



Greater Cleveland Regional Transit Authority

# Quarterly Management Report

3<sup>rd</sup> Quarter 2019

# Q3



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## From the Interim CEO



Much like the 2<sup>nd</sup> quarter, the 3<sup>rd</sup> quarter of 2019 was marked with progress. Seven community meetings were held in September to share information regarding the System Redesign and Fare Equity Pillar Studies. Attendees were presented two service scenarios. The first scenario is based on our current budgetary constraints. The second scenario presents a design using 25% more resources for buses. These scenarios were created to express the priorities conveyed at the previous engagement sessions. Staff was present to engage both customers and noncustomers in one-on-one communication and receive input. Community meetings will run until the end of October. A total of over 20 meetings will be held.

During this quarter, we continued progress on our number one priority – funding the Railcar Replacement Program. We were fortunate to receive a \$24 million commitment from our area's metropolitan planning organization, NOACA. The \$24 million represents 10% of the expected replacement cost. Starting in July of 2020, NOACA will fund \$9.6 million over the next four years, and the \$14.4 million balance will be divided over the next six years. Through 2018, we have transferred a total of \$17.6 million in the Reserve Fund for Railcar Replacement. In 2019, we transferred \$6 million in the 1<sup>st</sup> quarter and plan to transfer an additional \$5 million in the 4<sup>th</sup> quarter. By year end, we will have \$28.7 million in the Reserve Fund for Railcar Replacement. An additional \$15 million is planned to be transferred (\$5 million each year) in the 2020 Proposed Budget and 2021 and 2022 Budget Plans.

In September, RTA launched free Wi-Fi on ten buses and will begin fleet installation in the 4<sup>th</sup> quarter. We also installed Wi-Fi in six stations and transit centers, including Tower City, Louis Stokes/Windermere, Southgate Transit Center, and the Stephanie Tubbs Jones Transit Center.

The 3<sup>rd</sup> quarter was also a time of transition for the organization. In August, India Birdsong was named GCRTA's new General Manager, Chief Executive Officer. Ms. Birdsong, who has a master's in Urban Planning and Policy, served as the Chief Operating Officer of WeGo, Nashville's public transportation authority, and held various roles during her ten years with the Chicago Transit Authority. RTA welcomed Ms. Birdsong on September 16<sup>th</sup>.

As the outgoing Interim CEO, I would like to express my gratitude for the support and hard work everyone has shown over the past year. I am confident that Ms. Birdsong's wealth of knowledge and experience will help lead the organization into the future.

Sincerely,

A handwritten signature in black ink that reads "Floun'say R. Caver, Ph.D." The signature is written in a cursive, slightly stylized font.

Floun'say R. Caver, Ph.D., Interim CEO  
General Manager/Secretary-Treasurer

## From the New CEO



Thank you to all for welcoming me to GCRTA. My first few weeks as General Manager have been a whirlwind of handshakes and candid conversations. After speaking with staff, from the Executive level to front line personnel, I acquired a baseline of the culture, challenges, and focus areas in the organization. And my exchanges with riders at Tower City gave me a starting point to understanding the needs of our customers. In no way is my listening tour finished—it is only just beginning, in leading the GCRTA to continued and deserved success.

Robust customer feedback and communication is helping inform our system redesign process, set to wrap up at the end of the year, as well as the fare analysis, being done in tandem. Next steps will call for setting in motion our Strategic Plan, and I look forward to reporting back in Quarter 4 regarding our progress on all these fronts.

In the remaining months of this year, we'll be taking a closer look at infrastructure improvement planning, safety issues, fiscal responsibility goals, and much more, all while we're revamping the metrics and processes involved in making crucial improvements to our Paratransit services. Stakeholder and legislative meetings have been well underway, as well, which are helping us advance the rail car replacement program and other funding initiatives critical to maintaining a state of good repair.

This Quarterly Management review process allows us to re-examine our fiscal oversight practices as well as our strategic initiatives for the future. In the days, weeks, and years ahead, I look forward to the opportunity to integrate both public and private philosophies into our planning framework.

As a newcomer to GCRTA, again, thank you for your generous welcome and for the feedback I've been receiving from employees, customers, business partners, civic leaders and stakeholders. This is a very engaged community, and such enthusiastic input will undoubtedly help us define our business practices and create the best solutions to delivering the service that this community deserves.

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

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

Sincerely,

A handwritten signature in blue ink that reads "India L. Birdsong".

India L. Birdsong  
General Manager, Chief Executive Officer

## Financial Analysis

### Financial Vision

The past quarter has been a time of progress and accomplishment:

- Completed the Red Line west track rehabilitation, including 3.6 miles of track, over 12,000 timber cross ties, improved track drainage, improved signal systems, repaired platform at Puritas Station
- Completed the S-Curve Retaining Wall emergency project with 75 steel beam frames along the 300-ft wall
- Began the 2<sup>nd</sup> phase of community engagement meetings for the System Redesign Study and Fare Equity Study
- Upgraded the E. 105 Quincy Red Line Station, building a second entrance, extending the platform, and enhancing the ADA accessibility as part of the Opportunity Corridor
- Provided service for the Major League's Baseball All-Star Game and Tall Ships Festival
- Honored the late Charles P. Lucas, Sr., father of RTA Board Vice President Rev. Charles P. Lucas. Mr. Lucas was the first African American Cleveland Transit Agency (CTA) Board Member, before RTA was formed
- Honored the late William Harry Alexander. Mr. Alexander served as one of the original Board members when RTA was formed in 1975 and served as President of the Board of Trustees from 1979 – 1984
- Created Wi-Fi Hot Spots at a number of stations including: Stephanie Tubbs Jones Transit Center, E. 55<sup>th</sup> Rapid Station, Southgate, Cedar-University Rapid Station and bus waiting area, Windermere Transit Center, and Tower City
- Began replacing radios and on-board computer equipment on buses and trains
- Completed FTA Triennial Audit with no major issues
- Received State Safety Oversight (SSO) Program Status Report for 2018 for Rail Transit with excellent reviews

At the end of the 3<sup>rd</sup> Quarter, two of the five Pillar Studies have been completed – the Rail Car Study and Economic Impact Study. The other three (Fare Equity Study, System Redesign Study, and Administrative Efficiency Study and Operational Review) will be completed by year-end. The results from these studies will form the basis of the Authority's next 10-year Strategic Plan.

The Authority currently has \$23.9 million allocated in the Reserve Fund for Rolling Stock specifically for Rail Car replacement. This funding will cover the local match for the purchase of the rail cars and related expenses. An additional \$5 million is planned to be transferred from the General Fund in the 4<sup>th</sup> Quarter, bringing the total for Rail Car replacement to \$28.9 million. LTK Engineering Services concluded that \$102 million is needed for the 34 Heavy Rail Cars, \$96 million for the 24 Light Rail Vehicles, and \$42 million for track, facility, and other needed upgrades. The Authority will be procuring the services of a consultant to assist with the purchase of the Heavy Rail Vehicles.

The Authority’s current Strategic Plan addresses four areas of performance: Fiscal Responsibility, Voice of the Customer, Continual Process Improvement, and Innovation, Learning & Growth. In this section, Fiscal Responsibility is the focus. The Balanced Scorecard identifies two initiatives under Fiscal Responsibility: (1) Increase Revenue and Reduce Expenses, and (2) Enhance Fiscal Responsibility. The core drivers of Increase Revenue/Reduce Expenses are outlined in Figure 1.

