

# Quarterly Management Report Third Quarter 2020



Contents

From the General Manager ..... 1

Financial Analysis ..... 4

    Financial Goals ..... 6

    Board Policy Goals..... 6

    Capital Commitments and Expenditures ..... 8

    Performance Measures ..... 13

Critical Success Factors..... 14

    Quarterly Marketing Activities..... 16

Disadvantaged Business Enterprise (DBE) Participation/Affirmative Action ..... 17

Affirmative Action ..... 19

Succession Planning..... 19

Engineering/Construction Program ..... 23

## From the General Manager



As we review the 3<sup>rd</sup> quarter of 2020, COVID-19 continued to be front and center in the minds of our customers and employees. Therefore, it remains the lens used when looking at operations, financial planning and safety. When the Governor issued a mandatory mask order, we launched a marketing effort reminding riders with signage and audio messaging to wear masks when riding public transportation. We also began a countywide mask give-a-way promotion, reaching customers at major stations, along bus routes and at community events. Employees must wear masks when on GCRTA property and utilize the temperature taking tablets at all properties. Furthermore, the new temperature checking system assures that those entering the Main Office and other GCRTA facilities have a temperature screening.

The CARES Act funds continue to enable GCRTA to keep service levels as close to normal as possible and protect employees from any layoffs or furloughs. It is important to remember that without the CARES Act funding; GCRTA would be faced with budget losses of \$25.6 million in 2020, \$52.7 million in 2021, and \$48.1 million in 2022. The \$111.9 million provides cover for these projected budget deficits in 2020-2022. As of Mid-October all CARES Act funds have been drawn down.

In the midst of this challenge, GCRTA has not allowed the pandemic to impede the progress of initiatives that are critical to the Authority and the communities we serve. As the quarter progressed, GCRTA staff remained focused on maintaining daily operations of the agency. Our teams continued to work on the new E. 79th Street Red Line Station, which is part of the \$15 million federally designated Opportunity Zone. The station will be under construction for the remainder of 2020 and most of 2021, with construction completion scheduled for August of 2021. Additionally, GCRTA began track work on the Blue and Green lines to replace ties, rails and ballast. This project was completed on time, with service resuming alongside our August 9 service change.

As the economy opened further, employees returned to work and students prepared to return to the classroom, our team planned an August 9 service change. It included the return of three Park-N-Ride routes and the B-Line Trolley (modified) service. The Park-N-Ride service operates Monday through Friday at a 30-minute frequency. The B-Line Trolley operates on a modified route Monday through Friday at a 15-minute frequency. With the service change, we are operating at 93% of pre-COVID service levels.

The results of a Fare Equity study conducted in 2019 were announced during Q3 2020. The study indicated that the price of GCRTA's All Day Bus passes should be reduced. In response to this recommendation, our Board of Trustees approved a fare reduction of our All Day bus fare media. The fare reduction is effective Sunday, October 4.

To further assist riders, GCRTA changed the rules for the sale of one-trip fare cards (which provide free-transfer privileges), previously sold only in bulk to organizations. Now individual riders may purchase them in small or large quantities. In addition, the Board of Trustees rescinded future fare increases previously scheduled for 2021 and 2022.

Another significant element of the pillar studies is the System Redesign. A thorough redesign study is in its next phase and GCRTA is launching a new website to solicit public input for the proposed system redesign for its bus network.

Called NEXT GEN RTA, the site provides interactive maps that allow users to review service options, configure routes, and offer comment based on transportation needs, while they compare service based on greater frequency or greater connectivity options. The website will offer opportunity for virtual public engagement sessions beginning in October.

In September, GCRTA learned it was the recipient of a \$15 million BUILD grant from the Department of Transportation. This highly competitive grant will go a long way toward the goal of the approximately \$300 million required to replace GCRTA's aging rail fleet. That also includes the cost for design and program management, maintenance facility modifications, station and platform modifications, rail equipment, and contingencies in support of the new rail cars.

The BUILD grant will be added to dollars previously received from the Federal Transit Administration (FTA), as well as state and local dollars from the Ohio Department of Transportation (ODOT), and the Northeast Area wide Coordinating Agency (NOACA). Additionally, GCRTA has allocated and committed more than \$44 million for rail cars through its own rolling stock reserve fund to use for matching state and federal grants. GCRTA will continue to commit additional funds over upcoming budget cycles, in support of this ongoing project.

In September, GCRTA was proud to launch the "Homework Hotspots" free WIFI program to customers throughout the County. After learning Cleveland has the highest percentage of households without broadband internet service of any US city with 100,000 or more households, GCRTA took steps to bridge the digital divide. Cleveland's 46% wireless non-connection rate is second only to Detroit among the nation's big cities.

The program enables students to utilize GCRTA's free WIFI at transit centers, onboard buses, and trains 24 hours a day, 7 days a week. GCRTA has taken precautions to block inappropriate content as well as access to online streaming services and social media sites. Our goal is to enable students, who do not have access to broadband internet service, to continue to learn and be engaged in school.

As a community partner, GCRTA has teamed up with the County and other agencies to reduce the very high infant mortality rates in Cleveland and East Cleveland. We have developed a "Baby on Board, A Healthy Baby Initiative" which distributes transit passes to women participating in the program. The passes enable them to attend prenatal and post-partum programs. It also makes modifications to bus stops to improve walkability and waiting locations. The program is funded through a \$300,000 grant from the Ohio Transit Partnership Program (OTP2) ODOT.

A partnership with Tri-C continues to improve job opportunities and training for prospective employees. Last year, GCRTA collaborated with Tri-C to offer temporary CDL training for bus operators. The intention is to supply a pipeline of potential applicants to fill operator openings. This year to further our collaboration, GCRTA and Tri-C are partnering for a Community Training & Development Job Hub which aligns with Tri-C's Community Access Center Framework. Class offerings will be Temporary CDL Training, Introductory to Maintenance and Mechanical Training, and other workforce development programming. The Community Training and Development Job Hub will be located at GCRTA's Central Bus Maintenance Facility. Those enrolled in Job Hub programs will obtain valuable skills that enable them to compete for positions within GCRTA or

other organizations. We are committed to workforce development that strengthens our communities, removes barriers to education and job training as well as providing career opportunities.

GCRTA's MetroHealth Bus Rapid Transit (BRT) Line is among our busiest routes with 1.7 million rides annually. As a result, GCRTA has engaged in a community planning process that aims to provide the design recommendations and tools to support a future West 25th Street corridor focused on walkable, transit-supportive, mixed-use community development, which supports the investment of the GCRTA's MetroHealth Bus Rapid Transit (BRT) Line.

Called 25Connects, the project focuses its efforts along West 25th Street between Detroit Avenue and Broadview Road. Through public input, the project aims to provide recommendations for the design of new bus stops and for the policy and design guidelines that will affect new transit-oriented development (TOD) along the corridor. The success of this project lies in strengthening the links between public transit, surrounding development, and the needs of the community.

