

2024 OPERATING & CAPITAL BUDGET



OUR MISSION: CONNECTING THE COMMUNITY



Greater Cleveland
Regional Transit Authority

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

2024 BUDGET

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ACKNOWLEDGEMENTS

SPECIAL THANKS TO THE FOLLOWING INDIVIDUALS FOR THEIR ASSISTANCE

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For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morill
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The Government Finance Officers Association of the United State and Canada (GFOA) presented an award of Distinguished Presentation to the Greater Cleveland Regional Transit Authority for its annual budget for the fiscal year beginning January 2023. 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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61- MANAGEMENT INFORMATION SERVICES
62- SUPPORT SERVICES
64- PROCUREMENT
65- REVENUE
67- OFFICE OF MANAGEMENT & BUDGET
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19- INTERNAL AUDIT


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2024 TRANSMITTAL LETTER

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

Date: November 9, 2023

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

Subject: Transmittal Letter & Proposed
FY 2024 Budget in Brief

EXECUTIVE SUMMARY

The Greater Cleveland Regional Transit Authority (GCRTA) continues to prioritize projects and opportunities that promote our Mission, "Connecting the Community," and the four pillars of our Strategic Plan: Community Value, Customer Satisfaction, Financial Sustainability, and Employee Engagement.

Community Value:

The Transit Ambassador program, which includes Transit Ambassadors and Crisis Intervention Specialists, has helped to improve the customer experience when riding our service. The Transit Ambassador's primary function is to assist customers during any part of their journey, from beginning to end. The Crisis Intervention Specialists are experienced in de-escalation tactics and can provide customer referrals to social safety-net programs when necessary.

We held a ribbon cutting ceremony in February for our Connectworks microtransit program. This program is a collaboration between the Authority, City of Solon, Chamber of Commerce of Solon, and area businesses in efforts to expand equitable access to Solon employment opportunities for all the greater Cleveland region, with the hope of expanding to other communities in the future. A second Workforce Connector Program with SHARE Mobility was began in October for employees in the Aerozone Alliance region. The private-public mobility partnership program will be proving rides from the Authority's Brookpark Station directly to employment opportunities in areas of North Olmsted, Fairview Park, Brookpark, Berea, Middleburg Heights, Cleveland, NASA Glenn Research Center, and Cleveland Hopkins Airport. Rides are scheduled in advance to ensure efficiency for riders and sustainability in program implementation.

In April, staff from GCRTA, Cleveland Public Library, and Kids' Book Bank joined forces to distribute free books at Tower City, Stokes-Windermere, and West Park stations. Riders were also encouraged to join the [Cleveland Reads](#) challenge.

The GCRTA has been awarded \$432,000 by the Federal Transit Administration (FTA) to study Transit-Oriented Development along the Broadway Corridor. The study will create a plan to connect existing and future economic development, affordable housing initiatives, transit investment, and foster multi-modal connections.

We added four new members to the Board of Trustees. Two members were appointed in May by Cleveland Mayor, Justin Bibb: Calley Mersmann and Jeffrey Sleasman. Two members were appointed in October by Cuyahoga County Executive Chris Ronayne: Deidre McPherson and Stephen M. Love. We welcome them aboard, and agree their experience will be beneficial to enhancing the Authority's impact on the community.

Akron METRO RTA began operating scheduled fixed-route bus service to and from the Authority's Southgate Transit Center to various places in Summit County. Customers arriving at the Southgate Transit Center will now have the ability to transfer from one bus authority to another in reaching various destinations between Cleveland and Akron. This is a huge win for both transit agencies and metro areas.

As part of fellow team members' capstone project with Cleveland State University's (CSU) 2023 Leadership Academy, two fundraisers benefiting the **A Place 4 Me** initiative. **A Place 4 Me** is a local initiative, partnered with the YWCA of Greater Cleveland, that supports and assists youth (ages 14-26) who are at risk of or experiencing homelessness. This provided a great opportunity to support our employees who are Connecting the Community. The Authority, along with the Union Miles Development Corporation (UMDC), collaborated on a project to feature six local and national historic individuals on bus shelter locations within the Authority's Union-Miles service area. These historic individuals include Stephanie Tubbs-Jones (MLK Drive at Avon Ave.), Carl & Louis Stokes (E. 131 St. at Glendale Ave.), Fred Hampton (Miles Ave. at E. 131 St.), Harriet Tubman (E. 131 St. at Harvard Ave.), Malcolm X (E. 131 St. at Harvard Ave.), and Barack Obama (E. 131 St. at Miles Ave). The artwork was created by well-known artist, Mr. Soul.

The Annual "Touch a Truck" event was held in August in Public Square. The Authority conducted vehicle demonstrations, provided on-site Operation Community Watch with Transit Police Officers, provided a "meet and greet" with some of the Authority's K-9 Officers, and provided the staff of the Authority's Human Resources Division to educate the community about job opportunities and careers at the Authority.

In October, the Board of Trustees approved seven members who will serve as the newly created Civilian Oversight Committee (COC): Elise Auvil, Timothy Clary, Jakolya Gordon, David Morris, Steven Sims, George Taylor, and Rebecca Wharton. The COC is a voluntary and proactive effort that seeks to give voice to the community and enhance accountability through an independent review and investigation of public complaints of alleged misconduct regarding its Transit Police Department.

Customer Service:

The Board of Trustees approved a new contract with Siemens Mobility, Inc. for the builder of 24 Siemens Model S200 rail cars, with an option to purchase up to 60 total cars. These cars are modeled after those at San Francisco Municipal Transportation Agency (SFMTA) and Calgary Transit. These cars will feature two door heights for high- and low-platform accessibility; ADA accessibility; advanced infotainment system for enhanced digital and travel experience; modern operator cab area with a dedicated HVAC unit, heated windshield, and enhanced visibility; ice cutting pantographs on each car; 52 passenger seats, two wheelchair areas, and four bicycle areas per rail car.

In May we launched a new RideRTA.com website. This new website features improved accessibility, keyboard navigation control, Web Content Accessibility Guidelines (WCAG), and rich internet applications to enhance the accessibility of the website.

In September, we held a ribbon-cutting ceremony to launch the re-opening of the Waterfront Line for Brown's games. The Waterfront Line resumed limited service for the Brown's games. Final site clean-up activities will continue through early Fall, and we will continue to perform various upgrades while the trains are not running. Regular scheduling for the Waterfront Line will be evaluated for 2024.

Financial Sustainability:

A new 3-year contract with the Fraternal Order of Police (FOP) was signed in March. Both negotiation teams put forth significant effort to reach a fair agreement for both the employees and the Authority.

In preparation for our new rail cars, the Authority purchased a property in Brook Park. This property features both warehouse and office space, which will support the new rail car project, work equipment for Rail Facilities, and meeting and training space for Human Resources.

On Friday, May 5, 2023, U.S. Senator Sherrod Brown, U.S. Congresswoman Shontel Brown, Federal Transit Administrator Nuria Fernandez and local leaders toured the Authority's Rail Equipment Building. They awarded

the Authority \$130 million, through the Infrastructure Investment & Jobs Act (IIJA) to support the Railcar Replacement Project.

U.S. Senator Sherrod Brown announced that the U.S. Department of Transportation's Federal Transit Administration has awarded the Authority approximately \$3.3 million of a Low-No Grant. The funding will assist the Authority in the purchase of six environmentally friendly 40-foot Compressed Natural Gas-powered buses.

The Authority was awarded a \$12.6 million grant from the Ohio Department of Transportation's (ODOT) Ohio Transit Partnership Program (OTP2) for use towards the Rail Car Replacement Program and a planned study for electric vehicles. The majority of the funding (\$12.4 million) will go towards the Rail Car Replacement Program and \$200,000 will be used for electric vehicle planning study.

Employee Engagement:

Since launching our Positive Impact Program last August, we have hosted 12 Mentor training classes with up to six Operators being trained in each class to be mentors. We have had great results with the program, including: 82% success rate for new Operators in the program. The success of the program is a result of great collaboration between the Transportation Managers and Amalgamated Transit Union (ATU) Operator representatives. Other transit agencies have reached out to us inquiring about our program and how they can create a similar program. A celebration for the 1-year anniversary of the program took place in November 2023 with representatives from the ATU Local 268, International ATU, the International Transportation Learning Center (TLC), and GCRTA. The ceremony will recognize mentees who have graduated from the program and the mentor leaders.

The Authority has hosted several Job Fairs for Career Opportunities throughout the year. These positions include operators, laborers, mechanics, signal maintainers, line maintainers, and substation maintainers.

The Authority will continue to focus on initiatives and projects related to our strategic plan. The 2024 budget continues to support the pillars of the strategic plan. We have eliminated steps for operators and Transit Police officers in order that employees can reach the top step faster. The Transit Police Ambassadors and Crisis Intervention Specialists will continue to enhance the customer experience throughout the entire journey, including finding routes, purchasing tickets, boarding buses and trains, connecting to free WiFi, and getting to their destinations. We are excited to continue the contract with Siemens Mobility, LLC and look forward to the day we can accept the new high-low floor rail vehicles into our system.

We will continue to seek feedback from the community, our customers, and our employees through surveys. This feedback will provide the path toward enhancing the riders' experience, enabling better connections, highlighting the Authority as an economic driver in the community, and elevating the region as a transportation leader. We look forward to what we can accomplish in 2024 and beyond.

2024 PROPOSED BUDGET IN BRIEF

The Proposed FY 2024 Budget supports the daily operating activities of the Authority. The following pages discuss the assumptions used in developing the Proposed FY 2024 Budget.

INFLATION

Inflation has steadily dropped from the peak of 9.1% in July 2022 to 3.7% in September 2023. For 2024, economists are projecting core inflation to continue falling to about 2.8% at the end of 2024. Kiplinger is projecting that inflation will ease to 3.5% by the end of 2023 and 2.5% by the end of 2024. On-going shortages of raw materials and computer chips, as well as supply chain disruptions are expected to ease by the end of 2023. Moody's Analytics has forecasted that inflation will increase slightly by the end of 2023 before falling again in 2024.

INTEREST RATES

Moody's Analytics expects the interest rates to remain between 4.2% to 4.7% through 2024. Moody's does not expect the Federal Open Market Committee (FOMC) to start cutting interest rates until mid-2024. Kiplinger predicts the Federal Reserve will keep interest rates steady around 5% through the majority of 2024.

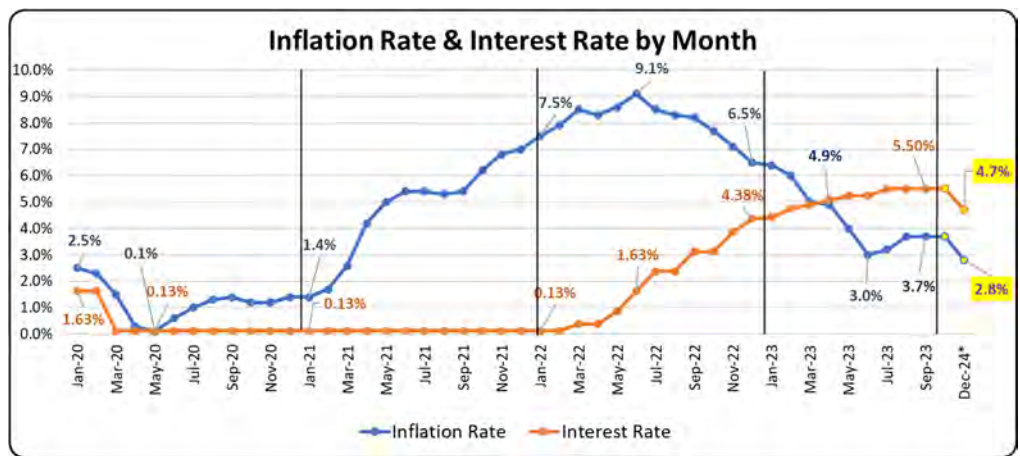


Figure 1

Revenues

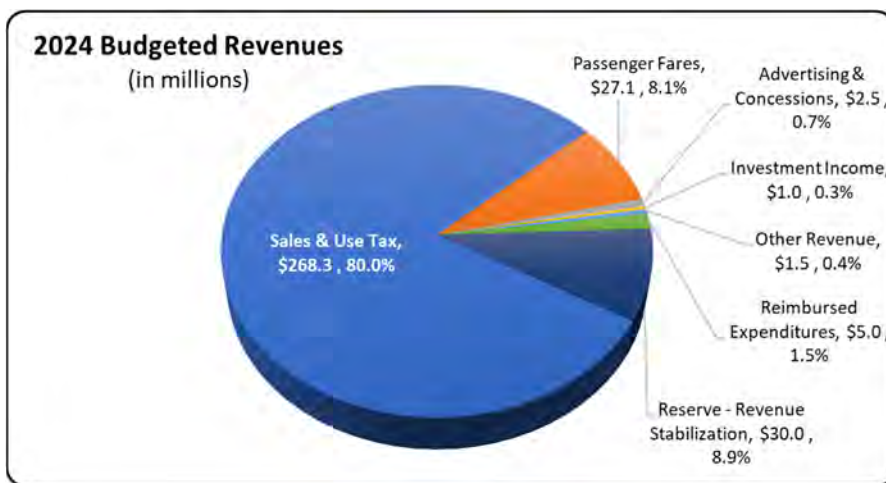


Figure 2

Total Revenues are budgeted at \$335.4 million. Sales Tax and Passenger Fares are the Authority's primary sources of unrestricted revenue representing 80.0% and 8.1%, respectively, of total budgeted revenues.

Ridership in 2019 totaled 32.1 million riders. Ridership through September 2023 is up 17.7% compared to ridership through September 2022, and down 32.9% compared to the same period in 2019. Ridership continues to return slowly to the pre-pandemic levels. Ridership for 2024 is budgeted at 21.8 million riders, an increase of 2% compared to 2023. For 2025 and 2026, ridership is projected to increase 2.0% each year. See figure 3.

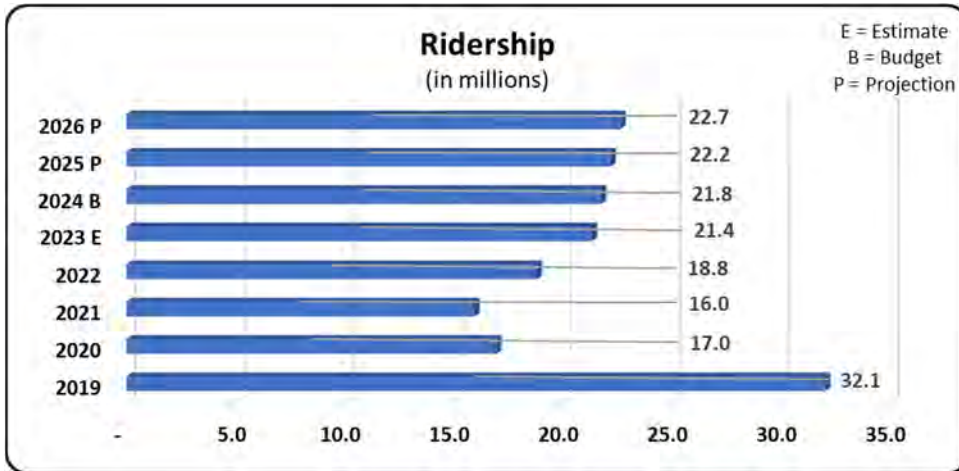


Figure 3

Student ridership increased in 2023 as students returned to in-class learning. A new contract was signed with Cleveland Metropolitan School District (CMSD) for the 2023-2024 school year. U Pass agreements were also signed with several colleges and universities as in-school learning was re-established.

Student ridership increased

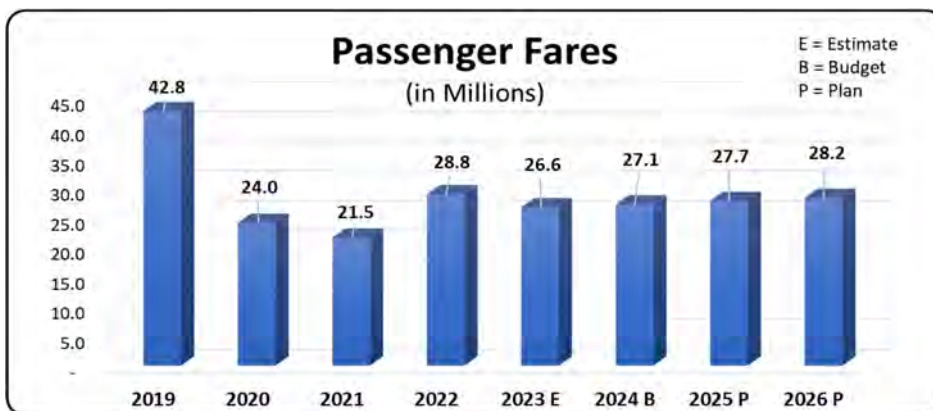


Figure 4

Passenger Fares are budgeted at \$27.1 million, a 2% increase from 2023 estimates. For 2025 and 2026, Passenger Fares are estimated at \$27.7 million and \$28.2 million, respectively, a 2% increase each year.

Sales & Use Tax is the largest source of operating revenues for the Authority. The Authority receives revenue from a 1.0% Sales & Use Tax collected in Cuyahoga County. Sales tax revenue has maintained its steady growth after the pandemic. Sales tax revenue is budgeted at \$268.3 million in 2024, a 2% increase from the 2023 estimate. For 2025 and

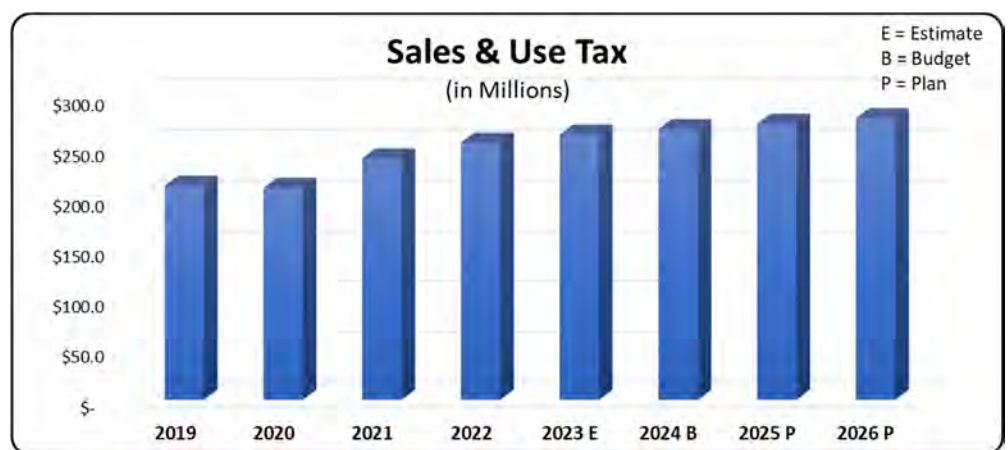


Figure 5

2026, sales tax is projected at \$273.7 million and \$279.1 million, respectively, maintaining a 2% increase each year.

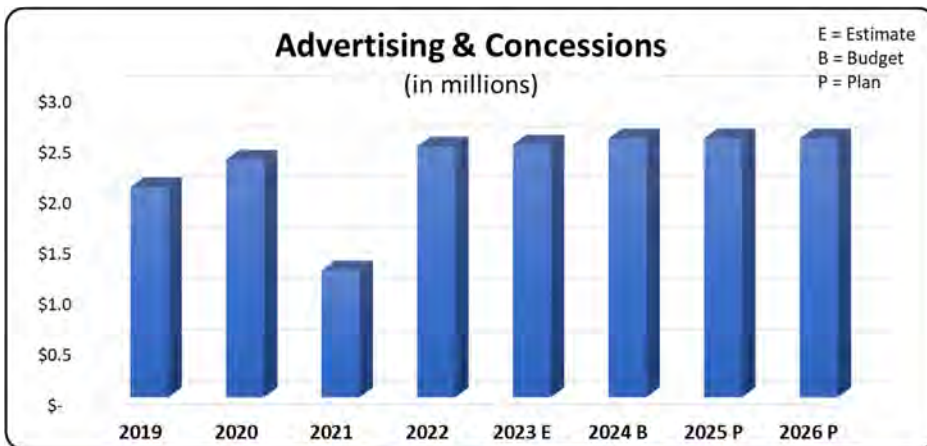


Figure 6

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 2024. Advertising & Concessions revenue is projected at the same level for 2025 and 2026.

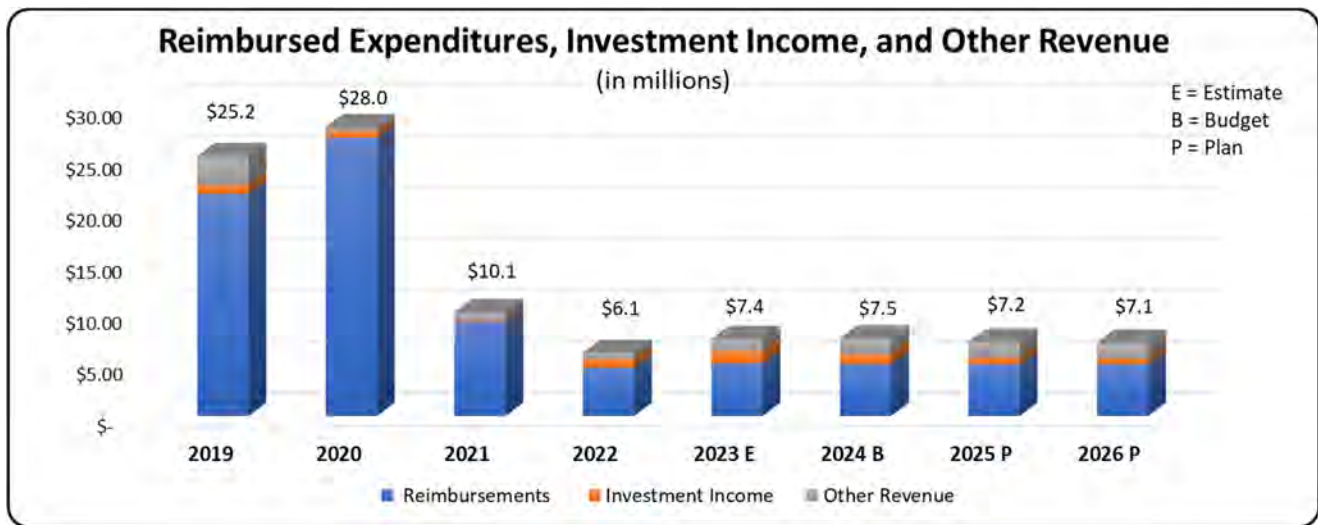


Figure 7

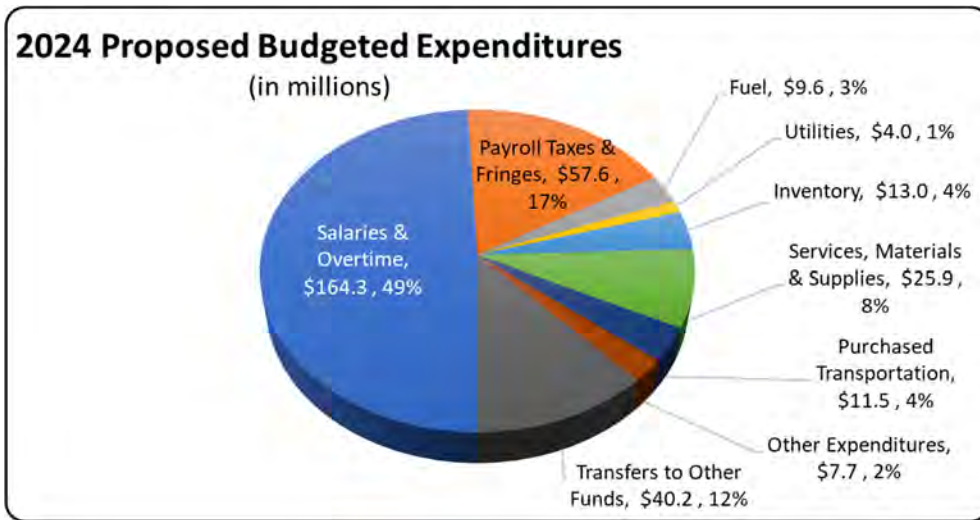
Investment income is budgeted at \$1 million in 2024. In 2023, the Authority is currently receiving an average of 4.2% on its cash investments and expectations in 2024 remain positive. Investment Income is budgeted at \$700,000 and \$600,000 for 2025 and 2026, respectively, as interest rates are expected to decline slowly.

Preventative Maintenance (PM) reimbursements were reduced in 2021 to \$1 million each year in order to fund much needed but unfunded capital projects. The PM Reimbursements for FY 2024 through 2026 are budgeted at \$1 million each year. The formula grants will be used for unfunded or under-funded projects. Other reimbursed expenditures include fuel tax reimbursements and force account labor reimbursements. Total reimbursements are budgeted at \$5 million for 2024 through 2026.

Other Revenue is budgeted at \$1.5 million for 2024 through 2026. Other Revenue includes various miscellaneous receipts from contractors, hospitalization, claim reimbursements, rent, and any salvage sales.

In 2021 and 2022, the Authority made strategic decisions to set aside a total of \$135 million in the Reserve Fund for Revenue Stabilization. This fund was created to support the operations by transferring funds back to the General Fund when needed to make up for the decline in revenues. This approach will also ensure that the Authority complies with the one-month year-end reserve Board Policy goal. In 2024, a transfer to the General Fund of \$30 million is budgeted. For FY 2025 and FY 2026, transfers to the General Fund of \$35 million and \$34.3 million, respectively, are planned. If Sales & Use Tax and Passenger Fare revenues are better than budgeted, the transfer to the General Fund may be reduced.

Expenditures



The total expenditures for FY 2024 are budgeted at \$333.8 million. This includes \$293.6 million for the Operating expenditures and \$40.2 million for required transfers to other funds. Total expenditures for 2025 and 2026 are estimated at \$343.2 million and \$351.2 million, respectively.

Figure 8

Total personnel costs, which includes salaries, overtime, payroll taxes, and fringe benefits, represent 66.5% of the General Fund budget. Salaries for 2024 through 2026 include wage increases for all employees, which are largely contractual.

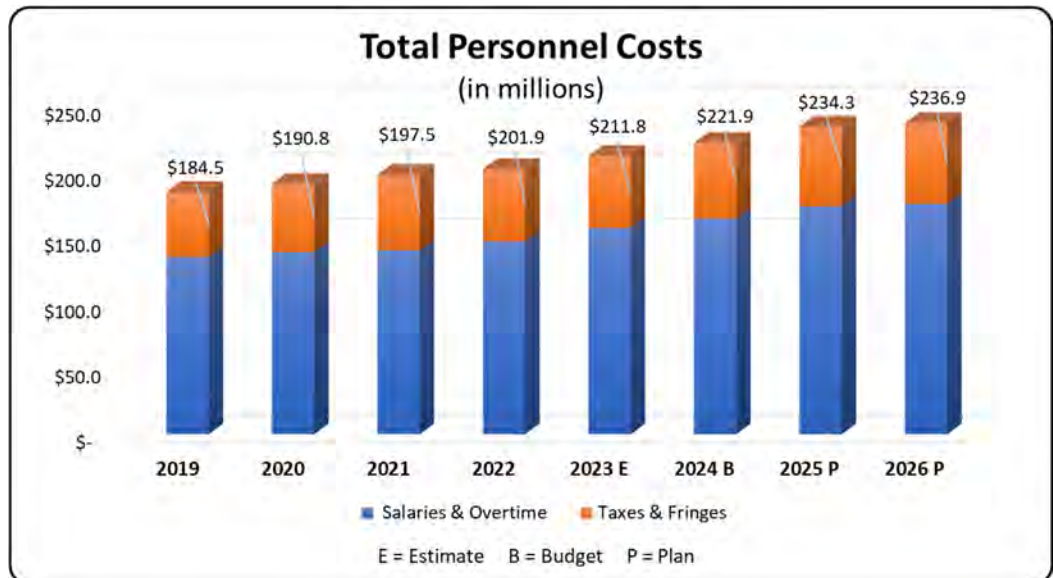


Figure 9

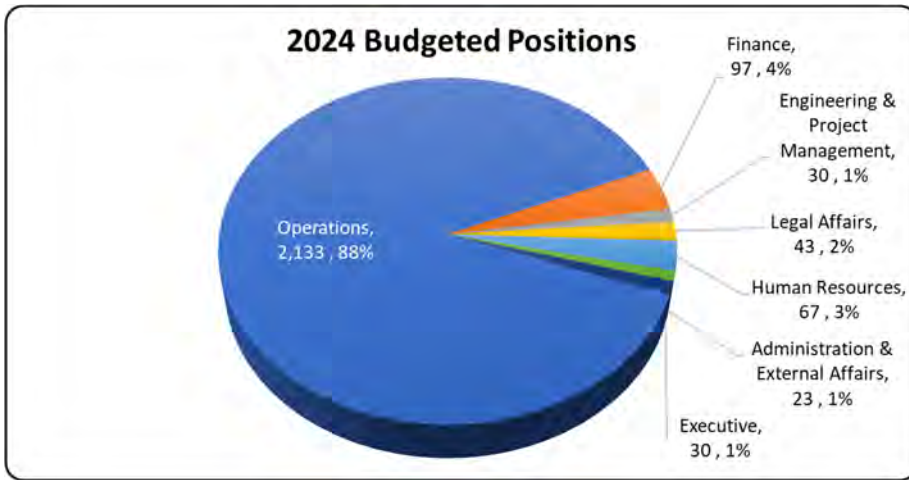


Figure 10(a)

In 2024, there are 2,423 full-time equivalent (FTE) positions budgeted. This is an increase of 26 positions from the 2023 budget to address changing business needs across the Authority. These include six (6) Transit Ambassador positions, fourteen (14) Bus Mechanic Apprenticeship positions, two (2) Human Resources Business Partners, a Training Coordinator position, Paratransit Operator position, and two (2) Financial Analyst

positions.

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

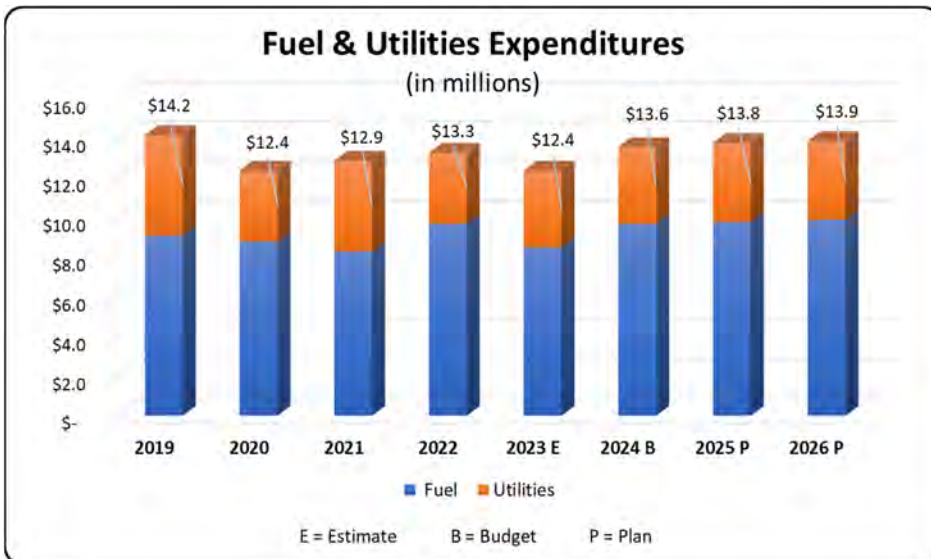


Figure 10(b)

Fuel and utilities total 4.1% of the total budget. Fuel includes diesel, CNG, propane, propulsion power, and gasoline. Utilities include water/sewer, electricity and natural gas for the facilities, as well as telephone, cell phone, and internet services.

Fuel and Utilities are budgeted at \$13.6 million in 2024. The Energy Price Risk Management Program has helped to stabilize fuel and utility costs through 2023 and will continue to maintain expenses in 2024 and beyond.

Services, materials, supplies and inventory include all service and maintenance contracts, materials, office supplies, inventory, and supplies for the upkeep of the buildings, stations, and vehicles. These categories represent 11.7% of the operating budget. Inventory is budgeted at \$13 million for 2024. The Supply Chain Management section of Fleet Management has helped the

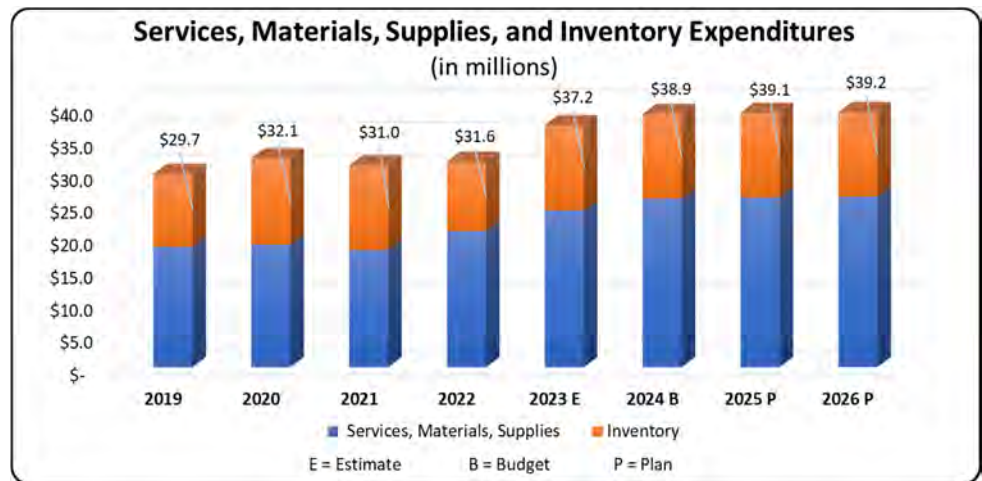


Figure 11

Authority maintain parts for the predictive and preventive maintenance repairs, and other repairs of revenue fleets. The predictive maintenance program began in 2015 under which vehicles are serviced based on a proactive maintenance program, ensuring greater reliability of our bus and rail fleets. Services, Materials & Supplies are budgeted at \$24.2 million and include maintenance and other contractual services and purchases. These purchases include smaller items and one-time purchases not covered under the Inventory program.

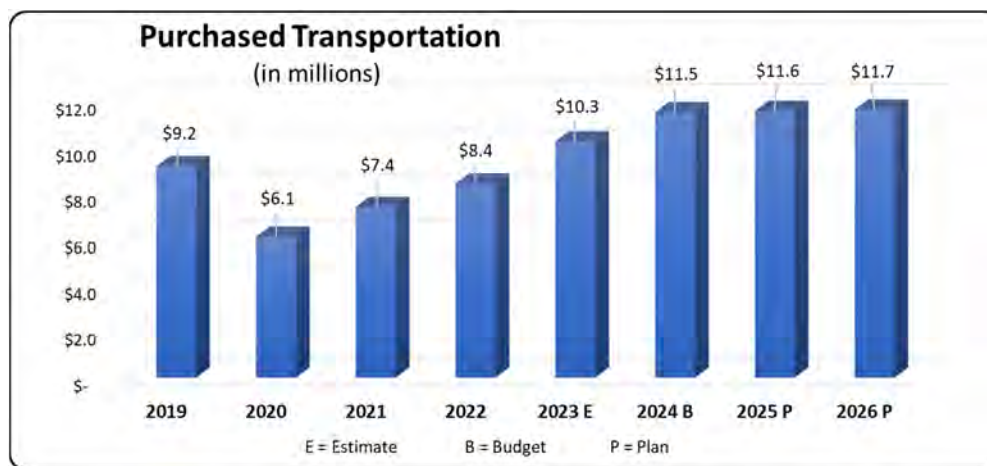


Figure 12

Purchased Transportation represents expenses for the third-party contractors for ADA Paratransit services and pass-through funding from Medina County Transit. This represents 4% of the operating budget. Purchased transportation is budgeted at \$11.5 million for 2024. The Authority entered into three (3) new contracts in 2023 with

Provide-A-Ride, Senior Transportation Connection and GC Logistics. These contracts continue the use of tablets for operators, which display rolling 90 minutes of trips, a connected dispatch system, and a united training program.

Other expenditures include workers' compensation costs, insurance premiums, claims payments, travel and training costs, and tuition reimbursement expenses. The Other Expenditures category represents 7.7% of the total operating budget, or \$11.5 million.

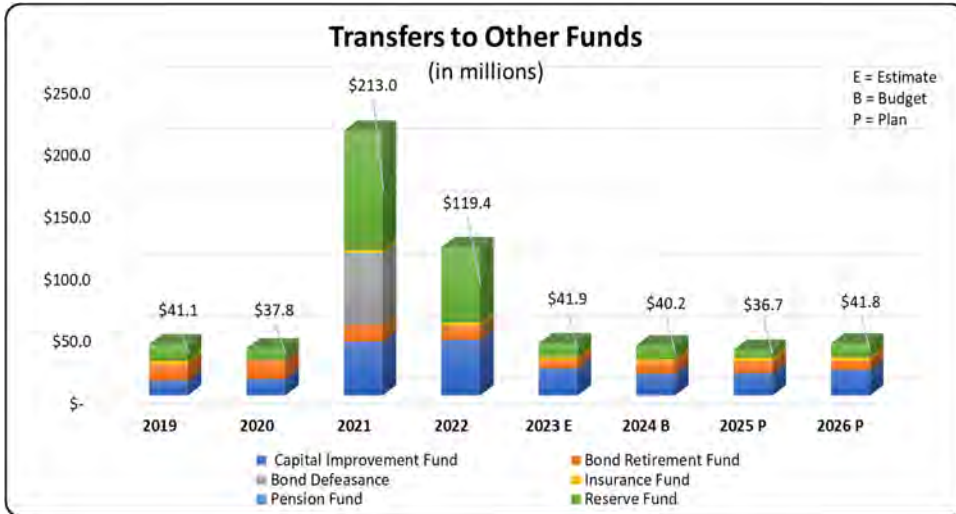


Figure 13

Transfers to Other Funds are set asides for specific needs required by various policies. Total transfers to other funds are budgeted at \$40.2 million for FY 2024.

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 \$26.8 million and includes the transfers to the Capital Improvement Fund and the 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 2024, the PM reimbursement is only budgeted at \$1.0 million largely for use when closing grants. In FY 2025 and FY 2026, total contributions to capital are projected to be \$27.4 million and \$27.9 million, respectively.

A \$2.5 million transfer to the Insurance Fund is budgeted in FY 2024. This transfer is to cover expected expenses and to maintain the \$5 million required balance. For 2025 and 2026, transfers of \$3 million are projected for each year.

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 2025, the transfer to the Reserve Fund is \$10.9 million, however there will be a transfer back to the General Fund of \$4.6 million to pay for the 27th pay for hourly employees. A transfer of \$10.9 million is also planned for 2026.

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

SERVICE LEVELS

2024 Budgeted Service Levels By Mode Compared to 2023 Budgeted Service Levels by Mode								
Service Mode	Service Hours				Service Miles			
	2023 Budget	2024 Budget	Variance	Percent Variance	2023 Budget	2024 Budget	Variance	Percent Variance
Rail								
Heavy Rail (Red)	143,000	143,000	0	0.0%	2,600,000	2,600,000	0	0.0%
Light Rail (Blue/Green)	53,336	53,336	0	0.0%	756,852	756,852	0	0.0%
Rail Total	196,336	196,336	0	0.0%	3,356,852	3,356,852	0	0.0%
Bus								
Bus Total	1,255,020	1,255,020	0	0.0%	15,066,089	15,066,089	0	0.0%
Sub-Total Bus & Rail	1,451,357	1,451,357	0	0.0%	18,422,941	18,422,941	0	0.0%
Paratransit								
In-House	157,715	187,429	29,714	18.8%	2,733,980	3,249,064	515,084	18.8%
Contract	159,102	180,079	20,977	13.2%	2,758,014	3,121,649	363,635	13.2%
Sub-Total Paratransit	316,817	367,508	50,691	16.0%	5,491,994	6,370,713	878,719	16.0%
Total	1,768,174	1,818,865			23,914,935	24,793,654		

Figure 14

The Authority implemented the NextGen service in June 2021, in response to the System Redesign Pillar Study, which provided customers with greater frequency of service with greater connectivity. Additionally, NextGen provided more cross-town routes allowing customers increased access to all Cuyahoga County has to offer. No service changes are projected for fixed route service in FY 2024. Paratransit adjusted and adapted to a new business process to increase the number of passengers per hour. For FY 2024, Paratransit is budgeted for a 16% increase.

FINANCIAL POLICY GOALS

An **Operating Ratio** of at least 25% is required by the Board. This efficiency ratio compares operating revenues (passenger fares, advertising, and investment income) to operating expenses. With ridership down compared to pre-pandemic levels, the Operating Ratio is budgeted at 10.5% for FY 2024. The Authority is not likely to meet this goal. Although many businesses have required employees to return to the office, others continue to have their employees either partially or permanently telecommuting. For 2025 and 2026, the Operating Ratio is projected to be 10.1% and 10.2%, respectively.

The **Growth per Year** is the change in the cost per hour of revenue service from one year to the next. This growth rate is to be kept at or below the level of inflation (for 2024, around 2.8%). This efficiency ratio shows the cost of delivering a unit of service compared to the prior year. Operating expenses are increasing for FY 2024 by 5.6% compared to FY 2023 and service levels are increasing by 2.9% due to Paratransit services. For 2025 and 2026, the growth per year is projected at 4.4% and 1.0%, respectively.

An **Operating Reserve** of at least 1 month (30 days) is required to cover any unforeseen or extraordinary fluctuations. With a 1.0-month Operating Reserve budgeted for FY 2024, the Authority is well prepared. For 2025 and 2026, a 1.0-month Operating Reserve is projected for each year.

Debt Service Coverage is a ratio measuring the Authority’s ability to meet annual interest and principal payments on outstanding debts. The Debt Service Ratio is budgeted at 4.64 for FY 2024, exceeding the Board policy. For 2025 and 2026, the Debt Service Ratio is projected at 4.44 and 5.84, respectively.

Current Board policy requires that a minimum of 10% of Sales & Use Tax revenue be applied to the capital needs of the Authority. These funds are used to meet the Authority’s annual debt service payments, provide the local match for grant-funded projects, and fund routine capital and asset maintenance projects. For FY 2024, the **Sales Tax Contribution to Capital** is budgeted at 10.0%, with \$26.8 million to be transferred to the Capital Improvement Funds. This goal will be met. A 10% transfer to capital is planned for both 2025 and 2026.

The Board has recognized that an emphasis must be made to maintain the Authority’s existing capital assets. **The Capital Maintenance to Expansion** is to be maintained between 75% and 90%. At 100% for the FY 2024 budget, the Authority’s emphasis continues to be on maintaining and improving its assets rather than an expansion of the system.

Financial Policy Goals						
		Goal	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan	
Operating Efficiency	Operating Ratio	Ratio that shows the efficiency of management by comparing operating expenses to operating revenues. Operating Revenues divided by Operating Expenses. Operating Revenues include Passenger Fares, Advertising & Concessions, Naming Rights, Investment Income, Other Revenue	≥ 25%	10.5%	10.1%	10.2%
	Cost per Service Hour	Measure of service efficiency. Total Operating Expenses (less force account labor) divided by Total Service Hours		160.99	168.03	169.64
	Growth per Year	Cost of delivering a unit of service (Cost per Hour), compared to the prior year; to be kept at or below the rate of inflation	≤ Rate of Inflation 2.8%	5.6%	4.4%	1.0%
	Operating Reserve (months)	Equal or above one month's operating expenses to cover unforeseen or extraordinary fluctuations in revenues or expenses	≥ 1 month	1.0	1.0	1.0
Capital Efficiency	Debt Service Coverage	The measure of the Authority's ability to meet annual interest and principal payments on outstanding debt.	≥ 1.5	4.63	4.44	5.84
	Sales Tax Contribution to Capital	Sales tax revenues to be allocated directly to the Capital Improvement Fund to support budgeted projects or to the Bond Retirement Fund to support debt service payments.	≥ 10%	10%	10%	10%
	Capital Maintenance to Expansion	The capital program requires a critical balance between maintenance of existing assets and expansion efforts.	79% - 90%	300%	100%	100%

Figure 15

CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) for 2024-2028 was approved by the Board of Trustees on May 16, 2023. 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.

2024 - 2028 CAPITAL IMPROVEMENT PLAN						
RTA DEVELOPMENT FUND + RTA CAPITAL						
PROJECT CATEGORY	2024	2025	2026	2027	2028	TOTAL 2024-2028
Bus Garages	\$3,900,000	\$0	\$2,150,000	\$500,000	\$0	\$6,550,000
Buses	\$23,066,750	\$23,057,497	\$23,121,247	\$23,184,997	\$23,238,747	\$115,669,238
Equipment & Vehicles	\$5,225,541	\$21,634,144	\$25,986,353	\$16,203,730	\$16,047,150	\$85,096,918
Facilities Improvements	\$24,480,000	\$13,810,000	\$26,585,000	\$13,860,000	\$7,085,000	\$85,820,000
Other Projects	\$5,871,250	\$33,341,575	\$18,341,576	\$2,841,576	\$2,841,576	\$63,237,553
Preventive Maint./Oper. Reimb.	\$1,001,373	\$1,740,075	\$5,252,874	\$6,022,249	\$12,975,887	\$26,992,458
Rail Car Program	\$42,487,500	\$34,500,000	\$20,500,000	\$13,750,000	\$14,250,000	\$125,487,500
Rail Projects	\$38,942,500	\$49,150,000	\$27,600,000	\$37,325,000	\$22,200,000	\$175,217,500
Transit Centers	\$1,300,000	\$300,000	\$375,000	\$375,000	\$375,000	\$2,725,000
TOTALS	\$146,274,914	\$177,533,291	\$149,912,050	\$114,062,552	\$99,013,360	\$686,796,167

Figure 16

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

The FY 2024-2028 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 (SOG R) projects throughout the system. These include the on-going bus replacement program, rail car purchases, rehabilitation of light rail track and rail infrastructure of signal and overhead catenary, and various facility improvements and upgrades.

General Fund Balance Analysis

	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Revenues			
Operating Revenues			
Passenger Fares	\$ 27,100,000	\$ 27,650,000	\$ 28,200,000
Advertising & Concessions	2,061,751	2,061,751	2,061,751
Naming Rights	485,300	485,300	485,300
Investment Income	1,000,000	700,000	600,000
Total Operating Revenues	30,647,051	30,897,051	31,347,051
Non-Operating Revenues			
Sales & Use Tax	268,300,000	273,650,000	279,100,000
Reimbursed Expenditures	5,000,000	5,000,000	5,000,000
Other Revenue	1,500,000	1,500,000	1,500,000
Transfer from Reserve Fund - Revenue Stabilization	30,000,000	35,000,000	34,300,000
Total Non-Operating Revenues	304,800,000	315,150,000	319,900,000
Total Revenues	335,447,051	346,047,051	351,247,051
Expenditures			
Operating Expenditures			
Salaries & Overtime	164,283,362	173,584,980	175,496,000
Payroll Taxes & Fringes	57,564,329	60,747,498	61,423,600
Fuel (Diesel, CNG, Propulsion Power, Propane, Gasoline)	9,683,400	9,780,234	9,878,036
Utilities	3,964,200	4,003,842	4,043,880
Inventory	13,000,000	13,000,000	13,000,000
Services, Materials & Supplies	25,938,982	26,068,677	26,199,020
Purchased Transportation	11,533,644	11,591,312	11,649,269
Other Expenditures	7,669,043	7,676,712	7,684,389
Total Operating Expenditures	293,636,960	306,453,255	309,374,195
Revenues less Operating Expenses	41,810,091	39,593,796	41,872,856
Transfers to Other Funds			
Transfers to/from Insurance Fund	2,500,000	3,000,000	3,000,000
Transfers to/from Reserve Fund	10,878,615	6,378,615	10,878,615
Transfers to/from Capital			
Transfers to/from Bond Retirement Fund	9,346,959	9,184,042	7,134,061
Transfers to/from Capital Improvement Fund	17,483,041	18,180,958	20,775,939
Total Transfers to/from Capital	26,830,000	27,365,000	27,910,000
Total Transfers to/from Other Funds	40,208,615	36,743,615	41,788,615
Total Expenditures	333,845,575	343,196,870	351,162,810
Net Increase (Decrease)	1,601,476	2,850,181	84,241
Beginning Balance	22,025,630	23,627,106	26,477,287
Projected Ending Balance	\$ 23,627,106	\$ 26,477,287	\$ 26,561,528
# Months Reserves - Estimated	1.0	1.0	1.0

Capital Improvement Fund Balance Analysis

	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Revenues			
Federal / State Revenues			
Federal Capital Grants	\$ 71,876,582	\$ 72,393,400	\$ 48,219,950
State Capital Grants	41,116,997	66,345,747	45,170,747
Total Federal / State Revenues	112,993,579	138,739,147	93,390,697
Other Revenue			
Investment Income	1,100,000	1,100,000	1,100,000
Other Revenue	26,520,794	34,500,000	25,000,000
Total Other Revenue	27,620,794	35,600,000	26,100,000
Transfers			
Transfer from General Fund	17,483,041	18,180,958	20,775,939
Transfer from Reserve Fund	10,000,000	10,000,000	10,000,000
Total Transfers	27,483,041	28,180,958	30,775,939
Total Revenue	168,097,414	202,520,105	150,266,636
Expenditures			
Capital Outlay			
Capital Outlay - Development Fund	142,245,993	173,495,767	145,965,697
Asset Maintenance	2,310,000	2,410,000	2,310,000
Routine Capital	1,718,921	1,627,524	1,636,353
Total Capital Outlay	146,274,914	177,533,291	149,912,050
Total Expenditures	146,274,914	177,533,291	149,912,050
Net Increase (Decrease)	21,822,500	24,986,814	354,586
Beginning Balance	300,928,668	345,519,548	370,506,362
Projected Ending Balance	\$ 322,751,168	\$ 370,506,362	\$ 370,860,948

Bond Retirement Fund Balance Analysis

	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Revenues			
Transfers			
Transfer from the General Fund	\$ 9,346,959	\$ 9,184,042	\$ 7,134,061
Total Transfers	9,346,959	9,184,042	7,134,061
Other Revenues			
Investment Income	100,000	100,000	100,000
Total Other Revenues	100,000	100,000	100,000
Total Revenues	9,446,959	9,284,042	7,234,061
Expenditures			
Debt Service			
Principal	7,995,000	8,355,000	6,935,000
Interest	1,481,450	1,115,500	697,750
Total Debt Service	9,476,450	9,470,500	7,632,750
Other Expenditures			
Other Expenditures	1,500	1,500	1,500
Total Other Expenditures	1,500	1,500	1,500
Total Expenditures	9,477,950	9,472,000	7,634,250
Net Increase (Decrease)	(30,991)	(187,958)	(400,189)
Beginning Balance	1,117,638	1,086,647	898,689
Projected Ending Balance	\$ 1,086,647	\$ 898,689	\$ 498,500

Insurance Fund Balance Analysis

	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Revenues			
Transfer from General Fund	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000
Investment Income	100,000	100,000	50,000
Total Revenues	2,600,000	3,100,000	3,050,000
Expenditures			
Claims and Premium Outlay	3,078,000	3,100,000	3,100,000
Total Expenditures	3,078,000	3,100,000	3,100,000
Net Increase (Decrease)	(478,000)	-	(50,000)
Beginning Balance	6,579,653	6,101,653	6,101,653
Projected Ending Balance	\$ 6,101,653	\$ 6,101,653	\$ 6,051,653

Supplemental Pension Fund Balance Analysis

	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Revenues			
Investment Income	\$ 40,000	\$ 30,000	\$ 30,000
Total Revenues	40,000	30,000	30,000
Expenditures			
Benefit Payments	9,000	9,000	9,000
Total Expenditures	9,000	9,000	9,000
Net Increase (Decrease)	31,000	21,000	21,000
Beginning Balance	1,397,563	1,428,563	1,449,563
Projected Ending Balance	\$ 1,428,563	\$ 1,449,563	\$ 1,470,563

Law Enforcement Fund Balance Analysis

	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Revenues			
Law Enforcement Revenue	\$ 20,000	\$ 15,000	\$ 15,000
Investment Income	5,000	5,000	5,000
Total Revenues	25,000	20,000	20,000
Expenditures			
Capital & Related Expenditures	25,000	25,000	25,000
Total Expenditures	25,000	25,000	25,000
Net Increase (Decrease)	-	(5,000)	(5,000)
Beginning Balance	121,864	121,864	116,864
Projected Ending Balance	\$ 121,864	\$ 116,864	\$ 111,864

Reserve Fund Balance Analysis

	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Revenues			
Transfers			
Transfer from GF for Rolling Stock Reserve	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000
Transfer from GF for 27th Pay	878,615	878,615	878,615
Total Transfers	10,878,615	10,878,615	10,878,615
Other Revenue			
Investment Income	4,000,000	3,000,000	2,000,000
Total Other Revenue	4,000,000	3,000,000	2,000,000
Total Revenues	14,878,615	13,878,615	12,878,615
Expenditures			
Transfers			
Transfer to RTA Development Fund for Rolling Stock Reserve	10,000,000	10,000,000	10,000,000
Transfer to GF for 27th Pay	-	4,500,000	-
Transfer to GF for Revenue Stabilization	30,000,000	35,000,000	34,300,000
Total Transfers	40,000,000	49,500,000	44,300,000
Total Expenditures	40,000,000	49,500,000	44,300,000
Net Increase (Decrease)	(25,121,385)	(35,621,385)	(31,421,385)
Beginning Balance	157,185,686	130,064,301	94,442,916
Projected Ending Balance	\$ 132,064,301	\$ 94,442,916	\$ 63,021,531

2024 Budget Guide

Organization of the Adopted Budget Plan

The purpose of this section is to describe the contents of the 2024 Operating and Capital Budgets (Adopted Budget Plan) for the Greater Cleveland Regional Transit Authority (GCRTA, RTA, or Authority).

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 references 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. 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 2024 and those planned for 2025 through 2028. 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 through 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.

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

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 and to develop TRACTION, a program to develop and track strategies to improve performance. An update to TRACTION is presented to the Board of Trustees quarterly.

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

The financial policies cover the following areas: General Fund, Reserve Fund, Capital Improvement Fund, Bond Retirement Fund, Insurance Fund, Supplemental Pension Fund, Law Enforcement Fund, and investment of Authority's funds. The following goals and priorities are Board approved for the General Fund, Capital Improvement Fund, and Bond Retirement Fund.

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

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

ALL FUNDS

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

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

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

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

In the General Fund budget for 2024, resources total \$357.5 million (current budgeted revenues of \$335.5 million plus a beginning balance of \$22.1 million). Total budgeted expenditures for 2024 is \$333.8 million, which is within the resources available. The available ending balance of \$23.6 million, represents less than 1.0 month reserve which does not meet the one-month reserve requirement.

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

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

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

The operating expenditures budgeted in the 2024 General Fund, which exclude transfers to other funds, are \$293.6 million, which represents an increase of 4.0% over the 2023 budget and an increase of 5.6% over the 2023 projected expense. The 2024 budget includes an increase in service hours of 2.9% due to increasing demand for Paratransit services. The inflation rate for 2024 is projected to be 2.8%.

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 are also possible by planning for the purchase of similar types of equipment in larger quantities. Additionally, capital investment is encouraged where operating cost savings and operational efficiencies result.