Initiative: Increase Revenue; Reduce Expenses	Performance Target	Quarter Performance	Performance
General Fund Revenues	≥ 1% Growth	-10.2%	
Passenger Fare Ratio	≥ 20%	18.0%	
General Fund Expenses	≤ General Fund Revenue	-1.0%	
Personnel Cost vs. Budget	≤ Budget	-5.9%	

Figure 1: Strategic Plan, Financial Vision Balanced Scorecard Focus

## Balanced Scorecard Overview

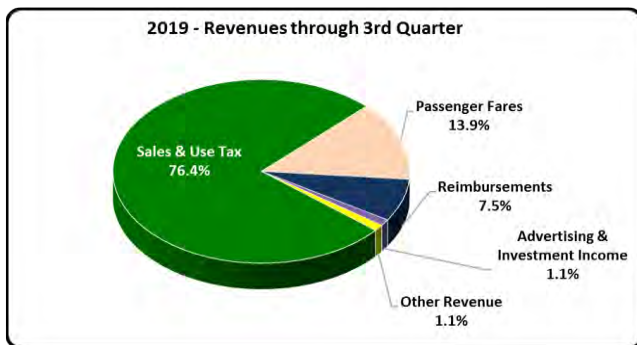


Figure 2: General Fund Revenues: 3<sup>rd</sup> Qtr 2019

Total Revenues through the 3<sup>rd</sup> Quarter 2019 totaled \$206.4 million and are projected to end the year at \$283.1 million, \$2.3 million above the 2019 Amended Budget.

Sales & Use Tax is the largest source of revenue, representing 76.4 percent of the total revenues through September 30, 2019. Sales and Use Tax receipts are 1.8 percent higher than budget, as 15 of the 23 categories for the sales tax base were positive. The Passenger Fare Ratio is an efficiency ratio indicating the percentage of

operating expenses covered by passenger fares. At 18.0 percent, the passenger fare ratio falls short of the 20 percent goal due to the declines in ridership and passenger fare revenue. This ratio is different from the Operating Ratio under the Financial Policy Goals, which includes advertising and investments as operating revenues. Further comparisons of revenues and expenditures are seen in the General Fund Balance Analysis.

Another measure of Fiscal Responsibility is to maintain General Fund Expenses under General Fund Revenues. Through the 3<sup>rd</sup> Quarter 2019, total General Fund expenses were 1.0 percent lower than General Fund revenues. By year-end, the goal is that total expenses will be 2 percent lower than total revenues.

Personnel costs includes salaries and wages, overtime, payroll taxes and fringe benefits. Total personnel costs through the 3<sup>rd</sup> Quarter 2019 were 5.9 percent lower than budget and 3.0 percent

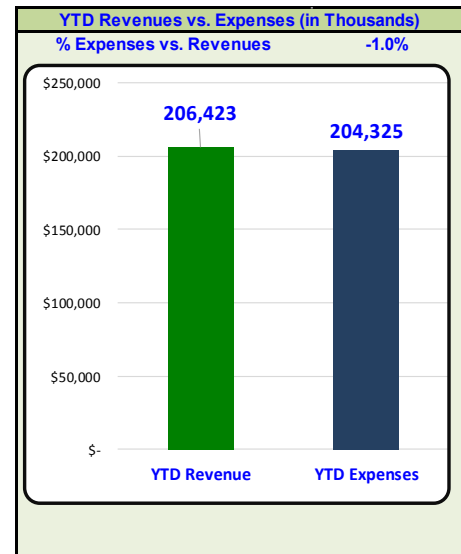


Figure 3: General Fund Revenues vs. General Fund Expenses: 3<sup>rd</sup> Qtr 2019

lower than 2018 expenses. At the end of the 3<sup>rd</sup> Quarter 2019, 2,062 positions were filled. Open positions continue to be reviewed and are filled to maintain and/or enhance service levels, safety, and maintenance needs, keeping in mind the Authority’s mission of providing safe, reliable, clean and courteous service.

The chart below compares the Year-to-Date expense categories through September 30, 2019.

Operating Expenditures	YTD Budget (through 9/30/19)	YTD Actual Expenses (through 9/30/19)	Percent of Total Projected Operating Expenses	Percentage Change Compared to Budget
Salaries & Overtime	\$ 102,673,402	\$ 100,293,723	49.1%	-2.3%
Payroll Taxes & Fringes	\$ 39,991,035	\$ 34,006,734	16.6%	-15.0%
Fuel (Diesel & Natural Gas)	\$ 4,960,740	\$ 4,095,071	2.0%	-17.5%
Propulsion Power	\$ 2,394,724	\$ 1,835,033	0.9%	-23.4%
Services and Contracts	\$ 11,971,852	\$ 10,757,450	5.3%	-10.1%
Inventory	\$ 10,026,000	\$ 9,194,848	4.5%	-8.3%
Purchased Transportation	\$ 6,325,534	\$ 6,731,950	3.3%	6.4%
Other Utilities	\$ 4,577,339	\$ 3,945,891	1.9%	-13.8%
Liabilities & Damages	\$ 3,371,332	\$ 2,774,144	1.4%	-17.7%
Materials & Supplies	\$ 2,811,808	\$ 2,529,591	1.2%	-10.0%
Other Miscellaneous Expenses	\$ 1,321,683	\$ 1,101,440	0.5%	-16.7%
Transfers to Other Funds	\$ 23,872,719	\$ 27,059,568	13.2%	13.3%
<b>Total</b>	<b>\$ 214,298,167</b>	<b>\$ 204,325,442</b>	<b>100.0%</b>	<b>-4.65%</b>

## Financial Goals

Additional measures of budget performance include six financial policy goals as approved by the Board of Trustees. The goals are listed in Figure 5.

### Operating Efficiency

The policy goal is to maintain an **Operating Ratio** of at least 25 percent. The 2019 projection for the 3<sup>rd</sup> Quarter is an Operating Ratio of 19.5 percent, slightly above the 19.4 percent in the 2019 Amended Budget. This ratio shows the efficiency of management by comparing operating expenses to operating revenues (Sales & Use Tax, Advertising & Concessions, and Investment Income). Total passenger fares are projected at \$43.2 million, 7.1 percent below budget. Operating expenses are projected to end the year 4.8 percent below budget.

The target of the **Cost per Hour of Service** measure is to be maintained at or below the budgeted rate of inflation. The Federal Reserve Bank of Cleveland projects the inflation rate to remain below 2.1 percent in 2019. The Cost per Hour of Service is a measure of service efficiency, dividing total operating expenses by total service hours. The 2019 projection for Cost per Hour of Service is \$131.7, or -1.9 percent compared to 2018, as expenses are being maintained at 2018 levels. The Growth per Year is the cost of delivering a unit of service (Cost per Hour of Service) compared to the prior year.

**Operating Reserve is targeted for a period of 30 Days or 1 Month**, meaning the available cash equivalent of one month’s operating expenses to cover any unforeseen or extraordinary fluctuations in revenues or expenses. One month’s operating expenses for 2019 is \$20.3 million. With a projected ending balance of \$37.1 million, the Operating Reserve estimate for the 3<sup>rd</sup> Quarter 2019 is 1.8 months.

