



# Quarterly Management Report Fourth Quarter 2020



Q4

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## From the General Manager



As the 4<sup>th</sup> quarter of 2020 began, the Greater Cleveland Regional Transit Authority (GCRTA) continued to meet the challenges of the pandemic. We finalized the drawdown of the CARES grant; implemented a new strategic plan; worked to keep our passengers and employees safe as we experienced a surge in COVID-19 cases; and continued to work tirelessly to provide essential services to our passengers who still need to get to work, medical appointments, educational institutions and more.

During the pandemic, we have been committed to providing a safe and healthy riding experience for our passengers. We immediately implemented cleaning and disinfecting protocols as well as other safety measures to keep passengers and employees safe. In support of our commitment, GCRTA joined the American Public Transportation Associations (APTA) Health & Safety Commitments Program. This program was established to protect passengers and employees in public transportation to continue delivering safe and valuable services to the communities they serve.

In October, our team drew down the remaining Coronavirus Aid Relief and Economic Security (CARES) Act funds. GCRTA was awarded about \$112 million to mitigate:

- The effect of the lost fare revenue
- Declines in sales tax revenue and
- Increased short and long-term operating expenses incurred to keep employees and our passengers safe in the fight against the Coronavirus

**Without the CARES Act funds, GCRTA would have been faced with budget losses of \$25.6 million in 2020, \$52.7 million in 2021, and \$48.1 million in 2022. The \$112 million will cover these projected budget deficits in 2020-2022.**

Importantly, the CARES Act funds have enabled us to keep our service levels as close to normal as possible and protect employees from any layoffs or furloughs. The funds have also assisted us to continue to give back to the community by allowing us to move forward and implement key recommendations of the System Redesign and Fare Equity Studies, concluded this fall.

Additionally, the funds are being utilized to purchase additional supplies to keep our employees and passengers safe during this pandemic. Some of those expenditures include:

- Temperature scanning tablets that take employees temperatures at each building.
- The purchase of thermometers for employees so they can self-monitor prior to coming to work.
- Ultraviolet and other cleaning equipment that speeds up the cleaning process on all vehicles, and
- The purchase of protective shields and barriers to keep operators safe.

As GCRTA continued daily operations, its Board of Trustees adopted the “Framework for the Future” Strategic Plan. This plan sets forth goals, objectives and strategies for the Authority to move forward for the next ten years (2021-2031). It is a comprehensive plan, which incorporates the results of all five Pillar studies, which were:

- Rail Car Study
- System Redesign (Next Gen RTA)
- Economic Impact Study
- Fare Equity Study
- Greater Cleveland Partnership Efficiency & Operational Review

The Strategic Plan goals and objectives were assembled from a multi-dimensional engagement strategy that featured on-line surveys, public engagement meetings, and online meetings with the public, GCRTA passengers, GCRTA Board Members, Stakeholders, and GCRTA employees. The final recommendations for the plan outline seven key initiatives:

- Improve where and when buses travel
- Improve how streets function
- Improve how passengers pay
- Engage emerging technology, data and new mobility
- Address funding challenges
- Partner to support vibrant communities and access to job centers

In spite of the many challenges that 2020 brought to us individually and corporately, OUR teams still accomplished many great things to be proud of including:

- Secured \$112 million in Cares Grant funds, which are being used to offset the loss of revenue, sales tax and the added expenses associated with the pandemic.
- Continued to provide essential transit services to those with no alternate means of transportation.
- Reduced services in April by only 15% and restored services back to 93% of pre-COVID levels by June and August.
- Won the Paradox Prize of \$100,000 that will enable us to study work travel patterns, fare equity needs and other issues passengers face utilizing public transit to get to their place of employment.
- Purchased and utilized products to keep passengers and employees safe during the pandemic.
- Developed a comprehensive communications plan to inform employees and passengers on COVID-19 related updates.
- Implemented the Need a Mask, Take a Mask program to distribute masks to the community.
- Continued working to develop and implement our new Strategic Plan.
- Implemented a reduction in All Day pass fares.
- Continued with the system redesign, NEXT GEN RTA, hosting virtual engagement sessions and collecting feedback on the proposal.
- Engaged in collaborative efforts between Transit Police and community partner agencies to help the homeless obtain care.
- Continued to work on the replacement of our Rail Car fleet, recapitalization of the rail infrastructure, construction of the E. 79<sup>th</sup> Street Red Line Station, and track replacement on the Blue and Green lines.
- Implemented of a new *Diversity and Inclusion* program that hosted several Zoom conversations and trainings for employees.

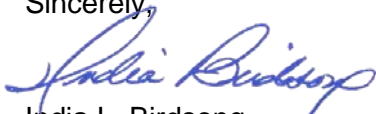
- Received a \$15 million BUILD grant that will fund the replacement of the Rail Fleet.
- Introduced our Homework Hotspots that enable students to use our free WIFI either at one of our transit centers or aboard one of our vehicles.
- Continued to build partnerships and programs with the Cuyahoga County Board of Health for the Baby on Board program as well as Tri-C for the implementation of training and development job hub sites.
- Began the development of the *25Connect* project that focuses on the future of the West 25<sup>th</sup> Street Corridor.
- Began updating various systems in an effort to maintain our technology in a state of good repair.
- Improved our Paratransit services by implanting street routing in our scheduling software, changed scheduling window to three days prior to trips, revised the customer handbook, reduced customer call wait times, reduced on-board travel times, miles driven and dramatically improved on-time performance.
- Implemented the update of our Kronos time keeping system & Oracle Self Service Manager.
- Installed Free WIFI at Transit Centers and on all Service Vehicles.
- Return of the Holiday Train that included a special rider whom distributed gifts to children of all ages.

Without a doubt 2020 was a year filled with unprecedented challenges. *Challenges* that tested our resilience. *Challenges* that pushed us to be nimble and pivot quickly in order to keep our passengers and employees safe, while providing an essential service to the community. *Challenges* that forced us to have difficult conversations regarding diversity and inclusion. *Challenges* that showed our strength and perseverance. *Challenges* that showed our value and worth to the communities we serve. How we have handled these challenges reinforced that Greater Cleveland Regional Transit Authority is a community leader, employer, economic partner, and public servants. We have diligently worked to keep our employees and passengers safe. We have banded together to persevere and provide the critical services that our passengers require. Now, as we move into 2021, we continue our commitment to provide mobility services that promote economic growth, a clean environment and social equity. Furthermore, we connect passengers to employment, medical appointments, education, dinners out with friends and more.

This report provides an update on GCRTA's finances, performance management initiatives, disadvantaged business enterprise (DBE) program, and other strategic objectives. In the upcoming quarters, the team will continue along our path of execution and strategic planning. We will do so with the community at-large as we look to re-imagine transit in Northeast Ohio.

The intent of the Quarterly Management Report is to provide information to assist you in carrying out your oversight role and statutory responsibilities as the Governing Board of the Authority.

