

# QUARTERLY MANAGEMENT REVIEW

# 2nd Quarter



**OUR MISSION: CONNECTING THE COMMUNITY**



Greater Cleveland  
Regional Transit Authority

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From the General Manager



This past quarter was filled with significant momentum and forward progress toward achieving our strategic goals. In March, I was invited to represent Greater Cleveland and testify before the Senate Committee on Banking, Housing, and Urban Affairs, which enabled me to tell the story that public transit is for everyone. The recorded testimony, *“Local View on Public Transportation, Transit Infrastructure and Operations, and Federal Transit Programs,”* validated the return on investment (ROI) federal dollars provides in bridging challenges to access by connecting the community. The opportunity to testify allowed me to tell the story of GCRTA and provide examples of the Infrastructure Investment & Jobs Act (IIJA) to transit authorities nationally.

Preceding the Senate testimony, GCRTA staff and board leadership, attended the American Public Transportation Association's (APTA) annual Legislative Conference (APTALeg23) in Washington, DC. The national conference emphasized the importance of transit authorities intentionally using capital funds to meet community needs on time and on budget. This message of “strategic capital investment,” was also emphasized in conversations with our U.S. delegation who also understand public transit as an anchor for leveraging partnerships to advance economic and workforce development. This was affirmed in the APTA industry footprint and fact book, which recognized the impact of public transit as a driver of economic development fueling employment, healthy living, and pollution reduction.

Consistent with the theme of public transit as an economic driver, GCRTA was delighted to host Senator Sherrod Brown, Congresswoman Shontel Brown, and FTA Administrator Nuria Fernandez on May 5, when GCRTA was awarded one of the first Railcar Replacement Grants in the amount of \$130 million. This project is catalytic, transformative and a game-changer that will provide enhanced access as we strive to connect the community, representing one-third of the projected cost to replace our fleet (\$393M). This grant will be used to leverage the \$213M we have secured to date.

At the end of March, the newly elected Fraternal Order of Police (FOP), and GCRTA leadership, signed the newest Transit Police labor contract. Both negotiation teams put forth significant effort to reach a fair agreement for the employees and the organization in record time. The new contract is effective March 1, 2023, through February 28, 2026.

It has been almost a year since we launched our Positive Impact Program mentorship program, in August 2022. This employee retention program, designed to invest in our employees' growth, has exceeded expectations proving that mentorship is beneficial for the Mentor and the Mentee. Specifically, within the Operations Division, employee retention is valuable in all facets of the Authority as we recognize our employees are our greatest asset.

Since launching the program, we have seen great results:

- 82% of new Operators paired with a Mentor are still working at RTA
- Retention rate for new Operators not paired with a Mentor is 56%

We continue to train Mentors (seasoned Operators) to reach our goal of providing every new operator with a Mentor. We credit the success of the program to the great collaboration with

Transportation Managers and ATU Operator representatives at each district. Furthermore, other transit agencies are reaching out to us wanting to know how we developed and implemented our program, so they can use our approach as a model for their own mentorship programs.

Nationally, transit-related suicide attempts frequently involve heavy rail vehicles. That is why for Mental Health Awareness Month in May, we followed the Federal Transportation Administration (FTA) recommendation to install signage on all our heavy (and light!) rail cars and rapid stations. We partnered with the Alcohol, Drug Addiction & Mental Health Services (ADAMHS) Board of Cuyahoga County to use and share national messages and resources, and extended the campaign to include our transit centers, buses, and staff to promote suicide awareness, talking points, and resources to help anyone in crisis.

Maintaining a state of good repair for vehicles, equipment, facilities, and structures is a priority. This past Spring, our Engineering team began the reconstruction of the Warrensville Van Aken station. This is a rebuilding of our Blue Line Rapid and Comfort Station located in Shaker Heights. The project consists of:

- Replacement of RTA Comfort Station
- Installing First Energy electric line to our substation through the Van Aken District (our Lee-Van Aken) Station.
- Construction of a new ADA-compliant train waiting platform
- Upgrades to security and lighting

The Waterfront Bridge Rehabilitation Project continues to make significant progress. The project involves the bridge over Front Ave, Norfolk Southern Railroad, the Port of Cleveland in the City of Cleveland, and its approaches. Crews are repairing and strengthening the bridge allowing the return of passenger transport along the Waterfront Line for Cleveland Browns home games beginning in September 2023.

The scope of work includes:

- Strengthening the spans with additional steel post-tensioning members
- Concrete crack repair and patching
- Replacement of bridge bearings and refurbishment of the steel structure
- Mechanical stabilized earth walls are being strengthened by the addition of soil nails, post-tensioning steel rods, and concrete foundations.
- Tracks will be replaced from each approach and across the bridge to improve the expansion of the direct fixation rail on the structure.

Another bridge project underway is the repair of the Viaduct Bridge Bulkhead. The Bridge is adjacent to and below the Cuyahoga Viaduct Bridge south of Merwin Avenue and west of Columbus Road in the City of Cleveland. The project involves the repair of the steel bulkhead for an approximate length of 120' along the Cuyahoga River, adjacent to Pier 5 of the RTA bridge. A new steel sheet wall has been driven immediately in front of the existing wall in the river to adequately protect the structure foundations from river erosion.

As we prepare for our new railcars, GCRTA had purchased a property in Brook Park located just off I-71/I-480/I-80. The property is presently being evaluated for renovation to meet the operational needs

of the Rail Facilities Maintenance Division. The property features both warehouse and office space, which will support the new railcar project and the work of equipment for Rail Facilities for maintaining the stations along the Red Line from Tower City to the Airport.

GCRTA is committed to maintaining a customer-friendly, inclusive, and accessible website for all individuals, ensuring everyone can use it without limitations. In May, our Web Team launched our newly improved website. Improvements to the site include:

- Improved layout to easily locate key information.
- Keyboard navigation control.
- Updated font size, style, and color contrast.
- Adherence to Web Content Accessibility Guidelines, which are a set of guidelines developed by the World Wide Web Consortium to make content more accessible.
- Adherence to Meets Accessible Rich Internet Applications, which are a set of attributes that can be used to enhance the accessibility of web content, particularly for dynamic and interactive elements.

In June, our sister transportation agency in Akron, Ohio, Metro RTA (aka Akron Metro), launched their system redesign “Reimagine Metro”. The redesign began operating two routes (#31 & #32) to our Southgate Transit Center. The routes run every hour on weekdays and Saturdays. The new routes open access points for our riders to employment opportunities in Macedonia and Twinsburg, as well as to Summit County riders to use our MicroTransit for employment in Solon. The coordination between GCRTA and Metro RTA promotes regionalization, increases riders access to education, employment, and healthcare, and transportation options to eliminate first and last mile inconveniences.

This past quarter was filled with significant momentum and forward progress toward achieving our strategic goals. As we move into the third quarter of the year, the teams continue to press forward on highlighting that public transit is for everyone. Work continues on securing funding for the rail car replacement project, finalizing the contract to purchase our rail cars, building stronger partnerships, and investing in our greatest asset – our employees.

