



# Business Plan FY2022-2026

March 17, 2022



**RTA**

**REGIONAL  
TRANSIT AUTHORITY**  
OF SOUTHEAST MICHIGAN

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# MESSAGE FROM THE RTA BOARD

The needs and opportunities for coordinated regional investments in Southeast Michigan's transit system have perhaps never been greater. The ongoing Covid-19 pandemic has disrupted our lives while underlining transit's critical role in getting essential workers where they need to go and ensuring a sustainable, equitable recovery that betters our region's economy and quality of life. Through the American Rescue Plan Act and the Bipartisan Infrastructure Law, Congress has made a generational investment in our transportation system. The moment requires that we quickly set in motion the strategies laid out in the latest update to the regional master transit plan, Advance 2021, to apply the opportunities before us to the needs of today and tomorrow.

The RTA Business Plan for fiscal years 2022-26, our first, charts the agency's course to fund, plan, coordinate, and accelerate regional transit over the next five years in concert with the region's transit providers and stakeholders. The plan describes how we will build up RTA to meet our statutory responsibilities, provide technical assistance and leadership to win federal grants, and set Southeast Michigan on a path to sustainable transit funding. In addition, the plan lays out how RTA will use one-time American Rescue Plan funding to leverage long-term investments and jump-start new services for the region's riders.

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# INTRODUCTION

## Regional Transit Authority of Southeast Michigan

The Regional Transit Authority of Southeast Michigan (RTA) was established by Public Act 387 of 2012. RTA is responsible for developing a regional master transit plan, coordinating regional transit projects and programs, and distributing federal and state transit formula funds in the four-county region that includes Macomb, Oakland, Washtenaw, and Wayne Counties. Its 10-member board is appointed by the county executives of Wayne, Oakland and Macomb Counties, the chair of the Washtenaw County Board of Commissioners, the Mayor of Detroit, and the Governor of Michigan.

RTA works in partnership with public transit agencies to fulfill its role. Under state legislation, RTA is authorized to levy a regional property tax millage and a motor vehicle registration tax to secure local funding for improving transit services. These taxes are required to be approved by voters in Southeast Michigan.

## Purpose and Need

The RTA Business Plan articulates a fiscally sustainable work plan covering the next five years based on clear, agency-specific business functions and guiding principles that communicate the RTA's vision, mission, and responsibilities. The plan describes how RTA will implement the regional master transit plan (RMTP) over the short term and build towards long-term goals in concert with the region's transit providers. The Business Plan reiterates and expands on RTA's strategic direction, presents an actionable five-year work plan, and enumerates a financial plan to pay for it all. To deliver the work plan, the Business Plan presents a staffing plan and updated agency organizational chart.

The Business Plan as a whole and the work plan specifically respond to ongoing and emerging needs to:

- Meet RTA's statutory responsibilities.
- Respond to the Covid-19 pandemic and set a course for recovery and resiliency.
- Solidify an effective, sustainable agency with a clear role in the region.
- Grow internal staff to enhance RTA's capacity to communicate, coordinate, fund, and accelerate regional transit.
- Implement regional priorities within existing funding programs and take advantage of new sources of discretionary and formula funding.
- Prepare the agency for the successful implementation of a future ballot initiative at the board's discretion.

## Five-Year Business Plan Development

RTA staff developed the Business Plan following the completion of Regional Master Transit Plan update, ADVANCE 2021. ADVANCE 2021 was a year long collaborative planning process that included extensive engagement with transit providers and other stakeholders, a regional general opinion survey, and a comprehensive public engagement process.

In addition, the business plan is informed by a peer review of several regional transit authorities across the country and targeted interviews with stakeholders in Southeast Michigan. The FY2022-26 RTA Business Plan is unique because it responds to the pressing need to grow agency staff to implement the most recent RMTP and position the region for federal funding. Beginning in Summer 2022, RTA will regularly update the Business Plan through the annual budget cycle in consultation with the annual RMTP development process.

# RTA STRATEGIC DIRECTION

The RTA Business Plan rests on the strategic direction that the RTA Board of Directors has set over the past ten years, updated to meet the current and anticipated needs of the region.

## Vision

The RTA Vision sets the ideal future state for our region.

RTA envisions a region with sufficient and stable funding to support improved public transit options that will advance equity by increasing accessibility; satisfy the integrated mobility needs of Southeast Michigan communities; and promote livable, healthy, and sustainable growth.

## Mission

The RTA mission describes how the agency will deliver the Vision given its values and capabilities.

