

QUARTERLY MANAGEMENT REVIEW

1st Quarter



OUR MISSION: CONNECTING THE COMMUNITY



Greater Cleveland
Regional Transit Authority

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From the General Manager



The year, 2022, was full of achievements, and I believe this year we will continue to successfully **connect our communities**. Several strategic initiatives and projects are underway that will improve customer and employee experience, continue to secure financial sustainability, and continue to demonstrate community value of GCRTA. Some of those projects are Capital and Infrastructure, Civilian Oversight Committee, Microtransit Pilot, Railcar Replacement, Track Replacement, Transit Oriented Development, Waterfront Line and Workforce Development.

As we enter our second year of TRACTION, our performance management program, we are modifying the program to better meet the agency's objectives. As part of the revision, we have updated Division-level scorecards and begun monthly tactic meetings. These meetings are designed to monitor various projects critical to our strategic plan. Additionally, we have begun reviewing the 2022 meeting notes and communications to understand how we can better communicate with employees, present information in a timely manner, and engage employees in the TRACTION program.

In February, we hosted a ribbon cutting to celebrate the December launch of ConnectWorkS, the microtransit pilot. The ribbon cutting was held at the Southgate Transit Center and attended by GCRTA staff members, members of the Amalgamated Transit Union (ATU) Local 268, Senator Matt Dolan, Cuyahoga County Executive Chris Ronayne, City of Solon Mayor Edward Kraus, City of Maple Heights Mayor Annette Blackwell, and SHARE Mobility staff. The pilot is a partnership with the City of Solon, the Solon Chamber of Commerce and employers to connect people from the Southgate Transit Center to the front door of their workplace in Solon. The service is operated by SHARE Mobility, whose services are strategically designed to eliminate the challenges of the first-mile/last-mile of a transit trip.

The State of Ohio's budget process operates in a biennium (preparing and adopting budgets for a two-year period). Earlier this year, we partnered with Ohio Public Transit Association (OPTA) to advocate the value of public transit as a benefit to everyone. Our engagements at the Statehouse include participation in Columbus for Ohio Loves Transit Day held on February 7, 2023. In addition, executive leaders and our government affairs team participated in two Hearings: the Ohio House Finance Committee and the Ohio Senate Transportation Committee. On March 31, 2023, Governor DeWine signed the transportation biennium budget, (2023 and 2024) which includes \$70 million for public transportation with an additional \$15 million for workforce development.

Some interesting GCRTA stats shared with legislators:

- 2,030 employees
- Operate 455 vehicles (revenue service)
- Annual operating expenses are \$261M
- Annual revenues are \$374M
- Local funding from sales tax is 1%
- Ridership composition:
 - 500K for demand response (Paratransit)
 - 15.1M for fixed route
 - 3.5M for rail
 - 19.1M total for all services

- Sources of Capital Funds
 - State \$3.7M
 - Local \$7M
 - Federal \$199M
- Sources of Operating Funds
 - Local \$255M
 - State \$0
 - Federal \$81.M (Last of the funds received under the ARP grant)
 - Fares \$29M
 - Contracts \$3M
 - Other \$6M

Interesting Ohio Transit Facts (source is 2022 ODOT fact book) shared were:

- \$832M spent annually generates \$3.3 billion in economic activity
- 67 transit systems in Ohio; 27 are urban and 40 are rural and cover 70 counties
- 61M rides annually with 1.5M for seniors and people with disabilities
- 7,800 transit workers that support 23,400 private/public sector jobs

March was Women’s History Month and our Elevating Women Together (EWT) employee resource group (ERG) developed a robust program to celebrate. In addition, EWT planned two volunteer activities at the Greater Cleveland Food Bank, a vision board exercise, a quiz highlighting women in Cleveland’s history, and a panel discussion with women in transit. A highlight was a panel discussion where EWT partnered with New York’s Metropolitan Transportation Authority (MTA), Community Transit, and SYSTRA to present “Breaking the Glass Ceilings: Empowering Women in Transportation!” The discussion was streamed via Zoom and made available for each partner’s employees to view. EWT hosted a watch party in the Board Room at our Main Office

During our Annual Board Meeting in March, the 2022 Annual Report was released. This report highlights our 2022 accomplishments. A digital copy of the Annual Report is available on rideRTA.com, and printed copies have been distributed in GCRTA Rapid Stations and Transit Centers. As part of the Annual Board Meeting, elections were held for Board leadership. Reverend Charles P. Lucas and Karen Gabriel Moss were both re-elected to their respective roles as Board President and Vice President, respectively. Congratulations to both as they continue to serve.

Prior to the pandemic, Cleveland’s St Patrick’s Day Parade was one of the highest-attended events in the county with visitors from near and far. While this year’s parade did not have the large numbers of pre-pandemic attendees, the attendance was higher than in 2022. Many parade participants chose to ride GCRTA to get to and from the parade, and other Downtown events. To enhance the rider’s experience, our staff were at key rail stations selling All-Day passes, guiding riders, answering questions, and more throughout the day.

As we prepare for the procurement of our new rail cars, we realize that our current building will not support both the new rail car replacement project and the work equipment of Rail Facilities. As a result, we purchased property in Brook Park, located just off I-71/I-480/I-80, which features both warehouse and office space. The Brook Park Road property will be used by the Rail Facilities Maintenance Division (west-side operations). This group is responsible for maintaining the stations along the Red Line from Tower City to the Airport. During the Spring and Summer 2023, the building will be renovated to meet the operational needs of both Rail Facilities, as well as the rail car replacement project.

On March 16, 2023, I along with other Transit colleagues, testified before the United States Senate Committee on Banking, Housing, and Urban Affairs to provide insight on "Local Views on Public Transportation, Transit Infrastructure and Operations, and Federal Transit Programs." This was an incredible opportunity for me to champion public transit as an economic driver that benefits everyone, to tell the stories of GCRTA, how we connect to our communities every day, the need to continued funding for projects like the rail car replacement. The full testimony can be viewed on rideRTA.com.

The GCRTA team continues to focus on several initiatives and projects as part of our strategic plan. Each will enhance the rider's experience, enable better connections to the communities we serve, highlight GCRTA as an economic driver, and elevate the region as a transportation leader.

Sincerely,

A handwritten signature in blue ink that reads "India L. Birdsong Terry". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