Sincerely,



India L. Birdsong Terry  
 General Manager, Chief Executive Officer

**FINANCIAL ANALYSIS**

<b>General Fund Balance Analysis</b>					
	2023 Annual Budget	2023 Budget YTD Q2	2023 Actual YTD Q2	YTD Q2 Variance	YTD Q2 % Variance
<b>Revenues</b>					
Passenger Fares	\$ 24,683,669	\$ 12,950,279	\$ 13,634,290	\$ 684,011	5.3%
Advertising & Concessions	2,547,051	1,959,969	1,306,830	(653,139)	-33.3%
Sales & Use Tax	259,038,785	125,995,471	130,243,371	4,247,900	3.4%
Investment Income	600,000	300,000	779,944	479,944	160.0%
Other Revenue	1,500,000	600,000	322,275	(277,725)	-46.3%
Reimbursed Expenditures	5,000,000	1,905,127	3,012,200	1,107,073	58.1%
Transfer from Revenue Stabilization Sub-Fund	6,500,000	-	-	-	#DIV/0!
<b>Total Revenues</b>	<b>299,869,505</b>	<b>143,710,846</b>	<b>149,298,910</b>	<b>5,588,064</b>	<b>3.9%</b>
<b>Operating Expenditures</b>					
Salaries & Overtime	157,017,221	78,508,606	76,914,913	(1,593,693)	-2.0%
Payroll Taxes & Fringes	56,697,891	28,348,941	29,272,776	923,835	3.3%
Fuel (Diesel, CNG, Prop. Pwr., Propane, Gas)	10,758,400	6,366,947	4,428,355	(1,938,592)	-30.4%
Utilities	4,181,320	2,090,760	2,460,305	369,545	17.7%
Inventory	12,500,000	6,250,020	6,973,079	723,059	11.6%
Services & Materials & Supplies	24,637,747	12,318,924	11,161,624	(1,157,300)	-9.4%
Purchased Transportation	9,150,000	4,275,000	4,397,706	122,706	2.9%
Other Expenditures	7,447,466	4,484,247	3,665,040	(819,207)	-18.3%
<b>Total Operating Expenditures</b>	<b>282,390,045</b>	<b>142,643,445</b>	<b>139,273,799</b>	<b>(3,369,646)</b>	<b>-2.4%</b>
<b>Revenues less Operating Expenditures</b>	<b>17,479,460</b>	<b>1,067,401</b>	<b>10,025,111</b>	<b>8,957,710</b>	<b>839.2%</b>
<b>Transfers to Other Funds</b>					
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%
<b>Transfers to Capital</b>					
Transfer to/from Bond Retirement Fund	6,627,398	6,627,398	4,500,000	(2,127,398)	-32.1%
Transfer to/from Capital Improvement Fund	21,866,868	21,866,868	-	(21,866,868)	-100.0%
<b>Total Transfers to Capital</b>	<b>28,494,266</b>	<b>28,494,266</b>	<b>4,500,000</b>	<b>(23,994,266)</b>	<b>-84.2%</b>
<b>Total Transfers to Other Funds</b>	<b>41,872,881</b>	<b>41,872,881</b>	<b>15,378,615</b>	<b>(26,494,266)</b>	<b>-63.3%</b>
<b>Total Expenditures</b>	<b>324,262,926</b>	<b>184,516,326</b>	<b>154,652,414</b>	<b>(26,494,266)</b>	<b>-14.4%</b>
<b>Net Increase (Decrease)</b>	<b>\$ (24,393,421)</b>	<b>\$ (40,805,480)</b>	<b>\$ (5,353,504)</b>	<b>\$ 35,451,977</b>	<b>902.5%</b>
<b>Beginning Balance</b>	<b>49,012,139</b>		<b>42,560,670</b>		
<b>Estimated Available Ending Balance</b>	<b>\$ 24,618,718</b>		<b>37,207,167</b>		
<b># Months Reserves - Estimated</b>	1.05		1.6		

Figure 1: General Fund Balance Analysis

**General Fund Balance Analysis & Operating Analysis**

For the 2<sup>nd</sup> Quarter, Sales and Use Tax revenue was at 3.4% above budgeted levels. Total Revenues ended the quarter 3.9% above budget as Passenger Fare Revenue, Sales & Use Tax, Investment Income, and Reimbursed Expenditures were all greater than budget. Operating Expenditures were 2.4% below budgeted levels. The reduction in Operating Expenditures is largely due to lower expenses in Salaries & Overtime, Fuel, and Services and Materials. The budgeted \$10.8 million transfer to the Reserve Fund was completed in the 1<sup>st</sup> 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 later in the year.

Ridership through the 2<sup>nd</sup> Quarter reached 10.5 million riders, 19.5% higher than the 2<sup>nd</sup> Quarter 2022, or 1.7 million more riders in 2023. The increases are spread across most modes. The top three increases in ridership by mode were: Rail 25.2%, Bus 24.2%, and HealthLine 18.7%, compared to 2022.

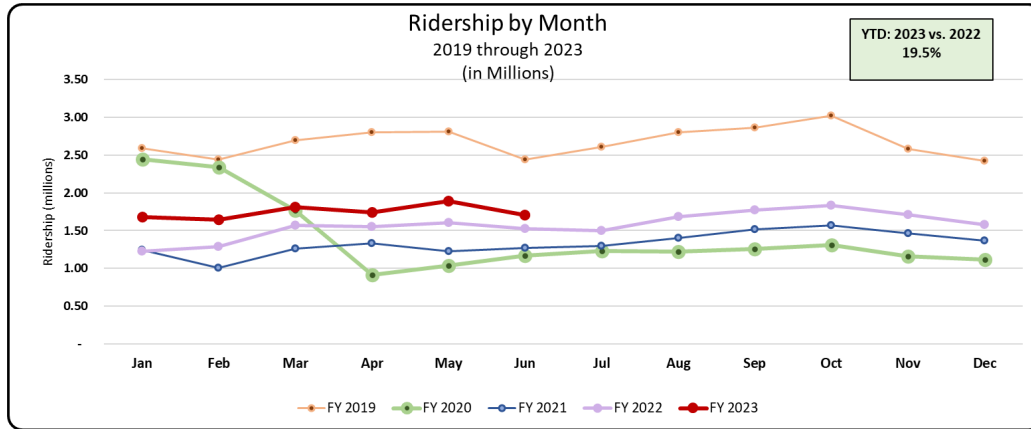


Figure 2: Ridership

Passenger Fare revenue totaled \$13.6 million in the 2<sup>nd</sup> Quarter of 2023, or 7.4% higher than 2<sup>nd</sup> Quarter 2022, and 5.3% higher than budget. Mobile ticketing was 19.7% higher during the 2<sup>nd</sup> Quarter of 2023 compared to 2022. Cash fares were 9.0% higher, Pass/Ticket Sales were 6.9% higher, and Farecards were 5.9% higher, compared to 2<sup>nd</sup> Quarter 2022