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

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

Implementation: Monthly reports summarizing investment transactions and earnings are provided to the Board. The Ohio 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, 2023, GCRTA’s investment portfolio comprised of:

Financial Instrument	Average Maturity
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
US Government Securities	604 days

GCRTA’s average yield on its portfolio during 2023 was 4.25%. This is 79 basis points below the performance standard yield of 5.04% and 70 basis points below the market average yield of 4.95%. The 2024 investment income is budgeted at \$6,345,000.

GENERAL FUND

Policy Goal: 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 Revenues in the General Fund at the end of FY 2023 totaled \$299.7 million. Ridership losses due to the COVID pandemic have negatively impacted passenger fare revenue. Ridership at the end of 2023 totaled 18.8 million riders, a 19.0% increase from 2022, but a 30% drop from 2019 (pre-COVID levels). Sales and Use Tax revenue has increased by 23.4%, compared to 2019 levels, mainly due to an increase in on-line sales.

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

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

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

As Operating Revenues decreased due to lost ridership and the COVID pandemic, and as Operating Expenses are increasing, the Operating Ratio for 2024 is projected to be 10.5%. Prior to the pandemic, the Operating Ratio was approximately 17%. The Operating Ratios for 2025 and 2026 are projected at 10.1% and 10.2%, respectively.

Policy Goal: 460.02(c)(2) In order to maintain an adequate fund balance to mitigate current and future risks, the Authority's goal shall be to maintain a general fund balance of at least one month's operating expenses.

Rationale: Adequate reserves must be maintained to avoid disruptions in service due to temporary shortages in operating funds or fluctuations in revenue streams or costs. If the financial forecast projects the ending balance to be below this level, a plan shall be developed to replenish the fund balance.

Implementation: This policy goal is expected to be met with a budgeted amount of \$24.4 million or approximately one month of operating reserve funding available for 2024. The Authority created a Revenue Stabilization Fund which provides a safety net for the General Fund during economic downturns. The 2024 budget includes a \$30 million transfer from the Revenue Stabilization Fund with a plan for \$35 million in 2025 and \$34 million in 2026 to maintain an adequate balance.

Policy Goal: 460.02 (c)(3) The goal for growth in the cost of delivering a unit of service (cost per service hour) shall be kept at or below the rate of inflation.

Rationale: As a means of measuring cost containment, direct costs should not be permitted to increase faster than overall price levels.

Implementation: As of the writing of this document, service hours for 2024 are budgeted at the same level as the 2023 budget. The cost per service hour is budgeted at \$160.99, a 2.6% decrease from 2023.

Inflation has decreased from over 9 percent in mid-2022 to an estimate of 3.4% by the start of 2024 and is forecast to remain between 2.5% and 3% in 2024. The Congressional Budget Office as of December, 2023 forecasts the consumer price index to average 2.5% by year-end 2024. This policy goal is expected to be met in 2024. The Authority will ensure that Operating expenses are managed throughout the year.

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

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

Implementation: GCRTA completed a debt defeasance in 2021 and paying off approximately \$57.7 million of debt obligations early and provide average savings of \$6.0 million per year through 2026. The Authority has traditionally used debt sparingly, and as a result of the debt defeasance, the debt service coverage goal will be exceeded. The goal of the debt service coverage is to be above 1.5. The Debt Service Coverage ratio has been maintained over the 1.5 goal since 2015. The budget for 2024 is projected at 4.8. The debt coverage is projected at 4.6 in 2025 and 6.0 in 2026, exceeding 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. These include funding for fuel, compensated absences, hospitalization, 27th pay, rolling stock, and revenue stabilization. The ending balance for 2024 is budgeted at \$135.9 million.

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

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

Implementation: From FY 2024 through 2026, GCRTA does not plan to add any additional funds to the Fuel reserve outside of regular investment income. The FY 2024 budgeted balance is \$2.9 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 2024 through 2026, GCRTA does not plan to add any additional funds to the compensated absences fund outside of regular investment income. The FY 2024 budgeted balance is \$4.1 million dollars.

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

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

Implementation: From FY 2024 through 2026, GCRTA does not plan to add any additional funds to the hospitalization fund. The FY 2024 budgeted balance is \$2.9 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 2024 budget has a \$878,615 transfer from the General Fund and an ending balance of \$7.0 million dollars. The 27th pay for hourly employees will occur in FY 2025.

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

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

Implementation: In 2017, the Authority began setting aside funds into the Rolling Stock Replacement Fund. The Rolling Stock Replacement Fund has received transfers of at least \$10 million each year since 2020 with a plan to continue adding \$10 million per year through 2026. In 2021, 439 million dollars was transferred from the Rolling Stock Replacement Fund to the RTA Development Fund with \$10 million transferred in 2022 and 2023 to for the replacement of the aging rail vehicles. A transfer of \$10 million is budgeted in 2024. The ending balance is budgeted at \$0.8 million.

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

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

Implementation: The Board of Trustees established this reserve fund in late 2021 to provide additional resilience to revenue volatility and allow GCRTA to have the resources available to maintain essential services to the community despite revenue fluctuations and economic downturns. Volatility was seen several years ago during the COVID-19 pandemic in Passenger Fare revenue. For FY 2024, the budgeted balance is \$118.1 million. The Revenue Stabilization Fund received transfers of \$85 million in 2021, and \$50 million in 2022. A transfer of \$6.5 million from the Revenue Stabilization fund to the General Fund was planned in 2023 but was not needed. A transfer of \$30.0 million is budgeted in 2024 to ensure a one-month ending balance.

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 2024, \$3.1 million is

budgeted for Casualty Insurance and Excise tax, claims and liability payments, insurance broker fees, and other related expenditures.

Policy Goal: *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 the insurance provider requirements. The required minimum balance is \$5.0 million. For FY2024, expenditures are projected at \$3.1 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 \$6.1 million and would exceed the policy goal.

SUPPLEMENTAL PENSION FUND

Policy Goal: 46o.07(c) *Every two years, an evaluation, including appropriate actuarial studies, shall be made of the Supplemental Pension Fund to determine the amounts required to meet expected obligations of the Fund. Any additional funds determined to be needed will be allocated during the annual budgeting process of the Authority.*

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

Implementation: The Supplemental Pension Fund contains assets held in trust for the payment of pension benefits to certain retired employees of the Authority. Provisions of the plan are delineated in the agreement between RTA and the Amalgamated Transit Union (ATU). The obligations have decreased over time and are projected to remain below \$10,000 per year. The Supplemental Pension Fund has been determined to be adequately funded and no longer requires a transfer from the General Fund under the current ATU agreement.

LAW ENFORCEMENT FUND

Policy Goal: 46o.08(b) *The expenditure of monies from the Law Enforcement Fund shall be in accordance with the guidelines established by the United States Attorney General on seizure and forfeiture of property and shall be limited to expenditures not otherwise budgeted.*

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

Implementation: The Law Enforcement Fund had expenditures of \$26,995 in 2023 to purchase vehicles and other non-budgeted items. The 2024 budget provides expenditure authority of \$25,000.

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

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

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

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

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

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

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

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

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

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

Rationale: Various 'formula' grants are usually allocated to systems based on service or demographic indicators. Discretionary grants are competitive and require the maintenance of positive relationships, solid planning, and well-conceived projects. The Authority strives to maximize grant funding 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 2025-2029 CIP development process and continue its focus on SOGR projects. The Authority received federal funding of \$130.0 million in 2023 from the Infrastructure Investment and Jobs Act (IIJA) to be used for the Rail Car Replacement Program. The Authority will continue to aggressively pursue and explore any and all non-traditional funding opportunities. Competitive grants such as Urban Transit Program (UTP), Ohio Transit Partnership Program (OTP2), Northeast Ohio Areawide Coordinating Agency Enhanced Mobility Program (NOACA 5310), Diesel Emission Reduction Grant (DERG), and Congestion Mitigation & Air Quality (CMAQ) can boost the ability to complete SOGR projects and preventive maintenance projects. Complete breakdown of the Capital Improvement Revenue by Source can be found in the Capital Section Figure 49.

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

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

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

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

Rationale: Capital assets such as facilities, equipment, and vehicles, are essential to the provision of transportation services. Although expensive to sustain, a regular capital investment program lowers operating and capital costs over the long term. The Federal Government funds a substantial portion of capital projects, but the Authority must have adequate local matching funds on hand 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 \$34.4 million in Sales Tax Revenue Bonds at the end of 2023. In 2024, the Sales Tax Contribution to Capital is budgeted at 10% to assist in the Capital Improvement Program and to pay debt premiums. The contribution to capital projected for 2025 and 2026 are both at 10%.

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

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

Implementation: This policy has been used in the past to develop the annual capital budget. The focus of the Authority's capital program has been on achieving a SOGR through the maintenance, rehabilitation, and replacement or upgrade of existing capital assets rather than on expansion activities. At 100% for the FY 2024 budget, the Authority's emphasis continues to be on maintaining and improving its assets rather than an expansion of the system. This measure is planned at 100% for 2025 and 2026, due to many SOGR capital maintenance projects including the bus improvement program, rail car replacement program, reconstruction of heavy and light rail stations, and track infrastructure projects.

BOND RETIREMENT FUND

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

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

Implementation: The Authority has issued debt sparingly due to the benefits of Federal and State grant funding. The last debt issuance was made in 2019 for \$30 million. With CARES Act, CRRSAA and ARPA covering operating needs, extra Sales & Use Tax funding was used for a debt defeasance to reduce debt obligations by approximately half and increase financial security. In 2021, GCRTA defeased approximately \$57.7 million of debt. The 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 \$34.4 million in Sales Tax Supported bonds at the end of 2023. Principal and interest payments are budgeted at \$9.5 million per year in 2024 and 2025 and at \$7.6 million in 2026. The ending balance needed in each fiscal year will cover 1/12 of the principal and 1/6 of the interest for the following fiscal year. In FY 2024, the ending balance needed is approximately \$1.0 million.

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 and has no plans to do so in the foreseeable future, this restriction does not impact the FY 2024 budget.

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

Impact: The provision is not currently applicable since debt obligations have not required the use of ad valorem property taxes for debt service payments. Further, the 1.50 mill limitation (based on the county's assessed valuation of \$35.1 billion) is not currently restrictive in view of the Authority's debt requirements.

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

Impact: Based on the 2022 valuation, the annual debt service capacity of one-tenth of one percent would be \$35.1 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 Capital Budget and the Tax Budget are essential components of the base level appropriations assumed for the succeeding budget cycle. The development of the tax budget begins the annual budget process for both operating and capital.

Capital Improvement Plan (CIP)

The Capital Improvement Plan (CIP) provides a five-year plan to provide for the purchase, maintenance, and improvement of the Authority's capital assets. The CIP cycle begins in August, 14 months prior to the October start of the federal fiscal year and 17 months prior to the January start of the Authority's fiscal year. For example, the CIP cycle starts with departments submitting capital request in September 2023 that would be programmed for the CIP budget in fiscal year 2025.

Process:

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

14 Month CIP Timeline Highlights from Project Origination to Project Funding



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

- The Operating Budget cycle begins in June with the creation of the **Tax Budget**. The Tax Budget is developed to estimate the next fiscal year expenses and receipts. The Tax Budget is presented to the Board of Trustees for approval in July, and a public hearing is held. Once approved, the Authority submits a copy of the Tax Budget to the Cuyahoga County Fiscal Officer and the State Auditor.
- OMB staff adjust the budget basis starting in August for any nonrecurring costs, contracts, binding commitments, or inflation to develop the **Base Budget**, which serves as the starting point for the following year’s operating budget development. The Base Budget consists 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. Discussions are held in mid-September between OMB and the Departments to settle on the Base Budget which includes staffing level, commitments, recurring costs, and recommended initiatives under the direction of the General Manager/CEO.
- The finalized **General Manager/CEO’s Recommended Budget** is the sum of the refined Base Budgets and negotiated adjustments. It satisfies the Authority’s financial policies and supports the Authority’s mission and strategic direction. The General Manager/CEO’s Recommended Budget along with the service levels for the next fiscal year is presented to the Executive Management Team (EMT) in October and then presented to the Board of Trustees in November and December. Public hearings are held in November and December.
- The review process culminates in the formal adoption of a budget resolution by the **Board of Trustees** at the December Board Meeting. OMB loads the operating budget for the new fiscal year.

12 Month Operating Budget Highlights from Tax Budget to BOT Approval



Budget Monitoring and Control

OMB monitors all revenues and expenses monthly. The Authority focuses largely on the top two outside revenue sources that support the Operating Expenditures (Passenger Fares and Sales and Use Tax) and the top three 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 current year budget and to provide information for future year planning. Interdepartmental transfers are the main method to adjust the Operating Budget. The BOT's General Manager/CEO has the authority to transfer appropriations within and between departments, which are reported monthly to the BOT. An increase to the overall budget appropriation may be needed at times, 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 remains at the level approved by the BOT for the budgeted year. This allows flexibility in making staff decisions. If an increase in budgeted positions is needed during the year, prior approval by the BOT would be required.

BUDGET DEVELOPMENT CALENDAR: 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
<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
<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
<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: 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 2024 continues the Authority's alignment with strategic plan through the scorecards. TRACTION uses quarterly metrics review and success planning to track monthly progress. The three most important things identified through the 2024 TRACTION process were 1) reduce the operator, mechanic, and transit police vacancies, 2) improve the perception of personal security while waiting/on a bus/train, and 3) increase the vacancy fill rate for non-bargaining positions.

The Authority continues to send employees for **LEAN Six Sigma Certification** in order for employees to implement these tools to identify areas of waste, create efficiencies, and perform Kaizen Events. In 2023, 12 employees earned their Green Belt certification and seven employees attended the introductory Lean Ohio Boot Camp course. GCRTA anticipates sending 15-20 employees through the Boot Camp course and expect to certify 10-15 more employees in Green Belt in 2024.

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: Diversity & Inclusion, Ethics and Integrity, Fiscal Responsibility, Innovation, Respect, Responsibility and Accountability, Safety, Service Excellence, and Teamwork.

Description of Values: The inclusion of individuals representing more than one: gender, race, sex, national origin, color, religion, socioeconomic stratum, sexual orientation. Better insights and business decisions can be achieved because of inclusion of team members with varied experiences, ideas, cultures, and perspectives. We are dedicated to the highest ethical standards, including uncompromising honesty and integrity in our daily activities. We are committed to manage every taxpayer and customer-generated dollar as if it were coming from our own pocket. Boldly trailblazing on the leading edge of transit industry innovations in equipment, technology, employee development and learning, partnerships, and overall operational impacts. We will treat all members of the RTA family, our customers and the general public with dignity and respect. 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. The safety of our passengers, our employees and the general public is always our top priority. We will provide safe, clean, reliable, on-time, courteous service that our customers and the community will view as outstanding. We believe in teamwork and will foster a spirit of cooperative effort within RTA and with our partners.

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 impact, (3) employee investment, and (4) financial health. These Success Outcomes will provide measurable, trackable performance outcomes for BOT, staff, customers, and the general public.



Organizational Scorecard 2024

Success Outcomes	Metric	Definition	FY2024 Performance Goals	Objective
Customer Experience	Net Promoter Score	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA; Promoters are 9-10 and Detractors are 0-6.	21	↑
	Overall Customer Satisfaction	The % of customers who are satisfied or very satisfied with GCRTA	66%	↑
	Personal Safety/Security - Perception	The average % of customer who agree or strongly agree that they feel safe on board the vehicle and safe while waiting for the vehicle	65%	↑
	On-Time Performance - Impression	The % of customers who agree or strongly agree that service is on time	72%	↑
	On-Time Performance - Actual	The % of actual on-time performance (missed trips included?)	85%	↑
	Vehicle Cleanliness - Perception	The % of customer who agree or strongly agree that the vehicles are clean	56%	↑
Community Impact	Perceived Value - Personal Relevance	% of the community who believe GCRTA brings value to them	54%	↑
	Perceived Value - Community Relevance	% of the community who believe GCRTA brings value to the community	90%	↑
	Economy: Ratio of Private Sector Investment to Major Capital Investment	The construction value ratio of development within 1/4 mile of active and recently completed (3yr completion) major capital projects (budget > \$1 M) (3 to 1)	7	↑
	Equity: Capital Dollars Invested in Environmental Justice Zones/Communities	The % of major projects awarded (>1 million) within EJ communities	77%	↑
	Environment: Emissions Reduction	% Reduction of Type I and II emissions per passenger-mile traveled on RTA	8%	↑
Employee Investment	Vacancy fill rate : Operators (Bus, Paratransit, Rail), Mechanics, Transit Police	The % of positions filled for Operators, Mechanics, Transit Police (RTA budget to actual Report)	95%	↑
	Cultivate Internal Talent Pipeline	Increase the proportion/number/percent of internal promotions (compared to external hires) 5% compared to 2023 as a baseline.	23 +5%	↑
	Agencywide Retention Rate	% of employees retained by quarter	90%	↑
	Vacancy fill rate : Non-Bargaining	The % of positions filled for non-bargained positions (RTA budget to actual Report)	95%	↑
	Supervisor Invested in Growth and Success	The % employees that agree or strongly agree that their supervisor is invested in their growth and success	23 +5%	↑
Financial Health	Competitive Capital Grants	Competitive Capital Grant dollars awarded in calendar year 2024	\$35 M	↑
	Operating Expenses	Operating Expenses are at least 5% below budget by year end	5%	↑
	General Fund Transfer to Capital / Rolling Stock Reserve Fund	Transfer to capital and reserve funds (Rolling Stock) above Board Policy	\$10 M	↑
	Operating Expenses per Revenue Hour	Organization's operating expenses divided by sum of: scheduled fixed route bus, scheduled fixed route rail, and paratransit actual revenue hours	\$165.00	↓

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 FY24, 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 tracked monthly that will have a noticeable, measurable impact on success outcomes. GCRTA conducts 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.

The organizational scorecard was revised slightly from the 2023 scorecard to refine prioritization and adapt to evolving challenges. The results of the 2023 Organizational Scorecard are shown below.



Organizational Scorecard 2023

Success Outcomes	Metric	Definition	FY2023		Annual 2023
			Performance Goals	Objective	Average or Year End Results
Customer Experience	Net Promoter Score	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA, Promoters are 9-10 and Detractors are 0-6.	29	↑	21
	Overall Customer Satisfaction	The % of customers who are satisfied or very satisfied with GCRTA	84%	↑	63%
	On-Time Performance - Impression	The % of customers who agree or strongly agree that service is on time	77%	↑	69%
	On-Time Performance - Actual	The % of actual on-time performance	85%	↑	83%
	Safe & Secure Riding / Waiting -- Impression	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)	74%	↑	62%
	Vehicle Cleanliness - Impression	The % of customers who agree or strongly agree that vehicles are clean.	54%	↑	54%
Community Value	Community Perception - Access to Employment	The % of community that agree or strongly agree that GCRTA serves employment centers	50%	↑	38%
	Capital Dollars Invested in Environmental Justice Zones/Communities	The % of major projects awarded (>1 million) within EJ communities	79%	↑	81%
	Transit Oriented Development (TOD) on RTA properties	The number of active TOD projects	4	↑	2
	Ratio of Private Sector Investment to Major Capital Investment	The ratio of private sector capital investment to GCRTA capital investment	7	↑	8.85
Financial Sustainability	General Fund Transfer to Capital/Rolling Stock Reserve Fund	Transfer to capital and reserved fund per board policy.	\$10,000,000	↑	\$10,000,000
	Competitive Capital Grants	Competitive capital grant dollar awarded in calendar year 2023. (CMAQ Year)	\$35,000,000	↑	\$162,486,201
	Operating Ratio : Expense Covered by Own Source Revenue	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)	13%	↑	11.58%
	Cost per Service Hour: Overall Operating Cost/Revenue Hour	Organization's operating cost divided by sum of: scheduled fixed route bus, scheduled fixed route rail, and paratransit actual revenue hours	\$165	↓	\$171.09
Employee Engagement	Vacancy fill rate : Operators (Bus, Paratransit, Rail), Mechanics, Transit Police	The % of positions filled for Operators, Mechanics, Transit Police (RTA budget to actual Report)	Q1: 84% Q2: 87% Q3: 91% Q4: 95%	↑	87%
	Vacancy fill rate : Non-Bargaining	The % of positions filled for non-bargained positions (RTA budget to actual Report)	Q1: 85% Q2: 90% Q3: 95% Q4: 95%	↑	94%
	Agencywide Retention Rate	% of employees retained by quarter	88%	↑	97%
	Supervisor Invested in Growth and Success	The % employees that agree or strongly agree that their supervisor is invested in their growth and success	57%	↑	55%
	Understand How Performance Linked to Organization Success	The % of employees that agree or strongly agree that they understand the vision and direction of GCRTA	71%	↑	72%
	Workforce Net Promoter Score	% 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)	5	↑	-3

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-Qunicy Red Line Station
- Hosted Major League Baseball All Star Game and Tall Ships Festival
- Completed a \$6.4 million track upgrade to the Red Line in May, extending between the West Park Station and the Airport Tunnel, including 3.6 miles of railroad track, replacing 12,275 timber cross ties, improving track drainage, adding signal improvements, and repairing the platform at Puritas Station
- Created a corrective action plan was implemented for the S-Curve Retaining Wall, installing 75 steel beam frames along the 300-foot long wall
- Completed five studies ("pillar studies") to provide a comprehensive examination of RTA's operations and impact on the Greater Cleveland and Cuyahoga County community, which provided information used for the new Strategic Plan in 2020

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

2023

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



Glossary

Please visit <http://www.riderta.com/budget/2024> for a complete glossary

Cuyahoga County Profile (2022) ¹			
		Number	Change from prior year
Population	2022 Population	1,249,387	-13,346
	% Change from last Decennial (2020)		-2.3 %
	Projected 2030 Population (change from 2020)	1,154,210	-8.7%
	Land Area (sq. miles)	458.3	0
	% Female	52.0 %	-0.3 %
	Persons per Sq. Mile	2,726	-41
Race & Ethnicity	% White	64.2 %	
	% Black	32.0 %	
	% Hispanic/Latino	6.9 %	
	% Asian/Pacific Islander	4.2 %	
	% American Indian/Alaskan Native	1.0 %	
	% Other	6.2 %	
Housing	Avg. persons per Household	2.18	-0.1
	# Housing Units	615,116	-2,99
	Occupied Housing Units	554,982	-2,590
	% Resident Home Ownership	59.6 %	1.2 %
	Housing Median Value (owner-occupied)	\$186,400	\$20,400
Income	Median Household Income	\$60,736	\$5,604
	% Population under Federal poverty line	16.4 %	-1.1 %
Largest Cities (population)	Cleveland City (county seat)	361,607	(11,017)
	Parma City	79,358	(1,788)
	Lakewood City	49,658	(1,284)
	Euclid City	48,496	(1,196)
	Strongsville City	45,725	(766)
	Cleveland Heights City	44,201	(1,111)
	Westlake City	33,907	(321)
	North Olmsted City	31,724	(718)
	North Royalton City	30,793	(529)
Garfield Heights City	29,072	(709)	
Land Usage²	Developed/Urbanized	77.0 %	
	Bare/Mines	0.2 %	
	Forest	18.8 %	
	Pasture	1.4 %	
	Cropland	0.1 %	
	Wetlands	1.1 %	
	Open Water	0.4 %	

Figure 17

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,

¹ 2022 American Community Survey 1-year average unless otherwise indicated.

² Last updated 2021

Cuyahoga County Profile (2022)			
		Number	Change from prior year
Education Resources³	School Districts	31	
	Public Schools	281	
	Non-Public Schools	152	
	4-Year Public Universities	1	
	2-Year Public Colleges	3	
	Private Universities & Colleges	5	
	Public Libraries Branch Libraries	9 68	
Means of Transportation to Work	Drive Alone	70.3 %	1.4 %
	Carpool	6.4 %	-1.0 %
	Public Transportation	2.7 %	0.5 %
	Walk	2.9 %	0.2 %
	Other	1.5 %	-0.1 %
	Work from Home	16.1 %	-1.2 %
Travel Time to Work	Less than 15 minutes	25.4 %	-0.1 %
	15 to 29 minutes	45.7 %	1.5 %
	30 to 44 minutes	20.2 %	2.3 %
	45 to 59 minutes	5.0 %	0.7 %
	60 minutes or more	3.6 %	%
Major Employers⁴	Cleveland Clinic Health Foundation	Healthcare provider	
	University Hospitals Health System	Healthcare provider	
	Group Management Services	Staffing and employment services firm	
	Minute Men Cos.	Staffing and employment services firm	
	U.S. Office of Personal Management	Federal government	
	Walmart	Operator of retail supercenters	
	Progressive Corp.	Insurance company	
	Amazon	Online retailer	
	Giant Eagle, Inc.	Multi-format food, fuel & pharmacy retailer	
	Accurate Staffing	Employment agency offering staffing and recruiting	
	State of Ohio	State government	
	Cuyahoga County	County government	
	The Metrohealth System	Healthcare provider	
City of Cleveland	Municipal government		
Summa Health	Healthcare provider		

Figure 18

³ <https://oeds.ode.state.oh.us/DataExtract>

⁴ Cuyahoga County 2022 Annual Information Statement – major employers in northeast Ohio with operations in Cuyahoga County

Demographics of Riders compared to General Population⁵

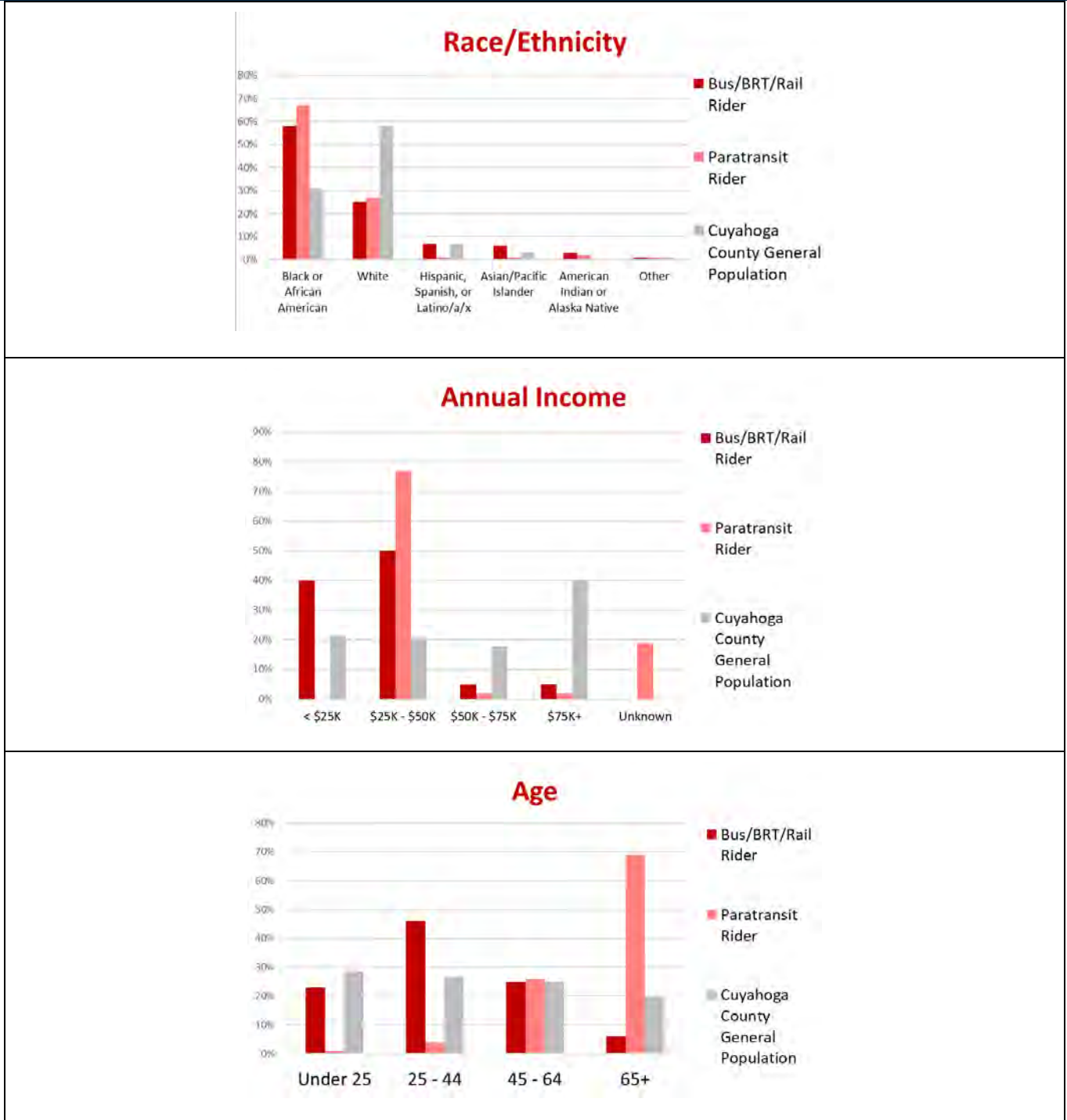


Figure 19

⁵ Cuyahoga County General Population data from American Community Survey 2022 – 1-year estimate; Rider data from RTA 2023 Customer Experience Survey

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 since 2020 and dipped below 2019 pre-pandemic levels during 2023.

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

Unemployment Rates - History			
Year	National Avg.	Ohio	Cuyahoga County
2012	8.1	7.4	6.3
2013	7.4	7.5	6.5
2014	6.2	5.8	5.3
2015	5.3	5.0	4.4
2016	4.9	5.0	5.8
2017	4.4	5.0	4.7
2018	3.9	4.5	4.3
2019	3.7	4.2	3.9
2020	8.1	8.2	8.3
2021	5.4	5.1	4.9
2022	3.6	4.0	4.9
2023 Est.	3.6	3.7	3.2

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

Figure 21

County Population Changes				
County	2022	2010	Diff.	%
Ashtabula	97,014	101,490	-4,476	-4.41%
Cuyahoga	1,249,387	1,280,115	-30,728	-2.40%
Geauga	95,469	93,409	2,060	2.21%
Lake	231,842	230,050	1,792	0.78%
Lorain	316,268	301,371	14,897	4.94%
Medina	183,512	172,333	11,179	6.49%
Portage	161,745	161,425	320	0.20%
Summit	535,882	541,778	-5,896	-1.09%

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 Nationally (by mode):

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

Figure 23

Total Unlinked Passenger Trips Nationally (by year):

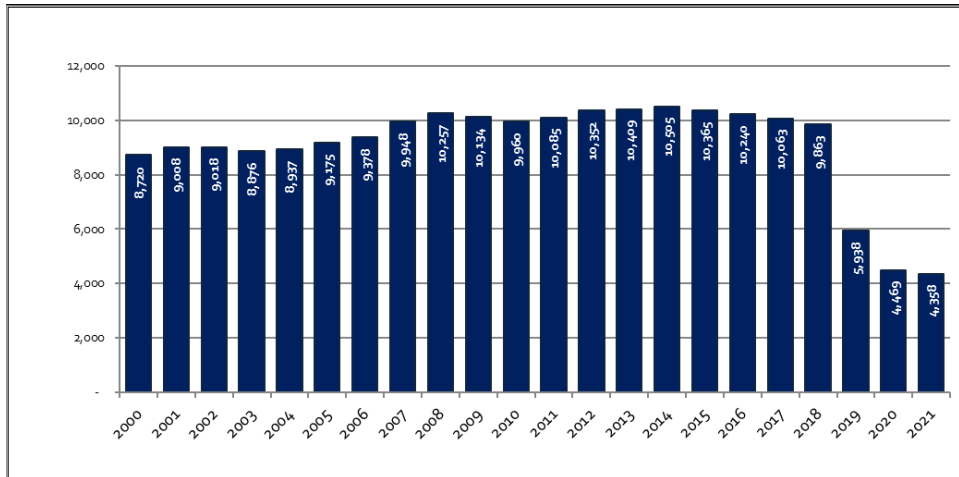


Figure 24

Source: 2021 National Transit Profile Summary- Full Reports (for both tables above)

Ohio Transit Trends

The 9 Largest Agencies in Ohio as of 2022 – NTD data listed below:

Agency	Service Area Sq.		Mode	Unlinked Passenger Trips	Annual Passenger Miles	Vehicle Revenue Miles	Vehicles in Max Service	Vehicles Available for Max Service	Spare Ratio (%)
	Mi	Pop							
Akron (Metro)	420	541,013	DR & DR/PT	187,405	1,076,447	1,484,375	85	115	35.3
			Bus	3,470,765	13,914,578	3,252,489	97	139	43.3
Canton (SARTA)	581	375,586	DR	168,045	933,540	1,088,938	35	30	16.7
			Bus	1,107,654	8,269,105	2,242,539	36	38	5.6
Cincinnati (SORTA)	289	744,901	DR	130,356	1,727,503	1,243,540	40	56	40.0
			Bus	9,679,228	50,172,812	9,985,241	281	309	10.0
Cleveland (GCRTA)	458	1,412,140	DR & DR/PT	496,221	4,306,895	3,879,412	118	165	39.8
			HR	2,808,149	21,343,112	2,310,279	24	40	66.7
			LR	681,390	3,576,933	546,654	8	29	262.5
			Bus	13,557,430	57,554,644	13,125,384	218	301	38.1
			RB	1,538,423	4,027,505	417,259	7	16	128.6
Columbus (COTA)	336	1,168,779	DR & DR/PT	327,789	2,818,776	3,322,139	85	117	37.6
			Bus	9,947,527	40,192,168	10,338,688	189	321	69.8
Dayton (GDRTA)	274	559,062	DR	158,544	1,319,754	1,351,354	45	73	62.2
			Bus	3,694,674	25,587,892	3,655,349	60	112	86.7
			TB	1,812,863	8,644,576	1,053,601	18	45	150.0
Lake County (Laketran)	227	232,603	CB	56,448	869,642	368,984	13	20	53.8
			DR	222,172	2,049,454	1,895,678	64	97	51.6
			Bus	250,291	1,469,208	952,811	19	27	42.1
Toledo (TARTA)	142	374,213	DR & DR/TX	233,924	1,316,277	1,219,05	85	91	7.1
			Bus	1,737,769	11,083,542	2,239,217	41	49	19.5
Youngstown (WRTA)	331	426,657	DR	40,006	321,248	334,063	16	25	56.3
			Bus	1,290,778	5,318,005	1,923,687	38	51	34.2
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

1240 W 6TH ST
CLEVELAND, OH 44113-1302

The Greater Cleveland Regional Transit Authority
2022 Annual Agency Profile
NTD ID 50015

General Information

Urbanized Area Statistics - 2020 Census

Cleveland, OH Primary Urbanized Area (UZA)
714 Square Miles
1,712,178 Population
Other UZAs Served:
Ohio Non-UZA

Service Consumed

90,809,089 Annual Passenger Miles (PMT)
19,081,613 Annual Unlinked Trips (UPT)
61,371 Average Weekday Unlinked Trips
36,794 Average Saturday Unlinked Trips
27,943 Average Sunday Unlinked Trips

Database Information

Reporter Type: Full Reporter
Asset Type: Tier I (Rail)
TAM Sponsor NTDID:

Financial Information

Sources of Operating Funds Expended

Directly Generated \$32,508,000
Federal Government \$87,775,371
Local Government \$121,085,579
State Government \$22,500

Total Operating Funds Expended \$241,391,456

Sources of Capital Funds Expended

Directly Generated \$0
Federal Government \$17,537,927
Local Government \$130,536,868
State Government \$9,741,408

Total Capital Funds Expended \$166,815,923

Service Area Statistics

458.00 Square Miles
1,412,140 Population

Service Supplied

20,278,985 Annual Vehicle Revenue Miles (VRM)
1,584,028 Annual Vehicle Revenue Hours (VRH)
375 Vehicles Operated in Maximum Service (VOMS)
551 Vehicles Available for Maximum Service (VAMS)

Assets

Revenue Vehicles 569
Service Vehicles 235
Facilities 19
Track Miles 68.39
Lane Miles 17.3

Summary of Operating Expenses (OE)

Labor \$172,028,726 71.8%
Materials and Supplies \$23,852,233 10.0%
Purchased Transportation \$8,088,894.00 3.4%
Other Operating Expenses \$35,728,858 14.9%
Total Operating Expenses \$239,698,711 100.0%

Modal Characteristics

Overview

Mode	Vehicles Operated in Maximum Service		Uses of Capital Funds					Total
	Directly Operated	Purchased Transportation	Revenue Vehicles	Systems and Guideways	Facilities and Stations	Other		
Heavy Rail	24	0	\$943,366	\$56,792,317	\$723,624	\$293,835	\$58,753,142	
Light Rail	8	0	\$0	\$30,169,471	\$1,519,174	\$0	\$31,688,645	
Bus Rapid Transit	7	0	\$1,389,957	\$0	\$0	\$0	\$1,389,957	
Demand Response	55	63	\$0	\$0	\$0	\$0	\$0	
Bus	218	0	\$57,418,826	\$8,821,627	\$6,057,124	\$2,886,602	\$74,984,179	
Total	312	63	\$65,762,149.00	\$65,683,416	\$6,293,822	\$3,180,437	\$166,815,923	

Reconciling OE Cash Expenditures \$1,692,745
Purchased Transportation (Reported Separately) \$0

Operating Characteristics

Mode	Operating Expenses	Fare Revenues	Total Uses of Capital Funds	Annual Passenger Miles	Annual Unlinked Trips	Annual Vehicle Revenue Miles	Annual Vehicle Revenue Hours	Fixed Guideway Directional Route Miles	Vehicles Available for Maximum Service	Vehicles Operated in Maximum Service	Percent Spare Vehicles	Average Fleet Age in Years
Light Rail	\$10,264,326	\$1,177,360	\$31,688,645	3,676,933	681,390	546,654	30,338	30.38	29	8	260.0%	41.0
Bus Rapid Transit	\$3,938,564	\$1,162,352	\$1,389,957	4,027,595	1,336,423	417,259	47,472	14.14	16	7	130.0%	7.3
Demand Response	\$40,617,708	\$1,798,459	\$0	4,306,895	496,221	3,879,412	299,278	0.00	165	118	40.0%	4.6
Bus	\$148,850,854	\$21,623,945	\$74,984,179	57,054,645	13,557,430	13,125,384	1,077,512	0.00	301	218	40.0%	6.7
Total	\$239,698,711	\$29,200,422	\$166,815,923	90,809,089	19,081,613	20,278,988	1,584,028	32.00	551	375	46.3%	

Metrics

Service Efficiency

Mode	Operating Expenses per Vehicle Revenue Mile	Operating Expenses per Vehicle Revenue Hour
Heavy Rail	\$15.99	\$293
Light Rail	\$18.75	\$230
Bus Rapid Transit	\$9.44	\$83
Demand Response	\$10.47	\$136
Bus	\$11.34	\$138
Total	\$11.82	\$151.32

Service Effectiveness

Mode	Operating Expenses per Passenger Miles Traveled	Operating Expenses per Unlinked Passenger Trip	Unlinked Passenger Trip per Vehicle Revenue Mile	UPT per Vehicle Revenue Hour
Heavy Rail	\$1.69	\$12.83	1.2	22.8
Light Rail	\$2.87	\$15.05	1.2	18.6
Bus Rapid Transit	\$0.98	\$2.56	3.7	32.4
Demand Response	\$9.43	\$81.85	0.1	1.7
Bus	\$2.59	\$10.98	1.0	12.6
Total	\$2.64	\$12.96	0.9	12.0

2022 Funding Breakdown

Operating Funding Sources



Capital Funding Sources

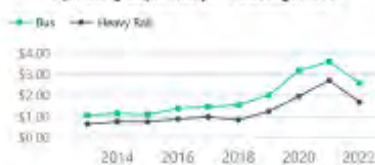


Metrics - Time Series

Operating Expenses per Vehicle Revenue Mile



Operating Expenses per Passenger Mile



Unlinked Passenger Trip per Vehicle Revenue Mile



Performance Measure Targets - 2023

Performance Measure - Asset - Target % not in State of Good Repair

- Equipment - Automobiles - 70%
- Equipment - Steel Wheel Vehicles - 60%
- Equipment - Trucks and other Rubber Tire Vehicles - 20%
- Facility - Administrative / Maintenance Facilities - 10%
- Facility - Passenger / Parking Facilities - 10%
- Infrastructure - HR - Heavy Rail - 2%
- Infrastructure - LR - Light Rail - 2%
- Rolling Stock - AB - Articulated Bus - 12%
- Rolling Stock - BR - Over-the-road Bus - 12%
- Rolling Stock - BU - Bus - 12%
- Rolling Stock - CU - Cutaway - 8%
- Rolling Stock - HR - Heavy Rail Passenger Car - 100%
- Rolling Stock - LR - Light Rail Vehicle - 100%
- Rolling Stock - MV - Minivan - 75%

Figure 26

2024 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.

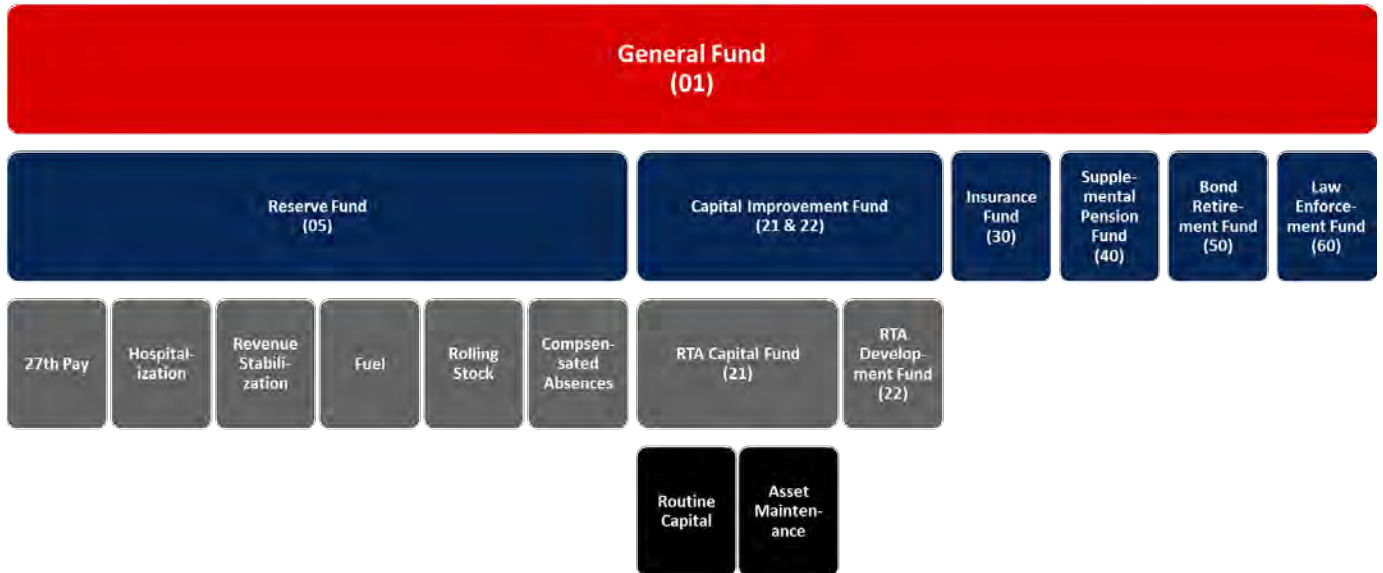


Figure 27

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 Available Ending Balance (also referred to as **Fund Balance**) for the fund statements represents 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)

ALL FUNDS

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

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

Since the COVID-19 Pandemic lockdown, and with Federal assistance, the Authority has been steadily increasing its ending balance. GCRTA has been diligent in creating a sustainable budget. The Authority's 2024 All Funds forecast \$424.4 million in available ending balance.

All Funds Balance Analysis

	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Revenues						
Operating Revenues						
Passenger Fares	\$ 28,761,449	\$ 24,683,669	\$ 27,574,362	\$ 27,100,000	\$ 27,650,000	\$ 28,200,000
Advertising & Concessions	2,056,186	2,061,751	1,257,183	2,061,751	2,061,751	2,061,751
Naming Rights	416,863	485,300	533,098	485,300	485,300	485,300
Investment Income	4,562,093	1,536,150	17,067,024	6,345,000	5,035,000	3,885,000
Total Operating Revenues	35,796,591	28,766,870	46,431,667	35,992,051	35,232,051	34,632,051
Non-Operating Revenues						
Sales & Use Tax	254,954,364	259,038,785	261,817,712	268,300,000	273,650,000	279,100,000
Reimbursed Expenditures	4,664,608	5,000,000	6,174,609	5,000,000	5,000,000	5,000,000
Federal Reimbursements	81,293,421	-	-	-	-	-
Federal Revenue	37,378,379	64,062,635	53,677,554	71,876,582	72,393,400	48,219,950
State Revenue	3,718,546	19,336,598	128,200	41,116,997	66,345,747	45,170,747
Other Non-Operating Revenue	14,103,963	25,730,000	713,104	28,040,794	36,015,000	26,515,000
Bond Proceeds	-	-	-	-	-	-
Total Non-Operating Revenues	396,113,281	373,168,018	322,511,179	414,334,373	453,404,147	404,005,697
Total Revenues	431,909,872	401,934,888	368,942,846	450,326,424	488,636,198	438,637,748
Expenditures						
Operating Expenditures						
Salaries & Overtime	146,800,073	157,017,221	157,916,814	164,283,362	173,584,980	175,496,000
Payroll Taxes & Fringes	55,136,073	56,697,891	53,382,216	57,564,329	60,747,498	61,423,600
Fuel (Diesel, CNG, Propulsion Power, Propane, Gasoline)	9,707,183	10,758,400	8,482,082	9,683,400	9,780,234	9,878,036
Utilities	3,572,375	4,181,320	3,847,587	3,964,200	4,003,842	4,043,880
Inventory	10,747,014	12,500,000	13,789,021	13,000,000	13,000,000	13,000,000
Services, Materials & Supplies	20,923,743	24,637,747	23,167,868	25,938,982	26,068,677	26,199,020
Purchased Transportation	8,423,677	9,150,000	10,334,733	11,533,644	11,591,312	11,649,269
Other Expenditures	5,346,038	7,447,466	6,016,902	7,669,043	7,676,712	7,684,389
Total Operating Expenditures	260,656,176	282,390,045	276,937,223	293,636,960	306,453,255	309,374,195
Non-Operating Expenditures						
Capital Outlay	44,165,089	139,978,394	73,731,757	146,274,914	177,533,291	149,912,050
Debt Service	11,873,700	9,471,950	9,471,950	9,476,450	9,470,500	7,632,750
Other Expenditures	3,030,095	3,139,500	2,319,867	3,113,500	3,135,500	3,135,500
Total Non-Operating Expenditures	59,068,884	152,589,844	85,523,574	158,864,864	190,139,291	160,680,300
Total Expenditures	319,725,060	434,979,889	362,460,797	452,501,824	496,592,546	470,054,495
Net Increase (Decrease)	112,184,812	(33,045,001)	6,482,049	(2,175,400)	(7,956,348)	(31,416,747)
Beginning Balance	321,240,614	420,062,045	420,127,915	426,609,964	424,434,564	416,478,216
Add Estimated Beginning Encumbrances	-	-	-	-	-	-
Less Estimated Ending Encumbrances	(13,297,511)	-	(11,369,192)	-	-	-
Estimated Available Ending Balance	\$ 420,127,915	\$ 387,017,044	\$ 415,240,772	\$ 424,434,564	\$ 416,478,216	\$ 385,061,469

2024 Funds Budget 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	\$ 27,100,000								\$ 27,100,000
Advertising & Concessions	2,061,751								2,061,751
Naming Rights	485,300								485,300
Investment Income	1,000,000	\$ 1,000,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 40,000	\$ 5,000	\$ 4,000,000	6,345,000
Total Operating Revenues	30,647,051	1,000,000	100,000	100,000	100,000	40,000	5,000	4,000,000	35,992,051
Non-Operating Revenues									
Sales & Use Tax	268,300,000								268,300,000
Reimbursed Expenditures	5,000,000								5,000,000
Federal		71,876,582							71,876,582
State		41,116,997							41,116,997
Bond Proceeds									
Other Non-Operating Revenue	1,500,000	26,520,794					20,000		28,040,794
Total Non-Operating Revenues	274,800,000	139,514,373					20,000		414,334,373
Transfers									
Transfer from General Fund			17,483,041	9,346,959	2,500,000			10,878,615	
Transfer from RTA Capital Fund		14,500,000							
Transfer from Reserve Fund									
For Compensated Absences									
For Fuel									
For Hospitalization									
For Rolling Stock Reserve		10,000,000							
For 27th Pay									
For Revenue Stabilization	30,000,000								
Total Transfers	30,000,000	24,500,000	17,483,041	9,346,959	2,500,000	-	-	10,878,615	
Total Revenues	335,447,051	165,014,373	17,583,041	9,446,959	2,600,000	40,000	25,000	14,878,615	450,326,424
Expenditures									
Operating Expenditures									
Salaries & Overtime	164,283,362								164,283,362
Payroll Taxes & Fringes	57,564,329								57,564,329
Fuel (Diesel, CNG, Propulsion Power, Propane, Gasoline)	9,683,400								9,683,400
Utilities	3,964,200								3,964,200
Inventory	13,000,000								13,000,000
Services, Materials & Supplies	25,938,982								25,938,982
Purchased Transportation	11,533,644								11,533,644
Other Expenditures	7,669,043								7,669,043
Total Operating Expenditures	293,636,960								293,636,960
Non-Operating Expenditures									
Capital Outlay		142,245,993	4,028,921						146,274,914
Debt Service (Principal & Interest)				9,476,450					9,476,450
Other Expenditures				1,500	3,078,000	9,000	25,000		3,113,500
Total Non-Operating Expenditures	-	142,245,993	4,028,921	9,477,950	3,078,000	9,000	25,000	-	158,864,864
Sub-Total Expenditures	293,636,960	142,245,993	4,028,921	9,477,950	3,078,000	9,000	25,000	-	452,501,824
Revenues less Expenditures	41,810,091	22,768,380	13,554,120	(30,991)	(478,000)	31,000	-	14,878,615	(2,175,400)
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	9,346,959								
Transfer to RTA Capital Fund	17,483,041								
Transfer to RTA Development Fund			14,500,000						
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								30,000,000	
Total Transfers to Other Funds	40,208,615		14,500,000					40,000,000	
Total Expenditures	333,845,575	142,245,993	18,528,921	9,477,950	3,078,000	9,000	25,000	40,000,000	452,501,824
Net Increase (Decrease)	1,601,476	22,768,380	(945,880)	(30,991)	(478,000)	31,000	-	(25,121,385)	(2,175,400)
Beginning Balance	22,799,039	225,462,610	7,810,952	1,184,825	6,557,040	1,405,325	351,321	161,038,852	426,609,964
Available Ending Balance	\$ 24,400,515	\$ 248,230,990	\$ 6,865,072	\$ 1,153,834	\$ 6,079,040	\$ 1,436,325	\$ 351,321	\$ 135,917,467	\$ 424,434,564

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 2022 Actual	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Revenues						
Operating Revenues						
Passenger Fares	\$ 28,761,449	\$ 24,683,669	\$ 27,574,362	\$ 27,100,000	\$ 27,650,000	\$ 28,200,000
Advertising & Concessions	2,056,186	2,061,751	1,257,183	2,061,751	2,061,751	2,061,751
Naming Rights	416,863	485,300	533,098	485,300	485,300	485,300
Investment Income	891,750	600,000	1,691,508	1,000,000	700,000	600,000
Total Operating Revenues	32,126,248	27,830,720	31,056,151	30,647,051	30,897,051	31,347,051
Non-Operating Revenues						
Sales & Use Tax	254,954,364	259,038,785	261,817,712	268,300,000	273,650,000	279,100,000
Reimbursed Expenditures	4,664,608	5,000,000	6,174,609	5,000,000	5,000,000	5,000,000
Federal Reimbursements	81,293,421	-	-	-	-	-
Other Non-Operating Revenue	547,336	1,500,000	-	1,500,000	1,500,000	1,500,000
Transfer from Reserve Fund - Revenue Stabilization	-	6,500,000	-	30,000,000	35,000,000	34,300,000
Total Non-Operating Revenues	341,459,729	272,038,785	267,992,321	304,800,000	315,150,000	319,900,000
Total Revenues	373,585,977	299,869,505	299,048,472	335,447,051	346,047,051	351,247,051
Expenditures						
Operating Expenditures						
Salaries & Overtime	146,800,073	157,017,221	157,916,814	164,283,362	173,584,980	175,496,000
Payroll Taxes & Fringes	55,136,073	56,697,891	53,382,216	57,564,329	60,747,498	61,423,600
Fuel (Diesel, CNG, Propulsion Power, Propane, Gasoline)	9,707,183	10,758,400	8,482,082	9,683,400	9,780,234	9,878,036
Utilities	3,572,375	4,181,320	3,847,587	3,964,200	4,003,842	4,043,880
Inventory	10,747,014	12,500,000	13,789,021	13,000,000	13,000,000	13,000,000
Services, Materials & Supplies	20,923,743	24,637,747	23,167,868	25,938,982	26,068,677	26,199,020
Purchased Transportation	8,423,677	9,150,000	10,334,733	11,533,644	11,591,312	11,649,269
Other Expenditures	5,346,038	7,447,466	6,016,902	7,669,043	7,676,712	7,684,389
Total Operating Expenditures	260,656,176	282,390,045	276,937,223	293,636,960	306,453,255	309,374,195
Revenues less Operating Expenses	112,929,801	17,479,460	22,111,249	41,810,091	39,593,796	41,872,856
Transfers to Other Funds						
Transfers to/from Insurance Fund	2,500,000	2,500,000	2,500,000	2,500,000	3,000,000	3,000,000
Transfers to/from Reserve Fund	60,878,615	10,878,615	10,878,615	10,878,615	6,378,615	10,878,615
Transfers to/from Capital						
Transfers to/from Bond Retirement Fund	11,327,875	6,627,398	6,627,398	9,346,959	9,184,042	7,134,061
Transfers to/from Capital Improvement Fund	44,725,757	21,866,868	21,866,868	17,483,041	18,180,958	20,775,939
Total Transfers to/from Capital	56,053,632	28,494,266	28,494,266	26,830,000	27,365,000	27,910,000
Total Transfers to/from Other Funds	119,432,247	41,872,881	41,872,881	40,208,615	36,743,615	41,788,615
Total Expenditures	380,088,423	324,262,926	318,810,104	333,845,575	343,196,870	351,162,810
Net Increase (Decrease)	(6,502,446)	(24,393,421)	(19,761,632)	1,601,476	2,850,181	84,241
Beginning Balance	62,360,628	42,560,671	42,560,671	22,799,039	24,400,515	27,250,696
Add Estimated Beginning Encumbrances						
Projected Ending Balance	\$ 55,858,182	\$ 18,167,250	\$ 22,799,039	\$ 24,400,515	\$ 27,250,696	\$ 27,334,938
# Months Reserves - Estimated	2.6	0.8	1.0	1.0	1.1	1.1

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%

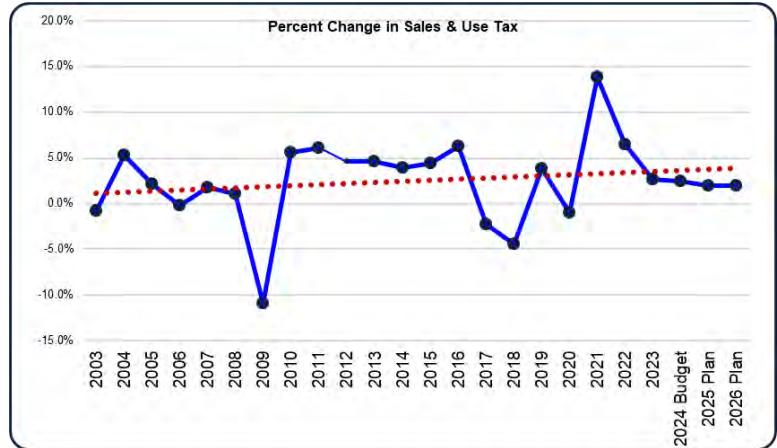


Figure 30

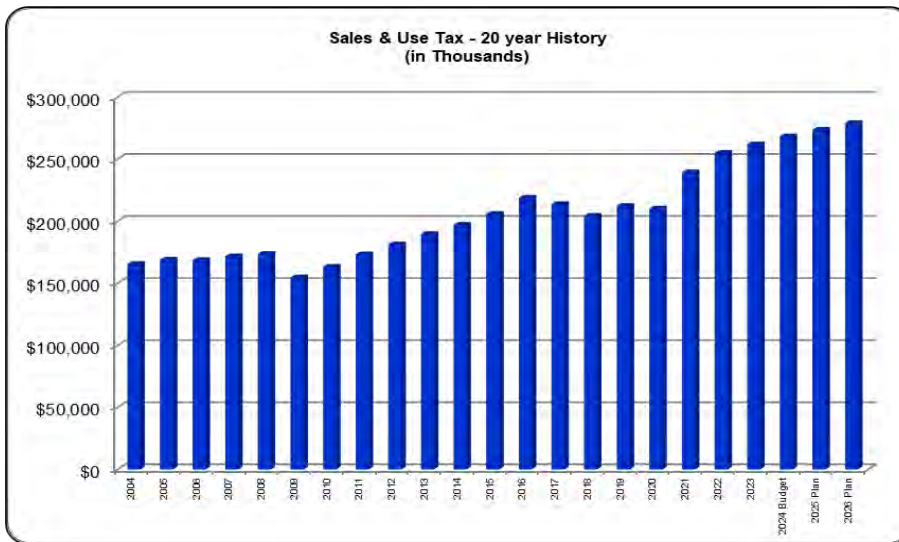


Figure 31

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 2024 General Fund budget was approved on December 19, 2023. Revenues budgeted for 2024 were based on actual data through October 2023. Sales and Use Tax receipts totaled \$261.8 million, a \$6.9 million or 2.7 % increase over 2022 actual receipts. The increase in the Sales and Use Tax revenues builds on the 6.5 % increase that occurred in 2023 due to the economic recovery and inflation. The consumer price index ended 2023 at 3.4% down from

¹ Approved by voters in July 1975 and of unlimited duration

6.5% one year prior. Sales and Use Tax receipts are budgeted at \$268.3 million a 2.5% increase over 2023 total of \$261.8 million.

