



Quarterly Management Report Second Quarter 2020



Q2

Contents

From the Acting General Manager1

Financial Analysis3

 Financial Goals 5

 Board Policy Goals..... 6

 Capital Commitments and Expenditures 8

 Performance Measures 13

Critical Success Factors..... 13

 Quarterly Marketing Activities..... 15

Disadvantaged Business Enterprise (DBE) Participation/Affirmative Action 16

Affirmative Action 18

Succession Planning..... 19

Engineering/Construction Program21

From the Acting General Manager



The 2nd quarter of 2020 continued to be dominated by COVID-19 challenges – challenges to our customers, our employees and the community at large. Ohio Governor Mike DeWine’s mandatory “Stay at Home” orders that began in mid-March continued through April and into May. As an essential service, the Greater Cleveland Regional Transit Authority (GCRTA) continued to provide transportation for essential workers who needed to get to work, medical appointments, pharmacies, grocery stores, or other destinations. Sanitizing and disinfecting efforts were expanded on board vehicles and GCRTA installed clear vinyl barriers on all buses, including paratransit vehicles, to protect both customers and employees. The barriers are made of marine grade vinyl and are custom cut to provide a secure enclosure that extends from the back of the operator’s seat to the front windshield, from the ceiling to the floor, and between the seat and the fare box.

During this time, Transit Police were called upon to help the community in unprecedented ways. With more homeless riding public transportation, Transit Police proactively engaged in collaborative efforts with local Social Service agencies to assist those in need. The goal was to connect the homeless and those with mental health concerns to critical services to assist them during this pandemic. Transit Police, along with the help of our Operators, coordinated with outreach workers to match individuals with local service providers. The collaborative efforts of GCRTA’s Transit Police, Operators, and Social Services has proven to be effective not only in reducing risks associated with COVID-19, but also in helping the homeless to obtain care that in many cases has been life-saving.

In May, the Governor announced his phased approach to reopening the State. As part of his Responsible RestartOhio, Governor DeWine mandated that all employees wear masks, and patrons of businesses were encouraged to wear a mask as well. After receiving mask donations from the Department of Transportation (DOT) and the Federal Emergency Management Association (FEMA), GCRTA began an effort to distribute masks to our riders. The distribution events, called “Need a Mask, Take a Mask,” began on June 24th and are scheduled to continue through August.

As businesses began reopening and their staff returned, GCRTA increased frequency on four of its most popular routes in conjunction with the service changes that took place on June 28th. A second service change is planned for August 9th, as the economy opens further and more employees return to work. This service change will include the return of three Park-N-Ride routes and the B-Line Trolley (modified) service. The Park-N-Ride service will operate Monday through Friday at a 30-minute frequency. The B-Line Trolley will operate on a modified route Monday through Friday at a 15-minute frequency.

In the midst of this pandemic, GCRTA is still committed to replacing the rail fleet, recapitalization of the rail infrastructure and investing in our communities. In April, GCRTA began construction on the new E. 79th Street Red Line Station. This station is the heart of a federally designated Opportunity Zone. The \$8 million project is part of a \$15 million investment in this community. The station will feature a series of ramps and stair structures, similar to Buckeye-Woodhill and Tri-C-Campus District stations, a new entry plaza, new platform constructed with fiberglass reinforced

plastic – which will be long enough to accommodate three-car trains — upgraded lighting and camera systems, and a full replacement of track through this station.

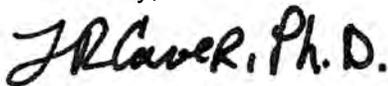
As part of GCRTA's ongoing state of good repair work, in June the Blue and Green line rail service east of Tower City was suspended for major track replacement on the truck line. The project included the replacement of more than 6,000 ties, along with new rail and ballast. Regular service will resume on August 9th.

GCRTA's Rail Car Replacement Team has continued to move forward with exploring the best options for replacing our aging rail fleet. They have hosted presentations from several rail car manufacturers to learn what may be best for our riders, employees, and community. The team also hosted LTK Engineering to review the current system and are in the process of developing the content for the request for proposal (RFP). The schedule for releasing the RFP is set for the fall.

The end of May brought additional challenges, not only for GCRTA but also for the City of Cleveland, as hundreds engaged in civil unrest due to the tragic deaths of Mr. George Floyd, Mr. Ahmaud Arbery, Ms. Breonna Taylor, and many others. GCRTA's leadership issued a statement expressing our intent to serve as a champion for our region's resilience through public service. GCRTA represents thousands of essential workers and their families who are involved in conversations about social justice and equality. Work has begun on reviewing and energizing our Diversity and Inclusion strategy and assisting GCRTA employees with critical conversations on race relations. GCRTA has held thirteen (13) Zoom based conversations with staff on racial diversity issues.

In light of all the challenges during Q2 of 2020, GCRTA continued to show itself as more than a public transportation provider. *We* are a community leader; *We* are an employer; *We* are an economic partner; and *We* are public servants. We have diligently worked to keep our staff and riders safe. We have also continued to move forward with projects that will keep the system in a state of good repair and stimulate the economy for Northeast Ohio. We also stand ready to aid in the fight against social injustice and inequality and are ready to be part of the solution. We are, and will always be, a community stronger together than apart.

Sincerely,



Floun'say R. Caver, Ph.D.

