

Greater Cleveland Regional Transit Authority

Update on Strategic Planning Studies

Presented to:

**THE OPERATIONAL PLANNING &
INFRASTRUCTURE COMMITTEE**

October 2, 2018

Greater Cleveland Regional Transit Authority



How to achieve our mission?

- Fact: New revenue will be needed in the future
- Fact: Successful transit ballot measures are highly correlated with the following:
 - Civic Input: Board, Civic Leaders, MPO, Community, Customers, etc.
 - Shared Vision: Key stakeholders agree on future
 - Time: 2-3 years planning and communicating
 - Leadership: Board, Agency, Civic Leaders
 - Public Trust: Can/will the agency execute the plan as sold?

Assessment of Current State

- In 2018, RTA commissioned several strategic studies
 - Estimated completions were planned for Q1 2019
- Several of the studies are underway
- A Strategic Plan will be developed in order to bring all of the studies together

Why do we need these studies?

- To best position RTA for the future
- To develop a strategy and identify champions
- To learn from the community
 - What does the public think about the future RTA?
 - What do civic leaders think about the future RTA?
 - What do our customers think about the future RTA?
 - What do key business influencers think about the future RTA?
 - What are their priorities?
 - Span, Frequency, Microtransit, Technology, Workforce Development, Integrated Mobility, Economic Development, etc.

Key Strategic Studies/Planning Efforts

- Fare Study
- Economic Impact Study
- System Redesign Study
- Efficiency & Operational Review Studies
- Rail Car Study
- Strategic Plan

Review of Current/Planned Studies

Strategic Plan: Foundations for the Future

Fare Study

Economic
Impact
Study

Service Re-
Design
Study

Efficiency
Study
&
Operational
Review

Rail Car
Study

Greater Cleveland Regional Transit Authority



Fare Study

- Status: In progress
- Conducted by: LTK Engineering Services
- Goals:
 - To evaluate RTA's fare structures
 - To evaluate the impact of fare increases on ridership and revenue (elasticity)
 - To evaluate the impact of potential fare increases on low income populations
- Completed Report: Due Q1 2019

Economic Impact Study

- Status: In progress
- Conducted by: Cleveland State University
- Goal: To quantify RTA's economic impact on the region
- RTA is working with CSU team, providing information regarding RTA's local expenditures and service characteristics
- Correlations with county job centers, education centers, and health centers are being analyzed
- Socio-economic analyses being studied
- Draft report: expected January 2019

System Re-design Study

- Status: Currently being advertised
- Goal: To review the current system and service design and make recommendations for improvement
 - Consultant will provide recommendations under various revenue scenarios
- Process includes: public engagement, two charrettes, and in-depth data analyses
- Expected award: December 2018

Efficiency Study

- Status: GCP engaging business community
- Several meetings held between GCP and RTA staff
- GCP has had positive response from industry experts/volunteers
- RTA planning a series of presentations and facility visits later this month
- Draft report: expected January 2019

In-depth Operational Review

- RTA staff will fund and bring to the board an RFP for an in-depth external operational review
- Status: RFP to be developed Q4 2018
- Goal: Provide an in-depth operational roadmap for reducing cost and increasing revenue
- Similar to KPMG, McKinsey, and E&Y studies performed at other transit agencies

Rail Car Study

- Status: In progress
- Conducted by: LTK Engineering Services
- Goal: To prioritize LRV vs. HRV railcar replacement and to determine maintenance solutions which may extend the current life
- Process: Structural review, parts availability review, maintenance procedures reviews, and reverse engineering potential reviews
- Completed report: expected January 2019

Strategic Plan

- Will connect the five (5) Pillar Studies to an overarching strategy
- Current Strategic Plan sunsets in 2020
- Status: RFP being drafted for release in early October 2018
- Board award of contract: expected January 2019

Strategic Plan

- Planning efforts will include:
 - Board Engagement and 2-3 Board Updates
 - Creation of technical, steering, and stakeholder committees
 - Extensive public engagement (meetings, social media, surveys)
- Adoption: expected January 2020

Staff's Goals

- Provide near-term Financial Stability
 - Submit and execute a budget which funds the current service levels for 2019 & 2020
- Create the time needed to develop a unified plan forward
 - Complete the five (5) Pillar Studies
 - Provide opportunities for civic discourse and input
 - Allow for Board deliberations
 - Build Coalitions
 - Complete the Strategic Plan – “Foundations for the Future”
 - Identify permanent CEO



Executive Summary: 2010-2020 RTA Strategic Plan



Many opportunities lie ahead for RTA. This is just the beginning. It is time for reimagining a safe, reliable and revolutionized mode of transportation in Greater Cleveland. This is the time to Re: imagine RTA. For a complete version of the overall 2010-2020 RTA Strategic Plan, and for more information about RTA, please visit www.riderta.com.



Greater Cleveland Regional Transit Authority
1240 West 6th Street
Cleveland, Ohio 44113-1331
216-566-5100
riderta.com

Greater Cleveland Regional Transit Authority





Questions / Comments

Greater Cleveland Regional Transit Authority

