

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  
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**Greater Cleveland Regional Transit Authority  
Ohio**

For the Fiscal Year Beginning

**January 1, 2011**

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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.

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Gale Fisk, Executive Director . Office of Management & Budget  
Anthony Garofoli, Executive Director . Internal Audit  
Stephen Bitto, Director . Marketing & Communications  
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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

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Support Services	Eddine Dalton
Procurement	Frank Polivka
Revenue	Scott Uhas

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Programming & Planning	Maribeth Feke
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# DIRECTORY OF THE GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY OFFICIALS

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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**

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Energy Manager  
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## 2012 TRANSMITTAL LETTER

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

**Date:** November 1, 2011

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

**Subject:** 2012 Transmittal Letter

### EXECUTIVE SUMMARY

I am pleased to report that 2011 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 industry accomplishments, highlighted by significant gains in ridership and by winning the APTA "Gold" Safety Award for the second consecutive year.

As we continued to manage our infrastructure improvement projects, we were able to cut the ribbon at the Puritas and the East 55<sup>th</sup> Street Rail Stations and break ground for the Buckeye/Woodhill Station.

In April, the Euclid Corridor HealthLine reached a milestone by serving its 10 millionth customer as it was awarded the American Council of Engineering Outstanding Achievement Award and the award for National Excellence from the Urban Land Institute.

During 2011 we successfully:

- Increased productivity on all modes in terms of customers served per hour of service
- Managed utility and fuel costs through fuel hedging and other innovative programs,
- Were recognized for our strides in sustainability by winning the Green Emerald Award from Crain's Business,
- Were recognized for our accomplishments in diversity by being named "Best In Class" for Senior Management Diversity for a second consecutive year,
- Received the Tech Innovation Award for our TransitStat program from Mass Transit Magazine,
- Won the APTA Grand Prize for our marketing efforts.

We entered 2011 being cautiously optimistic about our future. That optimism was well founded, as it proved to be a year during which much of our hard work paid dividends in the form of financial sustainability, reduced overhead expenses, and additional financial capital resources from the FTA and NOACA.

The divergence between revenues and expenses, which began impacting the GCRTA in 2001, widened dramatically in 2009. The recession of 2008-2009 sliced an additional \$24 million from revenue. The strategic use of one-time revenues and adjustments to service levels and reduction of other expenditures allowed the Authority to achieve a balanced budget in 2009. In 2010 RTA took additional action to further reduce expenses to match an increasingly lower revenue base.

## 2012 TRANSMITTAL LETTER

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RTA cut expenses and reduced service. Administrative positions, which had been reduced in 2009, were cut by another 3% in 2010. Salaried employees took a 3% wage cut for half of 2009 and all of 2010. As the fuel surcharge expired in the first quarter of 2010, the staff recommended that fares be held at the \$2.25 base level. Public hearings were held in January 2010 to discuss the fares and a \$9 million reduction in service. In consonance with the service reduction, Harvard Garage was closed on weekends and then taken out of operation in August. Fuel costs were reduced by \$9.4 million in 2010 due to the use of the Energy Price Risk Management Program. A thorough review of electricity costs and action to reduce those costs resulted in \$1.6 million savings. As a result, 2010 operating expenses were reduced by \$30 million from 2009 actual costs and at \$208 million were equal to 2004 levels. Expenses had been rolled back six years. The Sales & Use Tax revenue also partly recovered and increased by \$8.6 million. For the first time since 1990, the end of year balance for 2010 met RTA's financial policy objective of a 30-day operating reserve.

In 2011, operating expenses are again under budget and are expected to finish the year at about \$216 million. This is less than the 2005 operating expenditures again maintaining that six-year rollback. Because action was taken in 2008, 2009 and 2010, no fare increases or service cuts were needed in 2011. The recovery of sales tax revenue continued. RTA may approach 2008 collection levels by the end of the year. The financial objective of a 30-day operating balance will be achieved again and the budget is moving toward a sustainable level. Our TransitStat performance management initiatives are improving operating and business practices and have helped to reduce costs.

In recent years, RTA has been an exemplary benchmark for other transit systems. One factor is our demonstrated strategy of sound financial management. The response to dramatically increased fuel prices and lost revenue from sales tax due to the 2008-2009 recession are excellent examples of the execution of that strategy. The actions taken to right size our service, our employment and reduce other costs by finding smarter ways to do business have paid dividends. Those actions helped the Authority survive one of the worst financial periods this community has experienced in the last fifty years. The temporary funds used to survive during this period will end in 2011. We have positioned RTA to maintain financial health with a lower level of revenue. The 2012 Budget does not include any fare increases or service reductions. In fact, service on rail will be significantly increased to reduce overcrowding and for bus an increase of approximately 1.5% will help alleviate overcrowding on some routes and add service in some other areas. In total, about 4.3% of service will be restored.

The Board of Trustees' first review of the 2012 Operating and Capital Budget took place at the Finance Committee meeting on October 11, 2011 with a review of the Capital Budget. The committee will deliberate issues in the Operating requests at subsequent meetings on November 1 and November 15, 2011. At the Board meeting on December 6, 2011, we expect the Finance Committee to present a recommendation to the full Board of Trustees to adopt the proposed 2012 Operating, Capital, and the Other Funds Budgets.

Resources are included to fund rail, bus, and paratransit services and continue rehabilitation and maintenance of equipment and facilities. In preparing the 2012 budget request, staff developed Fund Balance Analysis statements for each major fund group, which summarize

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financial activity and ending balances. The Finance, Operations, and Planning and Development Committees will review major revenue & expenditure assumptions and trends, financial policy objectives, service & employment levels, strategic and other program initiatives, and capital projects included in the 2012 . 2016 Capital Improvement Plan (CIP).

The 2012 appropriation for operating expenditures totals \$230,907,701. In comparison, the 2009 Budget totaled \$246,514,436 and the 2010 Budget appropriated \$225,941,877. The amount appropriated for 2011 was \$225,874,579. Fuel costs have increased and will remain at higher levels in 2012. About \$4 million of service has been added to reduce overcrowding on some routes. The 3% salary reduction was restored for non-bargaining personnel in 2011. Agreement on an innovative contract with FOP tied wage increases for 2011 and 2012 to fare revenue and sales tax revenue increases from the prior year. In September, the FOP and non-bargaining personnel received a 1.75% wage increase. The ATU has yet to agree on a contract for its members. Operating expenses for 2011 are projected to finish the year at \$215,336,363, about \$10.5 million under budget. The 2012 Budget has an increase in appropriations of approximately \$5.0 million. A little over \$1.8 million of that increase is due to the increased cost of fuel. Almost \$3 million comes from the service adjustment. An additional amount comes from the annualization of the 1.75% wage increase for FOP and non-bargaining personnel and a projected 3% wage increase for those same personnel in March of 2012. These additions mean that other areas of the budget (such as Utilities) are set below the 2011 amount. The Budget includes \$169.2 million for Personnel Services: providing salary, overtime, and fringe benefit resources needed to fund 2,282 positions. The authorized employment level for 2012 is an increase of 50 positions from the 2,232 in the 2011 budget. Personnel Services costs are about \$1.4 million higher than the 2011 budgeted amount. Other expenditures have increased by about \$3.6 million compared to the 2011 Budget. Most of this is an increase for fuel and for purchased transportation for Paratransit services.

The 2012 Capital Budget includes \$61.5 million of combined budget authority for RTA Capital & RTA Development Fund projects. This includes the replacement of equipment, facilities improvements and upgrades, preventive maintenance reimbursements, and other capital projects that will improve or replace the Authority's assets. The amount includes \$2.1 million, or 3.40% of the total, of 100% locally funded projects within the RTA Capital Fund and \$59.4 million, or 96.6%, of grant & locally supported projects within the RTA Development Fund. As in previous years, the goal of the capital program has been to better match budgeted projects with anticipated revenue sources, both for locally and grant funded projects, and to maintain the Authority's assets in a State of Good Repair (SGR).

The requested capital budget appropriation of \$61.5 million for the upcoming year is significantly lower than the 2011 capital budget of \$95.05 million as a result of a reduction of capital projects supported by non-traditional funding sources or competitive grants. Projects included in the 2012 capital budget are primarily supported by the traditional FTA Urban and Rail formula grants, while the 2011 capital budget included \$16.80 million for the rehabilitation of the University Circle Heavy Rail Station, a combined \$10.09 million of budget authority for three Capital Operating Assistance grants, and \$5.56 million of budget authority for various facility & equipment upgrade projects at three bus facilities all supported by earmark or competitive grants and other non-traditional funding sources.

## 2012 TRANSMITTAL LETTER

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As was done in prior budget years, budget authority for new projects was added to the five-year capital plan through a capital needs review and prioritization process, while budget authority for other projects was deferred and shifted into future years. Due to a reduction in the number of alternative project budgets funded through non-traditional sources, as well as Capital Operating Assistance grants within the requested CIP, the five-year capital plan decreases from \$491.5 million for 2011-2015 to \$409.0 million over the 2012- 2016 period. Capital financing and the balance between the capital program and operating costs continue to be a major challenge for the Authority. The 2012 Capital budget, though less than in 2011, represents the Authority's efforts to reduce the growth of the capital program to a level that is compatible with anticipated funding levels while meeting the on-going need of maintaining a State of Good Repair.

Due to 100% federal grant funding that did not require a 20% local match, and prudent fiscal management, the Authority has been able to stretch the use of its available bond funds enabling a delay of a planned \$25.0 million debt service sale into FY 2012. The planned \$25.0 million debt service sale is now planned for the first half of FY 2012 and is expected to meet the Authority's local funding needs for capital projects until early in FY 2015. This action will increase the Authority's debt service payments in 2012 and the following years. The first major repayment of debt happens in 2017. The Authority must work carefully through the next four years to avoid overstressing this area.

The revenue required to support both operating and capital budgets has been a challenge since 2004. The shortfall from our largest revenue source, the Sales & Use Tax, has been limiting the ability to provide service for the last eight years. The dramatic drop in this revenue caused by the 2008-2009 recession severely constrained every aspect of our operation in 2009 and 2010. A change in the Sales & Use Tax base in 2009 added about \$5 million in revenue and the recovery, meager as it has been, will restore 2012 sales tax levels to the amount received in 2008.

The 2008-2009 recession made the 2009 Budget the most difficult RTA has ever had to execute. The fuel surcharge and service realignment executed at the end of 2008 and then again in September 2009 avoided a large negative balance. Our diligence in seeking additional funding in 2009 provided temporary relief from the unprecedented decline in Sales Tax Revenue and gave RTA the time needed to adjust service to match revenue. Those one-time funds end this year. The actions taken in 2009 and 2010 caused RTA to end 2010 with a greatly improved year-end balance. That balance carried forward into 2011 improved the projected outcome for the 2011 budget year. Revenues are projected to end the year about \$90,000 under budget and expenses are projected \$10.5 million under budget. The end of year balance will be improved again. The Board approved the establishment of Reserve Funds for Fuel, Hospitalization and Compensated Balances. These funds will help protect the Authority from drastic downturns in revenue in the future. The one negative to protect against is the proposed federal level of funding in the Transportation Bill where 30% cuts in federal grants are being discussed.

Our objective for 2012 is to maintain the level of service we have with restoration of some service to alleviate overcrowding. This budget meets that objective and allows the Authority to end the year with a thirty-day end of year balance for 2012.

### A STRATEGIC APPROACH TO THE BUDGET

In developing the budget as well as developing our 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 enhances the quality of life in Greater Cleveland by providing outstanding, cost-effective public transportation services.*

#### 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.

Again, for 2012, our business planning efforts continue to highlight two of the five policy goals as most critical: **Customer Focus** and **Improve Financial Health**. In an effort to more effectively transition the strategic planning focus into the 2012 budgeting process, the evaluation of requests and the allocation of funding for 2012 initiatives were linked to the business plan and most directly to these two policy goals.

### PROGRAM AND PROJECT INITIATIVES

For the past two years the objective for RTA has been to survive the financial turmoil caused by the 2008-2009 recession and to manage the funds received from the American Recovery and Reinvestment Act (ARRA) Grant and to execute the completion of the 17 projects within that program. The Authority used the precepts of TransitStat, our data-driven performance management initiative. By exercising that mantra we rolled back expenses to operating levels last seen six years ago. The goal of ending the year with a 30-day balance has been achieved. RTA has consequently moved in the direction of a sustainable budget, a long time goal. Sixteen of the seventeen ARRA projects are now complete. Major projects to renovate rail infrastructure, rail cars and rail grade crossings have been completed, enhancing the smoothness of the ride, the reliability of our vehicles and the safety of our service. Fifty-seven new Paratransit vehicles were purchased and put into service and the Stephanie Tubbs Jones Transit Center was constructed. The reconstruction of Puritas Station and East 55<sup>th</sup> Station has been completed and both of these rail stations have been remarkably improved, have been dedicated and put into full service. The reconstruction of Woodhill Station was added to the project list because of savings generated on the other projects. It is the last ARRA project to be completed and is now under construction. Badly needed maintenance and improvements have been completed and the infrastructure of the Authority has been markedly enhanced. In addition, the federal objective of providing additional employment in the Northeast Ohio region was absolutely achieved.

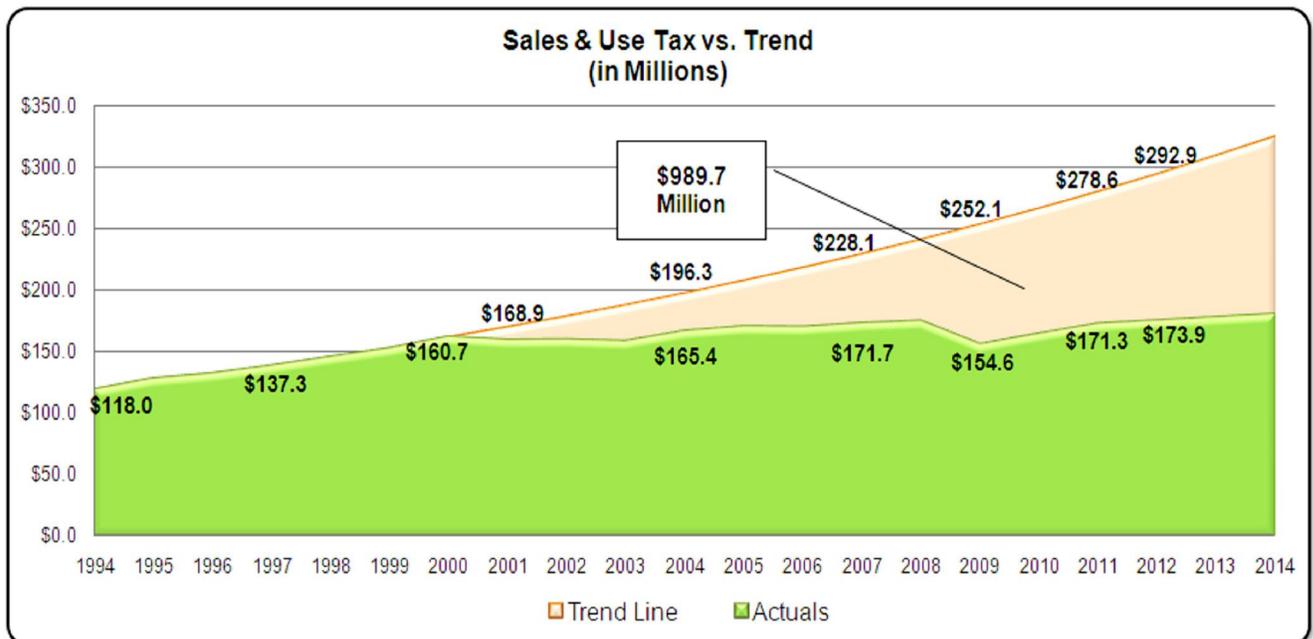
Action to react to a changing financial landscape began in 2001 because of the recession caused by the 9/11/2001 attacks. That action was accelerated in 2008 with the implementation of TransitStat. Drastic measures were required because of the 2008-2009 recession. RTA made the tough decisions needed, used ARRA funds wisely, and repositioned for a new financial reality. Preventive maintenance reimbursements had to be increased to maintain operations in 2008 and 2009. Those reimbursements have been reduced in 2011 and 2012 to allow more capital projects to be funded. The maintenance performed on the Viaduct track was funded from those monies. State of Good Repair Grants have been received and will be used to maintain our equipment and facilities at an acceptable state of readiness. A new rail station will be reconstructed at University Circle due to a federal grant. RTA will continue to actively seek additional grants to allow other capital projects to be moved up in the progression on our Capital Improvement Program. On the operating side we will continue to seek new and better processes to improve our service and manage our costs so that service levels are at least maintained for our customers, so that our employees can envision a stable work environment and fare increases are avoided for as long as possible.

**GENERAL FUND**

**Underperforming Sales & Use Tax**

The graph shown in this section presents the major issue affecting the Authority and the region. Revenue from the Sales & Use Tax, from 1992 to 2000, increased about 5.6% per year. Beginning in 2001, local economic activity and sales tax growth flattened. The average annual growth declined to 0.9%. Consequently, the Authority has experienced an increasing gap between revenues generated in the past and current revenues. That factor has been worsened by the deep recession of 2008-2009. Sales & Use Tax revenue for 2008 was \$171.7 million. In 2009, receipts dropped to \$154.6 million. This 11% drop sliced \$19 million from the Authority's revenue.

This is by far the most dramatic decline in revenue from the Sales & Use Tax in the history of the Authority; the previous worst decline in a year was 1.6%. Sales Tax generated 70% of RTA's revenues in 2000, yet only 58% in 2009. Some recovery was anticipated in 2010. In fact, that recovery was better than expected with Sales & Use Tax revenue of \$171.3 million. In spite of continuing high unemployment and only a very modest and fragile recovery, sales tax collections have continued to increase sharply in 2011. We project that end of year collections for 2011 will be \$171.3 million, an increase of \$8.1 million. Our projection for 2012 is based on a 1.5% increase to \$173.9 million. This amount will at least get us back to the amount collected in 2008.



### **Fare Structure**

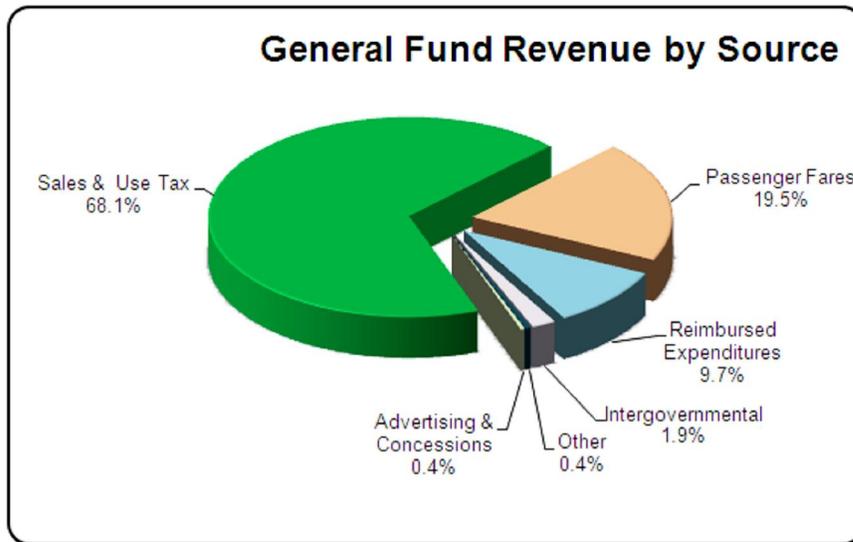
The financial constraint the economy has imposed over the last 10 years has required RTA to reduce service. Fares were maintained for as long as possible. After thirteen years with no increase, the Authority had to raise fares in 2006. The RTA Board elected to execute the increase over an eighteen-month period with a 25-cent increase in July 2006 and another 25-cent increase in January 2008. The result was a \$1.75 base fare. The dramatic increase in diesel fuel cost in 2008 (fuel jumped from \$2.50 per gallon to \$4.18 per gallon) added \$7.4 million to RTA expenses. Consequently, in October 2008 RTA added a 25-cent fuel surcharge to fares with an additional 25-cent increase deferred until September 2009. RTA had hoped to avoid the imposition of the second 25 cents.

In 2008 the economy began to lag and by June the U.S. was in recession. In September the additional \$0.25 of the fuel surcharge and a deferred service cut had to be implemented. This pushed base fares to \$2.25. The fuel surcharge was to be eliminated if fuel prices went down. The meltdown of the U.S. financial markets occurred in the fall of 2008. Accordingly, the U.S. fell into a deeper recession while fuel prices dropped. However, the loss of nearly \$19 million in Sales & Use Tax revenue caused by that deep recession imposed another financial hurdle. In February 2010, the Board had little choice but to vote to maintain the \$2.25 base fare. Holding the base fare at \$2.25 still meant a 12% service reduction had to be made to balance the budget. Our objective for 2011 was to maintain service at the current level and to avoid any further increase in fares. That has been accomplished. That is also the objective for 2012 and 2013. This budget has no fare increase and service will actually be enhanced to alleviate overcrowding.

### **Revenue**

The current 2011 estimate projects \$261.2 million in General Fund revenue and total resources of \$281.6 million. This is an \$11.5 million increase in total resources, which resulted from the reduction in expenses from 2010. Total revenue for 2012 will drop to \$255.4 million as the CMAQ Trolley and CMAQ Healthline grants both close. Total Resources will increase as expenses for 2011 are projected to end the year \$10.5 million below budget. This will increase the carry forward for 2012. Total resources of \$286.7 million are budgeted.

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 its revenues will support. The General Fund Balance Analysis, included as Attachment A, presents the 2012 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 2011 was 2.1% above the same period in 2010. The recession in 2008-2009, led to a double-digit unemployment rate in the region, which resulted in lower ridership. The Authority provided service for approximately 51.3 million riders in 2009 and collected fare revenue of \$49.7 million. Ridership and passenger fares dipped again in 2010, collecting \$47.2 million. We have since seen an increase in ridership with the economy in the region rebounding.

The HealthLine ridership through the third quarter has increased 6.4%, compared to the same period in 2010, an increase of over 201,000 passengers. In the three months of the third quarter alone the HealthLine was 8.9% above the third quarter of 2010. Our largest increase in passengers has been seen on the Heavy Rail, with an increase of 14.6% through the third quarter of 2011, compared to the same period in 2010. This is an increase of over 530,000 passengers, again showing a rebound in the economy and more people are using transit to get to work. The one negative is that the CMSD is cutting its transportation budget and plans to use \$1.5 million less RTA service. We are estimating an increase of 1.5% in passenger fare revenue for 2012, an increase of \$736,919 compared to the projected revenue for 2011.

**Sales & Use Tax Revenue**

**\$173.9 Million**

**Rationale:**

The economic crisis in late 2008 and 2009 had unparalleled effects on Sales & Use Tax revenue across the entire U.S. Cuyahoga County experienced an historic decline from \$173.6 million in 2008 to \$154.6 million in 2009. Economists indicated this recession was deep and would be longer-lasting than any other that has affected the U.S. in the last 70

## 2012 TRANSMITTAL LETTER

years. Part of that rationale was the damage caused in the finance and banking industry. The indication was that the Sales & Use Tax revenue would not recover in the short term and would not return to the \$173 million mark generated in 2008 until 2015.

Late in 2009 the State Legislature added Managed Care to the Sales Tax base. For 2010 this change added about \$5 million in Sales Tax collections for RTA. Collections for 2010 jumped to \$163.2 million. Only \$3.6 million of this increase was credited to an improved economy. For 2011, collections continued to be above expectation. Through October, RTA has received \$144.2 million. August and September collections were particularly robust due a large jump in Motor Vehicle Tax payments. October collections dropped decidedly because Motor Vehicle Tax payments dropped by nearly \$750,000. Our projection for 2011 is \$171.3 million. Most economists project a very modest growth in GDP in 2012 with continuing high unemployment. As such, we have projected a 1.5% increase in Sales Tax to \$173.9 million. This figure is just slightly above the 2008 collection of \$173.6 million, and the recovery has been much faster than expected. The change in the tax base to add managed care has accounted for \$11.6 million of the \$16.7 million increase in the last two years. Without that change it would have taken at least three more years to reach the 2008 level.

<b>MONTH</b>	<b>4 -Year</b>	<b>2011</b>	<b>2011</b>	<b>2011</b>	<b>2011</b>
<b><u>RECEIVED</u></b>	<b><u>Average</u></b>	<b><u>Budget</u></b>	<b><u>Actual</u></b>	<b><u>Variance</u></b>	<b><u>% Variance</u></b>
	<b>2007-2010</b>				
JANUARY	\$13,059,653	\$13,185,888	\$13,325,298	\$139,410	1.057%
FEBRUARY	\$13,739,006	\$13,394,710	\$13,789,418	\$394,708	2.947%
MARCH	\$17,740,770	\$16,935,530	\$17,691,208	\$755,678	4.462%
APRIL	\$12,145,203	\$12,408,978	\$12,510,833	\$101,855	0.821%
MAY	\$12,993,638	\$12,211,002	\$12,938,264	\$727,262	5.956%
JUNE	\$14,086,777	\$14,325,717	\$15,707,246	\$1,381,529	9.644%
JULY	\$13,235,919	\$12,858,238	\$12,737,308	-\$120,930	-0.940%
AUGUST	\$13,538,002	\$13,705,300	\$14,562,037	\$856,737	6.251%
SEPTEMBER	\$14,827,733	\$15,100,664	\$16,413,110	\$1,312,446	8.691%
OCTOBER	\$13,640,094	\$14,147,637	\$14,515,151	\$367,514	2.598%
NOVEMBER	\$13,262,353	\$13,323,305	\$0	\$0	0.000%
DECEMBER	\$13,490,152	\$13,131,326	\$0	\$0	0.000%
<b>TOTAL</b>	<b>\$165,759,299</b>	<b>\$164,728,295</b>	<b>\$144,189,872</b>	<b>\$5,916,208</b>	

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### Advertising & Concessions

**\$900 Thousand**

<b>Advertising Contract</b>	<b>\$700K</b>
<b>HealthLine (net)</b>	<b>\$125K</b>
<b><u>Other</u></b>	<b><u>\$ 75K</u></b>
<b>Total</b>	<b>\$900K</b>

#### **Rationale:**

The 2012 Budget Advertising and Concessions Category consists of three 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, with a new advertising contract in place, the contract's annual guarantee has risen. The second is the HealthLine naming rights contract that will net the Authority \$125,000 in 2012. The other subcategory is composed of various concession and vending arrangements and is expected to generate \$75,000 in the upcoming year.

### Intergovernmental

**\$ 4.9 Million**

<b>Temporary State Funding</b>	<b>\$ 3.1M</b>
<b>Elderly and Disabled Fare Assistance</b>	<b>\$ 0.0M</b>
<b><u>Access to Jobs Revenue (JARC)</u></b>	<b><u>\$ 1.8M</u></b>
<b>Total</b>	<b>\$ 4.9M</b>

#### **Rationale:**

Temporary State funding helped eliminate the \$24 million gap during the 2008-2009 recession and the financial struggle in 2010. Expenses were reduced, but without the temporary funding from the State of Ohio, the service reductions would have been even more severe. Temporary funding for ADA Paratransit operations will provide \$3.089 million for the next three years. In 2011, \$11.3 million was budgeted for this area. The CMAQ Healthline and CMAQ Trolley grants have expired.

In 2009, the Authority received \$2.1 million from the State of Ohio for elderly and disabled fare assistance for 2008 and 2009. The State of Ohio tax receipts were reduced by the recession and in 2010 RTA received only \$619,057 in this category. In 2011 we will not receive any funding from the State in this category and the same for the near future.

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. Actions by the Northeast Ohio Area Coordinating Agency (NOACA) in 2008 released Federal funds. RTA spent \$500,000 of these funds in 2008, with the remaining balances to be used in 2009 and 2010, at approximately \$1.2 million to \$1.4 million per year. An additional \$700,000 from Federal funds and \$700,000 from ODOT were received in 2009 and 2010, respectively, totaling \$1.4

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million. Then RTA received an ARRA grant for \$1.863 million with no match requirement. About \$300,000 of these funds was used in the end of 2009. The remaining \$1.5 million from this grant were used in 2010 and then supplemented with funds from grants previously received. Remaining funds from these grants will be used in 2011, totaling about \$2.0 million. The projection for 2012 is for \$1.8 million.

### Other Revenue

**\$1.0 Million**

These other sources of revenue include contractor and hospitalization claim reimbursements, rent, salvage sales, 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 2007 and 2008, the Authority received CNG rebates from the Internal Revenue Service (IRS). These rebates are no longer received as our CNG fleet has been retired. In 2011, we are projecting \$1.17 million and \$1.0 million for 2012.

### Investment Income

**\$110 Thousand**

The available 2011 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 dropped 76% in 2009 and 64% in 2010. The Fed has demonstrated it intends to keep interest rates low for at least the next nine months. As a result, the projection for this revenue for 2011 is \$121,564 and 2012 at \$110,000.

### Reimbursed Expenditures

**\$24.8 Million**

<b>Preventive Maintenance Reimbursements</b>	<b>\$21.8M</b>
<b>Fuel Tax Reimbursement</b>	<b>\$ 1.3M</b>
<b><u>Reimbursed Labor &amp; Material</u></b>	<b><u>\$ 1.7M</u></b>
<b>Total</b>	<b>\$24.8M</b>

### **Rationale:**

This category primarily is composed of preventive maintenance reimbursements, fuel tax reimbursements, grant funded labor costs, and material reimbursements. In 2009, this category was \$33.5 million. This is about \$3.6 million less than was projected because four Federal grants with expected receipts in 2009 were not finalized until after the close of the fiscal year, which contained over \$10 million in revenue expected for 2009. Much of this revenue was received and reimbursed in 2010. This explains the higher than usual amount in reimbursed expenditures for 2010, totaling \$39.2 million. ARRA project force account labor also added to the higher than usual total.

This category will decline in 2011 to \$24.0 million due to several factors. Service has been reduced and the amount of preventive maintenance has been reduced because we are maintaining fewer buses and with the closure of Harvard Garage, one less facility. ARRA

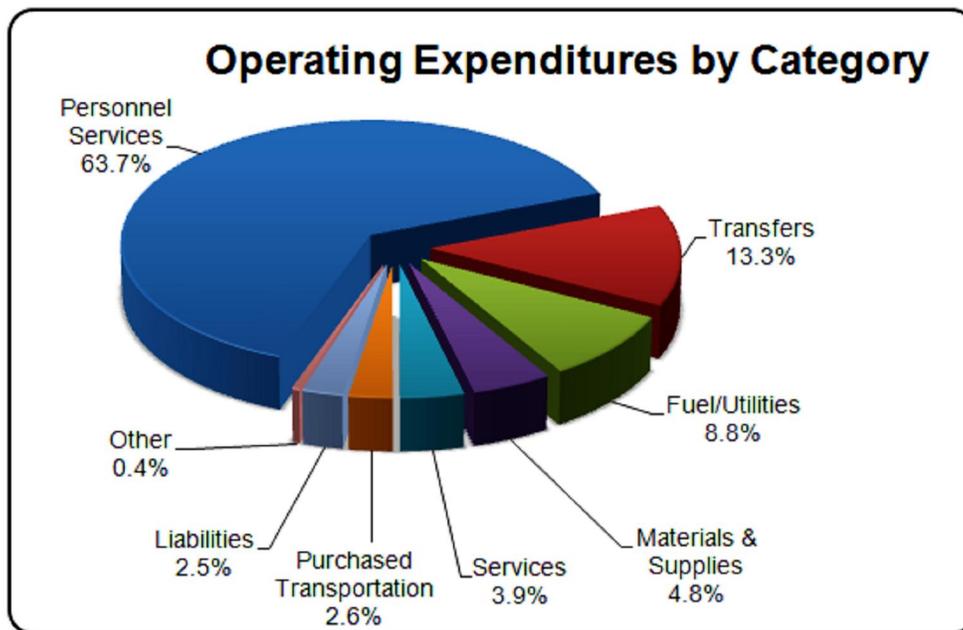
## 2012 TRANSMITTAL LETTER

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force account labor will also be ending and the only real amount of force account labor will be the \$1.8 million for the heavy rail vehicle overhaul. The final factor for the reduction is the reduction in the indirect rate. The FTA evaluated our Cost Allocation Plan for 2010 through a private auditing firm. The auditing firm recommended a change in our methodology, which reduced our indirect rate about 57%. This change has reduced the amount of force account labor that can be charged and has reduced the total reimbursed expenditures for 2011 to \$24.0 million and 2012 to \$24.8 million.

### Expenditures

The Operating Expenditures for 2012 include the appropriation and expenditure changes as described below. As with revenues, expenditures are estimated not only for the 2012 Budget Year, but also for the two subsequent years. The Fund Balance Analysis projections include those out-years to demonstrate the longer-term impacts of various items contained in the 2012 Budget (collective bargaining agreements, service changes, requirements of the Capital Improvement Plan, etc.).



The chart on page TL-17 summarizes the budgeted increases/reductions in expenditures for 2012. The chart highlights the ardent effort by management to align the Authority's expenditures with the projected revenue. As a result of the efforts made in 2009, 2010 and 2011 to control and reduce expenditures and the improvement in Sales Tax collections, the Authority was able to avoid a service reduction in 2011 and will do so again in 2012.

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**Compensation Issues** include the wage and fringe 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). Savings in labor and fringe benefits were realized in 2011 from the annualization of costs for employees from the reductions in positions in operational support personnel, reduction in personnel due to the 2010 service reduction and the closing of Harvard Garage. Those reductions will carry forward into 2012.

For 28 months GCRTA has attempted to negotiate contract agreements with the unions. The contract for ATU 268 expired July 31, 2009 and the contract for FOP expired in March 2010. Agreement was reached with the FOP on an innovative approach that tied a wage increase in 2011 to the revenue increase for fare revenue and Sales Tax from 2010 and will use the increase in fare revenue and Sales Tax from 2011 to establish the wage increase for 2012. The Health Care contribution will increase from 12% to 14% but non-smoking employees receive a 1% credit and employees who get an annual physical can also receive a 1% credit. The FOP received a 1.75% wage increase in September. Non-bargaining personnel received the same increase in August. We currently project the increase in Sales Tax and fare revenue from 2011 will result in the maximum increase agreed to in the FOP contract. Therefore, a 3% increase for 2012 has been budgeted for FOP and non-bargaining personnel. No agreement has as yet been reached with the ATU.

The plunge in revenue from the Sales & Use Tax due to the 2008-2009 recession and in fare revenue due to high unemployment caused by that recession meant RTA had to become a smaller organization. The rightsizing we have done in 2008, 2009 and 2010 is now leading the RTA in the direction of a sustainable budget. Service reductions were made from 2007 through 2010. Personnel were eliminated with each of these cuts. In 2007, RTA had 2,744 budgeted positions. The number of positions budgeted for 2012 is 2,282. In addition, a selective hiring freeze was employed for 2008, 2009, 2010 and 2011. Personnel Services costs for 2009 were \$176.6 million. Those costs were cut to \$157.0 million in 2010. We project costs of \$158.9 million in 2011. We are budgeting for personnel costs of \$169.6 million. This amount includes the 1.75% and 3% wage increase, the service increase and vacancies and automatic step increases.

**Fuel costs** have been stabilized. Fuel prices were out of control in 2008 and RTA had to find a better process to purchase fuel because this is our second highest cost area. For much of 2008, RTA worked process improvements to establish a new methodology of purchasing diesel fuel. To get that accomplished, State law had to be changed, which was enacted 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.

The average price/gallon for diesel in 2008 was \$3.57 and for 2009 it was \$3.17. 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. We ended the year with costs under \$8 million, \$1.39 million under budget and \$9.4 million below 2009. Our net cost/gallon was \$1.76. For 2011, the budget for

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diesel was \$10.972 million. Prices for diesel rose from \$2.30/gallon in September 2010 to \$3.39/gallon in April 2011. The Energy Price Risk Management Program has insulated RTA from that price increase because we had contracts purchased 27 months into the future. Consequently, we project costs of about \$10.250 million, about \$720,000 under budget. Our net cost/gallon will be about \$2.25. We are budgeted at \$2.35/gallon. For 2012, 84% of our projected fuel use is hedged. Our budgeted cost is \$12.803 million. Our net cost/gallon is budgeted at \$2.70/gallon.

The volatility experienced in the past has been eradicated. Costs have been stabilized for 2010, 2011 and 2012. Those amounts are less than the Authority paid for fuel in 2007. We have purchased 27% of our 2013 requirement.

**Cost Reduction Measures** will continue to result in significant savings. End of year encumbrances for 2009 were held to less than \$3.6 million. This is the lowest amount in the last 20 years. For 2010, RTA held that level. We expect to do the same in 2011. Encumbrance carry-over probably cannot be reduced further.

In addition, the Authority closely reviewed utility usage, completely auditing the electricity accounts. In 2009, we went out on the open market and solicited bids for our electricity rate. The rate quotes received lowered our cost by 2 cents per kilowatt-hour (kWh) and resulted in savings of over \$1.127 million. All electricity accounts were reconciled and all meters are now read by CEI monthly and the meters are reset every month. These actions further reduced costs by \$504,000. RTA applied for and received rate changes for our rail sub stations that have reduced costs by another \$324,000 annually. We bid electricity again in May 2011 and lowered our rate/kWh again. We have a three-year contract for electricity at a very favorable rate. The TIGGER Energy Retrofit grant will reduce electricity usage at our facilities by approximately \$499,000 annually. We bid Natural gas in July and lowered our rate by \$.43/MCF. We have locked up natural gas rates for the next three years at the lowest rates in the last five years.

We continue to use TransitStat to control costs such as overtime, inventory costs, towing and workers compensation costs. We continue to enhance customer service with improved operation of our telephone information center and improved on time performance. The actions taken in that forum will affect our operations for as long as we continue to relentlessly follow up on what we have already done and continue to address other areas into the future.

### **Transfer to the Insurance Fund**

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. Through transfers from the General Fund of \$2.3 million in 2010 and \$2.25 million in 2011, the fund balance has been maintained and projected transfers in 2012, 2013 and 2014 will maintain this fund at the appropriate level. The actual level of claims will dictate the transfers needed to maintain the current balance.

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### **Transfer to the Supplemental Pension Fund**

As in previous budget years, the 2012 budget estimates that the Supplemental Pension Fund will need transfers of \$100,000 for 2012 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**

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 this revenue source occurred in 2009 and to the inclusion of a number of capital grants to reimburse Operating Expenses that requires a local match from this source.

In the 2011 Budget Year, Transfers to Capital increased by \$1.26 million above budget due to a strategic decision to pre-pay the outstanding balance in a State Infrastructure Bank (SIB) loan. This step will lower the annual debt service payments of the Authority and in turn the Transfers to Capital by \$660,000 during the 2012, 2013 and 2014 budget years.

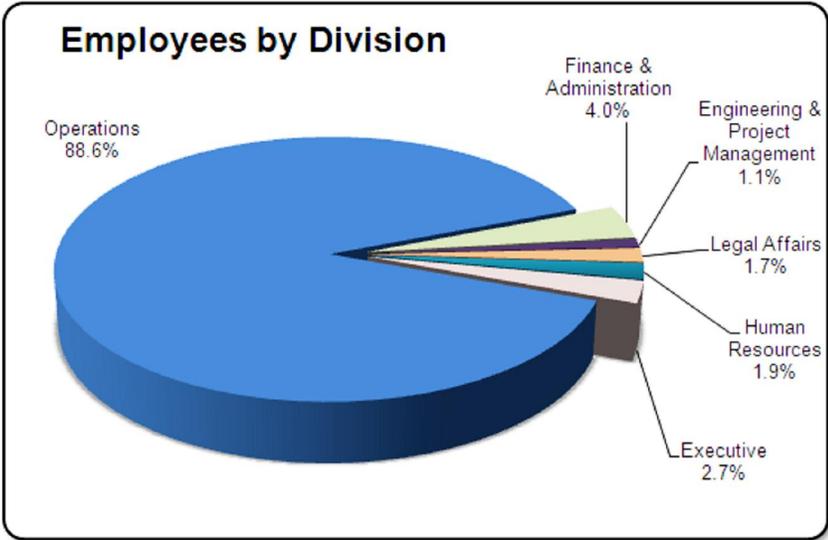
As a percentage of Sales & Use Tax Revenue, increases in this measure since 2009 stabilized during the 2011 Budget Year as this revenue regained some of its losses. In 2012, Transfers to Capital will total \$32.5 million and equal 18.7% of the Sales & Use Tax revenue. This Transfer amount includes \$20.74 million for the Bond Retirement Fund for debt service payments associated with existing debt and a planned \$25.0 million G.O. debt sale early in the year. An additional \$11.78 million will be transferred to the Capital Improvement Fund for payment of 100% locally funded projects and for the local match portion of grant-funded projects.

The transfer is anticipated to decline in each of the two out-years to 18.2% and 17.9% due to the pre-payment of the SIB loan and projected increases in revenue from the Sales & Use Tax, but the high level of this measure continues to highlight the difficulty created by increased capital and debt service needs in a time of constrained revenue.

**Areas of Expenditure Growth  
2012 Budget**

<b>2011 Projected Operating Expenses</b>		<b>\$215,366,363</b>	
<b>Compensation Issues</b>		<b>\$ 10,730,160</b>	<b>4.98%</b>
Service Increase (Labor)	\$ 2,626,897		
Hourly & Salary Labor Increase	\$ 4,202,977		
Fringe Benefits	\$ 3,961,434		
Unemployment Compensation	\$ (61,148)		
<b>Fuel / Utilities</b>		<b>\$ 1,681,305</b>	<b>0.78%</b>
Diesel Fuel	\$ 2,380,752		
Other Fuel / Utilities	\$ (699,447)		
<b>Service Opportunities</b>		<b>\$ 2,784,194</b>	<b>1.29%</b>
ADA Purchased Transportation	\$ 1,487,043		
Services	\$ 737,332		
Materials & Supplies	\$ 559,819		
Inventory	\$ -		
<b>Administration Changes</b>		<b>\$ 345,680</b>	<b>0.16%</b>
Workers' Compensation	\$ 333,442		
Property Tax	\$ 3,270		
Other (Net)	\$ 8,968		
<b>Expenditure Growth</b>		<b>\$ 15,541,339</b>	<b>7.22%</b>
<b>2012 Budgeted Operating Expenditures</b>		<b>\$230,907,702</b>	

**Employment Level Analysis**



The chart below summarizes changes in staffing from the 2011 Budget to the level included in the 2012 Budget.

The 2012 Budget reflects staffing of 2,282, an overall increase of 50 positions.

The pie chart demonstrates relative employment levels within each division.

In 2010 we eliminated 10 administrative support positions and 235 operating positions due to the April service reduction and closing of Harvard Garage. In 2012, we are adding Business Analysts and key positions to the operating budget to increase our efficiencies within the departments and to increase service levels. We have also realigned the divisions by moving the District General Managers from the Executive Department to their appropriate division.

<b>2012 Budget</b>	
<b>2011 Budget</b>	<b>2,232</b>
<b>Operations</b>	<b>46</b>
Key Personnel	40
Support Personnel	6
<b>Service / Support</b>	<b>3</b>
DGM / Staff Reorganization	3
<b>Administrative Staff</b>	<b>1</b>
DGM / Staff Reorganization	6
Key Personnel	4
Reduction in Executive	(9)
<b>2012 Budget</b>	<b>2,282</b>

### **SERVICE LEVELS**

The recession of 2008-2009 reduced revenues for the Authority, particularly from our largest revenue sources, the Sales and Use Tax and Passenger Fares. As the unemployment levels rose, fewer people were taking transit, which then contributed to a decrease in Passenger Fare revenue. This combined with increasing operating costs, limits the ability to provide service at levels RTA would like to provide for our customers.

<b>Service Levels</b>	<b>2011</b>	<b>2012</b>	<b>% Change (2012-2011)</b>
Service Hours	1,690,674	1,789,039	5.8%
Service Miles	22,632,473	24,306,850	7.4%

In 2008, 2009 and 2010 service levels were reduced to more accurately reflect customer demand and to maintain RTA's fiscal integrity. More than 20% of service was reduced during this period as RTA had to become smaller to stay within budget. Sales Tax has improved and the initiatives taken to reduce costs have further added to the bottom line. Consequently some service can now be restored. Almost 60,000 service hours are being added to bus and rail lines in 2012. The budgeted miles and hours include the annualized effect of service enhancements that will be made this year. The 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 have been adjusted in peak and off-peak hours and service enhancements will be implemented in 2012.

Service for all modes has been increased for 2012, including Paratransit ADA service. Paratransit services continue to increase. RTA will continue our commitment to ADA service and requirements.

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### 2012 Budgeted Service Levels By Mode Compared to 2011 Budgeted Service Levels by Mode

Service Mode	Service Hours				Service Miles			
	2011 Budget	2012 Budget	Variance	Percent Variance	2011 Budget	2012 Budget	Variance	Percent Variance
<b>Rail</b>								
Heavy Rail(Red)	72,135	98,791	26,656	37.0%	1,570,110	2,164,503	594,393	37.9%
Light Rail(Blue/Green)	56,970	76,075	19,105	33.5%	700,390	937,480	237,090	33.9%
<b>Total Rail</b>	<b>129,105</b>	<b>174,866</b>	<b>45,761</b>	<b>35.4%</b>	<b>2,270,500</b>	<b>3,101,983</b>	<b>831,483</b>	<b>36.6%</b>
<b>Bus</b>								
RTA	1,219,314	1,233,446	14,132	1.2%	14,982,400	15,175,476	193,076	1.3%
Van Pool	25,500	29,000	3,500	13.7%	557,000	680,000	123,000	22.1%
<b>Total Bus</b>	<b>1,244,814</b>	<b>1,262,446</b>	<b>17,632</b>	<b>1.4%</b>	<b>15,539,400</b>	<b>15,855,476</b>	<b>316,076</b>	<b>2.0%</b>
<b>Paratransit</b>								
In-House	209,123	201,881	(7,242)	-3.5%	3,169,700	3,042,177	(127,523)	-4.0%
Contract	107,632	149,846	42,214	39.2%	1,652,873	2,307,214	654,341	39.6%
<b>Total Paratransit</b>	<b>316,755</b>	<b>351,727</b>	<b>34,972</b>	<b>11.0%</b>	<b>4,822,573</b>	<b>5,349,391</b>	<b>526,818</b>	<b>10.9%</b>
<b>Grand Totals</b>	<b>1,690,674</b>	<b>1,789,039</b>	<b>98,365</b>	<b>5.8%</b>	<b>22,632,473</b>	<b>24,306,850</b>	<b>1,674,377</b>	<b>7.4%</b>

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### **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.

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

#### **Operating Efficiency**

For 2012, Operating Revenues will account for 22.2% of total operating expenses. This ratio is under the **Operating Ratio** policy goal of 25% and slightly less than the Operating Ratio in 2010 of 23.8% and 2011 of 23.3%. The decrease of operating expenses in 2010 and 2011 boosted the ratio from the 21.8% it was in 2009 to the current level. The Fuel Surcharge, implemented in 2008 and 2009, helped to stabilize the Fare revenue, even though we have had a decrease of ridership in 2009. This ratio does not meet the objective but comes very close.

The goal that is most easily understood and tracked is the **One-Month Operating Reserve**. Quite simply this objective states that the Authority should have an end of year balance equal to one months operating costs. This objective was met in 2010 for the first time since 1990 and will be met again in 2011. The reduction in expenditures over the last two years is the reason this objective has been achieved. We project that it will be attained again in 2012 marking three straight years of meeting the goal.

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. This goal has not been met for the past three years because service cuts were moving down more rapidly than expenses. This cost has moved downward steadily from 9.1% in 2009 to 4.2% projected for 2011. We expect to meet this goal at 1.0% in 2012 and again in 2013 and 2014 at 0.6% for both years.

#### **Capital Efficiency**

The Debt Service Coverage should be above 1.5. After declining to a low of 1.14 at the end of Fiscal Year (FY) 2009, the **Debt Service Coverage** ratio improved to 2.05 in 2010 as revenue from the Sales & Use Tax recovered. This ratio is projected to improve further to 2.57 in 2011 and though it will decline in 2012 due to an additional \$25.0 million debt service, it will again exceed the goal at 1.99. The improvement in Sales Tax receipts is part of the reason. The Authority also stretched the use of its 2008 borrowing for four years and paid off a State Infrastructure Bank loan in 2011. At a projected 1.57 in 2013, it will again meet the coverage measure, but will decline to 1.15 in 2014 as total resources within the General Fund decline.

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Our goal is also 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% for the last three years. The reason is quite simple. Sales Tax collections plummeted in 2009 losing 11% of revenue. The Authority has cut capital expenditures but could not make cuts of that magnitude and still maintain the service needs of the Authority. This outlay continues to support 100% locally funded RTA Capital projects, provides the local match for projects funded by grants, and funds the Authority's debt service requirements. The contribution to capital is expected to improve slightly to 18.7% in 2012 and then decline further toward the 15% maximum in 2013 and 2014 as Sales Tax continues to recover.

The ratio of **Capital Maintenance Outlay to Capital Expansion Outlay** is estimated at 96.9% for 2011 and is outside of the Board Policy goal of between 75% and 90%. It decreases from that projected level to 83.3% in 2012 and at that level it will be within goal. The Authority continues to focus on maintaining and rehabilitating existing assets, rather than on expansion projects. This action has been taken in deference to lower revenues available. This measure is again expected to be within goal during 2013 with a ratio of 88.1%, but then decreases below the goal to 69.1% in 2014 due to the inclusion of budget authority for a possible extension to the Blue Line Light Rail line.

Four of the six financial objectives will be met in 2012 and a fifth will be very close to goal. This is a significant improvement from the difficult 2009 fiscal year when none of the objectives were met.

The Board also voted to add Reserve Funds for Fuel, Compensated Absences and Hospitalization. These reserve funds will protect 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. We expect the Reserve for Fuel to be near \$2 million, for Hospitalization to be \$2 million and for Compensated Absences to be about \$1.88 million.

### **CAPITAL PROGRAM**

The Capital Improvement Plan (CIP) provides for the purchase, maintenance, and improvement of the Authority's capital assets and covers a period of five years, from 2012 through 2016. Capital assets are properties such as buses, rail cars, facilities, equipment, etc., and the life of these properties extends over a period of years. Capital improvement planning provides a framework for scheduling improvements based on the availability of resources, the condition of assets, and the priorities among projects. The capital-intensive nature of public transportation makes long-term financial planning indispensable.

The first year of the CIP reflects the 2012 Capital Improvement Budget. The upcoming Fiscal Year continues the focus of supporting the Operating Budget through the reimbursement of

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preventive maintenance and other Operating Budget expenses and meeting the on-going rehabilitation and maintenance of the Authority's existing assets.

The 2011 budget for Preventive Maintenance was \$30.2 million, which has been reduced in the 2012 budget to \$20.7 million. One of our objectives has been to reduce Preventive Maintenance and direct more funding towards infrastructure improvements. That objective is being met in the 2012 CIP.

Though subject to changes in upcoming budgets, the four out-years of the CIP outline the longer-term plans of the organization. The 2012-16 CIP includes \$409.0 million of budget authority, a decrease of \$82.5 million or 16.8%, from the 2011-15 CIP, but it continues to reflect the existing financial and operational constraints facing the Authority and focuses the capital program on maintaining a State of Good Repair throughout the Authority.

Capital projects supported by this budget authority allocation are categorized into seven areas as shown in the 2012 . 16 Capital Improvement Plan on the following page. Some of the larger programs/projects included in the five-year plan are:

- Preventive Maintenance Activities                      \$121.9 million
- Blue Line (Light Rail) Extension                      \$63.7 million
- Operating Expense Reimbursements                      \$46.2 million
- Bus & Paratransit Bus Programs                      \$39.9 million
- Rail Station Rehabilitations                      \$31.8 million
- Track & Rail Infrastructure Rehabilitation                      \$27.7 million

## 2012-2016 CAPITAL IMPROVEMENT PLAN

### BUDGET AUTHORITY

PROJECT CATEGORY	Budget 2012	Prog. 2013	Prog. 2014	Prog. 2015	Prog. 2016	TOTAL
Bus Garages	\$0	\$0	\$0	\$0	\$0	\$0
Buses	\$0	\$13,705,000	\$13,705,000	\$12,500,000	\$0	\$39,910,000
Equipment & Vehicles	\$3,029,500	\$4,159,000	\$1,580,000	\$2,003,000	\$829,500	\$11,601,000
Facilities Improvements	\$3,955,900	\$4,194,250	\$6,075,000	\$4,105,100	\$4,980,000	\$23,310,250
Preventive Maintenance	\$20,695,140	\$25,270,528	\$25,183,893	\$25,428,193	\$25,364,143	\$121,941,897
Other Projects	\$12,212,892	\$12,213,792	\$12,269,242	\$12,269,242	\$12,269,242	\$61,234,410
Rail Projects	\$13,665,155	\$13,310,465	\$41,247,250	\$45,187,350	\$26,934,600	\$140,344,820
Transit Centers	\$7,918,300	\$1,707,000	\$338,000	\$345,000	\$338,000	\$10,646,300
<b>TOTALS</b>	<b>\$61,476,887</b>	<b>\$74,560,035</b>	<b>\$100,398,385</b>	<b>\$101,837,885</b>	<b>\$70,715,485</b>	<b>\$408,988,677</b>

## **2011 TRANSMITTAL LETTER**

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In 2012, the total Capital Improvement Budget is \$61.5 million, of which \$2.1 million, or 3.4%, is for RTA Capital Fund projects and \$59.4 million, or 96.6%, is for RTA Development Fund projects. The shift of some activities from the locally supported RTA Capital Fund to grant funded RTA Development projects in 2012 and continuing into the out years, reflects that needs are accumulating faster than the growth in revenue from the Sales & Use Tax can support.

Budget authority is also provided in 2012 for the following projects with identified grant funding sources:

- \$7.7 million for the Clifton Transit Enhancement project;
- \$2.5 million for the on-going Light Rail Crossings Improvement program;
- Payment of bi-annual Fare Collection Equipment Lease at \$2.4 million; and
- \$2.3 million to replace building roofs at the Central Rail Facilities.

The \$409.0 million of capital projects included in the 2012 through 2016 CIP continue to focus on the maintenance and rehabilitation of existing capital assets of the Authority, especially during in the first several years of the proposed CIP, while meeting the operational needs of the Authority. The GCRTA remains committed to its policy goals of Customer Service and Improving Financial Health by continuing to develop a more realistic capital program that both meets the Authority's needs as well as its ability to finance it.

### **CONCLUSION**

The lack of growth in sales tax continuously affected the RTA budget from 2001-2007. The increase in fuel prices had a major impact on the budget in 2008. The Great Recession of 2008-2009 had an even greater effect in 2009. The net effect is the RTA has fewer funds to use to provide service. We have taken the action necessary over the years to manage our finances. We cut service in 2008, 2009 and 2010. We raised fares in 2006, 2008 and 2009. Implementing TransitStat reduced costs for overtime, inventory management, towing and workers compensation. It also improved customer service, safety and on time performance. Improving processes such as fuel purchasing and electricity usage also reduced costs. Expenditures for projects and capital upkeep were held to a minimum. The ARRA funds authorized in 2009 provided the bulk of our infrastructure maintenance in 2010. The Capital Improvement Program has been supplemented by grants for TIGGER, State of Good Repair and the University Circle earmark grants. The funds borrowed in 2008 were tightly rationed and will last four years instead of the customary two. All of these actions have been taken to ensure the Authority got the maximum it could out of each dollar of revenue available. We have become a smaller, leaner entity.

The temporary funds used from ARRA for operating funds and grants from NOACA provided supplemental funding to get through 2009 and allow us the time to adjust our operations for the future. The tough decisions required have been made. Service has been reduced to

## **2011 TRANSMITTAL LETTER**

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match our funds. Long-term changes have been made to our cost structure. RTA has rolled back its expenses to where they were six years prior. We are now in a financial position to withstand another financial setback. As such, we are adjusting again and restoring some service to reduce overcrowding and match service with funds available. There is one dark cloud on the horizon. The Transportation Bill has not been renewed and reductions in grants of up to 30% are now being discussed in the U.S. legislature. RTA cannot continue to provide the service we currently do and certainly cannot restore service if another \$15 million in funds is eliminated.

