

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

# QUARTERLY MANAGEMENT REPORT

FOURTH QUARTER 2018



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## From the CEO



As we look back, we know 2018 posed some challenges. However, RTA has remained both steadfast and diligent in its financial management and budget execution. Specifically, expenses were \$291M and revenue was \$295M and RTA finished the year with an available ending balance of \$39.0M. These critical benchmarks have created the stability we need and have opened a space that allows us to plan carefully before we take the next important steps.

The outstanding team effort that accomplished these results allowed RTA to create a 2019 budget of which we all can be proud. In the 2019 budget, no revenue losses or service decreases are noted, and we've set the stage for RTA to move forward with new vision and purpose. A stable financial situation allows us to take our time and set our course. As we launch into 2019, we will execute five critical pillar studies and take time to engage the community and the board regarding a system redesign, a fare study, an economic impact study and much more. We are proud to celebrate a year of financial stability and significant results as we confidently move RTA forward to meet the achievements ahead.

2018 was a year of transition and milestones. There were several key leadership changes. In September, I was named RTA's Interim CEO/General Manager; Hayden District and the Central Bus Maintenance Facility are under new Directors; and Justin M. Bibb and Terence P. Joyce were appointed to RTA's Board of Trustees.

This year has also been a year of commemorating milestones. The MetroHealthLine celebrated its 1 millionth rider less than a year after its opening in December of 2017. In November, we celebrated two significant milestones. First, the HealthLine marked its 10<sup>th</sup> anniversary. The \$200 million project has generated \$9.5 billion in economic development along Euclid Avenue and connects the two largest regional employment areas, Downtown and University Circle. The HealthLine was the region's first Bus Rapid Transit (BRT) and was named the "Best BRT in the Nation" in 2013.

Second, RTA celebrated 50 years of Red Line service to Cleveland Hopkins International Airport. Opened in November of 1968, Red Line service to the airport was the first in the world to offer direct public transit rail service between a city's Downtown district and an international airport. This convenient rail connection remains a critical component, not only to Downtown economic development, but also to the burgeoning travel, tourism, and convention business in the city. To help us maintain such a valuable asset to RTA and Cleveland, the Ohio Department of Transportation (ODOT) is providing \$8.6 million in new state funding for track reconstruction between Cleveland Hopkins and West Park Station.

GCRTA was honored in 2018 with the APTA Gold Award for Bus Safety, which is an improvement over the Certificate of Merit received in 2017. The Ohio Bureau of Worker's Compensation awarded RTA the Group Award for Safety for their 2017 Safety Campaign. RTA was once again recognized as Best in Class for Workforce Diversity by the Greater Cleveland Partnership. Because this is the third time RTA has been awarded this honor, we will be placed in the GCP Workforce Diversity Hall of Fame. We were named Government Fleet of the Year by fleetowner.com for maintaining an aging fleet to control costs, and RTA received our 30<sup>th</sup> consecutive Distinguished Budget Presentation Award and the Certification of Achievement for Excellence in Financial Reporting from Government Finance Officers Association, which is the highest form of recognition in governmental budgeting and financial reporting.



The enclosed report details the activity and operating results of RTA through the fourth quarter of 2018. The eight TEAM performance measures continue to be at the core of our operating philosophy. Additional quarterly updates are included for DBE participation, Affirmative Action, Succession Planning, and a status update on our Engineering and Construction activities.

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

Sincerely,



Floun'say R. Caver, Ph.D., Interim CEO  
General Manager/Secretary-Treasurer

**Financial Analysis**

**Financial Vision**

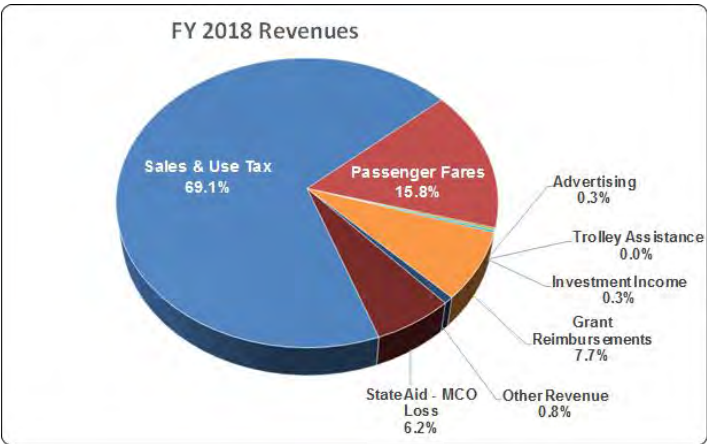
Total General Fund Revenues ended the year \$12.8 million over budgeted levels. Sales & Use Tax receipts and Passenger Fare Revenues ended the year \$6.5 million, or 3.3 percent, and \$3.8 million, or 8.8 percent, above budget. Direct Pay Tax Return Payments, where the MCO receipts were recorded, dropped \$16.3 million. Fourteen of the twenty-three categories within the tax base, including Regular Sales Tax Payments, Seller’s Return Payments, Motor Vehicle Tax Payments, and Statewide Master Numbers ended the year above 2017 levels, totaling \$8.3 million. This was not enough to counter-act the removal of the MCOs from the tax base, and Sales & Use Tax as a whole, dropped \$9.4 million, compared to 2017 levels. In anticipation of the reduction in sales tax, Budgeted Operating Expenses were reduced by \$7.8 million, compared to the 2017 Budget. In the First Quarter 2018, General Fund Expenses were further reduced by \$12.7 million. Operating Expenses were tightly managed throughout the year, resulting in a savings of \$1.5 million compared to FY 2018 3rd Quarter estimates. The General Fund available ending balance at year-end is \$39.0 million, an increase of \$3.9 million from the 3rd Quarter estimate. This enabled the Authority to increase the Transfers to other funds by \$15 million: \$5 million each for Insurance Fund, Capital Improvement Fund, and Reserve Fund. By managing costs and monitoring revenues, management has made positive steps toward strengthening the Authority’s financial position and ensuring stability through 2021.

The 2016-2018 Balanced Scorecard identifies two initiatives under Fiscal Responsibility: (1) Increase Revenue and Reduce Expenses, and (2) Enhance Fiscal Responsibility. The core drivers of Fiscal Responsibility are outlined in Figure 1.

Initiative: Increase Revenue; Reduce Expenses	Performance Target	4th Quarter Performance	Performance
General Fund Revenues	≥ 1% Growth	-0.3%	
Passenger Fare Ratio	≥ 20%	19.1%	
General Fund Expenses	≤ General Fund Revenue	-1.4%	
Personnel Cost vs. Budget	≤ Budget	-3.0%	

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

**General Fund Revenues**



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

Figure 2: FY 2018 Revenues

Sales & Use Tax receipts, Passenger Fares, and Grant Reimbursements represent 92.6 percent of total revenues for the Authority. The State provided \$18.3 million of special, one-time assistance at the end of the Third Quarter to offset the loss of sales tax revenue from the removal of Medicaid MCO from the tax base. Additional assistance from the state is not expected. Sales & Use Tax receipts totaled \$204.3 million, 3.3 percent higher than the budget, but 4.4 percent lower than 2017 receipts.

Passenger Fares, the second largest source of revenue, totaled \$46.6 million, 8.8 percent higher than budget and 2.6 percent higher than 2017 levels. The Passenger Fare Ratio is a measurement calculating the amount of Operating Expenses covered by Passenger Fare Revenue. The Balanced Scorecard goal is to have 20 percent of Passenger Fares cover Operating Expenses. At the end of the year, Passenger Fares covered 19.1 percent of Operating Expenses, higher than the 18.3 percent at the end of the Second Quarter and 18.7 percent projected at the end of the Third Quarter. This indicator is different than the Operating Ratio Board Policy Goal represented on page 8. The Operating Ratio also includes other locally-sourced revenues, including advertising, investment income, and other revenue.

