

Q3

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

QUARTERLY MANAGEMENT REPORT

THIRD QUARTER 2021



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From the General Manager



Our staff has remained steadfast in their commitment of Connecting the Community to employment, medical appointments, school, and other important destinations. They understand the role in serving our customers as they seek to connect to the most important events of their day.

In spite of the ongoing pandemic and the challenges it presents, we have continued our focus of maintaining a state of good repair for our buses, rail infrastructure, and other assets. Projects initiated or completed in the third quarter include:

- Rehabilitation of the Viaduct Bridge's 31 span which is a 3,400-foot-long structure that crosses over the Flats and the Cuyahoga River has begun. The almost 100-year-old structure will experience various phases of rehabilitation over the next five years to maintain safe use of the bridge into the next millennium. Due to the rehabilitation, service of the Red Line was interrupted from July 25th through August 21st.
- Replacement of the track structure on the Blue and Green lines from Buckeye-Woodhill station to Shaker Square was done from August 8th to October 2nd. The project called for almost 7,000 crossties, over 50,000 cut spikes, and 27,000 feet of rail! This section of track was last rehabilitated nearly 40 years ago, in the early 1980's. Riders will experience a smoother ride, increased reliability and the reassurance that aging sections of rail have been replaced.
- New CNG (Compressed Natural Gas) HealthLine buses began arriving in July. In total we will take delivery of 16 new buses. Being fueled by CNG results in the reduction of our carbon footprint and improves the environmental impact.

As a result of our efforts servicing our communities over the past year, we have received several awards:

- The Accounting department was awarded the Ohio Auditor of the State Award with Distinction for their excellence in financial reporting related to our Comprehensive Annual Financial Report and compliance with applicable laws for the year ended 12/31/2020. The last time this award was presented to GCRTA was for year ended 12/31/2015.
- The Office of Business Development was honored with two awards from the Greater Cleveland Partnership. One is for Supplier Diversity and the second is "Best in Class" for Board Diversity.
- Jeff Macko, Planning Team Leader, received the "Four Under Forty" Award from the Ohio Public Transit Association (OPTA) during the annual conference for his role in the NextGen service redesign.
- Heavy Rail received the APTA 2021 Rail COVID-19 Gold Award for the use of the Moonbeam technology to keep passengers and staff safe during the pandemic.
- The Marketing department received a First Place Award in the 2021 Annual APTA AdWheel Awards, "Greater Cleveland RTA's Holiday Trains" and social media: Best Marketing and Communications to Support Ridership or Sales

The staff continues to work on securing funding for various projects. Some of the funding secured includes:

- Grant awards from the Ohio Department of Transportation's (ODOT) OTP2 for Rail Car Replacement funding in the amount of \$8.9 million, Baby on Board (part 2) of \$100,000 and RTA ConnectWorks (micro transit) of \$400,000
- A grant award from the Ohio Department of Transportation's (ODOT) Transportation Review Advisory Council (TRAC) for \$4.2 million to fund light rail rehabilitation.

Changes in the bi-annual budget enabled GCRTA to be eligible to apply and receive TRAC funds for the first time. We are excited to receive this funding for the first time and thank ODOT for their continued support of our rail rehabilitation.

RTA is hiring! We need Operators, Mechanics, and for our Transit Police. Our teams have hosted hiring events in partnership with “Ohio Means Jobs” and the Cuyahoga Community College.

- Our August, Operator/Driver hiring event yielded 176 offers extended and the potential of 40 new hires.
- In September, two hiring events were held, one for Power and Way laborers and the second for Rail Maintainers. The Power and Way Laborer event yielded 45 attendees with 10 offers extended.
- The Rail Maintainers yielded 15 attendees with three qualifying. Those individuals have been scheduled to complete a hands-on test before offers can be extended.

We continue to promote hiring of Operators/Drivers as well as Mechanics and are planning additional hiring events as the year continues.

In October 2021 we conducted testing for Transit Police Officers. The test will take place at Tri-C's East Campus (4400 Richmond Rd., Warrensville Heights, Ohio). The testing will be from 8:00 am to 4:00 pm.

In January, we partnered with Tri-C to become a Job Hub. One of the programs offered, as part of this partnership, is the Workforce Success Course. In June the first of the classes began and we had eight employees register and complete the course. The program offers:

- Interviewing skills and resume development
- Assist in identifying job interests and skills
- Explore academic and workplace opportunities

This course is available to staff every few months and is available online or in person at various locations.

We have learned that in order to increase vaccination rates we facilitate accessibility of vaccination resources. We are doing this by utilizing our mobile vaccine bus to get vaccinations into the community, instead of waiting on people to go to a physical location for community health improvement. Additionally, we understand there are many areas in the Cleveland area that lack access to vaccines. That is why we announced our partnership with the City of Cleveland's Health Department to deploy a Mobile Vaccination Bus in July. Since then, 111 individuals to become vaccinated through the month of September. There is still work to be done and we are working to increase the number of vaccinations available as opportunities arise. As a result, we have expanded the program to include a second clinical partner, Care Alliance Health Center.

A Pinning Ceremony was held on August 8th. Chief Jones, the Transit Police Command staff, their families, and fellow officers celebrated the promotion of two Officers. The ceremony was to honor the promotions of Chris Priore and Bob Tulevski to the rank of Sergeant.

Our rail district hosted its annual local Rail Rodeo in August to determine the best of the best when it comes to Operators, Track Personnel and Equipment Maintainers. Winners from this competition will receive a monetary prize in addition to local bragging rights. GCRTA Staff competed in the following categories:

- Transportation
- Mechanics
- Power & Way
- Tests on Safety
- Uniform and Equipment Inspection
- Pre-Trip Inspection
- Customer Service
- Course Operations

September 22nd is internationally known as the “World Car Free Day.” The day is known to encourage drivers to give up their cars for the day and utilize other modes of transportation such as public transit, biking, ridesharing, walking, etc. GCRTA was set to participate with a rally in Public Square; however, due to inclement weather our Marketing Team pivoted to host a virtual event instead. The team engaged our social audiences and we received great feedback from riders in the comments from the Instagram contest. Partner agencies Laketran, Bike Cleveland, ODOT and Vision Zero Cleveland provided us with giveaways to give to the Instagram contest winners.

Our GCRTA staff, family and friends participated in the annual Heart Walk on September 25th in the East Bank of the Flats. We had 15 participants from the Authority with employee representation across four districts (Main Office, CBM, Hayden and Transit Police). This event raised \$500 for the American Heart Association.

In honor of Hispanic Heritage Month, we celebrated with a presentation from AmMore Consulting on “Are we Latino-Ready.” The presentation discussed steps that organizations should take to be more inclusive and welcoming to Latinos. This should not only be for hiring of talent but as a tool for growing market of talent.

We are proud sponsors of La Mega Cleveland’s Radio Studio. This sponsorship supports the only all Hispanic radio station in our area. The sponsorship includes live mentions, radio spot schedules, on-air interviews, signage in the station, mentions each hour, presence on their webpage, social media mentions and more.

We are unique in our ability to connect people, whether it is families, to one another, or to services we all need, whether they are just a few blocks away or clear across the county. We connect employers with the dedicated staff they rely on to keep their businesses thriving. We connect patients to medical services, students to education and so much more. Despite these unprecedented times, our staff continues to turn obstacles into solutions while Connecting the Community.

