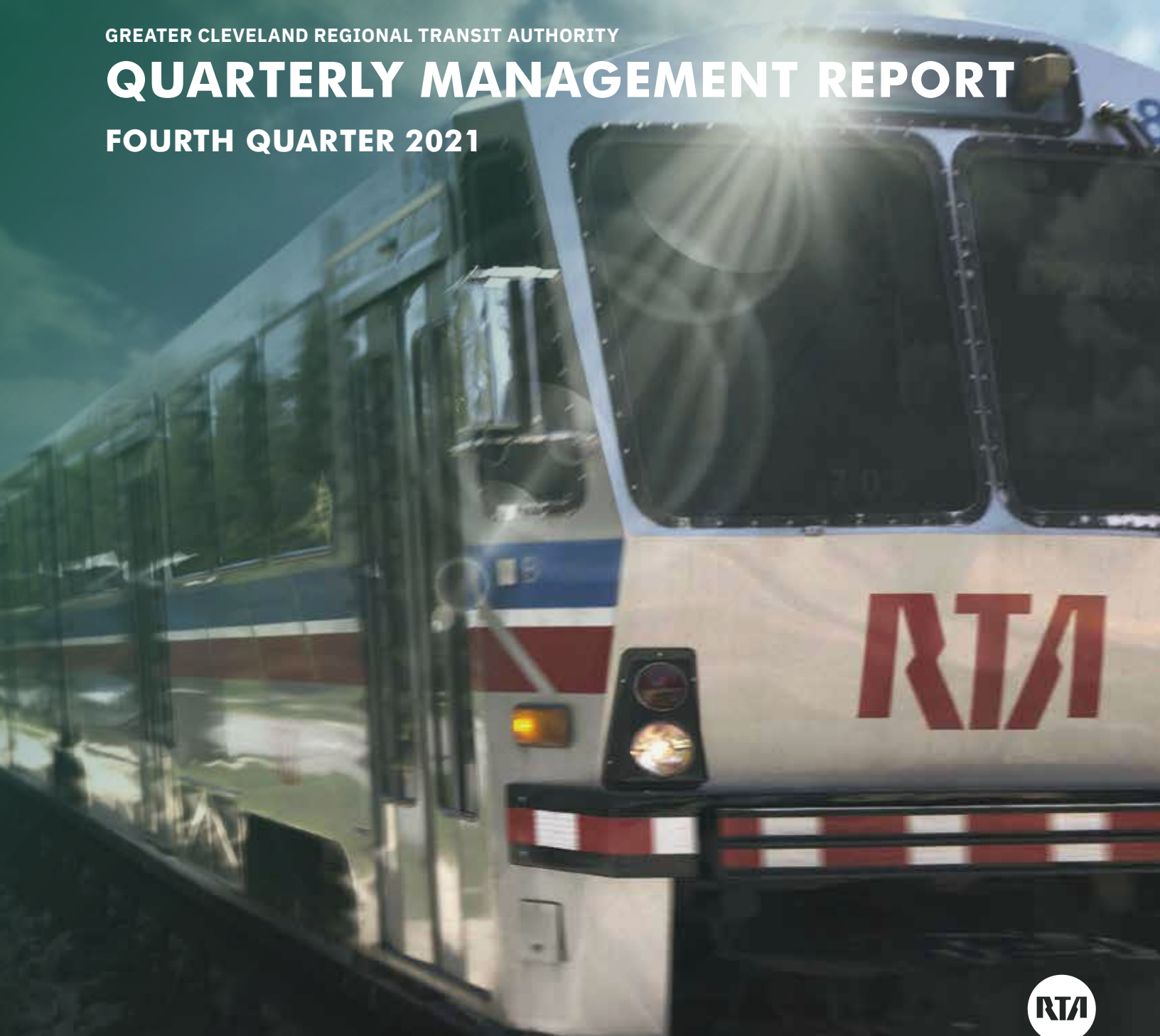


Q4

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

QUARTERLY MANAGEMENT REPORT

FOURTH QUARTER 2021



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From the General Manager



As we entered the last quarter of the year, staff continued to work diligently to connect our communities. They completed a track replacement project for the Blue and Green Lines, were awarded (for the first time due to a bi-annual budget change) TRAC funds to support a state of good repair of our rail system, and developed partnerships to distribute COVID vaccines, boosters, and tests, among various other projects and initiatives.

Greater Cleveland RTA is committed to operating a safe and reliable transit system. As a result of safety concerns related to the Waterfront Line Bridge, we had to indefinitely suspend rail service on the Waterfront Line. The Bridge is located on the East Bank of the Flats and extends over Front Street and the Norfolk Southern Rail tracks. Our Engineering Department contracted with a local firm to perform emergency shoring of the bridge until a long-term rehabilitation and strengthening solution can be developed and executed.

As a result of changes to the Ohio biannual budget, GCRTA became eligible to apply and receive Transportation Review Advisory Council (TRAC) funds. In September we were awarded \$4.2 million from the Ohio Department of Transportation (ODOT) to fund light rail rehabilitation.

Our Paratransit services are innovating to improve customer service through the implementation of an updated Customer Handbook and service infraction software. No-shows and late cancellations of trips increase operational costs and impede our ability to provide exceptional, on-time performance. As a result, our cancellation rate is *twice that of the industry average*. With the use of infraction software, the revised Customer Handbook will be fairly and equitably administered. Furthermore, educating customers will be the primary method to change their behavior. There will be an introductory period that enables customers to become familiar with the expectations without negative consequences. After the introduction period, the program will provide further education, warnings and, if necessary, suspension of passengers who consistently fail to cancel trips in a timely manner. We believe these changes will have a positive effect on the overall experience of all Paratransit riders.

We are now a year and a half into a global pandemic and almost a year into having a vaccine; however, our vaccination rates are still very low. As a result, we added a second vaccination partner, Care Alliance Health Center, to utilize our Community Immunity Bus. With their partnership, those in low vaccination areas or at disproportionately higher cases of COVID, now have better access to vaccines and testing throughout the County. Once the boosters became available, Care Alliance Health Center began administering them to those who were eligible. Furthermore, as part of the partnership, Care Alliance Health Center was engaged to provide vaccinations and boosters to GCRTA employees.

In order to become consistent with our brand image internally and externally, our Marketing Department developed a Branding Guide. The new guide provides the approved use of items, such as:

- Our logos, colors, and fonts
- Email signatures, business cards, and letterhead
- Photo taking

The new Branding Guide was provided to all employees, is available on our Intranet and will be provided to various partners in order to maintain a clear and consistent brand image.

GCRTA is committed to not only providing a safe environment to passengers, but we are also committed to protecting passenger and employee information. As a result, in November we deployed Multi-Factor Authentication, which is also known as MFA. MFA is a way for employees to gain access to an application or device by performing two or more actions that verify they are who they say they are. Now, and moving forward, all employees who utilize GCRTA’s Microsoft Outlook Email, Office 365, and/or VPN accounts will be verified using MFA.

To improve communications with all employees, we launched our new Intranet, OneRTA. Now with our new OneRTA Intranet, employees no longer need to be connected to GCRTA’s servers to access key information. Employees can now access OneRTA from any mobile device, tablet, or desk top computer 24 hours a day, 7 days a week. They simply go to our website (rideRTA.com) and choose the employee login. From there they can access forms, policies, COVID updates, training information, company updates, employee resources and much more.