India L. Birdsong Terry

General Manager, Chief Executive Officer

FINANCIAL ANALYSIS

| General Fund Balance Analysis | | | | | |
|--|------------------------|------------------------|-----------------------|----------------------|----------------------|
| | 2023 Annual Budget | 2023 Budget YTD Q1 | 2023 Actual YTD Q1 | YTD Q1 Variance | YTD Q1 % Variance |
| Revenues | | | | | |
| Passenger Fares | \$ 24,683,669 | \$ 6,728,267 | \$ 6,508,607 | \$ (219,660) | -3.3% |
| Advertising & Concessions | 2,547,051 | 1,751,700 | 1,108,967 | (642,733) | -36.7% |
| Sales & Use Tax | 259,038,785 | 65,589,967 | 68,594,442 | 3,004,475 | 4.6% |
| Investment Income | 600,000 | 150,000 | 203,274 | 53,274 | 35.5% |
| Other Revenue | 1,500,000 | 250,000 | 196,622 | (53,378) | -21.4% |
| Reimbursed Expenditures | 5,000,000 | 1,255,127 | 1,437,528 | 182,401 | 14.5% |
| Transfer from Revenue Stabilization Sub-Fund | 6,500,000 | - | - | - | #DIV/0! |
| Total Revenue | 299,869,505 | 75,725,061 | 78,049,440 | 2,324,379 | 3.1% |
| Operating Expenditures | | | | | |
| Salaries & Overtime | 157,017,221 | 40,533,830 | 39,380,243 | (1,153,587) | -2.8% |
| Payroll Taxes & Fringes | 56,697,891 | 14,524,941 | 10,402,972 | (4,121,969) | -28.4% |
| Fuel (Diesel, CNG, Prop. Pwr., Propane, Gas) | 10,758,400 | 3,677,336 | 2,002,724 | (1,674,612) | -45.5% |
| Utilities | 4,181,320 | 1,045,380 | 1,424,294 | 378,914 | 36.2% |
| Inventory | 12,500,000 | 3,125,010 | 3,631,796 | 506,786 | 16.2% |
| Services & Materials & Supplies | 24,637,747 | 6,159,471 | 6,173,033 | 13,562 | 0.2% |
| Purchased Transportation | 9,150,000 | 2,137,500 | 2,450,085 | 312,585 | 14.6% |
| Other Expenditures | 7,447,466 | 3,107,590 | 2,666,380 | (441,210) | -14.2% |
| Total Operating Expenditures | 282,390,045 | 74,311,058 | 68,131,528 | (6,179,531) | -8.3% |
| Revenues less Operating Expenditures | 17,479,460 | 1,414,003 | 9,917,912 | 8,503,909 | 601.4% |
| Transfers to Other Funds | | | | | |
| Transfer to/from Insurance Fund | 2,500,000 | - | - | - | #DIV/0! |
| Transfer to/from Pension Fund | - | - | - | - | #DIV/0! |
| Transfer to Reserve Fund | 10,878,615 | 10,878,615 | 10,878,615 | - | 0.0% |
| Transfers to Capital | | | | | |
| Transfer to/from Bond Retirement Fund | 6,627,398 | 6,627,398 | 1,000,000 | (5,627,398) | -84.9% |
| Transfer to/from Capital Improvement Fund | 21,866,868 | 21,866,868 | - | (21,866,868) | -100.0% |
| Total Transfer to Capital | 28,494,266 | 28,494,266 | 1,000,000 | (27,494,266) | -96.5% |
| Total Transfers to Other Funds | 41,872,881 | 39,372,881 | 11,878,615 | (27,494,266) | -69.8% |
| Total Expenditures | 324,262,926 | 113,683,939 | 80,010,143 | (27,494,266) | -24.2% |
| Net Increase (Decrease) | \$ (24,393,421) | \$ (37,958,878) | \$ (1,960,703) | \$ 35,998,176 | 671.2% |
| Beginning Balance | 49,012,139 | | 42,560,670 | | |
| Estimated Available Ending Balance | \$ 24,618,718 | | 40,599,968 | | |
| # Months Reserves - Estimated | 1.05 | | 1.8 | | |

Figure 1: General Fund Balance Analysis

General Fund Balance Analysis & Operating Analysis

Sales Tax was strong in the 1st Quarter of 2023, at 4.6% above budgeted levels. Total Revenues ended the quarter 3.1% above budget. Operating Expenditures were 8.3% below budgeted levels. The reduction in Operating Expenditures is largely due to lower health care and prescription costs. The budgeted \$10.8 million transfer to the Reserve Fund was completed in the 1st Quarter, of which \$10 million was for the Rolling Stock sub-fund for rail cars. Transfers to the other Funds are planned for later in the year.

Ridership through the First Quarter reached 5.1 million riders, 25.9% higher than the 1st Quarter 2022, or nearly a million more riders in 2023. The increases are spread across all modes. The top three increases in ridership by mode were: Light Rail 37.7%, Bus 30.8%, and Paratransit 25.3%, compared to 2022

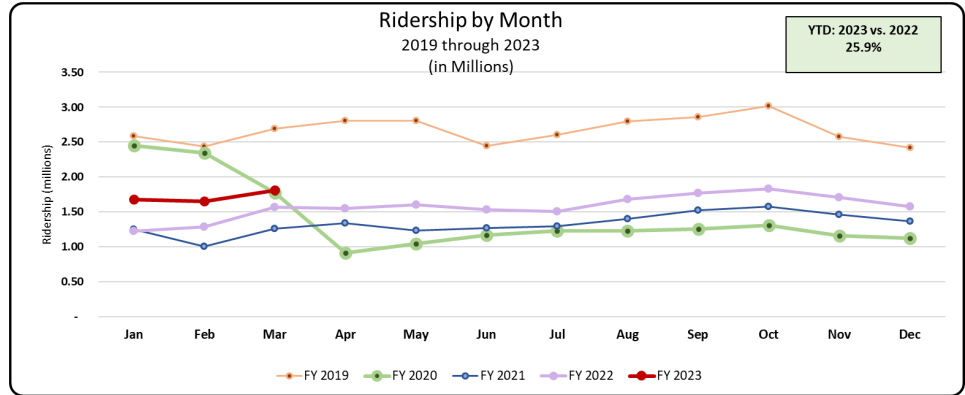


Figure 2: Ridership

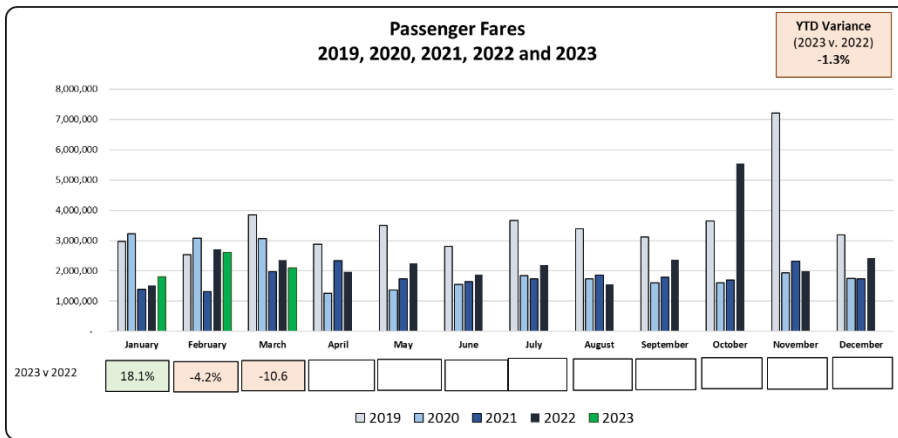


Figure 3: Passenger Fares

Passenger Fare revenue totaled \$6.5 million in the 1st Quarter of 2023, or 1.3% lower than 1st Quarter 2022 and 3.3% lower than budget. Mobile ticketing was 19.5% higher during the 1st Quarter 2023 compared to 2022. Cash fares were 14.4% higher and Pass/Ticket Sales were 2.9% higher. U Passes and Student Farecards were 86.0% lower and 29.4%, respectively, lower than 1st Quarter 2022, mainly due to timing issues.

Sales Tax revenues totaling \$68.6 million through 1st Quarter 2023 were 6.6% higher than the same period in 2022, and 4.6% higher than budget. Through March 2023, when compared to the same period in 2023, the top 3 categories are: On-Line Sales at 13.4% higher, Motor and Water Vehicles at 1.1% higher and Statewide Sales Tax Payments at 5.2% higher.