While the pandemic remains top of mind, GCRTA has continued to rise to the challenge. We have continued working on mission critical projects such as the E 79th St project, track work for the Blue and Green Lines and service changes that provide almost normal levels of service for riders. Our teams have also been working on the reduction of the cost of All Day Bus Fares, the redesign of our Bus system, the introduction of Homework Hotspots, partnerships with Tri-C and the County as well as the public involvement meeting for the 25Connects project. While the 3<sup>rd</sup> quarter of 2020 was met with the continuing challenges of the pandemic; however, GCRTA has and will continue to remain focused on maintaining daily operations as well as working on project that improve our communities.

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

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

Sincerely,



India L. Birdsong  
General Manager, Chief Executive Office

Financial Analysis

<b>General Fund Balance Analysis</b>						
	2019 Actual	2020 Budget	2020 Q3 Budget	2020 Q3 Actual	Q2 Variance	Q2 % Variance
<b>Beginning Balance</b>	<b>\$ 38,959,995</b>	<b>\$ 37,136,081</b>	<b>\$ 37,136,081</b>	<b>\$ 41,577,395</b>	<b>\$ 4,441,314</b>	<b>12.0%</b>
<b>Revenue</b>						
Passenger Fares	42,785,750	41,446,822	32,965,435	18,746,496	(14,218,939)	-43.1%
Advertising & Concessions	2,069,726	2,400,863	1,848,412	1,907,157	58,745	3.2%
Sales & Use Tax	212,192,079	215,396,173	160,006,565	156,203,790	(3,802,775)	-2.4%
State Aid for MCO Loss	-	-	-	-	-	0.0%
Investment Income	910,634	779,858	608,491	648,051	39,560	6.5%
Other Revenue	2,747,874	2,100,000	1,733,431	279,523	(1,453,908)	-83.9%
Reimbursed Expenditures	25,289,403	21,520,000	13,311,352	26,442,522	13,131,170	98.6%
CARES Act Funding	-	-	-	107,777,768	107,777,768	100.0%
<b>Total Revenue</b>	<b>285,995,466</b>	<b>283,643,716</b>	<b>210,473,687</b>	<b>312,005,307</b>	<b>101,531,621</b>	<b>48.2%</b>
<b>Total Resources</b>	<b>\$ 324,955,461</b>	<b>\$ 320,779,797</b>	<b>\$ 247,609,768</b>	<b>\$ 353,582,702</b>	<b>\$ 105,972,935</b>	<b>42.8%</b>
<b>Operating Expenditures</b>						
Salaries & Overtime	134,891,188	143,667,173	105,384,560	102,837,984	(2,546,576)	-2.4%
Payroll Taxes & Fringes	49,579,426	53,391,398	39,124,089	35,911,560	(3,212,528)	-8.2%
Fuel (Diesel, CNG, Prop. Pwr., Propane, Gas)	8,950,522	9,443,600	8,693,976	6,432,219	(2,261,757)	-26.0%
Utilities	5,155,284	5,655,857	3,155,893	2,844,540	(311,353)	-9.9%
Inventory	11,226,105	13,711,000	10,283,250	9,548,093	(735,157)	-7.1%
Services & Materials & Supplies	18,522,788	19,430,753	14,573,065	13,816,138	(756,927)	-5.2%
Purchased Transportation	9,177,877	10,345,000	7,921,250	5,520,181	(2,401,069)	-30.3%
Other Expenditures	4,815,590	6,569,092	5,261,502	2,411,779	(2,849,723)	-54.2%
<b>Total Operating Expenditures</b>	<b>242,318,780</b>	<b>262,213,873</b>	<b>194,397,585</b>	<b>179,322,496</b>	<b>(15,075,089)</b>	<b>-7.8%</b>
<b>Transfers to Other Funds</b>						
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%
<b>Transfers to Capital</b>						
Transfer to/from Bond Retirement Fund	13,339,003	13,714,842	13,714,842	11,876,141	(1,838,701)	-13.4%
Transfer to/from Capital Improvement Fund	12,005,224	13,397,525	13,397,525	1,605,000	(11,792,525)	-88.0%
<b>Total Transfer to Capital</b>	<b>25,344,227</b>	<b>27,112,367</b>	<b>27,112,367</b>	<b>13,481,141</b>	<b>(13,631,226)</b>	<b>-50.3%</b>
<b>Total Transfers to Other Funds</b>	<b>41,059,286</b>	<b>33,590,982</b>	<b>35,040,982</b>	<b>13,631,141</b>	<b>(21,409,841)</b>	<b>-61.1%</b>
<b>Total Expenditures</b>	<b>283,378,066</b>	<b>295,804,855</b>	<b>229,438,567</b>	<b>192,953,637</b>	<b>(36,484,930)</b>	<b>-15.9%</b>
<b>Ending Balance</b>	<b>\$ 41,577,395</b>	<b>\$ 24,974,941</b>	<b>\$ 18,171,201</b>	<b>\$ 160,629,065</b>	<b>\$ 142,457,865</b>	<b>784.0%</b>
<b>Beginning Encumbrances</b>				7,393,933		
<b>Ending Encumbrances</b>				(18,088,678)		
<b>Available Ending Balance</b>				<u><u>\$ 149,934,320</u></u>		
<b># Months Reserves</b>				10.03		

Figure 1: General Fund Balance Analysis 2020

**General Fund Balance Analysis & Operating Analysis**

The Authority completed the 3<sup>rd</sup> Quarter in a strong position. Total revenue received through the 3<sup>rd</sup> Quarter 2020 were 48.2% higher than budgeted mainly due to the collection of funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act and sales tax receipts coming in better than expected. Through the 3<sup>rd</sup> Quarter, Sales & Use Tax was 0.9% below 2019 levels. September receipts were 2.2% higher than 2019 and 0.7% higher than budget. Since there is a 3-month lag between when the economic activity occurred and when the sales tax revenue is collected by the Authority, September receipts are related to the activity from June.

The Authority was awarded nearly \$112.0 million through the CARES Act. Through the 3<sup>rd</sup> Quarter, the Authority had drawn down \$107.8 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 plans on investing in the Community by reviewing and implementing recommendations from the Fare Equity and System Redesign Studies, and continue to provide labor stability through 2022 and beyond. The Authority is not anticipating any similar funding from the State or Federal Government. The CARES Act funding will need to get the Authority through December 2022. (See Figure 1)

Passenger Fares, the second largest source of revenue for the Authority, were 43.1% below budget through the 3<sup>rd</sup> Quarter. Fares during the second quarter (April through June) decreased by 55.1% due to COVID-19.

