

RTA Committee Meetings

Tuesday, July 13, 2021

Operational Planning & Infrastructure Committee

Chair: Terence P. Joyce

Project Update
Triskett Garage CNG Infrastructure Upgrades

Operational Planning &
Infrastructure Committee

July 13, 2021

Triskett Garage CNG Infrastructure Upgrade Project History

- Contract for \$6,262,600 awarded to Ruhlin Construction on December 15, 2020.
- Notice to Proceed was issued February 24, 2021.
- Project Kick-off March 23, 2021.
- Construction started April 5, 2021.
- Currently 30% complete.

Triskett Garage CNG Infrastructure Upgrade Project Status

- Steel reinforcement of selected columns and trusses has been completed as far as practical.
- Removed and replaced existing PVC sanitary sewer piping with cast iron.
- Ductwork replacement is 80% complete.
- Hose Reels are currently being installed.

Triskett Garage CNG Infrastructure Upgrade Due in July-

- Complete ductwork replacement / modification.
- Install firestopping insulation at the top of walls.
- Completion of hose reel installations.
- Commence & complete exhaust fan replacement.

Triskett Garage CNG Infrastructure Upgrade Project Status

- Base Contract: \$6,262,000
- Change Orders to Date: \$10,030
- Pending Change Orders: \$161,786
- Projected Total: \$6,433,816
- Invoiced to Date: \$887,722

Triskett Garage Project Schedule

Milestones	July	Aug	Sept	Oct	Nov	Dec	
Steel Reinforcement							
Sanitary Drain Replacement							
Ductwork							
Hose Reel Replacement							
Firestopping							
Overhead Doors							
Rooftop Equipment Replacement							
Painting							
Gas Detection System							
Building Automation System							
Generator Installation							
Substantial Completion							