ATTACHMENT A

## General Fund Balance Analysis

	2009	2010	2011	2012	2013	2014
	Actual	Actual	Estimate	Budget	Budget	Budget
<b>Beginning Balance</b>	<b>8,401,085</b>	<b>2,880,104</b>	<b>20,373,004</b>	<b>31,302,261</b>	<b>20,469,158</b>	<b>11,912,694</b>
<b>Revenue</b>						
Passenger Fares	49,757,083	47,153,709	49,127,933	49,864,852	50,612,825	51,372,017
Advertising & Concessions	1,197,713	956,688	741,500	900,000	900,000	900,000
Sales & Use Tax	154,586,220	163,220,649	171,305,869	173,875,457	176,483,589	179,130,843
Operating Assistance - ARRA Federal Grants	0	3,196,015	0	0	0	0
Short Term Notes	8,000,000	0	0	0	0	0
CMAQ Reimbursement for the Healthline	1,930,603	1,069,397	8,605,000	0	0	0
Operating Assistance - Paratransit Operations	0	4,320,000	3,109,000	3,089,000	3,089,000	3,089,000
Ohio Elderly Fare Assistance	2,756,762	619,057	0	0	0	0
State Funding Fuel Initiative	7,875,683	1,165,200	0	0	0	0
Operating Assistance - Trolley Operations	0	1,765,764	980,980	0	0	0
Access to Jobs Program	2,697,111	2,399,907	2,034,466	1,800,000	2,034,466	2,034,466
Investment Income	198,200	71,468	121,564	110,000	143,000	185,900
Other Revenue	2,053,241	1,862,101	1,167,500	1,000,000	1,000,000	1,000,000
Reimbursed Expenditures	33,461,105	39,212,130	24,000,000	24,750,000	28,000,000	28,000,000
Weekly Shopper Service	0	30,000	0	0	0	0
<b>Total Revenue</b>	<b>264,513,721</b>	<b>267,042,085</b>	<b>261,193,812</b>	<b>255,389,309</b>	<b>262,262,880</b>	<b>265,712,226</b>
<b>Total Resources</b>	<b>272,914,806</b>	<b>269,922,189</b>	<b>281,566,816</b>	<b>286,691,570</b>	<b>282,732,038</b>	<b>277,624,920</b>
<b>Operating Expenditures</b>						
Personnel Services	176,631,322	156,964,659	158,877,298	169,607,459	172,999,608	176,459,600
Diesel Fuel	17,357,364	7,463,127	10,423,161	12,803,912	14,084,303	14,365,989
Other Expenditures	44,548,954	43,686,705	46,065,904	48,496,330	48,544,826	48,593,371
<b>Total Operating Expenditures</b>	<b>238,537,640</b>	<b>208,114,491</b>	<b>215,366,363</b>	<b>230,907,701</b>	<b>235,628,738</b>	<b>239,418,961</b>
<b>Short Term Notes Payment</b>	<b>0</b>	<b>8,254,743</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfer to the Insurance Fund</b>	<b>3,520,000</b>	<b>3,203,000</b>	<b>2,250,000</b>	<b>2,700,000</b>	<b>2,900,000</b>	<b>3,050,000</b>
<b>Transfer to the Pension Fund</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Transfers to Capital</b>						
Bond Retirement Fund	17,327,062	17,351,950	19,793,855	20,736,892	20,706,092	20,735,276
Capital Improvement Fund	10,550,000	12,525,000	12,754,337	11,777,818	11,484,515	11,275,406
<b>Total Transfers to Capital</b>	<b>27,877,062</b>	<b>29,876,950</b>	<b>32,548,192</b>	<b>32,514,710</b>	<b>32,190,607</b>	<b>32,010,682</b>
<b>Total Expenditures</b>	<b>270,034,702</b>	<b>249,549,185</b>	<b>250,264,555</b>	<b>266,222,411</b>	<b>270,819,344</b>	<b>274,579,642</b>
<b>Ending Balance</b>	<b>2,880,104</b>	<b>20,373,005</b>	<b>31,302,261</b>	<b>20,469,158</b>	<b>11,912,694</b>	<b>3,045,278</b>
<b>Reserved Funds</b>	<b>0</b>	<b>4,639,000</b>	<b>5,869,000</b>	<b>5,869,000</b>	<b>5,869,000</b>	<b>5,869,000</b>
<b>Available Ending Balance</b>	<b>2,880,104</b>	<b>15,734,004</b>	<b>25,433,261</b>	<b>14,600,158</b>	<b>6,043,694</b>	<b>-2,823,722</b>

ATTACHMENT B

## 2012 Budget

### Financial Policy Objectives

		Description	Goal	2009 Actual	2010 Actual	2011 Estimate	2012 Budget	2013 Budget	2014 Budget
Operating Efficiency	<b>Operating Ratio</b>	<i>Ratio that shows the efficiency of management by comparing operating expenses to operating revenues. Operating Revenues divided by Operating Expenses</i>	> 25%	21.8%	23.8%	23.3%	22.2%	22.2%	22.2%
	<b>Cost/Hour of Service</b>	<i>Measure of service efficiency. Total Operating Expenses divided by Total Service Hours</i>		\$115.0	\$121.6	\$126.8	\$128.1	\$128.9	\$129.7
	<b>Growth per Year</b>	<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	9.1%	5.7%	4.2%	<b>1.0%</b>	<b>0.6%</b>	<b>0.6%</b>
	<b>Operating Reserve (Months)</b>	<i>Equal or above one month's operating expenses to cover unforeseen or extraordinary fluctuations in revenues or expenses.</i>	> 1 month	0.1	<b>1.2</b>	<b>1.8</b>	<b>1.1</b>	0.6	0.2
Capital Efficiency	<b>Debt Service Coverage</b>	<i>The measure of the Authority's ability to meet annual interest and principal payments on outstanding debts.</i>	> 1.5	1.14	<b>2.05</b>	<b>2.57</b>	<b>1.99</b>	<b>1.57</b>	1.15
	<b>Sales Tax Contribution to Capital</b>	<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%	18.0%	18.3%	19.0%	18.7%	18.2%	17.9%
	<b>Capital Maintenance to Expansion</b>	<i>The capital program requires a critical balance between maintenance of existing assets and expansion efforts.</i>	75% - 90%	95.6%	99.0%	96.9%	<b>83.3%</b>	<b>88.1%</b>	69.1%
End of Year Reserved Funds	<b>Fuel Reserve Funds</b>	<i>A reserve designated to protect the Authority from a significant and continuing rise in fuel prices. (In Millions)</i>	<b>Fuel Budget less Annual Expenditures</b>	\$0.0	\$1.39	\$1.99	\$1.99	\$1.99	\$1.99
	<b>Compensated Absences Reserve Funds</b>	<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	\$0.0	\$1.25	\$1.88	\$1.88	\$1.88	\$1.88
	<b>Hospitalization Reserve Funds</b>	<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	\$0.0	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00

## ATTACHMENT C

## RTA Development Fund Balance Analysis

	2009	2010	2011	2012	2013	2014
	Actual	Actual	Estimate	Budget	Budget	Budget
<b>Beginning Balance</b>	<b>33,485,254</b>	<b>30,508,300</b>	<b>21,135,307</b>	<b>22,411,472</b>	<b>37,363,463</b>	<b>27,176,954</b>
<b>Revenue</b>						
General Obligation Debt Proceeds	0	0	0	25,000,000	0	0
Transfer from RTA Capital Fund	8,346,054	9,275,000	9,601,441	9,620,255	9,434,255	9,409,255
Investment Income	271,990	244,766	218,841	235,000	245,000	245,000
Federal Capital Grants (Including ARRA)	73,648,082	81,487,975	59,179,088	70,625,000	65,512,500	61,125,000
State Capital Grants	9,162,154	1,807,284	6,776,795	1,971,736	1,971,736	1,971,736
Other Revenue	0	0	0	0	0	0
<b>Total Revenue</b>	<b>91,428,280</b>	<b>92,815,025</b>	<b>75,776,165</b>	<b>107,451,991</b>	<b>77,163,491</b>	<b>72,750,991</b>
<b>Total Resources</b>	<b>124,913,534</b>	<b>123,323,325</b>	<b>96,911,472</b>	<b>129,863,463</b>	<b>114,526,954</b>	<b>99,927,946</b>
<b>Expenditures</b>						
Capital Outlay	93,705,234	101,488,018	74,500,000	92,500,000	87,350,000	81,500,000
Other Expenditures	0	0	0	0	0	0
Transfer to Bond Retirement Fund	700,000	700,000	0	0	0	0
<b>Total Expenditures</b>	<b>94,405,234</b>	<b>102,188,018</b>	<b>74,500,000</b>	<b>92,500,000</b>	<b>87,350,000</b>	<b>81,500,000</b>
<b>Ending Balance</b>	<b>30,508,300</b>	<b>21,135,307</b>	<b>22,411,472</b>	<b>37,363,463</b>	<b>27,176,954</b>	<b>18,427,946</b>

ATTACHMENT D

## RTA Capital Fund Balance Analysis

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget	2013 Budget	2014 Budget
<b>Beginning Balance</b>	<b>270,264</b>	<b>197,782</b>	<b>814,717</b>	<b>2,143,191</b>	<b>2,126,405</b>	<b>1,977,314</b>
<b>Revenue</b>						
Transfer from General Fund	10,550,000	12,525,000	12,754,337	11,777,818	11,484,515	11,275,406
Investment Income	370	235	578	650	650	650
Other Revenue	0	41	0	0	0	0
<b>Total Revenue</b>	<b>10,550,370</b>	<b>12,525,276</b>	<b>12,754,915</b>	<b>11,778,468</b>	<b>11,485,165</b>	<b>11,276,056</b>
<b>Total Resources</b>	<b>10,820,634</b>	<b>12,723,058</b>	<b>13,569,632</b>	<b>13,921,660</b>	<b>13,611,569</b>	<b>13,253,370</b>
<b>Expenditures</b>						
Asset Maintenance	1,197,531	1,703,742	1,075,000	1,250,000	1,250,000	1,250,000
Routine Capital	1,079,267	929,599	750,000	925,000	950,000	950,000
Transfer to RTA Development Fund	8,346,054	9,275,000	9,601,441	9,620,255	9,434,255	9,409,255
<b>Total Expenditures</b>	<b>10,622,852</b>	<b>11,908,341</b>	<b>11,426,441</b>	<b>11,795,255</b>	<b>11,634,255</b>	<b>11,609,255</b>
<b>Ending Balance</b>	<b>197,782</b>	<b>814,717</b>	<b>2,143,191</b>	<b>2,126,405</b>	<b>1,977,314</b>	<b>1,644,115</b>

ATTACHMENT E

**Bond Retirement Fund Balance Analysis**

	2009	2010	2011	2012	2013	2014
	Actual	Actual	Estimate	Budget	Budget	Budget
<b>Beginning Balance</b>	1,733,884	2,084,582	1,790,289	1,737,272	1,791,788	1,796,303
<b>Revenue</b>						
Transfer from General Fund	17,327,062	17,351,950	19,793,855	20,736,892	20,706,092	20,735,276
Transfer from RTA Development Fund	700,000	700,000	0	0	0	0
Investment Income	36,270	26,959	38,707	42,500	42,500	42,500
Other Revenue	0	4,519	0	0	0	0
<b>Total Revenue</b>	<b>18,063,332</b>	<b>18,083,428</b>	<b>19,832,562</b>	<b>20,779,392</b>	<b>20,748,592</b>	<b>20,777,776</b>
<b>Total Resources</b>	<b>19,797,216</b>	<b>20,168,010</b>	<b>21,622,851</b>	<b>22,516,664</b>	<b>22,540,380</b>	<b>22,574,079</b>
<b>Expenditures</b>						
Debt Service						
Principal	10,012,244	11,108,564	13,139,510	13,424,544	13,918,126	14,518,051
Interest	7,700,390	7,269,157	6,746,069	7,297,833	6,823,451	6,239,276
Other Expenditures	0	0	0	2,500	2,500	2,500
<b>Total Expenditures</b>	<b>17,712,634</b>	<b>18,377,721</b>	<b>19,885,579</b>	<b>20,724,876</b>	<b>20,744,077</b>	<b>20,759,827</b>
<b>Ending Balance</b>	<b>2,084,582</b>	<b>1,790,289</b>	<b>1,737,272</b>	<b>1,791,788</b>	<b>1,796,303</b>	<b>1,814,252</b>

## ATTACHMENT F

## Insurance Fund Balance Analysis

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget	2013 Budget	2014 Budget
<b>Beginning Balance</b>	<b>5,432,199</b>	<b>4,634,855</b>	<b>5,448,731</b>	<b>5,561,422</b>	<b>5,513,922</b>	<b>5,531,922</b>
<b>Revenue</b>						
Investment Income	75,515	70,551	96,150	97,500	97,500	97,500
Transfer from General Fund	3,520,000	3,203,000	2,250,000	2,700,000	2,900,000	3,050,000
Other Revenue	0	0	0	0	0	0
<b>Total Revenue</b>	<b>3,595,515</b>	<b>3,273,551</b>	<b>2,346,150</b>	<b>2,797,500</b>	<b>2,997,500</b>	<b>3,147,500</b>
<b>Total Resources</b>	<b>9,027,714</b>	<b>7,908,406</b>	<b>7,794,881</b>	<b>8,358,922</b>	<b>8,511,422</b>	<b>8,679,422</b>
<b>Expenditures</b>						
Claims and Premium Outlay	4,392,859	2,459,675	2,233,459	2,845,000	2,979,500	3,111,500
<b>Total Expenditures</b>	<b>4,392,859</b>	<b>2,459,675</b>	<b>2,233,459</b>	<b>2,845,000</b>	<b>2,979,500</b>	<b>3,111,500</b>
<b>Ending Balance</b>	<b>4,634,855</b>	<b>5,448,731</b>	<b>5,561,422</b>	<b>5,513,922</b>	<b>5,531,922</b>	<b>5,567,922</b>

## ATTACHMENT G

## Supplemental Pension Fund Balance Analysis

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget	2013 Budget	2014 Budget
<b>Beginning Balance</b>	1,036,017	1,083,091	1,121,472	1,164,077	1,204,227	1,244,827
<b>Revenue</b>						
Investment Income	28,441	17,532	22,195	19,250	19,500	19,500
Transfer from General Fund	100,000	100,000	100,000	100,000	100,000	100,000
<b>Total Revenue</b>	<b>128,441</b>	<b>117,532</b>	<b>122,195</b>	<b>119,250</b>	<b>119,500</b>	<b>119,500</b>
<b>Total Resources</b>	<b>1,164,458</b>	<b>1,200,623</b>	<b>1,243,667</b>	<b>1,283,327</b>	<b>1,323,727</b>	<b>1,364,327</b>
<b>Expenditures</b>						
Benefit Payments	81,366	79,151	79,590	79,100	78,900	78,500
Other Expenditures	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>81,366</b>	<b>79,151</b>	<b>79,590</b>	<b>79,100</b>	<b>78,900</b>	<b>78,500</b>
<b>Ending Balance</b>	<b>1,083,091</b>	<b>1,121,472</b>	<b>1,164,077</b>	<b>1,204,227</b>	<b>1,244,827</b>	<b>1,285,827</b>

## ATTACHMENT H

## Law Enforcement Fund Balance Analysis

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget	2013 Budget	2014 Budget
<b>Beginning Balance</b>	<b>172,193</b>	<b>152,517</b>	<b>191,563</b>	<b>250,374</b>	<b>220,674</b>	<b>211,024</b>
<b>Revenue</b>						
Law Enforcement Revenue	11,280	2,340	0	0	0	0
Investment Income	425	171	219	300	350	350
Other Revenue	28,937	126,011	141,092	55,000	55,000	55,000
<b>Total Revenue</b>	<b>40,642</b>	<b>128,522</b>	<b>141,311</b>	<b>55,300</b>	<b>55,350</b>	<b>55,350</b>
<b>Total Resources</b>	<b>212,835</b>	<b>281,039</b>	<b>332,874</b>	<b>305,674</b>	<b>276,024</b>	<b>266,374</b>
<b>Expenditures</b>						
Capital & Related Items	60,318	89,476	82,500	85,000	65,000	65,000
<b>Total Expenditures</b>	<b>60,318</b>	<b>89,476</b>	<b>82,500</b>	<b>85,000</b>	<b>65,000</b>	<b>65,000</b>
<b>Ending Balance</b>	<b>152,517</b>	<b>191,563</b>	<b>250,374</b>	<b>220,674</b>	<b>211,024</b>	<b>201,374</b>

ATTACHMENT I

**All Funds Balance Analysis**

	2009	2010	2011	2012	2013	2014
	Actual	Actual	Estimate	Budget	Budget	Budget
<b>Beginning Balance</b>	<b>50,530,896</b>	<b>41,541,232</b>	<b>50,875,084</b>	<b>64,570,070</b>	<b>68,689,638</b>	<b>49,796,040</b>
<b>Revenue</b>						
Passenger Fares	49,757,083	47,153,709	49,127,933	49,864,852	50,612,825	51,372,017
Sales & Use Tax	154,586,220	163,220,649	171,305,869	173,875,457	176,483,589	179,130,843
Federal (Including ARRA)	73,648,082	84,683,990	59,179,088	70,625,000	65,512,500	61,125,000
State	21,725,202	8,980,938	18,490,795	5,060,736	5,060,736	5,060,736
Investment Income	611,211	431,682	498,254	505,200	548,500	591,400
Other Revenue	47,449,387	46,359,501	29,065,538	28,505,000	31,934,466	31,934,466
General Obligation Debt Proceeds	0	0	0	25,000,000	0	0
<b>Total Revenue</b>	<b>347,777,185</b>	<b>350,830,469</b>	<b>327,667,477</b>	<b>353,436,245</b>	<b>330,152,616</b>	<b>329,214,462</b>
<b>Total Resources</b>	<b>398,308,081</b>	<b>392,371,701</b>	<b>378,542,561</b>	<b>418,006,315</b>	<b>398,842,254</b>	<b>379,010,502</b>
<b>Expenditures</b>						
Personnel Services	176,631,322	156,964,659	158,877,298	169,607,459	172,999,608	176,459,600
Diesel Fuel	17,357,364	7,463,127	10,423,161	12,803,912	14,084,303	14,365,989
Other Expenditures	49,083,497	54,569,750	48,461,453	51,507,930	51,670,726	51,850,871
Capital Outlay	95,982,032	104,121,359	76,325,000	94,675,000	89,550,000	83,700,000
Debt Service	17,712,634	18,377,721	19,885,579	20,722,376	20,741,577	20,757,327
<b>Total Expenditures</b>	<b>356,766,849</b>	<b>341,496,617</b>	<b>313,972,491</b>	<b>349,316,677</b>	<b>349,046,214</b>	<b>347,133,788</b>
<b>Available Ending Balance</b>	<b>41,541,232</b>	<b>50,875,084</b>	<b>64,570,070</b>	<b>68,689,638</b>	<b>49,796,040</b>	<b>31,876,714</b>



# 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, Total Quality Management (TQM), and the Balanced Scorecard are popular examples of proven management techniques embraced by the private sector. In government, 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. 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, how many officers were on duty, and where their officers were located during those times. By placing officers at the high crime areas, this technique was widely credited with contributing to the dramatic reduction in New York City's crime levels.

The City of Baltimore developed CitiStat. CitiStat brought its tenets and strategies to general government by tracking performance in waste collection, road repairs, housing enforcement, etc. The city holds 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, Atlanta, San Francisco, and Washington State. 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 TransitStat leadership team (panel) includes:

- 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.

The Administrative TransitStat leadership team includes:

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

# Performance Management

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:**

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

## **Administrative TransitStat:**

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

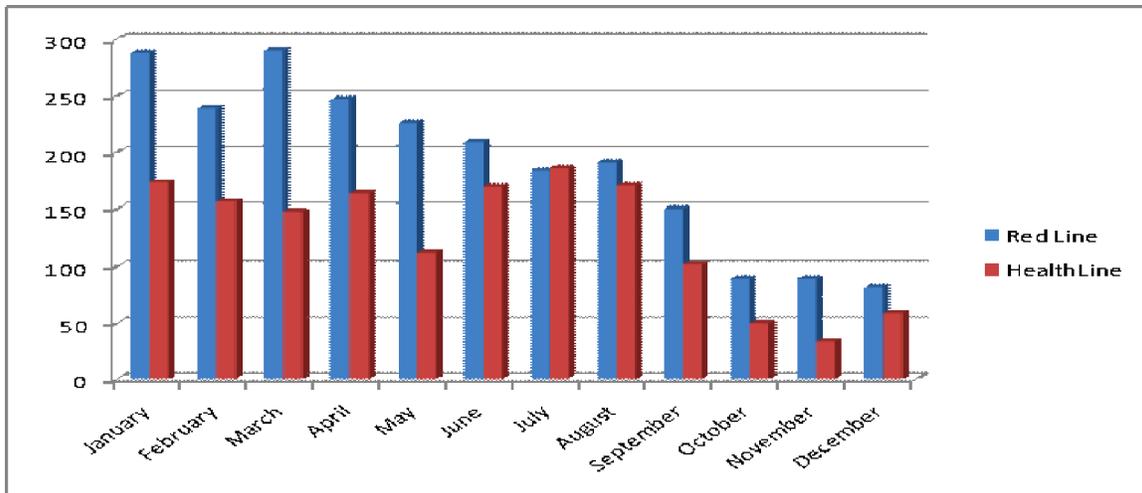
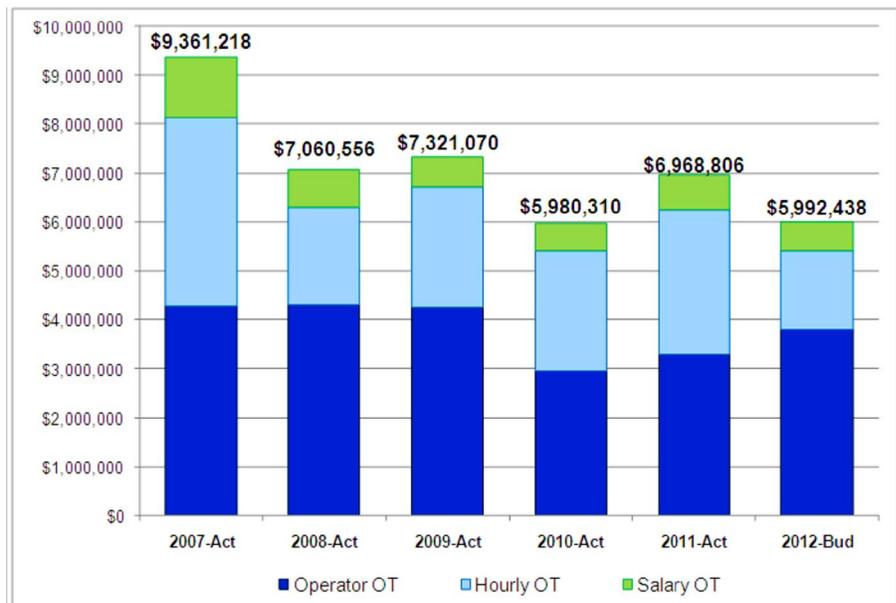
In 2011, fifteen employees went through the Six Sigma Green Belt training and graduated in December of the same year. The graduates of this program will lead several of the TransitStat projects and assist other employees in gathering, analyzing, and interpreting data and creating improvement plans based on that data. In 2012, five of these graduates will go on for Black Belt training.

An RTA Management Development Program was also created, in coordination with the Cleveland State University (CSU) Department of Management Development in the Levin College of Urban Affairs. The program consists of three cohorts, the first that will begin in January 2012, the second in May 2012, and the third in September 2012. Each cohort will run 12 months long and will review all aspects of management, including labor negotiation, crisis management, and financial management.

# Performance Management

## 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 and 2012 is projected to be slightly lower.



The Transit Police Department has reviewed the fare evasion on the Red Line and the HealthLine based on citations given.

The number of citations per month, as seen in the graph above, has gradually decreased since the beginning of the year, with a slight dip in August. In 2010, only 0.055% of all riders along the HealthLine and Red Line were issued citations for fare evasion. This equals to 1 out of every 1,820 passengers.

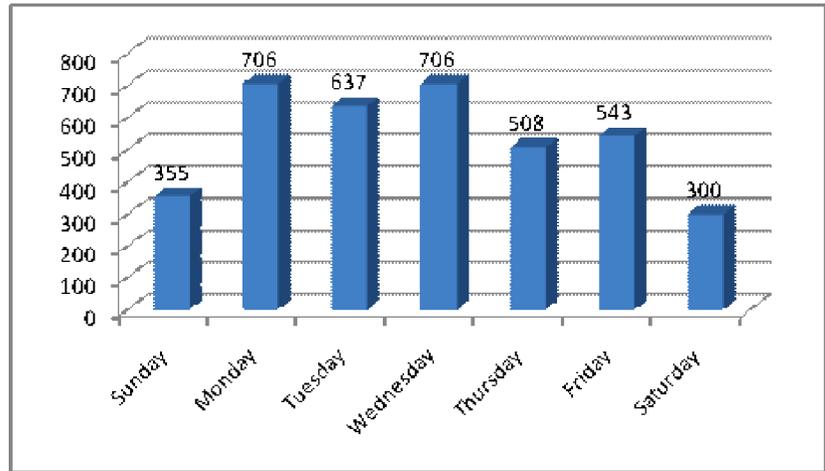
Total fare evasion decreased 7% in 2011, compared to 2010.

# Performance Management

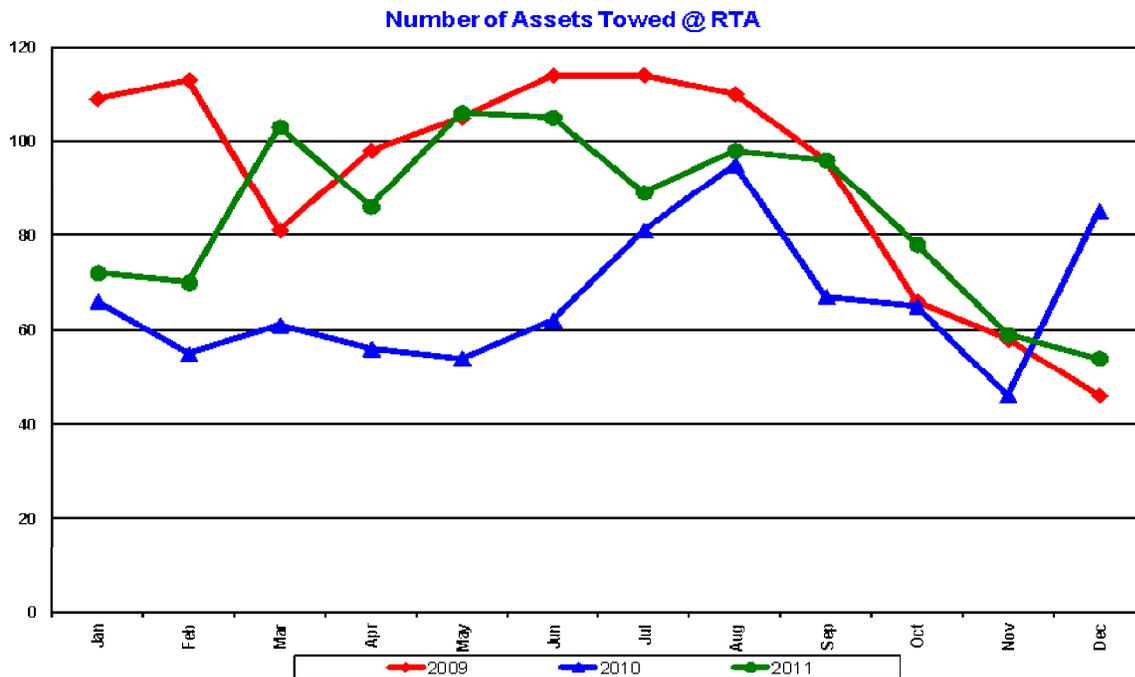
Transit Police also reviewed the citations issued by weekday.

Weekday fare evasion makes up 83% of total fare evasion (averaging 17% per weekday).

33% of fare evasion citations occurred between 7:00 am and 12:00 pm and 34% of citations occurred between 2:00 pm and 6:00 pm.



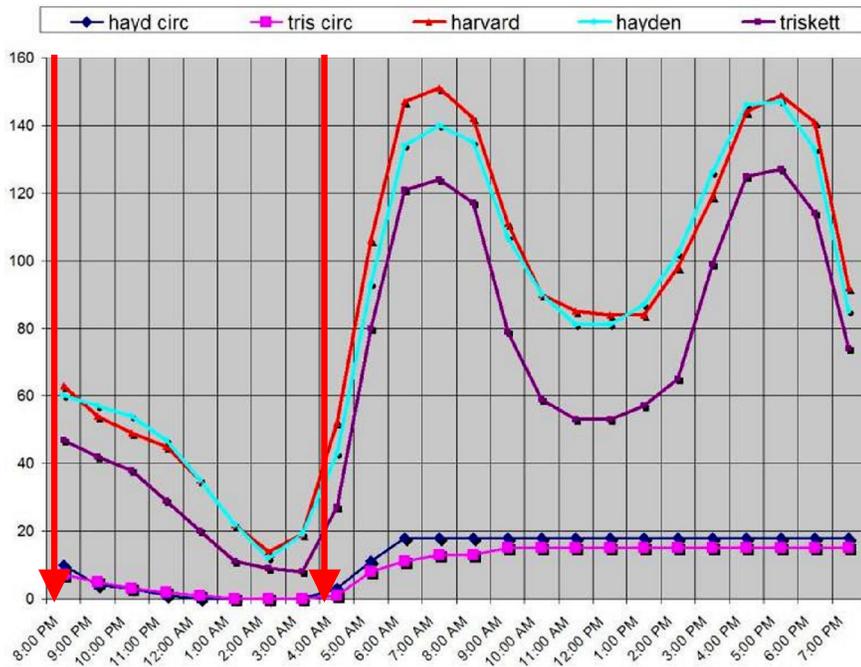
Vehicle Reliability was added to the TransitStat program in July 2008. The Central Bus Maintenance (CBM) District monitors the number, cost, and reasons for revenue vehicles to be towed. Since the onset of this program, towing charges have reduced over 31% each year. Towing charges for 2010 were reduced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



Starting 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.

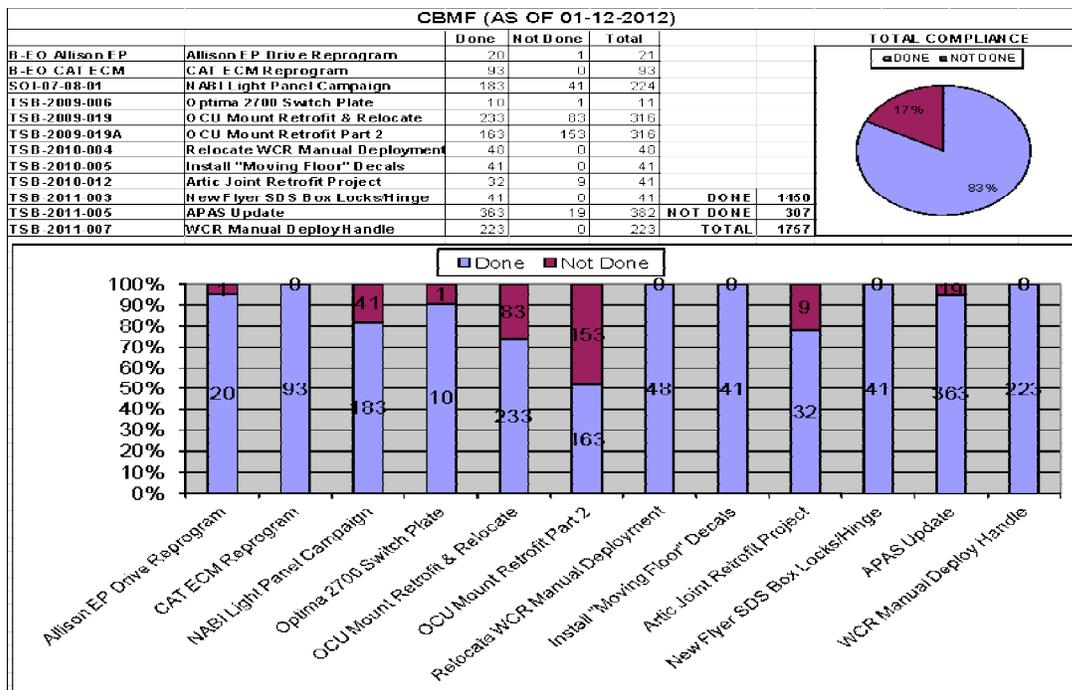
# Performance Management

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.



In order to increase wrench time and optimize the performance standards, the shift times need to be changed with most of the bus maintainers and supervisors 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.

CBM (Central Bus Maintenance) has been monitoring the progress of their safety campaigns by District. The chart below displays one of the Safety Campaigns for Hayden District.



# 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.

The Safety Department and Training & Employee Development Department, with assistance from other Operations Departments, created a training program for left-hand turns. CBM installed safety alerts (aka talking buses) on all the buses, warning the public that a bus is turning.

Other Safety Initiatives that were implemented in 2011 include a non-punitive hazard reporting policy. This policy states that every employee is responsible for reporting any information that may affect the integrity of the Authority. The Authority, in turn, will not take any disciplinary action against any employee who discloses a hazard, incident, or occurrence involving safety. Since the implementation of the Non-Punitive Job Hazard Policy, several safety issues have been reported and resolved quickly.

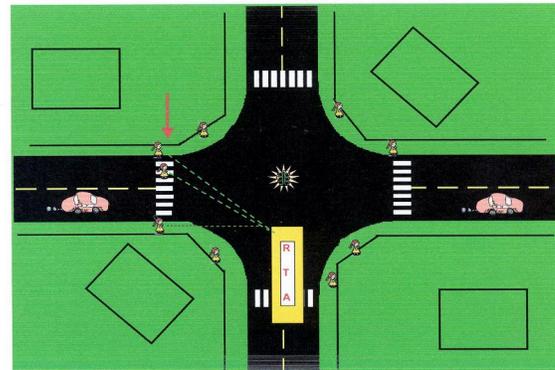
In December 2011, the Safety and Training and Employee Development Departments developed two Root Cause Analysis Trainings. The first was a two-day overview and the second involved more in-depth analysis, which lasted five days. These trainings were open to all employees and focused on data gathering, job hazard analysis, and accident and injury investigations and analysis. In January 2012, two additional training courses will be conducted, the first on Safety Leadership and the second on Supervisory and Management Safety Accountability.



2nd Chance

2nd Glance

Watch for Pedestrians



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

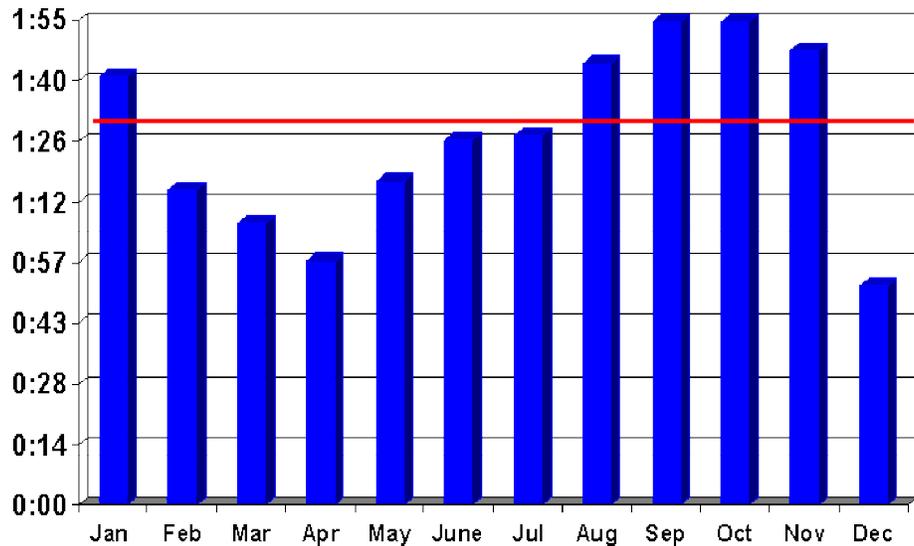
Approaching the Crosswalk When Making a Left Hand Turn

Scan Early and Scan Often While Turning

# Performance Management

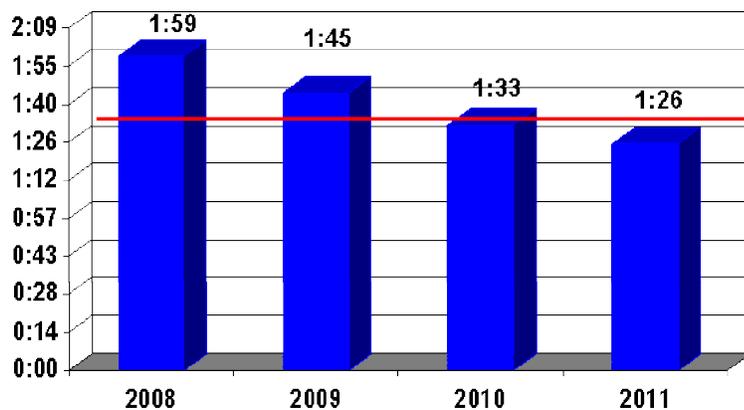
The Telephone Information Center (TIC) is a section within the Marketing and Communications Department. Since 2008, the Telephone Information Center has been monitoring their performance. They have significantly decreased their Average Speed of Answer from a high of 5 minutes in 2008 to 1:30 minutes average in 2011, with three months, March, April, and December, that came in under one minute. Their goal was to answer every call within 1:30 minutes and they continue to meet their goal.

Average Speed of Answer



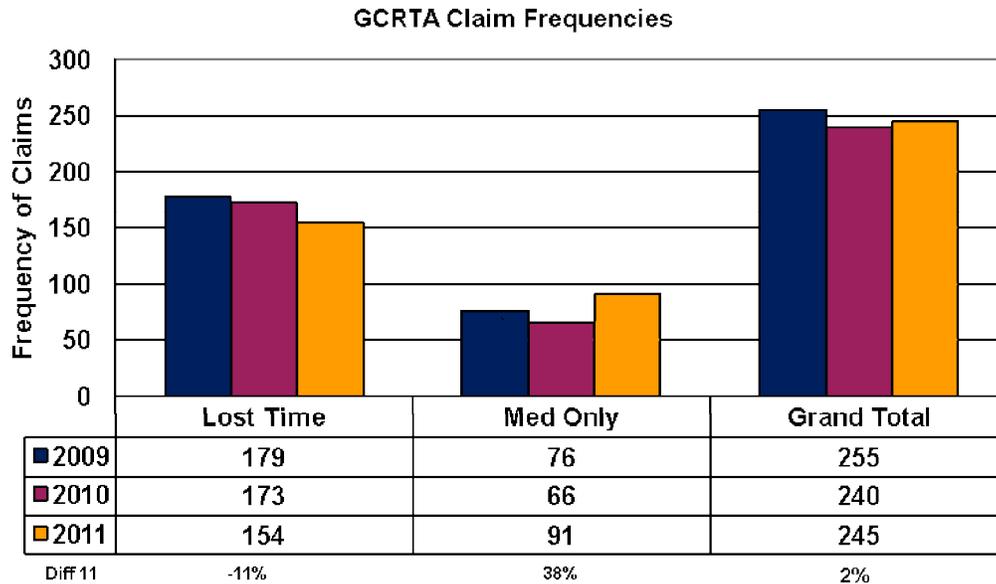
The TIC Operators have increased the number of calls answered in 2011 by 3.6%, compared to 2010. One operator increased the number of calls answered by 12.8% compared to 2010 and answered over 55,000 calls within the year. Two additional operators increased the number of calls answered by over 11% compared to 2010, and answered over 47,400 calls within the year.

Average Talk Time



# Performance Management

Risk Management has been monitoring the number of On-the-Job Injury (OJI) claims submitted each month, the reason for the claims, and the type of claims. GCRTA encourages a stay-at-work culture, which has helped to decrease the lost time and medical only claims.



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.

Additional information about this program is on PM-10.

## TransitStat Moving Forward

In 2012, TransitStat will continue performance monitoring of the Administrative and Operations divisions. The CEO identified three HOT topics for the year: Clean, On-Time, and Less-Crime.

The employees who graduated the Green-Belt Six Sigma class will be leading the projects and helping others analyze data and problems.

The Stat programs will be used to focus on critical initiatives that can better position GCRTA to address impending economic threats. TransitStat is the scorecard that GCRTA will continue to use to achieve breakthrough performance.

# Performance Management

## Energy Price Risk Management

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 Derivatives 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 are 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 projected to end the year under budget at \$10.4 million. This meets our objective of stabilizing budgeted costs and then goes on to significantly reduce overall costs. All of 2012 and 2013 fuel requirements have been hedged and net costs are projected at \$12.8 million for each year.

# 2012 Budget Guide

## Organization of the Adopted Budget Plan

The purpose of this section is to describe the contents of the 2012 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 an overview of the Authority's operations and finances for the upcoming fiscal year. It includes the CEO/General Manager's Letter, summaries and revenues, expenditures and staffing, service indicators, and a profile of the service area.

### 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.

### Capital Improvement Plan

The Capital Improvement Plan itemizes capital projects approved for 2012 and those planned for 2013 through 2016. This section discusses funding sources, debt limits, capital improvement planning cycle, and the criteria used to establish priorities.

# 2012 Budget Guide

## 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
- 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 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. As such, the new policies authorize:

- Operating Reserves
  - Reserve for Fuel
  - Reserve for Compensated Absences
  - Reserve for Hospitalization

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.

# 2012 Budget Guide

## 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, estimated resources total \$286.7 million: current revenues of \$255.4 million plus an estimated beginning balance of \$31.3 million. Total estimated expenditures for 2012 equal \$266.2 million and are within the estimate of total resources available. The ending balance, \$20.5 million, meets the one-month reserve recommended by the Trustees for the General Fund (see page BG-6). 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.

# 2012 Budget Guide

**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 2011 investments and at the same time meet its outstanding financial commitments with an investment yield of 0.50%.



***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.

Budgeted 2012 General Fund operating expenditures, which exclude transfers to other funds, are \$230.9 million, which represent an increase of nearly \$15.5 million, or 7.2%, over estimated 2011 levels. The largest Operating Budget appropriation, \$169.6 million, is for Personnel Services, which accounts for 73.5% of the total operating appropriation. The 2012 appropriation for personnel costs is 6.8% higher than the 2011 estimated level. This increase is due, in part, to the restoration of the 3% wage reduction of non-bargaining personnel, an annualized 1.75% wage increase for non-bargaining personnel and FOP employees (received in 2011), and a budgeted 3% wage increase for non-bargaining personnel and FOP employees (to be received in 2012), which was tied to Sales Tax and Passenger Fare revenues received in 2011. These increases include labor and fringe benefits. Other increases include diesel fuel, liability costs, and ADA purchased transportation.

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.



# 2012 Budget Guide

## 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 declined 10.94%, losing nearly \$19 million in Sales Tax revenue. During 2010, Sales Tax receipts increased \$9 million from 2009 levels due to the additional tax on managed health care. The Sales Tax was not expected to return to the 2008 levels until 2015. The Authority planned on a new base level of revenue at a reduced amount.

In 2008, Governor Strickland led the way for temporary emergency funding for Ohio Transit Agencies with balances held in Metropolitan Planning Organizations (MPOs). As a result, the Northeast Ohio Area Coordinating Agency (NOACA), our regional MPO, made \$9.0 million available to RTA to lessen the impact of fuel cost increases from 2008 to 2009. The Authority used \$7.3 million of those funds in 2009 and the remaining \$1.7 million was utilized in 2010. Two grants for Congestion Mitigation and Air Quality (CMAQ) for costs associated with the HealthLine and Trolley operations were authorized for use in 2009 and 2010, respectively. \$1.9 million of the HealthLine funding was used in 2009, \$1.7 million in 2010 and the remainder in 2011. The CMAQ funds for Trolley operations are split between 2010, \$1.76 million, and 2011, \$0.98 million.



***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 was met again in 2011, at 1.8. The reduction in expenditures over the past two years has helped this financial policy to be achieved. This policy goal is expected to be met again in 2012, at 1.1.



***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.

# 2012 Budget Guide

**Implementation:** This policy goal has not been met in the past three years because service cuts were decreasing more rapidly than operating expenses. The comparable growth in the cost per hour of service in 2011 is 4.5%, slightly higher than the projected inflation rate and considerably lower than the rate in 2009, at 9.1%. For 2012, operating expenditures are budgeted to increase by 7.2% in 2012 due to wage increases for FOP and non-bargaining employees, service added, diesel fuel costs, and an increase in ADA purchased transportation. Service hours are budgeted to increase by 5.8%, compared to 2011 and service miles are budgeted to increase by 7.4%, compared to 2011. This policy goal is expected to be met in 2012, at 1.0%, and again in 2013 and 2014 at 0.6% each.



**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.

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

The ratio increased in 2010 to 23.8%, although still below the 25% goal, primarily due to the decrease in operating expenses due to the service reduction and implementation of the fuel-hedging program. In 2011, the ratio is projected to take a slight downturn to 23.3% due to projected increases in labor, diesel fuel, and inventory materials. For 2012, operating revenues are expected to account for 22.2% of total operating expenses. The Operating Ratio is expected to stabilize in 2013 and 2014.



**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 debt service coverage was met in 2010 at 2.05 and again in 2011 at 2.57 due to a decrease in operating expenses. Debt service is expected to decrease in 2012 to 1.99 and again in 2013 and 2014 at 1.57 and 1.15, respectively.

If actual operating costs for 2012 remain steady, this goal will continue to be reached. The use of debt service to help fund the Capital needs of the Authority must be carefully controlled so that it will not impact the future operating needs.

# 2012 Budget Guide

## 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.

**Implementation:** The Authority has combined debt financing and direct allocations of Sales Tax receipts to fulfill the 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. Growth in Authority-wide capital needs progressively increased this ratio between 2003 and 2008, from 11.4% to 14.3%.

In 2009, the contribution to capital increased to 18%, about \$10.5 million, however, Sales and Use Tax receipts plummeted, losing 11% of revenue. In 2010, Sales Tax collections increased 5.6%, compared to 2009 and 18.3% of the revenue was transferred to Capital, about \$12.5 million. Stimulus funds provided through ARRA grants in 2009 provided almost a year's funding amount for shovel-ready projects. The Authority was able to utilize those funds effectively and catch up on needed infrastructure work. Capital requirements for 2010 and 2011 were reduced from the 2008-2009 levels. Unfortunately, our plan must be maintained at that level in 2012 through 2016 in order to keep our operating and capital budgets in balance. If current Sales Tax revenue will not support past levels of service, it also will not support past levels of capital expenditures.



**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.



# 2012 Budget Guide

***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 2009, 2010, and 2011, the capital maintenance to expansion ratio is 95.6%, 99.0%, and 96.9%, respectively. During these years, our capital projects are to maintain our existing vehicles, buildings, and infrastructure. A reduced level of Sales Tax means the funds available will be used for maintenance and no funds available for expansion. This is a new reality currently faced. The ratio is estimated at 83.3% in 2012 and at this level will be within goal.



***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. 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.

**Implementation:** Limited availability of funding at the Federal, State, and Local levels meant the Authority could only place emphasis on the most essential and realistic capital projects during the 2012 process. The Authority continues to aggressively pursue the flexible funding authorized under the Safe, Accountable, Flexible, Efficient, Transportation Equity Act: A Legacy for Users (SAFETEA-LU) and continues to improve its internal capability to plan, finance, and implement its Capital Improvement Plan.

The 2012 Budget also reflects the capitalization of traditional maintenance type expenditures allowable at the Federal level, which includes inventory material and supplies and preventable maintenance costs. It also includes funding from the Transportation Review Advisory Committee (TRAC). Long-Range capital planning efforts continue and will shape future capital strategies.

# 2012 Budget Guide

## 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 2011 were held at \$100,000 per year. In 2012, 2013, and 2014, \$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.***

**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 2012, over \$2.9 million is budgeted in the General Fund for the payment of ordinary and routine losses in the form of personal injury and property damage claims. An additional \$2.8 million is budgeted in the Insurance Fund for claims outlay and to cover insurance premiums for catastrophic or extraordinary losses.



# 2012 Budget Guide

***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. Approximately \$3.5 million, \$3.2 million, and \$3.3 were transferred to the Insurance Fund in 2009, 2010, and 2011, respectively. For 2012, the transfer has been reduced to \$2.7 million.

A \$2.9 million transfer from the General Fund is projected in 2013 to maintain the Fund at its minimum balance of \$5.0 million. In 2014, a projected transfer of \$3.1 million will be needed to maintain the minimum balance.

## **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.

**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. At the end of 2011, the outstanding debt for the Authority totaled \$142.1 million in general obligation (GO) bonds, requiring principal and interest payments of nearly \$18.9 million in 2012. Principal and interest payments are expected to continue to increase in future years due to the on-going needs of the Capital Improvement Plan.



# 2012 Budget Guide

## 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 \$1.49 billion limitation (based on the county's assessed valuation of \$29.8 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 leading to a decline from \$32.5 billion to \$29.8 billion. Based on this valuation, the annual debt service capacity of one-tenth of one percent would be \$29.8 million and apply to all debt issued by the Authority.

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. 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 2011, this restriction remains above the 10-mill limitation with 10.6 mills in use, primarily due to the decrease in property valuation, leaving 0.00 mills for additional debt issuances. The fact that the 10-mill limit has been exceeded is now another factor to be considered as the Authority prepares for an additional debt issuance in FY2012.

Beyond that, it should be noted that in 1996, the Authority's bond rating, a major determinant of the interest rate charged on notes and bonds, was upgraded by Fitch Investors Service from A- to A. The Authority issued debt in 2008, and refinanced debt at a lower interest rate. The Authority did not issue debt in 2009, 2010, or 2011. Fitch Investors Service currently holds the A+ rating for GCRTA and Moody's is at Aa3.

# 2012 Budget Guide

## 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. 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.
- 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.

# 2012 Budget Guide

- The finalized CEO/General Managers 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 Managers Recommended Budget is presented to the Executive Management Team (EMT) in October
- The CEO/General Managers 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.

# 2012 Budget Guide



**DECEMBER**

- 2013 Operating and Capital Budget presented at Public Hearing, Finance Committee on 1<sup>st</sup> Tuesday
- Adoption of 2013 Operating and Capital Budget on 3<sup>rd</sup> Tuesday
- Establish adopted budget in Financial Management System
- Cost Allocation Plan completed & submitted

**JANUARY**

- Conversion of Annual Budget plan from Budget Development System to Financial Management System
- 2011 4<sup>th</sup> Quarter Report submitted by end of month
- Budget Appropriation Available
- Citizens' Advisory Board (CAB) Meeting

**NOVEMBER**

- 2013 Operating Budget presentation and deliberation - Finance Committee and Board of Trustees on 1<sup>st</sup> and 3<sup>rd</sup> Tuesdays
- 3<sup>rd</sup> Quarter Report presented to Board of Trustees on 3<sup>rd</sup> Tuesday
- CAB Meeting

**FEBRUARY**

- Publication of Annual Budget Plan
- Budget Plan sent to GFOA for award consideration
- 2011 4<sup>th</sup> Quarter Report submitted; Presented to Board of Trustees on 3<sup>rd</sup> Tuesday
- CAB Meeting

**OCTOBER**

- 2013 Capital Budget finalized and presented at Finance Committee on 1<sup>st</sup> Tuesday
- Transmittal Letter created and submitted
- Enter 2013 Operating Budget into Budget Development System
- 3<sup>rd</sup> Quarter Report submitted by end of month
- CAB Meeting

**MARCH**

- Budget Policy Review and Priority Setting
- Capital Program Oversight Committee (CPOC) and Capital Program Working Group (CPWG) meetings
- CAB Meeting

**SEPTEMBER**

- 2013 Base Budget submitted to Departments 1<sup>st</sup> Tuesday and to Executive Management Team (EMT) 4<sup>th</sup> Tuesday
- Department Negotiation meetings second & third weeks
- CAB Meeting

**APRIL**

- 1<sup>st</sup> Quarter Report submitted by end of month
- CPOC and CPWG meetings
- CAB Meeting

**AUGUST**

- 2<sup>nd</sup> Quarter Report presented to Board of Trustees on 3<sup>rd</sup> Tuesday
- Prepare for the Development of the 2013 Operating Budget
- Departments prepare performance goals for 2013
- Prepare information for Cost Allocation Plan
- CPOC and CPWG meetings
- CAB Meeting

**MAY**

- CPOC and CPWG meetings
- 1<sup>st</sup> Quarter Report presented to Board of Trustees on 3<sup>rd</sup> Tuesday
- CAB Meeting

**JULY**

- Present 2013 Tax Budget to Finance Committee on 1<sup>st</sup> Tuesday
- Adoption of Tax Budget on 3<sup>rd</sup> Tuesday
- 2<sup>nd</sup> Quarter Report submitted by end of month
- CPOC and CPWG meetings
- CAB Meeting

**JUNE**

- Prepare 2013 Tax Budget
- Development of the 2013 Capital Budget
- CPOC and CPWG meetings
- CAB Meeting

# 2012 Budget Guide

## Management Policies

The Authority continues to operate under the Quality Management System (QMS) through the TransitStat program. The Board of Trustees (BOT) and the Executive Management Team (EMT) have identified a Mission Statement and five Priority Policy Goals 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.

For 2012, these Management Policy Goals remain:

- **Customer Focus:** Provide safe, high quality service to all customers and support our employees in that endeavor.
- **Improve Financial Health:** Improve the Authority's financial health through efficient use of resources and the pursuit of new and innovative revenue sources.
- **Prepare for the Future:** Prepare for the future by forging new partnerships and strengthening existing ones with public and private sectors and establish policies, funding, innovations, and technologies that support cost-effective public transportation.
- **Provide Community Benefits:** Provide social, economic, and environmental benefits to the community through system improvements and increase community awareness of these contributions.
- **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.

During the development of the 2012 Budget, as in recent years, emphasis is placed on two of the Board Policy Goals: Customer Focus and Improve Financial Health.

## 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 division staffing level remains 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 affect on how RTA develops, supports, and implements services to the Cuyahoga County area.

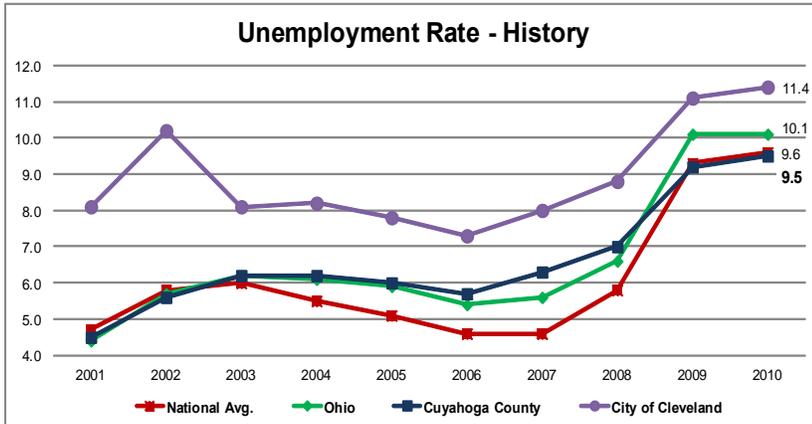
<b>Population</b>	2010 Census	1,280,122
	% Change from 2000 Census	-8.2%
	Land Area (square miles)	458.3
	% Female	52.6%
	Persons per Square Mile	2,800
	% White	61.4%
	% Black	29.7%
	% Hispanic/Latino	4.8%
	% Asian	2.6%
	% American Indian/Alaskan Native	0.2%
<b>Housing</b>	Average Household size	2.29
	# Owner Occupied Homes	331,876
	# Renter Occupied Homes/Apts.	213,180
	# Vacant Housing	79,034
<b>Income</b>	2008 Median	\$44,324
	2009 Median	\$40,254
	% Under Poverty Level	18.9%
	Cost of Living Index (U.S. Avg.: 100)	98
<b>Largest Cities</b> (# of Residents)	City of Cleveland	396,815
	Parma	81,601
	Lakewood	52,131
	Euclid	48,920
	Cleveland Heights	46,121
	Strongsville	44,750
	Westlake	32,729
	North Olmsted	32,718
	North Royalton	30,444
	Garfield Heights	28,849
<b>Land Use/Land Cover</b>	Urban (Residential, Commercial, Industrial, Transportation, etc.)	66.85%
	Cropland	0.99%
	Pasture	0.03%
	Forest	30.95%
	Open Water	0.65%
	Wetlands	0.37%
	Bare/Mines	0.17%

# Service Profile

<b>State Parks, Forests, Nature Preserves, and Wildlife Areas</b>	Areas, Facilities	1
	Acreage	13.5
<b>Education</b>	Public Schools	373
	Non-Public Schools	149
	4-Year Public Universities	1
	2-Year Public Colleges	1
	Private Universities & Colleges	5
	Public Libraries	9
	Branch Libraries	64
<b>Transportation</b>	Registered Motor Vehicles	1,058,471
	Interstate Highway Miles	132.0
	U.S. Highway Miles	18.8
	State Highway Miles	232.5
	County, Township, and Municipal road miles	4,306.6
	Commercial Airports	3
<b>Travel time to Work</b> (16 yrs old and older)	Less than 15 minutes	24.9%
	15 to 29 minutes	43.4%
	30 to 44 minutes	21.9%
	45 to 59 minutes	5.6%
	60 minutes or more	4.3%
<b>Major Employers</b> Type of Employment (Non-Government)	American Greetings Corp.	Manufacturing
	Case Western Reserve University	Service
	Cleveland Clinic Health System	Service
	Continental Airlines	Transportation
	Eaton Corp.	Manufacturing
	Ford Motor Company	Manufacturing
	Giant Eagle	Food Service
	Group Management Services	Service
	KeyCorp	Financial
	Lincoln Electric Holding Inc.	Manufacturing
	Parker Hannifin Corp.	Manufacturing
	PNC Financial Services Group	Financial
Progressive Corp.	Insurance	
Sherwin-Williams Company	Manufacturing	
University Hospitals Health System	Service	

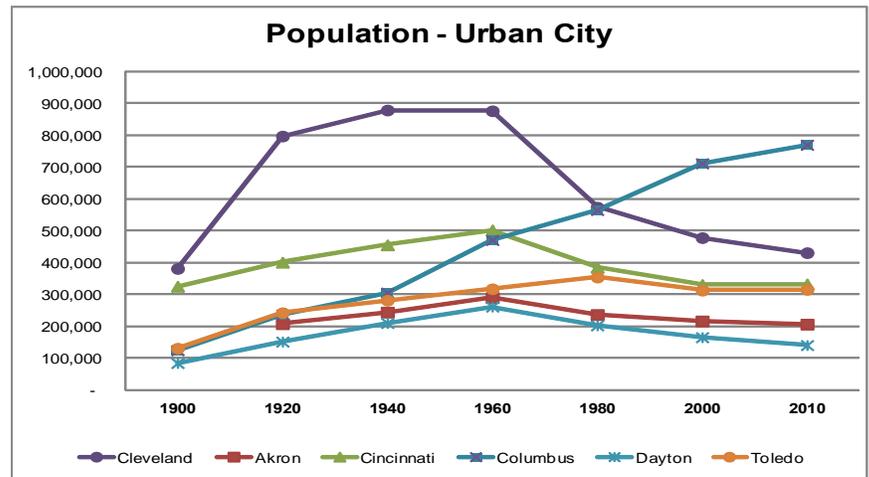
# Service Profile

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



Year	National Avg.	Ohio	Cuyahoga County	City of Cleveland
2001	4.7	4.4	4.5	8.1
2002	5.8	5.7	5.6	10.2
2003	6.0	6.2	6.2	8.1
2004	5.5	6.1	6.2	8.2
2005	5.1	5.9	6.0	7.8
2006	4.6	5.4	5.7	7.3
2007	4.6	5.6	6.3	8.0
2008	5.8	6.6	7.0	8.8
2009	9.3	10.1	9.2	11.1
2010	9.6	10.1	9.5	11.4

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



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

- Ashtabula County - 101,497, down 1.2 percent from 102,728
- Cuyahoga County - 1,280,122, down 8.2 percent from 1,393,979.
- Geauga County - 93,389, up 2.7 percent from 94,753.
- Lake County - 230,041, up 1.1 percent from 227,511.
- Lorain County - 301,356, up 5.9 percent from 284,664.
- Medina County - 172,332, up 14.1 percent from 151,095.
- Portage County - 161,419, up 6.2 percent from 152,061.
- Summit County - 541,781, down 0.2 percent from 542,899.

Year	Cleveland	Akron	Cincinnati	Columbus	Dayton	Toledo
1900	381,768		325,902	125,560	85,333	131,822
1920	796,841	208,435	401,247	237,031	152,559	243,164
1940	878,336	244,791	455,610	306,087	210,718	282,349
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

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

# Transit Service Profile

## National Transit Trends

A total of 611 Agencies reported data in the National Transit Database (NTD) in 2010. 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. Over 660 transit providers in urbanized areas currently report to the NTD through the internet-based reporting system. 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/](http://www.ntdprogram.gov/ntdprogram/))

### Number of Agencies reporting by Mode:

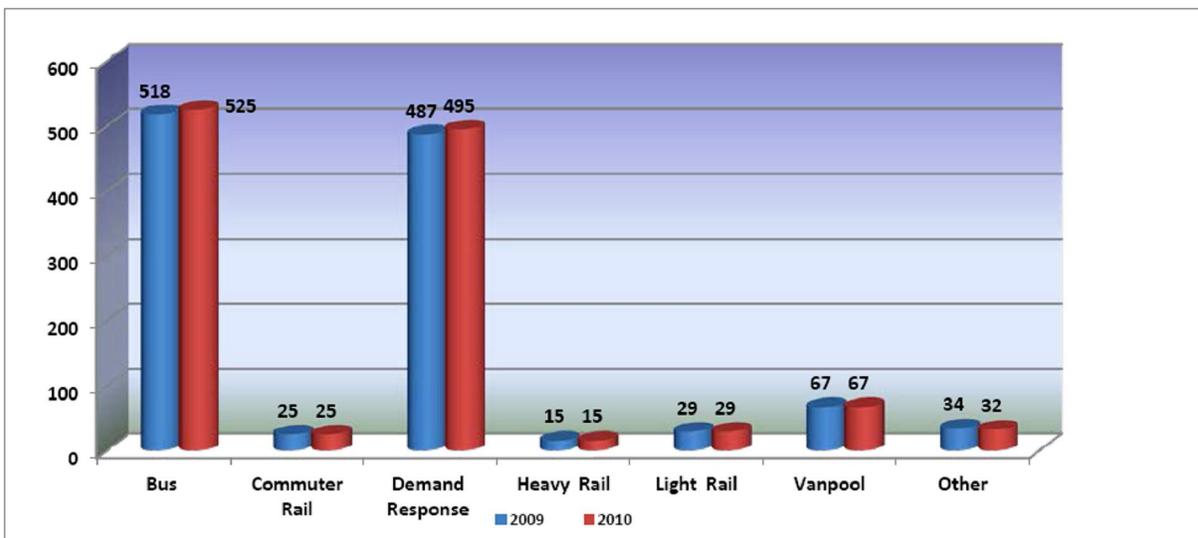
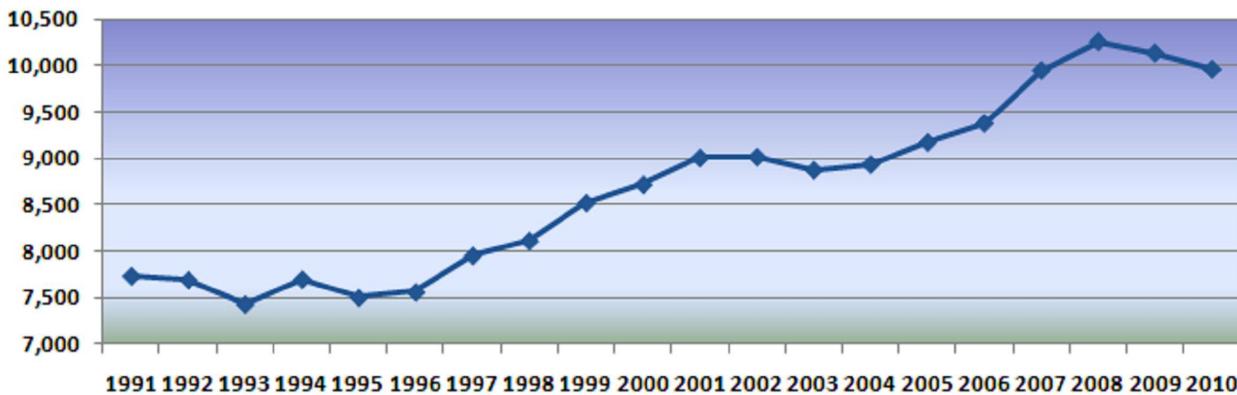


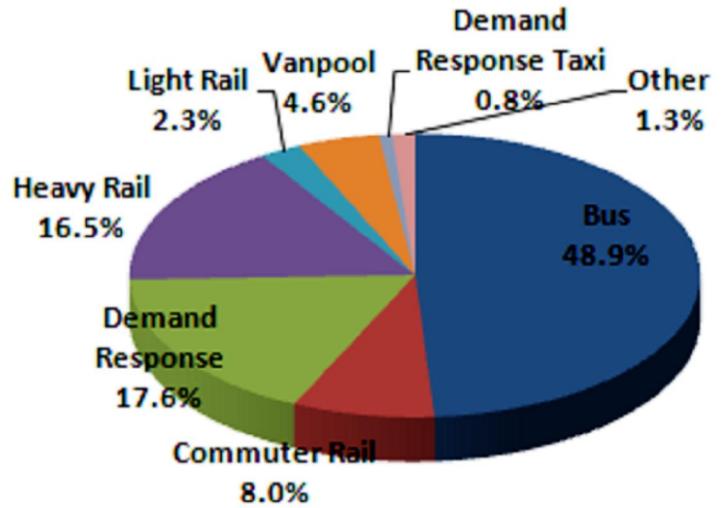
Figure 4: Number of Agencies Reporting by Mode (Taxi is included in Demand Reponse) 2009 – 2010

### Total Unlinked Passenger Trips (by year):

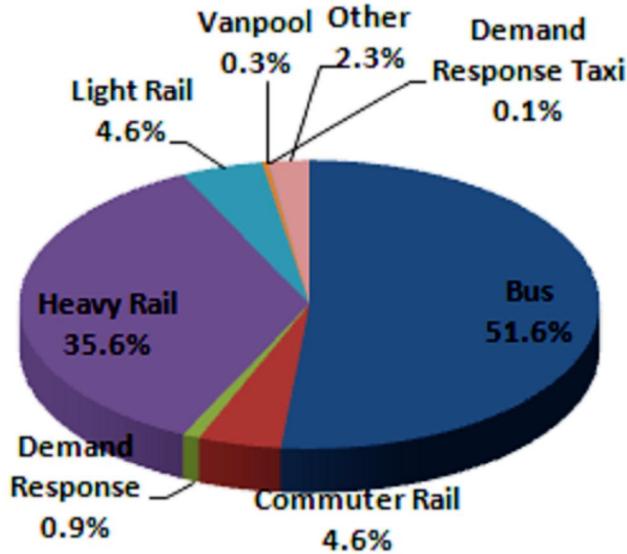


# Transit Service Profile

Distribution of Vehicle Revenue Miles by Mode (2010)



Distribution of Unlinked Passenger Trips by Mode (2010)



# Transit Service Profile

## Ohio Transit Trends

27 Agencies reported data in the National Transit Database in 2010

The Nine Largest Agencies in Ohio - data listed below

Agency	Sq. Mi	Pop	Mode	Unlinked Passenger Trips	Vehicle Revenue Miles	Vehicles in Maximum Service
Akron (Metro)	420	542,899	Bus	4,798,745	3,057,428	106
			DR	227,957	1,213,859	128
Canton (SARTA)	567	378,098	Bus	1,979,428	2,116,316	38
			DR	128,905	1,042,919	42
Cincinnati (SORTA)	262	845,303	Bus	18,821,828	8,923,481	333
			DR	185,792	1,422,472	53
Cleveland (GCRTA)	458	1,412,140	Bus	35,895,427	13,310,980	379
			HR	3,657,501	1,518,079	22
			LR	2,315,662	675,426	17
			DR	550,711	4,285,442	111
Columbus (COTA)	325	1,057,915	Bus	17,034,878	9,075,389	241
			DR	238,290	2,875,824	56
Dayton (GDRTA)	274	559,062	Bus	6,355,685	4,970,331	88
			DR	243,125	2,281,536	75
			TB	2,225,464	901,187	26
Lake County (Laketran)	295	227,511	Bus	459,318	717,503	24
			DR	229,199	1,754,536	71
Toledo (TARTA)	149	407,784	Bus	3,298,806	2,851,636	103
			DR	219,654	1,228,110	52
Youngstown (WRTA)	433	288,870	Bus	1,135,456	1,086,576	35
			DR	30,468	311,367	15

HR = Heavy Rail; LR = Light Rail; DR = Demand Response; 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.

**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.

**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.

# Glossary

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

**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.

**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.

# Glossary

**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 Managers' 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.

**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.

# Glossary

**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.

**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.

# Glossary

**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).

**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.

**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.

# Glossary

**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.

**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.

**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.

# Glossary

**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.

**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.

# Glossary

**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.

# 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 expected to be received as opposed to when they will be earned and expenditures are budgeted when they are estimated to be paid, encumbered, or obligated as opposed to when the liabilities will be incurred. The Authority uses the following funds to account for its operations:

## All Funds

- General Fund
- 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
<b>Total Resources</b>
<b>(Less) Total Current Expenditures</b>
<b>(Equals) End of Year (EOY) Balance</b>
(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 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 FB-1 presents the combined fund balances of all the Authority's funds. The ending balance shows cyclical patterns, primarily increasing as a result of debt issuances, and decreasing as those funds are consumed. Overall, the All Funds balance is stable, though the amount of debt issued and the sudden large drop of sales tax revenue are of concern. Service has been realigned and will continue to be realigned and capital expenditures have been reduced in upcoming years as counter measures.

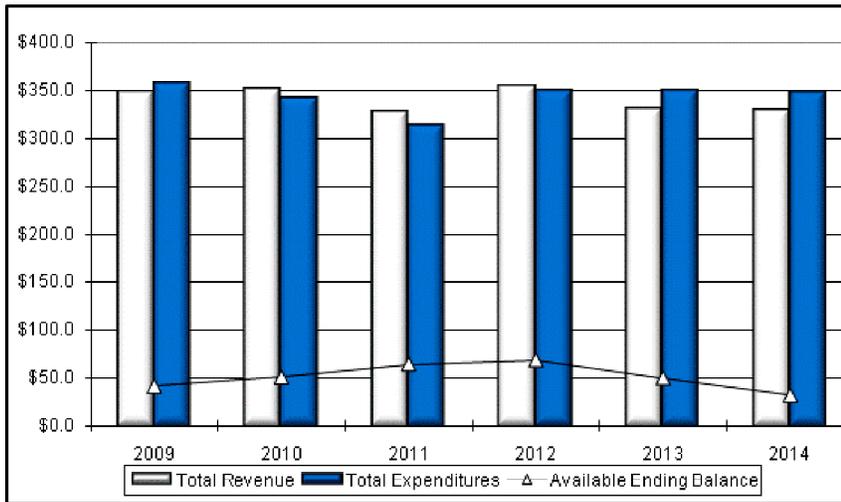


Figure  
FB-1

Total Resources for 2008 increased by nearly \$34.2 million, primarily because of Federal grant funds associated with the Euclid Corridor Transportation Project (ECTP), a \$35 million debt issuance, and adjustments to the Authority's passenger fare structure. In correlation, expenditures increased in 2008 by over \$30.5 million, as the ECTP was finalized and capital projects from past years were completed.

