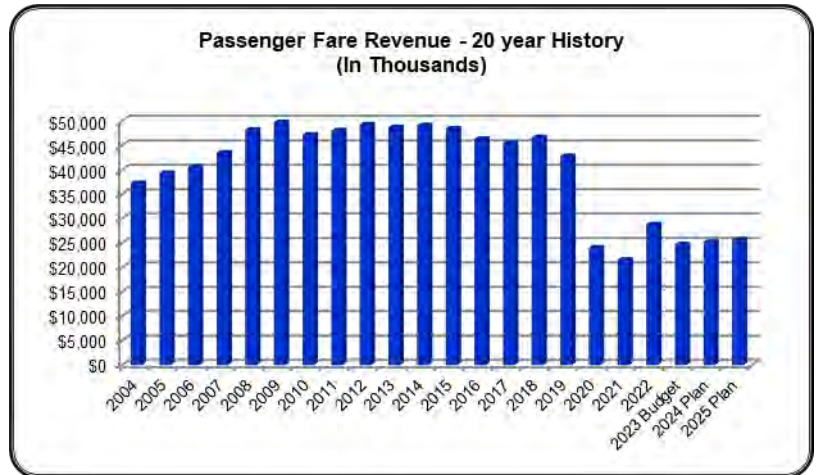


Figure 32

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 RTA financial policies. Current policy permits the Investment Officer to invest idle cash in certificates of deposit or repurchase agreements with depositories designated by the Board of Trustees, in U.S. Government securities, in securities of agencies, which are guaranteed by the U.S. Government, and in the State investment pool (Star Ohio).

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 2022, GCRTA's average yield on its portfolio year to date was 1.74%, which is 3 basis points above the performance standard yield of 1.71 and 16 basis points above the market average yield of 1.58%.

General Fund Investment income is budgeted at \$600,000, a decrease of 12% from 2022 estimates. Interest earned on General Fund investments varies depending upon the timing of revenue receipts, expenditures, and the transfers made to other funds (shifting interest earnings from the General Fund to other funds).

ADVERTISING & CONCESSIONS

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

Revenue from advertising experienced steady growth from 2018 to 2020 but have declined since 2021 due to the economic impacts of the pandemic. In 2022, revenues are anticipated to be 41 % below 2020 actuals due to the continuing economic impacts of the pandemic. For 2023 through 2024, receipts are projected to stay at \$1.4 million.

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, and federal stimulus funding related to the Coronavirus (COVID-19) pandemic. An emphasis on capital financing urges maximum use of capital grants to recover a portion of our engineering and construction costs based on time spent on a project. For capital work performed in house by RTA employees, those personnel expenses post to the General Fund operating budget, and the grant reimbursements can reimburse the General Fund for those costs. The revenue budget for these grant reimbursements get calculated based assumptions using current grant award and recent activity.

At the start of the Coronavirus (COVID-19) pandemic, the federal government provided multiple relief packages to ensure continued operation of vital public transportation. The Coronavirus Aid Relief and Economic Security Act (CARES) provided \$112 million to the Authority. In 2021, the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) provided \$67.4 million, and American Rescue Plan (ARP) Act provided \$ 136.1 million. Because the pandemic lockdown immediately reduced GCRTA ridership by half, this had a significant impact on passenger fare revenues, which comprised approximately 15% of General Fund revenues prior to the pandemic. The CARES, CRRSAA, and ARP funds were allocated to recipients of Federal Transit Administration. The COVID relief supplemental funds helped stabilize transit agency budgets from the loss of fare revenue so that they could maintain essential services, continue capital plans, and maintain jobs for both transit employees and riders.

REIMBURSED EXPENDITURES AND OTHER REVENUE

For FY2023 through FY2025 total reimbursements and other revenue are budgeted at \$6.5 million per year.

The total reimbursements include \$5.0 million per year for reimbursed expenditures. This includes \$1 million for Preventive Maintenance, \$2.5 million for State Fuel Tax reimbursements, \$825,000 for Reimbursed Labor, and \$675,000 for Other Reimbursements. Other Reimbursements captures miscellaneous receipts from contractors, hospitalization, claim reimbursements, rent, and salvage sales.

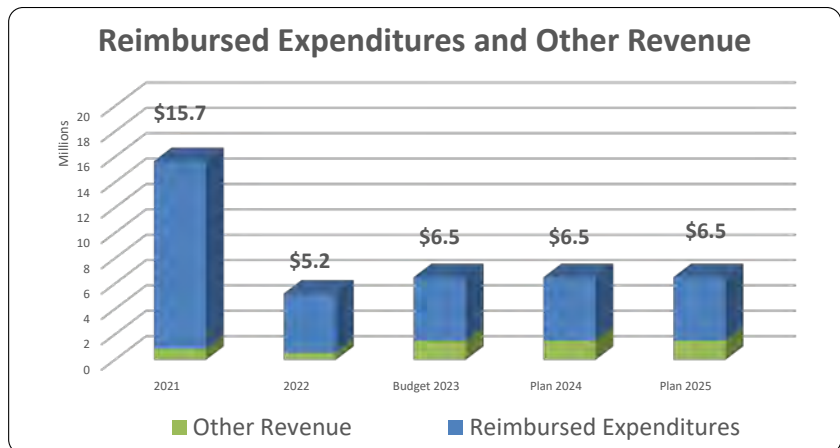


Figure 33

Preventive Maintenance (PM) is a smaller portion of reimbursed expenditures and has been a shrinking category, having decreased from \$9.1 million in 2021 to \$24,112 in 2022, and \$1.0 million per year starting in 2023. Prior year goals were to keep PM reimbursements at \$20 million or less. The Authority has made a strategic decision to transfer PM reimbursements for FY 2022-2025 to RTA Development Fund to address unfunded and under-funded capital projects. Unfunded projects total nearly \$105 million in the 2023 budget, and were \$445 million in the 2020 budget, prior to the COVID pandemic.

EXPENDITURES

The General Fund Expenditures from 2020 through 2025, and the ending balances for each year, are displayed in Figure 34. Total operating expenditures in 2022 totaled \$260.7 million, 5% less than the approved budget. The available ending balance in the General Fund totaled \$42.60 million at the end of 2022. The ending balance has decreased from \$133.6 million in 2020 primarily due to transfers to the Reserve Fund for Revenue Stabilization, which was established as a sub-fund of the Reserve Fund in late-2021 to protect against substantial decreases in revenues. Transfers to the Reserve Fund for Revenue Stabilization totaled \$85 million and \$50 million in 2021 and 2022 respectively, transfers to the Rolling Stock Reserve totaled \$10 million per year, and transfers to the 27th Pay Reserve totaled \$0.88 million per year in 2021 and 2022.

General Fund expenditures include salary and fringe benefits for 2,396.5 budgeted positions, which comprises 76% of the 2023 budgeted total operating expenditures. Salary and fringe benefits budgets include an increase of over 4%, depending on the payroll group. The non-payroll General Fund 2023 budgeted operating expenditures include Fuel (diesel, compressed natural gas, propulsion power, propane, and gasoline, nearly 4%), Utilities (nearly 2%), Inventory (4%), Services Materials & Supplies (nearly 9%), Purchased Transportation (3%), and Other Expenditures (nearly 3%). The 2023 budget for non-payroll operating expenditures has an increase of 4% compared to the 2022 budget.

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 are provided in the sections that follow. The General Fund transfers to other funds total \$41.9 million/13% of General Fund total expenditures. This is a decrease from 2022 which included a \$50 million transfer to the newly established Revenue Stabilization line of the Reserve Fund.

EMPLOYMENT LEVEL AND SERVICE

The number of positions for 2023 is budgeted at 2,396.5. Figure 39 provides brief descriptions of the employment and service level changes over the past four years.

Overall, there are 15 new positions across Operations, Finance, Innovation & Technology, and Executive divisions. Changes include additional positions for the Transit Ambassador Program that launched in late 2022 as a progressive policing and community engagement initiative. The 2023 budget eliminates of Fare Enforcement Officers and adds additional Transit Ambassadors and Crisis Intervention Specialists. The Civilian Oversight Committee was established by the Board in 2022 to provide an independent review and investigation of public complaints of alleged misconduct regarding Transit Police Department. Seven new positions were added in the 2023 budget for the Civilian Oversight Committee.

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, 2021, through July 31, 2024. The FOP contract was approved and effective from March 1, 2020, through February 28, 2023.

Employment Level and Service Level Changes				
FY	2020	2021	2022	2023
Positions	2,333.25	2,356.50	2,381.50	2,396.50
Net Increase (Decrease)	(0.25)	23.25	25.00	15.00
	A new General Manager/CEO was selected by the Board of Trustees. A new section for Business Intelligence was created within Service Management. RTA welcomed a new Paratransit Director. Marketing and Communications department increased its Marketing Associate and Marketing Assistant positions to full-time. A new position for Senior ITS specialist was created to manage the new radio equipment on board each RTA vehicle.	18 new positions were added to Service Management to enable the deep cleaning of vehicles. Triskett part-time hostlers adjustment. Restructuring occurred creating two new divisions - Administration & External Affairs and Innovation and Technology. The Office of Equal Employment Opportunity has moved to Executive Division. Two operating instructors have been added.	18 new positions were added in 2022 across a variety of departments. These include 9 Laborers, 1 Bus/Rail Operator Trainer, 1 Dispatcher, 2 Human Resources Generalist positions, and 5 administrative positions. *FY2022 Budget was amended with the addition of 7 Transit Police Civilian Oversight Committee members.	15 new positions were added in 2023 across a variety of departments. These include 5 positions added to Transit Police, including Transit Ambassadors and Crisis Intervention Specialists; 4 additional FTEs were added for the Innovation and Technology (IT) and Information Technology Systems (ITS) departments; 2 FTEs were added to facilities for labor and cleaning; and 4 administrative FTEs were added.
Budgeted Service Increase (Decrease)	(0%) Service Hours;(0%) Service Miles	(0%) Service Hours; (0%) Service Miles	(0%) Service Hours; (0%) Service Miles	(0%) Service Hours; (0%) Service Miles
	2020 service budgeted to remain at 2019 hours and miles. Van pool program ended due to proposal respondents being unable to meet RTA's insurance requirements. Due to the pandemic, service was temporarily decreased 15% in April 2020. <u>Update:</u> Service was slowly restored in August 2020 to 93% of pre-pandemic levels	2021 service budgeted to remain at 2020 planned hours and miles. NextGen RTA (system redesign initiative) is planned to be implemented Summer 2021 to overhaul the system improving bus frequency and connections and restore service hours to 100% pre-pandemic <u>Update:</u> NextGen implemented June 2021	2022 service budgeted to remain at 2021 planned hours and miles. No service changes are projected for 2022. <u>Update:</u> NextGen annualized. Schedule adjustments evaluated as applicable.	2023 service budgeted to remain at 2022 planned hours and miles. No service changes are projected for 2023.

Figure 34

BOND RETIREMENT FUND

The Bond Retirement Fund accounts for resources set aside for the payment of principal and interest on debt obligations. The principal outstanding debt for the Authority totaled \$37.9 million in Sales Tax Revenue bonds at the end of 2022, which will require principal and interest payments of \$9.5 million in 2023. This is a decrease from year-end 2021 where the principal outstanding debt was \$47.5 million. GCRTA executed a bond defeasance in 2021 which eliminated approximately half of the Authority's debt obligations. The outstanding debt for the Authority has decreased from approximately \$106 million from year-end 2020. The remainder of existing debt is scheduled to expire in 2030. The debt defeasance allowed GCRTA to reduce interest payments and provide long-term financial stability. GCRTA currently does not plan on issuing any new debt in the near future.

Bond Retirement Fund Balance Analysis

	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2024 Plan	FY 2025 Plan
Revenues						
Transfers						
Transfer from the General Fund	\$ 13,835,408	\$ 11,500,000	\$ 11,327,875	\$ 6,627,398	\$ 9,346,959	\$ 9,184,042
Transfer from the General Fund for Defeasance	57,734,586	-	-	-	-	-
Transfer from the RTA Development Fund	-	-	-	-	-	-
Total Transfers	71,569,994	11,500,000	11,327,875	6,627,398	9,346,959	9,184,042
Other Revenues						
Bond Proceeds	-	-	-	-	-	-
Investment Income	41,268	135,000	113,067	135,000	100,000	100,000
Other Revenue	25,271	-	-	-	-	-
Total Other Revenues	66,539	135,000	113,067	135,000	100,000	100,000
Total Revenues	71,636,533	11,635,000	11,440,942	6,762,398	9,446,959	9,284,042
Expenditures						
Debt Service						
Principal	10,917,275	9,535,000	9,535,000	7,610,000	7,995,000	8,355,000
Interest	4,815,125	2,338,700	2,338,700	1,861,950	1,481,450	1,115,500
Total Debt Service	15,732,400	11,873,700	11,873,700	9,471,950	9,476,450	9,470,500
Other Expenditures						
Other Expenditures	1,500	1,500	-	1,500	1,500	1,500
Defeasance	57,734,586	-	-	-	-	-
Total Other Expenditures	57,736,086	1,500	-	1,500	1,500	1,500
Total Expenditures	73,468,486	11,875,200	11,873,700	9,473,450	9,477,950	9,472,000
Net Increase (Decrease)	(1,831,953)	(240,200)	(432,758)	(2,711,052)	(30,991)	(187,958)
Beginning Balance	5,946,363	4,114,410	4,114,410	3,681,652	970,600	939,609
Estimated Available Ending Balance	\$ 4,114,410	\$ 3,874,210	\$ 3,681,652	\$ 970,600	\$ 939,609	\$ 751,651

Figure 35

The policy of the Authority is to set aside General Fund 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 2023, a transfer of \$6.63 million will be required from the General Fund to cover the current overall debt service of the Authority. For 2024 through 2025, transfers of \$9.35 million and \$9.18 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 \$43.84 million to be paid by FY 2030 including \$37.92 million principal and \$5.94 million interest. The debt repayment schedule for FY 2023 totals \$9.47 million combined for principal and interest.

GCRTA Debt Schedule (in millions):

Debt Series	Series 2014 A		Series 2015		Series 2016		Series 2019		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
FY 2023	\$ 1.61	\$ 0.22	\$ 3.70	\$ 0.80	\$ 1.25	\$ 0.35	\$ 1.05	\$ 0.50	\$ 7.61	\$ 1.86
FY 2024	\$ 1.69	\$ 0.14	\$ 3.89	\$ 0.61	\$ 1.32	\$ 0.28	\$ 1.11	\$ 0.45	\$ 8.00	\$ 1.48
FY 2025	\$ 1.74	\$ 0.09	\$ 4.08	\$ 0.42	\$ 1.38	\$ 0.22	\$ 1.16	\$ 0.39	\$ 8.36	\$ 1.12
FY 2026			\$ 4.28	\$ 0.21	\$ 1.45	\$ 0.15	\$ 1.22	\$ 0.34	\$ 6.94	\$ 0.70
FY 2027					\$ 1.52	\$ 0.08	\$ 1.28	\$ 0.28	\$ 2.80	\$ 0.35
FY 2028							\$ 1.34	\$ 0.21	\$ 1.34	\$ 0.21
FY 2029							\$ 1.41	\$ 0.14	\$ 1.41	\$ 0.14
FY 2030							\$ 1.48	\$ 0.07	\$ 1.48	\$ 0.07
Total	\$ 5.04	\$ 0.44	\$ 15.94	\$ 2.04	\$ 6.91	\$ 1.07	\$ 10.03	\$ 2.38	\$ 37.92	\$ 5.94
Total Debt		\$ 5.48		\$ 17.97		\$ 7.98		\$ 12.41		\$ 43.85

Figure 36

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 2021 Actual	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2024 Plan	FY 2025 Plan
Revenues						
Transfer from General Fund	\$ 2,100,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000
Investment Income	15,760	35,000	100,870	35,000	35,000	35,000
Other Revenue	-	-	-	-	-	-
Total Revenues	2,115,760	2,535,000	2,600,870	2,535,000	3,035,000	3,035,000
Expenditures						
Claims and Premium Outlay	1,782,355	2,993,000	2,993,000	3,049,000	3,000,000	3,100,000
Other Expenditures	-	-	-	-	-	-
Total Expenditures	1,782,355	2,993,000	2,993,000	3,049,000	3,000,000	3,100,000
Net Increase (Decrease)	333,405	(458,000)	(392,130)	(514,000)	35,000	(65,000)
Beginning Balance	5,827,793	5,482,178	6,161,198	5,703,198	5,189,198	5,224,198
Add Estimated Beginning Encumbrances	-	-	-	-	-	-
Less Estimated Ending Encumbrances	-	-	-	-	-	-
Estimated Available Ending Balance	\$ 6,161,198	\$ 5,024,178	\$ 5,769,068	\$ 5,189,198	\$ 5,224,198	\$ 5,159,198

Figure 37

In 2021 a transfer of \$2.1 million was needed to meet industry-wide premium increases while maintaining the \$5.0 million ending balance. In 2022 a transfer of \$2.5 million was needed for increased premium rates and to maintain the \$5.0 million ending balance.

For 2023, a transfer of \$2.5 million is budgeted. For 2024 and 2025, a transfer of \$3.0 million is budgeted each year.

According to the Authority’s financial policies, the required minimum balance of the Insurance Fund is identified by the Risk Manager and insurance providers. Currently, the required minimum balance is \$5 million. For FY2023, expenditures are budgeted at \$3.05 million. The ending balance is budgeted at \$5.19 million, meeting the minimum requirement.

SUPPLEMENTAL PENSION FUND

The Supplemental Pension Fund (Pension/Deferred Compensation Trust and Agency Fund) was established to account for assets held by the Authority in a trustee capacity for payments of benefits relating primarily to certain retired employees of the Authority and its predecessor transit systems.

Supplemental Pension Fund Balance Analysis

	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2024 Plan	FY 2025 Plan
Revenues						
Transfer from General Fund	\$ 45,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Investment Income	1,012	1,100	21,109	1,100	1,100	1,100
Other Revenue	-	-	-	-	-	-
Total Revenues	46,012	41,100	21,109	1,100	1,100	1,100
Expenditures						
Benefit Payments	8,391	9,000	7,939	9,000	9,000	9,000
Other expenditures	-	-	-	-	-	-
Total Expenditures	8,391	9,000	7,939	9,000	9,000	9,000
Net Increase (Decrease)	37,621	32,100	13,170	(7,900)	(7,900)	(7,900)
Beginning Balance	1,288,956	1,326,577	1,326,577	1,339,747	1,331,847	1,323,947
Estimated Available Ending Balance	\$ 1,326,577	\$ 1,358,677	\$ 1,339,747	\$ 1,331,847	\$ 1,323,947	\$ 1,316,047

Figure 38

An actuarial evaluation is performed every two years to assess the adequacy of the fund balance with the last study being completed in 2021.

For 2023, a transfer of \$0 is budgeted. The planned transfers will remain at \$0 for years 2024 and 2025. For 2023, expenditures of \$9,000 are budgeted. Expenditures are planned to remain at \$9,000 for 2024 and 2025.

LAW ENFORCEMENT FUND

In 1988, RTA became involved with the Northern Ohio Law Enforcement Task Force (NOLETF), a multi-jurisdictional force (formerly known as the Caribbean/ Gang Task Force). 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 transportation systems. In addition to the benefits of intelligence gathering and improved inter-department relations, the GCRTA derives revenue from seized and confiscated monies and/or properties of convicted criminals prosecuted by the Task Force.

Law Enforcement Fund Balance Analysis

	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2024 Plan	FY 2025 Plan
Revenues						
Law Enforcement Revenue	\$ 103,257	\$ 20,000	\$ 43,295	\$ 5,000	\$ 20,000	\$ 5,000
Law Enforcement Training Revenue	-	-	-	-	-	-
Investment Income	41	2,000	1,509	50	50	50
Other Revenue	-	-	-	-	-	-
Total Revenues	103,298	22,000	44,804	5,050	20,050	5,050
Expenditures						
Capital & Related Expenditures	4,677	25,000	29,156	20,000	20,000	15,000
Training Expenditures	-	-	-	-	-	-
Total Expenditures	4,677	25,000	29,156	20,000	20,000	15,000
Net Increase (Decrease)	98,621	(3,000)	15,648	(14,950)	50	(9,950)
Beginning Balance	57,550	156,171	156,171	171,819	156,869	156,919
Estimated Available Ending Balance	\$ 156,171	\$ 153,171	\$ 171,819	\$ 156,869	\$ 156,919	\$ 146,969

Figure 39

Revenue obtained through the Task Force can be expended for non-budgeted police items. The Authority primarily uses these proceeds for unbudgeted items. Certain guidelines have been instituted by the State Attorney General's Office for the reporting and disbursement of funds.

Expenditures within this fund have varied over the years, depending upon the levels of revenue obtained through the Task Force. These expenditures provide the Authority with security items, protective equipment, and technical training equipment.

For 2023, total revenues are budgeted at \$5,050. The planned revenue budget will increase to \$20,050 for year 2024 and return to \$5,050 for 2025. For 2023, expenditures of \$20,000 are budgeted. Expenditures are planned to remain at \$20,000 for year 2024 and decrease to \$15,000 for 2025.

RESERVE FUND

In 2017, the Authority created a Reserve Fund to set aside funding for cost increases in fuel and hospitalization, increases in compensated absences, prepare for the 27th pay period that occurs every 11 years for each pay group, and reserve local funding needed for rolling stock replacement, specifically, rail cars in 2021 through 2025. In 2021, the Authority added a sub-fund for Revenue Stabilization.

The amount of transfers needed are based upon specific goals:

- Fuel Reserve: Annual savings resulting when expenditures are less than budget
- Hospitalization Reserve: Not exceed 10% of annual hospitalization costs
- Compensated Absence Reserve: Not exceed 25% of estimated payments
- 27th Pay Reserve: 1/12th of Annual 27th Pay costs for each of the hourly and salary payrolls
- Rolling Stock Replacement: Goal is to transfer funding each year to cover costs of aging revenue vehicles
- Reserve for Revenue Stabilization: Protect against substantial decreases in revenues. Transferred to General Fund when needed to maintain a one-month ending balance

Reserve Fund Balance Analysis

	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Budget	FY 2024 Plan	FY 2025 Plan
Revenues						
Transfers						
Transfer from GF for Compensated Absences	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from GF for Fuel	-	-	-	-	-	-
Transfer from GF for Hospitalization	-	-	-	-	-	-
Transfer from GF for Rolling Stock Reserve	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Transfer from GF for 27th Pay	878,615	878,615	878,615	878,615	878,615	878,615
Transfer from GF for Revenue Stabilization	85,000,000	-	50,000,000	-	-	-
Total Transfers	95,878,615	10,878,615	60,878,615	10,878,615	10,878,615	10,878,615
Other Revenue						
Investment Income	118,015	625,000	625,000	500,000	400,000	200,000
Other Revenue	-	-	-	-	-	-
Total Other Revenue	118,015	625,000	625,000	500,000	400,000	200,000
Total Revenues	95,996,630	11,503,615	61,503,615	11,378,615	11,278,615	11,078,615
Expenditures						
Transfers						
Transfer to GF for Compensated Absences	-	-	-	-	-	-
Transfer to GF for Fuel	-	-	-	-	-	-
Transfer to GF for Hospitalization	-	-	-	-	-	-
Transfer to RTA Development Fund for Rolling Stock Reserve	49,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Transfer to GF for 27th Pay	-	-	-	-	-	5,500,000
Transfer to GF for Revenue Stabilization	-	-	-	6,500,000	30,000,000	34,000,000
Total Transfers	49,000,000	10,000,000	10,000,000	16,500,000	40,000,000	49,500,000
Other Expenditures						
Total Expenditures	49,000,000	10,000,000	10,000,000	16,500,000	40,000,000	49,500,000
Net Increase (Decrease)	46,996,630	1,503,615	51,503,615	(5,121,385)	(28,721,385)	(38,421,385)
Beginning Balance	51,601,958	100,401,693	98,598,588	150,102,203	144,980,818	116,259,433
Estimated Available Ending Balance	\$ 98,598,588	\$ 101,905,308	\$ 150,102,203	\$ 144,980,818	\$ 116,259,433	\$ 77,838,048

Figure 40

Once a reserve has met the goal, no additional transfers are required. During a budget year, if expenses exceed the budget, funding can be transferred from one Reserve Fund sub-account to another or back to the General Fund. In 2022 \$50 million was transferred to the Reserve Fund for Revenue Stabilization, \$10 million for Rolling Stock Reserve, and \$0.88 million for the 27th Pay Reserve. Additionally, \$10 million was transferred from the Reserve Fund to the RTA Development Fund for Rolling Stock. For 2023, transfers of \$10 million to Rolling Stock and \$0.88 million to 27th Pay Reserve are budgeted. The Rolling Stock Reserve gets used to systematically replace agenting revenue vehicles, and the 27th Pay Reserve gets used for the one additional pay period that occurs for each pay group roughly every 11 years. Transfers to the Reserve Fund are planned to remain at these amounts for years 2024 and 2025 as well. For 2023 \$10 million is budgeted to be transferred from the Reserve Fund to RTA Development

Fund for Rolling Stock and \$6.5 million is budgeted to be transferred to the General Fund for Revenue Stabilization to protect against substantial decreases in revenues. For 2024 \$10 million is budgeted to be transferred from the Reserve Fund to RTA Development Fund for Rolling Stock for scheduled vehicle replacement and \$30 million is budgeted to be transferred to the General Fund for Revenue Stabilization. For 2025 \$10 million is budgeted to be transferred from the Reserve Fund to RTA Development Fund for Rolling Stock, \$5.5 million is budgeted to be transferred from the 27th Pay Reserve to the General Fund for a 27th Pay scheduled that year, and \$34 million is budgeted to be transferred to the General Fund for Revenue Stabilization.

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	Actual	Actual	Budget	Plan	Plan
Rolling Balances					
Compensated Absences	3,727,185	3,780,451	3,792,978	3,803,387	3,809,886
Fuel	2,630,218	2,667,807	2,676,647	2,683,993	2,688,579
Hospitalization	2,692,710	2,731,192	2,740,243	2,747,762	2,752,458
Rolling Sck Reserve	713,983	724,187	726,586	728,580	729,825
27th Pay	3,832,298	4,765,681	5,660,088	6,554,236	1,944,051
Revenue Stabilization	85,000,000	136,214,746	130,166,135	100,523,335	66,695,109
Total	98,596,394	150,884,063	145,762,678	117,041,293	78,619,908

Figure 41

CAPITAL IMPROVEMENT FUND

The Authority’s Capital Improvement Fund is used to account for the acquisition, construction, replacement, repair, and rehabilitation of major capital facilities and equipment. The Capital Improvement Plan is composed of both grant- and 100% locally funded projects.

All capital projects are included in one of two funds: the RTA Development Fund and the RTA Capital Fund, identified below.

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

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

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

RTA Development Fund Balance Analysis

	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2024 Plan	FY 2025 Plan
Revenues						
Federal / State Revenues						
Federal Capital Grants	\$ 87,419,866	\$ 106,109,296	\$ 117,835,497	\$ 64,062,635	\$ 65,652,635	\$ 65,652,635
Federal Assistance	122,231,555	81,199,333	81,293,421	-	-	-
State Capital Grants	-	10,136,598	3,718,546	19,336,598	19,336,598	19,336,598
Total Federal / State Revenues	209,651,421	197,445,227	202,847,464	83,399,233	84,989,233	84,989,233
Other Revenue						
Debt Service Proceeds	-	-	-	-	-	-
Investment Income	115,033	200,000	1,883,389	200,000	200,000	700,000
Other Revenue	5,204,841	-	13,513,332	24,225,000	35,891,286	34,500,000
Total Other Revenue	5,319,874	200,000	15,396,721	24,425,000	36,091,286	35,200,000
Transfers						
Transfer from RTA Routine Capital	37,878,174	48,000,000	43,228,465	19,500,000	13,500,000	13,500,000
Transfer from Reserve Fund	49,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Total Transfers	86,878,174	58,000,000	53,228,465	29,500,000	23,500,000	23,500,000
Total Revenue	301,849,469	255,645,227	271,472,650	137,324,233	144,580,519	143,689,233
Expenditures						
Capital Outlay						
Capital Outlay - Development Func	68,940,326	132,636,620	41,096,925	135,930,660	146,868,368	145,010,685
Total Capital Outlay	68,940,326	132,636,620	41,096,925	135,930,660	146,868,368	145,010,685
Other Capital Expenditures						
Federal Assistance	122,231,555	81,199,333	81,293,421	-	-	-
Other Expenditures	-	-	-	-	-	-
Total Other Capital Expenditures	122,231,555	81,199,333	81,293,421	-	-	-
Total Expenditures	191,171,881	213,835,953	122,390,346	135,930,660	146,868,368	145,010,685
Net Increase (Decrease)	110,677,588	41,809,274	149,082,304	1,393,573	(2,287,849)	(1,321,452)
Beginning Balance	28,926,433	17,874,552	139,604,021	288,686,325	290,079,898	287,792,049
Estimated Available Ending Balance	\$ 139,604,021	\$ 59,683,826	\$ 288,686,325	\$ 290,079,898	\$ 287,792,049	\$ 286,470,597

Figure 42

Capital Improvement Fund Balance Analysis

	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2024 Plan	FY 2025 Plan
Revenues						
Federal / State Revenues						
Federal Capital Grants	\$ 87,419,866	\$ 106,109,296	\$ 117,835,497	\$ 64,062,635	\$ 65,652,635	\$ 65,652,635
Federal Assistance	122,231,555	81,199,333	81,293,421	-	-	-
State Capital Grants	-	10,136,598	3,718,546	19,336,598	19,336,598	19,336,598
Total Federal / State Revenues	209,651,421	197,445,227	202,847,464	83,399,233	84,989,233	84,989,233
Other Revenue						
Debt Service Proceeds	-	-	-	-	-	-
Investment Income	118,933	265,000	2,024,734	265,000	265,000	765,000
Other Revenue	6,587,238	-	13,513,332	24,225,000	35,891,286	34,500,000
Total Other Revenue	6,706,171	265,000	15,538,066	24,490,000	36,156,286	35,265,000
Transfers						
Transfer from General Fund	43,398,859	44,725,757	44,725,757	21,866,868	17,074,997	17,766,354
Transfer from Reserve Fund	49,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Total Transfers	92,398,859	54,725,757	54,725,757	31,866,868	27,074,997	27,766,354
Total Revenue	308,756,451	252,435,984	273,111,287	139,756,101	148,220,516	148,020,587
Expenditures						
Capital Outlay						
Capital Outlay - Development Func	68,940,326	132,636,620	41,096,925	135,930,660	146,868,368	145,010,685
Asset Maintenance	845,099	2,455,000	1,581,000	2,410,000	2,310,000	2,410,000
Routine Capital	651,528	1,743,000	1,582,818	1,637,734	1,698,921	1,607,524
Total Capital Outlay	70,436,953	136,834,620	44,260,743	139,978,394	150,877,289	149,028,209
Other Capital Expenditures						
Federal Assistance	122,231,555	81,199,333	81,293,421	-	-	-
Other Expenditures	-	-	-	-	-	-
Total Other Capital Expenditures	122,231,555	81,199,333	81,293,421	-	-	-
Total Expenditures	192,668,508	218,033,953	125,554,164	139,978,394	150,877,289	149,028,209
Net Increase (Decrease)	116,087,943	34,402,031	147,557,123	(222,293)	(2,656,773)	(1,007,622)
Beginning Balance	32,437,293	35,851,198	148,525,236	296,082,359	295,860,066	293,203,293
Estimated Available Ending Balance	\$ 148,525,236	\$ 70,253,229	\$ 296,082,359	\$ 295,860,066	\$ 293,203,293	\$ 292,195,671

Figure 43

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 normally cover 80% of project costs with the remaining 20% share being absorbed by the Authority's local match revenue, which consists of sales and use tax receipts or bond issuances. In some cases, FTA grants, such as the Coronavirus Aid Relief and Economic Security Act (CARES), Coronavirus Response and Relief Supplemental Appropriations (CRRSAA) Act and American Rescue Plan (ARP) are awarded with a 100 % Federal share. 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.

Capital Improvement Fund

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

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OPERATING DEPARTMENT BUDGETS

OVERVIEW

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

DIVISION 1: OPERATIONS

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

DIVISION 2: FINANCE

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

DIVISION 3: ENGINEERING & PROJECT MANAGEMENT

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

DIVISION 4: LEGAL AFFAIRS

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

DIVISION 5: HUMAN RESOURCES

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

DIVISION 6: ADMINISTRATION & EXTERNAL AFFAIRS

- 53 – Administration & External Affairs

DIVISION 7: EXECUTIVE

- 12 – Executive
- 16 – Secretary/Treasurer – Board of Trustees
- 19 – Internal Audit

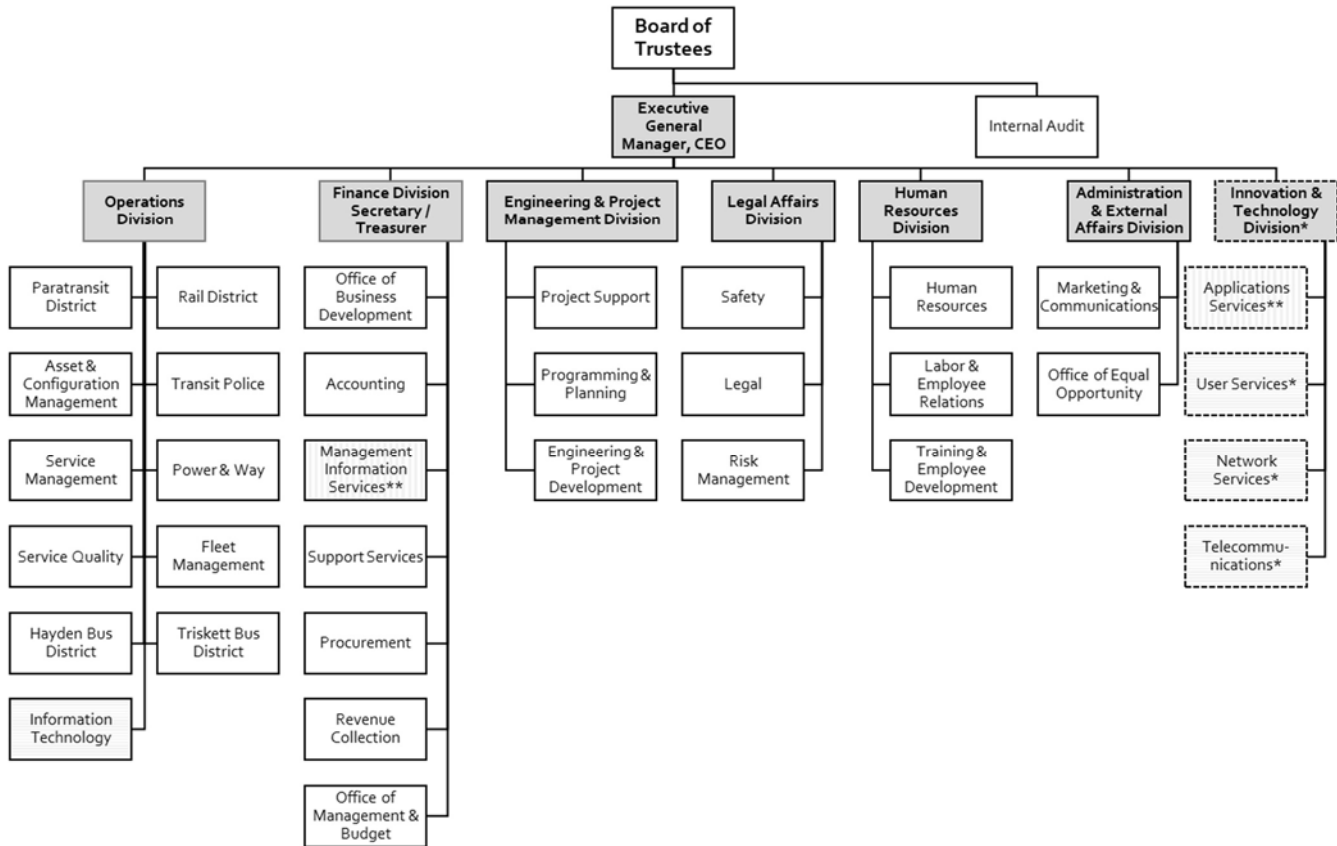
ORGANIZATION OF DEPARTMENT BUDGET INFORMATION

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

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

ORGANIZATION CHART

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY TABLE OF ORGANIZATION



*Innovation & Technology Division eliminated in 2023. User Services, Network Services, and Telecommunications sections moved to Operations Division as Information Technology.

**Management Information Systems (formerly Applications Services) moved to Finance Division.

EXPENDITURES BY DIVISION

DIV: OPERATIONS						
DEPT #	DESCRIPTION	2021 Actual	2022 Projection	2023 BUDGET	2024 PLAN	2025 PLAN
31	PARATRANSIT DISTRICT	\$ 24,084,908	\$ 23,883,700	\$ 25,581,876	\$ 26,090,990	\$ 27,092,550
32	RAIL DISTRICT	24,476,261	26,550,713	28,550,194	29,153,480	30,492,100
33	ASSET AND CONFIGURATION MANAGEME	1,914,709	1,892,268	1,971,429	2,017,010	2,056,720
34	TRANSIT POLICE	13,512,337	13,955,926	15,951,704	16,377,440	17,231,900
35	SERVICE MANAGEMENT	6,390,295	6,467,323	8,165,408	8,373,900	8,757,000
36	POWER & WAY DISTRICT	14,006,528	14,344,657	15,189,473	15,484,700	16,154,800
38	SERVICE QUALITY MANAGEMENT	7,273,692	7,393,434	7,632,154	7,778,210	8,016,320
39	FLEET MANAGEMENT	36,435,379	32,997,763	36,216,234	36,786,540	37,785,760
43	PASS THRU	565,750	540,000	600,000	600,000	600,000
46	HAYDEN DISTRICT	45,828,521	47,957,847	47,961,070	49,058,540	51,740,750
49	TRISKETT DISTRICT	34,655,607	37,308,212	36,352,150	37,195,720	39,237,190
58	INFORMATION TECHNOLOGY	2,175,557	2,596,224	4,879,739	4,953,940	5,014,840
	DIVISION TOTALS	\$ 211,319,542	\$ 215,888,065	\$ 229,051,431	\$ 233,870,470	\$ 244,179,930
DIV: FINANCE						
DEPT #	DESCRIPTION	2021 Actual	2022 Projection	2023 BUDGET	2024 PLAN	2025 PLAN
10	OFFICE OF BUSINESS DEVELOPMENT	\$ 448,302	\$ 456,238	\$ 455,821	\$ 472,180	\$ 488,210
60	ACCOUNTING	3,391,983	3,441,852	4,428,103	4,540,830	4,732,160
61	MANAGEMENT INFORMATION SERVICES	8,012,853	8,148,449	7,515,059	7,652,920	7,794,720
62	SUPPORT SERVICES	1,031,492	1,115,891	1,202,936	1,230,580	1,262,450
64	PROCUREMENT	1,593,661	1,728,356	1,841,021	1,907,810	1,970,510
65	REVENUE	1,910,700	1,726,723	2,280,703	2,336,890	2,392,610
67	OMB	5,152,971	5,500,928	6,806,334	6,890,560	6,944,670
	DIVISION TOTALS	\$ 21,541,962	\$ 22,118,437	\$ 24,529,977	\$ 25,031,770	\$ 25,585,330
DIV: ENGINEERING & PROJECT MANAGEMENT						
DEPT #	DESCRIPTION	2021 Actual	2022 Projection	2023 BUDGET	2024 PLAN	2025 PLAN
55	PROJECT SUPPORT	\$ 505,956	\$ 310,796	\$ 425,847	\$ 433,760	\$ 448,970
57	PROGRAMMING & PLANNING	923,040	690,628	1,003,001	1,025,870	1,050,810
80	ENGINEERING & PROJECT DEVELOPMENT	2,203,052	2,252,593	2,431,332	2,511,660	2,598,180
	DIVISION TOTALS	\$ 3,632,049	\$ 3,254,017	\$ 3,860,180	\$ 3,971,290	\$ 4,097,960
DIV: LEGAL AFFAIRS						
DEPT #	DESCRIPTION	2021 Actual	2022 Projection	2023 BUDGET	2024 PLAN	2025 PLAN
15	SAFETY	\$ 781,275	\$ 759,043	\$ 1,081,808	\$ 1,111,900	\$ 1,155,110
21	LEGAL	3,524,093	3,605,835	4,591,537	4,702,800	4,851,500
22	RISK MANAGEMENT	4,257,240	4,427,630	5,263,906	5,397,740	5,467,960
	DIVISION TOTALS	\$ 8,562,607	\$ 8,792,508	\$ 10,937,251	\$ 11,212,440	\$ 11,474,570
DIV: HUMAN RESOURCES						
DEPT #	DESCRIPTION	2021 Actual	2022 Projection	2023 BUDGET	2024 PLAN	2025 PLAN
14	HUMAN RESOURCES	\$ 2,052,433	\$ 1,396,837	\$ 1,858,584	\$ 1,903,000	\$ 1,977,900
18	LABOR RELATIONS	1,337,459	1,926,129	1,987,456	2,041,030	2,100,760
30	TRAINING & EMPLOYEE DEVELOPMENT	3,882,800	4,187,322	4,495,699	4,551,850	4,674,450
	DIVISION TOTALS	\$ 7,272,692	\$ 7,510,289	\$ 8,341,739	\$ 8,495,880	\$ 8,753,110
DIV: ADMINISTRATION & EXTERNAL AFFAIRS						
DEPT #	DESCRIPTION	2021 Actual	2022 Projection	2023 BUDGET	2024 PLAN	2025 PLAN
53	ADMINISTRATION & EXTERNAL AFFAIRS	2,729,095	2,802,352	3,115,774	3,185,460	3,258,460
	DIVISION TOTALS	\$ 2,729,095	\$ 2,802,352	\$ 3,115,774	\$ 3,185,460	\$ 3,258,460
DIV: EXECUTIVE						
DEPT #	DESCRIPTION	2021 Actual	2022 Projection	2023 BUDGET	2024 PLAN	2025 PLAN
12	EXECUTIVE	\$ 1,204,548	\$ 1,150,488	\$ 1,156,299	\$ 1,151,460	\$ 1,192,560
16	SECRETARY/TREAS. - BOARD OF TRUSTE	233,964	260,493	351,262	354,460	367,260
19	INTERNAL AUDIT	831,242	976,772	1,046,132	1,079,180	1,116,480
99	FUND TRANSFERS	212,992,468	119,604,372	41,872,881	42,545,715	37,619,061
	DIVISION TOTALS	\$ 215,262,222	\$ 121,992,125	\$ 44,426,574	\$ 45,130,815	\$ 40,295,361

STAFFING BY DIVISION

Division	Dept. #	Dept. Name	2021 Year-End Budget	2022 Q3 Budget	2023 Proposed Budget	Variance (2023 vs. 2022)	
Operations	31	Paratransit District	195.00	197.75	197.75	-	
	32	Rail District	265.00	255.00	255.00	-	
	33	Asset & Configuration Management	11.00	11.00	11.00	-	
	34	Transit Police	154.00	153.00	158.00	5.00	
	35	Service Management	77.75	89.75	92.75	3.00	
	36	Power & Way	114.00	123.00	123.00	-	
	38	Service Quality Management	66.00	65.00	67.00	2.00	
	39	Fleet Management	184.00	171.00	171.00	-	
	46	Hayden District	564.50	571.00	571.00	-	
	49	Triskett District	433.25	438.00	437.00	(1.00)	
	58	Information Technology	9.00	10.00	10.00	-	
Operations Total			2,073.50	2,084.50	2,093.50	9.00	
Finance	10	Office of Business Development	4.00	4.00	4.00	-	
	60	Accounting	27.00	28.00	30.00	2.00	
	61	Management Information Services	33.00	30.00	34.00	4.00	
	62	Support Services	8.00	8.00	8.00	-	
	64	Procurement	16.00	16.00	16.00	-	
	65	Revenue	18.00	18.00	18.00	-	
	67	Office of Management & Budget	9.00	8.00	8.00	-	
Finance & Administration Total			115.00	112.00	118.00	6.00	
Engineering & Project Management	55	Project Support	5.00	5.00	5.00	-	
	57	Programming & Planning	5.00	5.00	5.00	-	
	80	Engineering & Project Development	20.00	20.00	20.00	-	
Engineering & Project Management Total			30.00	30.00	30.00	-	
Legal Affairs	15	Safety	7.75	8.00	8.00	-	
	21	Legal	23.00	27.00	26.00	(1.00)	
	22	Risk Management	8.00	8.00	8.00	-	
Legal Affairs Total			38.75	43.00	42.00	(1.00)	
Human Resources	14	Human Resources	13.00	14.00	14.00	-	
	18	Labor & Employee Relations	13.00	15.00	15.00	-	
	30	Training & Employee Development	31.00	32.00	32.00	-	
Human Resources Total			57.00	61.00	61.00	-	
Administration & External Affairs	53	Administration & External Affairs	20.00	22.00	22.00	-	
Administration & External Affairs			20.00	22.00	22.00	-	
Executive	12	Executive	3.00	3.00	3.00	-	
	16	Secretary/Treasurer - BOT	11.00	18.00	19.00	1.00	
	19	Internal Audit	8.00	8.00	8.00	-	
Executive Total			22.00	29.00	30.00	1.00	
Grand Total			2,356.25	2,381.50	2,396.50	15.00	
			Board Approved	2,356.25	2,381.50	2,396.50	

01- OPERATIONS DIVISION

DIVISION OVERVIEW

The Operations Division provides bus, rail, and ADA paratransit services to Greater Cleveland. The Division provides service ready 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

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

2022 ACCOMPLISHMENTS

- Replaced RTACLE mobile pay app.
- Implemented Musabi EZFare payment system.
- Implemented Transit Police body-worn camera system.
- Implemented Transit Ambassador Program.
- Received Board approval for Civilian Oversight Committee.
- Implemented Operator Mentoring Program.
- Collaborated with Human Resources to resource and staff job fairs for operator recruitment.