Triskett Garage CNG Infrastructure Upgrades Project Status



New Ductwork

Triskett Garage CNG Infrastructure Upgrades Project Status



New Hose Reel

Triskett Garage CNG Infrastructure Upgrades Project Status



Modified Air Distribution

Greater Cleveland Regional Transit Authority

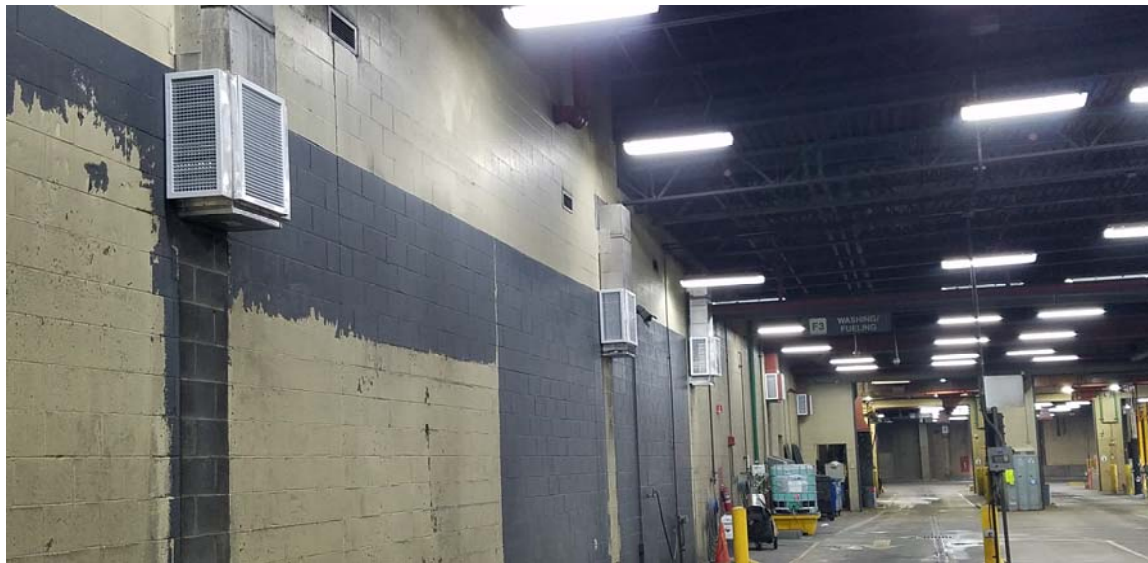


Triskett Garage CNG Infrastructure Upgrades Project Status



Modified Air Distribution

Triskett Garage CNG Infrastructure Upgrades Project Status



Modified Air Distribution

Triskett Garage CNG Infrastructure Upgrades Project Status



Modified Air Distribution

Greater Cleveland Regional Transit Authority



Triskett Garage CNG Infrastructure Upgrades Project Status



Modified Air Distribution

Triskett Garage CNG Infrastructure Upgrades Project Status

Questions?

2021 General Fund Amendment and 2022 Tax Budget

Operational Planning & Infrastructure Committee
July 14, 2020

Office of Management & Budget

Greater Cleveland Regional Transit Authority



Agenda

- 2021 General Fund Amendment
- 2022 Tax Budget
- Public Hearing

Proposed 2021 General Fund Budget Amendment

Proposed Increases

- Federal Stimulus Funding \$75.4 million
 - CRRSAA 7.4 million
 - ARP 68.1 million
- Health Care/Prescription 3 million
 - Compound Drug Settlement: 1.9 million
 - Additional increase: 1.1 million
- Transfers to other funds 0.1 million
 - Insurance Fund 0.1 million
 - Bond Retirement Fund 62.0 million (for bonds defeasance)

Appropriated Revenues

(in Millions)	Current Budget Appropriation	Proposed Amendment	Variance
Passenger Fares	\$27.81	\$27.81	\$0.00
Sales & Use Tax	215.72	215.72	0.00
Preventive Maintenance Reimbursement	16.50	16.50	0.00
Other Reimbursed Expenditures	2.93	2.93	0.00
Advertising, Investment Income, Other	5.21	5.21	0.00
CRRSAA	60.00	67.42	7.42
ARP	0.00	68.01	68.01
Total	\$328.17	\$403.60	\$75.43

Appropriated Expenditures

Operating Expenditures (in Millions)	Current Budget Appropriation	Proposed Amendment	Variance
Salaries & Wages	\$143.38	\$143.38	\$0.00
Payroll Taxes, Health Care, Fringes	54.27	57.27	3.00)
Fuel & Utilities	13.80	13.80	0.00
Inventory, Services, Materials, Supplies	34.26	34.26	0.00
Purchased Transportation	9.85	9.85	0.00
Other Expenditures	6.92	6.92	0.00
Total Operating Expenditures	\$262.48	\$265.48	\$3.00

Appropriated Expenditures, Cont.

Transfers to Other Funds (in Millions)	Current Budget Appropriation	Proposed Amendment	Variance
Transfer to the Reserve Fund	\$10.87	\$10.87	\$0.00
Transfer to Pension Fund	0.05	0.05	0.00
Transfer to Insurance Fund	2.00	2.10	0.10
Transfer to Bond Retirement Fund (June)	75.84	75.84	0.00
Transfer to Capital	43.40	43.40	0.00
Total Transfers To Other Funds	\$132.16	\$132.26	\$0.10

