

**MEETING:** STRATEGIC AND OPERATIONAL PLANNING COMMITTEE

**DATE:** WEDNESDAY, JULY 7, 2021

**TIME:** 9:00 AM – 10:30 AM

**LOCATION:** WILLIAM G. PORTER BOARDROOM

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## MEETING MINUTES

### 1. CALL TO ORDER

Marlon Moore called meeting to order at 9:00 AM.

### 2. ROLL CALL

#### **Board Members Present**

Marlon Moore, Chair  
Steve Gladman  
Doug McCollough  
Tim Skinner  
Craig Treneff, Board President

#### **Board Members Absent**

It is noted that Steve Gladman and Tim Skinner were unable to attend in person, but joined the call but will not be counted as part of the quorum or permitted to vote on any items before the committee.

### 3. APPROVAL OF THE MAY 5, 2021 STRATEGIC AND OPERATIONAL PLANNING COMMITTEE MINUTES

Due to not having a quorum, approval of minutes were tabled to the September 8, 2021 Strategic and Operational Planning Committee meeting.

### 4. NEW BUSINESS

2022-2026 CAPITAL IMPROVEMENT PROGRAM PRESENTATION – ANGEL MUMMA,  
CHIEF FINANCIAL OFFICER

Angel Mumma, Chief Financial Officer presented the 2022-2026 Capital Improvement Plan. A proposed budget summary for each project area was provided. The CIP has been broken down into five different categories: Vehicle & Equipment, Facilities, Technology, Development and Administration. After the Board approves document, then it will go through an appropriation process. Each category lists the improvements for their particular area.

Vehicles & Equipment: Annual Coach Purchase (28 coaches annually – CNG/BEB); Non-revenue vehicles; Paratransit vehicles; COTA//Plus vehicles; miscellaneous equipment (Facility utility carts, scrubber)

Facilities: Annual maintenance (pavement maintenance, pedestrian access/ADA connections, building maintenance – 1125 E. Main Street, Linden Transit Center); various improvements (Linden Transit Center roof replacement, Pole Barns – 1325 Essex, Reynoldsburg Park & Ride, Whitehall & Worthington layover stops, Park & Ride signage, Mobility Lab, 33 N. High Street improvements, electrification initiatives, shelters, BRT shelters & pylons); and major renovations (Rickenbacker Mobility Center)

Technology: Annual allocation for project not yet defined; various system improvements/enhancements; and annual upgrades

Development: Allocation for strategic land purchases and development opportunities; East/West Corridor (construction); Westside Mobility Center; Mobility Innovation Projects; and Eastland Square Transit Layover

Administration: Various system setup and configuration (Customer Experience, Data Catalog, Project Management); Data Engineering & Visualization

The proposed 2022-2026 CIIP estimated funding sources is \$687,755,957. Funding sources are COTA Resources (sales tax 10%, fund balance, transfer from Operating Fund, interest earnings); Grant Revenue; Long-Term Financing; and Unfunded (Seeking Other Funding).

The goal at the end of the five years is that the fund balance is positive. Continuing to look for other funding opportunities. Anticipate working with other funding partners. It is not anticipated that COTA will 100% fund the projects.

Trustee Moore stated that he appreciated that it was stated that any potential requests would come before the Board.

It was recommended by the committee that Resolution 2021-XX – Authorizing the Adoption of the 2022-2026 Five Year Capital Improvement Program be placed on the regular Board agenda.

## FARE POLICY UPDATE – ANGEL MUMMA, CHIEF FINANCIAL OFFICER

Fare Policy update as provided by Angel Mumma, Chief Financial Officer. The plan is to have public input. There is no fare increase contemplated as of today. COTA evaluates its fares every three years – COTA considers farebox recovery ratios, affordability, inflation comparable fares in peer cities, and public input when exploring potential changes. Current review done in conjunction with COTA’s fare management system. Fare strategies have been modeled to determine fiscal impact. Public input sessions to be conducted through September. Board of Trustee approval of new fare structure will be requested in September.

### Fare Policy Goals/Objectives

- **Affordability and equity** – reducing barriers to using transit by considering fare affordability and equity.
- **Technology** – encouraging use of new fare media; defining policies for the new fare management system; and supporting use of technology to reduce use of cash for fare purchase.
- **Ridership** – leveraging capabilities of the new fare management system, such as fare capping, to promote transit ridership; and promoting transit ridership by supporting employer and student pass programs.
- **Simplicity/ease of use** – creating a more seamless fare payment experience for riders.
- **Financial stability** – establishing guideline for periodic fare changes.