2023 PRIORITIES

- **RTA Customer Experience:** Enhance the bus and rail customer experience to achieve Traction and NPS goals.
- **Paratransit Customer Experience:** Enhance the paratransit customer experience with focus and care for our ADA customers.
- **Railcar Replacement:** Select Rail Vehicle car builder and issue Notice to Proceed (NTP).
- **Fare Collection Program:** Modernize fare collection with focus on open architecture technology, account-base technology, and customer ease of use.
- **Operator Recruiting:** Collaborate, support, and resource operator recruiting and training efforts to accelerate hiring efforts and overcome attrition.
- **Zero Emission Vehicles:** Purchase and pilot 5-10 zero emission buses.
- Continue making schedule and route adjustments to increase service reliability, mobility, and access.
- Continue upgrade of IT software and hardware to increase productivity and efficiency.

LIST OF DEPARTMENTS

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

The staff for User Support and Infrastructure were restructured for FY2023 and moved from Department 61 to Department 58. Department 61 was moved to the Finance Division, renamed Management Information Systems. Department 58 was renamed from Intelligent Transportation Systems to Information Technology.

OPERATIONS DIVISION

Success Outcomes	Metric	FY2023 Performance Goals	Objective	Definition
Customer Experience	Net Promoter Score	29	↑	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA, Promoters are 9-10 and Detractors are 0-6.
	Overall Customer Satisfaction	84%	↑	The % of customers who agree or strongly agree that they are satisfied with GCRTA
	On-Time Performance - Impression	77%	↑	The % of customers who agree or strongly agree that service is on time
	On-Time Performance - Actual	85%	↑	The % of actual on-time performance
	Safe & Secure Riding / Waiting -- Impression	74%	↑	The simple average % of customers who agree or strongly agree that they feel safe on and safe waiting for buses/trains. (average "safe on" and "safe waiting" from the customer experience survey, weighted by ridership)
	Vehicle Cleanliness - Impression	54%	↑	The % of customers who agree or strongly agree that vehicles are clean.
Community Value	Community Perception - Access to Employment	54%	↑	The % of community who agree or strongly agree that GCRTA serves employment centers.

Success Outcomes	Metric	FY2023 Performance Goals	Objective	Definition
Financial Sustainability	Operator Labor Budget Adherence	-2%	↓	Percent difference of the sum of operator labor and overtime expenses (excluding fringe benefits) from the budgeted operator labor and overtime costs
	Operating Budget Used	25% 50% 75% 100%	–	The % of actual expenses (year to date) vs. annual budget. 25% per quarter as a guideline, understanding that 100% of budget is limit at year end
Employee Engagement	Division Employees Agree - Supervisor Invested in Growth and Success	55%	↑	The % of employees that agree (or strongly agree) that their Supervisor is invested in their growth and success.
	Division Employees Agree - Understand Vision and Direction	69%	↑	The % of employees that agree (or strongly agree) that they understand the vision and direction of GCRTA
	Division Employees Agree - Understand How Performance Linked to Organization Success	75%	↑	The % of employees that agree (or strongly agree) that they understand how their performance contributes to organizational success
	Workforce Net Promoter Score	-15	↑	% Promoters minus % Detractors that recommend Division as place to work

31- PARATRANSIT DISTRICT

OVERVIEW

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.

2022 ACCOMPLISHMENTS

- Achieved a Net Promoter Score of 59, well above industry peers
- Maintained on-time performance of over 88% for the year
- Adjusted staffing levels to reduce speed to answer in the Paratransit call center
- Maintained a low speed to answer time within the TIC call center
- Increased Ridership by 26% over 2021 while maintaining good on-time performance (OTP)
- Reduced No-shows, Late Cancels, and Cancels-at-the-Door by over 40 percent, saving nearly \$90K
- Piloted and launched the first mentoring program in the nation for Paratransit Operators
- Launched a Certified Operator Road Instructor Program for Paratransit Operators
- Upgraded most of the facility lighting to high efficiency LED lights, including the parking lot
- Maintained a State of Good Repair

2023 PRIORITIES

- Adhere to Company Mission, Vision, and Values
- Create efficiencies to manage growth & demand for services
- Focus on the customer service experience and increase the net promoter score (NPS) by 10%
- Focus on internal training and the employee experience, increase the NPS by 10%
- Complete a data archive project for the scheduling software
- Complete the LED lighting project and Fuel Island upgrades
- Maintain on time performance (OTP) of 88% or higher
- Retire the Propane and ½ of the MV-1 fleets
- Secure new contracts for Purchased Transportation

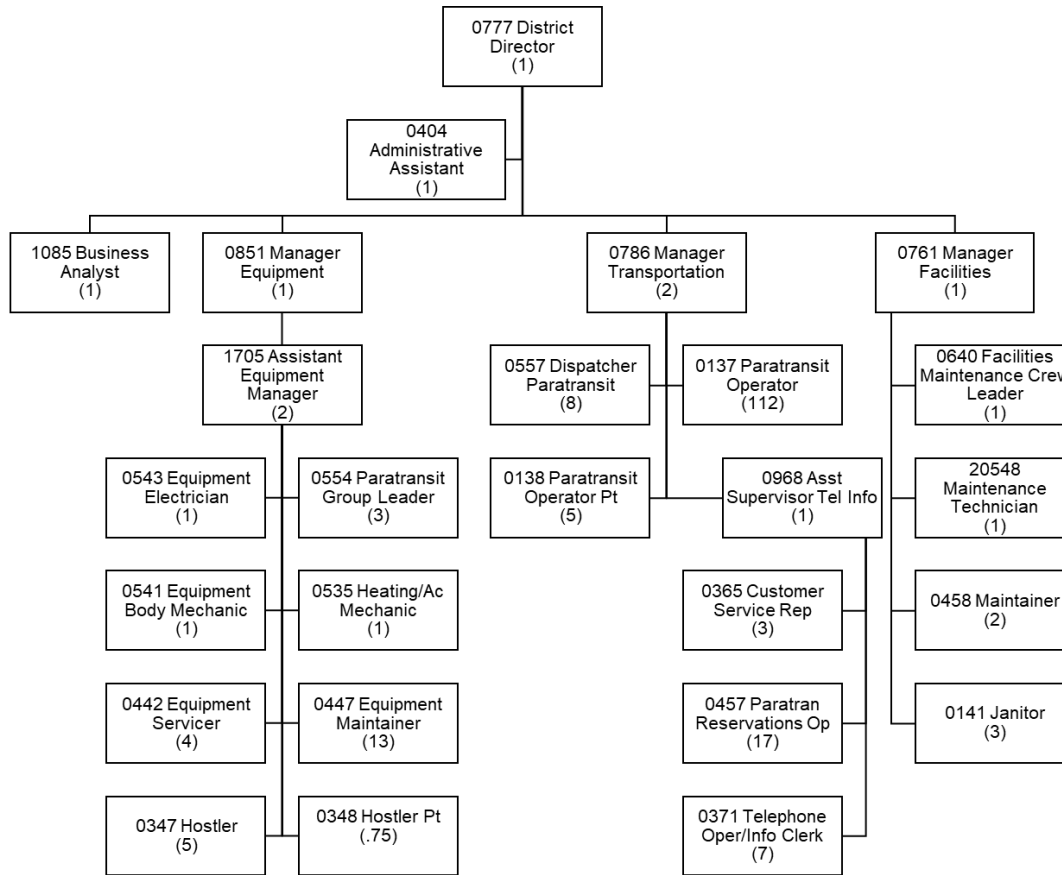
PARATRANSIT DISTRICT BUDGET

Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501100	Bus Operators' Labor	\$4,909,890	\$5,477,026	\$5,800,000
501110	Overtime - Bus Operators	565,491	684,489	625,000
501200	Hourly Employees Payroll	2,980,328	2,909,063	3,225,637
501210	Overtime - Hourly Employees	258,441	423,962	245,000
501300	Labor - Salaried Employees	1,719,712	1,997,269	2,075,407
501310	Overtime - Salaried Employees	94,676	110,549	90,000
502000	Fringe Benefits	4,374,165	4,400,381	4,545,597
502071	W. C. - Injuries & Damages	198	120	-
503000	Services	23,248	2,668	40,000
503052	Other Maintenance Contracts	20,877	50,553	67,200
504000	Material & Supplies	6,784	29,380	31,490
504032	Propane Fuel	354,491	180,000	276,000
508020	Purchased Transportation	8,769,720	7,609,048	8,550,000
509000	Miscellaneous Expenses	6,671	8,103	8,545
509022	Meals & Concessions	218	1,089	2,000
Total		\$24,084,908	\$23,883,700	\$25,581,876

PARATRANSIT DISTRICT STAFFING

Grade	Job Name	2021	2022	2023
01	0137 Paratransit Operator	109.0	111.0	112.0
	0138 Paratransit Operator	8.0	5.0	5.0
	0141 Janitor	3.0	3.0	3.0
03	0347 Hostler	2.0	5.0	5.0
	0348 Hostler PT	3.0	0.75	0.75
	0365 Customer Service Rep (ADA Eligibility)	3.0	3.0	3.0
	0371 Telephone Oper/Info Clerk	8.0	7.0	7.0
04	0404 Administrative Assistant	1.0	1.0	1.0
	0442 Equipment Servicer	1.0	4.0	4.0
	0447 Equipment Maintainer	16.0	13.0	13.0
	0457 Paratransit Reservations Operator	14.0	18.0	17.0
	0458 Maintainer	2.0	2.0	2.0
05	0535 Heating/Ac Mechanic	1.0	1.0	1.0
	0541 Equipment Body Mechanic	1.0	1.0	1.0
	0543 Equipment Electrician	1.0	1.0	1.0
	0548 Maintenance Technician	1.0	1.0	1.0
	0549 Maintenance Leader	1.0	-	-
	0554 Paratransit Group Leader	3.0	3.0	3.0
	0557 Dispatcher Paratransit	8.0	8.0	8.0
06	0640 Facilities Maintenance Crew Leader	-	1.0	1.0
25	0968 Asst. Supervisor Telephone/Info	1.0	1.0	1.0
	1085 Business Analyst	1.0	1.0	1.0
27	1705 Asst. Equip Manager	2.0	2.0	2.0
28	0761 Manager Facilities	1.0	1.0	1.0
	0851 Manager Equipment	1.0	1.0	1.0
29	0786 Manager Transportation	2.0	2.0	2.0
30	0777 District Director	1.0	1.0	1.0
Total		195.0	197.75	197.75

PARATRANSIT DISTRICT ORGANIZATION CHART



Total FTE's = 197.75

32 - RAIL DISTRICT

OVERVIEW

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

2022 ACCOMPLISHMENTS

District Wide Accomplishments

- Clean Initiative
 - Weekday Service Clean at Windermere
 - Weekday Service Clean at Tower City
 - Railcar Sick Car/Spill Response Kits
 - Increased Vehicle Servicer Staffing
 - Focus Clean at GCRTA Rail Stations
- 2022 Rail Rodeo
- New Railcar Procurement Support
- Issued 2022 Rail Operations Rule Book and Standard Operating Procedures
- Customer Service Focus

Rail Transportation Accomplishments

- On-time Performance: 90%
 - Partnered with Service Quality to Monitor and Enhance On-Time Performance
- Safety Monitoring, Performance and Promotion
 - Employee Safety Performance Board
 - Safety Promotion - Employee Engagement & Recognition
 - Transportation Safety Committee
 - Champion of Safety Nominations
- Operational Monitoring, Performance and Promotion
 - On-time performance recognition and commendations
 - Workforce Committee Member
 - Rail Forum Meetings
- Rail Transportation Projects
 - New Railcar Procurement Support

Rail Equipment Accomplishments

- Preventative Maintenance Performance: 77%.
- Safety Performance Monitoring & Promotion
 - Safety Promotion - Employee Engagement & Recognition
 - Rail Equipment Safety Committee
- Operational Monitoring, Performance and Promotion
 - Data Driven Non-punitive Performance Monitoring
 - Employee Operations Performance Boards
 - Performance Promotion – Employee Engagement & Recognition
 - Rail Forum – Partnership with Service Quality
- Rail Equipment Projects.
 - Holiday Trains
 - Completed Re-wheel of 25 HRVs.

- New Railcar Procurement Support
- Support Engineering - Rail Wheel Wear Study & Corrective Actions

Rail Facilities Accomplishments

- Preventative Maintenance Performance: 96%
- Safety Performance Monitoring & Promotion
 - Continued COVID-19 Response
 - Data Driven Non-Punitive Safety Monitoring
 - Employee Safety Performance Boards
 - Safety Promotion - Employee Engagement & Recognition
 - Safety Committee
- Operational Monitoring, Performance and Promotion
 - Data Driven Non-Punitive Performance Monitoring
 - Employee Operations Performance Boards
 - Performance Promotion – Employee Engagement & Recognition
 - Rail Forum – Partnership with Service Quality
- Rail Facilities Projects
 - Remodeled Airport Operator Restroom
 - Remodeled Service Building Women’s Restroom
 - Airport Tunnel Emergency Stairwell Rehab
 - Installing new LED lighting along Waterfront Line (70% Complete)
 - Tower City Walkway Repairs and Lighting
 - Westpark Heater Replacement
 - Rebuilt 8 Central Rail Maintenance Facility (CRMF) Car Body Stands
 - Rebuilt Westbound platform at South Woodland Eastbound RTS
 - Painted Rail Operator Lounge
 - Overhauled Shop Track 10 East Turntable
 - Replaced Lighting at East 34th RTS

2023 PRIORITIES

District Wide Priorities

- Safety Performance Monitoring & Promotion
- Customer Service
- Clean Initiative
- Rail District Vital Few Objectives
 - Safety
 - Customer Service Excellence
 - On-time Performance
 - Preventative Maintenance
 - Budget
 - Attendance
- 2023 Rail Rodeo
- Issuance of the 2023 Rail Operations Rule Book and Standard Operating Procedures

Rail Transportation Priorities

- On-time Performance Goal: 90%
- Safety Performance Monitoring & Promotion
 - Employee Recognition for outstanding Safety performance
- Customer Service
- Operational Monitoring, Performance and Promotion

- Support Fleet Engineering Projects
 - New Rail Car Procurement

Rail Equipment Priorities

- Preventative Maintenance Goal: 85%.
- Safety Monitoring, Performance and Promotion.
 - Employee Recognition for outstanding Safety performance
 - HRV Motor Overhaul Project
- Customer Service
- Clean Initiative
- Operational Monitoring, Performance and Promotion
- Support Fleet Engineering Projects
 - New Rail Car Procurement
 - Rail Vehicle Wheel Wear

Rail Facilities Priorities

- Preventative Maintenance Goal: 95%.
- Safety Monitoring, Performance and Promotion
 - Continued Support for COVID-19
 - Employee Recognition for Outstanding Safety performance
- Customer Service
- Clean Initiative
- Operational Monitoring, Performance and Promotion
- Rail Facility Projects
 - Rail Facilities West Side Shop Relocation
 - Rail Transportation Building Women’s Restroom Remodel
 - West 3rd Browns Floor Logo Replacement
 - Installing new benches at Westpark RTS
 - Westpark Bird Buffer and Nets
- Support of Engineering Projects

RAIL DISTRICT BUDGET

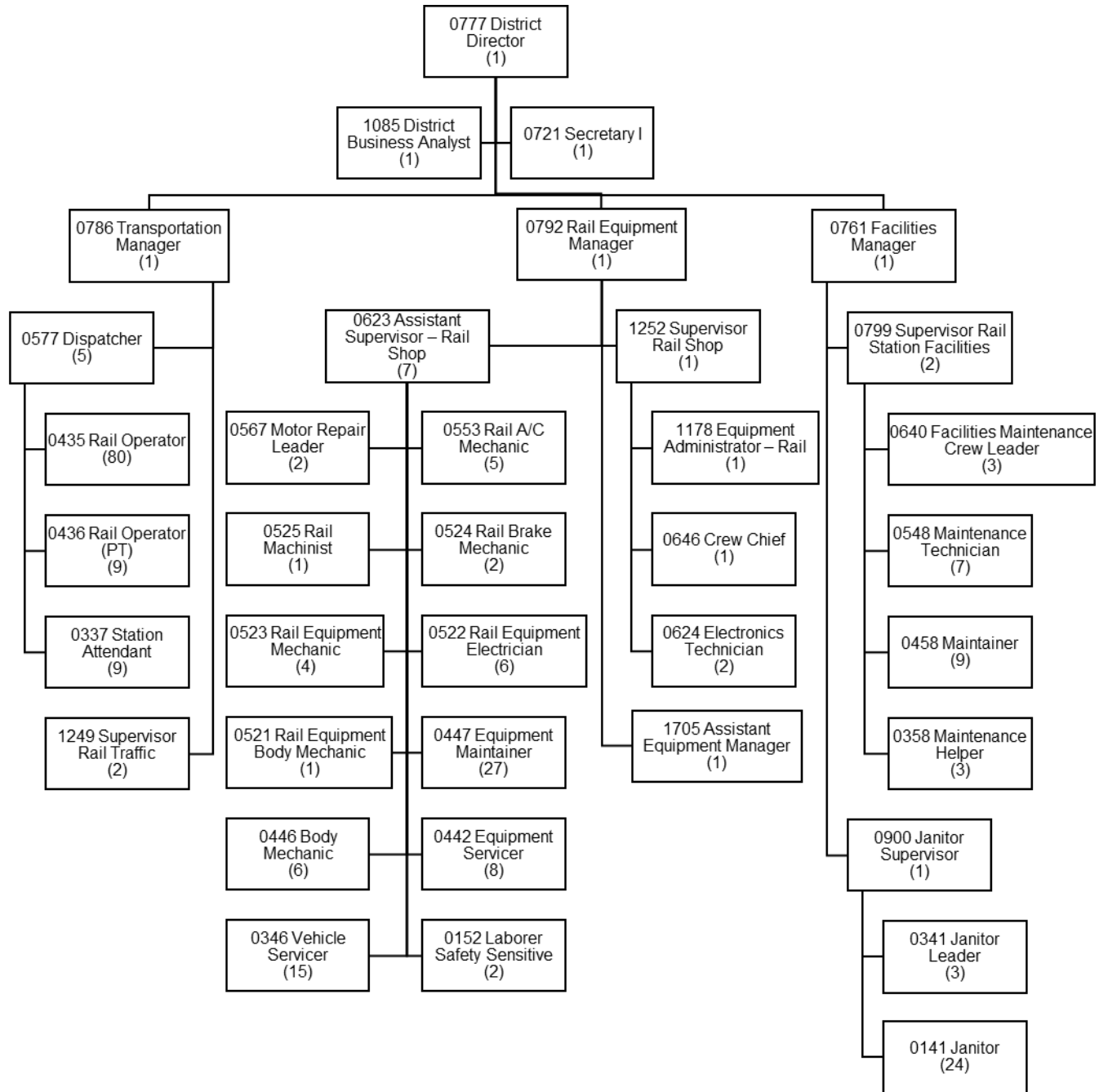
Object Class	Description	2021 Actual	2022 - 3Q Estimate	2023 Budget
501100	Labor - Operators	\$4,412,742	\$4,918,858	\$4,900,000
501110	Overtime - Operators	882,885	856,871	968,000
501200	Labor - Hourly Employees	6,734,487	7,384,887	8,141,252
501210	Overtime - Hourly Employees	481,713	575,870	988,000
501300	Labor - Salaried Employees	2,060,373	2,049,329	2,280,964
501310	Overtime - Salaried Employees	138,632	157,802	119,000
502000	Fringe Benefits	6,057,181	5,996,050	6,131,264
502071	W/C - Injuries & Damages	3,349	837	-
503000	Services	644,242	307,591	160,000
503052	Other Maintenance Contracts	2,262,127	3,540,612	3,943,482
504000	Materials & Supplies	423,062	402,501	431,900
504090	Tires & Tubes	-	-	500
505010	Propulsion Power	(17,620)	-	-
505021	Electricity	333,850	272,377	350,000
509000	Miscellaneous Expenses	13,938	8,090	64,832
509022	Meals & Concessions	5,072	4,716	6,000
512000	Leases & Rentals	40,228	74,322	65,000
Total		\$24,476,261	\$26,550,713	\$28,550,194

RAIL DISTRICT STAFFING

Grade	Job Name	2021	2022	2023
01	0141 Janitor	24.0	24.0	24.0
	0152 Laborer Safety Sensitive	2.0	2.0	2.0
03	0337 Station Attendant	9.0	9.0	9.0
	0341 Janitor Leader	2.0	3.0	3.0
	0346 Vehicle Servicer	15.0	19.0	15.0
	0358 Maintenance Helper	4.0	3.0	3.0
04	0435 Rail Operator	-	80.0	80.0
	0436 Rail Operator PT	-	9.0	9.0
	0437 Operator	91.0	-	-
	0438 Operator PT	9.0	-	-
	0442 Equipment Servicer	10.0	4.0	8.0
	0446 Body Mechanic	6.0	6.0	6.0
	0447 Equipment Maintainer	25.0	27.0	27.0
	0458 Maintainer	8.0	9.0	9.0
05	0521 Rail Equipment Body Mechanic	1.0	1.0	1.0
	0522 Rail Equipment Electrician	6.0	6.0	6.0
	0523 Rail Equipment Mechanic	4.0	4.0	4.0
	0524 Rail Brake Mechanic	2.0	2.0	2.0
	0525 Rail Machinist	1.0	1.0	1.0

	0548 Maintenance Technician	7.0	7.0	7.0
	0549 Maintenance Leader	3.0	-	-
	0553 Rail AC Mechanic	5.0	5.0	5.0
	0567 Motor Repair Leader	2.0	2.0	2.0
	0577 Dispatcher	5.0	5.0	5.0
06	0623 Assistant Supervisor Rail Shop	7.0	7.0	7.0
	0624 Electronics Technician	2.0	2.0	2.0
	0640 Facilities Maintenance Crew Leader	-	3.0	3.0
	0646 Crew Chief	1.0	1.0	1.0
22	0721 Secretary I	1.0	1.0	1.0
25	1085 District Business Analyst	1.0	1.0	1.0
26	0799 Supervisor Rail Station Facilities	2.0	2.0	2.0
	0900 Supervisor Janitorial Services	1.0	1.0	1.0
27	1178 Equipment Administrator	1.0	1.0	1.0
	1252 Supervisor Rail Shop	1.0	1.0	1.0
	1705 Assistant Equipment Manager	1.0	1.0	1.0
28	0761 Manager Facilities	1.0	1.0	1.0
	1249 Supervisor Rail Traffic	2.0	2.0	2.0
29	0786 Manager Transportation	1.0	1.0	1.0
	0792 Manager Rail Equipment	1.0	1.0	1.0
30	0777 District Director	1.0	1.0	1.0
Total		265.0	255.0	255.0

RAIL DISTRICT ORGANIZATION CHART



Total FTE's = 255

33- ASSET & CONFIGURATION MANAGEMENT

OVERVIEW

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

2022 ACCOMPLISHMENTS

- Received three Lean Six Sigma Black Belts and three Lean Six Sigma Green Belts
- Implement the 2022 Transit Asset Management Plan
- Continued to improve the cost effectiveness and efficiency in maintaining assets throughout the Authority by improving six processes
- Continued to implement and improve Predictive Maintenance on all new bus fleets
- Submitted all required SOGR information to NTD
- Reported Preventative and Predictive Maintenance compliance to the districts weekly
- Created and reviewed data with OMB to create programs for asset replacement
- Assisted in implementing the new EAM software
- Completed training for Ultramain upgrade to Version 9
- Worked with Safety on CAPs associated with operations - one closed
- Continued to review and revise the Predictive Maintenance Plans for each fleet

2023 GOALS

- Continue to improve the cost effectiveness and efficiency in maintaining assets throughout the Authority
- Continue to implement Predictive Maintenance on all new bus fleets
- Report to the FTA/NTD all required information
- Continue to track existing assets as well as add new assets to the Ultramain system
- Report weekly on PM compliance and Predictive Maintenance compliance to the districts
- Create and review data with OMB to create programs for asset replacement
- Implement the Ultramain upgrade to V9
- Train Mobile Mechanic to remaining end users
- Encourage employee training and development
- Work with Safety on CAPs associated with operations
- Continuously review and revise the Predictive Maintenance Plan for each fleet
- Develop Vehicle Telematics Software as tool to improve vehicle reliability

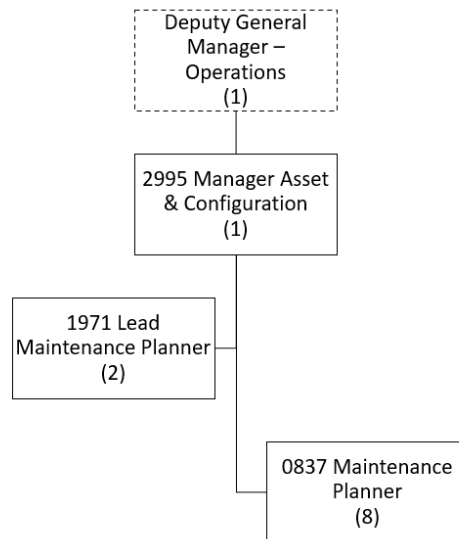
ASSET & CONFIGURATION MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 - 3Q Estimate	2023 Budget
501300	Labor Salaried Employees	\$697,468	\$697,603	\$746,492
502000	Fringe Benefits	310,449	269,523	275,086
503000	Services	(6,204)	1,483	9,000
503052	Other Maintenance Contracts	912,996	923,659	936,851
504000	Materials & Supplies	-	-	750
509000	Miscellaneous Expenses	-	-	3,000
509022	Meals & Concessions	\$-	\$-	\$250
Total		\$1,914,709	\$1,892,268	\$1,971,429

ASSET & CONFIGURATION MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
26	0837 Facilities Maintenance Planner	8.0	8.0	8.0
27	1971 Lead Maintenance Planner	2.0	2.0	2.0
29	2995 Manager of Asset & Configuration Management	1.0	1.0	1.0
Total		11.0	11.0	11.0

ASSET & CONFIGURATION MANAGEMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 11

34- TRANSIT POLICE DEPARTMENT

OVERVIEW

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 are critical to maintaining public safety and effective policing.

2022 ACCOMPLISHMENTS

- Reduced the risk from active shooters by conducting drills with GCRTA employees.
- Procured body worn cameras (BWC) and implemented policies to improve transparency.
- Continued TP's Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation efforts.
- Replaced TP's inventory of hand-held portable radios and dispatch consoles.
- Procured 130 Taser 7 EWC devices for Transit Police.
- Drafted the foundations for the new Civilian Oversight Board and Transit Ambassador Program.
- Provided Crisis Intervention Training (CIT) for TP officers.
- Strengthened relationships with agency partners to provide resources for those in need of mental health, addiction, and shelter services.
- Conducted one police entrance examination to increase hiring.
- Implemented Transit Ambassador program.
- Hired Crisis Intervention Specialist and implemented Co-Responder program to provide an alternative response to people in mental health crisis.
- Implemented Operation Community Watch program that attended and participated over 50 community events throughout Cuyahoga County.
- Secured vendor to provide year-round testing process and attract diverse TP candidates.
- Created Officer Wellness team to engage in year-round officer wellness training and aid to officers in need of support.

2023 PRIORITIES

- Continue work with the Marketing Department to enhance the image of TP.
- Increase patrols of Transit Police on trains, buses, and stations to deter crime.
- Finalize and obtain certification for CALEA accreditation.
- Increase Transit Ambassador program and deploy program on rail system.
- Implement Civilian Oversight Committee.
- Combine efforts with Training Department to enhance organizational training for all GCRTA employees.
- Improve hiring in retention rates.
- Increase staffing levels for patrol officers to budgeted amount.
- Work with Operations Division to create additional office space for TP at Woodhill district.

- Develop and implement monthly in-service training for TP.

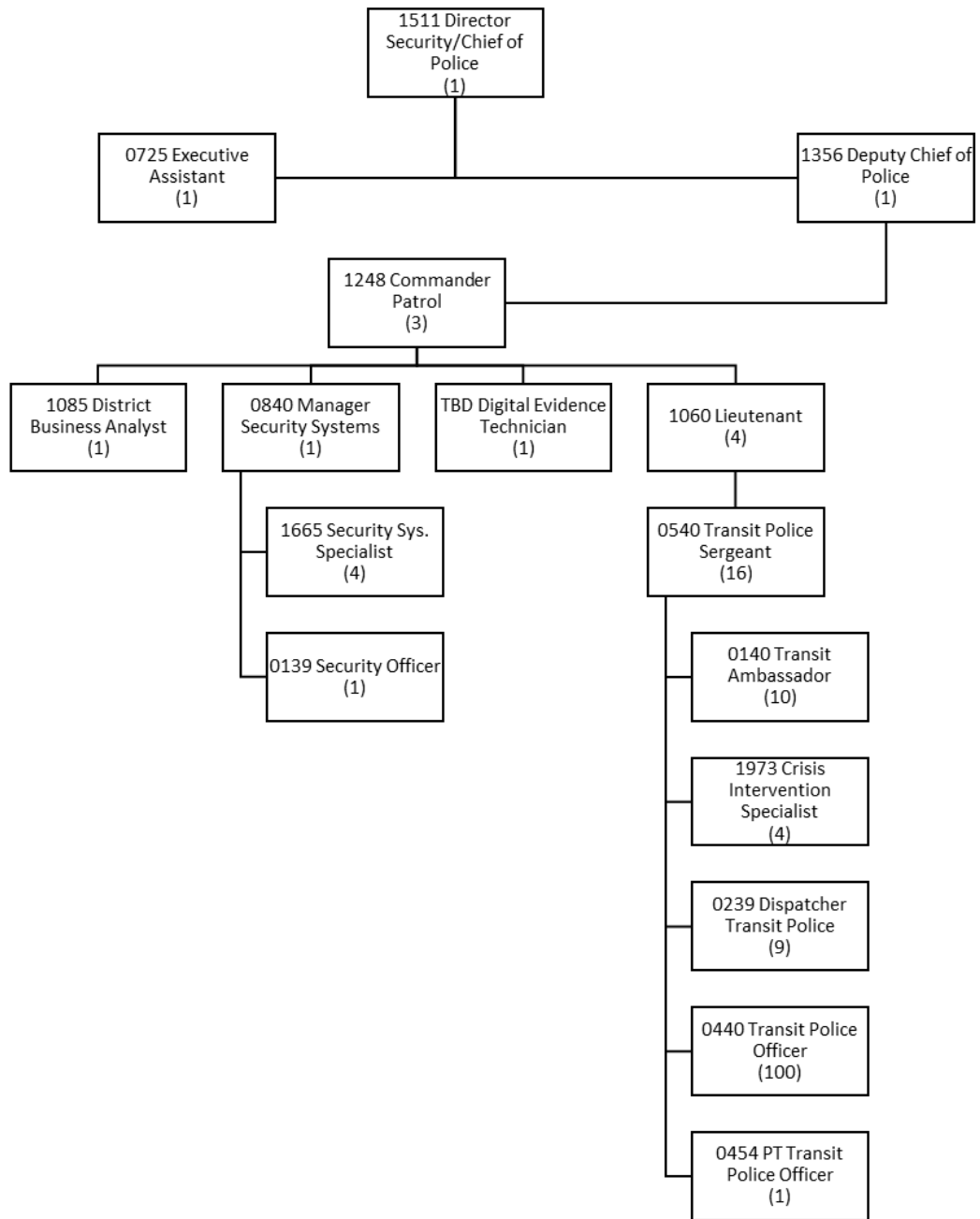
TRANSIT POLICE DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022- 3Q Estimate	2023 Budget
501200	Hourly Employees Payroll	\$7,514,487	\$7,599,961	\$8,463,423
501210	Overtime - Hourly Employees	516,637	553,729	420,000
501300	Labor - Salaried Employees	957,035	1,468,326	2,078,361
501310	Overtime - Salaried Employees	0	345	-
502000	Fringe Benefits	3,875,542	3,732,739	4,236,679
502071	W/C – Injuries and Damages	10,866	4,257	-
503000	Services	25,796	43,795	66,150
503052	Other Maintenance Contracts	258,103	281,330	343,085
504000	Material & Supplies	297,599	247,265	289,729
506000	Casualty & Liability Costs	5,680	5,680	6,000
509000	Miscellaneous Expenses	42,927	16,458	38,600
509022	Meals & Concessions	92	284	500
512000	Leases & Rentals	7,573	1,757	9,177
Total		\$13,512,337	\$13,955,926	\$15,951,704

TRANSIT POLICE DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
01	0139 Security Officer	1.0	1.0	1.0
02	0239 Dispatcher Transit Police	9.0	9.0	9.0
04	0440 Transit Police Officer	103.0	95.0	100.0
	0454 PT Transit Police Fare Enforcement Officer	9.0	1.0	1.0
05	0540 Transit Police Sergeant	17.0	16.0	16.0
23	0140 Transit Ambassador	-	10.0	10.0
	0725 Executive Assistant	1.0	1.0	1.0
25	1085 District Business Analyst	1.0	1.0	1.0
26	1665 Security Systems Specialist	4.0	4.0	4.0
	1973 Crisis Intervention Specialist	-	4.0	4.0
27	1060 Lieutenant	3.0	4.0	4.0
28	0840 Manager Security Systems	1.0	1.0	1.0
29	1248 Commander	3.0	3.0	3.0
	1356 Deputy Chief of Police	1.0	1.0	1.0
30	1511 Director Security/Chief of Police	1.0	1.0	1.0
TBD	TBD Digital Evidence Technician	-	1.0	1.0
Total		154	153	158

TRANSIT POLICE DEPARTMENT ORGANIZATION CHART



Total FTE's = 158

35- SERVICE MANAGEMENT DEPARTMENT

OVERVIEW

The Service Management Department plans, schedules, monitors, and adjusts all fixed-route transportation service. The department works with Service Quality and District Management to ensure safe, reliable, effective service for passengers. The department also provides centralized facility maintenance services for the Authority and manages the signage and shelter programs. The department's Business Intelligence Unit analyzes data and helps develop the analytical capabilities of staff members in other departments.

2022 ACCOMPLISHMENTS

- Implemented the 2022 Service Management Plan.
- Fine-tuned the System Redesign.
- Prepared for initiation of MicroTransit service.
- Supported private and municipal efforts to improve conditions for pedestrians and transit riders.
- Collaborated with city staff and stakeholders on downtown building projects including Public Square.
- Adjusted service as needed for construction projects and major special events.
- Reviewed scheduled running times of selected routes to increase service dependability.
- Continued to assess bus stops for safety and spacing and continued to upgrade bus stop signs.
- Continued maintenance and cleaning of all assigned properties.
- Continued maintenance and cleaning of passenger shelters, Cleveland State Line stations, and the HealthLine.
- Supported energy conservation and sustainability initiatives.
- Supported employee training and development.
- Provided expert advice to support divisional and RTA-wide performance management activities
- Continued the intensified cleaning activities to combat COVID-19 and build public trust.
- Maintained low rates of on-the-job injuries.

2023 PRIORITIES

- Implement the 2023 Service Management Plan.
- Intensify collaborative efforts to improve streetscape for pedestrians and transit riders.
- Adjust service as needed for construction projects and major special events.
- Review scheduled running times of selected routes to increase service dependability.
- Continue to assess bus stops for safety and spacing and continue to upgrade bus stop signs.
- Continue maintenance and cleaning of all assigned properties.
- Continue maintenance and cleaning of passenger shelters, Cleveland State Line stations, and the HealthLine.
- Continue intensive cleaning activities.
- Coordinate and improve facility maintenance practices authority-wide.
- Coordinate and improve data analysis capabilities authority-wide.
- Support employee training and development.
- Promote safety and maintain low rates of on-the-job injuries.
- Prioritize activities that help connect the community.

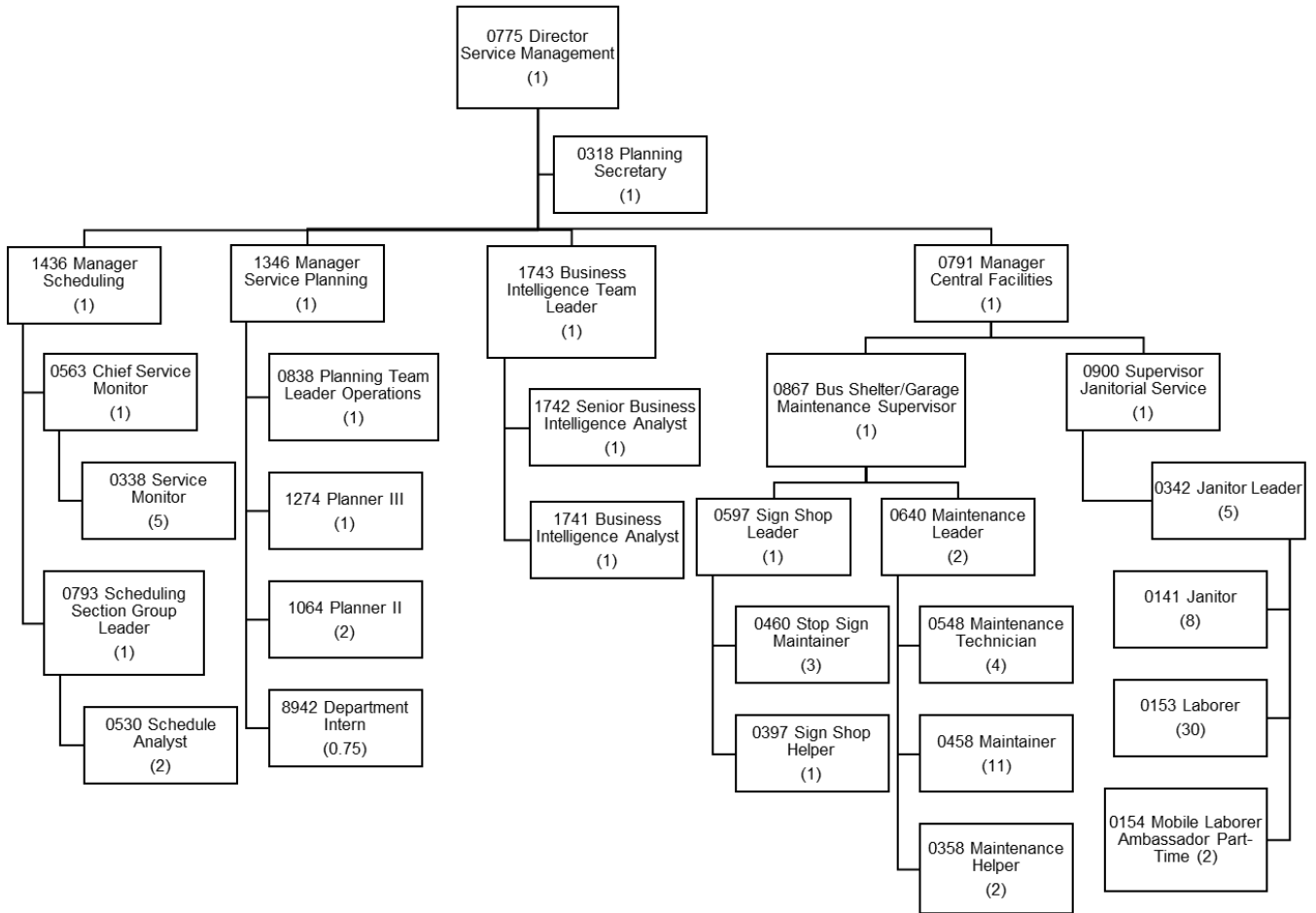
SERVICE MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501200	Hourly Employees Payroll	\$2,385,316	\$2,556,002	\$3,508,795
501210	Overtime - Hourly Employees	161,650	121,393	110,000
501300	Labor - Salaried Employees	1,152,064	1,248,538	1,342,134
501310	Overtime - Salaried Employees	579	118	2,000
502000	Fringe Benefits	1,555,425	1,568,734	2,069,425
502071	W/C – Injuries & Damages	-	647	-
503000	Services	38,438	43,751	107,049
503052	Other Maintenance Contracts	817,349	681,278	735,580
504000	Material & Supplies	279,192	236,617	280,325
509000	Miscellaneous Expenses	195	9,968	9,500
509022	Meals & Concessions	87	277	600
Total		\$6,390,295	\$6,467,323	\$8,165,408

SERVICE MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
01	0141 Janitor	4.0	8.0	8.0
	0152 Laborer Safety Sensitive	31.0	-	-
	0153 Laborer Non-Safety Sensitive	-	28.00	30.00
	0154 Mobile Laborer Ambassador PT	-	2.0	2.0
	8942 Department Intern	0.8	0.8	0.8
03	0318 Planning Secretary	1.00	1.00	1.00
	0338 Service Monitor	5.00	5.00	5.00
	0341 Janitor Leader	5.00	-	-
	0342 Laborer Leader	-	5.0	5.0
	0358 Maintenance Helper	2.0	2.0	2.0
	0397 Sign Shop Helper	1.0	1.00	1.00
04	0458 Maintainer	6.0	11.0	11.0
	0460 Stop Sign Maintainer	2.0	3.00	3.00
05	0530 Schedule Analyst	2.0	2.00	2.00
	0548 Maintenance Technician	1.0	4.0	4.0
	0549 Maintenance Leader	1.0	-	-
	0563 Chief Service Monitor	1.0	1.00	1.00
	0597 Sign Shop Leader	1.0	1.00	1.00
06	0640 Facilities Maintenance Crew Leader	-	2.0	2.0
25	1064 Planner II	1.0	2.00	2.00
	1741 Bus Intelligence Analyst	1.0	1.00	1.00
26	0793 Scheduling Section Group Leader	1.0	1.00	1.00
	0900 Supervisor Janitorial Service	1.0	1.00	1.00
	1274 Planner III	1.0	1.00	1.00
	1742 Senior Business Intelligence Analyst	1.0	1.00	1.00
27	0838 Planning Team Leader Operations	1.0	1.00	1.00
	0867 Bus Shelter/Garage Maintenance Supervisor	1.0	1.00	1.00
	1743 Bus Intelligence Team Lead/Supervisor	1.0	1.00	1.00
28	1346 Manager Service Planning	1.0	1.00	1.00
	1436 Manager Scheduling	1.0	1.0	1.0
29	0791 Manager Central Facilities	1.0	1.00	1.00
30.A	0775 Director-Operations-Service Management	1.0	1.00	1.00
Total		77.75	89.75	92.75

SERVICE MANAGEMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 92.75

36- POWER & WAY DISTRICT

OVERVIEW

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

2022 ACCOMPLISHMENTS

- Worked with construction contractors in the rehabilitation of all Rail infrastructure track, signal, and traction Power.
- Continued the heavy rail right-of-way rehabilitation through the replacement of track bed and rails for safer and smoother ride.
- Continued to reduce the number of on-job work related injuries.
- Maintained timely responses to all customer requests.
- Maintain fiber optic communication system to RTA facilities along the rapid right-of-way.
- Provided continuous propulsion power to all rapid transit lines.
- Maintained the power and signal systems in accordance with GCRTA's and Federal Safety standards.
- Emphasized efforts to recapture costs through grant reimbursements.
- Assist Engineering with construction projects.
- Installed ground detectors for all CIH's.