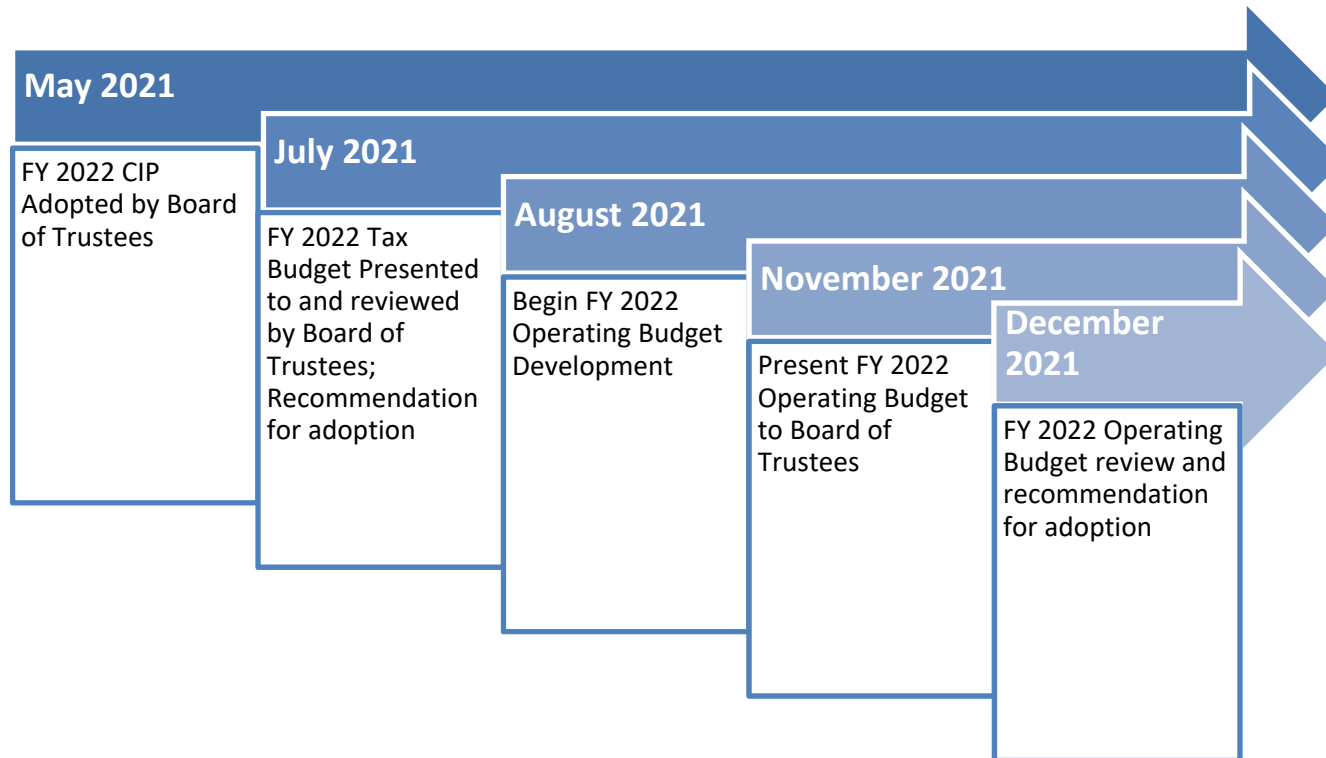
Proposed 2021 Amended Budget

(in Millions)	Current Budget Appropriation	Proposed Amendment	Variance
Beginning Balance	\$133.58	133.58	\$0.00
Total Revenues	328.17	403.59	75.43
Total Resources	461.75	537.17	75.43
Operating Expenditures	262.48	265.48	3.00
Transfers to Other Funds	132.16	132.26	0.10
Total Expenditures	394.64	397.74	3.10
Estimated Available Ending Balance	\$67.11	\$139.43	\$72.33

Staff requests that the Operational Planning & Infrastructure Committee recommend the FY 2021 Proposed Budget Amendment to the Full Board for approval