Sincerely,



India L. Birdsong

General Manager, Chief Executive Officer

FINANCIAL ANALYSIS

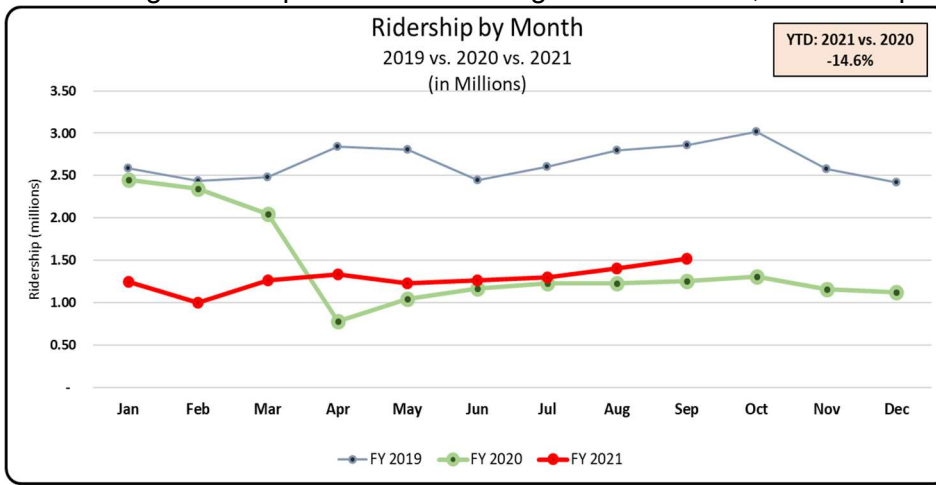
Amended General Fund Balance Analysis				
	2020	2021	2021	2021
	Actual	Amended Budget	Q3 Budget	Q3 Actual
Beginning Balance	\$ 41,577,395	\$ 133,581,757	\$ 133,581,757	\$ 133,581,757
Revenue				
Passenger Fares	24,044,664	27,814,100	20,670,535	15,789,666
Advertising & Concessions	2,337,735	1,803,916	1,385,712	1,025,936
Sales & Use Tax	210,147,468	215,720,056	160,247,161	176,692,135
Federal Operating Assistance - CARES Act	111,977,170	0	0	0
Federal Operating Assistance - CRRSAA	0	67,416,467	67,416,467	67,416,467
Federal Operating Assistance - ARP	0	68,100,000	40,000,000	54,815,088
Investment Income	698,786	2,069,958	1,615,103	71,385
Other Revenue	364,250	1,348,918	1,060,158	508,358
Reimbursed Expenditures	26,963,719	19,413,919	12,422,596	11,527,066
Total Revenue	376,533,792	403,687,334	304,817,731	327,846,101
Total Resources	418,111,187	537,269,091	438,399,487	461,427,858
Operating Expenditures				
Salaries and Overtime	138,668,611	143,376,531	109,171,536	105,859,746
Payroll Taxes and Fringes	52,142,719	54,276,628	40,696,826	36,754,157
Fuel (Diesel, CNG, Prop. Pwr., Gas)	8,780,650	8,182,600	7,980,703	6,745,445
Utilities	3,576,408	5,614,454	3,133,152	2,955,162
Inventory	13,341,465	13,100,000	9,825,000	10,721,887
Services and Material & Supplies	18,809,509	21,157,429	15,868,071	13,587,142
Purchase Transportation	7,599,160	9,850,000	7,550,000	4,643,191
Other Expenditures	3,783,813	6,928,856	5,166,642	4,680,570
Total Operating Expenditures	246,702,334	262,486,498	199,391,930	185,947,300
Transfers to (from) Other Funds				
Transfer to (from) the Insurance Fund	0	2,100,000	2,100,000	2,000,000
Transfer to (from) the Pension Fund	50,000	45,000	45,000	45,000
Transfers to Reserve Fund	10,878,615	10,878,615	10,878,615	10,878,615
Transfers from the Reserve Fund	(1,450,000)			
Transfers to (from) Capital				
Bond Retirement Fund	14,950,956	13,835,408	13,835,408	13,835,408
Bond Defeasance	0	62,000,000	62,000,000	57,734,586
Capital Improvement Fund	13,397,525	43,398,859	43,398,859	36,398,859
Total Transfers to (from) Capital	28,348,481	119,234,267	119,234,267	107,968,853
Total Transfers to (from) Other Funds	37,827,096	132,257,882	132,257,882	120,892,468
Total Expenditures	284,529,430	394,744,380	331,649,812	306,839,768
Available Ending Balance	\$ 133,581,757	\$ 142,524,711	\$ 106,749,675	\$ 154,588,090

Figure 1: General Fund Balance Analysis 2021

General Fund Balance Analysis & Operating Analysis

The President signed the Coronavirus Response & Relief Supplemental Appropriations Act (CRRSAA) in December 2020 and the American Rescue Plan (ARP) in March 2021. Similar to the Coronavirus Aid and Relief Economic Security Act (CARES Act), these measures were to provide stability for the Authority during the pandemic. This funding will be used to pay for the Authority’s operating expenses, less passenger fares collected. The Authority drew down all \$67.4 million of the CRRSAA funding from February through May. The Authority was awarded \$136.2 million of ARP funding and drew down \$54.8 million from June through August.

On June 13th, the Authority implemented the NextGen system, which provides greater frequency and connectivity for the Greater Cleveland area. To ease the transition into the new service, the Authority offered free fares for the first week of NextGen. Ridership increased by nearly 13% during that week. The average ridership from March through June was 286,000 riders per month.



Although ridership has continued to increase in the 3rd Quarter, it remains down 14.6%, compared to 2020. (Figure 2)

Figure 2: Ridership

Year-to-date, Passenger Fare Revenue was down 15.8% compared to 2020 And down 23.6% compared to budget. Similar to Ridership, Passenger Fares increased in the 3rd Quarter.

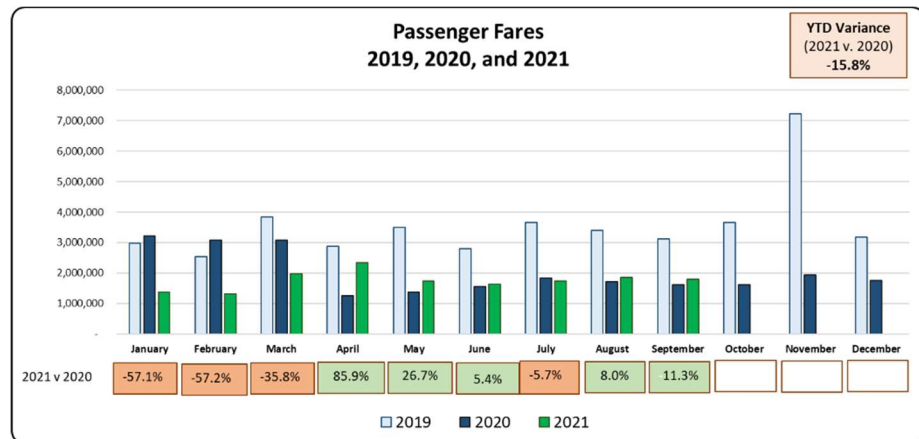


Figure 3: Passenger Fares

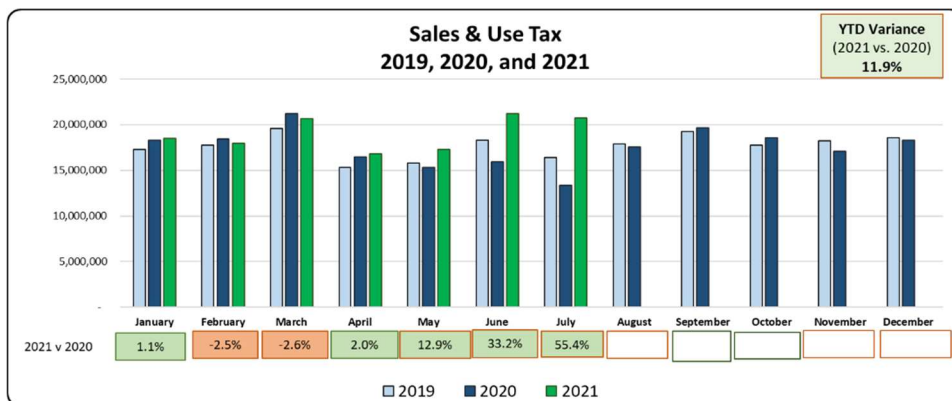


Figure 4: Sales & Use

Through September, Sales & Use tax receipts were 13.1% higher than 2020 and 10.3% higher than budget. October sales tax was 15.7% higher than 2020 and the variance year -to-date was increased to 13.4%

On-line sales, sales of motor vehicles & watercraft, and regular/statewide sales continue to be the leading categories. There is a 3-month lag between when the purchase occurred and when the Authority receives the funding from the

state. The increase over the year appears to be largely due to the federal stimulus checks, the last of which were distributed in March.

Total Operating Expenses ended the quarter 6.7% below budgeted levels. Total personnel expenses (salaries, overtime, payroll taxes and fringes) were 12.7% lower than budget. Health care expenses continue to rise due to increases in health care claims and an additional \$3 million was added to the health care budget. This trend is projected to continue through the remainder of the year. The Energy Price Risk Management Program continues to stabilize fuel costs. The Authority’s diesel fuel usage has continued to decrease due to the implementation of additional Compressed Natural Gas (CNG) buses into service and retiring older diesel buses. Fuel costs were 15.5% below budgeted levels.