2023 PRIORITIES

Track Department

- Installing 1500 ties throughout light rail and Joint Territory
- Installing 2000 ft. of Rail Light rail
- Welding for Continuous Welded Rail (CWR) [removing of rail Joints]
- Installing switch stands Blue, Green, and heavy rail line
- Maintenance welding system wide
- E 55th yard Maintenance / Repairs
- Geometry Car repairs system wide
- Ultrasonic Car system wide

Signal Department

- Rail Bonding installation & switch install E 55th yard
- Switch replacement- E 55th yard
- Junction box replacement / repair System wide
- UTE Switch heater install
- Impedance Bonds Light Rail Repair
- Replace all power supplies

Traction Power Line

- Fiberglass enclosures for Overhead replacement
- Wayside Disconnect w/Remote Arms
- Overhead Splice removal
- Relocation W 65th Poles

- Replace Thin Trolley E 29 to E 40th

Substation

- Verify position of the switch position and compare to Supervisory Control and Data Acquisition (SCADA)
- Substation battery replacement
- Ammeters and Voltmeters at Substations

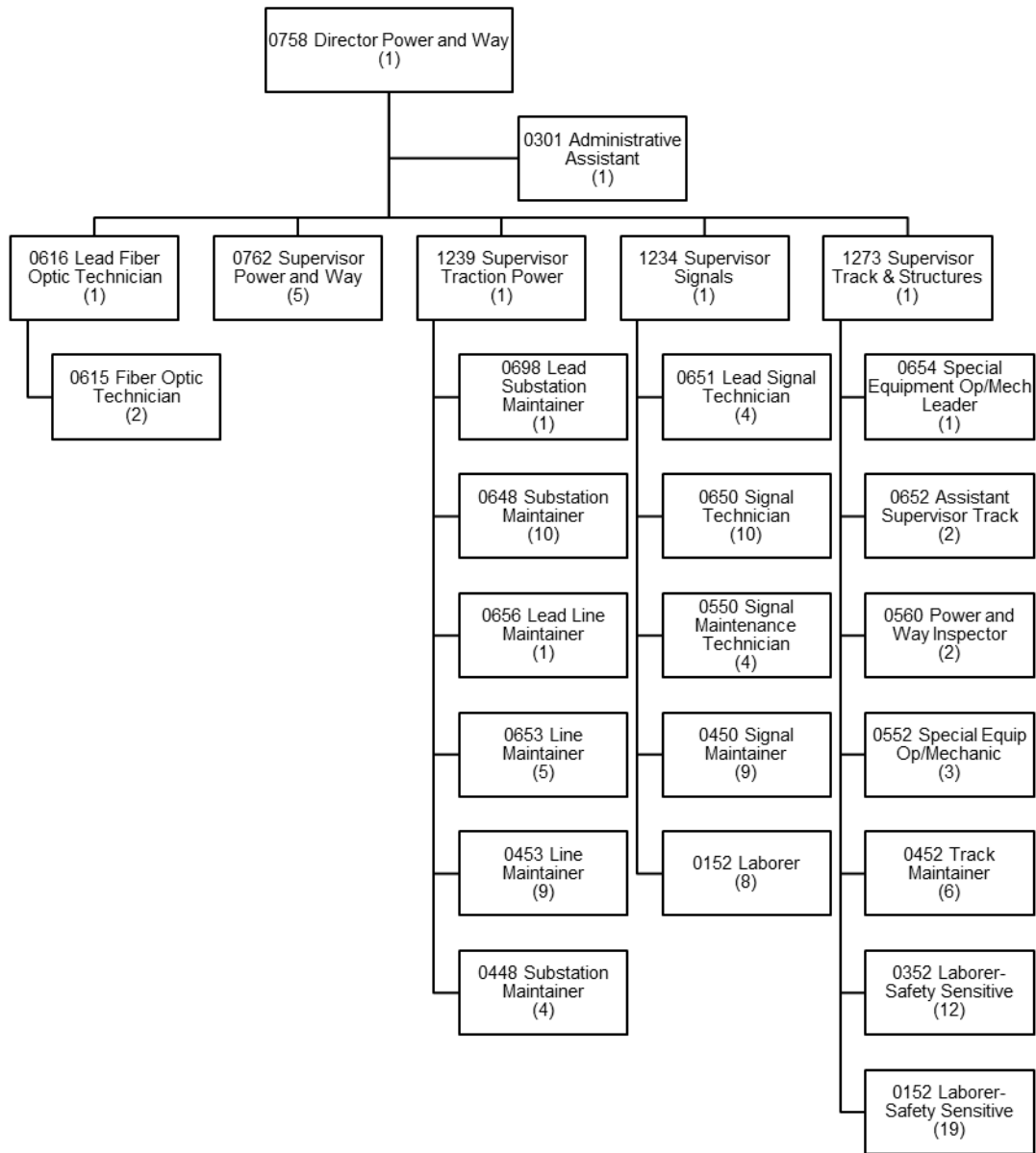
POWER & WAY DISTRICT BUDGET

Object Class	Description	2021 Actual	2022- 3Q Estimate	2023 Budget
501200	Labor - Hourly Employees	\$5,548,520	\$6,032,974	\$6,500,253
501210	Overtime - Hourly Employees	1,013,855	1,106,692	1,000,000
501300	Labor - Salaried Employees	1,008,776	1,091,449	1,121,968
501310	Overtime - Salaried Employees	67,332	81,868	70,000
502000	Fringe Benefits	3,032,049	3,001,555	2,994,132
502071	W/C - Injuries & Damages	108	-	-
503000	Services	17,724	24,633	179,500
503052	Other Maintenance Contracts	261,307	395,461	629,670
504000	Materials & Supplies	574,509	429,044	287,450
504051	Postage Expense	-	8	-
505010	Propulsion Power	2,468,513	2,170,128	2,316,000
509000	Miscellaneous Expenses	11,941	8,346	28,000
509022	Meals & Concessions	1,896	2,499	2,500
512000	Leases & Rentals	-	-	60,000
Total		\$14,006,530	\$14,344,657	\$15,189,473

POWER & WAY DISTRICT STAFFING

Grade	Job Name	2021	2022	2023
01.H	0152 Laborer Safety Sensitive	19	27	27
03.C	0301 Administrative Assistant	1	1	1
03.G	0352 Laborer Safety Sensitive	12	12	12
04.I	0448 Substation Maintainer	4	4	4
04.I	0450 Signal Maintainer	9	9	9
04.N	0452 Track Maintainer	6	6	6
04.I	0453 Line Maintainer	7	9	9
05.D	0550 Signal Maint Technician	4	4	4
05.D	0552 Special Equip Op/Mechanic	3	3	3
05.C	0560 Power & Way Inspector	2	2	2
06.B	0615 Fiber Optic Technician	2	2	2
06.F	0616 Lead Fiber Optic Technician	1	1	1
06.B	0648 Substation Maintainer	10	10	10
06.D	0650 Signal Technician	10	10	10
06.F	0651 Lead Signal Technician	3	4	4
06.G	0652 Asst Supervisor Track	2	2	2
06.A	0653 Line Maintainer	7	5	5
06.B	0654 Special Equip Op/Mech Leader	1	1	1
06.D	0656 Lead Line Maintainer	1	1	1
06.F	0698 Lead Substn Maintainer	1	1	1
27.A	0762 Supervisor - Power & Way	5	5	5
28.A	1234 Supervisor Signals	1	1	1
28.A	1239 Sup Of Traction Power	1	1	1
28.A	1273 Supervisor Track And Structures	1	1	1
30.A	0758 Director Power & Way	1	1	1
Total		114.0	123.0	123.0

POWER & WAY DISTRICT ORGANIZATION CHART



Total FTE's = 123

38- SERVICE QUALITY MANAGEMENT

OVERVIEW

The Service Quality (SQ) Management Department ensures the Authority's various service offerings are on-time, courteously delivered, and safely provided. The department is comprised of supervisors and managers utilizing a radio system for real-time communications. Primary internal customers include the Bus, Rail, and Paratransit Districts, and the Service Management Department.

2022 ACCOMPLISHMENTS

- Training & Employee Development
 - Front Line Supervisor
 - Rail Winterization Training
 - Rail Control Center Supervisor Recertification
 - Customer Service Training
 - Inclusive Leadership Training
 - New Employee Orientation and Training
 - CTDS Manual Board Training
- Supervisors Refocus Program
 - Continue to review the process for improvements
- Managed tools and strategies to improve RTA's overall on-time performance
- Wrote and disseminated Service Quality Bulletins that were focused on improving service and on-time performance; Service Quality Memos that were focused on improving service and on-time performance; Service Quality Bus Reroute Memos; Track Orders; and Operating Orders
- Winter Service Management Plan for the 2022/23 season
- Screen Cloud digital data delivery system maintained at RTA's Central Bus Maintenance (CBM), SQ Woodhill, Main Office Building (MOB) ADA, Rail, Paratransit, Hayden, and Triskett Districts
- Completed and closed-out all Ohio Department of Transportation (ODOT) Correction Action Plans (CAPS)
- Presented on-time performance and scorecard measurements at OpStat (an Operations Division performance improvement program)
- Collaborated on numerous scheduled and unscheduled rail shutdowns in 2021
- New Operator Program – Monitored and maintained program throughout the year
- Bi-weekly Supervisor Assessment Reports (SAR) meetings with the districts
- Implemented different types of rail and bus block waivers that were used in TransitMaster for various issues
- Manage service for major events throughout Cuyahoga County

2023 PRIORITIES

- Focus on enhancing customer service/experience for passengers and internal customers
- Focus on providing training to all department employees
- Focus on budgetary goals and keeping overtime pay to a minimum
- Continued focus on the GCRTA Mission: Connecting the Community
- Continued efforts to improve on-time performance

- Continued focus on improving internal communications
- Continued focus on improving accountability throughout the department
- Continue to utilize the features in TransitMaster to inform customers of delays, detours, service replacements, elevator/escalator service issues and service changes via Transit App and social media
- Continue collaborations with 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
- Continue to support and participate in the OpStat meetings
- Continue to participate in Rail Team Forum meetings
- Continue to collaborate with Marketing and Service Management to communicate to customers on service changes and notifications
- Continue to participate in BOSCO meetings
- Continued focus on safety (Bus & Rail Safety Ride Checks & Bus Trailing Checks)
- Continue focus on the New Bus Operator Program
- Continue bi-weekly Supervisor Assessment Reports (SAR) meetings with the districts

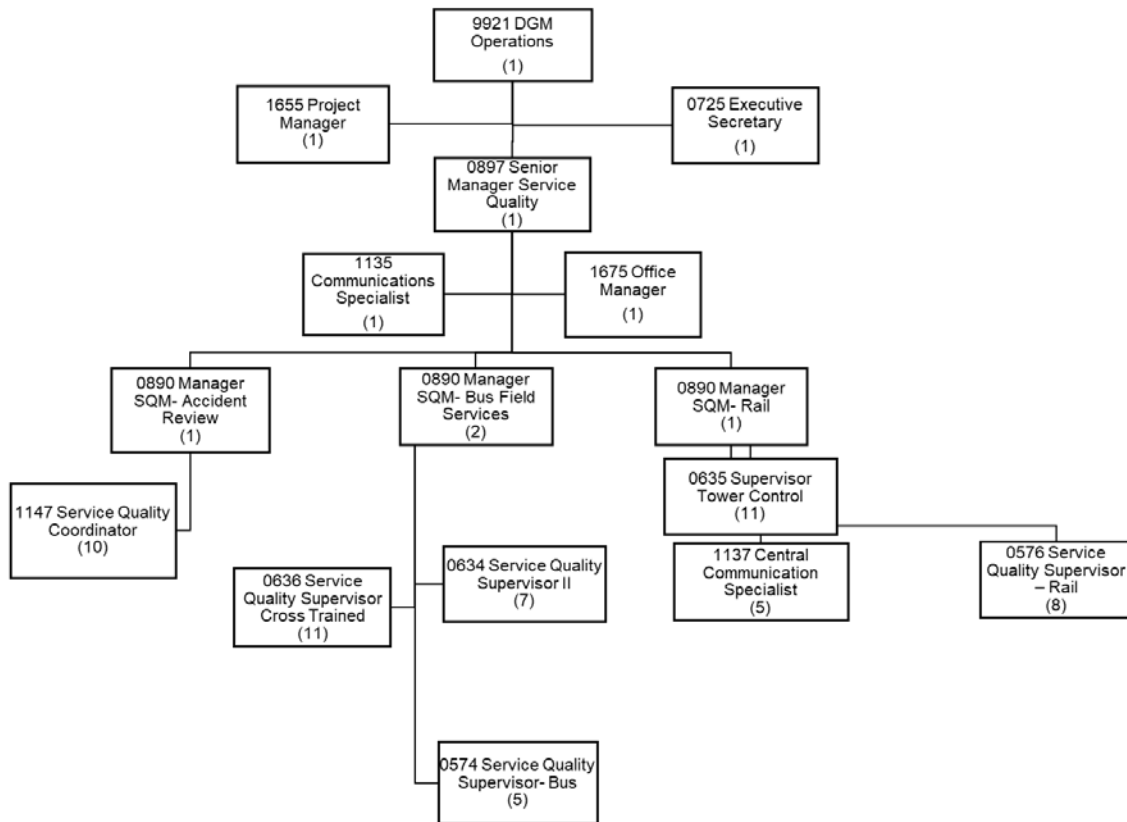
SERVICE QUALITY MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501110	Overtime - Operators	\$48	\$-	\$-
501200	Labor - Hourly Employees	28,896	13,777	-
501300	Labor - Salaried Employees	4,696,475	4,950,411	5,306,454
501310	Overtime - Salaried Employees	379,510	463,036	500,000
502000	Fringe Benefits	2,149,302	1,948,183	1,813,175
503049	Temporary Help	15,188	14,279	-
504000	Materials & Supplies	1,272	1,606	2,200
509000	Miscellaneous Expenses	2,819	1,204	9,325
509022	Meals & Concessions	181	939	1,000
Total		\$7,273,691	\$7,393,435	\$7,632,154

SERVICE QUALITY MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
05.F	0574 Service Quality Supervisor I	5	5	5
05.F	0576 Service Qual Supervisor	8	8	8
06.I	0634 Service Qual Supervisor II	7	7	7
06.I	0635 Supervisor Tower Control	11	11	11
06.I	0636 Supervisor Cross Trained	11	11	11
23.A	0725 Executive Secretary	1	1	1
25.A	1675 Office Manager	1	1	1
26.A	1135 Communications Specialist	1	1	1
26.A	1137 Central Comm Specialist	5	5	5
27.A	1147 Service Quality Coordinator	10	10	10
28.A	0890 Manager Service Quality	3	2	4
29.A	0897 Senior Manager Service Quality	1	1	1
29.A	1655 Project Manager	1	1	1
99.X	9921 DGM Operations	1	1	1
Total		66	65	67

SERVICE QUALITY MANAGEMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 67

39- FLEET MANAGEMENT DISTRICT

OVERVIEW

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.

2022 ACCOMPLISHMENTS

Rail Car Replacement Project (RCRP)

- BOT approved the purchase of 15583 Brookpark Rd to relocate Facilities Maintenance operations.
- Procured and began implementation of Procore, document control software.
- Continued pursuit of car builder contract.

Fleet Engineering & Quality Assurance

- Supported RCRP through RFP process.
- Initiated, researched, and developed Electric Bus specification and pilot plan.
- Vehicle Replacements
 - 40' CNG Buses (20 delivered, 20 ordered), Paratransit Buses (20 ordered).

Supply Chain Management

- Fully participated in the implementation of the Ultramain V9 upgrade.
- Implemented audit program for parts purchased with P-Card.
- Incorporated Power & Way Stores into the Ultramain Inventory & Supply Chain Management.

Central Equipment

- Completed Transmission Dynamometer upgrade.
- Prepared (20) 40' buses and (12) 60' BRTs for service, completed heavy repairs on over 500 buses.
- Decommissioned /disposed of over 50 vehicles beyond useful life.

Electronic Repair

- Completed installation of new 4G Drivecam units in all big bus and paratransit vehicles.
- Completed the installation of 32 fare validators on the 6000 Healthline Fleet.
- Completed the installation of body worn camera docks and new MGgo cellular routers in all transit police duty vehicles.

2023 PRIORITIES

Rail Car Replacement Project (RCRP)

- Issue NTP (Notice to Proceed) to a car builder for new rail cars.
- Develop the Master Project Schedule for the project.
- Conduct training on the Project Management Plan.

Fleet Engineering & Quality Assurance

- RCRP Support.
- Initiate and manage Electric Bus purchase.
- Vehicle Replacements: New 40' CNG Buses, New Paratransit Cutaways.

- Expand Quality Assurance audits to more systems and processes.

Supply Chain Management

- Plan and execute a physical inventory.
- Perform demand analysis on repair parts.
- Continue to fully participate in the implementation of the Ultramain V9 upgrade.

Central Equipment

- Complete installation of Chassis Dynamometer.
- Implementation of engine replacement MR.
- Prepare new buses for service and decommission/dispose of vehicles beyond useful life.

Electronic Repair

- Complete installation of fare validators in all big bus, paratransit, and rail vehicles.
- Complete networking of mobile video recording systems with the cellular routers in all rail vehicles.
- Execute a new departmental training program with the addition of grade 6 Lead Technicians.

FLEET MANAGEMENT DISTRICT BUDGET

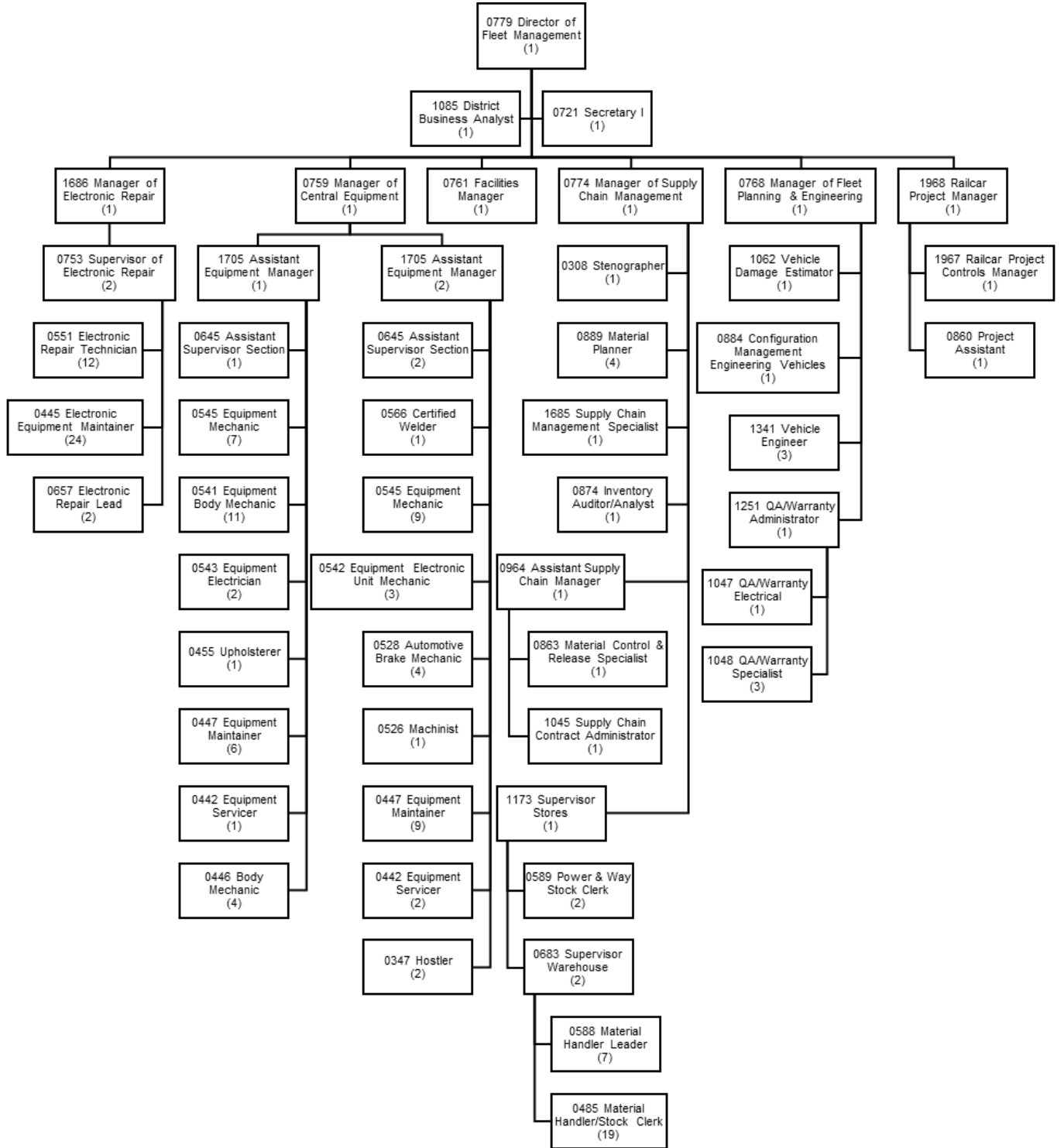
Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501100	Labor – Operators	\$-	\$391	\$-
501200	Labor - Hourly Employees Payroll	8,492,906	8,184,398	8,520,056
501210	Overtime - Hourly Employees	431,061	509,025	495,000
501300	Labor - Salaried Employees	2,765,011	2,847,302	3,101,369
501310	Overtime - Salaried Employees	13,367	16,727	14,350
502000	Fringe Benefits	5,270,267	4,337,052	4,323,687
502071	W/C – Injuries & Damages	-	981	-
503000	Services	54,759	83,932	117,500
503052	Other Maintenance Contracts	182,308	199,768	223,135
201009	Materials & Supplies - Inventory	12,773,812	10,185,586	12,500,000
504000	Material & Supplies	246,267	491,824	491,700
504020	Diesel Fuel	3,369,808	2,869,347	2,559,000
504031	Gasoline - Storage Tanks	895,695	1,367,201	1,400,000
504090	Tires & Tubes	1,099,960	1,067,402	1,141,837
507000	Taxes	32,510	33,454	48,000
507050	State Fuel Tax	751,225	739,446	1,238,900
509000	Miscellaneous Expenses	55,278	62,237	40,200
509022	Meals & Concessions	1,145	1,690	1,500
Total		\$36,435,379	\$32,997,763	\$36,216,234
Total (Net Inventory)		\$23,661,567	\$22,812,177	\$23,716,234

FLEET MANAGEMENT DISTRICT STAFFING

Grade	Job Name	2021	2022	2023
01	0141 Janitor	4.0	-	-
03	0308 Stenographer	1.0	1.0	1.0
	0347 Hostler	2.0	2.0	2.0
	0358 Maintenance Helper	2.0	-	-
04	0442 Equipment Servicer	1.0	3.0	3.0
	0445 Elec Equipment Maintainer	25.0	24.0	24.0
	0446 Body Mechanic	4.0	4.0	4.0
	0447 Equipment Maintainer	18.0	15.0	15.0
	0455 Upholsterer	1.0	1.0	1.0
	0458 Maintainer	3.0	-	-
	0485 Material Handler/Stock Clerk	19.0	19.0	19.0
05	0526 Machinist	1.0	1.0	1.0
	0528 Automotive Brake Mechanic	4.0	4.0	4.0
	0541 Equipment Body Mechanic Operations	11.0	11.0	11.0
	0542 Equip Elec Unit Mechanic Operations	3.0	3.0	3.0
	0543 Equipment Electrician	2.0	2.0	2.0
	0545 Equipment Mechanic	16.0	16.0	16.0
	0548 Maintenance Technician	3.0	-	-
	0549 Maintenance Leader	1.0	-	-
	0551 Elec Equipment Technician	12.0	12.0	12.0
	0566 Certified Welder	1.0	1.0	1.0
	0588 Material Handler Leader	7.0	7.0	7.0
	0589 Power & Way Stock Clerk	2.0	2.0	2.0
06	0645 Assistant Supervisor Section	3.0	3.0	3.0
	0657 Electronic Repair Lead	-	2.0	2.0
	0683 Supervisor Warehouse	2.0	2.0	2.0
22	0721 Secretary I	1.0	1.0	1.0
24	0860 Project Assistant	1.0	1.0	1.0
	1685 Supply Chain Management Specialist	1.0	1.0	1.0
25	1045 Supply Chain Contract Administrator	1.0	1.0	1.0
	1047 QA/Warranty Electrical	1.0	-	1.0
	1048 QA/Warranty Mechanical CDL	3.0	4.0	3.0
	1062 Vehicle Damage Estimator	1.0	1.0	1.0
	1085 Business Analyst	1.0	1.0	1.0
26	0863 Mat Contract & Release Specialist	1.0	1.0	1.0
	0874 Inventory Auditor/Analyst	1.0	1.0	1.0
	0889 Material Planner	4.0	4.0	4.0
	1967 Railcar Project Controls Manager	1.0	1.0	1.0
27	0753 Supervisor Electronic Repair	2.0	2.0	2.0
	0884 Configuration Management Engineer Vehicles	1.0	1.0	1.0
	0964 Mat Control & Release Spec II	1.0	1.0	1.0
	1173 Supervisor Stores	1.0	1.0	1.0

	1251 QA/Warranty Administrator	1.0	1.0	1.0
	1341 Vehicle Engineer	3.0	3.0	3.0
	1705 Assistant Equipment Manager	3.0	3.0	3.0
28	0759 Manager Central Equipment	1.0	1.0	1.0
	0761 Manager Facilities	1.0	1.0	1.0
	0774 Manager Supply Chain Management	1.0	1.0	1.0
	1686 Manager Electronic Repair	1.0	1.0	1.0
29	0768 Manager Fleet Planning & Engineering	1.0	1.0	1.0
	1968 Railcar Project Lead Manager	1.0	1.0	1.0
30	0779 Director Operations-Fleet Management	1.0	1.0	1.0
Total		184.0	171.0	171.0

FLEET MANAGEMENT DISTRICT STAFFING



Total FTE's = 171

46 - HAYDEN DISTRICT

OVERVIEW

The Hayden Bus District provides safe, reliable, clean, and courteous public transportation for the eastern portions of the GCRTA service area.

2022 ACCOMPLISHMENTS

- Completed Predictive Maintenance intervals on the 3400, 3600, and 3800 Gillig Fleets.
- Achieved over 13,000 Miles Between Service Interruptions.
- Achieved 90% on-time Facilities Maintenance compliance rate.
- Achieved over 80% on-time performance for all Hayden bus routes.
- Achieved vehicle cleanliness goal of less than 14 days between major cleans.

2023 PRIORITIES

- Complete all Predictive Maintenance service intervals on all Gillig bus fleets.
- Achieve 15,000 Miles Between Service Interruptions.
- Achieve RTA Together Everyone Achieves More (TEAM) goal of 5.0% Absenteeism Rate.
- Leverage the DriveCam Performance Monitoring System in order to achieve collisions and risky driving reductions.
- Achieve vehicle cleanliness stretch goal of 10 days between major cleans.

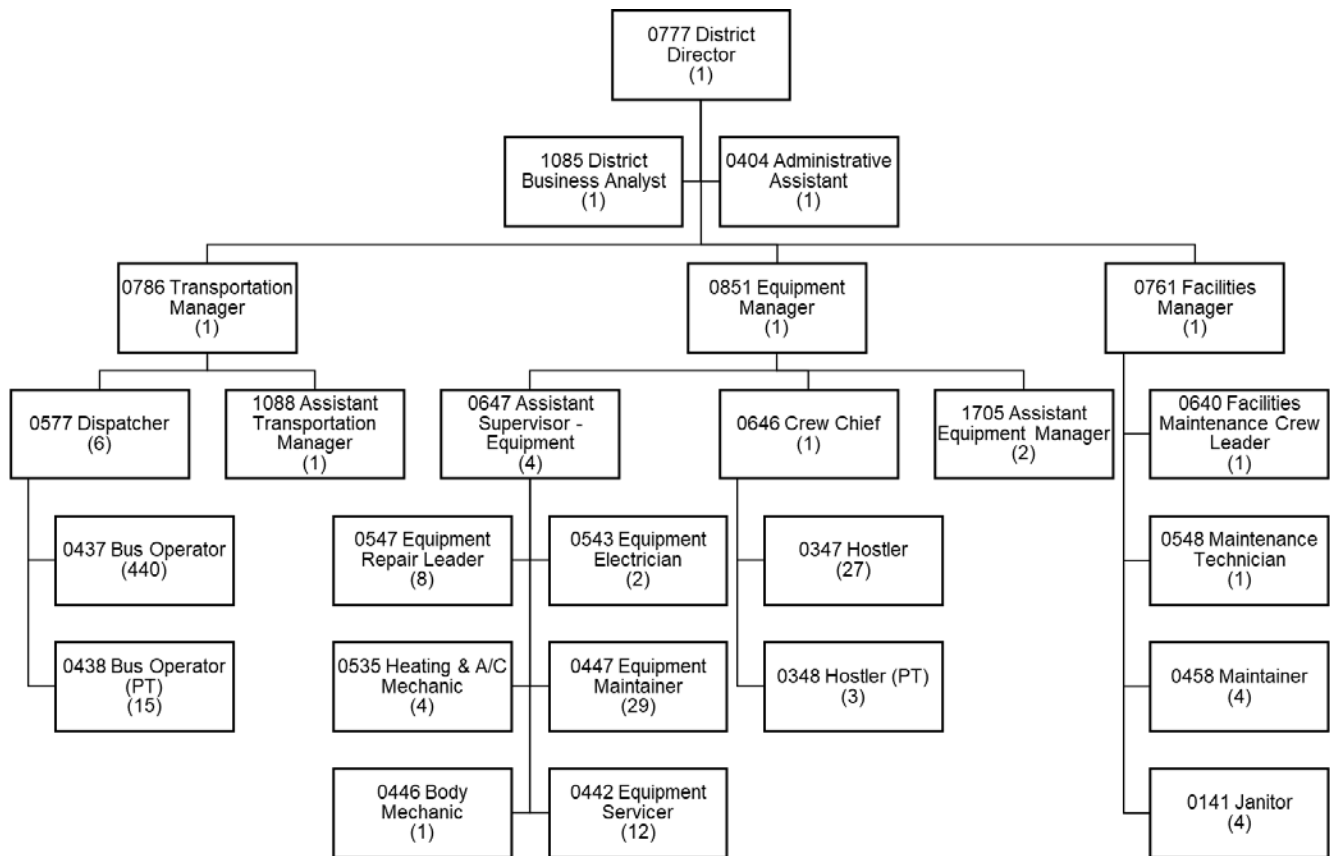
HAYDEN DISTRICT BUDGET

Object Class	Description	2021 Actual	2022 - 3Q Estimate	2023 Budget
501100	Labor - Operators	\$20,061,609	\$21,322,328	\$21,800,000
501110	Overtime - Operators	5,394,536	5,975,473	5,047,000
501200	Labor - Hourly Employees	5,248,657	5,437,299	5,768,952
501210	Overtime - Hourly Employees	326,597	421,789	287,000
501300	Labor - Salaried Employees	1,483,568	1,506,951	1,609,481
501310	Overtime - Salaried Employees	157,636	169,787	160,000
502000	Fringe Benefits	12,729,825	12,581,898	12,640,987
502071	W/C - Injuries & Damages	582	500	-
503000	Services	11,774	27,454	22,000
504000	Materials & Supplies	108,424	97,053	115,000
504021	CNG	302,977	415,001	502,000
509000	Miscellaneous Expenses	2,171	1,743	8,250
509022	Meals & Concessions	165	571	400
Total		\$45,828,521	\$47,957,847	\$47,961,070

HAYDEN DISTRICT STAFFING

Grade	Job Name	2021	2022	2023
01	0141 Janitor	4.0	4.0	4.0
03	0347 Hostler	21.0	27.0	27.0
	0348 Hostler PT	9.0	3.0	3.0
04	0404 Administrative Assistant	1.0	1.0	1.0
	0437 Bus Operator	405.0	440.0	440.0
	0438 Bus Operator PT	43.5	15.0	15.0
	0442 Equipment Servicer	16.0	12.0	12.0
	0446 Body Mechanic	2.0	1.0	1.0
	0447 Equipment Maintainer	25.0	29.0	29.0
	0458 Maintainer	4.0	4.0	4.0
05	0535 Heating/AC Mechanic	4.0	4.0	4.0
	0543 Equipment Electrician	3.0	2.0	2.0
	0547 Equipment Repair Leader	7.0	8.0	8.0
	0548 Maintenance Technician	1.0	1.0	1.0
	0549 Maintenance Leader	1.0	-	-
	0577 Dispatcher	5.0	6.0	6.0
06	0640 Facilities Maintenance Crew Leader	-	1.0	1.0
	0646 Crew Chief	1.0	1.0	1.0
	0647 Assistant Supervisor Equipment	4.0	4.0	4.0
25	1085 District Business Analyst	1.0	1.0	1.0
27	1088 Assistant Transportation Manager	1.0	1.0	1.0
	1705 Assistant Equipment Manager	2.0	2.0	2.0
28	0761 Manager Facilities	1.0	1.0	1.0
	0851 Manager Equipment	1.0	1.0	1.0
29	0786 Manager Transportation	1.0	1.0	1.0
30	0777 District Director	1.0	1.0	1.0
Total		564.5	571.0	571.0

HAYDEN DISTRICT ORGANIZATION CHART



Total FTE's = 571

49- TRISKETT DISTRICT

OVERVIEW

The Triskett Bus District connects the community by leading the delivery of safe and creative mobility solutions and community connections.

2022 ACCOMPLISHMENTS

- Monitored Drive Cam events and aggressively worked with operators to reduce the frequency and severity of events caused by risky behavior.
- Worked with Service Quality to target underperforming routes and operators for On-Time Performance.
- Achieved vehicle cleanliness goals of less than 10 days between interior washes (9.84 days).
- Sustained daily cleaning and disinfecting of all vehicles. (Covid-19 protocols).
- Maintained On Time Performance levels greater than 80%.
- Maintained Mileage Preventive Maintenance (PM) Compliance goal over (80%).
- Achieved Facility PM Compliance goal (90%).
- Completed Triskett CNG infrastructure upgrades.
- Completed CNG fueling station that is now operational at the Triskett Garage.
- Supported and participated in Positive Impact Program (PIP) mentoring. Interviewed 22 applicants and certified 19 mentors.
- Implemented the Certified Operator Road Instructor Program, certifying 16 Operator Road Instructors.

2023 PRIORITIES

- Continue to instill a Safety Culture orientation within all Operations Division organizational units.
- Continue to address and strive for 85% On-Time-Performance.
- Support Operation Division's initiatives to reduce costs and improve the Authority's business practices and services.
- Continue reduction of On-The-Job Injury Rate through analysis and follow through.
- Continue to aggressively enforce energy conservation and sustainability initiatives.
- Continue monitoring of Drive Cam Events and address identified risky drivers.
- Continue priority focus on improving customer communications, service delivery, and community engagement.
- Continue efforts to support HR in hiring process and retention of operators and mechanics.
- Continue operator retention efforts by conducting Stay Interviews, New Operator Reviews and further developing PIP mentoring.
- Implement Project Management Plan (PMP) for new fleets arriving at district.
- Continue to execute and complete the PMP's for the D-3500 Fleet and D-3800 Fleet.
- Identify opportunities to recognize employees for great performance at the district level.
- Maintain 90%+ PM compliance for Facility Maintenance.
- Below are budget and staffing highlights of the Triskett District Department.

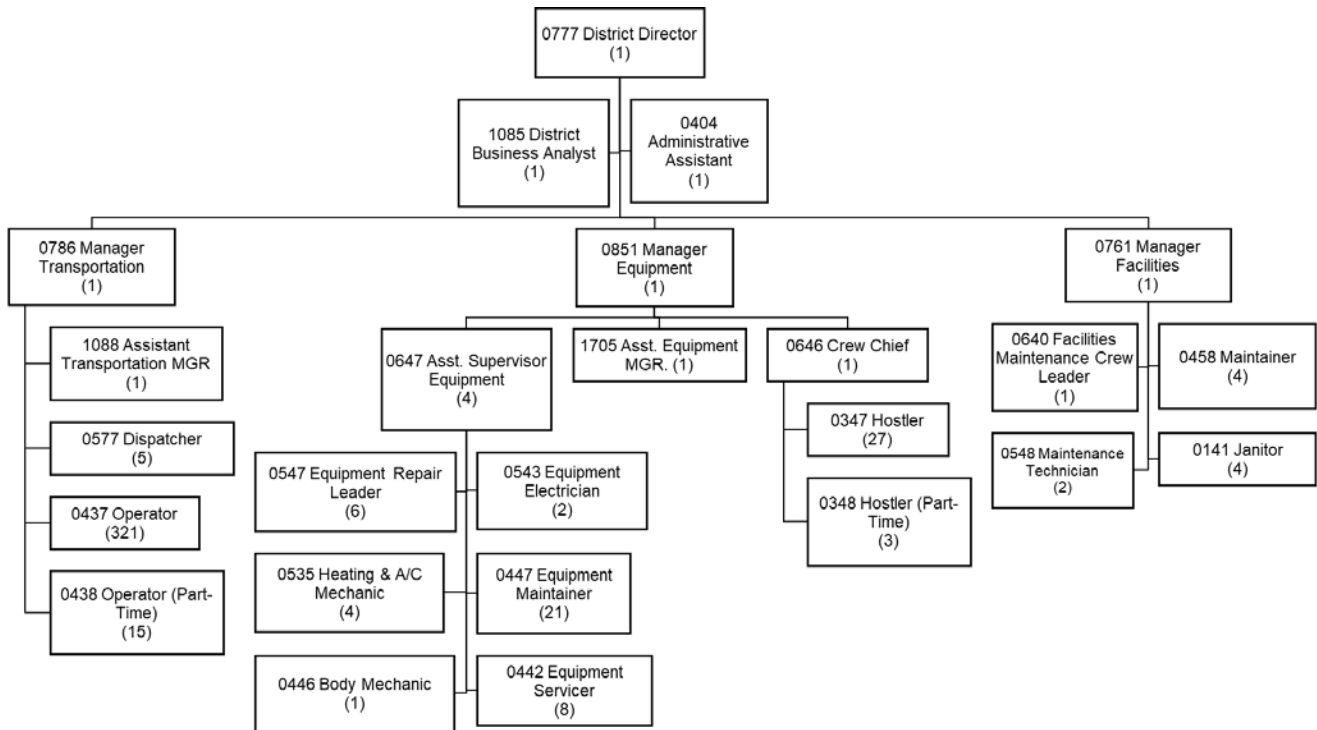
TRISKETT DISTRICT BUDGET

Object Class	Description	2021 Actual	2022 – Q3 Estimate	2023 Budget
501100	Labor - Operators	\$14,616,338	\$15,676,585	\$16,000,000
501110	Overtime - Operators	3,638,639	4,467,594	3,287,000
501200	Labor - Hourly Employees	4,476,924	4,578,440	4,935,643
501210	Overtime - Hourly Employees	444,893	876,853	460,000
501300	Labor - Salaried Employees	1,429,575	1,493,244	1,509,348
501310	Overtime - Salaried Employees	148,304	118,990	122,500
502000	Fringe Benefits	9,739,165	9,803,048	9,632,659
503000	Services	42,737	72,738	70,100
504000	Materials & Supplies	77,978	78,744	75,000
504021	CNG	39,600	134,249	251,500
509000	Miscellaneous Expenses	1,454	7,327	8,000
509022	Meals & Concessions	-	400	400
Total		\$34,655,607	\$37,308,212	\$36,352,150

TRISKETT DISTRICT STAFFING

Grade	Job Name	2021	2022	2023
1	0141 Janitor	4.0	4.0	4.0
3	0347 Hostler	18.0	27.0	27.0
	0348 Hostler PT	13.3	3.0	3.0
4	0404 Administrative Assistant	1.0	1.0	1.0
	0437 Operator	300.0	321.0	321.0
	0438 Operator PT	32.0	15.0	15.0
	0442 Equipment Servicer	10.0	8.0	8.0
	0446 Body Mechanic	1.0	1.0	1.0
	0447 Equipment Maintainer	18.0	22.0	21.0
	0458 Maintainer	4.0	4.0	4.0
5	0535 Heating/AC Mechanic	4.0	4.0	4.0
	0543 Equipment Electrician	2.0	2.0	2.0
	0547 Equipment Repair Leader	6.0	6.0	6.0
	0548 Maintenance Technician	2.0	2.0	2.0
	0549 Maintenance Leader	1.0	-	-
	0577 Dispatcher	5.0	5.0	5.0
6	0640 Facilities Maintenance Crew Leader	-	1.0	1.0
	0646 Crew Chief	1.0	1.0	1.0
	0647 Assistant Supervisor Equipment	4.0	4.0	4.0
25	1085 District Business Analyst	1.0	1.0	1.0
27	1088 Assistant Transportation Manager	1.0	1.0	1.0
	1705 Assistant Equipment Management	1.0	1.0	1.0
28	0761 Manager Facilities	1.0	1.0	1.0
	0851 Manager Equipment	1.0	1.0	1.0
29	0786 Manager Transportation	1.0	1.0	1.0
30	0777 District Director	1.0	1.0	1.0
Total		433.3	438.0	437.0

TRISKETT DISTRICT ORGANIZATION CHART



Total FTE's = 437

58-INFORMATION TECHNOLOGY

OVERVIEW

The Information Technology (formerly Intelligent Transportation Systems) Department manages software applications and supporting technology to improve and enhance RTA's Operations division. Information Technology (IT) strives for continuous improvement and anticipates the needs of customers.

2022 ACCOMPLISHMENTS

At the end of 2020, IT created an internal five-year Strategic Plan. The plan consists of four main pillars: maintenance, service delivery, customer experience, and safety. Each of the pillars is dedicated to improving transit through technology. IT started and completed various projects that align with one of the four pillars.

In 2022, two sections of the Innovation & Technology Division (User Support and Network Infrastructure) were added to the Intelligent Transportation Systems Department and renamed the Information Technology Department. The merger increases efficiency and collaboration between team members and projects.

Maintenance

- Finalizing the Hastus, scheduling software upgrade. The upgrade will go live in Q1 2023
- Finalizing the Ultramain, maintenance software upgrade. The upgrade will go live in Q2 2023.
- IT decommissioned the Novell network after replacing it with Microsoft 365

Service Delivery

- Installed mobile routers in non-revenue vehicles
 - Electronic repair, Transit Police, Service Quality
 - Replaced the cellular network with ATT FirstNet
 - IT issued new cellular phones to more than 100 RTA team members
 - Replaced more than 150 laptops and desktops
 - Upgraded multiple conference room with user friendly technology

Customer Experience

- Implemented a new mobile fare payment system
 - EZfare provides customers an app with real-time information, easy fare payment and future fare capping capabilities
- More than 15% of all riders utilize real-time applications to monitor vehicle departures
- Riders utilize RTA vehicles for complimentary Wi-Fi. The average monthly usage increased from 16 terabytes in 2021 to more than 50 terabytes in 2022.
- Transitioned 40 paper forms into digital records

Safety

- Began a 2 tiered disaster recovery program
- Installed more than 40 GPS units in non-revenue vehicles
 - Snowplows, shelter cleaners
- Issued 130 body worn cameras for transit police.
 - First time at GCRTA. All video will be stored in a cloud based system with unlimited storage

2023 PRIORITIES

Maintenance

- Software upgrades

Service Delivery

- Mobile routers for service quality and electronic repair
- Headway management
- Scheduling software upgrade
- TransitMaster upgrade

Customer Experience

- Contactless payment/trip planning

Safety

- Transit Police cruiser routers and consoles
- Transit Police dash cams

INFORMATION TECHNOLOGY DEPARTMENT BUDGET*

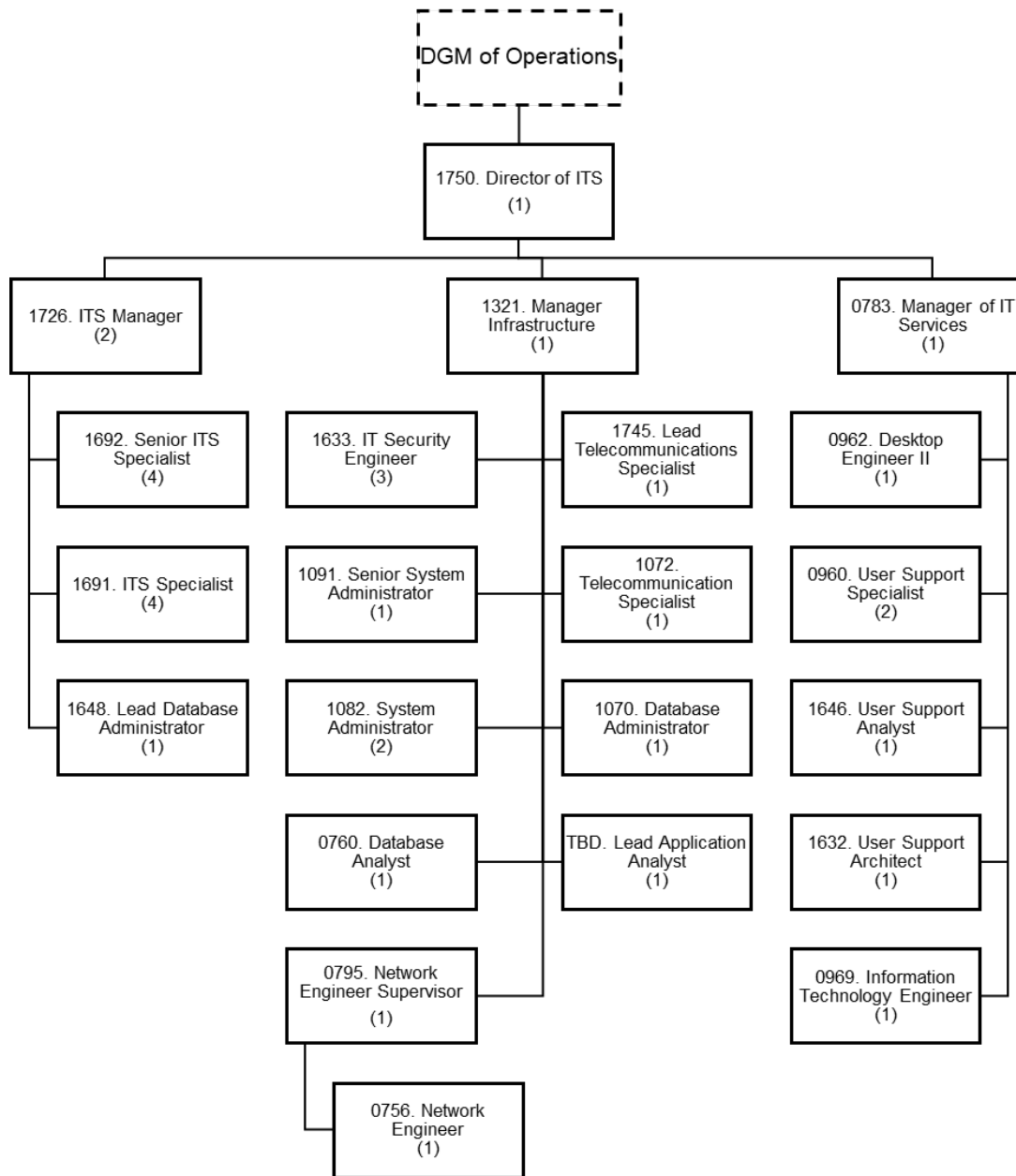
Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501300	Labor - Salaried Employees	\$687,514	\$667,477	\$868,072
502000	Fringe Benefits	291,453	250,010	280,268
503000	Services	-	-	50,000
503052	Other Maintenance Contracts	1,179,867	1,625,617	3,642,099
504000	Materials & Supplies	15,473	52,513	36,200
509000	Miscellaneous Expenses	1,250	607	2,100
509022	Meals & Concessions	-	-	1,000
Total		\$2,175,557	\$2,596,224	\$4,879,739

*\$2,091,523 in Staffing and \$1,465,218 from expense items will be transferred from Department 61

INFORMATION TECHNOLOGY DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
24	1646 User Support Analyst	-	-	1.0
25	0760 Database Analyst	-	-	1.0
26	0960 User Support Specialist	-	-	2.0
	1072 Telecommunications Specialist	-	-	1.0
	1082 System Administrator	-	-	2.0
	1691 ITS Specialist	6.0	4.0	4.0
27	0756 Network Engineer	-	-	1.0
	0962 Desktop Engineer II	-	-	1.0
	0969 Information Technology Engineer	-	-	1.0
	1070 Database Administrator	-	-	1.0
	1091 Senior System Administrator	-	-	1.0
	1632 User Support Architect	-	-	1.0
	1745 Lead Telecommunications Specialist	-	-	1.0
	1692 Senior ITS Specialist	2.0	3.0	3.0
28	0795. Network Engineer Supervisor	-	-	1.0
	1633 It Security Engineer	-	-	3.0
	1648 Lead Database Administrator	-	-	1.0
29	0783 Manager Its/End User Support	-	-	1.0
	1321 Manager of Infrastructure	-	-	1.0
	1726 ITS Manager	1.0	2.0	2.0
30	1750. Director of IT	-	1.0	1.0
Total		9.0	10.0	31.0

INFORMATION TECHNOLOGY ORGANIZATION CHART*



Total Dept 58 FTE's FY23 = 10

Total Dept 58 FTE's receiving = 21

Total Dept 61 FTE's = 13

*Division & Department 61- Innovation & Technology was restructured for FY2023. There is no longer an Innovation & Technology Division. Department 61 was moved to the Finance Division, renamed Management Information Systems, and staff for User Support and Infrastructure were moved to Department 58.

