

QUARTERLY MANAGEMENT REVIEW

4th Quarter



OUR MISSION: CONNECTING THE COMMUNITY



Greater Cleveland
Regional Transit Authority

Contents

From the General Manager..... 2

Financial Analysis6

 Board Policy Goals 8

Capital Commitments and Expenditures 10

Performance Measures.....14

Critical Success Factors.....14

Administration & External Affairs Division.....17

Disadvantaged Business Enterprise (DBE) Participation.....21

Quarterly Performance Report.....23

Succession Planning and Employee Development.....26

Engineering/Construction Program30

From the General Manager



As we close out the year and reflect on the work that has occurred, I am filled with a sense of accomplishment and momentum towards achieving our strategic goals. The results from TRACTION, our performance management system, inform us that we are improving our service and the overall customer experience. Some of the achievements described below include the launch of a second microtransit (ConnectWorkS) location, Engage RTA webpage, facility tours and community partnerships, new Board Trustees and Committee members and various award announcements from the State Auditor and the Ohio Department of Transportation (ODOT).

ConnectWorkS Launching at Aerozone

We launched a second ConnectWorkS location at the Aerozone; and in conjunction with the launch, SHARE Mobility and GCRTA hosted a Business Open House at the Airport Hilton Garden Inn to promote our partnership. During the event, we met with companies to discuss how ConnectWorkS can support workforce development by providing transportation services to and from our Brookpark Transit Center to the businesses in the Aerozone.

EngageRTA

Our community outreach efforts seek to positively impact the quality of life all through our programming, initiatives, and sponsorships that educate, empower, and uplift everyone. We strive to provide safe, reliable, and efficient transportation to connect our community. To sustain our community outreach efforts, in December we launched EngageRTA, a new online tool that receives and processes requests submitted by members in the communities served by GCRTA. EngageRTA will allow the following to be requested:

- Recruitment and Hiring Fairs
- Speaking & Education Engagements
- Community Events
- Holiday Trolley
- Commuter Advantage/U-Pass Program
- Travel Training
- RTA Transit Police Community Watch
- Public Art Gallery/Opportunities
- Adopt-a-Shelter/Community Partner Investment Program

GCRTA Hosts All Aboard Ohio

We hosted [All Aboard Ohio](#) at our Rail Maintenance Facility for an enlightening tour and presentation on the new Rail Car Replacement Program. During the tour, attendees were also provided with an overview of our aging fleet and the challenges of keeping it operational. Special thanks to All Aboard Ohio and our esteemed state legislators in attendance, Representative Bride Rose Sweeney, Representative Sean Brennan, and Senator Kent Smith.

GCRTA Spotlights Positive Impact Program

During National Apprenticeship Week, we hosted Amalgamated Transit Union (ATU) International Director of Apprenticeships & Workforce Development, Mr. Jamaine Gibson, Transportation Learning Center Executive Director, Mr. Jack Clark, FTA Deputy Regional Administrator for Region V, Mr. Ajay Garg, as well as staff from Toledo, Central Ohio Transit Authority (COTA), and St. Louis Metro transit systems to discuss our Positive Impact Program. Our program is fast becoming a best-practice mentoring program for transit agencies.

The teams discussed:

- GCRTA and ATU's collaborative approach, formally launching in August 2022 after a brief pilot program
- Launched simultaneously at four operating districts (Hayden, Triskett, Paratransit, Rail)
- Total mentees at the time (current and past): 95 (44 have successfully graduated)
- Total mentors at the time: 74
- A tremendous increase in new operator retention (from 50% to 86% retention at one year of service if paired with a mentor)
- Thirty percent decrease in new operator absences and 50% decrease in new operator misses

Conference Attendance & Presentations

The Ohio Public Transit Association (OPTA) Conference theme this year was "[Are You Ready?](#)" The conference offered opportunities to learn about innovation and progress being made in industry. It also offered attendees opportunities to network and share ideas. GCRTA's Planning Department made presentations to attendees.

The annual American Public Transportation Association (APTA) TRANSform Conference & EXPO was attended by several GCRTA Board of Trustees and staff members. The conference offered a robust showcase of current technology, products, and services. This conference is the industry's long-standing, premier resource for advancing mobility systems.

Employee Milestones

During the October 31, 2023, Board Meeting, Mr. James Smith and Mr. Scott Clifford were honored for their 45 years of service to GCRTA and the communities we connect. Mr. Smith joined GCRTA in the fall of 1978 as a Community Response Transit (CRT) Service Lead. As CRT expanded into a county-wide, eight-hour shift service, it provided Jimmy an entry point into GCRTA as a full-time employee. Mr. Clifford also joined in 1978 and has held various positions throughout his years of service.

New Board Trustees

Mrs. Deidre McPherson, Chief Community Officer, Assembly for the Arts, is an entrepreneurial strategist and cultural producer. As a community organizer, she advocates for Diversity, Equity & Inclusion (DEI) in the arts & culture, as well as the transportation industries to contribute to the collective shift towards equity in the region. She joined the Board in September.

Mr. Stephen M. Love, Program Director, Cleveland Foundation, is a champion for environmental justice, climate and clean energy, clean water, and sustainability. Mr. Love is a regular rider of GCRTA. He joined the Board in October 2023.

Both new Board Trustees were appointed by Cuyahoga County Executive.

Civilian Oversight Committee Members Appointed

During the September 26, 2023, Board meeting, the GCRTA Board of Trustees appointed seven members to the inaugural Civilian Oversight Committee (COC). The COC is a voluntary and proactive effort that seeks to give voice to the community and enhance accountability through an independent review and investigation of public complaints of alleged misconduct regarding its Transit Police Department.

Community Advisory Committee (CAC)

During the November 28, 2023, Board meeting, the Trustees appointed new members to the Community Advisory Committee (CAC). Its mission is to serve GCRTA's Board of Trustees, management, staff, users, and the public. Through communication and feedback regarding transportation projects affecting the community. Members are appointed by the GCRTA Board of Trustees to serve for up to a two-year term.

Grant Awards

GCRTA has been awarded two grants from Ohio Department of Transportation's (ODOT) Ohio Transit Partnership Program (OTP2) Grant Awards:

- \$12.4 million for the replacement of rail cars
- \$200,000 for a study to determine the feasibility of the purchase of electric vehicles

We are pleased to receive these grants, as this is the fourth year ODOT has awarded us funds for the replacement of our rail cars, bringing their total funding of the project to \$33.8 million. We have now raised a total of \$355.3 million of the \$393 million total program budget. The \$200,000 will enable us to begin the process of developing a plan and program to purchase electric buses to add to our clean fleet.

Departmental Award

During the November 14, 2023, Board Meeting, the Ohio Auditor of State presented GCRTA with a Distinction award for having a clean audit report. A "clean" audit report does not contain any findings for recovery, material citations, material weaknesses, significant deficiencies, Uniform Guidance (Single Audit) findings, or questioned costs.

Additionally, the Healthy Business Council of Ohio (HBCO) announced that GCRTA is being recognized as a Gold level for healthy worksite practices in 2023. The HBCO will recognize 91 worksites as part of the state-wide organization's tiered designation program. The Healthy Worksite Recognition Program. The Healthy Worksite Recognition Program recognizes Ohio employers committed to employee wellness through comprehensive worksite health promotion and wellness programs. Applicants are scored on their wellness programs to facilitate and encourage employee health, productivity, and a healthy work environment.

Award Recipient

In the November 2023 issue of Railway Age Magazine, Ms. Cindy Greenwald was named a Women in Rail winner for 2023. Cindy is a Supervisor at Power & Way and has served GCRTA and our communities for 23 years. She has been an integral part of the Power & Way team. Cognates Cindy!

