Interurban Transit Partnership

Board Members

Barbara Holt, Chair *Stephen Kepley, Vice-Chair*

Charis Austin	*Gary Carey*	*Jack Hoffman*	*Amna Seibold*
David Bilardello	*Tim Cochran*	*Mark Huizenga*	*Paul Troost*
Rosalynn Bliss	*Randy Gelderloos*	*Terry Schweitzer*	*Michael Verhulst*
Dave Bulkowski			

RAPID BOARD MEETING

June 28, 2017 - 4:00 p.m.

Rapid Administrative Office, Board Room, 300 Ellsworth Ave SW

AGENDA

PUBLIC COMMENT

MINUTES

1. Minutes of May 24, 2017, 2017 Board Meeting

CONSENT AGENDA

Performance Oversight Committee

2. Monthly Financial Statements for May 2017
3. April 2017 Ridership and Productivity Report
4. April 2017 Paratransit Ridership Report
5. Platform Concrete Replacement Project

REGULAR AGENDA

Performance Oversight Committee

6. E-Fare Retail Smart Card Distribution Services
7. Sale of Naming Rights for Silver Line

Strategic Planning Committee

8. Millage Election
9. GRCC Semester Pass Program

Governance Committee

10. Governance Study Recommendations

CEO REPORT

11. CEO Monthly Report

CHAIR'S REPORT

ADVISORY COMMITTEE REPORT

CLOSED SESSION – Collective Bargaining

ADJOURNMENT

Enclosures:

A. Minutes of 6-7-17 Governance Committee Meeting
B. Minutes of 6-21-17 Performance Oversight Committee Meeting
C. Summary of 6-24-17 Annual Planning Meeting
D. Minutes of 6-20-17 Consumer Advisory Committee Meeting
E. Communications

MINUTES OF

INTERURBAN TRANSIT PARTNERSHIP BOARD

As Recorded on May 24, 2017

ATTENDANCE

Board Members Present: Charis Austin, David Bilardello, Dave Bulkowski, Randy Gelderloos, Jack Hoffman, Barbara Holt (Chair), Mark Huizenga, Stephen Kepley, Terry Schweitzer, Amna Seibold, Paul Troost, Michael Verhulst

Board Members Absent: Rosalynn Bliss, Gary Carey, Tim Cochran

Staff Present: Kathy Anderson, Michael Bulthuis, Steve Clapp, Robin Crothers, Judy DeVries-Eppinga, Rod Ghearing, Meegan Joyce, Jennifer Kalczuk, Nick Monoyios, Brian Pouget, Liz Schelling, Peter Varga (CEO), Conrad Venema, Mike Wieringa

Others Present: David Covey (CAC Chair), Doug Giess (MV Transportation), Marianne Huff, Allan Klepadlo (MV Transportation), Asher Lockwood, Watchdog Miller, Bianca Nunn (MV Transportation), Zoe Pentaleri, Jeff Schilling (Schilling Consulting)

Ms. Holt called the Board meeting to order at 4:00 p.m.

PUBLIC HEARING – Fare Structure Change Proposal

A motion was made by Schweitzer, supported by Austin, to open the public hearing on the fare structure change proposal. Motion passed unanimously (4:00 p.m.).

Watchdog Miller stated that he rode four bus routes on one fare - Routes 5, 10, 13, 14. Mr. Varga says that it takes two fares so he is wrong. Based on the 90-minute transfer window in the new fare structure proposal, there is a 63% fare increase and with Mayor Kepley's recommendation of 105 minutes, it's still a 56% increase. This is unfair.

There was no one else wanting to comment on the fare structure change proposal.

A motion was made by Seibold, supported by Bilardello, to close the public hearing. Motion passed unanimously (4:05 p.m.).

PUBLIC COMMENT

Watchdog Miller commented that The Rapid is holding secret meetings on administrative staff payroll. He referenced an article from last October showing what everybody else makes. We should stick with COLA. Social Security checks only get a $4.00 per month increase. That's what the general public is getting. Rapid pay should be limited. The cost of living was one-third of one percent across the

country. This is too high of an increase. The Rapid is raising fares with the e-fare system but they are not smart enough to administer the new structure. Look what happened to ridership on Route 19. Bus stops haven't been put back on Michigan and other areas. There wasn't an opportunity for public comment at the planning meeting. He suggested interlining more routes.

MINUTES

1. Minutes of April 26, 2017 Board Meeting:

Ms. Holt asked for corrections to the minutes. None were offered. The minutes stand approved as written.

CONSENT AGENDA

The following items were placed on the Board's Consent Agenda by the Performance Oversight Committee at their May 17 meeting:

2. Monthly Financial Statements for April 2017
3. March 2017 Ridership and Productivity Report
4. March 2017 Paratransit Ridership Report
5. FY 2017 Second Quarter Fixed Route Report Card
6. FY 2017 Second Quarter Paratransit Report Card
7. FY 2017 Second Quarter Rideshare Report
8. Multi-Year Market Research Services Contract

The following item was placed on the Board's Consent Agenda by the Strategic Planning Committee at their May 17 meeting:

9. FY 2018 Unified Planning Work Program

A motion was made by Gelderloos, supported by Austin, to approve the Consent Agenda. Motion passed unanimously.

REGULAR AGENDA

10. Paratransit Service Provider:

Mr. Schweitzer reported that the current five-year contract with MV Transportation for provision of ADA and other paratransit services will expire on September 30, 2017 and it was necessary to rebid the contract. He noted that The Rapid has worked with MV in this capacity since 2002.

A Request for Proposals (RFP) was used for this procurement since cost was only one of the many key issues. Two proposals were received – MV Transportation and Ride Right LLC. Based on pre-established criteria and a scoring system, the evaluation team recommended contract award to MV Transportation. The proposal represents an average annual increase over the five-year contract period of 2.54%, with the first year cost estimated at $6.38 million.

Mr. Schweitzer commented that MV has performed well over the years but there have been issues and they have worked with Rapid staff to correct any deficiencies as quickly as possible. He stated that MV has stated they are planning to make wages more competitive for this new contract.

A motion was made by Schweitzer, supported by Hoffman, to approve a five-year contract with MV Transportation for the provision of ADA/paratransit services effective 10/1/17.

Mr. Bulkowski mentioned that over the years he has heard concerns about MV in the areas of service quality, driver turnover and training, and poor customer service.

Ms. Holt stated that MV management has been attending Consumer Advisory Committee (CAC) meetings. This is a good opportunity for feedback.

Ms. Joyce reported that her staff has done phone surveys to ask passengers about the service. This has been suspended for a time due to being short-staffed. These phone surveys will be starting again soon with a recent hire. She keeps in regular contact with MV and makes sure that training is done. Any concerns that come to her attention are dealt with right away.

Mayor Seibold suggested that some quality metrics be developed for MV in order to keep track of their performance.

Ms. Joyce noted that MV service is monitored closely. She mentioned that the FTA requires an annual audit. Mayor Seibold felt that an annual audit was not enough.

Ms. Joyce reported that there was a time when there were issues with MV and a large turnover in drivers. There is a stable crew of drivers in place now as well as a very reliable management team.

The motion to approve the contract with MV Transportation passed unanimously.

11. Fare Structure Change Proposal:

Mr. Hoffman explained that the proposal provided in the Board item was recommended for a change by the Strategic Planning Committee at their meeting on May 17. The proposal reduces the transfer window from the current 120 minutes to 90 minutes because riders can get on any bus, including the one they just got off, during the 90 minutes and the majority of trips can be made in that timeframe. Currently riders cannot get back on the same bus. There were concerns expressed during the public meetings and one person at the May 17 Strategic Planning Committee meeting 90 minutes is not long enough. The Committee decided to recommend a 105-minute transfer window with a full evaluation after one year.

A motion was made by Hoffman, supported by Bulkowski, to recommend approval of the fare structure change proposal, with an amendment to make the transfer window 105 minutes and to evaluate after one year from implementation.

Mr. Bilardello mentioned that there was also some concern expressed regarding elimination of the 10-ride card. Mr. Ghearing stated that staff has been working with INIT, our e-fare contractor, on this and an adult 10-ride card product will be offered using the e-fare system.

In response to a question from Mr. Bilardello about use of one smart card for multiple people, Mr. Ghearing confirmed that every passenger will need their own smart card to board.

Mayor Kepley commented that going to 105 minutes for the transfer window meets the parties halfway. We can gather information over the first year and make a determination at that time if it is working.

The motion to approve the fare structure change proposal, as amended, passed unanimously.

12. FY 2018 Budget Formulation Guidelines:

Mr. Hoffman reported that the budget formulation guidelines for FY 2018 have been developed using the same process as previous years. These guidelines are approved by the Board for use by staff in budget preparation. He noted that there is a 2.25% wage increase recommended for administrative staff.

A motion as made by Hoffman, supported by Kepley, to approve the FY 2018 Budget Formulation Guidelines as presented.

Mr. Pouget stated that an increase for union employees is in the current budget and will be included in the FY 2018 budget.

Mayor Kepley indicated that the outcome of the compensation study will be addressed in the FY 2018 as necessary.

Mr. Varga mentioned two changes in the guidelines – inclusion of the last bullet noting potential impacts from the compensation study, and we will be collecting 1.4632 mills in July 2017 according to documentation from Kent County Equalization.

The motion to approve the FY 2018 Budget Formulation Guidelines passed unanimously.

INFORMATION ITEMS

13. Governance Study Presentation: Balanced Scorecard:

Mr. Schilling presented the Balanced Scorecard and Development Plan. He noted that the Balanced Scorecard provides accountability and focus from a governance perspective. The Scorecard includes four overall design elements – innovation/learning, financial, internal process and community/customer. A total of 13 measures have been established with targets for the Board's consideration. These measures can be shown in a spider graph or some other type of visual like a bar graph.

Ms. Holt commented that there will be more extensive discussion on the Balanced Scorecard at the June committee meetings. Mr. Schilling will attend these meetings.

Discussion took place on the proposed meeting structure and schedule. Ms. Holt stated that an ad hoc committee can be appointed for specific issues if necessary.

Mr. Schilling noted that the committee structure must be effective to conduct the necessary work. Committee charters can be developed.

Mr. Schilling stated that the Balanced Scorecard is used for the Board to keep track of outcomes. The Scorecard will be reviewed at every Board meeting initially, and less over time. It should be reviewed after the first year and then change it as needed.

The Governance Development Plan was reviewed by Mr. Schilling. This includes the proposed annual timeline and schedule based on the timing of necessary Board work.

Year One Recommendations were provided along with an implementation plan.

Mayor Kepley commented that we should be focused on the end result and doing meaningful work. There may be items in the proposed plan that need to be adjusted, such as Board member appointment times. He also mentioned the timing of this governance change as it relates to the transition of a new CEO.

Mayor Seibold believes this governance recommendation is very helpful. It keeps the Board on a broader scale instead of getting too detailed.

ADVISORY COMMITTEE REPORT

Mr. David Covey, Chair of Consumer Advisory Committee (CAC), commented that the "Rules for Public Comment" provided at the meeting were helpful. The May 16, 2017 CAC meeting focused on reviewing individual Rapid policies, such as the number of parcels that a rider can take on a bus. He noted that MV Transportation has been attending the CAC meetings. They are looking at training on an individual level. The CAC is looking into comment cards to encourage riders to communicate. The CAC is focused on policy at this time.

Mayor Seibold thanked Mr. Covey for attending today and appreciates the update.

CEO REPORT

14. CEO Monthly Report:

Mr. Varga informed the Board that the Michigan State Transportation Commission held one of their meetings at Rapid Central Station on May 18, 2017. The Commission develops/approves policy for MDOT. There are two Commissioners from our region – Lynn Afendoulis and George Heartwell. Mr. Varga noted that he spoke to the Commission regarding Rapid projects, including MDOT's commitment to the Laker Line BRT project. After the meeting, the Commission toured the Silver Line route and the Rapid Operations Center.

The federal FY 2017 budget has been passed. The FY 2018 budget is still being debated and discussed. There are issues with transportation, including New Starts and Small Starts projects. The full amount for The Rapid's Laker Line project is included in the FY 2017 budget. We are the only transit system with a fully funded Small Starts project in FY 2017. The Laker Line project funding has been secured.

Mr. Varga commented that MDOT has been a very good partner on both BRT projects and we should let our state legislators know.

Mayor Seibold thanked Mr. Varga and staff for the expertise and focus on obtaining federal funding.

CHAIR'S REPORT – No report.

EXECUTIVE SESSION

A motion was made by Seibold, supported by Huizenga, to adjourn Regular Session and enter into Executive Session to discuss collective bargaining. A roll call vote was taken. Motion passed unanimously (5:28 p.m.).

YES: Austin, Bilardello, Bulkowski, Gelderloos, Hoffman, Holt, Huizenga, Kepley, Schweitzer, Seibold, Troost, Verhulst

NO: None

A motion was made by Austin, supported by Troost, to adjourn Executive Session and enter into Regular Session. A roll call vote was taken. Motion passed unanimously (5:50 p.m.).

YES: Austin, Bilardello, Bulkowski, Gelderloos, Hoffman, Holt, Huizenga, Kepley, Schweitzer, Seibold, Troost, Verhulst
NO: None

There was no action recommended from the Executive Session.

ADJOURNMENT

The meeting was adjourned at 5:51 p.m.

Respectfully submitted,

Robin Crothers

Robin Crothers, Board Secretary

Date: June 15, 2017

To: ITP Board

From: Scott Walsh

Subject: MONTHLY FINANCIAL STATEMENTS

ACTION REQUESTED

Attached for your review and acceptance are the May 2017 Combined Operating Statements and Grant Revenues & Expenditures Statements.