Acting General Manager, Chief Executive Office

Financial Analysis

General Fund Quarterly Schedule						
	2019 Actual	2020 Budget	2020 Q2 Budget	2020 Q2 Actual	Q2 Variance	Q2 % 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	18,472,806	13,558,041	(4,914,765)	-26.6%
Advertising & Concessions	2,069,726	2,400,863	1,772,735	1,812,780	40,045	2.3%
Sales & Use Tax	212,192,079	215,396,173	105,629,230	105,653,170	23,940	0.0%
Investment Income	910,634	779,858	429,364	526,509	97,145	22.6%
Other Revenue	2,747,874	2,100,000	959,551	176,874	(782,677)	-81.6%
Reimbursed Expenditures	25,289,403	21,520,000	12,112,116	24,539,840	12,427,724	102.6%
CARES Act Funding	-	-	-	56,207,807	56,207,807	100.0%
Total Revenue	285,995,466	283,643,716	139,375,802	202,475,021	63,099,219	45.3%
Total Resources	\$ 324,955,461	\$ 320,779,797	\$176,511,883	\$ 244,052,416	\$ 67,540,533	38.3%
Operating Expenditures						
Salaries & Overtime	134,891,188	143,667,173	71,096,281	70,583,076	(513,205)	-0.7%
Payroll Taxes & Fringes	49,579,426	53,391,398	26,439,906	24,527,654	(1,912,252)	-7.2%
Fuel (Diesel, CNG, Prop. Pwr., Propane, Gas)	8,950,522	9,443,600	5,971,076	4,332,720	(1,638,356)	-27.4%
Utilities	5,155,284	5,655,857	2,103,928	2,038,605	(65,324)	-3.1%
Inventory	11,226,105	13,711,000	6,855,500	6,552,674	(302,826)	-4.4%
Services & Materials & Supplies	18,522,788	19,430,753	9,715,377	8,915,255	(800,122)	-8.2%
Purchased Transportation	9,177,877	10,345,000	5,497,500	3,643,444	(1,854,056)	-33.7%
Other Expenditures	4,815,590	6,569,092	3,871,011	1,747,493	(2,123,518)	-54.9%
Total Operating Expenditures	242,318,780	262,213,873	131,550,580	122,340,921	(9,209,659)	-7.0%
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	5,878,615	100,000	(5,778,615)	-98.3%
Transfer from Reserve Fund	-	(1,450,000)	-	-	-	0.0%
Transfers to Capital						
Transfer to/from Bond Retirement Fund	13,339,003	13,714,842	13,714,842	7,863,144	(5,851,698)	-42.7%
Transfer to/from Capital Improvement Fund	12,005,224	13,397,525	13,397,525	1,605,000	(11,792,525)	-88.0%
Total Transfer to Capital	25,344,227	27,112,367	27,112,367	9,468,144	(17,644,223)	-65.1%
Total Transfers to Other Funds	41,059,286	33,590,982	35,040,982	9,618,144	(25,422,838)	-72.6%
Total Expenditures	283,378,066	295,804,855	166,591,562	131,959,065	(34,632,497)	-20.8%
Ending Balance	\$ 41,577,395	\$ 24,974,941	\$ 9,920,322	\$ 112,093,351	\$ 102,173,030	1029.9%
Beginning Encumbrances				7,393,933		
Ending Encumbrances				25,081,530		
Available Ending Balance				<u>\$ 94,405,755</u>		
# Months Reserves				9.26		

Figure 1: General Fund Quarterly Schedule 2020

General Fund Balance Analysis & Operating Analysis

The Authority completed the 2nd quarter in a stronger position than projected in the 1st quarter. Total revenue received through the 2nd quarter 2020 were 45.3% higher than budgeted mainly due to the collection of funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act. Through the 2nd quarter, Sales & Use Tax was slightly higher than the budget due to 1st quarter receipts coming in 4.5% above budget; however, with the COVID-19 pandemic, which led to Governor DeWine's state of emergency and stay-at-home order, the 2nd quarter receipts fell by 4.9%. 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 January through March was received in April through June.

The Authority was awarded \$111.98 million through the CARES Act. Through the 2nd quarter, the Authority has drawn down \$56.2 million. This funding is to help supplement the decline in passenger fares and sales tax receipts, as well as the added expenses due to the pandemic. With this funding, the Authority can invest into the Community through reviewing and implementing recommendations from the Fare Equity and Redesign Studies, provide labor stability through 2022 and beyond. The Authority is not anticipating any additional support from the State or Federal Government. The CARES Act funding will need to last through December 2022. (See Figure 1)

Passenger Fares, the second largest source of revenue for the Authority, were 26.6% below budget through the 2nd quarter. Fares during the 2nd quarter (April through June) decreased by 55.1% due to COVID-19.

Operating Expenses were \$2.0 million, or -3.2%, below budget for the 1st quarter. Through the 2nd quarter, Operating Expenses were 7% below budgeted levels as service levels were reduced by approximately 15% in response to decreased ridership from the coronavirus stay-at-home order.

The Energy Price Risk Management Program has helped to stabilize fuel costs. The Authority's diesel fuel usage has decreased due to implementing more Compressed Natural Gas (CNG) buses into service and retiring older diesel buses. Additionally, with the decreased service level in the 2nd quarter, fuel costs were 27.4% below budgeted levels. Ridership in June has slowly increased, but still remains at approximately 50% below pre-COVID levels. Ridership is projected to slowly increase through the remainder of the year as the economy rebounds. Ridership on Paratransit (ADA) has also been affected by the pandemic but is projected to slowly increase through the remainder of the year. Although ridership is projected to increase, it is not expected to get to pre-COVID levels by year-end.

Transfers to other funds are to support the expected expenditures and maintain the recommended balances for the Bond Retirement, Insurance, Supplemental Pension, Capital Improvement, and Reserve Funds. Through the 2nd quarter, transfers totaled \$9.6 million.