Leadership Retreat

The theme for the 2023 Leadership Retreat was "Take the Lead." During the two-day retreat, 50 members of the team from across the organization were reminded to *Start with Why* by Simon Sinek, 2009 as the foundation for leading from the inside out (i.e. asking why, how, and what questions in the pursuit to set vision, execute priorities, and tap one's full potential). Emphasis during the retreat was on the cultivation of a learning environment, where everyone at all levels has the capacity to be a leader. Adopting the organizational philosophy that leadership is a choice is preparing GCRTA to cultivate leadership, create organizational alignment, and both influence and drive results.

New ATU Leadership

After over 30 years of service, Mr. William H. Nix, Sr., ATU Local 268 President/Business Agent, will retire. He began his career at GCRTA as a Laborer, became a part-time Bus Operator, and eventually transitioned to a full-time Bus Operator. He then became the ATU President/Business Agent, where he served for twelve years. We thank Mr. Nix for his years of dedicated service and leadership to our communities and colleagues. We wish him the best as he embarks on the next chapter of his professional accomplishments.

With Mr. Nix's retirement, the newly elected ATU Executive Officers are:

- Mr. Clarence King, President/Business Agent
- Mr. Darnell Morris, Vice President
- Ms. Tameka Dumas, Financial Recording Secretary - Treasurer
- Mr. Omeal Mullings, Assistant Business Agent Operations
- Mr. Mallory Jarrous, Assistant Business Agent Non-Operations

We continue to make remarkable progress to advance GCRTA's position as an essential partner of the economic ecosystem in Greater Cleveland. As I look forward to 2024, I am filled with excitement for the many celebratory moments the new year will bring. As we continue to settle into our mission of Connecting the Community, we have a renewed focus on providing exemplary customer service, while enhancing the employee experience, and preparing for future generations of quality service to Greater Cleveland.

Sincerely,

A handwritten signature in blue ink that reads "India L. Birdsong Terry". The signature is fluid and cursive, with the first letters of each name being capitalized and prominent.

India L. Birdsong Terry

General Manager, Chief Executive Officer

FINANCIAL ANALYSIS

General Fund Balance Analysis				
	2023 Budget Year-End	2023 Actual Year-End	Year-End Variance	Year-End % Variance
Revenues				
Passenger Fares	\$ 24,683,669	\$ 27,574,362	\$ 2,890,693	11.7%
Advertising & Concessions	2,547,051	1,790,281	(756,770)	-29.7%
Sales & Use Tax	259,038,785	261,817,712	2,778,927	1.1%
Investment Income	600,000	1,691,508	1,091,508	181.9%
Other Revenue	1,500,000	667,043	(832,957)	-55.5%
Reimbursed Expenditures	5,000,000	6,174,609	1,174,609	23.5%
Transfer from Revenue Stabilization Sub-Fund	6,500,000	-	(6,500,000)	-100.0%
Total Revenues	299,869,505	299,715,515	(153,990)	-0.1%
Operating Expenditures				
Salaries & Overtime	157,017,221	157,916,814	899,593	0.6%
Payroll Taxes & Fringes	56,697,891	53,382,216	(3,315,675)	-5.8%
Fuel (Diesel, CNG, Prop. Pwr., Propane, Gas)	10,758,400	8,482,082	(2,276,318)	-21.2%
Utilities	4,181,320	3,847,587	(333,733)	-8.0%
Inventory	12,500,000	13,789,021	1,289,021	10.3%
Services & Materials & Supplies	24,637,747	23,167,868	(1,469,879)	-6.0%
Purchased Transportation	9,150,000	10,334,733	1,184,733	12.9%
Other Expenditures	7,447,466	6,016,902	(1,430,564)	-19.2%
Total Operating Expenditures	282,390,045	276,937,223	(5,452,822)	-1.9%
Revenues less Operating Expenditures	17,479,460	22,778,292	5,298,832	30.3%
Transfers to Other Funds				
Transfer to/from Insurance Fund	2,500,000	2,500,000	-	0.0%
Transfer to/from Pension Fund	-	-	-	0.0%
Transfer to Reserve Fund	10,878,615	10,878,615	-	0.0%
Transfers to Capital				
Transfer to/from Bond Retirement Fund	6,627,398	6,627,398	-	0.0%
Transfer to/from Capital Improvement Fund	21,866,868	21,866,868	(0)	0.0%
Total Transfers to Capital	28,494,266	28,494,266	(0)	0.0%
Total Transfers to Other Funds	41,872,881	41,872,881	(0)	0.0%
Total Expenditures	324,262,926	318,810,104	(5,452,822)	-1.7%
Net Increase (Decrease)	\$ (24,393,421)	\$ (19,094,589)	\$ 5,298,832	30.3%
Beginning Balance		42,560,670		
Estimated Available Ending Balance		\$ 23,466,081		
# Months Reserves - Estimated			1.0	

Figure 1: General Fund Balance Analysis

General Fund Balance Analysis & Operating Analysis

Sales and Use Tax revenue was at 1.1% above budgeted levels. Total Revenues, excluding the budgeted transfer from the Revenue Stabilization Fund, ended the year 2.2% above budget as Passenger Fare Revenue, Sales & Use Tax, Investment Income, and Reimbursed Expenditures were all greater than budget. With these positive budget variances, the budgeted transfer from the Revenue Stabilization of \$6.5 million was strategically not made. Operating Expenditures were 1.9% below budgeted levels. The reduction in Operating Expenditures is largely due to lower expenses in healthcare expenses, Fuel & Utilities, Services & Materials, and Other Expenditures. The budgeted \$10.8 million transfer to the Reserve Fund was completed in the 1st Quarter of 2023, of which \$10 million was for the Rolling Stock sub-fund for rail cars. All remaining transfers to other funds were completed by the 4th Quarter.

Ridership totaled 21.9 million unlinked passenger trips, 16.5% higher than 2022, or 3.1 million more riders in 2023.

The increases are spread across all modes. The top three increases in ridership by mode were: Bus 30.4%, HealthLine 25.2%, and Paratransit 23.5%, compared to 2022. Ridership remains 31.5% lower than pre-COVID levels in 2019.

