

MEETING OF THE RTA BOARD OF DIRECTORS OCTOBER 21, 2021

Welcome!

Meeting Starts at 9 a.m.

Meeting Agenda

@ RTAChicago.org/about-us/board-meetings

A graphic illustration on the right side of the slide. It features a blue-tinted image of the Chicago skyline, including the Willis Tower and the Chicago Board of Trade Building. Below the skyline, there are images of transit vehicles: a Metra train, a CTA bus, and a CTA rapid transit car. The word 'MOVING YOU' is written in large, white, sans-serif capital letters across the middle of the graphic, with the text appearing to be reflected below it.

MOVING YOU

RTA BOARD OF DIRECTORS MEETING

1. CALL TO ORDER

Please feel free to listen to the meeting and view slides related to it here.

*The meeting agenda can be found at
www.rtachicago.org/about-us/board-meetings*

PLEDGE OF ALLEGIANCE



RTA BOARD OF DIRECTORS MEETING

2. ROLL CALL

3. APPROVAL OF MINUTES

4. PUBLIC COMMENT



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5. EXECUTIVE DIRECTOR'S REPORT AND AMERICAN RESCUE PLAN DISCUSSION



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GOVERNMENT AFFAIRS UPDATES

A photograph of the Michigan State Capitol building, a large neoclassical structure with a prominent central dome and two side domes. The building is surrounded by lush green trees. In the foreground, a bronze statue of a man in a suit stands on a tiered stone pedestal. The sky is clear and blue.

2022 COMMUNITY PLANNING PROGRAM: CALL FOR PROJECTS

- October 8-28, 2021
- Held jointly with CMAP
- Planning and implementation projects that support *Invest In Transit*
- Priority to applicants from high and very high need communities
- Project awards in early 2022