02- FINANCE DIVISION

OVERVIEW

As an integrated group of professionals, the Finance Division contributes to the organizational success by managing the financial resources of the Authority efficiently and in strict compliance with government laws and regulations, generally accepted accounting principles and Authority policies, and by providing timely delivery of administrative services to internal and external customers through strategic and performance excellence.

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.

2022 ACCOMPLISHMENTS

- Obtained over \$20 million in competitive grants.
- Expedited procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Monitored procurement processes to reduce time required to process payments to vendors and employees by revising the payments process and streamlining procedures.
- Received Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).
- Received Distinguished Budget Presentation Award from the GFOA for the 2022 Budget Document.
- Assisted in the completion of the Single Audit.
- Administered the Authority's Disadvantaged Business (DBE) Program in full compliance with federal laws and regulations.
- Managed the Authority's Records Management Program.
- Managed the Energy Price Risk Management Program.
- Developed 2023 Operating Budget.
- Managed 2022 expenditures to increase transfer to the Railcar Replacement fund by \$10 million.
- Effectively managed the final drawdowns of the ARP federal stimulus program
- Strategically managed unrestricted revenues to develop a long-term plan of allocating funds to meet the Authority's operating and capital needs.
- Managed the TRACTION program.
- Managed the 2022 Capital Improvement Plan (CIP) and developed the 2023-2027 CIP.
- Managed the 2023 Capital Grants Application process.
- Maintained excellence in financial stewardship and accountability
- Assisted in the negotiation of a new ATU labor agreement
- Successfully negotiated the CMSD contract for the 2022-23 school year
- Assisted in the development of the Transit Ambassador program
- Assisted in the development of the Civilian Oversight Committee
- Conducted financial projections to ensure on-going financial stability.

- Launched new software application to increase overall efficiency:
 - Canto – digital asset management software
 - Procore – a unified project management platform

2023 PRIORITIES

- Implement process improvements that support the Authority’s strategic plan.
- Develop a plan to continue to secure funding for Rail Car Replacement.
- Manage the 2023 Operating Budget and 2023 Capital Improvement Plan (CIP).
- Continue to expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Maintain excellence in financial stewardship.
- Support and maintain the current Fare Collection System.
- Lead the discussions streamlining the fare collection process incorporating state of the art technologies
- Upgrade Oracle to the latest software version and transition to its Infrastructure as a Service platform.
- Continue to maintain and improve cash handling processes, fare collection security and vaulting process.
- Prepare Annual Comprehensive Financial Report conforming to the requirements outlined by the Government Finance Officers Association (GFOA) for the year ended December 31, 2022.
- Assist in the completion of the Single Audit.
- Successfully complete the Federal Transit Administration triennial review
- Administer the Authority’s Disadvantaged Business (DBE) Program in compliance with all applicable federal laws and regulations.
- Assist departments in minimizing the Authority’s overall administrative costs.
- Continue management of Authority’s Records Management Program.
- Continue to manage the Energy Risk Management Program to ensure budget stability.
- Administer 2024 Capital Grant Application process.
- Develop 2024 Capital Improvement Plan (CIP) and 2024-2028 CIP Program.
- Manage the TRACTION Program and lead efforts in the Authority’s strategic planning performance management.
- Drive a culture of continuous improvement in the Finance Division.
- Develop 2024 Operating Budget.
- Conduct thorough review of policies and update as necessary.
- Develop 2023 Budget Document conforming to the requirements by the GFOA.
- Provide financial oversight to control costs and sustain financial health.
- Assist with the FOP labor contract negotiations
- Negotiate CMSD contract for the 2023-24 school year
- Assist the Human Resources Division is implementing an appropriate Applicant Tracking System to improve the hiring process
- Lead the discussion in new fare collection
- Clean triennial audit

LIST OF DEPARTMENTS

Department Number	Department Name
10	Office of Business Development
60	Accounting
61	Management Information Services (formerly Innovation & Technology)*
62	Support Services
64	Procurement
65	Revenue
67	Office of Management and Budget
99	Fund Transfers

Division & Department 61- Innovation & Technology was restructured for FY2023. The staff for User Support and Infrastructure were moved from Department 61 to Department 58 and the Department was renamed Information Technology. Department 61 was moved to the Finance Division, renamed Management Information Systems.

FINANCE DIVISION

Success Outcomes	Metric	FY2023 Performance Goals	Objective	Definition
Customer Experience	Financial Management - Customer Perception	62%	↑	% of customers that agrees or strongly agrees that GCRTA manages financial resources appropriately
	Internal Net Promoter Score	5	↑	The Net Promoter Score of Finance and Administration functions as rated by GCRTA employees
Community Value	Financial Management - Community Perception	34%	↑	% of community that agrees or strongly agrees that GCRTA manages financial resources well
Financial Sustainability	General Fund Transfer to Capital/Rolling Stock Reserve Fund	\$10m	–	Transfers to capital and Rolling Stock Reserve Fund higher than any board policy.
	Operating Ratio : Expense Covered by Own Source Revenue	13%	–	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)
	One-Month Operating Reserve	1	–	Maintain balance of 1 month operating reserve
	Three-Year Net Position	1	–	Minimum of 1 month operating reserve on the rolling 3-year basis
	Accounts Receivable Aging	-10%	↓	% reduction in 90 days due in accounts receivable aging report
	Operating Budget Used (formerly Budget Adherence)	25%, 50%, 75%, 100%	–	The % of actual expenses (year to date) vs. annual budget.
Employee Engagement	Division Employees Agree Supervisor Invested in Growth and Success	76%	↑	% of employees that agree (or strongly agree) that their Supervisor is invested in their growth and success
	Division Employees Understand Vision and Direction of GCRTA	75%	↑	% of employees that strongly agree (or strongly agree) that they understand the vision and direction of GCRTA
	Division Employees Understand How Performance Linked to Organizational Success	77%	↑	% of employees that strongly agree (or strongly agree) that they understand how their performance contributes to organizational success
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend Division as a place to work

10- OFFICE OF BUSINESS DEVELOPMENT

OVERVIEW

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

2022 ACCOMPLISHMENTS

DBE Participation

13.9 % DBE Participation on Board approved FFY 2021 contracts of \$18,371,815 for a total of \$2,565,464 (not including Transit Motor Vehicles and Real Estate, as per federal regulations).

DBE Certifications

- New Certifications: 18
- No Change Declaration: 68
- On-Site Review: 13

Program Compliance

- Contract Goal Setting: 92
- Certified Payrolls Reviewed: 38
- Monitoring: 3

Outreach and Community Engagement

- Attended the 37th Annual Ohio Dr. Martin Luther King, Jr. Commemorative Celebration (Virtual)
- Attended on Kent State University: Spirit of Women in Business Conference (Virtual)
- Attended on NOACA Climate Action Summit
- Met with Prevailing Wage experts on Certified Payroll, Compliance & Benefits (Virtual)
- Participated on USDOT DBE Training – New NAICS Code Guidance
- Participated on the 2022 Annual Ohio Minority Supplier Development Council Conference (Virtual)
- Participated on B2Gnow meeting (Virtual)
- Participated on GOTO Webinar Compliance and Workforce Program Tracking for Government Agencies meeting
- Hosted DBE Certification training workshop (Virtual)
- Attended 8th Annual GSBCE Workshop (Virtual)
- Attended USDOT Good Faith Efforts Training (Virtual)
- Attended USDOT: Commercially Useful Function (CUF) and Counting Training (Virtual)
- Attended NTI DBE Training (Virtual)
- Participated on DBE Information Workshop hosted by Urban League of Cleveland (Virtual)
- Participated on OFCCP contractor Portal Certification Webinar (Virtual)
- Participated on B2Gnow meeting (Virtual)
- Accurant Training with ODOT reviewing Lexis Nexis Software
- Host Unification Certification Team meeting with Cuyahoga County, Sewer District, and City of Cleveland
- OBD Participated on EWT Outreach How to Do Business with Governmental Agencies Certification clinic (Virtual)
- Attended American Contract Compliance Association (ACCA) training in Charlotte, NC

- Attended Certification Training hosted by ODOT – Columbus
- Attended Greater Summit Business Conference & Expo at Canton Airport
- Attended Notice of Proposed Rulemaking (NPRM) meeting, Certification with U.S. Department of Transportation (Virtual)
- Participated on Ohio Procurement Technical Assistance Center (PTAC) Infrastructure Opportunities in Transportation Webinar

2023 PRIORITIES

- Certification of firms to participate as DBE contractors, establishing DBE goals on contracts, ensuring program compliance with Federal regulations, and effective community outreach
- Encourage strong business ties between GCRTA and women and minority-owned firms by creating and supporting avenues to communicate procurement opportunities by providing and participating in workshops, training, and information sessions
- Encourage and monitor the utilization of women and minority workers on GCRTA construction projects
- Increase the number of firms and total spend that women and minority-owned businesses and small business enterprises (SBEs) represent among contracts awarded in 2023
- Increase Hispanic Contracting Opportunities
- Continue Employee Development, FTA, American Contract & Compliance Association (ACCA), Diversity Equity & Inclusion (DEI), Conference of Minority Transportation Official (COMTO) & DBE Training
- Business 2 Government Compliance System (B2Gnow)

OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 -3Q Estimate	2023 Budget
501300	Labor - Salaried Employees	\$312,765	\$328,557	\$335,181
502000	Fringe Benefits	132,849	124,039	110,190
503020	Advertising Fees	325	0	300
504000	Material & Supplies	0	299	550
509000	Miscellaneous Expenses	2,146	2,949	9,200
509022	Meals & Concessions	217	394	400
Total		\$448,302	\$456,238	\$455,821

OFFICE OF BUSINESS DEVELOPMENT STAFFING

Grade	Job Name	2021	2022	2023
22	0723 Secretary II	1.0	1.0	1.0
27	0879 Business Dev Specialist	2.0	2.0	2.0
30	0872 Director	1.0	1.0	1.0
Total		4.0	4.0	4.0

OFFICE OF BUSINESS DEVELOPMENT ORGANIZATION CHART



Total FTE's = 4

6o- ACCOUNTING DEPARTMENT

OVERVIEW

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.

2022 ACCOMPLISHMENTS

- Successfully worked through Covid-19 challenges and limitations.
- Improved department performance and expedited workflow.
- Prepared closing and generation of internal use financial statements.
- Successfully managed various Grant draw-downs to support operating activities.
- Tracked and achieved Accounting Financial Metrics for 2022, including improving the collections of delinquent Accounts Receivable.
- Obtained the Certificate of Excellence in Financial Reporting for the Fiscal Year Ended December 31, 2020, from the Government Finance Officers Association (GFOA).
- Prepared Annual Comprehensive Financial Report for the year ended December 31, 2021, conforming to the requirements outlined by the GFOA.
- Completed the 2021 Financial Audit and Single Audit, obtaining the Ohio Auditor of State Award with Distinction.

2023 PRIORITIES

- Implement process improvements that support the Authority's strategic plan.
- Migrate Financial Systems and Reporting to the Oracle IAAS application.
- Continue to evaluate the Oracle based expense report for travel as an online process.
- Continue efforts in improving and increasing internal financial reporting.
- Continue to improve department performance and expedite workflow.
- Coordinate completion of the 2022 Financial Audit and Single Audit.
- Submit financial statements, footnotes and statistical tables to the Local Government Services (LGS).
- Prepare and submit the Annual Comprehensive Financial Report to the GFOA.
- Continue to centralize contracts and agreements for leases and other revenue generating opportunities.
- Continue to participate in improving Accounting Financial Metrics for 2023.
- Continue to manage the Energy Risk Management Program to ensure budget stability.
- Participate in the fare policy improvements for 2023.
- 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.
- Clean triennial audit.

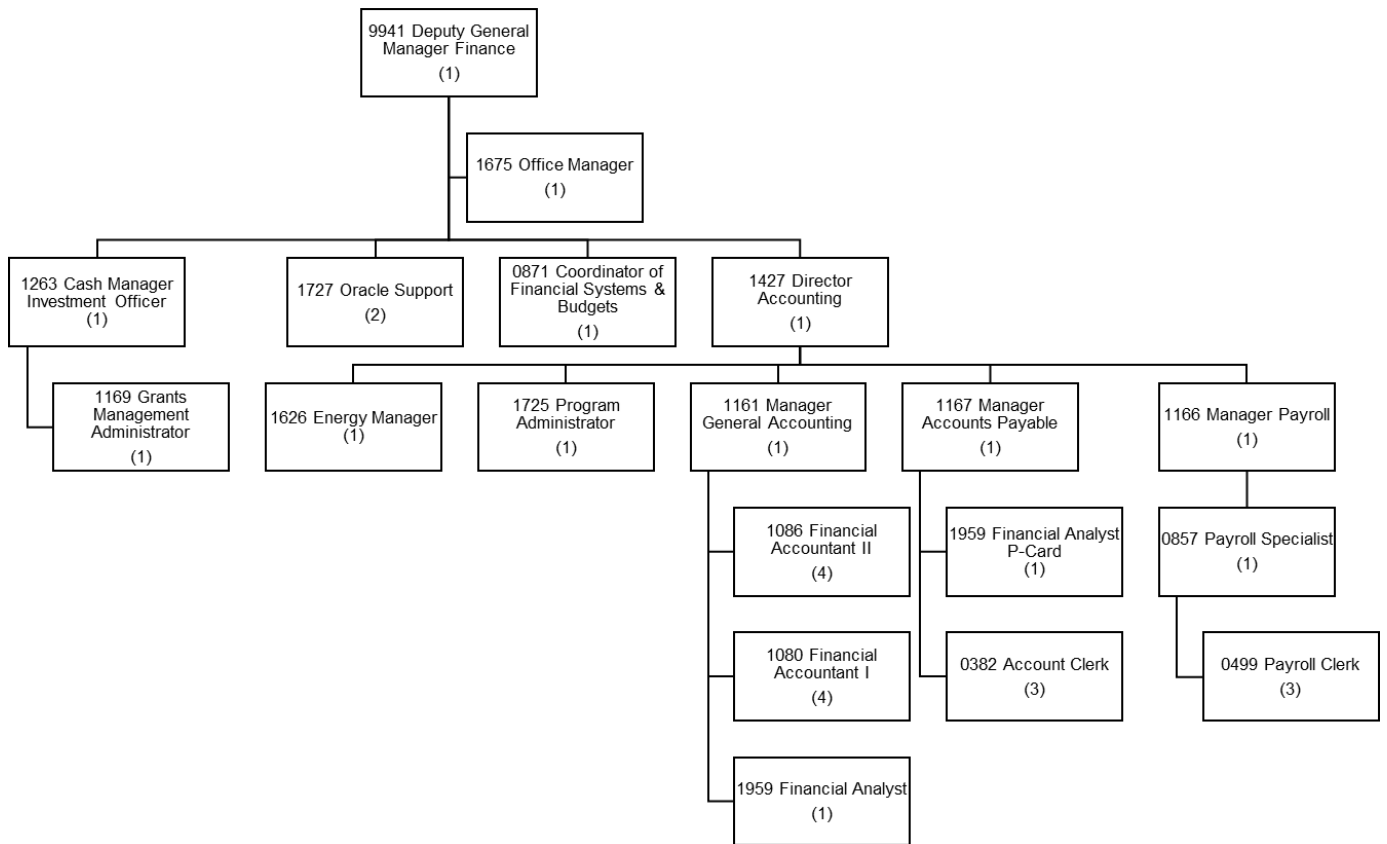
ACCOUNTING DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501200	Labor - Hourly Employees	\$ -	\$421	\$ -
501300	Labor - Salaried Employees	1,757,845	1,872,603	2,292,393
501310	Overtime - Salaried Employees	17,713	8,698	30,000
502000	Fringe Benefits	741,565	726,306	792,610
503000	Services	738,973	788,604	1,225,000
503049	Temporary Help	72,720	17,341	50,000
503052	Other Maintenance Contracts	54,414	7,786	8,700
504000	Materials & Supplies	5,128	10,076	10,500
509000	Miscellaneous Expenses	3,396	9,759	16,900
509022	Meals & Concessions	229	258	2,000
Total		\$3,391,983	\$3,441,852	\$4,428,103

ACCOUNTING DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
03	0382 Account Clerk	4.0	3.0	3.0
04	0499 Payroll Clerk	3.0	2.0	3.0
24	1959 Financial Analyst	2.0	2.0	2.0
25	1675 Office Manager	1.0	1.0	1.0
26	0857 Payroll Administrator	1.0	1.0	1.0
	1080 Financial Accountant I	3.0	3.0	4.0
	1725 Program Administrator/Financial Accountant	1.0	1.0	1.0
	1727 ERP Analyst	-	2.0	2.0
27	1086 Financial Accountant II	4.0	4.0	4.0
28	0871 Coordinator Fin. Sys. & Budgets	-	1.0	1.0
	1161 Manager General Accounting	1.0	1.0	1.0
	1166 Manager Payroll	1.0	1.0	1.0
	1167 Manager Accounts Payable	1.0	1.0	1.0
	1169 Grants Management Administrator	1.0	1.0	1.0
	1626 Energy Manager	1.0	1.0	1.0
29	1263 Cash Manager, Investment Officer	1.0	1.0	1.0
30	1427 Director Accounting	1.0	1.0	1.0
99	9941 DGM Finance & Administration	1.0	1.0	1.0
TOTAL		27.0	28.0	30.0

ACCOUNTING DEPARTMENT ORGANIZATION CHART



Total FTE's = 30

61- MANAGEMENT INFORMATION SERVICES

OVERVIEW

The Management Information Services Department is contained within the Finance Division and provides critical services including maintaining existing systems, improving existing service, selecting new systems, 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 allows the Authority to enhance its ability to make critical business decisions backed by data.

2022 ACCOMPLISHMENTS

- Established a business process for evaluating new technologies requested by subject matter expert groups within the authority
- Established a new business process related to the procurement process of technology solutions
- Deployed Contracts with Implementation partners to bring online new technologies that enhanced existing systems and help us bring new systems online
- Updated the Drupal based Intranet platform to allow for enhanced functionality and flexibility to meet business needs.
- Leveraged the SSO capabilities to create easier user transition across tools and applications
- Launched a new Oracle upgrade strategy that dramatically improves our disaster recovery and survivability posture without losing years of customizations.
- Created a 10 year runway of support for our current Oracle platform to allow us to enhance functions and review our best long-term strategies.
- Have started several key procurements that will assist the HR/HRIS/Marketing teams in streamlining their business processes.
- Leveraging The M365 Microsoft platform to expanded automation of repetitive business tasks using Power Automate
- Expanded backup solution capability and survivability of mission critical systems, including off-site replication of data, to protect more target systems.
- Supported major construction projects with network design and specification, telecommunication and implementation services.
- 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.
- Expanded WiFi coverage in District administrative spaces, and shop floors.
- Improved Disaster Recovery position via implementation of SaaS and/or IaaS for several more identified applications/systems
- Assist with the finalization of the Customer Service POS
- Increased usage of formal project management techniques to track and deploy projects
- Implemented new SplashBI Oracle reporting platform

- Web team launched new Diversity and Inclusions web site
- 3 new team members

2023 PRIORITIES

- Expand Disaster Recovery capability with enhanced data protection and additional virtualization for critical legacy systems and also via implementation of SaaS redundancy and cloud infrastructure
- Complete the Oracle IaaS migration effort
- Begin Oracle functionality enhancement phase
- Establish Enterprise Content Management Project Strategy
- Fill vacant roles
- Deploy Learning Management System
- Establish new business unit structure and hierarchy
- Begin TVM/CSK replacement project
- Introduce Account Based Ticketing on the EZFare Platform
- Establish Point of Sale System to support existing fare media as well as future fare media
- Make improvements in electronic document management
- Leverage Artificial Intelligence use in supported areas
- Implement improvements to critical systems such as Fare Collection, Inventory and Maintenance, Financial, accounting and Human Resources.
- Continue support of major business systems, Oracle, Kronos, Hastus, TransitMaster, Trapeze, and Ultramain..
- Engage stakeholders with IT analysts to work to implement business process improvement in all divisions.

MANAGEMENT INFORMATION SERVICES DEPARTMENT BUDGET*

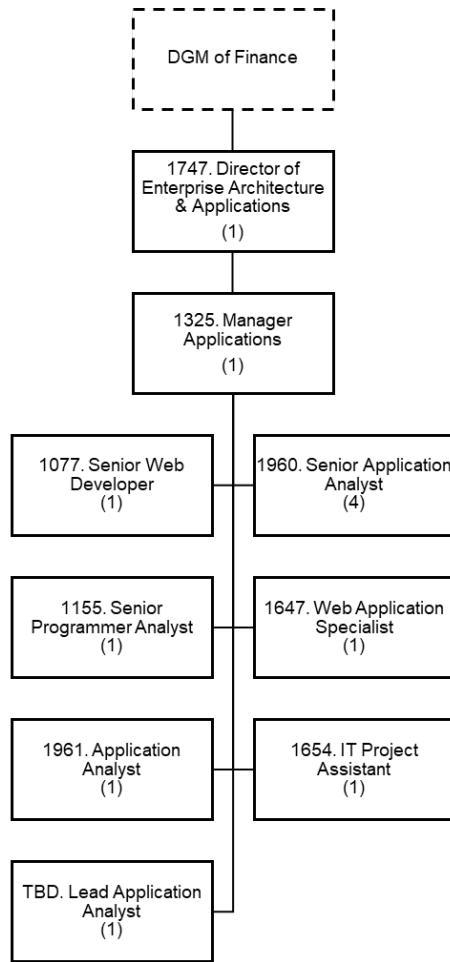
Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501200	Labor - Hourly Employees	\$561	\$0	\$0
501300	Labor - Salaried Employees	2,441,926	2,218,236	2,446,580
501310	Overtime - Salaried Employees	225	1	0
502000	Fringe Benefits	1,028,551	838,872	872,474
503000	Services	0	126,823	268,340
503049	Temporary Help	0	134,395	50,000
503052	Other Maintenance Contracts	3,647,891	3,993,486	2,980,195
504000	Materials & Supplies	193,807	304,880	238,000
505022	Telephone & Data Services	588,109	451,967	558,920
509000	Miscellaneous Expenses	112,836	79,500	100,050
509022	Meals & Concessions	33	289	500
512000	Leases & Rentals	(1,086)	0	0
Total		\$8,012,853	\$8,148,449	\$7,515,059

*\$2,091,523 in Staffing and \$1,465,218 from expense items will be transferred to Department 58

MANAGEMENT INFORMATION SERVICES DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
23	0725 Executive Secretary	1.0	-	-
24	1646 User Support Analyst	2.0	1.0	ITS
25	0760 Database Analyst	1.0	1.0	ITS
	1647 Web Application Specialist	1.0	1.0	1.0
	1961 Applications Analyst	1.0	1.0	1.0
26	0960 User Support Specialist	1.0	2.0	ITS
	1072 Telecom Specialist	1.0	1.0	ITS
	1077 Senior Web Developer	1.0	1.0	1.0
	1082 System Administrator	2.0	2.0	ITS
	1155 Senior Programmer Analyst	2.0	1.0	1.0
27	0756 Network Engineer	1.0	1.0	ITS
	0962 Desktop Engineer II	1.0	1.0	ITS
	0969 Information Technology Engineer	1.0	1.0	ITS
	1070 Database Administrator	1.0	1.0	ITS
	1091 Senior System Administrator	1.0	1.0	ITS
	1632 User Support Architect	1.0	1.0	ITS
	1745 Lead Telecommunications Specialist	1.0	1.0	ITS
	1960 Senior Application Analyst	4.0	4.0	4.0
28	0795. Network Engineer Supervisor	-	1.0	ITS
	1633 It Security Engineer	1.0	1.0	ITS
	1648 Lead Database Administrator	1.0	1.0	ITS
	1654 It Project Assistant	1.0	1.0	1.0
29	0783 Manager Its/End User Support	1.0	1.0	ITS
	1321 Manager of Infrastructure	1.0	1.0	ITS
	1325 Manager of Applications	1.0	1.0	1.0
30	1747 Director of MIS Finance	1.0	1.0	1.0
	1749 Director of Service Strategy & Delivery	1.0	-	-
99	9981 DGM Innovation and Technology	1.0	-	-
TBD	TBD. Lead Application Analyst	-	-	2.0
Total		33	30	13

MANAGEMENT INFORMATION SERVICES ORGANIZATION CHART*



Total Dept 61 FTE's = 13

Total Going to Dept 58 FTE's = 21

*Division & Department 61- Innovation & Technology was restructured for FY2023. There is no longer an Innovation & Technology Division. Department 61 was moved to the Finance Division, renamed Management Information Systems, and staff for User Support and Infrastructure were moved to Department 58.

62-SUPPORT SERVICES DEPARTMENT

OVERVIEW

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

2022 ACCOMPLISHMENTS

- Continued efforts in Records Management Program by updating GCRTA Records Retention Schedules and coordinating the purging of obsolete records to reduce storage cost:
 - Disposal of 533 boxes that were in off-site storage.
 - Thirty (30) department retention schedules submitted to and approved by The Ohio History Connection.
- Continued for the 4th year, the chair replacement project, providing sixty (60) more new ergonomic desk chairs to employees, while setting a standard for future chair replacements. New chairs replaced those that were over twenty (20) years old.
- Successful completion of other furniture projects including but not limited to:
 - Guest chairs for various departments’ workspaces
 - New chairs and tables for the training room at Triskett District
- The Copy Center at Main Office continued with printing of the drivers pick packets which initially began in the wake of the pandemic and was previously handled by outside print companies.
- Continued work with the IT department to utilize AirSlate for more efficient tracking of department requests.

2023 PRIORITIES

- Records Management Program – Continuous efforts to update GCRTA Records Retention Schedules and coordinate purging of obsolete records to reduce storage costs.
- Continued work with IT to collaborate on an Inventory Management System for inventory tracking and control of paper products provided by Support Services.
- Manage the Authority’s mail, shipping and receiving services.
- Reduce cost of support services by evaluation and assessment of current processes and needs relevant to postage, printing services, & office paper use. Coordinate efforts with all departments.
- Provide printing service for timetables and other corporate printing needs.
- Provide high-tech duplicating services, mail management, mail and package delivery to our facilities and other business establishments.
- Provide other support services for the Authority, office supplies.

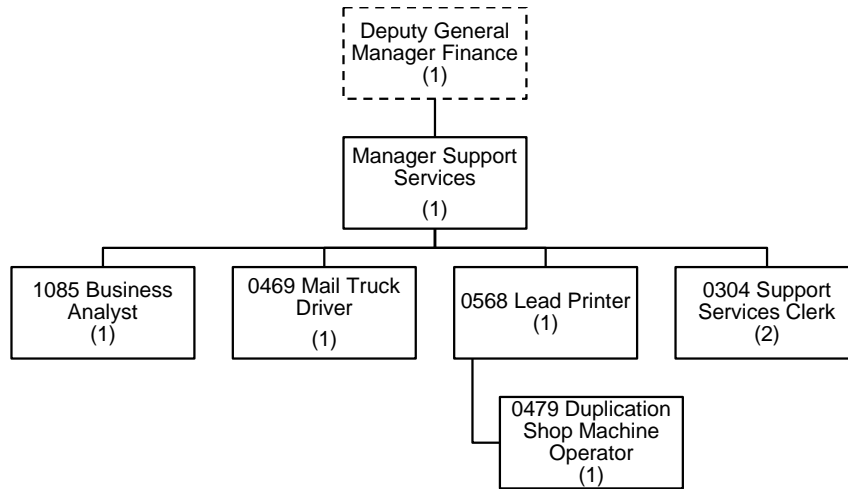
SUPPORT SERVICES DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501200	Hourly Employees Payroll	\$62,605	\$67,680	\$69,570
501210	Overtime - Hourly Employees	31	0	100
501300	Labor - Salaried Employees	395,144	469,790	495,542
501310	Overtime - Salaried Employees	260	0	2,500
502000	Fringe Benefits	203,084	207,925	205,651
503000	Services	3,138	17,666	10,600
503049	Temporary Help	15,360	(5)	0
503052	Other Maintenance Contracts	161,881	103,484	151,465
504000	Material & Supplies	7,184	14,600	14,600
504051	Postage Expense	46,577	44,462	54,000
504052	Duplicating Material & Supplies	40,603	89,634	90,000
509000	Miscellaneous Expenses	39	56	2,308
512000	Leases & Rentals	95,586	100,599	106,600
TOTAL		\$1,031,492	\$1,115,891	\$1,202,936

SUPPORT SERVICES DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
03	0304 Support Services Clerk	2.0	2.0	2.0
04	0469 Mail Truck Driver	1.0	1.0	1.0
	0479 Dup Shop Machine Operator	2.0	2.0	2.0
05	0568 Lead Printer	1.0	1.0	1.0
25	1085 Business Analyst	1.0	1.0	1.0
28	0868 Manager Support Services	1.0	1.0	1.0
TOTAL		8.0	8.0	8.0

SUPPORT SERVICES DEPARTMENT ORGANIZATION CHART



Total FTE's = 8

64-PROCUREMENT DEPARTMENT

OVERVIEW

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

2022 ACCOMPLISHMENTS

- Continue to increase competitive opportunities through multiple outreach activities.
- Four (4) Contract Administrators appointed to the National Institute of Government Purchasing Association Board of Directors, Northeast Ohio Branch, including the offices of President, Vice President, Treasurer and Secretary.
- Continued to update all contracts and templates to incorporate new FTA regulatory changes, insurance requirements, etc.
- Efficiently continued purchasing and expediting efforts to secure materials for continued operations while in a high inflationary and severe supply chain shortage situation.
- Processed 5016 Purchase orders valued at \$72,832,840.13.
- Advertised the RFP for the purchase of a new fleet of Rail Cars for the Authority.
- Awarded contract for Employee Assistance Program.
- Awarded contract for Health Care Benefits Program.
- Awarded contract for Property and Crime Broker Services
- Awarded contract for Waterfront Line Bridge Rehabilitation
- Awarded contract for Electricity Supply Requirements
- Awarded contract for Operator Uniform Services
- Awarded contract for On-Call Rail Engineering Services
- Awarded contract for Hayden Garage HVAC Replacement
- Awarded contract for Oracle IaaS Implementation Services
- Awarded contract for Light Rail Track Rehabilitation Replacement of the 75th Interlocking
- Awarded contract for DEI Speaker/Training Workshop Series
- Awarded contract for ACA Compliance Reporting
- Awarded contract option for 20 40-Ft. Low Floor CNG Coaches
- Awarded contract for Off-Site Medical and Specimen Collection Services
- Awarded contract for Ultra Low Sulfur Diesel Fuel
- Awarded contract for Fire and Safety Inspection Services
- Awarded contract for On-Board Origin Destination Passenger Surveys
- Continue to provide the Procurement 101 Training presentation to any, and all requesting departments, including being added to the new employee orientation agenda.
- Assisted in the Authority-wide Microsoft Migration efforts
- Participating in the Oracle IaaS upgrade testing and validation efforts.

2023 PRIORITIES

- Continue to monitor and improve procurement acquisition process to reduce procurement turnaround time.
- Expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Continue scheduling and presenting updated Procurement 101 Training Program to all requesting departments.
- Continue National Institute of Governmental Purchasing (NIGP) Department Accreditation.
- Support the Authority's implementation of the new Strategic Plan and Mission Statement and Traction Performance Measurements FY 2023.
- Award contract for new rail cars
- Award contract for Supplemental Paratransit Services.
- Award contract for Trunk Line Re-Signaling
- Award contract for East 79th Street Light Rail Station Design
- Award contract for Flyover Track Bridge near Stokes Design
- Award contract for Tower City East Portal Construction Services
- Award contract for Light Rail Retaining Walls III Design
- Award contract for Red Line Signal System Design
- Award contract for CRMF Track 3 Reconstruction Design
- Award contract for Rehabilitation for Track Bridges/Platform over W 117th
- Award contract for Light Rail Tracks at Warrensville/Van Aken
- Award contract for East 120th Street Substation Replacement
- Award contract for Procurement of Railcar Mover
- Award contract for Casualty Insurance Broker Services
- Award contract for Red Line Rail Grinding Program
- Award contract for Windermere Substation Rehabilitation
- Award contract for MetroHealth Design BRT
- Award contract for Rapid Station Cleaning Services
- Complete contract for CTDS Replacement
- Complete contract for Performance Management Services
- Continue interdepartmental cross training of staff
- Continue to support and participate in the oracle upgrade to cloud efforts
- Participate in the FTA Triennial Review
- Clean triennial audit

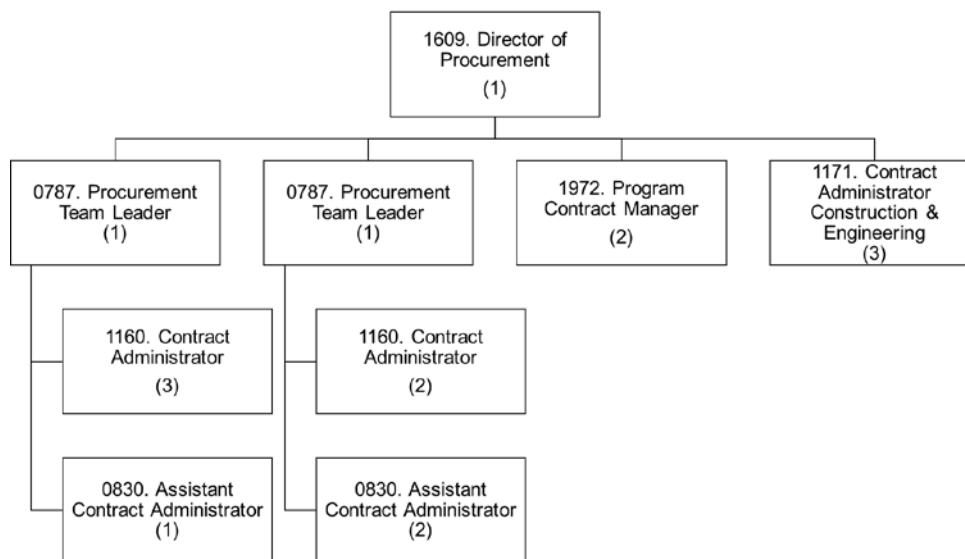
PROCUREMENT DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 3Q Estimate	2023 Budget
501300	Labor- Salaried Employees	\$1,102,202	\$1,230,534	\$1,358,097
502000	Fringe Benefits	467,291	471,080	443,524
503000	Services	6,322	6,575	6,600
503020	Advertising Fees	13,000	13,493	14,000
504000	Material & Supplies	3,026	0	4,900
509000	Miscellaneous Expenses	1,670	6,252	13,400
509022	Meals & Concessions	150	422	500
Total		\$1,593,661	\$1,728,356	\$1,841,021

PROCUREMENT DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
26	0830 Assistant Contract	3	3	3
27	1160 Contract Administrator	5	4	5
27	1171 Contr Admin Const & Eng	3	3	3
28	1972 Program Contract Manager	2	2	1
29	0787 Procurement Team Leader	2	3	2
30	1609 Director	1	1	1
Total		16.0	16.0	16.0

PROCUREMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 16

65- REVENUE DEPARTMENT

OVERVIEW

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.

2022 ACCOMPLISHMENTS

- On a daily basis collected fare revenue from all rolling stock as well as off board equipment.
- Provided support, packaging, and delivery by filling customer orders for magnetically encoded fare media.
- Supported additional fare collection needs and distribution of specialty/commemorative passes for the Authority on St. Patrick's Day, Opening Day, and other events as dictated by management.
- Successfully implemented the U-Pass program with several area colleges and the student pass program with the Cleveland Metropolitan School District.
- In conjunction with the Information Technology department, continued to support the EZ Fare Mobile Ticketing platform and implement the Just Ride Mobile Ticketing Platform with continuing efforts to implement Smart Cards and Fare Capping.
- On a weekly and monthly basis, reviewed ridership data provided by the ITS Department for reasonableness and accuracy.
- Continued to work with other GCRTA departments and vendors of the GFI/Conduent fare collection system with specific efforts towards contract closeout.
- Fielded and resolved numerous customer issues regarding the fare collection system which included fielding calls regarding the exchange of documents.

2023 PRIORITIES

- Collect fares on a daily basis without issue.
- Collect fares for special events in the safest and most efficient manner possible to create a more user-friendly public transit experience.
- Continue to prepare employee transition plan to include, but not limited to, the assistance of an MDP team member.
- Work with GFI toward the successful completion and the installation of the automated fare collection equipment, software, and peripherals including contract close-out.
- Ensure that fare-cards and passes are available for distribution to outlets and the general public and work as intended.
- Work on continuous improvement of the cash handling, fare collection equipment security, and the fare-box vaulting process.
- Direct implementation of fare policies and continue to seek ways to improve education to the public.

- Continue to streamline the process and agreement with Cleveland Metropolitan School District (CMSD) and local colleges and universities.
- Enter into a multi-year agreement with CMSD to provide them with transportation services for their designated student body.
- Monitor activity of all Ticket Vending Machines (TVM's) and Customer Service Kiosks (CSK's) throughout the system and look for any abnormalities and report them to the appropriate team members.
- Support the Authority in their effort to streamline fare collection for special events.
- Enter into a new multi-year agreement with a provider to meet our revenue processing needs.
- Submitted a CIP for the procurement of new fare collection equipment to be installed within the next four to six years.
- Continue cooperative effort with Masabi to implement Smart Card and Fare Capping

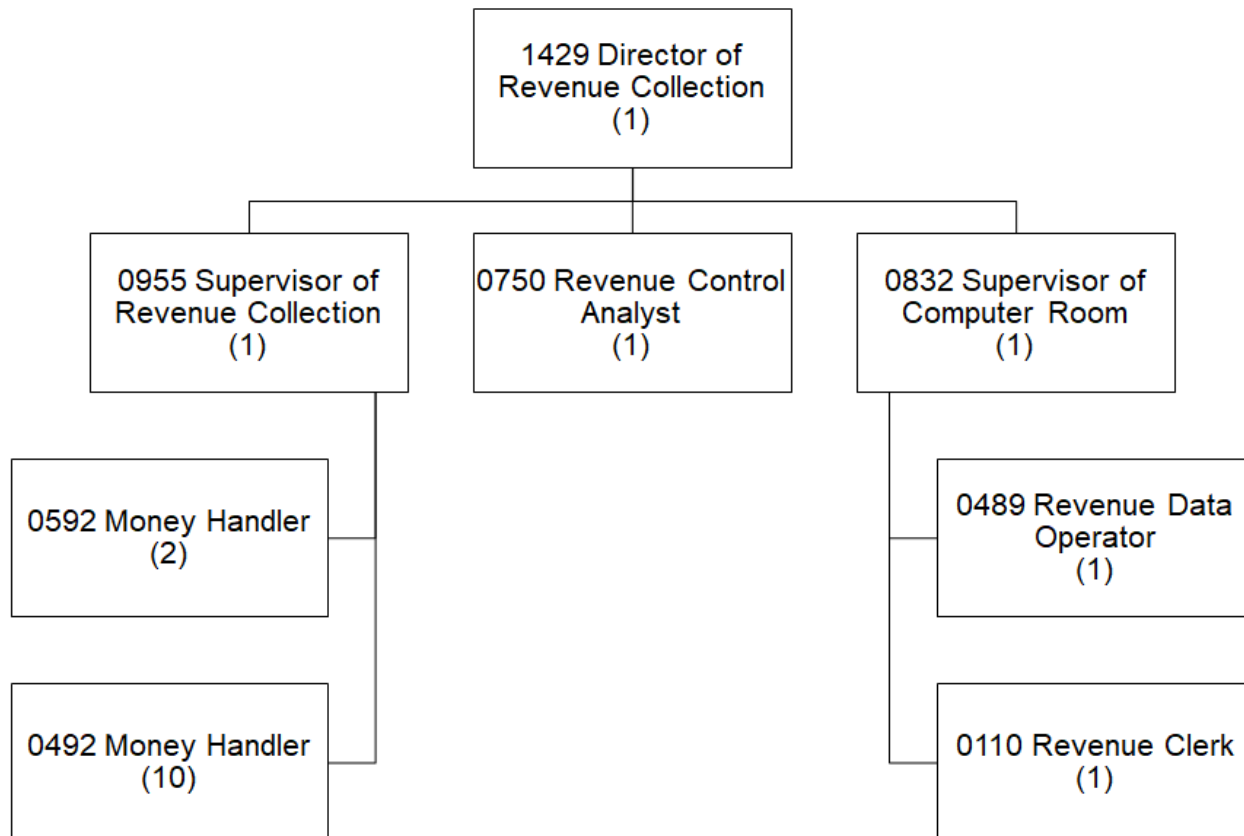
REVENUE DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 3Q Estimate	2023 Budget
501300	Labor - Salaried Employees	\$998,197	\$1,018,959	\$1,189,857
501310	Overtime - Salaried Employees	24,189	17,275	25,500
502000	Fringe Benefits	432,944	405,722	449,253
503052	Other Maintenance Contracts	263,765	163,614	367,500
504000	Material & Supplies	190,327	120,705	245,293
509000	Miscellaneous Expenses	1,278	448	3,300
Total		\$1,910,700	\$1,726,723	\$2,280,703

REVENUE DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
01	0110 Revenue Clerk	1.0	1.0	1
04	0489 Revenue Data Operator	1.0	1.0	1
04	0492 Money Handler	10.0	9.0	10
05	0592 Money Handler	2.0	2.0	2
27	0955 Supervisor Revenue Collection	1.0	1.0	1.0
27	0750 Revenue Control Analyst	1.0	2.0	1.0
27	0832 Supervisor Computer Room	1.0	1.0	1.0
30	1429 Director	1.0	1.0	1.0
Total		18.0	18.0	18.0

REVENUE DEPARTMENT ORGANIZATION CHART



Total FTE's = 18

67-OFFICE OF MANAGEMENT & BUDGET

OVERVIEW

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

2022 ACCOMPLISHMENTS

- Developed the 2023 Operating Budget.
- Developed the 2023 Tax Budget.
- Developed the 2023 – 2027 CIP
- Continued the 2022 Strategic Plan.
- Managed 2022 Operating Budget.
- Ended the year with a Fund Balance that exceeds a 30-Day Operating Reserve.
- Successfully completed the 2021 National Transit Database submission.
- Managed Traction program.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.
- Held Preventive Maintenance reimbursed expenditures to General Fund to \$1.0 million.
- Drew down remaining American Rescue Plan (ARP) funding.
- Continued Oracle SaaS implementation.

2023 PRIORITIES

- Continue the Traction program to incorporate the strategic plan through the Authority.
- Lead the National Transit Database reporting and submittal.
- Continue to implement an agency-wide initiative to maintain a 1-month reserve through 2027.
- Support the Authority wide distribution of the Strategic Plan and Performance Management.
- Work with Operations, Finance, and Engineering Divisions to purchase Rail Cars.
- Support and continue Oracle Modules SaaS implementation.
- Repurpose PM Reimbursement grant funding for unfunded and under funded projects.
- Plan and execute the sustainability program for the Authority.
- Continue to transfer \$10 million to Reserve Fund to support Rail Car Procurement.
- Manage the 2023 Operating Budget.
- Develop the 2024 Operating Budget.
- Develop the 2024 – 2028 CIP.
- Develop the 2024 Tax Budget.
- Clean triennial audit.

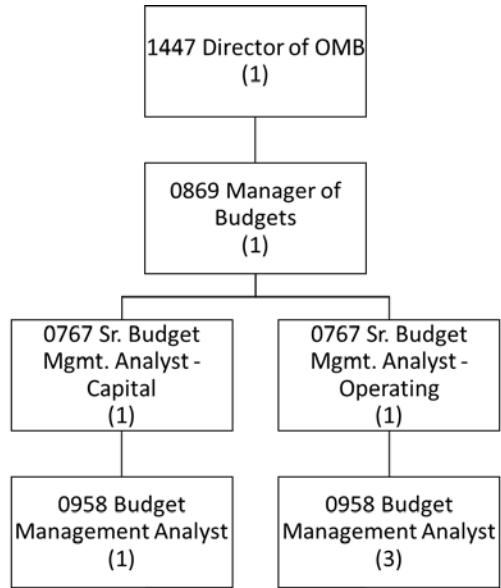
OFFICE OF MANAGEMENT & BUDGET DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022- 3Q Estimate	2023 Budget
501300	Labor - Salaried Employees	\$720,369	\$680,831	\$710,682
502000	Fringe Benefits	308,361	250,316	376,802
503000	Services	5,606	(518)	250,000
503020	Advertising Fees	3,058	7,000	7,000
504000	Material & Supplies	693	0	2,200
504021	Compressed Natural Gas	962,464	1,838,000	2,215,000
505018	Natural Gas	712,725	706,011	917,000
505019	Water	398,998	341,569	444,000
505021	Electricity	2,038,155	1,662,451	1,801,400
509000	Miscellaneous Expenses	2,542	15,268	81,000
509022	Meals & Concessions	0	0	1,250
Total		\$5,152,971	\$5,500,928	\$6,806,334

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
27	0958 Budget Management Analyst	4.0	4.0	4.0
28	0767 Sr. Budget Management Analyst	2.0	2.0	2.0
	0871 Coordinator of Financial Systems & Budgets	1.0	-	-
29	0869 Manager of Budgets	1.0	1.0	1.0
30	1437 Director – Office of Management and Budget	1.0	1.0	1.0
Total		9.0	8.0	8.0

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT ORGANIZATION CHART



Total FTE's = 8

99- FUND TRANSFERS DEPARTMENT

OVERVIEW

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

2022 ACCOMPLISHMENTS

- Bond Retirement Fund transfer: Ending Balance Estimate: \$2.2 million > 1/12th of subsequent years debt service requirements.
- Insurance Fund: Ending Balance Estimate = \$5.5 million > \$5 million minimum ending balance.
- Supplemental Pension Fund: Ending Balance Estimate: \$1.3 million > last assessed value.
- Capital Improvement Fund transfer: 21.3% of Sales & Use Tax Funding transferred to Capital (goal: minimum 10%).
- Reserve Fund transfer: \$85 million amendment approved to increase the General Fund appropriation for a transfer to Reserve fund for Revenue Stabilization sub-fund.
- Debt defeasance of approximately \$57.5 million in bonds reduced Debt Service Ratio budget to 9.03 (2022).