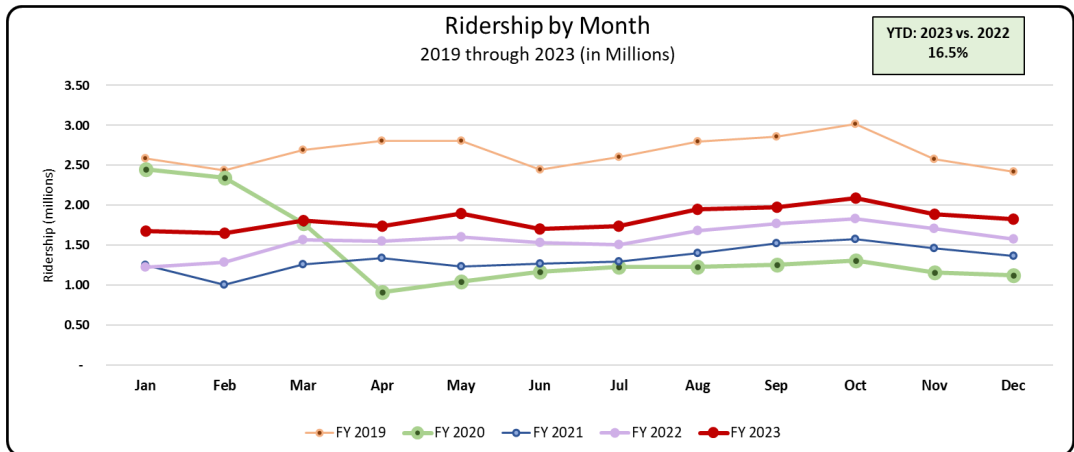


Figure 2: Ridership

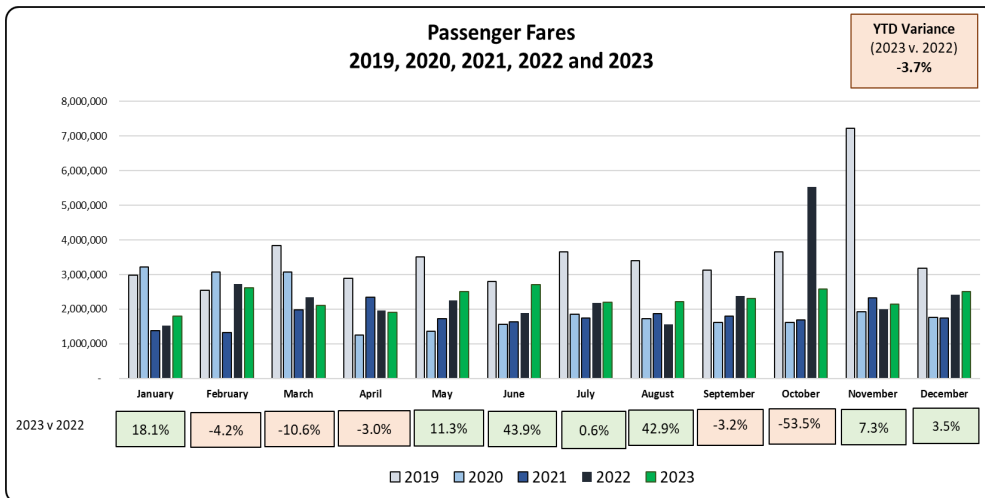


Figure 3: Passenger Fares

Passenger Fare revenue totaled \$27.6 million in 2023. This is 3.7% lower than 2022 and 13.8% higher than the budget. Mobile ticketing was 36.4% higher in 2023 compared to 2022. Cash fares were 3.6% higher, Pass/Ticket Sales were 12.7% higher, and Student Farecards were 22.3% lower, compared to 2022.

Sales Tax revenues totaled \$261.8 million through 2023, 1.1% higher than budget and 2.7% higher than the 2022. Through year-end 2023, when compared to 2022, On-Line Sales were 10.6% higher and Regular and Statewide Sales were 2.4% higher. The Motor Vehicles & Watercraft categories have been declining since May 2023, compared to 2022. Through year-end Motor Vehicles & Watercraft was 4.1% lower than 2022.

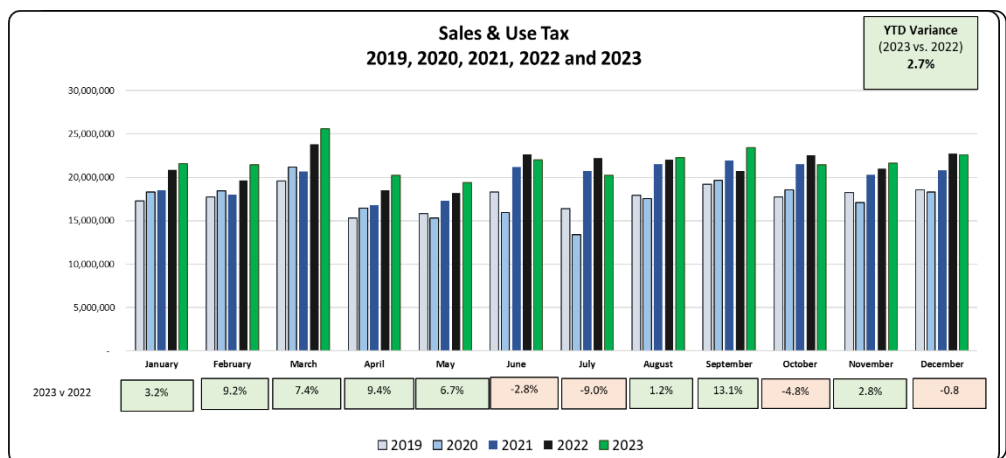


Figure 4: Sales & Use Tax

Total Operating Expenses ended the year 1.9% under budgeted levels. Total personnel expenses (salaries, overtime, payroll taxes and fringes) were 1.1% below budget. The Energy Price Risk Management Program continues to help stabilize fuel costs. At the end of year, fuel and utility expenses were \$2.6 million, or 17.5% below budgeted levels.

Inventory, Services, Materials, and Supplies ended the year 0.5% under 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 year, Purchased Transportation was 12.9% 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 to maintain the recommended balances for the Bond Retirement, Insurance, Supplemental Pension, Capital Improvement, and Reserve Funds. All transfers were completed by year-end.

BOARD POLICY GOALS

Board Policy Goals			
KPI	Definition	Goal	Q4
Operating Ratio	% of Operating Expenses (less Force Account Labor) are covered by Operating Revenues (Passenger Fares, Advertising, Investment Income)	≥ 25%	11.5%
Cost/Hour of Service	Dividing total operating expenses by total service hours		\$165.30
Growth per Year	Cost of delivering a unit of service compared to prior year	≤ rate of inflation (5.0%)	-2.02%
Operating Reserve (months)	Available ending balance is equal to cash equivalent of one-month's operating expenses	≥ 1 month (1.0)	1.0
Debt Service Coverage	Authority's ability to meet annual interest and principal payments on debt	≥ 1.5	4.3
Sales Tax Contribution to Capital	Transfers to fund the Authority's bond retirement payments and local funding for capital projects	≥ 10%	10.9%
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 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 year, the Operating Ratio is 11.5%, higher than the budgeted estimate of 9.9%, but lower than year-end 2022 at 12.4%, and lower than the policy goal.

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 3.5% at year-end 2023. At year-end, the cost per hour of service was \$165.30. This is 2.02% lower than the cost per hour of service in 2022 as service hours were 8.8% higher than 2022.

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 year, the estimated Operating Reserve was 1 month.

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 year at 4.3, 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 year at 10.9%, which is above the policy goal.

The **Capital Maintenance Outlay to Capital Expansion Outlay** ratio shows the Authority's focus is on the maintenance or State of Good Repair 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 of those grants 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 under the following:

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

Competitive grants that have been received and identified for use in Fiscal Year (FY) 2023 totals \$184 million, are as follows:

- 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)
- IIJA (Infrastructure Investment & Jobs Act – Rail Car Replacement) (grant not yet executed)

For 2023, the Strategic Plan initiative was 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 \$184 million have been received throughout the fiscal year. Table 1 shows the funding sources, including competitive awards, funds committed throughout the life of the award, and funding available at year-end. 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
- \$6.47 million for 20 40-FT CNG Buses – 2022 order
- \$1.21 million for 12 Paratransit Cutaway Vehicles
- \$867,181 for 8 25-FT Paratransit Vehicles
- \$222,735 for Asset Maintenance Software Database
- \$415,000 for Baby on Board 2021/2022
- \$1.73 million for Red Line Brookpark 515 Track Switch
- \$6.04 million for LR Rehab Program
- \$160.7 million for HRV Rail Replacement Program

In September 2023, \$12.2 million was awarded by the Ohio Department of Transportation (ODOT) Ohio Transit Partnership Program (OTP2) for use toward the Rail Car Replacement Program. Additional funding for CNG buses in the amount of \$3.2 million is pending from ODOT and private-public mobility partnership program was also approved to fund up to fifty percent of ITD Appropriated Funding Source Totals.

ITD Appropriated Funding Source Totals

SOURCE OF FUNDS	Funding Appropriated	Funds Committed	Funding Available	Percentage of Remaining Funds
FORMULA	\$ 148,398,481	\$ 133,336,362	\$ 15,062,119	20.20%
LOCAL (ALL)	\$ 244,403,573	\$ 232,170,181	\$ 12,233,392	78.07%
COMPETITIVE	\$ 42,942,043	\$ 42,765,764	\$ 176,279	1.19%
FEDERAL ASSISTANCE	\$ -	\$ -	\$ -	0.48%
STATE	\$ -	\$ -	\$ -	0.00%
OTHER	\$ 480,392	\$ 353,500	\$ 126,892	0.06%
TOTAL	\$ 436,224,489	\$ 408,625,807	\$ 27,598,682	100.00%

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 \$609.7 million for FY 2023 includes appropriations of \$140.0 million for FY 2023 and \$469.7 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 order of rail cars.

