



Greater Cleveland Regional Transit Authority
Fourth Quarter 2017
February 2018

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From the CEO



2017 proved to be an exciting and busy year for RTA. From the completion of the Brookpark Station to the ground-breaking for the renovation of the East 34th Street/Campus Rail Station, considerable progress was made towards renewing our infrastructure. We promoted ridership with the “GO RTA” Summer Fun Program, VanShare, and the extension of service for the C-Line Trolley to the Flats East Bank and extended hours for the Green Line. In terms of funding, RTA received \$5.288 million from ODOT to upgrade 1.84 miles of track between the West 117th Street and West Park stations, and \$5.8 million in new federal funding to replace the obsolete radio communications system with one that will lower operating costs and provide reliable, enhanced real-time information for our customers.

At the start of the fourth quarter, the ribbon was cut on the new \$1.7 million Lee-Shaker Station. The upgrades included new a new waiting platform and shelters, signage, railings, sidewalks, landscaping, a new safety security system with cameras and call boxes, a new full depth track replacement through the platform station areas. The station is now fully ADA compliant.

Also during the fourth quarter, critical state-of-good-repair maintenance work was completed on the Red Line between the West 117th Station and West 30th Street. The replacement of 10,000 railroad ties has eliminated slow zones between West 98th and West 25th. Due to the extensiveness of the project, service was suspended through the work zone from November 5th to December 2nd. Staged shuttle buses at West 117th and Tower City ensured that commuters would not be inconvenienced by the shutdown.

In September, it was announced that RTA was partnering with MetroHealth to develop the MetroHealthLine, which is a BRT rebrand of the 51 family of routes. The 20 new, specially designed vehicles rolled out to our customers on December 3, 2017. Due to MetroHealth’s commitment to promoting public transportation and improving our community through a mutually beneficial business relationship, it was selected to receive RTA’s 2017 Business Partner of the Year Award at our banquet in April.

Financially, we ended the year approximately \$26 million better than budget and received our 29th consecutive Distinguished Budget Presentation Award from Government Finance Officers Association, which is the highest form of recognition in governmental budgeting.

The end of the fourth quarter marked two key staffing changes. Loretta Kirk, the Deputy General Manager of Finance, retired after 38 years with the Authority. During her tenure, Loretta served as the Director of Accounting for three years, the Director of Internal Audit for seven years, and the DGM of Finance for 18 years. Also, Frank Polivka, the Director of Procurement, ended his 40 years in the transit industry, retiring after 15 years with RTA. Undoubtedly, Loretta and Frank played a critical role in the success of RTA and will be missed.

Both open positions were filled by internal candidates. Rajan Gautam, who was hired in 2013 as the Director of Accounting, replaces Loretta as the Deputy General Manager of Finance, and Melinda Dangelo, who has been at RTA since 1998, was promoted to the Director of Procurement

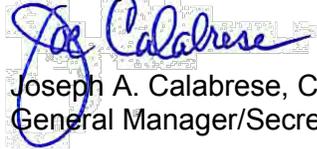
after serving as Service Team- Procurement Team Leader. The hiring of Rajan and Melinda illustrates the benefit of a focus on succession planning, one of our Vital Few Objectives Initiatives.

Wrapping up 2017 would not be complete without thanking everyone who participated in the 2018 Employee Giving Campaign. Your generosity helped raise \$144,785 for the United Way, EarthShare Ohio, Greater Cleveland Community Shares, and the United Negro College Fund. Thank you for giving what you could to not only help those in need, but also make the Cleveland-area a better place.

The enclosed report details the activity and operating results of RTA through the fourth quarter of 2017. The eight TEAM performance measures continue to be at the core of our operating philosophy. Additional quarterly updates are included for DBE participation, Affirmative Action, Succession Planning, and a status update on our Engineering and Construction activities.

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,



Joseph A. Calabrese, CEO
General Manager/Secretary-Treasurer

Financial Analysis

Financial Vision

In the 2016-2018 Strategic Planning cycle, the 5-Year Strategy and 10-Year Vision were updated and framed in a Balanced Scorecard (BSC) with Financial Vision being a BSC Focus Area. One Vital Few Objective (VFO) within this category, Fiscal Responsibility, yields two Initiatives: to Increase Revenue and Reduce Expenses, and to Enhance Fiscal Responsibility. The core drivers of Fiscal Responsibility are outlined in Figure 1.

Initiative: Increase Revenue, Reduce Expenses	Performance Target	4th Quarter Performance
General Fund Revenue	≥ 1% Growth	0.76%
Capital Revenue	≥ \$20 M Competitive	\$42.5 M
General Fund Expenses (Excluding Transfers to Reserve)	≤ General Fund Revenue	-6.4%
Overtime Percentage of Labor	≤ 7% Share	11.21%

Figure 1: 2016- 18 Strategic Plan, Financial Vision Balanced Scorecard Focus

General Fund Revenues

The Authority’s top 4 sources of Revenues are Sales & Use Tax, Passenger Fares, Advertising & Concessions, and Reimbursed Expenditures. Other nominal contributors are the Investment Income and periodic one-time reimbursements from the Northeast Ohio Areawide Coordinating Agency (NOACA), the State of Ohio, and the Federal Transit Administration.

Sales & Use Tax receipts are the largest source of revenue for the Authority, representing 72.1 percent of total revenues. The State removed the Medicaid Managed Care Organizations from the tax base as of July 1, 2017. With a 3-month lag, the loss of sales tax receipts was realized in October 2017. For the Fourth Quarter of 2017, Sales & Use Tax receipts were \$4.4 million less than in the Fourth Quarter of 2016. Total receipts for 2017 were \$5.1 million, or -2.3 percent, lower than in 2016 and 1.6 percent lower than budget.

Passenger Fares, the second largest source of revenue, represents 15.3 percent of total revenues. Passenger Fares ended the year 3.1 percent below budget and 1.8 percent below 2016 total fares, which corresponds with the August 2016 service adjustment. Ridership has been falling over the past several years nationally, as gas prices remain low.

Reimbursed Expenditures are 7.7 percent of total revenue received in 2017 and are 3.2 percent higher than budget. Preventive Maintenance reimbursements totaled \$20.0 million, maintaining the Authority’s goal of under \$25 million. Other Reimbursed Expenditures includes reimbursements for force account labor, fuel tax refunds, and other federal and state reimbursements.

The Authority received State aid for the removal of the Medicaid Managed Care from the Sales & Use Tax base. This special funding was earmarked specifically for counties and transit authorities in Ohio that collected Sales & Use Tax receipts and to help the counties and transit authorities

transition away from this revenue stream. During the fourth quarter, the Authority received \$10.0 million of this one-time revenue assistance.

The other revenue sources, which includes Advertising and Concessions, Investment Income, and other miscellaneous revenues, represents 1.6 percent of total revenues received in 2017 and were 64.4 percent higher than budget. Other revenues include rebates, refunds, salvage sales, and other miscellaneous income. The key revenue sources for 2017 are outlined in Figure 2.

General Fund Revenue Item	Year-End Revenues	Percentage of Total Revenue	Percentage Change Compared to Budget
Sales & Use Tax	\$213,718,145	72.1%	-1.6%
Passenger Fares	\$45,436,326	15.3%	-3.1%
Advertising & Concessions, Investment Income and Other Revenue	4,639,899	1.6%	64.4%
State Aid for MCO Loss	\$10,034,083	3.38%	100%
Reimbursements and Operating Assistance	\$22,782,104	7.7	0.3%

Figure 2: General Fund Revenue Highlights

Capital Revenues

The Strategic Plan initiative for Capital revenue is to receive at least \$20 million of competitive awards each year, enabling the Authority to focus on the state of good repair (SOGR) projects. Inception-to-date competitive awards total \$29.09 million, of which only \$1.2 million remains. The majority of projects using these competitive awards are near completion. These include Little Italy – University Circle Station, Cedar-University, and the Clifton Transit Enhancement program. Other projects that are still on-going include Career Pathways Program and Senior Transportation Connection. These projects, and other Capital projects are explained in further detail in the Capital section.