The CARES Act funding helped to increase total resources to \$244.1 million. Total expenditures through the 2nd quarter were \$132.0 million, leaving an ending balance of \$112.1 million. After adding current encumbrances and subtracting beginning encumbrances, the available ending balance through the 2nd quarter is \$94.4 million, a 9.3-month reserve, which will be needed to cover losses in passenger fares and sales tax receipts through year-end.

Financial Goals

Financial Goals				
KPI	Definition	Goal	Q1	Q2
General Fund Revenues	Increase of General Fund Revenues compared to prior year	≥ 1%	1.6%	44.4%
Passenger Fare Ratio	Passenger Fares divided by operating expenses	≥ 20%	17.1%	12.84%
General Fund: Expenses vs. Revenues	General Fund Expenses are less than General Fund Revenues	≤ 1%	-16.9%	-34.8%
Personnel Cost Vs. Budget	Actual Personnel Costs are less than Budget	≤ -2%	2.7%	-2.5%

Figure 2: Strategic Plan, Financial Vision Balanced Scorecard

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.

Total Revenues through the 2nd quarter 2020 were 44.4% higher than the same period in 2019. This is mainly due to receiving the CARES Act funding. Without the CARES Act funding, revenues through the 2nd quarter were 4.3% higher than 2019 levels mainly due to receiving \$20 million preventive maintenance reimbursement in the first half of the year.

The Passenger Fare Ratio is an efficiency ratio indicating the percentage of operating expenses covered by passenger fares. At 12.8% in the 2nd quarter, the passenger fare ratio falls short of the 20% goal and has decreased since the 1st quarter due to the COVID-19 pandemic and the stay-at-home order. This ratio is different from the Operating Ratio under the Financial Policy Goals, which also includes advertising and investments as operating revenues.

As a part of Fiscal Responsibility, our goal is to maintain the General Fund Expenditures under General Fund Revenues. Total General Fund Expenses were 34.8% lower than General Fund revenues, due to receiving the CARES Act funding and preventive maintenance reimbursement. Removing the CARES Act funding from revenues, Operating Expenditures are 16.4% below revenues through the 2nd quarter.

Board Policy Goals

Board Policy Goals					
		Description	Goal	Q1	Q2
Operating Efficiency	Operating Ratio	%of Operating Expenses are covered by Operating Revenues (Passenger Fares, Advertising, Investment, Income)	≥ 25%	18.3%	13.2%
	Cost/Hour of Service *calculated at year end	Dividing total Operating Expenses by Total Service Hours		-	-
	Growth per Year *calculated at year end	Cost of delivering a unit of service compared to the 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	9.3
Capital Efficiency	Debt Service Coverage	Authority's ability to meet annual interest and principal payments on debts.	≥ 1.5	3.60	7.40
	Sales Tax Contribution to Capital	Transfers to fund the Authority's bond retirement payments and local funding for capital projects	≥10%	8.6%	9.0%
	Capital Maintenance to Expansion	Ratio of focus between the State of Good Repair (SOGR) vs. service expansion	75% - 90%	100.0%	100.0%

Figure 3: Board Financial Policy Goals 2020

Additional measures of budget performance include six Board Policy Goals as approved by the Board of Trustees. Those goals are listed in Figure 3.

Operating Efficiency

The policy goal is to maintain an **Operating Ratio** of at least 25 percent. At the end of the 2nd quarter, the Operating Ratio is 13.2%. 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 1st quarter was 18.3% as Passenger Fares were 2.4% higher than budget and expenses were 3.2% below budget. With the COVID-19 pandemic, ridership dropped to an average low of 65% of pre-COVID levels and has slowly been increasing as the economy recovers. By the end of the 2nd quarter, ridership was approximately 50% below pre-COVID levels.

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. The inflation rate decreased from 1.54% in

March to 0.65% in June per the Federal Reserve Bank of Cleveland. The Cost per Hour of Service is a measure of service efficiency, dividing total operating expenses by total service hours. Service hours decreased by 17.5%, compared to 2nd quarter 2019. Operating Expenses for 2nd quarter 2020 increased by 4.8%, compared to 2nd quarter 2019. This increase is due to the retro-active 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 2nd 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 \$94.4 million, the Operating Reserve is 9.3 months, which is in excess of the goal, but will be needed to get us through the pandemic and into economic recovery.

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 2nd quarter, the Debt Service Coverage is 7.4, exceeding the policy goal.

The **Sales Tax Contribution to Capital** is a measure of the level of commitment to longer-term capital needs by determining the percentage of the sales tax revenues that is to be allocated directly to the Capital Improvement Fund to support budgeted projects or to the Bond Retirement Fund to support debt service payments. At the end of the 2nd quarter, this indicator is 9.0% percent, below the policy goal of at least 10 percent, but better than 1st quarter. This is a timing issue and additional transfers are planned throughout the remainder of 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.

Capital Commitments and Expenditures

Capital Revenues

Under the Federal Grant Program there are 36 active grant awards: 26 are within the Formula Grant awards category and 10 are either highly competitive or discretionary grants.

The Formula Grants include \$78.4 million in funding from:

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

Other Competitive grants total \$8.5 million that have been received and identified for Fiscal Year (FY) 2020 include:

- UTP (Urban Transit Program)
- OTP3 (Ohio Transit Preservation Partnership Program)
- CMAQ (Congestion Mitigation and Air Quality)
- NOACA (Northeast Ohio Areawide Coordinating Agency)
- FHWA (Federal Highway Administration)
- DERG (Diesel Emission Reduction Grant) Award

The Coronavirus Aid, Relief, Economic Security (CARES) Act awarded GCRTA a total of \$111,977,170 for operating assistance to offset the reduction of passenger fares and sales revenue.