Over the course of 2021, our Holiday Train team planned for the return of the Holiday Trains for the 2021 holiday season. This season we operated four trains to spread more holiday cheer throughout the communities we serve. This year’s Holiday Trains had:

- 7336 Feet of Strand Lights with a total of 17,920 Lights
- 450 Feet of LED Neon Lighting with a total of 2,160 LED Lights
- 400 Feet of LED Star Lighting with 800 LED Lights
 - Grand Total: 8,186 Feet of Lights with 20,880 Lights
- 3 Higbee Style Windows
- 4 Hand painted Windows
- 500+ Feet of Banners and Decals
- Sounds and Smells of Christmas
- Interior car cards designed by the Cleveland Institute of Art

The Holiday Trains went into service on November 27, 2021, and were in operation through December 31, 2021, on the Blue, Green, and Red Lines. Throughout the holiday season, our Marketing Department planned “pop up Santa events” and shared those events on our social media channels. They also posted the times the trains would be running each day on our social channels to enable riders to plan to ride the Holiday Trains. As in previous years, riders enjoyed this riding experience.

To expand the holiday cheer we spread this year, we modified one of our Trolleys and decked it out. The Trolley was dubbed the Holly Jolly Trolley and connected to communities at special events throughout the County. Additionally, Santa was on hand to bring holiday joy to kids (and adults).

Some events we connected to were:

- Winterfest, Public Square
- Circle Fest, University Circle
- Bright Lights, Reading Lights at Cleveland Public Library, Downtown
- Ugly Sweater Holiday Fundraiser for Young Latino Network at Phunkenship

- Open House and Holiday Market at Pivot Center for Art, Dance and Expression
- Noble Elementary School
- Holiday Wonderland Trunk Express, Care Alliance
- Kicking it with Kenny

Features of the Holly Jolly Trolley were:

- Santa's chair
- Monitor displaying a fireplace
- Interior car cards designed by the Cleveland Institute of Art
- LED lights on the exterior and interior
- Christmas Story leg lamp
- Christmas tree including wrapped presents
- Christmas tree including wrapped presents

To further engage with the community, we launched a Month of Merry campaign. The campaign consisted of an Instagram contest that ran from mid-November until the week of Christmas. The contest had daily questions for followers to answer. One winner a day was randomly chosen to win a gift card to various local businesses and four all day bus passes. Additionally, the Month of Merry campaign had radio and digital ads wishing the community a happy holiday season from GCRTA.

In spite of the ongoing pandemic, our employees have worked hard to service our communities. As a result, we received the following awards in 2021:

- Finance was awarded the Ohio Auditor of the State Award with Distinction for their excellence in financial reporting related to our Comprehensive Annual Financial Report (CAFR) and compliance with applicable laws for the year ended 12/31/2020. The last time this award was presented to GCRTA was for year ended 12/31/2015.
- The Office of Business Development was awarded two awards from the Greater Cleveland Partnership. One is for Supplier Diversity and the second is Best in Class for Board Diversity.
- Jeff Macko, Planning Team Leader, received the "Four Under Forty" Award from the Ohio Public Transit Association (OPTA).
- Heavy Rail received the APTA 2021 Rail COVID-19 Gold Award
- Marketing received a First Place Award at the 2021 Annual APTA AdWheel Awards for Social Media: Best Marketing and Communications to Support Ridership or Sales for their 2020 Holiday Trains campaign.
- WTS Northeast Ohio Employer of the Year
- Teresa Coleman Muti, Director of Power and Way, was named Railway Age "Women in Rail" honoree for 2021.

In order to provide the services our community deserves; our Human Resources and Marketing teams have collaborated to host various job fairs. Each job fair worked to recruit Drivers, Mechanics, Power & Way Laborers, Rail Equipment Servicers, and Transit Police Officers. The fairs were well attended and yielded many offer letters and new hires. To bolster our hiring efforts, we have partnered with Ohio Means Jobs to increase our recruitment efforts on various positions throughout the Authority.

Additionally, we are leveraging our partnership with Tri-C to support our recruitment efforts as well as upskill our current staff, so they are ready for opportunities as they arise. These efforts have enabled us to fill many open positions. However, as we plan for operations in 2022, we know we need to continue our hiring efforts in order to maintain appropriate staffing levels.

As we finish a second year of managing the ongoing challenges of a global pandemic, our staff continues to rise to the challenge and show their resilience. They have completed state of good repair projects, won awards, secured funding from State and Federal levels, launched a new system redesign, and much more. They continue to live out our mission of Connecting our Communities. Each day they provide mobility services that connect passengers to employment, medical appointments, education, and shopping to name a few.

Sincerely,



India L. Birdsong

General Manager, Chief Executive Officer

FINANCIAL ANALYSIS

Amended General Fund Balance Analysis					
	2019	2020	2021	2021	2021
	Actual	Actual	Q4 Budget	Q4 Actual	Q4 Variance
Beginning Balance	38,959,995	\$ 40,577,395	\$ 132,581,757	\$ 132,581,757	\$0
Revenue					
Passenger Fares	42,785,750	24,044,664	27,814,100	21,541,062	(6,273,038)
Advertising & Concessions	2,069,726	2,337,735	1,803,916	1,228,020	(575,896)
Sales & Use Tax	212,192,079	210,147,468	215,720,056	239,341,748	23,621,692
Federal Operating Assistance - CARES Act	0	111,977,170	0	0	0
Federal Operating Assistance - CRRSAA	0	0	67,416,467	67,416,467	0
Federal Operating Assistance - ARP	0	0	68,100,000	54,815,088	(13,284,912)
Investment Income	910,634	698,786	2,069,958	97,478	(1,972,480)
Other Revenue	2,747,874	364,250	1,348,918	854,246	(494,672)
Reimbursed Expenditures	25,289,403	26,963,719	19,413,919	15,092,767	(4,321,152)
Total Revenue	285,995,466	376,533,792	403,687,334	400,386,876	(3,300,458)
Total Resources	324,955,461	417,111,187	536,269,091	532,968,633	(3,300,458)
Operating Expenditures					
Salaries and Overtime	134,891,187	138,668,611	143,376,531	140,088,330	(3,288,201)
Payroll Taxes and Fringes	49,579,426	52,142,719	57,276,628	57,491,909	215,281
Fuel (Diesel, CNG, Prop. Pwr., Gas)	8,950,522	8,780,650	8,182,600	8,101,694	(80,906)
Utilities	5,155,284	3,576,408	5,614,454	4,700,271	(914,183)
Inventory	11,226,105	13,341,465	13,100,000	12,773,812	(326,188)
Services and Material & Supplies	18,522,788	18,809,509	21,157,429	18,818,101	(2,339,328)
Purchase Transportation	9,177,877	7,599,160	9,850,000	9,335,470	(514,530)
Other Expenditures	4,815,590	3,783,813	6,928,856	6,018,115	(910,741)
Total Operating Expenditures	242,318,780	246,702,334	265,486,498	257,327,702	(8,158,796)
Transfers to (from) Other Funds					
Transfer to (from) the Insurance Fund	2,700,000	0	2,100,000	2,100,000	0
Transfer to (from) the Pension Fund	50,000	50,000	45,000	45,000	0
Transfers to Reserve Fund	12,965,059	10,878,615	95,878,615	95,878,615	0
Transfers from the Reserve Fund		(1,450,000)	0	0	0
Transfers to (from) Capital					
Bond Retirement Fund	13,339,003	14,950,956	13,835,408	13,835,408	0
Bond Defeasance	0	0	59,000,000	57,734,586	(1,265,414)
Capital Improvement Fund	13,005,224	13,397,525	43,698,859	43,698,859	(0)
Total Transfers to (from) Capital	26,344,227	28,348,481	116,534,267	115,268,853	(1,265,414)
Total Transfers to (from) Other Funds	42,059,286	37,827,096	214,557,882	213,292,468	(1,265,414)
Total Expenditures	284,378,066	284,529,430	480,044,380	470,620,170	(9,424,210)
Available Ending Balance	40,577,395	\$ 132,581,757	\$ 56,224,709	\$ 62,348,462	6,123,753

Figure 1: General Fund Balance Analysis 2021

General Fund Balance Analysis & Operating Analysis

The Coronavirus Response & Relief Supplemental Appropriations Act (CRRSAA) and the American Rescue Plan (ARP) provided stability for the Authority. This funding was used to pay for the Authority’s operating expenses, less passenger fares collected. The funding from Sales & Use Tax, traditionally used for operating expenses, was strategically used to defease 9 years of debt, create a revenue stabilization fund, and reduce the capital unfunded projects.

