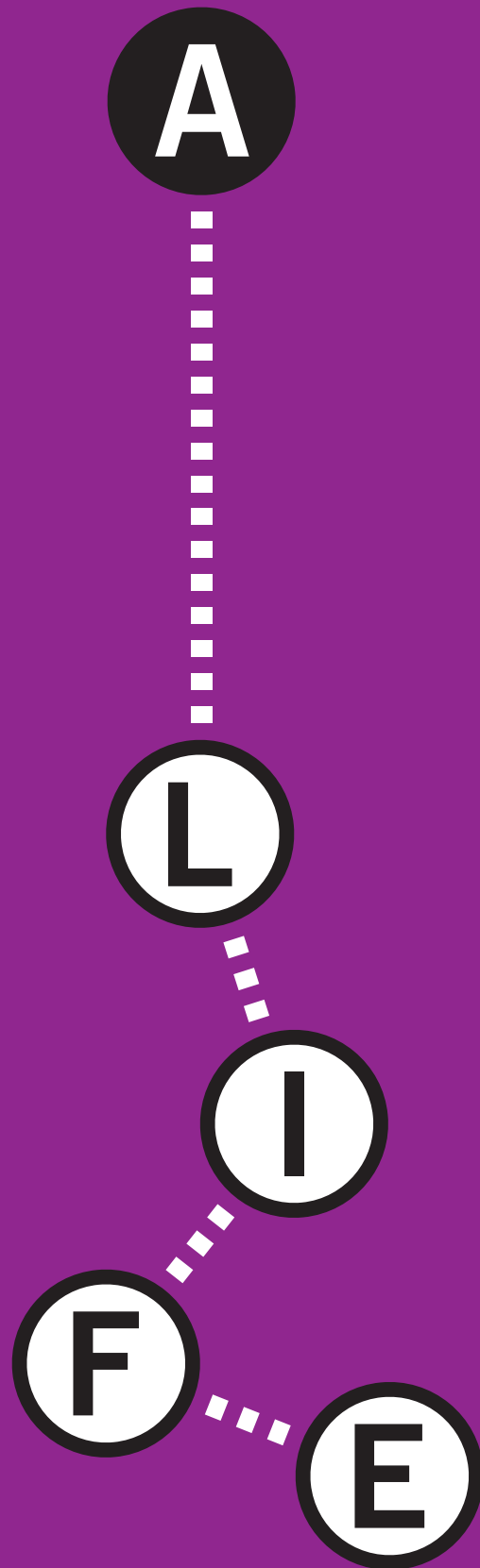


Greater Cleveland
Regional Transit
Authority

Operating and
Capital Budget
for the Year
2015



From point



RTA connects the dots.

Greater Cleveland Regional Transit Authority

2015 Adopted Budget Plan

**President - Board of Trustees
George F. Dixon, III**

**CEO/General Manager and Secretary-Treasurer
Joseph A. Calabrese**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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January 1, 2014

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The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Greater Cleveland Regional Transit Authority for its annual budget for the fiscal year beginning January 2014.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

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Rail District	Dennis Rehfuss
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Transit Police	John Joyce
Service Management	Alan Erenrich
Service Quality Management	Richard Newell
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Pass Thrus	Michael York, DGM
Hayden District	Dr. Floun'say Caver
Triskett District	Catherine Eaton

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Internal Audit	Anthony Garofoli, Executive Director
Marketing & Communications	Stephen Bitto
Information Technology	Peter Anderson
Office of Management & Budget	Gale Fisk, Executive Director

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Stephen Bitto & Co.

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2015 TRANSMITTAL LETTER

To: George F. Dixon III, President,
and Members, Board of Trustees

Date: November 18, 2014

From: Joseph A. Calabrese, CEO 
General Manager / Secretary-Treasurer

Subject: 2015 Transmittal Letter

EXECUTIVE SUMMARY

I am pleased to report that 2014 was yet another successful year at the GCRTA. Once again the Authority was highly recognized on a national and international level for its best-in-class accomplishments. In 2014 we took the rare opportunity to kick-back and re-evaluate our mission and vision and have a solid and well thought out path ahead to assure we remain on the right track.

As RTA continues to manage our significant state-of-good-repair infrastructure program, we were joined by Acting FTA Administrator Therese McMillian for the ribbon-cutting of the award winning Cedar/University Red Line Station. We also announced our second major “naming-rights” sponsorship which was for the Clifton Blvd. “Cleveland State Line” which will be completed and serving customers by year end. Work continued on the much anticipated Little Italy/University Circle Red Line Station and a ground breaking held for the Lee/Van Aken Blue Line Station.

Now six years after its inaugural journey, the Euclid Corridor HealthLine is still considered the international gold standard. In 2014, we continued to share our success with dozens of transit systems and municipal leaders from around the globe. Nationally recognized publications, such as the *New York Times*, *CNN* and the *Washington Post*, continue to tout the fact that our \$200 million project has leveraged billions of dollars of public and private investment.

RTA was instrumental in the attraction and success of game-changing major special events, such as the Gay Games (GG9), and played a major supportive role in attracting the Republican National Convention for 2016.

During 2014, RTA:

- Was a proud benefactor of the Cleveland Foundation in their sponsorship of a free-day on RTA that saw a 25% increase in ridership.
- Initiated a U-Pass Program with Tri-C and extended the U-Pass program with CSU with an impressive 93% vote of approval by the students
- Identified as driving the urban vision,
- Hosted Vice President Biden at the RTA Rail District to discuss infrastructure needs
- Recognized employers of distinction with the first ever “Smart Commute Awards”
- Launched the “Ohio City Connector”
- Continued on our journey towards the Baldrige Award of Excellence.

2015 TRANSMITTAL LETTER

We entered 2014 with optimism as the general understanding of the important and critical role that public transit plays in the health and vitality of a community.

During the past six years, GCRTA has gone through three economic cycles: underperforming revenue, recession, and recovery. Sales Tax for 2014 dropped to 2.4% from the 4.6% increase in 2012. This may well portend the start of a fourth cycle. Between 2001 and 2008, Sales Tax was underperforming with 1% growth. To create even more financial stress, diesel fuel prices rose dramatically increasing annual costs by millions of dollars. Service was reduced, fares were increased, and capital projects were deferred. The Great Recession had a major impact on the 2009 operating and capital budgets. Sales Tax collections plummeted by 11%, nearly \$19 million. Unemployment jumped up and ridership dropped by 13%, costing another \$5 million in revenue. This \$24 million revenue plunge required swift and decisive action. Additional service was cut, fares were again increased, positions were eliminated, and most vacant positions were not filled. Union employees received no pay increases while non-bargaining employees took a 3% salary cut. Revenue was augmented with new temporary grants, of which the American Recovery and Reinvestment Act (ARRA) provided \$46 million, and reimbursed expenditures were maximized. GCRTA used some of these funds to support operations. The largest portion was used to fund badly needed capital infrastructure. GCRTA ended the year with an operating fund balance of less than \$2.9 million, only about 3.5 days operating funds. The margin was slim but the Authority had survived this historic downturn.

In response to reduced revenues, in 2010 a 12% service cut was implemented, Harvard Garage was closed, 245 positions were eliminated and temporary fare increases were made permanent. The fuel hedging Energy Price Risk Management Program was implemented and diesel costs were reduced by \$9.4 million. An Energy Management program was initiated to reduce electricity costs resulting in a savings of \$1.6 million. The totality of actions reduced operating expenses by \$30 million. Sales & Use Tax revenue began to recover. The end of the year, operating balance jumped to a 30-day operating reserve with a balance of about \$20 million. In 2011, operating expenses were again under budget and finished the year less than the 2005 expenditures. Because action was taken in 2008, 2009 and 2010, fare increases and service cuts were not needed in 2011. The recovery of sales tax revenue continued and RTA reached 2008 collection levels by year end, a total of \$173 million. Reimbursed expenditures were lowered, making more funds available for the Capital Budget and the year-end balance was \$36.4 million.

Union negotiations were settled with an innovative contract that tied pay increases, up to 3%, to prior-year revenue increases for Passenger Fares and Sales & Use Tax. All personnel received a 3% wage increase in 2012. Service was increased to reduce overcrowding. Reimbursed expenditures were lowered to \$17 million and capital expenditures were increased. Sales tax collections increased by 4.75% allowing the end of year operating balance to increase to \$38.2 million. The trend continued in 2013 as Sales Tax increased by 4.6% to \$189.6 million. Reimbursed preventive maintenance was lowered to \$13.5 million and badly needed capital projects were funded and progress was made towards state of good repair. A 3% pay raise was again paid to all employees. Service was again increased slightly. Budget execution was strong and the original ending fund balance was increased from \$17.2 million to \$36.3 million.

2015 TRANSMITTAL LETTER

Through the first 3 quarters of 2014, Sales and Use Tax revenue has increased by only 2.4% and has been very inconsistent from month to month. Expenses are increasing more rapidly than can be sustained. While negotiations with ATU continue, the FOP has agreed to a new contract continuing to match future salary raises to revenue increases for Passenger Fares and Sales & Use Tax. While execution has been excellent and has doubled the budgeted year-end balance, the fund balance is going to drop by \$8 million to \$28.3 million. These results are negative for the budget and may indicate the possible start of the next cycle. These factors were considered in the formulation of the 2015 budget. Along with that, RTA has established a new Strategic Plan for 2015-2025 and has set aggressive goals. Actions to improve will continue but careful and cautious budgeting and execution will be needed to balance operations and service levels with capital requirements and state of good repair.

For more than a dozen years, RTA has been an exemplary benchmark for other transit systems. One factor is the demonstrated strategy of sound financial management as previously discussed. GCRTA has proven it can be fiscally agile in difficult times and in good times. TransitStat, the data-driven performance management initiative GCRTA implemented in 2007, has been a major factor in reducing costs over the past seven years. TransitStat is the means to evaluate processes and implement improvements. Since its inception six years ago, TransitStat projects have reduced costs by more than \$55 million by reducing the costs of overtime, inventory, fuel, electricity, towing, accident claims, and workers compensation. Beyond that, operational enhancements improved service to customers. These actions helped the Authority survive one of the worst financial periods this community has experienced in the last fifty years and then transition to a sustainable enterprise. Action must now be taken to maintain a sustained position and then meet the next set of demands.

The Board of Trustees' first review of the 2015 Capital Budget took place on August 5 and the Capital Appropriation for 2015 was authorized on August 19, 2014 allowing the Authority's Capital Budget to be better aligned with the Federal fiscal calendar. The committee will deliberate issues on the Operating Budget at a meeting on November 18, 2014 and again on December 2, 2014. Public Hearings will be held on December 2, 2014 at 9:00 AM and on December 16, 2014 at 9:00 AM. At the Committee meeting on December 2, 2014, the Finance Committee is expected to make a recommendation to the full Board of Trustees to adopt the proposed 2015 Operating and Other Funds Budgets. Adoption will be considered at the December 16, 2014 Board Meeting.

The Operating Budget includes resources to fund rail, bus, and Paratransit services. The Capital Budget provides resources for rehabilitation and maintenance of equipment and facilities. In preparing the 2015 Operating Budget, staff developed Fund Balance Analysis statements for each major fund group, which summarize financial activity and ending balances. The Finance, Operations, and Planning and Development Committees will review major revenue and expenditure assumptions and trends, financial policy objectives, service and employment levels, and strategic initiatives. The capital projects included in the 2015 – 2019 Capital Improvement Plan (CIP) have already been reviewed and approved on August 19, 2014. If changes are required, the appropriation will be amended in the 2015 Budget.

2015 TRANSMITTAL LETTER

The 2015 appropriation for operating expenditures totals \$255,115,882, a 3% increase compared to the \$247,797,810 appropriated for 2014. Based on Sales Tax Revenue and Fare Revenue increases in 2014, a 2.4% wage increase has been calculated for 2015. The Budget includes \$182.8 million for Personnel Services: providing salary, overtime, and fringe benefit resources needed to fund 2,344.5 positions. The authorized employment level for 2015 is a decrease of 4.0 positions from the 2,348.5 in the 2014 budget, although 5 positions that are added are temporary until the HRV Interior Overhaul is completed.

Personnel Services costs are \$3.5 million higher than the 2014 budgeted amount. This is due to the 2.4% wage increase, step increases and increased fringe benefits. Other expenditures have increased by about \$3.0 million compared to the 2014 Budget. This is due to increased costs for contract services. Operating expenses for 2014 are projected to finish the year at \$242,011,806, about \$5.8 million under budget while total expenditures are expected to be about \$7.0 million under budget.

The establishment and execution of the Operating Budget has an impact on the Capital Budget. A strategic objective has been to keep reimbursed preventive maintenance under \$20 million allowing GCRTA to establish the capital program needed to maintain the extensive infrastructure required for a public transportation entity of the size. Over the next five years nearly 200 buses need to be replaced to properly maintain the fleet at a cost of \$100 million. About \$100 million will also be needed for rail track maintenance and ADA Key Station reconstruction. This must be done to maintain the Authority's assets in a State of Good Repair (SOGR). The wise use of ARRA funds and the improved financial status of the Authority have improved its ability to execute strategic initiatives for both operating and capital programs. The Authority must continue to focus on state of good repair maintenance, rehabilitation and construction projects and the need to provide customers with safe and dependable service. That strategy will become increasingly difficult if Sales and Use Tax revenue establishes a new level of only 2% increases.

The actions taken over the last six years have greatly improved the financial position of RTA. These funds have helped protect the Authority from possible downturns in future revenue, however, these additional funds are being stressed as Sales Tax appears to be trending toward lower increases. Reimbursement for Capitalized Operating Assistance has been drastically lowered making more grant funds available for Capital Projects. Maintaining this strategy may become increasingly difficult.

RTA has used TransitStat as a tool to reduce costs and improve service. The authority intends to continue on the improvement journey and has now joined The Partnership for Excellence to further accentuate that goal and execute its newly established Strategic Plan. The strong financial position that has been achieved must now be maintained. If so, GCRTA will be prepared to meet the demands placed on a first class transit property for the City of Cleveland, now and into the future. Maintaining that position may once again mean difficult choices must be made.

2015 TRANSMITTAL LETTER

A STRATEGIC APPROACH TO THE BUDGET

In developing the budget as well as developing the business strategy, the Authority derives its direction from the five Policy Goals identified by the Board of Trustees. These Goals, along with the Authority's Mission Statement, are shown below.

GCRTA MISSION

RTA provides safe, reliable, clean and courteous public transportation.

BOARD POLICY GOALS

- I. **CUSTOMER FOCUS:** Provide safe, high-quality service to all customers and support our employees in that endeavor.
- II. **EXPAND AND REORGANIZE SERVICE:** Expand and reorganize service to retain our current riders and attract new riders by providing service that meets customer and community needs.
- III. **PREPARE FOR THE FUTURE:** Prepare for the future by forging new partnerships and strengthening existing ones with the public and private sectors to establish policies, funding, innovations, and technologies that support cost-effective public transportation.
- IV. **IMPROVE FINANCIAL HEALTH:** Improve the agency's financial health through efficient use of resources and the pursuit of new and innovative revenue sources.
- V. **PROVIDE COMMUNITY BENEFITS:** Provide social, economic, and environmental benefits to the community through system improvements and increase community awareness of these contributions.

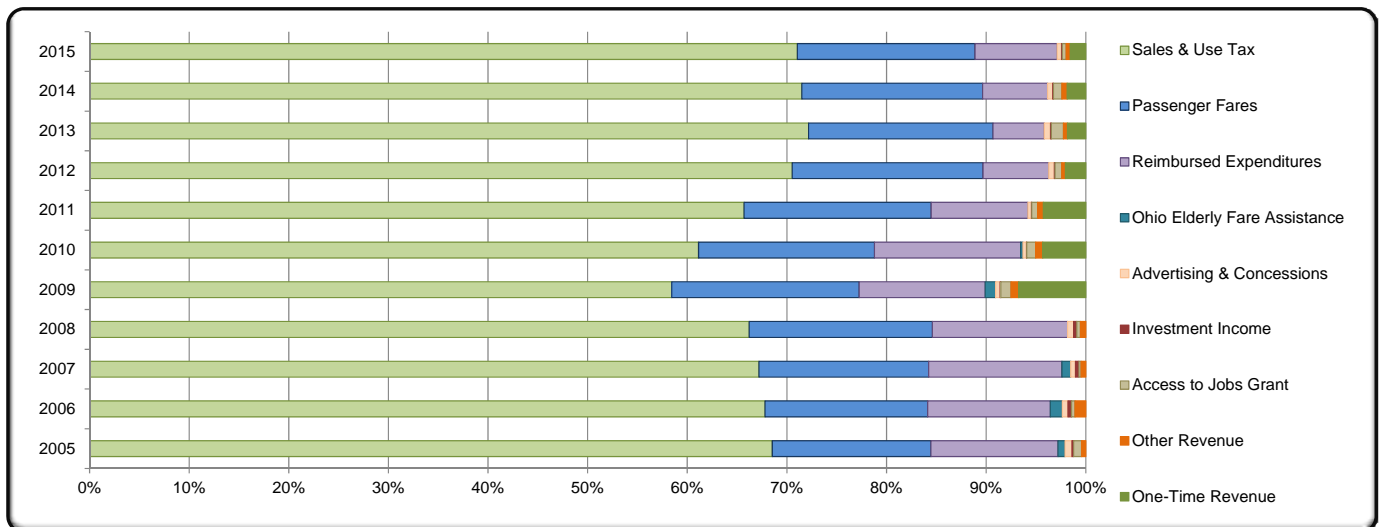
From 2007 to 2011, the business planning efforts were forced to highlight only two of the five policy goals as most critical: **Customer Focus** and **Improve Financial Health**. After 2011, the improved financial status allowed GCRTA to focus on **Preparing for the Future** and **Providing Community Benefits**. In an effort to more effectively transition the strategic planning focus into the 2014 budgeting process, the evaluation of requests and the allocation of funding for 2014 initiatives were linked to the business plan and most directly to these four policy goals. **Expansion** cannot be a priority at this time. Maintaining and reorganizing service to retain the base and attract new customers is certainly an objective.

In addition, RTA conducted a strategic planning initiative this past summer with SWOT exercises and analyses conducted with ten groups totaling over 120 people, including the

2015 TRANSMITTAL LETTER

Board of Trustees and the Citizens Advisory Board. A two-day planning retreat was held with the Executive Management Team and Board participation. That retreat resulted in a new and updated Strategic Plan with ten Vital Few Objectives and ten Change Initiatives for execution over the next 18 months. A new Mission, Vision, and Values have been adopted and are now in deployment. This will encourage greater internal communication and ensure that all RTA employees know what RTA stands for and what its vision is for the upcoming years.

GENERAL FUND



Revenue

The current 2014 estimate projects \$271.9 million in General Fund revenue and total resources of \$308.2 million. This is a \$6.9 million increase in total resources compared to the 2014 budget. This increase is a result of an additional \$5.9 million in carryover available balance at the end of 2013 and an increase of \$1.0 million in various revenue streams.

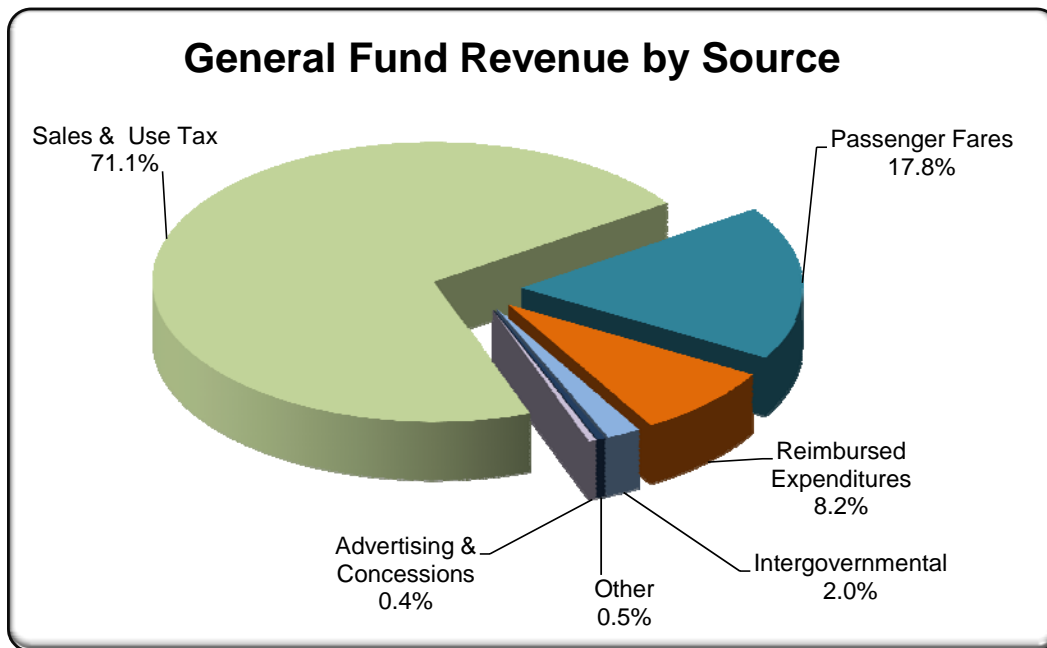
The chart above shows the percentage of each revenue stream from 2005 through 2015. In 2005, Sales & Use Tax was about 70% of the Authority's revenue but was slowly declining as Passenger Fares and Reimbursed Expenditures increased. In 2009, the Sales & Use Tax plummeted due to the Great Recession and became less than 60% of the total revenue. One-time grants, sent by the State and Federal Government helped to lessen the effects of the service reduction. Without these funds, the Authority would have seen more drastic reductions in service. Managed Care was added to the Sales & Use Tax base in late 2009. In 2010, the Sales & Use Tax rebounded by 5.6%, and the one-time grants lessened. The Sales & Use Tax and Passenger Fare Revenues both grew in 2011 and 2012, and reimbursed expenditures were reduced to cover needed capital projects. Recoveries from the recessions in 2001 and again in 2009 have been extremely slow in the Cleveland region. With the Sales & Use Tax increasing from 2010 through 2013, this enabled RTA to become less reliant upon one-time funding and reimbursed expenditures. In 2014 and 2015, the percentage growth of Sales & Use Tax has been declining, from 2.5% in 2014 and an

2015 TRANSMITTAL LETTER

anticipated 2.2% in 2015. Receipts received in 2014 have been inconsistent not only by month, but also by the categories that make up the total. This is concerning because Reimbursed expenditures has had to increase slowly, pulling needed funding away from capital projects.

The chart below shows the percentage of each revenue stream for 2015. Sales & Use Tax has remained above 70% of total revenue, at 71.1%, although decreasing from prior years; 71.8% in 2013 and 71.5% in 2014. Passenger Fares is 17.8% of total revenue and has been slowly decreasing over the past few years as well; from 18.4% in 2013 and 18.1% in 2014. Reimbursed expenditures slowly increased over the past few years, from 5.8% in 2013 and 6.5% in 2014 to 8.2% in 2015. Total revenue for 2015 will increase to \$279.7 million. The increase comes from projected increases in Sales Tax and Reimbursed Expenditures. Total Resources will increase to \$308.0 million including the projected carry forward from 2014 of \$28.3 million.

The key to any budget is a realistic estimate of revenues that will be available to support operations. This is particularly true of a public entity such as a transportation authority, which can only provide the level of service that revenues will support. The General Fund Balance Analysis included as Attachment A, presents the 2015 Operating Budget in summary. The specific assumptions and calculations for the revenues included there are as follows:



Passenger Fares

\$49.9 Million

Rationale:

Ridership through September 2014 was 0.9% below the same period in 2013. Weather was a factor in the first quarter of 2014, where 62.6 inches of snowfall was recorded. This is up from 2013, where 35.9 inches was recorded during the same time.

2015 TRANSMITTAL LETTER

In January and February alone, 40 out of 59 days recorded highs under 32 degrees and 50 out of 59 days recorded lows under 32 degrees. Many schools surpassed the allocated amount of snow days, while parents had to find alternative care for their children. Ridership during the first quarter was down 5.6% compared to 2013. In the second quarter, ridership increased by 1.8%, compared to 2013 levels. By the end of the second quarter, overall ridership was down by 1.9%, compared to 2013; and by the end of the third quarter, ridership was down by only 0.9%.

Paratransit ridership continues to grow steadily. Through the third quarter 2014, Paratransit ridership has increased 7.7%, compared to the same period in 2013, an increase of over 40,200 passengers. In the three months of the third quarter, Bus and HealthLine ridership increased by 3.2% above 2013 levels. During the third quarter, Cleveland hosted the Gay Games. These events helped to increase ridership, as RTA, Akron Metro, and LakeTran all provided ridership to the athletes, coaches, and spectators.

The Cleveland Metropolitan School District (CMSD) received service at the beginning of the school year. The new agreement was approved by the Board in October 2013 and \$3.8 million in revenue was expected in 2013 to cover costs remaining from 2012-2013 and for passes and tickets for the 2013-2014 school year. A payment from CMSD for 2013 was actually received in January 2014. For the 2014-2015 school year, RTA received a \$2.9 million payment in September and another \$1.5 million is to be received by December 1, 2014.

For 2015, Passenger Fare revenue is budgeted at 1.2% increase, to \$49.9 million. This revenue stream is expected to increase by 1.2% in 2016 and 2017, at \$50.5 million and \$51.1 million, respectively.

Sales & Use Tax Revenue

\$198.7 Million

Rationale:

The economic crisis in late 2008 and 2009 had unparalleled effects on Sales & Use Tax revenue and across the entire U.S. GCRTA experienced an historic decline from \$173.6 million in 2008 to \$154.6 million in 2009. Late in 2009 the State Legislature added Managed Care to the Sales Tax base. For 2010 collections jumped to \$163.2 million, \$5 million of which were from the added Managed Care and \$3.6 million was due to an improved economy. For 2011, collections continued to be above expectation, ending the year at \$173.2 million. The pace continued in 2012 and collections increased by \$8 million to \$181.2 million. The budget for 2013 was \$185.3 million and collections for 2013 were near budget for the first six months of the year but then increased markedly in the second half of the year. The total collection for 2013 was \$189.2 million, a 4.6% increase.

The budget for 2014 was \$194.1 million and collections have been inconsistent; down one month and up the next, see the chart on the next page. The projection at the end of the third quarter is \$194.4 million, a 2.4% increase. This inconsistent pattern does not instill confidence in likely collections for 2015. RTA is projecting a 2.2% increase to \$198.7 million.

2015 TRANSMITTAL LETTER

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY										
SALES AND USE TAXES										
ACTUAL RECEIPTS										
Month Received	2013 Actual	2014 Budget	2014 Actual	2014 vs. 2013 Month % Change	2014 Month Actual vs 2014 Month Budget	2013 YTD Actual	2014 YTD Budget	2014 YTD Actual	2014 vs 2013 YTD % Change	2014 YTD % EST Variance
January	\$15,066,994	\$15,420,796	\$14,987,634	(0.53%)	(2.81%)	\$15,066,994	\$15,420,796	\$14,987,634	(0.53%)	(2.81%)
February	\$14,435,414	\$14,774,385	\$15,953,485	10.52%	7.98%	\$29,502,408	\$30,195,181	\$30,941,119	4.88%	2.47%
March	\$19,098,370	\$19,546,836	\$18,755,924	(1.79%)	(4.05%)	\$48,600,778	\$49,742,017	\$49,697,043	2.26%	(0.09%)
April	\$13,478,691	\$13,795,197	\$14,296,188	6.07%	3.63%	\$62,079,469	\$63,537,214	\$63,993,231	3.08%	0.72%
May	\$13,474,700	\$13,791,112	\$14,740,102	9.39%	6.88%	\$75,554,169	\$77,328,326	\$78,733,333	4.21%	1.82%
June	\$17,463,306	\$17,873,378	\$16,637,176	(4.73%)	(6.92%)	\$93,017,475	\$95,201,704	\$95,370,509	2.53%	0.18%
July	\$15,753,604	\$16,123,529	\$15,869,902	0.74%	(1.57%)	\$108,771,080	\$111,325,232	\$111,240,411	2.27%	(0.08%)
August	\$16,139,261	\$16,518,243	\$16,689,971	3.41%	1.04%	\$124,910,341	\$127,843,475	\$127,930,382	2.42%	0.07%
September	\$17,626,259	\$18,040,157	\$19,061,428	8.14%	5.66%	\$142,536,600	\$145,883,633	\$146,991,810	3.13%	0.76%
October	\$15,859,555	\$16,231,968	\$15,827,787	(0.20%)	(2.49%)	\$158,396,155	\$162,115,600	\$162,819,597	2.79%	0.43%
November	\$15,858,745	\$16,231,139				\$174,254,900	\$178,346,739			
December	\$15,375,745	\$15,736,797				\$189,630,645	\$194,083,536			
TOTAL	\$189,630,645	\$194,083,536	\$162,819,597							

Advertising & Concessions

\$1.2 Million

Advertising Contract

\$1,075K

HealthLine and Cleveland State Lines

\$145K

Total

\$1.2M

Rationale:

The Advertising and Concessions Category consists of two subcategories. The first is the current advertising contract. As the fleet size reduced due to the service reductions in 2008, 2009, and 2010, the advertising contract's annual guarantee shrunk from \$1,000,000 to \$525,000. In 2012, a new advertising contract was established and the contract's annual guarantee rose to nearly \$900,000. The receipts received from the advertising contract have slowly increased over the past few years. For 2015, the advertising contract is budgeted at \$1.1 million. The second subcategory is the naming rights for the HealthLine and the new Cleveland State Line contracts that will net the Authority \$145,000 in 2015. Advertising revenue received through the third quarter 2014 totaled \$1.2 million and revenue is expected to reach \$1.4 million by year end. The 2015 Budget for this category is slightly over \$1.2 million and estimated at \$1.2 million in the out years.

Intergovernmental

\$ 5.5 Million

Federal & State Funding

\$4.4M

Elderly and Disabled Fare Assistance

\$0.0M

Access to Jobs Revenue (JARC)

\$1.1M

Total

\$5.5M

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Rationale:

Temporary State funding helped eliminate the \$24 million gap during the 2008-2009 recession and the financial difficulties in 2010. Expenses were reduced but without the temporary funding from the State of Ohio, the service reductions would have been more severe. That funding has expired. CMAQ funding for the C-Line, L-Line and 9-12 Trolleys will bring in about \$950,000 in 2014 and again in 2015. Operating assistance for our Paratransit operations is expected to total \$4.1 million in 2014 and \$3.1 million in 2015 through assistance from NOACA. NOACA funding for Paratransit Operations was requested and budgeted for 2016 and 2017 at \$2.1 million each year.

In 2009, the Authority received about \$2.8 million from the State of Ohio for elderly and disabled fare assistance for 2008 and 2009. The last disbursement RTA received was for a partial year, totaling \$619,057, through August. In 2011, the State halted all funding in this category for the eight largest agencies and allocated these funds to the small rural authorities. The State has no plans to reinstate the funding for the eight largest agencies.

Job Access and Reverse Commute (JARC) helps GCRTA provide vanpool and reverse commute services consistent with Welfare to Work initiatives. The funds from this source have been very sporadic over the past few years. In 2013, revenue for this category was budgeted at \$2.1 million, drawing receipts through May and a new grant was found for the remainder of the year. In the third quarter 2013, a decision was made to continue drawing receipts through November, increasing the revenue projection to \$3.2 million. The remainder of the receipts will be drawn in 2014, \$2.3 million, and in 2015, \$1.1 million. Federal funding for the JARC program was eliminated in the new Transportation Bill, MAP-21, and no alternate funding was created. Funding to continue the JARC program through the remainder of the year is being sought, however, if no additional funding can be identified, the JARC program will need to end.

Other Revenue

\$1.1 Million

These other sources of revenue include contractor and hospitalization claim reimbursements, rent, salvage sales, and identification card proceeds, among other miscellaneous receipts. The amounts received from these sources have fluctuated over the years, mainly due to one-time settlements and reimbursements. In 2012, nearly \$1.0 million was collected and in 2013, the receipts rose to \$1.2 million. At the end of the third quarter 2014, the projection for this category rose from a budget of \$1.0 million to \$1.4 million. For 2015, the revenue projection is \$1.1 million and remains the same in the out-years.

Investment Income

\$225 Thousand

The available 2012 General Fund cash balances have been improved. The Fed has kept interest rates at all-time lows in an attempt to spur the economy. Income from this source was \$201,267 in 2012 and \$200,188 in 2013. Through the third quarter 2014, Investment Income earned totaled \$156,264.

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This is 117.4% higher than the second quarter and 139.0% higher than the first quarter 2014. The Authority is only receiving 0.46% interest on investments. The Fed has demonstrated it intends to keep interest rates low for at least the next ten years. As a result, the projection for this revenue stream for 2015 is \$225,000 and for 2016 and 2017 is \$250,000 and \$275,000, respectively.

<u>Reimbursed Expenditures</u>	\$23.1 Million
Preventive Maintenance Reimbursements	\$20.1M
Fuel Tax Reimbursement	\$ 1.3M
<u>Reimbursed Labor & Material</u>	<u>\$ 1.7M</u>
Total	\$23.1M

Rationale:

This category is primarily composed of preventive maintenance reimbursements, fuel tax reimbursements, grant funded labor costs, and material reimbursements. In 2009, this category was \$33.5 million, and in 2010 it totaled \$39.2 million due to the inclusion of force account labor from the ARRA projects. Dollars that were needed for capital projects had to be used to sustain operations. For eight years it had been a goal to reduce this reimbursement to less than \$20 million. Underperforming Sales Tax collections from 2001 to 2008 and then the Great Recession in 2009 had made that goal unachievable.

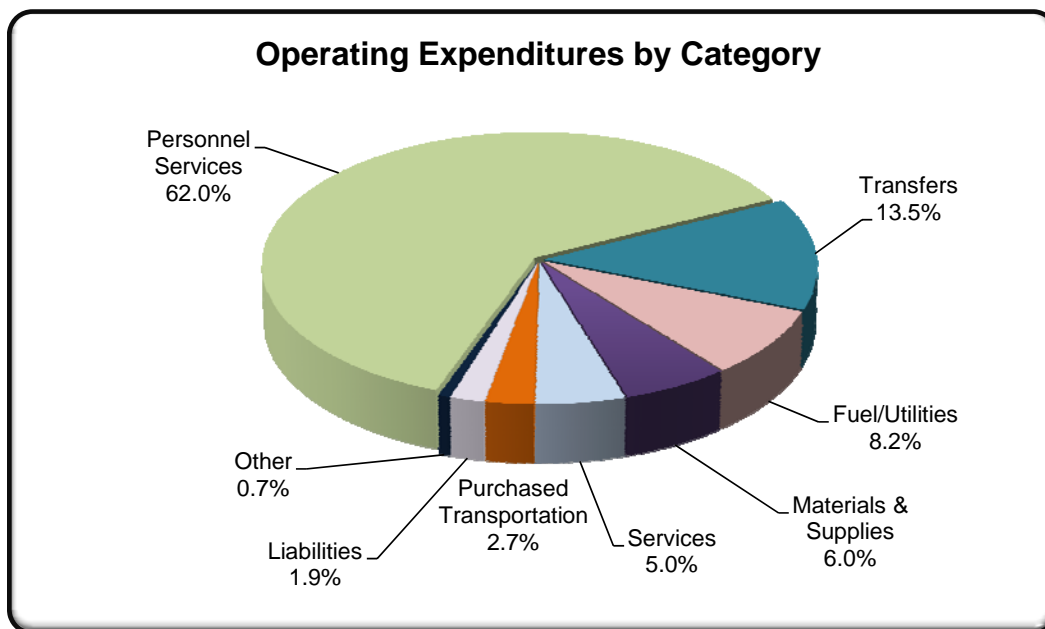
The improved financial position of the Authority in 2011 and 2012 enabled funding from reimbursed expenditures to be reduced. This revenue category was reduced in 2011 to \$25.6 million and in 2012 to \$16.9 million. The improved financial situation means that the Authority does not need to draw as much preventive reimbursement to operate the General Fund. Reimbursed expenditures were \$15.2 million for 2013. For 2014, Reimbursed Expenditures were budgeted for \$18 million and are expected to end the year at \$17.8 million. This means that more funds from formula grants will continue to be available for capital projects. With the implementation of MAP-21 and a reduction in the formula grant amount, this is particularly important.

For 2015, Reimbursed Expenditures were originally budgeted at \$17.5 million for preventive maintenance (PM) reimbursements. An additional \$2.6 million was added to PM reimbursements to get an acceptable budget with the best level of service possible. For 2016 and 2017, \$20.0 million is budgeted for PM reimbursements. Reimbursements for Fuel Tax and Labor & Material remain steady from 2015 through 2017 at \$1.3 million and \$1.7 million, respectively. This category was used to help balance the budget in the past and pressure will be mounting to follow that strategy again as fund balances begin to fall from the levels attained from 2010 to 2014. Raising PM Reimbursement will lower capital funding and will make it difficult to maintain state of good repair.

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Expenditures

The Operating Expenditures for the 2015 budget include the appropriation and expenditure changes as described below. As with revenues, expenditures are estimated not only for the 2015 Budget Year, but also for the two subsequent out years. The General Fund Balance Analysis projections include those out-years to demonstrate the longer-term impacts of various items contained in the 2015 Budget (collective bargaining agreements, service changes, requirements of the Capital Improvement Plan, etc.).



The chart on page 18 summarizes the budgeted increases and reductions in expenditures for 2015. The chart highlights the ardent effort made by management to align the Authority's expenditures with the projected revenue. As a result of the efforts made in 2009 through 2013 to control and reduce expenditures and the improvement in Sales Tax collections, the Authority was able to avoid a service reduction in 2011 through 2014. RTA will not be able to continue the current level of service and a service reduction may need to be implemented in 2015 or 2016 unless additional sources of long-term revenue can be found.

Compensation Issues include the wage and fringe benefit payments consistent with current collective bargaining agreements with the ATU and FOP, vacancy replenishments, as well as expected cost increases associated with health care and the Ohio Public Employee Retirement System (OPERS). The plunge in revenue from the Great Recession of 2008-2009 and Passenger Fare revenue due to high unemployment caused by the recession, meant RTA had to secure wage concessions or become a smaller organization.

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For 28 months GCRTA attempted to negotiate contract agreements with the unions. The contracts for ATU 268 and FOP expired. No concessions were achieved and no wage increases were paid for 2010. An innovative approach for wage increases was approved in the FOP negotiations that tied wage increases for the current year to the increase in revenue for Passenger Fares and Sales Tax from the prior year. Under that contract, wages were tied to these revenues but could be no less than 0% and no more than 3%. On the basis of 2011 revenue, FOP and Non-Bargaining employees received a 3% wage increase in 2012. ATU 268 agreed to this contract concept in March of 2012. They received a \$1,000 payment and a 3% wage increase in 2012. For 2012 and 2013, all personnel received the 3% maximum wage increases. In 2014, Sales & Use Tax is projected to increase by 2.5% and Passenger Fare Revenue is expected to end the year at 1.3%, above the 2013 level. The combined total will increase by 2.4% and all personnel are budgeted to receive a 2.4% increase in 2015. Both contracts ended in early 2014. The FOP has agreed to a new contract continuing to match wage raises to revenue increases. Negotiations with ATU continue. For 2015, 2016 and 2017, Sales Tax and Passenger Fare Revenues are projected to increase by 2.2% and 1.5%, respectively, and the wage increases are calculated to match.

The Health Care contribution increased in 2011 from 12% to 14%. Non-smoking employees received a 1% credit and employees who complete an annual physical also received a 1% credit. Those employees who completed both received a 2% credit on their health care contribution. This credit has also been available from 2012 through 2014 and again in 2015.

In 2012, TranSystems was asked to conduct an assessment of the existing system environment and organizational structure of the Authority. The intent of this assessment was to provide recommendations for improvement and optimization of the technology systems. A business plan was created to include policies, procedures, governance, and support for the recommended improvements.

In September 2012, TranSystems proposed several recommendations, including:

- Creating a new department focusing on ITS (Intelligent Transportation Systems) applications
- Documenting workflows and defining responsibilities to identify gaps and determine system interdependencies
- Upgrade systems and subsystems to the latest version
- Enhancing training opportunities for current systems and applications
- Improving processes to plan, procure, implement, and support ITS technologies
- Validating accuracy and reliability of data generated in the systems
- Developing a business intelligence strategy for information
- Implementing strategies to enhance system utilization
- Developing an enterprise architecture for the ITS environment

During the budget process for 2014, the IT (Information Technology) Department, in the Finance & Administration Division, was moved under the Executive Division. These changes were postponed until the new CIO/Executive Director was hired. The new CIO was hired in mid-2014 and some of the new positions have been filled.

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Since then, the CIO has started the implementation and reorganization of the department. The enhancement of this operation will continue in 2015.

Fuel costs were very volatile in 2008. Fuel is GCRTA's second highest cost area. RTA implemented a better process to purchase fuel to stabilize fuel costs. For much of 2008, RTA worked to establish this new methodology. To get that accomplished, State law had to be changed, which was finalized in September 2008. In January of 2009, the Board of Trustees approved the implementation of an Energy Price Risk Management Program. RTA is now authorized to purchase futures contracts out to a maximum maturity of 36 months up to a maximum of 90% of projected use.

In early 2009, RTA purchased future contracts on 88% of its 2010 fuel requirements and about 25% of the 2011 requirement. As opportunities to purchase at advantageous prices materialized, more fuel futures were purchased. The budget for 2010 was \$9.39 million versus the \$17.4 million paid in 2009. The year ended with costs under \$8 million, \$1.39 million under budget and \$9.4 million below 2009. The net cost/gallon was \$1.76. For 2011, the budget for diesel was \$10.972 million. The actual cost was \$9.954 million. The budgeted cost for fuel for 2012 was \$12.803 million. Actual cost was \$12.114 million.

The Authority buys fuel when prices present a good opportunity. Prices in 2012 started at \$2.90/gallon. By March prices had risen to \$3.54/gallon. In May and June prices dropped significantly to \$2.70/gallon. GCRTA purchased 3.7 million gallons of diesel and filled the remaining hedge requirements for 2012, 80% of 2013 and 55% of 2014. In March of 2013, prices dropped dramatically again and GCRTA bought 2.1 million gallons of fuel. Since then, prices have been very steady but at a higher \$3.00-\$3.10/gallon amount. In August prices dropped to \$2.80/gallon. Prices continued to drop to \$2.48/gallon. RTA bought 5.5 million gallons of fuel hedges and RTA is now completely hedged for 2014 and 2015. Most of the hedges needed for 2016 have also been bought at very favorable prices and 15 contracts for 2017 have been purchased. RTA has locked natural gas prices for 2015, 2016 and the first half of 2017 for the new CNG buses. The combination of these two actions will lower fuel costs in 2015, 2016 and 2017.

Utility Cost Reduction Measures will continue to result in significant savings. The Authority closely reviews utility usage, completely auditing the electricity accounts. In 2009, the Authority went out on the open market and solicited bids for the electricity rate, which resulted in a lowered cost by 2 cents per kilowatt-hour (kWh) and savings of over \$1.127 million. All electricity accounts were reconciled and the meters are read and reset regularly by CEI. These actions further reduced costs by \$504,000. RTA applied for and received rate changes for rail substations that have reduced costs by another \$324,000 annually. Electricity was again bid in May 2011, which again lowered the rate/kWh for three years at a very favorable rate. The TIGGER Energy Retrofit grant has reduced electricity usage at the facilities by more than \$500,000 annually. Cumulative savings from 2009 to 2013 totaled \$10.7 million. A new contract was bid in early 2014 and the provider switched to Direct Energy at about 5.1 cents/kWh. This was a slight increase from the last three years, but lower than the expected cost. Natural Gas for facilities was bid in July 2011, to a very favorable \$4.10/mmbtu and \$4.60/mmbtu with a basic rate of only \$0.37.

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These rates are locked up through 2017. The expanded use of natural gas for buses lowered costs again and was locked through 2017 at \$3.72/mmbta to \$4.10/mmbta and a bases rate of \$0.03.

Transfer to the Insurance Fund

The Insurance Fund is used to account for resources to protect the Authority against future catastrophic or extraordinary losses. The Authority is self-insured in all areas except personal property and equipment. Expenditures in the Insurance Fund are used for extraordinary claims and insurance premiums over \$100,000. Up through 1999, a \$5 million balance was required for the fund balance. Between 2000 and 2003, the fund balance increased to \$7.5 million, and in 2004 through current year, the required fund balance was reduced back to \$5.0 million. In 2009, a transfer from the General Fund of \$3.52 million was made, but due to large claims payments that year, the transfer was not enough to maintain the Insurance Fund at the established balance of \$5.0 million. In 2010, an additional \$3.2 million was transferred from the General Fund that restored the \$5.0 million balance in the Insurance Fund. With the increase in safety measures, claims have declined significantly and the budgeted transfer of \$2.7 million for 2012 was reduced to \$1.0 million. In 2013, a transfer of \$1.4 million was made and in 2014, a transfer of \$2.1 million was budgeted but projected to be reduced to \$1.4 million. For 2015, a transfer of \$1.5 million is anticipated as premiums are expected to remain steady. In the out years of 2016 and 2017, transfers of \$2.4 and \$2.5 million are planned, respectively due to higher premiums and claim payments. Continued safety actions may allow these amounts to be lowered in the future.

Transfer to the Supplemental Pension Fund

The Supplemental Pension Fund was established for payments of benefits relating primarily to certain retired employees of the Authority and predecessor transit systems. Since 1986, the Pension Fund has also been used to account for funds on deposit with the Ohio Public Employees Deferred Compensation Board. The Authority has no control over these funds, but is required to account for them in a trust. As in previous budget years, the 2015 budget estimates that the Supplemental Pension Fund will need transfers of \$100,000 for 2015 and in the following two years in order to maintain the necessary balance within this fund as identified in a bi-annual actuarial study.

Transfers to Capital

In past years this measure, calculated as a percentage of Sales & Use Tax revenue, has remained well above the Board goal of a maximum of 15% due to the significant decrease in Sales and Use Tax revenue that occurred in 2009 and the inclusion of a number of capital grants to reimburse Operating Expenses, which required a local match.

As Sales & Use Tax revenue recovered, this measure improved from 18.4% in 2011 to 17.1% in 2012 before falling back to 18.0% in 2013 as transfers to capital grew from \$31.0 million to \$34.1 million. In 2014, as local funds are transferred to the capital program for the multi-year bus replacement program and other state of good repair projects, projected transfers to Capital total \$36.36 million and equaled 18.7% of the Sales & Use Tax revenue.

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The projected 2014 transfer to capital includes \$15.9 million for payment of 100% locally funded capital projects, to provide the local match portion of grant-funded projects, and \$20.5 million to the Bond Retirement Fund for debt service payments associated with existing debt service.

In 2015, the transfer to capital will increase to \$38.15 million, or 19.2%, as additional local funds are transferred to capital to meet the financial needs of the capital improvement program. In 2016, the transfer to Capital will slightly decrease to a \$37.4 million, or 18.4%. These transfers will then further decline to \$31.8 million, or 15.3%, in 2017 as debt service levels decrease, but this measure may be impacted if additional debt service is needed in the future. The high level of this measure continues to highlight the difficulty created by increased capital and debt service needs in times of constrained revenue.

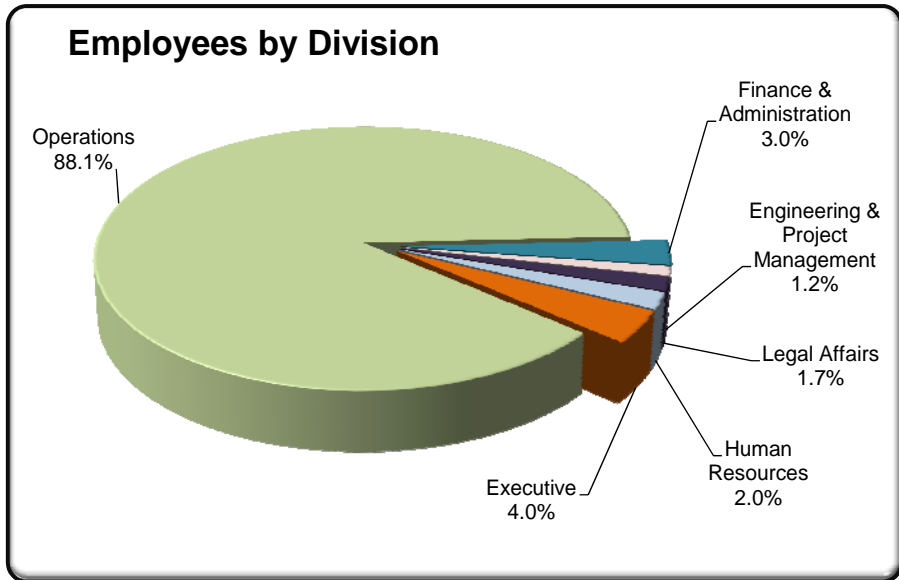
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Areas of Expenditure Growth 2015 Budget

2014 Projected Operating Expenses		\$242,011,806	
Compensation Issues		\$ 5,096,576	2.85%
Hourly & Salary Labor Increase	\$ 3,974,631		
Fringe Benefits	\$ 1,121,945		
Fuel / Utilities		\$ 378,984	1.59%
Diesel Fuel	\$(1,064,860)		
Propulsion Power	\$ (38,388)		
Natural Gas	\$ 545,405		
Other Utilities	\$ 936,827		
Service Opportunities		\$ 7,293,794	21.96%
Purchased Transportation	\$ 685,293		
Services	\$ 4,154,661		
Materials & Supplies	\$ 883,498		
Inventory	\$ 1,427,549		
NAPA Contract	\$ 142,793		
Administration Changes		\$ 334,722	5.18%
10 Administrative Positions (Held)	\$ (880,000)		
Liabilities	\$ 530,795		
Other (Net)	\$ 683,927		
Expenditure Growth		\$ 13,104,076	5.41%
2014 Budgeted Operating Expenditures		\$255,115,881	

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Employment Level Analysis



The chart below summarizes changes in staffing from the 2014 original Budget to the level included in the 2015 Budget.

The 2015 Budget reflects staffing of 2,344.5, an overall decrease of 4 positions from the 2014 budget.

The pie chart demonstrates relative employment levels within each division.

In 2010, 10 administrative support positions and 235 operating positions were eliminated due to the April service reduction and closing of Harvard Garage. In 2012, Business Analysts and other key positions were added to the operating budget to increase the efficiencies within the departments and to increase service levels. Divisions were also realigned by moving the District General Managers (DGMs) from the Executive Department to the appropriate department within the division.

In 2013, with the completion of the HRV exterior overhaul, 15 of the 22 positions were eliminated. Employees who were in these positions were moved into vacant positions. Five support positions for operations were added to the budget and one administrative part-time position was changed to full-time. For 2014, a total of 46 positions were added to the budget. Additional operators were added to address overcrowding on some routes and increase efficiencies in the service plan. A new ITS (Intelligent Transportation Systems) Department was created, eliminating the current IT (Information Technology) Department.

2015 Budget	
2014 Original Budget	2,348.5
Operations	-14
Reduction of Bus Operators	-11
Movement of Positions for IT/System Positions	-3
Service / Support	8
Temporary Positions for HRV Interior Overhaul	5
Systems Admin/Specialist Positions	3
Administrative Staff	2
Marketing position PT to FT	0.5
Temporary Safety Awareness Coordinator	0.5
Wellness Coordinator	1
2015 Budget	2,344.5
Net Increase (Decrease)	(4.0)

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This created 6 new positions, including adding an ITS CIO/Executive Director, eliminating the IT Director, and moving 4 positions from other departments into ITS. Two Security Technicians were added to the Transit Police department to perform routine maintenance on security systems, eliminating the need for outside contracts, reducing the funding needed for the department's budget. Six electrical equipment mechanics were added to Fleet Management's budget to address the maintenance needed for increasing electrical and smart equipment. Plans were drawn to create a new work environment for the Electrical Equipment section, which will be completed in early 2015.

In 2014, the specialty positions for systems admin in Operations were to be moved from Operations to the new ITS Department. After much deliberation, these positions will remain in Operations in exchange for three other operating positions. As the HRV Interior Overhaul proceeds, it was decided in mid-2014 to assist with the overhaul process and five positions were loaned to the Rail District. For 2015, these loaned positions were budgeted in their respective departments and once the HRV Interior Overhaul has been completed, the five positions will be eliminated from the Rail Department. The funding for Job Access/Reverse Commute (JARC) program, which provides vanpool service for Welfare to Work initiatives, has been eliminated in the new Transportation Bill, MAP21, and no alternative funding was created. The current grant funds will run out in the first quarter of 2015. The two positions for this program are budgeted through the first quarter. If funding to extend this program can be identified, these positions will remain in the 2015 budget. If funding cannot be located, this program will end and these positions will be eliminated.

On the administrative side, a new Wellness Coordinator was added to the 2015 budget. This position would create a wellness strategic plan, oversee the wellness programs, and work with the healthcare vendors and employees to ensure that participants are utilizing the services available. The return on investment for this position is expected to be three times the cost of the position itself. A part-time Safety Awareness Coordinator is budgeted in 2015. This position was eliminated in the 2014 budget but has been budgeted after a grievance ruling. In order to cut costs, ten administrative positions will remain vacant during 2015. The position count for these ten positions will remain, but the funding has not been budgeted.

Total service hours and miles will be decreasing in the 2015 Operating Budget. As route efficiencies have been identified, 11 fewer operators will be needed to cover these routes. Five vehicle mechanics have been added to the 2015 Operating Budget to help with the HRV Interior Overhaul. The 2015 Operating Budget reflects a net decrease of 4 positions. Once the HRV Interior Overhaul has been completed and the part-time Safety Awareness Coordinator is vacant, these positions will be eliminated from the budget, leaving a total net decrease of 9.5 positions.

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SERVICE LEVELS

The recession of 2008-2009 reduced revenues for the Authority and RTA was forced to reduce service levels by more than 20% between 2008 and 2010 in order to maintain a balanced budget. Service levels were not reduced in 2011. For 2012 through 2014, service was increased by just over 4%, 5%, and 3.4%, respectively.

Service Levels	2014	2015	% Change (2014-2013)
Service Hours	1,993,263	1,979,516	-0.7%
Service Miles	26,265,145	25,671,844	-2.3%

The financial position of the Authority improved markedly from 2010 to 2014. Consequently, some of the service cuts from 2008, 2009 and 2010 were restored. These changes include route enhancements for higher utilized bus routes traveling from suburban areas into downtown, as well as, some changes made on other routes to lessen crowding. The frequencies for rail services were adjusted in-peak and off-peak hours and service enhancements were implemented in 2012 and 2013.

In late 2012, annualized in 2013, three new Trolley routes were created: C-Line, L-Line, and Nine/Twelve Line. The C-Line connects the Convention Center, Medical Mart, Casino, Warehouse District, and Playhouse Square; the L-Line connects the Rock Hall of Fame, Great Lakes Science Center, Medical Mart, Convention Center; and the Nine/Twelve Line connects the Muni Lot to the Gateway District. In late 2014, the Cleveland State Line will be completed along Clifton Blvd.

For 2015, Service Miles for all modes, except Paratransit, decreased. Requests for Paratransit services continue to increase and RTA is committed to manage the ADA service and requirements.

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2015 Budgeted Service Levels By Mode Compared to 2014 Budgeted Service Levels by Mode								
Service Mode	Service Hours				Service Miles			
	2014 Budget	2015 Budget	Variance	Percent Variance	2014 Budget	2015 Budget	Variance	Percent Variance
Rail								
Heavy Rail(Red)	123,300	130,800	7,500	6.1%	2,661,800	2,468,100	(193,700)	-7.3%
Light Rail(Blue/Green)	59,200	60,200	1,000	1.7%	880,400	880,600	200	0.0%
Total Rail	182,500	191,000	8,500	4.7%	3,542,200	3,348,700	(193,500)	-5.5%
Bus								
RTA	1,403,300	1,394,900	(8,400)	-0.6%	16,690,500	16,874,500	184,000	1.1%
Van Pool	29,000	0	(29,000)	-100.0%	640,000	0	(640,000)	-100.0%
Total Bus	1,432,300	1,394,900	(37,400)	-2.6%	17,330,500	16,874,500	(456,000)	-2.6%
Paratransit								
In-House	201,632	187,568	(14,064)	-7.0%	2,893,823	2,608,228	(285,595)	-9.9%
Contract	176,831	206,048	29,217	16.5%	2,498,622	2,840,416	341,794	13.7%
Total Paratransit	378,463	393,616	15,153	4.0%	5,392,445	5,448,644	56,199	1.0%
Grand Totals	1,993,263	1,979,516	(13,747)	-0.7%	26,265,145	25,671,844	(593,301)	-2.3%

POLICY COMPLIANCE

The discussion in this section focuses on the financial status of GCRTA as it relates to the Authority's basic adopted financial policy objectives. These objectives represent trends or indicators that should be analyzed as they relate to long-range financial implications for the organization. These financial policy objectives were amended in August 2011.

The financial policies or trends, as outlined in Attachment B, are applied to the following areas:

Operating Efficiency

An Operating Ratio of at least 25% is the policy goal. The 2015 Budget projects Operating Revenue (Passenger Fares, Advertising & Concessions, and Interest Income) will equal 20.2% of the total Operating Expenses. This ratio is under the **Operating Ratio** policy goal and less than the projected Operating Ratio for 2014 of 21.2%. The decrease of operating expenses in 2012 boosted the ratio to 23.0%. For 2013 and 2014, Operating Expenses rose at a higher rate than the Operating Revenue and the Operating Ratio declined to 22.0% and 21.2%, respectively. This ratio will not meet the objective for 2015, 2016, and 2017.

The goal that is most easily understood and tracked is the **One-Month Operating Reserve**. This objective requests the Authority should have an end of year balance equal to one month's operating costs (1.0). The Operating Reserve objective was met in 2010 for the first time since 1990 and has been met again in 2011 through 2014.

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For 2015, a one-month operating reserve is equal to \$21.1 million. With a budgeted ending balance of \$13.1 million, a 0.6-month reserve, the Authority does not meet this measure. For the two out years, this policy goal is also not met at -0.1 month reserve for 2016 and -0.4 month reserve for 2017. This is due to operating expenses increasing at a faster rate than operating revenues.

Another measure of operating efficiency is the **Cost per Hour of Service**. The growth in cost of delivering an hour of service is to be held at or below the rate of inflation. In the latest report, the Cleveland Fed expects inflation rate to remain below 2% over the next decade. This goal has not been met in 2010 or 2011 because service cuts were decreasing more rapidly than expenses. This objective was met in 2012, with a rate of -7.7%, due to revenue hours increasing and operating expenses decreasing. For 2013, the Cost per Hour of Service ended the year at 4.7%. The increase in the Cost per Hour of Service was attributed to operating expenditures increasing by 3.6%, mainly in the personnel category. In 2014, the Cost per Hour of Service was budgeted at \$123.6, slightly higher than 2012 (\$123.3 per hour). Service hours are projected to increase at a greater rate than operating costs (5.5% vs. 4.3%, respectively). At the end of the third quarter, the Cost per Hour of Service for 2014 is projected at \$120.7. This is 2.3% lower than budget and 6.5% lower than 2013. The budget for 2015 has service hours decreasing by 0.7% and operating expenses increasing by 5.4%, compared to 2014 third quarter estimates. At a projected rate of 4.4%, this measure will not be met.

Capital Efficiency

The goal for the **Debt Service Coverage** ratio is to be above 1.5. Due to the impact of the recent recession, this measure had declined to a low of 1.14 at the end of 2009. The ratio improved to 2.02 in 2010 as revenue from the Sales & Use Tax recovered and again increased in 2011, to 2.82 at the end of the year as Tax receipts continued to grow, the Authority stretched the use of its 2008 borrowing for four years, and pre-paid a State Infrastructure Bank loan in 2011.

Between 2012 and 2014, the debt service coverage continued to meet the Board Policy goal, though slowly declining in each year from 2.80 in 2012, to 2.63 in 2013, to a projected 2.44 at the end of 2014. At a projected 1.59 in 2015, it will barely meet the coverage measure and will continue to decline, to 0.95 in 2016 and to 0.55 in 2017, as projected total resources within the General Fund continue to fall in those years.

Another goal is to contribute a minimum of 10% and up to a maximum of 15% of Sales Tax revenue to capital. This indicator includes both the direct contributions to capital and the amount "set-aside" in the General Fund for debt service. The **Contribution to Capital** has been well above the maximum of 15% since FY 2009 as Sales Tax collections plummeted in that year losing 11% of revenue. The Authority initially cut capital expenditures but could not make cuts of that magnitude, meet its debt service requirements, and still support and maintain the service needs of the Authority.

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These financial contributions to the capital programs support 100% locally funded capital projects, provide the local match for projects funded by grants, and funds the Authority's debt service requirements. The improvement in this ratio to 17.1% in 2012 was reversed in 2013 due to transfers of additional local funds into capital for the multi-year bus replacement program and to meet the financial needs of the Authority's capital programs. The contribution to capital will further increase to a projected 18.7% in 2014 and again in 2015 to 19.2% in 2015, before declining to 18.4% in 2016, and 15.3% in 2017 as existing debt service is retired, but it will continue to remain above the Board's maximum goal in the next three years.

The projected ratio of 93.5% in 2014 for **Capital Maintenance Outlay to Capital Expansion** is above the Board Policy goal of between 75% and 90% due to a large number of State of Good Repair (SOGR) capital maintenance projects including the bus improvement program, reconstruction of heavy and light rail stations, and track infrastructure projects. It will remain above the 90.0% maximum in 2015, at 92.5%, as the focus of the Authority's capital program remains on the maintenance, rehabilitation, and the replacement and/or upgrade of existing capital assets, rather than on expansion projects. This measure is expected to remain above the maximum of 90%, at 94.2% in 2016 and 91.3% in 2017, due to the focus of the 2015-19 Capital Improvement Plan on state of good repair projects throughout the Authority.

Three of the six financial objectives will be met in 2014. This is a significant improvement from the difficult 2009 fiscal year when none of the objectives were met. One of the six financial objectives will be met in the 2015 Budget: **Debt Service Coverage**. The Operating Ratio remains above 20.0% but not at the goal of 25%, due to the increase in the operating budget. The operating budget Growth per Year is expected to increase at 4.4%, above the rate of inflation, estimated to remain under 2.0% in 2015, by the Cleveland Fed. Sales Tax Contribution to Capital is expected to be at 19.2% in 2015 with the focus of capital projects on maintenance, rehabilitation, and replacement of current assets. In 2016 and 2017, out of the six financial policy goals, only the Growth per Year is expected to be met.

End of Year Reserve Funds

The Board also voted to add Reserve Funds for Fuel, Compensated Absences and Hospitalization. These reserve funds protect the Authority against the volatility associated with fuel costs, the significant increases that have been the recent norm for Hospitalization and will meet a suggested best practice for compensated absences. In 2014, the Reserve for Fuel is budgeted at \$2.8 million, Hospitalization at \$1.9 million, and Compensated Absences budgeted at \$2.2 million. These funds will be utilized in FY 2015 as the ending balance drops from \$28.3 million in 2014 to \$13.1 million in 2015. This is due to revenue projections increasing by 2.9%, while operating expenditures are projected to increase by 5.4%, compared to 2014 third quarter estimates. Over the last three years, the General Fund balance has been over \$30 million. RTA has made a calculated decision to reduce PM reimbursement and increase Capital expenditures. Transit is a capital-intensive business and the Authority addressed some of the capital needs to ensure a state of good repair. Operating costs are rising and the projected ending balance for 2014 is \$28.3 million. If RTA is to remain financially sustainable, a 30-day operating reserve must be met. Maintaining PM reimbursement under \$25.0 million is going to become increasingly difficult.

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CAPITAL PROGRAM

The Capital Improvement Plan (CIP) for 2015-2019 has already been Board approved and appropriated. It 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.

For several years additional resources have been needed to meet the needs of maintaining the Authority's capital assets in a SOGR. Those resources were not available and projects were deferred due to a lack of funding. In recent budget years, due to the improved financial conditions of the Authority additional funding was supplied to the capital program by strategically reducing grant funded Preventive Maintenance (PM) reimbursements to the Operating Budget and directing more resources towards capital asset improvements. The upturn in the balance of the General Fund triggered a reduction in actual PM reimbursements from \$21.6 million in 2011, to \$11.8 million in 2012 to \$9.6 million in 2013. This recent trend was reversed though in the current year as growth of the General Fund balance slowed and projected PM reimbursements has grown to \$14.6 million. This amount will further increase to near \$20 million in 2015 where it is expected to remain in the following two years.

The allocation of capital funds and budget authority in recent years targeted a significant number of SOGR projects throughout the Authority. Financial resources were allocated through a capital review process that prioritized both budgeted, unfunded capital projects as well as consideration of new capital projects. It continues to maintain the focus of the Authority's capital program on achieving and maintaining a State of Good Repair throughout the system as it continues to reflect existing and future financial and operational constraints facing the Authority. Part of the added needs of the program is the programmed replacement of up to 185 40-Ft and trolley buses over the next five years as well as the reconstruction of rail stations.

2015 TRANSMITTAL LETTER

The Authority's capital projects are grouped in the proposed 2015 – 19 Capital Improvement Plan is shown below:

2015 - 2019 CAPITAL IMPROVEMENT PLAN						
Combined Budget Authority						
PROJECT CATEGORY	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2015-2019
Bus Garages	\$0	\$5,700,000	\$0	\$0	\$0	\$5,700,000
Bus Improvement Program	\$15,746,353	\$15,905,766	\$24,339,759	\$18,105,822	\$16,855,822	\$90,953,522
Equipment & Vehicles	\$3,214,300	\$1,749,000	\$2,382,600	\$3,296,551	\$1,664,000	\$12,306,451
Facilities Improvements	\$5,130,119	\$5,247,406	\$2,299,511	\$2,698,215	\$15,487,064	\$30,862,315
Other Projects	\$2,692,560	\$2,692,560	\$2,695,060	\$2,695,860	\$2,697,360	\$13,473,400
Preventive Maint./Oper. Reimb.	\$20,805,000	\$23,305,000	\$23,305,000	\$23,305,000	\$23,305,000	\$114,025,000
Rail Projects	\$28,040,101	\$19,166,668	\$12,523,409	\$15,264,072	\$5,563,444	\$80,557,694
Transit Centers	\$288,783	\$288,783	\$288,783	\$288,785	\$285,115	\$1,440,249
TOTALS	\$75,917,216	\$74,055,183	\$67,834,122	\$65,654,305	\$65,857,805	\$349,318,631

CONCLUSION

GCRTA has managed well over the past three years. As the growth in Sales & Use Tax slows, increasing operating costs are making it more difficult to end 2015 with a 30-day balance. Tough decisions will be required in 2015, 2016, and 2017 in order to maintain the 30-day balance. The challenge for 2015 is identifying additional long-term sources of revenue. RTA must continue to control costs and impact current budget numbers by at least \$7 million in order to succeed. Work must begin in 2015 to prepare for what may be a difficult year in 2016.

