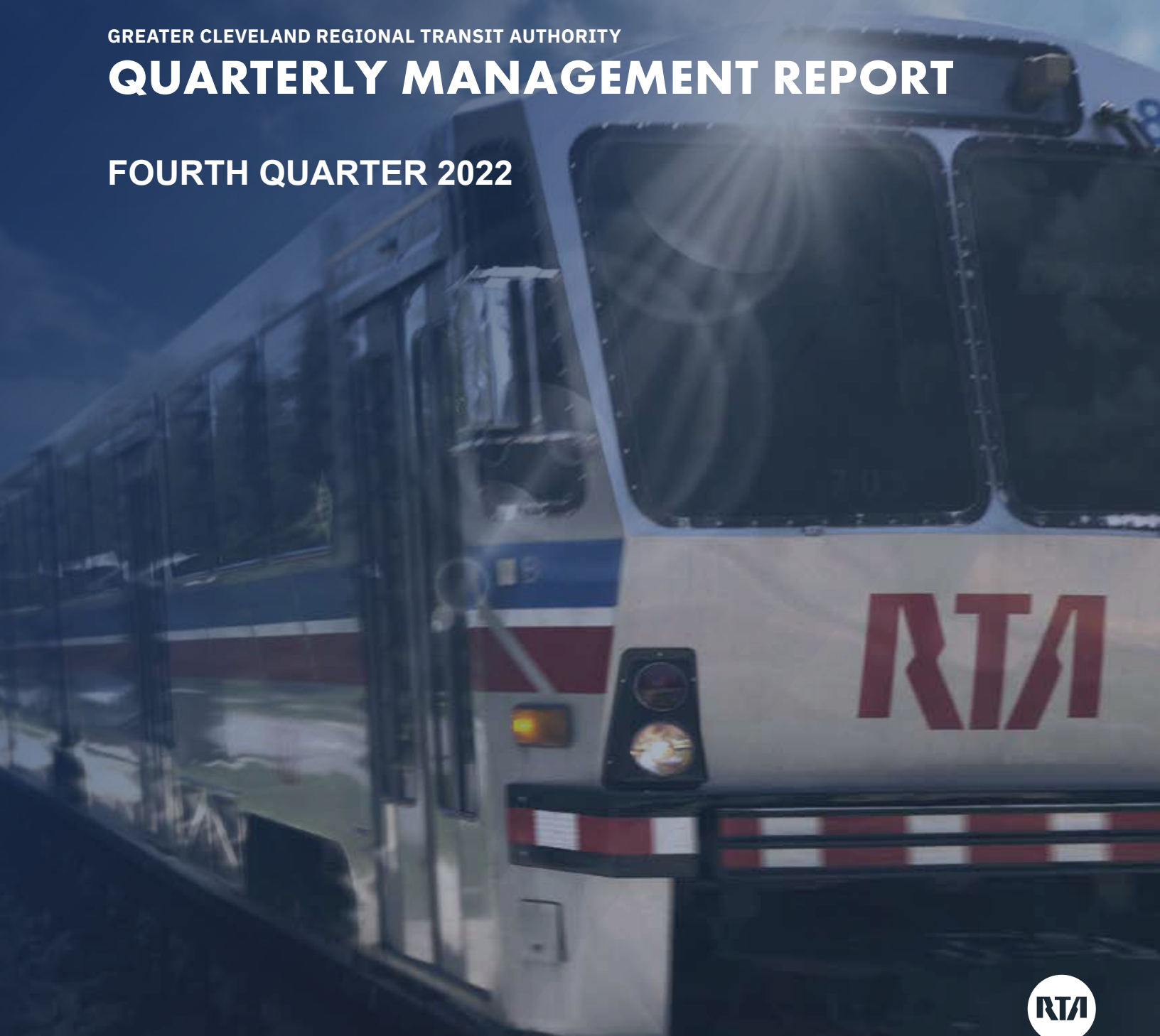


# Q4

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

## QUARTERLY MANAGEMENT REPORT

FOURTH QUARTER 2022



## Contents

From the General Manager.....	2
Financial Analysis .....	4
Board Policy Goals .....	6
Capital Commitments and Expenditures .....	8
Performance Measures.....	12
Critical Success Factors.....	12
Quarterly Marketing Activities.....	15
Disadvantaged Business Enterprise (DBE) Participation.....	17
Quarterly Performance Report.....	19
Succession Planning and Employee Development.....	22
Engineering/Construction Program.....	27

From the General Manager



As with each quarter of 2022, Q4 was busy and full of great achievements. We have diligently worked to launch a Micro Mobility Pilot program specific to the first and last mile of travel. Through our partnership with Tri-C's workforce development program, we donated two retired buses for students to use during their training.

The Conference of Minority Transportation Officials (COMTO) National Board Chair, Tanya Adams, met with GCRTA leaders to discuss various topics that are of importance to COMTO, at both a local and national level. We have continued to strengthen our relationships in the community by supporting their efforts to bring awareness to two social challenges that exist

in the county - illiteracy and infant mortality. Furthermore, we continued with our mobile ticketing transition, received results from our third customer experience survey, and rang in the holidays with our festive trains, trolleys, and Month of Merry advertising campaign.

In April 2022 the GCRTA Board of Trustees awarded a contract to Share Mobility for the implementation of a Micro Mobility pilot demonstration. The pilot will focus on the first and last mile work commute trips for our customers and will be based at the Southgate Transit Center in Maple Heights. From there, Share Mobility's vehicles will pick up employees and take them directly to program participating employer sites in Solon or other surrounding industrial areas. They will also return them to the Transit Center after their shift. Share Mobility has been working collaboratively with the City of Solon, its Chamber of Commerce, individual businesses, and GCRTA to market and implement the program.

Funding for the pilot is supported by a 50% match from GCRTA as a result of OTP2 grant funds from Ohio Department of Transportation (ODOT). The remaining funding is from a fee paid by participating employers. To participate in the pilot, employers must register with Share Mobility for their employees to receive the transportation service.

In October, COMTO (Conference of Minority Transportation Officials) Cleveland/Northeast Ohio Chapter welcomed the COMTO National Board Chair Tanya Adams to Cleveland, Ohio. During her visit, she met with Vice President of Inclusion & Diversity at WSP USA and GCRTA leaders to discuss best practices in workforce development and to reinforce the importance of collaborating with disadvantaged businesses. Several GCRTA workforce development programs were discussed, including:

- Frontline Leader Training
- Workforce Success
- Six Sigma
- Positive Impact Operator Mentorship
- Road Instructor Training
- Tuition Reimbursement

On a national level, public transit is viewed as an anchor for reducing social and economic inequalities and providing enhanced mobility solutions that connect communities. Locally, GCRTA is strengthening our relationships with partners in the communities we serve by bringing awareness and important messaging to these communities. We are operating wrapped buses highlighting our partnership regarding two social challenges that negatively impact our communities: Infant mortality and Illiteracy.

- Baby on Board is a partnership between GCRTA, the Cuyahoga County Department of Health, and the Ohio Equity Institute. This partnership brings awareness of available resources in our communities, including transit access as a strategy to reduce infant mortality. GCRTA's role in this partnership is to provide free transit passes for program participants involved in pre- and post-partem programs with the affiliated partners.
- Cleveland Reads is a partnership with the Cleveland Public Library, the City of Cleveland, and other local partners. The goal of this partnership is to share with our communities the resources available to heighten the awareness and importance of literacy as a foundation for social economics and work readiness.

We continued with our transition from the RTA CLE app to the Transit with EZfare mobile ticketing app. During this time, clients were encouraged to use any stored fare media they had in the RTA CLE app prior to the end of the year. Additionally, our teams have worked to install fare validators on all our fixed route buses and began testing validators on our Paratransit buses. They also evaluated installation at Tower City's turnstiles and other Rail station platforms.

Results from our third Customer Experience Survey showed an increase in our Net Promoter Score (NPS) to 37%. The first wave of surveys, performed in February, resulted in a NPS of 25%. The second wave of surveys, performed in April, resulted in a NPS of 12%. Each wave of surveys has been designed to target every fourth customer to ensure random sampling; however, the questions remained consistent in each survey wave.

Our Holiday Trains (4) and the Holly Jolly Trolley (1) returned this holiday season to bring joy to those we serve. As in past years, the Holiday Trains ran from Thanksgiving weekend through New Year's Eve and boasted custom lights, hand-painted windows, and festively decorated interiors. Our Holly Jolly Trolley made several appearances at community events and provided attendees the opportunity to take photographs with Santa, Mrs. Clause, one of Santa's elves, and/or Rudolph.

Additionally, our Month of Merry campaign returned and featured a six-week Instagram Contest featuring weekly holiday questions for our followers to answer. Winners were randomly selected and received a gift card to support local businesses. The campaign, like the Holiday Trains and Holly Jolly Trolley, were warmly received and had much engagement.

While 2022 was full of achievements, I believe 2023 will hold greater accomplishments and success in connecting our communities. We have several initiatives and projects underway that will improve customer and employee experiences, continue to build financial sustainability for the agency, and continue to show the community the value of GCRTA.