In 2009, the All Funds balance decreased to \$41.5 million as a result of increasing efforts to reduce expenses due to decreased revenue. This is reflected in the revenue and expenditure figures and subsequent ending balance. Sales tax revenue, the largest funding source for both the General Fund and the All Funds, decreased by 10.9%, due to on-going economic recession in this area. This is by far the most dramatic decline in Sales Tax in the history of the Authority; the previous worse decline in a year was 1.6%.

The revenue recovered, specifically Sales Tax receipts which increased about \$8.6 million in 2010, due to managed health care being added to the tax base in late 2009. A 12% service reduction was instituted in April 2010 and Harvard Garage was closed in September 2010 to align operating expenses with the new level of revenue.

Sales tax receipts increased \$8.1 million in 2011 and are projected to only increase 1.5% for 2012. Expenses have been and will continue to be tightly monitored.

# Fund Budgets

This trend identifies the challenge that lies ahead, which is to balance operating requirements versus the local commitment required to support capital improvements. As such, it questions the Authority's ability to maintain current service levels without additional revenue or additional service reductions.

## All Funds Balance Analysis

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Estimate	Budget	Budget	Budget
<b>Beginning Balance</b>	46,438,563	50,530,896	41,541,232	50,875,084	64,570,070	68,689,638	49,851,040
<b>Revenue</b>							
Passenger Fares	48,173,971	49,757,083	47,153,709	49,127,933	49,864,852	50,612,825	51,372,017
Sales & Use Tax	173,568,817	154,586,220	163,220,649	171,305,869	173,875,457	176,483,589	179,130,843
Federal (Including ARRA)	86,109,609	73,648,082	84,683,990	59,179,088	70,625,000	65,512,500	61,125,000
State	9,370,685	21,725,202	8,980,938	18,490,795	5,060,736	5,060,736	5,060,736
Investment Income	3,086,144	611,211	431,682	498,254	505,200	548,500	591,400
Other Revenue	41,797,538	47,449,387	46,359,501	29,065,538	28,505,000	31,989,466	31,989,466
General Obligation Debt Proceeds	35,472,559	0	0	0	25,000,000	0	0
<b>Total Revenue</b>	<b>397,579,323</b>	<b>347,777,185</b>	<b>350,830,469</b>	<b>327,667,477</b>	<b>353,436,245</b>	<b>330,207,616</b>	<b>329,269,462</b>
<b>Total Resources</b>	<b>444,017,886</b>	<b>398,308,081</b>	<b>392,371,701</b>	<b>378,542,561</b>	<b>418,006,315</b>	<b>398,897,254</b>	<b>379,120,502</b>
<b>Expenditures</b>							
Personnel Services	173,016,961	176,631,322	156,964,659	158,877,298	169,607,459	172,999,608	176,459,600
Diesel Fuel	19,272,336	17,357,364	7,463,127	10,423,161	12,803,912	14,084,303	14,365,989
Other Expenditures	51,230,086	49,083,497	54,569,750	48,461,453	51,507,930	51,670,726	51,850,871
Capital Outlay	132,464,854	95,982,032	104,121,359	76,325,000	94,675,000	89,550,000	83,700,000
Debt Service	17,502,753	17,712,634	18,377,721	19,885,579	20,722,376	20,741,577	20,757,327
<b>Total Expenditures</b>	<b>393,486,990</b>	<b>356,766,849</b>	<b>341,496,617</b>	<b>313,972,491</b>	<b>349,316,677</b>	<b>349,046,214</b>	<b>347,133,788</b>
<b>Available Ending Balance</b>	<b>50,530,896</b>	<b>41,541,232</b>	<b>50,875,084</b>	<b>64,570,070</b>	<b>68,689,638</b>	<b>49,851,040</b>	<b>31,986,714</b>

Figure FB-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. Figure FB-4 highlights the financial stress that was being experienced during the recession and our planning to counter-act those effects. 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 2006, total expenditures were \$400,000 more than that year's revenue. In 2007, the mismatch increased to \$1.3 million and further increased in 2008 to \$5.6 million with a resulting drawdown of the fund balance to \$8.4 million. In 2009, the Sales & Use Tax receipts dropped 10.9% due to the recession. The General Fund balance dropped sharply to \$2.9 million with the help of one-time grant funding. In 2010, hard decisions had to be made. In April we implemented a 12% service reduction and closed Harvard Garage on weekends. 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

# Fund Budgets

reimbursed expenditures, and continuous monitoring of operating expenses, the ending balance grew to \$20.4 million. To help alleviate the stress of another recession, we reserved \$4.6 million of the ending balance. In 2011, we promised our customers that we would end the year without service decreases or fare increases. Another 5% increase in Sales & Use Tax receipts and managing operating expenses helped to achieve that goal. We are projecting to end the year with an ending balance of \$31.3 million and reserved \$5.9 million.

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.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Beginning Balance	\$8.4	\$2.9	\$20.4	\$31.3
<b>Total Revenue</b>	<b>\$264.5</b>	<b>\$267.0</b>	<b>\$261.2</b>	<b>\$255.4</b>
Total Resources	\$272.9	\$269.9	\$281.6	\$286.7
Operating Expenses	\$238.5	\$208.1	\$215.4	\$230.9
Fund Transfers	\$31.5	\$41.4	\$34.9	\$35.3
<b>Total Expenditures</b>	<b>\$270.0</b>	<b>\$249.5</b>	<b>\$250.3</b>	<b>\$266.2</b>
<b>Available Ending Balance</b>	<b>\$2.9</b>	<b>\$20.4</b>	<b>\$31.3</b>	<b>\$20.5</b>

Figure FB-3

The 2008 and 2009 reserves of 0.4 and 0.1 months, respectively, did not meet the goal. In 2010, this goal was met at 1.2 months reserve. Sales Tax revenue, the largest revenue source for the Authority experienced a 5.6% increase, recovering part of the decline from 2009. This was due to the addition of managed health care to the tax base. The projected 2011 and budgeted 2012 reserves of 1.8 and 1.1 months, respectively, will again meet the goal, and both represent improvements over recent years.

The Authority will again 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. Our goal for 2012 is to maintain, if not increase, the 2011 estimated year-end balance at the end of 2012.

Maintaining or improving the reserve level of the General Fund this year will be extremely important for 2013 and 2014. Historically low sales tax revenue must be offset with low operating costs to overcome a projected negative fund balance for 2014. Hard decisions have been made. The 2010 and 2011 end of year balances have markedly improved and no service reduction was required in 2011. RTA must work to continue the positive balances in the out years and continue on the path to sustainability.

# Fund Budgets

## General Fund Balance Analysis

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget	2013 Budget	2014 Budget
<b>Beginning Balance</b>	<b>8,401,085</b>	<b>2,880,104</b>	<b>20,373,004</b>	<b>31,302,261</b>	<b>20,469,158</b>	<b>11,912,694</b>
<b>Revenue</b>						
Passenger Fares	49,757,083	47,153,709	49,127,933	49,864,852	50,612,825	51,372,017
Advertising & Concessions	1,197,713	956,688	741,500	900,000	900,000	900,000
Sales & Use Tax	154,586,220	163,220,649	171,305,869	173,875,457	176,483,589	179,130,843
Operating Assistance - ARRA Federal Grants	0	3,196,015	0	0	0	0
Short Term Notes	8,000,000	0	0	0	0	0
CMAQ Reimbursement for the Healthline	1,930,603	1,069,397	8,605,000	0	0	0
Operating Assistance - Paratransit Operations	0	4,320,000	3,109,000	3,089,000	3,089,000	3,089,000
Ohio Elderly Fare Assistance	2,756,762	619,057	0	0	0	0
State Funding Fuel Initiative	7,875,683	1,165,200	0	0	0	0
Operating Assistance - Trolley Operations	0	1,765,764	980,980	0	0	0
Access to Jobs Program	2,697,111	2,399,907	2,034,466	1,800,000	2,034,466	2,034,466
Investment Income	198,200	71,468	121,564	110,000	143,000	185,900
Other Revenue	2,053,241	1,862,101	1,167,500	1,000,000	1,000,000	1,000,000
Reimbursed Expenditures	33,461,105	39,212,130	24,000,000	24,750,000	28,000,000	28,000,000
Weekly Shopper Service	0	30,000	0	0	0	0
<b>Total Revenue</b>	<b>264,513,721</b>	<b>267,042,085</b>	<b>261,193,812</b>	<b>255,389,309</b>	<b>262,262,880</b>	<b>265,712,226</b>
<b>Total Resources</b>	<b>272,914,806</b>	<b>269,922,189</b>	<b>281,566,816</b>	<b>286,691,570</b>	<b>282,732,038</b>	<b>277,624,920</b>
<b>Operating Expenditures</b>						
Personnel Services	176,631,322	156,964,659	158,877,298	169,607,459	172,999,608	176,459,600
Diesel Fuel	17,357,364	7,463,127	10,423,161	12,803,912	14,084,303	14,365,989
Other Expenditures	44,548,954	43,686,705	46,065,904	48,496,330	48,544,826	48,593,371
<b>Total Operating Expenditures</b>	<b>238,537,640</b>	<b>208,114,491</b>	<b>215,366,363</b>	<b>230,907,701</b>	<b>235,628,738</b>	<b>239,418,961</b>
<b>Short Term Notes Payment</b>	<b>0</b>	<b>8,254,743</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfer to the Insurance Fund</b>	<b>3,520,000</b>	<b>3,203,000</b>	<b>2,250,000</b>	<b>2,700,000</b>	<b>2,900,000</b>	<b>3,050,000</b>
<b>Transfer to the Pension Fund</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Transfers to Capital</b>						
Bond Retirement Fund	17,327,062	17,351,950	19,793,855	20,736,892	20,706,092	20,735,276
Capital Improvement Fund	10,550,000	12,525,000	12,754,337	11,777,818	11,484,515	11,275,406
<b>Total Transfers to Capital</b>	<b>27,877,062</b>	<b>29,876,950</b>	<b>32,548,192</b>	<b>32,514,710</b>	<b>32,190,607</b>	<b>32,010,682</b>
<b>Total Expenditures</b>	<b>270,034,702</b>	<b>249,549,185</b>	<b>250,264,555</b>	<b>266,222,411</b>	<b>270,819,344</b>	<b>274,579,642</b>
<b>Ending Balance</b>	<b>2,880,104</b>	<b>20,373,005</b>	<b>31,302,261</b>	<b>20,469,158</b>	<b>11,912,694</b>	<b>3,045,278</b>
<b>Reserved Funds</b>	<b>0</b>	<b>4,639,000</b>	<b>5,869,000</b>	<b>5,869,000</b>	<b>5,869,000</b>	<b>5,869,000</b>
<b>Available Ending Balance</b>	<b>2,880,104</b>	<b>15,734,004</b>	<b>25,433,261</b>	<b>14,600,158</b>	<b>6,043,694</b>	<b>-2,823,722</b>

Figure FB-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.

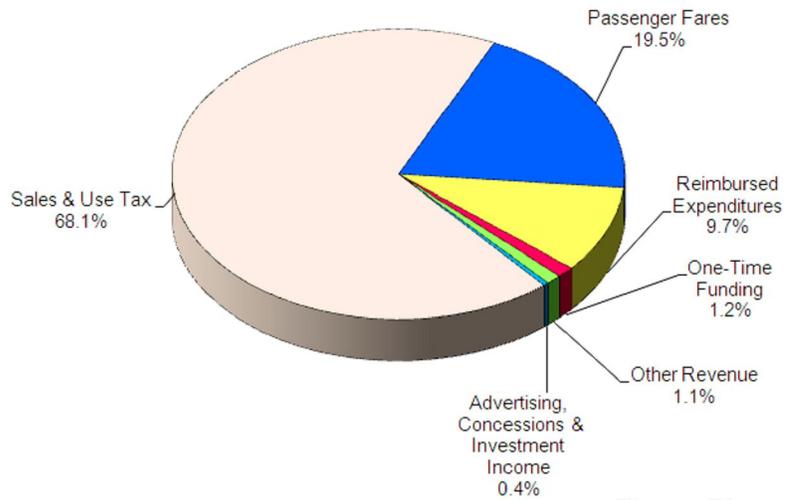


Figure FB-5

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. 2010 Sales & Use Tax revenue, \$163.2 million, came above projection starting in June and was better than the original budget estimate or the revisions that had followed. This is due to the addition of managed health care to the tax base.

2011 Sales & Use Tax revenue came in above projections for nearly the entire year, increasing at an average of 4.3% per month. Passenger Fares also increased by 4.2%, compared to 2010. Intergovernmental sources (Federal and State assistance) were reduced from 19.2% of the total revenue in 2010 to 14% of the revenue in 2011, with reimbursed expenditures decreasing by \$15.2 million.

2012 revenues are projected at \$255.4 million. Sales & Use Tax and Passenger Fares are both estimated to increase by 1.5%, compared to 2011 figures. Intergovernmental sources (Federal and State assistance) are projected to be 10.9% of total revenue, with reimbursed expenditures projected at \$24.8 million. General Obligation Debt Proceeds will be \$25 million and expected to last three years. The capital program will require additional debt sales to support planned capital activities.

# Fund Budgets

## 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.

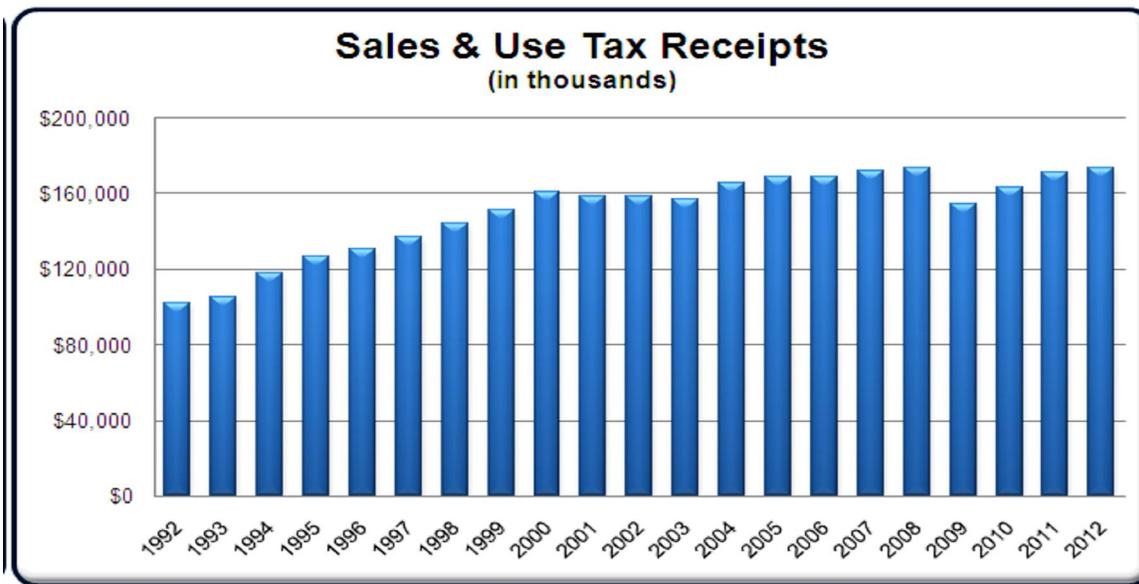


Figure FB-6

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 FB-5) 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

# Fund Budgets

increase of 5.3% occurred in 2004 and again in 2010 at 5.6%. In both of those years the tax base was expanded and that change accounted for most of the growth. There was minimal growth in 2005 at 2.2%, a negative 0.2% growth in 2006, a 1.8% growth in 2007, and a 1.1% increase in 2008, then a staggering 11% decline in 2009.

The increases projected for 2012 reflects a 1.5% increase from 2011. The increase from managed health care receipts will become part of the base for 2012 as has happened in the past when a new base item was added.

## Passenger Fares

Passenger Fares are the second largest source of revenue to the General Fund, comprising 18.8% of the total in 2011. 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.

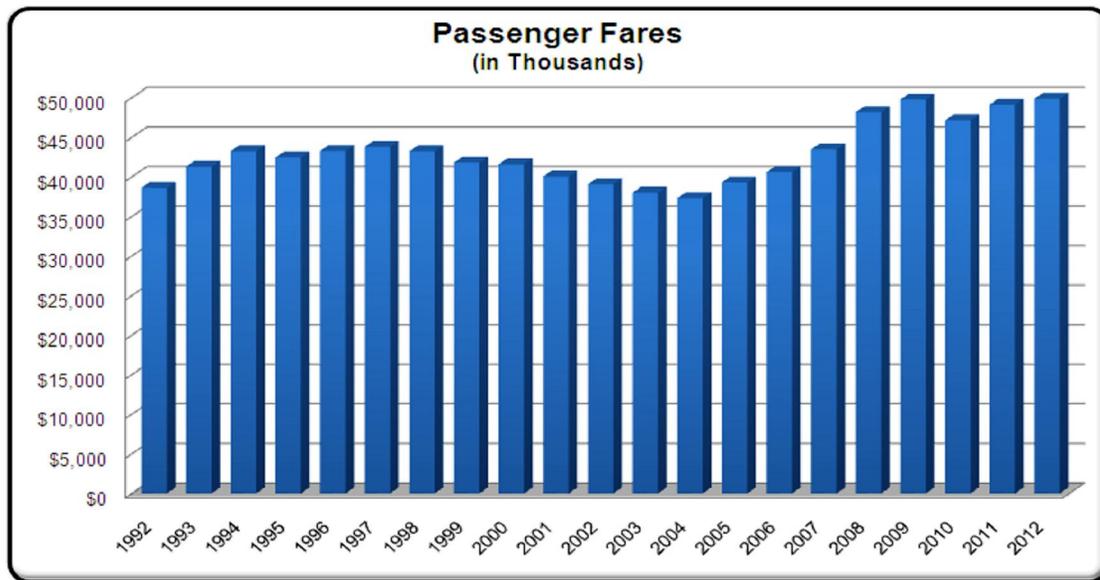


Figure FB-7

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 from 2006 to 2008.

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. 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.

# Fund Budgets

In 2011, passenger fares of \$49.1 million represent an increase of \$2.0 million, or 4.2%, over the 2010 level. 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 increase only by \$0.7 million, or 1.5%, in 2012.

## 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. This was the result of large ending balances and increasing investment rates. The 2009 and 2010 actuals show a significant reduction of 76.0% and 63.9%, respectively, as a result of lower balances and Federal Reserve actions lowering short-term rates. Investment income for 2011 is projected at \$121,564, an increase of 70%. In 2012, Investment income is estimated at \$110,000, a decrease of 9.5%. In the two out-years, a 30% increase is estimated 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).

## Advertising & Concessions

Another source of income is the Authority's contract to place advertisements upon buses and trains. The previous contract guarantees \$575,000 annually, a decrease due to recent service and bus fleet reductions. A new contract was signed in mid 2011 guaranteeing \$725,000 with a potential to increase this to \$1 million. In addition, the Authority will receive \$175,000 (net) from the HealthLine naming rights deal. In combination with a small amount of concessions revenue, \$900,000 is expected in 2012. The entire category is projected to remain steady in 2013 and 2014.

## 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.

This source of revenue declined over the last several years of its existence, reaching a low of \$773,000 in 1998, which represented less than 1% of all General Fund revenues. This amount had been significantly reduced from the 1997 level of \$4.2 million and was nearly a 90%

# Fund Budgets

reduction from 1995. This was a result of Congressional action that was to substantially reduce operating assistance to transit agencies eventually leading to the total elimination, which transpired in 1998 for the 1999 budget year.

Although direct Federal Operating Assistance has basically been eliminated, some flexibility has been given to the Authority to use capital grant awards to reimburse the Operating Budget for preventive maintenance expenditures within the Operating Budget. From FY 2006 through FY 2011 grant funds have been used for this purpose. 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. In 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 2009, a one-time state award of \$7.2 million of revenue was received to cover the cost of other operating expenses including transfers for small capital equipment and asset maintenance projects, contractual Paratransit services, and CNG purchases for the bus fleet.

In 2010, the amount received for elderly and handicapped fare assistance was further reduced to \$619,057. The State eliminated this funding for 2011 and funding of future years is questionable. A one-time award of \$5.09 million was received late in FY 2010 for reimbursement of preventive maintenance activities and for providing ADA Paratransit services during the 2011 Budget Year. The effect of the long-term elimination of State Operating Assistance remains evident, as budget strains are projected to exist for the foreseeable future. State aid could offer potential support for public transportation services, but the State faces many financial challenges of its own.

## 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 \$48.77 million or 18.3% of total revenue as several non-traditional capital grants were identified for the HealthLine and Trolley Operations.

# Fund Budgets

In 2011, revenue from these sources decreased to \$38.7 million, or 14.8%, as revenue from the Sales & Use Tax improved and is expected to decrease again in 2012 to \$29.6 million as the grant reimbursements for the HealthLine and Trolley Operations expire and as the Sales & Use Tax continues to improve. In 2013 and 2014, the Authority expects these amounts to stabilize at \$33.1 million in each year and make up close to 12.5% of General Fund revenues in those years.

Capital grant reimbursement of Preventive Maintenance activities within the General Fund is the single largest source of revenue for the General Fund included within this category. Primarily funded through the FTA Capital and Rail discretionary grants, this source reimbursed an average of \$29.05 million in General Fund expenses in each of the 2008, 2009 and 2010 Budget Years, but in 2011, as the financial status of the Authority improved PM reimbursements decreased to \$21.6 million. In 2012, they are expected to decline to \$20.7 million and then grow to \$25.3 and \$25.2 million in 2013 and 2014 respectively.

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, 2011 operating expenditures are expected to be \$7.3 million more than 2010 and \$10.5 million under budget. Savings in Fringe Benefits make up about \$6.3 million of this savings and as retirements and other departures occur, vacant positions have been left open longer to keep costs under control. Another part of this savings is lower than budgeted health care costs. Fuel costs were maintained due to the fuel-hedging program and electricity costs have been reduced with the reconciliation and continuous monitoring of all accounts.

For 2012, a 4.3% service increase is budgeted to help alleviate overcrowding on the rail lines and on some bus routes. As a result, a net increase of 50 positions is included in the 2012 budget, totaling 2,282 positions. Personnel costs, including fringe benefits, are budgeted \$10.7 million over 2011 projections. This includes not only the additional 50 positions but also includes budgeting for vacant positions, increases in health care costs, and a 3% increase of FOP and Non-Bargaining employees. Although management has been negotiating with ATU for over 28 months, the ATU has yet to agree on a contract. Estimates for 2013 and 2014 include only minimal increases.

Any new program(s) or expansion of existing programs are assumed as %trade-offs+ thus representing no net increase in cost, demonstrating a commitment to financial control. The operating budget for 2012 is \$5 million more than budgeted in 2011, with \$2 million of that estimated for diesel fuel.

Transfers to other funds within the Authority continue to place additional financial pressures on the General Fund. The transfer for bond retirement has grown from \$14.8 million in 2008 to a projected \$20.7 million in 2012 to cover increases in debt service payments and a planned debt issuance of \$25 million. A State Infrastructure Bank (SIB) loan was paid off early in 2011, saving over \$600,000 for 2012 through 2014. This transfer will remain steady in the future, at \$20.7 million in 2013 and 2014 reflecting actual debt payments.

# Fund Budgets

Transfers to support the capital program again increased in 2011 to meet the demands for local funding by the Authority's capital program, though the primary reason for the increase was the pre-payment of the outstanding balance of the SIB loan. 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.

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 2012, the capital contribution will require \$32.5 million, or 18.7% of all revenue from Sales & Use Tax collections. In 2013 and 2014 it is expected to slightly decrease to 18.2% and 17.9% respectively. To maintain the proper balance in the Insurance and Pension Funds, transfers of \$2.7 million and \$100,000, respectively, are needed in 2012. In 2012 and 2013, the Insurance Fund transfer will be \$2.9 million and \$3.05 million. The Pension Fund is projected to need transfers of \$100,000 in both years.

# Fund Budgets

<b>Areas of Expenditure Growth 2012 Budget</b>			
<b>2011 Projected Operating Expenses</b>		<b>\$215,366,363</b>	
<b>Compensation Issues</b>		<b>\$ 10,730,160</b>	<b>4.98%</b>
Service Increase (Labor)	\$ 2,626,897		
Hourly & Salary Labor Increase	\$ 4,202,977		
Fringe Benefits	\$ 3,961,434		
Unemployment Compensation	\$ (61,148)		
<b>Fuel / Utilities</b>		<b>\$ 1,681,305</b>	<b>0.78%</b>
Diesel Fuel	\$ 2,380,752		
Other Fuel / Utilities	\$ (699,447)		
<b>Service Opportunities</b>		<b>\$ 2,784,194</b>	<b>1.29%</b>
ADA Purchased Transportation	\$ 1,487,043		
Services	\$ 737,332		
Materials & Supplies	\$ 559,819		
Inventory	\$ -		
<b>Administration Changes</b>		<b>\$ 345,680</b>	<b>0.16%</b>
Workers' Compensation	\$ 333,442		
Property Tax	\$ 3,270		
Other (Net)	\$ 8,968		
<b>Expenditure Growth</b>		<b>\$ 15,541,339</b>	<b>7.22%</b>
<b>2012 Budgeted Operating Expenditures</b>		<b>\$230,907,702</b>	

Figure FB - 8

# 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 2011, the Authority has six General Obligation (G.O.) Bond Issues outstanding, totaling \$152.8 million. The State Infrastructure Bank (SIB) loan, totaling \$2.46 million was paid off early in 2011. 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 1<sup>st</sup>.

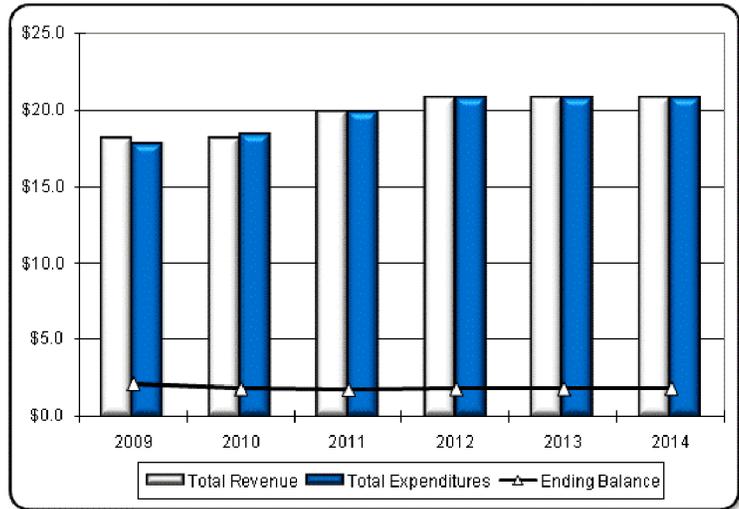


Figure FB - 9

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. Including \$25.0 million of additional debt planned in early 2012, the Authority will retire \$13.0 million in principal and pay nearly \$6.58 million in interest on its outstanding long-term debt.

Long-term debt for the Authority includes both debt and refunding debt sales from 1998 through 2008. These include a \$35.0 million issuance and \$27.4 million refunding issuance in 2008, a 2006 debt sale of \$38.5 million, \$67.2 million of debt issued in 2004, \$17.5 million of refunding debt issued from 2002, a \$20.9 million debt issued in 2001, a refunding debt issue of \$29 million and a debt issue of \$33 million both done in 1998. Required transfers from the General Fund to make these payments are reduced by interest earned in the Bond Retirement Fund. For the 2012 Budget, a transfer of \$20.7 million will be required from the General Fund to cover the current overall debt service of the Authority and the planned debt issuance of \$25.0 million.

### Bond Retirement Fund Balance Analysis

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget	2013 Budget	2014 Budget
<b>Beginning Balance</b>	1,733,884	2,084,582	1,790,289	1,737,272	1,791,788	1,796,303
<b>Revenue</b>						
Transfer from General Fund	17,327,062	17,351,950	19,793,855	20,736,892	20,706,092	20,735,276
Transfer from RTA Development Fund	700,000	700,000	0	0	0	0
Investment Income	36,270	26,959	38,707	42,500	42,500	42,500
Other Revenue	0	4,519	0	0	0	0
<b>Total Revenue</b>	<b>18,063,332</b>	<b>18,083,428</b>	<b>19,832,562</b>	<b>20,779,392</b>	<b>20,748,592</b>	<b>20,777,776</b>
<b>Total Resources</b>	<b>19,797,216</b>	<b>20,168,010</b>	<b>21,622,851</b>	<b>22,516,664</b>	<b>22,540,380</b>	<b>22,574,079</b>
<b>Expenditures</b>						
Debt Service						
Principal	10,012,244	11,108,564	13,139,510	13,424,544	13,918,126	14,518,051
Interest	7,700,390	7,269,157	6,746,069	7,297,833	6,823,451	6,239,276
Other Expenditures	0	0	0	2,500	2,500	2,500
<b>Total Expenditures</b>	<b>17,712,634</b>	<b>18,377,721</b>	<b>19,885,579</b>	<b>20,724,876</b>	<b>20,744,077</b>	<b>20,759,827</b>
<b>Ending Balance</b>	<b>2,084,582</b>	<b>1,790,289</b>	<b>1,737,272</b>	<b>1,791,788</b>	<b>1,796,303</b>	<b>1,814,252</b>

Figure FB - 10

# 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. 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. The minimum balance in the Insurance

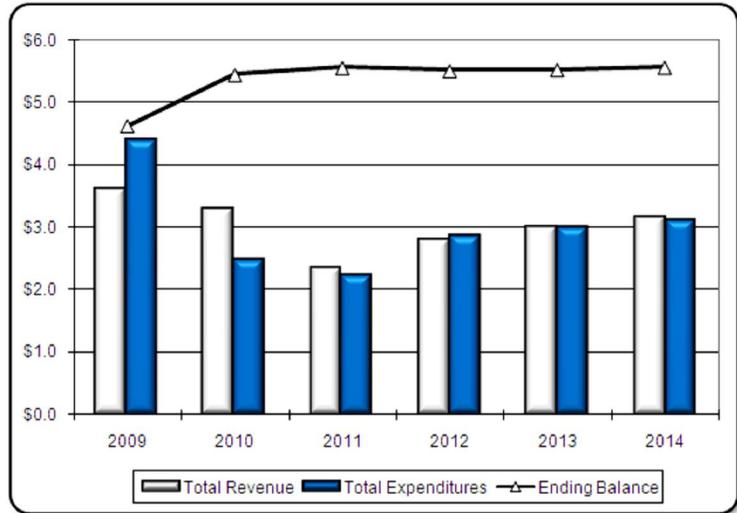


Figure FB - 11

Fund decreased from \$7.5 to \$5.0 million in 2005 and has remained until 2009.

In 2009, it was necessary to allow the balance to fall to \$4.6 million for cash

flow purposes. The fund balance was increased again to \$5.0 million in 2010 and will remain at that level from 2011 through 2014.

In the late-nineties, expenditures for the settlement of unusual or extraordinary claims as well as for insurance premiums stressed this fund. Transfers to the General Fund totaling \$6.2 million were made in 1998-1999 to clear the excess amount in the fund above the required \$5.0 million, representing a change in the structure of this fund. Unfortunately, unexpected claims costs and a decision to increase the fund balance back to \$7.5 million resulted in the necessity to infuse \$6.2 million back into the Insurance Fund from the General Fund between 2000 through 2003 to maintain the required minimum balance.

In 2011, a transfer from the General Fund of \$2.25 million was needed to increase the balance back to the \$5.0 million minimum level. The 2012 budget will require a transfer of \$2.7 million to maintain this balance. In 2013 and 2014, transfers of \$2.9 million and \$3.1 million will be needed to maintain the required minimum balance.

### Insurance Fund Balance Analysis

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget	2013 Budget	2014 Budget
<b>Beginning Balance</b>	5,432,199	4,634,855	5,448,731	5,561,422	5,513,922	5,531,922
<b>Revenue</b>						
Investment Income	75,515	70,551	96,150	97,500	97,500	97,500
Transfer from General Fund	3,520,000	3,203,000	2,250,000	2,700,000	2,900,000	3,050,000
Other Revenue	0	0	0	0	0	0
<b>Total Revenue</b>	<b>3,595,515</b>	<b>3,273,551</b>	<b>2,346,150</b>	<b>2,797,500</b>	<b>2,997,500</b>	<b>3,147,500</b>
<b>Total Resources</b>	<b>9,027,714</b>	<b>7,908,406</b>	<b>7,794,881</b>	<b>8,358,922</b>	<b>8,511,422</b>	<b>8,679,422</b>
<b>Expenditures</b>						
Claims and Premium Outlay	4,392,859	2,459,675	2,233,459	2,845,000	2,979,500	3,111,500
<b>Total Expenditures</b>	<b>4,392,859</b>	<b>2,459,675</b>	<b>2,233,459</b>	<b>2,845,000</b>	<b>2,979,500</b>	<b>3,111,500</b>
<b>Ending Balance</b>	<b>4,634,855</b>	<b>5,448,731</b>	<b>5,561,422</b>	<b>5,513,922</b>	<b>5,531,922</b>	<b>5,567,922</b>

Figure FB - 12

# 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.

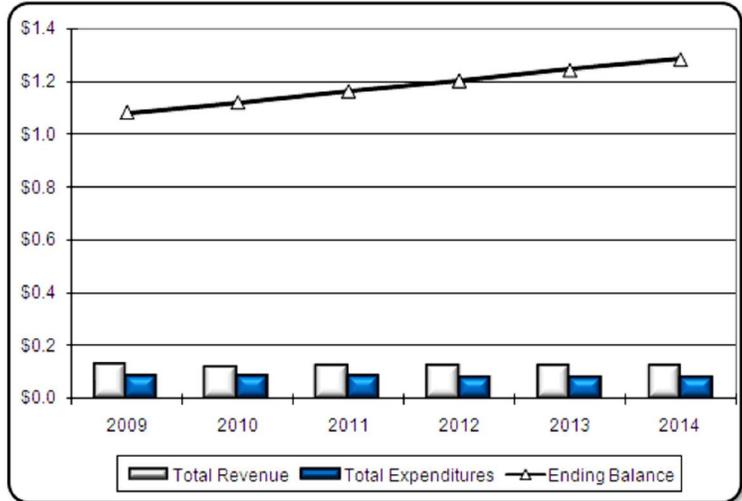


Figure FB - 13

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 2012, 2013, and 2014, 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 2012, payments will be approximately \$79,100, decreasing to \$78,900 in 2013 and \$78,500 in 2014. The ending balance in the fund is projected to be stable at \$1.2 million over the next three years.

## Supplemental Pension Fund Balance Analysis

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget	2013 Budget	2014 Budget
<b>Beginning Balance</b>	1,036,017	1,083,091	1,121,472	1,164,077	1,204,227	1,244,827
<b>Revenue</b>						
Investment Income	28,441	17,532	22,195	19,250	19,500	19,500
Transfer from General Fund	100,000	100,000	100,000	100,000	100,000	100,000
<b>Total Revenue</b>	<b>128,441</b>	<b>117,532</b>	<b>122,195</b>	<b>119,250</b>	<b>119,500</b>	<b>119,500</b>
<b>Total Resources</b>	<b>1,164,458</b>	<b>1,200,623</b>	<b>1,243,667</b>	<b>1,283,327</b>	<b>1,323,727</b>	<b>1,364,327</b>
<b>Expenditures</b>						
Benefit Payments	81,366	79,151	79,590	79,100	78,900	78,500
Other Expenditures	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>81,366</b>	<b>79,151</b>	<b>79,590</b>	<b>79,100</b>	<b>78,900</b>	<b>78,500</b>
<b>Ending Balance</b>	<b>1,083,091</b>	<b>1,121,472</b>	<b>1,164,077</b>	<b>1,204,227</b>	<b>1,244,827</b>	<b>1,285,827</b>

Figure FB - 14

# Fund Budgets

## Law Enforcement Fund

In 1988, RTA became involved with the multi-jurisdictional Caribbean/Gang Task Force. RTA'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.

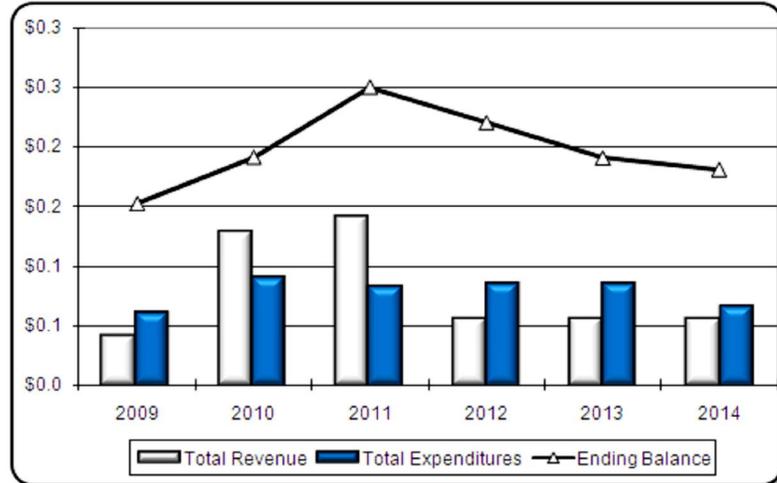


Figure FB - 15

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, ranging from over \$112,829 in 2008; \$60,318 in 2009; \$89,476 in 2010; and \$82,500 in 2011, depending upon the levels of revenue obtained through the Task Force. These expenditures funded security items, protective equipment, and technical training equipment. At present, no expenditures are assumed in 2012, 2013 or in 2014.

## Law Enforcement Fund Balance Analysis

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget	2013 Budget	2014 Budget
<b>Beginning Balance</b>	172,193	152,517	191,563	250,374	220,674	211,024
<b>Revenue</b>						
Law Enforcement Revenue	11,280	2,340	0	0	0	0
Investment Income	425	171	219	300	350	350
Other Revenue	28,937	126,011	141,092	55,000	55,000	55,000
<b>Total Revenue</b>	<b>40,642</b>	<b>128,522</b>	<b>141,311</b>	<b>55,300</b>	<b>55,350</b>	<b>55,350</b>
<b>Total Resources</b>	<b>212,835</b>	<b>281,039</b>	<b>332,874</b>	<b>305,674</b>	<b>276,024</b>	<b>266,374</b>
<b>Expenditures</b>						
Capital & Related Items	60,318	89,476	82,500	85,000	65,000	65,000
<b>Total Expenditures</b>	<b>60,318</b>	<b>89,476</b>	<b>82,500</b>	<b>85,000</b>	<b>65,000</b>	<b>65,000</b>
<b>Ending Balance</b>	<b>152,517</b>	<b>191,563</b>	<b>250,374</b>	<b>220,674</b>	<b>211,024</b>	<b>201,374</b>

Figure FB - 16

# 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 grants. Projects from the Authority's Long Range Plan are included in this area and it includes those 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, and are routine in nature. Unlike the RTA Development Fund, where the majority of projects are funded with grants, the RTA Capital Fund is financed entirely through local dollars in the form of sales tax revenue contributions.

Detailed discussions of the fund balances in these funds are presented in the Capital Improvement Plan. Figure FB-17 provides a consolidated look at all Capital Improvement Funds. The fund balance 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 this fund had declined in 2009 and again in 2010, primarily due to the lateness of receipt of the Federal Capital Grants in those years and a high level of construction activities. It increased in 2011 due to the timing of the Federal grant awards that delayed some planned project activities until FY2012. In 2012, the balance is expected to again increase due to the next planned debt issuance of the Authority, then slowly decrease in 2013 and 2014.

The high level of capital activity by the Authority, begun in the 1990s, continued until recently with such projects as 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.

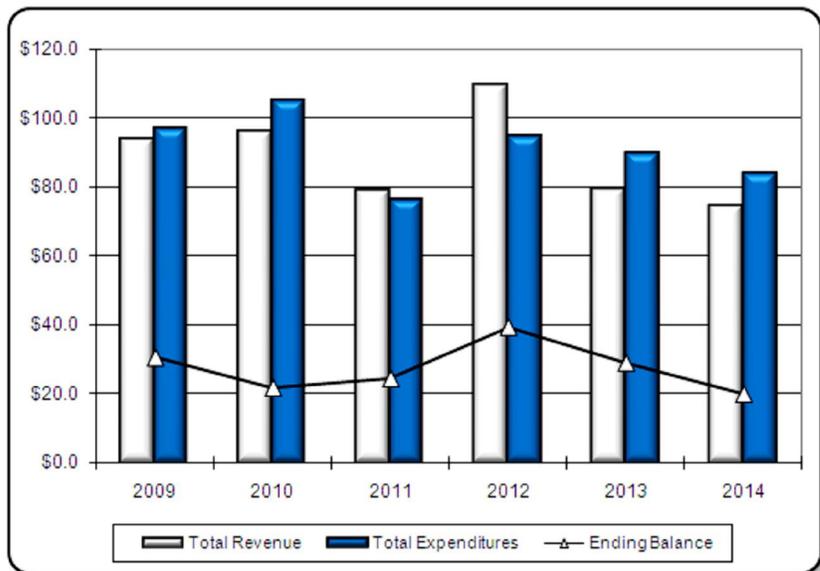


Figure FB - 17

# Fund Budgets

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 focused on the need to balance the Authority's ambitious capital program with available grant funding and to minimize, where possible, the use of local funds. This resulted in the development of a CIP with projects closely scheduled with expected Federal Fiscal Year (FFY) grant funds and anticipated revenue streams, with few new projects being added, and some projects deferred into future years.

The Authority's infrastructure needs continue to exceed the amount of available grant funding and most likely will require continued high levels of local financial support. In 2012, the Capital Budget appropriation request totals \$61.5 million for preventive maintenance and operating expense reimbursements, equipment, services, and construction projects to improve, replace or upgrade the Authority's facilities and infrastructure.

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 2012, the Contribution to Capital from the General Fund is budgeted at \$11.8 million and is expected to slightly decrease in 2013 to \$11.5 million and to \$11.3 million in 2014. Efforts continue relative to securing additional federal and state resources, tapping into the increased funding flexibility provided under the newly adopted Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), and 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 creates some uncertainty over the long-term stability of Federal funds for capital projects.

## Capital Improvement Fund Balance Analysis

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget	2013 Budget	2014 Budget
<b>Beginning Balance</b>	<b>33,755,518</b>	<b>30,706,082</b>	<b>21,950,024</b>	<b>24,554,663</b>	<b>39,489,868</b>	<b>29,154,269</b>
<b>Revenue</b>						
Transfer from General Fund	10,550,000	12,525,000	12,754,337	11,777,818	11,484,515	11,275,406
Investment Income	272,360	245,001	219,419	235,650	245,650	245,650
Federal Capital Grants (Including ARRA)	73,648,082	81,487,975	59,179,088	70,625,000	65,512,500	61,125,000
State Capital Grants	9,162,154	1,807,284	6,776,795	1,971,736	1,971,736	1,971,736
General Obligation Debt Proceeds	0	0	0	25,000,000	0	0
Other Revenue	0	41	0	0	0	0
<b>Total Revenue</b>	<b>93,632,596</b>	<b>96,065,301</b>	<b>78,929,639</b>	<b>109,610,205</b>	<b>79,214,401</b>	<b>74,617,792</b>
<b>Total Resources</b>	<b>127,388,114</b>	<b>126,771,383</b>	<b>100,879,663</b>	<b>134,164,868</b>	<b>118,704,269</b>	<b>103,772,061</b>
<b>Expenditures</b>						
Capital Outlay	95,982,032	104,121,359	76,325,000	94,675,000	89,550,000	83,700,000
Other Expenditures	0	0	0	0	0	0
Transfer to Bond Retirement Fund	700,000	700,000	0	0	0	0
Transfer to Insurance Fund	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>96,682,032</b>	<b>104,821,359</b>	<b>76,325,000</b>	<b>94,675,000</b>	<b>89,550,000</b>	<b>83,700,000</b>
<b>Available Ending Balance</b>	<b>30,706,082</b>	<b>21,950,024</b>	<b>24,554,663</b>	<b>39,489,868</b>	<b>29,154,269</b>	<b>20,072,061</b>

Figure FB - 18

# 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, 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, and receives sales and use tax proceeds as part of the minimum 10% 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.

Even as revenue from the Sales & Use Tax stagnated and decreased in recent years, Transfers from General Fund revenue to the RTA Capital Fund have grown significantly in recent years to meet the financial needs of an aggressive capital program. Since 2007, these transfers grew from \$6.8 million to an estimated \$12.8 million in 2011. For the 2012 Budget Year, the Transfer from the General Fund will decrease to a planned \$11.8 million, to meet the needs of the capital program, but it remains at a high level. This amount, when combined with an expected \$20.7 million transfer to the Bond Retirement Fund will produce a total contribution of Sales & Use Tax revenue to capital of \$32.5 million, or 18.7% of all Sales & Use Tax Revenue, exceeding the Authority's maximum goal of 15%.

Though expected to slightly decrease in 2013 and 2014, projected General Fund Transfers to capital again exceed the maximum goal at 18.2% and 17.9% respectively due to the cost of the Authority's long-range Capital Plan. The continued high levels in the General Fund contribution to capital, as well as this measure remaining well above the maximum goal of 15.0%, highlights the problem of meeting the operating needs of the Authority while maintaining the Authority's assets as well. Meeting both will significantly challenge the overall financial stability of the Authority, particularly in light of the current economic situation and the slow growth 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 DB-3. General Fund expenditures by Division, with Department totals, are listed on pages DB-4 and DB-5, followed by Staffing by Division, with Department totals on DB-6 and DB-7.

Division . For each of the divisions within the Authority, a narrative introduces the mission and general description of the division. Achievements from 2011 are highlighted, in addition to priorities for the upcoming 2012 Budget Year.

Department . Detailed information is presented for each department, including a description of the department's functions. 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. 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 reflects reporting of one position to another. A dotted line reflects reporting of one position to two or more positions.

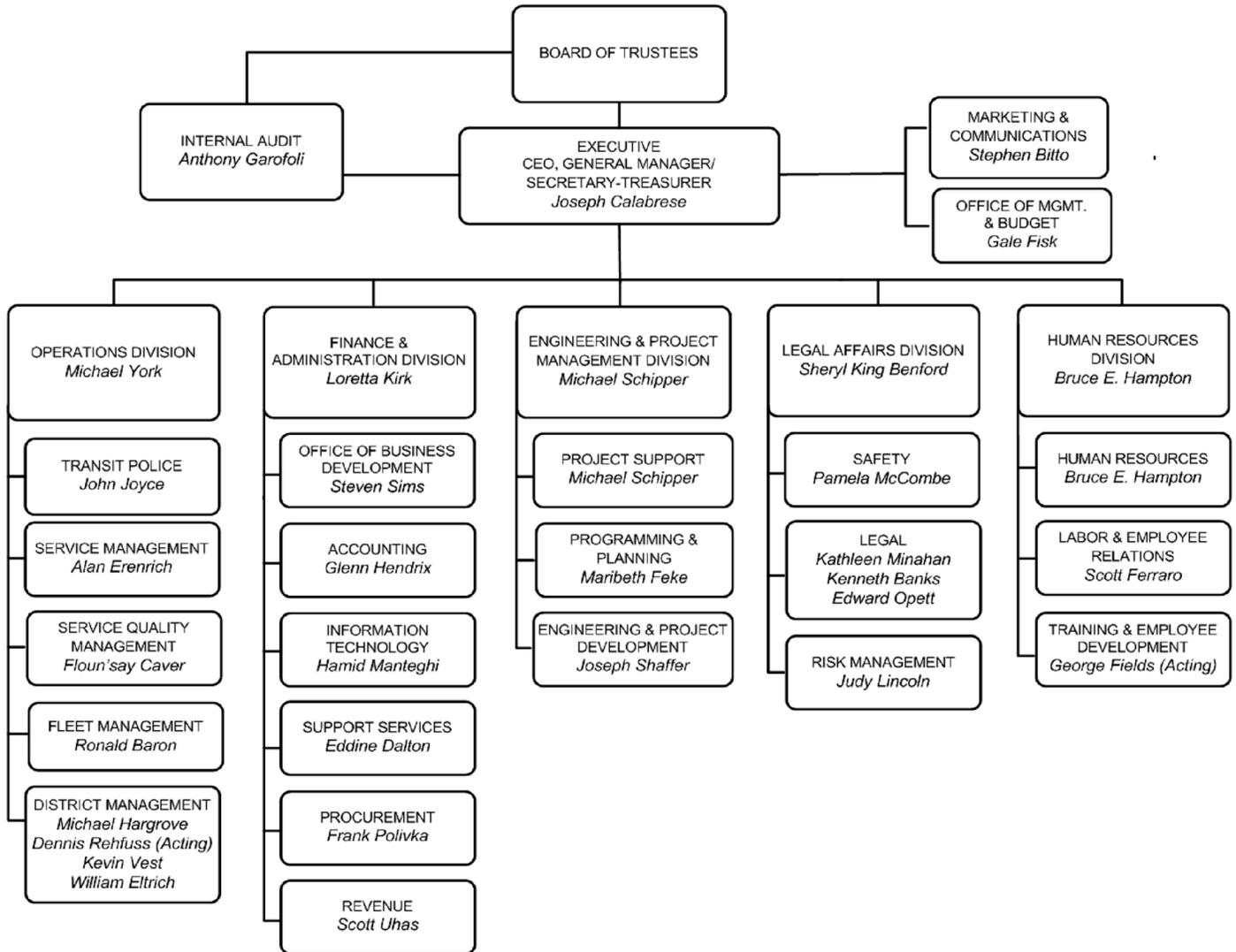
The organizational charts and budgeted positions shown in the 2012 Budget represent a snapshot in time. Accordingly, they reflect the positions and organizational structure at the time the budget was adopted. During the course of the year a budgeted position may undergo changes in responsibility and scope as a result of technology and/or process improvements. When these changes are significant, it may become necessary 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.

# Department Budgets

Furthermore, the organizational charts included in the 2012 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.

# Department Budgets

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF DEPARTMENTAL ORGANIZATION  
AS OF 2012 BUDGET ADOPTION



# Department Budgets

## General Fund Expenditures by Division

### DIV: 1 - OPERATIONS

DEPT #	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget	2013 Budget	2014 Budget
31	PARATRANSIT DISTRICT	15,957,726.78	15,946,317.77	17,424,632.56	18,558,636.00	18,938,139.68	18,951,499.36
32	RAIL DISTRICT	33,071,348.74	30,347,588.92	31,406,170.60	34,774,944.00	35,642,573.88	35,679,619.27
34	TRANSIT POLICE	9,927,561.11	10,114,804.44	10,479,979.73	12,232,799.00	12,902,149.20	13,022,327.95
35	SERVICE MANAGEMENT	11,785,384.52	12,088,046.49	7,668,715.41	8,087,678.63	8,305,343.89	8,332,004.20
38	SERVICE QUALITY MANAGEMENT	5,867,512.51	5,533,532.35	5,474,745.39	5,788,080.00	6,113,921.08	6,171,415.09
39	FLEET MANAGEMENT	41,524,984.64	29,857,732.31	34,106,481.67	37,198,925.00	37,620,614.84	37,654,276.56
43	SATELLITES AND PASS THRU	231,509.94	274,999.90	270,268.98	286,110.00	280,500.00	280,500.00
46	HAYDEN DISTRICT	29,309,425.31	31,097,490.87	40,947,666.84	42,764,586.00	43,981,310.39	43,996,857.79
47	HARVARD DISTRICT	29,276,122.79	15,998,913.43	(16,184.75)	0.00	0.00	0.00
49	TRISKETT DISTRICT	27,500,388.36	23,376,511.12	28,559,092.19	30,186,788.00	31,058,715.74	31,074,438.15
<b>DIVISION TOTALS</b>		<b>204,451,964.70</b>	<b>174,635,937.60</b>	<b>176,321,568.62</b>	<b>189,878,546.63</b>	<b>194,843,268.71</b>	<b>195,162,938.38</b>

### DIV: 2 - FINANCE AND ADMINISTRATION

DEPT #	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget	2013 Budget	2014 Budget
10	OFFICE OF BUSINESS DEVELOPMENT	393,147.14	354,622.01	364,197.87	377,829.00	404,640.00	408,615.70
60	ACCOUNTING	1,603,658.42	1,548,427.25	1,601,792.15	2,016,624.67	2,127,707.96	2,147,710.44
61	INFORMATION SYSTEMS	3,588,266.88	3,853,874.53	3,886,484.38	4,467,845.00	4,589,221.80	4,611,244.85
62	SUPPORT SERVICES	1,046,180.19	827,872.41	846,927.58	883,812.00	907,852.89	911,836.00
64	PROCUREMENT	1,654,540.48	1,503,022.48	1,530,791.20	1,579,385.00	1,668,846.72	1,685,094.19
65	REVENUE	2,346,067.05	1,924,982.24	2,140,023.95	2,163,636.00	2,242,006.84	2,255,979.08
<b>DIVISION TOTALS</b>		<b>10,631,860.16</b>	<b>10,012,800.92</b>	<b>10,370,217.13</b>	<b>11,489,131.67</b>	<b>11,940,276.21</b>	<b>12,020,480.25</b>

### DIV: 3 - ENGINEERING & PROJECT MANAGEMENT

DEPT #	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget	2013 Budget	2014 Budget
09	EUCLID CORRIDOR TRANSP. PROJECT	307,199.90	0.00	0.00	0.00	0.00	0.00
55	PROJECT SUPPORT	321,541.25	522,107.17	622,708.90	456,563.00	481,633.52	485,994.38
57	PROGRAMMING & PLANNING	841,289.81	614,943.52	725,343.31	762,710.00	788,408.60	793,075.74
80	ENGINEERING & PROJECT DEVELOPMENT	1,345,565.48	1,211,390.45	1,386,314.05	1,700,174.00	1,797,586.24	1,815,277.60
<b>DIVISION TOTALS</b>		<b>2,815,596.44</b>	<b>2,348,441.14</b>	<b>2,734,366.26</b>	<b>2,919,447.00</b>	<b>3,067,628.36</b>	<b>3,094,347.71</b>

# Department Budgets

## General Fund Expenditures by Division

### DIV: 4 - LEGAL AFFAIRS

DEPT #	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget	2013 Budget	2014 Budget
15	SAFETY	794,059.59	733,433.95	851,382.92	930,815.00	964,523.42	970,631.54
21	LEGAL	1,336,796.79	1,396,214.46	1,420,144.99	1,848,192.00	1,915,089.71	1,830,585.99
22	RISK MANAGEMENT	7,508,627.84	7,355,524.91	7,799,025.67	8,231,676.00	8,310,008.52	8,324,214.12
<b>DIVISION TOTALS</b>		<b>9,639,484.22</b>	<b>9,485,173.32</b>	<b>10,070,553.58</b>	<b>11,010,683.00</b>	<b>11,189,621.65</b>	<b>11,125,431.64</b>

### DIV: 5 - HUMAN RESOURCES

DEPT #	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget	2013 Budget	2014 Budget
14	HUMAN RESOURCES	938,471.37	984,103.41	1,030,413.85	1,345,485.17	1,411,669.57	1,422,830.77
18	LABOR & EMPLOYEE RELATIONS	1,061,317.42	1,868,382.03	1,186,040.91	1,330,015.00	1,355,713.60	1,360,380.74
30	TRAINING & EMPLOYEE DEVELOPMENT	2,117,260.49	2,008,688.88	2,023,184.54	2,194,852.00	2,307,952.88	2,328,459.11
<b>DIVISION TOTALS</b>		<b>4,117,049.28</b>	<b>4,861,174.32</b>	<b>4,239,639.30</b>	<b>4,870,352.17</b>	<b>5,075,336.05</b>	<b>5,111,670.61</b>

### DIV: 6 - EXECUTIVE

DEPT #	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget	2013 Budget	2014 Budget
12	EXECUTIVE	1,925,824.38	1,965,347.00	2,061,065.17	916,914.00	958,479.45	966,028.30
16	SECRETARY/TREAS. - BOARD OF TRUSTEES	276,546.92	344,991.90	350,855.73	339,297.00	344,162.98	345,501.61
19	INTERNAL AUDIT	613,141.61	602,733.99	690,259.89	715,277.00	751,712.38	758,329.50
53	MARKETING & COMMUNICATIONS	3,158,400.20	2,907,031.83	2,768,372.61	3,004,566.41	3,118,885.27	3,139,599.01
67	OFFICE OF MANAGEMENT & BUDGET	907,772.68	950,859.81	5,759,464.27	5,763,486.00	5,823,876.96	5,834,844.73
99	FUND TRANSFERS	31,497,161.50	41,434,693.00	34,898,192.00	35,314,710.00	35,314,710.00	35,314,710.00
<b>DIVISION TOTALS</b>		<b>38,378,847.29</b>	<b>48,205,657.53</b>	<b>46,528,209.67</b>	<b>46,054,250.41</b>	<b>46,311,827.04</b>	<b>46,359,013.14</b>

# Department Budgets

## Staffing by Division

	2009	2010	2011	2012	Variance 2012-2011
<b>OPERATIONS</b>					
Paratransit District	182	181	180	180	0
Rail District	385	383	362	368	6
Transit Police	153	148	148	148	0
Service Management	65	64	68	72	4
Service Quality Management	67	67	67	68	1
Fleet Management	177	174	174	164	(10)
Hayden District	417	411	579	611	32
Harvard District	447	441	0	0	0
Triskett District	412	336	394	410	16
	<b>2,305</b>	<b>2,205</b>	<b>1,972</b>	<b>2,021</b>	<b>49</b>
<b>FINANCE &amp; ADMINISTRATION</b>					
Office of Business Development	5	4	4	4	0
Accounting	22	22	22	24	2
Information Technology	23	23	23	23	0
Support Services	8	8	7	7	0
Procurement	20	18	16	16	0
Revenue	20	20	18	18	0
	<b>98</b>	<b>95</b>	<b>90</b>	<b>92</b>	<b>2</b>
<b>ENGINEERING &amp; PROJECT MANAGEMENT</b>					
Euclid Corridor Transportation Project	2	0	0	0	0
Project Support	0	7	6	5	(1)
Programming & Planning	6	4	4	4	0
Engineering & Project Development	16	13	13	15	2
	<b>24</b>	<b>24</b>	<b>23</b>	<b>24</b>	<b>1</b>

# Department Budgets

## Staffing by Division

	2009	2010	2011	2012	Variance 2012-2011
<b>LEGAL AFFAIRS</b>					
Safety	6	6	6	7	1
Legal	15	15	14	15	1
Risk Management	18	17	16	17	1
	<b>39</b>	<b>38</b>	<b>36</b>	<b>39</b>	<b>3</b>
<b>HUMAN RESOURCES</b>					
Human Resources	13	15	12	16	4
Labor & Employee Relations	5	6	5	5	0
Training & Employee Development	23	24	25	25	0
	<b>41</b>	<b>45</b>	<b>42</b>	<b>46</b>	<b>4</b>
<b>EXECUTIVE</b>					
Executive	13	12	14	5	(9)
Secretary/Treasurer - Board of Trustees	11	11	11	11	0
Internal Audit	7	7	7	7	0
Marketing & Communications	30	29	27	27	0
Office of Management & Budget	9	10	10	10	0
	<b>70</b>	<b>69</b>	<b>69</b>	<b>60</b>	<b>(9)</b>
<b>GRAND TOTAL</b>	<b>2,577</b>	<b>2,477</b>	<b>2,232</b>	<b>2,282</b>	<b>50</b>

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# 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.

### 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.

### 2011 Achievements

- ◆ Continued to improve the cost-effectiveness and efficiency of service delivery.
- ◆ 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.
- ◆ Began implementation of the APTA 10-Hour Rest Guideline for bus, Paratransit and rail operators (i.e., operators must have a minimum of 10 hours between work assignments within a 24 hour period).
- ◆ Continued to aggressively support and participate in the TransitStat program to reduce costs and improve the Authority's business practices and services.
- ◆ Participated in and supported ATU and FOP contract negotiations.
- ◆ Continued Proof-of-Payment (POP) fare enforcement on the Health Line and Red Line.
- ◆ Implemented the Youth Violation Fare process.
- ◆ Continued Brand Management efforts in conjunction with Marketing: Health Line, Downtown Trolley, Red Line, Blue/Green Lines and Park/Ride Service.
- ◆ Acquired TransitMaster software to electronically provide real-time service information to customers.
- ◆ Began utilization of TransitMaster software to monitor schedule adherence on a real-time basis with immediate operator follow-up and correction.
- ◆ Implemented Paratransit service pilot with American Logistics Company (taxi service).
- ◆ Continued fine-tuning services to minimize cost and maximize service delivery productivity.
- ◆ Continued in-house rehabilitation of 40 Heavy Rail Vehicles.
- ◆ Began installation of doors with safety sensitive edges on Light Rail Vehicles.
- ◆ Continued efforts to resolve Siemens radio contract issues.
- ◆ Initiated process to replace/upgrade operator dispatch system (MIDAS replacement).
- ◆ Continued rail infrastructure rehabilitation.

# Operations Division

- ◆ Continued establishment of standards/guidelines for measuring maintenance performance.
- ◆ Continued to refine RTA's system security and emergency preparedness and operations plans.
- ◆ Continued to aggressively enforce energy conservation and sustainability initiatives.
- ◆ Continued efforts for reducing crime on RTA vehicles and at RTA facilities.

## 2012 Priorities

- ◆ Add resources to routes identified in the 2012 Service Management Plan (SMP) that are experiencing overloading.
- ◆ Adjust running times to routes identified in the 2012 SMP.
- ◆ Restore the Red Line weekday 15 minute service frequency and 20 minute service frequency on evenings and weekends when the lightning strike damage is repaired.
- ◆ Extend all Health Line trips to the Stokes/Windermere RTS and extend the #7 and #32 routes to Euclid Ave.
- ◆ Extend all #81 trips to Steelyard Commons 24/7.
- ◆ Pending funding commitments, implement the C-Line Trolley route, the Rock-Line weekend Trolley route and the E. 9th Street shuttle service.
- ◆ Restore weekday Waterfront Line when the Flats east bank mixed-use development currently under construction becomes substantially occupied.
- ◆ Continue fine-tuning services to minimize cost and maximize service delivery productivity.
- ◆ Continue to improve the cost-effectiveness and efficiency of service delivery.
- ◆ Continue priority focus on improving customer communications and service delivery.
- ◆ In partnership with Safety, continue efforts to instill a Safety Culture orientation within all Operations Division organizational units.
- ◆ Continue to aggressively support and participate in the TransitStat program to reduce costs and improve the Authority's business practices and services.
- ◆ Continue to aggressively enforce energy conservation and sustainability initiatives.
- ◆ 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 implementation of real-time service information for customers.
- ◆ Continue/expand utilization of TransitMaster software to monitor schedule adherence on a real-time basis with immediate operator follow-up and correction.
- ◆ Complete in-house rehabilitation of 40 Heavy Rail Vehicles.
- ◆ Complete installation of doors with safety sensitive edges on Light Rail Vehicles.
- ◆ Continue efforts to resolve Siemens radio contract issues.

# Operations Division

- ◆ Complete replacement/upgrade operator dispatch system (MIDAS replacement).
- ◆ Continue rail infrastructure rehabilitation.
- ◆ Continue establishment of standards/guidelines for measuring maintenance performance.
- ◆ Continue to refine RTA's system security and emergency preparedness and operations plans and incorporate into the System Security Plan the recommendations from the 2011 FTA/ODOT Audit.
- ◆ Continue efforts for reducing crime on RTA vehicles and at RTA facilities.
- ◆ Procure and install a new rail wheel lathe.
- ◆ Pending approval to contract for Rail Management services, oversee/administer contract management personnel.
- ◆ Manage the planned fuel cell project if the project is approved.

# Operations Division

## 2012 OPERATING BUDGET SUMMARY Department 31 – Paratransit District

MICHAEL HARGROVE, DISTRICT DIRECTOR

### Department Priorities for 2012

- ◆ 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.
- ◆ Continue to provide support to Senior Transportation Connection (STC)
- ◆ Increase contractual transportation 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.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
<b>CALLS</b>				
• Calls Taken	215,000	234,911	293,288	290,000
• Average Wait Time (minutes)	1:10	0.58	1:04	1:00
• % Calls Abandoned	2.5%	3.8%	8.7%	1.5%
<b>TRIPS</b>				
• Passenger Trips Completed	540,739	550,714	578,355	570,000
• % Trip Denials	0.00%	0.00%	0.00%	0.00%
• Cost per Revenue Mile	\$4.25	\$4.35	\$4.30	\$4.30
• Unlinked Passenger Trip/Revenue Hour	2.00	2.05	2.08	2.00
• Average # Revenue Vehicles Inspected per month	40	41	40	40

### 2011 Highlights

- ◆ Reached 90.82% On-time per Drop-off.
- ◆ Reached 92.20% On-time per all trips.
- ◆ Realized a 5.0% increase in passenger trips.
- ◆ Experienced a 24.9% increase in calls taken.
- ◆ Booked 6.45% of trips through IVR/Web.