Funding Source	Appropriated Funds	Funds Committed	Funds Available	Percentage of Funds Remaining
Formula Funds	\$158,600,428	\$134,340,952	\$24,259,475	58.85%
Local Funds	\$89,304,853	\$75,061,430	\$14,243,423	34.55%
Competitive Funds	\$29,090,455	\$27,866,800	\$1,223,655	2.97%
State Funds	\$0	\$0	\$0	0.00%
Other Funds	\$2,872,728	\$1,376,058	\$1,496,670	3.63%
Grand Total	\$279,868,464	\$238,645,240	\$41,223,224	100.00%

Figure 3: Funding Sources Highlights

General Fund Expenses

Total Operating Expenses ended the year at \$247.7 million, 7.4 percent under budget and 0.7 percent above 2006 levels. Total Expenditures were \$295.1 million, 0.5 percent under 2017 total revenues and 6.4 percent under excluding transfers to the reserve fund. The ending balance for 2017 was \$34.9 million. There are a wide range of operating expense categories. The four most critical are the Salaries & Overtime, Fringe Benefits, Fuel (including Diesel and Natural Gas) and Other Expenditures, which includes services, inventory, utilities, liabilities and damages, and other expenses. Salaries and Overtime are 45.9 percent of total expenses and ended the year 5.4 percent under budget. Fringe Benefits are 17.5 percent of total expenses and were 3.1 percent below budgeted levels. Total Salaries, Overtime, and Fringes represent over 73.5 percent of the total Operating Budget. Fuel, including diesel and natural gas, are managed by the Energy Manager through the Energy Price Risk Management Program and is projected to end the year 15.8 percent below budget.

Other Expenses includes services, inventory, other utilities, such as telephone and electricity costs, liabilities and damages, and other expenses, which are driven by the Operations division. As a whole, Other Expenses represent 17.7 percent of the total expenses and ended the year 14.4 percent under budget, led by lower maintenance contracts, insurance costs, and other miscellaneous costs. Service contracts represent 3.8 percent of the total budget and ended the year 3.3 percent below budgeted levels. Materials and Supplies includes the Inventory category. Inventory includes preventive and corrective maintenance parts for buses, trains, facilities, and equipment; as well as kits for the predictive maintenance program. Inventory ended the year \$2.3 million over budgeted levels. Other Materials and Supplies ended the year near budgeted levels.

Other Fuel and Utilities expenses includes gasoline, propane fuel, propulsion power, water, sewer, electricity, telephone, and taxes. Utilities represents 2.6 percent of total expenses and ended the year 0.93 percent over budgeted levels, as costs for utilities are slowly increasing and a new telephone system was installed. Liability claims and insurance premiums ended the year \$1.5 million under budget.

The Authority maintains a high safety level and over the past year implemented a very successful multi-jurisdictional safety drill on the Red Line. RTA has implemented safety programs, executed safety drills, implemented training programs, and received several safety awards. Some of these include DriveCam, Rail Protrackers on rail vehicles, Operation Lifesaver, Safe Place, human trafficking training, Airport Tunnel drill, suspicious package drill, ESMS/ISO 14001, and TSSP Certification for Rail. These programs have helped to decrease preventable accidents, increase awareness, and help keep customers safe.

Transfers to Other funds includes transfers to the Reserve Fund, Pension Fund, Capital Funds, Bond Retirement Fund, and Insurance Fund. A \$30 million debt service was budgeted for 2017 but was deferred to 2018, which saved \$2.2 million in transfers to the Bond Retirement Fund. Additional transfers of \$8.4 million were made in the 4th Quarter to the Reserve Fund for fuel, compensated absences, hospitalization, rolling stock rail replacement, and 27th pay.

Operating Expense Item	4th Quarter Year-End Expenses	Share of Total Projected Operating Expenses	Percentage Compared to 2017 Budget
Salaries & Overtime	\$135,514,105	46.0%	-5.4%
Fringe Benefits	\$51,553,465	17.5%	-3.1%
Fuel (Diesel & Natural Gas)	\$8,410,215	2.9%	-15.8%
Services and Contracts	\$11,296,555	3.8%	- 3.3%
Inventory	\$14,644,874	4.9%	15.7%
Purchased Transportation	\$8,828,341	3.0%	4.13%
Other Fuel and Utilities	\$7,823,929	2.7%	0.9%
Liabilities & Damages	\$4,056,370	1.4%	-26.6%
Materials & Supplies	\$3,916,899	1.3%	0.4%
Other	\$1,674,185	0.6%	-20.6%
Transfers to Other Funds	\$47,347,036		7.3%

Figure 4: Key General Fund Expense Highlights

Overtime

An important focus of managing expenses includes Total Overtime as compared to the Total Salaries. Key factors that impact this ratio include employee vacancy rates, absenteeism, vacations, and scheduled service delivery levels, as well as bus bridges needed during rail infrastructure work on the right-of-way. The current goal for this measure is 7 percent across Authority-wide positions. At year-end, total Overtime is 11.2 percent of total labor. Operator Overtime was budgeted at 18.1 percent, as a percentage of Operator Labor, but ended the year at 19.5 percent. During the year, bus bridges were needed during construction on the west side (Heavy Rail) and east side (Light Rail), which increased bus Operator Overtime. Non-Operator Overtime was budgeted at 7.6 percent and ended the year at 8.4 percent. Figure 5 summarizes the Authority-wide 2017 expenditures by these workforce segments.

Workforce Segment	Year-End Labor Expense	Year-End Overtime Expense	% Overtime
Operator	\$45,438,864	\$8,866,293	19.5%
Non-Operator	\$42,003,657	\$3,518,283	8.4%
Salary	\$34,416,532	\$1,270,475	3.7%

Figure 5: Overtime Performance Highlights.

It is important to note that although overtime expenses exceeded our goal, total labor costs ended the year significantly under budget.

Capital Expenses

Capital expenditures at year end increase slightly to \$70.36 million, in comparison to the prior year. The increase in expenditures are mainly due to receiving of two bus purchases 42 40-Ft Buses totaling \$12.45 million and 16 Paratransit vehicles currently in operating service. Capital expenditures are expected continue to increase in FY 2018 compared to prior years in Rail Projects, and Bus Improvement Program categories as the Authority continues to focus on achieving a state of good repair (SOGR) in its capital assets. The Capital Expenses are explained in further detail in the Capital section.

Financial Indicators

Additional measures of budget performance include six financial policy goals as approved by the Board of Trustees. The indicators are listed in Figure 6.

Operating Efficiency

The policy goal is to maintain an **Operating Ratio** of at least 25 percent. At year-end the Authority had an Operating Ratio of 19.5 percent, an improvement from the 19.4 percent at the end of the Second Quarter and 18.2 percent at budget. Key influencers of this indicator were the 25-cent base fare increase executed in August 2016 and the annualized 3 percent service reduction executed in September 2016. Total Passenger Fares decreased by 1.8 percent and Operating Expenses increased by 0.7 percent compared to 2016.

The target of the **Cost per Hour of Service** measure is to be maintained at or below the budgeted rate of inflation, which is 2 percent. Factors that impact this indicator include the change of Total Operating Expenses relative to the prior year, annual service levels, and the rate of inflation as calculated by the Federal Reserve. The year-end Cost per Hour of Service is \$132.4, a decrease of 2.0 percent compared to 2016. This is mainly due to maintaining operating expenses in 2017 compared to 2016.

