

# 2025

## QUARTERLY MANAGEMENT REPORT 2nd Quarter



OUR MISSION: CONNECTING THE COMMUNITY

CELEBRATING



Greater Cleveland  
Regional Transit Authority  
[rideRTA.com](http://rideRTA.com)

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## From the General Manager



As we move through the year, GCRTA continues to advance projects, celebrate meaningful milestones, and invest in the future of transit in Greater Cleveland. From welcoming new team members and securing vital funding to breaking ground on key infrastructure, we remain committed to connecting our community through safe, reliable, and equitable service.

### Welcoming New Transit Police Officers

In March, we proudly welcomed 14 new Transit Police Officers and their families at a swearing in ceremony. Chief of Police Deirdre Jones administered the Police Officers' Oath, officially inducting them into the department. The new officers bring unique and valuable experiences to our

Transit Police department and are currently completing their field training.

### Legislation and Funding Updates

In March, Governor DeWine signed an \$11 billion, two-year transportation budget (covering July 2025 through June 2027) to support critical infrastructure projects across Ohio. What does this mean for GCRTA? We are now eligible to apply for state grants that can support:

- Buses and railcars replacements
- Programs like microtransit, and other community mobility initiatives
- Workforce development and training efforts
- Bus shelter replacements and upgraded signage
- Funding for our railcar replacement program

We have been working with our federal lobbyist and the American Public Transportation Association (APTA) to help preserve transit funding in the Federal FY 2025–2026 budget. In the meantime, we are actively applying for competitive federal grants to support:

- New bus purchases
- Replacement of the roof at the Triskett Garage
- Continued investments in our rail system and stations

These funding opportunities align with our mission to connect the community through safe, reliable, and equitable transit service.

### Building Customer Experience with Innovation and Input

In December 2024, Nick Biggar was promoted to Senior Director of Customer Experience & Performance Management. Since then, he has been shaping the department's vision, building its foundation, and recruiting top talent.

We are pleased to announce two internal promotions:

- Kimberly Wright, Manager of Customer Experience
- Zane Patterson, Project & Performance Leader

The newly formed Customer Experience (CX) Department is committed to driving innovation and creating meaningful improvements in how customers engage with our services.

## **Ride Through Time: Celebrating 50 Years**

In collaboration with Cleveland History Days and Cuyahoga County, we brought together more than 3,500 attendees to celebrate GCRTA's 50th anniversary. Held on the East bank of the Flats, this vibrant, family - friendly celebration featured activities for all ages, music and entertainment, and tributes honoring five decades of public transit in Greater Cleveland.

## **Agency Awards**

Our Office of Management & Budget (OMB) received national recognition from the Government Finance Officers Association (GFOA), earning the Distinguished Budget Presentation Award for the 2025 Budget Book. This marks the 37th consecutive year GCRTA has received this award for excellence in strategic planning, transparency, and financial accountability.

Additionally, in June, GCRTA received the NAMC Northern Ohio Partnership Award from the National Association of Minority Contractors Northern Ohio Chapter (NAMCNOH) during its annual conference. This honor is bestowed on companies that:

- Contribute to leaving a lasting imprint on the construction industry
- Demonstrate exceptional leadership
- Have a pioneering spirit that advances opportunities and success of minority and women contractors

## **E. 79th Station Rebuild**

Construction is officially underway at the E. 79th Blue/Green Line Station, marking the start of a long-anticipated transformation that began in June. Construction is expected to be completed in August 2026. Once complete, the station will be fully ADA-accessible, safer for riders, and better connected to the surrounding neighborhood.

The modernized station will include:

- Covered waiting areas
- Push-button heating elements
- Enhanced safety features
- Stronger neighborhood connections
- Community-inspired art

This project also lays the foundation for future Transit-Oriented Development, supporting the revitalization and reconnection of the area. These milestones reflect the dedication of our team and the strength of our partnerships.

Whether through strategic investments, innovative service enhancements, or celebrating the people who power our system, we are proud to shape a more connected and accessible future for Greater Cleveland.

Sincerely,

A handwritten signature in blue ink, reading "India L. Birdsong Terry". The signature is fluid and cursive, with the first name "India" being the most prominent.

India L. Birdsong Terry

General Manager, Chief Executive Officer

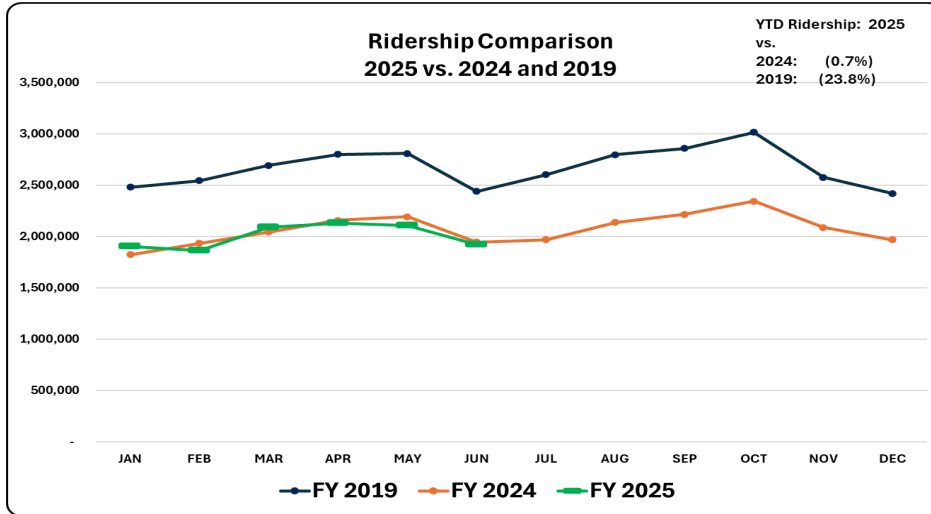
# FINANCIAL ANALYSIS

General Fund Balance Analysis					
	2025 Annual Budget	2025 Budget Q2	2025 Actual Q2	Q2 Variance	Q2 % Variance
<b>Revenues</b>					
Operating Revenues					
Passenger Fares	\$ 32,000,000	\$ 15,999,998	\$ 14,239,883	\$ (1,760,115)	-11.0%
Advertising & Concessions	2,062,000	1,318,931	860,711	(458,220)	-34.7%
Investment Income	485,300	500,002	505,329	5,327	1.1%
Other Revenue	1,000,000	750,000	251,365	(498,635)	-66.5%
<b>Total Operating Revenues</b>	<b>35,547,300</b>	<b>18,568,931</b>	<b>15,857,288</b>	<b>(2,711,643)</b>	<b>-14.6%</b>
Non-Operating Revenues					
Sales & Use Tax	267,500,000	133,749,998	134,838,722	1,088,723	0.8%
Reimbursed Expenditures	5,000,000	2,600,002	9,036,610	6,436,608	247.6%
Other Non-Operating Revenues	1,500,000	-	565,409	565,409	0.0%
Transfers from Reserve Fund - Other Sub-Funds	4,500,000	-	-	-	0.0%
Transfer from Revenue Stabilization Sub-Fund	50,500,000	-	15,000,000	15,000,000	0.0%
<b>Total Non-Operating Revenues</b>	<b>329,000,000</b>	<b>136,350,000</b>	<b>159,440,741</b>	<b>23,090,741</b>	<b>16.9%</b>
<b>Total Revenues</b>	<b>364,547,300</b>	<b>154,918,931</b>	<b>175,298,029</b>	<b>20,379,098</b>	<b>13.2%</b>
<b>Expenditures</b>					
Operating Expenditures					
Salaries & Overtime	181,582,000	88,362,442	88,115,396	(247,046)	-0.3%
Payroll Taxes & Fringes	66,164,000	32,309,105	36,897,740	4,588,635	14.2%
Fuel (Diesel, CNG, Prop. Pwr., Propane, Gas)	9,867,000	4,933,506	4,445,030	(488,476)	-9.9%
Utilities	4,286,000	2,143,002	2,374,784	231,782	10.8%
Inventory	13,000,000	6,499,998	8,338,567	1,838,569	28.3%
Services & Materials & Supplies	25,528,000	12,764,010	10,990,660	(1,773,350)	-13.9%
Purchased Transportation	16,697,000	8,348,502	7,880,137	(468,365)	-5.6%
Other Expenditures	6,678,000	4,159,306	4,052,375	(106,931)	-2.6%
<b>Total Operating Expenditures</b>	<b>323,802,000</b>	<b>159,519,871</b>	<b>163,094,690</b>	<b>3,574,819</b>	<b>2.2%</b>
<b>Revenues less Operating Expenditures</b>	<b>40,745,300</b>	<b>(4,600,940)</b>	<b>12,203,339</b>	<b>16,804,279</b>	<b>-365.2%</b>
Transfers to Other Funds					
Transfer to/from Insurance Fund	3,000,000	3,000,000	-	(3,000,000)	-100.0%
Transfer to Reserve Fund	10,878,615	10,878,615	7,000,000	(3,878,615)	-35.7%
Transfers to Capital					
Transfer to/from Bond Retirement Fund	9,184,042	4,592,022	4,750,000	157,978	3.4%
Transfer to/from Capital Improvement Fund	18,074,438	10,000,000	6,000,000	(4,000,000)	-40.0%
<b>Total Transfers to Capital</b>	<b>27,258,480</b>	<b>14,592,022</b>	<b>10,750,000</b>	<b>(3,842,022)</b>	<b>-26.3%</b>
<b>Total Transfers to Other Funds</b>	<b>41,137,095</b>	<b>28,470,637</b>	<b>17,750,000</b>	<b>(10,720,637)</b>	<b>-37.7%</b>
<b>Total Expenditures</b>	<b>364,939,095</b>	<b>187,990,508</b>	<b>180,844,690</b>	<b>(7,145,818)</b>	<b>-3.8%</b>
<b>Excess/Deficiency of Total Revenues over Total Expenditu</b>	<b>\$ (391,795)</b>	<b>\$ (33,071,577)</b>	<b>\$ (5,546,661)</b>	<b>\$ 27,524,916</b>	<b>-83.2%</b>
<b>Beginning Balance</b>	<b>36,763,593</b>		<b>36,763,592</b>		
<b>Less: Est. Ending Encumbrances</b>					
<b>Quarter End Projected Available Ending Balance</b>	<b>\$ 36,371,798</b>		<b>\$ 31,216,931</b>		
<b># Months Reserves - Quarter End Projected</b>			<b>1.1</b>		

Figure 1: General Fund Balance Analysis

## General Fund Balance Analysis

Sales Tax ended the quarter 0.8% above budget and 2.8% above 2024. Passenger Fares were 11.0% below budget and 9.3% below 2<sup>nd</sup> Quarter 2024, mainly due to timing differences of receipts for Student Farecards and U Pass. Total Revenues ended the quarter 13.2% above budget. Salaries and Overtime ended the quarter 0.3% below budget. Payroll Taxes and Fringe Benefits were 14.2% above budget. Total Operating Expenditures ended the quarter 2.2% below budgeted levels. A transfer of \$7.0 million was made to the Rolling Stock Reserve Fund for the rail car program, \$6.0 million to the Capital Improvement Fund and \$4.8 million was transferred to the Bond Retirement Fund.