Sincerely,



India L. Birdsong Terry  
 General Manager, Chief Executive Officer

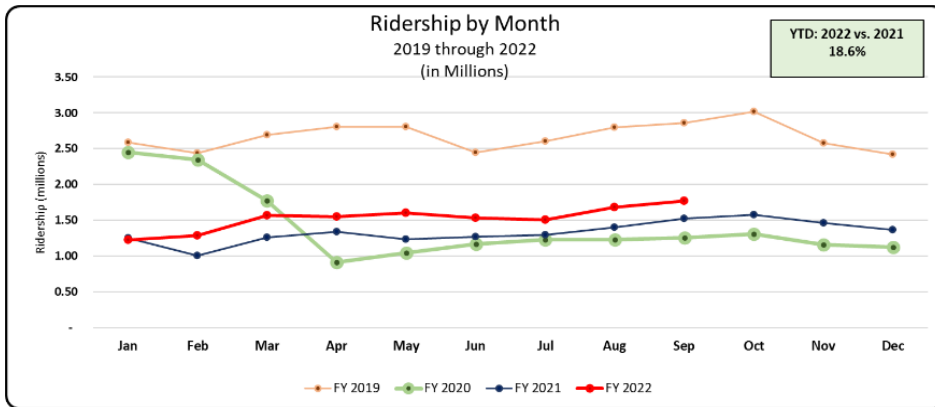
**FINANCIAL ANALYSIS**

<b>General Fund Balance Analysis</b>				
	<b>2022 Budget</b>	<b>2022 Actual</b>	<b>2022 Variance</b>	<b>2022 % Variance</b>
<b>Revenues</b>				
Passenger Fares	\$ 21,719,563	\$ 28,761,449	\$ 7,041,886	32.4%
Advertising & Concessions	1,390,000	2,473,049	1,083,049	77.9%
Sales & Use Tax	242,986,048	254,954,364	11,968,316	4.9%
Investment Income	600,000	891,750	291,750	48.6%
Other Revenue	1,500,000	547,336	(952,664)	-63.5%
Reimbursed Expenditures	5,000,000	4,664,608	(335,392)	-6.7%
ARP Funding	81,199,333	81,293,421	94,088	0.1%
<b>Total Revenues</b>	<b>354,394,944</b>	<b>373,585,977</b>	<b>19,191,033</b>	<b>5.4%</b>
<b>Operating Expenditures</b>				
Salaries & Overtime	150,098,342	146,800,073	(3,298,269)	-2.2%
Payroll Taxes & Fringes	58,810,762	55,136,073	(3,674,689)	-6.2%
Fuel (Diesel, CNG, Prop. Pwr., Propane, Gas)	10,451,419	9,707,183	(744,236)	-7.1%
Utilities	4,179,636	3,572,375	(607,261)	-14.5%
Inventory	13,100,000	10,747,014	(2,352,986)	-18.0%
Services & Materials & Supplies	21,866,701	20,923,743	(942,958)	-4.3%
Purchased Transportation	9,150,000	8,423,677	(726,323)	-7.9%
Other Expenditures	7,100,010	5,346,038	(1,753,972)	-24.7%
<b>Total Operating Expenditures</b>	<b>274,756,870</b>	<b>260,656,176</b>	<b>(14,100,694)</b>	<b>-5.1%</b>
<b>Revenues less Operating Expenditures</b>	<b>79,638,074</b>	<b>112,929,801</b>	<b>33,291,727</b>	<b>41.8%</b>
<b>Transfers to Other Funds</b>				
Transfer to/from Insurance Fund	2,500,000	2,500,000	-	0.0%
Transfer to/from Pension Fund	40,000	-	(40,000)	-100.0%
Transfer to Reserve Fund	60,878,615	60,878,615	-	0.0%
<b>Transfers to Capital</b>				
Transfer to/from Bond Retirement Fund	11,500,000	11,327,875	(172,125)	-1.5%
Bond Defeasance	-	-	-	-
Transfer to/from Capital Improvement Fund	44,725,757	44,725,757	-	0.0%
<b>Total Transfer to Capital</b>	<b>56,225,757</b>	<b>56,053,632</b>	<b>(172,125)</b>	<b>-0.3%</b>
<b>Total Transfers to Other Funds</b>	<b>119,644,372</b>	<b>119,432,247</b>	<b>(212,125)</b>	<b>-0.2%</b>
<b>Total Expenditures</b>	<b>394,401,242</b>	<b>380,088,423</b>	<b>(252,125)</b>	<b>-0.1%</b>
<b>Net Increase (Decrease)</b>	<b>\$ (40,006,298)</b>	<b>\$ (6,502,446)</b>	<b>\$ 33,503,852</b>	<b>42.0%</b>
<b>Beginning Balance</b>		<b>62,360,626</b>		
<b>Less: Est. Ending Encumbrances</b>		<b>(13,297,510)</b>		
<b>Estimated Available Ending Balance</b>		<b>\$ 42,560,670</b>		
<b># Months Reserves - Estimated</b>			<b>1.96</b>	

Figure 1: General Fund Balance

**General Fund Balance Analysis & Operating Analysis**

Overall revenues ended the year \$19.2 million higher than budget for 2022. Operating Expenditures were down \$14.1 million, largely due to lower costs in health care and parts inventory. Total Revenues less Operating Expenditures ended the year 41.8% better than budget. Passenger Fares and Sales Tax continued to be strong throughout the year, at 32.4% and 4.9% above budgeted levels, respectively.



Total ridership ended the year at 18.83 million riders, 18.0% higher than 2021. The increases are reflected across all modes. The 3 modes with the largest ridership growth compared to 2021 were Light Rail (42.6% increase), Paratransit (29.9% increase), and Fixed-route bus (19.3% increase)

Figure 2: Ridership

Passenger Fare revenue for 2022 totaled \$28.8 million, 33.5% higher than 2021, and 32.4% higher than budget. Mobile ticketing was 18.0% higher than 2021 levels. New contracts were signed for Cleveland Metropolitan School District (CMSD) and U Pass Programs for certain area colleges

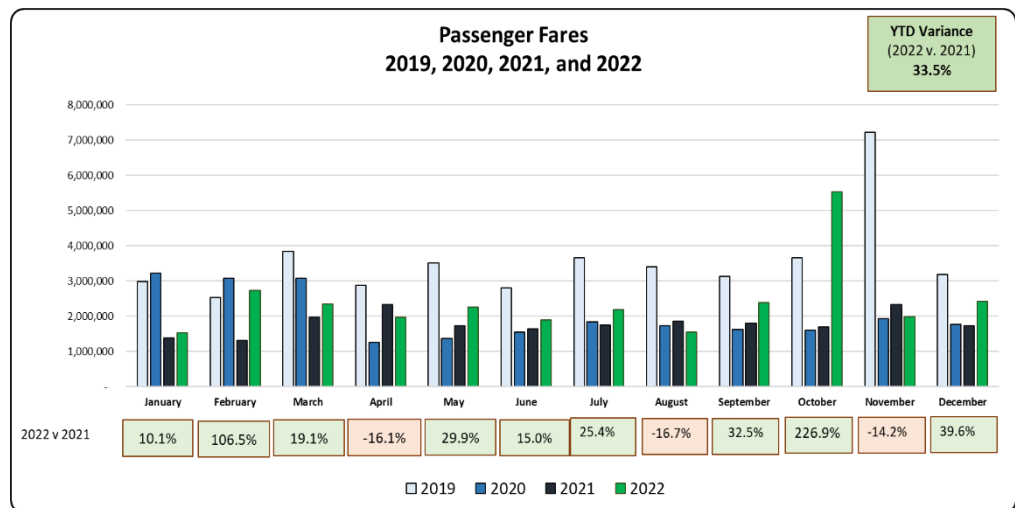
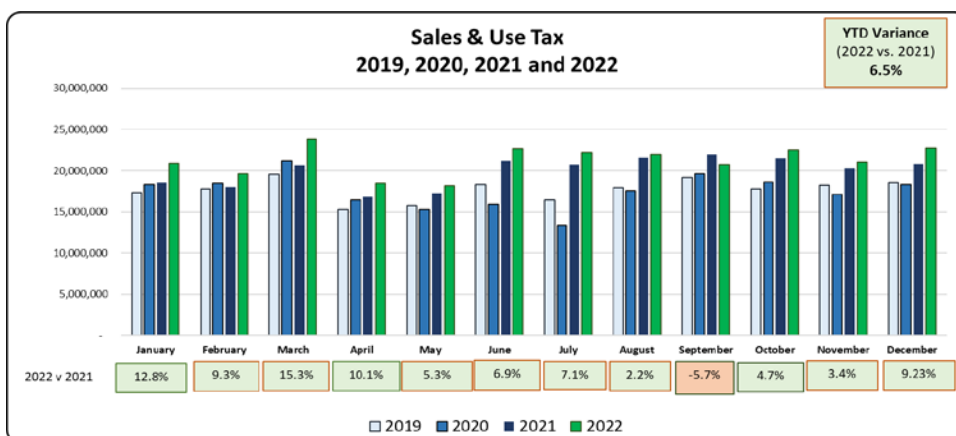


Figure 3: Passenger Fares



Sales Tax receipts totaled \$255.0 million for 2022, 6.5% higher than 2021 and 4.9% higher than budget. On-Line Sales and Motor Vehicle Sales continue to be strong, showing increases over 2021 by 29.5% and 13.6%, respectively.

