



# Interurban Transit Partnership

## Board Members

### **Mayor Gary Carey, Chair**

Charis Austin  
Mayor Katie Favale

Rick Baker  
Steven Gilbert  
Robert Postema

Mayor Rosalynn Bliss  
Andy Guy  
Terry Schweitzer

### **David Bilardello, Vice-Chair**

Mayor Stephen Kepley  
Jack Hoffman  
Paul Troost

Tracie Coffman  
Mayor Steve Maas

## **BOARD OF DIRECTORS BUDGET WORKSHOP MEETING**

**Wednesday, July 27, 2022 – 3:00 p.m.**

**Rapid Central Station Conference Room (250 Grandville, SW) | Virtual Meeting**

## AGENDA

	<u>PRESENTER</u>	<u>ACTION</u>
<b>1. PUBLIC COMMENT</b>		
<b>2. MINUTES REVIEW – June 22, 2022</b>	Mayor Carey	Approval
<b>3. CEO’S REPORT</b>	Deb Prato	Information
<b>4. DISCUSSION</b> Overview of Operating Budget	Linda Medina	
a. Budget Timeline and Assumptions		
b. Revenues		
c. Expenses		
d. Q&A		
<b>5. FIVE-YEAR PROJECTION BUDGET</b>	Linda Medina	
<b>6. CAPITAL BUDGET</b>	Kevin Wisselink	
a. Funding Sources		
b. Capital Planning Committee Process		
c. Fiscal Year 2023 Capital Projects		
d. Q&A		
<b>5. CHAIR’S REPORT</b>	Mayor Carey	Information
<b>6. ADJOURNMENT</b>		

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**MISSION:** *To create, offer and continuously improve a flexible network of public transportation options and mobility solutions.*

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Charis Austin  
Mayor Katie Favale

Rick Baker  
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Robert Postema

Mayor Rosalynn Bliss  
Andy Guy  
Terry Schweitzer

### **David Bilardello, Vice-Chair**

Mayor Gary Carey  
Jack Hoffman  
Paul Troost

Tracie Coffman  
Mayor Steve Maas

## **BOARD OF DIRECTORS MEETING MINUTES**

**Wednesday, June 22, 2022 – 4:00 p.m.**

**Rapid Central Station Conference Room (250 Grandville SW) | Virtual Meeting**

### **ATTENDANCE:**

#### Board Members Present:

Charis Austin, Mayor Carey, David Bilardello, Terry Schweitzer, Jack Hoffman, Katie Favale, Andy Guy, Mayor Bliss, Tracie Coffman, Steven Gilbert,

#### Board Members Absent:

Rick Baker, Mayor Maas, Paul Troost, Mayor Kepley, Rob Postema

#### Staff Attendees:

Andy Prokopy, Mike Wieringa, Nathan Bigelow, Deb Prato, Kris Heald, Jason Prescott, James Nguyen, Linda Medina, Deron Kippen, Nancy Groendal, Wardell Frazier, Adam Erber, Nick Monoyios, Kevin Wisselink, Steve Schipper, Steve Clapp, Max Dillivan, Amanda Moore, Peter Sillanpaa,

#### Other Attendees:

Chris Swonger, Joseph Sanchez, Jack Hempstead, James Coffman, WSP Raul, Laura Bailey, Kevin Tracy, Erin Evenhouse, Chris Swank

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Mayor Carey called the meeting to order at 4:03 p.m.

### **1. PUBLIC COMMENT**

Mayor Carey called for public comment in the room and online. No public comment was offered.

### **2. MINUTES REVIEW – Board Planning Workshop May 18, 2022**

Mayor Carey entertained a motion to approve and support. Mr. Guy so moved, and Mr. Schweitzer supported.

### **3. CEO'S REPORT**

Ms. Prato started her report with Pride Month. She shared the decal The Rapid added on the buses for pride month. Ms. Prato added that part of our diversity, equity, and inclusion tagline for the COA is mobility for all. Progress pins have also been very positive. We will be working to get employee affinity groups launched soon. Tomorrow we are having an impromptu cookout, and the management leadership team will be cooking burgers and hotdogs and they will also be serving the team. Busch Drive is progressing well, and we are closing on the property on June 29<sup>th</sup>. The progress continues at the Butterworth Facility and is moving along with a small hiccup with the electrical supply, but we are working through that. Ms. Prato also added that we received good news on the city school district's endorsement

and interest in partnering on an enrichment program as we move forward with a feasibility study for a daycare. Ms. Coffman added that Dr. Robe presented to the school board and has support to move forward with GRPS to run the preschool aspect, the 4-year-old program, and then another community partner to run the 0-3 daycare program. Ms. Prato added that we are excited at the possibility to bring this to life.

Ms. Prato reported that a few leaders went to Ionia Correctional Facility to visit their returning citizen program. We are very impressed with the program, and they have a great commercial driver program there as we're always struggling with the talent pipeline. We are moving forward with this initiative. Active Commute Week is wrapping up and we've had great participation.

Ms. Prato ended her comments by introducing our two newest members of the team Amanda Moore our Communications Leader and Cassie Cooper our Engagement and Digital Outreach Specialist.

#### 4. ACTION ITEMS

**a. Contractor for Laker Line Park and Ride**

Mr. Wisselink is requesting approval to enter a contract with CarbonSix Construction for the Laker Line park and ride lot at Lake Michigan Drive and Cummings.

Mayor Carey asked for approval and support for the park and ride lot. Mr. Gilbert motioned to approve, and Mayor Bliss supported. The motion was passed unanimously.

**b. Contractor for ADA Paratransit Service**

Mr. Wisselink is requesting approval to enter a contract with Transdev Services, Inc. to provide ADA, On-Demand, and other paratransit services.