At the end of the 4th Quarter, project commitments totaled \$408.6 million, including \$159.6 million of ITD expenditures and \$248.9 million of current encumbrances, resulting in \$201.1 million, or 33.0%, 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.

2023 Year End Combined Capital Program

Categories	(ITD) Budget A	Current Commitments B	Budget vs Current Commitments A-B	% Remaining (A-B)/A
Bus Garages	\$ 16,403,554	\$ 12,178,554	\$ 4,225,000	25.8%
Bus Improvement Program	70,558,687	27,431,408	43,127,279	61.1%
Equipment & Vehicles	34,039,950	18,556,404	15,483,546	45.5%
Facilities Improvements	104,028,116	57,786,046	46,242,070	44.5%
Other Projects	10,325,590	5,870,035	4,455,555	43.2%
Preventive Maint/Operating Reimbt	2,619,790	2,487,873	131,917	5.0%
Rail Projects	149,865,320	82,395,318	67,470,002	45.0%
Rail Care Replacement Program	220,049,999	201,920,168	18,129,831	8.2%
Transit Centers	1,807,680	-	1,807,680	100.0%
Total	\$ 609,698,686	\$ 408,625,806	\$ 201,072,880	33.0%

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 4th Quarter occurred in three major categories: the Bus Improvement Program at \$24.3 million, Facility Improvements at \$16.0 million and Rail Replacement Program at \$14.2 million of all capital expenditures. These three categories total \$54.5 million, or 73.85%, of current capital expenditures in 2023.

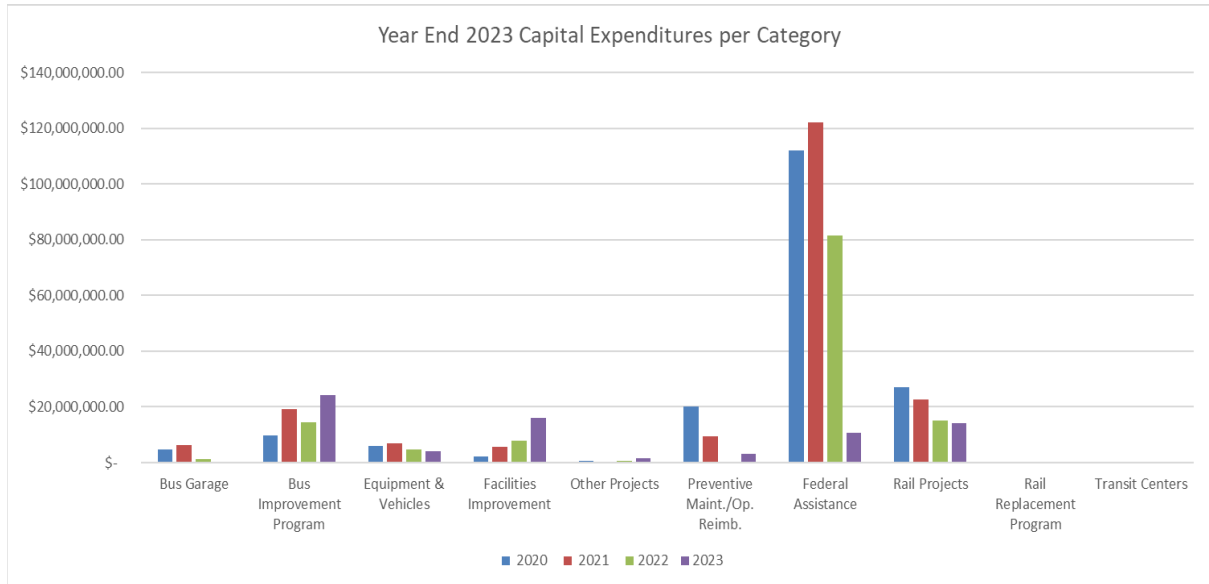


Figure: 8

(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 December, commitments in this category totaled \$12.2 million, out of the total appropriations of \$16.4 million, leaving a positive variance of \$4.2 million, or 25.8%. This variance is due to two projects at the Hayden Garage: Gas Detection System Upgrade and Fire Protection System Upgrade, that are delayed 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 year end, commitments in this category totaled \$27.4 million, out of total appropriations of \$70.6 million, leaving a positive variance of \$43.1 million, or 61.1%. These commitments include current expenditures of \$24.3 million and current encumbrances of \$3.6 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 purchase waived due sufficient bus fleet available to meet peak service, and 15 Electric Buses delayed pending future grant awards supporting this endeavor.

Equipment & Vehicles

At the end of the fourth quarter, the total commitments of \$18.6 million, out of a total budget of \$34.0 million, include \$15.0 million of ITD expenditures and \$3.6 million of encumbrances leaving a positive variance of \$15.4 million, or 45.5%. Remaining commitments within this category are concentrated on updating equipment and software for scheduling, asset maintenance, fare collection, inventory, cyber security, and financial management.

Facilities Improvements

At year end, total commitments of \$57.8 million, out of the total budgeted \$104.0 million, includes \$29.4 million of ITD expenditures and \$28.4 million of current encumbrances, resulting in a positive variance \$46.2 million, or 44.5%. This variance is due to supply chain issues and inflationary costs affecting the completion of current projects, causing delays with the Tower City East Portal Rehabilitation, W. 117th bridge rehabilitation, Central Rail access road bridge rehabilitation, Main Office roofing repairs, and other smaller facility enhancements.

Other Projects

The Other Projects category includes pass-through grants with Medina and other miscellaneous capital projects that do not fit into the other capital categories. At the year end, this category has combined project commitments of \$5.8 million out of the budget of \$10.3 million, resulting in a positive variance of \$4.5 million or 43.2%. 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 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. Commitments at year-end totaled \$2.5 million.

Rail Projects

At the end of FY 2023, \$82.4 million of the \$149.9 million budget for the Rail Projects category were committed, resulting in a positive variance of \$67.5 million, or 45.0%. Total commitments include \$58.7 million of ITD expenditures and \$23.7 million of current encumbrances maintaining the focus on achieving SOGR on the rail system. Some major projects in this category consist of Light Rail Track Rehabilitation, Red Line System Overhead Catenary Replacements, completion of Tower City Track 10 & 13, Rail Profile Grinding and completion of the Light Rail Fiber Optic system.

Railcar Replacement Program

In April 2023, the Board of Trustees (BOT) approved the purchase of 24 new rail cars and the contract with Siemens Mobility, Inc. In September, the BOT approved the first option to purchase 6 additional rail cars at the same contract price as the original 24 rail cars. At the end of fourth quarter, \$201.9 million of the \$220.1 million budgeted category were committed for vehicle engineering, vehicle purchase and rail spare parts, resulting in a positive variance of \$18.1 million, or 8.2% to cover contingencies. The future decision to procure additional rail vehicles will be determined later in 2024.

Transit Centers

Currently there are no commitments in the Transit Center project category. The Warrensville Station rehabilitation and the Stephanie Tubs Jones Canopy Repair have been delayed until FY 2024.

