

FINAL REPORT

January 10, 2018

Regional Transportation Advisory Subcommittee

Cuyahoga County Council Regional Transportation Subcommittee

Dan Brady, President, Cuyahoga County Council

Committee Members:

Dale Miller, Cuyahoga County Councilperson, District 2, Chairperson

Yvonne M. Conwell, Cuyahoga County Councilperson, District 7, Vice-Chairperson

Jose Feliciano, Jr., Greater Cleveland Regional Transit Authority

Grace Gallucci, Executive Director, Northeast Ohio Area Coordinating Agency (NOACA)

Claire Kilbane, Cuyahoga County Planning Commission

John Mitterholzer, Gund Foundation

Perry B. Osbey, Amalgamated Transit Workers Union

Marionette Richardson-Scott, Cuyahoga County Planning Commission

Akshai Singh, Clevelanders for Public Transit

Office of Cuyahoga County Council

Joe Nanni, Chief of Staff

Kahlil Seren, Policy Analyst

Janine Carter, Deputy Clerk

Michael King, Staff Attorney

Ashley Johnson, Assistant Deputy Clerk

Table of Contents

Cover Page	1
Committee Roster	2
Table of Contents	3
Executive Summary	4
Introduction	8
Committee’s Recommendations and Actions During 2018-9 State Budget Process....	11
Briefing Meeting with County Executive Armond Budish	16
Research Findings	17
Recommendations	33
Conclusion	44
Appendix 1: Resolutions and Letters Regarding MCO Sales Tax	46
Appendix 2: Resolutions Regarding Transportation Bill Funding	58
Appendix 3: Outline of Presentation to Executive Armond Budish on May 16, 2017 ...	60
Appendix 4: Summary of Fare Changes, 2016-2019	62
Appendix 5: Public Transportation Successor Organization Participants	66
References	68
Acknowledgements	70
Endnotes	72

Executive Summary

Public transportation is one of the most essential public services. People require public transportation to get to work, school, medical appointments, recreation, and other activities. Public transportation is vital to both our social and economic well-being. In response to the high importance of public transportation and persistently low and declining levels of state and federal support, Council President Dan Brady created the Regional Transportation Advisory Subcommittee (hereinafter “the Committee”) to make recommendations on how to improve public transportation advocacy and how to improve the quality, accessibility, and efficiency of public transportation through local action. The Committee met from December 2016 through December 2017 and issues this final report on its activities and recommendations.

The Committee made advocacy recommendations throughout the state FY 2018-9 budget process. Advocacy focused primarily on replacement of lost Medicaid Managed Care Organization (MCO) Sales Tax, state General Revenue Fund (GRF) allocations, and allocations from federal funds for public transportation in the state Transportation Bill. Despite advocacy efforts, results continued the pattern of inadequate support for public transportation. The Ohio Legislature approved replacement of lost MCO Sales Tax revenue, but only a temporary transitional replacement for one year and part of a second year. Federal “flex” funds allocated for public transportation were increased by \$10 million per year. The GRF allocation for public transportation declined slightly. The result is that the Greater Cleveland Regional Transit Authority (GCRTA) faces a catastrophic \$20 million annual loss in revenue, starting in 2019.

The Committee heard a presentation by Carol Caruso on efforts underway to improve the advocacy environment by gaining the support of business leaders and Chambers of Commerce.

The Committee also did research regarding local action in support of public transportation. The national Transit Center made a presentation which emphasized system redesign and a close working relationship with local governments on issues such as location of economic development, signal priority, traffic flow, zoning, and parking. We also heard presentations on senior/disabled transportation needs, transportation demand planning, and commuter assistance.

The Committee's key recommendations, succinctly summarized are as follows:

1. Create a new high-level public transportation advocacy organization led by our community's highest-level leaders from the political, business, labor, foundation, non-profit, and health care communities with broad-based public input. We also recommend that the scope of an existing County Council standing committee be expanded to include public transportation.
2. Give priority in future advocacy efforts to creation of a permanent, sufficient, dedicated funding source for public transportation and/or permanent replacement of lost MCO Sales Tax revenue.
3. Directly or through collaboration, obtain advocacy representation in Washington, DC.
4. GCRTA should explore system redesign, technology advancement, process analysis, and greater collaboration with local municipal governments as possible avenues to improving operating efficiency, but such efforts are not likely to replace a significant portion of the lost MCO Sales Tax revenue.

5. If the Ohio Legislature does not provide a more permanent replacement of lost MCO Sales Tax before or through the next biennial budget, GCRTA should consider requesting voter approval of property tax millage or a 0.1% increase in the sales tax to replace the lost revenue and maintain service levels.
6. GCRTA could also consider new revenue sources such as a property tax, transportation district employer tax, parking tax, or transportation tax.
7. We believe that fares are already high and cannot be further increased. Going forward, fare reduction should be a major goal, and any increase in tax revenue should be accompanied by a reduction in fares.
8. Recognizing the high cost of paratransit services due to individual scheduling, GCRTA should conduct an open-ended, creative, and collaborative process to find ways that these services may be provided more cost-effectively.
9. Cuyahoga County should increase awareness of how its actions can enhance or inhibit public transportation effectiveness and take supportive action in areas such as location of economic development and place-making projects, location of road and bridge process, location of housing and demolition activity, support for downtown Cleveland residential development, commuter assistance, and making senior citizen assistance and planning resources available.
10. Through its Office of Regional Collaboration, the County should encourage the City of Cleveland and other municipal governments to work in close co-operation with GCRTA on issues such as location of economic and community development projects, zoning, parking, traffic flow, and signalization. Regional Collaboration

could also assist in facilitating collaboration among public transportation systems in the region on cross-county service.

Introduction

Recognizing the long-term reductions in state and federal support for public transportation and the importance of public transportation to the social and economic well-being of our community, Cuyahoga County Council President Dan Brady created the Regional Transportation Subcommittee (hereinafter “the Committee”) as an Advisory Subcommittee to the Council’s Committee of the Whole. The primary purpose for which the Committee was established was to make recommendations as to how Cuyahoga County government could be more effective in improving public transportation in Cuyahoga County and the region.

It was envisioned that the Committee would consider ways to improve collaborative efforts in state and federal advocacy but also to focus particularly on actions that could be taken at the local level to improve public transportation quality, accessibility, and effectiveness. Creation of the Committee resulted both from public activism from sources such as Clevelanders for Public Transit and from recognition by the Council that this is an important topic in which Cuyahoga County should be actively involved.

The Committee was created on a time-limited basis with direction to complete its work by December 31, 2017. The first meeting was held on December 9, 2016, giving the committee a lifetime of just over one year. As an Advisory Subcommittee, its intended role was to make recommendations to the Committee of the Whole and through the Committee of the Whole to Cuyahoga County government generally regarding what Cuyahoga County should do to enhance public transportation in Cuyahoga County and the region.

This Committee was the first one created under County Council’s Advisory Subcommittee Rule, which allows for the creation of an official advisory committee that may include members

of both County Council and the general public. The Committee was designed to be small enough for focused effort while providing diverse perspectives from people with expertise in a variety of areas relating to public transportation. The Committee was constituted as follows:

Dale Miller, County Councilperson, District 2, Chairperson

Yvonne Conwell, County Councilperson, District 7, Vice-Chairperson

Jose Feliciano, Jr., Regional Transit Authority

Grace Gallucci, Executive Director, Northeast Ohio Area Coordinating Agency

Claire Kilbane, Cuyahoga County Planning Commission

John Mitterholzer, Gund Foundation

Perry B. Osbey, Amalgamated Transit Union

Akshai Singh, Clevelanders for Public Transit

Mid-year, Ms. Kilbane retired and was succeeded by Marionette Richardson-Scott, also representing the County Planning Commission.

Kahlil Seren, Janine Carter, and Ashley Johnson of the Office of County Council served as staff to the committee.

In practice, the Committee acted in five ways as follows:

1. The Committee made a series of specific advocacy recommendations during the FY 2018-9 Ohio budget process.
2. The Committee did a limited amount of direct advocacy work on state budget issues.

3. The Committee's leadership met with County Executive Armond Budish to brief him on the work of the Committee.
4. The Committee took some initial steps toward development of a summit-level organization for ongoing advocacy on behalf of public transportation in Cuyahoga County and the region.
5. The Committee issued a comprehensive set of recommendations regarding public transportation as part of this final report.

Each of these items is discussed in detail in the sections that follow.

The Committee's Recommendations and Actions during the FY 2018-9 State Budget Process

The Committee was constituted just a couple months before the Ohio Legislature started its work on the Fiscal Year 2018-9 State of Ohio budget. Therefore, the Committee spent much of the early part of its work preparing recommendations to the County for advocacy action during the State budget process, which ran from February through June of this year, with an extension due to the consideration of action regarding vetoes by the Governor.

The Committee focused on three major questions during the budget process. By far, the largest issue considered was the impending permanent loss of sales tax revenue from Medicaid Managed Care Organizations (MCOs), which was expected to impact the Greater Cleveland Regional Transit Authority (GCRTA) to the extent of approximately \$20 million per year.ⁱ The two other issues considered were funding for public transportation in the State Transportation Bill and General Revenue Fund (GRF) funding for public transportation in the biennial operating budget.

Local governments and transportation systems received a boost in September 2009, when the state applied the sales tax to the services performed by Medicaid MCOs. Any entity, including GCRTA and Cuyahoga County government, which has a "piggy-back sales tax" on the state sales tax received additional revenue as a result. This benefit was increased in subsequent years through the addition of pharmacy services and the federal expansion of Medicaid, so that by 2017, Medicaid MCO Sales Tax was providing 10-11% of all sales tax revenue in Cuyahoga County and up to 25% in some small rural counties.ⁱⁱ However, the federal Centers for Medicare and Medicaid Services (CMS) ruled in 2015 that states could not tax Medicaid services in this way unless the tax was applied much more broadly. They did give

states until the end of their next budget cycle to comply, which Ohio was able to delay until June 30, 2017.

Discussions at the state level were starting to determine what kind of relief might be provided to help compensate for the loss of MCO Sales Tax funds. The first concern that the Committee had was that Governor Kasich, and/or the Legislature might create a response that was helpful only to counties and not public transportation system or did not assist public transportation systems on an equal basis with counties. Knowing that Governor Kasich was due to present his recommended budget to the Legislature at the beginning of February 2017, the Committee passed a resolution on January 5, 2017, urging that Cuyahoga County advocate to the Governor to ensure that any solution regarding MCO Sales Tax respond to the needs of public transit systems as well as counties. The members of the Committee signed and sent a letter to Governor Kasich expressing the same concern. In his recommended budget, Governor Kasich proposed a solution which did respond to the needs of counties and public transportation systems equally but only provided for transition payments equal to approximately one year of lost revenue, rather than a permanent replacement.