Ridership for the Second Quarter 2025 totaled 12.0 million, 0.7% below 2024. The top 2 modes of ridership were Paratransit at 8.9%, and

Fixed Route Bus at 3.1%, all compared to 2<sup>nd</sup> Quarter 2024. Heavy Rail, Light Rail, and HealthLine ridership were down by 14.8%, 18.6% and 2.7%, respectively.

Figure 2: Ridership

Passenger Fare revenue for the Second Quarter of 2025 totaled \$14.2 million. This is 11.0% lower than budget and 9.3% lower than the Second Quarter of 2024.

This is caused by timing differences in the receipts for student farecards and U Pass revenue. Mobile ticketing remains strong with \$4.3 million received in the 2<sup>nd</sup> Quarter, 12.3% above 2024.

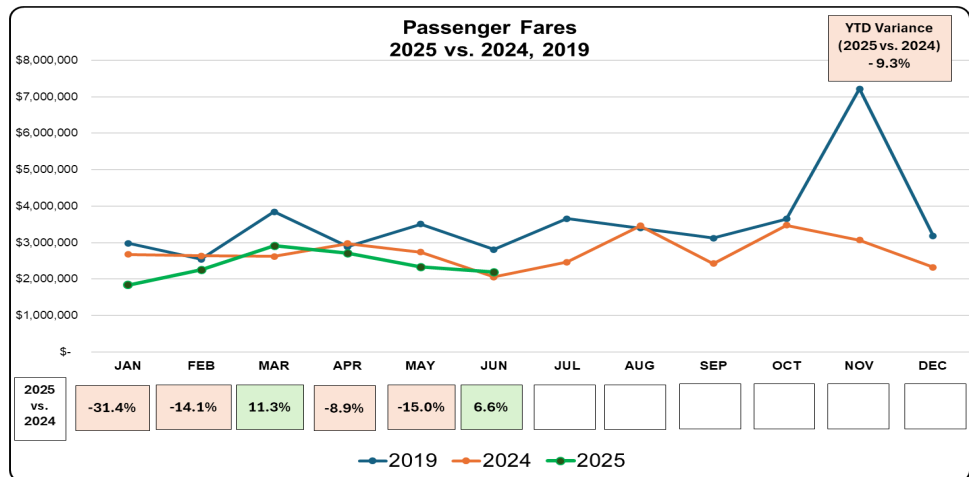


Figure 3: Passenger Fares

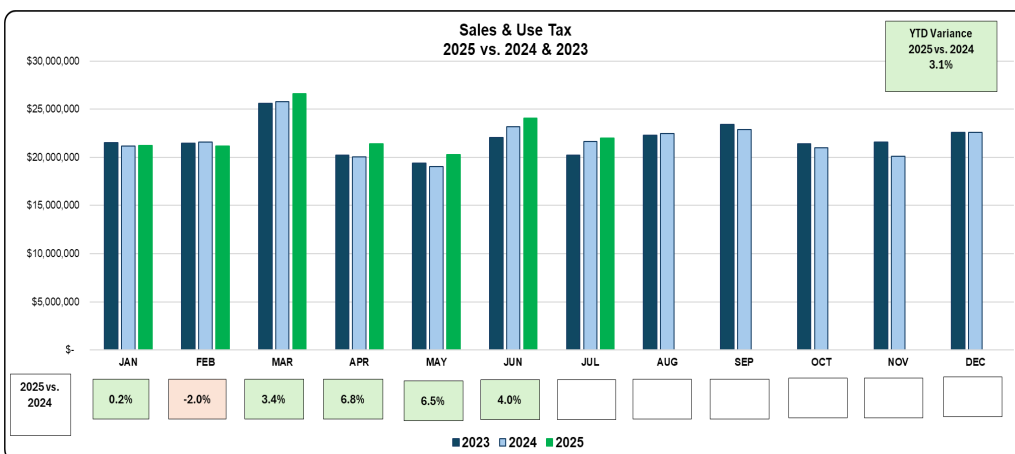


Figure 4: Sales & Use Tax

For the Second Quarter, Sales & Use Tax totaled \$134.8 million, 0.8% above budget and 3.1% above the Second Quarter in 2024. Through the Second Quarter, Online Sales were 11.1% above 2024. Motor Vehicles & Watercraft were 1.8% higher and Regular and State-wide Sales were 0.9% higher than Second Quarter 2024

Operating Expenditures ended the quarter 2.2% over budgeted levels. Total salaries and overtime were 0.3% below budget, mainly due to lower hourly and salaried labor. Payroll Taxes and Fringes were 14.2% above budget, due to higher health care costs. Total personnel ended the quarter, 3.6% above budget. The fuel hedging and contracts have helped to manage the costs for diesel, CNG, propulsion power, electricity, natural gas, and gasoline. Fuel and Utilities ended the quarter 3.6% below budgeted levels. Inventory, Services, and Materials & Supplies ended the quarter 0.3% above budget. Purchased transportation ended the quarter 5.6% below budgeted levels, mainly due to the timing of invoices.

Transfers to other funds are to support the expected expenditure and to maintain the recommended ending balances for the Bond Retirement, Insurance, Supplemental Pension, Capital Improvement, and Reserve Funds. Through the Second Quarter, \$7 million was transferred to the Rolling Stock Reserve Fund to support the rail car program, \$4.8 million was transferred to the Bond Retirement Fund, and \$6 million was transferred to Capital Improvement Fund. The remaining transfers to the Insurance Fund and Reserve Fund will be completed by year-end.

## BOARD POLICY GOALS

Board Policy Goals				
	KPI	Definition	Goal	Q2
Operating Efficiency	Operating Ratio	% of Operating Expenses (less Force Account Labor) are covered by Operating Revenues (Passenger Fares, Advertising, Investment Income)	> 25%	9.8%
	Cost/Hour of Service	Dividing total operating expenses by total service hours		Calculated at Year-End
	Growth per Year	Cost of delivering a unit of service compared to prior year	< rate of inflation (2.7%)	
	Operating Reserve (months)	Available ending balance is equal to cash equivalent of one-month's operating expenses	> 1 month (1.0)	1.1
Capital Efficiency	Debt Service Coverage	Authority's ability to meet annual interest and principal payments on debt	> 1.5	4.5
	Sales Tax Contribution to Capital	Transfers to fund the Authority's bond retirement payments and local funding for capital projects	> 10%	8.0%
	Capital Maintenance to Expansion	Ratio of focus between State of Good Repair (SOGR) vs. service expansion	75 - 90%	100%

Figure 5: Board Financial Policy Goals

### Operating Efficiency

The policy goal is to maintain an **Operating Ratio** of at least 25%. This ratio shows the efficiency of management by comparing operating expenses to operating revenues (Passenger Fares, Advertising & Concessions, Investment Income, and Other Operating Revenues). At the end of the Second Quarter, the Operating Ratio was 9.8% and did not meet the policy goal. (Figure 5)

The target of the **Cost per Hour of Service** indicator is service to be maintained at or below the rate of inflation. The inflation rate was budgeted at 2.7%. This metric will be calculated at the end of the year. **Operating Reserve is targeted for a period of 30 Days or 1 Month**, which requires the available unrestricted cash and cash equivalents to be one month of operating expenses to cover any unforeseen or extraordinary fluctuations in revenues or expenses. The Operating Reserve at the end of the Second Quarter was 1.1 months. This policy goal has been met.



**Capital Efficiency**

The **Debt Service Coverage** ratio is the measure of the Authority's ability to meet annual interest and principal payments on its outstanding debt. The goal is for the debt service coverage to be 1.5 or above and compares total resources (net of operating costs and transfers to the Insurance, Capital, and Pension Funds) with the Authority's debt service needs. The Debt Service Coverage ended the quarter at 4.5, exceeding the policy goal.

The **Sales Tax Contribution to Capital** is a measure of the level of commitment to longer-term capital needs by determining the percentage of the sales tax revenues that is to be allocated directly to the Capital Improvement Fund to support budgeted projects or to the Bond Retirement Fund to support debt service payments. This indicator ended the quarter at 8.0%, which did not meet the policy goal. The remaining transfers to the capital will occur throughout the second half of the year and this metric is expected to meet the goal by year-end.

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

# Capital Commitments and Expenditures

## Capital Revenues

Under the Federal Grants program there are 19 active grant awards. Ten are within the Formula Grant awards category, and 9 are either highly competitive or discretionary grants.

The Formula Grants include \$53.8 million in funding under the following:

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

Competitive grants that have been approved and received (earned) are as follows:

- ODOT (Ohio Department of Transportation)
- 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)
- Transit Infrastructure Grant – Community Project Funding
- Railcar Replacement Program - IIJA

For 2025, the Strategic Plan initiative is to apply for, and successfully obtain, at least \$35 million of competitive grant awards each year, which would enable the Authority to focus on its SOGR projects. The following competitive funds have been awarded through the Second Quarter of FY 2025:

- Ohio EPA – DERG: \$2.7 million
- Ohio Dept of Development – Tech Cred Round 29: \$19,580
- Ohio Dept of Development – Tech Cred Round 30: \$29,330
- NOACA CMAQ - \$9.84 million
- NOACA STBG - \$6.0 million
- ODOT - OTP2 \$18.6 million
- ODOT – Transit Funding: \$1.2 million

## Commitments by Capital Category

The capital program is based on a multi-year, or an Inception-to-Date (ITD), approach. The total capital budget of \$1,013.8 million for FY 2025 includes original appropriations of \$253.7 million for FY 2025, and \$760.1 million of prior year carryovers, which are displayed in Table 1. Projects within the capital program are placed in nine categories as seen in the table below, which compares the budget to the year-end projections for each category.