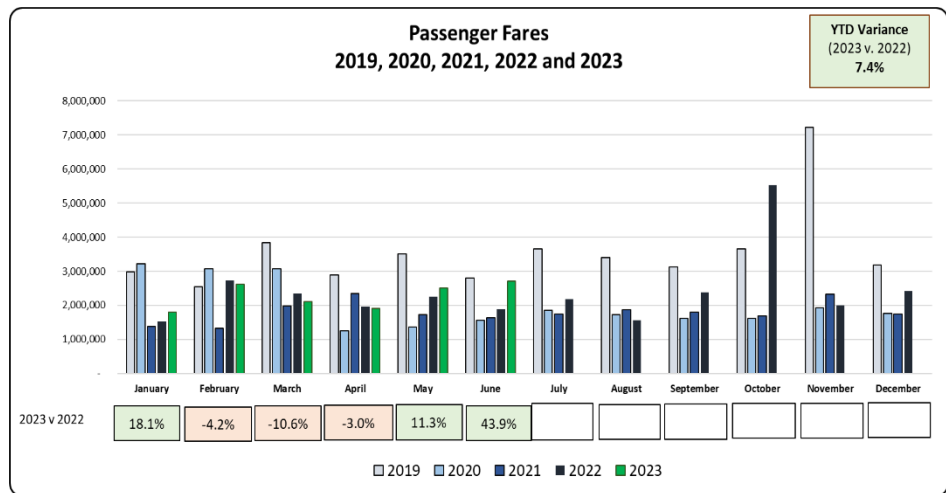


Figure 3: Passenger Fares

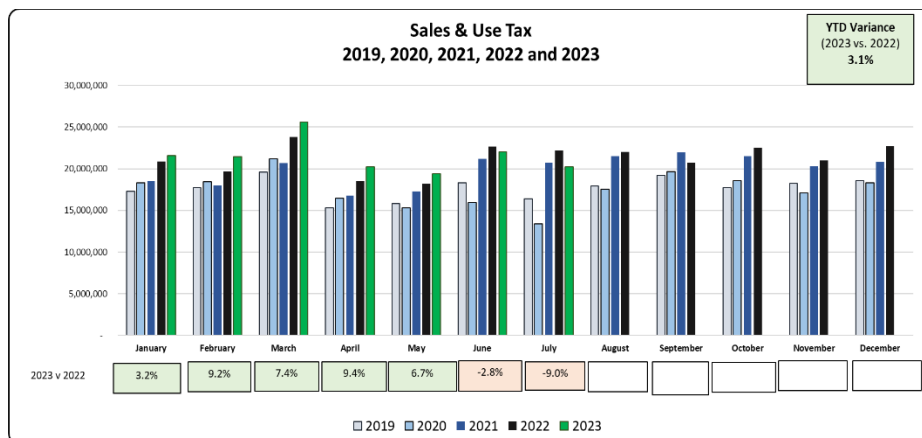


Figure 4: Sales & Use Tax

Sales Tax revenues totaled \$130.2 million through 2<sup>nd</sup> Quarter 2023, 5.3% higher than the same period in 2020, and 3.4% higher than the budget. Through June 2023, when compared to the same period in 2022, the top two categories were On-Line Sales at 16.4% higher and Regular and Statewide Sales at 4.5% higher.

Motor Vehicles & Watercraft have been declining since May 2023, compared to 2022 sales. June and July receipts were lower than 2022 by 2.8% and 9.0%, respectively. The last time Sales & Use Tax was below prior year receipts for two consecutive months was in February and March 2021.

Total Operating Expenses at the end of the 2<sup>nd</sup> Quarter were 2.4% under budgeted levels. Total personnel expenses (salaries, overtime, payroll taxes and fringes) were 0.6% below budget. Payroll (Salaries & Overtime) amounted to \$1.6 million, or 2.0%, under budget. At the end of the 2<sup>nd</sup> Quarter, payroll taxes and fringes were 3.3% above the budgeted level mainly due to higher hospitalization claims in the 2<sup>nd</sup> Quarter. The Energy Price Risk Management Program continues to help stabilize fuel costs. At the end of the 2<sup>nd</sup> Quarter, fuel costs were \$1.9 million below budgeted levels.

Inventory, Services, Materials, and Supplies ended the quarter 9.4% under budget. Inflation has been slowly decreasing and is expected to continue to decrease through the end of the year. Purchased Transportation includes contracts with 3<sup>rd</sup> party vendors to provide ADA/Paratransit trips. At the end of the 2<sup>nd</sup> Quarter, Purchased Transportation was 2.9% 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 maintain the recommended balances for the Bond Retirement, Insurance, Supplemental Pension, Capital Improvement, and Reserve Funds. Most of these transfers are scheduled to occur later in the year.

### BOARD POLICY GOALS

Board Policy Goals				
	KPI	Definition	Goal	Q2
Operating Efficiency	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		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)	1.6
Capital Efficiency	Debt Service Coverage	Authority's ability to meet annual interest and principal payments on debt	≥ 1.5	5.6
	Sales Tax Contribution to Capital	Transfers to fund the Authority's bond retirement payments and local funding for capital projects	≥ 10%	3.5%
	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 2<sup>nd</sup> Quarter, the Operating Ratio is 11.5%, slightly lower than 1<sup>st</sup> Quarter ratio of 11.8%.

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 dropped to 3% at the end of June 2023. The interest rate ended the 2<sup>nd</sup> Quarter at 5.25%, with another increase planned for later in the year. These calculations will be completed at year-end.



**Operating Reserve is targeted for a period of 30 Days or 1 Month**, which requires the available unrestricted cash and cash equivalents to be one month of operating expenses to cover any unforeseen or extraordinary fluctuations in revenues or expenses. At the end of the 2<sup>nd</sup> Quarter, the Operating Reserve was 1.6 months. This policy goal has been met.

### **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 5.6, 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 3.5%, 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 second 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
- \$250,000 for Asset Maintenance Software Database
- \$1.73 million for Red Line Brookpark 515 Track Switch
- \$6.04 million for LR Rehab Program

In January, the Authority had applied for the Rail Vehicle Replacement Program competitive award under 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 \$130.0 million to the Authority to replace the Authority's nearly 40-year-old rail vehicles.

**ITD Appropriated Funding Source Totals**

Source of Funds	Funding Appropriated	Funds Committed	Funding Available	Percentage of Remain. Funds
FORMULA	\$ 147,197,405	\$ 130,434,561	\$ 16,762,844	20.20%
LOCAL (ALL)	\$ 235,412,426	\$ 220,796,444	\$ 14,615,982	78.07%
COMPETITIVE	\$ 18,316,445	\$ 18,026,149	\$ 290,296	1.19%
Federal Assistance	\$ -	\$ -	\$ -	0.49%
STATE	\$ -	\$ -	\$ -	0.00%
OTHER	\$ 353,500	\$ 353,500	\$ -	0.06%
	<b>\$ 401,279,776</b>	<b>\$ 369,610,654</b>	<b>\$ 31,669,122</b>	<b>100%</b>

Figure: 6

(Table 1)

**Commitments by Capital Category**

The capital program is based on a multi-year, or an Inception-to-Date (ITD) approach. The total capital budget of \$577.7 million for FY 2023 include 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.

At the end of the 2nd Quarter, project commitments totaled \$369.6 million, including \$112.1 million of ITD expenditures and \$257.5 million of current encumbrances, resulting in \$208.1 million, or 36.0%, of available funding. Most capital activities during the second 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 \$430.2 million and available funding of \$147.5 million, or 25.5% by year-end.

**2<sup>nd</sup> 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	\$ 12,160,104	\$ 4,779,334	28.2%	\$ 15,060,104	\$ 1,879,334 11.1%
Bus Improvement Program	70,558,687	27,596,899	\$ 42,961,788	60.9%	29,578,931	40,979,756 58.1%
Equipment & Vehicles	35,067,637	17,623,614	\$ 17,444,023	49.7%	22,271,417	12,796,220 36.5%
Facilities Improvements	104,278,978	44,142,694	\$ 60,136,284	57.7%	69,408,035	34,870,943 33.4%
Other Projects	9,849,967	5,415,671	\$ 4,434,296	45.0%	5,848,140	4,001,827 40.6%
Preventive Maint./Operating Reimb.	2,619,790	850,454	\$ 1,769,336	67.5%	2,619,790	0 0.0%
Rail Projects	148,526,510	81,513,828	\$ 67,012,682	45.1%	104,662,938	43,863,572 29.5%
Railcar Replacement Program	188,049,999	180,307,497	\$ 7,742,502	4.1%	180,307,496	7,742,503 4.1%
Transit Centers	1,807,680	0	1,807,680	100.0%	400,000	1,407,680 77.9%
<b>Sub-Total: RTA Capital</b>	<b>\$ 577,698,686</b>	<b>\$ 369,610,761</b>	<b>\$ 208,087,925</b>	<b>36.0%</b>	<b>\$ 430,156,851</b>	<b>\$ 147,541,835 25.5%</b>

Figure: 7

(Table 2)

**Current Year Expenditures by Capital Category**

The graph below compares current expenditures for each category with prior years’ expenditures at the same point in time. The majority of capital expenditures during the 2<sup>nd</sup> Quarter have occurred in the Facility Improvements category totaling \$3.6 million, or 49.2%, of all capital expenditures. On a year-to-date basis, the Bus Improvement Category represents the largest category with \$11.6 million of expenditures.

