

QUARTERLY MANAGEMENT REVIEW

3rd Quarter



OUR MISSION: CONNECTING THE COMMUNITY



Greater Cleveland
Regional Transit Authority

Contents

From the General Manager..... 2

Financial Analysis4

 Board Policy Goals 6

Capital Commitments and Expenditures8

Performance Measures.....12

Critical Success Factors.....12

Administration & External Affairs Division.....15

Disadvantaged Business Enterprise (DBE) Participation.....24

Quarterly Performance Report.....26

Succession Planning and Employee Development.....29

Engineering/Construction Program33

From the General Manager



Together we are making remarkable progress to advance GCRTA as an essential partner to the economic ecosystem in Greater Cleveland. In the last quarter alone, our Finance Department received an award from the Government Finance Officers Association (GFOA) for exceptional financial reporting, we collaborated with community partners and transit leaders through intentional strategies to demonstrate that public transit benefits everyone, and surveying continued across the agency enterprise.

Distinguished Budget Presentation Award:

In August, our Finance Department was awarded the Distinguished Budget Presentation award by the Government Finance Officers Association (GFOA). The award represents a significant achievement and reflects our commitment to meeting the highest principles of governmental budgeting. To receive the budget award, we were required to satisfy nationally recognized guidelines and criteria as a policy document, financial plan, operational guide, and communications device for effective budget presentation.

Waterfront Line:

On September 8th, after a 300-day rehabilitation project to repair and strengthen the bridge, the Waterfront Line reopened with a celebratory ribbon-cutting. In attendance were four Mayors, one member of Cuyahoga County Council, two members of Cleveland City Council, three State Representatives, and administrative representatives from Congress. Additionally, the original architect of the Waterfront Line Stations, Robert P. Madison (a centenarian or 100 years old), was in attendance. The ribbon-cutting marked a significant milestone in the restoration of this critical infrastructure and important asset to downtown Cleveland signifying it as a key economic driver providing access to entertainment, commercial and residential communities in the Flats East Bank. The Line reopened in time for the first regular season Browns game on September 10th. Key stops for the Waterfront Line are the Browns Stadium, East Bank of the Flats, Settlers Landing, and Tower City. The reopening of our Waterfront Line occurred just in time for the fall football season.

Midwest Transit Leadership Exchange:

In August, we hosted the Midwest Transit Leadership Exchange. This two-day event was attended by representatives from similar-sized transit agencies throughout the Midwest Region. The programming was designed to equip attendees with the knowledge to drive their organizations forward and to brainstorm with others on how to solve common problems. The event was made available to GCRTA staff both in person and virtually via TEAMS.

Origin Destination Survey:

Every ten years, GCRTA is Federally mandated to conduct an Origin Destination Survey. The survey gathers updated travel data behavior of GCRTA transit users to gain an improved insight into our riders' trips. The data collected will be used to assist in scheduling and operating our fixed routes and rail service, to understand our customers and how they use our services, and to improve regional transit forecasts to provide updates to Northeast Ohio Areawide Coordinating Agency (NOACA). The survey began in August and will continue through the end of the year.

Touch-A-Truck:

Our Transit Police, once again, partnered with Public Square to host the second annual Touch-A-Truck event. The fun and free hands-on event was for the whole family and allowed attendees to touch and interact with various vehicles from our fleet, as well as the community safety service.

Union Miles Development Corporation:

In July we, along with the Union Miles Development Corporation (UMDC), collaborated to feature six local and national historic individuals on bus shelters located within the Union-Miles service area. UMDC led a community-wide project to identify the famous leaders to place on the bus shelters. The artwork chosen featured Stephanie Tubbs Jones, Carl & Louis Stokes, Fred Hampton, Harriet Tubman, Malcolm X, and Barack Obama.

As I reflect on the transformative work occurring at GCRTA, performance management is helping to improve innovation and customer experience. TRACTION, our performance management system, allows us to delve into understanding operations, customer experience, community perception of GCRTA, and employee experience. Through surveys, we learn about our strengths and area of opportunity for enhanced service delivery.

The data from our second customer experience survey (conducted quarterly) and the first community survey (conducted semi-annually) informed us of the following:

- Customers are satisfied with the safety of our vehicles and route locations.
- Customers are satisfied with the bus being on time, safety, and its cleanliness.
- 85% of the community surveyed feels GCRTA is valuable to the region.
- The community indicated they feel GCRTA is most valuable in providing mobility options to low-income families and those with special needs.
- 56% of the community surveyed feels GCRTA improves property values
- 69% of the community surveyed believes that GCRTA makes the roads safer for all users.

As we close out the year, I look forward to launching a second Micro Transit program with Aerozone and rolling out our annual Holiday Trolley and Trains. In addition, we will continue to advance the replacement of our railcars, develop stakeholder partnerships, and celebrate our employees' hard work and desire to serve our communities.

This past quarter has been filled with excitement, accomplishments, and continued momentum toward achieving our strategic goals. Your hard work and dedication are appreciated and valued. I remain excited about the forward state of GCRTA that together, we, OneRTA, are shaping.

Sincerely,

India L. Birdsong Terry

General Manager, Chief Executive Officer

FINANCIAL ANALYSIS

| General Fund Balance Analysis | | | | | |
|--|-------------------------------|---------------------------------|---------------------------------|------------------------------|--------------------------------|
| | 2023 Annual Budget | 2023 Budget Year-End | 2023 Actual Year-End | Year-End Variance | Year-End % Variance |
| Revenues | | | | | |
| Passenger Fares | \$ 24,683,669 | \$ 19,192,559 | \$ 20,357,506 | \$ 1,164,947 | 6.1% |
| Advertising & Concessions | 2,547,051 | 2,316,541 | 1,643,988 | (672,553) | -29.0% |
| Sales & Use Tax | 259,038,785 | 192,133,744 | 196,186,761 | 4,053,017 | 2.1% |
| Investment Income | 600,000 | 450,000 | 1,033,287 | 583,287 | 129.6% |
| Other Revenue | 1,500,000 | 1,100,000 | 468,582 | (631,418) | -57.4% |
| Reimbursed Expenditures | 5,000,000 | 2,605,127 | 4,421,353 | 1,816,226 | 69.7% |
| Transfer from Revenue Stabilization Sub-Fund | 6,500,000 | - | - | - | #DIV/0! |
| Total Revenues | 299,869,505 | 217,797,971 | 224,111,477 | 6,313,506 | 2.9% |
| Operating Expenditures | | | | | |
| Salaries & Overtime | 157,017,221 | 119,042,445 | 118,137,845 | (904,600) | -0.8% |
| Payroll Taxes & Fringes | 56,697,891 | 42,873,891 | 41,658,686 | (1,215,205) | -2.8% |
| Fuel (Diesel, CNG, Prop. Pwr., Propane, Gas) | 10,758,400 | 9,056,558 | 6,464,589 | (2,591,969) | -28.6% |
| Utilities | 4,181,320 | 3,136,140 | 3,123,090 | (13,050) | -0.4% |
| Inventory | 12,500,000 | 9,375,030 | 10,484,868 | 1,109,838 | 11.8% |
| Services & Materials & Supplies | 24,637,747 | 18,478,377 | 18,663,619 | 185,242 | 1.0% |
| Purchased Transportation | 9,150,000 | 7,012,500 | 7,714,649 | 702,149 | 10.0% |
| Other Expenditures | 7,447,466 | 5,938,319 | 5,177,603 | (760,716) | -12.8% |
| Total Operating Expenditures | 282,390,045 | 214,913,260 | 211,424,950 | (3,488,310) | -1.6% |
| Revenues less Operating Expenditures | 17,479,460 | 2,884,711 | 12,686,527 | 9,801,816 | 339.8% |
| Transfers to Other Funds | | | | | |
| Transfer to/from Insurance Fund | 2,500,000 | 2,500,000 | - | (2,500,000) | -100.0% |
| Transfer to/from Pension Fund | - | - | - | - | #DIV/0! |
| Transfer to Reserve Fund | 10,878,615 | 10,878,615 | 10,878,615 | - | 0.0% |
| Transfers to Capital | | | | | |
| Transfer to/from Bond Retirement Fund | 6,627,398 | 6,627,398 | 6,627,398 | - | 0.0% |
| Transfer to/from Capital Improvement Fund | 21,866,868 | 21,866,868 | 4,500,000 | (17,366,868) | -79.4% |
| Total Transfers to Capital | 28,494,266 | 28,494,266 | 11,127,398 | (17,366,868) | -60.9% |
| Total Transfers to Other Funds | 41,872,881 | 41,872,881 | 22,006,013 | (19,866,868) | -47.4% |
| Total Expenditures | 324,262,926 | 256,786,141 | 233,430,963 | (19,866,868) | -7.7% |
| Net Increase (Decrease) | \$ (24,393,421) | \$ (38,988,170) | \$ (9,319,486) | \$ 29,668,684 | 387.2% |
| Beginning Balance | 49,012,139 | | 42,560,670 | | |
| Estimated Available Ending Balance | \$ 24,618,718 | | \$ 33,241,184 | | |
| # Months Reserves - Estimated | 1.05 | | 1.4 | | |

Figure 1: General Fund Balance Analysis

General Fund Balance Analysis & Operating Analysis

For the 3rd Quarter, Sales and Use Tax revenue was 2.1% above budgeted levels. Total Revenues ended the quarter 2.9% above budget as Passenger Fare Revenue, Sales & Use Tax, Investment Income, and Reimbursed Expenditures were all greater than budget. Operating Expenditures were 1.6% below budgeted levels. The reduction in Operating Expenditures is largely due to lower expenses in Salaries & Overtime, Fuel & Utilities, and Other Expenditures. The budgeted \$10.8 million transfer to the Reserve Fund was completed in the 1st Quarter, of which \$10 million was for the Rolling Stock sub-fund for rail cars. Transfers to the Bond Retirement Fund totaled \$4.5 million in the first half of the year. The remaining Transfers to the Other Funds are planned for the 4th Quarter.

Ridership through the 3rd Quarter totaled 16.1 million unlinked passenger trips, 17.7% higher than the 3rd Quarter 2022, or 2.4 million more riders in 2023. The increases are spread across all modes. The top three increases in ridership by mode were: Bus 21.1%, HealthLine 18.3%, and Rail 7.4%, compared to 2022.

