



Butler County Regional Transit Authority



STRATEGIC PLAN 2023 - 2026

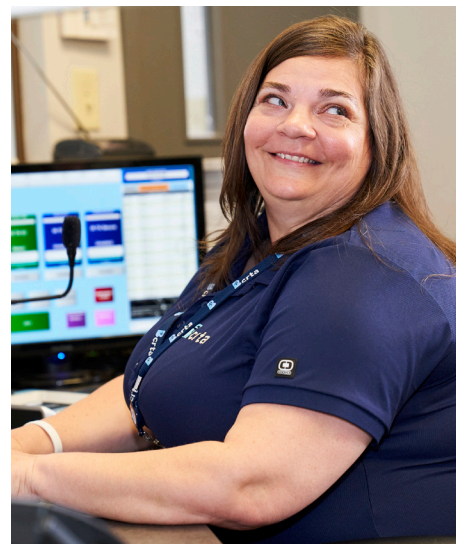
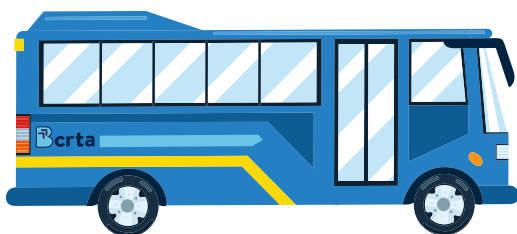




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ACKNOWLEDGEMENTS



SITTING TRUSTEES

- **Chris Lawson, President**
- **Perry Gordon, Vice President**
- **Nick Bauer**
- **Travis Bautz**
- **David Fehr**
- **James Foster**
- **Corey Watt**
- **Kathy Wyenandt**

PLAN FACILITATORS

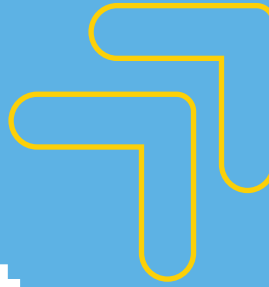
The role of C Robinson Associates extends beyond just planning;

they will be instrumental in helping BCRTA navigate the challenges of execution. Their expertise will be pivotal in ensuring that each strategic task is not only feasible but also anchored in best practices, innovation and operational excellence. Together with the BCRTA Executive Team and staff, they will ensure that the strategic plan is more than just a document; it becomes a living, breathing entity guiding BCRTA's actions every day.



Letter from the Board President

CHRIS LAWSON



As President of the Board of Trustees for the Butler County Regional Transit Authority (BCRTA), I am pleased to convey my committed support for the 2024- 2026 Strategic Plan. Over the past decade, our agency has experienced significant growth and overcome numerous challenges, and our dedication to delivering exceptional transit services to the residents of Butler County has never been stronger. The development and finalization of the BCRTA Strategic Plan are critical to carving out our future and both timely and essential to best serving our Butler County citizens.

This plan symbolizes more than just a roadmap for our future; it encapsulates our commitment to ensuring that BCRTA remains at the forefront of regional mobility, servicing not just Butler County but expanding services to connect with the wider region.

The weight of our decisions, deliberations and actions cannot be understated. As guardians of the public trust and as stewards of BCRTA's mission, we have been entrusted with the significant responsibility of steering our organization into the future. Our role is pivotal in making BCRTA a beacon of progress, innovation and community partnership.

The impact we are poised to make on Butler County and the surrounding areas is monumental. Every strategy we enact, every policy we formulate, will reverberate across communities, shaping lives, influencing economies and molding the future of transit in our region.

Lastly, I want to express my unwavering belief in our capacity to lead BCRTA into a prosperous future. With our strategic plan as our compass and our shared dedication as our fuel, we will continue to serve our community with excellence.

Together, let's craft a legacy of which we can be proud!



**CHRIS
LAWSON**
BCRTA
Board President

Letter from the Executive Director

MATTHEW DUTKEVICZ

The future of transit in Butler County is at an exciting juncture. Since 2010, our team has taken Butler County Regional Transit Authority (BCRTA) from an on-demand service to a countywide service with lower fares. We have replaced our aging fleet, negotiated a long-term operations contract with Miami University, implemented countywide curbside service, developed regional connections and significantly grown our ridership.

Through collaboration with our local and regional colleagues, we are moving BCRTA forward by providing mobile app payments and scheduling for the BGo Dial-A-Ride service and the implementation of regional mobile ticketing with Metro in Cincinnati and Transit Authority of Northern Kentucky (TANK).