Sincerely,



India L. Birdsong  
General Manager, Chief Executive Office



Financial Analysis

**General Fund Balance Analysis**

|   | 2019<br>Actual     | 2020 Q4<br>Budget  | 2020 Q4<br>Actual  | Variance            |
|---|--------------------|--------------------|--------------------|---------------------|
| <b>Beginning Balance</b>                    | <b>38,959,995</b>  | <b>41,577,395</b>  | <b>41,577,395</b>  | <b>0</b>            |
| <b>Revenue</b>                              |                    |                    |                    |                     |
| Passenger Fares                             | 42,785,750         | 41,446,822         | 24,044,664         | (17,402,158)        |
| Advertising & Concessions                   | 2,069,726          | 2,400,863          | 2,337,735          | (63,128)            |
| Sales & Use Tax                             | 212,192,079        | 215,396,173        | 210,147,468        | (5,248,705)         |
| Federal CARES Act Reimbursement             | 0                  | 0                  | 111,977,170        | 111,977,170         |
| Investment Income                           | 910,634            | 779,858            | 698,786            | (81,072)            |
| Other Revenue                               | 2,747,874          | 2,100,000          | 364,250            | (1,735,750)         |
| Reimbursed Expenditures                     | 25,289,403         | 21,520,000         | 26,963,719         | 5,443,719           |
| <b>Total Revenue</b>                        | <b>285,995,466</b> | <b>283,643,716</b> | <b>376,533,792</b> | <b>92,890,076</b>   |
| <b>Total Resources</b>                      | <b>324,955,461</b> | <b>325,221,111</b> | <b>418,111,187</b> | <b>92,890,076</b>   |
| <b>Operating Expenditures</b>               |                    |                    |                    |                     |
| Salaries and Overtime                       | 134,891,187        | 143,667,173        | 138,668,611        | (4,998,562)         |
| Payroll Taxes and Fringes                   | 49,579,426         | 53,391,398         | 52,142,719         | (1,248,679)         |
| Fuel (Diesel, CNG, Prop Pwr., Propane, Gas) | 8,950,522          | 9,443,600          | 8,780,650          | (662,950)           |
| Utilities                                   | 5,155,284          | 5,655,857          | 3,576,407          | (2,079,450)         |
| Inventory                                   | 11,226,105         | 13,711,000         | 13,341,465         | (369,535)           |
| Services and Materials & Supplies           | 18,522,788         | 19,430,753         | 18,809,509         | (621,244)           |
| Purchased Transportation                    | 9,177,877          | 10,345,000         | 7,599,160          | (2,745,840)         |
| Other Expenditures                          | 4,815,590          | 6,569,092          | 3,783,813          | (2,785,279)         |
| <b>Total Operating Expenditures</b>         | <b>242,318,780</b> | <b>262,213,873</b> | <b>246,702,334</b> | <b>(15,511,539)</b> |
| <b>Transfer to the Insurance Fund</b>       | <b>2,700,000</b>   | <b>2,000,000</b>   | <b>0</b>           | <b>(2,000,000)</b>  |
| <b>Transfer to the Pension Fund</b>         | <b>50,000</b>      | <b>50,000</b>      | <b>50,000</b>      | <b>0</b>            |
| <b>Transfer to Reserve Fund</b>             | <b>12,965,059</b>  | <b>9,428,615</b>   | <b>9,428,615</b>   | <b>0</b>            |
| <b>Transfers to Capital</b>                 |                    |                    |                    |                     |
| Bond Retirement Fund                        | 13,339,003         | 13,714,842         | 14,950,956         | 1,236,114           |
| Capital Improvement Fund                    | 12,005,224         | 13,397,525         | 13,397,525         | 0                   |
| <b>Total Transfers to Capital</b>           | <b>25,344,227</b>  | <b>27,112,367</b>  | <b>28,348,481</b>  | <b>1,236,114</b>    |
| <b>Total Transfers to Other Funds</b>       | <b>41,059,286</b>  | <b>38,590,982</b>  | <b>37,827,096</b>  | <b>(763,886)</b>    |
| <b>Total Expenditures</b>                   | <b>283,378,066</b> | <b>300,804,855</b> | <b>284,529,430</b> | <b>(16,275,425)</b> |
| <b>Available Ending Balance</b>             | <b>41,577,395</b>  | <b>24,416,255</b>  | <b>133,581,756</b> | <b>109,165,501</b>  |

Figure 1: General Fund Balance

**General Fund Balance Analysis & Operating Analysis**

The Authority was awarded nearly \$112.0 million through the CARES Act, which is to provide stability from 2020 through 2022. This funding was used to pay for operating expenses (less passenger fares collected) from March through October. The CARES Act funding helped supplement the decline in passenger fares and sales tax receipts, as well as the added expenses due to the pandemic. The Authority reviewed the recommendations from the Fare Equity and System Redesign Studies and implemented the \$5 All Day Pass. In December 2020, the Federal Government approved the Coronavirus Response & Relief Supplemental Act (“CRRSAA”). This is a \$900 billion coronavirus relief bill that is part of a larger \$1.4 trillion omnibus spending and appropriations bill. Public Transit was allocated \$14 billion, of which \$74.6 million is allocated to the Cleveland Urbanized Area (UZA), which includes Greater Cleveland RTA, Laketran, Akron Metro, Medina County Public Transit, Portage Area RTA, and Geauga County. This funding will be received in 2021 (See Figure 1).

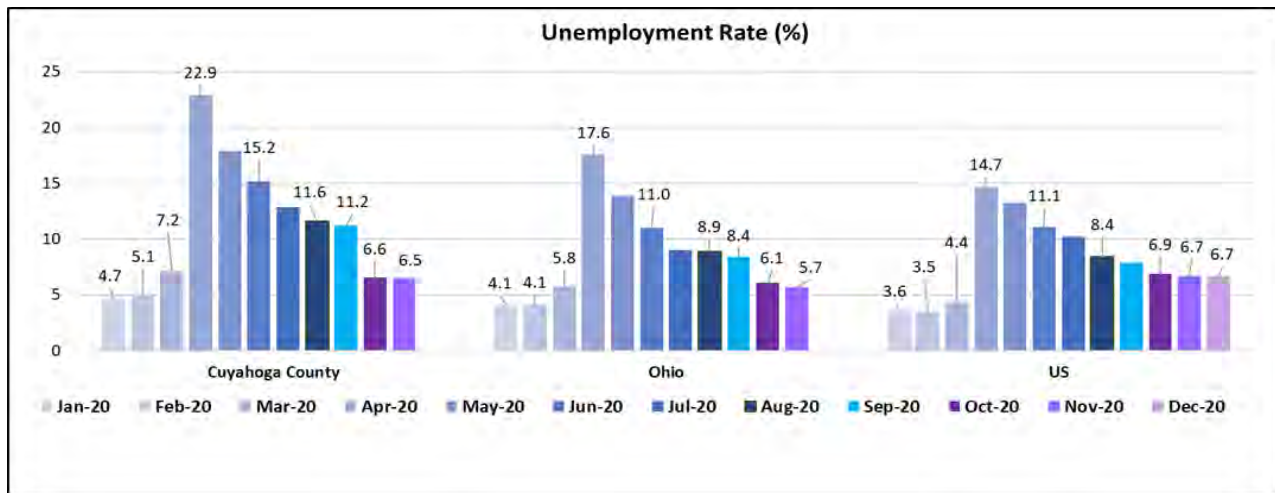


Figure 2: Unemployment Rate

Unemployment spiked in April due to the Coronavirus pandemic. Northeast Ohio lagged behind the U.S. and Ohio unemployment rates. During the second half of 2020, the largest gains in employment were in transportation, construction, manufacturing, warehousing, professional services, business services, and health care. Employment declined in government, hospitality, tourism, and recreation (Figure 2).

During the pandemic, ridership was down as much as 50% when compared to pre-Pandemic levels. By year-end, ridership recovered slightly but still remained down 46.1%, on average (Figure 3). This is also seen in Passenger Fare revenue, the Authority’s second largest source of revenue (Figure 4). By year-end, Passenger Fare Revenue was down 57.9%.

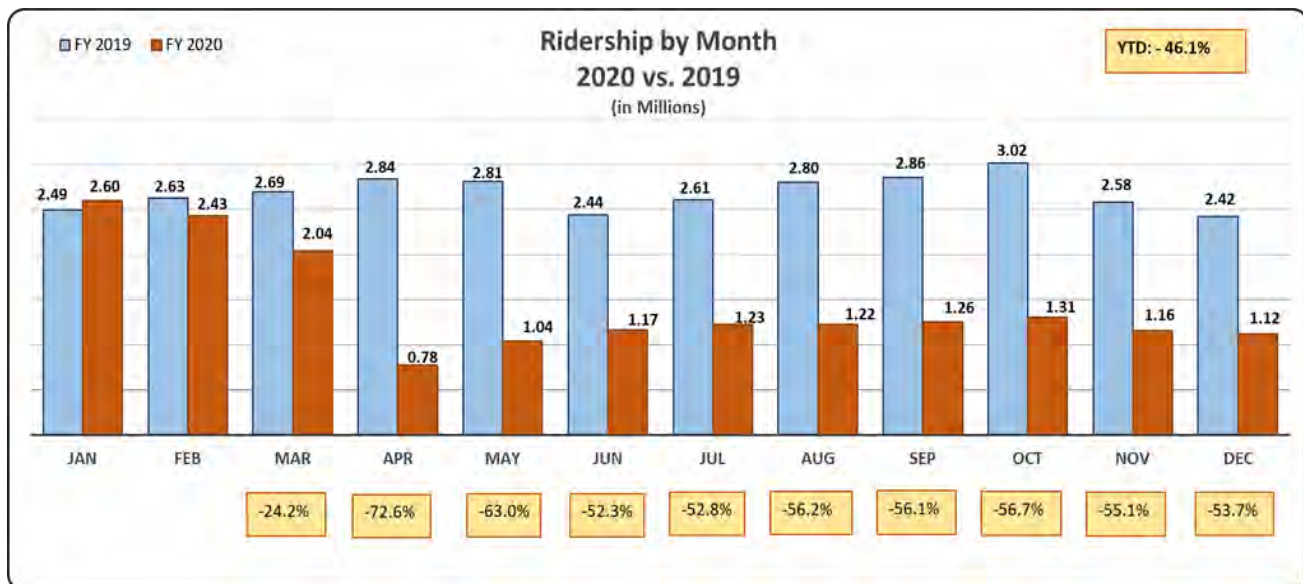


Figure 3: Ridership

For 2020, Sales Tax totaled \$210.1 million, 0.96% below 2019 levels. On-line sales increased 179.2%, compared to 2019 levels. As businesses were either closed or had reduced hours due to the pandemic, many customers chose to shop on-line rather than in the stores. Motor vehicle sales increased by 3.5% and liquor sales increased by \$0.5 million, compared to 2019. The supplemental unemployment payments were a big factor in the steadiness of the sales tax receipts.