## Capital Efficiency

The **Debt Service Coverage** ratio is the measure of the Authority’s ability to meet annual interest and principal payments on outstanding debt. The goal is 1.5 or above and compares total operating resources (net of operating costs and transfers to the Insurance, Capital, and Pension Funds) with the Authority’s debt service needs. At the end of the 3<sup>rd</sup> Quarter 2019, the Debt Service Coverage is 4.21, higher than the amended budget amount of 3.19 due to maintaining Operating Expenses at 2018 levels.

The **Sales Tax Contribution to Capital** includes direct support for capital projects, transfers to fund the Authority’s bond retirement payments, and has a Board policy goal of at least 10 percent. This level of commitment to longer term capital needs determines the percentage of sales tax revenues to be allocated directly to the Capital Improvement Fund to support budgeted projects or to the Bond Retirement Fund to support debt service payments. At the end of the 3<sup>rd</sup> Quarter, this indicator is projected at 12.0 percent, above the policy goal.

At 100 percent, the **Capital Maintenance Outlay to Capital Expansion Outlay** ratio remains outside of the 75-90 percent range outlined in the Board Policy goal. This measure continues to show the Authority’s focus is continued on the maintenance or State of Good Repair (SOGR) of its current assets rather than on the expansion of service levels. This continues to remain the best course available as the Authority continues its bus replacement program, equipment upgrades, and plans for rail vehicle replacement and rail infrastructure improvements. In summary, four of the six financial goals meet the Board Policy Goals and a fifth goal is projected to be better than budget. Once again, the continued hard work put forth has helped to maintain a strong financial position for the Authority.

2019 3rd Quarter						
Financial Policy Goals						
		Goal	2017 Actual	2018 Actual	2019 Amended Budget	2019 Projected
Operating Efficiency	Operating Ratio	≥ 25%	19.5%	19.9%	19.4%	19.5%
	Cost/Hour of Service		\$132.4	\$134.3	\$137.5	\$131.7
	Growth per Year	≤ Rate of Inflation [2%]	-2.0%	1.4%	2.4%	-1.9%
	Operating Reserve (Months)	≥ 1 month	1.7	1.9	1.3	1.8
Capital Efficiency	Debt Service Coverage	≥ 1.5	4.11	3.76	3.19	4.21
	Sales Tax Contribution to Capital	≥ 10%	12.2%	14.6%	13.1%	12.0%
	Capital Maintenance to Expansion	75% - 90%	97.3%	97.3%	100.0%	100.0%

Figure 5: Financial Policy Goals: 3<sup>rd</sup> Quarter 2019



## General Fund Balance Analysis

	2017 Actual	2018 Actual	2019 Amended Budget	2019 Projection	Variance
<b>Beginning Balance</b>	<b>33,324,812</b>	<b>34,869,397</b>	<b>38,959,995</b>	<b>38,959,995</b>	<b>0</b>
<b>Revenue</b>					
Passenger Fares	45,436,326	46,611,350	46,497,104	43,173,773	(3,323,331)
Advertising & Concessions	2,389,856	786,836	2,162,000	3,412,700	1,250,700
Sales & Use Tax	213,718,145	204,331,707	207,396,683	211,172,719	3,776,036
State Aid for MCO Loss	10,034,083	18,271,169	0	0	0
Investment Income	260,016	733,668	600,000	879,782	279,782
Other Revenue	1,990,027	2,217,242	2,090,000	2,430,985	340,985
Reimbursed Expenditures	22,782,104	22,667,293	22,075,000	22,075,000	0
<b>Total Revenue</b>	<b>296,610,557</b>	<b>295,619,265</b>	<b>280,820,787</b>	<b>283,144,959</b>	<b>2,324,172</b>
<b>Total Resources</b>	<b>329,935,369</b>	<b>330,488,662</b>	<b>319,780,782</b>	<b>322,104,954</b>	<b>2,324,172</b>
<b>Operating Expenditures</b>					
Salaries and Overtime	135,514,105	134,480,231	138,563,985	136,887,461	(1,676,524)
Payroll Taxes and Fringes	51,553,465	51,457,495	53,873,933	51,773,035	(2,100,898)
Fuel (Diesel, CNG, Prop Pwr., Propane, Gas)	11,321,665	9,351,736	10,304,550	8,961,021	(1,343,529)
Utilities	4,871,411	4,557,351	5,334,568	5,209,425	(125,143)
Inventory	14,644,874	12,961,263	13,368,000	10,792,337	(2,575,663)
Services and Materials & Supplies	15,581,293	16,642,929	18,381,341	16,537,360	(1,843,981)
Purchased Transportation	8,828,341	9,934,312	8,434,045	9,094,714	660,669
Other Expenditures	5,403,783	4,968,361	6,257,354	4,654,235	(1,603,119)
<b>Total Operating Expenditures</b>	<b>247,718,937</b>	<b>244,353,679</b>	<b>254,517,776</b>	<b>243,909,588</b>	<b>(10,608,188)</b>
<b>Transfer to the Insurance Fund</b>	<b>2,400,000</b>	<b>7,250,000</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>0</b>
<b>Transfer to the Pension Fund</b>	<b>75,000</b>	<b>60,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>
<b>Transfer to Reserve Fund</b>	<b>17,554,922</b>	<b>7,368,662</b>	<b>7,965,059</b>	<b>12,965,059</b>	<b>5,000,000</b>
<b>Transfers to Capital</b>					
Bond Retirement Fund	17,045,783	17,236,407	15,228,052	13,339,003	(1,889,049)
Capital Improvement Fund	10,271,331	15,259,919	11,887,181	12,005,224	118,043
<b>Total Transfers to Capital</b>	<b>27,317,114</b>	<b>32,496,326</b>	<b>27,115,233</b>	<b>25,344,227</b>	<b>(1,771,006)</b>
<b>Total Transfers to Other Funds</b>	<b>47,347,036</b>	<b>47,174,988</b>	<b>37,830,292</b>	<b>41,059,286</b>	<b>3,228,994</b>
<b>Total Expenditures</b>	<b>295,065,973</b>	<b>291,528,667</b>	<b>292,348,069</b>	<b>284,968,874</b>	<b>(7,379,194)</b>
<b>Available Ending Balance</b>	<b>34,869,397</b>	<b>38,959,995</b>	<b>27,432,713</b>	<b>37,136,080</b>	<b>9,703,366</b>

Figure 6: General Fund Balance Analysis – 3<sup>rd</sup> Quarter 2019

## Capital Commitments and Expenditures

### Capital Revenues

Under the Federal Grant Program there are 29 active grant awards, 14 are within the Formula grant award category and 15 are either highly competitive or discretionary grants.

The Formula awards include the 5370-Urbanize Area Formula Grant, 5337-State of Good Repair (SOGR), and 5339 Bus & Bus Facilities totaling \$55.2 million. The major competitive grants that have been received in prior years and identified for Fiscal Year (FY) 2019 are UTP, OTP3, CMAQ, NOACA 5310 FWHA and DERG awards at variable amounts.

