

Q1

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

QUARTERLY MANAGEMENT REPORT

FIRST QUARTER 2021



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From the General Manager



As the New Year began, our state and nation experienced a surge of COVID-19 cases. The pandemic continued to present extraordinary challenges for our transit system and the communities we serve. However, towards the end of the quarter vaccinations were becoming available presenting some good news. Due to limited supply the program was initially administered in phases and by the end of March all individuals age 16 and older were eligible to receive a vaccine.

This quarter, RTA joined a community partnership with the distribution of the vaccine. Thanks to a \$972,777 grant from the Ohio Department of Transportation (ODOT) for the Rides to Community Immunity Program, RTA partnered with Cuyahoga County to provide All Day passes for free rides on bus, rail and paratransit to the Wolstein Center and vaccination sites throughout the county. The All Day passes were distributed through hundreds of Cuyahoga County social service agencies and community centers. The grant also enabled RTA to provide free shuttle service to parking lots near the Wolstein Center.

Technology is a key strategic objective and as such, we are committed to utilizing leading edge technology and have embarked on migrating many of our systems to Cloud Based Applications. Over the past year, we have worked to migrate Kronos, our time keeping system, and our email system to the Cloud. The next system to be migrated to the Cloud is Oracle. Oracle is used to manage and report on daily business activities such as accounting, payroll, purchasing, benefits, Human Resources and more. Once the migration is complete, it will streamline workflows and processes as well as enhance efficiency throughout the authority. Furthermore, it will improve our ability to service our customers both internally and externally.

For the past four years, the Ohio Public Transportation Association (OPTA) has hosted Ohio Loves Transit Week. The purpose of the week is to highlight the importance of Public Transit in Ohio and illustrate the essential services it provides to communities. This year, the week was hosted February 7 through February 14. We participated by sharing stories, testimonials from local community partners, and transit facts about funding, ridership, and more. The efforts led to the state re-committing to \$70 million for transit in the biennial budget.

The week prior to Ohio Loves Transit week, the Governor released his proposed 2021-2023 biennial budget. The initial state budget proposal cut funding from \$70 million to \$7.2 million. RTA advocated to bring awareness to our legislators on the need to support transit maintenance and improvements. Because of the coordinated advocacy of RTA, the Ohio Public Transit Association (OPTA), and several other transit agencies, House Bill 74 passed restoring funding for public transit at \$70 million. Additionally, our continued work with our State advocates resulted in the inclusion of track rehabilitation as an eligible project for Transportation Review Advisory Council (TRAC) funding. This allowed us to submit an application for \$47 million for light rail track rehabilitation through TRAC funding. At this time, we are awaiting notification to learn if our grant application will be funded.

In January, we announced our partnership with Tri-C to be a Community Training & Development Job Hub. The training partnership aims to increase workforce sustainability in the transportation industry by creating employment pipelines for residents, giving them the chance to earn family self-sustaining wages working for RTA. The Hub will address training and workforce development opportunities as well as offer current employees the opportunity to grow their skill set. Additionally

it will focus on recruiting new employees and enhancing leadership teams. The Community Training and Development Job Hub partnership model aligns with Tri-C's current Access Center framework, which makes education and workforce services accessible to the communities most in need. Current Tri-C Access Centers include Esperanza, Olivet Housing and Community Development Corporation, and MetroHealth Medical Center.

For a year, our nation has been coping with the effects of the COVID-19 pandemic. During this time, public transit has continued to be a reliable lifeline for our communities, providing vital links to work, school, medical appointments and other essential trips. We have continued to work diligently to meet the daily mobility needs of all passengers so that they may remain an active part of the community. To show our appreciation for our employees' commitment, we participated in Transit Employee Appreciation Day on March 18. This was a nationwide day to show employees how much they mean to their agencies and their communities.

To honor our employees, each district provided their employees with lunch and all employees received a token of appreciation to use all year long. We employ a diverse team that plays a critical role in providing fixed route bus, rail and paratransit services. They have remained diligent in their work throughout 2020 and into 2021 to provide a critical service to our region.

For several years, we have been reconstructing our key stations in order to comply with the American with Disabilities Act (ADA). In March, we completed construction on the Red Line's East 79th Street Station and reopened it to the public. We hosted a virtual ribbon cutting to celebrate the grand reopening of the station. The new station highlights unique designs through a series of ramps and stair structures down the existing hillside, similar to E. 116 - St. Luke's, Buckeye - Woodhill and Tri-C - Campus District stations. Furthermore, the new pedestrian track crossings are protected by railroad gate, flashing lights and audible bells. The new entry plaza serves as an entrance to the station and a bus-waiting environment. A separate entrance provides convenient access for the Orlando Baking Company, the adjacent landmark and major employer.

In spite of challenges we faced in the beginning of 2021, we have continued to persevere and move forward. We held onto our hope that 2021 would be better than 2020 and as the year progresses it is getting better. We have worked diligently to advocate for funding from the State and were able to accomplish our goals. We were able to maintain the same level of funding from the previous biennial budget and have our track rehabilitation become eligible for TRAC funding. We are supporting the vaccination efforts at the Wolstein Center as well as providing free All Day passes to be distributed through social service agencies and community centers. We have partnered with Tri-C to expand our employees training opportunities as well as for those in the community. Lastly, we have celebrated our employees for all they continue to do each day by providing valuable services to all the communities we serve.

Sincerely,



India L. Birdsong
General Manager, Chief Executive Office

Financial Analysis

General Fund Balance Analysis				
	2020 Actual	2021 Budget	2021 Budget Q1	2021 Actual Q1
Beginning Balance	\$ 41,577,395	\$ 133,581,757	\$133,581,757	\$ 133,581,757
Revenue				
Passenger Fares	24,044,664	27,814,100	6,760,387	4,674,758
Advertising & Concessions	2,337,735	1,803,916	1,238,226	352,839
Sales & Use Tax	210,147,468	215,720,056	55,562,109	57,157,649
Investment Income	698,786	2,069,958	630,723	27,189
Other Revenue	364,250	1,348,918	258,933	169,799
Reimbursed Expenditures	26,963,719	19,413,919	10,843,105	650,064
CARES Act Funding	111,977,170	-	-	-
Total Revenue	376,533,792	268,170,867	75,293,482	63,032,298
Total Resources	\$ 418,111,187	\$ 401,752,624	\$208,875,240	\$ 196,614,056
Operating Expenditures				
Salaries & Overtime	138,668,611	143,376,531	34,199,358	31,020,414
Payroll Taxes & Fringes	52,142,719	54,276,628	13,567,429	13,744,845
Fuel (Diesel, CNG, Prop. Pwr., Propane, Gas)	8,780,650	8,182,600	3,150,944	2,154,001
Utilities	3,576,407	5,614,454	1,044,384	1,003,104
Inventory	13,341,465	13,100,000	3,275,000	4,369,511
Services & Materials & Supplies	18,809,509	21,157,429	5,289,357	4,453,813
Purchased Transportation	7,599,160	9,850,000	2,300,000	683,544
Other Expenditures	3,783,813	6,928,856	1,722,214	2,361,662
Total Operating Expenditures	246,702,334	262,486,498	64,548,686	59,790,894
Transfers to Other Funds				
Transfer to/from Insurance Fund	-	2,000,000	2,000,000	-
Transfer to/from Pension Fund	50,000	45,000	45,000	(1,044)
Transfer to Reserve Fund	10,878,615	10,878,615	10,878,615	-
Transfer from Reserve Fund	(1,450,000)	-	-	-
Transfers to Capital				
Transfer to/from Bond Retirement Fund	14,950,956	13,835,408	13,835,408	2,431,854
Transfer to/from Capital Improvement Fund	13,397,525	43,398,859	43,398,859	(37,303)
Total Transfer to Capital	28,348,481	57,234,267	57,234,267	2,394,551
Total Transfers to Other Funds	37,827,096	70,157,882	70,157,882	2,393,507
Total Expenditures	284,529,430	332,644,380	134,706,567	62,184,401
Ending Balance	\$ 133,581,757	\$ 69,108,244	\$ 74,168,672	\$ 134,429,654
Beginning Encumbrances				10,490,736
Ending Encumbrances				29,280,819
Available Ending Balance				\$ 115,639,571
# Months Reserves				5.80

