

QUARTERLY MANAGEMENT REPORT

# 2nd Quarter - 2024



OUR MISSION: CONNECTING THE COMMUNITY



Greater Cleveland  
Regional Transit Authority

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## From the General Manager



This quarter began with a once in a lifetime event – a Solar Eclipse. Our team was prepared for an estimated 200,000 persons downtown crowd in addition to the other co-occurring events: NCAA Women’s Divisional Basketball finals, the Cleveland International Film Festival, and the Guardians Home Opener. While these were exciting events to be a part of, our teams continued to prepare to welcome more than 1,600 attendees to the American Public Transit Association (APTA) Annual Rail Conference, processing grant awards to fund new projects, building and launching a Railcar Replacement Project webpage, preparing for the build and delivery of our new railcars, and engaging with the community with the re-launch of our Adopt-A-Shelter program.

## American Public Transit Association Rail Conference

In June, the American Public Transit Association (APTA) Annual Rail Conference was held at the Huntington Convention Center. Attendees from all rail modes were in attendance to learn about the latest industry advancements and walk the products and services showcase. As the host agency, our employees were able to attend all the educational sessions, as well as walk the products and services showcase. The conference boasted:

- 91 vendors at the showcase
- 8 technical tours
- 40 educational sessions
- 450 registered agencies
- 1660 attendees

## Grant Awards

In April, the Federal Transit Administration (FTA) awarded us a grant for \$700,000, as part of the Biden-Harris Administration and U.S. Department of Transportation’s Federal Transit Administration. The grant will fund Transit Oriented Development (TOD) along the proposed Lorain Corridor, a multi-modal planning project, that will incorporate bus rapid transit with GCRTA's existing heavy rail system.

## Railcar Replacement Project

We launched a webpage to keep employees, stakeholders, community members, legislators, and more informed on the Railcar Replacement Program (RCRP). The Program continues to move steadily ahead:

- Exercised an option to purchase six (6) cars, bringing the total number of cars on order to thirty (30).
- Began the preliminary design review for the high-floor Light Rail Vehicles (LRVs)
- Issued a voluntary skills assessment to identify knowledge gaps before the Siemens car-specific training begins.
- Actively recruiting two Grade 5 Trainers to assist with the extra training to ensure that all employees' needs are met.
- Evaluating infrastructure modifications related to the new railcar fleets.
- Moving from the design phase to construction for the Port of Cleveland delivery switch.

- Design phase upgrades to the yard, track, and shop interior at the Brookpark Rail Shop.

Our Team continues to move the project forward and have:

- Completed the preliminary design review (PDR) for the new vehicles
- Surveyed Rail Operators, Mechanics, and other Staff on the sample Operator chair
- Had a visit by Siemens Commissioning Team Lead who toured the Delivery Switch at the Port of Cleveland and the Brookpark Rail Shop
- Began construction on the Port Delivery Switch
- Commenced the confidential procurement phase for modifications to the Central Rail Maintenance Facility and Red Line Platforms
- Gave a presentation at the 2024 APTA Rail Conference on the project

### **Adopt-A-Shelter**

We relaunched our Adopt-A-Shelter program and invited the public to participate in maintaining pre-existing shelters in their areas for two years. Responsibilities include keeping shelters clean, removing snow, and reporting damage to GCRTA. This program is open to individuals, community groups, churches, nonprofits, schools, and businesses. Participants will be recognized with a personalized decal.

As the quarter concludes, I am proud of all we have accomplished, as well as the opportunity to highlight Greater Cleveland Regional Transit Authority on a national scale. Events like the APTA Conference demonstrate our capability to drive national events while simultaneously linking to local institutions to drive economic development with investments from grant dollars. GCRTA is driving forward into the second half of the year with laser focus on projects and programs that transform the communities we serve.

Sincerely,



India L. Birdsong Terry

General Manager, Chief Executive Officer

**FINANCIAL ANALYSIS**

<b>General Fund Balance Analysis</b>					
	2024 Annual Budget	2024 Budget Q2	2024 Actual Q2	Q2 Variance	Q2 % Variance
<b>Revenues</b>					
Operating Revenues					
Passenger Fares	\$ 27,100,000	\$ 13,549,998	\$ 15,695,895	\$ 2,145,897	15.8%
Advertising & Concessions	2,547,051	1,318,802	854,730	(464,072)	-35.2%
Investment Income	1,000,000	500,002	497,807	(2,195)	-0.4%
Other Revenue	1,500,000	750,000	261,643	(488,357)	-65.1%
<b>Total Operating Revenues</b>	<b>32,147,051</b>	<b>16,118,802</b>	<b>17,310,075</b>	<b>1,191,273</b>	<b>7.4%</b>
Non-Operating Revenues					
Sales & Use Tax	268,300,000	134,150,002	130,835,778	(3,314,224)	-2.5%
Reimbursed Expenditures	5,000,000	2,200,002	9,972,840	7,772,838	353.3%
Transfer from Revenue Stabilization Sub-Fund	30,000,000	-	-	-	0.0%
<b>Total Non-Operating Revenues</b>	<b>303,300,000</b>	<b>136,350,004</b>	<b>140,808,618</b>	<b>4,458,614</b>	<b>3.3%</b>
<b>Total Revenues</b>	<b>335,447,051</b>	<b>152,468,806</b>	<b>158,118,693</b>	<b>5,649,887</b>	<b>3.7%</b>
<b>Expenditures</b>					
Operating Expenditures					
Salaries & Overtime	164,283,362	82,141,679	84,235,792	2,094,113	2.5%
Payroll Taxes & Fringes	57,564,329	28,782,167	29,989,329	1,207,162	4.2%
Fuel (Diesel, CNG, Prop. Pwr., Propane, Gas)	9,683,400	6,094,641	4,345,329	(1,749,312)	-28.7%
Utilities	3,964,200	1,982,094	2,215,029	232,935	11.8%
Inventory	13,000,044	6,500,022	7,581,231	1,081,209	16.6%
Services & Materials & Supplies	25,938,982	12,969,484	11,983,638	(985,846)	-7.6%
Purchased Transportation	11,533,644	5,466,822	7,730,778	2,263,956	41.4%
Other Expenditures	7,669,043	4,604,519	3,912,850	(691,669)	-15.0%
<b>Total Operating Expenditures</b>	<b>293,637,004</b>	<b>148,541,428</b>	<b>151,993,976</b>	<b>3,452,548</b>	<b>2.3%</b>
<b>Revenues less Operating Expenditures</b>	<b>41,810,047</b>	<b>3,927,378</b>	<b>6,124,716</b>	<b>2,197,338</b>	<b>55.9%</b>
Transfers to Other Funds					
Transfer to/from Insurance Fund	2,500,000	2,500,000	2,500,000	-	0.0%
Transfer to Reserve Fund	10,878,615	10,878,615	10,878,615	-	0.0%
Transfers to Capital					
Transfer to/from Bond Retirement Fund	9,346,959	4,673,481	5,715,655	1,042,174	22.3%
Transfer to/from Capital Improvement Fund	17,483,041	8,741,521	-	(8,741,521)	-100.0%
<b>Total Transfers to Capital</b>	<b>26,830,000</b>	<b>13,415,002</b>	<b>5,715,655</b>	<b>(7,699,347)</b>	<b>-57.4%</b>
<b>Total Transfers to Other Funds</b>	<b>40,208,615</b>	<b>26,793,617</b>	<b>19,094,270</b>	<b>(7,699,347)</b>	<b>-28.7%</b>
<b>Total Expenditures</b>	<b>333,845,619</b>	<b>175,335,045</b>	<b>171,088,246</b>	<b>(7,699,347)</b>	<b>-4.4%</b>
<b>Net Increase (Decrease)</b>	<b>\$ 1,601,432</b>	<b>\$ (22,866,239)</b>	<b>\$ (12,969,554)</b>	<b>\$ 9,896,685</b>	<b>84.7%</b>
<b>Beginning Balance</b>	<b>49,012,139</b>		<b>50,613,571</b>		
<b>Quarter End Projected Available Ending Balance</b>	<b>\$ 50,613,571</b>		<b>\$ 37,644,017</b>		
<b># Months Reserves - Quarter End Projected</b>	2.07		1.5		

Figure 1: General Fund Balance Analysis

**General Fund Balance analysis & Operating Analysis**

Sales Tax ended the quarter at -0.5% below the 2<sup>nd</sup> Quarter of 2023 and 2.5% below the budget. Total Revenues ended the quarter 3.3% above budget due to reimbursed expenditures and passenger fares at above budgeted levels. Operating Expenditures were 2.3% above budgeted levels. The increase in Operating Expenditures is due to increases in salaries, fringes, inventory, and purchased transportation. Transfers to the Insurance Fund and Reserve Fund have been completed. Transfers to the Bond Retirement Fund and Capital Fund will continue through the remainder of the year.