As we continue to navigate an evolving landscape, our strategic vision becomes even more critical. BCRTA is at a pivotal decision point in our history and this strategic plan represents an ambitious and bold vision for our future.

The Leadership Team and Board thoroughly reviewed our past accomplishments, current state and future aspiration to provide the citizens of Butler County with the transit solutions needed to drive economic development, provide regional connectivity and deliver access for all. This detailed work produced a set of goals accompanied by a meticulous timeline, offering clarity on our plan's optimistic outlook.

This strategic plan, formulated after extensive deliberation and consultation, offers a holistic view of our aspirations, strategies and the road ahead.

As we embark on this journey, we invite you to join us in making BCRTA a beacon of excellence in the world of public transit.



MATTHEW DUTKEVICZ
BCRTA
Executive Director

INTRODUCTION

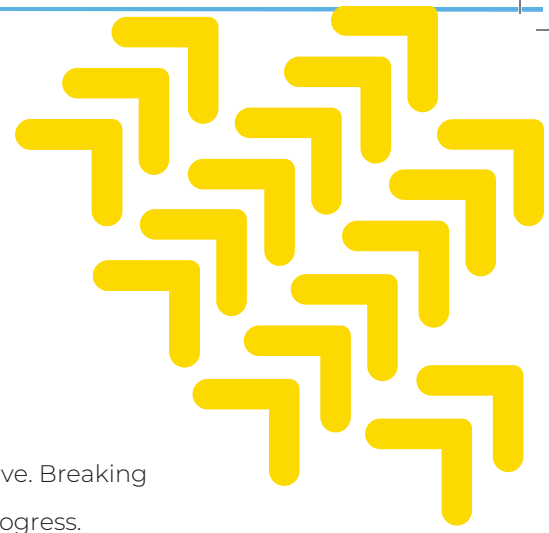


The Butler County Regional Transit Authority Board of Trustees along with the Executive Leadership Team recognizes that the evolution occurring in the industry requires an innovative shift in direction. Through work with local and regional partners, three key studies were scheduled to be completed during the first half of 2023: **(1) Alternative Fuel Strategy Zero Emission Vehicle Transition Plan, (2) Regional Transit Gap Analysis Plan and the (3) BCRTA Transit Plan.**

With the overarching objective of fortifying transportation accessibility and championing community connectivity, a significant responsibility rested upon the leadership team's shoulders. To effectively navigate this complex terrain and ensure a roadmap that resonated with the aspirations of Butler County and its surrounding geography, the Board and Executive Team engaged C Robinson Associates, a firm familiar with the transit industry and the Ohio Region to facilitate the development of the **Butler County Regional Transit Authority 2024-2026 Strategic Plan.**

The work began with collectively recognizing the need to dive deep into the organization's ethos, operational modalities and future aspirations. Through a site visit, tour of the transit network and a series of intensive interviews with Board members and the BCRTA Leadership team, the foundational groundwork for this project was laid. These interactions were not just perfunctory consultations; they were sessions of introspection, exploration and vision crafting.

The clear intent was to develop a new Strategic Plan for the BCRTA. A plan that would not just be a document but a living testament to BCRTA's commitment to enhancing transportation options, supporting economic dynamism, forging local partnerships, and providing an unparalleled transit experience.

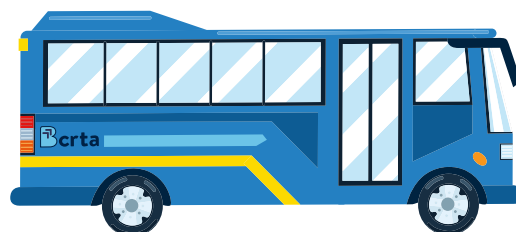


The methodology chosen for this endeavor was as meticulous as it was expansive. Breaking down the process into three principle phases ensured clarity and systematic progress. The Development Phase saw rigorous data collection, review of financial structures, discussions and agenda-setting. These efforts culminated in The Collaboration Phase, where the real magic happened. Team building exercises strengthened internal bonds, visioning sessions provided direction and a comprehensive Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis spotlighted BCRTA's stability, readiness and vulnerabilities.