ATTACHMENT A

General Fund Balance Analysis

Assumptions:

Passenger Fare Annual Growth =	2.5%	-1.1%	1.3%	1.2%	1.2%	1.2%
Sales Tax Annual Growth =	4.6%	4.6%	2.5%	2.2%	2.2%	2.2%
Personnel & Fringe Cost Growth =	5.7%	3.2%	5.6%	2.4%	2.2%	1.6%
Non-Personnel Cost Growth =	6.7%	4.7%	2.6%	14.0%	-4.6%	-0.2%
Operating Expenses Growth =	6.0%	3.6%	4.8%	5.4%	0.3%	1.1%
Capital Contribution =	31,023,886	34,094,435	36,355,659	38,148,919	37,363,687	31,752,247
	17.1%	18.0%	18.7%	19.2%	18.4%	15.3%

	2012	2013	2014	2015	2016	2017
	Aud.Exp	Aud. Exp	Estimate	Budget	Plan	Plan
Beginning Balance	36,822,635	38,769,328	36,295,022	28,303,497	13,105,324	-1,145,186
Revenue						
Passenger Fares	49,237,857	48,699,580	49,314,054	49,905,823	50,504,693	51,110,749
Advertising & Concessions	1,375,671	1,400,191	1,350,000	1,220,000	1,200,000	1,200,000
Sales & Use Tax	181,219,251	189,630,645	194,415,153	198,692,286	203,063,517	207,530,914
CMAQ Reimbursement - Healthline	2,128,337	0	0	0	0	0
Operating Assistance - Paratransit Operations	3,125,000	3,889,000	4,132,736	3,125,000	2,125,000	2,125,000
Paratransit Management	0	0	0	300,000	300,000	300,000
CMAQ Reimbursement - Trolley	0	950,000	950,000	950,000	0	0
Access to Jobs Program	1,712,976	2,927,754	2,292,733	1,098,518	0	0
Investment Income	201,267	200,188	225,000	225,000	250,000	275,000
Other Revenue	971,146	1,177,962	1,440,000	1,100,000	1,100,000	1,100,000
Reimbursed Expenditures	16,955,634	15,217,046	17,756,264	23,050,000	23,000,000	23,000,000
Total Revenue	256,927,139	264,092,366	271,875,940	279,666,627	281,543,210	286,641,663
Total Resources	293,749,774	302,861,694	308,170,962	307,970,125	294,648,534	285,496,477
Operating Expenditures						
Personnel Services	163,776,230	169,098,188	178,556,180	182,772,756	186,879,434	189,873,943
Diesel Fuel	12,632,036	13,956,183	14,504,860	13,440,000	10,880,000	10,080,000
Natural Gas	0	1,388,300	1,292,600	1,506,000	2,291,000	2,510,000
Other Expenditures	46,448,294	46,529,565	47,658,165	57,397,126	55,879,599	56,294,654
Total Operating Expenditures	222,856,560	230,972,236	242,011,806	255,115,882	255,930,033	258,758,597
Transfer to the Insurance Fund	1,000,000	1,400,000	1,400,000	1,500,000	2,400,000	2,500,000
Transfer to the Pension Fund	100,000	100,000	100,000	100,000	100,000	100,000
Transfers to Capital						
Bond Retirement Fund	19,386,891	18,324,392	20,480,914	22,615,956	22,515,007	17,131,593
Capital Improvement Fund	11,636,995	15,770,044	15,874,745	15,532,963	14,848,680	14,620,654
Total Transfers to Capital	31,023,886	34,094,435	36,355,659	38,148,919	37,363,687	31,752,247
Total Expenditures	254,980,446	266,566,672	279,867,464	294,864,801	295,793,720	293,110,844
Ending Balance	38,769,328	36,295,022	28,303,497	13,105,324	-1,145,186	-7,614,368
Brookpark Lightning Strike Reserve Funds	1,100,000	0	0	0	0	0
Rolling Stock Reserve Funds	7,000,000	0	0	0	0	0
Reserved Funds	6,840,000	6,900,000	6,900,000	0	0	0
Available Ending Balance	23,829,328	29,395,022	21,403,497	13,105,323	-1,145,187	-7,614,369

ATTACHMENT B

**2015 Budget
Financial Policy Objectives**

		Description	Goal	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2016 Plan	2017 Plan
Operating Efficiency	Operating Ratio	<i>Ratio that shows the efficiency of management by comparing operating expenses to operating revenues. Operating Revenues divided by Operating Expenses</i>	> 25%	23.0%	22.0%	21.2%	20.2%	20.4%	20.4%
	Cost/Hour of Service	<i>Measure of service efficiency. Total Operating Expenses divided by Total Service Hours</i>		\$123.3	\$129.1	\$120.7	\$126.0	\$125.1	\$125.3
	Growth per Year	<i>Growth in the 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.</i>	< Rate of Inflation	-7.7%	4.7%	-6.5%	4.4%	-0.7%	0.1%
	Operating Reserve (Months)	<i>Equal or above one month's operating expenses to cover unforeseen or extraordinary fluctuations in revenues or expenses.</i>	> 1 month	2.1	1.9	1.4	0.6	-0.1	-0.4
Capital Efficiency	Debt Service Coverage	<i>The measure of the Authority's ability to meet annual interest and principal payments on outstanding debts.</i>	> 1.5	2.80	2.63	2.44	1.59	0.95	0.55
	Sales Tax Contribution to Capital	<i>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.</i>	10% - 15%	17.1%	18.0%	18.7%	19.2%	18.4%	15.3%
	Capital Maintenance to Expansion	<i>The capital program requires a critical balance between maintenance of existing assets and expansion efforts.</i>	75% - 90%	97.9%	86.1%	93.5%	92.5%	94.2%	91.3%
End of Year Reserved Funds	Fuel Reserve Funds	<i>A reserve designated to protect the Authority from a significant and continuing rise in fuel prices. (In Millions)</i>	Fuel Budget less Annual Expenditures	\$2.65	\$2.71	\$2.71	\$0.00	\$0.00	\$0.00
	Compensated Absences Reserve Funds	<i>Ensure payment of over \$9 million in charges the Authority will need to pay to employees for vacation that has been earned. (In Millions)</i>	< 25% of Accrued Liability	\$2.25	\$2.25	\$2.25	\$0.00	\$0.00	\$0.00
	Hospitalization Reserve Funds	<i>Protect against substantial cost increases from unfunded mandates or out of the ordinary costs for catastrophic illnesses. (In Millions)</i>	< 10% of Annual Hospitalization Costs	\$1.94	\$1.94	\$1.94	\$0.00	\$0.00	\$0.00
	Rolling Stock Reserve Funds	<i>A reserve designated to protect the Authority from a significant and continuing rise in replacement of revenue vehicles (in Millions)</i>	Savings in Operating Funds	\$7.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

ATTACHMENT C
RTA Development Fund Balance Analysis

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2016 Plan	2017 Plan
Beginning Balance	25,947,255	44,440,121	38,924,890	27,265,726	29,423,889	10,478,052
Revenue						
Debt Service	25,000,000	0	0	25,000,000	0	20,000,000
Transfer from RTA Capital Fund	9,620,255	13,470,255	11,734,255	11,649,255	11,384,255	11,334,255
Investment Income	115,389	95,725	50,759	53,000	54,000	54,000
Federal Capital Grants	33,570,510	59,795,463	62,075,000	71,321,250	65,981,250	62,562,500
State Capital Grants	1,135,673	264,693	1,730,822	1,384,658	1,384,658	1,384,658
Other Revenue	3,424,859	0	0	0	0	0
Total Revenue	72,866,686	73,626,136	75,590,836	109,408,163	78,804,163	95,335,413
Total Resources	98,813,941	118,066,257	114,515,726	136,673,889	108,228,052	105,813,465
Expenditures						
Capital Outlay	54,373,820	79,141,367	87,250,000	107,250,000	97,750,000	87,500,000
Other Expenditures	0	0	0	0	0	0
Total Expenditures	54,373,820	79,141,367	87,250,000	107,250,000	97,750,000	87,500,000
Ending Balance	44,440,121	38,924,890	27,265,726	29,423,889	10,478,052	18,313,465

ATTACHMENT D
RTA Capital Fund Balance Analysis

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2016 Plan	2017 Plan
Beginning Balance	2,096,600	2,286,108	1,731,677	1,785,367	1,578,575	1,600,250
Revenue						
Transfer from General Fund	11,636,995	15,770,044	15,874,745	15,532,963	14,848,680	14,620,654
Investment Income	-7	5,200	13,200	9,500	7,250	7,500
Total Revenue	11,636,988	15,775,244	15,887,945	15,542,463	14,855,930	14,628,154
Total Resources	13,733,588	18,061,352	17,619,622	17,327,830	16,434,505	16,228,404
Expenditures						
Asset Maintenance	873,929	1,083,402	1,550,000	1,550,000	1,400,000	1,400,000
Routine Capital	953,296	1,776,018	2,550,000	2,550,000	2,050,000	1,950,000
Transfer to RTA Development Fund	9,620,255	13,470,255	11,734,255	11,649,255	11,384,255	11,334,255
Total Expenditures	11,447,480	16,329,675	15,834,255	15,749,255	14,834,255	14,684,255
Ending Balance	2,286,108	1,731,677	1,785,367	1,578,575	1,600,250	1,544,149

ATTACHMENT E
Bond Retirement Fund Balance Analysis

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2016 Plan	2017 Plan
Beginning Balance	1,702,726	4,119,818	1,710,131	1,775,018	1,882,000	1,881,500
Revenue						
Transfer from General Fund	19,386,891	18,324,392	20,480,914	22,615,956	22,515,007	17,131,593
Investment Income	23,086	12,502	1,945	2,500	2,500	2,500
Bond Premium Proceeds	3,779,561	0	0	0	0	0
Other Revenue	10	27	-445,748	0	0	0
Total Revenue	23,189,548	18,336,921	20,037,111	22,618,456	22,517,507	17,134,093
Reconciling Journal Entry	0	0	35,001	0	0	0
Total Resources	24,892,274	22,456,739	21,782,243	24,393,474	24,399,507	19,015,593
Expenditures						
Debt Service						
Principal	13,990,000	13,895,000	14,475,000	16,154,544	16,858,126	11,833,675
Interest	6,776,675	6,851,608	5,532,225	6,355,430	5,657,381	5,322,919
Other Expenditures	5,781	0	0	1,500	2,500	2,500
Total Expenditures	20,772,456	20,746,608	20,007,225	22,511,474	22,518,007	17,159,094
Ending Balance	4,119,818	1,710,131	1,775,018	1,882,000	1,881,500	1,856,499

ATTACHMENT F
Insurance Fund Balance Analysis

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2016 Plan	2017 Plan
Beginning Balance	6,883,060	6,678,594	6,384,153	6,018,131	5,068,131	5,005,656
Revenue						
Investment Income	34,928	39,881	28,978	45,000	45,000	45,000
Transfer from General Fund	1,000,000	1,400,000	1,400,000	1,500,000	2,400,000	2,500,000
Total Revenue	1,034,928	1,439,881	1,428,978	1,545,000	2,445,000	2,545,000
Total Resources	7,917,988	8,118,475	7,813,131	7,563,131	7,513,131	7,550,656
Expenditures						
Claims and Premium Outlay	1,231,929	1,734,322	1,795,000	2,495,000	2,507,475	2,520,012
Other Expenditures	7,465	0	0	0	0	0
Total Expenditures	1,239,394	1,734,322	1,795,000	2,495,000	2,507,475	2,520,012
Ending Balance	6,678,594	6,384,153	6,018,131	5,068,131	5,005,656	5,030,644

ATTACHMENT G
Supplemental Pension Fund Balance Analysis

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2016 Plan	2017 Plan
Beginning Balance	1,161,820	1,195,091	1,228,490	1,223,682	1,259,682	1,297,432
Revenue						
Investment Income	6,183	7,752	1,722	6,500	6,750	6,750
Transfer from General Fund	100,000	100,000	100,000	100,000	100,000	100,000
Total Revenue	106,183	107,752	101,722	106,500	106,750	106,750
Total Resources	1,268,003	1,302,843	1,330,212	1,330,182	1,366,432	1,404,182
Expenditures						
Benefit Payments	72,912	74,353	76,538	70,500	69,000	67,500
Other Expenditures	0	0	0	0	0	0
Total Expenditures	72,912	74,353	76,538	70,500	69,000	67,500
Reconciling Journal Entry	0	0	29,992	0	0	0
Ending Balance	1,195,091	1,228,490	1,223,682	1,259,682	1,297,432	1,336,682

ATTACHMENT H
Law Enforcement Fund Balance Analysis

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2016 Plan	2017 Plan
Beginning Balance	298,091	184,341	406,607	341,089	311,214	301,339
Revenue						
Investment Income	86	44	61	125	125	125
Other Revenue	56,000	292,445	71,921	55,000	55,000	55,000
Total Revenue	56,086	292,489	71,982	55,125	55,125	55,125
Total Resources	354,177	476,830	478,589	396,214	366,339	356,464
Expenditures						
Capital & Related Items	129,986	70,223	137,500	85,000	65,000	65,000
Total Expenditures	129,986	70,223	137,500	85,000	65,000	65,000
Reconciling Journal Entry	39,850	0	0	0	0	0
Ending Balance	184,341	406,607	341,089	311,214	301,339	291,464

ATTACHMENT I
All Funds Balance Analysis

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2016 Plan	2017 Plan
Beginning Balance	74,912,187	97,673,401	86,680,970	66,712,510	52,628,814	19,419,042
Revenue						
Passenger Fares	49,237,857	48,699,580	49,314,054	49,905,823	50,504,693	51,110,749
Sales & Use Tax	181,219,251	189,630,645	194,415,153	198,692,286	203,063,517	207,530,914
Federal	33,570,510	59,795,463	62,075,000	71,321,250	65,981,250	62,562,500
State	6,389,010	4,153,693	5,863,558	4,809,658	3,809,658	3,809,658
Investment Income	380,932	361,292	321,665	341,625	365,625	390,875
Other Revenue	28,275,857	21,965,425	23,450,171	27,473,518	25,355,000	25,355,000
General Obligation Debt Proceeds	25,000,000	0	0	25,000,000	0	20,000,000
Total Revenue	324,073,417	324,606,098	335,439,601	377,544,160	349,079,743	370,759,696
Total Resources	398,985,604	422,279,499	422,120,570	444,256,670	401,708,557	390,178,738
Expenditures						
Personnel Services	163,776,230	169,098,188	178,556,180	182,772,756	186,879,434	189,873,943
Diesel Fuel	12,632,036	13,956,183	14,504,860	13,440,000	10,880,000	10,080,000
Natural Gas	0	1,388,300	1,292,600	1,506,000	2,291,000	2,510,000
Other Expenditures	47,936,217	48,408,463	49,697,195	60,049,126	58,523,574	58,949,667
Capital Outlay	56,201,045	82,000,787	91,350,000	111,350,000	101,200,000	90,850,000
Debt Service	20,766,675	20,746,608	20,007,225	22,509,974	22,515,507	17,156,594
Total Expenditures	301,312,203	335,598,529	355,408,061	391,627,856	382,289,515	369,420,204
Available Ending Balance	97,673,401	86,680,970	66,712,510	52,628,814	19,419,042	20,758,534

Performance Management

TransitStat

Over the past two decades, many organizations have embraced the use of data, statistics, and metrics as their means to exceed customer expectations, as well as achieve operational excellence. Six Sigma (6σ), Total Quality Management (TQM), and the Balanced Scorecard are popular examples of proven management techniques embraced by the private sector. In the government sector, Performance Stat programs have proven to be effective tools.

Performance Stat programs are structured continuous management events, which entail the frequent gathering, reviewing, and analyzing of day-to-day government performance. CompStat and CitiStat are credited as the first government STAT programs. Created by Commissioner William Bratton and Deputy Commissioner Jack Maple, CompStat's goals were to infuse timely information and accountability into the NYPD's management and culture. The program used computer mapping and statistical data to capture crime trends at their highest levels, the number of officers on duty, and where those officers were located when the crimes were occurring. By placing officers at the times and locations of the high crime areas, this technique was credited with affecting the dramatic reduction in New York City's crime levels.

Through the leadership of Mayor Martin O'Malley, the City of Baltimore, Maryland developed CitiStat in 2000. Using the same tenets of CompStat, CitiStat tracked performance in waste collection, road repairs, housing enforcement, etc.. Baltimore held bi-weekly meetings lead by the mayor's executive team to review performance, understand trends, and make necessary adjustments to ensure that immediate and long-term goals are met. Since then, other cities and states have adopted Performance Stat programs, including Maryland (StateStat), Atlanta (ATL Stat), San Francisco (SF Stat), Washington State (Office of Financial Management – OFM), and Louisville, Kentucky (LouieStat). These governments have reported immediate success with their Stat programs.

In December 2007, GCRTA adapted the Performance Stat model to the transit environment and titled our program TransitStat, characterized with bi-weekly performance monitoring forums. It is a critical link to achieving high-level performance directed towards the Authority's three most critical objectives:

- 1. Maintain Financial Health**
- 2. Improve Customer Service**
- 3. Enhance the Image of RTA**

The original TransitStat leadership team (panel) included:

- Chief Executive Officer (CEO)
- Deputy General Manager (DGM) – Operations
- DGM – Human Resources
- Director of Procurement
- Executive Director – Internal Audit
- Executive Director – Office of Management & Budget (OMB)

In 2009, Administrative TransitStat was incorporated to the already running TransitStat program. Administrative TransitStat focuses on the performance monitoring of all Administrative Departments.

Performance Management

The Administrative TransitStat leadership team includes:

- TransitStat Panel (above)
- DGM – Finance & Administration
- DGM – Engineering & Project Development
- DGM – Legal Affairs
- Director of Marketing & Communications

The meetings are coordinated and directed by OMB. Other members with information pertaining to the topic of interest are also invited. The forum ensures that the people needed to address issues are at the table, therefore expediting action and eliminating excuses.

Performance Stat programs center on four principles:

1. Provide timely, accurate, and relevant data.

Begin with available data; data that is already being collected for other administrative purposes. What data is needed to determine whether the agency is or is not improving?

2. Analyze data and develop effective solutions that respond to emerging issues.

A performance program requires performance data. Use the data to discuss, examine, and analyze the agency's recent performance.

3. Deploy resources quickly to address issues.

The staff assigned to the Panel can affect change, foster improvement in performance, and make critical decisions.

4. Relentless follow-up and assessment.

Continuous follow-up on assignments and commitments must be done in order to improve agency operations.



In 2008, RTA implemented TransitStat in the Authority's Operations Division and identified four target areas: overtime (non-operator), inventory management, service reliability, and District scorecards. In 2009, Administrative TransitStat was added. Both programs focused on the FAST approach (a strategic development process):

- **F – Focus** - What will the Authority look like in 1-10 years?
- **A – Accelerate** - Identify 2-3 operating initiatives which would accelerate the movement toward the preferred future.
- **S – Strengthen** - What major organizational objectives might prevent the Authority from moving forward to achieve the goals?
- **T – Tie it all together** - Integrate the preceding activities and refine them.

Performance Management

Hot Target Areas for both the Operations and Administrative Stat programs were identified in 2009, 2010, and 2011:

Operations TransitStat	Administrative TransitStat
<ol style="list-style-type: none"> 1. Paratransit Part-Time Operators 2. Inventory EOQ – Top 50 FAD items 3. Utilities/Energy Management & Conservation 4. Brand Management 5. Training Initiatives 6. Shift Changes 7. Vehicle Reliability 8. Fare Evasion 9. District/Department Scorecards 10. On-Time Performance 11. MIDAS Upgrade 12. CITME Upgrade 13. Heavy Rail Vehicle (HRV) Overhaul 14. Light Rail Vehicle (LRV) Doors 15. Vehicle/Facility Cleaning 16. Bus Stop Maintenance 17. Maintenance PMs 	<ol style="list-style-type: none"> 1. Capital Plan Execution 2. Stimulus Package Execution 3. Customer Service Performance 4. Revenue/Vaulting Procedures 5. Ridership Reporting 6. Purchasing Card Enhancements 7. Employee Injuries/Return to Work Program 8. Collision Reduction 9. Strategic Healthcare Plan 10. Electricity Audit 11. Healthcare Audit 12. Energy Price Risk Management 13. Sustainability 14. Safety Enhancements

In 2011, fifteen employees went through the Six Sigma (6σ) Green Belt training and graduated in December of the same year. The graduates of this program lead several of the TransitStat projects and assist other employees in gathering, analyzing, and interpreting data and creating improvement plans based on that data. One employee has her Six Sigma Black Belt.

An RTA Public Transit Management Academy was also created, in coordination with the Cleveland State University (CSU) Department of Leadership Development in the Maxine Goodman Levin College of Urban Affairs. The program consists of three cohorts, the first ran from January 2012 through December 2012; the second from May 2012 through June 2013; and the third from June 2012 through July 2013. Each cohort ran approximately 12 months long and reviewed all aspects of management, including labor negotiation, crisis management, and financial management. Within each cohort, the members divided into groups. Each group focused on a problem situation, investigated the problem, performed a root-cause analysis, and identified possible solutions. At the end of the PTMA cohort program, each group presented their problem, analysis, possible solutions, the group's solution, and ending results.

For 2013 and 2014, the focus for the Authority was to provide service that was **Clean**, **On-Time**, and **Safe**. The TransitStat meetings were centered on these three objectives throughout the year.

CLEAN	ON-TIME	SAFE
Bus & Train Clean & Detailing Mobile Clean Teams HealthLine Exterior HRV Interior Customer Complaints / Commendations RTA Capital Reports	On-Time Performance Vehicle Reliability Vehicle Maintenance Bus Stops CITME Revenue Collection & Ridership Reporting	Fare Enforcement / Crime & Security Strategies Farebox Defects Asset State of Good Repair / MAP- 21 FTA/ODOT Audits Operator Training

Performance Management

Specific meetings, outside of the TransitStat arena, or through task forces, monitored the remainder of the presentations from 2013 and before. In May and September, these groups updated the TransitStat Panel on the progress, challenges, and outcomes of the projects.

2015 – 2025 Strategic Plan

The Strategic Planning process started with a series of SWOT exercises involving key stakeholder groups, including the Board of Trustees, Citizen's Advisory Board, and internal groups from each of the different Divisions (Operations, Finance & Administration, Engineering & Project Management, Legal Affairs, Human Resources, and Executive) and a non-management employee group. Strengths, Weaknesses, Opportunities, and Threats were brainstormed using a 100-point exercise with participants voting for their top choices at the end of each session. Results for SWOT were prioritized noting the top 5 areas in each category. RTA utilized the Six-Disciplines methodology to conduct its strategic planning process (below).

Six Disciplines of Strategic Planning:

- I. **Decide What's Important (Strategy):** Answer the following questions: 'Why does this organization exist? What specific markets are we going to serve? Who are our competitors? What are we going to invest in to be distinctively different than our competitors? What are we going to "stop" doing?
- II. **Set Goals that Lead (Plan):** Where do we want to be in 10 years? 3years? 1 year? What is the growth strategy in terms of financial, customer, production process, and people perspective? What is the plan to inform and engage team members in the strategy on an on-going basis?
- III. **Align Systems (Organize):** What are the Strengths, Weaknesses, Opportunities, and Threats? Define clear outcomes, produce a schedule for each project and identify the required resources. Who is responsible? What measures and targets are required to align with strategic goals?
- IV. **Work the Plan (Execute):** What are the Vital Few Objectives (VFO) that need to get done within the next year, next quarter, next week? Are the goals on schedule? Are targets going to be met? Who are the accountability partners? When the goals are completed, were the results achieved?
- V. **Innovate Purposefully (Innovate):** When faced with unexpected problems or opportunities, ask 7 times why the problem is occurring and look at root causes. Brain storm on how to solve the problem within the goal constraints. List to other team members and get their perspectives on the problem.
- VI. **Step Back (Learn):** Examine everything carefully. What are the external trends that affect the organization that are outside of our control? What opportunities do we have that should be addressed in our strategic plan? What internal weaknesses do we have? Where did we not meet our goal? Why? What are we going to do in the next year to develop professionally?

Performance Management



The results of the SWOT Analysis were compiled by Division and identified into categories, for example, financial, leadership, innovation, support, etc. The highlights of the SWOT Analysis are below.

<p>STRENGTHS</p>	<ul style="list-style-type: none"> ➤ Performance management / drive for excellence / willingness to innovate and change ➤ Financial management capabilities ➤ Supportive board of trustees - allows us to focus on mission ➤ Strong perception from the community - seen as a leader in the community
<p>WEAKNESSES</p>	<ul style="list-style-type: none"> ➤ Internal communication throughout the organization - vertical and horizontal ➤ Succession planning, HR policies and practices ➤ Rail operations and infrastructure ➤ Information Technology structure; Better use of existing technology ➤ We have too much of a bureaucratic mindset within our culture - we do not work at the speed of business ➤ Lack of true safety culture

Performance Management

OPPORTUNITIES

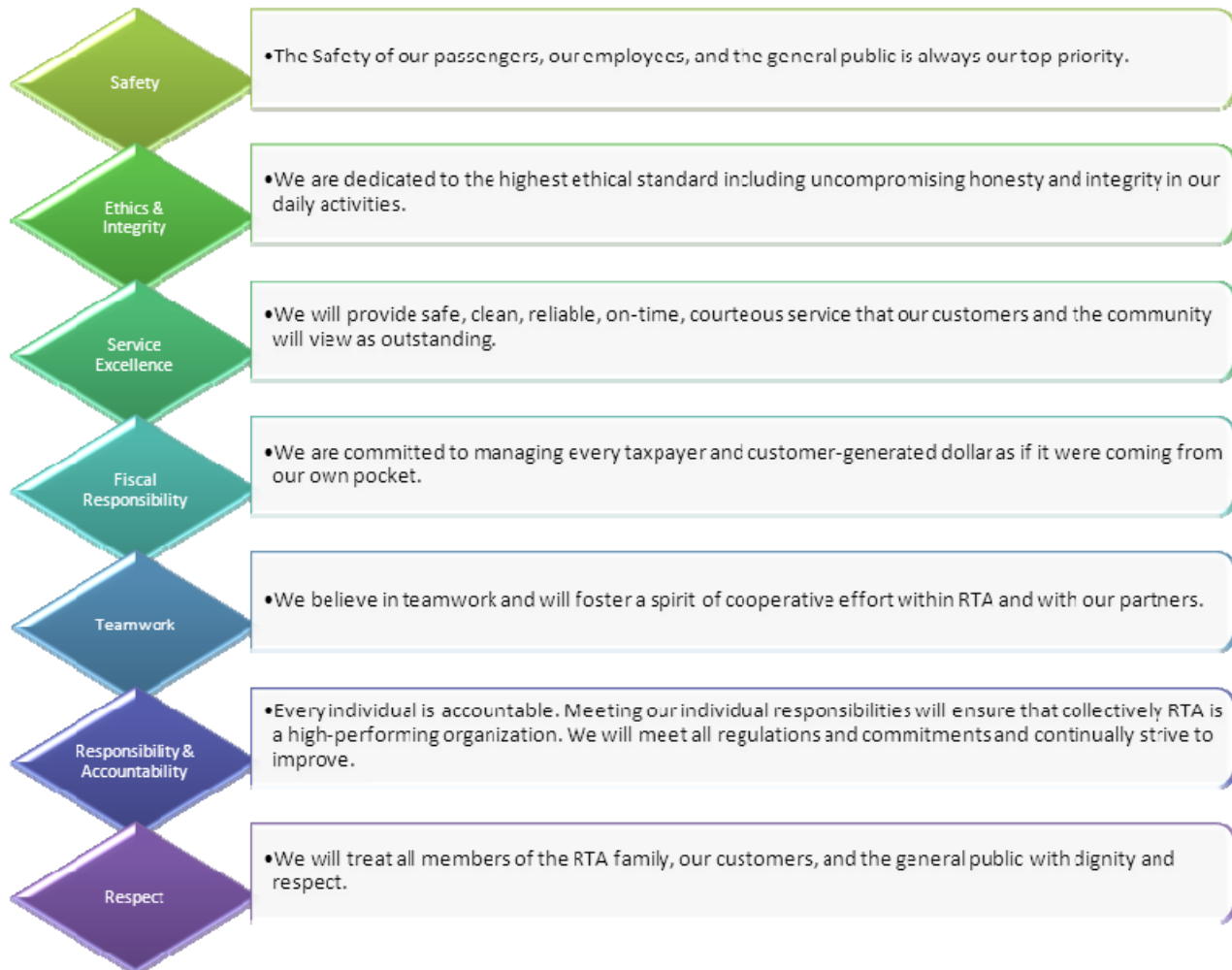
- Pursue key efficiency programs - such as predictive maintenance
- Encourage people to develop and build where we already are; Take advantage of re-development initiatives in Greater Cleveland
- More advocacy by a diverse group; Develop new funding sources
- Simplify and make our system more user friendly
- Pursue partnerships with other agencies
- Focus on attracting millennials as a key part of ridership

THREATS

- Under skilled workforce population; Pending retirements/loss of institutional knowledge
- Inability to pursue certain funding; funding source cuts; Economic downturn
- Unfunded mandates; Growing demand for paratransit
- Aging infrastructure, equipment and facilities - overwhelming cost
- Negative perception of safety and or Risk of Catastrophic safety event
- Lack of transit knowledge and support within outside decision makers

Performance Management

The Mission, Vision, and Values were then revised at a two-day retreat in August 2014:



Performance Management

Once the Mission, Vision, and Values were created, RTA leadership developed Vital Few Objectives (VFOs) with Change Initiatives (CI) and action plans on an 18-month timeline and long-term targets on a 5-year timeline. One VFO is to Grow Advocacy, championed by the GM and the Board of Trustees, who will advocate for public transit support and grow funding sources. This is critical to RTA's Growth Strategy, as it will educate key decision makers on the importance of public transit and how they can partner with RTA to support programs to increase awareness and funding.

Greater Cleveland RTA Strategic Plan - Goals and Initiatives							
Vision	Measure	Division Champion(s)	Measure	2014 Target	2015 Target	2016 Target	10 Year Vision
Financial Vision							
	Operating Revenue Growth	Executive	Annual % Growth	3.5%	3.5%	3.5%	3.5%
	Capital Funding Growth	Executive	Capital Funding Dollars	\$75M	\$75M	\$75M	\$75M
	Maintain Expenses	Executive	Annual % Growth	2.5%	2.5%	2.5%	2.5%
Growth Strategy							
	Advocacy Growth	Executive	% of Identified Advocacy Groups Met with	N/A	50%	50%	50%
	Increase Service Usage	Executive	Annual Ridership	49.5M	51.25M	53.0M	2.5% Increase Annually
	Passenger Satisfaction Growth	Operations	Overall Satisfaction Rating	N/A	70%	75%	80%
Process Investments							
	Increase Service Efficiency	Operations	Miles Between Service Interruptions (MBSI); Paratransit Cost per Passenger Trip (PCPT)	6,273 (MBSI) \$42 (PCPT)	8,000 (MBSI) \$40 (PCPT)	9,000 (MBSI) \$38 (PCPT)	25,000 (MBSI) \$35 (PCPT)
	Achieve State of Good Repair (SOGR)	Engineering & Project Management	SOGR Scale 1-5	N/A	Baseline	TBD	> 3.0
	Advance Use of Technology	Executive	TBD	TBD	TBD	TBD	TBD
	Champion Sustainability	Engineering & Project Management	Emissions Reduced	5%	10%	15%	25%
People Investments							
	Achieve a Safety Culture	Legal Affairs	% Improvement of Performance Measures	Baseline	2%	5%	5% Annually
	Improve Employee Engagement	Human Resources & Executive	Engagement Rating	Baseline	TBD	TBD	TBD
	Improve Performance Management	Human Resources	Performance Evaluation Rating (TBD)	N/A	Baseline	TBD	TBD

For TransitStat 2015, the Strategic Plan was used as the methodology for developing the categories, projects, and targets. Project Categories are aligned with the Mission: Reliable, Safe, Courteous, and Clean. Some 2014 projects will continue to be monitored through the TransitStat program in 2015, however, more detail is required regarding the program plan, suggestions for improvements, and implementation of those improvements. Additional projects were identified through a survey of the TransitStat Planning Team. The survey identified the 10 initiatives and the outcomes and activities underneath each. The Planning Team identified which initiatives were most important. Then the Planning Team identified the activities and outcomes that were most important under each initiative. The results were compiled and discussed in January at the planning meeting. The initiatives and activities/outcomes that had the most points were added to the 2015 TransitStat schedule. The other initiatives and activities/outcomes that did not make the schedule will continue

Performance Management

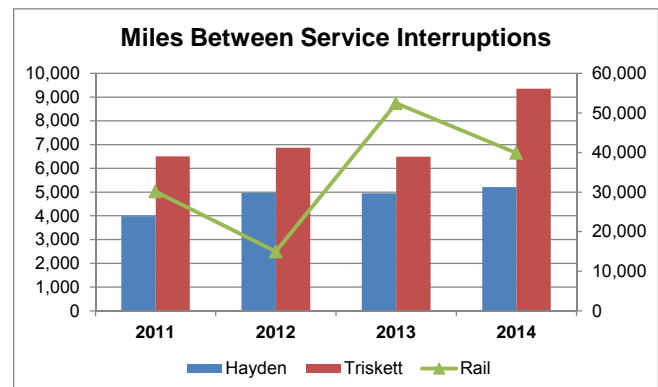
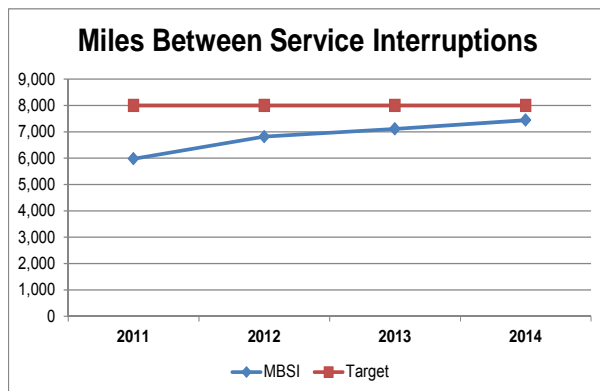
to be improved and monitored throughout the year by the Champions and the team. Updates of the results will be continually added to the document throughout the year.

Successes

In non-operator overtime, the Authority saved \$2.3 million in 2008, compared to 2007. This was achieved through detailed analysis of overtime cost drivers, developing more effective ways to dispense overtime, effectively managing and monitoring the times to complete tasks, and maximizing use of the UltraMain maintenance and material system. Overtime for 2009 through 2011 were maintained at the new levels. Hourly overtime increased in 2012 and 2013 due to maintenance work along the rail lines, yet continued to be monitored throughout each of the years. TransitStat has helped to reduce costs and enhance operational capabilities and has become the scorecard for the Authority. Over the past 7 years, TransitStat has helped to save \$59.8 million.

7-Year TransitStat Savings												
Year	Overtime	Inventory	Tows	Propulsion Power	Fuel Hedging	W/C Claims, Liabilities, Lawsuits	Utilities	Energy Management	P-Card	Safety Blitzes/ Initiatives	Farebox Defects	Total per Year
2008	\$ 2,300,662	\$ 433,890										\$ 2,734,552
2009	\$ 2,040,147	\$ 1,189,555	\$ 127,102									\$ 3,356,804
2010	\$ 3,380,907	\$ 2,478,111	\$ 188,802	\$1,027,820	\$ 9,894,237	\$ 145,444				\$1,532,000		\$ 18,647,321
2011	\$ 2,396,111	\$ 1,998,846	\$ 152,878	\$1,383,316	\$ 3,691,998	\$ 136,579	\$1,117,359	\$ 716,000	\$238,620	\$1,513,000		\$ 13,344,707
2012	\$ 349,746	\$ 102,417	\$ 206,989	\$2,144,723	\$ 2,108,072	\$1,007,388	\$2,258,017	\$ 316,499	\$132,675	\$1,613,071		\$ 10,239,596
2013	\$ 353,618	\$ (1,310,446)	\$ 204,981	\$2,342,114	\$ 587,769	\$ 352,292	\$3,044,711	\$ 667,501	\$ 94,979	\$ 807,465		\$ 7,144,984
2014	\$ (2,272,262)	\$ (970,365)	\$ 182,897	\$1,371,430	\$ 183,759	\$1,206,120	\$2,592,605	\$ 608,000	\$115,914	\$1,150,313	\$ 164,145	\$ 4,332,555
Total	\$ 8,548,928	\$ 3,922,008	\$1,063,649	\$8,269,403	\$16,465,835	\$2,847,823	\$9,012,692	\$ 2,308,000	\$582,188	\$6,615,849	\$ 164,145	\$ 59,800,519

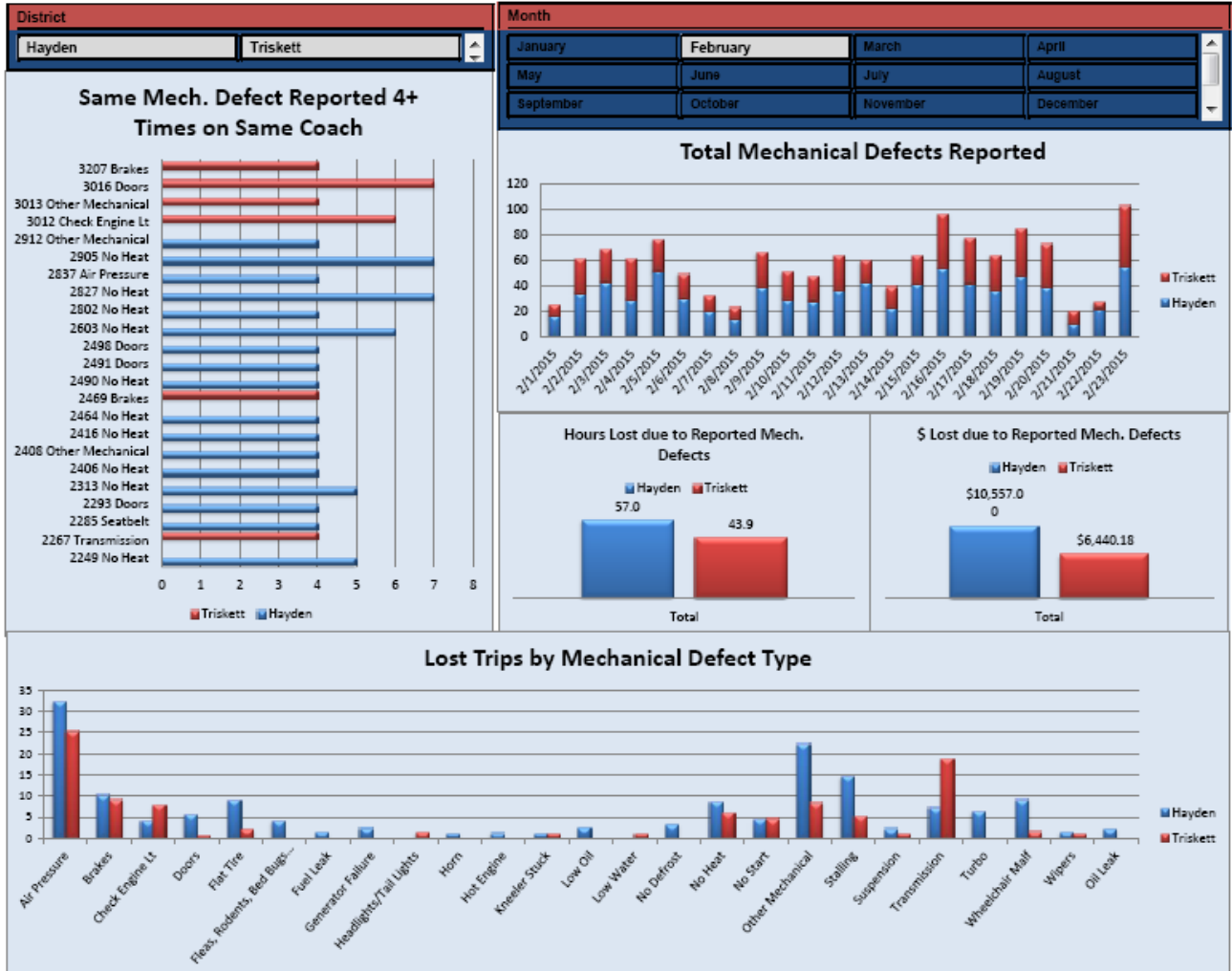
Assurance of quality service delivered is measured by analyzing results of miles, hours, operator and vehicle availability, and maintenance compliance. Analysis of Miles Between Service Interruptions (MBSI) provides feedback on vehicle maintenance practices and response times. Generally, service is interrupted by mechanical or electronic vehicle failures, or unexpected emergencies. Favorable trends would see an increase in miles and a decrease in service interruptions. The target for MBSI has been 8,000 miles or more from 2011 through 2014.



Although the target has not been met, improvements in personnel scheduling, maintenance, and inventory have helped to increase the rate from 5,980 in 2011 to 7,443 in 2014.

Performance Management

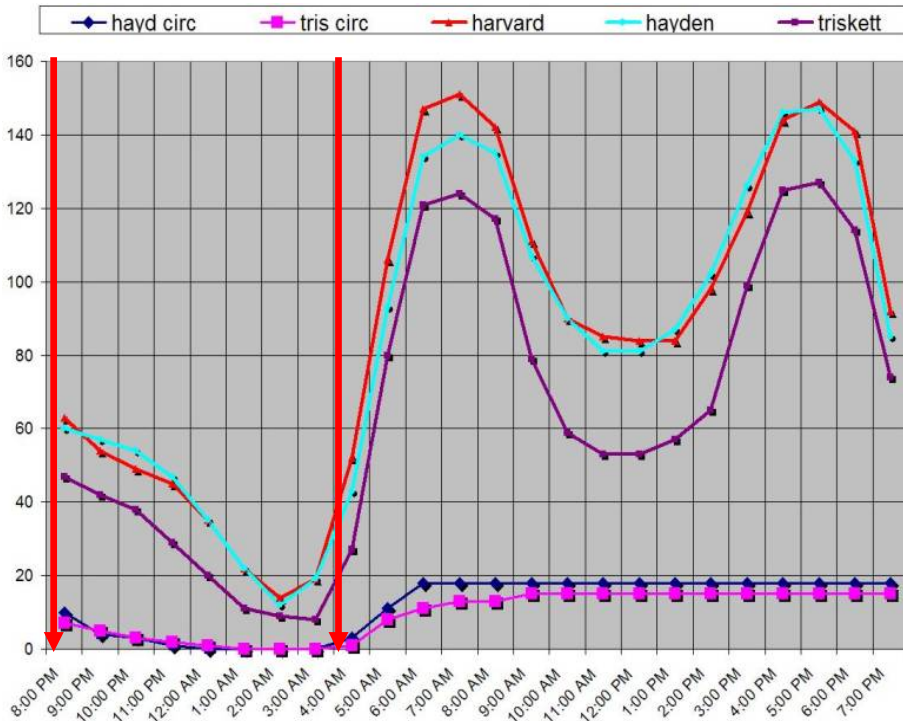
The Department of Service Quality Management created the dashboard below to monitor the mechanical defect calls received on a daily, weekly, and monthly basis. This dashboard is updated daily for the District Directors and Managers, as well as the Executive Management Team.



In July 2008, the Maintenance Planners conducted a comprehensive analysis on maintenance, productivity, and performance of the bus equipment maintenance sections. They compared the labor scheduled with the availability of the buses. They also analyzed failure modes, labor productivity, shift productivity, maintenance effectiveness, and reevaluated the work processes and shift schedules. What they found was that most of the bus maintainers and supervisors were scheduled during the first shift however, most of the buses were available during the third shift.

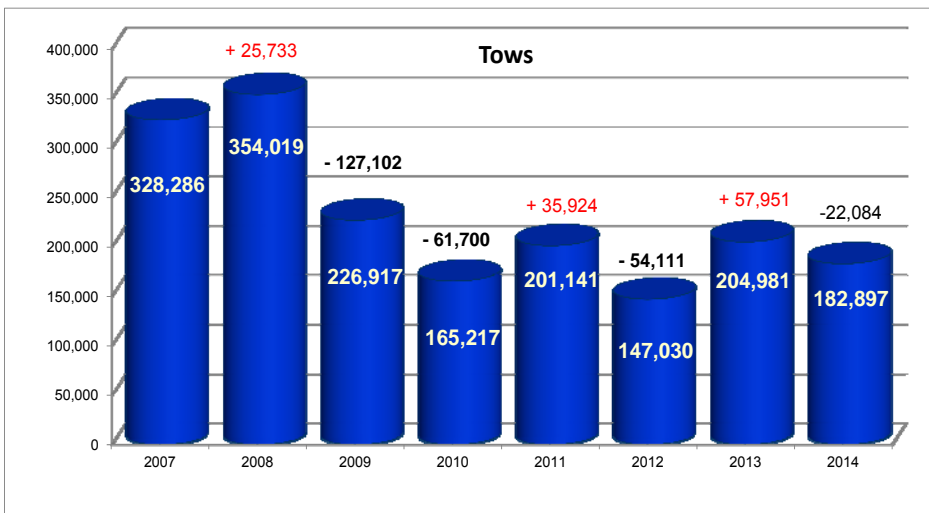
The graph below displays the number of buses per District that are on the road at a given time. Between 8:00pm and 4:00am is the time when the least number of buses are in revenue service and the greatest number of buses are in the garages. This time span is when the most mechanics are needed to schedule, repair, and maintain the vehicles.

Performance Management



In order to increase wrench time and optimize the performance standards, the shift times were changed and most of the bus maintainers and supervisors are now working the third shift (7:30pm to 4:00am). This ensures that the mechanics and supervisors who maintain the buses are working at the Districts when the buses are available. These new shifts were implemented mid to late 2009 among all the bus districts.

Starting in 2013, the three shifts were redefined and the vehicle maintenance employees were divided among the three shifts, with the majority of the workers and supervisors on nights and weekends. Measurements and goals for Miles Between Service Interruptions (MBSI), absenteeism, and Preventive Maintenance (PM) compliance were communicated, explained, and being monitored. This project will continue through 2015 with emphasis upon solutions and strategies for implementation.

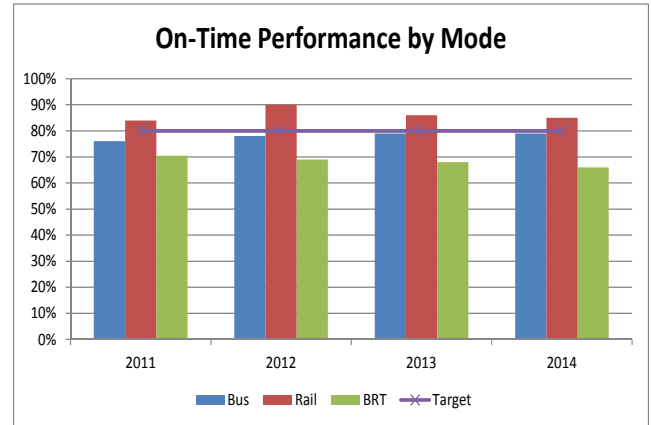
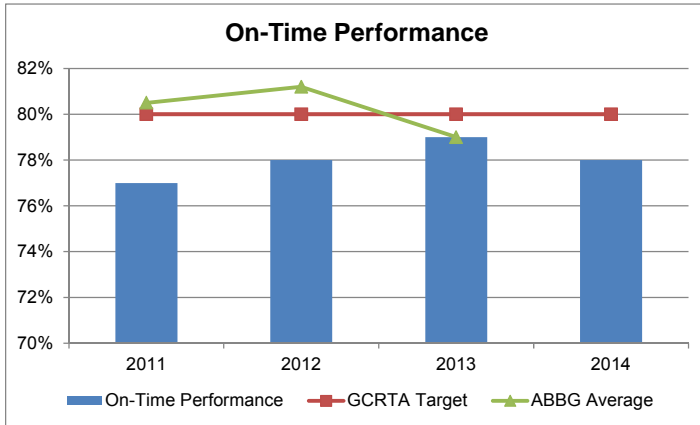


Vehicle Reliability was added to the TransitStat program in July 2008. The Central Bus Maintenance (CBM) District monitors the number, cost, and reasons for revenue vehicles to be towed. Since the onset of this program, towing charges have reduced over 31% each year. Towing charges for 2010 were reduced nearly 56%, compared to the total

charges for 2008. In 2011, towing charges were reduced 11.4%, over \$27,700, from 2009 levels and -43.2% from 2008 levels. For the month of November 2014, the Authority had only 54 tows, an all-time low for the Agency.

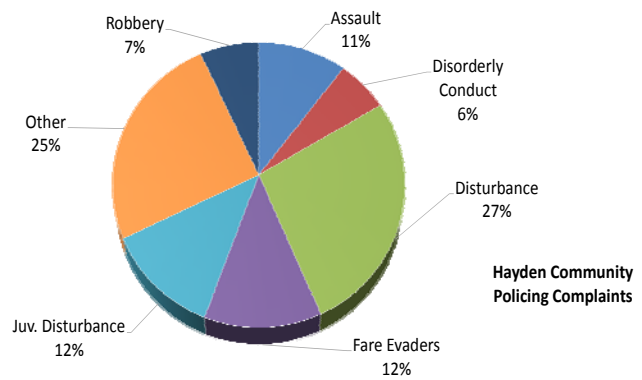
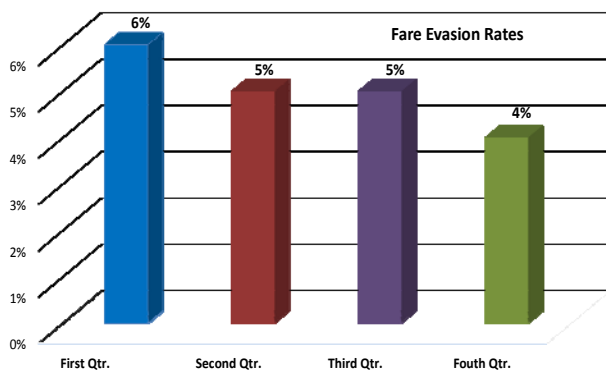
Performance Management

As Miles Between Service Interruption (MBSI) increase and the numbers of tows decrease, On-Time Performance should also increase. On-Time Performance is defined as a bus or train arriving anywhere from 0-5 minutes after the scheduled time to depart. The Authority has set a goal of 80% or above. The Authority benchmarks performance against other Agencies in the American Bus Benchmarking Group. The average On-Time Performance for ABBG Agencies is between 80-82%.



Rail has been consistently above the 80% target level. As efficiencies and improvements are made in the schedule, timepoints, and database, as well as improvements in MBSI, the average On-Time Performance for Buses has been increasing.

The Transit Police Department continues to review the fare evasion on the Red Line and the HealthLine based on citations given. The number of citations are presented by month, time of day, and location and compared to the prior year, as seen in the graph below.



In 2013, Transit Police received an increase of theft reports automobiles, smart phones and tablets, and bicycles. Through data-driven analysis, they were able to pinpoint the times of the thefts, catch the crooks, return the property to the owners and decrease the number of these crimes and providing a safer transit system for the customers. To keep Operators safe, Transit Police started a program called "Community Policing" where officers are located at the different Districts to assist Operators.

Performance Management

The Safety Department has developed a Stat-format in their Executive Safety Committee (ESC) meetings. They updated TransitStat on one of their safety campaigns, Left Hand Turn Safety. The Safety Department analyzed the number of left-hand turn accidents, the procedures for making a left-hand turn, and Operator's knowledge of these procedures.

They concluded that 98% of Operators scanned the road curb to curb before making a left-hand turn; 99% of operators correctly identified the number of customers on the right-hand corner; 85% of Operators correctly identified the number of customers on the left-hand corner; and 94% of Operators waited 2 seconds before making the left-hand turn.



2nd Chance

2nd Glance

Watch for Pedestrians

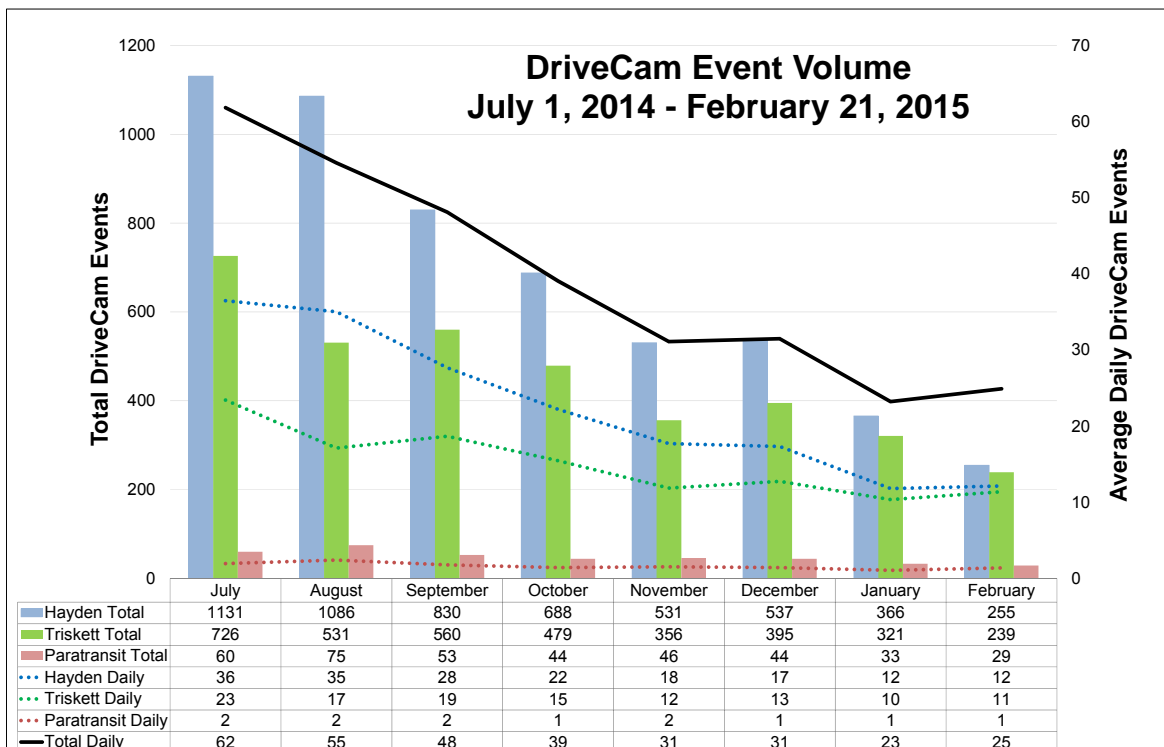


Search and Count Pedestrians... the Street Corner and in the Crosswalk

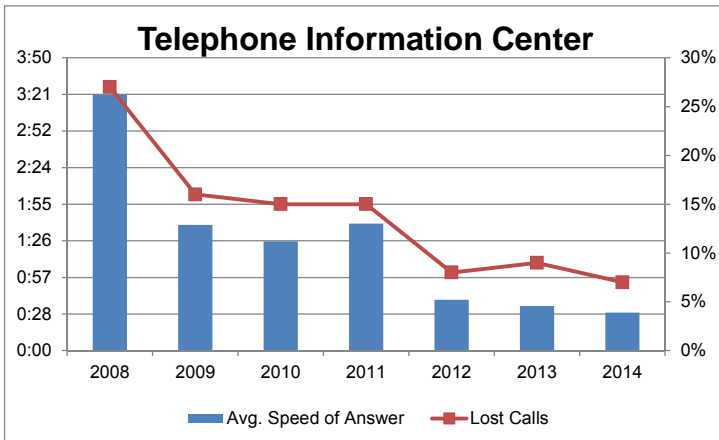
Approaching the Crosswalk When Making a Left Hand Turn

Scan Early and Scan Often While Turning

Another Safety Initiative that was implemented in 2014 was DriveCam. DriveCam is a program offered by Lytx to record driving data and provide continuous feedback. DriveCam installation has allowed for review of accidents and near accidents on all buses, and is now being added to rail vehicles. Managers are able to review video of the incident, evaluate the severity based on the video evidence, and take the appropriate follow-up action. This can include verbal coaching, training, and recognition. DriveCam has 48 standard behaviors, all of which are currently active and triggering events. Additionally, the Authority has 5 customer behaviors based on RTA policies. Operators can also manually trigger the event recorder if they feel there was something they wanted to capture on camera. Two-thirds of our Operators have never had a DriveCam incident. One Operator, Winston Borders, finished 2nd Place, out of over 400,000 Operators, in the Nationwide DriveCam/Lytx safe driving competition.



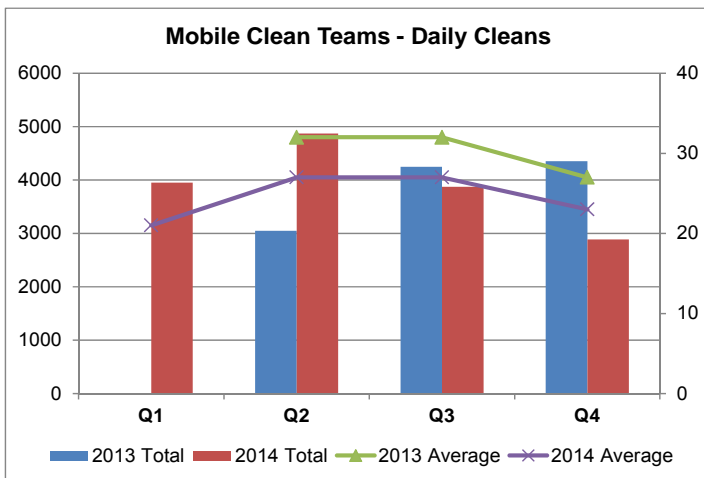
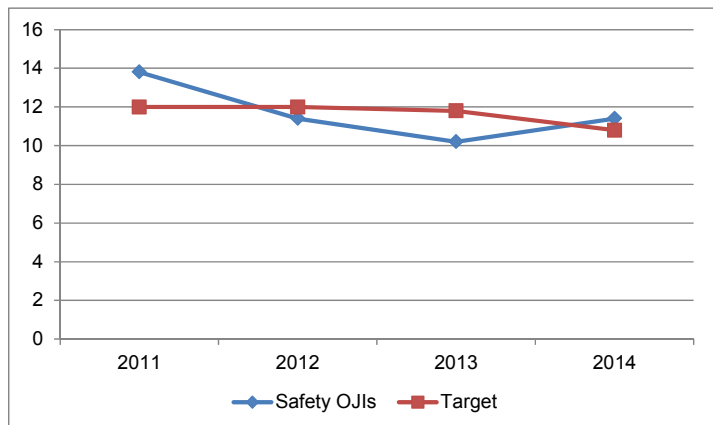
Performance Management



The Telephone Information Center (TIC) is a section within the Marketing and Communications Department. Since 2008, the Telephone Information Center has been monitoring their performance. They have significantly decreased their Average Speed of Answer from a high of 5 minutes in 2008 to 0:30 minutes average in 2014. The goal was to answer every call within 1:30 minutes and they have consistently met their goal. As the Average Speed of Answer continues to stay within goal, the number of lost calls continues to decline, therefore, increasing the number of

customers helped. This project has “graduated” from the TransitStat forum but is continually being monitored by the Department.

Risk Management has been monitoring the number of On-the-Job Injury (OJI) claims submitted each month, by the reason and type of claims. GCRTA encourages a stay-at-work culture, which has helped to decrease the lost time and medical only claims. Risk Management created a Transitional Work Program that helps employees to return to work sooner by providing opportunities for work outside of the employee’s normal work capacity and decreasing lost work time.



In 2013 and 2014, two projects in the CLEAN area were Mobile Clean Teams (MCT) and Bus Detailing Products. These two projects worked hand-in-hand throughout the year. Customers were complaining about riding on filthy buses, both inside and outside. To help with the fight against filthy buses, Mobile Clean Teams were established to work at the busiest bus stations and Park-N-Ride locations and clean the inside of the buses.

The Bus Detailing project researched the different types of cleaning products, solvents, and machines available. This team worked with the Hostlers to compare the usefulness of these products and which types worked best with the least amount of time and energy needed. An expert in the field was contracted to help with creating standard operating procedures for all of the Districts. These products, solvents, and machines were then distributed to the Mobile Clean Teams and the District Hostlers to ensure consistency throughout the Authority.

Performance Management

Energy Price Risk Management

Due to high costs of diesel fuel in 2008, GCRTA positioned itself to mitigate the risk of the volatility through an Energy Price Risk Management Program. This program enabled GCRTA to reduce its diesel fuel costs from \$17.4M, in 2009, to \$10.4M, in 2011. In 2008, RTA experienced record highs in fuel cost as well as extreme volatility. The cost per gallon for diesel fuel ranged from \$2.54 to \$4.18. As a result of the high costs, our total diesel fuel expense increased by nearly \$7.4 million, compared to 2007. This amount was \$3.6 million above RTA's 2008 budget. With this as the new reality for fuel, the Authority sought to use tools to ensure better performance in the management of its fuel costs, which resulted in the creation of an Energy Price Risk Management program (Fuel Hedging program).

The Fuel Hedging program's strategy uses a process that:

1. Addresses market opportunities and market risk.
2. Holds the risk of exceeding budget at or below an acceptable level.
3. Uses historical pricing ranges as pricing parameters.
4. Is continuous.
5. Uses a dollar cost averaging tool.
6. Mitigates transaction-timing risk by making numerous smaller volume transactions (i.e. 42,000 gallons per transaction).

The strategy was accomplished with an Advisor, who is responsible for daily execution of the program, including the execution of transactions, generating reports on the program's status and results, and monitoring the program and energy markets. The hedging instruments include purchases of home heating oil futures (the diesel fuel correlate) traded on the Exchange, as well as, purchases of derivatives with financial institutions that are certified by the International Swaps and Derivative's Association (ISDA). RTA's policy dictates that the maximum hedge ration will not be more than 90 percent of the forecasted consumption and that hedges can only extend 36 months in advance.

The Authority began positioning itself in the first quarter of 2009. By April, the Authority had nearly 3.9 million gallons of the 5 million gallon usage, purchased for 2010. The performance objective was to establish a 2010 fuel cost at or below \$2.20 per gallon. Regular reports and tracking were included in the 2009 through 2011 budget execution. The overall objective of the program is to decrease energy volatility, increase the certainty of future fuel costs, stabilize and control the budget and finally to lower overall long-term energy costs. In 2008, fuel costs were \$19.4 million. Using a firm fixed price contract for 2009, those costs were reduced to \$17.4 million. For 2010, the budgeted cost for fuel was \$9.39 million. Factoring in the shares of home heating oil that was sold, net cost of diesel fuel was \$8.0 million. Total diesel fuel costs in 2011 were budgeted at \$11.0 million and ended the year at \$9.9 million. The fuel costs for 2012 were budgeted at \$12.8 million and ended the year at \$12.6 million. For 2013, the budget was \$13.8 million and the net costs were \$14.0 million, about \$192,000 over budget. The system is working exactly as it was designed and is protecting the Authority against any dramatic rise in fuel prices.

As crude oil prices dropped in 2014, the Authority bought fuel hedges. The Authority is fully hedged for 2015 and 2016 and has 31 contracts for 2017.

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2015 Budget Guide

Organization of the Adopted Budget Plan

The purpose of this section is to describe the contents of the 2015 Operating and Capital Budgets (Adopted Budget Plan) for the Greater Cleveland Regional Transit Authority. This section is an aid for those who wish to analyze the book in detail. The Tables of Contents in the beginning of the book and on the tabs in the beginning of each section provide further direction to the reader.

Transmittal Letter

The Transmittal Letter is the CEO/General Manager's Letter and an overview of the Authority's operations and finances for the upcoming fiscal year. It includes summaries and revenues, expenditures and staffing, service indicators, and a profile of the service area.

Performance Management

This section highlights improvements and efficiencies made through TransitStat, RTA's performance management program, and the 2015-2020 Strategic Plan. GCRTA continues to improve itself as a model transit authority.

Budget Guide

In addition to providing an outline of the Adopted Budget Plan, the Budget Guide explains the Authority's financial and budgetary policies, including the rationale for their adoption and the manner in which they are implemented and monitored. The Budget Guide also contains a description of the budget management process, a budget calendar, and glossary of terms used in the Adopted Budget Plan.

Fund Budgets

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

Department Budgets

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

2015 Budget Guide

Capital Improvement Plan

The Capital Improvement Plan itemizes capital projects approved for 2015 and those planned for 2016 through 2019. This section discusses funding sources, debt limits, capital improvement planning cycle, and the criteria used to establish priorities.

Financial Policies

Introduction

The Authority adopted a set of financial policies in 1989, relating to its overall finances and to particular funds. The policies were amended in July 1998 to include four additional key indicators.

These policies were then amended again in September 2011 to provide a comprehensive framework for the management of revenues and financial resources of the Authority. They provide guidelines for decision-making by the Board of Trustees and management on how the financial resources of the Authority shall be used to achieve the Authority's mission and provide public transportation services.

The new policy objectives are a better indicator of efficiency, effectiveness, and financial condition of the Authority, which ensures the fiscal integrity of the Authority and adherence to laws and regulations. The Authority's purpose, which is to provide a public service, will only be accomplished so long as it remains a financially viable organization. In this vein, a balance of using the funds to provide that service and maintaining a reserve for possible future shortfalls must occur. The new policy objectives to measure and/or control expenses and revenues are:

- Operating Ratio at or above 25%
- Operating Reserve at least 1 month
- Growth in Cost per Service Hour at or below the rate of inflation
- Debt Service Coverage of 1.5
- Sales & Use Tax Revenue (between 10% and 15%) allocated to Capital Improvement on an annual basis
- Capital Maintenance Outlay to Capital Expansion will be a minimum of 75% to a maximum of 90%.

In addition to the elimination of two policy objectives, RTA established reserve funding. The volatility of fuel prices, hospitalization costs and the impact of the Great Recession of 2008-2009 have shown that establishing reserves to help offset the impact of future significant financial disruptions would be especially valuable and prudent. In December 2012, a fourth Operating Reserve for replacement of rolling stock was added. As such, the new policies authorize:

- Operating Reserves
 - Reserve for Fuel
 - Reserve for Compensated Absences
 - Reserve for Hospitalization
 - Reserve for Rolling Stock Replacement

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For accounting purposes, the Authority reports the results of its operations in a single enterprise fund, the All Funds Statement. However, for budget purposes, a separate budget must be adopted annually for each fund (see Fund Budgets section). Therefore, the following financial and budgetary policies are organized by Fund, except for those general policies that are applicable to the Authority as a whole.

ALL FUNDS

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

Rationale: By law, the budget must be balanced and expenditures cannot exceed available resources. A balanced budget occurs when total expenditures equal total revenues. The budget is also balanced in situations where total expenditures are less than total revenues, called a surplus. A third type of a balanced budget is when total resources (previous year balance plus current year revenues) are greater than total expenditures.

Balanced Budget:

- A) Total Revenues = Total Expenditures
- B) Total Revenues > Total Expenditures
- C) Total Resources > Total Expenditures

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

In the General Fund, for 2015, estimated resources total \$308.0 million: current revenues of \$279.7 million plus an estimated beginning balance of \$28.3 million. Total estimated expenditures for 2015 equal \$294.9 million and are within the estimate of total resources available. The ending balance, \$13.1 million, is under the one-month reserve recommended by the Trustees for the General Fund (see page 25). The Board policy goal is considerably more restrictive and more determinate than the legal demand for balanced appropriations.



Policy Statement: The Authority's interim funds shall be invested to achieve the maximum financial return 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: With interim funds of more than \$50 million, investment income is a material resource for the Authority and makes funds management a priority. Investment decisions should attempt to increase yields without risking the principal or the liquidity position of the organization. In addition, idle cash balances should be invested whenever possible to maximize investment income.

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Implementation: The Ohio Depository Act and the Authority's cash management investment policy allow the Authority to invest in the following types of financial instruments:

- U.S. Government securities, maximum term of three years
- Secured certificates of deposit, maximum term of one year
- U.S. Government Agency securities, maximum term of three years
- Repurchase agreements of U.S. Government and Agency securities, maximum term of thirty days
- State Treasury Asset Reserve of Ohio (STAR Ohio), daily liquidity

Monthly reports summarizing investment transactions and earnings are provided to the Board of Trustees. The Authority was able to achieve a favorable return on its 2014 investments and at the same time meet its outstanding financial commitments with an investment yield of 0.48%.



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

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

Implementation: In the General Fund, the growth in the cost of providing services (measured by cost per hour of service) must remain at or below 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 2015 General Fund, which exclude transfers to other funds, are \$255.1 million, which represent an increase of over \$7.3 million, or 3.0%, over 2014 budget. The largest Operating Budget appropriation, \$182.8 million, is for Personnel Services, which accounts for 71.6% of the total operating appropriation. The 2015 appropriation for personnel costs is 2.3% higher than the 2014 3rd Quarter estimated level. This increase is due to the a wage increase for ATU, FOP, and non-bargaining personnel, which is tied to Sales Tax and Passenger Fare revenues received in 2014. The Operating Expenditures increases include labor and fringe benefits for personnel and inventory, utilities, cost of materials, and liability costs are included in the diesel fuel and other expenditures.

In the Capital Improvement Fund, economies are sought that minimize the costs of capital projects. Construction management activities ensure the timely completion of these projects at the lowest cost. Cost savings also are possible by planning for the purchase of similar types of equipment in larger quantities. Additionally, capital investment is encouraged where operating cost savings and operational efficiencies result.



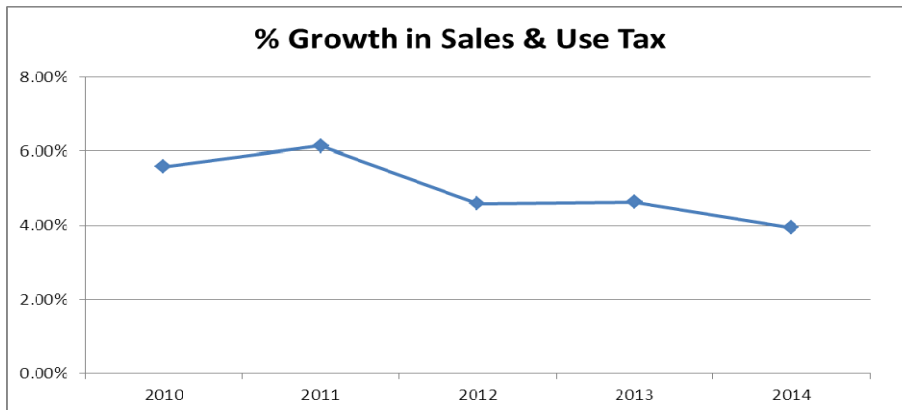
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GENERAL FUND

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

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

Implementation: Cuyahoga County experienced an historic decline in Sales & Use Tax receipts in 2009. For the Authority, Sales Tax, the largest revenue stream, declined 10.94%, losing nearly \$19 million in Sales Tax revenue. In 2009, managed health care was added to the Sales & Use Tax base, which helped to increase revenues by \$5 million in 2010. From 2011 through 2014, Sales & Use Tax collections continued to increase, but at a decreasing rate.



The monthly Sales & Use Tax collections within the first three quarters of 2014 were very inconsistent and fluctuated greatly from month to month. By the end of the third quarter, the Sales & Use Tax increased by 2.4%. By year-end, the Sales & Use Tax collections increased by 3.95%.

Passenger Fares are the second largest source of revenue. Ridership through September 2014 was 0.9% below the same period in 2013. Weather was a major factor in the first quarter with record snowfall and cold temperatures, which caused ridership to decrease by 5.6%. By the end of the second quarter, ridership grew and was down by 1.9%, compared to 2013 levels. By the end of the third quarter, ridership increased steadily and was only 0.9% below 2013 ridership levels.

Reimbursed Expenditures, the third largest revenue stream for the Authority, consists of reimbursements for Preventive Maintenance, Fuel Tax, and grant-funded Labor and Material costs. The goal is to keep reimbursed expenditures under \$25 million, with a stretch goal of \$20 million, enabling more funds to be available for capital projects.

Because of the inconsistency in the Sales & Use Tax collections, and the fact that Northeast Ohio has not fully recovered from the recessions in 2001 and 2009, the 2015 through 2017 projections for the top three revenue streams are very conservative.



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Policy Statement: *An operating reserve in an amount equal to at least one month's operating expenses shall be budgeted each year to cover unforeseen or extraordinary fluctuations in revenues or 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.

Implementation: This policy was met in 2010, the first time since 1990, at 1.2, and continued to be met in 2011 and 2012, both at 2.1, in 2013, at 1.9, and again in 2014, at an estimated 1.4. The control in expenditures over the past two years has helped this financial policy to be achieved. This policy goal is expected to be under the goal in 2015 through 2017, at 0.6, -0.1, and -0.4, respectively. Additional sources of revenues must be identified and operating expenses must be held under tight control to reach the 1.0 month operating reserve for 2015.



Policy Statement: *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: This policy goal has not been met in 2009 through 2011 because service cuts were decreasing more rapidly than operating expenses. In 2012, service hours were increased to reduce overcrowding on buses and the implementation of three new Trolley Lines, which resulted in the cost per hour of service to be considerably lower than the projected inflation rate, at -7.7%. For 2013, operating expenditures increased at a greater rate than service hours and the growth per year increased to 4.7%. For 2014, service hours are expected to increase at a greater rate than operating expenditures and the cost per hour is projected to decrease by 6.5%.

Service hours for 2015 through 2017 are budgeted to increase by 1.0% for each year and operating expenses are projected to increase by 5.4%, 0.3%, and 1.1%, respectively. This policy goal is expected to be met in 2016 and 2017, at -0.7% and 0.1%, respectively, as inflation is expected to increase between 2.4% and 2.8% per year for the next decade. This indicator is not expected to be met in 2015, as the growth is projected at 4.4%, higher than the rate of inflation. Therefore, Operating expenses must continue to be maintained.



Policy Statement: *The Operating Ratio (Operating Revenues divided by Operating Expenses) shall not be allowed to go below 25% with a long-range objective of having Operating Revenues cover an increasing portion of Operating Expenses.*

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

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

The ratio in 2011 was 23.8%, although still below the 25% goal. Operating expenses decreased, primarily due to the implementation of the fuel-hedging program which decreased the cost of diesel fuel. In 2012 and 2013, operating expenses have increased at a greater rate than operating revenues. This will continue in 2014 as operating revenues are projected to increase by 1.2% and operating expenses are projected to increase by 5.2%; and again in 2015 at 0.9% and 5.5%, respectively. For 2016 and 2017, operating revenues are projected to increase by 1.2% each year, whereas operating expenses are budgeted to increase by 0.3% and 1.1%, respectively, however, the operating ratio remains well below the goal of 25%.



Policy Statement: *Debt service coverage (total operating revenue minus operating expenditures divided by debt service requirements) shall be kept to a minimum of 1.5.*

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

Implementation: The debt service coverage measure has traditionally been met and the minimum significantly exceeded since the Authority has used debt sparingly. The goal of the debt service coverage is to be above 1.5. After declining to a low of 1.14 at the end of FY 2009, the Debt Service Coverage ratio improved 2010 through 2013 as revenue from the Sales & Use Tax recovered. This ratio again was maintained in 2014 at a projected rate of 2.44. For 2015, at a projected 1.59, the ratio will be slightly above the goal of 1.5. The debt coverage is projected to decline in 2016 and 2017, at 0.95 and 0.55, respectively, as projected total resources fall within those years.

CAPITAL IMPROVEMENT FUNDS

Policy Statement: *An amount between 10% and 15% of Sales & Use Tax revenues shall be allocated to the Capital Improvement Fund on an annual basis. This allocation shall be used to support budgeted projects in the Capital Improvement Fund or support debt service payments in the Bond Retirement Fund.*

Rationale: Capital assets such as facilities, equipment, and vehicles, are essential to the provision of transportation services. Although expensive to sustain, a regular capital investment program lowers operating and capital costs over the long term. The Federal Government funds a substantial portion of capital projects, but the Authority must have adequate local matching funds on hand in order to qualify for FTA grants. State and Federal assistance has shrunk in recent years, leaving the Authority to absorb an increasing share of capital expenditures through 100% local funds.

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Implementation: The Authority has combined debt financing and direct allocations of Sales Tax receipts to fulfill its financial commitment to capital over the last decade. In 1995, the definition of contribution to capital was officially broadened to include the transfer to Bond Retirement Fund. The Authority provided a contribution to capital equivalent to the minimum of 10% in 1998 through 2002, but growth in Authority-wide capital needs progressively increased this ratio between 2003 and 2011, from 11.4% to 18.4%.

In 2012, capital funding requirements fell to 17.1%, but increased in 2013 to 18.0% of Sales & Use Tax revenue, and again in 2014 to 18.7% or \$36.36 million as additional local funds were transferred to the capital program for the multi-year bus replacement program. In 2015, this rate is expected to slightly increase to 19.2% including \$15.53 million for payment of 100% locally funded projects, the local match portion of grant-funded projects, and \$22.62 million to the Bond Retirement Fund for debt service payments. It is expected to remain above the goal of 15% for the next several years though it will decline in 2016, to 18.4%, and again in 2017 to 15.3% as current debt service is retired..



Policy Statement: *Capital Improvement Funds shall be used to account for the construction and acquisition of major capital facilities and equipment.*

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.

Implementation: Capital investments are defined as those exceeding \$5,000, where the useful life of the asset exceeds one year. The Capital Improvement Fund includes the RTA Capital Fund and the RTA Development Fund. The Capital Improvement Fund is supported by the Federal and State grants as well as local sources.



Policy Statement: *The percent of capital maintenance to capital expansion outlay will be a minimum of 75% and a 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. Ridership is increased only through a clean, dependable, and well-operated system.

Implementation: Recognizing that the capital program requires a critical balance between maintenance of existing assets and expansion efforts, this policy objective has been used in the past to develop the annual capital budget. In 2010, 2011, and 2012, the capital maintenance to expansion ratio was 99.0%, 98.2%, and 97.9%, respectively and, at 86.1% and an estimated 93.5%, have remained at a high level as the focus of the Authority's capital program remains on maintenance, rehabilitation, and replacement or upgrade of existing capital assets rather than on expansion activities. This measure is expected to remain above the 90% maximum goal for the foreseeable future, ranging from 92.5% in 2015, to 94.2% in 2016, and 91.3% in 2017 as the focus continues on state of good repair (SGR) projects throughout the Authority.



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Policy Statement: 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 and Federal Highway Administration programs, as well as the programs of the Federal Transit Administration.

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 (SGR) 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 meant the Authority can only focus on the most essential and realistic capital projects during the 2015-19 CIP development process and continue its focus on SGR projects. The Authority will continue to aggressively pursue and explore non-traditional funding opportunities under the new Transportation Act – Moving Ahead for Progress in the 21st Century (MAP-21) and will continue to focus on improving our internal capability to plan, finance, and implement its Capital Improvement Plan.

SUPPLEMENTAL PENSION FUND

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

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

Implementation: The Supplemental Pension Fund contains assets held in trust for the payment of pension benefits to certain retired employees of the Authority. Provisions of the plan are delineated in the agreement between RTA and the Amalgamated Transit Union (ATU). Because of low levels of investment income earned over the last few years and increasing expenditures, the fund has required transfers from the General Fund to keep the recommended balance. The transfers from 2008 through 2014 were held at \$100,000 per year. In 2015, 2016, and 2017, \$100,000 transfers will be needed each year to ensure that the Fund remains at the recommended level to meet all obligations.

INSURANCE FUND

Policy Statement: 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.

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

Implementation: The General and Insurance Funds provide for the payment of the insurance purchased on the open market. Since the hiring of a Risk Manager in 1998, the Insurance Fund was restructured to include a mix of self- and purchased-insurance. This was a major change from the Authority's previous self-insurance position. In 2014, \$2.7 million is projected to be expensed in the General Fund for the payment of ordinary and routine losses in the form of personal injury and property damage claims. An additional \$1.8 million is projected to be expensed in the Insurance Fund for claims outlay and to cover insurance premiums for catastrophic or extraordinary losses. For 2015, 2016, and 2017, about \$2.5 million is budgeted each year for claims outlay and insurance premiums for catastrophic and extraordinary losses.



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

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

Implementation: Ordinary and routine losses are paid through the Risk Management Department's General Fund Budget, whereas claims and insurance premiums for catastrophic and extraordinary losses are budgeted in the Insurance Fund. Since 2004, the Risk Manager requires a minimum \$5 million fund balance. In 2011, a transfer was made to the Insurance Fund in the amount of \$3.2 million. The transfer dropped to \$1.0 million in 2012 and \$1.4 million in 2013 and again in 2014.

The transfer of \$1.5 million is budgeted in 2015. Transfers of \$2.4 million and \$2.5 million are budgeted in 2016 and 2017, respectively, to maintain the minimum balance of \$5.0 million.

BOND RETIREMENT FUND

Policy Statement: *Principal and interest payments on outstanding bonds will be accounted for in the Bond Retirement Fund. Debt issuances shall comply with pertinent State and Federal laws, finance only long-term capital assets, and supported by adequate debt servicing capacity.*

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.