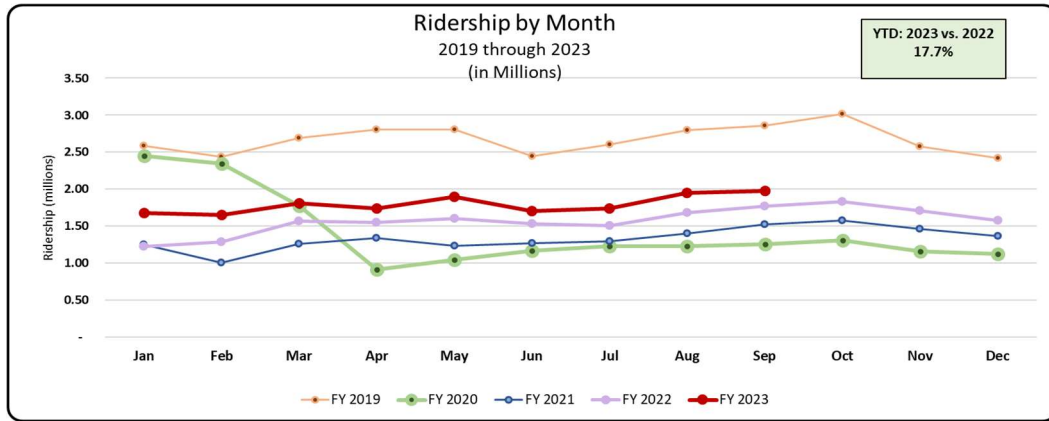


Figure 2: Ridership

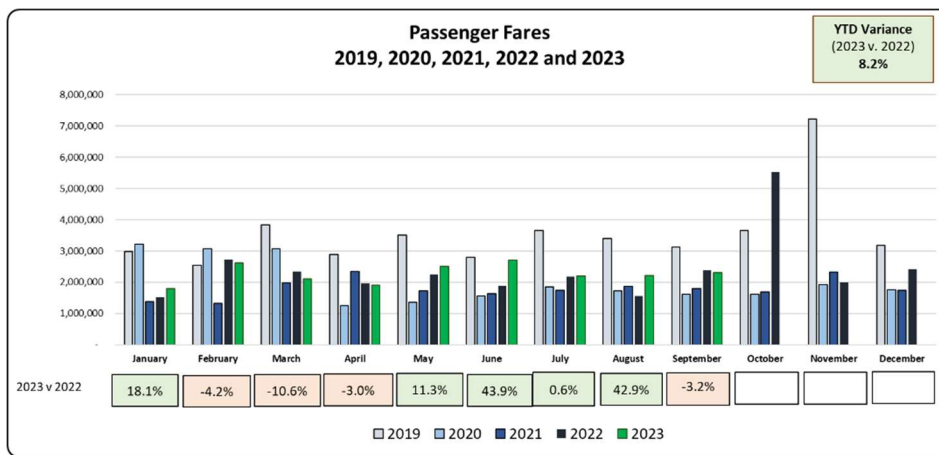


Figure 3: Passenger Fares

Passenger Fare revenue totaled \$20.4 million in the 3rd Quarter of 2023, or 6.1% higher than 3rd Quarter 2022, and 6.1% higher than budget. Mobile ticketing was 27.4% higher through the 3rd Quarter of 2023 compared to 2022. Cash fares were 3.4% higher, Pass/Ticket Sales were 2.4% higher, and Farecards were 1.1% higher, compared to 3rd Quarter 2022.

Sales Tax revenues totaled \$196.2 million through 3rd Quarter 2023, 2.1% higher than budget and 4% higher than the same period in 2022. October receipts came in 4.7% lower than 2022, which dropped the year-to-date variance to 3.1%. Through September 2023, when compared to the same period in 2022, the top two categories were On-Line Sales at 12.1% higher and Regular and Statewide Sales at 3.1% higher. Motor Vehicles & Watercraft categories have been declining since May 2023, compared to 2022. June, July, and October receipts were lower than 2022 by 2.8%, 9.0%, and 4.7%, respectively. The last time Sales & Use Tax was below prior year receipts for three months was in 2020 during the pandemic.

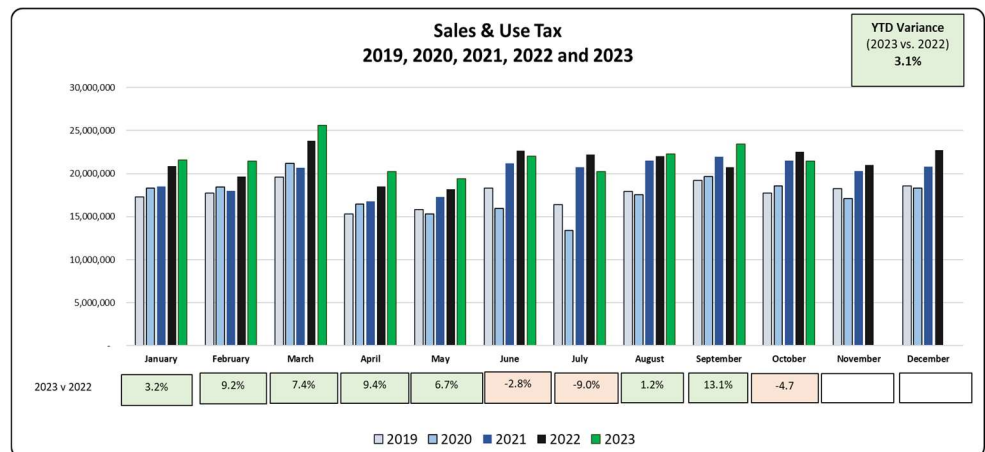


Figure 4: Sales & Use Tax

Total Operating Expenses at the end of the 3rd Quarter were 1.6% under budgeted levels. Total personnel expenses (salaries, overtime, payroll taxes and fringes) were 1.3% below budget. Payroll (Salaries & Overtime) ended the quarter \$0.9 million, or 0.8%, under budget. The Energy Price Risk Management Program continues to help stabilize fuel costs. At the end of the 3rd Quarter, fuel and utility expenses were \$2.6 million below budgeted levels.

Inventory, Services, Materials, and Supplies ended the quarter 4.6% over budget. Inflation and supply chain increases continue to keep prices high. Purchased Transportation includes contracts with 3rd party vendors to provide ADA/Paratransit trips. At the end of the 3rd Quarter, Purchased Transportation was 10% above budget, mainly due to an increase in ridership and the new contracts beginning June 1, 2023.

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. Most of these transfers are scheduled to occur in the 4th Quarter.

BOARD POLICY GOALS

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 3rd Quarter, the Operating Ratio is 11.1%, slightly lower than 2nd Quarter ratio of 11.5%.

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 rose from 3% at the end of June 2023 to 3.7% at the end of September 2023. The interest rate ended the 3rd Quarter at 5.25%, with another increase considered for later in the year. The cost per hour of service calculations will be completed at year-end.

| Board Policy Goals | | | |
|-----------------------------------|--|----------------------------|------------------------|
| KPI | Definition | Goal | Q3 |
| Operating Ratio | % of Operating Expenses (less Force Account Labor) are covered by Operating Revenues (Passenger Fares, Advertising, Investment Income) | ≥ 25% | 11.1% |
| Cost/Hour of Service | Dividing total operating expenses by total service hours | | Calculated at Year end |
| Growth per Year | Cost of delivering a unit of service compared to prior year | ≤ rate of inflation (5.0%) | |
| Operating Reserve (months) | Available ending balance is equal to cash equivalent of one-month's operating expenses | ≥ 1 month (1.0) | 1.4 |
| Debt Service Coverage | Authority's ability to meet annual interest and principal payments on debt | ≥ 1.5 | 5.4 |
| Sales Tax Contribution to Capital | Transfers to fund the Authority's bond retirement payments and local funding for capital projects | ≥ 10% | 5.7% |
| Capital Maintenance to Expansion | Ratio of focus between State of Good Repair (SOGR) vs. service expansion | 75 - 90% | 100% |

Figure 5: Board Financial Policy Goals

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 3rd Quarter, the estimated Operating Reserve was 1.4 months.

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 5.4, 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 5.7%, which is below the policy goal. This is a timing issue of when transfers are planned.

The **Capital Maintenance Outlay to Capital Expansion Outlay** ratio shows the Authority's focus is on the maintenance or State of Good Repair 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 Grants program there are 36 active grant awards: 23 are within the Formula Grant awards category and 13 are either highly competitive or discretionary grants.

The Formula Grants include \$56.7 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) 2023 total \$22.9 million, of which the federal share totals \$18.3 million.

- 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

Please note that the IIJA Rail Vehicle Replacement Grant that was awarded in May 2023 is not reflected in the amounts above since the grant agreement is still pending.

For 2023, the Strategic Plan initiative is to apply for, and successfully obtain, at least \$35 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. As indicated above, competitive grant awards totaling \$22.9 million have been received prior to the end of the second 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 2023. The following are the competitive awards:

- \$3.34 million for Triskett CNG Building Compliance
- \$2.65 million for 20 40-FT CNG Buses – 2021 order
- \$6.46 million for 20 40-FT CNG Buses – 2022 order
- \$1.21 million for 12 Paratransit Cutaway Vehicles
- \$907,918 for 8 25-FT Paratransit Vehicles
- \$222,735 for Asset Maintenance Software Database
- \$315,000 for Baby on Board
- \$1.73 million for Red Line Brookpark 515 Track Switch
- \$6.04 million for LR Rehab Program

In January, the Authority applied for the Rail Vehicle Replacement Program competitive award through the Bipartisan Infrastructure Investment and Jobs Act (IIJA). This program is to replace aging rail cars, improve reliability and safety, and improve accessibility on the nation’s rail transit systems. During the second quarter, funding was awarded in the amount of \$130.0 million to replace the Authority’s 40-year-old rail vehicles. Please note that the IIJA Rail Vehicle Replacement Grant that was awarded in May 2023 is not reflected in the amounts above since the grant agreement is still pending. An additional \$12.2 million was awarded in September from the Ohio Department of Transportation (ODOT) Ohio pending from ODOT and private-public mobility partnership program was also approved to fund up to fifty percent of microtransit service (up to \$300,000).