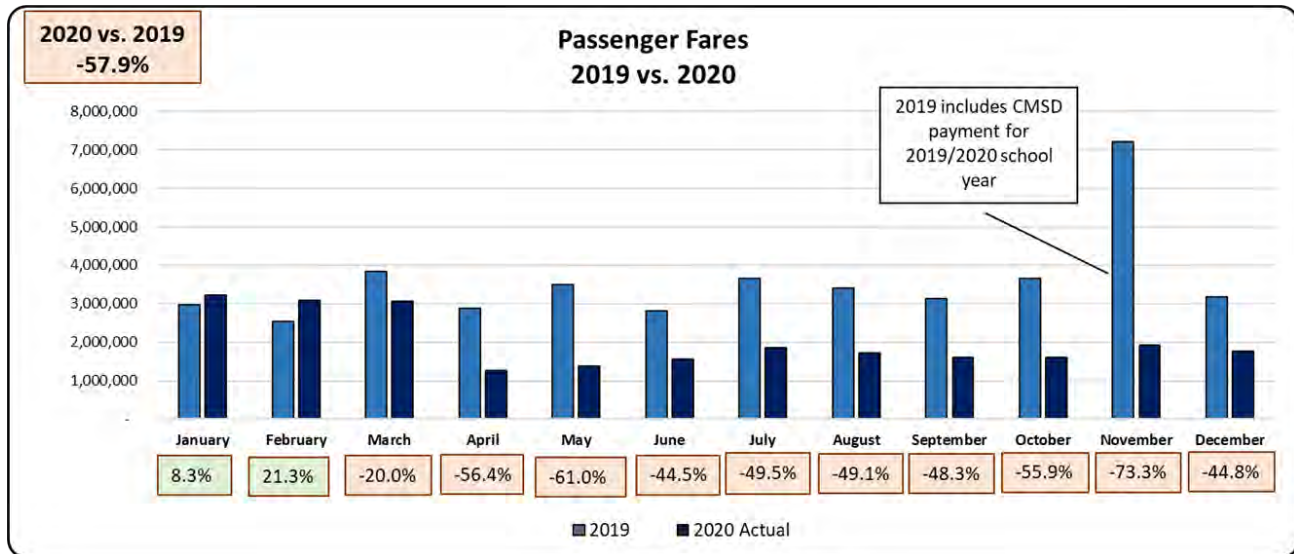


Figure 4: Passenger Fares

Operating Expenses ended the year 5.9% below budgeted levels and 1.8% above 2019. Service levels were reduced in March by approximately 15% in response to the coronavirus stay-at-home order. As businesses reopened and the stay-at-home order lifted, service was restored to about 97% of pre-COVID levels. Salaried employees had a 27<sup>th</sup> pay in December, which occurs every 12 years. Total Salaries and overtime for 2020 were nearly \$5 million lower than budget, or about 3.5%. Payroll taxes and fringes ended the year 2.3% lower than budget, but 5.2% higher than 2019 due to increased hospitalization and prescription costs.

The Energy Price Risk Management Program has helped to stabilize fuel costs. The Authority's diesel fuel usage has continued to decrease due to the implementation of additional Compressed Natural Gas (CNG) buses into service and retiring older diesel buses. Additionally, with the restored service levels, fuel costs were held at 7.0% below budgeted levels. Ridership on Paratransit was greatly affected as well and costs in Purchased Transportation ended the year 17.2% below 2019 levels.

Transfers to other funds are to support the expected expenditures and maintain the recommended balances for the Bond Retirement, Insurance, Supplemental Pension, Capital Improvement, and Reserve Funds. The Authority increased the transfer to the Reserve Fund in December 2020, from \$5.8 million to \$10.8 million. Transfers to other funds totaled \$37.8 million.

The CARES Act funding helped to increase total resources to \$244.1 million. Total expenditures of \$284.5 million against total resources of \$418.1 million left an ending balance of \$133.6 million, or 6.5-month operating reserve.



Board Policy Goals

**Operating Efficiency**

The policy goal is to maintain an **Operating Ratio** of at least 25 percent. At year end, the Operating Ratio is 11.0%. This ratio shows the efficiency of management by comparing operating expenses to operating revenues (Passenger Fares, Advertising & Concessions, and Investment Income). Ridership dropped by 46.1%, compared to 2019 and Passenger Fares fell by 57.9%. It is going to take a long time for ridership to return to pre-COVID levels (Figure 5).

| 2020 4th Quarter       |                                   |                          |         |         |         |                     |         |
|------------------------|-----------------------------------|--------------------------|---------|---------|---------|---------------------|---------|
| Financial Policy Goals |                                   |                          |         |         |         |                     |         |
|                        |                                   | Goal                     | 2017    | 2018    | 2019    | 2020 Amended Budget | 2020 Q4 |
| Operating Efficiency   | Operating Ratio                   | ≥ 25%                    | 19.5%   | 19.1%   | 19.0%   | 17.1%               | 11.0%   |
|                        | Cost/Hour of Service              |                          | \$132.4 | \$133.2 | \$130.9 | \$143.1             | \$195.9 |
|                        | Growth per Year                   | ≤ Rate of Inflation [2%] | -2.0%   | 0.6%    | -7.1%   | 9.3%                | 49.7%   |
|                        | Operating Reserve (Months)        | ≥ 1 month                | 1.7     | 2.1     | 2.1     | 1.1                 | 6.5     |
| Capital Efficiency     | Debt Service Coverage             | ≥ 1.5                    | 4.11    | 4.50    | 4.50    | 2.65                | 9.72    |
|                        | Sales Tax Contribution to Capital | ≥ 10%                    | 12.2%   | 11.9%   | 11.9%   | 12.6%               | 13.5%   |
|                        | Capital Maintenance to Expansion  | 75%- 90%                 | 97.3%   | 97.3%   | 100.0%  | 100.0%              | 100.0%  |

Figure 5: Board Financial Policy Goals 2020

The target of the **Cost per Hour of Service** measure is for such service to be maintained at or below the rate of inflation. The Federal Reserve projected inflation to be between 1.8% and 2.1% for 2020 when the FY 2020 Budget was created. The inflation rate decreased from 1.54% in March to 0.65% in June per the Federal Reserve Bank of Cleveland. The Cost per Hour of Service is a measure of service efficiency, dividing total operating expenses by total service hours. Service hours were temporarily reduced in 2020 due to the pandemic. Total Operating Expenses for 2020 were 1.8% above 2019 but total service hours fell, compared to 2019. This increased the Cost per Service Hour and growth per year, when compared to 2019. The Cost per Service Hour will not meet the Board Policy goal.

**Operating Reserve is targeted for a period of 30 Days or 1 Month**, which requires the available cash and cash equivalents to one month’s operating expenses to cover any unforeseen or extraordinary fluctuations in revenues or expenses. With an ending balance of \$133.6 million, the Operating Reserve is 6.5 months, which is in excess of the goal, but will be needed to get us through the pandemic and into economic recovery.

### **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 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. At year-end, the Debt Service Coverage is 9.72, 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 is 13.5% percent, above the policy goal of at least 10 percent.

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 36 active grant awards: 26 are within the Formula Grant awards category and 10 are either highly competitive or discretionary grants.

The Formula Grants include \$208.0 million in funding from:

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

Competitive grants total \$31.1 million that have been received and identified for Fiscal Year (FY) 2020 which include:

- 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 Coronavirus Aid, Relief, Economic Security (CARES) Act awarded GCRTA a grant of \$111,977,170 for operating assistance to mitigate the impact of the pandemic on the authority's passenger fares, sales tax revenue, and operations.

The Strategic Plan initiative is to apply for and successfully obtain at least \$20 million of competitive awards each year, which would enable the Authority to focus on its State of Good Repair (SOGR) projects. These projects and other Capital projects are explained in further detail in the Capital Commitments sections. As capital projects are inception-to-date, the competitive awards totaling \$31.1 million have been received prior to end of the 3<sup>rd</sup> quarter.