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Implementation: Historically, the Authority has used debt capacity sparingly due to the benefits of Federal and State grant funding. Reductions in these sources of capital support over the years in combination with an aggressive long-range Capital Improvement Program (CIP), has resulted in more frequent use of debt sales as a revenue source for the Authority's capital needs. The outstanding debt for the Authority totaled \$123.9 million in general obligation (GO) and revenue (RB) bonds at the end of 2014 will require principal and interest payments of \$20.7 million in 2015. Principal and interest payments are expected to continue to increase in future years due to the on-going needs of the Capital Improvement Plan and additional anticipated debt service requirements.



Debt Financing

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

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

Impact: The provision is not currently applicable since debt obligations have not required the use of ad valorem property taxes for debt service payments. Further, the 1.48 mill limitation (based on the county's assessed valuation of \$27.7 billion) is not overly restrictive in view of the Authority's debt requirements.

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

Impact: The 2008-2010 recession has negatively affected the property valuation for Cuyahoga County. A triennial adjustment was made on the total assessed valuation leading to a decline from \$31.7 billion in 2008 to \$29.8 billion in 2010 to \$27.73 billion at the end of 2014. Based on the valuation, the annual debt service capacity of one-tenth of one percent would be \$27.73 million and apply to all debt issued by the Authority. The next property valuation for a complete reappraisal of every parcel of property will be completed in 2015.

3. **Restriction:** The total amount of annual debt service on unvoted 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 unvoted debt regardless of the source of payment and historically has been the most restrictive to the Authority. At the end of 2014, the overwhelming majority of political subdivisions in Cuyahoga County have reached the 10-mill limit, leaving 0.00 mills for additional debt issuances. The fact that the 10-mill limit has been exceeded was another factor to be considered as the Authority

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prepares for an additional debt issuance in FY 2015 resulting in revenue bonds being issued instead of general obligation bonds. This will also affect future debt issuances in the same manner.

In FY 2012, the Authority issued revenue bonds for \$25.0 million in new debt and \$17.4 million in a refinancing issuance. A refinancing issuance of \$29.7 million was made in 2014. The next debt issuance is projected for 2015. The Authority currently holds a “AAA” rating with S & P and an “Aa2” rating with Moody’s.

Budget Management Process

Introduction

As the Authority’s finances become tighter, increased emphasis has been placed on the budget management process. The following procedures were instituted to strengthen this process:

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

The Budget Cycle

For the Authority, the fiscal and calendar year coincide. The budget process for the forthcoming fiscal year begins in June with the development of the Tax Budget for the following year. Although not necessary, the Authority prepares a Tax Budget as a valuable tool for estimating budget year resources and performing appropriations planning.

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

- A budget basis (or starting point) is selected, usually based on the mid-year estimate or the original appropriation level.

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- The Office of Management and Budget (OMB) staff adjusts the budget basis for any nonrecurring costs, contracts, or binding commitments, or inflation. The product is called the Base Budget.
- After receiving the Base Budget, departments submit their requests for adjustments.
- Negotiations between OMB staff and the department staff refine the Base Budget.
- When completed, the Base Budget includes commitments, recurring costs, and any approved new projects and initiatives.

- The finalized CEO/General Manager's Recommended Budget:
 - Is the sum of the refined Base Budgets and Adjustments
 - Is limited to estimated available resources
 - Satisfies the Authority's financial policies to the best extent possible
 - Supports the Authority's mission and strategic direction as embodied in the Board Policy Goals and outlined in the Strategic Planning Process
- The CEO/General Manager's Recommended Budget is presented to the Executive Management Team (EMT) in October
- The CEO/General Manager's Recommended Budget is presented to the Board of Trustees (BOT) in November and December and is made available to the public.
- At least one budget hearing in December is scheduled for the BOT and the general public, which includes public discussion of the budget.
- The review process culminates in the formal adoption of a budget resolution at the December Board Meeting. It is the Trustees' practice to finalize appropriations before the new fiscal year begins.

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DECEMBER

- 2016 Operating Budget presented at Public Hearing, Finance Committee on 1st Tuesday
- Adoption of 2016 Operating Budget on 3rd Tuesday
- Load 2016 Operating Budget in Financial Management System
- Cost Allocation Plan completed & submitted

NOVEMBER

- 2016 Operating Budget presentation and deliberation - Finance Committee and Board of Trustees on 1st and 3rd Tuesdays
- Public Hearing on 2016 Operating Budget
- 2015 3rd Quarter Report presented to Board of Trustees on 3rd Tuesday
- CAB Meeting

OCTOBER

- 2016 Transmittal Letter created
- Finalize 2016 Operating Budget
- 2015 3rd Quarter Report submitted by end of month
- Establish Adopted 2016 Capital Budget in Financial Management System
- CAB Meeting

SEPTEMBER

- 2016 Base Budget submitted to Departments 1st Tuesday and to Executive Management Team (EMT) 4th Tuesday
- Department Negotiation meetings second & third weeks
- CAB Meeting

AUGUST

- 2015 2nd Quarter Report presented to Board of Trustees on 3rd Tuesday
- Begin development of the 2016 Operating Budget
- 2016 CIP presented to Finance Committee; Public Hearing; & Adopted at Board Meeting
- Prepare information for Cost Allocation Plan
- CAB Meeting

JULY

- Present 2016 Tax Budget to Finance Committee on 1st Tuesday; Public Hearing
- Adoption of Tax Budget on 3rd Tuesday
- 2015 2nd Quarter Report submitted by end of month
- Capital Program Oversight Committee (CPOC) meeting; Create final 2016 Capital Budget
- NTD Audit completed; Submit final NTD
- CAB Meeting

JANUARY

- 2014 4th Quarter Report submitted by end of month
- Encumbrance Roll
- Create plan for National Transit Database (NTD) Report for 2014
- Citizens' Advisory Board (CAB) Meeting

FEBRUARY

- Publication of Annual Budget Plan
- Budget Plan sent to GFOA for award consideration
- 2014 4th Quarter Report submitted; Presented to Board of Trustees on 3rd Tuesday
- Roll out NTD plan with Directors
- CAB Meeting

MARCH

- Budget Policy Review and Priority Setting
- Capital Meeting with Analysts
- Gather & analyze NTD data
- CAB Meeting

APRIL

- 2015 1st Quarter Report submitted by end of month
- Capital Roll-Out meeting with Directors
- Final analysis of NTD data; Submit to FTA by end of month
- CAB Meeting

MAY

- CPWG (Capital Program Working Group) meeting
- Development of the 2016 Capital Improvement Plan (CIP)
- 1st Quarter Report presented to Board of Trustees on 3rd Tuesday
- CAB Meeting

JUNE

- Prepare 2016 Tax Budget
- Continued development of the 2016 Capital Improvement Plan (CIP)
- Financial Audit completed
- CPWG meetings
- CAB Meeting

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Management Policies

The Authority continues to operate under the Quality Management System (QMS) through the TransitStat program. The Board of Trustees (BOT), Executive Management Team (EMT) and key stakeholders in RTA created a new strategic plan for short-term and long-term of the RTA. This includes a new Mission Statement and ten Priority Policy Initiatives essential for growth and progress in RTA. These are reviewed annually and modified if necessary. Budget decisions are made with the overall strategic planning process in mind.

The new Mission Statement is:

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

The Management Policy Initiatives are:

- **Educate Key Decision Makers to Act on Behalf of Public Transportation**
- **Maximize Ridership Growth Opportunities**
- **Identify Top Opportunities to Enhance Riding Experience**
- **Implement Predictive Maintenance Program**
- **Analyze Paratransit Practices**
- **Assess Top Priorities for State of Good Repair (SOGR)**
- **Advance and Improve Technology**
- **Define and Implement Plan to Improve Safety for Customer and Employees**
- **Identify and Improve Most Crucial Communication Issues**
- **Refine Human Resources Policies and Practices**

The RTA Values identified by the new Strategic Plan are:

- **Safety:** The safety of our passengers, employees, and the general public is our top priority.
- **Ethics & Integrity:** We are dedicated to high ethical standards, including uncompromising honesty and integrity in our daily activities.
- **Service Excellence:** We will provide safe, clean, reliable, on-time, courteous service that our customers will view as outstanding.
- **Fiscal Responsibility:** We are committed to manage every taxpayer and customer-generated dollar as if it were coming from our own pocket.
- **Teamwork:** We believe in teamwork and will foster a spirit of cooperative effort within RTA and with our partners.
- **Responsibility & Accountability:** Every individual is accountable. Meeting our individual responsibilities will ensure that collectively RTA is a high-performing organization. We will meet all regulations and commitments and continually strive to improve.
- **Respect:** We will treat all members of the RTA family, customers, and the general public with dignity and respect.

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Budget Monitoring and Control

A quarterly financial report allows the CEO/General Manager and the Board of Trustees (BOT) to monitor actual performance. This report is used to determine adjustments to the budget. The budget may be adjusted after periodic reviews, but is normally limited to interdepartmental transfers rather than an increase to the overall appropriation level. The CEO/General Manager has the authority to transfer appropriations within departments, which are reported to the Trustees within 30 days. Any increase to the Authority's total operating budget requires BOT approval.

The CEO/General Manager also has the authority to upgrade or reclassify staff positions. Positions may be reallocated between departments and divisions, providing the overall staffing level remain at the level approved by the BOT. This allows the CEO/General Manager flexibility in making staff decisions.

Service Profile

Economic Profile

(U.S. Census Bureau)

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

			% Change prior year
Population	2013 Census (estimate)	1,263,154	-0.2%
	% Change from 2010 Census	-1.3%	0
	Projected 2020 Population	1,209,550	0
	Land Area (square miles) (2010)	457.2	-0.1%
	% Female (2013)	52.4%	0
	Persons per Square Mile (2010)	2,800	0
	% White (2013)	64.6%	-0.2%
	% Black (2013)	30.2%	0
	% Hispanic/Latino (2013)	5.2%	0.1%
	% Asian (2013)	2.9%	0.1%
	% American Indian/Alaskan Native (2013)	0.3%	0
Housing	Persons per household, 2009- 2013	2.33	-0.01%
	# Housing Units (2013)	617,545	-3,285
	Home Ownership rate (2009- 2013)	60.9%	-0.7%
	Median value of owner-occupied housing units (2009-2013)	\$125,700	-\$9,200
	Median Household Income (2009-2013)	\$43,804	-\$284
	% Under Poverty Level (2009- 2013)	18.3%	1.2%
	Cost of Living Index (U.S. Avg.: 100)	89.1	-7.0
Largest Cities (2012) (# of Residents)	City of Cleveland	390,113	-815
	Parma	80,429	-168
	Lakewood	51,143	-242
	Euclid	48,139	-142
	Cleveland Heights	45,394	-81
	Strongsville	44,730	110
	Westlake	32,471	-16
	North Olmsted	32,292	-62
	North Royalton	30,367	42
	Garfield Heights	28,378	-76
Land Use/Land Cover (2013)	Urban (Residential, Commercial, Industrial, Transportation, etc.)	66.85%	0
	Cropland	0.99%	0
	Pasture	0.03%	0
	Forest	30.95%	0
	Open Water	0.65%	0
	Wetlands	0.37%	0
	Bare/Mines	0.17%	0

Service Profile

State Parks, Forests, Nature Preserves, and Wildlife Areas	Areas, Facilities	1	0
	Acreage	13.5	0
Education	Public Schools	365	0
	Non-Public Schools	134	0
	4-Year Public Universities	1	0
	2-Year Public Colleges	1	0
	Private Universities & Colleges	5	0
	Public Libraries	9	0
	Branch Libraries	63	0
Means of Transportation to Work	Drive Alone	448,532	-43,358
	Carpool	43,946	696
	Public Transportation	29,056	1,880
	Walk	80	-1,460
	Other	6,765	1,138
	Work from Home	2,069	102
Travel time to Work (16 yrs old and older) (2012)	Less than 15 minutes	24.2%	0
	15 to 29 minutes	42.1%	0
	30 to 44 minutes	23.9%	0
	45 to 59 minutes	5.4%	0
	60 minutes or more	4.4%	0
Major Employers Type of Employment (Non-Government)	Cleveland Clinic	Health Care	
	University Hospital Health System	Health Care	
	Progressive Corp.	Insurance	
	MetroHealth	Health Care	
	KeyCorp	Finance	
	Swagelok	Manufacturer	
	Giant Eagle, Inc.	Grocer	
	Sherwin Williams	Manufacturer	
	Lincoln Electric	Manufacturer	
Nestle USA	Manufacturer		
Caesars Entertainment Co.	Casino		

Sources:

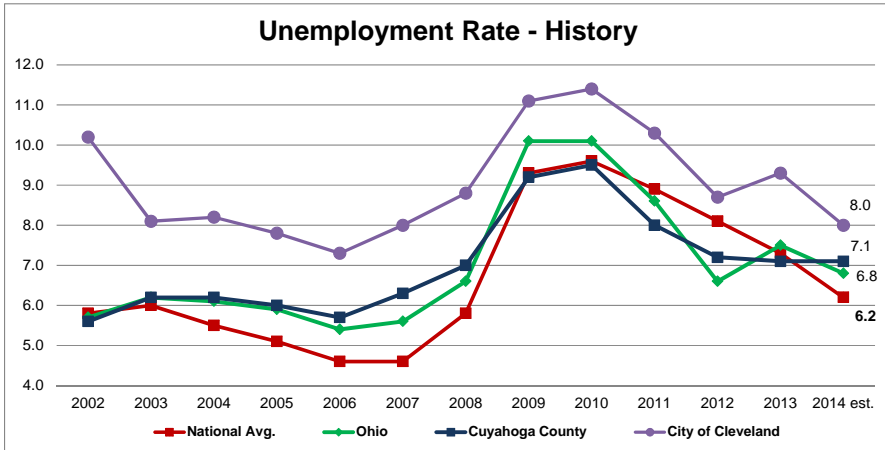
U.S. Department of Commerce (United States Census Bureau) Town & County Quick Facts

U.S. Census Bureau, 2009-2013 American Community Survey

Ohio Department of Development --Office of Policy, Research & Strategic Planning Ohio County Profiles

Crain's Cleveland Business (August 2014)

Service Profile



Trends of North East Ohio compared to the State and National Averages

The Population in Cleveland has been steadily decreasing since the 1980s and Cuyahoga County has been decreasing since 2000. The economic crisis in 2008 and 2009 hit Cuyahoga County, City of Cleveland, and North East Ohio hard. The

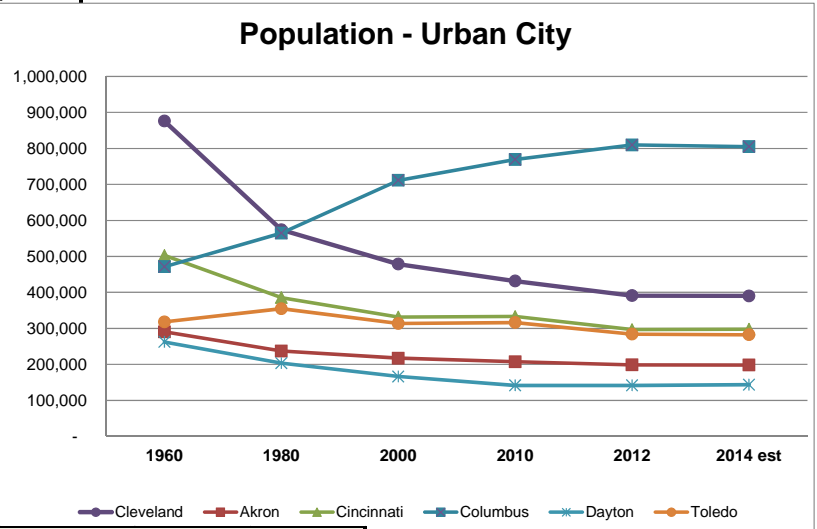
Year	National Avg.	Ohio	Cuyahoga County	City of Cleveland
2002	5.8	5.7	5.6	10.2
2004	5.5	6.1	6.2	8.2
2006	4.6	5.4	5.7	7.3
2008	5.8	6.6	7.0	8.8
2010	9.6	10.1	9.5	11.4
2012	8.1	6.6	7.2	8.7
2013 (Est.)	7.3	7.5	7.1	9.3

unemployment rate was already higher than the national average at this point in time. Unemployment remains high in the City of Cleveland. Unemployment in Ohio and Cuyahoga County are also higher than the national average.

Year	Cleveland	Akron	Cincinnati	Columbus	Dayton	Toledo
1960	876,050	290,351	502,550	471,316	262,332	318,003
1980	573,882	237,177	385,457	564,871	203,371	354,635
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
2012	390,928	198,549	296,550	809,798	141,359	284,012
2014 est.	390,113	198,100	297,517	804,996	143,355	282,313

Within the region, however, there has been considerable shifting of the population. Here are how the counties have changed since 2000.

Ashtabula County	- 99,811, down 2.8 percent from 102,728
Cuyahoga County	- 1,263,154, down 9.4 percent from 1,393,979.
Geauga County	- 93,972, down 0.8 percent from 94,753.
Lake County	- 229,857, up 1.0 percent from 227,511.
Lorain County	- 302,827, up 6.4 percent from 284,664.
Medina County	- 174,915, up 15.8 percent from 151,095.
Portage County	- 163,862, up 7.8 percent from 152,061.
Summit County	- 541,824, down 0.2 percent from 542,899.



Year	Cleveland Metro	Akron Metro	Cincinnati Metro	Columbus Metro	Dayton Metro	Toledo Metro
1990	2,102,248	657,575	1,844,915	1,405,168	843,835	654,157
2000	2,148,017	694,962	2,009,654	1,612,844	848,155	659,185
2010	2,088,291	698,553	2,155,137	1,773,120	836,544	649,104
2014 est.	2,064,725	705,686	2,137,406	1,967,066	802,489	608,145

Transit Service Profile

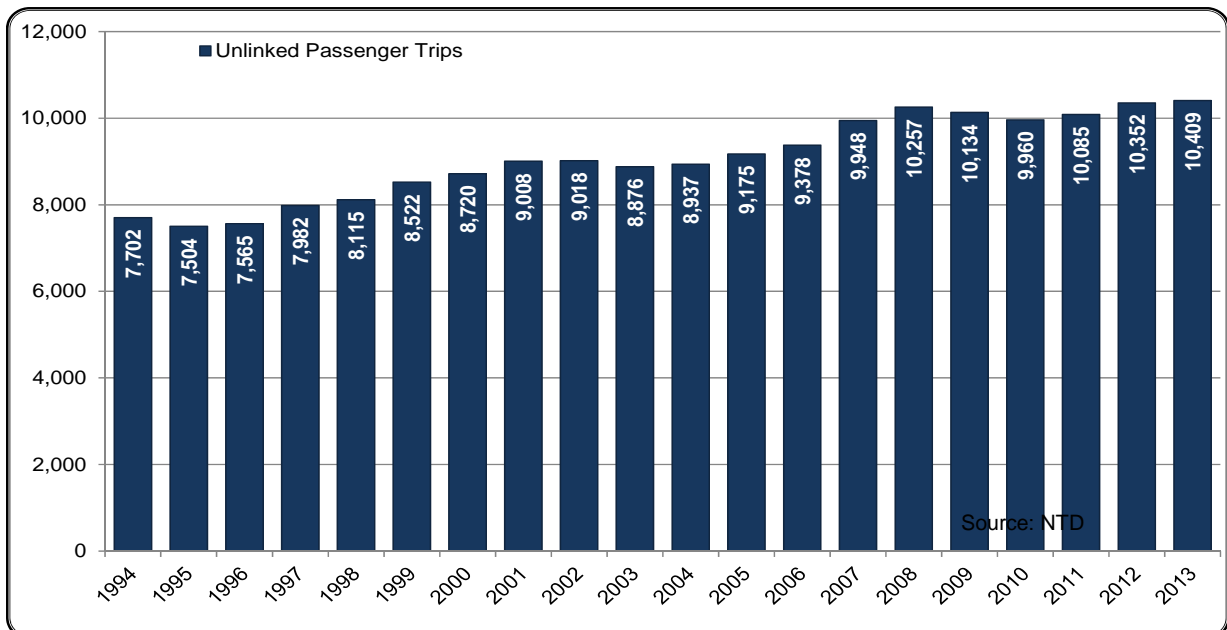
National Transit Trends

A total of 817 Agencies are included in the National Transit Database (NTD) for 2013. The National Transit Database was established by Congress to be the Nation's primary source of information and statistics on the transit system of the United States. Recipients of grants from the Federal Transit Administration (FTA) are required by statute to submit data to the NTD. The NTD is used to help meet the needs of individual public transportation systems, the US Government, State, and Local governments, and the public for information on which to base public transportation service planning. (www.ntdprogram.gov/ntdprogram/)

Number of Agencies reporting by Mode:

Year	Bus	Demand Response	Heavy Rail	Light Rail	BRT
2004	530	498	14	27	0
2005	545	513	15	27	0
2006	558	533	15	27	0
2007	569	550	15	26	0
2008	587	557	15	29	0
2009	597	574	15	29	0
2010	609	591	15	29	0
2011	596	581	15	30	4
2012	655	637	15	32	4
2013	698	697	18	30	7
10 Yr. Change	168	199	4	3	7

Total Unlinked Passenger Trips (by year):



Source: National Transit Summaries and Trends for the 2013 National Transit Database Report Year

Transit Service Profile

Ohio Transit Trends 32 Agencies reported data in the National Transit Database in 2013

The Nine Largest Agencies in Ohio – data listed below

Agency	Sq. Mi	Pop	Mode	Unlinked Passenger Trips	Annual Passenger Miles	Vehicle Revenue Miles	Vehicles in Max Service	Vehicles Available for Max Service
Akron (Metro)	420	542,899	Bus	5,082,892	17,601,659	3,451,204	101	125
			DR	238,834	1,515,778	1,965,950	79	98
			Commuter Bus	106,203	2,920,583	266,469	7	8
Canton (SARTA)	567	375,586	Bus	2,552,821	12,789,633	2,208,234	34	38
			DR	138,209	1,283,190	1,138,653	23	42
Cincinnati (SORTA)	262	845,303	Bus	16,769,004	81,125,391	9,464,791	297	355
			DR	177,004	1,964,744	1,315,545	48	61
Cleveland (GCRTA)	458	1,412,140	Bus	34,325,962	144,546,103	12,968,260	350	391
			RB	4,854,519	12,837,586	648,031	16	21
			HR	6,423,366	44,109,511	2,414,910	20	60
			LR	2,897,940	17,332,817	785,351	14	48
			DR	704,502	4,964,438	4,978,261	131	146
Columbus (COTA)	337	1,081,405	Bus	18,472,039	71,591,337	10,241,965	261	313
			DR	277,467	2,846,852	3,276,594	60	66
Dayton (GDRTA)	274	559,062	Bus	7,307,141	37,161,954	5,200,980	90	109
			DR	217,454	2,099,089	1,995,492	57	90
			TB	2,217,979	6,793,518	895,136	26	35
Lake County (Laketran)	227	229,885	Bus	329,885	1,583,447	509,092	10	18
			DR	224,241	2,272,121	1,815,885	61	77
			Commuter Bus	172,040	4,392,181	269,238	15	22
Toledo (TARTA)	149	407,784	Bus	3,128,592	13,302,704	2,733,036	78	107
			DR	320,157	2,655,414	2,038,430	67	68
Youngstown (WRTA)	452	238,823	Bus	1,431,514	4,294,542	1,062,593	35	45
			DR	47,280	297,864	481,501	15	19

DR	Demand Response
DR-Taxi	Demand Response - Taxi
HR	Heavy Rail
LR	Light Rail
RB	Bus Rapid Transit
TB	Trolley Bus

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Glossary

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

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

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

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

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

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

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

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

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

Comprehensive Annual Financial Report – See CAFR

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

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

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

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Glossary

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

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

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

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

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

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

Fund Type – See Fund.

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

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

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

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

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

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

Glossary

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

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

Interest – The amount paid for the use of money.

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

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

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

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

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

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

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

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

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

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

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

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Glossary

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

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

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

TransitStat – The Greater Cleveland Regional Transit Authority's performance monitoring program. It entails frequent gathering, reviewing, analyzing, and monitoring of critical success measures.

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

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

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

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

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

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

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

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

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Fund Budgets

The Authority maintains its 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.

Since the Authority is an independent, special purpose political subdivision of the State of Ohio, annual budgets for each fund are prepared on the cash basis of accounting. On the cash basis, revenues are budgeted when they are received as opposed to when they will be earned and expenditures are budgeted when they are paid, encumbered, or obligated as opposed to when the liabilities will be incurred. The Authority uses the following appropriated funds to account for its operations:

All Funds

General Fund (aka Operating Fund)

(Includes Operating Expenses from Department Budgets)

Bond Retirement Fund

Insurance Fund

Supplemental Pension Fund

Law Enforcement Fund

Capital Improvement Funds

RTA Capital Fund

RTA Development Fund

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

How to Calculate Fund Balance

Beginning Balance

+ Current Revenues

Total Resources

(Less) Total Current Expenditures

(Equals) End of Year (EOY) Balance

(Also called Fund Balance)

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

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

Fund Budgets

All Funds

Balance Analysis

Figure 1 presents the combined fund balances of all the Authority's appropriated Funds (General, Capital Improvement, Bond Retirement, Insurance, Supplemental Pension, and Law Enforcement). The ending balance shows cyclical patterns, primarily increasing as a result of debt issuances, and decreasing as those funds are consumed.

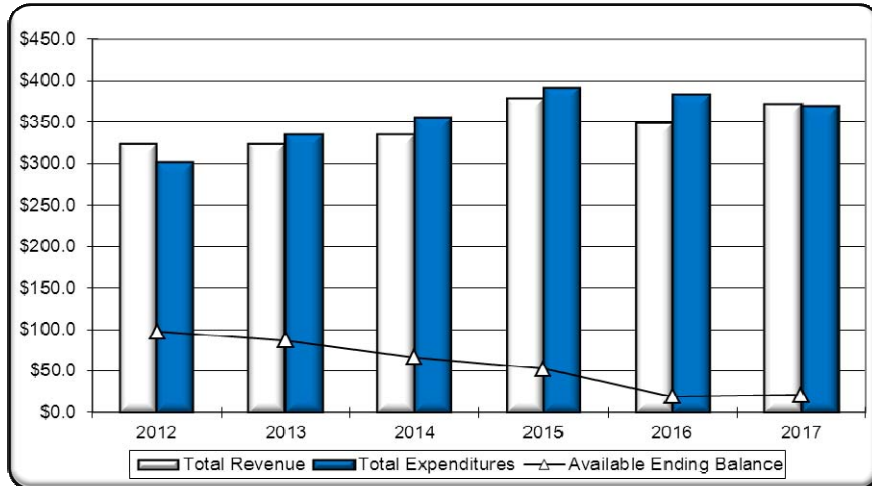


Figure 1

The Sales & Use Tax revenue, the largest source of revenue for RTA, dropped \$19 million, 10.9%, from 2008 receipts due to the great recession. This was the most dramatic decline in Sales Tax in the history of the Authority. Managed Health Care was added to the Sales & Use Tax base, which helped to increase tax receipts by about 8.6 million in 2010, \$8.1 million in 2011, \$8.0 million in 2012, and \$8.4 million in 2013.

By the end of the 3rd Quarter in 2014, Sales & Use Tax was estimated to end the year around \$194.4 million, slightly higher than the budget of \$194.1 million.

RTA has been diligent in maintaining a sustainable budget, however, as levels of Federal and State funding are questionable, keeping a sustainable budget remains difficult. A proposal to cut Federal Funding by 30% for 6 years (\$15 million annually) was deferred until September 2014 when President Obama signed a Transportation Bill in July 2012. This bill decreased Federal funding to RTA by \$4 million due to the funding formula based on population from the 2010 Census. The Authority is in a much improved financial situation but challenges still remain.

Fund Budgets

All Funds Balance Analysis

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2016 Plan	2017 Plan
Beginning Balance	74,912,187	97,673,401	86,680,970	66,712,510	52,628,814	19,419,042
Revenue						
Passenger Fares	49,237,857	48,699,580	49,314,054	49,905,823	50,504,693	51,110,749
Sales & Use Tax	181,219,251	189,630,645	194,415,153	198,692,286	203,063,517	207,530,914
Federal	33,570,510	59,795,463	62,075,000	71,321,250	65,981,250	62,562,500
State	6,389,010	4,153,693	5,863,558	4,809,658	3,809,658	3,809,658
Investment Income	380,932	361,292	321,665	341,625	365,625	390,875
Other Revenue	28,275,857	21,965,425	23,450,171	27,473,518	25,355,000	25,355,000
General Obligation Debt Proceeds	25,000,000	0	0	25,000,000	0	20,000,000
Total Revenue	324,073,417	324,606,098	335,439,601	377,544,160	349,079,743	370,759,696
Total Resources	398,985,604	422,279,499	422,120,570	444,256,670	401,708,557	390,178,738
Expenditures						
Personnel Services	163,776,230	169,098,188	178,556,180	182,772,756	186,879,434	189,873,943
Diesel Fuel	12,632,036	13,956,183	14,504,860	13,440,000	10,880,000	10,080,000
Natural Gas	0	1,388,300	1,292,600	1,506,000	2,291,000	2,510,000
Other Expenditures	47,936,217	48,408,463	49,697,195	60,049,126	58,523,574	58,949,667
Capital Outlay	56,201,045	82,000,787	91,350,000	111,350,000	101,200,000	90,850,000
Debt Service	20,766,675	20,746,608	20,007,225	22,509,974	22,515,507	17,156,594
Total Expenditures	301,312,203	335,598,529	355,408,061	391,627,856	382,289,515	369,420,204
Available Ending Balance	97,673,401	86,680,970	66,712,510	52,628,814	19,419,042	20,758,534

Figure 2

General Fund

Balance Analysis

The General Fund is the general operating fund of the Authority and accounts for all revenue and expenditures except for activities related to capital improvements, debt service, catastrophic/extraordinary losses, and supplemental pension benefits. The combination of dramatic sales tax reduction, increasing personnel costs, and volatile fuel/utility costs had created a discouraging outlook through 2009.

From 2006 to 2009, the revenue and expense mismatch grew steadily. The Authority had to dip into prior year fund balances to cover current year expenses. In 2009, the Sales & Use Tax receipts dropped 10.9% due to the recession and the General Fund balance dropped sharply but with the help of one-time funding, the ending balance totaled \$2.9 million. In 2010, hard decisions had to be made, including a 12% service reduction and closing Harvard Garage on weekends, both implemented in April. In September, Harvard Garage was closed altogether. A combination of a 5.6% recovery in Sales Tax, additional one-time grant funding, an increase in reimbursed expenditures, and continuous monitoring of operating expenses, the ending balance grew to \$20.4 million. To help alleviate the stress of another recession, a reserve of \$4.6 million was subtracted from the ending balance. In 2011, customers were promised that the year would end without service decreases or fare increases. Sales & Use Tax ended the year with a 6.1% increase, which helped to achieve that goal.

Fund Budgets

As highlighted in the **Citizens Summary**, meeting the one-month reserve policy has been a challenge over the last decade. This goal was last met between 1994 and 1996. Since then the reserve policy has not been met, fluctuating between a low of a 0.1 months reserve in 2009, to a high of a 0.9 months reserve in 2005 and 2006.

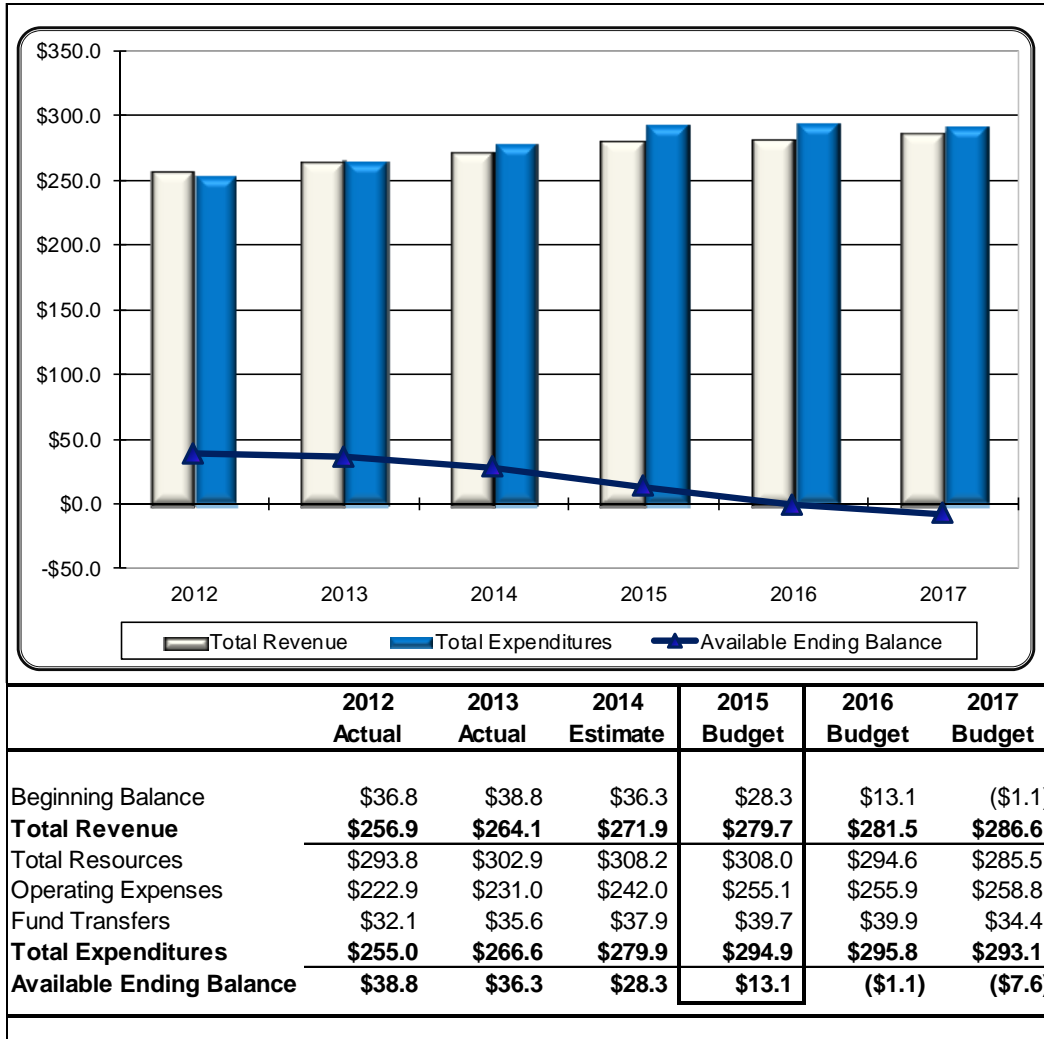


Figure 3

In 2010, this goal was finally met at 1.2 months reserve, with the help of a 5.6% increase in Sales & Use Tax revenue. Since 2010, every year the goal has been met with 2011 at 2.1, 2012 at 2.1 months, 2013 at 1.9 months and the projection for 2014 is 1.4 months.

The Authority has continued to control costs and aggressively execute the budget. In addition to this normal level of activity, the Authority implemented TransitStat in 2008, a data-driven performance management initiative, to review operations, seek improvements, and further reduce costs. These actions have increased accountability and helped increase efficiency and effectiveness. In 2013, Reimbursed Expenditures were reduced to increase the amount of funding for Capital Projects.

The Authority rolled back expenses in 2010 to 2004 levels. Sales tax recovered and is now the highest in history at \$181.2 million. Expenses have been held to the six-year rollback. Consequently, year-end balances have markedly improved. The goal for the operating reserve

Fund Budgets

has been met or exceeded in 2010 through 2013. Excellent budget execution allowed the 2012 ending balance to remain at the 2011 level. RTA is beginning to meet its goal of a sustainable General Fund balance. The work and results of the past four years must be continued in 2015 and beyond.

General Fund Balance Analysis

	2012	2013	2014	2015	2016	2017
	Aud.Exp	Aud. Exp	Estimate	Budget	Plan	Plan
Beginning Balance	36,822,635	38,769,328	36,295,022	28,303,497	13,105,324	-1,145,186
Revenue						
Passenger Fares	49,237,857	48,699,580	49,314,054	49,905,823	50,504,693	51,110,749
Advertising & Concessions	1,375,671	1,400,191	1,350,000	1,220,000	1,200,000	1,200,000
Sales & Use Tax	181,219,251	189,630,645	194,415,153	198,692,286	203,063,517	207,530,914
CMAQ Reimbursement - Healthline	2,128,337	0	0	0	0	0
Operating Assistance - Paratransit Operations	3,125,000	3,889,000	4,132,736	3,125,000	2,125,000	2,125,000
Paratransit Management	0	0	0	300,000	300,000	300,000
CMAQ Reimbursement - Trolley	0	950,000	950,000	950,000	0	0
Access to Jobs Program	1,712,976	2,927,754	2,292,733	1,098,518	0	0
Investment Income	201,267	200,188	225,000	225,000	250,000	275,000
Other Revenue	971,146	1,177,962	1,440,000	1,100,000	1,100,000	1,100,000
Reimbursed Expenditures	16,955,634	15,217,046	17,756,264	23,050,000	23,000,000	23,000,000
Total Revenue	256,927,139	264,092,366	271,875,940	279,666,627	281,543,210	286,641,663
Total Resources	293,749,774	302,861,694	308,170,962	307,970,125	294,648,534	285,496,477
Operating Expenditures						
Personnel Services	163,776,230	169,098,188	178,556,180	182,772,756	186,879,434	189,873,943
Diesel Fuel	12,632,036	13,956,183	14,504,860	13,440,000	10,880,000	10,080,000
Natural Gas	0	1,388,300	1,292,600	1,506,000	2,291,000	2,510,000
Other Expenditures	46,448,294	46,529,565	47,658,165	57,397,126	55,879,599	56,294,654
Total Operating Expenditures	222,856,560	230,972,236	242,011,806	255,115,882	255,930,033	258,758,597
Transfer to the Insurance Fund	1,000,000	1,400,000	1,400,000	1,500,000	2,400,000	2,500,000
Transfer to the Pension Fund	100,000	100,000	100,000	100,000	100,000	100,000
Transfers to Capital						
Bond Retirement Fund	19,386,891	18,324,392	20,480,914	22,615,956	22,515,007	17,131,593
Capital Improvement Fund	11,636,995	15,770,044	15,874,745	15,532,963	14,848,680	14,620,654
Total Transfers to Capital	31,023,886	34,094,435	36,355,659	38,148,919	37,363,687	31,752,247
Total Expenditures	254,980,446	266,566,672	279,867,464	294,864,801	295,793,720	293,110,844
Ending Balance	38,769,328	36,295,022	28,303,497	13,105,324	-1,145,186	-7,614,368
Brookpark Lightning Strike Reserve Funds	1,100,000	0	0	0	0	0
Rolling Stock Reserve Funds	7,000,000	0	0	0	0	0
Reserved Funds	6,840,000	6,900,000	6,900,000	0	0	0
Available Ending Balance	23,829,328	29,395,022	21,403,497	13,105,323	-1,145,187	-7,614,369

Figure 4

Fund Budgets

Revenues

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

In 2008, Sales & Use Tax and Passenger Fare Revenue represented just over 55.7%, or \$221.7 million, of total Authority revenue. Federal capital assistance, combined with State and Local capital grant assistance, all intergovernmental sources of revenue accounted for 24.0%, or a total of \$95.5 million.

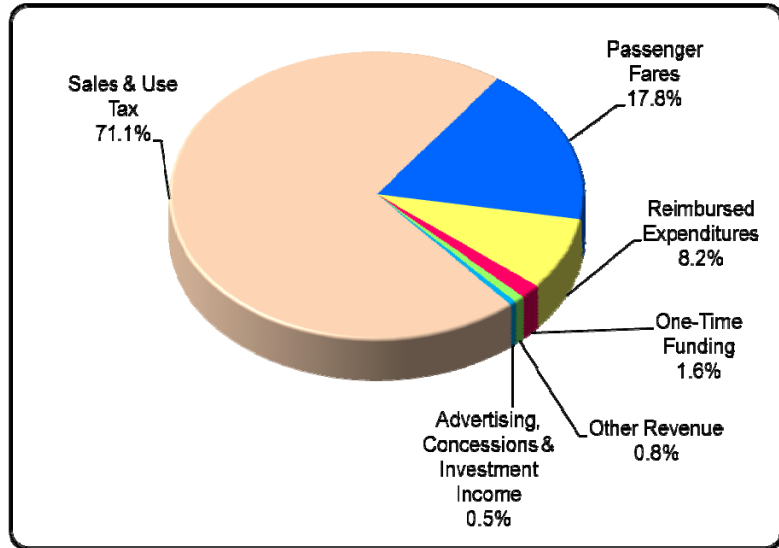


Figure 5

In 2009, revenues dropped primarily due to the sharp drop in Sales & Use Tax revenue. Sales & Use Tax combined with Passenger Fare Revenue, totaled 58.8% or \$204.3 million of total revenue. Intergovernmental revenue totaled 27.4% or \$95.3 million of total revenue. Sales & Use Tax revenue for 2010 increased to \$163.2 million, mainly due to the addition of managed health care to the tax base; and in 2011, Sales & Use Tax receipts increased 6.1% above 2010 receipts. Intergovernmental sources (Federal and State assistance) were reduced from 19.2% of the total revenue in 2010 to 14.6% of the revenue in 2011, with reimbursed expenditures decreasing by \$13.6 million. In 2012, Passenger Fare revenue increased 2.5% above 2011 and Sales & Use Tax receipts increased 4.6%, compared to 2011 figures.

Revenues for 2014 are projected at \$271.9 million. Passenger Fares are estimated to increase by 1.3%, compared to 2013 and Sales & Use Tax is projected to end the year 2.5% above 2013 receipts. Intergovernmental sources (Federal and State assistance) are projected to be 2.7% of total revenue, and reimbursed expenditures projected at \$17.8 million.

Sales & Use Tax

The Authority's major source of revenue is a one percent Sales and Use Tax on sales of tangible personal property and on other transactions subject to the State Sales and Use Tax within the boundaries of Cuyahoga County. The one percent tax is of unlimited duration and was approved by the voters of Cuyahoga County in July 1975. The tax is levied and collected at the same time and on the same transactions as the permanent five percent Sales and Use Tax levied by the State, plus the one-half percent temporary state sales tax, one-quarter percent levied for the Medical Mart, and the one percent tax levied by Cuyahoga County. The tax is administered and enforced by State taxing authorities and is distributed on a monthly basis, approximately two months following the collection of the tax by the State (three months after the tax is paid by consumers).

In late 2009, Managed Health Care was added to the tax base. In December 2013, Medicaid Managed Care Premiums were approved to be added to the tax base, starting April 1, 2014.

Fund Budgets

This change is anticipated to bring an additional \$1.5 million to \$2.0 million to the Sales & Use Tax receipts, although these increases have not been seen in the 2014 monthly receipts.

Beginning in 1989, Board policy required that a minimum of ten percent of annual Sales and Use Tax revenues be dedicated to capital improvements. The presentation of Sales Tax revenue (as reported in Figure 4) indicates total receipts, not the approximately 90% that is actually used to fund operations.

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

In the past, even in slower economic growth periods, the sales tax has performed relatively well. Sales tax receipts in 1994 showed an 11.2% increase, decreasing to 7.6% in 1995 and to 3.2% in 1996. A more stable growth pattern was seen between 1997 and 2000 as the growth rate ranged between 4.8% and 6.3% during these years. Since 2001 though, the picture has been much different with minimal growth rates and some years of negative growth. The last solid increase of 5.3% occurred in 2004. Since 2010, Sales Tax receipts have been increasing above 4.0% with 2010, 2011, 2012, and 2013 at 5.6%, 6.1%, 4.6%, and 4.6% respectively. Receipts projected for 2014 are at a slower growth rate of 2.5% and receipts for 2015 are budgeted at 2.2%. Although the increases are significant, they are lessening each year. A graph of the Sales & Use Tax receipts from the past 20 years is shown in Figure 6.

The increase from Managed Health Care receipts has encompassed most of the growth in Sales & Use Tax receipts for 2010 through 2013. The transfer to capital for 2015 is budgeted at 19.2%. The Fourth District Federal Reserve is projecting economic growth over 2% for 2015.

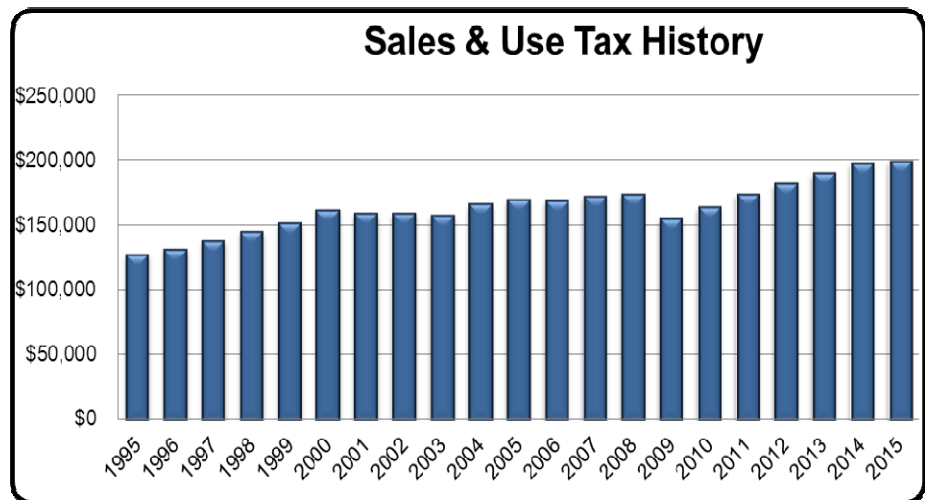


Figure 6

Passenger Fares

Passenger Fares are the second largest source of revenue to the General Fund, comprising 18.5% of the total estimated revenue in 2013, and 18.1% for 2014. The \$49.9 million budgeted in 2015 does not include an additional \$3.2 million from the Cleveland Metropolitan School District for student passes in 2013 and 2014. Passenger fares consist of cash farebox revenue from Authority trains and buses, charges for elderly, handicapped, and special services, and sales of passes and tickets from various vendors within Cuyahoga County.

Fund Budgets

From 2003 to 2008, the Authority registered annual ridership increases each year, bringing the accomplishment to six consecutive years of ridership growth. However, during the period between 2003 and 2005, passenger fare revenue lagged behind ridership due to modifications in the fare policies and changes in customer travel patterns. Therefore, in 2006 the Board of Trustees approved a two-phase fare increase effective in July 2006 and January 2008. This action helped boost fare revenue during these years.

Fuel prices increased dramatically in 2008 and a fuel surcharge of 25 cents was added in October and another 25 cents was deferred until 2009, and then executed in the first quarter. In addition a service reduction was implemented. In 2009, the national recession affected North East Ohio with 11% unemployment and Passenger Fare revenue dropped 8.6% from budgeted levels. RTA adjusted service levels in 2010 and implemented a 12% service reduction in April and minor service changes throughout the remainder of the year.

In 2011 and 2012, passenger fares increased 1.8% and 2.5%, respectively. This change is entirely attributable to increased ridership due to the restoration of some service, an expected decline in unemployment and rising fuel prices. Passenger Fares are projected to end 2014 at \$49.3 million, or a 1.3% increase from 2013. For 2015, Passenger Fares are expected to increase by only 1.2%, compared to 2014 estimated receipts. A graph of the past 20 years of Passenger Fare Revenue is shown in Figure 7.

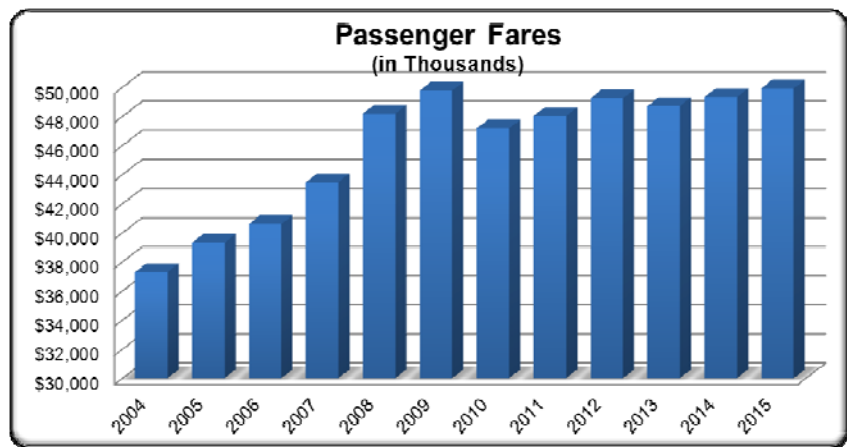


Figure 7

Investment Income

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

Investment income steadily increased from 2005 to 2008 as ending balances increased. For 2009 and 2010 investment income dropped 76.0% and 63.9%, respectively, as a result of significantly lower balances and Federal Reserve actions lowering short-term rates. In 2012 through 2014, Investment Income ended the year above \$200,000, as ending balances remained high. For 2015 through 2017, Investment Income is projected to remain above \$200,000 for each year. However, 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).

Fund Budgets

Advertising & Concessions

Another source of income is the Authority's contract to place advertisements upon buses and trains. A 3-year contract was signed in late 2011 guaranteeing \$725,000 with a potential to increase this to \$1 million. In addition, the Authority will receive \$125,000 (net) from the HealthLine naming rights contract and entered into a new contract in 2014 with Cleveland State University for the naming rights of the West Shore Express, now called the Cleveland State Line. The Authority received 1.4 million in 2012 and \$1.4 in 2013 for Advertising and Naming Rights. The Authority is projected to receive \$1.4 million in 2014. For 2015 through 2017, the projection for Advertising and Concessions is \$1.2 million each year.

Federal Operating Assistance

Federal operating grants are no longer received from the Federal Transit Administration (FTA) for general operating assistance. This source of revenue, at one time very significant, was eliminated in 1999 and will not be restored in the foreseeable future. Prior to 1999, Federal operating grant dollars had been drawn down based on cash flow requirements in the General Fund. The amount and timing of revenue received from this source in any year fluctuated, based on the Authority's ability to drawdown these funds and the amount of the grant.

Although direct Federal Operating Assistance was eliminated, the Authority was given the ability to use capital formula grant awards to reimburse the Operating Budget for preventive maintenance expenditures which it has done so to varying degrees in recent years. Though utilizing the flexibility provided has helped to support the Authority's level of service, as revenue challenges have arisen and been met over the years, it represents an ongoing disinvestment in the Authority's capital infrastructure in favor of maintaining service levels. Further explanations of revenues from this source are presented under Reimbursed Expenditures and Other Revenue.

State Operating Assistance

State operating funds are received from the Ohio Department of Transportation (ODOT) for elderly and handicapped assistance. These funds are awarded annually and correspond to the state fiscal year (July 1 through June 30). In 1999, nearly \$5 million of State Operating Assistance was completely eliminated with an equivalent amount given as a capital grant. The same was true in 2000 – 2004, though flexibility was given to allow the capitalization of operating expenses, but beginning in 2005, its use for capitalized operating assistance was limited.

In 2007, \$2.2 million was awarded and received from the state for elderly and handicapped fare assistance. The 2008 award for elderly and handicapped fare assistance was reduced and delayed until 2009 when the combined amount received for the two years was \$2.76 million. In 2010, the amount received for elderly and handicapped fare assistance was further reduced to \$619,057. In 2011, the State halted all funding in this category and has no plans to reinstate it in the future.

Fund Budgets

Reimbursed Expenditures and Other Revenue

Reimbursed expenditures include grant funded reimbursements of expenses within the General Fund and include Preventive Maintenance (PM) activities; expense reimbursements for the Access to Jobs program, Paratransit, HealthLine and Trolley operations; for labor costs associated with the capital program; fuel tax refunds on diesel and gasoline purchases from the State of Ohio; and one-time fuel cost reimbursements from the State of Ohio. In 2008, these sources contributed \$36.6 million, or nearly 14% of total General Fund revenue. In response to the dramatic decrease in Sales & Use Tax revenue during 2009, these sources grew to a combined \$45.96 million, or 17.4% of total revenue, to the General Fund and further increased in 2010 to \$53.1 million or 19.9% of total revenue as several non-traditional capital grants were identified for the HealthLine and Trolley Operations.

In 2011, revenue from these sources decreased to \$38.4 million, or 14.6%, as revenue from the Sales & Use Tax improved and the State Funding Fuel Initiative expired. These revenues decreased again in 2012 to \$21.9 million, or 8.6% of total revenue, as the grant reimbursements for the HealthLine and Trolley Operations expire and as the Sales & Use Tax continues to improve. Additionally, in 2013, the Authority reduced Reimbursed Expenditures, specifically preventive maintenance, to \$15.2 million to increase the funding for additional Capital Projects such as the S-Curve and Airport Tunnel. A CMAQ grant was approved for the three new Trolley Lines in late 2012, but reimbursements for these new routes started in 2013 and ending in 2015. For 2015 through 2017, the Authority expects to receive Operating Assistance for Paratransit Operations from NOACA. The Access to Jobs program ended in 2014 with the new MAP21 program but receipts will continue through March of 2015. If additional funding for this program is not located, the program will end April 1st.

Other Revenues of approximately \$1.0 million includes contractor and hospitalization reimbursements, rent, salvage sales, and claims receipts, among other miscellaneous receipts. The amounts received from these sources have fluctuated over the years due to one-time receipts settlements and miscellaneous reimbursements.

Expenditures

As discussed in the Citizens Summary, due to the great recession in 2008 and 2009, the Authority had to implement some drastic changes in 2010 and 2011 in order to improve the financial outlook. The 2012 budget was approved providing stability to the fares, service levels, and staffing. A 4.3% service increase was budgeted to alleviate overcrowding on the rail lines and some bus routes. As a result, a net increase of 50 positions was included in the budget. Fuel costs have been controlled and stabilized through the fuel-hedging program and electricity costs were reduced through reconciliation and monitoring of all accounts. Figure 8 represents the General Fund Expenditures from 2012 through 2015 and the two projected out years, and the ending balances for each year. The implemented changes in 2010 and 2011 helped to not only decrease the expenditures, but also increase the ending balance from 2010 through 2012.

In 2013, a 5% service increase was added to alleviate overcrowding on rail and bus lines and the annualization of three new Downtown Trolley routes. With the completion of the HRV Exterior Overhaul, 15 of the 22 positions were eliminated. Employees who were in the eliminated positions were moved into vacant positions. As a result of all of these measures, 20 positions were added in 2013, totaling 2,302.5 positions.

Fund Budgets

For 2014, a total of 46 positions were added to the Budget. Additional operators were added to address overcrowding and increase efficiencies in the service plan. A new ITS (Intelligent Transportation Systems) Department was created, eliminating the current IT (Information Technology) Department. These changes created six new positions, eliminate the IT Director position, and moved four positions from other departments into ITS. An additional 8 positions were added to the 2014 budget to address efficiencies in Transit Police and Fleet Management.

After much deliberation, it was decided that the three positions that were to transfer from Operations to ITS would in fact, stay in Operations and Operations would trade three other positions instead. The funding for Job Access/Reverse Commute (JARC) program, which provides vanpool service for Welfare to Work initiatives, has been eliminated in the new Transportation Bill, MAP21, and no alternative funding was created. The current grant funds will run out in the first quarter of 2015. The two positions created for this program are budgeted through the first quarter. If funding to extend this program can be identified, these positions will remain in the 2015 budget. If not, these two positions will be eliminated. The FOP has agreed to a new contract continuing to match wage increases with revenues. For 2014, Sales & Use Tax and Passenger Fares are projected to increase by 2.4%, compared to revenues in 2013. The wage increase for 2015, then, is budgeted at 2.4%, aligning with these receipts.

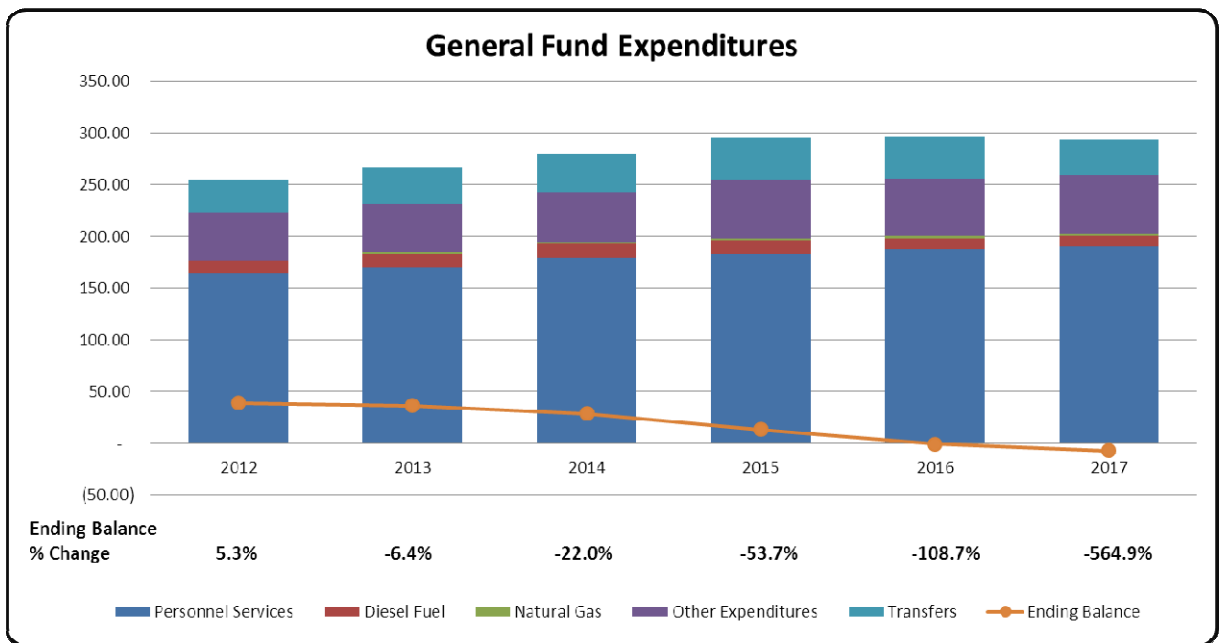


Figure 8

On the Administrative side, a Wellness Coordinator was added to the 2015 budget. This position would create a wellness strategic plan, oversee the wellness programs, and work with the healthcare vendors and employees to ensure that participants are utilizing the services available. A return on investment for this position is expected to be three times the cost of the position itself. A part-time Safety Awareness Coordinator is budgeted in 2015. This position was eliminated in the 2014 budget but has been returned after a grievance ruling. In order to cut costs, ten administrative positions will remain vacant during 2015. The position count for these ten positions will remain, but the funding has not been budgeted.

Fund Budgets

Personnel costs include salaries, overtime, and fringe benefits and are budgeted at \$182.9 million, an increase of \$4 million, or 2.4%, from 2014 projections. This includes not only the budgeted positions but also includes increases in health care costs, and a 2.4% wage increase for FOP, ATU, and Non-Bargaining employees.

Transfers to other funds within the Authority place additional financial pressures on the General Fund. The transfer for bond retirement has grown from \$14.8 million in 2008 to a projected \$22.6 million in 2015 to cover increases in debt service payments. A State Infrastructure Bank (SIB) loan was paid off early in 2011, saving over \$1.2 million, which will help to decrease the transfer to the Bond Retirement Fund for 2013 to \$18.3 million. The transfer will remain steady in the future, at \$22.5 million in 2016 and reduce to \$17.1 million in 2017 reflecting actual debt payments.

In 2013, transfers to support the capital program totaled \$15.8 million, and in 2014 and 2015 are projected at 15.9 million and \$15.5 million, respectively, to meet the demands for local funding by the Authority's capital program. The Authority's capital program continues to be developed in line with existing grant awards, but the need for local match funds continues at high levels due to a large number of operating expense reimbursement grants and the need to supplement available grant funds.

Areas of Expenditure Growth 2015 Budget			
2014 Projected Operating Expenses		\$242,011,806	
Compensation Issues		\$ 5,096,576	2.85%
Hourly & Salary Labor Increase	\$ 3,974,631		
Fringe Benefits	\$ 1,121,945		
Fuel / Utilities		\$ 378,984	1.59%
Diesel Fuel	\$(1,064,860)		
Propulsion Power	\$ (38,388)		
Natural Gas	\$ 545,405		
Other Utilities	\$ 936,827		
Service Opportunities		\$ 7,293,794	21.96%
Purchased Transportation	\$ 685,293		
Services	\$ 4,154,661		
Materials & Supplies	\$ 883,498		
Inventory	\$ 1,427,549		
NAPA Contract	\$ 142,793		
Administration Changes		\$ 334,722	5.18%
10 Administrative Positions (Held)	\$ (880,000)		
Liabilities	\$ 530,795		
Other (Net)	\$ 683,927		
Expenditure Growth		\$ 13,104,076	5.41%
2015 Budgeted Operating Expenditures		\$255,115,881	

Figure 9

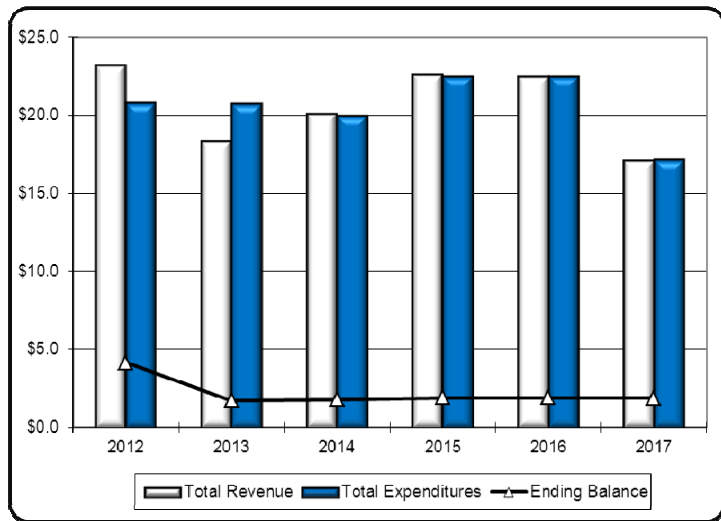
Fund Budgets

When combined with transfers for debt service payments, total capital contribution exceeds the maximum 15% level from the General Fund recommended by the Authority's financial policies. In 2014, due to the need of additional financial resources in the capital fund for the upcoming bus replacement purchases, the capital contribution is projected to increase to 18.7%, of all revenue from Sales & Use Tax collections. In 2015 is budgeted at \$38.1 million, or 19.2%, and the two out years at \$37.4 million and \$31.8 million, or 18.4% and 15.3%, respectively. To maintain the proper balance in the Insurance and Pension Funds, transfers of \$1.5 million and \$100,000, respectively, are needed in 2015. In 2016 and 2017, the Insurance Fund transfer will increase to \$2.4 million for 2016 and \$2.5 million for 2017. The Pension Fund is projected to need transfers of \$100,000 in both years.

Fund Budgets

Bond Retirement Fund

The Bond Retirement Fund accounts for resources set aside for the payment of principal and interest on debt obligations. At the end of 2014, the Authority has five General Obligation (G.O.) Bond Issues outstanding and outstanding debt of \$123.9 million. The policy of the Authority is to set aside resources transferred from the General Fund on a monthly basis to meet the current year's annual principal and semiannual interest payments. Under this system, the Bond Retirement Fund balance drops below one thousand dollars each December 1st.



In Figure FB-10, each year's ending balance generally represents one-twelfth of the subsequent year's debt service requirement, which is set-aside on the last day of each year. Thus, the ending balance in this fund remains relatively low at all times. During FY 2013, the Authority retired \$14.5 million in principal and pay nearly \$6.3 million in interest on its outstanding long-term debt. In 2014, there was a refinancing issue of \$29.7 million. The next debt issuance is scheduled for the first quarter of 2015 for \$25.0 million.

Long-term debt for the Authority includes both debt and refunding debt sales from 2004 through 2012. These include a combined \$42.39 million issuance of revenue bonds in FY 2012 for \$25.0 million of new debt and a \$17.4 million refinancing issuance, a \$35.0 million issuance and \$27.4 million refunding issuance in 2008, a 2006 debt sale of \$38.5 million, and \$67.2 million of debt issued in 2004. Required transfers from the General Fund to make these payments are reduced by interest earned in the Bond Retirement Fund. For the 2015 Budget, a transfer of \$22.6 million will be required from the General Fund to cover the current overall debt service of the Authority.

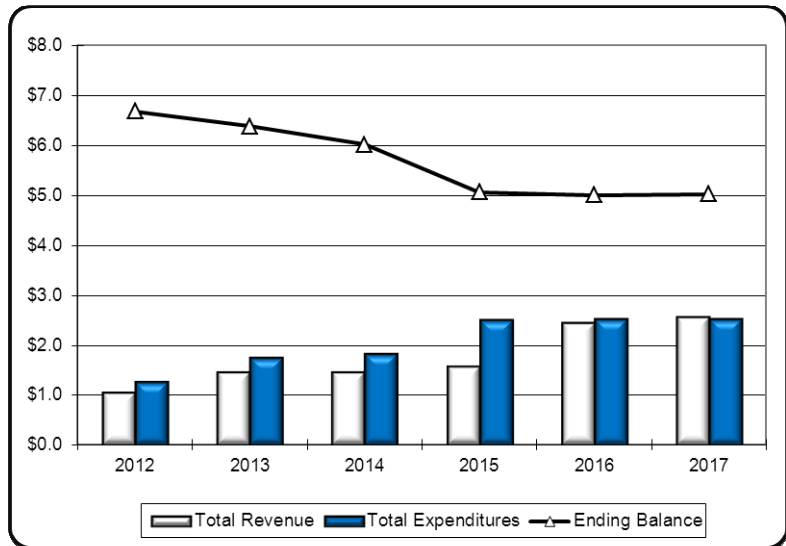
Bond Retirement Fund Balance Analysis

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2016 Plan	2017 Plan
Beginning Balance	1,702,726	4,119,818	1,710,131	1,775,018	1,882,000	1,881,500
Revenue						
Transfer from General Fund	19,386,891	18,324,392	20,480,914	22,615,956	22,515,007	17,131,593
Investment Income	23,086	12,502	1,945	2,500	2,500	2,500
Bond Premium Proceeds	3,779,561	0	0	0	0	0
Other Revenue	10	27	-445,748	0	0	0
Total Revenue	23,189,548	18,336,921	20,037,111	22,618,456	22,517,507	17,134,093
Reconciling Journal Entry	0	0	35,001	0	0	0
Total Resources	24,892,274	22,456,739	21,782,243	24,393,474	24,399,507	19,015,593
Expenditures						
Debt Service						
Principal	13,990,000	13,895,000	14,475,000	16,154,544	16,858,126	11,833,675
Interest	6,776,675	6,851,608	5,532,225	6,355,430	5,657,381	5,322,919
Other Expenditures	5,781	0	0	1,500	2,500	2,500
Total Expenditures	20,772,456	20,746,608	20,007,225	22,511,474	22,518,007	17,159,094
Ending Balance	4,119,818	1,710,131	1,775,018	1,882,000	1,881,500	1,856,499

Fund Budgets

Insurance Fund

The Insurance Fund is used to account for resources, which have been reserved to protect the Authority against future catastrophic or extraordinary losses, as the Authority is currently self-insured in all areas except personal property and equipment. In the late-nineties, expenditures for the settlement of unusual or extraordinary claims as well as for insurance premiums stressed this fund. Up through 1999, \$5 million was required as the fund minimum balance. From 2000 through 2003, unexpected claim costs required an increase in the balance to \$7.5 million. In 2004, the minimum balance was returned to the original \$5.0 million.



A portion of the self-insurance fund was liquidated and replaced with purchased insurance coverage in 1999. According to the Authority's financial policies, the Risk Manager on an annual basis determines the minimum balance required in the Insurance Fund.

In 2012 through 2014, transfers of \$1.0 million, \$1.4 million, and \$1.4 million were made from the General Fund to the Insurance Fund. Lower claims and premium payments helped to increase the ending balance to over \$6.0 million. In 2015, 2016, and 2017, transfers of \$2.5 million each year will be needed to maintain the required minimum balance.

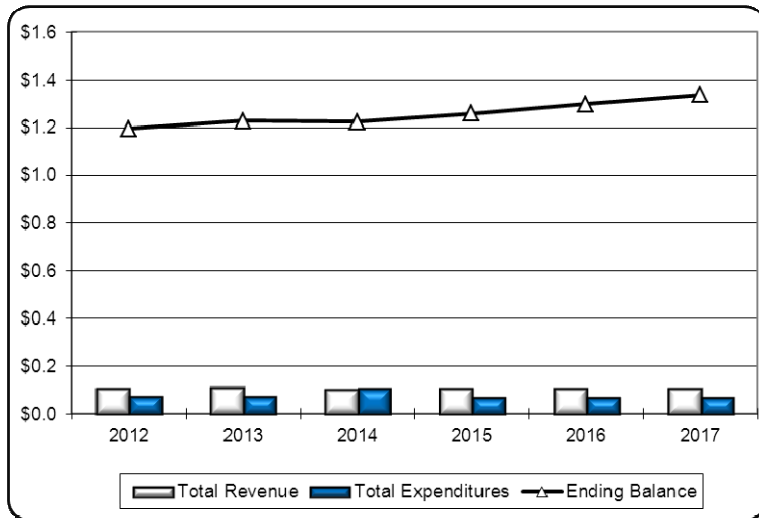
Insurance Fund Balance Analysis

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2016 Plan	2017 Plan
Beginning Balance	6,883,060	6,678,594	6,384,153	6,018,131	5,068,131	5,005,656
Revenue						
Investment Income	34,928	39,881	28,978	45,000	45,000	45,000
Transfer from General Fund	1,000,000	1,400,000	1,400,000	1,500,000	2,400,000	2,500,000
Total Revenue	1,034,928	1,439,881	1,428,978	1,545,000	2,445,000	2,545,000
Total Resources	7,917,988	8,118,475	7,813,131	7,563,131	7,513,131	7,550,656
Expenditures						
Claims and Premium Outlay	1,231,929	1,734,322	1,795,000	2,495,000	2,507,475	2,520,012
Other Expenditures	7,465	0	0	0	0	0
Total Expenditures	1,239,394	1,734,322	1,795,000	2,495,000	2,507,475	2,520,012
Ending Balance	6,678,594	6,384,153	6,018,131	5,068,131	5,005,656	5,030,644

Fund Budgets

Supplemental Pension Fund

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



An actuarial evaluation is performed every two years to assess the adequacy of the fund balance. This Budget increases and maintains the fund balance at levels recommended in the last actuarial evaluation. Transfers of \$100,000 will be made from the General Fund to support this effort in 2015, 2016, and 2017, but these amounts may change with the results of the next actuarial study.

Benefit payments from this fund between 2005 and 2009 have ranged from a low of nearly \$88,000 in 2005 to a high of just under \$95,000 in the following year. In 2014, payments will be approximately \$76,500. In 2015 through 2017, payments of \$70,500, \$69,000, and \$67,500, respectively, are projected. The ending balance in the fund is projected to be stable over the next three years.

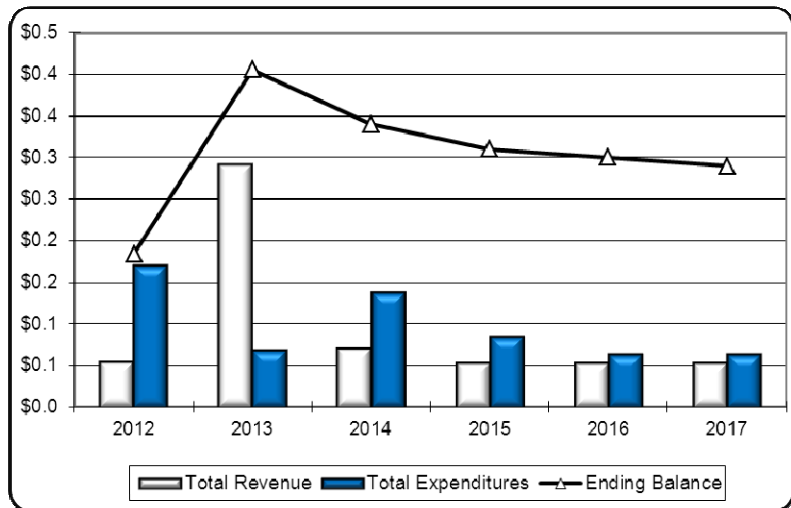
Supplemental Pension Fund Balance Analysis

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2016 Plan	2017 Plan
Beginning Balance	1,161,820	1,195,091	1,228,490	1,223,682	1,259,682	1,297,432
Revenue						
Investment Income	6,183	7,752	1,722	6,500	6,750	6,750
Transfer from General Fund	100,000	100,000	100,000	100,000	100,000	100,000
Total Revenue	106,183	107,752	101,722	106,500	106,750	106,750
Total Resources	1,268,003	1,302,843	1,330,212	1,330,182	1,366,432	1,404,182
Expenditures						
Benefit Payments	72,912	74,353	76,538	70,500	69,000	67,500
Other Expenditures	0	0	0	0	0	0
Total Expenditures	72,912	74,353	76,538	70,500	69,000	67,500
Reconciling Journal Entry	0	0	29,992	0	0	0
Ending Balance	1,195,091	1,228,490	1,223,682	1,259,682	1,297,432	1,336,682

Fund Budgets

Law Enforcement Fund

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



Revenue obtained through the Task Force can be expended for non-budgeted police items. The Authority primarily uses these proceeds for unbudgeted capital items. Furthermore, certain guidelines have been instituted by the State Attorney General's Office for the reporting of 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 funded security items, protective equipment, and technical training equipment. The expenditures projected in 2014, 2015, and 2016 are from previously appropriated budget authority and encumbrances from prior years. The only other activities expected in this fund in FY 2015 are investment earnings of \$125 and other revenue of \$55,000.