Our mission is to manage and secure transportation resources that significantly enhance mobility options, to improve quality of life for the residents and to increase economic viability for the region.

## Guiding Principles

Guiding Principles are the foundation on which RTA assesses all internal business decisions to advance the Vision. Each Guiding Principle is driven by prompts to judge whether a decision or initiative best meets the needs of the region and supports transit providers.

Regional	Does the decision advance the Mission and Vision of the agency and the Goals in the RMTP, and is it within the Core Business Functions of the RTA?
Coordinated	Does the decision advance the priorities of regional transit providers as defined in their planning documents? Does the decision build or deepen partnerships?
Equitable	Does the decision advance equity by improving service for riders in regionally defined equity communities or for marginalized populations? Does the decision advance equity within the RTA as an organization?
Innovative	Does the decision introduce or accelerate the implementation of a new or innovative concept, technology, or service type for the region that might benefit riders?
Sustainable	Is the decision sustainable within existing funding sources, or does it lay the groundwork for future funding?

# RTA STRATEGIC DIRECTION

## RTA Business Functions

RTA's Business Functions define the types of activities that position the agency to deliver the Vision as informed by its statutory responsibilities and powers under PA 387 of 2012. In general, staffing and administrative decisions, initiatives, and projects and programs undertaken by RTA fall under one or more of the four Business Functions.

### Fund

- Designated recipient for federal and state funds
- Empowered to review federal and state applications for alignment with regional goals
- Empowered to introduce a ballot initiative to generate regional funding for transit

### Plan

- Required to produce a regional master transit plan and to update it annually
- Empowered to advance transit projects on specific corridors
- Engaged in planning efforts to improve transit and equitable mobility (e.g., OnHand Plan, Mobility on Demand study, Seamless Fare Integration studies, Workforce Mobility Equity study, corridor studies)

### Coordinate

- Convenes Provider's Advisory and Citizen's Advisory Committees
- Empowered to issue Coordination Directive and withhold funding if regional goals are not followed
- Manages/funds integrated systems (e.g., MyRide2)

### Accelerate

- Pilots new service types (e.g., Reflex, D2A2, QuickConnect)
- Seeks funding opportunities to expand and enhance transit
- Builds regional partnerships to build the coalition for transformative, sustainable funding

## RTA Master Transit Plan

The RTA Board adopted the most recent regional master transit plan (RMTP) Advance 2021 in December 2021. The plan sets a strategic agenda driven by public input to guide future transit planning and projects in Southeast Michigan and build on recent achievements and innovations. Advance 2021 is an aspirational but achievable vision for Southeast Michigan's transit system as well as a first step toward increasing transit equity.

The RTA Business plan presents how the agency will manage financial and staff resources to advance all five of the Advance 2021 goals:



RTA evaluated the 21 strategies and 61 actions in Advance 2021, identifying initiatives that can be advanced in the short- to mid-term, and scoring them based on applicability to RTA Guiding Principles to determine the FY2022-2027 Work Plan. By prioritizing initiatives in this manner, RTA can make impactful, strategic investments that align with the Advance 2021 goals.

# RTA STRATEGIC DIRECTION

## Advancing Equity

RTA took its first steps to intentionally operationalize equity within the agency through the 2021 Regional Transit Briefing Book. Realizing our vision for a more just and equitable region will require concerted effort on all fronts, from connecting systemically disadvantaged people to opportunity through new transit services, to improving existing services. Our commitment to equity must cut across not only the goals and strategies in the RMTP, but across all agency operations. The RTA is committed to advancing equity in the following ways:

### Institutionalizing Equity within the RTA

As we move forward, we will proactively identify opportunities to incorporate equity into the RTA's structure and internal policies, from prioritizing grant opportunities to our communications.

### Investing Strategically to Address Inequities

The RTA will develop quantitative and qualitative methods to assess how well our future capital and planning expenditures are targeting equity populations and set goals to keep ourselves accountable.

### Conducting Inclusive Outreach and Engagement

Starting with the RMTP update, we will develop focused engagement efforts for reaching equity populations including current riders, those underserved by transit, and those who have been unable to participate in past public input opportunities due to language, venue, format, or scheduling.

The commitments made in the 2021 Regional Transit Briefing Book are a starting point, a foundation from which RTA staff, the board, and providers can build in the coming years.