TODAY'S AGENDA

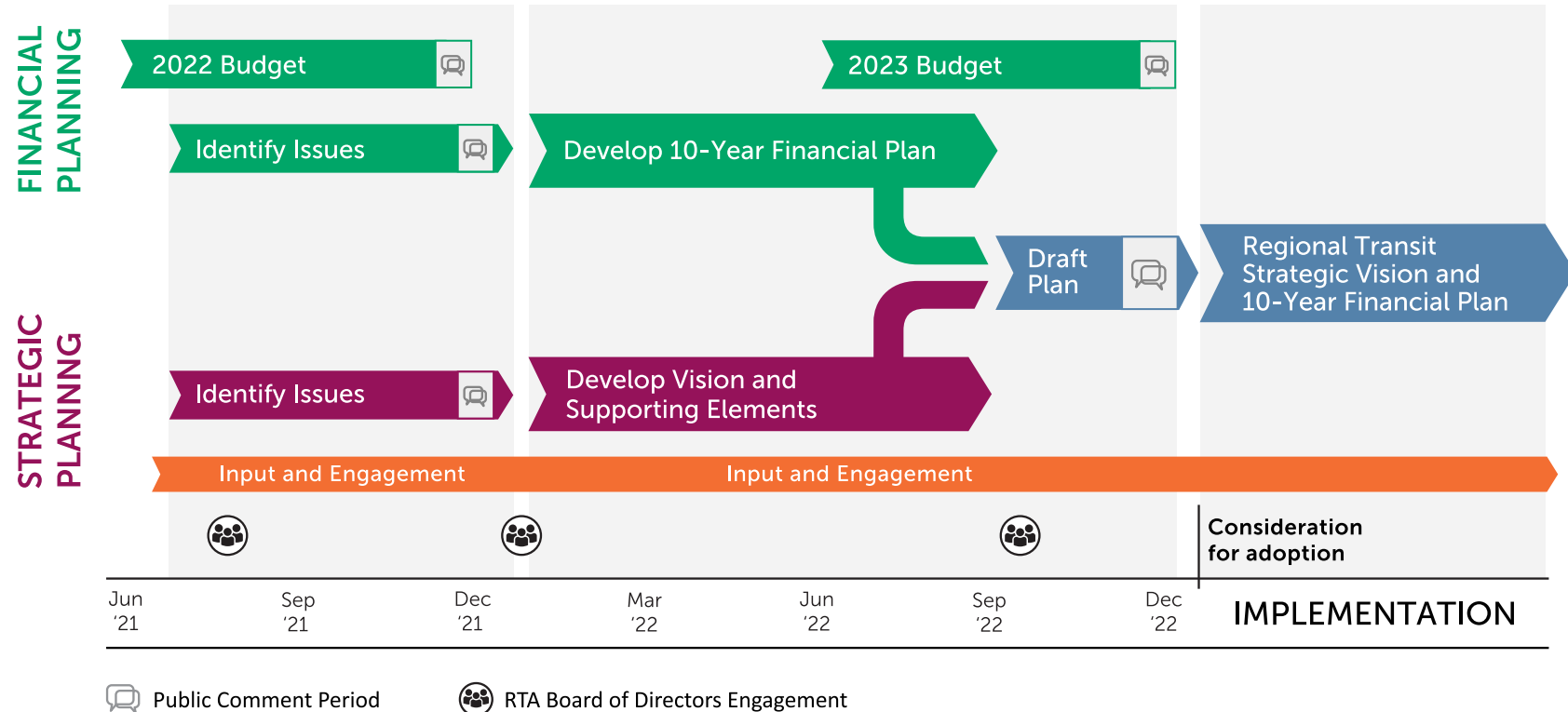




AMERICAN RESCUE PLAN DISCUSSION

Regional Transit Strategic Plan Timeline

Collaborative development of a new strategic direction for the region's transit system will occur over three phases and consist of multiple overlapping activities.



ENGAGEMENT ACTIVITIES

Making a Plan

- **Connections**
guest blogger series (ongoing)
- **RTA Board speakers** (ongoing)
- ***Emerging From Crisis Wiser*** Public Forum hosted by the Urban Transportation Center at UIC (Nov 11 @ 12pm - virtual event)
- **Public Survey** (Nov 11)
- **Stakeholder Workshops** (Beginning in early Dec)

6. INFORMATION ITEMS

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6a. NEXT STRATEGIC PLAN

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SEPTA Forward

A Vision for a Stronger Future

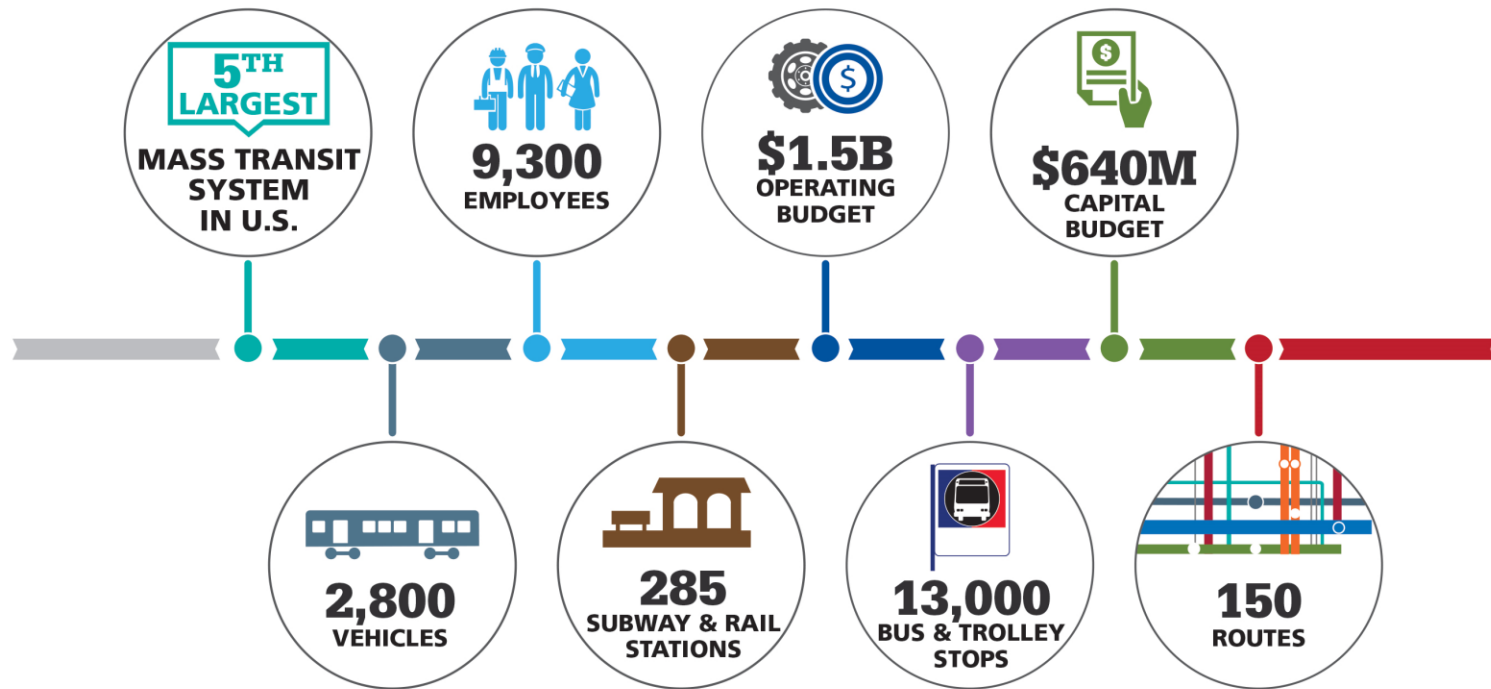
Strategic Plan 2021-2026

Presentation to the Regional Transportation Authority

October 21, 2021

Jody L. Holton, AICP, Assistant General Manager, Planning & Strategic Initiatives