Performance Measures

Performance Measure		Q1	Q2	Q3	Q4	YTD
Passengers per bus/railcar hour:						
Bus		16.0	15.8	16.1	16.4	16.1
Rail		26.2	27.4	25.6	26.2	26.4
Total*		17.4	17.1	17.2	17.7	17.3
*Combining bus and rail, passengers per In-Service Vehicle-Hour.						
Revenue Vehicle Cost Per Mile:		\$3.48*	3.00*	\$3.10*	2.59*	\$3.04*
(Maintenance & Fuel)						
*Estimated Value						
% Of Scheduled Maintenance Completed (Revenue Vehicles)						
Bus		98%	97%	94%	84%	94%
Rail		97%	99%	99%	98%	99%
Paratransit (Revenue)		100%	99%	100%	95%	99%
Paratransit (Non-Rev)		87%	88%	91%	93%	96%

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 <u>Preventable Collision Rate (PCR)</u> TEAM goal for 2023 is 1.40. The 2023 YTD 4th Quarter PCR is 1.58, which is 13% higher than the TEAM goal and 4% higher than the 1.52 PCR for the same period in 2022. Total preventable collisions increased 6% from 335 to 355. Mileage increased 2% vs 2022.
Total Collision Rate	The GCRTA <u>Total Collision Rate (TCR)</u> for the 2023 YTD 4th Quarter is 3.23, which is 11% lower than the 3.61 TCR for the same period in 2022. Total collisions decreased 8% from 793 to 726.
On the Job Injury Rate	The GCRTA 2023 TEAM Injury Rate Goal is 6.82. The 2023 YTD 4th Quarter Injury Rate of 4.64 is 32% below the TEAM Goal and 23% below the 6.02 Injury Rate for the same period in 2022. Total injuries decreased by 24 from 108 in 2022 to 84 in 2023.

Number of Miles Between Service Interruption

Tracks the rate of fixed-route 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 and railcars.

- 19,928 Miles Between Service Interruptions for Q4 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* = $\frac{\text{On Time Measurements}}{\text{On Time} + \text{Early} + \text{Late Measurements}}$
- Fixed route on time performance:
 - Q4 2023 (81.81%)
 - Q4 2022 (82.62%)

Ridership

Total unlinked passenger trips on all GCRTA transit modes.

- The COVID-19 pandemic has continued to affect ridership: 21,938,638 unlinked passenger trips for Q4 2023 represents:
 - 16.51% increase from Q4 2022

Year over year ridership by mode Q4 2023 vs Q4 2022

Q4 2023 vs Q4 2022	
Motorbus (MB)	18.9%
HealthLine (RB)	15.1%
Heavy Rail (HR)	9.4%
Light Rail (LR)	3.6%
Paratransit (DR)	13.2%
System Total	16.51%

Customer Satisfaction/Boardings Between Complaints
***For Q4 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.
- 4603 Boardings Between Complaints for Q4 2023 represents:
 - 22.4% increase from Q3 2023
 - 23.8% decrease from Q4 2022

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 **7.43%** for Q4 2023 represents:

- 6.42% reduction from Q3 2023 (7.94%)
- 14.00% reduction from Q4 2022 (8.64%)

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 Q4 aligns with the Authority's four strategic priorities:

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

Commuter Advantage:

There are a total of 61 Commuter Advantage customers; **four new** organizations signed in Q4, (**Seven** new Commuter Advantage customers were added in 2023).

ConnectWorkS (Microtransit) Launch at the Aerozone:

Launched our second ConnectWorkS location in the Aerozone Business District.

Diversity Equity & Inclusion:

- ⇒ Continued implementation of classes/workshops across the agency on Unconscious Bias,
- ⇒ Celebrated Hispanic Heritage Month and Native American Heritage Month with movies and Talk Backs designed as an open space for sharing and education.
- ⇒ Holiday Trolley partnered with Latinos Unidos for La Parranda 2023.

Employer Resource Groups (ERG):

Employee engagement continues to increase. One indication of bolstered participation is the addition of a new ERG, expanding our ERGs from 3 to 4: Elevating Women Together, Latinos Unidos, Pride, and Veterans. GCRTA ERGs are embedded in the 3E philosophy: Educate, Empower & Engage.

To ensure that our development of ERGs is consistent with national best practices, in October we met with representatives from Seattle, Washington and Hyland Software in a session titled ERG 101.

EngageRTA: EngageRTA began implementation on November 28, 2023. EngageRTA is a new online tool that receives and processes various requests from members of the communities for a host of internal activities, and external outreach opportunities, for GCRTA employees and customers alike.

Functional Assessments:

In 2021, GCRTA began conducting functional assessments in-house. This resulted in process improvements for the customers' experience and cost savings.

GCRTA Spotlights Positive Impact Program

During National Apprenticeship Week, we hosted Amalgamated Transit Union (ATU) International Director of Apprenticeships & Workforce Development, Jamaine Gibson, Transportation Learning Center Executive Director Jack Clark, FTA Deputy Regional Administrator for Region V, Mr. Ajay Garg, as well as staff from Toledo, Central Ohio Transit Authority (COTA), and St. Louis Metro transit systems to discuss the Positive Impact Program, which is fast becoming a best-practice mentoring program for transit agencies. The day was captured on video and provided to industry advocacy teams for external marketing.

Government & Legislative Affairs:

Advocacy:

Bi-weekly engagement with Van Scoyoc Associates (VSA) (Federal) and Dickinson Wright (State of Ohio) to stay abreast of trends in funding, industry best practices, and innovations in public transit. VSA presented at the December 2023 Board Meeting. During the presentation, the Board received an update on the current federal landscape concerning the Authority and our strategic priorities.

Hosted All Aboard Ohio:

Hosted All Aboard Ohio, (AAO is a member-based organization dedicated to promoting passenger rail and public transit) with a tour and presentation of the Rail Car Replacement Program.

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 TRACTION application.

Marketing

- ⇒ Marketing continues to be actively engaged in programs, projects, and both internal & external communication to convey the substantial work occurring at GCRTA to achieve our mission and vision.
- ⇒ Supported Baby on Board program by installing 18 full panel ads on shelters in the City of Cleveland and East Cleveland. This project advances our connection to the community, public health, and education, in alignment with our Ohio Department of Transportation (ODOT) grant designed to reduce infant mortality, which unfortunately disproportionately affects Cuyahoga County.
- ⇒ Entered a 5-year contractual relationship with Gateway Outdoors for advertising sales; a revenue generating contract.

Holiday Trains and Trolley/Month of Merry Advertising Campaign (November 18 through December 29, 2023), continue to be greatly appreciated by both riders and nonriders.

- Month of Merry: Social media campaign on Instagram: A trivia question posed each week, with a random drawing for a weekly winner (prize of a gift card to a local business) to increase engagement and awareness of Holiday Trains/Trolley appearances.
- Holiday Trains: The Holiday trains continue to be a community favorite. We receive calls and accolades with excitement and cheer when the community witnesses the vibrancy of the Holiday Trains. This is a partnership between Marketing and Operations to celebrate the Holiday season.
- The Holiday Trolley: Redesigned with a Winter Theme this year. The Trolley made seven open to the public community appearances (attendance greater than 500 people) throughout the GCRTA’s service area **attracting more than 55,000 attendees, of which 3,000+ visited the Holiday Trolley.** Events were in Greater Cleveland and surrounding suburbs.

Service maps and promotional items were distributed to visitors; Santa and Mrs. Claus were present at most events.

Mobility School Presentation/Training:

The three-day mobility school presentation/training was conducted for 192 students in six school districts throughout Northeast Ohio:

- Warrensville Heights Middle School
- Bedford High School
- Brush High School
- Lincoln west High School
- Brooklyn Heights High School
- James Rhodes High School

Office of Equal Opportunity:

- ⇒ Hosted the Civil Rights Meeting to document and discuss hiring and the intersection between Office of Equal Opportunity (OEO), Human Resources (HR), Training, and Diversity, Equity, and Inclusion (DEI).
- ⇒ Held a contractors' meeting with transit-related vendors, to discuss Equal Opportunity compliance requirements specific to Federal Transit Administration (FTA) Circular 4704.1A. All transit contractors are required to submit an EO Plan by February 15, 2024.

