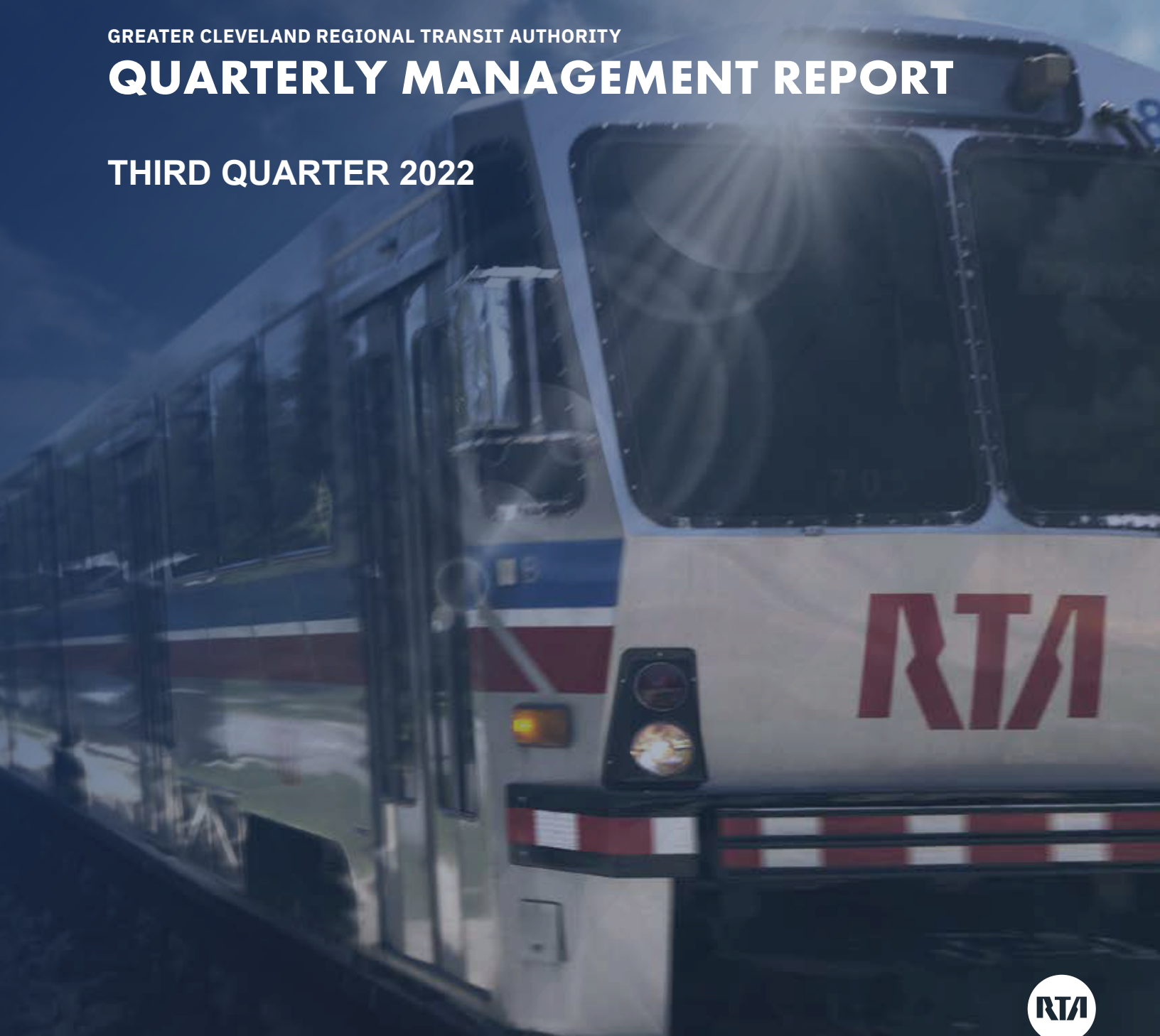


# Q3

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

## QUARTERLY MANAGEMENT REPORT

THIRD QUARTER 2022



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From the General Manager



Over the past several months, various teams have been diligently working to achieve many of the goals and objectives set for the year. They have implemented several programs in order to enhance riders' experiences. They have engaged with our community partners to enhance GCRTA's presence. Furthermore, they have launched mentoring programs, received awards, completed professional development programs, and begun preparing for the 2023 budgeting year.

To reduce law enforcement's footprint on our transit system, in September, we integrated unarmed professionals to provide a safe environment for riders. These individuals are part of our new Transit Ambassador program.

The program consists of nine Transit Ambassadors and four Crisis Intervention Specialists. The Transit Ambassadors, a part of the Transit Police, will elevate community police relations by engaging riders, being a resource for information, and providing de-escalation (when necessary). We are committed to growing and enhancing this program to better serve our communities and riders.

In response to results from the ridership surveys over the past nine months, we learned that cleanliness of our vehicles is important to our riders' satisfaction with our services. As a result, we developed and deployed an enhanced cleaning program, titled RTA Cleans! in September. While our teams have always focused on cleanliness, the new program increases the frequency between cleanings. To further enhance the riders' experience, we have begun to move away from cloth seats to plastic seats that contain built-in antimicrobial properties. We have also upgraded our filtration systems with filters that aid in the reduction of airborne contaminants.

To continue improving the riders' experience, we launched the Community Connection Line. Riders can now provide feedback on their riding experience in real-time, plan trips, and more. Riders can access the Community Connection line by phone, our website, or by scanning a QR code on advertisements. They can also utilize the newly installed phone at the Tower City Customer Service Center.

We continue to work on our Transit with EZfare implementation. By the end of July, ticket sales in the RTA CLE app had been discontinued; however, any purchased fare media will be accepted until 11:59 pm on December 21, 2022. Additionally, we have installed validators on all HealthLine vehicles and have begun installing them on the remaining fleet. The installation process is on schedule and will be installed on the bulk of the fleet by year end.

Over the summer we embarked on making upgrades to our Southgate Transit Center. Each of the upgrades were to enhance our ADA customers' experience and increase their access to utilize our services. The upgrades included:

- Adding a bus pad for RTA to install a shelter at the current 40 layover locations
- Widening of the sidewalk where the 19A and 41 layovers are located.
- Widening of the islands in front of the Transit Center to add locations for boarding and de-boarding.

Our engineering team continues to evaluate our Transit Centers and Rail Stations to determine if modifications are necessary in order to increase access for our ADA community.

GCRTA was selected, through our collaboration with Graffiti HeArt, to identify a space for French graffiti artist Blek Le Rat to stencil one of his most famous pieces, “The Man Who Walks Through Walls.” “The Man Who Walks Through Walls” is a self-portrait of the artist himself. Taking the body of Buster Keaton, one of his favorite actors, Blek Le Rat has stenciled this image of a traveling man carrying suitcases in cities all over the world, indicating his lifestyle and mission to spread his art widely. This piece is located on a viaduct pier of the Cuyahoga River Viaduct Bridge near Merwin’s Wharf restaurant.

In August, GCRTA’s Transit Police partnered with Public Square to host the first Touch-a-Truck event. Touch-a-Truck events are fun and FREE hands-on events for the whole family where kids young and old can touch, interact with, and learn about all kinds of community vehicles from fire trucks and police cruisers to construction equipment, dump trucks, school buses, and more. The event showcased equipment and vehicles that are utilized for operating our services. The event was well attended and exceeded the projected attendance of 400-600 people with over 1,000 attendees! Families enjoyed music, learning about GCRTA vehicles and services, as well as obtaining Operation Kidwatch ID’s.

Our Human Resources and Marketing teams continue with recruitment efforts and hosted a job fair in August at the West Park Rapid Station. For this event, key open positions were featured and staff currently working in those roles engaged with attendees to provide a first-hand experience. Positions featured were:

- Bus & Rail Operators
- Hostler (Bus/Janitorial)
- Janitorial
- Laborers
- Mechanics

Additionally, we featured buses from our fleet for attendees to explore. Overall, the event was well attended.

As part of our Operator retention strategy, we launched a new Operator mentorship program, titled Positive Impact Program (PIP). The program was designed to pair new Operators with seasoned Operators. Prior to introducing, a five-month pilot (test) of the program was conducted from February until June at each of our four districts. In all, 30 individuals participated as either mentors or mentees. The pilot was a success, and those who participated in the pilot were recognized with a graduation ceremony in mid-August.

Our Rail Equipment Manager, Casey Blaze, was selected as a recipient of the 2022 Mass Transit 40 under 40 award. This award from Mass Transit Magazine is presented annually to recognize outstanding young individuals making a name in the public transit industry. For over 11 years, Casey has been an integral member of this organization at our Central Rail Maintenance Facility. We are proud that he has been selected as one of Mass Transit’s 2022, 40 Under 40 award winners.

For several years, GCRTA has partnered with Tri-C Corporate College to train employees in Lean Six Sigma (LSS) techniques. LSS is a process improvement methodology that aims to reduce or eliminate waste and increase process efficiencies. Over the past several months, 31 employees completed Lean Ohio Boot Camp, and 24 are currently enrolled in this introductory course. Eleven employees earned their Green Belt certification and 16 employees are working towards their Green Belt. Additionally, four employees earned their Black Belt, while one employee is working towards a Black Belt. Earning a Black Belt is the highest level in LSS, and we commend the employees who have achieved this distinction.

As part of the Bipartisan Infrastructure Law, FTA’s safety program was amended and added additional requirements to the Public Transportation Agency Safety Plan (PTASP). The new requirements mandated equal participation of unions in the development of an agency’s PTASP plan. As a result, we have established a Labor Management Safety PTASP Committee to comply with the new law requirements. The committee has been tasked with the review and approval of our PTASP. Review of the PTASP also includes strategies to minimize exposure to infectious diseases, consistent with the Centers for Disease Control (CDC) and Prevention and State Health authority guidelines.