PASSENGER FARES

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

Passenger fares and ridership had a slow decline over the decade before the 2020 start of the COVID-19 pandemic which caused ridership to immediately drop by half. The COVID-19 Public Health Emergency declaration continued through 2022, and transit ridership has seen a slow but steady return nationally and at GCRTA. Ridership dropped from approximately 32 million trips per year to less than 16 million in 2021. In 2023, ridership rose to more than 22.4 million trips.

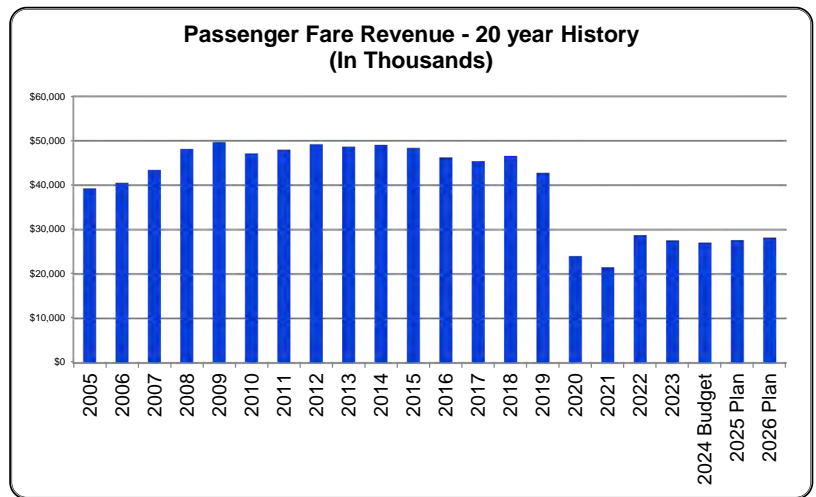


Figure 32

The pandemic’s impact on increased remote work and altered travel habits continues to affect transit ridership. At the height of the

pandemic, ridership in April through December of 2020 was only 42% of ridership the same period of 2019. Ridership continues to slowly return at similar rates as are seen nationally by transit authorities, and this same period in 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 to 64% of pre-pandemic levels in 2023. Ridership increased 19% in 2023 compared to the prior year, however passenger fare revenue decreased 4% from 2022 due to the timing of reimbursements for student fares from K-12 schools and universities.

GCRTA is projecting that 2024 ridership and passenger fare revenue will grow two percent annually. Even while many workers continue to work at least partially from home, public transit continues to safely connect people with employment, medical appointments, grocery stores, and other essential services without raising fares.

INVESTMENT INCOME

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

The Authority categorizes its fair value measurements within the fair value hierarchy established by GAAP. The Authority's cash and investments are all Level 1 which indicates that the values have been independently verified. Public depositories must provide collateral for all public funds on deposit. These institutions may either specifically collateralize individual accounts in addition to amounts insured by the Federal Deposit Insurance Corporation (FDIC) or may pledge a pool of government securities the face value of which is at least 105% of the total value of public monies on deposit at the institution, or participate in the Ohio Pooled Collateral System (OPCS). This participation in OPCS requires that the total fair value of securities pledged to be at least 102% of the deposits being secured. Repurchase agreements must be secured by the specific government securities upon which the repurchase agreements are based. These securities must be obligations of or guaranteed by the United States and mature or be redeemable within five years of the date of the related repurchase agreement. At the close of 2023, GCRTA's average yield on its portfolio year to date was 4.25%, which is 79 basis points below the performance standard yield of 5.04 and 70 basis points below the market average yield of 4.95%.

General Fund Investment income is budgeted at \$1,000,000. Interest earned on General Fund investments varies depending upon the timing of revenue receipts, expenditures, and the transfers made to other funds (shifting interest earnings from the General Fund to other funds).

ADVERTISING & CONCESSIONS

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

Revenue from advertising fluctuates from year to year. In 2023, revenues totaled \$1.3 million and are budgeted at \$2.1 million in 2024.

FEDERAL OPERATING ASSISTANCE

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

REIMBURSED EXPENDITURES AND OTHER REVENUE

For FY2024 through FY2026 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 capture miscellaneous receipts from contractors, hospitalization, claim reimbursements, rent, and salvage sales.

Preventive Maintenance (PM) is a smaller portion of reimbursed expenditures. The Authority aims to keep PM reimbursements at \$20 million or less. In recent years, the Authority has made a strategic decision to limit PM reimbursements to \$1 million to address unfunded and under-funded capital projects. Unfunded projects total nearly \$262 million in the 2024 budget.

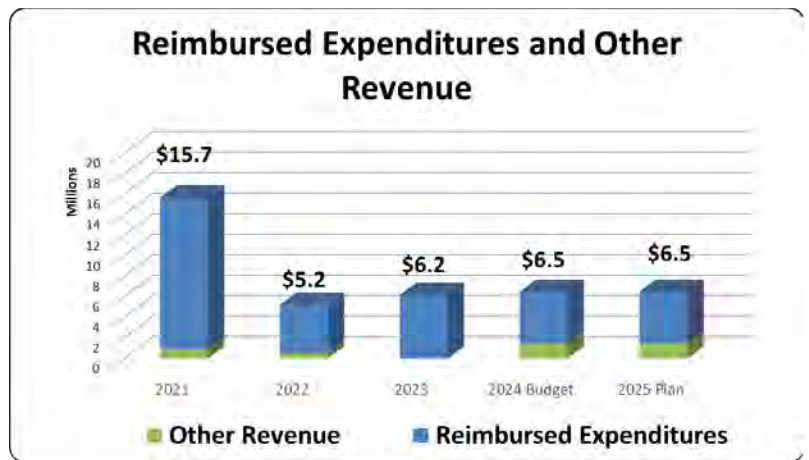


Figure 33

EXPENDITURES

The General Fund Expenditures from 2022 through 2025, and the ending balances for each year, are displayed in Figure 29. Total operating expenditures are budgeted at \$293.6 million in 2024. The available ending balance in the General Fund is budgeted at \$24.4 million. Transfers to other funds total \$40.2 million. These include \$2.5 million to the Insurance Fund, \$10.9 million to the Reserve Fund, \$9.3 million to the Bond Retirement Fund, and \$17.5 million to the Capital Improvement Fund.

General Fund expenditures include salary and fringe benefits for 2,422.5 budgeted positions, which comprises 75.5% of the 2024 budgeted total operating expenditures. Salary and fringe benefits budgets include wage increases of 4% across the board. The non-payroll General Fund 2024 budgeted operating expenditures include Fuel (diesel, compressed natural gas, propulsion power, propane, and gasoline, nearly 14%), Utilities (3%), Inventory (-6%), Services Materials & Supplies (12%), Purchased Transportation (nearly 12%), and Other Expenditures (nearly 28%) compared to 2023 expenditures. The 2024 budget for non-payroll operating expenditures has an increase of nearly 5% compared to the 2023 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 is provided in the sections that follow.

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

EMPLOYMENT LEVEL AND SERVICE

The number of positions for 2024 is budgeted at 2,422.5. Figure 34 provides brief descriptions of the employment and service level changes over the past four years.

Overall, there are 26 new positions across Operations, Finance, Innovation & Technology, and Executive divisions. Changes include six additional positions for the Transit Ambassador Program that launched in late 2022 as a progressive policing and community engagement initiative, 14 Bus Mechanic Apprenticeship positions, two Human Resource Business Partners, a Training Coordinator, Paratransit Operator position, and two Financial Analyst positions.

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, 2023, through February 28, 2026.

Employment Level and Service Level Changes				
FY	2021	2022	2023	2024
Positions	2,356.50	2,381.50	2,396.50	2,422.50
Net Increase (Decrease)	23.25	25.00	15.00	26.00
	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.	26 new positions were added in across a variety of departments. This includes 6 additional Transit Ambassadors; 14 Bus Mechanic Apprenticeships; 2 Human Resources Business Partners; 1 Training Coordinator; 1 Paratransit Operator; and 2 Financial Analysts.
Budgeted Service Increase (Decrease)	(0%) Service Hours; (0%) Service Miles	(0%) Service Hours; (0%) Service Miles	(0%) Service Hours; (0%) Service Miles	Fixed Route: (0%) Service Hours; (0%) Service Miles Demand Response: (16%) Service Hours; (16%) Service Miles
	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.	2024 fixed route service budgeted to remain at 2022 planned hours and miles. No fixed route service changes are projected for 2024. Paratransit demand response 2024 budget has a 16% increase in service hours compared to the 2023 budget.

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 \$34.4 million in Sales Tax Revenue bonds at the end of 2023, which will require principal and interest payments of \$9.5 million in 2024. GCRTA executed a bond defeasance in 2021 which eliminated approximately half of the Authority's debt obligations. The outstanding debt (principal and interest) for the Authority has decreased from approximately \$144 million from year-end 2020. The remainder of existing debt is scheduled to expire in 2030. The debt defeasance allowed GCRTA to reduce interest payments and provide long-term financial stability. GCRTA currently does not plan on issuing any new debt in the near future.

Bond Retirement Fund Balance Analysis

	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Revenues						
Transfers						
Transfer from the General Fund	\$ 11,327,875	\$ 6,627,398	\$ 6,627,398	\$ 9,346,959	\$ 9,184,042	\$ 7,134,061
Total Transfers	11,327,875	6,627,398	6,627,398	9,346,959	9,184,042	7,134,061
Other Revenues						
Investment Income	113,067	135,000	349,225	100,000	100,000	100,000
Total Other Revenues	113,067	135,000	349,225	100,000	100,000	100,000
Total Revenues	11,440,942	6,762,398	6,976,623	9,446,959	9,284,042	7,234,061
Expenditures						
Debt Service						
Principal	9,535,000	7,610,000	7,610,000	7,995,000	8,355,000	6,935,000
Interest	2,338,700	1,861,950	1,861,950	1,481,450	1,115,500	697,750
Total Debt Service	11,873,700	9,471,950	9,471,950	9,476,450	9,470,500	7,632,750
Other Expenditures						
Other Expenditures	-	1,500	1,500	1,500	1,500	1,500
Total Other Expenditures	-	1,500	1,500	1,500	1,500	1,500
Total Expenditures	11,873,700	9,473,450	9,473,450	9,477,950	9,472,000	7,634,250
Net Increase (Decrease)	(432,758)	(2,711,052)	(2,496,827)	(30,991)	(187,958)	(400,189)
Beginning Balance	4,114,410	3,681,652	3,681,652	1,184,825	1,153,834	965,876
Projected Ending Balance	\$ 3,681,652	\$ 970,600	\$ 1,184,825	\$ 1,153,834	\$ 965,876	\$ 565,687

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 2024, a transfer of \$9.35 million will be required from the General Fund to cover the current overall debt service of the Authority. For 2025 through 2026, transfers of \$9.18 million and \$7.13 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 \$34.38 million to be paid by FY 2030 including \$30.31 million principal and \$4.08 million interest. The debt repayment schedule for FY 2024 totals \$9.48 million combined for principal and interest.

GCRTA Debt Schedule (in millions)

Debt Series	Series 2014 A		Series 2015		Series 2016		Series 2019		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total Principal	Total Interest
FY 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	\$ 3.43	\$ 0.22	\$ 12.24	\$ 1.24	\$ 5.66	\$ 0.72	\$ 8.98	\$ 1.88	\$ 30.31	\$ 4.08
Total Debt	\$ 3.65		\$ 13.48		\$ 6.38		\$ 10.86		\$ 34.38	

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 2022 Actual	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Revenues						
Transfer from General Fund	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000
Investment Income	100,870	35,000	230,353	100,000	100,000	50,000
Other Revenue	-	-	344,402	-	-	-
Total Revenues	2,600,870	2,535,000	3,074,755	2,600,000	3,100,000	3,050,000
Expenditures						
Claims and Premium Outlay	2,993,000	3,049,000	2,286,783	3,078,000	3,100,000	3,100,000
Total Expenditures	2,993,000	3,049,000	2,286,783	3,078,000	3,100,000	3,100,000
Net Increase (Decrease)	(392,130)	(514,000)	787,972	(478,000)	-	(50,000)
Beginning Balance	6,161,198	5,703,198	5,769,068	6,557,040	6,079,040	6,079,040
Projected Ending Balance	\$ 5,769,068	\$ 5,189,198	\$ 6,557,040	\$ 6,079,040	\$ 6,079,040	\$ 6,029,040

Figure 37

A transfer of \$2.5 million was needed each year in 2022 and 2023 to meet industry-wide premium increases while maintaining the \$5.0 million ending balance. For 2024, a transfer of \$2.5 million is budgeted. For 2025 and 2026, a transfer of \$3.0 million is planned each year.

According to the Authority’s financial policies, the required minimum balance of the Insurance Fund is identified by the Risk Manager and insurance providers. Currently, the required minimum balance is \$5 million. For FY2024, revenues are budgeted at \$2.6 million and expenditures are budgeted at \$3.08 million. The ending balance is budgeted at \$6.08 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 2022 Actual	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Revenues						
Investment Income	\$ 21,109	\$ 1,100	\$ 70,167	\$ 40,000	\$ 30,000	\$ 30,000
Total Revenues	21,109	1,100	70,167	40,000	30,000	30,000
Expenditures						
Benefit Payments	7,939	9,000	4,589	9,000	9,000	9,000
Total Expenditures	7,939	9,000	4,589	9,000	9,000	9,000
Net Increase (Decrease)	13,170	(7,900)	65,578	31,000	21,000	21,000
Beginning Balance	1,326,577	1,339,747	1,339,747	1,405,325	1,436,325	1,457,325
Projected Ending Balance	\$1,339,747	\$1,331,847	\$1,405,325	\$1,436,325	\$1,457,325	\$1,478,325

Figure 38

An actuarial evaluation is performed every few years to assess the adequacy of the fund balance. The last study was completed in 2021 and determined there are sufficient funds for remaining pension obligations. For 2024, expenditures of \$9,000 are budgeted. Expenditures are planned to remain at \$9,000 for 2025 and 2026.

LAW ENFORCEMENT FUND

In 1988, GCRTA 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 2022 Actual	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Revenues						
Law Enforcement Revenue	\$ 43,295	\$ 5,000	\$ 193,765	\$ 20,000	\$ 15,000	\$ 15,000
Investment Income	1,509	50	12,732	5,000	5,000	5,000
Total Revenues	44,804	5,050	206,497	25,000	20,000	20,000
Expenditures						
Capital & Related Expenditures	29,156	80,000	26,995	25,000	25,000	25,000
Total Expenditures	29,156	80,000	26,995	25,000	25,000	25,000
Net Increase (Decrease)	15,648	(74,950)	179,502	-	(5,000)	(5,000)
Beginning Balance	156,171	171,819	171,819	351,321	351,321	346,321
Projected Ending Balance	\$ 171,819	\$ 96,869	\$ 351,321	\$ 351,321	\$ 346,321	\$ 341,321

Figure 39

Revenue obtained through the Task Force can be expended for non-budgeted police items. Certain guidelines have been instituted by the State Attorney General's Office for the reporting and disbursement of 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 2024, total revenues are budgeted at \$25,000. The planned revenue budget will decrease to \$20,000 for 2025 and 2026. For 2024, expenditures of \$25,000 are budgeted. Expenditures are planned to remain at \$25,000 for the years 2025 and 2026.

RESERVE FUND

In 2017, the Authority created a Reserve Fund to set aside funding for cost increases in fuel and hospitalization, increases in compensated absences, prepare for the 27th pay period that occurs every 11 years for each pay group, and reserve local funding needed for rolling stock replacement, specifically, rail cars in 2021 through 2026. In 2021, the Authority added a sub-fund for Revenue Stabilization.

The total transfers needed are based upon specific goals:

- Fuel Reserve: Annual savings resulting when expenditures are less than budget.
- Hospitalization Reserve: Not exceed 10% of annual hospitalization costs.
- Compensated Absence Reserve: Not exceed 25% of estimated payments.
- 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 2022 Actual	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Revenues						
Transfers						
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
Total Transfers	60,878,615	10,878,615	10,878,615	10,878,615	10,878,615	10,878,615
Other Revenue						
Investment Income	1,409,054	500,000	9,276,174	4,000,000	3,000,000	2,000,000
Total Other Revenue	1,409,054	500,000	9,276,174	4,000,000	3,000,000	2,000,000
Total Revenues	62,287,669	11,378,615	20,154,789	14,878,615	13,878,615	12,878,615
Expenditures						
Transfers						
Transfer to RTA Development Fund for Rolling Stock Reserve	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Transfer to GF for 27th Pay	-	-	-	-	4,500,000	-
Transfer to GF for Revenue Stabilization	-	6,500,000	-	30,000,000	35,000,000	34,300,000
Total Transfers	10,000,000	16,500,000	10,000,000	40,000,000	49,500,000	44,300,000
Total Expenditures	10,000,000	16,500,000	10,000,000	40,000,000	49,500,000	44,300,000
Net Increase (Decrease)	52,287,669	(5,121,385)	10,154,789	(25,121,385)	(35,621,385)	(31,421,385)
Beginning Balance	98,596,394	150,884,063	150,884,063	161,038,852	135,917,467	100,296,082
Projected Ending Balance	\$ 150,884,063	\$ 145,762,678	\$ 161,038,852	\$ 135,917,467	\$ 100,296,082	\$ 68,874,697

Figure 4o

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-fund to another or back to the General Fund. In 2022, \$50 million was transferred to the Reserve Fund for Revenue Stabilization. In 2023 \$10 million was transferred from the General Fund to the Reserve Fund for the Rolling Stock Reserve and \$0.88 million for the 27th Pay. A transfer of \$10 million was made from the Reserve Fund to the RTA Development Fund for Rolling Stock. For 2024, 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 aging 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 the years 2025 and 2026 as well. In 2024, \$10 million is budgeted to be transferred from the Reserve Fund to RTA Development Fund for Rolling Stock and \$30 million is budgeted to be

transferred to the General Fund for Revenue Stabilization to protect against substantial decreases in revenues. For 2025 and 2026, \$10 million per year is planned 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, \$4.5 million is planned to be transferred from the 27th Pay Reserve to the General Fund for a 27th Pay scheduled that year. For 2025 and 2026, and \$35 million and \$34.3 million respectively is planned to be transferred to the General Fund for Revenue Stabilization.

	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Rolling Balances						
Compensated Absences	3,780,451	3,792,978	4,021,832	4,121,729	4,212,704	4,296,710
Fuel	2,667,807	2,676,647	2,838,146	2,908,642	2,972,842	3,032,123
Hospitalization	2,731,192	2,740,243	2,905,578	2,977,749	3,043,474	3,104,164
Rolling Stock Reserve	724,187	726,586	770,426	789,562	806,990	823,082
27th Pay	4,765,681	5,660,088	6,004,498	7,032,257	3,566,089	4,515,815
Revenue Stabilization	136,214,746	130,166,135	144,498,374	118,087,529	85,693,983	53,102,803
Total	150,884,063	145,762,678	161,038,852	135,917,467	100,296,082	68,874,697

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 2022 Actual	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Revenues						
Federal / State Revenues						
Federal Capital Grants	\$ 37,378,379	\$ 64,062,635	\$ 53,677,554	\$ 71,876,582	\$ 72,393,400	\$ 48,219,950
Federal Assistance	81,293,421	-	-	-	-	-
State Capital Grants	3,718,546	19,336,598	128,200	41,116,997	66,345,747	45,170,747
Total Federal / State Revenues	122,390,346	83,399,233	53,805,754	112,993,579	138,739,147	93,390,697
Other Revenue						
Investment Income	1,883,389	200,000	5,204,465	1,000,000	1,000,000	1,000,000
Other Revenue	13,513,332	24,225,000	174,937	26,520,794	34,500,000	25,000,000
Total Other Revenue	15,396,721	24,425,000	5,379,402	27,520,794	35,500,000	26,000,000
Transfers						
Transfer from RTA Routine Capital Fund	43,228,465	19,500,000	19,500,000	14,500,000	14,000,000	17,000,000
Transfer from Reserve Fund	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Total Transfers	53,228,465	29,500,000	29,500,000	24,500,000	24,000,000	27,000,000
Total Revenue	191,015,532	137,324,233	88,685,156	165,014,373	198,239,147	146,390,697
Expenditures						
Capital Outlay						
Capital Outlay - Development Fund	41,096,925	135,930,660	71,451,754	142,245,993	173,495,767	145,965,697
Total Capital Outlay	41,096,925	135,930,660	71,451,754	142,245,993	173,495,767	145,965,697
Other Capital Expenditures						
Federal Assistance	81,293,421	-	-	-	-	-
Total Other Capital Expenditures	81,293,421	-	-	-	-	-
Total Expenditures	122,390,346	135,930,660	71,451,754	142,245,993	173,495,767	145,965,697
Net Increase (Decrease)	68,625,186	1,393,573	17,233,403	22,768,380	24,743,380	425,000
Beginning Balance	139,604,021	208,229,207	208,229,207	225,462,610	248,230,990	272,974,370
Projected Ending Balance	\$ 208,229,207	\$ 209,622,780	\$ 225,462,610	\$ 248,230,990	\$ 272,974,370	\$ 273,399,370

Figure 42

RTA Routine Capital Balance Analysis

	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Revenues						
Investment Income	\$ 141,345	\$ 65,000	\$ 232,400	\$ 100,000	\$ 100,000	\$ 100,000
Transfer from General Fund	44,725,757	21,866,868	21,866,868	17,483,041	18,180,958	20,775,939
Total Revenue	44,867,102	21,931,868	22,099,268	17,583,041	18,280,958	20,875,939
Expenditures						
Capital Outlay						
Asset Maintenance	1,390,887	2,410,000	1,081,292	2,310,000	2,410,000	2,310,000
Routine Capital	1,677,277	1,637,734	1,198,712	1,718,921	1,627,524	1636353
Total Capital Outlay	3,068,164	4,047,734	2,280,004	4,028,921	4,037,524	3,946,353
Other Capital Expenditures						
Transfer to RTA Development Fund	43,228,465	19,500,000	19,500,000	14,500,000	14,000,000	17,000,000
Total Other Capital Expenditures	43,228,465	19,500,000	19,500,000	14,500,000	14,000,000	17,000,000
Total Expenditures	46,296,629	23,547,734	21,780,004	18,528,921	18,037,524	20,946,353
Net Increase (Decrease)	(1,429,527)	(1,615,866)	319,264	(945,880)	243,434	(70,414)
Beginning Balance	8,921,215	7,491,688	7,491,688	7,810,952	6,865,072	7,108,506
Projected Ending Balance	\$ 7,491,688	\$ 5,875,822	\$ 7,810,952	\$ 6,865,072	\$ 7,108,506	\$ 7,038,092

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

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.

OPERATING DEPARTMENTS BUDGETS

OVERVIEW

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

DIVISION 1: OPERATIONS

- 31 – Paratransit District
- 32 – Rail District
- 34 – Transit Police
- 35 – Service Management
- 36 – Power & Way District
- 38 – Service Quality Management
- 39 – Fleet Management District including Configuration Management
- 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

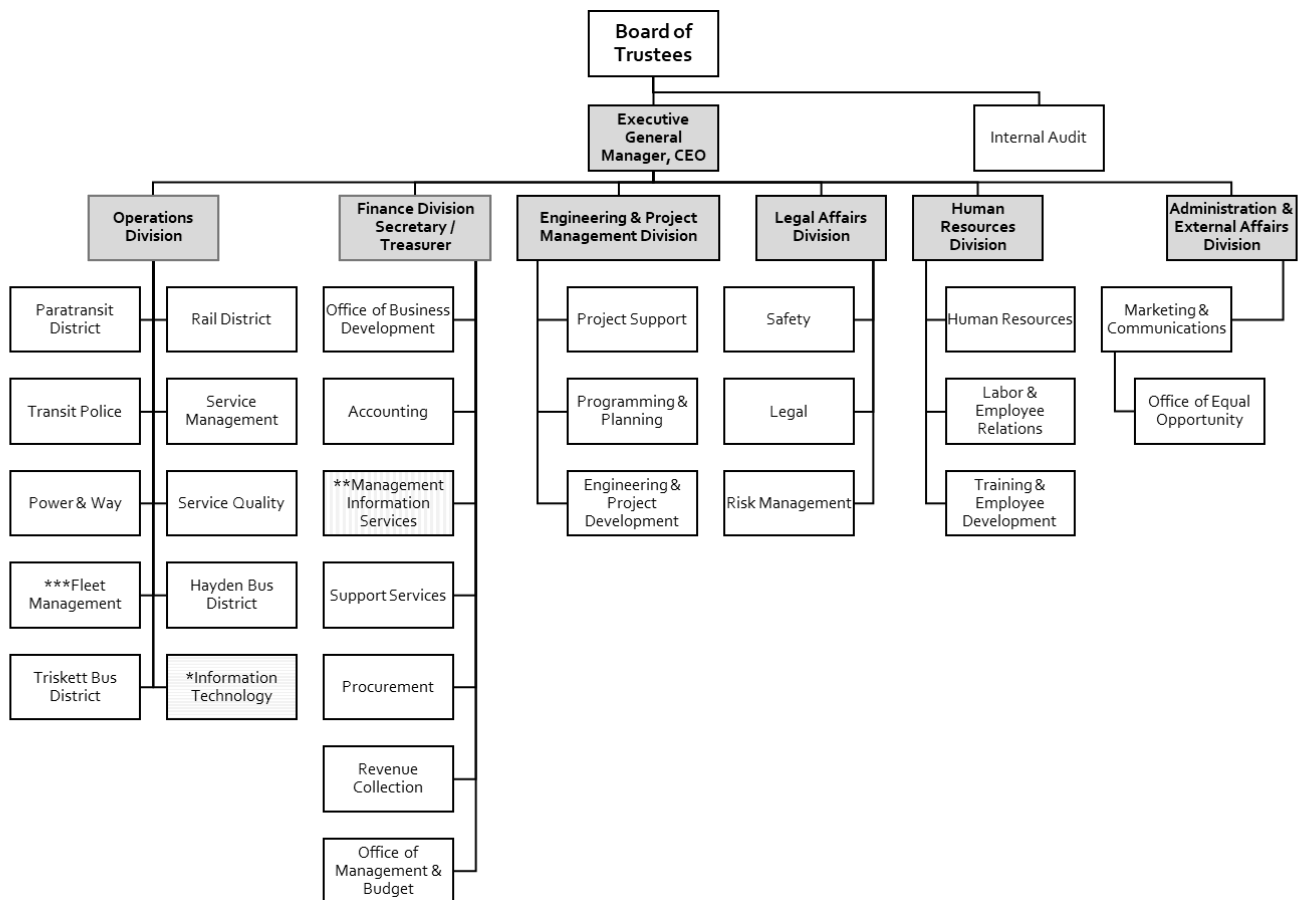


Figure 44

EXPENDITURES BY DIVISION

DIV: OPERATIONS						
DEPT #	DESCRIPTION	2022 Actual	2023 Actual	2024 BUDGET	2025 PLAN	2026 PLAN
31	PARATRANSIT DISTRICT	\$ 23,959,669	\$ 26,633,057	\$ 27,928,673	\$ 28,609,270	\$ 28,510,800
32	RAIL DISTRICT	25,864,147	26,588,005	25,464,153	26,279,860	26,016,460
33	ASSET AND CONFIGURATION MANAGEMEN	1,957,196	1,759,042	923,144	934,000	977,000
34	TRANSIT POLICE	13,801,525	15,649,503	17,434,492	18,042,560	17,864,670
35	SERVICE MANAGEMENT	6,505,773	7,917,326	9,930,015	10,182,040	10,168,850
36	POWER & WAY DISTRICT	14,045,883	14,831,773	15,650,397	16,077,600	15,949,700
38	SERVICE QUALITY MANAGEMENT	7,366,014	7,684,673	7,926,318	7,924,910	8,275,020
39	FLEET MANAGEMENT	33,922,596	35,714,485	36,473,876	36,912,000	36,296,910
43	PASS THRU	540,000	534,000	600,000	600,000	600,000
46	HAYDEN DISTRICT	47,151,307	48,559,870	48,371,230	50,146,310	49,237,120
49	TRISKETT DISTRICT	36,441,623	37,511,335	37,131,273	38,496,420	37,835,640
58	INFORMATION TECHNOLOGY	2,316,991	8,389,647	10,207,874	10,258,010	10,460,920
	DIVISION TOTALS	\$ 213,872,724	\$ 231,772,715	\$ 238,041,445	\$ 244,462,980	\$ 242,193,090
DIV: FINANCE						
DEPT #	DESCRIPTION	2022 Actual	2023 Actual	2024 BUDGET	2025 PLAN	2026 PLAN
10	OFFICE OF BUSINESS DEVELOPMENT	\$ 458,584	\$ 479,028	\$ 548,563	\$ 555,680	\$ 579,810
60	ACCOUNTING	3,284,592	3,539,326	4,129,073	4,165,630	4,315,860
61	MANAGEMENT INFORMATION SERVICES	8,279,939	3,255,280	3,753,841	3,774,650	3,854,150
62	SUPPORT SERVICES	1,050,515	1,175,510	1,271,721	1,286,730	1,319,650
64	PROCUREMENT	1,731,157	1,890,644	1,872,452	1,897,900	1,986,200
65	REVENUE	1,896,657	2,079,251	2,259,189	2,274,420	2,355,140
67	OMB	5,411,220	6,128,180	9,310,543	9,301,060	9,393,270
	DIVISION TOTALS	\$ 22,112,664	\$ 18,547,218	\$ 23,145,382	\$ 23,256,070	\$ 23,804,080
DIV: ENGINEERING & PROJECT MANAGEMENT						
DEPT #	DESCRIPTION	2022 Actual	2023 Actual	2024 BUDGET	2025 PLAN	2026 PLAN
55	PROJECT SUPPORT	\$ 371,212	\$ 234,652	\$ 388,476	\$ 390,960	\$ 403,370
57	PROGRAMMING & PLANNING	768,484	919,658	3,106,708	3,119,190	3,169,410
80	ENGINEERING & PROJECT DEVELOPMENT	2,240,318	2,279,064	2,381,124	2,413,560	2,525,820
	DIVISION TOTALS	\$ 3,380,015	\$ 3,433,374	\$ 5,876,308	\$ 5,923,710	\$ 6,098,600
DIV: LEGAL AFFAIRS						
DEPT #	DESCRIPTION	2022 Actual	2023 Actual	2024 BUDGET	2025 PLAN	2026 PLAN
15	SAFETY	\$ 835,145	\$ 952,717	\$ 1,050,539	\$ 1,061,560	\$ 1,098,170
21	LEGAL	3,416,173	3,492,540	4,280,742	4,320,600	4,462,800
22	RISK MANAGEMENT	4,246,651	4,504,090	5,293,915	5,316,130	5,361,450
	DIVISION TOTALS	\$ 8,497,969	\$ 8,949,346	\$ 10,625,196	\$ 10,698,290	\$ 10,922,420
DIV: HUMAN RESOURCES						
DEPT #	DESCRIPTION	2022 Actual	2023 Actual	2024 BUDGET	2025 PLAN	2026 PLAN
14	HUMAN RESOURCES	\$ 1,636,995	\$ 1,961,205	\$ 2,116,178	\$ 2,147,900	\$ 2,212,600
18	LABOR RELATIONS	1,826,242	1,999,939	2,336,015	2,356,630	2,434,260
30	TRAINING & EMPLOYEE DEVELOPMENT	4,044,111	4,732,460	4,790,258	4,826,540	4,997,240
	DIVISION TOTALS	\$ 7,507,347	\$ 8,693,605	\$ 9,242,451	\$ 9,331,070	\$ 9,644,100
DIV: ADMINISTRATION & EXTERNAL AFFAIRS						
DEPT #	DESCRIPTION	2022 Actual	2023 Actual	2024 BUDGET	2025 PLAN	2026 PLAN
53	ADMINISTRATION & EXTERNAL AFFAIRS	2,798,561	3,357,963	3,911,576	3,940,400	4,059,000
	DIVISION TOTALS	\$ 2,798,561	\$ 3,357,963	\$ 3,911,576	\$ 3,940,400	\$ 4,059,000
DIV: EXECUTIVE						
DEPT #	DESCRIPTION	2022 Actual	2023 Actual	2024 BUDGET	2025 PLAN	2026 PLAN
12	EXECUTIVE	\$ 1,103,770	\$ 954,745	\$ 1,379,168	\$ 1,387,200	\$ 1,417,300
16	SECRETARY/TREAS. - BOARD OF TRUSTEI	276,580	283,510	404,840	408,900	423,100
19	INTERNAL AUDIT	1,002,952	945,293	1,010,594	1,022,600	1,066,000
99	FUND TRANSFERS	119,432,247	41,872,881	40,208,615	35,243,000	41,276,000
	DIVISION TOTALS	\$ 121,815,549	\$ 44,056,430	\$ 43,003,217	\$ 38,061,700	\$ 44,182,400

* 2022 actual expenditures have been audited; the 2023 actual expenditures are unaudited estimated expenditures

STAFFING BY DIVISION

Division	Dept. #	Dept. Name	2022 Year-End Budget	2023 Q3 Budget	2024 Approved Budget	Variance (2023 vs. 2022)
Operations	31	Paratransit District	198.75	198.75	199.75	1.00
	32	Rail District	254.00	254.00	255.00	1.00
	33	Asset & Configuration Management	11.00	11.00	-	(11.00)
	34	Transit Police	153.00	157.00	164.00	7.00
	35	Service Management	89.75	93.75	94.75	1.00
	36	Power & Way	123.00	123.00	123.00	-
	38	Service Quality Management	66.00	67.00	67.00	-
	39	Fleet Management	171.00	176.00	194.00	18.00
	46	Hayden District	571.00	569.00	568.00	(1.00)
	49	Triskett District	437.00	437.00	435.00	(2.00)
	58	Information Technology	10.00	32.00	32.00	-
Operations Total			2,084.50	2,118.50	2,132.50	14.00
Finance	10	Office of Business Development	4.00	4.00	5.00	1.00
	60	Accounting	28.00	27.00	29.00	2.00
	61	Management Information Services	30.00	13.00	16.00	3.00
	62	Support Services	8.00	8.00	8.00	-
	64	Procurement	16.00	16.00	16.00	-
	65	Revenue	17.00	17.00	16.00	(1.00)
	67	Office of Management & Budget	8.00	8.00	7.00	(1.00)
Finance & Administration Total			111.00	93.00	97.00	4.00
Engineering & Project Management	55	Project Support	4.00	2.00	4.00	2.00
	57	Programming & Planning	6.00	6.00	6.00	-
	80	Engineering & Project Development	20.00	20.00	20.00	-
Engineering & Project Management Total			30.00	28.00	30.00	2.00
Legal Affairs	15	Safety	8.00	8.00	8.00	-
	21	Legal	28.00	27.00	27.00	-
	22	Risk Management	8.00	8.00	8.00	-
Legal Affairs Total			44.00	43.00	43.00	-
Human Resources	14	Human Resources	15.00	15.00	16.00	1.00
	18	Labor & Employee Relations	14.00	15.00	16.00	1.00
	30	Training & Employee Development	32.00	32.00	35.00	3.00
Human Resources Total			61.00	62.00	67.00	5.00
Administration & External Affairs	53	Administration & External Affairs	22.00	23.00	23.00	-
Administration & External Affairs			22.00	23.00	23.00	-
Executive	12	Executive	3.00	2.00	3.00	1.00
	16	Secretary/Treasurer - BOT	18.00	19.00	19.00	-
	19	Internal Audit	8.00	8.00	8.00	-
Executive Total			29.00	29.00	30.00	1.00
Grand Total			2,381.50	2,396.50	2,422.50	26.00

01- OPERATIONS DIVISION

DIVISION OVERVIEW

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

CONNECTION TO STRATEGIC PLAN

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

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

2023 ACCOMPLISHMENTS

- **Railcar Replacement:** Selected Rail Vehicle car builder and issued Notice to Proceed (NTP).
- **Operator Recruiting:** Collaborated, supported, and resourced operator recruiting and training efforts to accelerate hiring efforts and overcome attrition.
- **21st Century Policing:** Advanced Civilian Oversight Committee. Board approved inaugural committee members. Completed member training.
- **RTA Customer Experience:** Enhanced Customer Experience by resourcing new cleaning efforts and focusing on passenger security.

2024 PRIORITIES

Customer Experience

- Enhance the bus and rail customer experience.
- Enhance the paratransit customer experience with focus and care for our ADA customers and upgrade PASS System.
- Achieve stretch goal of 16,000 Miles Between Service Interruptions.
- Continued efforts to improve on-time performance.

Community Impact

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

Employee Investment

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



Financial Health

- **Operator Recruiting:** Collaborate, support, and resource operator recruiting and training efforts to accelerate hiring efforts and overcome attrition.
- **New Operator Development:** Reconstitute Service Quality New Operator Program.
- **Track -** Maintenance welding system wide.

List of Departments

Department Number	Department Name
31	Paratransit District
32	Rail District
34	Transit Police Department
35	Service Management Department
36	Power & Way District
38	Service Quality Management Department
39	Fleet Management District
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.

The Asset & Configuration Management Department was consolidated into the Fleet Management District during 2023.

The 2024 Organizational Scorecard is shown in the Budget Management section of the Budget Guide. The results of the 2023 Operations Division scorecard are shown below, and the divisions were still developing their 2024 strategic scorecards to support GCRTA’s Strategic Plan as of the writing of this report.



Operations- 2023

Success Outcomes	Metric	Definition	FY2023		Annual 2023
			Performance Goals	Objective	Actual Results
Customer Experience	Net Promoter Score	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend GCRTA, Promoters are 9-10 and Detractors are 0-6.	29	↑	21
	Overall Customer Satisfaction	The % of customers who are satisfied or very satisfied with GCRTA	84%	↑	63%
	On-Time Performance - Impression	The % of customers who agree or strongly agree that service is on time	77%	↑	69%
	On-Time Performance - Actual	The % of actual on-time performance	85%	↑	83%
	Safe & Secure Riding / Waiting -- Impression	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)	74%	↑	62%
	Vehicle Cleanliness - Impression	The % of customers who agree or strongly agree that vehicles are clean.	54%	↑	54%
Community Value	Community Perception - Access to Employment	The % of community who agree or strongly agree that GCRTA serves employment centers	54%	↑	38%
Financial Sustainability	Operator Labor Budget Adherence	Percent difference of the sum of operator labor and overtime expenses (excluding fringe benefits) from the budgeted operator labor and overtime costs	-2%	↓	5%
	Operating Budget Used	The % of actual expenses (year to date) vs. annual budget. 25% per quarter as a guideline, understanding that 100% of budget is limit at year end	25%, 50%, 75%, 100%	-	96%
Employee Engagement	Division Employees Agree - Supervisor Invested in Growth and Success	The % of employees that agree (or strongly agree) that their Supervisor is invested in their growth and success.	55%	↑	54%
	Division Employees Agree - Understand Vision and Direction	The % of employees that agree (or strongly agree) that they understand the vision and direction of GCRTA	69%	↑	68%
	Division Employees Agree - Understand How Performance Linked to Organization Success	The % of employees that agree (or strongly agree) that they understand how their performance contributes to organizational success	75%	↑	73%

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.

2023 ACCOMPLISHMENTS

- Completed the LED lighting project.
- Secured new contracts for Purchased Transportation.
- Delivered over 111% of pre-COVID ridership, an increase of 16% from 2022.
- Maintained a low speed to answer time within the TIC call center.
- Adjusted staffing levels to reduce speed to answer in the Paratransit call center.
- Achieved a Net Promoter Score of between 63-70, well above industry peers.
- Continued the Certified Operator Road Instructor Program for Paratransit Operators.
- Maintained a State of Good Repair.

2024 PRIORITIES

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success Outcomes:	(CE)	(CI)	(EI)	(FH)
<ul style="list-style-type: none">• Adhere to the Authority's Mission, Vision, and Values (CE, CI, EI, FH).• Create efficiencies to manage growth & demand for services (CE, FH).• Focus on the customer service experience (CE).• Focus on internal training and the employee experience (EI).• Complete a data archive project for the scheduling software (FH).• Achieve and Maintain on time performance (OTP) of 88% or higher (CE).• Retire the Propane and half of the MV-1 fleets (CE, FH).• Evaluate technology to modernize the Customer Experience for paratransit riders (CE).• Increase the Dispatch staff levels to increase efficiency (CE, EI).				

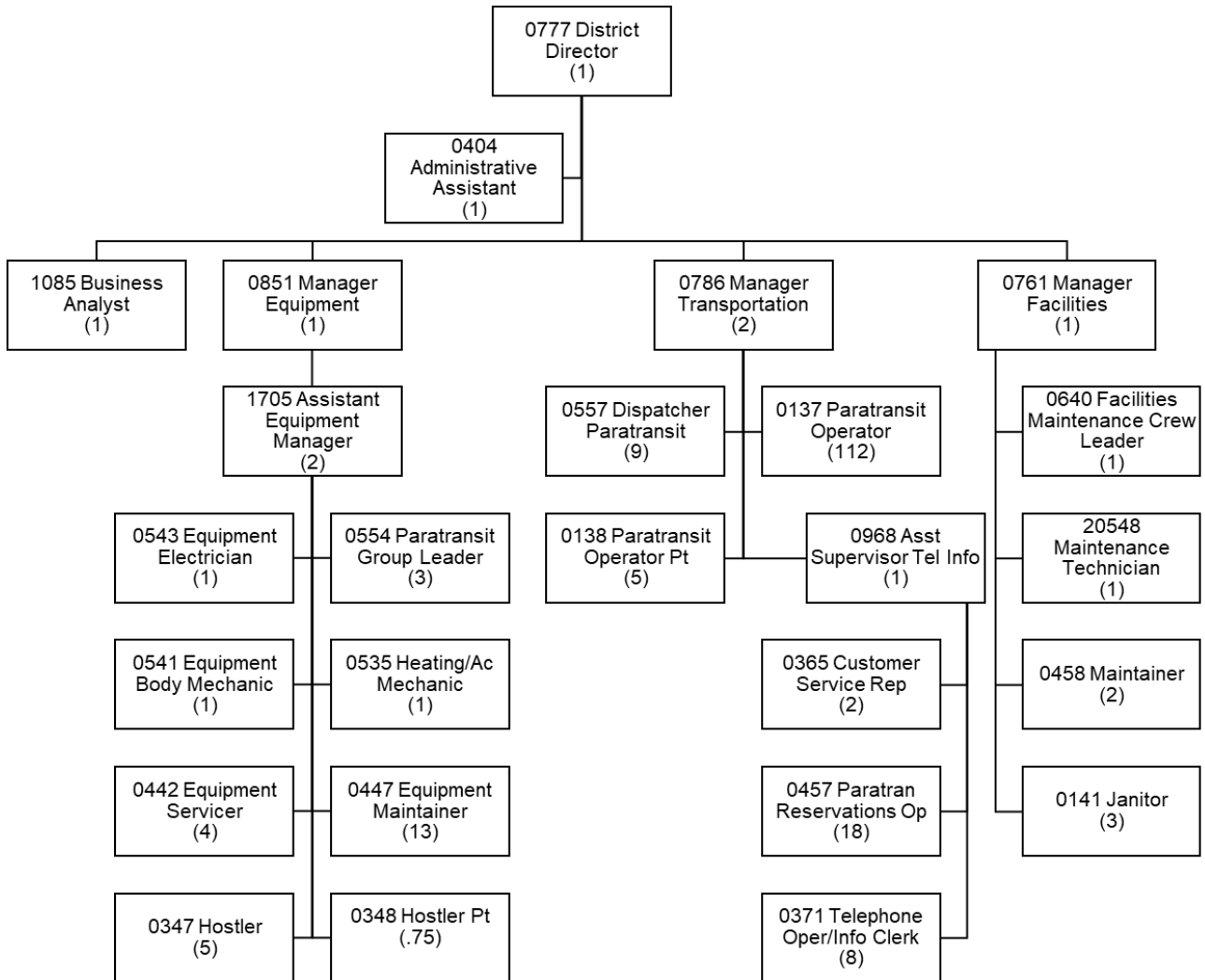
PARATRANSIT DISTRICT BUDGET

Object Class	Description	2022 Actual (unaudited)	2023 Actual (unaudited)	2024 Budget
501100	Operators Labor	\$5,401,780	\$5,662,794	\$6,100,000
501110	Operators Overtime	717,071	1,037,186	785,247
501200	Hourly Employee Labor	2,830,264	3,105,980	3,193,581
501210	Hourly Employee Overtime	405,417	504,435	245,000
501300	Salaried Employees Labor	1,939,873	1,965,939	2,031,340
501310	Salaried Employees Overtime	107,181	113,839	90,000
502000	Fringe Benefits	4,314,684	4,198,039	4,340,626
502071	W/C – Injuries & Damage to Employees	90	1,952	0
503000	Services	6,052	40,633	40,000
503052	Other Maintenance Contract	42,784	20,070	67,200
504000	Materials & Supplies	52,845	81,523	70,490
504032	Propane Fuel	249,685	95,259	21,000
508020	Purchased Trans-Suburban	7,883,677	9,800,733	10,933,644
509000	Miscellaneous Expense	7,272	3,435	8,545
509022	Meals/Food/Per Diem	994	1,240	2,000
Total		\$23,959,669	\$26,633,057	\$27,928,673

PARATRANSIT DISTRICT STAFFING

Grade	Job Name	2022	2023	2024
01	0137.Paratransit Operator	111	112	112
01	0138.Paratransit Operator (Part-Time)	5	5	5
01	0141.Janitor	3	3	3
'03	0347.Hostler	5	5	5
'03	0348.Hostler (Part-Time)	1	1	1
'03	0365.Customer Service Representative	3	2	2
'03	0371.Telephone Operator/Information Clerk	8	8	8
04	0442.Equipment Servicer	4	4	4
04	0447.Equipment Maintainer	13	13	13
04	0457.Paratransit Reservations Operator	18	17	18
04	0458.Maintainer	2	2	2
04	04'04Administrative Assistant	1	1	1
05	0535.Heating/Air Conditioning Mechanic	1	1	1
05	0541.Equipment Body Mechanic	1	1	1
05	0543.Equipment Electrician	1	1	1
05	0548.Maintenance Technician	1	1	1
05	0554.Paratransit Group Leader	3	3	3
05	0557.Dispatcher -Paratransit	8	9	9
06	0640.Facilities Maintenance Crew Leader	1	1	1
107	0968.Supervisor of Telephone Information/ADA	1	1	1
108	1085.District Business Analyst	1	1	1
110	17'05Assistant Equipment Manager	2	2	2
111	0761.Manager - Facilities	1	1	1
111	0851.Manager - Equipment	1	1	1
112	0786.Manager - Transportation	2	2	2
114	0777.District Director	1	1	1
Total		199	199	200

PARATRANSIT DISTRICT ORGANIZATION CHART



Total FTE's = 199.75

32- RAIL DISTRICT

OVERVIEW

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

2023 ACCOMPLISHMENTS

District Wide Accomplishments

- Vehicle Clean Initiative
 - Weekday Service Clean at Windermere
 - Weekday Service Clean at Tower City
 - Railcar Sick Car/Spill Response Kits
 - Increased Vehicle Servicer Staffing
- 2023 Rail Rodeo
- New Railcar Procurement Support
- Issued 2023 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 – Partnership with Service Quality

Rail Equipment Accomplishments

- Preventative Maintenance Performance: 87%.
- 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 21 HRVs.
 - New Railcar Procurement Support
 - Support Engineering - Rail Wheel Wear Study & Rail Grinding

Rail Facilities Accomplishments

- Preventative Maintenance Performance: 91%
- Safety Performance Monitoring & Promotion
 - 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
 - HQ women’s locker room
 - Windermere TP café rehab
 - Shanty Rehab
 - New Brookpark purchase and rehab
 - Waterfront Re-Opening
 - Buckeye Woodhill Tactile edge redo
 - Attleboro cement pour
 - Warrensville Van Aken Engineering Cement pour
 - Southington Platform cement pour
 - Coventry Flood Problems (trench ditch flood control)
 - Windermere Tactile edge North side

2024 PRIORITIES

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

District Wide Priorities

- Safety Performance Monitoring & Promotion (CE, EI).
- Customer Service (CE, FH).
- Vehicle Clean Initiative
 - Weekday Service Clean at Windermere (CE, CI).
 - Weekday Service Clean at Tower City (CE, CI).
 - Railcar Sick Car/Spill Response Kits (CE, CI).
 - Increased Vehicle Servicer Staffing (CE, CI).
- Station Clean Initiative
 - Increased Staffing for Station Clean Team (CE, CI).
 - 45-Day Station Deep Clean (Red Line, Waterfront, and Shaker Square). (CE, CI).
- Rail District Vital Few Objectives
 - Safety (CE, CI, EI, FH).
 - Customer Service Excellence (CE).
 - On-time Performance (CE).
 - Preventative Maintenance (CE, FH).
 - Budget (FH).
 - Attendance (CE, FH).
- 2024 APTA Conference Support (CE, CI).
- 2024 Rail Rodeo (CI, CE).
- Issuance of the 2023 Rail Operations Rule Book and Standard Operating Procedures (EI).

Rail Transportation Priorities

- On-time Performance Goal: 90% (CE).
- Safety Performance Monitoring & Promotion
 - Employee Recognition for outstanding Safety performance. (CE, CI).
- Customer Service (CE).
- Operational Monitoring, Performance and Promotion (CE, FH).
- Support Fleet Engineering Projects (CE, FH).
 - New Rail Car Procurement (CE, CI, FH).

Rail Equipment Priorities

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

Rail Facilities Priorities

- Preventative Maintenance Goal: 95%.
- Safety Monitoring, Performance and Promotion (CE).
 - Employee Recognition for Outstanding Safety performance (EI).
- Customer Service (CE).
- Clean Initiative (CE, CI).
- Operational Monitoring, Performance and Promotion (CE, FH).
- Rail Facility Projects
 - APTA Rail Conference Preparations (CE, CI).
 - W98th Interior Paint (CI).
 - W65th Interior Paint (CI).
 - Rail Stairwell Rehab(paint). (CI, FH).
 - Rail Maintenance Supervisors shops (EI, CE).
 - Rail Shop floor paint improvement (CI, FH).
- Support of Engineering Projects (CE, CI).