# Operations Division

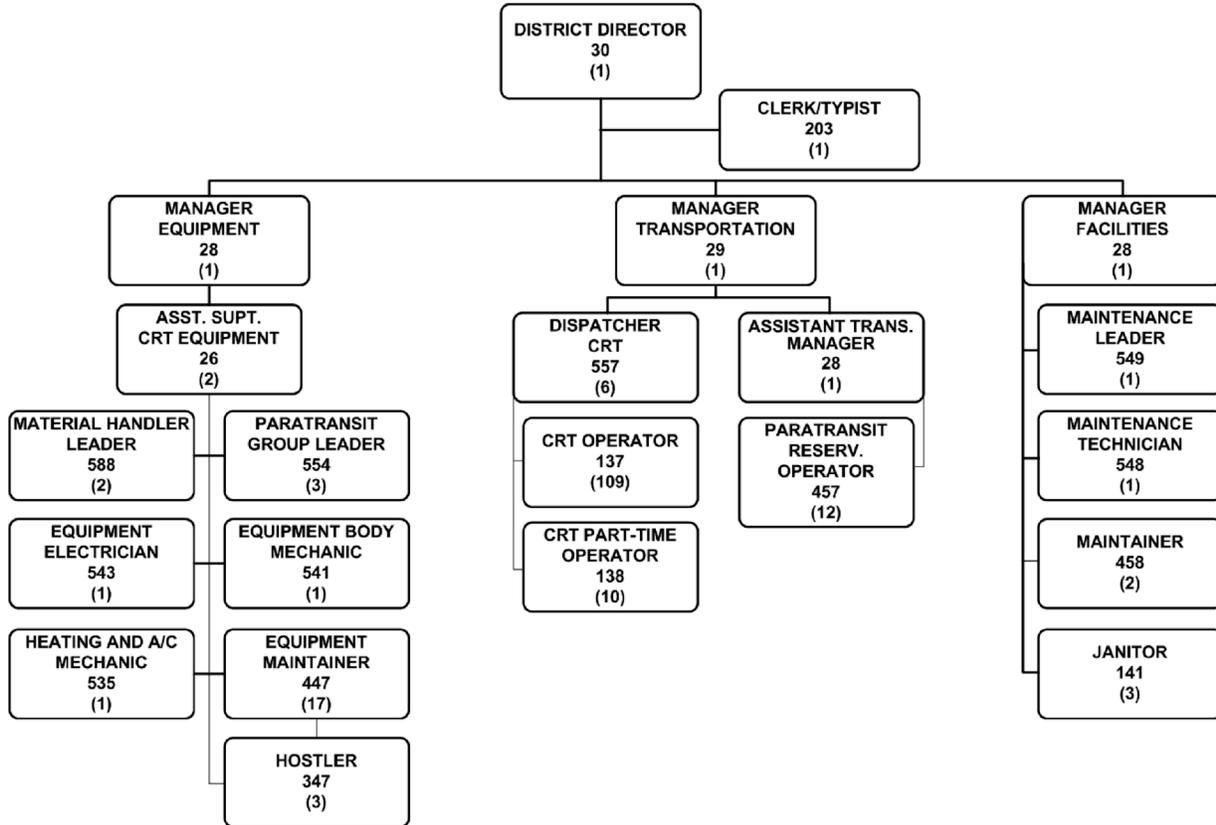
Below are budget and staffing highlights of the Paratransit District Department

DEPT:	31 - PARATRANSIT DISTRICT				
OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501100	BUS OPERATOR'S LABOR	4,979,235.40	4,997,794.93	5,067,130.91	5,100,000.00
501110	OVERTIME - BUS OPERATORS	428,929.79	574,352.35	835,070.46	475,000.00
501200	HOURLY EMPLOYEES PAYROLL	2,428,670.54	2,305,260.74	2,408,811.14	2,300,000.00
501210	OVERTIME - HOURLY EMPLOYEES	234,920.28	137,489.35	197,661.16	195,000.00
501300	LABOR - SALARIED EMPLOYEES	907,056.78	884,999.03	865,209.09	916,000.00
501310	OVERTIME - SALARIED EMPLOYEES	24,956.53	26,972.81	27,616.53	18,000.00
502000	FRINGE BENEFITS	3,171,642.72	3,106,008.71	3,276,612.72	3,405,072.00
502071	W. C. - INJURIES & DAMAGES	2,472.85	1,591.23	3,833.08	0.00
503111	SERVICES	81,245.55	194,654.62	178,350.37	188,800.00
504111	MATERIAL & SUPPLIES	198,905.03	285,303.65	430,695.23	405,150.00
504030	GASOLINE CREDIT CARDS	0.00	1,200.00	743.69	800.00
508020	PURCHASED TRANSPORTATION - SUBURBAN	3,494,800.00	3,426,889.00	4,132,152.17	5,543,354.00
508027	PURCHASED TRANSPORTATION - TAXI	0.00	0.00	0.00	0.00
509111	MISCELLANEOUS EXPENSES	3,391.31	2,207.60	945.00	10,100.00
512111	LEASES & RENTALS	1,500.00	1,593.75	(198.99)	1,360.00
<b>DEPT TOTAL</b>		<b>15,957,726.78</b>	<b>15,946,317.77</b>	<b>17,424,632.56</b>	<b>18,558,636.00</b>

## Staffing Comparison

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011	
31	01	0137 PARATRANSIT OPERATOR.OPERATIONS.PARATRANSIT DISTRICT 3122	OBW	109	109	109	0	
		0138 PARATRANSIT OPERATOR PT.OPERATIONS.PARATRANSIT DISTRICT 3122	OBW	10	10	10	0	
		0141 JANITOR.OPERATIONS.PARATRANSIT DISTRICT 3132	MBW	3	3	3	0	
	02	0203 CLERK/TYPIST.OPERATIONS.PARATRANSIT 3131	SBB	0	0	1	1	
		0347 HOSTLER.OPERATIONS.PARATRANSIT DISTRICT 3143	MBW	3	3	3	0	
	04	0447 EQUIPMENT MAINTAINER.OPERATIONS.PARATRANSIT DISTRICT 3142	MBW	8	8	8	0	
		0447 EQUIPMENT MAINTAINER.OPERATIONS.PARATRANSIT DISTRICT 3143	MBW	9	9	9	0	
	05	0457 PARATRAN RESERVATIONS OP.OPERATIONS.PARATRANSIT DISTRICT 3124	MBW	13	12	12	0	
		0458 MAINTAINER-OPERATIONS-PARATRANSIT DISTRICT 3133	MBW	2	2	2	0	
		0505 STAFF ASSISTANT-OPERATIONS-PARATRANSIT DISTRICT 3111	MBW	1	1	0	-1	
		0535 HEATING/AC MECHANIC-OPERATIONS-PARATRANSIT DISTRICT 3142	MBW	1	1	1	0	
		0541 EQUIPMENT BODY MECHANIC.OPERATIONS.PARATRANSIT DISTRICT 3142	MBW	1	1	1	0	
		0543 EQUIPMENT ELECTRICIAN-OPERATIONS-PARATRANSIT DISTRICT 3143	MBW	1	1	1	0	
		0548 MAINTENANCE TECHNICIAN-OPERATIONS-PARATRANSIT DISTRICT 3133	MBW	1	1	1	0	
		0549 MAINTENANCE LEADER.OPERATIONS.PARATRANSIT DISTRICT 3133	MBW	1	1	1	0	
		0554 PARATRANSIT GROUP LEADER.OPERATIONS.PARATRANSIT DISTRICT 3142	MBW	2	2	2	0	
		0554 PARATRANSIT GROUP LEADER-OPERATIONS-PARATRANSIT DISTRICT 3143	MBW	1	1	1	0	
		0557 DISPATCHER PARATRANSIT-OPERATIONS-PARATRANSIT DISTRICT 3123	SBB	6	6	6	0	
	26	0588 MATERIAL HANDLER LEADER-OPERATIONS-PARATRANSIT DISTRICT 3144	MBW	2	2	2	0	
		1069 ASST SUPT PARATRAN EQUIP-OPERATIONS-PARATRANSIT DISTRICT 3141	SNB	2	2	2	0	
		28	0761 MANAGER FACILITIES-OPERATIONS-PARATRANSIT DISTRICT 3131	SNB	1	1	1	0
			0851 MANAGER EQUIPMENT-OPERATIONS-PARATRANSIT DISTRICT 3141	SNB	1	1	1	0
	29	1084 ASSISTANT MANAGER.OPERATIONS.PARATRANSIT DISTRICT 3124	SNB	1	1	1	0	
		0786 MANAGER TRANSPORTATION.OPERATIONS.PARATRANSIT DISTRICT 3121	SNB	1	1	1	0	
	30	0777 DISTRICT DIRECTOR-OPERATIONS-PARATRANSIT DISTRICT 3111	SNB	1	1	1	0	
	<b>31 Total</b>				<b>181</b>	<b>180</b>	<b>180</b>	<b>0</b>

# Operations Division



# Operations Division

## 2012 OPERATING BUDGET SUMMARY Department 32 – Rail District

DENNIS REHFUSS, ACTING DISTRICT DIRECTOR

### Department Priorities for 2012

- ◆ Complete the Heavy Rail Vehicle (HRV) rehabilitation project.
- ◆ Develop and implement station cleaning procedures.
- ◆ Replace roofs for the rail complex.
- ◆ Procure a wheel lathe.
- ◆ Aggressively perform signal system maintenance during relay testing, junction box replacement, & double bonding to mitigate track circuit failures, reduce service delays, and ensure a safe system.
- ◆ Continue working with Engineering to rebuild the Brookpark Substation.
- ◆ Continue aggressively pursuing training for all Rail disciplines, working with the Training Department to meet and exceed regulatory guidelines.
- ◆ Support 2012 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.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Passenger Car Revenue Miles	2,293,032	1,951,050	2,214,763	3,101,983
% Deadhead miles	1.2%	1.2%	1.2%	1.2%
Cost per Passenger Trip	\$4.01	\$5.08	\$5.13	4.30
Average Passenger Trips per Revenue Hour	54.93	55.26	50.96	55.00
# Preventable Accidents per 100,000 miles	0.92	0.55	0.45	0.30
% Vehicles completed in LRV Overhaul	100%	N/A	N/A	N/A
% Vehicles completed in HRV Overhaul	10%	40%	60%	100%
Miles Between Service Interruptions	3,500	9,167	111,861	15,000

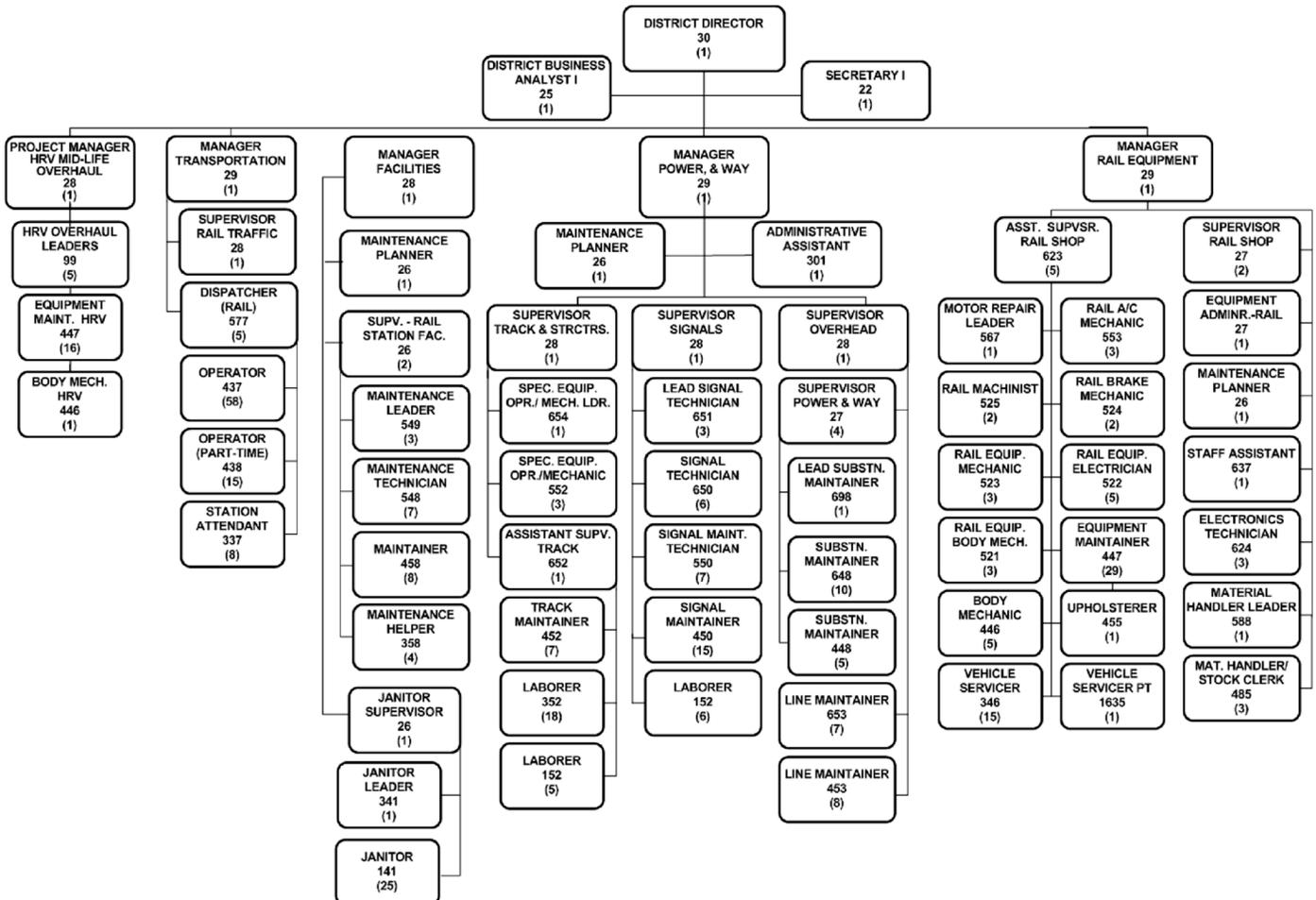
### 2011 Highlights

- ◆ Completed intense training for Rail Power, Track, and Signal employees.
- ◆ Exceeded TEAM (Together Everyone Achieves More) goal (8,500 miles) for miles between service interruptions.
- ◆ Reduced unplanned absences by 30% in 2011, compared to 2010.
- ◆ Reduced on-the-job injuries by 15%, compared to 2010.
- ◆ Reduced preventable accidents by 18%, compared to 2010.
- ◆ Increased completed facility preventive maintenance tasks by 97%, compared to 2010.

# Operations Division

Below are budget and staffing highlights of the Rail District Department

DEPT:	32 - RAIL DISTRICT				
OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501100	RAIL OPERATORS' LABOR	4,794,393.06	3,876,682.66	4,129,010.51	5,209,381.00
501110	OVERTIME - RAIL OPERATORS	403,353.54	248,238.37	228,152.00	432,399.00
501200	HOURLY EMPLOYEES PAYROLL	9,674,534.72	9,564,535.13	10,465,468.39	11,177,700.00
501210	OVERTIME - HOURLY EMPLOYEES	1,324,123.65	1,434,686.28	1,264,145.87	650,000.00
501300	LABOR - SALARIED EMPLOYEES	2,556,089.48	2,254,485.90	2,055,240.24	2,540,000.00
501310	OVERTIME - SALARIED EMPLOYEES	81,152.29	92,196.13	86,432.38	75,000.00
502000	FRINGE BENEFITS	6,441,582.53	5,723,949.99	6,278,846.91	7,595,413.00
502071	W. C. - INJURIES & DAMAGES	3,593.41	2,464.75	3,970.15	0.00
503111	SERVICES	2,303,185.84	2,319,930.99	2,589,935.53	2,668,051.00
504111	MATERIAL & SUPPLIES	638,865.23	843,503.09	530,984.17	810,100.00
504090	TIRES & TUBES	(334.00)	4,562.00	(806.00)	3,000.00
505111	UTILITIES	292,340.34	328,925.73	363,085.46	387,000.00
505010	PROPULSION POWER	4,541,818.22	3,513,998.72	3,349,951.44	3,190,000.00
509111	MISCELLANEOUS EXPENSES	17,783.02	138,277.42	61,157.94	39,900.00
512111	LEASES & RENTALS	(1,132.59)	1,151.76	595.61	7,000.00
<b>DEPT TOTAL</b>		<b>33,071,348.74</b>	<b>30,347,588.92</b>	<b>31,406,170.60</b>	<b>34,774,944.00</b>



# Operations Division

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
32	00	9943 HRV OVERHAUL LEADERS.OPERATIONS.RAIL DISTRICT 3261	SBB	5	5	5	0
	01	0141 JANITOR.OPERATIONS.RAIL DISTRICT 3237	MBW	14	12	14	2
		0141 JANITOR.OPERATIONS.RAIL DISTRICT 3238	MBW	12	12	11	-1
		0152 LABORER.OPERATIONS.RAIL DISTRICT 3253	MBW	6	6	6	0
		0152 LABORER.OPERATIONS.RAIL DISTRICT 3255	MBW	6	6	5	-1
	03	0301 ADMINISTRATIVE ASSISTANT*.RAIL OPERATIONS.RAIL OPERATIONS 3251	SBB	0	0	1	1
		0308 STENOGRAPHER-OPERATIONS-RAIL DISTRICT 3251	SBB	1	1	0	-1
		0337 STATION ATTENDANT.OPERATIONS.RAIL DISTRICT 3224	OBW	8	8	8	0
		0341 JANITOR LEADER.OPERATIONS.RAIL DISTRICT 3238	MBW	3	1	1	0
		0346 VEHICLE SERVICER.OPERATIONS.RAIL DISTRICT 3247	MBW	15	15	15	0
		0352 LABORER.OPERATIONS.RAIL DISTRICT 3255	MBW	18	18	18	0
		0358 MAINTENANCE HELPER.OPERATIONS.RAIL DISTRICT 3234	MBW	1	1	1	0
		0358 MAINTENANCE HELPER-OPERATIONS-RAIL DISTRICT 3232	MBW	2	2	2	0
		0358 MAINTENANCE HELPER-OPERATIONS-RAIL DISTRICT 3233	MBW	1	1	1	0
		1635 VEHICLE SERVICER-PT.RAIL DIVISION.CENTRAL RAIL 3247	MBW	0	0	1	1
	04	0437 OPERATOR.OPERATIONS.RAIL DISTRICT 3222	OBW	74	58	58	0
		0438 OPERATOR PT.OPERATIONS.RAIL DISTRICT 3222	OBW	16	16	15	-1
		0442 EQUIPMENT SERVICER.OPERATIONS.RAIL DISTRICT 3242	MBW	20	5	0	-5
		0446 BODY MECHANIC.OPERATIONS.RAIL DISTRICT 3242	MBW	4	4	5	1
		0446 BODY MECHANIC.OPERATIONS.RAIL DISTRICT 3261	MBW	0	0	1	1
		0447 EQUIPMENT MAINTAINER.OPERATIONS.RAIL DISTRICT 3243	MBW	4	4	4	0
		0447 EQUIPMENT MAINTAINER.OPERATIONS.RAIL DISTRICT 3245	MBW	10	10	10	0
		0447 EQUIPMENT MAINTAINER.OPERATIONS.RAIL DISTRICT 3246	MBW	13	11	15	4
		0447 EQUIPMENT MAINTAINER.OPERATIONS.RAIL DISTRICT 3261	MBW	0	17	16	-1
		0448 SUBSTATION MAINTAINER.OPERATIONS.RAIL DISTRICT 3252	MBW	3	4	5	1
		0450 SIGNAL MAINTAINER.OPERATIONS.RAIL DISTRICT 3253	MBW	13	13	15	2
		0452 TRACK MAINTAINER-OPERATIONS-RAIL DISTRICT 3255	MBW	7	7	7	0
		0453 LINE MAINTAINER.OPERATIONS.RAIL DISTRICT 3254	MBW	7	8	8	0
		0455 UPHOLSTERER-OPERATIONS-RAIL DISTRICT 3247	MBW	1	1	1	0
		0458 MAINTAINER.OPERATIONS.RAIL DISTRICT 3232	MBW	3	3	3	0
		0458 MAINTAINER.OPERATIONS.RAIL DISTRICT 3233	MBW	2	2	2	0
		0458 MAINTAINER-OPERATIONS-RAIL DISTRICT 3234	MBW	3	3	3	0
		0485 MAT HANDLER/STOCK CLERK.OPERATIONS.RAIL DISTRICT 3244	MBW	3	3	3	0
	05	0521 RAIL EQUIP BODY MECHANIC.OPERATIONS.RAIL DISTRICT 3242	MBW	4	3	3	0
		0522 RAIL EQUIP ELECTRICIAN.OPERATIONS.RAIL DISTRICT 3246	MBW	5	5	5	0
		0523 RAIL EQUIPMENT MECHANIC.OPERATIONS.RAIL DISTRICT 3245	MBW	3	3	3	0
		0524 RAIL BRAKE MECHANIC-OPERATIONS-RAIL DISTRICT 3243	MBW	2	2	2	0
		0525 RAIL MACHINIST.OPERATIONS.RAIL DISTRICT 3245	MBW	2	2	2	0
		0548 MAINTENANCE TECHNICIAN.OPERATIONS.RAIL DISTRICT 3232	MBW	2	2	2	0
		0548 MAINTENANCE TECHNICIAN.OPERATIONS.RAIL DISTRICT 3233	MBW	1	1	1	0
		0548 MAINTENANCE TECHNICIAN.OPERATIONS.RAIL DISTRICT 3234	MBW	4	4	4	0
		0549 MAINTENANCE LEADER.OPERATIONS.RAIL DISTRICT 3232	MBW	2	2	2	0
		0549 MAINTENANCE LEADER-OPERATIONS-RAIL DISTRICT 3234	MBW	1	1	1	0
		0550 SIGNAL MAINT TECHNICIAN.OPERATIONS.RAIL DISTRICT 3253	MBW	6	6	7	1
		0552 SPECIAL EQUIP OP/MECHANIC.OPERATIONS.RAIL DISTRICT 3255	MBW	3	3	3	0
		0553 RAIL AC MECHANIC.OPERATIONS.RAIL DISTRICT 3243	MBW	3	3	3	0
		0567 MOTOR REPAIR LEADER-OPERATIONS-RAIL DISTRICT 3243	MBW	1	1	1	0
		0577 DISPATCHER.OPERATIONS.RAIL DISTRICT 3223	SBB	5	5	5	0
		0588 MATERIAL HANDLER LEADER.OPERATIONS.RAIL DISTRICT 3244	MBW	1	1	1	0

# Operations Division

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011	
32	06	0623 ASST SUPERVISOR RAIL SHOP-OPERATIONS-RAIL DISTRICT 3241	SBB	5	5	5	0	
		0624 ELECTRONICS TECHNICIAN-OPERATIONS-RAIL DISTRICT 3246	MBW	3	3	3	0	
		0637 STAFF ASSISTANT-OPERATIONS-RAIL DISTRICT 3241	SBB	1	1	1	0	
		0648 SUBSTATION MAINTAINER-OPERATIONS-RAIL DISTRICT 3252	MBW	11	11	10	-1	
		0649 ASSISTANT SUPERVISOR - MAINTENANCE-OPERATIONS-RAIL DISTRICT 3231	MBW	1	1	0	-1	
		0650 SIGNAL TECHNICIAN-OPERATIONS-RAIL DISTRICT 3253	MBW	5	5	6	1	
		0651 LEAD SIGNAL TECHNICIAN-OPERATIONS-RAIL DISTRICT 3253	MBW	3	3	3	0	
		0652 ASST SUPERVISOR TRACK-OPERATIONS-RAIL DISTRICT 3255	SBB	1	1	1	0	
		0653 LINE MAINTAINER-OPERATIONS-RAIL DISTRICT 3254	MBW	8	7	7	0	
		0654 SPECIAL EQUIP OP/MECH LDR-OPERATIONS-RAIL DISTRICT 3255	MBW	1	1	1	0	
		0698 LEAD SUBSTATION MAINTAINER-OPERATIONS-RAIL DISTRICT 3252	MBW	1	1	1	0	
		22	0721 SECRETARY I-OPERATIONS-RAIL DISTRICT 3211	SNE	1	1	1	0
		25	1085 DISTRICT BUSINESS ANALYST-OPERATIONS-RAIL DISTRICT 3211	SNB	1	1	1	0
		26	0799 SUPV RAIL STATION FAC-OPERATIONS-RAIL DISTRICT 3231	SNB	2	2	2	0
			0837 MAINTENANCE PLANNER-OPERATIONS-RAIL DISTRICT 3251	SNB	1	1	1	0
			0837 MAINTENANCE PLANNER-OPERATIONS-RAIL DISTRICT 3231	SNB	0	0	1	1
	0837 MAINTENANCE PLANNER-OPERATIONS-RAIL DISTRICT 3241		SNB	1	1	1	0	
	27	0900 JANITOR SUPERVISOR-OPERATIONS-RAIL DISTRICT 3231	SNB	1	1	1	0	
		0762 SUPERVISOR - POWER & WAY-OPERATIONS-RAIL DISTRICT 3251	SNB	4	4	4	0	
		1178 EQUIPMENT ADMINISTRATOR-OPERATIONS-RAIL DISTRICT 3241	SNB	1	1	1	0	
	28	1252 SUPERVISOR RAIL SHOP-OPERATIONS-RAIL DISTRICT 3241	SNB	2	2	2	0	
		0761 MANAGER FACILITIES-OPERATIONS-RAIL DISTRICT 3231	SNB	0	1	1	0	
		0895 HRV PROJECT MANAGER-OPERATIONS-RAIL DISTRICT 3261	SNB	1	1	1	0	
		1234 SUPERVISOR SIGNALS-OPERATIONS-RAIL DISTRICT 3253	SNB	1	1	1	0	
		1239 SUPERVISOR OVERHEAD-OPERATIONS-RAIL DISTRICT 3254	SNB	1	1	1	0	
		1249 SUPERVISOR RAIL TRAFFIC-OPERATIONS-RAIL DISTRICT 3221	SNB	1	1	1	0	
		1273 SUPERVISOR TRACK AND STRU-OPERATIONS-RAIL DISTRICT 3255	SNB	1	1	1	0	
	29	0786 MANAGER TRANSPORTATION-OPERATIONS-RAIL DISTRICT 3221	SNB	1	1	1	0	
		0792 MANAGER RAIL EQUIPMENT-OPERATIONS-RAIL DISTRICT 3241	SNB	1	1	1	0	
	30	1526 MANAGER POWER & WAY-OPERATIONS-RAIL DISTRICT 3251	SNB	1	1	1	0	
		0777 DISTRICT DIRECTOR-OPERATIONS-RAIL DISTRICT 3211	SNB	1	1	1	0	
	<b>32 Total</b>				<b>383</b>	<b>364</b>	<b>368</b>	<b>4</b>

# Operations Division

## 2012 OPERATING BUDGET SUMMARY Department 34 – Transit Police

JOHN P. JOYCE, DIRECTOR OF SECURITY / CHIEF

### Department Priorities for 2012

- ◆ Continue providing Transit Police traffic and parking enforcement.
- ◆ 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.
- ◆ Continue to conduct Threat and Vulnerability analysis for all GCRTA properties with assistance from the U.S. Department of Homeland Security.
- ◆ Administer the 2007 through 2011 Transit Security Grants for training and counter terrorism needs within the Greater Cleveland region.

### 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-

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Arrests for Quality of Life Enforcement Issues	431	2,500	2,500	2500
Passenger Facilities Patrolled	118	118	118	118
Fare Evasion Citations . Health Line		1814	1502	
Fare Evasion Citations . Red Line		2242	2253	

### 2011 Highlights

- ◆ Quality of Life crimes decreased 33% in 2011, compared to 2010.
- ◆ Fare Evasion statistics for 2011:
  - 67% of fare evasion citations occurred between 7am-12pm and 2-6pm.
  - 60% of all citations occurred on the Red Line.
  - 14% of adult citations were resolved through the payment of the administrative fee.
- ◆ Implementing a stat-program within Transit Police; using statistics to manage.

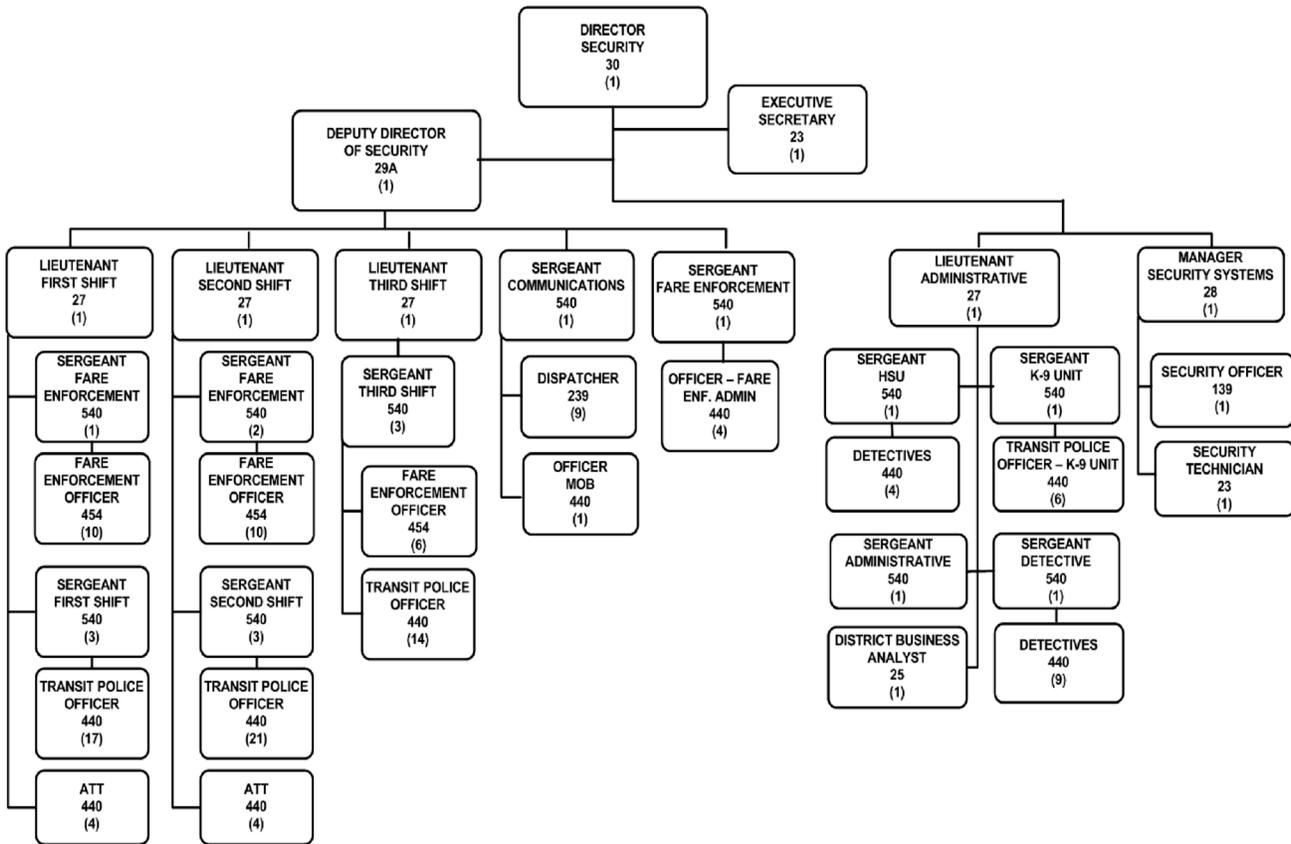
# Operations Division

Below are budget and staffing highlights of the Transit Police Department

DEPT: 34 - TRANSIT POLICE					
OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501200	HOURLY EMPLOYEES PAYROLL	6,182,463.40	6,249,727.63	6,467,669.38	7,570,000.00
501210	OVERTIME - HOURLY EMPLOYEES	241,667.65	349,652.50	296,007.08	200,000.00
501300	LABOR - SALARIED EMPLOYEES	554,790.11	497,640.61	517,593.90	670,000.00
501310	OVERTIME - SALARIED EMPLOYEES	250.10	0.00	308.29	1,500.00
502000	FRINGE BENEFITS	2,527,097.87	2,515,838.74	2,640,128.43	3,192,349.00
503111	SERVICES	339,089.88	396,911.72	439,362.78	442,150.00
503049	TEMPORARY HELP	(891.56)	0.00	0.00	0.00
504111	MATERIAL & SUPPLIES	55,119.14	69,366.96	65,630.66	75,900.00
506111	CASUALTY & LIABILITY COSTS	6,400.00	6,500.00	6,880.00	7,000.00
509111	MISCELLANEOUS EXPENSES	23,077.52	24,980.28	40,048.21	45,900.00
512111	LEASES & RENTALS	(1,503.00)	4,186.00	6,351.00	28,000.00
<b>DEPT TOTAL</b>		<b>9,927,561.11</b>	<b>10,114,804.44</b>	<b>10,479,979.73</b>	<b>12,232,799.00</b>

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
34	01	0139 SECURITY OFFICER-OPERATIONS-TRANSIT POLICE 3430	FOP	1	1	1	0
	02	0239 DISPATCHER TRANSIT POLICE-OPERATIONS-TRANSIT POLICE 3440	FOP	9	9	9	0
	04	0404 ADMINISTRATIVE ASSISTANT, OPERATIONS, TRANSIT POLICE 3401	FOP	1	1	0	-1
		0440 TRANSIT POLICE OFFICER, OPERATIONS, TRANSIT POLICE 3410	FOP	80	80	80	0
		0440 TRANSIT POLICE OFFICER, OPERATIONS, TRANSIT POLICE 3420	FOP	4	4	4	0
		0454 TRANSIT POLICE FARE ENFOR, OPERATIONS, FARE ENFORCEMENT 3415	FOP	26	26	26	0
	05	0540 TRANSIT POLICE SERGEANT, OPERATIONS, TRANSIT POLICE 3410	FOP	12	12	12	0
		0540 TRANSIT POLICE SERGEANT, OPERATIONS, TRANSIT POLICE 3420	FOP	5	5	6	1
	23	0725 EXECUTIVE SECRETARY, TRANSIT POLICE, OPERATIONS 0725	SBB	0	0	1	1
		1079 SECURITY TECHNICIAN-OPERATIONS-TRANSIT POLICE 3440	SNE	1	1	1	0
	25	1085 DISTRICT BUSINESS ANALYST, OPERATIONS, TRANSIT POLICE 3401	SNB	0	0	1	1
	27	1060 LIEUTENANT, OPERATIONS, TRANSIT POLICE 3401	SNB	3	3	4	1
		1065 SUPERVISOR-SECURITY SYSTEMS, OPERATIONS, TRANSIT POLICE 3430	SNB	1	1	0	-1
	28	0840 MANAGER SECURITY SYSTEMS-OPERATIONS-TRANSIT POLICE 3430	SNB	1	1	1	0
	29	1248 COMMANDER-OPERATIONS-TRANSIT POLICE 3401	SNB	2	2	0	-2
		1356 DPTY DIR SECURITY/POLICE, OPERATIONS, TRANSIT POLICE 3401	SNB	1	1	1	0
	30	1511 DIRECTOR SECURITY/COP-OPERATIONS-TRANSIT POLICE 3401	SNB	1	1	1	0
<b>34 Total</b>				<b>148</b>	<b>148</b>	<b>148</b>	<b>0</b>

# Operations Division



# Operations Division

## 2012 OPERATING BUDGET SUMMARY Department 35 – Service Management

ALAN ERENICH, DIRECTOR

### Department Priorities for 2012

- ◆ Implement the 2012 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.
- ◆ Upgrade CITME/Ultramain software.
- ◆ Replace operator dispatch system (MIDAS replacement).
- ◆ Continue implementation of software 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.
- ◆ Continue the bus stop signage program and replacement of damaged passenger shelters.
- ◆ Resolve Siemens radio contract issues.
- ◆ Identify and implement workflow and operating efficiencies and aggressively enforce energy conservation and sustainability initiatives.
- ◆ Support employee training and development programs.
- ◆ Continue to make improvements in equipment and facilities preventative maintenance schedules.
- ◆ 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.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
<b>Vehicle Revenue Miles</b>				
Bus (Including van pool)	17,042,385	13,310,980	12,652,581	15,855,476
Heavy Rail	1,789,025	1,518,079	1,531,616	2,164,503
Light Rail	756,929	675,426	683,147	937,480
<b>Vehicle Revenue Hours</b>				
Bus (Including van pool)	1,437,468	1,136,274	1,028,947	1,262,446
Heavy Rail	74,489	65,495	76,549	98,791
Light Rail	50,652	43,255	43,666	76,075

### 2011 Highlights:

- ◆ Leading MIDAS (Dispatch system) replacement
- ◆ Contacting and Surveying vendor clients
- ◆ Monitoring Operator overtime; by mid year 2011, reduced overtime by 55% compared to 2009.
- ◆ Monitoring Operator held time; by mid year 2011, reduced held time by 12% compared to 2009.

# Operations Division

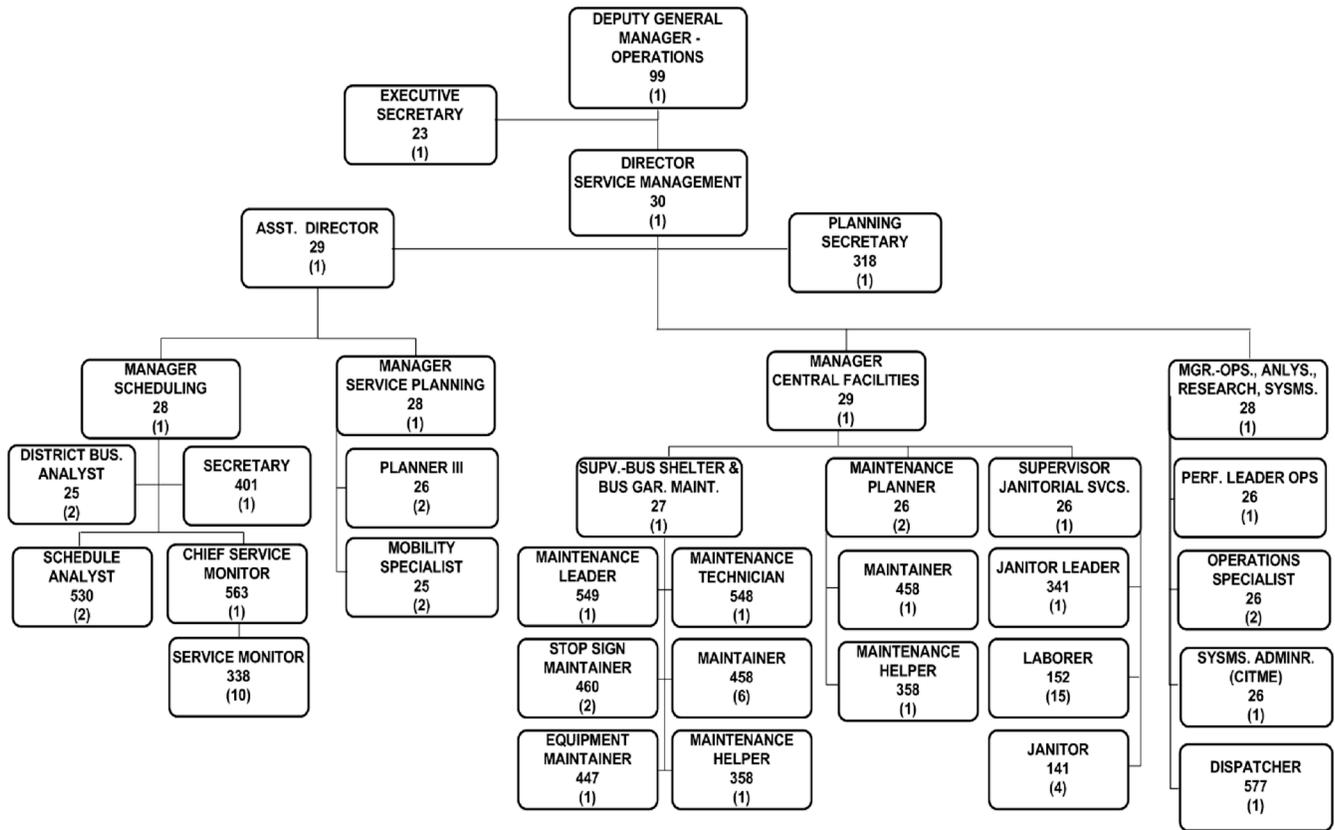
Below are budget and staffing highlights of the Service Management Department

DEPT: 35 - SERVICE MANAGEMENT					
OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501200	HOURLY EMPLOYEES PAYROLL	1,509,480.73	1,419,698.73	1,607,844.80	1,816,000.00
501210	OVERTIME - HOURLY EMPLOYEES	37,038.58	55,596.78	52,789.30	55,000.00
501300	LABOR - SALARIED EMPLOYEES	1,551,058.16	1,498,991.65	1,424,873.65	1,827,951.63
501310	OVERTIME - SALARIED EMPLOYEES	5,342.32	4,169.75	3,964.54	2,500.00
502000	FRINGE BENEFITS	1,148,094.63	1,109,310.79	1,171,662.05	1,399,790.00
503111	SERVICES	961,761.03	1,159,663.63	1,437,123.34	1,390,937.00
504111	MATERIAL & SUPPLIES	181,277.11	195,475.04	309,794.23	380,800.00
505111	UTILITIES	5,524,013.89	5,498,851.21	509,640.81	0.00
508024	PURCHASED TRANSP. - WORK ACCESS	860,000.00	1,140,000.00	1,140,000.00	1,200,000.00
509111	MISCELLANEOUS EXPENSES	7,318.07	6,288.91	11,022.69	14,200.00
512111	LEASES & RENTALS	0.00	0.00	0.00	500.00
<b>DEPT TOTAL</b>		<b>11,785,384.52</b>	<b>12,088,046.49</b>	<b>7,668,715.41</b>	<b>8,087,678.63</b>

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
35	01	0141 JANITOR.OPERATIONS.SERVICE MGMT 3542	MBW	4	4	4	0
		0152 LABORER.OPERATIONS.SERVICE MGMT 3542	MBW	13	15	15	0
	03	0318 PLANNING SECRETARY-OPERATIONS-SERVICE MGMT 3511	SBB	1	1	1	0
		0338 SERVICE MONITOR.OPERATIONS.SERVICE MGMT 3533	MBW	9	9	10	1
		0341 JANITOR LEADER.OPERATIONS.SERVICE MANAGEMENT 3542	MBW	1	1	1	0
		0358 MAINTENANCE HELPER.OPERATIONS.SERVICE MGMT 3544	MBW	2	2	2	0
	04	0401 SECRETARY.OPERATIONS.SERVICE MGMT 3531	SBB	1	1	1	0
		0447 EQUIPMENT MAINTAINER-OPERATIONS-SERVICE MGMT 3545	MBW	1	1	1	0
		0458 MAINTAINER.OPERATIONS.SERVICE MGMT 3543	MBW	4	4	4	0
		0458 MAINTAINER.OPERATIONS.SERVICE MGMT 3544	MBW	1	3	3	0
		0485 MATERIAL HANDLER/STOCK CLERK.OPERATIONS.SERVICE MGMT 3544	MBW	1	0	0	0
		0460 STOP SIGN MAINTAINER-OPERATIONS-SERVICE MGMT 3545	MBW	2	2	2	0
	05	0530 SCHEDULE ANALYST.OPERATIONS.SERVICE MGMT 3532	SBB	2	2	2	0
		0548 MAINTENANCE TECHNICIAN-OPERATIONS-SERVICE MGMT 3544	MBW	1	1	1	0
		0549 MAINTENANCE LEADER.OPERATIONS.SERVICE MGMT 3544	MBW	1	1	1	0
		0563 CHIEF SERVICE MONITOR-OPERATIONS-SERVICE MGMT 3531	SBB	1	1	1	0
		0577 DISPATCHER.OPERATIONS.SERVICE MGMT 3531	SBB	0	1	1	0
	23	0725 EXECUTIVE SECRETARY.EXECUTIVE.EXECUTIVE 3511	SNE	0	0	1	1
	25	0836 MOBILITY SPECIALIST.OPERATIONS.SERVICE MGMT 3562	SNB	2	2	2	0
		1085 DISTRICT BUSINESS ANALYST.OPERATION.SERVICE MANAGEMENT 3532	SNB	0	0	2	2
	26	0793 SCHEDULE SECTION GROUP LEADER.OPERATIONS.SERVICE MGMT 3532	SNB	2	2	0	-2
		0837 MAINTENANCE PLANNER.OPERATIONS.SERVICE MGMT 3541	SNB	2	2	2	0
		0881 SYSTEMS ADMIN CITIME-OPERATIONS-SERVICE MGMT 3512	SNB	1	1	1	0
		0887 OPERATIONS SPECIALIST.OPERATIONS.SERVICE MGMT 3512	SNB	2	2	2	0
		0900 SUPV JANITORIAL SERVICE-OPERATIONS-SERVICE MGMT 3541	SNB	1	1	1	0
		1274 PLANNER III.OPERATIONS.SERVICE MGMT 3522	SNB	2	2	2	0
		1625 PERFORMANCE LDR-OPS 3511.EXECUTIVE.EXECUTIVE	SNB	0	0	1	1
	27	0867 BUS SHLTR/GRG MAINT SUPV-OPERATIONS-SERVICE MGMT 3541	SNB	1	1	1	0
	28	0854 MGR OPER ANALYSIS/RES/SYS-OPERATIONS-SERVICE MGMT 3512	SNB	1	1	1	0
		1346 MGR SERVICE PLANNING.OPERATIONS.SERVICE MGMT 3521	SNB	1	1	1	0
		1436 MANAGER SCHEDULING.OPERATIONS.SERVICE MGMT 3531	SNB	1	1	1	0
	29	0791 MGR CENTRAL FACILITIES-OPERATIONS-SERVICE MGMT 3541	SNB	1	1	1	0
		1621 ASST DIR - SERVICE MGMT.OPERATIONS.SERVICE MANAGEMENT 3511	SNB	1	1	1	0
	30	0775 DIRECTOR-OPERATIONS-SERVICE MGMT 3511	SNB	1	1	1	0
	99	9921 DGM OPERATIONS-EXECUTIVE-EXECUTIVE 3511	SNB	0	0	1	1
<b>35 Total</b>				<b>64</b>	<b>68</b>	<b>72</b>	<b>4</b>

# Operations Division



# Operations Division

## 2012 OPERATING BUDGET SUMMARY Department 38 – Service Quality Management

FLOUN'SAY CAVER, DIRECTOR

### Department Priorities for 2012

- ◆ 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.
- ◆ Further develop and refine the Central Communications (GenCom) function.
- ◆ Provide all staff with training opportunities, including accident investigation training.
- ◆ 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 evaluating a new performance management system for supervisors. This system, implemented in 2010, 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 monitoring, evaluating and building consistency in the 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 near future.

### 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.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
On-Time Service (system-wide)	73%	75%	76%	77%
Overtime per pay	\$9,273	\$6,398	\$7,400	\$8,000
Absence Rate	2.96%	4.00%	3.50%	4.00%
High Accident Route Contacts (per month)	N/A	5,672	2,820	2,833
Safety Rule of the Month Contacts (per month)	3,400	3,962	3,522	3,583
Pull-out Checks/Paratransit Checks/Block Checks (per month)	9	83	4,246	4,400

\*Combined Paratransit and Block to Pull-Out Checks in 2011

### 2011 Highlights

- ◆ Targeted high frequency routes with poor on-time performance.
- ◆ Worked with Service Management Department to adjust time points.
- ◆ Created a "Push-off" strategy to aid buses in leaving end points on time.

# Operations Division

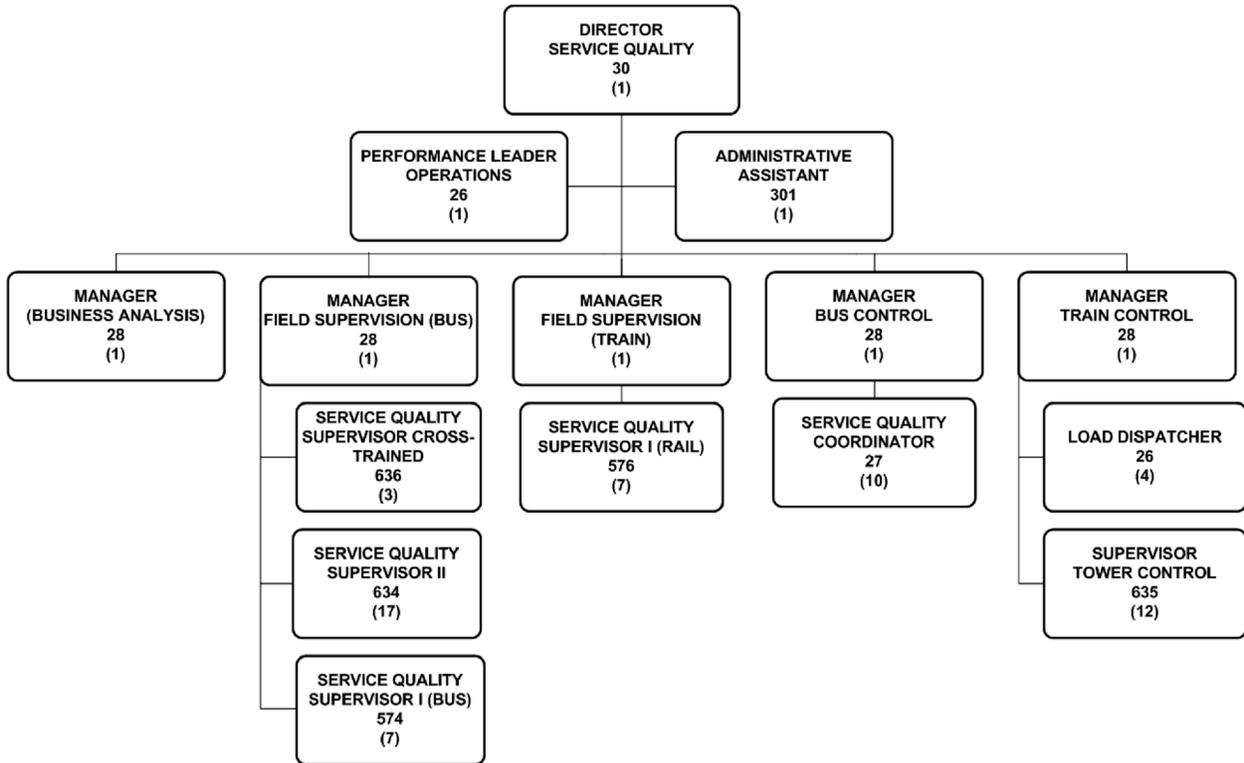
Below are budget and staffing highlights of the Service Quality Management Department

DEPT: 38 - SERVICE QUALITY MANAGEMENT					
OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501300	LABOR - SALARIED EMPLOYEES	4,067,876.25	3,906,192.41	3,744,932.26	3,942,050.00
501310	OVERTIME - SALARIED EMPLOYEES	259,971.26	197,645.74	244,671.75	245,000.00
502000	FRINGE BENEFITS	1,535,004.75	1,422,421.54	1,475,236.98	1,583,430.00
503111	SERVICES	0.00	0.00	0.00	4,000.00
504111	MATERIAL & SUPPLIES	2,528.45	4,342.50	2,610.02	3,600.00
509111	MISCELLANEOUS EXPENSES	2,131.80	2,930.16	7,294.38	10,000.00
512111	LEASES & RENTALS	0.00	0.00	0.00	0.00
		<b>5,867,512.51</b>	<b>5,533,532.35</b>	<b>5,474,745.39</b>	<b>5,788,080.00</b>

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2012			2011
				2010	2011	2012	
38	03	0301 ADMINISTRATIVE ASSISTANT- OPERATIONS.SERVICE QUALITY MGMT	SBB	1	1	1	0
	05	0574 SERVICE QUALITY SUPV I.OPERATIONS.SERVICE QUALITY MGMT 3832	SBB	8	8	7	-1
		0576 SERVICE QUALITY SUPV.OPERATIONS.SERVICE QUALITY MGMT 3822	SBB	7	7	7	0
	06	0634 SERVICE QUALITY SUPV II.OPERATIONS.3822 SQM FIELD SUPERVISION RAI	SBB	3	3	1	-2
		0634 SERVICE QUALITY SUPV II.OPERATIONS.SERVICE QUALITY MGMT 3832	SBB	16	16	16	0
		0635 FC SUPERVISOR TOWER CONTR.OPERATIONS.3822 SQM FIELD SUPERVISION RAI	SBB	1	1	1	0
		0635 SUPERVISOR TOWER CONTROL.OPERATIONS.SERVICE QUALITY MGMT 3811	SBB	11	11	11	0
		0658 PARATRANSIT ROAD SUPERVISOR.OPERATIONS.SERVICE QUALITY MGMT 3832	SBB	1	1	0	-1
		0661 SUPERVISOR CROSS TRAINED.OPERATIONS.SERVICE QUALITY MGMT 3832	SBB	0	0	3	3
	26	1137 LOAD DISPATCHER.OPERATIONS.3821 SQM RAIL SERVICES CONTROL	SNE	3	3	4	1
		1625 PERFORMANCE LDR-OPS 3811.EXECUTIVE.EXECUTIVE	SNB	0	0	1	1
	27	1147 SERVICE QUALITY COORD.OPERATIONS.SERVICE QUALITY MGMT 3832	SNE	10	10	10	0
	28	0890 MANAGER SERVICE QUALITY.OPERATIONS.3822 SQM FIELD SUPERVISION RAI	SNB	2	2	2	0
		0890 MANAGER SERVICE QUALITY.OPERATIONS.SERVICE QUALITY MGMT 3832	SNB	1	1	1	0
	0890 MANAGER SERVICE QUALITY.OPERATIONS.SERVICE QUALITY MGMT 3841	SNB	2	2	2	0	
30	1351 DIRECTOR SERVICE QUALITY.OPERATIONS.SERVICE QUALITY MGMT 3811	SNB	1	1	1	0	
<b>38 Total</b>				<b>67</b>	<b>67</b>	<b>68</b>	<b>1</b>

# Operations Division



# Operations Division

## 2012 OPERATING BUDGET SUMMARY Department 39 – Fleet Management

RONALD BARON, DIRECTOR

### Department Priorities for 2012

- ◆ Refine preventive maintenance program by revising frequencies and expanding the tasks involved to coincide with changes in the fleet.
- ◆ 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 the use of 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.
- ◆ Complete Inventory Benchmarking Project and utilize findings to improve Inventory Key Factor Performance.

### 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.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Vehicle Availability - % of Active Fleet	82%	82%	82%	82%
Heavy Maintenance Overhauls Completed	71	46	59	60
Miles Between Preventive Maintenance Inspections	3,000	3,000	3,000	3,000
Problem Identification Corrective Action (PICA) completed	81	50	47	40
Q/A First Article Inspections	77	6	19	15
Warranty Dollars Recovered	\$1,725,000	\$1,612,673	\$950,000	\$750,000
Facilities Maintenance On-Time PM Performance	N/A	55%	75%	88%
On-the-Job Injury Rate	9.66	7.77	8.00	12.00
Inventory Service Level	N/A	95.0%	96.6%	96%

- ◆ Shortened the message on the talking buses; created a tamper evident seal; and replaced the fuses.
- ◆ Creating best practices and benchmarks for inventory control.

# Operations Division

Below are budget and staffing highlights of the Fleet Management Department

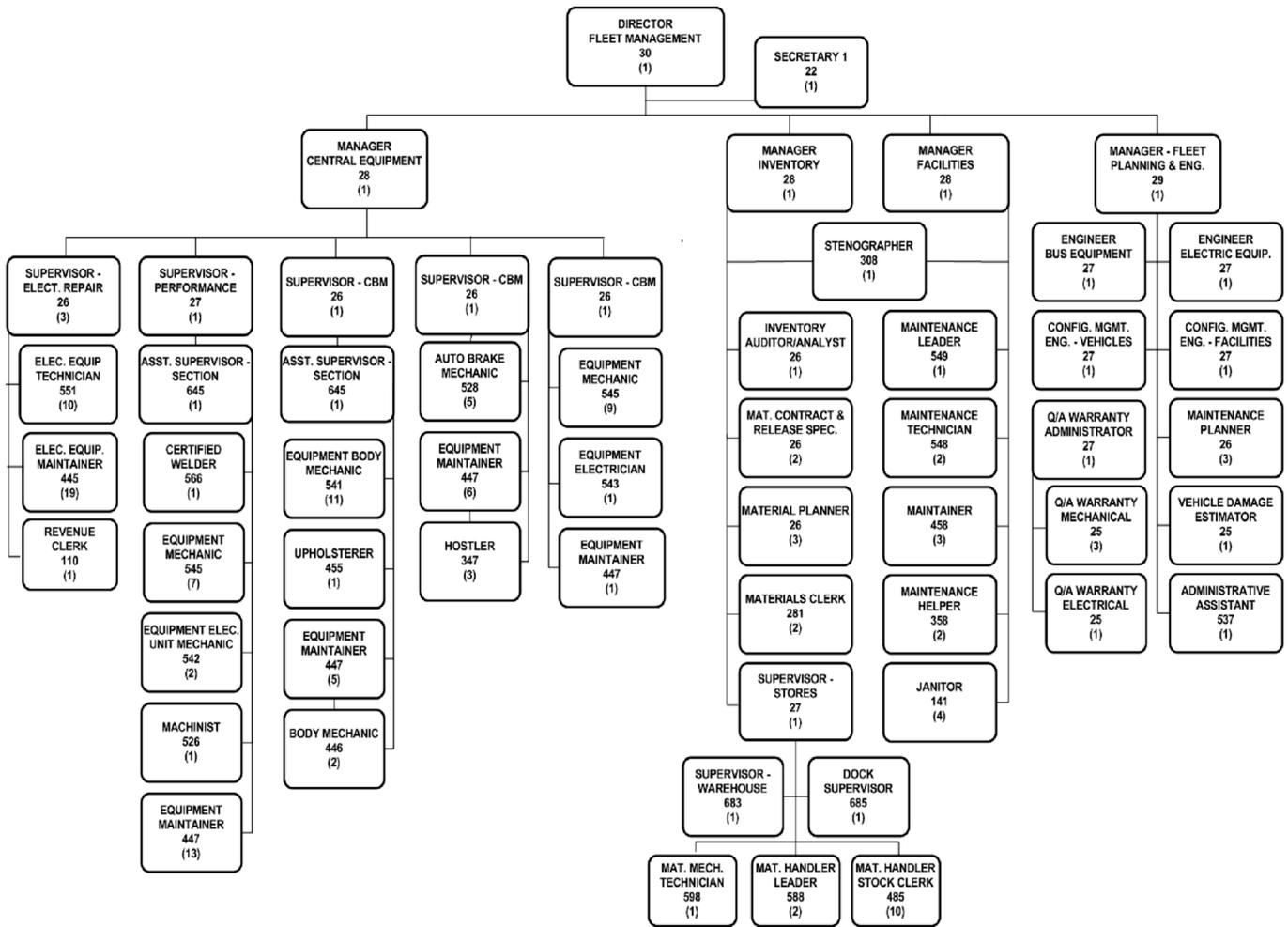
DEPT: 39 - FLEET MANAGEMENT					
OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501200	HOURLY EMPLOYEES PAYROLL	6,213,420.28	5,594,494.21	5,751,267.01	6,041,000.00
501210	OVERTIME - HOURLY EMPLOYEES	216,432.17	182,350.41	204,684.02	200,000.00
501300	LABOR - SALARIED EMPLOYEES	2,291,117.61	2,220,406.77	2,162,079.61	2,308,000.00
501310	OVERTIME - SALARIED EMPLOYEES	6,286.49	343.85	2,162.74	7,000.00
502000	FRINGE BENEFITS	3,156,250.79	2,774,830.07	3,032,960.10	3,235,650.00
502071	W. C. - INJURIES & DAMAGES	733.64	1,498.56	967.04	0.00
503111	SERVICES	452,661.12	265,604.16	625,525.99	547,759.00
201009	MATERIALS & SUPPLIES - INVENTORY	8,483,452.56	8,361,442.97	8,600,000.00	8,600,000.00
504111	MATERIAL & SUPPLIES	169,817.66	228,980.72	220,210.37	277,250.00
504020	DIESEL FUEL	17,357,363.98	10,196,457.34	14,125,688.23	14,955,022.00
504021	COMPRESSED NATURAL GAS	154,553.13	(14,557.97)	(695.20)	3,000.00
504031	GASOLINE	330,853.87	336,442.64	481,287.00	432,000.00
504090	TIRES & TUBES	1,109,508.15	1,156,166.94	1,259,956.17	1,335,200.00
504599	DIESEL FUEL CONTRA ACCOUNT	0.00	(2,260,385.67)	(3,702,528.00)	(2,151,110.00)
507000	FEDERAL UNDERGROUND FUEL TANK TAX	(5.50)	0.00	0.00	0.00
507050	STATE FUEL TAX	1,566,096.51	1,319,790.52	1,311,932.43	1,384,154.00
509111	MISCELLANEOUS EXPENSES	16,442.18	19,909.40	30,484.16	22,500.00
512111	LEASES & RENTALS	0.00	0.00	500.00	1,500.00
<b>DEPT TOTAL</b>		<b>41,524,984.64</b>	<b>30,383,774.92</b>	<b>34,106,481.67</b>	<b>37,198,925.00</b>
<b>DEPT TOTAL NET INVENTORY</b>		<b>33,041,532.08</b>	<b>22,022,331.95</b>	<b>25,506,481.67</b>	<b>28,598,925.00</b>

# Operations Division

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
39	01	0110 REVENUE CLERK-OPERATIONS-FLEET MGMT 3948	SBB	1	1	1	0
		0141 JANITOR OPERATIONS FLEET MGMT 3954	MBW	6	4	4	0
	02	0281 MATERIALS CLERK-OPERATIONS-FLEET MGMT 3961	SBB	2	2	2	0
		0308 STENOGRAPHER-OPERATIONS-FLEET MGMT 3961	SBB	1	1	1	0
	03	0346 VEHICLE SERVICER OPERATIONS FLEET MGMT 3947	MBW	3	0	0	0
		0347 HOSTLER OPERATIONS FLEET MGMT 3947	MBW	0	3	3	0
	04	0358 MAINTENANCE HELPER-OPERATIONS-FLEET MGMT 3952	MBW	2	2	2	0
		0442 EQUIPMENT SERVICER OPERATIONS FLEET MGMT 3942	MBW	6	0	0	0
		0443 UNIT REBUILD INSPECTOR & EXPEDITOR OPERATIONS FLEET MGMT 3931	MBW	1	0	0	0
		0445 ELEC EQUIPMENT MAINTAINER OPERATIONS FLEET MGMT 3948	MBW	19	19	19	0
		0446 BODY MECHANIC OPERATIONS FLEET MGMT 3942	MBW	2	2	2	0
		0447 EQUIPMENT MAINTAINER OPERATIONS FLEET MGMT 3942	MBW	5	5	5	0
		0447 EQUIPMENT MAINTAINER OPERATIONS FLEET MGMT 3943	MBW	13	13	13	0
		0447 EQUIPMENT MAINTAINER OPERATIONS FLEET MGMT 3945	MBW	3	3	3	0
		0447 EQUIPMENT MAINTAINER OPERATIONS FLEET MGMT 3946	MBW	1	1	1	0
		0447 EQUIPMENT MAINTAINER OPERATIONS FLEET MGMT 3947	MBW	3	3	3	0
		0455 UPHOLSTERER-OPERATIONS-FLEET MGMT 3942	MBW	1	1	1	0
		0458 MAINTAINER-OPERATIONS-FLEET MGMT 3952	MBW	3	3	3	0
	05	0485 MAT HANDLER/STOCK CLERK OPERATIONS FLEET MGMT 3962	MBW	10	10	10	0
		0526 MACHINIST-OPERATIONS-FLEET MGMT 3943	MBW	1	1	1	0
		0528 AUTOMOTIVE BRAKE MECHANIC OPERATIONS FLEET MGMT 3945	MBW	5	5	5	0
		0537 ADMINISTRATIVE ASSISTANT-OPERATIONS-FLEET MGMT 3931	SBB	1	1	1	0
		0541 EQUIPMENT BODY MECHANIC OPERATIONS FLEET MGMT 3942	MBW	12	11	11	0
		0542 EQUIP ELEC UNIT MECHANIC OPERATIONS FLEET MGMT 3943	MBW	1	1	2	1
		0543 EQUIPMENT ELECTRICIAN OPERATIONS FLEET MGMT 3946	MBW	1	1	1	0
		0545 EQUIPMENT MECHANIC OPERATIONS FLEET MGMT 3943	MBW	9	9	9	0
		0545 EQUIPMENT MECHANIC OPERATIONS FLEET MGMT 3946	MBW	6	6	6	0
		0545 EQUIPMENT MECHANIC OPERATIONS FLEET MGMT 3947	MBW	1	1	1	0
		0548 MAINTENANCE TECHNICIAN-OPERATIONS-FLEET MGMT 3952	MBW	2	2	2	0
		0549 MAINTENANCE LEADER-OPERATIONS-FLEET MGMT 3952	MBW	1	1	1	0
	06	0551 ELEC EQUIPMENT TECHNICIAN OPERATIONS FLEET MGMT 3948	MBW	9	9	10	1
		0566 CERTIFIED WELDER-OPERATIONS-FLEET MGMT 3943	MBW	1	1	1	0
		0588 MATERIAL HANDLER LEADER OPERATIONS FLEET MGMT 3962	MBW	3	2	2	0
		0598 MATERIAL MECHANIC TECH-OPERATIONS-FLEET MGMT 3962	MBW	1	1	1	0
		0644 RADIO TECHNICIAN OPERATIONS FLEET MGMT 3948	SBB	1	0	0	0
		0645 ASST SUPERVISOR SECTION OPERATIONS FLEET MGMT 3942	SBB	1	1	1	0
		0645 ASST SUPERVISOR SECTION OPERATIONS FLEET MGMT 3943	SBB	1	1	1	0
		0683 SUPERVISOR WAREHOUSE-OPERATIONS-FLEET MGMT 3962	SBB	1	1	1	0
		0685 DOCK SUPERVISOR OPERATIONS FLEET MGMT 3962	SBB	0	1	1	0
0690 SUPERVISOR - FAREBOX REPAIR OPERATIONS FLEET MGMT 3943		SBB	1	0	0	0	
0721 SECRETARY I-OPERATIONS-FLEET MGMT 3911		SNE	1	1	1	0	
22		1047 QA/WARRANTY ELECTRICAL-OPERATIONS-FLEET MGMT 3935	SNB	1	1	1	0
	1048 QA/WARRANTY MECHANICAL-OPERATIONS-FLEET MGMT 3935	SNB	3	3	3	0	
	1062 VEHICLE DAMAGE ESTIMATOR-OPERATIONS-FLEET MGMT 3931	SNB	1	1	1	0	
25	0753 SUPERVISOR ELEC REPAIR OPERATIONS FLEET MGMT 3948	SNB	3	3	3	0	
	0837 MAINTENANCE PLANNER-OPERATIONS-FLEET MGMT 3936	SNB	3	3	3	0	
	0863 MAT CONTR & RELEASE SPEC-OPERATIONS-FLEET MGMT 3961	SNB	2	2	2	0	
	0874 INVENTORY AUDITOR/ANALYST-OPERATIONS-FLEET MGMT 3961	SNB	1	1	1	0	
	0889 MATERIAL PLANNER-OPERATIONS-FLEET MGMT 3961	SNB	3	3	3	0	
	1258 SUPERVISOR CBM-OPERATIONS-FLEET MGMT 3942	SNB	1	1	1	0	
	1258 SUPERVISOR CBM-OPERATIONS-FLEET MGMT 3945	SNB	1	1	1	0	
	1258 SUPERVISOR CBM-OPERATIONS-FLEET MGMT 3946	SNB	1	1	1	0	
	0883 CONFIG MGMT ENG FAC-OPERATIONS-FLEET MGMT 3931	SNB	1	1	1	0	
	0884 CONFIG MGMT ENG VEHICLES-OPERATIONS-FLEET MGMT 3931	SNB	1	1	1	0	
26	1050 SUPERVISOR PERFORMANCE OPERATIONS FLEET MGMT 3943	SNB	1	1	1	0	
	1173 SUPERVISOR STORES-OPERATIONS-FLEET MGMT 3961	SNB	1	1	1	0	
	1251 QA/WARRANTY ADMINISTRATOR-OPERATIONS-FLEET MGMT 3935	SNB	1	1	1	0	
	1327 EQUIP ENGINEER ELECTRICAL-OPERATIONS-FLEET MGMT 3934	SNB	1	1	1	0	
	1341 ENGINEER BUS EQUIPMENT-OPERATIONS-FLEET MGMT 3933	SNB	1	1	1	0	
	0759 MGR CENTRAL EQUIPMENT-OPERATIONS-FLEET MGMT 3941	SNB	1	1	1	0	
	0761 MANAGER FACILITIES-OPERATIONS-FLEET MGMT 3951	SNB	1	1	1	0	
27	0774 MANAGER INVENTORY-OPERATIONS-FLEET MGMT 3961	SNB	1	1	1	0	
	0768 MGR FLEET PLANNING & ENG OPERATIONS FLEET MGMT 3931	SNB	1	1	1	0	
28	0779 DIRECTOR-OPERATIONS-FLEET MGMT 3911	SNB	1	1	1	0	
	0779 DIRECTOR-OPERATIONS-FLEET MGMT 3911	SNB	1	1	1	0	
29	0768 MGR FLEET PLANNING & ENG OPERATIONS FLEET MGMT 3931	SNB	1	1	1	0	
30	0779 DIRECTOR-OPERATIONS-FLEET MGMT 3911	SNB	1	1	1	0	
<b>39 Total</b>				<b>174</b>	<b>162</b>	<b>164</b>	<b>2</b>

# Operations Division



# Operations Division

## 2012 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 2012

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

DEPT: 43 - SATELLITES AND PASS THRUS					
OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
509100	BRUNSWICK OPERATING ASSISTANCE	231,790.42	274,999.90	270,268.98	286,110.00
DEPT TOTAL		231,509.94	274,999.90	270,268.98	286,110.00

# Operations Division

## 2012 OPERATING BUDGET SUMMARY Department 46 – Hayden District

KEVIN VEST, DISTRICT DIRECTOR

### Department Priorities for 2012

- ◆ Continue to aggressively support all safety programs designed to reduce collisions and passenger accidents.
- ◆ Maximize revenue collection efforts through operator training, preventive maintenance procedures, and improving collection procedures.
- ◆ Increase and maintain ridership through creative approaches and improving customer service.
- ◆ Support the HealthLine.
- ◆ Support the 2012 Operations Division initiatives and projects as assigned.
- ◆ Support communications among employees, management, and the ATU.
- ◆ Continue to utilize and maximize the CITME program for facility and vehicle maintenance plans.
- ◆ Support participation in the TransitStat program.
- ◆ Support RTA's system security, emergency preparedness, and operations plans.
- ◆ Enhance customer service communications through operators, service delivery monitoring, field supervision, accident investigation, and performance analysis.