Partnership with Community & Institutional Partners:

Re-established the Community Advisory Council (CAC). On November 28, 2023, the Board of Trustees appointed eleven members to the Community Advisory Committee.

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 and Customer Communications.

TRACTION:

- ⇒ In addition to the Community Value, and Customer Experience Surveys, Employee Engagement Surveys were administered in partnership with the GCRTA Human Resources department.
- ⇒ Results from surveys are reported upon receipt from our contractors and placed on the website. The goal of the surveys is improved transparency, operational efficiency, and performance management through employee engagement.

In the News:

Press releases: 7

Media Public Records Requests: 6

Riders Alerts: 1

Radio Interviews/Mentions:

- Origin Destination Survey La Mega Radio (5)
- RTA Operators Pay Rate Increases
- Transit Ambassadors/Crisis Interventions Specialist Program
- Month of Merry Promotion and EngageRTA
- Greyhound in talks with RTA about moving to Puritas Rapid Station WTAM-AM 1100
- TOD development advocates plan to create more pedestrian-friendly area Ideastream
- RTA Operators Get a Boost in Pay GCRTA re-establishes CAC Ideastream

TV Interviews/Mentions

- GCRTA Paratransit Operator Celebrates 45 Years of Service - WJW Fox 8, WOIO 19 News
- We The People Show – Cleveland Women Achievement Honorees - WKYC 3
- RTA proposing new pedestrian bridge - WOIO 19 News
- RTA bus involved in hit & run crash - WOIO 19, WKYC

Publications

- Crain’s – Greyhound bus terminal service may move to the West Side
- Cleveland.com – Lakewood motorists dealing with RTA’s W. 117th Street bridge rehabilitation project
- Opinion – Why Isn’t Public Transit Free
- Mass Transit – Rail accessibility upgrades: A large 2024 market sector that should not be overlooked
- Scene Magazine – Greyhound Riders believe West Side Cleveland Station Replacement would be inconvenient
- RTA seeking Employer Partners for Microtransit Program
- Progressive Railroading – Cleveland RTA obtains \$12.4 million for railcar replacement
- Signal Cleveland – RTA says ambassadors, social workers provide safer transit rides
- AXIOS – Cleveland Greyhound in talks to relocate to Puritas Rapid Station

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 October 1, 2023 – December 31, 2023, represents the first quarter of FFY 2023. DBE dollars awarded during the fourth quarter and FFY to-date on contracts greater than \$100,000 totaled **\$263,444 or 100%**.

The performance period of October 1, 2023 – December 31, 2023, represents the first quarter of FFY2024. Federal Dollars awarded on Small Purchase contracts of \$25,000 - \$100,000 during the first quarter FFY to date totaled **\$222,498**.

**CURRENT QUARTER – DBE PERFORMANCE BY CONTRACT CATEGORY
(October 1, 2023 – December 31, 2023)**

	Construction	Services	Equipment & Supply	Total
DBE Dollars	0	\$0	\$263,444	\$263,444
All Dollars	0	\$0	\$0	\$0
% DBE Participation	0	0%	\$263,444	100%

Figure: 10

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

	Total Contracts	DBE Participation	% DBE Participation
1st Qtr.	\$263,44	\$0	100%
2nd Qtr.			
3rd Qtr.			
4th Qtr.			
TOTAL	\$263,444	\$0	100%

Figure: 11

Office of Business Development Activities

Outlined below are selected efforts undertaken during the fourth quarter of FFY 2024

Selected Certification Activities during the quarter include:

- New Certification: 7
- No Changes Declaration: 26
- On-Site Review (Virtual): 2

Selected Contract Compliance Activities during the quarter include:

- Completed: 21 Goal Settings
- Reviewed: 18 Certified Payroll Reports
- Monitoring 11 Projects

Selected Outreach Efforts during the quarter include:

- Attended the National Forum for Black Public Administrators
- Attended the Cuyahoga County Mayors & City Managers Association 14th Annual Dinner
- Attended Urban League of Greater Cleveland: The Equity Institute
- Participated in interviews of next set of scholars for Goldman Sachs 10,000 Small Business Program at Tri-C

Selected Other Involvements

- Participated on GCRTA Town Hall meeting at the Cleveland Public Library
- Attends EWT Professional monthly virtual meetings



Quarterly Performance Report

Division/Department: Office of Equal Opportunity (OEO)

Date: January 23, 2024

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)				Total Placements (2020-Present)
	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	Q1	Q2	Q3	Q4	
Officials & Administrators	---		---		---		2		---		---		---						2
Professionals	---		2		---		45	3	---		---		3		1	6	3	3	42
Technicians	---		---		---		24		---		1		1					1	5
Protective Service	---		---		---		12		---		1		---		1	1	2		8
Admin Support	---		---		---		51	1	---		---		---			2		1	8
Skilled Craft	8		1		1		16		5		---		---		2			7	
Service Maintenance	24	3	9	1	3		258	1	--		23	1	10	1	6	1	5	7	46
TOTAL	32	3	12	1	4		408	5	5		25	1	14	2	12	8	10	12	118



Quarterly Performance Report

EEO Job Category	Remaining to Reach Parity Males	Remaining to Reach Parity Females
Officials & Administrators	0	0
Professionals	0	5 White Females
Technicians	0	19 White females, 1 Hispanic/Latin Female
Protective Service	0	8 White Females
Administrative Support	0	38 White Females
Skilled Craft	1 Asian Male	16 White Females, 3 Black Females
Service Maintenance	5 Hispanic Males, 7 Asian Males	233 White Females, 18 Hispanic/Latin Females, 7 Asian Females

*The Total Placements reported include new hires, rehires, and promotions in each designated category. Eight goals have been met through 2023. Goals met are highlighted in green.

*The Employment Recruitment Department (ERD) and OEO collaborate to ensure 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:

Oct-23
<ul style="list-style-type: none"> Hough Day Job Fair Apprenticeship Career Fair Cleveland Heights Consortium Event "Fall In Love" Cleveland Guardians Job Fair Ohio Technical College

Nov-23
<ul style="list-style-type: none"> Warrensville Collaborative Resource Event Veterans Collaborative Resource Event Spanish American Committee East Technical High School North Coast Job Market – Lorain GCRTA Bedford Heights Hiring Spree

Dec-23
<ul style="list-style-type: none"> CPL Harvard Branch CPL Harvey Rice Branch

Weekly Community, CBM & Rail
Public Mechanics Performance



Quarterly Performance Report

October through December 2023 4th Qtr. Outcomes Total Number of Hires

Location Name	Count
40 - Main Office	18
32 - Transit Police	2
25 - Central Svc Bl	3
24 - Central Bus Mnt	2
22 Rail Operators	17
20 - Cntrl Rail Mt F	1
09 Triskett Operator	18
09 - Triskett	2
05 Paratran Oper	10
05 - Paratransit	2
04 Hayden Operators	22
04 - Hayden	4
Grand Total	101

National Origin	Count
Asian	2
Black or African American	70
Hispanic	3
White	16
Two or More Race	1
Did Not Disclose	9
Grand Total	101

Job Category

84 = ATU

2 = FOP

15 = Non-Bargaining

Gender	Count
Women	44
Men	57
Grand Total	101

Lead Referral Sources

8 = Advertisement

8 = Ohio Means Jobs

20 = Indeed

3 = Job Fairs

20 = Other

10 = Referrals

32 = Did Not Disclose

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 (Q4 2023)

- **Temporary Commercial Driver Training** – In 2023, 199 student bus operators of the 224 new hires attended our Tri-C Temporary License program at the Tri-C Transportation Innovation Center to obtain their temporary Commercial Driver Learner permit.
- **Frontline Leader** – With 2023 programming complete, the Training and Employee Development Department spent time in the fourth quarter planning for 2024 programming and debriefing lessons learned. Over the course of the year, 60 employees completed a version of this program, either in partnership with the Ohio Turnpike Commission (8 employees) or as a GCRTA cohort (52) with an accelerated curriculum tailored for bargaining unit supervisors.
- **Lean Six Sigma** – As of the end of 2023, 13 employees had completed the prerequisite Lean Ohio Boot Camp course and thirteen employees had earned their Lean Six Sigma Green Belts. The fourth quarter was an opportunity to celebrate these achievements and begin planning for incorporating Green Belt certified employees into agency-wide initiatives beginning in 2024.