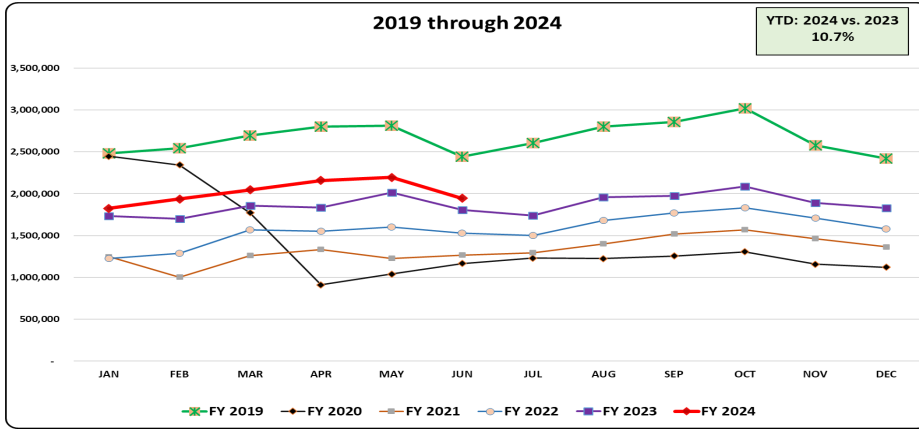


Figure 2: Ridership

Ridership through the 2<sup>nd</sup> Quarter totaled 12.1 million riders, 10.7% higher than the 2<sup>nd</sup> Quarter 2023. The increases are spread across all modes. The top three increases in ridership by mode were: Light Rail at 31.3%, HealthLine at 17.2% and Paratransit at 11.7%.

Passenger Fare revenue totaled \$15.7 million through the 2<sup>nd</sup> Quarter of 2024, or 15.1% higher than the 2<sup>nd</sup> Quarter of 2023 and 15.8% higher than the budget. Mobile ticketing continues to be strong and ended the quarter 23.1% higher than 2023. Pass /Ticket sales, student farecards, and U-Pass fares continue to be strong. Cash fares were 4.2% lower than 2023 levels.

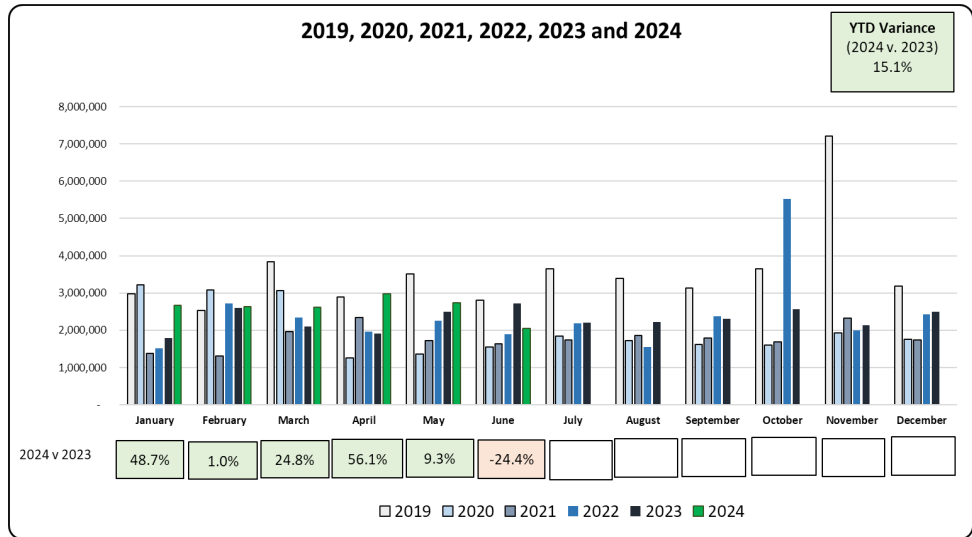


Figure 3: Passenger Fares

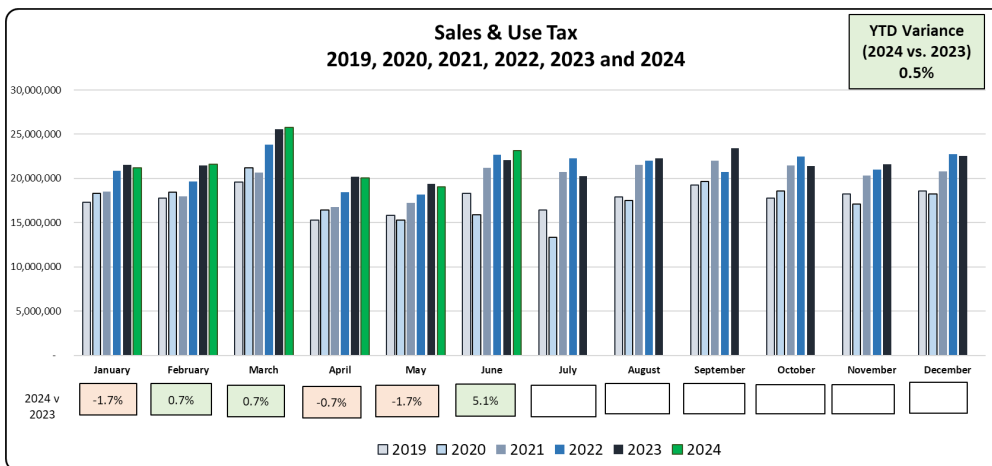


Figure 4: Sales & Use Tax

Sales Tax revenues totaled \$130. Million through 2<sup>n</sup> Quarter 2024. Receipts were 2.5% below budget and 0.5% above 2023 levels. Through June 2024, when compared to the same period in 2023, On-line Sales and Motor Vehicles and Watercraft categories continue to be strong at 13.5% and 1.1% above 2023 level respectively.

Through mid-year, operating expenses were 2.3% higher than budget. At the end of the 2<sup>nd</sup> Quarter, payroll expenses (salaries, overtime, and payroll taxes & fringes) were 3.0% higher than budget as we continue to hire operators and mechanics to fill the vacancies. Fuel costs, which includes diesel, CNG, propane, propulsion power, and gasoline, remained lower than budget due to fuel hedging and negotiated utility contracts.

Supply chain related issues and inflation continue to increase prices of parts and inventory. Inventory ended the quarter 16.6% over budget. Inflation remained high through the 2<sup>nd</sup> Quarter, at 3.5%. Purchased Transportation includes contracts with 3<sup>rd</sup> party vendors to provide ADA/Paratransit trips. At the end of the 2<sup>nd</sup> Quarter, Purchased Transportation was \$2.3 million above budget, due to new contracts signed in mid-2023 and an increase in ridership in 2024.

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. Transfers to the Insurance Fund and Reserve Fund for \$2,500,000 and \$10,878,615, respectively have been completed. Through the 2<sup>nd</sup> Quarter, \$5.7 million has been transferred to the Bond Retirement Fund. The remaining transfers, and the transfer to the Capital Improvement Fund will be completed in the second half of the year.

## **BOARD POLICY GOALS**

<b>Board Policy Goals</b>				
	<b>KPI</b>	<b>Definition</b>	<b>Goal</b>	<b>Q2</b>
<b>Operating Efficiency</b>	Operating Ratio	% of Operating Expenses (less Force Account Labor) are covered by Operating Revenues (Passenger Fares, Advertising, Investment Income)	≥ 25%	11.4%
	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)	1.5
<b>Capital Efficiency</b>	Debt Service Coverage	Authority's ability to meet annual interest and principal payments on debt	≥ 1.5	5.7
	Sales Tax Contribution to Capital	Transfers to fund the Authority's bond retirement payments and local funding for capital projects	≥ 10%	4.4%
	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 2<sup>nd</sup> Quarter, the Operating Ratio is 11.4% and does not meet the policy goal. (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. Through June, the inflation rate remained steady at 3.5%. 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 2<sup>nd</sup> Quarter, the Operating Reserve is 1.5 months. This policy goal is expected to be 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 5.7, 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 4.4%, which is below the policy goal. This is a timing issue as transfers are planned throughout the year.

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 38 active grant awards. 25 of those grants are within the Formula Grant awards category, and 13 are either highly competitive or discretionary grants.