Grant Reimbursements, totaled \$22.7 million, or 7.7 percent of total revenues. Preventive Maintenance reimbursements were held under the goal of \$25 million. Other Reimbursed Expenditures includes reimbursements for force account labor, fuel tax refunds, and other federal and state reimbursements.

The other revenue sources, which include Advertising, Investments, and other miscellaneous revenues, represent 1.3 percent of total revenues, or \$3.7 million, and ended the year 14.8 percent below budget. Due to a timing issue, the receipts expected in December 2018 for Advertising were received in January 2019.

General Fund Revenue	4th Quarter Revenues	Percentage of Total Revenue	Percentage Change Compared to Budget
Sales & Use Tax	\$ 204,331,707	69.1%	3.3%
Passenger Fares	\$ 46,611,350	15.8%	8.8%
Advertising, Investments and Other Revenue	\$ 3,744,329	1.3%	-14.8%
State Aid for MCO Loss	\$ 18,271,169	6.2%	0.0%
Grant Reimbursements	\$ 22,667,293	7.7%	-0.1%
<b>Total Revenues</b>	<b>\$ 295,625,848</b>	<b>100.0%</b>	

Figure 3: General Fund Revenue Highlights

**General Fund Expenses**

The original 2018 General Fund Budget included Operating Expenses of \$259.7 million and transfers to other funds of \$40.5 million, for a total of \$300.1 million. As part of our efforts to efficiently manage revenues and expenditures, a budget amendment to reduce General Fund expenses by \$12.7 million was made in the first quarter of 2018. In the Fourth Quarter, \$15 million was added to the appropriations for transfers to the Insurance Fund, Capital Improvement Fund, and Rolling Stock Reserve Fund. The Amended General Fund Budget totaled \$302.6 million.

Total General Fund expenditures were \$291.5 million, \$11.1 million less than the Amended Budget and 1.2 percent below 2017 levels. The following information compares actual expenses to the 2018 Amended General Fund Budget.

The two largest categories in the Operating Budget are Salaries & Overtime and Payroll Taxes & Fringes, representing 63.8 percent of the Operating Budget. Given the reduction in sales tax receipts, the Authority reviewed open staff positions throughout the year. Positions were filled to maintain service levels, safety, and maintenance needs. Our various wellness programs held during the year ultimately helped to reduce expenses for hospitalization, prescription, vision, and dental. The balanced scorecard goal is for personnel costs to be at or 2% below budgeted levels. At year-end, total personnel expenses (salaries, overtime, payroll taxes, and fringes) were 3.0 percent under budgeted levels. Figure 5 summarizes the Authority-wide 2018 expenditures by the workforce segments.

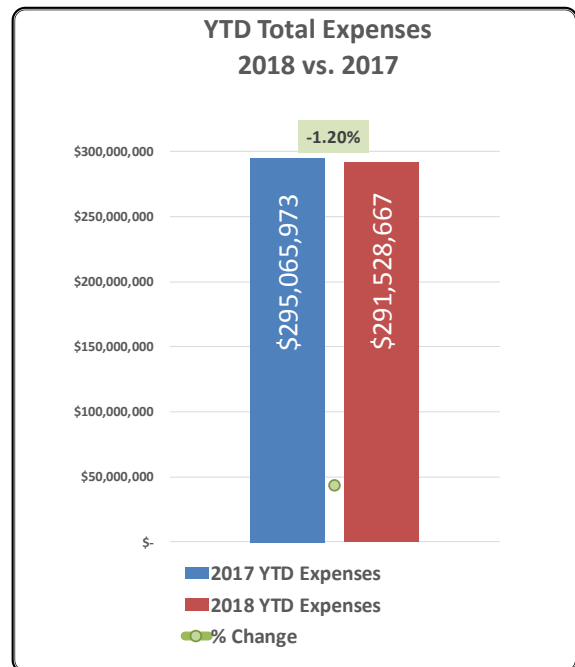


Figure 4: Expenditures: FY2018 vs FY 2017

Workforce Segment	4th Quarter Expenses	4th Quarter Budget	% Expense vs. Budget
Salaries & Overtime	\$ 134,480,231	\$ 138,159,596	-2.7%
Payroll Taxes & Fringes	\$ 51,457,495	\$ 53,585,663	-4.0%
<b>Total</b>	<b>\$ 185,937,726</b>	<b>\$ 191,745,259</b>	<b>-3.0%</b>

Figure 5: Salaries and Fringe Benefits Performance Highlights.

Fuel costs, including diesel and natural gas, are managed by the Energy Manager through the Energy Price Risk Management Program. Fuel represents 2.2 percent of total expenses and ended the year 8.5 percent below budgeted levels. Other Expenses include services, inventory, other utilities, such as telephone and electricity costs, liabilities and damages, and other expenses, which are largely driven by the Operations division. As a whole, this category totaled \$52.2 million or, 17.9 percent of the total expenses and were 6.1 percent below budgeted levels. This category is broken out further in the next few paragraphs and highlighted in Figure 6.

Services and service contracts totaled \$13.1 million at the end of the year and represent 4.5 percent of the total expenses, 3.2 percent under budgeted levels. Materials and Supplies includes the Inventory category, which covers preventive and corrective maintenance parts for buses, trains, facilities, and equipment; as well as kits for the predictive maintenance program. Materials and Supplies and Inventory ended the year

3.7 percent below budgeted levels. The Inventory Department was restructured and renamed to Supply Chain Management, which has taken on a greater pro-active approach to inventory management.

Other Fuel and Utilities includes gasoline, propane fuel, propulsion power, water, sewer, electricity, telephone, and taxes. Utilities represent 2.6 percent of total expenditures and ended the year 9.9 percent under budgeted levels. The majority of the savings in this category were in propulsion power and electricity, both managed by the Energy Manager. Liability claims and insurance premiums ended the year at \$3.7 million, 15.1 percent under budgeted levels, as the Authority continues to push its mission of Safe, Reliable, Clean, and Courteous, Safety being of utmost importance.

Purchased Transportation includes ADA Contracts, the vanpool, and Medina/Brunswick Pass-Thru. Purchased Transportation expenditures totaled \$9.9 million, 2.3 percent under the 2018 Amended Budgeted Level. An increase in the pass through funding for Medina County transit was made in the beginning of the Fourth Quarter. ADA purchased transportation contracts were extended through the Second Quarter of 2019 to enable a larger contract to be considered and spur more competition in this service.

Transfers to Other Funds include transfers from the General Fund to the Reserve Fund, Pension Fund, Capital Funds, Bond Retirement Fund, and Insurance Fund. A \$30 million debt service was scheduled for First Quarter 2018, but was deferred until the First Quarter of 2019. At the end of the Third Quarter, transfers totaled \$18.1 million, 28.8 percent below budget. A resolution was approved by the Board of Trustees in December, increasing the appropriations for total transfers by \$15 million. Transfers to the Insurance Fund were needed to pay insurance premiums, claims, and to maintain the recommended ending balance. A \$5 million transfer to the Capital Improvement Fund was needed to provide funding for the radio/communications project and to purchase a printing press. The Radio project's funding is provided by a Federal Highway Administration through a 50/50 reimbursement grant. Lastly, an increase in the transfer to the Reserve Fund of \$5 million was made for the rail car replacement.

Operating Expenditures	4th Quarter Expenditures	Percent of Total Projected Operating Expenses	Percentage Change Compared to Budget
Salaries & Overtime	\$ 134,480,231	46.1%	-2.7%
Payroll Taxes & Fringes	\$ 51,457,495	17.7%	-4.0%
Fuel (Diesel & Natural Gas)	\$ 6,255,413	2.1%	-8.5%
Services and Contracts	\$ 13,143,766	4.5%	-3.2%
Inventory	\$ 12,961,263	4.4%	-3.0%
Purchased Transportation	\$ 9,934,312	3.4%	-2.3%
Other Fuel and Utilities	\$ 7,653,673	2.6%	-9.9%
Liabilities & Damages	\$ 3,659,306	1.3%	-15.1%
Materials & Supplies	\$ 3,499,163	1.2%	-6.1%
Other Fuel and Utilities	\$ 1,309,056	0.4%	-30.1%
Transfers to Other Funds	\$ 47,174,988	16.2%	-2.7%
<b>Total</b>	<b>\$ 291,528,667</b>	<b>100.0%</b>	

Figure 6: Key General Fund Expense Highlights



## Financial Goals

Additional measures of budget performance include six financial policy goals as approved by the Board of Trustees. The Financial Goals are listed in Figure 7.

