



Board of Trustees

Mr. Christopher Lawson,
President
City of Hamilton

Mr. Perry Gordon,
Vice President
City of Oxford
Police Department

Mr. Travis C. Bautz
MidPointe Library System

Mr. David Fehr
Butler County Department
of Development

Mr. James A. Foster
City of Trenton

Ms. Nancy Schmitt
UCHealth West Chester Hospital

Mr. Corey Watt
Resident

Executive Director

Mr. Matthew M. Dutkevicz

Legal Counsel

Mr. Mark Landes
Isaac Wiles
Burkholder & Teetor, LLC

***** PUBLIC MEETING NOTICE *****

Butler County Regional Transit Authority Board of Trustees

The BCRTA Board of Trustees is scheduled to meet on Wednesday, November 17, 2021 at 8:00 a.m. This meeting will be held in the Board Room at the Butler County Regional Transit Authority located at 3045 Moser Court, Hamilton, Ohio 45011.

In accordance with the American Disabilities Act, if anyone has a disability and requires assistance or, in accordance with the Limited English Proficiency Executive Order, requires translation services, please call Mr. Matthew Dutkevicz at 513.785.5237 or 800.750.0750 (Ohio Relay Service).

BUTLER COUNTY REGIONAL TRANSIT AUTHORITY BOARD OF TRUSTEES

November 17, 2021, 8:00 AM

Butler County Regional Transit Authority

3045 Moser Court, Hamilton, OH 45011

PRELIMINARY AGENDA

- I. Call to Order & Roll
- II. Consideration of Absences
- III. Consent Agenda (*Motion Requested*)
 - a. Approval of the Agenda
 - b. Approval of the October 20, 2021 Meeting Minutes
- IV. Comments from Citizens
- V. Secretary/Treasurer's Report – September 2021 (*Motion Requested*)
- VI. Action Items
 - a. **Resolution 21-11-01:** Adoption of the FY2022 Accrual Operating Budget for the Butler County Regional Transit Authority (BCRTA).
 - b. **Resolution 21-11-02:** Authorization of FY2022 Appropriations and Acceptance of the Butler County Regional Transit Authority (BCRTA) Fiscal Officer's Certification of Funds and Estimation of Revenues.
 - c. **Resolution 21-11-03:** Confirmation of Board Policy 6-02 Investments.
 - d. **Resolution 21-11-04:** Confirmation of Board Policy 6-08 Reserves.
 - e. **Resolution 21-11-05:** Authorizing the BCRTA Executive Director to Execute an Agreement with SORTA for the Provision of 2022 Park-and-Ride Services in Butler County.
 - f. **Resolution 21-11-06:** Authorizing the Butler County Regional Transit Authority (BCRTA) Executive Director to Enter into an Agreement for Vehicle Cleaning Services.
 - g. **Resolution 21-11-07:** Resolution Supporting Engagement and Active Participation in the Regional Transit Collaborative

Next Meeting Date:

January 19, 2022 @ 8:00 AM

Butler County RTA • Hamilton Board Room

3045 Moser Court, Hamilton, OH 45011

BUTLER COUNTY REGIONAL TRANSIT AUTHORITY BOARD OF TRUSTEES

November 17, 2021, 8:00 AM

Butler County Regional Transit Authority

3045 Moser Court, Hamilton, OH 45011

- h. MOTION: Authorize the Executive Director to distribute a year-end staff bonus for all employees within budget and not to exceed \$20,000 in total.
 - i. MOTION: Authorize the Executive Director to execute revenue contracts, subject to legal review, for all contract terms three years or less and estimated to generate less than \$500,000 annually.
- VII. Governance
- a. Appointment of 2022 Nominating Committee (*Action of the President*)
 - b. Appointment of 2022 OKI Representative & Alternate (*Action of the President*)
 - c. Appointment of 2022 Audit Procurement & Finance Chair (*Action of the President*)
 - d. Ratify 2022 Meeting Schedule (*Motion Requested*)
- VIII. Committee & Staff Reports
- a. OKI
 - b. Metrics
 - c. Marketing & Outreach
 - d. Director's Report
 - i. Passenger Code of Conduct
- IX. Adjourn (*Motion Requested*)

Next Meeting Date:

January 19, 2022 @ 8:00 AM

Butler County RTA • Hamilton Board Room

3045 Moser Court, Hamilton, OH 45011

2021 Butler County RTA Board of Trustees Attendance

	Jan	Feb	Mar	Apr	May	June	July	August	Sept	Oct	Nov	Dec
Bautz, Travis	X	X	X	X	X	X		X	E	X		
Fehr, David	X	X	X	X	X	X		E	E	X		
Foster, Jim	X	X	X	X	X	X		X	X	X		
Gordon, Perry	X	X	X	X	X	X		X	X	X		
Lawson, Chris	E	X	X	X	X	X		E	X	X		
Schmitt, Nancy	X	X	X	X	A	X		X	X	X		
Watt, Corey	X	X	X	X	X	X		X	X	X		

X = Present

E = Excused

A = Absent

August 2021, statements were included in the packet. Ms. Weidner presented year-to-date August in comparison to the Annual Budget. Revenues and expenses are both under budget. Trends continued with passenger fares as through most of August we had drivers on hand to perform more Demand Response service. The under budget in Federal Funding continues to be offset with funds from the City of Middletown, Miami University, and the Bureau of Workers' Comp refunds. In Expenses, Wages are creeping closer to budgeted numbers as Miami returned to full service in late August. Misc. Items is over budget primarily due to the donation made to the TABC in support of their vehicle purchase and the production of promotional/hiring videos. Contingency will reach budgeted amounts until the ACA fine is adjusted for actual amounts at year end. The accrual in this account will end in September when benefits become available. The Gain before Est. Depreciation, Net Pension & OPEB Expense was just over \$1.35M.

The Transaction logs were included in the packet presenting all cash transactions for the period. The balance sheet for August 2021, was presented with normal balances for assets, as well as liabilities and equity.

At the end of August, Available Funds were approximately \$4.9M. We are overmatched for what is currently on or planned to be on our grants. Non-Restricted Funds of \$1.4M will be used to match future year large bus purchases and any needed match for the Chestnut Fields facility.

Mr. Lawson requested a motion to approve the Treasurer's Report. Mr. Watt made a motion to approve the Treasurer's Report. Mr. Fehr seconded the motion. The report was approved.

V. Action Items

- a. Resolution 21-10-01: Authorizing the Butler County Regional Transit Authority (BCRTA) to Apply for a 2022 Butler County Community Development Block Grant (CDBG) in Support of a Job Connection Shuttle Targeted for Low and Very-Low Income Residents the City of Fairfield and Butler County to Maintain a Basic Quality of Life, and Certifying the Availability of up to \$25,000 as the Required Local Match for the Requested Project.**

Ms. Weidner presented resolution 21-10-01. Ms. Weidner explained that the resolution is an annual board action to request financial support from Butler County CDBG to support the R6 job route.

Mr. Bautz made a motion to adopt resolution 21-10-01. Mr. Foster seconded the motion.

Mr. Foster confirmed the match was 50%. Mr. Watt inquired if the grant was restricted to the job concept or the R6 route. Ms. Weidner indicated the grant is restricted to Low-Moderate Income areas and not necessarily the route as it operates.

Upon a call of the roll, the vote resulted as follows:

Mr. Bautz	YES
Mr. Fehr	ABSTAIN
Mr. Foster	YES

Mr. Gordon	YES
Mr. Lawson	YES
Ms. Schmitt	YES
Mr. Watt	YES

The resolution was adopted.

b. Resolution No. 21-10-02: Authorizing the Butler County Regional Transit Authority (BCRTA) Executive Director to Enter into an Agreement for a Short-Range Planning Study.

Mr. Dutkevicz explained summarized the content of the cover memo for resolution 21-10-02 and noted that this project solicitation has been underway for several months. Mr. Dutkevicz explained this was the result of the second solicitation BCRTA let for the project and noted that the project includes an economic impact study.

Ms. Schmitt made a motion to adopt resolution 21-10-02. Mr. Watt seconded the motion.

Mr. Foster asked for clarification regarding the title “Short Range Plan.” Mr. Dutkevicz explained this plan would include recommendations for 3 – 10 years.

Upon a call of the roll, the vote resulted as follows:

Mr. Bautz	YES
Mr. Fehr	YES
Mr. Foster	YES
Mr. Gordon	YES
Mr. Lawson	YES
Ms. Schmitt	YES
Mr. Watt	YES

The resolution was adopted.

c. Accept the resignation of Chris Steed from the Transit Alliance of Butler County effective August 17, 2021.

Mr. Dutkevicz requested a motion to accept Mr. Steed’s resignation from TABC as Mr. Steed had moved on to a new position and was unable to continue with TABC. Mr. Dutkevicz reminded the Board they are the sole member of TABC and responsible for appointing its members.

Mr. Foster made the motion and Mr. Bautz seconded. The motion carried.

VI. Governance

a. Appointment of 2022 Nominating Committee (Action of the President)

Mr. Foster expressed his interest in continuing to serve on the nominating committee. Mr. Lawson requested that anyone interested express their interest in order to be appointed at the November meeting.

b. *Appointment of Records Commission Chair (Action of the President)*

Mr. Lawson appointed Mr. Bautz as the chair of the BCRTA Records Commission.

c. *Authorize the Executive Director to send a letter of recommendation, on behalf of the Board of Trustees, supporting the reappointment of Travis Bautz and David Fehr to the BCRTA Board of Trustees beginning 1/1/2022 for three years. (Motion Requested)*

Mr. Dutkevicz requested authority to send a letter of recommendation to the Butler County Commissioners supporting the reappointment of Mr. Bautz and Mr. Fehr for an additional term as theirs expire at the end of 2021.

Mr. Gordon made the motion and Mr. Watt seconded. The motion passed.

VII. *Committee & Staff Reports*

a. *OKI*

Mr. Dutkevicz gave the report and noted that traffic counts were down. Mr. Dutkevicz also noted that BCRTA had been recommended for an CMAQ award to fund alternative fuel vehicles beginning in 2026. Mr. Dutkevicz allowed that the approval was not final, and the project would still be subject to the state prioritization process.