Law Enforcement Fund Balance Analysis

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2016 Plan	2017 Plan
Beginning Balance	298,091	184,341	406,607	341,089	311,214	301,339
Revenue						
Investment Income	86	44	61	125	125	125
Other Revenue	56,000	292,445	71,921	55,000	55,000	55,000
Total Revenue	56,086	292,489	71,982	55,125	55,125	55,125
Total Resources	354,177	476,830	478,589	396,214	366,339	356,464
Expenditures						
Capital & Related Items	129,986	70,223	137,500	85,000	65,000	65,000
Total Expenditures	129,986	70,223	137,500	85,000	65,000	65,000
Reconciling Journal Entry	39,850	0	0	0	0	0
Ending Balance	184,341	406,607	341,089	311,214	301,339	291,464

Fund Budgets

Capital Improvement Fund

Balance Analysis

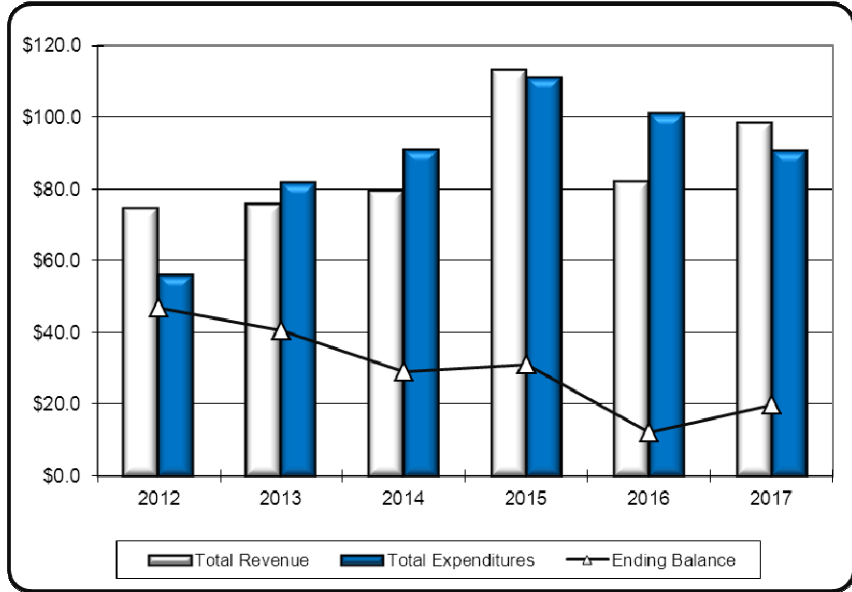
The Authority's Capital Improvement Fund is used to account for the acquisition, construction, replacement, repair, and renovation of major capital facilities and equipment. The Capital Improvement Plan is composed of both grant-funded projects as well as 100% locally funded items.

All capital projects are included in one of two funds: the RTA Development Fund which includes the majority of the larger projects, including rehabilitations, expansions

and large equipment purchases, and the RTA Capital Fund, a smaller fund for more routine expenditures that support daily operational activities. Generally, projects in the RTA Development Fund are greater than \$150,000, have a useful life of 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 and it includes those capital projects where grant funding already has been approved or will be submitted for approval in future years. Capital projects included in the RTA Capital Fund are generally less than \$150,000, have a useful life of less than 5 years, are routine in nature, and in many cases relate directly to daily operations. Unlike the RTA Development Fund, where the majority of projects are funded with grant awards, the RTA Capital Fund is financed entirely through local dollars in the form of sales & use tax revenue contributions.

Detailed discussions of the fund balances in these funds are presented in the Capital Improvement Plan. The figure above and fund statement on the following page provides a consolidated look at all Capital Improvement Funds. The fund balance normally alternates years of increases and decreases as planned activities are balanced with cash infusions. Overall, the balance has been generally decreasing since 1990 with periodic increases a direct result of cash infusion from debt sales or from other irregular one-time revenue, such as a \$15.0 million "Sale to Lease" transaction in 2002 or a \$25.0 million Capital Lease transaction in 2007.

The available balance in the combined Capital Fund increased in 2011 due to the timing of the Federal grant awards that delayed some planned project activities until the following year and again in 2012 due to a new debt issuance and a pause in the Authority's capital program in preparation for a busy 2013 construction season which drew the fund balances down to \$40.66 million. The fund balance further decreased in 2014, to an estimated \$29.05 million as balances were drawn for capital activities. In 2015, it will again increase due to a planned debt sale before again decreasing in 2016 during the construction season.



Fund Budgets

The high level of capital activity by the Authority, begun in the 1990s which included the re-construction of the Triskett Garage, the HealthLine along Euclid Avenue, a mid-life overhaul of the Authority's Light and Heavy Rail Fleets, as well as the reconstruction of multiple Rail Stations, and maintenance of the Authority's infrastructure has been continued in following CIP's. Capital funds set aside for these large projects were drawn against, as part of a planned drawdown of the fund balance.

Beginning with the 2008 Budget Year, the capital budget process was more directly focused on the need to balance the Authority's ambitious capital program with available grant funds and to minimize, wherever possible, the use of local funds. This step has resulted in the development of a CIP with projects closely scheduled with expected Federal Fiscal Year (FFY) grant award funds and anticipated revenue streams, with few new projects being added, and some projects deferred into future years of the CIP. At the same time, the Authority has committed its financial resources to complete its ADA Key Station program and is now in the third year of an on-going multi-year bus replacement program.

In 2015, the Capital Budget appropriation request totals \$75.92 million for the acquisition of buses, preventive maintenance and operating expense reimbursements, equipment, services, and construction projects to improve, replace or upgrade the Authority's facilities and infrastructure. The Authority's infrastructure needs though continue to exceed the amount of available grant funds especially now with the negative impact of the MAP-21 legislation that result in the deferral of some requested projects or the use of local funds for their completion.

Capital Improvement Fund Balance Analysis

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2016 Plan	2017 Plan
Beginning Balance	28,043,855	46,726,229	40,656,567	29,051,093	31,002,464	12,078,302
Revenue						
Transfer from General Fund	11,636,995	15,770,044	15,874,745	15,532,963	14,848,680	14,620,654
Investment Income	115,382	100,925	63,959	62,500	61,250	61,500
Federal Capital Grants	33,570,510	59,795,463	62,075,000	71,321,250	65,981,250	62,562,500
State Capital Grants	1,135,673	264,693	1,730,822	1,384,658	1,384,658	1,384,658
Debt Service	25,000,000	0	0	25,000,000	0	20,000,000
Other Revenue	3,424,859	0	0	0	0	0
Total Revenue	74,883,419	75,931,125	79,744,526	113,301,371	82,275,838	98,629,312
Total Resources	102,927,274	122,657,354	120,401,093	142,352,464	113,278,302	110,707,614
Expenditures						
Capital Outlay	56,201,045	82,000,787	91,350,000	111,350,000	101,200,000	90,850,000
Other Expenditures	0	0	0	0	0	0
Total Expenditures	56,201,045	82,000,787	91,350,000	111,350,000	101,200,000	90,850,000
Available Ending Balance	46,726,229	40,656,567	29,051,093	31,002,464	12,078,302	19,857,614

Proceeds from debt sales, as well as from sales tax contributions, are used to fulfill the Local Match requirement on grant funded projects as well as for 100% locally funded projects. In 2015, the Transfer to Capital from the General Fund is budgeted at \$15.32 million. It will slightly decrease in 2016 to \$14.85 million and then to \$14.62 million in 2017. The Authority has redoubled its efforts to securing additional non-traditional federal and state resources as the impact of the new MAP-21 legislation has been analyzed and has becoming more creative with the use of debt and other financing, though the on-going discussions within the Federal Government on the new Transportation Bill still creates some uncertainty over the long-term stability of Federal funds for capital projects.

Fund Budgets

Revenues

The Authority receives various capital grants from the Federal Transit Administration (FTA). Funds are requested from FTA, as needed, to meet obligations, via wire transfer. The timing of the receipt of federal capital revenue is directly related to costs invoiced by contractors/vendors, since these funds must be disbursed within three days after receipt. FTA grants normally cover approximately 80% of project costs with the remaining cost being absorbed by the Authority's local match revenue, which consist of interest income, transfers from other funds and sales of bonds and notes. In some cases FTA grants, such as the American Recovery & Reinvestment Act of 2009 (ARRA) and from the Transportation Investment Generating Economic Recovery (TIGER) program are awarded with a 100% Federal share. State capital assistance is seen in the form of State capital grants from the Ohio Department of Transportation (ODOT) and loans from the State Infrastructure Bank (SIB).

The RTA Capital Fund was established in 1988, sales & use tax proceeds as part of the Authority's minimum 10 and maximum 15 percent contribution to capital requirement as described under General Fund Revenue. Interest earned on the investment of those sales tax proceeds is the only other income credited to the RTA Capital Fund. The Authority's local contribution to its capital program is captured by Transfers within the Operating Budget to the RTA Capital Fund and the Transfer to the Bond Retirement Fund.

Transfers of General Fund revenue to the RTA Capital Fund have grown significantly in recent years to meet the financial needs of an aggressive capital program – from \$6.8 million in FY 2007 to \$11.64 million in FY 2012, \$15.77 million in FY 2013, and to \$15.87 million at the end of FY 2014. The increases in the last two years, relative to earlier years, has been to align the local funding component of the Authority's five-year bus replacement schedule along with the large number of state of good repair capital projects into the correct capital fund.

The FY 2015 Capital Transfer from the General Fund will slightly decrease to a planned \$15.53 million to meet the needs of the capital program in the upcoming year. This amount, when combined with an expected \$22.62 million transfer to the Bond Retirement Fund will produce a total contribution of Sales & Use Tax revenue to capital of \$38.15 million, or 19.2% of all Sales & Use Tax Revenue, again exceeding the Authority's maximum target goal of 15%.

Transfers to the Bond Retirement Fund to meet current debt needs of the Authority are expected to slightly decrease in FY 2016 to \$22.52 million before falling to \$17.13 million in FY 2017 as some of the Authority's debt is retired, though this amount will, in part, depend upon future debt service needs of the Authority. When combined with the Capital Transfer in those years, 18.4% and 15.3% of all Sales & Use Tax revenue will be directed towards the Authority's capital program and this measure will remain above the maximum goal of 15.0 percent in those years.

This continues to highlight the on-going problem of meeting the daily operating needs of the Authority while, at the same time, maintaining or improving the Authority's assets in a state of good repair as well. Meeting the financial needs of both areas in the future will significantly challenge the overall financial stability of the Authority, particularly in light of the current economic situation and the slow future growth projected in revenue from the Sales & Use Tax.

Department Budgets

The Department Budgets Section provides detailed information about the budget of a particular division or department within the Authority. Departments are listed in department-number order within their respective divisions. The Table of Contents at the beginning of the document lists departments by division. Also, departments are listed on the tabs of each division within this section.

Budget information is organized at three levels within this section:

Authority – An Organizational Chart for the Authority is presented on page 102. General Fund expenditures by Division, with Department totals, are listed on page 103, followed by Staffing by Division, with Department totals on 104.

Division – For each of the divisions within the Authority, a narrative introduces the mission and general description of the division. Achievements from 2014 are highlighted, in addition to priorities for the upcoming 2015 Budget Year. The 2015 Strategic Plan Vital Few Objectives and Critical Initiatives are highlighted. These are explained further on page 105.

Department – Detailed information is presented for each department, including a description of the department’s mission. Detailed information on historical and current year expenditures is presented. Current year information reflects the total approved budget presented by summary object classes. Also presented is budget implementation information, including budget directives and performance indicators. Each indicator is linked to one or more of the Authority’s Values from the 2015 Strategic Plan. These are listed in more detail on page 106. Further detail of how the 2015 Strategic Plan was created is in the Performance Management Section on pages 38 – 42.

Organization charts and staff level summaries accompany each department. All positions listed on the organization charts are described as shown below:

POSITION TITLE JOB CLASS (# OF POSITIONS)
--

A solid box indicates that the position is budgeted and reports to the Department in which it is referenced. A dotted box denotes that the position has a reporting relationship with the particular Department but is not budgeted by the Department in which it is shown. A solid line from one box to another reflects reporting of one position to another. A dotted line connecting two boxes reflects reporting of one position to two or more positions.

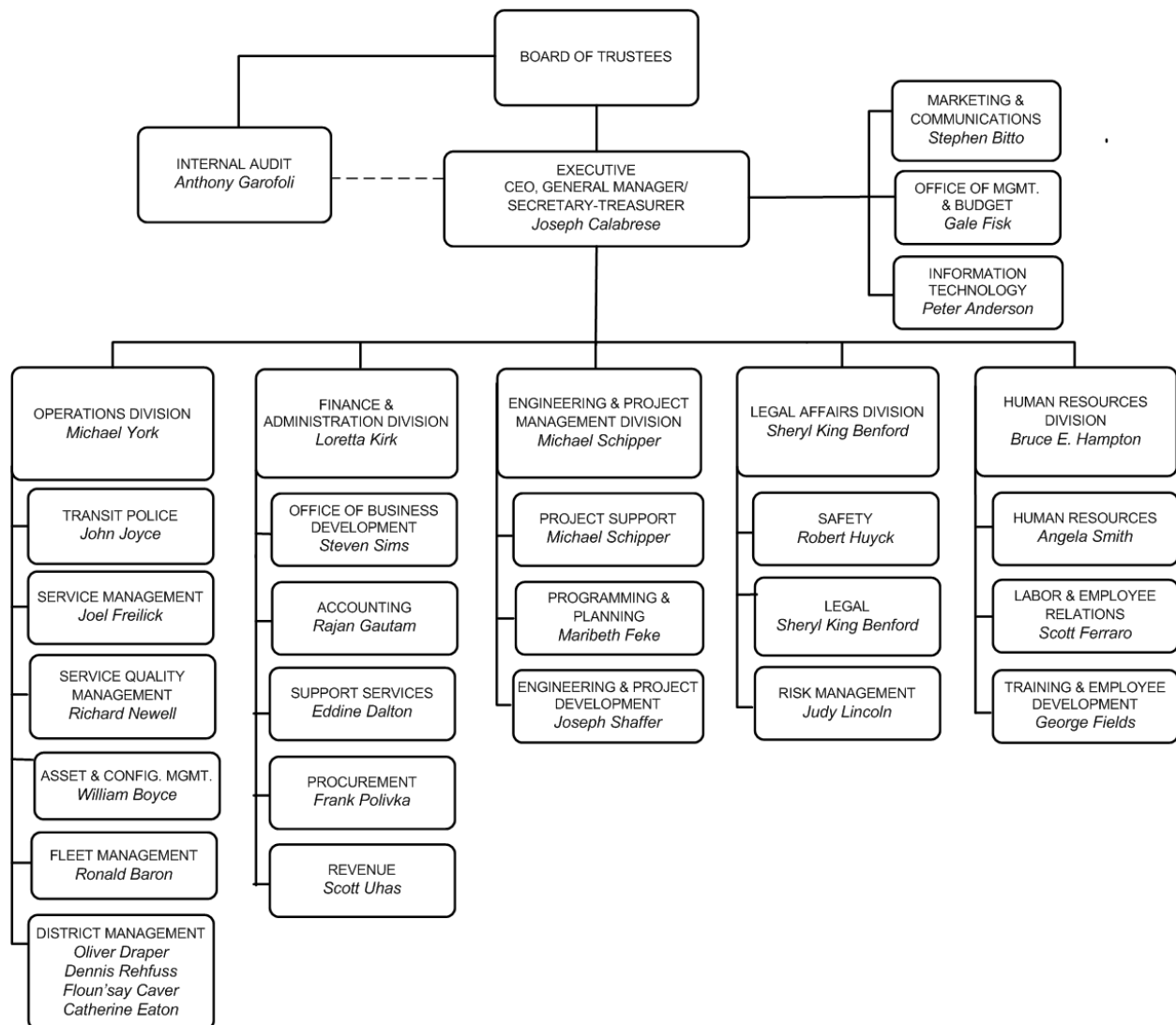
The organizational charts and budgeted positions shown in the 2015 Budget represent a snapshot in time. Accordingly, they reflect the positions and organizational structure at the time the budget was adopted. During the course of the year a budgeted position may undergo changes in responsibility and scope as a result of technology and/or process improvements. When these changes are significant, it may become necessary

Department Budgets

to re-evaluate the grade level and title of a position to ensure it is consistent with the Authority's Job Evaluation System and organizational structure.

Furthermore, the organizational charts included in the 2015 Operating Budget represent the completion of the district management reorganization. During that implementation, a number of operational departments underwent name and/or structural changes or were combined with other departments. These types of changes may also have occurred as a result of re-engineering efforts. In addition to structural changes, a number of positions may have changed in scope, title, and/or function to reflect new responsibilities. A detailed listing of staffing for each Division and Department is on page 104 and in each Department Section.

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY
TABLE OF ORGANIZATION
2015



Department Budgets

General Fund Expenditures by Division

DIV: 1 - OPERATIONS		2012	2013	2014	2015	2016	2017
DEPT #	DESCRIPTION	ACTUAL	ACTUAL	3RD Q EST	BUDGET	BUDGET	BUDGET
31	PARATRANSIT DISTRICT	19,894,728.94	20,388,504.93	20,639,815.95	22,134,661.21	22,342,852.40	22,559,866.01
32	RAIL DISTRICT	33,191,228.04	33,292,618.77	35,701,019.60	37,396,150.20	37,794,092.98	38,501,374.52
33	ASSET AND CONFIGURATION MANAGEMENT	0.00	0.00	0.00	2,295,702.76	2,313,040.56	2,330,721.65
34	TRANSIT POLICE	10,736,638.65	11,098,138.48	11,399,117.97	12,672,518.53	12,862,691.49	13,056,579.48
35	SERVICE MANAGEMENT	6,990,805.43	8,016,470.20	7,056,603.28	6,224,156.03	6,295,337.31	6,372,468.87
38	SERVICE QUALITY MANAGEMENT	5,691,258.93	5,893,816.64	6,302,685.50	6,745,681.98	6,844,846.95	6,945,956.43
39	FLEET MANAGEMENT	38,315,974.62	41,625,776.79	42,459,212.85	43,611,290.90	39,738,779.45	39,210,008.88
43	BRUNSWICK PASS THRU	\$245,142.10	\$235,053.11	654,343.00	\$755,473.00	\$755,473.00	\$755,473.00
46	HAYDEN DISTRICT	41,938,951.59	44,025,630.47	46,002,214.60	44,770,591.71	45,477,825.92	46,198,969.62
49	TRISKEIT DISTRICT	29,606,671.79	30,973,142.25	31,441,506.26	31,750,249.04	32,250,796.73	32,761,183.85
DIVISION TOTALS		186,611,400.08	195,549,151.64	201,656,519.01	208,356,475.36	206,675,736.78	208,692,602.33
DIV: 2 - FINANCE AND ADMINISTRATION		2012	2013	2014	2015	2016	2017
DEPT #	DESCRIPTION	ACTUAL	ACTUAL	3RD Q EST	BUDGET	BUDGET	BUDGET
10	OFFICE OF BUSINESS DEVELOPMENT	315,651.46	366,256.40	350,164.51	396,872.93	403,447.75	410,152.70
60	ACCOUNTING	2,132,611.71	1,997,765.85	2,228,033.37	2,501,929.72	2,541,441.25	2,581,733.10
61	INFORMATION TECHNOLOGY	4,034,518.81	4,216,376.63	5,693,875.08	0.00	0.00	0.00
62	SUPPORT SERVICES	841,849.83	868,860.71	973,986.61	1,042,794.82	1,051,341.27	1,059,540.13
64	PROCUREMENT	1,520,589.72	1,568,615.99	1,636,896.01	1,641,007.84	1,668,016.07	1,695,558.85
65	REVENUE	2,018,694.56	2,032,766.76	2,044,559.65	2,279,754.28	2,303,981.77	2,328,687.24
DIVISION TOTALS		10,863,916.09	11,050,642.34	12,927,515.23	7,862,359.59	7,968,228.11	8,075,672.02
DIV: 3 - ENGINEERING & PROJECT MANAGEMENT		2012	2013	2014	2015	2016	2017
DEPT #	DESCRIPTION	ACTUAL	ACTUAL	3RD Q EST	BUDGET	BUDGET	BUDGET
55	PROJECT SUPPORT	347,795.96	317,949.87	385,351.92	430,301.50	436,511.88	442,843.87
57	PROGRAMMING & PLANNING	476,400.55	597,316.22	599,729.54	827,717.51	834,725.58	841,762.85
80	ENGINEERING & PROJECT DEVELOPMENT	1,726,727.78	1,683,345.25	1,765,013.90	2,051,257.48	2,108,110.62	2,142,462.47
DIVISION TOTALS		2,550,924.29	2,598,611.34	2,750,095.36	3,309,276.49	3,379,348.09	3,427,069.19
DIV: 4 - LEGAL AFFAIRS		2012	2013	2014	2015	2016	2017
DEPT #	DESCRIPTION	ACTUAL	ACTUAL	3RD Q EST	BUDGET	BUDGET	BUDGET
15	SAFETY	833,064.52	762,576.53	874,790.32	969,388.54	979,407.22	990,065.86
21	LEGAL	1,522,437.75	1,635,767.68	1,837,598.88	4,363,123.58	4,402,822.34	4,443,305.97
22	RISK MANAGEMENT	6,596,617.38	6,208,104.78	6,864,845.60	5,148,559.66	5,160,811.77	5,177,429.96
DIVISION TOTALS		8,952,119.65	8,606,448.99	9,577,234.80	10,481,071.78	10,543,041.33	10,610,801.80
DIV: 5 - HUMAN RESOURCES		2012	2013	2014	2015	2016	2017
DEPT #	DESCRIPTION	ACTUAL	ACTUAL	3RD Q EST	BUDGET	BUDGET	BUDGET
14	HUMAN RESOURCES	1,280,382.72	1,541,287.27	1,721,368.03	2,225,707.59	2,260,551.90	2,297,478.12
18	LABOR RELATIONS	696,142.83	689,849.76	751,544.93	1,250,262.51	1,257,148.64	1,264,545.94
30	TRAINING & EMPLOYEE DEVELOPMENT	2,244,573.34	2,446,164.18	2,810,990.81	3,569,680.11	3,608,374.02	3,648,449.72
DIVISION TOTALS		4,221,098.89	4,677,301.21	5,283,903.77	7,045,650.21	7,126,074.56	7,210,473.77
DIV: 6 - EXECUTIVE		2012	2013	2014	2015	2016	2017
DEPT #	DESCRIPTION	ACTUAL	ACTUAL	3RD Q EST	BUDGET	BUDGET	BUDGET
12	EXECUTIVE	815,873.65	860,528.35	879,338.89	839,977.00	849,686.46	860,199.91
16	SECRETARY/TREAS. - BOARD OF TRUSTEES	330,682.80	249,933.80	310,696.29	338,846.99	341,065.53	343,345.10
19	INTERNAL AUDIT	789,052.62	593,120.74	581,533.96	779,189.38	790,812.35	802,665.36
53	MARKETING & COMMUNICATIONS	3,089,483.49	3,131,450.19	3,184,878.74	3,344,802.58	3,381,924.02	3,419,781.53
58	INTELLIGENT TRANSPORTATION SYSTEMS	0.00	0.00	107,380.96	7,041,970.03	7,096,818.93	7,149,728.14
67	OFFICE OF MANAGEMENT & BUDGET	4,624,749.80	3,712,413.02	4,752,708.91	5,716,262.36	6,569,514.50	6,938,204.15
99	FUND TRANSFERS	32,123,887.00	37,094,436.00	38,555,659.00	39,748,919.00	39,863,687.00	34,352,247.00
DIVISION TOTALS		41,773,729.36	45,641,882.10	48,372,196.75	57,809,967.34	58,893,508.80	53,866,171.19

Department Budgets

Staffing Level Comparisons Authorized Staffing Level by Division

Dept	Grade	Job Name	Pay Group	2012 Actual	2013 Actual	2014 Actual	2015 Budget	Change 2015 - 2014
Divisions								
Operations								
		31 - Paratransit District		181.0	185.0	184.0	183.0	(1.0)
		32 - Rail District		364.0	354.0	361.0	365.0	4.0
		33 - Asset & Configuration Management		0.0	0.0	0.0	12.0	12.0
		34 - Transit Police		149.0	153.0	155.0	155.0	0.0
		35 - Service Management		74.0	75.0	76.0	71.0	(5.0)
		38 - Service Quality Management		68.0	70.5	70.5	68.0	(2.5)
		39 - Fleet Management		166.0	165.0	173.0	166.0	(7.0)
		46 - Hayden District		610.0	609.0	616.0	612.5	(3.5)
		49 - Triskett District		419.0	423.0	438.0	433.0	(5.0)
		Totals		2,031.0	2,034.5	2,073.5	2,065.5	(8.0)
Finance & Administration								
		10 - Office of Business Development		4.0	4.0	4.0	4.0	0.0
		60 - Accounting		24.0	25.0	26.0	26.0	0.0
		61 - Information Technology		23.0	24.0	0.0	0.0	0.0
		62 - Support Services		7.0	7.0	7.0	7.0	0.0
		64 - Procurement		16.0	16.0	16.0	16.0	0.0
		65 - Revenue		18.0	18.0	18.0	18.0	0.0
		Totals		92.0	94.0	71.0	71.0	0.0
Engineering & Project Management								
		55 - Project Support		4.0	4.0	4.0	4.0	0.0
		57 - Programming & Planning		4.0	4.0	4.0	4.0	0.0
		80 - Engineering & Project Development		17.0	17.0	19.0	19.0	0.0
		Totals		25.0	25.0	27.0	27.0	0.0
Legal Affairs								
		15 - Safety		6.5	7.0	7.5	7.5	0.0
		21 - Legal		15.0	15.0	24.0	24.0	0.0
		22 - Risk Management		16.5	16.5	8.5	8.5	0.0
		Totals		38.0	38.5	40.0	40.0	0.0
Human Resources								
		14 - Human Resources		16.0	18.0	16.0	17.0	1.0
		18 - Labor & Employee Relations		5.0	5.0	5.0	5.0	0.0
		30 - Training & Employee Development		26.0	26.0	26.0	26.0	0.0
		Totals		47.0	49.0	47.0	48.0	1.0
Executive								
		12 - Executive		5.0	5.0	4.0	4.0	0.0
		16 - Secretary/Treasurer - Board of Trustees		11.0	11.0	11.0	11.0	0.0
		19 - Internal Audit		7.0	7.0	7.0	7.0	0.0
		53 - Marketing & Communication		27.5	27.5	29.0	29.0	0.0
		61 - Information Technology		0.0	0.0	28.0	32.0	4.0
		67 - Office of Management & Budget		11.0	11.0	11.0	10.0	(1.0)
		Totals		61.5	61.5	90.0	93.0	3.0
		Grand Total		2,294.5	2,302.5	2,348.5	2,344.5	(4.0)

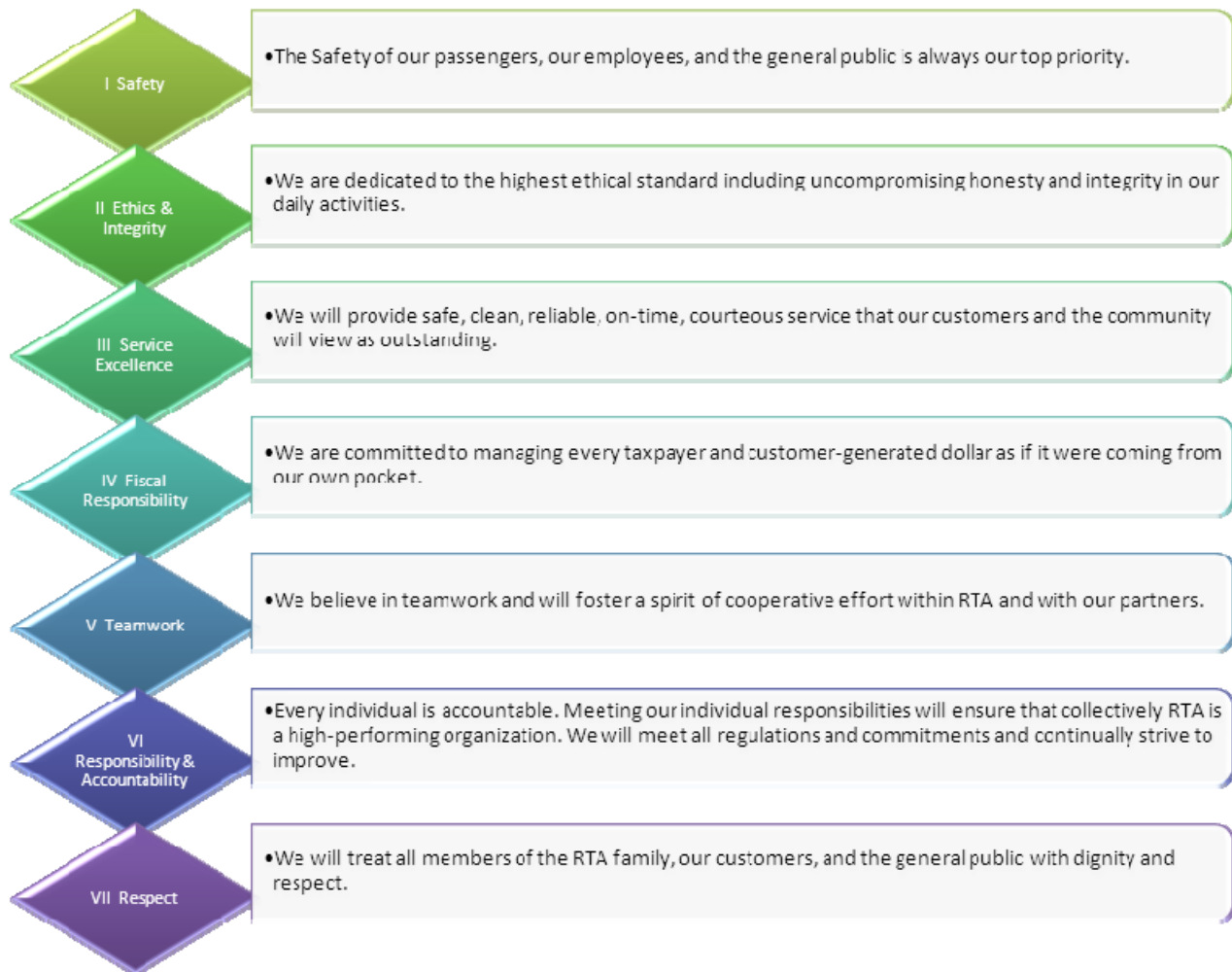
Department Budgets

The Vital Few Objectives (VFOs) and Critical Initiatives (CIs) were created for the 2015 Strategic Plan. At the beginning of each Division Section, the VFOs and CIs that relate to that Division are highlighted. The entire list of VFOs, CIs and Measures are listed below.

Greater Cleveland RTA Strategic Plan - Goals and Initiatives							
Vision	Measure	Division Champion(s)	Measure	2014 Target	2015 Target	2016 Target	10 Year Vision
Financial Vision							
	Operating Revenue Growth	Executive	Annual % Growth	3.5%	3.5%	3.5%	3.5%
	Capital Funding Growth	Executive	Capital Funding Dollars	\$75M	\$75M	\$75M	\$75M
	Maintain Expenses	Executive	Annual % Growth	2.5%	2.5%	2.5%	2.5%
Growth Strategy							
	Advocacy Growth	Executive	% of Identified Advocacy Groups Met with	N/A	50%	50%	50%
	Increase Service Usage	Executive	Annual Ridership	49.5M	51.25M	53.0M	2.5% Increase Annually
	Passenger Satisfaction Growth	Operations	Overall Satisfaction Rating	N/A	70%	75%	80%
Process Investments							
	Increase Service Efficiency	Operations	Miles Between Service Interruptions (MBSI); Paratransit Cost per Passenger Trip (PCPT)	6,273 (MBSI) \$42 (PCPT)	8,000 (MBSI) \$40 (PCPT)	9,000 (MBSI) \$38 (PCPT)	25,000 (MBSI) \$35 (PCPT)
	Achieve State of Good Repair (SOGR)	Engineering & Project Management	SOGR Scale 1-5	N/A	Baseline	TBD	> 3.0
	Advance Use of Technology	Executive	TBD	TBD	TBD	TBD	TBD
	Champion Sustainability	Engineering & Project Management	Emissions Reduced	5%	10%	15%	25%
People Investments							
	Achieve a Safety Culture	Legal Affairs	% Improvement of Performance Measures	Baseline	2%	5%	5% Annually
	Improve Employee Engagement	Human Resources & Executive	Engagement Rating	Baseline	TBD	TBD	TBD
	Improve Performance Management	Human Resources	Performance Evaluation Rating (TBD)	N/A	Baseline	TBD	TBD

Department Budgets

The Departments also have Performance Measures that relate to the 2015 Strategic Plan, specifically the Values, listed below. The number associated with the Value is listed after each Performance Measure. These Values are explained in further detail below.



Operations Division

Division Summary

Michael York, Deputy General Manager

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

Mission Statement

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

2014 Achievements

- ◆ Continued focus on the goals established for the TEAM initiatives.
- ◆ Accepted responsibility for the Strategic Plan VFOs Grow Passenger Satisfaction and Increase Service Efficiency and Initiatives 4 Implement Predictive Maintenance Program and 5 Analyze Paratransit Practices. Personnel are also participating on interagency teams responsible for other VFOs and Initiatives. A Predictive Maintenance RFP was developed and advertised and award is targeted for January 2015.
- ◆ Worked with Public Square Redevelopment Team to ensure that RTA services are addressed and customer inconvenience minimized.
- ◆ Procured the Lytx DriveCam Operator/Vehicle Performance system based on the results of the systems tested in 2013. The DriveCam system is also being implemented on rail vehicles as the Event Recorder system.
- ◆ Implemented the services identified in the 2014 Service Management Plan (SMP).
- ◆ Implemented new West Shore BRT service on Clifton Blvd effective Dec. 8. Cleveland State University bought the naming rights to the service.
- ◆ Developed and operated services in support of the International Gay Games.
- ◆ Developed transportation plans (bus and rail) for the Republican National Convention to be held in Cleveland in 2016.
- ◆ Continued fine-tuning services to minimize cost and maximize service delivery productivity.
- ◆ Continued priority focus on improving customer communications and service delivery.
- ◆ In partnership with Safety, continued efforts to instill a Safety Culture orientation within all Operations Division organizational units.
- ◆ Continued implementation of the MAP-21 Safety and State of Good Repair standards. Reorganized the Equipment and Facility Maintenance Planners and Configuration Management in a new unit titled Asset and Configuration Management that reports directly to the DGM- Operations.
- ◆ Continued focus on Rail infrastructure repair/upgrades. Rail service frequency after 8:00 p.m. was reduced to every 30 minutes to provide more track availability for infrastructure work.
- ◆ Continued to aggressively support and participate in the TransitStat program to reduce costs and improve the Authority's business practices and services. A good example is bus interior cleaning which has gone from more than 20 days between cleanings to less than 14 days.
- ◆ Continued Proof-of-Payment (POP) fare enforcement on the Health Line and Red Line.

Operations Division

- ◆ Continued Brand Management efforts in conjunction with Marketing: Health Line, Downtown Trolley, Red Line, Blue/Green Lines, Transit Centers and Park/Ride Service.
- ◆ Continued in-house interior rehabilitation of 40 Heavy Rail Vehicles. Project is expected to be completed until early 2016.
- ◆ Completed replacement/upgrade of the operator dispatch system (MIDAS replacement) with the new system from GIRO, Inc. (HASTUS).
- ◆ Continued establishment of standards/guidelines for measuring maintenance performance including all Rail Power & Way infrastructure systems.
- ◆ Continued to refine RTA's system security and emergency preparedness and operations plans.
- ◆ Continued increased Transit Police presence on Red Line trains, particularly during school travel periods.
- ◆ Continued efforts for reducing crime on RTA vehicles and at RTA facilities. Implemented Community Policing at Hayden and Triskett Bus Districts whereby Transit Police Officers report to the districts and interact with operators to better understand their concerns and target problem areas.
- ◆ Procured 50 non-revenue vehicles as provided for in 2014 budget.
- ◆ Continued staffing of vacant rail and bus management and technical positions.
- ◆ Began the procurement of revenue vehicles as provided for in the 2014 budget: 23 sixty foot articulated buses from New Flyer (16 of which will be on the new Clifton Corridor BRT that has been branded as the CSU line); and, 89 Gillig CNG buses that will be delivered in 2015.
- ◆ Repaired the exterior of all Health Line RTVs and the downtown Trolleys.
- ◆ Maintained State-of-Good Repair of Health Line stations and equipment.
- ◆ Completed implementation of new CAD/RMS for Transit Police.
- ◆ Supported the development and implementation of a new IT department.
- ◆ Continued to aggressively support/enforce the Authority's sustainability initiatives. Participating on the FTA ESMS Institute pilot at CBM.

2015 Objectives

- ◆ Continue to focus on the goals established for the TEAM initiatives.
- ◆ Continue development/implementation of the Strategic Plan VFOs Grow Passenger Satisfaction and Increase Service Efficiency and Initiatives 4 Implement Predictive Maintenance Program and 5 Analyze Paratransit Practices. Continue participating on interagency teams responsible for other VFOs and Initiatives.
- ◆ Seek Board approval for proposed changes being considered for Paratransit.
- ◆ Incorporate the Strategic Plan objectives in the Operations Division 2015 Performance Plans.
- ◆ Improve internal communications at all levels of the Operations Division.
- ◆ Develop and implement a certification program for all position classifications in the Service Quality Department
- ◆ Award contract for the Predictive Maintenance plan that was developed in 2014 and implement the planned pilot at the Hayden District. Based on results/structure of the Hayden pilot, develop in-house Predictive Maintenance plans for the Triskett District and Electronic Repair. Rail will be the last district for Predictive Maintenance.
- ◆ Continue working with Public Square Redevelopment Team to ensure that RTA services are addressed and customer inconvenience minimized. Establish bus reroutes as needed during reconstruction of the Square.
- ◆ Complete the rail DriveCam/Event Recorder system implementation.

Operations Division

- ◆ Implement the services identified in the 2015 Service Management Plan (SMP).
- ◆ Continue supporting the operational and security teams preparing for the Republican National Convention to be held in Cleveland in 2016.
- ◆ Continue fine-tuning services to minimize cost and maximize service delivery productivity in response to changing ridership and traffic conditions.
- ◆ Continue priority focus on improving customer communications and service delivery. This initiative includes informational signage on revenue vehicles and passenger facilities and the new bus stop target program.
- ◆ In partnership with Safety, continue efforts to instill a Safety Culture orientation within all Operations Division organizational units.
- ◆ Continue implementation of the MAP-21 Safety and State of Good Repair standards. The new Asset and Configuration Management organization will report directly to the DGM-Operations.
- ◆ In partnership with Engineering, complete the outdoor bus storage areas at Hayden and at Triskett.
- ◆ Continue focus on Rail infrastructure repair/upgrades.
- ◆ Continue to aggressively support and participate in the TransitStat program to reduce costs and improve the Authority's business practices and services.
- ◆ Continue Proof-of-Payment (POP) fare enforcement on the Health Line and Red Line.
- ◆ Continue Brand Management efforts in conjunction with Marketing: Health Line, Downtown Trolley, Red Line, Blue/Green Lines, Transit Centers and Park/Ride Service.
- ◆ Continue in-house interior rehabilitation of 40 Heavy Rail Vehicles. Project is expected to be completed until early 2016.
- ◆ Continue establishment of standards/guidelines for measuring maintenance performance.
- ◆ Continue to refine RTA's system security and emergency preparedness and operations plans.
- ◆ Reorganize Transit Police management structure to better align functional responsibilities and reporting relationships.
- ◆ Continue increased Transit Police presence on Red Line trains, particularly during school travel periods.
- ◆ Continue efforts for reducing crime on RTA vehicles and at RTA facilities.
- ◆ Continue Community Policing at Hayden and Triskett Bus Districts whereby Transit Police Officers report to the districts and interact with operators.
- ◆ Procure 30+ non-revenue vehicles as provided for in 2015 budget.
- ◆ Inspect and put-in service 89 Gillig CNG buses that will be delivered in 2015.
- ◆ Develop specifications for Paratransit and Trolley buses to be purchased in 2016.
- ◆ Continue to support the new IT department.
- ◆ Continue to aggressively support/enforce the Authority's sustainability initiatives, including the FTA ESMS Institute pilot at CBM

Operations Division

2015 Strategic Plan Critical Initiatives and Measures

Critical Initiative	Division Champion(s)	Team	
Outcomes			
Activities	Plan Start	Plan End	% Complete
Implement Predictive Maintenance Program	Mike York	Ron Baron, Floun'say Caver, Oliver Draper, Mike Lively, Richard Newell	
Achieve Improve Service Efficiency VFO for Average Miles Between Service Interruption (MBSI) of 8,000 miles			
Reduce Work Requests by 20% in 2015 (over 2014 total requests)			
Increase PM Compliant Percentage to X% (Floun'say to finalize %)			
Decrease the % of unplanned maintenance by 5% of 2014 total			
Develop RFP for Consultant to Develop Predictive Maintenance Program	9/1/2014	12/31/2014	100%
Award Contract for Predictive Maintenance Program	9/1/2014	12/31/2014	90%
Hayden Implementation: Predictive Maintenance Program for Gilligs, HL, 28/2600's, and other implement on % of fleet	1/1/2015	12/31/2015	
Implement Predictive Maintenance Program at Electronic Repair – Implement on X% of Fleet	1/1/2015	12/31/2015	
Implement Predictive Maintenance Program for Triskett Fleet – Implement on X% of Fleet	1/1/2015	12/31/2015	

Operations Division

Analyze Paratransit Practices	Mike York	Ron Baron, Floun'say Caver, Oliver Draper, Mike Lively, Richard Newell, Gale Fisk	
Achieve Improved Service Efficiency VFO for Average Paratransit Cost per Trip of \$40 for 2015			
Decrease Annualized exposure due to current fare policies (Currently Assessed as \$12.1 million of exposure)			
Define Plan to re-work functional testing for Paratransit and move the process back in-house	9/1/2014	11/5/2014	25%
Gain Go/No Go on proposal to start charging fares for non-ADA and PCA customers on fixed route	9/1/2014	3/1/2015	25%
Implement change in policy to start charging fares for non-ADA and PCA customers on fixed route	3/1/2015	6/30/2015	
Re-engineer the ADA application form	3/1/2015	6/30/2015	95%
Develop RFP for Consultant to Analyze RTA's entire Paratransit Service and Processes, i.e. Fare Analysis, Curb-to-Curb vs. Door-to-Door, on-line booking, vehicle type, CDL Requirements, registration, eligibility, etc.	1/1/2015	3/31/2015	20%
Award Contract	4/1/2015	7/31/2015	
Complete Study	TBD		
Develop Implementation Strategy	TBD		
Implement Recommendations	TBD		
Gain approval to start Charging fares for non-ADA and PCA customers on fixed route	TBD		
Define plan to re-work functional testing moved internally	TBD		

Operations Division

Assess Top Priorities for State of Good Repair (SOGR)	Mike Schipper	William Boyce, Joeseoph Shaffer, Mike York, Joe Bilek, Ron Finerty, Jim Stock, Terrance Boylan, Eugene Cranford	
Baseline our current SOGR by end of 2015			
Implement processes to use SOGR data for project prioritization and capital forecasting needs for backlog			
Development and acceptance of an Asset Management Plan in Compliance with MAP21	9/1/2014	12/31/2014	95%
Identification of Fleet Assets (Revenue and Non-Revenue)	1/1/2015	6/30/2015	95%
Identification of Bridge Assets	3/1/2014	12/31/2014	100%
Identification of Track Assets	1/1/2014	12/31/2014	80%
Identification of Catenary Assets	1/1/2014	12/31/2015	20%
Identification of Power Assets (Substations)	1/1/2014	12/31/2015	75%
Identification of Fiber Optic/Communication Assets	1/1/2014	12/31/2015	20%
Identification of Transit Center Assets	1/1/2014	12/31/2015	100%
Identification of Rail Station assets	1/1/2014	12/31/2015	25%
Identification of Park & Ride Assets	1/1/2014	12/31/2015	25%
Identification of Bus Loop Assets	1/1/2014	12/31/2015	25%
Identification of Operating District Assets	1/1/2014	12/31/2015	25%
Identification of Main Office Assets	1/1/2014	12/31/2015	100%
Identification of Elevators & Escalators Assets	1/1/2014	12/31/2015	100%

Operations Division

2015 OPERATING BUDGET SUMMARY Department 31 – Paratransit District

OLIVER DRAPER, DISTRICT DIRECTOR

Department Priorities for 2015

- ◆ Continue to implement the Paratransit Action plan to decrease customer wait times and trip denials, and increase unlinked passenger trips per revenue hour.
- ◆ Improve customer utilization of IVR and Web Access for scheduling.
- ◆ Create efficiencies to manage growth/demand for services.

Mission Statement

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

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
CALLS				
• Calls Taken (III, VII)	290,244	322,050	335,408	340,000
• Average Wait Time (minutes) (III, VII)	2:05	1:00	2:00	1:45
• % Calls Abandoned (III, VII)	7.73%	5.0%	6.0%	4.5%
TRIPS				
• Passenger Trips Completed (I, III, VII)	650,060	684,336	725,396	730,000
• Cost per Revenue Mile (III, IV)	\$4.30	\$4.30	\$4.30	\$4.30
• Unlinked Passenger Trip/Revenue Hour (III, IV)	2.00	2.00	2.00	2.10
• Average # Revenue Vehicles Inspected per month (I, III, IV)	40	40	40	40

2014 Highlights

- ◆ Achieved over 4 million trip requests without denial (2007)
- ◆ Continued strong ridership growth 5.7% increase
- ◆ Maintained better than 90% total on-time performance
- ◆ Renewed contracts with primary contracted service providers
- ◆ Booked 5.3% of trips through Web/IVR

Operations Division

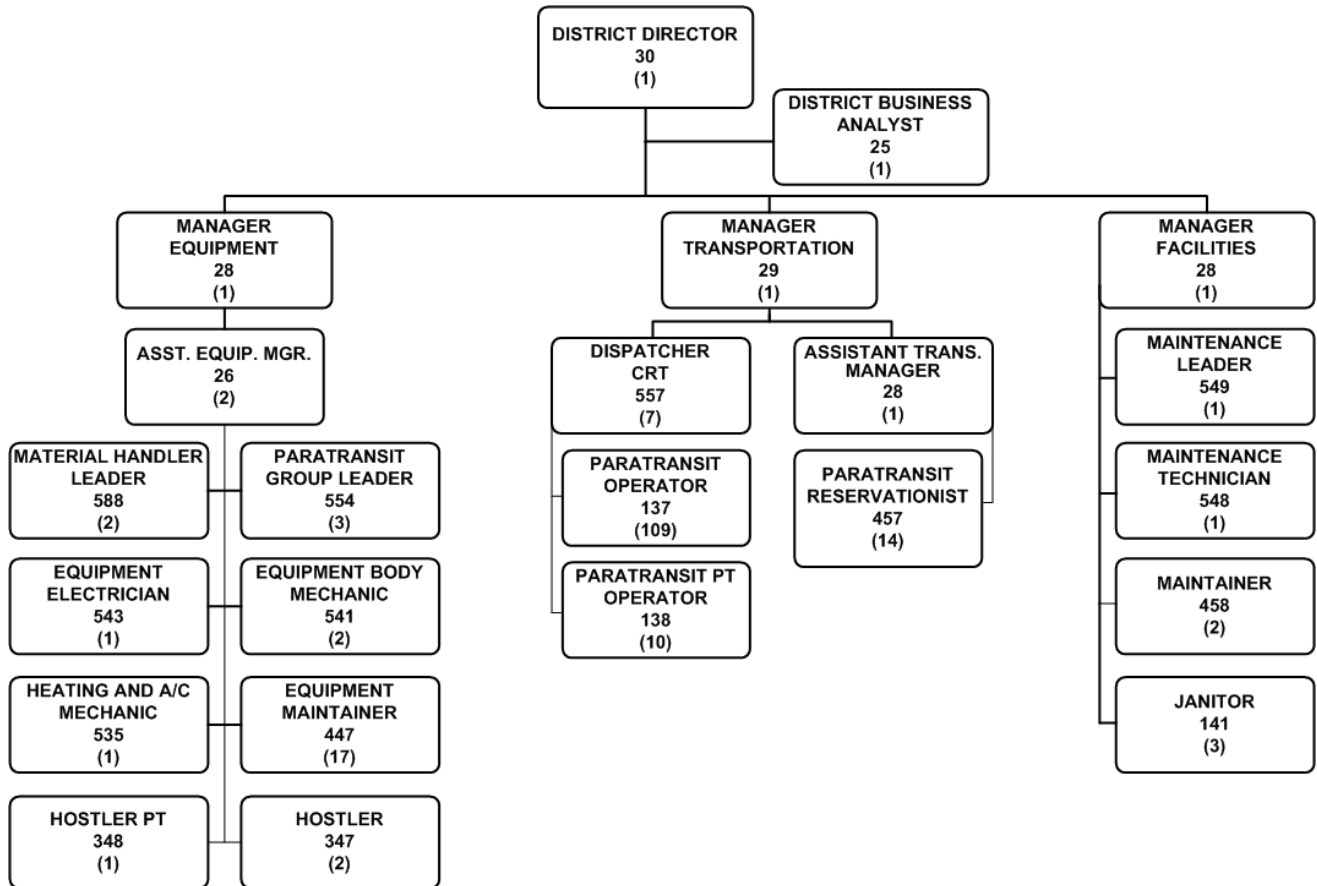
Below are budget and staffing highlights of the Paratransit District Department

Object Class	Description	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
501100	BUS OPERATORS' LABOR	5,156,432.98	5,170,370.30	5,100,033.76	5,479,440.34
501110	OVERTIME - BUS OPERATORS	967,098.92	798,410.31	1,049,607.16	600,000.00
501200	HOURLY EMPLOYEES PAYROLL	2,430,537.19	2,587,217.41	2,703,874.57	2,755,093.17
501210	OVERTIME - HOURLY EMPLOYEES	247,332.44	261,704.61	288,643.24	200,000.00
501300	LABOR - SALARIED EMPLOYEES	864,333.56	879,151.10	1,009,811.76	1,022,172.03
501310	OVERTIME - SALARIED EMPLOYEES	46,831.31	50,861.67	56,020.19	30,000.00
502000	FRINGE BENEFITS	3,329,730.12	3,395,170.81	3,600,477.92	3,666,035.27
502071	W. C. - INJURIES & DAMAGES	1,534.86	2,326.23	3,741.25	0.00
503000	SERVICES	244,373.25	33,142.58	47,499.84	500.00
503042	VENDOR IN-HOUSE SERVICE (NAPA)	0.00	134,590.00	139,946.00	158,400.00
503052	OTHER MAINTENANCE CONTRACTS	0.00	0.00	27,967.52	77,600.00
504000	MATERIAL & SUPPLIES	693,569.56	11,384.08	23,358.61	49,322.50
504031	GASOLINE - STORAGE TANKS	674.20	797.34	1,836.73	3,300.00
504032	PROPANE FUEL	0.00	140,000.00	(0.24)	140,000.00
504081	VENDOR IN-HOUSE PARTS (NAPA)	0.00	660,407.00	595,661.00	720,000.00
508020	PURCHASED TRANSPORTATION - SUBURBAN	5,907,354.00	6,411,352.30	5,983,477.46	7,216,537.90
509000	MISCELLANEOUS EXPENSES	4,926.55	(148,189.95)	6,318.00	13,400.00
512000	LEASES & RENTALS	0.00	(190.86)	1,541.18	2,860.00
DEPT TOTAL		19,894,728.94	20,388,504.93	20,639,815.95	22,134,661.21

Staffing Comparison

Grade	Job Name	2012	2013	2014	2015
01	0137 Paratransit Operator	109.0	109.0	109.0	109.0
	0138 Paratransit Operator – PT	10.0	10.0	10.0	9.0
	0141 Janitor	3.0	3.0	3.0	3.0
02	0203 Clerk/Typist	1.0	0.0	0.0	0.0
03	0347 Hostler	2.0	2.0	2.0	2.0
	0348 Hostler – PT	0.0	2.0	2.0	2.0
04	0442 Equipment Servicer	0.0	0.0	3.0	3.0
04	0447 Equipment Maintainer	17.0	18.0	14.0	14.0
	0457 Paratransit Reservations Op	12.0	14.0	14.0	14.0
	0458 Maintainer	2.0	2.0	2.0	2.0
05	0535 Heating A/C Mechanic	1.0	1.0	1.0	1.0
	0541 Equipment Body Mechanic	1.0	1.0	1.0	1.0
	0543 Equipment Electrician	1.0	1.0	1.0	1.0
	0548 Maintenance Technician	1.0	1.0	1.0	1.0
	0549 Maintenance Leader	1.0	1.0	1.0	1.0
	0554 Paratransit Group Leader	3.0	3.0	3.0	3.0
	0557 Dispatcher – Paratransit	6.0	7.0	7.0	7.0
	0588 Material Handler	2.0	2.0	2.0	2.0
25	1085 District Business Analyst	1.0	1.0	1.0	1.0
26	1069 Asst. Supt. Paratran Equip	2.0	2.0	2.0	2.0
28	0761 Manager Facilities	1.0	1.0	1.0	1.0
	0851 Manager Equipment	1.0	1.0	1.0	1.0
	1084 Assistant Manager	1.0	1.0	1.0	1.0
29	0786 Manager Transportation	1.0	1.0	1.0	1.0
30	0777 District Director	1.0	1.0	1.0	1.0
	Total	181.0	185.0	184.0	183.0

Operations Division



Operations Division

2015 OPERATING BUDGET SUMMARY Department 32 – Rail District

DENNIS REHFUSS, DISTRICT DIRECTOR

Department Priorities for 2015

- ◆ Continue the Heavy Rail Vehicle (Red Line) Interior Overhaul project.
- ◆ Continue to aggressively replace cross ties.
- ◆ Develop strategic plan for capital improvements to entire infrastructure to include stations, substations, track, signals and equipment.
- ◆ Continued implementation of LEAN programs to improve efficiency and reduce costs.
- ◆ Continue to support the Rail Clean Corridor program for graffiti removal.
- ◆ Aggressively perform signal system maintenance during relay testing, junction box replacement, and double bonding to mitigate track circuit failure, reduce service delays, and ensure a safe system.
- ◆ In conjunction with Engineering, continue rebuilding the Fairhill Substation and develop an implementation plan for subsequent transformer and rectifier replacement.
- ◆ Install Blue/Green LED lights on Light Rail Vehicles to designate train route.
- ◆ Design and build new microprocessors for HRV's to improve reliability and safety.
- ◆ Support 2015 Operations Division initiatives and projects as assigned.

Mission Statement

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

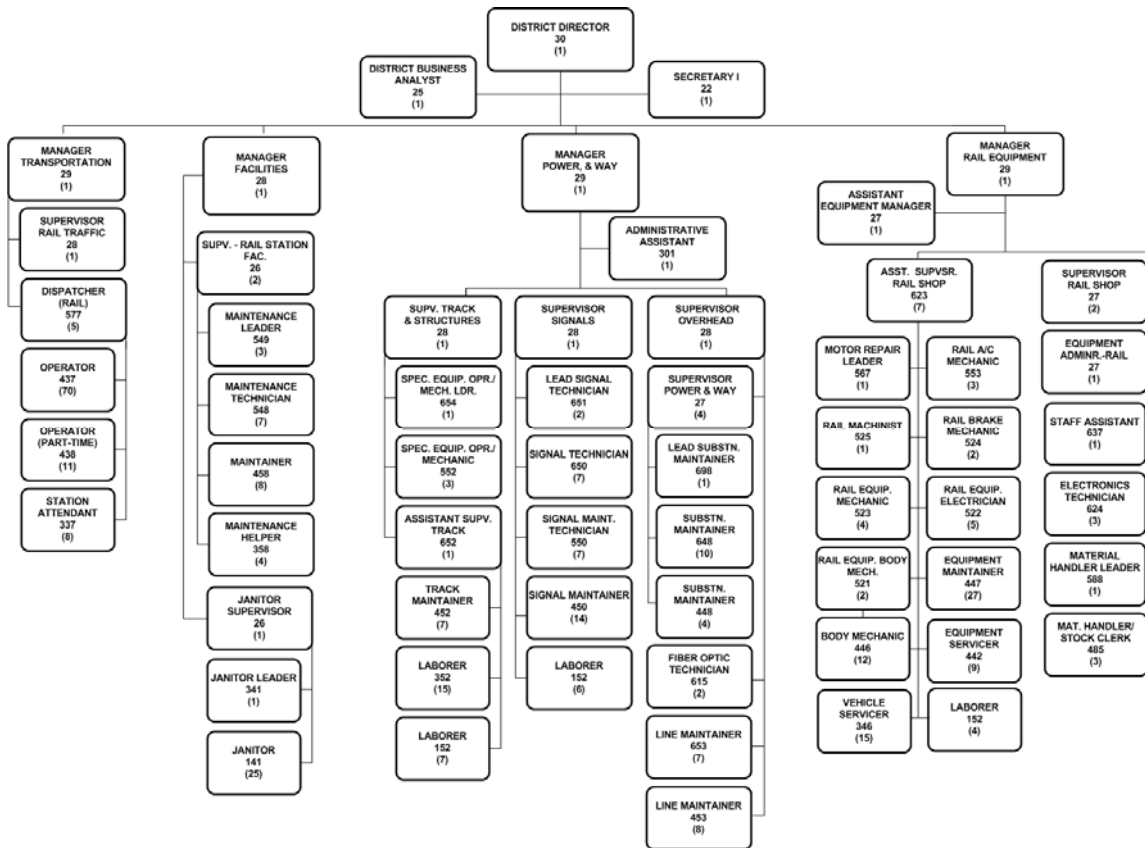
	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Passenger Car Revenue Miles (III)	2,688,367	4,376,144	4,381,983	4,101,983
% Deadhead miles (III)	0.8%	1.2%	1.2%	1.2%
Cost per Passenger Trip (III, IV)	\$4.58	\$4.13	\$4.00	\$4.20
Average Passenger Trips per Revenue Hour (III, IV)	30.46	32.00	41.00	40.00
# Preventable Accidents per 100,000 miles (I, III, VI)	0.00	0.05	0.00	0.00
% Vehicles completed in HRV Exterior Overhaul (I, III, IV, V)	100%	N/A	N/A	N/A
% Vehicles completed in HRV Interior Overhaul (I, III, IV, V)	N/A	0.0%	20%	75%
Miles Between Service Interruptions (I, III, VII)	14,353	91,632	48,500	45,500
Annual Delay (Hours) (I, III, VII)	18.00	21.45	20.00	19.00

2014 Highlights

- ◆ Exceeded TEAM (Together Everyone Achieves More) goal (8,500 miles) for miles between service interruptions.
- ◆ Completed installation of destination signs to enhance rider information.
- ◆ Continuing reconstruction of Little Italy Station.
- ◆ Replaced over 16,000 deteriorated railroad ties throughout the system.
- ◆ Implemented maintenance root cause analysis to increase performance and reliability.
- ◆ Applied cellular manufacturing to reduce motor rebuild time by 16%.

Operations Division

Below are budget and staffing highlights of the Rail District Department



Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501100	Rail Operator Labor	4,152,965.17	4,571,479.67	4,653,291.43	5,118,714.00
501110	Overtime – Rail Operators	251,726.87	415,674.65	512,652.78	295,912.00
501200	Hourly Employees Payroll	10,388,189.61	11,331,346.11	12,157,328.48	12,900,489.35
501210	Overtime – Hourly Employees	1,520,197.31	1,386,301.46	1,483,870.21	850,000.00
501300	Labor – Salaried Employees	2,080,987.11	2,213,532.40	2,371,714.73	2,596,733.08
501310	Overtime – Salaried Employees	106,200.29	148,747.94	134,981.14	75,000.00
502000	Fringe Benefits	6,119,809.75	6,855,666.33	7,644,471.59	7,906,012.77
502071	W.C. – Injuries & Damages	7,902.07	3,059.24	3,606.11	0.00
503000	Services	2,778,747.24	743,670.91	578,955.96	291,000.00
503052	Other Maintenance Contracts	0.00	2,019,526.22	1,905,948.58	2,734,709.00
504000	Materials & Supplies	702,680.36	877,397.88	764,520.14	836,600.00
504090	Tires & Tubes	(806.00)	6,501.00	0.00	3,000.00
505000	Utilities	379,303.09	(73,801.23)	0.00	0.00
505010	Propulsion Power	3,158,502.29	2,199,704.11	3,170,388.37	3,132,000.00
505020	Sewers	0.00	3,000.00	18.88	3,000.00
505021	Electricity	0.00	556,400.00	292,917.19	575,000.00
509000	Miscellaneous Expenses	73,948.25	34,630.89	26,354.02	72,480.00
509022	Meals & Concessions	0.00	0.00	0.00	500.00
512000	Leases & Rentals	1,200.00	(218.81)	0.00	5,000.00
Total:		31,721,553	33,292,618.77	35,701,019.60	37,396,150.20

Operations Division

Grade	Job Name	2012	2013	2014	2015
00	9943 HRV Overhaul Leaders	5.0	0.0	0.0	0.0
01	0141 Janitor	25.0	25.0	25.0	25.0
	0152 Laborer	11.0	11.0	13.0	17.0
03	0301 Administrative Assistant	1.0	1.0	1.0	1.0
	0337 Station Attendant	8.0	8.0	8.0	8.0
	0341 Janitor Leader	1.0	1.0	1.0	1.0
	0346 Vehicle Servicer	15.0	15.0	15.0	15.0
	0352 Laborer	18.0	18.0	15.0	15.0
	0358 Maintenance Helper	4.0	4.0	4.0	4.0
	1635 Vehicle Servicer – PT	1.0	1.0	0.0	0.0
04	0437 Operator	58.0	60.0	70.0	70.0
	0438 Operator – PT	15.0	15.0	11.0	11.0
	0442 Equipment Servicer	0.0	8.0	7.0	9.0
	0446 Body Mechanic	6.0	6.0	12.0	12.0
	0447 Equipment Maintainer	45.0	30.0	31.0	29.0
	0448 Substation Maintainer	5.0	5.0	4.0	4.0
	0450 Signal Maintainer	15.0	15.0	14.0	14.0
	0452 Track Maintainer	7.0	7.0	7.0	7.0
	0453 Line Maintainer	8.0	8.0	8.0	8.0
	0455 Upholsterer	1.0	0.0	0.0	0.0
	0458 Maintainer	8.0	8.0	8.0	8.0
	0485 Mat Handler/Stock Clerk	3.0	3.0	3.0	3.0
05	0521 Rail Equip Body Mechanic	2.0	2.0	2.0	2.0
	0522 Rail Equip Electrician	5.0	5.0	5.0	5.0
	0523 Rail Equipment Mechanic	3.0	4.0	4.0	4.0
	0524 Rail Brake Mechanic	2.0	2.0	2.0	2.0
	0525 Rail Machinist	1.0	2.0	1.0	1.0
	0548 Maintenance Technician	7.0	7.0	7.0	7.0
	0549 Maintenance Leader	3.0	3.0	3.0	3.0
	0550 Signal Maint Technician	7.0	7.0	7.0	7.0
	0552 Special Equip Op/Mechanic	3.0	3.0	3.0	3.0
	0553 Rail A/C Mechanic	3.0	3.0	3.0	3.0
	0567 Motor Repair Leader	1.0	1.0	1.0	1.0
	0577 Dispatcher	5.0	5.0	5.0	5.0
	0588 Material Handler Leader	1.0	1.0	1.0	1.0
06	0623 Asst Supervisor Rail Shop	6.0	6.0	7.0	7.0
	0624 Electronics Technician	3.0	3.0	3.0	3.0
	0637 Staff Assistant	1.0	1.0	1.0	1.0
	0648 Substation Maintainer	10.0	10.0	10.0	10.0
	0650 Signal Technician	7.0	7.0	7.0	7.0
	0651 Lead Signal Technician	2.0	2.0	2.0	2.0
	0652 Asst Supervisor Track	1.0	1.0	1.0	1.0
	0653 Line Maintainer	7.0	7.0	7.0	7.0
	0654 Spec Equip Op/Mech Ldr	1.0	1.0	1.0	1.0
	0698 Lead Substn Maintainer	1.0	1.0	1.0	1.0
22	0721 Secretary I	1.0	1.0	1.0	1.0
25	1085 District Business Analyst	1.0	1.0	1.0	1.0
26	0799 Supv Rail Station Fac	2.0	2.0	2.0	2.0
	0900 Janitor Supervisor	1.0	1.0	1.0	1.0
27	0762 Supervisor – Power & Way	4.0	4.0	4.0	4.0
	1178 Equipment Administrator	1.0	1.0	1.0	1.0
	1252 Supervisor Rail Shop	2.0	2.0	2.0	2.0
	1705 Assistant Equipment Manager	0.0	0.0	1.0	1.0
28	0761 Manager Facilities	1.0	1.0	1.0	1.0
	0895 HRV Project Manager	1.0	0.0	0.0	0.0
	1234 Supervisor Signals	1.0	1.0	1.0	1.0
	1239 Supervisor Overhead	1.0	1.0	1.0	1.0
	1249 Supervisor Rail Traffic	1.0	1.0	1.0	1.0
	1273 Supervisor Track and Stru	1.0	1.0	1.0	1.0
29	0786 Manager Transportation	1.0	1.0	1.0	1.0
	0792 Manager Rail Equipment	1.0	1.0	1.0	1.0
	1526 Manager Power & Way	1.0	1.0	1.0	1.0
30	0777 District Director	1.0	1.0	1.0	1.0
Total		364.0	354.0	361.0	365.0

Operations Division

2015 OPERATING BUDGET SUMMARY Department 33 – Asset & Configuration Management

WILLIAM BOYCE, MANAGER

Department Priorities for 2015.

- ◆ Implement the 2014 Asset Management Plan
- ◆ Continue to improve the cost effectiveness and efficiency in maintaining assets throughout the Authority.
- ◆ Implement Predictive Maintenance Program.
- ◆ Complete Asset Validations of Rail Stations, Bus Loops, and Shelters.
- ◆ Ensure all assets are tracked and maintained utilizing our asset management database system (Ultramain)
- ◆ Validate all Standard Operating Procedures are in compliance with ODOT, Internal Audit, and Safety.
- ◆ Develop a comprehensive baseline containing SOGR Ratings including assets maintained in Ultramain.
- ◆ Develop State of Good Repair Backlog and identify potential capital projects.
- ◆ Develop new TransitStat reporting format focusing more on Asset Management, SOGR, and Predictive Maintenance initiatives.
- ◆ Support employee training and development programs.
- ◆ Continue to revise all Configuration models pertaining to Fleet, Facilities, and Power and Way in Ultramain.
- ◆ Develop appropriate preventive maintenance programs and monitor compliance based on Asset Management Standards.
- ◆ Continue to build all maintenance inspections based off manufactures specifications.
- ◆ Replace Wheelchair Lifts at Shaker Square.
- ◆ Continue to work with Linex replacing damaged elevator floors.
- ◆ Repair the West 25th Elevator Hydraulic Cylinder and Piston.
- ◆ Complete all VFO initiatives developed for 2015. (Top Priorities for SOGR.)

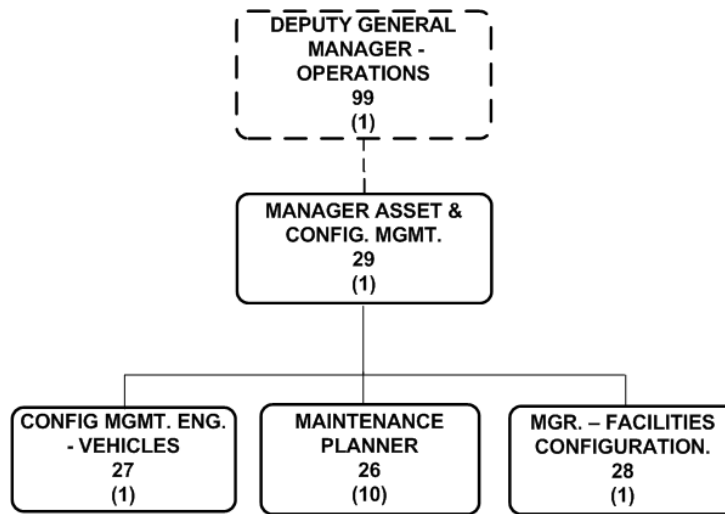
Mission Statement

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

	2012	2013	2014	2015
Miles Between Service Interruptions' (I, III, VI, VII)				
Hayden	N/A	N/A	3,097	3,972
Triskett	N/A	N/A	4,144	4,467
Rail	N/A	N/A	23,794	27,109
Paratransit	N/A	N/A	95,836	110,778
Total Interruptions (I, III, VI, VII)				
Hayden	N/A	N/A	1,939	1,586
Triskett	N/A	N/A	1,097	986
Rail	N/A	N/A	93	86
Paratransit	N/A	N/A	22	18

Operations Division

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501300	Labor – Salaried Employees	0.0	0.0	0.0	763,704.76
501310	Overtime – Salaried Employees	0.0	0.0	0.0	0.0
502000	Fringe Benefits	0.0	0.0	0.0	260,000.0
503000	Services	0.0	0.0	0.0	134,648.0
503052	Other Maintenance Contracts	0.0	0.0	0.0	1,130,200.0
504000	Materials and Supplies	0.0	0.0	0.0	1,200.0
509000	Miscellaneous Expenses	0.0	0.0	0.0	5,950.0
512000	Leases & Rentals	0.0	0.0	0.0	0.0
Total:		0.0	0.0	0.0	2,295,702.76



Grade	Job Name	2012	2013	2014	2015
26	0837 Maintenance Planner	0.0	0.0	0.0	10.0
27	0884 Configuration Management Engineer	0.0	0.0	0.0	1.0
29	169x Manager Asset & Configuration Mgmt	0.0	0.0	0.0	1.0
Total		0.0	0.0	0.0	12.0

Operations Division

2015 OPERATING BUDGET SUMMARY Department 34 – Transit Police

JOHN P. JOYCE, DIRECTOR OF SECURITY / CHIEF OF POLICE

Department Priorities for 2015

- ◆ Continue providing Proof of Payment – Fare Enforcement to deter fare evasion.
- ◆ Address serious crimes through participation in multi-agency task forces.
- ◆ Increase Transit Police visibility on revenue vehicles and at passenger facilities to address quality of life issues.
- ◆ Address Operator security concerns through Community Policing initiatives at Bus Districts.
- ◆ Continue to conduct Security and Risk Analysis for all GCRTA properties with assistance from the U.S. Department of Homeland Security, Transit Security Administration.
- ◆ Implement plan to reorganize Transit Police management staff.
- ◆ Initiate procurement process for Body Cameras for Transit Police Officers.