Interurban Transit Partnership
Combined Operating Statement
Month Ended 05/31/17

		Adopted Budget	Amended Budget	Month To Date	Year To Date	Balance	Percent Target= 67%
	Revenue & Operating Assistance						
	Passenger Fares						
1.	Passenger Fares - Linehaul	6,594,208	6,594,208	500,852	4,205,740	2,388,468	64%
2.	Passenger Fares - Paratransit	905,429	905,429	71,266	578,547	326,882	64%
3.	Passenger Fares - Other	30,730	30,730	2,560	22,099	8,631	72%
4.	**Total Passenger Fares**	**7,530,367**	**7,530,367**	**574,678**	**4,806,386**	**2,723,981**	**64%**
	Sale Of Transportation Services						
5.	CMH Contribution	1,179,000	1,179,000	69,618	666,680	512,320	57%
6.	Dash Contract	1,615,007	1,615,007	130,834	1,111,218	503,789	69%
7.	Grand Valley State University	2,626,329	2,626,329	59,941	2,108,331	517,998	80%
8.	Employment Transportation (Van Pool)	199,200	199,200	12,407	88,568	110,632	44%
9.	Township Services	598,230	598,230	49,853	398,823	199,407	67%
10.	Other	746,873	746,873	53,147	381,673	365,200	51%
11.	**Total Sale Of Transportation Services**	**6,964,639**	**6,964,639**	**375,800**	**4,755,293**	**2,209,346**	**68%**
	Other Revenue & Support						
12.	State Operating	13,753,190	13,753,190	1,037,651	8,982,751	4,770,439	65%
13.	Property Taxes	14,863,947	14,863,947	1,238,663	9,909,298	4,954,649	67%
14.	Advertising	150,000	150,000	2,445-	93,764	56,236	63%
15.	Interest & Miscellaneous	398,778	398,778	21,954	162,395	236,383	41%
16.	**Total Other Revenue & Support**	**29,165,915**	**29,165,915**	**2,295,823**	**19,148,208**	**10,017,707**	**66%**
17.	**TOTAL REVENUE & OPERATING ASSISTANCE**	**43,660,921**	**43,660,921**	**3,246,301**	**28,709,887**	**14,951,034**	**66%**
	Expenditures Route Service & Demand Response						
	Labor						
18.	Administrative Salaries	3,734,244	3,734,244	302,708	2,456,533	1,277,711	66%
19.	Driver Wages	11,585,881	11,585,881	886,999	7,712,556	3,873,325	67%
20.	Maintenance Wages	1,711,985	1,711,985	131,152	1,097,506	614,479	64%
21.	**Total Labor**	**17,032,110**	**17,032,110**	**1,320,859**	**11,266,595**	**5,765,515**	**66%**
	Fringe Benefits						
22.	FICA/Medicare Tax	1,379,600	1,379,600	106,523	900,002	479,598	65%
23.	Pension	1,388,872	1,388,872	81,333	685,329	703,543	49%
24.	Group Medical	4,463,441	4,455,041	239,954	2,292,014	2,163,027	51%
25.	Unemployment Taxes	80,000	80,000	0	29,149	50,851	36%
26.	Worker's Compensation	512,000	512,000	42,571	390,529	121,471	76%
27.	Sick Leave	154,913	154,913	9,230	98,267	56,646	63%
28.	Holiday	386,273	386,273	0	193,285	192,988	50%
29.	Vacation	1,056,235	1,056,235	82,528	717,504	338,731	68%

Interurban Transit Partnership
Combined Operating Statement
Month Ended 05/31/17

	Adopted Budget	Amended Budget	Month To Date	Year To Date	Balance	Percent Target= 67%
30. Bereavement	18,450	18,450	1,815	15,052	3,398	82%
31. Uniforms	111,086	111,086	5,857	55,767	55,319	50%
32. Personal Days	312,402	312,402	16,620	146,933	165,469	47%
33. Fringe Benefits Distributed to Grants	22,726-	22,726-	1,525-	10,382-	12,344-	46%
34. Total Fringe Benefits	**9,840,546**	**9,832,146**	**584,906**	**5,513,449**	**4,318,697**	**56%**
Services						
35. Audit, Legal, and Consultant	447,750	465,750	23,640	231,180	234,570	50%
36. Contract Service: Janitor & Bus Cleaning	1,354,645	1,355,545	74,131	676,494	679,051	50%
37. Contract Service: Other	922,418	932,473	92,366	562,864	369,609	60%
38. Total Services	**2,724,813**	**2,753,768**	**190,137**	**1,470,538**	**1,283,230**	**53%**
Materials & Supplies						
39. Fuel & Lubricants	3,146,819	3,061,819	156,501	1,632,768	1,429,051	53%
40. Tires & Tubes	35,405	35,405	0	2,856	32,549	8%
41. Office Supplies	59,913	65,116	11,498	37,530	27,586	58%
42. Printing	50,332	117,692	53,463	101,146	16,546	86%
43. Repair Parts	1,518,165	1,518,765	124,413	931,792	586,973	61%
44. Other Supplies	111,798	110,351	7,299	41,814	68,537	38%
45. Total Materials & Supplies	**4,922,432**	**4,909,148**	**353,174**	**2,747,906**	**2,161,242**	**56%**
Utilities						
46. Electronic Communications	113,699	113,699	6,796	60,823	52,876	53%
47. Gas Heat	323,523	323,523	3,162	163,017	160,506	50%
48. Electric	514,260	512,260	12,340	260,493	251,767	51%
49. Other	66,685	66,685	4,371	35,879	30,806	54%
50. Total Utilities	**1,018,167**	**1,016,167**	**26,669**	**520,212**	**495,955**	**51%**
Casualty & Liability						
51. PL & PD Insurance	1,019,600	1,019,600	230-	725,419	294,181	71%
52. Building & Other Insurance	299,058	308,545	0	279,033	29,512	90%
53. Total Casualty & Liability	**1,318,658**	**1,328,145**	**230-**	**1,004,452**	**323,693**	**76%**

Interurban Transit Partnership
Combined Operating Statement
Month Ended 05/31/17

	Adopted Budget	Amended Budget	Month To Date	Year To Date	Balance	Percent Target= 67%
Other						
54. Dues & Subscriptions	74,679	76,534	324	29,086	47,448	38%
55. Professional Development	97,095	92,844	8,552	29,402	63,442	32%
56. Marketing & Promotion	200,000	200,000	19,561	118,898	81,102	59%
57. Community Outreach	350,000	350,000	59,757	289,511	60,489	83%
58. Office Equipment	22,000	22,000	181	10,101	11,899	46%
59. Shop Tools	44,851	44,851	2,460	14,333	30,518	32%
60. Miscellaneous	67,000	54,638	12,729	28,464	26,174	52%
61. Total Other	**855,625**	**840,867**	**103,564**	**519,795**	**321,072**	**62%**
62. Purchased Transportation	5,237,918	5,237,918	456,583	3,640,917	1,597,001	70%
63. Purchase Transp. - CMH	1,646,000	1,646,000	96,812	927,272	718,728	56%
64. Purchase Transp. - Other	346,047	346,047	26,948	209,281	136,766	60%
65. Purchase Transp. - Suburban Paratransit	204,925	204,925	13,819	108,485	96,440	53%
66. Transfer Out - Grant Budget	0	0	0	0	0	100%
67. Operating Expenses - Capitalized	1,486,320-	1,486,320-	0	0	1,486,320-	0%
68. TOTAL OPERATING EXPENDITURES	**43,660,921**	**43,660,921**	**3,173,241**	**27,928,902**	**15,732,019**	**64%**
69. Net Surplus	0	0	73,060	780,985	780,985	100%
	43,660,921	43,660,921	3,246,301	28,709,887	14,951,034	66%

Interurban Transit Partnership
Grant Revenues & Expenditures
Month Ended 05/31/17

	Adopted Budget	Amended Budget	Month To Date	Year To Date	Balance	Percent Target 67%
Grant Revenue						
1. Federal Grant Assistance	35,038,869	35,038,869	464,789	12,112,083	22,926,786	35%
2. State Grant Assistance	9,199,311	9,199,311	122,029	3,179,978	6,019,333	35%
3. Transfer In - Operating Budget	0	0	0	0	0	100%
4. Use of Restricted Net Assets	0	0	0	0	0	100%
5. Other Local	0	0	0	0	0	100%
6. Total Grant Revenue	44,238,180	44,238,180	586,818	15,292,061	28,946,119	35%
Labor						
7. Administrative Salaries	44,554	44,554	3,409	26,710	17,844	60%
8. Driver Wages	0	0	0	0	0	100%
9. Temporary Wages	0	0	0	0	0	100%
10. Fringe Benefit Distribution	22,726	22,726	1,525	10,382	12,344	46%
11. Total Labor	67,280	67,280	4,934	37,092	30,188	55%
Material & Supplies						
12. Tires & Tubes	350,000	350,000	27,698	150,910	199,090	43%
13. Office Supplies	500	500	0	0	500	0%
14. Printing	7,500	7,500	0	0	7,500	0%
15. Total Material & Supplies	358,000	358,000	27,698	150,910	207,090	42%
Purchased Transportation						
16. Purchased Transportation	800,000	800,000	66,667	533,333	266,667	67%
17. Specialized Services	463,289	463,289	0	111,292	351,997	24%
18. Total Purchased Transportation	1,263,289	1,263,289	66,667	644,625	618,664	51%
Other Expenses						
19. Dues & Subscriptions	4,500	4,500	0	575	3,925	13%
20. Professional Development	25,000	25,000	3,019	32,071	7,071-	128%
21. Miscellaneous	10,000	10,000	0	0	10,000	0%
22. Total Other Expenses	39,500	39,500	3,019	32,646	6,854	83%
Leases						
23. Office Lease	0	0	0	0	0	100%
24. Transit Center Lease	0	0	0	0	0	100%
25. Storage Space Lease	0	0	0	0	0	100%
26. Total Leases	0	0	0	0	0	100%
Capital						
27. Rolling Stock	14,111,880	14,111,880	0	10,229,052	3,882,828	72%
28. Facilities	18,918,417	18,918,417	21,972	1,436,249	17,482,168	8%
29. Equipment	1,450,000	1,450,000	0	22,114	1,427,886	2%
30. Other	5,955,268	5,955,268	455,546	2,563,923	3,391,345	43%
31. Total Capital	40,435,565	40,435,565	477,518	14,251,338	26,184,227	35%
32. Planning Services	588,226	588,226	6,982	175,450	412,776	30%
33. Capitalized Operating	1,486,320	1,486,320	0	0	1,486,320	0%
34. Total Expenditures	44,238,180	44,238,180	586,818	15,292,061	28,946,119	35%

PROFESSIONAL DEVELOPMENT REPORT
ALL EMPLOYEES (EXCLUDING VARGA)
MAY 2016

AMOUNT	PURPOSE	EMPLOYEE (s)	LOCATION
$1,105.17	2017 APTA Annual Meeting	Schipper	Atlanta, GA
$1,105.17	2017 APTA Annual Meeting	Azzoli	Atlanta, GA
$251.66	2017 APTA Annual Meeting	Joyce	Atlanta, GA
$1,103.24	2017 APTA Annual Meeting	Crothers	Atlanta, GA
$1,100.00	CTAA Conference	Green	Detroit, MI
$650.00	ACT International Conference	Bulthuis	New Orleans, LA
$892.30	APTA Transit Board Members Board Support Conference	Crothers	Chicago, IL
$6,207.54			

*This total does not include incidental travel and meeting expenses such as mileage, parking, lunch meetings, etc.

Interurban Transit Partnership
Personnel Authorization

Positions	Authorized	Actual
Senior Managers	15	15
Supervisors & Admins.		
Administration	2	2
Operations	16	16
Professionals		
Administration	4	4
External Relations	2	2
Operations	6	6
Planning & Grants	2	2
Special Services	1	1
Call Takers/Schedulers		
Special Services - Full Time	6	7
Special Services - Part Time	3	2
Administrative Support		
Administration - Full Time	3	4
Administration - Part Time	2	1
Customer Service/Marketing	1	1
External Relations	3	3
Operations	3	3
Operations - Full Time	1	1
Security	4	4
Special Services	2	1
Total Admin. Personnel	**76**	**75**
Mechanics - Facilities	7	7
Mechanics - Fleet	30	28
Bus Operators - Full time	261	257
Bus Operators - Part Time	39	22
Total Union Personnel:	**337**	**314**
TOTAL PERSONNEL	**413**	**389**

Date: May 31, 3017

To: ITP Board

From: Kevin Wisselink / Planning Department

Subject: APRIL 2017 RIDERSHIP AND PRODUCTIVITY REPORT

ACTION REQUESTED

The Board is asked to accept the April 2017 Ridership and Productivity Report.

BACKGROUND

There was one more weekday of service in April 2016, leading to a greater decrease in overall ridership. The average daily ridership decrease of approximately 3.3% was consistent with what The Rapid has been experiencing over the past number of months.

RIDERSHIP SUMMARY

April 2017 compared to April 2016

Total Ridership by Category:

- Routes 1 – 44 ridership (609,814) decreased **5.8%** (-37,838)
- Contracted/Specialized Service ridership (302,727) decreased **6.6%** (-21,444)
- Demand-Response ridership (29,070) decreased **5.8%** (-1,783)
- **Total Ridership (941,611) decreased 6.1% (-61,065)**

Daily Averages:

- Average Weekday total ridership (40,689) decreased **2.4%** (-1,009)
- Average Weekday evening ridership (5,508) decreased **6.4%** (-376)
- Average Saturday ridership (14,116) decreased **1.2%** (-176)
- Average Sunday ridership (5,638) decreased **8.7%** (-539)

Fiscal Year 2017 compared to Fiscal Year 2016

Total Ridership by Category:

- Routes 1 – 44 ridership (4,615,193) decreased **3.0%** (-143,948)
- Contracted/Specialized Service ridership (2,329,003) decreased **6.2%** (-154,849)
- Demand-Response ridership (210,747) decreased **3.4%** (-7,317)
- **Total Ridership (7,154,943) decreased 4.1% (-306,114)**

Daily Averages:

- Average Weekday total ridership (42,471) decreased **4.3%** (-1,896)
- Average Weekday evening ridership (5,604) decreased **4.8%** (-284)
- Average Saturday ridership (14,014) decreased **3.3%** (-478)
- Average Sunday ridership (6,246) increased **2.6%** (160)

ROUTE PERFORMANCE SUMMARY (Routes 1-44 Only)

April 2017 fixed-route system performance increased compared to April 2016 (contracted services not included). The fixed-route summary is as follows:

- Average passengers per hour (**21.2**) decreased **2.6%** (-0.3 points)
- Average passengers per mile (**1.71**) decreased **3.2%** (-0.4 points)
- Average farebox recovery percent (**26.3%**) increased 1.3% (0.2 points)
- Average daily passengers (**19,926**) decreased **6.2%** (-3.0 points)
- **Monthly system performance (82.2 points) decreased 4.1% (-3.5 points)**
- **FY 2017 system performance (87.5 points) decreased 3.2% (-2.9 points) compared to FY 2016**

Monthly Fixed-Route Point Summary

	FY 17 Avg	FY 16 Avg	FY 17 Points	FY 16 Points	Change	% Change
Avg Passengers per Hour per Route:	21.2	21.8	**10.6**	**10.9**	-0.3	-2.6%
Avg Passengers per Mile per Route:	1.71	1.77	**13.2**	**13.6**	-0.4	-3.2%
Avg Fare-box Recovery % per Route:	26.3%	26.0%	**13.2**	**13.0**	0.2	1.3%
Avg Daily Fixed-Route Passengers:	19,926	21,233	**45.3**	**48.3**	-3.0	-6.2%
April Total:			**82.2**	**85.7**	**-3.5**	**-4.1%**
Year Average:			**87.5**	**90.5**	**-2.9**	**-3.2%**

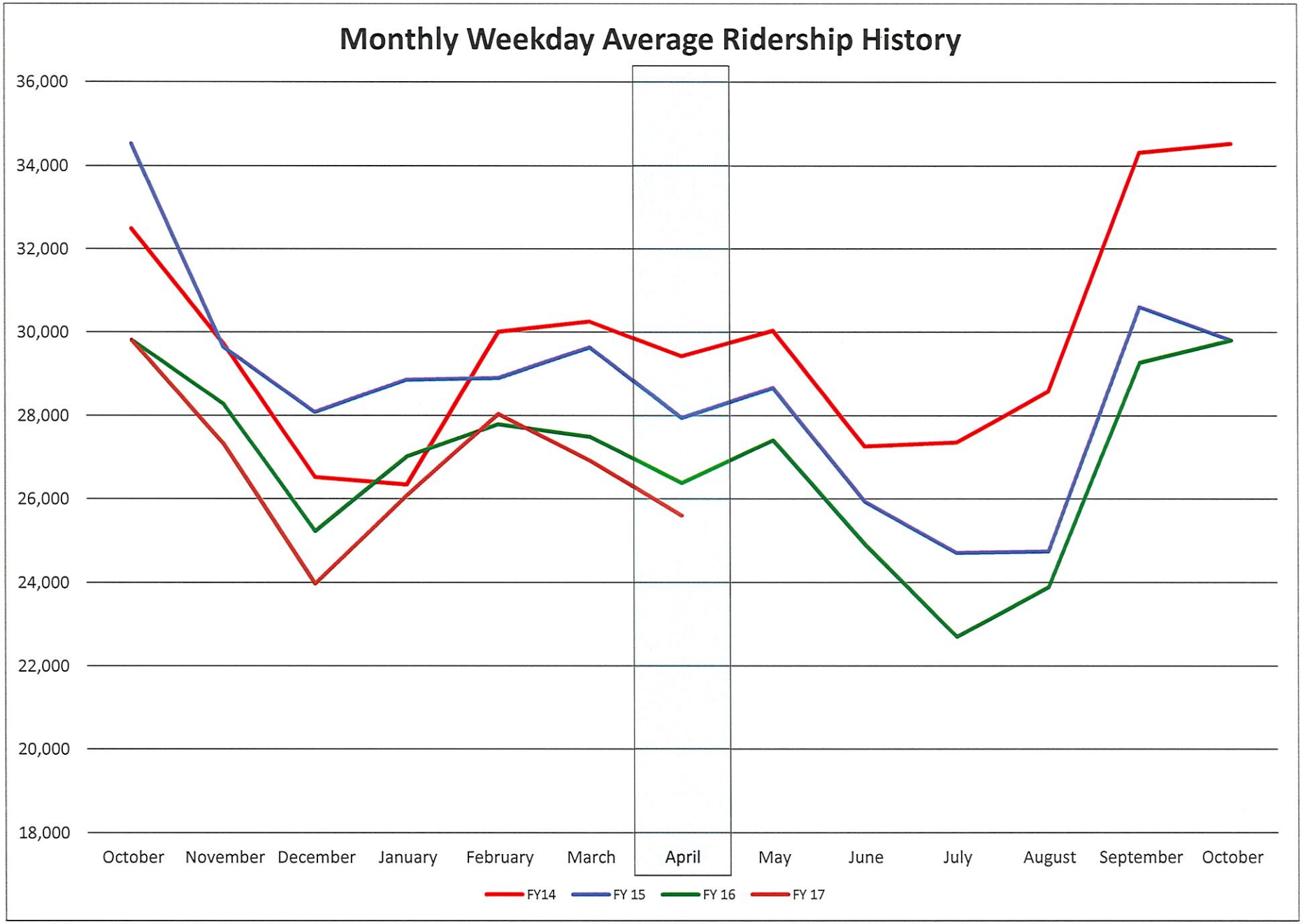
- **17 of 23 (73.9%) fixed-routes performed within the average range (within one standard deviation of the system mean)**
- **The Silver Line performed above standard (greater than 66.7% above the system mean)**
- Route 1 – Division, Route 2 – Kalamazoo, and Route 9 – Alpine performed one standard deviation above the system mean
- Route 17 – Woodland/Airport performed one standard deviation below the system mean
- **Route 19—Michigan Crosstown performed below standard (less than 66.7% below the system mean)**