Figure 1: General Fund Balance Analysis 2021

General Fund Balance Analysis & Operating Analysis

The President signed the Coronavirus Response & Relief Supplemental Appropriations Act (CRRSAA) in December 2020 and the American Rescue Plan (ARP) in March 2021. Similar to the Coronavirus Aid and Relief Economic Security Act (CARES Act), the funding is to provide stability for the Authority. This funding will be used to pay for the Authority’s operating expenses, less passenger fares collected.

CRRSAA is a \$900 billion coronavirus relief bill that is part of a larger \$1.4 trillion omnibus spending and appropriations bill. Public transit was allocated \$14 billion, of which \$74.6 million is allocated to the Cleveland Urbanized Area (CUZA), of which, the Authority will receive \$67.4 million. The American Rescue Plan (also known as the 2021 Consolidated Appropriations Act) is a \$1.9 trillion stimulus package. The Cleveland Urbanized Area (CUZA) will receive \$150.3 million, which includes Greater Cleveland RTA, LakeTran, Akron Metro, Medina County Transit,

Geauga County Transit, and Portage Area RTA. The Authority’s portion of this grant is estimated to be \$136 million. This funding will be received in 2021.

The Authority continues to implement recommendations from the various pillar studies that had been conducted. The Authority will be implementing the recommendations of the System Redesign study that was conducted by Jarett Walker & Associates. The current system was evaluated for recommended improvements under various funding and budget scenarios in order to cost effectively address service frequency and coverage goals for all riders. Online surveys and public engagement sessions were held to facilitate feedback on each scenario. The NeXt Gen ridership network will begin June 13, 2021 and provides greater frequency and connectivity for the Greater Cleveland area.

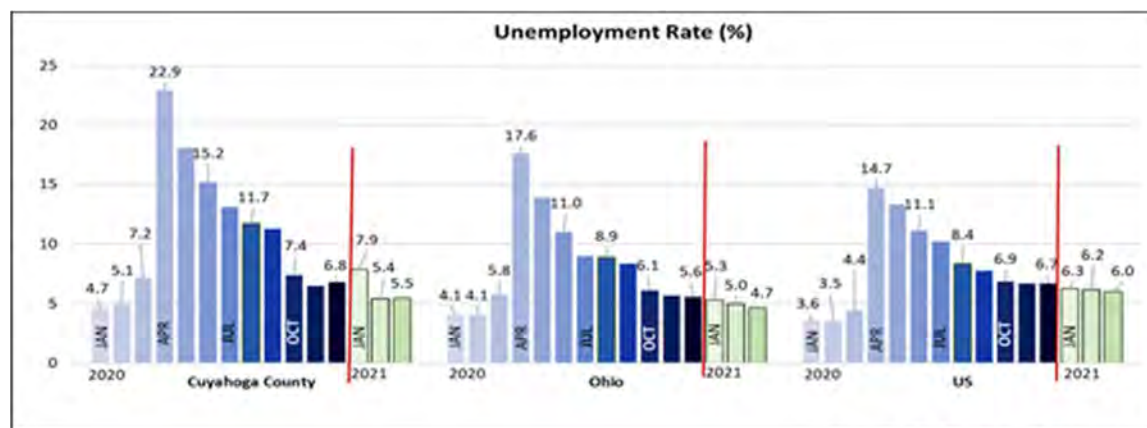


Figure 2: Unemployment

Unemployment spiked in April 2020 due to the Coronavirus pandemic. Northeast Ohio lagged behind the U.S. and Ohio unemployment rates throughout the year. During the second half of 2020, the largest gains in employment were in transportation, construction, manufacturing, warehousing, professional services, business services, and health care. Employment declined in government, hospitality, tourism, and recreation. In the 1st Quarter of 2021, unemployment rates are nearing pre-pandemic levels. (Figure 2)

During the pandemic, ridership was down as much as 50% when compared to pre-Pandemic levels.. During the 1st Quarter, ridership is slowly recovering, but still far below pre-pandemic levels. (Figure 3) During the First Quarter, Passenger Fare Revenue was down nearly 80% compared to 2020. The first Quarter 2020 was not impacted by COVID since the economic shut downs occurred in mid March and April 2020.

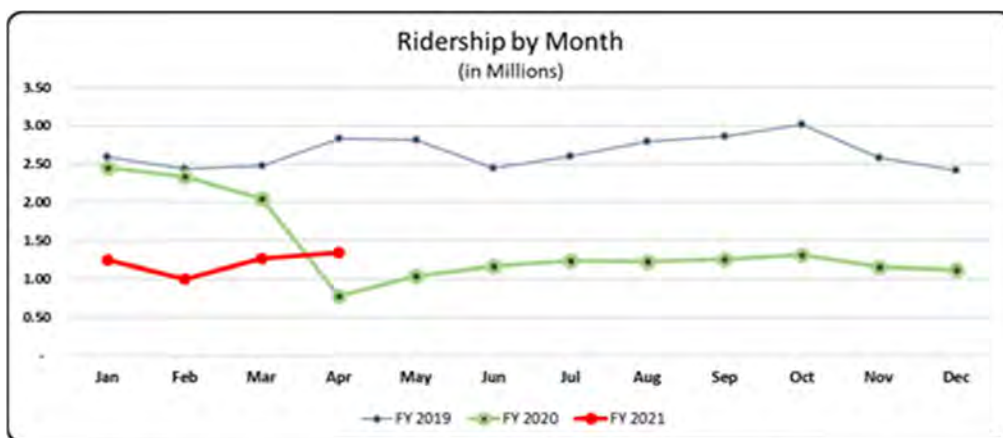


Figure 3: Ridership

During the First Quarter, Sales Tax totaled \$57.2 million, 1.4% below 2020 levels. Online sales, motor vehicle sales and liquor sales continue to be the main drivers of the sales tax base during the pandemic. Total receipts in the First Quarter were 37.2% above budget.