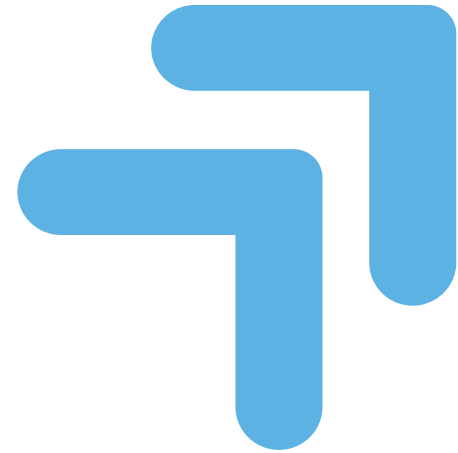
The visioning component of the strategic work session was particularly enlightening. It challenged the team to dream big, look beyond the immediate horizon and imagine a future where BCRTA wasn't just a transit authority, but a cornerstone of community development and innovation. Meanwhile, the analysis wasn't just about identifying areas of improvement, but about celebrating successes and learning from challenges.

In essence, this Strategic Planning process, with a clear focus on fiscal responsibility, is a renewed commitment to a vision — one that propels BCRTA to new heights while always keeping its community at the core of every decision.

As this strategic roadmap unfolds, Butler County and its residents can look forward to a transit future that's efficient, innovative and deeply interconnected.



Butler County Regional Transit Authority



BRIDGING GAPS, BUILDING CONNECTIONS

In the southwestern part of Ohio lies the Butler County Regional Transit Authority (BCRTA), an embodiment of the county's commitment to enhancing its residents' quality of life and driving economic prosperity. Established in 1994 by the visionary Butler County Commissioners, the BCRTA stands as a testament to the belief that transportation is not merely about moving from one place to another; it's about creating opportunities, building connections and fostering community growth.

Derived from the Ohio Revised Code, Chapter 306, the creation of BCRTA was more than an administrative decision; it was a strategic move aimed at weaving a coordinated transportation program that resonated with the needs and aspirations of every Butler County resident. Governed by a dedicated nine-member Board of Trustees, appointed with care and foresight by the Butler County Commissioners, BCRTA's mission has always been clear and unwavering: to be the linchpin that supports Butler County's quality of life and economic vitality through innovative and accessible public transportation solutions.

The Butler County Regional Transit Authority (BCRTA) stands as an integral political subdivision of the State of Ohio, having been organized as a Regional Transit Authority under Ohio code in 1994. This establishment represents a crucial step in providing comprehensive and accessible public transportation services to the communities within and surrounding Butler County, Ohio.

OUR SCOPE:

BCRTA actively serves numerous areas within and around Butler County, Ohio, including prominent locations such as Hamilton, Middletown, Fairfield, West Chester, Oxford and Miami University. As the designated recipient for federal transit funds, we channel essential financial resources towards ensuring expansive, efficient and reliable public transportation services for these communities. Our extensive operations highlight our commitment to fostering connectivity and accessibility for all residents and visitors.

OUR MISSION:

To support Butler County's quality of life and economic development through public transportation solutions.