The Strategic Plan initiative is to apply for and successfully obtain at least \$20 million of competitive awards each year, which would enable the Authority to focus on its State of Good Repair (SOGR) projects. These projects and other Capital projects are explained in further detail in the Capital Commitments sections. As capital projects are inception-to-date, the competitive awards totaling \$36.0 million have been received prior to 2020. Figure 4 shows the funding sources, including competitive awards, funds committed through the life of the award, and funding available as of 2nd quarter 2020. The following are the competitive awards:

- \$6.0 million for Preventive Maintenance Reimbursements
- \$6.8 million for 20 40-Ft CNG Buses
- \$420,000 for TOD (Transit Oriented Development) Transportation Studies
- \$705,618 for Paratransit vehicles.
- \$6.1 million for Radio CAD/AVL communication upgrades
- \$250,000 for Asset Maintenance Software Database
- \$1.1 million for the RL Brookpark Yard Trk-Switch
- \$3.3 million for Triskett CNG Building Compliance
- \$5.5 million for 8 60-FT BRT Articulated Buses
- \$157,600 for 25 40-Ft CNG Buses
- \$382,915 for the S-Curve Retaining Wall repairs
- \$191,714 for Hayden/CBM Building Compliance
- \$3.4 million for 9 MCI Commuter Coaches

Funding Source	Appropriated Funds	Funds Committed	Funds Available	Percentage of Funds Remaining
Formula Funds	\$190,358,046	\$85,357,462	\$105,000,584	66.7%
Local Funds	107,783,565	69,710,691	38,072,874	24.2%
Competitive Funds	36,016,761	21,708,827	14,307,934	9.1%
State Funds	-	-	-	0.0%
Other Funds	2,286,283	2,207,429	78,854	0.05%
Grand Total	\$336,444,655	\$178,984,409	\$157,460,246	100.0%

Figure 4: ITD Funding Source Totals

Commitments by Capital Category

The capital program is based on a multi- year or Inception-to-Date (ITD) approach. The total capital appropriations of \$390.2 million for FY 2020 include appropriations of \$213.3 million for FY 2020 and \$176.9 million of prior year carryover are displayed in Figure 5.

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 2nd quarter, project commitments totaled \$179.0 million, including \$93.3 million of ITD expenditures and \$85.7 million of current encumbrances, resulting in \$211.2 million, or 54.1%, of available funding. With the exception of \$20.0 million for preventive maintenance (PM) and other reimbursements to the Operating Budget, most capital activities during the 2nd quarter were for continuation of projects that began in prior fiscal years or 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 Development Funds during the remainder of 2020 will result in estimated total commitments of \$325.7 million and available funding of \$64.5 million, or 16.5%.

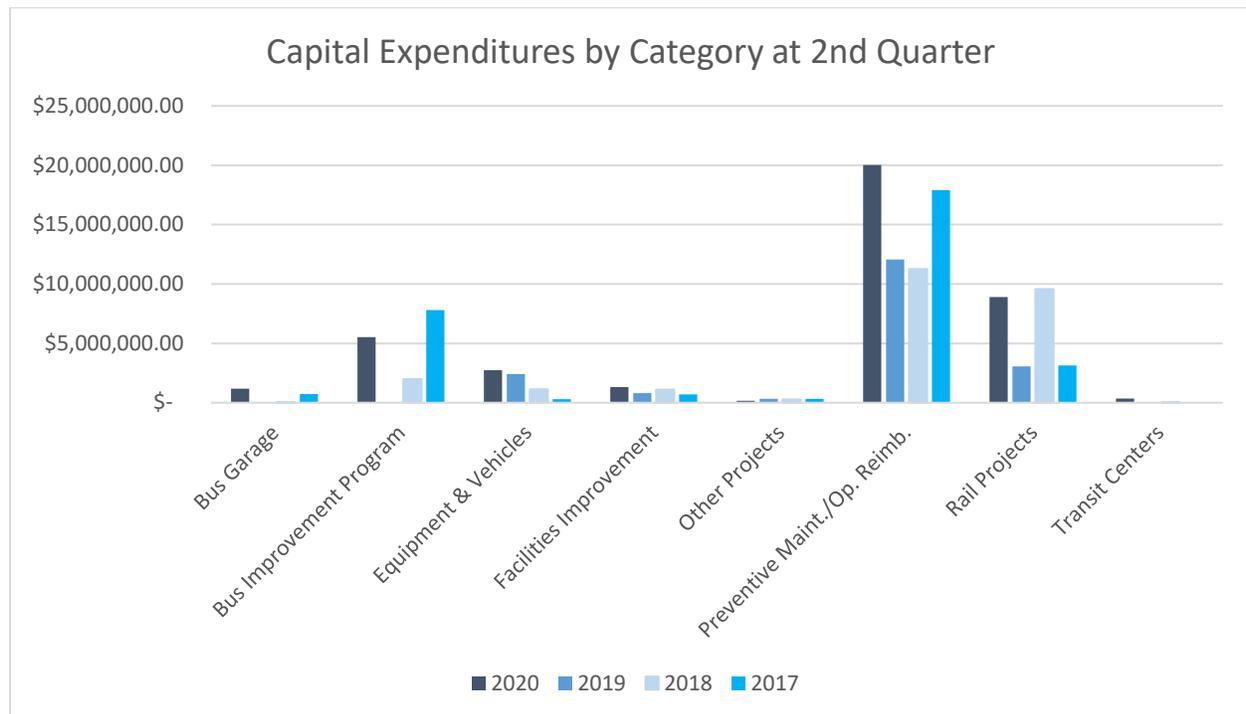
These capital projects will be discussed in greater detail within the various category explanations.