Mission Statement

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

	2012 Actual	2013 Actual	2014 Actual	2015 Budget
Quality of Life Crimes				
Misconduct on Public Transit (I, III)	3,329	3,672	5205	6283
Aggravated Disorderly Conduct (D/C) (I, III)	7	5	54	46
Disorderly Conduct (D/C) (I, III)	99	146	146	196
Disorderly Conduct (D/C) / Intoxication (I, III)	155	193	221	294
Open Container (I, III)	292	338	296	438
Trespassing (I, III)	49	52	71	88
Soliciting (I, III)	0	0	0	0
Fare Evasion Citations – HealthLine (I, III)	1,549	1,626	2238	2759
Fare Evasion Citations – Red Line (I, III)	1,764	2,016	2967	3516

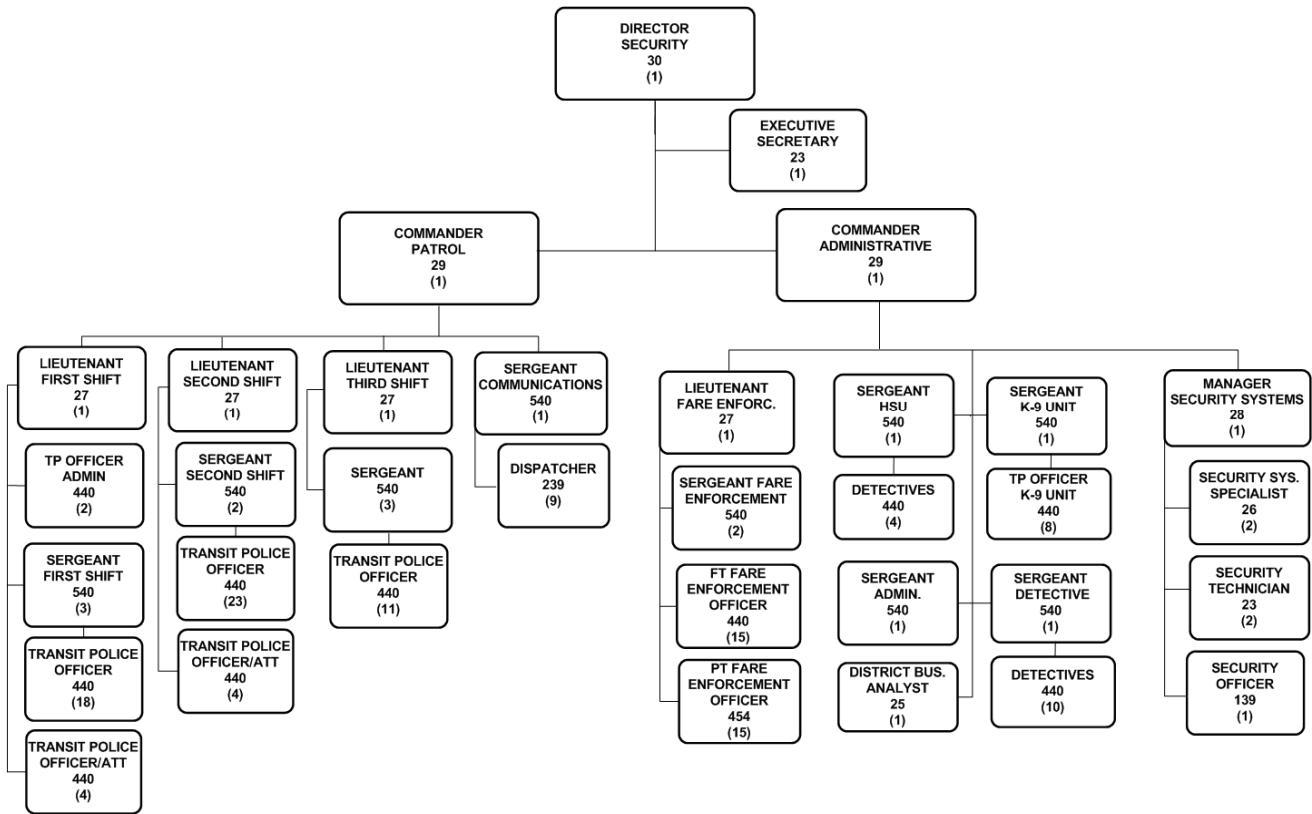
Operations Division

Below are budget and staffing highlights of the Transit Police Department

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501200	Hourly Employees Payroll	6,608,537.29	6,690,774.22	7,018,134.99	7,433,516.93
501210	Overtime – Hourly Employees	340,166.59	431,956.41	364,375.31	561,200.00
501300	Labor – Salaried Employees	652,774.97	755,208.50	793,425.68	793,177.97
501310	Overtime – Salaried Employees	14.88	141.08	0.00	10,000.00
502000	Fringe Benefits	2,597,390.01	2,717,653.19	2,935,261.07	3,482,473.63
503000	Services	18,527.58	17,897.94	16,950.79	165,450.00
504000	Materials & Supplies	395,477.99	396,098.61	241,842.97	139,800.00
506000	Casualty & Liability Costs	81,210.14	2,790.00	0.00	7,500.00
509000	Miscellaneous Expenses	4,680.00	43,088.51	74,780.30	71,400.00
512000	Leases & Rentals	32,629.20	6,160.00	6,280.00	8,000.00
Total:		10,736,639	11,098,138.48	11,500,448.18	12,672,518.53

Grade	Job Name	2012	2013	2014	2015
01	0139 Security Officer	1.0	1.0	1.0	1.0
02	0239 Dispatcher Transit Police	9.0	9.0	9.0	9.0
04	0440 Transit Police Officer	84.0	84.0	84.0	84.0
	0440 FT Transit Police Fare Enforcement	0.0	15.0	15.0	15.0
	0454 PT Transit Police Fare Enforcement	26.0	15.0	15.0	15.0
05	0540 Transit Police Sergeant	18.0	18.0	18.0	17.0
23	0725 Executive Secretary	1.0	1.0	1.0	1.0
	1079 Security Technician	0.0	0.0	2.0	2.0
25	1085 District Business Analyst	1.0	1.0	1.0	1.0
26	1665 Security Systems Specialist	0.0	2.0	2.0	2.0
27	1060 Lieutenant	4.0	4.0	4.0	4.0
28	0840 Manager Security	1.0	1.0	1.0	1.0
29	1248 Commander	0.0	0.0	0.0	2.0
	1356 Dpty Dir Security/Police	1.0	1.0	1.0	0.0
30	1151 Director Security/COP	1.0	1.0	1.0	1.0
Total		149.0	153.0	155.0	155.0

Operations Division



Operations Division

2015 OPERATING BUDGET SUMMARY Department 35 – Service Management

JOEL FREILICH, ACTING DIRECTOR
Department Priorities for 2015

- ◆ Implement the 2015 Service Management Plan.
- ◆ Continue to improve the cost effectiveness and efficiency of service delivery.
- ◆ Continue to focus on customer communications and quality of service delivery.
- ◆ Complete final review of HASTUS Bid/Dispatch System.
- ◆ Continue programs to electronically provide real-time service information to customers.
- ◆ Expand utilization of TransitMaster software to monitor schedule adherence and make real-time service adjustments as necessary.
- ◆ Assess all bus stops for safety and spacing.
- ◆ Continue to replace all bus stop signs with new design.
- ◆ Identify and implement workflow and operating efficiencies and aggressively enforce energy conservation and sustainability initiatives.
- ◆ Support employee training and development programs.
- ◆ Continue all facility models in UltraMain.
- ◆ Develop appropriate preventive maintenance programs and monitor compliance.
- ◆ Continue operation of the HealthLine & perform routine maintenance of stations, properties, and shelters on the Euclid Corridor.

Mission Statement

The Service Management Department plans, monitors, and adjusts all rail, bus and van pool services. The Department works with District Management to ensure safe, reliable, and effective service for all passengers. The Department also provides centralized facility maintenance services for the Authority and manages the signage and shelter programs.

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Vehicle Revenue Miles (I, III, IV)				
Bus (Including van pool)	15,855,476	16,395,300	16,330,500	16,530,000
Heavy Rail	2,164,503	2,599,200	2,661,800	2,500,000
Light Rail	937,480	876,400	880,400	875,000
Vehicle Revenue Hours (I, III, IV)				
Bus (Including van pool)	1,262,446	1,325,500	1,332,300	1,350,000
Heavy Rail	98,791	132,400	133,300	125,000
Light Rail	76,075	63,200	59,200	60,000

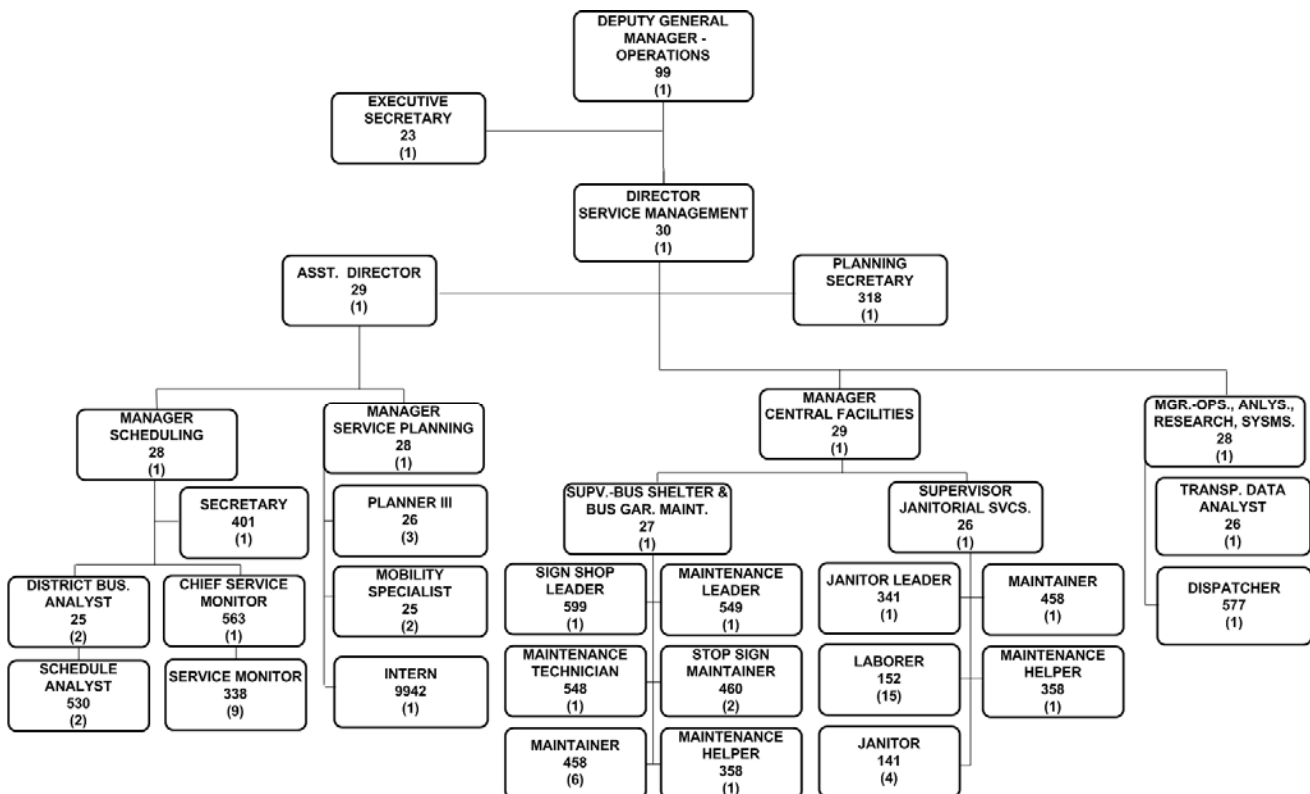
2014 Highlights

- Installed, accepted, and utilized HASTUS Bid/Dispatch module.
- Began installation of new design of Bus Stop signs
- Implemented new services

Operations Division

Below are budget and staffing highlights of the Service Management Department

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501200	Hourly Employees Payroll	1,706,423.26	1,687,214.15	1,916,131.82	1,932,836.92
501210	Overtime – Hourly Employees	38,198.39	44,587.98	30,314.74	40,000.00
501300	Labor – Salaried Employees	1,648,487.56	1,773,370.43	1,999,885.97	1,382,641.33
501310	Overtime – Salaried Employees	2,163.65	334.14	37.99	1,000.00
502000	Fringe Benefits	1,274,089.47	1,278,132.75	1,480,182.18	1,217,930.28
502071	W/C –Injuries and Damages to Employees	451.49	445.26	0.00	0.00
503000	Services	1,195,130.77	774,071.15	234,427.44	176,960.00
503052	Other Maintenance Contracts	0.00	1,095,472.42	576,761.59	923,787.00
504000	Materials & Supplies	233,845.01	145,035.80	134,226.49	447,100.50
508024	Purchased Transportation – Work Access	864,000.00	1,200,000.00	648,897.17	0.00
509000	Miscellaneous Expenses	28,015.83	17,806.12	35,737.91	97,650.00
509022	Meals & Concessions	0.00	0.00	0.00	3,750.00
512000	Leases & Rentals	0.00	0.00	0.00	500.00
Total:		6,990,805.43	8,016,470.20	7,056,603.28	6,224,156.03



Operations Division

Grade	Job Name	2012	2013	2014	2015
01	9942 Service Management Intern	0.0	1.0	1.0	1.0
	0141 Janitor	4.0	4.0	4.0	4.0
	0152 Laborer	15.0	15.0	15.0	15.0
03	0318 Planning Secretary	1.0	1.0	1.0	1.0
	0338 Service Monitor	10.0	9.0	8.0	8.0
	0341 Janitor Leader	1.0	1.0	1.0	1.0
	0358 Maintenance Helper	2.0	2.0	2.0	2.0
04	0401 Secretary	1.0	1.0	1.0	1.0
	0447 Equipment Maintainer	1.0	0.0	0.0	0.0
	0458 Maintainer	7.0	7.0	7.0	7.0
	0460 Stop Sign Maintainer	2.0	2.0	2.0	2.0
05	0530 Schedule Analyst	2.0	2.0	2.0	2.0
	0548 Maintenance Technician	1.0	1.0	1.0	1.0
	0549 Maintenance Leader	1.0	1.0	1.0	1.0
	0563 Chief Service Monitor	1.0	1.0	1.0	1.0
	0577 Dispatcher	1.0	1.0	1.0	1.0
	0599 Sign Shop Leader	0.0	1.0	1.0	1.0
	1962 Dispatch Analyst	0.0	0.0	1.0	1.0
23	0725 Executive Secretary	1.0	1.0	1.0	1.0
25	0836 Mobility Specialist	2.0	2.0	2.0	2.0
	1085 District Business Analyst	2.0	2.0	1.0	1.0
26	0793 Scheduling Section Group Leader	0.0	0.0	1.0	1.0
	0837 Maintenance Planner	4.0	4.0	4.0	0.0
	0881 Systems Admin CITME	1.0	1.0	1.0	1.0
	0887 Transportation Data Analyst	2.0	1.0	1.0	1.0
	1691 ITS Specialist	0.0	2.0	2.0	2.0
	0900 Supv Janitorial Service	1.0	1.0	1.0	1.0
	1274 Planner III	1.0	3.0	3.0	3.0
	1625 Performance Leader Ops	2.0	0.0	0.0	0.0
27	0867 Bus Shltr/Grg Maint Supv	1.0	1.0	1.0	1.0
28	0854 Mgr Oper Analysis/Res/Sys	1.0	1.0	1.0	1.0
	1346 Mgr Service Planning	0.0	1.0	1.0	1.0
	1436 Manager Scheduling	1.0	1.0	1.0	1.0
	1695 Manager Facilities Configuration	0.0	1.0	1.0	0.0
29	0791 Mgr Central Facilities	1.0	1.0	1.0	1.0
	1621 Asst. Dir – Service Mgmt	1.0	1.0	1.0	1.0
30	0775 Director	1.0	1.0	1.0	1.0
99	9921 DGM Operations	1.0	1.0	1.0	1.0
Total		74.0	75.0	76.0	71.0

Operations Division

2015 OPERATING BUDGET SUMMARY Department 38 – Service Quality Management

RICHARD NEWELL, DIRECTOR

Department Priorities for 2015

- ◆ Continue efforts for operating efficiencies.
- ◆ Continue efforts for goal of 80% on-time service delivery.
- ◆ Work with the supervisory teams assigned to mini-transit centers to stabilize and ensure the timeliness of the services originating from each location.
- ◆ Identify and target under-performing lines of service to facilitate resource allocations while working toward lowering percentage of early departures and arrivals.
- ◆ Provide all staff with high quality training opportunities.
- ◆ Work with the Safety Department and the service Districts to define, identify and review accident-prone operators in an effort to identify any common underlying causal factors and use such information to develop more effective pre-selection techniques, training programs, and preventative measures.
- ◆ Continue use of performance management system for supervisors which assigns point values to supervisory work behaviors/tasks; which not only establishes a quantifiable basis for performance assessments, but also creates an indirect method for managers to set work priorities in response to the dynamics of a changing work environment.
- ◆ Continue use of Commuter Alerts Program. This Program allows for the transmission of certain service status information to rail customers via e-mail and text. A comparable service is planned for bus customers in the future.
- ◆ Effective roll-out and use of new Tour Guard System in conjunction with Transit Police.

Mission Statement

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

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
On-Time Service (III, VI, VII)	78%	79%	79%	80%
Overtime per pay (III, IV, VI)	\$10,233	\$12,700	\$10,100	\$7,800
Absence Rate (IV, VI)	4.97%	4.00%	4.10%	4.00%
High Accident Route Contacts (per month) (I, III, IV, VI)	4,103	4,800	4,500	4,500
Safety Rule of the Month Contacts (per month) (I, III, IV, VI)	4,763	5,300	5,000	5,000
Pull-out Checks/Paratransit Checks/Block Checks (per month) (I, III, IV, VI)	5,662	6,300	6,000	6,000

2014 Highlights

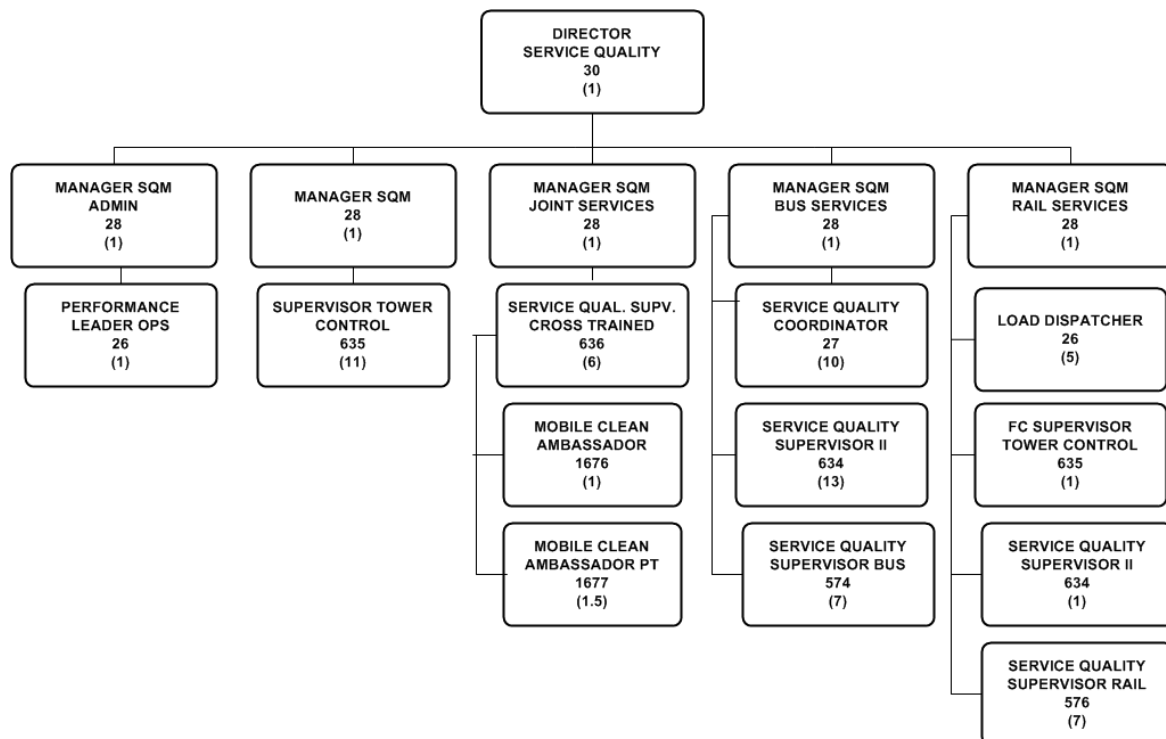
- ◆ Achieved 80% System On-Time Performance for three months
- ◆ Continued work with Service Management Department to adjust time points.
- ◆ Successfully procured new Tour Guard System to track and analyze supervisor tours.
- ◆ Continued the work of the Mobile Clean Team, which is designed to conduct standard "pit stop" type cleaning for buses that are currently in service.

Operations Division

Below are budget and staffing highlights of the Service Quality Management Department

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501200	Hourly Employees Payroll	0.00	30,820.10	65,487.27	73,336.55
501210	Overtime – Hourly Employees	0.00	0.00	0.00	100.00
501300	Labor – Salaried Employees	3,887,876.25	4,045,879.31	4,135,631.87	4,529,950.99
501310	Overtime – Salaried Employees	313,164.40	317,765.54	366,816.55	294,446.81
502000	Fringe Benefits	1,478,230.98	1,499,869.99	1,670,838.26	1,774,803.64
503000	Services	(700.00)	0.00	59,190.00	47,144.00
504000	Materials & Supplies	7,386.13	(4,419.52)	2,158.12	5,800.00
509000	Miscellaneous Expenses	5,301.17	3,901.22	2,563.43	19,600.00
509022	Meals & Concessions	0.00	0.00	0.00	500.00
Total:		5,691,258.93	5,893,816.64	6,302,685.50	6,745,681.98

Grade	Job Name	2012	2013	2014	2015
01	1676 Mobile Clean Ambassador	1.0	1.0	1.0	0.0
	1677 Mobile Clean Ambassador - PT	1.0	1.5	1.5	0.0
05	0574 Service Quality Supervisor I	7.0	7.0	7.0	7.0
	0576 Service Quality Supervisor	7.0	7.0	7.0	7.0
06	0634 Service Quality Supervisor II	13.0	14.0	11.0	11.0
	0635 Supervisor Control Tower	12.0	12.0	12.0	12.0
	0636 Supervisor Cross Trained	6.0	6.0	9.0	9.0
25	1675 Office Manager	0.0	0.0	1.0	1.0
26	1137 Load Dispatcher	5.0	5.0	4.0	4.0
	1625 Performance Leader Ops	1.0	1.0	1.0	1.0
27	1147 Service Quality Coordinator	10.0	10.0	10.0	10.0
28	0890 Manager Service Quality	4.0	5.0	5.0	5.0
30	1351 Director Service Quality	1.0	1.0	1.0	1.0
Total		68.0	70.5	70.5	68.0



Operations Division

2015 OPERATING BUDGET SUMMARY Department 39 – Fleet Management

RONALD BARON, DIRECTOR

Department Priorities for 2015

- ◆ Support the Predictive Maintenance Program Plan (PMPP) implementation at Hayden, Triskett, and Electronic Repair.
- ◆ Use Computer Integrated Transit Maintenance Environment (CITME) to streamline inventory and maintenance processes.
- ◆ Provide technical support to departments within the Authority to support the progress of product reliability and sound maintenance practices.
- ◆ Administer Quality Assurance/Warranty program to ensure the receipt of quality goods/services and warranty recovery.
- ◆ Improve vehicle reliability and miles between service interruptions through data analysis; improve maintenance procedures and communication with the bus districts.
- ◆ Administer and control provision and delivery of materials within the inventory materials and supplies budget to all user departments.
- ◆ Manage the purchase of new vehicles and ensure the delivery of quality built vehicles that meet the needs of the Authority.
- ◆ Continue to improve efficiencies through the use of TransitStat data to control labor and material costs while maintaining Fleet Management operations.
- ◆ Manage contracts and associated budgets assigned to Fleet Management.

Mission Statement

The Fleet Management Department provides management support for the maintenance of the Authority's bus fleet. Its primary objective is to provide sufficient, safe, operable, clean, and attractive buses to meet the Authority's scheduled service requirements by maintaining and repairing vehicles and overseeing the Authority's central inventory account.

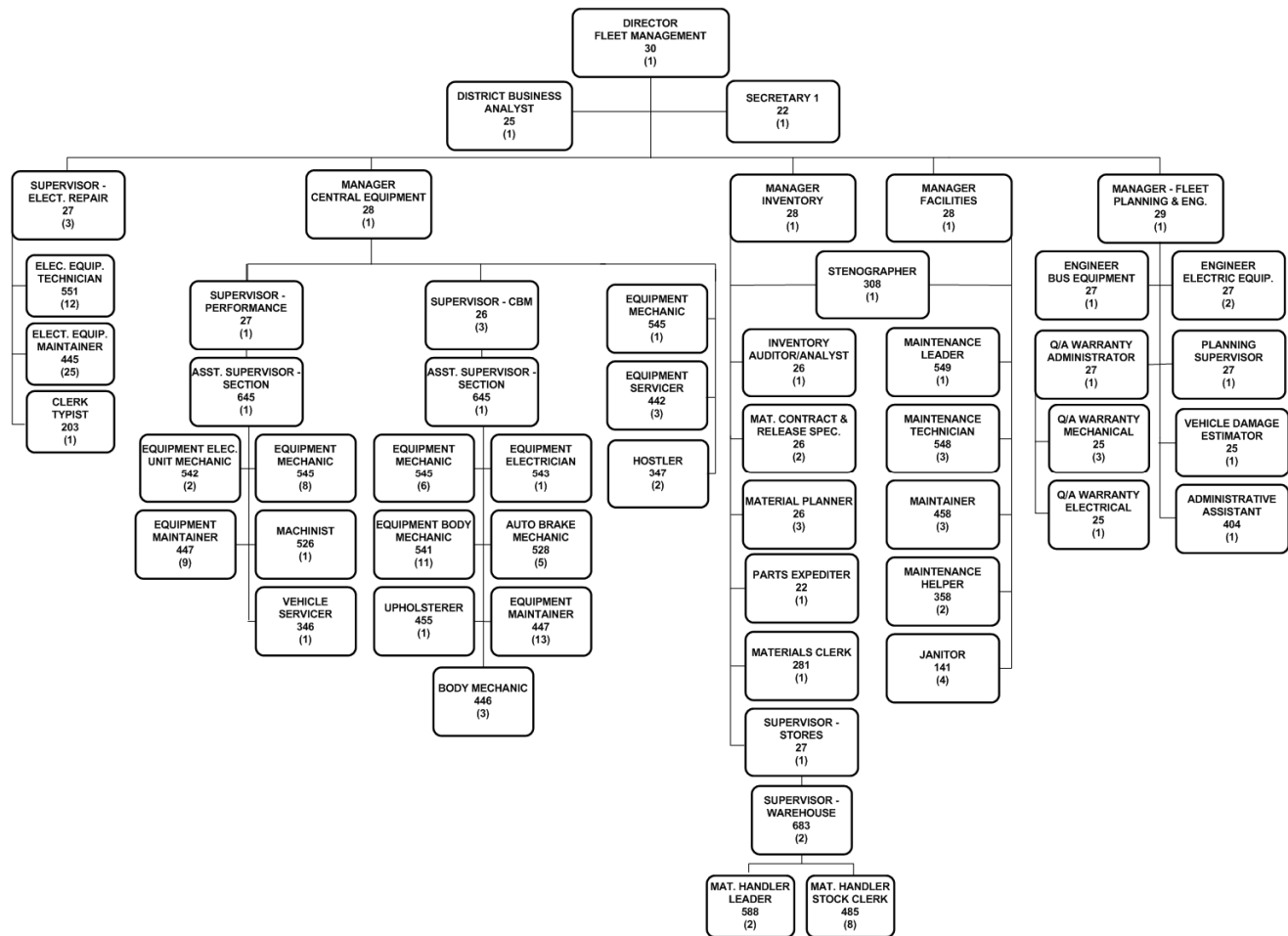
	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
% of Active Fleet Available (I, III, IV, V, VI)	82%	82%	82%	82%
Heavy Maintenance Overhauls Completed (I, III, IV, V, VI)	69	74	81	71
Problem Identification Corrective Action (PICA) completed (I, II, III, IV, V, VI, VII)	45	61	73	75
Q/A First Article Inspections (I, II, III, IV, V, VI, VII)	19	18	20	60
Warranty Dollars Recovered (III, IV, V, VI, VII)	\$1,075,090	\$651,680	\$931,582	\$750,000
Facilities PM Maintenance On-Time (I, II, III, IV, V, VI, VII)	75%	85%	85%	84%
On-the-Job Injury Rate (I, IV, V, VI)	7.63	8.5	9.64	17.5
Inventory Service Level (I, II, III, IV, V, VI, VII)	95.0%	93.5%	96%	95%

2014 Highlights

- ◆ Purchased (23) sixty foot articulated buses from New Flyer. Sixteen buses will be used on the new CSU line and have been branded with CSU marketing material. Seven of the buses will be used on the 22 and 26 lines.
- ◆ Inspected and received Gillig CNG pilot bus. 89 more Gillig buses to be delivered in 2015.
- ◆ Developed the RFP for Predictive Maintenance and established a plan to implement Predictive Maintenance Authority wide.
- ◆ Over 50 new Non-Revenue vehicles procured, received, inspected, and in-serviced in 2014.
- ◆ Created and hired a Parts Expediter position who has improved parts delivery dates on over 900 items.

Operations Division

Below are budget and staffing highlights of the Fleet Management Department



Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501200	Hourly Employees Payroll	5,642,126.50	5,597,304.33	6,392,022.02	6,988,985.57
501210	Overtime – Hourly Employees	380,605.52	283,071.26	356,057.27	280,000.00
501300	Labor – Salaried Employees	2,423,179.04	2,448,396.48	2,616,871.20	2,498,553.30
501310	Overtime – Salaried Employees	9,557.59	428.55	897.01	8,000.00
502000	Fringe Benefits	3,035,344.30	3,183,629.28	3,622,641.57	3,536,724.28
502071	W.C. – Injuries & Damages	924.26	1,782.98	3,560.64	0.00
503000	Services	424,699.20	220,256.66	93,076.23	245,000.00
503052	Other Maintenance Contracts	0.00	24,294.70	237,601.78	307,190.00
504000	Materials & Supplies	295,889.11	431,839.60	387,038.95	327,200.00
201009	Materials & Supplies – Inventory	10,737,137.73	12,113,653.92	11,072,451.49	12,500,000.00
504020	Diesel Fuel	12,632,036.19	13,956,182.67	14,504,860.05	13,440,000.00
504021	Compressed Natural Gas	(2,037.46)	0.00	0.00	0.00
504031	Gasoline	514,229.60	420,351.55	427,131.84	536,250.00
504090	Tires & Tubes	812,842.57	1,564,500.00	1,346,105.65	1,550,000.00
507050	State Fuel Tax	1,381,581.42	1,343,705.48	1,347,589.38	1,354,987.75
509000	Miscellaneous Receipts	27,707.85	36,379.33	51,307.77	38,400.00
512000	Leases & Rentals	151.20	0.00	0.00	0.00
Total:		38,315,974.62	41,625,776.79	42,459,212.85	43,611,290.90
Total (Net Inventory):		27,578,836.89	29,512,122.87	31,386,761.36	31,111,290.90

Operations Division

Grade	Job Name	2012	2013	2014	2015
01	0141 Janitor	4.0	4.0	4.0	4.0
02	0203 Clerk Typist	0.0	1.0	1.0	1.0
	0281 Materials Clerk	2.0	1.0	1.0	1.0
03	0308 Stenographer	1.0	1.0	1.0	1.0
	0347 Hostler	3.0	3.0	3.0	2.0
	0358 Maintenance Helper	2.0	2.0	2.0	2.0
04	0404 Administrative Assistant	0.0	1.0	1.0	1.0
	0442 Equipment Servicer	3.0	3.0	3.0	3.0
	0445 Elec Equipment Maintainer	19.0	21.0	25.0	25.0
	0446 Body Mechanic	2.0	3.0	3.0	3.0
	0447 Equipment Maintainer	23.0	21.0	21.0	22.0
	0455 Upholsterer	1.0	1.0	1.0	1.0
	0458 Maintainer	3.0	3.0	3.0	3.0
	0485 Mat Handler/Stock Clerk	9.0	8.0	8.0	8.0
05	0526 Machinist	1.0	1.0	1.0	1.0
	0528 Automotive Brake Mechanic	5.0	5.0	5.0	5.0
	0537 Administrative Assistant	1.0	0.0	0.0	0.0
	0541 Equipment Body Mechanic	11.0	11.0	11.0	11.0
	0542 Equip Elec Unit Mechanic	2.0	2.0	2.0	2.0
	0543 Equipment Electrician	1.0	1.0	1.0	1.0
	0545 Equipment Mechanic	15.0	16.0	16.0	16.0
	0548 Maintenance Technician	2.0	3.0	3.0	3.0
	0549 Maintenance Leader	1.0	1.0	1.0	1.0
	0551 Elec Equipment Technician	10.0	10.0	12.0	12.0
	0566 Certified Welder	1.0	0.0	0.0	0.0
	0588 Material Handler Leader	2.0	2.0	2.0	2.0
	0598 Material Mechanic Tech	1.0	0.0	0.0	0.0
06	0645 Asst Supervisor Section	2.0	2.0	2.0	2.0
	0683 Supervisor Warehouse	2.0	2.0	2.0	2.0
22	0721 Secretary I	1.0	1.0	1.0	1.0
25	1047 QA/Warranty Electrical	1.0	1.0	1.0	1.0
	1048 QA/Warranty Mechanical	3.0	3.0	3.0	3.0
	1062 Vehicle Damage Estimator	1.0	1.0	1.0	1.0
	1085 District Business Analyst	1.0	1.0	1.0	1.0
26	0837 Maintenance Planner	5.0	5.0	6.0	0.0
	0863 Mat Cont & Release Spec	2.0	2.0	2.0	2.0
	0874 Inventory Auditor/Analyst	1.0	1.0	1.0	1.0
	0889 Material Planner	3.0	3.0	3.0	3.0
	1258 Supervisor CBM	3.0	3.0	3.0	3.0
27	0753 Supervisor Elec Repair	3.0	3.0	3.0	3.0
	0883 Config Mgmt Eng Fac	1.0	0.0	0.0	0.0
	0884 Config Mgmt Eng Vehicles	1.0	1.0	1.0	0.0
	1050 Supervisor Performance	1.0	1.0	1.0	1.0
	1173 Supervisor Stores	1.0	1.0	1.0	1.0
	1251 QA/Warranty Administrator	1.0	1.0	1.0	1.0
	1327 Equip Engineer Electrical	1.0	1.0	2.0	2.0
	1341 Engineer Bus Equipment	1.0	1.0	1.0	1.0
28	0759 Mgr Central Equipment	1.0	1.0	1.0	1.0
	0761 Manager Facilities	1.0	1.0	1.0	1.0
	0774 Manager Inventory	1.0	1.0	1.0	1.0
29	0768 Mgr Fleet Planning & Eng	1.0	1.0	1.0	1.0
30	0779 Director	1.0	1.0	1.0	1.0
Total		166.0	165.0	173.0	166.0

Operations Division

2015 OPERATING BUDGET SUMMARY Department 43 – Pass Thrus

MICHAEL YORK
DEPUTY GENERAL MANAGER – OPERATIONS

Mission Statement

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

Department Priorities for 2015

- ◆ Administer the agreement with the City of Brunswick (Brunswick Transit Alternative) and the City of Medina (Medina County Public Transit) to ensure that Federal and State financial assistance is passed through for eligible projects.

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
509100	Brunswick Operating Assistance	\$245,142.10	235,053.11	\$284,343.00	\$318,883.00
509107	Pass Through Medina – MCPT	0.0	0.0	\$370,000.00	\$436,590.00
Total:		\$245,142.10	235,053.11	\$645,343.00	\$755,473.00

Operations Division

2015 OPERATING BUDGET SUMMARY Department 46 – Hayden District

DR. FLOUN'SAY CAVER, DISTRICT DIRECTOR

Department Priorities for 2015

- ◆ Procure Predictive Maintenance consultant
- ◆ Develop a Predictive Maintenance program for the new Gillig fleet, HealthLine RTV fleet, and 2800 fleet
- ◆ Implement program for the new Gillig fleet, HealthLine RTV fleet, and 2800 fleet
- ◆ Achieve 8,000 Miles Between Service Interruptions
- ◆ Integrate and Implement the Gillig CNG buses at Hayden
- ◆ Leverage the DriveCam Performance Monitoring System in order to achieve collisions and risky driving reductions
- ◆ Achieve vehicle cleanliness goals

Mission Statement

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

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Vehicle Miles (III, IV)	9,147,207	9,080,755	9,500,000	9,550,000
Preventable Collisions per 100,000 miles (I, II, III, IV, VI, VII)	0.96	1.37	1.76	0.91
Collision Accidents per 100,000 miles (I, II, III, IV, VI, VII)	3.73	4.55	5.50	3.00
Miles Between Service Interruptions (I, II, III, IV, V, VI, VII)	4,615	4,683	5,200	8,000
Absence Rate (II, III, IV, V, VI, VII)	5.69%	6.06%	6.06%	4.50%

2014 Highlights

- ◆ Developed and Hired the Assistant Equipment Manager – Quality Assurance for Hayden and Rail Districts
- ◆ Completed the asset validation for 100% of Hayden Assets in compliance with MAP -21 requirements
- ◆ Implemented the DriveCam Performance Monitoring System
- ◆ Assisted in the vendor selection and procurement of the CNG Compression Station at Hayden
- ◆ Achieved the performance metric of less than 14 days between major interior cleans
- ◆ Implemented employee stress reduction strategy including modernizing the District's quiet and game rooms
- ◆ Conducted "new operator" ride along program in efforts to reduce collision by new operators
- ◆ Continued the exterior refresh of HealthLine RTVs
- ◆ Vital Few Objective (VFO) - Completed RFP for Predictive Maintenance consultant
- ◆ Implemented HASTUS Bid Dispatch at the District

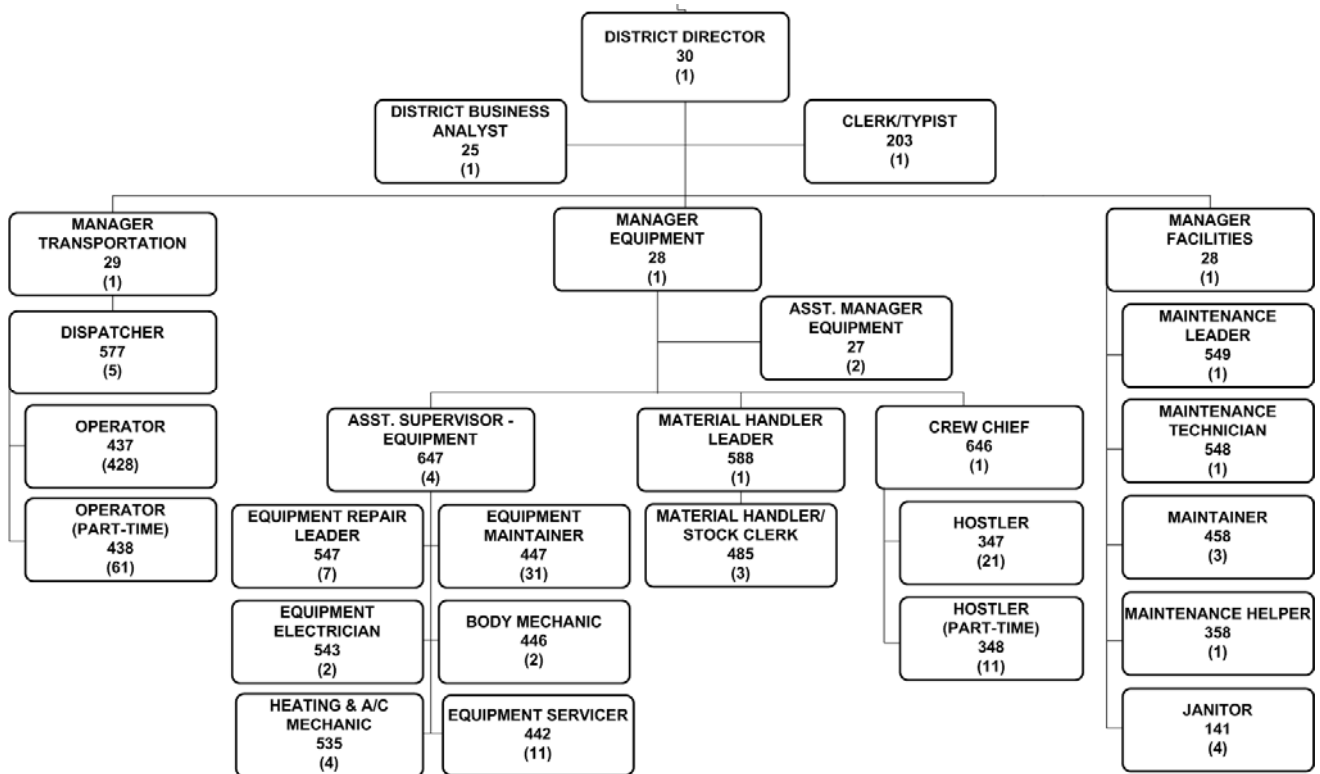
Operations Division

Below are budget and staffing highlights of the Hayden District Department

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501100	Operator Labor	22,385,561.27	23,321,576.12	23,446,354.69	24,395,000.00
501110	Overtime – Bus Operators	1,542,919.09	1,909,191.53	2,743,791.81	1,300,000.00
501200	Hourly Employees Payroll	5,097,737.70	5,534,442.27	5,566,745.74	5,249,425.68
501210	Overtime – Hourly Employees	718,228.42	571,011.93	653,447.28	350,000.00
501300	Labor – Salaried Employees	1,028,657.06	945,322.07	1,146,872.25	1,228,578.92
501310	Overtime – Salaried Employees	95,022.63	110,375.20	145,632.13	80,000.00
502000	Fringe Benefits	10,957,884.38	11,501,995.84	12,148,362.56	11,780,222.11
502071	W.C. – Injuries & Damages	9,490.66	6,278.23	7,716.04	0.00
503000	Services	12,681.17	38,792.43	33,546.00	267,000.00
504000	Materials & Supplies	89,106.13	83,386.47	106,681.47	105,320.00
509000	Miscellaneous Expenses	1,663.08	3,258.38	3,064.63	14,045.00
509022	Meals & Concessions	0.00	0.00	0.00	0.00
512000	Leases & Rentals	0.00	0.00	0.00	1,000.00
Total:		41,938,951.59	44,025,630.47	46,002,214.60	44,770,591.71

Grade	Job Name	2012	2013	2014	2015
01	0141 Janitor	4.0	4.0	4.0	4.0
	1676 Mobile Clean Ambassador	0.0	0.0	0.0	1.0
	1677 Mobile Clean Ambassador PT	0.0	0.0	0.0	1.5
02	0203 Clerk/Typist	1.0	1.0	1.0	1.0
03	0347 Hostler	22.0	22.0	21.0	21.0
	0348 Hostler PT	11.0	11.0	11.0	11.0
	0358 Maintenance Helper	1.0	1.0	1.0	1.0
04	0437 Operator	425.0	426.0	434.0	428.0
	0438 Operator PT	64.0	63.0	62.0	61.0
	0442 Equipment Servicer	6.0	6.0	12.0	13.0
	0446 Body Mechanic	2.0	2.0	2.0	2.0
	0447 Equipment Maintainer	36.0	35.0	29.0	29.0
	0458 Maintainer	3.0	3.0	3.0	3.0
	0485 Mat Handler/Stock Clerk	3.0	4.0	3.0	3.0
05	0535 Heating/AC Mechanic	5.0	4.0	4.0	4.0
	0543 Equipment Electrician	2.0	2.0	2.0	2.0
	0547 Equipment Repair Leader	7.0	7.0	7.0	7.0
	0548 Maintenance Technician	1.0	1.0	1.0	1.0
	0549 Maintenance Leader	1.0	1.0	1.0	1.0
	0577 Dispatcher	5.0	5.0	5.0	5.0
	0588 Material Handler Leader	1.0	1.0	1.0	1.0
06	0646 Crew Chief	1.0	2.0	2.0	2.0
	0647 Asst Supervisor Equip	4.0	4.0	4.0	4.0
25	1085 District Business Analyst	1.0	1.0	1.0	1.0
27	1705 Assistant Equipment Manager	0.0	0.0	2.0	2.0
28	0761 Manager Facilities	1.0	1.0	1.0	1.0
	0851 Manager Equipment	1.0	1.0	1.0	1.0
29	0786 Manager Transportation	1.0	1.0	1.0	1.0
30	0777 District Director	1.0	1.0	1.0	1.0
Total		610.0	609.0	616.0	612.5

Operations Division



Operations Division

2015 OPERATING BUDGET SUMMARY Department 49 – Triskett District

CATHERINE EATON, DISTRICT DIRECTOR

Department Priorities for 2015

- ◆ Continue to instill a Safety Culture orientation within all Operations Division organizational units.
- ◆ Support participation in TransitStat program to reduce costs and improve the Authority's business practices and services.
- ◆ Implement the MAP-21 Safety and State of Good Repair standards.
- ◆ Continue to aggressively enforce energy conservation and sustainability initiatives.
- ◆ Continue monitoring of Drive Cam Events.
- ◆ Continue priority focus on improving customer communications and service delivery.
- ◆ Support the Operations Division initiatives and projects as assigned.
- ◆ Complete the outside bus storage project.

Mission Statement

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

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Vehicle Miles (III, IV)	6,144,000	6,572,478	6,595,058	7,276,200
Preventable Collisions per 100,000 miles (I, II, III, IV, VI, VII)	0.93	1.19	1.0	0.91
Collision Accidents per 100,000 miles (I, II, III, IV, VI, VII)	3.00	2.92	3.0	2.9
Miles Between Service Interruptions (I, II, III, IV, VI, VII)	8,500	6,727	8,500	8,500
Absence Rate (II, IV, VI, VII)	4.50%	4.8%	5.0%	4.8%

2014 Highlights

- ◆ Aggressively work with operators to reduce collisions and on the job injury.
- ◆ Monitor Drive Cam events and aggressively work with operators to reduce the frequency of events caused by risky behavior.
- ◆ Continue Safe driving competition: a TEAM-based incentive program offering a reward to members of the team with the lowest number of accidents.
- ◆ Reduced vehicle tows by evaluating each tow and road call as not to duplicate towing
- ◆ Achieve vehicle cleanliness goals of less than 14 days between interior washes.
- ◆ PM Compliance of 90% or higher
- ◆ Maintain and ensure on time service for the new CSU line.
- ◆ Effectively Manage Overtime to cover staffing deficiency
- ◆ Upgrade the operator's quiet room
- ◆ Continue vehicle cleanliness goals
- ◆ Continue Trolley rehabilitation
- ◆ Nabi exterior rehabilitation
- ◆ Support the RTA Mission, Vision, Values

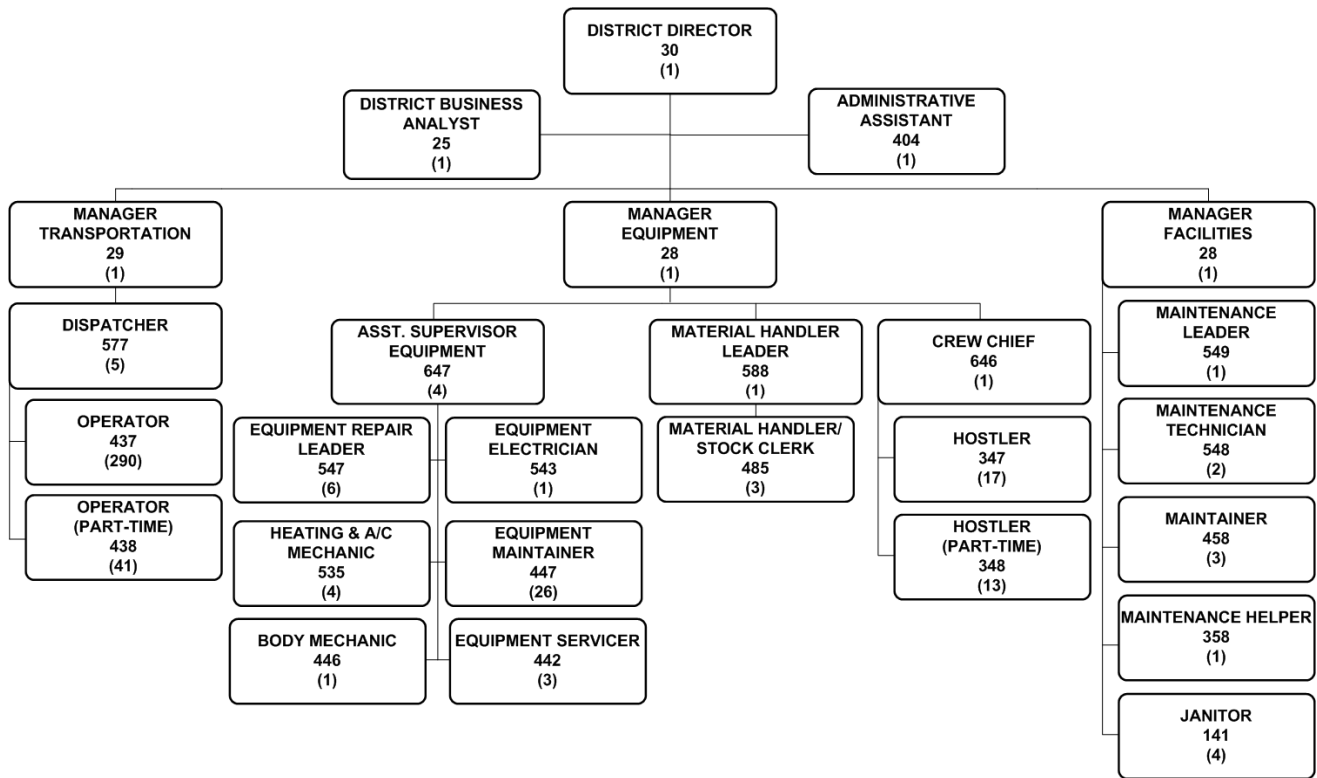
Operations Division

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501100	Operator Labor	15,115,932.70	15,758,332.95	15,740,008.01	16,500,000.00
501110	Overtime – Bus Operators	1,114,646.83	1,292,303.43	1,385,167.87	1,000,000.00
501200	Hourly Employees Payroll	3,863,314.36	4,031,581.65	4,117,964.17	4,253,316.42
501210	Overtime – Hourly Employees	570,466.15	422,135.70	497,414.01	300,000.00
501300	Labor – Salaried Employees	1,018,041.03	1,089,049.88	1,087,220.49	1,082,109.58
501310	Overtime – Salaried Employees	125,178.75	171,016.61	120,763.18	55,000.00
502000	Fringe Benefits	7,691,134.38	8,083,237.19	8,374,165.15	8,400,748.04
502071	W.C. – Injuries & Damages	6,880.17	2,796.18	3,518.74	0.00
503000	Services	34,276.85	22,080.13	39,771.59	70,600.00
503049	Temporary Help	0.00	11,600.00	(3,052.49)	0.00
504000	Materials & Supplies	64,735.78	87,295.74	76,362.80	73,400.00
509000	Miscellaneous Expenses	1,739.79	1,712.79	2,202.73	13,575.00
512000	Leases & Rentals	325.00	0.00	0.00	1,500.00
Total:		29,606,671.79	30,973,142.25	31,441,506.26	31,750,249.04

Below are budget and staffing highlights of the Triskett District Department

Grade	Job Name	2012	2013	2014	2015
01	0141 Janitor	4.0	4.0	4.0	4.0
03	0347 Hostler	17.0	17.0	17.0	17.0
	0348 Hostler PT	12.0	13.0	13.0	13.0
	0358 Maintenance Helper	1.0	1.0	1.0	1.0
04	0404 Administrative Assistant	1.0	1.0	1.0	1.0
	0437 Operator	275.0	276.0	293.0	290.0
	0438 Operator PT	44.0	45.0	43.0	41.0
	0442 Equipment Servicer	3.0	3.0	4.0	4.0
	0446 Body Mechanic	1.0	1.0	1.0	1.0
	0447 Equipment Maintainer	24.0	26.0	25.0	25.0
	0458 Maintainer	3.0	3.0	3.0	3.0
	0485 Mat Handler/Stock Clerk	3.0	3.0	3.0	3.0
05	0535 Heating/AC Mechanic	4.0	4.0	4.0	4.0
	0543 Equipment Electrician	1.0	1.0	1.0	1.0
	0547 Equipment Repair Leader	6.0	6.0	6.0	6.0
	0548 Maintenance Technician	2.0	2.0	2.0	2.0
	0549 Maintenance Leader	1.0	1.0	1.0	1.0
	0577 Dispatcher	5.0	5.0	5.0	5.0
	0588 Material Handler Leader	1.0	1.0	1.0	1.0
06	0646 Crew Chief	1.0	1.0	1.0	1.0
	0647 Asst Supervisor Equip	4.0	4.0	4.0	4.0
25	1085 District Business Analyst	1.0	1.0	1.0	1.0
28	0761 Manager Facilities	1.0	1.0	1.0	1.0
	0851 Manager Equipment	1.0	1.0	1.0	1.0
29	0786 Manager Transportation	1.0	1.0	1.0	1.0
30	0777 District Director	1.0	1.0	1.0	1.0
Total		419.0	423.0	438.0	433.0

Operations Division



Finance & Administration Division

Division Summary

Loretta Kirk, Deputy General Manager

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

Mission Statement

As an integrated group of professions, the Finance and Administration Division contributes to the organizational success by managing the financial resources of the Authority efficiently and in strict compliance with government regulations, generally accepted financial management principles and Authority policies and by providing timely delivery of administrative services to internal and external customers.

2014 Achievements

- ◆ 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.
- ◆ Continued implementation of Fare Collection System.
- ◆ Received Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) from the Government Finance Officer's Association (GFOA).
- ◆ Maintained and improved cash handling processes, fare collection security and vaulting process.
- ◆ Administered the Authority's Disadvantaged Business (DBE) Program to include certification of firms as a DBE contractor, compliance with federal regulations.
- ◆ Implemented regulations for Disadvantaged Business Enterprises.
- ◆ Managed Authority's Records Management Program.
- ◆ Administered 2014 Capital Grant Application process.
- ◆ Implemented process improvements within Finance & Administration Division.
- ◆ Assisted with Energy Price Risk Management Program.

Finance & Administration Division

2015 Priorities

- ◆ Expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- ◆ Monitor procurement processes to reduce time required to process payments to vendors and employees by revising the payments process and streamlining procedures.
- ◆ Support and maintain Fare Collection System.
- ◆ Maintain and improve cash handling processes, fare collection security and vaulting process.
- ◆ Prepare Comprehensive Annual Financial Report (CAFR) conforming to the requirements outlined by the Government Finance Officers' Association (GFOA).
- ◆ Assist in the completion of the Single Audit.
- ◆ Implement new report writer.
- ◆ Administer the Authority's Disadvantaged Business (DBE) Program to include certification of firms as a DBS contractor, establishing DBE goals on contracts, and ensuring compliance with federal regulations.
- ◆ Assist departments in minimizing the Authority's overall administration costs.
- ◆ Continue support and monitoring of Authority's Records Management.
- ◆ Continue to assist with Energy Risk Management Program.
- ◆ Administer 2015 Capital Grant Application process.
- ◆ Continue to implement Financial Management System.
- ◆ Implement process improvement within Finance & Administration Division

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Finance & Administration Division

2015 OPERATING BUDGET SUMMARY Department 10 – Office of Business Development

STEVEN SIMS, DIRECTOR

Department Priorities for 2015

- ◆ Administer GCRTA's Disadvantaged Business Enterprise (DBE) program to include certification of firms as a DBE contractor, establishing goals on contracts and ensuring compliance with Federal regulations.
- ◆ Encourage strong business ties between GCRTA and women - and minority-owned firms by supporting avenues to communicate procurement opportunities.
- ◆ Increase the number of businesses, and overall spending that women- and minority-owned firms represent in all procurement opportunities including small purchases.
- ◆ Assist and support women- and minority-owned firms through sponsoring workshops, training, and information sessions.
- ◆ Encourage and monitor the utilization of women and minority workers on RTA construction projects to ensure required participation levels are achieved.
- ◆ Actively seek to identify and certify DBE firms.

Mission Statement

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

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Conduct in-field construction compliance reviews (II, IV, V, VI, VII)	16	22	16	16
Conduct on-site certification and recertification reviews (II, IV, V, VI, VII)	N/A	N/A	70	70
Host contract information sessions for DBE and prime contractors regarding RTA procurements (II, IV, V, VI, VII)	2	1	4	4
Sponsor and support business-focused workshops and training sessions for women and minority business owners (II, IV, V, VI, VII)	4	7	4	4
Conduct DBE certification workshops (II, IV, V, VI, VII)	2	1	2	2

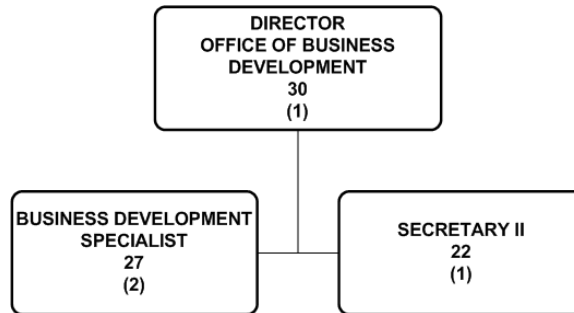
Finance & Administration Division

Below are budget and staffing highlights of the Office of Business Development Department

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501300	Labor – Salaried Employees	225,205.44	267,914.37	251,815.44	289,465.68
501310	Overtime – Salaried Employees	0.00	(44.59)	0.00	0.00
502000	Fringe Benefits	87,252.88	95,501.34	94,859.07	99,207.25
503020	Advertising Fees	241.78	0.00	100.00	1,100.00
504000	Materials & Supplies	1,390.22	818.48	890.00	500.00
509000	Miscellaneous Expenses	1,561.14	2,066.80	2500.00	6,600.00
Total:		315,651.46	366,256.40	350,164.51	396,872.93

Staffing Comparison

Grade	Job Name	2012	2013	2014	2015
22	0723 Secretary II	1.0	1.0	1.0	1.0
27	0879 Business Dev Specialist	2.0	2.0	2.0	2.0
30	0872 Director	1.0	1.0	1.0	1.0
Total		4.0	4.0	4.0	4.0



Finance & Administration Division

2015 OPERATING BUDGET SUMMARY Department 60 – Accounting

LORETTA KIRK, DEPUTY GENERAL MANAGER

Department Priorities for 2015

- ◆ Continue to reduce time required to process payments to vendors and employers by revising payment processes and streamlining procedures.
- ◆ Continue to improve department performance to eliminate audit citations and expedite workflow.
- ◆ Coordinate completion of the 2014 Financial Audit
- ◆ Prepare and submit Comprehensive Annual Financial Report (CAFR) to the Government Finance Officers Association (GFOA).
- ◆ Coordinate completion of the 2014 Single Audit Report.
- ◆ Continue to assist with implementation of Oracle R-12 Project Costing Module.
- ◆ Complete Grant Reconciliations of Capital Grants.
- ◆ Coordinate the implementation of a new report writer.

Mission Statement

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

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501300	Labor – Salaried Employees	1,256,631.30	1,373,270.88	1,536,927.52	1,734,383.46
501310	Overtime – Salaried Employees	30,292.44	36,382.84	42,734.54	36,850.00
502000	Fringe Benefits	413,188.05	420,289.73	524,608.19	617,896.26
503000	Services	103,361.50	52,875.97	95,260.73	69,000.00
503049	Temporary Help	46,678.08	86,745.79	44,361.68	0.00
504000	Materials & Supplies	13,973.20	17,019.33	14,281.74	17,400.00
509000	Miscellaneous Expenses	268,487.14	11,181.31	25,765.76	26,400.00
Total:		2,132,611.71	1,997,765.85	2,283,940.15	2,501,929.72

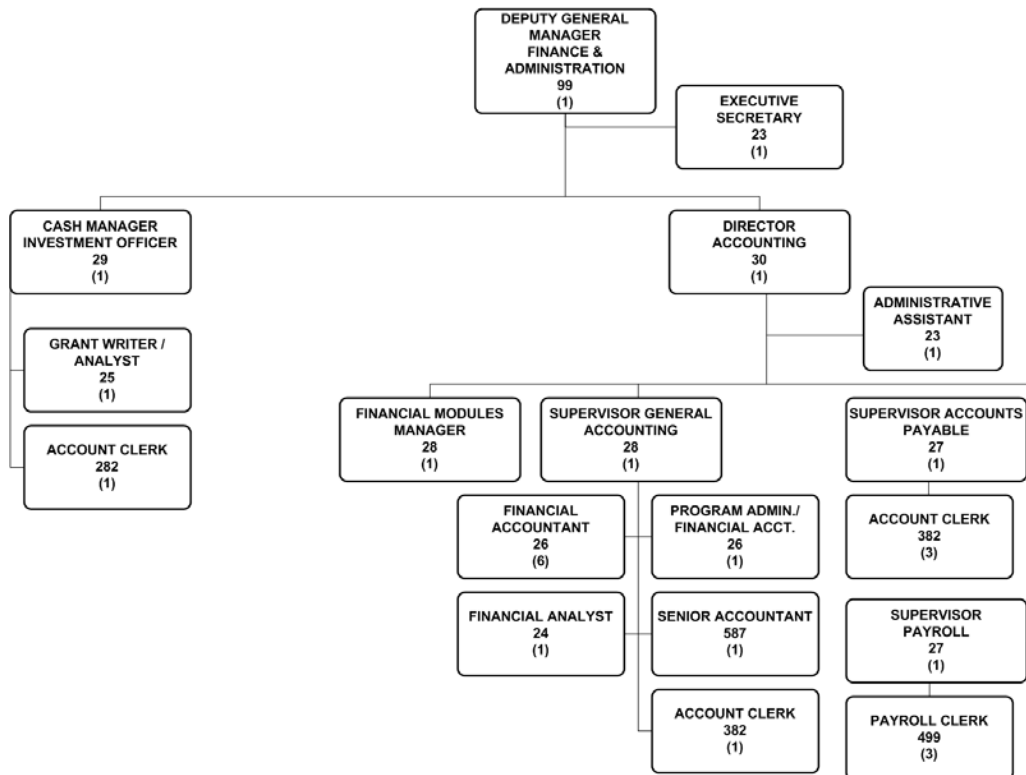
2014 Highlights:

- ◆ Reduced time required to process payments to vendors and employees by revising the payments process and streamlining procedures.
- ◆ Improved department performance to eliminate audit citations and expedite workflow
- ◆ Prepared Comprehensive Annual Financial Report (CAFR), conforming to the requirements outlined by the Government Finance Officers Association.
- ◆ Participated in the implementation of Oracle R-12 Project Costing Module.
- ◆ Completed the 2013 Financial Audit.
- ◆ Completed the 2013 Single Audit Report.
- ◆ Completed Grant Reconciliations of Capital Grants.

Finance & Administration Division

Below are budget and staffing highlights of the Accounting Department

Grade	Job Name	2012	2013	2014	2015
02	0282 Account Clerk	1.0	1.0	1.0	0.0
03	0301 Administrative Assistant	1.0	0.0	0.0	0.0
	0382 Account Clerk	4.0	4.0	4.0	4.0
04	0499 Payroll Clerk	3.0	3.0	3.0	3.0
05	0587 Senior Accountant	1.0	1.0	1.0	1.0
23	0725 Executive Secretary	1.0	1.0	1.0	1.0
	0757 Administrative Assistant	1.0	1.0	1.0	1.0
24	1959 Financial Analyst	0.0	1.0	1.0	1.0
25	0765 Grants Writer/Analyst	1.0	1.0	1.0	1.0
26	1080 Financial Accountant	4.0	5.0	5.0	6.0
	1725 Program Administrator	0.0	0.0	1.0	1.0
27	1162 Supv Accounts Payable	1.0	1.0	1.0	1.0
	1163 Supervisor Payroll	1.0	1.0	1.0	1.0
28	1161 Supv General Accounting	1.0	1.0	1.0	1.0
	1670 Financial Modules Manager	1.0	1.0	1.0	1.0
29	1263 Cash Manager	1.0	1.0	1.0	1.0
30	1427 Director	1.0	1.0	1.0	1.0
99	9941 DGM Finance & Administration	1.0	1.0	1.0	1.0
Total		24.0	25.0	26.0	26.0



Finance & Administration Division

2015 OPERATING BUDGET SUMMARY Department 62 – Support Services

EDDINE F. DALTON, MANAGER

Department Priorities for 2015

- Records Management Program – Continuous efforts to update GCRTA Records Retention Schedules; Convert to electronic system; Coordinate purging of obsolete records to reduce storage cost
- Continue tracking department usage and spending on products, material, and services to measure, analyze, and control for cost effectiveness
- Replace broken, old, or outdated office furniture and equipment to reduce cost of repair and maintenance
- Implement ways to optimize efficiency and educate with emphasis on Reduce, Reuse, Recycle congruent with our sustainability initiatives.

Mission Statement

Support Services provides high-tech duplicating services, mail management, and mail and package delivery to our facilities and other business establishments, high-speed offset printing at our Print Shop, timetable production and distribution, vending machine services, office furniture, office supplies, recycling services, and a Records Management Program.

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

”Customer Service is only as Good as the Customer feels it is.”

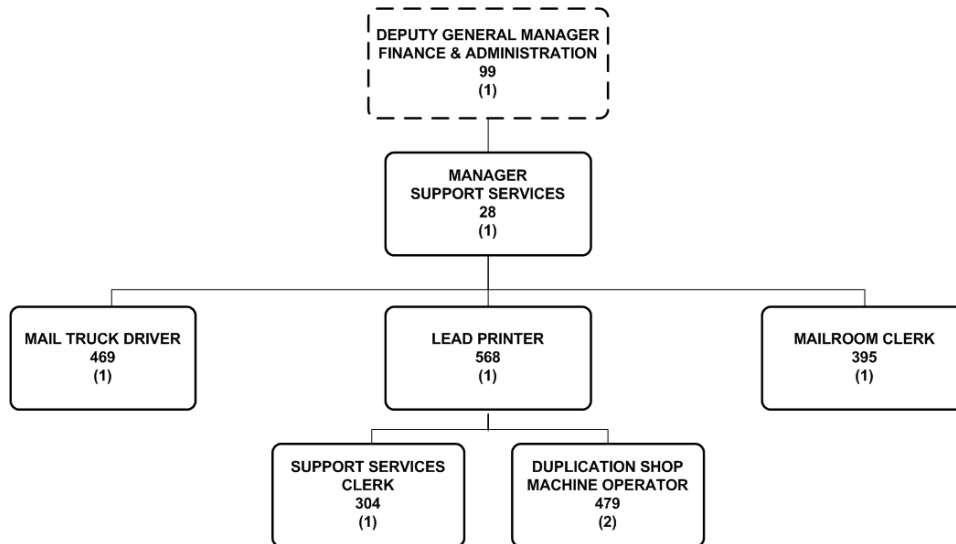
	2012 Actual	2013 Actual	2014 Actual	2015 Budget
Print & Distribute Timetables (III, V, VI, VII)	10,000,000	10,000,000	10,200,000	10,200,000
Duplicate Copies (III, IV, V, VI, VII)	11,500,000	11,500,000	11,730,000	11,500,000

Finance & Administration Division

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501200	Hourly Employees Payroll	51,798.58	52,702.00	55,821.55	55,674.23
501210	Overtime – Hourly Employees	145.97	23.67	5.90	1,000.00
501300	Labor – Salaried Employees	252,281.86	277,600.10	300,489.40	319,753.97
501310	Overtime – Salaried Employees	3,814.47	1,316.71	383.85	5,000.00
502000	Fringe Benefits	112,038.30	118,030.31	133,375.28	132,491.62
503000	Services	121,979.86	157,290.93	237,732.24	\$107,300.00
503052	Other Maintenance Contracts	0.00	1,757.23	23,709.00	39,000.00
504000	Materials & Supplies	14,290.72	23,225.41	49,745.83	109,600
504051	Postage Expense	77,456.16	81,291.35	99,627.99	96,250
504052	Duplicating Material & Supplies	147,334.37	116,329.07	107,009.63	114,000.00
509000	Miscellaneous Expenses	204.55	1,129.93	950.00	1,725.00
512000	Leases & Rentals	60,504.99	38,164.00	61,687.44	61,000.00
Total:		841,849.83	868,860.71	1,070,538.11	1,042,794.82

Below are budget and staffing highlights of the Service Management Department

Grade	Job Name	2012	2013	2014	2015
03	0304 Support Services Clerk	1.0	1.0	1.0	1.0
	0395 Mailroom Clerk	1.0	1.0	1.0	1.0
04	0469 Mail Truck Driver	1.0	1.0	1.0	1.0
	0479 Dup Shop Machine Operator	2.0	2.0	2.0	2.0
05	0568 Lead Printer	1.0	1.0	1.0	1.0
28	0868 Mgr Building Support Serv	1.0	1.0	1.0	1.0
Total		7.0	7.0	7.0	7.0



Finance & Administration Division

2015 OPERATING BUDGET SUMMARY Department 64 – Procurement

FRANK POLIVKA, DIRECTOR

Department Priorities for 2015

- ◆ Implement, monitor and improve procurement acquisition process to reduce procurement turnaround time.
- ◆ Expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- ◆ Finalize the dashboard development for RTA.
- ◆ Implement National Institute of Governmental Purchasing (NIGP) Department Accreditation.
- ◆ Expand the use of P-Card usage.
- ◆ Implement new report writer and the development of new capabilities.

Mission Statement

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

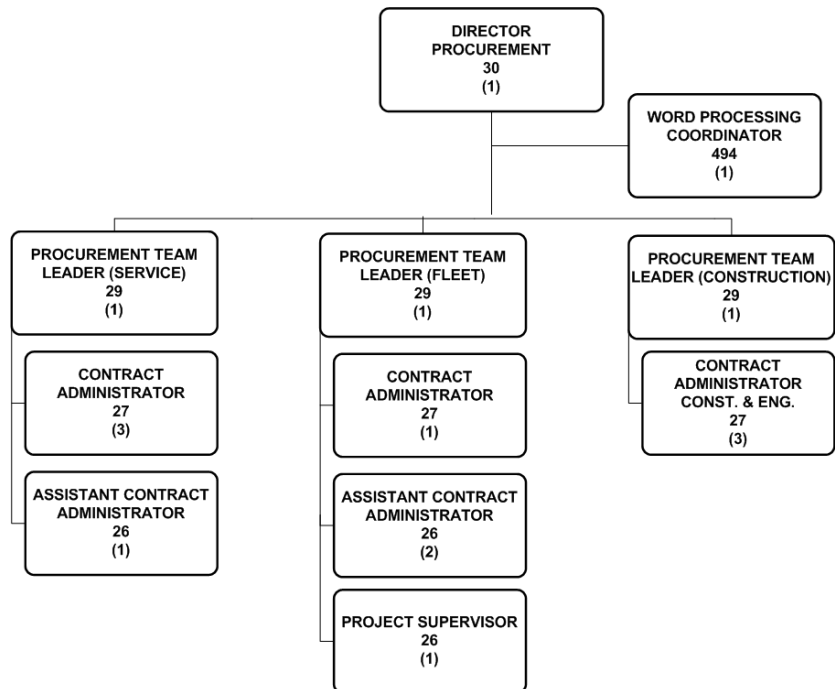
	2012 Actual	2013 Actual	2014 Actual	2015 Estimate
Number of Work Days to Complete Purchases Under 100K – this category was 25K prior to 2009 (II, III, IV, V, VI, VII)	10	10	10	10
Number of Work Days to Complete Bids over 100K (II, III, IV, V, VI, VII)	60	60	60	60
Number of Work Days to Complete Proposals over 100K (II, III, IV, V, VI, VII)	90	90	90	90

Below are budget and staffing highlights of the Procurement Department

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501300	Labor – Salaried Employees	1,089,617.96	1,135,357.44	1,147,322.42	1,189,043.07
502000	Fringe Benefits	401,546.64	398,514.15	432,975.87	407,664.77
503000	Services	4,977.60	5,176.70	5,386.00	5,700.00
503020	Advertising Fees	15,984.92	17,211.53	20,257.67	16,500.00
503049	Temporary Help	0.00	0.00	9,000.00	0.00
504000	Materials & Supplies	3,896.89	1,675.33	5,659.65	5,000.00
509000	Miscellaneous Expenses	4,565.71	10,680.84	19,276.98	17,100.00
Total:		1,520,589.72	1,568,615.99	1,639,878.60	1,641,007.84

Finance & Administration Division

Grade	Job Name	2012	2013	2014	2015
04	0494 Word Processing Coord	1.0	1.0	1.0	1.0
26	1138 Project Supervisor	2.0	2.0	2.0	1.0
	0830 Assistant Contract Administrator	0.0	2.0	2.0	3.0
27	1049 Supervisor Purchasing	1.0	1.0	1.0	0.0
	1160 Contract Administrator	5.0	4.0	4.0	4.0
	1171 Contr Admin Contr & Eng	2.0	2.0	2.0	3.0
29	0787 Procurement Team Leader	4.0	4.0	3.0	3.0
30	1609 Director	1.0	1.0	1.0	1.0
Total		16.0	17.0	16.0	16.0



Finance & Administration Division

2015 OPERATING BUDGET SUMMARY Department 65 - Revenue

SCOTT UHAS, DIRECTOR

Department Priorities for 2015

- ◆ Continue to prepare employee transition plan to include, but not limited to, the assistance of an MDP team member.
- ◆ Continue to work with both GFI and ACS toward the successful completion of the installation of the automated fare collection equipment, software, and peripherals.
- ◆ Ensure that farecards and passes are available for distribution to outlets and the general public and work as intended.
- ◆ Work on continuous improvement of the cash handling, fare collection equipment security, and the farebox vaulting process.
- ◆ Direct implementation of fare policies and continue to seek ways to improve education to the public.
- ◆ Continue to streamline the process and agreement with Cleveland Metropolitan School District.
- ◆ Monitor activity of all TVM's and CSK's throughout the system and look for any abnormalities and report them to the appropriate team members.

Mission Statement

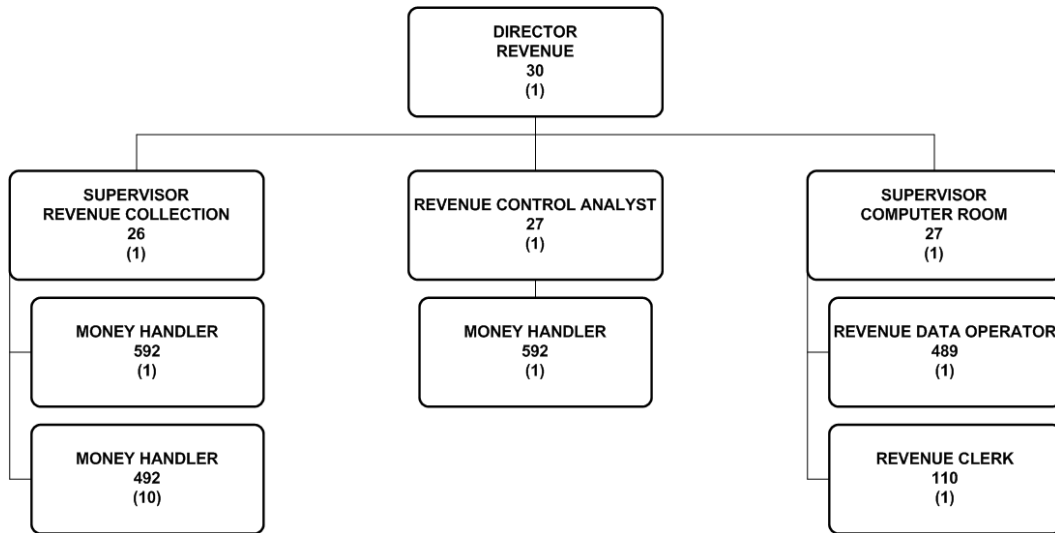
The mission of the Revenue Department is to maximize, collect, and safeguard passenger revenues from fare boxes, retail outlets, automated, and non-automated fare collection equipment. Other responsibilities include administering sales of fare cards and passes, coordination of pass programs with various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

Below are budget and staffing highlights of the Fleet Management Department

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501300	Labor – Salaried Employees	919,326.01	988,121.67	1,015,758.82	1,062,021.57
501310	Overtime – Salaried Employees	24,910.05	20,891.92	24,985.69	33,000.00
502000	Fringe Benefits	347,025.78	361,846.90	386,232.02	385,007.71
502071	W.C. – Injuries & Damages	696.52	1,309.36	0.00	0.00
503000	Services	462,770.95	420,538.67	508,112.35	475,100.00
504000	Materials & Supplies	257,824.87	229,458.13	277,033.21	318,400.00
509000	Miscellaneous Receipts	6,140.38	10,600.11	6,854.37	6,225.00
Total:		2,018,694.56	\$2,032,766.76	2,218,976.46	2,279,754.28

Finance & Administration Division

Grade	Job Name	2012	2013	2014	2015
01	0110 Revenue Clerk	1.0	1.0	1.0	1.0
04	0489 Revenue Data Operator	1.0	1.0	1.0	1.0
	0492 Money Handler	10.0	10.0	10.0	10.0
05	0592 Money Handler	2.0	2.0	2.0	2.0
26	0955 Supv Revenue Collection	1.0	1.0	1.0	1.0
27	0750 Revenue Control Analyst	1.0	1.0	1.0	1.0
	0832 Supervisor Computer Room	1.0	1.0	1.0	1.0
30	1429 Director	1.0	1.0	1.0	1.0
Total		18.0	18.0	18.0	18.0



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Engineering & Project Management Division

Division Summary

Michael Schipper, Deputy General Manager

The Engineering and Project Management Division is responsible for RTA's planning, real estate, and capital project design and construction administrative activities.