Total Operating Revenue totaled \$63.0 million, a 16.3% drop from budget. Most of this is a timing issue as preventive maintenance reimbursements were not drawn in the First Quarter.

Total Operating Expenses ended the quarter 7.4% below budgeted levels. Salaries and Overtime were lower during the first quarter due to some vacancies and the overall reduction in services to approximately 93% of pre-COVID service levels. The Energy Price Risk Management Program continues to stabilize fuel costs. Additionally, the Authority’s diesel fuel usage has continued to decrease due to the implementation of additional Compressed Natural Gas (CNG) buses into service and retiring older diesel buses. Fuel costs were 31.6% below budgeted levels.

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. The transfers to the Insurance Fund, Pension Fund, Reserve Fund, and Capital Improvement Fund did not occur in the first quarter since those transfers are normally made later in the year.

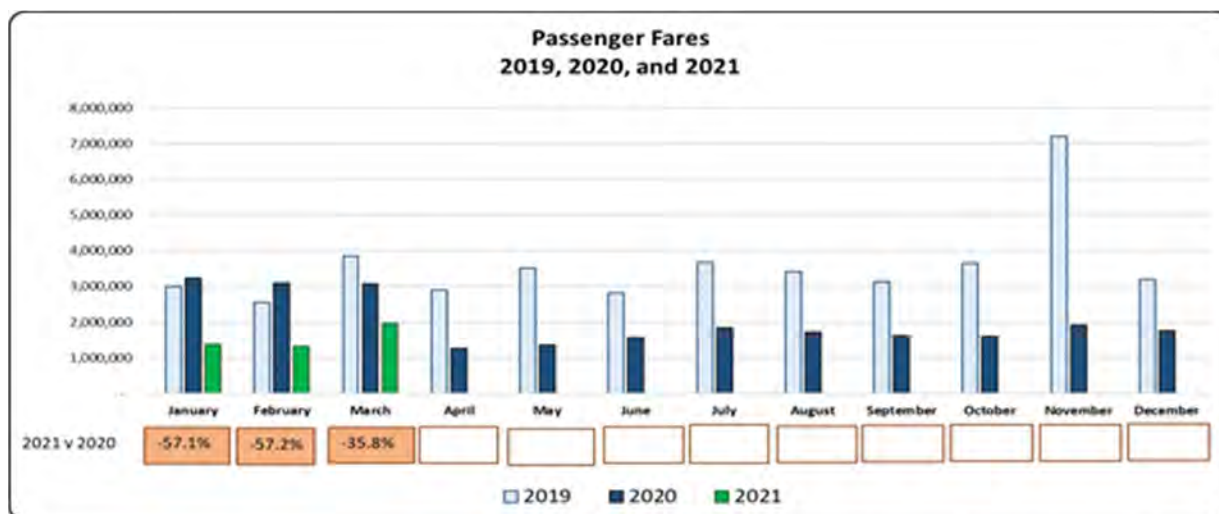


Figure 4: Passenger Fares

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BOARD 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 First Quarter, the Operating Ratio is 8.5% due to the decrease in ridership of approximately 50%, when compared to 2020. Passenger Fare Revenue is lower by nearly 80%. The Authority projects that it will take a few years for ridership to return to pre-COVID levels. (Figure 5)

The target of the **Cost per Hour of Service** measure is for such service to be maintained at or below the rate of inflation. The Federal Reserve projected inflation to remain under 2% in 2021. The Cost per Hour of Service is a measure of service efficiency, dividing total operating expenses by total service hours. This rate will be calculated at year-end.

Operating Reserve is targeted for a period of 30 Days or 1 Month, which requires the available cash and cash equivalents to one month’s operating expenses to cover any unforeseen or extraordinary fluctuations in revenues or expenses. With an ending balance of \$133.6 million, the Operating Reserve is 6.5 months, which is in excess of the goal, but will be needed to get us through the pandemic and into economic recovery.

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%	35%
	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 (2.1%)	
	Operating Reserve (months)	Available ending balance is equal to cash equivalent of one-month's operating expenses	≥ 1 month (1.0)	5.8
Capital Efficiency	Debt Service Coverage	Authority's ability to meet annual interest and principal payments on debt	≥ 1.5	8.2
	Sales Tax Contribution to Capital	Transfers to fund the Authority's bond retirement payments and local funding for capital projects	≥ 10%	4.2%
	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 2020

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. At the end of the First Quarter, the Debt Service Coverage is 8.2, 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 is currently at 4.2% percent, but we expect this measure to be on target since these transfers normally occur later in 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 (SOGR) of its current assets rather than on the expansion of service levels. This continues to remain the best course available as the Authority continues its bus replacement program, equipment upgrades, and plans for rail vehicle replacement and rail infrastructure improvements.

Capital Commitments and Expenditures

Capital Revenues

Under the Federal Grant Program there are 36 active grant awards: 27 are within the Formula Grant awards category and 9 are either highly competitive or discretionary grants.

The Formula Grants include \$86.2 million in funding from:

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

Competitive grants total \$35.6 million that have been received and identified for Fiscal Year (FY) 2021 which include:

- UTP (Urban Transit Program)
- OTP3 (Ohio Transit Preservation Partnership Program)
- CMAQ (Congestion Mitigation and Air Quality)
- NOACA (Northeast Ohio Area-wide Coordinating Agency)
- FHWA (Federal Highway Administration)
- DERG (Diesel Emission Reduction Grant) Award

The Strategic Plan initiative is to apply for and successfully obtain at least \$20 million of competitive 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 sections. As capital projects are inception-to-date, the competitive awards totaling \$35.6 million have been received prior to the end of the first quarter. Figure 6 shows the funding sources, including competitive awards, funds committed through the life of the award, and funding available at the end of first quarter 2021. The following are the competitive awards:

- \$5.6 million for 7 60-FT BRT Artics
- \$2.9 million for 25 40-FT CNG Buses
- \$4.4 million for 20 40-FT CNG Buses
- \$3.4 million for 9 MCI Commuter Coaches
- \$882,049 for 10 25-FT Paratransit Vehicles
- \$3.3 million for Triskett CNG Building Compliance
- \$1.4 million for Red Line Curve Replacement
- \$1.1 million for Red Line Brookpark 515 Track Switch
- \$382,915 for S Curve Retaining Wall Repairs
- \$250,000 for Asset Maintenance Software Database
- \$11.5 million for Radio CAD-AVL Replacement
- \$420,000 for TOD Transportation Studies

ITD Funding Source Totals

Funding Source	Appropriated Funds	Funds Committed	Funds Available	Percentage of Funds Remaining
Formula Funds	\$153,608,652	\$69,800,298	\$83,808,354	38.41%
Local Funds	206,085,388	\$73,553,919	132,531,468.98	60.73%
Competitive Funds	28,453,816	26,655,511	\$1,798,305	0.82%
State Funds	-	-	\$0	0.0%
Other Funds	1,936,283	1,861,405	\$74,878	0.03%
Grand Total	\$390,084,139	\$171,871,133	\$218,213,006	100.0%

Figure 6

Commitments by Capital Category

The capital program is based on a multi-year or Inception-to-Date (ITD) approach. The total capital appropriations of \$472.5 million for FY 2021 include appropriations of \$194.1 million for FY 2021 and \$278.4 million of prior year carryover, which are displayed in Figure 7.

