

# GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

2024 BUDGET

PRESIDENT – BOARD OF TRUSTEES  
REVEREND CHARLES P. LUCAS

GENERAL MANAGER/CEO, INDIA L. BIRDSONG TERRY

## ACKNOWLEDGEMENTS

### SPECIAL THANKS TO THE FOLLOWING INDIVIDUALS FOR THEIR ASSISTANCE

#### Office of Management & Budget- Book Creation

KAY M. SUTULA  
CAROLYN YOUNG  
WESLEY A. KESHTKARAN  
ERIC VUKMANIC  
THOMAS ALLEN  
WENDY FEINN  
JOHNNIE L. THOMAS, III  
MARKETA HILL

DIRECTOR  
MANAGER OF BUDGETS  
BUDGET MANAGEMENT ANALYST III  
BUDGET MANAGEMENT ANALYST III  
BUDGET MANAGEMENT ANALYST II  
BUDGET MANAGEMENT ANALYST II  
BUDGET MANAGEMENT ANALYST I  
BUDGET MANAGEMENT ANALYST I

#### Administration & External Affairs- Cover Artwork

SHARON JENKINS  
  
KRISTIE COX  
DAVID CLAWSON

DIRECTOR OF MARKETING ADMINISTRATION &  
EXTERNAL AFFAIRS  
MANAGER OF INTERNAL COMMUNICATIONS  
LAYOUT ASSISTANT

#### Management Information Services - Website

MICHAEL J. CERMAK  
RITHYA LATH

SENIOR WEB DEVELOPER  
SENIOR WEB DEVELOPER



GOVERNMENT FINANCE OFFICERS ASSOCIATION

### *Distinguished Budget Presentation Award*

PRESENTED TO

**Greater Cleveland Regional Transit Authority  
Ohio**

For the Fiscal Year Beginning

**January 01, 2023**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United State and Canada (GFOA) presented an award of Distinguished Presentation to the Greater Cleveland Regional Transit Authority for its annual budget for the fiscal year beginning January 2023. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, operational guide, financial plan, and communication device. The award is valid for a period of one year. We believe that our current budget document continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

# DIRECTORY OF THE GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY OFFICIALS

## BOARD OF TRUSTEES

REV. CHARLES P. LUCAS	PRESIDENT
HON. PAUL A. KOOMAR	VICE PRESIDENT
HON. ANTHONY BIASIOTTA	
STEPHEN M. LOVE	
DEIDRE MCPHERSON	
CALLEY MERSMANN	
EMILY GARR PACETTI	
JEFFREY W. SLEASMAN	
HON. DAVID E. WEISS	
LAUREN R. WELCH	

## EXECUTIVE LEADERSHIP

INDIA L. BIRDSONG TERRY	GENERAL MANAGER/CEO
FLOUN'SAY R. CAVER, PHD	DEPUTY GENERAL MANAGER (DGM), OPERATIONS
JANET E. BURNEY	DGM, LEGAL AFFAIRS
GEORGE F. FIELDS	DGM, HUMAN RESOURCES
ANTHONY GAROFOLI	EXECUTIVE DIRECTOR, INTERNAL AUDIT
RAJAN D. GAUTAM	DGM, FINANCE/SECRETARY-TREASURER
MICHAEL J. SCHIPPER	DGM, ENGINEERING & PROJECT MANAGEMENT
NATOYA J. WALKER MINOR, PHD	DGM, ADMINISTRATION & EXTERNAL AFFAIRS

## OPERATING DEPARTMENTS AND DEPARTMENT HEADS

### 1 - OPERATIONS DIVISION

NICHOLAS DAVIDSON, DIRECTOR	31- PARATRANSIT DISTRICT
SEAN THOMPSON, DIRECTOR	32- RAIL DISTRICT
DEIRDRE JONES, CHIEF	34- TRANSIT POLICE
JOEL FREILICH, DIRECTOR	35- SERVICE MANAGEMENT
TERESA MUTI, DIRECTOR	36- POWER & WAY
ANTHONY D. RICHARDSON, SR. MANAGER	38- SERVICE QUALITY
DANIEL A. DIETRICH, DIRECTOR	39- FLEET MANAGEMENT
FLOUN'SAY R. CAVER, DGM	43- PASS THRU
NICHOLAS F. BIGGAR, DIRECTOR	46- HAYDEN DISTRICT
OLIVER D. DRAPER, DIRECTOR	49- TRISKETT DISTRICT
MICHAEL LIVELY, DIRECTOR	58- INFORMATION TECHNOLOGY

## 2 – FINANCE DIVISION

CARL KIRKLAND, DIRECTOR  
JOHN J. TOGHER, DIRECTOR  
JOSHUA MIRANDA, DIRECTOR  
SHAREE H. LEWIS, MANAGER  
MELINDA DANGELO, DIRECTOR  
ALLEN POLLY, DIRECTOR  
KAY M. SUTULA, DIRECTOR  
KAY M. SUTULA, DIRECTOR

10- OFFICE OF BUSINESS DEVELOPMENT  
60- ACCOUNTING  
61- MANAGEMENT INFORMATION SERVICES  
62- SUPPORT SERVICES  
64- PROCUREMENT  
65- REVENUE  
67- OFFICE OF MANAGEMENT & BUDGET  
99- FUND TRANSFERS