Mission Statement

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

2014 Achievements

- ◆ Completed construction of the University Circle – Cedar Station
- ◆ Completed construction of the Clifton Boulevard Transit Enhancement Project and the CSU Westside Express BRT Line opened.
- ◆ Completed construction of the Red Line Track rehabilitation from Kinsman to Cedar.
- ◆ Completed the construction of the Central Rail Shop Roof Replacement.
- ◆ Completed the design of the East 81st and East 83rd Street Track Bridge rehabilitations.
- ◆ Completed the construction of bus loop/parking lot rehabilitation at West Park Station.
- ◆ Completed the Paratransit Facility modifications for Propane Vehicles.
- ◆ Continued construction of the Little Italy – University Circle Station project.
- ◆ Began the CNG fueling station and building modifications at Hayden.
- ◆ Began construction of the Shaker Square/Van Aken Rail Grade Crossings.
- ◆ Began construction of the Lee/Van Aken ADA Station rehabilitation.
- ◆ Continued the Alternatives Analysis for the Red Line/HealthLine Extension.
- ◆ Began the design and environmental documents for the East 116th St. Station.
- ◆ Began the RTA Signage Manual update.
- ◆ Awarded public art contracts for the Little Italy – University Circle Station projects.
- ◆ Completed design of the Rail Car Wash Rack and Transfer Table rehabilitation projects.
- ◆ Completed construction of remaining Facility State of Good Repair grant projects.
- ◆ Completed construction of the repairs to the Central Rail Access Roadway Bridges over Norfolk Southern Railway.
- ◆ Completed design of the Windermere Bus Loop Improvements.
- ◆ Completed the designs for the Hayden and Triskett outdoor bus storage areas.
- ◆ Completed design of the Electric Repair Shop at Woodhill.
- ◆ Began the East 34th/East 79th Street Transit Alternatives Study.
- ◆ Completed the ESMS ISO 14001 training and implementation at Central Bus.

Engineering & Project Management Division

2015 Objectives

- ◆ Complete construction of the Little Italy – University Circle Station project.
- ◆ Complete the CNG fueling station and building modifications at Hayden.
- ◆ Complete construction of the Shaker Square/Van Aken Rail Grade Crossings.
- ◆ Complete construction of the Lee / Van Aken ADA Station rehabilitation.
- ◆ Complete the Alternatives Analysis for the Red Line / HealthLine Extension.
- ◆ Complete the East 34th/East 79th Street Transit Alternatives Study.
- ◆ Complete the design and environmental documents for the East 116th St. Station.
- ◆ Complete the RTA Signage Manual update.
- ◆ Complete the reconstruction of the Tower City escalators.
- ◆ Complete construction of the Red Line over East Boulevard Bridge rehabilitation.
- ◆ Complete the modeling update for the five county regional transit survey.
- ◆ Complete construction of the Rail Car Wash Rack and Transfer Table rehabilitation projects.
- ◆ Complete design of the East 92nd Truss Bridge Rehabilitation over CSX Railway
- ◆ Complete design of the Light Rail Retaining Wall Rehabilitations.
- ◆ Complete the Track Survey of the rail system.
- ◆ Complete the survey and preliminary layout of the Red Line Greenway.
- ◆ Complete the Red Line West 117th Street Track Rehabilitation.
- ◆ Began the environmental documentation and design of the Lee-Shaker, and East 34th Street Station ADA Rehabilitations.
- ◆ Begin construction of the Brookpark Station Rehabilitation.
- ◆ Begin construction of the East 81st and East 83rd Street Track Bridge Rehabilitations.
- ◆ Begin construction of the three Light Rail Grade Crossings.
- ◆ Complete design of six additional Light Rail Grade Crossings.
- ◆ Begin construction of the Mayfield Road Enhancements.
- ◆ Begin the design of the Tower City Track 7 and 8 Reconstructions.
- ◆ Begin design of the West 65th, West 117th, and Puritas Substations.
- ◆ Begin inspections of the Central Viaduct and Fracture Critical Bridges.
- ◆ Award public art contracts for the Brookpark Station and Clifton projects.
- ◆ Complete construction of the Warrensville Blue Line Station platforms.
- ◆ Complete construction of the Windermere Bus Loop Improvements.
- ◆ Complete construction of the Hayden and Triskett outdoor bus storage areas.
- ◆ Complete construction of the Electric Repair Shop at Woodhill.
- ◆ Facilitate construction coordination with various ODOT and City of Cleveland projects.
- ◆ Obtain ISO 14001 Certification for the Central Bus Maintenance Facility.
- ◆ Begin ISO 14001 documentation for Hayden and Triskett Bus Garages.
- ◆ Obtain competitive grants from FTA, ODOT, and NOACA.

Engineering & Project Management Division

2015 Strategic Plan Critical Initiatives and Measures

Critical Initiative	Division Champion(s)	Team	
Outcomes			
Activities	Plan Start	Plan End	% Complete

Assess Top Priorities for State of Good Repair (SOGR)	Mike Schipper	William Boyce, Joseph Shaffer, Mike York, Joe Bilek, Ron Finerty, Jim Stock, Terrance Boylan, Eugene Cranford	
Baseline our current SOGR by end of 2015			
Implement processes to use SOGR data for project prioritization and capital forecasting needs for backlog			
Development and acceptance of an Asset Management Plan in Compliance with MAP21	9/1/2014	12/31/2014	95%
Identification of Fleet Assets (Revenue and Non-Revenue)	1/1/2015	6/30/2015	95%
Identification of Bridge Assets	3/1/2014	12/31/2014	100%
Identification of Track Assets	1/1/2014	12/31/2014	80%
Identification of Catenary Assets	1/1/2014	12/31/2015	20%
Identification of Power Assets (Substations)	1/1/2014	12/31/2015	75%
Identification of Fiber Optic/Communication Assets	1/1/2014	12/31/2015	20%
Identification of Transit Center Assets	1/1/2014	12/31/2015	100%
Identification of Rail Station assets	1/1/2014	12/31/2015	25%
Identification of Park & Ride Assets	1/1/2014	12/31/2015	25%
Identification of Bus Loop Assets	1/1/2014	12/31/2015	25%
Identification of Operating District Assets	1/1/2014	12/31/2015	25%
Identification of Main Office Assets	1/1/2014	12/31/2015	100%
Identification of Elevators & Escalators Assets	1/1/2014	12/31/2015	100%

Engineering & Project Management Division

2015 OPERATING BUDGET SUMMARY Department 55 – Project Support

PAUL BURLIJ, MANAGER

Department Priorities for 2015

- ◆ Conduct quality assurance audits.
- ◆ Review GCRTA plans and specifications for construction projects.
- ◆ Review third party plans and specifications for construction crossing or adjoining GCRTA facilities.
- ◆ Provide engineering assistance as needed.
- ◆ Develop procedures to track on call service contracts.
- ◆ Coordinate work of construction inspectors and support staff.
- ◆ Support the authority's ISO 14001 efforts.

Mission Statement

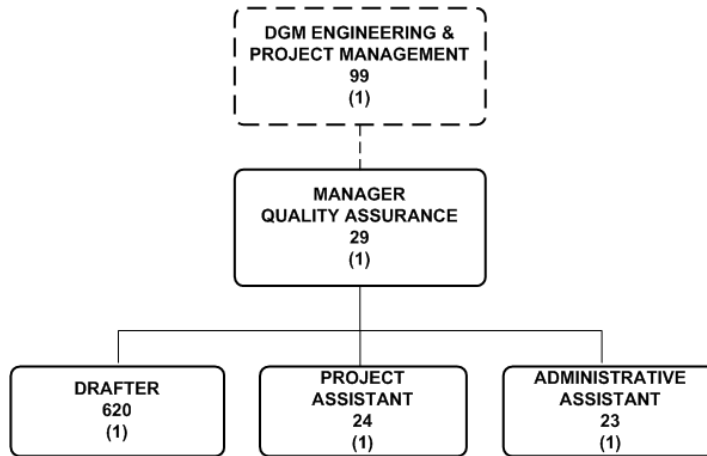
The mission of the Project Support Department is to provide quality assurance oversight and program review services in support of the Authority's capital and development activities.

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Quality Assurance Audits Completed (I, II, III, IV, V, VI, VII)	38	18	16	24
Plans, Specifications, QC Plans and Reports Reviewed (I, II, III, IV, V, VI, VII)	49	40	35	50
Daily Field Reports Completed (I, II, III, IV, V, VI, VII)	150	140	150	150
Bridges Inspected (I, II, III, IV, V, VI, VII)	152	152	152	152
Projects Meetings (I, II, III, IV, V, VI, VII)	12	12	24	12

Below are budget and staffing highlights of the Project Support Department

Grade	Job Name	2012	2013	2014	2015
05	0519 Construction Inspector	0.0	0.0	0.0	0.0
06	0620 Drafter	1.0	1.0	1.0	1.0
23	0757 Administrative Assistant	1.0	1.0	1.0	1.0
24	0860 Project Assistant	1.0	1.0	1.0	1.0
29	1439 Mgrn – Quality Assurance	1.0	1.0	1.0	1.0
Total		4.0	4.0	4.0	4.0

Engineering & Project Management Division



Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501300	Labor – Salaried Employees	252,114.54	217,341.27	261,834.23	269,493.75
501310	Overtime – Salaried Employees	9,082.19	16,435.41	12,391.90	28,000.00
502000	Fringe Benefits	86,599.23	82,506.58	99,943.26	110,202.75
503000	Services	0.00	0.00	0.00	4,000.00
504000	Materials & Supplies	0.00	0.00	9,891.24	16,880.00
509000	Miscellaneous Expenses	0.00	0.00	1,291.29	1,725.00
Total:		347,795.96	317,949.87	385,351.92	430,301.50

Engineering & Project Management Division

2015 OPERATING BUDGET SUMMARY Department 57 – Programming & Planning

MARIBETH FEKE, DIRECTOR

Department Priorities for 2015

- ◆ Continue marketing RTA real estate assets for lease, sale, and joint development activities.
- ◆ Execute Strategic Plan Update recommendations.
- ◆ Begin NEPA documents including Section 106 compliance for the Lee-Shaker, and East 34th Station projects.
- ◆ Submit competitive grants for capital improvement program funding.
- ◆ Complete land acquisition for proposed construction projects, which include the Brookpark Station and various Substations.
- ◆ Complete modeling for the Five County Regional On-Board Transit Survey.
- ◆ Continue Transit Waiting Environment (TWE) Program.
- ◆ Continue implementation of the Arts in Transit Program.
- ◆ Continue promotion and transit planning along our Priority Corridors
- ◆ Complete the Red Line/HealthLine Extension Alternatives Analysis study.
- ◆ Complete the Signage Manual Update.
- ◆ Continue implementation of new enhancement programs and projects.

Mission Statement

The Department of Programming and Planning is responsible for initiating studies and long-term projects designed to maintain and improve transit ridership through project viability studies, joint venture identification, station area, and land use planning. The Department is also responsible for the oversight of the Authority's real estate property holdings, transit waiting environment, arts-in-transit and sustainability programs.

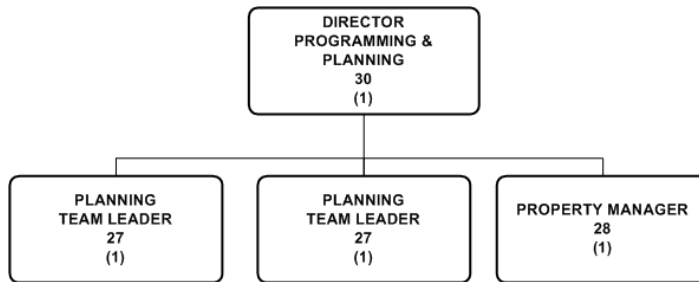
	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Number of Rapid Transit Stations Under Design (I, II, III, IV, V, VI, VII)	2	3	3	3
Number of Transit Centers Under Design (I, II, III, IV, V, VI, VII)	0	0	0	0
Number of Park-N-Ride Lots Under Design (I, II, III, IV, V, VI, VII)	1	1	0	0
Number of Planning Studies Underway (I, II, III, IV, V, VI, VII)	5	4	4	2
Number of Planning Studies Completed (I, II, III, IV, V, VI, VII)	4	3	1	3
Number of TWE Projects Completed (I, II, III, IV, V, VI, VII)	3	4	4	2
Number of Joint Developments Underway (I, II, III, IV, V, VI, VII)	0	0	1	1
Number of Public Art Awards (I, II, III, IV, V, VI, VII)	2	2	0	2
Number of New Leased RTA Properties (I, II, III, IV, V, VI, VII)	2	2	1	1
Number of RTA Properties Marketed (I, II, III, IV, V, VI, VII)	5	3	3	3
Number of RTA Properties Sold (I, II, III, IV, V, VI, VII)	3	2	2	2
Number of competitive grants submitted (I, II, III, IV, V, VI, VII)	4	4	4	4
Number of competitive grants received (I, II, III, IV, V, VI, VII)	2	2	1	2

Engineering & Project Management Division

Below are budget and staffing highlights of the Programming & Planning Department

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501300	Labor – Salaried Employees	267,361.51	250,603.42	276,051.71	307,294.63
502000	Fringe Benefits	98,454.61	87,543.06	102,874.97	105,317.58
503000	Services	11,643.75	7,937.50	19,341.83	28,300.00
504000	Materials & Supplies	429.67	464.32	986.40	400.00
507030	Property Taxes	46,146.91	132,274.58	71,430.30	242,292.35
509000	Miscellaneous Expenses	4,840.86	3,314.58	20,873.02	16,370.00
512000	Leases & Rentals	47,523.24	115,178.76	120,682.19	127,742.95
Total:		476,400.55	597,316.22	612,240.42	827,717.51

Grade	Job Name	2012	2013	2014	2015
27	0838 Planning Team Leader	1.0	1.0	2.0	2.0
	0845 Project Officer	1.0	1.0	0.0	0.0
28	0794 Property Manager	1.0	1.0	1.0	1.0
30	0788 Director	1.0	1.0	1.0	1.0
Total		4.0	4.0	4.0	4.0



Engineering & Project Management Division

2015 OPERATING BUDGET SUMMARY Department 80 – Engineering & Project Development

JOSEPH SHAFFER, DIRECTOR

Department Priorities for 2015

- ◆ Manage design and construction of capital projects.
- ◆ Provide project support, quality assurance, and program management services in support of capital projects and development activities.

Mission Statement

The Engineering & Project Development Department mission is to design and manage construction of the Authority's capital improvement and rehabilitation programs, safely, on budget, on schedule, as well as involvement in quality control, and quality assurance services.

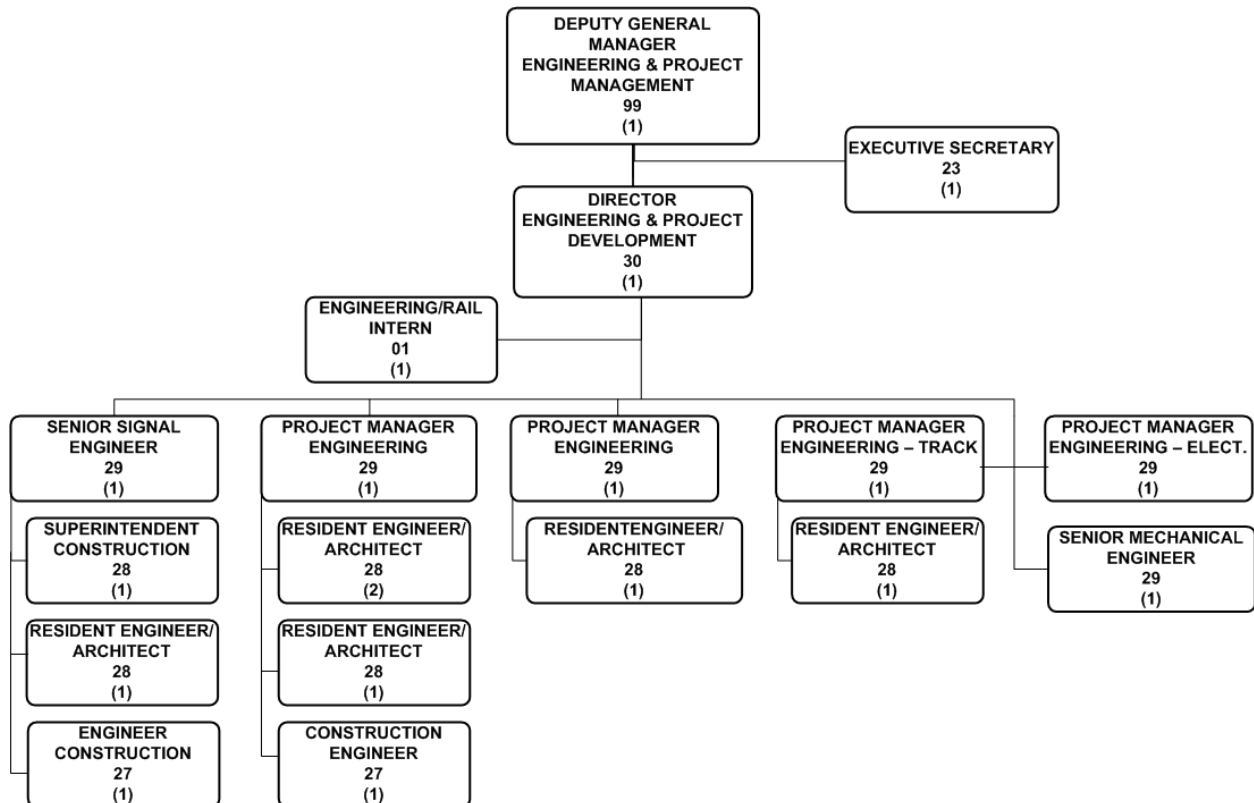
Estimated percentage completion of some of the Authority's Capital projects	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Westlake Park-N-Ride Expansion Construction (I, II, III, IV, V, VI, VII)	100%			
Woodhill Station Reconstruction (I, II, III, IV, V, VI, VII)	100%			
Transit Police/Rail Headquarters Roof Replacement (I, II, III, IV, V, VI, VII)	100%			
Rail Grade Crossing Construction – Phase II (I, II, III, IV, V, VI, VII)	100%			
Clifton Transit Enhancement Design (I, II, III, IV, V, VI, VII)	80%	100%		
Red Line Paging System Upgrade (I, II, III, IV, V, VI, VII)	80%	100%		
Bus State of Good Repair Grant Program – Facilities (I, II, III, IV, V, VI, VII)	75%	100%		
Little Italy – University Circle Station and Bridge Design (I, II, III, IV, V, VI, VII)	45%	100%		
Bus State of Good Repair Grant Program – Pavements (I, II, III, IV, V, VI, VII)	40%	100%		
Airport Tunnel and Ventilation Replacement (I, II, III, IV, V, VI, VII)	10%	100%		
Rail Grade Crossing Construction – Phase III (I, II, III, IV, V, VI, VII)	5%	100%		
Red Line S-Curve Rehabilitation (I, II, III, IV, V, VI, VII)	5%	100%		
Shaker Square / Shaker & Van Aken Crossing Design (I, II, III, IV, V, VI, VII)		100%		
Southgate Transit Center Parking Lot Expansion (I, II, III, IV, V, VI, VII)		100%		
Waterfront Line Station Rehabilitation Program (I, II, III, IV, V, VI, VII)	25%	90%	100%	
University Circle – Cedar Station Reconstruction (I, II, III, IV, V, VI, VII)	10%	60%	100%	
Central Rail Mntn. Facility & Service Bldg. Roof Repairs (I, II, III, IV, V, VI, VII)		90%	100%	
Fairhill Substation Reconstruction (I, II, III, IV, V, VI, VII)		50%	100%	
Red Line Kinsman to University Track Rehabilitation (I, II, III, IV, V, VI, VII)			100%	
Light Rail Bridges over East 81 st and East 83 rd Design (I, II, III, IV, V, VI, VII)			100%	
Central Rail Wash Track & Transfer Table Rehab Design (I, II, III, IV, V, VI, VII)			100%	
Little Italy – University Circle Sta. & Bridge Construction (I, II, III, IV, V, VI, VII)		5%	70%	100%
East 92 nd Truss Bridge Rehab over CSX Railway (I, II, III, IV, V, VI, VII)			50%	100%
Central Rail High Mast Lighting Replacement (I, II, III, IV, V, VI, VII)			50%	100%
East 116 th Street Station Design (I, II, III, IV, V, VI, VII)			30%	100%
Lee / Van Aken Station Reconstruction (I, II, III, IV, V, VI, VII)			30%	100%
West 65 th Street Substation Design (I, II, III, IV, V, VI, VII)			30%	100%
Hayden CNG Facility and Building Modifications (I, II, III, IV, V, VI, VII)			25%	100%
Red Line Track Bridge over East Boulevard Rehabilitation (I, II, III, IV, V, VI, VII)				100%
Red Line Track Rehabilitation at West 117 th (I, II, III, IV, V, VI, VII)				100%
Brookpark Station Reconstruction (I, II, III, IV, V, VI, VII)				50%
Tower City Escalator Replacement (I, II, III, IV, V, VI, VII)				50%

Engineering & Project Management Division

Below are budget and staffing highlights of the Engineering & Project Development Department

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501300	Labor – Salaried Employees	1,259,511.33	1,248,175.84	1,271,849.95	1,470,528.26
502000	Fringe Benefits	429,689.78	409,257.81	447,428.05	489,579.22
503000	Services	20,383.76	5,467.59	30,345.50	50,000.00
504000	Materials & Supplies	2,378.69	3,003.10	2,605.14	2,825.00
509000	Miscellaneous Expenses	14,764.22	17,450.43	19,785.26	38,325.00
Total:		1,726,727.78	1,683,354.77	1,772,013.90	2,051,257.48

Grade	Job Name	2012	2013	2014	2015
01	99XX Rail-Engineering Intern	0.0	0.0	1.0	1.0
23	0725 Executive Secretary	1.0	1.0	1.0	1.0
27	1192 Construction Engineer	2.0	2.0	2.0	2.0
28	1250 Supt Construction	1.0	1.0	1.0	1.0
	1329 Sr Eng Signal & Power	0.0	0.0	0.0	1.0
	1355 Resident Eng/Architect	2.0	2.0	2.0	6.0
29	0796 Manager Eng Project	4.0	4.0	4.0	2.0
	1660 Senior Mechanical Engineer	2.0	2.0	3.0	1.0
	1329 Project Manager Electrical	1.0	1.0	1.0	1.0
	1518 Senior Engineer Signal	1.0	1.0	1.0	1.0
30	0789 Director	1.0	1.0	1.0	1.0
99	9931 DGM Eng & Project Mgmt	1.0	1.0	1.0	1.0
Total		17.0	17.0	19.0	19.0



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Legal Affairs Division

Division Summary

Sheryl King Benford, Deputy General Manager

The Legal Affairs Division is comprised of the Legal, Safety, and Risk Management Departments and the Office of Equal Opportunity.

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 Office of Equal Opportunity ensures EEO/ADA and workplace harassment policy compliance. The Safety Department provides accident prevention, bus system safety, industrial safety, facilities, and rail system safety programs. 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.

Mission Statement

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

2014 Achievements

- ◆ 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.
- ◆ Supported construction projects including the Mayfield Rapid Station.
- ◆ Supported energy management initiatives.
- ◆ Developed safety performance measures for managers and supervisors.
- ◆ Continued a proactive approach to reducing bus and rail incidents.
- ◆ Continued the management of the Authority's ADA/EEO programs to ensure compliance with Federal, State, and local laws regarding employment practices, facilities, and services.
- ◆ Continued to investigate allegations of discrimination or non-compliance with equal opportunity policies and procedures.
- ◆ Continued to develop and monitor the Authority's Affirmative Action Plan.
- ◆ Ensured compliance with all Federal, State, and local legislation and regulations and served as a liaison between the Authority and regulatory agencies.
- ◆ Continued the implementation of the Workers' Compensation Action Plan with a focus on strengthening and expanding the Remain-At-Work program.
- ◆ Completed review and staffing of Claims Section.
- ◆ Negotiated innovative Casualty Insurance renewal on behalf of the GCRTA; implementing a multi-year program at significant savings over the prior policy year and 20% under budget.
- ◆ Continued to monitor data entry and reporting requirements.
- ◆ Supported the implementation of MAP-21 and launch of the new ISO 14001 program.

Legal Affairs Division

2015 Objectives

- ◆ Provide efficient and cost-effective legal representation in all GCRTA litigation, transactional, and administrative matters.
- ◆ Continue legal information program to apprise GCRTA departments of public sector legal issues that affect the Authority.
- ◆ Support construction projects.
- ◆ Support energy management initiatives.
- ◆ Continue safety performance measures for managers and supervisors.
- ◆ Continue a proactive approach to reducing bus and rail incidents.
- ◆ Continue the management of the Authority's ADA program to ensure compliance with Federal, State, and local laws regarding employment practices, facilities, and services.
- ◆ Continue to investigate allegations of discrimination or non-compliance with equal opportunity policies and procedures.
- ◆ Continue to develop and monitor the Authority's Affirmative Action Plan.
- ◆ 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 the implementation of the Workers' Compensation Action Plan with a focus on strengthening and expanding the Remain-At-Work program.
- ◆ Continue to negotiate the best terms and conditions available in the marketplace and most cost-effective renewal of GCRTA insurance programs.
- ◆ Continue to monitor data entry and reporting requirements.
- ◆ Support the implementation of MAP-21 and launch of the new ISO 14001 program.
- ◆ Continue to update and improve our claims handling process.

Legal Affairs Division

2015 Strategic Plan Critical Initiatives and Measures

Critical Initiative	Division Champion(s)	Team	
Outcomes			
Activities	Plan Start	Plan End	% Complete

Define and Implement to Improve Safety for Customers and Employees	Sheryl King Benford	Cynthia Boyd, Robert Huyck, Stephen Bitto	
Improve Preventable Collisions and Injury Rates for the Authority to 0.89 or below			
Increase Compliance with Rules and Standard Operating Procedures (SOPs) by 2%			
Improve upon 2014 baseline on employees and customer safety culture (baseline to be collected)			
Improve compliance to activities demonstrating a Robust Safety Culture by 2%			
Define and implement an ongoing “safety moments/messages” in applicable meetings and activities	9/1/2014	10/31/2014	100%
Propose a reorganization of the quality function with the possibility of implementing a quality manager	9/1/2014	11/5/2014	100%
Define and implement a plan to increase DriveCam counseling sessions	9/1/2014	12/31/2014	85%
Define and implement plan to improve bus operator training – integrate simulator into the plan	9/1/2014	12/31/2014	80%
Define and implement ongoing “safety and security tips” for customers	9/1/2014	12/31/2014	100%
Improve processes for communicating with customers in emergency/problem situations	9/1/2014	12/31/2014	70%
Release expectations of Safety as an RTA employee	9/1/2014	12/31/2014	100%
Implement Safety culture surveys of employees (align with George Fields efforts on Employee Engagement Survey)	9/1/2014	12/31/2014	100%
Transition safety posters to in-house function	1/1/2015	3/31/2015	100%
Implement recommendations from outside audit to improve ICC processes for Safety	10/1/2014	12/31/2015	90%
Analyze data from outside reviews on rail infrastructure to define implementation plan (tie plan)	10/1/2014	12/31/2015	30%

Legal Affairs Division

2015 OPERATING BUDGET SUMMARY Department 15 – Safety

ROBERT HUYCK, DIRECTOR

Department Priorities for 2015

- ◆ Continue a proactive approach to reducing incidents.
- ◆ Continue to enhance the safety culture within the Authority.
- ◆ Continue to support ISO in implementation of MAP 21.
- ◆ Continue Safety and Security Certification in support of new station construction and rehabilitation.
- ◆ Continue to review APTA standards and update standard operating procedures.

Mission Statement

To provide safe, reliable, clean and courteous public transportation. The safety of our passengers, our employees and the general public is always our top priority.

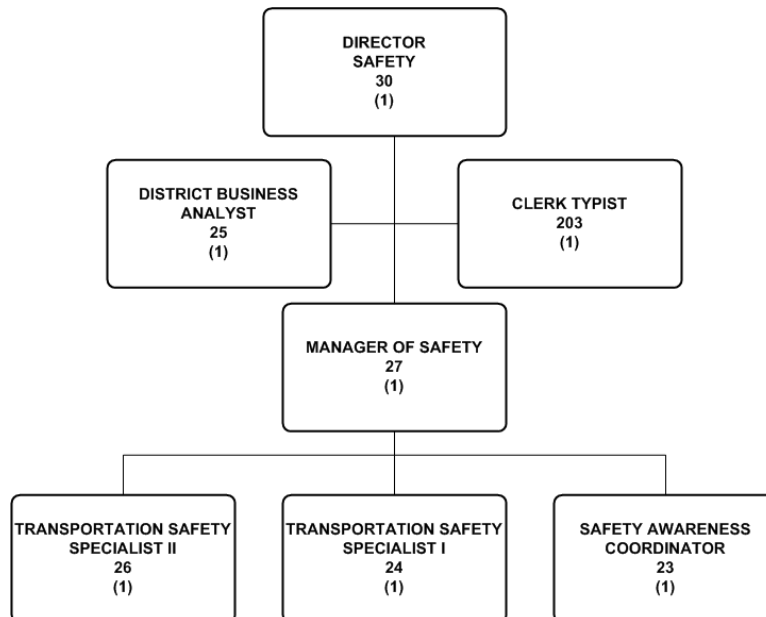
	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Total Collisions per 100,000 miles (I, II, III, IV, V, VI, VII)	2.90	3.64	4.30	4.21
Total Preventable Collisions (I, II, III, IV, V, VI, VII)	0.96	1.33	1.66	0.89
Total Injuries (I, II, III, IV, V, VI, VII)	210	196	162	186
Total Recordable Injuries (I, II, III, IV, V, VI, VII)	178	144	140	150
Internal Rail Audits (I, II, III, IV, V, VI, VII)	8	13	21	8
Bus/Rail Car Safety Inspections (I, II, III, IV, V, VI, VII)	69	23	40	42
Facility Inspections (I, II, III, IV, V, VI, VII)	108	108	108	108
Radar Audits (I, II, III, IV, V, VI, VII)	5	10	15	24
Ride Checks (I, II, III, IV, V, VI, VII)	10	8	24	84
Fire Drills/Train Evacuations (I, II, III, IV, V, VI, VII)	40	40	40	40
BMV Checks Authority Wide (I, II, III, IV, V, VI, VII)	4 runs	4 runs	5 runs	4 runs
CDLs (I, II, III, IV, V, VI, VII)	12 runs	12 runs	13 runs	12 runs
Universal Waste (fluorescent tubes, batteries) (lbs) (I, II, III, IV, V, VI, VII)	76,594	64,038	78,000	78,000
Hazardous Waste (lbs) (I, II, III, IV, V, VI, VII)	8,353	6,146	4,000	4,000
Non-Hazardous Waste (pit sludge, antifreeze, used oil (in thousands) (I, II, III, IV, V, VI, VII)	1,017	1,125	800	800
Material Safety Data Sheet Evaluation (I, II, III, IV, V, VI, VII)	77	72	75	70
Job Hazard Analysis (I, II, III, IV, V, VI, VII)	45	38	36	32
Bus Incident Investigations (I, II, III, IV, V, VI, VII)	30	15	16	15
Rail Incident Investigations (I, II, III, IV, V, VI, VII)	24	40	32	31
Total Investigations (I, II, III, IV, V, VI, VII)	54	56	49	48
Grade Crossing (I, II, III, IV, V, VI, VII)	0	7	4	18
Work Zones (I, II, III, IV, V, VI, VII)	5	2	13	12

Legal Affairs Division

Below are budget and staffing highlights of the Safety Department

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501200	Hourly Employees Payroll	5,061.51	0.00	0.00	21,600.00
501210	Overtime – Hourly Employees	0.55	0.00	0.00	0.00
501300	Labor – Salaried Employees	327,816.63	366,033.38	402,906.04	444,408.00
501310	Overtime – Salaried Employees	2,750.00	2,989.23	2,130.00	2,500.00
502000	Fringe Benefits	113,983.23	135,077.98	152,588.14	161,305.53
503000	Services	271,267.36	216,997.67	195,489.20	\$62,650.00
503049	Temporary Help	42,703.50	3,871.50	0.00	0.00
503052	Other Maintenance Contracts	0.00	0.00	82,625.31	\$193,400.00
504000	Materials & Supplies	42,194.75	11,814.60	28,279.37	\$39,800.00
509000	Miscellaneous Expenses	27,286.99	25,792.17	42,451.32	43,725.00
Total:		833,064.52	762,576.53	906,469.38	969,388.54

Grade	Job Name	2012	2013	2014	2015
02	0203 Clerk/Typist	1.0	1.0	0.0	0.0
04	0404 Administrative Assistant	0.0	0.0	1.0	1.0
23	1151 Safety Awareness Crd	0.5	1.0	1.0	1.5
24	1195 Trans Safety Spec I	1.0	1.0	0.0	0.0
25	1085 District Business Analyst	1.0	1.0	1.0	1.0
26	1196 Trans Safety Spec II	1.0	1.0	2.0	2.0
27	0782 Manager of Safety	1.0	1.0	1.0	1.0
30	1443 Director	1.0	1.0	1.0	1.0
Total		6.5	7.0	7.0	7.5



Legal Affairs Division

2015 OPERATING BUDGET SUMMARY Department 21 – Legal

SHERYL KING BENFORD, DEPUTY GENERAL MANAGER

Department Priorities for 2015

- ◆ Provide legal service to the Authority including tort claims, contract claims, workers' compensation cases, and associated lawsuits, Federal, state, and local administrative proceedings and hearings, grievance hearings, and labor negotiations.
- ◆ Conduct training sessions on significant legal topics affecting the Authority.
- ◆ Conduct investigations on all EEO and ADA allegations.
- ◆ Provide legal support for all phases of development projects, land use, and acquisition.
- ◆ Provide legal support for the development, drafting, and revision of policies and procedures, including those for Procurement and contract and personnel forms.

Mission Statement

The mission of the Legal Department is to provide comprehensive and effective legal services to the Authority including representing the Authority in lawsuits, administrative and arbitration hearings, preparing legal opinions, documents, and providing advice in labor negotiations.

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Depositions Scheduled (II, IV, V, VI, VII)	70	124	120	120
Court Hearings (II, IV, V, VI, VII)	135	148	150	150
Court Arbitration Cases (II, IV, V, VI, VII)	1	1	2	1
Scheduled Trials (II, IV, V, VI, VII)	1	8	5	5
Bureau of Workers' Compensation Hearings (II, IV, V, VI, VII)	694	472	350	350
Labor Arbitration Cases (II, IV, V, VI, VII)	14	12	20	24
Bureau of Employment Service Hearings (II, IV, V, VI, VII)	10	10	5	10
Public Records Requests (II, IV, V, VI, VII)	157	448	677	870
Contract Reviews & Property Issues (II, IV, V, VI, VII)	123	283	290	300
Contracts Negotiated and Drafted (II, IV, V, VI, VII)	45	45	65	80
Legal Opinions (II, IV, V, VI, VII)	60	232	295	300
Subpoenas Processed (II, IV, V, VI, VII)	868	850	980	990
Resolutions Reviewed (II, IV, V, VI, VII)	113	115	125	120
New Lawsuits Filed (II, IV, V, VI, VII)	81	100	94	90
ADA Paratransit Appeals (II, IV, V, VI, VII)	39	67	121	94
Number of Lawsuits Closed (II, IV, V, VI, VII)	93	70	112	90
ADA/OEO Complaints Received (II, IV, V, VI, VII)	35	46	44	54
Appellate Cases (II, IV, V, VI, VII)	3	5	7	6
Third Party Liability Claims				
Total Events Resulting in Claims in Calendar Year (I, II, IV, V, VI, VII)	815	984	1261	969
Total # Claims in Calendar Year (I, II, IV, V, VI, VII)	1,054	1,279	1,566	1,246
Average Cost per Claim (excluding large losses) (I, II, IV, V, VI, VII)	\$3,144	\$2,246	\$2,665	\$2,036

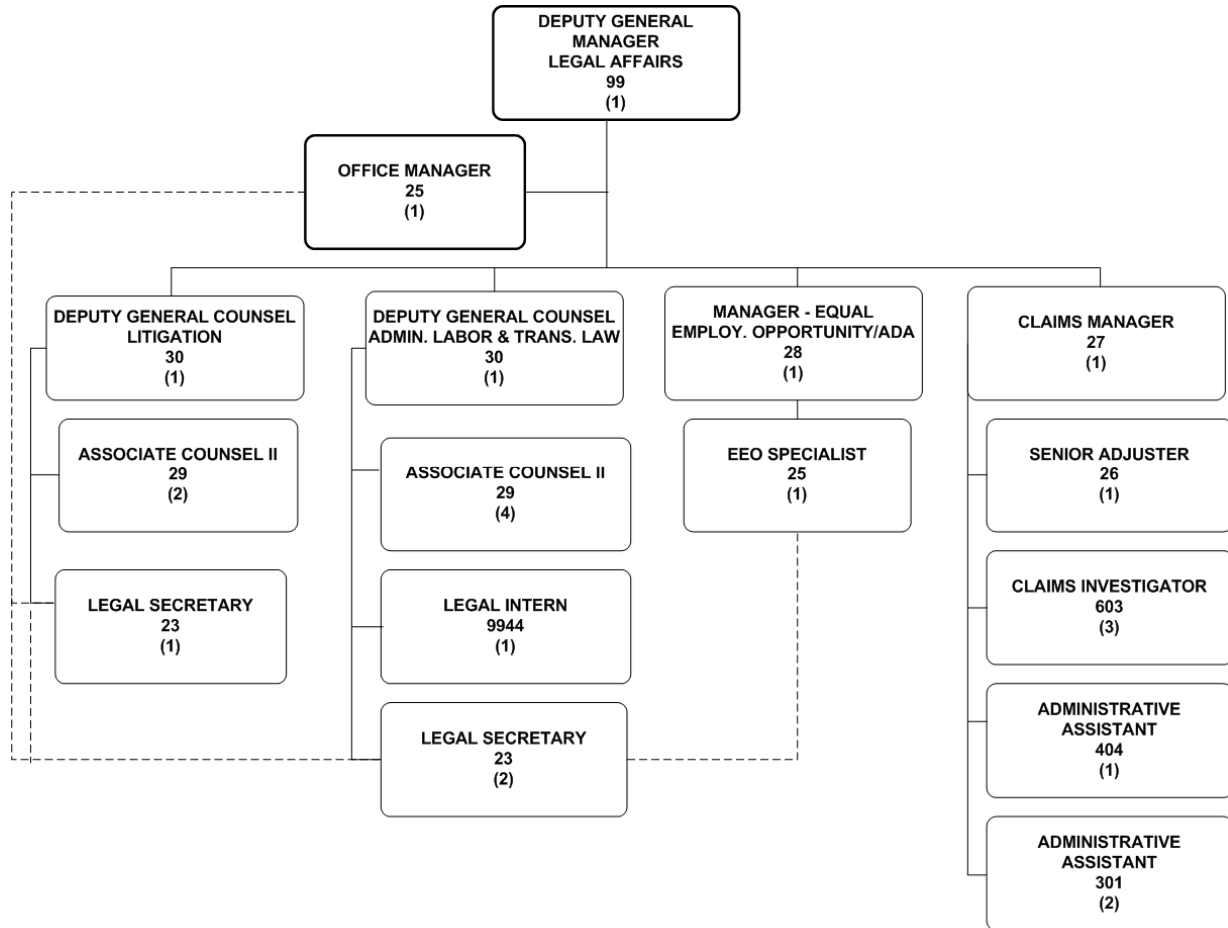
Legal Affairs Division

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501200	Hourly Employees Payroll	0.00	15,180.00	18,698.69	31,200.00
501300	Labor – Salaried Employees	1,084,374.31	1,160,545.71	1,186,119.19	1,745,188.29
501310	Overtime – Salaried Employees	0.00	0.00	31.34	4,125.00
502000	Fringe Benefits	363,856.98	375,701.99	429,933.61	609,960.29
503000	Services	(4,093.67)	565.00	155,252.87	324,000.00
503049	Temporary Help	46,987.00	33,586.40	42,486.77	0.00
504000	Materials & Supplies	1,250.50	3,820.06	3,048.40	3,925.00
506000	Casualty & Liability Costs	0.00	0.00	0.00	1,600,000.00
509000	Miscellaneous Expenses	15,716.97	23,813.58	24,200.88	29,225.00
512000	Leases & Rentals	14,345.66	22,554.94	25,667.12	15,500.00
Total:		1,522,437.75	1,635,767.68	1,885,438.87	4,363,123.58

Below are budget and staffing highlights of the Legal Department

Grade	Job Name	2012	2013	2014	2015
01	9944 Legal Intern	1.0	1.0	1.0	1.0
03	0301 Administrative Assistant	0.0	0.0	2.0	2.0
04	0404 Administrative Assistant	0.0	0.0	1.0	1.0
06	0603 Claims Investigator	0.0	0.0	3.0	3.0
23	0724 Legal Secretary	3.0	3.0	3.0	3.0
	0725 Executive Secretary	1.0	1.0	0.0	0.0
25	1720 EEO Specialist	0.0	0.0	1.0	1.0
	1675 Office Manager	0.0	0.0	1.0	1.0
26	0876 Senior Litigation Analyst (Claims)	0.0	0.0	1.0	1.0
27	0773 Manager Claims	0.0	0.0	1.0	1.0
28	0880 Manager EEO & ADA	1.0	1.0	1.0	1.0
29	1440 Assoc Counsel Cont & Re	1.0	1.0	0.0	0.0
	1440 Assoc Counsel II	0.0	0.0	6.0	6.0
	1442 Assoc Counsel Admin & Lbr	4.0	4.0	0.0	0.0
30	1612 Sr Counsel Admin & Lbr	1.0	1.0	0.0	0.0
	1613 Sr Counsel Contr & Re	1.0	1.0	0.0	0.0
	1618 Dpty Cnsl / Litigation	1.0	1.0	1.0	1.0
	1680 Deputy General Counsel	0.0	0.0	1.0	1.0
99	9951 DGM Legal Affairs	1.0	1.0	1.0	1.0
Total		15.0	15.0	24.0	24.0

Legal Affairs Division



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Legal Affairs Division

2015 OPERATING BUDGET SUMMARY Department 22 – Risk Management Development

JUDY LINCOLN, DIRECTOR

Department Priorities for 2015

- ◆ Hold the focus on workplace injuries and the frequency and cost reductions as well as the increased accountability by district personnel. Complete onboarding of new Workers' Compensation Claims Examiner and Remain at Work Coordinator.
- ◆ Negotiate the best terms and conditions available in the market place and most cost effective renewal for property/casualty insurance programs for GCRTA.
- ◆ In accordance with Project Charter, work with Steering Committee, Information Systems, CSC (outside vendor), and Project Team to complete upgrade of Risk Management Information System to web-based version.
- ◆ Provide Risk Management expertise to Legal, Procurement and Engineering Departments for ongoing GCRTA construction projects and procurements.

Mission Statement

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

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Workers' Compensation				
Total # of Claims in Calendar Year (I, II, IV, V, VI, VII)	209	196	216	217
Average Cost per Employee (excluding large losses) (I, II, IV, V, VI, VII)	\$1,076	\$1,213	\$785	\$953
Average Cost per Claim (excluding large losses) (I, II, IV, V, VI, VII)	\$10,916	\$12,985	\$8,274	\$10,306
Events Reported to the National Transit Database				
Major Reportables (I, II, IV, V, VI, VII)	71	86	75	83
Minor Incidents (I, II, IV, V, VI, VII)	99	95	93	94
Data Reports Created by Risk Management (I, II, IV, V, VI, VII)			602	587
Insurance Requirements/Contracts Reviewed (I, II, IV, V, VI, VII)			156	160

Legal Affairs Division

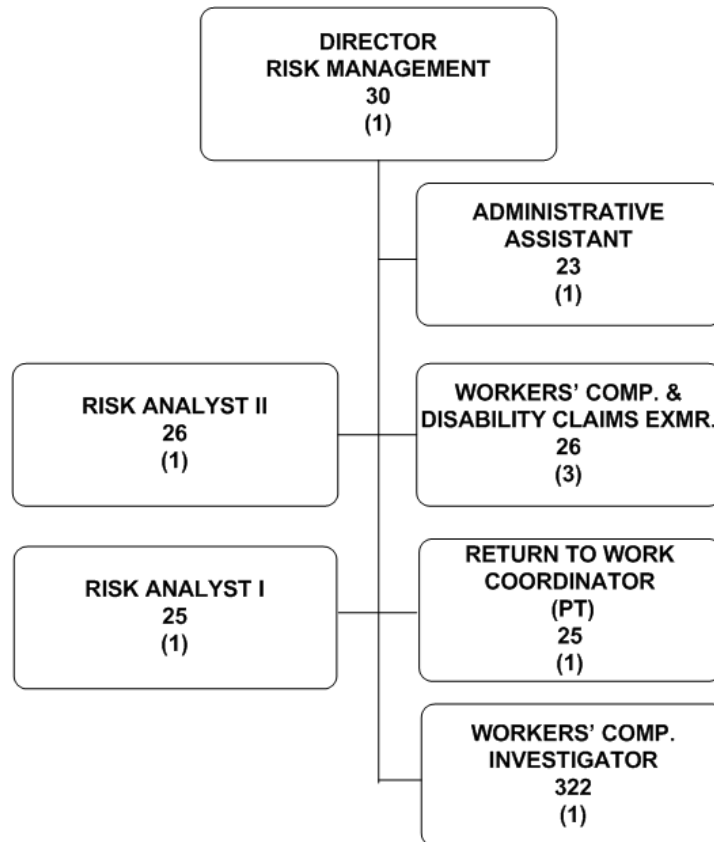
Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501200	Hourly Employees	50,408.12	26,374.27	4,847.99	31,094.95
501210	Overtime – Hourly Employees	0.00	0.00	0.00	0.00
501300	Labor – Salaried Employees	876,221.70	798,568.68	766,353.47	510,577.91
501310	Overtime – Salaried Employees	5,329.26	4,192.39	3,808.11	1,375.00
502000	Fringe Benefits	344,548.01	292,671.63	290,878.82	187,833.80
502071	W.C. – Injuries & Damages	1,200,595.14	1,173,206.17	1,129,643.00	1,400,000.00
502082	W.C. – Medical Payments	855,557.60	761,652.21	1,021,706.00	1,160,960.00
503000	Services	219,269.23	415,107.35	559,999.39	301,000.00
503030	Workers Comp Administration Fee	437,478.08	491,258.32	372,300.23	342,268.00
503049	Temporary Help	10,000.00	33,565.20	98,063.31	0.00
504000	Materials & Supplies	1,351.09	2,806.85	4,500.00	5,800.00
506000	Casualty & Liability Costs	283,771.75	352,730.83	343,525.50	413,355.00
506010	Physical Damage Insurance	659,107.00	664,680.00	612,348.00	573,195.00
506040	Liability & Property Damage Claims	1,579,571.36	1,124,781.56	1,448,190.88	0.00
506200	W. C. – Settlement & Lawsuit Expense	53,175.00	59,450.00	208,395.69	215,000.00
509000	Miscellaneous Expenses	20,234.04	7,059.32	25,337.68	6,100.00
Total:		6,596,617.38	6,208,104.78	6,889,898.07	5,148,559.66

Below are staffing highlights of the Risk Management Department

Grade	Job Name	2012	2013	2014	2015
03	0301 Administrative Assistant*	2.0	2.0	2.0	0.0
	0322 Workers Comp Investigator	1.0	1.0	1.0	1.0
04	0404 Administrative Assistant	1.0	1.0	1.0	0.0
06	0603 Claims Investigator	3.0	3.0	3.0	0.0
23	0757 Administrative Assistant	1.0	1.0	1.0	1.0
25	0885 Risk Analyst I	1.0	1.0	1.0	1.0
	1627 RTW – Transitional Coord	0.5	0.5	0.5	0.5
26	0876 Senior Adjustor (Claims)	1.0	1.0	1.0	0.0
	0905 Risk Analyst II	1.0	1.0	1.0	1.0
	1165 Workers Comp/Dis Clm Exam	2.0	2.0	2.0	3.0
27	0773 Manager Claims	1.0	1.0	1.0	0.0
	0894 Mgr Workers' Comp & Ins	1.0	1.0	1.0	0.0
30	0771 Director	1.0	1.0	1.0	1.0
Total		16.5	16.5	16.5	8.5

*Shared Grade 0301 Admin. Assistant with Claims Section of Legal Dept.

Legal Affairs Division



Human Resources Division

Division Summary

Bruce E. Hampton, Deputy General Manager

The Human Resources Division is responsible for the organization, coordination, and administration of labor and employee relations; recruitment, compensation and benefits of personnel; training and employee development; and medical and wellness programs, as well as ensuring equal opportunities in the Authority's employment practices.

Mission Statement

The Human Resources Division provides personnel services, benefits, compensation, labor, and employee relations, training, and employee development to support the Authority.

2014 Achievements

- ◆ Continue to track and monitor attendance trends and comply with revised Family Medical Leave Act (FMLA), thereby reducing absence duration and lowering employer costs.
- ◆ Continue enhancements of Oracle Standard Benefits and Employee Self-Service modules to provide policy information and decision support information to employees and managers in a timely fashion.
- ◆ Continue Positive Discipline and Labor Relations supervisory training.
- ◆ Continue to expand the Diversity Awareness Training program. Program instructors will provide monthly training schedules to accommodate Diversity Training program needs.
- ◆ Continue the development of the HR Business Partner model to include the expansion of individual HR job responsibilities to provide prompt, efficient, and personalized service to the operating districts.
- ◆ Succession Planning Program goals and objectives were accepted by Executive Management Team and 8 core positions from Operations were identified for the Succession Planning program pilot.
- ◆ Process Mapping Initiative was launched – an authority-wide effort to systematically and uniformly document key business processes where 46 employees were formally trained and over 50 processes to be mapped were identified.

Human Resources Division

2015 Objectives

- ◆ Develop an Employment & Recruiting Department Strategic Plan and supporting scorecard that aligns with the HR Divisions Goals and Objectives and the authority-wide strategic plan as well as address relevant issues raised in the employee engagement survey
- ◆ Launch the Succession Planning Program selection process for potential participants.
- ◆ Complete first group of process maps identified as a part of the Process Mapping

Human Resources Division

2015 Strategic Plan Critical Initiatives and Measures

Critical Initiative	Division Champion(s)	Team	
Outcomes			
Activities	Plan Start	Plan End	% Complete

Refine HR Policies and Practices	Bruce Hampton	Ron Baron, Scott Ferraro, George Fields, Angela Smith, Carolyn Young	
Achieve X% NPS on Employee Engagement Survey for 2015 (% to be determined)			
Implement improved performance appraisal process that allows us to measure the overall performance of our organization – set baseline for improve Performance Management VFO			
Improve quality and time to fill to X (to be determined once initiative work is completed)			
Define 2015 plan for refresher training process for Operations on positive discipline process (align with performance evaluation process)	9/1/2014	12/31/2014	50%
Define and implement employee engagement survey – launch in early December	9/1/2014	12/31/2014	100%
Define and implement measurement process for time-to-fill	9/1/2014	12/31/2014	25%
Define selection process for “high potential employees” to build bench strength	9/1/2014	12/31/2014	15%
Define top improvements for recruiting and hiring to improve quality and time to fill	9/1/2014	12/31/2014	40%
Implement training program for process mapping process (as part of succession planning improvement efforts)	9/1/2014	12/31/2014	30%
Analyze engagement survey results and identify top priorities for improvement from engagement survey	1/1/2015	3/31/2015	50%
Identify gaps in our current performance evaluation process and needed improvements	1/1/2015	3/31/2015	75%
Implement MDP within IT and onboard first candidates	1/1/2015	3/31/2015	10%
Implement training to improve performance evaluation methods for managers	1/1/2015	3/31/2015	10%
Oversee creation of “first 40” business process maps	1/1/2015	6/30/2015	75%

Human Resources Division

2015 OPERATING BUDGET SUMMARY

Department 14 – Human Resources

ANGELA SMITH, DIRECTOR

Department Priorities for 2015

- ◆ Continue development of a long-term strategic plan to continue to lower healthcare costs and optimize benefits design and wellness activities.
- ◆ Continue development of the HR Business Partner to include the expansion of individual HR job responsibilities, to provide prompt, efficient, and personalized service to the Operating Districts.
- ◆ Continue to partner with directors, managers, and supervisors to implement succession planning activities that prepare employees to fill future leadership positions (e.g. Management Development Program).
- ◆ Continue development and monitoring of Oracle system security plan and enhancing Quality Assurance metrics.
- ◆ Continue training for Oracle HRMS, Kronos, and Discoverer users in the areas of reporting, data analysis, metrics, and increased functionality.
- ◆ Achieve optimal staffing Operator staffing levels to improve service.
- ◆ Fill vacancies so total number of vacancies at end of year are less than 100.
- ◆ Continue increasing HR's visibility throughout Authority by visiting Districts at least once per week.
- ◆ Increase recruitment outreach activities by attending at least 2 events per month.

Mission Statement

The Human Resources Department provides personnel services, benefits, wellness, and compensation to support the Authority.

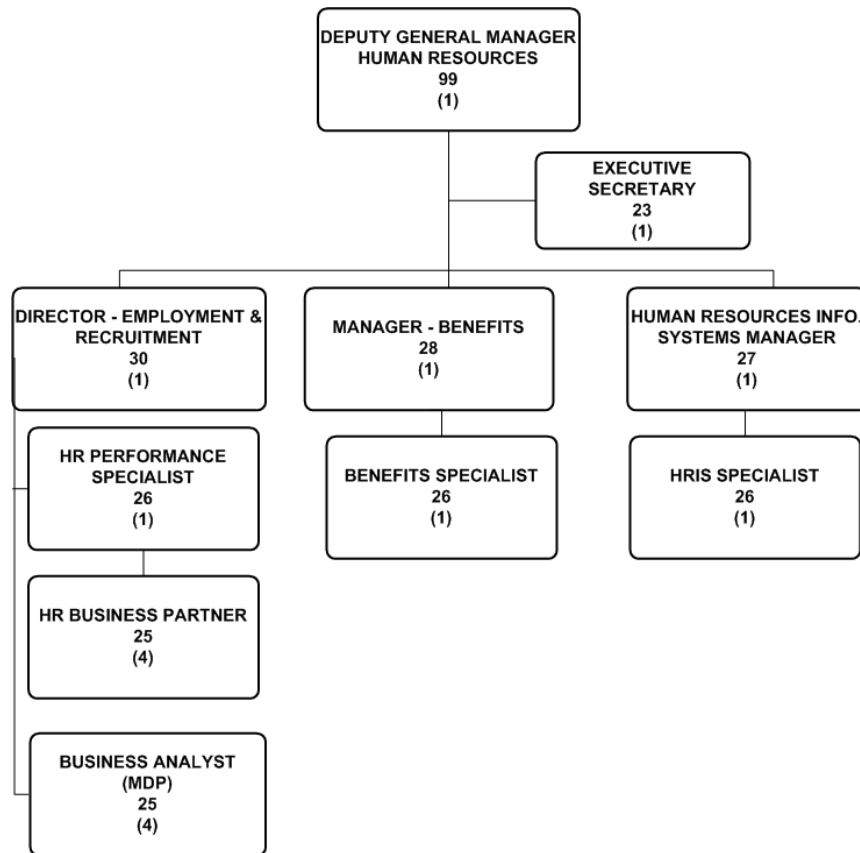
	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Total Number of New Hires (II, V, VI, VII)	114	215	200	100
Total Number of Promotions (II, V, VI, VII)	51	52	50	75
Operators Hired (II, V, VI, VII)		81	90	100
End of Year Vacancies (II, V, VI, VII)		146.6	110	50
Number of Visits to Districts (II, V, VI, VII)		40	55	50

Below are budget and staffing highlights of the Human Resources Department

Grade	Job Name	2012	2013	2014	2015
23	0725 Executive Secretary	1.0	1.0	1.0	1.0
25	1081 Business Analyst	4.0	4.0	5.0	5.0
	1640 HR Business Partner	6.0	4.0	4.0	4.0
26	1624 HR Performance Specialist	1.0	1.0	1.0	1.0
	1690 HRIS Specialist	0.0	1.0	1.0	1.0
	1700 Benefits Specialist	0.0	1.0	1.0	1.0
27	0904 HRIS Manager	1.0	1.0	1.0	1.0
28	0842 Mgr Employment & Recruitment	1.0	0.0	0.0	0.0
	0844 Benefits Manager	1.0	1.0	1.0	1.0
30	1444 Director of Employment & Recruitment	0.0	1.0	1.0	1.0
99	9971 DGM Human Resources	1.0	1.0	1.0	1.0
Total		16.0	16.0	17.0	17.0

Human Resources Division

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501200	Hourly Employees	0.00	157,502.42	91,298.82	244,800.00
501204	Hourly Employees/Light Duty Wages	120,036.30	0.00	0.00	60,000.00
501210	Overtime – Hourly Employees	49.55	6,722.79	297.66	0.00
501300	Labor – Salaried Employees	787,504.85	877,137.25	1,031,278.08	1,075,351.52
502000	Fringe Benefits	296,257.13	327,161.12	381,036.21	390,428.28
502071	W. C. – Injuries & Damages	8,650.00	0.00	0.00	0.00
503000	Services	262.50	24,679.36	243,742.20	410,492.05
503020	Advertising Fees	23,624.20	9,861.00	5,778.34	35,000.00
503049	Temporary Help	(5,888.65)	30,000.00	57,675.76	0.00
504000	Materials & Supplies	34,738.02	94,587.51	28,505.32	22,625.00
509000	Miscellaneous Expenses	15,148.82	13,635.82	13,558.00	15,375.00
Total:		1,280,382.72	1,541,287.27	1,853,170.39	2,254,071.85



Human Resources Division

2015 OPERATING BUDGET SUMMARY

Department 18 – Labor & Employee Relations

SCOTT FERRARO, DIRECTOR

Department Priorities for 2015

- ◆ Provide advice, training, and counsel to managers, supervisors, and employees on discipline, grievances, policies, contracts, and labor laws.
- ◆ Continue negotiations with ATU.
- ◆ Serve as last step grievance hearing officer, prior to arbitration.
- ◆ Administer unemployment compensation benefits process and monitor funds.
- ◆ Ensure Operators receive biennial exams prior to their expiration.
- ◆ Perform drug tests on at least 25% and alcohol tests on at least 10% of safety-sensitive pool.
- ◆ Continue to enhance performance management under the Positive Discipline Policy through training and communication.
- ◆ Chair or facilitate various Labor Management committees.
- ◆ Administer Drug & Alcohol policies and process all FMLA requests.
- ◆ Implementation of FOP negotiated deductible/co-insurance plan for 2016.
- ◆ Development and opening of Main Office fitness center.
- ◆ Development of strategic benefit and wellness plan.
- ◆ Implement Kronos update and leave tracking module.
- ◆ Continue to administer and monitor the on line uniform ordering process

Mission Statement

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

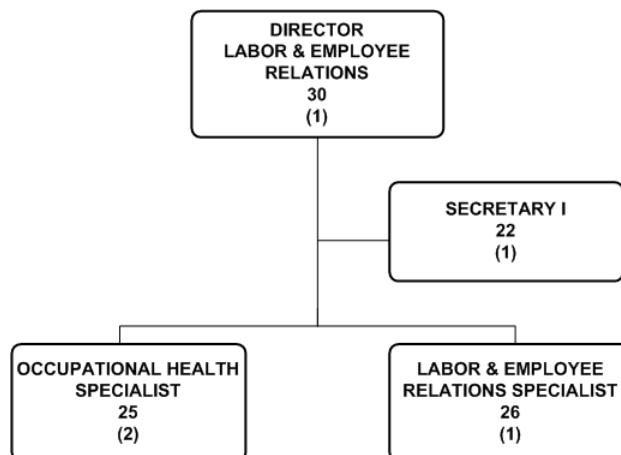
	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Number of 4 th Step Grievance Hearings Held (II, IV, V, VI, VII)	35	25	50	50
Number of Labor Management Committees (II, IV, V, VI, VII)	9	9	9	9
Number of Discipline Actions Approved (II, IV, V, VI, VII)	54	61	68	65
Total Number of Drug & Alcohol Tests (I, II, IV, V, VI, VII)	2,159	2,303	2,350	2,200
FMLA Requests Processed (II, IV, V, VI, VII)	826	802	700	800
Separations subject to unemployment claims (II, IV, V, VI, VII)	203	110	101	200
Biennials/Follow-ups (II, IV, V, VI, VII)	653	612	680	650

Human Resources Division

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501300	Labor – Salaried Employees	262,358.01	283,774.45	308,428.09	319,657.03
502000	Fringe Benefits	73,313.21	80,126.93	98,868.51	109,554.48
502070	Unemployment Compensation	145,063.43	111,097.41	80,706.38	400,000.00
503000	Services	205,736.25	208,750.79	276,105.17	412,176.00
504000	Materials & Supplies	275.48	498.04	495.17	400.00
509000	Miscellaneous Expenses	9,396.45	5,602.14	15,733.88	8,475.00
Total:		696,142.83	689,849.76	780,337.20	1,250,262.51

Below are budget and staffing highlights of the Labor & Employee Relations Department

Grade	Job Name	2012	2013	2014	2015
22	0721 Secretary I	1.0	1.0	1.0	1.0
24	Human Resources Assistant	0.0	0.0	0.0	0.0
25	0899 Occupational Health Specialist	2.0	2.0	2.0	2.0
26	0902 Labor & Employee Relations Specialist	1.0	1.0	1.0	1.0
30	1342 Director	1.0	1.0	1.0	1.0
Total		5.0	5.0	5.0	5.0



Human Resources Division

2015 OPERATING BUDGET SUMMARY Department 30 – Training & Employee Development

GEORGE FIELDS, DIRECTOR

Department Priorities for 2015

- Refine and implement a consistent performance management process for non-represented personnel
- Develop and implement an employee engagement survey to improve most crucial communications issues
- Define and implement the integration of a driving simulator to improve bus operator training
- Ensure the timely completion of training requirements (annual, biennial) for bus, rail, facilities, maintenance, other applicable GCRTA employees

Mission Statement

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

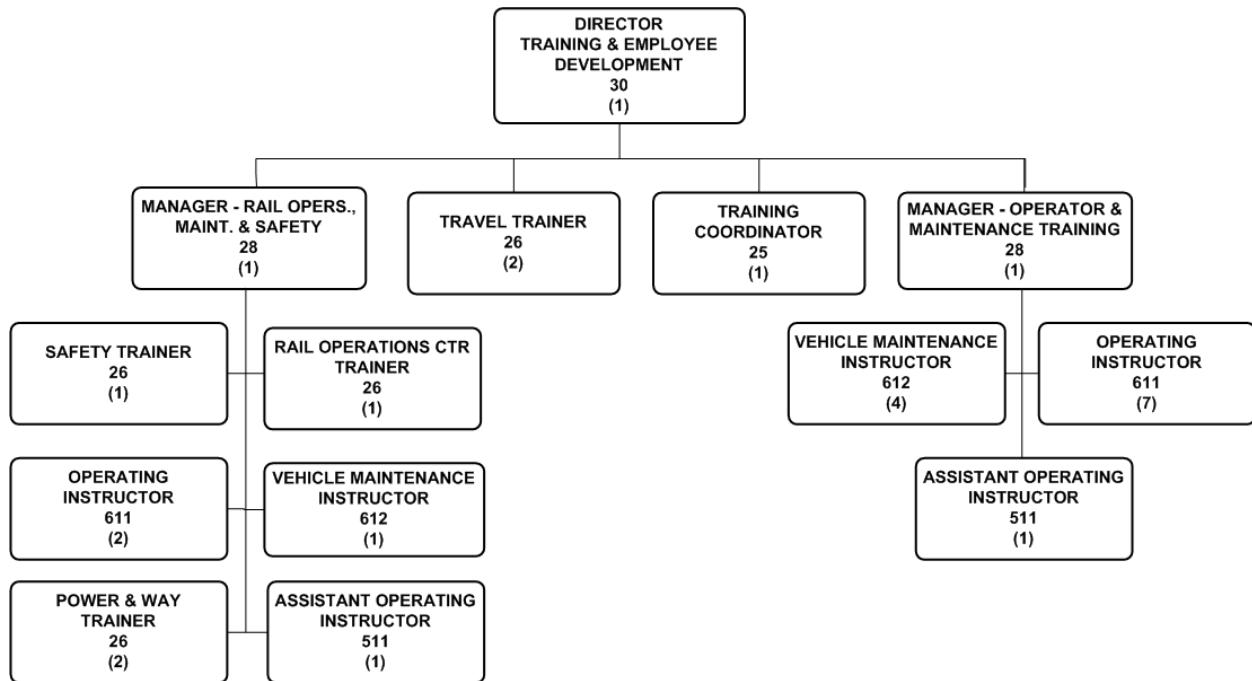
	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Biennial Bus Operator Recertification (I, III, IV, VI, VII)	363	387	444	543
Biennial Rail Operator Recertification (I, III, IV, VI, VII)	34	41	38	40

Below are budget and staffing highlights of the Training & Employee Development Department

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501200	Hourly Employees	0.00	0.00	0.00	80,000.00
501300	Labor – Salaried Employees	1,439,379.49	1,593,265.47	1,649,038.66	1,726,728.32
501310	Overtime – Salaried Employees	30,991.93	31,140.89	35,047.32	25,000.00
502000	Fringe Benefits	536,054.05	571,611.47	624,483.35	608,151.79
502148	Tuition Reimbursement	22,681.56	33,779.54	36,937.77	50,000.00
503000	Services	28,900.00	20,675.51	188,000.00	603,700.00
503052	Other Maintenance Contracts	0.00	(2,225.00)	0.00	0.00
503049	Temporary Help	0.00	0.00	10,376.26	0.00
504000	Materials & Supplies	5,799.98	2,417.22	24,558.67	17,600.00
509000	Miscellaneous Expenses	180,766.33	195,499.08	344,532.32	458,500.00
Total:		2,244,573.34	2,244,164.18	2,912,974.35	3,569,680.11

Human Resources Division

Grade	Job Name	2012	2013	2014	2015
05	0511 Assistant Operating Instr	2.0	2.0	2.0	2.0
06	0611 Operating Instructor	9.0	9.0	9.0	9.0
	0612 Vehicle Maint Instructor	5.0	5.0	5.0	5.0
25	1658 Training Coordinator	0.0	1.0	1.0	1.0
26	1194 Safety Trainer	1.0	1.0	1.0	1.0
	1619 Travel Trainer	2.0	2.0	2.0	2.0
	1622 Power/Way Rail Trainer	2.0	2.0	2.0	2.0
	1631 Rail Ops Ctr Trainer	1.0	1.0	1.0	1.0
28	0870 Mgr Oper/Main Training	1.0	1.0	1.0	1.0
	0886 Mgr Training Rail Oper	1.0	1.0	1.0	1.0
30	1430 Director	1.0	1.0	1.0	1.0
Total		25.0	26.0	26.0	26.0



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Executive Division

Division Summary

Joseph A. Calabrese, CEO/General Manager And Secretary/Treasurer

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

The focus of RTA's business plan was to enhance customer service, improve our image, strengthen financial resources, and execute a 2014 Budget that would result in a balanced budget without service reductions, fare increases, or employee layoffs.

Mission Statement

The Mission Statement of the Executive Division is to plan, execute, and manage the efficient, effective, and safe delivery of quality public transportation services to the residents of Greater Cleveland.

2014 Achievements

Strengthen Financial Resources

- ◆ Finished the year to the good of budget
- ◆ Advocating findings in ODOT Transit Needs Study, serving as strong voice for increased investment in transit by State of Ohio
- ◆ Reorganized Executive Management Team around a new CIO position
- ◆ Received Clean Audit from Auditor of State
 - Auditor of State Award with Distinction
 - GFOA Award (26th consecutive)

Continued to Upgrade Fleet and Facilities

- ◆ Opened Cedar/University Red Line Rapid Station
- ◆ Continued work on Little Italy Red Line and Lee/Van Akin Blue Line Stations
- ◆ Opened Cleveland State Line with multi-year naming rights sponsorship
- ◆ Ordered new and cleaner replacement buses
- ◆ Up to 240 CNG 40-foot buses over next 5 years
- ◆ Initial 90 to be assigned to Hayden District in East Cleveland in 2015
- ◆ Purchased 20 Propane powered buses for ADA fleet
- ◆ Continued the HRV Mid-Life interior rehabilitation on Red Line trains
- ◆ Installed three-position bike racks on all buses

Increased Ridership

- ◆ Increased ridership for fourth consecutive year
- ◆ Expanded contract with CMSD
- ◆ Implemented U-Pass with Tri-C
- ◆ Launched the Ohio City Connector
- ◆ Hosted the Cleveland Foundation free day that realized a 25% increase in ridership
- ◆ Launched the Cleveland State Line to include new Saturday service
- ◆ Signed fare agreements with neighboring transit agencies

Executive Division

Maintained Strong Corporate Image

- ◆ Worked with Board and Staff to develop and adopt a new Strategic Plan
- ◆ Established a Student Advisory Council
- ◆ Worked with Community Leaders to bring the 2016 RNC to CLE
- ◆ Effectively worked to plan and deliver outstanding service for the Gay Games 9
- ◆ Worked with the Group Plan Commission for a RTA friendly Public Square makeover

Focus on Safety & Security

- ◆ Sponsored Human Trafficking awareness program
- ◆ Established Community Policing at Districts
- ◆ Completed camera installation on buses and trains
- ◆ Installed “Drive Cam” units on all buses and trains

Recognition and Awards

- ◆ UCI “Building the Circle Award” for Cedar/University Circle Station
- ◆ Cleveland Engineering Society Award of Excellence for Buckeye/Woodhill Blue/Green Line Rail Station
- ◆ Earth Day Coalition Award for RTA’s clean fuels initiative
- ◆ With NOACA, launched the first Commuter Choice Awards
- ◆ Continued to be an ambassador for innovative transit-related economic development, hosting delegations from places such as Boston, Raleigh, Richmond & Albuquerque
- ◆ Received Pioneer Award from the Partnership for Excellence, seeking Malcolm Baldrige national quality award.
- ◆ OPTA Outstanding marketing award for RTA’s Captain America Campaign
- ◆ Entered the Council on Economic Inclusion’s Hall of Fame for Senior Management Diversity
- ◆ Joe Calabrese appointed for third term by USDOT Sec’t. Fox on ITS Advisory Committee to represent Public Transit
- ◆ Metro Magazine – Joe Calabrese named as one of transit’s most influential people of the Decade
- ◆ Joe Calabrese awarded he OPTA Len Ronis Leadership Award
- ◆ Crain’s Cleveland Business – Joe Calabrese named in the Crain’s Power 150 List
- ◆ RTA Recognized for Employee Giving by United Way, UNCF, Harvest for Hunger and Community Shares

2015 Objectives

- ◆ Continue to improve service quality for all RTA customers including:
 - On-time performance
 - Reliability
 - Customer Satisfaction
 - Safety
- ◆ Investigate additional strategies to increase our productivity and reduce costs.
- ◆ Identify additional funding for bus replacements; Rolling Stock Fund developed and needs to be added to via other funding options.
- ◆ Deliver a creative marketing plan to promote the value of RTA and maximize ridership.
- ◆ Continue our positive relationship with civic leaders, elected officials, and the media.
- ◆ Continue education about the benefits of public transit in general, RTA in particular.

Executive Division

- ◆ Increase the cleanliness of RTA facilities and vehicles.
- ◆ Work to maximize the value of RTA to visitors and employees of the Convention Center/Medical Mart, Casino, and Flats East Bank developments.
- ◆ Complete Little Italy Station.
- ◆ Drive efforts to maximize ridership, by promoting the value of RTA; affordability and sustainability.