Projects within the capital program are placed in eight categories as seen in the chart below. The chart compares the budget to the year-end projections for each category.

At the end of the 1st Quarter, project commitments totaled \$171.9 million, including \$88.5 million of ITD expenditures and \$83.4 million of current encumbrances, resulting in \$300.6 million, or 63.6%, of available funding. Most capital activities during the first quarter were for continuation of projects that began in prior fiscal years or in preparation for planned FY 2021 construction projects and equipment/vehicle acquisitions. These projects continue to focus on the State of Good Repair of the Authority’s capital assets. Projected activities within the RTA Capital and Development Funds during the remainder of 2021 will result in estimated total commitments of \$418.26 million and available funding of \$54.24 million, or 11.5%.

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

1st Quarter 2021 Combined Capital Program

Categories	(ITD) Budget A	Current Commitments B	Budget vs Current Commitments A-B	% Remaining (A-B)/A	Projected Commitments @ End of 2021 C	Projected Commitments vs Current Budget C-A
Bus Garages	\$ 13,576,526	\$ 11,808,128	\$ 1,768,398	13.0%	\$ 12,158,128	\$ 1,418,398 10.4%
Bus Improvement Program	61,433,288	46,615,239	14,818,048	24.1%	56,621,239	4,812,048 7.8%
Equipment & Vehicles	35,085,760	26,483,992	8,601,768	24.5%	32,463,683	2,632,078 7.5%
Facilities Improvements	36,857,625	7,648,358	29,209,267	79.2%	25,002,217	11,855,408 32.2%
Other Projects	5,679,475	3,003,137	2,676,338	47.1%	3,618,588	2,060,887 36.3%
Preventive Maint./Operating Reimb.	76,516,467	0	76,516,467	100.0%	76,516,467	0 0.0%
Rail Projects	242,657,362	76,040,130	166,617,232	68.7%	211,326,028	31,331,334 12.9%
Transit Centers	700,000	287,850	432,150	61.7%	567,850	132,150 18.9%
TOTAL: ALL CAPITAL PROJECTS	\$ 472,506,502	\$ 171,866,833	\$ 300,639,669	63.6%	\$ 418,264,199	\$ 54,242,303 11.5%

Figure 7

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 the capital expenditures were Bus Improvement Program projects and Rail Project categories totaling a combined \$16.3 million, or 79.93%, of capital expenditures.

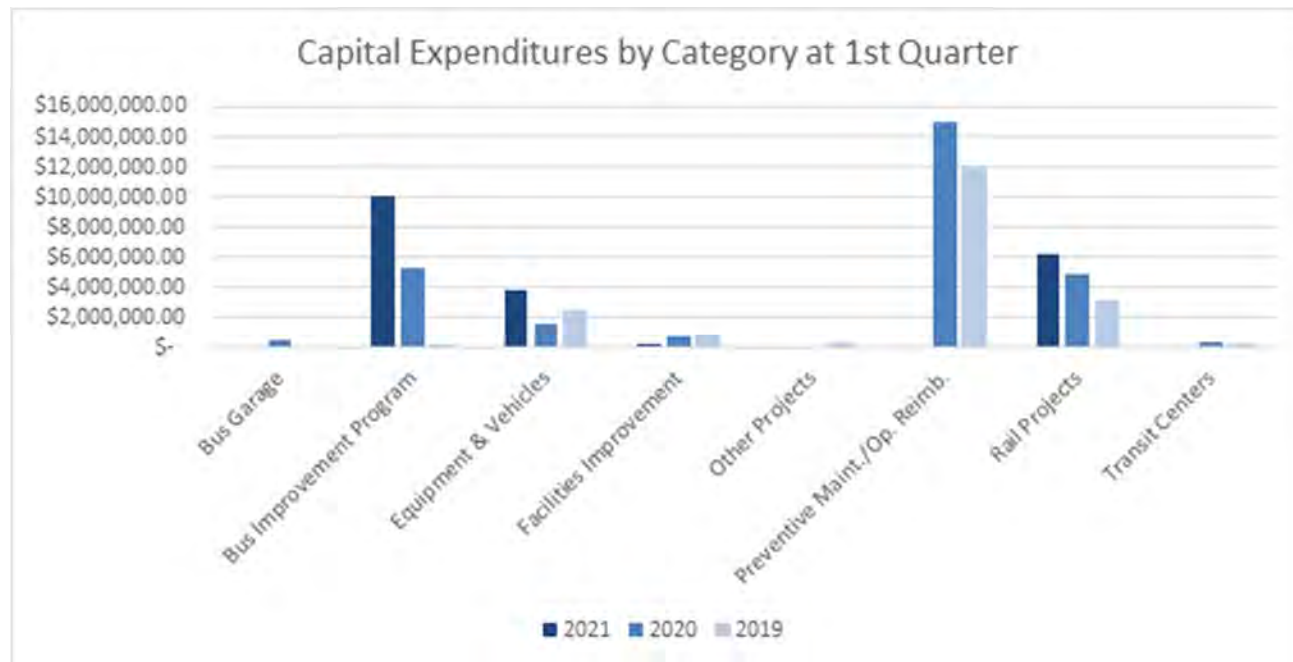


Figure 8

Bus Garages

These projects are for needed facilities at the bus garages. Triskett CNG Building upgrades and compliance project for the recently purchased CNG vehicles is the only project in this category.

At the end of the first quarter, approximately \$11.8 million of the \$13.6 million budget was committed, leaving available funding of \$1.8 million, or 13.0%. A total \$12.2 million is projected to be spent by year-end, with available funding of \$1.4 million, or 10.4%, remaining for future years.

Bus Improvement Program

The Authority continues to retire older fleets to purchase more fuel-efficient vehicles under the 7 year Bus Improvement Program. At the end of March, category commitments totaled \$46.6 million, out of the total appropriations of \$61.4 million, leaving available funding of \$14.8 million, or 24.1%.

These commitments include current expenditures of \$18.4 million and current encumbrances of \$28.3 million to help maintain the Authority's existing bus fleet. Projected commitments of \$10.0 million at year-end include the bus purchase orders for 15 40-ft CNG Buses and other minor bus purchasing activities.

Equipment & Vehicles

At the end of the first quarter, the total commitments of \$26.5 million include \$19.9 million of ITD expenditures and \$6.6 million of encumbrances, leaving available funding of \$8.6 million, or 24.5% when compared to the amount budgeted. The majority of the open encumbrances within this category include, \$2.16 million, or 37.9%, within the on-going Revenue Collection Equipment project and \$1.49 million, or 26.4%, for the Hastus System Upgrade. Remaining commitments within this category are concentrated within various SOGR equipment & vehicle upgrade projects.

Expenditures totaled \$18.2 million, of which \$13.9 million was expended for communication upgrades and \$4.3 million for smaller Information Technology projects, non-revenue vehicle replacements, and equipment pools.