At the end of the 2nd Quarter 2025, current commitments totaled \$613.9 million, including \$236.1 million of ITD expenditures and \$377.8 million of current encumbrances. ITD Budget less current commitments results in \$399.9 million, or 39.4%, of available funding. Most capital activities during the Second Quarter were continuing projects that began in prior fiscal years or planned FY 2025 construction projects. These projects focused on the State of Good Repair (SOGR) of the Authority's capital assets, which will be discussed below in greater detail.

Categories	(ITD) Budget A	Current Commitments B	Budget vs Current Commitments A-B	% Remaining (A-B)/A	Projected Commitments @ End of 2025 C	Projected Commitments vs. Current Budget A-C	
Bus Garages	\$ 8,125,000	\$ 6,000,000	\$ 2,125,000	26.2%	\$ 8,000,000	\$ 125,000	1.5%
Bus Improvement Program	88,661,333	73,414,923	\$ 15,246,410	17.2%	75,864,922	12,796,411	14.4%
Equipment & Vehicles	42,860,752	14,129,733	\$ 28,731,019	67.0%	18,361,055	24,499,697	57.2%
Facilities Improvements	120,327,090	62,868,644	\$ 57,458,446	47.8%	66,391,644	53,935,446	44.8%
Other Projects	44,846,404	4,554,377	\$ 40,292,027	89.8%	6,304,377	38,542,027	85.9%
Preventive Maint./Operating Reimb.	9,276,792	7,228,057	\$ 2,048,735	22.1%	9,276,792	0	0.0%
Rail Projects	224,293,882	122,917,248	\$ 101,376,634	45.2%	154,297,248	69,996,634	31.2%
Railcar Replacement Program	473,601,929	322,770,423	\$ 150,831,506	31.8%	410,180,423	63,421,506	13.4%
Transit Centers	1,834,315	0	1,834,315	100.0%	0	1,834,315	100.0%
<b>Sub-Total: RTA Capital</b>	<b>\$ 1,013,827,497</b>	<b>\$ 613,883,405</b>	<b>\$ 399,944,092</b>	<b>39.4%</b>	<b>\$ 748,676,461</b>	<b>\$ 265,151,036</b>	<b>26.2%</b>

Figure: 6

## 2025 Expenditures by Capital Category

The graph below compares current expenditures for each category year-over-year, expenditures at the same point in time. The majority of capital expenditures so far in 2025 occurred in three major categories: Rail Replacement Program Projects at \$40.8 million, Facility Improvements at \$7.8 million and Preventive Maintenance/Op Reimb. at \$7.3 million. These three categories total \$55.9 million, or 86.6%, of current capital expenditures in 2025.

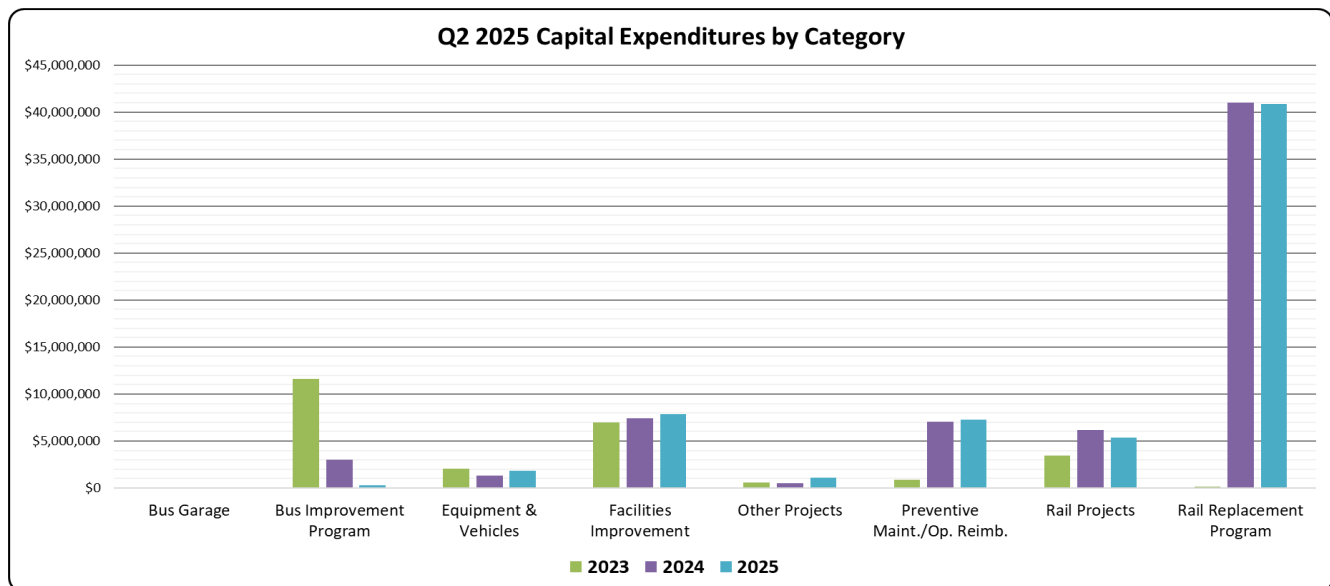


Figure: 7

## Bus Garages

These projects are for bus garage facility upgrades. Ongoing upgrades throughout the remainder of the year include upgrades to the Gas Detection System and Fire Protection System, Bus Wash, Lift Replacements, and Pivot Gate at the Hayden Facility. Other replacements across the authority in 2025 included lifts at the Paratransit Facility and the Triskett Bus Wash. At the end of the 2nd Quarter, commitments in this category totaled \$6.0 million, out of total appropriations of \$8.1 million, leaving a positive variance of \$2.1 million, or 26.2%.

## **Bus Improvement Program**

The Authority continues to retire older fleets and purchase more fuel-efficient vehicles under its Bus Improvement Program. At the end of the 2nd Quarter, commitments in this category totaled \$73.4 million, out of total appropriations of \$88.6 million, leaving a positive variance of \$15.2 million, or 17.2%. In FY 2025 the replacement of 40 CNG 40ft buses and the replacement of 18 Paratransit buses are scheduled to be ordered.

## **Equipment & Vehicles**

At the end of the Second Quarter, total commitments of \$14.1 million, which include \$9.7 million of ITD expenditures and \$4.4 million of encumbrances out of a total budget of \$42.8 million leaves a positive variance of \$28.7 million, or 67.0%. The remaining commitments within this category are concentrated on updating equipment and software for scheduling, asset maintenance, fare collection, inventory, cyber security, and financial management.

## **Facilities Improvements**

Throughout the Second Quarter, total commitments of \$62.8 million, out of the total budgeted \$120.3 million resulted in a positive variance of \$57.4 million, or 47.8%. Ongoing projects within this category include Tower City East Portal Rehabilitation, W. 117<sup>th</sup> bridge rehabilitation, Central Rail access road bridge rehabilitation, Main Office roofing repairs, and other smaller facility enhancements.

## **Other Projects**

The Other Projects category includes other miscellaneous capital projects that do not fit into the other capital categories. At the end of June, this category has combined project commitments of \$4.5 million out of the budget of \$44.8 million, resulting in a positive variance of \$40.3 million or 89.8%. These projects include TSA Canine Security Program, Transit Study Programs, Farnsleigh electric charger, MetroHealth Line Bus Rapid Transit (BRT), MicroTransit with ConnectWorks, GCRTA's contribution to Public Square improvements, and Opportunity Corridor.

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

This category includes reimbursements to the General Fund for various eligible activities. These include formula grant-funded preventive maintenance activities and non-formula grant-funded reimbursements for the delivery of ADA services. Projected commitments at year-end are expected to total \$9.3 million.



**Rail Projects**

Through the 2<sup>nd</sup> Quarter, \$122.9 million of the \$224.3 million budget for the Rail Projects category were committed, resulting in a positive variance of \$101.3 million, or 45.2%. Total commitments include \$53.8 million of ITD expenditures and \$69.1 million of current encumbrances maintaining the focus on achieving SOGR on the rail system. Some of the major projects in this category consist of Light Rail Track Rehabilitation, Overhead Catenary Replacement Program, Substation Improvement Program, Rail Profile Grinding, CTDS Replacement, and completion of the Light Rail Fiber Optic system.

**Railcar Replacement Program**

In April 2023, the Board of Trustees (BOT) approved the purchase of 24 new rail cars and the contract with Siemens Mobility, Inc. In September 2023, the BOT approved the exercise of the first option to purchase 6 additional rail cars at the same contract price as the original 24 rail cars. In November 2024, an additional option was exercised to approve the purchase of 18 additional vehicles. At the end of Second Quarter 2025, \$322.7 million of the \$473.6 million budgeted category were committed for vehicle engineering, vehicle purchase, and rail infrastructure modification, resulting in a positive variance of \$150.8 million, or 31.8% to cover ongoing infrastructure costs and contingencies. The exercise of the option to purchase up to the remaining 12 rail cars is expected to occur later in 2025.

**Transit Centers**

Currently there are no commitments in the Transit Center project category. ADA upgrades at Warrensville Station are scheduled when rehabilitation of the station occurs in FY 2025.