The Committee passed a resolution on February 14, 2017, expressing support for the temporary funding replacement legislation but also advocating that the Legislature create a permanent replacement. The budget bill passed the House and Senate with only temporary replacement language. However, the Conference Committee included in the final version of the budget bill a provision advanced by Senator Matt Dolan to provide an eight-year replacement of lost MCO Sales Tax revenue to counties and public transportation systems, funded by an additional increase in the franchise fee on Health Insuring Corporations. The

provision was vetoed by Governor Kasich. On July 6, 2017, the Ohio House voted 87-10 to override Governor Kasich's veto of this provision. The Committee passed a resolution on July 11, 2017, recommending that Cuyahoga County urge Ohio State Senator's to join the House in overriding the Governor's veto. The Committee then sent a letter, dated August 9, 2017, signed by a substantial list of supporting public officials, to all Ohio Senators, urging them to override the Governor's veto. However, the Senate delayed taking any action, and as of this writing, they have not voted to override the Governor's veto of this provision. In lieu of such action, a round of negotiations among legislative leaders, the Governor's Office, and stakeholders took place. A tentative agreement was reached, in which additional transition payments of \$50 to \$80 million would be made in Fiscal Year 2018 and/or 2019. These payments would amount to 24% to 38% replacement of a year of lost revenue. After taking no action for some time, the Legislature implemented the agreement by inserting it into House Bill 69, which was passed by the Legislature on December 13, 2017, and signed by Governor Kasich on December 22, 2017, just as the final edits on this report were being completed. The legislation provides an additional \$50 million in transition payments in FY 2018, and if there are sufficient unencumbered funds as of June 30, 2018, an additional \$30 million in FY 2019. GCRTA may expect to receive an additional \$5 million to \$8 million.

While this development suggests that it is unlikely that a long-term or permanent replacement of lost MCO Sales Tax revenue will be approved in the current session of the Ohio Legislature, the Committee believes that this is still a live issue for the next session and the next biennial budget bill, especially considering that Ohio is certain to have a new Governor at that time. The Committee sent a letter in October 2017, to the ten known candidates for Governor

of Ohio, asking for information regarding their position on permanent replacement of lost MCO Sales Tax revenue and their position on public transportation funding generally. As of this writing, State Senator Joe Schiavoni is the only candidate who responded. He indicated support for a long-term replacement of MCO Sales Tax revenue for local governments and public transportation systems. The Committee resolutions and letters and the response letter from State Senator Joe Schiavoni regarding the replacement of lost MCO Sales Tax revenue are provided in Appendix 1.

While the MCO Sales Tax issue took center stage, the Committee also considered issues related to general funding levels for public transportation on the State Transportation Bill and the Biennial Operating Budget. State General Revenue Fund (GRF) support for public transportation on Ohio has declined precipitously from the already insufficient amount of \$45.6 million in 2002 to \$7.3 million per year in Fiscal Year 2016-7. The Governor's proposed FY 2018-9 budget called for a further reduction in GRF support to \$6.5 million per year; however, the Governor's proposed Transportation Budget did recommend that the allocation of Federal "Flex" funds for public transportation be increased from \$20 million per year to \$30 million per year.ⁱⁱⁱ The proposed increase in "flex" funds was certainly a welcome development; however, it was noted that these funds are primarily limited to capital expenditures and have other restrictions, making them less useful than general revenue funds.

The Committee passed a resolution on February 14, 2017, urging Cuyahoga County to advocate that the "flex" fund allocation be further increased from \$30 million to \$50 million per year and that the GRF allocation be increased from the proposed \$6.5 million per year to \$12.5 million per year. It was noted that this package, combined with the proposed MCO Sales Tax

transition payments, would have provided some overall increase in public transportation funding during the FY 2018-9, providing a start in the right direction toward greater state support for public transportation.

In March 2017, the Ohio Senate included a provision in the Transportation Bill to earmark \$15 million in each of FY 2018 and 2019 from the \$80 million Volkswagen legal settlement for public transportation.^{iv} The Committee passed a resolution on March 23, 2017, urging Cuyahoga County to advocate with the legislature retain the earmark in the final Conference Committee version, and if it were retained, to advocate with Governor Kasich to approve the provision.

Despite these efforts, the as-introduced funding levels for both the Federal “flex” fund and the GRF support became the final version. The earmark from the Volkswagen settlement was not retained by the Conference Committee. The resolutions regarding the Transportation Bill and the GRF funding for public transportation are provided as Appendix 2.

Briefing Meeting with County Executive Armond Budish

On May 16, 2017, Councilman Dale Miller and Kahlil Seren met with County Executive Armond Budish and provided a briefing on the work of the Committee. An outline that was used for the briefing is provided as Appendix 3. The full briefing document is available from the Office of Cuyahoga County Council.

Research Findings

1. Significance of Public Transportation

High quality, accessible public transportation is essential for social and economic well-being in our community. Cuyahoga County residents depend on public transportation to get to work, school, medical appointments, recreation and other activities. Public transportation also plays a vital role in reducing economic and social disparities by making transportation much more widely available than it would be otherwise. Public transportation is also vitally important to various kinds of emergency response requiring mass evacuations. Two trends are increasing the need for improvements to our public transportation system. One is the growing senior population and the growing need for transportation to and from medical appointments. The second is that in the last 50 years, many businesses have located to areas such as Solon, Twinsburg, Independence, and Brecksville, which are not as accessible using the existing public transportation system as locations in or near downtown Cleveland. The recent inclusion by Amazon.com of public transportation capability as a major decision factor for the selection of their second headquarters facility is another example of the large and growing significance of public transportation.

2. State & Federal Funding Environment

There are four main sources of public funding for public transportation in Ohio—direct Federal allocations for capital expenditure, Federal Transportation “Flex” Funds, the State General Revenue Fund (GRF) allocation, and local sales taxes. As an additional possible source, it is possible that some funding for public transportation could be provided through the Volkswagen Settlement. The Draft Mitigation Plan for the use of these funds, released by the Ohio EPA on December 7, 2017, proposed that 45-50% of the funds be used to replace or

repower fleet trucks and busses and named Cuyahoga County as one of 14 highest priority counties.^v

Not only has Ohio historically provided state support for public transportation that is among the lowest of all 50 states, the state GRF allocation has steadily declined from an annual allocation of \$45.6 million in 2002 to its current level of \$6.5 million. This low level of funding is modestly offset by the use of local permissive “piggy-back” sales taxes as a revenue source, but the overall funding picture is not sufficient to address effectively the public transportation needs of this state. The loss of MCO Sales Tax revenue with no current plans for ongoing replacement recently created an additional very significant setback for public transportation funding. MCO Sales Tax accounted for approximately 10% of all local sales tax revenue in Cuyahoga County in the year prior to its expiration. This weak and declining revenue picture has continued despite advocacy efforts to reverse it. Clearly, new and more effective approaches to public transportation funding advocacy will be required to bring about an improved funding picture.

The Federal public transportation picture is uncertain at best. While Federal funding for public transportation was historically available for both capital and operating costs, such funding has not been available for operating costs since 1997.^{vi} The trend in overall federal support for public transportation has been one of gradual decline. While the Trump Administration has announced plans for a \$1 trillion investment in American infrastructure, it remains unclear whether and to what extent public transportation would be included, how the program would be funded, and whether there is Congressional support.

3. Current Status of Public Transportation Advocacy in Northeast Ohio

The weak funding results from this year's state budget process occurred despite considerable advocacy efforts. The Ohio Public Transit Association statewide, Clevelanders for Public Transit locally, GCRTA Director Joe Calabrese, County Executive Armond Budish, and Cuyahoga County's professional representatives in Columbus, Rob Zimmerman and Rachel Winder, all contributed to the advocacy effort. In addition, some direct advocacy work was done by this Committee and its members.

Despite these efforts, several weaknesses in our advocacy efforts are apparent. First, advocacy for public transportation by the business community is in a very nascent stage, despite the longstanding importance of public transportation for attracting and keeping quality employees. Such involvement is essential to obtaining a bipartisan consensus in Ohio for greater support for public transportation. Second, the effort has not achieved the critical mass of public support needed to create widespread participation from the region's major organizations and institutions. Third, the advocacy work was mostly done quite independently without overall coordination and collaboration. Fourth, there was not much collaborative effort among different regions of the state. While low and declining funding for public transportation is persistent in Ohio, correction of these weaknesses could lay the foundation for better outcomes in the future.

In addition to the weaknesses noted in the state advocacy area, there is little advocacy work being done at the federal level. Cuyahoga County does not have a contract for representation in Washington, D.C., as we do in Columbus.

4. Greater Cleveland Regional Transit Authority (GCRTA) funding options

GCRTA has a general fund budget in 2017 of \$312 million, of which \$268 million is spent on operations and \$44 is dedicated to capital improvements. GCRTA's one percent sales tax provides about 70% of revenue, totaling \$219 million in 2016. Fares provide 16% of revenue, and state and federal sources provide most of the remainder.^{vii} Since MCO Sales Tax accounts for 10% of all sales tax revenue in Cuyahoga County, the impact of the loss of MCO Sales Tax for GCRTA will be approximately \$20 million per year. This is clearly a very large impact, considering that GCRTA is already operating under serious financial constraints that required action in 2016 to raise fares and slightly reduce service with the need for this action being totally unrelated to MCO Sales Tax. The state's temporary MCO Sales Tax replacement will fill most of this gap for a short time; however, this funding will run out in early 2019.

One proposal that has been made to deal with this revenue loss, both locally and for counties and public transit systems statewide is to tap the state's \$2 billion Rainy Day Fund to provide a full replacement of lost revenue in FY 2019, in addition to the essentially full replacement already provided for in FY 2018. A full year replacement can be done for about \$207 million. This would keep counties and public transportation systems whole, or nearly so, until the next state biennial budget goes into effect, providing time to find a more permanent solution. Desirable as such an outcome would be, it seems unlikely, given that the stakeholder negotiations over the Dolan Amendment produced a much smaller agreement.

Regardless of any short-term considerations, there would seem to be eight major options to address this revenue loss on a permanent basis, five of which could be done locally and three of which would depend on intergovernmental cooperation:

A. Cuyahoga County voters could be asked to increase the local sales tax. The State of Ohio recently passed legislation that will allow a sales tax increase to be requested in increments of one-tenth of one percent, rather than the current one-quarter, effective July 1, 2018. An increase of one-tenth percent would generate about \$20 million per year in additional revenue, approximately offsetting the loss in revenue from MCO Sales Tax.

B. GCRTA does not levy a property tax, but is authorized under state law to levy property taxes of up to five mills for up to ten years at a time, with voter approval.^{viii} One mill would be sufficient to replace the lost revenue with some remainder for enhancement of service.

C. GCRTA could also consider new sources of revenue, if done in an equitable manner.

Possibilities could include a transit district tax on employers within the district, a parking tax, and a tax on other forms of transportation such as taxis or Uber, with the revenue dedicated to GCRTA. All of these alternatives would require cooperation from other governments and/or approval from the state legislature.

D. The fourth local option would be to increase fares. However, a Paul Reynolds study for Value Penguin, using 2015 data, indicated that Greater Cleveland already had the second highest public transportation cost for cities of comparable size.^{ix} In addition, GCRTA implemented fare increases in 2016 and will implement another round of fare increases in August 2018. A summary of the fare changes is shown as Appendix 4. These increases resulted from general budgetary pressures and were unrelated to the future loss of Medicaid MCO Sales Tax revenue. Since fares constitute only 16% of RTA's revenue, fare increases would have to be very large to replace the expected loss in revenue from Medicaid MCO Sales Tax. Increases in fares of this size would almost certainly result in drastically reduced ridership, cancelling out much of any

gains in revenue and undermining RTA's mission to provide accessible, affordable public transportation.