Operating Reserve is targeted for a period of 30 Days or 1 Month (1.0), meaning the available cash equivalent of one month's operating expenses, with a stretch goal of 45 Days (1.5 months). Key factors that influence this indicator are Operating Revenues and Expenses, and General Fund Transfers to the other Funds of the Authority. The Operating Reserve at year end is 1.7 months.

Capital Efficiency

The **Debt Service Coverage** ratio 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 year-end, the Debt Service Coverage is 4.11, higher than the budgeted amount of 2.06 due to reductions in the year-end Operating Expenses and the rescheduling of the debt issuance until 2018.

The **Sales Tax Contribution to Capital** includes direct support for capital projects, transfers to fund the Authority's bond retirement payments, and has a Board policy goal of at least 10 percent. At year-end, this indicator is 12.2 percent, within the policy goal. The decrease in this measure, relative to budget of 15.0 percent is due to a reduction in the transfer to the Bond Retirement Fund as the \$30 million debt service scheduled for 2017 was pushed back to 2018. The Capital program is aimed at and committed to achieving a State of Good Repair (SOGR).

At 97.3 percent, the **Capital Maintenance Outlay to Capital Expansion Outlay** ratio remains outside of the 75-90 percent range outlined in the Board Policy goal, though close to the FY 2017 budgeted level of 94.1 percent. This measure continues to show the Authority’s focus remains first on the maintenance or SOGR of its current assets rather than on the expansion of service levels. Given the financial constraints of recent years, this continues to remain the best course available as the Authority continues on its five-year bus replacement program, equipment upgrades and infrastructure improvements.

In summary, four of the six efficiency financial indicators meet the Board Policy Goals and one, the Operating Ratio, projected better than budget. Once again, the hard work put forth has helped to maintain a strong financial position for the Authority.

2017 4th Quarter						
Financial Policy Goals						
		Goal	2015 Actual	2016 Actual	2017 Amended Budget	2017 Year-End
Operating Efficiency	Operating Ratio	> 25%	19.9%	20.1%	18.2%	19.5%
	Cost/Hour of Service		\$140.0	\$135.1	\$150.1	\$132.4
	Growth per Year	≤ Rate of Inflation [2%]	13.1%	-3.5%	11.0%	-2.0%
	Operating Reserve (Months)	≥ 1 month	0.8	1.6	0.5	1.7
Capital Efficiency	Debt Service Coverage	≥ 1.5	1.78	2.50	2.06	4.11
	Sales Tax Contribution to Capital	> 10%	18.5%	14.3%	15.0%	12.2%
	Capital Maintenance to Expansion	75% - 90%	98.9%	96.3%	94.1%	97.3%
Reserved Funds	Fuel Reserve Funds	Fuel Budget less Annual Expenditures	\$0	\$0	\$1,656,966	\$2,454,922
	Compensated Absences Reserve Funds	< 25% of Accrued Liability	\$0	\$0	\$944,484	\$1,900,000
	Hospitalization Reserve Funds	< 10% of Annual Hospitalization Costs	\$0	\$0	\$906,617	\$1,800,000
	Rolling Stock Replacement Fund	≥ \$5,000,000 / yr	\$0	\$0	\$5,000,000	\$10,000,000
	27th Pay	Equal to about 1/12 of 27th Pay Period	\$0	\$0	\$694,848	\$1,400,000

Figure 6: GCRTA Financial Policy Goals, Performance thru Year-End 2017

General Fund Balance Analysis

	2015 Actual	2016 Actual	Amended 2017 Budget	2017 Year-End	Variance
Beginning Balance	27,116,140	16,822,906	33,046,193	33,324,814	278,621
Revenue					
Passenger Fares	48,419,211	46,279,344	46,872,000	45,436,326	(1,435,674)
Advertising & Concessions	1,442,677	2,860,267	1,552,000	2,389,856	837,856
Sales & Use Tax	205,843,321	218,749,851	217,100,000	213,718,145	(3,381,855)
State Aid for MCO Loss	0	0	0	10,034,083	10,034,083
CMAQ Reimbursement for 2012 Trolleys	533,478	0	0	0	0
Operating Assistance - Paratransit Operations	3,125,000	0	0	0	0
Trolley Sponsorship	0	0	640,000	0	(640,000)
Access to Jobs Program	920,570	0	0	0	0
Investment Income	153,534	42,156	70,000	260,016	190,016
Other Revenue	1,254,771	1,888,060	1,200,000	1,990,027	790,027
Reimbursed Expenditures	19,720,588	24,560,024	22,075,000	22,782,104	707,104
Total Revenue	281,413,150	294,379,702	289,509,000	296,610,557	7,101,557
Total Resources	308,529,289	311,202,608	322,555,193	329,935,371	7,380,178
Operating Expenditures					
Salaries and Overtime	134,377,598	134,370,484	143,299,426	135,514,105	(7,785,321)
Fringe Benefits	52,231,192	48,074,083	53,207,855	51,553,465	(1,654,390)
Diesel Fuel	10,804,133	8,627,383	7,742,000	6,535,532	(1,206,468)
Natural Gas	1,124,699	1,246,088	2,245,000	1,874,683	(370,317)
Other Expenditures	53,443,532	53,600,135	61,001,133	52,241,152	(8,759,981)
Total Operating Expenditures	251,981,154	245,918,172	267,495,414	247,718,937	(19,776,477)
Transfer to the Insurance Fund	1,500,000	500,000	2,400,000	2,400,000	0
Transfer to the Pension Fund	100,000	100,000	75,000	75,000	0
Transfers to Capital					
Bond Retirement Fund	22,615,956	21,882,300	19,284,420	17,045,783	(2,238,637)
Capital Improvement Fund	15,509,273	9,477,322	13,276,394	10,271,331	(3,005,063)
Total Transfers to Capital	38,125,229	31,359,622	32,560,814	27,317,114	(5,243,700)
Transfer to Reserve Fund	0	0	9,202,915	17,554,922	8,352,007
Total Expenditures	291,706,383	277,877,794	311,734,143	295,065,973	(16,668,170)
Ending Balance	16,822,906	33,324,814	10,821,050	34,869,398	24,048,348
Reserved Funds	0	8,776,432	0	0	0
Available Ending Balance	16,822,906	24,548,382	10,821,050	34,869,398	24,048,348

Figure 7: GCRTA General Fund Balance Analysis

Capital Commitments and Expenditures

Commitments by Capital Category

During 2017, the Authority capital program continued its focus on improving the overall State of Good Repair (SGR) of its capital assets and infrastructure. Major project activity during the year consist of rehabilitation of track work at Tower City Track 8, Phase 3 of nine Light Rail Crossings, Light Rail Retaining Wall at Buckeye/Woodhill, delivery of 42, 40 ft. CNG buses and 24 Paratransit vehicles.

Unlike the General Fund, which is annually appropriated, the Authority’s RTA Capital and RTA Development Funds budget appropriations are multi-year or Inception-to-Date (ITD) based. As a result, the combined Fiscal Year (FY) 2017 capital budget appropriation of \$284.13 million included \$217.13 million of prior year carryover budget appropriation in multi-year projects and the approved 2017 Capital Budget of \$67 million.

The combined End-of-Year (EOY) project commitments in the two capital funds totaled \$238.64 million, include \$193.06 million of ITD expenditures and \$45.58 million of active encumbrances resulting in a positive EOY variance of \$45.48 million, or 16.0%, relative to the EOY capital budgets. In general, the positive variance is due to capital projects completed under budget, pending procurement of 33 bus orders, multi-year budgeted projects compared with the annual draws for project activities during the year, the timing of availability of funds, and delays in programmed time lines for capital construction projects.