Several trustees questioned which alternative fuel vehicles would be purchased. Mr. Dutkevicz expressed that the application was flexible for hydrogen fuel cell buses or battery-electric buses. Mr. Dutkevicz added that BCRTA will be hiring an outside consultant, in partnership with SORTA and TANK, to evaluate service and determine which fuel will be most advantageous to BCRTA.

Mr. Dutkevicz also mentioned that the Oxford Trails Network received funding from the same program as well as SORTA and the City of North College Hill.

b. *Metrics*

Mr. Morgan provided a copy of the metrics dashboard that was included in the packet and summarized the findings:

Leveraging Competitive Funding & Partnerships

- Average Fleet Age
 - 3.83 years – This is an increase of 5.35 percent from August 2020.
- Subsidy per Passenger
 - The subsidy per passenger decreased in August of 2021 in comparison to last August by \$32.95 or 62.5 percent.
- Admin Cost Per Revenue Hour
 - Administrative Overhead cost per hour has decreased by \$0.97 or 4.4 percent comparing August of 2020 to August of 2021.

Enhancing Connectivity

- BCRTA Transit App Users
 - BCRTA had 652 users during the month of August for the Transit App. This is a 79.45 percent increase from the previous month.
- BCRTA Transit App Downloads
 - BCRTA tracked 767 new downloads for the Transit App in August of 2021. This is a 50.85 percent increase from the previous month.
- BGO App Rides/Total BGO Rides
 - 53.33 percent of all trips were booked utilizing the mobile application. This is a 56.3 percent increase from August of 2020.
- BGO App Downloads
 - BCRTA had 420 new users download the mobile application. This is a 74.76 percent increase in app downloads from August 2020.
- BGO Mobile Payment & Total Trips
 - BCRTA completed 4,932 non - contracted trips in August of 2021. This is a 120.6 percent increase in completed, non - contracted trips from August of last year.
 - 38.23 percent of all completed, non – contracted trips were paid for using the BCRTA mobile application (BrainTree).
 - EZFARE is currently live and being utilized by passengers. 5.37 percent of all BGo trips were paid for using the EZFARE platform.

Improving Mobility & Eliminating Barriers

- Passengers Per Revenue Hour
 - Fixed routes had 7.13 passengers per revenue hour in August of 2021, this is 275.3 percent higher than August of 2020.
 - Demand Response service had 2.12 passengers per revenue hour in August of 2021, this is a 47.2 percent increase from August of 2020.
- Accidents and Injuries
 - Fault Total – BCRTA had 4 at fault accident in August of 2021.
 - No Fault Total – BCRTA also had 3 no fault accidents.
- Target Operator Staffing
 - 75%
 - This number has decreased 14.52 percent from the same month for the previous year and decreased by 13.29 percent from the previous month. The yearly average was 82.41 percent.

- Denials and Refusals/ Total BGO Trips
 - 4.91 percent of all requested BGO trips were refused or denied in August of 2021 due to time and capacity limitations. This is a 4.91 percent increase from August of 2020.

Supporting Employers

- 42x Park and Ride Total Trips
 - The 42x had 1,284 riders. This is a 100 percent increase from August of the previous year.
- BGO Employment Trips
 - BCRTA completed 1,479 BGO trips for the purpose of employment in August of 2021, this is a 21.3 percent increase from August of 2020.

Developing Multimodal Infrastructure

- Goal
 - This field is to show the progress of our upcoming Chestnut Fields Multi-Modal Transit Station. BCRTA has secured funding for \$12,145,255 of our \$21,000,000 goal.
- Days Until Chestnut Fields Completed
 - BCRTA expects this project to be completed within the next 730 days or 2 years.

Update on the Service Statistics for the Temporary Proposed Suspensions to BCRTA Service

R2 Ridership September 2021 - 93
 R4 Ridership September 2021 – 946
 Refusals and Denials (Mobile APP Included) - 709
 On Time Performance BGo – 83%
 Trips per Hour – 2.12

c. **Marketing & Outreach.**

Ms. Cowan introduced Elspeth “Elle” Sack with Hunter Marketing, recently hired by BCRTA. Ms. Sack briefly introduced herself and her company.

VIII. Director’s Report

Mr. Dutkevicz provided a brief summary of the director’s notes in the packet:

Metrics & Service

Proposed Temporary Service Cuts

Staff is continuing to monitor on-time performance and efficiency. Public comment regarding the proposal is available [on the BCRTA website](#).

Free Fare

Middletown City Council [voted last month](#) to continue offering free fare through 2022.

New Tech Implementation

Staff are beginning to work with contractors to implement the new ITS system approved by the Board in March. Training is underway and equipment installations began in early October. Riders may experience interruptions in real time tracking while BCRTA is transitioning to the new system.

Miami University Service Levels

BCRTA has resumed normal service levels in Oxford. Ridership is looking very positive, with some examples more than 2019 ridership.

Staffing & Facility

Staffing

BCRTA is currently seeking CDL and non-CDL drivers, driver trainers, and maintenance technicians. A biweekly email digest of open positions is available. Please contact Kristin Fryer, BCRTA HR Manager (fryerk@butlercountyrta.com) if you would like to be added to the mailing list. BCRTA still continues to experience a driver shortage like most transit agencies across the nation, despite aggressive advertising and outreach.

BCRTA is presently engaging a consultant to perform a salary study and job description review to benchmark wages and make any needed recommendations. A report should be due late this year.

BCRTA is pleased to welcome Mary Jane Leveline to the role of Talent and Benefits Manager beginning October 25.

Vaccination

BCRTA staff is presently 70% vaccinated.

Management is also closely watching agencies that are beginning to require vaccinations as a condition of employment (with legal exceptions). A handful of public transit agencies are implementing these rules now, but many have indicated they intend to move this direction with final FDA approval of some vaccines

Staff are also investigating testing options for unvaccinated staff as new federal rules roll out and OSHA has updated their guidance.

Planning

Regional Cooperation

Staff have initiated discussions with the Cincinnati USA Regional Chamber and other local transit systems regarding opportunities for more cohesive public transit planning and cooperation. All parties seem interested and more formal information may be available in November.

Transit Studies

City of Middletown and Middletown Transit (MTS) are presently engaged with

WSP to provide a transit study evaluating some novel transit solutions and are also examining existing routes and hub locations. BCRTA is assisting. Staff are currently reviewing a draft report and expect a completed report by Q4 2021.

Alternative Fuel Study

BCRTA is in the early stages of discussing a joint engagement with Cincinnati Metro and TANK to evaluate regional needs and feasibility for future alternative fuel vehicles. SORTA was already planning to pursue the study and BCRTA was also considering a similar approach within the pending planning study. A joint contract should help defray costs and improve regional cooperation, visioning, and grant readiness.

Chestnut Street Multimodal Station

Bowen has finalized their Part I report and is preparing Part II of the design phase, up to 30% design. The Part I report has been posted to the [BCRTA "Major Projects" webpage](#).

Part II kicked off with an onsite workshop with BCRTA staff on September 29.

Staff is negotiating a land lease with Miami University for the subject property. More detail is needed from Bowen to complete necessary documents and descriptions for the lease.

FTA concurred with BCRTA's request for a categorical exclusion under the National Environmental Policy Act (NEPA) in late June which has paved the way for BCRTA to execute final grant processes with FTA. The project grant has been finalized and is available to draw funds in October.

At the Board's request, staff pursued conversations with an experienced bonding attorney and the Ohio State Infrastructure Bank regarding potential financing for the Chestnut Fields project. The project does seem to be eligible for either funding method. However, given that BCRTA has no sustainable source of tax revenue, both entities expressed concern that BCRTA would be unlikely to qualify. FTA funding cannot be used to pay debt.

Outreach & Communications

BCRTA Trustee Vacancies

The current Board vacancy has been posted for several months. Four candidates have expressed interest to date. Unfortunately, Trustee Chandler has also provided her resignation as of September 13. Candidates were invited to attend the October meeting.

Funding & Discretionary Grant Availability

Property/Liability Insurance – Good News!

Given the events of the past few years combined with rising jury verdicts and

proposed changes in immunity for public entities, many transit agencies throughout the nation have seen up to 75% increases in their property and liability coverages this year. Many carriers have also refused to write coverage at all for transit agencies. We're pleased to announce that we expect a reasonably flat renewal thanks to membership in the Ohio Transit Risk Pool.

SLRF Funding through Butler County

In response to Commissioner Carpenter's proposal, staff have provided a request for \$200,000 in SLRF funding to support the new Cincinnati commuter service planned to launch in 2023.

INVEST ACT

The US Senate has passed the "Infrastructure Investment and Jobs Act" by a vote of 69 to 30. The 2,702-page bill reauthorizes surface transportation programs and appropriates specific funding for certain categories of funding. It is unclear when the House of Representatives will consider the measure.

Based upon estimates provided by FTA and APTA, BCRTA and MTS may expect the following changes if the legislation is passed as written:

Agency	2021 5307 Funding	2022 Estimated	Difference
BCRTA	2,098,087	3,143,970	1,045,883
MTS	1,481,697	2,339,551	857,854

CMAQ/STBG Funding

BCRTA submitted an application for replacement of heavy-duty diesel buses that will be due in that time frame. Given the time distance to purchase, BCRTA will be pursuing an open award for battery-electric buses or hydrogen fuel cell vehicles. Grant needs for both fuels are estimated to be relatively similar. OKI has reported receiving \$56M in requests for more than 18 projects. \$40M is available. Awards are expected between October and December.

ODOT Funding

BCRTA has now received an allocation for the Urban Transit program funding for this state fiscal year in the amount of \$300,231 which will be applied toward the radio upgrade/replacement project already underway.

BCRTA was also successful in obtaining local match funds for the ITS project.

TABC - Enhanced Mobility of Seniors & Individuals with Disabilities (5310)

TABC was awarded a \$100,000 5310 grant by OKI in May to expand the Mobility Management program. Funding does not require local match this year due to CRRSAA.