2023 PRIORITIES

- Bond Retirement Fund: Year-End balance \$2.2 million > 1/12th of subsequent years debt service requirements.
- Insurance Fund: Year-End Balance > \$5.4 million.
- Supplemental Pension Fund: Ending Balance > last assessed value.
- Capital Improvement Fund: transfer of Sales & Use Tax to Capital – minimum of 10%.
- Reserve Fund transfer: A transfer of \$10.9 million is budgeted to the Reserve Fund for 1/12th of the 27th pay for hourly and salary employees and \$10 million for the replacement of the rail cars.

FUND TRANSFERS DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 3Q Estimate	2023 Budget
510050	Transfers to/from Reserve Fund	\$ 95,878,615	\$60,878,615	\$10,878,615
510065	Transfers to/from Pension Fund	45,000	-	-
510075	Transfers to/from RTA Capital	43,398,859	44,725,757	21,866,868
510085	Transfers to/from Bond Retirement Fund	71,569,994	11,500,000	6,627,398
510090	Transfers to/from Insurance Fund	2,100,000	2,500,000	2,500,000
Total		\$212,992,468	\$119,604,372	\$41,872,881

03- ENGINEERING & PROJECT MANAGEMENT DIVISION

OVERVIEW

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 plays a key role in obtaining competitive grants to bring in additional grant funding to achieve a State of Good Repair (SOGR).

CONNECTION TO STRATEGIC PLAN

The Engineering and Project Management Division is committed to ensuring positive customer experience with RTA's capital projects from design to construction. Community value is seen through actual and perceived economic impact of capital projects, emission reduction, and services provided that support quality of life and social needs. Financial sustainability through reducing major project change orders and securing competitive grants towards prioritized capital projects. 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 understanding of benefits of capital program.

2022 ACCOMPLISHMENTS

- Completed construction of the Triskett Garage CNG Facility Upgrades
- Completed construction of the Cuyahoga Viaduct Rehabilitation Phase 1
- Completed construction of the West 30th Substation Transformer/Rectifier Replacements
- Completed construction of the Overhead Catenary System Structural Rehabilitation – Phase 1
- Awarded contract and began construction of the Waterfront Line Bridge Rehabilitation
- Awarded contract and began construction of the East 75th Light Rail Interlocking
- Awarded construction contract for the Cuyahoga Viaduct Bulkhead Repair
- Awarded contract for the new CTDS system
- Awarded contract for the Onboard Origin & Destination Surveys
- Completed design of the Tower City East Portal Rehabilitation
- Completed design of the East 120th Street Substation Replacement
- Completed design of the Trunk Line Signal System
- Completed design of the 515 Switch and Track
- Continued construction of the Red Line Fiber Optic Line Replacement
- Continued construction of the Warrensville/Van Aken Substation
- Complete the due diligence phase for the Columbus Road Transit Oriented Development
- Continued design of the Warrensville/Van Aken Station Improvements and Comfort Station
- Provided FFY2022 Cleveland Urbanized Area (CUZA) funding allocations for formula funds
- Obtained over \$32 million of competitive grants from FTA, ODOT, Ohio Environmental Protection Agency (OEPA), Northeast Ohio Areawide Coordinating Agency (NOACA) and Community Project Funding
- Increased the funding for the Rail Car Replacement Program by \$23.5 million

- Promoted transit elements in various Transportation for Livable Communities Initiative (TLCI) studies throughout Cuyahoga County
- Continued supporting Asset Management and State of Good Repair (SOGR) initiatives throughout GCRTA
- Facilitated construction coordination with various ODOT and City of Cleveland projects
- Supported the activities of the Cuyahoga County Trails Leadership Network

2023 PRIORITIES

- Complete construction of the Waterfront Line Bridge Rehabilitation
- Complete construction of the Warrensville/Van Aken Substation
- Complete construction of the East 75th Light Rail Interlocking
- Complete construction of the Red Line Fiber Optic Line Replacement
- Complete construction of the West 117th Street Substation
- Complete construction of the Cuyahoga Viaduct Bulkhead Repair
- Complete the construction of the Hayden Garage Roof Replacement
- Complete the due diligence phase for the Columbus Road Transit Oriented Development
- Complete installation of the Trunk Line Signal System
- Complete installation of the Shaker Light Rail Shelter Improvements
- Complete the Onboard Origin & Destination Surveys
- Complete design & begin construction of the Warrensville/Van Aken Station Improvements and Comfort Station
- Complete design & begin construction of the tracks at the Warrensville/Van Aken Station
- Begin construction of the Tower City East Portal Rehabilitation
- Begin construction of the East 120th Street Substation Replacement
- Begin construction of the Overhead Catenary System Structural Rehabilitation – Phase 2
- Begin construction of the Red Line Bridge over West 117th Street
- Begin installation of the 515 Switch and Track
- Begin installation of the new CTDS system
- Begin design of the West 25th Street/MetroHealth Line BRT Corridor
- Begin design of the East 79th Street Light Rail Station ADA Reconstruction
- Begin design of the Light Rail Retaining Wall Rehabilitation - Phase 3
- Begin design of the Track Bridge over abandoned spur track
- Manage the MicroTransit Pilot Program
- Continue supporting the Rail Car Replacement Program
- Continue supporting the Baby on Board and Paradox Prize Pilot Programs
- Provide FFY2023 CUZA funding allocations for the Region
- Obtain competitive grants from FTA, ODOT, OEPA and NOACA
- Increase funding for the Rail Car Replacement Program
- Promote transit elements in various TLCI studies throughout Cuyahoga County

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

LIST OF DEPARTMENTS

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

ENGINEERING & PROJECT MANAGEMENT DIV.

Success Outcomes	Metric	FY2023 Performance Goals	Objective	Definition
Customer Experience	Annual Goal for Rail Car Replacement Fund	\$25,000,000	–	Appropriated or obligated funding for rail car replacement fund secured in the program year
	Completion of Annual Work Program	\$40,000,000	–	Total value of the design and construction contracts approved by the Board of Trustees.
	Benefit and Value of Capital Program Investments - Impression	84%	↑	% of customers who have a positive impression of capital program investments (recently completed projects)
	Capital Program Project Schedule Adherence	40%	–	% of capital projects (budget ≥ \$1M) that reach substantial completion milestone in 2022 within 60 calendar days of schedule
Community Value	Economic Impact of Capital Program - Impression	49%	↑	% of community that has a positive perception of the economic impact of the capital program
	Economic Impact of Capital Program - Actual	7	↑	The construction value ratio of development within 1/4 mile of active and recently completed (3yr completion) major capital projects (budget ≥ \$1M) (3 to 1)
	Sustainability - Emissions Reduction - Actual	-8%	↑	% Reduction of Type I and II emissions per passenger-mile traveled on RTA
	Capital Investment in Environmental Justice (EJ) community	79%	↑	% of capital projects (budget ≥ \$1M) that are located in EJ communities

Success Outcomes	Metric	FY2023	Objective	Definition
		Performance Goals		
Financial Sustainability	Competitive Grants Awarded Towards Annual Goal for Prioritized Capital Projects	\$35M	-	Annual goal for competitive grants awarded for prioritized capital projects in the program year
	Change Orders on Major Projects	5%	-	Achievement of under 5% change orders for major capital projects (budget ≥ \$1M) substantially completed in 2022 excluding the Viaduct and WFL
Employee Engagement	Division Employees Agree - Supervisor Invested in Growth and Success	51%	↑	% of Division employees that agree (or strongly agree) that their Supervisor is invested in their growth and success
	Division Employees Agree - Understand Vision and Direction	69%	↑	% of Division employees that agree (or strongly agree) that they understand the vision and direction of GCRTA and the Engineering & Project Management Division
	Division Employees Agree - Understand How Performance Linked to Organization Success	75%	↑	% of Division employees that agree (or strongly agree) that they understand how their performance contributes to organizational success
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend Division as a place to work
	Division Employees Understand Benefits of Capital Program	80%	↑	% of Agency employees that agree or strongly agree that they understand the benefits of the capital program

55- PROJECT SUPPORT DEPARTMENT

OVERVIEW

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.

2022 ACCOMPLISHMENTS

- Completed 34 Quality Assurance Audits
- Completed 50 Quality Control Plan, Request for Proposal, and Issue for Bid Package Reviews
- Completed 24 Third-Party plan reviews
- Provided engineering design and construction assistance on Engineering and Project Development projects
- Provided document control support on Engineering and Project Development projects
- Completed Construction of the GCRTA Main Office Building Vestibule Modifications
- Created a GCRTA Climate Action Plan for the FTA's Sustainable Transit for a Healthy Planet Challenge
- Created a GCRTA Zero Emission Fleet Transition Plan
- Tracked agency wide emissions for sustainability program and TRACTION
- Participated in NOACA's Regional Climate Action Plan, Inventory Working Group
- Assisted in the creation of a GCRTA Project Management Development Training and participated in the pilot training

2023 PRIORITIES

- Conduct quality assurance audits
- Review GCRTA plans and specifications for construction projects
- Review third party plans and specifications for construction crossing or adjoining GCRTA facilities
- Participate in the City of Cleveland's Transportation Infrastructure Advisory Committee
- Provide engineering assistance as needed in Design and Construction
- Review and Update the GCRTA Climate Action Plan
- Participate in the Development of NOACA's Regional Climate Action Plan
- Assist in the rollout of the GCRTA Project Management Development Training
- Coordinate work of support staff

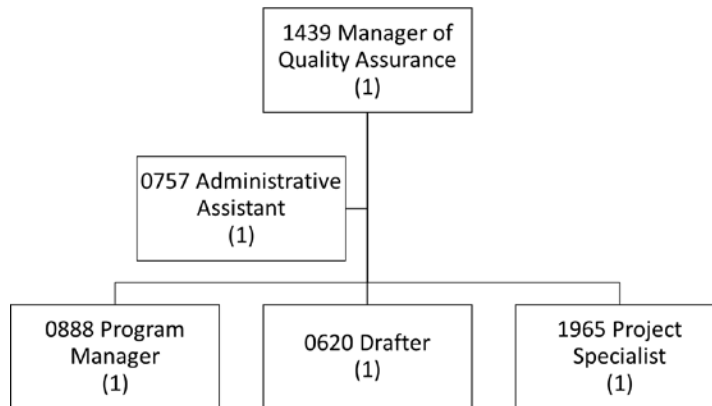
PROJECT SUPPORT DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501300	Labor – Salaried Employees	\$292,446	\$204,647	\$210,256
501310	Overtime – Salaried Employees	-	-	10,000
502000	Fringe Benefits	122,656	98,356	104,541
503000	Services	13,265	7,493	66,500
504000	Materials & Supplies	4,009	500	5,300
509000	Miscellaneous Expenses	73,580	(199)	29,000
509022	Meals & Concessions	0	0	250
Total		\$505,956	\$310,797	\$425,847

PROJECT SUPPORT DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
06	0620 Drafter	1.0	1.0	1.0
23	0757 Administrative Assistant	1.0	1.0	1.0
24	1965 Project Specialist	1.0	1.0	1.0
28	0888 Program Manager	1.0	1.0	1.0
29	1439 Mgr. – Quality Assurance	1.0	1.0	1.0
Total		5.0	5.0	5.0

PROJECT SUPPORT DEPARTMENT ORGANIZATION CHART



Total FTE's = 5

57- PROGRAMMING & PLANNING DEPARTMENT

OVERVIEW

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

2022 ACCOMPLISHMENTS

- Represented GCRTA interests in City of Cleveland, NOACA, and other agency Planning projects.
- Managed real estate interests of RTA including the sale/closing of Cordova loop, approving a land option for a low- income tax credit housing project at W. Blvd-Cudell Station, and purchase of Brookpark rail maintenance building.
- Continued the Columbus Road Transit-Oriented Development (TOD) Planning process.
- Awarded contract for RTA On-Board Origin-Destination Survey.
- Awarded Federal Transit Administration (FTA) TOD Planning Grant for Broadway Avenue Corridor.
- Assisted with development of RTA's and NOACA's Climate Action Sustainability Plan.
- Obtained Environmental Clearances on six projects.
- Completed UZA allocations for 5307 Urbanized Area Formula Grants and 5339 Grants for Buses and Bus Facilities through NOACA and Transit Council.
- Continued representing RTA on the City of Cleveland's Vision Zero Plan.
- Monitored Implementation of Framework for the Future short-term objectives.
- Continued to represent GCRTA on NOACA committees, Sub-committees, and Transportation for Livable Communities (TLCI) projects.
- Awarded Micro Mobility Pilot Demonstration project contract.
- Completed four Community Investment Improvement Projects.
- Completed four Transit Waiting Environment (TWE) projects.
- Managed the NOACA sponsored Electric Vehicle (EV) charger installation projects.
- Apply for Planning grants from NOACA, FTA, ODOT and other sources for planning related activities.
- Installed 50% of the Baby on Board program improvements.
- Completed Section 106 and NEPA process required for Shaker Shelter Improvement Project.
- Initiated procurement required for Shaker Shelter Improvement Project.
- Participated in NOACA's the "Reimagining Euclid" RFP process for East Cleveland.
- Continued to provide technical assistance required for the E. 105/E. 93rd Street Bus Rapid Transit (BRT) Project sponsored by the City of Cleveland.
- Completed two Diversity and Inclusion artistic messaging projects.
- Managed 25Connects/W 25th Street MetroHealth Line BRT into the Project Development Phase of the FTA New/Small Starts Process.
- Represented RTA on Cuyahoga County Greenway Partners and other related trail and bike projects.
- Manage the monitoring of Strategic Plan Framework for the Future Planning Objectives.

- Completed Phase I of a multi-phased TOD Planning & Zoning Project sponsored by the Cuyahoga County Planning Commission.
- Developed new process with the City of Cleveland on bus shelter permitting.
- Represented GCRTA on Shaker Heights Lee Road Corridor project.
- Assisted with the development and approval of the Warrensville Station Reconstruction Program.

2023 PRIORITIES

- Represent RTA interests in City of Cleveland, NOACA, and other agency Planning projects as required.
- Manage real estate interests of RTA as required.
- Continue working with Cuyahoga County Planning Commission on next phase of TOD Land Use and Planning Project.
- Work with the City of Cleveland as it progresses its TOD Planning and zoning efforts.
- Establishment of a comprehensive mobility program that includes TOD, Finance and Marketing.
- Continue to evaluate and dispose of excess real estate assets no longer required for RTA operations.
- Continue Columbus Road TOD Development process towards City of Cleveland approval.
- Award contract on the Transit Access Barrier Study, FTA's Persistent Poverty Grant.
- Award contract for Broadway TOD Pilot Planning Grant.
- Manage the RTA On-Board Origin-Destination Survey Project.
- Continue to assist on the Climate Action Sustainability Plan.
- Obtain Environmental Clearances as needed.
- Continue representing RTA on the City of Cleveland's Vision Zero Plan.
- Monitor Implementation of Framework for the Future mid-term objectives.
- Continue to represent GCRTA on NOACA committees, Sub-committees, Task Forces, and TLCI projects.
- Award contracts for the remaining Micro Transit funding.
- Manage the Micro Transit project implementation.
- Complete four Community Investment Improvement Projects.
- Complete four TWE projects.
- Complete reorganization of Adopt a Shelter and the Community Shelter program.
- Assist in marketing the Adopt A Shelter program.
- Manage the installation of the NOACA sponsored EV chargers at RTA facilities.
- Apply for Planning grants from NOACA, FTA, ODOT and other sources for planning related activities.
- Complete Baby on Board program improvements.
- Manage the implementation/usage of the Baby on Board program.
- Award contract for Shaker Shelter Improvement Project.
- Assist NOACA in the Planning work on the "Reimagining Euclid."
- Assist NOACA and Laketrans in the Shoregate TLCI planning grant.
- Complete technical assistance for the E. 105/E. 93rd Street BRT Project for the City of Cleveland.
- Continue to develop Diversity Inclusion artistic messaging and murals on RTA Assets.
- Progress on the 25Connects/W. 25th MetroHealth Line BRT NEPA/Section 106 process clearances.
- Continue to Represent RTA on Cuyahoga County Greenway Partners and related trail and bike projects.

- Manage the Monitoring of Strategic Plan Mid-Term Planning Objectives.
- Complete UZA allocations required for 5307, 5339 and any other Federal Funding required to be distributed through NOACA Transit Council.

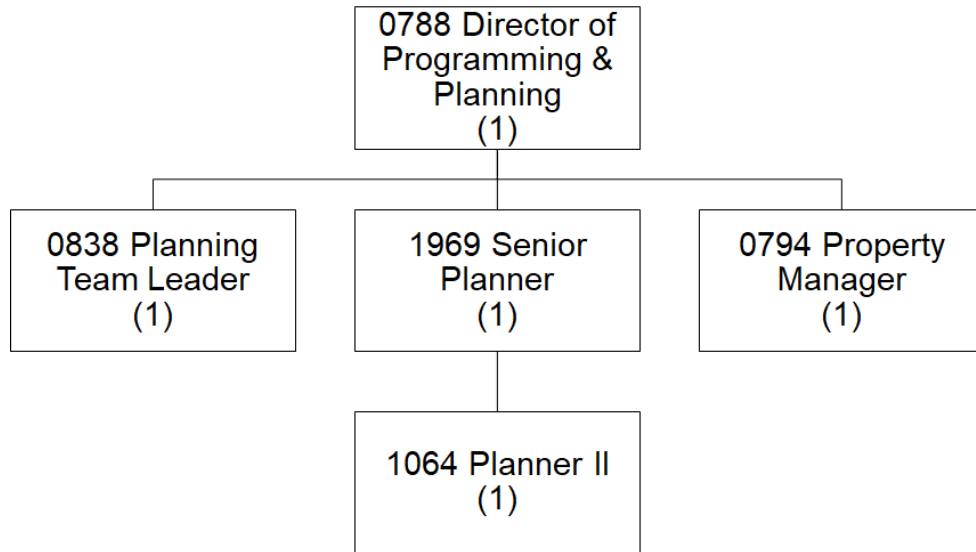
PROGRAMMING AND PLANNING DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501300	Labor Salaried Employees	\$365,402	\$379,453	\$496,859
502000	Fringe Benefits	\$155,155	\$143,831	\$150,150
503000	Services	\$110,000	\$8,644	\$17,300
504000	Materials & Supplies	-	\$316	\$600
505019	Water	-	\$162,692	-
505020	Sewer	-	\$0	\$110,000
507030	Property Taxes	\$222,382	(\$57,542)	\$154,833
509000	Miscellaneous Expenses	\$8,618	\$7,695	\$21,626
509022	Meals & Concessions	\$5	\$0	\$100
512000	Leases & Rentals	\$61,478	\$45,539	\$51,533
Total		\$923,040	\$690,628	\$1,003,001

PROGRAMMING AND PLANNING DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
25	1970 Planner II	0.0	1.0	1.0
27	0838 Planning Team Leader	1.0	1.0	1.0
28	1969 Senior Planner	1.0	1.0	1.0
28	0794 Property Manager	1.0	1.0	1.0
30	0788 Director	1.0	1.0	1.0
Total		5.0	5.0	5.0

PROGRAMMING AND PLANNING DEPARTMENT ORGANIZATION CHART



Total FTE's = 5

80- Engineering & Project Development Department

OVERVIEW

The Engineering & Project Development Department supports Bus, Rail and Paratransit delivery of customer service by the execution and management of the Authority's capital improvement and rehabilitation programs. Attention includes focus on safety, completion to budget and schedule, as well as involvement in quality control and quality assurance on infrastructure projects. Engineering works to assure that capital projects allow GCRTA bus, rail and paratransit service to meet the expectations of the community as a whole, as well as internal and external customers and stakeholders. Special projects include support of the Rail Car Replacement Program including station platform modifications for new fleet.

2022 ACCOMPLISHMENTS

- Completed replacement of Triskett Garage HVAC and mechanical infrastructure to support the in-service CNG Fueling Facility
- Completed Central Rail Maintenance Facility West Access Road Bridge Replacement alignment study
- Completed construction of the Cuyahoga Viaduct Rehabilitation – Phase 1
- Completed design and awarded Cuyahoga Viaduct River Bulkhead Rehabilitation
- Completed design and issued Invitation for Bid (IFB) for the Light Rail Trunk Line Signal System Replacement
- Completed design and issued Notice to Proceed (NTP) for Waterfront Line Bridge Rehabilitation
- Completed design for Hayden Garage Roof Replacement
- Completed design for W. 117th Red Line Bridge/Station Platform Rehabilitation
- Completed design of new modular E.120th Substation
- Completed design of Red Line East Overhead Catenary Structural Rehabilitation Phase 2
- Completed design of Red Line Switch 515 (Brookpark Yard) return to service
- Completed modifications to emergency shoring towers to support Waterfront Line Bridge
- Completed Red Line Rail Grinding Program design
- Completed Red Line West Overhead Catenary Structural Rehabilitation Phase 1
- Completed Red Line West Side Catenary Rehabilitation
- Completed reroofing design for shelter building at Shaker Square
- Completed the W. 30th Red Line Substation Rehabilitation and placed in service.
- Continued construction of Red Line Fiber Optic System Replacement
- Continued design for Brookpark Shop and Yard Improvements to support Rail Car Replacement
- Continued design of the Windermere Substation Rehabilitation
- Continued design of Warrensville - Van Aken Comfort Station and Rail Station Improvements, including track, power, communication, and signal components
- Continued reconstruction of Warrensville – Van Aken Substation. Modular substation in place
- Continued Safety Certification process for Rail Car Replacement Program
- Continued Tower City East Portal Reconstruction design
- Awarded Consolidated Train Dispatch System (CTDS) Replacement
- Began construction for E. 75th (Trunk Line) Interlocking Rehabilitation
- Began construction of W. 117th Substation Rehabilitation
- Began Hayden HVAC unit replacement
- Began RFP for design consultant of Light Rail Trunk Line Retaining Wall Rehab. – Phase 3 Blue Line
- Began construction of Shaker Junction Protran Train Occupancy Communication System

- Continued to support Asset Management and State of Good Repair projects throughout GCRTA

2023 PRIORITIES

- Complete and return Waterfront Line Bridge to service
- Complete construction of Cuyahoga Viaduct Bulkhead Repair
- Complete construction of Hayden Garage Roof Replacement
- Complete construction of the Fiber Optic System Replacement
- Complete design and construction of Central Rail Repaving
- Complete design of the Brookpark facility maintenance building, including new west side salt dome
- Complete design for Brookpark Shop and Yard Improvements to support Rail Car Replacement
- Complete design of Blue Line Track Rehabilitation
- Complete design of Light Rail Trunk Line Retaining Wall Rehabilitation – Phase 3 – Blue Line
- Complete Hayden and begin Main Office HVAC replacement projects
- Complete Norfolk Southern Railroad at Central Rail Maintenance Facility connection design
- Complete reconstruction of the E. 75th Trunk Line Interlocking
- Complete rehabilitation of the Waterfront Line track and platforms
- Complete replacement of the Warrensville - Van Aken Substation
- Complete RFP for Flyover Bridge near Stokes Reconstruction
- Continue Safety Certification for W. 117th Bridge/Station, Warrensville Station and other projects
- Continue Safety Certification process for Rail Car Replacement Program
- Advertise and award Tower City East Portal Reconstruction
- Advertise and begin the E. 120th Red Line Substation Replacement
- Advertise the Windermere Red Line Substation Rehabilitation
- Award and begin Light Rail Trunk Line Signal System Replacement
- Award and begin W. 117th Red Line Bridge/Station Platform Rehabilitation
- Award Shaker Boulevard Crossings Replacement for 2024 construction
- Began construction of Red Line Switch 515 (Brookpark Yard) return to service
- Begin construction of Overhead Catenary Structural Rehabilitation Phase 2
- Begin construction of Warrensville - Van Aken Comfort Station and Rail Station including track, power, communications, and signal
- Begin design for Central Rail Improvements to support rail car program
- Begin design for Station Platform improvements to support Rail Car Replacement Program
- Begin design of Overhead Catenary Structural Rehabilitation Phase 3 – Light Rail
- Begin design of W.25th MetroHealth Bus Rapid Transit System
- Begin Red Line Rail Grinding Program
- Continued to support Asset Management and State of Good Repair projects throughout GCRTA

ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT BUDGET

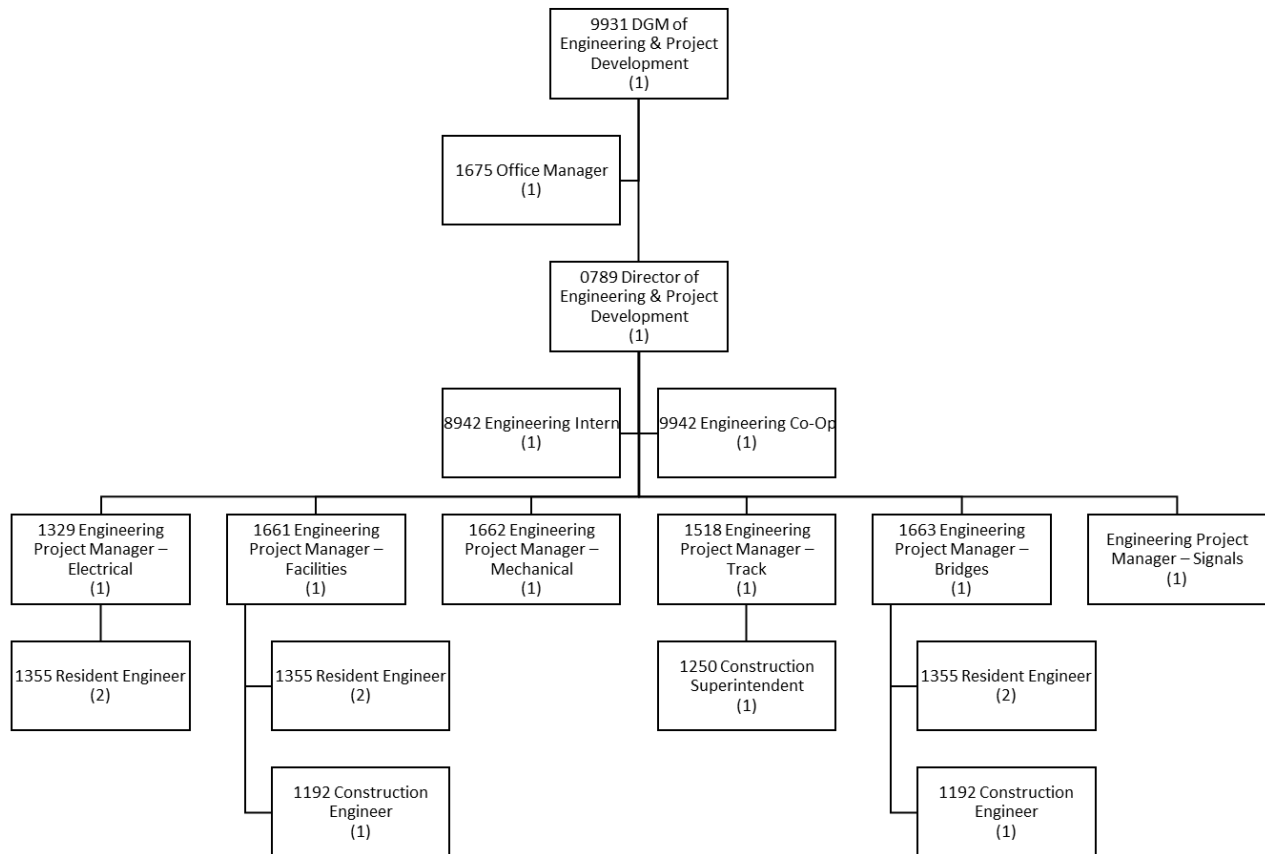
Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501200	Labor - Hourly Employees	\$14,768	\$-	\$-
501300	Labor Salaried Employees	1,489,824	1,573,513	1,723,887
502000	Fringe Benefits	632,417	593,275	530,205
503000	Services	37,245	64,734	135,000
504000	Materials & Supplies	3,708	7,959	2,900
509000	Miscellaneous Expenses	24,815	12,699	38,540
509022	Meals & Concessions	275	413	800
Total		\$2,203,052	\$2,252,593	\$2,431,332

Department Budgets- Engineering Division

ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
01	8942 Engineering Intern	1.0	1.0	1.0
01	9942 Engineering Co-Op	1.0	1.0	1.0
25	1675 Office Manager	1.0	1.0	1.0
27	1192 Construction Engineer	2.0	2.0	2.0
28	1250 Supt Construction	1.0	1.0	1.0
	1355 Resident Engineer	6.0	6.0	6.0
29	1329 Project Manager – Electrical	1.0	1.0	1.0
	1518 Project Manager – Track	1.0	1.0	1.0
	1661 Project Manager – Facilities	1.0	1.0	1.0
	1662 Project Manager – Mechanical	1.0	1.0	1.0
	1663 Project Manager – Bridges	1.0	1.0	1.0
	1664 Project Manager - Signals	1.0	1.0	1.0
30	0789 Director – Engineering & Project Dev	1.0	1.0	1.0
99	9931 DGM Eng. & Project Mgmt.	1.0	1.0	1.0
Total		20.0	20.0	20.0

ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 20

04 - LEGAL AFFAIRS DIVISION

OVERVIEW

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

CONNECTION TO STRATEGIC PLAN

The Legal Division works to ensure a safe, equitable environment for all customers and the greater community at large. Financial sustainability is obtained through budget adherence, controlling insurance premium costs, and managing claims (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.

2022 ACCOMPLISHMENTS

- Provided efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters.
- Provided legal support for the creation of the Civilian Oversight Committee (COC) to review complaints filed against GCRTA Transit Police Department employees.
- Provided legal information and guidance to the Authority on numerous matters related to the COVID-19 pandemic.
- Continued legal information program to apprise GCRTA departments of public sector legal issues that affect the Authority.
- Provided and facilitated advice on ethical issues and concerns.
- Supported construction projects and energy management initiatives.
- Continued a proactive approach to reducing bus and rail incidents.
- Continued enhancement of a safety culture within the Authority.
- 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 2021 Public Transportation Agency Safety Plan.

2023 PRIORITIES

- Provide efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters.
- Provide legal support for Transit Oriented Development initiatives.
- Continue to provide support for the COC.
- Continue to provide legal information and guidance to the Authority on matters related to the COVID-19 pandemic.
- Provide and facilitate advice on ethical issues and concerns.
- Continue legal information program to apprise GCRTA departments of public sector legal issues that affect the Authority.
- Continue enhancement of a safety culture within the Authority.
- Continue Transportation Safety Institute (TSI) certification and training of Safety Department personnel.
- Continue a proactive approach to reducing bus and rail incidents.
- Continue to ensure compliance with all Federal, State, and local legislation and regulations and serve as a liaison between the Authority and regulatory agencies.
- Continue to negotiate the best terms and conditions available in the marketplace and most cost-effective renewal of GCRTA insurance programs.
- Continue to update and improve our claims handling process.
- Continue to create a positive working environment that emphasizes teamwork and goal setting.
- Provide Risk Management expertise to Legal, Procurement & Engineering Departments for various authority-wide projects, leases, license agreements, and other procurements.
- Create and implement the 2022 version of the Public Transportation Agency Safety Plan.

LIST OF DEPARTMENTS

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

LEGAL DIVISION

Success Outcomes	Metric	FY2023 Performance Goals	Objective	Definition
Customer Experience	Safety - Perception	80%	↑	The % of customers who agree or strongly agree that GCRTA is safe.
	Safety - Actual	70%	↑	The % compliance with safety performance targets
Community Value	Community Perception of Safety	55%	↑	The % of community who agree or strongly agree that GCRTA is safe
Financial Sustainability	Insurance Premium Costs	5	–	Achieve an average score of 5 by maintaining insurance premium costs at or below industry benchmarks across the three lines of coverage
	Operating Budget Used	25%, 50%, 75%, 100%	–	The % of actual expenses (year to date) vs. annual budget.
Employee Engagement	Employee Safety - Perception	83%	↑	The % of employees that answer "yes" that GCRTA provides a safe place to work.
	Safety - Rate of On-the-Job Injuries (OJI)	6.82	↓	Decrease the rate of OJI's per 200,000 hours worked
	Division Employees Agree - Supervisor Invested in Growth and Success	35%	↑	The % of employees that agree (or strongly agree) that their supervisor is invested in their growth and success.
	Division Employees - Understand Vision and Direction	71%	↑	The % of employees that agree (or strongly agree) that they understand the vision and direction of GCRTA.
	Division Employees - Understand How Performance Linked to Organization Success	59%	↑	The % of employees that agree (or strongly agree) that they understand how their performance contributes to organizational success.
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend the Division as place to work

15 - SAFETY DEPARTMENT

OVERVIEW

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 to protecting the environment by providing guidance to RTA facilities about environmental compliance.

2022 ACCOMPLISHMENTS

- Implemented the 2022 Public Transportation Agency Safety Plan (PTASP).
- Created a new Labor Management Safety Committee in compliance with the Bipartisan Infrastructure Law.
- Utilized root cause analysis to identify source of heavy rail vehicle smoke events.
- Updated Hazard Reporting and Management Standard Operating Procedure.
- Continued enhancement of a safety culture within the Authority.
- Worked to ensure compliance with all Federal, State, and local legislation and regulations and served as a liaison between the Authority and regulatory agencies.
- Authored a Pandemic Response Plan for future readiness.
- Updated the Right-Of-Way Worker Protection Plan.
- Responded to and investigated accidents leading to corrective actions to prevent recurrence.

2023 PRIORITIES

- Create and publish the 2023 version of the PTASP.
- Support construction projects and other activities that require implementation of the Safety Review Policy and Procedure.
- Continued participation in the new railcar purchase process.
- Continue enhancement of a safety culture within the Authority.
- Performance of Safety Assurance audits on elements of the PTASP.
- Continue the professional development of the safety staff through completion of FTA required individualized training plans.

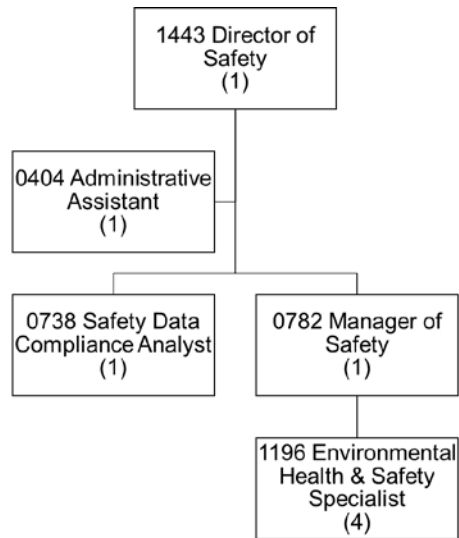
SAFETY DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 - 3Q Estimate	2023 Budget
501300	Labor - Salaried Employees	\$388,214	\$473,937	\$575,445
501310	Overtime - Salaried Employees	4,672	2,000	2,000
502000	Fringe Benefits	165,996	185,290	205,601
503000	Services	167,049	50,290	215,912
503052	Other Maintenance Contracts	38,538	17,334	48,250
504000	Material & Supplies	8,899	19,982	18,000
509000	Miscellaneous Expenses	7,345	9,667	14,600
509022	Meals & Concessions	562	544	2,000
Total		\$781,275	\$759,043	\$1,081,808

SAFETY DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
04	0404 Administrative Assistant	1.0	1.0	1.0
23	1151 Safety Awareness Coordinator PT	0.75	0.0	0.0
24	1195 Transportation Safety Specialist I	1.0	0.0	0.0
25	0738 Safety Data Compliance Specialist	1.0	1.0	1.0
26	1196 Environmental Health & Safety Specialist	2.0	4.0	4.0
27	0782 Manager of Safety	1.0	1.0	1.0
30	1443 Director of Safety	1.0	1.0	1.0
Total		7.75	8.0	8.0

SAFETY DEPARTMENT ORGANIZATION CHART



Total FTE's = 8

21 - LEGAL DEPARTMENT

OVERVIEW

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.

2022 ACCOMPLISHMENTS

- Provided efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters.
- Continued legal information program to apprise GCRTA departments of public sector legal issues that affect the Authority.
- Provided and facilitated advice on ethical issues and concerns.
- Advised and supported the Authority's Equal Employment Opportunity (EEO)/Americans with Disabilities Act (ADA) programs to ensure compliance with Federal, State, and local laws regarding employment practices, facilities, and services.
- Supported the investigations of allegations of discrimination or non-compliance with equal opportunity policies and procedures.
- Supported the creation of the Civilian Oversight Committee (COC).

2023 PRIORITIES

- Provide efficient and cost-effective legal representation in all GCRTA claims, litigation, transactional, and administrative matters.
- Provide and facilitate advice on ethical issues and concerns.
- Continue legal information program to apprise GCRTA departments of public sector legal issues that affect the Authority.
- Support investigations of allegations of discrimination or non-compliance with equal opportunity policies and procedures.
- Continue to ensure compliance with all Federal, State, and local legislation and regulations and serve as a liaison between the Authority and regulatory agencies.
- Continue to update and improve GCRTA's claims handling process.
- Continue to monitor data entry and reporting requirements.
- Continue to review the claims process and procedures to produce best practices.

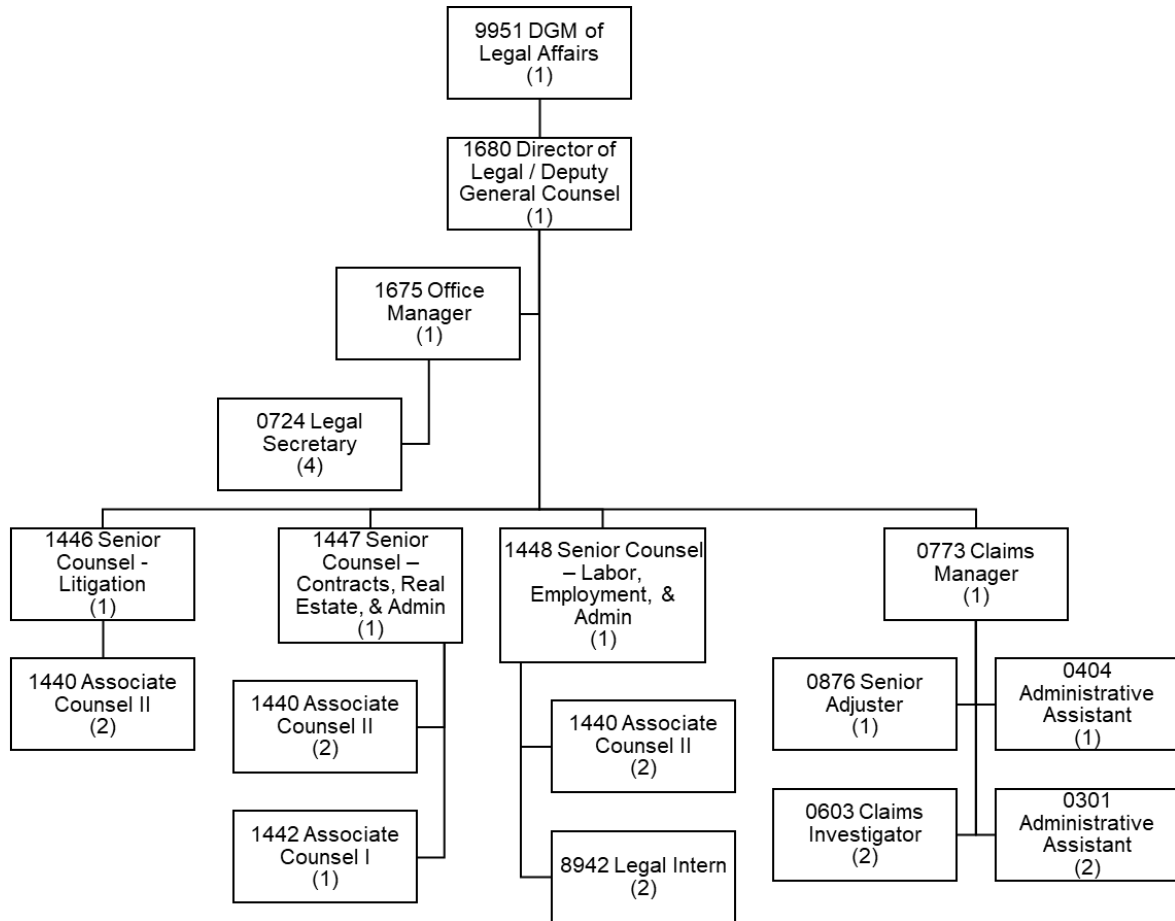
LEGAL DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 - 3Q Estimate	2023 Budget
501300	Labor - Salaried Employees	\$1,710,086	\$1,841,680	\$2,313,940
501310	Overtime - Salaried Employees	1,452	2,529	2,000
502000	Fringe Benefits	728,566	698,490	710,637
503000	Services	279,337	386,353	589,710
503049	Temporary Help	99,016	18,000	40,000
504000	Material & Supplies	6,116	7,913	15,000
506040	Liability & Property Claims	20	-	-
506040	Liabilities & Property Claims	691,958	628,432	900,000
509000	Miscellaneous Expenses	8,523	11,277	19,250
509022	Meals & Concessions	46	562	1,000
512000	Leases & Rentals	(1,027)	10,599	-
Total		\$3,524,093	\$3,605,835	\$4,591,537

LEGAL DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
01	8942 Legal Intern	1.0	2.0	2.0
03	0301 Administrative Assistant	2.0	2.0	2.0
04	0404 Administrative Assistant	1.0	1.0	1.0
06	0603 Claims Investigator	2.0	2.0	2.0
23	0724 Legal Secretary	4.0	4.0	4.0
25	1675 Office Manager	1.0	1.0	1.0
26	0876 Senior Adjuster	1.0	1.0	1.0
28	0773 Manager of Claims	1.0	1.0	1.0
29	1442 Associate Counsel I	1.0	1.0	1.0
	1440 Associate Counsel II	6.0	6.0	6.0
30	1446 Senior Counsel – Litigation	1.0	1.0	1.0
	1447 Senior Counsel – Contracts, Real Estate, & Admin	-	1.0	1.0
	1448 Senior Counsel – Labor, Employment, & Admin	-	1.0	1.0
	1680 Director of Legal / Deputy General Counsel	1.0	1.0	1.0
99	9951 DGM of Legal Affairs	1.0	1.0	1.0
	9955 Senior Advisor	-	1.0	-
Total		23.0	27.0	26.0

LEGAL DEPARTMENT ORGANIZATION CHART



Total FTE's = 26

22 - RISK MANAGEMENT DEPARTMENT

OVERVIEW

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.

2022 ACCOMPLISHMENTS

- Finalized collection of total claim from FM Global for the rail collision from January 26, 2020 where two railcars collided. Received payment of \$286,000 in March of 2022 for a total claim payment of \$1,445,000 after the \$250,000 deductible.
- Provided superior claims management services for Workers' Compensation (WC) and short-term disability claims for GCRTA. GCRTA's status as a self-insured employer for WC in the state of Ohio vs paying into the State Fund creates a savings of approximately \$2 million annually.
- Coordinated with Legal Department, outside counsel, insurance broker and Employment Practices Liability insurance carrier to settle a major and longstanding claim; the first ever to exceed the self-insured retention on this policy.
- Began work early with internal and external stakeholders to prepare for another difficult Cyber Liability insurance renewal. Received very favorable renewal terms from the incumbent carrier indicating a flat premium vs. the projected 40% increase.
- Provided Risk Management expertise to Legal, Procurement, and Engineering Departments for many significant construction and development projects and procurements, e.g., Consolidated Train Dispatch System (CTDS) Upgrade, Railcar Movers, Warrensville Road Bridge Project, and Phase Two Waterfront Bridge repair.
- Negotiated the best terms and conditions available in the marketplace and most cost-effective renewal for property/casualty insurance programs for GCRTA in a challenging insurance market, achieving 3% and 4% increases vs. 10% and 25% projections.
- Continued to support the Railcar Replacement Project Team; delivered analysis of contract language and necessary insurance and bonding requirements.
- Successful execution of quarterly reconciliation meetings among Risk Management, SSO Agency, Ohio Department of Transportation (ODOT) and Safety to review rail reportable accidents and incidents per FTA guidelines.

2023 PRIORITIES

- Provide Risk Management expertise to Legal, Procurement, and Engineering Departments for various authority-wide projects, leases, license agreements, and other procurements.
- 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.

- Complete significant upgrade to the latest version of GCRTA’s Risk Management Information System (RMIS).
- Coordinate with stakeholders to develop, pilot, and implement electronic event reporting for both workers’ compensation and third-party liability claims.
- Negotiate the best terms and conditions available in the marketplace and the most cost-effective renewal for property/casualty insurance programs for GCRTA.
- Fill current vacancy for shared position between Worker’s Compensation section and Claims.
- Risk Management Department presenting a segment on insurance during numerous Project Manager Training sessions throughout 2023.
- Continue to participate in and contribute to strategic planning and performance measurement efforts conducted via TransPro and GCRTA Management.