ITD Appropriated Funding Source Totals

| Source of Funds | Funding Appropriated | Funds Committed | Funding Available | Percentage of Remain. Funds |
|--------------------|-----------------------|-----------------------|----------------------|-----------------------------|
| FORMULA | \$ 150,289,282 | \$ 133,033,038 | \$ 17,256,244 | 20.20% |
| LOCAL (ALL) | \$ 236,151,486 | \$ 222,040,606 | \$ 14,110,880 | 78.07% |
| COMPETITIVE | \$ 18,294,633 | \$ 18,116,913 | \$ 177,720 | 1.19% |
| Federal Assistance | \$ - | \$ - | \$ - | 0.49% |
| STATE | \$ - | \$ - | \$ - | 0.00% |
| OTHER | \$ 353,500 | \$ 353,500 | \$ - | 0.06% |
| | \$ 405,088,901 | \$ 373,544,057 | \$ 31,544,844 | 100% |

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 budget of \$577.7 million for FY 2023 includes appropriations of \$140.0 million for FY 2023 and \$437.7 million of prior year carryover, which are displayed in Table 2. Projects within the capital program are placed in nine categories as seen in the table below. The table compares the budget to the year-end projections for each category. In October, a resolution was submitted to the Board of Trustees to increase the FY 2023 appropriation by \$32 million to exercise the first option to purchase an additional

6 rail cars at the same contract price as the original 24. This increase is not seen in the information, as the resolution has not yet been ratified by the Board.

At the end of the 3rd Quarter, project commitments totaled \$373.5 million, including \$119.2 million of ITD expenditures and \$254.4 million of current encumbrances, resulting in \$204.2 million, or 35.3%, of available funding. Most capital activities during the third quarter were continuing projects that began in prior fiscal years or planned FY 2023 construction projects. These projects focus on the State of Good Repair (SOGR) of the Authority’s capital assets, which will be discussed below in greater detail. Projected activities within the RTA Capital and Development Funds during the remainder of 2023 will result in estimated total commitments of \$443.7 million and available funding of \$134.0 million, or 23.2% by year-end.

3rd Quarter 2023 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 | \$ 16,939,438 | \$ 12,186,354 | \$ 4,753,084 | 28.1% | \$ 15,086,354 | \$ 1,853,084 10.9% |
| Bus Improvement Program | 70,558,687 | 28,336,135 | \$ 42,222,552 | 59.8% | 30,140,155 | 40,418,532 57.3% |
| Equipment & Vehicles | 35,079,488 | 18,215,973 | \$ 16,863,515 | 48.1% | 18,964,490 | 16,114,998 45.9% |
| Facilities Improvements | 103,645,348 | 45,411,457 | \$ 58,233,891 | 56.2% | 65,911,075 | 37,734,273 36.4% |
| Other Projects | 9,632,936 | 5,515,233 | \$ 4,117,703 | 42.7% | 5,525,233 | 4,107,703 42.6% |
| Preventive Maint./Operating Reimb. | 2,619,790 | 1,165,418 | \$ 1,454,372 | 55.5% | 2,619,790 | 0 0.0% |
| Rail Projects | 149,365,320 | 82,405,429 | \$ 66,959,891 | 44.8% | 93,145,429 | 56,219,891 37.6% |
| Railcar Replacement Program | 188,049,999 | 180,308,058 | \$ 7,741,941 | 4.1% | 212,308,058 | (24,258,059) -12.9% |
| Transit Centers | 1,807,680 | 0 | 1,807,680 | 100.0% | 0 | 1,807,680 100.0% |
| Sub-Total: RTA Capital | \$ 577,698,686 | \$ 373,544,057 | \$ 204,154,629 | 35.3% | \$ 443,700,584 | \$ 133,998,102 23.2% |

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 capital expenditures during the 3rd Quarter occurred in the Facility Improvements category totaling \$3.7 million, or 50.1%, of all capital expenditures. On a year-to-date basis, the Bus Improvement Category represents the largest category with \$11.6 million of expenditures.

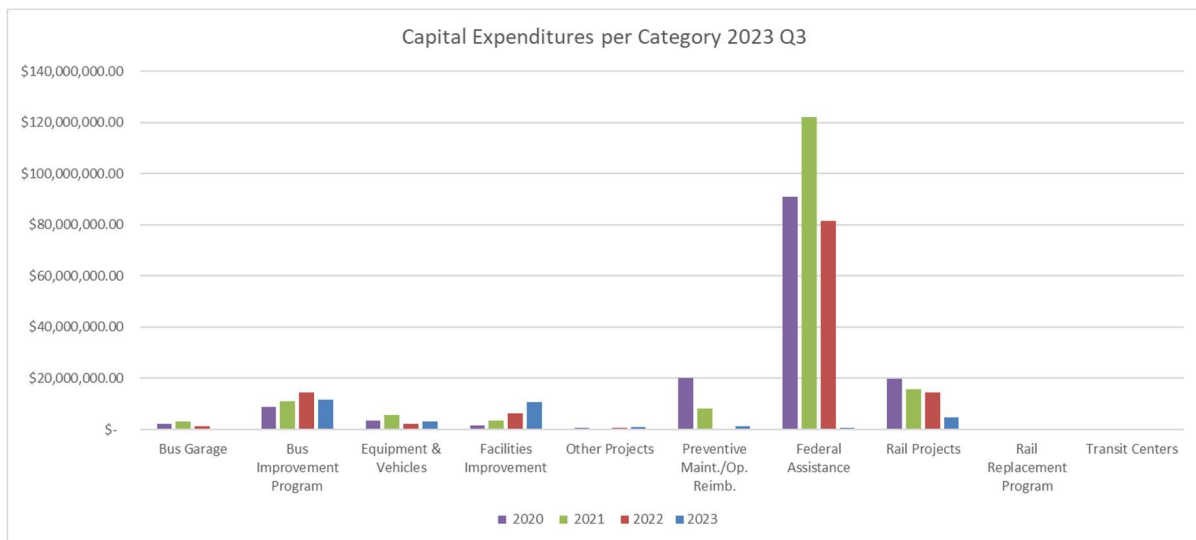


Figure: 8

(Table 3)

Bus Garages

These projects are for bus garage facility upgrades. The Triskett CNG Building upgrades and compliance project was completed during the second quarter. At the end of September, commitments in this category totaled \$12.2 million, out of the total appropriations of \$16.9 million, leaving a positive variance of \$4.8 million, or 28.1%. This variance is due to two projects at the Hayden Garage: Gas Detection System Upgrade and Fire Protection System Upgrade, that are planned to be delayed due to engineering priority listing of ongoing projects until FY 2024.

Bus Improvement Program

The Authority continues to retire older fleets and purchase more fuel-efficient vehicles under its Bus Improvement Program. At the end of September, commitments in this category totaled \$28.3 million, out of total appropriations of \$70.6 million, leaving a positive variance of \$42.2 million, or 59.8%. These commitments include current expenditures of \$11.6 million and current encumbrances of \$16.7 million to help maintain the Authority's existing bus fleet. The variance is due to two budgeted bus orders not taking place in FY 2023 as planned. These orders include 15 CNG Buses, and 15 Electric Buses and the required Infrastructure Upgrades to operate the electric fleet.

Equipment & Vehicles

At the end of the third quarter, the total commitments of \$18.2 million, out of a total budget of \$35.1 million, include \$14.1 million of ITD expenditures and \$4.1 million of encumbrances leaving a positive variance of \$16.8 million, or 48.1%. Remaining commitments within this category are concentrated on updating operations equipment and software for scheduling, asset maintenance, fare collection, inventory, cyber security, and financial management.

Facilities Improvements

At the end of the third quarter, the total commitments of \$45.4 million out of the total budgeted \$103.6 million, include \$24.1 million of ITD expenditures and \$21.3million of current encumbrances resulting in positive variance \$58.2 million, or 56.2%. The variance is due to supply chain issues and inflationary costs affecting the completion of current projects. Projected total commitments at year-end of are for various SOGR projects such as the Tower City East Portal Rehabilitation, Waterfront Line bridge reconstruction, W. 117th bridge rehabilitation, Central Rail access road bridge rehabilitation, bridge inspection program, 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 \$5.5 million out of the budget of \$9.6 million, resulting in a positive variance of \$4.1 million or 42.7%. These projects include TSA Canine Security Program, On-Board Origin-Destination surveying, Farnsleigh electric charger, Baby On Board, MetroHealth Line Bus Rapid Transit (BRT), MicroTransit with ConnectWorks, GCRTA's contribution to Public Square improvements, and Opportunity Corridor.

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 by year-end are estimated to total \$2.6 million.

Rail Projects

At the end of September, \$82.4 million of the \$149.4 million budget for the Rail Projects category were committed resulting in positive variance of \$67.0 million, or 44.8%. Total commitments include \$52.9 million of ITD expenditures and \$29.5 million of current encumbrances maintaining the focus on achieving SOGR on the rail system.

Railcar Replacement Program

During the 2nd quarter, the Board of Trustees approved the purchase of 24 new rail vehicles and the contract with Siemens Mobility, Inc. Through the third quarter of the \$188.1 million dollar budget, \$178.8 million has been encumbered and \$1.6 million has been expensed. Before year end the Authority plans to exercise the first option to purchase additional vehicles upon the Board's approval to achieve a steady service level with new rail vehicles. The future decision to procure additional rail replacement vehicles will affect the year-end projection.

Transit Centers

Currently there are no commitments in the Transit Center project category. The lack of commitments is caused by delays at the Warrensville Station that will use ADA funds to rehab portions of the station and the decision to delay the Stephanie Tubbs Jones Canopy Repair until FY 2024.

Performance Measures

| Performance Measure | | Q1 | Q2 | Q3 | Q4 | YTD |
|--|--|---------|-------|---------|----|--------|
| Passenger per bus/railcar hour: | | | | | | |
| Bus | | 16.0 | 15.8 | 16.1 | | 16.0 |
| Rail | | 26.2 | 27.4 | 25.6 | | 26.4 |
| Total* | | 17.4 | 17.1 | 17.2 | | 17.2 |
| *Combining bus and rail, passengers per In-Service Vehicle-Hour. | | | | | | |
| Revenue Vehicle Cost Per Mile: | | \$3.48* | 3.00* | \$3.10* | | \$3.19 |
| (Maintenance & Fuel) | | | | | | |
| *Estimated Value | | | | | | |
| % Of Scheduled Maintenance Completed (Revenue Vehicles) | | | | | | |
| Bus | | 98% | 97% | 94% | | 98% |
| Rail | | 97% | 99% | 99% | | 99% |
| Paratransit (Revenue) | | 100% | 99% | 100% | | 100% |
| Paratransit (Non-Rev) | | 87% | 88% | 91% | | 93% |

Figure: 9

Critical Success Factors

Passenger Fare Revenue

The Passenger Fare revenue performance measure is discussed in detail in the Financial Analysis Section of the Report.

