



Quarterly Management Report First Quarter 2020



Q1

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From the General Manager



The 1st quarter of 2020 was an unprecedented time in the history for the Greater Cleveland Regional Transit Authority (GCRTA) – and of our nation. As an essential service in the midst of the COVID-19 pandemic, GCRTA was called upon to provide a critical mobility lifeline for the public. It became more apparent than ever that GCRTA provides a vital public service that connects customers to medical appointments, pharmacies, grocery stores and essential jobs, and true to form, our staff rallied to be there when the community needed us most.

Even prior to the first case of the coronavirus noted in Ohio, GCRTA implemented an enhanced cleaning protocol for all our facilities, office buildings, buses, trains, paratransit and Transit Police vehicles every 24 hours. We also purchased the latest technology in the battle against the virus, the Moonbeam 3, that uses ultraviolet rays to quickly disinfect the inside of a vehicle or areas that house electronic equipment.

Since then, staff volunteered their time to make face coverings, assemble personal protective equipment (PPE) kits with goggles, gloves, sanitizers and disinfecting wipes. Thousands of additional face masks were distributed to frontline workers, plexi-glass shields now surround customer service and booth attendant staff, and we have installed protective plastic “curtains” around operators on all vehicle modes. At the same time, on-board physical distancing guidelines are in place for operators and customers alike, as well as employees at each district and every office complex.

Governor DeWine’s “Stay at Home” order for Ohioans also necessitated a change in the delivery of our normal service. On March 24th, all Park-N-Ride and Downtown Trolley bus service was suspended, and service frequency reductions were scheduled for early April on all modes. Communication efforts were also enhanced, with a special COVID-19 landing page on our website as well as on the intranet, capturing the most important information relevant to both internal and external audiences.

On March 27, the Coronavirus Aid, Relief and Economic Security (CARES) Act was passed by Congress with overwhelming bi-partisan support. This landmark legislation included an earmark of \$25 billion for public transportation. An estimated \$111 million will be available to GCRTA to help offset the loss of revenue and added expenses associated with the COVID-19 pandemic.

Although response to the coronavirus demanded considerable extra staff effort, the 1st quarter also presented other opportunities to improve and become active business partners in the community. GCRTA became the recipient of a \$100,000 Paradox Prize grant from the Fund for Our Economic Future. The grant is designed to aid some 50 to 100 participants enrolled in entry level job training programs offered by the Centers for Families and Children and provides trip planning and fare media for their transportation needs. With the assistance of this grant funding,

GCRTA will be able to study workers' travel patterns, fare equity needs, and other issues that could preclude or hinder customers from using public transit to get to their places of employment.

On March 18, GCRTA was honored to honor those who serve on the frontline everyday by celebrating National Transit Driver Appreciation Day. All operators at GCRTA's four districts received giant thank you cards, healthy snacks, and became the stars in dozens of photos splashed across social media. It was a privilege to thank our dedicated operators and to receive such positive feedback from customers, who joined us on social media in expressing their gratitude.

Work also continued on the Strategic Plan process during the 1st quarter, with nine community meetings held at various locations across GCRTA's service area. Both in-person and virtual gatherings provided valuable information and garnered critical feedback via 500-plus surveys, hands-on activities, Facebook live streaming, and on-line questionnaires. Recommendations and objectives will continue to be developed as the planning process moves into the next phase. The final strategic plan should be ready for presentation and adoption later this year.

I think it's safe to say that we will always remember the 1st quarter of 2020 as a challenging yet remarkable time, when GCRTA frontline staff were called upon to deliver critical services in an unprecedented time of need and in an environment that presented so many unknowns. I could not be more proud of the heroic efforts that were implemented to both serve and inform our customers and employees during a time when the way was not always clear. Through it all, I continue to be encouraged by the hard work and teamwork that resulted in keeping both our customers and operators safe throughout this unprecedented time.

This report provides an update on GCRTA's finances, performance management initiatives, disadvantaged business enterprise (DBE) program, and other strategic objectives. In the upcoming quarters, the team will continue along our path of execution and strategic planning. We will do so with the community at-large as we look to re-imagine transit in Northeast Ohio. The intent of the Quarterly Management Report is to provide information to assist you in carrying out your oversight role and statutory responsibilities as the Governing Board of the Authority.

Thank you, and be well.



India L. Birdsong
General Manager, Chief Executive Officer

Financial Analysis

Financial Vision

FY 2020 General Fund Balance Analysis - 1st Quarter						
	2019 Actual	2020 Budget	2020 Q1 Budget	2020 Q1 Actual	Q1 Variance	Q1 % Variance
Beginning Balance	\$ 38,959,995	\$ 37,136,081	\$ 37,136,081	\$ 41,577,395	\$ 4,441,314	12.0%
Revenue						
Passenger Fares	42,785,750	41,446,822	9,153,463	9,375,955	222,492	2.4%
Advertising & Concessions	2,069,726	2,400,863	1,666,627	1,769,679	103,052	6.2%
Sales & Use Tax	212,192,079	215,396,173	55,478,688	57,973,409	2,494,721	4.5%
Investment Income	910,634	779,858	237,625	275,046	37,421	15.7%
Other Revenue	2,747,874	2,100,000	344,947	88,436	(256,511)	-74.4%
Reimbursed Expenditures	25,289,403	21,520,000	11,839,601	11,878,613	39,012	0.3%
Total Revenue	285,995,466	283,643,716	78,720,951	81,361,138	2,640,187	3.4%
Total Resources	\$ 324,955,461	\$ 320,779,797	\$ 115,857,032	\$ 122,938,533	\$ 7,081,501	6.1%
Operating Expenditures						
Salaries & Overtime	134,891,188	143,667,173	34,288,279	36,370,114	2,081,834	6.1%
Payroll Taxes & Fringes	49,579,426	53,391,398	12,684,183	11,847,255	(836,928)	-6.6%
Fuel (Diesel, CNG, Prop. Pwr., Propane, Gas)	8,950,522	9,443,600	3,248,176	2,173,567	(1,074,609)	-33.1%
Utilities	5,155,284	5,655,857	1,051,964	974,686	(77,278)	-7.3%
Inventory	11,226,105	13,711,000	3,427,750	2,731,230	(696,520)	-20.3%
Services & Materials & Supplies	18,522,788	19,430,753	4,857,689	4,660,583	(197,106)	-4.1%
Purchased Transportation	9,177,877	10,345,000	2,423,750	2,680,331	256,581	10.6%
Other Expenditures	4,815,590	6,569,092	2,543,421	1,041,698	(1,501,723)	-59.0%
Total Operating Expenditures	242,318,780	262,213,873	64,525,212	62,479,464	(2,045,748)	-3.2%
Transfers to Other Funds						
Transfer to/from Insurance Fund	2,700,000	2,000,000	2,000,000	-	(2,000,000)	-100.0%
Transfer to/from Pension Fund	50,000	50,000	50,000	50,000	-	0.0%
Transfer to Reserve Fund	12,965,059	5,878,615	-	100,000	100,000	#DIV/0!
Transfer from Reserve Fund	-	(1,450,000)	-	-	-	0.0%
Transfers to Capital						
Transfer to/from Bond Retirement Fund	13,339,003	13,714,842	3,428,711	3,659,972	231,262	6.7%
Transfer to/from Capital Improvement Fund	12,005,224	13,397,525	3,349,381	1,305,000	(2,044,381)	-61.0%
Total Transfer to Capital	25,344,227	27,112,367	6,778,092	4,964,972	(1,813,120)	-26.7%
Total Transfers to Other Funds	41,059,286	33,590,982	8,828,092	5,114,972	(3,713,120)	-42.1%
Total Expenditures	283,378,066	295,804,855	73,353,304	67,594,436	(5,758,868)	-7.9%
Ending Balance	\$ 41,577,395	\$ 24,974,941	\$ 42,503,728	\$ 55,344,097	\$ 12,840,369	30.2%
Add: Beginning Encumbrances				7,393,933		
Less: Ending Encumbrances				(27,266,086)		
Available Ending Balance				\$ 35,471,944		