Operating Expenses are 7.8% below budgeted levels. Service levels were reduced in March by approximately 15% in response to the coronavirus stay-at-home order. As businesses reopened and the stay-at-home order lifted, service was restored to about 97% of pre-COVID levels.

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 restored service levels, fuel costs were held at 26.0% below budgeted levels. Ridership has slowly increased from June and through the 3<sup>rd</sup> quarter, 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 is expected to continue to rebound. Ridership on Paratransit (ADA) has also been affected by the pandemic but is also 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 3<sup>rd</sup> Quarter, such transfers totaled \$13.6 million.

The CARES Act funding helped to increase total resources to \$244.1 million. Total expenditures through the 3<sup>rd</sup> Quarter were \$193.0 million, leaving an ending balance of \$160.6 million. After adding current encumbrances and subtracting beginning encumbrances, the available ending balance through the 3<sup>rd</sup> Quarter is \$149.9 million, a 10.0-month reserve, which will need to cover losses in passenger fares and sales tax receipts through year-end and the near future.

Financial Goals

Financial Goals					
KPI	Definition	Goal	Q1	Q2	Q3
General Fund Revenues	Increase of General Fund Revenues compared to prior year	≥ 1%	1.6%	44.4%	122.5%
Passenger Fare Ratio	Passenger Fares divided by operating expenses	≥ 20%	17.1%	12.8%	11.7%
General Fund: Expenses vs. Revenues	General Fund Expenses are less than General Fund Revenues	≤ 1%	-16.9%	-34.8%	-38.2%
Personnel Cost vs. Budget	Actual Personnel Costs are less than Budget	≤ -2%	2.7%	-2.5%	-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 3<sup>rd</sup> Quarter 2020 were 122.5% 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 3<sup>rd</sup> Quarter were 1.1% lower than 2019 levels due to receiving \$20 million preventive maintenance reimbursement in the first half of the year and sales tax receipts coming in better than projected.

The Passenger Fare Ratio is an efficiency ratio indicating the percentage of operating expenses covered by passenger fares. At 11.7% in the 3<sup>rd</sup> Quarter, the passenger fare ratio falls short of the 20% goal. This is attributed to the decline in the ridership as a result of the pandemic. 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 38.2% 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 still 12.2% below revenues through the 3<sup>rd</sup> Quarter.

Board Policy Goals

Board Policy Goals						
	KPI	Definition	Goal	Q1	Q2	Q3
Operating Efficiency	Operating Ratio	% of Operating Expenses (less Force Account Labor) are covered by Operating Revenues (Passenger Fares, Advertising, Investment Income)	≥ 25%	18.3%	13.2%	12.0%
	Cost/Hour of Service	Dividing total operating expenses by total service hours		These goals are calculated at year-end		
	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	9.3	10.0
Capital Efficiency	Debt Service Coverage	Authority's ability to meet annual interest and principal payments on debt	≥ 1.5	3.6	7.4	10.6
	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%	8.6%
	Capital Maintenance to Expansion	Ratio of focus between State of Good Repair (SOGR) vs. service expansion	75 - 90%	100%	100%	100%

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 3<sup>rd</sup> Quarter, the Operating Ratio is 12.0%. This ratio shows the efficiency of management by comparing operating expenses to operating revenues (Passenger Fares, Advertising & Concessions, and Investment Income). Ridership dropped to an average low of 65% of pre-COVID levels and has slowly been increasing as the economy slowly reopens. Ridership is not expected to return to pre-COVID levels this year. By the end of the 3<sup>rd</sup> Quarter, ridership was still approximately 54% 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. Actual operating expenses for 3<sup>rd</sup> Quarter 2020 increased by 2.1%, compared to 3<sup>rd</sup> 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. For the 3<sup>rd</sup> Quarter 2020, the Cost per Hour of Service will not meet the Board Policy goal. This goal is calculated once a year, at year-end. The information above is only reviewing actual expenditures, which does not include encumbrances.

**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 estimated ending available balance of \$149.9 million, the Operating Reserve is 10.0 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 3<sup>rd</sup> Quarter, the Debt Service Coverage is 10.6, exceeding the policy goal.

The **Sales Tax Contribution to Capital** is a measure of the level of commitment to longer-term capital needs by determining the percentage of the sales tax revenues that is to be allocated directly to the Capital Improvement Fund to support budgeted projects or to the Bond Retirement Fund to support debt service payments. At the end of the 3<sup>rd</sup> 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 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 \$189.9 million in funding from:

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

Competitive grants total \$38.5 million that have been received and identified for Fiscal Year (FY) 2020 which 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 grant of \$111,977,170 for operating assistance to mitigate the impact of the pandemic on the authority's passenger fares, sales tax revenue, and operations.

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 \$38.5 million have been received prior to end of the 3<sup>rd</sup> quarter. Table 1 shows the funding sources, including competitive awards, funds committed through the life of the award, and funding available as of 3<sup>rd</sup> 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
- \$9.2 million for Radio CAD/AVL communication upgrades
- \$250,000 for Asset Maintenance Software Database
- \$1.1 million for the Rail Brookpark Yard Track-Switch
- \$3.3 million for Triskett CNG Building Compliance
- \$5.6 million for 7 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	\$189,926,901	\$163,655,800	\$26,271,101	40.7%
Local Funds	107,926,887	81,154,831	26,772,056	41.5%
Competitive Funds	38,557,602	27,235,217	14,307,934	17.5%
State Funds	-	-	-	0.0%
Other Funds	2,286,179	2,207,795	78,383	0.1%
<b>Grand Total</b>	<b>\$338,697,571</b>	<b>\$274,253,644</b>	<b>\$64,443,926</b>	<b>100.0%</b>

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 Table 2.

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 3<sup>rd</sup> Quarter, project commitments totaled \$274.3 million, including \$202.0 million of ITD expenditures and \$72.3 million of current encumbrances, resulting in \$116.0 million, or 29.7%, 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 3<sup>rd</sup> 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 RTA Capital and Development Funds during the remainder of 2020 will result in estimated total commitments of \$329.7 million and available funding of \$60.5 million, or 15.5%.

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	\$ 19,047,089	\$ 18,507,586	\$ 539,503	2.8%	\$ 18,507,586	\$ 539,503 2.8%
Bus Improvement Program	45,497,362	20,477,330	25,020,032	55.0%	41,998,235	3,499,127 7.7%
Equipment & Vehicles	29,647,713	26,863,330	2,784,383	9.4%	27,290,393	2,357,320 8.0%
Facilities Improvements	22,717,299	7,001,624	15,715,675	69.2%	10,969,492	11,747,806 51.7%
Other Projects	5,149,679	2,854,325	2,295,354	44.6%	2,828,830	2,320,849 45.1%
Preventive Maint./Operating Reimb.	134,701,382	113,792,986	20,908,397	15.5%	134,701,382	0 0.0%
Rail Projects	132,590,645	83,922,000	48,668,646	36.7%	92,591,000	39,999,646 30.2%
Transit Centers	868,308	834,465	33,843	3.9%	834,465	33,843 3.9%
<b>TOTAL: ALL CAPITAL PROJECTS</b>	<b>\$ 390,219,476</b>	<b>\$ 274,253,644</b>	<b>\$ 115,965,832</b>	<b>29.7%</b>	<b>\$ 329,721,384</b>	<b>\$ 60,498,093 15.5%</b>

Figure 5: 3rd Quarter 2020 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 and Preventive Maintenance categories totaling a combined \$131.3 million, or 88.36%, of capital expenditures.