Figure 4: Sales & Use Tax

Actual Operating Expenditures ended the year at \$260.7 million, 5.1% below budget. Total personnel expenses (salaries, overtime, payroll taxes and fringes) were 3.3% below budget, mainly due to

decreases in health care and prescription costs. The Energy Price Risk Management Program continues to help stabilize fuel costs even in a current period of higher fuel costs. Fuel and Utility expenses ended the year 9.2% under budget. Services, Materials, Supplies, and Inventory ended the year 9.4% under budget.

Transfers to Other Funds are made to support the expected expenditures and maintain the recommended balances for the Bond Retirement, Insurance, Supplemental Pension, Capital Improvement, and Reserve Funds. Most of these transfers were completed by mid-year. An additional \$50 million was approved and transferred to the Reserve Fund for Revenue Stabilization. An additional \$4.5 million was approved and transferred to the Capital Improvement Fund to mitigate the increases in project costs due to supply chain issues.

## BOARD POLICY GOALS

<b>Board Policy Goals</b>				
	<b>KPI</b>	<b>Goal</b>	<b>2022 Budget</b>	<b>2022 Actual</b>
<b>Operating Efficiency</b>	Operating Ratio	≥ 25%	8.7%	12.4%
	Cost/Hour of Service		\$164.80	\$168.70
	Growth per Year	≤ rate of inflation (6.5%)	7.2%	9.7%
	Operating Reserve (months)	≥ 1 month (1.0)	1.0	1.9
<b>Capital Efficiency</b>	Debt Service Coverage	≥ 1.5	8.0	10.8
	Sales Tax Contribution to Capital	≥ 10%	23.1%	25.9%
	Capital Maintenance to Expansion	75 - 90%	100%	100%

Figure 5: Board Financial Policy Goals

### Operating Efficiency

The policy goal is to maintain an **Operating Ratio** of at least 25%. This ratio shows the efficiency of management by comparing operating expenses to operating revenues (Passenger Fares, Advertising & Concessions, and Investment Income). At year-end, the Operating Ratio was 12.4%. Although Passenger Fare receipts were higher than budget, we were short of meeting the policy goal of 25%. Ridership remains about 30% below pre-COVID levels and has shown slow recovery. (Figure 5)

The target of the **Cost per Hour of Service** indicator is service to be maintained at or below the rate of inflation, 6.5%. The inflation rate hit a high of 9.1% in June and has decreased to 6.5% at the end of December. To help mitigate a recession, the Federal Reserve Bank increased interest rates in 2022, ending the year at 4.38%. The Cost per Hour of Service for 2022 ended the year at \$168.7, an increase of 9.7% compared to 2021.

**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 2022, the Operating Reserve was 1.9-months, higher than the stated policy goal.

### **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. The Debt Service Coverage ended the year at 10.8 exceeding the stated policy goal.

The **Sales Tax Contribution to Capital** is a measure of the level of commitment to longer-term capital needs by determining the percentage of the sales tax revenues that is to be allocated directly to the Capital Improvement Fund to support budgeted projects or to the Bond Retirement Fund to support debt service payments. This indicator ended the year at 25.9%, above the stated policy goal.

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 Grants Program there are 49 active grant awards: 30 are within the Formula Grant awards category and 19 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 that have been received and identified for Fiscal Year (FY) 2022 total \$46.06 million, of which the federal share totals \$36.85 million are listed below.

- 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 Strategic Plan initiative is to apply for and successfully obtain at least \$20 million of competitive grant 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 section. Capital projects are reported on an inception-to-date (ITD) basis. Competitive awards totaling \$46.06 million have been received prior to the end of the year. Table 1 shows the funding sources, including competitive awards, funds committed through the life of the award, and funding available as of yearend 2022. The following are the competitive awards:

- \$12.02 million for 25 40-FT CNG Buses
- \$10.42 million for 20 40-FT CNG Buses
- \$5.43 million for 7 60-FT BRT Articulated coaches
- \$2.65 million for 20 40-FT CNG Buses
- \$151,736 for 9 60-FT BRT's
- \$1.22 million for Red Line Curve Replacement
- \$250,000 for Asset Maintenance Software Database
- \$315,000 for Baby on Board
- \$6.04 million for LR Rehab Program
- \$1.21 million for 12 Paratransit Cutaway Vehicles
- \$882,049 for 8 25-FT Paratransit Vehicles
- \$1.75 million for Red Line Brookpark 515 Track Switch
- \$382,915 for S Curve Retaining Wall Repairs
- \$3.33 million for Triskett CNG Building Compliance

ITD Funding Source Totals

Source of Funds	Funding Appropriated	Funds Committed	Funding Available	Percentage of Remain. Funds
FORMULA	\$ 257,721,837	\$ 217,392,229	\$ 40,329,608	31.46%
LOCAL (ALL)	\$ 201,373,255	\$ 114,383,817	\$ 86,809,733	67.72%
COMPETITIVE	\$ 36,846,317	\$ 36,464,849	\$ 381,468	0.30%
Federal Assistance	\$ 1,093,569	\$ 508,862	\$ 584,708	0.46%
STATE	\$ -	\$ -	\$ -	0.00%
OTHER	\$ 1,661,450	\$ 1,586,572	\$ 74,878	0.06%
	<b>\$ 498,696,427</b>	<b>\$ 370,336,329</b>	<b>\$ 128,180,394</b>	<b>100%</b>

Figure: 6

(Table 1)

**Commitments by Capital Category**

The capital program is based on a multi-year, or an Inception-to-Date (ITD) approach. The total capital appropriations of \$629.3 million for FY 2022 include appropriations of \$136.8 million for FY 2022 and \$492.5 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 table below. The table compares the budget to the year-end projections for each category.

At the end of the 4th Quarter, project commitments totaled \$370.3 million, including \$275 million of ITD expenditures and \$95.3 million of current encumbrances, resulting in \$259 million, or 41.2%, of available funding. Most capital activities during the fourth quarter were for continuation of projects that began in prior fiscal years, or in preparation for planned FY 2023 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. These capital projects will be discussed in greater detail within the various category explanations.

**2022 Year End Combined Capital Program**

Categories	(ITD) Budget A	Current Commitments B	Budget vs Current Commitments A-B	% Remaining (A-B)/A
Bus Garages	\$ 13,564,725	\$ 12,234,875	\$ 1,329,850	9.8%
Bus Improvement Program	73,722,742	67,640,162	\$ 6,082,580	8.3%
Equipment & Vehicles	28,789,282	18,741,921	\$ 10,047,361	34.9%
Facilities Improvements	78,735,176	40,100,679	\$ 38,634,497	49.1%
Other Projects	8,120,798	5,981,591	\$ 2,139,207	26.3%
Preventive Maint./Operating Reimb.	138,745,829	136,641,483	\$ 2,104,346	1.5%
Rail Projects	287,003,472	88,760,632	\$ 198,242,840	69.1%
Transit Centers	600,000	92,320	507,680	84.6%
<b>Sub-Total: RTA Capital</b>	<b>\$ 629,282,023</b>	<b>\$ 370,314,329</b>	<b>\$ 258,967,694</b>	<b>41.2%</b>

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. Most of the capital expenditures in 2022 have occurred in three major categories: Preventative Maintenance/Operating Reimbursement (\$81.5M), Rail Projects (\$15M), and Bus Improvement Program (\$14.4M). Preventative Maintenance is Federal Operating Assistance that is reimbursed to the Operating Fund from the General Fund and is reflected as revenue on the General Ledger. These three categories total \$111 million, or 88.42%, of all capital in 2022.