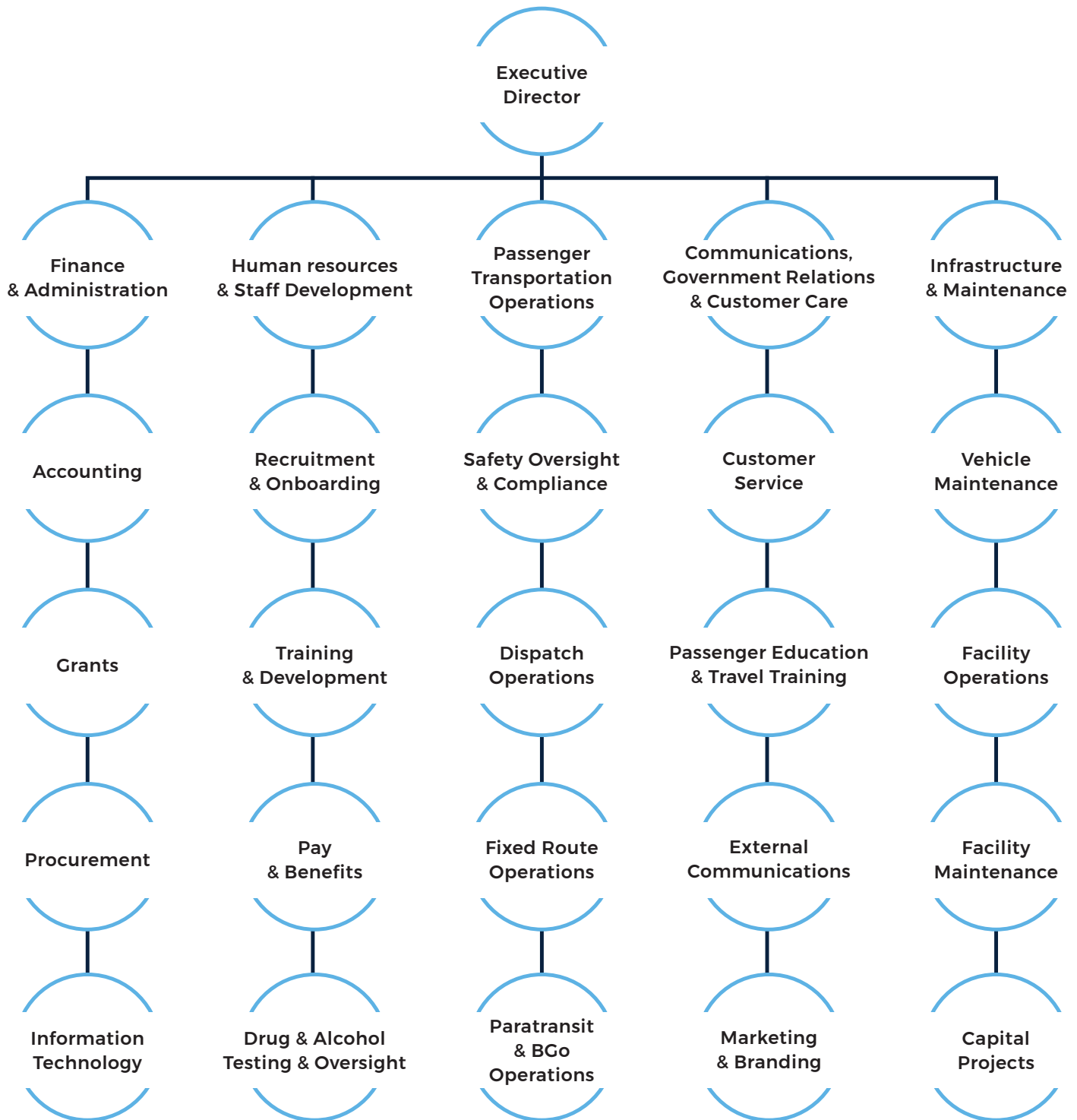
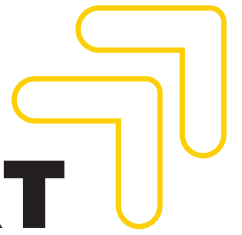
BCRTA is steadfast in its dedication to enhancing Butler County's quality of life and bolstering economic development. We achieve this through the provision of robust public transportation solutions, effectively connecting people with opportunities, services and community hubs across the area. Our operations reflect our unwavering commitment to the community, contributing significantly to the region's growth, sustainability and overall livability.

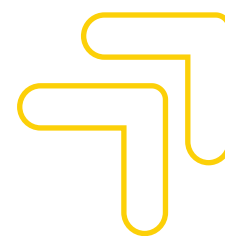
OUR APPROACH:

Effective and objective facilitation forms the cornerstone of our operations at BCRTA. Our systematic approach focuses on the identification and prioritization of critical issues and priorities, ensuring alignment with our overarching mission. By continuously engaging with community stakeholders, local authorities and passengers, we remain attuned to the evolving needs and expectations within our communities. This dynamic and responsive approach allows BCRTA to deliver exceptional public transportation services, fostering enhanced mobility, accessibility and satisfaction for all.

The Butler County Regional Transit Authority is more than a transportation agency; it's a catalyst for change, a beacon of hope and a partner in progress. With every route we chart and every journey we facilitate, BCRTA reaffirms its commitment to the residents of Butler County ensuring that every individual, irrespective of their background or needs, can move forward both literally and metaphorically.

ORGANIZATIONAL CHART





SERVICE/METRICS

IN 2022:

- \$8.2M annual budget.
- 447,178 one-way trips provided.
- 11,060 rides denied due to capacity constraints.
- 60+ buses, vans and transit vehicles.
- \$5.6M in annual local payroll.
- More than 4.8 million rides provided between 2012 and 2022.

MORE THAN \$2M IN FEDERAL DOLLARS INVESTED LOCALLY BY BCRTA IN THE BUTLER COUNTY ECONOMY EVERY YEAR

- 110+ transit employees.
- \$0 in local funding from Butler County, local municipalities and townships.