E. The fifth local option is to reduce expenses. It is possible that some reductions could be achieved through technological and strategic improvements. Some systems have achieved considerable gains in effectiveness by redesigning their systems to focus on a smaller number of well-connected high-frequency routes. However, because of inherent geographical improvements and the fact that GCRTA has gone through a series of system redesigns over its lifetime, the prospects for significant gains here through this approach seem limited. This issue will be discussed in further detail later in this report. Therefore, it is almost certain that resolving the revenue loss through expense reduction would result in drastic reductions in service, again defeating RTA's purpose.

F. The first of the intergovernmental solutions is to engineer a significant and general reversal of seriously inadequate public transportation funding policies at the state and/or federal level. Later in this report, we will offer some suggestions on how this might be attempted, but given the persistence of both unfavorable funding levels and trends, it is a daunting task.

G. The second intergovernmental solution would be for Governor and the State Legislature to create a permanent mechanism for replacement of lost MCO Sales Tax. While the legislative process that is currently in place clearly suggests that only temporary transitional assistance will be provided, this policy may certainly be revisited, most likely in the next session of the Legislature, under a new Governor's administration. Reasonable doubt has been raised as to whether the solution can be as simple as increasing the Health Insuring Corporation tax by enough to cover the local revenue losses as well as the state's. The federal authorities have

generally not approved the tax for other states at the level that would be required. Eric Johnson, representing GCRTA, recommended that the State use Rainy Day Funds to replace lost MCO Sales Tax revenue, starting in FY 2019; however, even if such action were initiated, it may not be sustainable long term. Such action would certainly be very helpful for FY 2019, and it would provide time for a more creative long-term solution to be developed in the next legislative session.

H. The final intergovernmental solution would be to develop a dedicated funding source for public transportation at the state level. Such action would be independent of the MCO Sales Tax revenue loss issue and would be designed to provide a more general solution to the problem of historically low state support for public transportation in Ohio. The initial stages of new efforts to generate support for such a solution are underway, and will be discussed later in this report.

5. Bus Traffic through Public Square

During the early part of the Committee's work, a dispute was in progress between GCRTA and the City of Cleveland over whether Public Square would be open to bus traffic following completion of the Public Square renovation. Members of the public addressed the committee and stated that accessibility of buses at Public Square is necessary both for public safety and high-quality service. While the Committee served primarily as a sounding board and did not take a position as a body on the issue, we are pleased that the parties recognized the importance of bus traffic through Public Square and reached a solution allowing for such traffic on key routes. The solution also prevented the possible imposition of federal penalties.

6. Senior and Disabled Transportation and Paratransit

On March 23, 2017, the Committee held a meeting which focused on the transportation needs of the senior and disabled community. There is no question that needs in this area are growing. There is a strong and growing need for transportation to medical appointments. As senior citizens are staying healthier and living longer and disabled persons are achieving greater success at accommodation, there is a growing need for transportation for work, volunteer activities, shopping, and recreation.

The main concerns about paratransit services are related to routing. Rides are generally limited to routes that are within Cuyahoga County and have starting and ending points that are near existing fixed line bus and rail routes. An increasing number of medical appointments are taking place at locations outside Cuyahoga County where paratransit service is generally not available. Rides are also sometime not available at the times needed. There were also anecdotal reports of rides not consistently arriving at the scheduled time. The concern expressed by GCRTA is that paratransit is by far the most expensive service they provide because rides have to be provided on an individual basis and lack economies of scale.

7. Emergency Planning and Management

The March 23, 2017, Committee meeting also focused on the important role that public transportation has in emergency planning and management. In the event of the need for mass evacuation, people without access to personal vehicles would depend on public transportation to evacuate. In addition to neighborhood residents without vehicles, this would particularly include people living in hospitals, nursing homes, residential treatment facilities, and jails.

Planning would need to include identification of who would need to be so transported, where they would congregate to be picked-up, how they would get to the starting point, what their transportation end points will be, where they would stay temporarily after they are transported, and how they would get from the transportation end-point to their temporary living quarters. In addition, there would need to be advance communications to educate people about what to do should such an emergency arise. To the best of our knowledge, some work in this area has been done in cooperation with Cuyahoga County's Office of Emergency Management, but there needs to be more communication with the public, especially those particularly dependent on public transportation, on what to do in the event of an emergency requiring mass evacuation.

8. Transit Center Presentation

The Transit Center is a national grant-making and advocacy organization, dedicated to improving public transportation, headquartered in New York City. We contacted the Transit Center because we felt that they could provide suggestions on ways that public transportation in Cuyahoga County could be improved without achieving major improvement in the funding picture. The Transit Center conducted a public forum on public transportation improvements at the Market Garden in Cleveland on the evening of April 5, 2017. The following day, Mr. Jon Orcutt, Director of Communications and Advocacy for the Transit Center, provided a summary of their most important findings and recommendation to the Committee, as follows.^x

A. The two most important factors by far that affect ridership are how frequently the bus comes and how long it takes for the bus to get to its destination. The frequency required for

bus transportation to be attractive to riders is for busses to arrive at least every ten to fifteen minutes. This provides sufficient frequency that people are able to arrive at the bus station at whatever time works for them and wait for the bus, as opposed to having to pay close attention to schedules. Other factors, such as new vehicles, bus amenities, bus station amenities, free Wi Fi, and real-time bus arrival information are far less important, compared to frequency and trip time.

B. Several public transportation systems have redesigned their systems to respond to the desire for greater frequency. The basic approach has been to focus on a smaller number of high frequency routes, designed so that they intersect with each other to form a grid and connect well to the rail system. Service on the priority routes is increased to bring the frequency of buses to 10-15 minutes or less while service is reduced on the non-priority routes. Systems that have implemented this program have been able to increase ridership and better serve the public without increasing their operating cost.

C. Efforts to decrease the time needed for busses to reach their destination focus on bus lanes and signal prioritization. Consideration is also given to increasing the distance between bus stops. It is not uncommon for the distance between stops in European cities to be equivalent to a five to ten-minute walk, but stops are usually placed much closer together in American cities.

D. Public transportation systems should view commercial services such as Uber as potential partners, rather than competitors. Such services can help fill gaps in the public transportation system, such as getting people to the bus or rail station when it is not close, getting people

from the bus or rail station to their destination, and providing rides during off-hours that the public transportation system cannot cover at reasonable cost.

E. The relationship between the public transportation system and the principal host city in which it operates is vitally important. The municipal government makes decisions regarding parking, zoning, traffic flow and signalization, and economic development which have significant impacts on how effectively the system can operate and how many people have easy access to the system. Developing a close working relationship between the public transit system and the host city is well worth the time and effort.

F. Mixed use developments should be located close to the stations of the rail system. Such location allows many more people to use public transportation to get to the homes, place of employment, shopping, and recreation. Locating economic development projects in remote areas farther away from public transportation creates situations in which either large numbers of people must do without public transportation services or service must be extended to them, expanding costs for infrastructure and operations.

G. Municipal governments should be encouraged to review parking policies in consideration of the choice that people make between using personal or public transportation. Parking that is too accessible and too cheap discourages use of public transportation and creates traffic congestion. During business hours when public transportation is highly accessible and traffic congestion is high, it makes sense for parking to be more expensive. During non-business hours when the reverse is true, lower parking rates make sense. Municipal governments, working together with the business community, may also have opportunities to favor designs for major

venues which give priority to proximity to public transportation over the creation of large parking lots.^{xi}

GCRTA followed up on the presentation by sending a representative to a conference on system redesign that was conducted by the Transit Center during the summer of 2017.

9. GCRTA should carefully consider the feasibility of alternative sources of revenue, such as the transit district tax, parking tax, and tax on other modes of transportation as presented in the research findings section, provided that the tax is structured in an equitable manner than does not primarily impact low-income residents. These alternatives probably do not have the potential to raise sufficient revenue to replace the lost MCO Sales Tax revenue. Therefore, they could be seen as options to improve general support for public transportation, and work on them could begin immediately, without waiting to see whether the Legislature provides a permanent MCO Sales Tax replacement.

10. Carol Caruso's Report on Collaboration with the Business Community

Carol Caruso is one of Greater Cleveland's most distinguished public affairs consultants. She served as Senior Vice President for Government Advocacy for the Greater Cleveland Partnership. In cooperation with the Fund for our Economic Future, she is working on an effort to engage the business community in support for public transportation. She made a presentation to the Committee regarding these efforts at our April 6, 2017, meeting.

Her efforts are seeking to leverage the fact that businesses cite accesses to transportation to and from work for their employees as one of their most important needs. The initial goal is

to put together a statewide coalition of business leaders that are willing to advocate for a significant change in public policy toward more support for public transportation. The coalition would consist of both leaders of major corporations in Ohio and leaders of Chamber of Commerce Organizations representing the major cities in the state. Such a coalition is essential to developing a bipartisan consensus in support of public transportation in Ohio. Such a coalition should be helpful in creating broad support for public transportation among Ohio's political leaders. Given that Ohio state government is currently Republican-led by suburban, exurban, and rural representatives, such support would seem essential to making a significant change in public policy regarding public transportation in our state.

The longer-term goal of this effort would be to create a statewide dedicated funding source for public transportation at a level sufficient to enable public transportation systems across the state to achieve and maintain a high level of quality. Such a solution would reduce public transportation's dependence on the vagaries of the biennial budget process and somewhat shield it from having to compete with education, higher education, health care, and public safety, which are politically more potent. Such a solution would also provide much greater long-term stability of public transportation funding policy, enabling better long-term planning decision-making and implementation.^{xii}

11. County Government Decisions that Affect Public Transportation

There are probably fewer areas where county government decision-making affects public transportation than there are for municipal government, but there are some significant areas. The first and probably most important is economic development policy. The county

makes several large, significant economic development loans every year and makes numerous smaller ones both directly and indirectly through intermediaries such as ECDI. The location of these projects determines whether or not the county is working to concentrate more population density and business activity in areas where public transportation is easily accessible. Another significant piece in the economic development area is brownfield remediation. Successful work in this area that is properly located supports the return of population density and business activity to areas near the city center that are accessible to public transportation.

The second significant area is county policy on housing and community development. The location and nature of demolition, housing rehabilitation, and neighborhood place-making projects help determine whether accessibility to and compatibility with public transportation is advanced or hindered. County policies and demographic trends that have encouraged expansion of the downtown Cleveland residential population have the potential to make highly accessible public transportation available for thousands of additional people in Cuyahoga County.

A third area of significance is county policy on new road and bridge construction and repair of existing facilities. Particularly decisions on major new road construction projects have a significant impact on determining whether public transportation become more or less accessible for thousands of people at home or work. Decisions on which roads are prioritized for repair and how they are designed also have impacts on the accessibility and quality of available public transportation.