The Formula Grants include \$53.8 million in funding under the following:

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

Competitive grants that have been received and identified year-to-date for Fiscal Year (FY) 2024 total \$143.2 million are as follows:

- 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)
- Transit Infrastructure Grant – Community Project Funding
- Railcar Replacement Program - IJJA

For 2024, the Strategic Plan initiative was to apply for, and successfully obtain, at least \$35 million of competitive grant awards, 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. As indicated above, competitive grant awards totaling \$143.2 million have been received throughout the fiscal year. Table 1 shows the funding sources, including competitive awards, funds committed throughout the life of the award, and funding available at year-end. The following are the competitive awards currently appropriated:

- \$967,917 for 12 Paratransit Cutaway Vehicles
- \$767,999 for 8 Transit Vans
- \$1.30 million for 10 Paratransit Cutaway Vehicles
- \$726,334 for 8 Paratransit Buses
- \$127.79 million for HRV Rail Replacement Program
- \$1.38 million for Red Line Brookpark 515 Track Switch
- \$5.34 million for LR Rehab Program
- \$4.00 million for Hayden Roof Repair
- \$585,000 for Transit Access Barrier Study
- \$332,000 for Baby on Board

**ITD Appropriated Funding Source Totals**

Source of Funds	Funding Appropriated	Funds Committed	Funding Available	Percentage of Remain. Funds
FORMULA	\$ 142,724,380	\$ 133,074,929	\$ 9,649,451	23.28%
LOCAL (ALL)	\$ 168,523,367	\$ 153,317,433	\$ 15,205,934	36.69%
COMPETITIVE	\$ 143,191,843	\$ 126,728,769	\$ 16,463,074	39.72%
Federal Assistance	\$ -	\$ -	\$ -	0.00%
STATE	\$ -	\$ -	\$ -	0.00%
OTHER	\$ 480,392	\$ 353,500	\$ 126,892	0.31%
	<b>\$ 454,919,982</b>	<b>\$ 413,474,631</b>	<b>\$ 41,445,351</b>	<b>100%</b>

Figure: 6

(Table 1)

**Commitments by Capital Category**

The capital program is based on a multi-year, or an Inception-to-Date (ITD), approach. The total capital budget of \$683.1 million for FY 2024 displayed in table 2 below includes appropriations of \$146.3 million for FY 2024 and \$536.8 million of prior year carryover. Projects within the capital program are placed in nine 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 2nd Quarter, current project commitments totaled \$413.2 million as shown in table 2 below, which includes \$157.8 million of ITD expenditures and \$255.4 million of current encumbrances, resulting in \$269.9 million, or 39.5%, of available funding. Most capital activities during the second quarter were continuing projects that began in prior fiscal years or planned FY 2024 construction projects. These projects focus on the State of Good Repair (SOGR) of the Authority’s capital assets, which will be discussed below in greater detail.

Categories	(ITD) Budget A	Current Commitments B	Budget vs Current Commitments A-B	% Remaining (A-B)/A	Projected Commitments @ End of 2024 C	Projected Commitments vs. Current Budget A-C
Bus Garages	\$ 8,125,000	\$ 2,600,000	\$ 5,525,000	68.0%	\$ 6,780,000	\$ 1,345,000 16.6%
Bus Improvement Program	69,286,519	34,458,937	\$ 34,827,582	50.3%	35,586,937	33,699,582 48.6%
Equipment & Vehicles	28,726,054	9,741,314	\$ 18,984,740	66.1%	11,789,353	16,936,701 59.0%
Facilities Improvements	121,180,674	70,253,718	\$ 50,926,956	42.0%	72,419,858	48,760,816 40.2%
Other Projects	13,947,180	6,804,786	\$ 7,142,394	51.2%	7,225,586	6,721,594 48.2%
Preventive Maint./Operating Reimb.	7,076,840	7,076,840	\$ -	0.0%	7,076,840	0 0.0%
Rail Projects	162,403,162	77,686,437	\$ 84,716,725	52.2%	102,371,219	60,031,943 37.0%
Railcar Replacement Program	270,287,499	204,587,573	\$ 65,699,926	24.3%	370,637,573	(100,350,074) -37.1%
Transit Centers	2,107,680	0	2,107,680	100.0%	0	2,107,680 100.0%
Sub-Total: RTA Capital	<b>\$ 683,140,608</b>	<b>\$ 413,209,605</b>	<b>\$ 269,931,003</b>	<b>39.5%</b>	<b>\$ 613,887,366</b>	<b>\$ 69,253,242 10.1%</b>

Figure: 7

(Table 2)

**Current Year Expenditures by Capital Category**

The graph below compares current expenditures for each category with prior years’ expenditures at the same point in time. The majority of capital expenditures during the 2nd Quarter occurred in three major categories: Facility Improvements at \$4.6 million, Rail Replacement Program Projects at \$7.5 million, and Preventative Maintenance at \$6.5 million. These three categories total \$18.6 million, or 77.0%, of current capital expenditures in 2024.

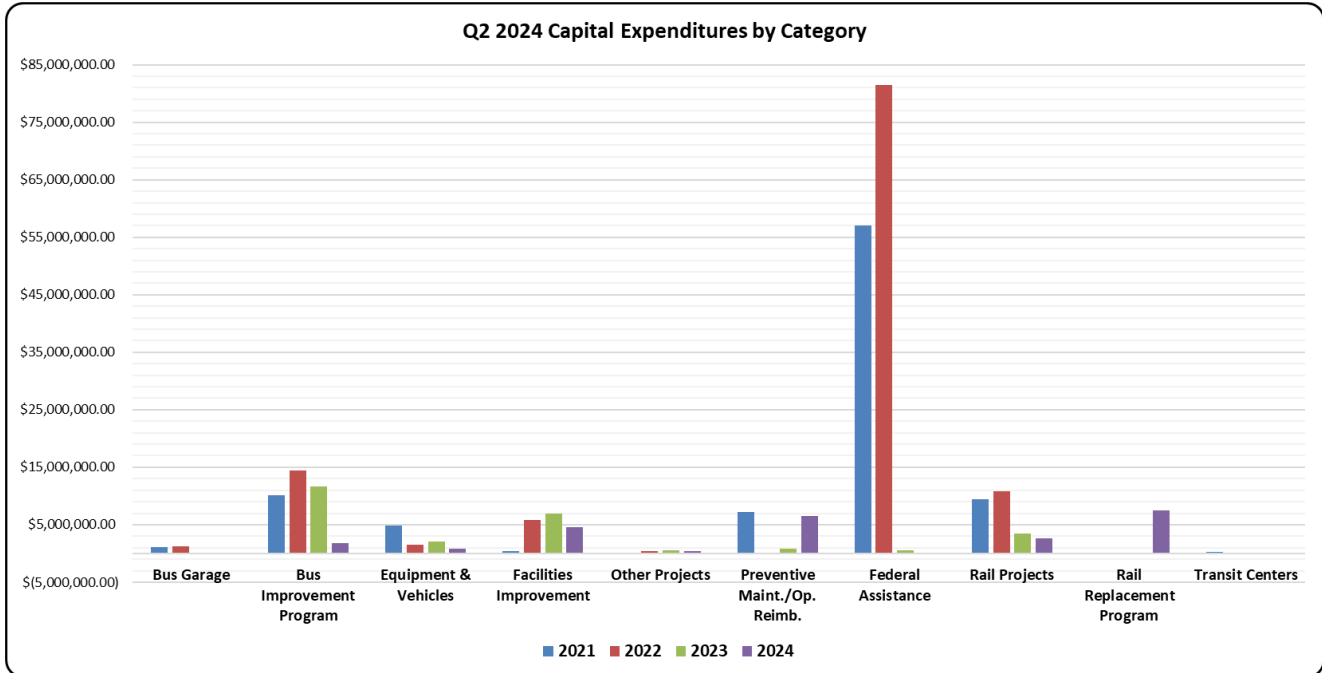


Figure: 8

(Table 3)

**Bus Garages**

These projects are for bus garage facility upgrades. Planned upgrades throughout the year include upgrades to the Gas Detection System, Fire Protection System, Bus Wash, Lift Replacements, and Pivot Gate at the Hayden Facility. Other planned replacements across the authority in 2024 include lifts at the Paratransit Facility and the Triskett Bus Wash. At the end of June, commitments in this category totaled \$2.6 million, out of the total appropriations of \$8.1 million, leaving a positive variance of \$5.5 million, or 68.0%. Projected commitments at year-end total \$6.8 million.

**Bus Improvement Program**

The Authority continues to retire older fleets and purchase more fuel-efficient vehicles under its Bus Improvement Program. At the end of the second quarter, commitments in this category totaled \$34.5 million, out of total appropriations of \$69.3 million, leaving a positive variance of \$34.8 million, or 50.3%. Planned in FY2024 are replacement of 40 CNG 40ft buses and a replacement Paratransit bus purchase. Federal Transit Administration (FTA) recently announced awarding \$10.6 million towards GCRTA electric vehicle pilot program. The authority anticipates new buses and infrastructure for the pilot program to be in place by spring 2027.

**Equipment & Vehicles**

At the end of the second quarter, the total commitments of \$9.7 million, out of a total budget of \$28.7 million, includes \$6.9 million of ITD expenditures and \$2.8 million of encumbrances, leaving a positive variance of \$19.0 million, or 66.1%. Remaining commitments within this category are concentrated on updating equipment and software for scheduling, asset maintenance, fare collection, inventory, cyber security, and financial management.

**Facilities Improvements**

At the end of the second quarter, total commitments of \$70.3 million, out of the total budgeted \$121.2 million, includes \$34.8 million of ITD expenditures and \$35.4 million of current encumbrances, resulting in a positive variance \$50.9 million, or 42.0%. This variance is due to supply chain issues and inflationary costs affecting the completion of current projects, causing delays with the Tower City East Portal Rehabilitation, W. 117<sup>th</sup> bridge rehabilitation, Central Rail access road bridge rehabilitation, Main Office roofing repairs, and other smaller facility enhancements.

**Other Projects**

The Other Projects category includes pass-through grants with Medina, and other miscellaneous capital projects that do not fit into the other capital categories. At the end of June, this category has combined project commitments of \$6.8 million out of the budget of \$13.9 million, resulting in a positive variance of \$7.1 million or 51.2%. These projects include TSA Canine Security Program, Transit Study Programs, 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 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 commitments at year-end are expected to total \$7.1 million.