Preventable Collisions

The GCRTA Preventable Collision Rate (PCR) TEAM goal for 2023 is 1.40. The 2023 YTD 3rd Quarter PCR is 1.51, which is 8% higher than the TEAM goal and 1% higher than the 1.50 PCR for the same period in 2022. Total preventable collisions increased 2% from 248 to 254. Mileage increased 2% vs 2022.

Total Collision Rate

The GCRTA Total Collision Rate (TCR) for the 2023 YTD 3rd Quarter is 3.12, which is 16% lower than the 3.69 TCR for the same period in 2022. Total collisions decreased 14% from 610 to 525.

On the Job Injury Rate

The GCRTA 2023 TEAM Injury Rate Goal is 6.82. The 2023 YTD 3rd Quarter Injury Rate of 5.23 is 23% below the TEAM Goal and 13% below the 6.00 Injury Rate for the same period in 2022. Total injuries decreased by 11 from 81 in 2022 to 70 in 2023.

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 the total actual miles logged by buses, railcars, and all Paratransit vehi

- 17,189 Miles Between Service Interruptions for Q3 2023

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* = $\frac{\text{On Time Measurements}}{\text{On Time+Early+Lat Measurements}}$
- Fixed route on time performance:
 - Q3 2023 (83.84%)
 - Q3 2022 (81.66%)

Ridership

Total unlinked passenger trips on all GCRTA transit modes.

- The COVID-19 pandemic has continued to affect ridership: 16,130,920 unlinked passenger trips for Q3 2023 represents:
 - 17.7% increase from Q3 2022

Year over year ridership by mode Q3 2023 vs Q3 2022

| Q3 2023 vs Q3 2022 | |
|---------------------|--------------|
| Motorbus (MB) | 21.1% |
| HealthLine (RB) | 18.3% |
| Heavy Rail (HR) | 5.6% |
| Light Rail (LR) | 1.7% |
| Paratransit (DR) | 12.6% |
| System Total | 17.7% |

Customer Satisfaction/Boardings Between Complaints
***For Q3 2023, 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.
- 4814 Boardings Between Complaints for Q3 2023 represents:
 - 6.5% decrease from Q3 2022 (-335)
 - 14.3% decrease from Q2 2023 (-805)

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 7.94% for Q3 2023 represents:

- Q3 2023 (7.94%)
- Q3 2022 (7.40%)

Administration & External Affairs Division

The Administration & External Affairs Division is repositioning the brand of the organization through advocacy, customer service, employee rights & DEIB, marketing and public policy. This work is both external and internal facing embedded in **Customer Focused, Community Engaged**.

Externally: Working closely with anchor institutions in the community as a stakeholder in the community economic ecosystem. This is inclusive of a commitment to customer service, community engagement, marketing our brand, continuity in marketing, and our engagement in community activities.

Internally: Our work facilitates culture change by transparency in messaging, curating relevant DEIB training, and working with internal partners to ensure employees valued with a strong sense of belonging.

The work of the Administration & External Affairs Division in Q3 aligns with the Authority’s four strategic priorities:

- ⇒ Customer Experience
- ⇒ Community Value
- ⇒ Financial Stewardship
- ⇒ Employee Engagement

Advertising Policy & Guidelines

The Advertising Policy and Standards were adopted by the GCRTA Board of Trustees during the June 2023 Board Meeting. These documents were written to coincide with our mission more effectively, **Connecting the Community**. Specifically, these documents provide standards for the advertisement that will be allowable on our real estate, ensuring the ads are reflective of the community footprint serviced by GCRTA.

- ⇒ Current State: The current contract with our Vendor expires December 2023.
- ⇒ Future State: Response to an RFP is under review; anticipate selection of Vendor in Q4.

Americans With Disabilities Act Programming:

Mobility School Presentation/Training:

Conducted the three-day mobility school presentation/training for 25 students in three school districts throughout Northeast Ohio.

Functional Assessments:

There have been 71 scheduled, 55 approved, 2 denied, 13 no shows. One of the denials was issued a senior card. The other already had a discounted farecard.

| Organization | Assessment Cost | Transportation Cost | No Show | Total |
|--------------|-----------------|---------------------|---------|-----------|
| Novacare | \$106,925 | \$48,880 | \$3,260 | \$159,065 |
| GCRTA | 0 | \$5,122 | 0 | \$5,122 |

- Annual savings - \$4153,943
- Quarterly savings - \$38,485.75
- Savings since adopting the process in-house (2021-Present) - \$402,857.

Brand Campaign:

Our brand campaign, **Let's Go Together (LGT)**, was amplified through integrated marketing including social, video, and signage in our shelters. The LGT campaign is intentionally designed to reach customers and the community to assure that RTA is a trusted stakeholder in the community economic ecosystem.

Community Engagement:

The Community Engagement Team represented GCRTA providing educational materials, promo items, and information on GCRTA programs at the following community events:

- International Cultural Community Fest - July 29
- Mayors Night Out - August 1
- Puerto Rican Parade – August 6
- Border Light Public Transit - August 5
- Wade Oval Wednesday - August 9
- Touch-A-Truck - August 13
- Baldwin Wallace Back to College Event - August 19
- Annual Labor Day Parade
- Fresh Fest - September 9
- March for Access - September 23

Community Advisory Council:

In the process of upstarting a more robust CAC. A team was selected to review applications.

Status: The applicants will be presented to the Board of Trustees for review, inquiry, and selection. It is anticipated that the selection will be complete in Q4.

Commuter Advantage:

There is a total of 57 Commuter Advantage customers; three new organizations signed in Q3.

**Office of Equal Opportunity, Diversity Equity & Inclusion
July 2023**

- DEI Learning Series topic: Neurodiversity agencywide. A total of 143 participants (Rail=71, MOB=9, Paratransit=10, Hayden=20, Triskett=18, CBMF=9, & Teams=6)
- Assisted Training and Development with Road Supervisors Training class on July 27, 2023. This training consisted of Civil Rights Training (EEO and ADA) for Road Supervisors.
- Received results of the Leadership Climate Assessment.



August 2023

- Through an RFP process, selected an EEO/Affirmative Action Plan consultant.
- EWT had an event on Professional Development on 08/02/23.
- Ohioans with Disabilities training on disability etiquette, proper language usage, and how to have respectful interactions with people with disabilities. The training sessions were held at the Triskett District on August 3, 2023 (11 Participants) and Rail District on August 17, 2023 (34 Participants).
- Participated in the Puerto Rican Parade

September 2023

- Celebrated National Hispanic Heritage Month from September 15, 2023 - October 15, 2023.
- DEI Learning Series topic: Unconscious Bias training provided agencywide; a total participant in all locations were 70 (MOB=3, Paratransit=3, Hayden=23, Triskett= 29 and CBMF=12).



- EWT had a Lunch-and-Learn on 9/26/2023, “Confidence in the Workplace.”
- Latino Unidos introduced the ERG for Hispanic Heritage Month.
- Latino’s Unidos members attended the Esperanza Gala in support of Esperanza 40th anniversary of promoting academic excellence for the Hispanic/Latinx community.



Veterans:

The Veteran’s ERG is in development, scheduled to launch with Veterans Day 2023

In the News:

| | | |
|-------------------------|---|---|
| Press Releases | 10 | |
| Public Records Requests | 11 | |
| Riders Alerts | 3 | |
| Radio Interviews | 3 | WTAM 1100 AM (1) La Mega Radio (2) |
| TV Interviews | | WEWS News 5 WKYC 3 News SPECTRUM News WOIO 19 News |
| Publications | <u>Crain's</u> RTA's Rail Car Program Coming to Fruition, May 8, 2023 <u>Mass Transit:</u> GCRTA selects Siemens: April 19, 2023 <u>Passenger Transport:</u> ⇒ GCRTA Hosts FTA Administrator: May 19, 2023 ⇒ FTA Addresses Recovery Challenges: Equity, Workforce Support and Development June 23, 2023 ⇒ Building Transit Ridership, Addressing Community Workforce Housing Needs | |

Government & Legislative Affairs:

Advocacy:

Bi-weekly engagement with VSA (Federal) and Dickenson Wright (State of Ohio) to stay abreast of trends in funding, industry best practices, and innovations in public transit.

Citizen Concerns/Local Government: Ongoing engagement with City and County Council.

Collaborated with Service Management and State Representative Brewer to relocate a bus stop.

Grants: Partnered with Grants, Engineering, Programming & Planning, the Rail Car Replacement, Operations, and Finance on the submission of our Ohio Transportation Partnership Program (OTP2) for FY 2024 for four new rail cars and our 2023 TRAC application.

Community Partnerships - In-Kind Social Media & Marketing

- ⇒ Partnered with the **Alcohol Drug Addiction and Mental Health Board (ADAMHS)** to meet FTA recommendation to promote information on Suicide Prevention: 988 Suicide Lifeline campaign support included car cards, stickers, flyers, cards, Screen Cloud, posters, backlit kiosks on Red Line platform at Tower City.
- ⇒ Promoted use of public transit to attend a variety of community arts, sporting, and cultural events throughout the summer.
- ⇒ Partnership with the **Cleveland Public Library** to promote Cleveland Reads
- ⇒ **MetroHealth** Women's Health Fair Engaged with the following community institutions:

Partnership with Human Resources:

- ⇒ On-going engagement in New Hire Orientation.
- ⇒ Employee Road Shows: Hayden, Triskett, CBM, Rail, Main Office, and Paratransit.

⇒ Support Wellness Fairs to advertise information sessions as a strategy to increase attendance.

Partnerships with other Transit Authorities:

Regional services collaboration with **Akron METRO RTA** at Southgate Transit Center. This partnership leverages our first Microtransit Program with the opportunity for those that reside in Summit County to have transit access to Solon through the Microtransit Program.