On June 13, 2021, the Authority implemented the NextGen system, which provided greater frequency and connectivity for the Greater Cleveland area. To ease the transition into the new service, the Authority offered free fares for the first week of NextGen. Ridership increased by nearly 13% during that week. Ridership increased by 16.8%, on average, from June through December, compared to 2020 ridership. Ridership totaled 16.0 million passenger trips for 2021, a decrease of 6.0% when compared to 2020, mainly due to the first quarter of 2020 not being hit by the pandemic. (Figure 2) Ridership in 2021 was 46.5% below 2019 pre-pandemic levels.

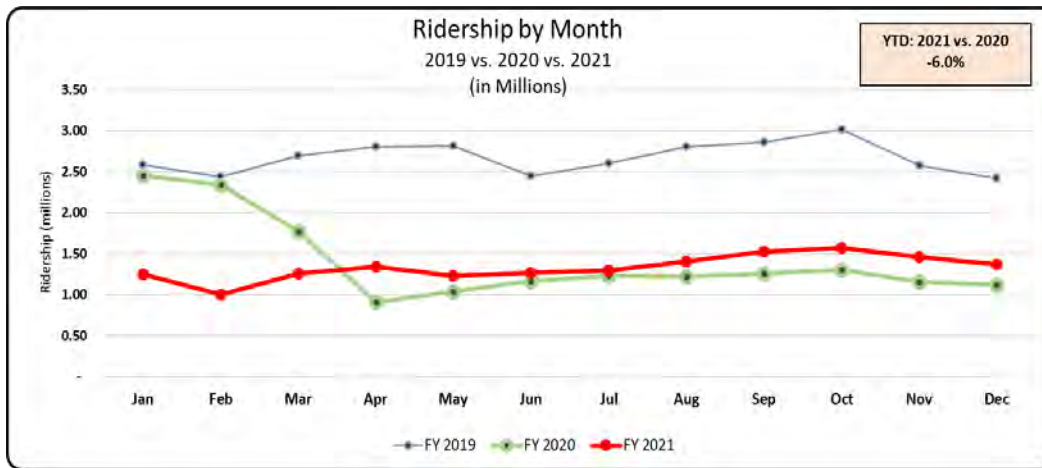


Figure 2: Ridership

Passenger Fare revenue totaled \$215 million in 2021. 10.4% below 2020 levels and down 49.7% compared to 2019.

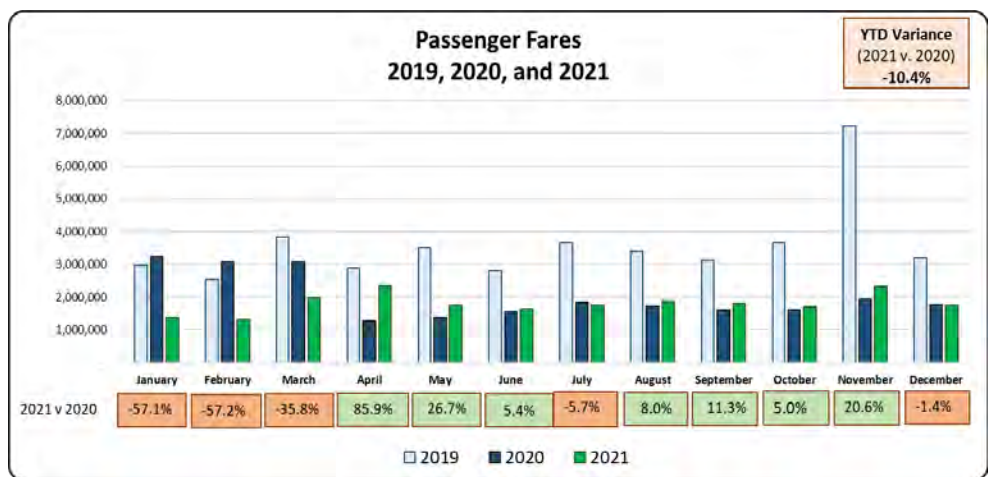
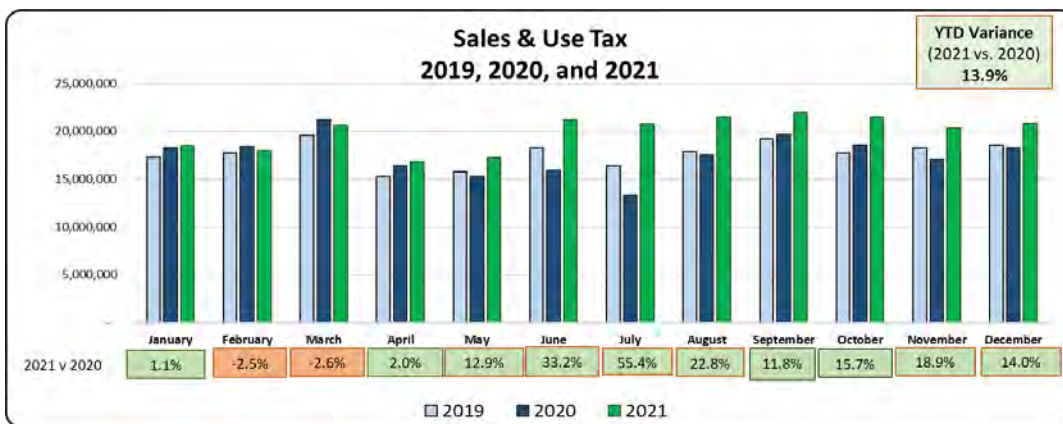


Figure 3: Passenger Fares



Sales tax receipts totaled \$239.3 million, a 13.9% increase from 2020.

On-line sales, sales of motor vehicles & watercraft, and regular/statewide sales were the leading categories.

Figure 4: Sales & Use Tax

Total Operating Expenses ended the year 3.1% below budgeted levels. Total personnel expenses (salaries, overtime, payroll taxes and fringes) were 1.5% below budget. Health care and prescription expenses continued to rise in the 4th Quarter and ended the year 0.4% over budget and 10.3% over 2020 levels. The Energy Price Risk Management Program continues to help stabilize fuel costs. Fuel costs were 1% under budget for the year. The Authority continues to purchase cleaner Compressed Natural Gas (CNG) buses and retire older diesel buses.

Transfers to other funds are to support the expected expenditures and maintain the recommended balances for the Bond Retirement, Insurance, Supplemental Pension, Capital Improvement, and Reserve Funds. Most of the transfers to the Insurance Fund, Pension Fund, Reserve Fund, and Capital Improvement Fund occurred in June, totaling \$63.2 million. An increase to the Bond Retirement Fund for the defeasance of bonds was approved in July and totaled \$57.7 million. An increase to the Reserve Fund for Revenue Stabilization was approved in December and \$85 million was transferred. Funds in this reserve sub-fund will help the Authority maintain the 1-month ending General Fund balance in the out-years. At year-end, transfers to other funds totaled \$213.3 million.