## Reporting and Measuring Progress

RTA is committed to accountability to its work plan and to improving transit in Southeast Michigan. Agency performance measures and key performance indicators (KPIs) will be set through the process of creating the FY2023-27 Business Plan in combination with the annual RMTP update and budget process in Summer 2022.

# RTA WORK PLAN

## Overview

The work plan has a five-year horizon, which enables RTA to set achievable short-term actions with a view towards the implementation of more complex initiatives in subsequent years. RTA will update the work plan on an annual basis to align with updates to the RMTP, provider priorities, new opportunities, and emerging needs. The work plan covers operational necessities including staffing, board meetings, financial operations, policy and procedure development, effective communications, and sustainable funding in addition to strategic regional projects that align with the RTMP.

## Work Plan

The work plan strives to maintain current RTA activities and projects while building agency capacity to take on new efforts in line with the RTA's responsibilities and authorities. In particular, the work plan concentrates on implementing the RMTP in the short-term and strengthening the agency's ability to successfully run a future regional ballot initiative and secure new federal funding from the Bipartisan Infrastructure Law.

To create the work plan, RTA considered the resources necessary to operate the agency and support its core Business Functions in addition to strategic initiatives that advance the RMTP goals and the regional Vision. RTA identified the strategic initiatives in the work plan by organizing existing projects and RMTP short- and mid-term actions into logical initiatives. Those initiatives were then scored against the RTA Guiding Principles to determine which to move into implementation.

The work plan is categorized under Administrative and Project Budgets. Items within the Administrative Budget represent RTA core activities that need to be carried out by staff. Many of these tasks involve operations required by state and federal law that should be covered by a sustainable administrative budget. Items within the Project Budget represent priority initiatives covered by outside funding sources that are executed by contractors under staff oversight. Project Budget revenues tend to be covered by one-time funding sources like discretionary grant awards. Given the strategic role of RTA, there are several initiatives that fall into both categories (referred to as hybrid). Hybrid initiatives require further development by staff before they can be launched in partnership with a contractor or provider. The work plan is presented in [Table 1](#).



# RTA WORK PLAN

Table 1: FY2022-26 Work Plan

Initiative	Budget Type	2022	2023	2024	2025	2026
Agency Operations	Administrative			Ongoing		
Public Engagement	Administrative			Ongoing		
Future Ballot Initiative Support	Administrative			Ongoing		
Update Regional Master Plan	Administrative	Admin Update	Admin Update	Full Update	Admin Update	Admin Update
Advance CHSTP Program	Administrative		5310 Call for Projects	CHSTP Update*	5310 Call for Projects	
Expenditure Plan Framework**	Administrative	Expenditure Plan Framework	Expenditure Plan			
Regional Capital Plan	Administrative	Regional Capital Plan	Regional Capital Plan	Regional Capital Plan	Regional Capital Plan	Regional Capital Plan
Workforce Equity Mobility Study	Administrative	Complete Project				
On-Demand Booking App	Project	Complete Project				
CHSTP Pilot	Project	Strategy Development	CHSTP Pilot	CHSTP Pilot		
Regional Mobility Management	Project	MyRide2 Operations	MyRide2 Operations	MyRide2* Operations	MyRide2* Operations	MyRide2* Operations

# RTA WORK PLAN

Table 1: FY2022-26 Work Plan

Initiative	Budget Type	2022	2023	2024	2025	2026
D2A2 Service	Project	Funded Operations	Funded Operations	Funded Operations	Partially Funded Operations	TBD Operations
Regional Tech Strategic Plan	Project	Regional Tech Strategic Plan	TBD Regional Tech Project	TBD Regional Tech Project	TBD Regional Tech Project	TBD Regional Tech Project
Regional Corridor Strategic Investment	Hybrid	Strategy Development	TBD Major Corridor Project	TBD Major Corridor Project	TBD Major Corridor Project	TBD Major Corridor Project
Workforce Framework	Hybrid	Strategy Development	TBD Workforce Program	TBD Workforce Program	TBD Workforce Program	TBD Workforce Program
Regional Fare Modernization	Hybrid		TBD Fare Technology Project	TBD Fare Technology Project	TBD Fare Technology Project	TBD Fare Technology Project
Zero-Emission Transition Plan	Project		Zero-Emission Bus Strategy	TBD Zero-Emission Bus Strategy	TBD Zero-Emission Bus Strategy	TBD Zero-Emission Bus Strategy
Bus Stop Strategic Plan	Hybrid		Access to Transit (Bus Stop Study)	TBD Access to Transit Program	TBD Access to Transit Program	TBD Access to Transit Program
Strategic Service Pilots	Hybrid	Strategy Development	TBD Service Pilot	TBD Service Pilot	TBD Service Pilot	TBD Service Pilot

Note: cells in gray require additional funding

\* Anticipated funding for CHSTP Update and MyRide2 is in planned Project Budget.