Decisions in all three areas—economic development, housing and community development, and road and bridge construction—are major determinants of whether the county is making any progress in encouraging the return of people and business activity to areas near the city center where public transportation is convenient and accessible. The higher the population and business density, the easier it is for a public transportation system to provide high quality service at reasonable cost.

12. Regional Collaboration and Cross-County Service in Public Transportation

There is no question that the need for public transportation across county lines has increased in recent years. This is particularly true in the area of transportation for medical appointments, as both the Cleveland Clinic and University Hospitals have established significant facilities in surrounding counties to which patients from Cuyahoga County are sometime referred. Out-of-county travel to and from work has also become more common.

To facilitate such travel, GCRTA has reciprocal agreements with neighboring systems including LakeTran in Lake County, Lorain County, Medina County, Brunswick, Akron Metro, Stark County, and Portage County. Riders from the neighboring counties are able to transfer free for one ride into Cuyahoga County, and riders from Cuyahoga County are able to transfer free into the neighboring counties. Contact points between neighboring systems have been established. For example, three connection points have been established where GCRTA routes connect to LakeTran routes—Shoregate Shopping Center, East 276th St. in Euclid, and the Shops of Willoughby Hills.^{xiii}

Despite these efforts, cross-county public transportation overall is fairly limited. This is particularly true of paratransit services, where cross-county service is generally not available. GCRTA does have a policy that visitors who have been determined to be paratransit-eligible by another public transportation system will be recognized as eligible by GCRTA while in Cuyahoga County.

13. Presentation on Transportation Demand Management and Commuter Assistance

On November 30, 2017, Anne Pease, representing University Circle, Inc. (UCI) presented to the Committee on their Transportation Demand Management Program and on commuter assistance. She advocated that organizations like UCI that attract large numbers of visitors can help their own organizations and the wider community by having an ongoing transportation demand management program. The goals of the program are to identify transportation needs in their service area and find ways to meet that need that are less impactful and more sustainable for the organization, its community, and the broader environment. Their program was initially funded by the Gund Foundation with the hope that it could be replicated by other organizations, and the Downtown Cleveland Alliance is in the early stages of developing a similar program. She also discussed various forms of commuter assistance that local governments and organizations may provide, including free or discounted transit passes, cash for unused parking spaces, alternative parking for commuters using public transit on some workdays, and ride-matching services.

Recommendations

A primary purpose of this Committee is to make recommendations to the County Council Committee of the Whole and Cuyahoga County government generally as to actions the county can take to enhance the efficacy, efficiency, affordability, and accessibility of public transportation in the region. It was anticipated that such recommendations would deal both with improvement of state and federal advocacy and actions that may be taken at the local level. To this end, our recommendations are as follows:

1. Create a high-level, broad-based organization for the specific purpose of enhancing state and federal advocacy for dedicated, sufficient, and sustainable public transportation funding. As stated previously, our advocacy efforts could benefit from active participation by the county's top political leaders, active involvement from business and institutional leaders, and better coordination of effort. An initial list of individuals and organizations that might participate in this effort is provided as Appendix 5. The goals of this effort would be to bring a higher level of political clout to the advocacy effort, to involve a broader base of business and institutional leaders, and to conduct a better focused and more coordinated effort.

We are open to further discussion as to whether this effort would be created as a new, stand-alone organization or whether it could be housed within an existing organization. The suggestion has been raised that NOACA could provide meeting space for the organization and that meetings could be coordinated with NOACA meeting times since the new organization would include many of the same people who attend NOACA meetings.

We also recommend that the scope of the existing permanent County Council standing committee on Council Operations and Intergovernmental Relations be expanded to read, “Council Operations, Intergovernmental Relations, and Public Transportation.” This will insure continuation of the work started in this Committee.

2. Recommendations regarding state advocacy now and in the next budget cycle:

The biggest setback in the current budget cycle was the state’s failure to come up with a long-term replacement for the loss of MCO Sales Tax. As stated previously, it seems likely that a successful solution would be more complex than simply increasing the Health Insuring Corporation Tax, and such a solution is unlikely to be approved outside of the budget process. Therefore, we recommend that the focus for the remainder of the session should be on advocating for complete MCO Sales Tax replacement in Fiscal Year 2019.^{xiv} Such action would not only provide much needed temporary relief, it would also change the narrative and create a greater expectation for a long-term replacement in the next session. In addition, efforts during the remainder of the legislative session should focus on building advocacy capacity for the next legislative session.

Advocacy efforts in the next legislative session and the FY 2020-2021 budget should focus on three major goals:

- A. Creation of a sufficient and dedicated funding source for public transportation (see next paragraph).
- B. Full and long-term replacement of lost MCO Sales Tax revenue.

C. Significant increase in General Revenue Fund support for public transportation and an increase in support for public transportation in the State Transportation Bill.

3. Recommendations for advocacy for a dedicated funding source for public transportation:

In our opinion, creation of a sufficient, permanent dedicated funding source should be the highest priority public transportation advocacy goal. Creation of such a funding source would provide steady and predictable funding for public transportation that is much more independent of the uncertainties of the budget process. As reported previously, Ms. Carol Caruso is working with business leaders across the state to develop new support for public transportation that could lead to advocacy for a dedicated funding source. If we are able to implement Recommendation #1 above, the new advocacy organization could work collaboratively with Carol Caruso's initiative in furtherance of this objective.

4. Recommendations regarding federal advocacy:

As noted above, the federal government is a major source of public transportation funding; however, Cuyahoga County does not have a contract for representation in Washington, DC. While implementation of Recommendation #1 above would provide some enhancement of our federal advocacy capacity, we recommend that Cuyahoga County consider obtaining professional representation in Washington, D.C., either on its own or in collaboration with other local governments in the region. The primary advocacy targets would be to increase federal funding for public transportation and to create more flexibility in the purposes for which federal public transportation funding may be used.

5. Recommendations regarding non-legislative state and federal advocacy:

Although current funding allocations are in place, there may be opportunities to increase state and federal support for public transportation in Cuyahoga County that would not involve legislative policy changes. There may be grants that may be applied for or allocations that may be made for transportation purposes that may be made through administrative rather than legislative decisions. We did not have as much opportunity to explore this area as we had hoped and recommend that it be given further attention.

6. Recommendations to GCRTA regarding general improvement of service efficiency and effectiveness:

We had hoped that the Transit Center's concepts for concentrating high frequency service on a smaller number of intersecting, high-priority routes would be a highly fruitful opportunity for GCRTA to increase its effectiveness without higher cost. However, CGRTA asserts that due to geographical limitations and the fact that they have done repeated system redesigns over the previous 30-40 years, there is little additional benefit to be obtained through this approach. Nevertheless, we recommend that GCRTA take a "start from scratch" fresh look at this concept and see if additional operational benefits can be obtained.

Our committee did not have the opportunity to explore GCRTA operations in detail. However, we believe that beyond system redesign, GCRTA may find operational efficiencies in areas such as improved technology, process analysis, and collaboration with municipal government. Technologies in areas such as fuel efficiency, optimal scheduling of preventive maintenance, and matching services to demand level are constantly improving and will provide

opportunities for operational efficiencies. Process analysis of operations such as bidding, procurement execution, fleet maintenance, and hiring offer opportunities for operational efficiencies. As discussed above, municipal governments make many decisions that enhance or limit the effectiveness of a public transportation system. Obtaining municipal cooperation, both within and across municipal lines, on matters such as dedicated bus lanes, traffic signalization, and traffic congestion management can improve operational efficiency. GCRTA should also continuously monitor its strategy as to how much of its paratransit services should be provided through private contract.

7. Recommendations to GCRTA regarding senior, disabled, and emergency services:

Our main recommendation to GCRTA regarding senior and disabled services is to recognize that, given demographic changes, demand for these services is going to increase for the foreseeable future and to act accordingly. The main goal must be to provide services that are available on any day at any time, are available between any two points in Cuyahoga County, and that provide some capability for cross-country service for critical need appointments.

It is for paratransit services that we believe a thorough analysis of the entire process, including aspects done both internally and by contract, will generate ways of providing better service for less money. It is also an area in which technology is rapidly changing, and GCRTA must position itself to take full advantage of those changes.

As far as planning for GCRTA's role in an evacuation emergency, we recommend greater collaboration with Cuyahoga County's and the City of Cleveland's emergency planning operations, both as to planning for necessary action and advance communication with the

public. We are fortunate that we have not had need for a mass evacuation for many years, but we should not leave the future to chance.

8. Recommendations to GCRTA regarding replacement of MCO Sales Tax revenue:

Unless new state policy comes forward, the change in federal MCO Sales Tax policy will result in a permanent revenue loss of \$20 million annually, or 7% of the annual budget. We noted the limited opportunity for operational savings through system redesign and generally believe that there is not sufficient opportunity for operational savings in other areas to offset a revenue loss of this magnitude. The items in Recommendation #6 related to possible operating efficiencies should be fully explored, but in our opinion, such operational savings are likely to make up at best a small portion of the revenue loss. We also believe that solutions involving increasing fares and/or reducing service would have to be so drastic to cover a revenue loss of this size that they would leave GCRTA greatly diminished in capacity to achieve its core mission.

We believe that GCRTA should actively assist with efforts to achieve one or more of the three basic advocacy objectives listed in Recommendation #2. Achievement of any of these objectives would significantly improve GCRTA's financial position. We believe that creation of the new public transportation advocacy organization and development of widespread business community and institutional support would greatly increase the prospects for a positive outcome.

However, given the persistence of low and declining state and federal support for public transportation, such an outcome cannot be relied upon. Therefore, if the State of Ohio does not provide a more permanent replacement of lost MCO Sales Tax revenue before or through

the next biennial budget process, we recommend that GCRTA give primary consideration to generating additional local revenue by increasing the sales tax or creating a property tax. Either option would require GCRTA to submit the request for voter approval. While raising taxes is never a pleasant process, this case is just another example of state and federal budget issues being resolved on the backs of local government. When state and federal governments reduce support for essential services, it is our responsibility to seek a solution on the local level.

9. Recommendations regarding alternative sources of revenue:

GCRTA should carefully consider the feasibility of alternative sources of revenue, such as the transit district tax, parking tax, and tax on other modes of transportation as presented in the research findings section, provided that the tax is structured in an equitable manner than does not primarily impact low-income residents. These alternatives probably do not have the potential to raise sufficient revenue to replace the lost MCO Sales Tax revenue. Therefore, they could be seen as options to improve general support for public transportation, and work on them could begin immediately, without waiting to see whether the Legislature provides a permanent MCO Sales Tax replacement.

10. Recommendations to GCRTA regarding fare policy:

As stated in the research findings section, public transportation fares here are already high compared to other cities of comparable size. We recommend that no consideration be given to any further increase in fares to attempt to offset part of the MCO Sales Tax revenue loss or other budgetary problems. Even if attempted, it would probably be self-defeating because of the resulting loss of ridership. Moreover, we recommend that fare reduction be a major policy goal going forward and that any tax increase to raise revenue should be accompanied by a fare

reduction. Since fares account for only 16% of GCRTA's budget, relatively modest increases in tax revenue can support meaningful fare reductions. Such reductions should result in increases in ridership that would at least partially offset the cost of the fare reductions.