Introduction

The 1st quarter of 2020 was stable compared to the 1st quarter budget. Through the 1st quarter, Sales & Use Tax and Passenger Fare revenues were higher than the budget; however, with the COVID-19 pandemic, which led to Governor DeWine's state of emergency and stay-at-home order, this picture, will change dramatically in the 2nd and 3rd quarters. Sales & Use tax receipts have a 3-month lag. The receipts collected in January through March are for economic activity from October through December 2019. As a result, sales tax collections relating to the activity in March and April 2020 will be received in June and July 2020.

Total revenues received through the 1st quarter 2020 are 3.4% higher than budgeted. Sales tax collections were \$2.5 million, or 4.5%, above budget. Passenger fares collected through 1st quarter were 2.4% above budget, mainly due to vendors submitting ticket and pass payments from prior months. (See Figure 1)

Operating Expenses were \$2.0 million, or -3.2%, below budget for the 1st quarter. Salaries and Overtime was \$2.1 million, or 6.1%, above budget. The ATU finalized their new contract in December 2019. In accordance with the terms of the agreement, a payment for a retroactive salary and wages increase for 2019 made in January 2020 for all ATU employees.

The Authority’s current Strategic Plan addresses four areas of performance: Fiscal Responsibility, Voice of the Customer, Continual Process Improvement and Innovation, and Learning and 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 2.

Financial Goals						
KPI	Definition	Goal	Q1	Q2	Q3	Q4
General Fund Revenues	Increase of General Fund Revenues compared to prior year	≥ 1%	1.6%			
Passenger Fare Ratio	Passenger Fares divided by operating expenses	≥ 20%	17.1%			
General Fund: Expenses vs. Revenues	General Fund Expenses are less than General Fund Revenues	≤ 1%	-16.9%			
Personnel Cost vs. Budget	Actual Personnel Costs are less than Budget	≤ 2%	2.7%			

Figure 2: Strategic Plan. Financial Vision Balanced Scorecard

Balanced Scorecard Overview

Total Revenues through the 1st quarter 2020 were 1.6% higher than the same period in 2019. Sales and Use Tax receipts were 6.1% higher than 2019 and Passenger Fares were 0.2% higher than 2019.

The Passenger Fare Ratio is an efficiency ratio indicating the percentage of operating expenses covered by passenger fares. At 17.1%, the passenger fare ratio falls short of the 20% goal. This ratio is different from the Operating Ratio under the Financial Policy Goals, which also includes advertising and investments as operating revenues.

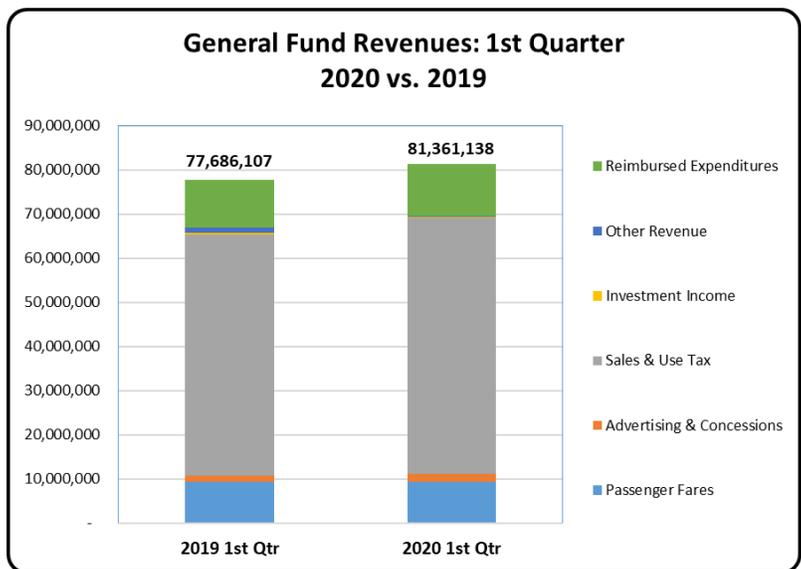


Figure 3

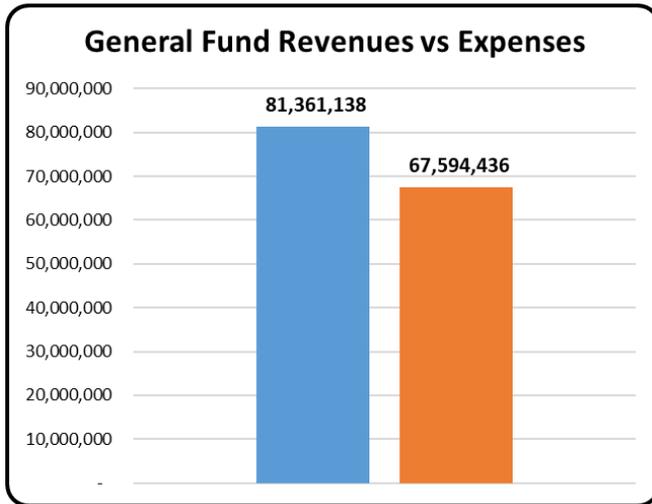


Figure 4

As a part of Fiscal Responsibility, our goal is to maintain the General Fund Expenditures under General Fund Revenues. Total General Fund Expenses were 16.9% lower than General Fund revenues. (See Figure 4) Six of the eight categories were under budget for the 1st quarter in 2020. Salaries & Overtime and Purchased Transportation were over budget during the 1st quarter. Salaries and Overtime included a retroactive payment for ATU employees for the 2019 salary and wage increase.