Figure 6 shows the funding sources, including competitive awards, funds committed through the life of the award, and funding available as 2020 comes to an end. The following are the competitive awards:

- \$6.0 million for Preventive Maintenance Reimbursements
- \$3.8 million for 20 40-ft CNG Buses
- \$420,000 for TOD (Transit Oriented Development) Transportation Studies
- \$705,618 for Paratransit vehicles
- \$9.3 million for Radio CAD/AVL communication upgrades
- \$250,000 for Asset Maintenance Software Database
- \$1.1 million for the Rail Brookpark Yard Track-Switch
- \$3.3 million for Triskett CNG Building Compliance
- \$5.6 million for 7 60-ft BRT Articulated Buses
- \$3.1 million for 25 40-ft CNG Buses
- \$382,915 for the S-Curve Retaining Wall repairs
- \$191,714 for Hayden/CBM Building Compliance
- \$3.4 million for 9 MCI Commuter Coaches
- \$1.3 million for Red Line Curve Replacement

| Funding Source           | Appropriated Funds   | Funds Committed      | Funds Available     | Percentage of Funds Remaining |
|--------------------------|----------------------|----------------------|---------------------|-------------------------------|
| <b>Formula Funds</b>     | \$207,983,491        | \$191,958,058        | \$16,025,433        | <b>49.01%</b>                 |
| <b>Local Funds</b>       | \$111,468,888        | \$95,912,877         | \$15,556,010        | <b>47.57%</b>                 |
| <b>Competitive Funds</b> | \$31,130,778         | \$30,087,133         | \$1,043,645         | <b>3.19%</b>                  |
| <b>State Funds</b>       | \$0                  | \$0                  | \$0                 | <b>0.0%</b>                   |
| <b>Other Funds</b>       | \$2,286,179          | \$2,211,301          | \$74,878            | <b>0.23%</b>                  |
| <b>Grand Total</b>       | <b>\$352,869,336</b> | <b>\$320,169,369</b> | <b>\$32,699,967</b> | <b>100.0%</b>                 |

Figure 6: Funding Sources

**Commitments by Capital Category**

The capital program is based on a multi-year or an Inception-to-Date (ITD) approach. The current Fiscal Year (FY) 2020 combined capital budget appropriations of \$390.2 million include \$213.3 million current budget and \$176.9 million of prior year carryover budget appropriations. Projects within the capital program are placed in eight categories, as seen in the chart below. The chart compares the budget to the year-end commitments for each category.

At the end of the 4<sup>th</sup> quarter, total project commitments equals \$320.2 million, including \$236.5 million of ITD expenditures and \$83.7 million of current encumbrances resulting in \$70.1 million, or 18.0%, of available funding.

Most of the projects began in prior fiscal years. Current year projects include expenditures for Preventive Maintenance (PM) reimbursement to the operating budget, pending vehicle acquisitions for 7 60-Ft BRT Artics, 20 40ft CNG buses, bus parts, Radio CAD/AVL communication system upgrades, reconstruction of the East 79<sup>th</sup> Street Station, Rail Infrastructure, substation replacements, track rehabilitation of Tower City Track 10 & 13 and Light Rail Track Rehabilitation.

| Categories                         | EOY (ITD) Budget A    | EOY Commitments B     | EOY Variances vs Current Commitments A-B | % Remaining (A-B)/A |
|------------------------------------|-----------------------|-----------------------|--|---------------------|
| Bus Garages                        | \$ 19,047,089         | \$ 18,507,586         | \$ 539,503                               | 2.8%                |
| Bus Improvement Program            | 45,497,362            | 40,995,982            | 4,501,379                                | 9.9%                |
| Equipment & Vehicles               | 29,556,738            | 27,099,671            | 2,457,067                                | 8.3%                |
| Facilities Improvements            | 22,610,046            | 7,306,500             | 15,303,546                               | 67.7%               |
| Other Projects                     | 5,822,548             | 3,107,899             | 2,714,649                                | 46.6%               |
| Preventive Maint./Operating Reimb. | 134,701,382           | 134,701,382           | 0  | 0.0%                |
| Rail Projects                      | 132,115,994           | 87,756,033            | 44,359,961                               | 33.6%               |
| Transit Centers                    | 868,308               | 694,315               | 173,993                                  | 20.0%               |
| <b>TOTAL: ALL CAPITAL PROJECTS</b> | <b>\$ 390,219,466</b> | <b>\$ 320,169,369</b> | <b>\$ 70,050,097</b>                     | <b>18.0%</b>        |

Figure 7: Budget to Year-End Commitments

These capital projects will be discussed in greater detail within the various category explanations.

**Current Year Expenditures by Capital Category**

The graph below compares current expenses for each category with the prior years at the same point in time. The majority of the capital expenditures were in the Rail projects and Preventive Maintenance categories, generating a combined \$159.4 million, or 87.0% of capital expenditures.

Individual Capital projects with significant expenditures will be covered in the following discussion on the capital categories.

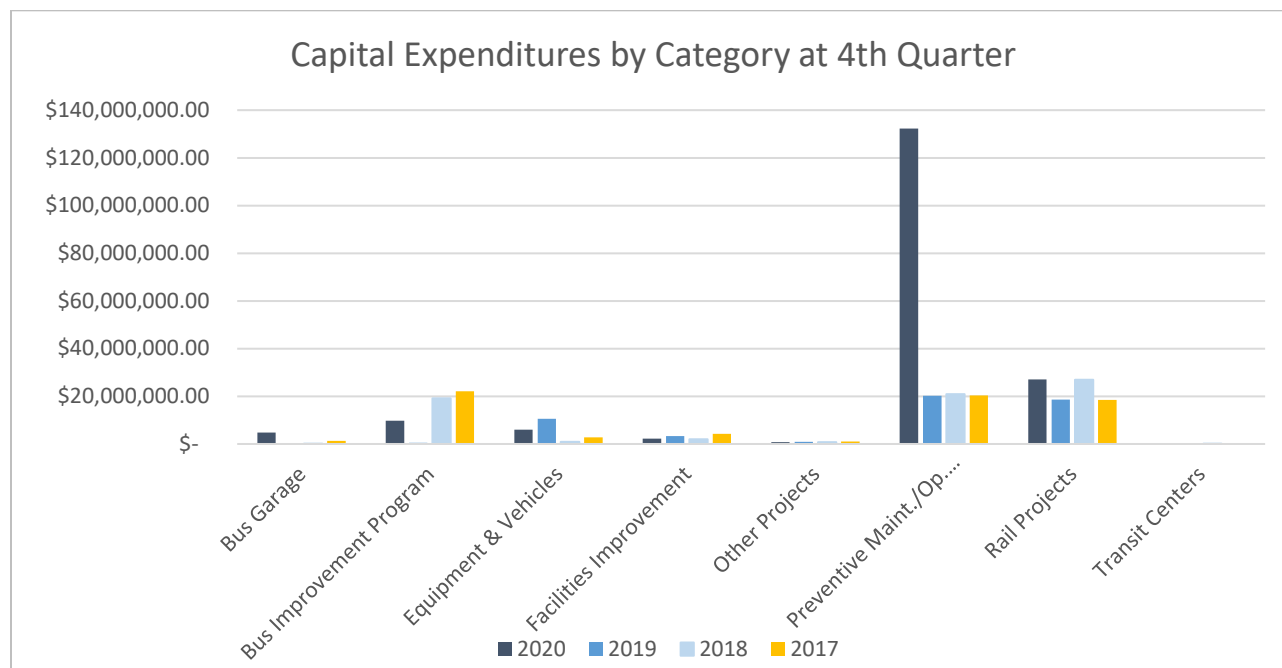


Figure 8: Capital Expenditures by Category



**Bus Garages**

The main focus for the capital projects within this category is to perform needed facilities upgrades at bus garages. There are currently two projects within this category, including the completed Hayden/Central Bus Maintenance (CBM) CNG Building Compliance, and Triskett CNG Building upgrades and building compliance that will house and maintain newly purchased CNG vehicles.

At year end, \$18.5 million of the current \$19.0 million budget was committed leaving available funding of \$539,503, or 2.8%. The positive savings will be procured for construction upgrades and contingencies at Triskett Garage in FY 2021.

**Bus Improvement Program**

The Authority continues to retire older fleets, purchasing more eco-friendly vehicles under its Bus Improvement Program. The category commitments include bus purchases for 7 60-Ft BRT Artic and 20 CNG 40 ft. buses, including bus spare parts to help maintain the Authority's existing bus fleet.

At the end of 4<sup>th</sup> quarter, category commitments totaled \$41.0 million, out of a total budget appropriation of \$45.5 million, leaving \$4.5 million, or 9.9%, in available funding.

**Equipment and Vehicles**

Total commitments within this category totaled \$27.1 million, out of a total budget appropriation of \$29.6 million, resulting in \$2.5 million, or 8.3% of available funding. The majority of the open encumbrances within this category include \$3.5 million within the on-going Fare Collection Equipment project, \$1.6 million for Oracle Upgrade Saas Solutions, and \$1.4 million for Radio CAD/AVL. There has been limited progress in the year towards the completion of the Fare Collection project. Reimbursements from the Federal Highway Administration for the Radio CAD/AVL project are continuing based on task completion. Remaining commitments within this category are concentrated within various SOGR equipment and vehicle upgrade projects throughout the Authority.