On the Horizon ...

Code of Conduct

Operations staff are in the process of drafting a passenger code of conduct to address limited issues associated with loitering, hygiene, and courtesy. Staff expect to implement a policy before year end.

Upcoming Procurements >\$25,000

- a) Vehicle Cleaning Contractor - Exterior and Interior
- b) Tires
- c) Commuter Bus Purchase (+3 on behalf of MTS)
- d) On Call A&E
 - 1. Moser Court Master Plan
 - 2. Transit Station Concept (on behalf of MTS)
- e) Chestnut Fields A&E Part III
- f) Commuter Services Marketing & Branding Services (on behalf of MTS)

Adjourn

Mr. Watt moved to adjourn, and Mr. Bautz seconded. The motion carried. The meeting was adjourned at 9:16 AM.

Respectfully submitted,

Matthew M. Dutkevicz, Executive Director

Approved

BCRTA
Income Statement
September 2021

Revenues	Year to Date Last Year	Year to Date This Year	Annual Budget	YTD % of Budget
Passenger Fares	75,814	84,870	96,000	88.4%
Contract Fares	103,857	96,773	129,500	74.7%
Partnership Transit Rev (COM)	1,168,373	1,522,582	1,850,000	82.3%
Transit Development Rev (MU)	932,866	1,523,414	1,950,000	78.1%
Mgt./Cons. Services	153,300	183,960	245,280	75.0%
Interest & Other	89,935	256,946	29,000	886.0%
Agency Funding	31,697	28,500	38,000	75.0%
Park-n-Ride Program	224,823	363,910	519,871	70.0%
State Funding	363,611	146,777	312,803	46.9%
Federal Funding	1,746,150	1,702,689	3,000,000	56.8%
Total Revenues	4,890,426	5,910,421	8,170,454	72.3%
Expenses				
Wages	2,046,672	2,146,221	3,000,000	71.5%
Fringes	732,975	726,200	1,200,000	60.5%
Services	347,429	368,670	597,200	61.7%
Materials & Supplies	324,078	440,482	630,000	69.9%
Utilities	65,133	72,919	122,500	59.5%
Insurance	150,634	158,876	236,360	67.2%
Purchased Transportation	224,823	363,910	519,871	70.0%
Misc. Items	40,513	76,650	61,400	124.8%
Contingency	51,400	46,349	50,000	92.7%
Total Expenses	3,983,658	4,400,277	6,417,331	68.6%
Gain/Loss before Depr, NP & OPEB Exp	906,768	1,510,144	1,753,123	86.1%
Est. Share of Depreciation		243,000	324,000	75.0%
Est. Net Pension & OPEB Exp.		613,871	818,495	75.0%
Total Gain/(Loss)		653,272	610,628	107.0%

Date	Reference	Jrnl	Trans Description	Debit Amt	Credit Amt	Balance
Checking - PNC (National City)						
9/1/21			Beginning Balance			643,198.79
9/1/21	Aug 1st- Aug 31st 2 CRJ		Farebox Receipts	5,688.01		
9/1/21	09/01/21	GENJ	Service Charge		3.00	
9/2/21	PRWE 08/27/21	GENJ			15,725.53	
9/2/21	PRWE 08/27/21	GENJ			94,137.11	
9/2/21	PRWE 08/27/21	GENJ	1454		292.64	
9/2/21	PRWE 08/27/21	GENJ	1455		23.08	
9/2/21	0045089744	CRJ	BCRTA Items	200.00		
9/2/21	AT-9/2/2021	CDJ	Paycom		970.18	
9/3/21	10026	CDJ	Affordable Pest Control Inc.		50.00	
9/3/21	10027	CDJ	BCRTA Petty Cash		47.00	
9/3/21	10028	CDJ	Cincinnati Bell		146.12	
9/3/21	10029	CDJ	Cincinnati Bell Any Distance		3,210.29	
9/3/21	10030	CDJ	Cummins Bridgeway LLC		1,151.54	
9/3/21	10031	CDJ	CDW Government Inc.		86.61	
9/3/21	10032	CDJ	City of Middletown Treasury Di		402.30	
9/3/21	10033	CDJ	Cornett's Pressure Cleaning		706.00	
9/3/21	10034	CDJ	CenterGrid, LLC		346.01	
9/3/21	10035	CDJ	J&N Auto Electric Inc.		5.71	
9/3/21	10036	CDJ	Millennium Business Systems,LL		595.01	
9/3/21	10037	CDJ	Minuteman Press - Fairfield		786.00	
9/3/21	10038	CDJ	Ohio Deferred Compensation		782.00	
9/3/21	10039	CDJ	Office Depot Inc.		662.44	
9/3/21	10040	CDJ	Ohio Newspapers, Inc.		55.24	
9/3/21	10041	CDJ	Ports Petroleum Co Inc		1,140.00	
9/3/21	10042	CDJ	RICOH USA, INC		51.85	
9/3/21	10043	CDJ	Refitt's LLC		450.00	
9/3/21	10044	CDJ	Silco Fire Protection Co.		329.50	
9/3/21	10045	CDJ	VANGUARD CLEANING SYSTEMS OF C		825.00	
9/3/21	10046	CDJ	Verizon Wireless		2,569.54	
9/3/21	10034V	CDJ	CenterGrid, LLC	346.01		
9/3/21	10047	CDJ	CenterGrid, LLC		346.61	
9/3/21	mo 19-30356771	CRJ	Farebox Receipts	10.00		
9/7/21	6930816	CRJ	BCRTA Items	690.00		
9/8/21	0045120146	CRJ	Ohio Dept of Medicaid	1,520.00		
9/8/21	01087139	CRJ	Butler County Veterans Service	3,645.65		
9/9/21	10048	CDJ	Auditor of State		4,776.50	
9/9/21	10049	CDJ	Richard L. Bowen & Associates,		9,070.64	
9/9/21	10050	CDJ	Cornett's Pressure Cleaning		3,156.00	
9/9/21	10051	CDJ	Graphic Village		1,642.37	
9/9/21	10052	CDJ	Mighty Auto Parts		150.33	
9/9/21	10053	CDJ	Refitt's LLC		150.00	
9/9/21	DRAW 36	CRJ	Federal Transit Administration	122,694.00		
9/9/21	DRAW 35	CRJ	Federal Transit Administration	41,480.00		
9/9/21	DRAW 34	CRJ	Federal Transit Administration	39,633.00		
9/13/21	!0389366	CRJ	Miami University	150,300.67		
9/13/21	AT-782144	CRJ	BCRTA Items		400,000.00	
9/13/21	AT-9/13/2021	CDJ	SuperFleet Mastercard Program		42,765.19	
9/16/21	10054	CDJ	Bryce's Lawncaare & Landscaping		1,750.00	
9/16/21	10055	CDJ	City of Hamilton - Utilities		2,877.56	

9/16/21	10056	CDJ	Cornett's Pressure Cleaning		745.00	
9/16/21	10057	CDJ	Fuller Ford		653.95	
9/16/21	10058	CDJ	Fox Towing Inc.		250.00	
9/16/21	10059	CDJ	GemCity Tires, Inc		2,807.40	
9/16/21	10060	CDJ	Isaac Wiles Burkholder & Teeto		2,807.00	
9/16/21	10061	CDJ	Luxurious Wraps, LLC		300.00	
9/16/21	10062	CDJ	Millennium Business Systems,LL		324.85	
9/16/21	10063	CDJ	Mobilcomm		180.00	
9/16/21	10064	CDJ	Ohio Newspapers, Inc.		55.24	
9/16/21	10065	CDJ	PERS		55,751.47	
9/16/21	10066	CDJ	Prefered Fire Protection		185.00	
9/16/21	10067	CDJ	Rumpke Of Ohio Inc.		242.40	
9/16/21	10068	CDJ	Supply Post Business Products		39.60	
9/16/21	10069	CDJ	Trebor Electrical Contractors		475.00	
9/16/21	10070	CDJ	Tristate Cleaning		500.00	
9/16/21	10071	CDJ	Talawanda School District		4,897.09	
9/16/21	PRWE 09/10/21	GENJ			99,167.62	
9/16/21	PRWE 09/10/21	GENJ			17,315.38	
9/16/21	PRWE 09/10/21	GENJ	1456		23.08	
9/16/21	PRWE 09/10/21	GENJ			2,069.16	
9/22/21	9778V	CDJ	Cornett's Pressure Cleaning	1,030.00		
9/22/21	AT-9/16/2021	CDJ	Paycom		987.82	
9/22/21	AT 9/22/21	CDJ	BCRTA PNC Card Purchases		4,338.78	
9/23/21	10072	CDJ	Bethesda Healthcare Inc.		1,610.55	
9/23/21	10073	CDJ	CFR Inc - Camera Security Now		3,878.00	
9/23/21	10074	CDJ	Certified Language Int.		1,299.86	
9/23/21	10075	CDJ	Cornett's Pressure Cleaning		1,758.00	
9/23/21	10076	CDJ	Decal Impressions		371.64	
9/23/21	10077	CDJ	Fuller Ford		135.04	
9/23/21	10078	CDJ	Fastsigns 220901		21.00	
9/23/21	10079	CDJ	Gillig		1,604.39	
9/23/21	10080	CDJ	Heritage-Crystal Clean LLC		284.44	
9/23/21	10081	CDJ	KOI Enterprises, Inc.		3,011.30	
9/23/21	10082	CDJ	Ohio Deferred Compensation		782.00	
9/23/21	10083	CDJ	Ohio Transit Risk Pool		28.50	
9/23/21	10084	CDJ	Port Technology LLC		2,611.17	
9/23/21	10085	CDJ	South East Area Transit		177.00	
9/23/21	10086	CDJ	Treasurer State of Ohio		141.75	
9/30/21	PRWE 09/24/21	GENJ			18,549.41	
9/30/21	PRWE 09/24/21	GENJ	1457		23.08	
9/30/21	PRWE 09/24/21	GENJ			103,943.52	
9/30/21	PRWE 09/24/21	GENJ			2,126.85	
9/30/21	Sept 1st - sept 30	CRJ	Farebox Receipts	4,086.40		
9/30/21	AT-9/30/2021	CDJ	Paycom		2,158.21	
9/30/21	AT-9/30/21	CDJ	BCRTA PNC Card Purchases		6,903.82	
9/30/21	358041	CRJ	Farebox Receipts		72.88	
			Current Period Change	371,396.62	937,770.27	-566,373.65
9/30/21			Ending Balance			76,825.14