At the end of the fiscal year encumbrances totaled \$45.58 million within the Authority’s capital programs for various SGR projects underway. These projects include 33, 40 ft. CNG buses to be delivered in fourth quarter FY 2018, 16 Paratransit vehicles, three (3) substation modernizations at West 65th Station, Puritas, and Warrensville/Van Aken Station, rehabilitation of the track reconstruction at East 34th Street, E. 116th Street Station and engineering design of E.79th Street Station. These carryover projects and encumbrances, along with the upcoming 2018 Capital Improvement Plan budget of \$115.94 million will lead to an extremely busy upcoming year in the capital programs.

2017 END OF YEAR (EOY) CAPITAL COMMITMENTS BY CATEGORY

Category	EOY Budget	EOY Commitments	EOY Variance vs. Category Budget
Bus Garages	\$6,285,756	\$6,175,020	\$110,736 1.8%
Bus Improvement Program	\$58,260,810	\$42,589,622	\$15,671,188 26.9%
Equipment and Vehicles	\$16,428,501	\$14,507,904	\$1,920,597 11.7%
Facilities Improvements	\$22,408,748	\$18,372,575	\$4,036,173 18.0%
Other Projects	\$5,461,399	\$2,584,244	\$2,877,155 52.7%
Preventive Maint./Operating Reimb.	\$22,615,774	\$21,871,775	\$743,999 3.3%
Rail Projects	\$133,837,397	\$114,055,628	\$19,781,769 14.8%
Transit Centers	\$18,834,243	\$18,488,473	\$345,770 1.8%
Grand Total	\$284,132,628	\$238,645,241	\$45,487,387 16.0%

Current Year Expenditures by Capital Category

The chart below lists year-to-date (YTD) category expenditures and their related percentage of total capital expenditures for the current year through the end of the year and compares them with the prior years at the same point in time.

Capital activities during the recent year generated \$70.36 million of expenditures with majority of the expenditures occurring within three of the eight categories, Bus Improvement Program \$22.05 million, Preventive Maintenance/Operating Reimbursement \$20.31 million and Rail Projects \$18.44 million. The remaining capital expenditures were scattered throughout the remaining five categories.

Some of the larger capital expenditures during the current year include \$20.63 million for the delivery of 42, 40 ft. CNG, \$1.3 million for 24 Paratransit vehicles, \$1.14 million on construction activities for LR Retaining Wall at Buckeye/Woodhill, \$4.84 million for Red line track rehabilitation at W. 30th to W. 98th, \$1.91 million at E. 34th Street Station, completion of \$2.2 million for Track 8 at Tower City Center and a combined \$3.10 million for station/track rehabilitation projects at, Brookpark Station, Lee-Shaker Green Line ADA upgrades.

Other capital projects with significant expenditures will be covered in the following discussion on the capital categories.

CAPITAL EXPENDITURES BY CATEGORY THROUGH (EOY)

Category	2017	%	2016	%	2015	%
Bus Garages	\$1,359,184	1.9%	\$4,071,238	5.9%	\$4,632,018	4.5%
Bus Improvement Program	\$22,046,604	31.3%	\$7,851,833	11.4%	\$42,880,020	41.7%
Equipment and Vehicles	\$2,842,419	4.0%	\$3,203,332	4.6%	\$2,324,956	2.3%
Facilities Improvements	\$4,268,617	6.1%	\$7,405,095	10.7%	\$5,391,371	5.2%
Other Projects	\$1,076,409	1.5%	\$712,437	1.0%	\$2,154,398	2.1%
Preventive Maint/Op. Reimb.	\$20,305,097	28.9%	\$21,419,520	31.0%	\$22,339,306	21.7%
Rail Projects	\$18,444,400	26.2%	\$23,363,312	33.8%	\$22,343,046	21.7%
Transit Centers	\$21,580	0.0%	\$1,077,929	1.6%	\$757,322	0.7%
Grand Total	\$70,364,309	100.0%	\$69,104,696	100.0%	\$102,822,437	100.0%

The following is a brief explanation of each capital category included in the capital commitments and capital expenditure tables on previous pages.

Bus Garages

There are three projects within this category including the soon to be completed Hayden/CBM CNG Building Compliance project, a project to construct an outdoor bus storage area at the Triskett District, and the beginning of a multi-year capital project to prepare the Triskett Garage for CNG buses in the future.

At year end, \$6.17 million of the current \$6.29 million category budget was committed leaving a positive variance of \$110,736 or 1.8%. Total category commitments include \$5.90 million of ITD expenditures and \$273,619 of current encumbrances. Majority of the expenditures in this category were generated in facility improvements at Hayden/CBM addressing building compliance upgrades to serve the CNG fueling stations.

The positive projected variance of \$110,736 or 1.8% at the end of the year in this category is due to project savings and expected closeout of remaining funds within completed projects.

Bus Improvement Program

The Authority's capital program in FY 2017 includes the fourth year of a funded five-year bus and Paratransit bus replacement program. The Authority has added to its fleet 42 buses during the current year. At the close of FY2017, two separate bus order remain under contract for 33, 40 ft. CNG buses due the fourth quarter of FY2018 and 16 Paratransit vehicles.

At the end of 2017, category commitments total a combined \$42.59 million out of a total budget appropriation of \$58.26 million leaving a positive variance of \$15.67 million, or 26.9%. The category expenditures during the year of \$22.05 million included \$20.63 million for purchase of 42, 40 ft. CNG buses, \$1.30 million for 24 Paratransit vehicles and \$118,956 for various bus spare parts to help maintain the Authority's existing bus fleets in a State of Good Repair.

The positive variance of \$15.67 million, or 26.9% is remaining due to the delay to procure funds in the procurement module before year end close resulting in a technical glitch. The request for funds are in process and will be committed in 2018 fiscal year for 33, 40 ft. CNG bus order.

Equipment & Vehicles

Total category commitments of \$14.51 million at the end of 2017 include \$8.1 million of ITD expenditures and \$6.41 million of open encumbrances resulting in a positive year-end variance of \$1.92 million, or 11.7%. Majority of the open encumbrances within this category, \$4.65 million or nearly 73%, remain within the on-going Fare Collection Equipment project. There has been limited progress in the current year towards completion of outstanding items left on the contracts and completion remains an open-ended issue. Remaining commitments within this category are concentrated within various SOGR equipment & vehicle upgrade projects throughout the Authority.

End of year expenditures within this category totaled \$2.84 million of capital expenditures. Some of the major expenditures within this category were generated by a combined \$1.73 million for various security and information technology improvements, \$724,917 for various replacement equipment or upgrades throughout the Authority, and \$391,153 expensed for non-revenue vehicle replacements or leases.

The positive year-end variance of \$1.92 million or 11.7%, results from projected savings in on-going projects nearing completion and to project activities within multi-year programmed IT projects.

Facilities Improvements

Year-end combined commitments of \$18.37 million in this category included \$13.52 million of ITD expenditures and \$4.85 million of current encumbrances resulting in a positive variance of \$4.04 million, or 18%, versus the current category budget of \$22.41 million.

During 2017, \$4.27 million was expended within the current year for various facility improvements projects throughout the Authority. Majority of the category expenditures included \$2.75 million or 64.40% for various track bridge improvements at E. 92nd Street, E. 37th Street Bridge Railings, evaluations and construction of critical fractures at Lorain Bridge and completion of Viaduct

Concrete Drainage Repairs. The other facility enhancements included, \$1.52 million or 35.60% for locally funded Asset Maintenance program to maintain operating and passenger facilities throughout the authority.