The Strategic Plan initiative for Capital revenue is to receive at least \$20 million of competitive awards each year, enabling the Authority to focus on the State of Good Repair (SOGR) projects. Competitive awards total \$42.5 million, of which a combined \$15.6 million has been appropriated for Red Line Track Rehabilitation projects at W.30<sup>th</sup> St. – W.98<sup>th</sup> St., Westpark Diamond Crossing Rebuild, W.117<sup>th</sup> St. to Westpark and Westpark to Airport Tunnel. A \$4.2 million was appropriated for 16 40ft Compressed Natural

Gas (CNG) bus purchase. At FY 2018 year end, 33 40-ft CNG vehicles were placed in service, which cost \$11.6 million. The remaining projects receiving competitive funds for FY2019 include \$5.3 million for Radio CAD/AVL communication upgrades, \$2.6 million to purchase 25 40-FT CNG buses, \$490,994 for 10 Paratransit vehicles and \$2.7 million for 9 commuter coaches. Other continuing projects nearing completion are Career Pathways Training Program, and Senior Transportation Connection. These projects and other Capital projects are explained in further detail in the Capital Commitment sections.

Funding Source	Appropriated Funds	Funds Committed	Funds Available	Percentage of Funds Remaining
Formula Funds	\$115,904,584	\$90,413,944	\$25,490,640	49.7%
Local Funds	\$92,769,264	\$71,129,456	\$21,639,809	42.2%
Competitive Funds	\$42,474,485	\$38,675,037	\$3,799,448	7.4%
State Funds	\$0	\$0	\$0	0.0%
Other Funds	\$1,958,285	\$1,554,935	\$403,350	0.8%
<b>Grand Total</b>	<b>\$253,106,618</b>	<b>\$201,773,372</b>	<b>\$51,333,247</b>	<b>100.0%</b>

### Current Expenditures by Capital Category

The capital program is based on a multi-year, or Inception-to-Date (ITD), approach. The current Fiscal Year (FY) 2019 combined capital budget includes \$68.1 million of current budget and \$217.5 million of prior year carry-over budget appropriations, for a total of \$285.6 million.

Projects within the budget are placed within one of the eight categories included in the chart below. The chart presents the categories of the Authority's capital program, including total commitments (expenditures plus encumbrances) at the end of the 3<sup>rd</sup> Quarter and compares year-end projected commitments to budgets.

At the end of the 3<sup>rd</sup> Quarter, capital project commitments totaled \$201.8 million, including \$134.8 million of ITD expenditures and \$67.0 million of current encumbrances, resulting in \$83.8 million, or 29.3 percent of available funding.

Category	Current Budget	Current Commitments	Projected Year-End	Variance vs. Current Budget	
Bus Garages	\$ 19,321,925	\$ 11,466,287	\$ 19,051,097	\$ 270,828	1.4%
Bus Improvement Program	50,561,947	38,279,934	49,790,583	771,364	1.5%
Equipment and Vehicles	29,499,372	24,980,635	25,603,704	3,895,668	13.2%
Facilities Improvements	13,516,866	10,504,561	10,843,638	2,673,228	19.8%
Other Projects	6,566,970	3,936,258	4,341,992	2,224,978	33.9%
Preventive Maint/Op. Reimb.	22,612,215	14,402,361	19,512,332	3,099,883	13.7%
Rail Projects	142,488,071	97,768,870	110,097,173	32,390,898	22.7%
Transit Centers	1,008,843	434,465	434,465	574,378	56.9%
<b>Grand Total</b>	<b>\$ 285,576,209</b>	<b>\$ 201,773,371</b>	<b>\$ 239,674,984</b>	<b>\$ 45,901,225</b>	<b>16.1%</b>

## **Bus Garages**

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

At the end of 3<sup>rd</sup> Quarter, \$11.4 million of the current \$19.3 million budget was committed leaving available funding of \$7.9 million or 40.7%. During the 3<sup>rd</sup> Quarter, \$264,920 in expenses were incurred within this category for the completed CBM lift and fall protection project.

The projected commitments of \$7.6 million for the remainder of the year will be for the initial construction upgrades at Triskett Garage and final invoice payout for the CBM Lift and Fall Protection equipment. The remaining funding of \$270,827, or 1.4%, at the end of the year is due to projected savings and expected closeout on completed projects.

## **Bus Improvement Program**

The Authority continues to retire older fleets and purchase more fuel efficient vehicles under its Bus Improvement Program. At the end of 3<sup>rd</sup> Quarter, category commitments totaled \$38.3 million, out of a total budget appropriation of \$50.6 million, leaving \$12.2 million, or 24.3%, in available funding. The category's current expenditures of \$105,896 included purchasing of bus spare parts to help maintain the Authority's existing bus fleet. The projected commitments totaling \$11.5 million through the remainder of the year includes the bus purchase order for 10 Paratransit 25ft vehicles, 25 40ft CNG buses, and 9 MCIs. The remaining funding of \$848,125, or 1.7 %, is due to funding delays, the timing of grant awards and commitments within the two budgeted bus spare parts projects, and expected closeout of remaining budget appropriation on completed projects.

## **Equipment and Vehicles**

At the end of 3<sup>rd</sup> Quarter, total commitments of \$24.9 million within this category included \$12.2 million of ITD expenditures and \$12.7 million of current encumbrances, resulting in \$4.5 million, or 15.3% of available funding. The majority of the open encumbrances within this category include \$4.08 million within the ongoing Fare Collection Equipment project and \$6.7 million, for Radio CAD/AVL. There has been some progress made during the year towards the completion of the Fare Collection project. Reimbursements from the Federal Highway Administration are being drawn periodically based on task completion and grant expense reconciliations. Remaining commitments within this category are concentrated within various SOGR equipment and vehicle upgrade projects throughout the Authority.

Expenditures within this category totaled \$7.8 million. Communication equipment expenses totaled \$6.4 million in the RTA Development Fund and the other \$1.4 million was expensed within the RTA Capital Fund for Information Technology projects, non-revenue vehicle replacements, and equipment pools. The projected year-end available funding for this category is \$3.9 million, or 13.2%.

## **Facilities Improvements**

At the end of the 3<sup>rd</sup> Quarter, combined commitments of \$10.5 million included \$7.1 million of ITD expenditures and \$3.4 million of current encumbrances resulting in \$3.0 million, or 22.3%, of available funding. During the 3<sup>rd</sup> Quarter, \$2.1 million was expensed for various facility improvements, track and

bridge rehabilitation projects. Projected commitments of \$339,077 during the remainder of the year will focus on various SOGR projects and facility enhancements.

The projected available balance at the end of the year is \$2.7 million, or 19.8%, and is primarily attributable to the planned closeout of prior year's budget authority remaining within completed projects, payout delays with Demolition of the WB Access Road due to pending litigation and timing of project schedules.

## **Other Projects**

The Other Projects category includes projects for pass-through grants to other entities and other miscellaneous capital projects that do not fit into the seven remaining capital categories. At the end of the quarter, this category has combined project commitments of \$3.9 million out of the category budget of \$6.5 million resulting in available funding of \$2.6 million, or 40.1%.

During the 3<sup>rd</sup> Quarter, a combined \$527,946 of expenditures were incurred for projects, including Transit Police Canine Security and Anti-Terrorism Team, Senior Transportation Connection Pass-Through, Career Pathways and Transit Oriented Studies. Projected commitments of \$405,735 during the remainder of the year include \$394,575 TSA Security Programs and \$11,160 to payout final invoice to Sr. Transportation Connection pass through grant. The projected available funding of \$2.2 million, or 33.9%, is a result of the closeout of remaining completed projects in the RTA Development Fund.

## **Preventive Maintenance/Operating Expense Reimbursements**

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

The 3<sup>rd</sup> Quarter activities resulted in total commitments of \$8.2 million to reimburse operating expenses. The year-end total projected commitment of \$19.5 million against a category budget of \$22.6 million will result in remaining funding of \$3.1 million, or 13.7%. The projected available balance is due to the Authority's efforts to limit the amounts drawn for Preventive Maintenance in order to make higher amounts available for needed capital projects.