Savings - PNC (National City)

9/1/21			Beginning Balance			36,799.12
9/1/21	09/01/21	GENJ	Service Charge		5.36	

9/8/21	ACH090821	CRJ	BCRTA Items	98.35		
9/13/21	MAS 091321	CRJ	Farebox Receipts	699.40		
9/30/21	CC 09/30/21	CRJ	Farebox Receipts	2,816.28		
9/30/21	09/30/21	GENJ	Interest Income	0.32		
			Current Period Change	<u>3,614.35</u>	5.36	3,608.99
9/30/21			Ending Balance			<u>40,408.11</u>

Savings - PNC Bank

9/1/21			Beginning Balance			1,614,502.93
9/1/21	09/01/21	GENJ	Service Charge		2.00	
9/13/21	AT-782144	CRJ	BCRTA Items - from checking to savings	400,000.00		
9/30/21	09/30/21	GENJ	Interest Income	15.24		
			Current Period Change	<u>400,015.24</u>	2.00	400,013.24
9/30/21			Ending Balance			<u>2,014,516.17</u>

STAR Ohio

9/1/21			Beginning Balance			2,000,130.13
9/30/21	09/30/21	GENJ	Interest Income	129.05		
			Current Period Change	<u>129.05</u>		129.05
9/30/21			Ending Balance			<u>2,000,259.18</u>

BCRTA
Balance Sheet
September 2021

Assets

Current Assets

Checking - PNC	76,825.14
Savings - PNC	40,408.11
Savings - PNC	2,014,516.17
STAR Ohio	2,000,259.18
Bid Deposit	-
M&S Inventory	38,434.12
Petty Cash	1,000.00
Accounts Receivable	1,782,075.74
Prepays	71,733.71
	<hr/>
	6,025,252.17

*Other Assets

Net Pension Asset	31,779.00
Deferred Outflows-Pensions	871,284.00
Deferred Outflows-OPEB	573,460.00

Property & Equipment

Vehicles	12,173,487.01
Buildings & Land	2,792,757.78
Furniture & Equipment	1,096,769.39
Amenities & Misc.	69,631.89
WIP-Technology Upgrade	168,945.00
WIP-Chestnut Fields	102,695.52
Accum. Depr.	(7,523,027.11)
	<hr/>
	10,357,782.48

Total Assets

16,383,034.65

Liabilities & Equity

Current Liabilities

Accounts Payable	304,694.55
Payroll Payables	112,408.88
Other Payables	-
Accrued PTO	115,289.82
Reserve ACA Fines	168,607.51
FTA Vehicle Funds	68,131.00
Future Match Funds	15,750.03
Unearned Tickets	27,702.00
	<hr/>
	812,583.79

*Long-term Liabilities

Net Pension Liability	3,955,112.00
Net OPEB Liability	2,816,803.00
Deferred Inflows-Pensions	853,338.00
Deferred Inflows-OPEB	413,645.00

Equity

Balance Equity	2,861,645.23
Federal & State Capital	14,230,650.00
Local Capital	89,410.00
Retained Earnings	(11,160,295.96)
Net Income	1,510,143.59
	<hr/>
	15,570,450.86

Total Liabilities
and Capital

16,383,034.65

**BCRTA
Cash Reserves**

September 2021

Current Assets	6,025,252.17
Current Liabilities	<u>(812,583.79)</u>
Available Funds	5,212,668.38

Board Reserves

Local Share Grant Obligations		
OH-2018-21-00	326,766.00	
OH-2021-56-00	223,245.00	
OH-2021-60-00	1,282,846.00	
Pending Federal Chestnut Fields Project (STBG Funds)	1,125,000.00	
Less Miami University Chestnut Fields Match	(1,600,000.00)	
Less Projected Local Match	<u>(1,483,722.00)</u>	MU, MED, R6, VA
Match Required or (Overmatch)	(125,865.00)	
FTA Grants	-	Match Required
Working Capital Funds (2 Mths.)	974,576.67	
Capital Replacement Funds	2,598,150.00	2022 - 2026 Local Share of Projects Not Yet on Grants
Contingency Funds	<u>-</u>	
Total Board Reserves	3,572,726.67	
Non-Restricted Funds	1,639,941.71	

BCRTA Resolution No: 21-11-01

Adoption of the FY2022 Accrual Operating Budget for the Butler County Regional Transit Authority (BCRTA).

Whereas, the FY2021 appropriations for the Butler County Regional Transit Authority (BCRTA) will expire on December 31, 2021; and

Whereas, it is the desire of the BCRTA to appropriate the following funds to provide for the operating expenses of the agency during FY2022:

FY2022 Accrual Budget Summary (details contained in attached Exhibit):

Revenues:	\$10,135,375
Expenses:	\$ 8,022,069

Now therefore be it resolved that the BCRTA Board of Trustees hereby authorizes the adoption of the attached FY2022 Accrual Operating Budget.

Approved: November 17, 2021

BCRTA Board President
Chris Lawson

BCRTA Executive Director
Matthew M. Dutkevicz

2022 Proposed Operating Budget

Draft - Subject to Board Approval

	2021	2022		2021	2022
	Current	Proposed		Projected	Tax
	Budget	Budget			Budget
Revenues					
Passenger Fares	\$ 96,000	\$ 116,400	DR Growth due to app usage	120,807	100,800
Contract Fares	129,500	140,800	Medicaid, BCBDD, & BCVSC recovering from pandemic	130,041	136,000
Partnership Transit Rev.	1,850,000	1,980,000	COM Funding for Regional Routes and all ADA & DR Service with Bcrta Drivers - 100% CARES	1,990,615	1,961,000
Transit Development Rev.	1,950,000	2,025,250	MU back to normal service levels	1,974,316	2,020,000
Management Services	245,280	245,280	No change in service - 100% CARES from MTS	245,280	252,000
Other Services	-	-	None Planned		-
Interest & Other	29,000	22,300	Interest Income, Scrap Sales, Refunds, Etc.	257,268	30,000
Agency Funding	38,000	38,000	Support from BC CDBG & Hamilton CDBG	38,000	38,000
State Funding	312,803	134,000	State RCI funds	165,281	-
Federal Funding	3,000,000	4,873,345	Assumes 100% ARPA funds	2,568,191	3,874,000
Park-n-Ride Program	519,871	560,000	SORTA Federal Transfer (conservative estimate)	519,871	520,000
In-Kind Items	-	-		-	-
Total Revenues	\$ 8,170,454	\$ 10,135,375		8,009,670	8,931,800
Expenses					
Wages	\$ 3,000,000	\$ 3,481,326	Salary Study wage adjustments, New Positions filled	2,848,520	3,090,000
Fringes	1,200,000	1,867,153	Full time benefits, plus PERS, Medicare, WC, & PTO	1,169,281	1,500,000
Services	597,200	1,064,360	Allows for new Acct & Maint software fees, Mkting, SRPS, New ITS, A&E Master Plan	459,362	609,000
Materials & Supplies	630,000	598,350	New Uniform contract, Fuel Costs at Moderate Rate	611,095	643,000
Utilities	122,500	131,152	Increase in Communication Costs w/ wifi on buses	97,811	125,000
Insurance	236,360	219,828	OTR coverage and hardening market driving cost up (less recoveries)	219,631	241,000
Taxes	-	-	None Planned	-	-
Purchased Transportation	519,871	560,000	SORTA Park-n-Ride (conservative estimate)	519,871	520,000
Misc. Items	61,400	79,900	Staff training, advertising, Membership in APTA	94,630	63,000
Leases & Rentals	-	-	None Planned	-	-
Contingency	50,000	20,000	Contingency	46,349	50,000
Total Expenses	6,417,331	8,022,069		6,066,550	6,841,000
Gain/Loss before Depr, NP & OPEB Exp	1,753,123	2,113,306	To cover Local share of Depreciation, Net Pension & OPEB Expenses	1,943,120	2,090,800
BCRTA share of Depreciation	324,000	324,000	BCRTA share of Depr = approx \$27K/mo.		
Est. Net Pension & OPEB Expenses	818,495	818,495	Estimated Net Pension & OPEB Expense		
Gain/Loss	\$ 610,628	\$ 970,811			

BCRTA Resolution No. 21-11-02

Authorization of FY2022 Appropriations and Acceptance of the Butler County Regional Transit Authority (BCRTA) Fiscal Officer’s Certification of Funds and Estimation of Revenues.

Whereas the FY2021 appropriations for the Butler County Regional Transit Authority (BCRTA) will expire on December 31, 2021, and

Whereas on November 17, 2021 the BCRTA Board of Trustees adopted a FY 2022 Accrual Operating Budget; and

Whereas additional appropriations to include FY2021 carryforward items and FY2022 capital expenditures must likewise be adopted by the BCRTA Board of Trustees; and

Whereas the BCRTA Board of Trustees authorizes the following fiscal year appropriations and accepts the fiscal officer certification of funds and estimation of revenues as follows:

FY2022 Funds & Appropriations

Projected Cash Balance 1-1-2022	\$ 4,249,722
Estimated Revenues	\$ 17,927,903
Authorized Appropriations	\$ 16,671,479

Projected Year-End Funds	\$ 5,506,146

Now therefore, be it resolved:

That the BCRTA Board of Trustees hereby authorizes the above FY2022 appropriations and accepts the fiscal officer’s certification of funds and estimation of revenues. Furthermore, the BCRTA Secretary/Treasurer is authorized to do all things necessary to enact this resolution.