SEPTA AT A GLANCE



SEPTA FORWARD >>>

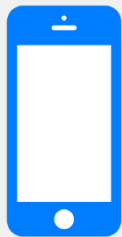
SEPTA's Strategic Plan establishes a framework that will propel SEPTA and our region forward.

- **Identifies the challenges** that are disrupting our industry;
- **Sets the vision** for where we need to be headed; and
- Identifies the **goals** and **strategies** that will get us there.
- It **builds on the feedback** we have received from our riders through customer surveys, at public meetings, and in our day-to-day interactions.

Industry Trends Research

Mobility trends and the challenges that face the transit industry

Trends Impacting Transit



Digital & Mobile Technology



New Mobility Options



Customer Choice



Changing Demographics & Commuting Patterns

Many Accelerated in 2020



Focus on Safety



Frequent and Timely Communication



Acute Funding challenges



Rapid shift in modeshare

Agency Trends Research

How are organizations adapting to an evolving and dynamic external environment?



Organizational Structure: 20th Century Transit Agency

21st Century Transit Agency

Leadership: Hierarchical

Agile

Teams: Detailed Instructions + Oversight

Sets Direction + Framework for Action

Data: Rigid + Siloed

Dynamic + Empowered

Service Delivery: Hoarded

Shared

Critical Infrastructure: Operations-Centered

Customer-Centered

Accessibility: Trains, Buses, Stations

+ Website, Apps, Communications Platforms

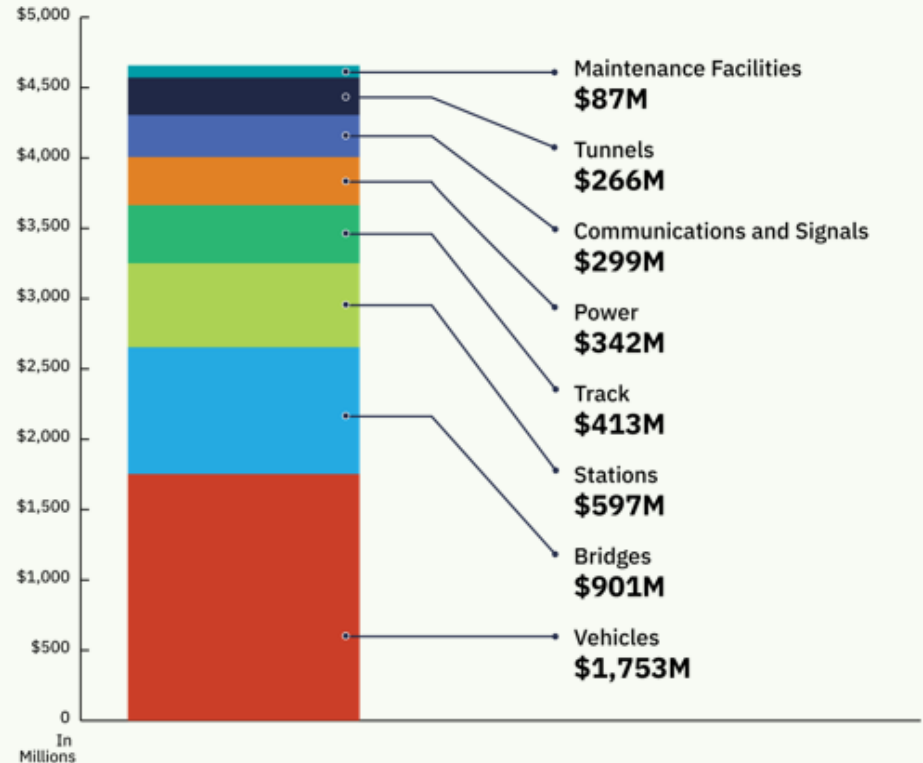
For Many

For All

SEPTA Funding Challenges

- State capital funding sources are unstable and inadequate
- SEPTA has the oldest rail fleet in the country
- Very low local funding contribution

SEPTA's backlog of state-of-good-repair projects is **\$4.6 BILLION.**



Effort began with open discussions of how to respond to challenges and opportunities

- Building on the **Recovery Plan** – internal focus groups & committees with leadership from each division
- GM Team Retreat (October 2020)
- Nearly 2,000 employees completed the **Organizational Health Index survey** (December 2020)
- Feedback incorporated and consolidated into Mission, Values, Vision, and Goals
- Established internal “Core Teams” of SEPTA staff for each goal
 - Core Teams refined the goal description and identified strategies to achieve the goal
- Efficiency & Accountability Initiative launched (December 2020)
- Plan adopted by Board (February 2021)

Our Mission

A clear missions that builds on generations of tradition and pride



OUR MISSION

SEPTA moves southeastern Pennsylvania region forward by providing safe, reliable, and accessible mobility choices for everyone.