### Mission Statement

The mission of the Hayden District is to provide high quality, on-time, efficient, safe, and clean RTV and bus transportation services for the eastern and southeastern portions of the GCRTA service area, and effectively manage all facilities and vehicle maintenance functions related to District operations.

	2009 Actual	2010 Actual*	2011 Estimate	2012 Budget
Vehicle Miles	6,405,306	6,931,498	8,571,500	8,801,776
Preventable Collisions per 100,000 miles	1.01	0.78	0.74	1.00
Collision Accidents per 100,000 miles	3.91	3.29	3.00	3.80
Miles Between Service Interruptions	4,073	5,068	5,321	6,000
Absence Rate	6.63%	7.49%	7.12%	5.00%

\* In September 2010, Harvard Garage closed. All buses and routes were distributed between Hayden and Triskett Garages.

### 2011 Highlights

- ◆ Business Analyst and Equipment Manager reviewed service interruptions daily and highlighting any bus with multiple problems.
- ◆ Rescheduled mobile trucks to better align with Service Quality Department needs.
- ◆ Benchmarked tows to 30 or less per month.
- ◆ Reviewing all On-the-Job injuries for root causes and creating training tools based on the results.

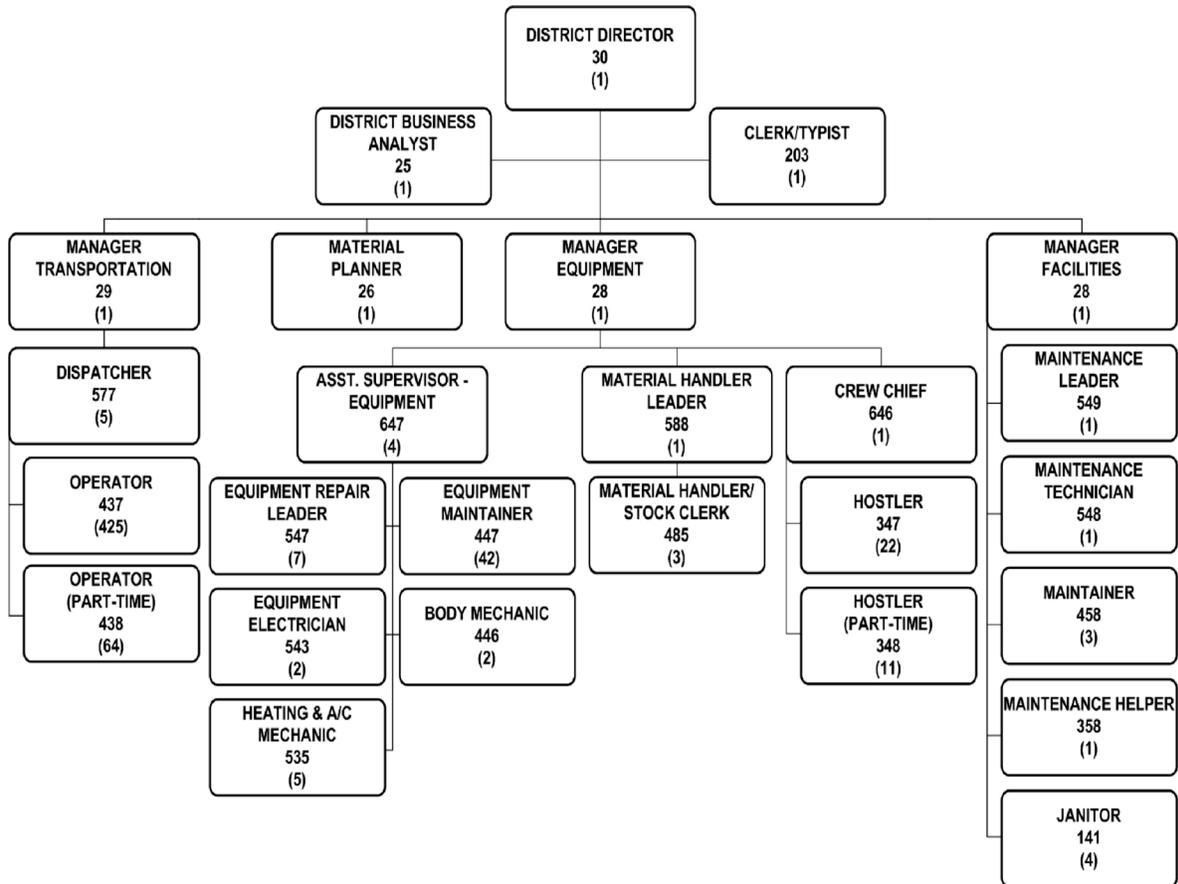
# Operations Division

Below are budget and staffing highlights of the Hayden District Department

DEPT:	46 - HAYDEN DISTRICT				
OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501100	BUS OPERATORS' LABOR	15,355,489.05	16,825,676.99	22,432,471.62	22,852,436.00
501110	OVERTIME - BUS OPERATORS	1,427,577.86	876,661.61	1,374,016.15	1,765,121.00
501200	HOURLY EMPLOYEES PAYROLL	3,764,542.22	4,084,105.91	4,889,881.98	5,060,000.00
501210	OVERTIME - HOURLY EMPLOYEES	72,918.89	85,746.96	240,235.29	175,000.00
501300	LABOR - SALARIED EMPLOYEES	965,673.26	872,655.69	969,441.03	1,066,000.00
501310	OVERTIME - SALARIED EMPLOYEES	27,758.21	47,253.09	56,980.91	50,000.00
502000	FRINGE BENEFITS	7,617,536.99	8,247,197.89	10,903,428.79	11,711,479.00
502071	W. C. - INJURIES & DAMAGES	5,409.83	8,417.68	9,718.05	0.00
503111	SERVICES	24,359.97	6,928.44	11,928.06	27,225.00
504111	MATERIAL & SUPPLIES	46,464.82	41,268.13	53,558.49	46,705.00
509111	MISCELLANEOUS EXPENSES	1,694.21	1,416.03	5,006.47	8,720.00
512111	LEASES & RENTALS	0.00	162.45	1,000.00	1,900.00
<b>DEPT TOTAL</b>		<b>29,309,425.31</b>	<b>31,097,490.87</b>	<b>40,947,666.84</b>	<b>42,764,586.00</b>

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011	
46	01	0141 JANITOR OPERATIONS HAYDEN DISTRICT 4632	MBW	4	4	4	0	
	02	0203 CLERK/TYPIST-OPERATIONS-HAYDEN DISTRICT 4611	SBB	1	1	1	0	
	03	0347 HOSTLER OPERATIONS HAYDEN DISTRICT 4643	MBW	15	22	22	0	
		0348 HOSTLER PT. OPERATIONS HAYDEN DISTRICT 4643	MBW	6	11	11	0	
		0358 MAINTENANCE HELPER-OPERATIONS-HAYDEN DISTRICT 4633	MBW	1	1	1	0	
	04	0437 OPERATOR OPERATIONS HAYDEN DISTRICT 4622	OBW	280	406	425	19	
		0438 OPERATOR PT. OPERATIONS HAYDEN DISTRICT 4622	OBW	38	64	64	0	
		0446 BODY MECHANIC-OPERATIONS-HAYDEN DISTRICT 4643	MBW	1	1	2	1	
		0447 EQUIPMENT MAINTAINER OPERATIONS HAYDEN DISTRICT 4643	MBW	29	42	42	0	
		0458 MAINTAINER-OPERATIONS-HAYDEN DISTRICT 4633	MBW	3	3	3	0	
		0485 MAT HANDLER/STOCK CLERK-OPERATIONS-HAYDEN DISTRICT 4644	MBW	3	3	3	0	
	05	0535 HEATING/AC MECHANIC OPERATIONS HAYDEN DISTRICT 4643	MBW	4	4	5	1	
		0543 EQUIPMENT ELECTRICIAN OPERATIONS HAYDEN DISTRICT 4643	MBW	2	2	2	0	
		0547 EQUIPMENT REPAIR LEADER OPERATIONS HAYDEN DISTRICT 4643	MBW	6	6	7	1	
		0548 MAINTENANCE TECHNICIAN OPERATIONS HAYDEN DISTRICT 4633	MBW	1	1	1	0	
		0549 MAINTENANCE LEADER-OPERATIONS-HAYDEN DISTRICT 4633	MBW	1	1	1	0	
		0577 DISPATCHER OPERATIONS HAYDEN DISTRICT 4624	SBB	5	5	5	0	
		0588 MATERIAL HANDLER LEADER-OPERATIONS-HAYDEN DISTRICT 4644	MBW	1	1	1	0	
	06	0646 CREW CHIEF-OPERATIONS-HAYDEN DISTRICT 4643	SBB	1	1	1	0	
		0647 ASST SUPERVISOR EQUIP OPERATIONS HAYDEN DISTRICT 4643	SBB	4	4	4	0	
	25	1085 DISTRICT BUSINESS ANALYST OPERATION HAYDEN DISTRICT 4611	SNB	1	1	1	0	
	26	0889 MATERIAL PLANNER-OPERATIONS-HAYDEN DISTRICT 4641	SNB	0	0	1	1	
	28	0761 MANAGER FACILITIES-OPERATIONS-HAYDEN DISTRICT 4631	SNB	1	1	1	0	
		0851 MANAGER EQUIPMENT OPERATIONS HAYDEN DISTRICT 4641	SNB	1	1	1	0	
	29	0786 MANAGER TRANSPORTATION-OPERATIONS-HAYDEN DISTRICT 4621	SNB	1	1	1	0	
	30	0777 DISTRICT DIRECTOR OPERATIONS HAYDEN DISTRICT 4611	SNB	1	1	1	0	
	<b>46 Total</b>				<b>411</b>	<b>588</b>	<b>611</b>	<b>23</b>

# Operations Division



# Operations Division

## 2012 OPERATING BUDGET SUMMARY Department 47 – Harvard District

**MICHAEL YORK, DGM  
OPERATIONS**

Below are budget and staffing highlights of the Harvard District

### Mission Statement

The Harvard District was closed in September 2010. The employees, buses, and routes were distributed between Hayden and Triskett Districts.

DEPT: OBJECT CLASS	47 - HARVARD DISTRICT DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501100	BUS OPERATORS' LABOR	15,657,307.62	8,633,803.14	0.00	0.00
501110	OVERTIME - BUS OPERATORS	991,698.53	519,515.55	0.00	0.00
501200	HOURLY EMPLOYEES PAYROLL	3,821,098.08	2,353,754.67	0.00	0.00
501210	OVERTIME - HOURLY EMPLOYEES	46,236.19	38,284.16	0.00	0.00
501300	LABOR - SALARIED EMPLOYEES	924,590.73	600,045.67	0.00	0.00
501310	OVERTIME - SALARIED EMPLOYEES	50,989.00	20,723.13	0.00	0.00
502000	FRINGE BENEFITS	7,689,759.70	3,765,717.73	0.00	0.00
502071	W. C. - INJURIES & DAMAGES	10,229.30	6,534.15	0.00	0.00
503111	SERVICES	49,662.98	35,309.35	(7,866.92)	0.00
504111	MATERIAL & SUPPLIES	32,913.46	24,376.24	(8,317.83)	0.00
509111	MISCELLANEOUS EXPENSES	1,637.20	849.64	0.00	0.00
512111	LEASES & RENTALS	0.00	0.00	0.00	0.00
<b>DEPT TOTAL</b>		<b>29,276,122.79</b>	<b>15,998,913.43</b>	<b>(16,184.75)</b>	<b>0.00</b>

### 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
47	01	0141 JANITOR OPERATIONS HARVARD DISTRICT 4732	MBW	4	0	0	0
	02	0203 CLERK/TYPIST-OPERATIONS-HARVARD DISTRICT 4711	SBB	1	0	0	0
	03	0347 HOSTLER OPERATIONS HARVARD DISTRICT 4743	MBW	16	0	0	0
		0348 HOSTLER PT.OPERATIONS HARVARD DISTRICT 4743	MBW	8	0	0	0
		0358 MAINTENANCE HELPER-OPERATIONS-HARVARD DISTRICT 4733	MBW	1	0	0	0
	04	0437 OPERATOR OPERATIONS HARVARD DISTRICT 4722	OBW	305	0	0	0
		0438 OPERATOR PT.OPERATIONS HARVARD DISTRICT 4722	OBW	39	0	0	0
		0446 BODY MECHANIC-OPERATIONS-HARVARD DISTRICT 4743	MBW	1	0	0	0
		0447 EQUIPMENT MAINTAINER OPERATIONS HARVARD DISTRICT 4743	MBW	31	0	0	0
		0458 MAINTAINER-OPERATIONS-HARVARD DISTRICT 4733	MBW	3	0	0	0
		0485 MAT HANDLER/STOCK CLERK-OPERATIONS-HARVARD DISTRICT 4744	MBW	2	0	0	0
	05	0535 HEATING/AC MECHANIC OPERATIONS HARVARD DISTRICT 4743	MBW	4	0	0	0
		0543 EQUIPMENT ELECTRICIAN OPERATIONS HARVARD DISTRICT 4743	MBW	1	0	0	0
		0547 EQUIPMENT REPAIR LEADER OPERATIONS HARVARD DISTRICT 4743	MBW	7	0	0	0
		0548 MAINTENANCE TECHNICIAN OPERATIONS HARVARD DISTRICT 4733	MBW	2	0	0	0
		0549 MAINTENANCE LEADER-OPERATIONS-HARVARD DISTRICT 4733	MBW	1	0	0	0
		0577 DISPATCHER OPERATIONS HARVARD DISTRICT 4724	SBB	5	0	0	0
		0588 MATERIAL HANDLER LEADER-OPERATIONS-HARVARD DISTRICT 4744	MBW	1	0	0	0
	06	0646 CREW CHIEF-OPERATIONS-HARVARD DISTRICT 4743	SBB	1	0	0	0
		0647 ASST SUPERVISOR EQUIP.OPERATIONS HARVARD DISTRICT 4743	SBB	4	0	0	0
	28	0761 MANAGER FACILITIES-OPERATIONS-HARVARD DISTRICT 4731	SNB	1	0	0	0
		0851 MANAGER EQUIPMENT OPERATIONS HARVARD DISTRICT 4741	SNB	1	0	0	0
	29	0786 MANAGER TRANSPORTATION-OPERATIONS-HARVARD DISTRICT 4721	SNB	1	0	0	0
	30	0777 DISTRICT DIRECTOR OPERATIONS HARVARD DISTRICT 4711	SNB	1	0	0	0
<b>47 Total</b>				<b>441</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Operations Division

## 2012 OPERATING BUDGET SUMMARY Department 49 – Triskett District

WILLIAM ELTRICH, DISTRICT DIRECTOR

### Department Priorities for 2012

- ◆ Continue to aggressively support all safety programs to reduce collisions and passenger accidents by coordinating with the Safety Department and tracking the number and type of accidents on a monthly basis.
- ◆ Support participation in TransitStat project by reporting on the TransitStat %scorecard on a monthly basis.
- ◆ Continue to utilize and maximize the CITME maintenance program by reporting preventive maintenance compliance data on a monthly basis.
- ◆ Continue to aggressively support revenue cleanliness by maintaining or exceeding the standard set on detail cleaning on a monthly basis.
- ◆ Maximize revenue collection efforts by coordinating information with the Revenue Department in tracking the percentage of coaches vaulted and probed on a monthly basis.
- ◆ Support the Authority's system of security, emergency preparedness, and operational plan by participating in the annual emergency drill exercise and attending NIMS courses.
- ◆ Reduce the absenteeism rate at the district through creative approaches and by tracking the absenteeism rate on a monthly basis.
- ◆ Support the Operations Division initiatives and projects as assigned.

### Mission Statement

The mission of the Triskett District is to provide high quality public transportation services that are customer-friendly, on-time, efficient, and safe for the downtown, western, and southwestern portions of the GCRTA service area, and effectively manage all facilities and vehicle maintenance functions related to District operations.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Vehicle Miles	5,752,557	5,334,220	6,144,000	6,373,700
Preventable Collisions per 100,000 miles	0.66	0.65	0.93	0.93
Collision Accidents per 100,000 miles	1.93	2.46	3.00	3.00
Miles Between Service Interruptions	6,865	7,309	8,500	8,000
Absence Rate	5.78%	8.38%	4.50%	5.0%

### 2011 Highlights

- ◆ Worked with Fleet Management Department to identify problems with the air conditioning in the New Flyer RTVs.
- ◆ Identified a high failure rate of push button starters.
- ◆ Analyzed and identified root causes of system and equipment failures; created report.
- ◆ Restructured work schedules to reduce days between bus washes; reduced from 20 days, average, to 5 days.

# Operations Division

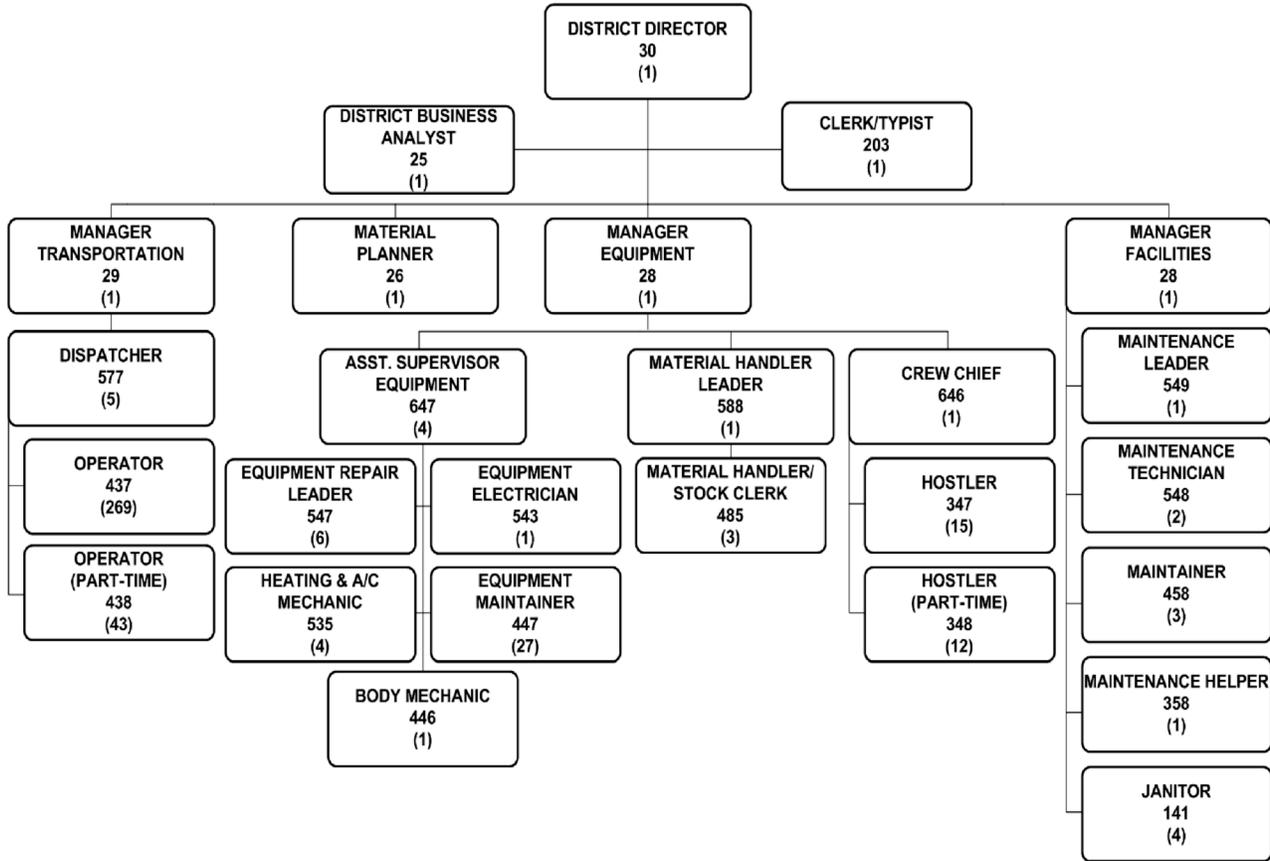
Below are budget and staffing highlights of the Triskett District Department

DEPT: 49 - TRISKETT DISTRICT					
OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501100	BUS OPERATORS' LABOR	14,555,610.74	11,940,886.39	14,788,667.58	15,330,763.00
501110	OVERTIME - BUS OPERATORS	1,018,306.60	735,229.81	799,852.14	1,116,168.00
501200	HOURLY EMPLOYEES PAYROLL	3,446,185.99	3,287,768.84	3,954,825.61	4,100,000.00
501210	OVERTIME - HOURLY EMPLOYEES	267,709.57	177,131.09	203,376.33	155,000.00
501300	LABOR - SALARIED EMPLOYEES	989,079.84	954,583.87	979,681.23	1,078,000.00
501310	OVERTIME - SALARIED EMPLOYEES	29,769.30	41,904.77	67,664.58	60,000.00
502000	FRINGE BENEFITS	7,131,209.26	6,158,032.09	7,676,526.79	8,259,277.00
502071	W. C. - INJURIES & DAMAGES	4,738.71	4,487.91	3,956.04	0.00
503111	SERVICES	17,658.89	27,713.20	8,011.44	27,425.00
504111	MATERIAL & SUPPLIES	38,418.35	47,946.63	71,574.50	50,905.00
509111	MISCELLANEOUS EXPENSES	1,501.25	705.53	4,655.95	8,550.00
512111	LEASES & RENTALS	199.86	120.99	300.00	700.00
<b>DEPT TOTAL</b>		<b>27,500,388.36</b>	<b>23,376,511.12</b>	<b>28,559,092.19</b>	<b>30,186,788.00</b>

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
49	01	0141 JANITOR-OPERATIONS-TRISKETT DISTRICT 4932	MBW	4	4	4	0
	02	0203 CLERK/TYPIST-OPERATIONS-TRISKETT DISTRICT 4911	SBB	1	1	1	0
	03	0347 HOSTLER-OPERATIONS-TRISKETT DISTRICT 4943	MBW	12	15	15	0
		0348 HOSTLER PT-OPERATIONS-TRISKETT DISTRICT 4943	MBW	6	12	12	0
		0358 MAINTENANCE HELPER-OPERATIONS-TRISKETT DISTRICT 4933	MBW	1	1	1	0
	04	0437 OPERATOR-OPERATIONS-TRISKETT DISTRICT 4922	OBW	227	254	269	15
		0438 OPERATOR PT-OPERATIONS-TRISKETT DISTRICT 4922	OBW	27	43	43	0
		0446 BODY MECHANIC-OPERATIONS-TRISKETT DISTRICT 4943	MBW	1	1	1	0
		0447 EQUIPMENT MAINTAINER-OPERATIONS-TRISKETT DISTRICT 4943	MBW	22	27	27	0
		0458 MAINTAINER-OPERATIONS-TRISKETT DISTRICT 4933	MBW	3	3	3	0
		0485 MAT HANDLER/STOCK CLERK-OPERATIONS-TRISKETT DISTRICT 4944	MBW	3	3	3	0
	05	0535 HEATING/AC MECHANIC-OPERATIONS-TRISKETT DISTRICT 4943	MBW	4	4	4	0
		0543 EQUIPMENT ELECTRICIAN-OPERATIONS-TRISKETT DISTRICT 4943	MBW	1	1	1	0
		0547 EQUIPMENT REPAIR LEADER-OPERATIONS-TRISKETT DISTRICT 4943	MBW	6	6	6	0
		0548 MAINTENANCE TECHNICIAN-OPERATIONS-TRISKETT DISTRICT 4933	MBW	2	2	2	0
		0549 MAINTENANCE LEADER-OPERATIONS-TRISKETT DISTRICT 4933	MBW	1	1	1	0
		0577 DISPATCHER-OPERATIONS-TRISKETT DISTRICT 4924	SBB	5	5	5	0
		0588 MATERIAL HANDLER LEADER-OPERATIONS-TRISKETT DISTRICT 4944	MBW	1	1	1	0
	06	0646 CREW CHIEF-OPERATIONS-TRISKETT DISTRICT 4943	SBB	1	1	1	0
		0647 ASST SUPERVISOR EQUIP-OPERATIONS-TRISKETT DISTRICT 4943	SBB	4	4	4	0
	25	1085 BUSINESS ANALYST-OPERATIONS-TRISKETT DISTRICT 4911	SNB	0	1	1	0
	26	0889 MATERIAL PLANNER-OPERATIONS-TRISKETT DISTRICT 4941	SNB	0	0	1	1
	28	0761 MANAGER FACILITIES-OPERATIONS-TRISKETT DISTRICT 4931	SNB	1	1	1	0
		0851 MANAGER EQUIPMENT-OPERATIONS-TRISKETT DISTRICT 4941	SNB	1	1	1	0
	29	0786 MANAGER TRANSPORTATION-OPERATIONS-TRISKETT DISTRICT 4921	SNB	1	1	1	0
	30	0777 DISTRICT DIRECTOR-OPERATIONS-TRISKETT DISTRICT 4911	SNB	1	1	1	0
<b>49 Total</b>				<b>336</b>	<b>394</b>	<b>410</b>	<b>16</b>

# Operations Division



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# 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. Performs financial management functions, accounting, financial reporting, cash management, debt management and passenger fare collection and processing. Performs critical support functions, such as: purchasing, contract administration, information technology, 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.

#### 2011 Achievements

- ◆ Supported development of short and long range Information Technology (IT) Strategic Plans and updated IT Policies and Procedures.
- ◆ Upgraded and replaced distributed network and client server applications.
- ◆ Supported telecommunications services, including audio, video and data.
- ◆ 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 new Fare Collection System.
- ◆ Completed 2010 Financial Audit and Comprehensive Annual Financial Report (CAFR).
- ◆ Received Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) from the Government Finance Officers Association.
- ◆ 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, establishing DBE goals on contracts, and ensuring compliance with federal regulations.
- ◆ Rolled out updated regulations for Disadvantaged Business Enterprises.
- ◆ Assisted departments in minimizing the Authority's overall administration costs.
- ◆ Initiated improvement / restructuring of Authority's Electronic Records Management.

# Finance & Administration Division

- ◆ Assisted with Energy Risk Management Program.
- ◆ Administered 2011 Capital Grant Application process.
- ◆ Initiated upgrade to Oracle computer systems.
- ◆ Completed Finance & Administration Division Sustainability Plan.
- ◆ Implemented process improvement within Finance & Administration Division.

## 2012 Priorities

- ◆ Upgrade, maintain and replace distributed network and client server applications.
- ◆ Maintain, upgrade and replace telecommunications services, including audio, video and data, as required.
- ◆ Support on-going development of short and long range Information Technology (IT) Strategic Plans and update IT Policies and Procedures.
- ◆ 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).
- ◆ 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.
- ◆ Rollout updated regulations for Disadvantaged Business Enterprises.
- ◆ Assist departments in minimizing the Authority's overall administration costs.
- ◆ Continue support and monitoring of the Authority's Records Management.
- ◆ Continue to assist with Energy Risk Management Program.
- ◆ Administer 2012 Capital Grant Application process.
- ◆ Sell General Obligation (GO) Bonds to finance capital improvement projects.
- ◆ Implement upgrade to Oracle computer systems.
- ◆ Complete Finance & Administration Division Sustainability Plan.
- ◆ Implement process improvement within Finance & Administration Division.

# Finance & Administration Division

## 2012 OPERATING BUDGET SUMMARY Department 10 – Office of Business Development

STEVEN SIMS, DIRECTOR

### Department Priorities for 2012

- ◆ Administer the Authority's Disadvantaged Business (DBE) program to include certification of firms as a DBE contractor, establishing goals on contracts, and ensuring compliance with Federal regulations.
- ◆ Encourage strong business relationships between RTA 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 topic-oriented workshops, training, and information sessions
- ◆ Encourage and monitor the utilization of women and minority workers on RTA construction projects to ensure that required participation levels are reached.
- ◆ 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.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Conduct on site construction compliance reviews	16	16	16	16
Host contract informational sessions for DBE and prime contractors regarding RTA procurements	2	2	2	2
Sponsor and support business focused workshops and training sessions for women and minority business owners	4	4	4	4
Conduct DBE certification workshops	2	2	2	2

### 2011 Highlights:

- ◆ Participated in Congresswoman Marcia Fudge's Job Fair at Cleveland State University.
- ◆ Participated in 11<sup>th</sup> Congressional District Caucus Labor Day Parade.
- ◆ Attended opening of Minority Business Development Center . Greater Cleveland Partnership.
- ◆ Conducted Access to Workforce event at Job Corps Campus.
- ◆ Reached 28.7% DBE Participation in the 4<sup>th</sup> Quarter of FFY 2011, surpassing the goal of 20.0%.
- ◆ Reached 18.8% DBE Participation in FFY 2011 (Year-to-date)

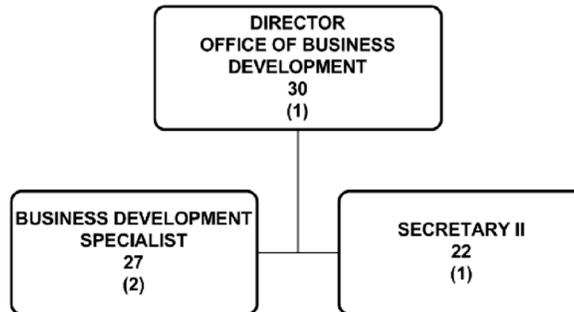
# Finance & Administration Division

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

DEPT: 10 - OFFICE OF BUSINESS DEVELOPMENT					
OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501300	LABOR - SALARIED EMPLOYEES	286,323.41	260,060.11	259,811.44	269,000.00
501310	OVERTIME - SALARIED EMPLOYEES	0.00	0.00	(37.72)	0.00
502000	FRINGE BENEFITS	102,919.08	90,871.60	99,725.27	101,729.00
503111	SERVICES	0.00	0.00	0.00	0.00
503020	ADVERTISING FEES	557.35	255.49	500.00	1,100.00
504111	MATERIAL & SUPPLIES	15.00	62.27	500.00	500.00
509111	MISCELLANEOUS EXPENSES	3,332.30	3,372.54	3,698.88	5,500.00
<b>DEPT TOTAL</b>		<b>393,147.14</b>	<b>354,622.01</b>	<b>364,197.87</b>	<b>377,829.00</b>

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
10	22	0723 SECRETARY II-FINANCE & ADMIN-OFFICE OF BUSINESS DEV 1001	SNE	1	1	1	0
	27	0879 BUSINESS DEV SPECIALIST.FINANCE & ADMIN.OFFICE OF BUSINESS DEV 1010	SNB	2	2	2	0
	30	0872 DIRECTOR-FINANCE & ADMIN-OFFICE OF BUSINESS DEV 1001	SNB	1	1	1	0
<b>10 Total</b>				<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>



# Finance & Administration Division

## 2012 OPERATING BUDGET SUMMARY Department 60 - Accounting

GLENN HENDRIX, DIRECTOR

### Department Priorities for 2012

- ◆ Reduce time required to process payments to vendors and employees by revising the payments process and streamlining procedures.
- ◆ Improve department performance to eliminate audit citations and expedite workflow.
- ◆ Prepare Comprehensive Annual Financial Report (CAFR), conforming to the requirements outlined by the Government Finance Officers Association.

### 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.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Number of Days to Process Cash Disbursement Reports	1	1	1	1
Number of Days to Complete Month-End Closings	5	5	5	5
Average Days to Process Invoices	5	5	5	4

### 2011 Highlights

- ◆ Through the use of Purchasing Cards (P-Cards), blanket purchase orders have been reduced from 450 to 72.
- ◆ Transactions with the P-Card increased, from 688 in 2010 to 3,292 in 2011.

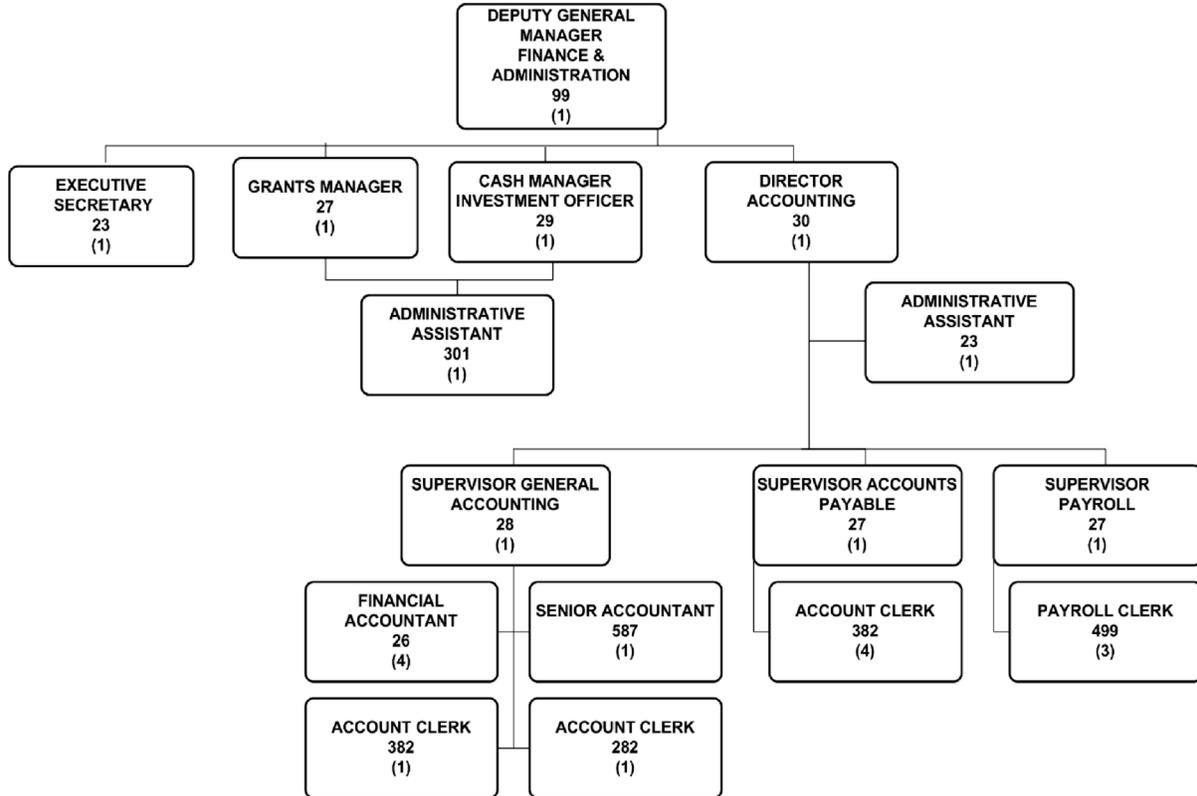
Below are budget and staffing highlights of the Accounting Department

DEPT: 60 - ACCOUNTING					
OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501300	LABOR - SALARIED EMPLOYEES	1,159,215.64	1,122,037.71	1,049,157.73	1,371,460.67
501310	OVERTIME - SALARIED EMPLOYEES	18,071.29	17,696.10	18,039.42	25,000.00
502000	FRINGE BENEFITS	390,480.96	377,486.21	440,567.84	528,104.00
503111	SERVICES	11,694.69	13,283.86	55,499.93	60,250.00
503049	TEMPORARY HELP	0.00	0.00	16,759.92	0.00
504111	MATERIAL & SUPPLIES	16,435.87	11,457.80	13,489.43	17,200.00
509111	MISCELLANEOUS EXPENSES	7,759.97	6,465.57	8,277.88	14,610.00
DEPT TOTAL		1,603,658.42	1,548,427.25	1,601,792.15	2,016,624.67

# Finance & Administration Division

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
60	02	0282 ACCOUNT CLERK-FINANCE & ADMIN-ACCOUNTING 6010	SBB	1	1	1	0
	03	0301 ADMINISTRATIVE ASSISTANT 0301\ ADMINISTRATIVE ASSISTANT ACCOUNTING-GRANTS MANAGEMENT	SBB	1	1	1	0
		0382 ACCOUNT CLERK-FINANCE & ADMIN-ACCOUNTING 6040	SBB	1	1	1	0
		0382 ACCOUNT CLERK-FINANCE & ADMIN-ACCOUNTING 6030	SBB	4	4	4	0
	04	0499 PAYROLL CLERK-FINANCE & ADMIN-ACCOUNTING 6050	SBB	3	3	3	0
	05	0587 SENIOR ACCOUNTANT-FINANCE & ADMIN-ACCOUNTING 6010	SBB	1	1	1	0
	23	0725 EXECUTIVE SECRETARY-EXECUTIVE-EXECUTIVE 6001	SNE	0	0	1	1
		0757 ADMINISTRATIVE ASSISTANT-FINANCE & ADMIN-ACCOUNTING 6001	SNE	1	1	1	0
	26	1080 FINANCIAL ACCOUNTANT-FINANCE & ADMIN-ACCOUNTING 6010	SNB	4	4	4	0
	27	0765 GRANTS MANAGER ACCOUNTING - GRANTS ADMINISTRATION 6070 ACCOUNTING - GRANTS ADMIN	SNB	1	1	1	0
		1162 SUPV ACCOUNTS PAYABLE-FINANCE & ADMIN-ACCOUNTING 6030	SNB	1	1	1	0
		1163 SUPERVISOR PAYROLL-FINANCE & ADMIN-ACCOUNTING 6050	SNB	1	1	1	0
	28	1161 SUPV GENERAL ACCOUNTING-FINANCE & ADMIN-ACCOUNTING 6001	SNB	1	1	1	0
	29	1263 CASH MGR. INVESTMENT OFFI-ACCOUNTING CASH MANAGEMENT 6060	SNB	1	1	1	0
	30	1427 DIRECTOR-FINANCE & ADMIN-ACCOUNTING 6001	SNB	1	1	1	0
	99	9941 DGM FINANCE & ADMIN-EXECUTIVE-EXECUTIVE 6001	SNB	0	0	1	1
<b>60</b>	<b>Total</b>			<b>22</b>	<b>22</b>	<b>24</b>	<b>2</b>



# Finance & Administration Division

## 2012 OPERATING BUDGET SUMMARY Department 61 – Information Technology

HAMID MANTEGHI, DIRECTOR

### Department Priorities for 2012

- ◆ Upgrade, maintain and replace distributed network and client server applications.
- ◆ Support telecommunications services, including audio, video and data.
- ◆ Support Disaster Recovery Implementation.
- ◆ Support development of short and long range Information Technology (IT) Strategic Plans and update IT Policies and Procedures.
- ◆ Support daily operations and office automations.
- ◆ Provide Help Desk support and users technical training.

### Mission Statement

The mission of the Information Technology Department is to deliver reliable Information Technology services to the entire Authority based on business requirements established by departments and divisions in a cost-effective manner. Its focus is on the effective use of technology solutions through IT planning, procurement, business process improvements, and maintaining the enterprises software, hardware, and infrastructure.

IT Projects (Percent of Project Completed)	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Fare Collection (Infrastructure)	60%	70%	90%	100%
Oracle Version Upgrade R12	0%	5%	25%	80%
Operator Time & Attendance Replacement	0%	0%	5%	60%
Communication Infrastructure Enhancement	0%	10%	40%	90%
Data Center Renovation	85%	90%	90%	100%
Trapeze Product Upgrade	75%	85%	85%	100%
Internet Site Development	0%	0%	10%	80%
Intelligent Transit System Development	0%	0%	5%	100%
<b>User Support</b>				
Multifunction Devices Supported	250	250	240	240
Users Supported	1,225	1,200	1,200	1,200
RTA Locations Supported	18	18	17	17
Personal Computers	1,000	970	930	930
Telephone/Voice Mail Boxes	1,850	700	670	650
911 Call Box	279	285	290	242
Mobile Devices Supported	125	128	132	135

# Finance & Administration Division

Below are budget and staffing highlights of the Information Technology Department

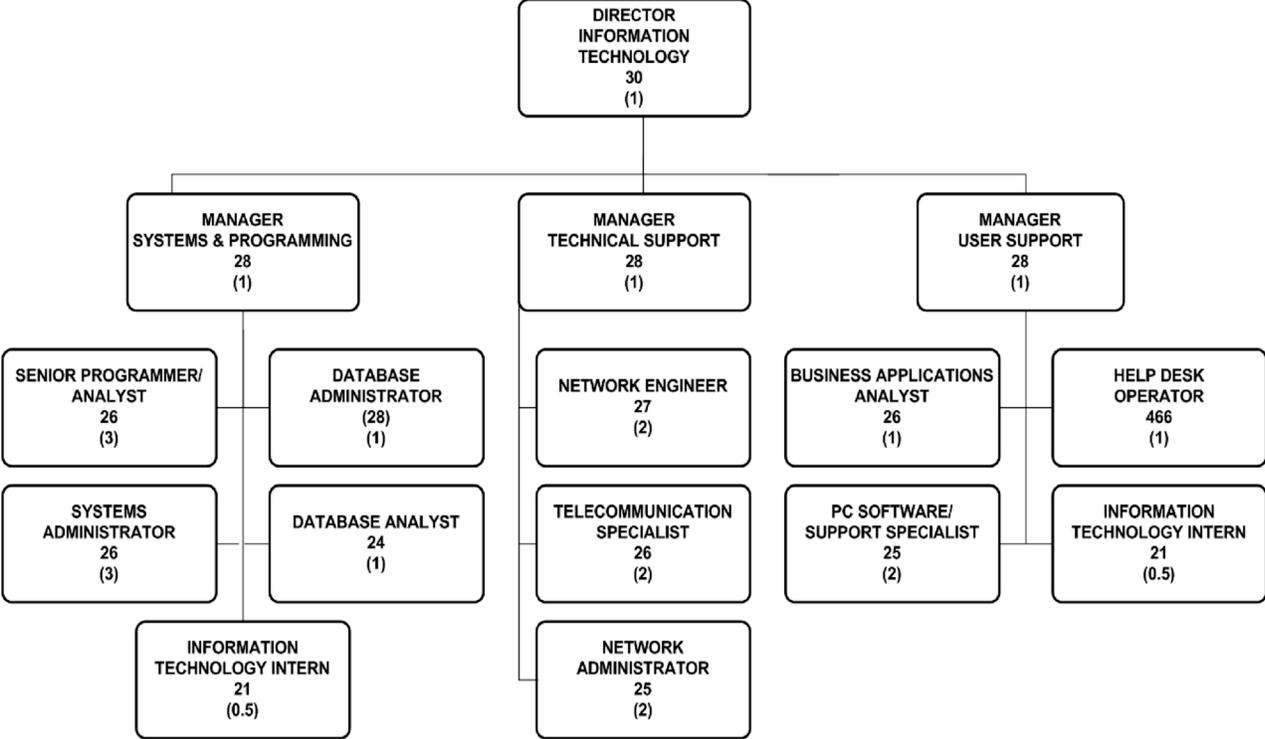
DEPT: 61 - INFORMATION TECHNOLOGY

OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501300	LABOR - SALARIED EMPLOYEES	1,366,862.00	1,389,077.83	1,374,631.67	1,510,000.00
501310	OVERTIME - SALARIED EMPLOYEES	808.53	1,541.91	889.00	3,000.00
502000	FRINGE BENEFITS	493,906.22	487,758.60	627,123.38	572,176.00
503111	SERVICES	1,251,814.12	1,352,116.33	1,087,366.68	1,636,979.00
504111	MATERIAL & SUPPLIES	22,253.11	(2,503.57)	42,286.33	121,000.00
505111	UTILITIES	449,914.05	552,644.56	546,355.66	570,000.00
509111	MISCELLANEOUS EXPENSES	2,708.85	1,952.32	7,750.00	8,250.00
512111	LEASES & RENTALS	0.00	71,286.55	33,339.24	46,440.00
<b>DEPT TOTAL</b>		<b>3,588,266.88</b>	<b>3,853,874.53</b>	<b>3,719,741.96</b>	<b>4,467,845.00</b>

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
61	04	0466 HELP DESK OPERATOR-FINANCE & ADMIN-INFORMATION SYSTEMS 6120	SBB	1	1	1	0
	21	1630 IS INTERN TECH.FINANCE & ADMIN.INFORMATION SYSTEMS 6101	SNB	0	1	1	0
	24	0760 DATABASE ANALYST-FINANCE & ADMIN-INFORMATION SYSTEMS 6110	SNB	1	1	1	0
	25	0751 NETWORK ADMINISTRATOR-FINANCE & ADMIN-INFORMATION SYSTEMS 6130	SNB	2	2	2	0
		0960 PC SOFTWARE/SUPPORT SPEC.FINANCE & ADMIN.INFORMATION SYSTEMS 6120	SNB	2	2	2	0
	26	1072 TELECOM SPECIALIST-FINANCE & ADMIN-INFORMATION SYSTEMS 6140	SNB	2	2	2	0
		1077 BUSINESS APPL ANALYST-FINANCE & ADMIN-INFORMATION SYSTEMS 6120	SNB	1	1	1	0
		SUPERVISOR HARDWARE OPERATIONS FINANCE & ADMIN INFORMATION SYSTEMS 6110	SNB	1	0	0	0
		1082 SYSTEM ADMINISTRATOR.FINANCE & ADMIN.INFORMATION SYSTEMS 6110	SNB	3	3	3	0
		1155 SR PROGRAMMER/ANALYST-FINANCE & ADMIN-INFORMATION SYSTEMS 6110	SNB	2	2	3	1
		1244 PROJECT LEADER.FINANCE & ADMIN.INFORMATION SYSTEMS 6110	SNB	1	1	0	-1
	27	0756 NETWORK ENGINEER.FINANCE & ADMINISTRATION.INFO SYS NETWORK SERVICES 6130	SNB	2	2	2	0
	28	0783 MANAGER USER SUPPORT-FINANCE & ADMIN-INFORMATION SYSTEMS 6101	SNB	1	1	1	0
		0846 MANAGER TECHNICAL SUPPORT-FINANCE & ADMIN-INFORMATION SYSTEMS 6101	SNB	1	1	1	0
		1070 DATABASE ADMINISTRATOR-FINANCE & ADMIN-INFORMATION SYSTEMS 6110	SNB	1	1	1	0
		1324 MGR SYSTEMS & PROGRAMMING-FINANCE & ADMIN-INFORMATION SYSTEMS 6101	SNB	1	1	1	0
	30	1419 DIRECTOR-FINANCE & ADMIN-INFORMATION SYSTEMS 6101	SNB	1	1	1	0
<b>61 Total</b>				<b>23</b>	<b>23</b>	<b>23</b>	<b>0</b>

# Finance & Administration Division



# Finance & Administration Division

## 2012 OPERATING BUDGET SUMMARY Department 62 – Support Services

**EDDINE F. DALTON, MANAGER**

### Department Priorities for 2012

- ◆ Provide cost-effective paper usage and postage techniques
- ◆ Manage copying and printing equipment leases
- ◆ Manage vending machines
- ◆ Manage Records Management Program
- ◆ Manage office design and furniture
- ◆ Manage recycling activities
- ◆ Operate and provide support for Board Room audio-visual equipment

### Mission Statement

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

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Print & Distribute Timetables	10,000,000	10,000,000	10,000,000	10,000,000
Duplicate Copies	11,500,000	11,500,000	11,500,000	11,500,000

Below are budget and staffing highlights of the Support Services Department

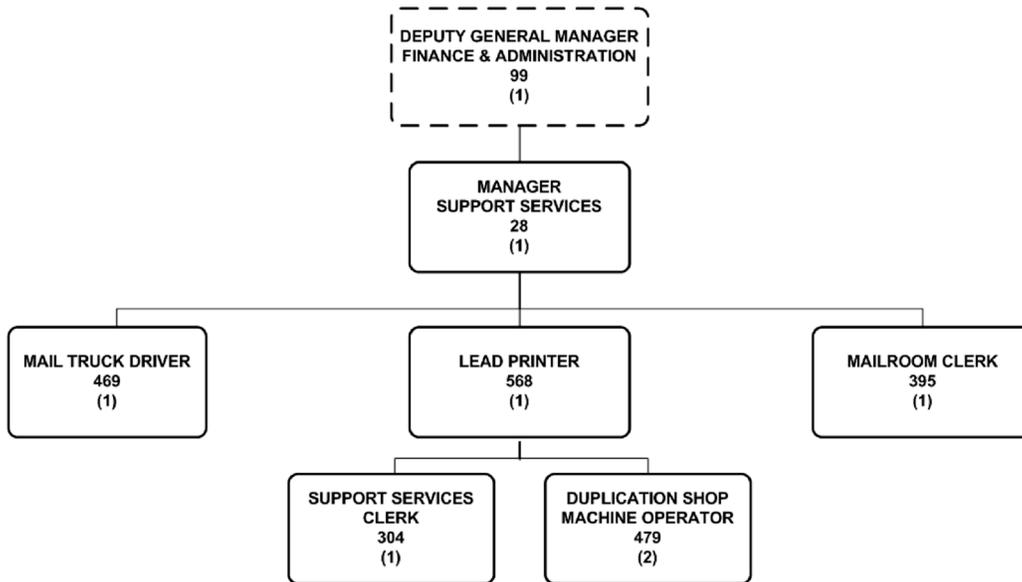
**DEPT: 62 - SUPPORT SERVICES**

OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501200	HOURLY EMPLOYEES PAYROLL	49,742.31	49,857.07	49,867.22	52,000.00
501210	OVERTIME - HOURLY EMPLOYEES	657.94	243.90	937.95	750.00
501300	LABOR - SALARIED EMPLOYEES	388,731.72	267,161.19	265,899.42	273,100.00
501310	OVERTIME - SALARIED EMPLOYEES	3,171.08	6,224.40	5,094.08	3,000.00
502000	FRINGE BENEFITS	161,009.10	112,258.87	158,957.03	124,362.00
503111	SERVICES	69,888.34	75,246.75	62,989.25	90,400.00
504111	MATERIAL & SUPPLIES	65,806.03	82,778.84	18,725.09	83,300.00
504051	POSTAGE EXPENSE	52,489.56	86,678.65	87,939.16	87,000.00
504052	DUPLICATING MATERIAL & SUPPLIES	113,859.21	117,194.85	114,910.37	120,000.00
509111	MISCELLANEOUS EXPENSES	2,395.48	155.00	427.00	1,900.00
512111	LEASES & RENTALS	138,429.42	30,072.89	27,384.12	48,000.00
<b>DEPT TOTAL</b>		<b>1,046,180.19</b>	<b>827,872.41</b>	<b>793,130.69</b>	<b>883,812.00</b>

# Finance & Administration Division

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
62	03	0304 SUPPORT SERVICES CLERK.FINANCE & ADMINISTRATION SUPPORT SERVICES 6220	SBB	1	1	1	0
		0395 MAILROOM CLERK-FINANCE & ADMIN-SUPPORT SERVICES 6210	SBB	1	1	1	0
	04	0469 MAIL TRUCK DRIVER-FINANCE & ADMIN-SUPPORT SERVICES 6210	MBW	1	1	1	0
		0479 DUP SHOP MACHINE OPERATOR-FINANCE & ADMIN-SUPPORT SERVICES 6220	SBB	2	2	2	0
	05	0568 LEAD PRINTER.FINANCE & ADMIN.SUPPORT SERVICES 6220	SBB	1	1	1	0
	27	MANAGER RECORDS.FINANCE & ADMIN-SUPPORT SERVICES 6201	SNB	1	0	0	0
	28	0868 MGR BUILDING SUPPORT SERV-FINANCE & ADMIN-SUPPORT SERVICES 6201	SNB	1	1	1	0
<b>62 Total</b>				<b>8</b>	<b>7</b>	<b>7</b>	<b>0</b>



# Finance & Administration Division

## 2012 OPERATING BUDGET SUMMARY Department 64 - Procurement

FRANK POLIVKA, DIRECTOR

### Department Priorities for 2012

- ◆ 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.
- ◆ Implement procurement processes to reduce processing time of purchase requisitions and reduce inventory-carrying cost.

### 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 effectively administer all purchases and service contracts.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Number of Work Days to Complete Purchases Under 100K-- this category was 25K prior 2009	10	10	10	10
Number of Work Days to Complete Bids over 100K	60	60	60	60
Number of Work Days to Process Proposals over 100K	90	90	90	90

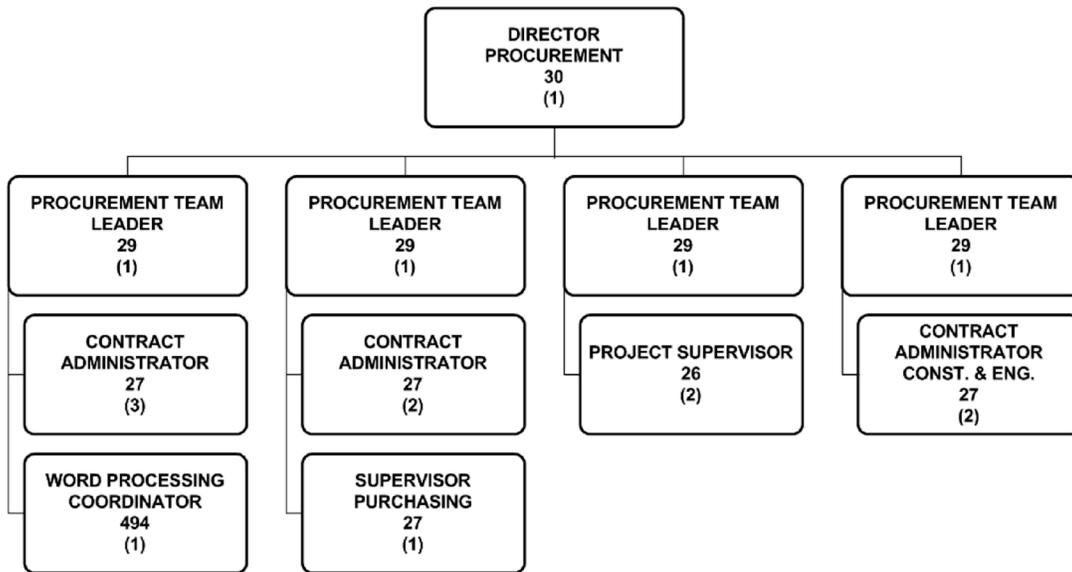
Below are budget and staffing highlights of the Procurement Department

DEPT: 64 - PROCUREMENT

OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501300	LABOR - SALARIED EMPLOYEES	1,190,507.19	1,090,322.86	1,077,878.59	1,114,000.00
501310	OVERTIME - SALARIED EMPLOYEES	0.00	0.00	0.00	0.00
502000	FRINGE BENEFITS	436,664.24	386,028.46	485,709.40	421,285.00
503111	SERVICES	4,345.00	5,569.66	5,700.00	5,700.00
503020	ADVERTISING FEES	11,483.33	15,000.00	19,346.84	16,500.00
503049	TEMPORARY HELP	0.00	0.00	0.00	0.00
504111	MATERIAL & SUPPLIES	5,102.39	3,811.70	4,256.68	5,000.00
509111	MISCELLANEOUS EXPENSES	6,438.33	2,289.80	13,335.00	16,900.00
<b>DEPT TOTAL</b>		<b>1,654,540.48</b>	<b>1,503,022.48</b>	<b>1,606,226.51</b>	<b>1,579,385.00</b>

# Finance & Administration Division

2012 Positions							
Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
64	02	0281 MATERIALS CLERK.FINANCE & ADMIN.PROCUREMENT 6410	SBB	1	0	0	0
	04	0494 WORD PROCESSING COORD.FINANCE & ADMIN.PROCUREMENT 6450	SBB	2	1	1	0
	26	1138 PROJECT SUPERVISOR.FINANCE & ADMIN.PROCUREMENT 6430	SNB	2	2	2	0
	27	1049 SUPERVISOR PURCHASING.FINANCE & ADMIN.PROCUREMENT 6440	SNB	1	1	1	0
		1160 CONTRACT ADMINISTRATOR.FINANCE & ADMIN.PROCUREMENT 6420	SNB	2	3	3	0
		1160 CONTRACT ADMINISTRATOR.FINANCE & ADMIN.PROCUREMENT 6440	SNB	2	2	2	0
		1171 CONTR ADMIN CONST & ENG.FINANCE & ADMIN.PROCUREMENT 6410	SNB	2	2	2	0
	29	0787 PROCUREMENT TEAM LEADER.FINANCE & ADMIN.PROCUREMENT 6410	SNB	2	1	1	0
		0787 PROCUREMENT TEAM LEADER.FINANCE & ADMIN.PROCUREMENT 6420	SNB	1	1	1	0
		0787 PROCUREMENT TEAM LEADER.FINANCE & ADMIN.PROCUREMENT 6440	SNB	1	1	1	0
		0787 PROCUREMENT TEAM LEADER.FINANCE & ADMIN.PROCUREMENT 6450	SNB	1	1	1	0
	30	1609 DIRECTOR.FINANCE & ADMIN.PROCUREMENT 6401	SNB	1	1	1	0
<b>64 Total</b>				<b>18</b>	<b>16</b>	<b>16</b>	<b>0</b>



# Finance & Administration Division

## 2012 OPERATING BUDGET SUMMARY Department 65 - Revenue

SCOTT UHAS, DIRECTOR

### Department Priorities for 2012

- ◆ Continue working with the vendor to successfully implement and improve the proof of payment system in place on both the Red Line and the HealthLine.
- ◆ Work towards the implementation of smart card use for payment of fares system wide.
- ◆ Ensure that farecards and passes are available for distribution to outlets and the general public.
- ◆ Improve ridership reporting processes.
- ◆ Maintain and improve cash handling processes, fare collection equipment security and the farebox vaulting process.
- ◆ Direct implementation of fare policies and continue to seek ways to improve public education.