Mr. Schweitzer asked about Transdev coming into this area and being able to fill the positions. Sounds like the review committee felt comfortable about their responses. Mr. Wisselink replied that the team was very impressed. One item Mr. Wisselink highlighted was that they are very selective on who they pick so they only bid on a few per year. We are confident with the plan they put forward with the wage structure and the way they do outreach, so they are ready to go on October 1<sup>st</sup>.

Mayor Carey asked for approval and support for the ADA Paratransit Service. Ms. Austin motioned to approve, and Mayor Favale supported it. The motion was passed unanimously.

**c. Propane Fueling for Paratransit Service**

Mr. Wisselink is requesting approval to enter a contract with Ferrellgas Inc to construct a propane fueling station and install an 18,000-gallon tank at the Busch Drive Operations Center.

Mayor Carey asked for approval and support for the Propane Fueling for Paratransit Service. Mr. Hoffman motioned to approve, and Mr. Gilbert supported. The motion was passed unanimously.

**d. Avail Technologies Maintenance Agreement**

Mr. Wisselink is requesting approval to execute a three-year agreement with Avail Technologies for the purpose of maintaining the Intelligent Transportation System.

Mayor Carey stated that he likes the 3 years vs. the 5 years as it gives us more flexibility.

Mayor Carey asked for approval and support for the Avail Technologies Maintenance Agreement. Mr. Guy motioned to approve, and Mayor Bliss supported. The motion was passed unanimously.

#### 5. INFORMATIONAL REPORTS

**a. Paratransit Route Ridership**

No questions or comments from the board.

**b. On-Demand Ridership**

No questions or comments from the board.

**c. Fixed Route Ridership**

1. April 2022
2. May 2022

No questions or comments from the board.

**d. Finance**

1. Operating Statement – April 2022
2. Professional Development & Travel Report – April 2022
3. Grant Statement

No questions or comments from the board.

**6. CHAIR'S REPORT**

Mayor Carey thanked Mr. Dillivan and Mr. Erber who came out to city hall and met with a few of us in the disability advocates Special Olympics building to see what options we have across the street on 68<sup>th</sup> Street. We put out a lot of ideas, and he is pleased with the outcome.

**7. COMMITTEE REPORTS**

**a. Planning & Technology Committee May 9, 2022**

Mr. Schweitzer stated that the TMP has been the focus of the group. Mr. Bulkowski is working with the township and countywide goals that have been identified. Mr. Schweitzer added another note on Technology improvements and the Open Payment Solution whereby not just rely on the Wave card you can use a credit card that have the chip that they operate in the same form. Mr. Prokopy made it more attractive to use transit.

**b. Present Performance & Service Committee May 12, 2022**

Mr. Bilardello commended the team on putting together a good team for the elements of these committee meetings.

**c. Finance Committee April 13, 2022**

Mayor Carey stated that we are going to have some revenue gaps, Farebox. We are well ahead of these shortfalls, and we are being proactive, and he is appreciative.

**Around the horn:**

Ms. Austin thanked The Rapid staff for all the work on the Paratransit Contract.

Mayor Bliss expressed her thanks and appreciation for the childcare service.

Mr. Bilardello welcomed the new staff at The Rapid.

Mr. Schweitzer expressed appreciation to The Rapid staff for providing buses at the event along Division Avenue.

Mr. Hoffman inquired where the division event was on Division. Mr. Schweitzer stated it was north on 43<sup>rd</sup> street.

Ms. Coffman added a point of clarification GRPS support is exploratory only at this time.

Mayor Carey stated that he appreciated Ms. Austin for being thankful for all the hard work done on Paratransit, and he likes the improvements.

**8. ADJOURNMENT**

The meeting was adjourned at 4:31 p.m.

The next meeting is scheduled for the Board Budget Workshop on July 27, 2022

Respectfully submitted,



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Kris Heald, Board Secretary



300 Ellsworth SW, Grand Rapids, Michigan 49503-4005 Ph 616 456 7514

July 27, 2022

The Board Budget Workshop in my mind is the most important meeting we convene each year. This meeting is foundational, directional, and an opportunity to understand the extent and limitations of current transit revenue sources and expenses.

The document we will review today is an all-departmental outcome and accomplishment-driven budget plan. Compared to prior years, I invited the entire leadership team to participate in the process to develop this operating and capital budget. In the past, the finance team drove the budget workshop agenda; this year all participated equally in an end-to-end discussion of outcomes and the funding requirements to achieve those outcomes, even if over a multi-fiscal year period. Together, we focused on making progress in the short and long term. Some will be quick wins while others will take years to cultivate. With this budget, we are making progress on long-term improvements.

As a team, we examined every budget line and carefully selected the most appropriate department to become the steward of the budget in support of agency-wide success. We have worked to sort and classify areas of investment that will positively impact our employee's experience, and our customer's experience, and create a strengthened organizational structure. This work is foundational to our success. We must keep progressing even in our current challenging operating environment.

We are focused on the intersectionality of a vibrant, optimized public transportation network that provides mobility for all. Our transportation network must align with, amplify, and enhance the vibrant, growing economy in the six cities and West Michigan. In the simplest terms, we provide access.

We provide access to employment, and we provide employers with access to employees - two critical ingredients to a vibrant economy. This is more pronounced than ever, given the national labor shortage.

We provide access for all in our service area to the wealth of healthcare options within the six cities. Only with access, can engagement and the real opportunity for improved outcomes occur.

We provide access to education, opportunity, and growth. Although education is often emphasized in terms of the benefits to the individual student, the benefits to society are just as important. Through volunteer work, leadership, and philanthropic contributions, our high school and university graduates enrich the civic and economic life of our West Michigan communities.

Ultimately, public transportation is at the fulcrum of climate crisis solutions. The Rapid is strategically positioning itself to deliver climate equity, mobility justice, and sustainable land use.