In August, GCRTA was awarded \$11.5 million in grants from Transportation Review Advisory Council (TRAC) and Ohio Transit Partnership Program (OTP2) from the Ohio Department of Transportation (ODOT) funding programs. The first award was for \$8 million to support the Rail Car Replacement project. The second was for \$3.5 million from the Urban Transit Program (UTP) to support the Bus Improvement program. The funds will be used to replace our aging rail cars, as to replace six 40-foot buses with six environmentally friendly 40-foot Compressed Natural Gas (CNG) powered buses.

In preparation for the 2023 grant funding year, we presented project justifications to the ODOT’s Transportation Review Advisory Council (TRAC) at a regional public hearing held at the Akron-Canton Airport. We requested competitive funding for two significant capital improvements:

1. \$30.7 million for the Light Rail Track Replacement Program over four years - SFY2023-2026
2. \$12.0 million for the 25 Connects/W. 25th Bus Rapid Transit (BRT) projects in SFY 2025

TRAC is evaluating 31 funding requests and a funding decision is expected in December 2022.

GCRTA hosted State of Ohio Legislators, representing Cuyahoga County, in September. The discussion centered on the business case for investing in public transit, the return on investment the dollars yield to the local economy, our current state funding, and a discussion on public transit and its implication on social challenges (infant mortality, literacy, and micro transit). The meeting allowed us to share valuable information in a quantifiable way as they prepare for the 2023 Biennial budget, specifically the transportation line item. We continue to advocate at all levels of government for our capital investment needs as defined in our strategic plan.

As we round out the year, we continue working on the migration from the RTA CLE app to Transit with EZfare, our annual Holiday Campaign (including the Trolley and Trains), and completing our next round of rider, community, and employee surveys. It has been an exciting year with many accomplishments, and I look forward to finishing the year by achieving our 2022 goals and objectives while planning for 2023.

Sincerely,



India L. Birdsong Terry  
 General Manager, Chief Executive Officer

**FINANCIAL ANALYSIS**

<b>General Fund Balance Analysis</b>					
	2022 Annual Budget	2022 Budget YTD Q3	2022 Actual YTD Q3	YTD Q3 Variance	YTD Q3 % Variance
<b>Revenues</b>					
Passenger Fares	\$ 21,719,563	\$ 16,336,339	\$ 18,815,497	\$ 2,479,158	15.2%
Advertising & Concessions	1,390,000	913,693	2,396,355	1,482,662	162.3%
Sales & Use Tax	242,986,048	180,225,976	188,671,086	8,445,110	4.7%
Investment Income	600,000	475,000	423,871	(51,129)	-10.8%
Other Revenue	1,500,000	1,100,000	449,473	(650,527)	-59.1%
Reimbursed Expenditures	5,000,000	3,330,000	4,197,717	867,717	26.1%
ARP Funding	81,293,421	81,293,421	81,293,421	-	0.0%
<b>Total Revenue</b>	<b>354,489,032</b>	<b>283,674,429</b>	<b>296,247,420</b>	<b>12,572,991</b>	<b>4.4%</b>
<b>Operating Expenditures</b>					
Salaries & Overtime	150,098,342	113,799,523	111,493,103	(2,306,420)	-2.0%
Payroll Taxes & Fringes	58,810,762	44,536,163	37,238,075	(7,298,088)	-16.4%
Fuel (Diesel, CNG, Prop. Pwr., Propane, Gas)	10,451,419	8,597,607	7,306,351	(1,291,256)	-15.0%
Utilities	4,179,636	3,134,730	2,736,103	(398,627)	-12.7%
Inventory	13,100,000	9,900,000	7,565,196	(2,334,804)	-23.6%
Services & Materials & Supplies	21,866,701	16,400,052	16,058,136	(341,916)	-2.1%
Purchased Transportation	9,150,000	7,025,001	6,133,424	(891,577)	-12.7%
Other Expenditures	7,100,010	5,684,306	4,547,134	(1,137,172)	-20.0%
<b>Total Operating Expenditures</b>	<b>274,756,870</b>	<b>209,077,382</b>	<b>193,077,523</b>	<b>(15,999,860)</b>	<b>-7.7%</b>
<b>Revenues less Operating Expenditures</b>	<b>79,732,162</b>	<b>74,597,047</b>	<b>103,169,897</b>	<b>28,572,850</b>	<b>38.3%</b>
<b>Transfers to Other Funds</b>					
Transfer to/from Insurance Fund	2,500,000	2,500,000	2,500,000	-	0.0%
Transfer to/from Pension Fund	40,000	40,000	-	(40,000)	-100.0%
Transfer to Reserve Fund	10,878,615	60,878,615	60,878,615	-	0.0%
<b>Transfers to Capital</b>					
Transfer to/from Bond Retirement Fund	11,500,000	11,500,000	8,052,129	(3,447,871)	-30.0%
Transfer to/from Capital Improvement Fund	44,725,757	44,725,757	44,725,757	-	0.0%
<b>Total Transfer to Capital</b>	<b>56,225,757</b>	<b>56,225,757</b>	<b>52,777,886</b>	<b>(3,447,871)</b>	<b>-6.1%</b>
<b>Total Transfers to Other Funds</b>	<b>69,644,372</b>	<b>119,644,372</b>	<b>116,156,501</b>	<b>(3,487,871)</b>	<b>-2.9%</b>
<b>Total Expenditures</b>	<b>344,401,242</b>	<b>328,721,754</b>	<b>309,234,024</b>	<b>(3,527,871)</b>	<b>-1.1%</b>
<b>Net Increase (Decrease)</b>	<b>\$ 10,087,790</b>	<b>\$ (45,047,325)</b>	<b>\$(12,986,604)</b>	<b>\$ 32,060,721</b>	<b>41.2%</b>
<b>Beginning Balance</b>	<b>51,869,890</b>				
<b>Less: Est. Ending Encumbrances</b>	<b>(13,000,000)</b>				
<b>Estimated Available Ending Balance</b>	<b>\$ 48,957,680</b>				
<b># Months Reserves - Estimated</b>	2.14				

**FIGURE 1: GENERAL FUND BALANCE ANALYSIS**

**General Fund Balance Analysis & Operating Analysis**

Overall revenues are \$12.6 million higher than budget through the 3<sup>rd</sup> Quarter 2022. Operating Expenditures are down nearly \$16 million, due to lower costs in health care and parts inventory. Total Revenues less Operating Expenditures are 38.3% better than budget. Passenger Fares and Sales Tax continued to be strong in the 3<sup>rd</sup> Quarter of 2022, at 15.2% and 4.7% above budgeted levels, respectively.

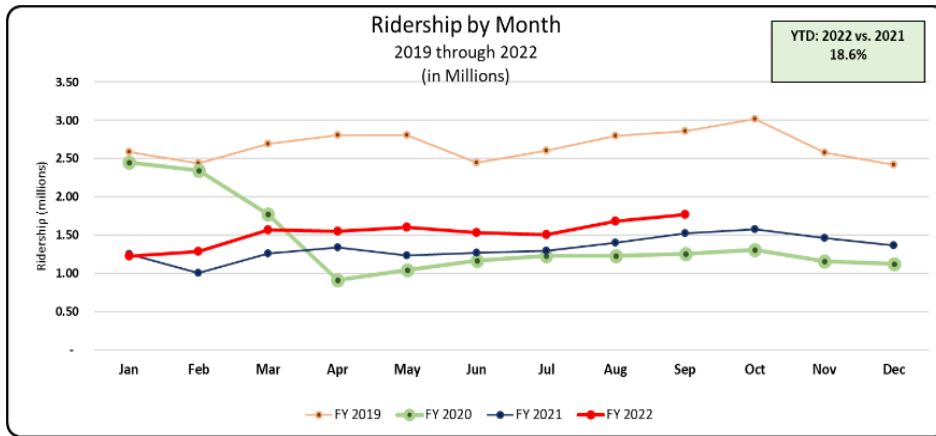


FIGURE 2: RIDERSHIP

Ridership through the 3<sup>rd</sup> Quarter totaled 13.7 million riders, 18.6% higher than 3<sup>rd</sup> Quarter 2021. The increases are reflected across all modes. The 3 modes with the largest ridership increases compared to 2021 levels were Light Rail (46.3% increase), Paratransit (33.2% increase), and Fixed-route bus (29.5% increase).

Passenger Fare revenue totaled \$18.8 million through the 3<sup>rd</sup> Quarter of 2022, which is 19.2% higher than 2021, and 15.2% higher than budget. Mobile ticketing was 13.4% higher than 2021 levels. Cash fares were 13.2% higher and Passes and ticket sales were 5.7% higher than the same period in 2021. Passenger Fares is projected to be \$23.5 million by year-end.