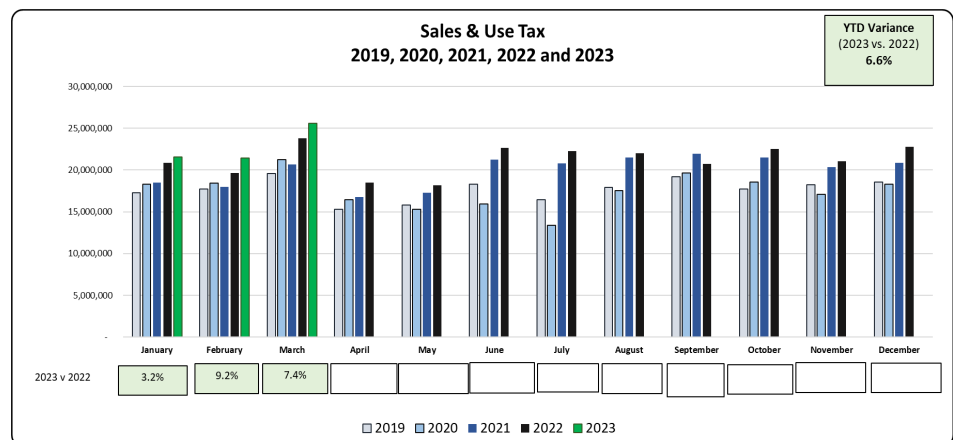


Figure 4: Sales & Use Tax

Total Operating Expenses at the end of the 1st Quarter were 8.3% below budgeted levels. Total personnel expenses (salaries, overtime, payroll taxes and fringes) were 9.6% below budget.

At the end of the 1st Quarter, payroll taxes and fringes were 28.4% below budgeted level mainly due to health care and prescription costs coming in lower than expected. The Energy Price Risk Management Program continues to help stabilize fuel costs. Fuel costs are expected to be near budget by year-end due to the Fuel Hedging program. The Authority also continues to purchase cleaner Compressed Natural Gas (CNG) buses and retire older diesel buses. Total fuel and utility expenses ended the 1st Quarter 27.4% lower than budget.

Supply chain related issues and inflation continue to increase prices of parts and inventory. Inventory, Services, Materials, and Supplies ended the quarter with 5.6% over budget. Inflation is expected to decrease by year-end. These categories will be monitored closely throughout the year. Purchased Transportation includes contracts with 3rd party vendors to provide ADA/Paratransit trips. At the end of the 1st Quarter, Purchased Transportation was 14.6% above budget, mainly due to an increase in ridership. These contracts will end mid-year and new contracts will be negotiated.

Transfers to other funds are to support the expected expenditures and maintain the recommended balances for the Bond Retirement, Insurance, Supplemental Pension, Capital Improvement, and Reserve Funds. Most of these transfers are scheduled to occur later in the year.

BOARD POLICY GOALS

| Board Policy Goals | | | | |
|----------------------|-----------------------------------|--|----------------------------|------------------------|
| | KPI | Definition | Goal | Q1 |
| Operating Efficiency | Operating Ratio | % of Operating Expenses (less Force Account Labor) are covered by Operating Revenues (Passenger Fares, Advertising, Investment Income) | ≥ 25% | 11.8% |
| | Cost/Hour of Service | Dividing total operating expenses by total service hours | | Calculated at Year end |
| | Growth per Year | Cost of delivering a unit of service compared to prior year | ≤ rate of inflation (5.0%) | |
| | Operating Reserve (months) | Available ending balance is equal to cash equivalent of one-month's operating expenses | ≥ 1 month (1.0) | 1.8 |
| Capital Efficiency | Debt Service Coverage | Authority's ability to meet annual interest and principal payments on debt | ≥ 1.5 | 5.5 |
| | Sales Tax Contribution to Capital | Transfers to fund the Authority's bond retirement payments and local funding for capital projects | ≥ 10% | 1.5% |
| | Capital Maintenance to Expansion | Ratio of focus between State of Good Repair (SOGR) vs. service expansion | 75 - 90% | 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 the end of the 1st Quarter, the Operating Ratio is 11.8%. Operating Expenditures were lower than budget in the 1st Quarter. (Figures 1 and 5)

The target of the **Cost per Hour of Service** indicator is service to be maintained at or below the rate of inflation. The inflation rate dropped to 5% at the end of the first quarter. The interest rate ended the first quarter at 4.9%, with another 0.25-point increase planned for May 2023. These calculations will be completed at year-end.

Operating Reserve is targeted for a period of 30 Days or 1 Month, which requires the available unrestricted cash and cash equivalents to be one month of operating expenses to cover any unforeseen or extraordinary fluctuations in revenues or expenses. At the end of the 1st Quarter, the Operating Reserve is 1.8 months. This policy goal has been met.

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 quarter at 5.5, exceeding the 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 quarter at 1.5%, which is below the policy goal. This is a timing issue of when transfers are planned.

The **Capital Maintenance Outlay to Capital Expansion Outlay** ratio shows the Authority's focus is on the maintenance or State of Good Repair 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 37 active grant awards: 24 are within the Formula Grant awards category and 13 are either highly competitive or discretionary grants.

The Formula Grants include \$56.7 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) 2023 total \$15.8 million, of which the federal share totals \$12.6 million.

- 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 \$35 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 \$15.8 million have been received prior to the end of the first quarter. Table 1 shows the funding sources, including competitive awards, funds committed through the life of the award, and funding available as of first quarter 2023. The following are the competitive awards:

- \$2.65 million for 20 40-FT CNG Buses
- \$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
- \$907,918 for 8 25-FT Paratransit Vehicles
- \$1.06 million for Red Line Brookpark 515 Track Switch
- \$3.34 million for Triskett CNG Building Compliance

In January, the Authority applied for the Rail Vehicle Replacement Program competitive award through the Bipartisan Infrastructure Investment and Jobs Act (IIJA). This program is to replace aging rail cars, improve reliability and safety, and improve accessibility on the nation's rail transit systems. If awarded, this grant will help to replace the Authority's 40-year-old rail vehicles.

ITD Funding Source Totals

| Source of Funds | Funding Appropriated | Funds Committed | Funding Available | Percentage of Remain. Funds |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------------|
| FORMULA | \$ 144,950,771 | \$ 96,691,623 | \$ 48,259,148 | 20.20% |
| LOCAL (ALL) | \$ 176,895,252 | \$ 85,367,666 | \$ 91,527,586 | 78.07% |
| COMPETITIVE | \$ 12,617,070 | \$ 12,388,426 | \$ 228,644 | 1.19% |
| Federal Assistance | \$ - | \$ - | \$ - | 0.49% |
| STATE | \$ - | \$ - | \$ - | 0.00% |
| OTHER | \$ 353,500 | \$ 353,500 | \$ - | 0.06% |
| | \$ 334,816,593 | \$ 194,801,215 | \$ 140,015,378 | 100% |

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 \$577.7 million for FY 2023 include appropriations of \$140.0 million for FY 2023 and \$437.7 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 1st Quarter, project commitments totaled \$194.8 million, including \$105.0 million of ITD expenditures and \$90.0 million of current encumbrances, resulting in \$383.0 million, or 66.3%, of available funding. Most capital activities during the first quarter were continuing projects that began in prior fiscal years or preparing for planned FY 2023 construction projects. These projects focus on the State of Good Repair (SOGR) of the Authority’s capital assets, which will be discussed in greater detail. Projected activities within the RTA Capital and Development Funds during the remainder of 2023 will result in estimated total commitments of \$353.0 million and available funding of \$225.0 million, or 38.9% by year-end.