**Rail Projects**

At the end of the first quarter, \$69.9 million of the \$202.8 million budget for the Rail Projects category were committed, resulting in a positive variance of \$132.9 million, or 65.5%. Total commitments include \$44.5 million of ITD expenditures and \$24.5 million of current encumbrances maintaining the focus on achieving SOGR on the rail system. Some of the major projects in this category consist of Light Rail Track Rehabilitation, Overhead Catenary Replacement Program, Substation Improvement Program, Rail Profile Grinding, CTDS Replacement, and completion of the Light Rail Fiber Optic system.

**Federal Assistance**

The Authority had received funding under CARES Act, CRRSAA and ARP. That funding was restricted to support the Authority's operating budget during the pandemic. Those funds were received from the federal government through the established channels that only allowed capital dollars to be received. The funding was received in the Capital Fund and then transferred to the General Fund to support operations in accordance with the terms of the grants. As a result, this category reflects the transfer of funds to the Authority's General Fund.

**Railcar Replacement Program**

At the end of the second quarter, \$77.7 million of the \$162.4 million budget for the Rail Projects category were committed, resulting in a positive variance of \$84.7 million, or 52.2%. Total commitments include \$47.1 million of ITD expenditures and \$30.6 million of current encumbrances maintaining the focus on achieving SOGR on the rail system. Some of the major projects in this category consist of Light Rail Track Rehabilitation, Overhead Catenary Replacement Program, Substation Improvement Program, Rail Profile Grinding, CTDS Replacement, and completion of the Light Rail Fiber Optic system.

**Transit Centers**

Currently there are no commitments in the Transit Center project category. ADA upgrades at Warrensville Station are scheduled when rehabilitation of the station occurs in the second half of FY 2024.

**Performance Measures**

Performance Measure		Q1	Q2	Q3	Q4	YTD
<b>Passengers per bus/railcar hour:</b>						
Bus		16.4	17.4			16.9
Rail		27.3	29.2			28.2
Total*		17.8	18.8			18.3
*Combining bus and rail, passengers per In-Service Vehicle-Hour.						
<b>Revenue Vehicle Cost Per Mile:</b>		2.49*	2.15*			2.32
(Maintenance & Fuel)						
*Estimated Value						
<b>% Of Scheduled Maintenance Completed (Revenue Vehicles)</b>						
Bus		93%	93%			96%
Rail		95%	99%			99%
Paratransit (Revenue)		98%	97%			98%
Paratransit (Non-Rev)		91%	90%			91%

**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 2024 is 1.40. The 2024 YTD 2nd Quarter PCR is 1.58, which is 13% higher than the TEAM goal and 9% higher than the 1.46 PCR for the same period in 2023. Total preventable collisions increased 9% from 162 to 176. Mileage was FLAT vs 2023.

**Total Collision Rate**

The GCRTA Total Collision Rate (TCR) for the 2024 YTD 2<sup>nd</sup> Quarter is 3.29, which is 6% higher than the 3.09 TCR for the same period in 2023. Total collisions increased 6% from 344 to 365.

**On the Job Injury Rate**

The GCRTA 2024 TEAM Injury Rate Goal is 6.75. The 2024 YTD 2<sup>nd</sup> Quarter Injury Rate of 5.39 is 20% below the TEAM Goal and 17% above the 4.60 Injury Rate for the same period in 2023. Total injuries increased by 11 from 41 in 2023 to 52 in 2024.

**Number of Miles Between Service Interruption**

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

**Note** – Revenue-vehicle miles are the total actual miles logged by buses and railcars.

- 14,315 Miles Between Service Interruptions for Q2 2024

**On-Time Performance**

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

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

- *Fixed Route On Time Performance* =  $\frac{\text{On Time Measurements}}{\text{On Time} + \text{Early} + \text{Late Measurements}}$
- Fixed route on-time performance: Goal: 85%
  - Q2 2024 (81.82%)
  - Q1 2024 (83.99%)
  - Q2 2023 (85.00%)

**Ridership**

Total unlinked passenger trips on all GCRTA transit modes.

- The COVID-19 pandemic has continued to affect ridership: 12,106,060 unlinked passenger trips for Q2 2024 represents:
  - 10.7% increase from Q2 2023

Year over year ridership by mode Q2 2024 vs Q2 2023

Q2 2024 vs Q2 2023	
Motorbus (MB)	10.6%
HealthLine (RB)	17.2%
Heavy Rail (HR)	3.5%
Light Rail (LR)	31.3%
Paratransit (DR)	11.7%
<b>System Total</b>	<b>10.7%</b>

**Customer Satisfaction/Boardings Between Complaints**  
 \*For Q2 2024, 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.

- 5402 Boardings Between Complaints for Q2 2024 represents:
  - 4.19% increase from Q2 2023 (217)
  - 4.41% decrease YTD from 2023 (260)
  - 8.45% decrease from Q1 2024 (499)

**Attendance**

**Unscheduled Absence Rate** - 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 **6.82%** for Q2 2024 represents:

- 0.74% increase from Q1 2024
- 6.19% reduction from Q2 2023



## Administration & External Affairs Division

### American with Disabilities Act (ADA)

The Internal ADA Committee has resumed a regular cadence of meetings. The purpose of this Committee is to understand and discuss citizens' concerns. During Q2, three items were discussed: survey efficiency, notify to inform community of regarding elevator outages, and the East 79<sup>th</sup> Street Station renovations. The Meeting composition included representation from: Office of Equal Opportunity (OEO)/ Americans with Disabilities Act (ADA), Marketing, Service Quality, IT, Internal Communications, Legal, Paratransit, and Engineering.

### Community Advisory Committee:

In Q2 the Community Advisory Committee (CAC) held its first subcommittee meetings (ADA, Rules, and Advocacy & Education) and conducted its second Committee of The Whole meeting. Members of the CAC also attended the MetroHealth Line BRT open house event.

### Community Engagement:

The Community Engagement Team represented GCRTA, providing educational presentations, promotional items, and information on GCRTA programs across the community to elevate brand and to advocate public transit as a partner in the economic ecosystem.

### Diversity Equity Inclusion Belonging (DEIB) / Office of Equal Opportunity (OEO)

OEO hosted an Intern from Michigan State University. The task for the summer was to prepare a four year look back, reflecting on the forward movement of the DEIB journey at GCRTA. The final product will be used as a tool to tell GCRTA's DEIB Story and educate internal and external customers on how DEIB is incorporated in GCRTA's long range strategic plan.

### DEIB Learning Series

The contract with California Creative Solutions, (CCS) Academy is our third-party contractor who provides DEIB learning series training to GCRTA employees, ends August 31, 2024. As GCRTA prepared for this contract to conclude, GCRTA is completing the second round of DEIB basic training and transitioning to critical conversations. In addition, the Strategic Plan is being formatted into a DEI Strategic Road Map. The roadmap will allow flexibility to set goals and measure the progression.

### DEIB / Employee Resource Groups (ERG) / Community Events

- Diversity Walk – May 4, 2024
- Pride Community Parade and Event – June 1, 2024
- Juneteenth - Freedom Fest – June 15, 2024

### Functional Assessments:

There have been 29 scheduled, 21 approved, one denied, and seven no-show functional assessments in Q2. Since adopting the functional assessment process in-house, our customers have benefited tremendously from a seamless process, customer experience, and cost savings of \$153,943 annually to the Authority.

### Governmental Affairs

Q2 was filled with on-going engagement with NOACA, State of Ohio, and Federal advocacy. This continues to center on Microtransit, mobility management, Transportation Review Advisory Council (TRAC) funding, railcar replacement, and linking public transit to economic opportunity.

## Hosted/Met with:

- ⇒ State Senator Kent Smith to support First Year Cleveland's state capital budget submission for expanding Baby on Board program, an initiative to reduce transportation costs for mothers, fathers, and families living in Cuyahoga County and connect them to family neighborhood services.
- ⇒ Ohio Department of Transportation (ODOT) Director, Dr. Jack Marchbanks and key staff members in Columbus to discuss state funding, TRAC, and the rail car replacement program.

## Office of Equal Opportunity (OEO)

The Quadrennial Equal Opportunity/Affirmative Action Plan was submitted to the Federal Transit Administration on April 22, 2024. The Civil Rights Meeting was also conducted and serves as an opportunity to present and discuss GCRTA's Civil Rights functions: ADA, Title VI, Title VII, and OBD with the Authority's CEO/Chief Civil Rights Officer. The CEO also receives a DEIB Update at this meeting.

## Marketing:

Marketing supported the American Public Transportation Association (**APTA**) **Rail Conference** by

- designing and coordinating production and installation of
  - Welcome banners and wayfinding signage
  - 50<sup>th</sup> anniversary ads at the Airport station
  - Historical photo murals at the Airport and Tower City stations
  - Tech Tour information poster
- ordering/coordinating food treat giveaways
- providing customer service to conference attendees
- photography and social media posts

Marketing supported the **Summer Soundtrack Program** (City of Cleveland, Cleveland Metropolitan School District (CMSD), and other community partners) by providing assistance and launching a series of promotional tactics throughout the summer. These efforts encompassed a variety of advertising/marketing mediums, including onboard communications (interior car cards in coach and rail vehicles), digital screens in coaches, and social media posts/campaigns.