RAIL DISTRICT BUDGET

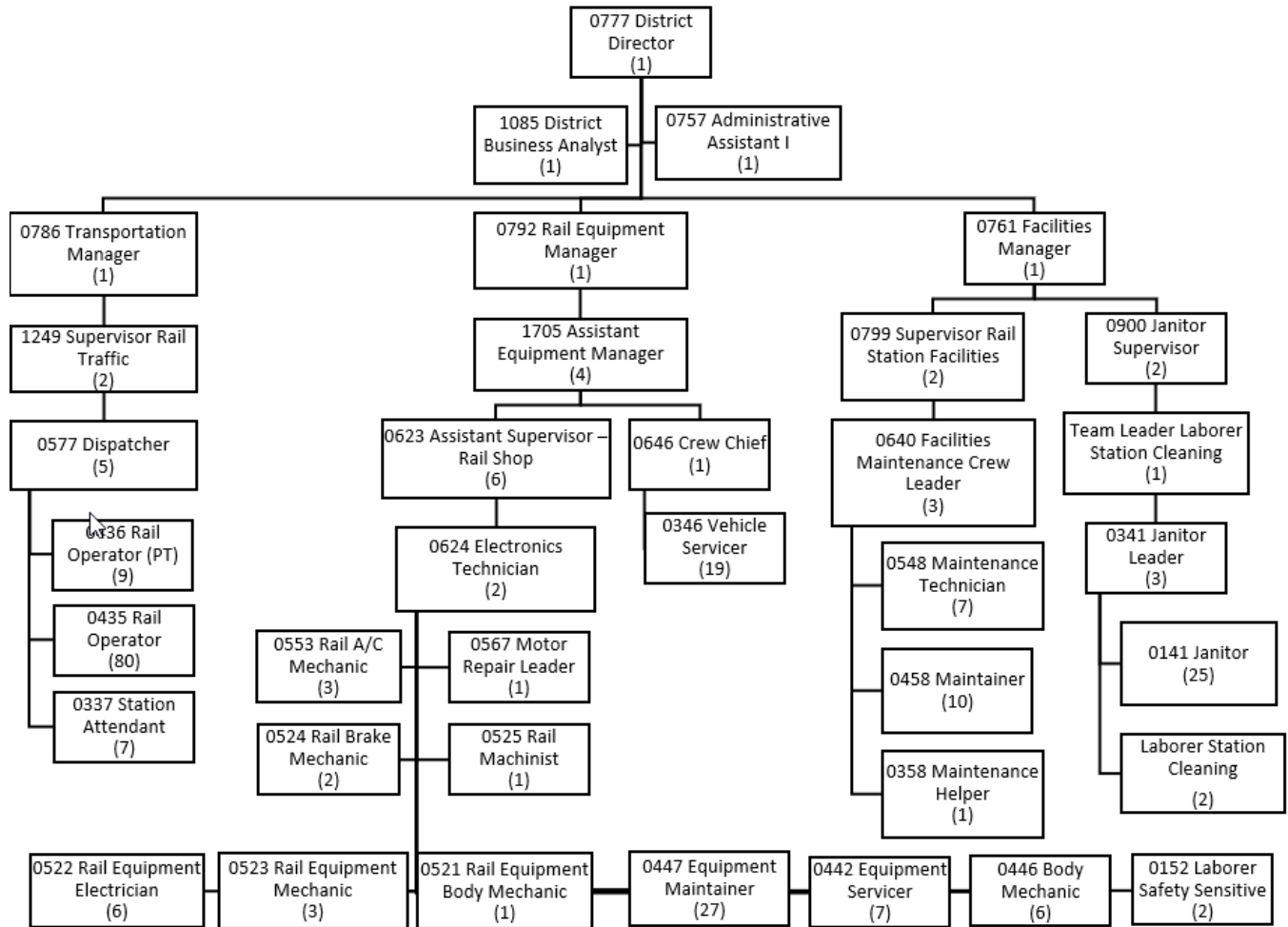
Object Class	Description	2022 Actual (unaudited)	2023 Actual (unaudited)	2024 Budget
501100	Operators Labor	\$4,802,962	\$4,648,725	\$4,900,000
501110	Operators Overtime	851,002	1,082,720	981,559
501200	Hourly Employee Labor	7,179,004	7,411,227	8,121,201
501204	Other Earnings	581,141	0	0
501210	Hourly Employee Overtime	2,087,177	780,393	775,000
501300	Salaried Employees Labor	166,055	2,255,288	2,506,207
501310	Salaried Employees Overtime	5,936,611	157,773	119,000
502000	Fringe Benefits	437	5,506,340	5,805,949
502071	W/C - Injuries&Damage to Employees	0	772	0
503000	Services	400,954	461,768	160,000
503052	Other Maintenance Contract	3,008,169	3,569,868	1,132,237
504000	Materials & Supplies	421,966	393,792	432,200
504090	Tires&Tubes	0	0	500
505021	Electricity	348,179	266,668	356,000
509000	Miscellaneous Expense	6,607	28,563	102,300
509022	Meals/Food/Per Diem	4,828	9,083	7,000
512000	Leases & Rentals	69,055	15,025	65,000
Total		\$25,864,147	\$26,588,005	\$25,464,153

RAIL DISTRICT STAFFING

Grade	Job Name	2022	2023	2024
108	1085.District Business Analyst	1	1	1
110	0799.Supervisor - Rail Station Facilities	2	2	2
110	0900.Supervisor - Janitorial Services	1	1	1
110	1249.Supervisor - Rail Traffic	2	2	2
110	1705.Assistant Equipment Manager	2	4	4
01	0141.Janitor	24	25	25
01	0152.Laborer Safety Sensitive	2	2	2
03	0337.Station Attendant	8	8	7
03	0341.Janitor Leader	3	3	3
03	0346.Vehicle Servicer	19	19	19
03	0358.Maintenance Helper	2	2	1
04	0435.Rail Operator	80	80	80
04	0436.Rail Operator (Part-Time)	9	9	9
04	0442.Equipment Servicer	4	7	7
04	0446.Body Mechanic	6	6	6
04	0447.Equipment Maintainer	27	27	27
04	0458.Maintainer	10	10	10
05	0521.Rail Equipment Body Mechanic	1	1	1
05	0522.Rail Equipment Electrician	6	6	6
05	0523.Rail Equipment Mechanic	4	3	3
05	0524.Rail Brake Mechanic	2	2	2
05	0525.Rail Machinist	1	1	1

Grade	Job Name	2022	2023	2024
05	0548.Maintenance Technician	7	7	7
05	0553.Rail Air Conditioning Mechanic	5	3	3
05	0567.Motor Repair Leader	2	1	1
05	0577.Dispatchers	5	5	5
05	XXXX. Team Leader Laborer Station Cleaning	-	-	1
05	XXXX. Laborer Station Cleaning	-	-	2
06	0624.Electronics Technician	2	2	2
06	0640.Facilities Maintenance Crew Leader	3	3	3
06	0646.Crew Chief	1	1	1
06	0623.Assistant Supervisor - Rail Shop	6	6	6
22	0721 Secretary I	1	-	-
27	1178.Equipment Administrator	1	-	-
27	1252.Supervisor Rail Shop	1	-	-
111	0761.Manager - Facilities - RMT	1	1	1
104	0757.Administrative Assistant I	-	1	1
114	0777.District Director	1	1	1
112	0786.Manager - Transportation- RMT	1	1	1
113	0792.Manager - Rail Equipment	1	1	1
Total		254	254	255

RAIL DISTRICT ORGANIZATION CHART



Total FTE's = 255

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.

2023 ACCOMPLISHMENTS

- Reduced the risk from active shooters by conducting drills with GCRTA employees.
- Continued TP’s Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation efforts.
- Onboarded and trained new Civilian Oversight Board members.
- 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.
- Expanded the Transit Ambassador program.
- Increased Transit Ambassador coverage to include rail and rail stations.
- Increased training for Crisis Intervention Specialists and Transit Ambassadors.
- Expanded Co-Responder program to include 24-hour coverage for people in crisis.
- Expanded Operation Community Watch program that attended and participated in over 100 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.
- Decreased staffing shortage by onboarding lateral hires and police academy graduates.
- Implemented 12-hour shifts to increase coverage and manage staffing shortages.
- Worked with HR to hone hiring strategies and improve staffing levels.
- Secured Drones to enhance TP patrol capabilities.

2024 PRIORITIES

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

- Combine efforts with Training Department to enhance organizational training for all GCRTA employees (EI).
- Increase staffing levels for patrol officers to budgeted amount (CE, CI).
- Work with Operations Division to create additional office space for TP (EI).
- Develop and implement monthly in-service training for TP (CE, EI).
- Create greater diversity in specialized units (CI, EI).
- Reactivate TP Bicycle Unit (CE, CI).
- Conduct promotional process for sergeants and lieutenants (EI).
- Activate TP Drone program (CE, CI).

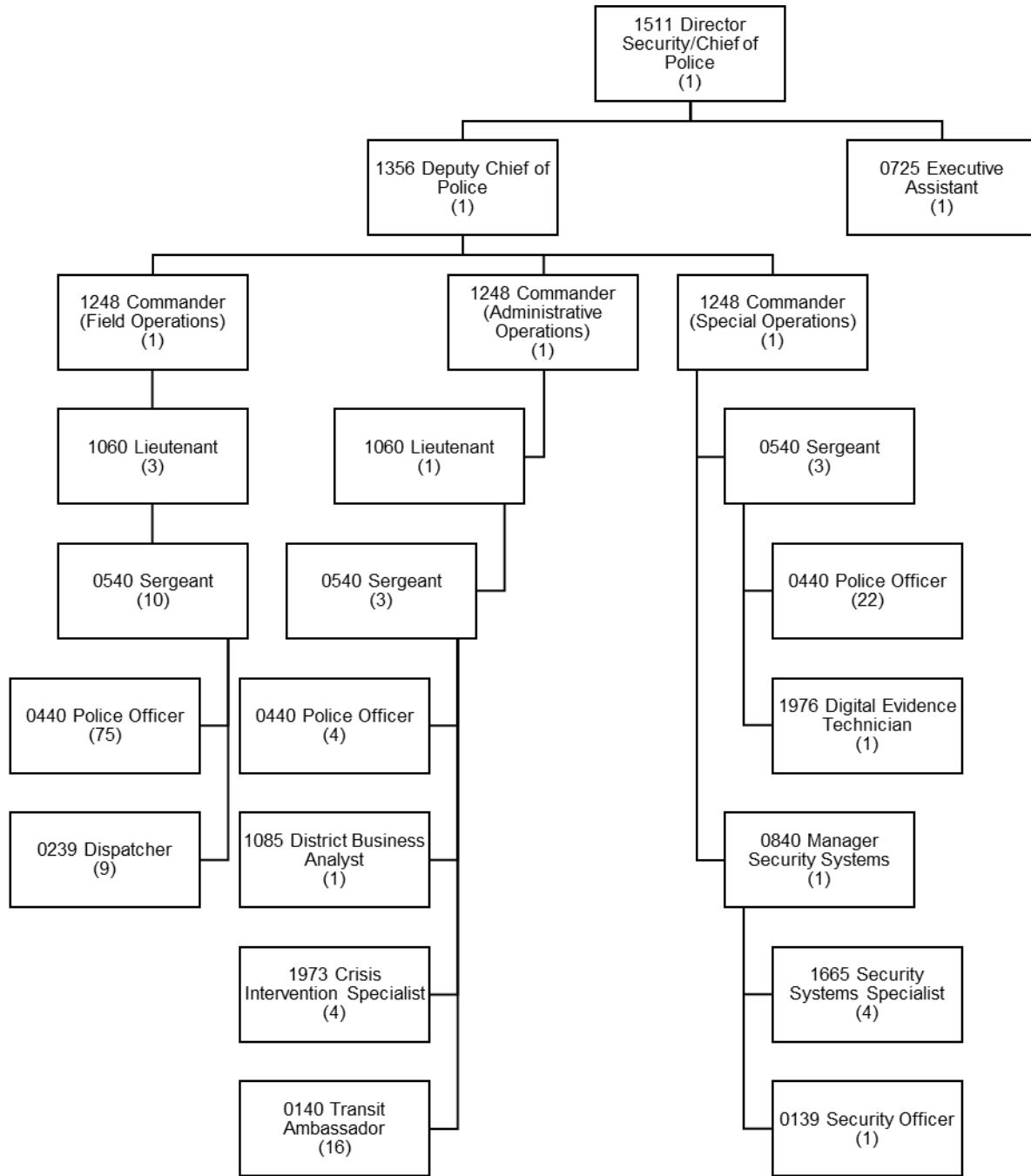
TRANSIT POLICE DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501200	Hourly Employee Labor	\$7,393,384	\$8,556,306	\$10,018,529
501204	Other Earnings	0	0	0
501210	Hourly Employee Overtime	567,991	550,335	420,000
501300	Salaried Employees Labor	1,441,722	1,808,872	1,792,545
501310	Salaried Employees Overtime	2,188	628	0
502000	Fringe Benefits	3,743,658	4,027,917	4,432,607
502071	W/C - Injuries & Damage to Employees	5,677	1,367	0
503000	Services	37,754	110,348	65,150
503052	Other Maintenance Contract	281,240	265,897	367,456
504000	Materials & Supplies	282,726	280,593	283,928
506000	Casualty & Liability	5,680	5,200	6,000
509000	Miscellaneous Expense	28,586	32,917	38,600
509022	Meals/Food/Per Diem	714	376	500
512000	Leases & Rentals	10,205	8,747	9,177
Total		\$13,801,525	\$15,649,503	\$17,434,492

TRANSIT POLICE DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
01	0139.Security Officer	1	1	1
02	0239.Dispatcher - Transit Police	9	9	9
03	0140.Transit Ambassador	10	16	16
04	0440.Transit Police Officer	95	93	101
04	0454 Transit Police Fare Enforcement	1	1	-
05	0540.Transit Police Sergeant	16	15	15
27	1060.Lieutenant - Transit Police	4	5	5
104	1976.Digital Evidence Tech.	1	1	1
106	1973.Crisis Intervention Specialist	4	4	4
107	0725.Executive Assistant	1	1	1
108	1085.District Business Analyst	1	1	1
108	1665.Security Systems Specialist I	4	4	4
111	0840.Manager - Security Systems	1	1	1
112	1248.Commander - Transit Police	3	3	3
113	1356.Deputy Chief of Police	1	1	1
115	1511.Director - Security/Chief of Police	1	1	1
Total		153	157	164

TRANSIT POLICE DEPARTMENT ORGANIZATION CHART



Total FTE's = 164

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

2023 ACCOMPLISHMENTS

- Implemented the 2023 Service Management Plan.
- Continued to assess bus stops for safety and spacing and continued to upgrade bus stop signs.
- Proposed and gained Board adoption of a new policy that expands the bus shelter program.
- Supported the management of MicroTransit service.
- Supported private and municipal efforts to improve conditions for pedestrians and transit riders.
- Collaborated with city staff and stakeholders on land development projects.
- Adjusted service as needed for construction projects and major special events.
- Reviewed scheduled running times of selected routes to increase service dependability.
- Developed and implemented special rail schedules for major events, especially Browns games.
- Suspended and later reinstated 4-day/10-hour work shifts based on bus operator shortage.
- Successfully sought wage adjustments to aid bus operator recruitment and retention.
- Supported implementation of "AM/PM Extra Board" to make extra board work less difficult.
- Continued maintenance and cleaning of passenger shelters, Cleveland State Line stations, and the HealthLine.
- Continued maintenance and cleaning of all assigned properties.
- Continued intensive cleaning activities.
- Coordinated and improved facility maintenance practices authority-wide.
- Coordinated and improved data analysis capabilities authority-wide.
- Supported employee training and development.
- Promoted safety and maintained low rates of on-the-job injuries.
- Started Transit Center Customer Experience Site Visits
- Completed Baby on Board Project
- Completed MOB elevator lobby rehab project
- Assumed responsibility for Asset Maintenance budget and elevator/escalator contract

2024 PRIORITIES

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

- Implement the 2024 Service Management Plan. (EI, FH)
- Add passenger shelters in accordance with the new policy adopted by the board in 2023. (CE)
- Continue to assess bus stops for safety and spacing and continue to upgrade bus stop signs. (CE)
- Intensify collaborative efforts to improve streetscape for pedestrians and transit riders. (CE, CI)
- Adjust services as needed for construction projects and major special events. (CE)
- Prioritize service for improved frequency in line with the Strategic Plan. (CE)

- Review scheduled running times of selected routes to increase service dependability. (CI)
- Prepare to return regularly scheduled service on the Waterfront Line. (CE)
- Continue to plan for rail service outages to support maintenance and improvement projects. (CE, CI)
- Support operational planning for the Rail Car Replacement Project. (FH)
- Continue efforts to resolve the bus operator shortage. (EI)
- Continue maintenance and cleaning of passenger shelters, Cleveland State Line stations, and the HealthLine. (CE)
- Continue maintenance and cleaning of all assigned properties. (CE, CI, EI)
- Continue intensive vehicle-cleaning activities. (CE)
- Coordinate and improve facility maintenance practices authority-wide. (EI)
- Coordinate and improve data analysis capabilities authority-wide. (FH)
- Support employee training and development. (EI)
- Promote safety and maintain low rates of on-the-job injuries. (EI)
- Prioritize activities that help connect the community. (CE, CI)

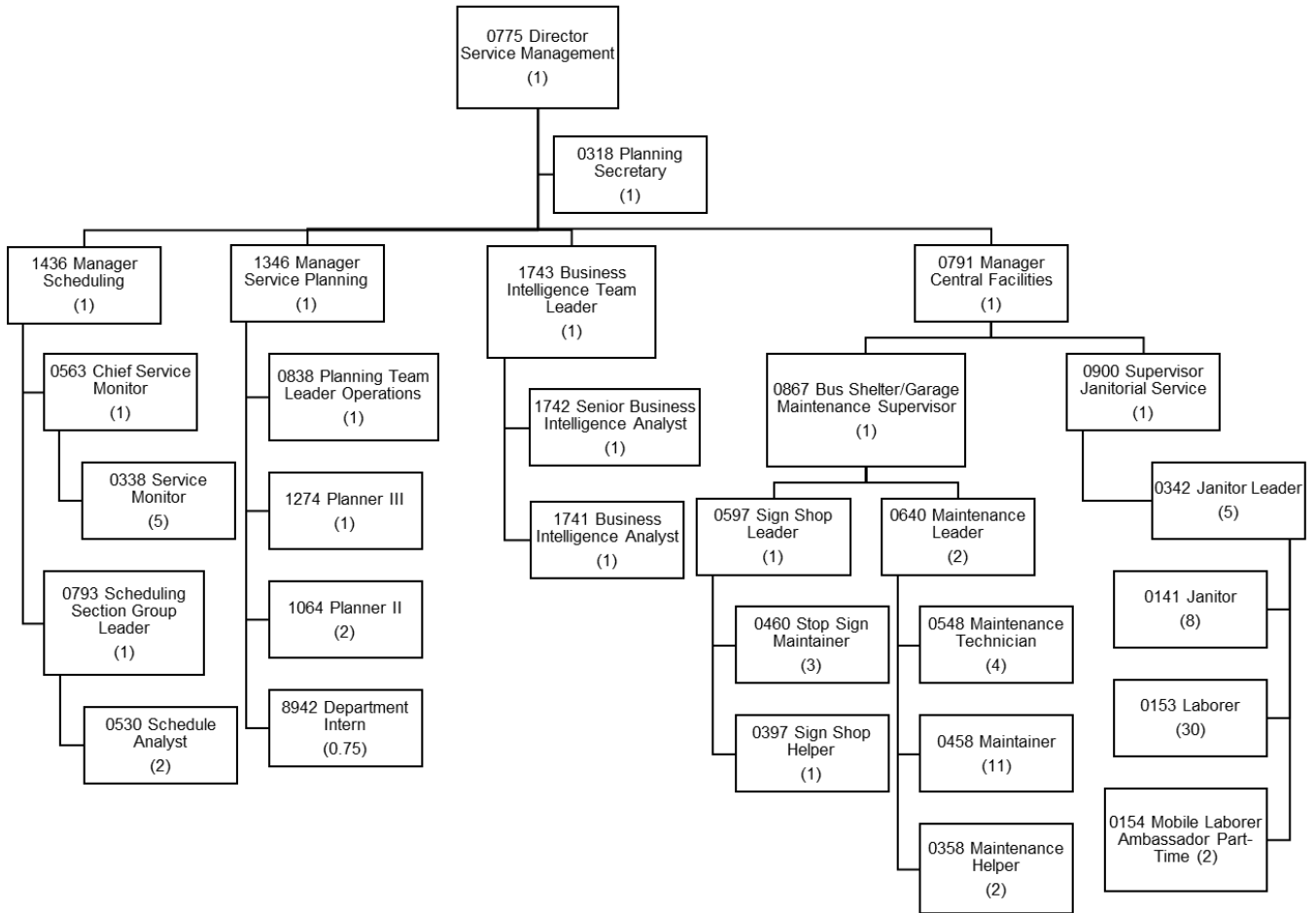
SERVICE MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501200	Hourly Employee Labor	\$2,490,348	\$3,478,248	\$3,887,180
501210	Hourly Employee Overtime	146,339	223,241	220,000
501300	Salaried Employees Labor	1,236,122	1,278,039	1,383,462
501310	Salaried Employees Overtime	86	5	2,000
502000	Fringe Benefits	1,517,467	1,785,108	2,038,494
502071	W/C - Injuries & Damage to Employees	647	0	0
503000	Services	65,172	102,599	125,549
503052	Other Maintenance Contract	762,312	826,681	1,914,880
504000	Materials & Supplies	279,743	214,566	344,850
509000	Miscellaneous Expense	7,123	8,541	12,000
509022	Meals/Food/Per Diem	414	298	1,600
Total		\$6,505,773	\$7,917,326	\$9,930,015

SERVICE MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
01	0141.Janitor	8	8	8
01	0153.Laborer Non-Safety Sensitive	27	29	29
01	0154.Mobile Laborer Ambassador PT	2	2	2
01	8942.Department Intern	1	1	1
03	0318.Planning Secretary	1	1	1
03	0338.Service Monitor	5	5	5
03	0342.Laborer Leader	5	5	5
03	0358.Maintenance Helper	2	2	2
03	0397.Sign Shop Helper	1	1	1
04	0458.Maintainer	11	11	11
04	0460.Stop Sign Maintainer	3	3	3
05	0530.Schedule Analyst	2	2	2
05	0546.Service Management Group Leader	1	1	1
05	0548.Maintenance Technician	4	4	4
05	0563.Chief Service Monitor	1	1	1
05	0597.Sign Shop Leader	1	1	1
06	0640.Facilities Maintenance Crew Leader	2	2	2
28	1346.Manager - Service Planning	1	1	1
107	1064.Planner II	2	1	1
108	1741.Bus Intelligence Analyst	1	1	1
109	1274.Planner III	1	2	2
109	1742.Sr Bus Intel Analyst	0	1	1
110	XXXX. Business Operations Admin	0	-	1
110	0793.Schedule Section Group Leader	1	1	1
110	0838.Planning Team Leader	1	1	1
110	0867.Central Facilities Maintenance Supervisor	1	2	2
110	0900.Supervisor - Janitorial Services	1	1	1
110	1743.Bus Intel Team Lead/Supv.	1	1	1
112	0791.Manager - Central Facilities	1	1	1
113	1436.Manager - Scheduling	1	1	1
114	0775.Director - Service Management	1	1	1
Total		90	94	95

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.

2023 ACCOMPLISHMENTS

- Removed and replaced 2,500 cross ties system wide.
- 1500 ft Rail replacement
- Replaced three frogs.
- Completed annual vegetation control.
- 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.
- Maintain fiber optic communication system to RTA facilities along the rapid right-of-way.
- Replaced Signal Transformer at SS-S4
- Replaced transducers at SS-4, SS5 and SS-12
- 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.
- Repair SS-S4 Door
- Installed two snow melters boxes installed on viaduct.
- Restored normal power 480v to the airport.
- Repaired cab issues in the yard

2024 PRIORITIES

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

Track Department

- Installing 1500 ties throughout GCRTA system (CE, FH).
- Installing 1500 ft Rail system wide (CE, FH).
- Welding for Continuous Welded Rail (CWR) [removing of rail Joints] (CE, FH).
- Installing switch stands E 55th yard & Waterfront. (CE, FH).
- Maintenance welding system wide (CE, FH).
- E 55th yard Maintenance / Repairs (CE, FH).
- Geometry Car repairs system wide (CE, FH).
- Ultrasonic Car system wide (CE, FH).

Signal Department

- Rail Bonding installation & switch install E 55th yard. (CE, FH).
- Remodel CIH's (CE, FH).
- Install saddle plates at Westpark. (CE, FH).
- Junction box replacement / repair System wide (CE, FH).
- Replace derailleurs on the Viaduct. (CE, FH).

- Replace all power supplies. (CE, FH).

Traction Power Line

- Installation of Blue Wire heating system (CE, FH).
- Label Wayside Disconnect w/Remote Arms (CE, FH).
- Repair crossarms along Warrensville Tie line (CE, FH).

Substation

- Repair Substation doors (CE, FH).
- Substation battery replacement (CE, FH).
- Ammeters and Voltmeters at Substations (CE, FH).
- Repair HIPOT tester (CE, FH).
- Refurbish SS S5 transformer spare. (CE, FH).

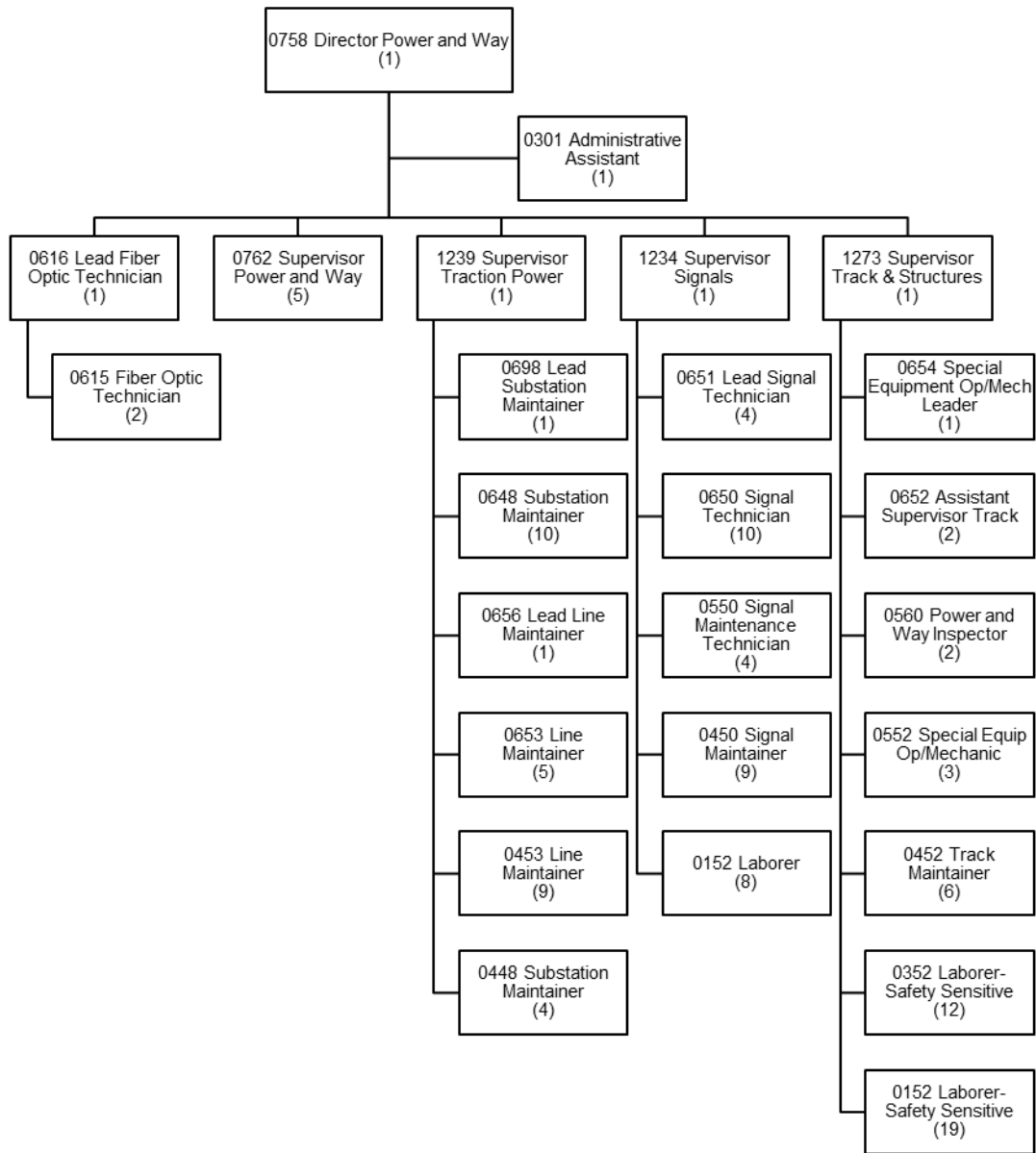
POWER & WAY DISTRICT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501200	Hourly Employee Labor	\$5,900,064	\$6,320,992	\$6,781,048
501210	Hourly Employee Overtime	1,086,511	1,145,627	1,000,000
501300	Salaried Employees Labor	1,080,548	1,105,353	1,153,305
501310	Salaried Employees Overtime	80,459	85,159	70,000
502000	Fringe Benefits	2,975,670	2,907,351	2,874,114
503000	Services	27,595	52,755	179,500
503052	Other Maintenance Contract	178,403	485,872	640,980
504000	Materials & Supplies	514,266	749,631	287,450
504051	Postage Expense	8	16	0
505010	Propulsion Power	2,187,148	1,890,630	2,573,000
509000	Miscellaneous Expense	11,649	18,049	28,000
509022	Meals/Food/Per Diem	3,562	10,508	3,000
512000	Leases & Rentals	0	59,830	60,000
Total		\$14,045,883	\$14,831,773	\$15,650,397

POWER & WAY DISTRICT STAFFING

Grade	Job Name	2022	2023	2024
01	0152.Laborer Safety Sensitive	27	23	23
03	0352.Laborer Safety Sensitive	12	15	15
03	0301.Administrative Assistant	1	1	1
04	0448.Substation Maintainer	4	4	4
04	0450.Signal Maintainer	9	9	9
04	0452.Track Maintainer	6	6	6
04	0453.Line Maintainer	9	10	10
05	0550.Signal Maintenance Technician	4	3	3
05	0552.Special Equip Operator/Mechanic	3	3	3
05	0560.Power & Way Inspector	2	2	2
06	0615.Fiber Optic Technician	2	2	2
06	0616.Lead Fiber Optic Technician	1	1	1
06	0648.Substation Maintainer	10	10	10
06	0650.Signal Technician	10	11	11
06	0651.Lead Signal Technician	4	4	4
06	0652.Assistant Supervisor - Track	2	2	2
06	0653.Line Maintainer	5	4	4
06	0654.Special Equipment Operator/Mechanic Leader	1	1	1
06	0656.Lead Line Maintainer	1	1	1
06	0698.Lead Substation Maintainer	1	1	1
110	0762.Supervisor - Power and Way	5	4	4
110	1164.Business Operations Admin	0	1	1
111	1234.Supervisor - Signals	1	1	1
111	1239.Supervisor of Traction Power	1	1	1
111	1273.Supervisor Track & Structures	1	1	1
113	1526.Manager Power & Way	0	1	1
114	0758.Director of Power and Way	1	1	1
Total		123	123	123

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 Marketing and Service Management Departments.

2023 ACCOMPLISHMENTS

- Training & Employee Development
- Managed tools and strategies that held RTA’s overall on-time performance steady (83%) despite numerous scheduled and unscheduled rail shutdowns
- Wrote and disseminated Service Quality Bulletins focused on improving service and on-time performance; Service Quality Bus Reroute Memos; Track Orders; and Operating Orders
- Created the Winter Service Management Plan for the 2023/24 season
- Coordinated service on the Waterfront Line as it reopened for Cleveland Browns home games in 2023.
- Provided on-time performance messages for the Screen Cloud digital data delivery screens at RTA’s Main Office Building, Rail, Paratransit, Hayden, and Triskett Districts
- Completed and closed-out all Ohio Department of Transportation (ODOT) Correction Action Plans (CAPS)
- Presented on-time performance and scorecard measurements at monthly OpStat (an Operations Division performance improvement program)
- Collaborated on numerous scheduled and unscheduled rail shutdowns in 2023, including participating in the creation of new administrative processes for planned and unplanned rail shutdowns
- Led the update of the Bus Operator Handbook with Hayden and Triskett District participation
- Supported the Safety Department’s update to the Bus Safety Ride Check/Bus Trailing Check Administrative process
- New Operator Program – Monitored and maintained program throughout the year
- Bi-weekly Supervisor Assessment Reports (SAR) meetings with the districts
- Attended weekly Steering Committee meetings at the City of Cleveland to improve interagency coordination and Service for major events throughout Cuyahoga County. These included Cleveland Browns, Guardians and Cavalier home games, marathons, parades etc.

2024 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
	<ul style="list-style-type: none"> • Focus on enhancing customer service/experience (CE). <ul style="list-style-type: none"> ◦ St. Patrick’s Day, the NCAA Women’s Final Four, Cleveland Guardians home opener and solar eclipse on or near to April 8, 2024 are of particular note. • APTA Rail Conference (CI). • GCRTA 50th Anniversary (CE, CI, and EI). • 2024 Bus Rodeo (CI). • Focus on providing training to all Service Quality employees (EI). 			

- Focus on budgetary goals and keeping overtime pay to a minimum (FH).
- Continued efforts to improve on-time performance (CI).
- Continued focus on improving internal communications (EI).
- Continued focus on improving accountability throughout the department (EI).
- Continue to utilize the features in OnRoute (formerly known as TransitMaster) to inform customers of delays, detours, service replacements, elevator/escalator service issues and service changes via Transit App (CE).
- Continue collaborations with Information Technology (IT) department to implement Service Quality strategic and tactical plans. Includes incident management and reporting, customer communications, service management, dynamic route planning, operator performance management and dashboards (EI, CE).
- Continue to support and participate in the OpStat meetings (EI).
- Continue to participate in Rail Team Forum meetings (EI).
- Continue to collaborate with Marketing and Service Management to communicate to customers (CE).
- Continue to participate in BOSCO meetings (EI).
- Continued focus on safety (Bus & Rail Safety Ride Checks & Bus Trailing Checks) (CE, CI).
- Continue focus on the New Bus Operator Program (CI, EI).
- Continue bi-weekly Supervisor Assessment Reports (SAR) meetings with the districts (EI).
- Continue participation in the City of Cleveland Steering Committee meetings (CI).
- Continue participating in Transit Center/Station Customer Experience Site Visits (CE).

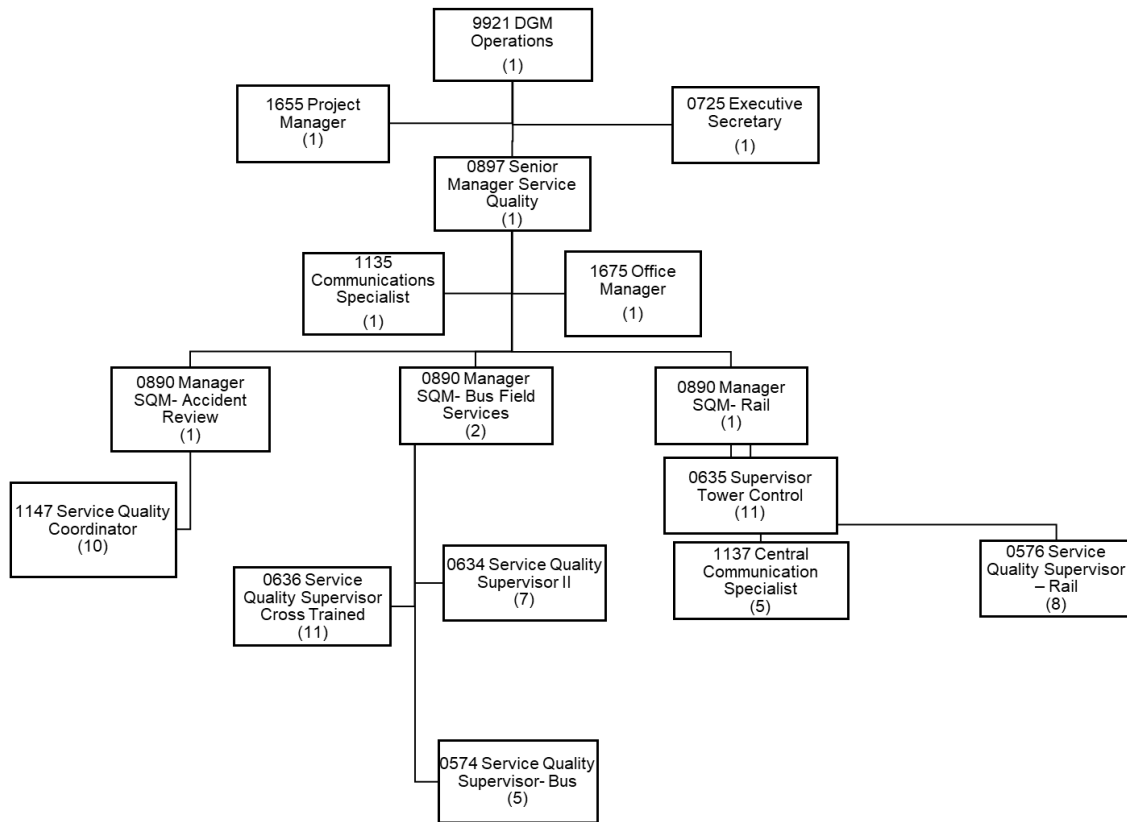
SERVICE QUALITY MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501110	Operators Overtime	\$0	\$1,040	\$0
501200	Hourly Employee Labor	13,777	22,876	0
501300	Salaried Employees Labor	4,882,851	5,330,950	5,639,355
501310	Salaried Employees Overtime	454,614	342,016	500,000
502000	Fringe Benefits	2,005,658	1,976,133	1,774,238
503049	Temporary Service	4,047	0	0
504000	Materials & Supplies	1,676	3,128	2,200
509000	Miscellaneous Expense	2,170	8,400	9,325
509022	Meals/Food/Per Diem	1,221	130	1,200
Total		\$7,366,014	\$7,684,673	\$7,926,318

SERVICE QUALITY MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
05	0574.Service Quality Supervisor I	5	5	5
05	0576.Service Quality Supervisor, Rail	8	8	8
06	0634.Service Quality Supervisor II	7	6	6
06	0635.Supervisor - Tower Control	11	11	11
06	0636.Supervisor Cross Trained	11	12	12
25	1675.Office Manager	1	-	-
107	0725.Executive Assistant	1	1	1
108	1135.Communications Specialist	1	1	1
109	1674.Operations Support Supervisor	0	1	1
110	1137.Central Communication Specialist	5	5	5
110	1147.Service Quality Coordinator	10	0	10
111	0890.Manager Service Quality	3	4	4
112	0897.Senior Manager - Service Quality	1	1	1
112	1655.Project Manager - Systems Engineering	1	1	1
116	9921.DGM - Operations Division	1	1	1
Total		66	67	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.

2023 ACCOMPLISHMENTS

Rail Car Replacement Project (RCRP)

- NTP was issued to Siemens Mobility Inc. to build 24 new LRV. The contract allows for the purchase up to 60 vehicles in total. NTP on options for 6 option vehicles was also issued.
- The Master Project Schedule has been developed and will continue to evolve through the life of the project. It includes the car builder schedule and associated projects/activities with the overall program.
- Training was conducted on portions of document control, invoice processing and several other elements of the Project Management Plan.

Fleet Engineering & Quality Assurance

- Supported RCRP through RFP process.
- Vehicle replacements: 40' CNG buses (20 delivered), Paratransit buses (5 of 20 delivered).
- QA audits expanded to more systems and processes.

Supply Chain Management

- Fully participated in the implementation of the Ultramain V9 upgrade. Trained 40 employees.
- Executed physical inventory for Central Bus Central Warehouse resulting in less than 2% variance.

Central Equipment

- Implemented engine replacement maintenance requirement (MR) for standard work on most fleets.
- Prepared forty 40' CNG buses for service at both Hayden and Triskett Districts.

Electronic Repair

- Completed installation of fare validators in all big bus and paratransit. Rail pending parts.
- Completed networking of mobile video recording systems with the cellular routers in all rail vehicles.
- New departmental training program underway utilizing Grade 6 lead trainers.

2024 PRIORITIES

Strategic Plan

Success Outcomes:

Customer Experience
(CE)

Community Impact
(CI)

Employee Investment
(EI)

Financial Health
(FH)

District Wide Priorities

Rail Car Replacement Project (RCRP)

- Continue training on the Project Management Plan (EI).
- Prepare and update the Current Working Estimate (CWE) for the RCRP (FH).
- Participate in design review for the railcar contract (CE, FH).

Fleet Engineering & Quality Assurance

- RCRP Support.(CE, FH).
- Initiate and manage Electric Bus purchase. (CE, CI, FH).
Vehicle Replacements: Paratransit buses & operations support non-revenue vehicles. (CE, FH).
- Expand Quality Assurance audits to more systems and processes. (FH).

Supply Chain Management

- Plan and execute a physical inventory for Rail Equipment and Power & Way storerooms. (FH).
- Conduct inventory reduction project to eliminate obsolete inventory from all storerooms.(FH).
- Start process of spare parts and materials acquisition for new rail cars. (FH).

Central Equipment

- Prepare new coaches for service/decommission retired coaches. (FH).
- Complete chassis dyno installation.(CED, FH).
- Develop plan to get predictive maintenance program up to date. (CE, FH).

Electronic Repair

- Complete fare validator installs on rail cars, Red Line platforms and Tower City faregates (FH).
- Install a radio bi-directional amplifier in airport tunnel to support rail communications. (CE, FH).
- Complete vehicle system installations on new Paratransit bus fleet. (CE, FH).

FLEET MANAGEMENT DISTRICT BUDGET

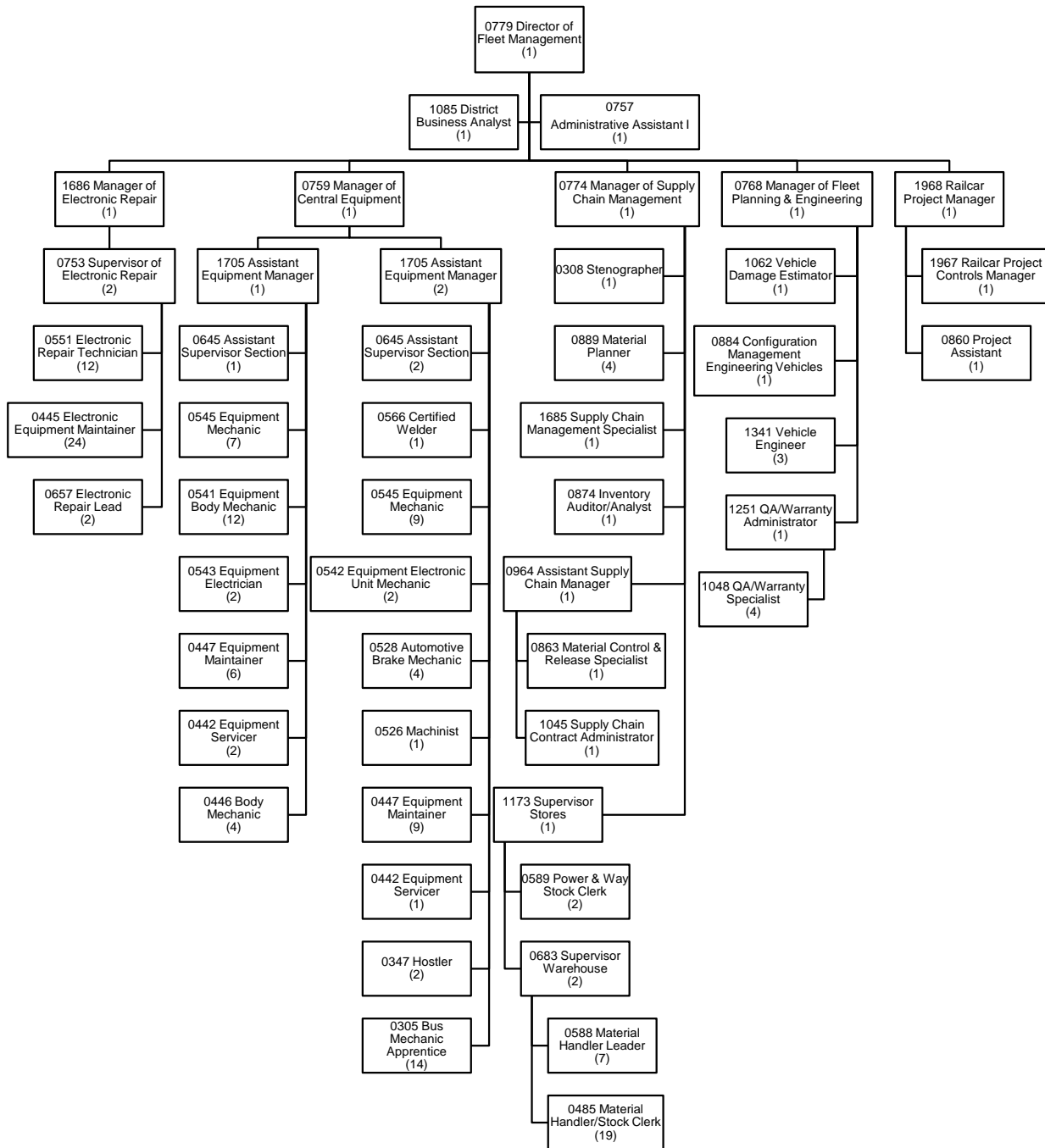
Object Class	Description	2022 Actual (unaudited)	2023 Actual (unaudited)	2024 Budget
501200	Hourly Employee Labor	\$8,008,682	\$8,148,517	\$9,234,863
501210	Hourly Employee Overtime	484,050	545,943	450,000
501300	Salaried Employees Labor	2,798,442	2,929,682	3,144,050
501310	Salaried Employees Overtime	14,030	23,485	20,000
502000	Fringe Benefits	4,669,430	4,377,450	4,363,691
502071	W/C – Injuries & Damage to Employees	981	1,477	0
201009	Materials & Supplies - Inventory	10,747,014	13,789,021	13,000,000
503000	Services	114,924	128,418	124,000
503052	Other Maintenance Contract	206,414	205,507	193,635
504000	Materials&Supplies	646,430	566,173	487,700
504020	Diesel Fuel	3,006,982	2,074,368	1,818,000
504031	Gasoline - Storage Tanks	1,352,054	1,309,928	1,631,000
504090	Tires&Tubes	1,168,945	1,162,692	1,141,837
507000	Tax	27,753	22,986	41,000
507050	Ohio Diesel Fuel Tax	616,529	365,742	776,900
509000	Miscellaneous Expense	58,058	61,534	44,200
509022	Meals/Food/Per Diem	1,879	1,563	3,000
Total		\$33,922,597	\$35,714,486	\$36,473,876
Total (Net Inventory)		\$23,175,583	\$21,925,465	\$23,473,876

FLEET MANAGEMENT DISTRICT STAFFING

Grade	Job Name	2022	2023	2024
108	0863.Material Contract & Release Specialist	1	1	1
108	0874.Inventory Auditor/Analyst	1	1	1
108	0884.Configuration Management Eng\.-Vehicles	1	1	1
108	0889.Material Planner	4	4	4
108	1085.District Business Analyst	1	1	1
109	0837.Maintenance Planner	0	-	-
109	1251.Quality Assurance/Warranty Administrator	1	1	1
110	0753.Supervisor - Electronic Repair	2	2	2
110	0964.Assistant Supply Chain Manager	1	1	1
110	1173.Supervisor - Stores	1	1	1
110	1341.Vehicle Engineer	3	3	3
110	1971.Lead Maintenance Planner	0	-	-
110	1705. Assistant Equipment Manager	3	3	3
03	0308.Stenographer	1	1	1
03	0347.Hostler	2	2	2
04	0442.Equipment Servicer	3	3	3
04	0445.Electronic Equipment Maintainer	24	24	24
04	0446.Body Mechanic	4	4	4
04	0447.Equipment Maintainer	15	15	15
04	0485.Material Handler/Stock Clerk	19	19	19
04	0455 Upholsterer	1	-	-
04	0305 Bus Mechanic Apprentice	0	6	14
05	0526.Machinist	1	1	1
05	0541.Equipment Body Mechanic	11	12	12
05	0542.Equipment Electrical Unit Mechanic	3	3	2
05	0543.Equipment Electrician	2	2	2
05	0545.Equipment Mechanic	16	16	16
05	0551.Electronic Equipment Technician	12	12	12
05	0566.Certified Welder	1	1	1
05	0588.Material Handler Leader	7	7	7
05	0589.Power & Way Stock Clerk	2	2	2
05	0528. Automotive Brake Mechanic	4	4	4
06	0645.Assistant Supervisor - Section	3	3	3
06	0657.Electronic Repair Lead	2	2	2
06	0683.Supervisor Warehouse	2	2	2
25	1047.Quality Assurance/Warranty Electrical	0	-	-
22	0721 Secretary I	1	-	-
106	0860.Project Assistant	1	1	1
106	1045.Supply Chain Contract Administrator	1	1	1
106	1048.Quality Assurance Warranty Specialist	4	4	4
106	1062.Vehicle Damage Estimator	1	1	1
111	0759.Manager - Central Equipment	1	1	1
111	1967.Railcar Project Controls Manager	1	1	1
104	0757.Administrative Assistant I	0	1	1
104	1685.Supply Chain Management Specialist	1	1	1
114	0779.Director - Fleet Management	1	1	1
28	0761.Manager - Facilities	1	-	-
112	0768.Manager - Fleet Planning & Engineering	1	1	1
112	1686.Electronic Repair Manager	1	1	1

Grade	Job Name	2022	2023	2024
112	1968.Railcar Project Lead Manager	1	1	1
112	2995.Mgr Asset & Config.	0	-	-
113	0774.Manager-Supply Chain Management	1	1	1
Total		171	176	183

FLEET MANAGEMENT DISTRICT STAFFING



Total FTE's = 183

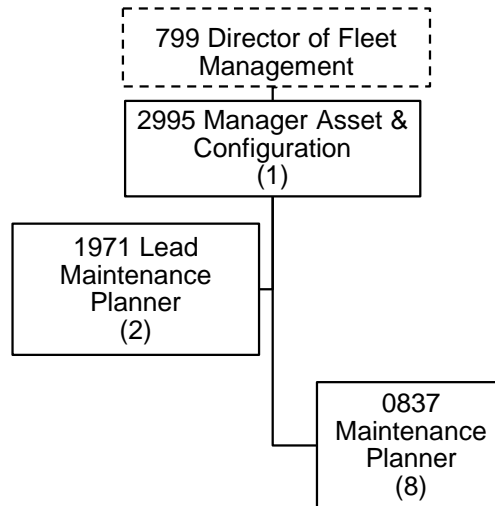
ASSET & CONFIGURATION MANAGEMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501300	Salaried Employees Labor	\$674,369	\$577,734	\$674,798
502000	Fringe Benefits	266,731	204,711	248,346
503000	Services	1,483	6,322	0
503052	Other Maintenance Contract	1,014,613	962,830	0
504000	Materials & Supplies	0	0	0
509000	Miscellaneous Expense	0	7,445	0
509022	Meals/Food/Per Diem	0	0	0
Total		\$1,957,196	\$1,759,042	\$923,144

CONFIGURATION MANAGEMENT STAFFING

Grade	Job Name	2022	2023	2024
109	0837.Maintenance Planner	8	8	8
110	1971.Lead Maintenance Planner	2	2	2
111	2995.Mgr Asset & Config.	1	1	1
Total		11	11	11

ASSET & CONFIGURATION MANAGEMENT- UNDER FLEET MANAGEMENT DISTRICT STAFFING



Total FTE's = 11 Configuration Management was budgeted separately but is reorganized under Fleet Management

43- PASS-THRU DEPARTMENT

OVERVIEW

Federal and State financial assistance is passed through Medina County for the City of Brunswick for eligible transit projects.

2023 ACCOMPLISHMENTS

- Administered the new agreement with the City of Medina.

2024 PRIORITIES

- Continue the agreement with the City of Medina.

DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
509107	Pass Through Medina – MCPT	\$540,000	\$534,000	\$600,000
Total		\$540,000	\$534,000	\$600,000

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.

2023 ACCOMPLISHMENTS

- Achieved 15,000 Miles Between Service Interruptions.
- Achieved over 85% on-time performance for all Hayden bus routes.
- Achieved vehicle cleanliness stretch goal of 10 days between major cleans.
- Certified 48 operator Road Instructors.
- Maintained 90% on-time Facilities Maintenance compliance rate.

2024 PRIORITIES

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

- Complete the Hayden District roof and HVAC unit replacement (FH).
- Secure the Hayden District grounds with fencing (FH, EI).
- Complete all Predictive Maintenance service intervals on all Gillig bus fleets (FH).
- Achieve stretch goal of 16,000 Miles Between Service Interruptions (CE).
- Reduce preventable collisions with new operators (CE, EI, FH).

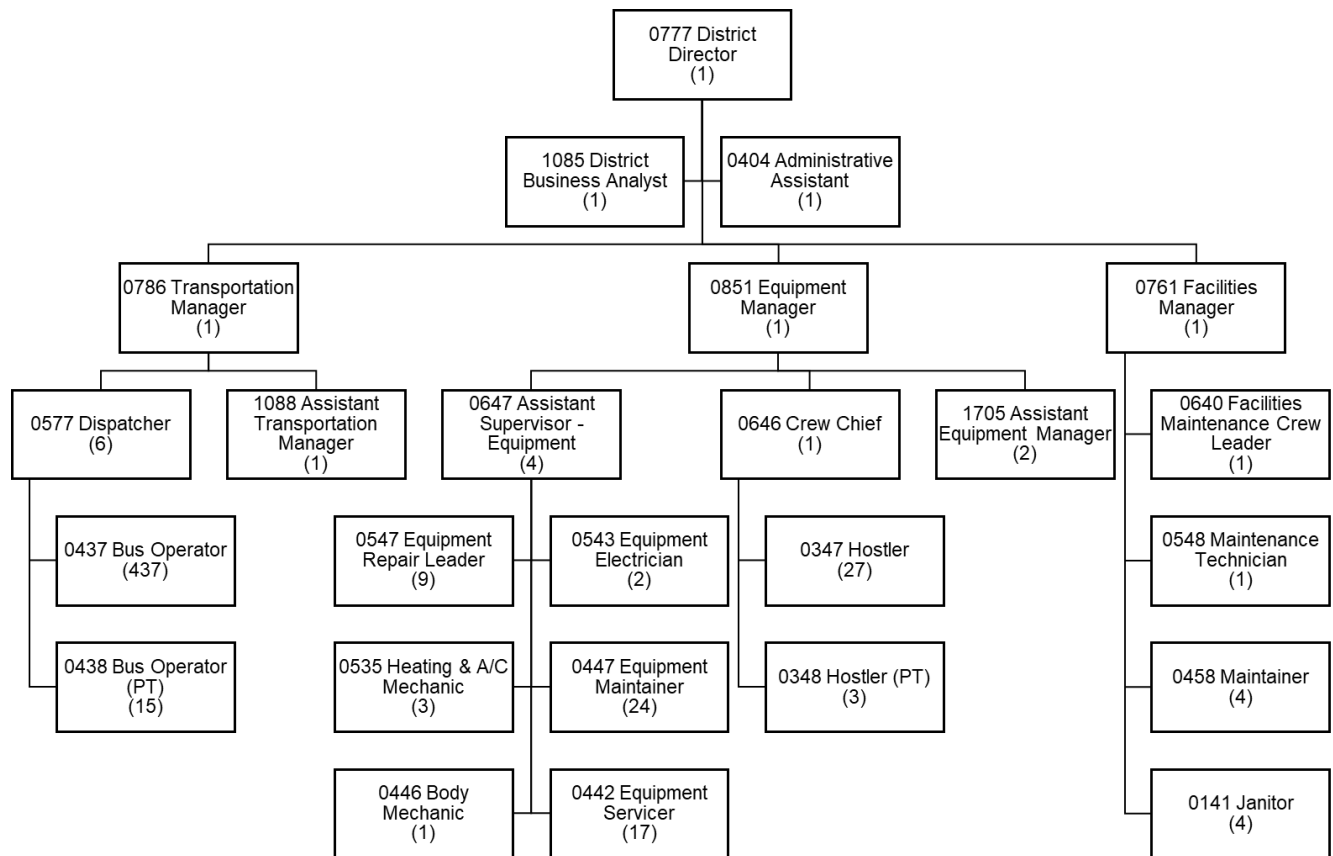
HAYDEN DISTRICT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024
501100	Operators Labor	\$20,832,364	\$20,995,304	\$21,800,000
501110	Operators Overtime	6,082,529	8,018,770	6,085,670
501200	Hourly Employee Labor	5,252,299	5,275,488	5,836,574
501210	Hourly Employee Overtime	439,613	397,761	287,000
501300	Salaried Employees Labor	1,548,004	1,606,384	1,653,837
501310	Salaried Employees Overtime	182,615	213,828	160,000
502000	Fringe Benefits	12,247,852	11,528,626	11,850,499
502071	W/C - Injuries & Damage to Employees	965	2,013	0
503000	Services	25,550	12,224	22,000
504000	Materials & Supplies	114,345	101,057	123,000
504021	CNG	423,188	405,689	544,000
509000	Miscellaneous Expense	1,612	2,437	8,250
509022	Meals/Food/Per Diem	371	289	400
Total		\$47,151,307	\$48,559,870	\$48,371,230

HAYDEN DISTRICT STAFFING

Grade	Job Name	2022	2023	2024
01	0141.Janitor	4	4	4
03	0347.Hostler	27	27	27
03	0348.Hostler (Part-Time)	3	3	3
04	0437.Bus Operator	440	438	437
04	0438.Bus Operator (Part-Time)	15	15	15
04	0442.Equipment Servicer	12	17	17
04	0446.Body Mechanic	1	1	1
04	0447.Equipment Maintainer	29	24	24
04	0458.Maintainer	4	4	4
04	04'04Administrative Assistant	1	1	1
05	0535.Heating/Air Conditioning Mechanic	4	3	3
05	0543.Equipment Electrician	2	2	2
05	0547.Equipment Repair Leader	8	9	9
05	0548.Maintenance Technician	1	1	1
05	0577.Dispatcher	6	6	6
06	0640.Facilities Maintenance Crew Leader	1	1	1
06	0646.Crew Chief	1	1	1
06	0647.Assistant Supervisor - Equipment	4	4	4
108	1085.District Business Analyst	1	1	1
110	1088.Asst Transportation Manager	1	1	1
110	17'05Assistant Equipment Manager	2	2	2
111	0761.Manager - Facilities	1	1	1
111	0851.Manager - Equipment	1	1	1
112	0786.Manager - Transportation	1	1	1
114	0777.District Director	1	1	1
01	0141.Janitor	4	4	4
Total		571	569	568

HAYDEN DISTRICT ORGANIZATION CHART



Total FTE's = 568

49- TRISKETT DISTRICT

OVERVIEW

The Triskett Bus District connects the community by leading the delivery of safe and creative mobility solutions and community connections. Triskett District provides public transportation for the western portions of the GCRTA service area.