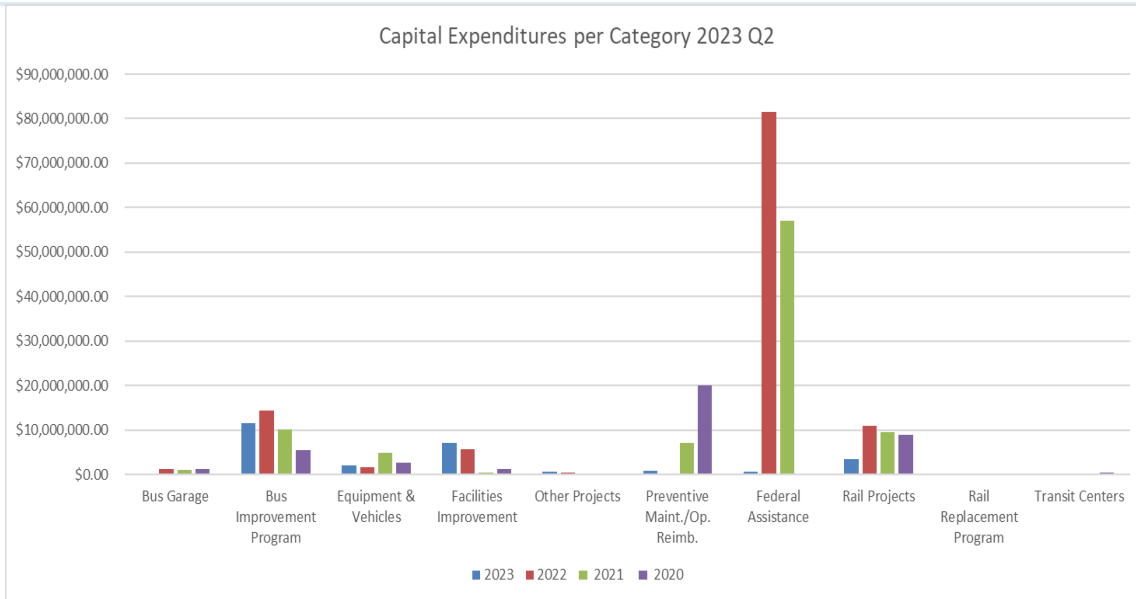


Figure: 8

(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 June, commitments in this category totaled \$12.1 million, out of the total appropriations of \$16.9 million, leaving a positive variance of \$4.8 million, or 28.2%. 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 to purchase more fuel-efficient vehicles under its Bus Improvement Program. At the end of June, commitments in this category totaled \$27.6 million, out of the total appropriations of \$70.6 million, leaving a positive variance of \$43.0 million, or 60.9%. These commitments include current expenditures of \$11.6 million and current encumbrances of \$16.0 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 second quarter, the total commitments of \$17.6 million out of a total budget of 35.1 million include \$13.0 million of ITD expenditures and \$4.6 million of encumbrances leaving a positive variance of \$17.4 million, or 49.7%. 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 second quarter, the total commitments of \$44.1 million out of the total budgeted \$104.2 million, include \$20.4 million of ITD expenditures and \$23.7million of current encumbrances resulting in positive variance \$60.1 million, or 57.7%. 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, Flyover bridge repairs, W. 117<sup>th</sup> bridge rehabilitation, Hayden Roof and HVAC repairs, W.117<sup>th</sup> and Windemere RTS pavement, Central Rail access road bridge rehabilitation, Main Office Building Garage Repairs Phase 2, 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 second quarter, this category has combined project commitments of \$5.4 million out of the budget of \$9.8 million, resulting in a positive variance of \$5.4 million or 45.0%. 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 June, \$81.5 million of the \$148.5 million budget for the Rail Projects category were committed resulting in positive variance of \$67.0 million, or 45.1%. Total commitments include \$51.5 million of ITD expenditures and \$30.1 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. Of the \$188.1 million dollar budget, \$178.8 million has been encumbered and \$1.5 million has been expensed. Before yearend 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

**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 Tubs Jones Canopy Repair until FY 2024

**Performance Measures**

Performance Measure		Q1	Q2	Q3	Q4	YTD
<b>Passenger per bus/train hour:</b>						
Bus		14.74	14.86			14.74
Rail		36.20	31.98			36.20
Total*		16.53	16.10			16.53
*Calculated by dividing the quarter's total ridership by total system wide hours						
<b>Revenue Vehicle Cost Per Mile:</b>		\$3.48*	3.00*			\$3.24
(Maintenance & Fuel)						
*Estimated Value						
<b>% Of Scheduled Maintenance Completed (Revenue Vehicles)</b>						
Bus		98%	97%			98%
Rail		97%	99%			99%
Paratransit (Revenue)		100%	99%			100%
Paratransit (Non-Rev)		87%	88%			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 2nd Quarter PCR is 1.44, which is 3% higher than the TEAM goal and 8% lower than the 1.57 PCR for the same period in 2022. Total preventable collisions decreased 10% from 172 to 155. Mileage decreased 2% vs 2022.

**Total Collision Rate**

The GCRTA Total Collision Rate (TCR) for the 2023 YTD 2nd Quarter is 3.15, which is 22% lower than the 4.05 TCR for the same period in 2022. Total collisions decreased 24% from 445 to 339.

**On the Job Injury Rate**

The GCRTA 2023 TEAM Injury Rate Goal is 6.82. The 2023 YTD 2nd Quarter Injury Rate of 4.72 is 31% below the TEAM Goal and 35% below the 7.30 Injury Rate for the same period in 2022. Total injuries decreased by 24 from 66 in 2022 to 42 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 miles logged by buses and railcars.

- 21,280 Miles Between Service Interruptions for Q2 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:
  - Q2 2023 (85.00%)
  - Q2 2022 (83.85%)

**Ridership**

Total unlinked passenger trips on all GCRTA transit modes.

- The COVID-19 pandemic has continued to affect ridership: 10,468,311 unlinked passenger trips for Q2 2023 represents:
  - 19.51% increase from Q2 2022 (1,708,783)

Year over year ridership by mode Q2 2023 vs Q2 2022

Q2 2023 vs Q2 2022	
Motorbus (MB)	24.18%
HealthLine (RB)	18.74%
Heavy Rail (HR)	-2.08%
Light Rail (LR)	27.26%
Paratransit (DR)	13.31%
<b>System Total</b>	<b>19.51%</b>

**Customer Satisfaction/Boardings Between Complaints**  
 \*For Q2 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.
- 5,619 Boardings Between Complaints for Q2 2023 represents:
  - 11.1% increase from Q2 2022 (560)
  - 16.1% decrease from Q1 2023 (1,076)

**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 7.27% for Q2 2023 represents:

- Q2 2023 (7.27%)
- Q2 2022 (7.26%)



## Administration & External Affairs Division

The Administration & External Affairs Division is responsible for researching, articulating, and advocating public policy and how it translates into grant dollars and improved customer experience. This includes engagement with elected leaders, educating ridership on the value and benefits of public transportation through integrated marketing and social media, engaging communities, and participating in community events.