The interview process was completed, and candidate selections were made to **hire two full-time personnel**, filling critical vacancies within the marketing department. These recent hires strengthen the Marketing Department by complementing and deepening existing talent and increasing the team's capacity to serve the Authority.

## Mobility School Presentation/Training:

The three-day mobility school presentation/training was conducted for 152 students in 13 schools throughout Northeast Ohio in Q2. The school districts are listed below:

- East Tech – 2439 E. 55<sup>th</sup> Street, Cleveland OH 44104
- Cuyahoga Valley Career Center – 8001 Brecksville Road, Brecksville, OH 44141
- Normandy High School – 2500 W. Pleasant Valley Road, Cleveland, OH 44134
- Max Hayes – 2211 W. 65<sup>th</sup> Street, Cleveland, OH 44102
- John Hay – 2075 Stokes Blvd., Cleveland, OH 44102
- Albert Einstein Academy – 1415 Warren Road, Lakewood, OH 44107
- Rocky River – 20591 Detroit Road, Rocky River, OH 44116
- Warrensville High School – 4270 Northfield Road, Warrensville Heights, OH 44128

- Garrett Morgan High School – 4600 Detroit Road, Cleveland, OH 44102
- Daniel E. Morgan – 8912 Morris Court, Cleveland, OH 44106
- Artemus Ward – 4315 W. 140<sup>th</sup> Street, Cleveland, OH 44135
- Memorial Options – 22800 Fox Avenue, Euclid, OH 44123
- Positive Education Program – 9700 Lamont Avenue, Cleveland, OH 44106

## Public Information:

Press releases: 11

Media Public Records Requests: 35

Riders Alerts: 5

## Radio Interviews/Mentions:

- La Mega Radio – HR Hiring Events with GCRTA Employee Ida Marshall, Talent Acquisition Manager
- La Mega Radio – Community Partnership Investment Program with GCRTA employee Nicholas Miller, Planner III
- WCPN 90.3FM – GCRTA gets funding for Lorain Rd. Bus Rapid Transit (BRT) project
- WTAM 1100AM – GCRTA changes seats from cloth to vinyl
- WCPN 90.3FM – Greyhound Station may be moving to GCRTA's STJ Transit Center
- WTAM 1100AM and WCPN 90.3FM – GCRTA to receive federal funds for station improvements
- WTAM 1100AM - Teen hit by GCRTA bus on Cleveland's westside
- WTAM 1100AM – Mayor Bibb, Cleveland involved in MVA walks to GCRTA bus shelter
- WTAM 1100AM – GCRTA bus surrounded at E.37<sup>th</sup> & Broadway

## TV Interviews/Mentions:

- WOIO 19 News – Take GCRTA to Women's National Collegiate Athletic Association (NCAA) Final Four
- WOIO 19 News/WJW Fox 8 – GCRTA Job Fair Event
- WKYC 3 News, WOIO 19 News, WEWS News 5, and Spectrum News – Take GCRTA to Busy Weekend of Events in Cleveland
- Spectrum News – GCRTA Announces Railcar Replacement Website Page
- WJW Fox 8 News – GCRTA didn't know bus driver had a warrant out for his arrest
- WOIO 19 News and WEWS News 5 – Bus shelters get artistic face lift
- WKYC 3 News, WEWS News 5, WJW Fox 8 News, and Spectrum News – GCRTA receives \$16M in federal grant funds for station improvements
- WEWS News 5, WJW Fox 8 News, WKYC 3 News, and WOIO 19 News – Car crashes into GCRTA bus and building in East Cleveland
- Spectrum News – Cleveland to host 2024 APTA Rail Conference
- WOIO 19 News and WJW Fox 8 News – Take GCRTA to see the Rolling Stones
- WKYC 3 News, WEWS News 5, WJW Fox 8 News, and WOIO 19 News – Teen hit by GCRTA bus on Cleveland's westside
- WEWS News 5, WKYC 3 News, WJW Fox 8 News, and WOIO 19 News – Crowd surrounds and blocks GCRTA bus at E.37<sup>th</sup> & Broadway
- WOIO 19 News and WJW Fox 8 News – GCRTA bus reroutes due to movie filming

## Publications:

- Cleveland.com and Railway Age – GCRTA launches new webpage to track railcar replacement project
- Cleveland.com – Plaudits for Lorain Rd BRT idea – Editorial
- Railway age and Sierra Club – TOD Planning Projects to Receive \$17.6M
- Cleveland.com, Mass Transit, Scene, AXIOS, and NEOTrans– GCRTA Scores \$700K Federal Grant to Plan Lorain BRT Project
- CRAIN'S Cleveland Business – Cleveland's 2024 Solar Eclipse
- Signal Cleveland – GCRTA may bid farewell to cloth seats
- Cleveland.com and Mass Transit – Greyhound, Barons likely relocating to GCRTA's Stephanie Tubbs Jones (STJ) Transit Center following sale of historic station
- Signal Cleveland – As Eclipse ends, Public Square repairs begin, CLE Triathlon on the move
- Progressive Railroading – GCRTA appointed Mayor Paul Koomar as president and Lauren Welch as vice president of its board.
- Signal Cleveland – Taking public transit to school set student Chardon Black up for success
- Cleveland Jewish News – Shaker Heights in midst of several projects in '24
- NEOTrans – CSU students: Here's how to get the Waterfront Line on track
- Mass Transit – GCRTA and CIA partner on bus shelter art
- Signal Cleveland – GCRTA considers spending \$1.2M to continue EZfare mobile ticketing
- AXOIS – Transit strategist is resigning from GCRTA Board
- Scene – CSU Waterfront Line Study Urges Apartments on the Muni Lot Loop Connections
- Cleveland.com, NEOTrans, Mass Transit, Transportation Today, Intelligent Transport, Progressive Railroading, and AXIOS – GCRTA wins grant to make Blue Line stations ADA accessible
- Cleveland.com – Car crashes into GCRTA bus and building in East Cleveland
- Mass Transit, Passenger Transport Express – APTA kicks-off 2024 Rail Conference in Cleveland, Ohio
- Cleveland.com – Miceli Dairy plans \$128M expansion, 250 new jobs
- Cleveland.com – How to take GCRTA to Rolling Stones concert
- The Highland County Press – Ohio EPA, ODOT announces \$9.7M in diesel emission reduction grants
- Cleveland.com - GCRTA seeks public feedback Thursday on \$50M West 25th Street bus rapid transit line

**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 April 1, 2024 – June 30, 2024, represents the third quarter of FFY2024. DBE dollars awarded during the third quarter and FFY to-date on contracts greater than \$100,000 totaled **\$176,155 or 20%** on total contracts of **\$883,443**.

The performance period of April 1, 2024 – June 30, 2024, represents the third quarter of FFY2024. Federal Dollars awarded on Small Purchase contracts of \$25,000 - \$100,000 during the first quarter FFY to date totaled **\$305,328**.

**CURRENT QUARTER – DBE PERFORMANCE BY CONTRACT CATEGORY  
(April 1, 2024 – June 30, 2024)**

**Does not include Small Purchase Contracts – DBE Participation**

Classification	1st. Quarter		2 <sup>nd</sup> Quarter		3 <sup>rd</sup> Quarter		4 <sup>th</sup> Quarter	
	Oct. 1 – Dec. 31		Jan. 1 –March 31		April 1 – June 30		July 1 – Sept. 30	
African American	0	0	0	0	\$176,155	100%		
Asian	0	0	\$70,203	16.0%	0	0		
Caucasian Female	0	0	\$32,010	7.3%	0	0		
Hispanic	0	0	0	0	0	0		
Sub-Pacific Asian	0	0	\$335,991	76.7%	0	0		
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>\$438,204</b>	<b>100%</b>	<b>\$176,155</b>	<b>100%</b>		

Figure: 10

**CURRENT QUARTER - DBE PERFORMANCE BY CONTRACT CATEGORY**  
 (April 1, 2024 – June 30, 2024)  
 Does not include Small Purchase Contracts – No DBE Participation

	Construction	Services	Equipment & Supply	Total
DBE Dollars	\$176,155	0	0	\$176,155
All Dollars	\$883,443	0	0	\$883,443
% DBE Participation	20%	0	0	20%

Figure: 11

**YEAR TO DATE**  
**DBE PERFORMANCE BY QUARTER**  
 (October 1, 2023 – September 30, 2024)  
 Total Contracted include Small Purchase Contracts with Federal Dollars Awarded

	Total Contracts	DBE Participation	% DBE Participation
1st Qtr.	\$485,942	\$0	100%
2 <sup>nd</sup> Qtr.	\$1,986,729	\$438,204	22.1%
3rd Qtr.	\$883,443	\$176,155	20%
4th Qtr.			
<b>TOTAL</b>	<b>\$2,870,172</b>	<b>\$614,359</b>	<b>21.4%</b>

Figure: 12

**Office of Business Development Activities**

Outlined below are selected efforts undertaken during the third quarter of FFY 2024