Financial Goals

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

Operating Efficiency

The policy goal is to maintain an **Operating Ratio** of at least 25 percent. At the end of the 1st quarter, the Operating Ratio is 18.3%. This ratio shows the efficiency of management by comparing operating expenses to operating revenues (Passenger Fares, Advertising & Concessions, and Investment Income). The Operating Ratio for the FY 2020 Budget was 17.1%. With a 2.4% increase in fares and a 3.2% decrease in expenses, the 1st quarter Operating Ratio is better than budget.

The target of the **Cost per Hour of Service** measure is for such service to be maintained at or below the rate of inflation. The Federal Reserve projected inflation to be between 1.8% and 2.1% for 2020 when the FY 2020 Budget was created. For March 2020, the inflation rate decreased to 1.54%, from 2.33% in February, per the Bureau of Labor Statistics. The Cost per Hour of Service is a measure of service efficiency, dividing total operating expenses by total service hours. Service hours decreased by 8.44%, compared to 1st quarter 2019. Operating Expenses for 1st quarter 2020 increased by 10.5%, compared to 1st quarter 2019. This increase is due to the retroactive wage increase for ATU employees, associated payroll taxes, overtime, services and supplies needed for cleaning and disinfecting for COVID-19, and additional costs in Purchased Transportation. For the 1st quarter 2020, the Cost per Hour of Service will not meet the Board Policy goal.

Operating Reserve is targeted for a period of 30 Days or 1 Month, which requires the available cash and cash equivalents to one month’s operating expenses to cover any unforeseen or extraordinary fluctuations in revenues or expenses. With an ending available balance of \$35.5 million, the Operating Reserve is 1.7 months, which is in excess of the goal.

Capital Efficiency

The **Debt Service Coverage** ratio is the measure of the Authority’s ability to meet annual interest and principal payments on its outstanding debt. The goal is 1.5 or above and compares total operating resources (net of operating costs and transfers to the Insurance, Capital, and Pension Funds) with the Authority’s debt service needs. At the end of the 1st quarter, the Debt Service Coverage is 3.60 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. At the end of the 1st quarter, this indicator is 8.6% percent, below the policy goal of at least 10 percent. This is a timing issue and additional transfers are planned throughout the year.

The **Capital Maintenance Outlay to Capital Expansion Outlay** ratio shows the Authority’s focus is on the maintenance or State of Good Repair (SOGR) of its current assets rather than on the expansion of service levels. This continues to remain the best course available as the Authority continues its bus replacement program, equipment upgrades, and plans for rail vehicle replacement and rail infrastructure improvements.

In summary, two of the six financial goals meet the Board Policy Goals, and a third goal is projected to meet the goal by year-end.

		Board Policy Goals						
		KPI	Definition	Goal	Q1	Q2	Q3	Q4
Operating Efficiency	Operating Ratio	% of Operating Expenses are covered by Operating Revenues (Passenger Fares, Advertising, Investment Income)	≥ 25%	18.3%				
	Cost/Hour of Service	Dividing total operating expenses by total service hours						
	Growth per Year	Cost of delivering a unit of service compared to prior year	≤ rate of inflation (2.1%)					
	Operating Reserve (months)	Available ending balance is equal to cash equivalent of one-month’s operating expenses	≥ 1 month (1.0)	1.7				
Capital Efficiency	Debt Service Coverage	Authority’s ability to meet annual interest and principal payments on debt	≥ 1.5	3.6				
	Sales Tax Contribution to Capital	Transfers to fund the Authority’s bond retirement payments and local funding for capital projects	≥ 10%	8.6%				
	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: 1st Quarter 2020

Capital Commitments and Expenditures

Capital Revenues

Under the Federal Grant Program there are 35 active grant awards of which 25 are within the Formula Grant awards category and 10 that are either highly competitive or discretionary grants.

The Formula grants include the 5307 - Urbanize Area Formula Grant, 5337 - State of Good Repair (SOGR) Grant, and 5339 - Bus & Bus Facilities Grants totaling \$98.36 million. The major competitive grants that have been received and identified for Fiscal Year (FY) 2020 are 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) and DERG (Diesel Emission Reduction Grant) awards.

The Strategic Plan initiative for Capital revenue is to apply for and successfully receive at least \$20 million of competitive awards each year which would enable the Authority to focus on its State of Good Repair (SOGR) projects. Competitive awards (for which period?) totaled \$24.78 million, of which a combined \$6.0 million has been identified as Preventive Maintenance Reimbursements, \$3.33 million appropriated for 25 40-Ft CNG Buses, \$420,000 set aside for TOD (Transit Oriented Development) Transportation Studies, and \$705,618 awarded for Paratransit vehicles. The remaining projects receiving competitive grants include \$6.1 million for Radio CAD/AVL communication upgrades, \$250,000 for Asset Maintenance Software Database, \$3.3 million for Triskett CNG Building Compliance and \$382,915 for the S-Curve Retaining Wall repairs. Other continuing projects nearing completion are Hayden/CBM Building Compliance and 9 MCI Commuter Coaches. 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	\$98,361,575	\$74,519,459	\$23,842,116	34.0%
Local Funds	\$85,523,607	\$64,320,394	\$21,203,213	30.2%
Competitive Funds	\$24,778,976	\$0	\$24,778,976	35.3%
State Funds	\$0	\$0	\$0	0.0%
Other Funds	\$2,286,283	\$1,933,712	\$352,571	0.5%
Grand Total	\$210,950,441	\$140,773,565	\$70,176,876	100.0%

Commitments by Capital Category

The capital program is based on a multi-year, or Inception-to-Date (ITD) approach. The total capital appropriations of \$278.2 million for FY 2020 include appropriations of \$101.3 million for FY 2020 and \$176.9 million of prior year carryover.