The positive year-end variance of \$4.04 million, or 18%, for this category is primarily attributable to the planned closeout of prior year's budget authority remaining within completed projects, construction delays for the Viaduct Rehabilitation Phase I and Demolition of the WB Access Road due to pending approval of demolition plans by Norfolk Southern Rail System.

Other Projects

The Other Projects category includes capital projects for pass-thru grants to other entities and other miscellaneous capital projects that don't fit into the seven remaining capital categories. At the end of the year, this category has combined project commitments of \$2.58 million out of the category budget of \$5.46 million resulting in a positive variance of \$2.88 million or 52.7%.

During the year, a combined \$1.08 million of expenditures was generated by projects within this category with \$439,748 or 40.85% for Career Pathways. The remaining expenditures were generated in smaller amounts throughout other projects within this category including \$370,027 TSA Canine Security Team, \$130,129 for Senior Transportation Pass-Thru, \$34,843 NOACA Dues, \$75,660 legal services, and \$25,000 for Greater Cleveland Civic Connections.

The positive year-end variance of \$2.88 million, or 52.7%, versus the current category budget results from several factors including the closeout of remaining unfunded budget appropriation left from completed projects throughout the RTA Development Fund, to multi-year budgeted projects compared with the annual draws for project activities during the year, to the inclusion of the contingency budget for the RTA Development Fund within this category, and to the timing of commitments in the project to track the pass-thru award for the Senior Transportation Connection (STC).

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.

Total commitments through year end within this category were \$21.81 million including \$20.0 million of Preventive Maintenance reimbursements and \$1.81 million for the multi-year project for ADA Supplemental Trips and Travel Trainer Services.

The positive variance of \$743,999 or 3.3%, is due to the multi-year budgeted project for the New Freedom Travel Supplemental ADA program ended the year with an uncommitted balance to draw during FY 2018.

Rail Projects

At the close of 2017, \$114.05 million of the \$133.84 million budget for the Rail Projects category was committed creating a positive variance of \$19.78 million or 14.8%. Total commitments within this category consisted of \$85.12 million of ITD expenditures along with \$28.93 million of current encumbrances.

During 2017, \$18.44 million was expended on various Rail system projects. Some of the major projects included a combined \$12.77 million or, 69.25% of category expenditures for completion of LR Retaining Wall at Buckeye/Woodhill to Shaker Square, nine Light Rail Crossings, track reconstruction of the Red line at West 30th – West 98th, Tower City Center Track 8 and design completion of Track 10 & 13. Station rehabilitation work is being finalized at Little Italy Station installing pedestrian access walkways, Brookpark Station, Lee-Shaker Green Line, E. 34th St. LR/HR Station. The remainder of the expenditures during the year occurred in smaller amounts in other budgeted projects within this category.

The positive variance of \$19.78 million, or 14.8%, is due to delays pending grant amendments for programmed projects, setbacks in expected project timelines, and unanticipated increases in vendor bids for construction projects. These delays will push some programmed capital projects into 2018, impacting annual draws for project activities during the year.

Transit Centers

Total commitments of \$18.48 million out a category budget of \$18.83 million within the Transit Centers category include ITD expenditures of \$18.02 million and \$466,512 of current encumbrances generating a positive variance of \$345,770 or 1.8%, at the end of the year.

At year end, \$21,580 was expended on capital projects within this category with most of the expense generated towards completion of outstanding items on the Clifton Blvd. Enhancement project which opened in FY 2014.

The positive variance is due to the remaining balance of pass-thru grant funds for the Cleveland Museum of Art (CMA) project that remain to be drawn and nearly \$70,891 of uncommitted grant funds for enhancement projects which at present, do not have an identified appropriate use.

Performance Measures

PERFORMANCE MEASURE		2017 Target	Q 1	Q 2	Q 3	Q 4	Year to Date
Passengers per bus/train hour:							
	Bus	26	25	25	23	25	25
	Rail	64	63	70	65	62	66
	Total	30	29	29	27	29	29
Revenue Vehicle Cost Per Mile (Maintenance & Fuel)		\$2.30	\$2.35	\$2.50	\$2.30	\$2.47	\$2.40
% Of Scheduled Maintenance Completed (Revenue Vehicles)	Bus	100%	98%	92%	92%	91%	93%
	Rail	100%	100%	98%	97%	95%	98%
	Paratransit	100%	100%	99%	99%	92%	97%

Critical Success Factors

<p>Passenger Fare Revenue</p>	<p>The Passenger Fare Revenue performance measure is discussed in detail in the Financial Analysis Section of the report.</p>
<p>Preventable Accidents</p>	<p>The GCRTA <u>Preventable Collision Rate (PCR)</u> TEAM goal for 2017 is 1.40. The 2017 YTD 4th Quarter PCR is 1.39, which is 0.7% lower than the TEAM goal and 10.3% lower than the 1.55 PCR for the same period in 2016. Total preventable collisions decreased 13.8% to 332 from 385. Mileage decreased 4.0%.</p>
<p>Total Collision Rate</p>	<p>The GCRTA <u>Total Collision Rate (TCR)</u> for the 2017 YTD 4th Quarter is 3.51, which is 10.5% lower than the 3.92 TCR for the same period in 2016. Total collisions decreased 14.2% from 977 to 838.</p>
<p>On the Job Injury Rate</p>	<p>The GCRTA 2017 TEAM Injury Rate Goal is 10.0. The 2017 YTD 4th Quarter Injury Rate of 9.05 is 14.7% below the TEAM Goal and 4.3% below the 9.46 Injury Rate for the same period in 2016. Total injuries decreased by thirteen from 175 in 2016 to 162 in 2017.</p>
<p>Number of Miles between Service Interruption</p>	<p>The Number of Miles Between Service Interruption (Reliability) is defined as mechanical failure that results in the inability of the bus/train to operate in revenue service. For the fourth quarter of 2017, the YTD figure for No. of Miles Between Service Interruption was 15,259 miles, as compared to 13,699 miles for 2016, which represents an 11.39% improvement in this indicator.</p>
<p>On-Time Performance</p>	<p>On-Time Performance is defined as a bus or train arriving from 0-5 minutes after its scheduled time. Composite On-Time Performance for the fourth quarter of 2017 for bus, light rail, and heavy rail was approximately 79%, as compared to 67.5% for 2016, representing a 17.04% improvement in this TEAM measure.</p>
<p>Ridership</p>	<p>We ended the quarter with a total of 9.6 million; a decrease of 10.5%, or approximately 1.1 million less rides compared to 2016. Average weekday ridership decreased 10.24%, or approximately 15,500 less daily trips taken. Ridership decrease is consistent with a national trend resulting from continue low gas prices. In Cleveland, that national trend was amplified by numerous long-term rail shutdowns, fewer special events, and road construction on heavily traveled downtown streets.</p> <p>Bus ridership decreased 8.4% by the end of the fourth quarter. HealthLine monthly ridership remained steady and experienced a slight decrease of 3.4% for the quarter. Rail ridership decreased by nearly 18.5%. During the fourth quarter, Red Line decreased 18.3% and Blue and Green Line ridership decreased over 18.5%. Rail ridership was impacted by scheduled shut downs to allow for work on a number of asset maintenance projects including a four</p>

Ridership Cont'd

week track reconstruction project on the Red Line between Tower City and West 117 station, and two days for east side Red Line to continue work on Opportunity Corridor.

Customer Satisfaction/Ride Happy or Ride Free

Ride Happy or Ride Free is the comprehensive customer satisfaction measure for RTA. The *Ride Happy or Ride Free* card begins by asking the passenger to indicate what they liked about their RTA “ride,” followed by space to communicate if they were dissatisfied. Qualifying passengers received a free ride card to help offset their negative experience.