BOARD POLICY GOALS

2021 Year-End Financial Policy Goals						
		Goal	2019 Actual	2020 Actual	2021 Q4 Budget	2021 Q4 Actual
Operating Efficiency	Operating Ratio	≥ 25%	19.0%	11.0%	12.0%	8.9%
	Cost per Service Hour		\$130.9	\$195.9	\$158.6	\$153.7
	Growth per Year	≤ Rate of Inflation	-7.1%	49.7%	0.8%	-3.4%
	Operating Reserve (Months)	≥ 1 month	2.1	6.5	2.6	2.9
Capital Efficiency	Debt Service Coverage	≥ 1.5	4.50	9.64	2.97	3.04
	Sales Tax Contribution to Capital	≥ 10%	11.9%	13.5%	54.0%	48.2%
	Capital Maintenance to Expansion	75% - 90%	100.0%	100.0%	100.0%	100.0%

Figure 5: Board Financial Policy Goals 2021

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 year-end, the Operating Ratio is 8.9% due to the decrease in ridership from the COVID pandemic. 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** indicator is service to be maintained at or below the rate of inflation. The Federal Reserve inflation rate was 7.0% at the end of 2021. The Cost per Hour of Service is a measure of service efficiency, dividing total operating expenses by total service hours. At a cost per service hour of \$153.7, the growth per year is -3.4%, compared to 2020.

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 year-end, the Operating Reserve is 2.9 months.

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 year at 3.04, exceeding the policy goal. The bond defeasance had a positive impact on the future debt service coverage.

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 year at 48.2%. Additional funds were transferred to capital to help decrease the unfunded projects and defease 9 years of debt.

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 41 active grant awards: 30 are within the Formula Grant awards category and 11 are either highly competitive or discretionary grants.

The Formula Grants include \$54.5 million in funding from:

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

Competitive grants total \$38.8 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 Areawide Coordinating Agency)
- FHWA (Federal Highway Administration)
- DERG (Diesel Emission Reduction Grant) Award

The Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) awarded GCRTA a grant of \$67,416,467 for operating assistance to mitigate the impact of the pandemic on the authority's operating budget. American Rescue Plan funds (ARP 2021) have also been granted in the amount of \$136,108,510 to be split between FY 2021 and FY 2022 to help mitigate the effects of the pandemic on the Authority. A grant for \$972,777 was received for Rides to Community Immunity, and a grant for \$200,000 was received for COVID Mass Vaccination Security at the Wolstein Center.

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 projects 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 \$38.8 million have been received in FY 2021. Table 1 shows the funding sources, including competitive awards, funds committed through the life of the award, and funding available as 2021 comes to an end. The following are the competitive awards:

- \$5.6 million for 7 60-FT BRT Articulated coaches
- \$2.7 million for 20 40-FT CNG Buses
- \$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
- \$877,810 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
- \$12.1 million for Radio CAD-AVL Replacement
- \$420,000 for TOD Transportation Studies

ITD Funding Source Totals

Source of Funds	Funding Appropriated	Funds Committed	Funding Available	Percentage of Remain. Funds
FORMULA	\$ 127,008,398	\$ 100,097,043	\$ 26,911,355	17.31%
LOCAL (ALL)	\$ 191,785,286	\$ 81,201,339	\$ 110,583,947	71.14%
COMPETITIVE	\$ 36,348,908	\$ 32,675,989	\$ 3,672,919	2.36%
FEDERAL ASSISTANCE	\$ 136,596,455	\$ 122,556,620	\$ 14,039,835	9.03%
STATE	\$ -	\$ -	\$ -	0.00%
OTHER	\$ 2,105,013	\$ 1,861,405	\$ 243,608	0.16%
Grant Total	\$ 493,844,060	\$ 338,392,396	\$ 155,451,664	100%

Figure 6

(Table 1)

Commitments by Capital Category

The capital program is based on a multi-year or Inception-to-Date (ITD) approach. The total capital appropriations of \$609.7 million for FY 2021 include appropriations of \$331.3 million for FY 2021 and \$278.4 million of prior year carryover, which are displayed in Table 2.

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

At the end of the year, project commitments totaled \$338.4 million, including \$263.3 million of ITD expenditures and \$75.1 million of current encumbrances, resulting in \$271.3 million, or 44.5%, of available funding. Most capital activities during the fourth quarter were for continuation of projects that began in prior fiscal years or in preparation for planned FY 2021 construction projects and preventative maintenance/operating budget reimbursements. These projects continue to focus on the State of Good Repair (SOGR) of the Authority’s capital assets.

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

Categories	(ITD) Budget A	Current Commitments B	Budget vs Current Commitments A-B	% Remaining (A-B)/A
Bus Garages	\$ 12,864,725	\$ 11,880,819	\$ 983,906	7.6%
Bus Improvement Program	60,801,681	54,261,666	6,540,015	10.8%
Equipment & Vehicles	36,104,672	27,714,707	8,389,965	23.2%
Facilities Improvements	38,680,390	17,839,316	20,841,074	53.9%
Other Projects	5,621,419	3,382,453	2,238,966	39.8%
Preventive Maint./Operating Reimb.	213,797,754	131,656,620	82,141,134	38.4%
Rail Projects	241,255,209	91,273,965	149,981,244	62.2%
Transit Centers	567,850	382,850	185,000	32.6%
Sub-Total: RTA Capital	\$ 609,693,700	\$ 338,392,396	\$ 271,301,304	44.5%

Figure 7

(Table 2)

Current Year Expenditures by Capital Category

The graph below compares current expenses for each category with the prior years at the same point in time. The majority of the capital expenditures in 2021 were in the Rail projects and Federal Assistance categories totaling a combined \$145.0 million, or 75.3% of capital expenditures.

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

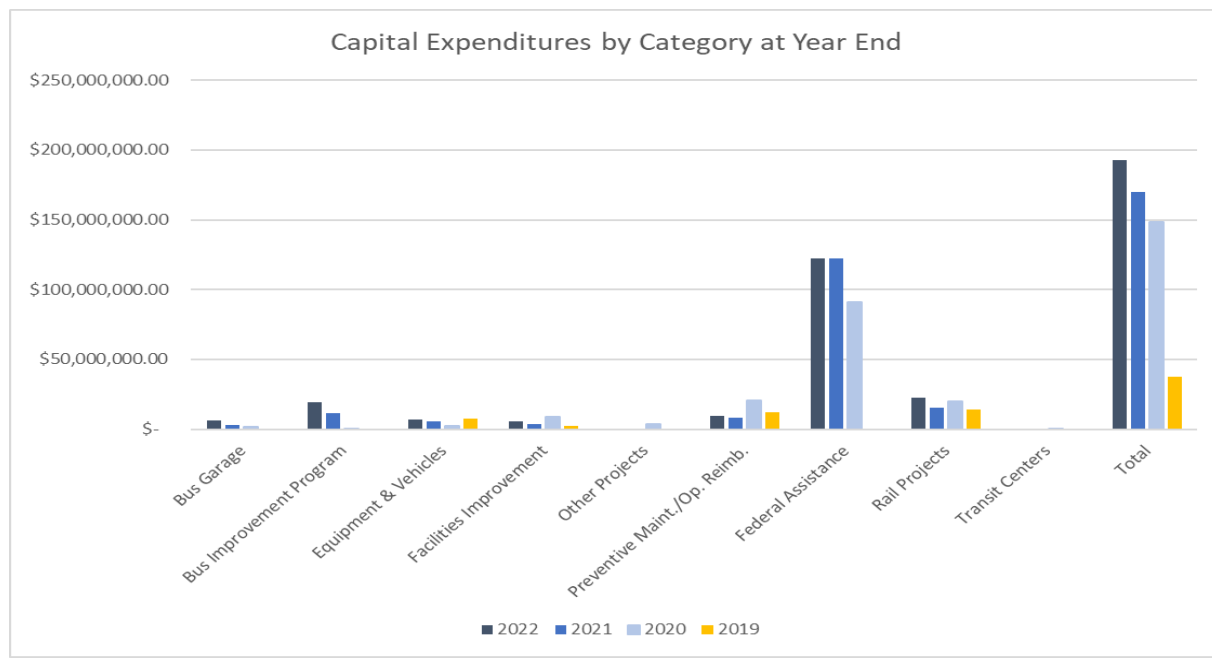


Figure 8

Bus Garages

These projects are for needed facilities upgrades at bus garages. There is currently only one project within this category, the Triskett CNG Building upgrades and compliance project for newly purchased CNG vehicles.