## **Rail Projects**

During the 3<sup>rd</sup> Quarter, \$13.8 million was expended on various Rail projects. A major portion of the expenses (\$11.2 million or 81%), were incurred on the E. 116<sup>th</sup> Station reconstruction, West 65<sup>th</sup> St. and Puritas substation replacements, and Red Line track rehabilitation between West Park and the Airport Tunnel.

At the end of September, \$97.8 million of the \$142.5 million budget for Rail Projects were committed creating an available balance of \$44.7 million or 31.4%. Total commitments within this category consisted of \$64.2 million of ITD expenditures along with \$33.5 million of current encumbrances.

The focus of this category is to achieve a SOGR throughout the Rail System. Projected commitments of \$12.3 million during the remainder of the year include \$1.2 million for Overhead Catenary Upgrades, \$1.2 million W. 30<sup>th</sup> Ohio City substation replacement, \$9.3 million to reconstruct E. 79<sup>th</sup> Street Red Line ADA Key station.

The remaining available funding of \$32.4 million, or 22.7%, at the end of the 3<sup>rd</sup> Quarter is primarily due to certain delays in some projects, and from projected savings in on-going projects nearing completion. The delays with grant awards will likely push programmed budgeted commitment into 2020 impacting annual draws for project activities during the year.

## Transit Centers

Project commitments totaled \$434,465 out of the approved current budget of \$1.0 million resulting in remaining funding of \$574,377, or 56.9% at the end of the 3<sup>rd</sup> Quarter. During the 3<sup>rd</sup> Quarter, \$28,911 was expended on capital projects along the Opportunity Corridor Phase I. The projected remaining funding of \$437,843, or 56.9%, at the end of the year is due to remaining enhancement funds that are to be used for future eligible projects.

## Performance Measures

PERFORMANCE MEASURE	2019 Target	Q 1	Q 2	Q 3	Year to Date
<b><u>Passengers per bus/train hour:</u></b>					
Bus	21	20	20	22	21
Rail	62	64	68	61	64
<b>*Total</b>	24	24	24	25	24
*Calculated by dividing the quarter's total ridership by total system wide hours					
**Ridership reporting methods were changed effective January 1, 2018.					
<b>Revenue Vehicle Cost Per Mile:</b> (Maintenance & Fuel)	\$2.50	\$2.42	\$2.55	\$2.24	2.40
<b>% Of Scheduled Maintenance Completed</b> (Revenue Vehicles)					
Bus	100%	95%	88%	93%	92%
Rail	100%	98%	98%	94%	97%
Paratransit (Revenue)	100%	100%	100%	100%	100%
Paratransit (Non-Rev)	100%	100%	100%	100%	100%

## Critical Success Factors

<b>Passenger Fare Revenue</b>	<p>The Passenger Fare Revenue performance measure is discussed in detail in the Financial Analysis Section of the report.</p>
<b>Preventable Accidents</b>	<p>The GCRTA <u>Preventable Collision Rate (PCR)</u> TEAM goal for 2019 is 1.35. The 2019 YTD 3<sup>rd</sup> Quarter PCR is 1.46, which is 8.1% higher than the TEAM goal and 10.6% higher than the 1.27 PCR for the same period in 2018. Total preventable collisions increased 7.0% to 244 from 228. Mileage decreased 3.1%</p>
<b>Total Collision Rate</b>	<p>The GCRTA <u>Total Collision Rate (TCR)</u> for the 2019 YTD 3<sup>rd</sup> Quarter is 3.45, which is 0.6% lower than the 3.47 TCR for the same period in 2018. Total collisions decreased 3.7% from 600 to 578.</p>
<b>On the Job Injury Rate</b>	<p>The GCRTA 2019 TEAM Injury Rate Goal is 8.5. The 2019 YTD 3<sup>rd</sup> Quarter Injury Rate of 8.66 is 1.9% above the TEAM Goal and 5.2% above the 8.23 Injury Rate for the same period in 2018. Total injuries increased by three from 107 in 2018 to 110 in 2019.</p>
<b>Number of Miles between Service Interruption</b>	<p>Miles between Service Interruption tracks total vehicle miles in between any mechanical failure that results in a delay greater than five minutes in the schedule. There were 7,432 Miles Between Service Interruptions for 3<sup>rd</sup> Quarter 2019, which represents a 4.06% decrease from the 2<sup>nd</sup> Quarter of 2019 (7,747). 8,232 Miles Between Service Interruptions for 2019 YTD represents a 32.42% decrease from 2018 YTD as of 3<sup>rd</sup> Quarter of 2018 (12,182).</p>
<b>On-Time Performance</b>	<p>This category tracks schedule adherence and is measured by a bus or train arriving from 0-5 minutes after its scheduled time. On-Time Performance of 78.84% for 3<sup>rd</sup> Quarter of 2019 represents a 2.86% decrease from the 2<sup>nd</sup> Quarter of 2019 (81.16%). A YTD On-Time Performance rate of 81.61% is a 2.55% increase from 3Q 2018 (79.58%).</p>
<b>Ridership</b>	<p>RTA had a total of 8.5 million rides in the 3<sup>rd</sup> Quarter; a decrease of 5%, or 428,000 fewer rides compared to the 3<sup>rd</sup> Quarter of 2018. During the 3<sup>rd</sup> Quarter, average weekday ridership decreased 5%; average weekend ridership decreased 6% when compared to the 3<sup>rd</sup> Quarter of 2018 weekend ridership.</p> <p>Bus ridership decreased by 4% in the 3<sup>rd</sup> Quarter of 2019 when compared to the 3<sup>rd</sup> Quarter of 2018. During the 3<sup>rd</sup> Quarter, average weekday bus ridership decreased 3%, and average weekend bus ridership decreased 9% when compared to the 3<sup>rd</sup> Quarter of 2018.</p> <p>HealthLine ridership decreased by 12% in the 3<sup>rd</sup> Quarter of 2019 when compared to the 3<sup>rd</sup> Quarter of 2018. During the 3<sup>rd</sup> Quarter, average</p>

## Ridership Cont'd

weekday HealthLine ridership decreased 13% and average weekend HealthLine ridership decreased 5% when compared to 3<sup>rd</sup> Quarter of 2018. Rail ridership decreased by 4% in the 3<sup>rd</sup> Quarter of 2019 when compared to the 3<sup>rd</sup> Quarter of 2018. During this time, the Red Line ridership decreased by 3% and the Blue/Green Line ridership decreased by 9%. During the 3<sup>rd</sup> Quarter, average weekday Rail ridership decreased 5% and average weekend Rail ridership increased 2% when compared to 3<sup>rd</sup> Quarter 2018.

## Customer Satisfaction/Boardings Between Complaints

\*Formerly Ride Happy or Ride Free. Reporting method has changed January 2019

This category tracks the number of boardings in between customer complaints logged in the Trapeze COM system. 8,195 Boardings Between Complaints for the 3<sup>rd</sup> Quarter of 2019 represents a 22.35% decrease from the 2<sup>nd</sup> Quarter of 2019 (10,554). Boardings Between Complaints for 2019 of 10,624 YTD represents a 29.76% decrease from 2018 YTD (15,125).