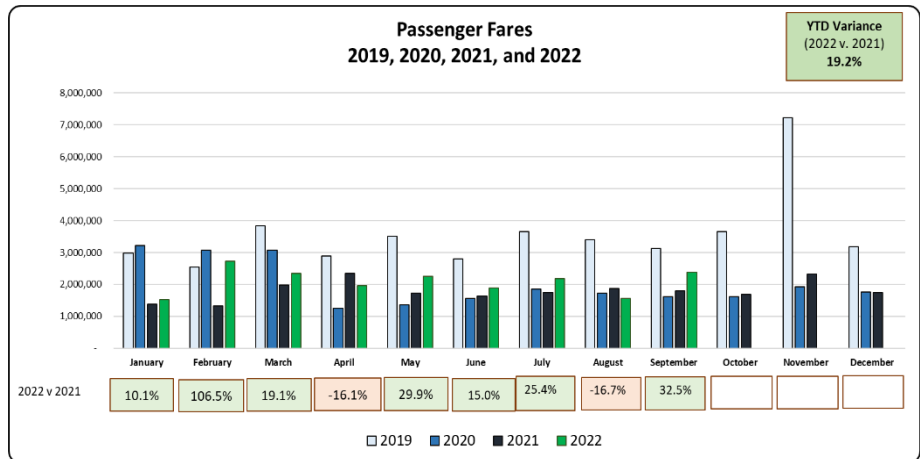


FIGURE 3: PASSENGER FARES

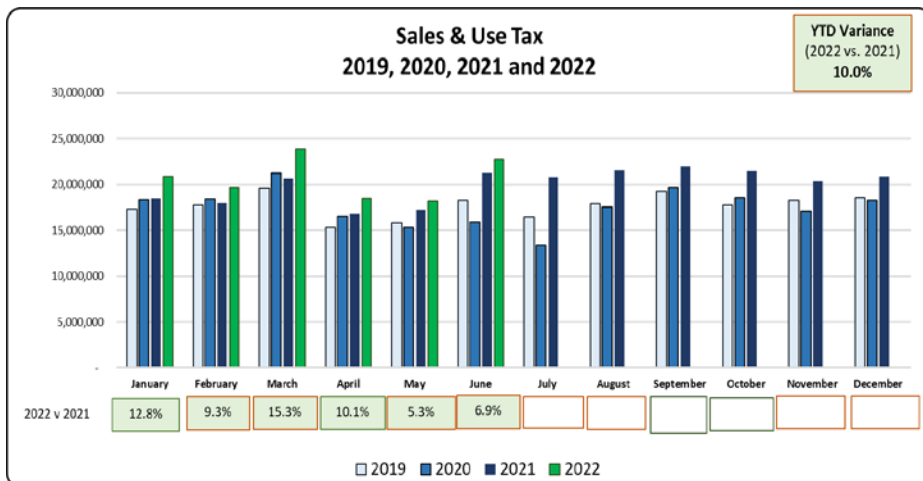


FIGURE 4: SALES & USE TAX

Sales Tax receipts totaling \$211.2 million through 3<sup>rd</sup> Quarter 2022 were 6.6% higher than the same period in 2021 and 4.5% higher than budget. On-Line Sales and motor vehicle sales continue to be strong, showing increases over 2021 of 24.5% and 8.9%, respectively. By year end, sales tax is estimated to be \$253.0 million.

Total Operating Expenditures at the end of the 3<sup>rd</sup> Quarter were 7.7% under budgeted levels. Total personnel expenses (salaries, overtime, payroll taxes and fringes) were 6.1% below budget. At the end of the 3<sup>rd</sup> Quarter, payroll taxes and fringes were 16.4% below budgeted level mainly due to health care coming in lower than projected. The Energy Price Risk Management Program continues to help stabilize fuel costs even in a current period of higher fuel costs. Fuel costs are expected to be within budget by year-end. The Authority also continues to purchase cleaner Compressed Natural Gas (CNG) buses and retire older diesel buses.

Transfers to Other Funds are made to support the expected expenditures and maintain the recommended balances for the Bond Retirement, Insurance, Supplemental Pension, Capital Improvement, and Reserve Funds. Most of these transfers were made by the 3<sup>rd</sup> Quarter.

## BOARD POLICY GOALS

2022 3rd Quarter Financial Policy Goals						
		Goal	2021 Actual	2022 Budget	2022 Budget YTD Q3	2022 Actual YTD Q3
Operating Efficiency	Operating Ratio	≥ 25%	8.9%	8.7%	8.5%	11.3%
	Cost per Service Hour		\$153.7	\$164.8	To be calculated at year end	
	Growth per Year	≤ Rate of Inflation	-3.4%	4.7%		
	Operating Reserve (Months)	≥ 1 month	2.9	3.7	2.3	2.3
Capital Efficiency	Debt Service Coverage	≥ 1.5	3.04	9.03	7.55	9.96
	Sales Tax Contribution to Capital	≥ 10%	48.2%	23.1%	31.2%	33.3%
	Capital Maintenance to Expansion	75% - 90%	100.0%	100.0%	100.0%	100.0%

FIGURE 5: BOARD FINANCIAL POLICY

### Operating Efficiency

The policy goal is to maintain an **Operating Ratio** of at least 25%. This ratio shows the efficiency of management by comparing operating expenses to operating revenues (Passenger Fares, Advertising & Concessions, and Investment Income). At the end of the 2<sup>nd</sup> Quarter, the Operating Ratio is 11.3%. Although Passenger Fare receipts were higher than budget through the 3<sup>rd</sup> Quarter, we are short of meeting the policy goal of 25%. Ridership remains below pre-COVID levels and shows slow recovery. (Figure 5)

The target of the **Cost per Hour of Service** indicator is service to be maintained at or below the rate of inflation. The inflation rate and interest rate have both increased. These calculations will be completed at year-end.



**Operating Reserve is targeted for a period of 30 Days or 1 Month**, which requires the available unrestricted cash and cash equivalents to be one month of operating expenses to cover any unforeseen or extraordinary fluctuations in revenues or expenses. At the end of the 3<sup>rd</sup> Quarter, the Operating Reserve is 2.3 months, better than the stated policy goal.

### **Capital Efficiency**

The **Debt Service Coverage** ratio is the measure of the Authority's ability to meet annual interest and principal payments on its outstanding debt. The goal is for the debt service coverage to be 1.5 or above and compares total operating resources (net of operating costs and transfers to the Insurance, Capital, and Pension Funds) with the Authority's debt service needs. The Debt Service Coverage ended the quarter at 9.96 exceeding the policy goal.

The **Sales Tax Contribution to Capital** is a measure of the level of commitment to longer-term capital needs by determining the percentage of the sales tax revenues that is to be allocated directly to the Capital Improvement Fund to support budgeted projects or to the Bond Retirement Fund to support debt service payments. This indicator ended the quarter at 33.3%, above the stated policy goal.

The **Capital Maintenance Outlay to Capital Expansion Outlay** ratio shows the Authority's focus is on the maintenance or State of Good Repair (SOGR) of its current assets, rather than on the expansion of service levels. This continues to remain the best course available as the Authority continues its bus replacement program, equipment upgrades, and plans for rail vehicle replacement and rail infrastructure improvements.

## Capital Commitments and Expenditures

### Capital Revenues

Under the Federal Grant Program there are 47 active grant awards: 29 are within the Formula Grant awards category and 18 are either highly competitive or discretionary grants.

The Formula Grants include \$54.5 million in funding from:

- 5307 - Urbanized Area Formula Grant
- 5337 - State of Good Repair (SOGR) Grant
- 5339 - Bus & Bus Facilities Grant

Competitive grants that have been received and identified for Fiscal Year (FY) 2022 total \$42.5 million, of which the federal share totals \$34 million are listed below.

- UTP (Urban Transit Program)
- OTP3 (Ohio Transit Preservation Partnership Program)
- CMAQ (Congestion Mitigation and Air Quality)
- NOACA (Northeast Ohio Areawide Coordinating Agency)
- FHWA (Federal Highway Administration)
- DERG (Diesel Emission Reduction Grant) Award

The Strategic Plan initiative is to apply for and successfully obtain at least \$20 million of competitive grant awards each year which would enable the Authority to focus on its State of Good Repair (SOGR) projects. These and other capital projects are explained in further detail in the Capital Commitments section. Capital projects are reported on an inception-to-date (ITD) basis. Competitive awards totaling \$42.5 million have been received prior to the end of the third quarter. Table 1 shows the funding sources, including competitive awards, funds committed through the life of the award, and funding available as of third quarter 2022. The following are the competitive awards:

- \$5.6 million for 7 60-FT BRT Articulated coaches
- \$2.7 million for 20 40-FT CNG Buses
- \$12.0 million for 25 40-FT CNG Buses
- \$6.8 million for 20 40-FT CNG Buses
- \$1.2 million for 12 Paratransit Cutaway Vehicles
- \$882,049 for 8 25-FT Paratransit Vehicles
- \$3.3 million for Triskett CNG Building Compliance
- \$1.2 million for Red Line Curve Replacement
- \$1.7 million for Red Line Brookpark 515 Track Switch
- \$382,915 for S Curve Retaining Wall Repairs
- \$6.0 million for LR Rehab Program
- \$250,000 for Asset Maintenance Software Database
- \$500,000 for Baby on Board

ITD Funding Source Totals

Source of Funds	Funding Appropriated	Funds Committed	Funding Available	Percentage of Remain. Funds
FORMULA	\$ 131,018,351	\$ 105,164,762	\$ 25,853,589	20.20%
LOCAL (ALL)	\$ 179,786,316	\$ 78,129,497	\$ 101,656,819	78.07%
COMPETITIVE	\$ 33,966,968	\$ 33,429,032	\$ 537,936	1.19%
Federal Assistance	\$ 137,202,079	\$ 136,554,366	\$ 647,713	0.49%
STATE	\$ -	\$ -	\$ -	0.00%
OTHER	\$ 1,661,450	\$ 1,586,572	\$ 74,878	0.06%
	<b>\$ 483,635,164</b>	<b>\$ 354,864,229</b>	<b>\$ 128,770,935</b>	<b>100%</b>

FIGURE 6

(Table 1)

**Commitments by Capital Category**

The capital program is based on a multi-year, or an Inception-to-Date (ITD) approach. The total capital appropriations of \$629.3 million for FY 2022 include appropriations of \$136.8 million for FY 2022 and \$492.5 million of prior year carryover, which are displayed in Table 2. Projects within the capital program are placed in eight categories as seen in the table below. The table compares the budget to the year-end projections for each category.

At the end of the 3<sup>rd</sup> Quarter, project commitments totaled \$354.9 million, including \$272.5 million of ITD expenditures and \$82.4 million of current encumbrances, resulting in \$274.4 million, or 43.6%, of available funding. Most capital activities during the third quarter were for continuation of projects that began in prior fiscal years, or in preparation for planned FY 2022 construction projects and preventative maintenance/operating budget reimbursements. These projects continue to focus on the State of Good Repair (SOGR) of the Authority’s capital assets. Projected activities within the RTA Capital and Development Funds during the remainder of 2022 will result in estimated total commitments of \$546.0 million and available funding of \$83.2 million, or 13.2% by year-end. These capital projects will be discussed in greater detail within the various category explanations.