Transfers to other funds are to support the expected expenditures and maintain the recommended balances for the Bond Retirement, Insurance, Supplemental Pension, Capital Improvement, and Reserve Funds. Most of the transfers to the Insurance Fund, Pension Fund, Reserve Fund, and Capital Improvement Fund occurred in June, totaling \$63.2 million. An increase to the Bond Retirement Fund for the defeasance of bonds was approved in July and totaled \$57.7 million. Through September, transfers to other funds totaled \$120.9 million.

BOARD POLICY GOALS

ATTACHMENT B

2021 Amended Budget Financial Policy Goals						
	Goal	2020 Actual	2021 Amended Budget	2021 Q3 Budget	2021 Q3 Actual	
Operating Efficiency	Operating Ratio	≥ 25%	11.0%	12.1%	12.0%	9.1%
	Cost per Service Hour		\$195.9	\$157.4	calculated at year-end	
	Growth per Year	≤ Rate of Inflation	49.7%	-19.7%		
	Operating Reserve (Months)	≥ 1 month	6.5	3.7	6.5	10.0
Capital Efficiency	Debt Service Coverage	≥ 1.5	9.72	2.13	2.46	3.01
	Sales Tax Contribution to Capital	≥ 10%	13.5%	84.0%	74.4%	61.1%
	Capital Maintenance to Expansion	75% - 90%	100.0%	100.0%	100.0%	100.0%

Figure 5: Board Financial Policy

inflation. The Federal Reserve projected inflation to remain under 2% in 2021. The Cost per Hour of Service is a measure of service efficiency, dividing total operating expenses by total service hours. This rate will be calculated at year-end.

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. At the end of the Third Quarter, the Operating Reserve is 10.0 month.

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, and Investment Income). At the end of the Third Quarter, the Operating Ratio is 9.1% due to the decrease in ridership from the COVID pandemic. The Authority projects that it will take a few years for ridership to return to pre-COVID levels. (Figure 5)

The target of the Cost per Hour of Service measure is service to be maintained at or below the rate of

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 operating resources (net of operating costs and transfers to the Insurance, Capital, and Pension Funds) with the Authority's debt service needs. At the end of the Third Quarter, the Debt Service Coverage is 3.01, exceeding the policy goal. The bond defeasance will have a positive impact on the future debt service coverage.

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 is currently at 61.1% percent through the end of the Third Quarter.

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

Capital Commitments and Expenditures

Capital Revenues

Under the Federal Grant Program there are 41 active grant awards: 30 are within the Formula Grant awards category and 11 are either highly competitive or discretionary grants.

The Formula Grants include \$54.5 million in funding from:

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

Competitive grants total \$38.8 million that have been received and identified for Fiscal Year (FY) 2021 include:

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

The Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) awarded GCRTA a grant of \$67,416,467 for operating assistance to mitigate the impact of the pandemic on the authority's operating budget. American Rescue Plan funds (ARP 2021) have also been granted in the amount of \$136,108,510 to be split between FY 2021 and FY 2022 to help mitigate the pandemic's effects on the Authority. Also due to the pandemic, a grant for \$972,777 was received for Rides to Community Immunity, and a grant for \$200,000 was received for COVID Mass Vaccination Security to help with security at the Wolstein Center.

The Strategic Plan initiative is to apply for and successfully obtain at least \$20 million of competitive awards each year, which would enable the Authority to focus on its State of Good Repair (SOGR) projects. These and other Capital projects are explained in further detail in the Capital Commitments sections. As capital projects are inception-to-date, the competitive awards totaling \$38.8 million have been received prior to end of the third quarter. Table 1 shows the funding sources, including competitive awards, funds committed through the life of the award, and funding available as of third quarter 2021. The following are the competitive awards:

- \$5.6 million for 7 60-FT BRT Articulated coaches
- \$2.7 million for 20 40-FT CNG Buses
- \$2.9 million for 25 40-FT CNG Buses
- \$4.4 million for 20 40-FT CNG Buses
- \$3.4 million for 9 MCI Commuter Coaches
- \$877,810 for 10 25-FT Paratransit Vehicles
- \$3.3 million for Triskett CNG Building Compliance
- \$1.4 million for Red Line Curve Replacement
- \$1.1 million for Red Line Brookpark 515 Track Switch
- \$382,915 for S Curve Retaining Wall Repairs
- \$250,000 for Asset Maintenance Software Database
- \$12.1 million for Radio CAD-AVL Replacement
- \$420,000 for TOD Transportation Studies

ITD Funding Source Totals

Source of Funds	Funding Appropriated	Funds Committed	Funding Available	Percentage of Remain. Funds
FORMULA	\$ 234,389,806	\$ 192,995,850	\$ 41,393,956	28.25%
LOCAL (ALL)	\$ 212,952,718	\$ 109,780,673	\$ 103,172,045	70.42%
COMPETITIVE	\$ 31,056,016	\$ 29,355,300	\$ 1,700,716	1.16%
STATE	\$ -	\$ -	\$ -	0.00%
OTHER	\$ 2,105,013	\$ 1,861,405	\$ 243,608	0.17%
Grant Total	\$ 480,503,553	\$ 333,993,228	\$ 146,510,325	100%

Figure 6

(Table 1)

Commitments by Capital Category

The capital program is based on a multi-year or Inception-to-Date (ITD) approach. The total capital appropriations of \$609.7 million for FY 2021 include appropriations of \$331.3 million for FY 2021 and \$278.4 million of prior year carryover, which are displayed in Table 2.

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

At the end of the 3rd Quarter, project commitments totaled \$334.0 million, including \$237.7 million of ITD expenditures and \$96.3 million of current encumbrances, resulting in \$275.7 million, or 45.2%, of available funding. Most capital activities during the third quarter were for continuation of projects that began in prior fiscal years or in preparation for planned FY 2021 construction projects and preventative maintenance/operating budget reimbursements. These projects continue to focus on the State of Good Repair (SOGR) of the Authority’s capital assets. Projected activities within the RTA Capital and Development Funds during the remainder of 2021 will result in estimated total commitments of \$367.4 million and available funding of \$242.3 million, or 39.7% by year-end.

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

3rd Quarter 2021 Combined Capital Program

Categories	(ITD) Budget A	Current Commitments B	Budget vs Current Commitments A-B	% Remaining (A-B)/A	Projected Commitments @ End of 2021 C	Projected Commitments vs. Current Budget A-C
Bus Garages	\$ 13,576,526	\$ 11,874,221	\$ 1,702,305	12.5%	\$ 11,874,221	\$ 1,702,305 12.5%
Bus Improvement Program	61,048,943	57,676,020	3,372,923	5.5%	57,784,020	3,264,923 5.3%
Equipment & Vehicles	34,136,343	28,577,118	5,559,226	16.3%	29,907,487	4,228,856 12.4%
Facilities Improvements	38,700,155	17,283,607	21,416,548	55.3%	18,097,178	20,602,977 53.2%
Other Projects	6,837,755	3,298,253	3,539,501	51.8%	3,621,984	3,215,771 47.0%
Preventive Maint./Operating Reimb.	213,797,754	130,367,979	83,429,775	39.0%	144,988,742	68,809,012 32.2%
Rail Projects	241,028,374	84,648,180	156,380,194	64.9%	100,768,180	140,260,194 58.2%
Transit Centers	567,850	267,850	300,000	52.8%	382,850	185,000 32.6%
TOTAL: ALL CAPITAL PROJECTS	\$ 609,693,700	\$ 333,993,228	\$ 275,700,472	45.2%	\$ 367,424,662	\$ 242,269,038 39.7%

Figure 7

(Table 2)

Current Year Expenditures by Capital Category

The graph below compares current expenditures for each category with prior years' expenditures at the same point in time. The majority of the capital expenditures so far in 2021 have been Rail projects and Federal Assistance categories totaling a combined \$137.9 million, or 81.3%, of capital expenditures.