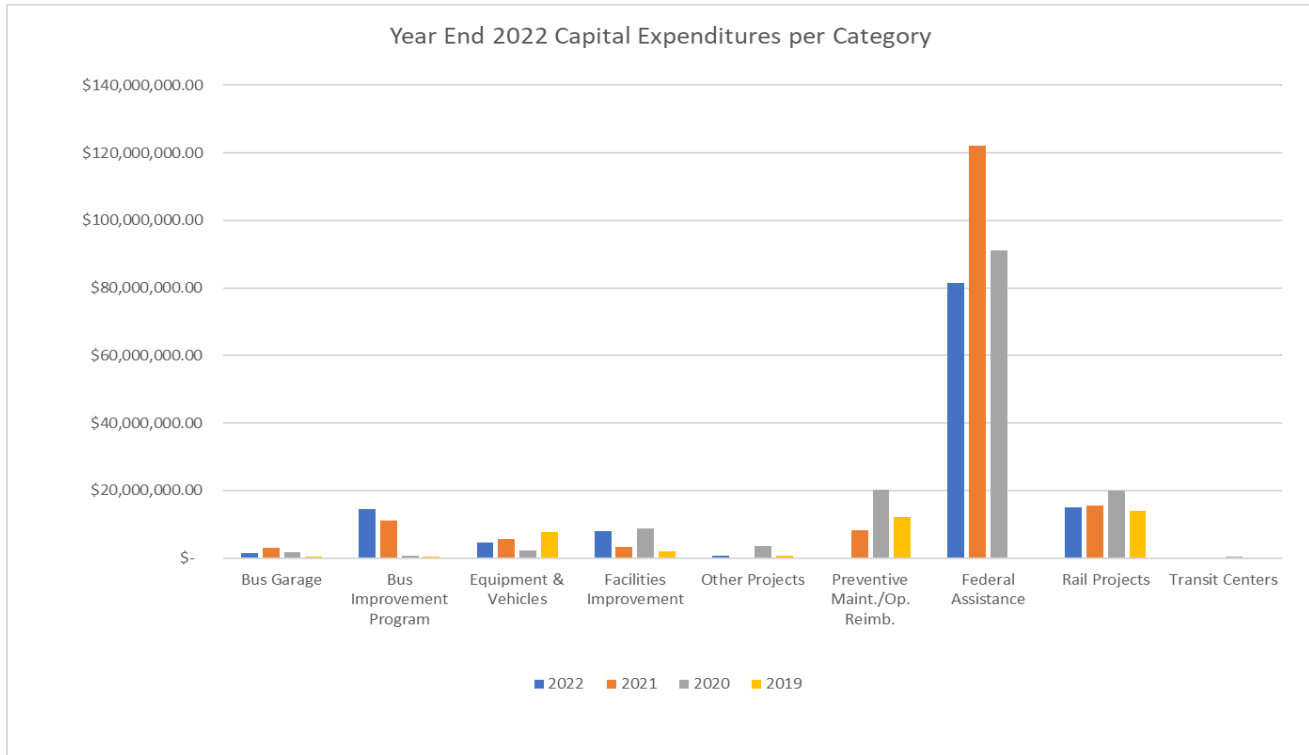


Figure: 8

(Table 3)

**Bus Garages**

These projects are for needed bus garage facility upgrades. The Triskett CNG Building upgrades and compliance project for newly purchased CNG vehicles will continue into 2023. At the end of December, category commitments totaled \$12.2 million, out of the total appropriations of \$13.6 million, leaving positive variance of \$1.3 million, or 9.8%

**Bus Improvement Program**

The Authority continues to retire older fleets to purchase more fuel-efficient vehicles under the Bus Improvement Program. At the end of December, category commitments totaled \$67.6 million, out of the total appropriations of \$73.7 million, leaving positive variance of \$6.08 million, or 8.3%.

These commitments include current expenditures of \$40.3 million and current encumbrances of \$27.4 million to help maintain the Authority’s existing bus fleet.

**Equipment & Vehicles**

At the end of the fourth quarter, the total commitments of \$18.7 million include \$13.1 million of ITD expenditures and \$5.6 million of encumbrances leaving positive variance of \$10.0 million, or 34.9%. Remaining commitments within this category are concentrated within various SOGR equipment & vehicle upgrade projects.

**Facilities Improvements**

At the end of the fourth quarter, the total commitments of \$40.1 million include \$15.9 million of ITD expenditures and \$24.2 million of current encumbrances resulting in positive variance \$38.6 million, or 49.1%.

**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 fourth quarter, this category has combined project commitments of \$6.1 million out of the category budget of \$8.1 million, resulting in positive variance of \$2 million or 24.9%.

These projects include Transit Oriented Development, Anti-Terrorism Team, TSA Canine Security Program, On-Board Origin-Destination surveying, and Transit Oriented Development.

**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.

**Rail Projects**

At the end of December, \$88.8 million of the \$287 million budget for the Rail Projects category were committed resulting in positive variance of \$198.2 million, or 69.1%. The yearend variance is due to the HRV Rail Replacement project delays which increased the amount by \$161.5M. Total commitments include \$54.8 million of ITD expenditures and \$33.9 million of current encumbrances maintains the focus on achieving SOGR on the rail system.

**Transit Centers**

Project commitments total \$92,320, out of the budget of \$1.9 million, results in positive variance of \$507,680 million or 84.6%. The positive variance is caused by delays at Warrensville Station that will use ADA funds to rehab portions of the station. Through the fourth quarter, expenses have totaled \$92,320.

Performance Measures

Performance Measure		Q1	Q2	Q3	Q4	YTD
<b>Passenger per bus/train hour:</b>	<b>2022 Target</b>					
Bus	12	11	13	14	14.48	13.40
Rail	35	34	33	36	37.32	35.24
Total*	14	13	15	16	16.37	15.16
*Calculated by dividing the quarter's total ridership by total system wide hours						
<b>Revenue Vehicle Cost Per Mile:</b>		\$2.75	\$2.38	\$2.92*	\$2.95	\$2.75
(Maintenance & Fuel)						
*Estimated Value						
<b>% Of Scheduled Maintenance Completed (Revenue Vehicles)</b>						
Bus		92%	96%	97%	98%	97%
Rail		98%	96%	96%	93%	97%
Paratransit (Revenue)		100%	100%	98%	100%	100%
Paratransit (Non-Rev)		87%	84%	91%	86%	91%

Figure: 9

Critical Success Factors

<b>Passenger Fare Revenue</b>	The Passenger Fare revenue performance measure is discussed in detail in the Financial Analysis Section of the Report.
<b>Preventable Collisions</b>	The GCRTA <u>Preventable Collision Rate (PCR)</u> TEAM goal for 2022 is 1.25. The 2022 YTD 4th Quarter PCR is 1.49, which is 19% higher than the TEAM goal and 8.8% higher than the 1.37 PCR for the same period in 2021. Total preventable collisions increased 13.9% to 327 from 287. Mileage increased 5%.
<b>Total Collision Rate</b>	The GCRTA <u>Total Collision Rate (TCR)</u> for the 2022 YTD 4 <sup>th</sup> Quarter is 3.62, which is 11% higher than the 3.26 TCR for the same period in 2021. Total collisions increased 16.2% to 795 from 684.
<b>On the Job Injury Rate</b>	The GCRTA 2022 TEAM Injury Rate Goal is 7.0 The 2022 YTD 4th Quarter Injury Rate of 6.03 is 13.9% below the TEAM Goal and 19.8% below the 7.52 Injury Rate for the same period in 2021. Total injuries decreased by 23 from 132 in 2021 to 109 in 2022.

**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.

- **19,512** Miles Between Service Interruptions for Q4 2022 represents:
  - 22.50% increase from Q3 2022 (15,927)
  - 18.93% decrease from Q4 2021 (24,069)

**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* =  $\frac{\text{On Time Measurements}}{\text{On Time} + \text{Early} + \text{Late Measurements}}$
- Fixed route on time performance of **82.62%** for Q4 2022 represents:
  - 1.17% increase from Q3 2022 (81.66%)
  - 0.63% increase from Q4 2021 (82.11%)

**Ridership**

Total unlinked passenger trips on all GCRTA transit modes.

- The COVID-19 pandemic has continued to affect ridership:
- **5,183,766** unlinked passenger trips for Q4 2022 represents:
  - 3.25% increase from Q3 2022 (5,020,446)
  - 16.78% increase from Q4 2021 (4,438,804)

Q4 2022 over Q3 2022 ridership by mode

Mode	Q4 2022 performance in comparison to Q3 2022
Motorbus (MB)	2.33%
HealthLine (RB)	5.06%
Heavy Rail (HR)	9.66%
Light Rail (LR)	-2.88%
Paratransit (DR)	-1.59%
<b>System Total</b>	<b>3.25%</b>

Year over year ridership by mode Q4 2022 vs Q4 2021

Mode	Q4 2022 vs. Q4 2021
Motorbus (MB)	18.49%
HealthLine (RB)	6.44%
Heavy Rail (HR)	10.80%
Light Rail (LR)	33.25%
Paratransit (DR)	24.16%
<b>System Total</b>	<b>16.78 %</b>

**Customer Satisfaction/Boardings Between Complaints**  
 \*For Q4 2022, 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.
- 6,091 Boardings Between Complaints for Q4 2022 represents:
  - 18.30% increase from Q3 2022 (5,149)
  - 1.33% decrease from Q4 2021 (6,174)

**Attendance**

**Unscheduled Absence Percentage** - 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 Other Unscheduled Absences.

Unscheduled Absence rate of **8.64%** for Q4 2022 represents:

- 7.70% increase from Q3 2022 (8.02%)
- 6.08% decrease from Q4 2021 (9.20%)

## **Quarterly Marketing Activities**

### **Providing support and employee education at annual Benefits Fairs**

Marketing worked with HR to expand information offered to employees at annual Benefits Fairs at each district, anticipating increased employee interest and participation this year with the change of the RTA health care vendor and need to learn about and select a new plan. Marketing set up a table to share information about the transition from the RTA CLE app to Transit with EZfare and provided support to IT to highlight OneRTA (intranet), how to login, and the many resources available to employees on OneRTA.

### **Improved and increased employee communication**

Progress was made this quarter to visit each district, observe and discuss current methods of sharing information with employees, and working to streamline and strengthen efforts to improve effectiveness. Worked with IT to assume operation of Screen Cloud (messaging on digital screens in employee areas throughout GCRTA). Began plans for upgrade to current version and how to involve additional staff to create and post content. Evaluated multiple communication applications and started to explore use of Constant Contact digital marketing program (email), with a goal to transition delivery of GM Updates digitally using a combination of Screen Cloud and Constant Contact (instead of posters/PDFs).