April 2017 Fixed Route Ridership Change: **-3.4%**
April 2017 Total Ridership Change: **-3.2%**

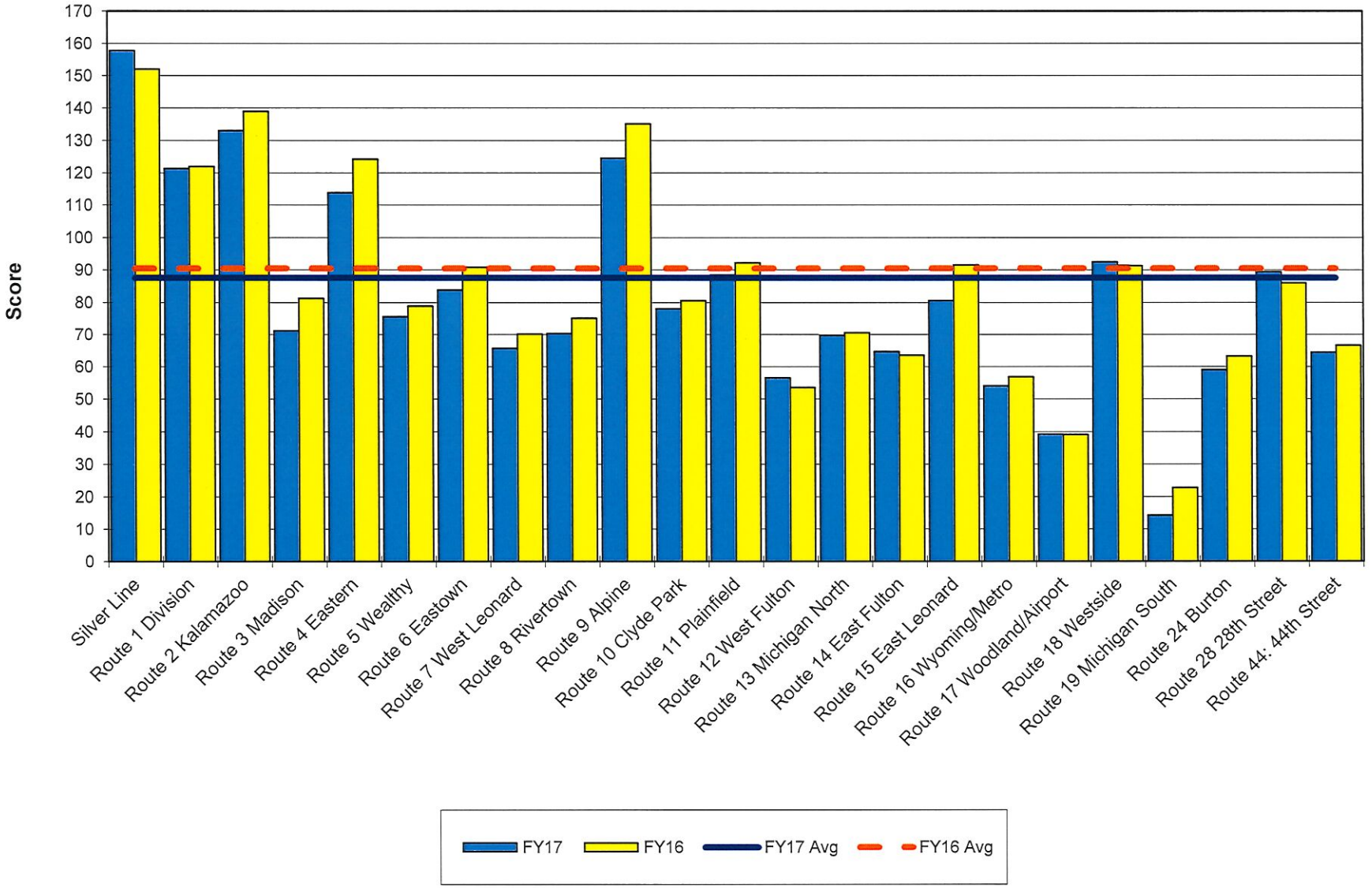
Change in service days from April 2017 to April 2016

	FY 2017	FY 2016	Change
Total Service Weekdays	20	21	-1
Total Service Saturdays	5	5	0
Total Service Sundays	5	4	+1

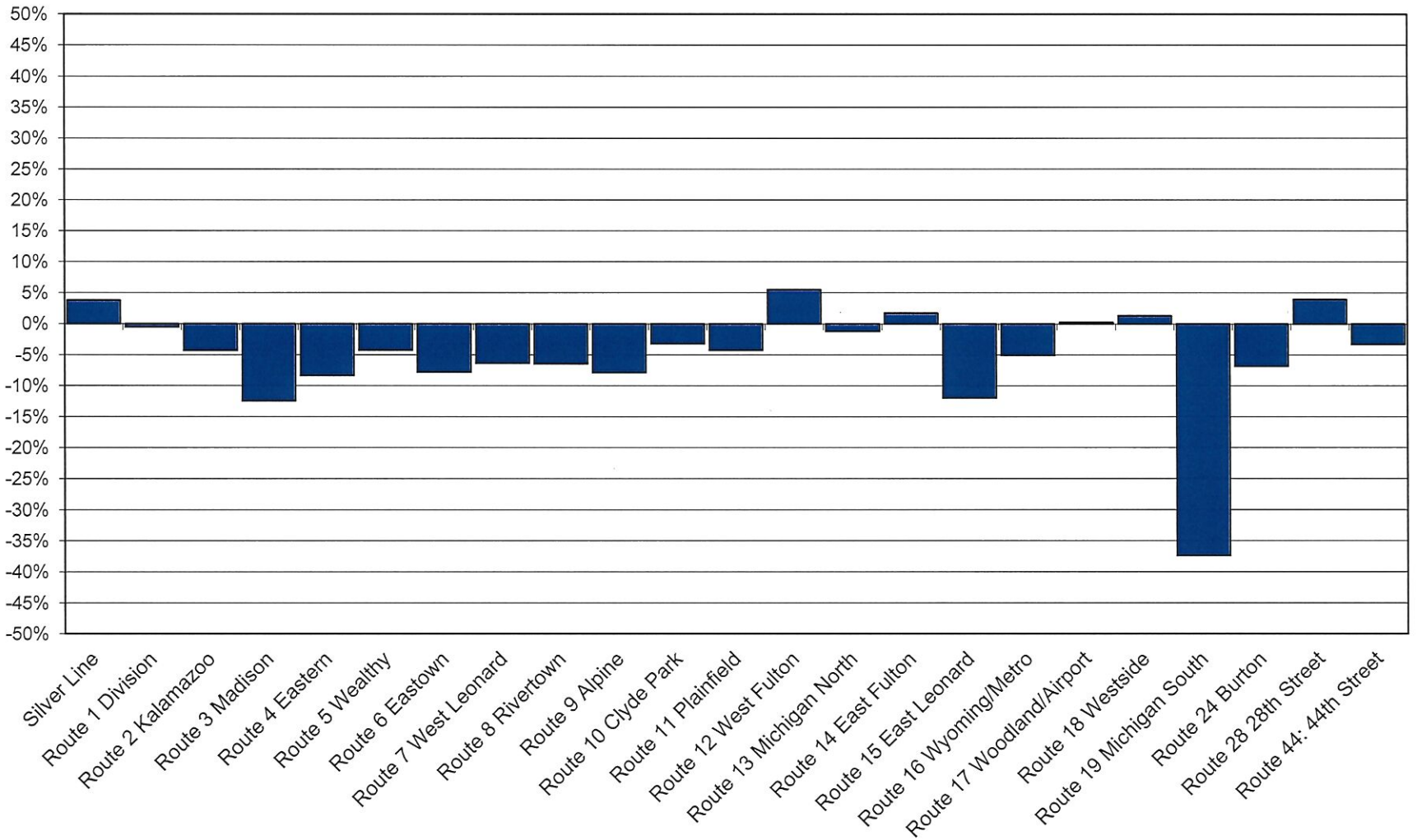
Attached is a graphical summary of the system and individual fixed-route performance


Monthly Weekday Average Ridership History
36,000
34,000
32,000
30,000
28,000
26,000
24,000
22,000
20,000
18,000
October
November
December
January
February
March
April
May
June
July
August
September
October
FY14
FY 15
FY 16
FY 17

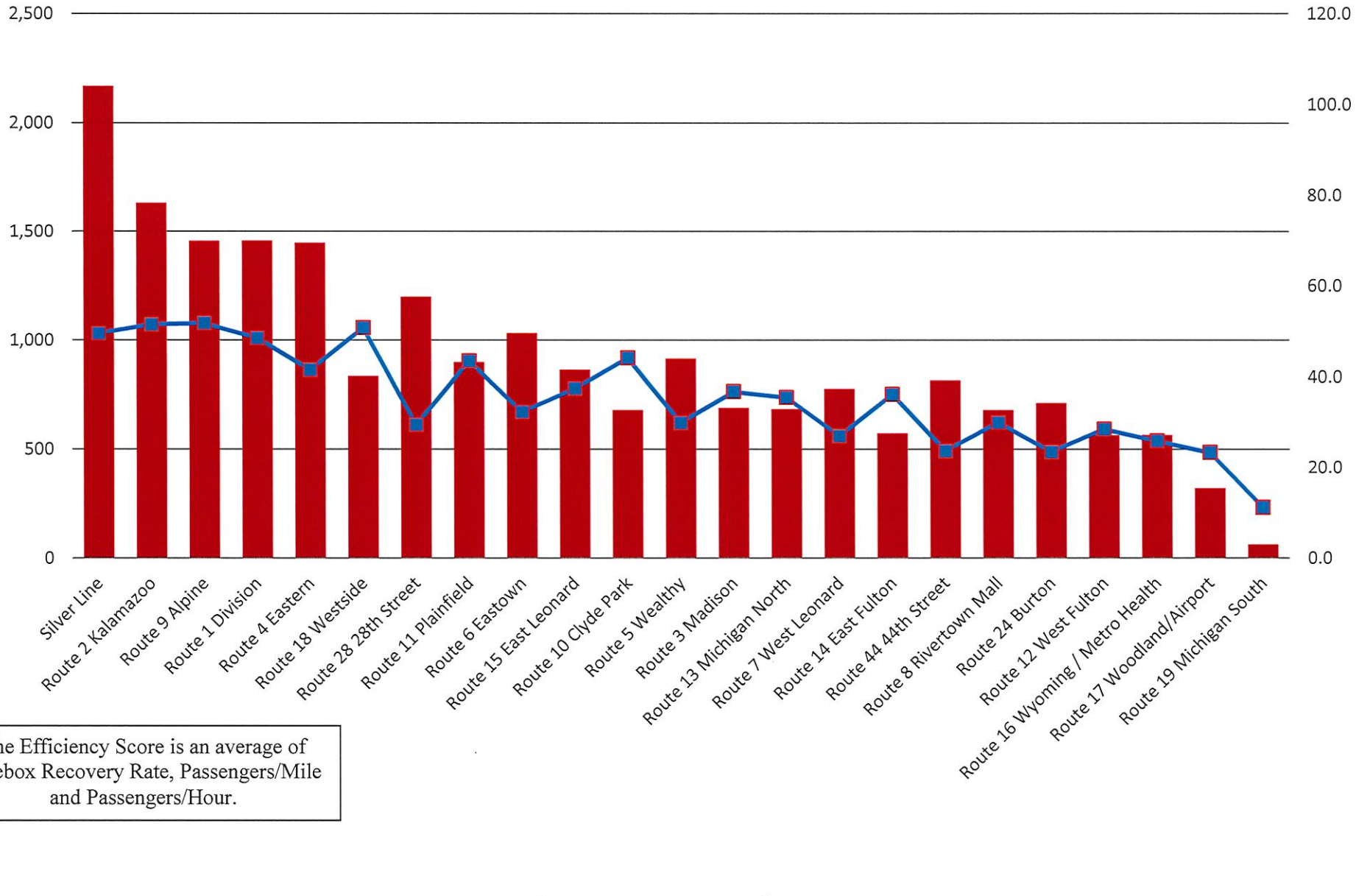
Fixed-Route Scoring Summary: April 2017 Compared to April 2016



Percent Change by Route: April 2017 Compared to Compared April 2016

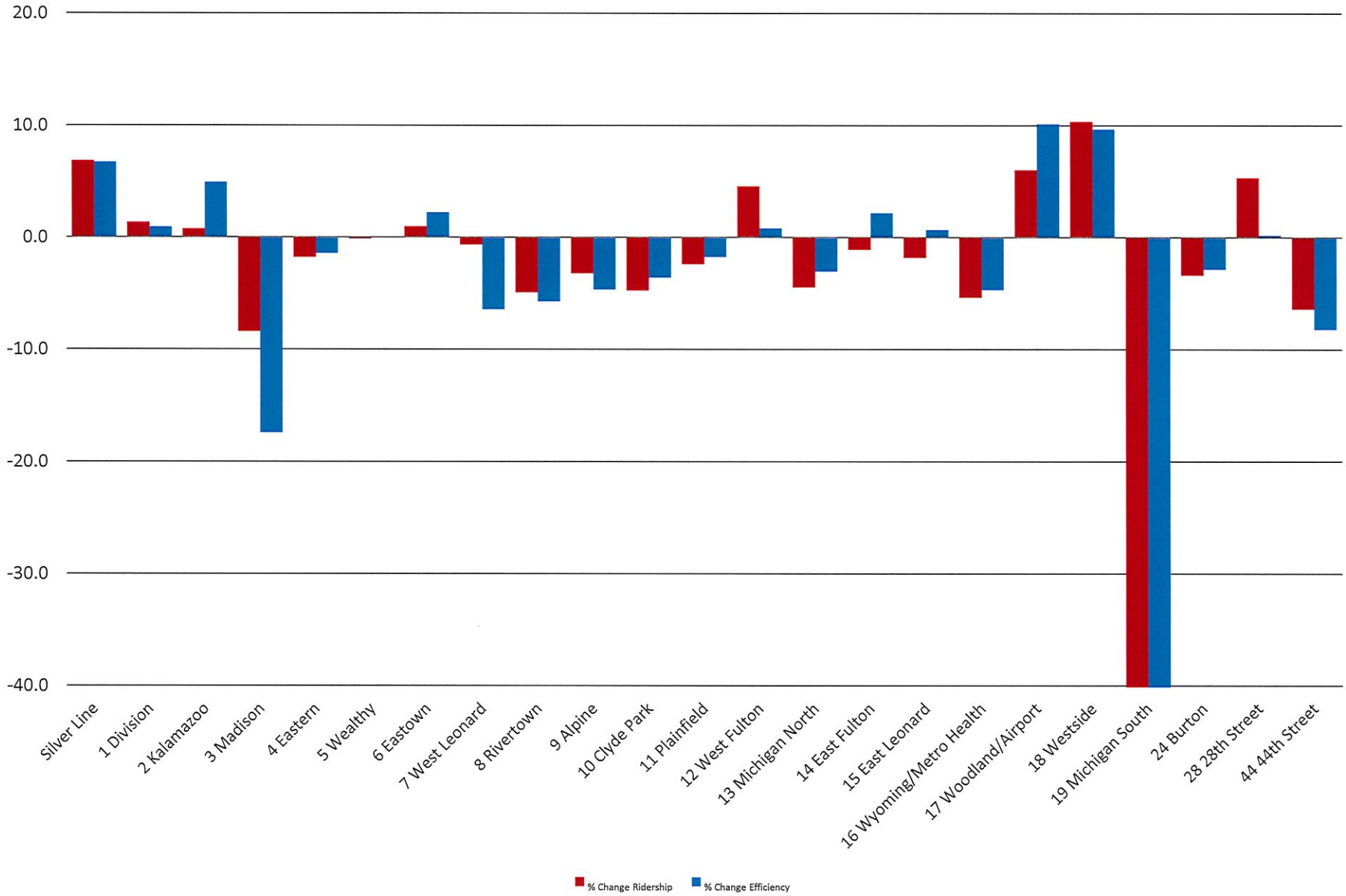


Fixed Route Efficiency Score and Ridership Levels - April 2017



The Efficiency Score is an average of Farebox Recovery Rate, Passengers/Mile and Passengers/Hour.