To maintain the growth, prosperity, and vibrancy of the region, public transportation must be viewed as a key ingredient to maintaining momentum and leading the way in the future. The unknown impacts and influences are greater than the knowns as we work to understand consumer behavior changes and the long-term impacts of the pandemic. There is every reason to believe we are headed in a positive direction. I am privileged to lead an amazing team of people who perform an extraordinary job each day ensuring our community keeps moving.

A handwritten signature in blue ink, appearing to read 'Deb'.

Deb Prato, Chief Executive Officer



## Interurban Transit Partnership

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**Date:** July 27, 2022  
**To:** ITP Board

**From:** Linda Medina, Finance Manager  
Kevin Wisselink, Director of Procurement & Capital Planning

**Subject:** Proposed FY 22/23 Operating and Capital Budgets

We are pleased to present the FY 22/23 proposed budget. The budget consists of two components: operating and capital projects. The operating budget is \$54,232,569 and the capital projects budget is \$40,805,679 for a total of \$95,038,248. Also included is a five-year operating budget projection.

### Budget Overview

During fiscal years 20/21 and 21/22, The Rapid continued to provide essential service for our customers and partners, as well as support for our employees. The Rapid maintained flexibility and adapted to the challenges of recovery.

Our focus for FY 22/23 is on recovery by maximizing the value provided to our riders and community partners, protecting the health and safety of our employees and the public, remaining flexible to opportunities that may arise throughout the year, and preserving our financial sustainability to emerge from the pandemic a remain a strong community partner.

### Operating Budget Highlights

FY 22/23 revenues are projected to increase by 3.5% from FY 20/21 before federal grant funding (COVID relief). Overall revenues are projected to increase compared to FY 20/21 but are still below pre-pandemic numbers. Below are the highlights for FY 22/23 revenues:

- The budget reflects a conservative ridership recovery. There are still many unknown factors that affect ridership, including the current labor shortage, how employers choose to navigate a remote/hybrid work schedule, and how and when our local educational institutions return to in-person learning.
- State Operating assistance is budgeted at 29.5% of eligible expenses.
- The property tax levy is 1.47 mills (1.4074 mills after Headlee reduction)
- The Rapid collaborates closely with all contract service partners to ensure adequate service levels to meet their needs.
- We anticipate receiving the balance of \$8.2 million in federal grant funding in FY

FY 22/22 expenses are projected to increase by 5.9% from FY 2021. Following are some key highlights:

- The fuel budget is increased due to the rising cost of fuel. The budget is based on an average rate with an anticipated increase. Staff continues to monitor the cost and is looking into opportunities to reduce vulnerability to price fluctuations.
- We work closely with our insurance broker to manage our exposure and risk, but final rates for the upcoming fiscal year will not be available until September. Reducing The Rapid's liability continues to be a priority for staff.
- As COVID restrictions are lifted, it is our goal to recover service by building and maintaining trust with our riders and community partners, with an emphasis on enhanced marketing and outreach.
- This budget includes a significant increase in the contract rate for Purchase Transportation mainly due to the labor shortage and increase in overall price increases.
- Additional staff are budgeted to support agency outcomes and expected service levels.

### Five-Year Operating Budget

The five-year operating budget is based on the FY 22/23 proposed budget along with an average increase of 3% in revenue for each year through FY 22/23. State operating assistance reflects a slight increase each year. Expenses are projected to increase an average of 3.5% each year except for FY 23/24 as the Collective Bargaining Agreement will expire. Starting in FY 23/24 Preventative Maintenance funds are programmed to help offset the increase in expenses. The receipt of federal grant funding allows us to build a reserve, which will be dedicated to our operating budget each year to offset fare revenue loss. This reserve is anticipated to end by FY 26/27 or sooner. In the next few years alternative funding sources will need to be explored.

### Capital Grants Highlights

The Rapid's FY 2022 Capital Improvement Plan totals \$40,805,679, including \$16,702,000 in discretionary grant applications we are still awaiting word on. The Capital projects in The Rapid's 2023 Capital Improvement Plan are help optimize The Rapid's operating budget and invest in projects that will leverage future growth of The Rapid's services. This includes embarking on the implementation of The Rapid's Zero-Emission Bus Plan through grants for electric-battery and hydrogen fuel cell powered vehicles.

The funding for this plan includes our normal 5307, 5339 and CMAQ federal apportionments. One additional award that The Rapid will receive is a 5337 federal apportionment, which will be used to keep the Silver Line in a state of good repair. The Rapid is also awaiting word on two discretionary grant applications, one to the Federal Transit Administration for the purchase of up to six hydrogen fuel cell buses, and one Congressionally Directed Spending request submitted by our congressional delegation to further fund the purchase of hydrogen fuel cell buses

Below are the highlights for the FY 22/23 Capital Improvement Plan:

- The receipt of a Congressional Directed Spending request to fund the purchase of six electric-battery powered demand response vehicles. We are in the process of kicking off this project to purchase the vans and necessary charging infrastructure.

- \$1,483,580 in new 5337 funding that was be used to rehabilitate Silver Line Stations all along the corridor. This funding source will be available annually and will go towards Silver Line bus replacement and station rehabilitation in future years.
- Funding for the Busch Drive facility to build additional administrative space so that GO!Bus call center staff can be located on-site.
- A Low/No Emissions Grant application to purchase up to six hydrogen fuel cell fixed route buses and necessary fueling infrastructure to begin the transition of our fixed route fleet to zero-emission buses.

Staff is dedicated to quality customer care and providing efficient and cost-effective services to the community as well as demonstrate careful stewardship. The Rapid's leadership team will continue to examine our operation to increase revenues, control costs and improve efficiencies

Please feel free to reach out to Linda Medina directly at (616) 774-1149 or [lmedina@ridetherapid.org](mailto:lmedina@ridetherapid.org) with any additional questions regarding the operating budget or Kevin Wisselink at 616-774-1190 or [kwisselink@ridetherapid.org](mailto:kwisselink@ridetherapid.org) with regarding the capital grants budget.