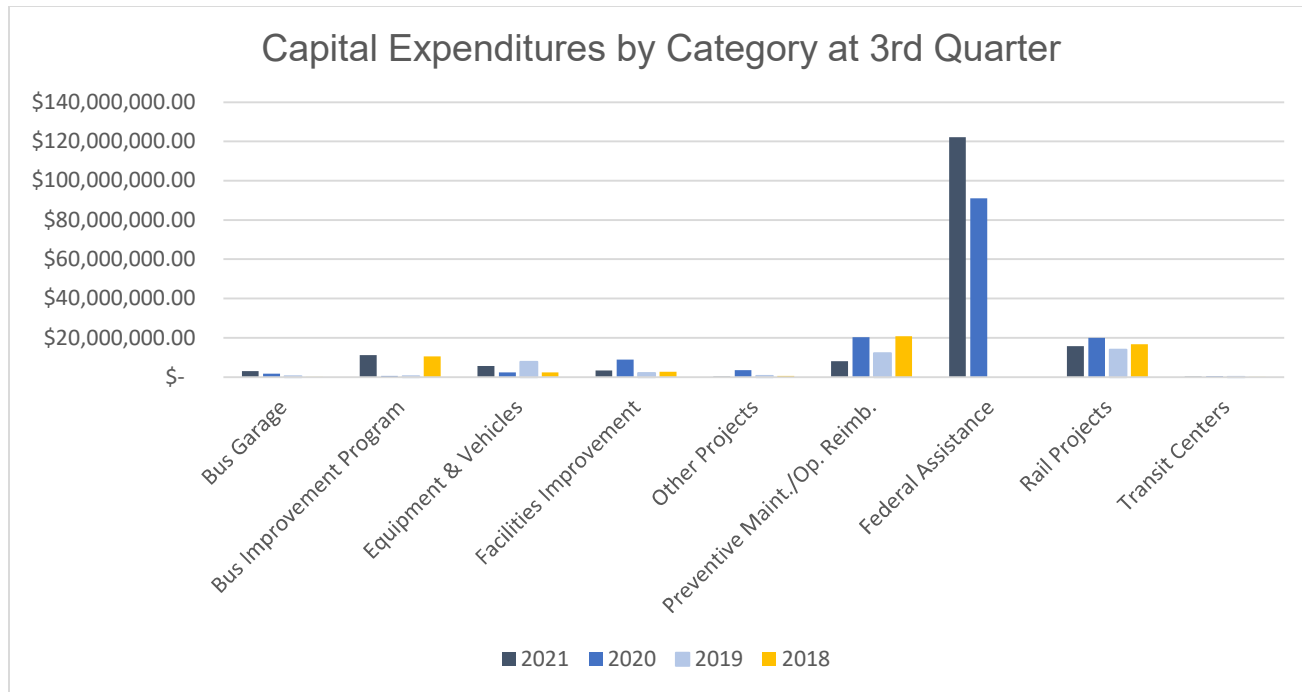


Figure 8

Bus Garages

These projects are for needed facilities upgrades at bus garages. There is currently only one project within this category, the Triskett CNG Building upgrades and compliance project for newly purchased CNG vehicles.

At the end of the third quarter, approximately \$11.9 million of the \$13.6 million budget was committed, leaving available funding of \$1.7 million, or 12.5%. The CNG Building upgrade will continue through year-end and no additional funding is projected to be encumbered by year-end.

Bus Improvement Program

The Authority continues to retire older fleets to purchase more fuel-efficient vehicles under the 7-year Bus Improvement Program. At the end of September, category commitments totaled \$57.7 million, out of the total appropriations of \$61.0 million, leaving available funding of \$3.4 million, or 5.5%.

These commitments include current expenditures of \$19.3 million and current encumbrances of \$38.3 million to help maintain the Authority's existing bus fleet. Projected total commitments of \$57.8 million at year-end include the bus purchase orders for 15 40-ft CNG Buses and other minor bus purchasing activities.

Equipment & Vehicles

At the end of the third quarter, the total commitments of \$28.6 million include \$21.8 million of ITD expenditures and \$6.8 million of encumbrances leaving available funding of \$5.6 million, or 16.3%. The majority of the open encumbrances within this category include, \$1.7 million within the on-going Revenue Collection Equipment project, \$1.9 million for Oracle Upgrade-SaaS Solution, and \$1.2 million for the Hastus System Upgrade. Remaining commitments within this category are concentrated within various SOGR equipment & vehicle upgrade projects.

Facilities Improvements

At the end of the third quarter, the total commitments of \$17.3 million include \$6.6 million of ITD expenditures and \$10.7 million of current encumbrances resulting in available funding of \$21.4 million, or 55.3%.

Projected total commitments at year-end of \$18.1 million are for various SOGR projects such as the Tower City East Portal Rehabilitation, Track Bridge Rehabilitation of Viaduct Phase 1, Roofing Improvement Program, and facility enhancements.

Other Projects

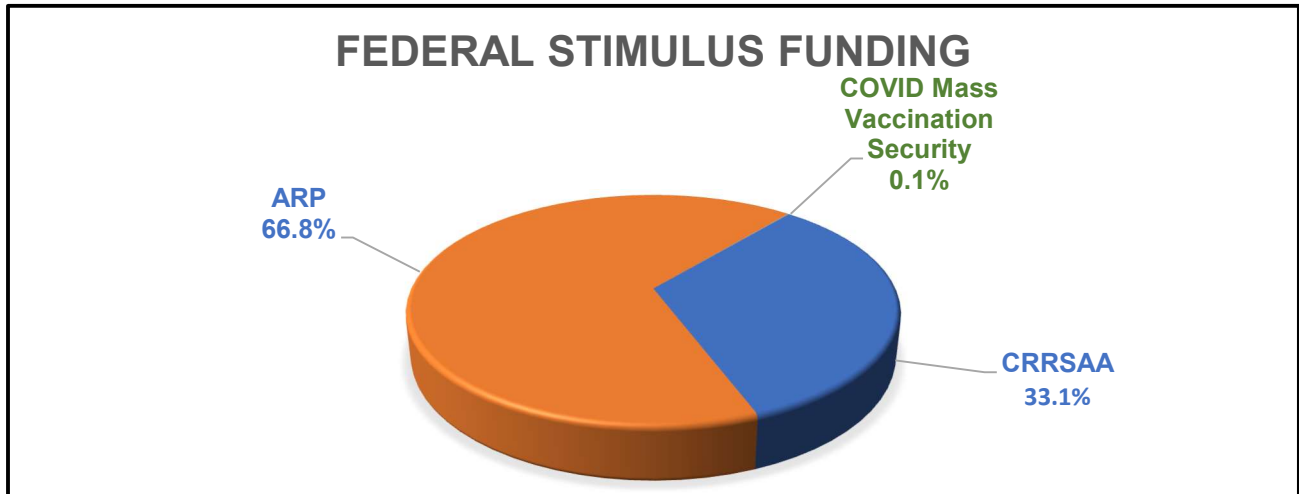
The Other Projects category includes pass-through grants to Medina and other miscellaneous capital projects that do not fit into the other capital categories. At the close of the third quarter, this category has combined project commitments of \$3.3 million out of the category budget of \$6.8 million, resulting in available funding of \$3.5 million or 51.8%.

During the third quarter of the year, a combined \$108,261 of expenditures were generated by projects within this category. These projects include Transit Oriented Development, Anti-Terrorism Team, and TSA Canine Security Program.

Preventive Maintenance/Operating Expense Reimbursements

This category includes formula and non-formula grant funded reimbursements to the General Fund for various eligible activities. These include formula grant funded preventive maintenance activities within the General Fund, and non-formula grant funded reimbursements for the delivery of ADA services.

As stated in the financial section, the Authority drew down all \$67.4 million of CRRSAA funding and \$54.8 million of the ARP funding in 2021. ODOT funding from the state was used for Rides to Community Immunity (\$972,777) and FEMA funding was used for COVID Mass Vaccination Security (\$200,000).



Rail Projects

Through the third quarter, \$15.7 million was expended on various Rail system projects, of which \$5.1 million was incurred on the rehabilitation of Tower City tracks 10 & 13, \$2.4 million on the LR Rehab of the Trunk Line, \$1.8 million on the Warrensville Van Akron Substation Replacement, and \$2.1 million on Fiber Optic System Rehabilitation. The remainder of the expenditures during the third quarter occurred in other smaller budgeted projects within this category.