Change in Ridership and Efficency: FY 2017 to FY 2016



The Efficiency Score is an average of Farebox Recovery Rate, Passengers/Mile and Passengers/Hour.

April 2017 Ridership Report

Ridership by Fare Category

Regular Route Summary	April 2017	April 2016	Actual Change	% Change
$1.75 Cash Fare	73,140	82,903	-9,763	-11.8%
$1.75 Adult One-Ride Ticket	8,147	8,897	-750	-8.4%
$1.35 Adult Ticket	32,880	35,673	-2,793	-7.8%
$1.05 Student Ticket, Aquinas, Calvin and Kendall Tickets	84,406	84,195	211	0.3%
$0.85 Senior / Disabled Ticket and Cash	23,580	27,431	-3,851	-14.0%
$47 Regular and $30 Reduced 31-Day Month Pass	126,356	140,715	-14,359	-10.2%
$3.50 One-Day Pass	29,464	29,618	-154	-0.5%
$16.00 Seven-Day Pass	13,995	12,328	1,667	13.5%
Spectrum Health Employee Pass	3,729	3,728	1	0.0%
Free ADA	9,955	8,511	1,444	17.0%
GVSU Students on Routes 1-44	13,993	15,034	-1,041	-6.9%
Miscellaneous Fare	25,377	24,323	1,054	4.3%
Transfers	99,809	110,902	-11,093	-10.0%
Silver Line	64,983	63,394	1,589	2.5%
Total Regular Route Ridership	**609,814**	**647,652**	**-37,838**	**-5.8%**

Contracted/Specialized Services Summary				
DASH	24,218	20,698	3,520	17.0%
GRCC Shuttle	12,395	12,575	-180	-1.4%
GVSU Campus Connector	121,422	135,972	-14,550	-10.7%
DASH to the Hill	0	5,601	-5,601	-100.0%
GVSU Off-Campus Shuttle	57,035	57,741	-707	-1.2%
GVSU South Campus Express	83,852	86,988	-3,137	-3.6%
FSU	512	899	-387	-43.0%
Vanpools	3,294	3,697	-403	-10.9%
Total Contracted Ridership	**302,727**	**324,171**	**-21,444**	**-6.6%**

Demand Response Summary				
GO!Bus (does not include PASS)	28,554	30,113	-1,559	-5.2%
PASS North Ridership (Including Transfers)	251	264	-13	-4.9%
PASS SE Ridership (Including Transfers)	199	353	-154	-43.6%
PASS SW Ridership (Including Transfers)	66	123	-57	-46.3%
Total Demand Response Ridership	**29,070**	**30,853**	**-1,783**	**-5.8%**

	2017	2016	Change	YTD Change
Total Service Weekdays	20	21	-1	0
Total Service Saturdays	5	5	0	0
Total Service Sundays	5	4	1	-1
Total Holidays	0	0	0	0
Total Service Days	**30**	**30**	**0**	**-1**
Total Days	**30**	**30**	**0**	**-1**

Total Weekday Fixed-Route Ridership	703,612	752,097	-48,485	-6.4%
Total Weekday Evening Fixed-Route Ridership	110,160	123,555	-13,395	-10.8%
Total Weekday and Weekday Evening Fixed-Route Ridership	**813,772**	**875,652**	**-61,880**	**-7.1%**
Total Saturday Fixed-Route Ridership	**70,581**	**71,463**	**-882**	**-1.2%**
Total Sunday Fixed-Route Ridership	**28,188**	**24,708**	**3,480**	**14.1%**
Avg Weekday Daytime Fixed-Route Ridership	35,181	35,814	-634	-1.8%
Avg Weekday Evening Fixed-Route Ridership	5,508	5,884	-376	-6.4%
Avg Weekday and Weekday Evening Fixed-Route Ridership	**40,689**	**41,698**	**-1,009**	**-2.4%**
Avg Saturday Fixed-Route Ridership	**14,116**	**14,293**	**-176**	**-1.2%**
Avg Sunday Fixed-Route Ridership	**5,638**	**6,177**	**-539**	**-8.7%**

	2017	2016	Change	% Change
Fixed-Route Ridership Month to Date	609,814	647,652	-37,838	-5.8%
Contracted/Specialized Service Ridership Month to Date	302,727	324,171	-21,444	-6.6%
Demand Response Ridership Month to Date	29,070	30,853	-1,783	-5.8%
Total Monthly Ridership	**941,611**	**1,002,676**	**-61,065**	**-6.1%**
	2017	**2016**	**Change**	**% Change**
Fixed-Route Ridership Year to Date	4,615,193	4,759,141	-143,948	-3.0%
Contracted/Specialized Service Ridership Year to Date	2,329,003	2,483,852	-154,849	-6.2%
Demand Response Ridership Year to Date	210,747	218,064	-7,317	-3.4%
Total Ridership Year to Date	**7,154,943**	**7,461,057**	**-306,114**	**-4.1%**
Projected Annual Ridership	**10,976,529**	**11,446,144**	**-469,615**	**-4.1%**

April 2017 Productivity Report

Fixed-Route Services	Passengers per Bus Hour	Passengers per Bus Mile	Farebox Recovery %	Efficiency Score	Daily Passengers	Effectiveness Score	Total Score	Distance from Mean	Current Rank	FY 2016 Rank	Change	Total Passengers	Peak Frequency
Silver Line	29.0	2.16	36.7%	49.5	2,166	108.3	157.8	91.9%	1	1	0	64,983	10
Route 2 Kalamazoo	28.0	2.69	33.6%	51.5	1,631	81.5	133.0	61.8%	2	2	0	48,920	15
Route 9 Alpine	26.2	2.73	35.2%	51.8	1,456	72.8	124.5	51.5%	3	3	0	43,665	15
Route 1 Division	27.3	2.16	36.4%	48.5	1,457	72.8	121.3	47.5%	4	5	1	43,704	15
Route 4 Eastern	22.6	1.88	31.4%	41.5	1,447	72.4	113.8	38.5%	5	4	-1	43,417	15
Route 18 Westside	28.6	2.62	32.5%	50.7	835	41.8	92.5	12.5%	6	8	2	20,887	30
Route 28 28th Street	17.2	1.20	23.1%	29.4	1,199	59.9	89.4	8.7%	7	11	4	35,968	15
Route 11 Plainfield	24.2	2.04	31.3%	43.4	898	44.9	88.3	7.4%	8	7	-1	26,942	15
Route 6 Eastown	17.8	1.69	20.7%	32.3	1,032	51.6	83.8	2.0%	9	9	0	30,957	15
Route 15 East Leonard	20.5	1.94	24.5%	37.4	864	43.2	80.6	-1.9%	10	6	-4	25,917	15
Route 10 Clyde Park	26.2	1.88	33.0%	44.1	679	34.0	78.0	-5.1%	11	12	1	20,375	30
Route 5 Wealthy	16.5	1.42	21.2%	29.8	914	45.7	75.6	-8.1%	12	13	1	22,859	15
Route 3 Madison	23.8	1.42	27.9%	36.7	689	34.5	71.2	-13.4%	13	10	-3	17,234	30
Route 13 Michigan North	19.9	1.74	24.4%	35.5	684	34.2	69.7	-15.2%	14	15	1	17,110	15
Route 7 West Leonard	16.3	1.07	21.0%	26.9	777	38.8	65.7	-20.0%	15	16	1	19,422	15
Route 14 East Fulton	19.6	1.86	24.0%	36.1	572	28.6	64.7	-21.3%	16	18	2	14,295	30
Route 44 44th Street	13.0	0.96	19.5%	23.6	817	40.8	64.4	-21.6%	17	17	0	20,417	30
Route 8 Rivertown Mall	18.0	1.26	22.4%	29.9	679	34.0	63.9	-22.3%	18	14	-4	20,375	30
Route 24 Burton	12.7	0.98	19.0%	23.4	712	35.6	59.0	-28.3%	19	19	0	17,792	30
Route 12 West Fulton	16.5	1.54	16.6%	28.4	563	28.2	56.6	-31.2%	20	21	1	14,087	30
Route 16 Wyoming / Metro Health	15.0	1.11	19.5%	25.8	565	28.2	54.1	-34.2%	21	20	-1	16,948	30
Route 17 Woodland/Airport	14.4	1.01	16.5%	23.3	320	16.0	39.3	-52.2%	22	22	0	6,406	30
Route 19 Michigan South	5.9	0.49	8.9%	11.2	61	3.1	14.3	-82.6%	23	23	0	1,226	30
System Summary	**21.2**	**1.71**	**26.3%**		**906**		**82.2**	**n/a**				**593,906**	

	Passengers per Bus Hour	Passengers per Bus Mile	Farebox Recovery %	Efficiency Score	Daily Passengers	Effectiveness Score	Total Score	Distance from Mean
System Average (mean)	21.2	1.71	26.3%	36.9	906	45.3	82.2	n/a
Standard deviation	5.8	0.60	7.2%	11.1	387	19.3	32.2	n/a
Routes above standard (equal or greater than 66.7% of mean	35.4	2.85	43.9%	61.6	1,510	75.5	137.0	66.7%
Routes above one standard deviation of mean	35.3	2.84	43.8%	61.4	1,509	75.4	136.9	66.6%
Above average routes within one standard deviation of mean	27.1	2.31	33.5%	48.1	1,293	64.6	114.4	39.1%
Average routes	+/- 12.5% mean	+/- 12.5% mean	+/- 12.5% mean	+/- 12.5% mean	+/- 12.5% mean	+/- 12.5% mean	+/- 12.5% mean	+/- 12.5% mean
Below average routes within one standard deviation of mean	15.4	1.11	19.2%	25.8	519	25.9	50.0	-39.1%
Routes below one standard deviation of mean	7.2	0.58	8.9%	12.5	303	15.1	27.5	-66.6%
Routes below standard (equal or less than 66.7% of mean)	7.1	0.57	8.8%	12.3	302	15.1	27.4	-66.7%

Contracted/Specialized Services	Passengers per Bus Hour	Passengers per Bus Mile	Farebox Recovery %	Efficiency Score	Daily Passengers	Effectiveness Score	Total Score	Distance from Mean	Current Rank	FY 2014 Rank	Change	Total Passengers	Peak Frequency
GVSU Campus Connector	31.7	1.71	n/a	45.1	4,047	202.4	247.4	n/a	n/a	n/a	n/a	121,422	7
GVSU South Campus Express	56.3	6.30	n/a	117.0	4,193	209.6	326.7	n/a	n/a	n/a	n/a	83,852	10
GVSU Off-Campus	50.6	6.54	n/a	115.1	2,852	142.6	257.7	n/a	n/a	n/a	n/a	57,035	10
GVSU CHS Express	#REF!	n/a	n/a	#REF!	0	0.0	#REF!	n/a	n/a	n/a	n/a	0	5
GRCC Shuttle	46.5	11.74	n/a	170.9	2,479	124.0	294.9	n/a	n/a	n/a	n/a	12,395	10
DASH South	#DIV/0!	n/a	n/a	#DIV/0!	0	0.0	#DIV/0!	n/a	n/a	n/a	n/a	0	5
DASH West	16.4	2.21	n/a	38.3	966	48.3	86.6	n/a	n/a	n/a	n/a	19,311	5
DASH North	5.3	0.69	n/a	12.1	245	12.3	24.4	n/a	n/a	n/a	n/a	4,907	20
FSU	2.7	0.07	n/a	3.0	26	1.3	4.2	n/a	n/a	n/a	n/a	512	120
	33.08	**2.54**	**n/a**									**299,433**	

Total System Summary	**24.29**	**1.94**	**26.79%**	Farebox includes GRPS services

The range of values comprising approximatly 68% of the samples above and below the mean
Routes with scores greater than 66.7% obove than the mean
Routes with scores between 1 standard deviation above the mean and 66.7% above the mean
Routes with scores within 1 standard deviation above the mean
Routes with scores with +/- 12.5% of the mean
Routes with scores within 1 standard deviation below the mean
Routes with scores between 1 standard deviation below the mean and 66.7% below the mean
Routes with scores greater than 66.7% below the mean

DATE: May 27, 2017

TO: ITP Board

FROM: Meegan Joyce

SUBJECT: APRIL 2017 PARATRANSIT RIDERSHIP REPORT

ACTION REQUESTED

Staff is requesting the ITP Board to accept the April 2017 Paratransit Ridership report.

BACKGROUND

Total monthly paratransit ridership for April 2017 (29,070) decreased **5.8% (1,783)** from April 2016 (30,853).

ADA ridership (20,706) decreased **2.7% (576),** NDS ridership (87) decreased **6.5% (6)**, PASS ridership (516) decreased **30.3% (224)** and network 180 ridership (6,827) decreased **12.3% (956)** from April 2016. RideLink trips (926) increased **4.4%** (39) from last April.

There were 716 trips in Cascade Township in April 2017 compared to 766 in April 2016; a 6.5% reduction.

Average weekday ridership increased **0.1% (1)**, average Saturday ridership decreased **7.9% (31)**, and average Sunday ridership decreased **5.4% (18)** from April 2016.

On-time pick-up performance for the month was 97.27%. On-time drop-off performance for the month was 96.08% for trips that had appointment times.

The average cost per trip increased **3.75% ($0.85)** from April 2016.