At the end of 2021, approximately \$11.9 million of the \$12.9 million budget was committed, leaving available funding of \$983,906, or 7.6%. The CNG Building upgrade will wrap up in FY 2022 and no additional funding is projected to be encumbered for project completion.

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 the year, category commitments totaled \$54.3 million, out of the total appropriations of \$60.8 million, leaving available funding of \$6.5 million, or 10.8%. These commitments include current expenditures of \$27.4 million and current encumbrances of \$26.9 million to help maintain the Authority’s existing bus fleet.

Equipment & Vehicles

At the end of FY 2021, the total commitments of \$27.7 million include \$23.0 million of ITD expenditures and \$4.7 million of encumbrances leaving available funding of \$8.4 million, or 23.2%. The majority of the open encumbrances within this category include, \$572,178 within the on-going Ultramain Version 9 Upgrade project, \$876,848 for the Hastus System Upgrade and \$722,582 for the Oracle Upgrade- SaaS Solutions project. Remaining commitments within this category are concentrated within various SOGR equipment & vehicle upgrade projects.

Facilities Improvements

The Facility Improvements Category finished the year with total commitments of \$17.8 million including \$11.4 million of ITD expenditures and \$6.5 million of current encumbrances resulting in available funding of \$20.8 million, or 53.9%.

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 year, this category has combined project commitments of \$3.4 million out of the category budget of \$5.6 million, resulting in available funding of \$2.2 million or 39.8%.

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.

The Authority drew down all \$67.4 million of CRRSAA funding and \$54.8 million of the ARP funding in 2021. ODOT funding from the state was used for Rides to Community Immunity (\$972,777) and FEMA funding was used for COVID Mass Vaccination Security (\$200,000).

Rail Projects

At the end of December, \$91.3 million of the \$241.3 million budget for the Rail Projects category was committed resulting in available funding of \$150.0 million, or 62.2%. Total commitments include \$56.2 million of ITD expenditures along with \$35.1 million of current encumbrances, focusing on achieving a SOGR on the rail system.

Transit Centers

Project commitments finished the year with a total \$382,850 committed, out of the budget of \$567,850, resulting in available funding of \$185,000 or 32.6%. Through FY 2021, expenses on project enhancements have occurred on the Tower City Ceiling Repairs in the amount of \$267,850. Projected work is planned at the Southgate Transit Center in the amount of \$115,000 early in FY 2022.

Performance Measures

Performance Measure		Q1	Q2	Q3	Q4	YTD
Passenger per bus/train hour:	2021 Target					
Bus	11	10	11	12	12	11
Rail	29	27	29	33	33	30
Total*	13	11	12	13	13	12
*Calculated by dividing the quarter's total ridership by total system wide hours						
Revenue Vehicle Cost Per Mile:		\$2.85	\$3.14*	\$2.72	\$2.89*	\$2.90*
(Maintenance & Fuel)						
*Estimated Value						
% Of Scheduled Maintenance Completed (Revenue Vehicles)						
Bus		96%	87%	94%	96%	96%
Rail		98%	98%	97%	95%	98%
Paratransit (Revenue)		100%	100%	100%	100%	100%
Paratransit (Non-Rev)		100%	100%	100%	88%	97%

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 <u>Preventable Collision Rate (PCR)</u> TEAM goal for 2021 is 1.25. The 2021 YTD 4 th Quarter PCR is 1.33, which is 6.4% higher than the TEAM goal and 1.5% lower than the 1.35 PCR for the same period in 2020. Total preventable collisions increased 3.7% to 280 from 270. Mileage increased 1.7%.
Total Collision Rate	The GCRTA <u>Total Collision Rate (TCR)</u> for the 2021 YTD 4 th Quarter is 3.25, which is 1.1% higher than the 3.21 TCR for the same period in 2020. Total collisions increased 2.9% to 682 from 663.
On the Job Injury Rate	The GCRTA 2021 TEAM Injury Rate Goal is 7.0. The 2021 YTD 4 th Quarter Injury Rate of 7.46 is 6.6% above the TEAM Goal and 16.5% above the 6.40 Injury Rate for the same period in 2020. Total injuries increased by 26 from 105 in 2020 to 131 in 2021. See the chart below:

Number of Miles Between Service Interruption

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

Note – Revenue-vehicle miles are miles logged by buses and railcars.

- 24,928 Miles Between Service Interruptions for Q4 2021 represents:
 - 55.65% decrease from Q3 2020 (16,016)
 - 50.98% decrease from Q4 2020 (16,511)

On-Time Performance

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

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

- $Fixed\ Route\ On\ Time\ Performance = \frac{On\ Time\ Measurements}{On\ Time + Early + Late\ Measurements}$
- Fixed route on time performance of **82.11%** for Q4 2021 represents:
 - 1.22% increase from Q3 2021 (81.12%)
 - 5.27% decrease from Q4 2020 (86.68%)

Ridership

Total unlinked passenger trips on all GCRTA transit modes.

- The COVID-19 pandemic has continued to affect ridership
- The Light Rail was shut down for construction from August 8, 2021, through the end of September. Replacement bus service was provided. This affects ridership comparisons between Q3 2021 and Q4 2021 for both modes (LR & MB)
- **4,362,899** unlinked passenger trips for Q4 2021 represents:
 - 2.12% increase from Q3 2021 (4,272,249)
 - 23.70% increase from Q4 2020 (3,526,987)

Q4 2021 over Q3 2021 performance by mode

Mode	Q4 2021 performance in comparison to Q3 2021
Motorbus (MB)	0.02%
HealthLine (RB)	1.38%
Heavy Rail (HR)	13.56%
Light Rail (LR)	113.87%
Paratransit (DR)	1.03%
System Total	3.81%

Year over year performance by mode Q4 2021 vs Q4 2020

Mode	Q4 2021 vs. Q4 2020
Motorbus (MB)	27.63%
HealthLine (RB)	18.96%
Heavy Rail (HR)	23.95%
Light Rail (LR)	12.95%
Paratransit (DR)	31.64%
System Total	25.85%

Customer Satisfaction/Boardings Between Complaints
 *For Q3 2021, reporting was by mode

Boardings between Complaints tracks the number of boardings in between customer complaints logged in the Trapeze COM system.

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

- June 2021 complaint data was recovered and added back into all calculations for this report.
- **5,872** Boardings Between Complaints for Q4 2021 represents:
 - 11.06% increase from Q3 2021 (5,287)
 - 9.93% decrease from Q4 2020 (6,519)

Attendance

Unscheduled Absence Percentage - Tracks the percentage of available work hours that are unscheduled absence hours. An absence is unscheduled when it is charged to any of the following categories: Sick Time, Unpaid Absence, Disability, Suspension, Workers' compensation, and 0258 Other Unscheduled Absences.

Unscheduled Absence rate of **9.20%** for Q4 2021 represents:

- 13.52% decrease from Q3 2021 (8.10%)
- 14.30% decrease from Q4 2020 (10.73%)

Quarterly Marketing Activities

Hiring Events

We continued with our job fairs for our Bus Operator Job Fair, Power & Way Laborer and Transit Police. The Bus Operator Job Fair was held at West Park RTS and was extremely well attended. Power & Way was also quite successful in their recruitment efforts, filling open Laborer positions and establishing an eligibility list for later openings. Transit Police recruitment efforts went well and provided several candidates. Social media videos were created to help humanize the department. All hiring events are posted at www.rideRTA.com/careers.