Categories	Current (ITD) Budget A	Current Commitments B	Current Budget vs Current Commitments A-B	% Remaining (A-B)/A	Projected Commitments @ End of 2020 C	Projected Commitments vs. Current Budget C-A
Bus Garages	\$ 18,447,784	\$ 10,911,749	\$ 7,536,036	40.9%	\$ 18,026,017	\$ 421,768 2.3%
Bus Improvement Program	47,195,453	30,601,024	16,594,429	35.2%	39,756,004	7,439,449 15.8%
Equipment & Vehicles	26,618,618	22,346,153	4,272,465	16.1%	25,251,055	1,367,563 5.1%
Facilities Improvements	22,189,848	5,770,023	16,419,825	74.0%	7,184,866	15,004,982 67.6%
Other Projects	118,328,975	2,749,197	115,579,778	97.7%	114,836,367	3,492,608 3.0%
Preventive Maint./Operating Reimb.	22,612,215	22,424,796	187,418	0.8%	22,724,212	(111,998) -0.5%
Rail Projects	133,696,770	83,347,001	50,349,769	37.7%	97,107,724	36,589,047 27.4%
Transit Centers	1,129,804	834,465	295,338	26.1%	834,465	295,338 26.1%
TOTAL: ALL CAPITAL PROJECTS	\$ 390,219,466	\$ 178,984,409	\$ 211,235,057	54.1%	\$ 325,720,709	\$ 64,498,757 16.5%

Figure 5: 2nd Quarter Combined Capital Program

Current Year Expenditures by Capital Category

The graph below compares current expenditures for each category with prior years' expenditures at the same point in time. The majority of the capital expenditures were Rail projects, Preventive Maintenance, and Bus Improvement Program categories totaling a combined \$34.4 million, or 74.9%, 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 compliance for newly purchased CNG vehicles.

At the end of the 2nd quarter, \$10.9 million of the \$18.4 million budget was committed, leaving available funding of \$7.5 million, or 40.9%. A total \$18.0 million is projected to be expensed by year-end, with available funding of \$421,768, or 2.3%, remaining.

Bus Improvement Plan

The Authority continues to retire older fleets to purchase more fuel-efficient vehicles under the 7 year Bus Improvement Program. At the end of June, category commitments totaled \$30.6 million, out of the total appropriations of \$47.2 million, leaving available funding of \$16.6 million, or 35.2%.

These commitments include current expenditures of \$8.9 million and current encumbrances of \$21.7 million to help maintain the Authority existing bus fleet. Projected commitments of \$39.8

million at year-end include the bus purchase orders for 8 60-ft BRT Articulated vehicles and 20 40-ft CNG buses.

Equipment & Vehicles

At the end of the 2nd quarter, the total commitments of \$22.3 million include \$13.6 million of ITD expenditures and \$8.7 million of encumbrances, leaving available funding of \$4.3 million, or 16.1%. The majority of the open encumbrances within this category include, \$4.08 million, or 51.6%, within the on-going Fare Collection Equipment project and \$2.81 million, or 35.4%, 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 as the majority of the bus fleet has been completed and the rail fleet is under installation. Remaining commitments within this category are concentrated within various SOGR equipment & vehicle upgrade projects.

Expenditures totaled \$13.6 million, of which \$12.3 million was expensed for communication upgrades and \$1.3 million for smaller Information Technology projects, non-revenue vehicle replacements, and equipment pools.

Facilities Improvements

At the end of the 2nd quarter, the total commitments of \$5.8 million include \$3.0 million of ITD expenditures and \$2.8 million of current encumbrances resulting in available funding of \$16.4 million, or 74.0%. During the 2nd quarter, \$2.26 million was incurred for facility improvements and track bridge rehabilitation.

Projected commitments of \$7.2 million are for various SOGR projects and facility enhancements.

Other Projects

The Other Projects category includes pass-through grants to Medina and other miscellaneous capital projects that do not fit into the other capital categories. At the close of the 2nd quarter, this category has combined project commitments of \$2.7 million out of the category budget of \$118.3 million, resulting in available funding of \$115.6 million or 97.7%.

During the 2nd quarter, the CARES Act awarded in the amount of \$111,977,170, of which \$56 million has been drawn down.

During the 2nd quarter of the year, a combined \$1,826,476 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 \$112.1 million during the remainder of the year includes the FY 2020 CARES Act reimbursement.

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.

Second quarter activities resulted in total commitments for the year increasing to \$22.4 million, in which 32.2% of the expenditures were incurred during 2nd quarter. The year-end total projected commitment of \$22.7 million will match the set budget for 2020.

Rail Projects

Through the 2nd quarter, \$8.9 million was expended on various Rail system projects, of which \$4.2 million, or 11.6%, was incurred on the Tower City tracks 10 & 13 and \$2.7 million, or 7.5%, at Puritas substation. The remainder of the expenditures during the 2nd quarter occurred in other smaller budgeted projects within this category.

At the end of June, \$83.3 million of the \$133.7 million budget for the Rail Projects category was committed resulting in available funding of \$50.4 million, or 37.7%. Total commitments include \$97.1 million of ITD expenditures along with \$46.9 million of current encumbrances, focusing on achieving a SOGR on the rail system.

Projected commitments of \$13.7 million include \$3.0 million for the W. 117th Station Substation, \$2.0 million for W. 30th Ohio City Transformer Rectifier, \$2.0 million for the Rail Vehicle-Prime Mover, \$4.7 million to upgrade the Wayside Signal E 79th to Shaker and \$2.0 million for other rail projects.