Projects within the capital program are placed in eight categories as seen in the chart below. The chart compares the budget to the year-end projections for each category.

At the end of the 1st Quarter, project commitments total \$162.4 million, including \$81.7 million of ITD expenditures and \$80.7 million of current encumbrances, resulting in \$115.9 million, or

41.6%, of available funding. With the exception of \$17.4 million for preventive maintenance (PM) and other reimbursements to the Operating Budget, most capital activities during the 1st quarter were for continuation of projects that began in prior fiscal years and in preparation for planned FY 2020 construction projects and equipment/vehicle acquisitions. These projects continue to focus on the State of Good Repair (SOGR) of the Authority’s capital assets.

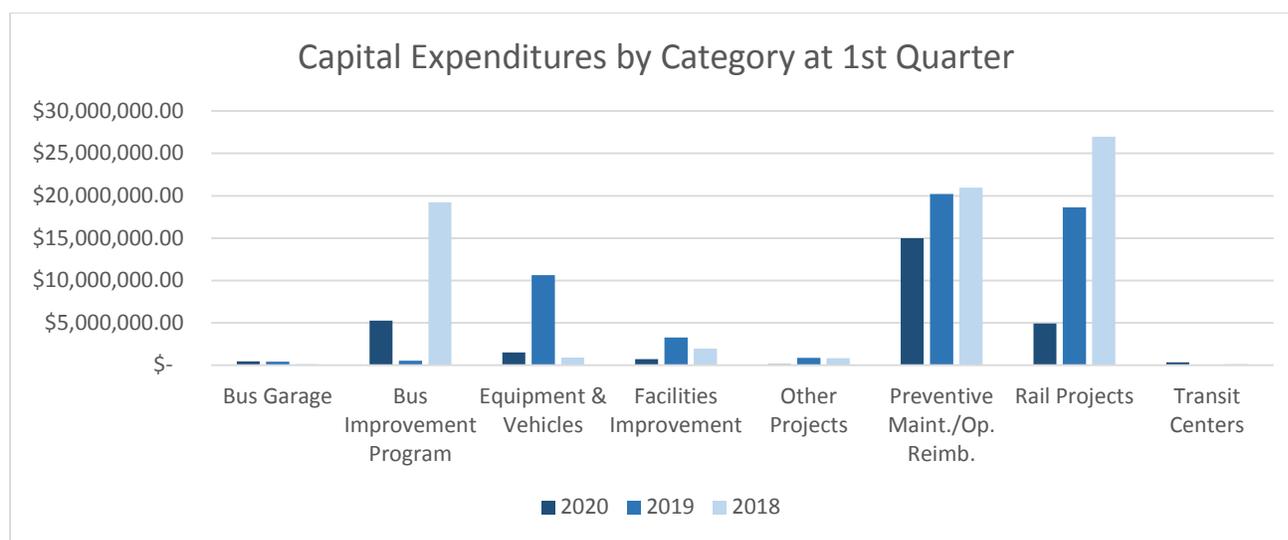
Projected activities within the GCRTA Capital and GCRTA Development Funds during the remainder of 2020 will result in estimated total commitments of \$216.0 million and available funding of \$62.2 million, or 22.4 %.

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

Category	Current Budget	Current Commitments	Projected Year-End	Proj. Variance vs. Current Budget	
Bus Garages	\$18,571,925	\$10,902,548	\$18,428,435	\$143,490	0.8%
Bus Improvement Program	\$47,195,453	\$24,479,334	\$36,408,206	\$10,787,247	22.9%
Equipment and Vehicles	\$26,252,423	\$21,881,877	\$23,916,692	\$2,335,731	8.9%
Facilities Improvements	\$21,716,163	\$4,842,822	\$13,073,819	\$8,642,344	39.8%
Other Projects	\$5,797,919	\$2,515,209	\$2,875,742	\$2,922,177	50.4%
Preventive Maint./Op. Reimb	\$22,612,215	\$17,424,796	\$22,612,215	\$0	0.0%
Rail Projects	\$134,787,890	\$79,875,629	\$97,316,537	\$37,471,353	27.8%
Transit Centers	\$1,308,308	\$434,465	\$434,465	\$873,843	66.8%
Grand Total	\$278,242,296	\$162,356,680	\$215,066,111	\$63,176,185	22.7%

Current Year Expenditures by Capital Category

The graph on the next page compares current expenditures for each category with prior years at the same point in time. The majority of the capital expenditures were Rail projects, Preventive Maintenance, and Equipment & Vehicles categories, generating a combined \$28.33 million, or 75.57%, of capital expenditures.



Bus Garages

These projects are for 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, Hayden/CBM Building Phase- 2, and Triskett CNG Building upgrades and building compliance for newly purchased CNG vehicles.

At the end of the 1st quarter, \$10.9 million of the current \$18.6 million category budget was committed, leaving available funding of \$7.7 million or 41.3%. A total \$18.4 million is projected by year-end. By year-end, total available funding of \$143,490, or 0.8%, is projected

Bus Improvement Program

The Authority continues to retire older fleets to purchase more fuel-efficient vehicles under the 7 year Bus Improvement Program. At the end of March, category commitments total \$24.5 million, out of a total appropriation of \$47.2 million, leaving available funding of \$22.7 million, or 48.1%.

These projects include current expenditures of \$5.3 million and bus spare parts to help maintain the Authority existing bus fleet. Projected commitments of \$11.9 million includes the bus purchase orders for 8 60-ft BRT Articulated vehicle and 6 40-ft CNG buses.

Equipment & Vehicles

At the end of the 1st quarter, total commitments of \$21.8 million include \$12.4 million of ITD expenditures and \$9.5 million of current encumbrances, resulting in available funding of \$4.3 million, or 16.6%. The majority of the open encumbrances within this category include, \$4.08 million or nearly 43.1%, within the on-going Fare Collection Equipment project and \$3.51 million, or 37.0% for Radio CAD/AVL. There has been limited progress in the year towards completion of Fare Collection project. In the Radio CAD/AVL project, a request was submitted to the Federal Highway Administration for reimbursement for expenses. Remaining commitments within this category are concentrated within various SOGR equipment & vehicle upgrade projects.

Expenditures totaled \$12.41 million, of which \$11.4 million were expensed within the GCRTA Development Fund for communication upgrades and \$1.0 million was expensed in the GCRTA Capital Fund for Information Technology projects, non-revenue vehicle replacements, and equipment pools.