\*\* The Expenditure Plan is the document that will create the basis of a potential ballot initiative. Funding for a formal ballot initiative will need to be provided through an outside funding source.

# RTA WORK PLAN

## Year One Priorities

RTA staff categorized the following tasks as essential to the success of the work plan over the next five years. RTA will be especially focused on staffing, funding, and advancing core services in FY2022.

### Agency Operations

- Explore hiring a General Manager.
- Hire a Planning Lead, a Community Relations Lead, and an entry-level Planner/Fellow.
- Contract with an outside firm for Financial Operations.
- Plan for a small office space and additional expenses (e.g., office furniture, computer, phones, etc.) for expanded operations.

### Funding

- Adopt an administrative budget that is sustainable over five years (FYs 2022-26) given existing funding inclusive of the American Rescue Plan Act (ARPA) funding programmed to the agency in August 2021.
- Adopt a Project budget tapping into the ARPA set asides that coordinates the needs and priorities of RTA and providers and sustains existing commitments (e.g.,

D2A2, Regional Mobility Management program).

- Identify sources of additional funding for long-term operations and new projects, which could come from continued MDOT appropriations, philanthropic support, and administrative fees on formula funding programs.

### Core Service Advancements

- Expand relationships with smaller providers throughout the region to better understand and articulate their needs.
- Implement a Regional Capital Plan.
- Complete an administrative update of the RMTP.
- Expand public engagement and communications activities.
- Embed equity into the RTA through a dedicated CAC committee.
- Advance network and funding concepts to support a future ballot initiative.

## Focus: Agency Operations

As described in year one priorities, RTA will expand staff and confirm Administrative and Project budget frameworks for the next five years. Today, RTA has a small staff supported by program management consultants. More hands will be needed to position the RTA and the region for growth. The key positions that RTA will prioritize for hiring include:

### General Manager

Manages the day-to-day operations of the RTA, acts as the chief spokesperson and representative of the agency

### Planning Lead

Manages planning studies, works with provider planning and grant staff

### Community Relations Lead

Manages communications, engagement, and ongoing stakeholder relationships

### Planner

Supports Planning Lead, Senior Planner, and Community Relations Lead, assists with managing planning studies, works with local governments and smaller providers, leads 5310 work

The anticipated division of staff responsibilities to carry-out operations is summarized in Table 2. An organizational chart is shown in Figure 1.