1st Quarter 2023 Combined Capital Program

| Categories | (ITD) Budget A | Current Commitments B | Budget vs Current Commitments A-B | % Remaining (A-B)/A | Projected Commitments @ End of 2022 C | Projected Commitments vs. Current Budget A-C |
|------------------------------------|-----------------------|-----------------------|-----------------------------------|---------------------|---------------------------------------|--|
| Bus Garages | \$ 16,939,438 | \$ 12,164,984 | \$ 4,774,454 | 28.2% | \$ 15,064,984 | \$ 1,874,454 11.1% |
| Bus Improvement Program | 70,541,467 | 27,391,793 | \$ 43,149,674 | 61.2% | 29,018,343 | 41,523,124 58.9% |
| Equipment & Vehicles | 34,741,625 | 17,076,611 | \$ 17,665,014 | 50.8% | 22,766,903 | 11,974,722 34.5% |
| Facilities Improvements | 104,102,873 | 46,158,936 | \$ 57,943,937 | 55.7% | 70,277,513 | 33,825,360 32.5% |
| Other Projects | 10,419,303 | 4,875,227 | \$ 5,544,076 | 53.2% | 5,683,727 | 4,735,576 45.5% |
| Preventive Maint./Operating Reimb. | 2,619,790 | 0 | \$ 2,619,790 | 100.0% | 2,619,790 | 0 0.0% |
| Rail Projects | 336,526,510 | 87,133,664 | \$ 249,392,846 | 74.1% | 206,731,527 | 129,794,983 38.6% |
| Transit Centers | 1,807,680 | 0 | 1,807,680 | 100.0% | 600,000 | 1,207,680 66.8% |
| Sub-Total: RTA Capital | \$ 577,698,686 | \$ 194,801,215 | \$ 382,897,471 | 66.3% | \$ 352,762,787 | \$ 224,935,899 38.9% |

Figure: 7 (Table 2)

Current Year Expenditures by Capital Category

The graph below compares current expenditures for each category with prior years’ expenditures at the same point in time. The majority of capital expenditures in the 1st Quarter occurred in the Bus Improvement Program totaling \$11.5 million, or 60.6%, of all capital expenditures.

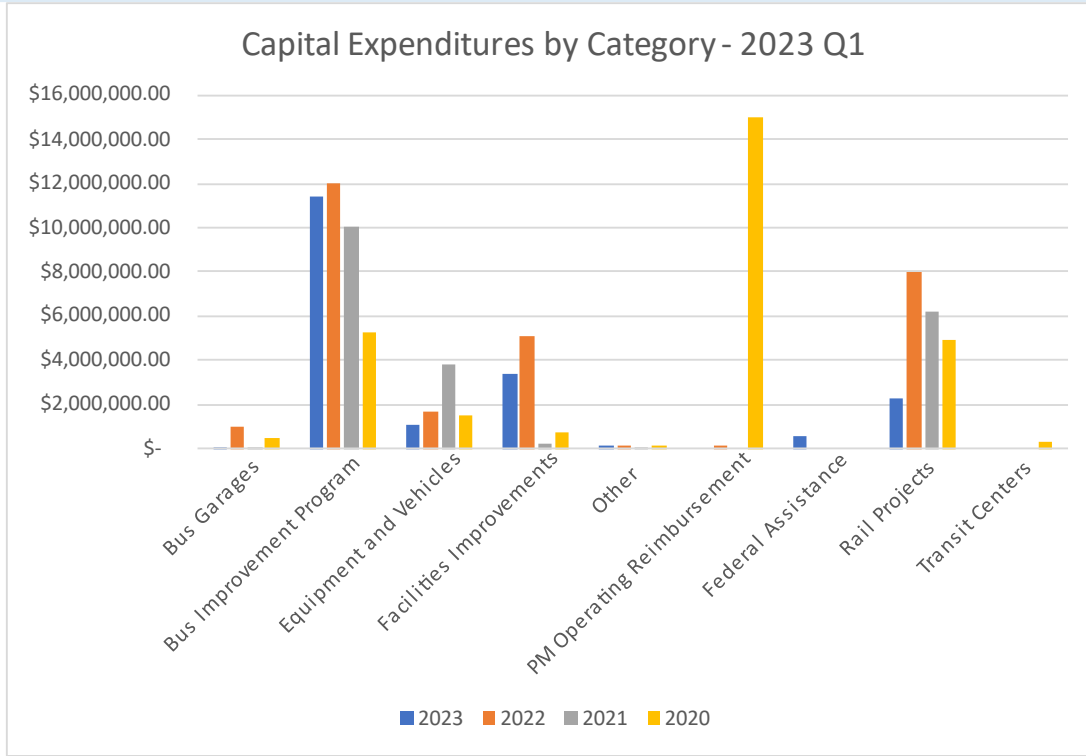


Figure: 8

(Table 3)

Bus Garages

These projects are for needed bus garage facility upgrades. The Triskett CNG Building upgrades and compliance project is continuing from 2022. At the end of March, category commitments totaled \$12.2 million, out of the total appropriations of \$16.9 million, leaving a positive variance of \$4.8 million, or 28.2%. This variance is due to two projects at the Hayden Garage: Gas Detection System Upgrade and Fire Protection System Upgrade, that are planned to be delayed due to engineering priority listing of ongoing projects until FY 2024.

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 March, category commitments totaled \$27.4 million, out of the total appropriations of \$70.5 million, leaving a positive variance of \$43.1 million, or 61.2%. These commitments include current expenditures of \$11.5 million and current encumbrances of \$15.9 million to help maintain the Authority’s existing bus fleet. The large year end variance is due to two budgeted bus orders not taking place in FY 2023 as planned. These orders include 15 CNG Buses and 15 Electric Buses and the Infrastructure Upgrades required to operate the new electric fleet.

Equipment & Vehicles

At the end of the first quarter, the total commitments of \$17.1 million include \$12.1 million of ITD expenditures and \$5.0 million of encumbrances leaving a positive variance of \$17.7 million, or 50.8%. Remaining commitments within this category are concentrated on updating operations equipment and software for scheduling, asset maintenance, fare collection, inventory, cyber security, and financial management.

Facilities Improvements

At the end of the first quarter, the total commitments of \$46.2 million include \$16.8 million of ITD expenditures and \$29.4 million of current encumbrances resulting in positive variance \$57.9 million, or 55.7%. The large year-end variance is due to the delay in Bridge Repairs and Renovations due to supply chain issues and inflationary costs affecting the completion of current projects. This does not allow for the future projects to start on time. Projected total commitments at year-end of are for various SOGR projects such as the Tower City East Portal Rehabilitation, Waterfront Line, Flyover and Viaduct Phase 1 Bridge Repairs, W. 117th bridge rehabilitation, Hayden Roof and HVAC repairs, W.117th and Windemere RTS pavement, Central Rail access road bridge rehabilitation, Main Office Building Garage Repairs Phase 2, bridge inspection program, and other smaller facility enhancements.

Other Projects

The Other Projects category includes pass-through grants to Medina and other miscellaneous capital projects that do not fit into the other capital categories. At the close of the first quarter, this category has combined project commitments of \$4.9 million out of the category budget of \$10.4 million, resulting in positive variance of \$5.5 million or 53.2%.

These projects include TSA Canine Security Program, On-Board Origin-Destination surveying, Farnsleigh electric charger, Baby On Board, Metrohealth Line Bus Rapid Transit (BRT), MicroTransit with ConnectWorks, GCRTA's contribution to Public Square improvements, and Opportunity Corridor.

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.

Projected total commitments by year-end are estimated to total \$2.6 million of the \$2.6 million budget.

Rail Projects

At the end of March, \$87.1 million of the \$336.5 million budget for the Rail Projects category were committed resulting in positive variance of \$249.4 million, or 74.1%. Total commitments include \$51.6 million of ITD expenditures and \$35.5 million of current encumbrances maintains the focus on achieving SOGR on the rail system. During the 1st quarter, the Board of Trustees approved a resolution to purchase new rail vehicles. This encumbrance will be reported during the second quarter with a possible option for additional rail vehicles being committed by year end, depending upon the award of the IJA Rail Vehicle Replacement Program funding. The future decision to procure additional rail replacement vehicles will affect the year-end projection.

Transit Centers

Project commitments total \$600,000 out of the budget of \$1.8 million, resulting in a positive variance of \$1.2 million or 66.8%. The positive variance is caused by delays at Warrensville Station that will use ADA funds to rehab portions of the station and the decision to delay the Stephanie Tubbs Jones Canopy Repair until FY 2024. There was no expense during the first quarter.