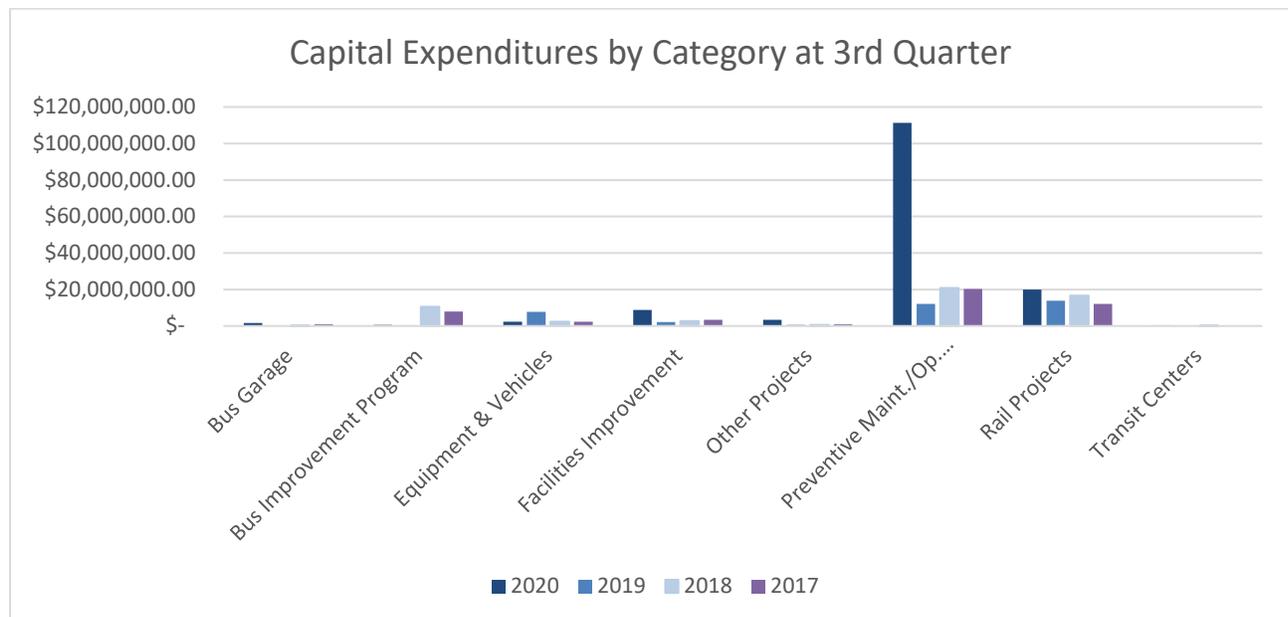


Figure 6: Capital Expenditures by Category

**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 3<sup>rd</sup> quarter, approximately \$18.5 million of the \$19.0 million budget was committed, leaving available funding of \$539,503, or 2.8%. A total \$18.5 million is projected to be spent by year-end, with available funding of \$539,503, or 2.8%, remaining for future years.

**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 September, category commitments totaled \$20.5 million, out of the total appropriations of \$45.5 million, leaving available funding of \$25.0 million, or 55.0%.

These commitments include current expenditures of \$12.2 million and current encumbrances of \$8.3 million to help maintain the Authority's existing bus fleet. Projected commitments of \$21.5 million at year-end include the bus purchase orders for 10 25-ft Paratransit vehicles and 20 40-ft CNG buses.

**Equipment & Vehicles**

At the end of the 3<sup>rd</sup> quarter, the total commitments of \$26.9 million include \$14.4 million of ITD expenditures and \$12.5 million of encumbrances, leaving available funding of \$2.8 million, or 9.4%. The majority of the open encumbrances within this category include, \$4.08 million, or 33.9%, within the on-going Fare Collection Equipment project and \$2.81 million, or 23.2%, for Radio CAD/AVL. 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 and rail fleet has been completed. Remaining commitments within this category are concentrated within various SOGR equipment & vehicle upgrade projects.

Expenditures totaled \$14.4 million, of which \$11.3 million was expended for communication upgrades and \$3.1 million for smaller Information Technology projects, non-revenue vehicle replacements, and equipment pools.

**Facilities Improvements**

At the end of the 3<sup>rd</sup> quarter, the total commitments of \$7.0 million include \$3.4 million of ITD expenditures and \$3.6 million of current encumbrances resulting in available funding of \$15.7 million, or 69.2%. Through the 3<sup>rd</sup> quarter, \$1.7 million was incurred for facility improvements and track bridge rehabilitation.

Projected commitments at year-end of \$11.0 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 3<sup>rd</sup> quarter, this

category has combined project commitments of \$2.9 million out of the category budget of \$5.1 million, resulting in available funding of \$2.3 million or 44.6%.

During the 3<sup>rd</sup> quarter of the year, a combined \$600,621 of expenditures was generated by projects within this category. These projects include Transit Oriented Development, Anti-Terrorism Team, and TSA Canine Security Program.

### **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.

During the second quarter, the CARES Act awarded in the amount of \$111,977,170, of which approximately \$107.8 has been drawn down through the 3<sup>rd</sup> quarter. During the fourth quarter of 2020, the balance of approximately \$4.2 million will be drawn down.

Third quarter activities resulted in total commitments for the year increasing to \$113.8 million, in which 76.3% of the expenditures were incurred during 3<sup>rd</sup> quarter. The year-end total projected commitment of \$134.7 million will match the set budget for 2020.

### **Rail Projects**

Through the 3<sup>rd</sup> quarter, \$19.9 million was expended on various Rail system projects, of which \$5.2 million, or 26.1%, was incurred on the Tower City tracks 10 & 13 and \$2.7 million, or 13.6%, at Puritas substation. The remainder of the expenditures during the 3<sup>rd</sup> quarter occurred in other smaller budgeted projects within this category.

At the end of September, \$83.9 million of the \$132.6 million budget for the Rail Projects category was committed resulting in available funding of \$48.7 million, or 36.7%. Total commitments include \$47.7 million of ITD expenditures along with \$36.2 million of current encumbrances, focusing on achieving a SOGR on the rail system.