# RTA WORK PLAN

Table 2: Staff Responsibilities

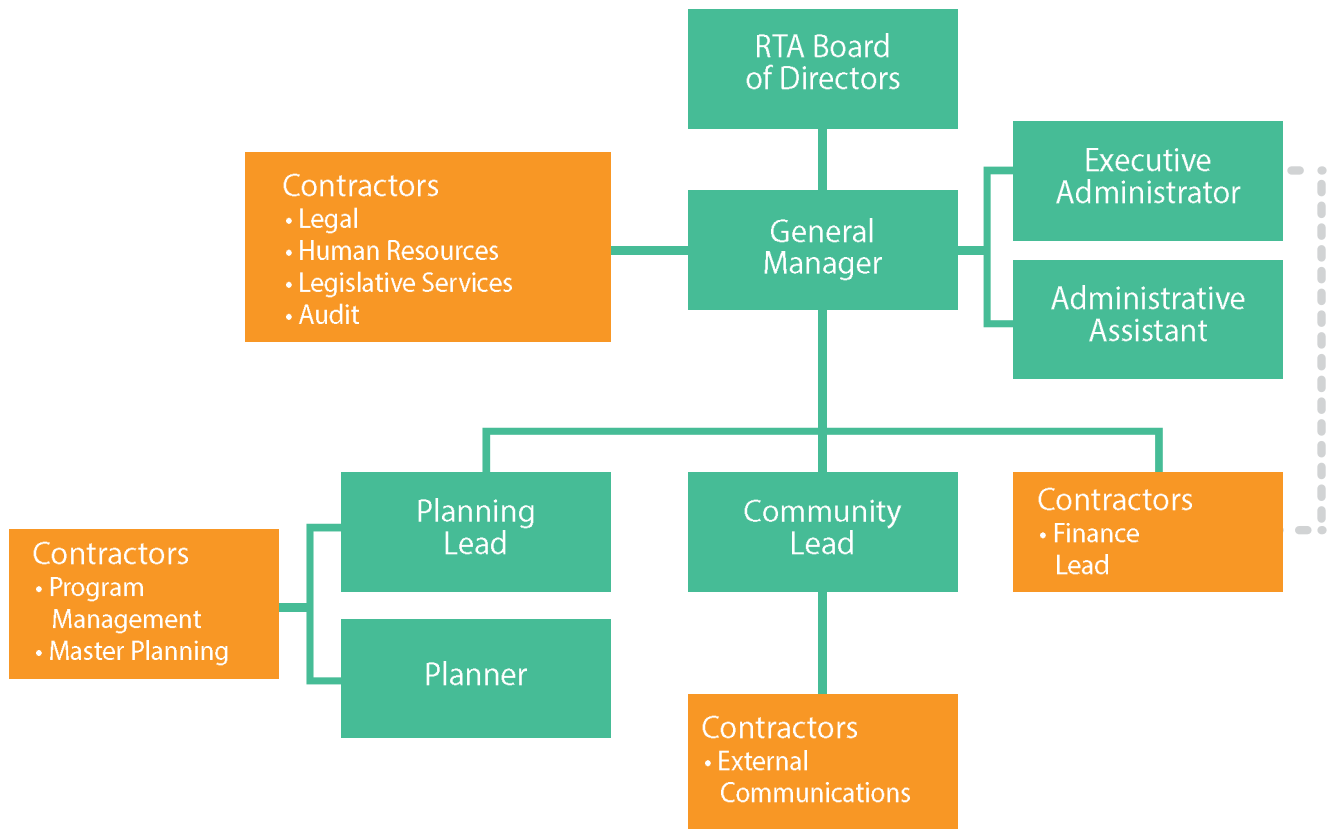
Task	Staff						
	General Manager	Planning Lead	Finance Lead*	Community Lead	Planner	Executive Admin	Admin Assistant
Human Resources	X					X	
Office Management					X	X	X
Board Coordination	X				X	X	X
Board Meetings	X	X	X	X	X	X	X
Provider Coordination	X	X			X		
PAC Meetings	X				X		
CAC Meetings	X	X		X	X		X
Advancing Equity	X	X		X	X		
Public Engagement	X	X		X	X		
Agency Communications	X			X	X		
Financial Operations			X			X	
Audit Coordination			X			X	
Government Relations	X	X		X			
Legal Services	X					X	
Grants Management		X	X		X	X	
Grant Prospecting	X	X		X			
Program Implementation**	X	X		X	X		

\*Staff is currently considering whether this role should be fulfilled by outside vendors that can provide more expertise for the agency.

\*\*Program Implementation is the category that includes the detailed initiatives.

# RTA WORK PLAN

Figure 1: Proposed RTA Organizational Chart



# RTA WORK PLAN

## Budget Forecasts and Financial Plan

RTA has forecast Administrative and Project Budgets for FY2022-26 based on secured and anticipated revenues, ongoing projects, operational needs, and initiatives introduced in the RMTP and prioritized in the work plan.

### Administrative Budget

#### Administrative Expenses

RTA administrative expenses are broken into three categories: 1) Staff, 2) Administrative Contracts, and 3) Expenses. Below are some items that staff is considering in each category:

#### Staff

Per the work plan year 1 priorities, increase staff to at least six total positions, targeting the following positions in FY2022:

- General Manager
- Planning Lead
- Community Relations Lead
- Staff Planner
- Maintain Executive Administrator and Administrative Assistant position; potential to reclassify duties into different positions

#### Administrative Contracts

- Bring on an additional contractor to manage financial operations (in-lieu of hiring additional Finance Staff).
- Maintain Program Management and Master Planning Services contract amounts through contract duration (September 2023); transition to an on-call planning contract that will allow staff to use services for larger initiatives like the administrative and full RMTP updates in FY 2024.

#### Expenses

- Budget for rent/utilities for an RTA office space.
- Budget for additional equipment costs to support additional staff.

#### Administrative Revenues

RTA has the following administrative revenues in place as of January 2022:

- \$296,683 in remaining funds from MDOT appropriation, SEMCOG Equity Planning Grant, CARES Act, and CRRSAA funds secured in previous fiscal years.
- \$400,000 in new MDOT appropriation.
- \$8,098,738 in funds from the American Rescue Plan Act (RTA ARPA).