Approved: November 17, 2021

Board President
Chris Lawson

Executive Director
Matthew Dutkevicz

Butler County Regional Transit Authority (BCRTA)

I, Delene Weidner, Fiscal Officer of the BCRTA, hereby certify the following:

Estimated Cash Balances as of 1-1-22 (General Transit Fund)

On Deposit - Checking	300,000.00
On Deposit - Savings I	1,907,516.00
On Deposit - Savings II	40,947.00
On Deposit - STAR Ohio	2,000,259.00
BCRTA Petty Cash Fund	1,000.00
	<u>4,249,722.00</u>

Estimated Revenues for FY2022 (General Transit Fund)

BCRTA - FY22 Receivables	255,000.00
	<u>255,000.00</u>
FY2022 Operations	
Passenger Fares	116,400.00
Contract Revenues	140,800.00
Partnership Transit Revenues	1,980,000.00
Sale of Services	245,280.00
Transit Development Program	2,025,250.00
Park-n-Ride Program	560,000.00
Federal Operating Funds	4,873,345.00
State Operating Funds	134,000.00
Agency Operating Funds	38,000.00
Other Revenues	22,300.00
	<u>10,135,375.00</u>
Federal Capital Grant Funds	6,627,528.00
State/Other Capital Grant Funds	910,000.00
	<u>7,537,528.00</u>

Total Funds Available 22,177,625.00

Anticipated Appropriations for FY2022 (General Transit Fund)

BCRTA - FY22 Payables	255,000.00
	<u>255,000.00</u>
FY2022 Operations	
Wages	3,481,326.00
Fringes	1,867,153.00
Services	1,064,360.00
Materials & Supplies	598,350.00
Utilities	131,152.00
Insurance	219,828.00
Taxes & Fees	-
Purchased Transportation	560,000.00
Misc. Items	79,900.00
Leases & Rentals	-
Contingency	20,000.00
	<u>8,022,069.00</u>
FY2022 Capital Items	
Revenue Vehicles & Related Items	1,540,054.00
Transit Centers & Facility Improvements	6,558,856.00
Equipment, Technology, Amenities & Other	295,500.00
	<u>8,394,410.00</u>
Total Appropriations	16,671,479.00
Projected Funds Available 12-31-22	5,506,146.00

BCRTA Resolution No. 21-11-03

Confirmation of Board Policy 6-02 Investments

Whereas, BCRTA is a Regional Transit Authority created by resolution of the Commissioners of Butler County, Ohio pursuant to Chapter 306 et seq. of the Ohio Revised Code; and

Whereas, the BCRTA is governed by a Board of Trustees that serve as trustees of BCRTA assets; and

Whereas, on March 18, 2009 the Board adopted Board Policy 6-02 Investments; and

Whereas, the policy includes a requirement for an annual Board review as part of the budget process.

Now therefore be it resolved that the BCRTA Board of Trustees hereby confirms Board Policy 6-02 Investments.

Furthermore, the BCRTA Board of Trustees authorizes the Executive Director to take actions necessary to assure organizational compliance with the terms of this policy.

Approved: November 17, 2021

Board President
Chris Lawson

Executive Director
Matthew M. Dutkevicz

BCRTA POLICY AND PROCEDURE MANUAL

6-02 Investments

Effective Date: 03-18-09

*Review Dates: 10-20-10; 11-16-11; 11-14-12; 11-20-13; 11-19-14; 11-18-15; 11-16-2016;
05-17-2017; 11-15-2017; 11-14-2018; 11-20-2019; 11-18-2020.*

The BCRTA Board of Trustees shall ensure that all agency funds are invested in a manner consistent with applicable local, state, and federal laws. In doing such they will also ensure that adequate funds are available to meet short-term and long-term obligations as follows:

- All agency funds will be kept on deposit with financial institutions that are experienced in handling “public funds”.
- Funds shall be maintained in checking or short-term savings accounts equal to at least an amount to cover ninety days of approved operating/capital expenditures.
- Excess funds will be invested in instruments considered “low risk” such as money market savings accounts (or similar) and certificates of deposit. Any other types of investments will require prior approval of the Board of Trustees.
- The Board shall from time to time as required by local, state, and federal grantors, set aside and obligate any funds required to match grants from these agencies.

This policy will be reviewed annually by the Board of Trustees as part of the budget process.

BCRTA Resolution No. 21-11-04

Confirmation of Board Policy 6-08 Reserves

Whereas, BCRTA is a Regional Transit Authority created by resolution of the Commissioners of Butler County, Ohio pursuant to Chapter 306 et seq. of the Ohio Revised Code; and

Whereas, the BCRTA is governed by a Board of Trustees that serve as trustees of BCRTA assets; and

Whereas, on October 20, 2010 the Board adopted Board Policy 6-08 Reserves; and

Whereas, on November 14, 2012 and June 18, 2014 the Board amended Board Policy 6-08 Reserves; and

Whereas, the policy includes a requirement for an annual Board review as part of the budget process.

Now therefore be it resolved that the BCRTA Board of Trustees hereby confirms Board Policy 6-08 Reserves.

Furthermore, the BCRTA Board of Trustees authorizes the Executive Director to take actions necessary to assure organizational compliance with the terms of this policy.

Approved: November 17, 2021

Board President
Chris Lawson

Executive Director
Matthew M. Dutkevicz

BCRTA POLICY AND PROCEDURE MANUAL

6-08 Reserves

Effective Date: 10-20-10

Review Dates: 11-16-11;

11-20-13; 11-19-14;

11-18-15; 11-16-16; 05-17-2017; 11-15-2017; 11-14-2018; 11-20-2019; 11-18-2020.

Revision Dates: 11-14-12; 6-18-14

The BCRTA Board of Trustees shall ensure that a portion of agency “cash and cash equal” funds are “reserved” or set aside to properly reflect future obligations. In doing such they will ensure that adequate funds are available to meet short-term and long-term obligations as follows:

- Funds will be “reserved” to meet the current outstanding local share match requirements of all open grant contracts net of anticipated matching funds. This will ensure the agency can meet all current grant obligations. These funds will be known as “Local Share Grant Obligations”
- Funds will be “reserved” to meet 2 months (or 60 days) of average current budgeted operating expenses (less any “non-cash” items such as the SORTA park-n-ride costs). This will ensure the agency can meet routine cash flow needs. These funds will be known as “Working Capital Funds”
- Funds will be “reserved” to meet the local share cash requirements of projected fleet and other capital replacements over a five year planning window. This will ensure vehicles and other assets are replaced on a regular basis. These funds will be known as “Capital Replacement Funds”
- Funds will be “reserved” to cover any long term debt. This will ensure that the agency has the required funds on hand to cover long term debt should any be issued based on market conditions and Board authorization. These funds will be known as “Debt Retirement Funds”.
- Funds will be “reserved” to cover unknown or unforeseen items in an amount established by the Board of Trustees at their discretion. These funds will be known as “Contingency Funds”.

The “reserves” will be calculated monthly (standard fiscal calendar) and reflected on the agency financial statements. Policy will be reviewed annually by the Board of Trustees as part of the budget process.

Funds available (or “cash and cash equal”) is defined as: cash on deposit, accounts receivable, and any other receivables which can be converted to cash less any payables or other short term obligations.

BCRTA Resolution No. 21-11-05

Authorizing the BCRTA Executive Director to Execute an Agreement with SORTA for the Provision of 2022 Park-and-Ride Services in Butler County.

Whereas, SORTA/Metro has been providing park-and-ride services connecting Butler County and downtown Cincinnati since 1998 and BCRTA has provided funding assistance in support of the park-and-ride service since September 2000; and

Whereas, BCRTA entered into a contract with SORTA/Metro to continue the park-and-ride service for calendar year 2003, and the BCRTA Board authorized contracts and contract renewals for calendar years 2004 through 2021; and

Whereas, the parties wish to enter into a one (1) year agreement through December 31, 2022.

Now therefore be it resolved by the Board of Trustees of the BCRTA:

That the Board of Trustees hereby authorizes the BCRTA Executive Director to execute a one (1)-year service agreement subject to legal review between BCRTA and SORTA for the provision of park-and-ride transit services to BCRTA by SORTA for the calendar year 2022 under the following guidelines:

1. BCRTA will be credited with all passenger revenue generated from the park-and-ride services and will continue to receive its share of Section 5307 funds attributable to the National Transit Database (NTD) data for the Butler County Park and Ride services;
2. BCRTA agrees to transfer Federal Section 5307 funds to SORTA, the amount of which will be sufficient to cover the cost of 2022 service; and
3. SORTA provides monthly Butler County park-and-ride ridership data to BCRTA within 30 days of the end of each calendar month.

Furthermore, the BCRTA Board of Trustees authorizes the Executive Director to take actions necessary to comply with the terms of the agreement and to enact this resolution.

Approved: November 17, 2021

Board President
Chris Lawson

Executive Director
Matthew Dutkevicz



TO: BCRTA Board of Trustees

FROM: Ron Wogenstahl, Project Manager and Meagan Varney, Procurement Specialist

RE: *Action Item – Pressure Washing and Interior Cleaning – Solicitation #2021-031*

November 17th, 2021

STRATEGIC PLAN GOAL / OBJECTIVE

Enhancing Connectivity and Improving Mobility & Eliminating Barriers

RECOMMENDATION

Approve a resolution authorizing the Executive Director to implement a contract with Cornett's Pressure Cleaning and Fleet Wash to perform regular pressure washing and interior cleaning services for the BCRTA's entire fleet of vehicles; this will be for an award of a single contract on behalf of BCRTA for an amount not to exceed \$498,300.00.

FINANCIAL CONSIDERATIONS

This is an agreement for a contract for services for a term of 2 years with 3 optional 1-year renewals for a cost of \$453,000.00, plus a 10% contingency fee for a total not to exceed cost of \$498,300.00.

BUSINESS PURPOSE

To ensure all vehicles in BCRTA's fleet are regularly cleaned for the benefit of the passengers and to maintain the cleanliness of the fleet.

Action Item

Procurement Summary factors considered; they have the capacity to perform these contracts and are recommended for award.

LEGAL CONSIDERATIONS

Section 306.43 of the Ohio Revised Code authorizes BCRTA to contract for the provision of goods and services.