## FY 22/23 Draft Operating Budget

July 27, 2022



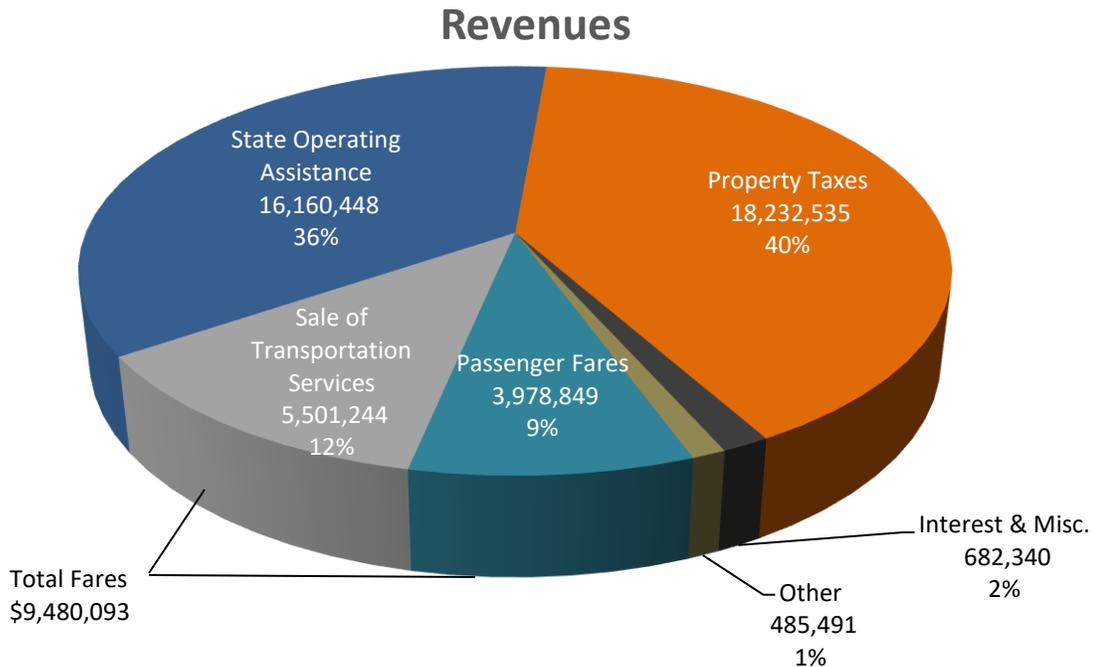
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# FY 22/23 OPERATING REVENUES AND EXPENSES

The FY 22/23 proposed budget is \$57.7 million dollars before applying grant funds (preventative maintenance). This is a 12.9% increase from the FY 21/22 amended budget of \$51.1 million. After apply grant funding the FY 22/23 proposed budget is \$54.2 million. This is a 6.1% increase from the FY 21/22 amended budget.

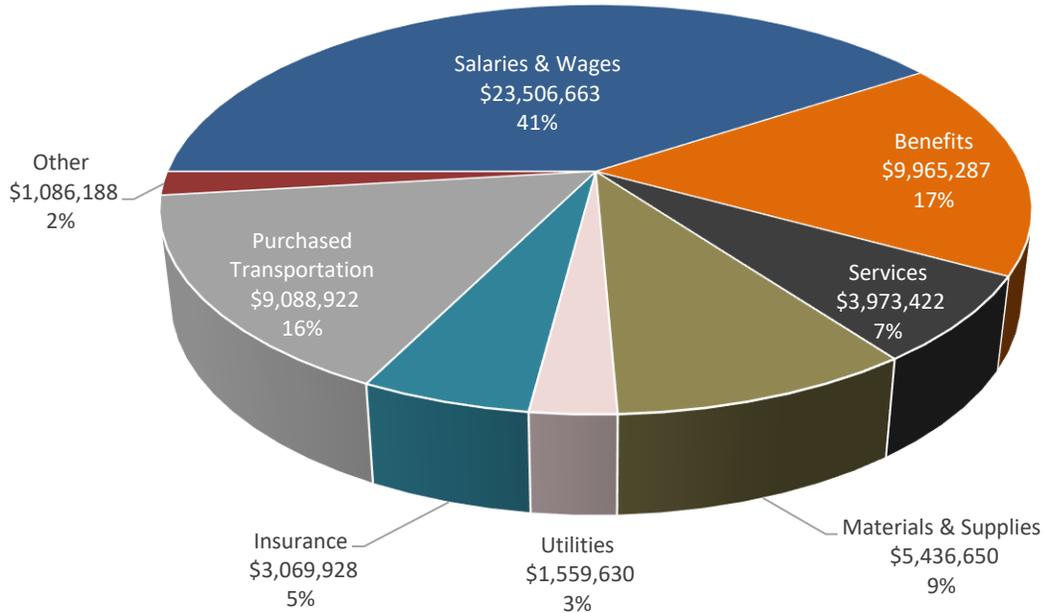
The focus in FY 22/23 is on the value The Rapid provides to the riders and the communities of the six cities while continuing to provide excellent and safe service. The proposed budget includes the implementation of the comprehensive operations analysis.



Revenue highlights include:

- Total system ridership is projected to increase 7% from the current year.
- Maintaining strong community partnerships to provide transit service within our service area, in our outlying townships, and regionally via West Michigan Rideshare.
- Paratransit trips are projected at 225,000 trips in FY22/23, a 34% increase from the FY 21/22 budget projection of 168,000.
- State operating budgeted at 29.5% of eligible expenses which is a slight decrease.
- Property taxes remain a consistent majority of our annual revenues. There is a slight increase of 2% in property tax revenue compared to FY 21/22.
- Most of the federal grant funding (CARES/CRRSAA, ARPA) has been received. These funds allow us to continue to provide a valuable service to our communities.