11. Recommendations regarding County government action in support of public transportation:

As stated previously, there are several areas in which County government affects the accessibility and effectiveness of public transportation. We believe that the following would be most effective:

A. Include proximity to public transportation as a major factor in choosing which economic development projects to support through loans and grants. Favoring economic development that enhances business density close to public transportation will make employment and business more accessible to the public and will improve the cost-efficiency of the public transportation system.

B. Choose to support downtown and neighborhood place-making development projects that are close to public transportation, increasing both residential and business density that has accessible public transportation.

C. Continue and expand county policies that are encouraging expansion of the residential downtown population, thus again increasing both residential and business density for public transportation. Such policies are particularly likely to be cost-effective and successful because they are working to expand upon demographic and cultural tailwinds that are already moving in the same direction.

D. Consider the potential impact on public transportation accessibility when targeting funding for housing demolition or rehabilitation. Investments that strengthen neighborhoods that are highly accessible to public transportation will enhance the effectiveness of the public transportation system.

E. Consider potential impact on public transportation when making decisions concerning road and bridge construction, particularly decisions regarding new construction. The location of new roads and bridges may increase or decrease the number of people who live and/or work at locations with accessible public transportation. Design decisions may affect how well public transportation can operate over a road or bridge.

F. Work with municipal governments, community organizations, and businesses to encourage transportation planning and assistance to commuters who use public transportation.

G. Continue to use the county's emergency planning and management resources to collaborate with GCRTA to create designed plans concerning the role that GCRTA would play in the event of an emergency mass evacuation and improve communication of such plans with the public, especially with those who would be directly served.

H. Through the county's Senior & Adult Services Department, work to assist as many senior citizens as possible to develop their own transportation resources, so as to make the demand for paratransit services more manageable.

I. Through the county's Regional Collaboration Office, collaborate with the City of Cleveland and other municipal government to help them do the things municipal governments can do to support public transportation.

12. Recommendations to the City of Cleveland and other municipal government regarding municipal action in support of public transportation:

The Transit Center considered developing a close working relationship between the primary host city and the public transportation system to be one of their most important recommendations. We agree with that and go farther than that. We believe that all of the municipal governments in the county can play a positive role in supporting public transportation. We recommend the following as actions that municipal governments can take in support of public transportation.

A. Revise zoning codes to encourage mixed use development that is close to public transportation stations. There are two parts to this recommendation. The first is to encourage development in locations that have nearby access to public transportation. The second is to move away from strict zoning approaches that segregate uses from each other. We now know that residences, retail, office, and clean industry uses may exist side-by-side, creating a hub of activities that can all be located to be highly accessible to public transportation.

B. Just like for county government, choose economic development and neighborhood place-making projects that are close to public transportation. For the City of Cleveland, collaborate with Cuyahoga County to continue to take actions which support the expansion of the residential population in downtown Cleveland.

C. Work with GCRTA to enhance public transportation speed and efficiency by creating dedicated bus lanes and priority on traffic signalization. In addition, synchronization of traffic signals for traffic generally would also be helpful. The Transit Center's finding was that travel

time to destination was second only to wait time at the bus stop on the list of what is important to public transportation riders.

D. Review and revise both on and off-street parking policies. Give preference to location close to public transit over construction of large parking garages and lots. Parking that is too accessible and too inexpensive discourages use of public transportation. Also, too much on-street parking during times of heavy traffic creates congestion and increases travel times for busses, making public transportation less attractive.

13. Recommendations regarding regional collaboration and cross-county public transportation services:

While some cooperative arrangements exist, as noted above, there is considerable opportunity for more regional collaboration on public transportation. We particularly recommend that the public transportation systems in Northeast Ohio collaborate on the following:

- A. Creation of a single, regional system for providing cross-county paratransit service for urgent appointments.
- B. Planning to determine the most needed cross-county public transportation routes and collaborate to serve them.
- C. Finding ways to consolidate back office functions and/or procurement operations among the systems to improve operational efficiency.
- D. Working with each other and county and municipal planning agencies on regionwide disaster response planning.

Conclusion

The Regional Transportation Subcommittee of the County Council Committee of the Whole met for 13 months from December 2016 through December 2017. The Committee was created in recognition of long term low and declining state and federal funding levels for public transportation. Its primary purpose was to recommend ways that Cuyahoga County could help improve public transportation in the region, both through better state and federal advocacy and through direct local action.

We went into this process not expecting to find any easy answers and didn't find any. However, there are courses of action on both advocacy and local action that we believe would help. The first thing that is needed is a much greater and broader recognition of how vitally important public transportation is to our economic and social well-being. Such recognition would be the first step towards generating the kind of widespread community support needed to improve state and federal funding policy.

In the advocacy area, we consider three recommendations to be the most important. The first is creation of a broad, high-level community organization dedicated to public transportation advocacy and expansion of the scope of an existing County Council standing committee to include public transportation. The second is to get the business community strongly involved, both through individual business leaders and Chamber of Commerce organizations, as the necessary first step toward developing a bipartisan consensus in Ohio to change public policy to be very supportive of public transportation. Finally, the primary long-term public transportation public policy goal in Ohio should be creation of a permanent and well-funded dedicated funding source. Such a solution would provide the resources and the

stability needed to develop and maintain very high quality public transportation systems in Ohio.

We believe that state and federal advocacy prospects are uncertain at best, and that GCRTA needs additional revenue. Primary consideration should be given to seeking voter approval to increase the sales tax; other revenue options are also available. We do not believe fares can be further increased; in fact, fares should be decreased as part of a package when other revenue is increased.

We also advocate that Cuyahoga County, the City of Cleveland, and other municipal governments partner with GCRTA through facilitative policies relating to selection of economic development and place-making projects, continued support for the expansion of Cleveland's downtown residential population, consideration of impacts on public transportation of road and bridge construction policies, assistance in creating bus lanes and signal prioritization, cooperation on zoning and parking issues, and collaboration on emergency management planning. Better collaboration in these areas has the potential to improve public transportation in Cuyahoga County without the expenditure of significant additional resources.

Finally, we recognize that GCRTA has worked on improving operating efficiency on an ongoing basis, but believe that there are avenues for continued improvement. We believe that system redesign, using the concepts developed by the Transit Center, as well better use of technology, process analysis, collaboration with county and municipal government, and better collaboration among public transit systems in the region offer the best prospects for success.

APPENDIX 1: Resolutions and Letters Regarding MCO Sales Tax

Resolution Adopted January 5, 2017 Regarding MCO Sales Tax

The Regional Transportation Advisory Subcommittee recommends that Cuyahoga County advocate with Governor John Kasich to include in his FY 2018-9 budget bills a plan to make public transit systems as well as local governments whole with respect to potential impacts of Federal policy on Medicaid Sales Tax. We also urge Cuyahoga County to collaborate on this issue with other counties that fund public transportation through sales tax.



Cuyahoga County Council's Regional Transportation Advisory Subcommittee

January 20, 2017

Mr. John R. Kasich
Governor of Ohio
77 South High Street
30th Floor
Columbus, Ohio 43215

The Honorable John R. Kasich:

We, the undersigned, members of Cuyahoga County Council's Regional Transportation Advisory Subcommittee are writing to express our concerns and ask for your help regarding the potential impacts of the change in Federal policy regarding the sales tax that companies pay on the health services they provide for Medicaid and the impact of these changes on public transit systems in Ohio. The tax is commonly referred to as a managed care organization ("MCO") tax.

Historically low funding for public transportation in Ohio, the expected further reductions in funding caused by the MCO tax policy, and local factors prompted Cuyahoga County Council to establish a special Regional Transportation Committee to enhance our capabilities to advocate on behalf of public transportation in our region.

The first large issue that immediately came to our attention is the impact of the loss of the MCO tax revenue on the Greater Cleveland Regional Transportation Authority ("RTA") in Cuyahoga County and several other public transportation systems whose revenue base is heavily dependent on sales tax. The estimated annual revenue loss for RTA from the MCO tax policy change is \$18 million per year.

We are aware that discussions are underway as to how to mitigate the impacts of the MCO tax policy change; however, most of what we have heard is focused on impacts related to local governments rather than public transportation systems.

We certainly applaud those efforts, since we at the county level are also significantly affected, but are writing to urge that you include a proposal in your proposed biennial budget to mitigate the impacts of the MCO tax policy change for BOTH local governments and public transit systems.

Because of declining intergovernmental support, increased costs, and modest local revenue growth, RTA had to institute fare increases and service reductions in 2016. Through careful management these impacts were kept to a modest level, but much more drastic impacts would occur without mitigation of the impact of the MCO tax policy change.

Thank you very much for your consideration of this request.

Sincerely yours,

Councilperson Dale Miller, Chair
Councilperson Yvonne Conwell, Vice-Chair
Grace Galluci, Executive Director, Northeast Ohio Area Coordinating Agency
Jose Feliciano, Jr., Regional Transit Authority
Perry B. Osbey, Amalgamated Transit Union, Local 268
Claire Kilbane, County Planning Commission
Akshai Singh, Clevelanders for Public Transit

Resolution Adopted February 14, 2017 Regarding State Public Transportation Funding

The Regional Transportation Subcommittee recommends that Cuyahoga County advocate for the following in regard to public transportation funding for the State of Ohio FY2018-19 Biennial Budget and beyond:

1. We support the proposal for temporary replacement of Sales Tax on Medicaid Managed Care Organizations for FY2018-9 as presented in the as-introduced version of the FY2018-19 Biennial Budget Bill.
2. We advocate that the Legislature work long term and find ways to fully and permanently replace the revenue that Public Transportation Systems will lose due to the change in tax policy regarding Sales Tax on Medicaid Managed Care Organizations.
3. We advocate that the Legislature allocate \$50 million per year in Federal Flexible Highway Funding and 12.5 million per year in General Revenue Fund dollars for public transportation for each of Fiscal Years 2018 and 2019 to provide a total funding package for public transportation in Ohio that represents some increase over the current funding level.

Resolution Adopted July 11, 2017, in Support of Veto Override on Medicaid MCO Sales Tax Long

Term Replacement

County Council Committee of the Whole Subcommittee on Regional Transportation strongly recommends that the County vigorously advocate for the Ohio Senate to override the Governor's veto of the long-term correction of the Medicaid Managed Care Organization sales tax revenue loss contained in the Health Insuring Corporation Franchise Fee provision of House Bill 49, the Ohio Biennial Budget.



Regional Transportation Advisory Subcommittee

COMMITTEE MEMBERS

Dale Miller

Chair

Yvonne M. Conwell

Vice Chair

Grace Gallucci

Jose Feliciano

Marionette Richard Scott

Akshaj Singh

Perry Osbey

John Mitterholzer

August 9, 2017

The Honorable Larry Obhof
Ohio Senate President
1 Capitol Square, 2nd Floor
Columbus, OH 43215

Dear Senate President Obhof and Members of the Ohio Senate:

On behalf of the Regional Transportation Advisory Subcommittee, we and the undersigned elected officials, are writing to you today on behalf of the citizens of Cuyahoga County urging you, a member of the Ohio Senate, to override the Governor's veto of the Health Insuring Corporation Franchise Fee provision of Ohio House Bill 49.

