

Greater Cleveland Regional Transit Authority



# Operating and Capital Budget

For the Year 2012

## Momentum



# **Greater Cleveland Regional Transit Authority**

## **2012 Adopted Budget Plan**

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Greater Cleveland Regional Transit Authority  
Ohio**

For the Fiscal Year Beginning

**January 1, 2011**

*Linda C. Danson Jeffrey R. Emer*

President

Executive Director

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 2011.

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.

# **DIRECTORY OF THE GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY OFFICIALS**

## **BOARD OF TRUSTEES**

**George F. Dixon III, President**  
**Hon. Dennis Clough, Vice President**  
**Jesse O. Anderson**  
**Hon. Bill Cervenik**  
**Hon. Mark Elliott**  
**Valarie J. McCall**  
**Nick “Sonny” Nardi**  
**Karen Gabriel Moss**  
**Leo Serrano**  
**Hon. Gary A. Norton, Jr.**

## **EXECUTIVE MANAGEMENT TEAM (EMT)**

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

Michael York, Deputy General Manager . Operations  
Loretta Kirk, Deputy General Manager . Finance & Administration  
Michael Schipper, Deputy General Manager . Engineering & Project Management  
Sheryl King Benford, Deputy General Manager . Legal Affairs  
Bruce E. Hampton, Deputy General Manager . Human Resources  
Gale Fisk, Executive Director . Office of Management & Budget  
Anthony Garofoli, Executive Director . Internal Audit  
Stephen Bitto, Director . Marketing & Communications  
Frank Polivka, Director . Procurement

# **DIRECTORY OF THE GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY OFFICIALS**

## **DEPARTMENTS AND DEPARTMENT HEADS**

### **Operations Division**

Paratransit District	Michael Hargrove
Rail District	Dennis Rehfuss, Acting Director
Transit Police	John Joyce
Service Management	Alan Erenrich
Service Quality Management	Dr. Flounçay Caver
Fleet Management	Ronald Baron
Pass Thrus	Michael York, DGM . Operations
Hayden District	Kevin Vest
Triskett District	William Eltrich

### **Finance & Administration Division**

Office of Business Development	Steven Sims
Accounting	Glenn Hendrix
Information Technology	Hamid Manteghi
Support Services	Eddine Dalton
Procurement	Frank Polivka
Revenue	Scott Uhas

### **Engineering & Project Management Division**

Project Support	Larry DiLoretto
Programming & Planning	Maribeth Feke
Engineering & Project Development	Joseph Schaffer

# DIRECTORY OF THE GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY OFFICIALS

## DEPARTMENTS AND DEPARTMENT HEADS (continued)

### Legal Affairs Division

Safety	Pamela McCombe
Legal	Sheryl King Benford, DGM . Legal Affairs
Risk Management	Judy Lincoln

### Human Resources Division

Human Resources	Bruce Hampton, DGM . Human Resources
Labor & Employee Relations	Scott Ferraro
Training & Employee Development	George Fields, Acting Director

### Executive Division

Executive	Joseph A. Calabrese, CEO/GM & Secretary -Treasurer
Secretary/Treasurer-Board of Trustees	Joseph A. Calabrese, CEO/GM & Secretary - Treasurer
Internal Audit	Anthony Garofoli, Executive Director
Marketing & Communications	Stephen Bitto
Office of Management & Budget	Gale Fisk, Executive Director

# Acknowledgements

## Office of Management & Budget

Special thanks to the following individuals for their assistance:

**Executive Director**  
**Manager of Budgets**

Coordinator of Financial Systems & Budgets  
Energy Manager  
Senior Budget Management Analyst  
Senior Budget Management Analyst  
Senior Budget Management Analyst  
Senior Budget Management Analyst  
Budget Management Analyst  
Budget Management Analyst  
Executive Secretary

**Gale Fisk**  
**Michael Daugherty**

Larry Ferrell  
Natalie Ulrich  
Dan Bobeczko  
Kay Sutula  
Sofya Linetsky  
James Teubl  
Wesley Keshtkaran  
Kari Solomon  
Tiffany Lively

Cover Artwork

-

Steve Bitto & Co.