Pioneering The Future



Goal Area #1:

INCREASE EDUCATION & ADVOCACY

Central to BCRTA's growth is its commitment to enhance community knowledge and involvement with the aim of amplifying the environmental, fiscal and economic impact of transit. BCRTA will underscore its efficiency in transit service delivery. Resources will be identified and allocated for marketing and communications, including the potential hiring of staff or collaboration with external agencies. The advocacy campaign will synergize with Miami University's Mobility Options and the 30th Anniversary Program for Summer 2024. An advocacy campaign telling the BCRTA story will be in full swing, emphasizing quality of life and fiscal transit impacts. BCRTA leadership will also champion their initiatives with elected officials. BCRTA will aim to elevate community engagement activities, targeting attendance growth. BCRTA's Executive Management and Board will craft a message around the transit industry's fiscal challenges to educate key stakeholders.

Goal Area #2:

ENHANCE REVENUES

BCRTA's leadership is poised to explore revenue avenues like long-term dedicated funding to support transit operations and investment and avoid an impending "fiscal cliff". Lessons from other successful models will guide our strategy. The creation of different scenarios evaluating the impact of potential long-term dedicated funding will be developed. Key decisions, like gaining the nod from county commissioners and support from the community, will be parts of the process. Strategic partnerships will be vital, targeting local businesses and emphasizing benefits for large populations historically under-served by transit, like West Chester and Liberty Township..

Goal Area #3:

ENGAGE ENTREPRENEURIAL DISRUPTIVE TECHNOLOGY

BCRTA recognizes the revolutionary role of disruptive technologies in shaping entrepreneurial landscapes. Through partnerships with Entrepreneurial Centers and incubators, collaboration with academic institutions and support for startups, BCRTA aims to foster innovation. Efforts will also involve procuring funds, engaging in tech-validation partnerships and establishing a hub for mobility tech advancements.

Goal Area #4:

LEVERAGE REGIONAL PARTNERSHIPS

BCRTA will seek to identify collaborations with neighboring transit agencies that result in positive outcomes for all involved. Strategies will focus on providing border-agnostic transportation to individuals across cities, county lines and the region. BCRTA will share its expertise and capacity to improve experiences for all.

Goal Area #5:

LEAD WORKFORCE DEVELOPMENT

BCRTA will seek opportunities and funding to provide workforce training and leadership opportunities in new and emerging technologies with direct benefits to the public transit industry, BCRTA and its peers.

Goal Area #6:

ADAPT TO MARKET DEMANDS

BCRTA aims to increase market responsiveness. Service scenarios will be developed to meet diverse needs. Partnerships with transit alliances like Uber and Lyft will be explored, ensuring a comprehensive approach to transportation.

BCRTA will engage directly with the community to identify needs and service gaps and propose right-size solutions such as new routes, mobility on demand, micro mobility, and other new and emerging solutions.

BCRTA's strategic roadmap is mindful of potential external challenges:

- Economic downturns may influence transit demand and funding availability.
- Changing mobility preferences with more personal and green transit options.
- Regulatory changes may impact BCRTA's operational dynamics.
- Public perception: Any negative sentiment could affect ridership and support.
- Potential competition from private transit or tech firms.
- Technological disruption could revolutionize the transit landscape.
- Staff retention in an increasingly competitive job market.
- The current fiscal cliff with the expiration of CARES Act funding.