In addition, RTA staff is targeting the following sources to support the Administrative Budget:

- Annual MDOT appropriations of \$400,000 for administrative expenses.
- 5% administrative set-aside from the upcoming 5310 programming to support the Call for Projects and the CHSTP update (~\$200,000). Staff is considering doing this on a four-year cycle to support program management and plan updates.
- Philanthropic funds to support a continuation and expansion of the government relations contracts and other strategic studies as needs.

The proposed Administrative Budget is laid out in Table 3.

# RTA WORK PLAN

Table 3: Administrative Budget FY2022-26

Administrative Budget						
	Current	Updated				
	FY2022	FY2022	FY2023	FY2024	FY2025	FY2026
<b>Administrative Revenues</b>						
Beginning Administrative Balance	300,000	300,000	7,354,607	5,732,737	3,889,702	1,972,986
MDOT Appropriation (FY2020)	55,186	55,186				
MDOT Appropriation (FY2021)	400,000	400,000	400,000			
SEMCOG Equity Planning Grant	32,000	32,000				
American Rescue Plan (5307)	8,098,738	8,098,738				
<b>Total Revenue</b>	<b>8,885,924</b>	<b>8,885,924</b>	<b>7,754,607</b>	<b>5,732,737</b>	<b>3,889,702</b>	<b>1,972,986</b>
<b>Administrative Expenditures</b>						
Staff	261,075	581,370	974,895	1,154,275	1,212,215	1,212,215
<b>Staff Expenses</b>	<b>261,075</b>	<b>581,370</b>	<b>974,895</b>	<b>1,154,275</b>	<b>1,212,215</b>	<b>1,212,215</b>
Directors and Officers Liability Insurance	14,264	14,264	14,692	15,133	15,587	16,054
Legal Services	75,000	75,000	77,250	79,568	81,955	84,413
Audit Services	20,000	20,000	20,600	21,218	21,855	22,510
External Communications	81,000	81,000	81,000	50,000	51,500	53,045
Legislative Services	36,000	36,000	37,080	38,192	39,338	40,518
Program Management Services	320,000	320,000	329,600	0	0	0
Master Planning Services	150,000	150,000	154,500	0	0	0
On-Call Planning Services	0	0	0	150,000	154,500	159,135
Financial Services	0	50,000	70,000	72,100	74,263	76,491
Public Engagement Initiatives	75,000	75,000	77,250	79,568	81,955	84,413
Survey Services	50,000	50,000	51,500	53,045	54,636	56,275
Other Contract	10,000	10,000	10,300	10,609	10,927	11,255
<b>Administrative Contracts</b>	<b>831,264</b>	<b>881,264</b>	<b>923,772</b>	<b>569,432</b>	<b>586,515</b>	<b>604,110</b>
Marketing/Printed Materials	25,000	25,000	25,000	25,000	25,000	25,000
Rent/Utilities	0	0	37,500	38,625	39,784	40,977
Other Insurance	683	683	703	703	703	703
Computer Hardware/Software	7,500	7,500	10,000	10,000	10,000	10,000
Phone Equipment and Service Fees	7,500	7,500	12,000	12,000	12,000	12,000
Office Supplies	2,500	2,500	2,500	2,500	2,500	2,500
Furniture	0	0	10,000	5,000	2,500	2,500
Meetings/Retreats	10,000	10,000	10,000	10,000	10,000	10,000
Travel/Professional Development	5,000	5,000	5,000	5,000	5,000	5,000
Subscriptions/Memberships	5,000	5,000	5,000	5,000	5,000	5,000
Board Reimbursements	3,000	3,000	3,000	3,000	3,000	3,000
Miscellaneous	2,500	2,500	2,500	2,500	2,500	2,500
<b>Administrative Expenses</b>	<b>68,683</b>	<b>68,683</b>	<b>123,203</b>	<b>119,328</b>	<b>117,987</b>	<b>119,180</b>
<b>Total Expenses</b>	<b>1,161,022</b>	<b>1,531,317</b>	<b>2,021,870</b>	<b>1,843,035</b>	<b>1,916,717</b>	<b>1,935,506</b>
<b>Remaining</b>	<b>7,724,902</b>	<b>7,354,607</b>	<b>5,732,737</b>	<b>3,889,702</b>	<b>1,972,986</b>	<b>37,480</b>

# RTA WORK PLAN

## Project Budget

### Project Expenses

RTA has the following funded initiatives that it is anticipating completing or substantially advancing in FY 2022:

**CHSTP Pilot (\$452,000)** This budget line is intended to fund a pilot project or software investment that advances a priority strategy from the CHSTP (aka the OnHand Plan).