APRIL 2017 Paratransit Ridership and Operating Statistics

ADA	2017	2016	Change	% Change
Clients	1,547	1,539	8	0.5%
Passenger Trips	20,706	21,282	(576)	-2.7%
NDS				
Clients	22	25	(3)	-12.0%
Passenger Trips	87	93	(6)	-6.5%
PASS				
Clients	33	48	(15)	-31.3%
Passenger Trips	516	740	(224)	-30.3%
CONTRACTED				
Clients	3	4	(1)	-25.0%
Passenger Trips	8	68	(60)	-88.2%
includes ACSET Connection				
RIDELINK				
Clients	330	342	(12)	-3.5%
Passenger Trips	926	887	39	4.4%
Phone Calls	3,729	3,944		
Total Trips sched. thru Rapid call center	4,733	5,722		
TOTALS				
Clients	1,935	1,958	(23)	-1.2%
Passenger Trips	22,243	23,070	(827)	-3.6%
Average Weekday Ridership	943	942	1	0.1%
Average Saturday Ridership	359	390	(31)	-7.9%
Average Sunday Ridership	318	336	(18)	-5.4%
All Ambulatory Passengers	15,250	15,644	(394)	-2.5%
All Wheelchair Passengers	6,993	7,426	(433)	-5.8%
No - Shows	492	504	(12)	-2.4%
Cancellations	5,243	5,372	(129)	-2.4%
MV				
Average Cost per Trip	$23.90	$23.05	$0.85	3.7%
Riders per Hour	2.0	2.2	(0.2)	-9.1%
Accidents per 100,000 Miles	2	1	1	100.0%
Trip Denials	0	3	-3	-100.0%
NTD Travel Time (minutes)	29	28	1	3.6%
NETWORK 180				
Passenger Trips	6,827	7,783	(956)	-12.3%
Average Weekday Ridership	341	371	(30)	-8.1%
Average Saturday Ridership	0	0	0	0.0%
Average Sunday Ridership	0	0	0	0.0%
TOTAL PASSENGER TRIPS	**29,070**	**30,853**	**(1,783)**	-5.8%

Paratransit Service Quality Statistics: network 180 Excluded

Complaints	2017 Actual Number	2016 Actual Number	2017 % of Trips	% Change
MV Complaints	11	21	0.0%	-47.6%
On-Time Performance bu cusomer call				
MV Late Trips (Less than 45 Minutes Late)	3	25	0.0%	-88.0%
MV Missed Trips (Greater than 45 Minutes Late)	3	8	0.0%	-62.5%
Actual On-Time Performance				
On-Time Compliance - Pick-up	97.27%	95.36%		
On-Time Compliance - Drop-off	96.08%	94.87%		

Date: June 6, 2017

To: ITP Board

From: Steve Clapp, Facilities Manager

Subject: PLATFORM CONCRETE REPLACEMENT PROJECT

ACTION REQUESTED

To authorize a contract with Van Laan Construction for $127,920 to provide project management services as well as the removal and replacement of a portion of the existing platform walking surface at Rapid Central Station (RCS). In addition to the contract amount, a 10% contingency ($12,792) will be held by The Rapid, and a recommended alternate of $4,450 for concrete sealer will be included for a total project cost of $145,162.

BACKGROUND

The original design of the platform walking surface included a ribbon of tile that ran through the entire length of the platform. The tile was found to be slick when wet, causing a slip hazard. In 2008, the tile was covered with a resinous coating to reduce the slick surface of the tile. Over time the resinous coating has cracked and exposed the original tile surface creating a tripping hazard.

The new project is designed to replace the tile and resinous coating with a brushed concrete surface. This will be a much more effective, low-maintenance solution with a long life expectancy for the platform.

PROCUREMENT

ITP elected to use an Invitation for Bid (IFB) format for this procurement because the scope was well defined and the type of work is straight forward with the project to be awarded to the low responsive and responsible bidder. IFB packages were issued to seven (7) firms. A total of three (3) firms submitted proposals, as follows: Van Laan Construction, Kent Companies, and DeYoung Concrete. Bids are listed below:

Van Laan Construction	$127,920
Kent Companies	$168,000
DeYoung Concrete	$173,000

Upon request, Van Laan Construction bid the amount of $4,450 for concrete sealer. The Rapid will hold a contingency of $12,792. This is particularly important to address any issues with the snow melt system, which is present on both ends of the project replacement area.

Total amount not to exceed $145,162.

FUNDING

The project will be completely funded through federal and state grants.

INTERURBAN TRANSIT PARTNERSHIP BOARD

RESOLUTION NO._____

Fiscal Year 2017

Moved and supported to adopt the following resolution:

Approval to award a contract for platform concrete replacement.

BE IT RESOLVED that the CEO is hereby authorized to award and execute an agreement with Van Laan Concrete, on behalf of the Interurban Transit Partnership (ITP) Board, for management and construction services for the removal and replacement of a portion of the existing platform walking surface at Rapid Central Station, at a total project cost of $145,162 including contingency and concrete sealer, in accordance with the information presented to the ITP Board on June 28, 2017.

CERTIFICATE

The undersigned, duly qualified and acting secretary of the Interurban Transit Partnership Board, certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Interurban Transit Partnership Board.

_____
Robin Crothers, ITP Board Secretary

_____
Date

Date: May 30, 2017

To: ITP Board

From: Rod Ghearing – Manager of Grants and Capital Projects
Mark Fedorowicz – Manager of Purchasing

Subject: E-FARE RETAIL SMART CARD DISTRIBUTION SERVICES

ACTION REQUESTED

Staff requests that the Board award a contract for *e-Fare* Smart Card Distribution Services to InComm (Innovative Communications) for a five-year period.

BACKGROUND

As the Board will recall from our many presentations and discussions regarding our *e-Fare* program, one of the key elements in the system is the establishment of a robust retail distribution network. We want it to be very convenient for all of our passengers to use our *e-Fare* system, whether they use the mobile app or a smart card. For this reason, we need to sell our smart card products in, literally, hundreds of locations in the area. It is important for us to consider the needs of passengers who can only afford to put relatively small amounts of money on their *e-Fare* account at a time and those who can only do so through cash. A retail network permits these predominantly low income persons to do so. They, as well as all other *e-Fare* users, will be able to buy a smart card and/or add money to their accounts at multiple places throughout the community.

InComm, which was established in 1992, is a world leader in this field. They have over 2,000 employees in over 31 countries with over 500,000 sales outlets worldwide. In our service area, they have over 200 outlets spread throughout the area. Their sales outlets include Meijer, Walmart, Rite Aid, CVS, Walgreens, Speedway stations, Target, Spartan Stores, Family Dollar and Dollar General, plus a few others. They have committed to our goal to have a retail sales outlet within ¼ of a mile of every Rapid bus stop in a Title VI area (an area designated a low income or minority population area) and within ½ mile of every stop that is not in a Title VI area. We are confident in their ability to help us meet these goals.

PROCUREMENT SUMMARY

The most important feature of the new *e-Fare* program is the network of local sales outlets available from the card distribution service company. The Rapid wanted to work with a firm that had the most extensive sales network possible so as to make the purchase as convenient as possible to our customer. Given that the distribution network was of paramount importance, staff believed that a Request for Proposal format was essential over a strictly low bid procurement.

Staff developed a bid list with seven national firms. The project was also advertised in the GR Press. A pre-proposal meeting was scheduled for April 10, 2017 that was attended by three firms: InComm, Ready Credit and Gunner Technology. Proposals were due April 24, 2017 at which time only one proposal was received, that being from InComm. In performing our due diligence, Ready Credit admitted that they could not be cost-effective in their proposal to us and that they elected to decline to

bid. Gunner Technology is not in the business of card distribution networks but rather in the business of creating technological solutions. They showed no indication that they had access to a distribution network.

Given that The Rapid received only one bid (single bid), staff was required to determine whether the price was both fair and reasonable. This required a three-step process including comparing costs to the Independent Cost Estimate (ICE), doing a Cost-Price analysis and checking references. The table below indicates that the estimated cost (ICE) for The Rapid's card distribution system would be approximately 7% of the load commission and an additional $3 for manufacturing, packaging and distribution. This compares with much higher load costs for Utah Transit Authority but slightly lower load costs for Tri-Met (Portland, OR). Tri-Met is a much larger transit authority and it was presumed that the added size represented less risk to the card distribution company, hence lower costs. The actual costs to The Rapid (column 4), however, were lower than either of the two comparable agencies.

Table 1 – Cost-Price Analysis

	Utah Transit (actual)	Tri-Met (actual)	The Rapid (ICE)	Actual InComm Price Proposal
Commission on money added to an *e-Fare* Account	**9% of the amount**	**5.65% of the amount**	**7% of the amount**	**5% of the amount**
Manufacturing, Packaging and Distribution Costs	**$2.00 per card produced**	**$2.00 per card produced**	**$2.00 per card produced**	**$2.00 per card produced**
Smart Card Sales Commission	**$1.00 per card sold**	**$1.00 per card sold**	**$1.00 per card sold**	**$1.00 per card sold**

Keeping in mind that neither we nor any other transit system in the US has any real experience with how an account-based, capped fare *e-Fare* system will work, our estimates regarding the potential sales volume of the media that InComm will handle project that InComm could collect as much as $105,000 per year in sales commissions for adding value to accounts and $36,000 in the first year of the program to produce and stock the initial quantity of smart cards needed at the retail outlets. An additional $6,000 from the $1.00 commission on the sale of smart cards in the first year of the program could also be collected by InComm, all of which gets paid by InComm to the retailer. Both of these first year figures should decrease significantly in future years as customers will already have smart cards in their hands and won't need to replace them.

These numbers compare quite favorably with what we've spent in a little over the last year for passes and tickets. Between January of 2016 and the end of this May, we spent almost $226,000 for these items. When this is combined with the savings we expect to realize from reduced maintenance costs on our aging fareboxes, ITP stands to realize a small savings from the implementation of the new *e-Fare* system.

Based on the data in Table 1, staff believes that we received a fair and reasonable price for the *e-Fare* Retail Smart Card Distribution Network. InComm' s references were very favorable.

FUNDS

Funds for this project will come from our regular operating budget.

INTERURBAN TRANSIT PARTNERSHIP BOARD

RESOLUTION NO._____

Fiscal Year 2017

Moved and supported to adopt the following resolution:

Approval to execute an agreement with InComm for the provision of *e-Fare* Retail Smart Card Distribution Services.

BE IT RESOLVED that the CEO is authorized to execute an agreement with InComm to provide *e-Fare* Retail Smart Card Distribution services. The cost is based on a commission of 5% of the value added to an account, $2 per card for manufacturing and distribution of each smart card and $1 per card for the sale of a card, in accordance with information presented to the ITP Board on June 28, 2017.

CERTIFICATE

The undersigned, duly qualified and acting secretary of the Interurban Transit Partnership Board, certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Interurban Transit Partnership Board.

_____
Robin Crothers, ITP Board Secretary

_____
Date

Date: June 21, 2017

To: ITP Board

From: Mark Fedorowicz – Manager of Purchasing

Subject: SALE OF NAMING RIGHTS FOR SILVER LINE

ACTION REQUESTED

Staff is requesting that the ITP Board support the concept of selling the naming rights for the Silver Line Bus Rapid Transit (BRT) line and allow The Superlative Group (TSG) to seek a prospective sponsor for the line. Sale of the naming rights also includes the ability to sell naming rights for the individual stations along the route. If a sponsor is found, the contract will be brought to the Board for approval. The TSG report also proposes the sale of naming rights for the DASH service; however, this is an issue the City of Grand Rapids will have to address.

BACKGROUND

When the millage that approved the Silver Line BRT was first developed, it was based solely on the hourly cost of drivers and mechanics who kept the line in operation. Other expenses, such as utility payments, landscaping, snow removal, trash pick-up and other items were not considered in the millage estimate. For fiscal year 2017, those expenses amount to more than $137,000 annually. Those costs are likely to grow with inflation annually, so that in five years, the maintenance costs could come close to $154,000.

In order to generate revenue that would cover this cost, staff looked at a number of options and found that the sale of naming rights was becoming a popular way to generate additional revenue for the transit system. Revenues generated annually were, in some cases, in the six figure range or more. It was felt that this would be an important revenue stream that would not require an increase in our millage rate.

Last year, the ITP hired The Superlative Group (TSG) to perform an inventory of saleable assets owned by the Rapid and to determine the market for those assets. TSG completed their inventory and assessment of the local market and concluded that there is a market for selling the sponsorship rights for the Silver Line and for the individual stations. Using a 25 year contract duration, TSG estimated that the revenue for the Silverline sponsorship could range between $135,000 and $200,000 per year. In addition, individual station revenue could generate between $15,000 and $30,000 annually.

If Superlative finds a prospective candidate to purchase the naming rights, that agreement will come to the Board for final approval. Superlative will be compensated 30% of the value of the contract over the duration of the contract. The Rapid will retain 70% of the value of the contract over the contract duration. If Superlative cannot find buyers for the naming rights project, no contract need be approved and no revenue will be generated.

FUNDING

This is a revenue contract. No additional fund are required to carry forth the project.

INTERURBAN TRANSIT PARTNERSHIP BOARD

RESOLUTION NO._____

Fiscal Year 2017

Moved and supported to adopt the following resolution:

Approval to support the concept of selling naming rights for the Silver Line.

BE IT RESOLVED that the ITP Board support the concept of selling the naming rights for the Silver Line Bus Rapid Transit (BRT) line and agrees to allow The Superlative Group to seek a prospective sponsor for the line, in accordance with information presented to the ITP Board on June 28, 2017.

CERTIFICATE

The undersigned, duly qualified and acting secretary of the Interurban Transit Partnership Board, certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Interurban Transit Partnership Board.

_____
Robin Crothers, ITP Board Secretary

_____
Date

June 14, 2017

To: ITP Board

From: Peter Varga

Subject: MILLAGE ELECTION

ACTION REQUESTED

The Board is asked to approve the resolution to put a Rapid millage renewal of 1.47 mills for twelve (12) years on the ballot in November 2017.

BACKGROUND

On May 3, 2011, The Rapid millage of up to 1.47 mills for seven (7) years was approved. The Rapid collected 1.29 mills the first year, 1.41 mills in the second year and 1.47 mills thereafter. The last collection is July 2017 and will be used for FY 2018 (starting 10/1/18).

The attached resolution is for a millage renewal of 1.47 mills with a term of twelve (12) years. The Board came to a consensus on the longer term at the May 24, 2017 annual planning meeting. We would be on the ballot for the November 7, 2017 election. The language shown in the resolution is what will appear on the ballot. The first collection for this millage would be July 2018 to be used for FY 2019 (starting 10/1/18).

INTERURBAN TRANSIT PARTNERSHIP BOARD

RESOLUTION NO._____

Fiscal Year 2017

TRANSIT MILLAGE BALLOT PROPOSAL 2018-2029

At a meeting of the Board of Directors of the Interurban Transit Partnership ("ITP"), a public transportation authority organized under Act 196, Public Acts of 1986, as amended ("Act 196"), the following resolution was offered by Director _____ and seconded by Director _____.

The ITP, a public transportation Authority formed under Act 196, acknowledges the following. The ITP currently funds the local share of its public transportation budget with a dedicated millage of 1.47 mills authorized for seven years, 2011 through 2017. Beginning in 2018, the ITP proposes to renew that millage of 1.47 mills to be used for current services and other transportation purposes.

This millage would be levied upon all of the taxable property within the ITP's district (collectively the area covered by the six cities of East Grand Rapids, Grandville, Grand Rapids, Kentwood, Walker and Wyoming). The ITP Board has determined that the millage should be 1.47 mills for twelve (12) years. This millage proposal would be presented to the voters in November 2017, or as soon thereafter as permitted.

The ITP Board resolves:

1. Levy. The ITP will levy 1.47 mills for twelve (12) years, beginning in the year 2018 and continuing through the year 2029. This levy will be for public transportation purposes including a fixed guideway project under Act 196. This millage will be collected on the July tax bills beginning in July 2018.

2. Voter Approval and Election Date. This levy will be submitted to the voters of the ITP district for approval as required by law. The election will be held on November 7, 2017, or as soon thereafter as permitted under applicable law.

3. Form of Ballot Question. The ballot question for approval of this millage will read substantially as follows:

May The Rapid (Interurban Transit Partnership) levy a tax of 1.47 mills beginning in 2018 for continuation of current services and other public transportation purposes? This millage would renew the 1.47 mills approved by the voters in 2011. This millage would cover twelve (12) years, beginning in the year 2018 and continuing through 2029. It would be levied on the taxable value of all taxable property in The Rapid's district (the six cities of East Grand Rapids, Grandville, Grand Rapids, Kentwood, Walker and Wyoming). The Rapid estimates that this millage would raise $15,265,325 in its first year.