### **Final transition from the RTA CLE app to Transit with EZfare mobile ticketing**

Marketing provided a final push in Q4 to education the public/riders about the transition in mobile ticketing/fare payment from RTA CLE app to EZfare via audio announcements, QR codes and posted notices in vehicles, car cards in vehicles and repeated social media posts. Internal communications (toolbox talks, Screen Cloud messaging, etc.) reinforced the change and also explained how the new validators function for use with EZfare mobile ticketing.

### **Support provided: Employee Engagement Survey**

Marketing provided support by participating in the committee to design the final employee survey of 2022, helped with posters, QR codes, messaging, and distribution to encourage employees to share feedback with the goal to improve workplace experiences.

### **Microtransit launch support**

Marketing participated in planning meetings and provided support to partners developing marketing materials for the collaborative micro transit pilot with the City of Solon, Share Mobility, and other local businesses to provide last/first mile transportation between GCRTA's Southgate Transit Center and Solon area employers. Service began in December.

### **Baby on Board and Cleveland Reads bus wraps**

Marketing supported two community initiatives to raise public awareness and decrease social determinants of health: four buses (two in each garage) were wrapped for each of the Baby on Board and Cleveland Reads programs. The colorful and impactful messaging throughout GCRTA's service area is designed to provide access to services for expectant/new mothers and families and decrease infant mortality (Baby on Board program), and to encourage reading and increase literacy (Cleveland Reads program, with kick-off on December 17 at Public Auditorium).



**GM Town Halls**

Marketing provided support for the annual General Manager Town Hall district visits and conversations with staff. An imprinted fleece scarf and holiday ornament was provided to each employee, all visits were supported by department staff to explain marketing and communication activities and answer questions, help capture employee questions and GM answers, and provide messaging prior to and following the district visits.

**Month of Merry**

Marketing coordinated the return of our four Holiday Trains and our Holly Jolley Trolley! Holiday Trains on the Red, Blue, and Green Lines were in service from November 26 through December 31. The trains featured custom lights, hand-painted windows, and festively decorated interiors (courtesy of the Rail District). Transit Police staff served as Santa and Mrs. Claus on multiple train “pop-up” (unannounced) visits as well as most of the 14 Holly Jolley Trolley appearances at various events throughout the county to spread holiday cheer.

In addition to holiday trains and trolley, Marketing conducted a six-week Instagram Month of Merry campaign including a weekly giveaway (Thanksgiving week through the end of the year). The giveaway featured weekly holiday questions for followers to answer. Each week, one winner was randomly selected to receive a gift card to a local business. Social media posts about the holiday trains, trolley, and Month of Merry giveaway were well received with high public engagement and drove traffic to the holiday landing page on the website.

Lastly, Marketing provided support with the development and distribution of a year-end appreciation of and holiday greeting to employees (printed card with QR code for a continued, digital experience), and a digital greeting emailed to stakeholders and community partners featuring a landing page and interactive experience on rideRTA.com.

**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 2022 - 2024 is 21.5%. 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 October 1, 2022 – December 31, 2022, represents the first quarter of FFY 2023. DBE dollars awarded during the first quarter and FFY to-date on contracts greater than \$100,000 totaled **\$307,225 or 19.6%** on total contracts of **\$1,570,003**.

**QUARTERLY - PARTICIPATION OF DBE FIRMS BY CLASSIFICATION  
(October 1, 2022 – December 31, 2022)**

Classification	1st. Quarter Oct. 1 – Dec. 31		2 <sup>nd</sup> Quarter Jan. 1 –March 31		3 <sup>rd</sup> Quarter April 1 – June 30		4 <sup>th</sup> Quarter July 1 – Sept. 30	
African American	\$12,500	4%						
Asian	0	0						
Caucasian Female	\$153,375	50%						
Hispanic	0	0						
Sub-Pacific Asian	\$141,350	46%						
<b>TOTAL</b>	<b>\$307,225</b>	<b>100%</b>						

Figure: 10

**CURRENT QUARTER - DBE PERFORMANCE BY CONTRACT CATEGORY  
(October 1, 2022 – December 31, 2022)**

	Construction	Professional Services	Equipment & Supply	Total
<b>DBE Dollars</b>	\$69,800	\$237,425	0	\$307,225
<b>All Dollars</b>	\$695,600	\$874,403	0	\$1,570,003
<b>% DBE Participation</b>	<b>10%</b>	<b>27.2%</b>	<b>0</b>	<b>19.6%</b>

Figure: 11

**Disadvantaged Business Enterprise (DBE) Participation/Affirmative Action**

	<b>Total Contracts</b>	<b>DBE Participation</b>	<b>% DBE Participation</b>
<b>1st Qtr.</b>	<b>\$1,570,003</b>	<b>\$307,227</b>	<b>19.6%</b>
<b>2<sup>nd</sup> Qtr.</b>			
<b>3rd Qtr.</b>			
<b>4th Qtr.</b>			
<b>TOTAL</b>	<b>\$1,570,003</b>	<b>\$307,227</b>	<b>19.6%</b>

Figure: 12

**Office of Business Development Activities**

Outlined below are selected efforts undertaken during the first quarter of FFY 2023

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

- New Certification:
- No Changes Declaration:
- On-Site Review (Virtual):

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

- Completed: 15 Goal Settings
- Reviewed: 7 Certified Payroll Reports

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

- Attended DEI Strategic Planning Retreat at the Maltz Museum of Jewish Heritage
- Participated on Hispanic Heritage Workforce Panel (Virtual)
- Participated on Crisis Training at Jerry Sue Thorton Building

**Selected Other Involvements**

- Attended High Impact Kent State Training at Central Rail Facilities
- Attended COMTO National Chair Visit to Cleveland
- Participated on DEI Workshops Series



Quarterly Performance Report

Division/Department: Office of Equal Opportunity (OEO)  
 Report completed by: Office of Equal Opportunity and Employment & Recruitment

Date: January 12, 2023  
 Phone #: Ext. 3094

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

KEY PERFORMANCE MEASURES

EEO Job Category	2022 Quarterly Performance Report														Total Placements (2020-Present)			
	Male							Female							Total Placements (2022)			
	Hispanic Goal	Total Placements Hispanic Males Q4	Asian Goal	Total Placements Asian Males Q4	2 or More Ethnicities Goal	Total Placements 2 or More Ethnicities Males Q4	White Females Goal	Total Placements White Females Q4	Black Females Goal	Total Placements Black Females Q4	Hispanic Females Goal	Total Placements Hispanic Females Q4	Asian Females Goal	Total Placements Asian Females Q4	Q1	Q2	Q3	Q4
Officials & Administrators	---		---		---	2		---		---		---						2
Professionals	---		2		---	45	2	---		---		3	1	2	4	3	29	
Technicians	---		---		---	24		---		1		1					4	
Protective Service	---		---		---	12		---		1		---			1		4	
Admin Support	---		---		---	51		---		---		---					5	
Skilled Craft	8	1	1		1	16		5		---		---		1	1	1	5	
Service Maintenance	24		9		3	258	1	--		23		10		3	1	1	27	
TOTAL	32	1	12		4	408	3	5		25		14	1	3	6	5	76	



Quarterly Performance Report

EEO Job Category	Remaining to Reach Parity Males	Remaining to Reach Parity Females
Officials & Administrators	0	0
Professionals	0	17 White Females
Technicians	0	19 White females, 1 Hispanic/Latin Female, 1 Asian Female
Protective Service	0	24 White Females
Administrative Support	0	41 White Females
Skilled Craft	2 Hispanic Males, 1 Asian Male	16 White Females, 3 Black Females
Service Maintenance	13 Hispanic Males, 9 Asian Males	238 White Females, 21 Hispanic/Latin Females, 8 Asian Females

\*The Total Placements reported include new hires, rehires, and promotions in each of the designated categories. Six goals have been met thru 2022. Goals met are highlighted in green.

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

**Hiring Fairs**

- East Cleveland Library
- Cleveland State University Job Fair
- Tri-C Access Points: Bus Operator Event
- OhioMeansJobs | Cleveland-Cuyahoga Application Day
- Veterans Career Event
- Maximus Virtual Event
- Celebration of Fatherhood Event

**Internal**

- Power & Way Event
- Drive Day Event West Park

- Quick Reply “QR” Codes & Now Hiring Campaign
- Project Jump “Operations Hiring Event
- Coffee & Conversation Executive Assistant Event

**Community Partnerships**

- Cuyahoga County Job and Family Services
- El Barrio
- Esperanza
- Fairfax Renaissance Development Corporation
- Fatherhood Initiative Program
- Spanish American Committee
- Towards Employment



## Quarterly Performance Report

- Veterans Initiative including Spouses
- 4<sup>th</sup> Qtr. Referrals
- Job Fair Referrals = 17
- OhioMeansJobs | Cleveland-Cuyahoga = 13
- Fairfax Renaissance = 01

4 <sup>th</sup> QTR Hires by Location	
Location Name	Count
40 - Main Office	14
32 - Transit Police	3
25 - Central Svc BI	12
24 - Central Bus Maintenance	1
22 Rail Operators	1
09 Triskett Operator	18
05 Paratransit Operations	20
04 Hayden Operators	25
04 - Hayden	2
<b>Grand Total</b>	<b>96</b>

4 <sup>th</sup> Qtr. Hires by Ethnicity	
National Origin	Count
Black or African American	79
Hispanic	1
Two or More Races	2
White	9
Did Not Disclose	5
<b>Grand Total</b>	<b>96</b>

4 <sup>th</sup> Qtr. Hires by Gender	
Gender	Count
Women	49
Men	47
<b>Grand Total</b>	<b>96</b>

\*Total of 96 employees were hired in the 4<sup>th</sup> Qtr.