Performance Measures

| Performance Measure | | Q1 | Q2 | Q3 | Q4 | YTD |
|--|--|---------|----|----|----|--------|
| Passenger per bus/train hour: | | | | | | |
| Bus | | 14.74 | | | | 14.74 |
| Rail | | 36.20 | | | | 36.20 |
| Total* | | 16.53 | | | | 16.53 |
| *Calculated by dividing the quarter's total ridership by total system wide hours | | | | | | |
| Revenue Vehicle Cost Per Mile: | | \$3.48* | | | | \$3.48 |
| (Maintenance & Fuel) | | | | | | |
| *Estimated Value | | | | | | |
| % Of Scheduled Maintenance Completed (Revenue Vehicles) | | | | | | |
| Bus | | 98% | | | | 98% |
| Rail | | 97% | | | | 97% |
| Paratransit (Revenue) | | 100% | | | | 100% |
| Paratransit (Non-Rev) | | 87% | | | | 87% |

Figure: 9

Critical Success Factors

Passenger Fare Revenue

The Passenger Fare revenue performance measure is discussed in detail in the Financial Analysis Section of the Report.

Preventable Collisions

The GCRTA Preventable Collision Rate (PCR) TEAM goal for 2023 is 1.40. The 2023 YTD 1st Quarter PCR is 1.38, which is 1% lower than the TEAM goal and 24% lower than the 1.81 PCR for the same period in 2022. Total preventable collisions decreased 23% from 98 to 75. Mileage was FLAT vs 2022.

Total Collision Rate

The GCRTA Total Collision Rate (TCR) for the 2023 YTD 1st Quarter is 2.93, which is 34% lower than the 4.45 TCR for the same period in 2022. Total collisions decreased 34% from 241 to 159.

On the Job Injury Rate

The GCRTA 2023 TEAM Injury Rate Goal is 6.82. The 2023 YTD 1st Quarter Injury Rate of 5.84 is 14% below the TEAM Goal and 12% below the 6.62 Injury Rate for the same period in 2022. Total injuries decreased by 4 from 30 in 2022 to 26 in 2023. See the chart below:

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.

- **21,494** Miles Between Service Interruptions for Q1 2023 represents:
 - 10.16% increase from Q4 2022 (19,512)
 - 83.25% increase from Q1 2022 (11,729)

On-Time Performance

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

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

- $Fixed\ Route\ On\ Time\ Performance = \frac{On\ Time\ Measurements}{On\ Time + Early + Late\ Measurements}$
- Fixed route on time performance of **85.58%** for Q1 2023 represents:
 - 3.58% increase from Q4 2022 (82.62%)
 - 2.86% increase from Q1 2022 (83.20%)

Ridership

Total unlinked passenger trips on all GCRTA transit modes.

- The COVID-19 pandemic has continued to affect ridership:
- **5,175,207** unlinked passenger trips for Q1 2023 represents:
 - 0.17% decrease from Q4 2022 (5,183,766)
 - 25.43% increase from Q1 2022 (4,125,870)

Q1 2023 over Q4 2022 ridership by mode

| Mode | Q1 2023 performance in comparison to Q4 2022 |
|---------------------|--|
| Motorbus (MB) | 2.33% |
| HealthLine (RB) | 5.06% |
| Heavy Rail (HR) | 9.66% |
| Light Rail (LR) | -2.88% |
| Paratransit (DR) | -1.59% |
| System Total | 3.25% |

Year over year ridership by mode Q1 2023 vs Q1 2022

| Mode | Q1 2023 vs. Q1 2022 |
|---------------------|---------------------|
| Motorbus (MB) | 30.45% |
| HealthLine (RB) | 18.67% |
| Heavy Rail (HR) | 7.15% |
| Light Rail (LR) | 29.66% |
| Paratransit (DR) | 26.24% |
| System Total | 25.43 % |

Customer Satisfaction/Boardings Between Complaints
 *For Q1 2023, 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.
- 6,695 Boardings Between Complaints for Q1 2023 represents:
 - 9.91% increase from Q4 2022 (6,091)
 - 49.29% increase from Q1 2022 (4,485)

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 7.11% for Q1 2023 represents:

- 17.70% decrease from Q4 2022 (8.64%)
- 17.16% decrease from Q1 2022 (8.58%)

Quarterly Marketing Activities

Microtransit promotion

Marketing participated in planning meetings and provided support to partners for the collaborative microtransit 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, and a ribbon-cutting/launch event was hosted at Southgate Transit Center on February 16, 2023.

Ohio Loves Transit (OLT) support

Marketing participated in planning meetings and provided support to Ohio Public Transit Association (OPTA) by fact checking and updating the GCRTA summary overview and Ohio transit facts prepared in advance of OLT week in February. Participated with other transit agencies across the state to push out messaging to the public showcasing how transit systems are enhancing mobility for all around the state and spurring economic development through job access.

Annual Report 2022

Marketing organized content, formatted, and published the 2022 Annual Report on ride.RTA, and produced and distributed summary handouts, car cards, internal communications, posters, social media campaign to publicize and drive engagement.

EZfare materials

To support the transition to Transit with EZfare mobile ticketing, Marketing created a "how to" use a validator video and created informational materials for staff and the public to inform how the new validators function for use with EZfare mobile ticketing. Worked with vendor to create develop creative/messaging designed to increase adoption/use in Spanish and English.

Digital delivery of monthly GM Update

Created and implemented digital format and delivery of monthly GM Update via Constant Contact digital marketing program (email), transitioning delivery digitally using a combination of Screen Cloud (with additional screens added Q1 and more to be added Q2), using Constant Contact to provide links in e-newsletter instead of posters with multiple QR codes for detail.

Cleveland Reads: Ride & Read

As an active partner in year-long city-wide literacy initiative, GCRTA staff participated in several committees and began planning to host an event to promote reading and riding public transit. First targeted for the first week of March, GCRTA moved it to mid-April hoping for better weather and participation. GCRTA provided ongoing social media support for Cleveland Reads.

St. Patrick's Day support

Marketing delivered service communications and provided supplies and staff support to help operations on the biggest ridership day of the year.

Welcomed new staff

Hired and onboarded Chanel Steiner as the Supervisor of Digital & External Marketing. With 25 years of digital marketing and supervisory experience, Ms. Steiner has quickly acclimated to managing social media and has begun working with our advertising firm on our upcoming brand campaign. She also helped prepare for posting/interviewing candidates for a vacant position that will be her direct report.

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 January 1, 2023 – March 31, 2023, represents the second quarter of FFY 2023. DBE dollars awarded during the second quarter and FFY to-date on contracts greater than \$100,000 totaled **\$4,523,785 or 88.5%** on total contracts of **\$5,111,789**.