Holiday Train and Trolley

Our award-winning Holiday trains returned to operation this holiday season to spread holiday cheer. As in the past, Santa made visits on the trains throughout the month of December and engaged with riders as he visited families. This year we had

- Grand total of 8,186 feet of lights with 20,880 lights
- 3 Higbee style windows
- 4 hand painted windows
- 500+ feet of banners and decals (exterior of the train)
- Speakers that played holiday music
- Diffusers with Holiday scents
- Partnered with Cleveland Institute of Art to develop custom Car Cards
- Social Media hits:
 - 27,384 social media impressions, 96 likes and 30 retweets
 - 3,273 impressions, 14 shares, 9 comments

Due to the popularity of the Holiday Trains, we added a Holiday Trolley that was wrapped to look like a gingerbread bus. Inside, the trolley had a leg lamp, presents, a Christmas tree, custom designed car cards designed by Cleveland Institute of Art, and a throne for Santa or families to take photos. The Trolley attended various community events such as:

- Winterfest
- Circlefest
- UH Rainbow Babies & Children Hospital
- Cleveland Public Library
- Phunkenship
- Pivot Center
- Wonderland Trunk Express

All events were well attended, and the Trolley received much attention.

Month of Merry

From mid-November through December, we ran a Month of Merry holiday promotion to say thank you and give back to our employees, our customers, and our generous community. The campaign featured an Instagram contest where followers were asked a daily question and those who responded had a chance to win - packs of All Day passes and gift cards to local vendors, restaurants, and venues. The campaign was well received with:

- 2.2 million impressions between Facebook and Instagram
- Generated over 3,100 clicks to the Month of Merry Landing Page
- Give away posts generated a reach of 776 and engagement of 74 per post

Disadvantaged Business Enterprise (DBE) Participation/Affirmative Action

Key Performance Measures

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 October 1, 2021 – December 31, 2021, represents the first quarter of FFY 2022. The services provided on the contracts that were awarded during this quarter did not reflect any RTA Development funded contracts for DBE dollars to be awarded. Therefore, during the first quarter and FFY to-date on contracts greater than \$100,000 totaled **\$0.00 or 0%**.

**CURRENT QUARTER - DBE PERFORMANCE BY CONTRACT CATEGORY
(October 1, 2021 – December 31, 2021)**

	Construction	Professional Services	Equipment & Supply	Total
DBE Dollars	0	\$0	\$0	\$0
All Dollars	0	\$0	\$0	\$0
% DBE Participation	0	0%	0	0%

Figure 10

**YEAR TO DATE
DBE PERFORMANCE BY QUARTER
(October 1, 2021 – September 30, 2022)**

	Total Contracts	DBE Participation	% DBE Participation
1st Qtr.	\$0	\$0	0%
2 nd Qtr.			
3rd Qtr.			
4th Qtr.			
TOTAL	\$0	\$0	0%

Figure 11

Office of Business Development Activities

Outlined below are selected efforts undertaken during the fourth quarter of FFY 2021

Outlined below are selected efforts undertaken during the first quarter of FFY 2022

Selected Certification Activities during the quarter include:

- New Certification: 5
- No Changes Declaration: 18
- On-Site Review: 5 (Virtual)

Selected Contract Compliance Activities during the quarter include:

- Completed: 16 Goal Settings
- Reviewed: 13 Certified Payroll Reports

Selected Outreach Efforts during the quarter include:

- Participated on FTA Outreach & Listening Session on DBE Issues and Concerns (Virtual)
- Participated on 7th Annual Greater Summit Business Conference & Expo (Virtual)
- Participated on Cuyahoga County: Purchasing & Contracting (SBE/MBE/WBE) policy update (Virtual)
- Met with Mayor Byrne on FFY2022-2024 DBE Goal update and Compensation Study

Selected Other Involvements

- Completed the Frontline Supervisor Program
- Attended 2021 Smart 50 Awards honoring India Birdsong (Virtual)



Quarterly Performance Report

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

Date: January 5, 2022
 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 Placements				TOTAL 2020	TOTAL 2021					
	Male							Female							Q1	Q2	Q3	Q4							
	Hispanic Goal Q4	Total Placements Hispanic Males Q4	Asian Goal Q4	Total Placements Asian Males Q4	2 or More Ethnicities Goal Q4	Total Placements 2 or More Ethnicities Males Q4	White Females Goal Q4	Total Placements White Females Q4	Black Females Goal Q4	Total Placements Black Females Q4	Hispanic Females Goal Q4	Total Placements Hispanic Females Q4	Asian Females Goal Q4	Total Placements Asian Females Q4											
Officials & Administrators	---	---	---	---	---	---	2	---	---	---	---	---	---	---	---	---	---	---	---	1	---				
Professionals	---	---	2	---	---	---	45	---	---	---	---	3	---	---	---	---	---	---	---	9	11				
Technicians	---	---	---	---	---	24	---	---	---	---	1	---	1	---	---	---	---	---	---	2	2				
Protective Service	---	---	---	---	---	12	---	---	---	---	1	---	---	---	---	---	---	---	---	2	1				
Admin Support	---	---	---	---	---	51	---	---	---	---	---	---	---	---	---	---	---	---	---	1	---	4	1		
Skilled Craft	8	1	1	---	1	16	---	---	---	---	---	---	---	---	---	---	---	---	---	1	2	1			
Service Maintenance	24	2	9	---	3	258	---	---	---	---	23	10	---	---	---	---	---	---	---	5	4	2	9	13	
TOTAL	32	3	12	---	4	408	---	---	---	---	25	14	---	---	---	---	---	---	---	7	10	9	3	29	29

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

* Four goals have been met in 2020. Goals met are highlighted in green.

Figure 12

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, management training, community partnerships with key training resources, and multiple employee development opportunities across all work segments are key to our approach to live out our mission of Connecting the Community.

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.

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 new and emerging managers of current employees with development opportunities. In 2021, borrowing the structure and success of the Rail Maintenance Apprenticeship, we worked with Tri-C to achieve State Certification for a Bus Maintenance Apprenticeship program.

The following are updates for our core programs during the 4th quarter 2021.

- In 2021, 54 new operator hires attended CDL Temporary Commercial Driver’s License training at Tri-C at the onset of their employment.
- Our second cohort of the Workforce Success Program started October 27, 2021 with one employee participating. The Workforce Success Program is an eight-week training program designed to identify and boost employable skills and get help with career planning. Current GCRTA employees and participants from Northeast Ohio communities seeking employment opportunities are participating. Eight employees of GCRTA attended the first cohort.

Since the inception of the Frontline Supervisory Training and Development Program in 2017, seventy-five GCRTA employees have successfully completed the program.

- Of the nine employees who have completed the course, two enrolled in Associate Degree programs at Tri-C, and two graduates advanced to new positions at GCRTA.
- Additional plans include offering the course at a time and location that is amenable for employees working non-traditional work schedules.
- The eighth and ninth cohorts of Frontline Supervisory Training and Development Program includes thirty participants (fifteen in each cohort). The final 2021 cohort (tenth overall) started on September 22, 2021. This cohort is a cross-agency collaboration consisting of eight participants from GCRTA, and seven participants from Ohio Turnpike, and Northeast Ohio Area Wide Coordinating Agency. It is also the first hybrid model, where half of the classes occur virtually. All 38 GCRTA participants will graduate during the 4th quarter of 2021 and 1st quarter of 2022.

- To increase the Authority’s continuous improvement and efficiency, six employees completed Lean Six Sigma Black Belt coursework in 2021 and are currently in the process of completing projects to earn their Black Belt certification. Fourteen employees completed the LeanOhio Boot Camp, a course focused on finding efficiencies and cost-savings specific to the public sector. We will continue to send employees through various levels of Lean Six Sigma training in 2022.
- In addition to core Job Hub Programs, the partnership includes an existing Rail Mechanic Apprenticeship and an emerging new Bus Mechanic Apprenticeship, currently in the final review stages. This partnership allows for program accreditation through the college. GCRTA instructors gain individual certification as an adjunct instructor enabling them to conduct related training and award college credits for successful participation in the related courses.