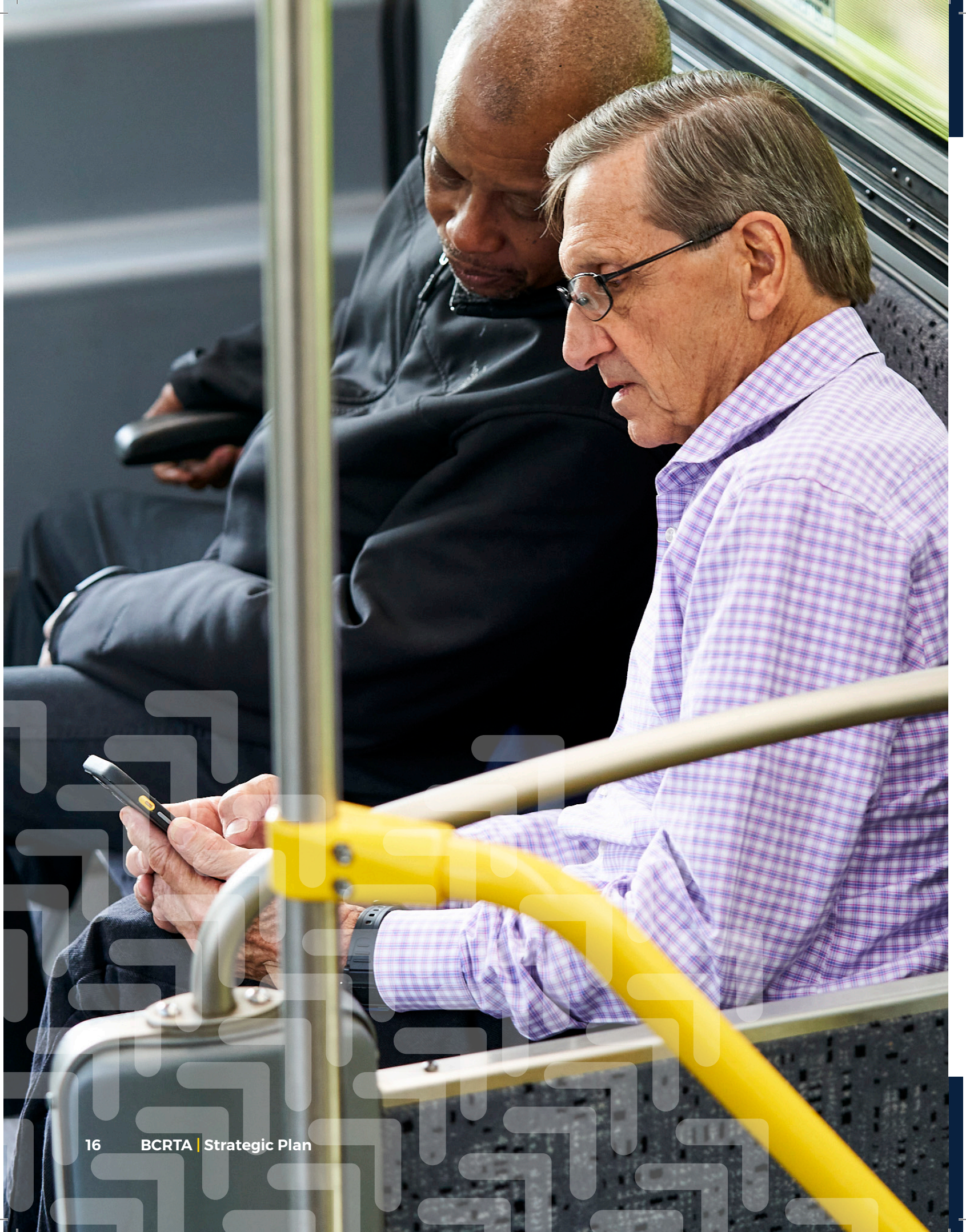


The daily lives of our community members stand at the forefront of BCRTA's decisions and actions.

Understanding the significant impact that BCRTA can have on enhancing the quality of life for our community is paramount. Our services don't just provide transit; they elevate everyday experiences, bridge gaps and foster connectivity. Imagine a day where our community members are hindered in their daily activities due to a decrease in services or less efficient transit options. That's what's at stake. Mindful of a future "fiscal cliff," if BCRTA chooses not to progress and evolve we will not merely be standing still; we will risk losing our current efficiency and relevance.

Maintaining the status quo is not an option. Our commitment is to ensure that our community's aspirations are deeply intertwined with our vision for a progressive transit future. The BCRTA Board of Trustees and the Executive Leadership Team have always come together in a spirit of collaboration, working tirelessly to sculpt a future that mirrors the needs and aspirations of Butler County's community. Their combined expertise and vision are not just about discussions and plans; they're about real-life implications for our community members. Our foundational interactions weren't just corporate exercises; they were sincere attempts to understand our community's heartbeat. We didn't just exchange information; we explored, introspected and crafted a vision. Through these deep dives into BCRTA's ethos and goals, we've set the groundwork for transformative changes that promise a brighter transit future.

As we progress, this partnership's evolution will be synonymous with ensuring that our community thrives. Our expansive and visionary roadmap demands meticulous attention, with each task reflecting our overarching vision. We're fully committed to aligning our strategies with the dynamic needs of transit operations and, most importantly, the needs of our community.





SUMMARY

In conclusion, the renewed commitment to a shared vision has set BCRTA on an exhilarating path towards unprecedented growth and community engagement. With a meticulous roadmap in hand, the BCRTA is not just poised for transformation; it's ready to redefine public transit in Butler County. As the chapters of this partnership unfold, residents of Butler County can anticipate a transit authority that's not just about conveyance, but about connecting lives, fostering community growth and driving innovation for a brighter, more accessible tomorrow.



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Visit us at ButlerCountyRTA.com

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