2023 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).
- Continued 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.

2024 PRIORITIES

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success Outcomes:	(CE)	(CI)	(EI)	(FH)
<ul style="list-style-type: none"> • Continue to instill a Safety Culture orientation within all Operations Division organizational units (CE, EI, FH). • Continue to address and strive for 85% On-Time-Performance (CE). • Support Operation Division’s initiatives to reduce costs and improve the Authority’s business practices and services (EI, FH). • Continue reduction of On-The-Job Injury Rate through analysis and follow through (EI, FH). • Continue to aggressively enforce energy conservation and sustainability initiatives (CI, FH). • Continue monitoring of Drive Cam Events and address identified risky drivers (CE, EI, FH). • Continuing priority focus on improving customer experience, communications, service delivery, and community impact (CE, CI, EI, FH). • Continue efforts to support HR in hiring process and retention of operators and mechanics (EI, FH). • Continue operator retention efforts by conducting Stay Interviews, New Operator Reviews and further developing PIP mentoring (EI, FH). • Implement Preventive Maintenance Plan (PMP) for new fleets arriving at district (FH). • Continue to execute and complete the PMP’s for the D-3500 Fleet and D-3800 Fleet (FH). 				

- Identify employee investment opportunities, including efforts to recognize employees for great performance at the district level (EI, FH).
- Maintain 90%+ PM compliance for Facility Maintenance (CE, FH).

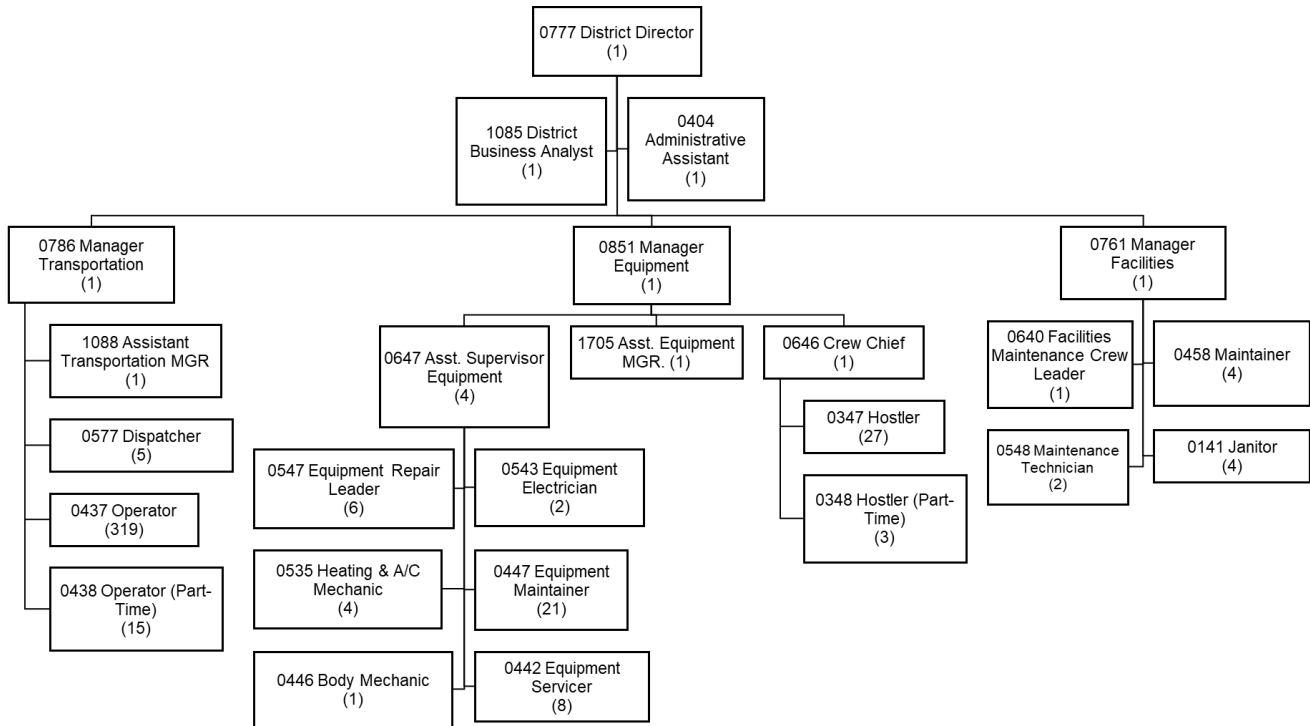
TRISKETT DISTRICT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501100	Operators Labor	\$15,531,488	\$15,486,542	\$16,300,000
501110	Operators Overtime	4,192,818	5,274,848	3,631,773
501200	Hourly Employee Labor	4,444,701	4,923,396	5,359,290
501210	Hourly Employee Overtime	844,711	790,184	460,000
501300	Salaried Employees Labor	1,529,217	1,533,370	1,627,157
501310	Salaried Employees Overtime	130,390	161,954	122,500
502000	Fringe Benefits	9,552,679	8,967,750	9,161,353
502071	W/C - Injuries & Damage to Employees	577	543	0
503000	Services	51,788	19,463	58,300
503052	Other Maintenance Contract	0	60,748	38,000
504000	Materials & Supplies	91,864	80,046	83,000
504021	CNG	64,865	208,277	281,500
509000	Miscellaneous Expense	6,525	3,928	8,000
509022	Meals/Food/Per Diem	0	286	400
Total		\$36,441,623	\$37,511,335	\$37,131,273

TRISKETT DISTRICT STAFFING

Grade	Job Name	2022	2023	2024
01	0141.Janitor	4	4	4
'03	0347.Hostler	27	27	27
'03	0348.Hostler (Part-Time)	3	3	3
04	0437.Bus Operator	321	321	319
04	0438.Bus Operator (Part-Time)	15	15	15
04	0442.Equipment Servicer	7	7	7
04	0446.Body Mechanic	1	1	1
04	0447.Equipment Maintainer	22	22	22
04	0458.Maintainer	4	4	4
04	04'04Administrative Assistant	1	1	1
05	0535.Heating/Air Conditioning Mechanic	4	4	4
05	0543.Equipment Electrician	2	2	2
05	0547.Equipment Repair Leader	6	6	6
05	0548.Maintenance Technician	2	2	2
05	0577.Dispatcher	5	5	5
06	0640.Facilities Maintenance Crew Leader	1	1	1
06	0646.Crew Chief	1	1	1
06	0647.Assistant Supervisor - Equipment	4	4	4
108	1085.District Business Analyst	1	1	1
110	1088.Asst Transportation Manager	1	1	1
110	17'05Assistant Equipment Manager	1	1	1
111	0761.Manager - Facilities	1	1	1
111	0851.Manager - Equipment	1	1	1
112	0786.Manager - Transportation - CDL	1	1	1
114	0777.District Director	1	1	1
Total		437	437	435

TRISKETT DISTRICT ORGANIZATION CHART



Total FTE's = 435

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.

2023 ACCOMPLISHMENTS

In 2023, the IT and ITS departments officially merged to become a single department. The department is comprised of four sections. The summary of each of these sections is below.

IT Departments	General Overview and Area of Responsibility
Infrastructure	<ul style="list-style-type: none"> • Data center operations • Network for all stations, facilities and various shelters • Database administration for internal applications • System administration for applications (cloud and on premise) • IT Security and Risk Management
End User Support	<ul style="list-style-type: none"> • IT Helpdesk – User Support • PC and Device Configuration and Management • Conference rooms and Streaming Events • IT Training
Onboard Technology	<ul style="list-style-type: none"> • Bus and Rail computers • Bus and Rail Mobile Routers (internal and Passenger Wi-Fi) • Radios – Portable, Mobile and Dispatch Consoles • Body Worn Cameras (Transit Police)
Applications	<ul style="list-style-type: none"> • Supply Chain and Maintenance software • Bus and Rail scheduling software • Operator payroll and performance management software

Each year, the IT department has developed a theme. 2023's theme was project completion. IT completed three, major projects. In addition the large projects, IT completed multiple initiatives to improve our IT and security posture.

2023 IT Priority Projects				
Project/Task	Description	IT Section	Status	
Hastus 2023 Upgrade	Closeout the Hastus 2022 software upgrade (cloud hosted)	ITS Backend Applications	Complete	
Ultramain 2023 V9 Upgrade	Closeout the V9 maintenance software upgrade (cloud hosted)	ITS Backend Applications	Complete	
GIRO Netplan Implementation	Implementation of new Service Planning module (part of Hastus)	ITS Backend Applications	Complete	
Microsoft Intune deployment	Cloud based device management solution for tablets, cell phones, etc.	End User Support	Complete	

Department Budgets- Operations Division

PatchMyPC - Patch Compliance and Delivery	Software to support frequent and updated patches for various software programs utilized at RTA	End User Support	Complete
Device Reduction and Windows 10 Deployment	Identifying and retiring devices that are no longer utilized. Replacing windows 7 machines with supported windows 10 machines	End User Support	Complete
M365 File Backup	Provides the restoration of data that was potentially deleted or corrupted. RTA has identified a vendor that supports M365 backups to reduce the risk of loss of information.	Infrastructure	Complete
Employee SANS Training	Annual requirement for employees to complete security awareness training.	Infrastructure	Complete
New VPN Deployment	RTA's current VPN is unsupported. Implementing a new VPN along with M365 will improve RTA's security posture and user experience	Infrastructure	Complete
TransitMaster Cloud Hosting	RTA is upgrading TransitMaster. As part of our disaster recovery plan, we will be utilizing a cloud/hosting environment.	ITS Onboard Technology	Complete

2024 PRIORITIES

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

IT is carrying momentum from 2023 into 2024. IT's theme for 2024 will be cybersecurity and disaster recovery. The list below outlines the major projects identified for IT. The list will be further prioritized based upon resources, timelines, and funding.

- Develop the learning center into a presentation and training environment (EI).
- Replace the large printers/scanners throughout the authority. Utilization of a fixed-gateway solution to replace traditional fax machines (EI, FH).
- Annual replacement of user devices. Laptops, tablets, desktops, laser printers, thin clienteles (EI, FH).
- Request services within Freshservice. Streamlining the process and reducing forms (FH).
- Conference Rooms Schedule Tablets (EI).
- Expand IT Training Program (EI).
- Install multiple paths from RTA's main office to a backup site. Begin backing up files and systems to an outside data center. Adding network connectivity (EI, FH).
- Deployment of ATT Fatpipe devices upon Red Line fiber completion along with new ATT ASE On-demand services (FH, CE).
- Upgrade existing firewall (FH).
- Updated IT COOP and Incident Response Plans (cyber attack, ransomware incidents, etc.) (FH, EI).

- Acquire and light-up network services for new rail facility. Network services will support fire suppression, CCTV, access control, user devices, etc. (EI, FH).
- Integrate TEAMS within the CBTS service. Phased approach and pilot of TEAMS deployment (EI).
- Supporting and onboard new rail car networking system (CE, FH).
- Upgrading RTA's current network switch inventory. The upgrade of network hardware will create the opportunity to enhance current configuration. Wi-Fi expansion and enhancement (EI, FH).
- Decommission and disposal of physical servers (Oracle, TM, Hastus, Ultramain). Cleaning electronic records and systems (FH).
- Implementation of new v9 Modules/Training (EI, FH).
- Transitioning operator files from BlueCard into Hastus (EI, FH).
- Review and integration of mobile devices (EI).
- Replacing and upgrading the current Veeder Root tank monitoring system (EI, FH).
- RTA is upgrading PASS. As part of our disaster recovery plan, we will be utilizing a cloud/hosting environment (FH).
- Software module that allows ITS and ER staff to troubleshoot and resolve issues remotely (Current manual process) (EI, FH).
- Upgrade to hosted solution (windows server 2003) (FH).
- Upgrading Tough books and laptops to Tough tablets within SQ, TP and ER vehicles (EI, FH).
- Replacing Paratransit Drivemate tablets (located onboard for operator) (EI, FH).
- Implementing a phased approach to upgrade/replace the existing 4G mobile routers (FH).
- Year 3 of our BWC lease provides for a free replacement of all BWC (FH).
- CAD/AVL, Passenger Information (CE).
- Real-time TVs utilizing Transit App (CE, EI).
- Complete the installation of LR validators on trains (CE, EI).
- Complete the installation of RL validators (network, power, etc.) (CE, EI).
- Installation of new and/or replacement of bi-directional amplifier for Tower City and Airport (CE, FH).
- Security layer required by all MARCS users. Limits the ability to duplicate IDs (FH).
- DVR, Passenger Information Hardware (CE, EI, FH).
- Purchase, Program and Test new portable radios/chargers, Mobiles with control head (EI, FH).
- Establish IT Governance as an Administrative Procedure. (EI, FH).
- Successfully merge two departments (bargaining/non-bargaining). Establish budget and access for ER leadership (EI, FH).
- Transition PM responsibilities to the Finance Division - Fare policy, Fare structure and fare capping deployment (FH).
- Gain approval for a formal Hybrid work model (equipment, work hours/days, etc.) (EI).

2024 PRIORITIES INFORMATION TECHNOLOGY DEPARTMENT BUDGET*

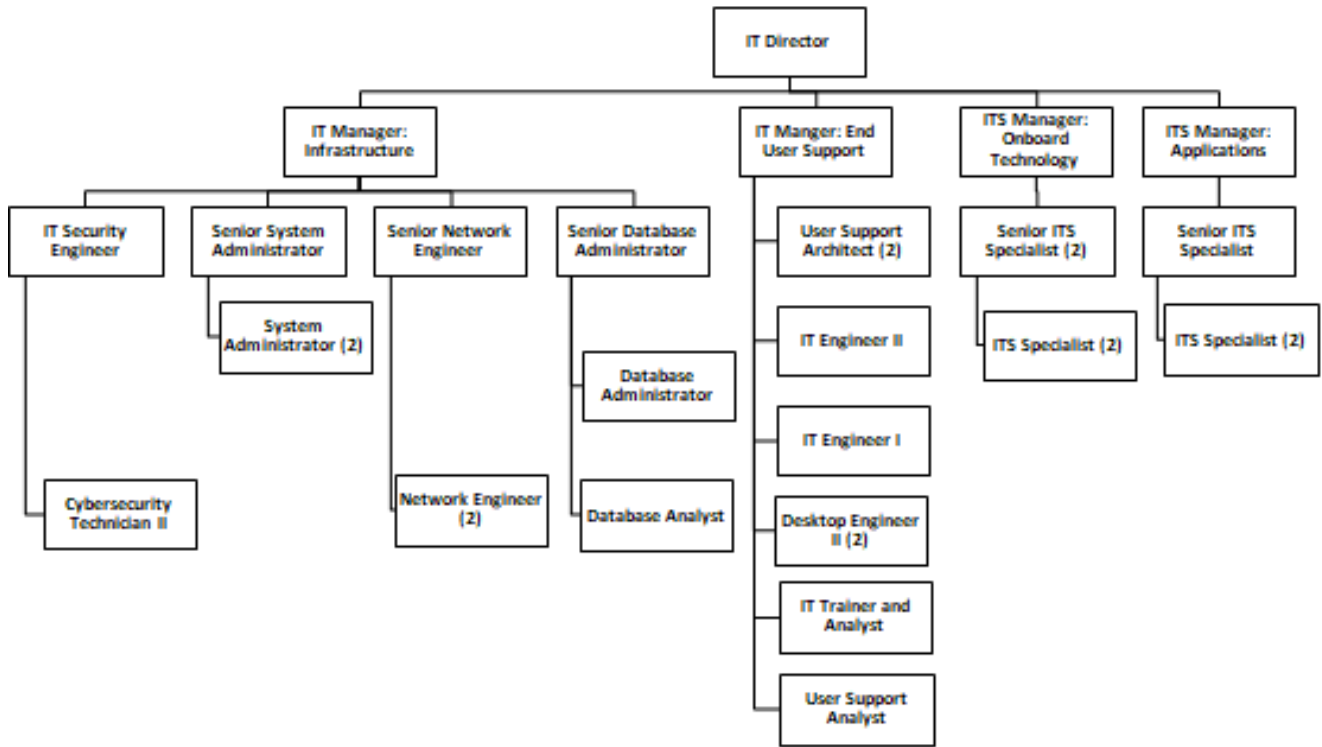
Object Class	Description	2022 Actual	2023 Actual	2024
-501300	Salaried Employees Labor	\$651,555	\$2,086,485	\$2,456,669
502000	Fringe Benefits	250,972	736,384	801,200
503000	Services	0	0	50,000
503049	Temporary Service	0	0	0
503052	Other Maintenance Contract	1,347,674	5,315,480	6,353,905
504000	Materials & Supplies	66,117	136,396	217,200
505022	Telephone and Data Services	0	6,977	325,800
509000	Miscellaneous Expense	673	106,757	2,100
509022	Meals/Food/Per Diem	0	1,168	1,000
Total		\$2,316,991	\$8,389,647	\$10,207,874

INTELLIGENT TRANSPORTATION SYSTEMS DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
106	1646.User Support Analyst	-	1	1
107	1072.Telecom Specialist	-	1	1
108	0760.Database Analyst	-	1	1
108	0763.IT Trainer/Analyst	-	1	1
109	0962.Desktop Engineer II	-	2	2
109	0969.Information Technology Engineer	-	1	1
109	1082.System Administrator	-	2	2
109	1033.Cybersecurity Technician	-	1	1
109	1746.Telecomm Engineer II	-	1	1
110	1632.User Support Architect	-	2	2
110	1633.IT Security Engineer	-	1	1
110	1691.ITS Specialist	4	4	4
111	1070.Data Base Administrator	-	1	1
111	1091.Senior System Administrator	-	1	1
111	1692.Senior ITS Specialist	3	4	4
111	0756 Network Engineer	-	1	1
112	0783.Manager IT / End User Support	-	1	1
112	0795.Senior Network Engineer	-	1	1
112	1321.Manager of IT Infrastructure	-	1	1
112	1726.ITS Manager	2	2	2
112	1648.Lead Database Administrat.	-	1	1
114	1750.Director of Information Technology	1	1	1
Total		10	32	32

* The departments of Information Technology and Management Information Services re-organized during 2023, and a portion of the staff transferred to Information Technology.

INFORMATION TECHNOLOGY ORGANIZATION CHART*



FTE's = 32

02- FINANCE DIVISION

OVERVIEW

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

CONNECTION TO STRATEGIC PLAN

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

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

2023 ACCOMPLISHMENTS

- Obtained over \$216.2 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 2023 Budget Document.
- Assisted in the completion of the Single Audit.
- Managed the successful completion of the Federal Transit Administration (FTA) triennial review.
- 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 2024 Operating Budget.
- Managed 2023 expenditures to continue the transfer to the Railcar Replacement fund for \$10 million.
- Continued the strategic management of unrestricted revenues for a long-term plan of allocating funds to meet the Authority's operating and capital needs.
- Managed the TRACTION program.
- Managed the 2023 Capital Improvement Plan (CIP) and developed the 2024-2028 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 2023-24 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.
- Completed an upgrade of Oracle to the latest software version and transitioned to an Infrastructure as a Service platform.
- Launched new software application to increase overall efficiency:
 - Canto – digital asset management software
 - Procore – a unified project management platform

2024 PRIORITIES

Customer Experience

- Lead the discussions streamlining the fare collection process incorporating state of the art technologies.
- Administer 2024 Capital Grant Application process.
- Develop 2025 Capital Improvement Plan (CIP) and 2025-2029 CIP Program.
- Support and maintain the current Fare Collection System.
- Lead the discussions regarding new fare collection equipment.

Community Impact

- Develop a plan to continue to secure funding for Rail Car Replacement.
- Manage the TRACTION Program and lead efforts in the Authority's strategic planning performance management.
- Negotiate CMSD contract for the 2024-25 school year.

Employee Investment

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

Financial Health

- Implement process improvements that support the Authority's strategic plan.
- Manage the 2024 Operating Expenses to reflect a 5% savings and manage the overall 2024 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.
- 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, 2023.
- Assist in the completion of the Single Audit.
- Administer the Authority's Disadvantaged Business (DBE) Program in compliance with all applicable federal laws and regulations.

- Assist departments in minimizing the Authority’s overall administrative costs.
- Continue management of Authority’s Records Management Program.
- Continue to manage the Energy Risk Management Program to ensure budget stability.
- Develop 2025 Operating Budget.
- Conduct thorough review of polices and update as necessary.
- Develop 2024 Budget Document conforming to the requirements by the GFOA.
- Provide financial oversight to control costs and sustain financial health.

LIST OF DEPARTMENTS

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

The 2024 Organizational Scorecard is shown in the Budget Management section of the Budget Guide. The results of the 2023 Finance Division scorecard are shown below, and the divisions were still developing their 2024 strategic scorecards to support GCRTA’s Strategic Plan as of the writing of this report.



Finance 2023

Success Outcomes	Metric	Definition	FY2023 Performance Goals	Objective	Annual 2023
					Actual Results
Customer Experience	Financial Management - Customer Perception	% of customers that agrees or strongly agrees that GCRTA manages financial resources appropriately	62%	↑	55%
Community Value	Financial Management - Community Perception	% of community that agrees or strongly agrees that GCRTA manages financial resources well	34%	↑	26%
Financial Sustainability	General Fund Transfer to Capital/Rolling Stock Reserve Fund	Transfers to capital and Rolling Stock Reserve Fund higher than any board policy.	\$10,000,000	—	\$10,000,000
	Operating Ratio : Expense Covered by Own Source Revenue	% of own source revenue (defined as passenger fares, advertising, concessions, investment income, and other revenue)	13%	—	12%
	One-Month Operating Reserve	Maintain balance of 1 month operating reserve	1	—	1.4
	Three-Year Net Position	Minimum of 1 month operating reserve on the rolling 3-year basis	1	—	2.0
	Accounts Receivable Aging	% reduction in 90 days due in accounts receivable aging report	-10%	↓	-33%
	Operating Budget Used	The % of actual expenses (year to date) vs. annual budget.	25%, 50%, 75%, 100%	—	98%
Employee Engagement	Division Employees Agree Supervisor Invested in Growth and Success	% of employees that agree (or strongly agree) that their Supervisor is invested in their growth and success	76%	↑	73%
	Division Employees Understand Vision and Direction of GCRTA	% of employees that strongly agree (or strongly agree) that they understand the vision and direction of GCRTA	75%	↑	72%
	Division Employees Understand How Performance Linked to Organizational Success	% of employees that strongly agree (or strongly agree) that they understand how their performance contributes to organizational success	77%	↑	73%

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.

2023 ACCOMPLISHMENTS

DBE Participation

36.1 % DBE Participation on Board approved FFY 2023 contracts of \$ 31,631,847 for a total DBE Subcontracting opportunities of \$ 11,434,067 (not including Transit Motor Vehicles and Real Estate, as per federal regulations).

DBE Certifications

- New Certifications: 17
- No Change Declaration: 81
- On-Site Review: 10
- Administrative Withdrawal: 6
- Denials 1

Program Compliance

- Contract Goal Setting: 84
- Certified Payrolls Reviewed:
- Monitoring: 11

Outreach and Community Engagement

- Attended Equity & Inclusions Conference – Next Level Thinking on Achieving Sustainable Progress
- Attended Freedom Fund Dinner
- Attended American Contract Compliance Association (ACCA) Conference in Memphis, TN
- Attended Equitable Advisors outreach – Community leaders discussion on ways to financial empowerment in the Black Community
- Attended B2Gnow Drive Training in Scottsdale, Arizona
- Attended Greater Cleveland Partnership Luncheon
- Attended the Turner School of Construction event.
- Participated on the Greater Summit Conference & Expo's Recognition Networking Event at the Akron/Canton Airport
- Participated on Ohio UCP Training – Certification Foundations
- Participated in Affiliation training by SBA.
- Participated in the 9th Greater Summit Business Conference & Expo Matchmaker
- Participated on Federal Transit Administration (FTA) Comprehensive Review Workshop
- Participated on NEOHCED 3rd Construction Opportunities Fair at Max Hays High School
- Participated in the Unified Certification Zoom meeting.
- Participated on Midtown Collaboration Center Construction & Trade Connection Event

- Presented at the President’s Council: Work it Wednesdays on Doing Business with GCRTA at the Beachwood Mall
- Presented at SBA’s 2023 Community Navigator Pilot Program Monthly Hub meeting.
- Presented at SBA’s Opportunities in Contracting – HUD Section 3 workshop.
- Host: How To Do Business with GCRTA
- Facilitated DBE Contract Compliance training with Central Ohio Transit Authority (COTA)

2024 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> • Certification of firms to participate as DBE contractors, establishing DBE goals on contracts, ensuring program compliance with Federal regulations, and effective community outreach. (CI). • 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 (CI). • Encourage and monitor the utilization of women and minority workers on GCRTA construction projects. (CI). • 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 (CI). • Increase Hispanic Contracting Opportunities (CI). • Continue Employee Development, FTA, American Contract & Compliance Association (ACCA), Diversity Equity & Inclusion (DEI), Conference of Minority Transportation Official (COMTO) & DBE Training (EI). • Business 2 Government Compliance System (B2Gnow) (EI, FH). 				

OFFICE OF BUSINESS DEVELOPMENT DEPARTMENT BUDGET

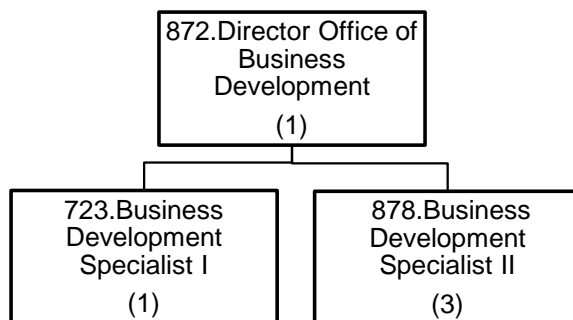
Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501300	Salaried Employees Labor	\$324,558	\$345,086	\$399,353
502000	Fringe Benefits	128,756	125,467	127,660
503020	128dvertisement Fees	100	0	800
504000	Materials & Supplies	1,411	1,365	2,050
509000	Miscellaneous Expense	2,949	6,823	17,700
509022	Meals/Food/Per Diem	810	287	1,000
Total		\$458,584	\$479,028	\$548,563

OFFICE OF BUSINESS DEVELOPMENT STAFFING

Grade	Job Name	2022	2023	2024
105	0723.Business Development Specialist I	1	1	1
109	0878.Business Development Specialist II	2	2	3
114	0872.Director	1	1	1
Total		4	4	5



OFFICE OF BUSINESS DEVELOPMENT ORGANIZATION CHART



Total FTE's = 5 In January 2024, OBD transferred 1 FTE back to OMB not reflected in FTE counts above.

60- 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.

2023 ACCOMPLISHMENTS

- Implemented process improvements that support the Authority’s strategic plan.
- Migrated Financial Systems and Reporting to the Oracle IAAS application.
- Continued efforts in improving and increasing internal financial reporting.
- Continued to improve department performance and expedite workflow.
- Coordinated the completion of the 2022 Financial Audit and Single Audit, obtaining the Ohio Auditor of State Award with Distinction.
- Obtained the Certificate of Excellence in Financial Reporting for the Fiscal Year Ended December 31, 2021, from the Government Finance Officers Association (GFOA).
- Prepared the Annual Comprehensive Financial Report conforming to the requirements outlined by the GFOA for the year ended December 31, 2022.
- Continued to centralize contracts and agreements for leases and other revenue generating opportunities.
- Continued to participate in improving Accounting Financial Metrics for 2023.
- Continued to manage the Energy Risk Management Program to ensure budget stability.
- Participated 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.
- Participated in the Federal Transit Administrations (FTA) triennial audit resulting in a “clean” audit report for Finance.

2024 PRIORITIES

Strategic Plan	Customer Experience	Community Impact	Employee Investment	Financial Health
Success Outcomes:	(CE)	(CI)	(EI)	(FH)
<ul style="list-style-type: none"> • Continue to implement process improvements that support the Authority’s strategic plan (FH,CE). • Continue to evaluate the Oracle based expense report for travel as an online process (FH). • Continue efforts in improving and increasing internal financial reporting (FH). • Continue to improve department performance and expedite workflow (FH). • Coordinate completion of the 2023 Financial Audit and Single Audit (FH). • Prepare and submit the Annual Comprehensive Financial Report to the GFOA (FH). • Continue to centralize contracts and agreements for leases and other revenue generating opportunities (FH). • Continue to participate in improving Accounting Financial Metrics for 2024 (FH). • Continue to manage the Energy Risk Management Program to ensure budget stability (CE, CI,FH). • Participate in the fare policy improvements for 2024 (CE, CI, FH). • Lead improvement efforts with collaboration with key stakeholder groups to make sure that asset management and state of good repairs are reconciled and reported in accordance with FTA guidelines (FH). 				



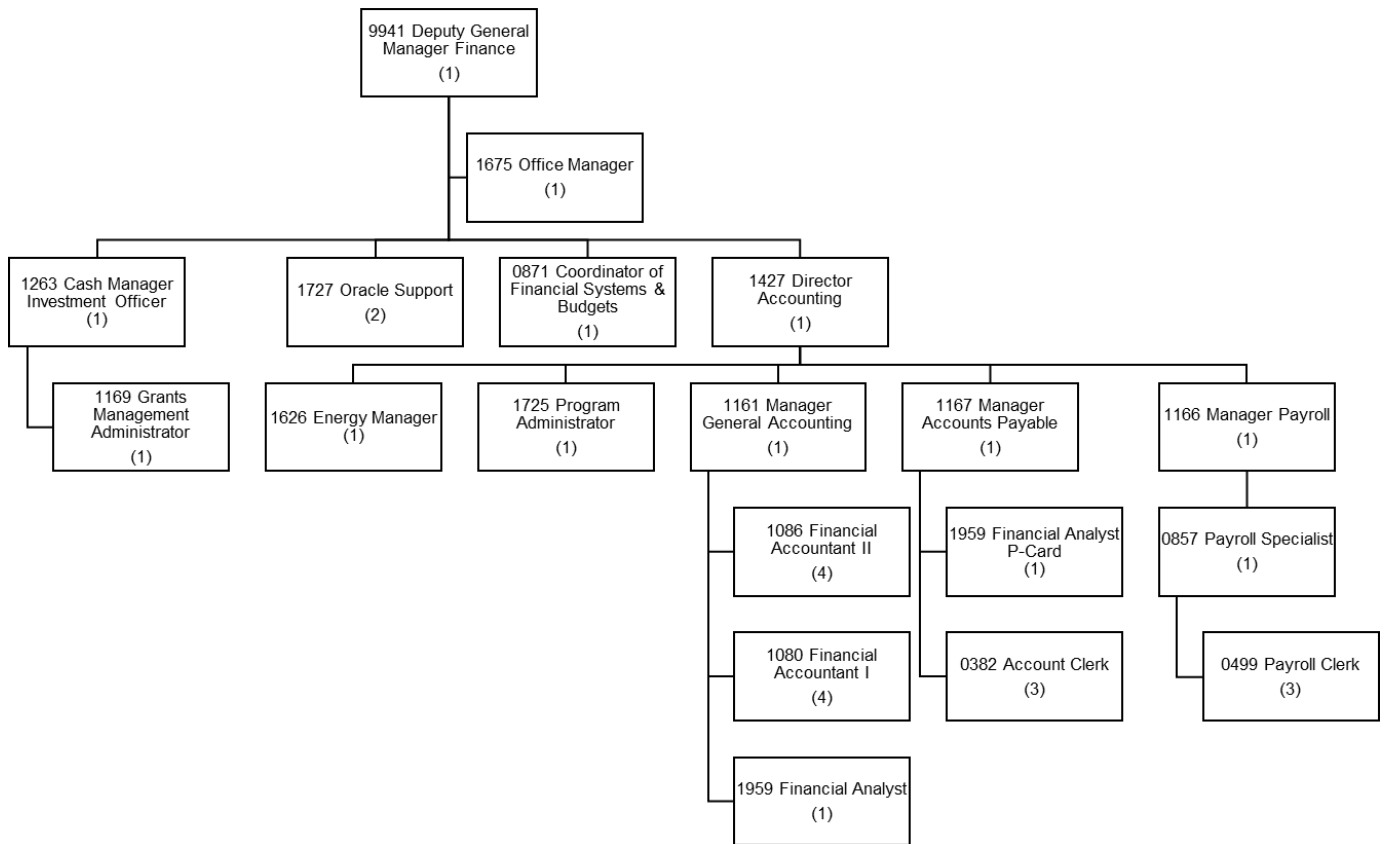
ACCOUNTING DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024
501200	Hourly Employee Labor	\$241	\$0	\$0
501300	Salaried Employees Labor	1,845,999	2,144,009	2,331,348
501310	Salaried Employees Overtime	9,548	15,484	30,000
502000	Fringe Benefits	736,037	755,227	719,125
503000	Services	594,456	582,995	950,500
503049	Temporary Service	55,884	1,093	20,000
503052	Other Maintenance Contract	9,479	5,018	8,700
504000	Materials & Supplies	6,861	7,985	10,500
507000	Tax	20,012	21,830	0
509000	Miscellaneous Expense	5,817	3,860	56,900
509022	Meals/Food/Per Diem	258	1,825	2,000
Total		\$3,284,592	\$3,539,326	\$4,129,073

ACCOUNTING DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
03	0382.Account Clerk	3	3	3
04	0499.Payroll Clerk	2	3	3
25	1675.Office Manager	1	-	-
26	1727 ERP Analyst	2	-	-
28	0871 Coord Financ Syst & Budgets	1	-	-
106	1959.Financial Analyst	2	2	4
106	1725.Progr Admin/Financ Analyst	1	1	1
107	0725.Executive Assistant	0	1	1
108	0857.Payroll Specialist	1	1	1
108	1080.Financial Accountant I	3	4	4
110	1086.Financial Accountant II	4	4	4
110	1169.Grants Management Administrator	1	1	1
111	1626.Energy Manager	1	1	1
113	1161.Manager of General Accounting	1	1	1
113	1166.Manager of Payroll	1	1	1
113	1167.Manager of Accounts Payable	1	1	1
113	1263.Cash Manager/Investment Officer	1	1	1
114	1427.Director - Accounting	1	1	1
116	9941.DGM - Finance Division	1	1	1
TOTAL		28	27	29

ACCOUNTING DEPARTMENT ORGANIZATION CHART



Total FTE's = 29

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.

2023 ACCOMPLISHMENTS

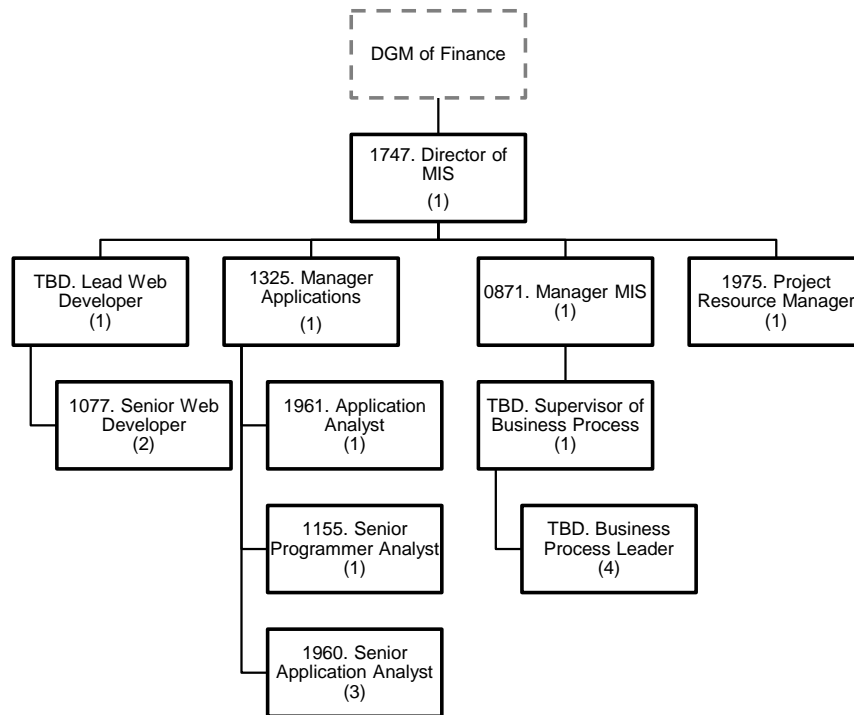
- Continued to utilize a business process for evaluating new technologies requested by subject matter expert groups within the authority.
- Deployed Contracts with Implementation partners to bring online new technologies that enhanced existing systems and help us bring new systems online.
- Updated the Drupal based Intranet platform to allow for enhanced functionality and flexibility to meet business needs.
- Further leveraged the Single Sign-on (SSO) capabilities to create easier user transition across tools and applications.
- Launched Oracle Infrastructure as a Service (IaaS) upgrade dramatically improving 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.
- Actively building out products 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.
- 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.
- Increased usage of formal project management techniques to track and deploy projects.
- Implemented new SplashBI Oracle reporting platform.
- Added two new team members.

MANAGEMENT INFORMATION SERVICES DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
108	1961.Application Analyst	-	1	1
109	XXXX Business Process Analyst	-	-	1
110	1077.Senior Web Developer	1	2	2
110	1960.Senior Application Analyst	4	3	3
110	XXXX Supervisor of Business Process	-	-	1
110	1155.Sr Programmer Analyst	1	1	1
111	0871.Coordinator of Management Information Services Systems	-	3	2
112	1325.Manager - Applications	1	1	1
112	1975.Project Resource Manager	-	1	1
114	1747.Director of Management Information Services	1	1	1
24	1646.User Support Analyst	1	-	-
25	0760.Database Analyst	1	-	-
25	1961.Application Analyst	1	-	-
25	1647.Web Application Specialist	1	-	-
26	1082.System Administrator	2	-	-
26	1727. ERP Analyst	-	-	2
26	0960 User Support Specialist	2	-	-
26	1072.Telecom Specialist	1	-	-
27	0962.Desktop Engineer II	1	-	-
27	0969.Information Technology Engineer	1	-	-
27	1070.Data Base Administrator	1	-	-
27	1091.Senior System Administrator	1	-	-
27	1632.User Support Architect	1	-	-
27	0756 Network Engineer	1	-	-
27	1745.Lead Telecommunications Specialist	1	-	-
28	0795. Network Engineer Supervisor 6130	1	-	-
28	1633.IT Security Engineer	1	-	-
28	1648.Lead Database Administrat.	1	-	-
28	1654 IT Project Assistant	1	-	-
29	0783 Manager of Information Technology Services 6120	1	-	-
29	1321 Manager of Information Technology Infrastructure 6130	1	-	-
Total		30	13	16

* The departments of Management Information Services and Information Technology reorganized during 2023, and several of the staff transferred from this budget to Information Technology.

MANAGEMENT INFORMATION SERVICES ORGANIZATION CHART*



Total Dept 61 FTE's = 16

62-SUPPORT SERVICES DEPARTMENT

OVERVIEW

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

2023 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 72 boxes in off-site storage as well as electronic invoice files dated from 2006-2017 contained in the scanning software system. Seventeen (17) department retention schedules submitted to and approved by The Ohio History Connection.
- 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.
- New digital color printer and new address machine procured and installed at the Print Shop.

2024 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
• Records Management Program (CI) – <ul style="list-style-type: none">○ Renewal of records management contract, requesting sole source for the next 5 years.○ 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 (FH).				
• Manage the Authority’s mail, shipping and receiving services (CE).				
• Reduce costs 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 (FH).				
• Provide printing service for timetables and other corporate printing needs (CE).				
• Provide high-tech duplicating services, mail management, mail and package delivery to our facilities and other business establishments (CE).				
• Provide other services to support the Authority: office supplies and district vending machines (EI).				

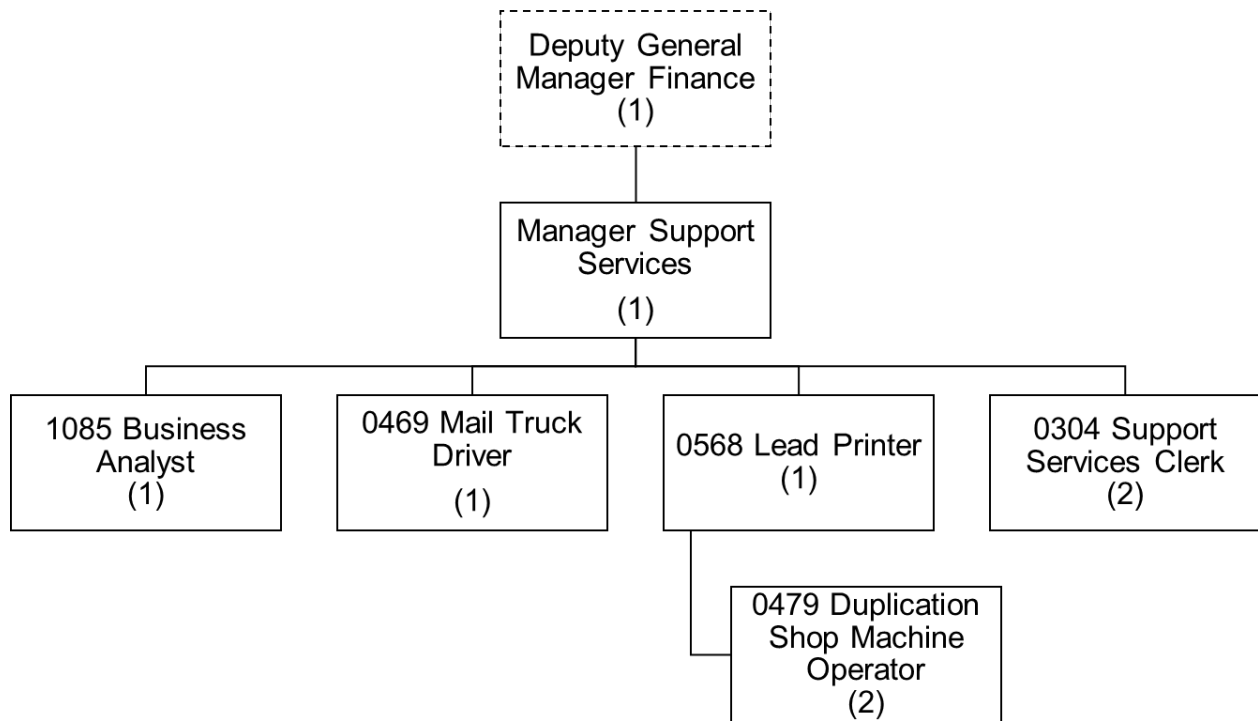
SUPPORT SERVICES DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501200	Hourly Employee Labor	\$66,680	\$69,361	\$72,282
501210	Hourly Employee Overtime	0	0	100
501300	Salaried Employees Labor	462,770	505,889	531,849
501310	Salaried Employees Overtime	1	16	2,500
502000	Fringe Benefits	211,329	207,253	200,822
503000	Services	11,407	7,144	10,600
503049	Temporary Service	2,112	0	0
503052	Other Maintenance Contract	99,588	116,157	145,660
504000	Materials & Supplies	1,967	1,207	10,100
504051	Postage Expense	44,462	48,904	60,000
504052	Duplication Materials & Supplies	59,625	109,057	105,000
509000	Miscellaneous Expense	211	2,012	6,808
512000	Leases & Rentals	90,363	108,510	126,000
TOTAL		\$1,050,515	\$1,175,510	\$1,271,721

SUPPORT SERVICES DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
03	0304Support Services Clerk	2	2	2
04	0469.Mail Truck Driver	1	1	1
04	0479.Duplication Shop Machine Operator	2	2	2
05	0568.Lead Printer	1	1	1
108	1085.District Business Analyst	1	1	1
113	0868.Manager, Support Services	1	1	1
TOTAL		8	8	8

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.

2023 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, Immediate Past President, Vice President, Treasurer and Secretary.
- Received zero deficiencies from the FTA during their Triennial Audit Review of procurement contracts spanning 2019-2022.
- 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 4759 Purchase orders valued at \$374,637,428.
- Awarded contract for the New Railcar Fleet, a huge achievement for the Authority..
- Awarded contract for a new Trunk Line Signal System.
- Awarded contracts for Contracted Paratransit Services.
- Awarded contract for CNG Operations and Maintenance Services.
- Awarded contract for an Applicant Tracking System.
- Awarded contract for On-Call Architecture/Engineering Services
- Awarded contract for Rail Grinding Services
- Awarded contract for a Casualty Insurance Broker
- Awarded contract for Waterfront Line Platform and Track Repairs
- Awarded contract for Transitmaster Software Hosting Services
- Awarded contract for Rehabilitation of Track/Platform Bridges over W. 117th Street
- Awarded contract for Catenary Rehabilitation Phase 2
- Awarded contract for Engineering Services for Special Bridge Inspections
- Awarded contract for On-Call Construction Inspection Services
- Awarded contract for Micro Transit Program
- Awarded contract for On-Call Testing and Reporting Services
- Awarded contract for A/E Services for E. 79th Street light Rail Station Reconstruction
- Awarded contract for Eight Full Size Pickup Trucks
- Awarded contract for Track Geometry Testing
- Awarded contract for Banking Services
- Awarded contract option for an additional 6 New Railcars.

- Awarded contract for Elevator and Escalator Maintenance
- Awarded contract for Transit and Shelter Advertising Services
- Awarded contract for CAD/AVL Maintenance and Support Services
- Continue to provide the Procurement 101 Training presentation to any, and all requesting departments, including being added to the new employee orientation agenda.
- Participated in the Authority-wide Oracle IaaS Implementation and Ultramain upgrades.

2024 PRIORITIES

Strategic Plan Success Outcomes:	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
<ul style="list-style-type: none"> • Continue to monitor and improve procurement acquisition process to reduce procurement turnaround time (FH, CI). • Expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure (FH, CE). • Continue scheduling and presenting updated Procurement 101 Training Program to all requesting departments (EI). • Continue National Institute of Governmental Purchasing (NIGP) Department Accreditation (EI, FH). • Support the Authority's implementation of the Strategic Plan and Mission Statement and Traction Performance Measurements FY 2024 (FH, CI, CE). • Award contract for Digital Color Printing System (FH). • Award contract for Design of MetroHealth BRT (CE, CI, FH). • Award contract for Transit Access Barrier Study (CE, CI, FH). • Award contract for Tower City East Portal Rehabilitation (CE, CI, FH). • Award contract for a/E Services for Brookpark Rail Shop (CI, FH). • Award contract for On-Call Bridge Engineering Services (CE, CI, FH) . • Award contract for Port of Cleveland Connection to Waterfront Line (CE, CI, FH). • Award contract for Rapid Station Cleaning Services (CE). • Award contract for Tower City East Portal Construction Inspection Services (CI). • Award contract for Railcar Program CRMF Mod. Design (CE, CI, FH). • Award contract for Light Rail Fiber Optic Design (CE, CI, FH). • Award contract for Broadway Corridor TOD Study (CE, CI, FH). • Award contract for Fleet Electrification Study (CE, CI, FH). • Award contract for Red Line Signal System Design (CE, CI, FH). • Award contract for Port Connector Program (CE, CI, FH). • Award contract for Warrensville Van Aken Station Rehabilitation (CE, CI, FH). • Award contract for Advertising Services (CE, CI, FH). • Continue interdepartmental cross training of staff (EI). • Continue to support and participate in follow-up testing of Ultramain and Oracle, as needed (CE, FH). • Participate in the Auditor of State Review of 2023 Financials (FH). 				

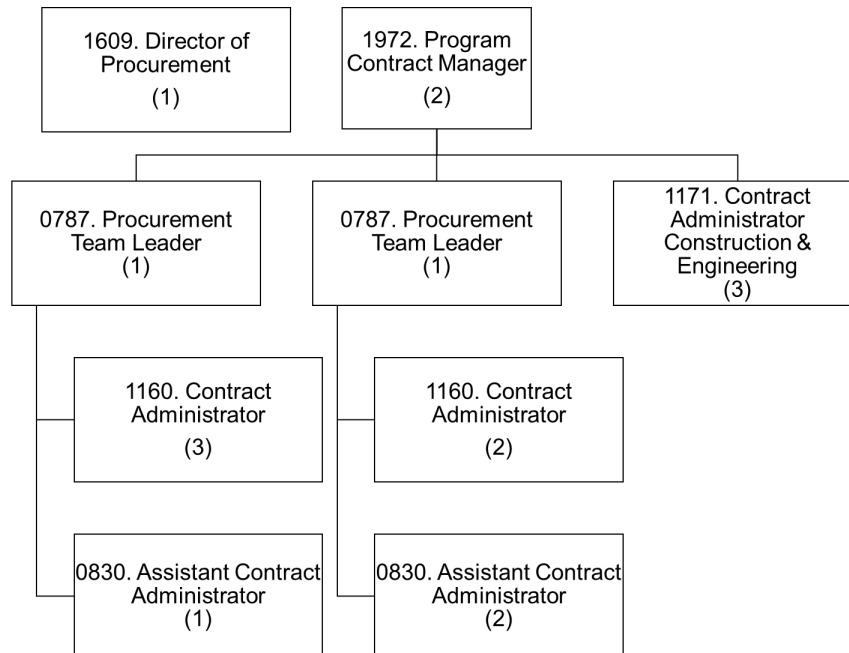
PROCUREMENT DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501300	Salaried Employees Labor	\$1,214,190	\$1,359,931	\$1,405,925
502000	Fringe Benefits	490,145	492,105	428,927
503000	Services	6,575	6,904	6,700
503020	Advertisement Fees	13,243	16,170	13,000
504000	Materials & Supplies	101	272	4,000
509000	Miscellaneous Expense	6,283	14,310	13,400
509022	Meals/Food/Per Diem	620	952	500
Total		\$1,731,157	\$1,890,644	\$1,872,452

PROCUREMENT DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
27	1171.Contr Admin	3	-	-
108	0830.Contract Administrator I	3	3	3
110	1160.Contract Administrator II	5	8	8
113	0787.Procurement Team Manager	2	2	2
113	1972.Program Contract Manager	2	2	2
114	1609.Director - Procurement	1	1	1
Total		16	16	16

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.

2023 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.

2024 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes: <ul style="list-style-type: none"> • Collect fares on a daily basis without issue (FH). • Collect fares for special events in the safest and most efficient manner possible to create a more user-friendly public transit experience (FH). • Continue to prepare employee transition plan to include, but not limited to, the assistance of an MDP team member (EI). • Work with GFI toward the successful completion and the installation of the automated fare collection equipment, software, and peripherals including contract close-out (CE, FH). • Ensure that fare-cards and passes are available for distribution to outlets and the general public and work as intended (CE, FH). 				

- Work on continuous improvement of the cash handling, fare collection equipment security, and the fare-box vaulting process (FH).
- Direct implementation of fare policies and continue to seek ways to improve education to the public (CE, CI).
- Continue to streamline the process and agreement with Cleveland Metropolitan School District (CMSD) and local colleges and universities (CI, FH).
- Enter into a multi-year agreement with CMSD to provide them with transportation services for their designated student body (CE, FH).
- 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 (FH).
- Support the Authority in their effort to streamline fare collection for special events (CE, CI, FH).
- Enter into a new multi-year agreement with a provider to meet our revenue processing needs (FH).
- Submitted a CIP for the procurement of new fare collection equipment to be installed within the next four to six years (CE, FH).
- Continue cooperative effort with Masabi to implement Smart Card and Fare Capping (CE, FH).

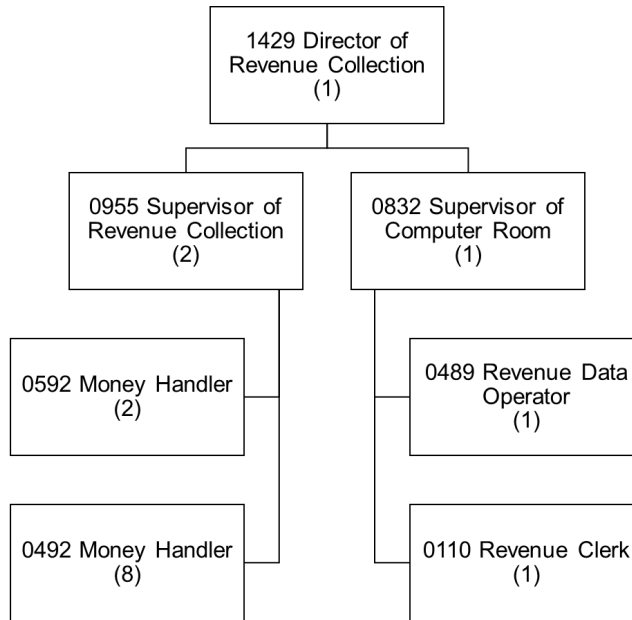
REVENUE DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501300	Salaried Employees Labor	\$1,001,042	\$1,140,126	\$1,213,863
501310	Salaried Employees Overtime	17,213	22,479	28,000
502000	Fringe Benefits	400,779	407,535	402,426
503052	Other Maintenance Contract	289,090	286,577	365,500
504000	Materials & Supplies	188,335	222,066	246,400
509000	Miscellaneous Expense	198	468	3,000
Total		\$1,896,657	\$2,079,251	\$2,259,189

REVENUE DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
01	0110.Revenue Clerk	1	1	1
04	0489.Revenue Data Operator	1	1	1
04	0492.Money Handler	9	9	8
05	0592.Money Handler	2	2	2
27	0750 Revenue Control Analyst	1	-	-
110	0832.Supervisor - Computer Room	1	1	1
110	0955.Supervisor - Revenue Collection	1	2	2
114	1429.Director - Revenue Collection	1	1	1
Total		17	17	16

REVENUE DEPARTMENT ORGANIZATION CHART



Total FTE's = 16

67-OFFICE OF MANAGEMENT & BUDGET

OVERVIEW

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

2023 ACCOMPLISHMENTS

- Managed the 2023 Operating Budget.
- Developed the 2024 Budget and Tax Budget.
- Developed the 2024 – 2028 CIP.
- Continued the 2024 Strategic Plan.
- Ended the year with a Fund Balance that exceeds a 30-Day Operating Reserve.
- Completed a clean triennial audit.
- Purchased 30 Rail Cars.
- Completed the 2022 National Transit Database submission successfully.
- Managed the Traction program, Strategic Plan in the Finance Division, and Strategic Plan Financial Stability.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the 2023 Budget Book.
- Held Preventive Maintenance reimbursed expenditures to General Fund to approximately \$1.0 million.
- Continued Oracle SaaS implementation.
- Supported MIS, HR, and HRIS in UKG Ready implementation.