Tax increment revenues from this millage will be disbursed to each of the following tax increment authorities:

City of Grand Rapids: Brownfield Redevelopment Authority, Downtown Development Authority, Michigan Street Corridor Improvement Authority, Monroe North Tax Increment Finance Authority, North Quarter Corridor Improvement Authority, SmartZone Local Development Finance Authority, Southtown/Madison Square Corridor Improvement District Authority, Uptown Corridor Improvement Authority, WestSide Corridor Improvement Authority

City of Grandville: Brownfield Redevelopment Authority, Downtown Development Authority

City of Kentwood: Brownfield Redevelopment Authority

City of Walker: Brownfield Redevelopment Authority, Downtown Development Authority

City of Wyoming: Brownfield Redevelopment Authority, Downtown Development Authority

4. Filing with Clerks: ITP will file a copy of this resolution with each of the six cities listed above at least 60 days before the proposed election date (9-7-17) and with the Kent County Clerk by 4:00 p.m. on the 12th Tuesday before the proposed election date (8-15-17). ITP will certify the ballot question wording to the appropriate election officials as required by law.

5. Other Actions: The ITP officers and agents are authorized and directed to take all other actions appropriate to carrying out the intent of this resolution.

Adopted this 28th day of June, 2017.

Yes votes: _____

No votes: _____

CERTIFICATION

This is a complete copy of a resolution adopted by the Interurban Transit Partnership Board at a meeting held on June 28, 2017. The original is on file in my office and available to the public. Public notice of that meeting was given in compliance with the Michigan Open Meetings Act.

Date: _____

_____
Robin Crothers, ITP Board Secretary

Date: June 1, 2017

To: ITP Board

From: Kevin Wisselink / Planning Department

Subject: GRCC SEMESTER PASS PROGRAM

ACTION REQUESTED

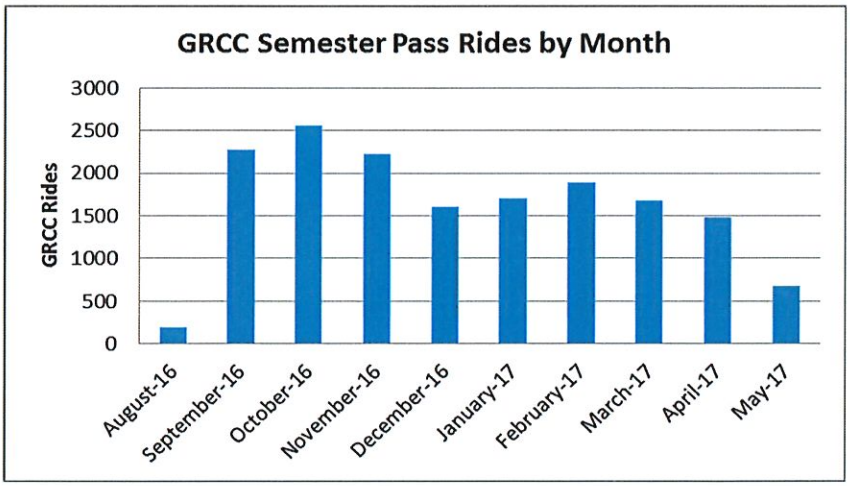
Authorization to approve the Grand Rapids Community College (GRCC) semester pass program effective with the start of the fall 2017-2018 school year.

YEAR ONE UPDATE

In August 2016, the Rapid Board approved a one-year pilot semester pass program for Grand Rapids Community College (GRCC). The passes cost $130 and are good for 123 days from first use. The passes are sold by The Rapid to GRCC who in turn sells them to students at their Student Life Office on campus.

Overall, there has been a good level of usage of the Semester Passes by GRCC students.

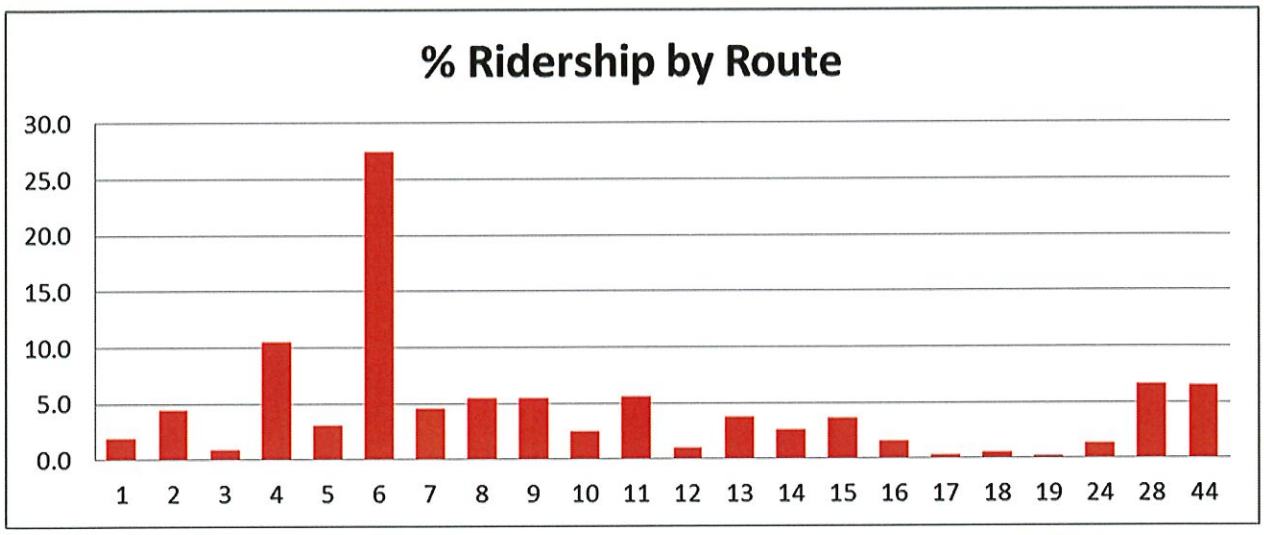
August-16	190
September-16	2,280
October-16	2,557
November-16	2,220
December-16	1,602
January-17	1,707
February-17	1,897
March-17	1,679
April-17	1,481
May-17	681
Total	**16,294**



There were 155 passes sold, for an average of 105 rides used per pass. This does not include Silver Line ridership; the GRCC semester pass is a period pass so it is not necessary to validate these passes at Silver Line stations for each ride, riders simply need to demonstrate a valid semester pass to fare enforcement officers when asked. Because the Silver Line passes right by the GRCC campus, there certainly is a high level of GRCC ridership on the Silver Line. Therefore, the actual number of rides used per pass is higher than 105 rides.

The fixed route with the highest usage was Route 6 – Eastown which passes right through the GRCC campus (27.4%), followed by Route 4 – Eastern (10.5%), Route 28 – 28th Street Crosstown (6.7%)

and Route 44 – 44th Street Crosstown (6.5). The higher ridership levels on the crosstown routes would indicate that a number of students are using these routes to transfer to the Silver Line to get to GRCC.



The monthly GRCC ridership is about half of the nearest comparable, Kendall College of Art Design, but still represents a good level of usage by GRCC students.

GRCC would like to continue using the semester pass for the next academic year, and then convert the pass from a magnetic ticket to a Smart Card once the tickets are available in 2018. When this conversion takes place, The Rapid will be able to track GRCC semester pass usage on the Silver Line.

INTERURBAN TRANSIT PARTNERSHIP BOARD

RESOLUTION NO._____

Fiscal Year 2017

Moved and supported to adopt the following resolution:

Approval of a Grand Rapids Community College (GRCC) semester pass program.

BE IT RESOLVED that the ITP Board hereby authorizes the Semester Pass Program for GRCC students beginning with the 2017-2018 school year, in accordance with the information presented to the Board on June 28, 2017.

CERTIFICATE

The undersigned, duly qualified and acting Secretary of the Interurban Transit Partnership Board, hereby certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Interurban Transit Partnership Board.

_____
Robin Crothers, Board Secretary

_____
Date

MINUTES OF

GOVERNANCE COMMITTEE

June 7, 2017

ATTENDANCE

Committee Members Present: Jack Hoffman, Barbara Holt (Chair), Stephen Kepley, Terry Schweitzer

Committee Members Absent: Amna Seibold

Staff Present: Steve Clapp, Robin Crothers, Brian Pouget, Peter Varga (CEO)

Others Present: Watchdog Miller

Ms. Holt called the meeting to order at 4:02 p.m.

PUBLIC COMMENT

Watchdog Miller commented that the population of Kentwood exceeds the population of Walker, East Grand Rapids and Grandville combined and we still don't have a rider on the Board. With the e-fare system there is a 56% fare hike with Mayor Kepley's proposal. We are cutting back on Board time by 40%. We need bus stops on Lake Michigan Drive. We're cutting major stops and nothing is ever addressed. We are spending $8,000 on a totally unnecessary report. He stated that Board members should deal with the vile restrooms at Rapid Central Station, the Board should get buses back downtown, and they should not try to dictate the future of The Rapid.

1. Minutes of May 11, 2017 Governance Committee Meeting:

   Ms. Holt asked for corrections to the minutes. None were offered. The minutes stand approved as written.

2. CEO Professional Development Report for May 2017:

   A motion was made by Hoffman, supported by Schweitzer, to accept the May 2017 professional development report for the CEO. Motion passed unanimously.

3. June 28, 2017 Board Agenda:

   Mr. Varga reviewed the June 28, 2017 Board agenda.

   Monthly Financial Statements for May 2017 – Not available.

April 2017 Ridership and Productivity Report – We are continuing to see a ridership decrease. There was one less weekday and one more Sunday compared to April 2016. These two combined was a net decrease of about 25,000 rides. Ridership on Routes 1-44 in FY 2017 year-to-date was down 3% compared to the same period in FY 2016. Mr. Varga commented that the ridership decline will gradually disappear over time. Gas prices are still down which impacts ridership. Contracted/Specialized Service ridership decreased 6.6%, however, these services are fully funded by fare revenue.

April 2017 Paratransit Ridership Report – April 2017 paratransit ridership followed a similar pattern as the past several months. Total monthly paratransit ridership decreased 5.8% compared to April 2016. ADA ridership was down 2.7%. All other categories had ridership decreases except for a 4.4% increase in RideLink trips. Paratransit ridership was also impacted by one less weekday and one more Sunday compared to last April.

E-Fare Retail Smart Card Distribution Services – A Request for Proposals for retail smart card distribution services was sent out to seven national firms; three firms attended the pre-proposal meeting. One proposal was received from InComm. Because this was a single bid, an independent cost estimate (ICE), a cost-price analysis and reference check were done in order to determine whether the price was both fair and reasonable. Based on these three items, staff determined that the proposal provided by InComm was fair and reasonable.

InComm has over 500,000 sales outlets worldwide. In The Rapid's service area, they would have over 200 outlets spread throughout the area at sales outlets such as Meijer, Walmart, Rite Aid, CVS, Walgreens, Target, etc. InComm would provide the cards, distribute them to the outlets and manage the entire process. They have committed to our goal to have a retail outlet within one-quarter mile of every Rapid bus stop in a Title VI area and within one-half mile of every stop that is not a Title VI area. We are confident in their ability to meet these goals.

It was estimated that InComm could collect as much as $105,000 per year in sales commissions for adding value to accounts and $36,000 in the first year of the program to produce and stock the initial quantity of smart cards needed at the retail outlets. An additional $6,000 from the $1.00 commission on the sale of smart cards in the first year of the program could also be collected by InComm, all of which gets paid by InComm to the retailer. These first year figures should decrease significantly in future years as customers will already have smart cards and won't need to replace them. Compared to the amount The Rapid spends annually to produce tickets, we should realize a small savings from implementation of the e-fare system.

Mr. Schweitzer asked if GVSU will use their ID cards. Mr. Varga stated that they will use the Rapid smart cards. The University has determined that the cost is too high to adapt ID cards for this use. The e-fare system has a partner program for large organizations like GVSU and GRPS to develop rules specific to their use.

In response to a question from Mr. Schweitzer, Mr. Varga commented that smart cards will be sold at Rapid Central Station and at the ticket vending machines at the Silver Line stations and eventually the Laker Line as well.

Platform Concrete Replacement Project – Rapid Central Station and the platform were opened in 2004. A blue tile decorative section was installed through the center of the concrete platform. The blue tile has turned out to be quite slippery when snowy or wet. It was treated at one point, but that is have now degraded as well. Mr. Clapp noted that the blue tile section will be replaced with a brushed concrete that will be an earth tone in color and will be much more slip resistant and durable.

An Invitation for Bid (IFB) was issued to seven firms. Three firms submitted proposals. Van Laan Construction submitted the lowest responsive and responsible bid for a total not to exceed $145,162, including 10% contingency and an alternate for concrete sealer in the amount of $4,450. The other two bidders were Kent Companies ($168,000) and De Young Concrete ($173,000).

Millage Election – The Board will be asked to approve a resolution for The Rapid to be on the ballot on November 7, 2017 to ask for a renewal of 1.47 mills for twelve (12) years. The ballot language is included in the resolution, which has been approved by The Rapid's attorney.

GRCC Semester Pass Program – In August 2016, the Rapid Board approved a one-year pilot semester pass program for Grand Rapids Community College (GRCC). The passes cost $130 and were good for 123 days from first use. This has been a successful program with an average of approximately 2,000 rides per month. GRCC is happy with the semester pass program and would like to continue for one more year until the transition to smart cards. They can then set up an institutional partner program through the e-fare system.

Governance Study Recommendations – This was discussed under item 4 of this agenda.

Sale of Assets – Mr. Varga noted that this item will be discussed at the Committee meetings. This is a way to raise revenues. The Superlative Group will begin the process of securing naming rights upon consensus at the Committee meetings. Any actual naming rights contract will come to the Board for approval.

Ms. Holt asked about bus advertising. Mr. Varga stated that all of The Rapid's fleet has ad signs or a bus wrap. This is a different program than the naming rights, which does not involve buses. He mentioned that the report by Superlative states that there may be some potential for DASH, but that would have to go through the City of Grand Rapids.

4. Governance Study Recommendations:

Ms. Holt reported that the Board will be asked to approve the Governance Study recommendations in concept at the June 2017 Board meeting. Jeff Schilling will attend the June Committee meetings to answer questions. She did not anticipate a recommendation coming out of today's Governance Committee meeting.

Mayor Kepley stated that he has too many questions and concerns at this point to recommend approval of the study. He feels that there needs to be a lot more discussion by the Board.

Ms. Holt commented that there are three components: Board structure/process, balanced score card, and the development plan.

Mr. Varga noted that staff is ready to assist the Board in whatever way necessary. He mentioned that staff can work with the reduced number of meetings.

Ms. Holt stated that anything coming to the Board outside of the two recommended standing committees will be committee of the whole or full Board work. The names of the two standing committees have been recommended for change to the Development Committee (now Governance) and the Planning and Innovation Committee (now Strategic Planning).

Committee Member Comments

Mayor Kepley asked about the budget meeting. Ms. Crothers responded that the Board budget meeting is scheduled for August 2, 2017. Mayor Kepley felt that the Board needs more detailed information on the budget. The budget meeting should not be just Q&A. At the City of Kentwood, the department heads present goals and FTEs to the Commission prior to budget approval.

Ms. Holt stated that the budget meeting could be restructured. Mr. Pouget commented that the budget shows new FTEs and the narrative at the beginning of each departmental budget talks about goals.

Mayor Kepley stated that the budget is the most important thing that the Board does. The Board needs a bigger understanding of what each department does.

Mr. Varga noted that the Board has never asked for anything more than what we have been doing.

Mayor Kepley suggested that department managers be given a timeframe, such as 2-3 minutes, to talk about current year accomplishments, next year's goals, and FTE changes for the upcoming fiscal year.