We support equity and enhance quality of life by connecting people with opportunity, catalyzing the economy, and sustaining our environment.

Our SEPTA Spirit

We take pride in providing an essential service for millions across the Philadelphia region.

We call this our **SEPTA Spirit**

PUT SAFETY FIRST

In every decision we make, safety is paramount. We are an industry-leader in safety initiatives for both our employees and our riders because we are disciplined in our thoughts and our actions.



AIM HIGHER

We strive to make things better today than they were yesterday in search of greatness. We reflect on our missteps, learn and adjust, and move forward because we are proud of the work that we do.



BE INCLUSIVE

We grow, encourage, respect, and rely on diverse perspectives so we can better meet the needs of our community.



FOCUS ON RESULTS

We work purposefully in pursuit of our vision and continually track our performance to make the most effective, efficient, and sustainable use of the resources we have available.



LISTEN FREELY

We listen to understand, not just to respond. We engage in open and honest conversations with each other, our riders, our communities, and our partners, and work together to deliver equitable, rider-focused solutions.



FIND SOLUTIONS

We meet challenges head-on and empower each other to create innovative and sustainable solutions. We are accountable for the outcome, even when something is beyond our control. We learn from each other and embrace new ways of doing things.



 **SEPTA
SPIRIT**

Our Vision

A call to adapt to meet the changing needs of our region



OUR VISION

The southeastern Pennsylvania region places transit at the core of a resilient, prosperous, and equitable community for everyone.

SEPTA is more than transit; it is the way we connect to each other.

Our Goals

The Strategic Plan is organized around **three goals that work together** to achieve our vision:



DEVELOP A PROACTIVE ORGANIZATION

We are an agile and responsive organization that makes the most effective use of our resources. We invest in our people and work to build a diverse, inclusive, and empowered workforce that takes pride in serving the people of southeastern Pennsylvania.



PROVIDE AN INTUITIVE EXPERIENCE

Our system is easy-to-use for all, regardless of familiarity, language, or ability, welcoming riders from across the world. We provide convenient services and the right information, at the right time, for a smooth and enjoyable journey.

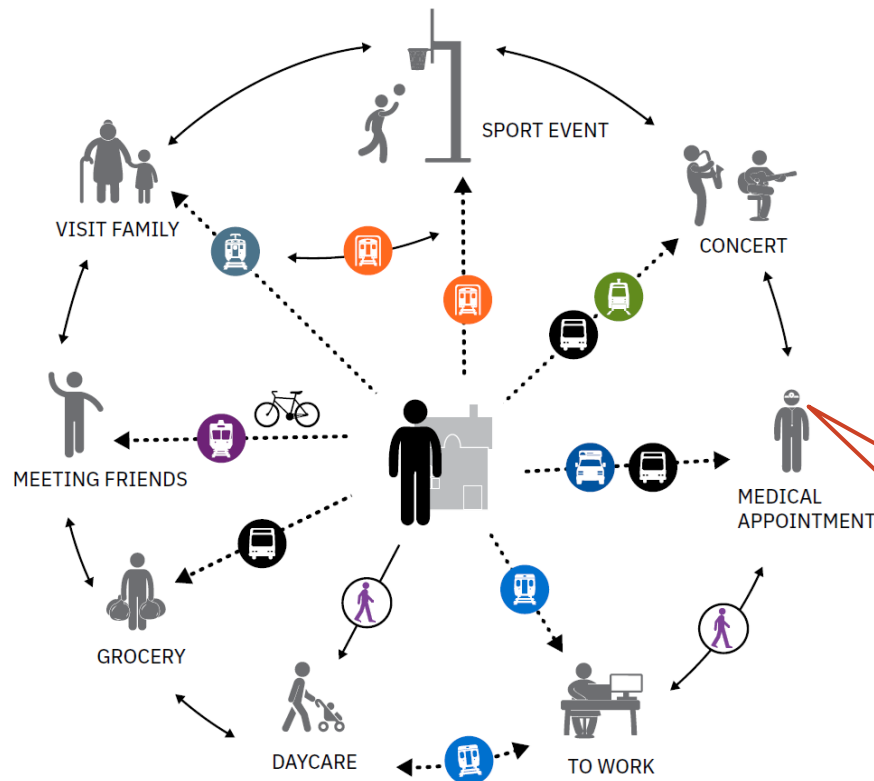


DELIVER A SEAMLESS TRANSIT NETWORK

Our services work together, creating one unified, equitable network serving all types of trips, no matter where you are or what mode you choose. We anticipate changing needs and adapt services responsively to keep our region moving throughout the 21st century.