Partnership with Community & Institutional Partners:

- ⇒ Aerozone
- ⇒ Center for Families and Children
- ⇒ Centro Villa 25
- ⇒ Cleveland Foundation
- ⇒ Conference on Minorities in Transit (COMTO)
- ⇒ Greater Cleveland Partnership
- ⇒ Latinos in Transit (LIT)
- ⇒ Puerto Rican Day Parade
- ⇒ WTS NEO Chapter

RTA Internal Engagement & Events:

- ⇒ **Rail Rodeo** event support (registration, promotion, t-shirts for participants and judges); internal event held August 26 at Rail District.
- ⇒ **Waterfront Line** map and signage updates at all stations, timetable, September 8 ribbon cutting and media event to publicize and celebrate completion of project and restoration of service.
- ⇒ Provided support for communications, website, and the announcement of the inaugural **COC** appointments made by Board of Trustees
- ⇒ Provided support for communications, websites (blog and video), to educate the public about the **Origin Destination Survey** (completed every 10 years) and encouraging public participation.

Schedules & Riders Alerts:

- ⇒ Ongoing collaboration with Scheduling to improve timing and effectiveness of communications and messaging of Rail and Bus Rider Alerts (delays, shutdowns) on social media, tagged organizations impacted by closure.
- ⇒ Development of an Administrative Process for the Planned Shutdowns

TRACTION:

- ⇒ Communicated to the public about Surveyors on buses (Customer Experience, Community, and On-Board Destination Surveys)
- ⇒ Communicated results to employees on intranet.

In the News:

| | | |
|-------------------------|----|---------------------------------------|
| Press Releases | 10 | |
| Public Records Requests | 11 | |
| Riders Alerts | 3 | |
| Radio Interviews | 3 | La Mega Radio (2) WTAM 1100 AM (1) |

| | | |
|---------------|---|---|
| TV Interviews | | WEWS News 5 (2) WJW Fox 8 SPECTRUM News WOIO 19 News |
| Publications | <p><u>Crain's</u></p> <ul style="list-style-type: none"> • RTA Board Approves \$164 Million Siemens Contract for 24 New Rail Cars • RTA's \$393 Million Rail Car Program Coming to Fruition • RTA and Akron METRO Regional Collaboration <p><u>Cleveland.com</u></p> <ul style="list-style-type: none"> • RTA Selects Maker for New Rail Car Fleet • RTA 5-Year Capital Improvement Plan • RTA Wins \$130 Million Federal Grant • RTA and Akron METRO Regional Collaboration • Women in Policing • GM/CEO contract extension <p><u>Mass Transit</u></p> <ul style="list-style-type: none"> • RTA Board Approves Selection of Siemens for Railcar Replacement Program • RTA Wins \$130 Million Federal Grant • FTA Awards Over \$700 Million to Six Agencies for New Railcar Replacement • RTA and Akron METRO regional collaboration <p><u>Passenger Transport</u></p> <ul style="list-style-type: none"> • GCRTA Hosts FTA Administrator • Artwork of Historic Individuals on bus shelters • FTA Addresses Recovery Challenges: Equity, Workforce Support and Development • Building Transit Ridership, Addressing Community Workforce Housing Needs <p><u>Metro Magazine</u></p> <ul style="list-style-type: none"> • RTA Taps Siemens for Railcar Replacement Program • RTA Wins \$130 Million Federal Grant <p><u>Scene Magazine</u></p> | |

| | | |
|--|--|--|
| | <ul style="list-style-type: none"> • RTA Eyes Newest Rail Cars in 40 Years • RTA Gets \$130 Million From Feds for New Railcars <p><u>Railway Age</u></p> <ul style="list-style-type: none"> • RTA Board Approves \$164 Million Siemens Contract for 24 New Rail Cars <p><u>Progressive Railroading</u></p> <ul style="list-style-type: none"> • RTA Recommends Siemens as Preferred Railcar Manufacturer • RTA Prefers Siemens for New Railcar Contract • FTA Allocates \$703 Million in Grants for Railcar Replacement <p><u>Railway News</u></p> <ul style="list-style-type: none"> • Siemens Mobility to Supply Light Rail Vehicles for RTA <p><u>Trains</u></p> <ul style="list-style-type: none"> • RTA Set to Have Siemens Build New Rail Cars • RTA Approves Purchase of New Light Rail Transit Cars <p><u>International Railway Journal</u></p> <ul style="list-style-type: none"> • US FTA to Fund Replacement of Passenger Rail Vehicles <p><u>Signal Cleveland</u></p> <ul style="list-style-type: none"> • New Push to Keep Cleveland Students Safe, Includes Neighborhood Support <p><u>AXIOS</u></p> <ul style="list-style-type: none"> • Mayor Bibb Appoints RTA Riders to RTA Board • RTA and Union-Miles Bus Shelter Artwork of Historical Figures | |
|--|--|--|

Special Events – Community Activities

Marketing Transit to Cleveland Guardians Games



Puerto Rican Day Parade



Touch-A-Truck



Waterfront Line Ribbon Cutting

You Are Invited:

Reopening of the Waterfront Line



Event Details:

What: Waterfront Line Reopening & Ribbon Cutting

When: Friday, September 8, 2023

Time: 1:30 pm

Where: Flats East Bank Station (1198 W. 10 St)





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, 2023 – September 30, 2023, represents the fourth quarter of FFY 2023. DBE dollars awarded during the third quarter and FFY to-date on contracts greater than \$100,000 totaled **\$621,507 or 15.0%** on total contracts of **\$4,074,825**.

**QUARTERLY - PARTICIPATION OF DBE FIRMS BY CLASSIFICATION
(July 1, 2023 – September 30, 2023)**

| Classification | 1st. Quarter Oct. 1 – Dec. 31 | | 2 nd Quarter Jan. 1 –March 31 | | 3 rd Quarter April 1 – June 30 | | 4 th Quarter July 1 – Sept. 30 | |
|-------------------|----------------------------------|-------------|---|-------------|--|-------------|--|---------------|
| | African American | \$12,500 | 4% | \$4,493,839 | 99.3% | \$1,583,976 | 46% | \$335,800 |
| Asian | 0 | 0 | 0 | 0 | 0 | 0 | \$75,920 | 12.0% |
| Caucasian Female | \$153,375 | 50% | \$16,446 | .4% | \$1,505,400 | 44% | \$35,960 | 6.0% |
| Hispanic | 0 | 0 | 0 | 0 | \$267,000 | 8% | 0 | 0 |
| Sub-Pacific Asian | \$141,350 | 46% | \$13,500 | .3% | \$58,500 | 2% | \$173,827 | 28.0% |
| TOTAL | \$307,225 | 100% | \$4,523,785 | 100% | \$3,414,876 | 100% | \$621,507 | 100.0% |

Figure: 10

**CURRENT QUARTER - DBE PERFORMANCE BY CONTRACT CATEGORY
(July 1, 2023 – September 30, 2023)**

| | Construction | Professional Services | Equipment & Supply | Total |
|---------------------|--------------|-----------------------|--------------------|-------------|
| DBE Dollars | \$611,507 | \$10,000 | 0 | \$621,507 |
| All Dollars | \$3,574,825 | \$500,000 | 0 | \$4,074,825 |
| % DBE Participation | 17% | 2% | 0 | 15% |

Figure: 11

**YEAR TO DATE
DBE PERFORMANCE BY QUARTER
(October 1, 2022 – September 30, 2023)**

| | Total Contracts | DBE Participation | % DBE Participation |
|----------------------------|------------------------|--------------------------|----------------------------|
| 1st Qtr. | \$1,570,003 | \$307,227 | 19.6% |
| 2nd Qtr. | \$5,111,789 | \$4,523,785 | 88.4% |
| 3rd Qtr. | \$20,185,778 | \$3,414,876 | 16.9% |
| 4th Qtr. | \$4,074,825 | \$621,507 | 15% |
| TOTAL | \$30,942,395 | \$8,867,395 | 29% |

Figure: 12

Office of Business Development Activities

Outlined below are selected efforts undertaken during the fourth quarter of FFY 2023

Selected Certification Activities during the quarter include:

- New Certification: 1
- No Changes Declaration: 19
- On-Site Review (Virtual): 1

Selected Contract Compliance Activities during the quarter include:

- Completed: 17 Goal Settings
- Reviewed: 17 Certified Payroll Reports
- Monitoring 3 Projects

Selected Outreach Efforts during the quarter include:

- Participated on the Greater Summit Conference & Expo’s Recognition Networking Event at the Akron/Canton Airport
- Presented at the President’s Council: Work it Wednesdays on Doing Business with GCRTA at the Beachwood Mall
- Attend Equity & Inclusions Conference – Next Level Thinking on Achieving Sustainable Progress
- Attended FlowForma Cleveland-Construction event focus toward Small Businesses in the community
- Attended Freedom Fund Dinner
- Attended American Contract Compliance Association (ACCA) Conference in Memphis, TN

Selected Other Involvements

- Participated on EWT monthly discussions
- DBE Triennial Review – follow up
- Attended COMTO meetings
- Attended Waterfront Line Reopening Ribbon Cutting



Quarterly Performance Report

Division/Department: Office of Equal Opportunity (OEO) Date: October 10, 2023
 Report completed by: Office of Equal Opportunity and Employment & Recruitment Phone #: Ext. 3094

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 | 2023 Quarterly Performance Report | | | | | | | | | | | | | | Total Placements (2020-Present) | | | |
|----------------------------|-----------------------------------|------------------------------------|------------|---------------------------------|----------------------------|---|--------------------|-----------------------------------|--------------------|-----------------------------------|-----------------------|--------------------------------------|--------------------|-----------------------------------|---------------------------------|----|----|-----|
| | Male | | | | | | | Female | | | | | | | Total Placements (2023) | | | |
| | 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 | Q1 | Q2 | Q3 | Q4 |
| Officials & Administrators | --- | | --- | | --- | 2 | | --- | | --- | | --- | | | | | | 2 |
| Professionals | --- | | 2 | | --- | 45 | 3 | --- | | --- | | 3 | | 1 | 6 | 3 | | 39 |
| Technicians | --- | | --- | | --- | 24 | | --- | | 1 | | 1 | | | | | | 4 |
| Protective Service | --- | | --- | | --- | 12 | 2 | --- | | 1 | | --- | | 1 | 1 | 2 | | 8 |
| Admin Support | --- | | --- | | --- | 51 | | --- | | --- | | --- | | 2 | | | | 7 |
| Skilled Craft | 8 | | 1 | | 1 | 16 | | 5 | | --- | | --- | | 2 | | | | 7 |
| Service Maintenance | 24 | 2 | 9 | 1 | 3 | 258 | 1 | -- | | 23 | 1 | 10 | | 6 | 1 | 5 | | 39 |
| TOTAL | 32 | 2 | 12 | 1 | 4 | 408 | 6 | 5 | | 25 | 1 | 14 | | 12 | 8 | 10 | | 106 |



Quarterly Performance Report

| EEO Job Category | Remaining to Reach Parity Males | Remaining to Reach Parity Females |
|----------------------------|---------------------------------|---|
| Officials & Administrators | 0 | 0 |
| Professionals | 0 | 8 White Females |
| Technicians | 0 | 19 White females, 1 Hispanic/Latin Female, 1 Asian Female |
| Protective Service | 0 | 8 White Females |
| Administrative Support | 0 | 39 White Females |
| Skilled Craft | 1 Asian Male | 16 White Females, 3 Black Females |
| Service Maintenance | 8 Hispanic Males, 8 Asian Males | 234 White Females, 19 Hispanic/Latin Females, 8 Asian Females |

*The Total Placements reported include new hires, rehires, and promotions in each of the designated categories. Seven goals have been met thru 2023. Goals met are highlighted in green.