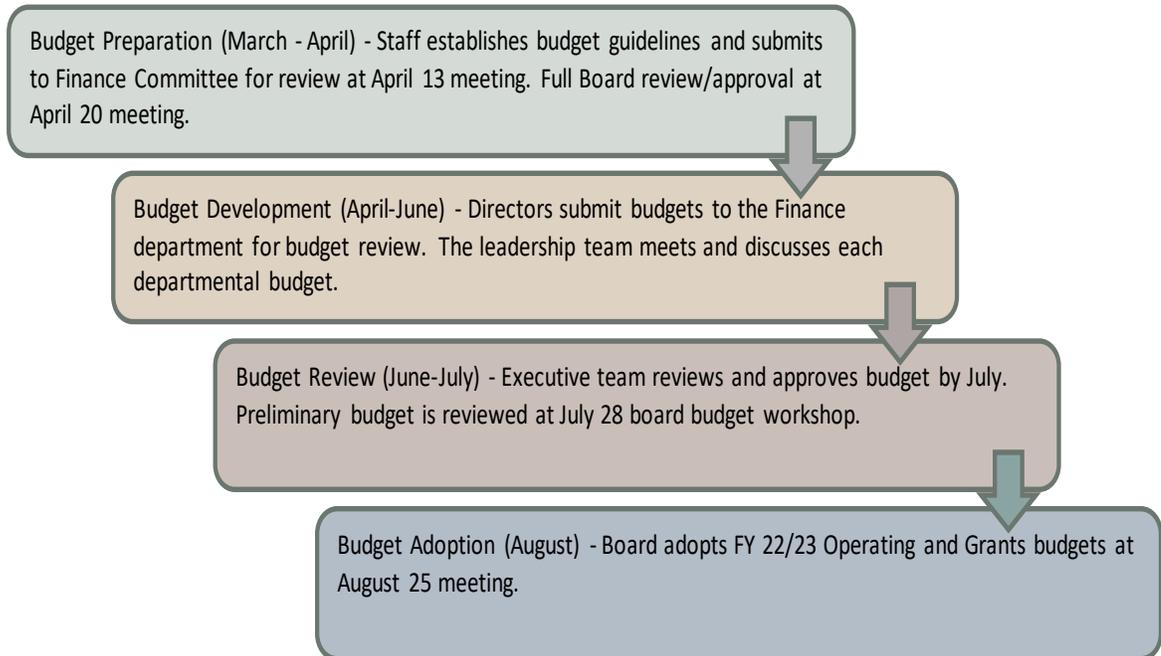
## Expenses



Expense highlights include:

- Additional staff are budgeted to support agency outcomes and expected service levels.
- The fuel budget increased by 63.2 % (\$1.3 million) due to the rising cost of fuel along with the addition of The Rapid supply the fuel for purchase transportation services.
- The purchase transportation budget increased by 63.6% (\$3.5 million increase) due to the change in the cost per revenue hour rate. The rate increase is contributed global economic factors such as labor market, supply chain, etc.
- We work closely with our insurance broker to manage our exposure and risk, but final rates for the upcoming fiscal year will not be available until September. Reducing The Rapid's liability continues to be a priority for staff.
- We work closely with our benefits broker on comparing a fully insured policy to a self-insured policy. Currently the budget reflects the fully insured costs, but a meeting is scheduled to look at all our options.
- Our goal is to recover service by building and maintaining trust with our riders and community partners, with an emphasis on enhanced marketing, a website redesign/rebranding, and outreach.

# BUDGET TIMELINE



Each year a balanced budget must be adopted by the Board prior the new year beginning (October 1<sup>st</sup>). The budget process starts with establishing the budget guidelines for the year. A budget is then drafted with many inputs including the budget guidelines, collective bargaining agreements, and recommendations from each departmental manager. The draft budget is reviewed in July and approved by the Board in August.

The leadership team meet and collaborate on each individual departmental budget that was submitted. Directors shared their own requests and methodology, as well as offered feedback on other requests. The workshop was well-received by the team. Directors really took ownership of this process and used the time to engage each other to better understand all the different functions of the organization.

# FY 22/23 OPERATING BUDGET

	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Proposed	FY 22/23 Proposed vs. FY 21/22 Budget \$	%
<b>Revenues and Operating Assistance</b>					
<b>Passenger Fares</b>					
Linehaul	\$ 2,238,299	\$ 2,709,012	\$ 3,177,153	\$ 468,141	17.3%
Paratransit	564,427	588,000	787,500	199,500	33.9%
PASS	18,260	10,455	14,196	3,741	35.8%
<b>Subtotal Passenger Fares</b>	<b>\$ 2,820,986</b>	<b>\$ 3,307,467</b>	<b>\$ 3,978,849</b>	<b>671,382</b>	<b>20.3%</b>
<b>Sale of Transportation Services</b>					
Grand Valley State University	\$ 2,842,767	\$ 3,542,974	\$ 3,113,764	\$ (429,210)	-12.1%
DASH Contract	2,205,921	1,764,498	1,465,874	(298,624)	-16.9%
Township Services	540,714	344,344	434,895	90,551	26.3%
Other	243,478	482,234	485,491	3,257	0.7%
CMH Contribution	327,379	256,900	414,711	157,811	61.4%
Route 19	-	-	-	-	0.0%
Vanpool Transportation	29,428	84,000	72,000	(12,000)	-14.3%
<b>Subtotal Sale of Transportation Services</b>	<b>\$ 6,189,687</b>	<b>\$ 6,474,950</b>	<b>\$ 5,986,736</b>	<b>\$ (488,215)</b>	<b>-7.5%</b>
State Operating	\$ 16,254,784	\$ 15,332,303	\$ 16,160,448	\$ 828,145	5.4%
Property Taxes	17,472,240	17,751,118	18,232,535	481,417	2.7%
Advertising and Miscellaneous	678,432	638,391	682,340	43,949	6.9%
<b>Subtotal Revenues and Operating Assistance</b>	<b>\$ 43,416,129</b>	<b>\$ 43,504,229</b>	<b>\$ 45,040,908</b>	<b>\$ 1,536,679</b>	<b>3.5%</b>
Grant Operating Revenue	<b>20,253,576</b>	<b>5,886,517</b>	<b>9,191,661</b>	<b>3,305,144</b>	<b>56.1%</b>
<b>Total Revenues and Operating Assistance</b>	<b>\$ 63,669,705</b>	<b>\$ 49,390,747</b>	<b>\$ 54,232,569</b>	<b>\$ 4,841,822</b>	<b>9.8%</b>