## 3 – ENGINEERING & PROJECT MANAGEMENT DIVISION

BRIAN P. TEMMING, MANAGER  
MARIBETH FEKE, DIRECTOR  
JOSEPH L. SHAFFER, DIRECTOR

55- PROJECT SUPPORT  
57- PROGRAMMING & PLANNING  
80- ENGINEERING & PROJECT DEVELOPMENT

## 4 – LEGAL AFFAIRS DIVISION

STEVEN J. PEGANOFF, DIRECTOR  
JANET E. BURNEY, DGM  
JUDY L. LINCOLN, DIRECTOR

15- SAFETY  
21- LEGAL  
22- RISK MANAGEMENT

## 5 – HUMAN RESOURCES DIVISION

IDA FORD, MANAGER  
SCOTT FERRARO, SENIOR DIRECTOR  
WENDY V. TALLEY, DIRECTOR

14- HUMAN RESOURCES  
18- LABOR & EMPLOYEE RELATIONS  
30- TRAINING & EMPLOYEE DEVELOPMENT

## 6 – ADMINISTRATION & EXTERNAL AFFAIRS

SHARON JENKINS, DIRECTOR

53- MARKETING ADMINISTRATION & EXTERNAL AFFAIRS

## 7 – EXECUTIVE DIVISION

INDIA L. BIRDSONG TERRY, GENERAL  
MANAGER/CEO  
RAJAN D. GAUTAM, DGM / SECRETARY  
TREASURER  
ANTHONY GAROFOLI, EXECUTIVE DIRECTOR

12- EXECUTIVE  
16- SECRETARY/TREASURER - BOARD OF TRUSTEES  
19- INTERNAL AUDIT

# TABLE OF CONTENTS

<b>Transmittal Letter &amp; Citizens Summary</b>		<b>Division - Operations</b>		<b>75</b>
<b>Transmittal Letter</b>		Paratransit District		78
Executive Summary	6	Rail District		82
Budget in Brief	9	Transit Police		88
Revenues	9	Service Management		91
Expenditures	12	Power & Way		96
Service Levels	16	Service Quality Management		100
Financial Policy Goals	16	Fleet Management		104
Capital Improvement Plan	18	Hayden District		110
Fund Balance Analyses	19	Triskett District		113
<b>Budget Guide</b>		Information Technology		117
<b>Organization of the Adopted</b>		<b>Division - Finance</b>		<b>122</b>
<b>Budget Plan</b>	<b>23</b>	Office of Business Development		126
<b>Board Policy Goals</b>	<b>24</b>	Accounting		129
<b>Financial Policies</b>	<b>24</b>	Management Information Services		132
All Funds	25	Support Services		136
General Fund	26	Procurement		139
Reserve Fund	28	Revenue		142
Insurance Fund	29	Office of Management & Budget		145
Supplemental Pension Fund	30	Fund Transfers		148
Law Enforcement Fund	30	<b>Division - Engineering</b>		<b>149</b>
Capital Improvement Funds	31	Project Support		153
Bond Retirement Fund	33	Programming & Planning		155
<b>Debt Financing</b>		Engineering & Project Development		159
<b>Budget Management Process</b>	<b>35</b>	<b>Division - Legal Affairs</b>		<b>163</b>
Capital Improvement Plan (CIP)	35	Safety		166
Operating Budget	36	Legal		168
Budget Monitoring and Control	37	Risk Management		171
Budget Development Calendar	38	<b>Division - Human Resources</b>		<b>174</b>
Performance Management & Strategic Plan	39	Human Resources		177
Mission, Vision, and Values	40	Labor & Employee Relations		179
<b>Transit Service Profile</b>		Training & Employee Development		182
Glossary	45	<b>Division - Admin. &amp; External Affairs</b>		<b>186</b>
Economic Profile	46	Administration & External Affairs		186
Trends of Northeast Ohio	49	<b>Division - Executive</b>		<b>192</b>
National Transit Trends	50	Executive		196
Ohio Transit Trends	51	Secretary/Treasurer - Board of Trustees		198
GCRTA NTD Profile	52	Internal Audit		201
<b>Fund Budgets</b>		<b>Capital Improvement Plan</b>		
<b>Fund Overview</b>	<b>53</b>	<b>Introduction &amp; Organization of CIP</b>		<b>205</b>
<b>All Funds</b>	<b>55</b>	Capital Assets, Facilities, Rail System, Fleets		205
<b>General Fund</b>	<b>57</b>	<b>Capital Improvement Planning Cycle</b>		<b>212</b>
Revenues - General Fund	58	Transportation Improvement Program		212
Expenditures - General Fund	61	Capital Budget Appropriations		213
Employment Level and Service Level Changes	61	Capital Improvement Financial Policies & Criteria		213
<b>Bond Retirement Fund</b>		Priority Areas		214
<b>Insurance Fund</b>		Financial Capacity		215
<b>Supplemental Pension Fund</b>		Federal Sources		216
<b>Law Enforcement Fund</b>		State & Local Sources		217
<b>Reserve Fund</b>		<b>Debt Management</b>		<b>218</b>
<b>Capital Improvement Fund</b>		<b>RTA Capital Fund</b>		<b>221</b>
<b>Operating Department Budgets</b>		Asset Maintenance Projects		223
<b>Overview - Divisions and Departments</b>	<b>71</b>	Routine Capital Projects		224
<b>Organization of Dept Budget Informat.</b>	<b>72</b>	<b>RTA Development Fund</b>		<b>228</b>
Organization Chart	72	RTA Development Fund Projects		228
Expenditures by Division	73	Transit 2025 Long Range Plan		230
Staffing by Division	74			