**On-Demand Booking App (\$369,846)** This budget line is intended to fund the continuation of the On-Demand Mobile Booking App Pilot and SMART's QuickConnect Pilot.

**Regional Transit Technology Strategic Plan (\$125,000)** The purpose of this plan is to document all providers current technology stacks, the current marketplace of technology solutions, and how we can make the best investments to create long term investments that support the needs of transit riders.

The following initiatives are currently funded over multiple years or are part of RTA's base program that require non-administrative (i.e., Project Budget) funding:

**D2A2 Pilot (\$11,351,768)** This budget line covers the advancement and implementation of the D2A2 Express Bus service. The annual cost is approximately \$2,200,000. RTA will need to consider options for continuing to fund this service once the pilot funding is exhausted in December 2024.

**Regional Mobility Management (~\$400,000 annually)** This budget line is intended to cover the continuation of the Regional Mobility Management Program through September 2023. That program currently provides funding for the regional MyRide2 One Click/One Call service provided by the Area Agency on Aging 1-B. RTA will need to continue to provide 5310 funding support this project in future years.

**Coordinated Human Services Transportation Plan Update (\$400,000)** This budget line is intended to cover the mandatory updated of the CHSTP (aka The OnHand Study) to maintain compliance with federal 5310 guidelines. RTA will need to continue to provide 5310 funding support this project in future years.

### Project Revenues

The RTA has the following revenues dedicated to project-based initiatives in place as of January 2022:

- \$316,000 - FY2018 FTA Section 5307 Congestion Mitigation and Air Quality Program (CMAQ)
- \$452,000 - 5303 Metropolitan Planning Grant for the Coordinated Human Services Transportation Plan pilot projects
- \$369,846 - Michigan Mobility Challenge Pilot Project for the On-Demand Booking App Pilot
- \$5,373,593 - FY2021-2023 FTA Section 5307 CMAQ funds for the D2A2 service
- \$1,635,983 - MDOT Strategic Initiatives for the D2A2 service
- \$751,262 - FTA 5310 Enhanced Mobility for Seniors and Individuals with Disabilities and associated MDOT match funding for the MyRide2 service
- \$125,000 - MDOT Service Development and New Technology (SDNT) funds for a Regional Transit Technology Strategic Plan
- \$1,613,542 - planned FTA 5310 Enhanced Mobility for Seniors and Individuals with Disabilities funds to continue to support Regional Mobility Management and a future update to the CHSTP

The proposed Project Budget can be found in Table 4.



# RTA WORK PLAN

Table 4: Project Budget FY2022-26

Project Budget						
	FY2022	FY2022	FY2023	FY2024	FY2025	FY2026
<b>Project Revenues</b>						
Congestion Mitigation and Air Quality Improvement Funds (FTA/SEMCOG)	316,000	316,000				
5303 Metropolitan Planning Grant (MDOT)	452,000	452,000				
Michigan Mobility Challenge Grant (MDOT)	369,846	369,846				
5310 (FTA) and State Match	370,080	370,080				
Service Development and New Technology (MDOT)	125,000	125,000				
<b>D2A2</b>						
Congestion Mitigation and Air Quality Improvement Funds (FTA/SEMCOG)	2,000,000	2,000,000	2,000,000	1,373,593		
Services Initiatives (MDOT)	500,000	500,000	500,000	343,398		
D2A2 Fares		129,571	219,941	226,239		
D2A2 Rollover			786,049	925,396	606,232	
<b>Planned Revenues</b>						
5310 (FTA) and State Match				792,618	404,396	416,528
<b>Total Revenue</b>	<b>4,132,926</b>	<b>4,262,497</b>	<b>3,505,990</b>	<b>3,661,244</b>	<b>1,010,628</b>	<b>416,528</b>
<b>Project Expenses</b>						
Coordinated Human Services Transportation Plan Pilot	452,000	452,000				
On-Demand Booking App (Michigan Ride Paratransit)	369,846	334,846				
D2A2 Express Bus Pilot	2,500,000	2,159,522	2,199,412	2,262,394	2,330,266	2,400,174
Regional Mobility Management	370,080	370,080	381,182			
Regional Transit Technology Strategic Plan	125,000	125,000				
QuickConnect Pilot		35,000				
<b>Planned Expenses (Core Services)</b>						
CHSTP Update				400,000		
Regional Mobility Management				392,618	404,396	416,528
<b>Total Expenses</b>	<b>3,816,926</b>	<b>3,476,448</b>	<b>2,580,594</b>	<b>3,055,012</b>	<b>2,734,662</b>	<b>2,816,702</b>
<b>Remaining</b>	<b>316,000</b>	<b>786,049</b>	<b>925,396</b>	<b>606,232</b>	<b>-1,724,034</b>	<b>-2,400,174</b>