# FY 22/23 OPERATING BUDGET

	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Proposed	FY 22/23 Proposed vs. FY 21/22 Budget \$	%
<b>Operating Expenses</b>					
<b>Salaries and Wages</b>					
Administrative	\$ 5,100,986	\$ 5,721,558	\$ 6,275,115	\$ 553,556	9.7%
Operator	12,544,622	14,899,149	14,940,290	41,141	0.3%
Maintenance	1,991,199	2,088,392	2,291,257	202,865	9.7%
<b>Subtotal Salaries and Wages</b>	<b>\$ 19,636,807</b>	<b>\$ 22,709,099</b>	<b>\$ 23,506,661</b>	<b>\$ 797,562</b>	<b>3.5%</b>
<b>Benefits</b>					
FICA/Medicare	\$ 1,419,940	\$ 1,737,246	\$ 1,798,260	\$ 61,014	3.5%
Pension	977,317	2,796,221	2,825,992	29,771	1.1%
Medical	4,174,229	4,180,926	4,731,458	550,532	13.2%
Unemployment	304,920	320,166	121,000	(199,166)	-62.2%
Worker's Compensation	246,463	326,515	339,891	13,376	4.1%
Uniforms	116,753	146,609	154,886	8,276	5.6%
Benefits Distributed to Grants	(10,213)	(11,200)	(11,200)	0	0.0%
Referral Bonus		5,000	5,000	-	0.0%
<b>Subtotal Benefits</b>	<b>\$ 7,229,409</b>	<b>\$ 9,501,484</b>	<b>\$ 9,965,286</b>	<b>\$ 463,803</b>	<b>4.9%</b>
<b>Services</b>					
Audit, Legal and Other Consulting	\$ 329,692	\$ 485,200	\$ 509,500	\$ 24,300	5.0%
Janitorial and Bus Cleaning	1,936,009	1,953,197	1,919,045	(34,151)	-1.7%
Other Services (IT, Security, E-Fare)	1,084,465	1,400,881	1,544,810	143,929	10.3%
<b>Subtotal Services</b>	<b>\$ 3,350,166</b>	<b>\$ 3,839,277</b>	<b>\$ 3,973,355</b>	<b>\$ 134,078</b>	<b>3.5%</b>
<b>Materials and Supplies</b>					
Fuel and Lubricants	\$ 1,806,260	\$ 2,111,337	\$ 3,445,962	\$ 1,334,625	63.2%
Tires and Tubes	25,534	40,048	41,616	1,568	3.9%
Office Supplies	45,374	57,936	73,604	15,668	27.0%
Printing	37,931	125,000	147,200	22,200	17.8%
Repair Parts	1,275,750	1,388,397	1,591,411	203,014	14.6%
Other Supplies	107,415	149,472	136,857	(12,615)	-8.4%
<b>Subtotal Materials and Supplies</b>	<b>\$ 3,298,264</b>	<b>\$ 3,872,190</b>	<b>\$ 5,436,650</b>	<b>\$ 1,564,460</b>	<b>40.4%</b>

# FY 22/23 OPERATING BUDGET

	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Proposed	FY 22/23 Proposed vs. FY 21/22 Budget	\$	%
<b>Utilities</b>						
Electronic Communications	\$ 152,947	\$ 158,475	\$ 198,280	\$ 39,805		25.1%
Gas	158,376	252,500	285,800	33,300		13.2%
Electric	856,430	933,400	991,000	57,600		6.2%
Other	58,341	73,214	84,550	11,336		15.5%
<b>Subtotal Utilities</b>	<b>\$ 1,226,094</b>	<b>\$ 1,417,589</b>	<b>\$ 1,559,630</b>	<b>\$ 142,041</b>		<b>10.0%</b>
<b>Insurance</b>						
Property Liability and Property Damage	\$ 2,962,773	\$ 3,244,566	\$ 2,697,956	\$ (546,610)		-16.8%
Building and Other	286,832	317,400	371,972	54,572		17.2%
<b>Subtotal Insurance</b>	<b>\$ 3,249,605</b>	<b>\$ 3,561,967</b>	<b>\$ 3,069,928</b>	<b>\$ (492,038)</b>		<b>-13.8%</b>
<b>Other</b>						
Dues and Subscriptions	\$ 97,259	\$ 121,602	\$ 196,322	\$ 74,720		61.4%
Professional Development	26,042	139,800	147,890	8,090		5.8%
Marketing and Promotion	119,470	258,500	483,500	225,000		87.0%
Community Outreach	16,882	53,000	75,000	22,000		41.5%
Office Equipment	1,771	1,800	2,000	200		11.1%
Shop Tools	42,317	50,405	52,820	2,415		4.8%
Miscellaneous	56,945	77,888	128,656	50,768		65.2%
<b>Subtotal Other</b>	<b>\$ 360,686</b>	<b>\$ 702,995</b>	<b>\$ 1,086,188</b>	<b>\$ 383,193</b>		<b>54.5%</b>
<b>Purchased Transportation</b>						
Purchased Transportation - GO!Bus	\$ 4,259,651	\$ 4,729,268	\$ 7,948,171	\$ 3,218,902		68.1%
Purchased Transportation - Hope Network	479,486	367,092	584,100	217,008		59.1%
Other Purchased Transportation - Ridelink/KCCA	295,681	321,829	350,598	28,769		8.9%
Purchased Transportation - PASS	103,173	84,886	119,125	34,239		40.3%
Purchased Transportation - On Demand	-	-	86,928	86,928		100.0%
<b>Subtotal Purchased Transportation</b>	<b>\$ 5,137,991</b>	<b>\$ 5,503,075</b>	<b>\$ 9,088,921</b>	<b>\$ 3,498,918</b>		<b>63.6%</b>
<b>Operating Expenses before Capitalized Operating</b>	<b>\$ 43,489,022</b>	<b>\$ 51,107,676</b>	<b>\$ 57,686,621</b>	<b>\$ 6,492,017</b>		<b>12.7%</b>
Capitalized Operating Expenses	-	-	(3,454,052)	(3,454,052)		0.0%
<b>Total Expenses</b>	<b>\$ 43,489,022</b>	<b>\$ 51,107,676</b>	<b>\$ 54,232,569</b>	<b>\$ 3,037,965</b>		<b>5.9%</b>