Facilities Improvements

At the end of the 1st quarter, total commitments of \$4.8 million include \$2.4 million of ITD expenditures and \$2.48 million of current encumbrances resulting in available funding of \$16.0 million, or 77.7%,. During the 1st quarter, \$713,464 was expended for facility improvements and track bridge rehabilitation.

Projected commitments of \$8.2 million are for various SOGR projects and facility enhancements.

Other Projects

The Other Projects category includes capital projects for pass-through grants to other entities and other miscellaneous capital projects that do not fit into the other capital categories. At the close

of the 1st quarter, this category has combined project commitments of \$2.5 million out of the category budget of \$5.80 million resulting in available funding of \$3.3 million or 56.6%.

During the 1st quarter of the year, a combined \$136,862 of expenditures was generated by projects within this category. These projects include Transit Oriented Development, Anti-Terrorism Team, and TSA Canine Security Program.

Projected commitments of \$360,533 during the remainder of the year include \$117,833 for TSA Canine Security and \$242,700 for Anti-Terrorism Team Operations.

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.

First quarter activities resulted in total commitments of \$17.4 million, in which 77.0% of the expenditures were incurred during 1st quarter. The year-end total projected commitment of \$22.6 million will match the set budget for 2020.

Rail Projects

During 1st quarter, \$4.91 million was expended on various Rail system projects, of which \$1.64 million, or 33.4%, were incurred on the Tower City tracks 10 & 13 and \$968,753 at Puritas substation. The remainder of the expenditures during the 1st quarter occurred in other budgeted projects within this category.

At the end of March, \$79.9 million of the \$134.8 million budget for the Rail Projects category were committed resulting in available funding of \$54.9 million or 40.7%. Total commitments include \$32.7 million of ITD expenditures along with \$47.2 million of current encumbrances, focusing on achieving a SOGR on the rail system.

Projected commitments of \$17.4 million include \$3.2 million for Rail Profile Grinding Program, \$2.0 million for W. 30th Ohio City Transformer Rectifier, \$1.75 million for the Rail Vehicle-Prime Mover, and \$1.53 million to upgrade the Warrensville Van Aken Station Platform.

Transit Centers

Project commitments total \$434,465, out of the budget of \$1.3 million, resulting in available funding of \$873,843, or 66.8%.

In the first three months of the year, \$338,152 was expended project enhancements and phase 1 of Opportunity Corridor. There are no projected commitments of for the remainder of the year.

Performance Measures

PERFORMANCE MEASURE	Q 1	Q 2	Q 3	Q 4	Year to Date
<u>Passengers per bus/train hour:</u>					
Bus	17				17
Rail	50				50
*Total	20				20
*Calculated by dividing the quarter's total ridership by total system wide hours					
Revenue Vehicle Cost Per Mile: (Maintenance & Fuel)	\$2.55				\$2.55
% Of Scheduled Maintenance Completed (Revenue Vehicles)					
Bus	98%				98%
Rail	98%				98%
Paratransit (Revenue)	100%				100%
Paratransit (Non-Rev)	100%				100%

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 Accidents	The GCRTA <u>Preventable Collision Rate (PCR)</u> TEAM goal for 2020 is 1.35. The 2020 YTD 1st quarter PCR is 1.05, which is 22.2% lower than the TEAM goal and 14.6% lower than the 1.23 PCR for the same period in 2019. Total preventable collisions decreased 15.9% to 58 from 69. Mileage decreased 1.4%
Total Collision Rate	The GCRTA Total Collision Rate (TCR) for the 2020 YTD 1st quarter is 2.94, which is 2.8% higher than the 2.86 TCR for the same period in 2019. Total collisions increased 1.3% to from 160 to 162.

<p>On the Job Injury Rate</p>	<p>The GCRTA 2020 TEAM Injury Rate Goal is 8.0. The 2020 YTD 1st quarter Injury Rate of 6.67 is 16.6% below the TEAM Goal and 20.2% below the 8.36 Injury Rate for the same period in 2019. Total injuries decreased by 8 from 36 in 2019 to 28 in 2020. See the chart below</p>
<p>Number of Miles between Service Interruption</p>	<p>The metric tracks total vehicle miles in between any mechanical failure that results in a delay greater than five minutes in the schedule. There were 8,793 Miles Between Service Interruptions for 1st quarter, which is a 12.98% decrease from 1st quarter 2019 and a 4.28% increase from 4th quarter 2019.</p> <p>Hayden Fleet’s 2015 CNG coaches saw an increase in service interruptions over 1st quarter 2019. The 2007 New Flyer articulated coaches also saw an increase in service interruptions over 1st quarter 2019.</p> <p>Triskett’s Fleet’s 2009 New Flyer articulated coaches continue to have MBSI between 2,000-2,800, and the 2017 Gillig fleet saw a slight increase in service interruptions over 1st quarter 2019</p>
<p>On-Time Performance</p>	<p>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).</p> <p>An On Time Performance rate of 87.09% for 1st quarter 2020 represents a 2.96% increase from 1st quarter 2019 (84.59%) and a 5.78% increase from 4th quarter 2019 (82.33%).</p> <p>January and February were both strong months for on time performance (86.56%, 86.34% respectively). March was also strong at 88.27%, however a downturn in ridership may have increased adherence over the two previous months in 2020</p>
<p>Ridership</p>	<p>The 1st quarter 2020 had a total ridership of 6,782,281. This is a 12.42% decrease from 1st quarter 2019 (7,744,363) and a 15.60% decrease from 4th quarter 2019 (8,036,276).</p> <p>Bus ridership decreased by 15.52% in the 1st quarter of 2020 when compared to the 4th quarter of 2019. This is an 11.42% decrease from the same period in 2019.</p> <p>HealthLine ridership decreased by 15.88% in the 1st quarter of 2020 when compared to the 4th quarter of 2019, which is a 14.71% decrease from 1st quarter 2019.</p> <p>Heavy Rail ridership decreased by 14.40% and Light Rail ridership decreased by 22.96% in the 1st quarter of 2020 when compared to the 4th quarter of 2019. That is a 13.28% (HRV) and a 20.86% (LRV) decrease from the same period in 2019.</p>