**3rd Quarter 2022 Combined Capital Program**

Categories	(ITD) Budget A	Current Commitments B	Budget vs Current Commitments A-B	% Remaining (A-B)/A	Projected Commitments @ End of 2022 C	Projected Commitments vs. Current Budget A-C
Bus Garages	\$ 13,564,725	\$ 12,207,067	\$ 1,357,658	10.0%	\$ 12,244,067	\$ 1,320,658 9.7%
Bus Improvement Program	76,631,608	54,509,341	\$ 22,122,267	28.9%	67,660,161	8,971,447 11.7%
Equipment & Vehicles	28,528,832	18,558,893	\$ 9,969,939	34.9%	19,020,765	9,508,067 33.3%
Facilities Improvements	72,698,676	40,147,607	\$ 32,551,069	44.8%	49,212,913	23,485,763 32.3%
Other Projects	8,820,212	5,981,591	\$ 2,838,621	32.2%	6,548,265	2,271,947 25.8%
Preventive Maint./Operating Reimb.	138,745,829	136,578,478	\$ 2,167,351	1.6%	137,554,392	1,191,437 0.9%
Rail Projects	289,692,141	86,788,932	\$ 202,903,209	70.0%	253,313,307	36,378,834 12.6%
Transit Centers	600,000	92,320	507,680	84.6%	492,320	107,680 17.9%
Sub-Total: RTA Capital	<b>\$ 629,282,023</b>	<b>\$ 354,864,229</b>	<b>\$ 274,417,794</b>	<b>43.6%</b>	<b>\$ 546,046,190</b>	<b>\$ 83,235,833 13.2%</b>

FIGURE: 7

(Table 2)

**Current Year Expenditures by Capital Category**

The graph below compares current expenditures for each category with prior years' expenditures at the same point in time. The majority of the capital expenditures in 2022 have occurred in three major categories. The first being the Federal Operating Assistance category which is reimbursed to the Operating Fund from the General Fund and is reflected as revenue on the General Ledger. The second category is the Bus Improvement Program and the third is Rail Projects. These three categories total \$110.2 million, or 91.2%, of capital expenditures to date in 2022.

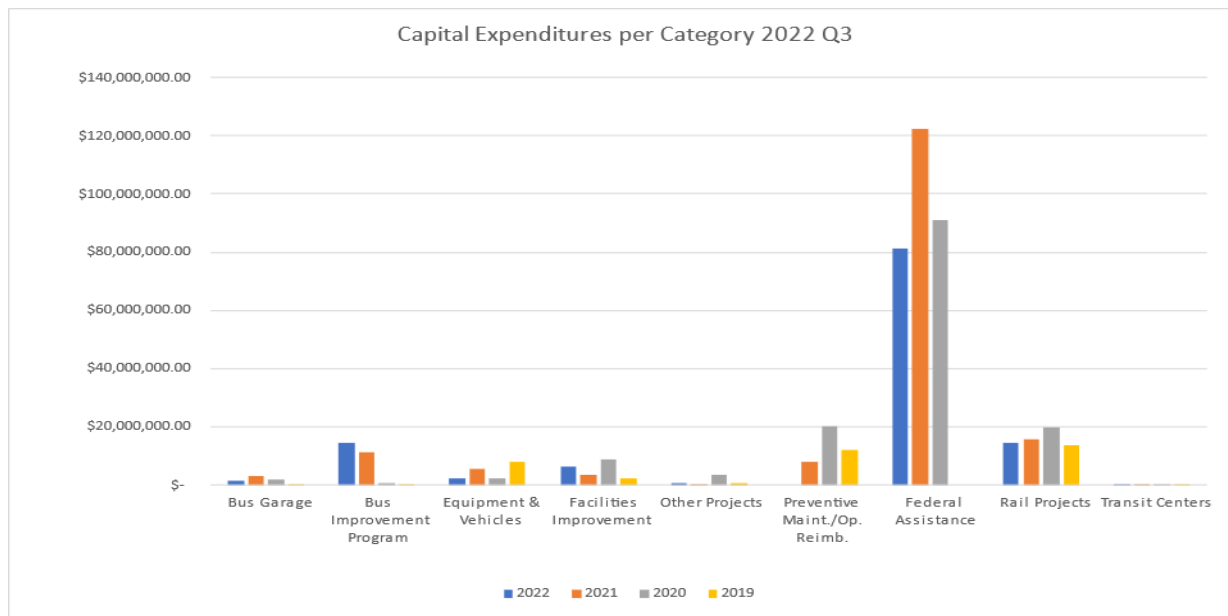


FIGURE: 8

(Table 3)

**Bus Garages**

These projects are for needed bus garage facility upgrades. The Hayden Garage will see upgrades to both the Gas Detection and Fire Protection Systems in FY 2022. The Triskett CNG Building upgrades and compliance project for newly purchased CNG vehicles is scheduled to be completed in FY 2022.

At the end of the second quarter, approximately \$12.2 million of the \$13.6 million budget was committed, leaving available funding of \$1.4 million, or 10.0%. The CNG Building upgrade will continue through year-end and no additional funding is projected to be encumbered.

**Bus Improvement Program**

The Authority continues to retire older fleets to purchase more fuel-efficient vehicles under the 7-year Bus Improvement Program. At the end of September, category commitments totaled \$54.5 million, out of the total appropriations of \$76.6 million, leaving available funding of \$22.1 million, or 28.9%.

These commitments include current expenditures of \$40.3 million and current encumbrances of \$14.2 million to help maintain the Authority's existing bus fleet. Projected total commitments of \$67.7 million at year-end include the bus purchase orders for 20 40Ft CNG's and 20 Paratransit vehicles and other minor bus purchasing activities.

**Equipment & Vehicles**

At the end of the third quarter, the total commitments of \$18.6 million include \$12.2 million of ITD expenditures and \$6.4 million of encumbrances leaving available funding of \$10.0 million, or 34.9%. Remaining commitments within this category are concentrated within various SOGR equipment & vehicle upgrade projects.

**Facilities Improvements**

At the end of the third quarter, the total commitments of \$40.1 million include \$15.3 million of ITD expenditures and \$24.9 million of current encumbrances resulting in available funding of \$32.6 million, or 44.8%. Projected total commitments at year-end of \$49.2 million are for various SOGR projects such as the Waterfront Line Bridge Repairs, Flyover Bridge Repairs, Track Bridge Inspection Program, Hayden Roof repairs, Pavement Improvement programs and other smaller facility enhancements.

**Other Projects**

The Other Projects category includes pass-through grants to Medina and other miscellaneous capital projects that do not fit into the other capital categories. At the close of the third quarter, this category has combined project commitments of \$6.0 million out of the category budget of \$8.8 million, resulting in available funding of \$2.8 million or 32.2%. During the third quarter of the year, a combined \$505,522.42 of expenditures were generated by projects within this category. These projects include Transit Oriented Development, Anti-Terrorism Team, and TSA Canine Security Program.

**Preventive Maintenance/Operating Expense Reimbursements**

This category includes formula and non-formula grant funded reimbursements to the General Fund for various eligible activities. These include formula grant funded preventive maintenance activities within the General Fund, and non-formula grant funded reimbursements for the delivery of ADA services.

Projected total commitments at year-end are estimated to total \$137.6 million of the \$138.7 million budget. Ride to Community Immunity has been granted an expanded scope until year end 2022 to expense the remaining \$647,000 in the project.

**Rail Projects**

At the end of September, \$86.8 million of the \$289.7 million budget for the Rail Projects category were committed resulting in available funding of \$202.9 million, or 70.0%. Total commitments include \$54.2 million of ITD expenditures and \$32.6 million of current encumbrances maintains the focus on achieving SOGR on the rail system. Projected commitments for the remainder of FY 2022 are estimated at \$166.5 million which include \$160.6 million for the HRV Rail Replacement program. Projected year end commitments in the rail category total \$253.3 million.

**Transit Centers**

Project commitments total \$492,320, out of the budget of \$600,000, results in available funding of \$107,680 or 17.9%. Through the third quarter, expenses have totaled been \$92,320. Projected commitments projected for the remainder of the year total \$400,000 on ADA enhancements at the Warrensville Van Aken Platform.

Performance Measures

Performance Measure		Q1	Q2	Q3	Q4	YTD
<b>Passenger per bus/train hour:</b>	<b>2022 Target</b>					
Bus	12	11	13	14		13
Rail	35	34	33	36		34
Total*	14	13	15	16		15
*Calculated by dividing the quarter's total ridership by total system wide hours						
<b>Revenue Vehicle Cost Per Mile:</b>		\$2.75	\$2.38	\$2.55*	\$	\$2.57
(Maintenance & Fuel)						
*Estimated Value						
<b>% Of Scheduled Maintenance Completed (Revenue Vehicles)</b>						
Bus		92%	96%	97%		94%
Rail		98%	96%	96%		96%
Paratransit (Revenue)		100%	100%	98%		100%
Paratransit (Non-Rev)		87%	84%	91%		87%

FIGURE 9

Critical Success Factors

<b>Passenger Fare Revenue</b>	The Passenger Fare revenue performance measure is discussed in detail in the Financial Analysis Section of the Report.
<b>Preventable Collisions</b>	The GCRTA <u>Preventable Collision Rate (PCR)</u> TEAM goal for 2022 is 1.25. The 2022 YTD 3rd Quarter PCR is 1.50, which is 20% higher than the TEAM goal and 15% higher than the 1.30 PCR for the same period in 2021. Total preventable collisions increased 22% from 203 to 248. Mileage increased 6%.
<b>Total Collision Rate</b>	The GCRTA <u>Total Collision Rate (TCR)</u> for the 2022 YTD 3rd Quarter is 3.69, which is 18% higher than the 3.13 TCR for the same period in 2021. Total collisions increased 25% from 487 to 610.
<b>On the Job Injury Rate</b>	The GCRTA 2022 TEAM Injury Rate Goal is 7.0 The 2022 YTD 3rd Quarter Injury Rate of 5.86 is 16% below the TEAM Goal and 26% below the 7.95 Injury Rate for the same period in 2021. Total injuries decreased by 26 from 105 in 2021 to 79 in 2022. See the chart below:

**Number of Miles Between Service Interruption**

Tracks the rate of revenue-vehicle miles between mechanical failures that result in delays to revenue service greater than five minutes.