### Operating Efficiency

The policy goal is to maintain an **Operating Ratio** of at least 25 percent. The year-end Operating Ratio of 19.9 percent, above the 17.8 percent in the 2018 Amended Budget and better than the 19.2 percent in the Second Quarter. Key influencers of this indicator are the 3 percent service adjustment executed in March 2018 and an increase in passenger fare receipts in the Third Quarter due to back payment from a vendor.

The target of the **Cost per Hour of Service** measure is to be maintained at or below the budgeted rate of inflation, which is 2 percent. Factors that impact this indicator include the change of Total Operating Expenses relative to the prior year, annual service levels, and the rate of inflation as calculated by the Federal Reserve. At year-end, total Operating Expenses were \$3.3 million less than 2017, or -1.4 percent compared to 2017, as expenses were tightly maintained. Service levels were budgeted at 1.9 million hours but ended the year at 1.8 million hours.

**Operating Reserve is targeted for a period of 30 Days or 1 Month**, meaning the available cash equivalent of one month's operating expenses, about \$20.1 million. Key factors that influence this indicator are Operating Revenues and Expenses, and General Fund Transfers to the other Funds of the Authority. With an available ending balance of \$39.0 million, the year-end Operating Reserve is 1.9-months.

### Capital Efficiency

The **Debt Service Coverage** ratio goal is 1.5 or above and compares total operating resources, (net of operating costs and transfers to the Insurance, Capital, and Pension Funds), with the Authority's debt service needs. At year-end, the Debt Service Coverage is 3.76, higher than the budgeted amount of 2.69 due to maintaining Operating Expenses at 2016 levels and the deferring of the debt issuance to 2019.

The **Sales Tax Contribution to Capital** includes direct support for capital projects, transfers to fund the Authority's bond retirement payments, and has a Board policy goal of at least 10 percent. This indicator is ended the year at 14.6 percent, within the policy goal.

At 100 percent, the **Capital Maintenance Outlay to Capital Expansion Outlay** ratio remains outside of the 75-90 percent range outlined in the Board Policy goal and over the FY 2017 level of 97.3 percent. This measure continues to show the Authority's focus remains first on the maintenance or State of Good Repair (SOGR) of its current assets rather than on the expansion of service levels. Given the financial constraints of recent years, this continues to remain the best course available as the Authority continues on its five-year bus replacement program, equipment upgrades and infrastructure improvements.

In summary, four of the six financial goals meet the Board Policy Goals and a fifth goal is projected better than budget. Once again, the hard work put forth to maintain Operating Expenses at the prior year level has helped to maintain a strong financial position for the Authority into FY 2023. An aging rail infrastructure, including cars, track, and signals, is putting great demands on the Capital Improvement Plan. Nationwide, transit authorities are seeing ridership declines, especially from choice riders. Identifying a revenue stream to replace the MCO loss from the Sales & Use Tax is the next hurdle in order to provide quality service and replace the rail cars and infrastructure. The Authority has made tremendous strides to provide a sustainable budget, but the hard work is not done.

2018 YEAR-END							
Financial Policy Goals							
		Goal	2015 Actual	2016 Actual	2017 Actual	2018 Amended Budget	2018 Year End Actual
Operating Efficiency	Operating Ratio	≥ 25%	19.9%	20.1%	19.5%	17.8%	19.9%
	Cost/Hour of Service		\$140.0	\$135.1	\$132.4	\$139.3	\$134.3
	Growth per Year	≤ Rate of Inflation [2%]	13.1%	-3.5%	-2.0%	5.2%	1.4%
	Operating Reserve (Months)	≥ 1 month	0.8	1.6	1.7	1.4	1.9
Capital Efficiency	Debt Service Coverage	≥ 1.5	1.78	2.50	4.11	2.69	3.76
	Sales Tax Contribution to Capital	≥ 10%	18.5%	14.3%	12.2%	13.5%	14.6%
	Capital Maintenance to Expansion	75% - 90%	98.9%	96.3%	97.3%	94.3%	100.0%
Reserved Fund	Fuel Reserve Fund	Fuel Budget less Actual Expenditures	\$0	\$0	\$2,454,922	\$0	\$0
	Compensated Absences Reserve Fund	≤ 25% of Accrued Liability	\$0	\$0	\$1,900,000	\$944,484	\$944,484
	Hospitalization Reserve Fund	≤ 10% of Annual Hospitalization Costs	\$0	\$0	\$1,800,000	\$729,330	\$729,330
	27th Payroll Expense Reserve Fund	Equal to about 1/12 of 27th Pay Period	\$0	\$0	\$1,400,000	\$694,848	\$694,848
	Rolling Stock Replacement Fund	≥ \$5,000,000 / yr	\$0	\$0	\$10,000,000	\$0	\$5,000,000

Figure 7: GCRTA Financial Policy Goals, Performance – Fourth Quarter 2018

### General Fund Balance Analysis

	2015 Actual	2016 Actual	2017 Actual	Amended 2018 Budget	2018 Year-End	Variance
<b>Beginning Balance</b>	<b>27,116,140</b>	<b>16,822,906</b>	<b>33,324,814</b>	<b>34,869,398</b>	<b>34,869,398</b>	<b>0</b>
<b>Revenue</b>						
Passenger Fares	48,419,211	46,279,344	45,436,326	42,855,419	46,611,350	3,755,931
Advertising & Concessions	1,442,677	2,860,267	2,389,856	2,095,000	786,836	(1,308,164)
Sales & Use Tax	205,843,321	218,749,851	213,718,145	197,793,912	204,331,707	6,537,795
State Aid for MCO Loss	0	0	10,034,083	15,134,083	18,271,169	3,137,086
CMAQ Reimbursement for 2012 Trolleys	533,478	0	0	0	0	0
Operating Assistance - Paratransit Operations	3,125,000	0	0	0	0	0
Trolley Sponsorship	0	0	0	640,000	0	(640,000)
Access to Jobs Program	920,570	0	0	0	0	0
Investment Income	153,534	42,156	260,016	110,000	740,251	630,251
Other Revenue	1,254,771	1,888,060	1,990,027	1,550,000	2,217,242	667,242
Reimbursed Expenditures	19,720,588	24,560,024	22,782,104	22,685,000	22,667,293	(17,707)
<b>Total Revenue</b>	<b>281,413,150</b>	<b>294,379,702</b>	<b>296,610,557</b>	<b>282,863,414</b>	<b>295,625,848</b>	<b>12,762,434</b>
<b>Total Resources</b>	<b>308,529,289</b>	<b>311,202,608</b>	<b>329,935,371</b>	<b>317,732,812</b>	<b>330,495,246</b>	<b>12,762,434</b>
<b>Operating Expenditures</b>						
Salaries and Overtime	134,377,598	134,370,484	135,514,105	138,159,596	134,480,231	(3,679,365)
Payroll Taxes and Fringes	52,231,192	48,074,083	51,553,465	53,585,663	51,457,495	(2,128,168)
Diesel Fuel	10,804,133	8,627,383	6,535,532	4,966,000	4,397,371	(568,629)
Natural Gas	1,124,699	1,246,088	1,874,683	1,871,000	1,858,042	(12,958)
Other Expenditures	53,443,532	53,600,135	52,241,152	55,519,748	52,160,539	(3,359,209)
<b>Total Operating Expenditures</b>	<b>251,981,154</b>	<b>245,918,172</b>	<b>247,718,937</b>	<b>254,102,007</b>	<b>244,353,679</b>	<b>(9,748,328)</b>
<b>Transfer to the Insurance Fund</b>	<b>1,500,000</b>	<b>500,000</b>	<b>2,400,000</b>	<b>7,250,000</b>	<b>7,250,000</b>	<b>0</b>
<b>Transfer to the Pension Fund</b>	<b>100,000</b>	<b>100,000</b>	<b>75,000</b>	<b>60,000</b>	<b>60,000</b>	<b>0</b>
<b>Transfers to Capital</b>						
Bond Retirement Fund	22,615,956	21,887,562	17,045,783	18,538,897	17,236,407	(1,302,490)
Capital Improvement Fund	15,509,273	9,472,060	10,271,331	15,259,919	15,259,919	0
<b>Total Transfers to Capital</b>	<b>38,125,229</b>	<b>31,359,622</b>	<b>27,317,114</b>	<b>33,798,816</b>	<b>32,496,326</b>	<b>(1,302,490)</b>
<b>Transfer to Reserve Fund</b>	<b>0</b>	<b>0</b>	<b>17,554,922</b>	<b>7,368,662</b>	<b>7,368,662</b>	<b>0</b>
<b>Total Expenditures</b>	<b>291,706,383</b>	<b>277,877,794</b>	<b>295,065,973</b>	<b>302,579,485</b>	<b>291,528,667</b>	<b>(11,050,818)</b>
<b>Ending Balance</b>	<b>16,822,906</b>	<b>33,324,814</b>	<b>34,869,398</b>	<b>15,172,727</b>	<b>38,966,579</b>	<b>23,793,852</b>
<b>Reserved Funds</b>	<b>0</b>	<b>8,776,432</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Available Ending Balance</b>	<b>16,822,906</b>	<b>24,548,382</b>	<b>34,869,398</b>	<b>15,172,727</b>	<b>38,966,579</b>	<b>23,793,852</b>