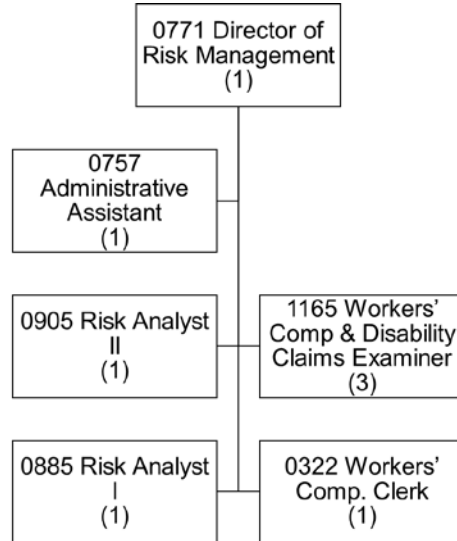
RISK MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 - 3Q Estimate	2023 Budget
501300	Labor - Salaried Employees	\$519,909	\$601,354	\$629,453
501310	Overtime - Salaried Employees	132	181	300
502000	Fringe Benefits	220,786	231,675	214,123
502071	W/C – Injuries & Damages	774,280	632,400	900,000
502082	W/C – Medical Payments	284,974	282,996	450,000
503000	Services	419,537	494,031	440,000
503030	W/C Administration Fee	259,183	264,712	305,000
503049	Temporary Help	-	8,520	5,000
504000	Material & Supplies	3,051	3,351	4,000
506000	Casualty & Liability Costs	544,768	601,032	729,730
506010	Physical Damage Insurance	1,182,542	1,264,061	1,481,000
506200	W/C – Settlement & Lawsuit Expense	45,941	39,500	100,000
509000	Miscellaneous Expenses	2,137	3,817	5,300
Total		\$4,257,240	\$4,427,630	\$5,263,906

RISK MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
03	0322 Workers’ Comp Clerk	1.0	1.0	1.0
23	0757 Administrative Assistant	1.0	1.0	1.0
25	0885 Risk Analyst I	1.0	1.0	1.0
26	0905 Risk Analyst II	1.0	1.0	1.0
	1165 Workers’ Comp/Disability Claims Examiner	3.0	3.0	3.0
30	0771 Director of Risk Management	1.0	1.0	1.0
Total		8.0	8.0	8.0

RISK MANAGEMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 8

05- HUMAN RESOURCES DIVISION

OVERVIEW

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

CONNECTION TO STRATEGIC PLAN

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

2022 ACCOMPLISHMENTS

- Deepened partnership with Cuyahoga Community College (Tri-C) Transportation Innovation Center to expand Temporary Commercial Driver's License Program, launch the co-branded RTA and Tri-C Job and Workforce Development Job Hub, and Workforce Success Program.
- Expanded Customer Service Training strategy to positively impact culture and engagement of all work segments, launch Train-the-trainer, and deliver to remaining staff (excluding Operators and Transit Police).
- Increased access to Frontline Supervisor Development and Training Program, revised content to bridge skills gaps, created cross-agency partnership cohort with Northeast Ohio Areawide Coordinating Agency (NOACA) and Ohio Turnpike, resulting in 38 RTA employees participating in the program.
- Increased participation in personal and professional development across all work segments.
- Launched, organized, and facilitated several cross-functional teams to assist with achieving a culture of ONE RTA based on mission, vision, and values (MVV) including Job Fairs, Strategy Teams, Employee Resource groups, etc.
- Health care premium rates increased less than the market average.
- Continued Get Fit Wellness Program and wellness education during the pandemic.
- Aligned with the community in participation and fundraising of the Cleveland Heart Walk.
- Hosted Career Day events for Operators and Laborers which resulted in over 100 offers extended which allowed us to onboard up to 30 new employees at a time.
- Developed new and enhanced recruiting partnerships to increase the pipeline of interested and qualified applicants for Operations hiring.
- Worked toward the upgrade to Oracle (SaaS) Cloud to advance and improve use of the Oracle Human Resource Management System.

2023 PRIORITIES

- Continue to implement training and communication strategy that aligns with Mission Vision Values.
- Increase awareness and support to identify and create larger orientation and training spaces complete with modern technologies required to onboard new employees and upskill our existing workforce.
- Continue the evolution of the Community Training and Development Jobs Hub (Cuyahoga Community College partnership), Cleveland Metropolitan School District (CMSD), Planning and Career Exploration (PACE), Hispanic Communities, and other regional training partners to impact workforce development learning for all work segments.
- Continue the implementation of succession-planning initiatives for frontline supervisory, mid-level, sr. management.
- Continue to improve training and learning accessibility through remote and blended learning, e-Learning, reallocation of instructor resources, and enhancements to curriculums.
- Complete and implement a cost-effective successor contractual agreement with the Fraternal Order of Police.
- Begin preparing for the Amalgamated Transit Union, Local 268 contract negotiations in 2024.
- Continue the implementation of the Oracle Cloud upgrade to migration Oracle HRMS products to the cloud environment.
- Implement a new wellness portal to further enhance wellness education and participation in wellness activities for our employees
- Continue cross-functional collaboration (HR, Operations, OMB) to improve recruitment and retention for key operational positions (operators, mechanics, facilities, transit police, administrative).
- Continue the development and implementation of a new and enhanced performance recognition program for improving employee engagement.
- Fully implement metrics (vacancy rate, time to fill, and candidate status) and hiring process improvements to enhance and improve candidate experience, employee experience, and hiring manager experience.

LIST OF DEPARTMENTS

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

HR DIVISION

Success Outcomes	Metric	FY2023 Performance Goals	Objective	Definition
Customer Experience	Customer Perception of Employees	83%	↑	The % of employees viewed favorably by our customers
	Vacancy fill rate: Operators (Bus, Paratransit, Rail)	83.7%, 85.9%, 90.1%, 94.4%	↑	The % of positions filled for Operators (RTA budget to actual Report)
	Vacancy fill rate: Mechanics	85%, 90%	↑	The % of positions filled for Mechanics (RTA budget to actual Report)
	Vacancy fill rate: Transit Police positions	95%, 95%	↑	The % of positions filled for Transit Police (RTA budget to actual Report)
	Vacancy fill rate: Non-Bargaining	85%, 90%	↑	The % of positions filled for non-bargained positions (RTA budget to actual Report)
	Agencywide Retention Rate	95%, 95%	↑	% of employees retained by quarter
	Internal Net Promoter Score	85%, 90%	↑	The Net Promoter Score of HR functions as rated by GCRTA employees
Community Value	Community Perception of GCRTA Employees	63%	↑	The % of GCRTA employees viewed favorably by our community
Financial Sustainability	Healthcare Cost Containment	5%	–	Cost per employee per month not to exceed 5% above the Mercer Benchmark - \$1,137.19
	Wellness Incentive Participation	5%	↑	The % increase in participation in wellness incentive programs
	Operating Budget Used	25%, 50%, 75%, 100%	–	The % of actual expenses (year to date) vs. annual budget.
Employee Engagement	Employees Agree - Supervisor Invested in Growth and Success	79%	↑	The % of employees that agree or strongly agree that their supervisor is invested in their growth and success
	Division Employees Agree - Understand Vision and Direction	92%	↑	The % of employees that agree or agree (or strongly agree) that they understand the Vision and Direction of GCRTA
	Division Employees Agree - Understand How Performance Linked to Organization Success	92%	↑	The % of employees that agree (or strongly agree) that they understand how their performance contributes to organizational success.
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend Division as a place to work
	Percent of Engaged Employees	54%	↑	The % of employees who believe they are actively engaged in delivering the mission of GCRTA

14- HUMAN RESOURCES DEPARTMENT

OVERVIEW

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

2022 ACCOMPLISHMENTS

- Hosted multiple Career Day events for Operators and Laborers, which resulted in the development of onsite employee offers allowing for streamlined onboarding of new hires.
- Continued to develop new and enhanced workforce development partnerships to increase the pipeline of interested and qualified applicants for openings in all work segments.
- Continued efforts to enhance and improve applicant tracking and Oracle Human Resource Management System capabilities through the upgrade to Oracle (SaaS) platform to service.

2023 PRIORITIES

- Continue the implementation of a new applicant tracking system and Oracle (SaaS) platform to service upgrade to migrate HRMS modules to the cloud environment.
- Continue cross-functional collaboration (HR, Operations, OMB) to improve recruitment and retention for key operational positions (operators, mechanics, facilities, transit police, administrative).
- Continue the development and implementation of a new and enhanced performance recognition program for improving employee engagement.
- Fully implement metrics (vacancy rate, time to fill, and candidate status) and hiring process improvements to enhance and improve candidate experience, employee experience, and hiring manager experience.
- Continue focus on developing and implementing innovative recruitment solutions and partnerships.

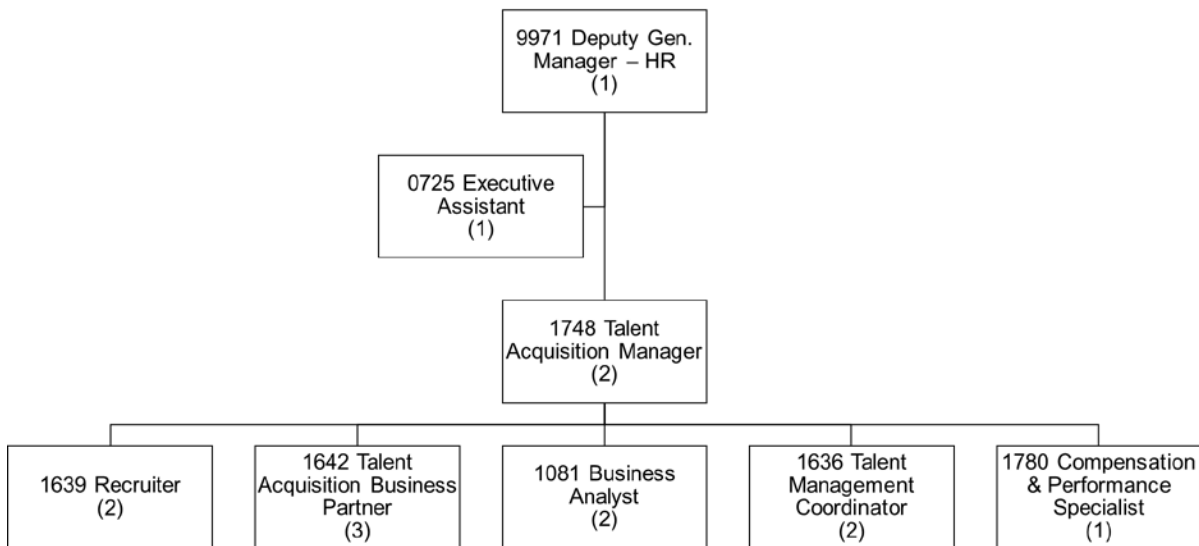
HUMAN RESOURCES DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501200	Hourly Employees Payroll	\$-	\$-	\$210,960
501300	Labor - Salaried Employees	1,026,787	843,271	892,551
501310	Overtime - Salaried Employees	185	20	\$-
502000	Fringe Benefits	437,025	319,834	340,948
503000	Services	431,779	83,888	220,000
503020	Advertising Fees	2,527	8,096	50,000
503049	Temporary Help	101,560	26,663	30,000
504000	Material & Supplies	33,135	11,596	16,500
509000	Miscellaneous Expenses	10,847	94,191	90,625
509022	Meals & Concessions	8,588	9,278	7,000
Total		\$2,052,433	\$1,396,837	\$1,858,584

HUMAN RESOURCES DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
23	0725 Executive Assistant	1.0	1.0	1.0
24	1636 Talent Management Coordinator.	2.0	2.0	2.0
25	1081 Business Analyst- Public Transit Development Program	3.0	2.0	2.0
26	1639 Recruiter	1.0	2.0	2.0
	1642 Talent Acquisition Business Partner	3.0	3.0	3.0
	1780 Compensation & Performance Specialist	-	1.0	1.0
28	1748 Talent Acquisition Manager	2.0	2.0	2.0
99	9971 DGM Human Resources	1.0	1.0	1.0
Total		13.0	14.0	14.0

HUMAN RESOURCES DEPARTMENT ORGANIZATION CHART



Total FTE's = 14

18- LABOR AND EMPLOYEE RELATIONS

OVERVIEW

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

2022 ACCOMPLISHMENTS

- Health care premium rates increased less than the market average.
- Purchased equipment for Hayden fitness center with Wellness Dollars.
- Received the 2022 Healthy Worksite Silver Level Award for our wellness initiatives.
- Continued Get Fit Wellness Program and wellness education during the pandemic.
- Increased the number of employees receiving the Wellness Incentive.
- Developed and implemented benefits open enrollment virtual fairs and videos for employees to access regarding benefit and vendor information. Implemented new medical vendor with Anthem Blue Cross.
- Continued the purchase of standing desks to promote ergonomic workstations.
- Aligned with the community in participation and fundraising of the Cleveland Heart Walk.
- Negotiated and Implemented Hazard/Incentive payments for employees because of the pandemic.
- Ensured completion of drug alcohol testing on safety-sensitive employees in accordance with Federal Transit Administration (FTA) regulations. Completed a successful FTA drug and alcohol program audit.
- Implemented new laboratory drug testing contract with Quest Diagnostics.
- Continued Positive Discipline supervisory training.
- 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.
- Administered unemployment compensation benefits process and monitored funds; ensured proper discipline and discharge procedures were followed to limit claims liability.
- Managed unemployment fraud cases by notifying employees of the potential fraud cases and working with our third-party vendor to ensure these claims were denied.
- Updated Personnel Policy and Procedure manual.
- Completed request for proposal for online uniform ordering process.
- Negotiated a financially sustainable ATU labor agreement.

2023 PRIORITIES

- Negotiate a financially sustainable FOP labor agreement.
- Negotiate and implement an AM/PM Extra board for operators.
- Negotiate with both Unions a vacation donation policy.
- Will be an integral part of the Oracle upgrade implementation.
- Continue the implementation of strategic initiatives to continue to lower healthcare costs and optimize benefits design and wellness activities.
- Process Affordable Care Act (ACA) tax forms and ensure benefit compliance with ACA regulations.
- Administer unemployment compensation & COBRA benefits process and monitor funds.
- Implement a new wellness portal for our employees.

- Complete requests for proposals for Drug & Alcohol collection site and Employee Assistance Programs.
- Ensure compliance by completing operator biennial exams prior to their expiration.
- Perform drug tests on at least 50% and alcohol tests on at least 10% of safety-sensitive pool.
- Administer Drug & Alcohol (D&A) policies and process all FMLA requests.
- Provide FMLA & D&A training to supervisors.
- Provide advice, training, and counsel to managers, supervisors, and employees on discipline, grievances, policies, contracts, and labor laws.
- Chair and/or facilitate various Labor Management committees.
- Complete an RFP for successor unemployment claims vendor.

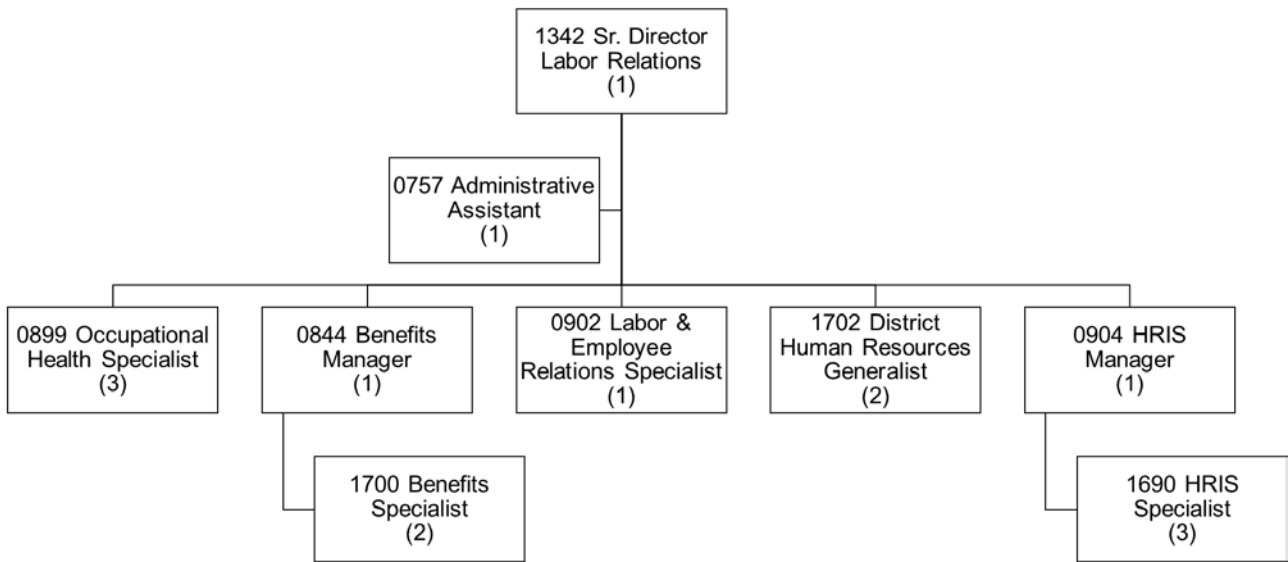
LABOR & EMPLOYEE RELATIONS DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501300	Labor - Salaried Employees	\$610,730	\$977,555	\$1,036,151
502000	Fringe Benefits	260,963	379,874	378,025
502070	Unemployment Compensation	83,773	29,879	93,000
503000	Services	103,958	274,952	144,840
503052	Other Maintenance Contracts	274,025	260,840	326,440
504000	Material & Supplies	543	1,230	900
509000	Miscellaneous Expenses	2,628	1,765	6,600
509022	Meals & Concessions	839	34	1,500
Total		\$1,337,459	\$1,926,129	\$1,987,456

LABOR & EMPLOYEE RELATIONS DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
23	0757 Administrative Assistant	1.0	1.0	1.0
25	0899 Occupational Health Specialist	3.0	3.0	3.0
26	1702 District Human Resources Generalist	-	2.0	2.0
26	1700 Benefits Specialist	1.0	2.0	2.0
26	0902 Labor & Employee Relations Specialist	1.0	1.0	1.0
26	1690 HRIS Specialist	3.0	3.0	3.0
27	1701 Lead Benefits Specialist	1.0	-	-
28	0844 Benefits Manager	1.0	1.0	1.0
29	0904 HRIS Manager	1.0	1.0	1.0
30	1343 Senior Director	1.0	1.0	1.0
Total		13.0	15.0	15.0

LABOR & EMPLOYEE RELATIONS ORGANIZATION CHART



Total FTE's = 15

30- TRAINING AND EMPLOYEE DEVELOPMENT

OVERVIEW

The Training & Employee Development Department provides employee engagement, growth, learning, and development opportunities for all GCRTA employees by giving them access to resources to improve their skills, increase their understanding, build confidence, to prepare them for expanded opportunities to support the Authority's goals.

2022 ACCOMPLISHMENTS

- Deepened partnership with Cuyahoga Community College (Tri-C) Transportation Innovation Center to increase career development and skills-based programs including CDL classroom training, Bus Mechanic Apprenticeship, facilitated the donation of two out-of-service buses for use by students of both programs.
- Established an agency-wide standard for training and facilitation in partnership with Kent State University. Conduct training and facilitation certification classes for 40 cross-functional GCRTA employees responsible for conducting training on behalf of their departments (Human Resources, Training and Employee Development, Office of Equal Opportunity (OEO), Diversity, Equity, and Inclusion (DEI), Procurement, and Operations).
- Continued making progress on achieving 10% of management team successfully completing Frontline Leader Training. Established customized option to expand to begin 2023, for bargaining unit Frontline Supervisors. Maintained combined cohort with the Ohio Turnpike.
- For the first time in several years, exhausted the Training & Development budget in Q4 because of our increased focus and encouragement of participation in personal and professional development across all work segments.
- Refreshed the New Hire Mechanic Training program working with all shop and garage leaders responsible for leading and managing this talent pool. Created consistency, provided for classroom followed by hand's-on work and shadowing experiences, and created transparency to encourage attendance as refresher training for existing mechanics.
- Continued to work in collaboration with Employment and Recruiting Department, OEO, and Employee Resource Groups to help launch, organize, and facilitate several cross-functional teams to assist with achieving a culture of ONE RTA.
- Coordinated and led agency-wide training for critical programs when gaps and needs were identified including Project Management Training, Sexual and Anti-Harassment, Road Instructor, Positive Impact, Accident Review, Public Information Request Process, and Travel Authorization.
- Led multiple efforts to improve employee engagement and respect among departments. Launched and managed three Employee Workplace Experience Surveys. Coordinated teams, created survey questions, expanded access, and increased focus on the use and need for technology. Created follow up actions based on employee feedback. Actions included the Employee Recognition Committee, Road Instructor Training, and Training & Development partnering with Transit Police Instructors and Service Quality Coordinators.

2023 PRIORITIES

- Continue to implement training and communication strategy to adopt new Mission, Vision, Values.
- Increase awareness and support to identify and create larger orientation and training spaces complete with modern technologies required to onboard new employees and upskill our existing workforce.

- Hire Training Content Designer and work with recently certified existing instructors to enhance their training facilitation capabilities, and improve our ability to create, develop, and execute customized training programs. This includes establishing remote and blended learning, e-Learning, reallocation of instructor resources, and enhancements to curriculums. Ultimately, our goal is to increase our capabilities and expand training to reflect agency needs while increasing training content retention by trainees and improving the overall training experience.
- Continue to look for opportunities to increase the use of the Community Training and Development Jobs Hub (Cuyahoga Community College partnership), Cleveland Metropolitan School District (CMSD), Planning and Career Exploration (PACE), Hispanic Communities, and other regional training partners to impact workforce development learning for all work segments.
- Improve our performance management function and begin developing talent management capabilities to include succession planning.
- Prepare to support the implementation of the Oracle Cloud upgrade to migration Oracle Human Resource Management System (HRMS) products to the cloud environment.
- Better position our function to readily support the increased number of training program development requests by developing a standardized intake process, to assist with understanding the need, impact to the agency, and prioritization of development of the program.

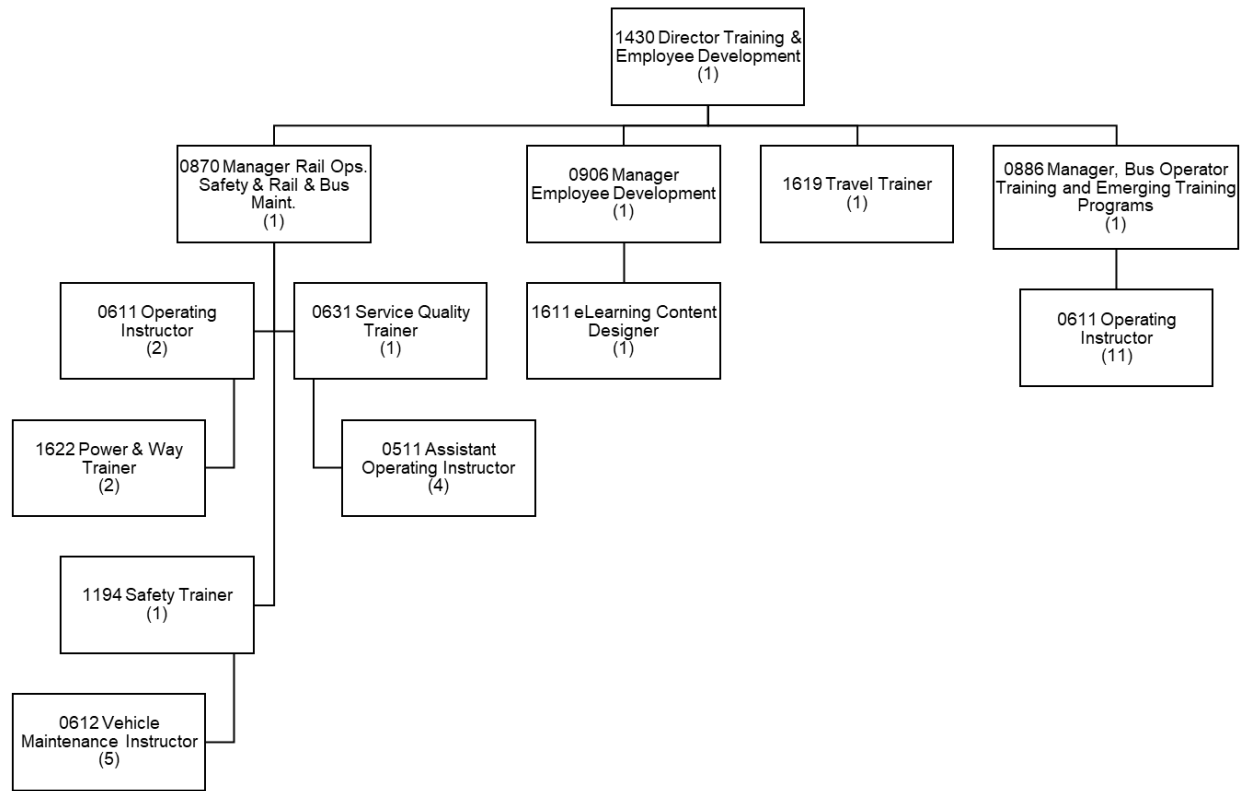
TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501200	Hourly Employee Payroll	\$600	\$3,599	\$-
501300	Labor - Salaried Employees	2,170,619	2,261,125	2,549,172
501310	Overtime - Salaried Employees	118,295	172,363	65,000
502000	Fringe Benefits	957,153	890,251	868,814
502148	Tuition Reimbursement	62,016	56,866	80,000
503000	Services	(1,755)	500	101,200
503052	Other Maintenance Contracts	-	-	8,070
504000	Material & Supplies	5,959	2,635	28,800
509000	Miscellaneous Expenses	568,846	798,611	793,143
509022	Meals & Concessions	1,067	1,372	1,500
Total		\$3,882,800	\$4,187,322	\$4,495,699

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
05	0511 Assistant Operating Instructor	3.0	4.0	4.0
06	0611 Operating Instructor	13.0	13.0	13.0
	0612 Vehicle Maintenance Instructor	5.0	5.0	5.0
26	1194 Safety Trainer	1.0	1.0	1.0
	1619 Travel Trainer	2.0	1.0	1.0
	1622 Power/Way Rail Trainer	2.0	2.0	2.0
	1631 Service Quality Trainer	1.0	1.0	1.0
27	1611 E-Learning Content Designer	-	1.0	1.0
28	0870 Manager Operations/Maintenance Training	1.0	1.0	1.0
	0886 Manager Training Rail Operations	1.0	1.0	1.0
	0906 Manager of Employee Development	1.0	1.0	1.0
30	1430 Director	1.0	1.0	1.0
Total		31.0	32.0	32.0

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 32

o6- ADMINISTRATION & EXTERNAL AFFAIRS DIVISION

OVERVIEW

The Administration & External Affairs Cluster is comprised of Americans with Disability Act (ADA), Customer Service, Diversity, Equity & Inclusion, Equal Opportunity, Government Affairs, and Marketing & Communications, and the Public Information Officer. This Cluster 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

The Mission of the Administration & External Affairs Cluster is 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; and
- Educate riders and “choice” riders on the value of public transportation

Internally, the Cluster is responsible for ensuring employees feel seen, heard, and valued. New to this Cluster is the incorporation of Diversity, Equity, Inclusion & Belonging (DEIB) to build strong inclusive teams to stimulate creativity, innovation, and organizational performance.

Externally, the Cluster is tasked with being present as an active partner in the economic and workforce ecosystem in Cuyahoga County positioning transit as an anchor for access to employment, education, healthcare, and arts & entertainment.

The Administration & External Affairs Cluster contributes to the Authority’s four strategic priorities: strengthen customer relationships; enhance the value of RTA’s brand in the community; improve the Authority’s financial sustainability and develop a more productive work environment and culture.

2022 ACCOMPLISHMENTS

External

- Advocacy efforts continued at the national level and the state level. Hosted State Legislators and local (City) legislators and staff in 2022 at an event titled “RTA 101” Marketing campaigns: All Star Weekend, 2022; HR Recruitment; Holiday Campaign 2022; Let’s Go Together, and Transit Ambassador Program.
- Increased the number of appearances, speaking events, and awards for CEO and other key staff. A highlight was General Manager Birdsong serves as the Mistress of Ceremony for a discussion with Secretary of Transportation, Pete Buttigieg, and Congresswoman Shontel Brown in April 2022.
- Increased number of favorable impressions, pitched and placed positive news stories, developed, and launched media relations strategies for significant initiatives: ODOT/City/County partnership: Community Immunity Bus, NEXT GEN, Today Show, NFL Draft, Godwin McNeal 45 years, American Public Transportation Association (APTA) Gold Award, Holiday promotions.
- Restructure Marketing (and Communications in partnership with Service Quality) to have parallel lens: Internal, External, and Operational communication.
- Expanded partnerships:
 - ODOT, City of Cleveland, Cleveland Public Library, Cuyahoga Community College, Asia Inc.
 - Greater Cleveland Partnership on coordinated efforts for infrastructure projects.

- Tri-C and Ohio Means Jobs on recruitment and training programs.
- Tri-C for the implementation of Training & Development job hub sites.
- City of Cleveland and Care Alliance Health Center for Community Immunity.
- La Mega Radio as a strategy for targeting marketing in the Spanish-speaking community.
- Cuyahoga Metropolitan Housing Authority on the Woodhill CHOICE Ribbon Cutting.

Developed and implemented a Diversity Equity Inclusion and Belonging (DEIB) for GCRTA. Embedded the strategy in the context of a journey to educate and inform our employees.

Active engagement with APTA as a signatory to the Racial Equity Pilot Program that is being implemented.

Internal

- Implemented Diversity, Equity & Inclusion program for employees, including a website and training
- Inter-departmental coordination
 - HR campaigns for: Operators, Mechanics, Transit Police, and Rail
 - Develop a marketing plan for MicroTransit
 - We Wear the Mask and other community art projects
 - HR Recruitment & Job Fairs

2023 PRIORITIES

External

- Use advocacy, research, and data as resources to secure rail cars and other rail infrastructure funding.
- Manage the Authority's Title VI, Title VII, & ADA programs to ensure compliance with Federal, State, and local laws regarding employment practices, facilities, and services.
- Participate in APTA Racial Equity Commitment Pilot Program.
- Promote and market 25Connects.
- Partner with Community Development Corporations (CDCs) on transit-oriented development.
- Market commuter advantage to corporations in Cleveland.
- Expand partners in the region to solidify RTA as an anchor institution in the economic ecosystem.
- Create and execute media relations plans for customer-focused initiatives/events.
- Write positive news stories on our infrastructure and operations.
- Evaluate earned media/positive impressions.

Internal

- Continuous inter-departmental coordination & integration within Administration & External Affairs Cluster.
- Become fully staffed.
- Scale advocacy strategies working inter-departmentally with Engineering.
- Elevate internal capability to design and scale brand awareness.
- Investigate allegations of discrimination or non-compliance with equal opportunity policies and procedures.
- Support and monitor the Authority's Affirmative Action Plan quarterly.
- Implement diversity, equity, and inclusion (DEI) training and education.
- Coordination between social media and legislative priorities.
- Community engagement and presence at regional events.
- Increased emphasis on customer service and community focus.

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

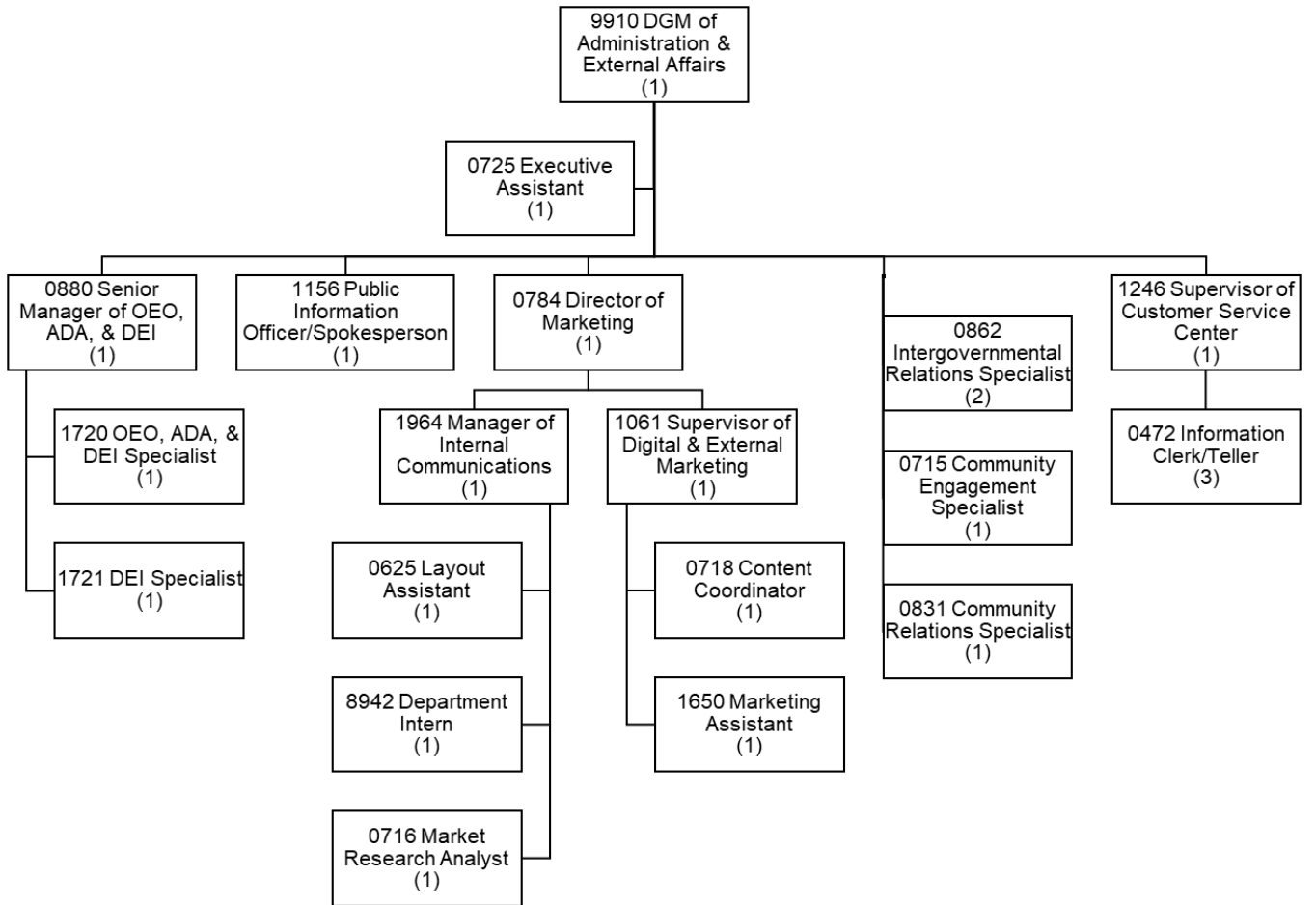
ADMINISTRATION & EXTERNAL AFFAIRS BUDGET

Object Class	Description	2021 Actual	2022 - 3Q Estimate	2023 Budget
501300	Labor - Salaried Employees	\$1,238,778	\$1,213,358	\$1,488,016
501310	Overtime - Salaried Employees	4,029	7,409	4,000
502000	Fringe Benefits	528,972	484,998	536,658
503000	Services	22,000	42,329	76,000
503020	Advertising Fees	818,863	893,909	876,000
504000	Materials & Supplies	85,911	76,731	56,500
509000	Miscellaneous Expenses	26,653	71,575	65,600
509022	Meals & Concessions	1,347	4,096	7,000
512000	Leases & Rentals	2,542	7,947	6,000
Total		\$2,729,095	\$2,802,352	\$3,115,774

ADMINISTRATION & EXTERNAL AFFAIRS DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
01	8942 Department Intern	1.0	1.0	1.0
04	0472 Information Clerk/Teller	3.0	3.0	3.0
06	0625 Layout Assistant	1.0	1.0	1.0
23	0725 Executive Assistant	-	1.0	1.0
	1650 Marketing Assistant	1.0	1.0	1.0
24	0740 Marketing Associate	1.0	-	-
25	0712 Marketing Specialist	1.0	-	-
	0715 Community Engagement Specialist	-	1.0	1.0
	0716 Market Research Analyst	-	1.0	1.0
	0718 Content Coordinator	-	1.0	1.0
	0831 Community Relations Specialist	-	1.0	1.0
	1067 Assistant Supervisor Customer Service	1.0	-	-
26	0865 Community Engagement Supervisor	1.0	-	-
	1061 Supervisor of Digital & External Marketing	1.0	1.0	1.0
	1246 Supervisor - Customer Service Center	-	1.0	1.0
	1720 OEO, ADA, & DEI Specialist	1.0	1.0	1.0
	1721 DEI Specialist	-	1.0	1.0
27	0859 Sales Manager/Sales Director	1.0	-	-
	0862 Intergovernmental Relations Specialist	1.0	2.0	2.0
	1330 External Affairs Manager	1.0	-	-
28	1964 Manager of Internal Communications	1.0	1.0	1.0
29	0880 Senior Manager of OEO, ADA, & DEI	1.0	1.0	1.0
	1156 Public Information Officer/Spokesperson	1.0	1.0	1.0
30	0784 Director of Marketing	1.0	1.0	1.0
99	9910 DGM Administration & External Affairs	1.0	1.0	1.0
Total		20.0	22.0	22.0

ADMINISTRATION & EXTERNAL AFFAIRS ORGANIZATION CHART



Total FTE's = 22

ADMINISTRATION & EXTERNAL AFFAIRS DIVISION SCORECARD

Success Outcomes	Metric	FY2023 Performance Goals	Objective	Definition
Customer Experience	Customer Satisfaction with Quality of Communication	77%	↑	% of customers who agree or strongly agree that they are satisfied with quality of communication
	Customer Impression - Communication of Service Changes	70%	↑	% of customers who agree or strongly agree that GCRTA provides adequate updates on service improvements and changes
	Customer Understanding - Available Routes and Transit Access Points	92%	↑	% of customers who agree or strongly agree that they are confident navigating the system
	Customer Complaint Resolution	69%	↑	% of customers who agree or strongly agree that they are satisfied with the complaint resolution process
Community Value	Community Perception - Brand	72%	↑	% of community with positive brand recognition of GCRTA
	Community Perception - Access to Service	72%	↑	% of community who agree or strongly agree that service is accessible
	Community Perception - Access to Employment	51%	↑	% of community who agree or strongly agree that GCRTA serves employment centers
	Community Perception - Transit Investment Occurs where Needed	37%	↑	% of community that agree or strongly agree that transit investment occurs where needed

Success Outcomes	Metric	FY2023	Objective	Definition
		Performance Goals		
Financial Sustainability	Community Perception of Financial Transparency	25%	↑	% of community members who agree or strongly agree that GCRTA is transparent in its financial reporting
	Operating Budget Used	25% 50% 75% 100%	–	The % of actual expenses (year to date) vs. annual budget.
Employee Engagement	Percent of Employees who Feel that Leadership is Invested in Keeping them Informed	50%	↑	The % of Agency employees that, as a result of new communications, trust in leadership to share important information
	Division Employees Understand Vision and Direction	72%	↑	The % of Division employees that agree (or strongly agree) that they understand the vision and direction of GCRTA.
	Division Employees Understand How Performance Linked to Organization Success	88%	↑	The % of Division employees that agree (or strongly agree) that they understand how they contribute to organizational success.
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend the Division as place to work
	Employee Impression of Commitment to Diversity, Equity, and Inclusion	75%	↑	% employees who answer "yes" that OEO is committed to practicing and training on DEI principles

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, and engineering.

CONNECTION TO STRATEGIC PLAN

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

2022 ACCOMPLISHMENTS

- Improved rider experience through new mobile pay app, EZFare payment, implemented Transit Police body-worn camera system, and Transit Ambassador Program.
- Approval received for creation of a Civilian Oversight Committee (COC) for Transit Police.
- Implemented Operator Mentoring Program.
- Implemented the 2021 Public Transportation Agency Safety Plan (PTASP).
- Restructure Marketing and Communications in partnership with Service Quality, to have parallel lens: Internal, External, and Operational communication.
- Implemented Diversity, Equity & Inclusion (DEI) program for employees, including a website and training inter-departmental coordination.
- Deepened partnership with Cuyahoga Community College (Tri-C) Transportation Innovation Center to expand Temporary Commercial Driver's License Program, launch the co-branded RTA and Tri-C Job and Workforce Development Job Hub, and Workforce Success Program.
- Developed new and enhanced recruiting partnerships to increase the pipeline of interested and qualified applicants for Operations hiring.
- Provided efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters.
- Completed construction of the Triskett Garage CNG Facility Upgrades, Cuyahoga Viaduct Rehabilitation Phase 1, West 30th Substation Transformer/Rectifier Replacements, and Overhead Catenary System Structural Rehabilitation – Phase 1.
- Awarded contract and began construction of the Waterfront Line Bridge Rehabilitation, East 75th Light Rail Interlocking, and the Cuyahoga Viaduct Bulkhead Repair.

- Obtained over \$32 million of competitive grants from FTA, ODOT, Ohio Environmental Protection Agency (OEPA), Northeast Ohio Areawide Coordinating Agency (NOACA) and Community Project Funding.
- Increased the funding for the Rail Car Replacement Program by \$23.5 million.
- Established a risk-based Audit Plan aligned with the GCRTA Strategic Plan.
- Conducted a compliance audit for the use of federal funds provided through the *American Rescue Plan Act of 2021*.
- Developed and published an *Internal Audit Department Manual*.

2023 PRIORITIES

- Achieve a Net Promoter Score (NPS) of 29 for Tractions' Customer Experience on the Organizational Scorecard.
- Continue to secure funding, select Rail Vehicle car builder, and issue Notice to Proceed (NTP) for railcar replacement program.
- Purchase and pilot 5-10 zero emission buses and attempt for grant funding application.
- Participate in American Public Transportation Association (APTA) Racial Equity Commitment Pilot Program.
- Partner with Community Development Corporations (CDCs) on transit-oriented development.
- Enhance the paratransit customer experience with focus and care for our ADA customers, updates of 3rd party Paratransit contract award.
- Modernize fare collection with focus on open architecture technology, account-base technology, and customer ease of use.
- Continue cross-functional collaboration (HR, Operations, OMB) to improve recruitment and retention for key operational positions (operators, mechanics, facilities, transit police, administrative).
- Complete and implement a cost-effective successor contractual agreement with the Fraternal Order of Police.
- Begin preparing for the Amalgamated Transit Union, Local 268 contract negotiations in 2024.
- Track and improve vacancy rate and agencywide retention rates for employees.
- Implementation of the Citizen Oversight Committee created in 2022.
- Complete the System-wide Onboard Origin & Destination Survey project to meet Federal agency requirements.
- Manage the MicroTransit Pilot Program.
- Continue legislative and policy-making role: achievement of key policy goals for the Authority and development of policies that result in quality, cost-effective services that meet the needs of residents and visitors to the Greater Cleveland area.
- Enforce policies on governance and accountability.
- Support management to complete the Federal Transit Administration 2023 Triennial Review.

LIST OF DEPARTMENTS

Department Number	Department Name
12	Executive Department
16	Secretary/Treasurer – Board of Trustees
19	Internal Audit

ORGANIZATION SCORECARD FY23

Success Outcomes	Metric	FY2023 Goals	Objective	Definition
Customer Experience	Net Promoter Score	29	↑	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA, Promoters are 9-10 and Detractors are 0-6.
	Overall Customer Satisfaction	84%	↑	The % of customers who agree or strongly agree that they are satisfied with GCRTA
	On-Time Performance (OTP) - Impression	77%	↑	The % of customers who agree or strongly agree that service is on time
	OTP - Actual	85%	↑	The % of actual on-time performance
	Safe & Secure Riding / Waiting -- Impression	74%	↑	The simple average % of customers who agree or strongly agree that they feel safe on and safe waiting for buses/trains.
	Vehicle Cleanliness - Impression	54%	↑	The % of customers who agree or strongly agree that vehicles are clean.
Community Value	Community Perception - Access to Employment	50%	↑	The % of community that agree or strongly agree that GCRTA serves employment centers
	Capital Dollars Invested in Environmental Justice Zones/Communities	79%	↑	The % of major projects awarded (>1 million) within EJ communities
	Transit Oriented Development (TOD) on RTA properties	4	↑	The number of active TOD projects
	Ratio of Private Sector Investment to Major Capital Investment	7	↑	The ratio of private sector capital investment to GCRTA capital investment

Success Outcomes	Metric	FY2023 Performance Goals	Objective	Definition
Financial Sustainability	General Fund Transfer to Capital/Rolling Stock Reserve Fund	\$10M	↑	Transfer to capital and reserved fund per board policy.
	Competitive Capital Grants	\$35M	↑	Competitive capital grant dollar awarded in calendar year 2023. (CMAQ Year)
	Operating Ratio: Expense Covered by Own Source Revenue	10%	↑	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)
	Cost per Service Hour: Overall Operating Cost/Revenue Hour	\$165	↓	Organization's operating cost divided by sum of: scheduled fixed route bus, scheduled fixed route rail, and paratransit actual revenue hours
Employee Engagement	Vacancy fill rate: Operators (Bus, Paratransit, Rail), Mechanics, and Transit Police positions	95%	↑	The % of positions filled for Operators, Mechanics, and Transit Police (RTA budget to actual Report)
	Vacancy fill rate: non-Bargaining	95%	↑	The % of positions filled for non-bargained positions (RTA budget to actual Report)
	Agencywide Retention Rate	88%	↑	% of employees retained by quarter
	Supervisor Invested in Growth and Success	57%	↑	The % employees that agree or strongly agree that their supervisor is invested in their growth and success
	Understand How Performance Linked to Organization Success	71%	↑	The % of employees that agree or strongly agree that they understand the vision and direction of GCRTA
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend GCRTA as a place to work (% Promoter minus % Detractors where promoter are ratings of 9-10, and detractors are rating 1-6)

12- EXECUTIVE DEPARTMENT

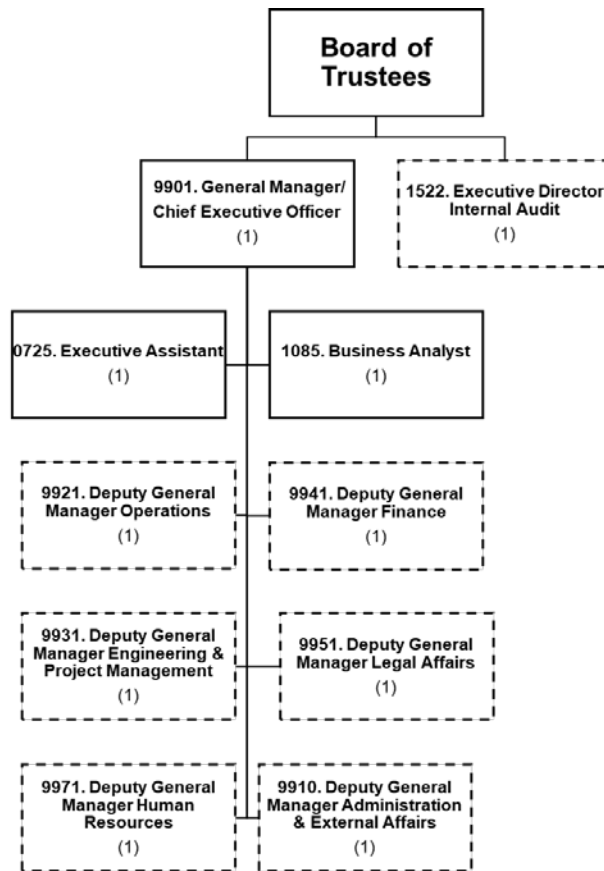
EXECUTIVE DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501300	Labor - Salaried Employees	\$455,397	\$406,701	\$370,392
501310	Overtime - Salaried Employees	1,498	2,803	1,500
502000	Fringe Benefits	216,982	145,319	101,608
503000	Services	340,004	417,473	352,550
503049	Temporary Help	(14,428)	-	-
504000	Materials & Supplies	2,588	1,164	2,000
509000	Miscellaneous Expenses	202,399	174,528	325,249
509022	Meals & Concessions	108	2,500	3,000
Total		\$1,204,548	\$1,150,488	\$1,156,299

EXECUTIVE DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
23	0711 Secretary to GM/Sec Treasurer	1.0	1.0	-
	0725 Executive Assistant	1.0	1.0	1.0
25	1085. Business Analyst	-	-	1.0
99	9929. General Manager	1.0	1.0	1.0
Total		3.0	3.0	3.0

EXECUTIVE DEPARTMENT ORGANIZATION CHART



Total FTE's = 3

16- SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT

OVERVIEW

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.