At the end of September, \$84.6 million of the \$241.0 million budget for the Rail Projects category was committed resulting in available funding of \$156.4 million, or 64.9%. Total commitments include \$49.0 million of ITD expenditures along with \$35.6 million of current encumbrances, focusing on achieving a SOGR on the rail system.

Projected commitments during the fourth quarter total \$16.1 million which include \$4.0 million for the East 120th Substation replacement, \$2.0 million for the Light Rail Passenger Shelters, \$1.9 million for the Warrensville Van Aken Station Platform, \$3.0 million for CTDS Replacement, \$800,000 for Redline Brookpark Yard Track Switch, \$850,000 for the Warrensville Van Aken Transfer Rectifier, and other smaller rail projects across the authority.

Transit Centers

Project commitments total \$267,850, out of the budget of \$567,850, results in available funding of \$300,000 or 52.8%. Through the third quarter, expenses on project enhancements have occurred on the Tower City Ceiling Repairs in the amount of \$267,850. Projected commitments for the remainder of the year total \$115,000.

Performance Measures

Performance Measure		Q1	Q2	Q3	Q4	YTD
Passenger per bus/train hour:	2021 Target					
Bus	11	10	11	12		11
Rail	29	27	29	33		29
Total*	13	11	12	13		12
*Calculated by dividing the quarter's total ridership by total system wide hours						
Revenue Vehicle Cost Per Mile:		\$2.55	\$3.15*	\$2.72		\$2.91
(Maintenance & Fuel)						
*Estimated Value						
% Of Scheduled Maintenance Completed (Revenue Vehicles)						
Bus		96%	87%	94%		95%
Rail		98%	98%	97%		98%
Paratransit (Revenue)		100%	100%	100%		100%
Paratransit (Non-Rev)		100%	100%	100%		100%

Figure 9

Critical Success Factors

Passenger Fare Revenue	The Passenger Fare revenue performance measure is discussed in detail in the Financial Analysis Section of the Report.
Preventable Collisions	The GCRTA <u>Preventable Collision Rate (PCR)</u> TEAM goal for 2021 is 1.25. The 2021 YTD 3 rd Quarter PCR is 1.29, which is 3.2% higher than the TEAM goal and 1.5% lower than the 1.31 PCR for the same period in 2020. Total preventable collisions decreased 1.5% to 200 from 203. Mileage decreased .06%
Total Collision Rate	The GCRTA <u>Total Collision Rate (TCR)</u> for the 2021 YTD 3 rd Quarter is 3.11, which is .03% higher than the 3.10 TCR for the same period in 2020. Total collisions increased .8% to from 480 to 484
On the Job Injury Rate	The GCRTA 2021 TEAM Injury Rate Goal is 7.0. The 2021 YTD 3 rd Quarter Injury Rate of 7.80 is 11.4% above the TEAM Goal and 17.3% above the 6.65 Injury Rate for the same period in 2020. Total injuries increased by 20 from 83 in 2020 to 103 in 2021

Number of Miles Between Service Interruption

Tracks the rate of revenue-vehicle miles between mechanical failures that result in delays to revenue service greater than five minutes.

Note – Revenue-vehicle miles are miles logged by buses and railcars.

- **16,016** Miles Between Service Interruptions for Q3 2021 represents:
 - **21.14% decrease from Q2 2020 (20,309)**
 - **14.5% decrease from Q3 2020 (16,511)**

On-Time Performance

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

Note – End of line measurements recorded by arrival time. Early arrivals at end of the line are recorded as On Time.

- $Fixed\ Route\ On\ Time\ Performance = \frac{On\ Time\ Measurements}{On\ Time + Early + Lat\ Measurements}$
- Fixed route on time performance of **81.12%** for Q3 2021 represents:
 - **5.48% decrease from Q2 2021 (85.82%)**
 - **5.67% decrease from Q3 2020 (85.99%)**

Ridership

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

- 4,272,249 unlinked passenger trips for Q3 2021 represents:
 - **12.53% increase from Q2 2021 (3,796,642)**
 - **16.02% increase from Q3 2020 (3,676,025)**

Q3 2021 over Q2 2021 performance by mode

Mode	Q3 2021 performance in comparison to Q2 2021
Motorbus (MB)	18.47%
HealthLine (RB)	10.43%
Heavy Rail (HR)	4.81%
Light Rail (LR)	-54.90%
Paratransit (DR)	4.33%
System Total	12.53%

Year over year performance by mode Q3 2021 vs Q3 2020

Mode	Q3 2021 vs. Q3 2020
Motorbus (MB)	17.75%
HealthLine (RB)	14.42%
Heavy Rail (HR)	11.55%
Light Rail (LR)	-16.05%
Paratransit (DR)	34.76%
System Total	16.22%

Customer Satisfaction/Boardings Between Complaints
 *For Q3 2021, reporting was by mode

Boardings between Complaints tracks the number of boardings in between customer complaints logged in the Trapeze COM system.

Note – The metric only considers complaints that are charged to an operating district

- June 2021 complaint data was recovered and added back into all calculations for this report.
- **5,287** Boardings Between Complaints for Q3 2021 represents:
 - 21.04% decrease from Q2 2021 (6,697)
 - 20.17% decrease from Q3 2020 (6,623)

Attendance

Tracks the percentage of available work hours that are unscheduled absence hours. An absence is unscheduled when it is charged to any of the following categories: Sick Time, Unpaid Absence, Disability, Suspension, Workers' compensation, and 0258 Other Unscheduled Absences.

Unscheduled Absence rate of **8.10%** for Q3 2021 represents:

- 5.07% decrease from Q2 2021 (8.53%)
- 2.14% increase from Q3 2020 (7.93%)

Quarterly Marketing Activities

Cuyahoga County Diversion Center Beautification Project

Marketing, Rail Facilities Maintenance and Transit Police worked to beautify the women's garden at the Cuyahoga County Diversion Center. This initiative was spearheaded by Chief Jones after a visit to the center and she noticed that the garden was completely overgrown and in disrepair. Over the course of two days, the teams worked together to clear away overgrowth, create flower beds and donate picnic tables and benches. Lowe's of Bedford Heights donated all the flowers used in the garden. This is now a beautiful outdoor space that provides these women with a place to relax. <http://www.riderta.com/blogs/transit-police-partner-greater-cleveland-rta-lowe%E2%80%99s-beautify-cuyahoga-diversion-center>

Mobile Vaccination Clinic

The mobile vaccination bus began its tour of Cleveland in the third quarter of 2021. Partnering with the City of Cleveland's Department of Health, this bus was stationed at many local events to provide a way of connecting Greater Cleveland communities with the COVID-19 vaccines. Over 100 vaccines were distributed from the vaccination bus thus far. <http://www.riderta.com/coronavirus>

Safety Towns

To highlight the importance of bus safety, Marketing, Safety and Transit Police participated in local safety town events in August. Over 400 children headed into kindergarten were taught bus safety from our operators and all children were able to participate in Transit Police's Operation KidWatch, providing free child IDs to all parents in case of emergency.

Rail Rodeo

The Rail Rodeo was held on Saturday, August 28 at the rail district complex. Employees from Power & Way, Rail Operations and Rail Equipment Maintainers competed amongst their colleagues for cash prizes and bragging rights.

Hiring Events

Several hiring events were held in the third quarter: Bus Operator Job Fair, Power & Way Laborer, and Railcar Mechanic Open House. The Bus Operator Job Fair was the first this year held at West Park RTS and was extremely well attended with over 375 applicants! Power & Way was also quite successful in their recruitment efforts, filling all open Laborer positions and establishing an eligibility list for later openings. Five railcar mechanics are testing and hoping to start soon! Transit Police recruitment efforts ramped up in late third quarter with a testing date being set for October 30. Social media videos were created to help humanize the department. All hiring events are posted at www.rideRTA.com/careers.

Car Free in CLE

RTA participated in World Car Free Day for the first time ever in 2021. Locally titled "Car Free in Cleveland Day", September 22 is a day for commuters to park their cars at home and explore alternate commuting options for their travels- public transit, rideshare, biking, walking, etc. RTA had planned a rally on Public Square to celebrate our involvement, complete with food trucks, music, and participation from local partners, including Laketran and Akron METRO RTA. However, Mother Nature had other plans and the day was a complete soaker. The in-person event was canceled, and the team pivoted to a virtual celebration. Partner agencies provided giveaway items and an Instagram contest was born. Throughout the day transit facts were shared via social media and there was great participation in the contest.