\* 84 ATU employees were Hired in the 4<sup>th</sup> Qtr.

\*12 Non-Bargaining employees were hired in the 4<sup>th</sup> Qtr.

## 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, management training, community 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.

## RTA and Tri-C 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 provides pathways out of poverty for underserved populations by connecting them to education, training, and jobs through community and business partnerships. Job Hub programming attracts new employees and upskills current employees for GCRTA career opportunities. Current Tri-C Access Centers include Esperanza, Olivet Housing and Community Development Corporation, and MetroHealth Medical Center.

Updates for core programs during the 4th quarter 2022.

- **Workforce Success Course** - Four employees enrolled in the Workforce Success Course, an eight-week 1-credit Tri-C course designed to identify and boost employable skills and help with career planning. Current GCRTA employees and participants from Northeast Ohio communities seeking employment opportunities are participating. Sixteen GCRTA employees have successfully completed the program to date. Of them, two (2) enrolled in Associate Degree programs at Tri-C, and three graduates have advanced to new positions at GCRTA.
- **CDL Temporary Classroom Training** - Of the 168 students that successfully entered Bus Operator training in 2022, 145 attended the Temporary Commercial Driver's License Training at the Tri-C Innovation Center.
  - In October, GCRTA donated two motorcoaches to Tri-C to help trainees in commercial driver's license (CDL) courses gain hands-on experience operating real-world vehicles.
- **Frontline Leader** - The 12<sup>th</sup> Frontline Leader (FLL) cohort continued during the 4th quarter of 2022. This represents the third cross-agency collaboration consisting of participants from GCRTA and the Ohio Turnpike. Classes continued into the first quarter of 2023.
- **Lean Six Sigma** - Twenty-one (21) employees completed the Lean Ohio Boot Camp at Tri-C Corporate College. Fourteen (14) employees successfully completed all requirements to earn their Lean Six Sigma Green Belt.
- **Mechanic Apprenticeships** – Successfully achieved State certification for the new Bus Mechanic Apprenticeship. GCRTA Management and Local 268 Amalgamated Transit Union signed an apprenticeship agreement. We are engaged in the hiring selection process with intentions of establishing a cohort of eight (8) internal apprentices starting by mid-year 2023.

**Technical Skills Building, Leadership, and Professional Development**

Throughout the 4<sup>th</sup> quarter of 2022, several employees participated in or began a wide variety of development programs offered by local community partners and external vendors.

- **Substation Maintenance** - Ten (10) employees attended a weeklong in-person training for Substation Maintenance Electrical Safety for Utilities. This training was led by AVO Training Institute and is the first of a series of trainings planned for this team in 2022.
- **Thermography** - Eight (8) employees attended a weeklong in-person training for Thermography led by The Snell Group.
- **Signal** - Six (6) employees attended two weeks of in-person training for Signal Level 1 led by Big J Signal.
- **LeadDIVERSITY** - Three (3) GCRTA employees were accepted into and began the Northeast Ohio Diversity Center's LeadDIVERSITY program.
- **Smith System Certification** - Twelve (12) employees responsible for training revenue and non-revenue drivers at GCRTA attended a 40-hour Smith System Driver Trainer Certification Course; and two (2) more employees attended a 16-hour Smith System Driver Trainer Recertification Course. These courses ensure our trainers are effectively teaching operators and non-revenue drivers the keys to defensive driving.
- **Anti-Sexual Harassment Train-the-trainer** - Collaborated with Moore Counseling and Mediation Services to deliver Sexual Harassment Prevention training to 339 employees. This effort will expand to more employees in the 2<sup>nd</sup> quarter of 2023. Five leaders from Training and OEO attended train-the-trainer led by Moore Counseling to deliver the training to Frontline staff.
- **Diversity, Equity, Inclusion & Belonging** - The Office of Equal Opportunity managed the delivery of training on Diversity, Equity, and Inclusion to 276 employees in partnership with our DEI vendor, CCS Academy. The topics in the 4<sup>th</sup> quarter included microaggressions and microaffirmations; understanding privilege; and allies, accomplices, and co-conspirators.
- **Each One Teach One** - Nearly forty (40) RTA employees earned their Certificate in Training and Development from Kent State University's Center for Corporate and Professional Development through an engaging and interactive 3-day in-person training. The trained employees represented the Finance, Legal Affairs, Operations, Administration & External Affairs, and Human Resources Divisions.
- **Crisis Communication** - Seventy-three (73) employees attended Crisis Communications and Managing the Message training presented by Hennes Communications. This training was designed for anyone who may suddenly be faced with an issue or problem that could attract widespread attention, teaching them how to determine when and with whom to take appropriate communication actions.



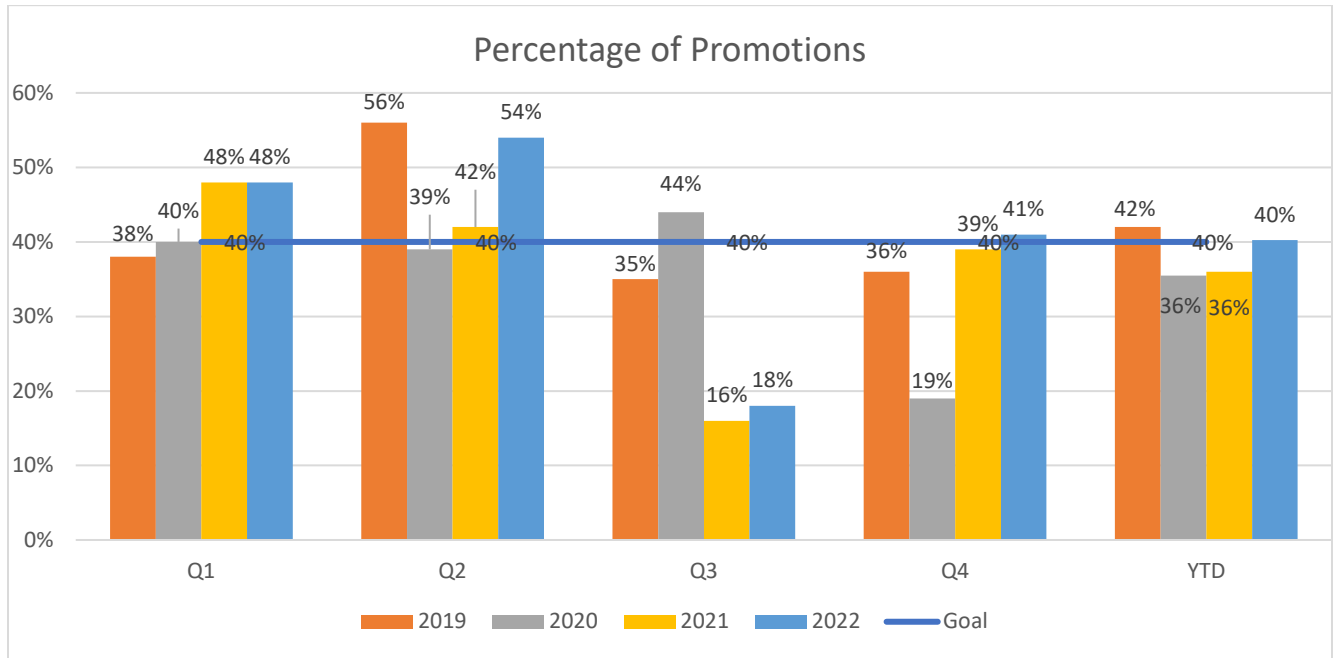
## Employee Engagement and Enrichment Programs

Employee led development opportunities, engagement events, and RTA training and development initiatives customized for the interests and needs of RTA employees.

- **Project Management Training** – Thirty-two (32) project managers from across the agency attended a 3-day Pilot Project Management Training program based on the Federal Transit Administration guidelines. This program was created by 11 cross-functional subject matter experts from Engineering & Project Mgmt., Procurement, Operations, Legal, HR, and IT.
- **Road Instructor Certification** - Programming continues, which identifies and upskills excellent operators and prepares them to be road instructors to assist newer operators in succeeding.
- **Active Shooter** - Transit Police conducted Active Shooter: How to Respond training for 60 employees in the 4<sup>th</sup> quarter, for a total of 631 employees in 2022.
- **Public Records Requests** - In partnership with the Legal Department, scheduled Public Records Request Training for 145 employees. This training familiarizes employees with the legal requirements and practical application of handling requests for public records.
- **Hispanic Heritage Workforce Panel Discussion** - COMTO Cleveland/Northeast Ohio, Latinos in Transit and GCRTA Diversity Equity and Inclusion team collaborated to host a Virtual Hispanic Heritage Workforce Panel Discussion. Conversation topics included improving recruitment and retention, bilingual positions, and our inclusionary commitment to the community. Panelist from the following groups participated:
  - GCRTA Latinos ERG
  - Spanish American Committee
  - El Barrio/The Centers
  - Latinos in Transit
  - COMTO (Conference of Minority Transportation Officials) Cleveland
- **COMTO National Board** - In October, the COMTO (Conference of Minority Transportation Officials) Cleveland/Northeast Ohio Chapter welcomed the COMTO National Board Chair Tanya Adams to Cleveland, Ohio. During her visit, she met with Vice President of Inclusion & Diversity at WSP USA and GCRTA leaders to discuss best practices in workforce development and to reinforce the importance of collaborating with disadvantaged businesses.
- **Elevating Women Together (EWT)** - GCRTA's Employee Resource Group for women and their allies, held an election and selected their four (4) new leaders for the 2023 calendar year.
- **Case Weatherhead Coaching Certificate** – The Human Resources leadership team completed coursework and testing to earn coaching certificates in anticipation of establishing an internal intentional change coaching practice for the benefit of RTA employees seeking job enrichment, career development, and advancement.