Projected commitments of \$8.7 million include \$3.0 million for the W. 117<sup>th</sup> Station Substation, \$250,000 for Rail Spare Parts program, \$389,000 for the Warrensville Van Aken Transformer Rectifier, \$4.7 million to upgrade the Wayside Signal E 79<sup>th</sup> to Shaker, and \$361,000 for other smaller rail projects.

### **Transit Centers**

Project commitments total \$834,465, out of the budget of \$868,308, results in available funding of \$33,843 or 3.9%. Through three quarters 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	Q3	Year to Date
<b><u>Passengers per bus/train hour:</u></b>					
	2020 Target				
Bus	12	17	9	11	<b>13</b>
Rail	30	50	26	31	<b>37</b>
<b>*Total</b>	<b>14</b>	<b>20</b>	<b>11</b>	<b>11</b>	<b>14</b>
*Calculated by dividing the quarter's total ridership by total system wide hours					
<b>Revenue Vehicle Cost Per Mile:</b> (Maintenance & Fuel)		\$2.55	\$2.99	\$2.60	<b>\$2.71</b>
<b>% Of Scheduled Maintenance Completed</b> (Revenue Vehicles)					
	Bus	95%	95%	89%	<b>93%</b>
	Rail	99%	97%	98%	<b>98%</b>
	Paratransit (Revenue)	100%	100%	<b>100%</b>	<b>100%</b>
	Paratransit (Non-Rev)	100%	100%	<b>100%</b>	<b>100%</b>

Critical Success Factors

<p><b>Passenger Fare Revenue</b></p>	<p>The Passenger Fare Revenue performance measure is discussed in detail in the Financial Analysis Section of the Report.</p>
<p><b>Preventable Collisions</b></p>	<p>The GCRTA Preventable Collision Rate (PCR) TEAM goal for 2020 is 1.35. The 2020 YTD 3<sup>rd</sup> Quarter PCR is 1.31, which is 3.0% lower than the TEAM goal and 9.7% lower than the 1.45 PCR for the same period in 2019. Total preventable collisions decreased 16.9% to 202 from 243. Mileage decreased 7.6%</p>
<p><b>Total Collision Rate</b></p>	<p>The GCRTA Total Collision Rate (TCR) for the 2020 YTD 3<sup>rd</sup> Quarter is 3.10, which is 9.6% lower than the 3.43 TCR for the same period in 2019. Total collisions decreased 16.5% to from 575 to 480.</p>
<p><b>On the Job Injury Rate</b></p>	<p>The GCRTA 2020 TEAM Injury Rate Goal is 8.0. The 2020 YTD 3<sup>rd</sup> Quarter Injury Rate of 6.49 is 18.9% below the TEAM Goal and 22.9% below the 8.42 Injury Rate for the same period in 2019. Total injuries decreased by 26 from 107 in 2019 to 81 in 2020.</p>
<p><b>Number of Miles between Service Interruption</b></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. The goal for 2020 is 14,000 or more miles between service interruptions.</p> <ul style="list-style-type: none"> <li>• 9,427 Miles Between Service Interruptions for 3<sup>rd</sup> quarter 2020 represents:             <ul style="list-style-type: none"> <li>○ 18.65% decrease from 2<sup>nd</sup> quarter 2020 (11,588)</li> </ul> </li> <li>• 9,709 Miles Between Service Interruptions YTD through 3<sup>rd</sup> quarter 2020 represents:             <ul style="list-style-type: none"> <li>○ 17.95% increase from 2019 YTD performance through 3<sup>rd</sup> quarter 2019 (8,232)</li> </ul> </li> <li>• Hayden fleet:             <ul style="list-style-type: none"> <li>○ Total MBSI trending down from July through 1<sup>st</sup> quarter 2020 levels (approximately 78 per month compared to approximately 55 per month in 2Q) and relatively                 <ul style="list-style-type: none"> <li>▪ Both the 2900 (2007 New Flyer 60' articulated coaches) and 3600 (2018 Gillig CNG 40' coaches) had a significant increase in service interruptions without a corresponding increase in mileage</li> </ul> </li> </ul> </li> <li>• Triskett Fleet             <ul style="list-style-type: none"> <li>○ Total MBSI trending down from July through September as service interruptions increased at a higher rate than mileage                 <ul style="list-style-type: none"> <li>▪ September seems to have driven the high service interruption rate across all fleets</li> </ul> </li> </ul> </li> </ul>

**On-Time Performance**

On Time Performance tracks schedule adherence. Schedule adherence is measured by using recorded departure times) and uses the categories of **Early** (>1 minutes before), **On Time** (<1 minute before – 5 minutes after), and **Late** (>5 minutes).

- On Time Performance of 85.99% for 3<sup>rd</sup> quarter 2020 represents:
  - 1.48% decrease from 2<sup>nd</sup> quarter 2020 (87.28%)
- On Time Performance of 86.81% YTD through 3<sup>rd</sup> quarter 2020 represents:
  - 6.37% increase from 2019 YTD performance through 3<sup>rd</sup> quarter 2019 (81.61%)
- Every month in 2020 has continued to see a year over year increase in performance from 2019

**Ridership**

Tracks total unlinked passenger trips on all GCRTA transit modes. The COVID-19 pandemic has continued to affect ridership:

- 3,723,905 unlinked passenger trips for 3<sup>rd</sup> quarter 2020 represents:
  - 18.65% increase from 2<sup>nd</sup> quarter 2020 (3,138,668)
- A planned Blue and Green Line shutdown east of Tower City Station affected ridership from 6/28 – 8/8
- 13,644,853 unlinked passenger trips YTD through 3<sup>rd</sup> quarter 2020 represents:
  - 43.40% decrease from 2019 YTD performance through 3<sup>rd</sup> quarter 2019 (24,107,963)

**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.

- 6,783 Boardings Between Complaints for 3<sup>rd</sup> quarter 2020 represents:
  - 17.44% decrease from 2<sup>nd</sup> quarter 2020 (8,216)
- 7,543 Boardings Between Complaints YTD through 3<sup>rd</sup> quarter 2020 represents:
  - 28.45% decrease from 2019 YTD performance through 3<sup>rd</sup> quarter 2019 (10,542)
- Passed passengers and discourtesy continue to be the highest complaints for fixed route bus and rail service
- Paratransit scheduling and discourtesy continue to be the highest complaints for Paratransit service

**Attendance**

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.