Disadvantaged Business Enterprise (DBE) Participation/Affirmative Action

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

The performance period of July 1, 2021 – September 30, 2021, represents the fourth quarter of FFY 2021. DBE dollars awarded during the third quarter and FFY to-date on contracts greater than \$100,000 totaled **\$1,453,880 or 1.0%** on total contracts of **\$12,000**.

**QUARTERLY - PARTICIPATION OF DBE FIRMS BY CLASSIFICATION
(July 1, 2021 – September 30, 2021)**

Classification	1st. Quarter Oct. 1 – Dec. 31		2nd Quarter Jan. 1 –March 31		3rd Quarter April 1 – June 30		4th Quarter July 1 – Sept. 30	
	African American	\$464,000	28.0%	\$720,000	67.2%	\$1,047,980	78.4%	\$2,000
Native American	0	0	0	0	\$39,000	3.0%	0	0
Caucasian Female	\$12,700	1.0%	\$313,200	29.2%	\$235,413	17.6%	\$4,000	33.3%
Hispanic	\$1,136,681	68.0%	\$39,034	3.6%	\$14,000	1.0%	0	0
Sub-Pacific Asian	\$49,500	3.0%	0	0	0	0	0	0
Asian	0	0	0	0	0	0	\$6,000	50.0%
TOTAL	\$1,662,881	100.0%	\$1,072,234	100.0%	\$1,336,393	100.0%	\$12,000	100%

Figure 10

**CURRENT QUARTER - DBE PERFORMANCE BY CONTRACT CATEGORY
(July 1, 2021 – September 30, 2021)**

	Construction	Professional Services	Equipment & Supply	Total
DBE Dollars	0	\$12,000	0	\$12,000
All Dollars	0	\$300,000	\$1,153,880	\$1,453,880
% DBE Participation	0	1.0%	0	1.0%

Figure 11

**YEAR TO DATE
DBE PERFORMANCE BY QUARTER
(October 1, 2020 – September 30, 2021)**

	Total Contracts	DBE Participation	% DBE Participation
1st Qtr.	\$6,940,086	\$1,662,881	24.0%
2nd Qtr.	\$3,548,430	\$1,072,234	30.2%
3rd Qtr.	\$6,780,496	\$1,336,393	19.7%
4th Qtr.	\$1,453,880	\$12,000	1.0%
TOTAL	\$18,722,892	\$4,083,508	21.8%

Figure 12

Office of Business Development Activities

Outlined below are selected efforts undertaken during the fourth quarter of FFY 2021

Selected Certification Activities during the quarter include:

- New Certification: 6
- No Changes Declaration: 19
- On-Site Review: 3

Selected Contract Compliance Activities during the quarter include:

- Completed: 19 Goal Settings
- Reviewed: 13 Certified Payroll Reports

Selected Outreach Efforts during the quarter include:

- Host 2022-2024 DBE Advisory Committee Meeting
- Participated on COMTO Webex presentation by Dr. Christine Darden
- Participated on RTA Speaer Series Webex on Diversity, Equity & Inclusion & Inclusion featuring Dr. Warren Glenn, PhD.
- Host Small Purchase Process meeting with Procurement Team
- Received GCRTA Best in Class Award on behalf of Authority

Selected Other Involvements

- Attended The City Club at Downtown Square featuring India Birdsong
- Participated on EWT Dress for Success Lunch and Learn
- Attends GCRTA Frontline Supervisor Program



Quarterly Performance Report

Affirmative Action

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

EEO Job Category	2021 Quarterly Performance Report														Total Placements				TOTAL 2021 (As of Q3)	
	Male							Female							Q1	Q2	Q3	Q4		TOTAL 2020
	Hispanic Goal	Total Placements Hispanic, Males Q3	Asian Goal	Total Placements to Asian Males Q3	2 or More Ethnicities Goal	Total Placements 2 or More Ethnicities Males Q3	White Females Goal	Total Placements White Females Q3	Black Females Goal	Total Placements Black Females Q3	Hispanic Females Goal	Total Placements Hispanic Females Q3	Asian Females Goal	Total Placements Asian Females Q3						
Officials & Administrators	---		---		---	2		---		---		---		---	0	0	0	2	0	
Professionals	---		2		---	45	2	---		---		3	1	---	1	5	3	9	9	
Technicians	---		---		---	24	1	---		1		1		---	1	0	1	2	2	
Protective Service	---		---		---	12		---		1		---		---	0	0	0	2	0	
Admin Support	---		---		---	51		---		---		---		---	0	1	0	4	1	
Skilled Craft	8		1	1	1	16		5		---		---		---	0	0	0	2	0	
Service Maintenance	24	1	9	3	1	258		--		23		10			5	4	2	9	11	
TOTAL	32	1	12	4	1	408	3	5		25		14	1		7	10	6	30	23	

*The Total Placements reported for the Quarter include new hires, rehires, and promotions in each of the designated categories...
 * Four goals have been met in 2020. Goals met are highlighted in green...

Figure 13

Succession Planning and Employee Development

GCRTA continues to enhance its People Strategy by focusing on Culture & Engagement, Leadership Development & Talent Management, Innovation & Technology, Continuous Improvement, and Compliance. Short and long-term succession planning, partnerships with key training resources, and multiple employee development opportunities across all work segments are key to our approach to live out our mission of Connecting the Community.

Community Training & Development Job Hub Partnership

The Community Training and Development Job Hub partnership model between Cuyahoga Community College and Greater Cleveland Regional Transit Authority aligns with Tri-C's current Access Center framework, which makes education and workforce service accessible to our neediest communities. 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.

The Temporary Commercial Driver's License training, Workforce Success Program, and Frontline Supervisory Training and Development Program are core Job Hub programs designed to recruit and train new employees and provide current employees with employee development opportunities.

The following are updates for our core programs during the 3rd quarter 2021.

- Our second cohort of the Workforce Success Program started October 27, 2021, with one employee participating. The Workforce Success Program is an eight-week training program designed to identify and boost employable skills and get help with career planning. Current GCRTA employees and participants from Northeast Ohio communities seeking employment opportunities are participating. Eight employees of GCRTA attended the first cohort.
- The eighth and ninth cohorts of Frontline Supervisory Training and Development Program includes thirty participants (fifteen each cohort). The tenth and final 2021 cohort started September 22, 2021. This cohort is a cross-agency collaboration consisting of eight participants from GCRTA, and seven participants from Ohio Turnpike, and Northeast Ohio Areawide Coordinating Agency. All 38 GCRTA participants will graduate during the 4th quarter of 2021 and 1st quarter of 2022.

Since the inception of the Frontline Supervisory Training and Development Program in 2017, seventy-five GCRTA employees have successfully completed the program.

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 14). The percentage of promotions for the 3rd quarter was 16%, and 36% year to date. 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.