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

- New/Interstate Certification: 6
- No Changes Declaration: 15
- On-Site Review: 5

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

- Completed: 26 Goal Settings
- Reviewed: 17 Certified Payroll Reports

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

- Attend B2Gnow Conference in Phoenix
- Attended Northeast Ohio Hispanic 15<sup>th</sup> Chamber of Commerce Awards Gala
- Collaborated with USDOT/APTA host Small Business workshop on USDOT DBE/ACDBE New Rule
- Host DBE Advisor Committee Meeting for 2025-2027 Triennial DBE Goal
- Host National Minority Contractors Association Meeting on behalf of NAMAC
- Participated on 52<sup>nd</sup> Annual James H. Walker/Turner School of Construction Management event
- Participated on Procurement III Training host by National Training Institute
- Participated on DBE Certification Review with Benjamin Sumpter
- Participated on Cleveland Small Business Block Party
- Participated on 2024 Women's Impact Day Luncheon and Roundtable
- Presented at the Urban League of Greater Cleveland Minority Business Assistant Center: Procurement Resource Fair
- Presented on Airport Terminal Modernization Development Program Workshop
- Presented at Black Pages of Ohio: June's Lunch and Learn

### **Selected Other Involvements**

- Participated in the Spring Town Hall Meeting at the Cleveland Public Library
- Attends EWT Professional monthly virtual meetings



Quarterly Performance Report

Division/Department: Office of Equal Opportunity (OEO)

Date: July 22, 2024

Report completed by: Office of Equal Opportunity and Employment & Recruitment

Phone #: Ext. 3094

**Affirmative Action**

The Affirmative Action Goals for the employment of women and minorities in all categories for the years (2024-2027).

**KEY PERFORMANCE MEASURES**

EEO Job Category	2024 Quarterly Performance Report														Total Placements					
	Male							Female							Q1	Q2	Q3	Q4		
	Hispanic or Latino Males Goal	Total Placements Hispanic or Latino Males Q2	Two or More Races Males Goal	Total Placements Two or More Races Males Q2	White Females Goal	Total Placements White Females Q2	American Indian or Alaska Native Female Goal	Total Placements American Indian or Alaska Native Q2	Black Females Goal	Total Placements Black Females Q2	Hispanic or Latino Females Goal	Total Placements Hispanic or Latino Females Q2	Asian Females Goal	Total Placements Asian Females Q2	Two or More Races Females Goal	Total Placements Two or More Races Females Q2	Q1	Q2	Q3	Q4
Officials & Administrators	---		---		2		---		---	---		---		---						
Professionals	---		---		55	9	---		---	1	1	1		---		3	10			
Technicians	---		---		20		---		---	2		---		---						
Protective Service	---		---		2		---		---	---		---		---			4	1		
Admin Support	---		---		45	2	---		---	---		1		---						
Skilled Craft	12		3		18		---		---	1		2		---						
Service Maintenance	25	5	8	2	229	4	1		---	24	3	10		---	1	6	16			
TOTAL	37	5	8	2	371	15	1		8	28	4	14		1	1	18	29			





Quarterly Performance Report

EEO Job Category	Remaining to Reach Parity Males	Remaining to Reach Parity Females
Officials & Administrators	0	2 White Females
Professionals	3 Asian Males	43 White Females, 1 Asian Female
Technicians	0	20 White Females, 2 Hispanic or Latino Females
Protective Service	3 Black Males	2 White Females
Administrative Support	0	40 White Females, 1 Asian Female
Skilled Craft	10 Hispanic or Latino Males, 2 Asian Males, 3 Two or More Races Males	18 White Females, 8 Black Females, 1 Hispanic or Latino Female, 2 Asian Females
Service Maintenance	19 Hispanic or Latino Males, 8 Asian Males, 4 Two or More Races Males	224 White Females, 1 American Indian/ Alaska Native Female, 19 Hispanic or Latino Females, 10 Asian Females

\*The Total Placements reported include new hires, rehires, and promotions in each designated category. Two goals have been met in 2024. Goals met are highlighted in green.

\*The Employment Recruitment Department (ERD) and OEO collaborate to ensure 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:

## 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 (Q2 2024)

- **Temporary Commercial Driver Training** – During the second quarter of 2024, 48 out of the 55 newly hired student bus operators attended the Tri-C Temporary License program at the Tri-C Transportation Innovation Center to obtain their temporary Commercial Driver Learner permits. In the third quarter, the Greater Cleveland Regional Transit Authority (GCRTA) hosted the Temporary CDL License Program internally, led by GCRTA bus operator trainers at our West Park location. To date, we have onboarded 72 students at the West Park location under the guidance of GCRTA trainers.
- **Frontline Leader** – Thirteen (13) employees continued their Frontline Leader training courses, including internal RTA classes on topics such as: Finances at RTA, Civil Rights for Supervisors, Positive Discipline, Non-Revenue Defensive Driving, and Human Resources Fundamentals; and they experienced soft skills training alongside employees of the Ohio Turnpike Commission at Corporate College West.
- **Lean Six Sigma** – In the second quarter of 2024, nine (9) RTA employees participated in Lean Six Sigma Black Belt coursework and are working to complete the corresponding project work to earn this prestigious distinction.

## Technical Skills Building, Leadership, and Professional Development

Throughout the 2<sup>nd</sup> quarter of 2024, several employees participated in or began a wide variety of development programs offered by local community partners and external vendors.

- **Vendor Training** – We completed the procurement process for two Big J Signal Training courses scheduled to take place in August. Welding Training through Lincoln Electric Welding School was procured for two (2) Power & Way employees. Tamper Technical and Operator Training was procured and completed within the second quarter. Other vendor identification and procurement will follow in the third quarter to bring in slated training for the Power & Way Division throughout the remainder of 2024.

## Employee Engagement and Enrichment Programs

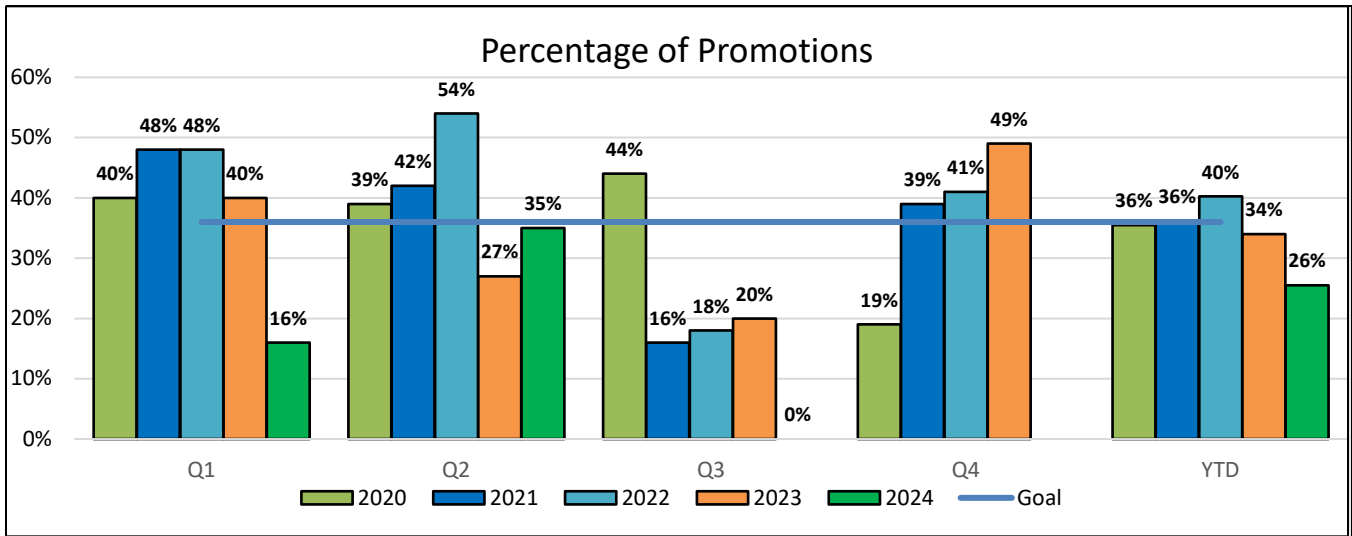
Employee led development opportunities, engagement events, and RTA training and development initiatives customized for the interests and needs of RTA employees.

- **Operator Mentoring Certification** – Sixteen (16) 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** – Twenty - three (23) 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.
- **Healthline Smith System Training Pilot** – Fifteen (15) new bus operators were additionally trained on the Healthline Training Pilot which was established to help decrease accidents and increase awareness on our highest accident and ridership route.
- **Hostler and Mechanic Driver Refresher** – Five (5) new hostlers and mechanics were additionally trained on the Healthline Route, and how to maneuver the coach through the garages at CBM, Triskett and Hayden. This program was established to help decrease accidents and increase awareness within each garage.
- **Mechanic Apprenticeship Program** – Seven (7) new mechanic apprentices were onboarded to become aspiring mechanics. The program includes hands-on training, mentorship from experienced professionals and Theoretical lessons to equip participants with essential skills. The initiative aimed to bridge the gap between academic knowledge and practical experience, ensuring that apprentices gain a comprehensive understanding of automotive mechanics. The responses have been positive, with participants expressing enthusiasm for the learning opportunities and practical experience offered.
- **Summer Internship Program** – A cross-functional team of Human Resources employees and alumni of our Public Transit Development Program (formerly Management Development Program) completed the recruitment of the 2024 summer interns. Four engineering interns and eleven Public Transit Development Program interns began employment in May 2024. The interns have a diverse skillset and educational background, and many have a strong interest in public transportation careers. The intent with this internship is to expose early career talent to careers in public transportation, while also leveraging their skills and abilities to help us complete critical projects that require dedicated resources.