- Unscheduled Absence rate of 7.93% for 3<sup>rd</sup> quarter 2020 represents:
  - 31.73% increase from 2<sup>nd</sup> quarter 2020 (6.02%)
- Unscheduled Absence rate of 6.59% YTD through 3<sup>rd</sup> quarter 2020 represents:
  - 14.01% increase from 2019 YTD performance through 3<sup>rd</sup> quarter 2019 (5.78%)

Monthly absence rate sharply increased and has remained elevated since June (~7.5% - 8.5%)

**Quarterly Marketing Activities**

Continued with the Need a Mask, Take a Mask campaign with events throughout Cuyahoga County. Events in July were held at Parma Transit Center, E. 55, Cedar-University and West Blvd. rapid stations. Events in August were held at Stokes-Windermere, Tower City, Shaker Square and Brookpark. Phase II of the campaign will focus more on community partnerships and getting masks out in to the communities through donations. In September, GCRTA donated 2,000 masks to the Greater Cleveland Food Bank as part of their weekly food distribution. To date, more than 11,000 reusable cloth masks have been distributed throughout Cuyahoga County courtesy of GCRTA.

On August 10, Park-N-Ride and Trolley services were reinstated. After months of service suspension due to COVID-19, the return of these services were well received by commuters and downtown workers.

GCRTA participated in the local Rail Rodeo on Sept. 19. Nearly 40 rail employees participated in the competition- which showcased the best of the best in the categories of Operations, Mechanics and Power & Way. Congratulations to all the winners! (blog post about it: [www.riderta.com/blogs/2020-rail-rodeo](http://www.riderta.com/blogs/2020-rail-rodeo))

Free WiFi is now available on all GCRTA buses and trains. Many rapid stations also offer free WiFi. In an effort to help bridge the digital divide and offer these services to those in need, GCRTA is now a designated "Homework Hotspot".

Work continues on the GCRTA System Redesign. This pillar study, completed in 2019 by Jarrett Walker + Associates, is almost ready for the public to view. Branded as NEXT GEN RTA, the system redesign will focus on greater frequency and greater connectivity for Greater Cleveland. Public engagement is coming in Q4 2020. Information on the redesign is available at [www.riderta.com/nextgen](http://www.riderta.com/nextgen).

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 July 1, 2020 – September 30, 2020 represents the fourth quarter of FFY 2020. DBE dollars awarded during the fourth quarter and FFY to-date on contracts greater than \$100,000 totaled \$847,700 or 27.5% on total contracts of \$3,077,217.

**QUARTERLY - PARTICIPATION OF DBE FIRMS BY CLASSIFICATION**  
(July 1, 2020 – September 30, 2020)

Classification	Q1		Q2		Q3		Q4	
African American	\$266,488	100.0%	\$1,697,645	46.0%	\$46,000	16.5%	\$413,220	48.7%
Asian	0	0	0	0	\$16,000	5.8%	\$9,000	1.1%
Caucasian Female	0	0	\$1,916,006	51.9%	\$200,000	71.9%	\$416,489	49.1%
Hispanic	0	0	\$76,313	2.0%	0	0	0	0
Sub-Pacific Asian	0	0	0	0	\$16,000	5.8%	\$9,000	1.1%
<b>TOTAL</b>	<b>\$266,488</b>	<b>100.0%</b>	<b>\$3,689,964</b>	<b>100%</b>	<b>\$278,000</b>	<b>100.0%</b>	<b>\$847,770</b>	<b>100.0%</b>

**CURRENT QUARTER - DBE PERFORMANCE BY CONTRACT CATEGORY**  
(July 1, 2020 – September 30, 2020)

	Construction	Professional Services	Equipment & Supply	Total
DBE Dollars	\$413,220	\$434,480	0	\$847,680
All Dollars	\$1,351,920	\$354,784	\$318,992	\$3,077,217
<b>% DBE Participation</b>	<b>30.5%</b>	<b>12.2%</b>	<b>0.0%</b>	<b>41.8%</b>

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

	Total Contracts	DBE Participation	% DBE Participation
<b>1st Qtr.</b>	\$3,416,400	\$266,488	7.8%
<b>2nd Qtr.</b>	\$25,103,606	\$3,689,964	14.7%
<b>3rd Qtr.</b>	\$631,919	\$278,000	44.0%
<b>4th Qtr.</b>	\$3,077,217	\$847,700	27.5%
<b>TOTAL</b>	\$32,229,142	\$5,082,152	15.8%

**Office of Business Development Activities**

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

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

- New Certification: 3
- No Changes Declaration: 20
- On-Site (Virtual): 1

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

- Completed: 14 Goal Settings
- Reviewed: 3 Certified Payroll Reports
- On Site Project Monitoring: 3

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

- Participated on B2GNow Training
- Participated on Opening your Doors to More Business Workshop (Virtual)
- Participated on 6<sup>th</sup> Annual Greater Summit Business Conference & Expo (Virtual)
- Participated on B2GNow Symposium (Virtual)
- Participated on; How to do business with NEORS and GCRTA workshop; hosted by NEORS
- Attended the Local Initiative Support Cooperation (LISC)/Verizon Foundation Partnership Conference (Virtual)
- Attended the Public Transportation in Post COVID-19 World Conference (Virtual); hosted by BrightTALK (Virtual)
- Attended 2020 NOACA Annual Meeting (Virtual)

**Selected Other Involvements**

- Participated on Crain’s/Virtual: Women of Note Awards
- Participated on The Cleveland Branch NAACP Presents the Freedom Fund Virtual Event: 108<sup>th</sup> Anniversary Celebration “The Marathon Continues”

### 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	Q3 2020 Quarterly Performance Report																
	Male							Female									
	Total Placements Hispanic Males	Asian Goal	Total Placements Asian Males	2 or More Ethnicities Goal	Total Placements 2 or More Ethnicities Males	White Females Goal	Total Placements White Females	Black Females Goal	Total Placements Black Females	Hispanic Females Goal	Total Placements Hispanic Females	Asian Females Goal	Total Placements Asian Females	Total Placements			
													Q1	Q2	Q3	Q4	
Officials & Administrators	--	--		--		2	0	--		--				0	0	0	
Professionals	--	2	0	--		45	2	--		--		3	0	3	2	2	
Technicians	--	--		--		24	1	--		1	0	1	0	1	0	1	
Protective Service	--	--		--		12	1	--		1	0	--	0	0	1	1	
Admin Support	--	--		--		51	1	--		--		--		1	0	1	
Skilled Craft	8	1	0	1	0	16	0	5		--		--		0	1	0	
Service Maintenance	24	9	0	3	0	258	2	--		23	0	10	0	3	1	3	
TOTAL	32	12	0	4	0	408	7	5	0	25	0	14	0	8	5	8	

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

## Succession Planning

GCRTA continues to enhance its People Strategy by focusing 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.

### **Third Quarter Results**

The following highlights our succession planning and employee development efforts during the 3<sup>rd</sup> 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 graduated from the Frontline Supervisor Training & Development program in October 2020. Our seventh cohort of 12 frontline supervisors started in July 2020, and scheduled to complete training in December 2020.