The Ride Happy or Ride Free performance measure is the ratio of free ride cards requested in comparison to ridership for the same period. One card for every 34,346 customers was received for the fourth quarter of 2017, as compared to one request for approximately every 50,281 customers received for the same period in 2016, representing a 31.69% decline in customer satisfaction, as measured by the percentage of people requesting Ride Happy or Ride Free Cards.

Attendance

The Attendance performance measure is the percentage of employee absences from work that are unscheduled and includes absences due to Worker’s Compensation as unscheduled. An absence is considered unscheduled when it is charged to any category other than vacation, personal days, birthdays, holidays, training/seminars, and use of compensatory leave.

Reducing unscheduled absences increases agency reliability, improves productivity and reduces overtime expenses. In the fourth quarter of 2017, the unscheduled absence percentage was 5.98% which, when compared to 6.03% for 2016, shows a 0.83% improvement in attendance.

Quarter Initiatives and Special Promotions to Increase Ridership

During the fourth quarter, several new clients signed up for the Commuter Advantage Program, including: Gateway Retirement Community, Detroit Shoreway Community Development Organization, Cleveland Culinary Launch & Kitchen, Churma Economics Analytics, Downtown Cleveland Resident’s Association, Spice, Comfort Wear, LIFETIME, and Live Nation Entertainment. This closes out the year with 36 new pre-tax clients and over 830 total companies enrolled.

Rider Reward Program continues with over 30 local organizations partnering with RTA to offer riders discounts simply by showing their RTA farecards. Partner locations include many of the Museums in University Circle, local restaurants, and downtown shops. This promotion provides exposure to new locations along the system to RTA riders, with the hopes that they become repeat customers.

The ribbon was cut on the new Lee-Shaker Green Line station on October 17. The new station features updated platforms, shelters, lighting, security cameras, signage and wheelchair lifts. This station is now ADA compliant.

On October 18, Transit Police, along with other public safety agencies, performed a full-scale exercise at the Triskett Rapid Station. The exercise allowed RTA and Cleveland Police, EMS, Homeland Security, TSA and others to be better prepared for an emergency situation onboard a train or in the District Garage. More than 100 safety professionals participated in the exercise.

Winterfest returned to Public Square again this year after celebrating success in Playhouse Square. Events were held along Euclid Avenue and Superior Avenue. Thousands of people attended the celebration to watch the tree-lighting and fireworks.

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 2016 - 2018 is 21.3%. 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 October 1, 2017 – December 31, 2017 represents the first quarter of FFY 2018. To conform the Quarterly Performance Report to the Federal Semi-Annual Report, DBE participation is calculated on the “federally assisted” portion of contracts only. DBE dollars awarded during the first quarter and FFY to-date on contracts greater than \$100,000 totaled **\$509,097 or 15.1%** on total contracts of \$3,381,120 (excluding \$12,471,875 in bus procurements).

QUARTERLY - PARTICIPATION OF DBE FIRMS BY CLASSIFICATION (October 1, 2017 – December 31, 2017)

Classification	1st. Quarter Oct. 1 – Dec. 31		2 nd Quarter Jan. 1 –March 31		3 rd Quarter April 1 – June 30		4 th Quarter July 1 – Sept. 30	
	African American	\$342,722	67.3%					
Asian	0	0						
Caucasian Female	\$166,375	32.7%						
Hispanic	0	0						
TOTAL	\$509,097	100.0%						

CURRENT QUARTER - DBE PERFORMANCE BY CONTRACT CATEGORY (October 1, 2017 – December 31, 2017)

	Construction	Professional Services	Equipment & Supply	Total
DBE Dollars	\$422,885	\$86,212	0	\$509,097
All Dollars	\$2,658,647	\$722,473		3,381,120
% DBE Participation	15.9%	11.9%	0.0%	15.1%

**YEAR TO DATE
DBE PERFORMANCE BY QUARTER
(October 1, 2016 – September 30, 2017)**

	Total Contracts	DBE Participation	% DBE Participation
1st Qtr.	\$3,381,120	\$509,097	15.1%
2nd Qtr.			
3rd Qtr.			
4th Qtr.			
TOTAL	\$3,381,120	\$507,097	15.1%

Office of Business Development Activities

Outlined below are selected efforts undertaken during the fourth quarter of FFY 2017

Selected Contract Compliance Activities during the quarter include:

- Completed 15 Goal Settings
- Reviewed 29 Certified Payroll Reports

Selected Outreach Efforts during the quarter include:

- Attended the conference planning committee meeting for the American Contract Compliance National Training Institute at the Northeast Ohio Sewer District.
- Participated in an outreach at Eaton Corporation and made a presentation on the DBE program.
- Attended the Commission On Economic Inclusion Diversity Professionals Group at Squire Patton Boggs law firm.
- Participated on several DBE Appeal Process conference calls with ODOT

Affirmative Action

The Affirmative Action Goals for the employment of women in all categories except for administrative support for the overall three years (2015-2017).

Key Performance Measures

Performance Measure	2015-2017 Target		2015 Total		2016 Total		First Quarter		Second Quarter		Third Quarter		Fourth Quarter		3 - Year Total Target to Date	
	Minority	Female	Minority	Female	Minority	Female	Minority	Female	Minority	Female	Minority	Female	Minority	Female	Minority	Female
Affirmative Action:																
Officials/Administrators	N/A	4	N/A	3	N/A	4	N/A	0	N/A	0	N/A	0	N/A	0	N/A	7
Professionals	N/A	28	N/A	22	N/A	33	N/A	4	N/A	1	N/A	3	N/A	1	N/A	64
Technicians	N/A	29	N/A	7	N/A	8	N/A	1	N/A	0	N/A	0	N/A	1	N/A	17
Protective Services	N/A	4	N/A	4	N/A	4	N/A	1	N/A	0	N/A	1	N/A	1	N/A	11
Administrative Support	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Semi & Skilled Craft	N/A	20	N/A	1	N/A	1	N/A	1	N/A	0	N/A	0	N/A	0	N/A	3
Service Maintenance	N/A	106	N/A	201	N/A	292	N/A	17	N/A	27	N/A	25	N/A	31	N/A	593
Total	N/A	191	N/A	238	N/A	342	N/A	24	N/A	28	N/A	29	N/A	34	N/A	695

The numbers reported for the 4th Quarter include new hires, rehires, and promotions in each of the designated categories.

Succession Planning

Developing leadership bench strength for key positions at every level of the organization is a primary initiative to GCRTA fulfilling its vision of being an “employer of choice”. We use a multi-disciplinary approach, including strategic recruitment and selection, partnerships with key training resources and multiple development opportunities across all work segments. Included in Figure 1 are some of our core initiatives that are being deployed across our organization to enhance succession planning and overall employee development efforts.