## GCRTA Traction Balanced Scorecard

Success Outcome	Metric	Definition	Goal	Q2 Result
Customer Experience	Net Promoter Score	How likely customers are to recommend GCRTA	29	54
	Overall Customer Satisfaction	Percentage of customers satisfied or very satisfied	74%	74%
	Personal Safety/Security Perception	Percentage of customers who agree or strongly agree that they feel safe on the vehicle and at the station	68%	68%
	On-Time Performance – Impression	Percentage of customers who agree or strongly agree that service is on time	76%	77%
	On-Time Performance – Actual	Percentage of actual on-time performance	83%	83%
	Vehicle Cleanliness – Perception	Percentage of customers who agree or strongly agree that vehicles are clean	59%	61%
Community Impact	Perceived value – Personal Relevance	Percentage of the community who believes GCRTA brings value	62%	68%
	Transit Oriented Development (TOD) on RTA properties	The number of TOD projects, approved by the Board of Trustees in 2025	4	1
	Economy: Ratio of private sector investment to major capital investment	Construction value ratio of development within ¼ mile of active and recently completed capital projects	7	6.75
	Capital dollars invested in Environmental Justice Zones/Communities	Percentage of major projects awarded (> \$1 million) within EJ communities	80%	85%
	Emission Reduction	Percent of Type I & II emissions reduction per passenger mile traveled on RTA	8%	2%
Employee Investment	Vacancy fill rate (Operators, Mechanics, Transit Police)	Percent of positions filled for Operators, Mechanics, and Transit Police	95%	92%
	Cultivate Internal Talent Pipeline	Increase the percentage of internal promotions	36%	43%
	Agency-wide retention rate	Percentage of mission-critical employees retained by quarter	90%	96%
	Vacancy fill-rate: Non- Bargaining	Percentage of non-bargaining positions filled	95%	96%
Financial Health	Competitive capital grants	Competitive capital grant dollars awarded in 2025	\$35M	\$38.4M
	Transfer from Revenue Stabilization Fund	Reduce the transfer from the Revenue Stabilization Fund to \$40M or below	\$40M	\$15M
	General Fund transfer to Capital / Rolling Stock Reserve Fund	Transfer to Capital and Rolling Stock Reserve Funds above Board Policy	\$10M	\$7M

## Transit Performance Metrics

Metric Category	Metric	Definition	Prior Year Q2 YTD	Q2 YTD Result
<b>Productivity / Reliability</b>	Unlinked Passenger Trips per Revenue Hour	Number of passengers carried by a transit vehicle during a single hour of revenue service	14.09	14.42
	Ridership	Total number of unlinked passenger trips	12,107,230	12,025,172
	Operating Cost per Revenue Mile	Measures the expense incurred for each mile of transit service	\$14.21	\$14.69
	Operating Cost per Revenue Hour	Measures the expense incurred for each hour of transit service	\$176.90	\$195.64
	Miles between Service Interruptions	Measures the mechanical reliability of a transit fleet	14,315	10,372
	Complaints per 100,000 passenger trips	Measures the number of service complaints per 100,000 unlinked passenger trips	17.76	14.88
<b>Safety / Security</b>	Preventable Collision Rate	Incidents where accidents are considered avoidable, per total vehicle revenue miles	1.58	2.07
	Total Collision Rate	Total number of collisions per total vehicle revenue miles	3.29	3.87
	On the Job Injury Rate	Total number of injuries per total hours worked	5.39	5.74

## Administration & External Affairs Division

### Community Advisory Council

The ADA Subcommittee had a meeting. A special meeting was held as a public meeting regarding a grant application for 5310 funding.

### Community Engagement:

The Community Engagement Team represented GCRTA providing educational presentations, promo items, and information on GCRTA programs at the following community events:

- The Edna House-Website training
- Garfield Heights Library-Website and EZ-Fare training and Paratransit/Discount Fare explanations
- Warrensville Heights Library-Website and EZ-Fare training and Paratransit/Discount Fare explanations
- Fairview Park Library- Website and EZ-Fare training and Paratransit/Discount Fare explanations
- Cube Symposium at Huntington Center
- Senior Day
- ConneXtion 2025 - formerly Milestones National Autism Conference
- RTA 50<sup>th</sup> Anniversary Celebration

## FUNCTIONAL ASSESSMENTS:

From April 1, 2025, to June 30, 2025: *Functional Assessments*: **45** scheduled, **39** approved, **4** denied, **4** no shows. Since adopting the functional assessment process in-house, our customers have benefited tremendously from a seamless process, customer experience, and cost savings to the Authority.

## GOVERNMENT AFFAIRS:

- April 1: Attended the AJC Cleveland Leadership Passover Seder with 250 attendees, including local leaders and community partners.
- April 3: Represented GCRTA at the CAVS 2nd Annual ERG Summit, strengthening regional ERG collaboration.
- April 7: Met with Service Management and the Village of Richfield to discuss a potential extension of the #77 bus line.
- April 11: Participated in the 2nd Annual AmMore Consulting Latino ERG Symposium, supporting Latino leadership development.
- April 25: Attended the City Club of Cleveland's event, "The Second Chance Workforce: How Public Policy Can Shape Ohio's Future."
- May 4: Attended PARTA's 50th Anniversary celebration and open house in Kent, Ohio.
- May 6: Attended the Cleveland Hopkins International Airport Terminal Modernization Program Update.



- May 7: Joined TEAM NEO's NEO Rising event, the first public engagement for new CEO Matt Dolan.
- May 14: Helped host legislative leaders from Armenia through Council of International Programs USA, highlighting regional transit innovation.
- May 21: Met with the Mayor of Brecksville and GCRTA Service Planning to discuss proposed changes to the #77 route.
- May 29: Attended COMTO and HNTB's Inaugural Transit Trailblazer Honors, celebrating excellence in transportation leadership.
- June 5–6: Participated in the Greater Cleveland Partnership's Empowering Local Leadership 2025 DC Fly-In, meeting with White House officials, Congressional staff, and members of the Ohio delegation.
- June 21: Attended and worked the "Ride Through Time" 50th Anniversary Event, celebrating GCRTA's legacy of service.

## Marketing

In the Second Quarter of 2025, the Marketing Department remained focused on strategic communications, high-impact storytelling, and internal engagement — supporting agency-wide initiatives that connect our community and reinforce GCRTA's mission. From milestone celebrations to future-facing campaign development, the team continued to elevate both public awareness and employee experience.

### Spring GM Town Hall: Building Momentum

On April 24, GCRTA held its Spring GM Town Hall, continuing the Fireside Chat format, introduced in 2023 to encourage transparency, dialogue, and employee connection. The event featured updates and insights from senior leadership on key initiatives, including Real -Time Information upgrades, Paratransit modernization, and facilities maintenance investments. Marketing supported planning, presentation development, event signage, employee communications, and day-of coordination.

### Celebrating 50 Years of GCRTA

On June 21, GCRTA hosted "Ride Through Time," a vibrant, family-friendly celebration at Settlers Landing, presented in partnership with Cuyahoga County and Cleveland History Days. The event welcomed over 3,500 attendees and featured live music, storytelling, historical displays, food trucks, a Touch-A-Truck experience, and partner exhibits. Marketing worked with Transit Police to lead event coordination, promotion, signage, giveaways, and media outreach—ensuring a memorable experience that honored GCRTA's legacy and community ties. Internal feedback and lessons learned will shape best practices for future events.

### Employee Engagement & Internal Communications

Marketing supported Employee Resource Roadshows from June 23–25 at CBM, Hayden, and MOB - reinforcing programs and benefits while gathering feedback to enhance employee experiences. The department also continued preparations for Fall Town Halls, Open Enrollment, and end-of-year campaigns. A new "Coffee with Comms" initiative is being developed to foster dialogue with front-line teams and address communication gaps.

## Strategic Campaign Planning

The team laid groundwork for two major campaigns:

- **Account-Based Ticketing (ABT):** Final Smartcard designs were approved and sent to print. Employee education cards were produced, external marketing strategy developed, and an internal training video is in development. Though the launch timeline remains flexible, internal education is scheduled to begin in Q4.
- **Railcar Replacement Program (RCRP):** Messaging strategy, talking points, and launch content are in development. A 30/60/90-day planning timeline is being used to align deliverables and support future public communications.

The transition from Brokaw to ADCOM as GCRTA's marketing agency of record took effect July 1, 2025.

## Creative Services & Content Development

Marketing continued to provide cross-departmental support in photography, video, and communications, including:

- E. 79th Street Station ribbon-cutting planning
- GM Town Hall wrap-up and communications review
- Ongoing employee headshot sessions and asset management
- Podcast studio development and Season 1 planning
- RFP Evaluation Panel support for Integrated Marketing Services

## Publications & Brand Management

- Finalized updates to the Brand Standards book (roll-out ready)
- Completed and published the 2024 Annual Report on rideRTA (March 18)
  - Introduced to staff via OneRTA
  - Public rollout scheduled for April with final communications in progress

## MOBILITY SCHOOL PRESENTATION

The three-day mobility school presentation/training was conducted for 156 students in twelve schools throughout Northeast Ohio in Q2 2025. The schools are listed below:

- John Hay High School - 2075 Stokes Blvd, Cleveland, OH 44106
- Richmond Heights High School - 447 Richmond Rd, Richmond Heights, OH 44143
- Facing History New Tech High School - 3213 Montclair Ave, Cleveland, OH 44109
- Lincoln West High School - 3202 W 30th St, Cleveland, OH 44109
- Glenville High School - 650 E 113th St, Cleveland, OH 44108
- Warrensville Heights Middle School - 4270 Northfield Rd, Warrensville Heights, OH 44128
- Marion Sterling Elementary School - 3033 Central Ave, Cleveland, OH 44115
- Garfield Heights High School - 4900 Turney Rd, Cleveland, OH 44125
- Bard Early College High School - 13501 Terminal Ave, Cleveland, OH 44135
- Artemus Ward Elementary School - 4315 W 140th St, Cleveland, OH 44135
- Rocky River High School - 20951 Detroit Rd, Rocky River, OH 44116

**Total number of students trained** from April 1, 2025, to June 30, 2025: **156**

**Total number of individuals trained** from April 1, 2025, to June 30, 2025: **0**

## Office of Equal Opportunity

### EEO/ADA CASES – EO/ADA Cases- 27 complaints/accommodations filed in 2025.

- 7 Pending Cases
- 15 ADA Accommodations
- 5 Religious Accommodations
- 1 Reasonable Modification
- 2 Mediations
- 1 Customer Complaint
- 3 Title VI, Title VII, and or alleged violation of GCRTA's policy- (sexual harassment, discrimination, and retaliation)

### One RTA Learning Series Learning Series:

#### April

In the Second Quarter, the OneRTA Learning Series on People and Culture Training discussed Albinism, a genetic condition caused by mutations in certain genes that affect melanin production. It explained that there are different types of albinism, with oculocutaneous albinism being the most common. This training provided some videos about Albinism

On April 3, 2025, ERG Co-Leaders and the Office of OEO/ADA/OneRTA People and Culture attended the CAVs ERG Summit, where they gathered information to share with others on their team. On April 11, 2025, the Latinos Unidos ERG Leader, Treasurer, Co-Sponsor, and OEO Program Engagement Administrator went to the AmMore 2nd ERG Symposium, where they had different workshops available.