2022 ACCOMPLISHMENTS

- Updated Codified Rules and Regulations of the Authority
- On-going implementation of the Authority's 10-year Strategic Plan
- Implementation of the Civilian Oversight Committee
- Received the Certificate of Achievement for Excellence in Financial Reporting award from the Ohio Auditor of State
- Continued Advocacy
- Actively engaged in retaining a professional firm to conduct an External Assessment of the Authority's Internal Audit Department

2023 PRIORITIES

- Continue legislative and policy-making role: achievement of key policy goals for the Authority and development of policies that result in quality, cost-effective services that meet the needs of residents and visitors to the Greater Cleveland area
- Have a "clean" 2022 audit from the Auditor of State
- Procure rail cars
- Update the Codified Rules and Regulations of the Greater Cleveland Regional Transit Authority
- Continue Ad Hoc Technology Committee initiatives
- Continue to implement procedures to ensure the fiscal sustainability of the Greater Cleveland Regional Transit Authority
- Enforce policies on governance and accountability
- Advocate for additional resources for GCRTA
- Oversee the Internal Audit Department external audit
- Oversee and manage the Civilian Oversight Committee
- Clean triennial audit

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

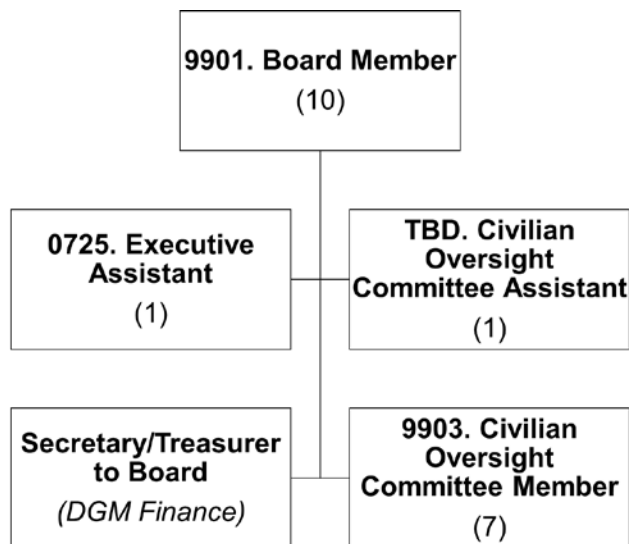
Object Class	Description	2021 Actual	2022 – 3Q Estimate	2023 Budget
501300	Labor Salaried Employees	\$100,527	\$102,909	\$153,583
501310	Overtime - Salaried Employees	107	84	-
502000	Fringe Benefits	42,809	39,241	43,129
503000	Services	79,310	93,098	93,000
504000	Materials & Supplies	235	992	1,000
509000	Miscellaneous Expenses	9,224	22,669	57,700
509022	Meals & Concessions	1,752	1,500	2,850
Total		\$233,964	\$260,493	\$351,262

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

Grade	Job Name	2021	2022	2023
23	0725 Executive Assistant	1.0	1.0	1.0
TBD	TBD. Civilian Oversight Committee Assistant	-	-	1.0
99	9901. Board Member	10.0	10.0	10.0
99	9903. Civilian Oversight Committee Member	0.0	7.0	7.0
	Secretary/Treasurer to Board*	-	-	-
Total		11.0	18.0	19.0

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

SECRETARY/TREASURER – BOARD OF TRUSTEES ORGANIZATION CHART



Total FTE's = 19

19- INTERNAL AUDIT DEPARTMENT

OVERVIEW

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

2022 ACCOMPLISHMENTS

- Established a risk-based Audit Plan aligned with the GCRTA Strategic Plan.
- Executed risk-based audits to address enterprise-wide COVID-19 pandemic risks.
- Conducted a compliance audit for the use of federal funds provided through the *American Rescue Plan Act of 2021*.
- Completed contract and policy compliance audits.
- Completed investigations into allegations of waste, fraud, abuse.
- Evaluated the reliability and integrity of information systems.
- Evaluated the means of safeguarding assets.
- Evaluated the systems and processes established to ensure compliance with policies.
- Provided assurance, investigative, and advisory services.
- Coordinated and followed-up with internal and external audits and 3rd party reviews.
- Provided resources to management on steering committees, evaluation panels, performance management forums and task forces.
- Supported GCRTA Risk Management to complete the 3rd party risk insurance policy applications.
- Completed a self-assessment in conformance with the *Institute of Internal Auditors* professional standards.
- Developed and published an *Internal Audit Department Manual*.
- Purchased and implemented a replacement internal audit management system.

2023 PRIORITIES

- Establish a risk-based Audit Plan for 2023 aligned with the GCRTA Strategic Plan and Organizational Success Outcomes.
- Continue evaluating the reliability and integrity of information systems.
- Conduct contract and policy compliance audits.
- Continue evaluating the means of safeguarding assets.
- Continue evaluating the systems and processes established to ensure compliance with policies.
- Provide assurance, investigative, and advisory services.
- Coordinate and follow-up with internal and external audits and 3rd party reviews.
- Provide resources to management on steering committees, evaluation panels, performance management forums and task forces.
- Reserve resource hours to conduct investigations into allegations of waste, fraud, abuse.
- Support management to complete the *Federal Transit Administration 2023 Triennial Review*.
- Conduct assurance and compliance audits to support management with the purchase of replacement railcars.

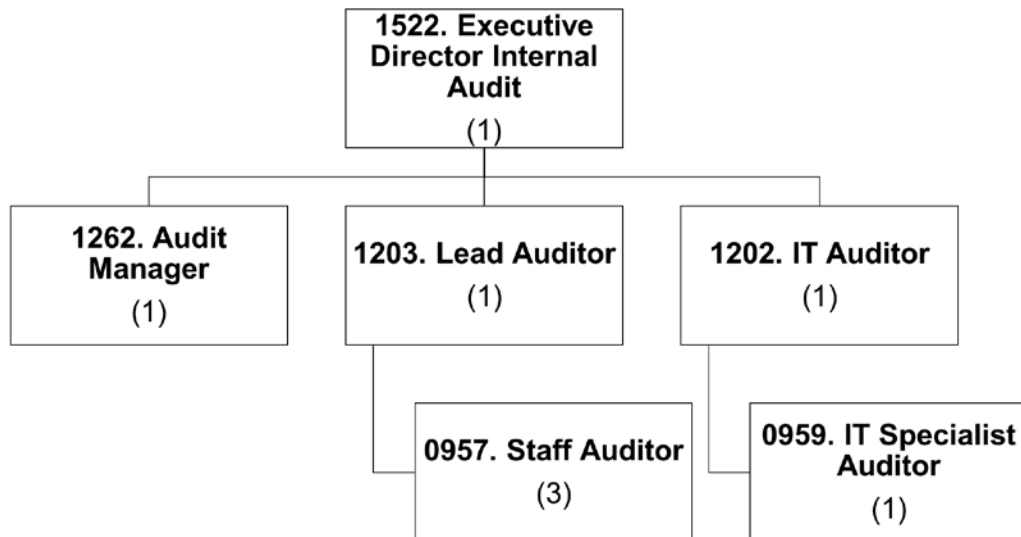
INTERNAL AUDIT DEPARTMENT BUDGET

Object Class	Description	2021 Actual	2022 - 3Q Estimate	2023 Budget
501300	Labor - Salaried Employees	\$554,685	\$669,016	\$711,843
502000	Fringe Benefits	239,191	253,309	226,989
503000	Services	0	34,350	70,000
504000	Materials & Supplies	30,151	2,605	4,250
509000	Miscellaneous Expenses	7,215	16,780	32,250
509022	Meals & Concessions	0	712	800
Total		\$831,242	\$976,772	\$1,046,132

INTERNAL AUDIT DEPARTMENT BUDGET

Grade	Job Name	2021	2022	2023
27.A	0957. Staff Auditor	3.0	3.0	3.0
27.A	0959. IT Specialist Auditor	1.0	1.0	1.0
28.A	1202. Information Technology Auditor	1.0	1.0	1.0
28.A	1203. Lead Auditor	1.0	1.0	1.0
28.A	1262. Audit Manager	1.0	1.0	1.0
31	1522. Executive Director Internal Audit	1.0	1.0	1.0
Total		8.0	8.0	8.0

INTERNAL AUDIT DEPARTMENT ORGANIZATION CHART



Total FTE's = 8

2023-2027 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 2023-2027 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 is 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 budgets appropriations for the FY 2023 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 2023 Capital Improvement Budget and the four out-years of the overall 2023-2027 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 2023-27 CIP focuses on attaining a State of Good Repair (SOGR) for the Authority's capital assets. Highlights include replacement of the authorities' 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

Capital Improvement Program

facilities, including rehabilitations are shown below in Figure 44: Age Distribution of Primary Facility. These facilities are briefly discussed on the following pages.

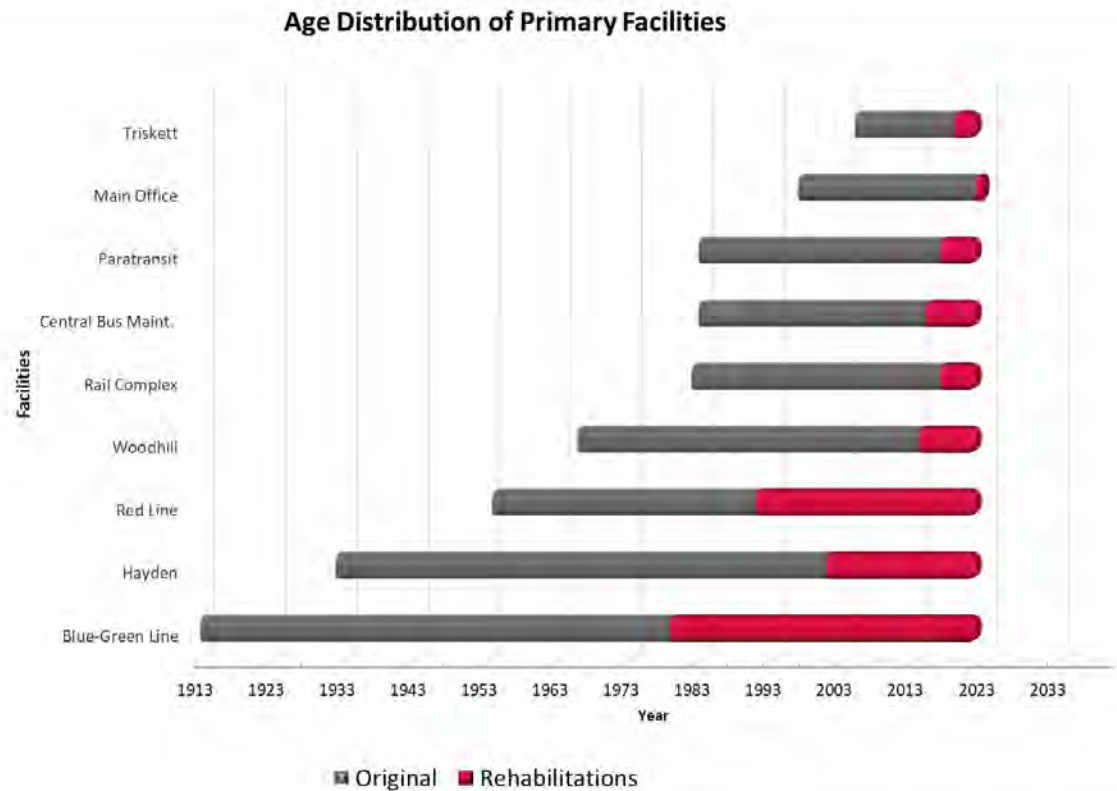


Figure 44: Age Distribution of Primary Facility

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. Installation of a Compressed Natural Gas (CNG) fueling station was completed in FY 2022 to allow operation of CNG vehicles 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. Installation of a CNG fueling station was completed in FY 2015 and building improvements were made in FY 2018. In FY 2019, three CNG Dispensers were replaced with new units to resolve safety issues. East side bus service and the Health Line operate from this garage. In 2023, the Hayden Garage will undergo upgrades to the Gas Detection System, Fire Protection System, HVAC system, and roof.

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. In FY 2021 the improvements on the new Customer Service Center were completed.

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. Improvements were completed to repair the Main Office Building Parking Garage in 2021. Additional improvements to the foyer, waiting areas, security desk and customer service area were completed in 2022.

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 FY 2015, the entire building was rehabilitated including related propane building enhancements, various facilities, and equipment upgrades.

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. During FY 2020, CRMF Track 3 construction was completed and transfer tables for the maintenance facility were repaired. In FY 2022, the CRMF Service Building Mezzanine Infill started and is scheduled to be completed in 2023.

TRANSIT CENTERS

Transit Centers provide heated customer waiting areas and roadways to allow several bus routes to meet and transfer passengers. RTA has four Transit Centers located in Fairview Park at Westgate Shopping Center, Maple Heights at Southgate Shopping Center, Parma at the Parmatown Mall, and Stephanie Tubbs Jones Transit Center, near Cleveland State University.

WOODHILL GARAGE FACILITY

The Woodhill Garage opened in 1966 as a bus garage and remained in service until 1998. It is currently being used as a training facility and houses the Authority's Print Shop operations. In 2015, this facility underwent rehabilitation to remodel the facility to enhance areas for the electronic repair shop, operator training classroom, and print shop.

RAIL SYSTEM

The 2023-27 CIP continues to commit a significant amount of resources towards achieving a State of Good Repair (SOGR) in its Light & Heavy Rail infrastructure including the reconstruction, rehabilitation, and upgrades to train stations, power substations and electrical systems, and train controls.

RIGHT-OF-WAY

RTA owns 65 miles of rail lines used for the operation of its rapid transit system including 27 miles for light rail and 38 miles for heavy rail. The Authority is involved in a multi-year program to prioritize an on-going rail rehabilitation program that will establish SOGR throughout the rail system. The right-of-way of the Rail System includes 63 track bridges, 53 passenger stations, 17 propulsion power substations, overhead electrical catenary wires, signals, switches, and associated rail infrastructure all of which are included in a regular maintenance program to maintain a state of good repair.

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.



Figure 45: Jacking Process on the Waterfront Line Bridge

Recent improvements to the Light Rail line have included, the Farnsleigh Station reconstruction in 2019, track rehabilitation phase one from Kinsman to Buckeye Woodhill, and track rehabilitation phase two Trunk Line in 2021. FY 2023 will see continued reconstruction of the Light Rail track including installation of guards and retaining walls, and LR rehabilitation of the Waterfront Line track.

RED LINE (HEAVY RAIL)

The RTA's Heavy Rail (HR), or Red Line, runs on joint tracks for 19 miles from its eastern terminal at the Louis Stokes Station at Windermere, located in East Cleveland, through the Tower City Station in downtown Cleveland to its western terminal at Cleveland Hopkins International Airport. There are 18 stations along the line, eight east of downtown, one at Tower City in downtown Cleveland, and nine west of downtown. Fifteen of the Red Line stations were originally constructed between 1954 & 1958. The remaining three stations, including the Line's western terminal at the Cleveland Hopkins Airport, were put into service in 1967. All stations have been upgraded to ADA standards. Overhead Catenary System (OCS) upgrade and replacement is planned to take place during 2023 for the eastern portion of the Red Line.

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. A majority of these bridges were built before 1930 and now require major repairs.

The out-years of the CIP include engineering & design services and reconstruction work on six track bridges: Viaduct bridge, Waterfront Line, Brookpark, Ambler Strike Protection, Central Rail Maintenance Facility access road, and Canal Road. A track bridge inspection program is incorporated into years 2024 and 2026 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. In FY 2021, Tower City tracks 10 and 13 were complete along with ceiling repairs above the station platforms. East Portal reconstruction is programmed to take place in FY 2023.

REVENUE VEHICLE FLEETS

CONVENTIONAL BUSES

There were 314 vehicles in the GCRTA bus fleet at the end of 2022, 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.
- 70 forty-foot diesel transit buses
- 184 forty-foot CNG buses

As of the 3rd quarter for FY 2022, 32 CNG buses (12 sixty-foot and 20 forty-foot) were placed into service and 41 vehicles are eligible for replacement based on the Useful Life Benchmark (ULB). The FTA defines ULB of a bus to be the lesser of 12 years or 500,000 miles. The average age of the large bus fleet is 6.5 years. Age distribution of the Authority's large bus fleet is shown in Figure 46: Age Distribution of Bus Fleet .

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 2023-27 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.

Age Distribution of Large Bus Fleet

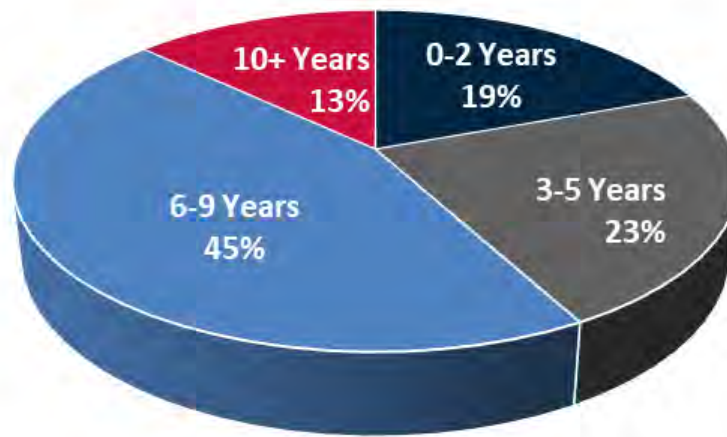


Figure 46: Age Distribution of Bus Fleet

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 78 ADA compliant, wheelchair-equipped buses in active service in the Paratransit fleet with an average age of 6.0 years at the end of FY 2022. Future replacement plans have a total of 20 vehicles being replaced in 2023 that will reduce the average life of the Paratransit fleet to 4.5 years old.

RAIL VEHICLES

RTA owns a combined sixty-eight (68) heavy and light rail vehicles for its rail operations. The age of the Authority's rail fleet ranges between 38 and 42 years old. The Authority's Light Rail (LR) and Heavy Rail (HR) fleets were purchased in 1981 and 1985,. Mid-life overhaul projects extended the useful life of the Authority's rail vehicle fleets approximately 10 years beyond their normal expected operating life of 30 years. The Authority is in the process of replacing both rail fleets.

GCRTA has been in the process of securing a rail car contractor through a competitive bid process. It is anticipated that in 2023, a rail car contract will be in place and begin moving forward.

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 40) depicts the Capital Improvement and Transportation Improvement Program (TIP) planning cycles for the 2023-2027 CIP. The process began in August 2021 when the Office of Management and Budget (OMB) reviewed the budgeting policies and parameters for the Capital Budget and concluded in May 2022 with the Board Adoption of the recommended 2023-27 CIP followed by submission to Northeast Ohio Area-wide Coordinating Agency (NOACA) for inclusion in the TIP/ 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 review and adjustments with programmed project timelines, 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 2022, OMB staff and the Capital Program Working Group (CPWG), consisting of department directors and managers, reviewed all submitted requests for consistency with the needs of the Authority's funding availability, the Authority's Long-Range Plan, the current TIP, and the annual strategic planning process. Projects were then prioritized in accordance with RTA's capital priority areas: state of good repair, health & safety, mandates, environmental impact, and ridership transit-oriented development. The prioritized projects were then forwarded to the Capital Program Oversight Committee (CPOC) which includes the Executive Management Team. The CPOC was formed to develop and monitor the Capital Program and to authorize the five-year Capital Program with projected grant, local and non-traditional revenue sources. The CPOC reviewed and finalized the recommended Capital Budgets for the CIP. The recommended CIP for 2023-27 was presented to the Board of Trustees' Operational Planning & Infrastructure Committee in May 2022 for discussion, review, and approval.

In December 2022, the Board approved an amendment to the capital budget to increase budget appropriation for construction of the Tower City East Portals.

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/STIP to receive funding consideration. NOACA is responsible for bi-annually preparing the four-year plan for this area with GCRTA responsible for preparing the transit component of the plan for Cuyahoga County.

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

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

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

CAPITAL BUDGET APPROPRIATIONS

The RTA Capital Fund includes capital projects funded from the Sales & Use Tax revenue. In general, these capital projects are less than \$150,000, have a useful life of less than 5 years, are routine in nature, and usually directly tie to daily operations. This Fund is subdivided into Routine Capital projects, for the acquisition of non-revenue vehicles and equipment, and Asset Maintenance projects, that include minor rehabilitation projects at Authority facilities.

The RTA Development Fund primarily includes capital projects with a value greater than \$150,000, a useful life greater than five years, and includes all the large, multi-year rehabilitation, reconstruction, and expansion projects of the Authority. Projects in this Fund are normally supported through various combinations of Federal and State of Ohio grants, local matches for these grants, or 100% local funds.

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

CAPITAL IMPROVEMENT FINANCIAL POLICIES

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

- Capital Improvement Funds shall be used to account for the construction and acquisition of major capital facilities, vehicles, and equipment.
- Projects that are locally funded, smaller, and more routine in nature, generally less than \$150,000, and have a useful life not exceeding five years will primarily be budgeted in the RTA Capital Fund.
- The RTA Development Fund will consist of projects that are larger, greater than \$150,000, and have a useful life greater than five years.
- The Authority will strive to take advantage of all available Federal and State grants and other financing programs for capital improvements.
- Items that have a useful life in excess of one year and an acquisition cost in excess of five thousand dollars (\$5,000) are considered to be capital expenditures.
- An amount equivalent to at least 10 % of Sales & Use Tax revenues shall be allocated to the Capital Improvement Fund on an annual basis.
- The percent of capital maintenance outlay to capital expansion outlay will be a minimum of 75% and a maximum of 90%.

CAPITAL IMPROVEMENT CRITERIA

Capital project requests for consideration in the 2023-27 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

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

During the 2023-27 planning cycle, priority areas of the Authority were defined as:

- **State of Good Repair (25%)** – Maintaining the Authority's current 'core business' through investments in projects which are necessary in order to operate the existing infrastructure or add an additional dimension/mode to existing systems.
- **Health and Safety (20%)** – Ensuring the physical well-being of the Authority's customers, employees, and the general public.
- **Mandates (20%)** – Ensuring compliance with Federal and State mandates such as the Clean Air Act and Americans with Disabilities Act.
- **Ridership Transit Oriented Development (15%)** – Invest in equipment, opportunities for private investment, increased revenues, and encourage partnerships with other organizations. Stimulate the development of current property for the benefit of customer satisfaction to maintain current ridership and attract new customers.

- **Operating Budget Impact (15%)** – Investing in projects that will result in a direct positive impact on reducing operating expenses or improving operational efficiencies of the Authority.
- **Environmental Impact (5%)** – Investing in equipment, adapting facilities, or enhancing service infrastructure to support overall environmental benefits such as improved air quality.

Figure 47: Capital Projects by Priority Area reflects the distribution of approved 2023 CIP projects by capital priority area. The largest portion of the 2023 appropriations, \$129.31 million or 92.38%, are for projects included in the State of Good Repair (SOGR) category. This is followed by the Technologies/Efficiencies category with \$7.89 million, or 5.64%.

PRIORITY CATEGORIES - Combined	2023	2024	2025	2026	2027	TOTALS
						2023-2027
RIDERSHIP	\$ 0.45	\$ 0.45	\$ 0.45	\$ 0.45	\$ 0.45	\$ 2.25
HEALTH & SAFETY	\$ 0.23	\$ 0.29	\$ 0.29	\$ 0.32	\$ 0.35	\$ 1.48
STATE OF GOOD REPAIR	\$ 129.31	\$ 138.31	\$ 107.85	\$ 104.43	\$ 80.63	\$ 560.54
TECHNOLOGIES/EFFICIENCIES	\$ 7.89	\$ 3.72	\$ 13.82	\$ 14.65	\$ 12.07	\$ 52.15
OTHER	\$ 2.10	\$ 4.10	\$ 22.60	\$ 25.60	\$ 2.10	\$ 56.50
SUB-TOTAL: COMBINED CAPITAL	\$ 139.98	\$ 146.87	\$ 145.01	\$ 145.45	\$ 95.61	\$ 672.91

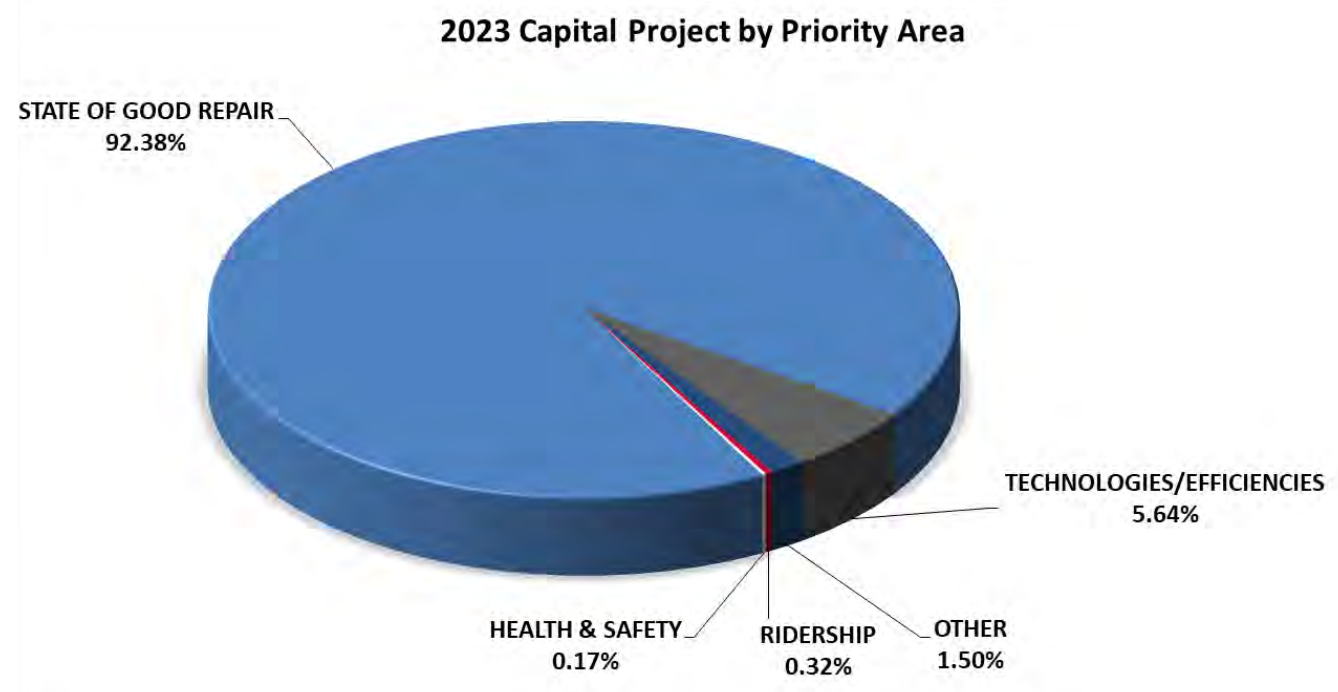


Figure 47: Capital Projects by Priority Area

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 \$43.85 million in Sales Tax Revenue bonds at the end of 2022, which will require principal and interest payments of \$9.47 million in 2023. This is a decrease from year-end 2020 where the principal outstanding debt was \$47.5 million.

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

FEDERAL SOURCES

As reflected in Figure 49: Capital Improvement Revenue by Source, Federal grants provide an estimated \$64.06 million, or 45.84% of the Authority's total 2023 capital improvement revenue stream. Most major Federal grant programs require a local match, normally 20%, though some grant applications require a higher or lower match.

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

FY 2023 Capital Improvement Revenue By Source

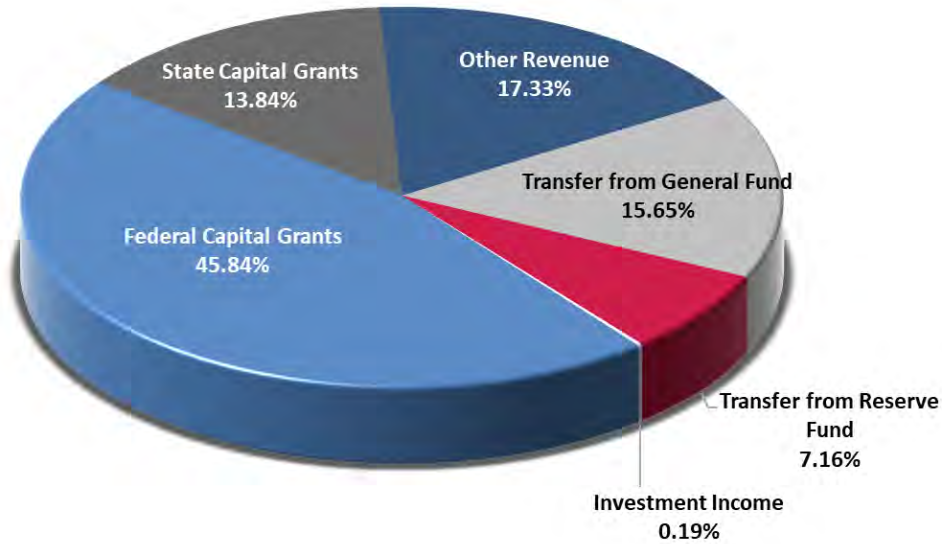


Figure 48

	2021	2022	2023	2024	2025
	Actual	Projection	Budget	Plan	Plan
Transfer from General Fund	\$43.40	\$44.73	\$21.87	\$17.07	\$17.77
Transfer from Reserve Fund	\$49.00	\$10.00	\$10.00	\$10.00	\$10.00
Investment Income	\$0.12	\$0.27	\$0.27	\$0.27	\$0.77
Federal Capital Grants	\$154.84	\$214.74	\$64.06	\$65.65	\$65.65
State Capital Grants	\$0.00	\$9.34	\$19.34	\$19.34	\$19.34
Debt Service Proceeds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other Revenue	\$6.59	\$0.00	\$24.22	\$35.89	\$34.50
Total Revenue	\$253.94	\$279.07	\$139.76	\$148.22	\$148.02

Figure 49: Capital Improvement Revenue by Source

URBANIZED AREA FORMULA - SECTION 5307

Urbanized Area grants were originally provided under Section 5307 of the Urban Mass Transportation Act of 1964. Resources are allocated to urban areas according to a formula and matched on an 80% Federal and 20% local basis. This program has continued, though several changes were made leading to a small reduction in the annual award of funds. In FY 2022, the Authority received \$30.8 million for capital projects (80% or \$24.64 million in federal funding and 20% or \$6.16 million RTA local match). In FY 2023, RTA is anticipating \$36.11 million for capital project.

STATE OF GOOD REPAIR – SECTION 5337

The Section 5337 SOGR grant program favors agencies serving urban areas. In FY 2022, the Authority received \$21.32 million for capital projects (80% or \$17.05 million in federal funding and 20% or \$4.26 million RTA local match). In FY 2023, RTA is anticipating \$23.45 million appropriated. The authority's level of funding remains below the actual need to maintain a SOGR.

BUS & BUS FACILITIES – SECTION 5339

Section 5339 grant funding is a smaller formula award that provides additional capital funding for the replacement, rehabilitation, purchase of buses and related equipment, and the construction of bus-related facilities. In FY 2023, GCRTA expects to receive funding for this award in the amount of \$2.45 million.

NON-TRADITIONAL FEDERAL SOURCES

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

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

The Authority was awarded non-traditional funding for several projects under the proposed 2023-2027 CIP. FTA's Building Utilizing Investments to Leverage Development (BUILD) awarded \$15 million to the Authority for the rail car replacement program. \$4.2 million has also been awarded through ODOT's Transportation Review Advisory Council (TRAC) funding program for light rail rehabilitation. The capital funding from non-traditional Federal source grants is used to support years' worth of unfunded programmed capital projects identified in the CIP.

STATE SOURCES

Administered through the Ohio Department of Transportation (ODOT), the State contributes up to one-half of the local match portion of Federal grant programs. The authority has been awarded various competitive grants under through ODOT and Ohio EPA including Ohio Transit Preservation Partnership Program (OTP₂), Urban Transit Program (UTP), and Diesel Emission Reduction Grant (DERG) grant awards. Recently it has focused on contributions that are project-specific rather than for local match, and it utilizes available Federal rather than State awards.

In FY 2022, GCRTA received \$3.5 million through ODOT's UTP which will be used to purchase CNG powered buses. The Authority also received \$8 million through ODOT's Ohio Transit Partnership Program (OTP₂) which will be used to fund the railcar replacement program. The Authority also received \$3.3 million through Ohio EPA's DERG program to replace diesel buses with new CNG powered buses. In future years, the Authority will continue to submit applications to the State in support of the multi-year bus improvement and track reconstruction programs.

LOCAL SOURCES

The Capital Improvement Budget requires local resources to support the match for most grant-funded projects, as well as support 100% locally funded projects in both the RTA Capital and RTA Development Funds. In FY 2022, the combined local contribution for the Authority's capital program of \$21.9 million are sourced from two transfers included within the General Fund.

DEBT MANAGEMENT

Although major capital improvements are mostly funded by Federal and State capital grants, the Authority is required to pay a percentage of most grant-funded projects from its own local sources. Debt sales are used for this purpose as well as to pay for major 100% locally funded projects. In FY 2019 Revenue Bonds (RB) were issued for \$30.0 million in new debt. In August 2021, the Authority used \$57.7 million of its sales tax revenue to retire a portion of its outstanding debt. FY2023 is estimated to begin with a principal outstanding debt of \$43.85 million.

DEBT LIMITATIONS

As a regional transit authority, 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.

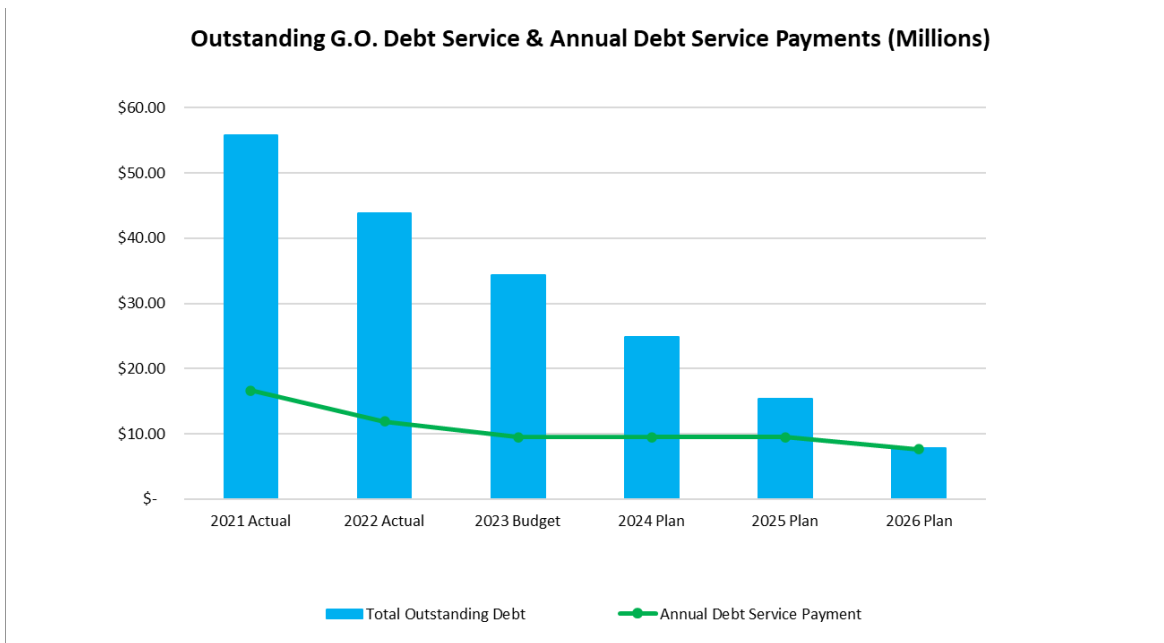


Figure 50: Outstanding G.O. Debt Service & SIB Loan and Annual Debt Service Payments

Debt Service	2021 Actual	2022 Actual	2023 Budget	2024 Plan	2025 Plan	2026 Plan
Annual Debt Service Payment	\$ 16.63	\$ 11.87	\$ 9.47	\$ 9.48	\$ 9.47	\$ 7.63
Total Outstanding Debt	\$ 55.73	\$ 43.85	\$ 34.38	\$ 24.90	\$ 15.43	\$ 7.80

Figure 51

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 2022 of \$34.8 billion limits the amount of available debt to \$1.74 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 \$34.8 billion, annual debt servicing capacity would be close to \$34.8 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 8.1522 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 2022 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 2023 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 2023 are \$21.9 million.
- In tandem with increased capital requirements to achieve a SOGR, the challenges with securing needed grant award funds from Federal, State and other intergovernmental agencies places continual pressure on the General Fund to contribute increasingly significant amounts of financial resources to the Capital Improvement Fund.
- Estimated debt service and interest payments of \$9.47 million will require a General Fund transfer to the Bond Retirement Fund to offset the debt in FY 2023, further limiting the amount available for operating expenditures.
- Some Operating Budget expenditures, primarily personnel costs, are incurred in support of ongoing capital construction projects. Eligible costs are reimbursed to the General Fund as revenue from the RTA Development Fund.
- Formula grant funds are eligible to reimburse preventive maintenance (PM) activities with the Operating Budget.
- The capital program helps to maintain the Authority's capital assets in a state of good repair that facilitates improved delivery of transportation services and helps to reduce maintenance costs incurred in the operating budget.
- Daily activities within the FY 2023 General Fund or Operating Budget are supported by \$4.05 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 2023-2027 Capital Improvement Plan (CIP) totals \$672.91 million of capital budget appropriations over the five-year plan in eight capital project categories:

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

For the approved 2023 CIP, four categories comprise 86.65% of the combined \$139.98 million capital budget appropriations. Rail Project represent 39.67% followed by Buses at 26.48%. Facilities Improvements represent 20.50%. A detailed breakdown is contained within Figure 44: Age Distribution of Primary Facility and Figure 52, below.

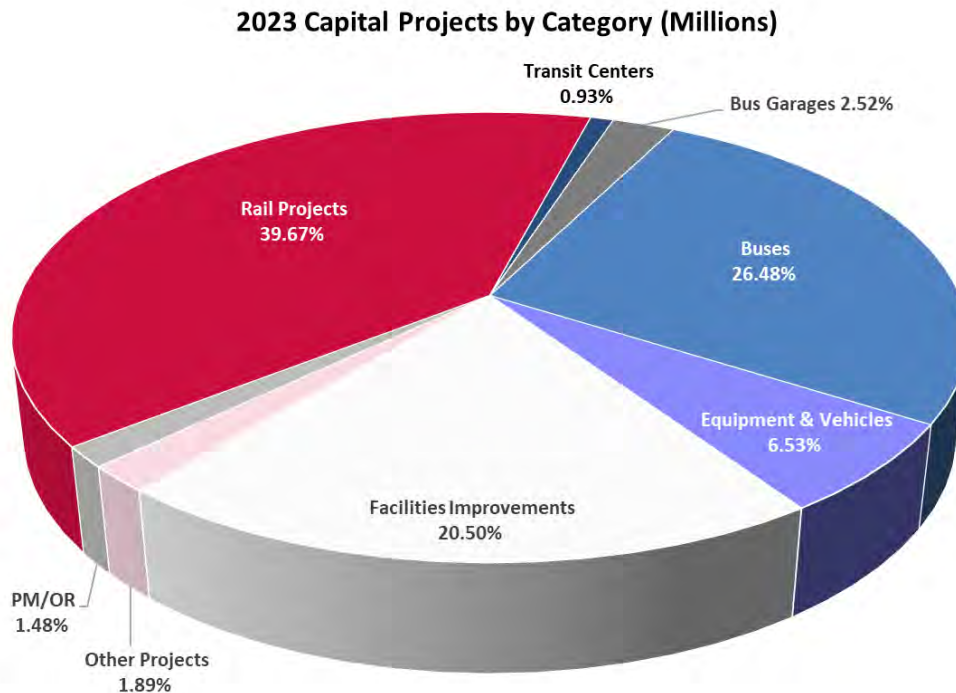


Figure 52

CATEGORY	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2023-2027
Bus Garages	\$3.53	\$3.90	\$0.00	\$2.15	\$0.50	\$10.08
Buses	\$37.07	\$23.07	\$23.07	\$23.07	\$23.07	\$129.33
Equipment & Vehicles	\$9.14	\$5.21	\$15.11	\$15.97	\$13.50	\$58.94
Facilities Improvements	\$28.69	\$24.36	\$13.64	\$15.73	\$12.41	\$94.81
Other Projects	\$2.64	\$4.64	\$23.14	\$26.14	\$2.64	\$59.22
PM/OR	\$2.08	\$1.80	\$1.12	\$8.45	\$12.11	\$25.56
Rail Projects	\$55.53	\$83.59	\$68.63	\$53.64	\$31.08	\$292.48
Transit Centers	\$1.30	\$0.30	\$0.30	\$0.30	\$0.30	\$2.50
TOTALS	\$139.98	\$146.87	\$145.01	\$145.45	\$95.61	\$672.91

Figure 53: 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 in 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 55: Trend RTA Capital Balance 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 2023 will include \$21.9 million of programmed transfers from the General Fund and investment income is budgeted at \$65,000.

Budgeted FY 2023 expenditures within the RTA Capital Fund of include \$2.4 million for Asset Maintenance, \$1.6 million for Routine Capital, and a \$19.5 million transfer into the RTA Development Fund for use on providing the local match on grant awards and 100% locally funded projects.