(This page intentionally left blank)

# TABLE OF CONTENTS

## Citizens Summary

### Transmittal Letter

Executive Summary	TL - 1
A Strategic Approach to the Budget	TL - 5
Program and Project Initiatives	TL - 6
General Fund	TL - 7
Fare Structure	TL - 8
Service Levels	TL - 19
Policy Compliance	TL - 21
Capital Program	TL - 22
Conclusion	TL - 25
Fund Statements	TL - 27

### Performance Management

TransitStat	PM - 1
Energy Price Risk Management	PM - 10

## Budget Guide

### Organization of the Budget Plan

BG - 1

### Fiscal and Budgetary Policies

Introduction	BG - 2
All Funds	BG - 3
General Fund	BG - 5
Capital Improvement Funds	BG - 7
Supplemental Pension Fund	BG - 9
Insurance Fund	BG - 9
Bond Retirement Fund	BG - 10
Debt Financing	BG - 11

### Budget Management Process

Introduction	BG - 12
The Budget Cycle	BG - 12
Budget Calendar of Events	BG - 14
Management Policies	BG - 15

## Budget Guide, Continued

### Service Profile

Economic Profile	BG - 16
National Transit Trends	BG - 19
Ohio Transit Trends	BG - 21

### Glossary

BG - 22

## Fund Budgets

### All Funds

Introduction	FB - 1
All Funds Balance Analysis	FB - 2

### General Fund

General Fund Balance Analysis	FB - 3
General Fund Revenue	FB - 6
Sales and Use Tax	FB - 7
Passenger Fares	FB - 8

Investment Income	FB - 9
-------------------	--------

Advertising & Concessions	FB - 9
---------------------------	--------

Federal Operating Assistance	FB - 9
------------------------------	--------

State Operating Assistance	FB - 10
----------------------------	---------

Reimbursed Expenditures & Other Revenue	FB - 10
---	---------

General Fund Expenditures	FB - 11
---------------------------	---------

### Bond Retirement Fund

FB - 14

### Insurance Fund

FB - 15

### Supplemental Pension Fund

FB - 16

### Law Enforcement Fund

FB - 17

### Capital Improvement Fund

Fund Balance Analysis	FB - 18
-----------------------	---------

Capital Improvement Fund Revenue	FB - 20
----------------------------------	---------

# TABLE OF CONTENTS

## Department Budgets

<b>Authority-wide Organizational Chart</b>	DB - 3
<b>Expenditures by Division</b>	DB - 4
<b>Staffing by Division</b>	DB - 6
<b>Division - Operations</b>	
<b>Division Summary</b>	DB - 9
Paratransit District	DB - 12
Rail District	DB - 15
Transit Police	DB - 19
Service Management	DB - 22
Service Quality Management	DB - 25
Fleet Management	DB - 28
Pass-Thrus	DB - 32
Hayden District	DB - 33
Harvard District	DB - 36
Triskett District	DB - 37
<b>Division - Finance &amp; Administration</b>	
<b>Division Summary</b>	DB - 41
Office of Business Development	DB - 43
Accounting	DB - 45
Information Technology	DB - 47
Support Services	DB - 50
Procurement	DB - 52
Revenue	DB - 54
<b>Division - Engineering &amp; Project Mgt.</b>	
<b>Division Summary</b>	DB - 57
Euclid Corridor Transportation Project	DB - 59
Project Support	DB - 60
Programming & Planning	DB - 62
Engineering & Project Development	DB - 64
<b>Division - Legal Affairs</b>	
<b>Division Summary</b>	DB - 67
Safety	DB - 69
Legal	DB - 71
Risk Management	DB - 73

## Department Budgets (continued)

<b>Division - Human Resources</b>	
<b>Division Summary</b>	DB - 75
Human Resources	DB - 77
Labor & Employee Relations	DB - 79
Training & Employee Development	DB - 81
<b>Division - Executive</b>	
<b>Division Summary</b>	DB - 83
Executive	DB - 87
Secretary/Treasurer - Board of Trustees	DB - 89
Internal Audit	DB - 91
Marketing & Communications	DB - 93
Office of Management & Budget	DB - 95
Fund Transfers	DB - 97

## Capital Improvement Plan

Introduction	CIP - 1
Organization of the Capital Improvement Plan	CIP - 1
Capital Assets	CIP - 2
Capital Improvement Planning Cycle	CIP - 7
Budget Calendar of Events	CIP - 9
Transportation Improvement Program	CIP - 9
Appropriations	CIP - 10
Capital Improvement Financial Policies	CIP - 10
Capital Improvement Criteria	CIP - 11
Priority Areas	CIP - 12
Financial Capacity	CIP - 13
Debt Management	CIP - 17
Operating Impacts	CIP - 19
Project Categories	CIP - 20
RTA Capital Fund	CIP - 21
RTA Development Fund	CIP - 27

(This page intentionally left blank)