#### May

The Learning Series topic for May was Asian American Pacific Islander Month. The session was hosted at all districts. These sessions showed videos on "Are you AAPI or Asian American"? and "The Actor and Activist."

#### June

The Learning Series topic for June was Gender Bias in the Workplace. These sessions were hosted at all districts. These sessions touched on the Gender Bias and how it affects individuals, behaviors, expressions, and identities. The discussions centered around the following short films: What if gender wasn't a predetermined reality, but a fluid construct formed by culture, history, and individual identity? Berkeley Professor explains the gender theory and how she acknowledges the biological realities of gender.

## PUBLIC INFORMATION

### In the News:

- Press releases: 9
- Media Public Records Requests: 11
- Riders' Alerts: 4
- Radio Interviews/Mentions:
- WTAM 1100 AM – 6 mentions (1 Interview)
- WCPN 90.3 FM – 5 mentions
- Ideastream (website story)
- Fuego Radio – 1 mention (Interview)
- WENZ/WZAK FM – 1 mention (Interview)

### TV Interviews/Mentions:

- WOIO 19 News – 45 mentions
- WJW Fox 8 News – 34 mentions
- Spectrum News – 1 mention
- WKYC 3 News – 19 mentions
- WEWS News 5 – 18 mentions

### Publication mentions (Digital/Print):

- Cleveland.com/The Plain Dealer – 18 mentions
- Signal Cleveland – 8 mentions
- Cleveland Magazine – 4 mentions
- NEOtrans – 8 mentions
- Mass Transit Magazine – 1 mention
- Transit Talent – 1 mention
- Yahoo News – 1 mention
- Jewish News – 1 mention
- Scene Magazine – 2 mentions
- AXIOS.com – 2 mentions
- Hood line News (Online platform) – 2 mentions



## 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 2025 - 2027 is 20.25%. Per federal regulations, the calculation of Overall DBE participation excludes real estate transactions and Transit Vehicle Manufacturers (typically buses and Paratransit vehicles).

The performance period of April 1, 2025 – June 30, 2025, represents the third quarter of FFY 2025. DBE dollars awarded during the third quarter and FFY to-date on contracts greater than \$100,000 totaled **\$3,005,426 or 28.6%** on total contracts of **\$10,524,212**.

Federal Dollars awarded on Small Purchase contracts of \$25,000 - \$100,000 during the first quarter FFY to date totaled **\$168,972**.

### QUARTERLY – PARTICIPATION OF DBE FIRMS BY CLASSIFICATION (April 1, 2025 – June 30, 2025)

Does not include Small Purchase Contracts – DBE Participation

Classification	1st. Quarter Oct. 1 – Dec. 31		2 <sup>nd</sup> Quarter Jan. 1 –March 31		3 <sup>rd</sup> Quarter April 1 – June 30		4 <sup>th</sup> Quarter July 1 – Sept. 30	
African American	\$322,368	30.0%	\$1,319,890	44.6%	\$1,699,134	56.5%		
Asian	\$183,965	17.1%	\$48,000	1.6%	0	0		
Caucasian Female	\$113,120	10.5%	\$231,469	7.8%	0	0		
Hispanic	\$86,134	0	\$1,359,000	45.9%	1,306,292	43.5%		
Indian	86134	8.0%	0	0	0	0		
Sub-Pacific Asian	\$367,259	34.2%	0	0	0	0		
<b>TOTAL</b>	<b>\$1,072,846</b>	<b>100%</b>	<b>\$2,958,359</b>	<b>100%</b>	<b>3,005,426</b>	<b>100%</b>		

Figure: 8

**CURRENT QUARTER - DBE PERFORMANCE BY CONTRACT CATEGORY**  
**(April 1, 2025 – June 30, 2025)**  
**Does not include Small Purchase Contracts – No DBE Participation**

	Construction	Services	Material	Total
DBE Dollars	\$2,792,426	\$200,000	\$13,000	\$3,005,426
All Dollars	\$10,099,587	\$200,000	\$224,625	\$10,524,212
% DBE Participation	27.6%	1%	5.8%	28.6%

**Figure: 9**

**YEAR TO DATE**  
**DBE PERFORMANCE BY QUARTER**  
**(October 1, 2025 – September 30, 2027)**  
**Total Contracted include Small Purchase Contracts with Federal Dollars Awarded**

	Total Contracts	DBE Participation	% DBE Participation
1st Qtr.	\$5,551,294	\$1,072,846	19.3%
2 <sup>nd</sup> Qtr.	\$22,872,991	\$2,958,359	12.9%
3rd Qtr.	\$10,693,184	\$3,203,952	30.0%
4th Qtr.			
<b>TOTAL</b>	<b>\$39,117,469</b>	<b>\$7,036,631</b>	<b>18.0%</b>

**Figure: 10**

**Office of Business Development Activities**

Outlined below are selected efforts undertaken during the third quarter of FFY 2025

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

- On-Site Review: 5
- Administrative Withdrawal: 3
- Denial: 2

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

- Completed: 26 Goal Settings
- Reviewed: 18 Certified Payroll Reports
- Monitoring: 8 Projects

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

- Attended the Urban League of Greater Cleeland: MBAC's 2<sup>nd</sup> Annual Contract Procurement Resource Fair
- Attended the Greater Cleveland Partnership (GCP) 2025 Cube Symposium: Building a More Equitable Cleveland
- Attended the GCP Outlooks and Opportunities forum: Expert insights on the regional economy
- Attended the GCP's Middle
- Attended the Black Professional Association: Community First: Welcoming Leadership for the Greater Good at the Midtown Collaboration Center
- Attended 2025 Federal Reserve Summit at the Convention Center
- Attended Congresswoman Shontel Brown's: OH-11 3<sup>rd</sup> Annual Small Business Expo
- Attended the Multi-Agency Certification & Procurement Small Business Expo
- Attended the National Association of Minority Contractors (NAMC) 2025 Conference
- Attended the City of Cleveland: 2025 OEO Summit & Community Impact Awards – Building Beyond Barriers
- Attended B2Gnow training in Columbus
- Presented virtually at the American Contract Compliance Association (ACCA) Northeast Region Meeting
- Participated in the 11th Annual Greater Summit Business Conference Expo & Matchmaker
- Participated on virtual meeting with US Census Department, Bridge the Gap: Measuring Trends When North American Industry Classification System (NAICS) Codes Change

## **Selected Other Involvements**

- Attends Elevating Women Together (EWT) Professional monthly virtual meetings
- Attend Conference of Minority Transportation Officials (COMTO) Leadership Meeting
- Attended Spring Town Hall
- Participated in hosting Conference of Minority Transportation Officials (COMTO) Cleveland Transit Honors Ceremony



## Quarterly Performance Report

Division/Department: Office of Equal Opportunity (OEO) Date: July 21, 2025  
 Report completed by: Office of Equal Opportunity and Employment & Recruitment Phone #: Ext. 3094

### Affirmative Action

The Affirmative Action Goals for the employment of women and minorities in all categories for the years (2024-2027).

### KEY PERFORMANCE MEASURES

2025 Quarterly Performance Report																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
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## Quarterly Performance Report

EEO Job Category	Remaining to Reach Parity Males	Remaining to Reach Parity Females
Officials & Administrators	0	2 White Females
Professionals	3 Asian Males	35 White Females, 1 Asian Female
Technicians	0	20 White Females, 2 Hispanic or Latino Females
Protective Service	0	1 White Females
Administrative Support	0	39 White Females
Skilled Craft	8 Hispanic or Latino Males, 1 Asian Males, 3 Two or More Races Males	18 White Females, 8 Black Females, 1 Hispanic or Latino Female, 2 Asian Females
Service Maintenance	11 Hispanic or Latino Males, 6 Asian Males	221 White Females, 1 American Indian/ Alaska Native Female, 18 Hispanic or Latino Females, 10 Asian Females

\*The Total Placements reported include new hires, rehires, and promotions in each designated category. Goals met are highlighted in green.

\*The Employment Recruitment Department (ERD) and OEO collaborate to ensure the recruitment and selection/offer process is conducted with the Affirmative Action goals in mind. The following recruitment efforts were conducted to put forth a good faith effort to increase our applicant pool of candidates to meet our goals.

# April – June 2025 | COMMUNITY CONNECTIONS

The Talent Acquisition department and OEO collaborate to ensure the recruitment and selection/offer process is conducted with fairness and equity for all candidates and the diverse communities we serve. The following are agencies we partner with regularly to share our needs and host hiring events.

April	April Cont.	June
• Partner Up Session Mock Interviews	• First Responder Career Fair	• RTA Application Session
• Medina County Center Job & Internship Fair		• 19 <sup>th</sup> Annual Fatherhood Conference & Resource Fair
• Family Success Fair		• Ohio Mean Jobs – Job Fair
• Polaris Career Center – Sr. Connections Event	May	• MetroHealth Cleveland Juneteenth Freedom Fest
• Davis A&M Career Expo	• Solon Job Fair	• GCRTA Operating w/ Experience Hiring Event
• Ohio Technical College Career Fair	• Steer Your Career Our Way – RTA Career Fair	• Community Employment & Resource Fair
• Spring into Workforce Career Fair	• Armed Forces Day 2025	• Extended Hours – Bus Operator Hiring Event
• JoAnn Distribution Center Career Fair	• Memorial Day Honor Ruck 2025	
• Community Application Sessions (x5)	• Cuyahoga County Library Warrensville	
• RTA Community Hiring Event	• New Life Resources Center Job Fair	
• East Technical High School Career Fair		
• Meet the GCRTA HR Team		
• Greater Cleveland Works transportation Hiring Affair		

Greater Cleveland Regional Transit Authority



# OUTCOMES

April to June 2025

2<sup>nd</sup> Qtr. Total Number of Hires = 108

Location Name	Count	National Origin	Count	Gender	Count	Job Category
40 - Main Office	6	Asian	2	Women	33	98 = ATU
32 - Transit Police	3	Black or African American	72	Men	75	1 = FOP
25 - Central Svc Bl	12	Hispanic	2	Grand Total	108	9 = Non-Bargaining
24 - Central Bus Mnt	3	White	23			
22 - Rail Operators	14	Two or More Race	4			
20 - Cntrl Rail Mt F	3	American Indian or Alaskan Native	2			
09 - Triskett Operator	3	Did Not Disclose	3			
09 - Triskett	1	Grand Total	108			
05 - Paratran Oper	2					
04 - Hayden Operators	56					
04 - Hayden	4					
07 - Woodhill	1					
Grand Total	108					

## Lead Referral Sources

9 = Advertisement	1 = Cuyahoga County
2 = Ohio Means Jobs	Veterans Services
19 = Indeed	1 = El Barrio
8 = Job Fairs	4 = Job Posted on
19 = Other	Another Site
15 = Referrals	1 = Ohio Technical
27 = Did Not Disclose	College
1 = Agency	1 = Third Party Site

Greater Cleveland Regional Transit Authority



## Succession Planning and Employee Development

GCRTA continues to enhance its People Strategy by expanding access to educational and development opportunities that lead to skills-development, increased awareness of innovative ideas, differing perspectives, and foster a culture of learning.