BCRTA Resolution No. 21-11-06

Authorizing the Butler County Regional Transit Authority (BCRTA) Executive Director to Enter into an Agreement for Vehicle Cleaning Services.

Whereas BCRTA requested Quotes for Pressure Washing and Interior Vehicle Cleaning Services for the entire fleet of vehicles; and

Whereas BCRTA received two (2) proposals from Cornett's Pressure Cleaning and Fleet Wash and 2 Kings Industries Limited covering all work requirements included in the BCRTA Request for Quotes at proposed rates for a five (5) year period; and

Whereas the Procurement Specialist reviewed submitted Quotes for reasonability of cost and determined both bidders to be responsive and responsible; and

Whereas the Procurement Specialist identified Cornett's Pressure Cleaning and Fleet Washing to be the lowest responsive, responsible bidder.

Now therefore be it resolved:

That the BCRTA Board of Trustees hereby authorizes the BCRTA Executive Director to execute a non-exclusive contract between BCRTA and Cornett's Pressure Cleaning and Fleet Wash for the provision of Pressure Washing and Interior Vehicle Cleaning Services for up to five (5) years at a cost of \$453,000.00 plus a 10% contingency fee for a total not to exceed cost of \$498,300.00 without additional board approval.

Approved: November 17th, 2021

Chris Lawson
Board President

Matthew Dutkevicz
Executive Director

BCRTA Resolution No. 21-11-07

Resolution Supporting Engagement and Active Participation in the Active the Regional Transit Collaborative

Whereas the greater Cincinnati/Northern Kentucky region is served by multiple public transit providers operating in multiple jurisdictions; and

Whereas the Butler County Regional Transit Authority (BCRTA) provides public transportation services in the form of fixed-route bus service and various demand-response programs; and

Whereas other public transit providers in the region include the Southwest Ohio Regional Transit Authority (SORTA), Transit Authority of Northern Kentucky (TANK), Clermont Transportation Connection (CTC), Warren County Transit Services, and the City of Cincinnati; and

Whereas it is recognized that the mobility needs of many residents in our region can often be met by a single agency; and

Whereas it is also recognized that given the steady growth of job centers in the suburban parts of our region, the mobility needs of many residents in our region require travel across multiple jurisdictions and, therefore, cannot be met by a single agency; and

Whereas the Connected Region report *Planning For the Future: Building Toward Integrated, Regional Transit* recognized that there is a need for effective regional planning of transit services and effective operational coordination among the agencies listed above in order to best serve our region's residents and employers; and

Whereas the Regional Transit Collaborative is a committee consisting of staff representatives from each of the aforementioned transit agencies, hosted and facilitated by the Ohio Kentucky Indiana Regional Council of Governments (OKI); and

Whereas the purpose of the Regional Transit Collaborative is to structure regular communication between the region's transit agencies, foster collaboration and deeper coordination between agencies where appropriate, work to advance solutions to best meet regional travel demands/needs, and plan for regional transit integration; and

Whereas it is understood that the Regional Transit Collaborative is not a legislative or policy body and that any major policy direction recommended by the Transit Collaborative would be subject to review and approval from the governing bodies of the pertinent agencies; and

NOW, THEREFORE, BE IT RESOLVED, The Board of Directors of the Butler County Regional Transit Authority (BCRTA) supports BCRTA's participation in the Regional Transit Collaborative, directs staff to actively participate in the work of the Regional Transit Collaborative and to regularly report back to the BCRTA Board of Trustees on this work.

Approved: November 17, 2021

Board President
Chris Lawson

Executive Director
Matthew M. Dutkevicz

THE CONNECTED REGION

PLANNING FOR THE FUTURE BUILDING TOWARD INTEGRATED, REGIONAL TRANSIT

Significant new investments in public transit were made in our region over the last year. In Hamilton County that investment comes thanks to the passage of Issue 7; additionally, all of our transit agencies are receiving federal dollars from multiple COVID relief bills. At the same time, SORTA, TANK, and BCRTA, the region's three largest transit systems, are all implementing plans that are changing the way service is delivered to residents across their respective footprints.

Alongside SORTA, TANK, and BCRTA, our region has three additional transit operators. The City of Cincinnati operates the Cincinnati Bell Connector, a streetcar system in downtown Cincinnati and Over the Rhine. Clermont County operates the Clermont Transportation Connection, which offers transit in Clermont County and express services into downtown, and Warren County Transit Services provides service within the county.

As each system builds and changes for the future, the level of collaboration between the organizations is as productive as it has been at any moment in recent history, thanks in many ways to the individuals who lead the agencies. This collaboration has led to the implementation of a more unified, regional fare structure and ticketing process, improved procurement efficiencies, and more. However, this collaboration is limited in nature, existing at the staff level, and only at times where one agency or another believes there is value in collaboration.

Even amidst the uncertainty that COVID has presented to transit - precipitous drops in ridership, a national driver shortage, additional public health responsibilities, and more - this is arguably the most critical and interesting moment to be working in transit in our region.

.....

**THIS IS ARGUABLY THE MOST CRITICAL AND INTERESTING
MOMENT TO BE WORKING IN TRANSIT IN OUR REGION.**

.....

At the Chamber, we've made investing in the future of public transit a cornerstone of our Connected Region vision. We believe firmly that focusing only on each individual agency's footprint isn't the approach that is going to provide the type of connectivity the Cincinnati region needs. At this moment, with new resources, solid plans, and strong leaders, we have an opportunity to begin building toward an integrated, regional transit system that connects people to jobs, education, health care and all that our region has to offer, no matter where they begin or end their trip.

That's why we've embarked on an effort to develop a roadmap for getting from where we are – with ad-hoc collaboration, limited regional planning functions at the agencies or elsewhere, and merely staff level interagency engagement – to where we need to be. We're doing this collaboratively with the individual transit agencies, OKI, and other key partners like CVG Airport.



We believe this work has two important focus areas:



Regional Transit Service Analysis:

Given that our regional transit network is operated by multiple transit systems in multiple jurisdictions, are regional (i.e. multi-jurisdiction, multi-state) travel demands being effectively served by the current systems? Are there gaps that exist? Are there opportunities to improve travel when transit planning is approached from a regional (not system-specific) level?



Regional Transit Coordination & Governance:

Given that our regional transit network is operated by multiple transit systems in multiple jurisdictions, how do the existing agencies ensure that transit is effectively planned, coordinated and operated with the entire region in mind? Is there a more effective way to approach this work and what are the benefits/tradeoffs associated with various governing or coordinating models?

This report serves to answer the questions laid out in the second focus area, Regional Transit Coordination & Governance, because we believe that answering questions about how the agencies work together is critical to how successfully they can plan and operate service that meets the needs of our community.

PEER AGENCY CONVERSATIONS

In the development of this report, the Chamber organized conversations with transit agencies across the country whose governance structures, geographic footprint, or multi-jurisdictional nature could inform the type of coordination and governance systems that might make sense for the Cincinnati region.

We held conversations with six different agencies, each of which had slightly different governance and regional operating structures. We selected these systems not for their similarity in size or service level to our regional transit agencies but based on how and where they operate. Many of them are larger than SORTA (and certainly the other regional agencies), but others are smaller or comparable.

A brief summary of the agencies we met with and studied is below.



Atlanta: The Atlanta-region Transit Link Authority (ATL) is a state-created organization designed to tackle the challenge of cross-jurisdictional and multi-agency planning in the Greater Atlanta Region. ATL does this work in partnership with the Metropolitan Atlanta Rapid Transit Authority (MARTA) and the surrounding County and local governments that operate a variety of transit services for the region.



Buffalo: The Niagara Frontier Transportation Authority (NFTA) operates both transit assets (bus and rail) and the Buffalo and Niagara Falls airports.



Kansas City: RideKC is a partnership of the Kansas City Area Transportation Authority (KCATA), the Mid-America Regional Council, Johnson County, KC Streetcar, Wyandotte County and Independence to provide a unified vision and external brand for transit in the Kansas City area. KCATA itself is a bi-state compact that operates in both Kansas and Missouri.



Seattle: Sound Transit is a regional transit authority covering King, Pierce, and Snohomish Counties, focused mostly on regional light rail, commuter rail, and other express transit services. They contract much of their bus operations with King County Metro, which operates the largest bus system in the region. Board-level policy has directed interagency coordination between Sound Transit, King County Metro, and the other smaller transit agencies in the region.



St. Louis: Metro Transit is operated by the Bi-State Development Authority, a congressionally designated bi-state compact that governs transit operations in both St. Louis, MO and East St. Louis, IL and the surrounding communities in the metro region.



Raleigh: Under the "Go" Brand (ie: Go Raleigh, Go Durham, Go Triangle, Go Cary) the suite of Raleigh area transit agencies has presented a unified brand to the consumer, even as their individual agencies operate transit in the region.

KEY TAKEAWAYS

The diversity of the cities and agencies we met with made clear that there is no single solution or model that the Cincinnati region should pull off the shelf and implement here (an Important takeaway in and of itself). That said, there were common themes that we believe should inform the way we pursue a more regional approach to transit.

CREATE A STRUCTURE:

Whether by congressional or state legislative mandate, or more informally, each agency we met with had some sort of regional transit structure that facilitated an organized and strategic approach to transit planning and operations. Importantly, in nearly every community, the region's metropolitan planning organization (MPO) was either intimately involved or actually hosting and leading the work.

This type of structure can take on any number of formats. In Atlanta, for example, the precursor to the state-organized ATL was a committee that was self-created with no formal authority. But its very existence created a natural place for the leaders of the agencies to begin exploring regional planning, funding, and operations, and identify the need for additional, formal structures.

In other communities, elected officials and their appointed transit authority leaders passed joint resolutions directing staff to work together and integrate regional transit considerations into their day-to-day work.

What's clear here is that an ad-hoc approach to regional planning is not the norm among our peers who operate in multi-jurisdiction and multi-state regions. Cincinnati would be well served by creating a structure that formalizes the existing work our transit agencies do together and ensures that their partnerships last beyond their respective individual leaders.