We represent the more than 1.2 million residents of the 59 municipalities in Cuyahoga County who, along with the residents of every other County in the State of Ohio, rely heavily on these vital resources - a substantial portion of which has been provided by a tax on Medicaid Managed Care Organizations.

On the heels of the Federal Government's decision to disallow this type of Medicaid MCO tax funding, the Ohio House and Senate stepped up and acted during the budget process to provide a necessary funding bridge to avoid the devastating revenue cuts to Counties and Transit Authorities the federal decision would cause around the state. The Ohio Legislature should be commended for taking this initial step.

Governor Kasich's veto of this funding fix once again puts Cuyahoga County and the Greater Cleveland Regional Transit Authority (RTA) in jeopardy, risking cuts to transit services that students, employees, and businesses rely on to meet their basic needs, provide for their families, and contribute to our society and economy. The impact of such cuts would also endanger current and potential long-term investments in our region. RTA, like many other transit systems in Ohio, cannot meet the current transit needs of the population at present funding levels, and stands to lose an additional estimated \$18 million on an annual basis due to the Governor's veto of this legislative solution. Such a cut will ultimately lead to further reductions in routes and route frequencies, and ridership declines, resulting in many other trickle-down, detrimental effects on RTA's ability to connect people to school, businesses, jobs, social services, grocery stores, and medical appointments. In addition, Cuyahoga County provides critical health and human services to our most vulnerable populations, and is working every day to strengthen our regional economy through robust development efforts, but would lose an estimated \$30 million annually because of the Governor's veto.

For the sake of those residents who rely on such vital services, and to facilitate affordable and accessible transportation to and from important educational and occupational opportunities, we urge you to act now to override Governor Kasich's



Regional Transportation Advisory Subcommittee

veto of the Legislature's long-term correction of the Medicaid Managed Care Organization sales tax revenue loss contained in the Health Insuring Corporation Franchise Fee provision in Ohio's Budget Bill. If the Governor's veto stands on this important provision, it will have devastating consequences for Counties across this great State, and force drastic and difficult decisions that will have a long lasting, and detrimental impact to critical human services, public transportation and the citizens of Ohio.

Thank you for your consideration.

Dale Miller, Chair

Yvonne M. Conwell, Vice-Chair

Elected officials in support of overriding Governor Kasich's veto:

Paul A. Koomar (City of Bay Village, Mayor)
Dwight Clark (City of Bay Village, Council President)
Merle S. Gordon (City of Beachwood, Mayor)
Stanely C. Koci (City of Bedford, Mayor)
Donald A. Saunders (City of Bedford, Council Representative, Ward 6)
Fletcher Berger (City of Bedford Heights, Mayor)
Alton A. Tinker (City of Bedford Heights, Council Vice-President)
Lloyd Anderson (City of Bedford Heights, Council Representative, Ward 1)
Wendy J. Grant (City of Bedford Heights, Council-At-Large)
Kay Gary (City of Bedford Heights, Council Representative, Ward 4)
John Bourisseau (Village of Bentleyville, Council President)
Cyril M. Kleem (City of Berea, Mayor)
Marla Murphy (Village of Bratenahl, Council Representative)
Samuel J. Alai (City of Broadview Heights, Mayor)
George Stelmaschuk (City of Broadview Heights, Council President Pro-Temp)
Tom Pavlica (City of Broadview Heights, Council Representative, Ward 1)
Katherine Gallagher (City of Brooklyn, Mayor)
Kevin Tanski (City of Brooklyn, Council Representative)
Kathleen Pucci (City of Brooklyn, Council Representative)
Michael S. Proчук, Sr. (Village of Brooklyn Heights, Mayor)
Thomas J. Coyne (City of Brook Park, Mayor)
William Tomko (Village of Chagrin Falls, Mayor)
Terrell Pruitt (City of Cleveland, Council Representative, Ward 1)
Zachary Reed (City of Cleveland, Council Representative, Ward 2)
Kerry McCormack (City of Cleveland, Council Representative, Ward 3)
Kenneth L. Johnson (City of Cleveland, Council Representative, Ward 4)
Phyllis E. Cleveland (City of Cleveland, Council Representative, Ward 5)
Blaine A. Griffin (City of Cleveland, Council Representative, Ward 6)
TJ Dow (City of Cleveland, Council Representative, Ward 7)
Michael Polensek (City of Cleveland, Council Representative, Ward 8)
Kevin Conwell (City of Cleveland, Council Representative, Ward 9)
Jeffery Johnson (City of Cleveland, Council Representative, Ward 10)



Regional Transportation Advisory Subcommittee

Dona Brady (City of Cleveland, Council Representative, Ward 11)
Anthony Brancatelli (City of Cleveland, Council Representative, Ward 12)
Brian J. Cummins (City of Cleveland, Council Representative, Ward 14)
Matt Zone (City of Cleveland, Council Representative, Ward 15)
Brian Kazy (City of Cleveland, Council Representative, Ward 16)
Martin Keane (City of Cleveland, Council Representative, Ward 17)
Kahlil Seren (City of Cleveland Heights, Council-At-Large)
Mary A. Dunbar (City of Cleveland Heights, Council-At-Large)
Cheryl Stephens (City of Cleveland Heights, Mayor)
Nan Baker (Cuyahoga County Council, District 1)
Dale Miller (Cuyahoga County Council, District 2)
Dan Brady (Cuyahoga County Council, President, District 3)
Scott Tuma (Cuyahoga County Council, District 4)
Michael Gallagher (Cuyahoga County Council, District 5)
Jack Schron (Cuyahoga County Council, District 6)
Yvonne Conwell (Cuyahoga County Council, District 7)
Pernel Jones, Jr. (Cuyahoga County Council, Vice-President, District 8)
Shontel Brown (Cuyahoga County Council, District 9)
Anthony T. Hairston (Cuyahoga County Council, District 10)
Sunny Simon (Cuyahoga County Council, District 11)
Jack Bacci (Village of Cuyahoga Heights, Mayor)
Brandon L. King (City of East Cleveland, Mayor)
Kirsten Holzheimer Gail (City of Euclid, Mayor)
Stephana C. Caviness (City of Euclid, Council Representative, Ward 1)
Madeline Scarniench (City of Euclid, Council Representative, Ward 2)
Taneika Hill (City of Euclid, Council Representative, Ward 3)
Charlene Mancuso (City of Euclid, Council Representative, Ward 5)
Patrick M. Delaney (City of Euclid, Council Representative, Ward 6)
Daryl K. Langman (City of Euclid, Council Representative, Ward 7)
Laura J. Gorshe (City of Euclid, Council Representative, Ward 8)
Eileen Patton (City of Fairview Park, Mayor)
Vic J. Collova (City of Garfield Heights, Mayor)
Karen Schneider (Village of Gates Mills, Mayor)
Lawrence Frankel (Village of Gates Mills, Council Representative)
Mark A. Cegelka (Village of Glenwillow, Mayor)
Michael Booker (Village of Highland Hills, Council President)
Lillian R. Moore (Village of Highland Hills, Council Representative)
Anthony Togliatti (City of Independence, Mayor)
Sam O'Leary (City of Lakewood, Council Representative, Ward 2)
Cindy Marx (City of Lakewood, Council-At-Large)
Michael P. Summers (City of Lakewood, Mayor)
Patrick A. Ward (City of Lyndhurst, Mayor)
Annette M. Blackwell (City of Maple Heights, Mayor)
Tanglyn Madden (City of Maple Heights, Council Representative, Ward 5)
Anthony DiCicco (City of Mayfield Heights, Mayor)
Brenda Bodnar (Mayfield Village, Mayor)
George Williams (Mayfield Village, Council Representative, Ward 4)



Regional Transportation Advisory Subcommittee

Steve Jerome (Mayfield Village, Council-At-Large)
Gary W. Starr (City of Middleburg Heights, Mayor)
Susan C. Renda (Village of Moreland Hills, Mayor)
Trevor Elkins (Village of Newburgh Heights, Mayor)
Dorene Kray (Village of Newburgh Heights, Council Representative)
Woodrow Marcus (Village of North Randall, Council President)
Daniel Langshaw (City of North Royalton, Council Representative, Ward 3)
Paul Marnecheck (City of North Royalton, Council Representative, Ward 4)
Robert Stefanik (City of North Royalton, Mayor)
Kathy U. Mulcahy (Orange Village, Mayor)
Timothy DeGeeter (City of Parma, Mayor)
Michael P. Byrne (City of Parma Heights, Mayor)
Richard Bain (City of Pepper Pike, Mayor)
Eloise Henry (City of Richmond Heights, Council President)
Earl M. Leiken (City of Shaker Heights, Mayor)
Julianna Johnston Senturia (City of Shaker Heights, Vice Mayor & Council Representative)
Sean Malone (City of Shaker Heights, Council Representative)
Anne Williams (City of Shaker Heights, Council Representative)
Nancy R. Moore (City of Shaker Heights, Council Representative)
Earl Williams, Jr. (City of Shaker Heights, Council Representative)
Robert A. Zimmerman (City of Shaker Heights, Council Representative)
Susan A. Drucker (City of Solon, Mayor)
Edward H. Kraus (City of Solon, Council Representative, Ward 6)
Jane Goodman (City of South Euclid, Council President, Ward 4)
Ruth T. Gray (City of South Euclid, Council Representative, Ward 1)
Jason Russell (City of South Euclid, Council-At-Large)
Georgine Welo (City of South Euclid, Mayor)
Susan K. Infeld (City of University Heights, Mayor)
Jerry Piasecki (City of Valley View, Mayor)
Kevin Hurst (Village of Walton Hills, Mayor)
Bradley D. Sellers (City of Warrensville Heights, Mayor)
Stanley Anderson (City of Warrensville Heights, Council Representative, Ward 6)
Jennifer Mitchell Earley (Village of Woodmere, Council Representative)
Stephanie D. Howse (Ohio House Representative, District 11)

cc: Majority Whip Gayle Manning
President Pro Tempore Bob Peterson
Majority Floor Leader Randy Gardner
Minority Whip Charleta B. Tavares
Assistant Minority Whip Cecil Thomas
Minority Whip Edna Brown
Minority Leader Kenny Yuko
Governor John Kasich

Letter Sent to Candidates for Governor, November 8, 2017

This letter was sent to the following candidates:

Mike DeWine

Jon Husted

Jim Renacci

Mary Taylor

Connie Pilich

Joe Schiavoni

Betty Sutton

Nan Whaley

Dave Kiefer

Constance Gadell-Newton



Cuyahoga County Council
Regional Transportation Subcommittee

11/8/2017

Dear _____,

Transportation is a vital component of the economic and social fabric that makes a community. The ability to reliably connect workers to the workplace, patients to healthcare facilities, students to schools, and residents to local amenities and social events is crucial in the creation of vibrant, people-centered places. Ohio has fallen behind in its support of transportation resources, specifically in its support of public transit, which puts Cuyahoga County and Northeast Ohio at a disadvantage in economic competitiveness and limits our ability to attract and keep those skilled workers that are essential to our region's revitalization.