# Revenue Sources

## Passenger Fares and Ridership

Since the onset of COVID-19 pandemic, fare revenue has dramatically decreased along with ridership. Total ridership is expected to increase 7% from 4.98 million in FY21/22 to 5.32 million in FY22/23. We expect a return to “normal” to be a gradual process, and this projection reflects that expectation. A 7% increase in FY22/23 represents a 51% recovery of pre-pandemic ridership (10.4 million rides in FY19).

## Sales Of Transportation Services

Each year a new contract service rate is calculated based on audited financials, and revenue service hours are adjusted to meet the needs of our partners. The rate this year is \$66.73 without GO Bus per revenue hour and \$76.37 with GO Bus per revenue hour. This is a 2% increase from FY 21/22 rates. Because audited numbers are the base for the calculation the rate is always two years behind and we currently give all partners the discount of our state operating assistance rate. This rate calculation will be under review early in the fiscal year.

## State Operating Assistance

FY 22/23 state operating assistance budgeted rate is 29.5262% which is a slight increase from FY 21/22 of 29.5143%. This is a preliminary number from Michigan Department of Transportation.

## Grant Operating Revenue (Federal funding)

For the past three years and in FY 22/23, federal operating assistance funding assists with the offsetting the loss of revenue (fares). The Rapid has received federal operating assistance through the Coronavirus Aid, Relief, and Economic Security (CARES), the Coronavirus Response and Relief Supplemental Appropriations (CRRSAA) Acts, and the American Rescue Plan Act (ARPA). Most of the federal funding has been received with approximately \$8.2 million dollars to be received in FY 22/23.

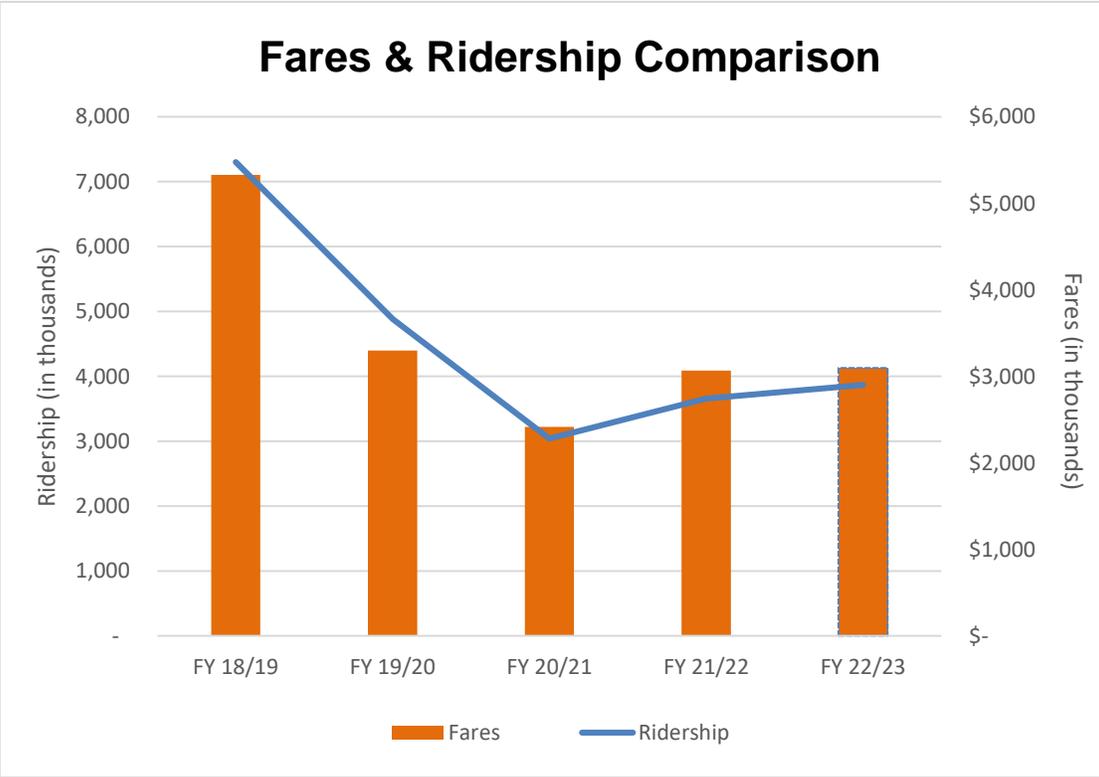
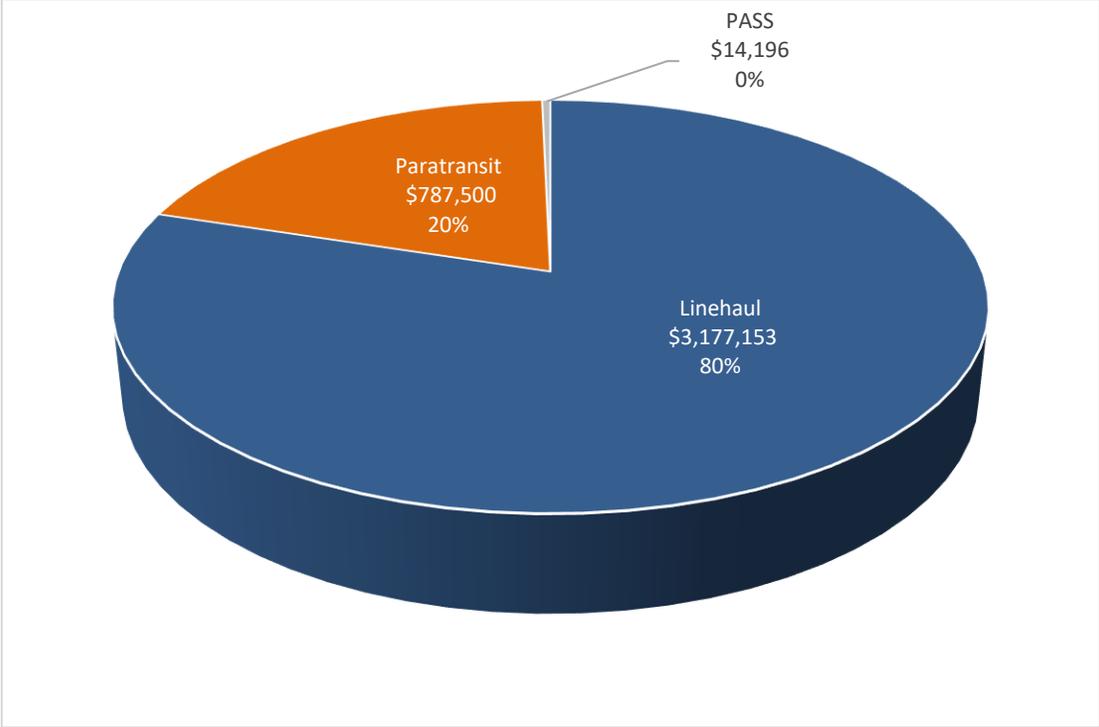
## Grant Capital Revenue (Federal and State funding)