**Facilities Improvements**

Year-end commitments of \$7.3 million include \$3.8 million of ITD expenditures and \$3.5 million of current encumbrances resulting in \$15.3 million, or 67.7%, of available funding. During the 4<sup>th</sup> quarter, \$470,124 was expensed for various facility, track, and bridge rehabilitation projects.

**Other Projects**

The Other Projects category includes projects for pass-through grants to other entities and other miscellaneous capital projects that do not fit into the seven remaining capital categories. At the end of the year, this category has combined project commitments of \$3.1 million out of the category budget of \$5.8 million, resulting in available funding of \$2.7 million, or 46.6%.

During the year, a combined \$744,427 of expenditures were incurred for projects, including Transit Police Canine Security and Anti-Terrorism Team, Senior Transportation Connection Pass-Through, Career Pathways and Transit Oriented Studies.

**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 and non-formula grant funded reimbursements for the delivery of ADA services.

Yearly activities resulted in total commitments of \$134.7 million to reimburse operating expenses. The category total expenses include \$20.0 million of Preventive Maintenance reimbursement, \$2.7 million for other capital labor and travel training expenses and \$111.9 million in CARES Act Operating Assistance.

**Rail Projects**

At the close of 2020, \$87.8 million of the \$132.1 million budget for Rail projects were committed resulting in available funding of \$44.4 million, or 33.6%. Total commitments within this category consisted of \$54.9 million of ITD expenditures along with \$32.9 million of current encumbrances.

During FY 2020, \$27.1 million was expended on various Rail projects. A major portion of the expenses were incurred on Tower City Tracks 10 & 13, Puritas Substation Replacements, Fiber Optic System Rehab, E. 79<sup>th</sup> St. Red Line Station Rehab, and Light Rail Rehab Program.

**Transit Centers**

Project commitments totaled \$694,315 out of the approved current budget of \$868,308 resulting in available funding of \$173,993, or 20.0% at the end of 4th quarter. During the year, \$345,653 was expended on the Opportunity Corridor Phase I Bus Shelters and Project Enhancements. The remaining funding at end of the year is due to Tower City Ceiling Repairs coming in under budget and are to be used for future eligible projects.

Performance Measures

| PERFORMANCE MEASURE  |                       | Q1        | Q2        | Q3        | Q4        | YTD           |
|--|-----------------------|-----------|-----------|-----------|-----------|---------------|
| <b>Passengers per bus/train hour:</b>  |                       |           |           |           |           |               |
|  | 2020 Target           |           |           |           |           |               |
| Bus  | 12                    | 17        | 9         | 11        | 10        | <b>12</b>     |
| Rail   | 30                    | 50        | 26        | 31        | 30        | <b>32</b>     |
| <b>*Total</b>  | <b>14</b>             | <b>20</b> | <b>11</b> | <b>11</b> | <b>11</b> | <b>14</b>     |
| *Calculated by dividing the quarter's total ridership by total system wide hours |                       |           |           |           |           |               |
| <b>Revenue Vehicle Cost Per Mile:</b>  |                       | \$2.55    | \$2.99    | \$2.60    | \$2.71*   | <b>\$2.71</b> |
| (Maintenance & Fuel)   |                       |           |           |           |           |               |
| * Estimated Value  |                       |           |           |           |           |               |
| <b>% Of Scheduled Maintenance Completed</b>                                      |                       |           |           |           |           |               |
| (Revenue Vehicles)   |                       |           |           |           |           |               |
|  | Bus                   | 96%       | 96%       | 90%       | 89%       | <b>93%</b>    |
|  | Rail                  | 98%       | 97%       | 100%      | 97%       | <b>99%</b>    |
|  | Paratransit (Revenue) | 100%      | 100%      | 100%      | 98%       | <b>100%</b>   |
|  | Paratransit (Non-Rev) | 100%      | 100%      | 100%      | 100%      | <b>100%</b>   |

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 Preventable Collision Rate (PCR) TEAM goal for 2020 is 1.35. The 2020 YTD 4 <sup>th</sup> quarter PCR is 1.30, which is 3.7% lower than the TEAM goal and 7.1% lower than the 1.40 PCR for the same period in 2019. Total preventable collisions decreased 14.3% to 269 from 314. Mileage decreased 7.7% |
| <b>Total Collision Rate</b>   | The GCRTA Total Collision Rate (TCR) for the 2020 YTD 4th quarter is 3.20, which is 6.2% lower than the 3.41 TCR for the same period in 2019. Total collisions decreased 13.4% to from 763 to 661.   |
| <b>On the Job Injury Rate</b> | The GCRTA 2020 TEAM Injury Rate Goal is 8.0. The 2020 YTD 4 <sup>th</sup> quarter Injury Rate of 6.47 is 19.1% below the TEAM Goal and 16.7% below the 7.77 Injury Rate for the same period in 2019. Total injuries decreased by 25 from 131 in 2019 to 106 in 2020  |

**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.

- 8,488 Miles Between Service Interruptions for 4<sup>th</sup> quarter 2020 represents:
  - 9.96% decrease from 3<sup>rd</sup> quarter 2020 (9,427)
- 9,372 Miles Between Service Interruptions in CY 2020 represents:
  - 13.16% increase from CY 2019 (8,282)
- Miles between service interruptions received a boon this year in the form of reduced service early on during COVID, which allowed operating districts to use newer vehicles on the street while catching up with maintenance on older vehicles. While this contributed to a strong upward trend over the year, the return to regular service has strongly affected monthly performance. This explains the increase in miles between service interruptions when compared to CY 2019 while experiencing a decrease in the same metric when compared to 3<sup>rd</sup> quarter 2020.

**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.

$$\text{Fixed Route On Time Performance} = \frac{\text{On Time Measurements}}{\text{On Time} + \text{Early} + \text{Late Measurements}}$$

- Fixed route on time performance of 86.68% for 4<sup>th</sup> quarter 2020 represents:
  - 0.8% increase from 3<sup>rd</sup> quarter 2020 (85.99%)
- Fixed route on time performance of 86.77% in CY 2020 represents:
  - 6.09% increase from CY 2020 (81.79%)
- Every month in 2020 saw a consistent year over year increase in performance from 2019. This is likely influenced by the COVID-19 pandemic’s effect on traffic patterns, as these gains largely came from a significant reduction in late arrivals. We celebrate the increased performance of our operators and continue to focus on improving service reliability.



**Ridership**

Tracks total unlinked passenger trips on all GCRTA transit modes. The COVID-19 pandemic has continued to affect ridership.

- 3,526,987 unlinked passenger trips for 4<sup>th</sup> quarter 2020 represents:
  - 4.05% decrease from 3<sup>rd</sup> quarter 2020 (3,676,025)
  - A planned Blue and Green Line shutdown east of Tower City Station affected 3<sup>rd</sup> quarter 2020 ridership from 6/28 – 8/8
- 16,891,397 total annual unlinked passenger trips in CY 2020 represents:
  - 47.45% decrease from CY 2019 (32,144,239)

**Customer Satisfaction/Boardings Between Complaints**

Boardings between Complaints tracks the number of boardings in between customer complaints logged in the Trapeze COM system. The goal for 2020 is 16,000 or more boardings per complaint.

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

- 6,424 Boardings Between Complaints for 4<sup>th</sup> quarter 2020 represents:
  - 2.31% decrease from 3<sup>rd</sup> quarter 2020 (6,576)
- 7,166 Boardings Between Complaints in CY 2020 represents:
  - 29.18% decrease from CY 2020 (10,118)
- While overall number of complaints did decrease when compared with CY 2019, a higher rate of boardings between complaints was seen in CY 2020. The introduction of mask-related complaints may have contributed to the higher complaint rate during a time of greatly reduced ridership.
- Passed passengers and discourtesy continue to be the highest complaints for fixed route bus and rail service. Discourtesy and no shows were the highest complaints for Paratransit service in CY 2020.

**Attendance**

Tracks the proportion of total work hours that are unscheduled absences. An unscheduled absence is an absence that is charged to any category other than vacation, personal days, birthdays, holidays, training or seminars. The Unscheduled Absence goal for 2020 is 5.0% or below total work hours.