PROGRAM	WORK SEGMENT	DESCRIPTION
Management Development Program	Entry level staff/management positions	<ul style="list-style-type: none"> • 22 month rotational development program started in 2008. • Designed to develop a pipeline of new leaders for entry level transit management opportunities, particularly to provide operational bench strength. • Five groups graduated and promoted to new positions (15 participants). Sixth and seventh groups (7 participants) in progress.
Public Transit Management Academy	All Employees	<ul style="list-style-type: none"> • Partnership with Cleveland State University Leadership Academy • Grant funded through the FTA Innovative Workforce Development in 2012-2013 and 2016-2017 • 12 month program designed to enhance the development of current and future managers and leaders • Five Cohorts with 135 graduated, 28% rate of promotion to date
Frontline Supervisor and Development Program	New and existing supervisors/managers	<ul style="list-style-type: none"> • Partnership Tri-C Corporate College • Six month program to train new and existing supervisors and managers on management skills, leadership development, and GCRTA systems and processes • Three class groups (up to 45 participants) throughout 2017-2018

<p>Operations Succession Planning</p>	<p>Operations Focus: high potential technical staff, supervisors, managers, assistant transportation manager</p>	<ul style="list-style-type: none"> • Developing high potential supervisors, assistant transportation management, and staff to be qualified to compete for key mid to director level and technical path operations positions • Individual development planning with exposure to internal and external learning opportunities such as Eno Centers for Transportation Mid-Managers Conference, Midwest Transit Leadership Exchange, and PTMA
<p>Midwest Transit Leadership Exchange</p>	<p>Operations Focus: high potential technical staff, supervisors, managers, assistant transportation management</p>	<ul style="list-style-type: none"> • Partnership with 7 transit agencies in OH, PA, NY started in 2016 (Greater Dayton Regional Transit Authority, Central Ohio Transit Authority, Toledo Area Regional Transit Authority, Akron Metro, Port Authority of Allegheny County in Pittsburgh, Niagara Frontier Transportation Authority) • Agencies meet twice a year (2-3 day conferences) to provide leadership development for high potential employees, targeted for operations succession planning • Employee exchanges take place with the agencies between conference dates to provide high potential employees with development to future positions
<p>Employee Promotability Training</p>	<p>All Employees</p>	<ul style="list-style-type: none"> • Program started in 2017 to provide training to employees interested in enhancing their skills and abilities for promotional opportunities • Three groups completed, 46 participants from all work segments to date • Employees learn professional achievement characteristics, how to write an effective resume, cover letters, thank you letters, and effective interviewing techniques with the opportunity to have a critiqued mock interview

Figure 1: Employee Development Initiatives

4th Quarter Results

One of the key measures of our employee development efforts is the percentage of promotions in relation to new hires. We believe this metric, in part, shows GCRTA's commitment to developing employees for opportunities within all work segments, and particularly for key leadership positions. Our percentage of promotions in relation to new hires for the 4th quarter was 40% and 41% overall for 2017, which exceeded our goal of 40%. Listed below are some promotions during the 4th quarter that highlight of our succession planning and employee development efforts:

Executive Management Succession

- Dr. Floun'say Caver: Promoted from District Director to Deputy General Manager, Operations, replacing retired Michael York
- Melinda Dangelo (Public Transit Management Academy Graduate): Promoted from Procurement Team Leader to Director of Procurement, replacing retired Frank Polivka
- Rajan Gautam; Promoted from Director of Accounting to Deputy General Manager, Finance & Administration, replacing retired Loretta Kirk

Frontline Supervisory/Technical Staff Positions

- Sheldon Zanders (Public Transit Management Academy Graduate): Promoted from bus Operator to Service Quality Supervisor-Bus
- Phillippa Morgan (Frontline Supervisory Training Participant): Promoted from Control Center Supervisor to Supervisor-Rail Traffic
- Ronald Ekstrom (Employee Promotability Training Participant): Promoted from Equipment Maintainer to Equipment Electrician
- Patrick First (Employee Promotability Training Participant): Promoted from Electronic Equipment Maintainer to Central Communications Specialist
- Belinda James: Promoted from Rail Operator to Service Quality Supervisor-Rail

Engineering/Construction Program

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

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

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

Project	Description	Status
<u>Bridges</u>		
CSX/E. 92 nd Track Bridge Rehabilitation Design (27W)	Design for truss bridge rehabilitation; timbers and track previously replaced Consultant: TranSystems Design Cost: \$281,221	Board awarded contract on October 21, 2014. Construction Notice to Proceed issued June 22, 2016. Consultant provided construction administration services. Construction completed. Project closed. This is last report.
Trunk Line Retaining Walls (14.97)	Rehabilitate guard walls along Shaker Blvd. between Buckeye-Woodhill & Shaker Square Consultant: ms consultants Design: \$259,261	Board awarded contract on October 21, 2014. A/E authorized May 12, 2016 to proceed with Phase II plans. Phase I construction Notice to Proceed issued December 7, 2016. Services for Phase II construction administration being deleted.
Trunk Line Retaining Walls (14.97)	Rehabilitate guard walls along Shaker Blvd. Contractor: EnviroCom Construction Construction Cost: \$1,081,948	Notice to Proceed issued on December 7, 2016. Construction completed. Awaiting final paperwork. Project closed. This is last report.

Track & Signal

Trunk Line Signaling Design (12D)	Design for Trunk Line (E. 79 to Shaker Sq. Station) Signal System Replacement	Design RFP pending.
	Estimate: \$400,000	
Nine Light Rail Grade Crossings Construction (23V5 Phase 3)	Reconstruction of Final Three of Nine Grade Crossings	Project was awarded to Delta RR at February 21, 2017 Board Meeting. Notice to Proceed issued March 10, 2017. The three grade crossing are: Green Line-Courland Blvd., Blue Line-Onaway Rd., and Kenmore Rd. Construction completed. Project closed. This is last report.
	Contractor: Delta RR Construction	
	Cost: \$2,146,650	
West 65 Substation Replacement (23Z)	Substation Reconstruction	Design completed in-house. Project awarded at December 19, 2017 Board Meeting.
	Contractor: The Fowler Company Construction	
	Cost: \$2,467,705	
Puritas Substation Replacement Design (60A)	Furnish and Install Modular Substation Or Rebuild in Existing Building	Project being designed in-house.
	Estimate: \$2,888,133	
Warrensville/Van Aken Substation Replacement (16.36)	Furnish and Install Modular Warrensville/ Van Aken Substation	Working with The Illuminating Company for service to new site. Demolition of existing substation approved at October 17, 2017 Board Meeting. Modular substation to be built at new location. Comfort station to be built near existing site.
	Estimate: \$3,014,273	

Passenger Facilities

Rapid Stations

<p>Brookpark Rapid Transit Station Design (24J(c)) ARRA</p>	<p>A/E services for design of Brookpark Station Consultant: Bialosky + Partners Cost: \$1,337,317</p>	<p>Contract awarded June 30, 2009 and Notice to Proceed issued September 30, 2009. Brook Park Planning Commission approved design and project presented to Cleveland’s local design committee. 90% design received on March 20, 2013, including value engineering. Change order for separate parking lot plans approved in 2013. NEPA documentation completed. Phase I East Parking Lot completed. Station opened. Awaiting final payment application.</p>
<p>Brookpark Rapid Transit Station Construction (24J(c))</p>	<p>Reconstruction of the Brookpark Station Contractor: Mid-American Construction, LLC Cost: \$12,385,414</p>	<p>NTP issued May 11, 2015. Contractor did not meet the substantial completion date of March 26, 2017. Substantial completion was reached June 9, 2017. Surety representative called in to assist broker in closing project. Punch list still incomplete. Awaiting closeout documents.</p>
<p>E. 34th St. Station Reconstruction Design (24M)</p>	<p>Reconstruction of the E. 34th Station Consultant: WSP Cost: \$687,837</p>	<p>Notice to Proceed issued October 27, 2015. Project successfully bid March 9, 2016. Construction Notice to Proceed issued June 14, 2017. Consultant is providing construction administration services.</p>
<p>E. 34th St. Station Reconstruction (24M)</p>	<p>Reconstruction of E. 34th Station Contractor: Panzica Construction Cost: \$6,196,439</p>	<p>Project awarded at April 25, 2017 Board Meeting. Notice to Proceed issued June 14, 2017. Contractor is well underway with ramps, utilities and pause points being completed.</p>