<p>Ridership Continued...</p>	<p>All modes experienced significant downturns in ridership in the month of March due to COVID-19 pandemic and resulting economic downturn. Park-N-Ride and Trolley services were suspended effective Tuesday, March 24th, and service reductions are planned for the second quarter.</p>
<p>Customer Satisfaction/Boardings Between Complaints <small>*Formerly Ride Happy or Ride Free. Reporting method has changed January 2019</small></p>	<p>Boardings between Complaints tracks the number of boardings in between customer complaints logged in the Trapeze COM system. The 7,769 Boardings between Complaints for 1Q 2020 represents a 50.14% decrease from 1st quarter 2019 (15,582) and an 18.60% decrease from 4th quarter 2019 (9,544).</p> <p>Each district has shown a decrease in performance over 1st quarter 2019. Complaint process and tracking was adjusted 4th quarter 2019 for Paratransit District, driving recorded performance. Fixed route complaints continue to show Discourteous and Passed Passengers as highest priority complaint to address</p>
<p>Attendance</p>	<p>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 1st quarter 2020 Unscheduled Absence rate of 5.96% represents a 6.05% increase from 1Q 2019 (5.62%) and a 8.73% decrease from 4th quarter 2019 (6.53%)</p>

Quarterly Marketing Activities

In January, as part of Human Trafficking Awareness month, GCRTA and Transit Police worked with the Collaborative to End Human Trafficking to hold the 9th Annual Human Trafficking Awareness Event at Windermere station. Representatives from the Collaborate, Cleveland Rape Crisis Center and others provided information on the signs of human trafficking.

Marketing assisted the Planning and Project Development team with facilitating nine community meetings on GCRTA's upcoming strategic plan. The strategic plan takes a look at priorities for the Authority for the next 10 years

Disadvantaged Business Enterprise (DBE) Participation/Affirmative Action

The DBE program is administered on a federal fiscal year (FFY) that runs from October 1 – September 30. The Overall DBE Participation Goal on federally assisted contracts of \$25,000 and above for FFY 2019 - 2021 is 22.5%. Per federal regulations, the calculation of Overall DBE participation excludes real estate transactions and the procurement of Transit Vehicle Manufacturers (typically buses and Paratransit vehicles).

The performance period of January 1, 2020 – March 31, 2020 represents the 1st quarter of FFY 2020. DBE dollars awarded during the 1st quarter and FFY to-date on contracts greater than \$100,000 totaled **\$3,689,964 or 14.7%** on total contracts of **\$25,103,606**.

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

Classification	1st. Quarter		2 nd Quarter	
	Oct. 1 – Dec. 31		Jan. 1 –March 31	
African American	\$266,488	100.0%	\$1,697,645	46.0%
Asian	0	0		
Caucasian Female	0	0	\$1,916,006	51.9%
Hispanic	0	0	\$76,313	2.0%
TOTAL	\$266,488	100.0%	\$3,689,964	100%

**CURRENT QUARTER - DBE PERFORMANCE BY CONTRACT CATEGORY
(January 1, 2020 – March 31, 2020)**

	Construction	Professional Services	Equipment & Supply	Total
DBE Dollars	\$3,055,447	\$634,517	0	\$3,689,964
All Dollars	\$18,889,746	\$6,213,860	0	\$25,103,606
% DBE Participation	16.2%	10.2%	0.0%	14.7%

**YEAR TO DATE
DBE PERFORMANCE BY QUARTER
(October 1, 2019 – September 30, 2020)**

	Total Contracts	DBE Participation	% DBE Participation
1st Qtr.	\$3, 416,400	\$266,488	7.8%
2 nd Qtr.	\$25, 103,606	\$3, 689,964	14.7%
TOTAL	\$28, 520,006	\$3, 956,452	13.9%

Office of Business Development Activities

Outlined below are selected efforts undertaken during the second quarter of FFY 2020

Selected Certification Activities during the quarter include:

- Annual Declaration: 24

Selected Contract Compliance Activities during the quarter include:

- Completed: 20 Goal Settings
- Reviewed: 10 Certified Payroll Reports

Selected Outreach Efforts during the quarter include:

- Attended DBE Training in Louisville, KY
- Attended MLK Day celebration at Cleveland Clinic
- Presented at 2020 James H. Walker/Turner School on Construction Management
- Participated at Northeast Ohio Hispanic Chamber of Conference (NEOHCC) Construction Opportunity Fair

Selected Other Involvements

- Participated on Conference Call with ODOT on Unified Certification Program (UCP) Memorandum of Understanding (MOU)
- Participated on the LCP Tracker Demonstration for Certified Payroll Automation

Affirmative Action

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

EEO Job Category	2020 Quarterly Performance Report														
	Male							Female							
	Hispanic Goal	Total Placements Hispanic Males Q1	Asian Goal	Total Placements Asian Males Q1	2 or More Goal	Total Placements 2 or More Males Q1	White Goal	Total Placements White Females Q1	Black Goal	Total Placements Black Females Q1	Hispanic Goal	Total Placements Hispanic Females Q1	Asian Goal	Total Placements Asian Females Q1	Total Placement
Officials & Administrators	---		---		---	2	0	---		---		---		---	0
Professionals	---	1	2	1	---	45	2	---		---		3	0	3	
Technicians	---		---		---	24	1	---		1	0	1	0	1	
Protective Service	---		---		---	12	0	---		1	0	---		0	
Admin Support	---		---		---	51	1	---		---		---		1	
Skilled Craft	8	0	1	0	1	16	0	5	0	---		---		0	
Service Maintenance	24	0	9	0	3	258	2	--		23	0	10	0	3	
TOTAL	32	0	12	1	4	408	6	5	0	25	0	14	0	8	

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

Succession Planning

We continue to grow succession planning initiatives and GCRTA People Strategy, with a focus 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 for Leadership Development & Talent Management.

First Quarter Results

The following highlights our succession planning and employee development efforts during the 1st quarter of 2020.

Frontline Supervisor & Training Development Program

The Frontline Supervisor & Training Development Program, started in 2017, is a partnership with Cuyahoga Community College (Tri-C) Corporate College, which continues to develop management and leadership capability and capacity for our new and tenured frontline supervisors. In February 2020, our sixth cohort of 14 frontline supervisors started training. Five cohorts of 64 frontline supervisors have completed training from 2017-Present.

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). The percentage of promotions for the 1st quarter of 2020 was 40%. This metric, in part, shows GCRTA’s continued commitment to developing employees for promotion opportunities within all work segments, and particularly for key leadership positions.