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 for the 4th quarter was 39%, and 36% year to date. This metric shows GCRTA’s continued efforts and commitment to developing employees for promotion opportunities within all work segments, and particularly for key leadership positions.

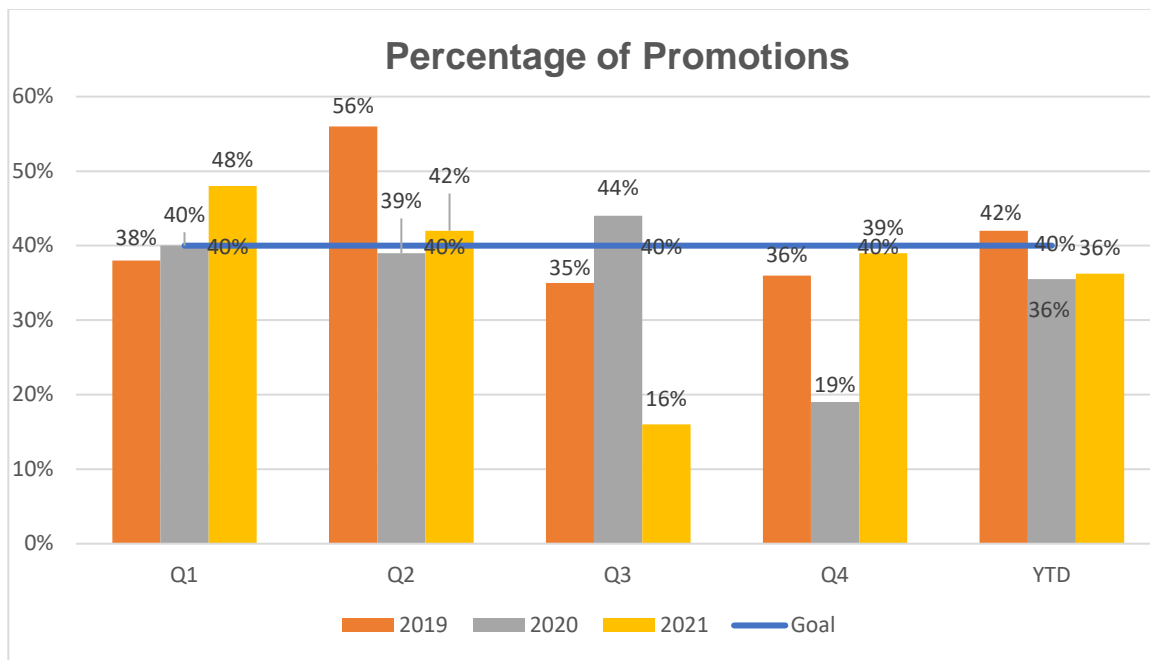


Figure 13

Succession Planning and Employee Development

Listed below are notable promotions during the 4th quarter that highlight our succession planning and employee development efforts:

Supervisory/Managerial Succession

- Jacob Kabelen, Frontline Supervisory Training and Public Transit Management Academy, promoted from Supervisor, Power and Way to Supervisor of Traction Power.
- Truceilla Besses, Tuition Reimbursement recipient, promoted from Operating Instructor to Service Quality Coordinator.
- Chaun'Drea Clark, LinkedIn Learning participant, promoted from Paratransit Dispatcher in the Operations Division to Service Quality Coordinator.
- ShaQuita Ellison, Public Transit Management Academy and Tuition Reimbursement recipient, promoted from Dispatcher Triskett District to Operating Instructor.
- Sheila Harmon, Workforce Success Program, promoted from Paratransit Reservationist to Paratransit Dispatcher.
- Amy Snell, Graduate of the Management Development Program and participant of: Frontline Supervisory Training, Public Transit Management Academy and LinkedIn Learning, Tuition Reimbursement recipient.
- Robert Seay, promoted from Equipment Maintainer to Equipment Repair Leader.
- Richard Williams III, promoted from Equipment Maintainer to Equipment Repair Leader.
- Miles Varga, promoted from Line Maintainer Power and Way to Supervisor, Power and Way.

Engineering/Construction Program

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

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

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

PROJECT	DESCRIPTION	STATUS
<u>Bridges</u>		
Rehabilitation of the Viaduct, Phase I (27Y)	Design of repair elements Designer: Michael Baker International Cost: \$446,266	RFP was advertised January 21, 2019. Proposals received; consultant selected. NTP issued July 10, 2019. Preliminary report and alternatives received. Inspection completed September 14, 2019. Report review held December 2019. Design completed and construction contract approved at May 25, 2021. Board meeting. Designer is providing construction administration services during the construction. Major error in painting quantity estimate has created change order of over \$2,000,000 for contractor. Further payments being held and seeking compensation from designer for negligent error
Rehabilitation of the Viaduct, Phase I (27Y)	Construction Contractor: BECDIR Construction Cost: \$6,644,273	Contract Award approved at May 2021 Board. NTP issued June 14, 2021. Kick-off meeting held on June 23, 2021. Work on painting, patching and ballast replacement/cleaning underway. Major error in painting quantity estimate has created change order of over \$2,000,000 to contractor. Work suspended for winter.
Viaduct Rehabilitation Buckhead Repair (27Y(a))	Design separate because of permit requirements Designer: Michael Baker International Cost: Included in Project 27Y	Design report and estimate underway. Discussion held with Canalway Partners. 75% design received May 25, 2021. Comments returned June 8, 2021. Meeting held with Canalway Partners September 28, 2021, regarding 100% plans and construction funding. Design submitted to Corps of Engineer’s for permit evaluation

Waterfront Line Bridge Repairs (27Z)	Bridge Repairs (design including MSE walls) Designer: Hardesty & Hanover Cost: \$1,468,164	Bridge monitoring by TranSystems/BDI in place and running. Project advertised on December 27, 2020. with Hardesty & Hanover selected March 1, 2021. Contract Award approved at May 25, 2021 Board meeting. NTP issued June 21, 2021. Load rating received August 23, 2021 advising no capacity and emergency shoring needed. Emergency shoring towers ratified by Board September 14, 2021. Shoring plans received from Hardest & Hanover September 15, 2021. Four towers were inspected and completed on December 13, 2021.
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Waterfront line Bridge Emergency Shoring 27Z(a))	Four Shoring Towers installed as an emergency repair Construction Cost: \$686,796	Board ratified as emergency September 14, 2021. Work began in field September 27, 2021 and was completed on December 13, 2021.
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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 complete. Plans nearing 100%. Cost will be a major issue including general escalation.
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W. 117th Track Bridge Rehabilitation (62A)	Design for repairs to bridge and station platform Designer: Michael Baker International Design Cost: \$490,211	Board Awarded February 2021. NTP April 23, 2021. Field inspection and survey complete as of June 18,2021. Phase 1 plans received August 13, 2021, and comments returned September 13, 2021. Phase 2 plans reviewed, and comments returned on November 10, 2021.
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<u>Track, Signal & Power</u>		
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. 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 being readied for third attempt at Procurement. Trip stop at LR100 removed from scope.