## 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.

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



**Figure 13: Percentage of Promotions**

Listed below are notable promotions during the 2024 2<sup>nd</sup> quarter that highlight our succession planning and employee development efforts:

**Technical, Supervisory, Managerial Succession**

- Micah Angelo Atkinson from 0371 Telephone Info Clerk to 0557 Dispatcher – Paratransit in the Operations Division.
- Sierra Baker promoted from 0137 Paratransit Operator to 0557 Dispatcher – Paratransit in the Operations Division.
- Nicole Marie Campbell promoted from HRIS Specialist I to HRIS Specialist II in the Human Resources Division – Labor & Employee Relations.
- Margaret Colon-Ramos promoted from Talent Acquisition Business Partner I to Talent Acquisition Business Partner II in the Human Resources Division – Talent Acquisition.
- Anthony Conwell promoted from 0141 Janitor to 0305 Bus Mechanic Apprentice in the Operations Division – Fleet Management Central Bus.
- James DeCaro promoted 0445 Electronic Equipment Maintainer to 0551 Electronic Equipment Technician in the Operations Division – Fleet Management Central Bus.
- Otmane Elansari promoted from 0445 Electronic Equipment Maintainer to 0551 Electronic Equipment Technician in the Operations Division – Fleet Management Central Bus.
- Gary Dashon Featherstone, Jr. promoted from 0152 Laborer to 0352 Laborer Safety Sensitive in the Operations Division – Power & Way Track.
- Peter Gregersen promoted from 0447 Equipment Maintainer to 0535 Heating/Air Conditioning Mechanic in the Operations Division -Hayden General Maintenance.
- Sheila Harmon promoted from 0557 Dispatcher-Paratransit to 0636 Supervisor Cross Trained in the Operations Division – Service Quality.

- Vanessa Hollaman promoted from 0141 Janitor to 0341 Janitor Leader in the Operations Division – Rail Facilities.
- Robert Jefferson promoted from Talent Acquisition Business Partner I to Talent Acquisition Business Partner II in the Human Resources Division – Talent Acquisition.
- Larhonda Johnson promoted from HRIS Specialist I to HRIS Specialist II in the Human Resources Division- Labor & Employee Relations.
- Kathryn Kralovic promoted from Benefits Specialist I to Benefits Specialist II in the Human Resources Division – Benefits & Compensation.
- Noah Meade promoted from 0352 Laborer to 0452 Track Maintainer in the Operations Division – Power & Way Track.
- Jacob Moore promoted from 9942 Intern to 1691 ITS Specialist in the Operations Division – IT, Application Services.
- Molly Eileen O'Donnell promoted from Staff Auditor II to Lead Auditor in Internal Audit.
- Ryan Edgar promoted from 0442 Equipment Servicer to 0545 Equipment Mechanic in the Operations Division – Fleet Management Central Bus.
- Robert Walker promoted from 0352 Laborer to 0452 Track Maintainer in the Operations Division – Power & Way Track.

## Engineering/Construction Program

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

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

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

PROJECT	DESCRIPTION	STATUS
<b><u>Bridges</u></b>		
Waterfront Line Bridge Repairs (27Z)	Bridge Repairs (design including MSE walls) Designer: Hardesty & Hanover Cost: \$1,508,456	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. NTP issued October 18, 2022. Bridge reopened August 25, 2023. Zero Longitudinal Restraint (ZLR) rail clip issue ongoing. Has consulted on potential resolution.
Waterfront Line Bridge Repairs (27Z)	Bridge Repairs including MSE walls. Construction Contractor: Great Lakes Construction Company Cost: \$8,745,842	Project awarded to Great Lakes Construction September 20, 2022. NTP issued October 18, 2022. Post tensioning and MSE wall work completed. Track installation completed. Bridge reopened August 25, 2023. Replacement of Zero Longitudinal Restraint (ZLR) track clips holding project open. ZLR clips expected March 2024. Clips need to be modified. Working to resolve issue. Pandrol working on design of new ZLR clip..

<p>Tower City East Portal Rehabilitation (52N)</p>	<p>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 updated. Procurement readvertised for 60 days, due December 11, 2023. One bid received. January 2024 Board awards NTP February 20, 2024. Kick-off meeting March 7, 2024. Field work began June 24, 2024.</p>
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<p>Tower City East Portal Rehabilitation (52N)</p>	<p>Construction Contractor: Great Lakes Construction Company Cost: \$15,739,633</p>	<p>Board awarded January 23, 2024. Notice to Proceed issued February 20, 2024. Project kick-off on March 7, 2024. Field work began June 24, 2024. Currently beginning demolition work.</p>
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<p>W. 117th Track Bridge Rehabilitation (62A)</p>	<p>Design for repairs to bridge and station platform Designer: Michael Baker International Design Cost: \$513,430</p>	<p>Board Awarded February 2021. NTP April 23, 2021. Field inspection and survey complete as of June 18, 2021. Phase 1 plans received August 13, 2021, and comments returned September 13, 2021. Phase 2 plans reviewed and comments returned on November 10, 2021. 60% plans (Phase 3) received January 15, 2022, and comments returned February 12, 2022.</p> <p>98% plans reviewed and comments returned June 24, 2022. 100% package for bidding received September 16, 2022. Beginning Construction Administration Services including submittal review. NS installed ballast retainer March 25, 2024. Eastbound track demolished, bridge cleared for new deck. New deck placed.</p>
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<p>W. 117<sup>th</sup> Track Bridge Rehabilitation (62A)</p>	<p>Bridge repairs including platform replacement. Construction Contractor: Suburban Maintenance Construction Cost: \$8,543,984</p>	<p>Contract awarded by Board on May 16, 2023. Notice to Proceed on July 12, 2023. Construction agreements and submittal returns from NS throughout quarter. Contractor demobilized for winter December 15, 2023. NS installed ballast retainer March 25, 2024. Restarting construction on April 15, 2024. Eastbound track demolished, bridge cleared for new deck. Bridge steel cleaned and repainted. New deck placed.</p>
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<p>Red Line Flyover West of Stokes (62C)</p>	<p>Design Estimate: \$540,000</p>	<p>Project to repair or remove bridge over abandoned industrial track. Preliminary design underway. Drainage investigation and soil borings completed as part of preliminary design. Preliminary design received December 15, 2023. Summary of design alternatives prepared for evaluation and selection of preferred alternative.</p>
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<p>Special Bridge Inspections Engineering Services for 2023 (19.63)</p>	<p>Services Cost: \$348,522 Services Firm: Burgess &amp; Niple</p>	<p>Inspection of forty-six (46) structures that have Steel Non-Redundant Tension Members (STEN). Proposals received on February 17, 2023. Contract awarded by Board on April 18, 2023. Notice to Proceed August 11, 2023. Final Reports received March 2024 and accepted. Project closed. THIS IS FINAL REPORT.</p>
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**Track, Signal & Power**