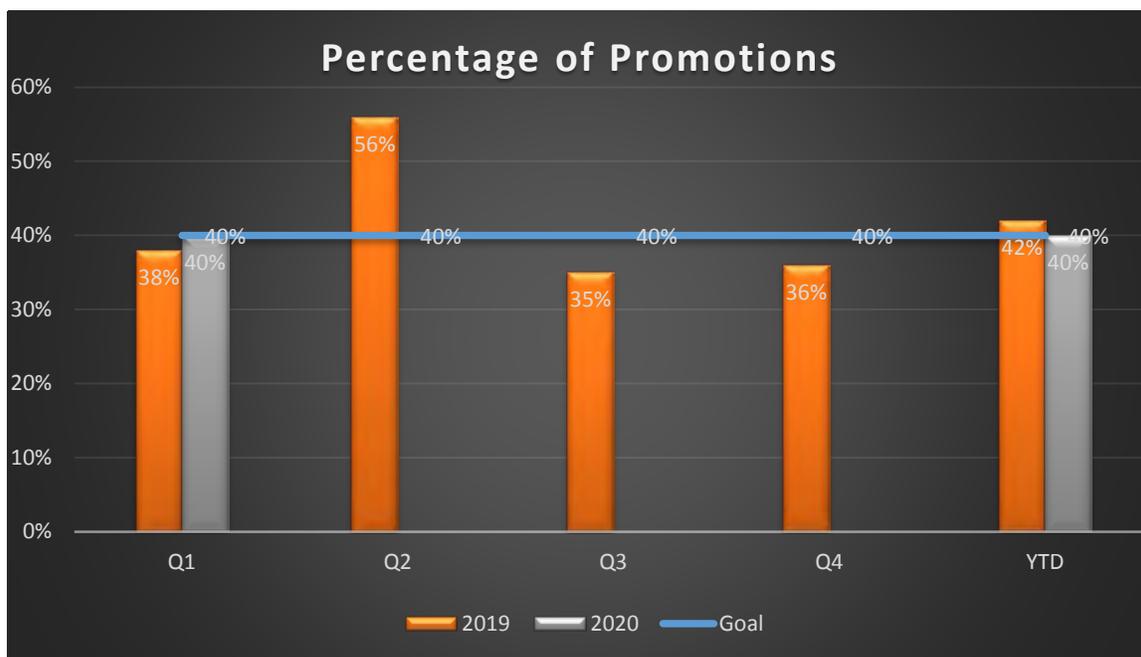


Figure 1

Listed below are notable promotions during the 1st quarter that highlight our succession planning and employee development efforts:

Management Succession

- Cindy Greenwald, Frontline Supervisor Training and Development Program graduate, promoted from Power & Way Inspector to Supervisor, Power & Way in the Operations Division.
- Tishna Morgan, Employee Promotability Training graduate, promoted from Claims Representative to Senior Claims Adjuster in the Legal Affairs Division.
- Nicholas Krehel Jr., Frontline Supervisor Training and Development Program graduate, promoted from Equipment Repair Leader 547 to Assistant Equipment Supervisor 647 in the Operations Division.
- Carl Kirkland promoted from Business Development Specialist to Director, Business Development in the Finance & Administration Division.
- Kenneth Bisson, promoted from Quality Assurance/Warranty Specialist to Quality Assurance/Warranty Administrator in the Operations Division.
- David Basso promoted from Rail Facilities Supervisor to Central Facilities Manager in the Operations Division.
- Kevin Case promoted from Transportation Safety Specialist II to Manager of Safety in the Legal Affairs Division.

Engineering/Construction Program

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

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

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

Project	Description	Status
<u>Bridges</u>		
Rehabilitation of the Viaduct, Phase I (27Y)	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. Preliminary report and alternatives received. Inspection completed September 14, 2019. Report review held December 2019. Design proceeding to 75%.
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. Investigation and alternatives report received January 24, 2020.
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 claim resolved on February 7, 2020. Final payment has been processed and project closed. This is last report.

<p>Rehabilitation of E. 116th Bridge (16.68)</p>	<p>Rehabilitation of bridge deck over Trunk Line Designer: Michael Baker, Int. Cost: \$219,285</p>	<p>Notice to Proceed issued April 21, 2017. Project completed, working on closeout with ODOT. Awaiting final Record Drawings from Baker.</p>
<p><u>Track & Signals</u></p>		
<p>Trunk Line Signaling Design (12D)</p>	<p>Design for Trunk Line (E. 79 to Shaker Sq. Station) Signal System Replacement Designer: Rio Grande Pacific Technology Cost: \$268,412</p>	<p>Contract awarded by Board on December 17, 2019. NTP to be issued February 13, 2020. Trunk Line Survey Report received March 2020. Proceeding to 30% design for advertisement.</p>
<p>West 65 Substation Replacement (23Z)</p>	<p>Substation Reconstruction Contractor: The Fowler Company Construction Cost: \$2,659,983</p>	<p>Design completed in-house. Project awarded at December 19, 2017 Board Meeting. Notice to Proceed issued Feb 13, 2018. Commissioning completed. Training completed. Closeout underway, station in service.</p>
<p>Tower City Tracks 10 & 13 (52M)</p>	<p>Design for Track Replacement and Signal System Upgrades Consultant: TranSystems Cost: \$1,172,869</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. A/E performing construction administration through Tom Taylor at WSP.</p>
<p>Tower City Tracks 10 & 13 (52M)</p>	<p>Track Replacement and Signal System Upgrades Contractor: RailWorks Construction Cost: \$11,996,137</p>	<p>IFB package advertised on January 21, 2019. Project Notice to Proceed issued May 13, 2019 to RailWorks. Submittals being processed. Reconstruction of track 10E with Low Vibration Track (LVT) completed. GL1 outputs an ongoing issue. Signal testing an ongoing issue. 10W track removal underway.</p>