<p>Trunk Line Signal Replacement – Construction (12D)</p>	<p>Construction Contractor: TBD Construction Estimate: \$3,450,000</p>	<p>Anticipate re-advertising in March 2022.</p>
<p>Red Line 515 turnout Return to Service (12F)</p>	<p>Designer: Mott MacDonald Design Cost: \$219,284</p>	<p>Return to service turnout 515 at west end of Brookpark Yard. Includes signal, track and CTDS work. Project will include work to add CAB loops to yard siding to support new railcar testing. Project awarded February 16, 2021 Board. 90% design received review completed in November 2021 and preparations of 100% plans underway.</p>
<p>Consolidated Train Dispatch System (CTDS) Upgrade (12H)</p>	<p>Furnish & and Install Estimated Cost: \$3,425,000</p>	<p>Replacement, testing and commissioning of new front end and back-office equipment including programming. RFP being prepared to advertise in 1st quarter 2022.</p>
<p>Tower City Tracks 10 & 13 (52M)</p>	<p>Design for Track Replacement and Signal System Upgrades Consultant: TranSystems Cost: \$1,237,356</p>	<p>Notice to Proceed issued on September 7, 2017. IFB package for construction to be advertised on January 21, 2019. Project construction NTP issued May 13, 2019 to RailWorks. TranSystems performing construction administration through WSP. 10W track/platform modifications completed Consensus between consultants and contractor on payment in process. GL1 modifications complete, CTDS modifications in process of acceptance testing.</p>
<p>Tower City Tracks 10 & 13 (52M)</p>	<p>Track Replacement and Signal System Upgrades Construction Contractor: Railworks Cost: \$12,028,303</p>	<p>IFB package advertised on January 21, 2019. Project Notice to Proceed issued May 13, 2019 to RailWorks. Reconstruction of track 10E with Low Vibration Track (LVT) completed and in service. GL1 outputs revised. Track 13 back in service April 26, 2021. Signal reconfiguration ongoing. 10W reconstruction clearance issues will result in platform modifications. New 115-117 crossover and turnout 121 installed. GL1 reprogramming complete. Consolidated Train Dispatch System (CTDS) Supervisory Control and Data Acquisition (SCADA) modifications in progress with acceptance testing ongoing.</p>

<p>CRMF-Track 3 (52-O)</p>	<p>Track 3 and four Transfer Table Crossings Repair Designer: TBD Design Estimate Cost: TBD</p>	<p>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 and rail survey completed.</p> <p>Repairs to Transfer Table track and remaining Track 3 reconstruction to be budgeted and designed. Track 3 in poor condition. RFP to be advertised in April 2022.</p>
<p>Trunk Line Track Rehabilitation Section 2 (52T)</p>	<p>Construction Contractor: Railworks Construction Cost: \$8,160,010</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. NTP issued March 8, 2021. Project substantially complete October 3, 2021. Closeout underway. THIS IS LAST REPORT.</p>
<p>Red Line Curve Replacement (52V)</p>	<p>Construction Contractor: Delta Railroad Construction Cost: \$1,204,059</p>	<p>Rail replacement and track alignment on east bound Red Line between E. 55th and E. 79th. Project readvertised February 8, 2021. Project awarded at April 20, 2021 Board meeting. NTP issued on May 10, 2021. Work completed September 26, 2021. Project can be closed once repairs are made to signal bungalow struck by Delta vehicle.</p>
<p>Warrensville/Van Aken Substation Replacement (60B)</p>	<p>Furnish and Install Modular Warrensville/ Van Aken Substation Contractor: Hatzel & Buehler Construction Cost: \$2,981,699</p>	<p>Project Board Award approved on November 19, 2019. Notice to Proceed issued January 16, 2020. Equipment on order, feed installation and reclosure design location in progress. Resolution for Illuminating Company utility agreement approved at the September 28, 2021. Board meetings. Prefabricated substation received and installed. House power connected for lighting, heating and cooling. The Illuminating Company agreement to install main feeders.</p>
<p>Warrensville/Van Aken Substation Replacement (60B)</p>	<p>Contractor: CEI Construction Cost: \$850,520.03</p>	<p>The Illuminating Company agreement to install main feeders approved by the Board on September 28, 2021. CEI has ordered the equipment for delivery in April 2022.</p>
<p>W. 117th Substation Rehabilitation (60C)</p>	<p>Contractor: Lake Erie Electric Construction Cost: \$2,095,170</p>	<p>Replacement of transformer/rectifier and switchgear. Existing building to be reused. Board awarded contract March 23, 2021. Notice to Proceed issued May 14, 2021, and kick-off meeting held. Submittals completed and equipment being manufactured. Delivery expected in April 2022.</p>

E. 120 th Substation Replacement (60E)	Construction Contractor: TBD Construction Estimate: \$4,000,000	Replacement of existing substation in its entirety including building with modular unit similar to Puritas (60A). Design in-house supplemented by On-Call for specific tasks such as foundation design.
W. 30 th Substation Rehabilitation - Transformer/Rectifier Set (60F)	Contractor: Hatzel & Buehler Construction Cost: \$1,557,327	Replacement of transformer/rectifier and switchgear. 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 winter 2022.

Passenger Facilities

Rapid Stations

Warrensville- Van Aken Station (24W)	Reconstruction of Warrensville- Van Aken Station In-House design Budget: TBD	In-house design for new station includes platforms, track replacement/realignment, power modifications in connection with 60B and new comfort stations/waiting area service building. Project also coordinates with Shaker Public Realm improvements. Ohio TRAC funding will help complete track replacement. Environmental clearances received from FTA. Design at 60%. Track and Catenary/Signal/Power by consultants.
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Planning

Baby on Board 19.03	TWE improvements In various locations in the County Contractor: TBD Budget: \$350,000	ODOT awarded funds to improve bus waiting environments in selected zip codes with high levels of infant mortality MOU signed with County Board of Health. Staff has identified locations and scope work. The bus shelters have been ordered from Brasco and a Change Order to increase the number of shelters is in process. RFP's for the benches, solar power, and trash receptacles are in procurement. The Project construction is anticipated in the summer of 2022.
RTA ConnectWorkS 19.30	Contractor: TBD Budget: \$600,000	Project includes the provision of Micro Transit First/Last Mile services from an RTA location to a work site. RTA is contribution 50% of a flexible service focused on getting workers the first and last mile to their job site. Proposals are due on November 12, 2021. Proposals were reviewed by Evaluation panel. Interview dates are being scheduled by the Contract Administrator.

QUARTERLY MANAGEMENT

Q4 2021

<p>Shaker Shelter Replacement Program 18.82</p>	<p>Replacement of shelters Along the Blue and Green Lines Contractor: TBD Budget: \$1,800,000</p>	<p>CMAQ funded project to replace and enhance light rail stations on Shaker Lines. Section 106 Consultant is under contract. Have initiated public process with completion of a survey, several meetings with stakeholders and advisory meeting. Working through Shelter Design issues with Brasco and the City of Shaker Heights. Extended contract for Section 106 with Mannik Smith Group required for RTA. Initiation on Section 106 meeting being scheduled. The project should be ready to bid in Summer 2022.</p>
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<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 GCRTA \$336,000.00 in competitive planning funds. Grant process is completed, and RFP has issued responses, reviewed and evaluated. Board awarded the contract 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 one on October 14, 2020. The website www25connects.com is active. The project is 99% completed. The Final Presentation for the Board of Trustees was on August 10, 2021. The project was approved on October 15, 2021 by the City of Cleveland Planning Commission. The next phase of the project including NEPA planning and design is being prepared for a February release. FTA is reviewing the Request to Enter FTA Small Starts Project Development. Project to continue into design under Project 70 as MetroHealth BRT line.</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>
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<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 completed. Closeout underway.</p>
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<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 nearing completion</p>
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<p>Construction of CNG Infrastructure Upgrades at Triskett (61F)</p>	<p>Contractor: The Ruhlin Company Construction Cost: \$7,088,895 including \$686,796 for Waterfront Bridge Shoring Towers</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. Consultant providing Engineering support during construction. Notice to proceed February 24, 2021. Equipment ordered. Reinforcement of roof trusses underway. Plumbing, duct work/grills and HVAC demolition also in progress. Rooftop units completed. Gas detection system nearing completion.</p>
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