2024 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
<p>Success Outcomes:</p> <ul style="list-style-type: none"> • Continue the Traction program to incorporate the strategic plan through the Authority Finance Division, and Financial Health oversight (CE, CI, FH). • Lead the 2023 National Transit Database reporting and submittal (FH). • Continue to implement an agency-wide initiative to maintain a 1-month reserve through 2027 (FH). • Support and continue Oracle Modules SaaS implementation (FH, EI). • Repurpose PM Reimbursement grant funding for unfunded and underfunded projects (FH). • Work with Operations, Finance, and Engineering Divisions to purchase additional Rail Cars (CE, CI, FH). • Continue to transfer \$10 million to Reserve Fund to support Rail Car Procurement (CE, CI, FH). • Manage the 2024 Operating Budget (FH). • Develop the 2025 Tax Budget and Budget (FH). • Develop the 2025-2029 CIP (FH). 				

- Configure and implement budget management system (FH, EI).
- Manage and monitor federal and state grants and capital projects (FH, CI).
- Support and develop the UKG Ready Position Control program with HRIS and MIS (FH).
- Prepare for APTA Rail Conference with planning team (CI, CE).

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT BUDGET

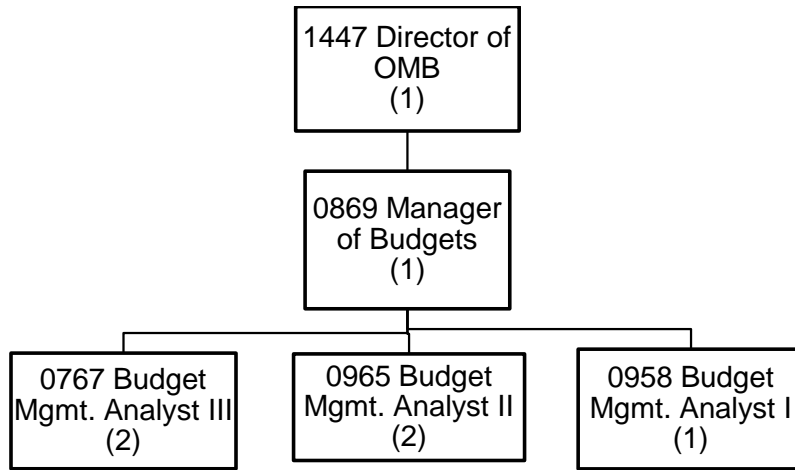
Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501300	Salaried Employees Labor	\$673,385	\$646,011	\$704,583
502000	Fringe Benefits	262,087	236,099	3,055,110
503000	Services	0	0	250,000
503020	Advertisement Fees	4,627	1,084	6,000
504000	Materials & Supplies	0	447	2,200
504021	CNG	1,712,359	2,132,190	2,038,000
505018	Natural Gas	746,996	1,102,629	720,000
505019	Water	316,421	325,471	444,000
505021	Electricity	1,685,343	1,681,746	2,008,400
509000	Miscellaneous Expense	10,003	2,344	81,000
509022	Meals/Food/Per Diem	0	159	1,250
Total		\$5,411,221	\$6,128,180	\$9,310,543

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
109	0958.Budget Management Analyst	4.00	4.00	3.00*
111	0767.Senior Budget Management Analyst	2.00	2.00	2.00
113	0869.Manager of Budget	1.00	1.00	1.00
114	1437.Director-Office of Management and Budget	1.00	1.00	1.00
Total		8	8	7

* In January 2024, OBD transferred 1 FTE back to OMB not reflected in FTE counts above.

OFFICE OF MANAGEMENT & BUDGET DEPARTMENT ORGANIZATION CHART



Total FTE's = 7 In January 2024, OBD transferred 1 FTE back to OMB not reflected in FTE counts above.

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.

2023 ACCOMPLISHMENTS

- Bond Retirement Fund transfer: Ending Balance Estimate: \$1.2 million > 1/12th of subsequent years debt service requirements.
- Insurance Fund: Ending Balance Estimate = \$6.6 million > \$5 million minimum ending balance.
- Supplemental Pension Fund: Ending Balance Estimate: \$1.4 million > last assessed value.
- Capital Improvement Fund transfer: 11% of Sales & Use Tax Funding transferred to Capital (goal: minimum 10%).
- Reserve Fund transfer: \$10 million amendment approved to increase the General Fund appropriation for a transfer to Reserve fund for Revenue Stabilization sub-fund.

2024 PRIORITIES

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

- Bond Retirement Fund: Year-End balance \$1.2 million > 1/12th of subsequent years debt service requirements (FH).
- Insurance Fund: Year-End Balance > \$5.4 million (FH).
- Supplemental Pension Fund: Ending Balance > last assessed value (EI, FH).
- Capital Improvement Fund: transfer of Sales & Use Tax to Capital – minimum of 10% (CE, FH).
- 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 (FH).

FUND TRANSFERS DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
510050	Transfer to/from Reserved Funds	\$60,878,615	\$10,878,615	\$10,878,615
510075	Transfer to/from RTA Capital Fund	44,725,757	21,866,868	17,483,041
510085	Transfer to/from Bond Retirement Fund	11,327,875	6,627,398	9,346,959
510090	Transfer to/from Insurance Fund	2,500,000	2,500,000	2,500,000
Total		\$119,432,247	\$41,872,881	\$40,208,615



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

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

The Engineering and Project Management Division is committed to ensuring positive customer experience with RTA's capital projects from design 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.

2023 ACCOMPLISHMENTS

- Obtained over \$162 million of competitive grants from FTA, ODOT, Ohio Environmental Protection Agency (OEPA) and Northeast Ohio Areawide Coordinating Agency (NOACA).
- Increased the funding for the Railcar Replacement Program by \$142.4 million.
- Completed construction of the Waterfront Line Bridge Rehabilitation.
- Completed construction of the Waterfront Line track and Platform Rehabilitations.
- Completed construction of the Red Line Fiber Optic Line Replacement.
- Completed construction of the East 75th Light Rail Interlocking.
- Completed construction of the Cuyahoga Viaduct Bulkhead Repair.
- Completed design of the Warrensville/Van Aken Station Improvements and Comfort Station.
- Completed design of the East 120th Street Substation Replacement.
- Continued construction of the Warrensville/Van Aken Substation.
- Continued contract for the new CTDS system.
- Conducted the Onboard Origin & Destination Surveys.
- Began construction of the Trunk Line Signal System.
- Began construction of the Overhead Catenary System Structural Rehabilitation – Phase 2.
- Began construction of the Red Line Bridge over West 117th Street.
- Began installation of the 515 Switch and Track.
- Began design of the East 79th Street Light Rail Station ADA Reconstruction.
- Received bids for the Tower City East Portal Rehabilitation.
- Provided FFY2023 Cleveland Urbanized Area (CUZA) funding allocations for formula funds.

- 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.
- Facilitated construction coordination with various ODOT and City of Cleveland projects.
- Supported the activities of the Cuyahoga County Trails Leadership Network.

2024 PRIORITIES

Customer Experience

- Complete the Final Report for the Onboard Origin & Destination Surveys.
- Complete construction of the Overhead Catenary System Structural Rehabilitation – Phase 2.
- Complete installation of the 515 Switch and Track.
- Continue construction of the Red Line Bridge over West 117th Street.
- Continue installation of the Trunk Line Signal System.
- Begin construction of the Tower City East Portal Rehabilitation.
- Begin construction of the Warrensville/Van Aken Station Improvements and Comfort Station.
- Begin construction of the tracks at the Warrensville/Van Aken Station.
- Begin construction of the East 120th Street Substation Replacement.
- Begin construction of the Brookpark Shop Relocation Modifications.
- Begin installation of the new Consolidated Train Dispatch System (CTDS) system.
- Begin design of the Light Rail Retaining Wall Rehabilitation - Phase 3.
- Complete installation of the Shaker Light Rail Shelter Improvements.

Community Impact

- Complete design of the East 79th Street Light Rail Station ADA Reconstruction.
- Complete the due diligence phase for the Columbus Road Transit Oriented Development.
- Continue supporting the Rail Car Replacement Program.
- Begin design of the West 25th Street/MetroHealth Line BRT Corridor.
- Begin Transit Access Barriers Study.
- Begin Broadway Corridor TOD Study.
- Evaluate the MicroTransit Pilot Program.
- Evaluate the Baby on Board and Paradox Prize Pilot Programs.
- Provide FFY2024 CUZA funding allocations for the Region.
- Promote transit elements in various TLCI studies throughout Cuyahoga County.
- Facilitate construction coordination with various ODOT and City of Cleveland projects.
- Support the activities of the Cuyahoga County Trails Leadership Network.

Employee Investment

- Begin construction of the Main Office Building HVAC and Roof Replacement.

Financial Health

- Complete the construction of the Hayden Garage Roof Replacement.

- Obtain \$35 million of competitive grants from FTA, ODOT, OEPA and NOACA.
- Continue supporting Asset Management and SOGR initiatives throughout GCRTA.

LIST OF DEPARTMENTS

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

The 2024 Organizational Scorecard is shown in the Budget Management section of the Budget Guide. The results of the 2023 Engineering & Project Management Division scorecard are shown below, and the divisions were still developing their 2024 strategic scorecards to support GCRTA’s Strategic Plan as of the writing of this report.



Engineering & Project Mgmt. 2023

Success Outcomes	Metric	Definition	FY2023 Performance Goals	Objective	Annual 2023
					Actual Results
Customer Experience	Annual Goal for Rail Car Replacement Fund	Appropriated or obligated funding for rail car replacement fund secured in the program year	\$25,000,000	—	\$104,954,000
	Completion of Annual Work Program	Total value of the design and construction contracts approved by the Board of Trustees.	\$40,000,000	—	\$27,039,570
	Benefit and Value of Capital Program Investments - Impression	% of customers who have a positive impression of capital program investments (recently completed projects)	84%	↑	60%
	Capital Program Project Schedule Adherence	% of capital projects (budget ≥ \$1M) that reach substantial completion milestone in 2023 within 60 calendar days of schedule	40%	—	57%
Community Value	Economic Impact of Capital Program - Impression	% of community that has a positive perception of the economic impact of the capital program	49%	↑	47%
	Economic Impact of Capital Program - Actual	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)	7	↑	9.43
	Sustainability - Emissions Reduction - Actual	% Reduction of Type I and II emissions per passenger-mile traveled on RTA	-8%	↑	-11%
	Capital Investment in Environmental Justice comm	% of capital projects (budget ≥ \$1M) that are located in EJ communities	79%	↑	81%
Financial Sustainability	Competitive Grants Awarded Towards Annual Goal for Prioritized Capital Projects	Annual goal for competitive grants awarded for prioritized capital projects in the program year	\$35,000,000	—	\$119,356,682
	Change Orders on Major Projects	Achievement of under 5% change orders for major capital projects (budget ≥ \$1M) substantially completed in 2023.	5%	—	4%
Employee Engagement	Division Employees Agree - Supervisor Invested in Growth and Success	% of Division employees that agree (or strongly agree) that their Supervisor is invested in their growth and success	51%	↑	43%
	Division Employees Agree - Understand Vision and Direction	% of Division employees that agree (or strongly agree) that they understand the vision and direction of GCRTA and the Engineering & Project Management Division	69%	↑	62%
	Division Employees Agree - Understand How Performance Linked to Organization Success	% of Division employees that agree (or strongly agree) that they understand how their performance contributes to organizational success	75%	↑	76%
	Division Employees Understand Benefits of Capital Program	% of Division employees that answer "yes" that they understand the benefits of the capital program	79%	↑	76%

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.

2023 ACCOMPLISHMENTS

- Completed 40 Quality Assurance Audits.
- Completed 35 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.
- Developed the Request for Proposals for the Architectural/ Engineering Services for the E. 79th Street Light Rail Station and the creation of the conceptual design.
- Tracked agency wide emissions for sustainability program and TRACTION.
- Assisted in the development of TransDash.
- Participated in NOACA's Regional Climate Action Plan, Inventory Working Group.
- Served on the City of Cleveland's Transportation Infrastructure Advisory Committee.
- Assisted in the refinement of the GCRTA Project Management Development Training and participated in the training session.

2024 PRIORITIES

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

- Conduct quality assurance audits (CE, CI).
- Review GCRTA plans and specifications for construction projects (FH).
- Review third party plans and specifications for construction crossing or adjoining GCRTA facilities (CE).
- Participate in the City of Cleveland's Transportation Infrastructure Advisory Committee (CI).
- Provide engineering assistance as needed in Design and Construction (EI).
- Track agency wide emissions for sustainability program and TRACTION (CI).
- Lead the development of strategy for the TRACTION Community Impact success outcome (CI).
- Participate in the Development of NOACA's Regional Climate Action Plan (CI).
- Serve on the City of Cleveland's Transportation Infrastructure Advisory Committee (CI).
- Manage the design of the E. 79th Light Rail Station and the creation of the construction bid documents (CE, CI).
- Coordinate work of support staff (EI).

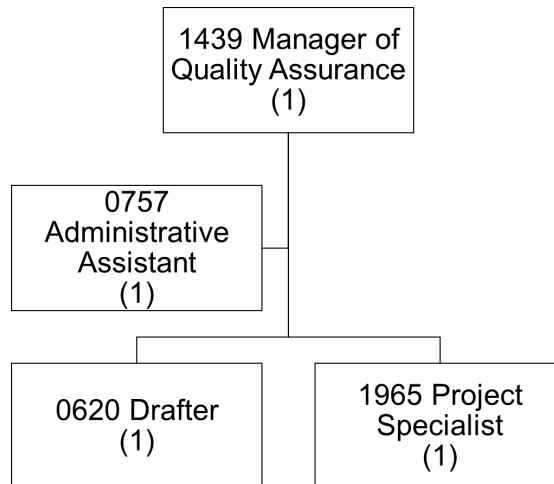
PROJECT SUPPORT DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024
501300	Salaried Employees Labor	\$202,648	\$166,606	\$195,085
501310	Salaried Employees Overtime	0	0	10,000
502000	Fringe Benefits	90,558	59,396	82,341
503000	Services	6,313	7,657	66,500
504000	Materials & Supplies	0	464	5,300
509000	Miscellaneous Expense	71,693	529	29,000
509022	Meals/Food/Per Diem	0	0	250
Total		\$371,213	\$234,654	\$388,476

PROJECT SUPPORT DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
06	0620 Drafter	1	-	1
24	1965 Project Specialist	1	-	1
104	0757 Administrative Assistant I	1	1	1
113	1439 Mgr. – Quality Assurance	1	1	1
Total		4	2	4

PROJECT SUPPORT DEPARTMENT ORGANIZATION CHART



Total Positions = 4

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

2023 ACCOMPLISHMENTS

- Represented GCRTA interests in City of Cleveland, NOACA, and other agency Planning projects.
- Obtained approval on revised Development and Use Agreement on the Columbus Road Transit Oriented Development (TOD) project.
- Completed field work for RTA On-Board Origin-Destination Survey.
- Completed RFP for FTA TOD Planning Grant for Broadway Avenue Corridor.
- Participated in the development of RTA's and NOACA's Climate Action Sustainability Plan.
- Obtained 2 Environmental Clearances.
- Completed UZA allocations for 5307, 5339 through NOACA and Transit Council.
- Monitored Implementation of Framework for the Future short-term objectives.
- Continued to represent GCRTA on NOACA committees, sub-committees, and TLCI projects.
- Awarded second Micro Mobility Pilot Demonstration project contract.
- Completed nine Community Investment Improvement Projects with sixteen more pending.
- Obtained permits for eleven new shelters.
- Managed the NOACA sponsored EV charger installation projects.
- Apply for Planning grants from NOACA, FTA, ODOT and other sources for planning related activities.
- Completed RFP/IFP documents to Shaker Shelter Improvement Project.
- Completed 50% of NOACA's the "Reimagining Euclid" RFP process for East Cleveland.
- Continued to provide technical assistance required for the E. 105/E. 93rd Street BRT Project sponsored by the City of Cleveland.
- Completed two Diversity and Inclusion artistic messaging projects.
- Represented RTA on Cuyahoga County Greenway Partners and other related trail and bike projects.
- Collaborated on Phase II of a multi-phased TOD Planning & Zoning Project sponsored by the Cuyahoga County Planning Commission.
- Supported the City of Cleveland's adoption of its Transportation Demand Management (TDM) Planning and Zoning Ordinance.
- Completed the RFP for Micro Transit for Baby on Board Clients.
- Completed RFP for Transit Access Barrier Study (FTA Persistent Poverty Grant).
- Completed and received Board Approval of the 2024 Shaker Heights Maintenance Agreement.

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

- Represent RTA interests in City of Cleveland, NOACA, and other agency Planning projects as required (CI).
- Manage real estate interests of RTA as required (CI).
- Continue working with Cuyahoga County Planning Commission on next phase of TOD Land Use and Planning Project (CI).
- Work with the City of Cleveland to implement its TDM Zoning (CI).
- Initiate a comprehensive mobility program that includes TOD, Finance and Marketing (CE, CI).
- Continue to evaluate and dispose of excess real estate assets no longer required for RTA operations (CI).
- Continue Columbus Road TOD Development process towards City of Cleveland approval (CE, CI).
- Award contract on the Transit Access Barrier Study, FTA's Persistent Poverty Grant (FH).
- Award contract for Broadway TOD Pilot Planning Grant (FH).
- Complete the GCRTA On-Board Origin-Destination Survey Project (CE, CI).
- Continue to assist on the Climate Action Sustainability Plan (CE, CI).
- Obtain Environmental Clearances as needed (CI).
- Monitor Implementation of Framework for the Future long-term objectives (FH).
- Continue to represent GCRTA on NOACA committees, Sub-committees, Task Forces, and TLCI projects (CI).
- Manage the Micro Transit project evaluation process (CI, FH).
- Complete five Community Investment Improvement Projects (CI).
- Assist in implementing the Adopt A Shelter program (CE, CI).
- Manage the completion of the installation of the NOACA sponsored EV chargers at RTA facilities(CE, CI, FH).
- Apply for Planning grants from NOACA, FTA, ODOT and other sources for planning related activities (FH).
- Manage the implementation/usage of the Baby on Board program (CE, CI).
- Award contract for Shaker Shelter Improvement Project (CI).
- Complete NOACA's "Reimagining Euclid TLCI Planning Project" (CE, CI).
- Complete technical assistance for the E. 105/E. 93rd Street BRT Project for the City of Cleveland (CI).
- Continue to develop Diversity Inclusion artistic messaging and murals on RTA Assets (CE, CI).
- Progress on the 25Connects/W.25th MetroHealth Line BRT NEPA/Section 106 process clearances (CE,CI).
- Continue to Represent RTA on Cuyahoga County Greenway Partners and related trail and bike projects (CI).
- Complete UZA allocations required for 5307, 5339 and any other Federal Funding required to be distributed through NOACA Transit Council (FH).
- Assist with permitting of 15 new bus shelters throughout the GCRTA network (CE, CI).
- Transfer land to the Developer for the Depot on Detroit TOD project (CI, FH).
- Complete option agreements for additional TOD projects (CI, FH).

- Complete acquisition of land required for E. 120th Station (CE, CI).
- Complete land transactions with the Port of Cleveland required for the delivery of the new rail vehicles (CE, CI).
- Coordinate the curation of the Woodhill Wall with Elevate the East Art’s Committee (CI).
- Coordinate the potential for Joint Development with the planning of E. 79th street Light Rail Station (CI).
- Initiate procurement of Consultant Services for Energy Consultant for Electrification Study Grant received from ODOT (FH).

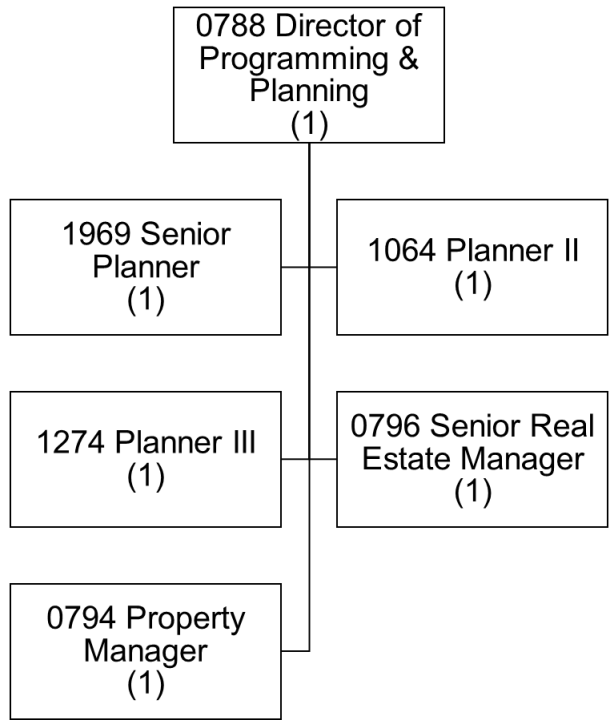
PROGRAMMING AND PLANNING DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501300	Salaried Employees Labor	\$384,491	\$507,821	\$550,580
502000	Fringe Benefits	156,830	182,582	164,574
503000	Services	12,361	25,161	2,015,895
504000	Materials & Supplies	16	0	600
505019	Water	89,925	96,603	0
505020	Sewer	0	0	110,000
507030	Property Tax	26,024	58,781	174,833
509000	Miscellaneous Expense	7,963	39,386	21,026
509022	Meals/Food/Per Diem	0	42	100
512000	Leases & Rentals	90,874	9,282	69,100
Total		\$768,484	\$919,658	\$3,106,708

PROGRAMMING AND PLANNING DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
27	0838.Planning Team Leader	1	-	-
107	1064.Planner II	1	1	1
109	1274.Planner III	-	1	1
110	1969.Senior Planner	1	1	1
111	0794.Property Manager	2	1	1
112	0796.Senior Real Estate Manager	-	1	1
114	0788.Director - Programming and Planning	1	1	1
Total		6	6	6

PROGRAMMING AND PLANNING DEPARTMENT ORGANIZATION CHART



Total Positions = 6

80- Engineering & Project Development Department

OVERVIEW

The Engineering & Project Development Department supports the Authority through 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 ensure 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 Rail Car Replacement Program supported by projects such as station platform modifications for the new fleet.

2023 ACCOMPLISHMENTS

- Completed construction of the Cuyahoga Viaduct River Bulkhead Rehabilitation.
- Issued NTP for implementation of the Light Rail Trunk Line Signal System Replacement.
- Completed construction of Waterfront Line Bridge Rehabilitation and restored service in time for Brown's first 2023 home game.
- Removed emergency shoring towers that supported Waterfront Line Bridge.
- Began construction of the Hayden Garage Roof Replacement.
- Began construction of the W. 117th Red Line Bridge/Station Platform Rehabilitation.
- Received approval for new modular E.120th Substation and worked to acquire necessary property.
- Began construction of Red Line East Overhead Catenary Structural Rehabilitation Phase 2.
- Issued NTP for Red Line Switch 515 (Brookpark Yard) return to service.
- Completed Red Line Rail Grinding Program.
- Completed reroofing of service building at Shaker Square during summer rail shutdown.
- Completed construction of Red Line Fiber Optic System Replacement.
- Commenced design of Brookpark Shop and Yard Improvements for Railcar Replacement Project.
- Continued design of the Windermere Substation Rehabilitation.
- Completed design of Warrensville - Van Aken Comfort Station and Rail Station Improvements, continued design of track, power, communication, and signal components.
- Continued reconstruction of Warrensville – Van Aken Substation. Modular substation in place.
- Continued Safety Certification process for Railcar Replacement Project.
- Completed sectionalization cable installation in preparation for Tower City East Portal Reconstruction. Issued IFB for East Portal Reconstruction
- Issued NTP and achieved 30% design for Consolidated Train Dispatch System (CTDS) Replacement.
- Continued construction of E. 75th (Trunk Line) Interlocking Rehabilitation.
- Continued construction of W. 117th Substation Rehabilitation.
- Continued construction Hayden HVAC unit replacement.
- Completed RFP for design consultant of Light Rail Trunk Line Retaining Wall Rehab. – Phase 3 Blue Line.
- Completed construction of Shaker Junction Protran Train Occupancy Communication System.
- Continued to support Asset Management and State of Good Repair projects throughout GCRTA.
- Installed trip-stop at Shaker Junction.
- Completed ADA-improvements at Shaker Square Station.
- Completed survey in support of Central Rail Roadway and Parking Lot Repaving.
- Began design for "155" Brookpark FM building rehabilitation.

2024 PRIORITIES

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

- Complete construction of Hayden Garage Roof Replacement (CE).
- Complete design of Trunk Line Fiber Optic System to support new rail signal system project (CE).
- Complete design and begin construction of Central Rail Roadway and Parking Lot Repaving (CE, EI).
- Complete design and begin rehabilitation of "155" Brookpark FM building (CE).
- Complete construction of new west side salt dome at Brookpark Shop (CE, CI).
- Complete design and begin construction of Brookpark Shop and Yard Improvements to support Railcar Replacement Project (CE).
- Begin design of Blue Line Track Rehabilitation (CE).
- Complete design of Light Rail Trunk Line Retaining Wall Rehabilitation – Phase 3 – Blue Line (CE).
- Complete Hayden HVAC unit replacement (CE, EI).
- Begin Main Office HVAC unit replacement (CE, EI).
- Complete connection design and issue IFB for Port Connector track to GCRTA Waterfront line in support of Railcar Replacement Project (CE).
- Complete reconstruction of the E. 75th Trunk Line Interlocking (CE).
- Begin design for Tower City GL-1 replacement in coordination with CTDS replacement design (CE).
- Complete replacement of the Warrensville - Van Aken Substation (CE).
- Complete RFP for Flyover Bridge near Stokes Reconstruction (CE).
- Continue Safety Certification for W. 117th Bridge/Station, Warrensville Station and other projects (CE).
- Continue Safety Certification process for Rail Car Replacement Project (CE).
- Award and begin Tower City East Portal Reconstruction (CE).
- Issue IFB and begin the E. 120th Red Line Substation Replacement (CE).
- Issue IFB and award the E.55th Substation Transformer/Rectifier Replacement (CE).
- Continue Light Rail Trunk Line Signal System Replacement (CE).
- Continue W. 117th Red Line Bridge/Station Platform Rehabilitation (CE, CI).
- Award Shaker Boulevard Crossings Replacement for 2025 construction (CE).
- Began construction of Red Line Switch 515 (Brookpark Yard) return to service (CE).
- Complete construction of Overhead Catenary Structural Rehabilitation Phase 2 (CE).
- Issue IFB, award and begin construction of Warrensville - Van Aken Comfort Station and Rail Station including track, power, communications, and signal (CE, CI, EI).
- Begin design for Central Rail Improvements to support Railcar Replacement Project (CE).
- Begin design for Station Platform improvements to support Railcar Replacement Project (CE, CI).
- Begin design of Overhead Catenary Structural Rehabilitation Phase 3 – Light Rail (CE).
- Begin design of W.25th MetroHealth Bus Rapid Transit System (CE, CI).
- Continued to support Asset Management and State of Good Repair projects throughout GCRTA (CE, CI, EI).

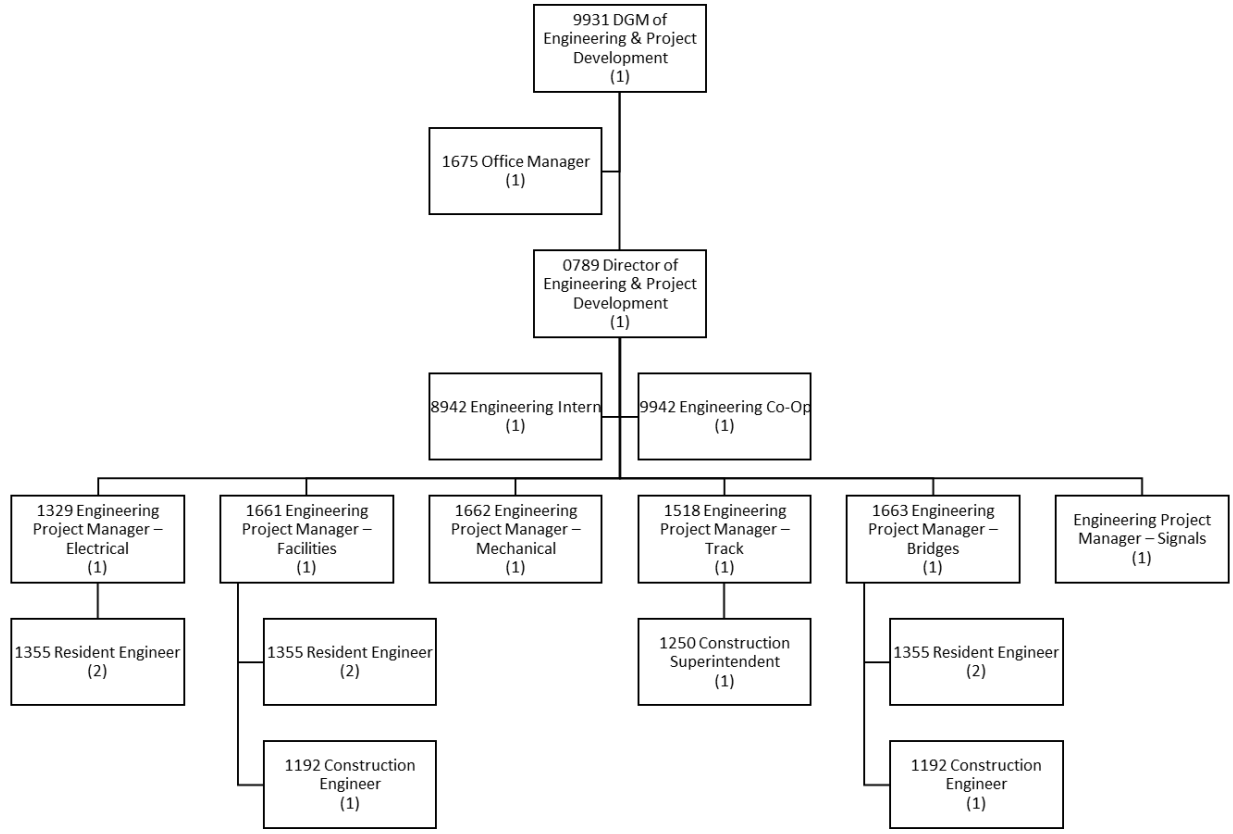
ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501300	Salaried Employees Labor	\$1,556,899	\$1,596,934	\$1,799,401
502000	Fringe Benefits	612,889	570,361	504,483
503000	Services	43,496	72,648	35,000
503052	Other Maintenance Contract	0	0	0
504000	Materials & Supplies	7,200	1,603	2,900
509000	Miscellaneous Expense	19,275	36,924	38,540
509022	Meals/Food/Per Diem	559	594	800
Total		\$2,240,318	\$2,279,064	\$2,381,124

ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
01	8942.Department Intern	1	2	2
01	9942.Engineering Co-Op	1	1	1
25	1675.Office Manager	1	-	-
107	0725.Executive Assistant	-	1	1
108	1192.Construction Engineer	2	2	2
110	1250.Superintendent - Construction	1	1	1
111	1355.Resident Engineer/Architect	6	5	5
113	1328.Engineering Project Manager-Track	1	1	1
113	1329.Engineering Project Manager - Electrical	1	1	1
113	1661.Engineering Project Manager - Facilities	1	1	1
113	1663.Engineering Project Manager - Bridges	1	1	1
113	1664 Engineering Project Manager - Signals	1	1	1
113	1662 Engineering Project Manager - Mechanical	1	1	1
114	0789.Director - Engineering & Project Development	1	1	1
116	9931.DGM - Engineering & Project Management	1	1	1
Total		20	20	20

ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT ORGANIZATION CHART



Total Positions = 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

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

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

2023 ACCOMPLISHMENTS

- Provided efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters.
- Provided legal support for the newly created Civilian Oversight Committee (COC) to review complaints filed against GCRTA Transit Police Department employees.
- Continued legal information program to apprise GCRTA departments of public sector legal issues that affect the Authority.
- Provided and facilitated advice on ethical issues and concerns.
- 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 2022 Public Transportation Agency Safety Plan.

2024 PRIORITIES

Customer Experience

- Continue Transportation Safety Institute (TSI) certification and training of Safety Department personnel.
- Continue a proactive approach to reducing bus and rail incidents.
- Create and implement the 2023 version of the Public Transportation Agency Safety Plan.

Community Impact

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

Employee Investment

- Continue legal information program to apprise GCRTA departments of public sector legal issues that affect the Authority.
- Continue enhancement of a safety culture within the Authority.
- Continue to create a positive working environment that emphasizes teamwork and goal setting.
-

Financial Health

- Provide efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters.
- Continue to ensure compliance with all Federal, State, and local legislation and regulations and serve as a liaison between the Authority and regulatory agencies.
- Continue to negotiate the best terms and conditions available in the marketplace and most cost-effective renewal of GCRTA insurance programs.
- Continue to update and improve our claims handling process.
- Provide Risk Management expertise to Legal, Procurement & Engineering Departments for various authority-wide projects, leases, license agreements, and other procurements.

LIST OF DEPARTMENTS

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

The 2024 Organizational Scorecard is shown in the Budget Management section of the Budget Guide. The results of the 2023 Legal Division scorecard are shown below, and the divisions were still developing their 2024 strategic scorecards to support GCRTA’s Strategic Plan as of the writing of this report.



Legal Affairs 2023

Success Outcomes	Metric	Definition	FY2023 Performance Goals	Objective	Annual 2023
					Actual Results
Customer Experience	Customer Perception of Safety	The % of customers who agree or strongly agree that GCRTA is safe.	80%	↑	67%
	Safety - Actual	The % compliance with safety performance targets	70%	↑	43%
Community Value	Community Perception of Safety	The % of community who agree or strongly agree that GCRTA is safe	55%	↑	12
Financial Sustainability	Insurance Premium Costs	Achieve an average score of 5 by maintaining insurance premium costs at or below industry benchmarks across the three lines of coverage	5	—	5
	Operating Budget Used	The % of actual expenses (year to date) vs. annual budget.	25%, 50%, 75%, 100%	—	88%
Employee Engagement	Employee Safety - Perception	The % of employees that answer "yes" that GCRTA provides a safe place to work.	83%	↑	79%
	Safety - Rate of On the Job Injuries (OJI)	Decrease the rate of OJI's per 200,000 hours worked	6.82	↓	3.6
	Division Employees Agree - Supervisor Invested in Growth and Success	The % of employees that agree (or strongly agree) that their Supervisor is invested in their growth and success.	35%	↑	34%
	Division Employees - Understand Vision and Direction	The % of employees that agree (or strongly agree) that they understand the vision and direction of GCRTA.	71%	↑	68%
	Division Employees - Understand How Performance Linked to Organization Success	The % of employees that agree (or strongly agree) that they understand how their performance contributes to organizational success.	59%	↑	33%

- Support the current railcar fleet to ensure passenger safety (CE, CI, EI, FH).

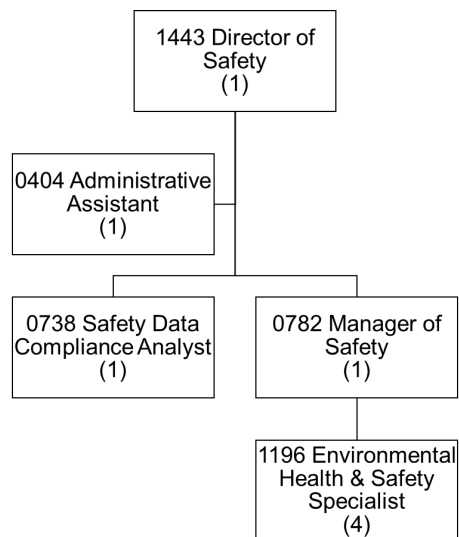
SAFETY DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501300	Salaried Employees Labor	\$462,846	\$487,518	\$555,479
501310	Salaried Employees Overtime	1,561	5,061	4,000
502000	Fringe Benefits	183,492	180,172	191,300
503000	Services	121,192	178,889	211,910
503052	Other Maintenance Contract	37,604	56,263	52,250
504000	Materials & Supplies	18,576	32,142	18,000
509000	Miscellaneous Expense	9,531	10,865	14,600
509022	Meals/Food/Per Diem	344	1,806	3,000
Total		\$835,146	\$952,716	\$1,050,539

SAFETY DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2023
04	0404.Administrative Assistant	1	1	1
107	0738.Safety Data Compliance Analyst	1	1	1
109	1196.Environmental Health & Safety Specialist	4	4	4
111	0782.Manager of Safety	1	1	1
114	1443.Director of Safety	1	1	1
Total		8	8	8

SAFETY DEPARTMENT ORGANIZATION CHART



Total FTE's = 8

21 - LEGAL DEPARTMENT

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.

2023 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).

2024 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes: <ul style="list-style-type: none"> • Provide efficient and cost-effective legal representation in all GCRTA claims, litigation, transactional, and administrative matters (CE, CI, EI, FH). • Provide and facilitate advice on ethical issues and concerns (EI, FH). • Continue legal information program to apprise GCRTA departments of public sector legal issues that affect the Authority (CE, CI, EI, FH). • Support investigations of allegations of discrimination or non-compliance with equal opportunity policies and procedures (CI, FH). • Continue to ensure compliance with all Federal, State, and local legislation and regulations and serve as a liaison between the Authority and regulatory agencies (CE, CI, EI, FH). • Continue to update and improve GCRTA's claims handling process (FH). • Continue to monitor data entry and reporting requirements (FH). • Continue to review the claims process and procedures to produce best practices (FH). 				

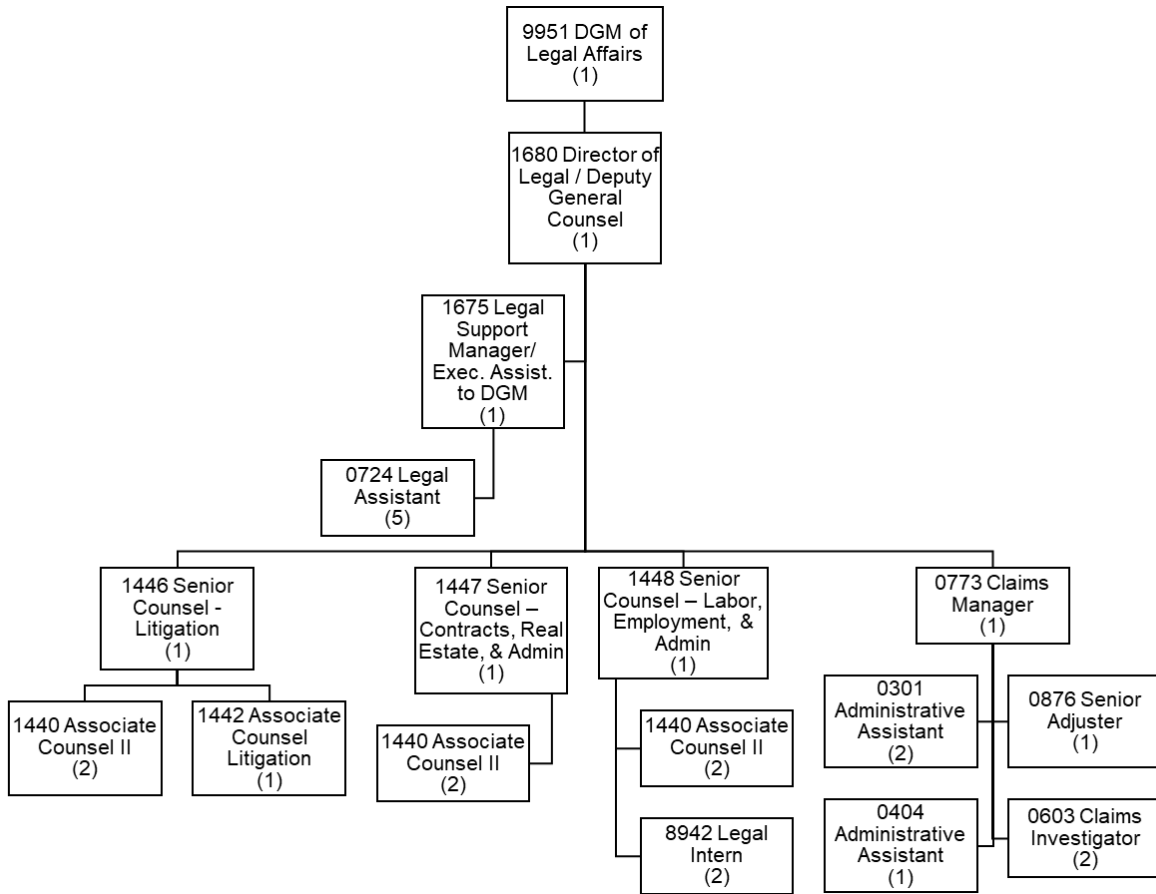
LEGAL DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501300	Salaried Employees Labor	\$1,774,406	\$1,854,986	\$2,229,602
501310	Salaried Employees Overtime	2,217	2,418	2,000
502000	Fringe Benefits	696,806	682,857	676,570
503000	Services	423,120	287,287	496,820
503049	Temporary Service	2,055	82,851	40,000
504000	Materials & Supplies	5,663	12,329	15,000
506040	Liability & Property Claims	488,177	554,974	800,000
509000	Miscellaneous Expense	8,511	8,058	19,250
509022	Meals/Food/Per Diem	307	598	1,500
512000	Leases & Rentals	14,911	6,182	0
Total		\$3,416,173	\$3,492,540	\$4,280,742

LEGAL DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
99	9955.Senior Advisor Legal Affairs	1	-	-
01	8942.Department Intern	2	2	2
03	0301.Administrative Assistant	2	2	2
04	0404 Administrative Assistant.Legal Affairs.Legal 2120	1	1	1
06	06"03laims Investigator	2	2	2
106	0724.Legal Assistant	5	5	5
109	0876.Senior Adjuster	1	1	1
109	1675.Legal Support Manager/Executive Assistant to DGM	1	1	1
111	0773.Manager - Claims	1	1	1
111	1442.Assoc Counsel Litigation	1	1	1
113	1440.Associate Counsel II	6	6	6
114	1446.Senior Counsel - Litigation	1	1	1
114	1447.Senior Counsel - Contracts, Real Estate, Admin Law	1	1	1
114	1448.Senior Counsel - Labor, Employment, and Admin Law	1	1	1
115	1680. Director Legal/Deputy Gen Coun	1	1	1
116	9951.DGM - Legal Affairs Division	1	1	1
Total		28	27	27

LEGAL DEPARTMENT ORGANIZATION CHART



Total FTE's = 27

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.

2023 ACCOMPLISHMENTS

- 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 versus paying into the State Fund creates a savings of approximately \$2 million annually.
- Received very favorable renewal terms from the incumbent Cyber Liability carrier indicating a flat premium versus the projected 15% increase. Retention halved; and five additional coverage enhancements gained.
- Provided Risk Management expertise to Legal, Procurement, and Engineering Departments for many significant construction and development projects and procurements, e.g.: GCRTA Track and Platform Rehab Contract, Green Line/Shaker Bridge Replacement, Kingsbury Run projects and Irishtown Bend Mural Project.
- 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 1% and 2% increases versus 5% and 10% projections.
- Continued to support the Railcar Replacement Project Team; delivered analysis of contract language and necessary insurance and bonding requirements.
- Successfully completed an audit of workers' compensation claims by the Ohio Bureau of Workers' Compensation.
- Completed Department-wide archiving project resulting in disposition of 150+ boxes.
- Obtained extremely successful results with Crime Insurance renewal, receiving a three-year policy at an annual cost 32% below previous from a single carrier versus prior multi-carrier program.
- 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.

2024 PRIORITIES

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

- Provide Risk Management expertise to Legal, Procurement, and Engineering Departments for various authority-wide projects, leases, license agreements, and other procurements (FH).
- Continue to provide strong management of workers' compensation claims and litigation, containing the costs to GCRTA, involving the districts as active stakeholders and handling claims for all employees fairly and promptly (EI, FH).
- Complete significant upgrade to the latest version of GCRTA's Risk Management Information System (RMIS) (FH).
- Coordinate with stakeholders to develop, pilot, and implement electronic event reporting for both workers' compensation and third-party liability claims (FH).
- Negotiate the best terms and conditions available in the marketplace and the most cost-effective renewal for property/casualty insurance programs for GCRTA (FH).
- Fill current vacancy for shared position between Worker's Compensation section and Claims (EI, FH).
- Continue to participate in and contribute to strategic planning and performance measurement efforts conducted via TransPro and GCRTA Management (EI, FH).

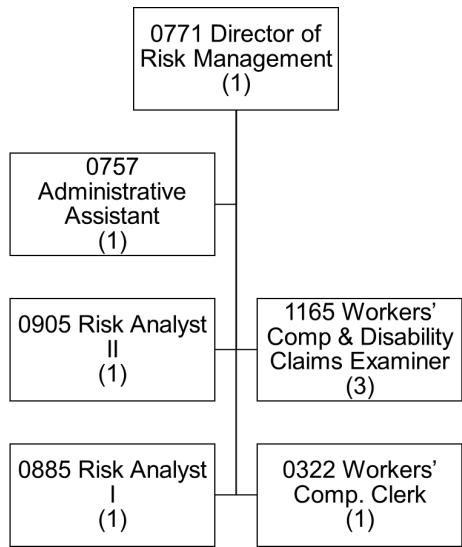
RISK MANAGEMENT DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501300	Salaried Employees Labor	\$591,501	\$633,275	\$666,184
501310	Salaried Employees Overtime	168	58	500
502000	Fringe Benefits	238,898	227,438	208,904
502071	W/C - Injuries & Damage to Employees	576,007	633,431	850,000
502082	W/C - Medical Payments	236,605	252,688	450,000
503000	Services	464,535	419,613	450,000
503030	Workers Comp Admin Fee	264,712	302,224	215,000
503049	Temporary Service	4,401	13,686	10,000
504000	Materials & Supplies	3,111	8,129	4,000
506000	Casualty & Liability	576,532	538,842	600,027
506010	Physical Damage Insurance	1,263,061	1,413,137	1,734,000
506200	W/C Settlement & Lawsuit Expense	24,133	61,500	100,000
509000	Miscellaneous Expense	2,987	69	5,300
Total		\$4,246,651	\$4,504,090	\$5,293,915

RISK MANAGEMENT DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
'03	0322.Workers' Compensation Clerk	1	1	1
104	0757.Administrative Assistant I	1	1	1
107	0885.Risk Analyst I	1	1	1
108	1165.Workers' Comp & Disability Claims Examiner	3	3	3
108	09'05Risk Analyst II	1	1	1
114	0771.Director - Risk Management	1	1	1
Total		8	8	8

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

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

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

2023 ACCOMPLISHMENTS

- Developed new and enhanced recruiting partnerships in government, education, non-profit, employment and philanthropy to increase the pipeline of interested and qualified applicants, resulting in 463 new hires including 260 operators and covering all work segments.
- Continued to grow the partnership with Cuyahoga Community College (Tri-C) Transportation Innovation Center to expand Temporary Commercial Driver's License Program, launch the co-branded RTA and Tri-C Job and Workforce Development Job Hub, and Workforce Success Program.
- 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.
- Launched, organized, and facilitated several cross-functional teams to assist with achieving a culture of OneRTA based on mission, vision, and values (MVV) including Job Fairs, Strategy Teams, Employee Resource groups, etc.
- Focused and frequent wellness programming helped to keep health care premium rates lower than market average, and no increase of monthly premiums for employees.
- Collaborated to upgrade to Oracle (SaaS) Cloud to advance and improve use of the Oracle Human Resource Management System.

2024 PRIORITIES

Customer Experience

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

Community Impact

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

Employee Investment

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

Financial Health

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

LIST OF DEPARTMENTS

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

The 2024 Organizational Scorecard is shown in the Budget Management section of the Budget Guide. The results of the 2023 Human Resources Division scorecard are shown below, and the divisions were still developing their 2024 strategic scorecards to support GCRTA’s Strategic Plan as of the writing of this report.



Human Resources 2023

Success Outcomes	Metric	Definition	FY2023 Performance Goals		Objective	Annual 2023
						Actual Results
Customer Experience	Customer Perception of Employees	The % of customers who agree or strongly agree to the statement "I view RTA employees favorably."	83%		↑	70%
	Vacancy fill rate : Operators (Bus, Paratransit, Rail)	The % of positions filled for Operators (RTA budget to actual Report)	83.7%, 85.9%, 90.1%, 94.4%		↑	86%, 84%, 86%, 87%
	Vacancy fill rate : Mechanics	The % of positions filled for Mechanics (RTA budget to actual Report)	85%, 90%, 95%, 95%		↑	79%, 79%, 82%, 84%
	Vacancy fill rate : Transit Police positions	The % of positions filled for Transit Police (RTA budget to actual Report)	85%, 90%, 95%, 95%		↑	76%, 88%, 94%, 94%
	Vacancy fill rate : Non-Bargaining	The % of positions filled for non-bargained positions (RTA budget to actual Report)	85%, 90%, 95%, 95%		↑	91%, 93%, 93%, 94%
	Agencywide Retention Rate	% of employees retained by quarter	88%		↑	97%
	TOTAL POINTS					
Community Value	Community Perception of GCRTA Employees	The % of community members who agree or strongly agree to the statement "I view RTA employees favorably."	63%		↑	65%
	TOTAL POINTS					
Financial Sustainability	Healthcare Cost Containment	Cost per employee per month not to exceed 5% above the Benchmark - \$1,605.81	5%		-	-4%
	Wellness Incentive Participation	The % increase in participation in wellness incentive programs	5%		↑	4%
	Operating Budget Used	The % of actual expenses (year to date) vs. annual budget.	25%, 50%, 75%, 100%		-	93%
	TOTAL POINTS					
Employee Engagement	Employees Agree - Supervisor Invested in Growth and Success	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success	79%		↑	88%
	Division Employees Agree - Understand Vision and Direction	The % of employees that agree or agree (or strongly agree) that that they understand the Vision and Direction of GCRTA	92%		↑	81%
	Division Employees Agree - Understand How Performance Linked to Organization Success	The % of employees that agree (or strongly agree) that they understand how their performance contributes to organizational success.	92%		↑	87%
	Percent of Engaged Employees	The % of employees who believe they are actively engaged in delivering the mission of GCRTA	54%		↑	60%
	TOTAL POINTS					

14- HUMAN RESOURCES DEPARTMENT

OVERVIEW

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

2023 ACCOMPLISHMENTS

- 260 New Bus Operators Hired.
- Two-person Command Center Created (Bus & Mechanics).
- Decreased operator deficit from 148 in April to 108 in December.
- Ongoing goal and standard of 55+ operators in training classes.
- Created a Referral Bonus Plan for Bus/Skilled Trades (incremental payouts on retention).
- Created a Retiree Return to Work Program.
- Wage Increase for Bus Operators and Laborers.
- 80+ Community Events.
- Recruitment Collaboration: Cleveland Public Library, Cuyahoga County Public Library, OhioMeansJobs Cuyahoga, Lake & Lorain, Tri-Access Centers, Ohio Technical College, Great Lakes Trucking.

2024 PRIORITIES

- | | | | | |
|-------------------------------------|------------------------------------|---------------------------------|------------------------------------|---------------------------------|
| Strategic Plan
Success Outcomes: | Customer Experience
(CE) | Community Impact
(CI) | Employee Investment
(EI) | Financial Health
(FH) |
|-------------------------------------|------------------------------------|---------------------------------|------------------------------------|---------------------------------|
- Develop staff to incorporate all decision-making to enhance the Customer Experience, Community Value, Fiscal Sustainability & Employee Growth and the Connecting the Community brand (CE, CI, EI, FH).
 - Hire skilled staff for ongoing recruitment of Bus, Mechanics, Engineers & Technical (CE, EI).
 - Enhance College & University Partnerships (CI, EI).
 - Develop Economic Development Relationships with all Cuyahoga County municipalities (CI, FH).
 - Continue the implementation of the new UKG Ready Applicant Tracking system to improve the customer experience, onboarding and retention for critical operational positions (operators, mechanics, transit police and administrative) (CE, EI, FH).

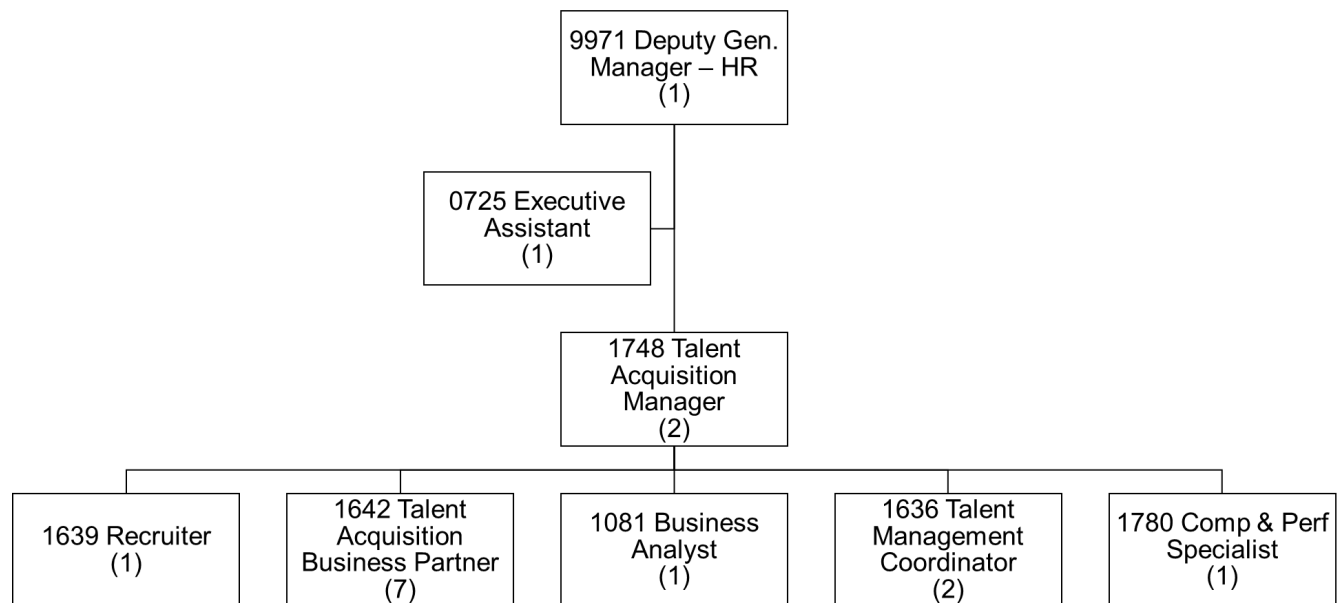
HUMAN RESOURCES DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501200	Hourly Employee Labor	\$0	\$0	\$210,960
501300	Salaried Employees Labor	838,311	1,010,924	1,097,620
501310	Salaried Employees Overtime	20	434	0
502000	Fringe Benefits	322,790	374,502	413,398
503000	Services	281,136	264,855	159,000
503020	Advertisement Fees	20,844	46,960	75,000
503049	Temporary Service	38,599	133,026	30,000
504000	Materials & Supplies	17,714	28,718	17,500
509000	Miscellaneous Expense	102,603	78,580	87,700
509022	Meals/Food/Per Diem	14,978	23,206	25,000
Total		\$1,636,995	\$1,961,205	\$2,116,178

HUMAN RESOURCES DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
00	XXXX. Seasonal Interns	-	-	-
105	1636.Talent Management Coordinator	2	2	2
106	1081.Business Analyst (Public Transit Development Program)	2	2	1
106	1639.Recruiter	2	1	1
107	0725.Executive Assistant	1	1	1
107	1642.Talent Acquisition Business Partner I	4	6	7
108	1780.Comp & Perf Specialist	1	1	1
111	1748.Talent Acquisition Manager	2	1	2
116	9971.DGM - Human Resources Division	1	1	1
Total		15	15	16

HUMAN RESOURCES DEPARTMENT ORGANIZATION CHART



Total FTE's = 16

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.