Throughout 2017, Cuyahoga County Council's Regional Transportation Advisory Subcommittee has been investigating this issue in collaboration with NOACA, the Greater Cleveland Regional Transit Authority, the Gund Foundation, County Planning, Clevelanders for Public Transit, and the Amalgamated Transit Union. The purpose of the subcommittee was to identify best practices and effective models of public transportation operation and funding, and to provide recommendations to Cuyahoga County for policies and programs to advance the efficiency, efficacy, affordability, and access of our public transit system.

This advisory subcommittee was designed to provide those findings and recommendations on a time-limited basis, with a term ending December 31, 2017. Although the subcommittee was intended to be temporary, the work to advocate for more robust and secure funding for public transit continues. One of the most important tasks that the subcommittee has taken on is creating an enduring successor organization that will take the findings and recommendations of this body and continue to push for durable solutions.

We are writing this letter to ask what position you will take in terms of MCO sales tax elimination for the State of Ohio, which impacts each County and all public transportation systems that use sales tax revenue. We would also be interested in your position on public transportation generally. The current plan is to assist Counties and transportation systems with transitional revenue to cover most or all of FY2018 and possibly some of 2019. We appreciate this effort but also know that it is not a sustainable way for Counties and transportation systems to provide a continuing safety net of services for residents of all ages. If you could please respond and answer the following questions; it will allow this Committee a clear picture of all possible solutions/recommendations that remain viable for the future of the successor organization.

1. Do you support a long-term system for full replacement of MCO Sales Tax Revenue lost by Counties and Public Transportation Systems, the same or very similar to that proposed by Senator Dolan and incorporated into the budget bill that was sent to the Governor but subsequently vetoed?



Cuyahoga County Council
Regional Transportation Subcommittee

2. Do you support use of state Rainy Day Funds to provide a full replacement of lost MCO Sales Tax Revenue to Counties and Public Transportation Systems for FY2019 to keep them whole until the Legislature can work on a permanent solution as part of the next biennial budget bill?
3. Regardless of your answers to the first two questions, please describe any other solutions to the problem of MCO Sales Tax Revenue lost by Counties and Public Transportation Systems that you would support.
4. Over the last couple decades, state General Revenue Fund support for Public Transportation has declined by more than 80%. Federal operating support has been eliminated and federal capital support has been flat or declining. Ohio is near the bottom of all states in terms of state support for Public Transportation, even though it is critical to economic development, as seen in its inclusion as a major decision factor in the Amazon HQ competition that is currently underway. How do you propose to address the severe decline in general state support for Public Transportation?

Thanks very much for your assistance with this request.

Respectfully,

Dale Miller, Chairperson, Regional Transportation Subcommittee

Yvonne Conwell, Vice-Chair, Regional Transportation Subcommittee

CC: Grace Gallucci, NOACA
José Feliciano, Jr., GCRTA
Marionette Richardson, Cuyahoga County Planning Commission
Akshai Singh, Clevelanders for Public Transit
Peter B. Osbey, Amalgamated Transit Union
John Mitterholzer, Gund Foundation



Ohio Statehouse
1 Capitol Square, Room 057
Columbus, Ohio 43215
(614) 466-8285
schiaivoni@ohiosenate.gov

Joe Schiaivoni
State Senator
33rd District

December 8, 2017

Chairperson Miller
Cuyahoga County Council-Regional Transportation Subcommittee
2079 East 9th Street, 8th floor
Cleveland, Ohio 44115

Dear Chairperson Miller and Vice-Chair Conwell,

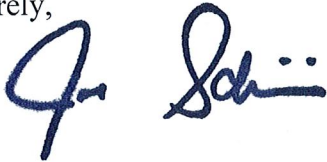
I am writing in response to your November 8th letter regarding the elimination of the MCO tax. I appreciate you taking the time to contact my office and for all the important work you and the subcommittee are doing on this issue. I do support a sustainable system to replace the MCO sales tax revenue that counties and public transit authorities have lost with its repeal. During the budget, I supported Senator Dolan's amendment and if the veto override comes up on the Senate floor I will vote to override. I understand the important role public transit plays in keeping Ohioans healthy and self-sufficient.

I would support a portion of the rainy day fund being used as a stop gap if we had a sustainable plan to move forward. The best solution to make counties and public transit authority's whole is for the state to properly fund local governments and public transit systems. We have been cutting into the local government fund for too long; we need to give back to the communities- so people can see their money at work where they live. I think we need to reevaluate our current tax code and get rid of loopholes that disproportionately help a small percent of the population. We can then take the revenue gained from closing those loops and make targeted investments that help the entire state. Prioritizing investing in things like expanding public transit, repairing our failing infrastructure, and providing adequate funding to local governments, so they can address their individual needs. I understand that one side of the state may be facing different issues than we might be in Mahoning valley.

I have introduced legislation (SB 213) that would close the LLC loophole and provide a funding stream of \$50 million per year to help local governments repair road and bridge infrastructure. The bill would also provide \$50 million per year for public transit and operating use. This is a

drop in the bucket compared to what the state needs but we have to start somewhere. With our aging population, the need is only going to increase in the coming years. We need to find a way to alleviate our reliance on the motor fuels tax to maintain our roadways and bridges. As cars become more fuel efficient relying on this tax to fund something so important to our states economic health is not responsible. We need to take a look at the recommendations of the 2015 transit needs study and take the necessary steps to achieve them.

Sincerely,

A handwritten signature in black ink, appearing to read "Joe Schiavoni". The signature is written in a cursive, flowing style.

State Senator Joe Schiavoni
Senate District 33

CC: Grace Gallucci, NOACA
Jose Feliciano, Jr., GCRTA
Marionette Richardson, Cuyahoga County Planning Commission
Akshai Singh, Clevelanders for Public Transit
Peter B. Osbey, Amalgamated Transit union
John Mitterholzer, Gund Foundation

APPENDIX 2: Resolutions Regarding Transportation Bill Funding

Resolution Adopted February 14, 2017, Regarding State Public Transportation Funding

The Regional Transportation Subcommittee recommends that Cuyahoga County advocate for the following in regard to public transportation funding for the State of Ohio FY2018-19 Biennial Budget and beyond:

1. We support the proposal for temporary replacement of Sales Tax on Medicaid Managed Care Organizations for FY2018-9 as presented in the as-introduced version of the FY2018-19 Biennial Budget Bill.
2. We advocate that the Legislature work long term and find ways to fully and permanently replace the revenue that Public Transportation Systems will lose due to the change in tax policy regarding Sales Tax on Medicaid Managed Care Organizations.
3. We advocate that the Legislature allocate \$50 million per year in Federal Flexible Highway Funding and 12.5 million per year in General Revenue Fund dollars for public transportation for each of Fiscal Years 2018 and 2019 to provide a total funding package for public transportation in Ohio that represents some increase over the current funding level.

Resolution Adopted March 23, 2017 Supporting Public Transportation Earmark in State
Transportation Bill

The Cuyahoga County Regional Transportation Advisory Committee recommends that Cuyahoga County advocate with members of the Conference Committee and the Ohio General Assembly to retain the provision in the Senate version of the Transportation Bill that earmarks \$15 million in each of Fiscal Year 2018 and 2019 from the Volkswagen Legal Settlement for public transportation. Our Committee also recommends that if this earmark is retained in the final version of the Transportation Bill as passed by the Legislature, then Cuyahoga County should advocate with Governor Kasich to retain the earmark for public transportation from the Volkswagen Legal Settlement in the final version of the Transportation Bill that he approves.

APPENDIX 3: Outline of Presentation to Executive Armond Budish on May 16, 2017

Briefing Document Outline for Meeting with Executive Budish Meeting with Kahlil Seren, 4/25/17

Preliminaries:

1. History, rationale, and purpose of committee.
2. Description of what committee is to achieve during the course of the year.

Topics:

1. State Transportation Bill
2. Public Transportation funding in the state's General Operating Budget.
3. Medicaid Sales Tax replacement.
4. History of Public Transportation funding in Ohio.
5. Public Square access to bus traffic.
6. Disability & Senior Transportation/Paratransit
7. Emergency Planning and Management
8. Presentation from the Transit Center
 - a. Relationship between city and transit authority is very important.
 - b. Most important things to riders are frequency of busses and how quickly the bus gets there.
 - c. In response to frequency, several cities have realigned their systems to focus on a smaller number of heavily travelled routes with high frequency and connecting those routes to the rail system.
 - d. In response to speed of arrival, bus lanes and signal prioritization come into play.
 - e. We should focus mixed use development near the rail stations.
 - f. We need a review of parking policies.
 - g. We need to work cooperatively, not competitively with people like Uber.
9. Carol Caruso's presentation on building a coalition with the business community and developing a dedicated funding source.
10. After state budget is completed, we do we go from here on state funding advocacy.
11. Federal funding advocacy.
12. County decisions that affect public transportation (development, roads, etc.)
13. Regional collaboration and cross-county service in public transportation.
14. Final Report
 - a. Recommendations regarding state advocacy in the next budget cycle.
 - b. Recommendations for advocacy regarding long-term dedicated state funding.
 - c. Recommendations regarding federal advocacy.
 - d. Recommendations to RTA regarding general improvement of service efficiency and effectiveness.
 - e. Recommendations to RTA regarding senior, disabled, and emergency services.
 - f. Recommendations regarding County government actions to support public transportation.

- g. Recommendations to the City of Cleveland and other municipal governments on better collaboration on behalf of public transportation.
- h. Recommendations on achieving greater regional collaboration and cross-county service in public transportation.

APPENDIX 4: Summary of Fare Changes, 2016-2019

Here is a summary of the fare increase, with the first increase effective Aug. 14, 2016.

- The bus/rapid cash fare will increase from the current \$2.25 to \$2.50, and then to \$2.75 in 2018.
- Senior/Disabled fares will increase from the current \$1.00 to \$1.25, and then to \$1.35 in 2018.
- Park-N-Ride Bus will increase from the current \$2.50 to \$2.75, and \$3.25 in 2018.
- The regular All-Day pass will increase from \$5.00 to \$5.50 in August and \$6.00 in 2018.
- The Monthly Pass for bus, rapid and HealthLine will increase from \$85.00 to \$95.00 and then to \$105.00 in 2018.
- Paratransit fares will increase from the current \$2.25 to \$2.50, and then to \$2.75 in 2017, \$3.00 in 2018 and \$3.25 in 2019. In addition, Paratransit customers, in the adopted proposal, will be able to purchase All-Day, 7-Day and Monthly passes at a slightly higher rate than regular fares. Those passes have not been available previously.
- **Paratransit policy changes:** After Aug. 14, ADA customers must pay the senior/disabled cash fare of \$1.25 when using fixed-route service. Personal Care Attendants (PCAs) will continue to ride free on Paratransit, but must pay the regular fare for fixed-route service.