**Note** – Revenue-vehicle miles are miles logged by buses and railcars.

- **15,927** Miles Between Service Interruptions for Q3 2022 represents:
  - 4.13% increase from Q2 2022 (15,296)
  - 4.63% increase from Q3 2021 (15,223)

**On-Time Performance**

On Time Performance tracks schedule adherence. Schedule adherence is measured by using recorded departure times) and uses the categories of Early (>1 minutes before), On Time (<1 minute before – 5 minutes after), and Late (>5 minutes).

**Note** – End of line measurements recorded by arrival time. Early arrivals at end of the line are recorded as On Time.

- $Fixed\ Route\ On\ Time\ Performance = \frac{On\ Time\ Measurements}{On\ Time + Early + Late\ Measurements}$
- Fixed route on time performance of **81.66%** for Q3 2022 represents:
  - 2.61% decrease from Q2 2022 (83.85%)
  - 0.67% increase from Q3 2021 (81.12%)

**Ridership**

Total unlinked passenger trips on all GCRTA transit modes.

- The COVID-19 pandemic has continued to affect ridership:
- **5,020,446** unlinked passenger trips for Q3 2022 represents:
  - 6.25% increase from Q2 2022 (4,724,990)
  - 17.41% increase from Q3 2021 (4,275,855)

Q3 2022 over Q2 2022 ridership by mode

Mode	Q3 2022 performance in comparison to Q2 2022
Motorbus (MB)	6.16%
HealthLine (RB)	0.74%
Heavy Rail (HR)	7.53%
Light Rail (LR)	16.47%
Paratransit (DR)	5.67%
<b>System Total</b>	<b>6.25%</b>

Year over year ridership by mode Q2 2022 vs Q2 2021

Mode	Q3 2022 vs. Q3 2021
Motorbus (MB)	15.81%
HealthLine (RB)	2.72%
Heavy Rail (HR)	14.74%
Light Rail (LR)	193.43%
Paratransit (DR)	24.16%
<b>System Total</b>	<b>17.41%</b>

**Customer Satisfaction/Boardings Between Complaints**  
 \*For Q2 2022, reporting was by mode

Boardings between Complaints tracks the number of boardings in between customer complaints logged in the Trapeze COM system.

**Note** – The metric only considers complaints that are charged to an operating district

- June 2021 complaint data was recovered and added back into all calculations for this report.
- **5,149** Boardings Between Complaints for Q3 2022 represents:
  - 1.78% increase from Q2 2022 (5,049)
  - 1.97% decrease from Q3 2021 (5,253)

**Attendance**

**Unscheduled Absence Percentage** - Tracks the percentage of available work hours that are unscheduled absence hours. An absence is unscheduled when it is charged to any of the following categories: Sick Time, Unpaid Absence, Disability, Suspension, Workers' compensation, and Other Unscheduled Absences.

Unscheduled Absence rate of **8.02%** for Q3 2022 represents:

- 10.54% increase from Q2 2022 (7.26%)
- 1.01% decrease from Q3 2021 (8.10%)



## **Quarterly Marketing Activities**

### **Introduction of Transit Ambassadors and Crisis Intervention Specialists**

The first group of Transit Ambassadors (8) and Crisis Intervention Specialists (2) completed training and were integrated to aid Transit Police in early September to provide service and expand safety to our riders. Marketing supported the introduction of this new program to the public and our staff with a blog, social media posts, and internal communications. Transit Ambassadors are unarmed, easily identifiable in red vests, and are approachable to help riders and answer their questions. Crisis Intervention Specialists provide mental health, crisis, and substance abuse outreach, serving as a gateway to establishing relationships with social services agencies for those in need.

### **EZfare use education, transition away from RTA CLE app**

Marketing continued to promote use of Transit with EZfare and communicate our transition from the RTA CLE app to Transit with EZfare. Messaging encouraged downloading the app, loading fare, and the discontinuation of fare purchases in the RTA CLE app. Step-by-step handouts explaining how to download and use the app using visual validation were created, printed, and distributed to the public and employees. A video was created and posted on rideRTA.com to explain how to add fare using cash at VanillaDirect retail locations. Preparations for Q4 internal and external messaging are underway to completely phase out the RTA CLE app and explain how to use validators.

### **Positive Impact Program Support**

Marketing provided support for communications and materials for the operator mentor/mentee pilot Positive Impact Program where new hires are paired with experienced operators for on-the-job support and work-life balance advice with the goal to increase retention. Support included program logo, a brochure, blog, pins, mentor cards, certificates, and graduation celebrations (which also served to recruit additional mentors) at all districts.

### **Operator Safety Video**

Marketing worked with the Safety Department and facilitated production of an approximately five-minute video to be incorporated into operator training for the next three years. It highlights the correct way to wear a seat belt and respond to a crash situation, as well as tips to avoid hitting stationary objects.

### **RTA Cleans!**

To enhance customer satisfaction and change poor public perception of the cleanliness of bus and rail vehicles (Q2 Customer Experience Survey results), GCRTA updated cleaning processes. Support was provided to communicate the enhanced vehicle cleaning program through a blog and social media posts. Positive public response and significant engagement was confirmed by Q3 Customer Experience Survey results. Social media posts are ongoing.

**RTA Honors Hispanic Heritage Month with Special Bus Stop Signs**

GCRTA honored Hispanic Heritage month (September 15 - October 15) by creating custom bus stop signs on the #45 bus route. Twenty-two (22) bus stop signs along the Clark & Fulton route were individually decorated with flags that comprise the Hispanic/Latinx diaspora. In addition to the bus stop signs, a bus shelter along the route at Fulton & Marvin featured a banner graphic that incorporates the 22 country flags, and the W. 25th – Ohio City Station showcased a unique Hispanic Heritage Month decal at the station's entrance.

**Disadvantaged Business Enterprise (DBE)  
Participation/Affirmative Action**

The DBE program is administered on a Federal Fiscal Year (FFY) that runs from October 1 – September 30. The Overall DBE Participation Goal on federally assisted contracts of \$25,000 and above for FFY 2022 - 2024 is 21.5%. Per federal regulations, the calculation of Overall DBE participation excludes real estate transactions and the procurement of Transit Vehicle Manufacturers (typically buses and Paratransit vehicles).

The performance period of July 1, 2022 – September 30, 2022 represents the fourth quarter of FFY 2022. DBE dollars awarded during the third quarter and FFY to-date on contracts greater than \$100,000 totaled **\$1,767,315 or 13.6%** on total contracts of **\$12,996,864**

**QUARTERLY - PARTICIPATION OF DBE FIRMS BY CLASSIFICATION  
(July 1, 2022 – September 30, 2022)**

Classification	1st. Quarter Oct. 1 – Dec. 31		2 <sup>nd</sup> Quarter Jan. 1 – March 31		3 <sup>rd</sup> Quarter April 1 – June 30		4 <sup>th</sup> Quarter July 1 – Sept. 30	
	African American	0	0	0	0	\$7,500	8.2%	\$259,336
Asian	0	0	0	0	0	0	\$23,625	1.3%
Caucasian Female	0	0	\$400,000	100.0%	\$68,422	75.3%	\$1,404,304	79.5%
Hispanic	0	0	0	0	\$15,000	16.5%	\$32,799	1.8%
Sub-Pacific Asian	0	0	0	0	0	0	\$47,250	2.7%
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>\$400,000</b>	<b>100.0%</b>	<b>\$90,922</b>	<b>100.0%</b>	<b>\$1,767,315</b>	<b>100.0%</b>

FIGURE: 10

**CURRENT QUARTER - DBE PERFORMANCE BY CONTRACT CATEGORY  
(July 1, 2022 – September 30, 2022)**

	Construction	Professional Services	Equipment & Supply	Total
<b>DBE Dollars</b>	\$1,486,315	\$281,000	0	\$1,767,315
<b>All Dollars</b>	\$10,097,375	\$2,657,862	\$241,627	\$12,996,864
<b>% DBE Participation</b>	<b>14.7%</b>	<b>10.6%</b>	<b>0</b>	<b>13.6%</b>

FIGURE: 11

**Disadvantaged Business Enterprise (DBE) Participation/Affirmative Action**

**YEAR TO DATE  
DBE PERFORMANCE BY QUARTER  
(October 1, 2021 – September 30, 2022)**

	Total Contracts	DBE Participation	% DBE Participation
1st Qtr.	0	0	0.0%
2 <sup>nd</sup> Qtr.	\$400,000	\$400,000	100.0%
3rd Qtr.	\$3,404,948	\$90,922	2.7%
4th Qtr.	\$12,996,864	\$1,767,315	13.6%
<b>TOTAL</b>	<b>\$16,801,812</b>	<b>\$2,258,237</b>	<b>13.4%</b>

FIGURE: 12

**Office of Business Development Activities**

Outlined below are selected efforts undertaken during the fourth quarter of FFY 2022

**Selected Certification Activities during the quarter include:**

- New Certifications: 5
- No Changes Declaration: 25
- On-Site Review: (Virtual): 1

**Selected Contract Compliance Activities during the quarter include:**

- Completed: 27 Goal Settings
- Reviewed: 8 Certified Payroll Reports

**Selected Outreach Efforts during the quarter include:**

- Host Unification Certification Team meeting with Cuyahoga County, Sewer District, and City of Cleveland
- OBD Participated on EWT Outreach How to Do Business with Governmental Agencies Certification clinic (Virtual)
- Attended American Contract Compliance Association (ACCA) training in Charlotte, NC
- Attended Certification Training hosted by Ohio Department of Transportation (ODOT) – Columbus
- Attended Greater Summit Business Conference & Expo (GSBCE) at the Canton Airport
- Attended Notice of Proposed Rulemaking (NPRM) meeting, Certification with U.S. Department of Transportation (Virtual)
- Participated on Ohio Procurement Technical Assistance Center (PTAC) Infrastructure Opportunities in Transportation Webinar

**Selected Other Involvements**

- Attended WHM Ladies of the month panel discussions (Virtual)
- Attended EWT webinars and events
- Participate on COMTO Cleveland/Northeast Ohio Meetings
- Participant in the Project Management Academy Program
- Participated on RTA’s DEI Workshop



## Quarterly Performance Report

**Division/Department:** Office of Equal Opportunity (OEO)/Employment and Recruitment **Date:** November 4, 2022  
**Report completed by:** Felicia Brooks-Williams and Tiffany Holder

### Affirmative Action

The Affirmative Action Goals for the employment of women and minorities in all categories for the overall years (2020-2024).