<p>Little Italy -University Circle Station Design (24P)</p>	<p>ADA rehabilitation of station and transit track bridge reconstruction</p> <p>Consultant: City Architecture</p> <p>Design Cost: \$1,808,083</p>	<p>Contract awarded July 15, 2008 and Notice to Proceed issued August 22, 2008. Project at 60% design when Norfolk Southern review resulted in decision to go to center platform design. FONSI received from FTA April 4, 2013. Tiger III (\$12.5M) funding obtained and grant agreement executed on May 31, 2013. Property acquisition agreement signed and approved by Board April 16, 2013 and FTA concurrence on May 21, 2013. Consultant has submitted 100% construction documents for Mayfield Road sidewalk improvements. Project 24P-2 awarded at June 14, 2016 Board Meeting. Construction completed. Project closed. This is last report.</p>
<p>Little Italy -University Circle Station Construction (24P)</p>	<p>ADA rehabilitation of station and transit track bridge reconstruction</p> <p>Contractor: McTech Corporation</p> <p>Cost: \$11,555,471</p>	<p>Contract awarded September 17, 2013. Notice to proceed issued October 14, 2013. Held groundbreaking October 22, 2013. Track outage began on June 7, 2014 and ended August 28, 2014 with return to service on August 29, 2014. Station opened on August 11, 2015 and substantial completion reached on August 13, 2015. Contractor liens resolved in September 2017. GCRTA has resolved warranty items. Final payment made. Project closed. This is last report.</p>
<p>Mayfield Road Pedestrian Enhancements (24P-2)</p>	<p>Lighting, railing, signage and sidewalk improvements</p> <p>Contractor: EnviroCom</p> <p>Cost: \$1,472,817</p>	<p>Project awarded at June 14, 2016 Board Meeting. Notice to Proceed issued August 11, 2016. Construction completed. Project closed. This is last report.</p>

<p>Mayfield Road Art Lighting (24P-PA)</p>	<p>Design & Programming of Remaining Lighting under Bridge</p> <p>Contractor: Uplight</p> <p>\$25,120 (+\$6,000 Travel)</p>	<p>Public Art Contract to be awarded to UPlight for completion of Public Art lighting under the bridge. Presently, working with UPlight on the final scope of work given the adjacent development.</p>
<p>E. 116 Station Design (24R)</p>	<p>ADA reconstruction of E. 116 Light Rail Station</p> <p>Consultant: City Architecture</p> <p>Design Cost: \$537,490</p>	<p>Request for Proposals received January 3, 2014. Board awarded contract to City Architecture March 18, 2014. Notice to Proceed issued April 24, 2014. A/E and GCRTA staff revised the design and project successfully bid in late 2017.</p>
<p>E. 116 Station Construction (24R)</p>	<p>Contractor: Panzica Construction</p> <p>Cost: \$4,975,000</p>	<p>Project to be awarded at January 2018 Board Meeting.</p>
<p>Lee-Shaker Station ADA Construction (24T)</p>	<p>ADA Rehab. of Lee-Shaker Station</p> <p>Consultant: Schirmer Construction</p> <p>Cost: \$1,532,108</p>	<p>Notice to Proceed issued October 18, 2016. Construction completed. Payment issue with subcontractor must be resolved before closeout can be completed.</p>
<p>Red Line West Track Work West 30th to W. 98th (52I)</p>	<p>Contractor: Railworks</p> <p>Construction Cost: \$6,884,502</p>	<p>Board awarded contract on July 18, 2017. 28-Day shutdown began November 5, 2017. Tracks reopened December 2, 2017. Project in close-out.</p>
<p>Buckeye-Woodhill Track Replacement (52L)</p>	<p>Contractor: Railworks</p> <p>Construction Cost: \$899,310</p>	<p>Notice to Proceed issued June 12, 2017. Construction completed. Project in close- out.</p>

Planning

Clifton Blvd. Transit Enhancement Public Art (51-PA)

Solicitation for decorative poles and gateway elements

Artist: John Bannon

Estimate: \$75,000

Public art call advertised February 14, 2014. Fifteen responses received for evaluation. Committee selected artist but concept was not viable. Artwork was re-solicited with responses received on April 13, 2015. Third call for artists was limited to lighting professionals. Have accepted the design concept of the artist. Cudell Design withdrew its approval. Lakewood withdrew its support as well. RTA is working with the artist to finalize. Artist invoice and check sent out. This project is now closed. The funds will be used for another public art project.

Opportunity Corridor Improvements (15.97)

Opportunity Corridor TWE Improvements on E. 105th

Budget: \$420,000

Project funded by ODOT to improve E. 105th bus stop areas at Cedar, Carnegie, Euclid & Chester. Working with City, ODOT & Clinic to determine project requirements for bidding. Station elements have essentially been finalized. Preparing renderings for submission to the Clinic. Renderings were submitted to the Clinic. RFPs for both the kiosk and bus stations have been sent to Procurement.

LEED Commissioning for Station Projects (13.33)

Review station design drawings and materials for environmental impact to meet LEEDS certification

Consultant: Karpinski Engineering Co.

Cost: \$48,560

Task orders have been issued for design enhanced commissioning for University-Cedar station \$10,560 and construction commissioning \$10,000. Lee-Van Aken station design fundamental commissioning \$4,360 and construction commissioning \$5,000. Brookpark station design enhanced commissioning \$6,500 is underway.

E. 34 th Public Art (17.15)	Solicitation of Public Art for E. 34 th Street Station Budget Cost: \$55,000	Initial meeting with committee being scheduled in November. First Art call solicitations received on February 3, 2017 with only 4 received. Have resolicited with additional outreach. Proposals received on May 8, 2017. Artist was selected, awaiting funding finalization before entering into contract with the Artist. Will use funds for Clifton Public Art to fund project.
E. 116 th Street Public Art (16.95)	Public Art Solicitation Artist: Beatrice Coron and Land Studio Cost: \$34,000	Public art installation at E. 116 th Street in concert with Neighborhood Progress & Land Studio. Tri-party contract between artist, Land Studio, and RTA has been developed. The scope has been modified. It now requires additional legal review. Awaiting documents to be reviewed by legal.
Transit Alternative Development for W. 25 th Street Corridor (17.49)	Transit Planning for BRT on W. 25 th Street Contractor: Cleveland Neighborhood Progress Cost: \$30,000	Project provides additional design data, cost, and analysis for a BRT on W. 25 th street. The consultant will deliver information required by FTA for New Starts submission. Stakeholders meeting scheduled for January 31, 2018.

Maintenance Facilities

Infrastructure Upgrades @ Hayden & CBMF for CNG (61B)	Upgrade facilities for CNG fueling at Hayden, CBMF and Triskett Consultant: Wendel Cost: \$743,943	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 awaiting testing by City.
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CNG Heavy Maintenance
Infrastructure Upgrades at
Hayden & CBMF
(61B-c)

Contractor: EnviroCom
Constr., Inc.

Construction Cost:
\$2,521,305

Board awarded contract on November 17, 2015. Notice to proceed was issued on December 22, 2015. Work at CBMF and Hayden 100% complete. Gas detection system installation completed at both garages. Awaiting Cleveland occupancy permit at CBMF.

CNG Backup Generator at
CBMF
(61B-f)

Contractor: Einheit Electric
Construction Co.

Construction Cost:
\$695,507

Board awarded contract June 14, 2016. Notice to proceed July 25, 2016. Generator on site and working. Problem with generator belt pulley resolved. Retainage released. Project in close-out. This is last report.

Greater Cleveland Regional Transit Authority
1240 West Sixth Street • Cleveland, Ohio 44113-1302
rideRTA.com