### Mission Statement

The mission of the Revenue Department is to maximize, collect, and safeguard passenger revenues from fareboxes, retail outlets, and automated fare collection machines. Other responsibilities include administering sales of farecards and passes, generating ridership reports, oversight of all vending equipment, and the review and integration of new fare policies and collection techniques as they are adopted.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Number of Ticket and Pass Outlets	240	260	250	250
Percentage Increase in Total Revenue	8%	9%	(2%)	1%
Average Number of Passes Sold Monthly				
• Monthly Passes	11,000	11,500	10,000	9,500
• Seven Day Passes	38,000	40,000	35,000	30,000
Average Number of Farecards Sold Monthly	240,000	245,000	240,000	245,000
Average Monthly On-line Fare Sales in Dollars	27,000	32,000	30,000	30,000
Farebox Revenue Sources by Percentage				
Cash On Board				
• Single Fare	16%	18%	14%	14%
• Day Passes	32%	26%	29%	32%
• Farecards	13%	20%	18%	19%
• Passes (Weekly and Monthly combined)	39%	36%	39%	35%

# Finance & Administration Division

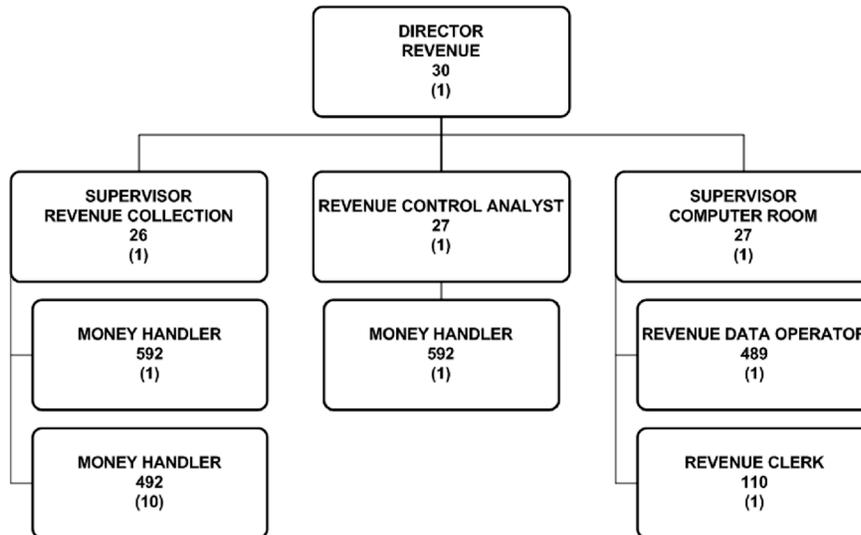
Below are budget and staffing highlights of the Revenue Department

DEPT: 65 - REVENUE

OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501300	LABOR - SALARIED EMPLOYEES	1,020,058.05	931,096.91	917,291.05	958,000.00
501310	OVERTIME - SALARIED EMPLOYEES	45,885.38	14,379.02	21,890.95	38,000.00
502000	FRINGE BENEFITS	384,452.29	333,162.80	535,662.69	376,661.00
503111	SERVICES	608,611.21	401,939.97	470,721.24	491,000.00
504111	MATERIAL & SUPPLIES	284,608.32	241,850.00	300,981.35	293,900.00
509111	MISCELLANEOUS EXPENSES	2,451.80	2,553.54	2,750.00	6,075.00
<b>DEPT TOTAL</b>		<b>2,346,067.05</b>	<b>1,924,982.24</b>	<b>2,249,297.28</b>	<b>2,163,636.00</b>

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
65	01	0110 REVENUE CLERK.FINANCE & ADMIN.REVENUE 6540	SBB	1	1	1	0
	04	0489 REVENUE DATA OPERATOR.FINANCE & ADMIN.REVENUE 6540	SBB	1	1	1	0
		0492 MONEY HANDLER.FINANCE & ADMIN.REVENUE 6510	SBB	12	10	10	0
	05	0592 MONEY HANDLER-FINANCE & ADMIN-REVENUE 6510	SBB	2	2	2	0
	26	0955 SUPV REVENUE COLLECTION-FINANCE & ADMIN-REVENUE 6510	SNB	1	1	1	0
	27	0750 REVENUE CONTROL ANALYST-FINANCE & ADMIN-REVENUE 6550	SNB	1	1	1	0
		0832 SUPERVISOR COMPUTER ROOM-FINANCE & ADMIN-REVENUE 6540	SNB	1	1	1	0
	30	1429 DIRECTOR-FINANCE & ADMIN-REVENUE 6501	SNB	1	1	1	0
<b>65 Total</b>				<b>20</b>	<b>18</b>	<b>18</b>	<b>0</b>



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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.

#### 2011 Achievements

- ◆ Managed the delivery of the \$45.75 million ARRA program and the \$2.32 million TIGGER grant.
- ◆ Awarded \$12.50 million competitive TIGER III grant for construction of the Mayfield Road Station and Bridge.
- ◆ Awarded \$3.17 million competitive Bus State of Good Repair grant for pavement repairs to three large parking lots.
- ◆ Awarded \$1.00 million competitive Alternative Analysis grant for the Red Line/HealthLine Extension Alternatives Analysis.
- ◆ Awarded \$3.00 million competitive Bus Livability Program grant for the Clifton Boulevard Transit Enhancement Project.
- ◆ Completed the Strategic Planning Study for the Authority.
- ◆ Began the Sustainability Program for the Authority.
- ◆ Completed construction of the Puritas and East 55<sup>th</sup> Street Rapid Station ADA Rehabilitations.
- ◆ Completed the construction of the Paratransit Facility Rehabilitation and the Holyoke Retaining Wall Replacement on the Red Line.
- ◆ Completed the designs of the University Circle and Lee/Van Aken Station ADA Rehabilitations, and four at-grade light rail crossings.
- ◆ Completed the design and construction of the Central Viaduct Track and Crossover Reconstruction.
- ◆ Began the design and construction of the Bus State of Good Repair projects at Hayden, Central Bus and Paratransit.
- ◆ Began the design and installation of the Red Line Paging System Upgrade.
- ◆ Continued the design of the Mayfield Road and Brookpark Stations, and the Airport Tunnel Rehabilitation.
- ◆ Completed the 2012-2015 Transit TIP/STIP Update.
- ◆ Began construction of the Woodhill Station ADA Rehabilitation and the Westlake Park and Ride Expansion.

# Engineering & Project Management Division

## 2012 Priorities

- ◆ Complete the design and construction of all projects supporting the recovery from the lightning strike to the Brookpark Substation and Communication Equipment.
- ◆ Complete the construction of the Woodhill Station ADA Rehabilitation and the Westlake Park and Ride Lot Expansion.
- ◆ Begin construction of the Lee Van/Aken and University Circle Station ADA Rehabilitations.
- ◆ Complete the design and begin construction of the Airport Tunnel Rehabilitation.
- ◆ Complete the construction of four at-grade rail crossing upgrades on the Light Rail System (Phase 2 of 3).
- ◆ Complete the design and construction of three at-grade rail crossing upgrades on the Light Rail System (Phase 3 of 3).
- ◆ Complete construction of the Lighting Fixture and Controls project in the TIGGER grant.
- ◆ Complete the land acquisition for the University Circle and Mayfield Station projects.
- ◆ Complete the design and construction of the Bus State of Good Repair projects at Hayden, Central Bus and Paratransit.
- ◆ Complete the design of the Clifton Boulevard Transit Enhancement project.
- ◆ Complete the design of the Mayfield and Brookpark Station ADA Rehabilitations.
- ◆ Complete the design and begin construction of the Shaker/Van Aken Rail Grade Crossing.
- ◆ Complete the Alternative Analysis and adoption of the Locally Preferred Alternative for the Blue Line Extension.
- ◆ Complete the design and implementation of the Red Line Paging System Upgrade.
- ◆ Complete the design and begin construction of the Bus State of Good Repair pavement projects at Brookpark and Windermere Stations and the Strongsville Park and Ride Lot.
- ◆ Begin the design of the East 81<sup>st</sup> and East 83<sup>rd</sup> Street Track Bridge Rehabilitations.
- ◆ Begin the Alternatives Analysis for the Red Line/HealthLine Extension.
- ◆ Continue the implementation of the Sustainability Program.
- ◆ Obtain competitive grants from FTA, ODOT and NOACA.

# Engineering & Project Management Division

## 2012 OPERATING BUDGET SUMMARY

### Department 09 – Euclid Corridor Transportation Project

The Euclid Corridor Transportation Project (ECTP) was created to plan, design and construct a Bus-Rapid Transit (BRT) System along the Euclid Avenue Corridor that would increase service frequency, reduce travel times and enhance passenger amenities for transit customers. This project was completed in September 2008. The BRT System is called the HealthLine.

DEPT: 09 - EUCLID CORRIDOR TRANSPORTATION PROJECT

OBJECT

CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501300	LABOR - SALARIED EMPLOYEES	223,445.93	0.00	0.00	0.00
501310	OVERTIME - SALARIED EMPLOYEES	0.00	0.00	0.00	0.00
502000	FRINGE BENEFITS	83,655.66	0.00	0.00	0.00
503111	SERVICES	0.00	0.00	0.00	0.00
504111	MATERIAL & SUPPLIES	(116.74)	0.00	0.00	0.00
509111	MISCELLANEOUS EXPENSES	215.05	0.00	0.00	0.00
<b>DEPT TOTAL</b>		<b>307,199.90</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# Engineering & Project Management Division

## 2012 OPERATING BUDGET SUMMARY Department 55 – Project Support

LARRY DILORETO, MANAGER

### Department Priorities for 2012

- ◆ Develop and update design and construction procedures.
- ◆ Conduct quality assurance audits.
- ◆ Review plans and specifications for construction projects.
- ◆ Provide engineering assistance as needed.
- ◆ Develop procedures to track on call service contracts.
- ◆ Coordinate work of construction inspectors and support staff.

### 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.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Quality Assurance Audits Completed	20	10	27	25
Plans, Specifications, QC Plans and Reports Reviewed	35	50	59	45
Daily Field Reports Completed	400	400	130	100
Bridges Inspected	130	152	140	152
Projects Meetings	20	50	12	12

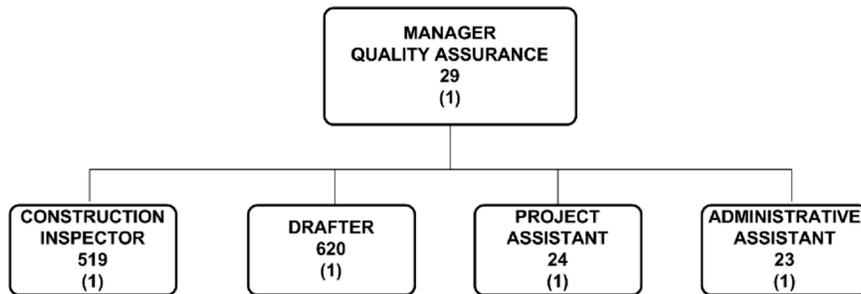
Assisted with the planning and execution of the demolition of Rockefeller Bridge, which extends over the rail lines.

# Engineering & Project Management Division

Below are budget and staffing highlights of the Project Support Department

DEPT: 55 - PROJECT SUPPORT

OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501300	LABOR - SALARIED EMPLOYEES	228,247.01	356,464.97	300,690.04	299,000.00
501310	OVERTIME - SALARIED EMPLOYEES	9,034.49	32,889.78	28,000.00	28,000.00
502000	FRINGE BENEFITS	84,259.75	130,752.42	346,151.47	123,663.00
503111	SERVICES	0.00	2,000.00	4,452.96	5,000.00
504111	MATERIAL & SUPPLIES	0.00	0.00	100.00	100.00
509111	MISCELLANEOUS EXPENSES	0.00	0.00	800.00	800.00
<b>DEPT TOTAL</b>		<b>321,541.25</b>	<b>522,107.17</b>	<b>680,194.47</b>	<b>456,563.00</b>



## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
55	05	0519 CONSTRUCTION INSPECTOR.ENGINEERING & PROJECT MGMT.PROJECT SUPPORT- INSPECTN 5520	SBB	2	1	1	0
	06	0620 DRAFTER.ENGINEERING & PROJECT MGMT.PROJECT SUPPORT- ADM 5501	SBB	1	1	1	0
	23	0757 ADMINISTRATIVE ASSISTANT.ENGINEERING & PROJECT MGMT.PROJECT SUPPORT ADM 5501	SNE	1	1	1	0
	24	0860 PROJECT ASSISTANT.ENGINEERING & PROJECT MGMT.PROJECT SUPPORT ADM 5501	SNB	1	1	1	0
	28	1349 MANAGER-CIVIL AND ARCHITECTURAL DESIGN.PROJECT SUPPORT ADM 5501	SNB	1	0	0	0
	29	1439 MGNR - QUALITY ASSURANCE.ENGINEERING & PROJECT MGMT.PROJECT SUPPORT- QA 5510	SNB	1	1	1	0
<b>55 Total</b>				<b>7</b>	<b>5</b>	<b>5</b>	<b>0</b>

# Engineering & Project Management Division

## 2012 OPERATING BUDGET SUMMARY Department 57 – Programming & Planning

MARIBETH FEKE, DIRECTOR

### Department Priorities for 2012

- ◆ Continue marketing RTA real estate assets for lease, sale and joint development activities.
- ◆ Complete Planning Studies for the West Side Center, and Blue Line Extension Phase II.
- ◆ Execute Strategic Plan Update recommendations.
- ◆ Complete designs of the Mayfield and Brookpark Rapid Station projects.
- ◆ Submit competitive grants for funding.
- ◆ Complete land acquisition of proposed construction projects, which include Mayfield, University Circle, and Brookpark.
- ◆ Continue Transit Waiting Environment (TWE) Program.
- ◆ Continue implementation of the Arts in Transit Program.
- ◆ Continue Sustainability program implementation.
- ◆ Begin Red Line/HealthLine Extension Alternatives Analysis.
- ◆ Begin TOD/Station area planning project.

### 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 design, and land use planning. This Department is also responsible for the oversight of the Authority's real estate property holdings.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Number of Rapid Transit Stations Under Design	5	4	3	2
Number of Transit Centers Under Design	1	0	1	0
Number of Park-n-Ride Lots Under Design	1	1	0	0
Number of Planning Studies Underway	2	3	2	5
Number of Planning Studies Completed	1	1	2	4
Number of TWE Projects Completed	4	5	2	3
Number of Joint Developments Underway	1	0	0	1
Number of Public Art Awards	2	3	3	2
Number of New Leased RTA Properties	3	3	3	3
Number of RTA Properties Marketed	6	6	8	5
Number of RTA Properties Sold	0	0	3	2
Number of competitive grants submitted	N/A	4	5	4
Number of competitive grants received	N/A	2	4	2

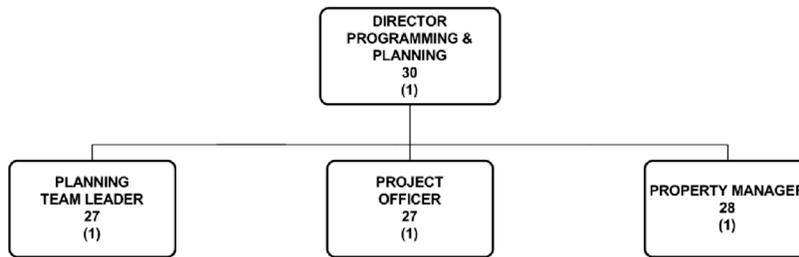
Waste disposal was reduced by 31.47%, exceeding our 2011 goal of 30%, through recycling plastics and other materials, composting, and recycling paper.

# Engineering & Project Management Division

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

DEPT: 57 - PROGRAMMING & PLANNING

OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501300	LABOR - SALARIED EMPLOYEES	324,679.32	309,020.70	308,839.61	320,000.00
501310	OVERTIME - SALARIED EMPLOYEES	0.00	0.00	0.00	0.00
502000	FRINGE BENEFITS	116,975.01	107,295.26	138,046.60	121,015.00
503111	SERVICES	3,156.76	12,253.00	12,000.00	12,000.00
504111	MATERIAL & SUPPLIES	557.09	393.19	400.00	400.00
507030	PROPERTY TAXES	299,753.39	43,816.85	111,700.00	114,970.00
509111	MISCELLANEOUS EXPENSES	1,409.91	48,241.86	54,477.00	56,700.00
512111	LEASES & RENTALS	94,758.33	93,922.66	119,073.02	137,625.00
<b>DEPT TOTAL</b>		<b>841,289.81</b>	<b>614,943.52</b>	<b>744,536.23</b>	<b>762,710.00</b>



## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
57	27	0838 PLANNING TEAM LEADER ENGINEERING & PROJECT MGMT. PROGRAMMING & PLANNING 5701	SNB	1	1	1	0
		0845 PROJECT OFFICER ENGINEERING & PROJECT MGMT. PROGRAM & PLAN ADM 5701	SNB	1	1	1	0
	28	0794 PROPERTY MANAGER ENGINEERING & PROJECT MGMT. PROGRAMMING & PLANNING 5701	SNB	1	1	1	0
	30	0788 DIRECTOR ENGINEERING & PROJECT MGMT. PROGRAMMING & PLANNING 5701	SNB	1	1	1	0
<b>57 Total</b>				<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>

# Engineering & Project Management Division

## 2012 OPERATING BUDGET SUMMARY Department 80 – Engineering & Project Development

JOSEPH SHAFFER, DIRECTOR

### Department Priorities for 2012

- ◆ Manage design and construction of capital projects.
- ◆ Provide project support, quality assurance and program review services in support of the Authority's capital projects and development activities.
- ◆ Estimated percentage of completion of some, but not all, of the Authority's Capital projects are shown below:

### Mission Statement

The mission of the Engineering & Project Development Department is to design and manage construction of the Authority's capital improvement and rehabilitation programs, to provide quality assurance oversight, and program review services.

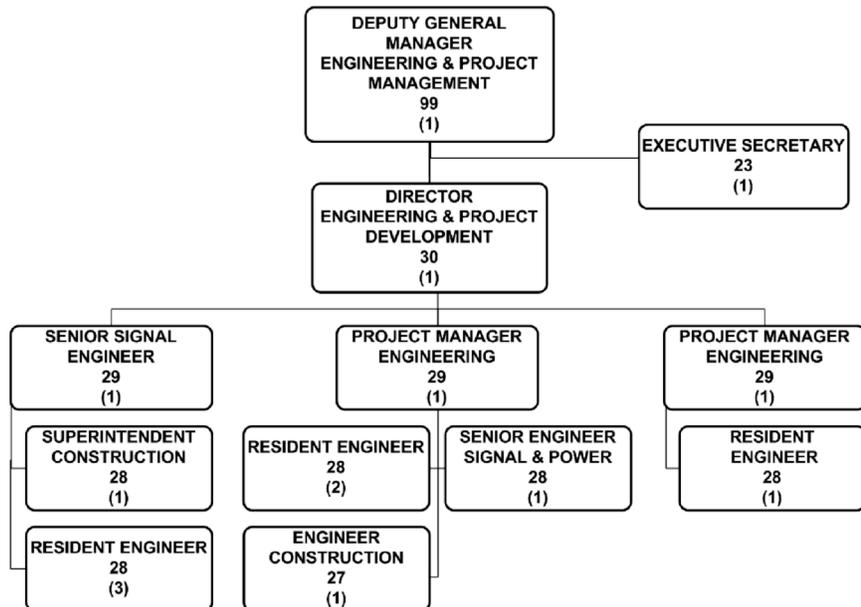
	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Light Rail Trunkline Turnouts	100%	N/A	N/A	N/A
Waterfront Line Chute Track Repairs	100%	N/A	N/A	N/A
Shaker Line Truss Bridge Timber Replacement Design	100%	N/A	N/A	N/A
ADA Key Station Corrections	80%	100%	N/A	N/A
S-Curve Reconstruction Design	60%	100%	N/A	N/A
Rail Grade Crossing Construction . Phase I	0%	100%	N/A	N/A
Stephanie Tubbs Jones Transit Center Construction	20%	98%	100%	N/A
Shaker Line Truss Bridge Timber Replacement Construction	N/A	95%	100%	N/A
Fairhill Substation Design	80%	90%	100%	N/A
Puritas Station Rehabilitation Construction	25%	80%	100%	N/A
East 55 <sup>th</sup> Street Station Rehabilitation Construction	10%	70%	100%	N/A
Rockefeller Bridge Demolition	N/A	95%	100%	N/A
Paratransit Rehabilitation Construction	N/A	85%	100%	N/A
Holyoke Retaining Wall Replacement	N/A	N/A	100%	N/A
Central Viaduct Track and Crossover Reconstruction	N/A	N/A	100%	N/A
Airport Tunnel Rehabilitation Final Design	10%	50%	90%	100%
Lighting Controls and Fixture Replacements	N/A	30%	90%	100%
Westlake Park-n-Ride Expansion Construction	0%	0%	50%	100%
Woodhill Station Reconstruction	N/A	N/A	50%	100%
Mayfield Station and Bridge Design	N/A	10%	30%	100%
Clifton Transit Enhancement Design	N/A	30%	30%	100%
Red Line Paging System Upgrade	N/A	N/A	25%	100%
Bus State of Good Repair Grant Program - Facilities	N/A	N/A	10%	100%
Transit Police/Rail Headquarters Roof Replacement	N/A	N/A	10%	100%
Airport Tunnel Fan Replacement	N/A	N/A	0%	100%
Rail Grade Crossing Construction . Phase II	N/A	N/A	N/A	100%
Shaker Square/Shaker & Van Aken Crossing Design	N/A	N/A	N/A	80%
University Circle Station Reconstruction	N/A	N/A	N/A	50%
Lee/Van Aken Station Reconstruction	N/A	N/A	N/A	50%
Fairhill Substation Reconstruction	N/A	N/A	N/A	50%
Bus State of Good Repair Grant Program . Pavements	N/A	N/A	N/A	80%
Rail Grade Crossing Construction . Phase III	N/A	N/A	N/A	80%

# Engineering & Project Management Division

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

DEPT: 80 - ENGINEERING & PROJECT DEVELOPMENT

OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501300	LABOR - SALARIED EMPLOYEES	975,536.73	878,043.14	989,905.03	1,213,000.00
501310	OVERTIME - SALARIED EMPLOYEES	11,161.92	0.00	0.00	0.00
502000	FRINGE BENEFITS	350,422.98	309,161.72	443,265.74	458,724.00
503111	SERVICES	529.26	16,000.00	2,500.00	7,500.00
504111	MATERIAL & SUPPLIES	1,519.18	1,553.49	3,300.00	3,800.00
509111	MISCELLANEOUS EXPENSES	6,395.41	6,632.10	10,850.00	17,150.00
<b>DEPT TOTAL</b>		<b>1,345,565.48</b>	<b>1,211,390.45</b>	<b>1,449,820.77</b>	<b>1,700,174.00</b>



## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
80	4	0404 ADMINISTRATIVE ASSISTANT-ENGINEERING & PROJECT MGMT-ENGINEERING & PROJECT DEV 8001	SBB	1	0	0	0
	23	0725 EXECUTIVE SECRETARY-ENGINEERING & PROJECT MGMT-ENGINEERING & PROJECT DEV 8021	SNE	1	1	1	0
	27	1192 CONSTRUCTION ENGINEER-ENGINEERING & PROJECT MGMT-ENGINEERING & PRJ DEV ADM 8001	SNB	1	1	1	0
	28	1250 SUPT CONSTRUCTION-ENGINEERING & PROJECT MGMT-ENGINEERING & PROJECT DEV 8001	SNB	1	1	1	0
		1329 SR ENG SIGNAL & POWER-ENGINEERING & PROJECT MGMT-ENGINEERING & PROJECT DEV 8001	SNB	1	1	1	0
		1355 RESIDENT ENG/ARCHITECT-ENGINEERING & PROJECT MGMT-ENGINEERING & PRJ DEV ADM 8001	SNB	2	2	2	0
		1355 RESIDENT ENG/ARCHITECT-ENGINEERING & PROJECT MGMT-ENGINEERING & PROJECT DEV 8001	SNB	2	4	4	0
	29	0796 MANAGER ENG PROJECT-ENGINEERING & PROJECT MGMT-ENGINEERING & PROJECT DEV 8001	SNB	2	2	2	0
		1518 SENIOR ENGINEER SIGNAL-ENGINEERING & PROJECT MGMT-ENGINEERING & PROJECT DEV 8001	SNB	1	1	1	0
	30	0789 DIRECTOR-ENGINEERING & PROJECT MGMT-ENGINEERING & PROJECT DEV 8001	SNB	1	1	1	0
	99	9931 DGM ENG & PROJECT MGMT-EXECUTIVE-EXECUTIVE 8001	SNB	0	0	1	1
<b>80 Total</b>				<b>13</b>	<b>14</b>	<b>15</b>	<b>1</b>

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# Legal Affairs Division

## Division Summary

### Sheryl King Benford, Deputy General Manager

The Legal 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, in personal injury, property damage, employment, labor, civil rights, debt collection and contract lawsuits and provides expertise on procurement, general contract and real estate law, personnel policies, liability, and labor negotiations.

The Office of Equal Opportunity enforces EEO/ADA compliance and the workplace harassment policy. The Safety Department provides accident prevention, bus system safety, industrial safety, facilities and rail system safety programs. The Risk Management Department provides workers' compensation and insurance expertise for the Authority and protects the Authority against future and catastrophic losses. Risk Management investigates and purchases 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 ensuring equal opportunity, access, and treatment to all stakeholders of the Greater Cleveland Regional Transit Authority.

### 2011 Achievements

- ◆ Supported closeout activities for ARRA projects.
- ◆ Provided efficient and cost-effective legal representation in all GCRTA litigation, transactional and administrative matters.
- ◆ Conducted labor relations, diversity training, and other legal information programs on public sector legal issues that affect the Authority.
- ◆ Managed the Authority's ADA/EEO programs to ensure compliance with Federal, State, and local laws regarding employment practices, facilities, and services.
- ◆ Assisted in the development and monitoring of the Authority's Affirmative Action plan.
- ◆ Continued a proactive approach to reducing collisions and incidents.
- ◆ Continued adherence with environmental regulations.
- ◆ Enhanced a safety culture through discussion points at the Quarterly Management Meetings and other sessions.
- ◆ Successfully represented GCRTA in labor negotiations with the FOP and ATU.
- ◆ Supported energy management initiatives.
- ◆ Reviewed APTA standards and updated standard operating procedures.
- ◆ Continued a proactive approach to reducing bus and rail incidents.
- ◆ Supported construction projects, including E.55<sup>th</sup> and Puritas Rapid Stations.

# Legal Affairs Division

## 2012 Priorities

- ◆ 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 including the Mayfield Rapid Station.
- ◆ Support energy management initiatives.
- ◆ Develop safety performance measures for managers and supervisors. Continue with implementation of observation programs.
- ◆ Review APTA standards and update standard operating procedures.
- ◆ 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 the equal opportunity policies and procedures, or state and Federal laws.
- ◆ Continue to develop and monitor the Authority's Affirmative Action Plan.
- ◆ 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 Return to Work Program.
- ◆ Adhere to deadlines and requirements of mandatory Medicare reporting.
- ◆ 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.

# Legal Affairs Division

## 2012 OPERATING BUDGET SUMMARY Department 15 - Safety

PAMELA McCOMBE, DIRECTOR

### Department Priorities for 2012

- ◆ Continue a proactive approach to reducing bus and rail incidents.
- ◆ Review APTA standards and update standard operating procedures.
- ◆ Develop safety performance measures for managers and supervisors.
- ◆ Work with Operations to install an enhanced safety culture.

### Mission Statement

The mission of the Safety Department is to provide a proactive approach towards the prevention of collisions and injuries, and the enhancement of employee and passenger safety. In addition, the Safety Department is committed to protecting the environment.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Total Collisions per 100,000 miles	3.00	3.09	3.32	3.18
Total Preventable Collisions per 100,000 miles	0.95	0.93	0.94	0.93
Internal Rail Audits	8	6	6	6
Bus/Rail Car Safety Inspections	25	120	119	115
Facility Inspections	70	77	72	70
Radar Audits	35	23	25	25
Ride Checks	100	56	56	40
Fire Drills/Train Evacuation	40	39	39	45
BMV Checks				
• Authority-wide	2 runs	2 runs	2 runs	2 runs
• CDLs	12 runs	12 runs	12 runs	12 runs
Environmental Waste Disposal (lbs)	110,000	100,000	100,000	100,000
Material Safety Data				
• Sheet Evaluation	48	57	45	40
Bus Incident Investigations	30	23	25	25
Rail Incident Investigations	30	36	19	30
Total Investigations	60	58	58	55
Grade Crossings	-	150	150	150
Work Zones	-	37	37	40

# Legal Affairs Division

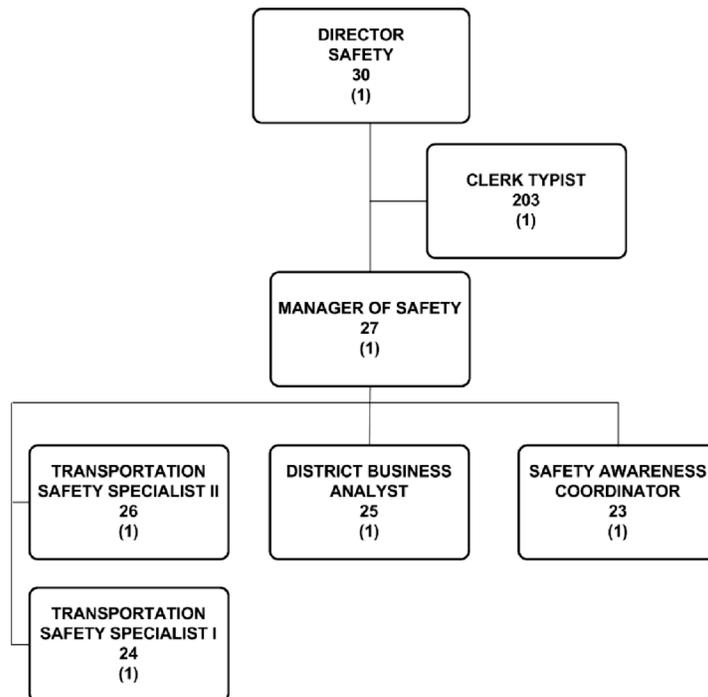
Below are budget and staffing highlights of the Safety Department

DEPT: 15 - SAFETY

OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501300	LABOR - SALARIED EMPLOYEES	348,122.13	334,174.04	329,381.63	418,800.00
501310	OVERTIME - SALARIED EMPLOYEES	2,722.30	3,070.30	2,850.00	2,000.00
502000	FRINGE BENEFITS	125,145.64	117,382.24	165,347.36	159,135.00
503111	SERVICES	242,992.21	231,024.76	310,000.00	307,000.00
504111	MATERIAL & SUPPLIES	15,332.54	9,105.14	16,978.85	18,380.00
509111	MISCELLANEOUS EXPENSES	59,744.77	38,677.47	51,173.31	25,500.00
<b>DEPT TOTAL</b>		<b>794,059.59</b>	<b>733,433.95</b>	<b>875,731.15</b>	<b>930,815.00</b>

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
15	02	0203 CLERK/TYPIST.LEGAL AFFAIRS.SAFETY 1501	SBB	1	1	1	0
	23	1151 SAFETY AWARENESS CRD.LEGAL AFFAIRS.SAFETY 1501	SNE	1	1	1	0
	24	1195 TRANS SAFETY SPEC I.LEGAL AFFAIRS.SAFETY 1510	SNB	1	1	1	0
	25	1085 DISTRICT BUSINESS ANALYST.LEGAL AFFAIRS.SAFETY 1501	SNB	0	0	1	1
	26	1196 TRANS SAFETY SPEC II.LEGAL AFFAIRS.SAFETY 1520	SNB	1	1	1	0
	27	0782 MANAGER OF SAFETY-LEGAL AFFAIRS-SAFETY 1501	SNB	1	1	1	0
	30	1443 DIRECTOR-LEGAL AFFAIRS-SAFETY 1501	SNB	1	1	1	0
<b>15 Total</b>				<b>6</b>	<b>6</b>	<b>7</b>	<b>1</b>



# Legal Affairs Division

## 2012 OPERATING BUDGET SUMMARY Department 21 - Legal

**SHERYL KING BENFORD**  
DEPUTY GENERAL MANAGER, LEGAL AFFAIRS

### Department Priorities for 2012

- ◆ Provide legal service to the Authority including tort claims, contract claims, workersq 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 grievance hearings, preparing legal opinions and documents, and providing advice in all labor negotiations.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Depositions Scheduled	140	137	125	100
Court Hearings	241	223	220	200
Court Arbitration Cases	3	2	5	5
Scheduled Trials	22	4	3	10
Bureau of WorkersqCompensation Hearings	600	550	599	625
Labor Arbitration Cases	27	34	28	25
Bureau of Employment Service Hearings	9	23	13	10
Public Records Requests	140	104	121	150
Contract Reviews & Property Issues	269	138	140	150
Contracts Negotiated and Drafted	96	195	190	200
Legal Opinions	70	35	68	70
Subpoenas Processed	676	1092	1091	750
Resolutions Reviewed	107	100	100	100
New Lawsuits Filed	120	128	115	95
ADA Paratransit Appeals	105	56	83	90
Number of Lawsuits Closed	122	132	120	90
ADA/OEO Complaints Received	45	32	44	50
Appellate Cases	6	5	3	2

# Legal Affairs Division

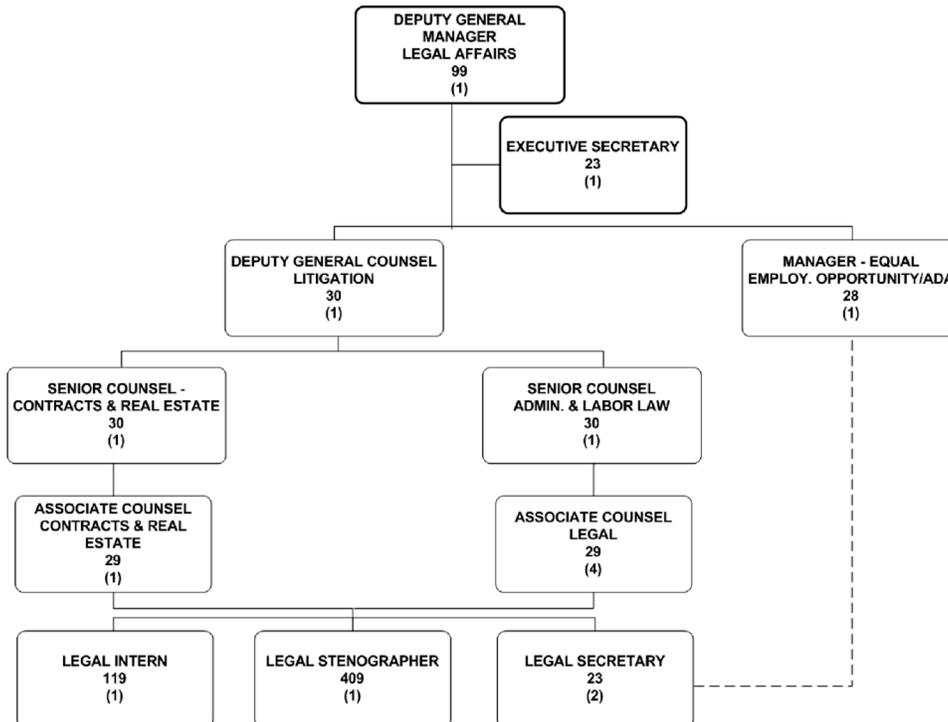
Below are budget and staffing highlights of the Legal Department

DEPT: 21 - LEGAL

OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501200	HOURLY EMPLOYEES PAYROLL	0.00	0.00	0.00	0.00
501210	OVERTIME - HOURLY EMPLOYEES	0.00	0.00	0.00	0.00
501300	LABOR - SALARIED EMPLOYEES	898,807.52	898,270.83	934,949.71	1,144,335.00
501310	OVERTIME - SALARIED EMPLOYEES	287.16	12.28	278.42	0.00
502000	FRINGE BENEFITS	321,854.26	316,522.60	191,956.84	432,757.00
503111	SERVICES	89,192.14	160,475.19	245,000.00	225,000.00
503049	TEMPORARY HELP	7,607.40	(2,783.14)	6,960.00	0.00
504111	MATERIAL & SUPPLIES	436.02	738.55	5,000.02	5,100.00
509111	MISCELLANEOUS EXPENSES	5,612.29	11,978.15	21,000.00	26,000.00
512111	LEASES & RENTALS	13,000.00	11,000.00	15,000.00	15,000.00
<b>DEPT TOTAL</b>		<b>1,336,796.79</b>	<b>1,396,214.46</b>	<b>1,420,144.99</b>	<b>1,848,192.00</b>

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
21	01	9944 LEGAL INTERN LEGAL AFFAIRS LEGAL 2101	SNE	1	1	1	0
	04	0409 LEGAL STENOGRAPHER LEGAL AFFAIRS LEGAL 2101	SBB	1	1	1	0
	23	0724 LEGAL SECRETARY LEGAL AFFAIRS LEGAL 2101	SNE	2	2	2	0
		0725 EXECUTIVE SECRETARY LEGAL AFFAIRS LEGAL 2101	SNE	1	1	1	0
	28	0880 MANAGER EEO & ADA-LEGAL AFFAIRS-LEGAL 2101	SNB	1	1	1	0
	29	1440 ASSOC COUNSEL CONTR & RE LEGAL AFFAIRS LEGAL 2101	SNB	1	1	1	0
		1442 ASSOC COUNSEL LITIGATION LEGAL AFFAIRS LEGAL 2101	SNB	4	4	4	0
	30	1612 SR COUNSEL ADMIN & LBR-LEGAL AFFAIRS-LEGAL 2101	SNB	1	1	1	0
		1613 SR COUNSEL CONTR & RE-LEGAL AFFAIRS-LEGAL 2101	SNB	1	1	1	0
		1618 DPTY CNSL / LIGITAGTION LEGAL AFFAIRS LEGAL 2110	SNB	1	1	1	0
	99	9951 DGM LEGAL AFFAIRS-EXECUTIVE-EXECUTIVE 2101	SNB	0	0	1	1
<b>21 Total</b>				<b>14</b>	<b>14</b>	<b>15</b>	<b>1</b>



# Legal Affairs Division

## 2012 OPERATING BUDGET SUMMARY Department 22 – Risk Management

JUDY LINCOLN, DIRECTOR

### Department Priorities for 2012

- ◆ Continue the Workersq Compensation Action Plan.
- ◆ Continue Transitional Work Program through the Return to Work Coordinator.
- ◆ Negotiate best terms and conditions available in the marketplace and most cost-effective renewal of GCRTA insurance programs including casualty, property, and public officialq liability.
- ◆ Continue coordination with Service Management and data management implementation involving accident tracking to integrate the current RMIS system and improve communications among departments and districts.
- ◆ Continue to provide monthly electronic NTD data for the Safety and Security Reporting module.

### Mission Statement

The mission of the Risk Management Department is to protect the assets of the Authority from catastrophic loss through risk identification and analysis, risk avoidance, mitigation, and risk transfer. The Department is also responsible for managing the Authorityq property and casualty insurance and self-insurance programs, Liability Claims, and Workersq Compensation section of the Department.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
<b><u>THIRD PARTY LIABILITY CLAIMS</u></b>				
• Total Events Resulting in Claims in Calendar Year	949	772	953	1000
• Total # Claims in Calendar Year	1,254	1,114	1,189	1140
• Average Cost per Claim (excluding large losses)	\$3,353	\$3,461	\$2,729	\$1,400
<b><u>WORKERS' COMPENSATION</u></b>				
• Total # of Claims in Calendar Year	254	235	313	300
• Average Cost per Employee (excluding large losses)	\$1,039	\$1,386	\$994	\$1,000
• Average Cost per Claim (excluding large losses)	\$11,736	\$12,600	\$9,351	\$7,800

# Legal Affairs Division

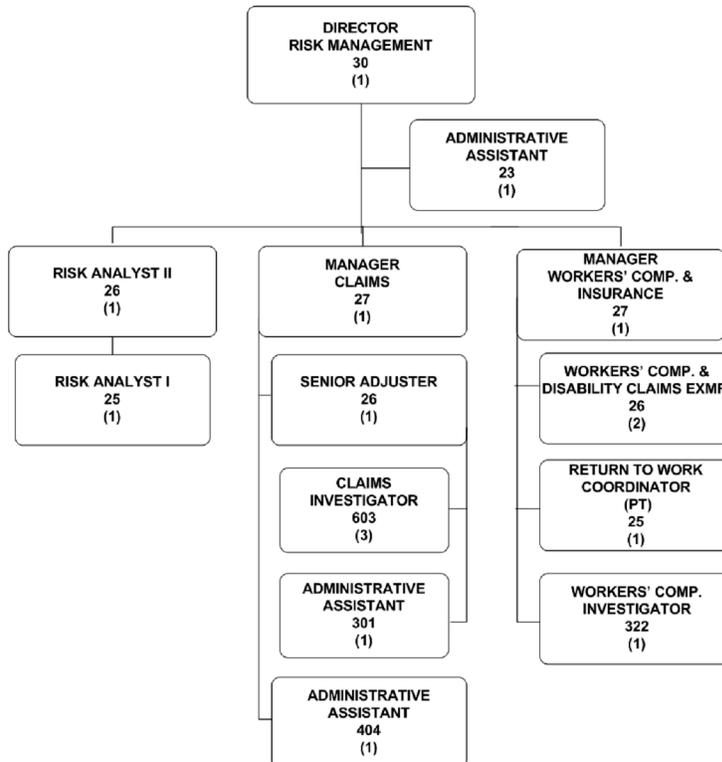
Below are budget and staffing highlights of the Risk Management Department

DEPT: 22 - RISK MANAGEMENT

OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501300	LABOR - SALARIED EMPLOYEES	913,870.63	847,381.42	904,574.74	974,000.00
501310	OVERTIME - SALARIED EMPLOYEES	3,793.98	4,088.41	3,095.69	3,000.00
502000	FRINGE BENEFITS	330,914.94	299,450.81	415,195.27	369,475.00
502071	W. C. - INJURIES & DAMAGES	1,573,647.91	1,564,201.51	1,624,575.00	1,757,000.00
502082	W. C. - MEDICAL PAYMENTS	998,930.54	908,212.05	1,247,336.00	1,222,717.00
503111	SERVICES	115,543.95	180,536.58	297,000.00	297,000.00
503030	WORKERS COMP ADMINISTRATION FEE	461,066.74	541,057.81	532,135.00	546,665.00
503049	TEMPORARY HELP	28,000.00	49,413.52	5,629.84	0.00
504111	MATERIAL & SUPPLIES	3,482.30	8,134.16	7,210.00	6,120.00
506111	CASUALTY & LIABILITY COSTS	252,106.50	309,947.56	342,558.00	310,000.00
506010	PHYSICAL DAMAGE INSURANCE	751,967.00	577,246.00	684,211.00	800,000.00
506040	LIABILITY & PROPERTY DAMAGE CLAIMS	1,890,754.68	1,787,897.41	1,608,500.00	1,758,699.00
506200	W. C. - SETTLEMENT & LAWSUIT EXPENSE	171,600.00	268,150.00	175,000.00	175,000.00
509111	MISCELLANEOUS EXPENSES	12,948.67	9,807.67	12,286.47	12,000.00
<b>DEPT TOTAL</b>		<b>7,508,627.84</b>	<b>7,355,524.91</b>	<b>7,859,307.01</b>	<b>8,231,676.00</b>

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
22	03	0301 ADMINISTRATIVE ASSISTANT LEGAL AFFAIRS RISK MGMT 2224	SBB	2	2	2	0
		0322 WORKERS COMP INVESTIGATOR-LEGAL AFFAIRS-RISK MGMT 2231	SBB	1	1	1	0
	04	0404 ADMINISTRATIVE ASSISTANT LEGAL AFFAIRS RISK MGMT 2224	SBB	1	1	1	0
	06	0603 CLAIMS INVESTIGATOR LEGAL AFFAIRS RISK MGMT 2224	SBB	3	3	3	0
	23	0757 ADMINISTRATIVE ASSISTANT-LEGAL AFFAIRS-RISK MGMT 2211	SNE	1	1	1	0
	25	0885 RISK ANALYST I LEGAL AFFAIRS RISK MGMT 2211	SNB	1	1	1	0
		1627 RTW-TRANSITIONAL COORD LEGAL AFFAIR RISK MGMT 2231	SNB	1	1	1	0
	26	0876 SENIOR ADJUSTER (CLAIMS) LEGAL AFFAIRS RISK MGMT 2211	SNB	0	1	1	0
		SENIOR LITIGATION ANALYST LEGAL AFFAIRS RISK MGMT 2221	SNB	1	0	0	0
		0905 RISK ANALYST II LEGAL AFFAIRS RISK MGMT 2211	SNB	1	1	1	0
		1165 WORKERS COMP/DIS CLM EXAM LEGAL AFFAIRS RISK MGMT 2231	SNB	2	2	2	0
	27	0773 MANAGER CLAIMS-LEGAL AFFAIRS-RISK MGMT 2221	SNB	1	1	1	0
		0894 MGR WORKERS' COMP & INS LEGAL AFFAIRS RISK MGMT 2211	SNB	1	1	1	0
	30	0771 DIRECTOR-LEGAL AFFAIRS-RISK MGMT 2211	SNB	1	1	1	0
<b>22 Total</b>				<b>17</b>	<b>17</b>	<b>17</b>	<b>0</b>



# 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.

### **2011 Achievements**

- ◆ Continued the development of long-term strategic planning to lower healthcare costs, optimize benefits, and increase wellness activities.
- ◆ Continued negotiations of fair, but cost effective labor agreements with the ATU Local 268.
- ◆ Finalized negotiations of fair, but cost effective labor agreements with the Fraternal Order of Police (FOP).
- ◆ Continued to track and monitor attendance trends and comply with revised Family Medical Leave Act (FMLA), thereby reducing absence duration and lowering employer costs.
- ◆ Continued enhancements of Oracle Standard Benefits and Employee self-service modules to provide decision support information for employees and managers in an accurate and timely fashion.
- ◆ Continued Positive Discipline and Labor Relations supervisory training.
- ◆ Completed implementation of a comprehensive training plan to address the needs of the Rail District.

# Human Resources Division

## 2012 Priorities

- ◆ Continue the development of long-term strategic planning to lower healthcare costs, optimize benefits, and increase wellness activities.
- ◆ Continued negotiations of fair, but cost effective labor agreements with the ATU Local 268.
- ◆ 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 decision support information for employees and managers in an accurate and 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.
- ◆ 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, Future Leaders Club).

# Human Resources Division

## 2012 OPERATING BUDGET SUMMARY Department 14 – Human Resources

**BRUCE E. HAMPTON**  
DEPUTY GENERAL MANAGER, HUMAN RESOURCES

### Mission Statement

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

- ◆ 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, Future Leaders Club).
- ◆ 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.

	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Estimate</b>	<b>2012 Budget</b>
Total Number of Requested Positions	140	67	100	100
Total Number of Filled Positions	108	82	90	90

# Human Resources Division

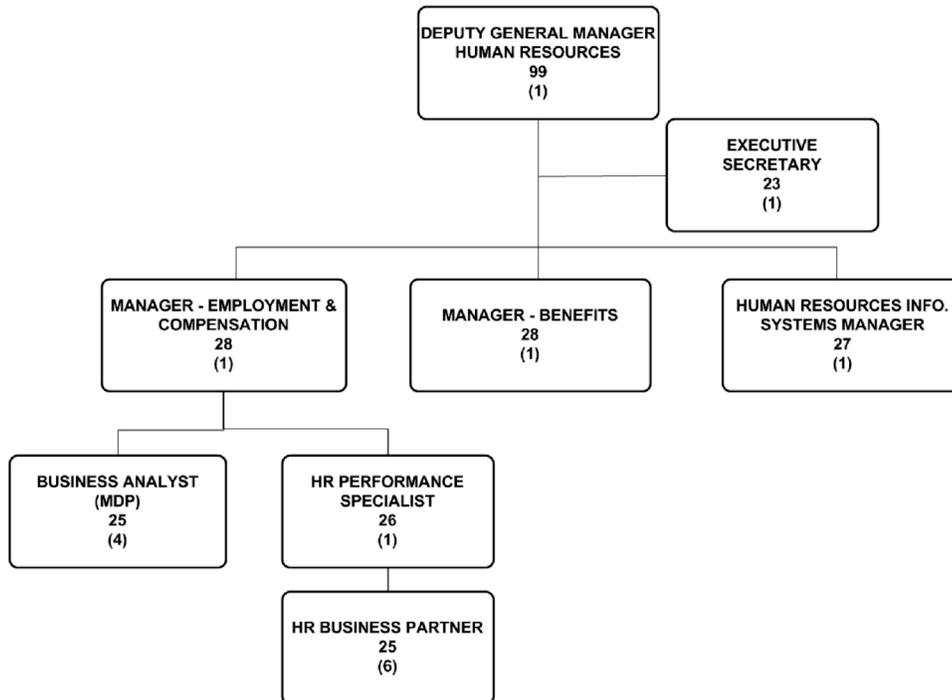
Below are budget and staffing highlights of the Human Resources Department

DEPT: 14 - HUMAN RESOURCES

OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501200	HOURLY EMPLOYEES	68,648.43	62,598.55	111,017.03	125,000.00
501210	OVERTIME - HOURLY EMPLOYEES	0.00	0.00	99.75	0.00
501300	LABOR - SALARIED EMPLOYEES	564,211.87	543,052.02	588,446.43	765,262.17
501310	OVERTIME - SALARIED EMPLOYEES	0.00	0.00	0.00	0.00
502000	FRINGE BENEFITS	225,725.55	209,693.48	281,067.83	336,673.00
502071	W. C. - INJURIES & DAMAGES	0.00	0.00	0.00	0.00
503111	SERVICES	34,500.00	114,700.00	41,212.50	51,000.00
503020	ADVERTISING FEES	31,865.43	32,505.33	19,789.95	35,000.00
503049	TEMPORARY HELP	0.00	0.00	(700.00)	0.00
504111	MATERIAL & SUPPLIES	7,976.56	13,437.56	21,399.91	20,300.00
509111	MISCELLANEOUS EXPENSES	5,543.53	8,116.47	2,113.33	12,250.00
<b>DEPT TOTAL</b>		<b>938,471.37</b>	<b>984,103.41</b>	<b>1,064,446.73</b>	<b>1,345,485.17</b>

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
14	23	0725 EXECUTIVE SECRETARY EXECUTIVE EXECUTIVE 1401	SNE	0	0	1	1
	25	1081 BUSINESS ANALYST HUMAN RESOURCES HUMAN RESOURCES 1430	SNB	6	2	4	2
		1640 HR BUSINESS PARTNER HUMAN RESOURCES HR EMPLOYMENT 1430	SNB	4	6	6	0
	26	HR PERFORMANCE SPECIALIST HUMAN RESOURCES HUMAN RESOURCES	SNB	1	1	1	0
	27	0904 HRIS MANAGER HUMAN RESOURCES HUMAN RESOURCES 1401	SNB	1	1	1	0
	28	0842 MGR EMPLOYMENT & RECRUIT HUMAN RESOURCES HUMAN RESOURCES 1430	SNB	1	1	1	0
		0844 BENEFITS MANAGER HUMAN RESOURCES HUMAN RESOURCES	SNB	1	1	1	0
	99	9971 DGM HUMAN RESOURCES EXECUTIVE EXECUTIVE 1401	SNB	0	0	1	1
<b>14 Total</b>				<b>14</b>	<b>12</b>	<b>16</b>	<b>4</b>



# Human Resources Division

## 2012 OPERATING BUDGET SUMMARY

### Department 18 – Labor & Employee Relations

SCOTT FERRARO, DIRECTOR

#### Department Priorities for 2012

- ◆ Provide advice, training, and counsel to managers, supervisors, and employees on discipline, grievances, policies, contracts, and labor laws.
- ◆ Implementation of the ATU contract in 2012.
- ◆ Implementation of the FOP contract in 2012.
- ◆ Serve as Fourth-step grievance hearing officer.
- ◆ Administer unemployment compensation benefits process and monitor funds.
- ◆ Process all biennial exams that have expired for operators.
- ◆ Perform drug tests on at least 25% and alcohol test on at least 10% of safety-sensitive pool.
- ◆ Continue performance management under the Positive Discipline Policy.
- ◆ Chair or facilitate various Labor Management committees.
- ◆ Administer Drug & Alcohol policies and process all FMLA requests.

**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 Occupational Health & Wellness programs of the Authority to enhance attendance and the well-being of all employees.

	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Estimate</b>	<b>2012 Budget</b>
Number of Fourth Step Grievance Hearings Held	70	50	60	60
Number of Labor Management Committees	9	9	8	8
Number of Discipline Actions Approved	79	70	80	80
Total Number of Drug & Alcohol Tests	2,173	2,090	2,100	2,100
FMLA Requests Processed	908	892	900	900
Separations subject to unemployment claims	165	229	160	160
Biennials/Follow-ups (started tracking August 2009)	366	675	450	450

# Human Resources Division

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

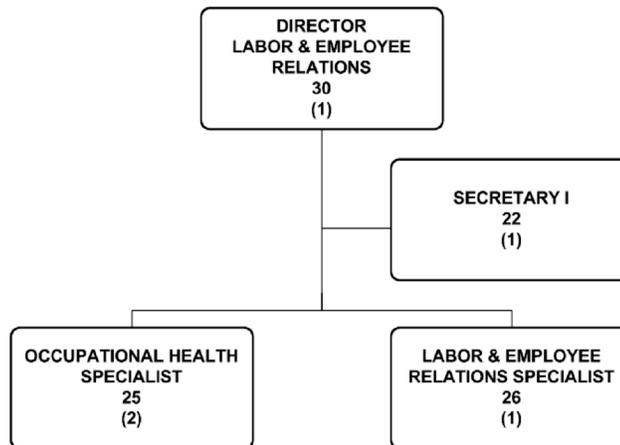
DEPT: 18 - LABOR & EMPLOYEE RELATIONS

OBJECT

CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter	2012 Budget
				Projection	
501300	LABOR - SALARIED EMPLOYEES	315,744.12	322,588.31	257,915.78	320,000.00
502000	FRINGE BENEFITS	86,942.47	87,416.24	109,286.46	121,015.00
502070	UNEMPLOYMENT COMPENSATION	443,529.19	1,242,821.61	611,147.69	550,000.00
503111	SERVICES	204,455.94	211,366.67	218,907.18	332,500.00
504111	MATERIAL & SUPPLIES	864.64	182.10	451.66	1,500.00
509111	MISCELLANEOUS EXPENSES	9,781.06	4,007.10	4,775.91	5,000.00
<b>DEPT TOTAL</b>		<b>1,061,317.42</b>	<b>1,868,382.03</b>	<b>1,202,484.68</b>	<b>1,330,015.00</b>

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
18	22	0721 SECRETARY I-HUMAN RESOURCES-LABOR & EE RELATIONS 1801	SNE	1	1	1	0
	24	HUMAN RESOURCE ASSISTANT 1.HUMAN RESOURCES.LABOR & EE RELATIONS 1801	SNB	1	0	0	0
	25	0899 OCCUPATIONAL HEALTH SPECI.HUMAN RESOURCES.HUMAN RESOURCES	SNB	2	2	2	0
	26	0902 LBR & EMP RELATIONS SPEC.HUMAN RESOURCES.LABOR & EE RELATIONS 1801	SNB	1	1	1	0
	30	1342 DIRECTOR-HUMAN RESOURCES-LABOR & EE RELATIONS 1801	SNB	1	1	1	0
<b>18 Total</b>				<b>6</b>	<b>5</b>	<b>5</b>	<b>0</b>



# Human Resources Division

## 2012 OPERATING BUDGET SUMMARY

### Department 30 – Training & Employee Development

GEORGE FIELDS, ACTING DIRECTOR

#### Department Priorities for 2012

- ◆ Audit and enhance the Training database and make recommendations for improvements.
- ◆ Develop metrics, measurements, and return on investment on training programs and initiatives (e.g. Training Stat).
- ◆ Ensure every bus/rail operator is in compliance with the Biennial recertification process.
- ◆ Develop and initiate Hospitality Management programming to improve the customer experience.

#### 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.

	2010 Actual	2011 Estimate	2012 Budget
Biennial Bus Operator Recertification	N/A	741	741
Biennial Rail Operator Recertification	N/A	43	43
*Safety Training	N/A	1,659	1,659
<i>(*denotes number of instances employees participate in any safety training activity.)</i>			

#### 2011 Highlights

- ◆ Developed winter training for rail and bus operators.
- ◆ Closed out all ODOT corrective action items for rail training.
- ◆ Developing Control Center Training Program with Service Management Department.

# Human Resources Division

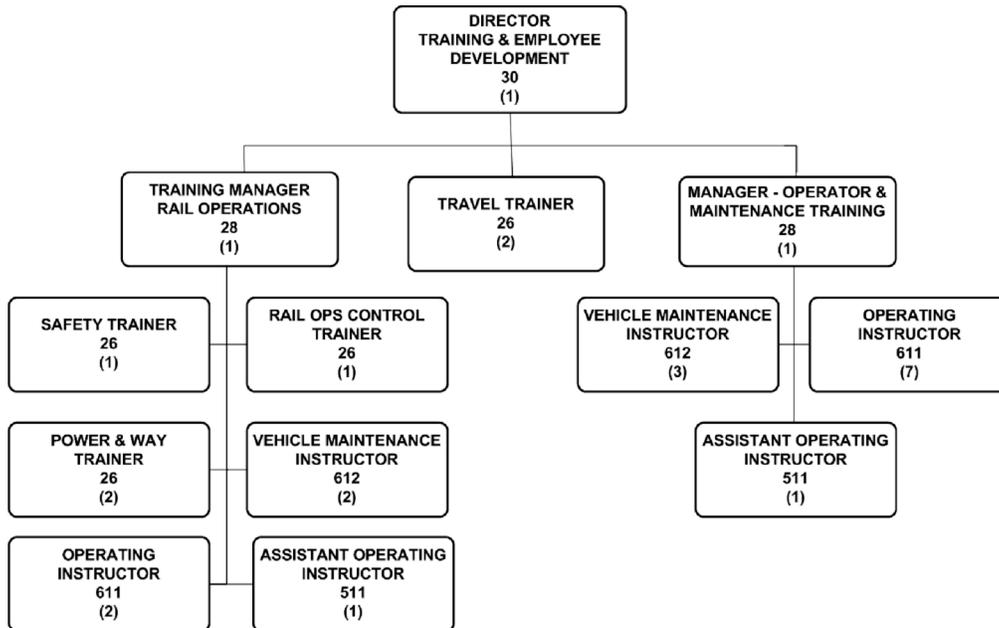
Below are budget and staffing highlights of the Training & Employee Development Department

DEPT: 30 - TRAINING & EMPLOYEE DEVELOPMENT

OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501300	LABOR - SALARIED EMPLOYEES	1,437,192.49	1,344,996.83	1,285,796.49	1,406,000.00
501310	OVERTIME - SALARIED EMPLOYEES	14,211.09	30,958.64	12,058.30	5,000.00
502000	FRINGE BENEFITS	523,942.44	487,134.88	592,251.66	533,602.00
502148	TUITION REIMBURSEMENT	37,977.36	27,847.08	39,669.66	50,000.00
503111	SERVICES	6,375.00	24,754.50	26,678.71	31,700.00
503049	TEMPORARY HELP	0.00	0.00	0.00	0.00
504111	MATERIAL & SUPPLIES	5,457.75	8,323.34	5,272.36	17,300.00
509111	MISCELLANEOUS EXPENSES	92,104.36	84,673.61	141,969.93	151,250.00
<b>DEPT TOTAL</b>		<b>2,117,260.49</b>	<b>2,008,688.88</b>	<b>2,103,697.11</b>	<b>2,194,852.00</b>

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
30	05	0511 ASSISTANT OPERATING INSTR.HUMAN RESOURCES TRAINING & EE DEVELOPMENT 3010	SBB	4	2	2	0
	06	0611 OPERATING INSTRUCTOR.HUMAN RESOURCES TRAINING & EE DEVELOPMENT 3010	SBB	9	9	9	0
		0612 VEHICLE MAINT INSTRUCTOR.HUMAN RESOURCES TRAINING & EE DEVELOPMENT 3040	SBB	4	5	5	0
	25	BUSINESS PARTNER.HUMAN RESOURCES TRAINING & EE DEVELOPMENT 3020	SNB	1	0	0	0
	26	1194 SAFETY TRAINER.HUMAN RESOURCES TRAINING & EMPLOYEE DEV	SNB	1	1	1	0
		1619 TRAVEL TRAINER.HUMAN RESOURCES TRAINING & EE DEVELOPMENT 3020	SNB	1	2	2	0
		1622 POWER/WAY RAIL TRAINER.HUMAN RESOURCES TRAINING & EMPLOYEE DEV	SNB	1	2	2	0
		1631 RAIL OPS CTR TRAINER.HUMAN RESOURCES TRAINING & EE DEVELOPMENT 3030	SNB	1	1	1	0
	28	0870 MGR OPER/MAINT TRAINING-HUMAN RESOURCES-TRAINING & EE DEVELOPMENT 3001	SNB	1	1	1	0
		0886 MGR TRAINING RAIL OPER.HUMAN RESOURCES TRAINING & EE DEVELOPMENT 3001	SNB	0	1	1	0
	30	1430 DIRECTOR.HUMAN RESOURCES TRAINING & EE DEVELOPMENT 3001	SNB	1	1	1	0
<b>30 Total</b>				<b>24</b>	<b>25</b>	<b>25</b>	<b>0</b>



# Executive Division

## Division Summary Executive

**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 relations, government relations, planning, project management, and engineering.

### Mission Statement

To plan, execute and manage the efficient, effective and safe delivery of quality public transportation services to the residents of Greater Cleveland.

The focus of RTA's business plan was to enhance customer service, improve our image, strengthen financial resources, and develop a 2012 Budget that would result in a balanced budget with no service reductions, fare increases, or employee layoffs.

### 2011 Achievements

- ◆ Developed the 2012 Budget, which includes increased levels of transit service and the addition of 50 positions at RTA, due to increased revenues and decreased expenses in 2011.
- ◆ Realized increased ridership in bus, rail, the HealthLine and on Paratransit services.
- ◆ Completed two major rail stations; secured funding for continuation of various rail improvements.
- ◆ Awarded the Urban Land Institute's Award for Excellence for the Euclid Avenue Transportation Project.

### Enhanced Customer Service

- ◆ Opened the \$9.6 million Puritas Rapid Transit Station in May 2011. This is the second busiest Red Line station on the Heavy Rail. A majority of the funding came from the American Reinvestment and Recovery Act of 2009 (ARRA).
- ◆ Opened the \$9.4 million East 55<sup>th</sup> Street station in September 2011. This station serves the Red, Blue and Green Lines and was mostly funded through ARRA.
- ◆ Groundbreaking of the Buckeye-Woodhill Light Rail Station, serving both the Blue and Green Lines, occurred in June 2011. The estimated cost of the construction of the station is: \$3.3 million. Incorporates a cost-saving and ADA approved elevator-free station, which includes a series of ramps instead of expensive and high-maintenance elevators.
- ◆ Groundbreaking of the Westlake Park-N-Ride expansion occurred in August 2011, with a budget of \$980,000. Park-N-Ride expansions have been complete in Strongsville and North Olmsted.