# RTA WORK PLAN

## Additional Initiatives

RTA is considering additional initiatives that advance the RMTP and support the region's providers. These initiatives could be funded through set-asides, competitive grants, or other sources:

- **Regional Corridor Strategic Investment:** Following a staff-led strategic overview of regional corridor opportunities, this project would support the development of environmental planning, preliminary engineering, small capital investments, or potential pilots for transit priority design treatments on identified corridors.
- **Regional Fare Modernization:** After staff completes a strategic overview of advancing fare modernization, this project would support the implementation of certain elements of an integrated fare system.
- **Workforce Development Framework:** After staff completes a strategic overview and proposal of options to assist the providers with workforce attraction and retention, this project could support an investment in marketing, incentives, or additional research.
- **Bus Stop Strategic Plan:** RTA completed the Mobility Oriented Development study in December 2020. The study included a series of recommendations for improving access to transit stops and leveraging transit stops as hubs that integrate mobility and development. This project would initiate a larger study to identify and improve priority transit stops through the region and provide funding for making some of those improvements.
  - **Access to Transit/Mobility Hub Projects:** As a direct result of the Bus Stop Strategic Plan, the RTA would look for opportunities to invest in stop upgrades to provide a safer and more pleasant experience for transit riders.
- **Zero-Emission Bus Fleet Transition Strategy:** The Bipartisan Infrastructure Law requires applicants to FTA's Low or No Emission Program to submit a zero-emission fleet transition plan to be eligible for funding. This project would develop a regional transition plan that would help providers set collaborative emissions reduction goals, ensure they are prepared to operate and maintain new buses, and become eligible to pursue federal funding for them.
- **Strategic Service Pilots:** RTA and the providers have been very successful in securing funding for service pilots. There are many potential options for expanding pilots, creating new partnerships, and testing new services. RTA's priority focus is to pilot service in areas that are not currently served by transit geographically or temporally, or areas where small expansions and partnerships would address job access equity issues (e.g., job shuttles, late night services, new express bus routes).

# RTA WORK PLAN

## Financial Plan for Additional Initiatives

Staff is targeting the following funding sources to support the additional, as-yet unfunded initiatives in the Project Budget. Notably, this is just a brief overview of funding options. RTA intends to be entrepreneurial in searching out new and different types of funding as it grows partnerships throughout the region.

- Regional ARPA - \$24 million in ARPA funds set aside by RTA, which is to be used to advance regional initiatives in coordination with the transit providers.
- SDNT – Approximately \$150,000 may be secured annually through this MDOT competitive program. Funding can be considered for smaller planning studies like the Bus Stop Strategic Plan and the Zero-Emission Fleet Transition Plan.
- Existing Federal Formula and Annual Competitive Programs – There are several existing programs, like CMAQ, that the RTA has been very successful in leveraging for pilot projects. We will continue to work with our funding partners to prioritize regional transit initiatives for this funding.
- Additional Federal Competitive Grants – There are several opportunities at the federal level to secure planning, pilot, project development, and capital funding. Examples include, but are not limited to, the RAISE Planning and Capital grants, Innovative Coordinated Access & Mobility Pilot Program, Technical Assistance and Workforce Development, Pilot Program for Transit-Oriented Development Planning, and Public Transportation Innovation. These are all highly competitive programs that require solid partnerships and concentrated advocacy to secure funding.
- Capital Improvement Grant (CIG) – CIG is a highly competitive program that funds most bus rapid transit corridor projects in the United States. The average CIG grant for bus rapid transit projects is approximately \$60 million. Local/state match averages approximately 50% with smaller cost projects averaging closer to 75%. As an example, The Rapid (Grand Rapids) recently received \$56.41 million for its \$72.76 million Laker Line bus rapid transit project. The remaining funding was provided by the state and the Rapid general fund. RTA would need to fund preliminary planning, environmental, and design work to qualify for this funding.