One SEPTA Lifestyle Network

Mobility options for all



- Partnerships
- Fare policy analysis
- Accessibility
- Mode master plans
 - Service planning - frequency

“...one unified, equitable network serving all kinds of trips, no matter where you are or what mode you choose.”

Taking Action

SEPTA Forward marks an important step to establish broad strategies that set a clear direction and priorities—but it is only the beginning.

Three overarching programs will help us build towards our vision:

Rail Transit Unification

Unifying the rail transit network with standard wayfinding, communications, services, and experiences. Advance Trolley Modernization and King of Prussia Rail to support a growing region.

Bus Network Redesign

Creating an interconnected network that provides frequent services with easy-to-understand routes that meet the changing needs of our region.

Regional Rail Master Plan

Identifying a long-term vision for the future of Regional Rail based on extensive engagement with riders and stakeholders from across the region to seamlessly integrate with the Rail Transit and Bus systems.

ONE
LIFESTYLE
TRANSIT
NETWORK



Bus Revolution

While the City of Philadelphia and the surrounding region have changed, bus service has largely remained the same for decades.

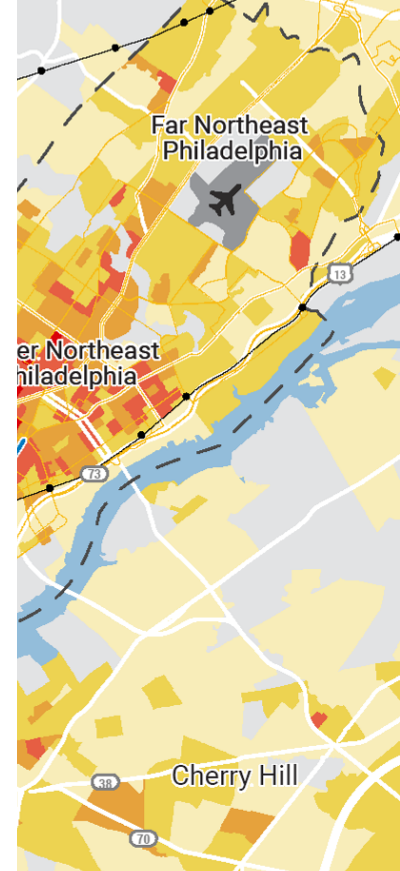
Bus Revolution is redesigning our bus network with a blank slate, top-to-bottom look to better match the way people travel today and tomorrow.

Fall 2021: Existing Conditions

Spring/Summer 2022: Evaluate Scenarios

Winter 2022/Spring 2023:

Implementation



Composite Transit Demand

Estimated demand for transit services calculated by employment and adjusted population per acre

Transit Frequency Demand

60 min.
30 min.
15 min.
10 min.
5 min.



SEPTA FORWARD >>>

SEPTA METRO

METRO Wayfinding Concept



Responding to years of feedback, we are improving the wayfinding & communications for our rail transit system with new accessible nomenclature, maps, signs, announcements, and digital tools.

The result will be a frequent, affordable, around-the-clock SEPTA "Metro" network that is easy to use for everyone.

2020- Summer 2021: Design Development

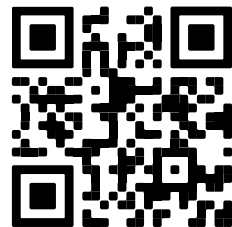
Fall 2021: Public Feedback

2022: Final Design

2023 onwards: Implementation



Check out the
interactive map &
provide feedback!



SEPTA FORWARD >>>

Reimagining Regional Rail

Creating a new plan for Regional Rail, together

We are reimagining our system based on the region's changing and diverse travel needs — not just 9-to-5 commutes to work.

Reimagining Regional Rail will create a vision with Regional Rail as part of a lifestyle network of frequent, all-day, and all-week services.