2022 Tax Budget

FY 2022 Budget Schedule



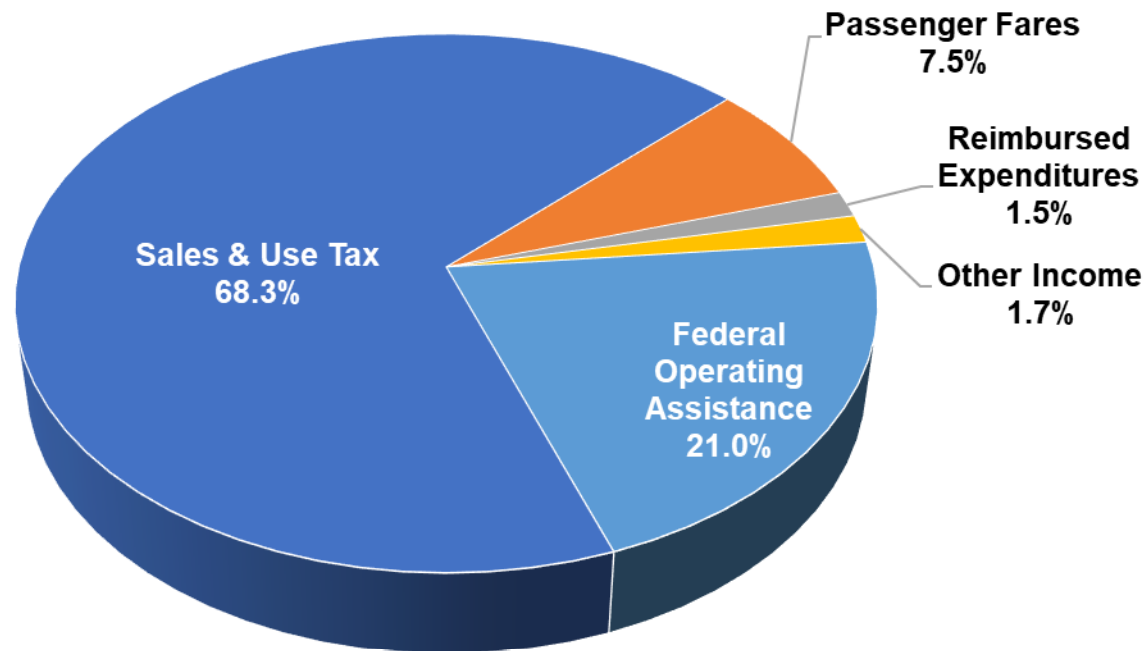
2022 Economic Assumptions

- Inflation 2.5%
- Interest Rates 2.0%
- Federal Assistance (ARP) \$68.0 million
- Ridership modest growth
- Service Levels NeXtGen
- Sales Tax modest growth
- Wage Increases largely contractual

Revenues

(in Millions)	2020 Actual	2021 Estimate	2022 Tax Budget
Passenger Fares	\$24.04	\$24.03	\$24.27
Sales & Use Tax	210.15	217.32	221.67
Federal Operating Assistance (CARES Act)	111.98	0.00	0.00
Federal Operating Assistance (CRRSAA)	0.00	67.42	0.00
Federal Operating Assistance (ARP)	0.00	68.01	68.01
Preventive Maintenance Reimbursement	20.00	8.80	1.00
Other Reimbursed Expenditures	6.96	8.40	4.00
Advertising, Investment Income, Other	3.40	3.64	5.40
Total Revenues	\$376.53	\$397.63	\$324.34