Executive Division

2015 Strategic Plan

Critical Initiatives and Measures

Critical Initiative	Division Champion(s)	Team	
Outcomes			
Activities	Plan Start	Plan End	% Complete

Educate Key Decision Makers to Act on Behalf of Public Transportation	Joe Calabrese	Eric Johnson, Frank Polivka	
Implement and Manage Advocacy Plan for defined stakeholder groups with a focus on education and action			
Achieve our Grow Advocacy VFO target of 50% of groups met with in person per advocacy plan with all groups communicated at least twice per year in written form			
Grow Smart Commute Initiative applicants to 50 for 2015			
Measure and Connect clear results to our 2015 advocacy efforts			
Define and document 2015 advocacy plan by group, communication method, and advocacy messages	10/1/2014	12/31/2014	75%
Define plan for open houses/tours to support general advocacy efforts	10/1/2014	12/31/2014	75%
Work with Board to identify the role they will play in advocacy efforts	10/1/2014	12/31/2014	75%
Build case studies and best practices to support and promote Smart Commute initiative	10/1/2014	12/31/2014	80%
Manage the Q1, 2015 advocacy plan by activity	1/1/2015	3/31/2015	20%
Manage the Q1, 2015 open house/tour plan	1/1/2015	3/31/2015	20%
Implement a tracking process to connect advocacy efforts to results (i.e. policy changes, support, funds, development, etc)	1/1/2015	3/31/2015	10%

Executive Division

Maximize Ridership Growth Opportunities	Steve Bitto	Michael Binetti, Mike Cermak, Jim Frick, Valerie Shea, Advertising Vendor	
Achieve increase ridership VFO of 51.25 million in 2015			
Develop and implement a marketing plan targeting key market segments: Millennials, Travel/Tourism, Work-Trip Commuters, and Redeveloped Communities			
Implement market research focused on high growth target audiences			
Define 2015 Marketing Plan by key segments	9/1/2014	11/5/2014	90%
Improve Next Connect process	9/1/2014	12/31/2014	90%
Complete Market Research on transit needs for Millennials	9/1/2014	3/31/2015	90%
Define process to make use of Origin/Destination data to understand ridership growth opportunities	9/1/2014	3/31/2015	50%
Establish a Millennial Advisory Group	4/1/2015	6/30/2015	50%
Enhance U-Pass orientation for students with participating universities	4/1/2015	6/30/2015	10%
Audit U-Pass programs for compliance with terms of conditions	5/1/2015	6/30/2015	10%
Enhance relationships with Cleveland Visitors Bureau and Medical Mart to take advantage of conference and convention growth (at the table for regular events)	9/1/2014	12/31/2015	10%
Implement targeted marketing for the bicycling community (mode share strategy)	9/1/2014	12/31/2015	10%
Launch a pilot U-Pass Residential Unit Program	9/1/2014	12/31/2015	5%
Implement target marketing for the aging baby boomers with transit (connect with grandchildren)	9/1/2014	12/31/2015	5%
Implement targeted marketing towards residents near Park-N-Ride Locations	9/1/2014	12/31/2015	5%
Define a plan to leverage social media followers at a higher level (includes video orientation activities)	9/1/2014	12/31/2015	15%

Executive Division

Identify Top Opportunities to Enhance the Riding Experience	Steve Bitto	Beth Castelucci, Mike Cermak, Valerie Shea, Mike York, Cathy Eaton, Bryan Moore, Sharon Sharp, John Fedikovich	
Achieve Passenger Satisfaction VFO of 70% overall satisfaction rating for 2015			
Develop and implement an ongoing market research program which will identify issues and top solutions for improvement			
Develop and implement on-going market research program	9/1/2014	12/31/2014	100%
Define and implement an ongoing customer service coaching program for operators	9/1/2014	12/31/2014	100%
Define and implement a "Safe, Reliable, Courteous, Clean Service" recognition program	9/1/2014	12/31/2014	100%
Enhance process for communication of interruptions of services, availability of real-time information, and general service information	9/1/2014	3/31/2015	100%
Implement process to grow number of respondents on ABBG survey	1/1/2015	3/31/2015	100%
Explore and define top priorities for using technology to improve the passenger experience	1/1/2015	6/30/2015	100%

Define and Implement Plan to Improve Most Crucial Communications Issues	Steve Bitto	George Fields, Nick Biggar, Bonson Yee, Tony Garofoli, Ron Baron, Scott Ferraro, Bruce Hampton, Angela Smith, Carolyn Young	
Improve communication related survey results by X% (George Fields to determine after survey completed)			
Complete research to assess current state of internal communication via focus groups and survey to identify top priorities			
Develop and implement plan to address shortfalls that results in greatly enhanced internal communications			
Define and Implement a focus group process on communication	9/1/2014	11/30/2014	100%
Roll out long-term MVV and 2015 Strategic Plan	9/1/2014	12/31/2014	100%
Define and implement best practices for communications competency and link to performance evaluation process	9/1/2014	12/31/2014	100%
Define 2015 plan for improving communication issues	1/1/2015	3/31/2015	25%

Executive Division

Define and Implement IT Strategic Plan	Peter Anderson	Wes Goodwin, Chris Orlando, Tim Kirchmeir	
Define a 5-year strategic plan for IT infrastructure (servers, personal computers, software systems, application delivery, network and phone system)			
Achieve advanced use of technology VFO (to be determined by Peter Anderson)			
Re-launch IT as the front door for technology projects in RTA through revised policies and procedures			
Utilize ITSC to establish IT governance policies and communication to the organization (top priorities)	9/1/2014	12/31/2014	50%
Utilize ITSC to refine key IT policies and communicate to the organization (top priorities)	9/1/2014	12/31/2014	50%
Separate functional and technological responsibilities	9/1/2014	12/31/2014	50%
Revise all IT service request forms and communicate to the organization	9/1/2014	3/31/2015	50%
Define and implement restructuring plan for IT organization	9/1/2014	3/31/2015	95%
Evaluate application security for mission-critical systems	9/1/2014	12/31/2014	75%
Establish IT governance procedures and launch it to the organization	1/1/2015	6/30/2015	10%
Refine IT procedures and launch to the organization	1/1/2015	6/30/2015	10%
Define and document 3-year strategic plan for IT infrastructure (infrastructure, resources, researching new technologies focus, skill development focus)	1/1/2015	3/31/2015	10%
Publish RFP for new phone system	9/1/2014	11/30/2014	90%
Award contract for new phone system	1/1/2015	3/31/2015	
Implement new phone system	4/1/2015	9/30/2015	
Identify requirements for network replacement/upgrade	9/1/2014	10/31/2014	75%
Purchase equipment network replacement/upgrade	11/15/2014	3/31/2015	20%
Implement equipment for network replacement/upgrade	1/1/2015	6/30/2015	
Work with vendors to analyze CBM performance for root causes	11/1/2014	12/31/2014	20%
Define data center refresh plan	9/1/2014	12/31/2014	20%

Executive Division

2015 OPERATING BUDGET SUMMARY Department 12 – Executive

JOSEPH A. CALABRESE,
CEO / GENERAL MANAGER & SECRETARY-TREASURER

Department Priorities for 2015

- ◆ Implement policies and procedures to maintain critical services.
- ◆ Maximize ridership.
- ◆ Continue sales-focus transition of the Authority.
- ◆ Achieve revenue increase in passenger fares.
- ◆ Achieve performance improvements in safety.
- ◆ Achieve performance improvements in number of miles between service interruptions.
- ◆ Achieve performance improvements in on-time performance.
- ◆ Achieve decrease in employee unscheduled absences.
- ◆ Continue culture change efforts with focus on identifying efficiencies and better practices to improve customer service.
- ◆ Promote policies at the local, state, and federal levels that support transit.
- ◆ Develop and implement a strategy to bring discretionary dollars at both state and federal levels to the GCRTA.
- ◆ Support increases of transit dollars during budget cycles at both the state and federal levels.
- ◆ Develop strong working relationships with elected officials at the local, state, and federal levels.
- ◆ Cultivate contacts with civic, business, and community leaders and groups.

Mission Statement

Under the direction of the CEO/General Manager, it is the responsibility of the Executive staff to implement the policies and mandates established by the GCRTA Board of Trustees, and develop and work towards the achievement of the Authority's goals and objectives.

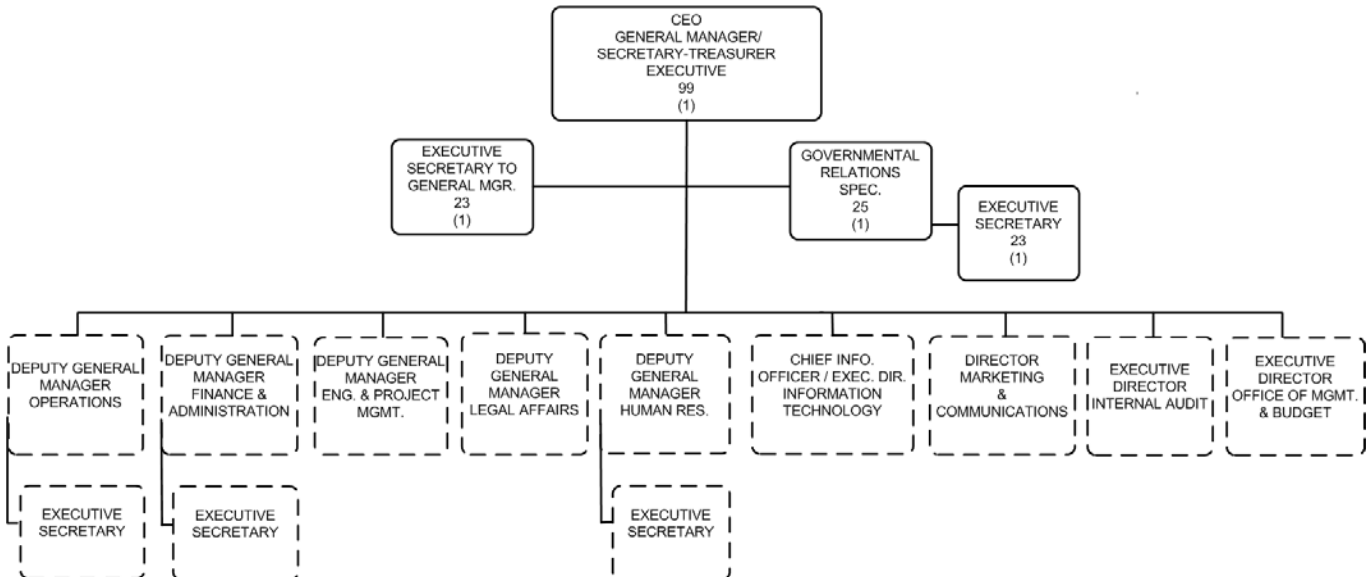
	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Ridership (I, II, III, VII)	46,238,928	48,265,048	49,236,078	50,000,000
Percent Change Prior Year (III, VII)	3.6%	4.3%	2.1%	1.5%
Passenger Fare Revenue (III, IV, VI)	48,017,726	49,237,857	48,699,580	49,314,054
% Change (III, IV, VII)	4.2%	2.5%	-1.1%	1.2%

Executive Division

Below are budget and staffing highlights of the Executive Department

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501300	Labor – Salaried Employees	485,380.15	496,604.90	489,225.41	454,331.27
502000	Fringe Benefits	196,155.72	193,706.09	201,984.86	155,710.72
503000	Services	(1,175.98)	19,720.00	27,453.84	25,000.00
503049	Temporary Help	0.00	2,432.00	0.00	13,000.00
504000	Materials & Supplies	1,833.71	1,071.61	1,523.05	1,473.00
509000	Miscellaneous Expenses	133,680.05	146,993.75	159,151.74	168,462.00
509022	Meals & Concessions	0.00	0.00	0.00	22,000.00
Total:		815,873.65	860,528.35	879,338.89	839,977.00

Grade	Job Name	2012	2013	2014	2015
23	0711 Secretary to GM/Sec Treasurer	1.0	1.0	1.0	1.0
	0725 Executive Secretary	1.0	1.0	1.0	1.0
25	0862 Government Relations Specialist	1.0	1.0	1.0	1.0
28	1444 Manager Media Relations	1.0	1.0	0.0	0.0
99	9929 General Manager	1.0	1.0	1.0	1.0
Total		5.0	5.0	4.0	4.0



Executive Division

2015 OPERATING BUDGET SUMMARY Department 16 – Secretary/Treasurer – Board of Trustees

JOSEPH A. CALABRESE,
CEO/ GENERAL MANAGER & SECRETARY-TREASURER

Department Priorities for 2015

- ◆ Secure and complete independent outside audit of the Authority.
- ◆ Enforce policies on governance and demand accountability from management and staff.
- ◆ Achieve the maximum rate of return on investments consistent with policy guidelines.
- ◆ Continue legislative and policy-making role; achievement of key policy goals for the Authority and development of policies that result in quality, cost-effective services that meet the needs of residents and visitors to the Greater Cleveland area.

Mission Statement

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

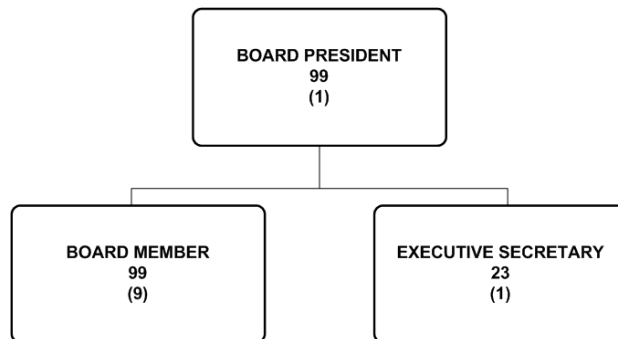
	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
RTA Annual Yield on Investments (II, IV, V, VI)	0.50%	0.48%	0.55%	0.75%

Below are budget and staffing highlights of the Secretary/Treasurer – Board of Trustees Department

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501300	Labor – Salaried Employees	88,690.71	89,903.22	132,250.07	98,417.01
502000	Fringe Benefits	31,755.77	31,589.15	45,744.43	33,729.98
503000	Services	187,890.00	105,355.90	107,303.70	178,000.00
504000	Materials & Supplies	543.63	609.92	6,964.28	1,200.00
509000	Miscellaneous Expenses	21,802.69	22,475.61	18,433.81	25,500.00
509022	Meals & Concessions	0.00	0.00	0.00	2,000.00
Total:		330,682.80	249,933.80	310,696.29	338,846.99

Executive Division

Grade	Job Name	2012	2013	2014	2015
23	0725 Executive Assistant	1.0	1.0	1.0	1.0
99	9901 Board Member	10.0	10.0	10.0	10.0
Total		11.0	11.0	11.0	11.0



Executive Division

2015 OPERATING BUDGET SUMMARY Department 19 – Internal Audit

ANTHONY GAROFOLI, EXECUTIVE DIRECTOR

Mission Statement

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

Department Priorities for 2015

- ◆ Perform contract audits to evaluate compliance with terms and conditions; Health care dependent eligibility audit and claims expense audit; and Revenue collection audits.
- ◆ Participate in the TransitStat Program
- ◆ Coordinate and follow-up with external audits and reviews.
- ◆ Perform Information Technology audits (new and existing systems).
- ◆ Provide resources to management on steering committees, evaluation panels and task forces.
- ◆ Conduct Buy America compliance reviews for vehicle and facility capital improvements

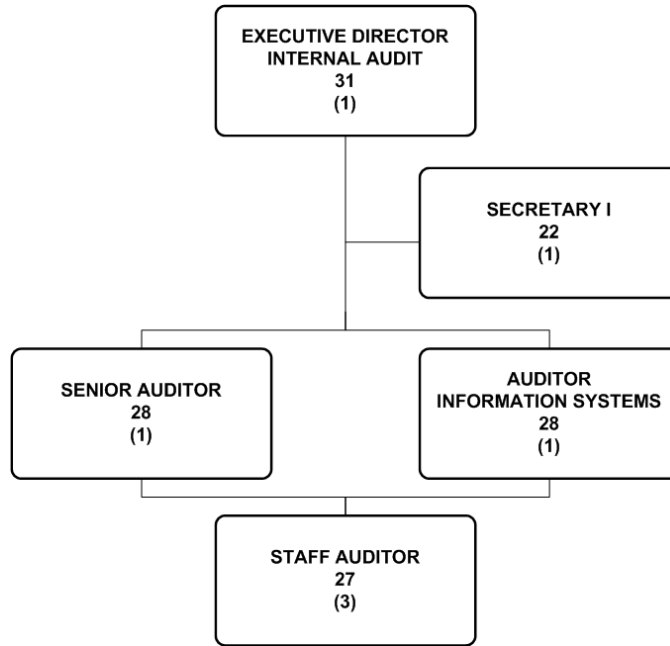
	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Number of Audits Planned (II, III, IV, V, VI)	49	51	50	50
Number of Audits Completed (II, III, IV, V, VI)	41	45	45	44
Percentage of Time Budgeted for Audits (II, III, IV, V, VI)	91%	90%	90%	90%
Percentage of Recommendations Implemented By Management (II, III, IV, V, VI)	N/A	80%	80%	80%
Percentage of Audits Performed Where Computerized Audit Tools Were Used (II, III, IV, V, VI)	N/A	30%	30%	50%

Below are budget and staffing highlights of the Internal Audit Department

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501200	Hourly Employees Payroll	0.0	0.0	0.0	4,800.00
501300	Labor – Salaried Employees	433,383.55	420,553.71	487,004.80	511,712.05
502000	Fringe Benefits	158,686.24	148,272.60	182,726.01	175,402.34
503000	Services	137,082.26	29,400.00	(99,962.59)	56,500.00
504000	Materials & Supplies	1,667.97	4,849.78	848.78	1,600.00
509000	Miscellaneous Expenses	58,232.60	(9,955.35)	10,916.95	29,175.00
Total:		789,052.62	593,120.74	581,533.96	779,189.38

Executive Division

Grade	Job Name	2012	2013	2014	2015
22	0721 Secretary I	1.0	1.0	1.0	1.0
26	0957 Staff Auditor	2.0	2.0	0.0	0.0
27	0957 Staff Auditor	0.0	0.0	3.0	3.0
	1087 Lead Auditor	1.0	1.0	0.0	0.0
28	1202 Auditor Information Systems	1.0	1.0	1.0	1.0
	1261 Senior Auditor	1.0	1.0	1.0	1.0
30	1522 Executive Director	1.0	1.0	1.0	1.0
Total		7.0	7.0	7.0	7.0



Executive Division

2015 OPERATING BUDGET SUMMARY Department 53 – Marketing & Communications

STEPHEN BITTO, DIRECTOR

Department Priorities for 2015

- ◆ Develop a fully integrated marketing strategy to support the Authority’s mission: to provide safe, reliable, clean and courteous public transportation.
- ◆ Develop strategies to increase use of the Authority’s service by targeting millennials, travel/tourists market and work trip commuters. (VFO#2)
- ◆ Develop and conduct a series of research programs to gauge customer satisfaction related to the Authority’s primary service modes: HealthLine, Park-N-Ride, rapid transit, BRT, Paratransit and trolley. Based on research findings identify and implement strategies to enhance our customers riding experience. (VFO #3)
- ◆ Maximize revenue sources including transit advertising, asset sponsorship and on-site vending opportunities.
- ◆ Establish and nurture relationships with transit coalition partners, including business and community leaders and elected officials. (VFO #1)
- ◆ Enhance penetration and use of the Authority’s social media outlets targeting young adults to encourage trial service use.
- ◆ Develop customer communications to enhance overall system safety. (VFO #8)
- ◆ Assess the effectiveness of current internal communications and develop strategies to improve employee directed communications. (VFO #9)

Mission Statement

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

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Ridership Increase (III, V, VI, VII)	4.3%	2.0%	3.5%	2.5%
Community Advantage Clients (II, III, V, VI, VII)	675	695	725	750
Calls Answered (II, III, V, VI, VII)	486,000	456,000	489,000	500,000
TIC Lost Call Rate (II, III, V, VI, VII)	8.6%	9.2%	7.2%	6.0%
Website Visits (II, III, V, VI, VII)	3,433,326	4,432,011	5,557,700	6,250,000
Research studies Completed (II, III, V, VI, VII)	6	8	11	15
Aggregate Customer Satisfaction Rate (II, III, V, VI, VII)	N/A	51%	64%	70%

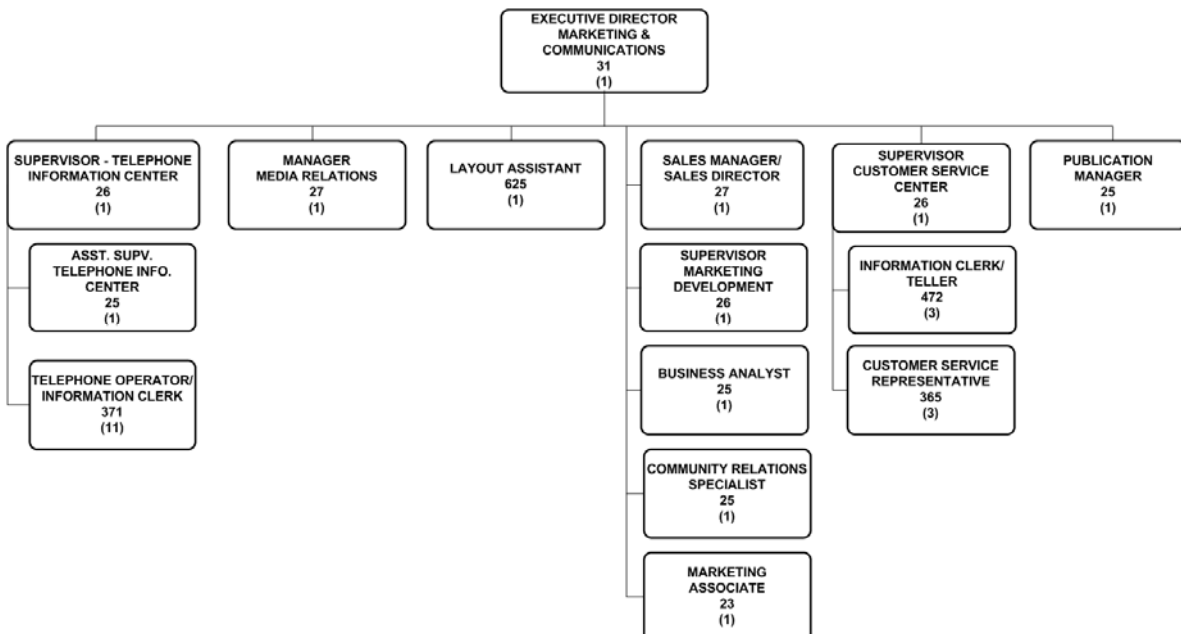
2014 Highlights:

- Developed and implemented a fully integrated media campaign promoting RTA. The “Easy than you think Cleveland” program incorporated television, radio, and digital media.
- Secured an overwhelming reauthorization of the CSU student U-Pass program with 93% of the students voting in the affirmative. Not only was the program reauthorized but students agreed to an increase their fare by 60% over the 6-year term of the contract.
- Developed a full branding strategy for the new Cleveland State Line. Elements included shelter signage, the vehicle’s exterior design as well as new bus stop signs.
- Developed and implemented a comprehensive communication program to promote RTA service to Gay Games 9 participants and spectators.
- Developed and implemented a more robust market research program to monitor customer satisfaction.

Executive Division

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501200	Hourly Employees Labor	24,842.60	33,180.04	12,369.27	30,636.92
501210	Overtime – Hourly Employees	2,091.70	2,259.84	0.00	0.00
501300	Labor – Salaried Employees	1,451,045.72	1,470,659.09	1,523,118.46	1,601,101.74
501310	Overtime – Salaried Employees	26,116.11	21,215.42	7,687.69	20,000.00
502000	Fringe Benefits	554,705.31	551,806.53	575,653.17	570,985.92
503000	Services	156,941.31	158,896.06	143,714.60	211,003.00
503020	Advertising Fees	799,783.75	818,980.48	853,137.88	863,000.00
503049	Temporary Help	0.00	20,500.43	7,898.31	0.00
504000	Materials & Supplies	13,427.30	23,127.12	26,190.75	16,100.00
509000	Miscellaneous Expenses	60,529.69	30,825.18	24,848.01	6,975.00
509022	Meals & Concessions	0.00	0.00	0.00	10,000.00
512000	Leases & Rentals	0.00	0.00	10,260.60	15,000.00
Total:		3,089,483.49	3,131,450.19	3,184,878.74	3,344,802.58

Grade	Job Name	2012	2013	2014	2015
03	0365 Customer Service Rep	3.0	3.0	3.0	3.0
	0371 Telephone Oper/Info Clerk	11.0	11.0	11.0	11.0
04	0472 Information Clerk/Teller	3.0	3.0	3.0	3.0
06	0625 Layout Assistant	1.0	1.0	1.0	1.0
23	1650 Marketing Assistant PT	0.5	0.5	0.0	0.0
	0740 Marketing Associate	0.0	0.0	1.0	1.0
25	0713 Publications Manager	1.0	1.0	1.0	1.0
	0831 Community Relations Spec.	1.0	1.0	1.0	1.0
	0966 Asst. Supervisor Tel. Info	1.0	1.0	1.0	1.0
	1085 Business Analyst	1.0	1.0	1.0	1.0
26	1061 Supervisor Marketing	1.0	1.0	1.0	1.0
	1184 Suv. Telephone Info Ctr	1.0	1.0	1.0	1.0
	1246 Supv Customer Serv Center	1.0	1.0	1.0	1.0
27	0859 Sales Mgr/Sales Director	1.0	1.0	1.0	1.0
28	1144 Manager Media Relations	0.0	0.0	1.0	1.0
30	0784 Director	1.0	1.0	1.0	0.0
31	0784 Executive Director	0.0	0.0	0.0	1.0
Total		27.5	27.5	29.0	29.0



Executive Division

2015 OPERATING BUDGET SUMMARY Department 61 – Information Technology

**PETER ANDERSON, EXECUTIVE
DIRECTOR – CIO**

During 2014, resulting from two consultants' recommendations, the Information Technology Department was reorganized and moved to the Executive Division; additionally, a CIO position was created that reports to the General Manager and serves as the Executive Director of the newly

created IT Department. The additional positions added during 2014 will also contribute to the expansion of the support provided by the department to the rest of the agency. One of the ten Vital Few Objectives (VFOs) in the 2014 GCRTA Strategic Plan is Advance and Improve Technology to emphasize the focus on information technology.

Mission Statement

The mission of the Information Technology Department is to partner with all internal divisions to enhance the efficiency and reliability of GCRTA's services to its employees and ridership through innovative, quality technology solutions.

Department Priorities for 2015

- ◆ Replace phone system
- ◆ Upgrade GCRTA network infrastructure
- ◆ Enhance data storage capacity for numerous projects
- ◆ Expand GroupWise email accounts to entire employee base for improved communications
- ◆ Complete pilot Virtual Desktop Upgrade
- ◆ Implement SQL server upgrade and Citrix farm replacement
- ◆ Upgrade Teammate software for Internal Audit
- ◆ Complete first phase of IT Security project
- ◆ Complete RiskMaster system upgrade
- ◆ Implement the Service Desk Incident Management System
- ◆ Complete TransitMaster system Upgrade
- ◆ Complete Trapeze module upgrades
- ◆ Create Service and Operating Level Agreements
- ◆ Document Incident Management Processes
- ◆ Educate IT and End User customer base on ITIL methodologies and best practices
- ◆ Create, Document and publish a minimum of five core service management metrics
- ◆ Improve processes related to planning, procurement, implementation, and support of IT technologies.
- ◆ Support development of short and long range IT strategic plans.
- ◆ Eliminate personal printers from private offices
- ◆ Reduce the number of networked printers by 33%

2014 Highlights:

- ◆ Hired End User Support Manager, two User Support Analysts to answer the Help Desk phones and provide End User Support and a Telecommunications Specialist
- ◆ Replaced the majority of the 50 six+ year old Multi-Function Printers with new MFP's, in seven weeks prior to year-end, improving the high volume printing environment and significantly lowering overall printing costs

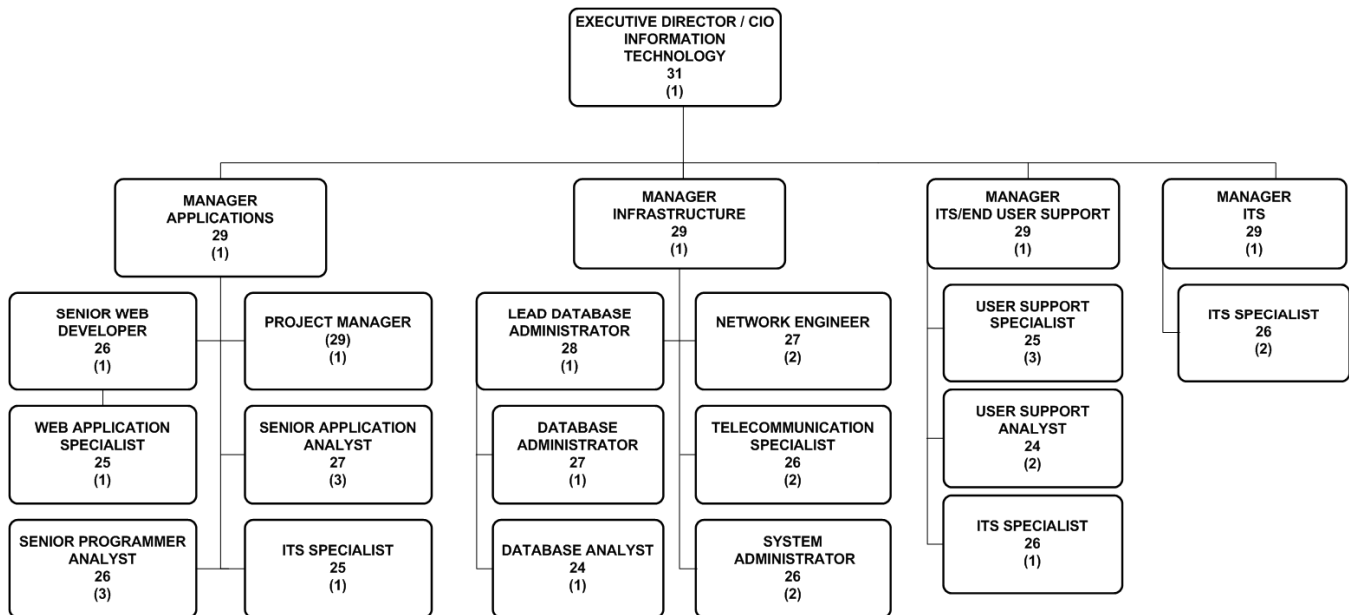
Executive Division

- ◆ Completed the IT Department Assessment and reorganized the IT Department to improve support and responsiveness
- ◆ Completed an Oracle assessment and upgrade
- ◆ Initiated an Enterprise Content Management System project
- ◆ Re-launched IT as the front door for technology projects and received approval for the first IT governance document (Change Management process)
- ◆ Provided revisions to IT portions of the Personnel, Policies and Procedures manual
- ◆ Completed first phase of the Bid Dispatch system upgrade with Operations
- ◆ Continue to collaborate on the Report Writer software replacement project
- ◆ Completed the IVR Update for Paratransit in conjunction with Operations
- ◆ Actively engaged with Finance in the project to design and build a new process to manage records retention
- ◆ Researched, evaluated and installed various patches in support of business and operational applications
- ◆ Assisted with implementation of Purchasing application and associated business process improvement
- ◆ Deployed 161 new desktop PC's across the Authority
- ◆ Deployed 69 new laptops across the Authority
- ◆ Designed and deployed mobile connectivity solution in support of Transit Police Computer Aided Dispatch Project
- ◆ Designed, Implemented, and Maintained Servers and Network Infrastructure to support Major System Implementations and Upgrades
- ◆ Completed Cybersecurity Evaluation of Key Systems in Conjunction with DHS/TSA
- ◆ Completed Multiple IT Audits with agencies from Ohio AoS, REDSS/Cuyahoga County, to the American Public Transit Association
- ◆ Initiated IT Governance

Executive Division

Below are budget and staffing highlights of the Information Technology Department

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501300	Labor – Salaried Employees	1,357,100	1,364,727.10	1,430,543.92	2,127,481.81
501300	Overtime – Salaried Employees	889	1,150.00	625.00	3,000.00
502000	Fringe Benefits	526,918	487,921.11	534,709.84	733,436.22
503000	Services	1,317,367	(148,733.23)	504,734.58	69,000.00
503049	Temporary Help	0	16,000	0.00	0.00
503052	Other Maintenance Contracts	0	1,756,593.83	2,565,225.02	3,252,302.00
504000	Materials & Supplies	84,286	72,086.91	145,000.00	138,500.00
505000	Utilities	546,356	0	0.00	0.00
505022	Telephone	0	658,012.77	702,379.70	608,000.00
509000	Miscellaneous Expenses	7,855	10,976.32	14,577.04	19,550.00
512000	Leases & Rentals	45,713	(2,358.18)	100,700.00	90,700.00
Total:		3,997,255	4,216,376.63	5,998,495.10	7,041,970.03



Executive Division

Grade	Job Name	2012	2013	2014	2015
23	0725 Executive Secretary	0.0	0.0	1.0	1.0
24	1646 User Support Analyst	0.0	0.0	2.0	2.0
25	0751 Network Administrator	2.0	2.0	0.0	0.0
	0760 Database Analyst	0.0	0.0	1.0	1.0
	0960 PC Software/Support Spec	2.0	2.0	0.0	0.0
	0960 User Support Specialist	0.0	0.0	3.0	3.0
	1645 System Analyst	1.0	1.0	0.0	0.0
	1647 Web Application Specialist	0.0	1.0	1.0	1.0
	1961 Applications Analyst	0.0	0.0	2.0	2.0
26	1072 Telecom Specialist	2.0	2.0	2.0	2.0
	1077 Senior Web Developer	1.0	1.0	1.0	1.0
	1082 System Administrator	3.0	3.0	0.0	2.0
	1155 Sr. Programmer Analyst	3.0	3.0	3.0	3.0
27	0756 Network Engineer	2.0	2.0	2.0	2.0
	1070 Database Administrator	1.0	1.0	1.0	1.0
	1960 Senior Application Analyst	0.0	0.0	3.0	4.0
28	1648 Lead Database Administrator	1.0	1.0	1.0	1.0
29	1726 Manager – ITS	0.0	0.0	1.0	1.0
	1655 Project Manager	0.0	0.0	1.0	1.0
	0783 Manager ITS/End User Support	0.0	0.0	1.0	1.0
	1321 Manager of Infrastructure	1.0	1.0	1.0	1.0
	1325 Manager of Applications	1.0	1.0	1.0	1.0
30	1419 Director	1.0	1.0	0.0	0.0
31	1730 Executive Director/CIO	0.0	0.0	1.0	1.0
Total		23.0	24.0	28.0	32.0

Executive Division

2015 OPERATING BUDGET SUMMARY Department 67 – Office of Management and Budget

GALE W. FISK, EXECUTIVE DIRECTOR

Department Priorities for 2015

- ◆ Continue to implement an agency-wide initiative to improve operations through the “Partnership For Excellence”. Fully deploy the new MVV.
- ◆ Execute the new Strategic Plan.
- ◆ Finish 2015 with a fund balance in excess of \$21 million.
- ◆ Continue to reprioritize the capital program and coordinate the funding and system implications. For 2015, keep reimbursed expenditures under \$20 million.
- ◆ Continue development of mechanisms to better monitor and control the budget.
- ◆ Lead the National Transit Database reporting and submittal.
- ◆ Continue to develop and implement operations analyses to improve cost effectiveness of service delivery including an initiative to improve the management of Paratransit.
- ◆ Continue and expand the TransitStat program to improve processes, enhance service, and further reduce costs.
- ◆ Continue to execute the Energy Price Risk Management program to control and stabilize diesel fuel costs.
- ◆ Continue to execute energy management initiatives in electricity, natural gas, and water.

Mission Statement

The mission of the Office of Management & Budget is to effectively allocate the Authority’s resources, provide organizational and strategic leadership, provide consulting services for the CEO / General Manager and the Board of Trustees, and provide management consulting services to all Departments on behalf of the CEO / General Manager.

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Quarterly Management Reports Produced (II, IV, V, VI, VII)	4	4	4	4
FTA Financial Status Reports Prepared (II, IV, V, VI, VII)	4	4	4	4
Cost Allocation Plans Produced (II, IV, V, VI, VII)	1	1	1	1
National Transit Database Reports Prepared (II, IV, V, VI, VII)	1	1	1	1
# of Management Consulting Products Completed (II, IV, V, VI, VII)	3	3	3	3
Operating Budget Variances (II, IV, V, VI, VII)				
• Revenues over/(under)	0.09%	1.5%	2.0%	2.0%
• Expenditures over/(under)	(6.90%)	(3.8%)	1.0%	1.0%

2014 Highlights:

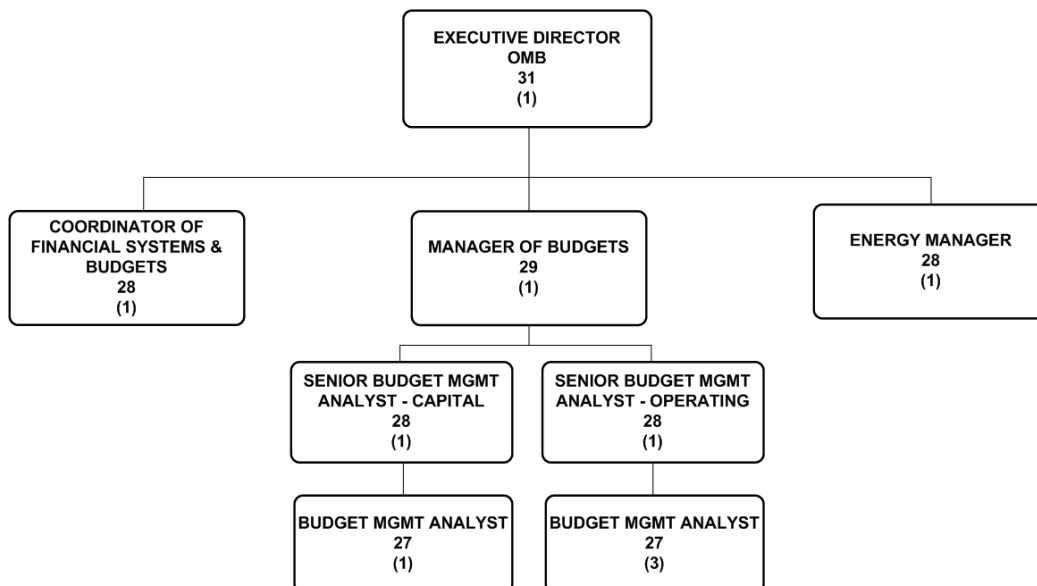
- ◆ Submitted RTA’s first full Baldrige Application to The Partnership for Excellence program.
- ◆ Standard & Poor’s reaffirmed AAA credit rating for GCRTA.
- ◆ Executed the budget to end the year with an operating balance of \$30 million, the fourth straight year of \$30 million or better and a \$16 million improvement over budget.
- ◆ Held preventative maintenance reimbursed expenditures to General Fund to less than \$20 million, which allowed for funding of additional capital projects.
- ◆ Added the purchase of 30 more buses to the first 83 buses purchased in 2013. This continues the execution of a multi-year 178 bus improvement program.
- ◆ Entered into a new three year electricity contract at very favorable rates. Expanded the purchase of natural gas to provide fuel for the 110 CNG buses for 2015 through 2017.

Executive Division

- ◆ Completed seventh year of TransitStat. RTA has now conducted 236 TransitStat meetings with 1,017 process improvement presentations and savings of \$60 million.

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
501300	Labor – Salaried Employees	763,613.50	827,056.17	848,726.35	750,048.44
502000	Fringe Benefits	278,757.90	290,528.54	324,371.94	257,223.92
503000	Services	120,672.02	170,835.16	185,074.02	315,000.00
503020	Advertising Fees	164.67	484.03	299.40	600.00
504000	Materials & Supplies	1,393.30	1,126.47	1,000.00	1,000.00
505000	Utilities	3,433,970.19	(1,705,396.39)	0.00	0.00
505018	Natural Gas	0.00	1,388,299.96	960,594.81	1,506,000.00
505020	Sewers	0.00	359,223.56	337,484.18	360,000.00
505021	Electricity	0.00	2,353,722.30	2,069,754.85	2,495,100.00
509000	Miscellaneous Expenses	26,178.22	26,533.22	25,403.36	29,690.00
509022	Meals & Concessions	0.00	0.00	0.00	1,600.00
Total:		4,624,749.80	3,712,413.02	4,752,708.91	5,716,262.36

Grade	Job Name	2012	2013	2014	2015
27	0767 Sr. Budget Mgmt Analyst	2.0	0.0	0.0	0.0
	0958 Budget Mgmt Analyst	4.0	4.0	4.0	4.0
28	0767 Sr. Budget Mgmt Analyst	0.0	2.0	2.0	2.0
	0871 Coord Finan Syst. & Budgets	1.0	1.0	1.0	1.0
	1626 Energy Manager	1.0	1.0	1.0	1.0
29	1655 Project Manager	1.0	1.0	1.0	0.0
	0869 Manager of Budgets	1.0	1.0	1.0	1.0
31	1437 Executive Director	1.0	1.0	1.0	1.0
Total		11.0	11.0	11.0	10.0



Executive Division

2015 OPERATING BUDGET SUMMARY Department 99 – Fund Transfers

Obj. Class	Description	2012 Actual	2013 Actual	2014 Projection	2015 Budget
510065	Transfers To/From Pension Fund	100,000.00	100,000.00	100,000.00	100,000.00
510075	Transfers To/From RTA Capital	11,636,995.00	17,270,044.00	15,874,745.00	15,532,963.00
510085	Transfers To/From Bond Retirement	19,386,892.00	18,324,392.00	20,480,914.00	22,615,956.00
510090	Transfers To/From Insurance Fund	1,000,000.00	1,400,000.00	2,100,000.00	1,500,000.00
Total:		32,123,887.00	37,094,436.00	38,555,659.00	39,748,919.00

2015-2019 Capital Improvement Plan

Introduction

Providing cost-effective, reliable public transportation services depends on the maintenance and upkeep of the Authority's capital assets and the capital-intensive nature of the Authority's operations make long term financial planning indispensable. In turn though, the ability to fund these capital needs must be weighed against the financial resources required to support the regular operations of the Authority.

The Authority's five year Capital Improvement Plan (CIP) is a continuation of the ongoing strategic process to align available financial resources with programmed capital projects directed towards achieving a State of Good Repair (SGR) throughout its capital assets and infrastructure. Effective planning facilitates this process by providing the framework to schedule capital improvements based on the availability of resources, the condition or SGR of assets, and priorities between requested capital projects. It prioritizes capital infrastructure needs throughout the Authority and aligns its ongoing capital program with available Federal, State, Local and non-traditional funding resources.

The financial demands to meet a SGR in the Authority's capital assets remain at a high level, but the decision to balance scheduled activities with funding limits the number of budgeted projects in a given year and, in essence, has moved the CIP from a five to an eight-year plan. The 2015-19 CIP presented here includes the first five programmed years of the Authority's Capital Program, with out-year projects, covering 2020 – 2022, under preliminary development.

Organization of the Capital Improvement Plan

This chapter contains the 2015-2019 Capital Improvement Plan of the Authority. The first year of the plan reflects the Board approved RTA Capital and RTA Development Fund budget appropriations for the 2015 capital projects. The following four years of the CIP outline planned, but not yet approved, long-term capital plans of the Authority. Capital projects and their associated budgets included in these out-years are subject to future changes based on financial circumstances, changes in project time lines or in capital priorities.

A summary of the Authority's capital assets helps to put these projects into perspective. The size, age, and service requirements of the bus and rail fleets support plans including the ongoing Bus Improvement Programs and maintenance needs of the Rail Fleets. Similarly, the age, purpose and maintenance history of the RTA's facilities provide a basis for reconstruction and rehabilitation decisions as the CIP is developed. Development of a Transit Asset Management (TAM) database is currently underway that will refine this process and to provide a basis to prioritize the needs of its capital assets.

This chapter describes the planning process for the capital program, including the method for establishing budget appropriation authority. It explains the chain of events involved and its relationship to the development of the Transportation Improvement Program (TIP). During this process, 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. It will also discuss the impact of capital investment decisions on the Operating Budget.

2015-2019 Capital Improvement Plan

The final section is devoted to the details of the 2015 Capital Improvement Budget and the four out-years of the overall 2015 - 2019 CIP. Smaller locally funded projects included in the RTA Capital Fund are listed in Department order, while larger, grant and locally funded RTA Development Fund projects are organized by project category and reflect specific funding sources, supporting those projects.

Capital Assets

The principal share of expenditures planned within the 2015 – 19 CIP focuses on attaining a State of Good Repair (SGR) for the Authority’s capital assets and for the reimbursement of preventive maintenance and other expenses generated within the Operating Budget. It continues its emphasis on addressing a backlog of needed capital improvements throughout the Authority’s infrastructure. The age of the Authority’s primary facilities, including their history in terms of original in-service dates, rehabilitations, and additions are shown in Figure CIP-1. These facilities and others are briefly discussed between pages CIP-3 and CIP-7.

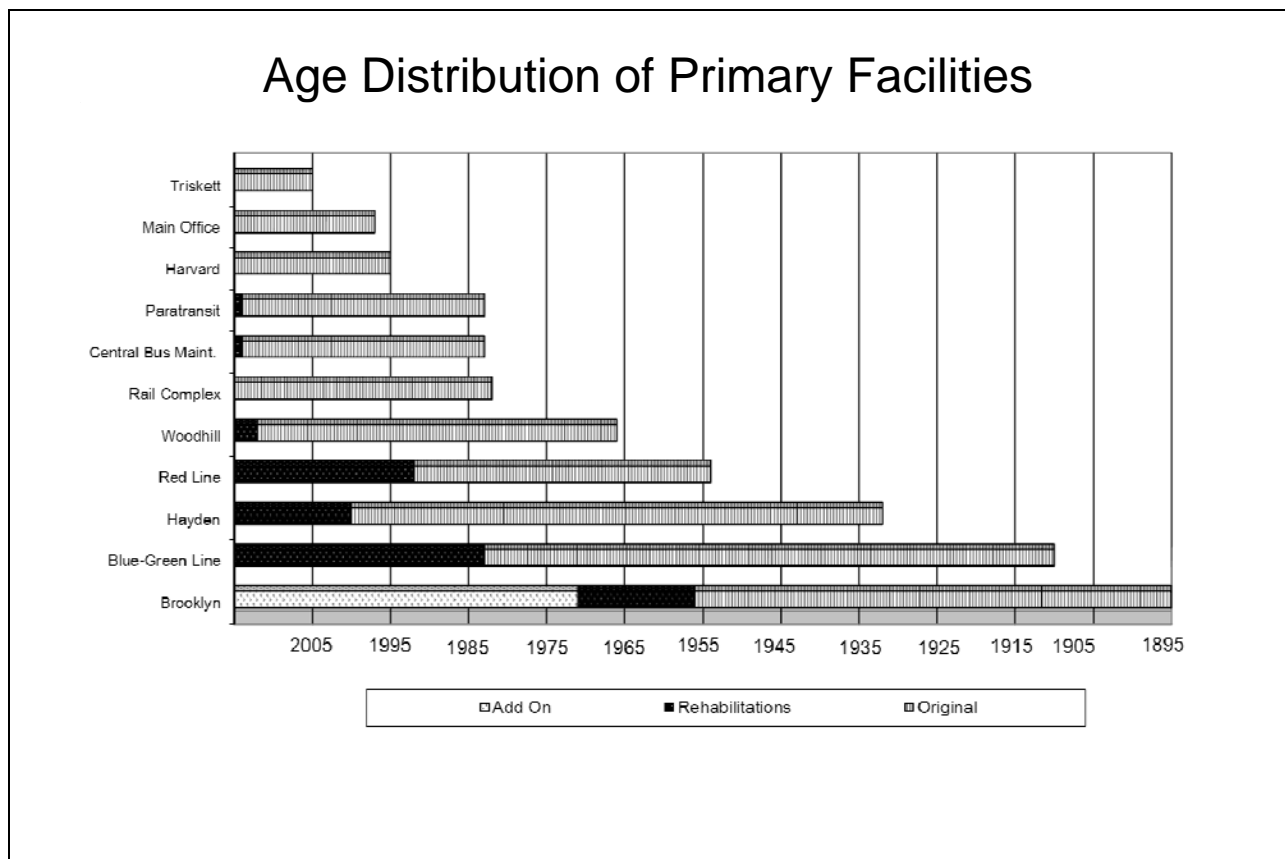


Figure CIP-1: Age Distribution of GCRTA Primary Facilities

2015-2019 Capital Improvement Plan

Facilities

Brooklyn Garage Facility

The Brooklyn Garage was originally built in 1895 with additions in both 1955 and 1969. It remained in service as a bus facility until 2003. In late 2012, the Authority entered into a five-year lease agreement with a third party that includes an option, yet to be executed, to purchase the property.

Bus District Garage Facilities

The Authority has two active bus district garages:

1. **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. Installation of a CNG fueling station, along with a project to address any CNG building compliance issues is programmed for 2016 with completion scheduled in early 2017.
2. **Hayden Garage** at 1661 Hayden Avenue was originally constructed in 1932 and has had two major additions in 1952 and 1968. It was rehabilitated in 1998 and a recently completed SGR project included the replacement of six hydraulic lifts, the fire suppression and HVAC systems, and 16 overhead doors. Installation of a CNG fueling station, along with a project to address any CNG building compliance issues is currently underway at this garage with completion scheduled for early 2015.

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, general bus service & maintenance area, and central stores. Various facilities improvements and lift replacements, funded from the Federal SGR grant award, was completed in 2014 and work is currently underway on preparing this facility for the introduction of CNG fueled buses in early 2015.

Customer Service Centers

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

Harvard Garage Facility

The Harvard Garage opened for service as a bus garage in 1995 and remained open until FY 2010. It is currently mothballed under a regular maintenance schedule and if needed, operations could resume at the facility within 30 days.

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 Communication Center.

Paratransit Facility

The Paratransit Facility, at 4601 Euclid Avenue, was completed in 1983 and houses all Paratransit functions including scheduling, dispatching and both revenue and non-revenue vehicle repairs. A 24-month rehabilitation project was completed in late 2013 and additional work funded from a Federal State of Good Repair grant, including various facilities improvements and replacement of equipment, was completed in late-2014.

2015-2019 Capital Improvement Plan

Park-N-Ride Lots

One objective of the GCRTA is to provide rail and/or bus Park-N-Ride services for all major commuter corridors within Cuyahoga County. As such, the GCRTA provides over 8,300 parking spaces at 21 of its rapid stations and operates five bus Park-N-Ride lots in Berea, Brecksville, Rocky River, Strongsville, and Westlake with more than 1,200 parking spaces.

Passenger Shelters

There are approximately 1,415 bus shelters located throughout the Authority's bus system at the close to 6,000 bus stops that are cleaned, maintained or replaced on a regular basis throughout the year.

Rail District Complex

The Rail District Complex, located at 6200 Grand Avenue, went into service in late 1982. It houses 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. A total roof replacement project for these facilities was completed in late 2014.

Transit Centers

Transit Centers provide heated customer waiting areas and roadways to allow several bus routes to meet and transfer passengers. RTA has six Transit Centers located in Fairview Park at Westgate Shopping Center, Euclid, North Olmsted, Maple Heights at Southgate Shopping Center, Parma at the Parmatown Mall, and near Cleveland State University (Stephanie Tubbs Jones Transit Center) with more than 900 combined parking spaces.

Woodhill Garage Facility

The Woodhill Garage opened in 1966 as a bus garage and remained in service until 1998. It is currently in use as a training facility and houses the Authority's new bus operator training simulator and the Authority's Print Shop operations. A rehabilitation project is currently underway to remodel a portion of this facility to provide a consolidated and updated work area for the electronic repair shop.

Rail System

Right-of-Way

RTA owns 65 miles of rail lines (32.5 miles of joint rail) used for the operation of its rapid transit system including twenty-seven miles of light rail and thirty-eight miles of heavy rail track. To address potential issues related to pending MAP-21 requirements, the Authority initiated a multi-year program to establish state of good repair needs throughout its rail system that has prioritized an on-going rehabilitation program. The rail right-of-way includes bridges, 53 passenger stations, 17 propulsion power substations, overhead electrical catenary wires, signals, switches, and associated rail infrastructure all of which are included in a regular maintenance program to maintain a state of good repair.

Blue, Green & Waterfront Lines (Light Rail)

The Blue, Green and Waterfront Lines comprise the RTA's Light Rail (LR) System. From the downtown Tower City Station, the Blue and Green lines run on shared track east to Shaker Square, where they separate. From there, the Blue Line follows Van Aken Boulevard to its termination at Warrensville-Center Road, while the Green Line travels along Shaker Boulevard

2015-2019 Capital Improvement Plan

and terminates at Green Road. The Waterfront Line runs from Tower City through the Flats East Bank development area, passes by the First Energy Football Stadium and the Rock and Roll Hall of Fame and terminates at the Muni Parking Lot.

Most of the 13.5-mile LR lines, with the exception of the 2.2-mile Waterfront Line extension added in 1996, were originally constructed between 1913 and 1920. The Authority's Light Rail System has 35 stations; including three it shares with the Red Line at Tower City and the East 34th/Campus and East 55th Street Stations along the shared Trunk Line. The entire Light Rail System, including tracks, infrastructure, and stations was reconstructed between 1980 and 1984.

Reconstruction of the Woodhill Station was completed in 2013 and reconstruction of the Lee/Van Aken Station, scheduled for completion in FY 2015, is currently underway as is the next phase of the previously programmed Light Rail Crossing improvements program that will address three light rail crossings in FY 2015. Programmed 2015 capital projects associated with the Light Rail System include a combined \$3.0 million for the rehabilitation of the Shaker-Lee and Warrensville-Shaker Stations on the Green Line.

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.

Including the recently opened Cedar – University Station, the GCRTA has completely renovated or reconstructed ten of its Red Line stations since 2000 and reconstruction work is currently underway at the Little Italy – University Circle Rapid Station scheduled for completion in 2015. Red Line infrastructure projects in the 2015 CIP include \$12.3 million for construction of an ADA compliant station at Brookpark, \$1.7 million for track rehabilitation work between the S-Curve and W. 117th St. Station, and \$1.8 million for engineering & design services for a potential replacement station at E. 79th Street with funding for the construction phase not yet identified.

The 2015-19 CIP commits a significant amount of resources for its on-going state of good repair program station reconstruction program with the programmed reconstruction of the Brookpark Station in 2015 and of the East 34th Street Station in 2017.

Bridges/Tunnels

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

Since 2000, 16 track bridges, six street bridges, including the shared Light Rail Trunk Line Bridge, and the Airport Tunnel have been completely rehabilitated and the closed Rockefeller Bridge demolished. After completion of engineering & design services, construction work will

2015-2019 Capital Improvement Plan

begin on three track bridges in FY 2015 including reconstruction of two track bridges over East 81st and East 83rd Streets with a combined project budget of \$4.61 million and reconstruction of a track bridge over East Boulevard with a total project budget of \$2.18 million. In five years of this CIP engineering & design services and reconstruction work is planned on one track bridge, over East 92nd Street and CSX Tracks in 2016.

Tower City Station

Tower City Station, formerly the Cleveland Union Terminal, is the only downtown station for both the heavy (Red Line) and light rail (Blue, Green, and Waterfront Lines) systems and operates as the main connection point for the Authority's rail lines. Originally constructed and opened in 1930 for passenger rail service, it was modified in 1955 to accommodate the Authority's Heavy Rail (HR) and Light Rail services and then completely reconstructed in the late eighties. In FY 2014, \$1.0 million was re-programmed for engineering and design work for the reconstruction of Track 8 (west-bound track) located within Tower City with an additional \$7.0 million in FY 2015 for construction costs. Also in FY 2015, a programmed project from a previous budget year to replace two sets of escalators (long and short) at the Tower City Station will commence.

Revenue Vehicle Fleets

Conventional Buses

There were 452 vehicles in the GCRTA bus fleet at the end of 2014. The Authority's current fleet includes 332 40-foot transit buses; 40 60-foot articulated diesel buses; 21 60-foot articulated hybrid bus rapid transit (BRT) vehicles; 15 40-foot and 15 45-foot commuter buses; 15 29-foot circulator/trolley buses; 11 29-foot trolley buses; and 3 60-foot articulated diesel rapid transit vehicles (RTV). The average bus vehicle age was 10.1 years at the end of 2014. All buses age fifteen years or older have been retired from active service (FTA defines the useful life of a bus to be the lesser of 12 years or 500,000 miles). The fleet age distribution is shown on the following page Figure CIP-2.

The Authority's goal is to replace approximately 1/14 of its fleet every year (32 to 35 buses) and to accommodate any increases in peak vehicle requirements. This hasn't been possible until recent budget years due to the lingering impact of the recession and other higher priority capital needs of the Authority, but the 2015 – 19 CIP continues a planned bus replacement program, begun in 2013, that will average close to 35 buses per year over a five-year period.

A regular bus replacement program:

1. Lowers maintenance costs;
2. Improves fleet reliability;
3. Distributes maintenance efforts more evenly;
4. Reduces the Authority's vulnerability to large groups of bus defects; and
5. Prevents one-time large purchases.

2015-2019 Capital Improvement Plan

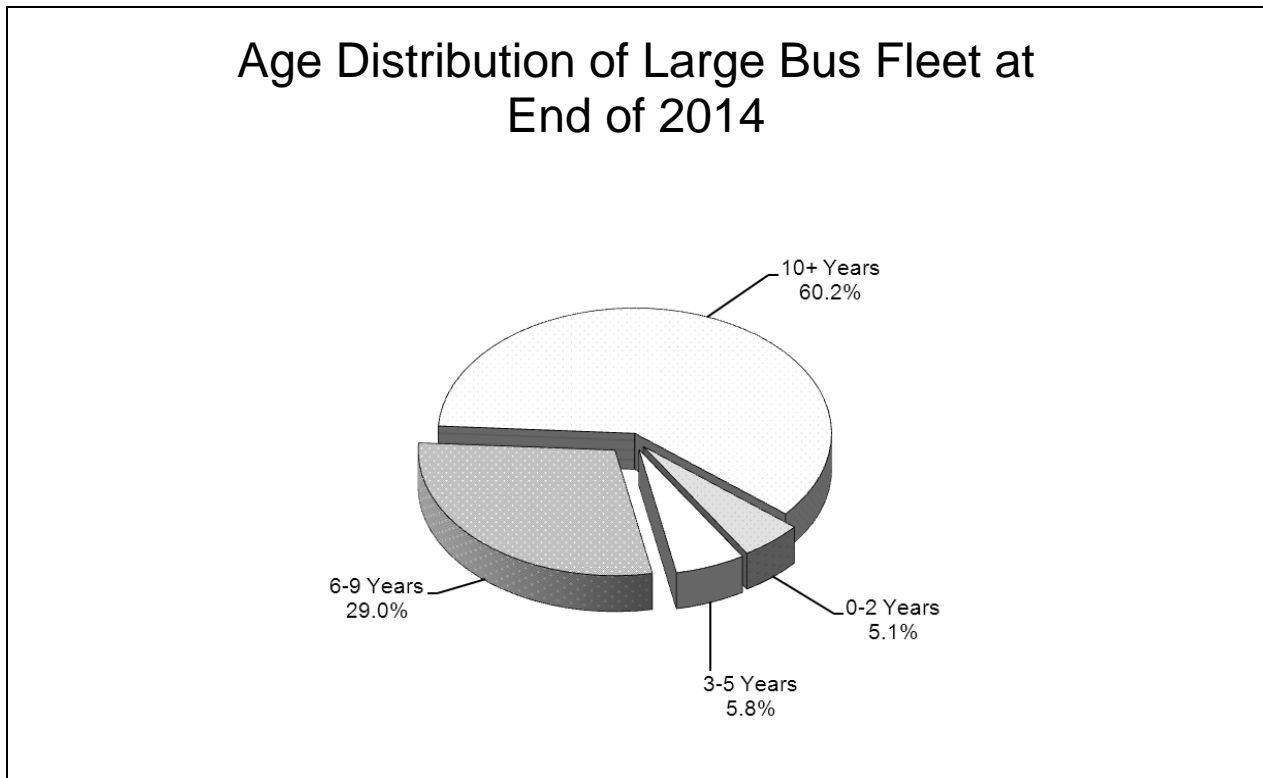


Figure CIP-2: Age Distribution of Bus Fleet

In 2014, the Authority accepted delivery of 23 60-Ft articulated diesel buses that have been put into service on the new Clifton Avenue BRT line. These will be followed by deliveries of 60 40-Ft CNG buses in early 2015 and an additional 30 CNG buses by mid-2015. These three orders will lower the average age of the big bus from 10.1 years at the end of 2014 to approximately 8.2 years at the end of 2015. Programmed orders in future years of this CIP will depend upon funding availability, but are expected to further lower the average age of the Authority's big bus fleet to approximately 6.9 years at the end of 2019. All current and future ordered GCRTA buses are compliant with the Americans with Disabilities Act (ADA) and, with the exception of the trolley buses and BRT vehicles, are equipped with bicycle racks.

Paratransit Buses

The Authority's Paratransit Program transports senior citizens and disabled persons on an advanced reservation basis. There are 80 ADA compliant, wheelchair-equipped buses in active service in the Paratransit fleet with an average age of 4.7 years at the end of 2014. A recent acquisition of twenty replacement propane fueled vehicles has recently been placed into service and additional replacement vehicles are programmed for FY 2016 and 2017 that will lower the average age of this fleet to approximately 2.7 years at the end of FY 2017. In 1991, the Board adopted a policy to provide for the integration of fixed rail and bus services with Paratransit services into a network of services comparable to what is available to the general public. This continuing policy is designed to maintain full system accessibility and provide compliance with ADA and U.S. Department of Transportation Regulations.

2015-2019 Capital Improvement Plan

Rail Vehicles

RTA owns a combined 108 heavy and light rail vehicles for its rail operations. The average age of the Authority's combined rail fleet at the end of 2014 was 33 years old. In recent years a midlife overhaul of the Authority's Light Rail (LR) and Heavy Rail (HR) fleets was completed and a project to rehabilitate the interiors of the HR vehicles is currently underway that will continue throughout 2015. Both mid-life projects were initiated to economically extend the useful life of the Authority's rail vehicle fleets approximately 12 years beyond their normal expected operating life of 25 to 30 years, but in the near future, the Authority will be facing significant replacement costs for both of its rail fleets.

There are 60 active Tokyu HR vehicles, purchased in 1984 and 1985, which operate on the Red Line. The peak service requirements for the Red Line during rush hours are 18 cars, while special events require 36 cars. The 48 active Breda LR vehicles were acquired between 1981 and 1983 and run on the Blue, Green, and Waterfront Lines of the Authority. Vehicle requirements for LR peak rush hour service are 13 cars, and 28 cars are required for special event services.

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.

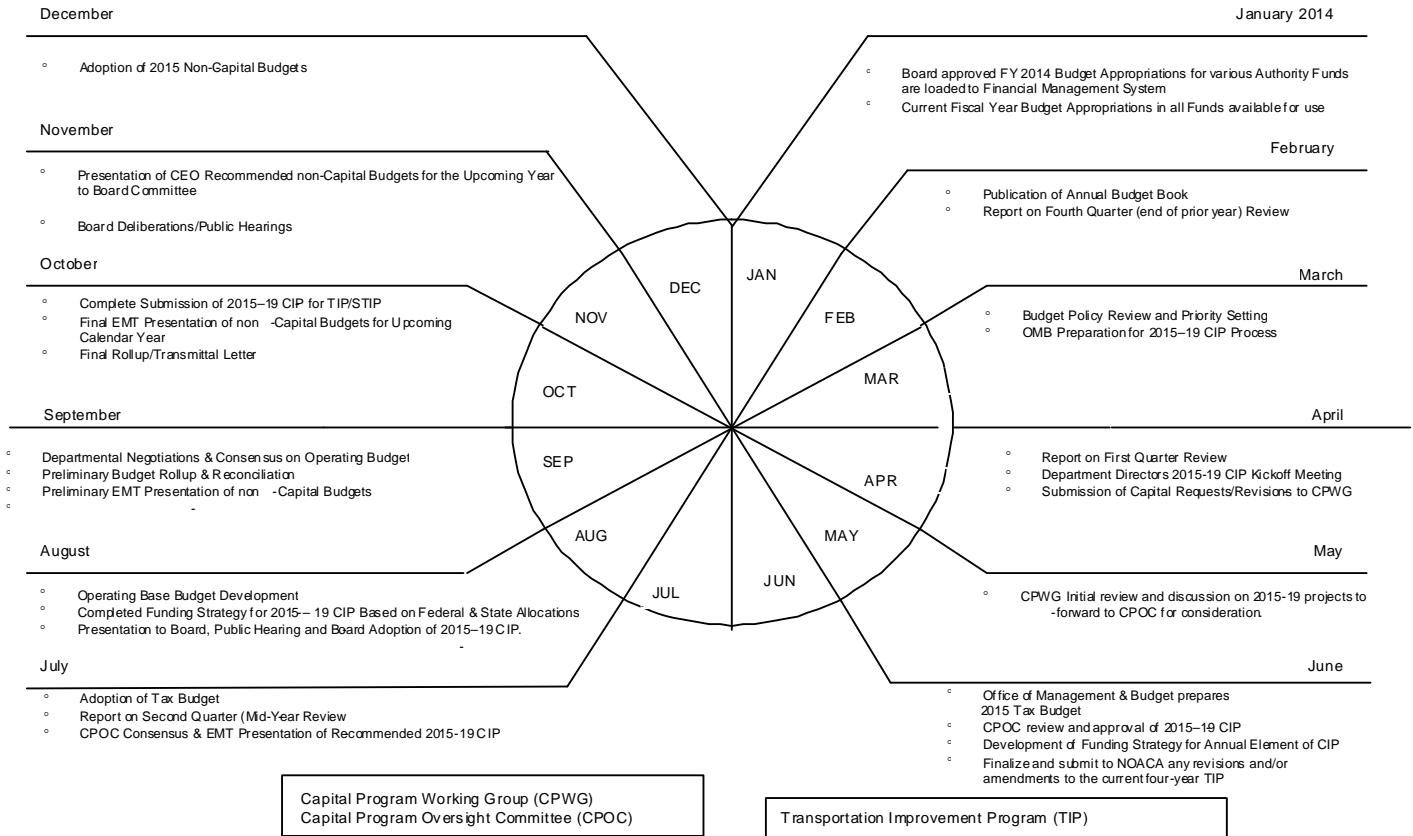
The Calendar of Events, on page CIP-9, depicts the revised Capital Improvement and TIP planning cycles for the 2015-19 Capital Improvement Plan (CIP). The process began in March, 2014 when the Office of Management and Budget (OMB) reviewed the budgeting policies and set the parameters for the Capital Budget, and concluded in August with the Board Adoption of the recommended 2015-19 CIP followed by submission to NOACA for inclusion in the TIP/STIP.

At the start of the CIP development process, an initial review is done by OMB to assess the status of projects included in the current year's Capital Improvement Budget. This review includes any variances with programmed project timelines, availability of grant funds, and an inter-departmental review of data and resources required for the upcoming CIP. The Authority's Divisions and Departments are then provided a detailed set of instructions and follow-up meetings with staff are held 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 May, June and early July, OMB staff and the Capital Program Working Group (CPWG) reviewed all capital budget requests for consistency with the needs of the Authority's infrastructure, funding availability, the Authority's Long Range Plan, the current Transportation Improvement Plan (TIP), and the annual strategic planning process. Projects were then prioritized in accordance with RTA's priority areas (see pages CIP-11 & 12) and forwarded to the Capital Program Oversight Committee (CPOC) which includes the Executive Management Team of the Authority. CPOC was formed to develop and monitor the Capital Program and to authorize the five-year Capital Program with projected grant, local and non-traditional revenue sources. After initial meetings with the Deputy General Managers at the division level and with the General Manager and the Executive Management Team at the organizational level, the recommended Capital Budgets for the 2015-19 CIP were finalized.

2015-2019 Capital Improvement Plan

This was followed, in July, by a comprehensive mid-year review that assessed the status of the current year's Capital Improvement Budget. Based on the mid-year review, the upcoming CIP for 2015-19 was finalized and presented to the Board of Trustees' Finance Committee in August for discussion, review and at which time approval was given.



Transportation Improvement Program

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

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

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The proposed Capital Budgets for the upcoming calendar year are presented to the Board of Trustees committees; further defined depending on funding allocations for the new Federal fiscal year and any revisions to the original Capital Budgets will be submitted for Board approval in December and through NOACA, incorporated into the current four-year TIP prior to the new Federal Fiscal Year. Revisions to existing projects and/or amendments to add new projects are submitted on a quarterly basis for review and inclusion in the revised TIP/STIP.

Capital Budget Appropriations

The budget process culminates when the Board approves the budget and establishes appropriation authority for the upcoming Fiscal Year. With respect to the Capital Budget, appropriation authority varies depending on which of the two Capital Improvement Funds, either the RTA Capital or the RTA Development Fund, supports the project.

The RTA Capital Fund supports 100 percent locally funded projects. In general, these capital projects are less than \$150,000, have a useful life of less than 5 years, are routine in nature, and more directly tied to daily operations. The RTA Capital Fund is subdivided into Routine Capital projects, for the acquisition of non-revenue vehicles and equipment, or Asset Maintenance projects, that include rehabilitation of facilities that are smaller in scope.

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

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

Capital Improvement Financial Policies

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

- An amount equivalent to at least 10 percent of sales tax revenues shall be allocated to the Capital Improvement Fund on an annual basis.
- Capital Improvement Funds shall be used to account for the construction and acquisition of major capital facilities, vehicles, and equipment.
- The percent of capital maintenance outlay to capital expansion outlay will be a minimum of 15 percent and a maximum of 85 percent.
- The Authority will strive to take advantage of all available Federal and State grants and other financing programs for capital improvements.

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Capital Improvement Criteria

Capital project requests for consideration in the 2015 – 2019 CIP far exceeded available resources. As a result, established guidelines are used to prioritize projects. 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 availability of resources to fund the Capital Improvement, including grant resources**
 - The availability of grant resources against which local funds can be leveraged greatly enhances the likelihood of approval.
- **The age and condition of the capital asset**
 - Assets that are older and in poor condition generally rank higher on the rehabilitation or replacement list. Specific vehicle rehabilitation or replacement programs have been established for buses, rail cars, and non-revenue vehicles.
- **The relative cost to the Authority for the benefit obtained**
 - Benefits may be measured in terms of avoided cost or the ability of the improvement to recover the capital investment within a given period.
- **Value engineering considerations with regard to the scheduling/order of projects**
 - The relationship between projects is an important consideration in the scheduling of construction projects. For example, major rehabilitation to a bridge on a rail line might coincide with a track rehabilitation to achieve economies and avoid a duplication of effort.

Priority Areas

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

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

- **Ridership** – Maintaining current riders and attracting new customers
- **State of Good Repair** – 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** – Ensuring the physical well-being of the Authority’s customers, employees, and the general public
- **Mandates** – Ensuring compliance with Federal and State mandates such as the Clean Air Act and Americans with Disabilities Act

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- **Technologies/Efficiencies** – Instituting improvements which can produce operating efficiencies and make better use of resources or implementing projects which minimize additional operating expenses
- **Environmental Impact** – Investing in equipment, adapting facilities or enhancing service infrastructure to support overall environmental benefits such as improved air quality
- **Transit Oriented Development** – Investing in projects that stimulate the development of current property with opportunities for private investment, increased revenue and ridership and encouraging partnerships with other organizations

Figure CIP-3 below reflects the distribution of approved 2015 Capital Improvement projects by capital priority area. The largest portion of the 2015 Capital Budget appropriations, \$70.08 million or 92.3 percent, are for projects included within the State of Good Repair category that maintain or improve existing assets. This is followed by the Other Projects category that includes projects that have an environmental impact, are for mandated programs, or for transit oriented development with \$3.57 million, or 4.7 percent with the remaining categories making up the balance of the budgeted capital projects.

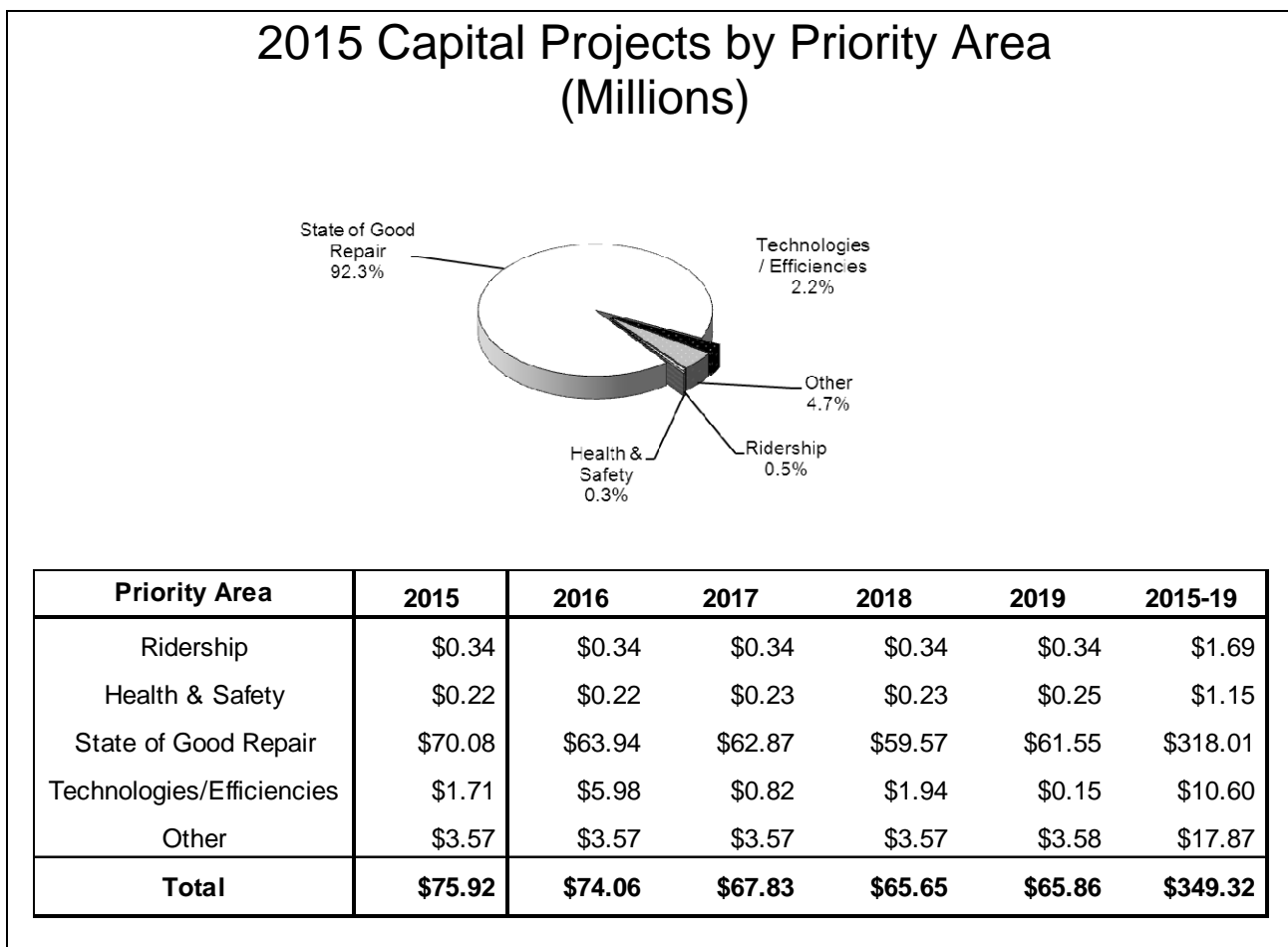


Figure CIP-3: Capital Projects by Priority Area

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Financial Capacity

The nature of public transit requires that the Authority pursue a capital-intensive budget. The Authority's capacity to support its ongoing CIP depends on the availability of governmental grants, local matching funds, and the ability to issue bonds. During the eighties and through the mid-nineties, the RTA favored a pay-as-you-go method, maximizing the benefits of Federal and State grant programs, and utilizing debt financing sparingly. Beginning in the mid-nineties, the use of debt significantly increased to meet the financial needs of an extremely aggressive Capital Improvement Program. This led to a significant increase in the overall debt service of the Authority – one that requires principal and interest payments that will exceed \$20.67 million in FY 2015 and FY 2016 for existing debt service.