Internally, the Division along with other areas is responsible for ensuring employees feel seen, heard, and valued through equal opportunity. New to this Division is the incorporation of Diversity, Equity, & Inclusion as we work to build stronger, more inclusive teams to generate creativity, innovation, and performance.

The integration of individual departments into one Division is to coordinate deliverables to meet the Authority's four strategic priorities: strengthen customer relationships; enhance the value of RTA's brand in the community; improve the Authority's financial sustainability and develop a more productive work environment and culture.

Below please find activities that occurred in the 2<sup>nd</sup> Quarter of 2023:

### Advertising Policy & Guidelines

Advertising Policy passed by Board, Advertising Standards approved by GM/CEO were provided to billboard, transit & shelter Contractors. The updated documents reflect the mission and vision of GCRTA.

The next Request for Proposal for Advertising Sales was posted July 24, 2023.

### Brand Campaign

#### Billboards

Identified two billboards, one on 480W near Ridge Rd., and the other on 77N near Grant Avenue, to amplify our brand campaign, Let's Go Together.

#### Buses

Wrapped two buses in the Let's Go Together brand campaign. Re-wrapped our Community Bus to include our mission.



Shelters

Identified four GCRTA shelters to amplify our brand campaign, Let’s Go Together.

Video Shoot

Coordinated staff, vehicles, and facilities to shoot video for new TV and social media commercials and radio lifts from video to refresh, reinforce, and strengthen Let’s Go Together brand campaign creative.

**Community Partnerships & External Engagement**

Date	What	Partner	Outcome
April 12, 2023	Ride and Read Program	Cleveland Public Library	1,850 books given away at TC, Windermere, West Park; 15,000+ Cleveland readers are registered, reading 2.8M minutes.
April 20	EarthFest		Participated with Cleveland State University, the Urban School on EarthFest to elevate awareness on sustainability.
April 27	Minority Men’s Health Fair	MetroHealth Hospital	Participated with Metro on the annual Men’s Health Fairs.
May 12	Senior Day	City of Cleveland	Disseminated promo items to approximately 2,000 seniors
May 22	Toured Cleveland Foundation new Headquarters	The Cleveland Foundation	Strategic discussion on future partnerships.
June 22	Economic Policy Summit	Federal Reserve Bank	Discussion centered on access, workforce, and economic development.
June 27	Panel Discussion	Northeast Ohio Development Exchange	Best practices on policy and advocacy.

**Diversity Equity & Inclusion Learning Series**

Held 2 at the following GCRTA locations: CBM, Hayden, MOB, Paratransit, Rail, and Triskett:

- Generational Diversity
- Neurodiversity

DEI Activities		
May 2023	Asian American Pacific Islander Month	Showed a documentary. Participated in Asian Festival
June 2023	Pride Cleveland Festival	Participated in Pride Parade (32 employees participated)

**Employer Resource Groups (ERGs)**

Elevating Women Together:

- April 2023 - Panel: Networking Know-How
- May 2023 - Panel: Female Officers in Public Transit
- June 2023 - Panel: On Women’s Issues in the Pride Community (Virtual: Teams)

Latinos Unidos

Preparing to participate in Puerto Rican Day Parade.

Pride

More than 25 GCRTA employees participated in PRIDE Parade.

Veterans

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

**Federal Transit Administration**

- ⇒ May 5, 2023: Senator Sherrod Brown & FTA Administrator Nuria Fernandez made a special visit to Cleveland to make a Special Announcement at GCRTA’s Rail Equipment Building to award a grant for \$130 million to replace our rail car fleet. In attendance for this event were government officials from the city, state, employees and ATU members.
- ⇒ June 29, 2023: Hosted FTA Region VI Staff for a site visit re Bus Rapid Transit. FTA's Office of Environment and Planning and staff from FTA Region 5 to tour the West 25th Street and Broadway transportation corridors.

**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 fare card.

**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	
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**Government & Legislative Affairs**

Citizen Concerns/Local Government: On-going engagement with City and County Council.

In May, we collaborated with Service Management and State Representative Darnell Brewer to relocate a bus stop.

Grants: In May - We 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 for light rail track reconstruction.

Minute Man Staffing Services: Developing a relationship with Minute Man. This partnership could be fruitful for those seeking work through temporary employment, but also as RTA continues our recruitment efforts.

Van Scoyak Associates & Dickenson Wright: Bi-weekly engagement with VSA (Federal) and Dickenson Wright (State of Ohio) to stay abreast of trends in funding and industry expectations.

**Partnership with Human Resources**

- ⇒ Present marketing info at new hire orientations and six (6) Employee Road Show appearances held at Hayden, Triskett, CBM, Rail, Main Office, and Paratransit.
- ⇒ Support wellness fairs, promoting wellness info, and work to develop a calendar so info can be shared in a timely manner to increase attendance.

**Partnerships with other Transit Authorities**

- ⇒ Regional services collaboration with Akron METRO RTA at Southgate Transit Center.
- ⇒ Of note, the Southgate Transit Center is also the location for our Microtransit Program.

**RTA Internal Engagement & Events**

- ⇒ Rail Car Replacement Program Team Members visits to RTA facilities (7 visits total).
- ⇒ Ideasteam/American Graduate Program (Hayden Bus Operator participated).
- ⇒ Abandoned RTA bicycles donated to the Bay Village Bicycle Cooperative.
- ⇒ Engaged with the planning and production of our Rail Rodeo that will be held in August 2023.

**Schedules & Rider 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.
- ⇒ Prepared new schedules for June schedule change.
- ⇒ Updated system map in English and Spanish; to be finalized and printed in July.
- ⇒ Provided support preparing for and at the employee awards banquet (invites, RSVPs, video/photos).

**TRACTION**

- ⇒ Communicated to the public about Surveyors on buses (Customer Experience Surveys).
- ⇒ Communicated results to employees.
- ⇒ Preparation for Origin & Destination Survey.

**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 April 1, 2023 – June 30, 2023, represents the third quarter of FFY 2023. DBE dollars awarded during the second quarter and FFY to-date on contracts greater than \$100,000 totaled **\$3,414,876 or 16.9%** on total contracts of **\$20,185,778**.

**QUARTERLY - PARTICIPATION OF DBE FIRMS BY CLASSIFICATION  
(April 1, 2022 – June 30, 2023)**

Classification	1st. Quarter Oct. 1 – Dec. 31		2 <sup>nd</sup> Quarter Jan. 1 – March 31		3 <sup>rd</sup> Quarter April 1 – June 30		4 <sup>th</sup> Quarter July 1 – Sept. 30	
	African American	\$12,500	4%	\$4,493,839	99.3%	\$1,583,976	46%	
Asian	0	0	0	0	0	0		
Caucasian Female	\$153,375	50%	\$16,446	.4%	\$1,505,400	44%		
Hispanic	0	0	0	0	\$267,000	8%		
Sub-Pacific Asian	\$141,350	46%	\$13,500	.3%	\$58,500	2%		
<b>TOTAL</b>	<b>\$307,225</b>	<b>100%</b>	<b>\$4,523,785</b>	<b>100%</b>	<b>\$3,414,876</b>	<b>100%</b>		

Figure: 10

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

	Construction	Professional Services	Equipment & Supply	Total
<b>DBE Dollars</b>	\$3,356,376	\$58,500	0	\$3,414,876
<b>All Dollars</b>	\$19,735,778	\$450,000	0	\$20,185,778
<b>% DBE Participation</b>	<b>17%</b>	<b>13%</b>	<b>0</b>	<b>16.9%</b>