*The Employment Recruitment Department (ERD) and OEO collaborate to ensure that the recruitment and selection/offer process is conducted with the Affirmative Action goals in mind. The following recruitment efforts were conducted to put forth a good faith effort to increase our applicant pool of candidates to meet our goals:

| July 2023 | August 2023 | September 2023 |
|--|---|--|
| <ul style="list-style-type: none"> OMJ Lake County Channel 3 TV New Day Cleveland LaMega Radio Step Forward Job Fair Power & Way Event Parma Public Housing Cuyahoga County Public Library Independence Branch | <ul style="list-style-type: none"> Employment & Resource Success Fair Cleveland Clinic Community Career Expo Cuyahoga County Library- Toch a Truck | <ul style="list-style-type: none"> Great Lakes Truck Driving School Job Fair Tri-C Olivet Access Center at University Hospital Rail Operations- Hiring Event Cuyahoga County Public Library- Fairview Park Branch Euclid Public Library Hiring Event Cuyahoga County Public Library-Brecksville Branch Cuyahoga County Public Library – South Euclid Branch |



Quarterly Performance Report

July Through September 2023 3rd QTR. Outcomes Total Number of Hires

| BY LOCATION | Count |
|----------------------|-------|
| 40 - Main Office | 20 |
| 32 - Transit Police | 11 |
| 25 - Central Svc Bl | 18 |
| 24 - Central Bus Mnt | 3 |
| 22 Rail Operators | 7 |
| 09 Triskett Operator | 22 |
| 09 - Triskett | 6 |
| 05 Paratran Oper | 4 |
| 05 - Paratransit | 2 |
| 04 Hayden Operators | 59 |
| 04 - Hayden | 2 |
| Grand Total | 154 |

| National Origin | Count |
|---------------------------|-------|
| Asian | 1 |
| Black or African American | 116 |
| Hispanic | 5 |
| White | 24 |
| Two or More Race | 4 |
| Did Not Disclose | 4 |
| Grand Total | 154 |

| FEMALE | Count |
|----------------------|-------|
| 40 - Main Office | 4 |
| 32 - Transit Police | 5 |
| 25 - Central Svc Bl | 2 |
| 22 Rail Operators | 2 |
| 09 Triskett Operator | 12 |
| 09 - Triskett | 1 |
| 05 Paratran Oper | 3 |
| 05 - Paratransit | 1 |
| 04 Hayden Operators | 32 |
| 04 - Hayden | 1 |
| Grand Total | 63 |

| MALE | Count |
|----------------------|-------|
| 40 - Main Office | 16 |
| 32 - Transit Police | 6 |
| 25 - Central Svc Bl | 16 |
| 24 - Central Bus Mnt | 3 |
| 22 Rail Operators | 5 |
| 09 Triskett Operator | 10 |
| 09 - Triskett | 5 |
| 05 Paratran Oper | 1 |
| 05 - Paratransit | 1 |
| 04 Hayden Operators | 27 |
| 04 - Hayden | 1 |
| Grand Total | 91 |

Succession Planning and Employee Development

GCRTA continues to enhance its People Strategy by expanding access to educational and development opportunities that lead to skills-development, increased awareness to innovative ideas, differing perspectives, and fosters a culture of learning.

RTA and Tri-C 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.

Core Program Updates (Q3 2023)

- **Temporary Commercial Driver Training** – Seventy-four (74) student bus operators have attended seven cohorts at the Tri-C Transportation Innovation Center to obtain their temporary Commercial Driver Learner permit during this quarter. A total of 163 have attended Tri-C so far in 2023.
- **Frontline Leader** – We celebrated the graduation of the fourth cross-agency partnership cohort of the Frontline Leader (FLL) program, as well as those who completed the Accelerated Frontline Leader program. Graduates shared their key takeaways and had a chance to reflect on the impact of the program on their work and supervisory responsibilities.
- **Lean Six Sigma** – Thirteen (13) employees completed their Lean Six Sigma Green Belt certification journey. After completing in-person and online coursework in the second quarter, they completed and presented their Green Belt projects to management and their peers on August 8, 2023.
- **Bus Mechanic Apprenticeship** – Six (6) Bus Mechanic Apprentices and one (1) Bus Mechanic Instructor began courses in October at Tri-C's Advanced Automotive Technology Center in Parma. The courses are required as part of the Joint Apprenticeship Agreement established with the ATU, Q1-2022.

Technical Skills Building, Leadership, and Professional Development

Throughout the 3rd quarter of 2023, several employees participated in or began a wide variety of development programs offered by local community partners and external vendors.

- **Vendor Training** – RTA hosted five (5) Vendor Led Training courses including: Big J Signal TCS Circuits and Locking Overview (25+ students), Big J Level 2 Signal Training (5 students), AVO Substation Level 2 Training (8 students), AVO Substation Protective Relay Maintenance Training (11 students) and Resource Conservation and Recovery Act Training (15 students).

- **Procurement Training** – RTA hosted another 4-day training facilitated by the National Transit Institute, this time on Procurement II: Risk Assessment and Basic Cost or Price Analysis. Nine of the 35 learners were GCRTA employees from Procurement, Office of Management and Budget, and the Office of Business Development. Attendees visiting Cleveland to attend this training provided resounding positive feedback for our hosting efforts.
- **Transit Rail System Safety Training** – RTA hosted a training facilitated by the Transportation Safety Institute (TSI) on Transit Rail System Safety. This was a great opportunity to educate and certify 12 GCRTA employees, and host 12 out-of-town guests in our Main Office Board Room for a full week of all-day training.
- **Paratransit Eligibility Training** – RTA hosted a training facilitated by Easter Seals Project Action, the subject matter experts in the field of determining eligibility for Paratransit services. This important training was attended by members of the RTA team who are directly involved in the determination of Paratransit eligibility, as well as members of the Paratransit District team and representatives from nearby transit agencies seeking this training.

Employee Engagement and Enrichment Programs

Employee led development opportunities, engagement events, and RTA training and development initiatives customized for the interests and needs of RTA employees.

Employee led development opportunities, engagement events, and RTA training and development initiatives customized for the interests and needs of RTA employees.

- **Midwest Transit Leadership Exchange Conference** – In August, GCRTA hosted members of the Pittsburgh Regional Transit (PRT) and Central Ohio Transit Authority (COTA) for a two-day conference featuring sessions about creative problem solving (presented by PRT), our operator mentoring program, the railcar replacement project, group brainstorming on recruitment and retention, and tours of GCRTA facilities. Our guests were very pleased and look forward to future in-person conferences at other agencies.
- **Operator Mentoring Certification** – Nine (9) mentors this quarter have been certified in the Positive Impact Program, which identifies veteran operators committed to ensuring new operators have a firm foundation to build fulfilling careers.
- **Road Instructor Certification** – Twenty-one (21) bus operators were certified in the program which identifies, upsills excellent operators, and prepares them to be road instructors to assist newer operators in succeeding during training.
- **Smith System Pilot Program** – Three (3) bus operators were certified in the program which identifies the principles of the Smith System Driver Trainer Course. These operators were identified based on the high accident rate of 2-> 5-year employees at Triskett which represents 18% of their accident pool.
- **TIC and ADA Customer Service Training** – Nine (9) current employees working in our Telephone Information Center (TIC) and American Disabilities ACT (ADA) offices. The training focused on the five elements of quality service:
 1. Reliability
 2. Assurance
 3. Empathy
 4. Responsiveness
 5. Empathy

3. Tangible

- **Coaching Certificate** – Six employees continued their coursework toward earning a Weatherhead Coaching Certificate, positioning them to build an internal coaching support system, and to build RTA’s bench strength of internal coaches.
- **Summer Internship Program** – RTA hosted eight interns throughout the summer months, with a comprehensive internship program that included professional development, networking opportunities, mentoring, and reporting out to management at the end of the summer. Three of the summer interns remain on staff due to mutual interest and availability.
- **St. Martin de Porres Corporate Work Study Program** – In September, GCRTA entered into an agreement with St. Martin de Porres High School, whereby we host a senior in high school one day per week for a work study experience. This program will continue through the school year. The student is working with the Training and Employee Development Department and will interact with many GCRTA stakeholders throughout the school year.

Train-the-Trainer Programs

Employees conducting training for their departments are provided the opportunity to learn about current training trends, standards, and approaches to developing and delivering engaging and sticky adult learning content.

- **OSHA 30-HOUR** – RTA’s Safety Trainer completed the Great Lakes OSHA Education Center’s coursework and testing required to become an OSHA 30-hour Construction Industry instructor.

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.