IN CINCINNATI, OUR GEOGRAPHY, OUR GROWTH PATTERNS, AND OUR JOB HUB LOCATIONS MAKE IT IMPOSSIBLE FOR EACH TRANSIT AGENCY TO MEET THE NEEDS OF OUR COMMUNITY ON THEIR OWN.



BEGIN REGIONAL PLANNING:

What was apparent from each conversation was that, at some point, each region made the proactive decision to begin planning their transit systems in a more regional way. For some that decision was made decades ago, and their regional approach to transit is an entrenched way of operating (St. Louis, for example). But elsewhere, the regional approach to transit is much newer and still being shaped (Atlanta).

The result is the same, however. The communities that plan for a connected future are delivering it for their communities. In Atlanta, for example, it became clear that there wasn't an obvious project sponsor, builder, and operator of a multi-jurisdictional transit line that would connect fast-growing, suburban communities. This, along with funding challenges and other political dynamics, helped lead to the creation of the ATL.

Raleigh's regional planning was driven by a commuting pattern that takes people across jurisdictional lines regularly to get to work, school, and more.

In Cincinnati, our geography, our growth patterns, and our job hub locations make it impossible for each transit agency to meet the needs of our community on their own. This isn't something completely new to us. TANK already serves downtown Cincinnati, crossing the river into SORTA's service area because everyone knows it makes sense to bring Kentucky workers into the urban core and take Cincinnati residents to growing jobs at the airport and other economic hubs in NKY. The same is true of connections made between BCRTA and SORTA in the northern suburbs or CTC providing express service to downtown, mostly connecting suburban residents to downtown jobs. But these examples, like our coordination, are limited in scope and haven't scratched the surface of understanding where else our service needs to be integrated.

WHAT WAS CLEAR FROM OUR CONVERSATIONS WAS THAT CONSUMER FACING EFFORTS ARE CRITICAL TO SUCCESSFULLY INTEGRATING SERVICE.

CONSIDER THE CONSUMER FACING BRAND:

As planning, governance and operations begin to be structured in a way that stretches across jurisdictional boundaries, the agencies we studied took different approaches to presenting a more coherent, regional brand to the consumers who use their systems.

In St. Louis, Bi-State’s Metro is a unified brand across the whole transit ecosystem. This method follows their more unified governance structure that means that one agency is largely providing transit for both the Illinois and Missouri portions of the region.

There are other interesting examples beyond a full, unified branding experience like St. Louis’. In Raleigh, each transit agency has branded under the “Go” umbrella, as referenced earlier (see below).



This unified brand includes the individual transit agencies, making clear to a consumer that they are linked together to provide service across the entire region.

Kansas City took a similar approach by utilizing the “Ride KC” brand, which extends across different agencies and even modes of transportation. Examples below:



Finally, Atlanta is taking a slightly different approach. While each agency maintains its independent brand identity, they will be required to highlight their association with The ATL on their transit vehicles as well by 2023. MARTA has already begun adding the ATL logo to their vehicles, as has the Xpress service that ATL operates (see below).



What was clear from our conversations was that consumer facing efforts are critical to successfully integrating service. Cincinnati has done well to shift toward regional fare payment, trip planning, and more (something some of the agencies we spoke to continue to work on but have not achieved as well as us). But an emphasis on a cohesive transit ecosystem is something all the agencies should consider as this conversation moves forward.

RECOMMENDATIONS

These key takeaways lead us to some specific recommendations that we believe our transit agencies and related partners should begin undertaking to move this conversation forward.

We recommend the creation of a committee that convenes the region's transit operators on a regular basis, with a goal of structuring communication, advancing regional priorities, and planning for regional transit integration. We believe housing such a committee at OKI, with their regional credibility and professional staff to guide productive conversations, is a logical home for this work. This allows them to play a similar role to their peer MPOs in the cities we studied and serve as a partner to the transit agencies. In Kansas City this group is called the Regional Transit Coordinating Committee; In Seattle it's called the Transportation Operators Committee. Whatever we choose to call it in the Cincinnati region, we recognize it is an essential function for this work to have structure and long-term buy-in. It should be made up of, at least, all the transit providers in the region (SORTA, TANK, BCRTA, CTC, Warren County Transit Services, and the City of Cincinnati/Cincinnati Bell Connector), with consideration given to whether other partners should be formal members of this group.

We believe that this committee should begin the regional transit service analysis detailed in the introduction of this report in earnest. With the resources available and the leadership in place at each organization, we should be preparing for the future we know we need to build. That planning study should be region wide, but also highlight key destinations in various service footprints (downtown, uptown, the airport, as some examples) that are most likely to see travel from across the region.

To foster that spirit of regional cooperation, we also recommend that the boards of our transit agencies convene regular, joint meetings at the appropriate time. Joint meetings create an opportunity for the myriad of appointed board members who represent communities across the Cincinnati region to better understand how the organization they're charged with governing exists in the broader transit ecosystem. These meetings can also ensure that the people who are tasked with the strategic guidance of each organization are fully engaged in this important work.

We do not, at this point, recommend moving forward on any branding integration processes. We are too early in any regional conversations to know exactly what that should look like or what is best for our community. Each of the systems have a level of brand equity in the communities they serve that has to be considered in this process. But we do recommend that as conversations progress, this remains top of mind for leaders in our region. How a successfully integrated transit system presents itself to the riders of today and future riders is critical (eclipsed only, perhaps, by the quality of the service provided).



THE CHAMBER STANDS READY TO WORK WITH OUR PARTNERS ON ADVANCING THIS INITIATIVE AND WORKING THROUGH THE NECESSARY STEPS TO IMPLEMENT THESE RECOMMENDATIONS.



PRINCIPLES OF THE VISION



INVEST IN THE FUTURE OF PUBLIC TRANSIT



IMPROVE & MAINTAIN INFRASTRUCTURE



DRIVE INNOVATION & FUTURE ORIENTED INVESTMENTS IN PROJECTS



PROVIDE PEOPLE WITH CHOICES THAT FIT THEIR LIFESTYLE



ALIGN REGIONAL DECISION MAKERS TOWARD THIS VISION

For more information on The Connected Region contact:

PETE METZ

DIRECTOR, THE CONNECTED REGION | CINCINNATI USA REGIONAL CHAMBER

513.579.3167

pmetz@cincinnati-chamber.com



2022 Meeting Dates

MONTH	Transit Alliance of Butler County	BCRTA Committees	Deadline for BCRTA Agenda Items	BCRTA Public Board Meeting
	11:30 AM	8:00 AM	4:00 PM	8:00 AM
January	12	12	4	19
February	NONE	9	1	16
March	NONE	9	1	16
April	13	13	5	20
May	NONE	11	3	18
June	NONE	8	31-May	15
July	13	13	5	20
August	NONE	10	2	17
September	NONE	14	6	21
October	12	12	4	19
November	NONE	9	1	16
December	NONE	NONE	NONE	NONE

METRIC DASHBOARD

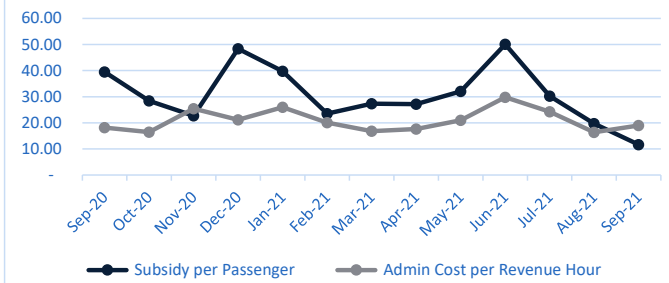
September 2021

Leveraging Competitive Funding & Partnerships

Average Fleet Age

3.87

Since Last Month 0.04 1.03%
Since Last Year 0.29 7.49%



Enhancing Connectivity

BCRTA Transit App Users

741

Since Last Month 89 12.01%
Since Last Year 432 58.30%

BGO App Rides/Total BGO Rides

41.89%

Since Last Month -11.32% -27.02%
Since Last Year 14.22% 33.94%

BCRTA Transit App Downloads

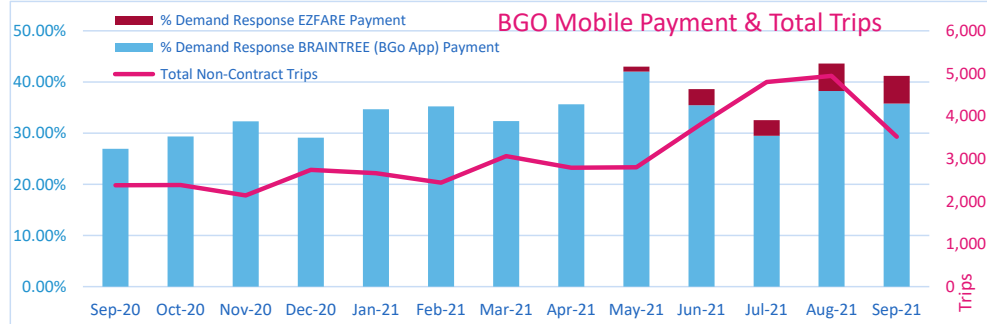
531

Since Last Month (236) -44.44%
Since Last Year 343 64.60%

BGO App Downloads

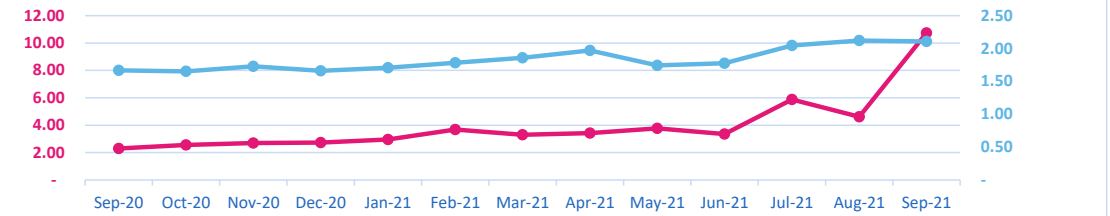
211

Since Last Month (209) -99.05%
Since Last Year 94 44.55%

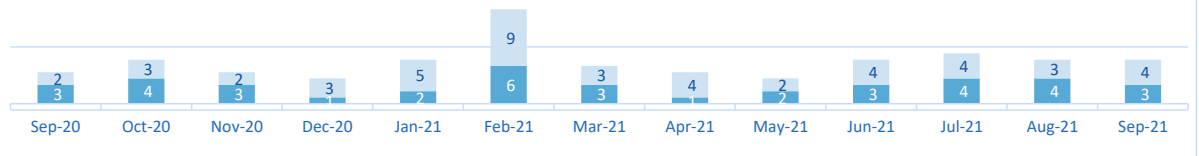


Improving Mobility & Eliminating Barriers

Pax per Revenue Hour



Accidents & Injuries



Target Operator Staffing

61%

Since Last Month 3.75%
Since Last Year -8.08%
12 Month Average 80.90%
GOAL 100.00%