Mr. Varga concurred with the process suggested by Mayor Kepley.

Mr. Schweitzer commented that perhaps Board members should be encouraged to pose questions in advance to Peter and/or Brian so that department managers are prepared with the answers when they report at the budget meeting.

Mayor Kepley thought this process would help toward the Board doing meaningful work and create a better culture for the Board.

Discussion was held regarding moving the time of the Governance Committee meeting that was scheduled at 9:00 a.m. following the 8:00 a.m. budget meeting. With the addition of department manager reports, the budget meeting will be longer than what it has been in the past. Moving the committee meeting to 10:00 a.m. was suggested. No final decision was reached regarding rescheduling the Governance Committee meeting.

CEO Comments

Mr. Varga noted that the work that Alan Hartley was doing has been divided up in order to keep things moving. He noted that we are going to contract with the former City of Grand Rapids Finance Director for assistance in determining the need for The Rapid to have a pension fund manager and to help with the RFP if necessary. We are in the process of engaging a recruiting firm to fill the Deputy CEO of Finance and Administration position. This will be a national recruitment.

The meeting was adjourned at 4:59 p.m.

Robin Crothers

Robin Crothers, Board Secretary

MINUTES OF

PERFORMANCE OVERSIGHT COMMITTEE

June 21, 2017

ATTENDANCE

Committee Members Present: Dave Bulkowski, Gary Carey, Randy Gelderloos, Barbara Holt, Mark Huizenga, Terry Schweitzer (Chair)

Committee Members Absent: Tim Cochran

Staff Present: Steve Clapp, Robin Crothers, Mark Fedorowicz, Rod Ghearing, Meegan Joyce, Jennifer Kalczuk, Linda Medina, Nick Monoyios, Brian Pouget, Peter Varga (CEO), Conrad Venema, Scott Walsh, Mike Wieringa

Others Present: Asher Lockwood, Jeff Schilling (Schilling Consulting Services)

Mr. Schweitzer called the meeting to order at 8:00 a.m.

PUBLIC COMMENT – No comments.

Mr. Schweitzer reported that the agenda will be modified to move item #10, Governance Study Recommendations, to the beginning of the agenda.

10. Governance Study Recommendations:

Mr. Schilling stated that the Governance Study recommendations are on today's committee agenda for discussion, review and Q&A. The final recommendations will be presented for approval at the June 28, 2017 Board meeting.

He noted that there are three parts to the study: Structure and Procedure/Process, Balanced Scorecard, and Development Plan. These have all been presented to the Board.

Ms. Holt indicated that there is a lot of information to process. There will be a transition period and a transition plan in place. During this period, the Board will review and evaluate various aspects of the plan with opportunity to make changes along the way. She noted that the Board is being asked to approve the concept presented by Mr. Schilling, with the understanding that changes can be made over time.

Mr. Bulkowski raised the issue of collaboration. He noted that Board collaboration is critical and should be measured. Discussion was held regarding the recent promotion of the Director

of Operations to Deputy CEO of Operations. There was general support for this action, but some committee members expressed concern that there was a lack of collaboration with the Board on this decision. Mr. Bulkowski felt that the Board should have been provided the opportunity for meaningful input on this change.

Mayor Huizenga agreed, noting that this was a strategic decision that should have involved Board discussion. He stated that the culture needs to change in Board/leadership relations and it shouldn't wait until a new CEO is onboard.

Ms. Holt concurred that more communication and collaboration would be good. She believes that the governance study recommendations will assist in these areas. The transition plan will make it easier to implement these changes and help to improve Board/staff relations.

Ms. Holt noted that replacement of the CEO is not a part of the governance study recommendations. A committee will be formed to work on recruitment of a new CEO. The new governance structure can happen outside of that process.

Mr. Schilling suggested that Board members continue to do the self-assessment on a regular basis in order to identify issues that need work. He mentioned that the scorecard could have a measure on collaboration between the Board and leadership.

Mr. Varga commented on the general culture and operation of The Rapid over the past 20 years while he has served as CEO. He has been working under basically the same contract during this period and it has worked well. He understands that current Board members seem to want something different and he is willing to work with the Board. However, his contract is in effect until September 30, 2018 and he feels that both sides need to honor that contract. He feels he has accomplished 100% of his commitments and will continue to do so. He has invested a lot of energy in this organization.

Mr. Varga stated that he has served on many boards and agrees that collaboration is very important. He offered to assist the Board in resolving issues prior to a new CEO coming onboard. A Board CEO selection committee should be formed in the near future since this can be a long process. He would be happy to assist the Board with this or anything else.

Ms. Holt mentioned that promoting Mr. Pouget to Deputy CEO of Operations was taken to the Committees for input.

Mayor Huizenga commented that the governance change is good and that the culture needs to change.

Ms. Holt noted that Mr. Varga has been involved in development of the governance recommendations. Mr. Varga stated that he feels the new governance process will work. He helped to develop the measures for the balanced scorecard. This is a Board process and they can revise it as they see fit.

Mr. Varga commented on several matters related to Board and CEO relations. He informed the Committee that he was not planning to leave The Rapid at this time. He felt that a change was taking place on the Board, that something was going on, and he came to the conclusion that he should not stay. The Board needs to define the culture they want to achieve going forward and Mr. Schilling could be helpful with that. The Board needs to get started on the process of bringing on a new CEO. In the meantime, Mr. Varga stated that even though he has given his notice, he expects the same level of respect until he leaves; staff needs to know this. He commented that the effort on a strategic plan at the January retreat was not effective in team-

building between the Board and management as we were told it would be. The management team was not involved and was confused about why they were there. He understands that the Board will not be looking for someone like him to fill the CEO position and that they need to figure out how to recruit that person. He also mentioned that he was aware of Board members having side conversations about him and The Rapid.

Mr. Schweitzer added that Mr. Varga is obligated by his contract to handle administration issues for The Rapid. With the sudden passing of Alan Hartley, who was Deputy CEO, an urgent need arose to appoint a Deputy CEO. Mr. Pouget was the logical choice for promotion to that position. It was important to do this at that time.

Mr. Schweitzer noted that the scorecard did not speak to the pension liability and he felt that it should. The unfunded pension liability is very pertinent to the organization. He also asked about the fundraising reference in the document produced by Mr. Schilling.

Mr. Schilling stated that fundraising is something some Boards do and this information was provided as examples of Board work. He understood that this does not apply to all Boards.

Mr. Varga commented that some Boards have fundraising responsibilities like the YMCA Board that he serves on. The Rapid Board does not do fundraising in the traditional sense. Indirectly, we are fundraising through Friends of Transit and in our capital funding requests. He mentioned that Mayor Huizenga was very helpful in securing the Laker Line grant when he went to Washington DC and spoke to legislators.

Ms. Holt stated that there will most likely be a pension committee to keep track of the liability status. Mr. Varga noted that the liability only changes on an annual basis which doesn't lend itself to more frequent review on the scorecard. However, it is the Board's decision for what the scorecard ultimately includes.

Mr. Bulkowski mentioned that he understands that the CEO's contract says he is responsible for administration of the organization, however, it does not have specific information regarding Board involvement in such matters. He felt the Board should have been consulted on the promotion of Brian Pouget to Deputy CEO.

Ms. Holt agrees that the Board needs to change its culture and structure and these study recommendations are the beginning of that effort. Changes can occur over time as necessary. She stated there will be a transition plan to implement the new structure.

Mr. Varga commented that a change in the Board structure was implemented several years ago which we are working under at this time. This change was done collaboratively with Board and upper management in an all-day work session. He would recommend that the Board spend more time on this.

Mr. Schilling highlighted today's comments, noting that the Board wants to focus on the cultural aspects of Board/senior leadership, CEO contract and the search process. The pension liability is important and the Board is interested in staying informed in some way. These items will be added to the presentation for study approval at the June 28, 2017 Board meeting.

Ms. Holt asked that Board members contact her or Mr. Schilling with questions preferably in advance of the June 28 Board meeting.

COMMITTEE ITEMS

1. Minutes of May 17, 2017 Performance Oversight Committee Meeting:

Mr. Schweitzer asked for corrections to the minutes. None were offered. The minutes stand approved as written.

2. Monthly Financial Statements for May 2017:

Mr. Walsh reported that we have a net surplus of over $750,000. The third payday in June will take some of that surplus. We have not used any Preventive Maintenance funds. The financial statements look very good compared to the adopted budget.

Mr. Schweitzer asked about the capital budget. Mr. Walsh noted that we have purchased a large number of buses.

In response to a question from Mr. Schweitzer regarding the CNG project, Mr. Ghearing stated that the total project was $5.3 million in grant funds and there is approximately $2.0 million of work left to do on the project.

Mayor Huizenga inquired about retail operation at the CNG station. Mr. Varga responded that the station is designed to handle retail sales, but there are some additional expenditures related to retail that are not funded in this grant. We plan to have retail sales at some point. We will need contract out the retail operation.

A motion was made by Carey, supported by Holt, to recommend Board acceptance of the May 2017 monthly financial statements, on the Consent Agenda. Motion passed unanimously.

3. April 2017 Ridership and Productivity Report:

Mr. Wisselink reviewed the April 2017 report. Total monthly ridership was down 6.1% compared to April 2016. There was one more weekday of service in April 2016, leading to a greater decrease in overall ridership. The average daily ridership decrease of approximately 3.3% was consistent with what The Rapid has been experiencing over the past number of months.

Mr. Schweitzer asked about Route 19. Mr. Wisselink responded that this route is improving slowly but it is a peak-only service which isn't convenient more most people. Mr. Venema commented that he has heard from some of the companies on Oak Industrial Drive that the bus doesn't run the hours that they need.

Mr. Varga mentioned that Spectrum Health operates a shuttle service for their employees and perhaps something could be worked out with them.

Mr. Wisselink noted that the new Meijer development on Bridge on the west end of Route 19 should draw riders.

Mr. Schweitzer asked about making a recommendation to the Board about revisions to Route 19.

Mr. Varga responded that the FY 2018 budget formulation guidelines adopted by the Board state that current service levels would be budgeted.

Mayor Huizenga felt we should make Route 19 better. Mr. Ghearing stated that when the new e-fare system gets underway it is likely that more Spectrum Health employees will use the service.

Mayor Huizenga referenced the recent study done in an industrial corridor in Walker and thanked Mr. Wisselink for his work.

Mr. Bulkowski suggested that perhaps smaller vehicles could be used. We need to determine how best to serve the area.

Ms. Holt asked for some talking points on Route 19 including history, timeline and some ideas for the future.

Mr. Venema was concerned about committing to improve the route when we do not have money to do it.

A motion was made by Bulkowski, supported by Huizenga, to recommend Board acceptance of the April 2017 Ridership and Productivity Report, on the Consent Agenda. Motion passed unanimously.

Mr. Schweitzer requested that information on what could be done for Route 19 be provided to the Board at the August 2 Budget meeting.

4. April 2017 Paratransit Ridership Report:

Ms. Joyce stated that total monthly paratransit ridership decreased 5.8% compared to April 2016. All categories had decreased ridership except RideLink. Cascade Township trips were down 6.5%. On-time performance was 97.27% and on-time appointment drop-off performance was 96.08%. The average cost per trip increased 3.75%.

Mr. Carey complimented MV for improvement with late trips.

A motion was made by Holt, supported by Gelderloos, to recommend Board acceptance of the April 2017 Paratransit Ridership Report, on the Consent Agenda. Motion passed unanimously.

5. E-Fare Retail Smart Card Distribution Services:

Mr. Ghearing stated that the e-fare smart card system that The Rapid will be implementing needs a robust retail network that makes it convenient for all passengers to use the e-fare system whether they use the mobile app or a smart card. It is important to consider the needs of passengers who can only afford to put relatively small amounts of money on their e-fare account at a time and those who can only use cash. A retail network permits these predominantly low income persons to do so.

An RFP was issued to seven national firms and was advertised in the Grand Rapids Press. Only one proposal was received from InComm, which has a very extensive sales network in this area. Since this was a single bid, staff compared their costs to the Independent Cost Estimate, did a Cost-Price Analysis and checked references to determine if their price was fair and reasonable. The InComm proposal included the commission on money added to an e-fare account at 5%, a $2.00 charge per card produced for manufacturing, packaging and distribution, and $1.00 per card sold for smart card sales commission. It is projected that InComm could collect as much as $105,000 per year in sales commissions for adding value to accounts and $36,000 in the first year of the program to produce and stock the initial quantity of smart cards needed at the

retail outlets. An additional $6,000 from the $1.00 commission on the sale of smart cards in the first of the program could also be collected by InComm, all of which gets paid by InComm to the retailer. These first year figures should decrease significantly in future years as customers will already have smart cards in their hands and won't need to replace them.

These numbers compare favorably with what we have spent passes and tickets between January 2016 and May 2017 at nearly $226,000.

It will take 9-12 months to get the retail network fully up and running. They have sales in a large number of retail outlets throughout the service area.

A motion was made by Bulkowski, supported by Huizenga, to recommend Board approval to award a contract with InComm to provide e-fare retail smart card distribution services, on the Regular Agenda. Motion passed unanimously.

6. Platform Concrete Replacement Project:

Mr. Clapp stated that when Rapid Central Station was built in 2004, the platform had a blue ribbon of tile down the middle the entire length of the platform. The blue tile became a slip hazard and in 2008 the tile was covered with a resinous coating to deal with the slippery surface. Over time, the resinous coating has cracked and exposed the original tile surface creating a tripping hazard.

Staff proposed to replace the blue tile and resinous coating with a brushed concrete surface with an earth tone color. This is a much more effective, low-maintenance solution with a long life expectancy for the platform.

Bids were submitted by three firms, with the lowest responsive and responsible bid from Van Laan Construction at $127, 920. Upon request, Van Laan also bid the amount of $4,450 for concrete sealer. The Rapid will hold a contingency of $12,792 (10%) to address any issues with the snow melt system that is present at both ends of the platform. This is a total project cost not to exceed $145,162.

A motion was made by Huizenga, supported by Gelderloos, to recommend Board approval of a contract with Van Laan Construction for the platform concrete replacement project at a cost not to exceed $145,162, on the Consent Agenda. Motion passed unanimously.

INFORMATION ITEMS

7. Millage Election:

Mr. Varga reported that the Board was asked to approve the resolution to put a Rapid millage renewal of 1.47 mills for twelve (12) years on the ballot on November 7, 2017. This was the consensus of the Board at the May 24, 2017 planning meeting.

Mr. Schweitzer asked about language in the resolution that states " . . . for public transportation purposes including a fixed guideway project under Act 196". Mr. Varga responded that this language is an amendment to Act 196 done several years ago which allows any transit system in Michigan with a fixed guideway project to have a term of up to 25 years. The Rapid's Silver Line BRT is considered a fixed guideway project, as well as the Laker Line.

8. GRCC Semester Pass Program:

Mr. Wisselink stated that the Grand Rapids Community College (GRCC) semester pass program was approved by the Board in August 2016 as a one year pilot. The passes were sold for $130 and were good for 123 days from first use. The passes are sold by The Rapid to GRCC who then sells them to students.

There is been a good level of usage of the semester pass this past year. There were 155 passes sold for an average of 105 rides used per pass. The most usage was Route 6, followed by Routes 4, 28 and 44. There is a lot of usage on the Silver Line as well but the semester pass is a period pass so it is not necessary to validate these for each ride so there is no way to count Silver Line rides. These means that the actual number of rides is higher than 105.

GRCC would like to continue using the semester pass for the next academic year and then convert the pass from a magnetic ticket to a smart card once the smart cards are available in 2018. When this conversion takes place, The Rapid will be able to track GRCC semester pass usage on the Silver Line.

Mr. Carey noted that ridership dropped a but in the second semester. Mr. Wisselink commented that he was not certain why this happened.