2023 ACCOMPLISHMENTS

- Health care premium rates increased less than the market average.
- Received the 2023 Healthy Worksite Gold Level Award for our wellness initiatives.
- Continued Get Fit Wellness Program and wellness education through People One Portal.
- Increased the number of employees receiving the Wellness Incentive.
- Continued the purchase of standing desks to promote ergonomic workstations.
- 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.
- Completed a successful Triennial Audit.
- 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.
- Negotiated an AM/PM Extra Board for Operators.
- Negotiated new wage rates and step progression for Operators and Laborers.
- Negotiated updated lateral transfer opportunities with the FOP.
- Negotiated a financially sustainable FOP labor agreement.
- Negotiated a financially sustainable contract with a new FOP bargaining unit with the Lieutenants including the use of 12-hour shifts.
- Developing a vacation donation program for all employees.
- Developing a program for employees to use to help identify child-care facilities.
- Held District learning sessions with medical provider.

2024 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> Negotiate a financially sustainable ATU labor agreement (EI, FH). Implement the newly negotiated contract with the FOP for the Lieutenants (EI, FH). Implement the negotiated vacation donation policy for all employees (EI). Implement Tootris program for employees to use to help identify child-care facilities (EI, FH). Will be an integral part of the Oracle upgrade implementation (EI, FH). Continue the implementation of strategic initiatives to continue to contain healthcare costs and optimize benefits design and wellness activities (EI, FH). Process Affordable Care Act (ACA) tax forms and ensure benefit compliance with ACA regulations (FH). Administer unemployment compensation & COBRA benefits process and monitor funds (FH). Complete requests for proposals for Drug & Alcohol collection site and Employee Assistance Programs (CE, FH). Ensure compliance by completing operator biennial exams prior to their expiration (CE, FH). Perform drug tests on at least 50% and alcohol tests on at least 10% of safety-sensitive pool (CE, FH). Administer Drug & Alcohol (D&A) policies and process all FMLA requests (CE, EI, FH). Provide FMLA & D&A training to supervisors (EI, FH). Provide advice, training, and counsel to managers, supervisors, and employees on discipline, grievances, policies, contracts, and labor laws (EI, FH). Chair and/or facilitate various Labor Management committees (EI). 				

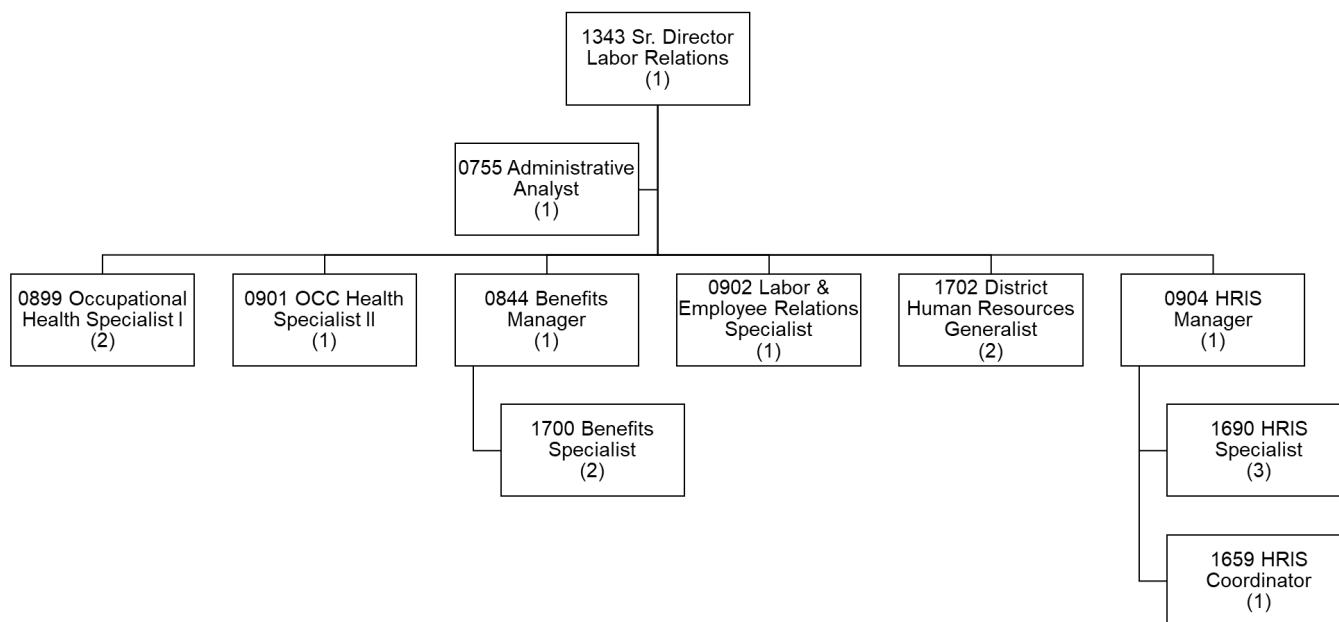
LABOR & EMPLOYEE RELATIONS DEPARTMENT BUDGET

Object Class	Description			
501300	Salaried Employees Labor	\$958,366	\$1,042,020	\$1,165,156
502000	Fringe Benefits	383,108	371,481	390,524
502070	Unemployment Compensation	37,246	60,600	93,000
503000	Services	170,812	71,737	144,840
503049	Temporary Service	0	27,009	0
503052	Other Maintenance Contract	270,398	419,803	533,495
504000	Materials&Supplies	1,230	1,560	900
509000	Miscellaneous Expense	4,638	5,119	6,600
509022	Meals/Food/Per Diem	444	610	1,500
Total		\$1,826,242	\$1,999,939	\$2,336,015

LABOR & EMPLOYEE RELATIONS DEPARTMENT STAFFING

Grade	Job Name			
105	XXXX. HRIS Administrative Clerk	-	-	1
109	XXXX. HRIS Specialist II	-	-	-
106	0755 Administrative Analyst	-	1	1
107	0899.Occupational Health Specialist I	3	2	2
108	1690.HRIS Specialist	3	3	3
108	1700.Benefits Specialist	2	2	2
108	0901.Occupational Health Specialist II	-	1	1
108	1702.District Human Resources Generalist	2	2	2
109	0902.Labor and Employee Relations Specialist	1	1	1
112	0844.Benefits Manager	1	1	1
112	0904.HRIS Manager	1	1	1
114	1343.Sr Director - Labor and Employee Relations, Compliance	1	1	1
Total		14	15	16

LABOR & EMPLOYEE RELATIONS ORGANIZATION CHART



Total FTE's = 16

30- TRAINING AND EMPLOYEE DEVELOPMENT

OVERVIEW

GCRTA's Training and Employee Development department continues to enhance its People Strategy by expanding access to educational and development opportunities that lead to skills-development, increased awareness to innovative ideas, differing perspectives, and fosters a culture of learning.

2023 ACCOMPLISHMENTS

Tri-C Job Hub Partnership Programming

The Community Training and Development Job Hub partnership model between Cuyahoga Community College and Greater Cleveland Regional Transit Authority aligns with Tri-C's current Access Center framework, provides pathways out of poverty for underserved populations by connecting them to education, training, and jobs through community and business partnerships. Job Hub programming attracts new employees and upskills current employees for GCRTA career opportunities.

Core Programs

- **Temporary Commercial Driver Training** – Upon hire, most new bus operators begin their first week employed at GCRTA attending classes at Tri-C's Transportation Innovation Center to prepare for the written portion of the temporary Commercial Driver Learner permit.
- **Frontline Leader** – We continued to benefit from the cross-agency partnership (with Ohio Turnpike) cohort of the Frontline Leader (FLL) program, as well as those who completed the Accelerated Frontline Leader program. Graduates shared their key takeaways and had a chance to reflect on the impact of the program on their work and supervisory responsibilities.
- **Lean Six Sigma** – Thirteen (13) employees completed their Lean Six Sigma Green Belt certification journey. After completing in-person and online coursework in the second quarter, they completed and presented their Green Belt projects to management and their peers on August 8, 2023.
- **Bus Mechanic Apprenticeship** – Six (6) Bus Mechanic Apprentices and one (1) Bus Mechanic Instructor began courses in October at Tri-C's Automotive Technology Center in Parma. The courses included in the Joint Apprenticeship Agreement established with the ATU, Q1-2022.

Technical Skills Building, Leadership, and Professional Development

GCRTA hosted several training programs in 2023, which included a wide variety of development programs offered by local community partners and external vendors.

- **Vendor Training** – RTA hosted five (5) Vendor Led Training courses including: Big J Signal TCS Circuits and Locking Overview (25+ students), Big J Level 2 Signal Training (5 students), AVO Substation Level 2 Training (8 students), AVO Substation Protective Relay Maintenance Training (11 students) and Resource Conservation and Recovery Act Training (15 students).
- **Procurement Training** – RTA hosted another 4-day training facilitated by the National Transit Institute, this time on Procurement II: Risk Assessment and Basic Cost or Price Analysis. Nine of the 35 learners were GCRTA employees from Procurement, Office of Management and Budget, and the Office of Business Development. Attendees visiting Cleveland to attend this training provided resounding positive feedback for our hosting efforts.

- **Transit Rail System Safety Training** – RTA hosted a training facilitated by the Transportation Safety Institute (TSI) on Transit Rail System Safety. This was a great opportunity to educate and certify 12 GCRTA employees, and host 12 out-of-town guests in our Main Office Board Room for a full week of all-day training.
- **Paratransit Eligibility Training** – RTA hosted a training facilitated by Easter Seals Project Action, the subject matter experts in the field of determining eligibility for Paratransit services. This important training was attended by members of the RTA team who are directly involved in the determination of Paratransit eligibility, as well as members of the Paratransit District team and representatives from nearby transit agencies seeking this training.

Employee Engagement and Enrichment Programs

Employee led development opportunities, engagement events, and RTA training and development initiatives customized for the interests and needs of RTA employees.

- **Midwest Transit Leadership Exchange Conference** – In August, GCRTA hosted members of the Pittsburgh Regional Transit (PRT) and Central Ohio Transit Authority (COTA) for a two-day conference featuring sessions about creative problem solving (presented by PRT), our operator mentoring program, the railcar replacement project, group brainstorming on recruitment and retention, and tours of GCRTA facilities. Our guests were very pleased and look forward to future in-person conferences at other agencies.
- **Operator Mentoring Certification** – Nine (9) mentors this quarter have been certified in the Positive Impact Program, which identifies veteran operators committed to ensuring new operators have a firm foundation to build fulfilling careers.
- **Road Instructor Certification** – Twenty-one (21) bus operators were certified in the program which identifies, upskills excellent operators, and prepares them to be road instructors to assist newer operators in succeeding during training.
- **Smith System Pilot Program** – Three (3) bus operators were certified in the program which identifies the principles of the Smith System Driver Trainer Course. These operators were identified based on the high accident rate of 2-> 5-year employees at Triskett which represents 18% of their accident pool.
- **TIC and ADA Customer Service Training** – Nine (9) current employees working in our Telephone Information Center (TIC) and American Disabilities ACT (ADA) offices. The training focused on the five elements of quality service: Reliability, Assurance, Tangible, Empathy, and Responsiveness.
- **Coaching Certificate** – Six employees continued their coursework toward earning a Weatherhead Coaching Certificate, positioning them to build an internal coaching support system, and to build RTA's bench strength of internal coaches.
- **Summer Internship Program** – RTA hosted eight interns throughout the summer months, with a comprehensive internship program that included professional development, networking opportunities, mentoring, and reporting out to management at the end of the summer. Three of the summer interns remain on staff due to mutual interest and availability.
- **St. Martin de Porres Corporate Work Study Program** – In September, GCRTA entered into an agreement with St. Martin de Porres High School, whereby we host a senior in high school one day per week for a work study experience. This program will continue through the school year. The student is working with the Training and Employee Development Department and will interact with many GCRTA stakeholders throughout the school year.
- **OSHA 30-HOUR** – RTA's Safety Trainer completed the Great Lakes OSHA Education Center's coursework and testing required to become an OSHA 30-hour Construction Industry instructor.

2024 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> Secure funding by applying for grants to create a minimum of two large training spaces using existing GCRTA real estate. This is required to effectively facilitate the need for larger orientation and training spaces equipped with modern technologies for onboarding new employees and upskilling our existing workforce (CE, EI, FH). In addition to training, content design, and employee development, expand our function to include employee performance, career pathing, and succession planning (EI, FH). Work with IT to secure a learning management system that is compatible with our existing software to increase our capabilities by expanding access to on-demand training programs (EI). 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 (CI, EI, FH). Continue to prioritize training program development requests positioning 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 (EI). 				

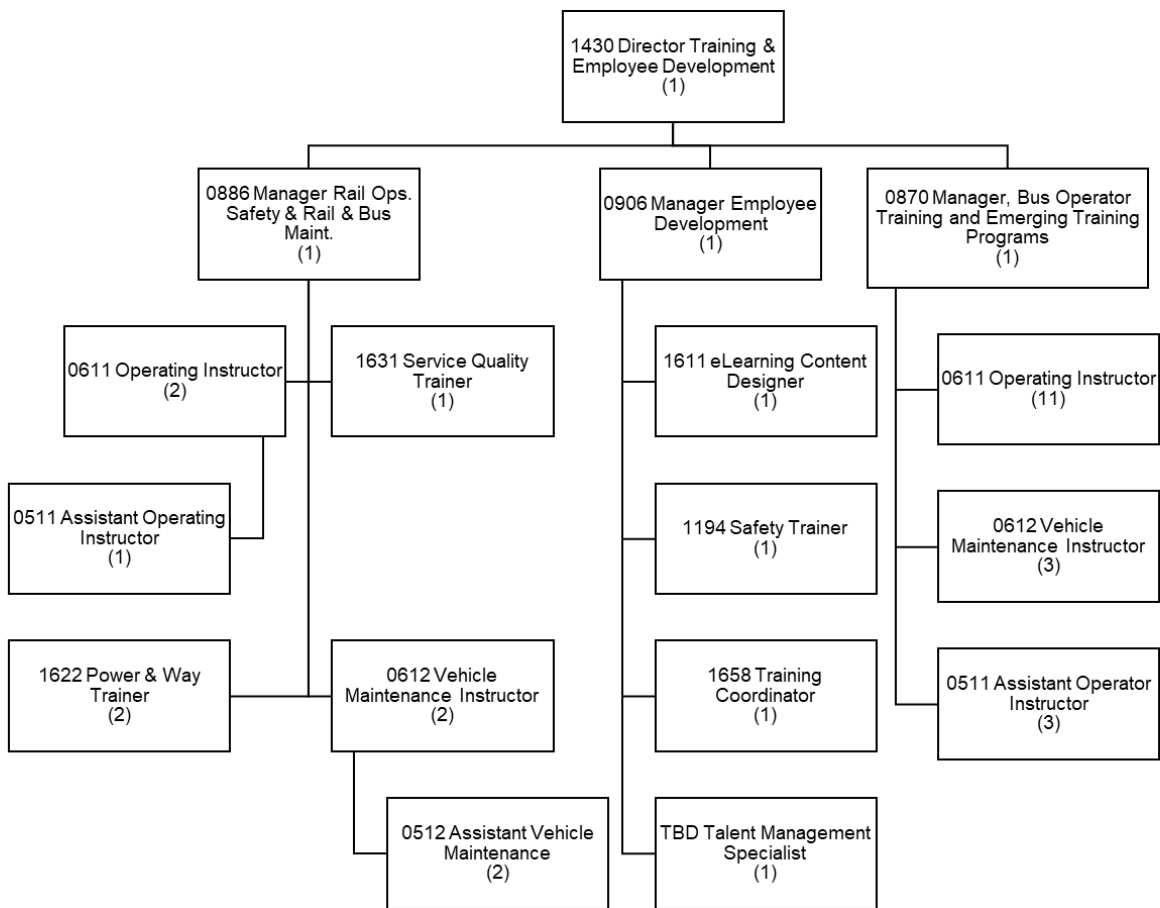
TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description			
501100	Operators Labor	\$0	\$538	\$0
501200	Hourly Employee Labor	2,099	2,401	0
501300	Salaried Employees Labor	2,217,264	2,517,223	2,736,855
501310	Salaried Employees Overtime	164,503	197,586	65,000
502000	Fringe Benefits	904,630	919,058	893,698
502148	Tuition Reimbursement	44,501	34,647	80,000
503000	Services	850	16,370	10,000
503049	Temporary Service	0	24,581	0
503052	Other Maintenance Contract	0	0	8,500
504000	Materials & Supplies	5,227	3,340	35,200
509000	Miscellaneous Expense	704,522	1,012,706	959,505
509022	Meals/Food/Per Diem	515	4,010	1,500
Total		\$4,044,111	\$4,732,460	\$4,790,258

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2021	2022	2023
05	0511.Assistant Operating Instructor	4	4	4
06	0611.Operating Instructor	13	13	13
06	0612.Vehicle Maintenance Instructor	5	5	7
106	1658.Training Coordinator	-	1	1
108	1611.eLearning Content Designer	1	1	1
108	XXXX Talent Management Specialist	-	-	1
109	1194.Safety Trainer	1	1	1
109	1622.Power & Way / Rail Trainer	2	2	2
109	1631.Service Quality Trainer	1	1	1
111	0870.Mgr\./ Opr\. and Maint\. Training	1	1	1
111	0886.Manager of Training Rail Operations & Rail Maintenance	1	1	1
111	0906.Manager - Employee Development	1	1	1
114	1430.Director Training and Emp Dev	1	1	1
26	1619.Travel Trainer	1	-	-
Total		32	32	35

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT ORGANIZATION CHART



Total FTE's = 35

06- ADMINISTRATION & EXTERNAL AFFAIRS DIVISION

OVERVIEW

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

CONNECTION TO STRATEGIC PLAN

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

The Mission of the Administration & External Affairs Division 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.
- Educate riders and “choice” riders on the value of public transportation.

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

Externally, the Division 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 Division 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.

2023 ACCOMPLISHMENTS

External

- Advocacy efforts continued at the national level and the state level including, GM Birdsong Terry testifying at the Congressional Committee on Banking, Housing and Urban Affairs, testifying at multiple State of Ohio Hearings; providing updates to both City and County Council.
- Testified at TRAC Hearings as a strategy to request funds.
- Planned and executed the first grant award announcement for Rail Car Replacement. Those in attendance included Senator Sherrod Brown, Congresswoman Shontel Brown, FTA Administrator Nuria Fernandez, and a host of other state and local dignitaries.
- Hosted the national ATU for a site visit, during Apprenticeship Week, as a site visit for the PIP Program.
- Hosted All Aboard Ohio for a tour and overview of the Rail Car Replacement Program.
- Hosted State Legislators and local (City) legislators for “RTA 101.”
- Marketing Campaigns 2023: HR Recruitment; Holiday Campaign 2023; Transit Ambassador Program, and Microtransit.
- Brand Campaign: Let’s Go Together.

- Touch-a-Truck to Marketing Campaigns 2023.
- Increased the number our community significantly increased our community engagement with the hire of new staff and restructuring. Increased the number of new Commuter Advantage accounts by 6—first new accounts in a number of years. Restructure Marketing (and Communications in partnership with Service Quality) to have parallel lens: Internal, External, and Operational communication. This alignment is working well—presently working on a draft Shut Down Plan.
- Continued to 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.

La Mega Radio as a strategy for targeting marketing in the Spanish-speaking community.

Engaged stakeholders across the agency to create a DEIB strategic plan. Active engagement with APTA as a signatory to the Racial Equity Pilot Program that is being implemented.

DGM Walker Minor selected as Second Vice for the APTA DEI Committee.

Internal

- Inter-departmental planning resulted in the creation of Engage RTA.
- Restructured the Community Advisory Committee (CAC), recruited, and in December, 11 members were welcomed as the new CAC.
- Held a series of “Ted Talk like” sessions across the agency to educate and inform staff.
- Inter-departmental coordination:
 - HR campaigns for: Operators, Mechanics, Transit Police, and Rail
 - Develop a marketing plan (and events) for two Microtransit Programs (Solon and the Aerozone).

2024 PRIORITIES

Customer Experience

- 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.
- Define opportunities to expand mobility solutions.
- Create and execute media relations plans for customer-focused initiatives/events.
- Increased emphasis on customer service and community focus.

Community Impact

- Participate in APTA Racial Equity Commitment Pilot Program.
- Define and implement the Diversity, Equity, Inclusion, and Belonging (DEIB) plan.
- Market Commuter Advantage to corporations in Cleveland.
- Promote and market 25Connects.
- Partner with Community Development Corporations (CDCs) on transit-oriented development (TOD).
- Expand partners in the region to solidify RTA as an anchor institution in the economic ecosystem.
- Write positive news stories on our infrastructure and operations.
- Evaluate earned media/positive impressions.
- Create marketing plans and event planning for GCRTA’s 50th anniversary (December 2024) and as GCRTA hosts APTA Rail in June 2024.

Employee Investment

- Continue investing in and build a team culture.
- Continuous inter-departmental coordination & integration within Administration & External Affairs Division.
- Work to integrate and align the Employer Resource Groups individually and collectively across GCRTA to increase belonging, education, empowerment, and engagement.

- Elevate internal capability to design and scale brand awareness.
- Work in greater alignment with the Web Team to ensure continuity in communication across all mediums.
- 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.
- Community engagement and presence at regional events.

Financial Health

- Use advocacy, research, and data as resources to secure rail cars and other rail infrastructure funding.
- Work in greater tandem with Engineering and Planning re: advocacy and program implementation.
- Coordination between social media and legislative priorities.

LIST OF DEPARTMENTS

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

The 2024 Organizational Scorecard is shown in the Budget Management section of the Budget Guide. The results of the 2023 Administration and External Affairs Division scorecard are shown below, and the divisions were still developing their 2024 strategic scorecards to support GCRTA's Strategic Plan as of the writing of this report.



Adm. & External Affairs 2023

Success Outcomes	Metric	Definition	FY2023		Annual 2023
			Performance Goals	Objective	Actual Results
Customer Experience	Customer Satisfaction with Quality of Communication	% of customers who agree or strongly agree that they are satisfied with quality of communication	77%	↑	62%
	Customer Impression - Communication of Service Changes	% of customers who agree or strongly agree that GCRTA provides adequate updates on service improvements and changes	70%	↑	61%
	Customer Understanding - Available Routes and Transit Access Points	% of customers who agree or strongly agree that they are confident navigating the system	92%	↑	76%
	Customer Complaint Resolution	% of customers who agree or strongly agree that they are satisfied with the complaint resolution process	69%	↑	59%
Community Value	Community Perception - Brand	% of community with positive brand recognition of GCRTA	72%	↑	53%
	Community Perception - Access to Service	% of community who agree or strongly agree that service is accessible	72%	↑	49%
	Community Perception - Access to Employment	% of community who agree or strongly agree that GCRTA serves employment centers	51%	↑	38%
	Community Perception - Transit Investment Occurs where Needed	% of community that agree or strongly agree that transit investment occurs where needed	37%	↑	33%
Financial Sustainability	Community Perception of Financial Transparency	% of community members who agree or strongly agree that GCRTA is transparent in its financial reporting	25%	↑	28%
	Operating Budget Used	The % of actual expenses (year to date) vs. annual budget.	25%, 50%, 75%, 100%	—	91%
Employee Engagement	Percent of Employees who Feel that Leadership is Invested in Keeping them Informed	The % of Agency employees that, as a result of new communications, trust in leadership to share important information	50%	↑	48%
	Division Employees Understand Vision and Direction	The % of Division employees that agree (or strongly agree) that they understand the vision and direction of GCRTA.	72%	↑	69%
	Division Employees Understand How Performance Linked to Organization Success	The % of Division employees that agree (or strongly agree) that they understand how they contribute to organizational success.	88%	↑	85%
	Employee Impression of Commitment to Diversity, Equity, and Inclusion	% employees who answer "yes" that OEO is committed to practicing and training on DEI principles	75%	↑	70%

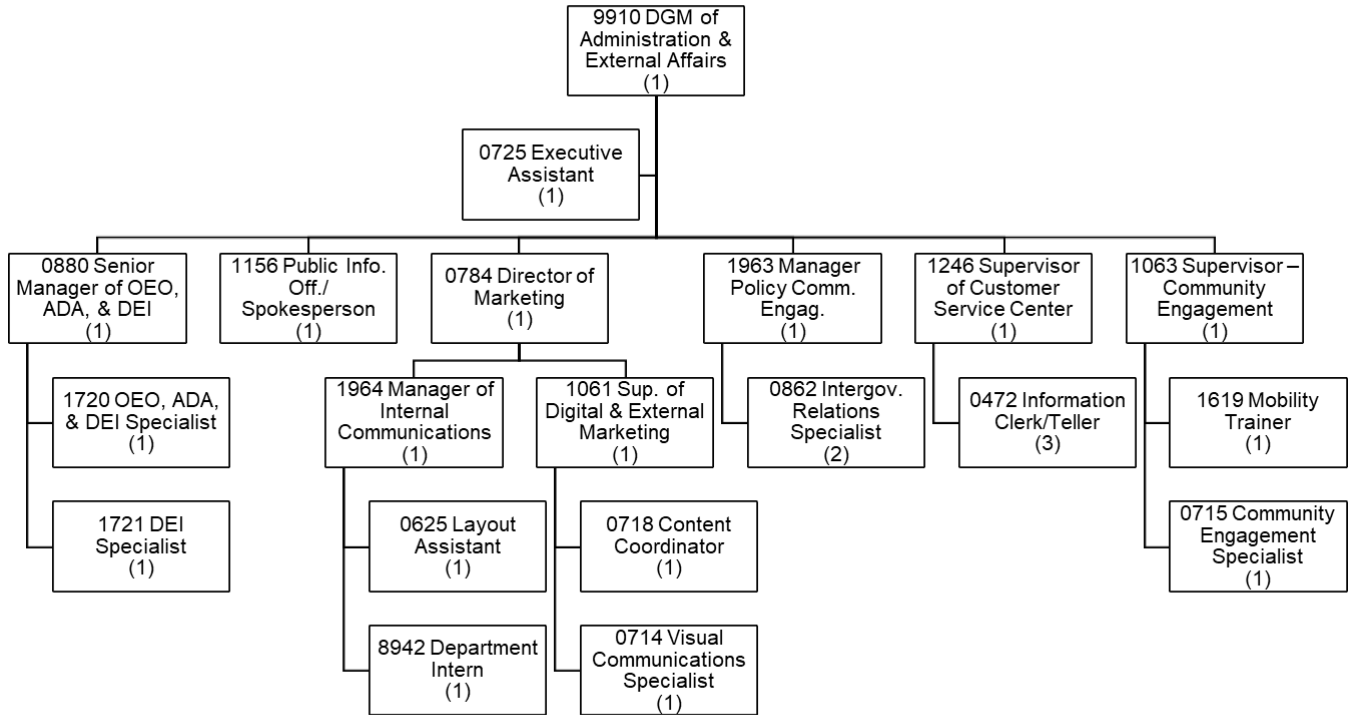
ADMINISTRATION & EXTERNAL AFFAIRS BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024
501300	Salaried Employees Labor	\$1,183,266	\$1,630,935	\$1,855,867
501310	Salaried Employees Overtime	6,636	10,629	4,000
502000	Fringe Benefits	474,343	587,043	578,964
503000	Services	22,336	280,913	385,145
503020	Advertisement Fees	987,977	689,530	876,000
504000	Materials & Supplies	63,725	69,631	112,000
509000	Miscellaneous Expense	50,521	80,778	86,600
509022	Meals/Food/Per Diem	3,710	8,504	7,000
512000	Leases & Rentals	6,047	0	6,000
Total		\$2,798,561	\$3,357,963	\$3,911,576

ADMINISTRATION & EXTERNAL AFFAIRS DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
01	8942.Department Intern	1	1	1
04	0472.Information Clerk/Teller	3	3	3
06	0625.Layout Assistant	1	1	1
25	0716 Market Research Analyst	1	-	-
25	0831 Community Relations Spec.	1	-	-
105	0718.Content Coordinator	1	1	1
106	1619.Mobility Trainer	-	1	1
107	0725.Executive Assistant	1	1	1
107	1246.Supervisor - Customer Service Center	1	1	1
108	0714.Visual Communications Specialist	1	1	1
108	0715.Community Engagement Specialist	1	1	1
109	1721.DEI Program Administrator	1	1	1
109	1720 OEO Program Administrat	1	1	1
110	0862.Intergovernmental Relations Officer	2	2	2
111	1061.Supervisor of Digital & External Marketing	1	1	1
111	1063.Supervisor - Customer Engagement	-	1	1
112	1156.Public Information Officer/Spokesperson	1	1	1
112	1964.Manager of Internal Communications	1	1	1
112	1963.Mgr Policy Comm Engage.	-	1	1
113	0880.Senior Manager of OEO, ADA & DEI	1	1	1
114	0784.Director of Marketing	1	1	1
116	9910.DGM - Administration & External Affairs	1	1	1
Total		22	23	23

ADMINISTRATION & EXTERNAL AFFAIRS ORGANIZATION CHART



Total FTE's = 23

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

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

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

2023 ACCOMPLISHMENTS

- Selected Rail Vehicle car builder and issued Notice to Proceed (NTP) for the rail car replacement program.
- Advanced creation and start of Civilian Oversight Committee and Community Advisory Committee
- Enhanced customer experience by resourcing new cleaning efforts and focusing on passenger security.
- Obtained over \$162 million of competitive grants from FTA, ODOT, Ohio Environmental Protection Agency (OEPA) and Northeast Ohio Areawide Coordinating Agency (NOACA).
- Increased the funding for the Railcar Replacement Program by \$142.4 million.
- Completed construction of the Waterfront Line Bridge Rehabilitation.
- Completed construction of the Waterfront Line track and Platform Rehabilitations.
- Completed construction of the Red Line Fiber Optic Line Replacement.
- Completed construction of the East 75th Light Rail Interlocking.
- Completed construction of the Cuyahoga Viaduct Bulkhead Repair.
- Obtained over \$162 million of competitive grants from FTA, ODOT, Ohio Environmental Protection Agency (OEPA) and Northeast Ohio Areawide Coordinating Agency (NOACA).
- Increased the funding for the Railcar Replacement Program by \$142.4 million.
- Completed construction of the Waterfront Line Bridge Rehabilitation.
- Completed construction of the Waterfront Line track and Platform Rehabilitations
- Continue implementation and advancement of the hiring process measures (vacancy fill rate, time to fill, and candidate follow-up/status) to enhance and improve candidate, employee and hiring manager experience. Hired over 400 employees in 2023.
- Continue evolving the Community Training and Development Jobs Hub (Cuyahoga Community College partnership), Cleveland Metropolitan School District (CMSD), Planning and Career Exploration (PACE),

Hispanic Communities, and other regional training partners to impact workforce development learning for all work segments.

- Continue the implementation of succession-planning initiatives for frontline supervisory, mid-level, sr. management.
- Provided efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters, including bargaining and non-bargaining employment contracts, when warranted.
- Planned and executed the first (\$130 million) grant award announcement for Rail Car Replacement. Those in attendance included delegation representation from the city, state, and federal branches of government and industry advocacy.
- Hosted the national leadership of the Amalgamated Transit Union (ATU), federal oversight and advocacy for a hometown site visit, during Apprenticeship Week, highlighting the Positive Impact Program (PIP).
- Hosted rail enthusiast group All Aboard Ohio for a tour and overview of the Rail Car Replacement Program.
- Hosted State Legislators and local (City) legislators for "RTA 101", to advance local awareness of the benefits of and improvements made in public transportation.
- Marketing Campaigns 2023: HR Recruitment; Holiday Campaign 2023; Transit Ambassador Program, and Micro transit, Let's Go Together, Touch-A-Truck marketing campaigns.
- Obtained over \$216.2 million in competitive grants.
- 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 2023 Budget Document.
- Managed the successful completion of the Federal Transit Administration (FTA) triennial review.

2024 PRIORITIES

Customer Experience

Internal Key Tactics

- Enhance the bus and rail customer experience to achieve TRACTION and Net Promoter Score goals.
- Improve the paratransit customer experience with focus and care for our ADA customers and upgrading of the PASS System.
- Progress the Railcar Replacement Program consistent with the accepted baseline schedule.
- Complete construction of the Overhead Catenary System Structural Rehabilitation – Phase 2.
- Complete installation of the 515 Switch and Track.
- Complete design of the East 79th Street Light Rail Station ADA Reconstruction.
- Complete installation of the Shaker Light Rail Shelter Improvements.

External Key Tactics

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

Community Impact

Internal Key Tactics

- Complete the Final Report for the Onboard Origin & Destination Surveys.
- Obtain \$35 million of competitive grants from FTA, ODOT, OEPA and NOACA.



- Provide efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters, with an emphasis on Transit Oriented Development/Community initiatives.

External Key Tactics

- 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 Programming as consistent with GCRTA mission, vision, and values.
- Assertive goal setting with intent to substantially increase the number of Commuter Advantage accounts, thereby increasing community mobility, and workplace support of public transportation.
- Define opportunities to expand mobility solutions and increase usage of first/last mile options, including Micro transit pilot programming throughout the region.
- Promote and market bus rapid transit development and community impact.
- Expand partners in the region to solidify GCRTA as an anchor institution in the economic ecosystem.
- Increased internal and external positive exposure via written copy and digital media footprint.
- Create marketing plans and event planning for GCRTA's 50th anniversary (December 2024) and as GCRTA hosts American Public Transportation Association Rail conference in 2024.

Employee Investment

Internal Key Tactics

- Collaborate, support, and resource operator recruiting and training efforts to accelerate hiring efforts and overcome attrition.
- Reinstigate Service Quality New Operator Program.
- Begin Laborer Investment/Training Program.
- Continue implementation and advancement of the hiring process measures (vacancy fill rate, time to fill, and candidate follow-up/status) to enhance and improve candidate experience, employee experience, and hiring manager experience.
- Continue to implement training and communication strategy that aligns with Mission Vision Values.
- Continue evolving the key partnerships 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 curricula.
- Implementation of a new performance recognition program for improving employee engagement.
- Implementation of a new performance assessment template and program for all non-bargained for employees.

External Key Tactics

- Implement the Diversity, Equity, Inclusion, and Belonging (DEI+B) plan.
- Continue investing in and build a team culture.
- Continuous inter-departmental coordination & integration within Administration & External Affairs Cluster.
- Work in greater tandem with Engineering and Planning re: advocacy and program implementation.

Financial Health

Internal Key Tactics

- Complete the construction of the Hayden Garage Roof Replacement.

External Key Tactics

- Use advocacy, research, and data as resources to secure rail cars and other rail infrastructure funding.
- Enhance relationship with all local, state, and federal funding partners and agencies, to streamline and strengthen GCRTA's fiscal outlook in support of capital and operational programming.

LIST OF DEPARTMENTS

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

12- EXECUTIVE DEPARTMENT

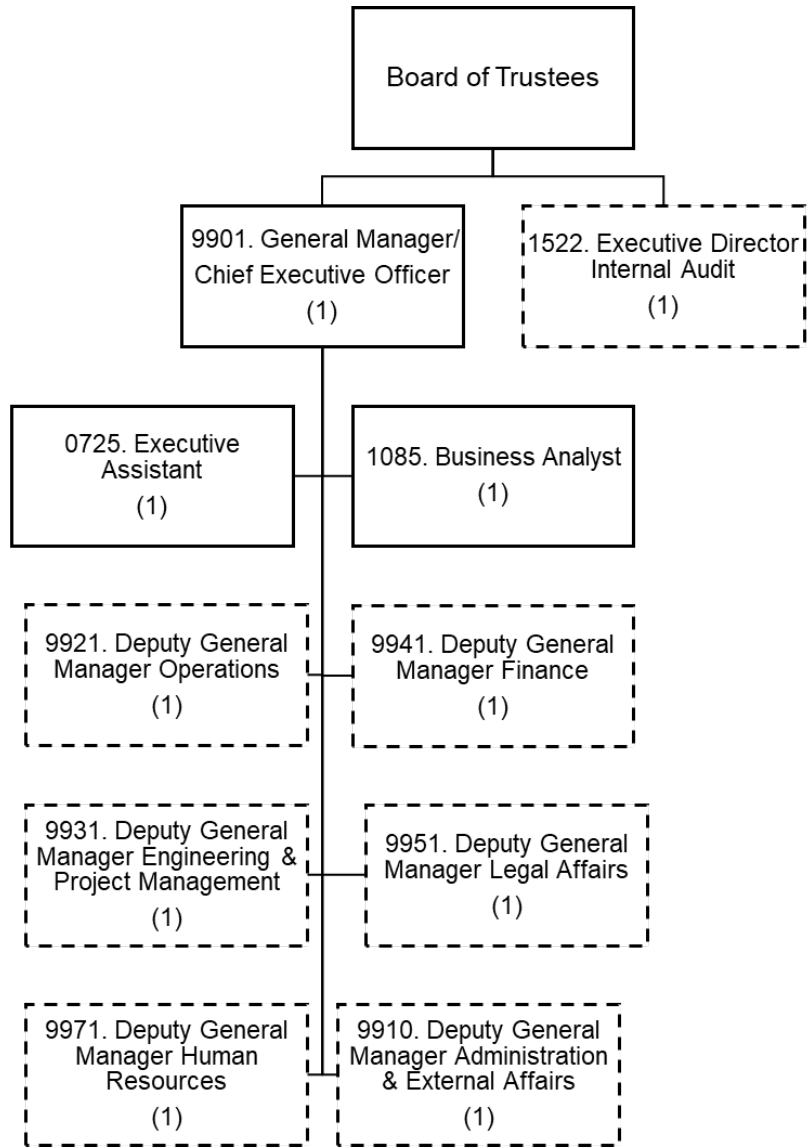
EXECUTIVE DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501200	Hourly Employee Labor	\$0	\$31,503	\$0
501300	Labor - Salaried Employees	396,369	236,862	439,542
501310	Overtime - Salaried Employees	2,813	4,354	1,500
502000	Fringe Benefits	158,239	140,707	108,485
503000	Services	361,951	354,460	443,764
503020	Advertisement Fees	0	0	0
504000	Materials & Supplies	667	1,381	2,300
509000	Miscellaneous Expenses	181,754	180,293	380,577
509022	Meals/Food/Per Diem	1,977	5,185	3,000
Total		\$1,103,770	\$954,745	\$1,379,168

EXECUTIVE DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
23	0711.Sec to GM/Sec Treasurer	1	-	-
23	0725.Executive Assistant	1	-	-
25	1085. Business Analyst	-	-	1
108	0726.Executive Assistant to CEO/BOT	-	1	1
116	9929.General Manager	1	1	1
Total		3	2	3

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.

2023 ACCOMPLISHMENTS

- Updated Codified Rules and Regulations of the Authority.
- Continued implementation of the Authority’s 10-year Strategic Plan.
- Implemented the Civilian Oversight Committee.
- Implemented the Community Advisory Committee.
- Received the Certificate of Achievement for Excellence in Financial Reporting award from the Ohio Auditor of State.
- Received clean triennial audit.
- Continued Advocacy.
- Actively engaged in retaining a professional firm to conduct an External Assessment of the Authority’s Internal Audit Department.
- Procured 30 Rail Cars.
- Continued Ad Hoc Technology initiatives.
- Continued to implement procedures to ensure the fiscal sustainability of the Authority.

2024 PRIORITIES

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



SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

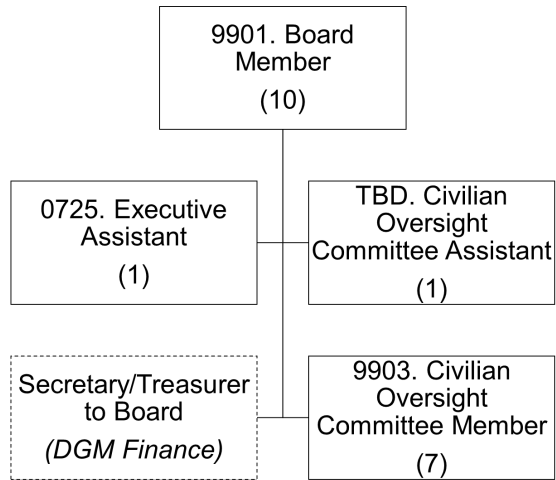
Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501300	Salaried Employees Labor	\$107,397	\$123,561	\$194,916
501310	Salaried Employees Overtime	114	48	0
502000	Fringe Benefits	42,868	44,656	45,224
503000	Services	93,098	83,838	93,000
504000	Materials & Supplies	908	465	1,000
509000	Miscellaneous Expense	30,355	25,623	67,700
509022	Meals/Food/Per Diem	1,840	5,319	3,000
Total		\$276,580	\$283,510	\$404,840

SECRETARY/TREASURER – BOARD OF TRUSTEES DEPARTMENT BUDGET

Grade	Job Name	2022	2023	2024
108.	0726.Executive Assistant to CEO/BOT	-	1	1
23.A	XXXX COC and Committee Assistant 1601	-	1	1
23.A	0725.Executive Assistant Secretary/Treasurer BOT	1	-	-
99.X	0000.Secretary/Treasurer Salary*	-	-	-
99.X	9901.Board Member	10	10	10
99.X	9903.Civil Oversight Comm Member	7	7	7
Total		18	19	19

**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.

2023 ACCOMPLISHMENTS

- Established a risk-based Audit Plan aligned with the GCRTA Strategic Plan.
- 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.
- Received an independent validation statement from a qualified external assessor to verify the assertions and conclusions of our self-assessment report and conformance with the *Institute of Internal Auditors* professional standards.
- Supported management to complete the Federal Transit Administration 2023 Triennial Review.
- Conducted assurance and compliance audits to support management with the purchase of replacement railcars.

2024 PRIORITIES

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

- Establish a risk-based Audit Plan for 2024 aligned with the GCRTA Strategic Plan and Organizational Success Outcomes. (Primary focuses: cybersecurity, human capital, and customer experiences) (FH).
- Continue evaluating the reliability and integrity of information systems (FH).
- Conduct contract and policy compliance audits (FH).
- Continue evaluating the means of safeguarding assets (FH).
- Continue evaluating the systems and processes established to ensure compliance with policies (FH, EI).
- Provide assurance, investigative, and advisory services (FH, EI).
- Coordinate and follow-up with internal and external audits and 3rd party reviews (FH).
- Provide resources to management on steering committees, evaluation panels, performance management forums and task forces (EI).
- Reserve resource hours to conduct investigations into allegations of waste, fraud, abuse (FH).
- Conduct assurance and compliance audits to support management with the purchase of replacement railcars and modifications to facilities (FH).

- Implement the Institute of Internal Audit Global Audit Standards, revised January 2024 and effective January 2025 (FH).

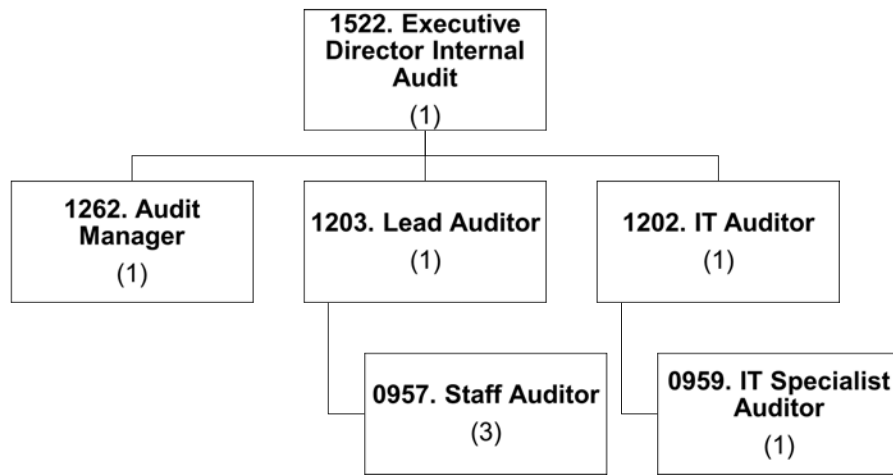
INTERNAL AUDIT DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501300	Labor - Salaried Employees	\$661,018	\$668,366	\$683,978
502000	Fringe Benefits	\$265,227	\$239,978	\$211,436
503000	Services	\$26,390	\$22,500	\$71,500
504000	Materials & Supplies	\$32,605	\$371	\$4,250
509000	Miscellaneous Expenses	\$17,266	\$13,267	\$38,630
509022	Meals & Concessions	\$447	\$812	\$800
Total		\$831,242	\$976,772	\$1,046,132

INTERNAL AUDIT DEPARTMENT BUDGET

Grade	Job Name	2022	2023	2024
109	0957.Staff Auditor	3	2	2
110	0956.Staff Auditor II	-	1	1
110	0959.Information Technology Specialist Auditor	1	1	1
111	1202.Information Technology Auditor	1	1	1
111	1203.Lead Auditor	1	1	1
113	1262.Audit Manager	1	1	1
115	1522.Executive Director Internal Audit	1	1	1
Total		8	8	8

INTERNAL AUDIT DEPARTMENT ORGANIZATION CHART



Total FTE's = 8

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2024-2028 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 2024-2028 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 budget appropriations for the FY 2024 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 2024-2028 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 2024-28 CIP focuses on attaining a State of Good Repair (SOGR) for the Authority's capital assets. Highlights include replacement of the Authority's rail fleet, bus replacement program, an on-going track rehabilitation plan, revenue fare collection system upgrades, bridge rehabilitation, authority-wide improvement programs for heating, ventilation, and air-conditioning (HVAC), pavement, and roofing, and reimbursement of preventive maintenance (PM). The age of the Authority's primary

Capital Improvement Program

facilities, including rehabilitations are shown below in Figure 45: Age Distribution of Primary Facility. These facilities are briefly discussed on the following pages.

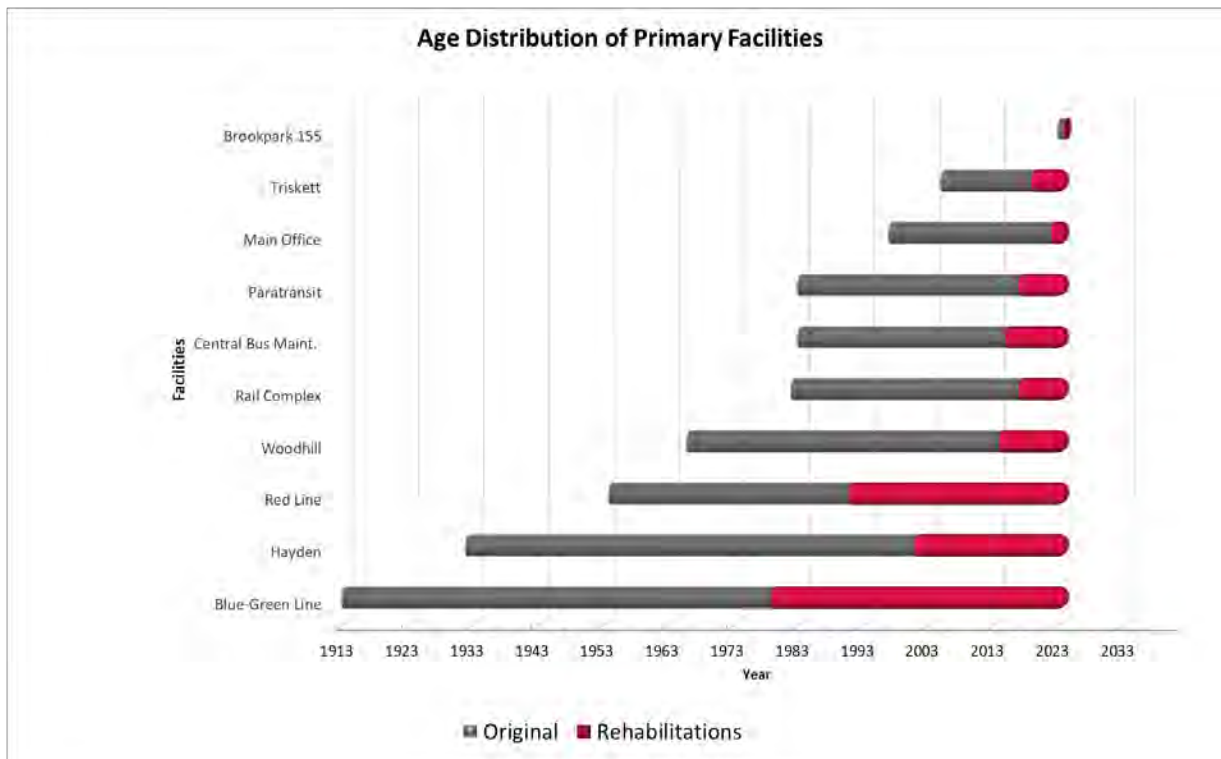


Figure 45: Age Distribution of Primary Facility

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. FY 2024 will see the replacement of the district’s Bus Wash.

HAYDEN GARAGE at 1661 Hayden Avenue, was constructed in 1932 and major additions were implemented in 1952 and 1968. The garage was rehabilitated in 1998. East side bus service and the Health Line operate from this garage. In 2024, the Hayden Garage will undergo replacement of 40’ Bus Lifts and installation of a security pivot gate.

CENTRAL BUS MAINTENANCE FACILITY

The Central Bus Maintenance Facility (CBM), at 2500 Woodhill Road, was put into service in 1983 and houses a remanufacturing division, diagnostic center, bus service & maintenance area, and central inventory stores. Various facilities improvements and lift replacements were completed in 2014 and CNG building improvements

were completed in FY 2018. State of good repair (SOGR) projects and safety improvement projects are continuously taking place to improve CBM.

CUSTOMER SERVICE CENTERS

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

MAIN OFFICE BUILDING

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

PARATRANSIT FACILITY

The Paratransit Facility, at 4601 Euclid Avenue, was completed in 1983 and houses all non-revenue vehicle repair and Paratransit functions including scheduling, dispatching, and Paratransit revenue vehicle repair. In FY 2014, a propane fueling station was installed. In 2024, the Paratransit facility is expected to start the replacement of Bus Lifts.

PASSENGER SHELTERS

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

RAIL DISTRICT COMPLEX

The Rail District Complex, located at 6200 Grand Avenue, went into service in late 1982. It houses the Rail Headquarters, the Central Rail Maintenance Facility (CRMF), which handles all mechanical, body, and electrical repairs for the rail fleet, the Central Rail Service Building, the RTA Rail Yards, and is the location of the Authority's Transit Police Headquarters.

TRANSIT CENTERS

Transit Centers provide heated customer waiting areas and roadways to allow several bus routes to meet and transfer passengers. RTA has four Transit Centers: Westgate Transit Center, Southgate Transit Center, Parma Transit Center, and Stephanie Tubbs Jones Transit Center.

WOODHILL GARAGE FACILITY

The Woodhill Garage opened in 1966 as a bus garage and remained in service until 1998. It is currently being used as a training facility and houses the Authority's Print Shop operations. In 2024, a Workforce Development Training Space is being added to expand training operations.

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 47: Jacking Process on the Waterfront Line Bridge

Recent improvements to the Light Rail line have included track installation of guards and retaining walls, Waterfront Line track rehabilitation, and rehabilitation of the Waterfront Line Track Bridge. FY 2024 will see continued reconstruction of the Light Rail track including Fiber Optic installation, signal work and E. 79th Street Station.

RED LINE (HEAVY RAIL)

The RTA's Heavy Rail (HR), or Red Line, runs on joint tracks for 19 miles from its eastern terminal at the Louis Stokes Station at Windermere, located in East Cleveland, through the Tower City Station in downtown Cleveland to its western terminal at Cleveland Hopkins International Airport. There are 18 stations along the line, eight east of downtown, one at Tower City in downtown Cleveland, and nine west of downtown. Fifteen of the Red Line stations were originally constructed between 1954 & 1958. The remaining three stations, including the Line's western terminal at the Cleveland Hopkins Airport, were put into service in 1967. All stations have been upgraded to ADA standards. Overhead Catenary System (OCS) upgrade and replacement is planned to take place during 2024 for 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. Many of these bridges were built before 1930 and now require major repairs.

The out-years of the CIP include engineering & design services and reconstruction work on five track bridges: Viaduct bridge, Ambler Strike Protection, Central Rail Maintenance Facility access road, Conrail, and Canal Road.

A track bridge inspection program is incorporated into years 2024, 2026, and 2028 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. East Portal reconstruction is scheduled to start in the spring of 2024.

REVENUE VEHICLE FLEETS

CONVENTIONAL BUSES

There were 313 vehicles in the GCRTA bus fleet at the end of 2023, identified as follows:

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

The average age of the large bus fleet is 5.5 years. Age distribution of the Authority's large bus fleet is shown in Figure 48: Age Distribution of Bus Fleet . The FTA defines the life of a bus to be the lesser of 12 years or 500,000 miles. Currently, there are no buses in the fleet that are past the useful life benchmark.

The Authority's goal is to replace approximately 1/14th (20 to 25 buses) of its large bus fleet every year and to accommodate any increases in peak vehicle requirements. This hasn't been possible until recent budget years due to the lingering impact of the recession, supply chain issues, and other higher priority capital needs of the Authority. The 2024-28 CIP continues the planned Bus Improvement Program (BIP).

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

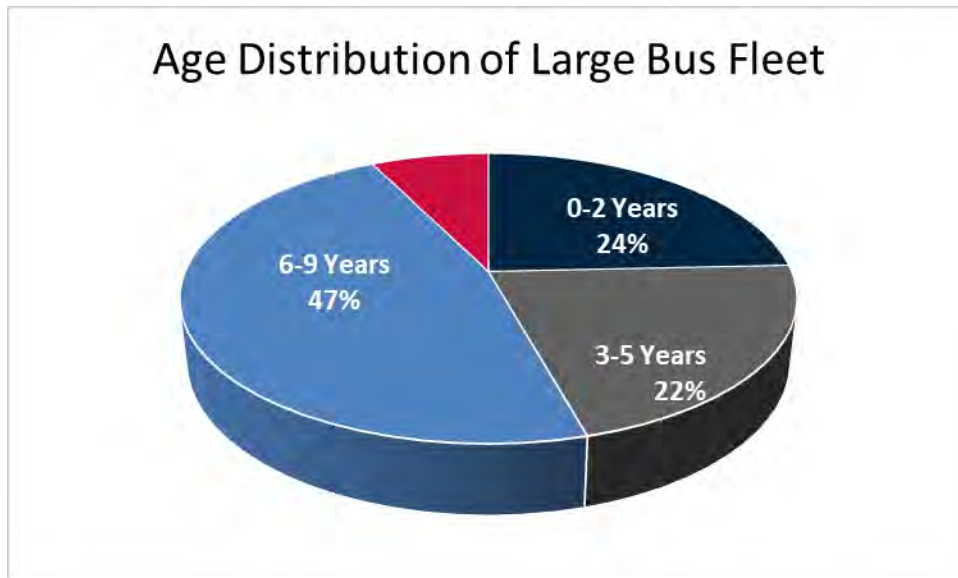


Figure 48: Age Distribution of Bus Fleet

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 80 ADA compliant, wheelchair-equipped buses in active service in the Paratransit fleet with an average age of 6.5 years at the end of FY 2023. Future replacement plans have a total of 10 vehicles being replaced in 2024 that will reduce the average life of the Paratransit fleet to 4.5 years old.