**QUARTERLY - PARTICIPATION OF DBE FIRMS BY CLASSIFICATION
(January 1, 2022 – March 31, 2023)**

| Classification | 1st. Quarter Oct. 1 – Dec. 31 | | 2 nd Quarter Jan. 1 –March 31 | | 3 rd Quarter April 1 – June 30 | | 4 th Quarter July 1 – Sept. 30 | |
|-------------------|----------------------------------|-------------|---|-------------|--|--|--|--|
| | | | | | | | | |
| African American | \$12,500 | 4% | \$4,493,839 | 98.3% | | | | |
| Asian | 0 | 0 | | | | | | |
| Caucasian Female | \$153,375 | 50% | \$16,446 | .4% | | | | |
| Hispanic | 0 | 0 | | | | | | |
| Sub-Pacific Asian | \$141,350 | 46% | \$13,500 | .3% | | | | |
| TOTAL | \$307,225 | 100% | \$4,523,785 | 100% | | | | |

Figure: 10

**CURRENT QUARTER - DBE PERFORMANCE BY CONTRACT CATEGORY
(January 1, 2023 – March 31, 2023)**

| | Construction | Professional Services | Equipment & Supply | Total |
|----------------------------|--------------|-----------------------|--------------------|--------------|
| DBE Dollars | \$4,496,785 | \$27,000 | 0 | \$4,523,785 |
| All Dollars | \$4,811,789 | \$300,000 | 0 | \$5,111,789 |
| % DBE Participation | 93.4% | 9.0% | 0 | 88.4% |

Figure: 11

Disadvantaged Business Enterprise (DBE) Participation/Affirmative Action

| | Total Contracts | DBE Participation | % DBE Participation |
|----------------------|--------------------|--------------------|---------------------|
| 1st Qtr. | \$1,570,003 | \$307,227 | 19.6% |
| 2 nd Qtr. | \$5,111,789 | \$4,523,785 | 88.4% |
| 3rd Qtr. | | | |
| 4th Qtr. | | | |
| TOTAL | \$6,681,792 | \$4,831,012 | 72.3% |

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: 3
- No Changes Declaration: 21
- On-Site Review (Virtual): 2
- Administrative Withdrawal: 1

Selected Contract Compliance Activities during the quarter include:

- Completed: 24 Goal Settings
- Reviewed: 12 Certified Payroll Reports

Selected Outreach Efforts during the quarter include:

- Participated on Federal Transit Administration (FTA) Comprehensive Review Workshop
- Attended Greater Cleveland Partnership Luncheon
- Participated on NEOHCED 3rd Construction Opportunities Fair at Max Hay High School
- Participated on Unified Certification Zoom meeting
- Attended the Turner School of Construction Event
- Participated on Midtown Collaboration Center Construction & Trade Connection Event
- Facilitated DBE Contract Compliance training with Central Ohio Transit Authority (COTA)

Selected Other Involvements

- Attended Project Management Training
- Attended DEI Leadership Retreat
- Attended EWT monthly events
- Participated on RTA First-Aid CPR/AED Training



Quarterly Performance Report

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

Date: April 4, 2023
 Phone #: Ext. 3094

Affirmative Action

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 | 2023 Quarterly Performance Report | | | | | | | | | | | | | | Total Placements (2020-Present) | | | | |
|----------------------------|-----------------------------------|------------------------------------|------------|---------------------------------|----------------------------|---|--------------------|-----------------------------------|--------------------|-----------------------------------|-----------------------|--------------------------------------|--------------------|-----------------------------------|---------------------------------|----|----|----|---------------------------------|
| | Male | | | | | | | Female | | | | | | | Total Placements (2023) | | | | Total Placements (2020-Present) |
| | Hispanic Goal | Total Placements Hispanic Males Q1 | Asian Goal | Total Placements Asian Males Q1 | 2 or More Ethnicities Goal | Total Placements 2 or More Ethnicities Males Q1 | White Females Goal | Total Placements White Females Q1 | Black Females Goal | Total Placements Black Females Q1 | Hispanic Females Goal | Total Placements Hispanic Females Q1 | Asian Females Goal | Total Placements Asian Females Q1 | Q1 | Q2 | Q3 | Q4 | |
| Officials & Administrators | --- | | --- | | --- | | 2 | --- | | --- | | --- | | | | | | | 2 |
| Professionals | --- | | 2 | | --- | | 45 | 1 | | --- | | 3 | | | 1 | | | | 30 |
| Technicians | --- | | --- | | --- | | 24 | | | 1 | | 1 | | | | | | | 4 |
| Protective Service | --- | | --- | | --- | | 12 | 1 | | 1 | | --- | | | 1 | | | | 5 |
| Admin Support | --- | | --- | | --- | | 51 | 2 | | --- | | --- | | | 2 | | | | 7 |
| Skilled Craft | 8 | 2 | 1 | | 1 | | 16 | | | --- | | --- | | | 2 | | | | 7 |
| Service Maintenance | 24 | 3 | 9 | | 3 | | 258 | 2 | | 23 | 1 | 10 | | | 6 | | | | 33 |
| TOTAL | 32 | 5 | 12 | | 4 | | 408 | 6 | | 25 | 1 | 14 | | | 12 | | | | 88 |



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 | 23 White Females |
| Administrative Support | 0 | 39 White Females |
| Skilled Craft | 1 Asian Male | 16 White Females, 3 Black Females |
| Service Maintenance | 10 Hispanic Males, 9 Asian Males | 236 White Females, 20 Hispanic/Latin Females, 8 Asian Females |

*The Total Placements reported include new hires, rehires, and promotions in each of the designated categories. Seven goals have been met thru 2023. 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:

Jan – March 2023 | COMMUNITY CONNECTIONS

The Employment and Recruitment Department (ERD) and OEO collaborate once a month to ensure the recruitment and selection/offer process is conducted with the Affirmative Action goals in mind. The following are agencies we partner with regularly to share our needs and host hiring events.

Hiring Fairs

- Alpha Kappa Alpha Sorority Career Fair
- Maximus Job Fair
- Union Miles Career Fair
- Cleveland State University – Engineers/Information Tech Talent
- Cleveland State University Spring Career Fair

Community Partnerships

- Rid-All Farms – Veteran Partnership
- Greater Cleveland Partnership Signing Day – Tech Talent Step Forward
- [OhioMeansJobs | Cleveland-Cuyahoga County](#)
- Cleveland Sight Center
- Stella Maris
- Cuyahoga County Library

Internal

All Mechanics Career Event

Bus & Rail Operations Event (2)
Careers & Conversation Events

- Legal Assistants
- Engineers
- Veterans
- Information Technology

1st Qtr. Community Referrals

- Job Fair Referrals = 6
- [OhioMeansJobs | Cleveland-Cuyahoga](#) = 5



OUTCOMES

Jan to March 2023

1st Qtr. Total Number of Hires = 84

| Location Name | Count |
|-----------------------|-------|
| 40 - Main Office | 12 |
| 32 - Transit Police | 1 |
| 25 - Central Svc Bl | 9 |
| 24 - Central Bus Mint | 3 |
| 22 Rail Operators | 8 |
| 12 - Shelters | 1 |
| 09 Triskett Operator | 16 |
| 09 - Triskett | 2 |
| 05 Paratran Oper | 13 |
| 05 - Paratransit | 3 |
| 04 Hayden Operators | 16 |
| Grand Total | 84 |

| National Origin | Count |
|----------------------------------|-------|
| Native Hawaiian/Pacific Islander | 1 |
| Black or African American | 66 |
| Hispanic | 5 |
| White | 12 |
| Grand Total | 84 |

| Gender | Count |
|-------------|-------|
| Women | 37 |
| Men | 47 |
| Grand Total | 84 |

Number of positions filled

76 = ATU

01 = FOP

07 = Non-Bargaining



Succession Planning and Employee Development

GCRTA continues to enhance its People Strategy by expanding access to educational and development opportunities that lead to skills-development, increased awareness to innovative ideas, differing perspectives, and fosters a culture of learning.

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.

Core Program Updates (Q1 2023)

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. Twenty (20) GCRTA employees have successfully completed the program to date. Of them, two (2) enrolled in associate degree programs at Tri-C, and four graduates have advanced to new positions at GCRTA.

- **Temporary Commercial Driver Training** – Forty-two (42) future bus operators have attended seven cohorts at the Tri-C Transportation Innovation Center to obtain their temporary Commercial Driver Learner permit.
- **Frontline Leader** – The 12th Frontline Leader (FLL) cohort concluded during the 1st quarter of 2023. This represented the third cross-agency collaboration consisting of participants from GCRTA and the Ohio Turnpike. The next cohort will kick off in the 2nd quarter of 2023.
- **Accelerated Frontline Leader** –To increase the number of supervisors who can benefit from the Frontline Leader program, we worked with Corporate College to create an accelerated version of the program which entails three full days of classroom learning at Corporate College East. This is being delivered to bargaining unit supervisors in the Operations Division, to enhance the leadership culture. Sixty (60) employees will experience this program during the 2nd quarter of 2023.
- **Lean Six Sigma** – Thirteen (13) employees began their Lean Six Sigma Green Belt certification journey and will continue classwork and project completion through the 2nd quarter of 2023.