Succession Planning and Employee Development

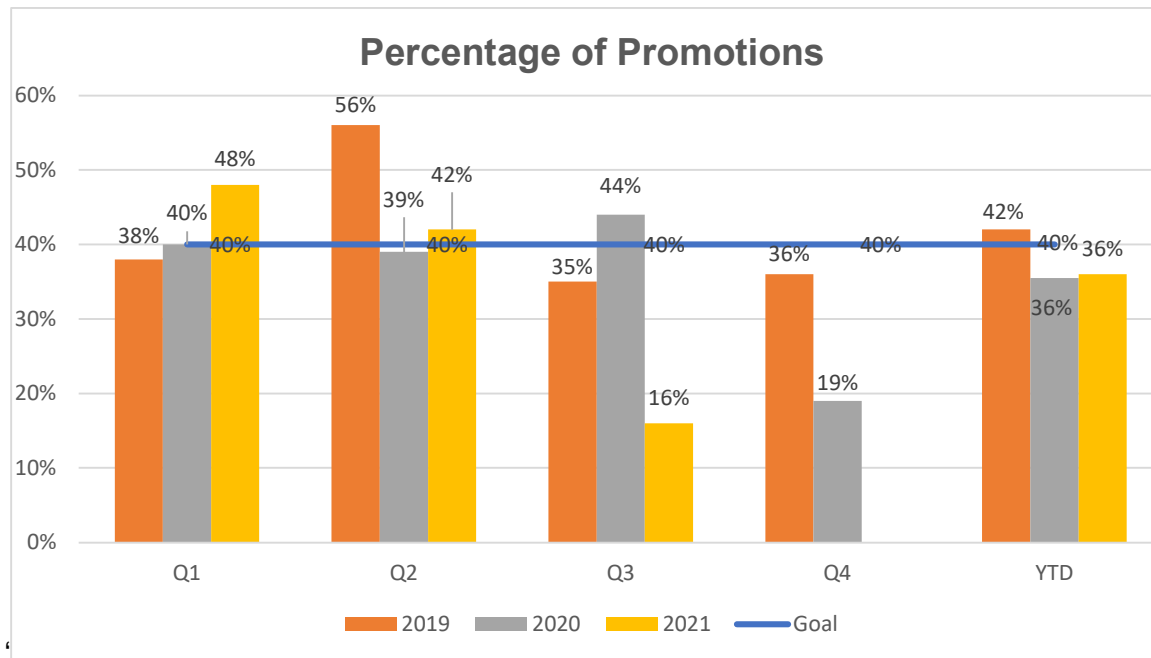


Figure 14

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

Supervisory/Managerial Succession

- Torri Parson, Frontline Supervisory Training & Development Program participant, promoted from Bus Operator to Dispatcher in the Operations Division.
- Kimyasa Smith, Frontline Supervisory Training & Development Program participant, promoted from Bus Operator to Dispatcher in the Operations Division.
- Derrick Gordon promoted from Paratransit Operator to Paratransit Dispatcher in the Operations Division.
- D’Artagnan Glenn, Frontline Supervisory Training & Development Program participant, promoted from HRIS Specialist to Labor & Employee Relations Specialist in the Human Resources Division.
- Steven Zimmerman, Management Development Program graduate, promoted from Staff Auditor to Lead Auditor in the Internal Audit Department.
- Jarrett Davis, Management Development Program graduate and Frontline Supervisory Training & Development Program participant, promoted from Performance Leader to Manager, Bus & Emerging Training Programs in the Human Resources Division.

Succession Planning and Employee Development

- Robert Tulevski, promoted from Transit Police Officer to Sergeant in the Operations Division.
- Christopher Priore, promoted from Transit Police Officer to Sergeant in the Operations Division.
- Kenneth Springer, Public Transit Management Academy graduate, promoted from Equipment Repair Group Leader to Assistant Equipment Manager in the Operations Division.
- Cardell Jones, Frontline Supervisory Training & Development Program, promoted from Equipment Repair Leader to Assistant Equipment Manager in the Operations Division.
- Robert McCormick, promoted from Maintenance Leader to Bus Shelters/Bus Maintenance

Engineering/Construction Program

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

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

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

PROJECT	DESCRIPTION	STATUS
<u>Bridges</u>		
Rehabilitation of the Viaduct, Phase I (27Y)	Design of repair elements Designer: Michael Baker International Cost: \$446,266	RFP was advertised January 21, 2019. Proposals received; consultant selected. NTP issued July 10, 2019. Preliminary report and alternatives received. Inspection completed September 14, 2019. Report review held December 2019. Design completed and construction contract approved at May 25, 2021. Board meeting. Designer is providing construction administration services during the construction. Major error in painting quantity estimate has created change order of over \$2,000,000 for contractor.
Rehabilitation of the Viaduct, Phase I (27Y)	Construction Contractor: BECDIR Construction Cost: \$6,754,589	Contract Award approved at May 2021 Board. NTP issued June 14, 2021. Kick-off meeting held on June 23, 2021. Work on painting, patching and ballast replacement/cleaning underway. Major error in painting quantity estimate has created change order of over \$2,000,000 to contractor.
Viaduct Rehabilitation Buckhead Repair (27Y(a))	Design separate because of permit requirements Designer: Michael Baker International Cost: TBD	Design report and estimate underway. Discussion held with Canalway Partners. 75% design received May 25, 2021. Comments returned June 8, 2021. Meeting held with Canalway Partners September 28, 2021, regarding 100% plans and construction funding.

Waterfront Line Bridge Repairs (27Z)	Bridge Repairs (design including MSE walls) Designer: Hardesty & Hanover Cost: \$1,468,164	Bridge monitoring by TranSystems/BDI in place and running. RFP advertised October 5, 2020, due November 5, 2020; however, no proposals were received. Project re-scoped and advertised on December 27, 2020. Contract Award approved at May 25, 2021 Board meeting. NTP issued June 21, 2021. Load rating received August 23, 2021, advising no capacity and emergency shoring needed. Emergency shoring towers ratified by Board September 14, 2021. Shoring plans received from Hardest & Hanover September 15, 2021. Ruhlin to construct as emergency four shoring towers. Work by Ruhlin in progress.
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Waterfront line Bridge Emergency Shoring 27Z(a))	Four Shoring Towers installed as an emergency repair Construction Cost: \$739,880	Board ratified as emergency September 14, 2021. Work began in field September 27, 2021. Estimated completion October 31, 2021, pending agreement with NS for placement of fourth tower.
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Tower City East Portal Rehabilitation (52N)	RFP for design of repairs to Tower City East Portal including track, power and signal. Designer: E.L. Robinson Cost: \$989,942	Contract awarded by Board on February 19, 2019. Notice to Proceed issued on April 4, 2019. Design proceeding. Track 8 duck-under to remain. 70% submittal approved. Review of 98% plans underway. Plans nearing 100%. Cost will be a major issue including general escalation.
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W. 117th Track Bridge Rehabilitation (62A)	Design for repairs to bridge and station platform Designer: Michael Baker International Design Cost: \$490,211	Board Awarded February 2021. NTP 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 under review.
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Track, Signal & Power

Trunk Line Signaling Design (12D)	Design for Trunk Line (E. 79 to Shaker Sq. Station) Signal System Replacement Designer: Rio Grande Pacific Technology Cost: \$268,412	Contract awarded by Board on December 17, 2019. NTP to be issued February 13, 2020. Trunk Line Survey Report received March 2020. Design completed and package sent to Procurement June 23, 2021. Advertisement anticipated July 6, 2021. Project canceled by Procurement. Procurement requires recirculation for approvals, ongoing. Addition of trip stop at LR100 added to scope.
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<p>Trunk Line Signal Replacement – Construction (12D)</p>	<p>Construction Contractor: TBD Construction Estimate: \$3,450,000</p>	<p>Procurement canceled July 6, 2021, IFB and requires new approvals before re-advertisement. New approvals ongoing. Anticipate re-advertising in late October.</p>
<p>Red Line 515 turnout Return to Service (12F)</p>	<p>Designer: Mott MacDonald Design Cost: \$219,284</p>	<p>Return to service turnout 515 at west end of Brookpark Yard. Includes signal, track and CTDS work. Project will include work to add CAB loops to yard siding to support new railcar testing. Project awarded February 16, 2021. Board. 60% design received review completed and preparations of 100% plans underway.</p>
<p>Consolidated Train Dispatch System (CTDS) Upgrade (12H)</p>	<p>Furnish & and Install Estimated Cost: \$3,425,000</p>	<p>Replacement, testing and commissioning of new front end and back-office equipment including programming. RFP being prepared to advertise in 4th quarter 2021.</p>
<p>Tower City Tracks 10 & 13 (52M)</p>	<p>Design for Track Replacement and Signal System Upgrades Consultant: TranSystems Cost: \$1,237,356</p>	<p>Notice to Proceed issued on September 7, 2017. IFB package for construction to be advertised on January 21, 2019. Project construction NTP issued May 13, 2019, to RailWorks. TranSystems performing construction administration through WSP. 10W track/platform modifications needed, awaiting consensus between consultants and contractor. GL1 modifications complete, CTDS modifications remain to be executed.</p>
<p>Tower City Tracks 10 & 13 (52M)</p>	<p>Track Replacement and Signal System Upgrades Construction Contractor: Railworks Cost: \$11,978,303</p>	<p>IFB package advertised on January 21, 2019. Project Notice to Proceed issued May 13, 2019, to RailWorks. Reconstruction of track 10E with Low Vibration Track (LVT) completed and in service. GL1 outputs revised. Track 13 back in service April 26, 2021. Signal reconfiguration ongoing. 10W reconstruction clearance issues will result in platform modifications. New 115-117 crossover and turnout 121 installed. GL1 reprogramming complete Consolidated Train Dispatch System (CTDS) Supervisory Control and Data Acquisition (SCADA) modifications in progress.</p>
<p>CRMF-Track 3 (52-O)</p>	<p>Track 3 and four Transfer Table Crossings Repair Designer: TBD</p>	<p>Notice to Proceed issued on August 21, 2018. New track and crossings in place. Transfer table operation over Track 3 still an issue. Problem resolution investigation ongoing. Table</p>