Facilities Improvements

At the end of the first quarter, the total commitments of \$7.6 million include \$3.4 million of ITD expenditures and \$4.2 million of current encumbrances resulting in available funding of \$29.2 million, or 79.2% when compared to the amount budgeted. Through the first quarter, \$213,811 was incurred for facility improvements and track bridge rehabilitation.

Projected commitments at year-end of \$15.99 million are for various SOGR projects such as the Tower City East Portable Rehabilitation, Track Bridge Rehabilitation of Viaduct Phase 1, Roofing Improvement Program, and other 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 \$3.0 million out of the category budget of \$5.7 million, resulting in available funding of \$2.7 million or 47.1%. During the first quarter of the year, a combined \$7,500 of expenditures were incurred by projects within this category.

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.

During the first quarter, the CRRSAA Act was awarded in the amount of \$67.4 million in Operating Assistance. During the first quarter of 2021, funding has yet to be drawn against this award, but is expected to be fully drawn by year end. The Authority also received information regarding the American Rescue Plan (ARP) but has not received an exact amount that will be awarded. This should be finalized during the second quarter.

Rail Projects

Through the first quarter, \$6.21 million was expended on various Rail system projects, of which \$2.44 million, or 39.3%, was incurred on the Tower City tracks 10 & 13 and \$1.12 million, or 18.1%, on Fiber Optic System Rehabilitation. The remainder of the expenditures during the first quarter occurred in other smaller budgeted projects within this category.

At the end of March, \$76.0 million of the \$424.7 million budget for the Rail Projects category was committed resulting in available funding of \$166.6 million, or 68.7%. Total commitments include \$39.6 million of ITD expenditures along with \$36.5 million of current encumbrances, focusing on achieving a SOGR on the rail system.

Projected commitments of \$135.3 million include \$106.3 million for the HRV Rail Replacement Program, \$3.5 million for Rail Vehicle Prime Mover, \$2.8 million for the Red Line OCS Replacement and Upgrade, \$3.1 million to upgrade the Windermere Bryan Mawr Substation, \$2.5 million for the East 120th Substation replacement, \$3.2 million for Rail Profile Grinding, \$4.5 million for Wayside Signal E.79th to Shaker, \$2.0 million for the Light Rail Passenger Shelters, \$1.9 million for the Warrensville Van Aken Station Platform, \$2.5 for CTDS Replacement, and other smaller rail projects across the authority.

Transit Centers

Project commitments total \$267,850, out of the budget of \$700,000, results in available funding of \$432,150 or 61.7%. Projected commitments for the remainder of the year total \$300,000.

Performance Measures

PERFORMANCE MEASURE		Q 1	Q 2	Q3	Q4	YTD
Passengers per bus/train hour:		2021 Target				
Bus	11	10	-	-	-	10
Rail	29	27	-	-	-	27
*Total	13	11	-	-	-	11
*Calculated by dividing the quarter's total ridership by total system wide hours						
Revenue Vehicle Cost Per Mile:		\$2.55	-	-	-	\$2.55
(Maintenance & Fuel)						
* Estimated Value						
% Of Scheduled Maintenance Completed						
(Revenue Vehicles)						
	Bus	96%	-	-	-	96%
	Rail	98%	-	-	-	98%
	Paratransit (Revenue)	100%	-	-	-	100%
	Paratransit (Non-Rev)	100%	-	-	-	100%

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 2021 is 1.25. The 2021 YTD 1st Quarter PCR is 1.01, which is 19% lower than the TEAM goal and 2% lower than the 1.03 PCR for the same period in 2020. Total preventable collisions decreased 8% to 50 from 57. Mileage decreased 10.5%
Total Collision Rate	The GCRTA Total Collision Rate (TCR) for the 2021 YTD 1 st Quarter is 3.20, which is 9% higher than the 2.94 TCR for the same period in 2020. Total collisions decreased 2.5% to from 162 to 158.
On the Job Injury Rate	The GCRTA 2021 TEAM Injury Rate Goal is 7. The 2021 YTD 1st Quarter Injury Rate of 8.23 is 17.5% above the TEAM Goal and 19.1% above the 6.91 Injury Rate for the same period in 2020. Total injuries increased by 7 from 29 in 2020 to 36 in 2021

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.

- 8,247 Miles Between Service Interruptions for Q1 2021 represents:
 - 2.92% decrease from Q4 2020 (8,488)
 - 6.10% decrease from Q1 2020 (8,750)
- 9238 Miles between Service interruptions for past 12 months.

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.

$$\text{Fixed Route On Time Performance} = \frac{\text{On Time Measurements}}{\text{On Time} + \text{Early} + \text{Late Measurements}}$$

- Fixed route on time performance of 89.03% for Q1 2021 represents:
 - 2.71% increase from Q4 2020 (86.68%)
 - 2.21% increase from Q1 2020 (87.09%)

Ridership

Tracks total unlinked passenger trips on all GCRTA transit modes. The COVID-19 pandemic has continued to affect ridership.

- 3,383,813 unlinked passenger trips for Q1 2021 represents:
 - 4.06% decrease from Q4 2020 (3,526,987)
 - 48.56% decrease from Q1 2020 (6,578,097)

Q1 2021 over Q4 2020 performance by mode

Mode	Q1 2021 performance in comparison to Q4 2020
Motorbus (MB)	-5.07%
HealthLine (RB)	-2.92%
Heavy Rail (HR)	-1.70%
Light Rail (LR)	-2.99%
Paratransit (DR)	3.88%
System Total	-4.05%

Customer Satisfaction/Boardings Between Complaints

*For Q1 2021, reporting was by mode

Year over year performance by mode Q1 2020 vs Q1 2021

Mode	Q1 2021 vs. Q1 2020
Motorbus (MB)	-49.52%
HealthLine (RB)	-43.59%
Heavy Rail (HR)	-46.57%
Light Rail (LR)	-57.74%
Paratransit (DR)	-31.35%
System Total	-48.56%

Boardings between Complaints tracks the number of boardings in between customer complaints logged in the Trapeze COM system. The goal for 2020 is 16,000 or more boardings per complaint.

Note – The metric only considers complaints that are charged to an operating district

- 8,057 Boardings Between Complaints for Q1 2021 represents:
 - 23.58% increase from Q4 2020 (6,519)
 - 7.54% increase from Q1 2020 (7,492)

Attendance

Tracks the percentage of available work hours that are unscheduled absence hours. An absence is unscheduled when it is charged to any of the following categories: Sick Time, Unpaid Absence, Disability, Suspension, Workers' compensation, and Other Unscheduled Absences.