Boardings between Complaints has seen an upward trend since June (from 6,133 to 9,849). While not returning to previous levels of performance, each District has shown improvement since June 2019

In June, new Paratransit contracts started, and the District saw a significant increase in complaints regarding capacity/scheduling issues. Enhancements to scheduling practices and planning have reduced these complaints from 130 in June 2019 to 46 in September 2019.

Complaints relating to special event service for the Browns game on 9/22 increased complaints for Rail District significantly (18 of total 31 September complaints)

## Attendance

This metric tracks the proportion of total work hours that are unscheduled absences. An unscheduled absence is an absence that is charged to any category other than vacation, personal days, birthdays, holidays, training or seminars. The Unscheduled Absence Rate through 3<sup>rd</sup> Quarter of 2019 was 6.04%, which is a 6.53% increase from the 2<sup>nd</sup> Quarter (5.67%). A YTD 2019 rate of 5.78% represents a 1.05% decrease from the same period in 2018.

While not statistically significant, July and September had an unscheduled absence rate lower than the average of the month's rates in the previous three years.

## Quarter Initiatives and Special Promotions to Increase Ridership

- Partnered with Cleveland Kid's Book Bank to help support and promote literacy in Greater Cleveland and participated in two joint events with the organization, including a book collection at the Taste of Summer and a "mystery date with a book" at the Flats Festival of the Arts. Both events generated awareness to the Kid's Book Bank and RTA.

- Began offering free Wi-Fi in facilities and on vehicles in August, actively making strides to close the digital divide by working to bridge the gap for homes and neighborhoods with limited or no access to technology via the internet.
- Cut the ribbon on the new Farnsleigh Blue Line station. Farnsleigh is now ADA accessible and will provide Shaker Heights riders with enhanced lighting, new platforms and signage, and wheelchair ramps.
- Continued working on the Pillar Studies for Fare Equity and System Redesign. RTA held many community engagement sessions throughout the county to gather feedback on both studies.

## 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 for FFYs 2019 - 2021 is 22.5%. Per federal regulations, the calculation of Overall DBE participation excludes real estate transactions and the procurement of Transit Vehicle Manufacturers.

The performance period of July 1, 2019 – September 30, 2019 represents the 4<sup>th</sup> Quarter of FFY 2019. To conform the Quarterly Performance Report to the Federal Semi-Annual Report, DBE participation is calculated on the “federally assisted” portion of contracts only. DBE dollars on contract awarded during the 3<sup>rd</sup> Quarter totaled \$6,000 or 0.6% on contracts of \$973,685, and \$3,681,255 or 25.2% on FFY to-date contracts of \$14,576,680.

### QUARTERLY - PARTICIPATION OF DBE FIRMS BY CLASSIFICATION (October 1, 2018 – June 30, 2019)

Classification	1st. Quarter		2 <sup>nd</sup> Quarter		3 <sup>rd</sup> Quarter		4 <sup>th</sup> Quarter	
	Oct. 1 – Dec. 31		Jan. 1 –March 31		April 1 – June 30		July 1 – Sept. 30	
<b>Caucasian Female</b>	0	0	\$12,550	0.4%	\$50,625	9.9%	0	0
<b>African American</b>	0	0	\$2,781,200	99.6%	\$32,961	6.4%	\$3,000	50.0%
<b>Asian</b>	0	0	0	0	0	0	\$3,000	50.0%
<b>Hispanic</b>	\$370,000	100.0%	0	0	\$22,919	4.5%	0	0
<b>Other</b>	0	0	0	0	\$405,000	79.2%	0	0
<b>TOTAL</b>	<b>\$370,000</b>	<b>100.0%</b>	<b>\$2,793,750</b>	<b>100.0%</b>	<b>\$511,505</b>	<b>100.0%</b>	<b>\$6,000</b>	<b>100.0%</b>



## CURRENT QUARTER - DBE PERFORMANCE BY CONTRACT CATEGORY

(July 1, 2019 – September 30, 2019)

	Construction	Professional Services	Equipment & Supply	Total
<b>DBE Dollars</b>	\$0	\$6,000	0	\$6,000
<b>All Dollars</b>	0	\$300,000	\$673,685	\$973,685
<b>% DBE Participation</b>	<b>0</b>	<b>2.0%</b>	<b>0</b>	<b>0.6%</b>

## YEAR TO DATE

### DBE PERFORMANCE BY QUARTER

(October 1, 2018 – September 30, 2019)

	Total Contracts	DBE Participation	% DBE Participation
<b>1st Qtr.</b>	\$2,322,565	\$370,000	15.9%
<b>2nd Qtr.</b>	\$10,089,940	\$2,793,750	27.7%
<b>3rd Qtr.</b>	\$1,190,491	\$511,505	43.0%
<b>4th Qtr.</b>	\$973,685	\$6,000	0.6%
<b>TOTAL</b>	<b>\$14,576,680</b>	<b>\$3,681,255</b>	<b>25.2%</b>

## Office of Business Development Activities

Outlined below are selected efforts undertaken during the 3<sup>rd</sup> Quarter of FFY 2019

### Selected Certification Activities during the quarter include:

- New Certification: 3
- Re-Certification: 11

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

- Completed: 15 Goal Settings
- Reviewed: 18 Certified Payroll Reports
- On-Site Visit: 1

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

- Participated on Cleveland B2B Matchmaker presented by Cose & Greater Cleveland Partnership
- Attended NTI: American Contract Compliance Association (ACCA) in San Diego, CA
- Hosted Small Business Participation Workshop at Lakeland Community College

## Affirmative Action

The Affirmative Action Goals for the employment of women in all categories except for administrative support for the overall years (2015-2019).

Performance Measure	Fiscal Year Target	2015 – 2018 Total (07/15-06/18)	2019								Total Target to Date (2015-2019)			
			Q1	Q2	Q3	Total	Minority	Female	Minority	Female				
<b>Affirmative Action:</b>	<b>Minority</b>	<b>Female</b>	<b>Minority</b>	<b>Female</b>	<b>Minority</b>	<b>Female</b>	<b>Minority</b>	<b>Female</b>	<b>Minority</b>	<b>Female</b>	<b>Minority</b>	<b>Female</b>	<b>Minority</b>	<b>Female</b>
<b>Officials/ Administrators</b>	N/A	4	N/A	9	N/A	0	N/A	0	N/A	1	N/A	1	N/A	10
<b>Professionals</b>	N/A	28	N/A	74	N/A	4	N/A	9	N/A	4	N/A	17	N/A	91
<b>Technicians</b>	N/A	29	N/A	18	N/A	0	N/A	0	N/A	0	N/A	0	N/A	18
<b>Protective Services</b>	N/A	4	N/A	13	N/A	0	N/A	0	N/A	0	N/A	0	N/A	13
<b>Administrative Support</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Semi &amp; Skilled Craft</b>	N/A	20	N/A	3	N/A	1	N/A	0	N/A	0	N/A	1	N/A	4
<b>Service Maintenance</b>	N/A	106	N/A	705	N/A	13	N/A	32	N/A	23	N/A	68	N/A	773
<b>Total</b>	<b>N/A</b>	<b>191</b>	<b>N/A</b>	<b>822</b>	<b>N/A</b>	<b>18</b>	<b>N/A</b>	<b>41</b>	<b>N/A</b>	<b>28</b>	<b>N/A</b>	<b>87</b>	<b>N/A</b>	<b>909</b>

The numbers reported for the 3<sup>rd</sup> Quarter and Total Target include new hires, rehires, and promotions in each of the designated categories.