Figure: 11

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

	<b>Total Contracts</b>	<b>DBE Participation</b>	<b>% DBE Participation</b>
<b>1st Qtr.</b>	<b>\$1,570,003</b>	<b>\$307,227</b>	<b>19.6%</b>
<b>2<sup>nd</sup> Qtr.</b>	<b>\$5,111,789</b>	<b>\$4,523,785</b>	<b>88.4%</b>
<b>3rd Qtr.</b>	<b>\$20,185,778</b>	<b>\$3,414,876</b>	<b>16.9%</b>
<b>4th Qtr.</b>			
<b>TOTAL</b>	<b>\$26,867,570</b>	<b>\$8,245,888</b>	<b>30.6%</b>

Figure: 12

**Office of Business Development Activities**

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

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

- New Certification: 7
- No Changes Declaration: 20
- On-Site Review (Virtual): 5
- Administrative Withdrawal: 5

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

- Completed: 15 Goal Settings
- Reviewed: 11 Certified Payroll Reports
- Monitoring 2 Projects

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

- Attended Equitable Advisors outreach - community leaders discussion on ways to financial empowerment in the Black community.
- Urban League of Greater Cleveland host: How to Do Business with GCRTA.
- Participated on Ohio UCP Training – Certification Foundations.
- Presented at SBA’s 2023 Community Navigator Pilot Program Monthly Hub meeting.
- Presented at SBA’s Opportunities in Contracting – HUD Section 3 workshop.
- Participated on Affiliation training by SBA.
- Participated in the 9<sup>th</sup> Greater Summit Business Conference & Expo Matchmaker
- Attended B2Gnow Drive Training in Scottsdale, Arizona.

**Selected Other Involvements**

- Participated on NTI’s Procurement 1: Orientation to Transit Procurement training.
- Attended Small Business Block Party at 6700 Euclid Ave.
- Attended EWT monthly events.



Quarterly Performance Report

Division/Department: Office of Equal Opportunity (OEO) Date: July 27, 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 Q2	Asian Goal	Total Placements Asian Males Q2	2 or More Ethnicities Goal	Total Placements 2 or More Ethnicities Males Q2	White Females Goal	Total Placements White Females Q2	Black Females Goal	Total Placements Black Females Q2	Hispanic Females Goal	Total Placements Hispanic Females Q2	Asian Females Goal	Total Placements Asian Females Q2	Q1	Q2	Q3	Q4
Officials & Administrators	---		---		---	2		---		---		---						2
Professionals	---		2		---	45	6	---		---		3		1	6			36
Technicians	---		---		---	24		---		1		1						4
Protective Service	---		---		---	12	1	---		1		---		1	1			6
Admin Support	---		---		---	51		---		---		---		2				7
Skilled Craft	8		1		1	16		5		---		---		2				7
Service Maintenance	24		9		3	258	1	--		23		10		6	1			34
TOTAL	32		12		4	408	8	5		25		14		12	8			96





Quarterly Performance Report

EEO Job Category	Remaining to Reach Parity Males	Remaining to Reach Parity Females
Officials & Administrators	0	0
Professionals	0	11 White Females
Technicians	0	19 White females, 1 Hispanic/Latin Female, 1 Asian Female
Protective Service	0	10 White Females
Administrative Support	0	39 White Females
Skilled Craft	1 Asian Male	16 White Females, 3 Black Females
Service Maintenance	10 Hispanic Males, 9 Asian Males	235 White Females, 20 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:

Apr-23	May-23	Jun-23
<ul style="list-style-type: none"> <li>Cleveland Heights High School</li> <li>Cuyahoga Community College Job Fair</li> <li>Ginn Academy Job Readiness Graduation</li> <li>Harvard Community Center Job Fair</li> <li>Lakeland Community College</li> <li>Maximus Job Fair</li> <li>MetroHealth Systems Men's Fair</li> <li>OMJ Veterans Resources Event</li> <li>Power &amp; Way Laborer Event</li> <li>Ward 1- Grand Slam Community Event</li> </ul>	<ul style="list-style-type: none"> <li>Cleveland Asian Festival</li> <li>CMSD Career Day</li> <li>First Responders Career Fair</li> <li>John Adams High School Event</li> <li>Piston Powered Autogram Event</li> <li>Tower City Operator Hiring Event</li> <li>Veteran Resource Event - Rid-All Farms</li> </ul>	<ul style="list-style-type: none"> <li>Cleveland Leadership Center "Look Up to Cleveland"</li> <li>Graduation Day Job Fair Regent High School</li> <li>La Mega Radio Show</li> <li>OMJ Lorain County</li> <li>OMJ Operator Hiring Event (2)</li> <li>Power &amp; Way Open House</li> <li>Rock the Blocks Community Event</li> <li>U.S. Veterans Flag Day/Immigration Swearing Ceremony</li> </ul>



Quarterly Performance Report

Division/Department: Office of Equal Opportunity (OEO) Date: July 27, 2023  
 Report completed by: Office of Equal Opportunity and Employment & Recruitment Phone #: Ext. 3094

April to June 2023 2<sup>nd</sup> QTR. Outcomes Total Number of Hires

Location Name	Count	National Origin	Count	Gender	Count
West Park	1				
40 - Main Office	32	Asian	2	Women	56
32 - Transit Police	10	Black or African American	76	Men	68
25 - Central Svc BI	4	Hispanic	4	Grand Total	124
24 - Central Bus Maintenance	4	White	30		
22 Rail Operators	5	Two or More Race	3		
09 Triskett Operator	24	Did Not Disclose	9		
09 - <del>Triskett</del>	3	Grand Total	124		
05 Paratransit Operator	5				
05 - Paratransit	1				
04 Hayden Operators	30				
04 - Hayden	5				
Grand Total	124				

Job Category  
 82 = ATU  
 10 = FOP  
 32 = Non-Bargaining

Lead Referral Sources

- 2 = Advertisement
- 2 = College
- 7 = Indeed
- 2 = Job Fairs
- 6 = Other
- 7 = Referrals

## 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 (Q2 2023)

- **Workforce Success Course** – Two employees enrolled in the Workforce Success Course, an eight-week 1-credit Tri-C course designed to identify and boost employable skills and help with career planning. Current GCRTA employees and participants from Northeast Ohio communities seeking employment opportunities are participating. Twenty-two (22) GCRTA employees have successfully completed the program to date. Of them, two (2) enrolled in associate degree programs at Tri-C, and four (4) graduates have advanced to new positions at GCRTA.
- **Temporary Commercial Driver Training** – Ninety (90) student bus operators have attended seven cohorts at the Tri-C Transportation Innovation Center to obtain their temporary Commercial Driver Learner permit.
- **Frontline Leader** – The 13<sup>th</sup> Frontline Leader (FLL) cohort kicked off during the second quarter of 2023. This represents the fourth cross-agency collaboration consisting of participants from GCRTA and the Ohio Turnpike Commission.
- **Accelerated Frontline Leader** – Fifty-two (52) employees experienced this program during the 2<sup>nd</sup> quarter of 2023. To increase the number of supervisors who can benefit from the Frontline Leader program, we worked with Corporate College to create an accelerated version of the program, which entails three full days of classroom learning at Corporate College East. This is being delivered to bargaining unit supervisors in the Operations Division, to enhance the leadership culture.
- **Lean Six Sigma** – Seven (7) employees completed the Lean Ohio Boot Camp. Thirteen (13) employees continued their Lean Six Sigma Green Belt certification journey, completing in-person and online coursework in this second quarter. Their projects will be completed and presented in the third quarter of 2023.

## Technical Skills Building, Leadership, and Professional Development

Throughout the 2<sup>nd</sup> quarter of 2023, several employees participated in or began a wide variety of development programs offered by local community partners and external vendors.