Unscheduled Absence rate of 8.70% for Q1 2021 represents:

- 18.90% decrease from Q4 2020 (10.73%)
- 46.16% increase from Q1 2020 (5.96%)

Quarterly Marketing Activities

Ohio Public Transportation Association (OPTA) has designed the week around February 14th as Ohio Loves Transit Week. The week long campaign enables all agencies in Ohio to promote unity and highlight the value of Public Transit throughout the State and our communities, the need for adequate funding, to celebrate public transit and how it is working to move Ohio forward. This year's campaign was celebration from February 7-14, 2021. GCRTA collected testimonials from community partners about the importance of public transit and how GCRTA is essential to the prosperity and growth of this region. Promotional items were sent to those on social media who provided testimonials, and an Instagram contest gave us the most singular post engagement in recent years. <https://www.youtube.com/watch?v=PtOT5yCkukA>

Transit Employee Appreciation Day, once known as Transit Driver Appreciation Day, is March 18. For the month of March, we celebrated all departments of our staff on social media with pictures, videos and fun facts. Along with APTA and agencies across the country, we participated in a social media chain celebrating all of our respective systems. The celebrations culminated with an employee appreciation event at each district, with lunch and a gift for every staff member.

The E. 79th St. Red Line station opened for service on March 10 and we celebrated with a virtual ribbon cutting ceremony. This station is the last on the schedule to become ADA compliant, making all major rail stations fully compliant. The station was finished on budget and ahead of schedule. The separate entrance to Orlando Bakery allows employees to have greater access to the GCRTA network and the Ward 5 community. The virtual ribbon cutting video is available here: <https://www.youtube.com/watch?v=sfMBIhfXx8M>

A mass vaccination site was started at the Cleveland State University Wolstein Center beginning on March 17. GCRTA worked with United Way and other local agencies to provide free bus passes to those going to get their vaccines. A shuttle was also provided between downtown parking lots and the Wolstein Center. <https://www.youtube.com/watch?v=ExhKm>

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 2019 - 2021 is 22.5%. Per federal regulations, the calculation of Overall DBE participation excludes real estate transactions and the procurement of Transit Vehicle Manufacturers (typically buses and Paratransit vehicles).

The performance period of January 1, 2021 – March 31, 2020 represents the second quarter of FFY 2021. DBE dollars awarded during the first quarter and FFY to-date on contracts greater than \$100,000 totaled **\$1,072,234 or 30.2%** on total contracts of **\$3,549,430**.

**QUARTERLY - PARTICIPATION OF DBE FIRMS BY CLASSIFICATION
(October 1, 2020 – December 31, 2020)**

Classification	1st. Quarter Oct 1 – Dec 31		2nd Quarter Jan 1 – Mar 31	
	African American	\$464,000	28.80	\$720,000
Asian	0	0	0	0
Caucasian Female	\$12,700	1.0%	\$313,200	29.2%
Hispanic	\$1,136,681	68.0	\$39,034	3.6%
Sub-Pacific Asian	\$49,500	3.0%	0%	0%
TOTAL	\$1,662,881	100%	\$1,072,234	100.0%

Figure 10

**CURRENT QUARTER - DBE PERFORMANCE BY CONTRACT CATEGORY
January 1, 2021 – March 31, 2021)**

	Construction	Professional Services	Equipment & Supply	Total
DBE Dollars	\$1,033,200	\$39,034	0	\$1,072,234
All Dollars	\$3,374,003	\$175,427	0	\$3,549,430
% DBE Participation	30.6%	22.2%	0	30.2%

Figure 11

**YEAR TO DATE
DBE PERFORMANCE BY FEDERAL FY QUARTER
(October 1, 2020 – September 30, 2021)**

	Total Contracts	DBE Participation	% DBE Participation
1st Qtr.	\$6,940,086	\$1,662,881	24.0%
2 nd Qtr.	\$3,548,430	\$1,072,234	30.2%
3rd Qtr.			
4th Qtr.			
TOTAL	\$10,489,516	\$2,735,115	26.1%

Figure 12

Office of Business Development Activities

Outlined below are selected efforts undertaken during the fourth quarter of FFY 2020

Selected Certification Activities during the quarter include:

- New Certification: 4
- No Changes Declaration: 16

Selected Contract Compliance Activities during the quarter include:

- Completed: 11 Goal Settings
- Reviewed: 18 Certified Payroll Reports

Selected Outreach Efforts during the quarter include:

- Participated on 36th Annual Ohio Dr. Martin Luther King, Jr. Commemorative Celebration
- Participated on National Association Minority Contractors (NAMC)-Disparity Study Meeting (Virtual)
- Participated B2GNOW/LCP Tracker training with Prime and Sub Contractors (Virtual)
- Participated on NEOHCED: 5th Annual Construction Opportunity Fair (Virtual)
- Participated on Opening Your Doors to More Business with SBA & Other Governmental Agencies Workshop (Virtual)

Selected Other Involvements

- Participated on EWT: Engage! Cleveland 4th Annual Next Generation of Women Event
- Participated on EWT: Senator Hillary Clinton & Chelsea Clinton’s Fireside Chat



Quarterly Performance Report

Division/Department: Office of Equal Opportunity
 Report completed by: Felicia Brooks-Williams

Date: April 2, 2021
 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	2021 Quarterly Performance Report														TOTAL 2020	TOTAL 2021	
	Male							Female									
	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 Q1	White Females Goal	Total Placements White Females Q1	Black Females Goal	Total Placements Black Females Q1	Total Placements To Black Females Q1	Hispanic Females Goal	Total Placements Hispanic Females Q1	Asian Females Goal			Total Placements Asian Females Q1
Officials & Administrators	---		---		---		2		---			---		---			1
Professionals	---		2		---		45	1	---			---		3		1	9
Technicians	---		---		---		24	1	---		1		1		1	2	
Protective Service	---		---		---		12		---		1		---			2	
Admin Support	---		---		---		51		---		---		---			4	
Skilled Craft	8		1		1		16		5		---		---			2	
Service Maintenance	24		9	1	3		258	3	--		23	1	10		5	9	
TOTAL	32		12	1	4		408	5	5		25	1	14		7	29	

*The Total Placements reported for the Quarter include new hires, rehires, and promotions in each of the designated categories.

Figure 13

Succession Planning and Employee Development

GCRTA continues to enhance its People Strategy by focusing on Culture & Engagement, Leadership Development & Talent Management, Innovation & Technology, Continuous Improvement, and Compliance. Short and long-term succession planning, partnerships with key training resources, and multiple employee development opportunities across all work segments are key to our approach to live out our new mission of ...Connecting The Community.

First Quarter 2021 Results

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). The percentage of promotions of 19% for the 4th quarter was lower than prior quarters. However, we ended 2020 at 36% overall. 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.