Figure 8: GCRTA General Fund Balance Analysis – Fourth Quarter 2018

## Capital Commitments and Expenditures

### Capital Revenues

Under the Federal Grant Program there are 29 grant awards, 14 are within the Formula grant award category and 15 are either highly competitive or discretionary grants.

The Formula awards include the 5370-Urbanize Area Formula Grant, 5337-State of Good Repair, and 5339 Bus & Bus Facilities totaling \$50,399,137. The major competitive grants that have been received in prior years and identified for Fiscal Year (FY) 2018 are UTP, OTP3, CMAQ, NOACA 5310 and DERG awards at variable amounts.

The Strategic Plan initiative for Capital revenue is to obtain at least \$20 million of competitive awards each year, enabling the Authority to focus on the State Of Good Repair (SOGR) projects. Competitive awards totaled \$33.1 million, of which a combined \$12.1 million have been appropriated for Red Line Track Rehabilitation projects at W.30<sup>th</sup> – W.98<sup>th</sup>, Westpark Diamond Crossing Rebuild and W.117<sup>th</sup> to Westpark. The remaining projects receiving competitive funds for FY 2018 included \$12.3 million to assist in the purchase of 33 40-FT Compressed Natural Gas (CNG) buses and \$1.6 million for 9 commuter coaches. Other continuing projects nearing completion are Career Pathways Training Program, Little Italy University Station and Senior Transportation Connection. These projects, and other Capital projects are explained in further detail in the Capital Commitment sections.

Funding Source	Appropriated Funds	Funds Committed	Funds Available	Percentage of Funds Remaining
<b>Formula Funds</b>	\$118,039,857	\$91,008,656	\$27,031,201	<b>60.33%</b>
<b>Local Funds</b>	\$85,596,986	\$69,326,771	\$16,270,215	<b>36.32%</b>
<b>Competitive Funds</b>	\$33,130,109	\$32,591,382	\$538,727	<b>1.20%</b>
<b>State Funds</b>	\$0	\$0	\$0	<b>0.00%</b>
<b>Other Funds</b>	\$2,327,369	\$1,658,365	\$962,544	<b>2.15%</b>
<b>Grand Total</b>	<b>\$239,387,861</b>	<b>\$194,585,174</b>	<b>\$44,802,687</b>	<b>100.00%</b>

### Commitments by Capital Category

During 2018, the Authority’s capital program continued its focus on improving the overall SOGR of its capital assets and infrastructure. Major project activity during the year consisted of purchasing 33 40-ft CNG buses now in service, station reconstruction at E. 34<sup>th</sup> and E. 116<sup>th</sup> Station, Red Line track work at W. 30<sup>th</sup> to W. 98<sup>th</sup> and W. 117<sup>th</sup> to Westpark Station.

Due to the long term nature of many capital projects, the budget for the Authority’s capital program is multi-year or Inception-to-Date (ITD) based. Unlike the General Fund, which is annually appropriated, the RTA Capital and RTA Development Funds carry over budget appropriations for multi-years. As a result, the combined Fiscal Year (FY) 2018 capital budget appropriations of \$296.7 million included \$112.2 million and \$184.5 million of prior year carryover budget appropriation.

The combined End-of-Year (EOY) project commitments in the two capital funds totaled \$194.6 million, including \$165.4 million of ITD expenditures and \$29.2 million of active encumbrances resulting in a positive EOY variance of \$102.1 million, or 34.4%, relative to the EOY capital budgets. In general, the positive variance is due to capital projects completed or contracted under budget, the timing of availability



of funds, multi-year budgeted projects compared with the annual draws for project activities during the year, and projects delayed pending systematic evaluation.

At the end of the fiscal year, encumbrances totaled \$29.2 million within the Authority’s capital programs for various SOGR projects underway. These projects include required Track Bridge Inspections, Track Bridge Improvements at Viaduct and West Bound Access Rd, substation improvements at W. 65<sup>th</sup> Street and Puritas Station, track rehabilitation of Tower City Track 10 & 13 and Central Rail Maintenance Track 3, station reconstruction at E. 116<sup>th</sup>, Tower City East Portal and communication system upgrade to replace Radio CAD/AVL. These carryover projects and encumbrances, along with the upcoming 2019 Capital Improvement Plan budget of \$68.1 million will lead to an extremely busy upcoming year in the capital programs.

**2018 END OF YEAR (EOY)CAPITAL COMMITMENTS BY CATEGORY**

Category	EOY Budget	EOY Commitments	EOY Variance vs. Category Budget
Bus Garages	\$16,258,741	\$6,890,707.0	\$9,368,034 <b>57.6%</b>
Bus Improvement Program	\$50,164,421	\$43,336,996.0	\$6,827,425 <b>13.6%</b>
Equipment and Vehicles	\$29,898,452	\$16,485,003.0	\$13,413,449 <b>44.9%</b>
Facilities Improvements	\$18,206,185	\$15,654,164.0	\$2,552,021 <b>14.0%</b>
Other Projects	\$13,425,869	\$2,930,108.0	\$10,495,761 <b>78.2%</b>
Preventive Maint/Op. Reimb.	\$23,224,436	\$22,815,734.0	\$408,702 <b>1.8%</b>
Rail Projects	\$144,739,849	\$86,016,970.0	\$58,722,879 <b>40.6%</b>
Transit Centers	\$753,335	\$455,492.0	\$297,843 <b>39.5%</b>
<b>Grand Total</b>	<b>\$296,671,288</b>	<b>\$194,585,174.0</b>	<b>\$102,086,114 34.4%</b>