Fall 2021: Setting Goals

Spring 2022: Evaluating Choices

Fall 2022: Setting the Vision



Zero Emission Bus Playbook

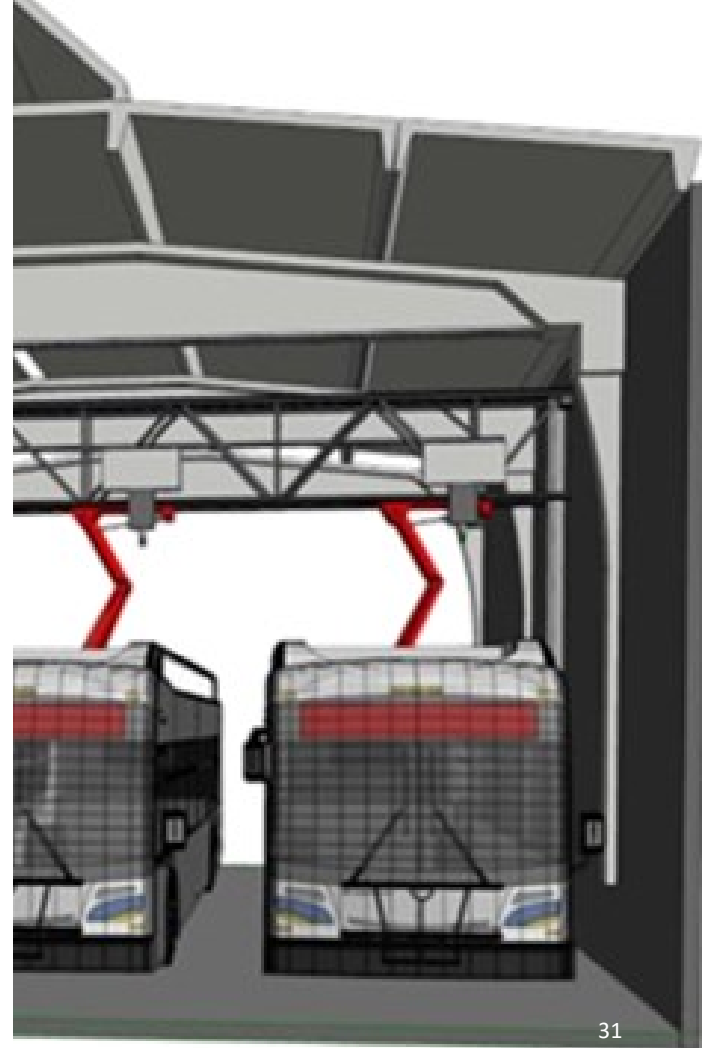
SEPTA is committed to lowering our GHG emissions and moving to a Zero Emissions Bus fleet.

The master plan will lay the foundation by moving forward with electrical capacity assessments, development of an electric bus service model that will identify charging infrastructure requirements to scale system wide.

Fall 2021: Masterplan Completed

Winter 2022: Implementation Planning

Spring 2022: Design Development

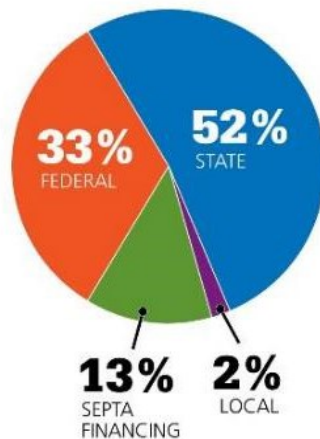


Funding the Vision

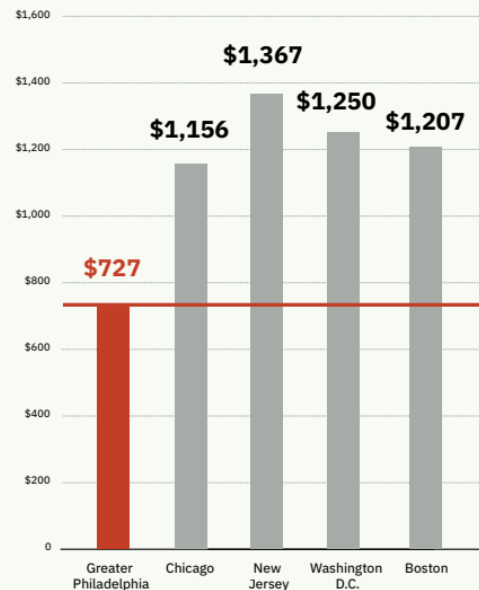
Regional Projects of Significance that will drive inclusive economic growth across the region.