Figure1

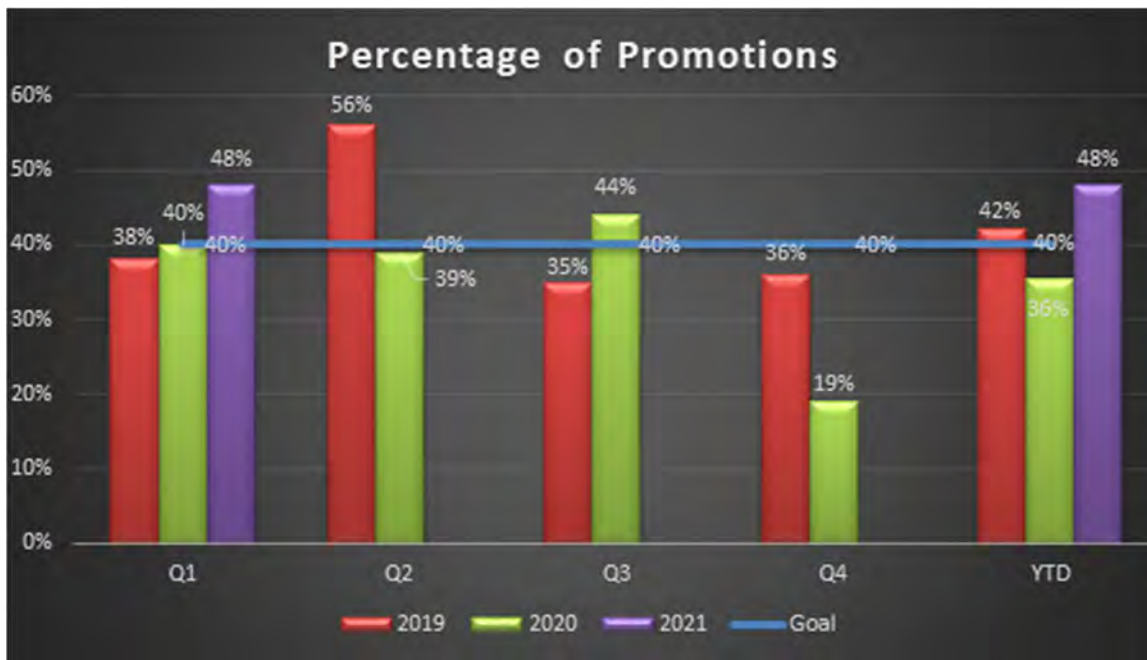


Figure 14: Percentage of Promotions

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

Management Succession

- Maria Shurik, Management Development Program and Public Transit Management Academy graduate, promoted from Labor & Employee Relations Specialist to Manager, Employee Development in the Human Resources Division.
- Teresa Doaty, promoted from Facilities Manager to Manager, Assets & Configuration in the Operations Division.
- Karen Smith, Public Transit Management Academy graduate, promoted from Payroll Clerk to Payroll Manager in the Finance Division.
- Debra Shaw, promoted from Account Clerk to Office Manager in the Finance Division.
- David Reynolds, promoted from Financial Accountant to Financial Accountant II in the Finance Division.
- Joseph Sopko, promoted from District Business Analyst to Assistant Transportation Manager in the Operations Division.
- Quinton Banks, promoted from Dispatcher to Service Quality Coordinator in the Operations Division.

Technical Succession

- Tiffany Burton, promoted from Laborer to Janitor Leader in the Operations Division.
- Jacquelyn Woldarek, promoted from Laborer to Janitor Leader in the Operations Division.
- Kimberly Wright, promoted from Bus Operator to Operating Instructor in the Human Resources Division.
- Bridgett Sorrell, promoted from Gr. 4 Substation Maintainer to Gr. 6 Substation Maintainer in the Operations Division.
- Jason Ruic, promoted from Gr. 4 Signal Maintainer to Gr. 6 Signal Technician in the Operations Division.
- Donald Price, promoted from Bus Operator to Operating Instructor in the Human Resources Division

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 makes education and workforce service accessible to our neediest communities. 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.

The Temporary Commercial Driver’s License training, Workforce Success Program, and Frontline Supervisory Training and Development Program are core Job Hub programs designed to recruit and train new employees and provide current employees with employee development opportunities.

The following are updates for our core programs during the 1st quarter 2021 and upcoming programing for the 2nd quarter 2021.

- The Temporary Commercial Driver’s License Training continues to produce newly hired employees every two weeks to fill full-time and part-time bus operator openings.
- The Workforce Success Program will debut during the second quarter of 2021 with our first session starting on June 16, 2021. The Workforce Success Program is a four-week training program designed to identify and boost employable skills and get help with career planning. Current GCRTA employees and participants from the Northeast Ohio community seeking employment opportunities will be able to participate.
- The eighth and ninth cohorts of Frontline Supervisory Training and Development Program will be starting in June 2021 and September 2021 respectively. GCRTA employees and employees from other public sector organizations will participate in these cohorts. Seventy-five GCRTA employees have benefited from the Frontline Supervisory Training and Development Program since 2017.

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)	RFP for 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 three bids received April 21, 2021. Apparent low BECDIR to be presented to May Board.
Rehabilitation of the Viaduct Phase I (27Y(a))	Construction Contractor BECDIR Construction Cost: \$4,698,429	Contract Award to be presented to May 2021 Board for approval.
Viaduct Rehabilitation Buckhead Repair (27Y(a))	Design separate because of permit requirements Cost: TBD	Design report and estimate underway. Discussion held with Canalway Partners. 75% design anticipated May 2021.
Waterfront Line Bridge Repairs (27Z)	Bridge Repairs (incl. MSE walls) Cost: \$1,468,164-	Bridge monitoring by TranSystems/BDI in place and running. RFP advertised October 5, 2020 due November 5, 2020; however, no proposals were received. Project re-scoped and advertised on December 27, 2020. Contract Award to be presented to May 2021 Board for approval.

Tower City East Portal Rehabilitation (52N)	RFP for design of repairs to Tower City East Portal including track, power and signal. Designer: E. L. Robinson Cost: \$989,942	Contract awarded by Board on February 19, 2019. Notice to Proceed issued on April 4, 2019. Design proceeding. Track 8 duck-under to remain. 70% submittal approved. Review of 98% plans underway.
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Track & Signal

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 to be issued February 13, 2020. Trunk Line Survey Report received March 2020. 30% design received. Examining fiber optic integration. Package being assembled for advertisement.
Trunk Line Signal Replacement – Construction (12D)	Construction Contractor: TBD Construction Estimate: \$2,683,011	Project IFB to be released 2nd quarter 2021.
Red Line 515 turnout. Return to Service (12F)	Contractor: Mott MacDonald Design Cost: \$219,284	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.
Tower City Tracks 10 & 13 (52M)	Design for Track Replacement and Signal System Upgrades Consultant: TranSystems Cost: \$1,212,356	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. A/E performing construction administration through WSP.
Tower City Tracks 10 & 13 (52M)	Construction Contractor: TBD Construction Estimate: \$9,948,950	Buckeye/Woodhill to Shaker Square track and ballast renewal. Includes all turnouts and crossovers. In-house design complete and project advertised December 21, 2020.
CRMF-TRACK3 (52-O)	Track 3 and four Transfer Table Crossings Repair Contractor: TRAC Construction Cost: \$805,815	Notice to Proceed issued on August 21, 2018. New track and crossings in place. Transfer table operation over Track 3 still an issue. Problem resolution investigation ongoing. Table inspection by flexible camera completed. Survey of rails completed. Repairs to Transfer track and further Track 3 reconstruction to be designed.