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

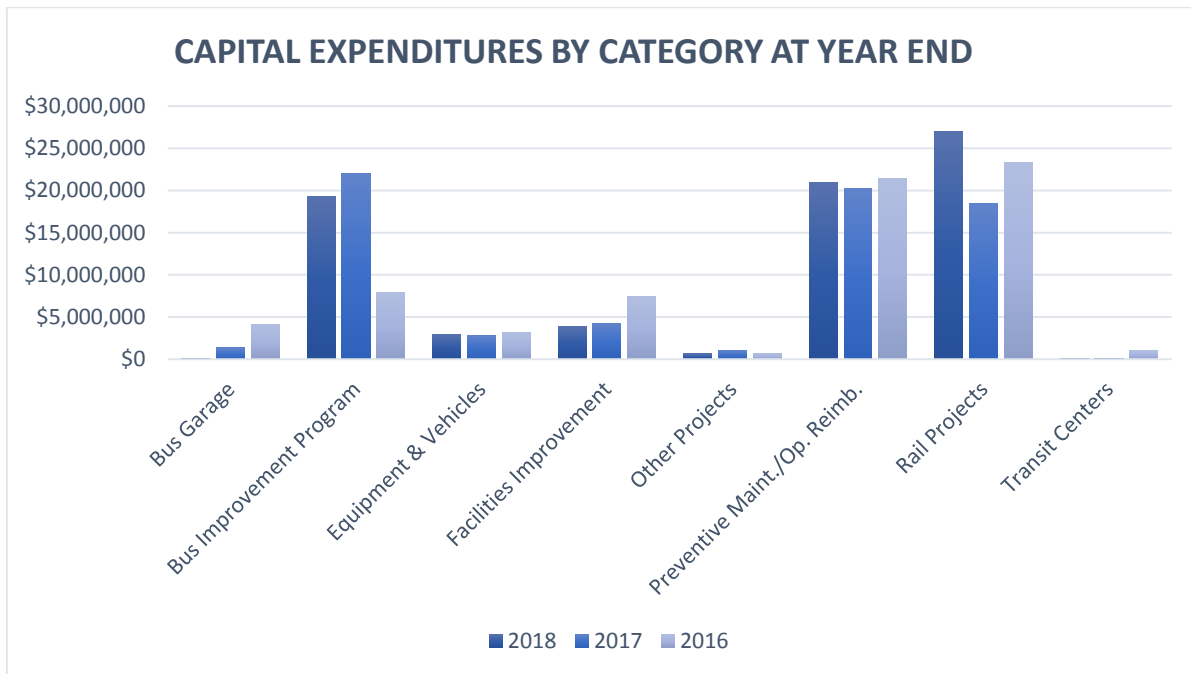
**Current Year Expenditures by Capital Category**

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

Capital activities resulted in \$75.0 million of expenditures in 2018 with majority of the expenditures occurring within three of the eight categories, Rail Project \$27.0 million, Preventive Maintenance/Operating Reimbursement \$20.8 million and Bus Improvement Programs, at \$19.2 million.

Some of the larger capital expenditures during the current year include \$16.5 million for the delivery of 33, 40-ft. CNG buses, completion of \$9.7 million for Red Line track rehabilitation at W. 30<sup>th</sup> to W. 98<sup>th</sup> and W. 117<sup>th</sup> to Westpark Station, and a combined \$9.8 million station upgrades at E. 34<sup>th</sup> Street Station and E. 116<sup>th</sup> Street Station.

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



**Bus Garages**

The main focus for the programmed capital projects within this category is to perform needed facilities upgrades. There are currently three projects within this category, including the soon to be completed Hayden/Central Bus Maintenance (CBM) CNG Building Compliance, CBM Lift & Fall Protection, and Triskett CNG Building upgrades that will house and maintain newly purchased CNG vehicles

At year end, \$6.9 million of the current \$16.3 million category budget was committed leaving a positive variance of \$9.4 million or 57.6%. Total category commitments include \$6.0 million of ITD expenditures and \$0.9 million of current encumbrances. The majority of the expenditures in this category were carryover expenses in facility improvements at Hayden/CBM addressing building compliance upgrades to serve CNG fueling stations.

**Bus Improvement Program**

The Authority’s capital program in FY 2018 includes the fifth year of a funded five-year bus and Paratransit bus replacement program. The Authority has added to its fleet 33 buses during the current year. At the close of FY 2018, one bus order remain under contract for 9 motor coaches that are due to arrive in the second quarter FY 2019.

At the end of 2018, category commitments totaled \$43.3 million out of a total budget appropriation of \$50.1 million, leaving a positive variance of \$6.8 million, or 13.6%. The year-end category expenditures of \$19.2 million included \$16.6 million for purchase of 33, 40-ft. CNG buses, \$1.6 million to receive the remaining balance for 24 Paratransit vehicles received in the prior year, and \$941,148 for various bus spare parts to help maintain the Authority’s existing bus fleets in a State of Good Repair.

**Equipment & Vehicles**

Total category commitments of \$16.5 million at the end of 2018 include \$6.3 million of ITD expenditures and \$10.2 million of open encumbrances resulting in a positive year-end variance of \$13.4 million, or 44.9%. The majority of the open encumbrances within this category include \$4.65 million or nearly 40.0%, within the on-going Fare Collection Equipment project and \$5.0 million, or 49.0% for Radio CAD/AVL. There has been limited progress in the year towards completion of the Fare Collection project. Remaining commitments within this category are concentrated within various SOGR equipment & vehicle upgrade projects throughout the Authority.

End of year expenditures within this category totaled \$2.9 million of capital expenditures. Some of the major expenditures within this category were resulted from a combined \$765,063 for various security and information technology improvements, \$783,063 for various equipment replacement or furniture upgrades throughout the Authority, \$568,000 for revenue collection equipment and \$771,441 expensed for non-revenue vehicle replacements or leases.

**Facilities Improvements**

Year-end combined commitments of \$15.7 million in this category include \$11.2 million of ITD expenditures and \$4.5 million of current encumbrances resulting in a positive variance of \$2.5 million, or 14%, versus the current category budget of \$18.2 million.

During FY 2018, \$3.9 million was expended within the current year for various facility improvements projects throughout the Authority. The majority of the category expenditures included completion of a combined \$1.0 million, for track bridge improvements to repairs of Viaduct Fender, evaluate and construction of critical fractures at Lorain Bridge and Demolition of West Bound Access Road Bridge at Central Rail Maintenance Facility. Other facility enhancements include \$1.9 million for locally funded Asset Maintenance program to maintain operating and passenger facilities throughout the authority.

**Other Projects**

The Other Projects category includes capital projects for pass-through grants to other entities and other miscellaneous capital projects that do not fit into the seven remaining capital categories. At the end of the year, this category has combined project commitments of \$2.9 million out of the category budget of \$13.4 million resulting in a positive variance of \$10.5 million or 78.2%.

During the year, a combined \$897,114 of expenditures were for projects within this category which include \$172,210 for Career Pathways, \$594,591 TSA Canine/Terrorism Team, \$50,238 for Senior Transportation Pass-Through, \$8,500 Transit Oriented Study, \$46,577 NOACA Dues, and \$25,000 for Greater Cleveland Civic Connections.

**Preventive Maintenance/Operating Expense Reimbursements**

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

Total commitments through year end within this category were \$22.8 million including \$20.6 million of Preventive Maintenance reimbursements and \$2.2 million for the multi-year project for ADA Supplemental Trips and Travel Trainer Services. The positive variance of \$408,701 or 1.8%, is due to the multi-year budgeted project for the New Freedom Travel Supplemental ADA program ended the year with an uncommitted balance to draw during FY 2019.

## **Rail Projects**

At the close of 2018, \$86.0 million of the \$144.7 million budget for the Rail Projects category was committed creating a positive variance of \$58.7 million or 40.6%. Total commitments within this category consisted of \$73.2 million of ITD expenditures along with \$12.8 million of current encumbrances.

During FY 2018, \$27.0 million was expended on various rail system projects. Some of the major projects include a combined \$20.1 million or 74.5% of category expenditures for completion of Red line at West 30<sup>th</sup> to West 98<sup>th</sup>, W.117<sup>th</sup> to Westpark Station, and E.34<sup>th</sup> Street Station rehabilitation. Ongoing construction projects include E. 116<sup>th</sup> Street Station and rehabilitation of the W. 65<sup>th</sup> substation. The remainder of the expenditures occurred in smaller amounts within this category.