- Local funding can be a “game changer” for region’s future competitiveness to leverage federal & state funds
- Optimistic about prospects for federal infrastructure legislation
 - Funding support for legacy “older” transit system projects – ADA & Fleet Replacement
 - Formula increases to support state of good repair projects

CAPITAL BUDGET (FY2020)



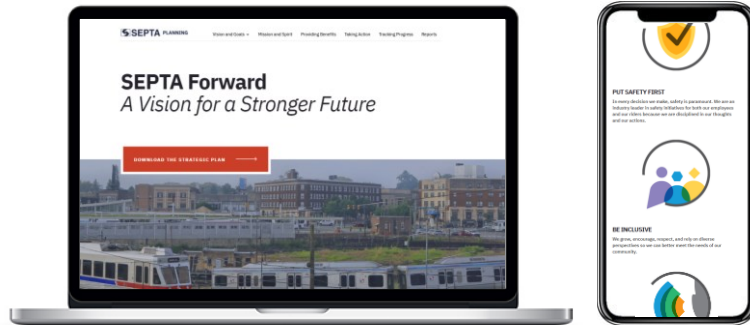
Competitor Regions are
INVESTING 70% MORE IN TRANSIT



FY2017-2018 Capital Budgets (millions) includes Federal, State and local funding



More information at planning.septa.org



October 21, 2021

Jody Holton, AICP

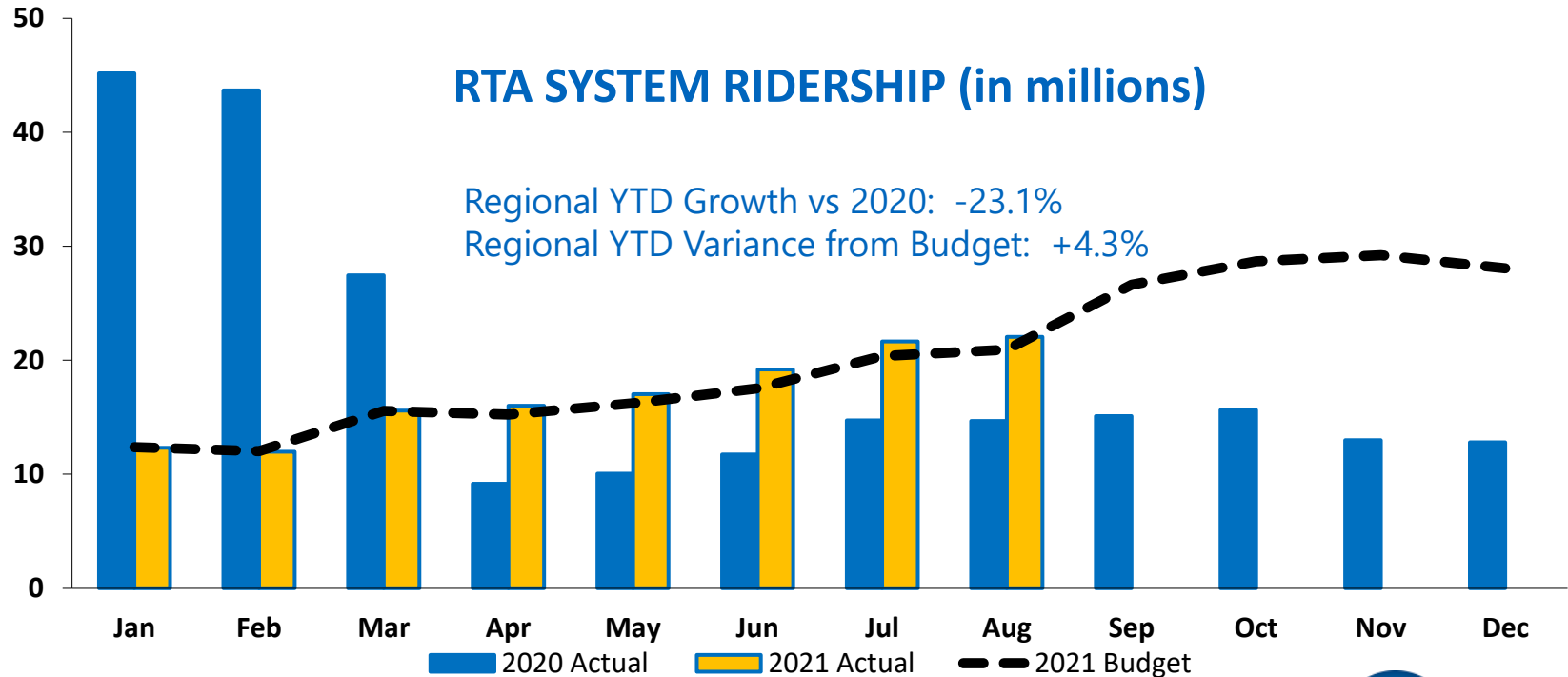
Assistant General Manager, Planning & Strategic Initiatives

6b. REPORT ON MONTHLY FINANCIAL RESULTS – AUGUST 2021



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RIDERSHIP CLOSELY TRACKING BUDGET