#### KEY PERFORMANCE MEASURES

EEO Job Category	2022 Quarterly Performance Report														Total Placements (2022)				Total Placements (2020-Present)
	Male							Female							Q1	Q2	Q3	Q4	
	Hispanic Goal	Total Placements Hispanic Males Q3	Asian Goal	Total Placements Asian Males Q3	2 or More Ethnicities Goal	Total Placements 2 or More Ethnicities Males Q3	White Females Goal	Total Placements White Females Q3	Black Females Goal	Total Placements Black Females Q3	Hispanic Females Goal	Total Placements Hispanic Females Q3	Asian Females Goal	Total Placements Asian Females Q3					
Officials & Administrators	---		---		---		2		---		---		---						2
Professionals	---		2		---		45	3	---		---		3	1	2	4			26
Technicians	---		---		---		24		---		1		1						4
Protective Service	---		---		---		12	1	---		1		---			1			4
Admin Support	---		---		---		51		---		---		---						5
Skilled Craft	8	1	1		1		16		5		---		---			1			4
Service Maintenance	24		9		3		258		--		23		10		3	1			26
<b>TOTAL</b>	<b>32</b>	<b>1</b>	<b>12</b>		<b>4</b>		<b>408</b>	<b>4</b>	<b>5</b>		<b>25</b>		<b>14</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>6</b>		<b>71</b>

Figure 13



## Quarterly Performance Report

EEO Job Category	Remaining to Reach Parity Males	Remaining to Reach Parity Females
Officials & Administrators	0	0
Professionals	0	19 White Females, 1 Asian Female
Technicians	0	19 White females, 1 Hispanic/Latin Female, 1 Asian Female
Protective Service	0	24 White Females
Administrative Support	0	41 White Females
Skilled Craft	3 Hispanic Males, 1 Asian Male	16 White Females, 3 Black Females
Service Maintenance	13 Hispanic Males, 9 Asian Males	239 White Females, 21 Hispanic/Latin Females, 8 Asian Females

\*The Total Placements reported include new hires, rehires, and promotions in each of the designated categories. Five goals have been met thru 2021. Goals met are highlighted in green.

\*The Employment and Recruitment Department (ERD) and OEO collaborate once a month to ensure that the recruitment and selection/offer process is conducted with the Affirmative Action goals in mind. The following are agencies we partner with regularly to share our needs and host hiring events with:

- Outreach and standing meetings:
  - Cuyahoga County Job and Family Services
  - Fatherhood Initiative Program
  - Esperanza
  - Job Corps
  - Youth Opportunities Unlimited
  - Tri-C
- Virtual career fairs:
  - Fairfax Renaissance Development Corporation
  - Towards Employment
  - El Barrio
  - Ohio Means Jobs

Recruitment efforts were conducted to put forth a good faith effort to increase our applicant pool of candidates to meet our goals. We have attended Job Fairs within our local school districts and community organizations to include:

- Cleveland State University
- Cuyahoga Community College
- Hoops After Dark (hosted by Ohio Means Jobs)
- Ohio Means Jobs virtual career fairs
- Maximus online hiring event



## Quarterly Performance Report

**Division/Department:** Office of Equal Opportunity (OEO)/Employment and Recruitment  
**Report completed by:** Felicia Brooks-Williams and Tiffany Holder

**Date:** November 4, 2022

In addition, we host RTA job fairs and interview/hiring events to attract a wide diverse audience:

- Monthly West Park “Drive Days” (in house interviewing & hiring event)
- Monthly Hiring Events at Ohio Means Jobs
- August 2022 Job Fair at West Park Rapid Station
- Spanish American Committee Career Fair

### Recruitment efforts summary:

- Hiring Fairs- 16
  - Number of Operator events-16
  - Transit Police-2
  - Power & Way, Facilities and Mechanics-16
  - Professional-3
- Outcomes from hiring fairs
  - 288 applicants
  - 72 Hires
- Outreach to new partners for recruitment
  - Maximus
  - El Barrio
  - Fairfax
  - Towards Employment
- Targets for 4<sup>th</sup> Quarter
  - Lake Community College
  - Medina County College

## Succession Planning and Employee Development

GCRTA continues to enhance its People Strategy by focusing on Culture & Engagement, Leadership Development & Talent Management, Innovation & Technology, Continuous Improvement, and Compliance. Short and long-term succession planning, management training, community partnerships with key training resources, and multiple employee development opportunities across all work segments are key to our approach to live out our mission of Connecting the Community.

## Community Training & Development Job Hub Partnership

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

The Temporary Commercial Driver's License training, Workforce Success Program, and Frontline Supervisory Training and Development Program are core Job Hub programs designed to recruit and train new employees and provide new and emerging managers of current employees with development opportunities.

The following are updates for our core programs during the 3rd quarter 2022.

- We continued to promote the Workforce Success Course during the 3<sup>rd</sup> quarter, though no classes took place over the summer. Our promotion of the program resulted in four employees signing up for a 4<sup>th</sup> quarter course. The Workforce Success Course is an eight-week training program designed to identify and boost employable skills and get help with career planning. Current GCRTA employees and participants from Northeast Ohio communities seeking employment opportunities are participating. Twelve GCRTA employees have successfully completed the program to date.
  - Of the 12 employees who have completed the course, two (2) enrolled in Associate Degree programs at Tri-C, and two graduates advanced to new positions at GCRTA.
- The 10th and 11th Frontline Leader (FLL) cohorts graduated in the 3<sup>rd</sup> quarter of 2022. One cohort was a cross-agency collaboration consisting of participants from GCRTA and the Ohio Turnpike, and one cohort consisted of all GCRTA employees. We also kicked off another cohort in partnership with the Ohio Turnpike Commission, with classes taking place through the 4<sup>th</sup> quarter of 2022 and 1<sup>st</sup> quarter of 2023.
- To increase GCRTA's continuous improvement and efficiency, we continue to send employees through various levels of Lean Six Sigma training.
  - One employee earned her Lean Six Sigma Black Belt in the 3<sup>rd</sup> quarter of 2022.
  - Sixteen employees completed Green Belt certification classwork in the 3<sup>rd</sup> quarter of 2022 and will earn their certifications in the 4<sup>th</sup> quarter.
  - Twenty more employees will go through the Lean Ohio Boot Camp in the 4<sup>th</sup> Quarter of 2022.



- In addition to core Job Hub Programs, the partnership includes an existing Rail Mechanic Apprenticeship and an emerging new Bus Mechanic Apprenticeship. Having gained state certification for a Bus Maintenance Apprenticeship, GCRTA Management and Local 268 Amalgamated Transit Union signed an apprenticeship agreement and actively taking candidates through the hiring selection process to be part of our first cohort of bus maintenance apprentices. This partnership allows for program accreditation through the college. GCRTA instructors gain individual certification as an adjunct instructor enabling them to conduct related training and award college credits for successful participation in the related courses.
- During the week of July 11, 2022, GCRTA hosted Thermography Level 1 Training for Substation, Line, Facilities Maintenance and Training departments.

### **Leadership and Professional Development**

- Ten employees attended a week long in-person training for Substation Maintenance Electrical Safety for Utilities. This training was led by AVO Training Institute and is the first of a series of trainings planned for this team in 2022.
- Eight employees attended a weeklong in-person training for Thermography led by The Snell Group.
- Six employees attended two weeks of in-person training for Signal Level 1 led by Big J Signal.
- Three GCRTA employees were accepted into and began the Northeast Ohio Diversity Center's LeadDIVERSITY program.
- Elevating Women Together, GCRTA's Employee Resource Group for women and their allies, held an election and selected their four (4) new leaders for the 2023 calendar year.
- Road Instructor Certification programming continues, which identifies and upskills excellent operators and prepares them to be road instructors to assist newer operators in succeeding.