#### **Community Training & Development Job Hub Partnership**

A workforce development partnership was presented to the External and Stakeholder Relations and Advocacy Committee during the October 6, 2020 Board of Trustees Committee Meeting. Cuyahoga Community College and the Greater Cleveland Regional Transit Authority will collaborate on workforce development initiatives and programs to develop current and future workers for career paths in the transportation industry. The partnership provides GCRTA with the ability to enhance workforce sustainability, skills-based development of current employees, community engagement and outreach for future employees.

As part of the Community Training & Development Job Hub partnership, Tri-C and GCRTA will be offering training opportunities such as Introduction to Mechanical and Maintenance Training, Workforce Success Seminar, Women in Transition, and Temporary Commercial Driver's License Training. The Community Training & Development Job Hub will be located at GCRTA's Central Bus Maintenance Facility as it offers the infrastructure conducive for these programs.

The Community Training and Development Job Hub partnership model aligns with Tri-C's current Access Center framework, which makes education and workforce service accessible to our neediest communities. Current Tri-C Access Centers include Esperanza, Olivet Housing and Community Development Corporation, and MetroHealth Medical Center.

#### **Promotions & Employee Development**

We continue to track progress for advancing our employee development efforts by measuring our percentage of promotions in relation to new hires (See Figure 7). The percentage of promotions for the 3<sup>rd</sup> quarter of 2020 was 44%. This metric is key to showing GCRTA's continued commitment to developing employees for promotion opportunities within all work segments, and particularly for key leadership positions.

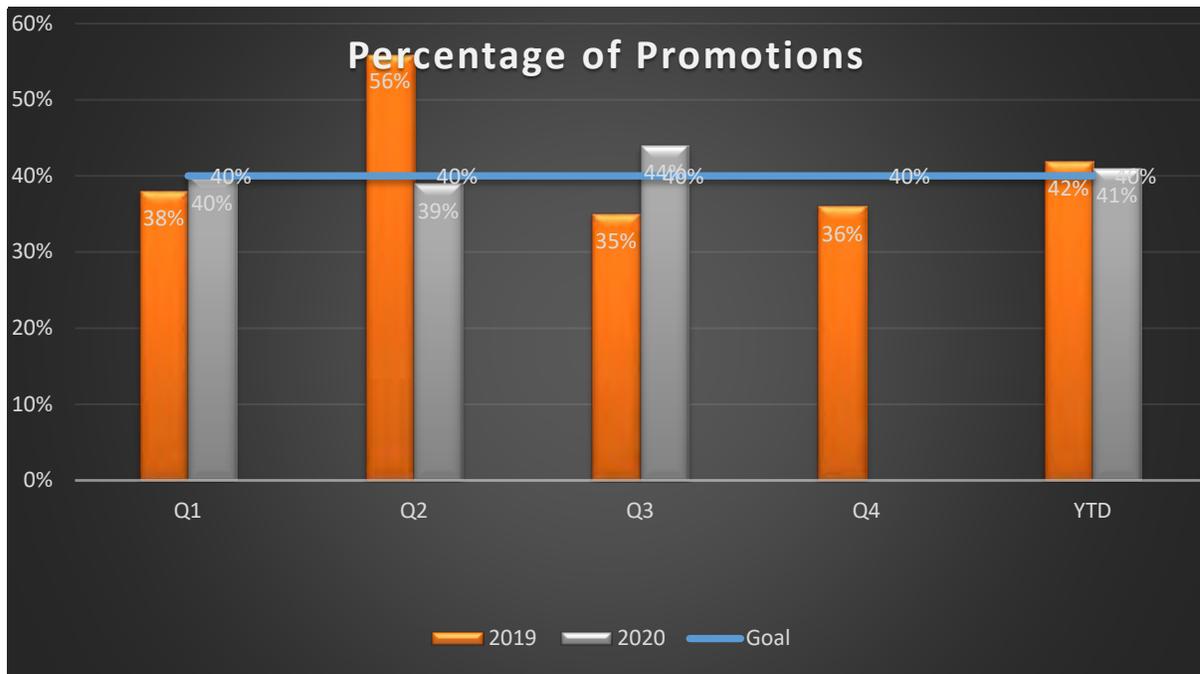


Figure 7: Percentage of Promotions

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

**Management Succession**

- Lisa Townes, Public Transit Management Academy graduate, promoted from Manager, Service Quality to Transportation Manager in the Operations Division.
- Daveda Bencs, Public Transit Management Academy graduate, promoted from Assistant Transportation Manager to Transportation Manager in the Operations Division.
- Alexis Marcano, Public Transit Management Academy Training graduate, promoted from Paratransit Operator to District Business Analyst in the Operations Division.
- Mabry Harris, Public Transit Management Academy Training graduate, promoted from Contract Administrator to Procurement Team Leader in the Finance & Administration Division.
- Andrew Scott, Management Development Program and Public Transit Management Academy Training graduate, promoted from Systems Analyst to Information Technology Auditor in the Internal Audit Department.
- Darren Garlock, Public Transit Management Academy Training graduate, promoted from Electronic Equipment Maintainer to Intelligent Transportation Systems (ITS) Specialist in the Operations Division.
- Tracy Hale, promoted from Administrative Assistant to HRIS Specialist in the Human Resources Division.
- Charnese Wilson, promoted from Assistant Contract Administrator to Contract Administrator in the Finance and Administration Division.
- Robin Dietz, promoted from Transit Police Officer to Transit Police Sergeant in the Operations Division.

- Maurice Hudson, promoted from Transit Police Officer to Transit Police Sergeant in the Operations Division.

### **Technical Succession**

- Justin Krehel, promoted from Equipment Maintainer to Equipment Repair Leader in the Operations Division.
- Carl Harris, promoted from Maintainer to Maintenance Technician in the Operations Division.

## Engineering/Construction Program

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

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

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

PROJECT	DESCRIPTION	STATUS
<b><u>Bridges</u></b>		
Rehabilitation of the Viaduct, Phase I (27Y)	RFP for design of repair elements Designer: Michael Baker International Cost: \$446,266	RFP was advertised January 21, 2019. Proposals received, consultant selected. NTP issued July 10, 2019. Preliminary report and alternatives received. Inspection completed September 14, 2019. Report review held December 2019. Design proceeding to 100%.
Viaduct Rehabilitation Buckhead Repair (27Y(a))	Design separate because of permit requirements Cost: TBD	Design report and estimate underway.
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. Design proceeding. Track 8 duck-under to remain. 70% submittal comments sent September 17, 2020. 70% submittal to be revised before acceptance.
Waterfront Line Bridge Repairs (27Z)	Bridge Repairs (incl. MSE walls) Estimated Cost: \$400,000	Bridge monitoring by TranSystems/BDI in place and running. RFP advertised October 5, 2020 due November 5, 2020.