## RTA and Tri-C Community Training & Development Job Hub Partnership

The Community Training and Development Job Hub partnership model between Cuyahoga Community College (Tri-C) and Greater Cleveland Regional Transit Authority aligns with Tri-C's current Access Center framework, which provides pathways out of poverty for underserved populations by connecting them to education, training, and jobs through community and business partnerships. Job Hub programming attracts new employees and upskills current employees for GCRTA career opportunities. Current Tri-C Access Centers include Esperanza, Olivet Housing and Community Development Corporation, and MetroHealth Medical Center

## Core Program Updates (Q2 2025)

- Lean Ohio Boot Camp was completed at Tri-C Corporate College, with 18 participants.
- Participants of the next cohort of the Frontline Leader program, in partnership with the Ohio Turnpike Commission, were identified based on position and succession planning needs.

## Technical Skills Building, Leadership, and Professional Development

Throughout the Second Quarter of 2025, several employees participated in or began a wide variety of development programs offered by local community partners and external vendors.

- Eight (8) Power and Way employees are working through **COMPTIA A+ Core 1 & Core 2** training (Entry-level IT certification) 2<sup>nd</sup> and 3<sup>rd</sup> quarter 2025.
- **Big J Signal Training** is currently in the procurement phase. Delivery of **Level 1 and Level 2 Signal** training will be delivered after August 2025.
- **Tamper Training** – Scheduling Tamper Operator Training 3<sup>rd</sup> quarter 2025.
- **New Rail Car Training** – Phase 3 of 4 Rail Equipment Technician Training complete. 4<sup>th</sup> phase will be completed by the end of August 2025.
- **Road Instructor Certification** – Zero (0) bus operators were certified in the program, which identifies and upskills excellent operators, and prepares them to be road instructors to assist newer operators in succeeding during training.
- **Healthline Smith System Training Pilot** – Thirty-One (31) new bus operators were trained on the Healthline Training Pilot, which was established to help decrease accidents and increase awareness on our highest accident and ridership route.
- **Mechanic Training Program** – Three (3) new mechanics were hired to impact operations. The training program includes hands-on training, mentorship from experienced professionals and theoretical lessons to equip participants with essential skills. The 6-month training aimed to bridge

the gap between academic knowledge and practical experience, ensuring mechanics gain a comprehensive understanding of GCRTA automotive engines and processes.

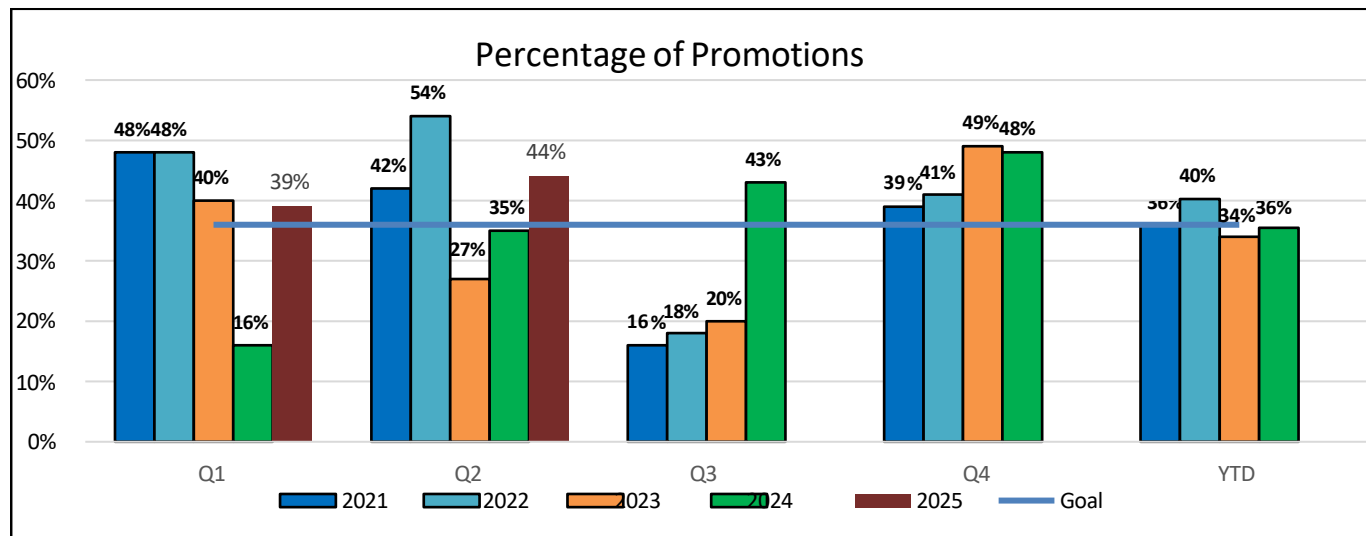
- **Hostler Refresher** – Two (2) Internal Hostlers were additionally trained on the Healthline Route, and how to maneuver the coach through the garages at CBM, Triskett and Hayden. This program was established to help decrease accidents and increase awareness within each garage.
- **Hostler Forklift Recertification** -Sixteen (16) internal hostlers were recertified on Forklift procedures. The recertification process typically includes a review of safety regulations, a refresher course on forklift operation, and a practical evaluation to assess the operator's performance. Recertification may also be required sooner if an operator is involved in an accident, observed using the equipment improperly, or assigned to a different type of forklift.
- **Biennial Operator Training** - Hayden: Fifty-five (55), Triskett: Forty-six (46) Paratransit: Eleven (11). This is a periodic training designed to update and reinforce essential skills, safety procedures, and regulatory compliance for transit bus operators. This refresher typically covers topics such as defensive driving, customer service, emergency response, ADA (Americans with Disabilities Act) compliance, and updated transit policies. The goal is to ensure drivers remain proficient, adhere to safety standards, and provide high-quality service to passengers.
- Successfully completed application for **TechCred** (state funded grant), requesting about \$8,000 in potential reimbursements for key technical training programs for staff.

## Employee Engagement and Enrichment Programs

- **Operator Mentoring Certification** – Three (3) mentors were certified for the Positive Impact Program, which identifies veteran operators committed to ensuring new operators have a firm foundation to build fulfilling careers.
- **Office Hours** – The Manager of Employee Development and Talent Management Specialist provided district employees with access to Career Development Office Hours at each work location at various times. This initiative provides district employees with easy access to professional development conversations and
- **Career Pathways** – As part of a 2025 Traction initiative for Employee Investment, Training and Talent Development created nine (9) Career Path documents. Career Paths help provide clarity to employees around promotional opportunities within the agency. These are being shared via webpage and a physical binder containing all paths at each of the operating districts. In progress are Facilities Maintenance career paths.
- **Succession Planning** – Stakeholders from each division were tasked with determining critical positions within their division. Next steps will be developing strategies to help identify and develop potential successors for these critical areas.

## 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 11). This metric shows GCRTA's continued efforts and commitment to developing employees for promotion opportunities within all work segments, and particularly for key leadership positions.



**Figure 11: Percentage of Promotions**

Listed below are notable promotions during the 2<sup>nd</sup> Quarter of 2025 that highlight our succession planning and employee development efforts:

### Technical, Supervisory, Managerial Succession

- Andrew Kozak from Body Mechanic to Equipment Body Mechanic - Operations Division
- Brian Schultz from Construction Engineer to Resident Engineer I – Engineering & Project Management Division
- Cardell Jones from Assistant Equipment Manager to Equipment Manager – Operations Division
- Cyrus Toe from Equipment Maintainer to Heating/Air Conditioning Mechanic – Operations Division
- Dennis Jackson from Equipment Maintainer to Equipment Electrician – Operations Division
- Dude Knight from Body Mechanic to Equipment Body Mechanic – Operations Division
- Fawntaine Walls from Talent Acquisition Business Partner II to Talent Acquisition Team Leader – Human Resources Division



- Joseph Sopko from Assistant Transportation Manager to Transportation Manager – Operations Division
- Kimberly Wright from Transportation Manager to Manager, Customer Experience – Executive Division
- Patricia Van Verth from Paratransit Operator to Vehicle Servicer – Operations Division
- Phillip Guy from Equipment Electrician to Vehicle Maintenance Instructor – Human Resources Division
- Robert Jefferson from Talent Acquisition Business Partner II to Civil Rights & ADA Program Administrator – Administration & External Affairs Division
- Shawnee Hubbard from Manager Service Quality to Transportation Manager – Operations Division
- Timothy Toll from Equipment Maintainer to Heating/Air Conditioning Mechanic – Operations Division
- Zane Patterson from ITS Specialist to Project & Performance Leader – Executive 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>		
Waterfront Line Bridge Repairs (27Z)	Bridge Repairs including MSE walls Construction Contractor: Great Lakes Construction Company Cost: \$8,745,842	Project awarded to Great Lakes Construction September 20, 2022.  NTP issued October 18, 2022. Post tensioning and MSE wall work completed. Track installation completed. Bridge reopened August 25, 2023. Replacement of Zero Longitudinal Restraint (ZLR) track clips holding project open. Pandrol has promised fabrication of correct ZLR clips.
Tower City East Portal Rehabilitation (52N)	Design of repairs to Tower City East Portal including track, power and signal. Designer: E.L. Robinson Cost: \$989,942	Contract awarded by Board on February 19, 2019. NTP issued on April 4, 2019. Design proceeding. Track 8 duck-under to remain. Plans complete. Project issued for bids March 28, 2022. No bids were received. Estimate updated. Procurement readvertised for 60 days, due December 11, 2023. One bid received. January 2024 Board awards NTP February 20, 2024. Kick-off meeting March 7, 2024. Field work began June 24, 2024. Consultants support ongoing.
Tower City East Portal Rehabilitation (52N)	Construction Contractor: Great Lakes Construction Company Cost: \$18,255,888	Board awarded January 23, 2024. NTP issued February 20, 2024. Project kick-off on March 7, 2024. Field work began June 24, 2024. Demolition and patching work continuing. Repair work Phase II continuing. Track and Signal work also proceeding.