- Unscheduled Absence rate of 10.73% for 4<sup>th</sup> quarter 2020 represents:
  - 35.31% increase from 3<sup>rd</sup> quarter 2020 (7.93%)
- Unscheduled Absence rate of 7.59% in CY 2020 represents:
  - 27.14% increase from CY 2019 (5.97%)
- Beginning in June, unscheduled absence rate has taken a very concerning exponential path upwards. The hope is that this is a short-term trend that will begin to correct as inoculations for the COVID-19 become more widely available. However, the absence rate needs to continue to be explored in the short-term as a potential threat to effective operations.

**Quarterly Marketing Activities**

In late October, GCRTA partnered with the Greater Cleveland Food Bank for their weekly food distribution. We donated over 10,000 masks to the event. By the end of 2020, over 26,000 masks have been distributed throughout the community from GCRTA.

Throughout October and November, five virtual community engagement sessions were held to gather feedback on the system redesign proposal, NEXT GEN RTA. Presentations were broken up into 5 zones: Northeast, Northwest, Southeast, Southwest and Downtown. The public engagement period lasted approximately 2 months, ending on November 30, 2020. Presentations were done via Facebook Live and then posted on the website for additional viewing at [www.rideRTA.com/nextgen](http://www.rideRTA.com/nextgen). Feedback was collected and analyzed and the final proposal was presented to the Board of Trustees in December.

The GCRTA Holiday Trains were back in service from November 28 until December 31, 2020. In a year where nothing was normal, the Rail Shop and Marketing Departments wanted to bring some cheer to Greater Cleveland. The holiday trains were back bigger and better for their second year in service. They were decorated with interior and exterior lights, animated light displays, hand painted windows and festive interior décor. We held three pop up events on the holiday trains featuring Santa. Santa distributed toys to all the children on board the holiday train that trip, and his elves passed out promo kits that included either a hat, pair of gloves or a mask along with some hand sanitizer to everyone onboard. Over 250 kits were distributed on the three designated Santa trips.

K-9 Officer Cobra celebrated her retirement from GCRTA Transit Police after 11 years on the force. Cobra was one of seven TSA explosive detection K-9s at GCRTA. She represented GCRTA at many local and national events, and kept not only Greater Cleveland RTA transit riders safe, but also visitors to the area and those at major events. Some notable achievements from

her career included: two Super Bowls, President Obama’s Inauguration in 2013, NCAA Championship, MLB All Star Game, Republican National Convention, and 9 Cleveland National Air Shows. A retirement celebration was held on December 14. This video was created to celebrate her career and can be accessed on the Greater Cleveland RTA YouTube channel. <https://www.youtube.com/watch?v=pfHamj7aTZ0&t=4s>

**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 2019 - 2021 is 22.5%. 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 October 1, 2020 – December 31, 2020 represents the 1<sup>st</sup> quarter of FFY 2021. DBE dollars awarded during the 1<sup>st</sup> quarter and FFY to-date on contracts greater than \$100,000 totaled \$1,662,881 or 24.0% on total contracts of \$6,940,086.

**QUARTERLY - PARTICIPATION OF DBE FIRMS BY CLASSIFICATION  
(October 1, 2020 – December 31, 2020)**

| Classification    | 1st. Quarter<br>Oct. 1 – Dec. 31 |               |
|-------------------|----------------------------------|---------------|
| African American  | \$464,000                        | 28.0%         |
| Asian             | 0                                | 0             |
| Caucasian Female  | \$12,700                         | 1.0%          |
| Hispanic          | \$1,136,681                      | 68.0%         |
| Sub-Pacific Asian | \$49,500                         | 3.0%          |
| <b>TOTAL</b>      | <b>\$1,662,881</b>               | <b>100.0%</b> |

**CURRENT QUARTER - DBE PERFORMANCE BY CONTRACT CATEGORY  
October 1, 2020 – December 31, 2020)**

|                            | Construction | Professional Services | Equipment & Supply | Total        |
|----------------------------|--------------|-----------------------|--------------------|--------------|
| <b>DBE Dollars</b>         | \$1,613,381  | \$49,500              | 0                  | \$1,662,881  |
| <b>All Dollars</b>         | \$6,255,461  | \$450,000             | \$234,625          | \$6,940,086  |
| <b>% DBE Participation</b> | <b>26.0%</b> | <b>11.0%</b>          | <b>0</b>           | <b>24.0%</b> |

**YEAR TO DATE  
DBE PERFORMANCE BY QUARTER  
(October 1, 2020 – September 30, 2021)**

|                      | Total Contracts    | DBE Participation  | % DBE Participation |
|----------------------|--------------------|--------------------|---------------------|
| 1st Qtr.             | \$6,940,086        | \$1,662,881        | 24.0%               |
| 2 <sup>nd</sup> Qtr. |                    |                    |                     |
| 3rd Qtr.             |                    |                    |                     |
| 4th Qtr.             |                    |                    |                     |
| <b>TOTAL</b>         | <b>\$6,940,086</b> | <b>\$1,662,881</b> | <b>24.0%</b>        |

**Office of Business Development Activities**

Outlined below are selected efforts undertaken during the 4<sup>th</sup> quarter of FFY 2020

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

- New Certification: 4
- No Changes Declaration: 16

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

- Completed: 11 Goal Settings
- Reviewed: 18 Certified Payroll Reports

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

- Participated on GCP/COSE: B2B Matchmaker Event (Virtual)
- Participated on 6<sup>th</sup> Annual Greater Summit Business Conference & Expo (Virtual)
- Participated on 5<sup>th</sup> Annual Speaking of Women Leadership Panel (Virtual)
- Participated on Project Management for Administrative Professionals Webinar
- Participated on The Next: Expanding Minority Entrepreneurship & Economic Equity Event host by Franklin County (Virtual)

**Selected Other Involvements**

- Participated on Inclusive Leadership Program Cohort I
- Participated on LCP Tracker Training



### Affirmative Action

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

| EEO Job Category           | 2020 Quarterly Performance Report |                                    |            |                                 |                            |   |                    |                                   |                    |                                   |                       |                                      |                    |                                   | Total Placements |          |          |           | TOTAL 2020 |
|----------------------------|-----------------------------------|------------------------------------|------------|---------------------------------|----------------------------|---|--------------------|-----------------------------------|--------------------|-----------------------------------|-----------------------|--------------------------------------|--------------------|-----------------------------------|------------------|----------|----------|-----------|------------|
|                            | Male                              |                                    |            |                                 |                            |   |                    | Female                            |                    |                                   |                       |                                      |                    |                                   | Q1               | Q2       | Q3       | Q4        |            |
|                            | Hispanic Goal                     | Total Placements Hispanic Males Q4 | Asian Goal | Total Placements Asian Males Q4 | 2 or More Ethnicities Goal | Total Placements 2 or More Ethnicities Males Q4 | White Females Goal | Total Placements White Females Q4 | Black Females Goal | Total Placements Black Females Q4 | Hispanic Females Goal | Total Placements Hispanic Females Q4 | Asian Females Goal | Total Placements Asian Females Q4 |                  |          |          |           |            |
| Officials & Administrators | ...                               | ...                                | ...        | 2                               | 1                          | ...   | 2                  | 1                                 | ...                | ...                               | ...                   | ...                                  | ...                | ...                               | 0                | 0        | 0        | 1         | 1          |
| Professionals              | ...                               | ...                                | 2          | ...                             | ...                        | 45  | 2                  | ...                               | ...                | ...                               | ...                   | 3                                    | ...                | ...                               | 3                | 2        | 2        | 2         | 9          |
| Technicians                | ...                               | ...                                | ...        | ...                             | ...                        | 24  | ...                | ...                               | ...                | 1                                 | ...                   | 1                                    | ...                | ...                               | 1                | 0        | 1        | 0         | 2          |
| Protective Service         | ...                               | ...                                | ...        | ...                             | ...                        | 12  | ...                | ...                               | ...                | 1                                 | ...                   | ...                                  | ...                | ...                               | 0                | 1        | 1        | 0         | 2          |
| Admin Support              | ...                               | ...                                | ...        | ...                             | ...                        | 51  | 2                  | ...                               | ...                | ...                               | ...                   | ...                                  | ...                | ...                               | 1                | 0        | 1        | 2         | 4          |
| Skilled Craft              | 8                                 | 1                                  | 1          | 1                               | 1                          | 16  | ...                | 5                                 | ...                | ...                               | ...                   | ...                                  | ...                | ...                               | 0                | 1        | 0        | 1         | 2          |
| Service Maintenance        | 24                                | 1                                  | 9          | 3                               | ...                        | 258   | ...                | ..                                | ...                | 23                                | 1                     | 10                                   | ...                | ...                               | 3                | 1        | 3        | 2         | 9          |
| <b>TOTAL</b>               | <b>32</b>                         | <b>2</b>                           | <b>12</b>  | <b>4</b>                        | <b>0</b>                   | <b>408</b>                                      | <b>5</b>           | <b>5</b>                          | <b>0</b>           | <b>25</b>                         | <b>1</b>              | <b>14</b>                            | <b>0</b>           | <b>8</b>                          | <b>5</b>         | <b>8</b> | <b>8</b> | <b>29</b> |            |

\*The Total Placements reported for the Quarter include new hires, rehires, and promotions in each of the designated categories.