## Succession Planning

We continue to advance our succession planning initiatives through our growing GCRTA People Strategy, which focuses on Culture & Engagement, Leadership Development & Talent Management, Innovation & Technology, Continuous Improvement, and Compliance. Strategic recruitment and selection, partnerships with key training resources, and multiple employee development opportunities across all work segments are key to our approach to Leadership Development & Talent Management.

### 3<sup>rd</sup> Quarter Results

The following highlights our succession planning and employee development efforts during the 3<sup>rd</sup> Quarter, and year to date:

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

The Frontline Supervisor & Training Development Program, started in 2017, is a partnership with Tri-C Corporate College, which continues to develop management and leadership capability and capacity for our new and tenured frontline supervisors. Three cohorts of 38 supervisors completed training from 2017-2018. During the 3<sup>rd</sup> Quarter, the fourth cohort of 14 frontline supervisors completed training. A graduation ceremony was held October 30, 2019 to recognize and celebrate the frontline supervisor's achievements. Our fifth cohort of frontline supervisors are on target to complete training in December 2019.

We also 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, in part, shows GCRTA's commitment to developing employees for promotion opportunities within all work segments, and particularly for key leadership positions.

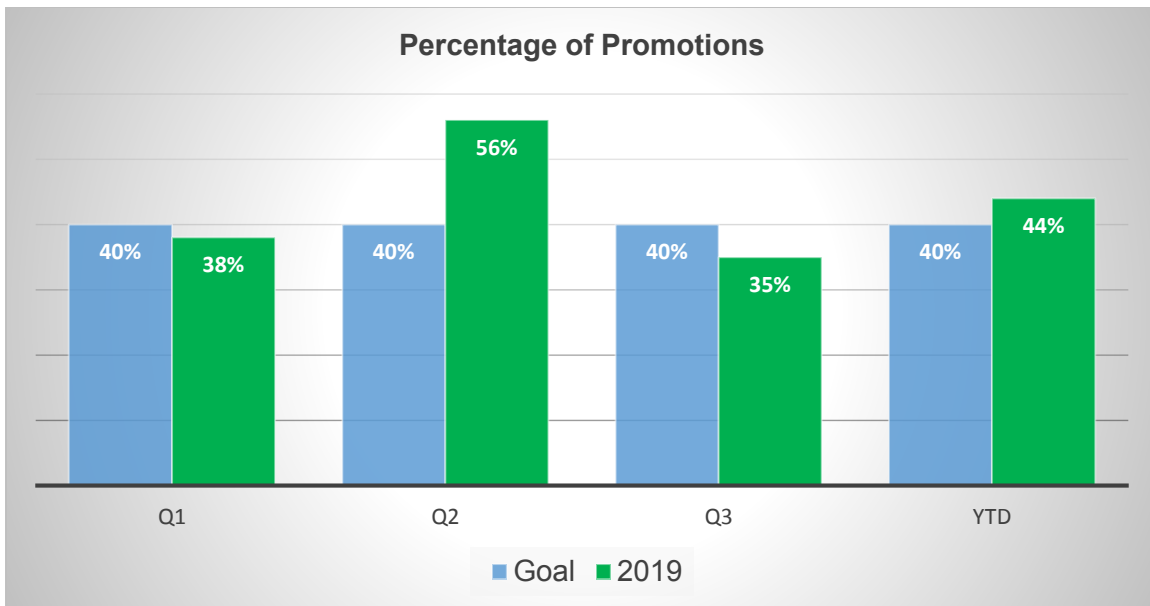


Figure 1: Percentage of Promotions

Listed below are notable promotions during the 3<sup>rd</sup> Quarter that highlight our succession planning and employee development efforts:

## **Management Succession**

- Daniel Kerg promoted from Electrical Equipment Engineer to Manager - Fleet Planning & Engineering in the Operations Division.
- Kathryn Porcella promoted from Senior Claims Adjuster to Claims Manager in the Legal Division.
- Alroy Gibson, Management Development Program (MDP) graduate, promoted from MDP Business Analyst to Assistant Manager-Operations in the Operations Division.
- Jennifer Martin, Public Transit Management Academy graduate, promoted from Assistant Contract Administrator to Contract Administrator in the Finance & Administration Division.

## **Frontline Supervisory and Technical Staff Positions**

- D'Von Gay promoted from Business Analyst to Service Quality Coordinator in the Operations Division.
- Gerald Crayton promoted from Rail Operator 437 to Rail Control Center Supervisor 635 in the Operations Division.

## Engineering/Construction Program

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

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

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

Project	Description	Status
<b><u>Bridges</u></b>		
Rehabilitation of the Viaduct, Phase I (27Y)	RFP for design of repair elements Designer: Michael Baker International Cost: \$446,266	RFP was advertised January 21, 2019. Proposals received, consultant selected. NTP issued July 10, 2019. Underside street level inspection began September 14, 2019.
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: \$1,011,402	Contract awarded by Board on February 19, 2019. Notice to Proceed issued on April 4, 2019. Field inspection, testing, survey and soil borings performed during September 28, 2019 weekend shutdown.
Demolition of WB Access Road Bridge over Norfolk Southern (15.80)	Contractor: Bauman Enterprises, Inc. Construction Cost: \$568,977	Notice to Proceed issued June 13, 2016. Bridge demolished. Delay claims remain to be resolved. Legal Department has taken lead in resolving issues of contractor. NS final inspection June 13, 2019 with no outstanding items.
Rehabilitation of E. 116 <sup>th</sup> Bridge (16.68)	Rehabilitation of bridge deck over Trunk Line Designer: Michael Baker, Int. Cost: \$219,285	Notice to Proceed issued April 21, 2017. Project completed, working on closeout with ODOT.

Madison Ave. Bearing Seat Repairs (17.08)	Contractor: Suburban Maintenance & Construction, Inc. Cost: \$183,000	Notice to Proceed issued November 19, 2018 to Suburban. Grouting under floating bearings & steel repair. All work completed. This is the last report.
<b><u>Track &amp; Signals</u></b>		
Trunk Line Signaling Design (12D)	Design for Trunk Line (E. 79 to Shaker Sq. Station) Signal System Replacement Estimate: \$400,000	Proposals received October 3, 2019 and being evaluated.
West 65 Substation Replacement (23Z)	Substation Reconstruction Contractor: The Fowler Company Construction Cost: \$2,641,860	Design completed in-house. Project awarded at December 19, 2017 Board Meeting. Notice to Proceed issued February 13, 2018. Demolition of existing switchgear completed. Underground negative return cables completed. Equipment and switchgear installed. Commissioning completed. Awaiting training before placing on-line. Training to be completed week of October 21, 2019.
Tower City Tracks 10 & 13 (52M)	Design for Track Replacement and Signal System Upgrades Consultant: TranSystems Cost: \$1,172,869	Notice to Proceed issued on September 7, 2017. IFB package for construction to be advertised on January 21, 2019. Project construction NTP issued May 13, 2019 to RailWorks. A/E performing construction administration.
Tower City Tracks 10 & 13 (52M)	Track Replacement and Signal System Upgrades Contractor: RailWorks Construction Cost: \$11,860,000	IFB package was advertised on January 21, 2019. Project Notice to Proceed issued May 13, 2019 to Railworks. Submittals being processed. Demolition of track 10E completed. GL1 powered down for examination and successfully restarted.
CRMF-Track 3 (52-O)	Repair and four Transfer Table Crossings Contractor: TRAC Construction Cost: \$788,888	Notice to Proceed issued on August 21, 2018. New track and crossings in place. Clearance problem grinding with crossing guardrail has prevented transfer table travel to Track 3. Guardrail grinding will be attempted to remedy.