<p>W. 117th Track Bridge Rehabilitation (62A)</p>	<p>Design for repairs to bridge and station platform Designer: Michael Baker International Design Cost: \$543,430</p>	<p>Board Awarded February 2021. NTP issued April 23, 2021. Field inspection and survey complete as of June 18, 2021. Phase 1 plans received August 13, 2021, and comments returned September 13, 2021. Phase 2 plans reviewed, and comments returned on November 10, 2021. 60% plans (Phase 3) received January 15, 2022, and comments returned February 12, 2022. 98% plans reviewed and comments returned June 24, 2022. Construction NTP 7/12/2023. Construction Administration Services including submittals platform modifications review</p>
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<p>W. 117th Track Bridge Rehabilitation (62A)</p>	<p>Bridge repairs including platform replacement Construction Contractor: Suburban Maintenance Construction Cost: \$8,572,522</p>	<p>Contract awarded by Board on May 16, 2023. Notice to Proceed on July 12, 2023. Construction agreements and submittal returns from NS throughout the quarter. Contractor demobilized for winter December 15, 2023. NS installed ballast retainer March 25, 2024. Restarting construction on April 15, 2024.</p> <p>Eastbound track demolished, bridge cleared for new deck. Bridge steel cleaned and repainted. New eastbound deck and track completed. Work on westbound bridge completed. Platform corrections made and reinstallation completed. Westbound track completed. Preparing to reopen station.</p>
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<p>Red Line Flyover West of stokes (62C)</p>	<p>Design Estimate: \$540,000</p>	<p>Project to repair or remove bridge over abandoned industrial track. Preliminary design underway. Drainage investigation and soil borings completed as part of preliminary design. Preliminary design received December 15, 2023.</p> <p>Summary of design alternatives prepared. Preferred alternative selected. Project RFP to be issued as funding permits.</p>
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2025 Engineering Services for Special Bridge Inspections (20.29)	<p>Services Estimate: \$371,710</p> <p>Services Firm: Burgess &amp; Niple</p>	<p>Inspection of forty-six (46) structures that have Steel Non-Redundant Tension Members (STEN).</p> <p>Project RFP issued and pre-proposal meeting to be held on January 9, 2025. Proposer selected. Notice to Proceed issued May 21, 2025. Three bridges scheduled to be inspected during July 2025 west side rail shutdown.</p>
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## **Track, Signal & Power**

Trunk Line Signaling Design (12D) (19.43 Task 5)	<p>Design for Trunk Line (E. 79 to Shaker Sq. Station) Signal System Replacement</p> <p>Designer: Rio Grande Pacific Technology</p> <p>Cost: \$381,330</p> <p>New Design Consultant: Mott MacDonald</p> <p>Cost: \$131,209</p>	<p>Contract awarded by Board on December 17, 2019. NTP issued February 13, 2020. Trunk Line Survey Report received March 2020. Initial design completed and package sent to Procurement June 23, 2021.</p> <p>Bids received on August 18, 2021, but project canceled by Procurement. Second advertisement unsuccessful on December 8, 2021.</p> <p>Project submitted March 28, 2022, for third Procurement effort. Trip stop at LR100 removed from scope.</p> <p>Rio Grande Pacific Technology to be closed out as consultant no longer has personnel to service GCRTA on this project. New consulting to be provided by On-Call Signal Consultant, Mott MacDonald.</p>
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Trunk Line Signal Replacement – Construction (12D) (12D(a))	Construction Contractor:	Project submitted September 30, 2022, for fourth Procurement effort. Bungalow foundations submitted as separate Project. 12D(a).
	Bison Rail Services	
	Construction Cost:	Bids opened November 30, 2022, for 12D(a) and December 15, 2022, for 12D.
	\$5,708,858	
	Northeast Ohio Trenching	Both 12D Bison Rail Services and 12D(a) Northeast Ohio Trenching contracts awarded at January 31, 2023, Board meeting.
	Construction Cost:	
	\$471,530	
		NTP 12D(a) issued March 2, 2023.
		NTP 12D issued April 3, 2023.
		Major change order (\$1,133,578) to vane-relay based track circuits approved. Fiber optic communication between bungalows is necessary. Fiber is being procured. Installation scheduled for summer 2026.

Red Line 515 turnout Return to Service (12F)	Designer: Mott MacDonald	Return to service turnout 515 at west end of Brookpark Yard. Includes signal, track and CTDS work. Project will include work to add CAB loop to yard siding to support new railcar testing. Project awarded February 16, 2021, Board. 90% design received review completed in November 2021. First bidding no responsive bids received.
	Design Cost:	
	\$266,06	
	Construction Contractor:	
	Hatzel & Buehler	Readvertised April 17, 2023. Bids opened on May 17, 2023. Awarded at the July 25, 2023, Board Meeting to Hatzel & Buehler. Notice to Proceed issued August 14, 2023.
	Construction Cost:	
	\$2,979,153	Backup 480V power supply completed to new relay case installation.
		Track ballast installed, track completion anticipated Summer 2025. Project schedule anticipates completion Fall 2025.

Consolidated  
Train Dispatch  
System (CTDS)  
Upgrade  
(12H)

Furnish and Install  
B&C Transit  
Cost: \$4,078,378

Replacement, testing and commissioning of new front end and back-office equipment including programming. RFP issued and pre-proposal held March 16, 2022. Proposals received on May 5, 2022. Selected proposal awarded at the September 20, 2022, Board.

Contract completed and NTP issued March 6, 2023. Preliminary project schedule received. Conceptual design received on September 1, 2023. Comments returned to B&C for action.

Final design received February 2024. Design evaluation complete April 2024. Design comments addressed and Final Approval issued. System assembly in progress. Factory Acceptance Test successfully held in California. February 24-28, 2025.

Servers received at GCRTA June 27, 2025.

CRMF-Track 3  
(52Y(a))  
(52Y(b))

Track 3 and four Transfer  
Table Crossings Repair  
Designer: Parsons  
Design Cost: \$79,577  
  
52Y(b) Construction Cost:  
\$11,800

Task Order to On-Call for Transfer Table modifications June 5, 2024. Modifications will allow continuous operation of table to and from Track 3 without halting. Design at 100%. Proof on concept rail head welding to be Project 52Y(b). Rail Works successful bidder for 52Y(b).  
52Y(a) awaiting funding of \$1.9 million, 52Y(b) awaiting contractor action.

Warrensville/Van  
Aken Substation  
Replacement  
(60B)

Furnish and Install  
Modular Warrensville/ Van  
Aken Substation  
Contractor: Hatzel &  
Buehler  
Construction Cost:  
\$3,024,828

Project Board Award approved on November 19, 2019. Notice to Proceed issued January 16, 2020. Resolution for Illuminating Company utility agreement approved. Prefabricated substation received and installed. House power connected for lighting, heating and cooling. Landscaping completed in October 2022.

Illuminating Company has completed installing reclosers and switches. Project completion dependent on necessary testing by Powell Industries, switch gear manufacturers. Illuminating Company has energized substation. Short-circuit test successful part of commissioning, March 4-6, 2025. Placed in-service June 12, 2025.



<p>Warrensville/Van Aken Substation Replacement (60B)</p>	<p>Contractor: The Illuminating Company Construction Cost: \$916,063.79</p>	<p>The Illuminating Company (TIC) agreement to install main feeders approved by the Board on September 28, 2021. TIC received power equipment in December 2022.</p> <p>Work completed. This is the FINAL REPORT.</p>
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<p>W. 117<sup>th</sup> Substation Rehabilitation (60C)</p>	<p>Contractor: Lake Erie Electric Construction Cost: \$2,365,963</p>	<p>Replacement of transformer/rectifier and switchgear. Existing building to be reused. Board awarded contract March 23, 2021. Notice to Proceed issued May 14, 2021, and kick-off meeting held. Submittals completed and equipment manufactured. Delivery and construction began on October 24, 2022.</p> <p>Installation of new equipment complete. PC breaker panel and House AC Service panels added. Final feeder installed. Missing relays installed. Station energized; testing completed. Project in closeout.</p>
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<p>E. 120<sup>th</sup> Substation Replacement (60E)</p>	<p>Construction Contractor: Fowler Electric Construction Cost: \$7,194,208 Does not include property and easement costs.</p>	<p>Replacement of existing under-bridge substation in its entirety by installation of modular unit similar to Puritas (60A). Design in-house supplemented by On-Call for specific tasks such as foundation design. City Planning approved the project.</p> <p>Environmental re-approval required for project that now includes driveway parcel purchase in lieu of easement. Phase II report completed. Additional information requested by FTA provided. FTA Environmental approval granted. Apparent low bidder, Fowler Electric, award approved by January 21, 2025, Board. NTP issued March 17, 2025.</p> <p>Submittals received, equipment ordered. Awaiting property transfer to begin field work.</p>
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## Passenger Facilities - Rapid Stations