## Succession Planning

GCRTA continues to enhance its People Strategy by focusing on Culture & Engagement, Leadership Development & Talent Management, Innovation & Technology, Continuous Improvement, and Compliance. Strategic recruitment and selection, partnerships with key training resources, and multiple employee development opportunities across all work segments are key to our approach.

### **Fourth Quarter Results**

The following highlights our succession planning and employee development efforts during the 4<sup>th</sup> quarter of 2020:

#### **Frontline Supervisor Training & Development Program**

Our seventh cohort of 12 frontline supervisors graduated from the Frontline Supervisor Training & Development program. A virtual graduation ceremony is scheduled for February 2021.

#### **Community Training & Development Job Hub Partnership**

The Community Training & Development Job Hub partnership between Cuyahoga Community College and Greater Cleveland Regional Transit Authority was announced through press release on January 29, 2021. We presented this workforce development partnership at the External and Stakeholder Relations and Advocacy Committee during the October 6, 2020 Board of Trustees Committee Meeting.

As part of the Community Training & Development Job Hub partnership, Tri-C and GCRTA will be offering training opportunities such as Introduction to Mechanical and Maintenance Training, Workforce Success Program, Women in Transition, and Temporary Commercial Driver's License Training. The Community Training & Development Job Hub will be located at GCRTA's Central Bus Maintenance Facility as it offers the infrastructure conducive for these programs.

The Community Training and Development Job Hub partnership model aligns with Tri-C's current Access Center framework, which makes education and workforce service accessible to our neediest communities. Current Tri-C Access Centers include Esperanza, Olivet Housing and Community Development Corporation, and MetroHealth Medical Center.

#### **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). The percentage of promotions of 19% for the 4<sup>th</sup> quarter was lower than prior quarters. However, we ended 2020 at 36% overall. 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.

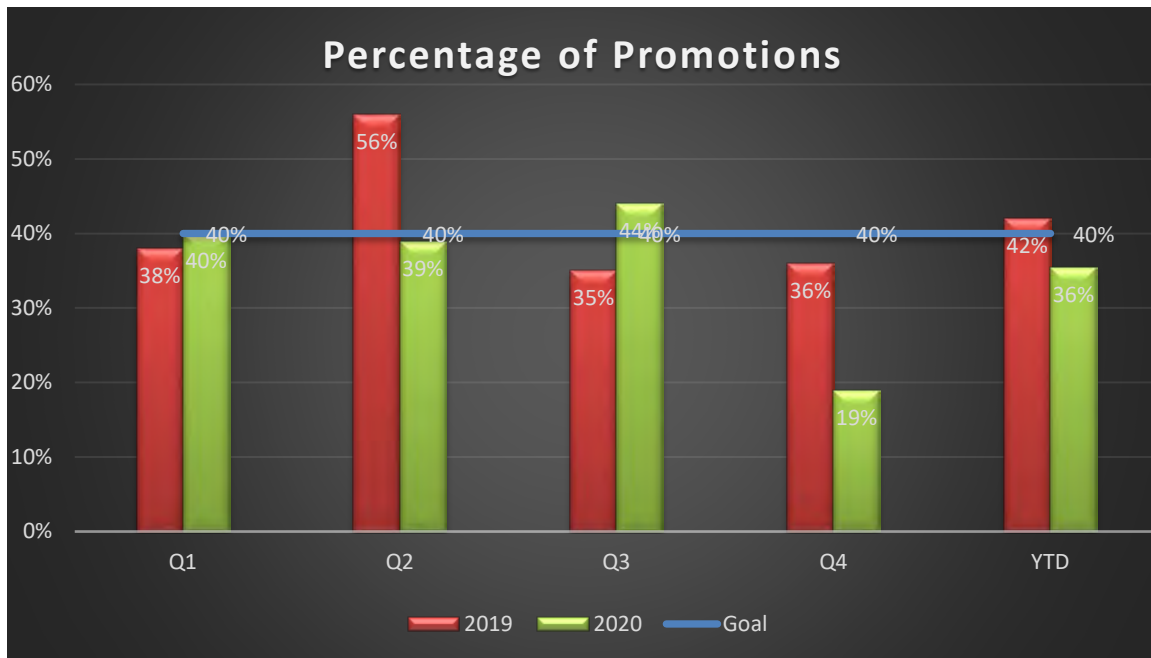


Figure 9: Percentage of Promotions

Listed below are notable promotions during the 4<sup>th</sup> quarter that highlight our succession planning and employee development efforts:

**Management Succession**

- Sharon Rudolph, promoted from Service Quality Supervisor to Service Quality Coordinator in the Operations Division.
- Melissa Beverly, promoted from Talent Management Coordinator to Recruiter in the Human Resources Division.
- Pedro Colon, Transportation Learning Center-Signals Consortium Lead, promoted from Signal Technician to Supervisor of Signals in the Operations Division.
- Alroy Gibson, Management Development Program graduate, promoted from Assistant Transportation Manager to Transportation Manager at Paratransit in the Operations Division.
- Conor Miller, Management Development Program graduate, promoted from Management Development Program Business Analyst to ITS Specialist in the Internal Audit Department.
- Quennel Marshall, promoted from Signal Maintainer to Supervisor, Power & Way in the Operations Division.
- David Pfeiffer, promoted from Financial Accountant II to Manager, General Accounting in the Finance Division.

**Technical Succession**

- Enjoli Anderson. promoted from Operator (Rail) to Dispatcher in the Operations 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)    | RFP for design of repair elements<br>Designer: Michael Baker International<br>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 package being assembled for Procurement. |
| Viaduct Rehabilitation Buckhead Repair (27Y(a)) | Design separate because of permit requirements<br>Cost: TBD  | Design report and estimate underway. Discussion held with Canalway Partners.   |
| Tower City East Portal Rehabilitation (52N)     | RFP for design of repairs to Tower City East Portal including track, power and signal.<br>Designer: E.L. Robinson<br>Cost: \$1,011,402 | Contract awarded by Board on February 19, 2019. Notice to Proceed issued on April 4, 2019. Design proceeding. Track 8 duck-under to remain. 70% submittal approved, and proceeding to 100% design.   |
| Waterfront Line Bridge Repairs (27Z)            | Bridge Repairs (incl. MSE walls)<br>Estimated<br>Cost: \$584,000   | Bridge monitoring by TranSystems/BDI in place and running. RFP advertised October 5, 2020 due November 5, 2020; however, no proposals were received. Project rescoped and advertised on December 27, 2020.   |

| <b>Track &amp; Signal</b>   |   |   |
|---|---|---|
| Trunk Line Signaling Design (12D)   | Design for Trunk Line (E. 79 to Shaker Sq. Station) Signal System Replacement<br>Designer: Rio Grande Pacific Technology<br>Cost: \$268,412 | Contract awarded by Board on December 17, 2019. NTP to be issued February 13, 2020. Trunk Line Survey Report received March 2020. 30% design received. Examining fiber optic integration. Package being assembled for advertisement.                                    |
| Trunk Line Signal Replacement – Construction (12D)                              | Construction Contractor: TBD<br>Construction Estimate: \$2,683,011  | Project IFB to be released 1 <sup>st</sup> quarter 2021.  |
| W. 30 <sup>th</sup> Substation Rehabilitation - Transformer/Rectifier Set (60F) | Contractor: Hatzel & Buehler<br>Construction Estimate: \$1,557,327  | 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. Scheduled completion date December 30, 2021 |
| West 65 Substation Replacement (23Z)  | Substation Reconstruction<br>Contractor: The Fowler Company<br>Construction<br>Cost: \$2,712,983  | Design completed in-house. Project awarded at December 19, 2017 Board Meeting. Notice to Proceed issued Feb 13, 2018. Commissioning completed. Training completed. Substation in service. Project closed-out. <b>This is last report.</b>                               |
| Trunk Line Track Rehabilitation – Section 2 (52T)                               | Construction Contractor: TBD<br>Construction Estimate: \$9,948,950  | Buckeye/Woodhill to Shaker Square track and ballast renewal. Includes all turnouts and crossovers. In-house design complete and project advertised December 21, 2020.   |
| Red Line Curve Replacement (52V)  | Construction Contractor: TBD<br>Construction Estimate: \$1,600,000  | Rail replacement and track alignment on east bound Red Line between E. 55 <sup>th</sup> and E. 79 <sup>th</sup> . Project will be readvertised February 2021.   |
| Red Line 515 turnout Return to Service (12F)                                    | Designer: TBD<br>Design Estimate: \$220,000   | 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.  |