<p>Red Line West Track, West Park to Airport Tunnel (52R)</p>	<p>Track Reconstruction Contractor: RailWorks Construction Cost: \$7,075,249</p>	<p>Contract awarded at March 5, 2019 Board Meeting. Notice to Proceed issued April 8, 2019. Construction completed. Closeout underway.</p>
<p>Trunk Line Track Rehabilitation Section 1 (52S)</p>	<p>Construction Estimate: TBD</p>	<p>Kinsman to Buckeye-Woodhill Station track and signal renewal. In-house design underway.</p>
<p>Puritas Substation Replacement Design (60A)</p>	<p>Furnish and Install Modular Substation Contractor: Hatzel &amp; Buehler Construction Cost: \$2,637,633</p>	<p>Notice to Proceed issued December 12, 2018. Submittals processed. Factory Acceptance Test of transformer/rectifier completed June 13 &amp; 14, 2019. Substation delivery anticipated in October 2019.</p>
<p>Warrensville/Van Aken Substation Replacement (60B)</p>	<p>Furnish and Install Modular Warrensville/ Van Aken Substation Construction Estimate: \$3,014,273</p>	<p>Working with The Illuminating Company for service to new site. Demolition of existing substation completed. Modular substation to be built at new location. Comfort station to be built near existing site. Project advertised September 23, 2019. Bids due October 30, 2019.</p>

**Passenger Facilities**

*Rapid Stations*

<p>Brookpark Rapid Transit Station Construction (24J(c))</p>	<p>Reconstruction of the Brookpark Station Contractor: Mid-American Construction, LLC Construction Cost: \$12,385,414</p>	<p>NTP issued May 11, 2015. Contractor did not meet the substantial completion date of March 26, 2017. Substantial completion was reached June 9, 2017. Surety representative failed to assist contractor in closing project. Awaiting lien resolutions between contractor and many sub-contractors. Arbitration settlement reached with one subcontractor. Liquidated damages assessed. Subcontractors continue to call for payment. Legal/Project Office had meetings with Contractor's new attorney and Settlement agreement has been reached. Close-out ongoing.</p>
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E. 116th Station Design (24R)	ADA reconstruction of E. 116 Light Rail Station Consultant: City Architecture Design Cost: \$537,490	Request for Proposals received January 3, 2014. Board awarded contract to City Architecture March 18, 2014. Notice to Proceed issued April 24, 2014. Project construction complete. Consultant providing As-builts. Closeout underway.
E. 116 Station Construction (24R)	Contractor: Panzica Construction Cost: \$5,474,878	Project awarded at January 16, 2018 Board Meeting. Notice to Proceed issued March 5, 2018. Project complete. Closeout underway. Final invoice awaited.
E. 79 <sup>th</sup> Station (24U)	Reconstruction of E. 79 <sup>th</sup> Station In-House Design	In-House design for new station includes ramp system for ADA access. Presentation to City of Cleveland Planning Commission on April 5, 2019. Signaling design performed by Mott MacDonald. Structural design performed by HWH. Construction advertisement planned for November 2019. Interim design completed.
<b>Planning</b> Opportunity Corridor Improvements (15.97)	Opportunity Corridor TWE Improvements on E. 105 <sup>th</sup> Contractor: Millstone Cost: \$396,000	Project funded by ODOT to improve E. 105 <sup>th</sup> bus stop areas at Cedar, Carnegie, Euclid & Chester. Worked with City, ODOT & Clinic to determine project requirements for bidding. Station elements have been finalized. RFP for the kiosk was canceled. Bus station contract was awarded at the May 15, 2018 Board Meeting. Came to resolution with Clinic and ODOT on design and locations. Shelter design has been approved by CCF. Change Order has been received. CCF withdrew funding from project. RTA proceeding with original design. CO to Millstone issued. Easements granted by CCF. Building permits issued and shelters have been ordered. Concrete pads to be poured by end of November. Shelters ordered, to be delivered in February 2020. Project to be completed in March 2020.



<p>LEED Commissioning for Station Projects (13.33)</p>	<p>Review station design drawings and materials for environmental impact to meet LEEDS certification                  Consultant: Karpinski Engineering Co.                  Cost: \$48,560</p>	<p>Project completed. This is the last report.</p>
<p>Strategic Plan 2020-2030 (18.05)</p>	<p>Update of Strategic Plan                  Contractor: HDR                  Cost Estimate: \$249,285.90</p>	<p>Package sent to Procurement on October 23, 2018. Proposals received on December 11, 2018. Board awarded Contract to HDR in the amount of \$249,285.00 on February 19, 2019. Kick-off meeting held April 24, 2019. Stakeholder meetings were held in May 2019. Additional technology meeting completed in July. Consultants met with new GM on October 7, 2019.</p>
<p>W. 25<sup>th</sup> Street TOD Plan (18.42)</p>	<p>TOD Planning for W. 25<sup>th</sup> Street                  Contractor: TBD                  Cost: \$336,000</p>	<p>FTA awarded RTA \$336,000.00 in planning funds. Grant process is completed and RFP has been submitted to Procurement.</p>
<p>E. 79<sup>th</sup> Public Art Fence 24(U)</p>	<p>Public Art Fence for E. 79                  Contractor: TBD                  Cost: \$24,000</p>	<p>Call for Artists being prepared for solicitation for artistic fence. Call was sent out in July with responses originally due in August, however, has been extended through October 11, 2019.</p>
<p><b><u>Maintenance Facilities</u></b></p>	<p>Infrastructure upgrades for CNG fueling at Hayden, CBMF and Triskett                  Consultant: Wendel                  Cost: \$553,023</p>	<p>Board awarded contract on October 21, 2014. Design completed. Support for Construction of improvements continuing. Triskett plans and specifications received. Hayden portion of project closed-out. CBMF gas detection system approved by City. Certificate of Occupancy obtained from City of Cleveland and East Cleveland. CBMF and Hayden design closed. This is the last report.</p>

CNG Heavy Maintenance Infrastructure Upgrades at Hayden & CBMF (61B-c)	Contractor: EnviroCom Constr., Inc. Construction Cost: \$2,530,757	Board awarded contract on November 17, 2015. Notice to proceed was issued on December 22, 2015. Work at CBMF and Hayden 100% complete. Gas detection system installation completed at both garages. Cleveland and East Cleveland occupancy permits obtained. Project in closeout. Dispute regarding gas detector maintenance prevents closure.
CNG (HVAC) Infrastructure Upgrades at Triskett (61E)	Consultant: Wendel HVAC Design Cost: \$345,374	Board awarded contract on April 16, 2019. Notice to Proceed issued on May 30, 2019. Design for rooftop HVAC upgrades over the bus storage area of Triskett Bus Garage is underway.
CNG Compressor Station and Back-up Generator at Triskett	Contractor: Trillium Construction Cost: \$5,835,000	RFP was issued on April 22, 2019 and proposals were received on May 22, 2019. Board awarded contract on August 20, 2019.



Greater Cleveland Regional Transit  
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