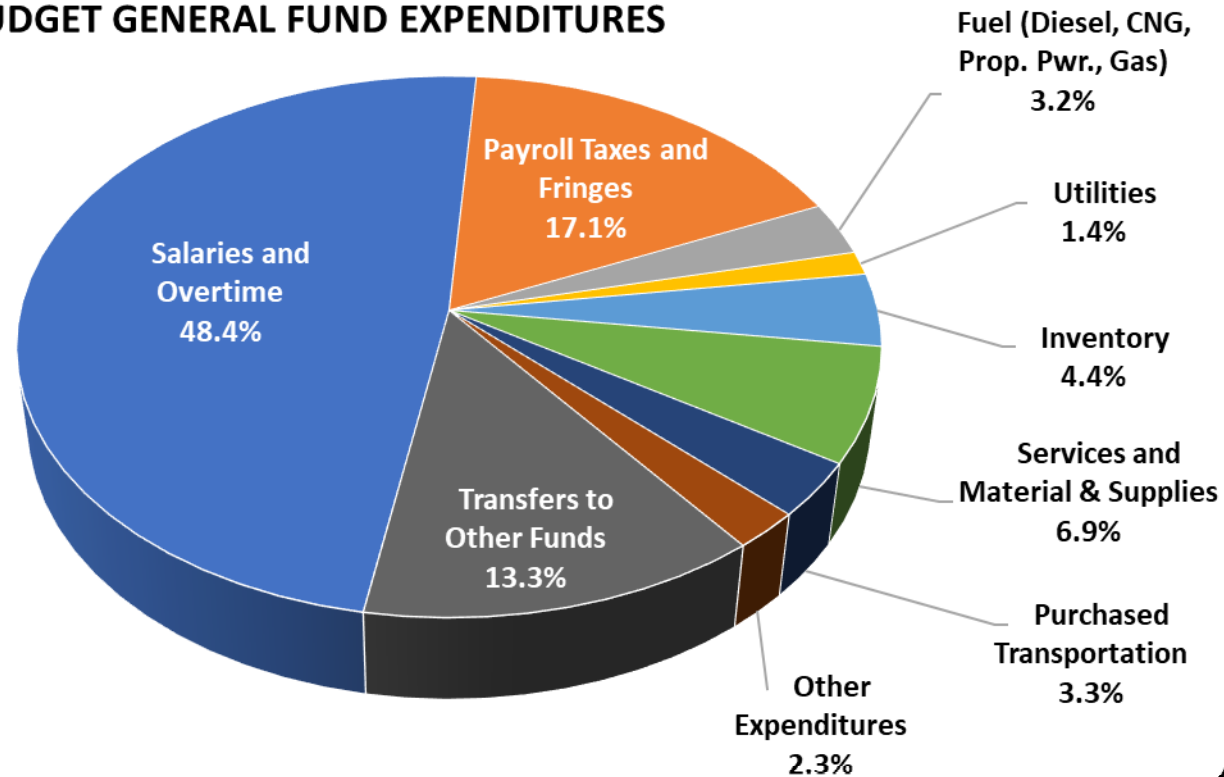
2022 Tax Budget Revenues



Expenditures

(in Millions)	2020 Actual	2021 Estimate	2022 Tax Budget
Salaries and Overtime	\$138.67	\$140.81	\$146.65
Payroll Taxes & Fringe Benefits	52.14	54.99	51.73
Fuel & Utilities	12.36	13.49	13.84
Inventory	13.34	14.78	13.20
Services, Materials, Supplies	18.81	20.25	20.80
Purchased Transportation	7.60	8.28	9.86
Other Expenditures	3.78	6.32	6.85
Transfers	37.83	113.54	40.22
Total Expenditures	\$284.53	\$372.47	\$303.16

2022 TAX BUDGET GENERAL FUND EXPENDITURES



2022 Tax Budget

(in Millions)	2020 Actual	2021 Estimate	2022 Tax Budget
Beginning Balance	\$41.58	\$133.58	\$158.74
Total Revenues	376.53	397.63	324.34
Total Resources	418.11	531.21	483.08
Operating Expenditures	246.70	258.93	262.95
Transfers to Other Funds	37.83	113.54	40.22
Total Operating Expenditures	284.53	372.47	303.17
Estimated Available Ending Balance	\$133.58	\$158.74	\$179.91

2022 Tax Budget

(in Millions)	2022 Tax Budget	2023 Plan	2024 Plan
Beginning Balance	\$158.74	\$179.91	\$133.43
Total Revenues	324.34	261.59	267.52
Total Resources	483.08	441.50	400.95
Operating Expenditures	262.95	267.09	271.36
Transfers to Other Funds	40.22	40.98	39.76
Total Operating Expenditures	303.17	308.07	311.12
Estimated Available Ending Balance	\$179.91	\$133.43	\$89.83

Use of Sales & Use Tax

- Annualized NeXt Gen service
- Labor Stability
- Increase Capital Investments
- Reduce Capital Backlog

Public Hearing
Call 440-276-4600 or email
comments to Public-Comment@gcrta.org

Staff requests that the Operational Planning & Infrastructure Committee recommend the FY 2022 Tax Budget to the Full Board for approval

Organizational, Services & Performance Monitoring Committee

Chair: Mayor Michael P. Byrne

Performance Management Services

A Continuation of Presentation

Material to:

Organizational, Services &
Performance Monitoring Committee

July 13, 2021

GM/CEO Strategy

Strategic Performance Management & Engagement Services

- Redefined GCRTA mission and vision statements
- Developed performance metrics, success outcomes and divisional scorecards with executive leadership

Continuum of Work Engagement

- Integrate scorecards into performance management process for project oversight and continuous improvement
- Develop framework for measuring short vs. long-term success
- Develop a community focused organization