## **Transit Centers**

Total commitments of \$455,492 out a category budget of \$753,335 within the Transit Centers category include ITD expenditures of \$119,393 and \$336,099 of current encumbrances generating a positive variance of \$345,770 or 1.8%, at the end of the year.

At year end, \$123,881 was expended on capital projects within this category with most of the expense generated towards completion of outstanding items on the Clifton Blvd. Enhancement project which opened in FY 2014.

The positive variance is due to the remaining balance in project enhancements; Transit Enhancement Administration (TEA-21) requires that a minimum of one percent of the part of FTA's Urbanized Area Formula Program must be available to apply towards transit enhancements, there is nearly \$297,843 of uncommitted grant funds for enhancement projects to be appropriated for various projects in FY 2019.



**Performance Measures**

PERFORMANCE MEASURE		2018 Target	Q 1	Q 2	Q 3	Q 4	Year to Date
Passengers per bus/train hour:							
	Bus	21	21	22	23	22	<b>22</b>
	Rail	62	62	68	66	66	<b>65</b>
	Total	24	24	26	27	26	<b>26</b>
*Ridership reporting methods were changed effective January 1, 2018.							
Revenue Vehicle Cost Per Mile (Maintenance & Fuel)		\$2.50	\$2.49	\$2.59	\$2.57	\$2.58	<b>\$2.56</b>
% Of Scheduled Maintenance Completed (Revenue Vehicles)	Bus	100%	97%	94%	93%	93%	<b>94%</b>
	Rail	100%	98%	94%	96%	95%	<b>95%</b>
	Paratransit	100%	100%	100%	100%	100%	<b>100%</b>

**Critical Success Factors**

<p><b>Passenger Fare Revenue</b></p>	<p>The Passenger Fare Revenue performance measure is discussed in detail in the Financial Analysis Section of the report.</p>
<p><b>Preventable Accidents</b></p>	<p>The GCRTA Preventable Collision Rate (PCR) TEAM goal for 2018 is 1.40. The 2018 YTD 4th Quarter PCR is 1.31, which is 6.4% lower than the TEAM goal and 5.1% lower than the 1.38 PCR for the same period in 2017. Total preventable collisions decreased 8.5% to 301 from 329. Mileage decreased 3.9%.</p>
<p><b>Total Collision Rate</b></p>	<p>The GCRTA Total Collision Rate (TCR) for the 2018 YTD 4th Quarter is 3.47, which is 1.1% lower than the 3.51 TCR for the same period in 2017. Total collisions decreased 5.0% to from 839 to 797.</p>
<p><b>On the Job Injury Rate</b></p>	<p>The GCRTA 2018 TEAM Injury Rate Goal is 9.5. The 2018 YTD 4th Quarter Injury Rate of 8.40 is 11.6% below the TEAM Goal and 6.6% below the 8.99 Injury Rate for the same period in 2017. Total injuries decreased by sixteen from 161 in 2017 to 145 in 2018. See the chart below:</p>
<p><b>Number of Miles between Service Interruption</b></p>	<p>The Number of Miles Between Service Interruption (Reliability) is defined as mechanical failure that results in the inability of the bus/train to operate in revenue service. For the fourth quarter of 2018, the YTD figure for No. of Miles Between Service Interruption was 12,432 miles, as compared to 15,259 miles for 2017, which represents an 18.53% decline in this indicator.</p>
<p><b>On-Time Performance</b></p>	<p>On-Time Performance is defined as a bus or train arriving from 0-5 minutes after its scheduled time. Composite On-Time Performance for the fourth quarter of 2018 for bus, light rail, and heavy rail was approximately 80%, as compared to 79% for 2017, representing a 1.27% improvement in this TEAM measure.</p>
<p><b>Ridership</b></p>	<p>RTA had a total of 8.8 million rides in the fourth quarter; a decrease of 3%, or 252,000 fewer rides compared to the fourth quarter 2017. Year to date ridership through the fourth quarter in 2018 was 34.9 million; a decrease of 5% or 1.7 million fewer rides compared to year to date 2107. During the fourth quarter average weekday ridership decreased 4%, or approximately 5,000 fewer rides per day. Average weekend ridership remained equal with fourth quarter 2018 weekend ridership.</p> <p>Bus ridership decreased by 3% in the fourth quarter of 2018 when compared to the fourth quarter of 2017. Bus ridership decreased approximately 4% year to date through the fourth quarter 2018 when compared to 2017 year to date.</p> <p>HealthLine ridership decreased by 10% in the fourth quarter of 2018 when compared to the fourth quarter of 2017. HealthLine ridership decreased approximately 15% year to date through the fourth quarter 2018 when compared to 2017 year to date.</p> <p>Rail ridership increased by 1% in the fourth quarter of 2018 when compared to the fourth quarter of 2017. During this time, the Red Line ridership</p>

<p><b>Ridership Cont'd</b></p>	<p>increased by 3% and the Blue/Green Line ridership decreased by 6%. Rail ridership decreased by approximately 1% year to date through the fourth quarter 2018 when compared to 2017 year to date.</p>
<p><b>Customer Satisfaction/Ride Happy or Ride Free</b></p>	<p>Ride Happy or Ride Free is the comprehensive customer satisfaction measure for RTA. The Ride Happy or Ride Free card begins by asking the passenger to indicate what they liked about their RTA “ride,” followed by space to communicate if they were dissatisfied. Qualifying passengers received a free ride card to help offset their negative experience.</p> <p>The Ride Happy or Ride Free performance measure is the ratio of free ride cards requested in comparison to ridership for the same period. One card for every 29,664 customers was received for the fourth quarter of 2018, as compared to one request for approximately every 34,346 customers received for the same period in 2017, representing a 13.63% improvement in customer satisfaction, as measured by the percentage of people requesting Ride Happy or Ride Free Cards.</p>
<p><b>Attendance</b></p>	<p>The Attendance performance measure is the percentage of employee absences from work that are unscheduled and includes absences due to Worker’s Compensation as unscheduled. An absence is considered unscheduled when it is charged to any category other than vacation, personal days, birthdays, holidays, training/seminars, and use of compensatory leave.</p> <p>Reducing unscheduled absences increases agency reliability, improves productivity and reduces overtime expenses. In the fourth quarter of 2018, the unscheduled absence percentage was 5.84% which, when compared to 5.98% for 2017, shows a 2.34% improvement in attendance.</p>

**Quarter Initiatives and Special Promotions to Increase Ridership**

During the fourth quarter, RTA held several special events and promotions. RTA celebrated 10 years of service on the HealthLine on November 7th with an event at the Louis Stokes Station at Windermere. RTA also celebrated 50 years of Red Line service to Cleveland Hopkins International Airport on November 15th. As part of the Red Line celebration, RTA partnered with Iceland Air for a sweepstakes in which one rider won a trip paid for by Iceland Air.

Marketing and Transit Police partnered to raise money to support a local non-profit that provides assistance to those suffering from cancer, and their loved ones. RTA sold limited edition pink Transit Police patches as part of a nationwide campaign, the Pink Patch Project. Pink Patch Project from Transit Police raised \$2,500 for The Gathering Place.

The Quarterly Service Planning Open House on October 30th was held to discuss potential long-term reroutes and updates to the system. Lastly, the Marketing team started a new RTA blog to provide riders with more information and spotlights of employees. This is in an effort to humanize RTA through visual and verbal storytelling.

Several new clients signed up for the Commuter Advantage Program during the fourth quarter, including: Federal Reserve BON, The Landmark Companies, J and M Real Estate Advisors, The Private Trust Company, USI Insurance Services, PMA USA, Bike Cleveland, Rocky River Healthcare of Westpark.