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



**Figure 13: Percentage of Promotions**

Listed below are notable promotions during the 4th quarter that highlight our succession planning and employee development efforts:

**Technical, Supervisory and Managerial Succession**

- Dinnissa Blackman, promoted from Bus Operator to Transit Ambassador in the Operations Division.
- Robert Jefferson, participated in the Corporate College Kaizen event, promoted from Human Resources Recruiter to Talent Acquisition Business Partner, in the Human Resources Division.
- Paul Mague, promoted from a Maintenance Technician to a Facilities Maintenance Crew Leader in the Operations Division.
- David Pannell, promoted from Janitor to Vehicle Servicer in the Operations Division.
- Allen Polly, promoted from Supervisor, Revenue Collection to Director, Revenue Collection in the Operations Division.
- Nicole Richmond, promoted from Paratransit Operator to Paratransit Reservations Operator in the Operations Division.

- Avery Rogers, promoted from Dispatcher to Supervisor, Cross Trained in the Operations Division.
- Jason Rosenlieb, Frontline Supervisor & Development Program graduate, promoted from Supervisor Rail Shop to Manager, Facilities (Rail) in the Operation Division.
- Heather Schnear, Lean Six Sigma Green Belt graduate, promoted from Project Assistant to Railcar Project Controls Manager in the Operations Division.
- Michael So, promoted from Financial Accountant II to Manager, General Accounting in the Finance Division.
- Alexander Terriaco, promoted from Signal Maintainer to Signal Technician in the Operations Division.
- Sierra Burley, promoted from Rail Operator to Transit Ambassador in the Operations Division.
- Latha Dwarakanath, Frontline Supervisor & Development Program graduate, promoted from Sr. Programmer Analyst to Manager, Applications in the Finance Division.
- Bridget Hale Elchert, Lean Six Sigma Green Belt graduate, promoted from Executive Assistant to eLearning Content Designer in the Human Resources Division.
- Keith Ganther, Frontline Supervisor & Development program participant, promoted from Associate Counsel II to Senior Counsel – Litigation in the Legal Affairs Division.
- Ethan Hellickson, promoted from Equipment Maintainer to Equipment Repair Leader in the Operations Division.
- Matthew Herbst, Lean Ohio Boot Camp graduate, promoted from Business Analyst to ITS Specialist in the Operations Division.
- Anna Hlavacs, Frontline Supervisor & Development program graduate, promoted from Associate Counsel II to Sr. Counsel – Contracts, Real Estate, Administrative Law in the Legal Affairs Division.

**Engineering/Construction Program**

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

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

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

PROJECT	DESCRIPTION	STATUS
<b><u>Bridges</u></b>		
Rehabilitation of the Viaduct, Phase I (27Y)	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 approximately \$2,000,000 for contractor. Designer forwarded settlement for negligent error received on April 1, 2022. Invoices that were being held have been paid. Contract held open for bulkhead repair work. Bids due November 15, 2022.  Notice to Proceed on bulkhead December 21, 2022, to Independence Excavating.
Viaduct Rehabilitation Bulkhead Repair (27Y(a))	Design separate because of permit requirements Designer: Michael Baker International Cost: Included in Project 27Y	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. Permit request approved by Corps of Engineers. Contract awarded by Board on November 15, 2022. Notice to Proceed on bulkhead December 21, 2022 to Independence Excavating.

<p>Viaduct Rehabilitation Bulkhead Repair(27Y(a))</p>	<p>Contractor: Independence Excavating Construction Cost: \$869,500</p>	<p>Install sheet piling in Cuyahoga River to protect Viaduct Pier #5. Contract awarded by Board on November 15, 2022. NTP issued December 21, 2022.</p>
<p>Waterfront Line Bridge Repairs (27Z)</p>	<p>Bridge Repairs (design including MSE walls) Designer: Hardesty &amp; Hanover Cost: \$1,481,464</p>	<p>Bridge monitoring by TranSystems/BDI in place and running. Project advertised on December 27, 2020. with Hardesty &amp; Hanover selected March 1, 2021. 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 Hardesty &amp; Hanover September 15, 2021. Four towers were inspected and completed on December 13, 2021. Project awarded to Great Lakes construction September 20, 2022.</p>
<p>Waterfront Line Bridge Repairs (27Z)</p>	<p>Bridge Repairs including MSE walls. Construction Contractor: Great Lakes Construction Company Cost: \$8,539,480</p>	<p>NTP issued October 18, 2022. Reviewing submittals. Project awarded to Great Lakes construction September 20, 2022. NTP issued October 18, 2022. Reviewing submittals.</p>
<p>Waterfront line Bridge Emergency Shoring 27Z(a))</p>	<p>Four Shoring Towers installed as an emergency repair. Construction Cost: \$696,796</p>	<p>Board ratified as emergency September 14, 2021. Work began in field September 27, 2021, and was completed on December 13, 2021. Additional work required June 24, 2022, and another reset on September 7, 2022. Work complete. THIS IS LAST REPORT.</p>
<p>Tower City East Portal Sectionalization (52N(a))</p>	<p>Construction Cost Estimate: \$87,120</p>	<p>Preparing package for feeder cable installation from Eagle Avenue Substation in Joint Territories east of East Portals to Tower City.</p>
<p>Tower City East Portal Rehabilitation (52N)</p>	<p>RFP for design of repairs to Tower City East Portal including track, power and signal. Designer: E.L. Robinson Cost: \$989,942</p>	<p>Contract awarded by Board on February 19, 2019. Notice to Proceed issued on April 4, 2019. Design proceeding. Track 8 duck-under to remain. Plans complete. Project issued for bids March 28, 2022. No bids were received. Estimate to be reviewed prior to resubmitting to Procurement. Design plans at 100%.</p>

<p>W. 117th Track Bridge Rehabilitation (62A)</p>	<p>Design for repairs to bridge and station platform                  Designer: Michael Baker International                  Design Cost: \$504,211</p>	<p>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 reviewed, and comments returned on November 10, 2021. 60% plans (Phase 3) received January 15, 2022, and comments returned February 12, 2022. 98% plans reviewed and comments returned June 24, 2022. 100% package for bidding received September 16, 2022. Project circulating for signatures prior to being submitted to Procurement.</p> <p>100% plans complete.</p>
---	---	---

<p>Red Line Flyover West of Stokes (62C)</p>	<p>Design Estimate: \$350,000</p>	<p>Project to repair or remove bridge over abandoned industrial track. Preliminary design underway.</p>
--	-----------------------------------	---

<p>Special Bridge Inspections Engineering Services for 2023 (19.63)</p>	<p>Services Estimate: \$350,000</p>	<p>Inspection of forty-six (46) structures that have Steel Non-Redundant Tension Members (STEN).</p>
---	-------------------------------------	--

**Track, Signal & Power**

<p>Trunk Line Signaling Design (12D)</p>	<p>Design for Trunk Line (E. 79 to Shaker Sq. Station) Signal System Replacement                  Designer: Rio Grande Pacific Technology                  Cost: \$268,412</p>	<p>Contract awarded by Board on December 17, 2019. NTP issued February 13, 2020. Trunk Line Survey Report received March 2020. Initial design completed and package sent to Procurement June 23, 2021.                  Bids received on August 18, 2021, but project canceled by Procurement. Second advertisement unsuccessful on December 8, 2021.                  Project submitted March 28, 2022, for third Procurement effort. Trip stop at LR100 removed from scope.                  Project submitted September 30, 2022, for fourth Procurement effort. Bids opened December 16, 2022. Apparent low, Bison Rail Services, to be presented to January Board for award.</p>
--	--	---