Denials & Refusals/Total BGO

11.90%

Since Last Month 7.00%
Since Last Year 11.22%
12 Month Average 5.92%
GOAL 0.00%

Supporting Employers

42X Park & Ride Total Trips

1,150

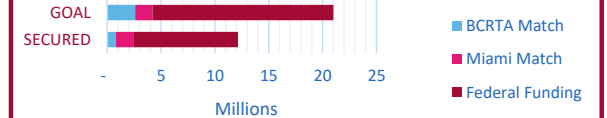
Since Last Month (134) -12%
Since Last Year 1,150 100%

BGO Employment Trips

1,164

Since Last Month (315) -27.06%
Since Last Year 6 0.52%

Developing Multimodal Infrastructure



Days Until Chestnut Fields Completed

699



Director's Notes – November 2021

A. Metrics & Service

1. Proposed Temporary Service Cuts

Staff is continuing to monitor on-time performance and efficiency. Public comment regarding the proposal is available [on the BCRTA website](#). No cuts are recommended by staff at this time.

2. New Tech Implementation

Staff are beginning to work with contractors to implement the new ITS system approved by the Board in March. Training is underway and equipment installations are nearly complete. Riders may experience interruptions in real time tracking while BCRTA is transitioning to the new system.

B. Staffing & Facility

1. Staffing

BCRTA is currently seeking CDL and non-CDL drivers, driver trainers, and maintenance technicians. A biweekly email digest of open positions is available. Please contact Kristin Fryer, BCRTA HR Manager (fryerk@butlercountyrta.com) if you would like to be added to the mailing list. BCRTA still continues to experience a driver shortage like most transit agencies across the nation, despite aggressive advertising and outreach.

BCRTA is presently engaging a consultant to perform a salary study and job description review to benchmark wages and make any needed recommendations. A report should be due late this year and available for review in early 2022.

BCRTA is pleased to welcome Mary Jane Leveline to the role of Talent and Benefits Manager beginning October 25.

2. Vaccination

BCRTA staff is presently 70% vaccinated.

Staff are also investigating testing options for unvaccinated staff as new federal rules roll out and OSHA has updated their guidance. BCRTA is not subject to the OSHA guidelines.

C. Planning

1. Regional Cooperation

Staff have initiated discussions with the Cincinnati USA Regional Chamber and other local transit systems regarding opportunities for more cohesive public transit planning and cooperation. A formal resolution is included in this month's meeting packet.

2. Transit Studies

City of Middletown and Middletown Transit (MTS) are presently engaged with WSP to provide a transit study evaluating some novel transit solutions and are also examining existing routes and hub locations. BCRTA is assisting. Staff are currently reviewing a draft report and expect a completed report by Q4 2021.

Director's Notes – November 2021

3. Alternative Fuel Study

BCRTA is participating in a joint engagement with Cincinnati Metro and TANK to evaluate regional needs and feasibility for future alternative fuel vehicles. Staff are presently selecting a consultant and expect a contract to be underway early next year. The consultant should also be able to help all the agencies prepare a comprehensive alternative fuel transition plan as may be required by the new Infrastructure Investment and Jobs Act (IIJA) recently passed by the US Congress.

4. Chestnut Street Multimodal Station

The Part I design report has been posted to the [BCRTA "Major Projects" webpage](#). Part II kicked off with an onsite workshop with BCRTA staff on September 29.

Staff is negotiating a land lease with Miami University for the subject property. More detail is needed from Bowen to complete necessary documents and descriptions for the lease.

FTA concurred with BCRTA's request for a categorical exclusion under the National Environmental Policy Act (NEPA) in late June which has paved the way for BCRTA to execute final grant processes with FTA. The project grant has been finalized and is available to draw funds in October.

At the Board's request, staff pursued conversations with an experienced bonding attorney and the Ohio State Infrastructure Bank regarding potential financing for the Chestnut Fields project. The project does seem to be eligible for either funding method. However, given that BCRTA has no sustainable source of tax revenue, both entities expressed concern that BCRTA would be unlikely to qualify. FTA funding cannot be used to pay debt.

D. Outreach & Communications

1. BCRTA Trustee Vacancies

The current Board vacancy has been posted for several months. Four candidates have expressed interest to date. Unfortunately, Trustee Chandler has also provided her resignation as of September 13. Staff will continue to work with the Executive Committee and Commissioners' Office to fill open vacancies for 2022.

E. Funding & Discretionary Grant Availability

1. **Infrastructure Investment and Jobs Act (IIJA)**

Last week the US House of Representatives approved the IIJA and sent it to President Biden for signature. This is an HISTORIC piece of legislation for transit. BCRTA will see a significant increase in 5307 and 5339 formula funds. The competitive discretionary

Director's Notes – November 2021

bus and bus facilities program and low/no emissions programs will also receive historic increases that will have transformational change on public transit in the US. Staff are still familiarizing themselves with the changes. It is still likely that local match will continue to be critical after federal stimulus dollars run out. Although the dollars are generally intended for capital, BCRTA expects to be able to program some money for preventative maintenance and operating assistance. Operating allowances for small systems like BCRTA have not yet been published.

Based upon estimates provided by FTA and APTA, BCRTA and MTS may expect the following changes if the legislation was passed as proposed:

Agency	2021 5307 Funding	2022 Estimated	Difference
BCRTA	2,098,087	3,143,970	1,045,883
MTS	1,481,697	2,339,551	857,854

2. CMAQ/STBG Funding

BCRTA submitted an application for replacement of heavy-duty diesel buses that will be due in that time frame. Given the time distance to purchase, BCRTA will be pursuing an open award for battery-electric buses or hydrogen fuel cell vehicles. Grant needs for both fuels are estimated to be relatively similar. OKI has reported receiving \$56M in requests for more than 18 projects. \$40M is available. BCRTA was recommended at OKI and is awaiting final award from the statewide prioritization committee. Awards are expected between in December.

3. ODOT Funding

BCRTA has now received an allocation for the Urban Transit program funding for this state fiscal year in the amount of \$300,231 which will be applied toward the radio upgrade/replacement project already underway.

BCRTA was also successful in obtaining local match funds for the ITS project.

4. TABC - Enhanced Mobility of Seniors & Individuals with Disabilities (5310)

TABC was awarded a \$100,000 5310 grant by OKI in May to expand the Mobility Management program. Funding does not require local match this year due to CRRSAA.

F. On the Horizon ...

1. Code of Conduct

Operations staff are in the process of drafting a passenger code of conduct to address limited issues associated with loitering, hygiene, and courtesy. After legal review, staff expect to implement a policy in early 2022.

2. Upcoming Procurements >\$25,000

Director's Notes – November 2021

- a) Vehicle Cleaning Contractor - Exterior and Interior
- b) Tires
- ~~e) Commuter Bus Purchase (+3 on behalf of MTS)~~
- d) On Call A&E
 - 1. Moser Court Master Plan
 - 2. Transit Station Concept (on behalf of MTS)
- e) Chestnut Fields A&E Part III
- f) Commuter Services Marketing & Branding Services (on behalf of MTS)

Director's Notes – November 2021

Strategic Vision 2025

As Ohio's public transit innovator, BCRTA provides smart mobility options and infrastructure that seamlessly connect people to employers, educational, healthcare, and recreational destinations.

Leverage competitive federal funding and forge mutually beneficial partnerships with organizations, including incubators, chambers, universities, start-ups, economic development bodies, and planning professionals.

- Expand participation in NeoRide as appropriate to address needs and improve grant funding
- Sustain Miami University relationship, plan for future
- ~~Retain BCVSC and BCDD contracts~~
- Leverage MTS transit plan and maintain relationship with City of Middletown
- Improve DBE access
- Keep finger on pulse of autonomous tech
- Examine Cincinnati commuter service for ways to reduce cost (42X)

Enhance connectivity with constituents by leading in the implementation of new transit tech (onboard Wi-Fi tools).

- Test and expand onboard WIFI where possible
- ~~Implement onboard validation for EZfare~~
- ~~Expand BGO app service~~
- ~~Launch new & updated website~~
- Expand use of real-time info signs and kiosks

Improve mobility access and eliminate barriers to ridership, especially for riders who may be elderly or have disabilities.

- ~~Reduce DR fares to \$5.00~~
- Make peak BGO service available
- Hire operators to address demand
- ~~Relocate customer service closer to riders~~
- Pursue payment options for unbanked
- ~~Consider free fixed route fares~~

Support employers with effective workforce transportation in at least 75% of Butler County's densest corridors.

- Evaluate existing R routes for effectiveness and reallocate to improved frequency or BGO as necessary
- Solicit BGO services in employer-dense areas.
- Evaluate options for Spooky Nook connectivity
- Address Butler/Warren connection in Monroe

Develop multimodal infrastructure and wayfinding to create seamless user experiences.

- Accelerate completion/progress for Oxford Multimodal facility
- Improve Hamilton/Warren County connectivity for fixed route and ADA
- ~~Eliminate paper transfers~~
- Address Transit Center convenience and utility (Hamilton, Oxford, Middletown)
- Improve regional connections with commuter service, rail, interurban bus, rideshare, bikeshare, scooters