# Executive Division

- ◆ RTA social media efforts increased; More than 11,000 people Like RTA on Facebook, making it the second-most liked transit Facebook page. More than 1,480 train customers now receive Commuter Alerts a sign-up service that gives rail passengers information about delays for their specific routes. More than 1,200 people follow RTA on Twitter. Through social media nearly 15,000 customers are reachable immediately.
- ◆ Paratransit offers 92% on-time performance, even with an 8% increase in passenger trips during 2011.
- ◆ Paratransit's last denial: April 07: Since then, completed nearly 2.5 million trips!
- ◆ Awarded the Museum Outstanding Public History
- ◆ Extended hours of operation at our Tower City Customer Service Center.

## Improved Our Image

- ◆ Adopted a ten-year strategic plan for the agency, which focuses on increasing service to the heaviest traveled corridors within Northeast Ohio.
- ◆ Award, given by the Wood County Historical Center & Museum and the Ohio Academy of History for the HealthLine. The HealthLine (RTA's Bus Rapid Transit system) continues to receive international recognition for ridership increases, economic development impact and design.
- ◆ RTA Transit Police acquired funding from Transit Security Administration (TSA) to fund three new explosive detection K-9's and to pay for training for their handlers. Two new teams have already hit the streets; one team will join in 2012.
- ◆ Ready to Ride marketing program created and implemented with major companies such as Medical Mutual and Sherwin Williams. More than 25% of employees targeted have become new RTA riders!
- ◆ Was selected as Best In Class for Senior Management Diversity by the Cleveland Council on Economic Inclusion for the second consecutive year.
- ◆ Won Grand Prize in APTA's AdWheel competition for creative use of a simulator program at the Cleveland Auto Show
- ◆ Opened RTA Shop just in time for the holidays: <http://store.shoprta.com/>
- ◆ Won sustainability award from Crain's Cleveland Business for increased sustainability efforts and a decreased carbon footprint. RTA won in the large non-profit category.
- ◆ Worked with the City of Cleveland and the Cleveland Film Commission to reroute buses as various roads were closed for the entire month of August for the filming of The Avengers allowed a film crew to take over a HealthLine station and turn it into a German Station in Stuttgart for the film!
- ◆ Awarded the Engineering Excellence Award, given by the American Council of Engineering Companies (ACEC) for the Euclid Corridor Transportation Project.
- ◆ Continuing the construction of University Circle Station, which serves the Red Line.

# Executive Division

## Strengthen Financial Resources

- ◆ Continued the Energy Price Risk Management Program. The first benefits of the program were achieved in 2010 when costs were substantially reduced. The program has reduced diesel fuel costs by more than \$13 million in 2010 and 2011 and RTA is 87% hedged for 2012, 38% hedged for 2013, and 22% hedged for 2014.
- ◆ Modified financial policies and established three financial reserve accounts in the areas of fuel, healthcare and to cover future vacation and sick leave liabilities to help stabilize finances for the agency.
- ◆ Approved a new and innovative labor agreement with the Fraternal Order of Police (FOP) that ties future wage increases, if any, to increases in RTA revenues.
- ◆ RTA was awarded a \$7.1 million State-Of-Good-Repair grant from the Federal Transit Administration to be used to partially fund the Clifton Road Enhancement Project and various park and ride enhancements. This grant also provided funding to study an expansion of service East of East Cleveland by possibly extending the Red Line of the HealthLine.
- ◆ RTA was awarded a \$12.5 million TIGER III grant from the U.S. Department of Transportation for construction of the new Mayfield Station, replacing the East 120<sup>th</sup> Station on the Red Line. Station design is underway and construction should start in Spring 2013.
- ◆ Completed the five- to ten-year strategic plan, which was adopted by the Board of Trustees in March 2011.
- ◆ Continued use of TransitStatq an operating efficiency tool that helped save more than \$35 million over 4 years, in the areas of Operations overtime, Workers Compensation, electricity usage, energy retrofits, revenue collection, fuel hedging, safety, and customer service.

## Increase Ridership

- ◆ Increased ridership on virtually all bus and rapid transit routes.
- ◆ Targeted potential new passengers on the Cleveland west side using I-90 (The Innerbelt) as a major construction project caused major traffic hassles: Created customized web page for customers to map out their bus/train route; used creative advertising to drive customers off Innerbelt and onto buses
- ◆ Paratransit served more customers on a single day than ever before in its history: Providing 2,131 passenger trips on one day in 2011.
- ◆ Ready to Ride marketing program created and implemented with major companies such as Medical Mutual and Sherwin Williams. More than 25% of employees targeted have become new RTA riders!

# Executive Division

## Safety

- ◆ Won APTA bus award Safety and Security Excellence Awards; achieving Gold Award for Safety for the second year in a row!
- ◆ Safety and security certification occurred for all new construction projects
- ◆ Root Cause analysis training courses offered for the first time at RTA.
- ◆ Enhanced hazard reporting system; embraced by employees.

## **2012 Priorities**

- ◆ 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.
- ◆ 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 special focus on increasing the cleanliness of RTA facilities and vehicles.
- ◆ Work to maximize the value of RTA in leveraging the economic development potential of the Medical Mart, Casino, and Flats East Bank developments.
- ◆ Successfully move forward several important capital projects, such as University Circle Rapid Transit Station, Mayfield Rapid Transit Station, along with other rail upgrades and repairs.
- ◆ Identify funding to allow for an expansion of the Downtown Trolleys into service for nights and weekends, serving downtown residents and visitors.
- ◆ Increase service in areas where RTA has experienced issues with capacity and on-time performance.
- ◆ Drive efforts to maximize ridership, by promoting the value of RTA; affordability and sustainability

# Executive Division

## 2012 OPERATING BUDGET SUMMARY Department 12 – Executive

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

### Department Priorities for 2012

- ◆ 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.

	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Estimate</b>	<b>2012 Budget</b>
Ridership	49,872,964	44,682,977	46,238,928	47,042,314
Percent Change Prior Year	-14%	-10.4%	3.5%	1.7%
Pass Revenue	49,757,085	47,153,709	49,127,933	49,864,852
% Change	3.29%	-5.23%	4.2%	1.5%

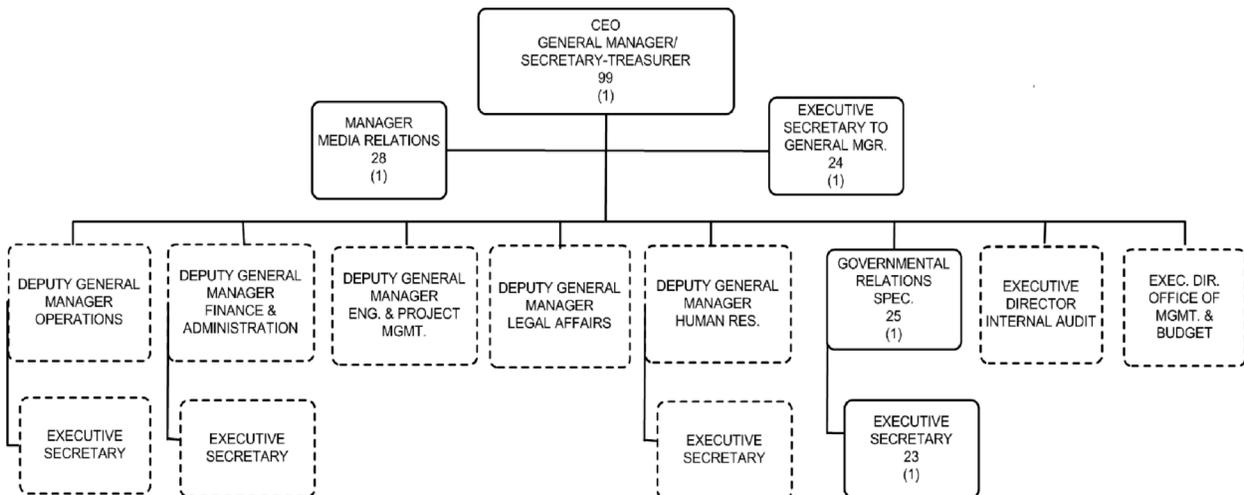
# Executive Division

Below are budget and staffing highlights of the Executive Department

DEPT: 12 - EXECUTIVE					2011 3rd Quarter	2012 Budget
OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	Projection		
501300	LABOR - SALARIED EMPLOYEES	1,282,198.42	1,306,639.06	1,298,260.59	517,583.00	
501300	MERIT POOL - LABOR SALARIED EMP'S.	0.00	0.00	0.00	0.00	
501310	OVERTIME - SALARIED EMPLOYEES	0.00	1,121.00	1,470.36	0.00	
502000	FRINGE BENEFITS	478,562.95	476,442.50	522,949.22	195,736.00	
502000	MERIT POOL FRINGES	0.00	0.00	0.00	0.00	
503111	SERVICES	3,003.00	7,540.50	12,885.00	27,900.00	
503049	TEMPORARY HELP	12,663.07	14,275.08	0.00	0.00	
504111	MATERIAL & SUPPLIES	1,989.87	22,870.36	2,700.00	700.00	
509111	MISCELLANEOUS EXPENSES	147,407.07	136,458.50	222,800.00	174,995.00	
<b>DEPT TOTAL</b>		<b>1,925,824.38</b>	<b>1,965,347.00</b>	<b>2,061,065.17</b>	<b>916,914.00</b>	

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
12	23	0711 SEC TO GM/SEC TREASURER EXECUTIVE EXECUTIVE 1211	SNB	1	1	1	0
		0725 EXECUTIVE SECRETARY EXECUTIVE EXECUTIVE 1211	SNE	1	1	1	0
		0725 EXECUTIVE SECRETARY EXECUTIVE EXECUTIVE 1221	SNE	1	1	0	-1
		0725 EXECUTIVE SECRETARY EXECUTIVE EXECUTIVE 1271	SNE	1	1	0	-1
		0725 EXECUTIVE SECRETARY EXECUTIVE EXECUTIVE 1241	SNE	1	1	0	-1
	25	0862 GOVERNMENT RELATIONS SPEC EXECUTIVE EXECUTIVE 1261	SNB	1	1	1	0
	26	1625 PERFORMANCE LDR-OPS 1221 EXECUTIVE EXECUTIVE	SNB	2	2	0	-2
	27	1144 MANAGER MEDIA RELATIONS EXECUTIVE MARKETING & COMMUNICATION 1211	SNB	0	0	1	1
	99	9921 DGM OPERATIONS EXECUTIVE EXECUTIVE 1221	SNB	1	1	0	-1
		9929 GENERAL MANAGER EXECUTIVE EXECUTIVE 1211	SNB	1	1	1	0
		9931 DGM ENG & PROJECT MGMT EXECUTIVE EXECUTIVE 1231	SNB	1	1	0	-1
		9941 DGM FINANCE & ADMIN EXECUTIVE EXECUTIVE 1241	SNB	1	1	0	-1
		9951 DGM LEGAL AFFAIRS EXECUTIVE EXECUTIVE 1251	SNB	1	1	0	-1
		9971 DGM HUMAN RESOURCES EXECUTIVE EXECUTIVE 1271	SNB	1	1	0	-1
<b>12 Total</b>				<b>14</b>	<b>14</b>	<b>5</b>	<b>-9</b>



# Executive Division

## 2012 OPERATING BUDGET SUMMARY

### Department 16 – Secretary/Treasurer – Board of Trustees

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

#### Department Priorities for 2012

- ◆ 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.

	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Estimate</b>	<b>2012 Budget</b>
RTA Annual Yield on Investments	1.06%	.50%	.50%	0.55%

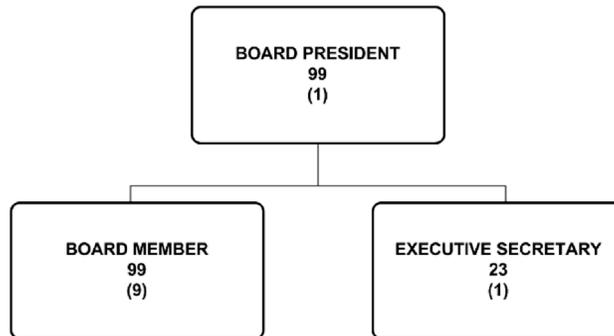
# Executive Division

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

DEPT: 12 - EXECUTIVE					
OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501300	LABOR - SALARIED EMPLOYEES	1,282,198.42	1,306,639.06	1,298,260.59	517,583.00
501300	MERIT POOL - LABOR SALARIED EMP'S.	0.00	0.00	0.00	0.00
501310	OVERTIME - SALARIED EMPLOYEES	0.00	1,121.00	1,470.36	0.00
502000	FRINGE BENEFITS	478,562.95	476,442.50	522,949.22	195,736.00
502000	MERIT POOL FRINGES	0.00	0.00	0.00	0.00
503111	SERVICES	3,003.00	7,540.50	12,885.00	27,900.00
503049	TEMPORARY HELP	12,663.07	14,275.08	0.00	0.00
504111	MATERIAL & SUPPLIES	1,989.87	22,870.36	2,700.00	700.00
509111	MISCELLANEOUS EXPENSES	147,407.07	136,458.50	222,800.00	174,995.00
<b>DEPT TOTAL</b>		<b>1,925,824.38</b>	<b>1,965,347.00</b>	<b>2,061,065.17</b>	<b>916,914.00</b>

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
16	23	0725 EXECUTIVE ASSISTANT EXECUTIVE SEC/TREASURER BOT 1601	SNE	1	1	1	0
	99	9901 BOARD MEMBER EXECUTIVE SEC/TREASURER BOT 1610	BDM	10	10	10	0
<b>16 Total</b>				<b>11</b>	<b>11</b>	<b>11</b>	<b>0</b>



# Executive Division

## 2012 OPERATING BUDGET SUMMARY Department 19 – Internal Audit

ANTHONY GAROFOLI, EXECUTIVE DIRECTOR

### Department Priorities for 2012

- ◆ Coordinate and assist with various external audits of the Authority.
- ◆ Provide resources to any special requests and/or emerging issues.
- ◆ Perform audits for Health Care Benefits; contract and grant closeouts; fare collection; operational; construction contracts; information systems; and bus purchase contracts.
- ◆ Participate in Sustainability Program.
- ◆ Evaluate the Information Technology Governance Program.
- ◆ Participate in the TransitStat Program.

### 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.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Number of Audits Planned	51	51	53	53
Number of Audits Completed	46	44	47	47
Percentage of Time Budgeted for Audits	90%	87%	89%	89%

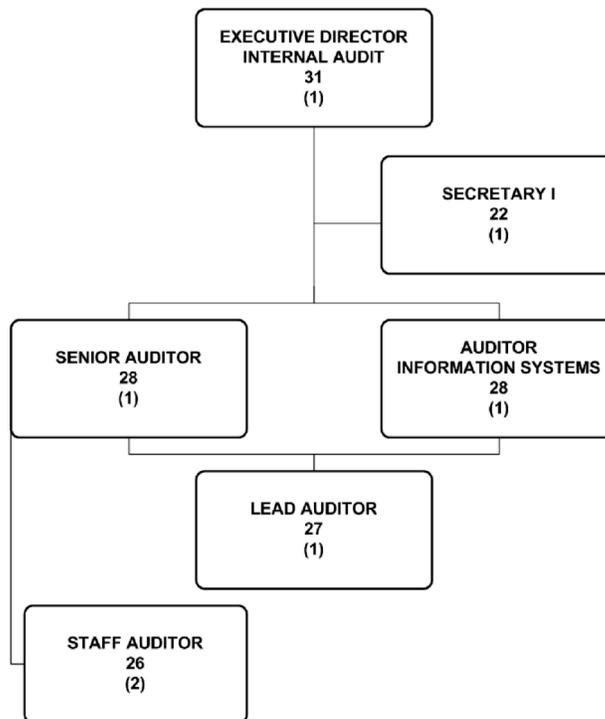
# Executive Division

Below are budget and staffing highlights of the Internal Audit Department

DEPT: 19 - INTERNAL AUDIT					
OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501300	LABOR - SALARIED EMPLOYEES	429,624.80	441,683.95	421,807.93	453,700.00
502000	FRINGE BENEFITS	154,313.65	153,675.86	165,451.96	171,577.00
503111	SERVICES	21,330.00	(1,006.25)	76,500.00	63,500.00
504111	MATERIAL & SUPPLIES	263.89	3,011.10	1,500.00	1,500.00
509111	MISCELLANEOUS EXPENSES	7,609.27	5,369.33	25,000.00	25,000.00
<b>DEPT TOTAL</b>		<b>613,141.61</b>	<b>602,733.99</b>	<b>690,259.89</b>	<b>715,277.00</b>

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012 2011
19	22	0721 SECRETARY I-EXECUTIVE-INTERNAL AUDIT 1901	SNE	1	1	1	0
	26	0957 STAFF AUDITOR-EXECUTIVE-INTERNAL AUDIT 1910	SNB	2	2	2	0
	27	1087 LEAD AUDITOR-EXECUTIVE-INTERNAL AUDIT 1910	SNB	1	1	1	0
	28	1202 AUDITOR INFORMATION SYS-EXECUTIVE-INTERNAL AUDIT 1920	SNB	1	1	1	0
		1261 SENIOR AUDITOR-EXECUTIVE-INTERNAL AUDIT 1910	SNB	1	1	1	0
	31	1522 EXECUTIVE DIRECTOR-EXECUTIVE-INTERNAL AUDIT 1901	SNB	1	1	1	0
<b>19 Total</b>				<b>7</b>	<b>7</b>	<b>7</b>	<b>0</b>



# Executive Division

## 2012 OPERATING BUDGET SUMMARY Department 53 – Marketing & Communications

STEVEN BITTO, DIRECTOR

### Department Priorities for 2012

- ◆ Develop fully integrated communication strategy to enhance the community's awareness of the Authority's brand and product offerings.
- ◆ Solicit, establish, and expand relationships with Commuter Advantage clients.
- ◆ Develop strategies to increase utilization of the Authority's existing service package, targeting the HealthLine, rapid transit system, Park-N-Ride facilities, and trolley lines.
- ◆ Establish and maintain U-Pass relationships with local colleges and universities.
- ◆ Develop and conduct a series of research programs to gauge customer satisfaction related to the Authority's primary brands: Health Line, Rapid Transit, Park-N-Ride, Trolley.
- ◆ Develop a media relations program to present the Authority as a progressive, fiscally-responsible organization.
- ◆ Maximize revenue sources including transit advertising, asset sponsorships, and on-site vending opportunities.
- ◆ Establish and nurture relationships with transit coalition partners, including business and community leaders and elected officials.
- ◆ Expand the utilization of social media outlets targeting young adults (18 - 34) to encourage trial service use.

### 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.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Calls Answered by TIC	429,000	449,088	465,123	625,000
New Commuter Advantage Clients	63	60	40	40
Ridership Solicitation Programs	15	15	20	20
ADA / Senior Presentations	24	24	24	24
Neighborhood / Community Outreach Activities	30	30	30	30
New U-Pass Relationships	2	1	1	2
Newsletters Produced	36	40	40	48

### 2011 Highlights:

- ◆ Reduced lost calls by 2%, compared to 2010
- ◆ Achieved goal for Average Speed of Answer, at 1:30 minutes
- ◆ Surpassed goal for Average Talk Time, at 1:26 minutes
- ◆ Eight employees reached goal of taking 40,000 or more calls per year
- ◆ One employee reached goal of taking 50,000 or more calls per year

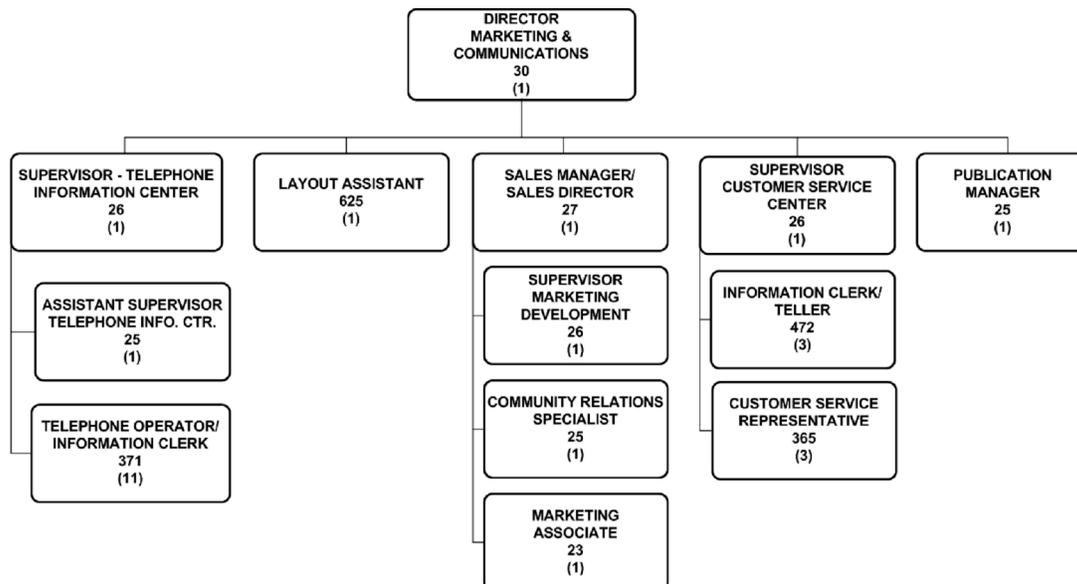
# Executive Division

Below are budget and staffing highlights of the Marketing & Communications Department

DEPT: 53 - MARKETING & COMMUNICATIONS					2011 3rd Quarter	2012 Budget
OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	Projection		
501200	HOURLY EMPLOYEES PAYROLL	0	0	4,896.00		0
501300	LABOR - SALARIED EMPLOYEES	1,436,283.55	1,361,203.93	1,361,805.87		1,420,227.41
501310	OVERTIME - SALARIED EMPLOYEES	13,876.19	21,940.44	25,076.22		7,000.00
502000	FRINGE BENEFITS	528,919.63	488,959.45	587,588.90		539,739.00
503111	SERVICES	408,988.61	391,626.55	(12,972.28)		196,900.00
503020	ADVERTISING FEES	699,947.99	584,879.52	739,500.00		809,500.00
503049	TEMPORARY HELP	0.00	0.00	0.00		0.00
504111	MATERIAL & SUPPLIES	18,747.13	17,743.42	17,500.00		23,400.00
509111	MISCELLANEOUS EXPENSES	53,397.78	35,253.84	44,402.58		7,800.00
509080	DISTRICT COUNCIL	(1,760.68)	(675.32)	575.32		0.00
512111	LEASES & RENTALS	0.00	6,000.00	0.00		0.00
<b>DEPT TOTAL</b>		<b>3,158,400.20</b>	<b>2,907,031.83</b>	<b>2,768,372.61</b>		<b>3,004,566.41</b>

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
53	03	0365 CUSTOMER SERVICE REP EXECUTIVE MARKETING & COMMUNICATION 5323	SBB	3	2	3	1
		0371 TELEPHONE OPER/INFO CLERK EXECUTIVE MARKETING & COMMUNICATION 5322	SBB	12	11	11	0
	04	0472 INFORMATION CLERK/TELLER EXECUTIVE MARKETING & COMMUNICATION 5323	SBB	2	2	3	1
	06	0625 LAYOUT ASSISTANT EXECUTIVE MARKETING & COMMUNICATION 5313	SBB	1	1	1	0
	23	0740 MARKETING ASSOCIATE EXECUTIVE MARKETING & COMMUNICATION	SNE	1	1	1	0
	25	0713 PUBLICATIONS MANAGER EXECUTIVE MARKETING & COMMUNICATION 5313	SNB	1	1	1	0
		0831 COMMUNITY RELATIONS SPEC EXECUTIVE MARKETING & COMMUNICATION 5324	SNB	1	1	1	0
		ASSISTANT SUPERVISOR CUSTOMER SERVICE CENTER EXECUTIVE MARKETING & COMMUNICATION 5323	SNB	1	1	0	-1
		0966 ASST SUPERVISOR TEL INFO EXECUTIVE MARKETING & COMMUNICATION 5322	SNB	1	1	1	0
	26	1061 SUPERVISOR MARKETING DEV EXECUTIVE MARKETING & COMMUNICATION 5311	SNB	1	1	1	0
		1184 SUPV TELEPHONE INFO CTR EXECUTIVE MARKETING & COMMUNICATION 5322	SNB	1	1	1	0
		1246 SUPV CUSTOMER SERV CENTER EXECUTIVE MARKETING & COMMUNICATION 5323	SNB	1	1	1	0
	27	0859 SALES MGR/SALES DIRECTOR EXECUTIVE MARKETING & COMMUNICATION 5311	SNB	1	1	1	0
		1144 MANAGER MEDIA RELATIONS EXECUTIVE MARKETING & COMMUNICATION 5311	SNB	1	1	0	-1
30	0784 DIRECTOR EXECUTIVE MARKETING & COMMUNICATION 5311	SNB	1	1	1	0	
<b>53 Total</b>				<b>29</b>	<b>27</b>	<b>27</b>	<b>0</b>



# Executive Division

## 2012 OPERATING BUDGET SUMMARY Department 67 – Office of Management and Budget

GALE W. FISK, EXECUTIVE DIRECTOR

### Department Priorities for 2012

- ◆ Implement Authority-wide management initiatives as directed by the CEO.
- ◆ Continue to develop Authority-wide Management Consulting Plan.
- ◆ Continue development of mechanisms to better monitor and control the budget.
- ◆ Continue to reprioritize the capital program and coordinate the funding and system implications.
- ◆ Lead the National Transit Database reporting and submittal.
- ◆ Continue to develop and implement operations analyses to improve cost effectiveness of service delivery.
- ◆ 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 develop methodology for ridership counts.
- ◆ Investigate and develop proposal for a more regional approach to transit in Northeast Ohio.

### 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.

	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Quarterly Management Reports Produced	4	4	4	4
FTA Financial Status Reports Prepared	4	4	4	4
Cost Allocation Plans Produced	1	1	1	1
National Transit Database Reports Prepared	1	1	1	1
# of Management Consulting Products Completed	3	3	3	3
Operating Budget Variances:				
• Revenues over/(under)	(3.55%)	2.06%	3.22%	2.0%
• Expenditures over/(under)	(2.89%)	(8.79%)	3.82%	1.0%

### 2011 Highlights:

- ◆ Reviewed 128 TransitStat presentations
- ◆ Reduced Costs for utilities/fuel through TransitStat (2008 through 2011):
  - Propulsion Power savings: \$1,291,867
  - Utilities savings: \$2,322,900
  - Fuel Hedging savings: \$13,349,176

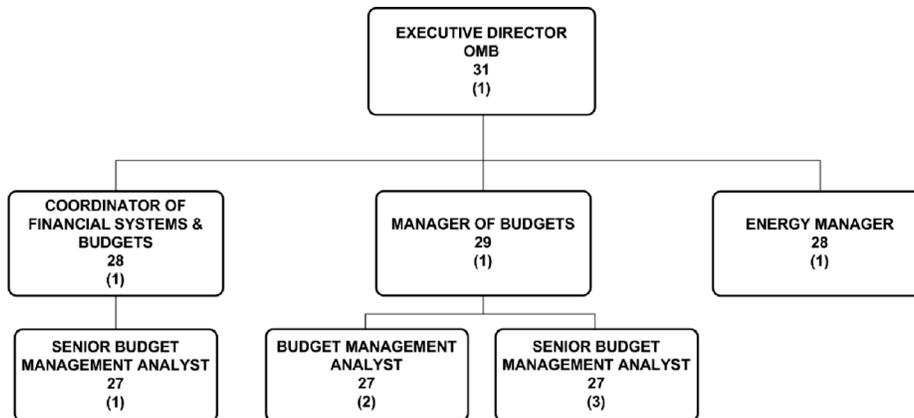
# Executive Division

Below are budget and staffing highlights of the Office of Management & Budget Department

DEPT: 67 - OFFICE OF MANAGEMENT & BUDGET					
OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
501300	LABOR - SALARIED EMPLOYEES	627,486.53	658,437.33	687,862.44	752,000.00
502000	FRINGE BENEFITS	225,495.88	231,271.60	262,624.83	284,386.00
503111	SERVICES	50,987.00	51,000.00	118,900.00	138,900.00
503020	ADVERTISING FEES	164.67	469.06	600.00	600.00
504111	MATERIAL & SUPPLIES	549.42	873.29	900.00	900.00
505111	UTILITIES	0.00	0.00	4,679,100.00	4,575,000.00
509111	MISCELLANEOUS EXPENSES	3,089.18	8,808.53	9,477.00	11,700.00
<b>DEPT TOTAL</b>		<b>907,772.68</b>	<b>950,859.81</b>	<b>5,759,464.27</b>	<b>5,763,486.00</b>

## 2012 Positions

Dept	Grade Level	Name	Pay Group	2010	2011	2012	2012-2011
67	27	0767 SR BUDGET MGMT ANALYST EXECUTIVE OFFICE OF MGMT & BUDGET 6701	SNB	2	4	4	0
		0958 BUDGET MGMT ANALYST EXECUTIVE OFFICE OF MGMT & BUDGET 6701	SNB	4	2	2	0
	28	0871 COORD FINAN SYS & BUDGETS EXECUTIVE OFFICE OF MGMT & BUDGET 6701	SNB	1	1	1	0
		1626 ENERGY MANAGER EXECUTIVE EXECUTIVE	SNB	1	1	1	0
	29	0869 MANAGER OF BUDGETS EXECUTIVE OFFICE OF MGMT & BUDGET 6701	SNB	1	1	1	0
	31	1437 EXECUTIVE DIRECTOR EXECUTIVE OFFICE OF MGMT & BUDGET 6701	SNB	1	1	1	0
<b>67 Total</b>				<b>10</b>	<b>10</b>	<b>10</b>	<b>0</b>



# Executive Division

## 2012 OPERATING BUDGET SUMMARY Department 99 – Fund Transfers

DEPT: 99 - FUND TRANSFERS					
OBJECT CLASS	DESCRIPTION	2009 Actual	2010 Actual	2011 3rd Quarter Projection	2012 Budget
509091	MISC FINANCE COSTS	0.00	8,254,743.00	0.00	0.00
510065	TRANSFERS TO/FROM PENSION FUND	100,000.00	100,000.00	100,000.00	100,000.00
510075	TRANSFERS TO / FROM RTA CAPITAL	10,550,000.00	12,525,000.00	12,754,337.00	11,777,818.00
510085	TRANSFERS TO / FROM BOND RETIREMENT	17,327,161.50	17,351,950.00	19,793,855.00	20,736,892.00
510090	TRANSFERS TO / FROM INSURANCE FUND	3,520,000.00	3,203,000.00	2,250,000.00	2,700,000.00
<b>DEPT TOTAL</b>		<b>31,497,161.50</b>	<b>41,434,693.00</b>	<b>34,898,192.00</b>	<b>35,314,710.00</b>

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# 2012-2016 Capital Improvement Plan

## Introduction

The GCRTA Capital Improvement Plan (CIP) relates to the implementation of an Authority-wide process to maintain, upgrade, or replace, its capital assets. Effective Capital improvement planning facilitates this process by providing a framework to schedule improvements based on the availability of resources, the condition of assets, and priorities between requested capital projects.

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. The ability to fund these capital needs though must be weighed against the financial resources required to support the regular operations of the Authority.

Since the 2008-12 CIP, the goal of the CIP process has been to better align and schedule the Authority's on-going capital program with available Local and non-Local funding resources. This has led to the effective programming of capital projects that are timed with upcoming and future Federal Fiscal Year (FFY) grants, to a reduction in 100 percent locally funded small capital projects, and to the deferral of programmed capital projects into future years.

The financial demands of the capital program remain at a high level, but the decision to closely align scheduled activities with funding has reduced 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 2012-16 CIP includes the first five programmed years of the Authority's Capital Program, while three additional years of out-year projects, covering 2017 . 2019, are in preliminary development.

## Organization of the Capital Improvement Plan

This chapter contains the 2012-2016 Capital Improvement Plan. The first year of the plan reflects the 2012 Capital Improvement Budget Appropriation that is the guide for approved 2012 capital projects. The following four years of the CIP outline planned long-term capital plans of the Authority. Projects and budget amounts included in these out-years are subject to change in future CIPs 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 such as the on-going Bus Improvement Program and the two Rail Vehicle overhaul projects for the light and heavy rail fleets. Similarly, the age, purpose, and maintenance history of the RTA's facilities provide a basis for reconstruction and rehabilitation decisions.

This chapter also 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 also discusses the impact of capital investment decisions on the operating budget.

# 2012-2016 Capital Improvement Plan

The final section is devoted to the details of the 2012 Capital Improvement Budget and the four out-years of the overall 2012 - 2016 CIP. RTA Capital Fund projects are listed in Department order, while RTA Development Fund projects are organized by project category and reflect specific funding sources, which support those projects.

## Capital Assets

The principal share of expenditures planned within the 2012 - 2016 CIP are focused on achieving a state of good repair for the Authority's capital assets or for the reimbursement of preventive maintenance and other expenses generated within the Operating Budget. Its focus is on addressing a backlog of needed capital improvements on the Authority's infrastructure. The relative 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-5.

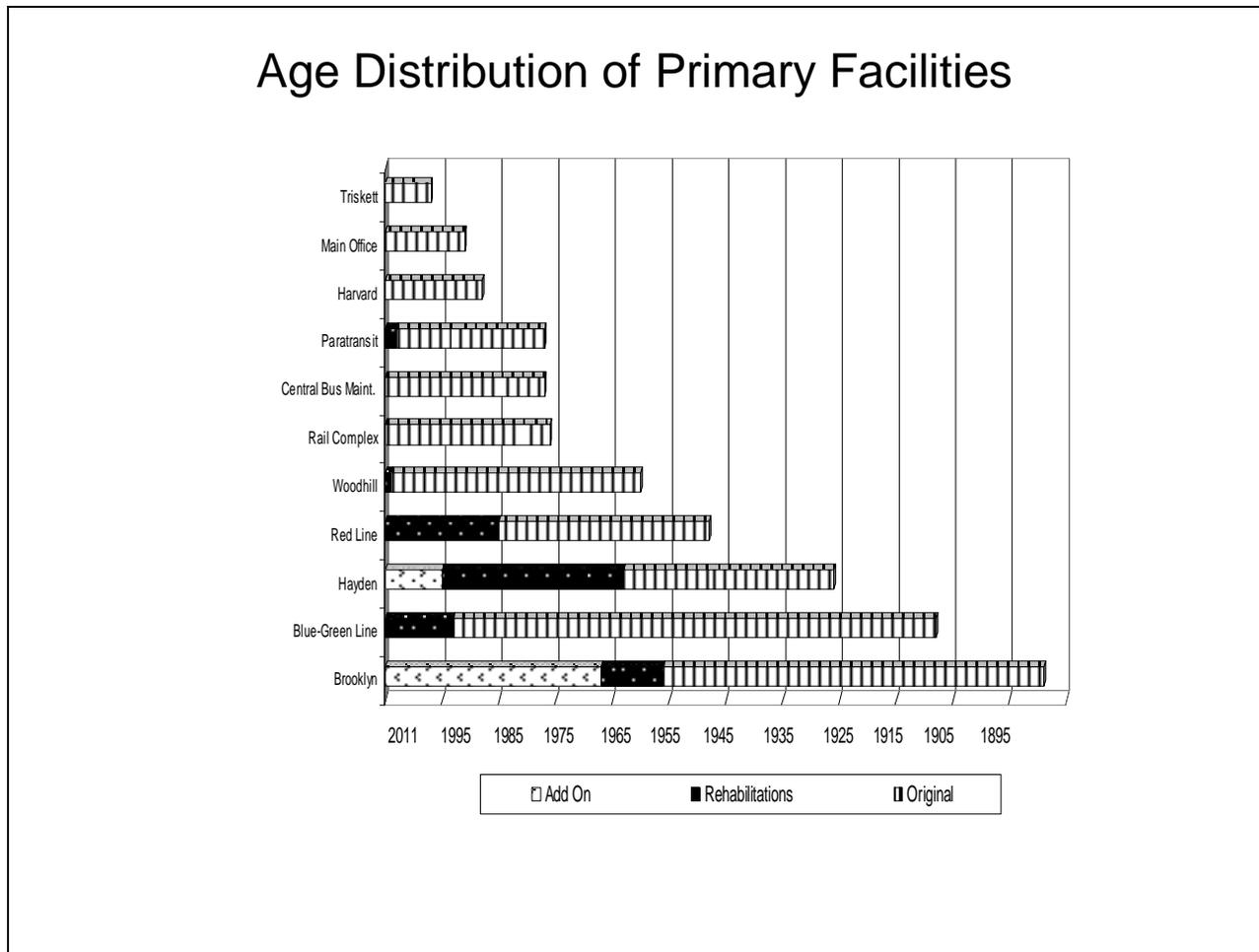


Figure CIP. 1: Age Distribution of GCRTA Primary Facilities

# 2012-2016 Capital Improvement Plan

## Capital Assets (continued)

### Facilities

#### **Brooklyn Garage Facility**

The Brooklyn Garage, built in 1895 with additions in both 1955 and 1969, remained in service as a bus facility until 2003. At present, its use is limited to Transit Police and K-9 training exercises.

#### **Bus District Garage Facilities**

The Authority has two active bus district garages:

1. **Triskett**, 13405 Lakewood Heights Boulevard . originally put into service in 1958 at this location; a new replacement garage opened in 2005.
2. **Hayden**, 1661 Hayden Avenue . originally constructed in 1932 with additions in 1952 and 1968. A rehabilitation of this garage was completed in 1998 and the replacement of six hydraulic lifts, the fire suppression and HVAC systems, and 16 overhead doors are currently underway.

#### **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 a Federal State of Good Repair grant, are currently underway.

#### **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 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 is nearly completed with additional work, funded from a Federal State of Good Repair grant, that includes various facilities improvements and replacement of equipment, is currently underway.

# 2012-2016 Capital Improvement Plan

## **Park-N-Ride Lots**

An objective of the GCRTA is to provide rail and/or bus Park-N-Ride services for all major commuter corridors in Cuyahoga County. As such, the GCRTA provides approximately 8,350 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 combined. An expansion project, adding 250 additional parking spaces at the Westlake Park-N-Ride Lot, delayed in 2010, will be completed in early FY 2012.

## **Passenger Shelters**

There are approximately 1,275 bus shelters located throughout the Authority's bus system 7,750 bus stops that are cleaned, maintained or replaced on a regular basis.

## **Rail District Complex**

The Rail District Complex, located at 6200 Grand Avenue, went into service between 1982 and 1983. It houses Rail Headquarters, the Central Rail Maintenance Facility, 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. It is scheduled for a complete roof replacement over the next two years.

## **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 bus operator training simulator and the Authority's Print Shop operations.

## **Rail System**

### **The Blue and Green Lines**

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

Most of the 13.5-mile LR lines were built between 1913 and 1920, with the exception of a 2.2-mile Waterfront Line extension that was added in 1996. The Authority's light rail system has 35 stations; including three it shares with the Red Line at Tower City and the East 34<sup>th</sup>/Campus and East 55<sup>th</sup> Street Stations. The entire light rail system, including tracks, infrastructure, and stations was reconstructed between 1980 and 1984.

Budgeted projects for 2012 include \$3.0 million for the replacement of the Fairhill Propulsion Power Substation, \$2.5 million for the on-going Light Rail Crossing Improvements program, \$0.75 million to replace the Shaker Square Junctions and Grade Crossings, and \$0.30 million for a rehabilitation program for Light Rail Station platforms.

# 2012-2016 Capital Improvement Plan

## 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 and 6 street bridges, including the shared Light Rail Trunk Line Bridge, have been rehabilitated and one road bridge, the Rockefeller Bridge demolition has been completed. The 2012-16 CIP provides for engineering & design services and/or rehabilitation work on four track bridges and one tunnel including \$1.2 million of additional budget authority for the rehabilitation of the Red Line's Airport Tunnel in 2012 and \$2.0 million for the rehabilitation of the E. 81<sup>st</sup>/E. 83<sup>rd</sup> Streets Track Bridges in 2013.

## The Red Line

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, including the Line's western terminal at the Cleveland Hopkins Airport, were put into service in 1967.

The GCRTA has completely renovated or reconstructed nine of its Red Line stations since 2000 including the recently completed Puritas and East 55<sup>th</sup> Street Red Line Stations. Scheduled projects for 2012 include the previously budgeted reconstruction of the University Circle Station, \$2.6 million for construction work on the Red Line Mayfield Road Station, and \$1.5 million for the on-going state of good repair project to maintain the rail infrastructure. One current project, the reconstruction of the West Side S-Curve track section located between the West Boulevard & West 117<sup>th</sup> Street Stations, remains unfunded and commencement of most budgeted work for this projects continues to be dependent upon identifying additional, non-traditional funding sources.

## 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. The rail right-of-way includes bridges, 52 passenger stations, 17 propulsion power substations, overhead catenary wires, signals, and associated rail infrastructure.

## 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. It was originally constructed and opened in 1930 for passenger rail service. Modified in 1955 to accommodate heavy rail service on the Red Line, the station was completely reconstructed in the late eighties, reopening in 1990 as a part of the multi-use Tower City Center complex.

# 2012-2016 Capital Improvement Plan

## Capital Assets (continued)

### Revenue Vehicle Fleets

#### Conventional Buses

There were 454 vehicles in the GCRTA bus fleet at the end of 2011. The Authority's current fleet includes 350 40-foot transit buses; 23 40-foot commuter buses; 20 60-foot articulated hybrid rapid transit vehicles (RTVs); 17 60-foot articulated diesel buses; 15 29-foot circulator/trolley buses; 15 45-foot commuter buses; 11 30-foot Trolley buses; and 3 60-foot articulated diesel RTVs. The average bus vehicle age was 7.7 years at the end of 2011. All buses fifteen years old 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 in Figure CIP-2.

The Authority's goal, though at times not financially possible, is to replace 1/14 of its fleet every year and to accommodate any increases in peak vehicle requirements. 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.

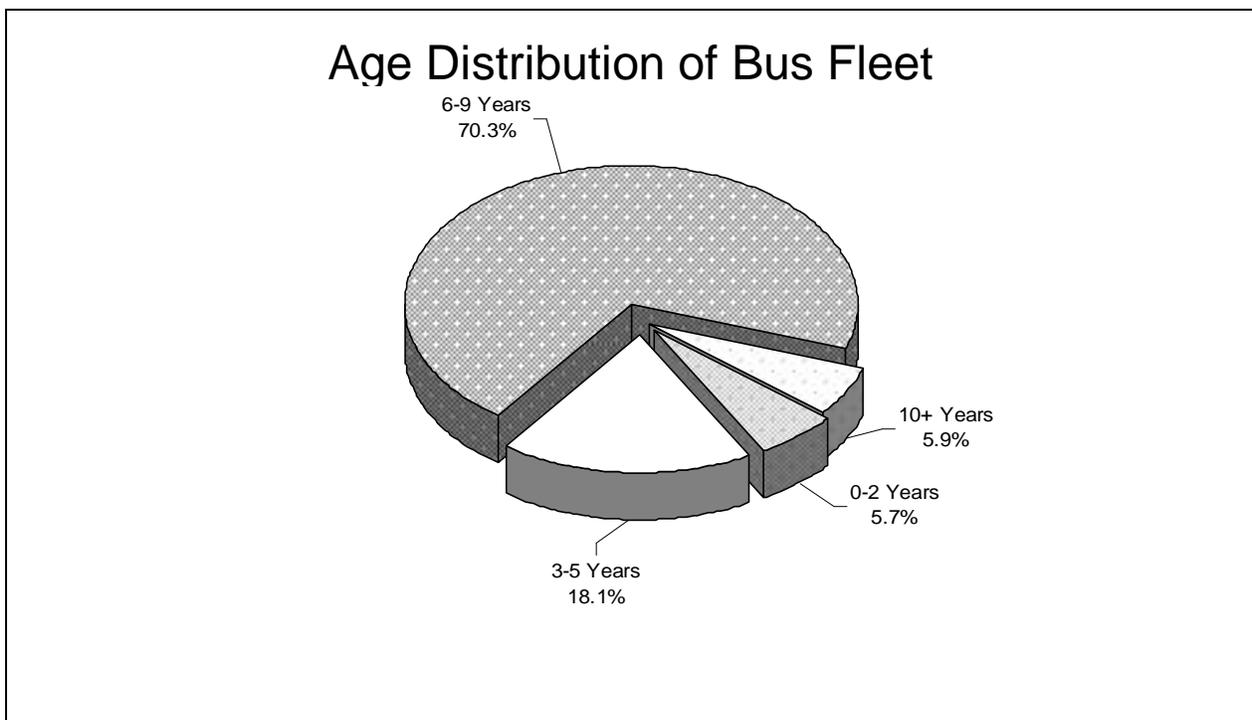


Figure CIP-2: Age Distribution of Bus Fleet

# 2012-2016 Capital Improvement Plan

## Capital Assets (continued)

The 2012-2016 CIP includes a planned bus replacement program of 23 buses per year over a three year period beginning in FY 2013. All current GCRTA buses are compliant with the Americans with Disabilities Act (ADA) and, with the exception of the trolleys and RTVs, are equipped with bicycle racks.

### Paratransit Buses

The GCRTA's Paratransit Program transports senior citizens and disabled persons on an advanced-reservation basis. There are 80 ADA compliant, wheelchair-equipped buses in the Paratransit fleet. In 2010, the Authority accepted the remaining ten (10) of the fifty-seven (57) Paratransit replacement vehicles ordered, including seven vehicles with longer wheelbases to address our jitney service, and 20 replacement Paratransit buses are scheduled in both 2013 and 2014.

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 that available to the general public. This policy is designed to attain full system accessibility and provide compliance with ADA and U.S. Department of Transportation Regulations.

### Rail Vehicles

RTA leases 108 heavy and light rail vehicles for its rail operations. The average age of the Authority's combined rail fleet at the end of 2010 was 29 years. The mid-life overhaul of the Authority's Light Rail (LR) Vehicle fleet was completed in 2011 and the Heavy Rail (HR) Vehicle fleet mid-life overhaul remains underway, with an expected completion date of late 2012. Both 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.

There are 60 active Tokyu Heavy Rail 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 Light Rail vehicles, acquired between 1981 and 1983, run on the Blue, Green, and Waterfront Lines. Vehicle requirements for peak rush hour service are 13 cars, and 28 cars for peak 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 upcoming 2012-16 Capital Improvement Plan (CIP). The cycles have been moved to begin earlier in the calendar year to better align with the beginning of the new Federal Fiscal Year (FFY). Now scheduled to begin in March of this year, when the Office of Management and Budget will review the budgeting policies and set the parameters for the Capital Budget, it concluded in December with the Board Adoption of the recommended 2012-16 CIP.

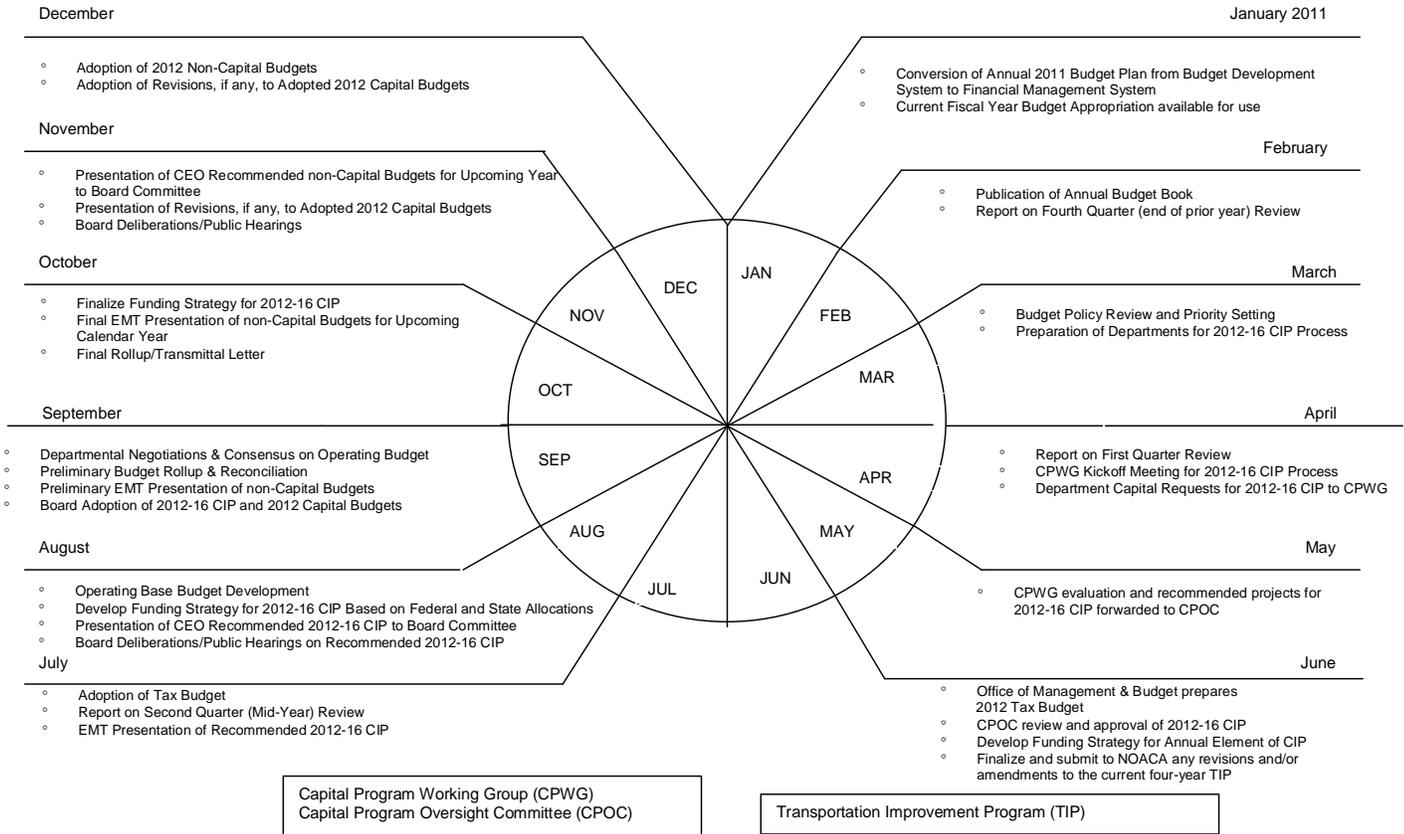
# 2012-2016 Capital Improvement Plan

With the start of the process, an initial review was done to assess the status of the projects included in the current year's Capital Improvement Budget. This included any delays in programmed project time lines, availability of grant funds, and an inter-departmental review of data and resources required for the upcoming CIP. The Authority's Divisions and Departments were provided a detailed set of instructions that included a review of the information required for the budget process to capture Capital Budget requests.

In May and June, 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). CPOC was formed to develop and monitor the Capital program and to authorize the projected 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 2012-16 CIP were finalized.

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 2012-16 was finalized and presented to the Board of Trustees's Finance Committee for discussion and review. Any outstanding issues with the 2012-16 CIP were resolved in anticipation of the public hearings at the Board of Trustees meeting in December at which time approval is expected.

# 2012-2016 Capital Improvement Plan



## 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. The GCRTA is responsible for preparing the transit component of the plan.

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 begins in April when departments request revisions or additions 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. The upcoming budget year's annual project requests are prioritized and, in turn, are submitted to the Capital Program Oversight Committee (CPOC) for review and approval.

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.

# 2012-2016 Capital Improvement Plan

## 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 RTA Development Fund supports the project.

The RTA Capital Fund supports 100 percent locally funded projects. Generally, these projects are less than \$150,000, have a useful life of less than 5 years, and are routine in nature. Both Routine Capital, used for the acquisition of non-revenue vehicles and equipment, and Asset Maintenance projects are funded through this account. Asset Maintenance projects include rehabilitation and construction projects for facilities that are smaller in scope to repair and maintain.

The RTA Development Fund includes capital projects with a value greater than \$150,000, those that have a useful life greater than five years, and includes the large rehabilitation and expansion projects of the Authority. All grant-funded projects are accounted for in the RTA Development Fund. Projects in this Fund are supported through a combination of Federal and State of Ohio grants, local matches for these grants, debt service and 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 budget. 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 33 percent and a maximum of 67 percent. Due to the need to achieve a state of good repair throughout the Authority's capital assets, this ratio was not sustainable and has been changed to a minimum of 15 percent to 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.

# 2012-2016 Capital Improvement Plan

## Capital Improvement Criteria

Capital project requests for the 2012 . 2016 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 were defined as:

- **Ridership** . Maintaining current riders and attracting new customers
- **Health and Safety** . Ensuring the physical well-being of the Authority's customers, employees, and the general public
- **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

# 2012-2016 Capital Improvement Plan

- **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
- **Mandates** . Ensuring compliance with Federal and State mandates such as the Clean Air Act and Americans with Disabilities Act
- **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 reflects the distribution of approved 2012 Capital Improvement projects. The largest portion of the 2012 Capital Budget, \$41.51 million or 67.5 percent, is for projects included within the State of Good Repair category. 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 \$9.64 million, or 15.7 percent. The remaining categories make up the balance of the budgeted capital projects.

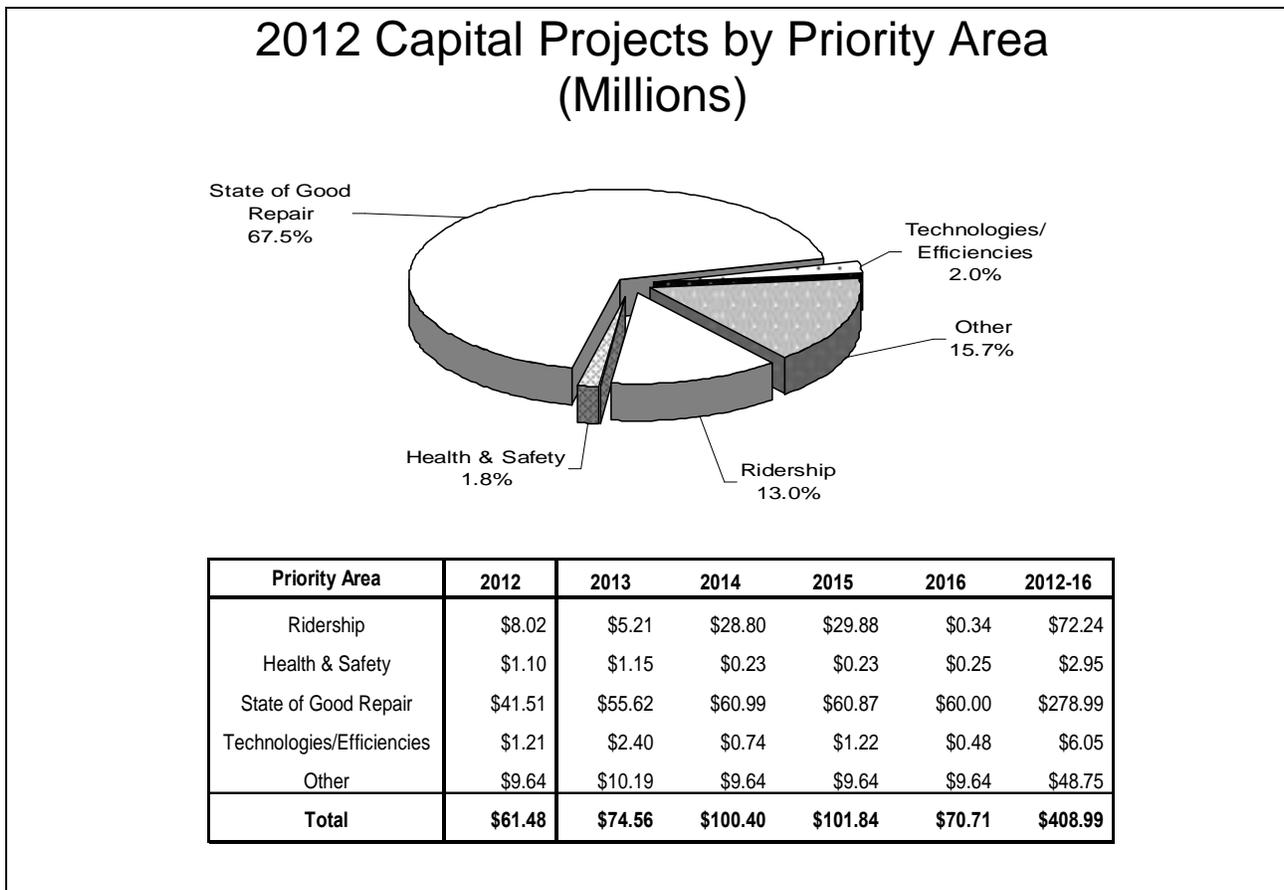


Figure CIP-3: Capital Projects by Priority Area

# 2012-2016 Capital Improvement Plan

## 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 now requires principal and interest payments that will exceed \$20.7 million in FY 2012, FY 2013, and FY 2014.

At the end of 2011, the Authority will have a combined \$142.1 million in outstanding debt among six debt issues. They are, along with their original amounts, \$20.9 million issued in 2001, \$17.5 million in refunded bonds from 2002, \$67.2 million in 2004, \$38.5 million issued in 2006, and \$35.0 million of bonds and \$27.4 million of refunded bonds issued in 2008. In mid-2011, due to an improved financial position, the Authority was able to pre-pay a \$2.5 million outstanding balance on a State Infrastructure Bank loan. In 2012, the Authority has plans to issue an additional \$25.0 million of debt service and, if financially prudent, to refinance some of its earlier debt.

In addition to determining the method of financing, capital investment decisions should 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 approximately \$70.36 million, or 64.3 percent of capital improvement revenue during FY2012 and over the five-year CIP will provide close to 70 percent of funding for the Authority's programmed capital projects. Most major Federal grant programs require a local match though some do not. Federal grant programs were 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 and are described below.

SAFETEA-LU has been extended several times since and a new Transportation Act is under discussion in Washington. The impact these discussions will have on the Federal funding commitment to public transportation is uncertain, though preliminary analysis on the current form of the Bill are a concern since it would reduce the Federal commitment from the Gasoline Tax to public transportation and restructure the current Rail Modernization grant program that would likely have an impact on the Authority's current annual award

## **Section 5307 Capital Grants**

Capital grants are provided under Section 5307 of the Urban Mass Transportation Act of 1964. Resources are allocated to urban areas according to a formula and are matched on an 80 percent Federal, 20 percent local basis. The State may contribute up to one-half of the local match.

# 2012-2016 Capital Improvement Plan

Including the local match, Section 5307 grant awards for the Authority totaled \$35.26 million for FFY 2009 and, when fully awarded in mid-2011, \$31.5 million for FFY 2010. The FFY 2011 allocation of \$28.7 million shortly followed this in August. At this point in time, with full approval not expected before mid-year and the FFY 2012 allocation of a projected \$31.83 million for preventive maintenance expenses, payment of the fare collection lease, state of good repair work, and other capital projects is expected before the end of FY 2012. Future year awards are uncertain until a new Transportation Act is adopted.

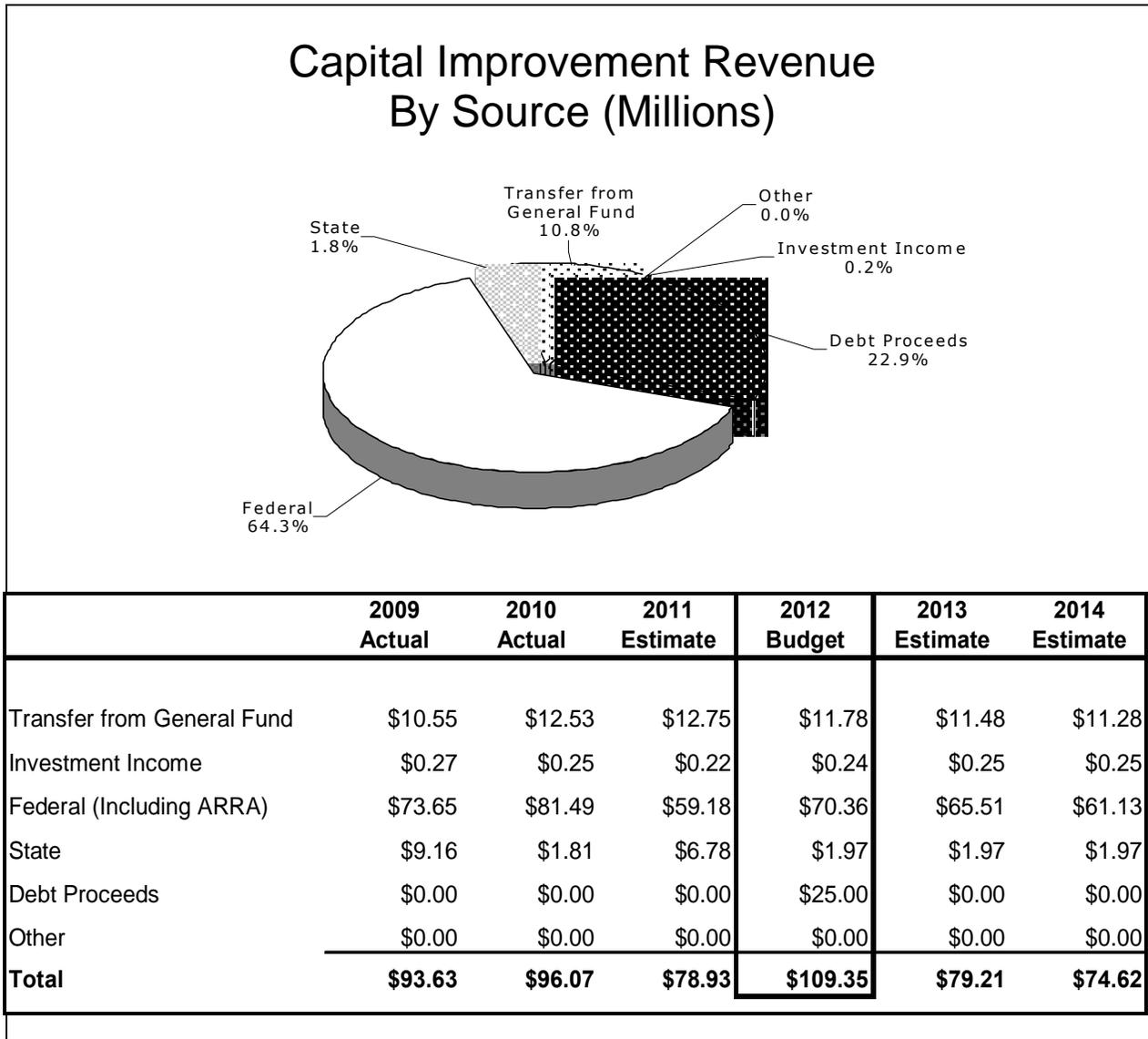


Figure CIP-4: Capital Improvement Revenue by Source

# 2012-2016 Capital Improvement Plan

## Financial Capacity (continued)

### Section 5309 (Formerly Section 3)

Since ISTEA, Federal participation for Section 5309 assistance 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. This process has remained the same in the recent SAFETEA-LU legislation. Section 5309 bus grants continue to be awarded at the discretion of the FTA. On-going discussions in Washington suggest there will be a change to the Rail Modernization program, one that will likely have a significant financial impact on the Authority.

Including the 20 percent local match, the FFY 2010 Rail Modernization grant totaled \$17.5 million for various rail projects throughout the Authority. The FFY 2011 award of \$17.8 million was executed September 2011 and will fund work on various rail infrastructure and support preventive maintenance reimbursements and the Authority's expected apportionment of \$17.8 million of rail modernization funds for FFY 2012 is currently pending. Recent Congressional discussions on the Federal Budget have led to uncertainty over Federal funding levels for public transportation, but its award is expected before the end of 2012. These anticipated grant funds are programmed for the reimbursement of preventive maintenance costs, to fund the final year of the Heavy Rail Vehicle Overhaul Project, and for various state of good repair projects on the rail infrastructure.