Redefining Mission and Vision

Why We Exist

The Why – New Mission & Vision

Mission: *Connecting the Community.*

Vision: *Leading the delivery of safe and creative mobility solutions and community connections.*



Success Outcomes & Scorecard Development

Primary Strategic Focus Areas:

- Customer Experience
- Community Value
- Financial Sustainability
- Employee Growth/Engagement



Assess Performance & Continuous Improvement

- Set continuous improvement culture for performance management and monitoring of metrics and initiatives
- Oversight of survey data to sustain measurement of outcomes
- Development of reporting templates/systems and reporting frequencies
- Integration of data and metrics into the performance evaluation process

Why TransPro Consulting?



Public sector-focus management consulting firm that specializes in the public transportation industry.

- **Mission:** To TRANSform leaders and organizations to PROduce breakthrough results.

TransPro Consulting

Comparison studies at sister public transit agencies is a benefit of this program. Recent clients include:

- Bay Area Transportation Authority (BATA, San Francisco, CA)
- Capital Metropolitan Transportation Authority (Austin CapMetro, Austin, TX)
- Charlotte Area Transit System (CATS)
- Jacksonville Transit Authority (JTA)
- Kansas City Area Transportation Authority (KCATA)
- Memphis Area Transit Authority (MATA)
- South Florida Regional Transportation Authority (SFRTA)

RTA Base Projects

Organization Scorecard Format

Understanding the Scorecard

Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
<p>Agreed upon metric of success, by GCRTA executive management, by division.</p> <p>All metrics work to achieve with four (4) agency success outcomes:</p> <ul style="list-style-type: none"> - Customer experience - Community value - Financial Sustainability - Employee growth/engagement 	% change	↑	As assigned	<p>FORMULA: % Promoters minus % Detractors</p> <p>On a 0-10 scale, of how likely to recommend GCRTA?</p> <p>Promoters are 9-10 Detractors are 0-6</p>	<p>Selected method of data tracking</p> <p>(i.e. community survey, performance data, financial data)</p>	<p>Identified goal owner/metric lead by GCRTA department</p> <p>(i.e. CEO/Deputy General Manager)</p>
TOTAL POINTS			As assigned			

Program Outlook

Value-Add

Benefit of 3rd party expertise to implement and integrate data management and overall performance management framework, so staff can sustain it from 1st to 2nd year, and subsequent future years

The Expectation (sustained continuous improvement)

- Quarterly performance reporting
- Annual metric/goal calibration
- Industry comparison studies and best practice insights from transit agencies
- Train-the-Trainer concept; transition to in-house oversight

Procurement Overview

Sole source with TransPro Consulting

- Procurement requested a proposal on March 2, 2021
- Proposal was received on March 9, 2021
- 0% DBE Goal

Procurement Overview

Section 306.43 (H)(6) of the Ohio Revised Code states that a sole source procurement is authorized when a “purchase substantially involves services of a personal, professional, highly technical, or scientific nature, including but not limited to the services of an attorney, physician, surveyor, appraiser, investigator, court reporter, adjuster, consultant, or licensed broker or involves the special skills or proprietary knowledge required for the servicing of specialized equipment owned by the regional transit authority”.

Procurement Overview

Sole source with TransPro Consulting

- Specialized engagement, which needs to build a continuum of work from the mission and vision and strategic performance management engagement completed in 2020
- Need for familiarity and continuity with GCRTA executive leadership, staff, mission and vision, and overall business

Procurement Overview

Evaluation Panel Members:

- General Manager, Chief Executive Officer
- Deputy General Manager of Operations
- Deputy General Manager of Human Resources
- Deputy General Manager of Finance
- Procurement

Procurement Overview

Total Negotiated Contract Amount: \$199,004.00

- Data/Quarterly Reporting Mechanics and Implementation: \$78,092.00
- Integration of Data/Metrics and Surveys: \$109,806.00
- Incorporation into GCRTA Performance Evaluations: \$11,106.00

Procurement Overview

Staff requests that the Organizational, Services & Performance Monitoring Committee recommend an award to TransPro Consulting for Performance Management Services in an amount not to exceed \$199,004.00.

Questions?