Technical Skills Building, Leadership, and Professional Development

Throughout the 1st quarter of 2023, several employees participated in or began a wide variety of development programs offered by local community partners and external vendors.

- **Smith System Certification** – One (1) employee responsible for training revenue and non-revenue drivers at GCRTA attended a 40-hour Smith System Driver Trainer Certification Course. This course ensures our trainers are effectively teaching operators and non-revenue drivers the keys to defensive driving.
- **Crisis Communication** – Sixty-eight (68) employees attended Crisis Communications: Putting Crisis Communications in Play 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.
- **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 engaged in the hiring selection process and offered apprenticeships to ten (10) applicants (including both internal and external).
- **Vendor Training** – Purchase Orders were opened, and scheduling of Substation Level 2 and Relay Maintenance Training is being scheduled to take place in the 2nd to 3rd QTR. Quotes were obtained for Freight Air Brake, Resource Conservation and Recovery Act and Signal Level 2 Training.

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.

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

- **Project Management Training** – Eighty-two (82) leaders from across the agency attended a 3-day Pilot Project Management Training program based on the FTA guidelines.
- **Operator Mentoring Certification** – Eighteen (18) mentors this quarter have been certified in the Positive Impact Program which identifies veteran operators committed to ensuring new operators have a firm foundation to build fulfilling careers.
- **Road Instructor Certification** – Nineteen (19) bus operators were certified in the program which identifies, upskills excellent operators, and prepares them to be road instructors to assist newer operators in succeeding during training.

Train-the-Trainer Programs

Employees conducting training for their departments are provided the opportunity to learn about current training trends, standards, and approaches to developing and delivering engaging and sticky adult learning content.

- **Each One Teach One, Kent State University** – Twenty-One (21) additional employees completed the two-day session program aimed at explaining the benefits of experiential learning by engaging in the process, learning, and presenting a learning program to the group utilizing the methods learned.

- **OSHA 10-HOUR** – One fill-in bus operator completed OSHA Training Institute coursework and testing required to become an OSHA 10-hour General Industry instructor.

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 1). 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.

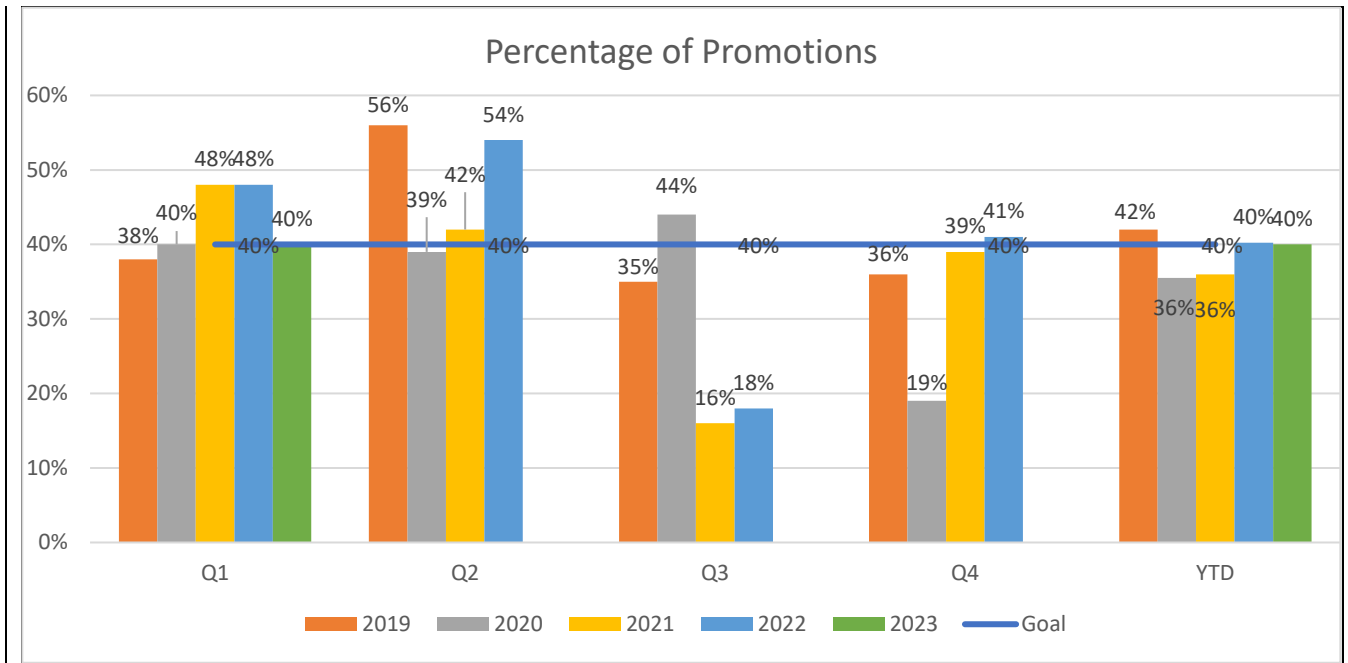


Figure 13: Percentage of Promotions

Listed below are notable promotions during the 2023 1st quarter that highlight our succession planning and employee development efforts:

Technical, Supervisory and Managerial Succession

- Mitchel Howard Crawford II, promoted from Electronic Equipment Maintainer to Electronic Repair Lead in the Operations Division.
- Dion Cunningham, promoted from a Money Handler to Money Handler Lead in the Operations Division.
- Claudiu Dugala, promoted from Electronic Equipment Maintainer to Electronic Repair Lead in the Operations Division.
- Laurie Ivah Edwards, promoted from Bus Operator to Dispatcher in the Operations Division.
- Paul Hudy, promoted from Signal Maintenance Technician to Signal Technician in the Operations Division.

- Stacie Menefee, promoted from Rail Operator to Assistant Operating Instructor in the Operations Division.
- Ryan Peecook, promoted from Equipment Repair Leader to Crew Chief in the Operations Division.
- Alsindor Pittman, promoted from Bus Operator to Service Quality Supervisor I in the Operations Division.
- Brian Pitts, promoted from Money Handler to Supervisor – Revenue Collection in the Finance & Administration Division.
- David Rutledge, promoted from ITS Specialist to Senior ITS Specialist in the IT Applications Services Division.
- Arnold Shorter Jr., promoted from Equipment Maintainer to Assistant Supervisor – Equipment in the Operations Division.
- Erica Wiens, promoted from Service Quality Supervisor to Supervisor Crossed Trained in the Operations Division.
- Ricky Williams Sr., promoted from Service Quality Supervisor to Supervisor Cross Trained 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
- Maintenance Facilities
- Planning

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

| PROJECT | DESCRIPTION | STATUS |
|---|--|---|
| <u>Bridges</u> | | |
| Rehabilitation of the Viaduct, Phase I (27Y) | Design of repair elements Designer: Michael Baker International Cost: \$446,266 | RFP was advertised January 21, 2019. Proposals received; consultant selected. NTP issued July 10, 2019. Preliminary report and alternatives received. Inspection completed September 14, 2019. Report review held December 2019. Design completed and construction contract approved on May 25, 2021. Board meeting. Designer is providing construction administration services during the construction. A major error in the painting quantity estimate has created a 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. Final landscaping underway, expect August 2023 Final Completion. |
| Viaduct Rehabilitation Buckhead Repair (27Y(a)) | Design separate because of permit requirements Designer: Michael Baker International Cost: Included in Project 27Y | Discussion held with Canalway Partners. 75% of the 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. Final landscaping underway, expect August 2023 Final Completion

| | | |
|---|---|--|
| <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. Final landscaping underway, expect August 2023 Final Completion.</p> |
|---|---|--|

| | | |
|---|---|---|
| <p>Waterfront Line Bridge Repairs (27Z)</p> | <p>Bridge Repairs (design including MSE walls) Designer: Hardesty & Hanover Cost: \$1,481,464</p> | <p>Bridge monitoring by TranSystems/BDI in place and running. Project advertised on December 27, 2020. with Hardesty & 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 & Hanover September 15, 2021. Four towers were inspected and completed on December 13, 2021. Project awarded to Great Lakes construction September 20, 2022.</p> |
|---|---|---|