|  |   |  |
|--|---|--|
| Tower City Tracks<br>10 & 13<br>(52M)                        | Design for Track<br>Replacement and Signal<br>System Upgrades<br>Consultant: TranSystems<br>Cost: \$1,212,356                               | 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. A/E performing construction administration through WSP.   |
| Tower City<br>Tracks<br>10 & 13<br>(52M)                     | Track Replacement and<br>Signal System Upgrades<br>Contractor: RailWorks<br>Construction<br>Cost: \$12,331,070                              | 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 an ongoing issue. Signal ongoing. 10W reconstruction, new crossover and turnout 121 installed.  |
| CRMF-Track 3<br>(52-O)                                       | Track 3 and four Transfer<br>Table Crossings Repair<br>Contractor: TRAC<br>Construction<br>Cost: \$805,815                                  | Notice to Proceed issued on August 21, 2018. New track and crossings in place. Transfer table operation over Track 3 still an issue. Problem resolution investigation ongoing. Table inspection by flexible camera completed. Survey of rails completed.   |
| Trunk Line Track<br>Rehabilitation<br><br>Section 1<br>(52S) | Construction Contractor:<br>Delta Railroad<br><br>Construction Cost:<br>\$6,704,296   | Kinsman to Buckeye-Woodhill Station track and ballast renewal. In-house design completed. Project awarded at March 24, 2020 Board meeting. Tracks replaced. Rail stressing completed. Test train August 4, 2020 with return to service on August 9, 2020. Installation of new Pandrol clips remains for August 2021.   |
| Puritas<br>Substation<br>Replacement<br>Design<br>(60A)      | Furnish and Install<br>Modular Substation<br>Contractor: Hatzel &<br>Buehler<br>Construction<br>Cost: \$2,850,749                           | Notice to Proceed issued December 12, 2018. Submittals processed. Factory Acceptance Test of transformer/rectifier completed June 13-14, 2019. Factory Acceptance Testing completed on February 3-4, 2020. Substation delivered but transformer failed during acceptance testing. Replacement of main transformer/rectifier completed and substation in service. <b>This is last report.</b> |
| Warrensville/Van<br>Aken Substation<br>Replacement<br>(60B)  | Furnish and Install<br>Modular Warrensville/ Van<br>Aken Substation<br>Construction<br>Contractor: Hatzel &<br>Buehler<br>Cost: \$2,981,699 | Working with First Energy for service to new site. Project Board award on November 19, 2019. Notice to Proceed issued January 16, 2020. Equipment on order, feed installation and reclosure design location in progress.   |



**Passenger Facilities**

*Rapid Stations*

|   |   |  |
|---|---|--|
| E. 79 <sup>th</sup> Station<br>(24U)                  | Reconstruction of E. 79 <sup>th</sup><br>Red Line Station<br>In-House Design  | In-House design for new station includes ramp system for ADA access. Presentation to City of Cleveland Planning Commission on April 5, 2019. Signaling design performed by Mott MacDonald. Structural design performed by HWH. Project awarded by the Board on January 21, 2020. Construction administration underway. |
| E. 79 <sup>th</sup> Station<br>Signal<br>(24U-Signal) | Signal Engineering for E.<br>79 <sup>th</sup> Station<br>Consultant: Mott<br>MacDonald<br>Design Cost: \$251,034      | Project awarded by the Board on May 14, 2019 and Notice to Proceed issued on August 12, 2019. Completed design of signal modifications and pedestrian crossing gate installation for the East 79 <sup>th</sup> St .Station. Submittals processed and equipment received. Signal work completed.                        |
| E. 79 <sup>th</sup> Station<br>(24U)                  | Reconstruction of E. 79 <sup>th</sup><br>Red Line Station<br>Contractor: Panzica<br>Construction<br>Cost: \$6,627,914 | Project successfully bid and awarded by the Board on January 21, 2020. Notice to proceed issued on March 13, 2020. Old station closed on April 1, 2020. New station ramps with railings, drainage, pause points, entrance plaza, platform and lighting in place. Will open in February 2021.                           |

**Planning**

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| Strategic Plan<br>Update of<br>Strategic Plan<br>(18.05) | Update of Strategic Plan<br>Contractor: HDR<br>Cost Estimate:<br>\$249,285.90 | Board awarded Contract to HDR in the amount of \$249,285.00 on February 19, 2019. Kick-off meeting held April 24, 2019. Stakeholder meetings were held in May 2019. Additional technology meeting completed in July. The consultants met with Ms. Birdsong on October 7, 2019. Consultants met w/Ms. Birdsong and Operating Division senior management on December 9, 2019. GCRTA employee survey conducted at operating districts on January 28, and 29, 2020. Public engagement meetings were completed. A draft of public engagement section has been reviewed and sent back to the consultant. Awaiting submission of final report. The final Stakeholder meeting was held July 16, 2020. Final meeting with the City of Cleveland was August 10, 2020. The plan was approved by the Board of Trustees on October 27, 2020. All Deliverables have been received and final payment made. This project is closed out. <b>This is the final report.</b> |
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| <p>Baby on Board<br/>19.03</p>                            | <p>TWE improvements<br/>In various locations in the<br/>County<br/>Contractor: TBD<br/>Budget: \$350,000</p>                                     | <p>ODOT awarded funds to improve bus waiting environments in selected zip codes with high levels of infant mortality. Staff is identifying locations, scope work, and completing design. Project will be prepared for summer construction.</p>   |
| <p>Shaker Shelter Replacement Program<br/>18.82</p>       | <p>Replacement of shelters<br/>Along the Blue and Green<br/>Lines<br/>Contractor: TBD<br/>Budget: \$1,800,000</p>                                | <p>CMAC funded project to replace and enhance light rail stations on Shaker Lines. Section 106 Consultant required by FTA is in the process of being selected.</p>   |
| <p>W. 25<sup>th</sup> Street<br/>TOD Plan<br/>(18.42)</p> | <p>TOD Planning for W. 25th<br/>Street<br/>Contractor: Stantec<br/>Cost: \$414,068</p>   | <p>FTA awarded GCRTA \$336,000.00 in competitive planning funds. Grant process is completed and RFP has issued responses, reviewed and evaluated. The contract was awarded by Board on February 18, 2020. Contract signed and NTP issued April 4, 2020. The report on existing conditions is complete. The first Stakeholders meeting was held on July 22, 2020, and the first community meeting was held on July 29, 2020 and the second on October 14, 2020. The website: <a href="http://www25connects.com">www25connects.com</a> is active. The project is 60% completed. Draft deliverables are being edited. The next round of engagement is scheduled in February and March of 2021. Project is scheduled for completion in First half of 2021.</p> |
| <p>E. 79<sup>th</sup><br/>Public Art Fence<br/>(24U)</p>  | <p>Public Art Fence for<br/>E. 79<br/>Contractor: Gwendolyn<br/>Garth<br/>Cost: \$2,600<br/>Contractor: Lauren<br/>Asberry<br/>Cost: \$2,600</p> | <p>Call for Artists received on October 11, 2019. Award was made to two local artists. Contracts were executed with both. Designs were completed and translated into CAD. City approved the art design which was fabricated and installed. Final payments have been issued to the artists. <b>This is the final report.</b></p>  |

**Maintenance Facilities**

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| <p>Infrastructure Upgrades @ Hayden &amp; CBMF for CNG (61B)</p>      | <p>Infrastructure upgrades for CNG fueling at Hayden, CBMF and Triskett<br/>                 Consultant: Wendel<br/>                 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> |
| <p>Maintenance Area Infrastructure Upgrades at Triskett (61C)</p>     | <p>Consultant: Wendel Design<br/>                 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.</p>   |
| <p>CNG Compressor Station and Back-up Generator at Triskett (61D)</p> | <p>Contractor: Trillium Construction<br/>                 Cost: \$4,978,314</p>  | <p>RFP issued April 22, 2019 and proposals received May 22, 2019. Board awarded contract on August 20, 2019. Notice to proceed issued December 5, 2019. Design complete. Trillium has selected Hembree Contracting of Bremen, Georgia for site work. Site installation including compressor station, generator, gas bottles, gas main feed and meter completed. Project operational and substantially completed on December 7, 2020.</p>   |
| <p>CNG (HVAC) Bus House Infrastructure Upgrades at Triskett (61E)</p> | <p>Consultant: Wendel HVAC Design<br/>                 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.</p>   |
| <p>Construction of CNG Infrastructure Upgrades at Triskett (61F)</p>  | <p>Contractor: The Ruhlin Company<br/>                 Construction<br/>                 Cost: \$6,262,000</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.</p>   |



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