At the end of 2014, the Authority will have a combined \$123.94 million of outstanding debt among six debt issues. They are, along with their original amounts, \$67.2 million issued in 2004, \$38.5 million issued in 2006, \$35.0 million of bonds and \$27.4 million of refunded bonds issued in 2008, and a \$25.0 million issuance and \$17.4 million refunding issuance in 2012. Current plans are to issue \$25 to \$30 million of additional debt early in FY 2015 that will be used as the local match for programmed grant funded capital projects or for locally funded capital projects.

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

Federal Sources

As reflected in Figure CIP-4, Federal grants will provide a projected \$71.32 million or 62.9 percent of the Authority's capital improvement revenue stream during FY2015 and over the five-year CIP is expected to provide close to 70 percent of the funding needs for the Authority's programmed capital projects. Most major Federal grant programs require a local match, normally 20 percent, though in some isolated grant awards a 10 percent or no local match is required. Through FFY 2013, Federal grant programs had been modified by the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA), and confirmed by both the Transportation Equity Act for the Twenty First Century (TEA-21) and the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) adopted in 2005 with each briefly described below.

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

The primary impact is felt in the formula allocation for the Authority's rail systems. The former Federal Rail Modernization formula grant was allocated through a formula favorable to the Authority and other "older" rail systems in America, but rail formula funds are now allocated through a State of Good Repair (SOGR) program that incorporates both population and

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operating statistics into the formula allocations and has resulted in a reduction of formula funds for the rail system. Though the MAP-21 legislation clarified available financial resources in the short-term, the long-term Federal funding commitment to public transportation remains uncertain.

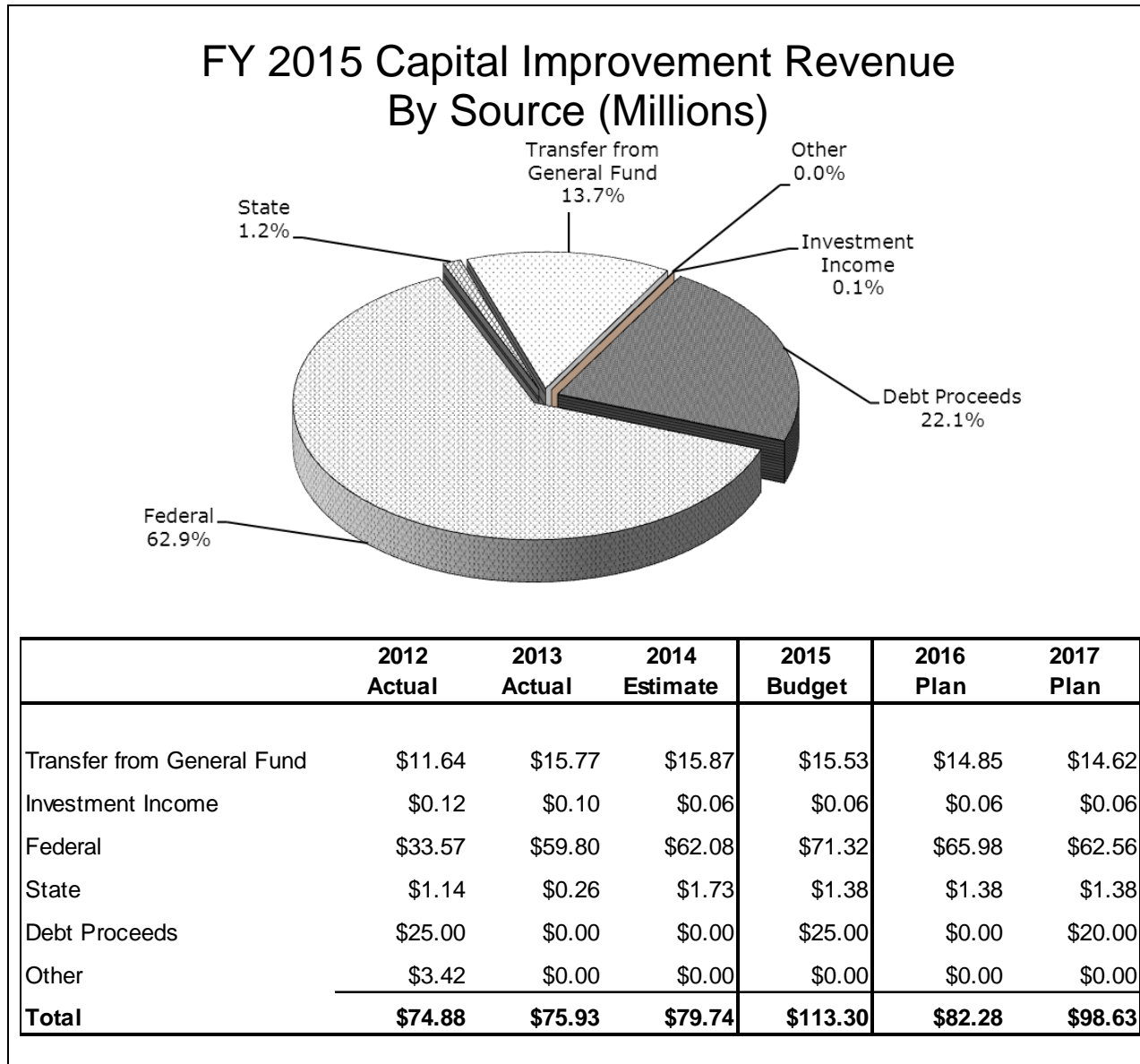


Figure CIP-4: Capital Improvement Revenue by Source

Urbanized Area Formula - Section 5307 Capital Grants

Urbanized Area or Capital grants were originally provided under Section 5307 of the Urban Mass Transportation Act of 1964. Resources were and continue to be allocated to urban areas according to a formula and are matched on an 80 percent Federal and 20 percent local basis. This program has been continued under the new MAP-21 legislation, though several changes were made that led to a small reduction in the annual award of these funds. In addition, changes due to MAP-21 also included the elimination of the Job Access & Reverse Commute (JARC) Section 5316 program, which with the local match had provided over \$12.21 million for

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this program. It was incorporated into the Section 5307 formula award as an eligible reimbursement, but no additional resources were provided.

After declining from a high of \$32.64 million in FFY 2009 to \$28.74 million in FFY 2012 available Federal funding from this grant program has been relatively static in recent Federal Fiscal Years. In FFY 2014, with the local match included, the Authority received \$28.97 million its Section 5307 award. Prior to that, Section 5307 grant awards for the Authority totaled \$27.78 million in FFY 2013 and \$28.70 million in FFY 2012. Future allocations under the MAP-21 legislation are estimated at \$28.50 million, near the amount received in FFY 2014.

State of Good Repair – Section 5337 (Formerly Rail Modernization formula award)

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

The MAP-21 legislation though, eliminated the Section 5309 Rail Modernization award program, replacing it with the Section 5337 State of Good Repair (SGR) grant program. The most significant impact of the new legislation was the elimination of historical Section 5309 funding formula allocation, replacing it with one that relied upon operational statistics of a transit agency compared to totals of all transit agencies as well as use of the 2010 UZA Census data. The new formula is one that favors areas with growing populations along with expanding transit services over those with a relatively static UZA population and rail service and has resulted in the loss of close to \$4.0 million for rail formula award funds over the last two years.

The last Federal allocation for the Section 5309 – Rail Modernization Award was an indication of the financial impact the Authority now faces under the new MAP-21 legislation. Including the 20 percent local share, the FFY 2013 award totaled \$14.16 million, a \$3.1 million decrease from the FFY 2012 award of \$17.26. Prior Section 5309 awards were \$17.80 million in FFY 2011 and \$17.52 million in FFY 2010. Under the new MAP-21 legislation in future years, the Authority expects to receive approximately \$14.25 million – a decrease of nearly \$3.5 million per year for needed state of good repair capital projects from the high of \$17.80 million in FFY 2011.

Bus & Bus Facilities – Section 5339

This is a smaller formula award that provides additional capital funding for the replacement, rehabilitation, and purchase of buses and related equipment and to construct bus-related facilities. The Authority has utilized this award for its multi-year Bus Improvement Program with the two years of awards received by the Authority, FFY 2013 with a total of \$2.33 million and FFY 2014 with \$2.43 million. Similar amounts are expected in the anticipated FFY 2015 award and for future years of the CIP.

Non-Traditional Federal Sources

Non-traditional Federal awards, including competitive and earmark grants, fall outside of the programs discussed above, but these have also been impacted by the MAP-21 legislation. It eliminated the Section 5316 program for the Jobs Access Reverse Commute (JARC) that supported operating expenses related to the Authority's reverse commute program. Including

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the local match, the Federal allocation of \$2.01 million from FFY 2012 was the last to be received. Historically, the Authority has been extremely successful in competing for non-traditional or competitive awards which has provided the necessary resources to enable a number of capital projects to be completed. The Authority has and will continue to submit applications for needed SGR capital project as any competitive grant award become available in the future.

In FY 2013 a TIGER III grant for \$15.63 million was received for construction work on the Little Italy - University Circle Station & rehabilitation of the Mayfield Road Track Bridge and two awards were executed totaling a combined \$8.69 million for the Clifton Boulevard Transit Enhancement project. In FY 2012, the Authority received two competitive grant awards. One for \$3.96 million was for improvements at the Brookpark & Windermere Red Line Stations and the Strongsville Park-N-Ride and a second award, for \$1.61 million for the rehabilitation & expansion of the Southgate Park-N-Ride lot and to rehabilitate the Triskett, North Olmsted Park-N-Ride, and Sprague/Fair parking lots.

Including the local share, the Authority also received \$30.2 million of capital funding from non-traditional Federal sources in FY 2011 including included three awards totaling \$16.4 million for the reconstruction of the Cedar - University Red Line Station, a combined \$8.20 million in operating assistance awards, \$5.30 million for State of Good Repair projects at the Authority's bus garages, and \$287,000 for a workforce development program. Lastly in FY 2009, the Authority received \$45.7 million of 100% Federal share grant funding through the Federal Stimulus program (ARRA) that supported an additional year's worth of unfunded programmed capital project budgets within the current CIP.

State Sources

Administered through the Ohio Department of Transportation (ODOT), the State can contribute up to one-half of the local match portion of the Federal grant programs. In the past, the State contributed grant funds in this form, but in recent years, the State has focused on contributions that are project-specific rather than for local match contributions. In FY 2012, the Ohio Transit Preservation Partnership Program (OTPPP) awarded \$2.6 million of Federal funds for the reconstruction of the Red Line Airport Tunnel and \$1.89 million of Federal funds was awarded in FY 2013, for the Authority's Revenue Vehicle Camera and DVR program. In FY 2014 received a \$2.62 million OTPPP award for replacement 40-Ft buses and for FY 2015 is awaiting execution of a \$1.96 million award for four replacement trolley buses. In future budget years the Authority will continue to submit applications for State funding in support of the multi-year bus improvement program.

Local Sources

The Capital Improvement Budget requires local resources to support the match for most grant-funded projects as well as to support 100 percent locally funded projects in both the RTA Capital and RTA Development Funds. In 2015, the combined local support for the Authority's capital program is done through two transfers from the General Fund that total a combined \$38.15 million. The first is a \$15.53 million transfer from the General Fund to the RTA Capital Fund (first component of the Sales & Use Tax Contribution to Capital) and the second, a \$22.62 million transfer from the General Fund to the Bond Retirement Fund to cover projected debt service payments for the upcoming year.

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Debt Management

Although major capital improvements are mostly funded by Federal and State capital grants, the Authority is required to pay a percentage of most grant-funded projects from its own local sources. Debt sales are used for this purpose as well as to pay for major 100 percent locally funded projects. In FY 2012 Revenue Bonds (RB) were issued for \$25.0 million in new debt and \$17.4 million in a refunding issuance. All of the Authority's outstanding debt at the end of FY 2014 will mature by December 2031. The \$123.94 million balance of outstanding bonds at the end of 2014 will require principal and interest payments of \$20.67 million in 2015.

Debt Limitations

As a regional transit authority, Ohio law permits the Authority to issue both unvoted and voted general obligation bonds. In the past, only unvoted general obligation bonds have been issued. As the name implies, unvoted 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 have not required the use of ad valorem property taxes to pay debt service but have been supported by the Authority's other revenue sources.

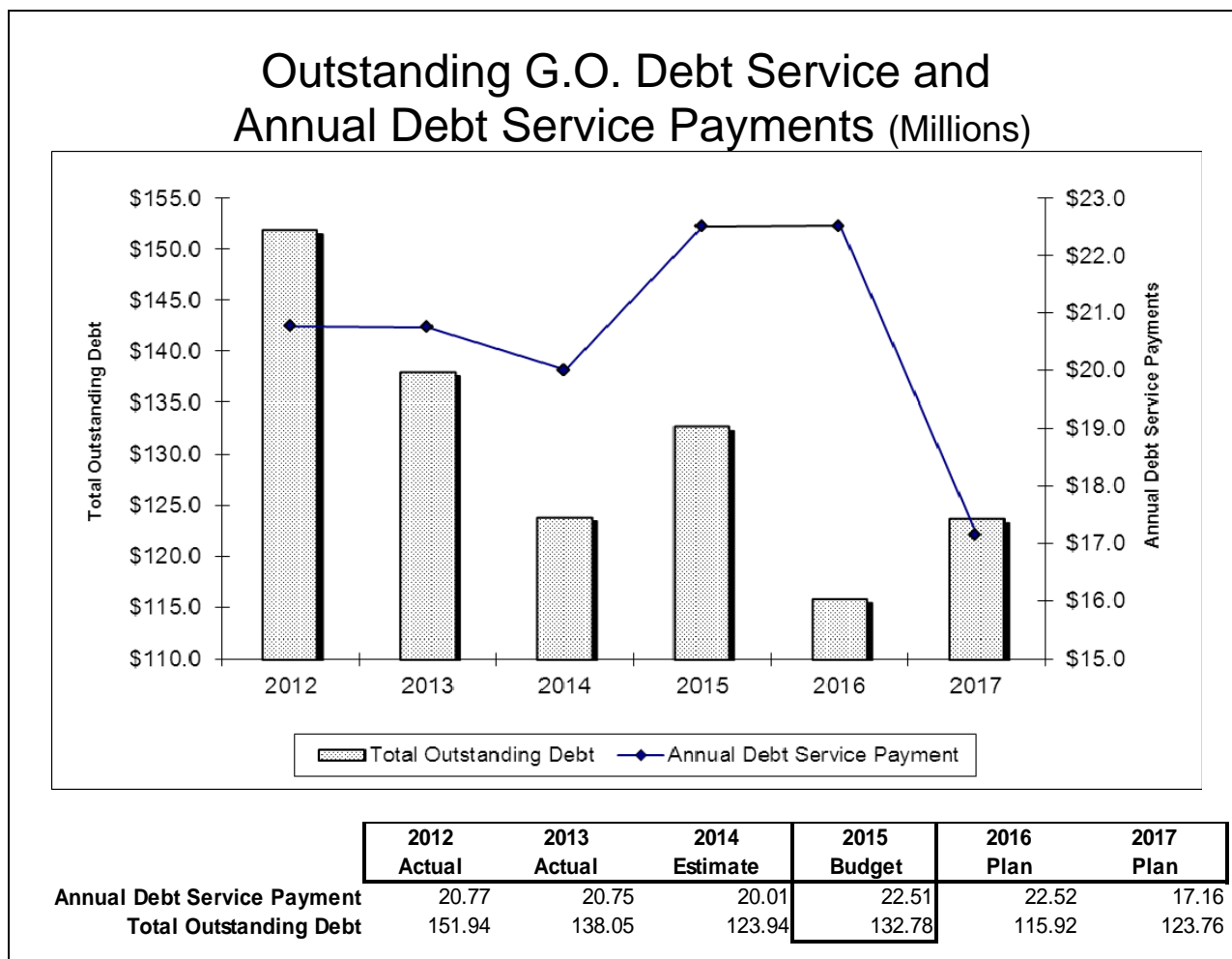


Figure CIP-5: Outstanding G.O. Debt Service & SIB Loan and Annual Debt Service Payments

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There are three limitations, which relate to the Authority's ability to issue debt:

- I. Section 306.40 of the Ohio Revised Code limits the principal amount of bonds that are supported by property taxes to five percent of the assessed valuation within the Authority's territory. The assessed valuation of property within Cuyahoga County applicable to the GCRTA at the end of 2014 of \$27.73 billion limits the amount of available debt to \$1.39 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.
- II. The second limitation, also contained in Section 306.40 of the Ohio Revised Code, restricts annual principal and interest payments on the Authority's unvoted general obligation bonds to one-tenth of one percent (0.1 percent) of the assessed valuation. Based on the assessed valuation of \$27.73 billion, annual debt servicing capacity would be close to \$27.73 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.
- III. 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 unvoted 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 unvoted 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 its establish rate of 10.9917 mills, total outstanding debt issued by various public entities within the County exceeds the unvoted ten-mill limit, restricting the Authority's ability to issue any General Obligation Bonds in 2015. Since the Authority's total annual debt service is limited to 1.0 mill, based on the direct limitation described in section II, on page CIP-17, the Authority could issue approximately \$95 million of unvoted debt assuming a 20-year maturity and a 4.0 percent interest rate. Its ability to issue more general obligation debt though is limited under the third constraint, in that the total outstanding debt issued as of year-end 2014 by various public entities within the County exceeds the unvoted ten-mill limit. Due to this restraint in previous years, the Authority issued new debt of \$25.0 million in Revenue Bonds, rather than General Obligation Bonds, in 2012 and a new issuance of \$40 million, now reduced to \$30 million is planned for early FY 2015.

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. In 2015 the financial requirements and programmed activities within the Authority's capital program will impact the Operating Budget in a number of ways including:

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- The Trustees' commitment to contribute a portion of sales & use tax revenues to the Capital Improvement Fund transfers resources that could be used to support operations. In the upcoming year, this amount is budgeted at \$15.53 million.
- In tandem with increased capital requirements to meet achieve a SGR the challenges with securing needed grant award funds from Federal, State and other intergovernmental agencies continues to place 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 \$22.51 million will require a General Fund transfer to the Bond Retirement Fund of \$22.61 million in 2015 further limiting the amount available for operating expenditures.
- Some Operating Budget expenditures, primarily personnel costs within the Engineering & Project Development Department and other Authority departments, are incurred in support of ongoing activities within capital construction projects. Eligible costs are reimbursed to the General Fund as revenue from the RTA Development Fund. In 2015, this activity will result in a projected \$1.5 million in grant funded reimbursements to the General Fund.
- In the five fiscal years, covering 2006 thru 2010, \$141.19 million of Federal formula capital grants, including both the 80-percent Federal and 20-percent Local Shares, were used to reimburse the Annual Operating Budgets for preventive maintenance activities rather than for planned capital projects to maintain, improve, or replace the Authority's capital assets. In the following five fiscal years, covering 2011 thru 2015, the programmed use of formula funds to reimburse the Operating Budget will drop to a combined \$75.36 million with those \$65.83 million of funds redirected to address state of good repair projects throughout the Authority. The 2015 Capital Budget includes an additional \$17.5 million of budget authority for this purpose, one of the lowest amounts in years though again reducing the availability of funding for the capital program.
- 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 2015 General Fund or Operating Budget are supported by \$3.78 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 2015–2019 Capital Improvement Plan (CIP) totals \$349.32 million of capital budget appropriations over the five year plan with projects sorted among eight capital project categories – Bus Garages, Buses, Equipment & Vehicles, Facilities Improvements, Other Projects, Preventive Maintenance/Operating Reimbursements, Rail Projects, and Transit Centers. For the approved 2015 CIP, three categories comprise \$64.59 million, or 85.1 percent, of the combined \$75.92 million capital budget appropriations. The largest with \$28.04 million is the Rail Project category, followed by the Preventive Maintenance/Operating Expense projects

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category with \$20.80 million, and \$15.75 million for the third year of a five year replacement program for the Authority's bus revenue fleets. These are followed by the Facilities Improvements category with \$5.13 million, Equipment & Vehicles with \$3.21 million of project budget appropriations with the three remaining categories comprising the balance of \$2.99 million within the approved capital budget as shown in Figure CIP-6.

Reflecting the challenging financial picture the Authority faces, the largest budgeted category over the five-year CIP remains the grant funded reimbursements of preventive maintenance and other operating expenses with \$114.03 million, or 32.6 percent of the CIP budget over the five years. This is followed by the Bus Improvement Programs with \$90.95 million, 26.0 percent, and the Rail Projects category, with \$80.56 million or 23.1 percent, followed by the other remaining categories to a lesser degree as prioritized by the needs assessment and corresponding allocation of available capital funds.

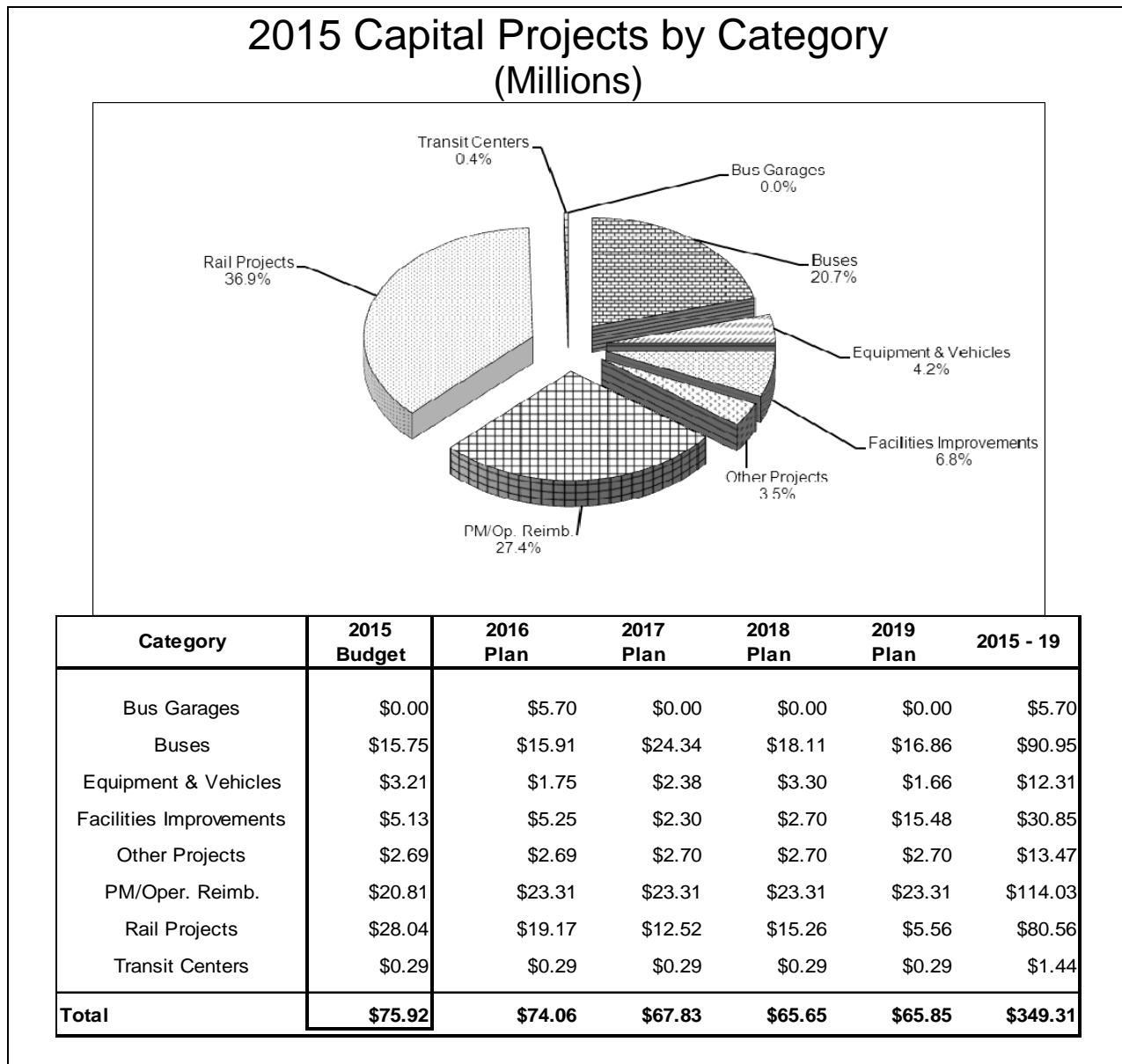


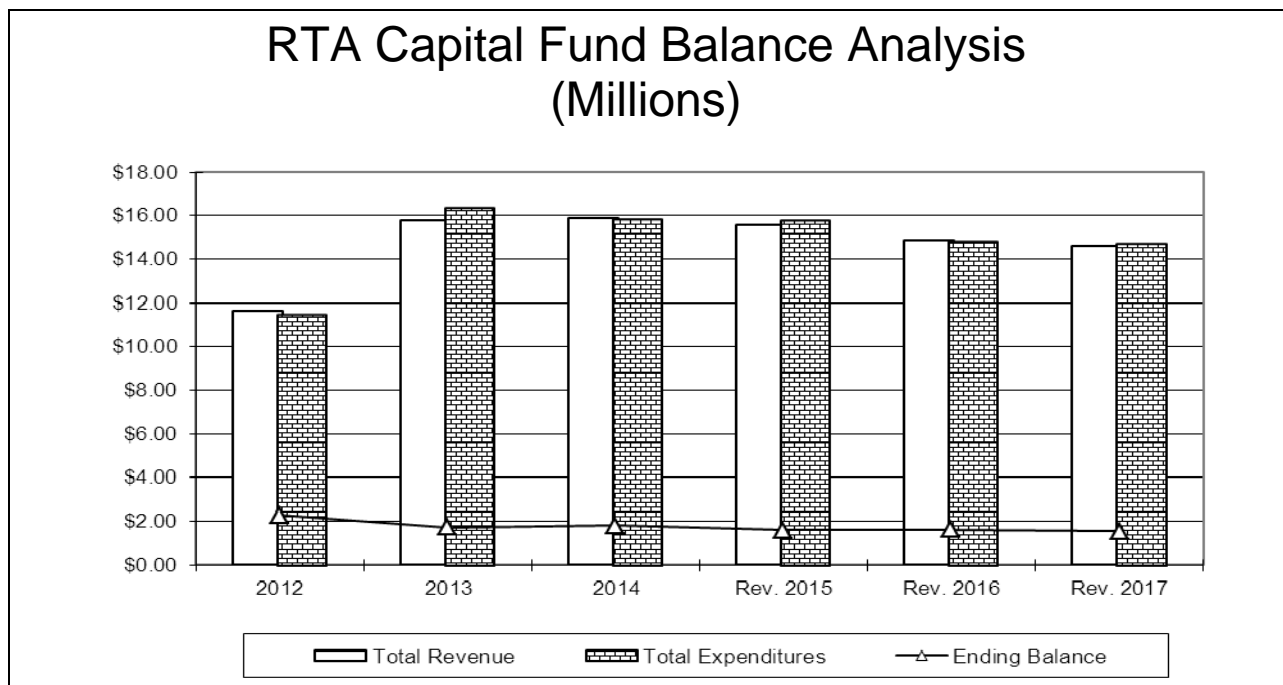
Figure CIP-6: Capital Projects by Category

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RTA Capital Fund

The RTA Capital Fund is a fund for smaller capital projects and includes more routine expenditures. Projects within this fund are generally less than \$150,000 and have a useful life not exceeding five years. Items included in the RTA Capital Fund are segregated into two types: Routine Capital, which includes the acquisition of non-revenue vehicles and small equipment, and Asset Maintenance, which covers small rehabilitation projects to maintain the Authority's existing assets. The RTA Capital Fund is 100 percent locally funded, almost exclusively through sales tax contributions by way of a transfer from the Operating Budget.

Figure CIP-7 presents the fund balance analysis for the RTA Capital Fund. Other than a small amount of investment income, the main source of revenue is the sales & use tax revenue 'set aside' transfer from the General Fund to the RTA Capital Fund which began in 1989. Anticipated revenue in FY 2015 will include \$15.53 million of programmed transfers from the General Fund and investment income of \$9,500. The transfer amount, in combination with the General Fund transfer of \$22.62 million to the Bond Retirement Fund brings the total commitment to Capital to \$38.15 million or 19.2 percent of the projected 2015 sales & use tax revenue.



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	2012 Actual	2013 Actual	2014 Estimate	Rev. 2015 Budget	Rev. 2016 Plan	Rev. 2017 Plan
Beginning Balance	\$2.10	\$2.29	\$1.73	\$1.79	\$1.58	\$1.60
Total Revenue	\$11.64	\$15.78	\$15.89	\$15.54	\$14.86	\$14.63
Total Resources	\$13.73	\$18.06	\$17.62	\$17.33	\$16.43	\$16.23
Total Expenditures	\$11.45	\$16.33	\$15.83	\$15.75	\$14.83	\$14.68
Ending Balance	\$2.29	\$1.73	\$1.79	\$1.58	\$1.60	\$1.54

Figure CIP-7: RTA Capital Fund Balance Analysis

RTA Capital Fund Balance Analysis

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2016 Plan	2017 Plan
Beginning Balance	2,096,600	2,286,108	1,731,677	1,785,367	1,578,575	1,600,250
Revenue						
Transfer from General Fund	11,636,995	15,770,044	15,874,745	15,532,963	14,848,680	14,620,654
Investment Income	-7	5,200	13,200	9,500	7,250	7,500
Total Revenue	11,636,988	15,775,244	15,887,945	15,542,463	14,855,930	14,628,154
Total Resources	13,733,588	18,061,352	17,619,622	17,327,830	16,434,505	16,228,404
Expenditures						
Asset Maintenance	873,929	1,083,402	1,550,000	1,550,000	1,400,000	1,400,000
Routine Capital	953,296	1,776,018	2,550,000	2,550,000	2,050,000	1,950,000
Transfer to RTA Development Fund	9,620,255	13,470,255	11,734,255	11,649,255	11,384,255	11,334,255
Total Expenditures	11,447,480	16,329,675	15,834,255	15,749,255	14,834,255	14,684,255
Ending Balance	2,286,108	1,731,677	1,785,367	1,578,575	1,600,250	1,544,149

Budgeted FY 2015 expenditures or cash flows within the RTA Capital Fund of \$15.75 million include \$1.55 million for Asset Maintenance or facilities projects, \$2.55 million for Routine Capital or equipment purchases, and a \$11.65 million transfer into the RTA Development Fund for use on providing the local match on grant awards and for 100 percent locally funded project. The estimated 2015 ending balance of \$1.585 million is a decrease from prior years as additional local financial resources are being positioned within the RTA Development Fund to meet the needs of the Authority's upcoming grant funded projects.

Asset Maintenance Projects

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

The FY 2015 budget appropriation for Asset Maintenance projects is \$1.71 million representing 2.3 percent of the overall FY 2015 Capital Improvement Budget (see Figure CIP-8) on the next page. Most of this amount is budgeted within two areas of the Authority with the largest portion,

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\$775,000 or 45.4 percent, within the Engineering and Project Development Department which is responsible for coordinating larger construction-related asset maintenance projects throughout the entire Authority. This is followed by the \$425,000, or 24.9 percent of all Asset Maintenance projects, budgeted within the Service Management Department for smaller cost facilities projects within the Operations Division and the Main Office facility.

Remaining budgeted projects within Asset Maintenance are for location specific facilities projects, energy efficiency lighting retrofits throughout the Authority, or in the Asset Maintenance Contingency project for unanticipated facilities improvements needs throughout the year.

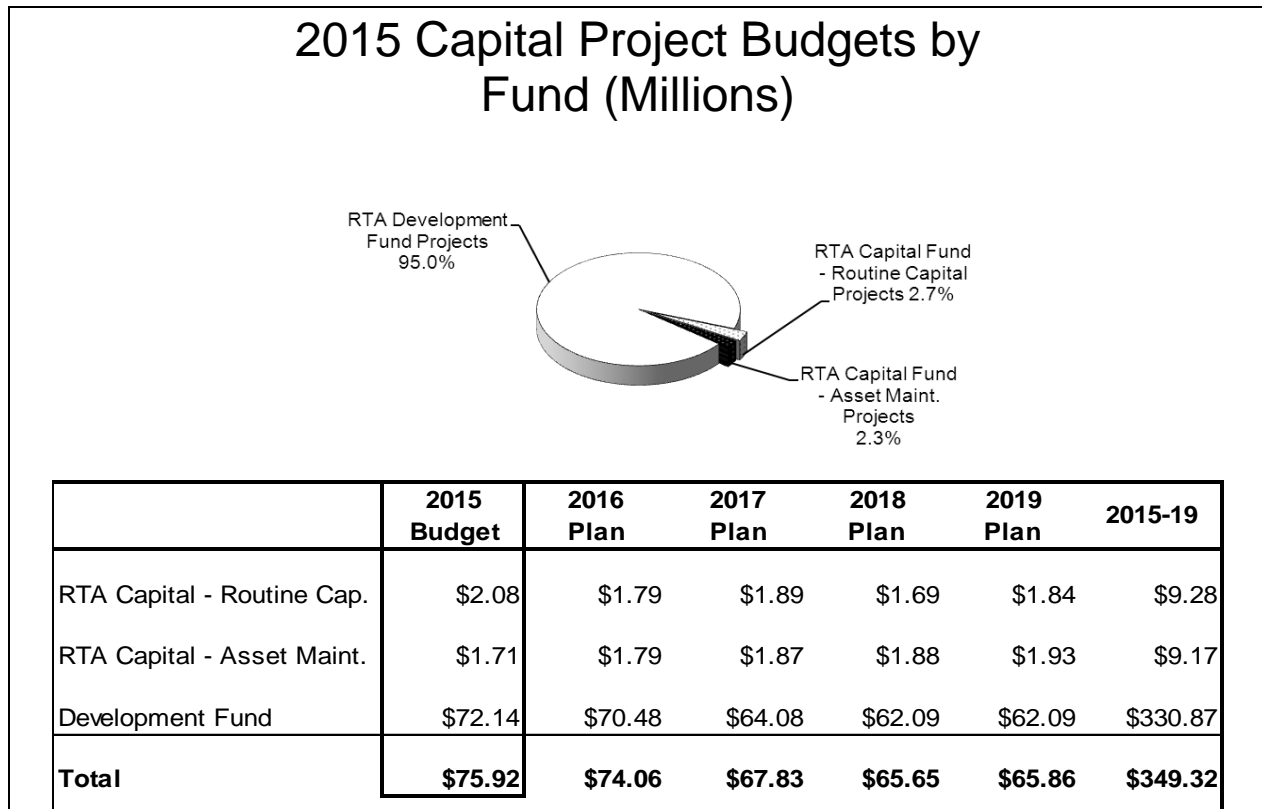


Figure CIP-8: Capital Project Budgets by Fund

Routine Capital Projects

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

As indicated in Figure CIP-8 and the charts on the following pages, the budget appropriation for Routine Capital projects accounts for \$2.08 million, or 2.7 percent, of the 2015 CIP Budget. Reflecting the support of daily operations, the greatest portion of the budget appropriation for Routine Capital projects in the 2015 CIP is within the Operations Division, which has a combined \$1.61 million or 77.7 percent of the total. More than half of this, \$850,000 is

2015-2019 Capital Improvement Plan

programmed for the non-revenue vehicle lease or replacement program followed by \$542,400 for equipment pool projects throughout various Operating Division Departments and a budgeted Transit Police Department security pool program of \$220,000 in 2015.

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY 2015 - 2019 CAPITAL IMPROVEMENT PLAN RTA CAPITAL FUND							
(FACILITIES) ASSET MAINTENANCE PROJECTS							
DEPARTMENT / PROJECT NAME	PROJECT NUMBER	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2015-19 Total
31 PARATRANSIT DISTRICT							
Propane Fueling Station Passageway	32315159	85,000	0	0	0	0	85,000
Interior Garage Cleaning/Painting	32315179	0	0	125,000	0	0	125,000
		85,000	0	125,000	0	0	210,000
35 SERVICE MANAGEMENT							
Passenger Facilities Maintenance Pool	32355149	130,000	130,000	140,000	140,000	150,000	690,000
Elevator/Escalator Maintenance Pool	32355159	100,000	100,000	100,000	100,000	100,000	500,000
Administration Facilities Maint. Pool	32355249	65,000	65,000	65,000	70,000	70,000	335,000
Operating Facilities Maintenance Pool	32355349	130,000	130,000	140,000	140,000	150,000	690,000
		425,000	425,000	445,000	450,000	470,000	2,215,000
39 FLEET MANAGEMENT							
Fleet Management Operating Facilities	32395059	71,000	0	0	0	0	71,000
Make-Up Air Units - Paint/Prep Shops	32395069	0	185,000	0	0	0	185,000
Install High Speed Doors (#15 & #19)	32395079	0	0	115,000	0	0	115,000
Replace Skylights & Smoke Hatches	32395089	0	0	0	172,000	0	172,000
Bus Districts Lift Rebuilds/Rehab's	47395099	50,000	50,000	50,000	50,000	50,000	250,000
		121,000	235,000	165,000	222,000	50,000	793,000
57 PROGRAMMING & PLANNING							
Transit Waiting Environment	28575059	50,000	50,000	50,000	50,000	50,000	250,000
		50,000	50,000	50,000	50,000	50,000	250,000
80 ENG. & PROJECT DEV.							
Parking Lot Rehab Pool	32805029	75,000	75,000	85,000	85,000	85,000	405,000
Facilities - ADA Projects	32805049	100,000	100,000	100,000	125,000	125,000	550,000
Passenger Facilities Maint. Pool	32805149	200,000	225,000	225,000	250,000	250,000	1,150,000
Operating Facilities Maint. Pool	32805249	400,000	425,000	425,000	450,000	450,000	2,150,000
Paratransit Parking Lot Expansion	32805089	0	0	0	0	200,000	200,000
		775,000	825,000	835,000	910,000	1,110,000	4,455,000
67 OFFICE OF MGT. & BUDGET							
Energy Retrofits	32675339	100,000	100,000	100,000	100,000	100,000	500,000
Asset Maintenance Contingency	49995059	150,000	150,000	150,000	150,000	150,000	750,000
		250,000	250,000	250,000	250,000	250,000	1,250,000
TOTAL ASSET MAINTENANCE		1,706,000	1,785,000	1,870,000	1,882,000	1,930,000	9,173,000

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GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY							
2015 - 2019 CAPITAL IMPROVEMENT PLAN							
RTA CAPITAL FUND							
ROUTINE CAPITAL (EQUIPMENT) PROJECTS							
DEPARTMENT / PROJECT NAME	PROJECT NUMBER	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2015-19 Total
12 EXECUTIVE							
NOACA Dues	49120149	57,700	57,700	57,700	58,500	58,500	290,100
Build-up Greater Cleveland Dues	49120249	27,500	27,500	27,500	27,500	27,500	137,500
Outside Legal Services - Leg. Review	49120349	87,500	87,500	90,000	90,000	91,500	446,500
		172,700	172,700	175,200	176,000	177,500	874,100
32 RAIL DISTRICT							
Rail District Equipment Pool	47320149	187,500	20,000	30,000	20,000	150,000	407,500
		187,500	20,000	30,000	20,000	150,000	407,500
34 TRANSIT POLICE							
Security Improvements Pool	44340249	220,000	220,000	230,000	230,000	250,000	1,150,000
		220,000	220,000	230,000	230,000	250,000	1,150,000
39 FLEET MANAGEMENT							
NRVIP - Lease Payments	46390139	500,000	500,000	500,000	500,000	500,000	2,500,000
Non-Revenue Vehicle Program	46390159	350,000	350,000	350,000	400,000	400,000	1,850,000
Fleet Management Equipment Pool	47390349	114,800	35,000	82,000	60,000	0	291,800
		964,800	885,000	932,000	960,000	900,000	4,641,800
46 HAYDEN DISTRICT							
Hayden District Equipment Pool	47460129	45,000	180,000	185,000	0	50,000	460,000
		45,000	180,000	185,000	0	50,000	460,000
49 TRISKETT DISTRICT							
Triskett District Equipment Pool	47490129	195,000	12,000	35,000	0	14,000	256,000
		195,000	12,000	35,000	0	14,000	256,000
61 INFORMATION TECHNOLOGY							
IT Systems Development Pool	42610149	140,000	150,000	150,000	150,000	150,000	740,000
		140,000	150,000	150,000	150,000	150,000	740,000
67 OFFICE OF MGT. & BUDGET							
Routine Capital Contingency	49990159	150,000	150,000	150,000	150,000	150,000	750,000
		150,000	150,000	150,000	150,000	150,000	750,000
TOTAL ROUTINE CAPITAL		2,075,000	1,789,700	1,887,200	1,686,000	1,841,500	9,279,400
RTA CAPITAL FUND TOTAL		3,781,000	3,574,700	3,757,200	3,568,000	3,771,500	18,452,400

2015 - 2019 Capital Improvement Plan

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 includes both a majority of the larger rehabilitation and expansion projects and the Authority's Long Range projects. Generally, RTA Development Fund projects 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.

Federal Capital grants require that local match funds be set aside and available for Capital Improvement projects. During the budget process, local match requirements as well as locally funded projects are reviewed and resources provided through sales & use tax contributions transferred from the RTA Capital Fund, available proceeds from debt sales, and interest income.

In 2012, \$9.62 million was transferred from the RTA Capital Fund to the RTA Development Fund to provide the local match for Operating Budget expense reimbursements and to cover expenses within the RTA Development Fund not covered by other revenue sources. This amount increased to \$13.47 million in 2013 due to programmed needs of the CIP before decreasing to a projected \$11.73 million at the end of FY 2014. In FY 2015, transfers from the RTA Capital Fund to the RTA Development Fund remain relatively stable at \$11.65 million and will slightly decrease in the following years to \$11.38 million in FY 2016 and stabilize at \$11.33 million in FY 2017 with future years increasing due to the financial demands of the Authority's capital program.

Other local funding sources include debt service, revenue bonds, and interest income. The Authority last issued debt, \$25.0 million of Revenue Bonds, in FY 2012 to support capital project activities and an additional debt service of approximately \$25.00 million is expected in FY 2015. Interest income has varied over the years due to fluctuations in the fund balance from a high of \$115,389 in FY 2012 to \$50,759 in FY 2014 with future years continuing close to this amount

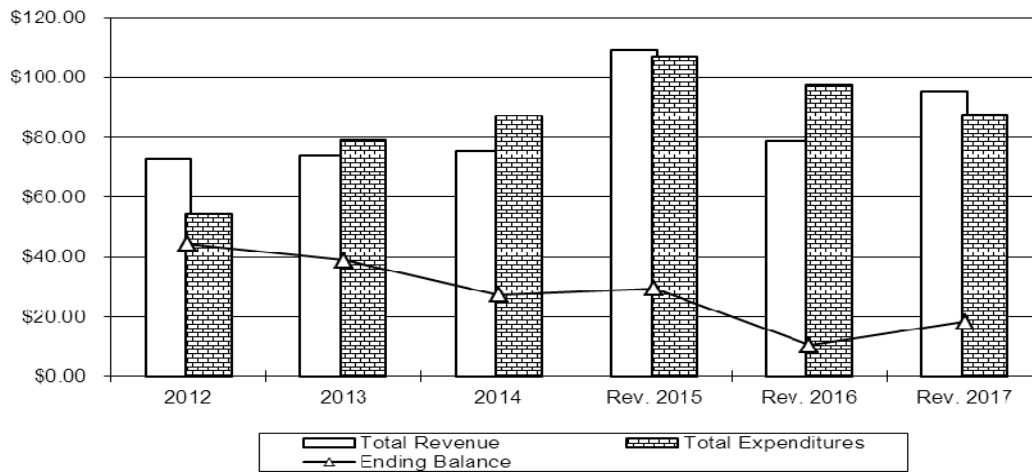
Figure CIP-9, on the following page, presents the fund balance analysis for the RTA Development Fund. By the end of FY 2011, the fund balance had increased to \$25.95 million from the ending FY 2010 balance of \$21.14 due in part to the impact of 100 percent Federal Stimulus funds for construction projects and a \$25.0 million revenue bond issuance in 2012, further increased the fund balance to \$44.44 million at the end of FY 2012. Capital construction activities over the following years have drawn the fund balance down as it declined to a \$38.92 million at the end of FY 2013 and to \$27.27 million at the end of FY 2014. It will slightly increase in FY 2015 due to a planned issuance of G.O. debt or Revenue bonds before again decreasing in future years due to activities within the capital program.

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 on the following page, various funding sources, including but not limited to, Federal capital grants, a planned debt service, State Capital grants, and 100-percent local funds will help support expected expenditures or cash outlays of \$107.25 million in 2015. Please note that expenditures within the Fund Balance Analysis are presented on a cash basis and attempts to estimate the actual cash flow expenditures. Thus, the expenditure estimates differ from the budget appropriations included in the 2015-19 CIP, which are based upon the establishment of the necessary budget appropriation for the capital projects.

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RTA Development Fund Balance Analysis (Millions)



	2012 Actual	2013 Actual	2014 Estimate	Rev. 2015 Budget	Rev. 2016 Plan	Rev. 2017 Plan
Beginning Balance	\$25.95	\$44.44	\$38.92	\$27.27	\$29.42	\$10.48
Total Revenue	\$72.87	\$73.63	\$75.59	\$109.41	\$78.80	\$95.34
Total Resources	\$98.81	\$118.07	\$114.52	\$136.67	\$108.23	\$105.81
Total Expenditures	\$54.37	\$79.14	\$87.25	\$107.25	\$97.75	\$87.50
Ending Balance	\$44.44	\$38.92	\$27.27	\$29.42	\$10.48	\$18.31

Figure CIP-9: RTA Development Fund Balance Analysis

RTA Development Fund Balance Analysis

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2016 Plan	2017 Plan
Beginning Balance	25,947,255	44,440,121	38,924,890	27,265,726	29,423,889	10,478,052
Revenue						
Dev. Service	25,000,000	0	0	25,000,000	0	25,000,000
Transfer from RTA Capital Fund	6,420,277	12,702,277	11,754,277	11,640,277	11,640,277	11,640,277
Investment Income	112,598	62,727	60,753	62,000	64,000	64,000
Federal Capital Grants	33,570,510	32,765,438	32,075,000	71,321,250	35,631,250	32,532,500
State Capital Grants	1,132,873	244,000	1,730,000	1,334,000	1,334,000	1,334,000
Other Revenue	6,424,000	0	0	0	0	0
Total Revenue	72,866,686	73,626,136	75,590,836	109,408,163	78,804,163	95,335,413
Total Resources	98,813,941	118,066,257	114,515,726	136,673,889	108,228,052	105,813,465
Expenditures						
Capital Outlay	54,373,820	79,141,367	87,250,000	107,250,000	97,750,000	87,500,000
Other Expenditures	0	0	0	0	0	0
Total Expenditures	54,373,820	79,141,367	87,250,000	107,250,000	97,750,000	87,500,000
Ending Balance	44,440,121	38,924,890	27,265,726	29,423,889	10,478,052	18,313,465

2015 - 2019 Capital Improvement Plan

RTA Development Fund Projects

In 2015, the combined budget appropriation for RTA Development Fund projects accounts for most, \$72.14 million or 95.0 percent, of the Authority's Capital Improvement Budget for the upcoming year (see Figure CIP-8). The inclusion of capital projects within this fund is based upon the establishment of budget appropriation authority and includes projects that may have already received grant-funding, projects in the preliminary application stage, those included in the Transportation Improvement Program (TIP), larger projects supported by 100 percent local funds, or projects without an identified funding source. The following highlights some of the larger programmed RTA Development Fund Capital Improvement Projects in 2015. Please refer to page at the end of this section for a complete list of projects included within the five-year RTA Development Fund CIP.

Bus Garages - \$0.0 million

More than \$11.9 million of previous year's capital projects including ones to prepare the Hayden Garage and the Central Bus Maintenance Facility for the introduction of CNG fueled buses and to construct outdoor bus storage lots at the Hayden and Triskett Garages are underway within the Bus Garages category at the end of FY 2014. As a result of these on-going activities, with all scheduled for completion by the third quarter of 2015, the 2015 CIP does not include a programmed capital project in this category. The two projects in the 2015-19 CIP within this category, both to prepare the Triskett Garage for the introduction of CNG fueled buses are scheduled for FY 2016.

Bus/Paratransit Improvement Programs - \$15.75 million

The 2015 CIP includes the scheduled third year of its bus replacement program and continues to focus on the SGR of the Authority's existing revenue fleets through a multi-year bus spare parts program to improve the dependability of the Authority's bus fleet. Programmed capital budget appropriations include \$10.78 million for replacement 40-Ft buses, \$2.88 million for replacement trolley buses, and a combined \$2.08 million for bus and BRT spare parts. Grant funding for these amounts will become available in 2015 through a series of grant revisions and execution of new grant awards.

Equipment & Vehicles - \$1.31 million

With the exception of \$244,000 for the replacement of vehicle lifts at the Paratransit Garage, all budget appropriation within this category in FY 2015 is for on-going information technology projects throughout the Authority including Data Center, Phone System, and Network improvements.

Facilities Improvements - \$3.42 million

The combined Facilities Improvements budget appropriation of \$3.42 million in 2015 are concentrate on SGR projects throughout the Authority including \$2.50 million for a general facilities state of good repair project that will be funded as existing grant awards are revised or new ones executed, \$500,000 for the initial phase of upgrading the Authority's fiber optic lines, \$210,000 for parking lot improvement at the Hayden Garage, and \$209,000 for a rail station door improvement program.

2015 - 2019 Capital Improvement Plan

Other Projects - \$2.52 million

The 2015 budget appropriation included for projects in this category include \$2.43 million for the annual payment of a fare collection equipment lease and \$93,750 for various transportation studies depending upon the availability of grant funds.

Preventive Maintenance / Operating Budget Reimbursements - \$20.81 million

This category includes capital project budget appropriation for preventive maintenance reimbursements to the Operating Budget as well as ADA related eligible grant funded Operating expense reimbursements. The largest of these is for preventive maintenance reimbursements with a 2015 budget appropriation of \$17.50 million, or 24.3 percent of the 2015 RTA Development Fund appropriation. The other programmed grant funded projects within this category for FY 2015 include \$3.12 million grant funded award for the reimbursement of ADA Operating Budget expenses, and \$180,000 for grant funded reimbursements of the Travel Trainer program.

Rail Projects- \$28.04 million

In FY 2015, the Rail Projects category includes a wide diversity of capital projects and, as in most prior CIP's, one of the largest as the Authority strives for a SGR within its rail system. Major programmed project areas within this category include a combined \$17.12 million for Rail Station rehabilitation/reconstructions including \$12.30 million for construction of a new Brookpark Station on the Red Line and a combined \$9.12 million for various track rehabilitation projects of which \$7.0 million is for the reconstruction of Track 8 & the Track 7 Platform under Tower City as the Authority begins a phased multi-year project to rehabilitate all tracks running through the station.

Transit Centers / Bus Loops – \$288,783

The 2015 capital budget includes \$288,783 for various small grant funded passenger enhancements throughout the Authority. Funds for these enhancement projects will be appropriated as capital projects and grant awards are executed during the year.

Transit 2025 Long Range Plan

The purpose of the Long Range Plan of the Authority is to support its Mission and Policy goals by providing a guide 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 original plan was drafted in 1998 and updated in 2004 to reflect the existing system's state of repair; the future plans of key stakeholders, and the economic conditions of the region. In 2008, RTA initiated an update of the Long Range Plan, titled the "GCRTA Strategic Plan" that was completed in 2012. The goals of the Plan are to help determine the course of projects and services within GCRTA that can result in the increase of ridership, increase in revenues, and bring the system into a state of good repair while being grounded in the economic and the financial reality of public transportation funding in Northeast Ohio.

The existing Key Transit 2025 project elements include exploring the feasibility of additional Bus Rapid Transit projects in other major travel corridors; completing the Transit Center Network; Initiating Transit-Oriented Development Projects; continuing to implement the Transit Waiting Environment (TWE) Program; and reconstructing various Rapid Transit Stations as part of the FTA ADA Key Station requirement agreement.

2015 - 2019 Capital Improvement Plan

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY								
2015 - 2019 CAPITAL IMPROVEMENT PLAN								
RTA DEVELOPMENT FUND								
ANTICIPATED FUNDING SOURCE								
CATEGORY / PROJECT NAME	PROJECT NUMBER	CALENDAR YEAR					TOTALS 2015-2019	
		2015	2016	2017	2018	2019		
<u>BUS GARAGES</u>								
<u>BUS GARAGES</u>								
Triskett CNG Loading Station FY 2016 100% Local Funds	4,500,000	22800X60	0	4,500,000	0	0	0	4,500,000
Triskett CNG Building Compliance FY 2016 100% Local Funds	1,200,000	22800X60	0	1,200,000	0	0	0	1,200,000
TOTAL - BUS GARAGES			0	5,700,000	0	0	0	5,700,000
<u>BUSES</u>								
<u>BUS IMPROVEMENT PROGRAM</u>								
2012-2014 Bus Improvement Program SFY 2012 NOACA CMAQ Grant (Committed) SFY 2013 NOACA CMAQ Grant (Committed) SFY 2014 NOACA CMAQ Grant (Committed) SFY 2016 NOACA CMAQ Grant (In NOACA Plan)	37,500,000 6,250,000 6,250,000 6,250,000 6,250,000	10390330	0	6,250,000	0	0	0	6,250,000
2015-2017 Bus Improvement Program SFY 2015 NOACA CMAQ Grant (Committed) SFY 2016 NOACA CMAQ Grant (In NOACA PPR) SFY 2017 NOACA CMAQ Grant (In NOACA PPR) FFY 2014 Federal Formula Grant FFY 2015 Federal Formula Grant FFY 2016 Federal Formula Grant	52,500,000 6,250,000 6,250,000 6,250,000 4,531,392 465,766 9,496,616	11390150	10,781,392	6,715,766	15,746,616	0	0	33,243,774

2015 - 2019 Capital Improvement Plan

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY 2015 - 2019 CAPITAL IMPROVEMENT PLAN RTA DEVELOPMENT FUND

ANTICIPATED FUNDING SOURCE								
CATEGORY / PROJECT NAME	PROJECT NUMBER	CALENDAR YEAR					TOTALS 2015-2019	
		2015	2016	2017	2018	2019		
<u>BUSES - Cont.</u>								
<u>BUS IMPROVEMENT PROGRAM - Cont.</u>								
2018-2020 Bus Improvement Program	60,000,000	10390170	0	0	0	16,855,822	16,855,822	33,711,644
SFY 2018 NOACA CMAQ Grant	7,500,000							
SFY 2019 NOACA CMAQ Grant	7,500,000							
SFY 2020 NOACA CMAQ Grant	7,500,000							
SFY 2018 ODOT UTP Award	1,730,822							
SFY 2019 ODOT UTP Award	1,730,822							
SFY 2020 ODOT UTP Award	1,730,822							
SFY 2018 ODOT OTPPP Award	3,125,000							
SFY 2019 ODOT OTPPP Award	3,125,000							
SFY 2020 ODOT OTPPP Award	3,125,000							
FFY 2017 Federal Formula Grant	4,500,000							
FFY 2018 Federal Formula Grant	4,500,000							
FFY 2019 Federal Formula Grant	4,500,000							
Sub-Total - Bus Improvement Program			10,781,392	12,965,766	15,746,616	16,855,822	16,855,822	73,205,418
<u>PARATRANSIT IMPROVEMENT PROGRAM</u>								
2016-18 Paratransit Buses		12390160	0	2,550,000	2,550,000	1,250,000		6,350,000
FY 2016 100% Local Funds	2,550,000							
FY 2017 100% Local Funds	2,550,000							
FFY 2017 Federal Formula Grant	1,250,000							
Sub-Total - Paratransit Improvement Program			0	2,550,000	2,550,000	1,250,000	0	6,350,000

2015 - 2019 Capital Improvement Plan

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY							
2015 - 2019 CAPITAL IMPROVEMENT PLAN							
RTA DEVELOPMENT FUND							
ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	CALENDAR YEAR					TOTALS
		2015	2016	2017	2018	2019	2015-2019
<u>BUSES - Cont.</u>							
<u>REPLACEMENT TROLLEY PROGRAM</u>							
Replacement Trolley Program	10390150	2,880,000	0	5,546,439	0	0	8,426,439
FY 2015 New Ladders of Opportunity (Competitive)	2,880,000						
FY 2017 100% Local Funds	5,546,439						
Sub-Total - Replacement Trolley Program		2,880,000	0	5,546,439	0	0	8,426,439
<u>BUS CAPITAL SPARE PARTS PROGRAM</u>							
2014-18 Bus Capital Spare Parts Program	16390140	390,000	390,000	110,000	0	0	890,000
FFY 2014 Federal Formula Grant	390,000						
FFY 2015 Federal Formula Grant	390,000						
FFY 2016 Federal Formula Grant	110,000						
BRT Bus Capital Spare Parts Program	16390150	1,694,961	0	386,704	0	0	2,081,665
Existing Federal Formula Grant (Revise/Amend)	1,694,961						
FFY 2016 Federal Formula Grant	386,704						
Sub-Total - Bus Capital Spare Parts Program		2,084,961	390,000	496,704	0	0	2,971,665
TOTAL - BUSES		15,746,353	15,905,766	24,339,759	18,105,822	16,855,822	90,953,522
<u>EQUIPMENT & VEHICLES</u>							
<u>Paratransit Lift Replacements</u>							
Replace 2 Hydraulic Lifts at Paratransit	16310150	244,000	0	0	0	0	244,000
Existing Federal Formula Grant (Revise/Amend)	244,000						
Sub-Total - Paratransit Lift Replacements		244,000	0	0	0	0	244,000
<u>MANAGEMENT INFORMATION SYSTEM</u>							
Ultramain Version 9 Upgrade	42350180	0	0	0	1,115,951	0	1,115,951
FFY 2017 Federal Formula Grant	1,115,951						

2015 - 2019 Capital Improvement Plan

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

2015 - 2019 CAPITAL IMPROVEMENT PLAN

RTA DEVELOPMENT FUND

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	CALENDAR YEAR					TOTALS 2015-2019
		2015	2016	2017	2018	2019	
<u>EQUIPMENT & VEHICLES - Cont.</u>							
<u>MANAGEMENT INFORMATION SYSTEM - Cont.</u>							
Network Infrastructure - Networks	42610120	58,000	27,000	166,600	166,600	0	418,200
FFY 2014 Federal Formula Grant	58,000						
FFY 2015 Federal Formula Grant	27,000						
FFY 2016 Federal Formula Grant	166,600						
FFY 2017 Federal Formula Grant	166,600						
Network Infrastructure - Data Center	42610220	115,000	55,000	235,000	235,000	0	640,000
FFY 2014 Federal Formula Grant	115,000						
FFY 2015 Federal Formula Grant	55,000						
FFY 2016 Federal Formula Grant	235,000						
FFY 2017 Federal Formula Grant	235,000						
Network Infrastructure - Phone System	42610320	845,000	0	189,000	189,000	0	1,223,000
FFY 2014 Federal Formula Grant	845,000						
FFY 2016 Federal Formula Grant	189,000						
FFY 2017 Federal Formula Grant	189,000						
Internet - Intranet Development	42610520	50,000	50,000	80,000	80,000	0	260,000
FFY 2014 Federal Formula Grant	50,000						
FFY 2015 Federal Formula Grant	50,000						
FFY 2016 Federal Formula Grant	80,000						
FFY 2017 Federal Formula Grant	80,000						
Sub-Total - Management Information System		1,068,000	132,000	670,600	1,786,551	0	3,657,151
TOTAL - EQUIPMENT & VEHICLES		1,312,000	132,000	670,600	1,786,551	0	3,901,151

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GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

2015 - 2019 CAPITAL IMPROVEMENT PLAN

RTA DEVELOPMENT FUND

ANTICIPATED FUNDING SOURCE								
CATEGORY / PROJECT NAME	PROJECT NUMBER	CALENDAR YEAR					TOTALS	
		2015	2016	2017	2018	2019	2015-2019	
<u>FACILITIES IMPROVEMENTS</u>								
<u>BRIDGE REHABILITATION</u>								
Track Bridge Rehabilitation - CSX & East 92nd St. FFY 2015 Federal Formula Grant	20800170	0	3,000,000	0	0	0	3,000,000	
	3,000,000							
Sub-Total - Bridge Rehabilitation		0	3,000,000	0	0	0	3,000,000	
<u>SYSTEM-WIDE FACILITIES</u>								
Fiber Optic Hardware Replacement Program FFY 2014 Federal Formula Grant	26800440	500,000	0	0	0	0	500,000	
	500,000							
Rail Station Door Rehabilitation Program FFY 2014 Federal Formula Grant	32320150	209,213	0	0	0	0	209,213	
	209,213							
Hayden Parking Lot Repaving FFY 2014 Federal Formula Grant	32800150	210,000	0	0	0	0	210,000	
	210,000							
State of Good Repair Projects FFY 2014 Federal Formula Grant	32800250	2,504,906	462,406	429,511	816,215	13,557,064	17,770,102	
	2,504,906							
	462,406							
	429,511							
	816,215							
	13,557,064							
Sub-Total - System-Wide Facilities		3,424,119	462,406	429,511	816,215	13,557,064	18,689,315	
TOTAL - FACILITIES IMPROVEMENTS		3,424,119	3,462,406	429,511	816,215	13,557,064	21,689,315	

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RTA DEVELOPMENT FUND

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	CALENDAR YEAR					TOTALS 2015-2019
		2015	2016	2017	2018	2019	
<u>OTHER PROJECTS</u>							
<u>OTHER</u>							
Planning Studies (Transportation for Livable Communities Initiative)	49570120	93,750	93,750	93,750	93,750	93,750	468,750
SFY 2015 NOACA STP Grant	93,750						
SFY 2016 NOACA STP Grant	93,750						
SFY 2017 NOACA STP Grant	93,750						
SFY 2018 NOACA STP Grant	93,750						
SFY 2019 NOACA STP Grant	93,750						
Fare Collection Equipment Lease	49650180	2,426,110	2,426,110	2,426,110	2,426,110	2,426,110	12,130,550
FFY 2014 Federal Formula Grant	2,426,110						
FFY 2015 Federal Formula Grant	2,426,110						
FFY 2016 Federal Formula Grant	2,426,110						
FFY 2017 Federal Formula Grant	2,426,110						
FFY 2018 Federal Formula Grant	2,426,110						
TOTAL - OTHER PROJECTS		2,519,860	2,519,860	2,519,860	2,519,860	2,519,860	12,599,300
<u>PREVENTIVE MAINTENANCE/OPERATING REIMBURSEMENTS</u>							
<u>PREVENTIVE MAINTENANCE/OPERATING REIMBURSEMENTS</u>							
2008 New Freedom Program (Mobility Management Only)	49310180	180,000	180,000	180,000	180,000	180,000	900,000
SFY 2015 Section 5317 NOACA New Freedom Pro.	180,000						
SFY 2016 Section 5317 NOACA New Freedom Pro.	180,000						
SFY 2017 Section 5317 NOACA New Freedom Pro.	180,000						
SFY 2018 Section 5317 NOACA New Freedom Pro.	180,000						
SFY 2019 Section 5317 NOACA New Freedom Pro.	180,000						
Paratransit Operating Expenses Reimbursement	49670110	3,125,000	3,125,000	3,125,000	3,125,000	3,125,000	15,625,000
SFY 2015 NOACA STP Grant	3,125,000						
SFY 2016 NOACA STP Grant	3,125,000						
SFY 2017 NOACA STP Grant	3,125,000						
SFY 2018 NOACA STP Grant	3,125,000						
SFY 2019 NOACA STP Grant	3,125,000						

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RTA DEVELOPMENT FUND

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	CALENDAR YEAR					TOTALS 2015-2019
		2015	2016	2017	2018	2019	
<u>PREVENTIVE MAINTENANCE/OPERATING REIMBURSEMENTS - Cont.</u>							
<u>PREVENTIVE MAINTENANCE/OPERATING REIMBURSEMENTS - Cont.</u>							
Preventive Maintenance Expenses	51670150	17,500,000	20,000,000	20,000,000	20,000,000	20,000,000	97,500,000
FFY 2014 Federal Formula Grant	17,500,000						
FFY 2015 Federal Formula Grant	20,000,000						
FFY 2016 Federal Formula Grant	20,000,000						
FFY 2017 Federal Formula Grant	20,000,000						
FFY 2018 Federal Formula Grant	20,000,000						
TOTAL - PREVENTIVE MAINT./OPER. REIMB.		20,805,000	23,305,000	23,305,000	23,305,000	23,305,000	114,025,000
<u>RAIL PROJECTS</u>							
<u>ELECTRICAL SYSTEM</u>							
OCS Replacement and Upgrade Plan	21320150	121,275	131,159	141,848	153,409	0	547,691
FFY 2014 Federal Formula Grant	121,275						
FFY 2015 Federal Formula Grant	131,159						
FFY 2016 Federal Formula Grant	141,848						
FFY 2017 Federal Formula Grant	153,409						
Substation Replacement - West 117th Street	21800160	151,000	0	3,727,600	0	0	3,878,600
FFY 2014 Federal Formula Grant	151,000						
FFY 2016 Federal Formula Grant	3,727,600						
Substation Replacement - East 120th Street	21800240	0	0	165,400	3,800,000	0	3,965,400
FFY 2016 Federal Formula Grant	165,400						
FFY 2017 Federal Formula Grant	3,800,000						
Sectionalize Tower City Catenary System	21800260	660,000	0	0	0	0	660,000
FFY 2014 Federal Formula Grant	660,000						

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RTA DEVELOPMENT FUND

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	CALENDAR YEAR					TOTALS 2015-2019
		2015	2016	2017	2018	2019	
<u>RAIL PROJECTS - Cont.</u>							
<u>ELECTRICAL SYSTEM - Cont.</u>							
2nd Independent Feed for E. 55th Street Substation FFY 2014 Federal Formula Grant 66,000 FFY 2016 Federal Formula Grant 2,050,650	21800360	66,000	0	2,050,650	0	0	2,116,650
Substation Replacement - Puritas Avenue FFY 2015 Federal Formula Grant 3,717,600	21800390	0	3,717,600	0	0	0	3,717,600
Replace Brookpark Transformer / Rectifier (SS-4) FFY 2016 Federal Formula Grant 1,026,191	21800X60	0	0	1,026,191	0	0	1,026,191
Replace W. 25th / Ohio City Transformer / Rectifier FFY 2017 Federal Formula Grant 526,191	21800X80	0	0	0	526,191	0	526,191
Sub-Total - Electrical System		998,275	3,848,759	7,111,689	4,479,600	0	16,438,323
<u>TRAIN CONTROL / SIGNALS</u>							
HRV Microprocessor Replacement Existing Federal Formula Grant (Revise/Amend) 800,000	15320150	800,000	0	0	0	0	800,000
CAB Signal System Replacement (Railcars) FFY 2017 Federal Formula Grant 985,750	26800170	0	0	0	985,750	0	985,750
Cab Signaling - East 79th to Shaker Square FFY 2017 Federal Formula Grant 3,904,514	26800240	0	0	0	3,904,514	0	3,904,514
Red Line Signal System Replacement (Design) FFY 2017 Federal Formula Grant 1,000,000	26800270	0	0	0	1,000,000	0	1,000,000
Sub-Total - Train Control / Signals		800,000	0	0	5,890,264	0	6,690,264

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RTA DEVELOPMENT FUND

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	CALENDAR YEAR					TOTALS 2015-2019
		2015	2016	2017	2018	2019	
<u>RAIL PROJECTS - Cont.</u>							
<u>TRACK REHABILITATION</u>							
Rail Profile Grinding Program	23320170	0	0	488,029	1,488,534	1,779,719	3,756,282
FFY 2016 Federal Formula Grant	488,029						
FFY 2017 Federal Formula Grant	1,488,534						
FFY 2018 Federal Formula Grant	1,779,719						
FFY 2019 Federal Formula Grant	2,588,093						
Rail Infrastructure Program	23320150	622,783	952,771	864,421	686,458	1,500,000	4,626,433
FFY 2014 Federal Formula Grant	622,783						
FFY 2015 Federal Formula Grant	952,771						
FFY 2016 Federal Formula Grant	864,421						
FFY 2017 Federal Formula Grant	686,458						
FFY 2018 Federal Formula Grant	1,500,000						
W. 117th Street Trackwork	23800150	1,500,000	0	0	0	0	1,500,000
Existing Federal Formula Grant (Revise/Amend)	1,500,000						
Westpark Diamond Crossover Rebuild	23800160	0	38,273	459,270	0	0	497,543
FFY 2015 Federal Formula Grant	38,273						
FFY 2016 Federal Formula Grant	459,270						
On-Call Rail Engineering Services	23800240	0	200,000	200,000	200,000	200,000	800,000
FFY 2015 Federal Formula Grant	200,000						
FFY 2016 Federal Formula Grant	200,000						
FFY 2017 Federal Formula Grant	200,000						
FFY 2018 Federal Formula Grant	200,000						
On-Call Rail Maintenance Services	23800340	0	500,000	0	500,000	0	1,000,000
FFY 2015 Federal Formula Grant	500,000						
FFY 2017 Federal Formula Grant	500,000						

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GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY 2015 - 2019 CAPITAL IMPROVEMENT PLAN RTA DEVELOPMENT FUND

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	CALENDAR YEAR					TOTALS 2015-2019
		2015	2016	2017	2018	2019	
<u>RAIL PROJECTS - Cont.</u>							
<u>TRACK REHABILITATION - Cont.</u>							
Tower City 8 and 10 Track Replacement FFY 2017 Federal Formula Grant 347,288 FFY 2018 Federal Formula Grant 2,083,725 FFY 2019 Federal Formula Grant 2,146,237	23800370	0	0	0	347,288	2,083,725	2,431,013
Light Rail Crossings Improvements FFY 2015 Federal Formula Grant 4,391,400	23800430	0	4,391,400	0	0	0	4,391,400
Track 8 & Track 7 Platform Rehab. - Tower City Existing Federal Formula Grant (Revise/Amend) 8,000,000	23800440	7,000,000	0	0	0	0	7,000,000
Sub-Total - Track Rehabilitation		9,122,783	6,082,444	2,011,720	3,222,280	5,563,444	26,002,671
<u>RAIL STATION REHABILITATION</u>							
East 79th Station Reconstruction (ADA Compliance) FFY 2014 Federal Formula Grant 1,795,972	24800150	1,795,972	0	0	0	0	1,795,972
Warrensville / Shaker Station Rehab Existing Federal Formula Grant (Revise/Amend) 1,091,247	24800230	1,091,247	0	0	0	0	1,091,247
Brookpark Road HRV Station Rehabilitation FFY 2014 Federal Formula Grant 12,304,524	24800260	12,304,524	0	0	0	0	12,304,524
Lee-Shaker Station Reconstruction (Green Line) (ADA Compliance) Existing Federal Formula Grant (Revise/Amend) 483,025 FFY 2014 Federal Formula Grant 1,444,275	24800340	1,927,300	0	0	0	0	1,927,300
East 116th Street LRV Station Rehabilitation FFY 2015 Federal Formula Grant 4,720,000 FFY 2015 Federal Formula Grant 880,000	24800370	0	5,600,000	0	0	0	5,600,000
Farnsleigh Station Reconstruction (ADA Compliance) FFY 2015 Federal Formula Grant 224,579 FFY 2017 Federal Formula Grant 1,671,928	24800440	0	224,579	0	1,671,928	0	1,896,507

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RTA DEVELOPMENT FUND

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	CALENDAR YEAR					TOTALS 2015-2019
		2015	2016	2017	2018	2019	
<u>RAIL PROJECTS - Cont.</u>							
<u>RAIL STATION REHABILITATION - Cont.</u>							
East 34th Station Reconstruction (ADA Compliance)	24800540	0	3,410,886	3,400,000	0	0	6,810,886
FFY 2015 Federal Formula Grant	3,410,886						
FFY 2016 Federal Formula Grant	3,400,000						
Sub-Total - Rail Station Rehabilitation		17,119,043	9,235,465	3,400,000	1,671,928	0	31,426,436
TOTAL - RAIL PROJECTS		28,040,101	19,166,668	12,523,409	15,264,072	5,563,444	80,557,694
<u>TRANSIT CENTERS</u>							
<u>ENHANCEMENT ITEMS</u>							
Transit Waiting Environment Program	30570160	288,783	0	0	0	0	288,783
FFY 2014 Federal Formula Grant	288,783						
Enhanced ADA Access (Enhancement Items)	30800X40	0	288,783	288,783	288,785	285,115	1,151,466
FFY 2015 Federal Formula Grant	288,783						
FFY 2016 Federal Formula Grant	288,783						
FFY 2017 Federal Formula Grant	288,785						
FFY 2018 Federal Formula Grant	285,115						
TOTAL - TRANSIT CENTERS		288,783	288,783	288,783	288,785	285,115	1,440,249
TOTAL RTA DEVELOPMENT FUND		72,136,216	70,480,483	64,076,922	62,086,305	62,086,305	330,866,231
TOTAL RTA CAPITAL FUND		3,781,000	3,574,700	3,757,200	3,568,000	3,771,500	18,452,400
TOTAL CAPITAL IMPROVEMENT PLAN		75,917,216	74,055,183	67,834,122	65,654,305	65,857,805	349,318,631

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