### Fare Modeling

- Fare modeling conducted to measure the revenue and ridership impacts of proposed changes
- Modeling incorporated pre-pandemic ridership to understand fare payment behavior as ridership returns
  - Transaction level usage data for process
  - Rider characteristics and demographics
- Modeling does not adjust ridership levels to reflect decrease in ridership levels
  - No adjustment enables ability to compare with baseline

## Fare Strategies

- Fare capping
  - Daily/Monthly (calendar based)
    - Elimination of 7-day pass (including for fare capping considerations)
    - Elimination of rolling passes that begin on day one of use
- Two-hour Pass
  - Elimination of the one-way transfer valid for two hours
- Flat Fare
  - Elimination of the rush hour fare upcharge
- Discount Eligibility – 50% of standard fare
  - Low-income fare
- No Fare
  - All children under 5
    - Elimination of 48" height limit
    - Elimination of limit of up to three children under 48" tall ride free
- Other Strategies under review
  - Non-profit pass program; Employer pass program; Student pass program; Residential pass program; and Special events pricing

## Modeling Results

### Fare Capping

- 10-15% revenue loss for cash and day pass; 15-20% revenue loss for 31-day pass holders
  - Approximately \$1.8 million reduction in revenue (approximately 10% of fixed route revenue)

### Low-Income Fare

- 33% increase in ridership among participating eligible low-income customers
  - Approximately \$1.3 million reduction in revenue (approximately 7% of fixed route revenue)

## Summary

Approximately 18% reduction in overall fixed route revenue (\$3,100,000):

- Revenue impact conservative estimate and likely will lower given ridership decrease.
- Revenue impact based on 2019 baseline and does not reflect COVID recovery baseline.

- Low-income program estimate is conservative as it may overstate number of customers eligible and that participate.

Approximately 1.1 million increase in ridership:

- There is no quantifiable evidence that shows that fare capping impacts ridership.
- Increase in ridership is due to implementation of low-income program and elimination of rush hour charge.

We are continuing to explore the pass programs.

Trustee Moore suggested that it might be helpful to look at others ways that we can absorb the costs. As it relate to the public hearings, will Masabi participate? Would we discuss the fare capping and low income program and others? No, they would not participate they are the technology provider. We would only use these two core ones. We don't want to slow down the process and just focus on fare capping and low income program.

Trustee McCollough, are we charging people more than what we intended? As it pertains to the low income, that has been taken into consideration. Because of the technology we will be implementing

#### LINKUS UPDATE – KIM SHARP, SENIOR DIRECTOR OF DEVELOPMENT

Kim Sharp, Senior Director of Development presented an update on LinkUS. LinkUS East-West Corridor Summary:

- 3 Locally Preferred Alternatives
  - West Broad Street
  - East Main Street
  - East Broad Street
- Amend Metropolitan Transportation Plan (MTP)
- For West Board and East Main
  - Submit letter to Request Entry into FTA CIG
  - Enter task 3 for 30% Design

Trustee McCollough is there any risk to the Broad Street option due to timing of the system? The viability of all three being evaluated and deemed appropriate is deemed high. The funding mechanism is what we are working on now.

Trustee Moore asked, is that a large part of the amended that needs to go to the Metropolitan plan? Yes.

Trustee Gladman, is the East Main and East Broad Street going to be similar? We did cost evaluation and that's what we call guideway (mixed traffic). That cost makes a big difference and in ridership. Right now there is similarity in the infrastructure costs.

The committee recommended that Resolution 2021-XX – Authorizing the Adoption of the East West Corridor Alternatives Analysis, Three Locally Preferred Alternative(s) of Bus Rapid Transit; (1) West Broad Street; (2) East Main Street; and (3) East Broad Street be placed on the regular Board agenda.

The committee recommended that Resolution 2021-XX – Authorizing Additional Expenditures on the Contract with AECOM to Advance Corridor Project Development be placed on the regular Board agenda.

## 5. ADJOURNMENT

Trustee Moore motioned to adjourn the Strategic and Operational Planning Committee meeting. It was moved the Doug McCollough, seconded by Steve Gladman. Meeting adjourned at 9:54 a.m.

Next Meeting: 9:00 AM, Wednesday, September 8, 2021

Adopted: \_\_\_\_\_ **November 3, 2021**

Signed: \_\_\_\_\_

**Chair, Strategic and Operational Planning Committee**

Attest: \_\_\_\_\_

**President/CEO**

### **BOARD STRATEGIC AND OPERATIONAL PLANNING COMMITTEE:**

Marlon Moore, Chair

Steve Gladman

Doug McCollough

Tim Skinner