<p>CRMF-Track 3 (52-O)</p>	<p>Track 3 and four Transfer Table Crossings Repair</p> <p>Contractor: TRAC Construction</p> <p>Cost: \$805,815</p>	<p>Notice to Proceed issued on August 21, 2018. New track and crossings in place. Transfer table operation over Track 3 still an issue. Problem resolution being investigated.</p>
<p>Trunk Line Track Rehabilitation Section 1 (52S)</p>	<p>Construction Contractor: Delta Railroad</p> <p>Cost: \$6,695,746</p>	<p>Kinsman to Buckeye-Woodhill Station track and ballast renewal. In-house design completed. Project awarded at March 24, 2020 Board meeting.</p>
<p>Puritas Substation Replacement Design (60A)</p>	<p>Furnish and Install Modular Substation</p> <p>Contractor: Hatzel & Buehler</p> <p>Construction</p> <p>Cost: \$2,807,468</p>	<p>Notice to Proceed issued December 12, 2018. Submittals processed. Factory Acceptance Test of transformer/rectifier completed June 13 & 14, 2019. Factory Acceptance Testing completed on February 3-4, 2020. Substation delivered and will be placed in April 2020.</p>
<p>Warrensville/Van Aken Substation Replacement (60B)</p>	<p>Furnish and Install Modular Warrensville/ Van Aken Substation</p> <p>Construction</p> <p>Contractor: Hatzel & Buehler</p> <p>Cost: \$2,849,000</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. Project awarded by the Board on November 19, 2019 and Notice to Proceed issued January 16, 2020.</p> <p>Answering RFI's and processing submittals.</p>

Passenger Facilities

Rapid Stations

<p>Brookpark Rapid Transit Station Construction (24J(c))</p>	<p>Reconstruction of the Brookpark Station</p> <p>Contractor: Mid-American Construction, LLC</p> <p>Construction</p> <p>Cost: \$12,385,413</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. Arbitration settlement reached with one subcontractor. Liquidated damages assessed. Project reached conclusion with distribution of funds to subcontractors and surety company. Distribution completed. Project closed. This is last report.</p>
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E. 79 th Station (24U)	Reconstruction of E. 79 th Red Line 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. Project awarded by the Board on January 21, 2020 and contract preparation underway. In-house design saved approximately \$1 million.
E. 79 th Station Signal (24U-Signal)	Signal Engineering for E. 79 th Station Consultant: Mott MacDonald Design Cost: \$251,034	Project awarded by the Board on May 14, 2019 and Notice to Proceed issued on August 12, 2019. Completed design of signal modifications and pedestrian crossing gate installation for the East 79th St .Station
E. 79 th Station (24U)	Reconstruction of E. 79 th Red Line Station Contractor: Panzica Construction Cost: \$\$6,399,000	Project successfully bid and awarded by the Board on January 21, 2020. Notice to proceed issued on March 13, 2020. Old station closed on April 1, 2020

Planning

Opportunity Corridor Improvements (15.97)	Opportunity Corridor TWE Improvements on E. 105 th Contractor: Millstone Cost: \$396,000	Project funded by ODOT to improve E. 105lh bus stop areas at Cedar, Carnegie, Euclid & Chester. Worked with City, ODOT & Cleveland Clinic Foundation (CCF) 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. GCRTA proceeding with original design. CO to Millstone issued. Property easements were granted by CCF. Building permits issued and shelters have been ordered. Concrete pads have all been poured. Shelters are ordered and to be delivered in February 2020. Shelters were installed. Landscaping is to be completed this Spring.
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Strategic Plan 2020-2030 (18.05)	Update of Strategic Plan Contractor: HDR Cost Estimate: \$249,285.90	Board awarded Contract to HOR in the amount of \$249,285.00 on February 19, 2019. Kick-off meeting held April 24, 2019. Stakeholder meetings were held in May 2019. Additional technology meeting completed in July. The consultants met with Ms. Birdsong on October 7, 2019. Consultants met w/Ms. Birdsong and Operating Division senior management on December 9, 2019. GCRTA employee survey conducted at operating districts on January 28, and 29, 2020. Public engagement meetings were completed. A draft of public engagement section has been reviewed and sent back to the consultant. Awaiting submission of final report. Final round of meetings to be scheduled this quarter
W. 25 th Street TOD Plan (18.42)	TOD Planning for W. 25th Street Contractor: Stantec Cost: \$414,068	FTA awarded GCRTA \$336,000.00 in competitive planning funds. Grant process is complete and RFP has issued responses, reviewed and evaluated. The contract was awarded by Board on February 18, 2020. Contract is being finalized with NTP anticipated in April 2020.
E. 79 th Public Art Fence 24(U)	Public Art Fence for E. 79 Contractor: Gwendolyn Garth Cost: \$2,600 Contractor: Lauren Asberry Cost: \$2,600	Call for Artists received on October 11, 2019. Award was made to two local artists. Contracts were executed with the artists. Designs were completed and translated into CAD. Awaiting approval of art design by the City before sending to fabricator.

Maintenance Facilities

Infrastructure Upgrades @ Hayden & CBMF for CNG (61B)	Infrastructure upgrades for CNG fueling at Hayden, CBMF and Triskett Consultant: Wendel Cost: \$553,023	Board awarded contract on October 21, 2014. Design completed. Support for Construction of improvements continuing. Triskett plans and specifications received. Hayden portion of project closed-out. CBMF gas detection system approved by City. Certificate of Occupancy obtained from City of Cleveland and East Cleveland. CBMF and Hayden design closed. Triskett portion of work to continue under 61C. Procurement has directed that this project, with an outstanding balance of \$21,400, remain open throughout the Triskett CNG installation.
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<p>Maintenance Area Infrastructure Upgrades at Triskett (61C)</p>	<p>Consultant: Wendel Design Cost: \$127,808</p>	<p>Design for Triskett Maintenance Bay only. Maintenance Bay design complete as 61B - Phase 11. Master construction package 61F to consist of 61B - Phase II, 61C, and 61E.</p>
<p>CNG Compressor Station and Back-up Generator at Triskett (61D)</p>	<p>Contractor: Trillium Construction Cost: \$4,974, 113</p>	<p>RFP issued April 22, 2019 and proposals received May 22, 2019. Board awarded contract on August 20, 2019. Notice to proceed issued December 5, 2019. Design approximately 90% complete. Trillium has selected Hembree Contracting of Bremen, Georgia for this work.</p>
<p>CNG (HVAC) Bus House Infrastructure Upgrades at Triskett (61E)</p>	<p>Consultant: Wendel HVAC Design Cost: \$345,374</p>	<p>Board awarded contract on April 16, 2019. Notice to Proceed issued on May 30, 2019. Rooftop HVAC unit system is to be replaced over Triskett Garage bus storage area. Evaluation of 100% design received January 24, 2020 ongoing.</p>
<p>Construction of CNG Infrastructure Upgrades at Triskett (61F)</p>	<p>Estimated Construction Cost: \$6,250,000</p>	<p>Combination of Wendel Design 61B, 61C and 61E for CNG required improvements to Triskett Bus Garage. Package preparation to occur in second quarter 2020 for bidding in May 2020.</p>



Greater Cleveland Regional Transit Authority
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