Technical Skills Building, Leadership, and Professional Development

Throughout the 4th 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 multiple Vendor Trainings in the 4th quarter of 2023. The Snell Group conducted Thermography Level 1 and Level 2 Training, BTS instructed our employees in Fiber Optics, ITI delivered Intermediate Rigging (Crane Rigging) and Signal Person Training. Welding trainer was provided by Lincoln Welding school.
- **Reasonable Suspicion** – In the fourth quarter, 20 employees representing a cross-section of management and supervisory roles attended Reasonable Suspicion training, preparing them to recognize and respond to drug and alcohol use or abuse in the workplace.

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.

- **Project Management Training** – Forty-three (43) leaders from across the agency attended a 3-day Pilot Project Management Training program based on the FTA guidelines.
- **Operator Mentoring Certification** – Fourteen (14) 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** – Ten (10) bus operators were certified in the program which identifies, upskills excellent operators, and prepares them to be road instructors to assist newer operators in succeeding during training.
- **Healthline Smith System Training Pilot** – Twenty-seven (27) new bus operators were additionally trained on the Healthline Training Pilot which was established to help decrease accidents and increase awareness on our highest accident and ridership route.
- **Hostler and Mechanic Driver Refresher** – Eight (8) new hostlers and mechanics were additionally trained on the Healthline Route, and how to maneuver the coach through the garages at CBM, Triskett and Hayden. This program was established to help decrease accidents and increase awareness within each garage.
- **Coaching Certificate** – Six (6) employees completed the necessary coursework and practice coaching to earn a Weatherhead Coaching Certificate. This positions GCRTA to build an internal coaching support system, and to build a team of internal coaches.
- **Summer Internship Program** – A cross-functional team of Human Resources employees and alumni of the summer internship program began the planning for the 2024 Summer Internship. In the fourth quarter, we posted the summer internship opportunity on various recruitment sites and began accepting applications through our website. We also engaged agency managers to solicit ideas for projects that interns will work on in the summer.

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.

No train-the-trainer activities took place during the fourth quarter of 2023. As the Training and Employee Development Department onboards new employees in 2024, those individuals will earn their Certificate in Training and Development.

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. 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.

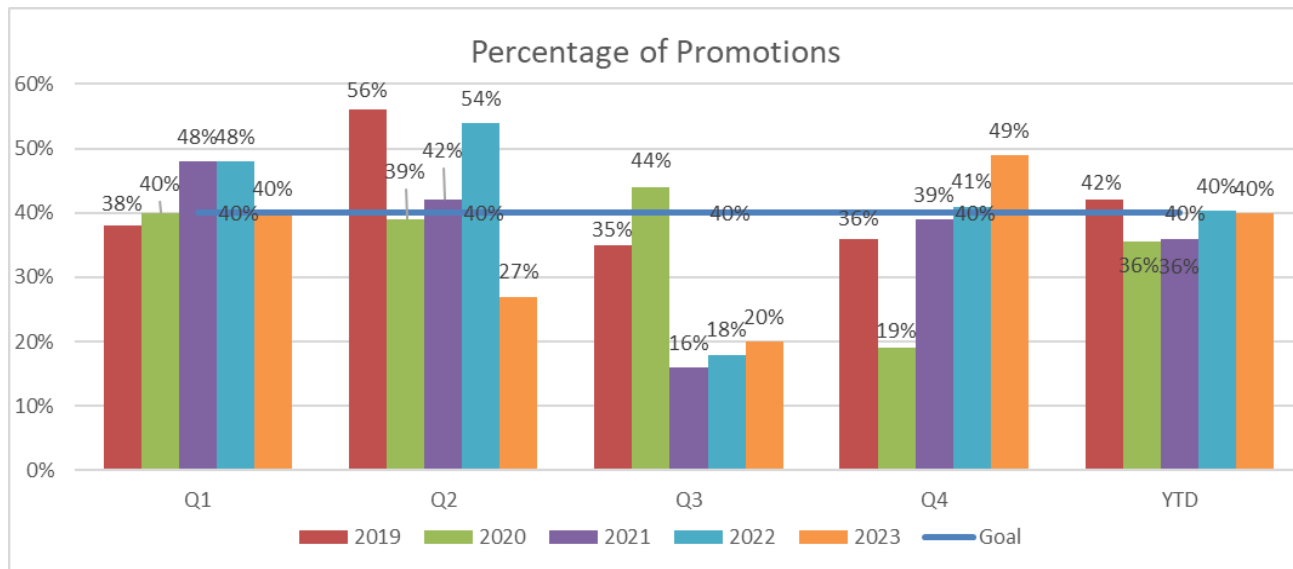


Figure 12: Percentage of Promotions

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

Technical, Supervisory and Managerial Succession

- Allen Keyohwanis was promoted from Rail Operator to Dispatcher in the Operations Division.
- Thomas Allen was promoted from Budget Management Analyst II to Energy Manager in the Finance Division.
- Enjoli Anderson was promoted from Dispatcher to Supervisor – Rail Traffic in the Operations Division.
- Meghana Bheemavarapu was promoted from District Business Analyst to Business Operations Administrator II in the Rail Operations Division.
- Charles Cummings Jr. was promoted from Laborer to Track Maintainer in the Operations Division.
- Jeremie Davis was promoted from Laborer to Line Maintainer in the Operations Division.
- Wendy Feinn was promoted from Budget Management Analyst I to Budget Management Analyst II in the Finance Division.
- Larry Ferrell was promoted from Coordinator of Management Information Systems to Manager of Management Information Services in the Finance Division.
- Dylan Frank was promoted from Signal Maintainer to Signal Technician in the Operations Division.
- Grant Kersh was promoted from Construction Engineer to Construction Engineer II in the Engineering & Project Management Division.
- John McGervey was promoted from Equipment Maintainer to Rail Equipment Electrician in the Operations Division.

- Leroy Millsape III was promoted from Equipment Maintainer to Assistant Supervisor in the Operations Division.
- Tariq Mohammed was promoted from Business Analyst (Public Transit Development Program) to Business Operations Administrator II in the Operations Division.
- Carla Wilburn was promoted from Paratransit Operator to Telephone Operator/Information Clerk in the Operations Division.
- Saleena Williams was promoted from Dispatcher to Service Quality Coordinator in the Operations Division.
- Mitchell Wondolowski was promoted from Construction Engineer to Construction Engineer II in the Engineering & Project Management Division.
- Matthias Wright was promoted from Signal Maintainer to Signal Technician in the Operations Division.
- Brian Zaucha was promoted from Equipment Mechanic to Assistant Supervisor in the Operations Division.
- Steven Zimmerman was promoted from Lead Auditor to Audit Manager in the Internal Audit Department (Executive 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
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Bridges

Waterfront Line Bridge Repairs (27Z)	Bridge Repairs (design including MSE walls) Designer: Hardesty & Hanover Cost: \$1,508,456	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. Project awarded to Great Lakes Construction September 20, 2022. NTP issued October 18, 2022. The bridge reopened on August 25, 2023. Final completion December 28, 2023.
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Waterfront Line Bridge Repairs (27Z)	Bridge Repairs including MSE walls. Construction Contractor: Great Lakes Construction Company Cost: \$8,745,842	Project awarded to Great Lakes Construction September 20, 2022. NTP issued October 18, 2022, tensioning and MSE wall work completed. Track installation underway. Bridge reopened August 25, 2023. Replacement of Zero Longitudinal restraint (ZLR) track clips holding project open ZLR clips holding project open. ZLR clips expected March 2024.
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Tower City East Portal Rehabilitation (52N)

RFP for design of repairs to Tower City East Portal including track, power and signal.
 Designer: E.L. Robinson
 Cost: \$989,942

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. One bid received. January 2024 Board award expected.