GOOD PUBLIC FUNDING RESULTS DRIVEN BY EXCEPTIONALLY STRONG SALES TAX

PUBLIC FUNDING (IN MILLIONS)				
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>% Variance</u>
CTA	\$617.9	\$609.4	\$8.5	1.4%
Metra	\$290.6	\$218.8	\$71.8	32.8%
Pace	\$120.0	\$107.4	\$12.6	11.7%
<u>Pace ADA</u>	<u>\$113.4</u>	<u>\$121.7</u>	<u>(\$8.4)</u>	<u>(6.9%)</u>
Total	\$1,141.8	\$1,057.3	\$84.5	8.0%

SERVICE BOARDS CONTINUE TO CONTROL OPERATING COSTS

OPERATING EXPENSES (IN MILLIONS)				
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>% Variance</u>
CTA	\$1,059.1	\$1,093.0	\$33.9	3.1%
Metra	\$489.4	\$515.8	\$26.4	5.1%
Pace	\$146.4	\$160.8	\$14.5	9.0%
<u>Pace ADA</u>	<u>\$120.7</u>	<u>\$128.5</u>	<u>\$7.8</u>	<u>6.1%</u>
Total	\$1,815.6	\$1,898.1	\$82.5	4.3%

OPERATING REVENUE RESULTS WORSEN

OPERATING REVENUE (IN MILLIONS)				
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>% Variance</u>
CTA	\$398.0	\$483.6	(\$85.6)	(17.7%)
Metra	\$197.8	\$298.7	(\$100.9)	(33.8%)
Pace	\$29.5	\$37.9	(\$8.4)	(22.1%)
<u>Pace ADA</u>	<u>\$7.3</u>	<u>\$7.3</u>	<u>\$0.0</u>	<u>0.4%</u>
Total	\$632.6	\$827.4	(\$194.9)	(23.5%)

REGIONAL RECOVERY RATIO HAS DROPPED BELOW 50%

RECOVERY RATIOS					
	Without <u>Relief \$</u>	Federal <u>Relief \$</u>	With <u>Relief \$</u>	<u>Budget</u>	<u>Variance</u>
CTA	28.4%	\$207.9	51.1%	55.1%	(4.0)
Metra	18.4%	\$115.9	44.2%	62.9%	(18.8)
Pace	18.5%	\$9.7	25.5%	29.9%	(4.3)
<u>Pace ADA</u>	<u>8.8%</u>	<u>\$3.2</u>	<u>15.7%</u>	<u>10.0%</u>	<u>5.6</u>
Total	23.8%	\$336.7	45.7%	53.9%	(8.2)

UPDATED RELIEF FUNDING DRAWDOWNS

CARES ACT FUNDING DRAWDOWNS (IN MILLIONS)					
	<u>Apportionment</u>	<u>Used 2020 Full Year</u>	<u>Used 2021 Thru Aug</u>	<u>Total Drawn</u>	<u>% Drawn</u>
CTA	\$817.5	\$483.8	\$262.5	\$746.3	91.3%
Metra	\$479.2	\$177.0	\$108.3	\$285.3	59.5%
Pace	\$112.8	\$26.7	\$9.7	\$36.4	32.3%
RTA	<u>\$28.8</u>	<u>\$6.2</u>	<u>\$20.2</u>	<u>\$26.4</u>	<u>91.7%</u>
Total	\$1,438.3	\$693.7	\$400.7	\$1,094.4	76.1%

7. ACTION ITEMS



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7a. ADOPTION OF POST BOND ISSUANCE COMPLIANCE POLICY



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7b. ORDINANCE AUTHORIZING CONTRACTS FOR MULTI-YEAR HEALTH AND WELFARE BENEFITS



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7c. ORDINANCE AUTHORIZING THE REAPPOINTMENT OF AN RTA PENSION TRUSTEE



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7d. RESOLUTION SETTING THE 2022 RTA MEETING SCHEDULE



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7e. RESOLUTION COMMENDING THE CTA ON APTA AWARD



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7f. APPROVAL OF TRAVEL EXPENSE REIMBURSEMENT(S)



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8. NEW BUSINESS



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9. EXECUTIVE SESSION IOMA SECTION 2 (C)(29)



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NEXT MEETING AND ADJOURNMENT

The next meeting of the RTA Board of Directors is on call for early November, in addition to a regularly scheduled meeting on Thursday, November 18.

We will advise you of the location or virtual nature of both meetings as the date approaches and the status of the COVID-19 situation is updated.

STAY CONNECTED



RTAChicago.org



Connections blog – Blog.RTAChicago.org



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