Warrensville- Van Aken Station (24W)	<p>Reconstruction of Warrensville- Van Aken Station In-House design</p> <p>Contractor: Mike Coates</p> <p>Construction Cost: \$6,702,676</p>	<p>In-house design for new station includes platforms, track replacement/realignment, power modifications in connection with Project 60B and new comfort station/waiting area service building. Project also coordinates with Shaker Public Realm Improvements. ODOT TRAC funding will help complete track replacement under Project 24W(a).</p> <p>Scope reviewed and cost estimated including 10% bid and 10% construction contingencies. Set RFS in circulation. Project failed to bid within 110% of estimate. Project rebid due. Project awarded at the March 19, 2025 Board.</p> <p>Construction NTP April 12, 2025. Demolition underway.</p>
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Warrensville-Van Aken Track, Signal, Catenary and Power Infrastructure (24W(a))	<p>Reconstruction of Warrensville-Van Aken Rail Infrastructure</p> <p>Budget: \$11,000,000</p>	<p>Track, Catenary and Signal design completed. Catenary shop drawings to be provided by contractor. Project bids were received December 6, 2024. No acceptable bids received. Second bid was in May 2025. No acceptable bids received. Third bid to be advertised July 21, 2025.</p>
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E. 79 <sup>th</sup> Light Rail Station (24X)	Reconstruction of E.79 <sup>th</sup> Light Rail Station Designer: Bowen+ Design Cost: 959,767 Construction Cost: \$9,984,587	<p>Consultant is incorporating GCRTA 60% comments and progressing the package to 90%. NEPA documents have been approved by FTA. Public Art proposals have been received and are under review. Project design is 100% complete.</p> <p>Bids received on February 20, 2025. Award scheduled for April Board. Kick-off May 27, 2025. Station closed on June 30, 2025.</p>
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## Planning

Baby on Board (19.03)	TWE improvements In various locations in the County Contractor: Brasco & Cuyahoga County Board of Health Budget: \$500,000	<p>ODOT awarded funds to improve bus waiting environments in selected zip codes with high levels of infant mortality MOU signed with County Board of Health. Staff have identified locations and scope work.</p> <p>The bus shelters have been ordered from a \$160,775 contract with Brasco. An Amended MOU was approved by the Board of Trustees on July 26, 2022. This Amended MOU expands the program throughout the County and allows marketing expenses.</p> <p>A new marketing campaign has been launched with new graphics and wrapped buses. All shelter improvements are completed. ODOT has just approved the extension of the grant through December 31, 2024. The revised MOU has been executed.</p> <p>A board presentation is completed in February. Fare requests and the number of partners has increased dramatically. Won WTS Innovative project award. A presentation was made at OTEC Conference in October. The grant reached its end-date and was closed by ODOT. Project ends as the passes are depleted. Project is closed. <b>Final Report.</b></p>
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RTA ConnectWorks  
MicroTransit  
(19.30 a & b)

Contractor: Share  
Mobility  
\$362,500 (19.30 a)  
\$300,000 (19.30 b)

Project includes the provision of Micro Transit First/Last Mile services from an RTA location to a work site. GCRTA is contributing 50% of a flexible service focused on getting workers the first and last mile to their job site. The First proposals are due on November 12, 2021.

The GCRTA Board awarded 2 contracts on April 12, 2022. A Contract with Share has been executed and service began on December 14, 2022. A new contract with Share Mobility for the Aerozone was awarded by the Board and contract executed on August 10, 2023. Service began on October 16, 2023. Amazon was added to the Solon Circulator route. Aerozone is growing in ridership.

Change Orders have been processed on both. Solon change orders added service through August 31, 2024, and \$62,500. Aerozone's new contract completion date was extended without cost. A Board Committee Presentation was made on August 13, 2024. Solon service has ended. Aerozone pilot ends on March 31, 2025.

The data from this service will be used in the Micro Transit study funded by ODOT to determine the feasibility of Micro Transit in GCRTA's service area and into adjoining counties. Project is closed. **Final Report.**

Shaker Shelter  
Replacement Program  
(18.82 a-c)

Replacement of  
shelters  
Along the Blue and  
Green Lines  
Contractors: Tolar  
\$826,750 (a)  
Connect Point  
\$477,665 (b)  
Northeast Ohio  
Trenching  
\$293,000 (c)

CMAQ funded this project to replace and enhance light rail stations on Shaker Lines. A Section 106 Consultant was hired first and has completed the approval by FTA and OHPO. The public planning and design process has concluded resulting in a shelter design and amenity package that met the approval of GCRTA customers, Shaker Heights Planning Department, and residents.

It also included architectural support from a shelter manufacturer and resident GCRTA architect. Three contracts were awarded in January 2025 to Tolar Manufacturing for shelters, Connect Point for real time signage, and Northeast Ohio Trenching for \$293,000.

Notice to Proceed has been issued to Tolar for 18.82(a). All contracts underway. Shelters due to be delivered this quarter. Contractors are coordinating their efforts.

Broadway Corridor  
TOD Plan (71)

TOD plan for  
Broadway  
Contractor: City  
Architecture  
Cost: \$484,427

TOD Plan Funded by FTA TOD Planning Funds to evaluate transportation improvements on Broadway Avenue from the E. 34<sup>th</sup> rapid transit station to E. 93<sup>rd</sup> Street. This plan includes transportation, TOD, Affordable Housing, pedestrian/bike connections in the corridor. It is being coordinated with the Slavic Village development Corporation.

The plan will take 12 months to complete. The contract to be awarded by the Board of Trustees on November 19, 2024. The kickoff meeting with City Architecture was held on January 22, 2025. The first Steering Committee was held on March 3. Focus Group meetings and addition engagement is being scheduled.

Stakeholder and other engagement meetings continue. Second community meeting scheduled in August 2025.

Transit Access Barrier  
Study  
(19.73)

Vendor: HDR  
Engineering  
  
Contract Amount:  
\$649,641

Study of identify the barriers to use of transit by populations in persistent poverty. Funded by FTA as part of their AoPP grants (Areas of Persistent Poverty). Proposals have been received, evaluated and recommendations scheduled for Board Committee on January 9, 2024.

Contract awarded by the Board of Trustees at the January 23, 2024, meeting. Contract period is 18 months. The Notice to Proceed was issued on May 21, 2024. The First Stakeholder meeting was held on August 28, 2024. First round of focus meetings completed in November.

The Existing Conditions report was received and returned with RTA comments in January, 2025. Meetings with the Executive Steering Committee is scheduled for February 3, 2025. A Board Presentation and Stakeholder meeting is scheduled for February 4, 2025.

The identification of transit barrier is in progress. The next round of engagement is underway. Executive and Stakeholder meetings scheduled for the first week in August.

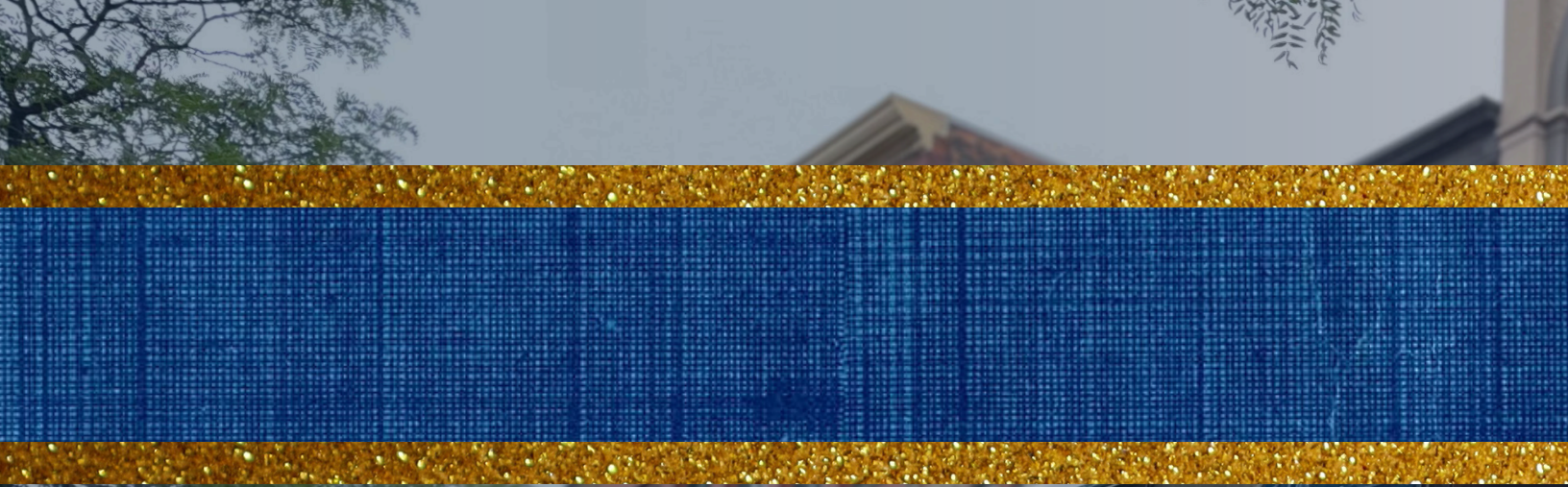
## Maintenance Facilities

Brookpark Maintenance Facility Modifications (15583 Brookpark (19.60)	Contractor: SONA Construction Construction cost: \$1,510,928	Project to convert former industrial building at 15583 Brookpark Road into Facilities Maintenance base. Included are offices for Transit Police. Building will allow Brookpark Rail Shop to be freed up for new railcar commissioning.
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## Bus Rapid Transit

MetroHealth Line BRT (70)	Consultant: Michael Baker International Contract Amount: \$2,353,751	<p>Project will complete NEPA, Section 106 and construction documents for four-mile BRT from Detroit/Superior Bridge to Broadview/State/Pearl intersections. Continuation of W25th TOD plan. Project included in list of projects eligible as FTA Small Starts. Readvertised September 6, 2022, and proposals received October 6, 2022. Procurement canceled.</p> <p>Third version of RFP advertised on June 26, 2023, with proposals due July 27, 2023. Station and associated signage design to be done in-house. Proposals received. Board awarded on January 23, 2024.</p> <p>Notice to Proceed issued on February 14, 2024. Kick-off meeting for project office and stakeholders held. Bi-weekly progress meetings being held. APE information turned into FTA May 7, 2024. First Community Engagement Meeting held June 27, 2024.</p> <p>Traffic analysis and modeling at 90%. Station design is underway in-house, preliminary locations according to survey. Cultural Resource and Effects Report in preparation. 30% design received and approved.</p> <p>Second community engagement meeting held November 20, 2024. Comments from Public Engagement are being reviewed to inform design as it proceeds from 30% to 60%. Comments being evaluated from all stakeholders as the design proceeding to 60%.</p> <p>60% plans and estimate received April 18, 2025. Comments received and in-process of disposition. Considerable discussion about Ohio City design.</p>
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