### **Promotions & Employee Development**

We continue to track progress for advancing our employee development efforts by measuring our percentage of promotions in relation to new hires (See Figure 1). This metric shows GCRTA's continued efforts and commitment to developing employees for promotion opportunities within all work segments, and particularly for key leadership positions

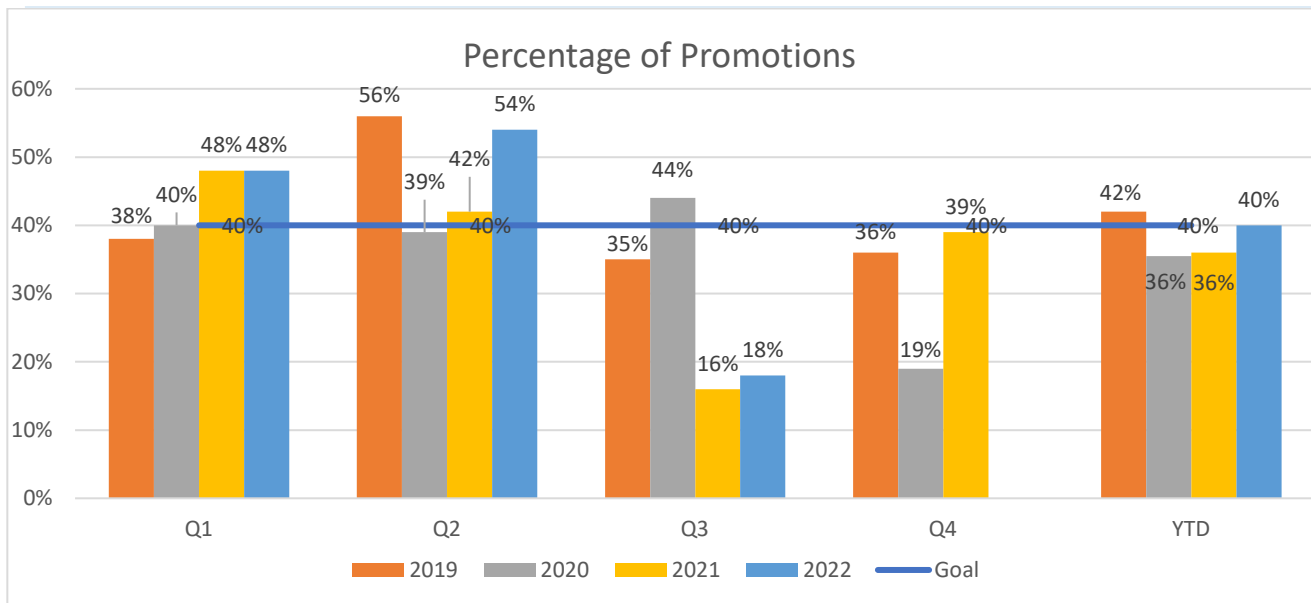


FIGURE 14: PERCENTAGE OF PROMOTIONS

Listed below are notable promotions during the 3rd quarter that highlight our succession planning and employee development efforts:

**Supervisory and Managerial Succession**

- Tonina Campbell, Frontline Supervisor and Development Program graduate, promoted from ITS Specialist to ITS Manager in the Operations Division.
- Juliana Schultz, Frontline Supervisor and Development Program graduate, promoted from Senior ITS Specialist to ITS Manager in the Operations Division.
- Janet Burney, promoted from Director of Legal Department/Deputy General Counsel to Deputy General Manager, Legal Affairs in the Legal Affairs Division.
- Kenyetta Krehel, promoted from Paratransit Operator to Service Quality Supervisor II (Bus/Rail) in the Operations Division.
- Nicole Campbell, promoted from Administrative Assistant to Benefits Specialist in the Human Resources Division.
- Wynunda Jones, promoted Bus Operator to Dispatcher in the Operations Division.
- Reiko Gollate, promoted from Bus Operator to Service Quality Supervisor I in the Operations Division.
- James Schmidt, promoted from Equipment Maintainer to Assistant Equipment Manager in the Operations Division.
- Dorian King, promoted from Service Quality Supervisor I to Service Quality Supervisor II (Bus/Rail) in the Operation Division.
- Stuart Setliff, promoted from Assistant Operating Instructor (Rail) to Operating Instructor (Rail) in the Human Resources Division.

## Engineering/Construction Program

This section provides information on the status of the Authority’s engineering and construction activities. Projects are reported on by major program categories as follows:

- Bridges
- Track & Signal
- Passenger Facilities
- System Expansions
- Maintenance Facilities
- Planning

Other categories may be added on occasion depending upon activity in the Authority’s capital program.

PROJECT	DESCRIPTION	STATUS
<b><u>Bridges</u></b>		
Rehabilitation of the Viaduct, Phase I (27Y)	Design of repair elements Designer: Michael Baker International Cost: \$446,266	RFP was advertised January 21, 2019. Proposals received; consultant selected. NTP issued July 10, 2019. Preliminary report and alternatives received. Inspection completed September 14, 2019. Report review held December 2019. Design completed and construction contract approved at May 25, 2021. Board meeting. Designer is providing construction administration services during the construction. Major error in painting quantity estimate has created change order of approximately \$2,000,000 for contractor. Designer forwarded settlement for negligent error received on April 1, 2022. Invoices that were being held have been paid. Contract held open for bulkhead repair work. Bids due October 20, 2022.
Viaduct Rehabilitation Buckhead Repair (27Y(a))	Design separate because of permit requirements Designer: Michael Baker International Cost: Included in Project 27Y	Design report and estimate underway. Discussion held with Canalway Partners. 75% design received May 25, 2021. Comments returned June 8, 2021. Meeting held with Canalway Partners September 28, 2021, regarding 100% plans and construction funding. Permit request approved by Corps of Engineers. Bids due October 20, 2022.

# QUARTERLY MANAGEMENT

Q3 2022

<p>Waterfront Line Bridge Repairs (27Z)</p>	<p>Bridge Repairs (design including MSE walls) Designer: Hardesty &amp; Hanover Cost: \$1,481,463</p>	<p>Bridge monitoring by TranSystems/BDI in place and running. Project advertised on December 27, 2020. with Hardesty &amp; Hanover selected March 1, 2021. Contract Award approved at May 25, 2021 Board meeting. NTP issued June 21, 2021. Load rating received August 23, 2021, advising no capacity and emergency shoring needed. Emergency shoring towers ratified by Board September 14, 2021. Shoring plans received from Hardesty &amp; Hanover September 15, 2021. Four towers were inspected and completed on December 13, 2021. Project awarded to Great Lakes construction September 20, 2022.</p>
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<p>Waterfront line Bridge Emergency Shoring 27Z(a)</p>	<p>Four Shoring Towers installed as an emergency repair Construction Cost: \$696,796</p>	<p>Board ratified as emergency September 14, 2021. Work began in field September 27, 2021, and was completed on December 13, 2021. Additional work required June 24, 2022, and another reset on September 7, 2022. Project to close when 61F (Triskett) is closed.</p>
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<p>Tower City East Portal Rehabilitation (52N)</p>	<p>RFP for design of repairs to Tower City East Portal including track, power, and signal. Designer: E.L. Robinson Cost: \$989,942</p>	<p>Contract awarded by Board on February 19, 2019. Notice to Proceed issued on April 4, 2019. Design proceeding. Track 8 duck-under to remain. Plans complete. Project issued for bids March 28, 2022. No bids were received. Estimate to be reviewed prior to resubmitting to Procurement.</p>
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<p>W. 117th Track Bridge Rehabilitation (62A)</p>	<p>Design for repairs to bridge and station platform Designer: Michael Baker International Design Cost: \$504,211</p>	<p>Board Awarded February 2021. NTP April 23, 2021. Field inspection and survey complete as of June 18, 2021. Phase 1 plans received August 13, 2021, and comments returned September 13, 2021. Phase 2 plans reviewed, and comments returned on November 10, 2021. 60% plans (Phase 3) received January 15, 2022, and comments returned February 12, 2022. 98% plans reviewed and comments returned June 24, 2022. 100% package for bidding received September 16, 2022. Project circulating for signatures prior to being submitted to Procurement.</p>
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**Track, Signal & Power**

<p>Trunk Line Signaling Design (12D)</p>	<p>Design for Trunk Line (E. 79 to Shaker Sq. Station) Signal System Replacement                  Designer: Rio Grande Pacific Technology                  Cost: \$268,412</p>	<p>Contract awarded by Board on December 17, 2019. NTP to be issued February 13, 2020. Trunk Line Survey Report received March 2020. Initial design completed and package sent to Procurement June 23, 2021.                   Bids received on August 18, 2021, but project canceled by Procurement. Second advertisement unsuccessful on December 8, 2021.                   Project submitted March 28, 2022, for third Procurement effort. Trip stop at LR100 removed from scope.                   Project submitted September 30, 2022 for fourth Procurement effort.</p>
<p>Trunk Line Signal Replacement – Construction (12D) (12D(a))</p>	<p>Construction Contractor: TBD                  Construction Estimate: \$4,884,000                  \$396,000</p>	<p>Project submitted September 30, 2022, for fourth Procurement effort. Bungalow foundations submitted as separate Project. 12D(a).</p>
<p>Red Line 515 turnout Return to Service (12F)</p>	<p>Designer: Mott MacDonald                  Design Cost: \$219,284                  Construction Estimate: \$1,336,729</p>	<p>Return to service turnout 515 at west end of Brookpark Yard. Includes signal, track and CTDS work. Project will include work to add CAB loops to yard siding to support new railcar testing. Project awarded February 16, 2021, Board. 90% design received review completed in November 2021, IFB package responses due October 27, 2022.</p>
<p>Consolidated Train Dispatch System (CTDS) Upgrade (12H)</p>	<p>Furnish &amp; and Install Project Cost: \$4,000,000</p>	<p>Replacement, testing and commissioning of new front end and back-office equipment including programming. RFP issued and pre-proposal held March 16, 2022. Proposals received on May 5, 2022. Selected proposal awarded at the September 20, 2022 Board, contract preparation underway</p>
<p>Tower City Tracks 10 &amp; 13 (52M)</p>	<p>Design for Track Replacement and Signal System Upgrades                  Consultant: TranSystems                  Cost: \$1,237,356</p>	<p>Notice to Proceed issued on September 7, 2017. IFB package for construction to be advertised on January 21, 2019. Project construction NTP issued May 13, 2019, to RailWorks. TranSystems performing construction administration through WSP. 10W track/platform modifications completed. GL1 modifications complete, CTDS modifications need one additional item to be complete. New crossover 115-117 in service. Consultant asked to approve deductive Change Order to reimburse GCRTA for direct and indirect cost to conform 10W platform to new track alignment. TranSystems disputing deduction for resolution of platform 10W clearance issue.</p>