### Non-Traditional Federal Sources

Non-traditional Federal awards, including competitive and earmark grants, fall outside of the programs discussed above. In recent years funding from these sources have made significant contributions to the Authority. Recent awards include \$45.7 million in 2009 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 and allowed grant funding to catch up with the capital program budget.

Including the local share, the Authority received \$30.2 million of capital funding from these sources in FY 2011. This amount included three awards totaling \$16.4 million for the reconstruction of the University Circle Red Line Station, a combined \$8.2 million in operating assistance awards, \$5.3 million for State of Good Repair projects at the Authority's bus garages, and \$287,000 for a workforce development program.

Additional grant requests by the Authority currently under review include State of Good Repair (SOGR) projects of \$12.8 million for 23 40-foot buses, \$4.0 million for parking lot improvements, and \$2.4 million for 20 paratransit buses. Other submitted requests include \$3.8 million for busway improvements to Clifton Boulevard, \$3.1 million for ADA operating assistance and a \$2.8 million TIGER IV grant for reconstruction work at the Brookpark Red Line Station.

### 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 been trending towards contributions that are project-specific rather than for local match contributions.

# 2012-2016 Capital Improvement Plan

In FY 2011, a previously programmed \$6.8 million award of Federal funds was awarded through the State for preventive maintenance and operating expense reimbursements. These Federal funds were initially programmed for a three-year period under former Governor Strickland, but the program was ended after the first year.

## Local Sources

The Capital Improvement Budget requires local resources to support the match for some grant-funded projects as well as to support 100 percent locally funded projects in both the RTA Capital and RTA Development Funds. In 2012, local support for the capital program is comprised of an \$11.8 million transfer from the General Fund (first component of the Sales Tax Contribution to Capital) and projected interest earnings of \$236,000. Additionally, a transfer of \$20.7 million from the General Fund to the Bond Retirement Fund is planned to cover the debt service payments from previous debt issues and a \$25.0 million debt issuance in 2012 that had been deferred from the FY 2011 budget year.

## **Debt Management**

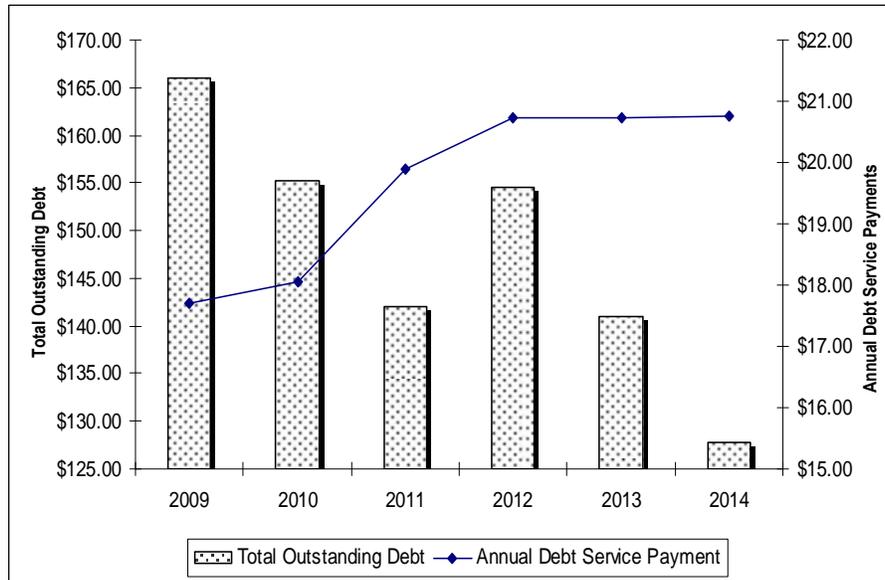
Although major capital improvements are mostly funded by Federal and State capital grants, the Authority is required to pay a percentage of most grant-funded projects from its own local sources. Debt sales are used for this purpose as well as to pay for 100 percent locally funded major projects. General Obligation (G.O.) bonds were last issued in 2008 for \$35.0 million in new debt and \$27.4 million in refunding bonds. It is expected the Authority will issue \$25.0 million in new debt in FY 2012 and refund a portion of the remaining 2004 debt. All of the Authority's current outstanding debt will mature by December 2027. The nearly \$142.1 million balance of outstanding bonds at the end of 2011 will require principal and interest payments of \$18.9 million in 2012.

## 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.

# 2012-2016 Capital Improvement Plan

## Outstanding G.O. Debt Service & Annual Debt Service Payments (Millions)



	2009 Actual	2010 Actual	2011 Estimate	2012 Budget	2013 Estimate	2014 Estimate
Annual Debt Service Payment	17.71	18.05	19.89	20.72	20.74	20.76
Total Outstanding Debt	166.05	155.22	142.08	154.50	141.05	127.84

Figure CIP-5: Outstanding G.O. Debt Service & SIB Loan and Annual Debt Service Payments

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 2011 remained at \$29.8 billion. This limits the amount of available debt to \$1.45 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 nearly \$29.8 billion, annual debt servicing capacity would be close to \$29.8 million. This provision applies to all debt issued by the Authority and is the most restrictive of the limitations, though it exceeds current debt payment levels.

# 2012-2016 Capital Improvement Plan

- 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 10.6298 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 2012. 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 \$80 million of unvoted debt assuming a 20-year maturity and a 4.5 percent interest rate, but its ability to issue more general obligation debt is limited under the third constraint, in that the total outstanding debt issued as of year-end 2011 by various public entities within the County is over the unvoted ten-mill limit.

## Operating Impacts

A benefit of considering the Operating and Capital Budgets concurrently is the ability to gauge the impact of Capital Improvement decisions on the Operating Budget. In 2012 the Authority's capital program will impact the Operating Budget in a variety of ways including:

- The Trustees' commitment to contribute a portion of sales tax revenues to the Capital Improvement Fund transfers resources that could be used to support operations. In the upcoming year, this amount is estimated at \$11.8 million.
- Continuing challenges with intergovernmental assistance, in tandem with increased capital requirements continues to place pressure on the General Fund to contribute escalating amounts to the Capital Improvement Fund in the future, further reducing the amount available for operating expenditures.
- A decision to issue additional debt, deferred again from FY 2011, for capital projects will result in debt service and interest payments of nearly \$20.8 million in 2012 and require a General Fund transfer to the Bond Retirement Fund of nearly \$20.7 million.
- Some expenditures, primarily for personnel costs within the Engineering & Project Development Department and other Authority departments, are incurred in support of ongoing activities within capital projects. Eligible costs are reimbursed to the General Fund as revenue from the RTA Development Fund. In 2012, this activity will result in a projected \$1.0 million in reimbursements, mostly grant funded, to the General Fund.

# 2012-2016 Capital Improvement Plan

- In the last five fiscal years, covering 2007 thru 2011, \$137.8 million of capital grants, an amount that includes 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. The 2012 Capital Budget includes an additional \$20.7 million of budget authority for this purpose, again reducing the availability of funding for the Capital Program and continuing the process of deferring planned projects.
- The capital program helps to maintain the Authority's capital assets in a state of good repair that improves service delivery reliability and, in turn, helps to reduce maintenance costs incurred in the operating budget.
- Daily activities within the Operating Budget in 2011 are supported by the \$2.1 million appropriated to various capital projects contained within the RTA Capital Fund. These projects include the smaller (less than \$150,000), routine capital purchases and facilities maintenance activities and are exclusively supported by local funds from Sales & Use Tax revenue.

## Capital Project Categories

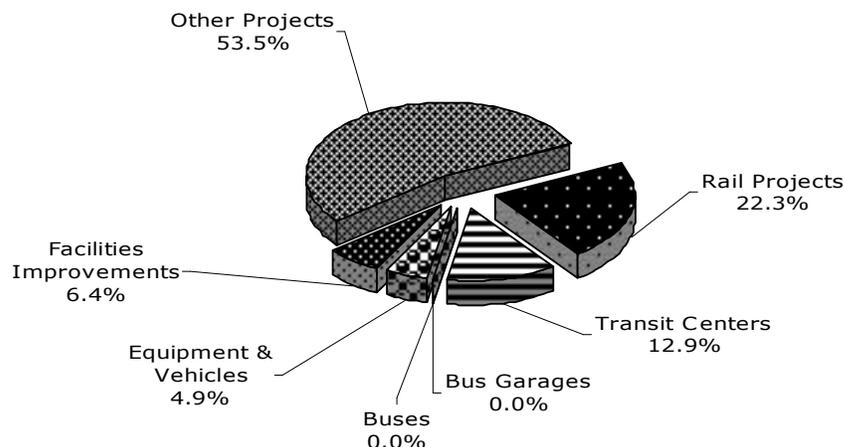
The combined 2012-2016 Capital Improvement Plan (CIP) totals \$409.0 million. Projects included in the CIP are sorted into seven project categories . Bus Garages, Buses, Equipment & Vehicles, Facilities Improvements, Other Projects, Rail Projects, and Transit Centers.

As reflected in Figure CIP-6, the Other Projects category totals \$32.9 million, or 53.5 percent, of the 2012 Capital Budget. This category is primarily made up of grant-funded projects that support activities within the Operating Budget. This includes \$20.7 million of reimbursements for preventive maintenance activities, \$4.1 million for the Work Access program, and \$3.1 million to support ADA activities. This is followed by the Rail projects category, with \$13.7 million, or 22.3 percent of the total, Transit Centers with \$7.9 million, or 12.9 percent, Facilities Improvements with \$4.0 million, or 6.4 percent, and the Equipment & Vehicles category with \$3.0 million, or 4.9 percent.

The largest budgeted category over the five-year period remains Other Projects, due to programmed reimbursements for preventive maintenance and other operating expenses at \$183.2 million, or 44.8 percent of the 2012-16 CIP. The Rail Projects category, which includes an unfunded budget of \$63.7 million for a proposed extension of the Blue Line, is the second largest category within the total five-year CIP at \$140.3 million, or 34.3 percent, over the five-year period. These are followed by the Bus Improvement Program with \$39.9 million, or 9.8 percent, Facilities Improvements at \$23.3 million, or 5.7 percent, Equipment & Vehicle purchases at \$11.6 million, or 2.9 percent and Transit Centers with \$10.7 million, or 2.6 percent of programmed projects. Due to the current state of good repair projects at the Bus Garages, there are no programmed bus garage projects in the upcoming 2012-16 CIP.

# 2012-2016 Capital Improvement Plan

## 2012 Capital Projects by Category (Millions)



	2012	2013	2014	2015	2016	2012 - 16
Bus Garages	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Buses	\$0.00	\$13.71	\$13.71	\$12.50	\$0.00	\$39.91
Equipment & Vehicles	\$3.03	\$4.16	\$1.58	\$2.00	\$0.83	\$11.60
Facilities Improvements	\$3.96	\$4.19	\$6.08	\$4.11	\$4.98	\$23.31
Other Projects	\$32.91	\$37.48	\$37.45	\$37.70	\$37.63	\$183.18
Rail Projects	\$13.67	\$13.31	\$41.25	\$45.19	\$26.93	\$140.34
Transit Centers	\$7.92	\$1.71	\$0.34	\$0.35	\$0.34	\$10.65
<b>Total</b>	<b>\$61.48</b>	<b>\$74.56</b>	<b>\$100.40</b>	<b>\$101.84</b>	<b>\$70.72</b>	<b>\$408.99</b>

Figure CIP-6: Capital Projects by Category

## RTA Capital Fund

The RTA Capital Fund is a smaller fund for 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 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 cover 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. The sales tax set aside as corresponding transfer from the General Fund to RTA Capital began in 1989, is the only source of revenue into this fund other than investment income. In 2012, transfers from the General Fund are estimated at \$11.8 million, or 6.8 percent of expected sales tax revenues along with anticipated investment income of \$650. The transfer amount, in combination with a

# 2012-2016 Capital Improvement Plan

planned \$20.7 million transfer from the Operating Budget to the Bond Retirement Fund, bring the total commitment to Capital to \$32.5 million or 18.7 percent of the projected 2012 sales tax revenue.

Total 2012 budgeted expenditures or cash flows of \$11.8 million include \$1.25 million for Asset Maintenance projects, \$0.93 million for Routine Capital purchases and a \$9.6 million transfer into the RTA Development Fund. The estimated 2012 ending balance of \$2.1 million, has grown over the last three years in tandem with the Authority's improved financial status.

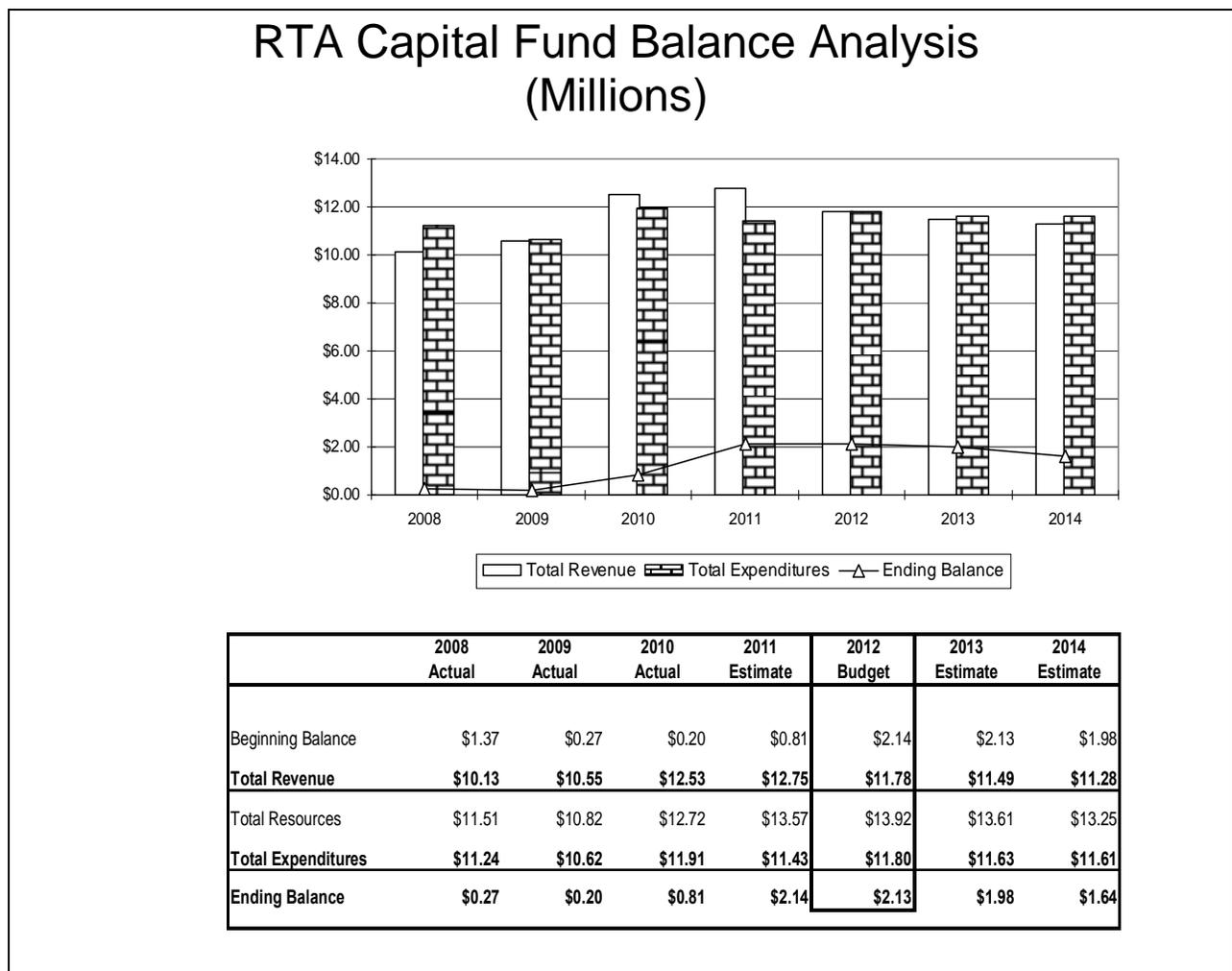


Figure CIP-7: RTA Capital Fund Balance Analysis

# 2012-2016 Capital Improvement Plan

## RTA Capital Fund Balance Analysis

	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget	2013 Budget	2014 Budget
<b>Beginning Balance</b>	<b>1,374,346</b>	<b>270,264</b>	<b>197,782</b>	<b>814,717</b>	<b>2,143,191</b>	<b>2,126,405</b>	<b>1,977,314</b>
<b>Revenue</b>							
Transfer from General Fund	10,065,882	10,550,000	12,525,000	12,754,337	11,777,818	11,484,515	11,275,406
Investment Income	65,557	370	235	578	650	650	650
Other Revenue	0	0	41	0	0	0	0
<b>Total Revenue</b>	<b>10,131,439</b>	<b>10,550,370</b>	<b>12,525,276</b>	<b>12,754,915</b>	<b>11,778,468</b>	<b>11,485,165</b>	<b>11,276,056</b>
<b>Total Resources</b>	<b>11,505,785</b>	<b>10,820,634</b>	<b>12,723,058</b>	<b>13,569,632</b>	<b>13,921,660</b>	<b>13,611,569</b>	<b>13,253,370</b>
<b>Expenditures</b>							
Asset Maintenance	1,630,502	1,197,531	1,703,742	1,075,000	1,250,000	1,250,000	1,250,000
Routine Capital	2,004,137	1,079,267	929,599	750,000	925,000	950,000	950,000
Transfer to RTA Development Fund	7,600,882	8,346,054	9,275,000	9,601,441	9,620,255	9,434,255	9,409,255
<b>Total Expenditures</b>	<b>11,235,521</b>	<b>10,622,852</b>	<b>11,908,341</b>	<b>11,426,441</b>	<b>11,795,255</b>	<b>11,634,255</b>	<b>11,609,255</b>
<b>Ending Balance</b>	<b>270,264</b>	<b>197,782</b>	<b>814,717</b>	<b>2,143,191</b>	<b>2,126,405</b>	<b>1,977,314</b>	<b>1,644,115</b>

### RTA Capital Fund (continued)

#### 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 and have a useful life of five years or less. Thus, budget appropriations for routine capital projects are approved annually.

As indicated in Figure CIP-8 on the following page and the charts on pages CIP-24 & CIP-25, the budget appropriation for Routine Capital projects accounts for \$0.93 million, or 1.5 percent, of the 2012 Capital Improvement Budget. This is a decrease in budget appropriation, relative to previous years as the Authority's non-revenue vehicle program was shifted over to a grant funded project beginning in FY 2012.

The greatest portion of Routine Capital projects in FY 2012 is within the Operations Division, which has \$496,500, or 53.5 percent of the total budget appropriated for this purpose, with most of this amount programmed for replacement equipment in each Department. The Transit Police Department has the largest single Operating Department appropriation for Routine Capital purchases in 2012 with \$200,000, or 21.6%, of the total Routine Capital Budget for various security related improvements.

#### Asset Maintenance Projects

Asset Maintenance projects are locally funded 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 2012 budget appropriation for Asset Maintenance projects is \$1.2 million, representing 1.9 percent of the overall 2012 Capital Improvement Budget (see Figure CIP-8). Again, this is a

# 2012-2016 Capital Improvement Plan

decrease, relative to prior years' budgets, as a result of initiating a grant funded state of good repair capital project in the RTA Development Fund to cover some of the larger facilities maintenance projects and the resultant shift in programmed expenditures.

The largest portion of these projects, \$655,000, or 56.3 percent, is within the Engineering and Project Development Department, which coordinates larger construction-related routine improvements. This is followed by the Service Management Department with \$275,000, or 23.6 percent, of all Asset Maintenance projects. The remaining amounts are budgeted in the Fleet Management Department for the rehabilitation of bus lifts (\$100,000) and the replacement of overhead doors at the Woodhill Garage (\$58,000) and in an asset maintenance contingency project (\$75,000).

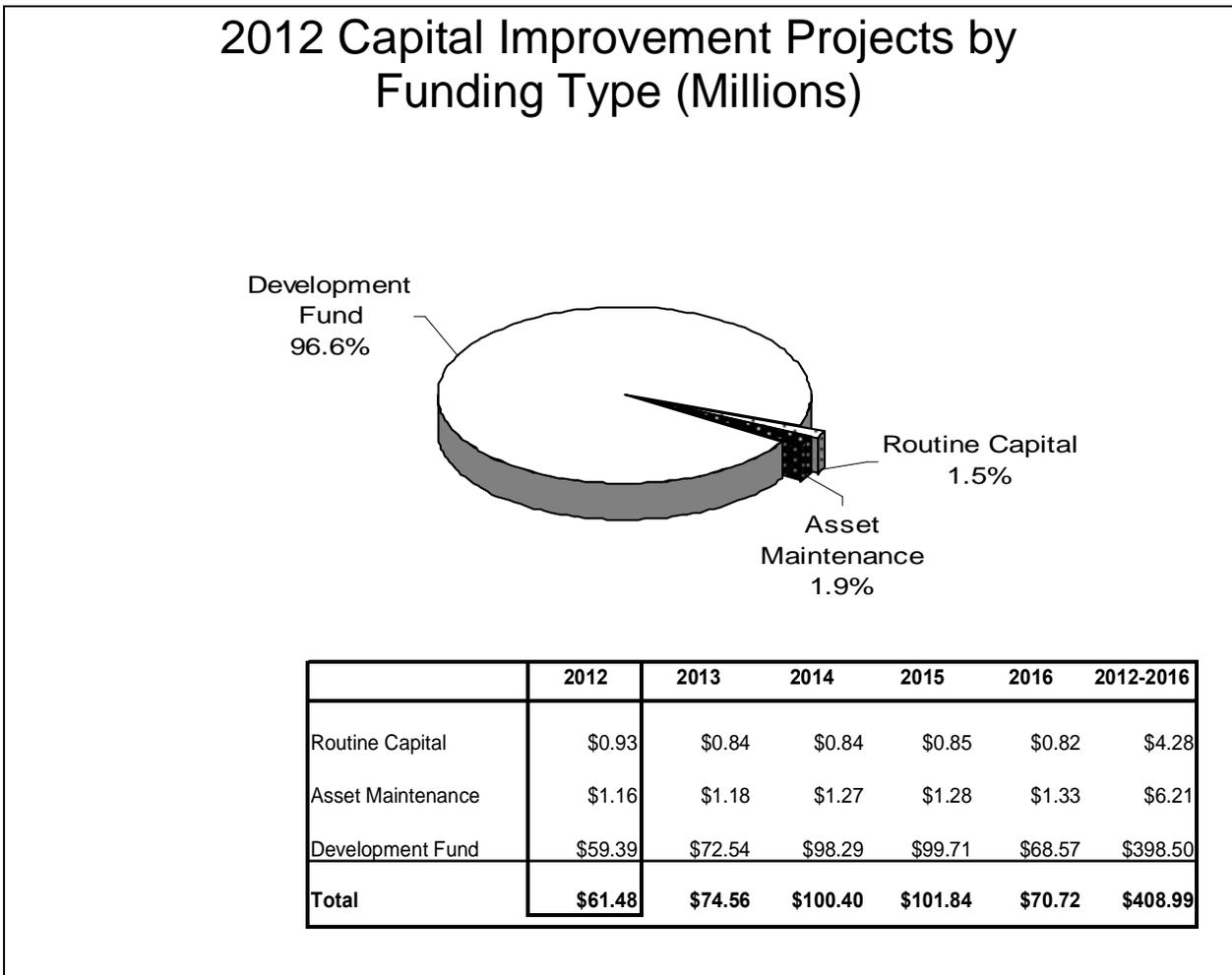


Figure CIP-8: Capital Improvement Projects by Funding Type

# 2012-2016 Capital Improvement Plan

## GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY 2012-2016 CAPITAL IMPROVEMENT PLAN RTA CAPITAL FUND

<b>ASSET MAINTENANCE</b>							
<b>DEPARTMENT / PROJECT NAME</b>	<b>PROJECT NUMBER</b>	<b>2012 Budget</b>	<b>2013 Plan</b>	<b>2014 Plan</b>	<b>2015 Plan</b>	<b>2016 Plan</b>	<b>2012-16 Total</b>
<b><u>35 SERVICE MANAGEMENT</u></b>							
Passenger Facilities Maintenance Pool	32355099	120,000	120,000	140,000	140,000	150,000	670,000
Administration Facilities Maintenance Pool	32355199	35,000	40,000	50,000	50,000	60,000	235,000
Operating Facilities Maintenance Pool	32355299	120,000	120,000	140,000	140,000	150,000	670,000
		<b>275,000</b>	<b>280,000</b>	<b>330,000</b>	<b>330,000</b>	<b>360,000</b>	<b>1,575,000</b>
<b><u>39 FLEET MANAGEMENT</u></b>							
Woodhill Garage Overhead Door Replacements	32395129	58,000	0	0	0	0	58,000
Bus Lift Rebuilds/Rehabilitations - All Districts	47395099	100,000	125,000	125,000	125,000	150,000	625,000
		<b>158,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>150,000</b>	<b>683,000</b>
<b><u>80 ENGINEERING &amp; PROJECT DEV.</u></b>							
Bridge Maintenance Pool	20805099	50,000	50,000	50,000	50,000	50,000	250,000
Track Maintenance Pool	23805099	75,000	75,000	75,000	75,000	75,000	375,000
Parking Lot Rehab Pool	32805029	60,000	100,000	60,000	75,000	75,000	370,000
Facilities - ADA Projects	32805099	100,000	100,000	100,000	100,000	100,000	500,000
Passenger Facilities Maintenance Pool	32805199	150,000	150,000	200,000	150,000	150,000	800,000
Operating Facilities Maintenance Pool	32805299	150,000	150,000	150,000	200,000	200,000	850,000
Bus Pad Replacement Pool	33805099	50,000	50,000	50,000	50,000	50,000	250,000
Authority-Wide Sign Replacement	47805099	20,000	20,000	25,000	20,000	20,000	105,000
		<b>655,000</b>	<b>695,000</b>	<b>710,000</b>	<b>720,000</b>	<b>720,000</b>	<b>3,500,000</b>
<b><u>99 OFFICE OF MANAGEMENT &amp; BUDGET</u></b>							
Asset Maintenance Contingency	49995059	75,000	75,000	100,000	100,000	100,000	450,000
		<b>75,000</b>	<b>75,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>450,000</b>
<b>TOTAL ASSET MAINTENANCE</b>		<b>1,163,000</b>	<b>1,175,000</b>	<b>1,265,000</b>	<b>1,275,000</b>	<b>1,330,000</b>	<b>6,208,000</b>
<b>RTA CAPITAL FUND TOTAL</b>		<b>2,090,850</b>	<b>2,017,250</b>	<b>2,107,700</b>	<b>2,127,700</b>	<b>2,145,200</b>	<b>10,488,700</b>

# 2012-2016 Capital Improvement Plan

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY 2012-2016 CAPITAL IMPROVEMENT PLAN RTA CAPITAL FUND							
ROUTINE CAPITAL							
DEPARTMENT / PROJECT NAME	PROJECT NUMBER	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2012-16 Total
<b><u>12 EXECUTIVE</u></b>							
NEOSCC Dues	49120129	25,000	25,000	25,000	25,000	25,000	125,000
NOACA Dues	49120199	56,250	56,250	57,700	57,700	57,700	285,600
Build-up Greater Cleveland Dues	49120299	44,100	45,000	45,000	45,000	45,000	224,100
Outside Legal Services - Legislative Review	49120399	86,000	86,000	90,000	90,000	90,000	442,000
		<b>211,350</b>	<b>212,250</b>	<b>217,700</b>	<b>217,700</b>	<b>217,700</b>	<b>1,076,700</b>
<b><u>31 PARATRANSIT DISTRICT</u></b>							
Paratransit District Equipment Pool	47310109	12,500	15,000	15,000	17,500	17,500	77,500
		<b>12,500</b>	<b>15,000</b>	<b>15,000</b>	<b>17,500</b>	<b>17,500</b>	<b>77,500</b>
<b><u>32 RAIL DISTRICT</u></b>							
Rail District Equipment Pool	47320199	72,000	20,000	17,500	20,000	10,000	139,500
		<b>72,000</b>	<b>20,000</b>	<b>17,500</b>	<b>20,000</b>	<b>10,000</b>	<b>139,500</b>
<b><u>34 TRANSIT POLICE</u></b>							
Security Improvements Pool	44340199	200,000	200,000	225,000	225,000	250,000	1,100,000
		<b>200,000</b>	<b>200,000</b>	<b>225,000</b>	<b>225,000</b>	<b>250,000</b>	<b>1,100,000</b>
<b><u>35 SERVICE MANAGEMENT</u></b>							
Passenger Van for Work Access Program	46350129	52,000	0	0	55,000	0	107,000
		<b>52,000</b>	<b>0</b>	<b>0</b>	<b>55,000</b>	<b>0</b>	<b>107,000</b>
<b><u>39 FLEET MANAGEMENT</u></b>							
Fleet Management Equipment Pool	47390199	80,000	50,000	20,000	20,000	20,000	190,000
		<b>80,000</b>	<b>50,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>190,000</b>
<b><u>46 HAYDEN DISTRICT</u></b>							
Hayden District Equipment Pool	47460129	70,000	100,000	72,500	12,500	12,500	267,500
		<b>70,000</b>	<b>100,000</b>	<b>72,500</b>	<b>12,500</b>	<b>12,500</b>	<b>267,500</b>
<b><u>49 TRISKETT DISTRICT</u></b>							
Triskett District Equipment Pool	47490129	10,000	10,000	12,500	12,500	12,500	57,500
		<b>10,000</b>	<b>10,000</b>	<b>12,500</b>	<b>12,500</b>	<b>12,500</b>	<b>57,500</b>
<b><u>61 INFORMATION TECHNOLOGY</u></b>							
Systems Development Pool	42610199	125,000	140,000	140,000	150,000	150,000	705,000
		<b>125,000</b>	<b>140,000</b>	<b>140,000</b>	<b>150,000</b>	<b>150,000</b>	<b>705,000</b>
<b><u>62 SUPPORT SERVICES</u></b>							
Office Equipment/Furniture Replacement Pool	43620199	20,000	20,000	22,500	22,500	25,000	110,000
		<b>20,000</b>	<b>20,000</b>	<b>22,500</b>	<b>22,500</b>	<b>25,000</b>	<b>110,000</b>
<b><u>67 OFFICE OF MANAGEMENT &amp; BUDGET</u></b>							
Routine Capital Contingency	49990159	75,000	75,000	100,000	100,000	100,000	450,000
		<b>75,000</b>	<b>75,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>450,000</b>
<b>TOTAL ROUTINE CAPITAL</b>		<b>927,850</b>	<b>842,250</b>	<b>842,700</b>	<b>852,700</b>	<b>815,200</b>	<b>4,280,700</b>



# 2012 - 2016 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 are reviewed and resources provided through sales tax contributions transferred from the RTA Capital Fund, debt sales, and interest income.

In 2005, 2006, and 2007 \$5.0 million was transferred from the RTA Capital Fund to the RTA Development Fund to cover the local match for the Preventive Maintenance (PM) reimbursement project and to cover expenses within the fund not covered by other revenue sources. This amount was increased to \$7.6 million in 2008 and again in 2009 to \$8.4 million. It further grew to \$9.3 million in 2010 and then to an estimated \$9.6 million in 2011. It will remain at \$9.6 million in FY 2012 before slightly declining to \$9.4 million in 2013 and 2014. The last debt service issued by the Authority was for \$35.0 million in FY 2008 and a programmed \$25.0 million debt sale, originally planned in FY2010 was deferred again to FY 2012. Interest income has varied over the years due to fluctuations in the fund balance with \$235,000 expected in 2012, followed by a small increase in the following years.

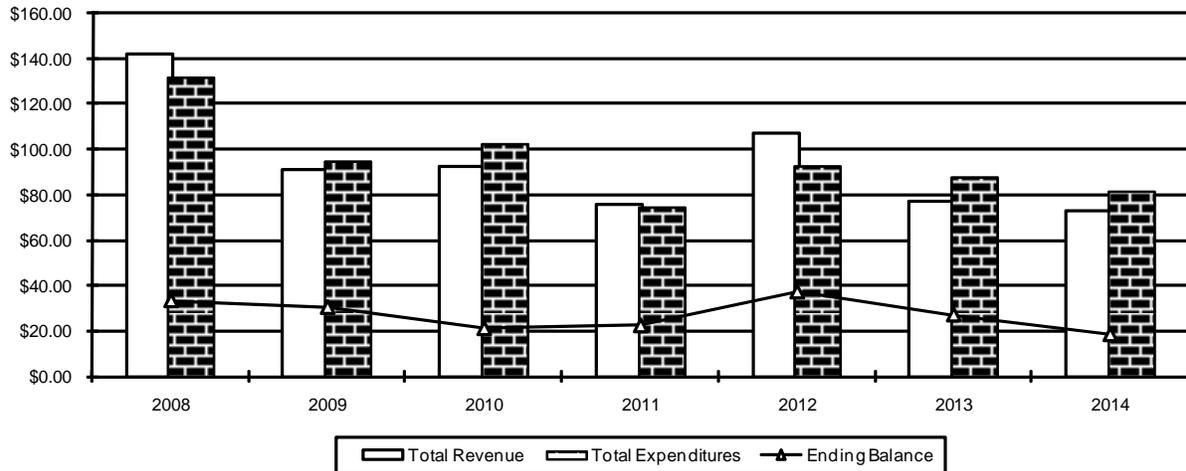
Figure CIP-9, on the following page, presents the fund balance analysis for the RTA Development Fund. In 2008 it had increased to \$33.5 million, primarily due to proceeds from the \$35.0 million bond issuance, but declined to \$30.5 million in 2009 as proceeds began to be drawn down by capital activities. The fund balance declined further in 2010, to \$21.3 million and remained near that level at an estimated \$22.4 million at the end of FY 2011. A debt issuance of \$25.0 million, originally planned for 2010 was delayed until 2012 due to the infusion of 100 percent Federally funded stimulus funding for capital projects. As a result, the fund balance will increase to an estimated \$37.4 million at the end of FY 2012 and then fall again in FY 2013 and FY 2014 due to anticipated capital activities.

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 page CIP-28, 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 outlays of \$92.5 million in 2012. 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 levels presented in the 2012-16 Capital Improvement Plan, which are based on the establishment of budget appropriation authority for the projects.

# 2012 - 2016 Capital Improvement Plan

## RTA Development Fund Balance Analysis (Millions)



	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget	2013 Estimate	2014 Estimate
Beginning Balance	\$22.84	\$33.49	\$30.51	\$21.14	\$22.41	\$37.36	\$27.18
<b>Total Revenue</b>	<b>\$142.06</b>	<b>\$91.43</b>	<b>\$92.82</b>	<b>\$75.78</b>	<b>\$107.45</b>	<b>\$77.16</b>	<b>\$72.75</b>
Total Resources	\$164.90	\$124.91	\$123.32	\$96.91	\$129.86	\$114.53	\$99.93
<b>Total Expenditures</b>	<b>\$131.42</b>	<b>\$94.41</b>	<b>\$102.19</b>	<b>\$74.50</b>	<b>\$92.50</b>	<b>\$87.35</b>	<b>\$81.50</b>
<b>Ending Balance</b>	<b>\$33.49</b>	<b>\$30.51</b>	<b>\$21.14</b>	<b>\$22.41</b>	<b>\$37.36</b>	<b>\$27.18</b>	<b>\$18.43</b>

Figure CIP-9: RTA Development Fund Balance Analysis

# 2012 - 2016 Capital Improvement Plan

## RTA Development Fund Balance Analysis

	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget	2013 Budget	2014 Budget
<b>Beginning Balance</b>	<b>22,837,466</b>	<b>33,485,254</b>	<b>30,508,300</b>	<b>21,135,307</b>	<b>22,411,472</b>	<b>37,363,463</b>	<b>27,176,954</b>
<b>Revenue</b>							
General Obligation Debt Proceeds	35,472,559	0	0	0	25,000,000	0	0
Transfer from RTA Capital Fund	7,600,882	8,346,054	9,275,000	9,601,441	9,620,255	9,434,255	9,409,255
Investment Income	1,672,096	271,990	244,766	218,841	235,000	245,000	245,000
Federal Capital Grants (Including ARRA)	86,109,609	73,648,082	81,487,975	59,179,088	70,625,000	65,512,500	61,125,000
State Capital Grants	9,370,685	9,162,154	1,807,284	6,776,795	1,971,736	1,971,736	1,971,736
Other Revenue	1,837,731	0	0	0	0	0	0
<b>Total Revenue</b>	<b>142,063,562</b>	<b>91,428,280</b>	<b>92,815,025</b>	<b>75,776,165</b>	<b>107,451,991</b>	<b>77,163,491</b>	<b>72,750,991</b>
<b>Total Resources</b>	<b>164,901,028</b>	<b>124,913,534</b>	<b>123,323,325</b>	<b>96,911,472</b>	<b>129,863,463</b>	<b>114,526,954</b>	<b>99,927,946</b>
<b>Expenditures</b>							
Capital Outlay	128,830,215	93,705,234	101,488,018	74,500,000	92,500,000	87,350,000	81,500,000
Other Expenditures	472,559	0	0	0	0	0	0
Transfer to Bond Retirement Fund	2,113,000	700,000	700,000	0	0	0	0
<b>Total Expenditures</b>	<b>131,415,774</b>	<b>94,405,234</b>	<b>102,188,018</b>	<b>74,500,000</b>	<b>92,500,000</b>	<b>87,350,000</b>	<b>81,500,000</b>
<b>Ending Balance</b>	<b>33,485,254</b>	<b>30,508,300</b>	<b>21,135,307</b>	<b>22,411,472</b>	<b>37,363,463</b>	<b>27,176,954</b>	<b>18,427,946</b>

## RTA Development Fund Projects

In 2012, the combined budget appropriation for RTA Development Fund projects accounts for most, 96.6 percent, or \$59.4 million, of the Capital Improvement Budget for the upcoming year (see Figure CIP-8). The listing of 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 application stage, those included in the Transportation Improvement Program (TIP), larger projects supported by 2012 local funds, or projects without an identified funding source. The following highlights some of the larger programmed RTA Development Fund Capital Improvement Projects in 2012. Please refer to pages CIP-31 through CIP-37 for a complete list of projects included within the RTA Development CIP.

### Bus Garages - \$0.0 million

Due to a Federal State of Good Repair grant received in FY 2011, facility improvements and equipment replacement projects are currently underway at the Paratransit, Hayden and Central Bus garages. As a result of these improvements, no grant funded bus garage projects are programmed for the 2012-16 CIP.

### Bus/Paratransit Improvement Programs - \$0.0 million

No bus purchases are scheduled for the 2012 budget year. The next scheduled purchase of 40qand paratransit buses are currently programmed for the 2013 budget year.

# 2012 - 2016 Capital Improvement Plan

## **Bus Rapid Transit (BRT) - \$0.0 million**

The HealthLine, formerly the Euclid Corridor Transportation Project (ECTP), is the only project within this category. It opened for service in the fourth quarter of 2008. At present, no further budget appropriations will be required as the remaining punch-list items were substantially complete by the end of the 2009 Fiscal Year. Final closeout of remaining contracts and open Federal grants have been delayed until late-2012.

## **Equipment & Vehicles - \$2.4 million**

FY 2012 projects included within this category includes \$903,000 for the first of a two year program to install event recorders on the Authority's rail fleets, a combined \$1,087,012 for various information technology improvements, and \$400,000 for the Authority's non-revenue vehicle improvement program.

## **Facilities Improvements - \$2.9 million**

Two projects are included in the Facilities Improvements category for FY 2012. One project for \$600,000 is for state of good repair work on existing facilities of the Authority and the second, \$2.3 million, is for the remaining budget authority needed to complete the roof replacements at the Central Rail Maintenance Facility.

## **Other Projects - \$32.5 million**

This category includes budget authority for preventive maintenance reimbursements to the Operating Budget, as well as various Operating expense reimbursement projects and contains the largest portion of budget authority, both within FY 2012, as well as over the five years of the planned 2012-16 CIP. The largest, for preventive maintenance reimbursements with a budget appropriation of \$20.7 million, makes up 34.8 percent of the entire RTA Development Fund appropriation for the upcoming Budget Year. Other programmed grant funded projects within this category for FY 2012 include \$4.07 million for JARC, or reverse commute services; \$3.1 million for the reimbursement of ADA Operating Budget expenses.; and \$2.4 million for the payment of a fare collection equipment lease.

## **Rail Projects- \$13.7 million**

The Rail Projects category continues to be the most diverse category within the RTA Development Fund. The FY 2012 CIP includes rail station rehabilitation & construction projects, vehicle rehabilitations, signalization & electrical work, and on-going rail infrastructure & track rehabilitation projects.

Major programmed projects within this category for 2012 include \$3.0 million to replace the Fairhill Avenue propulsion power substation, \$2.6 million for the construction of the Mayfield Road Red Line Station, \$2.5 million for the reconstruction of vehicle crossings of the light rail lines, \$1.8 million for reimbursed labor costs on the Heavy Rail Vehicle Mid-Life Overhaul project, and \$1.5 million for an on-going rail infrastructure program. One rail project, reconstruction of the S-Curve on the Authority's Red Line between the West Boulevard and W. 117<sup>th</sup> Street Stations, for \$7.2 million was included in the 2010 CIP as an alternative project without an identified funding source. Still unfunded, it remains within the current capital budget, but will be done only if non-traditional funding sources can be identified.

# 2012 - 2016 Capital Improvement Plan

## **Transit Centers / Bus Loops - \$7.9 million**

The 2012 capital budget includes two projects within this category including \$7.7 million for bus way improvements to Clifton Boulevard and \$243,000 for various passenger enhancements.

## **Transit 2025 Long Range Plan**

The purpose of the Long Range Plan of the Authority is to support its Mission and Policy goals. The plan accomplishes this 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 will be completed in early-2012.

The updated GCRTA Strategic Plan will provide focus on strategic initiatives from 2012 . 2016. 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 additional Bus Rapid Transit projects in other major travel corridors;
- Completing the Transit Center Network;
- Initiating Transit-Oriented Development Projects;
- Implementing the Transit Waiting Environment Program; and
- Reconstructing various Rapid Transit Stations as part of the FTA ADA Key Station requirement agreement.

The GCRTA Strategic Plan, now under final evaluation and acceptance, will review these goals and develop objectives that will support them.

# 2012 - 2016 Capital Improvement Plan

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY 2012 - 2016 CAPITAL IMPROVEMENT PLAN RTA DEVELOPMENT FUND							
ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	TOTALS 2012-2016
<b><u>BUSES</u></b>							
<b><u>BUS IMPROVEMENT PROGRAM</u></b>							
2012-16 Bus Improvement Program	10390130	0	12,500,000	12,500,000	12,500,000	0	37,500,000
FFY 2012 CMAQ-ODOT Grant	6,250,000						
FFY 2012 CMAQ-NOACA Grant	6,250,000						
FFY 2013 CMAQ-ODOT Grant	6,250,000						
FFY 2013 CMAQ-NOACA Grant	6,250,000						
FFY 2014 CMAQ-ODOT Grant	6,250,000						
FFY 2014 CMAQ-NOACA Grant	6,250,000						
<b>Sub-Total - Bus Improvement Program</b>		<b>0</b>	<b>12,500,000</b>	<b>12,500,000</b>	<b>12,500,000</b>	<b>0</b>	<b>37,500,000</b>
<b><u>PARATRANSIT IMPROVEMENT PROGRAM</u></b>							
2012-16 Paratransit Buses	12390120	0	1,205,000	1,205,000	0	0	2,410,000
FFY 2012 Federal Formula Grant	1,205,000						
FFY 2013 Federal Formula Grant	1,205,000						
<b>Sub-Total - Paratransit Improvement Program</b>		<b>0</b>	<b>1,205,000</b>	<b>1,205,000</b>	<b>0</b>	<b>0</b>	<b>2,410,000</b>
<b>TOTAL - BUSES</b>		<b>0</b>	<b>13,705,000</b>	<b>13,705,000</b>	<b>12,500,000</b>	<b>0</b>	<b>39,910,000</b>
<b><u>EQUIPMENT &amp; VEHICLES</u></b>							
<b><u>Management Information System</u></b>							
Oracle Upgrade to Version 12	42610100	0	0	100,000	50,000	0	150,000
FFY 2013 Federal Formula Grant	100,000						
FFY 2014 Federal Formula Grant	50,000						
Network Infrastructure - Networks	42610120	205,000	545,000	98,000	58,000	27,000	933,000
FFY 2011 Federal Formula Grant	205,000						
FFY 2012 Federal Formula Grant	545,000						
FFY 2013 Federal Formula Grant	98,000						
FFY 2014 Federal Formula Grant	58,000						
FFY 2015 Federal Formula Grant	27,000						
Oracle Procurement Modules	42610130	0	560,000	0	0	0	560,000
FFY 2012 Federal Formula Grant	560,000						
Network Infrastructure - Data Center	42610220	200,000	455,000	145,000	65,000	55,000	920,000
FFY 2011 Federal Formula Grant	200,000						
FFY 2012 Federal Formula Grant	455,000						
FFY 2013 Federal Formula Grant	145,000						
FFY 2014 Federal Formula Grant	65,000						
FFY 2015 Federal Formula Grant	55,000						
Reporting Tools	42610230	0	150,000	0	0	0	150,000
FFY 2012 Federal Formula Grant	150,000						
Network Infrastructure - Phone System	42610320	80,000	10,000	10,000	845,000	0	945,000
FFY 2011 Federal Formula Grant	80,000						
FFY 2012 Federal Formula Grant	10,000						
FFY 2013 Federal Formula Grant	10,000						
FFY 2014 Federal Formula Grant	845,000						



# 2012 - 2016 Capital Improvement Plan

## GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY 2012 - 2016 CAPITAL IMPROVEMENT PLAN RTA DEVELOPMENT FUND

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	CALENDAR YEAR					TOTALS 2012-2016
		2012	2013	2014	2015	2016	
<b><u>EQUIPMENT &amp; VEHICLES - Cont.</u></b>							
<b><u>Management Information System - Cont.</u></b>							
SBS to Oracle HR Integration FFY 2012 Federal Formula Grant 70,000	42610330	0	70,000	0	0	0	70,000
Microsoft Enterprise FFY 2011 Federal Formula Grant 300,000 FFY 2013 Federal Formula Grant 200,000 FFY 2015 Federal Formula Grant 200,000	42610420	300,000	0	200,000	0	200,000	700,000
Internet - Intranet Development FFY 2011 Federal Formula Grant 150,000 FFY 2012 Federal Formula Grant 100,000 FFY 2013 Federal Formula Grant 50,000 FFY 2014 Federal Formula Grant 50,000 FFY 2015 Federal Formula Grant 50,000	42610520	150,000	100,000	50,000	50,000	50,000	400,000
Absence Management (FMLA) FFY 2011 Federal Formula Grant 150,000 FFY 2012 Federal Formula Grant 50,000	42610620	150,000	50,000	0	0	0	200,000
Electronic Records - Retention & Discovery FFY 2012 Federal Formula Grant 100,000		0	100,000	0	0	0	100,000
Application Performance - Data Archiving Tool FFY 2012 Federal Formula Grant 215,000		0	215,000	0	0	0	215,000
<b>Sub-Total - Management Information System</b>		<b>1,087,012</b>	<b>2,257,013</b>	<b>605,014</b>	<b>1,070,015</b>	<b>334,016</b>	<b>5,353,070</b>
<b><u>Equipment</u></b>							
Event Recorders - Rail FFY 2011 Federal Formula Grant 903,000 FFY 2012 Federal Formula Grant 949,000	44150120	903,000	949,000	0	0	0	1,852,000
<b>Sub-Total - Equipment</b>		<b>903,000</b>	<b>949,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,852,000</b>
<b><u>Vehicles</u></b>							
Non-Revenue Vehicle Replacement Program FFY 2011 Federal Formula Grant 400,000 FFY 2012 Federal Formula Grant 400,000 FFY 2013 Federal Formula Grant 452,000 FFY 2014 Federal Formula Grant 400,000	46390120	400,000	400,000	452,000	400,000	0	1,652,000
<b>Sub-Total - Vehicles</b>		<b>400,000</b>	<b>400,000</b>	<b>452,000</b>	<b>400,000</b>	<b>0</b>	<b>1,652,000</b>
<b>TOTAL - EQUIPMENT &amp; VEHICLES</b>		<b>2,390,012</b>	<b>3,606,013</b>	<b>1,057,014</b>	<b>1,470,015</b>	<b>334,016</b>	<b>8,857,070</b>



# 2012 - 2016 Capital Improvement Plan

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY							
2012 - 2016 CAPITAL IMPROVEMENT PLAN							
RTA DEVELOPMENT FUND							
ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	CALENDAR YEAR					TOTALS 2012-2016
		2012	2013	2014	2015	2016	
<b><u>FACILITIES IMPROVEMENTS</u></b>							
<b><u>BRIDGE REHABILITATION</u></b>							
Track Bridge Rehabilitation - East Boulevard FFY 2012 Federal Formula Grant 1,966,250	20800150	0	1,966,250	0	0	0	1,966,250
Track Bridges Rehabilitation - E. 81st & 83rd Sts. FFY 2013 Federal Formula Grant 4,160,000	20800160	0	0	4,160,000	0	0	4,160,000
Track Bridge Rehabilitation - CSX & East 92nd St. FFY 2012 Federal Formula Grant 378,000 FFY 2015 Federal Formula Grant 3,000,000	20800170	0	378,000	0	0	3,000,000	3,378,000
Track Bridge Rehabilitation - Mayfield Road FFY 2014 Federal Formula Grant 2,180,100	20800340	0	0	0	2,180,100	0	2,180,100
<b>Sub-Total - Bridge Rehabilitation</b>		<b>0</b>	<b>2,344,250</b>	<b>4,160,000</b>	<b>2,180,100</b>	<b>3,000,000</b>	<b>11,684,350</b>
<b><u>System-Wide Facilities</u></b>							
Bus & Rail State of Good Repair FFY 2011 Federal Formula Grant 600,000 FFY 2012 Federal Formula Grant 750,000 FFY 2013 Federal Formula Grant 750,000 FFY 2014 Federal Formula Grant 750,000 FFY 2015 Federal Formula Grant 750,000	32800120	600,000	750,000	750,000	750,000	750,000	3,600,000
Central Rail Roof Replacements FFY 2011 Federal Formula Grant 2,267,900	32800210	2,267,900	0	0	0	0	2,267,900
<b>Sub-Total - System-Wide Facilities</b>		<b>2,867,900</b>	<b>750,000</b>	<b>750,000</b>	<b>750,000</b>	<b>750,000</b>	<b>5,867,900</b>
<b>TOTAL - FACILITIES IMPROVEMENTS</b>		<b>2,867,900</b>	<b>3,094,250</b>	<b>4,910,000</b>	<b>2,930,100</b>	<b>3,750,000</b>	<b>17,552,250</b>
<b><u>OTHER PROJECTS</u></b>							
<b><u>Operating Assistance</u></b>							
2008 New Freedom Program (SNAPS) FFY 2012 Section 5317 New Freedom 2,080,000 FFY 2013 Section 5317 New Freedom 2,080,000 FFY 2014 Section 5317 New Freedom 2,080,000 FFY 2015 Section 5317 New Freedom 2,080,000 FFY 2016 Section 5317 New Freedom 2,080,000	49310180	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	10,400,000
Job Access Reverse Commute Program (JARC) FFY 2012 Section 5316 JARC (50/50) 4,068,932 FFY 2013 Section 5316 JARC (50/50) 4,068,932 FFY 2014 Section 5316 JARC (50/50) 4,068,932 FFY 2015 Section 5316 JARC (50/50) 4,068,932 FFY 2016 Section 5316 JARC (50/50) 4,068,932	49350180	4,068,932	4,068,932	4,068,932	4,068,932	4,068,932	20,344,660

# 2012 - 2016 Capital Improvement Plan

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY 2012 - 2016 CAPITAL IMPROVEMENT PLAN RTA DEVELOPMENT FUND							
ANTICIPATED FUNDING SOURCE		CALENDAR YEAR					TOTALS
CATEGORY / PROJECT NAME	PROJECT NUMBER	2012	2013	2014	2015	2016	2012-2016
<b><u>OTHER PROJECTS - Cont.</u></b>							
<b><u>Operating Assistance</u></b>							
Paratransit Operating Expenses Reimbursement	49670110	3,089,000	3,089,000	3,089,000	3,089,000	3,089,000	15,445,000
FFY 2012 STP Grant	3,089,000						
FFY 2013 STP Grant	3,089,000						
FFY 2014 STP Grant	3,089,000						
FFY 2015 STP Grant	3,089,000						
FFY 2016 STP Grant	3,089,000						
2012-16 Preventive Maintenance Activities	51670120	20,695,140	25,270,528	25,183,893	25,428,193	25,364,143	121,941,897
FFY 2011 Federal Formula Grant	20,695,140						
FFY 2012 Federal Formula Grant	25,270,528						
FFY 2013 Federal Formula Grant	25,183,893						
FFY 2014 Federal Formula Grant	25,428,193						
FFY 2015 Federal Formula Grant	25,364,143						
<b>Sub-Total - Operating Assistance</b>		<b>29,935,084</b>	<b>34,510,473</b>	<b>34,423,839</b>	<b>34,668,140</b>	<b>34,604,091</b>	<b>168,141,627</b>
<b><u>Other</u></b>							
Planning Studies (Transportation for Livable Communities)	49570170	187,500	187,500	187,500	187,500	187,500	937,500
FFY 2012 STP Grant	187,500						
FFY 2013 STP Grant	187,500						
FFY 2014 STP Grant	187,500						
FFY 2015 STP Grant	187,500						
FFY 2016 STP Grant	187,500						
Fare Collection Equipment Lease	49650180	2,426,110	2,426,110	2,426,110	2,426,110	2,426,110	12,130,550
FFY 2011 Federal Formula Grant	3,640,500						
FFY 2012 Federal Formula Grant	2,426,110						
FFY 2013 Federal Formula Grant	2,426,110						
FFY 2014 Federal Formula Grant	2,426,110						
FFY 2015 Federal Formula Grant	2,426,110						
<b>Sub-Total - Other</b>		<b>2,613,610</b>	<b>2,613,610</b>	<b>2,613,610</b>	<b>2,613,610</b>	<b>2,613,610</b>	<b>13,068,050</b>
<b>TOTAL - OTHER PROJECTS</b>		<b>32,548,694</b>	<b>37,124,083</b>	<b>37,037,449</b>	<b>37,281,750</b>	<b>37,217,701</b>	<b>181,209,677</b>

# 2012 - 2016 Capital Improvement Plan

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY 2012 - 2016 CAPITAL IMPROVEMENT PLAN RTA DEVELOPMENT FUND								
ANTICIPATED FUNDING SOURCE		PROJECT NUMBER	CALENDAR YEAR					TOTALS
CATEGORY / PROJECT NAME			2012	2013	2014	2015	2016	2012-2016
<b><u>RAIL PROJECTS</u></b>								
<b><u>ELECTRICAL SYSTEM</u></b>								
Substation Replacement - West 117th Street FFY 2014 Federal Formula Grant		21800160	0	0	0	151,000	0	151,000
Substation Replacement - West 65th Street FFY 2013 Federal Formula Grant		21800190	0	0	3,198,200	0	0	3,198,200
Sectionalize Tower City Catenary System FFY 2012 Federal Formula Grant FFY 2014 Federal Formula Grant		21800260	0	34,000	0	660,000	0	694,000
Substation Replacement - Fairhill Avenue FFY 2011 Federal Formula Grant		21800290	3,000,000	0	0	0	0	3,000,000
2nd Independent Feed for E. 55th Street Substation FFY 2014 Federal Formula Grant		21800360	0	0	0	66,000	0	66,000
Substation Replacement - Puritas Avenue FFY 2013 Federal Formula Grant FFY 2015 Federal Formula Grant		21800390	0	0	142,000	0	3,717,600	3,859,600
<b>Sub-Total - Electrical System</b>			<b>3,000,000</b>	<b>34,000</b>	<b>3,340,200</b>	<b>877,000</b>	<b>3,717,600</b>	<b>10,968,800</b>
<b><u>TRACK REHABILITATION</u></b>								
Rail Infrastructure Program FFY 2011 Federal Formula Grant FFY 2012 Federal Formula Grant FFY 2013 Federal Formula Grant FFY 2014 Federal Formula Grant FFY 2015 Federal Formula Grant		23320190	1,500,000	2,293,000	2,438,500	1,500,000	1,500,000	9,231,500
LR Retaining Wall - Buckeye/Woodhill - Shaker Sq. FFY 2012 Federal Formula Grant FFY 2013 Federal Formula Grant		23800130	0	652,200	1,148,200	0	0	1,800,400
S-Curve Reconstruction on Heavy Rail Line FFY 2012 Federal Formula Grant		23800170	0	1,450,080	0	0	0	1,450,080
Airport Tunnel Rehabilitation FFY 2011 Federal Formula Grant		23800180	1,175,000	0	0	0	0	1,175,000
Light Rail Crossings Improvements FFY 2011 Federal Formula Grant FFY 2012 Federal Formula Grant FFY 2013 Federal Formula Grant FFY 2015 Federal Formula Grant		23800190	2,485,605	596,400	4,178,000	0	4,391,400	11,651,405
Replace Shaker Square Junction & Grade Crossing FFY 2011 Federal Formula Grant FFY 2012 Federal Formula Grant		23800270	752,500	1,600,000	0	0	0	2,352,500
<b>Sub-Total - Track Rehabilitation</b>			<b>5,913,105</b>	<b>6,591,680</b>	<b>7,764,700</b>	<b>1,500,000</b>	<b>5,891,400</b>	<b>27,660,885</b>



# 2012 - 2016 Capital Improvement Plan

## GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY 2012 - 2016 CAPITAL IMPROVEMENT PLAN RTA DEVELOPMENT FUND

ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	CALENDAR YEAR					TOTALS 2012-2016
		2012	2013	2014	2015	2016	
<b><u>RAIL PROJECTS - Cont.</u></b>							
<b><u>RAIL STATION REHABILITATION</u></b>							
Mayfield Road HRV Station	24570140	2,555,000	0	0	9,595,000	0	12,150,000
FFY 2011 Federal Formula Grant	450,000						
FFY 2011 Section 5309 Earmark	2,500,000						
FFY 2014 Federal Formula Grant	9,595,000						
Light Rail Station Platform Reconstruction	24800120	297,050	290,460	316,350	345,850	0	1,249,710
FFY 2011 Federal Formula Grant	297,050						
FFY 2012 Federal Formula Grant	290,460						
FFY 2013 Federal Formula Grant	316,350						
FFY 2014 Federal Formula Grant	345,850						
Brookpark Road HRV Station Rehabilitation To Be Determined (TBD)	24800260	0	0	0	0	11,240,100	11,240,100
Replace Tower City Escalators	24800270	0	0	0	1,624,000	0	1,624,000
FFY 2014 Federal Formula Grant	1,624,000						
East 116th Street LRV Station Rehabilitation	24800370	0	846,200	0	0	4,720,000	5,566,200
FFY 2012 Federal Formula Grant	846,200						
FFY 2015 Federal Formula Grant	4,720,000						
<b>Sub-Total - Rail Station Rehabilitation</b>		<b>2,852,050</b>	<b>1,136,660</b>	<b>316,350</b>	<b>11,564,850</b>	<b>15,960,100</b>	<b>31,830,010</b>
<b><u>TRAIN CONTROL / SIGNAL SYSTEM</u></b>							
HRV Microprocessor Replacement - Eng. Study	15320130	0	338,125	0	0	0	338,125
FFY 2012 Federal Formula Grant	338,125						
<b>Sub-Total - Train Control / Signal System</b>		<b>0</b>	<b>338,125</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>338,125</b>
<b><u>RAIL EXPANSION</u></b>							
Blue Line Extension	34800190	100,000	5,210,000	28,460,500	29,880,000	0	63,650,500
FFY 2011 Federal Formula Grant	100,000						
To Be Determined	5,210,000						
To Be Determined	28,460,500						
To Be Determined	29,880,000						
<b>Sub-Total - Rail Expansion</b>		<b>100,000</b>	<b>5,210,000</b>	<b>28,460,500</b>	<b>29,880,000</b>	<b>0</b>	<b>63,650,500</b>
<b><u>RAIL VEHICLE FLEET</u></b>							
State of Good Repair - LRV Fleet Reliability	15320140	0	0	1,365,500	1,365,500	1,365,500	4,096,500
FFY 2013 Federal Formula Grant	1,365,500						
FFY 2014 Federal Formula Grant	1,365,500						
FFY 2015 Federal Formula Grant	1,365,500						
Tokyu Car (HRV) Overhaul	47291550	1,800,000	0	0	0	0	1,800,000
FFY 2011 Federal Formula Grant	1,800,000						
<b>Sub-Total - Rail Vehicle Fleet</b>		<b>1,800,000</b>	<b>0</b>	<b>1,365,500</b>	<b>1,365,500</b>	<b>1,365,500</b>	<b>5,896,500</b>
<b>TOTAL - RAIL PROJECTS</b>		<b>13,665,155</b>	<b>13,310,465</b>	<b>41,247,250</b>	<b>45,187,350</b>	<b>26,934,600</b>	<b>140,344,820</b>



# 2012 - 2016 Capital Improvement Plan

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY							
2012 - 2016 CAPITAL IMPROVEMENT PLAN							
RTA DEVELOPMENT FUND							
ANTICIPATED FUNDING SOURCE							
CATEGORY / PROJECT NAME	PROJECT NUMBER	CALENDAR YEAR					TOTALS
		2012	2013	2014	2015	2016	2012-2016
<b><u>TRANSIT CENTERS</u></b>							
<b><u>BUS SHELTERS</u></b>							
Passenger Shelters	28350190	0	332,000	0	345,000	0	677,000
FFY 2012 Federal Formula Grant	332,000						
FFY 2014 Federal Formula Grant	345,000						
<b>Sub-Total - Bus Shelters</b>		<b>0</b>	<b>332,000</b>	<b>0</b>	<b>345,000</b>	<b>0</b>	<b>677,000</b>
<b><u>TRANSIT WAITING ENVIRONMENT</u></b>							
Transit Waiting Environment Program	30570160	0	0	338,000	0	338,000	676,000
FFY 2013 Federal Formula Grant	338,000						
FFY 2015 Federal Formula Grant	338,000						
Passenger Enhancements	30570180	243,300	0	0	0	0	243,300
FFY 2011 Federal Formula Grant	243,300						
<b>Sub-Total - Transit Waiting Environment</b>		<b>243,300</b>	<b>0</b>	<b>338,000</b>	<b>0</b>	<b>338,000</b>	<b>919,300</b>
<b><u>TRANSIT CENTERS</u></b>							
Strongsville Park-N-Ride	30570XXX	0	825,000	0	0	0	825,000
FFY 2012 Federal Formula Grant	825,000						
Intermodal Station - Natural History Museum	30570XX1	0	550,000	0	0	0	550,000
FFY 2012 Section 5309 Earmark	550,000						
Clifton Transit Enhancement Program	61800190	7,675,000	0	0	0	0	7,675,000
FFY 2011 Sec. 5309 Enhancement Earmark	937,500						
To Be Determined	6,737,500						
<b>Sub-Total - Transit Centers</b>		<b>7,675,000</b>	<b>1,375,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,050,000</b>
<b>TOTAL - TRANSIT CENTERS/SHELTERS</b>		<b>7,918,300</b>	<b>1,707,000</b>	<b>338,000</b>	<b>345,000</b>	<b>338,000</b>	<b>10,646,300</b>
<b>TOTAL RTA DEVELOPMENT FUND</b>		<b>59,390,061</b>	<b>72,546,811</b>	<b>98,294,713</b>	<b>99,714,215</b>	<b>68,574,317</b>	<b>398,520,117</b>
<b>TOTAL RTA CAPITAL FUND</b>		<b>2,090,850</b>	<b>2,017,250</b>	<b>2,107,700</b>	<b>2,127,700</b>	<b>2,145,200</b>	<b>10,488,700</b>
<b>TOTAL CAPITAL IMPROVEMENT PLAN</b>		<b>61,480,911</b>	<b>74,564,061</b>	<b>100,402,413</b>	<b>101,841,915</b>	<b>70,719,517</b>	<b>409,008,817</b>



Greater Cleveland Regional Transit Authority  
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