RAIL VEHICLES

RTA owns a combined seventy-two (72) heavy and light rail vehicles, sixty-six (66) available for its rail operations. The age of the Authority's rail fleet ranges between 39 and 43 years old. The Authority's Light Rail (LR) and Heavy Rail (HR) fleets entered service in 1981 and 1985. The Authority is in the process of replacing both rail fleets.

GCRTA has secured a rail car contractor through a competitive bid process to replace the Heavy Rail Vehicle fleet. The goal is to then follow this procurement up with replacement of the Light Rail fleet so the authority will be running a single fleet of Hybrid High/Low Platform vehicles.

CAPITAL IMPROVEMENT PLANNING CYCLE

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

The Calendar of Events (page 38) depicts the Capital Improvement and Transportation Improvement Program (TIP) planning cycles for the 2024-2028 CIP. The process began in August 2022 when the Office of Management and Budget (OMB) reviewed the budgeting policies and parameters for the Capital Budget and concluded in May 2023 with the Board Adoption of the recommended 2024-2028 CIP followed by submission to Northeast Ohio Area-wide Coordinating Agency (NOACA) for inclusion in the TIP and the State Transportation Improvement Program (STIP).

At the start of the CIP development process, an initial review is done by OMB and various departments to assess the status of projects included in the current year's plan. This review includes evaluation and adjustments with programmed project timelines, assessment of the assets, availability of grant funds, and an inter-departmental review of data and resources required for the upcoming CIP. Meetings are held with the Divisions and Departments that include a review of the information required for capital project requests, clarification of Department and Division requests and an overview of anticipated funding for the upcoming capital budget year.

In February 2023, OMB staff and the Capital Program Working Group (CPWG), consisting of project managers, department directors and other managers, reviewed all submitted requests for consistency with the needs of the Authority's funding availability, the Authority's Long-Range Plan, the current TIP, and the annual strategic planning process. Projects were then prioritized in accordance with RTA's capital priority areas: state of good repair, health & safety, mandates, environmental impact, operating budget impact, and ridership/transit-oriented development. The prioritized projects were then forwarded to the Capital Program Oversight Committee (CPOC) which includes the Executive Management Team. The CPOC was formed to develop and monitor the Capital Program and to authorize the five-year Capital Program with projected grant, local and non-traditional revenue sources. The CPOC reviewed and finalized the recommended Capital Budgets for the CIP. The recommended CIP for 2024-2028 was presented to the Board of Trustees' Operational Planning & Infrastructure Committee in May 2023 for discussion, review, and approval.

TRANSPORTATION IMPROVEMENT PROGRAM (TIP)

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

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

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

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

CAPITAL BUDGET APPROPRIATIONS

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

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

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

CAPITAL IMPROVEMENT FINANCIAL POLICIES

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

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

CAPITAL IMPROVEMENT CRITERIA

Capital project requests for consideration in the 2024-2028 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 2024-2028 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 49: Capital Projects by Priority Area reflects the distribution of approved 2024 CIP projects by capital priority area. The largest portion of the 2024 appropriations, \$141.9 million or 92.6%, are for projects included in the State of Good Repair (SOGR) category. This is followed by the other category with \$5.9 million, or 3.8%.

PRIORITY CATEGORIES - Combined	2024	2025	2026	2027	2028	TOTALS
	2024-28					
RIDERSHIP	\$ 1.45	\$ 0.45	\$ 0.53	\$ 0.53	\$ 0.53	\$ 3.48
HEALTH & SAFETY	\$ 0.29	\$ 0.29	\$ 0.32	\$ 0.35	\$ 0.33	\$ 1.57
STATE OF GOOD REPAIR	\$ 141.93	\$ 123.88	\$ 98.82	\$ 96.34	\$ 81.47	\$ 542.43
TECHNOLOGIES/EFFICIENCIES	\$ 3.72	\$ 20.32	\$ 24.65	\$ 14.75	\$ 14.60	\$ 78.03
OTHER	\$ 5.87	\$ 32.60	\$ 17.60	\$ 2.10	\$ 2.10	\$ 60.27
SUB-TOTAL: COMBINED CAPITAL	\$ 153.25	\$ 177.53	\$ 141.91	\$ 114.06	\$ 99.01	\$ 685.77

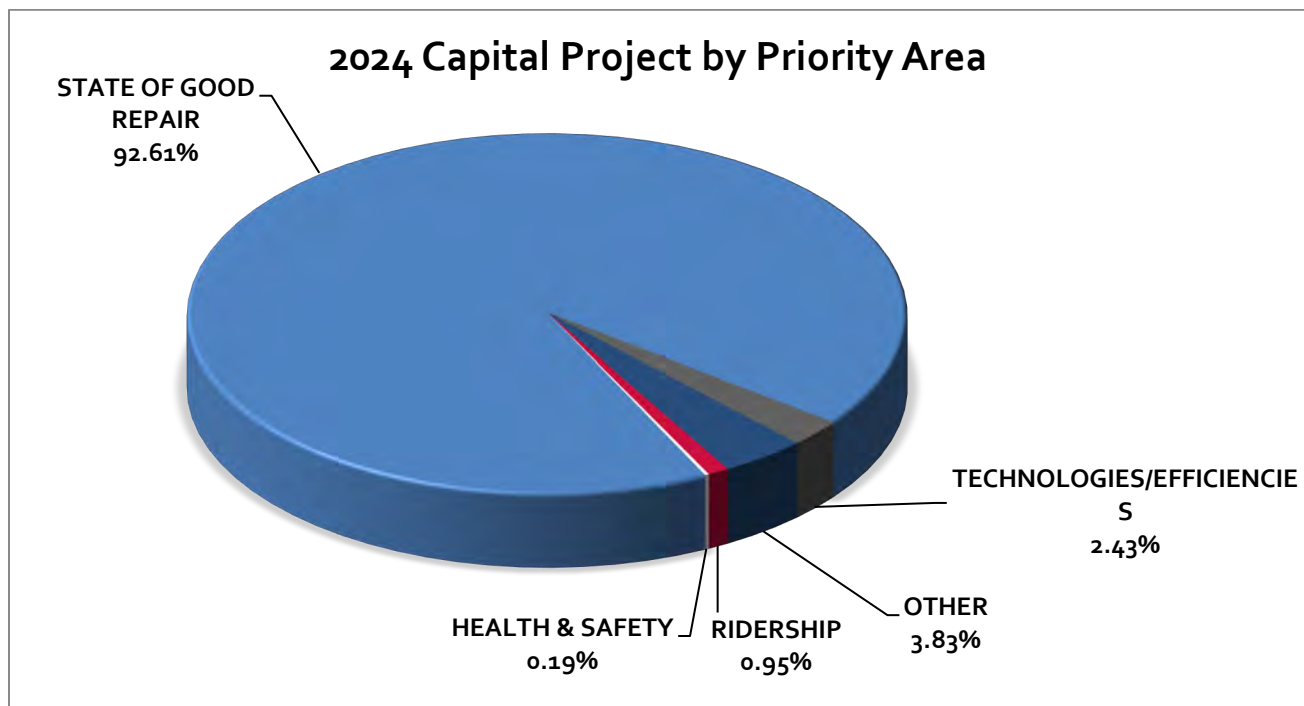


Figure 49: Capital Projects by Priority Area

FINANCIAL CAPACITY

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

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

FEDERAL SOURCES

As reflected in Figure 51: Capital Improvement Revenue by Source, Federal grants provide an estimated \$71.88 million, or 42.76% of the Authority’s total 2024 capital improvement revenue stream. Most major Federal grant programs require a local match, normally 20%, though some grant applications require a higher or lower match.

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



Figure 50

	2022	2023	2024	2025	2026
	Actual	Actual	Budget	Plan	Plan
Transfer from General Fund	\$44.73	\$21.87	\$17.48	\$18.18	\$20.78
Transfer from Reserve Fund	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Investment Income	\$2.02	\$5.44	\$1.10	\$1.10	\$1.10
Federal Capital Grants	\$118.67	\$53.68	\$71.88	\$72.39	\$48.22
State Capital Grants	\$3.72	\$0.13	\$41.12	\$66.35	\$45.17
Debt Service Proceeds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other Revenue	\$13.51	\$0.17	\$26.52	\$34.50	\$25.00
Total Revenue	\$192.65	\$91.28	\$168.10	\$202.52	\$150.27

Figure 51: 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. In FY 2024, RTA is anticipating \$36.90 million for capital project.

STATE OF GOOD REPAIR – SECTION 5337

The Section 5337 SOGR grant program favors agencies serving urban areas. In FY 2024, RTA is anticipating \$24.27 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 2024, GCRTA expects to receive funding for this award in the amount of \$2.53 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 2024-2028 CIP. FTA awarded GCRTA \$130 million in Rail Vehicle Replacement funding through its Infrastructure Investment and Jobs Act (IIJA), \$3.2 million in Low or No Emission Funding to purchase replacement CNG-fueled buses, \$15.2 million in Congestion Mitigation Air Quality (CMAQ), \$722,936 to fund Enhanced Mobility of Seniors and Individuals with Disabilities (Section 5310) and \$7.2 million in Surface Transportation Block Grants (STBG). 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 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 2023, GCRTA received \$4.0 million through ODOT's Urban Transit Program (UTP), which will purchase replacement CNG-fueled buses, as well as \$12.4 million for replacement rail vehicles and \$200,000 for Electric Vehicle Planning through the Ohio Public Transit Partnership Program (OTP₂). 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 2023, the combined local contribution for the Authority's capital program of \$17.5 million is sourced from two transfers included within the General Fund.

DEBT MANAGEMENT

Although major capital improvements are mostly funded by federal and state capital grants, the Authority is required to pay a percentage of most grant-funded projects from its own local sources. Debt sales are used for this purpose as well as to pay for major 100% locally funded projects. In FY 2019 Sales Tax Revenue Bonds (RB) were issued for \$30.0 million in new debt. In August 2021, the Authority used \$57.7 million of its sales tax revenue to retire a portion of its outstanding debt. FY2024 is estimated to begin with a principal outstanding debt of \$34.4 million and all outstanding debt will be paid off in 2030.

DEBT LIMITATIONS

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

Debt Series	Series 2014 A		Series 2015		Series 2016		Series 2019		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total Principal	Total Interest
FY 2024	\$ 1,690,000.00	\$ 137,700.00	\$ 3,885,000.00	\$ 611,750.00	\$ 1,315,000.00	\$ 283,000.00	\$ 1,105,000.00	\$ 449,000.00	\$ 7,995,000.00	\$ 1,481,450.00
FY 2025	\$ 1,740,000.00	\$ 87,000.00	\$ 4,075,000.00	\$ 417,500.00	\$ 1,380,000.00	\$ 217,250.00	\$ 1,160,000.00	\$ 393,750.00	\$ 8,355,000.00	\$ 1,115,500.00
FY 2026			\$ 4,275,000.00	\$ 213,750.00	\$ 1,445,000.00	\$ 148,250.00	\$ 1,215,000.00	\$ 335,750.00	\$ 6,935,000.00	\$ 697,750.00
FY 2027					\$ 1,520,000.00	\$ 76,000.00	\$ 1,275,000.00	\$ 275,000.00	\$ 2,795,000.00	\$ 351,000.00
FY 2028							\$ 1,340,000.00	\$ 211,250.00	\$ 1,340,000.00	\$ 211,250.00
FY 2029							\$ 1,405,000.00	\$ 144,250.00	\$ 1,405,000.00	\$ 144,250.00
FY 2030							\$ 1,480,000.00	\$ 74,000.00	\$ 1,480,000.00	\$ 74,000.00
Total	\$ 3,430,000.00	\$ 224,700.00	\$ 12,235,000.00	\$ 1,243,000.00	\$ 5,660,000.00	\$ 724,500.00	\$ 8,980,000.00	\$ 1,883,000.00	\$ 30,305,000.00	\$ 4,075,200.00
Total Debt		\$ 3,654,700.00		\$ 13,478,000.00		\$ 6,384,500.00		\$ 10,863,000.00		\$ 34,380,200.00

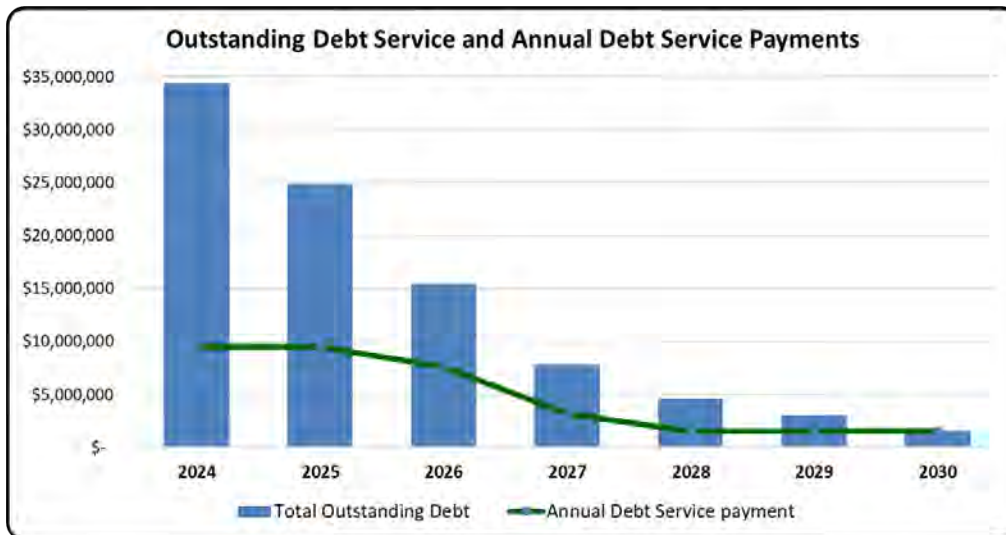


Figure 52: Outstanding Debt Service & Annual Debt Service Payments

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

1. Section 306.40 of the Ohio Revised Code **limits the principal amount of bonds** that are supported by property taxes to 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 2023 of \$35.1 billion limits the amount of available debt to \$1.76 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 \$35.1 billion, annual debt servicing capacity would be close to \$35.1 million. This provision applies to all debt issued by the Authority and is the most restrictive of the limitations, though it exceeds current debt payment levels.
3. The third constraint derives from both the Ohio Constitution and the Ohio Revised Code. Article XII, Section 11, of the Constitution **requires that any political subdivision incurring debt must provide for the levying of taxes** sufficient to pay principal and interest on that debt. Section 2 of the same Article and Section 5705.02 of the Ohio Revised Code limits to ten mills (one mill equals \$1 of tax for each \$1,000 of assessed valuation) for the amount of taxes that may be levied without a vote of the citizens.

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

include Cuyahoga County, various municipal corporations, school districts, and townships within the taxing district.

At 8.6391 mills, total outstanding debt issued by various public entities within the County exceeds the un-voted ten-mill limit, restricting the Authority's ability to issue any General Obligation Bonds. The Authority's ability to issue more general obligation debt remains limited under the third constraint, in that the total outstanding debt issued as of year-end 2023 by various public entities within the County exceeds the un-voted ten-mill limit.

OPERATING IMPACTS

A benefit of considering the Operating and Capital Budgets concurrently is the ability to gauge the impact of Capital Improvement decisions on the Operating Budget. Financial requirements and programmed activities within the Authority's capital program will impact the 2024 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 2024 are \$17.5 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 2024, 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 2024 General Fund or Operating Budget are supported by \$4.03 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 2024-2028 Capital Improvement Plan (CIP) totals \$686.80 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 2024 CIP, four categories comprise 88.17% of the combined \$146.3 million capital budget appropriations. Rail Car Replacement Program represents 29.05%, Rail Projects represent 26.62% followed by Facility Improvements at 16.74%. Buses represent 15.77%. A detailed breakdown is contained within Figure 45: Age Distribution of Primary Facility and Figure below.

2024 - 2028 COMBINED CAPITAL IMPROVEMENT PLAN						
Combined Budget Authority						
PROJECT CATEGORY	2024	2025	2026	2027	2028	TOTAL 2024-2028
Bus Garages	\$3.9	\$0.0	\$2.2	\$0.5	\$0.0	\$6.6
Buses	\$23.1	\$23.1	\$23.1	\$23.2	\$23.2	\$115.7
Equipment & Vehicles	\$5.2	\$21.6	\$26.0	\$16.2	\$16.0	\$85.1
Facilities Improvements	\$24.5	\$13.8	\$26.6	\$13.9	\$7.1	\$85.8
Other Projects	\$5.9	\$33.3	\$18.3	\$2.8	\$2.8	\$63.2
Preventive Maint./Oper. Reimb.	\$1.0	\$1.7	\$5.3	\$6.0	\$13.0	\$27.0
Rail Car Program	\$42.5	\$34.5	\$20.5	\$13.8	\$14.3	\$125.5
Rail Projects	\$38.9	\$49.2	\$27.6	\$37.3	\$22.2	\$175.2
Transit Centers	\$1.3	\$0.3	\$0.4	\$0.4	\$0.4	\$2.7
TOTALS	\$146.3	\$177.5	\$149.9	\$114.1	\$99.0	\$686.8

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 54: 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 2024 will include \$17.5 million of programmed transfers from the General Fund and investment income is budgeted at \$100,000.

Budgeted FY 2024 expenditures within the RTA Capital Fund include \$2.3 million for Asset Maintenance, \$1.7 million for Routine Capital, and a \$14.5 million transfer into the RTA Development Fund for use on providing the local match on grant awards and 100% locally funded projects.

RTA Routine Capital Balance Analysis

	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Revenues						
Investment Income	\$ 141,345	\$ 65,000	\$ 232,400	\$ 100,000	\$ 100,000	\$ 100,000
Transfer from General Fund	44,725,757	21,866,868	21,866,868	17,483,041	18,180,958	20,775,939
Total Revenue	44,867,102	21,931,868	22,099,268	17,583,041	18,280,958	20,875,939
Expenditures						
Capital Outlay						
Asset Maintenance	1,390,887	2,410,000	1,081,292	2,310,000	2,410,000	2,310,000
Routine Capital	1,677,277	1,637,734	1,198,712	1,718,921	1,627,524	1,636,353
Total Capital Outlay	3,068,164	4,047,734	2,280,004	4,028,921	4,037,524	3,946,353
Other Capital Expenditures						
Transfer to RTA Development Fund	43,228,465	19,500,000	19,500,000	14,500,000	14,000,000	17,000,000
Total Other Capital Expenditures	43,228,465	19,500,000	19,500,000	14,500,000	14,000,000	17,000,000
Total Expenditures	46,296,629	23,547,734	21,780,004	18,528,921	18,037,524	20,946,353
Net Increase (Decrease)	(1,429,527)	(1,615,866)	319,264	(945,880)	243,434	(70,414)
Beginning Balance	8,921,215	7,491,688	7,491,688	7,810,952	6,865,072	7,108,506
Projected Ending Balance	\$ 7,491,688	\$ 5,875,822	\$ 7,810,952	\$ 6,865,072	\$ 7,108,506	\$ 7,038,092

Figure 54: RTA Routine Capital Balance Analysis

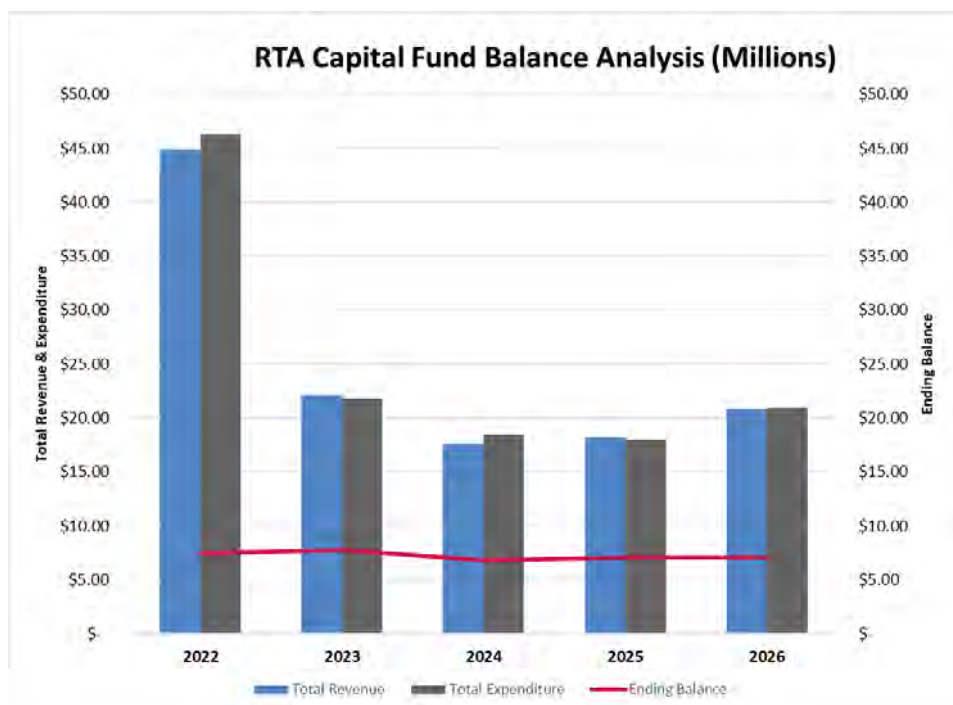


Figure 54: Trend RTA Capital Balance

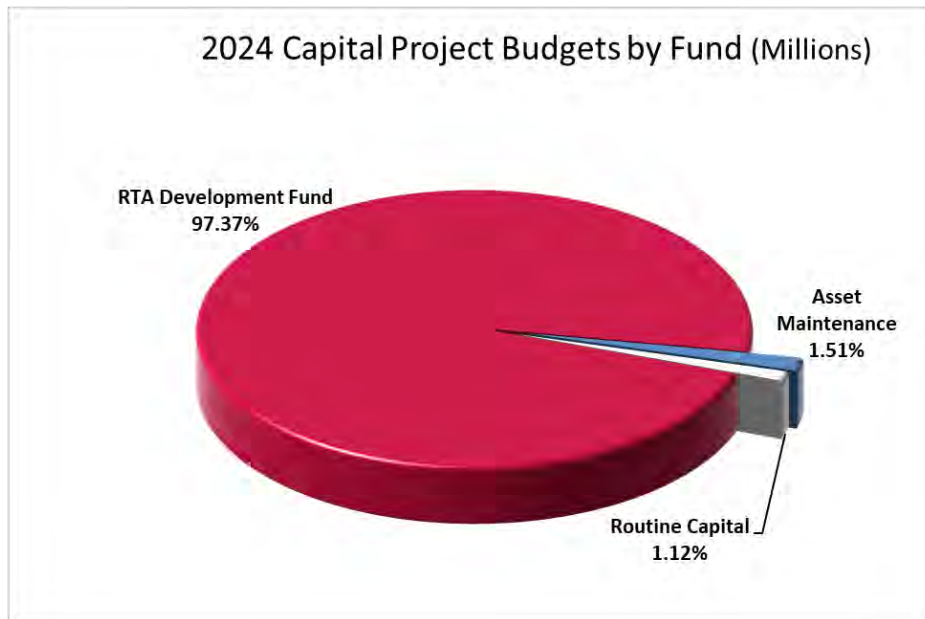


Figure 55: Capital Budget by Fund Distribution

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 2024 budget appropriation for Asset Maintenance projects is \$2.3 million, representing 1.58% of the overall FY 2024 CIP budget as represented in Figure 55: 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							
2024 - 2028 CAPITAL IMPROVEMENT PLAN							
RTA CAPITAL FUND							
ASSET MAINTENANCE (FACILITIES) PROJECTS							
Department / Project Name	Project Number	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2024-28 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
		\$950,000	\$950,000	\$950,000	\$950,000	\$950,000	\$4,750,000
67	OFFICE OF MGT. & BUDGET						
Energy Retrofits	P32675139	\$0	\$100,000	\$0	\$100,000	\$0	\$200,000
Asset Maintenance Contingency	P49995059	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,500,000
		\$700,000	\$800,000	\$700,000	\$800,000	\$700,000	\$3,700,000
TOTAL ASSET MAINTENANCE		\$2,310,000	\$2,410,000	\$2,310,000	\$2,410,000	\$2,310,000	\$11,750,000

Figure 56

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 57, the budget appropriation for Routine Capital projects accounts for \$1.72 million, or 1.17%, of the 2024 CIP Budget. The greatest portion of the FY24 budget appropriation for Routine Capital projects is within the Operations Division, which has \$350,000 programmed for the non-revenue vehicle replacement program. There is \$215,000 for technology related equipment replacement, \$205,000 for Security Improvements, \$70,000 for office equipment/furniture, and the remaining contingency.

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
2024 - 2028 CAPITAL IMPROVEMENT PLAN
RTA CAPITAL FUND**

ROUTINE CAPITAL (EQUIPMENT) PROJECTS

	Project Number	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2024-28 Total
31 Paratransit							
Rail District Equipment Pool	P47320249	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
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	\$0	\$0	\$0	\$0	\$0	\$0
Taser Replacement Program	New	\$0	\$0	\$0	\$0	\$0	\$0
		\$205,000	\$205,000	\$205,000	\$205,000	\$205,000	\$1,025,000
35 Service Management							
Equip/Furniture Pool	New	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$350,000
		\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$350,000
39 Fleet Management							
Non-Revenue Vehicle Imp. Program	P46390209	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Fleet Management Equipment Pool	P47390449	\$0	\$0	\$0	\$0	\$0	\$0
		\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
46 Hayden District							
Hayden District Equipment Pool	P47460169	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
49 Triskett District							
Triskett District Equipment Pool	P47490159	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
ESMS Implementation Support	New	\$0	\$0	\$50,000	\$50,000	\$0	\$100,000
		\$0	\$0	\$50,000	\$50,000	\$0	\$100,000
61 Information Technology							
IT Systems Development Pool	P42611209	\$130,000	\$130,000	\$150,000	\$150,000	\$150,000	\$710,000
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	\$45,000	\$45,000	\$45,000	\$205,000
		\$215,000	\$215,000	\$245,000	\$245,000	\$245,000	\$1,165,000
62 SUPPORT SERVICES							
		\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0	\$0
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		\$1,340,000	\$1,340,000	\$1,420,000	\$1,420,000	\$1,370,000	\$6,890,000
RTA CAPITAL FUND TOTAL		\$1,340,000	\$1,340,000	\$1,420,000	\$1,420,000	\$1,370,000	\$6,890,000

Figure 57

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 is projected at \$1.0 million in 2024.

In 2023, \$19.5 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 \$14.5 million for FY 2024.

RTA Development Fund Balance Analysis

	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2025 Plan	FY 2026 Plan
Revenues						
Federal / State Revenues						
Federal Capital Grants	\$ 37,378,379	\$ 64,062,635	\$ 53,677,554	\$ 71,876,582	\$ 72,393,400	\$ 48,219,950
Federal Assistance	81,293,421	-	-	-	-	-
State Capital Grants	3,718,546	19,336,598	128,200	41,116,997	66,345,747	45,170,747
Total Federal / State Revenues	122,390,346	83,399,233	53,805,754	112,993,579	138,739,147	93,390,697
Other Revenue						
Investment Income	1,883,389	200,000	5,204,465	1,000,000	1,000,000	1,000,000
Other Revenue	13,513,332	24,225,000	174,937	26,520,794	34,500,000	25,000,000
Total Other Revenue	15,396,721	24,425,000	5,379,402	27,520,794	35,500,000	26,000,000
Transfers						
Transfer from RTA Routine Capital Fund	43,228,465	19,500,000	19,500,000	14,500,000	14,000,000	17,000,000
Transfer from Reserve Fund	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Total Transfers	53,228,465	29,500,000	29,500,000	24,500,000	24,000,000	27,000,000
Total Revenue	191,015,532	137,324,233	88,685,156	165,014,373	198,239,147	146,390,697
Expenditures						
Capital Outlay						
Capital Outlay - Development Fund	41,096,925	135,930,660	71,451,754	142,245,993	173,495,767	145,965,697
Total Capital Outlay	41,096,925	135,930,660	71,451,754	142,245,993	173,495,767	145,965,697
Other Capital Expenditures						
Federal Assistance	81,293,421	-	-	-	-	-
Total Other Capital Expenditures	81,293,421	-	-	-	-	-
Total Expenditures	122,390,346	135,930,660	71,451,754	142,245,993	173,495,767	145,965,697
Net Increase (Decrease)	68,625,186	1,393,573	17,233,403	22,768,380	24,743,380	425,000
Beginning Balance	139,604,021	208,229,207	208,229,207	225,462,610	248,230,990	272,974,370
Projected Ending Balance	\$ 208,229,207	\$ 209,622,780	\$ 225,462,610	\$ 248,230,990	\$ 272,974,370	\$ 273,399,370

Figure 58

Figure 58 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 2024 is expected to begin with a fund balance of \$225.4 million and end at \$248.2 million. The budget is set up 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 58, various funding sources including federal capital grants, state capital grants, and 100% local funds will help support expected expenditures of \$142.2 million in 2024. Of note, the expenditures within the Fund Balance Analysis are presented on a cash basis and represent estimates of the actual cash flow.

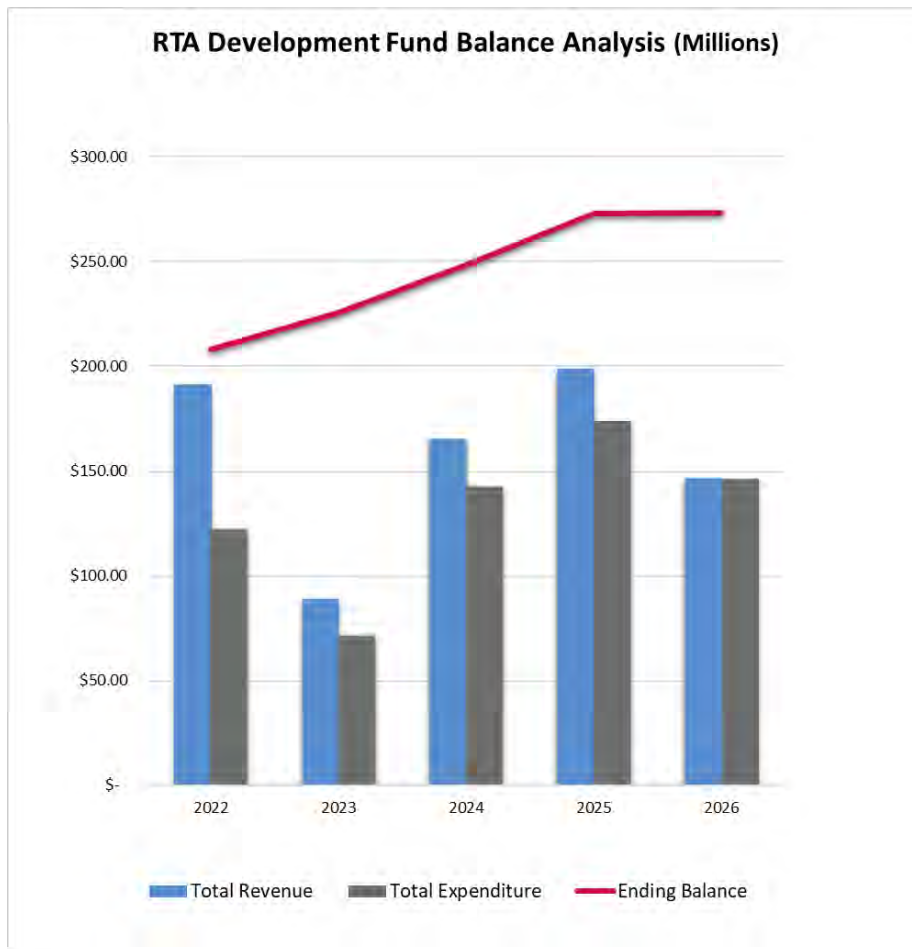


Figure 59: RTA Development Fund Analysis Trend

RTA DEVELOPMENT FUND PROJECTS

The total budget appropriation of \$142.25 million for RTA Development Fund projects accounts for 97.24% of the Authority's CIP budget as allocated for 2024, as seen in Figure. The inclusion of capital projects within this fund is based upon the establishment of



Figure 60: 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 2024. 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 - \$3.9 MILLION

FY 2024 will see improvements to the Hayden District's 40' Lifts and Pivot Gate, Triskett's Bus Wash, Lifts at the Paratransit Facility, and replacement of the CRMF Exterior Wash.

BUS/PARATRANSIT IMPROVEMENT PROGRAMS - \$23.0 MILLION

The 2024 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 up to 20 paratransit vehicles in FY 2024.

FACILITIES IMPROVEMENTS - \$22.2 MILLION

The Facilities Improvements budget consists of appropriations of \$2.25 million for the continuation of HVAC System Improvement Pool, \$6.63 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 \$10.2 million. An additional \$1.0 million has been set aside for State of Good Repairs across the authority and \$1.0 for creation of training space at the Woodhill Garage.

EQUIPMENT & VEHICLES - \$3.5 MILLION

FY 2024 has \$3.35 million programmed for related technology improvements through the Information Technology Program (\$3 million) and IT System Upgrades (\$350,000). Transit Police will continue their Radio Replacement and body worn camera program through 2025 at a cost of \$156,620 per year.

OTHER PROJECTS - \$5.9 MILLION

This project category includes projects with varying scopes of work that do not fall into the other major categories. These projects include \$2.5 million for MetroHealth Line BRT improvements, \$2.0 million budget contingency, and \$1.4 million for planning studies.

PREVENTIVE MAINTENANCE / OPERATING BUDGET REIMBURSEMENTS - \$1.0 MILLION

This category includes the preventive maintenance reimbursements to the General Fund. It includes formula and non-formula grant funded reimbursements for various eligible activities within the General Fund with a 2024 budget appropriation of \$1.0 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 - \$81.4 MILLION

In FY 2024, 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 \$21.5 million for track rehabilitation projects, \$11.75 million for the East 79th Street Light Rail Station, \$2.59 million for Train Control and Signal Upgrades, \$3.10 million for Electrical System Upgrades, and \$500,000 for Rail Spare Parts. \$9.90 million is programmed for Heavy Rail Vehicle Replacement, \$24.09 million is programmed for Light Rail Vehicle Replacement, and \$8.00 million for Rail Car Replacement Infrastructure Modifications.



Figure 61: Light Rail Ongoing Track Rehab

TRANSIT CENTERS / BUS LOOPS – \$1.3 MILLION

The 2024 capital budget includes \$300,000 for various grant funded passenger enhancements throughout the Authority. \$1.0 million is budgeted for repairs of the Stephanie Tubbs Jones Transit Center Canopy. Many of the enhancement funds are allocated for bus shelters, landscaping, and ADA access improvements.

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

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

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

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

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

The Programming and Planning Department has initiated several projects that improve passenger safety and comfort. The Community Partner Investment Program continues to provide communities with resources to improve bus stops and shelters. The program is now being coordinated with a newly branded Adopt a Shelter program. The Light Rail Station Replacement project that upgrades the stations along the Blue and Green Lines has completed design and is being prepared for construction in 2024. The OPT2 grant funded “Baby on Board” program, in partnership with the Cuyahoga Board of Health, provides 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. GCRTA is building on the completion of its Climate Change Plan and Zero Emissions Transition Plan with a Fleet Electrification Study to begin in 2024. GCRTA is pursuing an electric bus pilot and has been chosen for NOACA and Ohio EPA grants for electric car charging at stations.

To improve where and when buses travel, GCRTA continues to monitor the impacts of the system redesign and consider future improvements. In 2023 GCRTA completed a new 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 plans for infrastructure that supports Bus Rapid Transit (BRT). The award winning 25Connects Transit Oriented Development (TOD) study led to a contract for design and engineering of the MetroHealth Line BRT with work to begin in 2024. GCRTA received an FTA grant for a similar TOD study for the future Broadway BRT corridor- to be launched in 2024. 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.

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

Partnering to support vibrant communities and access to job centers was articulated through several projects spearheaded by Programming and Planning, The Microtransit Pilot program provides first/last mile service to connect transit riders with jobs in partnership with the City of Solon and has been expanded in 2023 to serve the Aerozone employment center. In 2024, GCRTA will be implementing 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							
2024 - 2028 CAPITAL IMPROVEMENT PLAN							
RTA DEVELOPMENT FUND - Attachment D							
ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2024	2025	2026	2027	2028	TOTALS 2024-2028
BUS GARAGES							
BUS GARAGES							
Triskett District Bus Wash Replacement FFY 2023 Federal Formula Grants	P224501X0	1,700,000	0	0	0	0	1,700,000
Hayden 40' Lift Replacement FFY 2023 Federal Formula Grant	P22460X30	750,000	0	0	0	0	750,000
Hayden Pivot Gates FFY 2023 Federal Formula Grant	P22460X30	500,000	0	0	0	0	500,000
Paratransit 9 Bus Lifts FFY 2023 Federal Formula Grant	P22460X30	950,000	0	800,000	500,000	0	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	1,350,000	0	0	1,350,000
TOTAL - BUS GARAGES		3,900,000	0	2,150,000	500,000	0	6,550,000

BUS REPLACEMENTS								
BUS IMPROVEMENT PROGRAM								
2024-2026 Bus Replacement Program	66,125,000							
SFY 2024 ODOT CMAQ Grant	10,375,000	P11390X30	22,000,000	0	0	0	0	22,000,000
SFY 2024 ODOT UTP Award	3,670,747							
FFY 2023 Federal Formula Grants	7,933,459							
FY 2024 (TBD)	20,794							
SFY 2025 ODOT CMAQ Grant	10,375,000		0	22,030,747	0	0	0	22,030,747
SFY 2025 ODOT UTP Award	3,670,747							
FFY 2024 Federal Formula Grants	7,985,000							
FY 2025 (TBD)	0							
SFY 2026 ODOT CMAQ Grant	12,200,000		0	0	22,094,497	0	0	22,094,497
SFY 2026 ODOT UTP Award	3,670,747							
FFY 2025 Federal Formula Grants	6,223,750							
FY 2026 (TBD)	0							
2027-2029 Bus Replacement Program	66,125,000							
SFY 2027 ODOT CMAQ Grant	12,200,000		0	0	0	22,158,247	0	22,158,247
SFY 2027 ODOT UTP Award	3,670,747							
FFY 2026 Federal Formula Grants	6,287,500							
FY 2027 (TBD)	0							
TBD - SFY 2028 ODOT CMAQ Grant	12,200,000		0	0	0	0	22,211,997	22,211,997
SFY 2028 ODOT UTP Award	3,670,747							
FFY 2028 Federal Formula Grants	6,341,250							
FY 2028 (TBD)	0							
Sub-Total: Bus Improvement Program			22,000,000	22,030,747	22,094,497	22,158,247	22,211,997	110,495,488
PARATRANSIT REPLACEMENT PROGRAM								
Paratransit Buses-NOACA 5310		P12390170	800,000	800,000	800,000	800,000	800,000	4,000,000
FY 2024 NOACA 5310	800,000							
FY 2025 NOACA 5310	800,000							
FY 2026 NOACA 5310	800,000							
FY 2027 NOACA 5310	800,000							
FY 2028 NOACA 5310	800,000							
Sub-Total: Paratransit Improvement Program			800,000	800,000	800,000	800,000	800,000	4,000,000
BUS SPARE PARTS PROGRAM								
BRT Capital Spare Parts Program		P16390150	266,750	226,750	226,750	226,750	226,750	1,173,750
FFY 2023 Federal Formula Grant	266,750							
FFY 2024 Federal Formula Grant	226,750							
FFY 2025 Federal Formula Grant	226,750							
FFY 2026 Federal Formula Grant	226,750							
FFY 2027 Federal Formula Grant	226,750							
Sub-Total: Bus Spare Parts Program			266,750	226,750	226,750	226,750	226,750	1,173,750
TOTAL - BUSES			23,066,750	23,057,497	23,121,247	23,184,997	23,238,747	115,669,238

FACILITIES IMPROVEMENTS							
BRIDGE REHABILITATION							
Track Bridge Rehab. - Viaduct Bridge Rehab: Phase 2 & 3	P20800460	0	3,750,000	6,900,000	0	0	10,650,000
FFY 2024 Federal Formula Grant			3,750,000				
FFY 2025 Federal Formula Grant			6,900,000				
Track Bridge Inspection Program	P20800270	475,000	0	475,000	0	475,000	1,425,000
FY 2024 Local Funds		475,000					
FY 2026 Local Funds		475,000					
FY 2028 Local Funds		475,000					
Rehab of Track Bridge Ambler Strike Protection	P20800X30	770,000	0	0	0	0	770,000
FFY 2023 Federal Formula Grant		770,000					
Rehab of Track Bridge Canal Road	P20800X60	0	0	850,000	7,150,000	0	8,000,000
FFY 2025 Federal Formula Grant		850,000					
FFY 2026 Federal Formula Grant		7,150,000					
Rehab of Track Bridge over Conrail	P20800X60	5,100,000	0	0	0	0	5,100,000
FFY 2023 Federal Formula Grant		5,100,000					
Tower City East Portal	P20800X60	2,850,000	0	0	0	0	2,850,000
FFY 2023 Federal Formula Grant		2,850,000					
Rehab of Track Bridge Access Rd over NS at CRMF	P20800X60	1,000,000	925,000	11,075,000	0	0	13,000,000
FFY 2023 Federal Formula Grant		\$ 1,000,000.00					
FFY 2024 Federal Formula Grant		\$ 925,000.00					
FFY 2025 Federal Formula Grant		\$ 3,075,000.00					
FY 2024 USDOT Bridge Improvement Pro:		\$ 8,000,000.00					
Sub-Total: Bridge Rehabilitation		10,195,000	4,675,000	19,300,000	7,150,000	475,000	41,795,000
FACILITIES IMPROVEMENTS							
HVAC System Improvement Program	P32800X10	2,250,000	2,250,000	1,250,000	1,175,000	1,175,000	8,100,000
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					
FFY 2027 Federal Formula Grant		1,175,000					
Pavement Improvement Program	P32800X20	1,100,000	1,100,000	1,100,000	1,050,000	1,050,000	5,400,000
FFY 2023 Federal Formula Grant		1,100,000					
FFY 2024 Federal Formula Grant		1,100,000					
FFY 2025 Federal Formula Grant		1,100,000					
FFY 2026 Federal Formula Grant		1,050,000					
FFY 2027 Federal Formula Grant		1,050,000					
Roofing Improvement Program	P32800X20	6,625,000	1,625,000	1,625,000	1,075,000	1,075,000	12,025,000
FFY 2023 Federal Formula Grant		1,625,000					
Bus & Bus Facility		5,000,000					
FFY 2024 Federal Formula Grant		1,625,000					
FFY 2025 Federal Formula Grant		1,625,000					
FFY 2026 Federal Formula Grant		1,075,000					
FFY 2027 Federal Formula Grant		1,075,000					
Elevator Replacements - MOB	New	0	750,000	0	0	0	750,000
FFY 2024 Federal Formula Grant		750,000					
Workforce Development Training Space - Woodhill	New	1,000,000	0	0	0	0	1,000,000
FY 2024 TBD		1,000,000					
SYSTEM-WIDE FACILITIES							
State of Good Repair Projects	P32800290	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
FFY 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					
FFY 2027 Federal Formula Grant		1,000,000					
Sub-Total: System-Wide Facilities		11,975,000	6,725,000	4,975,000	4,300,000	4,300,000	32,275,000
TOTAL - FACILITIES IMPROVEMENTS		22,170,000	11,400,000	24,275,000	11,450,000	4,775,000	74,070,000

EQUIPMENT & VEHICLES								
INFORMATION TECHNOLOGY								
Information Technology Program		P42610X20	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
FFY 2023 Federal Formula	3,000,000							
SFY 2024 OTP2	0							
FFY 2024 Federal Formula	2,000,000							
SFY 2025 OTP2	1,000,000							
FFY 2025 Federal Formula	2,000,000							
SFY 2026 OTP2	1,000,000							
FFY 2026 Federal Formula	2,000,000							
SFY 2027 OTP2	1,000,000							
FFY 2027 Federal Formula Grant	2,000,000							
SFY 2028 OTP2	1,000,000							
IT System Upgrades			350,000	350,000	350,000	350,000	350,000	1,750,000
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							
FFY 2027 Federal Formula Grant	350,000							
MIS-ERP		P44340010	0	15,000,000	15,000,000	5,000,000	5,000,000	40,000,000
FFY 2024 Federal Formula Grant	5,000,000							
FY 2025 TBD	10,000,000							
FFY 2025 Federal Formula Grant	5,000,000							
FY 2026 TBD	10,000,000							
FFY 2026 Federal Formula Grant	5,000,000							
FFY 2027 Federal Formula Grant	5,000,000							
MIS-Revenue Fare Collection-TVM		P44340X10	0	1,500,000	6,000,000	6,000,000	6,000,000	19,500,000
FFY 2024 Federal Formula Grant	1,500,000							
FFY 2025 Federal Formula Grant	6,000,000							
FFY 2026 Federal Formula Grant	6,000,000							
FFY 2027 Federal Formula Grant	6,000,000							
Transit Police Radio / Body Camera Replacement		P44340010	156,620	156,620	0	0	0	313,240
FY 2024 Local Funds	156,620							
FY 2025 Local Funds	156,620							
TOTAL - EQUIPMENT & VEHICLES			3,506,620	20,006,620	24,350,000	14,350,000	14,350,000	76,563,240
OTHER PROJECTS								
OTHER								
Planning Studies (Transportation for Livable Communities)		P49570360	100,000	100,000	100,000	100,000	100,000	500,000
FY 2024 Local Funds	100,000							
FY 2025 Local Funds	100,000							
FY 2026 Local Funds	100,000							
FY 2027 Local Funds	100,000							
FY 2028 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
2024 - 28 (TBD)								
Planning Studies - TOD Broadway		New	540,000					540,000
SFY 2023 - TOD Comp Grant	540,000							
Planning Studies - Barriers to Transit Access Study		New	731,250					731,250
SFY 2023 - Comp Grant	731,250							
Metrohealth Line BRT		P49570.XXX	2,500,000	30,500,000	15,500,000	0	0	48,500,000
FFY 2023 Federal Formula Grant	2,500,000							
FFY 2024 Federal Formula Grant	3,000,000							
SFY 2024 TRAC	15,000,000							
FY 2025 (TBD)	12,500,000							
FFY 2025 Federal Formula Grant	3,000,000							
FY 2026 (TBD)	12,500,000							
NOACA Unserve Areas - 5307 CUA		P51670XX0	0	741,575	741,576	741,576	741,576	2,966,303
FFY 2023 Federal Formula Grant	0							
FFY 2024 Federal Formula Grant	741,575							
FFY 2025 Federal Formula Grant	741,576							
FFY 2026 Federal Formula Grant	741,576							
FFY 2027 Federal Formula Grant	741,576							
TOTAL - OTHER PROJECTS			5,871,250	33,341,575	18,341,576	2,841,576	2,841,576	63,237,553
PREVENTIVE MAINTENANCE/OPERATING REIMBURSEMENTS								
PREVENTIVE MAINTENANCE/OPERATING REIMBURSEMENTS								
Preventive Maintenance Reimb. Exp.		P51670X00	1,001,373	1,740,075	5,252,874	6,022,249	12,975,887	26,992,458
FFY 2023 Federal Formula Grant	1,001,373							
FFY 2024 Federal Formula Grant	1,740,075							
FFY 2025 Federal Formula Grant	5,252,874							
FFY 2026 Federal Formula Grant	6,022,249							
FFY 2027 Federal Formula Grant	12,975,887							
TOTAL - PREVENTIVE MAINT /OPERATING REIMB.			1,001,373	1,740,075	5,252,874	6,022,249	12,975,887	26,992,458

RAIL PROJECTS								
ELECTRICAL SYSTEM								
OCS Replacement and Upgrade Plan		P21320180	2,000,000	2,000,000	2,000,000	0	0	6,000,000
FFY 2023 Federal Formula Grant	2,000,000							
FFY 2024 Federal Formula Grant	2,000,000							
FFY 2025 Federal Formula Grant	2,000,000							
Substation Improvement Program		P2180X00	0	3,937,500	4,000,000	0	0	7,937,500
FFY 2024 Federal Formula Grant	3,937,500							
FFY 2025 Federal Formula Grant	4,000,000							
Rail Complex Underground Cabling			1,100,000	0	0	0	0	1,100,000
FFY 2023 Federal Formula Grant	1,100,000							
Sub-Total: Electrical System			3,100,000	5,937,500	6,000,000	0	0	15,037,500
TRAIN CONTROL / SIGNALS								
Signal System Upgrade Program		P26800X00	1,592,500	3,362,500	4,000,000	4,000,000	4,000,000	16,955,000
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	4,000,000							
FFY 2027 Federal Formula Grant	4,000,000							
Light Rail Fiber Optics			1,000,000	5,625,000	0	0	0	6,625,000
FFY 2023 Federal Formula Grant	1,000,000							
FFY 2024 Federal Formula Grant	5,625,000							
Sub-Total: Train Control / Signals			2,592,500	8,987,500	4,000,000	4,000,000	4,000,000	23,580,000
TRACK REHABILITATION								
Rail Infrastructure Program		P23320X00	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
FFY 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							
FFY 2027 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 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							
FFY 2027 Federal Formula Grant	200,000							
Light Rail Rehabilitation Program		P24800400	15,500,000	15,500,000	15,500,000	0	0	46,500,000
FFY 2023 Federal Formula Grant	6,000,000							
FY 2024 TBD	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	2,000,000	500,000	0	0	17,000,000	19,500,000
FFY 2023 Federal Formula Grant	2,000,000							
FFY 2024 Federal Formula Grant	500,000							
FFY 2025 Federal Formula Grant	0							
FFY 2026 Federal Formula Grant	0							
FFY 2027 Federal Formula Grant	17,000,000							
Light Rail Blue Line Guard Walls & Retaining Walls		P24800X60	1,800,000	0	0	0	0	1,800,000
FFY 2023 Federal Formula Grant	1,800,000							
S Curve Property Acquisition		New	1,000,000	0	0	0	0	1,000,000
FY 2024 TBD	1,000,000							
Track 3 Repairs & CRMF Interior Wash			0	0	900,000	5,925,000.00	0	6,825,000
FFY 2025 Federal Formula Grant	900,000							
FFY 2026 Federal Formula Grant	5,925,000							
Sub-Total: Track Rehabilitation			21,500,000	17,200,000	17,600,000	7,125,000	18,200,000	81,625,000

RAIL STATION REHABILITATION								
W. 25th Street Station Rehab		New	0	1,025,000	0	10,200,000	0	11,225,000
FFY 2024 Federal Formula Grant	1,025,000							
FFY 2025 Federal Formula Grant	0							
FFY 2026 Federal Formula Grant	10,200,000							
E.79th Street Light Rail Station		P24800X60	11,750,000	0	0	0	0	11,750,000
FFY 2023 Federal Formula Grant	1,750,000							
FY 2023 – All Station Accessibility Program	10,000,000							
8 Blue Line Stations		P24800X60	0	16,000,000	0	0	0	16,000,000
FY 2025 ASAP	16,000,000							
8 Green Line Stations		P24800X60	0	0	0	16,000,000	0	16,000,000
FY 2027 ASAP	16,000,000							
Sub-Total: Rail Station Rehabilitation			11,750,000	17,025,000	0	26,200,000	0	54,975,000
RAIL VEHICLE FLEET								
Rail Capital Spare Parts Program		P16390X00	500,000	500,000	500,000	500,000	500,000	2,500,000
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							
FFY 2027 Federal Formula Grant	500,000							
Rail Line Car/ Rail Work Equipment		P46390XXX	0	4,000,000	0	3,250,000	1,250,000	8,500,000
FFY 2024 Federal Formula Grant	4,000,000							
FFY 2025 Federal Formula Grant	0							
FFY 2026 Federal Formula Grant	3,250,000							
FFY 2027 Federal Formula Grant	1,250,000							
RAIL CAR REPLACEMENT PROGRAM								
2021-2024 HRV Rail Replacement Program		P14390200	9,900,000	0	0	0	0	9,900,000
FFY 2023 Federal Formula Grant	5,900,000							
FY 2024 (TBD)	4,000,000							
2024-2029 LRV Rail Replacement Program		P14390XXX	24,087,500	26,000,000	20,000,000	10,000,000	12,500,000	92,587,500
FFY 2023 Federal Formula Grant	3,087,500							
SFY 2024 OTP2	10,000,000							
FY 2024 (TBD)	11,000,000							
FFY 2024 Federal Formula Grant	6,000,000							
SFY 2025 OTP2	10,000,000							
FY 2025 (TBD)	10,000,000							
FFY 2025 Federal Formula Grant	7,500,000							
SFY 2026 OTP2	10,000,000							
FY 2026 (TBD)	2,500,000							
FFY 2026 Federal Formula Grant	10,000,000							
FFY 2027 Federal Formula Grant	12,500,000							
2022-2026 RCRP -Rail Infrastructure Modification Upgrades		P24800XXX	8,000,000	4,000,000	0	0	0	12,000,000
FFY 2023 Federal Formula Grant	8,000,000							
FFY 2024 Federal Formula Grant	4,000,000							
Sub-Total: Rail Vehicle Fleet			42,487,500	34,500,000	20,500,000	13,750,000	14,250,000	125,487,500
TOTAL - RAIL PROJECTS			81,430,000	83,650,000	48,100,000	51,075,000	36,450,000	300,705,000
TRANSIT CENTERS								
Enhanced ADA Access (Enhancement Item)		P49800X00	300,000	300,000	375,000	375,000	375,000	1,725,000
FFY 2023 Federal Formula Grant	300,000							
FFY 2024 Federal Formula Grant	300,000							
FFY 2025 Federal Formula Grant	375,000							
FFY 2026 Federal Formula Grant	375,000							
FFY 2027 Federal Formula Grant	375,000							
Stephanie Tubbs Jones Canopy		P30800030	1,000,000	0	0	0	0	1,000,000
FFY 2023 Federal Formula Grant	1,000,000							
TOTAL - TRANSIT CENTERS			1,300,000	300,000	375,000	375,000	375,000	2,725,000
TOTAL RTA DEVELOPMENT FUND			142,245,993	173,495,767	145,965,697	109,798,822	95,006,210	666,512,489
TOTAL RTA CAPITAL FUND			4,028,921	4,037,524	3,946,353	4,263,730	4,007,150	20,283,678
TOTAL CAPITAL IMPROVEMENT PLAN			146,274,914	177,533,291	149,912,050	114,062,552	99,013,360	686,796,167



Greater Cleveland
Regional Transit Authority