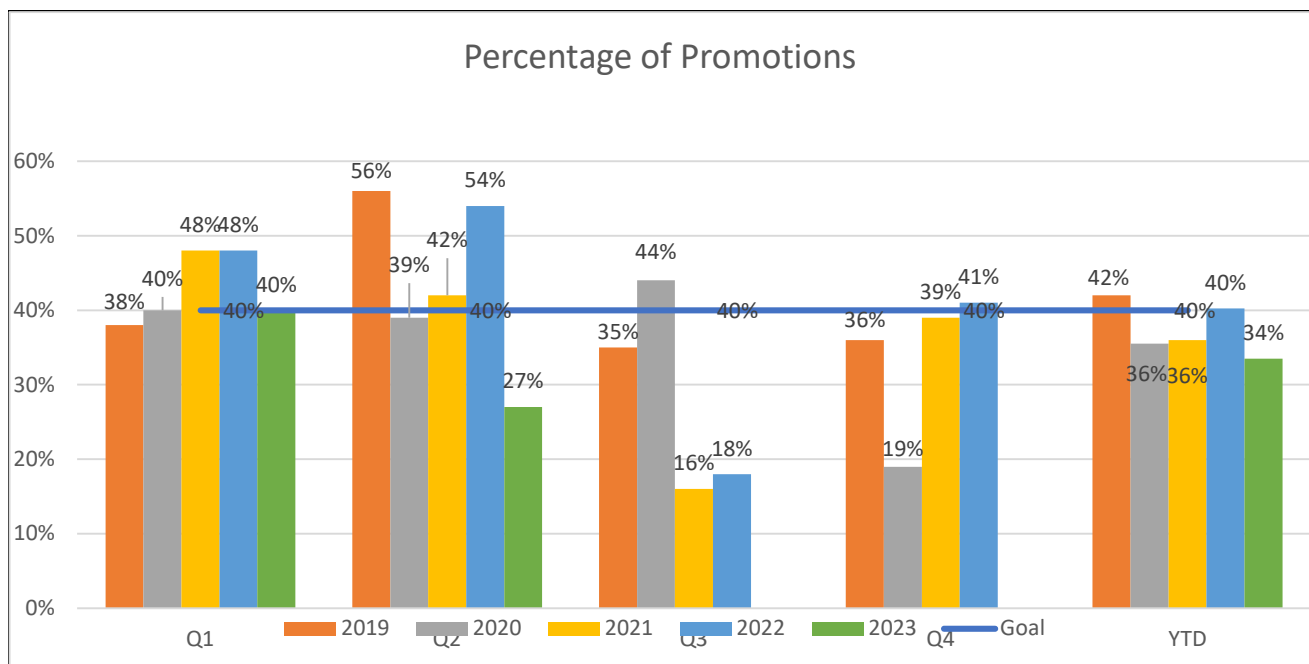


Figure 13: Percentage of Promotions

Listed below are notable promotions during the 2023 3rd quarter that highlight our succession planning and employee development efforts:

Technical, Supervisory and Managerial Succession

- Willie Harrison was promoted from Customer Service Representative to Revenue Data Operator in the Finance Division.
- Jacqueline Harris was promoted from Janitor to Payroll Clerk in the Finance Division.
- Mark Pry was promoted from Bus Operator to Safety Trainer in the Human Resources Division.
- Sean McNeill was promoted from Rail Equipment Electrician to Assistant Rail Shop Supervisor in the Operations Division.
- Zane Patterson was promoted from District Business Analyst (Public Transit Development Program) to Intelligent Transportation Systems Specialist in the Operations Division.
- Maurice Goodwin was promoted from Vehicle Servicer to Crew Chief in the Operations Division.
- Elaine Douglas was promoted from Paratransit Reservationist Operator to Claims Investigator in the Legal Affairs Division.
- Nate Robbins was promoted from Planner II to Planner III in the Operations Division.
- James Liou was promoted from Planner II to Planner III in the Operations Division.
- Sherelle Scott was promoted from Talent Management Coordinator to Training Coordinator in the Human Resources Division.
- Kenny Smith was promoted from Equipment Maintainer to Paratransit Group Leader in the Operations Division.
- Michael Planz was promoted from Equipment Maintainer to Paratransit Group Leader in the Operations Division.
- James Parasolick was promoted from Equipment Maintainer to Rail Electrician in the Operations Division.
- Regan Roberts was promoted from Bus Operator to Paratransit Dispatcher in the Operations Division.
- Robin Roberts was promoted from Bus Operator to Supervisor Cross Trained in the Operations Division.
- Gerald Waite was promoted from Service Quality Supervisor (Rail) to Supervisor Crossed Trained 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 |
|---|---|---|
| <u>Bridges</u> | | |
| 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. A 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. Contract awarded for bulkhead work by Board on November 15, 2022. Notice to Proceed on bulkhead December 21, 2022, to Independence Excavating. Final bulkhead landscaping completed June 21, 2023. Project closed September 2023. THIS IS FINAL REPORT |
| Viaduct Rehabilitation Bulkhead Repair (27Y(a)) | Contractor: Independence Excavating Construction Cost: \$869,500 | Install sheet piling in Cuyahoga River to protect Viaduct Pier #5. Contract awarded by Board on November 15, 2022. NTP issued December 21, 2022. Final landscaping completed June 21, 2023, expect August 2023 Final Completion. Project closed. THIS IS FINAL REPORT. |

| | | |
|---|---|--|
| <p>Viaduct Rehabilitation Bulkhead Repair(27Y(a))</p> | <p>Contractor: Independence Excavating Construction Cost: \$869,500</p> | <p>Install sheet piling in Cuyahoga River to protect Viaduct Pier #5. Contract awarded by Board on November 15, 2022. NTP issued December 21, 2022. Final landscaping expected June 21, 2023, expect August 2023 Final Completion.</p> |
| <p>Waterfront Line Bridge Repairs (27Z)</p> | <p>Bridge Repairs (design including MSE walls) Designer: Hardesty & Hanover Cost: \$1,508,456</p> | <p>Bridge monitoring by TranSystems/BDI in place and running. Project advertised on December 27, 2020. with Hardesty & 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 & Hanover September 15, 2021. Four towers were inspected and completed on December 13, 2021.</p> <p>Project awarded to Great Lakes Construction September 20, 2022</p> <p>NTP issued October 18, 2022. Bridge reopened August 25, 2023, and final completion expected in November 2023.</p> |
| <p>Waterfront Line Bridge Repairs (27Z)</p> | <p>Bridge Repairs including MSE walls. Construction Contractor: Great Lakes Construction Company Cost: \$8,730,268</p> | <p>Project awarded to Great Lakes Construction September 20, 2022</p> <p>NTP issued October 18, 2022, tensioning and MSE wall work completed. Track installation underway. Bridge reopened August 25, 2023, and final completion expected in November 2023.</p> |
| <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 updated. Procurement readvertised for 60 days, due December 11, 2023.</p> |
| <p>Tower City East Portal Sectionalization (52N(a))</p> | <p>Construction Contractor: Hatzel & Buehler Construction Cost: \$68,765</p> | <p>Advanced work package for feeder cable installation from Eagle Avenue Substation in Joint Territories east of East Portals to Tower City. Bids due on April 16, 2023. Hatzel & Buehler low bidder. Notice to Proceed June 21, 2023. Substantial Completion achieved July 5, 2023. Awaiting closeout invoices and documents from contractor.</p> |

| | | |
|---|--|--|
| <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% of plans (Phase 3) received January 15, 2022, and comments returned February 12, 2022. 98% of plans reviewed and comments returned June 24, 2022. 100% package for bidding received September 16, 2022. Beginning Construction Administration Services including submittal review.</p> |
| <p>W. 117th Track Bridge Rehabilitation (62A)</p> | <p>Bridge repairs including platform replacement Construction Contractor: Suburban Maintenance Construction Cost: \$7,580,073</p> | <p>Contract awarded by Board on May 16, 2023. Notice to Proceed on July 12, 2023. Still awaiting construction agreement and submittal return from NS.</p> |
| <p>Red Line Flyover West of Stokes (62C)</p> | <p>Design Estimate: \$350,000</p> | <p>Project to repair or remove bridge over abandoned industrial track. Preliminary design underway. Drainage investigation and soil borings completed as part of preliminary design. Preliminary design expected November 17, 2023.</p> |
| <p>Special Bridge Inspections Engineering Services for 2023 (19.63)</p> | <p>Services Estimate: \$348,522 Services Firm: Burgess & Niple</p> | <p>Inspection of forty-six (46) structures that have Steel Non-Redundant Tension Members (STEN). Proposals received on February 17, 2023. Contract awarded by Board on April 18, 2023. Notice to Proceed August 11, 2023. Project approximately 50% complete.</p> |

Track, Signal & Power

Trunk Line
Signaling Design
(12D)

Design for Trunk Line (E. 79 to Shaker Sq. Station) Signal System Replacement
Designer: Rio Grande Pacific Technology
Cost: \$268,412

Contract awarded by Board on December 17, 2019. NTP 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 the project was canceled by Procurement. The second advertisement was 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. Bids opened December 16, 2022. Awarded to Bison Rail Services at January 31, 2023 Board meeting. Notice to Proceed April 3, 2023. Consultant providing some construction services.

Trunk Line Signal Replacement – Construction
(12D)
(12D(a))

Construction Contractor: Bison Rail Services
Construction Estimate: \$4,464,789
Northeast Ohio Trenching
Construction Estimate: \$362,000

Project submitted September 30, 2022, for fourth Procurement effort. Bungalow foundations submitted as separate Project. 12D(a).

Bids opened November 30, 2022, for 12D(a) and December 15, 2022, for 12D.

Both 12D Bison Rail Services and 12D(a) Northeast Ohio Trenching contracts were awarded at January 31, 2023 Board meeting.

NTP 12D(a) issued March 2, 2023.

NTP 12D to be issued April 3, 2023.

Bison has submitted an alternate design proposal utilizing Audio-frequency vane track relays that is being evaluated. Change order in preparation.

Red Line 515 turnout Return to Service (12F)
 Designer: Mott MacDonald
 Design Cost: \$219,284
 Construction Contractor: Hatzel & Buehler
 Return to service turnout 515 at west end of Brookpark Yard. Includes signal, track and CTDS work. Project will include work to add CAB loop to yard siding to support new railcar testing. Project awarded February 16, 2021, Board. 90% of design received review completed in November 2021. First bidding no responsive bids received.

Construction Cost: \$2,715,000
 Package circulating for approvals prior to second bid. Increased estimate. Readvertised April 17, 2023. Bids opened on May 17, 2023. Awarded at July 25, 2023 Board Meeting to Hatzel & Buehler. Notice to Proceed issued August 14, 2023.