9. Sale of Assets:

Mr. Fedorowicz gave a brief overview of the proposal submitted by The Superlative Group for naming rights. The objective was to provide a source of revenue Silver Line expenses that were not part of the original millage, such as electrical, landscaping, maintenance, trash removal, etc. at the stations. The current year budget has $137,000 in a line item for this purpose.

He stated that the reason for considering naming rights is that this is widely used in the transit industry. Superlative has at least 10 clients in the transit industry that are selling naming rights. Ours is a smaller market than many of their other clients, but we do have some major corporations and institutions that could take advantage of the sale of naming rights.

The amount of revenue is determined by the number of exposures to the public. This is similar to costing of billboards.

Mr. Fedorowicz noted that there is no action required from the Board at this time. If Superlative finds a prospective candidate to purchase naming rights, a contract will come to the Board for final approval. The Rapid will retain 70% of the value of the contract over the duration of the contract term. Based on information from Superlative, there is a potential for The Rapid to receive $130,000-$300,000 annually.

Mr. Bulkowski asked about restrictions on naming rights. Mr. Fedorowicz responded that we can put whatever restrictions on it that we want.

For clarification, Mr. Fedorowicz asked what the Committee would like to do with this item since the Strategic Planning Committee will not have benefit of a review.

A motion was made by Holt, supported by Huizenga, to recommend Board approval for The Superlative Group to pursue naming rights with all subsequent contracts coming to the Board for final approval, on the Regular Agenda. Motion passed unanimously.

CEO Comments

Mr. Varga mentioned that the no fare zone on the Silver Line in downtown Grand Rapids was a 10-month pilot through June 30, 2017. The City has asked that the pilot be extended for two more months under the same terms and conditions. A one-year contract will come to the Board for approval at the end of the extension. He noted that ridership on the Silver Line has increased since implementation of the no fare zone. He reminded the Committee that GR Mobility/Parking Services pays The Rapid for lost revenue.

Mr. Bulkowski expressed concern that the general public may believe that this service is "free" when it actually is paid for by the City of Grand Rapids with no fare paid by the rider.

The meeting was adjourned at 9:54 a.m.

Robin Crothers

Robin Crothers, Board Secretary

SUMMARY OF

ANNUAL BOARD PLANNING MEETING

May 24, 2017

ATTENDANCE

Board Members Present: Charis Austin, David Bilardello, Dave Bulkowski, Randy Gelderloos, Jack Hoffman, Barbara Holt (Chair), Mark Huizenga, Stephen Kepley, Terry Schweitzer, Amna Seibold, Paul Troost, Mike Verhulst

Board Members Absent: Rosalynn Bliss, Gary Carey, Tim Cochran

Staff Present: Robin Crothers, Mark Fedorowicz, Rod Ghearing, Nancy Groendal, Meegan Joyce, Jennifer Kalczuk, Nick Monoyios, Brian Pouget, Steve Schipper, Peter Varga (CEO), Conrad Venema, Mike Wieringa, Kevin Wisselink

Others Present: Kyle Canter (The Superlative Group), Asher Lockwood, Watchdog Miller

Ms. Holt called the meeting to order at 2:05 p.m.

1. Millage Discussion:

   Mr. Varga stated that three questions need to be answered on The Rapid's next millage. The Board needs to come to a consensus on the date, amount, and duration. He noted that there has been some prior discussion on the millage which indicated that November 2017 was the preferred date and the amount would be a renewal of the 1.47 mills. The preference on the duration is still undecided.

   There was considerable discussion on the millage duration, with Board members leaning toward a longer timeframe.

   The consensus on the millage was to go for a renewal of 1.47 mills with a 12-year duration at the November 7, 2017 election.

2. Mobility on Demand (Shared Mobility Services):

   Meegan Joyce and Kevin Wisselink gave a presentation on shared mobility. Mr. Wisselink stated that many of the mobility on demand programs use a transportation network company (TNC) such as Uber or Lyft. Ms. Joyce reviewed information on several examples of pilot programs in other states, some of which have been discontinued. Mr. Wisselink discussed the advantages of mobility on demand and the lessons learned from those areas that have implemented programs. It was found that community need and marketing are two very

significant issues for a successful program. They also discussed issues and concerns associated with mobility on demand services and the options that The Rapid could explore including a TNC for PASS service delivery, converting some GO!Bus trips to on-demand service, offer free GO!Bus rides to set fixed route destinations, provide early morning/late night transit service using a TNC or partner with local organizations on other shared mobility options such as bikeshare and careshare.

Discussion took place regarding the pros and cons of using a TNC and about other types of mobility on demand services. Mr. Varga noted that it would be beneficial if the State of Michigan would provide funds for these pilot programs.

3. Sale of Assets (Superlative Group):

Mr. Fedorowicz introduced Kyle Canter of The Superlative Group. He stated that The Superlative Group determines options for generating revenue through sponsorships. Mr. Canter discussed the findings of their evaluation related to sponsorships, noting that the Silver Line the best option in terms of revenue. The Silver Line route could be sponsored, as well as stations. Terms for the sponsorships are typically longer such as 25 years. Stations would be a shorter duration.

There is potential for the DASH service, however, this would require discussion with the City of Grand Rapids.

Mr. Canter answered questions from the Board about some of the details of these types of arrangements. Some concern was expressed regarding the length of the term. He stated that specific sponsorship recommendations would come back to the Board for approval.

Mr. Bilardello wanted to get input from Board members who were not in attendance at this planning meeting. Mayor Huizenga suggested that a sample contract be provided.

This item will come to the committees in June for further discussion.

4. Planning Initiatives

Mr. Venema gave a presentation on the status of The Rapid's ALIGN Transit Improvement Study.

He reviewed the Bus Stop Improvement project, which is an effort initiated by the City of Grand Rapids. The Rapid agreed to provide $250,000 toward this project.

5. Others Discussion:

There was no other discussion.

The meeting adjourned at 3:53 p.m.

Consumer Advisory Committee Meeting Minutes
June 20, 2017

Attendance

Committee Members Present
Laura Kelling
Karen DeLoof
Mary Kinnane
Joe Sibley
David Covey
Sister Jean Reimer

Rapid Staff
Kevin Wisselink
Meegan Joyce
Laura Madison

MV
Al Klepadlo

Absent
Steve Burke
Toni Moore
Kendrick Heinlein
Anne Larson

Meeting was called to order at 2:59 PM

1) Introductions

Introductions were made.

ACTION ITEMS

2) Minutes of May 16th, 2017 meetings (attached)

A motion to accept the March 16th, 2017 was made by Laura, seconded by Mary. Motion passed.

INFORMATION ITEMS

3) April 2017 Paratransit Ridership & Productivity Reports (attached)

Overall ridership decreased 5.8% in April 2017 comparing to April 2016. RideLink ridership was the only service with an increase. It was reported that 716 rides were taken in the Cascade Township area during April 2017. Cost per trip increased by 3.7%, or $0.85. On-time pick up was 97.27% and on-time drop off was 96.08% for the month of April 2017.

4) April 2017 Fixed Route Productivity Reports (attached)

Overall ridership decreased 6.1% in April 2017 comparing to April 2016. Fixed routes 1-44 decreased by 5.8% by the same comparison. Kevin said this was affected by one

less week day comparing April 2017 to April 2016. Year to date ridership was down 4.1%.

5) Strategic Planning Committee draft agenda for June 21, 2017 (attached)

A. GRCC Semester Pass Program
Kevin reported that it was being recommended that the pilot be extended.

B. E-Fare Retail Smart Card Distribution Service
The Rapid will likely be partnering with INCOM who will help secure over 200 locations around the service area for card purchase and distribution. These locations will be in addition to sales at Central Station and the ticket vending machines.

C. Sale of Assets - Superlative Group
The Rapid is looking into selling naming rights for the Silver Line and stations.

6) Strategic Planning Committee Minutes for May 17, 2017 meeting (attached)

There were no questions or comments.

7) New Business

A. Policy Review schedule discussion.

This committee reviewed the unwritten policy for parcels passengers may bring on board during transit. It was agreed that then number of parcels shouldn't exceed what can be carried in one trip. Other parameters were thought to need further input from both consumers and drivers. David said he would bring it up for discussion at CCIT, Mary said she will discuss it with people at Senior Neighbors and Al will discuss the issue with drivers. Further discussion will continue at this committee's next meeting August 17, 2017.

8) Old Business

Al from MV said that they were still in negotiations with the driver union. He said at this meeting that there had been no preventable vehicle accidents in the past 34 days.

9) Public Comments

No questions or comments.

Meeting was adjourned at 4:01 PM

Next Board Meeting: June 28, 2017
Next CAC Meeting: August 17, 2017

E

COMMUNICATIONS

GRAND RAPIDS BUSINESS JOURNAL
May 22, 2017

What does future hold for parking?

Mobile GR wants $8.57 million for parking capital projects, including construction of new surface lot near Downtown Market.

Jesse O'Brien
Grand Rapids Business Journal

The Grand Rapids City Commission recently got a preview into what parking and mobility in the city will look like in the coming years.

As part of the city's ongoing preliminary fiscal year 2018 budget review, last week the commission heard presentations on the vital street fund, the sidewalk repair fund and stormwater, as well as Mobile GR's plans for the upcoming year.

> "We're looking at what the future of mobility holds. (Autonomous vehicles are) the biggest area of change and disruption, the focus on moving people and not just vehicles."
>
> **JOSH NARAMORE**

For FY18, Mobile GR is asking for nearly $8.57 million to support parking capital projects, a nearly $2.65 million increase from the 2017 budget. That includes a line item budgeting $1.5 million for potential parking expansion, which would increase to $2 million each of the next four years, a total of $9.5 million set aside for parking expansion in the five-year budget.

Mobile GR Parking Director Josh Naramore said the department maintains that line item in the budget for potential capital projects every year, and the 2017 budget allotted $2.5 million in parking expansion.

"The money is available if we decide to build a new ramp," Naramore said.

Mobile GR's plans for 2018 off-street parking availability include the construction of a new surface lot on South Ionia Avenue near Downtown Market, which would create about 300 parking spots near the DASH and Silver

CONTINUED FROM PAGE 1

Line service area. Naramore said Mobile GR is hopeful the new lot will alleviate the parking crunch caused by the imminent closure of lots in Areas 4 and 5, which displaces about 595 people.

The department has been working to migrate those monthly parkers to other lots for about six to eight months.

One major proposed change for the next year's budget is moving the salaries of parking violation checkers and enforcement staff out of the city's general fund and into the parking fund. That would shift about $900,000 in costs — which includes a request to hire two more checkers — to Mobile GR's expenditures.

"This is really to better address the growing on-street operations with necessary staff and resources," Naramore said.

Ticket revenue from parking enforcement will continue to be distributed into the general fund.

Additionally, Mobile GR and the parking services department are asking for $550,000 from the general fund for the next three years to implement a program where the department would work with downtown employers to manage demand for parking spaces and increase supply of those spaces.

In essence, this would decrease the general fund's expenditures by $350,000 over the next three years, after which the general fund would save $900,000 each year.

The new "Transportation Solutions" program proposed for 2018 would cover employer outreach and programs, exploratory options to facilitate more carpooling, and car sharing programs and transit passes.

Naramore said the department has looked into programs like "Split" in Detroit, which utilize carpooling to alleviate parking stresses. Ridesharing services, such as Zipcar or Detroit's Maven also have been explored, but Naramore said preliminary conversations with those organizations about bringing their services to Grand Rapids are stalled.

"Both have indicated that they are working in larger markets right now," Naramore said.

The department also is paying close attention to the rapid developments with autonomous vehicles in the coming years, which Naramore said could dramatically shape the way parking looks in the next 15-20 years.

"We're looking at what the future of mobility holds," he said. "This is the biggest area of change and disruption, the focus on moving people and not just vehicles."

TransitCenter | TransitTools no. 2

TRANSIT RIDERSHIP RECIPE

Ingredients

More cities than ever are interested in bigger and better transit systems and in most cases want to see more people use transit. But attracting a strong user base is not simply a matter of "build transit and they will come." Buses and trains are generally more attractive to riders when they are fast, frequent, reliable and walkable. Some regions of the U.S. are spending billions on new rail lines but not getting the most out of their investments.

It can be difficult for transit lines to low density areas to meet the standard of fast, frequent and walkable. The same could be said for commuter trains running once an hour, or streetcars operating in city traffic.

In some cases, the utility of transit can be significantly enhanced by reallocating resources in advance of making huge long-term capital investments. A growing number of American cities are reorganizing obsolete bus networks, better integrating bus and rail, and learning how to move buses faster on city streets. Houston, Seattle, San Francisco and Columbus are making major efforts to ensure transit is useful.

While factors affecting ridership can be complex, this sheet provides a starting point for evaluating transit ideas that may be proposed in your city or region, as well as for assessing existing service.

See Jarrett Walker's HumanTransit.org blog for in depth discussion of factors affecting ridership as well as TransitCenter's new Ridership Initiative at **http://transitcenter.org/initiatives/ridership/**

Key ingredients to transit ridership

(Hint: It's not about the mode!)

1. Speed

Transit vehicles with dozens of passengers should be prioritized to move quickly on otherwise crowded city streets, and there are a variety of treatments that can help to speed them up.

Ingredients Needed:

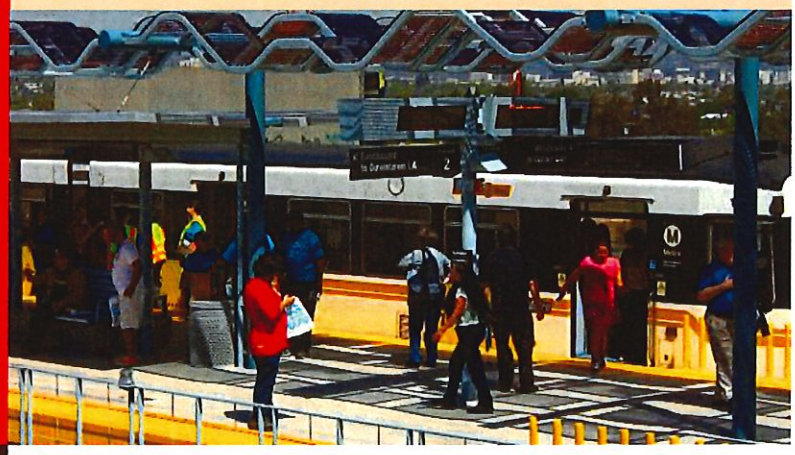
- Reduce boarding delay through advanced fare collections methods.
- Dedicate unobstructed rights of way to transit lines and minimize twists and turns.
- Improve bus travel times through transit signal priority and street treatments like bulb-outs, queue jumps and dedicated lanes. Quick-build techniques can allow bus lanes to be implemented virtually overnight, as in Everett, MA.

2. Frequency & Reliability

Frequent transit enables "walk up and go" conditions for riders, making a system easy to use. Similarly, people must be able to depend on transit to arrive close to schedule or they they may make other travel choices.

Ingredients Needed:

- Integrate bus and rail service into a network of intersecting routes with 15-minute headways or better.
- Provide accurate transit arrival information through public APIs.
- Use this real-time information to actively manage intervals between transit vehicles.



3. Walkability & Accessibility

People who can walk to transit use it far more often than those who cannot. Building transit in dense, walkable places will likely garner higher ridership.

Ingredients Needed:

- Concentrate transit in dense places. In Los Angeles, extending the Expo Line to connect the urban centers of Santa Monica and Downtown L.A. resulted in a large increase in usage. Extending the Gold Line to suburbs east of Pasadena - where some stations are in freeway medians - saw a much smaller increase.
- Subject existing transit stations and stops to walking audits and remove barriers to walking. Paint and other cheap street engineering tools can quickly simplify complex intersections and create a safer environment for pedestrians. In the longer term, remove zoning constraints on development near transit. These strategies are opportunities for city governments to contribute to the success of transit.
- Dedicate resources towards constructing new bus shelters and improving existing ones, which can determine whether a rider feels valued and is particularly important for older citizens.

To learn more about useful transit, please visit www.transitcenter.org or follow us on Twitter @transitcenter