- **Mental Health First Aid Training** – The Benefits Department coordinated for thirty frontline supervisory employees to attend Mental Health First Aid training, delivered by Moore Counseling and Mediation Services. The purpose of this training is to provide learners with the tools to (1) identify common signs and symptoms of mental illness and substance abuse, and (2) to interact with a person in crisis and connect the person with help.
- **Vendor Training** – Resource Conservation and Recovery Act Training completed in July. AVO Substation Level 2 and Relay Maintenance Training is taking place August 7<sup>th</sup> – August 18<sup>th</sup>. Signal Level 2 Training scheduled for September. Quotes obtained for Freight Air Brake Training, Fiber Optic and Crane Rigging Training.
- **AutoCAD Training** – Twenty-five (25) employees from various departments attended Levels 1 and 2 of AutoCAD training, to upskill them in a software they use daily in their work. This was requested by the employees’ management teams. The cost of this technical training is being reimbursed via RTA’s first grant application to the Ohio TechCred Program.
- **Procurement Training** – RTA hosted a 4-day training facilitated by the National Transit Institute on Procurement I: Orientation to Transit Procurement. Ten of the thirty-five learners were GCRTA employees from Procurement, Legal, Office of Management and Budget, and the Office of Business Development. All other attendees visited Cleveland to attend this training and provided overall resounding positive feedback for our hosting efforts. GCRTA hosted a second NTI class in the procurement series the week of July 31, 2023.

**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.

- **Operator Mentoring Certification** – Fifteen (15) mentors this quarter, and thirty-two (32), this year 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** – Thirty-nine (39) 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.
- **Coaching Certificate** – Six employees were identified as candidates and began 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 leaders began hosting Train-the-Trainer Programs to educate summer interns on RTA operations.

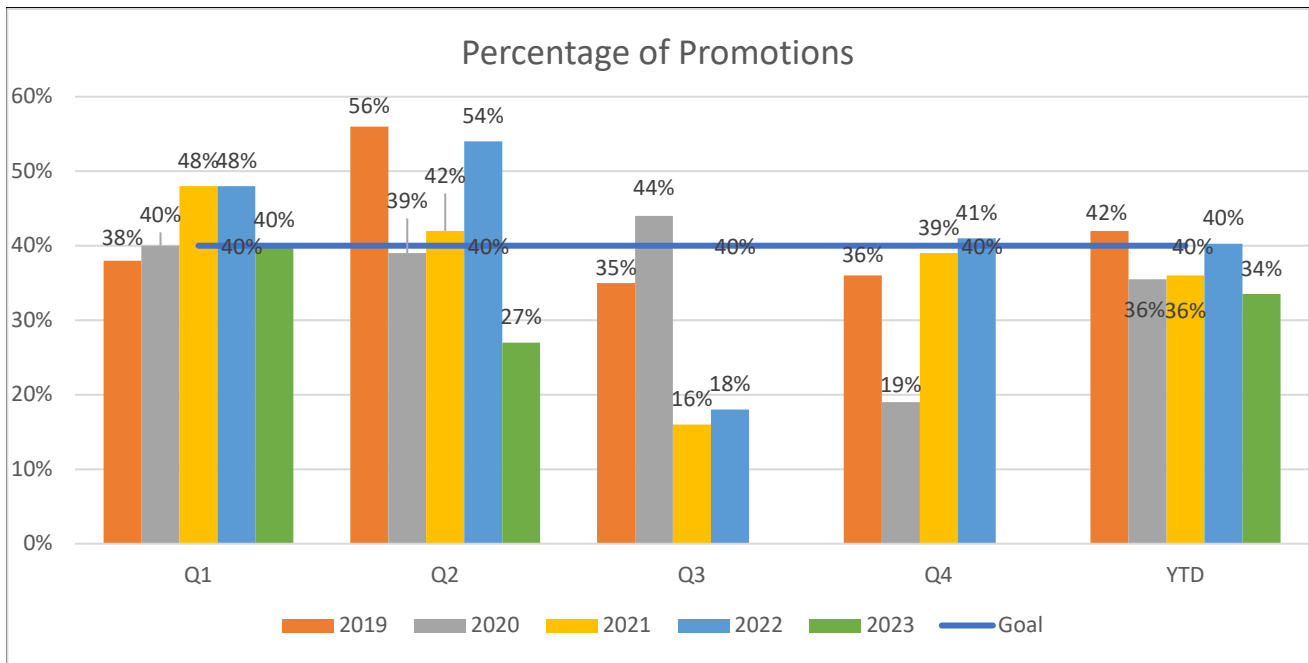
Employees conducting training for their departments are provided the opportunity to learn about current training trends, standards, and approaches to developing and delivering engaging and sticky adult learning content.

- **Each One Teach One, Kent State University** – Twenty-One (21) additional employees completed the two-day session program aimed at explaining the benefits of experiential learning by engaging in the process, learning, and presenting a learning program to the group utilizing the methods learned.

- **Reasonable Suspicion** – Six (6) employees attended a “Train the Trainer” session on Reasonable Suspicion for Supervisors, preparing them to lead the delivery of this class to other employees throughout the organization. Presently there is only one trainer facilitating this course, so this is an important succession planning step.

**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 2nd quarter that highlight our succession planning and employee development efforts:

**Technical, Supervisory and Managerial Succession**

- Tiffany Bowie Thomas, promoted from Bus Operator to Dispatcher in the Operations Division.
- Kassidy Carter promoted from Compensation & Performance Specialist to Intelligent Transportation Systems Specialist in the Operations Division.
- Patrick Coffey, promoted from User Support Specialist to User Support Architect in the Operations Division.

- Lavelle Ferebee II promoted from Bus Operator to Assistant Operating Instructor in the Human Resources Division.
- Joshua Geyer, promoted from Assistant Supervisor - Rail Shop to Assistant Equipment Manager in the Operations Division.
- Danielle Griffin, promoted from Crew Chief to Assistant Equipment Manager in the Operations Division.
- Marcus Lewis, promoted from Rail Operator to Service Quality Supervisor in the Operations Division.
- Roy Strickland Jr., promoted from Network Engineer to Senior Network Engineer in the Operations Division.
- LaTriece Dawn Thomas, promoted from Bus Operator to Assistant Operating Instructor in the Human Resources Division.
- Derrick Warren, promoted from Bus Operator to Assistant Operating Instructor in the Human Resources Division.
- Chantee Saleena Williams, promoted from Bus Operator to Paratransit Dispatcher in the Operations Division.

**Engineering/Construction Program**

This section provides information on the status of the Authority’s engineering and construction activities.

Projects are reported on by major program categories as follows:

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

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

PROJECT	DESCRIPTION	STATUS
<b><u>Bridges</u></b>		
Rehabilitation of the Viaduct, Phase I (27Y)	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 on May 25, 2021. Board meeting. Designer is providing construction administration services during the construction. A major error in the painting quantity estimate has created change order of approximately \$2,000,000 for contractor. Designer forwarded settlement for negligent error received on April 1, 2022. Invoices that were being held have been paid. Contract held open for bulkhead repair work. Bids due November 15, 2022.  Notice to Proceed on bulkhead December 21, 2022, to Independence Excavating. Final bulkhead landscaping completed, June 21, 2023. Closeout expected September 2023.
Viaduct Rehabilitation Buckhead Repair (27Y(a))	Design separate because of permit requirements Designer: Michael Baker International Cost: Included in Project 27Y	Discussion held with Canalway Partners. 75% of the design received May 25, 2021. Comments returned June 8, 2021. Meeting held with Canalway Partners September 28, 2021, regarding 100% plans and construction funding. Permit request approved by Corps of Engineers. Contract awarded by Board on November 15, 2022.