Transit Centers

Project commitments total \$834,465, out of the budget of \$1.3 million, results in available funding of \$295,338 or 26.1%. In the first half of the year, \$434,465 was expended project enhancements and Phase-1 of Opportunity Corridor. There are no projected commitments for the remainder of the year.

Performance Measures

PERFORMANCE MEASURE		Q 1	Q 2	Year to Date
Passengers per bus/train hour: 2020 Target				
Bus	12	17	9	12
Rail	30	50	26	39
*Total	14	20	11	15
*Calculated by dividing the quarter's total ridership by total system wide hours				
Revenue Vehicle Cost Per Mile: (Maintenance & Fuel)		\$2.55	\$2.99	\$2.77
% Of Scheduled Maintenance Completed (Revenue Vehicles)				
	Bus	98%	96%	97%
	Rail	98%	97%	98%
	Paratransit (Revenue)	100%	100%	100%
	Paratransit (Non-Rev)	100%	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 Collisions	The GCRTA Preventable Collision Rate (PCR) TEAM goal for 2020 is 1.35. The 2020 YTD 2 nd quarter PCR is 1.16, which is 14.1% lower than the TEAM goal and 7.9% lower than the 1.26 PCR for the same period in 2019. Total preventable collisions decreased 14.9% to 120 from 141. Mileage decreased 7.3%
Total Collision Rate	The GCRTA Total Collision Rate (TCR) for the 2020 YTD 2 nd quarter is 2.90, which is 2.4% lower than the 2.97 TCR for the same period in 2019. Total collisions decreased 9.3% to from 332 to 301.
On the Job Injury Rate	The GCRTA 2020 TEAM Injury Rate Goal is 8.0. The 2020 YTD 2 nd quarter Injury Rate of 5.92 is 26.0% below the TEAM Goal and 19.5% below the 7.35 Injury Rate for the same period in 2019. Total injuries decreased by 13 from 63 in 2019 to 50 in 2020.

Number of Miles between Service Interruption

*For 2Q 2020, reporting was by mode

The metric tracks total vehicle miles in between any mechanical failure that results in a delay greater than five minutes in the schedule. The goal for 2020 is 14,000 or more miles between service interruptions.

During the 2nd quarter, the following MBSIs were reported:

- Bus 10,446
- Rail 14,057
- Paratransit 54,154

On-Time Performance

*For 2Q 2020, reporting was by mode

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). For 2nd quarter 2020, the OTP rates per mode were above the goal of 80%:

- Bus 87.08%
- Rail 90.59%
- Paratransit 95.68%

Ridership

All modes experienced significant downturns in unlinked passenger trips beginning in March 2020 due to the COVID-19 pandemic.

- Fixed route bus service experienced a 53.05% decrease in ridership from 1st quarter 2020, which is a 60.86% decrease from the same period in 2019.
- The HealthLine had 296,341 (53.57%) less riders than 1st quarter 2020. This is a 60.80% decrease compared to the ridership from 2nd quarter 2020.
- Heavy Rail ridership decreased by 53.59%, and Light Rail ridership decreased by 64.22% from 1st quarter 2020. Respectively, this is a -59.18% and -73.45% change from the same period in 2019.
- Paratransit had a 55.86% decrease in ridership during 2nd quarter of 2020, which is a 60.51% decrease compared to ridership reported for the 2nd quarter of 2019.

There was a very slight recovery of unlinked passenger trips on both fixed route and demand response modes began in May 2020 and continued through June 2020.

In response to the COVID-19 pandemic:

- Park-N-Ride and Trolley services were suspended effective Tuesday, March 24th, 2020 and the suspensions continued through Q2 2020
- Fixed route bus and rail services were reduced approximately 15% effective Sunday, April 12th, 2020

Ridership Continued...

- Most reductions in frequency occurred on weekday service, especially during the AM and PM rush hours
- Paratransit service is being adjusted in response to changing client demand
 - Directly Operated planned work has remained the same
 - Purchased Transportation planned work has been adjusted in response to passenger needs

Customer Satisfaction/Boardings Between Complaints

*For 2Q 2020, reporting was by mode

Boardings between Complaints tracks the number of boardings in between customer complaints logged in the Trapeze COM system. The goal for 2020 is 16,000 or more boardings per complaint.

For the 2nd quarter, Bus reported 8,265 boardings, Paratransit had 937 boardings, and Rail reported 27,231 boardings between complaints.

Attendance

*For 2Q 2020, reporting was by mode

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 goal for 2020 is 5.0% or below total work hours.

Per mode, overall Unscheduled Attendance for the 2nd quarter of 2020 reflects an increase in unscheduled absences.

- Bus 7.45%
- Rail 8.36%
- Paratransit 6.54%

Quarterly Marketing Activities

The marketing department helped to provide updated information to customers and employees regarding the coronavirus during the months of April, May and June.

Staff began the "Need a Mask, Take a Mask" campaign in June, distributing free cloth masks and other GCRTA information to riders at select stations. This campaign will continue throughout the summer.

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 April 1, 2020 – June 30, 2020 represents the 3rd quarter of FFY 2020. DBE dollars awarded during the 3rd quarter and FFY to-date on contracts greater than \$100,000 totaled **\$278,000 or 44.0%** on total contracts of **\$631,919**.