<p>Tower City Tracks 10 &amp; 13 (52M)</p>	<p>Track Replacement and Signal System Upgrades Construction Contractor: Railworks Cost: \$12,028,299</p>	<p>IFB package advertised on January 21, 2019. Project Notice to Proceed issued May 13, 2019 to RailWorks. Reconstruction of track 10E with Low Vibration Track (LVT) completed and in service. GL1 outputs revised. Track 13 back in service April 26, 2021. 10W reconstruction clearance issues resulted in platform modifications. New 115-117 crossover and turnout 121 in service. GL1 reprogramming complete. Consolidated Train Dispatch System (CTDS) Supervisory Control and Data Acquisition (SCADA) modifications to address latent issues remain to be performed. Legal and Procurement demand that further modification be performed as a separate project.</p>
<p>CRMF-Track 3 (52-O)</p>	<p>Track 3 and four Transfer Table Crossings Repair Designer: TBD Design Estimate Cost: TBD</p>	<p>Notice to Proceed issued on August 21, 2018. New track and crossings in place. Table inspection and rail survey completed. Repairs to Transfer Table track and remaining Track 3 reconstruction to be budgeted and designed. Track 3 in poor condition. Design RFP for second phase to be advertised.</p>
<p>Red Line Rail Grinding Program (52U)</p>	<p>Design Consultant: Advanced Rail Management Design Cost: \$476,370</p>	<p>Field Investigations completed, wheel and rail profiles agreed upon. Designer behind in submitting final report and construction documents. ARM bought out and new Project Manager assigned to complete project.</p>
<p>Trunk Line Track Rehabilitation E. 75<sup>th</sup> St. Interlocking (52X)</p>	<p>Construction Contractor: TBD Construction Cost: \$3,494,819</p>	<p>Track reconstruction at the Red/Blue-Green (Heavy/Light Rail) Line Junction Rail, tie turnout and switch machine replacement. Includes new ballast and track alignment. Bids received on June 16, 2022, and contract ready to be awarded at July 26, 2022 Board meeting. Notice to Proceed issued August 31, 2022. Special work submittals received for review October 10, 2022.</p>
<p>Warrensville/Van Aken Substation Replacement (60B)</p>	<p>Furnish and Install Modular Warrensville/ Van Aken Substation Contractor: Hatzel &amp; Buehler Construction Cost: \$3,024,828</p>	<p>Project Board Award approved on November 19, 2019. Notice to Proceed issued January 16, 2020. Reclosure equipment on order. Resolution for Illuminating Company utility agreement approved. Prefabricated substation received and installed. House power connected for lighting, heating, and cooling. Awaiting Illuminating Company to install reclosures and switches, currently expected Winter 2023. Landscaping to be completed in October 2022.</p>

Warrensville/Van Aken Substation Replacement (60B)	Contractor: TIC Construction Cost: \$850,520.03	The Illuminating Company (TIC) agreement to install main feeders approved by the Board on September 28, 2021. TIC has ordered the equipment, delivery expected December 2022.
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W. 117 <sup>th</sup> Substation Rehabilitation (60C)	Contractor: Lake Erie Electric Construction Cost: \$2,095,170	Replacement of transformer/rectifier and switchgear. Existing building to be reused. Board awarded contract March 23, 2021. Notice to Proceed issued May 14, 2021, and kick-off meeting held. Submittals completed and equipment manufactured. Delivery and construction expected to begin October 24, 2022.
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E. 120 <sup>th</sup> Substation Replacement (60E)	Construction Contractor: TBD Construction Estimate: \$4,000,000	Replacement of existing substation in its entirety including building with modular unit similar to Puritas (60A). Design in-house supplemented by On-Call for specific tasks such as foundation design. Anticipate advertisement fourth quarter 2022.
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W. 30 <sup>th</sup> Substation Rehabilitation - Transformer/Rectifier Set (60F)	Contractor: Hatzel & Buehler Construction Cost: \$1,616,953	Replacement of transformer/rectifier and switchgear. Existing building to be reused. Roof replacement completed under Project 18.35. Board awarded contract on November 17, 2020. Notice to Proceed issued January 4, 2021. Existing equipment removal complete. New equipment installation completed, power to be turned on October 10, 2022, testing followed by and programming.
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**Passenger Facilities**

*Rapid Stations*

Warrensville- Van Aken Station (24W) (24W(a))	Reconstruction of Warrensville- Van Aken Station In-House design Budget: \$3,500,000	In-house design for new station includes platforms, track replacement/realignment, power modifications in connection with 60B and new comfort station/waiting area service building. Project also coordinates with Shaker Public Realm Improvements. ODOT TRAC funding will help complete track replacement. Environmental clearances received from FTA. Design at 98%. Final approvals obtained from City of Shaker Heights. Track design complete. Design of catenary, power and signals ongoing. Circulation of 98% plans for comment/approval underway.
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**Planning**

<p>Baby on Board 19.03</p>	<p>In various locations in the County Contractor: Brasco &amp; Cuyahoga County Board of Health Budget: \$500,000</p>	<p>ODOT awarded funds to improve bus waiting environments in selected zip codes with high levels of infant mortality MOU signed with County Board of Health. Staff has identified locations and scope work. The bus shelters have been ordered from a \$160,775 contract with Brasco. In July 50% of the shelters were delivered by Brasco. All of these are installed. The delivery schedule for the remaining 50% of the shelters has been delayed by Brasco. They are now targeting a late October/November date. The Amended MOU was approved by the Board of Trustees on July 26, 2022. This Amended MOU expands the program throughout the County and allows marketing expenses. A new marketing campaign has been launched with new graphics and wrapped buses. It will be announced on Oct 21, 2022, at a City Club Forum.</p>
<p>RTA ConnectWorks 19.30</p>	<p>Contractor: Share Mobility (\$300,000) Contractor: Village of Mayfield and City of Highland Heights Budget: \$119,197.50</p>	<p>Project includes the provision of Micro Transit First/Last Mile services from an RTA location to a work site. RTA is contribution 50% of a flexible service focused on getting workers the first and last mile to their job site. Proposals are due on November 12, 2021. Proposals were reviewed and selected. Staff presented recommended awards to the RTA Board Committee on April 12, 2022. Both contracts were approved by the Board of Trustees on April 26, 2022. The Contract with Share has been executed. Service will begin on November 14, 2022 in Solon. The other contract is still being finalized.</p>
<p>Shaker Shelter Replacement Program (18.82)</p>	<p>Replacement of shelters Along the Blue and Green Lines Contractor: TBD Budget: \$1,800,000</p>	<p>CMAQ funded project to replace and enhance light rail stations on Shaker Lines. Section 106 Consultant is under contract. Have initiated public process with completion of a survey, several meetings with stakeholders and advisory meeting. Working through Shelter Design issues with Brasco and the City of Shaker Heights. Extended contract for Section 106 with Mannik Smith Group required for RTA. FTA has provided the NEPA Class of Action. The Project has achieved Section 106 compliance. The RFP is being prepared but is being delayed because of Union interest in installation of these shelters under the contract. They are wary of using a contractor to undertake work that Union members regularly perform. This has a significant impact on the cost of the project and thus must be decided prior to the release of the RFP. It is anticipated the RFP can be issued in November 2022.</p>



<p>On-Board Origin (19.50)</p>	<p>On-Board Origin/Destination Survey Contractor: TBD Budget: \$1,100,000</p>	<p>Origin/Destination survey of entire GCRTA network required by FTA. The survey will provide valuable data on RTA customers and trip-taking patterns. The data is required by FTA and will serve to provide RTA staff with data to be used to plan facilities, services, programs, route planning and scheduling. RFP responses received on September 30, 2022, and the contract award is scheduled for the GCRTA Board on December 20, 2022.</p>
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**Maintenance Facilities**

<p>Infrastructure Upgrades @ Hayden &amp; CBMF for CNG (61B)</p>	<p>Infrastructure upgrades for CNG fueling at Hayden, CBMF and Triskett Consultant: Wendel Cost: \$553,023</p>	<p>Board awarded contract on October 21, 2014. Design completed. Support for Construction of improvements continuing. Triskett plans and specifications received. Hayden portion of project closed out. CBMF gas detection system approved by City. Certificate of Occupancy obtained from City of Cleveland and East Cleveland. CBMF and Hayden design closed. Triskett portion of work to continue under 61C. Procurement has directed that this project, with an outstanding balance of \$21,400, remain open throughout the Triskett CNG installation.</p>
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<p>Maintenance Area Infrastructure Upgrades at Triskett (61C)</p>	<p>Consultant: Wendel Design Cost: \$127,808</p>	<p>Design for Triskett Maintenance Bay only. Maintenance Bay design complete as 61B -Phase II. Master construction package 61F to consist of 61B - Phase II, 61C, and 61E. Construction package advertised for bids on October 5, 2020. Construction completed. Closeout underway. THIS IS LAST REPORT.</p>
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<p>CNG (HVAC) Bus House Infrastructure Upgrades at Triskett (61E)</p>	<p>Consultant: Wendel HVAC Design Cost: \$350,374</p>	<p>Board awarded contract on April 16, 2019. Notice to Proceed issued on May 30, 2019. Rooftop HVAC unit system is to be replaced over Triskett Garage bus storage area. IFB package completed, and project advertised October 5, 2020. Construction nearing completion, final testing ongoing. Project closeout underway.</p>
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<p>Construction of CNG Infrastructure Upgrades at Triskett (61F)</p>	<p>Contractor: The Ruhlin Company Construction Cost: \$7,088,895 including \$686,796 for Waterfront Bridge Shoring Towers</p>	<p>Combination of Wendel Design 61B, 61C and 61E for CNG required HVAC and other improvements to Triskett Bus Garage. Construction package advertised October 5, 2020. Consultant providing Engineering support during construction. Notice to proceed February 24, 2021. Building and Fire Inspection completed on May 9, 2022. Fueling ongoing. Project closeout underway. Final testing ongoing.</p>
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<p>MetroHealth Line BRT (70)</p>	<p>Consultant: TBD Budget: \$2,000,000</p>	<p>Design consultant selection in process. Project will complete NEPA, Section 106 and construction documents for four-mile BRT from Detroit/Superior Bridge to Broadview/State/Pearl intersections. Continuation of W25th TOD plan. Project included in list of projects eligible as FTA Small Starts. Readvertised September 6, 2022, and proposals due October 6, 2022.</p>
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