QUARTERLY MANAGEMENT

Q3 2021

	Design Estimate Cost: TBD	inspection and rail survey completed. Repairs to Transfer Table track and remaining Track 3 reconstruction to be budgeted and designed. Track 3 in poor condition.
Trunk Line Track Rehabilitation Section 1 (52S)	Construction Contractor: Delta Railroad Construction Cost: \$6,704,296	Kinsman to Buckeye-Woodhill Station track and ballast renewal. In-house design completed. Project awarded on March 24, 2020, Board meeting. Tracks replaced. Rail stressing completed. Test train August 4, 2020, with return to service on August 9, 2020. Installation of new Pandrol clip installation completed August 2021. Project closed; this is last report.
Trunk Line Track Rehabilitation Section 2 (52T)	Construction Contractor: Railworks Construction Cost: \$8,168,830	Buckeye/Woodhill to Shaker Square track and ballast renewal. Includes all turnouts and crossovers. In-house design complete and project advertised December 21, 2020. NTP issued March 8, 2021. Material on order for August 2021 shutdown. Project substantially complete October 3, 2021. Closeout underway.
Red Line Curve Replacement (52V)	Construction Contractor: Delta Railroad Construction Cost: \$1,199,523	Rail replacement and track alignment on east bound Red Line between E. 55 th and E. 79 th . Project readvertised February 8, 2021. Project awarded on April 20, 2021, Board meeting. NTP issued on May 10, 2021. Work completed September 26, 2021. Closeout underway.
Warrensville/Van Aken Substation Replacement (60B)	Furnish and Install Modular Warrensville/Van Aken Substation Contractor: Hatzel & Buehler Construction Cost: \$2,981,699	Project Board Award approved on November 19, 2019. Notice to Proceed issued January 16, 2020. Equipment on order, feed installation and reclosure design location in progress. Resolution for Illuminating Company utility agreement approved at the September 28, 2021, Board meetings. Prefabricated substation received and being stored at Farnsleigh awaiting installation.
W. 117 th Substation Rehabilitation (60C)	Contractor: Lake Erie Electric Construction Cost: \$2,095,170	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 being manufactured.
E. 120 th Substation Replacement (60E)	Construction Contractor: TBD Construction Estimate: \$4,000,000	Replacement of existing substation in its entirety including building with modular unit similar to Puritas (60A). Design in-house supplemented by On-Call for specific tasks such as foundation design.

<p>W. 30th Substation Rehabilitation - Transformer/Rectifier Set (60F)</p>	<p>Contractor: Hatzel & Buehler Construction Cost: \$1,557,327</p>	<p>Replacement of transformer/rectifier and switchgear. Existing building to be reused. Roof replacement completed under Project 18.35. Board awarded contract on November 17, 2020. Notice to Proceed issued January 4, 2021. Equipment on order, arrival anticipated October 2021. Scheduled completion date December 30, 2021</p>
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Passenger Facilities

<p>E. 79th Station (24U)</p>	<p>Reconstruction of E. 79th Red Line Station Contractor: Panzica Construction Cost: \$6,726,719</p>	<p>Project successfully bid and awarded by the Board on January 21, 2020. Notice to proceed issued on March 13, 2020. Old station closed on April 1, 2020. New station ramps with railings, drainage, pause points, entrance plaza, platform and lighting in place. Station opened to the public March 10, 2021. IT PA switch work complete. Project closed; this is last report.</p>
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<p><u>Warrensville- Van Aken Station</u></p>	<p>Reconstruction of Warrensville- Van Aken Station In-House design Budget: TBD</p>	<p>In-house design for new station includes platforms, track replacement/realignment, power modifications in connection with 60B and new comfort stations/waiting area service building. Project also coordinates with Shaker Public Realm improvements. Ohio TRAC funding will help complete track replacement.</p>
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Planning

<p>Baby on Board 19.03</p>	<p>TWE improvements In various locations in the County Contractor: TBD Budget: \$350,000</p>	<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 has identified locations and scope work. The bus shelters have been ordered from the supplier. RFP's for the other items required for the project are being prepared. The Project construction will take place in early Spring/Summer 2022.</p>
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<p>RTA ConnectWorkS 19.30</p>	<p>Contractor: TBD Budget: \$600,000</p>	<p>First/Last Mile services from an RTA location to a work site. RTA is contribution 50% of a flexible service focused on getting workers the first and last mile to their job site. Proposals are due on November 12, 2021</p>
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<p>Shaker Shelter Replacement Program 18.82</p>	<p>Replacement of shelters Along the Blue and Green Lines Contractor: TBD Budget: \$1,800,000</p>	<p>CMAQ funded project to replace and enhance light rail stations on Shaker Lines. Section 106 Consultant is under contract. Have initiated public process with completion of a survey, several meetings with stakeholders and advisory meeting. Working through Shelter Design issues with Brasco and the City of Shaker Heights. Extended the contract for Section 106 with Mannik Smith Group required for RTA. The project should be ready to complete design by the end of 2021 and construction by August 2022.</p>
<p>W. 25th Street TOD Plan (18.42)</p>	<p>TOD Planning for W. 25th Street Contractor: Stantec Cost: \$414,068</p>	<p>FTA awarded GCRTA \$336,000.00 in competitive planning funds. Grant process is completed, and RFP has issued responses, reviewed, and evaluated. Board awarded the contract on February 18, 2020. Contract signed and NTP issued April 4, 2020. The report on existing conditions is complete. The first Stakeholders meeting was held on July 22, 2020, and the first community meeting was held on July 29, 2020, and the second one on October 14, 2020. The website www25connects.com is active. The project is 99% completed. The Final Presentation for the Board of Trustees was on August 10, 2021. The project will be presented for approval on October 15, 2021, to the City of Cleveland Planning Commission.</p>

Maintenance Facilities

<p>Infrastructure Upgrades @ Hayden & CBMF for CNG (61B)</p>	<p>Infrastructure upgrades for CNG fueling at Hayden, CBMF and Triskett Consultant: Wendel Cost: \$553,023</p>	<p>Board awarded contract on October 21, 2014. Design completed. Support for Construction of improvements continuing. Triskett plans and specifications received. Hayden portion of project closed out. CBMF gas detection system approved by City. Certificate of Occupancy obtained from City of Cleveland and East Cleveland. CBMF and Hayden design closed. Triskett portion of work to continue under 61C. Procurement has directed that this project, with an outstanding balance of \$21,400, remain open throughout the Triskett CNG installation.</p>
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<p>Maintenance Area Infrastructure Upgrades at Triskett (61C)</p>	<p>Consultant: Wendel Design Cost: \$127,808</p>	<p>Design for Triskett Maintenance Bay only. Maintenance Bay design complete as 61B -Phase II. Master construction package 61F to consist of 61B - Phase II, 61C, and 61E. Construction package advertised for bids on October 5, 2020. Construction underway, completion scheduled end of 2021. Project closed. This is last report.</p>
<p>CNG (HVAC) Bus House Infrastructure Upgrades at Triskett (61E)</p>	<p>Consultant: Wendel HVAC Design Cost: \$350,374</p>	<p>Board awarded contract on April 16, 2019. Notice to Proceed issued on May 30, 2019. Rooftop HVAC unit system is to be replaced over Triskett Garage bus storage area. IFB package completed, and project advertised October 5, 2020. Construction underway, completion scheduled end of 2021.</p>
<p>Construction of CNG Infrastructure Upgrades at Triskett (61F)</p>	<p>Contractor: The Ruhlin Company Construction Cost: \$6,572,030</p>	<p>Combination of Wendel Design 61B, 61C and 61E for CNG required HVAC and other improvements to Triskett Bus Garage. Construction package advertised October 5, 2020. Consultant providing Engineering support during construction. Notice to proceed February 24, 2021. Equipment ordered. Reinforcement of roof trusses underway. Plumbing, duct work/grills and HVAC demolition also in progress. Rooftop units 15 out of 20 replaced.</p>



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