QUARTERLY - PARTICIPATION OF DBE FIRMS BY CLASSIFICATION
(April 1, 2020 – June 30, 2020)

Classification	1 st Quarter Oct. 1 – Dec. 31		2 nd Quarter Jan. 1 – March 31		3 rd Quarter April 1 – June 30	
	Dollars	%	Dollars	%	Dollars	%
African American	\$266,488	100.0%	\$1,697,645	46.0%	\$46,000	16.5%
Asian	0	0			\$16,000	5.8%
Caucasian Female	0	0	\$1,916,006	51.9%	\$200,000	71.9%
Hispanic	0	0	\$76,313	2.0%		
Sub-Pacific Asian					\$16,000	5.8%
TOTAL	\$266,488	100.0%	\$3,689,964	100%	\$278,000	100.0%

CURRENT QUARTER - DBE PERFORMANCE BY CONTRACT CATEGORY
(April 1, 2020 – June 30, 2020)

	Construction	Professional Services	Equipment & Supply	Total
DBE Dollars	\$14,000	\$264,000	0	\$278,000
All Dollars	\$111,919	\$520,000	0	\$631,919
% DBE Participation	12.5%	50.7%	0.0%	44.0%

**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%
3rd Qtr.	\$631,919	\$278,000	44.0%
TOTAL	\$29,151,925	\$4,234,452	14.5%

Office of Business Development Activities

Outlined below are selected efforts undertaken during the 3rd quarter of FFY 2020

Selected Certification Activities during the quarter include:

- New Certification: 4
- No Changes Declaration: 16

Selected Contract Compliance Activities during the quarter include:

- Completed: 14 Goal Settings
- Reviewed: 11 Certified Payroll Reports

Selected Outreach Efforts during the quarter include:

- Akron Minority Business Assistance Center (MBAC): Certification Information Workshop via Zoom Participated at Northeast Ohio Hispanic Chamber of Conference (NEOHCC) Construction Opportunity Fair
- The Departmental Office of Civil Rights (DOCR) & FHWA Office of Civil Rights Webinar: DBE Certification of Native American-Owned Firms
- Metro’s Joint DBE Annual Meeting – Bid Opportunities with PARTA, Stark Area RTA, and Akron-Canton Airport

Selected Other Involvements

- 6th Greater Summit Business Conference and Expo Planning Committee virtual call
- Diversity Synergy Meeting with Northeast Ohio Sewer District (NEORSD)

Affirmative Action

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

EEO Job Category	2020 Quarterly Performance Report															
	Male							Female								
	Hispanic Goal	Total Placements Hispanic Males Q2	Asian Goal	Total Placements Asian Males Q2	2 or More Goal	Total Placements 2 or More Males Q2	White Goal	Total Placements White Females Q2	Black Goal	Total Placements Black Females Q2	Hispanic Goal	Total Placements Hispanic Females Q2	Asian Goal	Total Placements Asian Females Q2	Total Placements Q1	Total Placements Q2
Officials & Administrators	2	0	0	0	
Professionals	...		2	0	...	45	2		3	0	3	2
Technicians	24	0	...			1	0	1	0	1	0
Protective Service	12	0	...			1	1	...	0	0	1
Admin Support	51	0	1	0	
Skilled Craft	8	0	1	0	1	16	0	5	1	0	1	
Service Maintenance	24	0	9	0	3	258	1	...		23	0	10	0	3	1	
TOTAL	32	0	12	0	4	408	3	5	1	25	1	14	0	8	5	

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

Succession Planning

GCRTA People Strategy focuses on human capital development and succession planning. Particularly, we 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.

Second Quarter Results

The following highlights our succession planning and employee development efforts during the second 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. Our sixth cohort of 14 frontline supervisors continue in training. Our seventh cohort of 12 frontline supervisors started training in July 2020. Five cohorts of 64 frontline supervisors have completed training from 2017-Present.

Customer Service Learning Initiative

Elevating the customer experience (internal and external) at RTA in order to increase employee satisfaction and public perception is a high priority this year and for years to come. As such, last March we deployed a survey to gauge employees' perceptions of RTA's workplace culture and what they feel is important to learn in a customer service learning experience. Nearly 30% (600 employees) of all employees participated in this survey. The results will help us develop our customer service learning experience and change/evolve our overall workplace culture.

As part of our customer service learning initiative, we have a cross-functional team (Human Resources, Operations, Marketing & Communications, Finance & Administration, and our training vendor Moore Counseling and Mediation Services, Inc.) working together to provide customer service learning to all RTA work segments, starting first with our executive leadership. These learning sessions started with our Executive Management Team on June 29, 2020, July 1, 2020, July 10, 2020, and was piloted to Rail District Leadership on July 13, 2020. All employees will participate in learning sessions during 2020-2021 to initiate the customer experience culture shift. To evaluate the effectiveness of our efforts, we will be deploying pulse surveys throughout 2020 and 2021 to identify improvements to our initial workplace culture survey results. We are also evaluating formal and informal ways for how to recognize employees for positive customer service behaviors.

We continue to track progress for advancing our employee development efforts by measuring our percentage of promotions in relation to new hires (See Figure 6). The percentage of promotions for the second quarter of 2020 was 39%. This metric, in part, shows GCRTA has continued commitment to developing employees for promotion opportunities within all work segments, and particularly for key leadership positions.