<p>Trunk Line Signaling Design (12D)</p>	<p>Design for Trunk Line (E. 79 to Shaker Sq. Station) Signal System Replacement  Designer: Rio Grande Pacific Technology Cost: \$381,330</p>	<p>Contract awarded by Board on December 17, 2019. NTP issued February 13, 2020. Trunk Line Survey Report received March 2020. Initial design completed and package sent to Procurement June 23, 2021. Bids received on August 18, 2021, but project canceled by Procurement. Second advertisement unsuccessful on December 8, 2021. Project submitted March 28, 2022, for third Procurement effort. Trip stop at LR100 removed from scope.</p>
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<p>Trunk Line Signal Replacement – Construction (12D) (12D(a))</p>	<p>Construction Contractor: Bison Rail Services Construction Cost: \$5,598,357 Northeast Ohio Trenching Construction Cost: \$387,000</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 awarded at January 31, 2023 Board meeting.  NTP 12D(a) issued March 2, 2023.  NTP 12D issued April 3, 2023.  Submittals being evaluated. Major change order (\$1,133,578) to vane-relay based track circuits in process. When change is approved fiber optic communication between bungalows will be necessary.</p>
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<p>Red Line 515 turnout Return to Service (12F)</p>	<p>Designer: Mott MacDonald                  Design Cost: \$219,284                  Construction Contractor: Hatzel &amp; Buehler                  Construction Cost: \$2,766,579</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 loop to yard siding to support new railcar testing. Project awarded February 16, 2021, Board. 90% design received review completed in November 2021. First bidding no responsive bids received.</p> <p>Package circulating for approvals prior to second bid. Increased estimate. Readvertised April 17, 2023. Bids opened on May 17, 2023. Awarded at July 25, 2023 Board Meeting to Hatzel &amp; Buehler. Notice to Proceed issued August 14, 2023.</p> <p>Information being gathered on VPI and related wayside equipment. Software files being tested. Project on schedule at this time.</p> <p>Work on 480V power supply to be completed pending relay case installation Fall 2024. Track ballast installed, track anticipated Fall 2024.</p>
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<p>Consolidated Train Dispatch System (CTDS) Upgrade (12H)</p>	<p>Furnish and Install B&amp;C Transit                  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.</p> <p>Contract completed and NTP issued March 6, 2023. Preliminary project schedule received. Conceptual design received on September 1, 2023. Comments returned to B&amp;C for action.</p> <p>Final design received February 2024. Design evaluation complete April 2024. Design comments addressed and Final Approval pending.</p>
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<p>CRMF-Track 3 (52Y(a))</p>	<p>Track 3 and four Transfer Table Crossings Repair                  Designer: Parsons                  Design Cost: \$79,577</p>	<p>Task Order to On-Call for Transfer Table modifications June 5, 2024. Modifications will allow continuous operation of table from Track 3 without halting. Kick-off pending.</p>
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<p>Red Line Rail Grinding Program (52U)</p>	<p>Design Consultant: Advanced Rail Management Design Cost: \$481,369</p>	<p>Field Investigations completed, wheel and rail profiles agreed upon. Final Report submitted and RFP issued. Grinding proposals were received on November 14, 2023, and contract awarded on April 18, 2023. ARM/LORAM visited GCRTA July 12-14, 2023. August 23, 2023, NTP to LORAM for project kickoff.</p> <p>ARM grinding report received December 30, 2023, and under review. ARM interacting with Railcar Replacement Project regarding 100 RB rail profile.</p> <p>Awaiting final invoice to close project.</p>
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<p>Trunk Line Track Rehabilitation E. 75<sup>th</sup> St. Interlocking (52X)</p>	<p>Construction Contractor: Delta Railroad Construction Cost: \$3,887,131</p>	<p>Track reconstruction at the Red/Blue and Green (Heavy/Light Rail) Line Junction. Work includes rail, tie, turnout and switch machine replacement. Work also includes new ballast and track surfacing to line and grade.</p> <p>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. Work completed during shutdown August 20 – September 30, 2023.</p> <p>Additional work to occur during 7/7-8/3/24 shutdown. Three major change orders were approved: switch machine wiring relocation; insulated joint addition; terminal boxes mounting improvements.</p>
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<p>Warrensville/Van Aken Substation Replacement (60B)</p>	<p>Furnish and Install Modular Warrensville/ Van Aken Substation Contractor: Hatzel &amp; Buehler Construction Cost: \$3,024,828</p>	<p>Project Board Award approved on November 19, 2019. Notice to Proceed issued January 16, 2020. 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. Illuminating Company has completed installing reclosers and switches. Project completion dependent on necessary testing by Powell Industries, switch gear manufacturers.</p>
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Warrensville/Van Aken Substation Replacement (60B)

Contractor: The Illuminating Company  
Construction Cost: \$916,063.79

The Illuminating Company (TIC) agreement to install main feeders approved by the Board on September 28, 2021. TIC received the majority of the power equipment in December 2022.

Work completed on temporary busway and feeder duct in existing busway. All other underground ducts are complete. Cabling being installed. Sectionalizers installed. Feed installation complete.

Some low-voltage service work remains for future comfort station, doesn't affect substation availability.

W. 117<sup>th</sup> Substation Rehabilitation (60C)

Contractor: Lake Erie Electric  
Construction Cost: \$2,356,963

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.

Installation of new equipment complete. PC breaker panel and House AC Service panels added. Final feeder installed. Station energized, testing underway.

E. 120<sup>th</sup> Substation Replacement (60E)

Construction Contractor: TBD  
Construction Estimate: \$7,000,000 (Revised)  
Does not include property and easement costs.

Replacement of existing under-bridge substation in its entirety by installation of modular unit similar to Puritas (60A). Design in-house supplemented by On-Call for specific tasks such as foundation design. City Planning approved the project.

Environmental re-approval required for project that now includes driveway parcel purchase in lieu of easement underway. Phase II report completed. Additional information requested by FTA provided.

**Passenger Facilities - Rapid Stations**

<p>Warrensville- Van Aken Station (24W)</p>	<p>Reconstruction of Warrensville- Van Aken Station In-House design Current Estimate: \$5,994,000</p>	<p>In-house design for new station includes platforms, track replacement/realignment, power modifications in connection with Project 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 under Project 24W(a).</p> <p>Environmental clearances received from FTA. Final approvals obtained from City of Shaker Heights. 100% set prepared for IFB.</p> <p>Scope reviewed and cost estimated including 10% bid and 10% construction contingencies. Set RFS in circulation.</p>
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<p>Warrensville-Van Aken Track, Signal, Catenary and Power Infrastructure (24W(a))</p>	<p>Reconstruction of Warrensville-Van Aken Rail Infrastructure Budget: \$6,000,000</p>	<p>Track and Signal design already completed. Catenary shop drawings to be provided by contractor.</p>
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<p>E. 79<sup>th</sup> Light Rail Station (24X)</p>	<p>Reconstruction of E.79<sup>th</sup> Light Rail Station Designer: Bowen+ Design Cost: \$934,447 Construction Budget: \$10,000,000</p>	<p>Consultant is incorporating GCRTA 60% comments and progressing the package to 90%. NEPA documents have been submitted to FTA. Public Art Call has been advertised. Art proposals are due August 3,2024.</p>
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**Planning**

<p>Baby on Board (19.63)</p>	<p>TWE Improvements</p>	<p>ODOT awarded funds to improve bus waiting</p>
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<p>Baby on Board (19.63)</p>	<p>In various locations in the County</p> <p>Contractor: Brasco &amp; Cuyahoga County Board of Health</p> <p>Budget: \$500,000</p>	<p>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.</p> <p>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.</p> <p>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. The revised MOU has been executed. A board presentation is completed in February. Fare requests and the number of partners has increased dramatically.</p>
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<p>RTA ConnectWorkS MicroTransit (19.30 a &amp; b)</p>	<p>Contractor: Share Mobility (\$300,000) (19.30 a) (\$300,000) (19.30 b)</p>	<p>Project includes the provision of Micro Transit First/Last Mile services from an RTA location to a work site. GCRTA is contributing 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.</p> <p>A new contract with Share Mobility for the Aerozone was awarded by the Board and contract executed on August 10, 2023. Service began on October 16, 2023. Amazon was added to the Solon Circulator route. Aerozone is growing in ridership. Change Orders have been processed on both. Solon change orders added service through August 31, 2024, and \$62,500. Aerozone’s new contract completion date was extended without cost. A Board Committee Presentation is scheduled for August 13, 2024.</p>
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<p>Shaker Shelter Replacement Program (18.82 a-c)</p>	<p>Replacement of shelters Along the Blue and Green Lines Contractor: TBD Budget: \$2,500,000</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.</p>
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It also included architectural support from a shelter manufacturer and resident GCRTA architect. Three RFP/IFB packages have been completed but is being delayed due to funding issues. The project is on the STIP, and funding will soon be available. Anticipate advertising for vendors in August 2024.

<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.</p> <p>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 75% of the deliverables and has finalized and tested the survey instrument. The full survey completed. Final tabulation and expansion is underway. Final reports are accepted and the grant close out is in progress.</p>
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<p>Transit Access Barrier Study (19.73)</p>	<p>Vendor: HDR Engineering Contract Amount: \$649,641</p>	<p>Study of identify the barriers to use of transit by populations in persistent poverty. Funded by FTA as part of their AoPP grants (Areas of Persistent Poverty). Proposals have been received, evaluated and recommendation scheduled for Board Committee on January 9, 2024.</p>
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Contract awarded by the Board of Trustees at the January 23, 2024, meeting. Contract period is 18 months. The Notice to Proceed was issued on May 21, 2024. The First Stakeholder meeting is scheduled for August 28, 2024.

**Maintenance Facilities**

District Bus Garage  Hayden Replacement Roof  (19.36)	Contractor: Terik Roofing, Inc.  Construction Cost: \$5,768,717	Project awarded at April 2023 Board. Notice to Proceed issued on June 26, 2023. Project substantially complete, change order and punch list work continuing.
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**Bus Rapid Transit**

MetroHealth Line BRT  (70)	Consultant: Michael Baker International  Contract Amount: \$2,353,751	<p>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.</p> <p>Third version of RFP advertised on June 26, 2023, with proposals due July 27, 2023. Station and associated signage design to be done in-house. Proposals received. Board awarded on January 23, 2024.</p> <p>Notice to Proceed issued on February 14, 2024. Kick-off meeting for project office and stakeholders held. Bi-weekly progress meetings being held. APE information turned into FTA May 7, 2024. First Community Engagement Meeting held June 27, 2024.</p> <p>Traffic analysis and modeling at 90%. Overall design approximately 10%. Station design is underway in-house, preliminary locations according to survey. Cultural Resource and Effects Report in preparation. Comments from Public Engagement being reviewed to inform design as it proceeds to 30%.</p>
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