RTA Capital Fund Balance Analysis

	2021	2022	2023	2024	2025
	Actual	Projection	Budget	Plan	Plan
Beginning Balance	3,510,860	8,921,215	7,319,689	5,703,823	3,334,899
Revenue					
Transfer from General Fund	43,398,859	44,725,757	21,866,868	17,074,997	17,766,354
Investment Income	3,900	65,000	65,000	65,000	65,000
Other Revenue	1,382,397	0	0	0	0
Total Revenue	44,785,156	44,790,757	21,931,868	17,139,997	17,831,354
Total Resources	48,296,016	53,711,972	29,251,557	22,843,820	21,166,253
Expenditures					
Asset Maintenance	845,099	1,581,000	2,410,000	2,310,000	2,410,000
Routine Capital	651,528	1,582,818	1,637,734	1,698,921	1,607,524
Other Expenditures	0	0	0	0	0
Transfer to RTA Development Fund	37,878,174	43,228,465	19,500,000	15,500,000	16,500,000
Reimbursement to FTA	0	0	0	0	0
Total Expenditures	39,374,801	46,392,283	23,547,734	19,508,921	20,517,524
Ending Balance	8,921,215	7,319,689	5,703,823	3,334,899	648,729

Figure 54

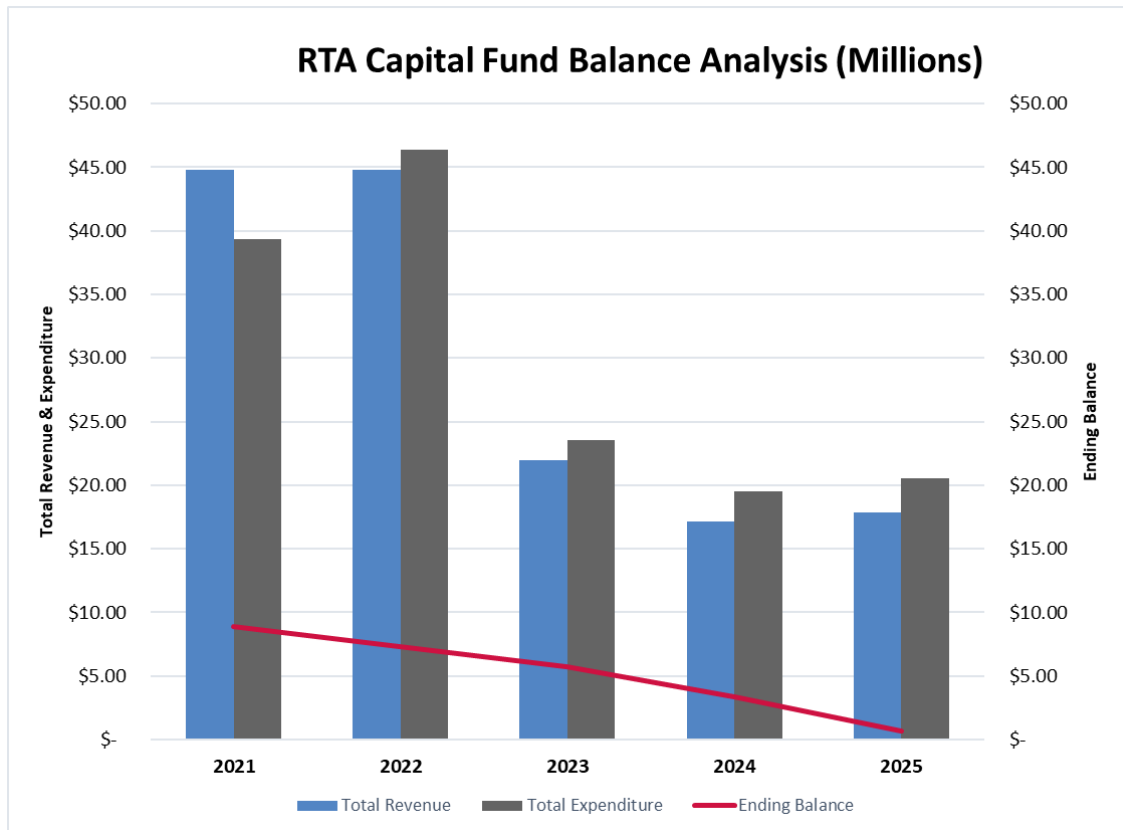


Figure 55: Trend RTA Capital Balance

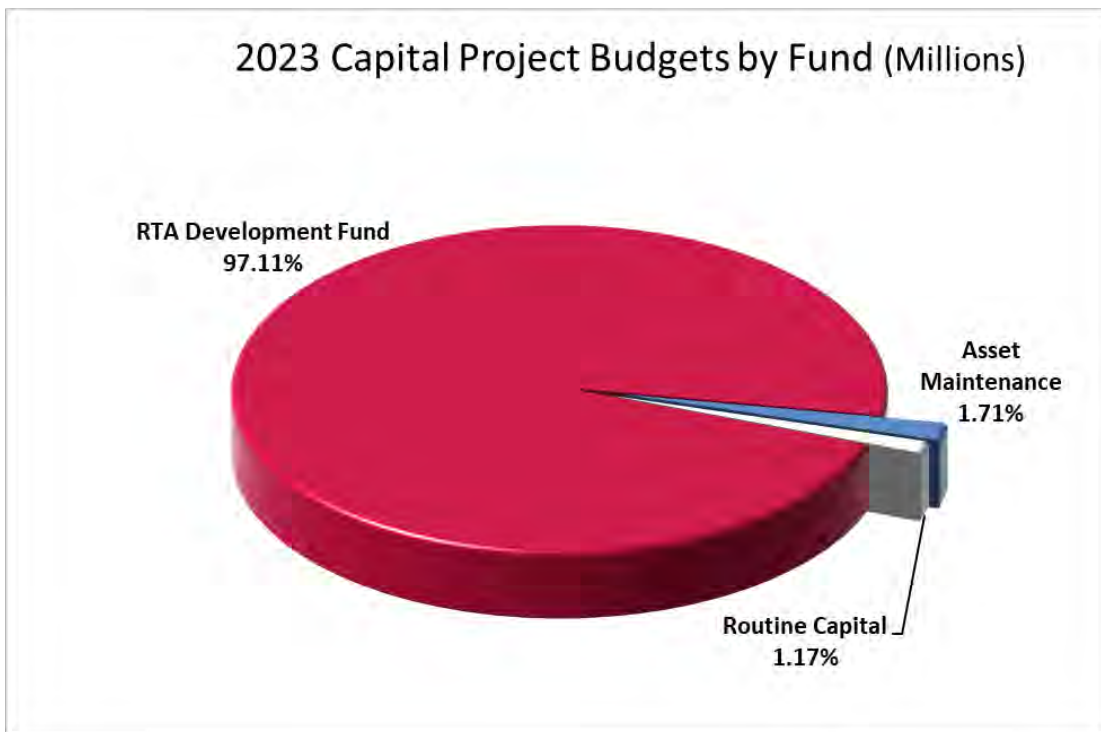


Figure 56: Capital Budget by Fund Distribution

ASSET MAINTENANCE PROJECTS

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

The FY 2023 budget appropriation for Asset Maintenance projects is \$2.4 million, representing 1.71% of the overall FY 2023 CIP budget as represented in Figure 56: Capital Budget by Fund Distribution. Most of the projects are within two organizational areas of the Authority: Engineering & Project Development and Asset & Configuration Management. Engineering & Project Development is responsible for coordinating larger construction-related asset maintenance projects throughout the entire Authority. Asset and Configuration Management focuses on operation, passenger, and administrative facility projects. The remaining budgeted projects within Asset Maintenance are for location specific facilities projects focused on energy efficiency throughout the Authority or in the Asset Maintenance Contingency project for unanticipated facilities improvements needed throughout the year.

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY							
2023 - 2027 CAPITAL IMPROVEMENT PLAN							
RTA CAPITAL FUND							
ASSET MAINTENANCE (FACILITIES) PROJECTS							
Department / Project Name	Project Number	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2023-27 Total
33 Asset & Configuration Mgt.							
Administration Facilities Maint. Pool	P32335199	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Elevator/Escalator Maintenance Pool	P32335209	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Operating Facilities Maintenance Pool	P32335XX9	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Passenger Facilities Maintenance Pool	P32335XX9	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Bus Districts Lift Rebuilds/Rehab's	P47395199	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
		\$510,000	\$510,000	\$510,000	\$510,000	\$510,000	\$2,550,000
57 Programming & Planning							
Transit Waiting Environment	P28575099	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Thrive 105 Transit Enhancements	P28575XX9	\$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	P32805X49	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Passenger Facilities Maint. Pool	P32805399	\$330,000	\$330,000	\$330,000	\$330,000	\$330,000	\$1,650,000
Operating Facilities Maint. Pool	P32805499	\$470,000	\$470,000	\$470,000	\$470,000	\$470,000	\$2,350,000
Paratransit Parking Lot Expansion	P32805189	\$0	\$0	\$0	\$0	\$0	\$0
		\$950,000	\$950,000	\$950,000	\$950,000	\$950,000	\$4,750,000
67 OFFICE OF MGT. & BUDGET							\$0
Energy Retrofits	P32675139	\$100,000	\$0	\$100,000	\$0	\$100,000	\$300,000
Asset Maintenance Contingency	P49995059	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,500,000
		\$800,000	\$700,000	\$800,000	\$700,000	\$800,000	\$3,800,000
TOTAL ASSET MAINTENANCE		\$2,410,000	\$2,310,000	\$2,410,000	\$2,310,000	\$2,410,000	\$11,850,000

Figure 57

ROUTINE CAPITAL PROJECTS

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

As indicated in Figure 58, the budget appropriation for Routine Capital projects accounts for \$1.64 million, or 1.17%, of the 2023 CIP Budget. The greatest portion of the FY23 budget appropriation for Routine Capital projects is within the Operations Division, which has \$452,734 for equipment pool projects throughout various Operating Departments, followed by \$350,000 programmed for the non-revenue vehicle replacement program. The remaining \$835,000 is for technology related equipment replacement, office equipment and furniture, and contingency.

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2023 - 2027 CAPITAL IMPROVEMENT PLAN
RTA CAPITAL FUND**

ROUTINE CAPITAL (EQUIPMENT) PROJECTS							
	Project	2023	2024	2025	2026	2027	2023-27
Department / Project Name	Number	Plan	Plan	Plan	Plan	Plan	Total
31 Paratransit							
Paratransit District Equipment Pool	P47310209	\$40,784	\$0	\$0	\$0	\$0	\$40,784
		\$40,784	\$0	\$0	\$0	\$0	\$40,784
32 Rail District							
Rail District Equipment Pool	P47320249	\$30,000	\$97,468	\$186,362	\$0	\$123,890	\$437,720
		\$30,000	\$97,468	\$186,362	\$0	\$123,890	\$437,720
34 Transit Police							
Security Improvements Pool	P44340109	\$205,000	\$205,000	\$205,000	\$205,000	\$205,000	\$1,025,000
TP Protective Gear & Equipment	P49340209	\$26,484	\$30,723	\$11,162	\$46,353	\$79,840	\$194,562
Taser Replacement Program	New	\$0	\$50,000	\$70,000	\$70,000	\$70,000	\$260,000
		\$231,484	\$285,723	\$286,162	\$321,353	\$354,840	\$1,479,562
39 Fleet Management							
Non-Revenue Vehicle Imp. Program	P48390209	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Fleet Management Equipment Pool	P47390449	\$77,700	\$109,540	\$0	\$0	\$160,000	\$347,240
		\$427,700	\$459,540	\$350,000	\$350,000	\$510,000	\$2,097,240
46 Hayden District							
Hayden District Equipment Pool	P47460169	\$52,766	\$41,190	\$0	\$0	\$0	\$93,956
		\$52,766	\$41,190	\$0	\$0	\$0	\$93,956
49 Triskett District							
Triskett District Equipment Pool	P47490159	\$20,000	\$50,000	\$20,000	\$100,000	\$0	\$190,000
		\$20,000	\$50,000	\$20,000	\$100,000	\$0	\$190,000
55 Project Support							
ESMS Implementation Support	New	\$0	\$0	\$0	\$50,000	\$50,000	\$100,000
		\$0	\$0	\$0	\$50,000	\$50,000	\$100,000
61 Information Technology							
IT Systems Development Pool	P42611209	\$130,000	\$130,000	\$130,000	\$150,000	\$150,000	\$690,000
PC Replacement Program	P42611309	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Laser Printer Replacement Program	P42610299	\$35,000	\$35,000	\$35,000	\$45,000	\$45,000	\$195,000
Oracle EBS Point Release Upgrade	New	\$70,000	\$0	\$0	\$0	\$0	\$70,000
		\$285,000	\$215,000	\$215,000	\$245,000	\$245,000	\$1,205,000
62 SUPPORT SERVICES							
Office Equipment/Furniture Pool	P43620299	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
67 OFFICE OF MGT. & BUDGET							
Routine Capital Contingency	P49990159	\$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		\$1,637,734	\$1,698,921	\$1,607,524	\$1,616,353	\$1,833,730	\$8,394,262
RTA CAPITAL FUND TOTAL		\$4,047,734	\$4,008,921	\$4,017,524	\$3,926,353	\$4,243,730	\$20,244,262

Figure 58

RTA DEVELOPMENT FUND

The Authority's Capital Improvement Funds are used to account for the acquisition, construction, replacement, repair, and renovation of major capital facilities and equipment. The RTA Development Fund is the larger capital fund that includes rehabilitation & expansion projects that are greater than \$150,000 and have a useful life of more than five years. This Fund is primarily, but not exclusively, supported through Federal grant awards providing usually 80% of the project funds with a 20% local match.

Federal Capital grants received by the Authority usually require local match funds, normally 20%, to be set aside and available for Capital Improvement projects. During the budget process, local match requirements, as well as potential locally funded projects, are reviewed. Resources to fund these are provided through Sales & Use Tax contributions transferred from the RTA Capital Fund, available proceeds from debt sales, and investment income. Investment income has varied over the years from a high of \$920,228 in FY 2020 to an estimated \$200,000 in 2022 and 2023 due to fluctuations in fund balances.

In 2022, \$43.2 million was transferred from the RTA Capital Fund to the RTA Development Fund to provide the local match and cover other locally funded expenditures within the RTA Development Fund. The transfer is anticipated to decrease to \$19.5 million for FY 2023.

RTA Development Fund Balance Analysis					
	2021	2022	2023	2024	2025
	Actual	Projection	Budget	Plan	Plan
Beginning Balance	28,926,433	139,604,021	169,006,764	170,400,336	170,112,487
Revenue					
Debt Service Proceeds	0	0	0	0	0
Transfer from RTA Capital Fund	37,878,174	43,228,465	19,500,000	15,500,000	16,500,000
Transfer from the Reserve Fund	49,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Investment Income	115,033	200,000	200,000	200,000	700,000
Federal Capital Grants	87,419,866	133,449,281	64,062,635	65,652,635	65,652,635
CARES/CRRSAA Act Assistance	67,416,467	0	0	0	
ARP Assistance	54,815,088	81,293,422	0		
State Capital Grants	0	9,336,598	19,336,598	19,336,598	19,336,598
Other Revenue	5,204,841	0	24,225,000	35,891,286	34,500,000
Total Revenue	301,849,469	277,507,766	137,324,233	146,580,519	146,689,233
Total Resources	330,775,902	417,111,787	306,330,996	316,980,855	316,801,720
Expenditures					
Capital Outlay	68,940,326	166,811,601	135,930,660	146,868,368	145,010,685
CARES Act /CRRSAA	67,416,467	0	0	0	0
ARP	54,815,088	81,293,422	0		
Other Expenditures	0	0	0	0	0
Total Expenditures	191,171,881	248,105,023	135,930,660	146,868,368	145,010,685

Figure 59

Figure 59 presents the fund balance analysis for the RTA Development Fund. The balance typically fluctuates depending upon new debt service issuances, receipt of a competitive non-formula grant award, and scheduled construction activities for the year. The authority does not plan any new bond issuance in the foreseeable future. FY 2023 is expected to begin with a fund balance of \$169 million and end at \$170.4. The budget is setup where revenue will outpace expenses leading to an increase in ending balance.

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

As reflected in the fund balance statement, Figure 59, various funding sources including Federal capital grants, State Capital grants, and 100% local funds will help support expected expenditures of \$135.9 million in 2023. Of note, the expenditures within the Fund Balance Analysis are presented on a cash basis and represent estimates of the actual cash flow.

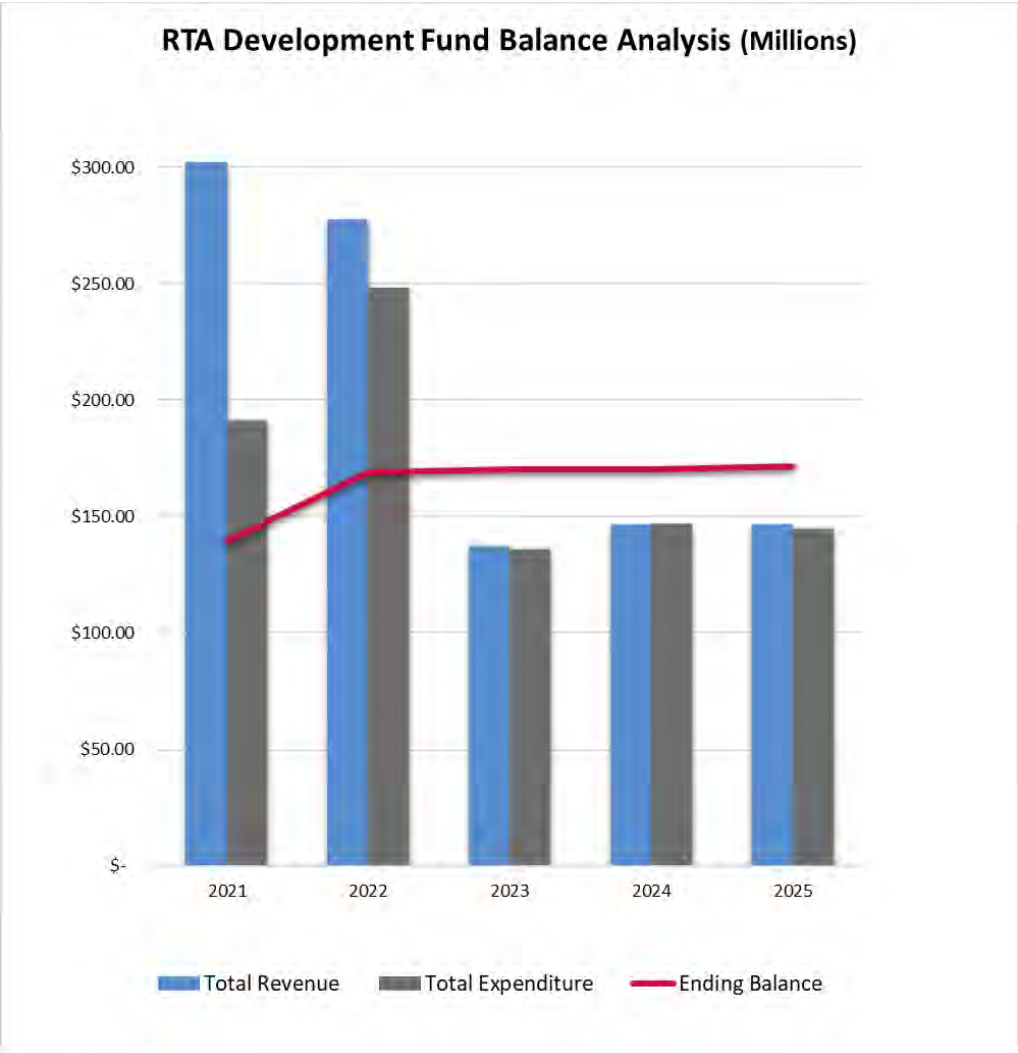


Figure 6o: RTA Development Fund Analysis Trend

RTA DEVELOPMENT FUND PROJECTS

The total budget appropriation of \$135.9 million for RTA Development Fund projects accounts for 97.11% of the Authority's CIP budget as allocated for 2023, as seen in Figure 59. The inclusion of capital projects within this fund is based upon the establishment of



Figure 61: Warrensville Substation

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 2023. Please refer to pages at the end of this section for a complete list of projects included within the five-year RTA Development Fund CIP.

BUS GARAGES - \$3.5 MILLION

FY 2023 will see improvements to the Hayden District's gas detection, replacement of the bus wash, and replacement of an inground 60-foot bus lift.

BUS/PARATRANSIT IMPROVEMENT PROGRAMS - \$37.1 MILLION

The 2023 CIP focuses vehicle reliability improvements through a multi-year bus spare parts program, which meets objectives for bus replacements and the SOGR. The programmed capital budget includes funds to purchase 20 forty-foot CNG's and 20 paratransit vehicles in FY 2023.

FACILITIES IMPROVEMENTS - \$26.3 MILLION

The Facilities Improvements budget consists of appropriations of \$2.25 million for the continuation of HVAC System Improvement Pool, \$1.63 million for the continuation of the Roofing Improvement Program, and \$1.10 million for the start of the Pavement Improvement Program. Several rehabilitations of track bridge projects are budgeted totaling \$19.3 million. An additional \$1.5 million has been set aside for State of Good Repairs across the authority.

EQUIPMENT & VEHICLES - \$7.5 MILLION

FY 2023 has \$4.35 million programmed for related technology improvements through the Information Technology Program (\$3 million), IT System Upgrades (\$350,000), and Enterprise Resource Planning (\$1 million). Transit Police will continue their Radio Replacement and body worn camera program through 2025 at a cost of

\$156,620 per year. The remaining \$3 million is for the Revenue Fare Collection project aimed at updating RTA's fare collection infrastructure and technology.

OTHER PROJECTS - \$2.6 MILLION

This project category includes projects with varying scopes of work that do not fall into the other major categories. These projects include \$2.0 million budget contingency, \$100,000 for planning studies, and \$543,750 for preventative maintenance through Northeast Ohio Areawide Coordinating Agency (NOACA).

PREVENTIVE MAINTENANCE / OPERATING BUDGET REIMBURSEMENTS - \$2.1 MILLION

This category includes the preventative maintenance reimbursements to the General Fund. It includes formula and non-formula grant funded reimbursements for various eligible activities within the General Fund with a 2023 budget appropriation of \$2.08 million. This amount has been reduced from years past due to a decreased need to supplement the operating budget. This funding can be used for capital projects across the authority.

RAIL PROJECTS - \$55.5 MILLION

In FY 2023, the Rail Projects category includes a wide diversity of capital projects and is one of the largest of the CIP. Major programmed areas within this category include \$15.5 million for track rehabilitation for the Light Rail Program, \$1.60 million for the Warrensville Van-Aken comfort station, \$4.0 million for OCS Replacement and Upgrade, \$3.80 million for rail equipment, and \$1.00 million for Rail Infrastructure. \$20.0 million is programmed for Heavy Rail Vehicle Replacement and \$6.00 million for the start of Rail Car Replacement Infrastructure Modifications.

Another \$950,000 has been programmed for smaller track projects and Rail Fleet Upgrades such as On-Call Rail Engineering Services and Rail Capital Spare Part Program.



Figure 62: Light Rail Ongoing Track Rehab

TRANSIT CENTERS / BUS LOOPS – \$1.3 MILLION

The 2023 capital budget includes \$300,000 for various grant funded passenger enhancements throughout the Authority. Many of the enhancement funds are allocated for bus shelters, landscaping, and ADA access improvements.

TRANSIT 2025 LONG RANGE PLAN

The purpose of the Long-Range Plan of the Authority is to support its Mission and Policy goals by providing guidance for developing a balanced, multi-modal transit system that meets the mobility needs of Cuyahoga County residents and all visitors safely, efficiently, and cost-effectively.

The current Long-Range Plan, “GCRTA Strategic Plan 2020, Framework for the Future” was adopted by the Board of Trustees in 2020. The goals of the Plan are to guide GCRTA in choosing projects that are consistent with its goals resulting in increased ridership, revenues, and the SOGR while being grounded in the economic and financial reality of public transportation funding in Northeast Ohio. It covers the period from 2020-2030.

The Long-Range Plan has created prioritized actions for short-, medium-, and long-term investment. The Planning and Programming Department works on an ongoing basis to advance and track the identified strategies for achieving the plan goals:

- Improve Passenger Safety & Comfort.
- Engage with emerging technology, data, and new mobility.
- Improve where and when buses travel.
- Improve how streets function.
- Address funding challenges.
- Improve how customers pay.
- Partner to support vibrant communities and access to job centers.

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

The Programming and Planning Department has initiated several projects that improve Passenger Safety and Comfort. The Community Investment Program continues to provide communities with resources to improve bus stops and shelters. The program is in the process of being rebranded and coordinated with a newly branded Adopt a Shelter program in 2023. The Light Rail Station Replacement project that upgrades the stations along the Blue and Green Lines has completed design and is being prepared for construction in 2023. The OPT2 grant funded “Baby on Board” program, in partnership with the Cuyahoga Board of Health, provided free passes to women and families, and installed new shelters in targeted zip codes, to ultimately improve the wellbeing of mother and baby to reduce infant mortality.

GCRTA is engaging with emerging technology, data, and new mobility. In 2022, GCRTA completed its first Climate Change Plan, which will guide implementation of sustainable green technologies. GCRTA is pursuing an electric bus pilot and has been chosen for NOACA and Ohio EPA grants for electric car charging at stations. GCRTA has been awarded a contract for its 2023 origin-destination on board survey, which will provide detailed data to inform service and identify needs.

To improve how streets function, GCRTA works closely with local municipalities to review street improvement plans, with a focus on priority corridors, and plan for infrastructure that supports Bus Rapid Transit (BRT). GCRTA has completed initial planning for the MetroHealth Line BRT through the 25Connects Transit Oriented Development (TOD) study and was awarded a Royal Town Planning Institute (RTPI) international planning excellence award for the project. In 2022, GCRTA received an FTA grant for a similar TOD study for the future Broadway BRT corridor. GCRTA also closely engaged with the City of Cleveland to implement elements of BRT on the E 105th/93rd priority corridor, and to support infrastructure improvements through Public Square on the Superior Avenue priority corridor.

The Department assists with grant writing by supplying data, maps, statistical analysis, and program descriptions for competitive grants. Grant compliance efforts in Title VI and gaining environmental clearances for projects also assists in solidifying grant funding.

Partnering to support vibrant communities and access to job centers was articulated through several projects spearheaded by Programming and Planning, The Microtransit Pilot program has been initiated. The program provides first/last mile service to connect transit riders with jobs in partnership with the City of Solon. GCRTA also worked with the City of Solon to install additional bus shelters enhancing transit in the business district. In 2022, GCRTA was awarded an FTA Areas of Persistent Poverty grant to collaborate with partners to analyze transportation needs in underserved communities.

Collaboration with the City of Cleveland and Cuyahoga County on a TOD Planning and Zoning Analysis raised the awareness of the benefits of TOD projects in the GCRTA Service area creating new opportunities for TOD. The Contract award by NOACA for the Reimagining of Euclid is another partnering opportunity for GCRTA with the City of East Cleveland to enhance Euclid Avenue.

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.

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2023 - 2027 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							TOTALS
CATEGORY / PROJECT NAME	PROJECT NUMBER	2023	2024	2025	2026	2027	2023-2027
<u>BUS GARAGES</u>							
<u>BUS GARAGES</u>							
Hayden Gas Detection System FY 2023 Local Funds	P22460X20	500,000	0	0	0	0	500,000
Hayden District Bus Wash Replacement FFY 2022 Federal Formula Grants	P224501X0	1,275,000	0	0	0	0	1,275,000
Triskett District Bus Wash Replacement FFY 2023 Federal Formula Grants	P224501X0	0	1,700,000	0	0	0	1,700,000
Hayden 60' Lift Replacement FFY 2022 Federal Formula Grant	P22460X30	1,750,000	0	0	0	0	1,750,000
Hayden 40' Lift Replacement FFY 2023 Federal Formula Grant	P22460X30	0	750,000	0	0	0	750,000
Hayden Pivot Gates FFY 2023 Federal Formula Grant	P22460X30	0	500,000	0	0	0	500,000
Paratransit 9 Bus Lifts FFY 2023 Federal Formula Grant	P22460X30	0	950,000	0	800,000	500,000	2,250,000
FFY 2025 Federal Formula Grant				800,000			
FFY 2026 Federal Formula Grant					500,000		
CRMF Replacement Exterior Wash FFY 2025 Federal Formula Grants	P224501X0	0	0	0	1,350,000	0	1,350,000
TOTAL - BUS GARAGES		3,525,000	3,900,000	0	2,150,000	500,000	10,075,000

Figure 63

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2023 - 2027 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE								
CATEGORY / PROJECT NAME	PROJECT NUMBER	2023	2024	2025	2026	2027	TOTALS	
							2023-2027	
<u>BUS REPLACEMENTS</u>								
<u>BUS IMPROVEMENT PROGRAM</u>								
2021-2023 Bus Replacement Program	60,000,000							
SFY 2023 ODOT CMAQ Grant	8,387,500	P11390X10	36,000,000	0	0	0	0	36,000,000
SFY 2023 ODOT UTP Award	3,670,747							
FFY 2022 Federal Formula Grants	7,954,253							
FY 2023 (TBD)	15,987,500							
<u>BUS IMPROVEMENT PROGRAM</u>								
2024-2026 Bus Replacement Program	63,000,000							
SFY 2024 ODOT CMAQ Grant	10,375,000	P11390X30	0	22,000,000	0	0	0	22,000,000
SFY 2024 ODOT UTP Award	3,670,747							
FFY 2023 Federal Formula Grants	7,954,253							
FY 2024 (TBD)	0							
SFY 2025 ODOT CMAQ Grant	10,375,000							
SFY 2025 ODOT UTP Award	3,670,747		0	0	22,000,000	0	0	22,000,000
FFY 2024 Federal Formula Grants	7,954,253							
FY 2025 (TBD)	0							
SFY 2026 ODOT CMAQ Grant	12,200,000							
SFY 2026 ODOT UTP Award	3,670,747		0	0	0	22,000,000	0	22,000,000
FFY 2025 Federal Formula Grants	6,129,253							
FY 2026 (TBD)	0							
2027-2029 Bus Replacement Program								
SFY 2027 ODOT CMAQ Grant	12,200,000							
SFY 2027 ODOT UTP Award	3,670,747		0	0	0	0	22,000,000	22,000,000
FFY 2026 Federal Formula Grants	6,129,253							
FY 2027 (TBD)	0							
Sub-Total: Bus Improvement Program			36,000,000	22,000,000	22,000,000	22,000,000	22,000,000	124,000,000
<u>PARATRANSIT REPLACEMENT PROGRAM</u>								
Paratransit Buses-NOACA 5310		P12390170	800,000	800,000	800,000	800,000	800,000	4,000,000
FY 2023 NOACA 5310	800,000							
FY 2024 NOACA 5310	800,000							
FY 2025 NOACA 5310	800,000							
FY 2026 NOACA 5310	800,000							
FY 2027 NOACA 5310	800,000							
Sub-Total: Paratransit Improvement Program			800,000	800,000	800,000	800,000	800,000	4,000,000
<u>BUS SPARE PARTS PROGRAM</u>								
BRT Capital Spare Parts Program		P16390150	266,750	266,750	266,750	266,750	266,750	1,333,750
FFY 2022 Federal Formula Grant	266,750							
FFY 2023 Federal Formula Grant	266,750							
FFY 2024 Federal Formula Grant	266,750							
FFY 2025 Federal Formula Grant	266,750							
FFY 2026 Federal Formula Grant	266,750							
Sub-Total: Bus Spare Parts Program			266,750	266,750	266,750	266,750	266,750	1,333,750
TOTAL - BUSES			37,066,750	23,066,750	23,066,750	23,066,750	23,066,750	129,333,750

Figure 64

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY 2023 - 2027 CAPITAL IMPROVEMENT PLAN RTA DEVELOPMENT FUND							
ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2023	2024	2025	2026	2027	TOTALS 2023-2027
FACILITIES IMPROVEMENTS							
BRIDGE REHABILITATION							
Track Bridge Rehab. - Viaduct Bridge Rehab: Phase 2 & 3	P20800460	0	0	3,750,000	6,895,000	0	10,645,000
FFY 2024 Federal Formula Grant		3,750,000					
FFY 2025 Federal Formula Grant				6,895,000			
Track Bridge Inspection Program	P20800270	0	475,000	0	475,000	0	950,000
FY 2024 Local Funds		475,000					
FY 2026 Local Funds			475,000				
Track Bridge Rehab. - Water Front Line Bridge	P20800X00	6,000,000	0	0	0	0	6,000,000
FFY 2022 Federal Formula Grant		6,000,000					
Rehab of Track Bridge -Brookpark	P20800X20	3,980,000	0	0	0	0	3,980,000
FFY 2022 Federal Formula Grant		3,980,000					
Rehab of Track Bridge Ambler Strike Protection	P20800X30	300,000	3,770,000	0	0	0	4,070,000
FFY 2022 Federal Formula Grant		300,000					
FFY 2023 Federal Formula Grant			3,770,000				
Rehab of Track Bridge Canal Road	P20800X60	0	0	0	570,000	5,195,728	5,765,728
FFY 2025 Federal Formula Grant					570,000		
FFY 2026 Federal Formula Grant						5,195,728	
Rehab of Track Bridge Access Rd over NS at CRMF	P20800X60	1,925,000	7,978,786	0	0	0	9,903,786
FFY 2022 Federal Formula Grant		\$ 1,925,000.00					
FY 2024 (TBD)			\$ 7,978,786.00				
Tower City East Portal	P24800570	7,100,000	0	0	0	0	7,100,000
FFY 2022 Federal Formula Grant		\$ 400,000.00					
FFY 2023 TBD		\$ 6,700,000.00					
Sub-Total: Bridge Rehabilitation		19,305,000	12,223,786	3,750,000	7,940,000	5,195,728	48,414,514

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY 2023 - 2027 CAPITAL IMPROVEMENT PLAN RTA DEVELOPMENT FUND							
ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2023	2024	2025	2026	2027	TOTALS 2023-2027
FACILITIES IMPROVEMENTS - Continued							
FACILITIES IMPROVEMENTS							
Brookpark Facility Relocation	"New"	500,000	3,350,000				3,850,000
FFY 2022 Federal Formula Grant		500,000					
FFY 2023 Federal Formula Grant			3,350,000				
HVAC System Improvement Program	P32800X10	2,250,000	2,250,000	2,250,000	1,250,000	1,175,000	9,175,000
FFY 2022 Federal Formula Grant		2,250,000					
FFY 2023 Federal Formula Grant			2,250,000				
FFY 2024 Federal Formula Grant				2,250,000			
FFY 2025 Federal Formula Grant					1,250,000		
FFY 2026 Federal Formula Grant						1,175,000	
Pavement Improvement Program	P32800X20	1,100,000	1,100,000	2,100,000	1,100,000	1,050,000	6,450,000
FFY 2022 Federal Formula Grant		1,100,000					
FFY 2023 Federal Formula Grant			1,100,000				
FFY 2024 Federal Formula Grant				2,100,000			
FFY 2025 Federal Formula Grant					1,100,000		
FFY 2026 Federal Formula Grant						1,050,000	
Roofing Improvement Program	P32800X20	1,625,000	1,625,000	1,625,000	1,625,000	1,075,000	7,575,000
FFY 2022 Federal Formula Grant		1,625,000					
FFY 2023 Federal Formula Grant			1,625,000				
FFY 2024 Federal Formula Grant				1,625,000			
FFY 2025 Federal Formula Grant					1,625,000		
FFY 2026 Federal Formula Grant						1,075,000	
SYSTEM-WIDE FACILITIES							
State of Good Repair Projects	P32800290	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
FFY 2022 Federal Formula Grant		1,500,000					
FFY 2023 Federal Formula Grant			1,500,000				
FFY 2024 Federal Formula Grant				1,500,000			
FFY 2025 Federal Formula Grant					1,500,000		
FFY 2026 Federal Formula Grant						1,500,000	
Sub-Total: System-Wide Facilities		6,975,000	9,825,000	7,475,000	5,475,000	4,800,000	34,550,000
TOTAL - FACILITIES IMPROVEMENTS		26,280,000	22,048,786	11,225,000	13,415,000	9,995,728	82,964,514

Figure 65

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2023 - 2027 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2023	2024	2025	2026	2027	TOTALS 2023-2027
		EQUIPMENT & VEHICLES					
MANAGEMENT INFORMATION SYSTEM							
Information Technology Program	P42610X20	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
FFY 2022 Federal Formula		2,000,000					
SFY 2023 OTP2		1,000,000					
FFY 2023 Federal Formula		2,000,000					
SFY 2024 OTP2		1,000,000					
FFY 2024 Federal Formula		2,000,000					
SFY 2025 OTP2		1,000,000					
FFY 2025 Federal Formula		2,000,000					
SFY 2026 OTP2		1,000,000					
FFY 2026 Federal Formula		2,000,000					
SFY 2027 OTP2		1,000,000					
ITS System Upgrades							
FFY 2022 Federal Formula Grant		350,000					
FFY 2023 Federal Formula Grant		350,000					
FFY 2024 Federal Formula Grant		350,000					
FFY 2025 Federal Formula Grant		350,000					
FFY 2026 Federal Formula Grant		350,000					
IT Upgrade/ERP							
FFY 2022 Federal Formula Grant		1,000,000					
FY 2023 Local Funds		0					
FFY 2024 Federal Formula Grant		5,000,000					
FY 2025 TBD		5,000,000					
FFY 2025 Federal Formula Grant		4,614,779					
FY 2026 TBD		5,385,221					
FFY 2026 Federal Formula Grant		2,000,000					
Transit Police Radio / Body Camera Replacement							
	P44340010	156,620	156,620	156,620	0	0	469,860
FY 2023 Local Funds		156,620					
FY 2024 Local Funds		156,620					
FY 2025 Local Funds		156,620					
Revenue Fare Collection							
	P44340X10	3,000,000	0	0	1,000,000	6,321,163	10,321,163
FFY 2022 Federal Formula Grant		3,000,000					
FFY 2025 Federal Formula Grant		1,000,000					
FFY 2026 Federal Formula Grant		6,321,163					
Sub-Total: Management Information System		7,506,620	3,506,620	13,506,620	14,350,000	11,671,163	50,541,023
TOTAL - EQUIPMENT & VEHICLES		7,506,620	3,506,620	13,506,620	14,350,000	11,671,163	50,541,023

Figure 66

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2023 - 2027 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE		PROJECT NUMBER	2023	2024	2025	2026	2027	TOTALS 2023-2027
CATEGORY / PROJECT NAME								
<u>OTHER PROJECTS</u>								
<u>OTHER</u>								
Planning Studies (Transportation for Livable Communities)		P49570360	100,000	100,000	100,000	100,000	100,000	500,000
	FY 2023 Local Funds		100,000					
	FY 2024 Local Funds		100,000					
	FY 2025 Local Funds		100,000					
	FY 2026 Local Funds		100,000					
	FY 2027 Local Funds		100,000					
RTA Development Fund Contingency	TBD	P49990XX0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
	2023 - 27 (TBD)							
Metrohealth Line BRT		P49570.XXX	0	2,000,000	20,500,000	23,500,000	0	46,000,000
FFY 2023 Federal Formula Grant	2,000,000							
FFY 2024 Federal Formula Grant	3,000,000							
FY 2025 (TBD)	17,500,000							
FFY 2025 Federal Formula Grant	3,000,000							
FY 2026 (TBD)	20,500,000							
NOACA Unserve Areas - 5307 CUA		P51670XX0	543,750	543,750	543,750	543,750	543,750	2,718,750
FFY 2022 Federal Formula Grant	543,750							
FFY 2023 Federal Formula Grant	543,750							
FFY 2024 Federal Formula Grant	543,750							
FFY 2025 Federal Formula Grant	543,750							
FFY 2026 Federal Formula Grant	543,750							
TOTAL - OTHER PROJECTS			2,643,750	4,643,750	23,143,750	26,143,750	2,643,750	59,218,750

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2023 - 2027 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE		PROJECT NUMBER	2023	2024	2025	2026	2027	TOTALS 2023-2027
CATEGORY / PROJECT NAME								
<u>PREVENTIVE MAINTENANCE/OPERATING REIMBURSEMENTS</u>								
<u>PREVENTIVE MAINTENANCE/OPERATING REIMBURSEMENTS</u>								
Preventive Maintenance Reimb. Exp.		P51670X00	2,076,041	1,801,041	1,120,282	8,452,021	12,109,100	25,558,485
FFY 2022 Federal Formula Grant	2,076,041							
FFY 2023 Federal Formula Grant	1,801,041							
FFY 2024 Federal Formula Grant	1,120,282							
FFY 2025 Federal Formula Grant	8,452,021							
FFY 2026 Federal Formula Grant	12,109,100							
TOTAL - PREVENTIVE MAINT./OPERATING REIMB.			2,076,041	1,801,041	1,120,282	8,452,021	12,109,100	25,558,485

Figure 67

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2023 - 2027 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

RAIL PROJECTS								
ELECTRICAL SYSTEM								
OCS Replacement and Upgrade Plan		P21320180	4,000,000	4,000,000	2,000,000	0	0	10,000,000
FFY 2022 Federal Formula Grant	4,000,000							
FFY 2023 Federal Formula Grant	4,000,000							
FFY 2024 Federal Formula Grant	2,000,000							
Substation Improvement Program		P2180X00	0	0	3,937,500	0	0	3,937,500
FFY 2024 Federal Formula Grant	3,937,500							
Rail Complex Underground Cabling			0	1,100,000	0	0	0	1,100,000
FFY 2023 Federal Formula Grant	1,100,000							
Sub-Total: Electrical System			4,000,000	5,100,000	5,937,500	0	0	15,037,500
TRAIN CONTROL / SIGNALS								
Signal System Upgrade Program		P26800X00	1,282,500	1,592,500	3,362,500	4,000,000	2,000,000	12,237,500
FFY 2022 Federal Formula Grant	1,282,500							
FFY 2023 Federal Formula Grant	1,592,500							
FFY 2024 Federal Formula Grant	3,362,500							
FFY 2025 Federal Formula Grant	4,000,000							
FFY 2026 Federal Formula Grant	2,000,000							
Light Rail Fiber Optics			0	1,000,000	5,000,000	0	0	6,000,000
FFY 2023 Federal Formula Grant	1,000,000							
FFY 2024 Federal Formula Grant	5,000,000							
FFY 2027 TBD	0							
Sub-Total: Train Control / Signals			1,282,500	2,592,500	8,362,500	4,000,000	2,000,000	18,237,500
TRACK REHABILITATION								
Rail Infrastructure Program		P23320X00	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
FFY 2022 Federal Formula Grant	1,000,000							
FFY 2023 Federal Formula Grant	1,000,000							
FFY 2024 Federal Formula Grant	1,000,000							
FFY 2025 Federal Formula Grant	1,000,000							
FFY 2026 Federal Formula Grant	1,000,000							
On-Call Rail Engineering Services		P23800240	200,000	200,000	200,000	200,000	200,000	1,000,000
FFY 2022 Federal Formula Grant	200,000							
FFY 2023 Federal Formula Grant	200,000							
FFY 2024 Federal Formula Grant	200,000							
FFY 2025 Federal Formula Grant	200,000							
FFY 2026 Federal Formula Grant	200,000							

Figure 68

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2023 - 2027 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE		PROJECT NUMBER	2023	2024	2025	2026	2027	TOTALS 2023-2027
CATEGORY / PROJECT NAME								
<u>RAIL PROJECTS - Continued</u>								
<u>TRACK REHABILITATION</u>								
Light Rail Rehabilitation Program		P24800400	15,500,000	15,500,000	15,500,000	15,500,000		62,000,000
FFY 2022 Federal Formula Grant	6,000,000							
SFY 2023 ODOT TRAC	9,500,000							
FFY 2023 Federal Formula Grant	6,000,000							
SFY 2024 ODOT TRAC	9,500,000							
FFY 2024 Federal Formula Grant	6,000,000							
SFY 2025 ODOT TRAC	9,500,000							
FFY 2025 Federal Formula Grant	6,000,000							
SFY 2026 ODOT TRAC	9,500,000							
Red Line East Track Rehabilitation		P24800X40	0	10,000,000	0	4,000,000	10,450,000	24,450,000
FFY 2023 Federal Formula Grant	2,000,000							
FY 2024 TBD	8,000,000							
FFY 2025 Federal Formula Grant	4,000,000							
FFY 2026 Federal Formula Grant	9,750,000							
FY 2025 TBD	700,000							
Light Rail Blue Line Guard Walls & Retaining Walls		P24800X60	200,000	1,800,000	0	0	0	2,000,000
FFY 2022 Federal Formula Grant	200,000							
FFY 2023 Federal Formula Grant	1,800,000							
Track 3 Repairs & CRMF Interior Wash			700,000	0	1,000,000	5,925,050.00		7,625,050
FY 2023 (TBD)	700,000							
FFY 2025 Federal Formula Grant	1,000,000							
FFY 2026 Federal Formula Grant	5,925,050							
Sub-Total: Track Rehabilitation			17,600,000	28,500,000	16,700,000	21,700,000	17,575,050	102,075,050
<u>RAIL STATION REHABILITATION</u>								
W. 25th Street Station Rehab		New	0	0	3,630,759	6,244,241	0	9,875,000
FFY 2024 Federal Formula Grant	3,630,759							
FFY 2025 Federal Formula Grant	6,244,241							
E. 79th Street Light Rail Station		P24800X60	500,000	8,000,000	0	0	0	8,500,000
FFY 2022 Federal Formula Grant	500,000							
FFY 2023 Federal Formula Grant	4,000,000							
FY 2024 TBD	4,000,000							
Warrensville Van Aken Comfort/ Platform Station		P24800600	1,600,000	0	0	0	0	1,600,000
FFY 2022 Federal Formula Grant	1,600,000							
Sub-Total: Rail Station Rehabilitation			2,100,000	8,000,000	3,630,759	6,244,241	0	19,975,000
<u>RAIL VEHICLE FLEET</u>								
Rail Capital Spare Parts Program		P16390X00	750,000	500,000	500,000	500,000	500,000	2,750,000
FFY 2022 Federal Formula Grant	750,000							
FFY 2023 Federal Formula Grant	500,000							
FFY 2024 Federal Formula Grant	500,000							
FFY 2025 Federal Formula Grant	500,000							
FFY 2026 Federal Formula Grant	500,000							
Rail Line Car/ Rail Work Equipment		P46390XXX	3,800,000	0	3,500,000	1,200,000	1,000,000	9,500,000
FFY 2022 Federal Formula Grant	3,800,000							
FFY 2024 Federal Formula Grant	3,500,000							
FFY 2025 Federal Formula Grant	1,200,000							
FFY 2026 Federal Formula Grant	1,000,000							

Figure 69

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2023 - 2027 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2023	2024	2025	2026	2027	TOTALS
							2023-2027
<u>RAIL PROJECTS - Continued</u>							
<u>RAIL CAR REPLACEMENT PROGRAM</u>							
2021-2024 HRV Rail Replacement Program	P14390200	20,000,000	9,900,000	0	0	0	29,900,000
FFY 2022 Federal Formula Grant		4,462,500					
SFY 2023 OTP2		10,000,000					
FY 2023 (TBD)		5,537,500					
FFY 2023 Federal Formula Grant		6,987,500					
FY 2024 (TBD)		2,912,500					
2024-2029 LRV Rail Replacement Program	P14390XXX	0	21,000,000	30,000,000	20,000,000	10,000,000	81,000,000
FFY 2023 Federal Formula Grant		0					
SFY 2024 OTP2		10,000,000					
FY 2024 (TBD)		11,000,000					
FFY 2024 Federal Formula Grant		10,000,000					
SFY 2025 OTP2		10,000,000					
FY 2025 (TBD)		10,000,000					
FFY 2025 Federal Formula Grant		5,000,000					
SFY 2026 OTP2		10,000,000					
FY 2026 (TBD)		5,000,000					
FFY 2026 Federal Formula Grant		10,000,000					
2022-2026 RCRP -Rail Infrastructure Modification Upgrades	P24800XXX	6,000,000	8,000,000	0	0	0	14,000,000
FFY 2022 Federal Formula Grant		6,000,000					
FFY 2023 Federal Formula Grant		8,000,000					
Sub-Total: Rail Vehicle Fleet		30,550,000	39,400,000	34,000,000	21,700,000	11,500,000	137,150,000
TOTAL - RAIL PROJECTS		55,532,500	83,592,500	68,630,759	53,644,241	31,075,050	292,475,050

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2023 - 2027 CAPITAL IMPROVEMENT PLAN
RTA DEVELOPMENT FUND**

ANTICIPATED FUNDING SOURCE							
<u>TRANSIT CENTERS</u>							
Enhanced ADA Access (Enhancement Item)	P49800X00	300,000	300,000	300,000	300,000	300,000	1,500,000
FFY 2022 Federal Formula Grant		300,000					
FFY 2023 Federal Formula Grant		300,000					
FFY 2024 Federal Formula Grant		300,000					
FFY 2025 Federal Formula Grant		300,000					
FFY 2026 Federal Formula Grant		300,000					
Stephanie Tubs Jones Canopy	New	1,000,000	0	0	0	0	1,000,000
FFY 2022 Federal Formula Grant		1,000,000					
TOTAL - TRANSIT CENTERS		1,300,000	300,000	300,000	300,000	300,000	2,500,000

TOTAL RTA DEVELOPMENT FUND 135,930,660 142,859,447 140,993,161 141,521,762 91,361,541 652,666,571

TOTAL RTA CAPITAL FUND 4,047,734 4,008,921 4,017,524 3,926,353 4,243,730 20,244,262

TOTAL CAPITAL IMPROVEMENT PLAN 139,978,394 146,868,368 145,010,685 145,448,115 95,605,271 672,910,834

Figure 70



Greater Cleveland
Regional Transit Authority