The current and future fare structures:

	Prior	August 2016	August 2017	August 2018	August 2019
Cash Fares (Single ride, no transfer privilege)					
Bus/Rapid/BRT	\$2.25	\$2.50		\$2.75	
Senior/Disabled	\$1.00	\$1.25		\$1.35	
Park-N-Ride Bus	\$2.50	\$2.75		\$3.25	
Paratransit	\$2.25	\$2.50	\$2.75	\$3.00	\$3.25
Student K-12	\$1.50	\$1.75		\$2.00	

Out-of-County	\$3.50	\$3.75		\$4.25	
Tickets/Fare Cards (includes 2.5 hour transfer privilege)					
Bus/Rapid/BRT - 5 Trip	\$11.25	\$12.50		\$13.75	
Senior/Disabled - 5 Trip	\$5.00	\$6.25		\$6.75	
Park-N-Ride - 5 Trip	\$12.50	\$13.75		\$16.25	
Student K-12 - Single Trip	\$1.50	\$1.75		\$2.00	
Student K-12 - 5 Trip	\$7.50	\$8.75		\$10.00	
Passes - Unlimited rides within Cuyahoga County (includes 2.5 hour transfer privilege)					
Daily Passes					
Bus/Rapid/BRT/P-N-R All-Day	\$5.00	\$5.50		\$6.00	

Senior/Disabled All-Day	\$2.50	\$2.75		\$3.00	
Accompanied Children All-Day (ages 6-12)	\$2.50	\$2.75		\$3.00	
Student All-Day K-12	\$4.00	\$4.50		\$5.00	
1-Day Cleveland Pass	\$5.00	\$5.50		\$6.00	
2-Day Cleveland Pass	\$10.00	\$11.00		\$12.00	
4-Day Cleveland Pass	\$20.00	\$22.00		\$24.00	
Paratransit All-Day (New)		\$7.00	\$7.50	\$8.00	\$8.50
7-Day Passes					
Bus/Rapid/BRT	\$22.50	\$25.00		\$27.50	
Senior/Disabled	\$10.00	\$12.50		\$13.50	

Park-N-Ride	\$25.00	\$27.50		\$32.50	
Paratransit (New)		\$27.50	\$30.00	\$32.50	\$35.00
Monthly Passes					
Bus/Rapid/BRT	\$85.00	\$95.00		\$105.00	
Senior/Disabled	\$38.00	\$48.00		\$51.00	
Park-N-Ride	\$95.00	\$105.00		\$120.00	
Paratransit (New)		\$105.00	\$110.00	\$115.00	\$120.00

APPENDIX 5: Public Transportation Advocacy Successor Organization
Preliminary List of Proposed Participants

County Executive
Mayor of Cleveland
President of County Council
President of Cleveland City Council
Congressional Representative
State Legislators
Mayors & Managers Association
Northeast Ohio City Councils Association
First Suburbs Consortium
RTA
ATU
Gund Foundation
Cleveland Foundation
Clevelanders for Public Transit
County Planning
NOACA
Greater Cleveland Partnership
Fund for our Economic Future
Economic Development
Hospitals
Community Development/CDC's
 University Circle, Campus District, Downtown Cleveland, Ohio City
 Cleveland Neighborhood Progress
Sports Teams
Arts & Culture, Art Museum, Playhouse Square
Senior/Disabled Organizations
Veterans Organizations
Low-income Organizations
Public transportation riders
Educational Institutions
CMSD
Cleveland State University
CWRU
John Carrol University
Baldwin Wallace College
Notre Dame University
Educational Services Center
Individual Employers (non-hospital)
Moen
Nestle
Swagelok

Hyland Software
American Greetings
Progressive
Lincoln Electric
Heinen's
Sherwin Williams
Eaton
Phillips

References

Caruso, Carol. Presentation to Cuyahoga County Subcommittee on Regional Transportation, April 6, 2017, Available on Cuyahoga County Council's Website.

Caruso, Carol. Public Transit in Ohio, A Review of Public Policy Challenges and Opportunities, Prepared for The Fund for our Economic Future, March 2017.

Center for Community Solutions, Age-Friendly Cleveland Summary, January 2016.

Center for Community Solutions, The Managed Care Tax Replacement: Implications for Northeast Ohio and the State Budget, February 9, 2017.

Greater Cleveland Regional Transit Authority, 2015 Annual Report, April 2016.

Greater Cleveland Regional Transit Authority, 2016 Annual Report, April 2017.

Greater Cleveland Regional Transit Authority, Inside RTA, Volume 16, Issue 1, Spring 2017.

Greater Cleveland Regional Transit Authority, Out of County Fare Information, GCRTA Webpage.

Greater Cleveland Regional Transit Authority, Overview: Facts about the Greater Cleveland RTA, GCRTA Webpage.

Greenspan, David. Presentation to Cuyahoga County Council Subcommittee on Regional Transportation, May 11, 2017, Available on Cuyahoga County Council's Website.

Howse, Stephanie. Presentation to Cuyahoga County Council Subcommittee on Regional Transportation, July 11, 2017, Available on Cuyahoga County Council's Website.

Mahoning County Board of Commissioners, Medicaid MCOs Sales Tax Replacement: Impact on Ohio Counties, February 22, 2017.

Ohio Environmental Protection Agency, Draft Beneficiary Mitigation Plan, December 7, 2017.

Ohio Legislative Service Commission, Analysis of Amended Substitute House Bill 26, As Reported by the Senate Transportation, Commerce, and Workforce Committee, March 2017.

Ohio Revised Code, Section 306.

Orcutt, Jon. Presentation on behalf of the Transit Center to Cuyahoga County Council Subcommittee on Regional Transportation, April 6, 2017, Available on Cuyahoga County Council's Website.

Palagi, John. Presentation to Cuyahoga County Council Subcommittee on Regional Transportation, June 27, 2017, Available on Cuyahoga County Council's Website.

Pease, Anne. Presentation to Cuyahoga County Council Subcommittee on Regional Transportation, November 30, 2017, Available on Cuyahoga County Council's Website.

Policy Matters Ohio, How Ohio Funds Public Transit, May 26, 2017.

Reynolds, Paul. The Most and Least Affordable Cities for Public Transit, Value Penguin, Inc., 2016.

Seren, Kahlil, Memorandum to County Executive Armond Budish on the work of the Regional Transportation Advisory Subcommittee, May 11, 2017.

Skindell, Michael. Presentation to Cuyahoga County Council Subcommittee on Regional Transportation, January 19, 2017, Available on Cuyahoga County Council's Website.

Tarter, William, Jr., Anthes, Loren, and Ortiz, Daniel. Presentation by the Center for Community Solutions and Policy Matters to Cuyahoga County Council Subcommittee on Regional Transportation, February 14, 2017, Available on Cuyahoga County Council's Website.

Transit Center, All Transportation is Local: A Field Guide for City Leaders.

Transit Center, Bus Network Redesigns.

Transit Center, Who's on Board 2016, What Today's Riders Teach us about Transit that Works, 2016.

Transit Center, Why Uber Won't Kill Transit.

University Circle, Inc. 2016 University Circle Commuter Survey Result Summary.

University Circle, Inc. University Circle Transportation Action Plan Annual Report, Fiscal Year 2017 (July 2016 to June 2017)

Zimmerman, Robert. Presentation to Cuyahoga County Subcommittee on Regional Transportation, January 5, 2017, Available on Cuyahoga County Council's Website.

Acknowledgements

We are grateful to many people who were generous with their time, effort, and knowledge. Without their help, the Committee could not have accomplished nearly as much as it did. It would not be possible to name everyone who helped in this effort, but would especially like to thank the following:

Dan Brady, President of Cuyahoga County Council
Armond Budish, Cuyahoga County Executive
Maggie Keenan, Director of Budget & Management, Cuyahoga County

Cuyahoga County Council Staff:

Kahlil Seren, Policy Analyst
Janine Carter, Deputy Clerk
Joe Nanni, Chief of Staff
Michael King, Staff Attorney

Additional Committee Participation:

Nan Baker, County Councilperson, District 1
Kelley Britt, NOACA, attended meetings on behalf of Ms. Gallucci

Greater Cleveland Regional Transit Authority:

Joe Calabrese, Chief Executive Officer
Eric Johnson

Presenters:

Dave Greenspan, State Representative, House District 16
Stephanie Howse, State Representative, House District 11
Jon Orcutt, Director of Communications and Advocacy, Transit Center
John Palagi, Manager of Schedules, Greater Cleveland RTA
Anne Pease, UCI Transportation Manager, University Circle, Inc.
Michael Skindell, State Senator, Senate District 23
Robert Zimmerman, Benesh Friedlander

Presenters at Committee Session on Senior Transportation:

Pamela Broski
Rico Dancy
Oliver Draper
Janice Dziegiel
Katherine Foley
Will Gallup
J. J. Gerritt
Sam Henderson
James Lamb

Fatima Perkins
Karen Seidman
Geza John Vamos

Public Comment:

Jeffrey Boudon
Pamela Pinckney Butts
Robert Cranberry
Trevor Elkins, Mayor, Village of Newburgh Heights
Nathan Genovese
Teresa Kammerman
Edward Kraus, Director of Regional Collaboration, Cuyahoga County
Loh
Al Porter, Jr.
Marvin Ranoldson
Rich Raphael
Lynn Solomon
Chris Stocking
Ian Zainea
Dan McCarthy

Endnotes

-
- ⁱ The Managed Care Tax Replacement: Implications for Northeast Ohio and the State Budget, Center for Community Solutions of Ohio Report, February 9, 2017.
- ⁱⁱ Medicaid MCOs Sales Tax Replacement: Impact on Ohio Counties, Mahoning County Board of Commissioners Report, February 22, 2017.
- ⁱⁱⁱ How Ohio Funds Public Transit, Policy Matters Ohio, May 26, 2017.
- ^{iv} Amended Substitute House Bill 26, As Reported by the Senate Transportation, Commerce, and Workforce Committee, Ohio Legislative Service Commission Analysis, March 2017, p. 24.
- ^v Draft Beneficiary Mitigation Plan, Ohio Environmental Protection Agency, December 7, 2017, pp. 8, 9, 11.
- ^{vi} Overview: Facts about the Greater Cleveland RTA, GCRTA Webpage.
- ^{vii} Overview: Facts about the Greater Cleveland RTA, GCRTA Webpage.
- ^{viii} Ohio Revised Code, Section 306.49.
- ^{ix} The Most and Least Affordable Cities for Public Transit, Paul Reynolds, Value Penguin, Inc., 2016.
- ^x This section is based on: Presentation to Cuyahoga County Council Subcommittee on Regional Transportation, Transit Center, April 6, 2017, available on Cuyahoga County Council's website. See also, Who's on Board 2016, What Today's Riders Teach Us About Transit That Works, Transit Center Report, 2016.
- ^{xi} All Transportation is Local: A Field Guide for City Leaders, Make the Most of Your Infrastructure, Transit Center, pp. 3-15.
- ^{xii} Presentation to Cuyahoga County Council Subcommittee on Regional Transportation, Carol Caruso, April 6, 2017, available on Cuyahoga County Council's website. See also, Public Transit in Ohio, A Review of Public Policy Challenges and Opportunities, Prepared for The Fund for our Economic Future, March 2017.
- ^{xiii} Out of County Fare Information, Greater Cleveland RTA Webpage.