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. 30% design received. Examining fiber optic integration. Package being developed for advertisement.
Trunk Line Signal Replacement – Construction (12D)	Construction Contractor: TBD  Construction Estimate: \$2,683,011	Project to be bid fourth quarter 2020.
W. 30 <sup>th</sup> Substation Rehabilitation (Transformer/Rectifier Set) (60F)	Contractor: TBD  Construction Estimate: \$2,400,000	Replacement of transformer/rectifier and switchgear. Existing building to be reused. Roof was replaced under Project 18.35. Bids to be received October 1, 2020 and scheduled for Board award on October 27, 2020.
West 65 Substation Replacement (23Z)	Substation Reconstruction  Contractor: The Fowler Company  Construction Cost: \$2,712,983	Design completed in-house. Project awarded at December 19, 2017 Board Meeting. Notice to Proceed issued Feb 13, 2018. Commissioning completed. Training completed. Substation in service. Awaiting closeout documents.
Trunk Line Track Rehabilitation – Section 2 (52T)	Construction Contractor: TBD  Construction Estimate: \$12,058,256	Buckeye/Woodhill to Shaker Square track and ballast renewal. Includes all turnouts and crossovers. In-house design underway.
Red Line Curve Replacement (52V)	Construction Contractor: TBD  Construction Estimate: \$1,600,000	Rail replacement and track alignment on east bound Red Line between E. 55 <sup>th</sup> and E. 79 <sup>th</sup> . In-house design underway.
Red Line 515 turnout Return to Service (12F)	Designer: TBD  Design Estimate: \$220,000	Return to service turnout 515 at west end of Brookpark Yard. Includes signal, track and CTDS work. Project will include work to add CAB loops to yard siding to support new railcar testing.

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 WSP.
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 investigation ongoing. Table inspection by flexible camera completed. Survey of rails completed.
Trunk Line Track Rehabilitation Section 1 (52S)	Construction Contractor: Delta Railroad Construction Cost: \$6,704,296	Kinsman to Buckeye-Woodhill Station track and ballast renewal. In-house design completed. Project awarded at March 24, 2020 Board meeting. Tracks replaced. Rail stressing underway. Test train August 4, 2020 with return to service on August 9, 2020. Installation of new Pandrol clips remains.
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 but transformer failed during acceptance testing. Replacement of main transformer/rectifier underway.
Warrensville/Van Aken Substation Replacement (60B)	Furnish and Install Modular Warrensville/ Van Aken Substation Construction Contractor: Hatzel & Buehler Cost: \$2,920,634	Working with First Energy for service to new site. Project Board award on November 19, 2019. Notice to Proceed issued January 16, 2020. Equipment on order, feed installation and reclosure design location in progress.

**Passenger Facilities**

*Rapid Stations*

E. 79 <sup>th</sup> Station (24U)	Reconstruction of E. 79 <sup>th</sup> 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. Construction administration underway.
--------------------------------------	---	--

<p>E. 79<sup>th</sup> Station Signal (24U-Signal)</p>	<p>Signal Engineering for E. 79<sup>th</sup> Station Consultant: Mott MacDonald Design Cost: \$251,034</p>	<p>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<sup>th</sup> St .Station. Submittals processed and equipment on order. Expected arrival of gate mechanism fourth quarter.</p>
<p>E. 79<sup>th</sup> Station (24U)</p>	<p>Reconstruction of E. 79<sup>th</sup> Red Line Station Contractor: Panzica Construction Cost: \$6,587,101</p>	<p>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. New station ramps with railings, drainage, pause points, entrance plaza, platform and lighting in place.</p>
<p><b>Planning</b></p>		
<p>Opportunity Corridor Improvements (15.97)</p>	<p>Opportunity Corridor TWE Improvements on E. 105<sup>th</sup> Contractor: Millstone Cost: \$396,000</p>	<p>Project funded by ODOT to improve E. 105<sup>th</sup> bus stop areas at Cedar, Carnegie, Euclid &amp; Chester. Worked with City, ODOT &amp; 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. Concrete pads and shelters were installed. Landscaping has been completed. Final Invoice paid and retainage released. This project is completed. <b>This is the last report.</b></p>
<p>E. 79<sup>th</sup> Public Art Fence (24U)</p>	<p>Public Art Fence for E. 79 Contractor: Gwendolyn Garth Cost: \$2,600 Contractor: Lauren Asberry Cost: \$2,600</p>	<p>Call for Artists received on October 11, 2019. Award was made to two local artists. Contracts were executed with both. Designs were completed and translated into CAD. City approved the art design which is being fabricated and delivered and installed by the end of the year.</p>

<p>Strategic Plan Update of Strategic Plan (18.05)</p>	<p>Update of Strategic Plan Contractor: HDR Cost Estimate: \$249,285.90</p>	<p>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. RTA 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. The final Stakeholder meeting was held July 16, 2020. Final meeting with the City of Cleveland was August 10, 2020. The plan was approved by the External and Stakeholder Relations Advocacy Committee and is scheduled for adoption by the Board on October 27, 2020.</p>
--	---	---

<p>W. 25<sup>th</sup> Street TOD Plan (18.42)</p>	<p>TOD Planning for W. 25th Street Contractor: Stantec Cost: \$414,068</p>	<p>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 signed and NTP issued April 4, 2020. The report on existing conditions is complete. The first Stakeholders meeting was held on July 22, 2020, and the first community meeting was held on July 29, 2020 and the second on October 14, 2020. The website: <a href="http://www25connects.com">www25connects.com</a> is active. The project will continue through 2020.</p>
---	--	--

**Maintenance Facilities**

<p>Infrastructure Upgrades @ Hayden &amp; 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. Construction package advertised for bids on October 5, 2020.</p>
<p>CNG Compressor Station and Back-up Generator at Triskett (61D)</p>	<p>Contractor: Trillium Construction Cost: \$4,978,314</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 complete. Trillium has selected Hembree Contracting of Bremen, Georgia for site work. Site installation including compressor station, generator, gas bottles, gas main feed and meter completed. Switchgear wire work continuing.</p>
<p>CNG (HVAC) Bus House Infrastructure Upgrades at Triskett (61E)</p>	<p>Consultant: Wendel HVAC Design Cost: \$350,374</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. IFB package completed and project advertised October 5, 2020.</p>
<p>Construction of CNG Infrastructure Upgrades at Triskett (61F)</p>	<p>Estimated Construction Cost: \$7,600,000</p>	<p>Combination of Wendel Design 61B, 61C and 61E for CNG required HVAC and other improvements to Triskett Bus Garage. Construction package advertised October 5, 2020.</p>



Greater Cleveland Regional Transit Authority  
1240 West Sixth Street  
Cleveland, Ohio 44113-1302

[rideRTA.com](http://rideRTA.com)