Notice to Proceed on bulkhead December 21, 2022, to Independence Excavating Design to be closed July 2023. Overall, as-builts including bulkhead to be received under 27Y. This is last 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 expected June 21, 2023, expect August 2023 Final Completion.

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. Reviewing submittals. Work proceeding on schedule to August 25, 2023, opening and completion in November 2023.

Waterfront Line Bridge Repairs (27Z)

Bridge Repairs including MSE walls.  
Construction Contractor: Great Lakes Construction Company  
Cost: \$8,730,268

Project awarded to Great Lakes construction September 20, 2022.

NTP issued October 18, 2022. Post tensioning and MSE wall work completed. Track installation underway. Work proceeding on schedule to August 25, 2023, reopening and completion in November 2023.

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. Ready to resubmit for Procurement pending funding availability. Design package still at 100%.



<p>Tower City East Portal Sectionalization (52N(a))</p>	<p>Construction Contractor: Hatzel &amp; 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 &amp; Buehler low bidder. Notice to Proceed June 21, 2023. Substantial Completion expected July 5, 2023.</p>
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<p>W. 117th Track Bridge Rehabilitation (62A)</p>	<p>Design for repairs to bridge and station platform Designer: Michael Baker International Design Cost: \$504,211</p>	<p>Board Awarded February 2021. NTP April 23, 2021. Field inspection and survey complete as of June 18, 2021. Phase 1 plans received August 13, 2021, and comments returned September 13, 2021. Phase 2 plans reviewed, and comments returned on November 10, 2021. 60% plans (Phase 3) received January 15, 2022, and comments returned February 12, 2022. 98% plans reviewed and comments returned June 24, 2022. 100% package for bidding received September 16, 2022. Beginning Construction Administration Services.</p>
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<p>W. 117<sup>th</sup> Track Bridge Rehabilitation (62A)</p>	<p>Bridge repairs including platform replacement. Construction Contractor: Suburban Maintenance Construction Cost: \$7,563,549</p>	<p>Contract awarded by Board on May 16, 2023. Planning Notice to Proceed on July 12, 2023. Still awaiting construction agreement with NS.</p>
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<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.</p>
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<p>Special Bridge Inspections Engineering Services for 2023 (19.63)</p>	<p>Services Estimate: \$348,522 Services Firm: Burgess &amp; 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. Contract routing for signature.</p>
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**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.

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.

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

<p>Red Line 515 turnout Return to Service (12F)</p>	<p>Designer: Mott MacDonald                  Design Cost: \$219,284                  Construction Contractor: Hatzel &amp; 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 loops to yard siding to support new railcar testing. Project awarded February 16, 2021, Board. 90% of design received review completed in November 2021. No responsive bids received.</p> <p>Package circulating for approvals prior to second bid. Increased estimate. Readvertised April 17, 2023. Bid opened on May 17, 2023. Award expected at July 25, 2023 Board Meeting.</p>
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<p>Consolidated Train Dispatch System (CTDS) Upgrade (12H)</p>	<p>Furnish &amp; and Install                  Project Cost: \$4,000,000</p>	<p>Replacement, testing and commissioning of new front end and back-office equipment including programming. RFP issued and pre-proposal held March 16, 2022. Proposals received on May 5, 2022. Selected proposal awarded at the September 20, 2022, Board.</p> <p>Contract completed and NTP issued March 6, 2023. Preliminary project schedule received. Conceptual design due on September 4, 2023.</p>
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<p>Tower City Tracks 10 &amp; 13 (52M)</p>	<p>Design for Track Replacement and Signal System Upgrades                  Consultant: TranSystems                  Cost: \$1,152,360</p>	<p>Notice to Proceed issued on September 7, 2017. IFB package for construction to be advertised on January 21, 2019. Project construction NTP issued May 13, 2019, to RailWorks. TranSystems performing construction administration through WSP. 10W track/platform modifications completed. GL1 modifications complete. New crossover 115-117 in service. Consultant asked to approve deductive Change Order to reimburse GCRTA for direct and indirect cost to conform 10W platform to new track alignment. TranSystems accepted \$50,000 deduction for resolution of platform 10W clearance issue.</p> <p>As-builts accepted final invoice being processed. This is the last report.</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 will visit GCRTA July 12-14, 2023, for project kickoff.</p>
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<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 to be issued in July 2023.</p>
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<p>Trunk Line Track Rehabilitation E. 75<sup>th</sup> 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. Shutdown scheduled for August 20 – September 30, 2023.</p>
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<p>Warrensville/Van Aken Substation Replacement (60B)</p>	<p>Furnish and Install Modular Warrensville/ Van Aken Substation Contractor: Hatzel &amp; 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 started installing reclosures and switches. Expect work to take until summer 2024 to complete because of lead time for the sectionalizer and termination kits.</p>
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<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 approved by the Board on September 28, 2021. TIC received the majority of the power equipment in December 2022.</p> <p>Work completed on temporary busway and feeder duct in existing busway. All other underground ducts are complete.</p>
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W. 117<sup>th</sup>  
Substation  
Rehabilitation  
(60C)

Contractor: Lake Erie  
Electric  
Construction Cost:  
\$2,265,301

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.

E. 120<sup>th</sup>  
Substation  
Replacement  
(60E)

Construction Contractor:  
TBD  
Construction Estimate:  
\$6,500,000 (Revised)

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.

W. 30<sup>th</sup>  
Substation  
Rehabilitation -  
Transformer/  
Rectifier Set  
(60F)

Contractor: Hatzel &  
Buehler  
Construction Cost:  
\$1,711,685

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 in closeout, final invoice awaited.

**Passenger Facilities**

*Rapid Stations*

<p>Warrensville- Van Aken Station (24W)</p>	<p>Reconstruction of Warrenville- Van Aken Station In-House design Budget: \$3,500,000</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>
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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.

Project estimate significantly over budget. Scope to be reviewed prior to bidding.

<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>
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**Planning**

<p>Baby on Board (19.03)</p>	<p>TWE improvements In various locations in the County Contractor: Brasco &amp; Cuyahoga County Board of Health Budget: \$500,000</p>	<p>ODOT awarded funds to improve bus waiting environments in selected zip codes with high levels of infant mortality MOU signed with County Board of Health. Staff has identified locations and scope work. The bus shelters have been ordered from a \$160,775 contract with Brasco. 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, and the additional of Micro Transit services.</p>
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<p>RTA ConnectWorkS MicroTransit (19.30 a)</p>	<p>Contractor: Share Mobility (\$300,000)</p>	<p>Project includes the provision of Micro Transit First/Last Mile services from an RTA location to a work site. GCRTA is contribution 50% of a flexible service focused on getting workers the first and last mile to their job site. The 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. The second contractor rescinded their proposal. A new Micro Transit RFP was issued on February 13, 2023, with Board award scheduled for July 25, 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>QMAQ 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 early September with an anticipated award at the November Board of Trustees meeting.</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 40% of the deliverables, has finalized and tested the survey instrument. They will be conducting an on-to-off survey in Mid-May. The full survey is scheduled for September/October 2023.</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). Study will be procured in August/September with an anticipated award in December.

**Maintenance Facilities**

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

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

Board awarded contract on April 16, 2019. Notice to Proceed issued on May 30, 2019.

Rooftop HVAC unit system is to be replaced over Triskett Garage bus storage area. IFB package completed, and project advertised October 5, 2020. Construction nearing completion, final testing ongoing. Project closeout awaiting rooftop fan issue resolution.

Fire door closure reopening resolved. Rooftop unit issues remain to be resolved.

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 reopening resolved; rooftop unit issues remain to be resolved.

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



**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.



Greater Cleveland  
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