Tower City East Portal Sectionalization (52N(a))

Construction Contractor: Hatzel & Buehler
 Construction Cost: \$68,765

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. Closeout invoices and documents received from contractor. Project closed out. THIS IS FINAL REPORT.

W. 117th Track Bridge Rehabilitation (62A)

Design for repairs to bridge and station platform
 Designer: Michael Baker International
 Design Cost: \$504,211

Board Awarded February 2021. NTP April 23, 2021. Field inspection and survey complete as of June 18, 2021. Phase 1 plans received August 13, 2021, and comments returned September 13, 2021. Phase 2 plans reviewed, and comments returned on November 10, 2021. 60% plans (Phase 3) received January 15, 2022, and comments returned February 12, 2022. 98% of plans reviewed and comments returned June 24, 2022. 100% package for bidding received September 16, 2022. Beginning Construction Administration Services including submittal review.

W. 117th Track Bridge Rehabilitation (62A)

Bridge repairs including platform replacement.
 Construction Contractor: Suburban Maintenance
 Construction Cost: \$7,587,661

Contract awarded by Board on May 16, 2023. Notice to Proceed on July 12, 2023. Construction agreements and submittal returns from NS throughout quarter. Contractor demobilized for winter December 15, 2023.

Red Line Flyover West of Stokes (62C)

Design Estimate: \$350,000

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 received December 15, 2023.

Special Bridge Inspections Engineering Services for 2023 (19.63)

Services Estimate: \$348,522
 Services Firm: Burgess & Niple

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 80% complete. Report expected January 2024.

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 project canceled by Procurement. The second advertisement unsuccessful on December 8, 2021.

Project submitted March 28, 2022, for third Procurement effort. Trip stop at LR100 removed from scope.

Project submitted September 30, 2022, for fourth Procurement effort. 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: \$347,000

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.

Submittals being evaluated. Major change to vane-relay based track circuits in process. If change is adopted fiber optic communication between bungalows will be necessary.

<p>Red Line 515 turnout Return to Service (12F)</p>	<p>Designer: Mott MacDonald Design Cost: \$219,284 Construction Contractor: Hatzel & Buehler Construction Cost: \$2,715,000</p>	<p>Return to service turnout 515 at west end of Brookpark Yard. Includes signal, track and CTDS work. Project will include work to add CAB loop to yard siding to support new railcar testing. Project awarded February 16, 2021, Board. 90% design received review completed in November 2021. First bidding no responsive bids received.</p> <p>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.</p> <p>Information is being gathered on VPI and related wayside equipment. Submittals being evaluated. Time extension being evaluated because of long lead times for signal equipment.</p>
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<p>Consolidated Train Dispatch System (CTDS) Upgrade (12H)</p>	<p>Furnish and Install B&C Transit Cost: \$4,000,000</p>	<p>Replacement, testing and commissioning of new front end and back-office equipment including programming. RFP issued and pre-proposal held March 16, 2022. Proposals received on May 5, 2022. Selected proposal awarded at the September 20, 2022, Board.</p> <p>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.</p> <p>Final design expected January 2024.</p>
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<p>CRMF-Track 3 (52Y(a))</p>	<p>Track 3 and four Transfer Table Crossings Repair Designer: TBD Design Estimate Cost: TBD</p>	<p>Task Order to On-Call for Transfer Table modifications to be developed.</p>
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<p>Red Line Rail Grinding Program (52U)</p>	<p>Design Consultant: Advanced Rail Management Design Cost: \$476,370</p>	<p>Field Investigations completed, wheel and rail profiles agreed upon. 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. ARM grinding report received December 30, 2023, and under review.</p>
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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. Field work complete. LORAM final invoice received. Closeout underway.

Trunk Line Track Rehabilitation E. 75th St. Interlocking (52X)

Construction Contractor: Delta Railroad
 Construction Cost: \$3,867,538

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. Three change orders in process: switch machine wiring; insulated joint addition; terminal boxes mounting improvements. Estimated cost approximately \$250,000.

Warrensville/Van Aken Substation Replacement (60B)

Furnish and Install Modular Warrensville/ Van Aken Substation
 Contractor: Hatzel & Buehler
 Construction Cost: \$3,024,828

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 April 2024 to complete because of The Illuminating Company and necessary testing.

Warrensville/Van Aken Substation Replacement (60B)

Contractor: The Illuminating Company
 Construction Cost: \$916,063.79

The Illuminating Company (TIC) agreement to install main feeders 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. Sectionalizers installed.

<p>W. 117th Substation Rehabilitation (60C)</p>	<p>Contractor: Lake Erie Electric Construction Cost: \$2,287,741</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.</p> <p>Installation of new equipment complete, wiring work underway. PC breaker panel and House AC Service panel to be added.</p>
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<p>E. 120th Substation Replacement (60E)</p>	<p>Construction Contractor: TBD Construction Estimate: \$7,000,000 (Revised) Does not include property and easement costs.</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 easement and property purchase.</p>
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<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 building to be reused. Roof replacement completed under Project 18.35. Board awarded contract on November 17, 2020. Notice to Proceed issued January 4, 2021. Existing equipment removal complete. New equipment installation completed; power turned on October 10, 2022. Arc flash labels installed June 23, 2023, completing punch list. Project closed. THIS IS THE FINAL REPORT.</p>
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Passenger Facilities - Rapid Stations

<p>Warrensville- Van Aken Station (24W)</p>	<p>Reconstruction of Warrensville- Van Aken Station In-House design Budget: \$4,000,000 Current Estimate: \$5,994,000</p>	<p>In-house design for the 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. 100% set prepared for IFB.</p> <p>Project estimate significantly over \$4,000,000 budget. Scope reviewed and new cost estimated including 10% bid and 10% construction contingencies.</p>
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<p>Warrensville- Van Aken Station (24W)</p>	<p>Reconstruction of Warrensville- Van Aken Station In-House design Budget: \$4,000,000 Current Estimate: \$5,994,000</p>	<p>In-house design for the 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. 100% set prepared for IFB.</p> <p>Project estimate significantly over \$4,000,000 budget. Scope reviewed and new cost estimated including 10% bid and 10% construction contingencies.</p>
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<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. Track and Signal design is already completed. Catenary to be provided by contractor.</p>
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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 twice without any bidders. The shelters installed have Baby on Board Advertising. Revise MOU has been executed. ODOT has provided additional guidance on grant allowed expenses.</p> <p>A board presentation is planned for February 2024.</p>
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<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 began on October 16, 2023. Amazon was added to the Solon Circulator route. Aerozone is growing in ridership.</p> <p>New management at Share has provided increased energy of Share to this project.</p>
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<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 March 2024.</p>
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<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 completed. Final tabulation and expansion is underway. Final reports will be submitted in the first quarter of 2024.</p>
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Transit Access
Barrier Study
(19.73)

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

Study to 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, evaluated and recommendation scheduled for Board Committee on January 9, 2024.

The contract is scheduled for award by the Board of Trustees at the January 23, 2024, meeting. Contract period is 18 months.

Maintenance Facilities

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 50% completed.

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.

Bus Rapid Transit

MetroHealth Line
BRT
(70)

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

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 completed. "Best and Final" proposal accepted December 28, 2023. Expected Board award January 23, 2024.



Greater Cleveland
Regional Transit Authority