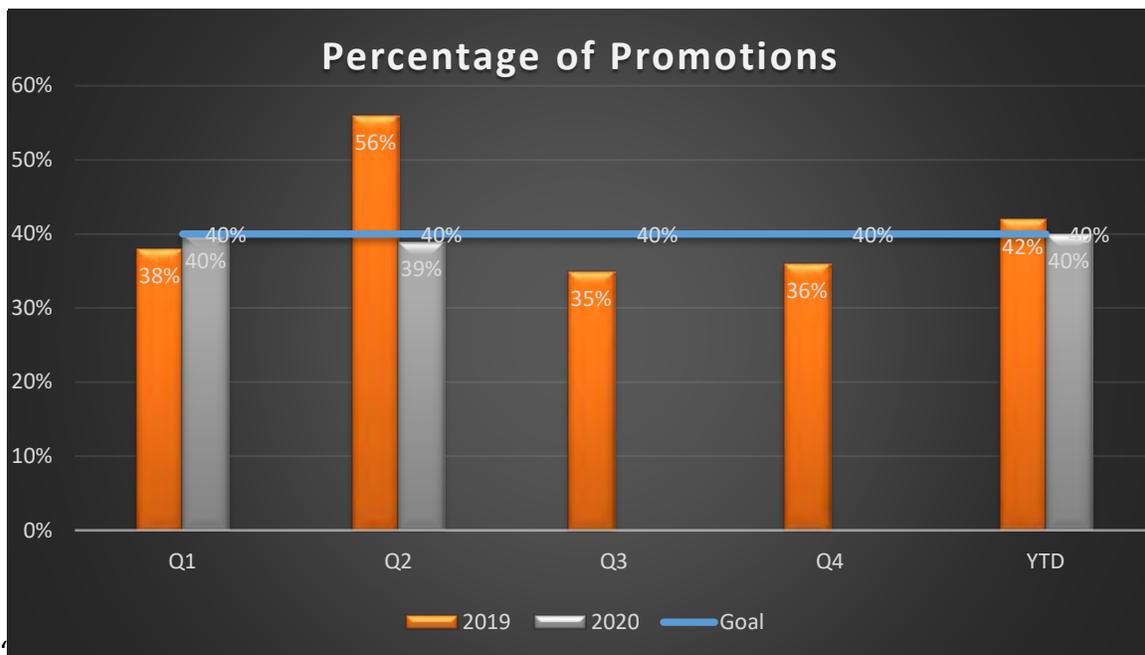


Figure 6: Percentage of Promotions

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

Executive Succession

- George Fields promoted from Director, Training & Employee Development to Deputy General Manager, Human Resources in the Human Resources Division.

Management Succession

- Juliana Schulz, Public Transit Management Academy graduate, promoted from ITS Specialist to Senior ITS Specialist in the Operations Division.
- LaShanda Coleman, Public Transit Management Academy graduate, promoted from ITS Specialist to Senior ITS Specialist in the Operations Division.
- Maria Shurik, Management Development Program and Public Transit Management Academy Training graduate, promoted from HRIS Specialist to Labor & Employee Relations Specialist in the Human Resources Division.
- Eric Vukmanic, Cleveland State University Leadership Academy graduate, promoted from Budget Management Analyst to Senior Budget Management Analyst in the Office of Management and Budget in the Finance & Administration Division.
- Brandon Agnew promoted from Equal Opportunity/ADA Specialist to Business Development Specialist in the Finance & Administration Division.

Technical Succession

- Sean Tompkins Sr. promoted from Equipment Maintainer to Equipment Repair Leader in the Operations Division.

Engineering/Construction Program

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

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

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

PROJECT	DESCRIPTION	STATUS
<u>Bridges</u>		
Rehabilitation of the Viaduct, Phase I (27Y)	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: \$588,977	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.
Rehabilitation of E. 116 th 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. Awaiting final Record Drawings from Baker.

Track & Signal

Trunk Line Signaling Design (12D)	Design for Trunk Line (E. 79 to Shaker Sq. Station) Signal System Replacement Designer: Rio Grande Pacific Technology Cost: \$268,412	Contract awarded by Board on December 17, 2019. NTP to be issued February 13, 2020. Trunk Line Survey Report received March 2020. Proceeding to 30% design for advertisement.
West 65 Substation Replacement (23Z)	Substation Reconstruction Contractor: The Fowler Company Construction Cost: \$2,659,983	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.
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 through Tom Taylor at WSP.
Tower City Tracks 10 & 13 (52M)	Track Replacement and Signal System Upgrades Contractor: RailWorks Construction Cost: \$11,996,137	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.
CRMF-Track 3 (52-O)	Track 3 and four Transfer Table Crossings Repair Contractor: TRAC Construction Cost: \$805,815	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.
Trunk Line Track Rehabilitation Section 1 (52S)	Construction Contractor: Delta Railroad Construction Cost: \$6,695,746	Kinsman to Buckeye-Woodhill Station track and ballast renewal. In-house design completed. Project awarded at March 24, 2020 Board meeting.

Puritas Substation Replacement Design (60A)	Furnish and Install Modular Substation Contractor: Hatzel & Buehler Construction Cost: \$2,807,468	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.
Warrensville/Van Aken Substation Replacement (60B)	Furnish and Install Modular Warrensville/ Van Aken Substation Construction Contractor: Hatzel & Buehler Cost: \$2,849,000	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. Answering RFI's and processing submittals.

Passenger Facilities

Rapid Stations

Brookpark Rapid Transit Station Construction (24J(c))	Reconstruction of the Brookpark Station Contractor: Mid-American Construction, LLC Construction Cost: \$12,385,413	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.
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 79 th 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.
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Planning

Strategic Plan Update of Strategic Plan (18.05)	Update of Strategic Plan Contractor: HDR Cost Estimate: \$249,285.90	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. 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. 25 th Street Contractor: Stantec Cost: \$414,068	FTA awarded GCRTA \$336,000.00 in competitive planning funds. Grant process is completed 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

<p>Infrastructure Upgrades @ Hayden & CBMF for CNG (61B)</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. 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.</p>
<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 II. 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 2nd quarter 2020 for bidding in May 2020.</p>



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