Consolidated Train Dispatch System (CTDS) Upgrade (12H)
 Furnish & and Install
 Project Cost: \$4,000,000
 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 completed and NTP issued March 6, 2023. Preliminary project schedule received. Conceptual design received on September 1, 2023. Comments returned to B&C for action.

CRMF-Track 3 (52Y(a))
 Track 3 and four Transfer Table Crossings Repair
 Designer: TBD
 Design Estimate Cost: TBD
 Task Order to On-Call for Transfer Table modifications to be developed.

Red Line Rail Grinding Program (52U)
 Design Consultant: Advanced Rail Management
 Design Cost: \$476,370
 Field Investigations completed, wheel and rail profiles agreed upon. Final Report submitted and RFP issued. Grinding proposals were received on November 14, 2023, and contract awarded on April 18, 2023. ARM/LORAM visited GCRTA July 12-14, 2023. August 23, 2023 NTP to LORAM for project kickoff.

Red Line Rail Grinding Program (52U)
 Construction Contractor: LORAM Maintenance of Way
 Construction Cost: \$1,160,500
 Contract awarded by Board on April 18, 2023. Notice to Proceed issued August 23, 2023. Grinding completed September 22, 2023. Rescan of railhead to follow.

| | | |
|--|---|--|
| <p>Trunk Line Track Rehabilitation E. 75th St. Interlocking (52X)</p> | <p>Construction Contractor: Delta Railroad Construction Cost: \$3,630,606</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 surfacing. Bids received on June 16, 2022, and contract awarded at the July 26, 2022, Board meeting. Notice to Proceed issued August 31, 2022. Special track work submittals approved, other submittals in process. Work completed during shutdown August 20 – September 30, 2023. Punchlist work to occur fall 2023.</p> |
|--|---|--|

| | | |
|---|--|---|
| <p>Warrensville/Van Aken Substation Replacement (60B)</p> | <p>Furnish and Install Modular Warrensville/ Van Aken Substation Contractor: Hatzel & Buehler Construction Cost: \$3,035,726</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. Landscaping completed in October 2022. Awaiting Illuminating Company has completed installing reclosures and switches. Expect project to take until 2024 to complete because of lead time for the sectionalizer and cabling.</p> |
|---|--|---|

| | | |
|---|---|--|
| <p>Red Line Rail Grinding Program (52U)</p> | <p>Construction Contractor: LORAM Maintenance of Way Construction Cost: \$1,160,500</p> | <p>Contract awarded by Board on April 18, 2023. Notice to Proceed issued August 23, 2023. Grinding completed September 22, 2023. Rescan of railhead to follow.</p> |
|---|---|--|

| | | |
|--|---|--|
| <p>Trunk Line Track Rehabilitation E. 75th St. Interlocking (52X)</p> | <p>Construction Contractor: Delta Railroad Construction Cost: \$3,630,606</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 surfacing. Bids received on June 16, 2022, and contract awarded at the July 26, 2022, Board meeting. Notice to Proceed issued August 31, 2022. Special track work submittals approved, other submittals in process. Work completed during shutdown August 20 – September 30, 2023. Punchlist work to occur fall 2023.</p> |
|--|---|--|

| | | |
|--|--|---|
| <p>Warrensville/Van Aken Substation Replacement (60B)</p> | <p>Furnish and Install Modular Warrensville/ Van Aken Substation Contractor: Hatzel & Buehler Construction Cost: \$3,035,726</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. Landscaping completed in October 2022. Awaiting Illuminating Company has completed installing reclosures and switches. Expect project to take until 2024 to complete because of lead time for the sectionalizer and cabling.</p> |
| <p>Warrensville/Van Aken Substation Replacement (60B)</p> | <p>Contractor: The Illuminating Company Construction Cost: \$916,063.79</p> | <p>The Illuminating Company (TIC) agreement to install main feeders was approved by the Board on September 28, 2021. TIC received the majority of the power equipment in December 2022. Work completed on temporary busway and feeder duct in existing busway. All other underground ducts are complete. Cabling being installed.</p> |
| <p>W. 117th Substation Rehabilitation (60C)</p> | <p>Contractor: Lake Erie Electric Construction Cost: \$2,278,395</p> | <p>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 began on October 24, 2022. Installation of new equipment complete, wiring work underway. PC breaker panel and House AC Service panel to be added.</p> |
| <p>E. 120th Substation Replacement (60E)</p> | <p>Construction Contractor: TBD Construction Estimate: \$7,000,000 (Revised)</p> | <p>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. City Planning approved the project. Negotiating construction and permanent access easements.</p> |
| <p>W. 30th Substation Rehabilitation - Transformer/ Rectifier Set (60F)</p> | <p>Contractor: Hatzel & Buehler Construction Cost: \$1,711,685</p> | <p>Replacement of transformer/rectifier and switchgear. Existing buildings 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 turned on October 10, 2022. Arc flash labels installed June 23, 2023, completing punch list. Project in closeout, final invoice awaited.</p> |

Passenger Facilities

Rapid Stations

| | | |
|---|--|--|
| <p>Warrensville- Van Aken Station (24W)</p> | <p>Reconstruction of Warrenville- Van Aken Station In-House design Budget: \$4,000,000 Current Estimate: \$5,990,000</p> | <p>In-house design for new station includes platforms, track replacement/realignment, power modifications in connection with Project 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 under Project 24W(a).</p> <p>Environmental clearances received from FTA. Final approvals obtained from City of Shaker Heights. Circulation of 98% plans for comment/approval completed. 100% set prepared for IFB.</p> <p>Project estimate significantly over budget. Scope to be reviewed prior to bidding.</p> <p>Project estimate significantly over \$4,000,000 budget. Scope reviewed and new cost estimated including 10% bid and 10% construction contingencies.</p> |
|---|--|--|

| | | |
|--|--|---|
| <p>Warrensville-Van Aken Track, Signal, Catenary and Power Infrastructure (24W(a))</p> | <p>Reconstruction of Warrensville-Van Aken Rail Infrastructure Budget: \$6,000,000</p> | <p>Task being prepared to complete plans and specifications for IFB. Catenary design major item to be completed. Track and Signal design already completed.</p> |
|--|--|---|

Planning

| | | |
|------------------------------|---|--|
| <p>Baby on Board (19.03)</p> | <p>TWE improvements In various locations in the County Contractor: Brasco & 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. An 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. All shelter improvements are completed. ODOT has just approved the extension of the grant through December 31, 2024. The Micro Transit RFP is advertised. Working to wrap shelters. Revised MOU is with the County for execution.</p> |
|------------------------------|---|--|

| | | |
|--|---|---|
| <p>RTA ConnectWorkS MicroTransit (19.30 a & b)</p> | <p>Contractor: Share Mobility (\$300,000) (19.30 a) (\$300,000) (19.30 b)</p> | <p>Project includes the provision of Micro Transit First/Last Mile services from an RTA location to a work site. GCRTA is contributing 50% of a flexible service focused on getting workers the first and last mile to their job site. The First proposals are due on November 12, 2021. The GCRTA Board awarded 2 contracts on April 12,2022. A Contract with Share has been executed and service began on December 14, 2022. A new contract with Share Mobility for the Aerozone was awarded by the Board and contract executed on August 10, 2023. Service begins on October 16, 2023.</p> |
|--|---|---|

| | | |
|---|---|---|
| <p>Shaker Shelter Replacement Program (18.82 a-c)</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. A Section 106 Consultant was hired first and has completed the approval by FTA and OHPO. The public planning and design process has concluded resulting in a shelter design and amenity package that met the approval of GCRTA customers, Shaker Heights Planning Department, and residents. It also included architectural support from a shelter manufacturer and resident GCRTA architect. The RFP has been completed but is being delayed due to funding issues. The project is on the STIP, and funding will soon be available. The procurement is scheduled to begin in November with an anticipated award at the January Board of Trustees meeting. The inability to access grant funds has substantially delayed this project.</p> |
|---|---|---|

| | | |
|------------------------------------|--|---|
| <p>On-Board Origin (19.50)</p> | <p>On-Board Origin/Destination Survey Contractor: ETC Cost: \$931,560.86</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 was awarded by the GCRTA Board on December 20, 2022. A Kick-off meeting was held on February 23, 2023. ETC has submitted 75% of the deliverables and has finalized and tested the survey instrument. The full survey is underway and 92% complete. On-Board work should conclude before the end of 2023 with final reporting following.</p> |
|------------------------------------|--|---|

Transit Access
Barrier Study
(19.73)

Vendor: DBA
FTA AoPP Grant Award:
\$585,000

Study of identify the barriers to use of transit by populations in persistent poverty. Funded by FTA as part of their AoPP grants (Areas of Persistent Poverty). Proposals have been received and are under evaluation with an anticipated award in December 2023.

Maintenance Facilities

CNG (HVAC) Bus
House
Infrastructure
Upgrades at
Triskett
(61E)

Consultant: Wendel
HVAC Design
Cost: \$350,374

The 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 is nearing completion; final testing is ongoing. Project closeout awaiting rooftop fan issue resolution.

Fire door closure reopening resolved. Rooftop unit issues resolved. Project closed. THIS IS LAST REPORT.

Construction of
CNG
Infrastructure
Upgrades at
Triskett
(61F)

Contractor: The Ruhlin
Company Construction
Cost: \$7,424,143 including
\$686,796 for Waterfront
Bridge Shoring Towers

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.

Fire door closure resolved. Rooftop unit issues resolved. Project closed. THIS IS LAST REPORT.

District Bus
Garage
Hayden
Replacement
Roof
(19.36)

Contractor: Terik Roofing,
Inc.
Construction Cost:
\$5,688,162

Project awarded at April 2023 Board. Notice to Proceed issued on June 26, 2023. Project approximately 25% completed.

**Bus Rapid
Transit**

MetroHealth Line
BRT
(70)

Consultant: TBD
Budget: \$2,500,000

Third version of design RFP in preparation. 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 received October 6, 2022. Procurement canceled.

Third version of RFP advertised on June 26, 2023, with proposals due July 27, 2023. Station and associated signage design to be done in-house. Proposals received. Selection made; negotiation underway.



MICHAEL'S
DINER

CARRY OUT/
DELIVERY
752-0052

Wendy's SOLD HERE



Greater Cleveland
Regional Transit Authority