NTP issued October 18, 2022. Reviewing submittals. Work proceeding on schedule to August 2023 opening and completion in November 2023.

| | | |
|---|--|--|
| <p>Waterfront Line Bridge Repairs (27Z)</p> | <p>Bridge Repairs including MSE walls. Construction Contractor: Great Lakes Construction Company Cost: \$8,690,545</p> | <p>Project awarded to Great Lakes construction September 20, 2022. NTP issued October 18, 2022. Reviewing submittals. Work proceeding on schedule to August 2023 opening and completion in November 2023.</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> |
|--|---|--|

| | | |
|---|--|---|
| Tower City East Portal Sectionalization (52N(a)) | Construction Cost Construction Contractor: TBD | Advanced work package for feeder cable installation from Eagle Avenue Substation in Joint Territories east of East Portals to Tower City. Bids due on April 16, 2023. |
|---|--|---|

| | | |
|---|---|--|
| W. 117th Track Bridge Rehabilitation (62A) | Design for repairs to bridge and station platform Designer: Michael Baker International Design Cost: \$504,211 | Board Awarded February 2021. NTP April 23, 2021. Field inspection and survey complete as of June 18, 2021. Phase 1 plans received August 13, 2021, and comments returned September 13, 2021. Phase 2 plans reviewed, and comments returned on November 10, 2021. 60% of plans (Phase 3) received January 15, 2022, and comments returned February 12, 2022. 98% of plans reviewed and comments returned June 24, 2022. 100% package for bidding received September 16, 2022. Bids due on April 13, 2023. |
|---|---|--|

| | | |
|---|-------------------------------|---|
| Red Line Flyover West of Stokes (62C) | Design Estimate: \$350,000 | Project to repair or remove bridge over abandoned industrial track. Preliminary design underway. Drainage investigation and soil borings completed as part of preliminary design. |
|---|-------------------------------|---|

| | | |
|--|---------------------------------|---|
| Special Bridge Inspections Engineering Services for 2023 (19.63) | Services Estimate: \$350,000 | Inspection of forty-six (46) structures that have Steel Non-Redundant Tension Members (STEN). Proposals received on February 17, 2023, and are being evaluated. |
|--|---------------------------------|---|

Track, Signal & Power

| | | |
|---|---|--|
| Trunk Line Signaling Design (12D) | Design for Trunk Line (E. 79 to Shaker Sq. Station) Signal System Replacement Designer: Rio Grande Pacific Technology Cost: \$268,412 | Contract awarded by Board on December 17, 2019. NTP 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 the project was canceled by Procurement. The second advertisement was 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. Awarded to Bison Rail Services at January 31, 2023 Board meeting.

| | | |
|--|---|---|
| <p>Trunk Line Signal Replacement – Construction (12D) (12D(a))</p> | <p>Construction Contractor: Bison Rail Services Construction Estimate: \$4,464,789 Northeast Ohio Trenching Construction Estimate: \$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. Both 12D Bison Rail Services and 12D(a) Northeast Ohio Trenching contracts were awarded at January 31, 2023 Board meeting. NTP 12D(a) issued March 2, 2023. NTP 12D to be issued April 3, 2023.</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% of design received review completed in November 2021. No responsive bids received. Package circulating for approvals prior to second bid. Increased estimate. To be readvertised April 17, 2023. Bid opening scheduled for May 17, 2023</p> |
| <p>Consolidated Train Dispatch System (CTDS) Upgrade (12H)</p> | <p>Furnish & 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 completed and NTP issued March 6, 2023. Preliminary project schedule received.</p> |
| <p>Tower City Tracks 10 & 13 (52M)</p> | <p>Design for Track Replacement and Signal System Upgrades Consultant: TranSystems Cost: \$1,152,360</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 received and under review.</p> |

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| <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. Final Report submitted and RFP issued. Proposals were received on November 14, 2023, and contract to be awarded on April 18, 2023.</p> |
| <p>Trunk Line Track Rehabilitation E. 75th 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 surfacing. 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 – September 30, 2023.</p> |
| <p>Warrensville/Van Aken Substation Replacement (60B)</p> | <p>Furnish and Install Modular Warrensville/ Van Aken Substation Contractor: Hatzel & Buehler Construction Cost: \$3,035,726</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: \$916,063.79</p> | <p>The Illuminating Company (TIC) agreement to install main feeders was approved by the Board on September 28, 2021. TIC received the majority of the power equipment in December 2022. Work completed on temporary busway and feeder duct in existing busway.</p> |

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| <p>W. 117th Substation Rehabilitation (60C)</p> | <p>Contractor: Lake Erie Electric Construction Cost: \$2,221,504</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.</p> <p>Installation of new equipment complete, conduit work underway.</p> |
| <p>E. 120th 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. The city requires noise study. Study underway.</p> |
| <p>W. 30th Substation Rehabilitation - Transformer/ Rectifier Set (60F)</p> | <p>Contractor: Hatzel & 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. The board awarded the 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.</p> <p>Project in closeout, final invoice awaited.</p> |

Passenger Facilities

Rapid Stations

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| <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 the 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.</p> <p>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 98% plans for comment/approval underway.</p> <p>90% of the cost estimate exceeds the budget.</p> |
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Planning

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| <p>Baby on Board (19.03)</p> | <p>TWE improvements In various locations in the County Contractor: Brasco & 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> |
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QUARTERLY MANAGEMENT REPORT

Q1 2023

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| <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 have been received and are in the process of being evaluated. It is anticipated that an award may be ready for the either the July/August 2023 Board of Trustee meeting.</p> |
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| <p>Shaker Shelter Replacement Program (18.82)</p> | <p>Replacement of shelters Along the Blue and Green Lines Contractor: TBD Budget: \$1,800,000</p> | <p>CMAQ funded project to replace and enhance light rail stations on Shaker Lines. 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. The RFP has been completed but is being delayed due to funding issues. The funding will not be available until July. The procurement process will begin in summer with awards to be ready for the Board of Trustees by the end of 2023 with construction completed by the end of 2024.</p> |
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| <p>On-Board Origin (19.50)</p> | <p>On-Board Origin/Destination Survey Contractor: ETC Cost: \$931,560.86</p> | <p>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 was held on February 23, 2023. ETC has submitted 40% of the deliverables, has finalized and tested the survey instrument. They will be conducting an on-to-off survey in Mid-May.</p> <p>The full survey is scheduled for September/October 2023.</p> |
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Maintenance Facilities

CNG (HVAC) Bus House
 Infrastructure Upgrades at Triskett
 (61E)
 Consultant: Wendel
 HVAC Design
 Cost: \$350,374

The Board awarded the 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 is nearing completion; final testing is 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: \$7,424,143 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 resolved; rooftop unit issues remain to be resolved.

Bus Rapid Transit
 MetroHealth Line BRT
 (70)
 Consultant: TBD
 Budget: \$2,500,000

Third version of design RFP in preparation. 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. Procurement canceled.

Third version of RFP in process. Station and associated signage design to be done in-house.



Greater Cleveland
Regional Transit Authority