<p>Trunk Line Signal Replacement – Construction (12D) (12D(a))</p>	<p>Construction Contractor: Bison Rail Services Northeast Ohio Trenching  Construction Estimate: \$4,464,789 \$347,000</p>	<p>Project submitted September 30, 2022, for fourth Procurement effort. Bungalow foundations submitted as separate Project. 12D(a).  Bids opened November 30, 2022, for 12D(a) and December 15, 2022 for 12D.  12D Bison Rail Services and 12D(a) Northeast Ohio Trenching to be presented to January 2023 Board for award.</p>
<p>Red Line 515 turnout Return to Service (12F)</p>	<p>Designer: Mott MacDonald  Design Cost: \$219,284  Construction Estimate: \$2,999,500</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. 90% design received review completed in November 2021. No responsive bids received.  Package circulating for approvals prior to second bid. Increased estimate at issue for funding.</p>
<p>Consolidated Train Dispatch System (CTDS) Upgrade (12H)</p>	<p>Furnish &amp; and Install  Project Cost: \$4,000,000</p>	<p>Replacement, testing and commissioning of new front end and back-office equipment including programming. RFP issued and pre-proposal held March 16, 2022. Proposals received on May 5, 2022. Selected proposal awarded at the September 20, 2022, Board. Contract preparation still underway.</p>
<p>Tower City Tracks 10 &amp; 13 (52M)</p>	<p>Design for Track Replacement and Signal System Upgrades  Consultant: TranSystems Cost: \$1,152,356</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 completed. GL1 modifications complete. New crossover 115-117 in service. Consultant asked to approve deductive Change Order to reimburse GCRTA for direct and indirect cost to conform 10W platform to new track alignment. TranSystems accepted \$50,000 deduction for resolution of platform 10W clearance issue.  As-builts still awaited.</p>

<p>Tower City Tracks 10 &amp; 13 (52M)</p>	<p>Track Replacement and Signal System Upgrades Construction Contractor: Railworks Cost: \$12,028,299</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. 10W reconstruction clearance issues resulted in platform modifications. New 115-117 crossover and turnout 121 in service. GL1 reprogramming complete. Project closed. THIS IS LAST REPORT.</p>
<p>CRMF-Track 3 (52Y(a))</p>	<p>Track 3 and four Transfer Table Crossings Repair Designer: TBD Design Estimate Cost: TBD</p>	<p>Task Order to On-Call for Transfer Table modifications to be developed.</p>
<p>Red Line Rail Grinding Program (52U)</p>	<p>Design Consultant: Advanced Rail Management Design Cost: \$476,370</p>	<p>Field Investigations completed, wheel and rail profiles agreed upon. Designer behind in submitting final report and construction documents. ARM bought out and new Project Manager assigned to complete project. Contract in place. Selection of grinding contractor for award 1<sup>st</sup> quarter 2023</p>
<p>Trunk Line Track Rehabilitation E. 75<sup>th</sup> St. Interlocking (52X)</p>	<p>Construction Contractor: Delta Railroad Construction Cost: \$3,494,819</p>	<p>Track reconstruction at the Red/Blue-Green (Heavy/Light Rail) Line Junction Rail, tie turnout and switch machine replacement. Includes new ballast and track alignment. Bids received on June 16, 2022, and contract awarded at the July 26, 2022, Board meeting. Notice to Proceed issued August 31, 2022. Special track work submittals approved, other submittals in process. Shutdown scheduled for August 20, 2023, start.</p>
<p>Warrensville/Van Aken Substation Replacement (60B)</p>	<p>Furnish and Install Modular Warrensville/ Van Aken Substation Contractor: Hatzel &amp; Buehler Construction Cost: \$3,024,828</p>	<p>Project Board Award approved on November 19, 2019. Notice to Proceed issued January 16, 2020. Reclosure equipment on order. Resolution for Illuminating Company utility agreement approved. Prefabricated substation received and installed. House power connected for lighting, heating and cooling. Landscaping completed in October 2022. Awaiting Illuminating Company to install reclosures and switches, currently expected year-end 2023.</p>



<p>Warrensville/Van Aken Substation Replacement (60B)</p>	<p>Contractor: The Illuminating Company Construction Cost: \$850,520.03</p>	<p>The Illuminating Company (TIC) agreement to install main feeders approved by the Board on September 28, 2021. TIC received the majority of the power equipment in December 2022.  Work underway on temporary busway and feeder duct in existing busway.</p>
<p>W. 117<sup>th</sup> Substation Rehabilitation (60C)</p>	<p>Contractor: Lake Erie Electric Construction Cost: \$2,095,170</p>	<p>Replacement of transformer/rectifier and switchgear. Existing building to be reused. Board awarded contract March 23, 2021. Notice to Proceed issued May 14, 2021, and kick-off meeting held. Submittals completed and equipment manufactured. Delivery and construction began on October 24, 2022.  Demolition of old equipment complete and construction underway.</p>
<p>E. 120<sup>th</sup> Substation Replacement (60E)</p>	<p>Construction Contractor: TBD Construction Estimate: \$4,000,000</p>	<p>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. City approval required. Anticipate advertisement second quarter 2023.</p>
<p>W. 30<sup>th</sup> Substation Rehabilitation - Transformer/Rectifier Set (60F)</p>	<p>Contractor: Hatzel &amp; Buehler Construction Cost: \$1,711,685</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. Existing equipment removal complete. New equipment installation completed; power turned on October 10, 2022.  Project in closeout, final invoice awaited.</p>

**Passenger Facilities**

*Rapid Stations*

<p>Warrensville- Van Aken Station (24W) (24W(a))</p>	<p>Reconstruction of Warrenville- Van Aken Station In-House design Budget: \$3,500,000</p>	<p>In-house design for new station includes platforms, track replacement/realignment, power modifications in connection with 60B and new comfort station/waiting area service building. Project also coordinates with Shaker Public Realm Improvements. ODOT TRAC funding will help complete track replacement. Environmental clearances received from FTA. Design at 90%. Final approvals obtained from City of Shaker Heights. Track design complete. Design of catenary, power and signals ongoing. Circulation of 90% plans for comment/approval underway. 90% cost estimate exceeds budget.</p>
--	--	--

**Planning**

<p>Baby on Board (19.03)</p>	<p>TWE improvements In various locations in the County  Contractor: Brasco &amp; Cuyahoga County Board of Health  Budget: \$500,000</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 a \$160,775 contract with Brasco. An Amended MOU was approved by the Board of Trustees on July 26, 2022. This Amended MOU expands the program throughout the County and allows marketing expenses. A new marketing campaign has been launched with new graphics and wrapped buses. All shelter improvements are completed. ODOT has just approved the extension of the grant through December 31, 2024 and the additional of Micro Transit services.</p>
----------------------------------	---	--

<p>RTA ConnectWorkS MicroTransit (19.30 a)</p>	<p>Contractor: Share Mobility (\$300,000)</p>	<p>Project includes the provision of Micro Transit First/Last Mile services from an RTA location to a work site. GCRTA is contribution 50% of a flexible service focused on getting workers the first and last mile to their job site. The First proposals are due on November 12, 2021. The GCRTA Board awarded 2 contracts on April 12,2022. A Contract with Share has been executed and service began on December 14, 2022. The second contractor rescinded their proposal. A new Micro Transit RFP was issued on February 13, 2023. Proposals are due on March 30, 2023.</p>
--	---	--

<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. A Section 106 Consultant was hired first and has completed the approval by FTA and OHPO. The public planning and design process has concluded resulting in a shelter design and amenity package that met the approval of GCRTA customers, Shaker Heights Planning Department, and residents. It also included architectural support from a shelter manufacturer and resident GCRTA architect.</p>
---	---	--

The RFP has been completed but is being delayed due to funding issues.

This delay may have a significant impact on the cost of the project and completion schedule of the project as the lead time and cost of shelters continues to rise.

# QUARTERLY MANAGEMENT REPORT

Q4 2022

On-Board Origin (19.50)	On-Board Origin/Destination Survey  Contractor: ETC  Cost: \$931,560.86	Origin/Destination survey of entire GCRTA network required by FTA. The survey will provide valuable data on RTA customers and trip-taking patterns. The data is required by FTA and will serve to provide RTA staff with data to be used to plan facilities, services, programs, route planning and scheduling. RFP responses received on September 30, 2022, and the contract award was awarded by the GCRTA Board on December 20, 2022.  A Kick-off meeting is scheduled for February 23, 2023.
----------------------------	--	---

## Maintenance Facilities

Infrastructure Upgrades @ Hayden & CBMF for CNG (61B)	Infrastructure upgrades for CNG fueling at Hayden, CBMF and Triskett Consultant: Wendel Cost: \$553,023	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. Project closed. THIS IS LAST REPORT.
--	---	---

CNG (HVAC) Bus House Infrastructure Upgrades at Triskett (61E)	Consultant: Wendel HVAC Design Cost: \$350,374	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 nearing completion, final testing ongoing. Project closeout underway.  Fire door closure reopening and rooftop unit issues remain to be resolved.
---	--	---

Construction of CNG Infrastructure Upgrades at Triskett (61F)	Contractor: The Ruhlin Company Construction Cost: \$7,088,895 including \$686,796 for Waterfront Bridge Shoring Towers	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. Building and Fire Inspection completed on May 9, 2022. Fueling ongoing. Project closeout underway.  Fire door closure reopening and rooftop unit issues remain to be resolved.
--	--	---

MetroHealth Line  
BRT  
(70)

Consultant: TBD  
Budget: \$2,000,000

Design consultant selection in process. Project will complete NEPA, Section 106 and construction documents for four-mile BRT from Detroit/Superior Bridge to Broadview/State/Pearl intersections. Continuation of W25th TOD plan. Project included in list of projects eligible as FTA Small Starts. Readvertised September 6, 2022, and proposals received October 6, 2022.

Negotiation with vendor ongoing. Agreement with project estimate at issue.



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

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