During the fourth quarter, RTA participated in many community events in efforts to increase ridership including: Franciscan Village, St. Timothy Park, Forrest Hills Terrace, Abington Arms, May Dugan Senior Center, St. Martin Deporres Senior Center, Shaker Place Apartments, Strongsville Senior Center, Villa Serena Apartments, FARE Neighborhoods, Koinonia Village Apartments, Rainbow II Apartments, Children and Family Services Bus Outreach, and Circle Fest.

**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 October 1, 2018 – December 31, 2018 represents the first quarter of FFY 2019. To conform the Quarterly Performance Report to the Federal Semi-Annual Report, DBE participation is calculated on the “federally assisted” portion of contracts only. DBE dollars awarded during the first quarter and FFY to-date on contracts greater than \$100,000 totaled **\$370,000 or 15.9%** on total contracts of \$2,322,565.

**QUARTERLY - PARTICIPATION OF DBE FIRMS BY CLASSIFICATION  
(October 1, 2018 – December 31, 2018)**

Classification	1st. Quarter Oct. 1 – Dec. 31	
	African American	0
Asian	0	0
Caucasian Female	0	0
Hispanic	\$370,000	100.0%
<b>TOTAL</b>	<b>\$370,000</b>	<b>100.0%</b>

**CURRENT QUARTER - DBE PERFORMANCE BY CONTRACT CATEGORY  
(October 1, 2018 – December 31, 2018)**

	Construction	Professional Services	Equipment & Supply	Total
<b>DBE Dollars</b>	\$370,000			\$370,000
<b>All Dollars</b>	\$2,110,106	\$212,459		\$2,322,565
<b>% DBE Participation</b>	<b>17.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>15.9%</b>

**YEAR TO DATE  
DBE PERFORMANCE BY QUARTER  
(October 1, 2018 – September 30, 2019)**



	Total Contracts	DBE Participation	% DBE Participation
1st Qtr.	\$2,322,565	\$370,000	15.9%
2 <sup>nd</sup> Qtr.			
3rd Qtr.			
4th Qtr.			
<b>TOTAL</b>	<b>\$2,322,565</b>	<b>\$370,000</b>	<b>15.9%</b>

**Office of Business Development Activities**

Outlined below are selected efforts undertaken during the fourth quarter of FFY 2018

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

- New Certification: 3
- Re-Certification: 24
- On-Site: 1

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

- Completed 4 Goal Setting sessions
- Reviewed 15 Certified Payroll Reports

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

- Attended Diversity Professional Group: Implementing Diversity & Inclusion Initiatives
- Attended 5<sup>th</sup> Annual Greater Summit Business Conference
- Participated in Ohio Ethics Training
- Attended Boys & Girls Club Champions event

**AFFIRMATIVE ACTION**

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

Performance Measure	Fiscal Year Target		2015 - 2017 Total (July '15 - June '16)		First Quarter 2018		Second Quarter 2018		Third Quarter 2018		Fourth Quarter 2018		Total 2018		Total Target to Date (2015-2018)	
	Minority	Female	Minority	Female	Minority	Female	Minority	Female	Minority	Female	Minority	Female	Minority	Female	Minority	Female
Affirmative Action: Officials/Administrators	N/A	4	N/A	7	N/A	0	N/A	1	N/A	N/A	0	N/A	1	N/A	2	9
Professionals	N/A	28	N/A	64	N/A	1	N/A	1	N/A	N/A	5	N/A	3	N/A	10	74
Technicians	N/A	29	N/A	17	N/A	0	N/A	0	N/A	N/A	0	N/A	1	N/A	1	18
Protective Services	N/A	4	N/A	11	N/A	2	N/A	0	N/A	N/A	0	N/A	0	N/A	2	13
Administrative Support	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Semi & Skilled Craft	N/A	20	N/A	3	N/A	0	N/A	0	N/A	N/A	0	N/A	0	N/A	0	3
Service Maintenance	N/A	106	N/A	593	N/A	17	N/A	23	N/A	N/A	35	N/A	37	N/A	112	705
Total	N/A	191	N/A	695	N/A	20	N/A	25	N/A	N/A	40	N/A	42	N/A	127	822

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

## Succession Planning

We continue to implement and execute a multi-disciplinary approach to employee and leadership development to advance the GCRTA People Strategy. This approach includes, but is not limited to, strategic recruitment and selection, partnerships with key training resources, and multiple development opportunities across all work segments.

### Fourth Quarter Results

During the fourth quarter, we continued to work with Tri-C Corporate College to prepare for deployment of our Frontline Supervisor & Development Program training schedule for 2019. In addition, we are engaged with Cleveland State University's Center for Public and Nonprofit Management to develop a Certified Public Manager Program, which has a framework similar to our Public Transit Management Academy. The Certified Public Manager Program will have regional (public sector) participation, including high potential employees from GCRTA.

We also continue to track progress for advancing our employee development efforts by measuring our percentage of promotions in relation to new hires. This metric, in part, shows GCRTA's commitment to developing employees for opportunities within all work segments and particularly for key leadership positions. The percentage of promotions for the fourth quarter was 42%, and 34% year to date.

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

### Executive and Management Succession

- Kay Sutula promoted from Sr. Budget Management Analyst to Director, Office and Management and Budgets in the Finance Administration Division.
- Sharee Lewis, Public Transit Management Academy graduate, promoted from HR Business Partner to Manager, Support Services in the Finance and Administration Division.
- Christopher Weil, Frontline Supervisor Training & Development Program graduate, promoted from Electronic Repair Supervisor to Electronic Repair Manager in the Operations Division.

### Frontline Supervisory and Technical Staff Positions

- John May, Employee Promotability Training participant, promoted from Material Handler/Stock Clerk to Material Handler Leader in the Operations Division.

**Engineering/Construction Program**

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

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

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

Project	Description	Status
<b><u>Bridges</u></b>		
Rehabilitation of the Viaduct, Phase I (27Y)	RFP for design of repair elements Estimate: \$545,000	RFP will be advertised January 21, 2019.
Tower City Portal Rehabilitation (52N)	RFP for design of repairs to Tower City East Portal including track, power and signal. Designer: E.L. Robinson Cost: \$1,011,402.03	Project to be presented for approval at February 19, 2019 Board.
Demolition of WB Access Road Bridge over Norfolk Southern (15.80)	Contractor: Bauman Enterprises, Inc. Construction Cost: \$568,967	Notice to Proceed issued June 13, 2016. Bridge demolished. Delay claims remains to be resolved. Initial change request to project office rejected.
Rehabilitation of E. 116 <sup>th</sup> Bridge (16.68)	Rehabilitation of bridge deck over Trunk Line Designer: Michael Baker, Int. Cost: \$219,285	Notice to Proceed issued April 21, 2017.Plans complete and circulating for approvals. Project to bid by ODOT District 12 on January 31, 2019.
Madison Ave. Bearing Seat Repairs (17.00)	Contractor: Suburban Maintenance & Construction, Inc. Construction Costs: \$183,000	Grouting under floating bearings & steel repair. Notice to Proceed issued November 19, 2018 to Suburban.



## **Track & Signal**

Trunk Line Signaling Design (12D)	Design for Trunk Line (E. 79 to Shaker Sq. Station) Signal System Replacement Estimate: \$400,000	Design RFP pending.
West 65 Substation Replacement (23Z)	Substation Reconstruction Contractor: The Fowler Co. Construction Cost: \$2,641,860.05	Design completed in-house. Project awarded at December 19, 2017 Board Meeting. Notice to Proceed issued February 13, 2018. Demolition of existing switchgear completed. New switchgear on order. Negotiations completed on underground negative return cables change order. Equipment scheduled for arrival February 2019.
Puritas Substation Replacement Design (60A)	Furnish and Install Modular Substation Contractor: Hatzel & Buehler Construction Cost: \$2,637,633	Project Notice to Proceed issued December 12, 2018.
Warrensville/Van Aken Substation Replacement (16.36)	Furnish and Install Modular Warrensville/ Van Aken Substation Construction Estimate: \$3,014,273	Working with The Illuminating Company for service to new site. Demolition of existing substation completed. Modular substation to be built at new location. Comfort station to be built near existing site.
CRMF-Track 3 (52-O)	Repair and four Transfer Table Crossings Contractor: TRAC Construction Cost: \$788,888	Notice to Proceed issued on August 21, 2018. Material on order.
Red Line West Track W 117 <sup>th</sup> to West Park (52P)	Contractor: Delta Construction Cost: \$3,555,885	Notice to Proceed issued on May 29, 2018. Shutdown work completed July 22 to August 11, 2018. Project closed. This is last report.
Tower City Tracks 10 & 13 (52M)	Design for Track Replacement and Signal System Upgrades Consultant: TranSystems Cost: \$1,172,869	Notice to Proceed issued on September 7, 2017. IFB package for construction to be advertised on January 21, 2019.
Tower City Tracks 10 & 13 (52M)	Track Replacement and Signal System Upgrades Construction Estimate: \$11,900,000	IFB package to be advertised on January 21, 2019.