<p>Trunk Line Track Rehabilitation Section 1 (52S)</p>	<p>Construction Contractor: Delta Railroad Construction Cost: \$6,704,296</p>	<p>Kinsman to Buckeye-Woodhill Station track and ballast renewal. In-house design completed. Project awarded at March 24, 2020 Board meeting. Tracks replaced. Rail stressing completed. Test train August 4, 2020 with return to service on August 9, 2020. Installation of new Pandrol clips remains for August 2021.</p>
<p>Trunk Line Track Rehabilitation – Section 2 (52T)</p>	<p>Construction Contractor Railworks Construction Cost: \$9,996,000</p>	<p>Buckeye/Woodhill to Shaker square track and ballast renewal. Includes all turnouts and crossovers. In-house design complete and project advertised December 21, 2020. Notice to proceed issued March 8 2021. Material on order for August 2021 shutdown.</p>
<p>Red Line Curve Replacement (52V)</p>	<p>Construction Contractor TBD Construction Estimate: Cost: \$1,199,523</p>	<p>Rail replacement and track alignment on east bound Red Line between E. 55th and E. 79th. Project re-advertised February 8, 2021. Project to be awarded at April 20, 2021 Board meeting.</p>
<p>Warrensville/Van Aken Substation Replacement (60-B)</p>	<p>Furnish and Install Modoular Warrensville Van Aken Substation Construction Contractor: Hatzel & Buehler Cost: \$2,981,699</p>	<p>Working with First Energy for service to new site. Project Board award on November 19, 2019. Notice to Proceed issued January 16, 2020. Equipment on order, feed installation and reclosure design location in progress. Resolution of utility agreement underway.</p>
<p>W. 30th Substation Rehabilitation – Transformer/Rectifier Set (60F)</p>	<p>Contractor: Hatzel & Buehler Construction Estimate: \$1,557,327</p>	<p>Replacement of transformer/rectifier and switch gear. Existing building to be reused. Roof replacement completed under Project 18.35. Board awarded contract on November 17, 2020. Notice to Proceed issued January 4, 2021. Equipment on order, arrival anticipated September 2021. Scheduled completion date December 30, 2021.</p>

Passenger Facilities

Rapid Stations

E. 79 th Station (24U)	Reconstruction of E. 79 th Red Line Station In-House Design	In-House design for new station includes ramp system for ADA access. Presentation to City of Cleveland Planning Commission on April 5, 2019. Signaling design performed by Mott MacDonald. Structural design performed by HWH. Project awarded by the Board on January 21, 2020. Construction administration underway. Station opened to the public March 10, 2021.
E. 79 th Station Signal (24U-Signal)	Signal Engineering for E. 79 th Station Consultant: Mott MacDonald Design Cost: \$251,034	Project awarded by the Board on May 14, 2019 and Notice to Proceed issued on August 12, 2019. Completed design of signal modifications and pedestrian crossing gate installation for the East 79 th St .Station. Submittals processed and equipment received. Signal work completed. Awaiting as-built mylars.
E. 79 th Station (24U)	Reconstruction of E. 79 th Red Line Station Contractor: Panzica Construction Cost: \$6,710,925	Project successfully bid and awarded by the Board on January 21, 2020. Notice to proceed issued on March 13, 2020. Old station closed on April 1, 2020. New station ramps with railings, drainage, pause points, entrance plaza, platform and lighting in place. Station opened to the public March 10, 2021.

Planning

Baby on Board 19.03	TWE improvements In various locations in the County Contractor: TBD Budget: \$350,000	ODOT awarded fund 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 shelters will be ordered soon. Project will be prepared for fall construction
Shaker Shelter Replacement Program 18.82	Replacement of shelters Along the Blue and Green Lines Contractor: TBD Budget: \$1,800,000	CMAQ funded project to replace and enhance light rail stations on Shaker Lines. Section 106 Consultant is under contract. Have initiated public process with completion of a survey, several meetings with stakeholders and advisory meeting. Should be ready to complete design by the end of 2021 and construction by August 2022.

<p>W. 25th Street TOD Plan (18.42)</p>	<p>TOD Planning for W. 25th Street Contractor: Stantec Cost: \$414,068</p>	<p>FTA awarded RTA \$336,000.00 in competitive planning funds. Grant process is completed and RFP has issued responses, reviewed and evaluated. The contract was awarded by Board on February 18, 2020. Contract signed and NTP issued April 4, 2020. The report on existing conditions is complete. The first Stakeholders meeting was held on July 22, 2020, and the first community meeting was held on July 29, 2020 and the second on October 14, 2020. The website: www.25connects.com is active. The project is 60% completed. Draft deliverables are being edited. The final round of engagement completed in February 2021. Awaiting submission of executive summary. Will schedule Board update in July 2021.</p>
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Maintenance Facilities

<p>Infrastructure Upgrades @ Hayden & CBMF for CNG (61B)</p>	<p>Infrastructure upgrades for CNG fueling at Hayden, CBMF and Triskett Consultant: Wendel Cost: \$553,023</p>	<p>Board awarded contract on October 21, 2014. Design completed. Support for Construction of improvements continuing. Triskett plans and specifications received. Hayden portion of project closed-out. CBMF gas detection system approved by City. Certificate of Occupancy obtained from City of Cleveland and East Cleveland. CBMF and Hayden design closed. Triskett portion of work to continue under 61C. Procurement has directed that this project, with an outstanding balance of \$21,400, remain open throughout the Triskett CNG installation.</p>
<p>Maintenance Area Infrastructure Upgrades at Triskett (61C)</p>	<p>Consultant: Wendel Design Cost: \$127,808</p>	<p>Design for Triskett Maintenance Bay only. Maintenance Bay design complete as 61B -Phase II. Master construction package 61F to consist of 61B - Phase II, 61C, and 61E. Construction package advertised for bids on October 5, 2020. Construction underway, completion scheduled end of 2021.</p>
<p>CNG Compressor Station and Back-up Generator at Triskett (61D)</p>	<p>Contractor: Trillium Construction Cost: \$4,978,314</p>	<p>RFP issued April 22, 2019 and proposals received May 22, 2019. Board awarded contract on August 20, 2019. Notice to proceed issued December 5, 2019. Design complete. Trillium has selected Hembree Contracting of Bremen, Georgia for site work. Site installation including compressor station, generator, gas bottles, gas main feed and meter completed. Project operational and substantially completed on</p>

December 7, 2020. Project awaiting completion of 61F to be placed in service.

<p>CNG (HVAC) Bus House Infrastructure Upgrades at Triskett (61E)</p>	<p>Consultant: Wendel HVAC Design Cost: \$350,374</p>	<p>Board awarded contract on April 16, 2019. Notice to Proceed issued on May 30, 2019. Rooftop HVAC unit system is to be replaced over Triskett Garage bus storage area. IFB package completed and project advertised October 5, 2020. Construction underway, completion scheduled end of 2021.</p>
<p>Construction of CNG Infrastructure Upgrades at Triskett (61F)</p>	<p>Contractor: The Ruhlin Company Construction Cost: \$6,262,000</p>	<p>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. Notice to proceed February 24, 2021. Equipment ordered. Reinforcement of roof trusses underway.</p>



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