## Passenger Facilities

### *Rapid Stations*

<p>Brookpark Rapid Transit Station Construction (24J(c))</p>	<p>Reconstruction of the Brookpark Station Contractor: Mid-American Construction, LLC Construction Cost: \$12,385,414</p>	<p>NTP issued May 11, 2015. Contractor did not meet the substantial completion date of March 26, 2017. Substantial completion was reached June 9, 2017. Surety representative failed to assist contractor in closing project. Awaiting lien resolutions between contractor and many sub-contractors. Arbitration settlement reached with one subcontractor. Liquidated damages assessed. Subcontractors continue to call for payment.</p>
<p>E. 34<sup>th</sup> St. Station Reconstruction Design (24M)</p>	<p>Reconstruction of the E. 34<sup>th</sup> Station Consultant: WSP Cost: \$687,837</p>	<p>Notice to Proceed issued October 27, 2015. Project successfully bid March 9, 2016. Construction Notice to Proceed issued June 14, 2017. Consultant is providing construction administration services.</p>
<p>E. 34<sup>th</sup> St. Station Reconstruction (24M)</p>	<p>Reconstruction of E. 34<sup>th</sup> Station Contractor: Panzica Construction Cost: \$6,346,279</p>	<p>Project awarded at April 25, 2017 Board Meeting. Notice to Proceed issued June 14, 2017. Platforms open, station completed. Closeout underway.</p>
<p>E. 116 Station Design (24R)</p>	<p>ADA reconstruction of E. 116 Light Rail Station Consultant: City Architecture Design Cost: \$537,490</p>	<p>Request for Proposals received January 3, 2014. Board awarded contract to City Architecture March 18, 2014. Notice to Proceed issued April 24, 2014. A/E and GCRTA staff revised the design and project construction underway. Consultant providing construction administration services.</p>
<p>E. 116 Station Construction (24R)</p>	<p>Contractor: Panzica Construction Cost: \$5,204,022</p>	<p>Project awarded at January 16, 2018 Board Meeting. Notice to Proceed issued March 5, 2018. Demolition completed on Phase 1. Mews walkway placed. New drainage system installed. Track replacement completed. Project approximately 80% complete.</p>
<p>Farnsleigh Station ADA Construction (24V)</p>	<p>Contractor: Cook Paving Construction Cost: \$939,954</p>	<p>Project designed in-house and bids received on April 4, 2018. Contract was awarded at May 15, 2018 Board Meeting. Notice to Proceed issued June 1, 2018. Project paving and new shelters installed over ADA hi-blocks. Track work completed. Project approximately 80% complete.</p>

## Planning

<p>Opportunity Corridor Improvements (15.97)</p>	<p>Opportunity Corridor TWE Improvements on E. 105<sup>th</sup> Contractor: Millstone Cost: \$396,000</p>	<p>Project funded by ODOT to improve E. 105<sup>th</sup> bus stop areas at Cedar, Carnegie, Euclid &amp; Chester. Worked with City, ODOT &amp; Clinic to determine project requirements for bidding. Station elements have been finalized. RFP for the kiosk was canceled. Bus station contract was awarded at the May 15, 2018 Board Meeting. Came to resolution with Clinic and ODOT on design and locations. Shelter design has been approved by CCF. MOU with CCF has been sent to CCF. Have requested Millstone to submit Change Order for processing. Should be ready for Board action in April.</p>
<p>LEED Commissioning for Station Projects (13.33)</p>	<p>Review station design drawings and materials for environmental impact to meet LEEDS certification Consultant: Karpinski Engineering Co. Cost: \$48,560</p>	<p>Task orders have been issued for design enhanced commissioning for University-Cedar station \$10,560 and construction commissioning \$10,000. Lee-Van Aken station design fundamental commissioning \$4,360 and construction commissioning \$5,000. Brookpark station design enhanced commissioning \$6,500 is underway.</p>
<p>E. 116<sup>th</sup> Street Public Art (24R)</p>	<p>Public Art Solicitation Artist: Beatrice Coron and Land Studio Cost: \$34,000</p>	<p>Public art installation at E. 116<sup>th</sup> Street in concert with Neighborhood Progress &amp; Land Studio. Tri-party contract between artist, Land Studio, and RTA has been developed. Received approval from design review on May 9, 2018 and Planning Commission on May 18, 2018. Artist contract executed. Committee meeting to be held July 30th with community committee. Another meeting was held in December. Shop drawings submitted with RTA sending comments to the artist on schedule for April installation.</p>
<p>Transit Alternative Development for W. 25<sup>th</sup> Street Corridor (17.49)</p>	<p>Transit Planning for BRT on W. 25<sup>th</sup> Street Contractor: Cleveland Neighborhood Progress Cost: \$30,000</p>	<p>Project provides additional design data, cost, and analysis for a BRT on W. 25<sup>th</sup> street. The consultant will deliver information required by FTA for New Starts submission. Stakeholders meeting held on January 31, 2018. Working with Traffic and Engineering to finalize recommendations. Final draft and final report from consultant. RTA has submitted final comments to consultant. Invoice received from CNP.</p>

<p>Economic Impact Study (18.03)</p>	<p>Study to identify economic impact of RTA services Contractor: CSU Cost: \$85,000</p>	<p>Board awarded contract at June 19, 2018 Board Meeting. Contract executed. Data delivered and preliminary funding was presented. Review comments being drafted. Schedule was revised. Final draft PowerPoint received. Awaiting Executive Summary. Anticipate March 5, 2019 Board presentation.</p>
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<p>Strategic Plan 2020-2030 (18.05)</p>	<p>Update of Strategic Plan Contractor: TBD Cost Estimate: \$250,000</p>	<p>Package sent to Procurement on October 23, 2018. Board Committee approved \$249,285.90. Proposals received on December 11, 2018 and are being evaluated. Anticipate Board award in February 2019.</p>
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**Maintenance Facilities**

<p>Infrastructure Upgrades at Hayden &amp; CBMF for CNG (61B)</p>	<p>Infrastructure upgrades for CNG fueling at Hayden, CBMF and Triskett Consultant: Wendel Cost: \$553,023</p>	<p>Board awarded contract on October 21, 2014. Design completed. Support for Construction of improvements continuing. Triskett plans and specifications received. Hayden portion of project closed-out. CBMF gas detection system approved by City. Certificate of Occupancy obtained from City of Cleveland. CBMF Project in closeout. Triskett project remains.</p>
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<p>CNG Heavy Maintenance Infrastructure Upgrades at Hayden &amp; CBMF (61B-c)</p>	<p>Contractor: EnviroCom Constr., Inc. Construction Cost: \$2,530,757</p>	<p>Board awarded contract on November 17, 2015. Notice to proceed was issued on December 22, 2015. Work at CBMF and Hayden 100% complete. Gas detection system installation completed at both garages. Cleveland and East Cleveland occupancy permits obtained. Project in closeout. Dispute regarding gas detector maintenance prevents closure.</p>
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**Greater Cleveland Regional Transit Authority**  
1240 West Sixth Street  
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