The approved Budget Guidelines stated that preventative maintenance funds would only be used as a funding source as permitted by the federal regulations. In the FY 22/23 budget \$3.4 million dollars in operating funds have been identified as eligible expenses. Eligible expenses were identified in the Fleet Maintenance, Facility Maintenance, and IT budgets. Using preventative maintenance funds further reduces the amount to be used from reserves for FY 22/23.

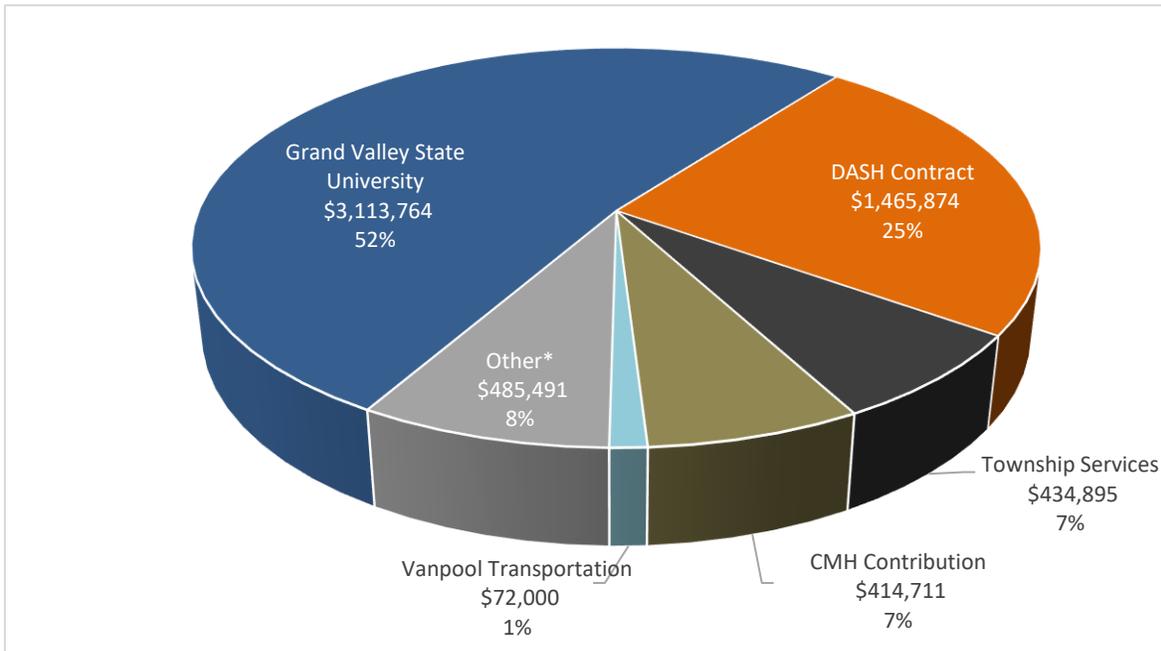
## Reserves

Federal grant funding, including CARES, CRRSAA, and ARPA, are intended to offset revenue loss (fares) due to the pandemic, and are requested based on eligible operating expenses incurred during the previous month. This revenue allowed us to build a reserve fund. \$9.2 million dollars of reserves are budgeted to be used in FY 22/23.

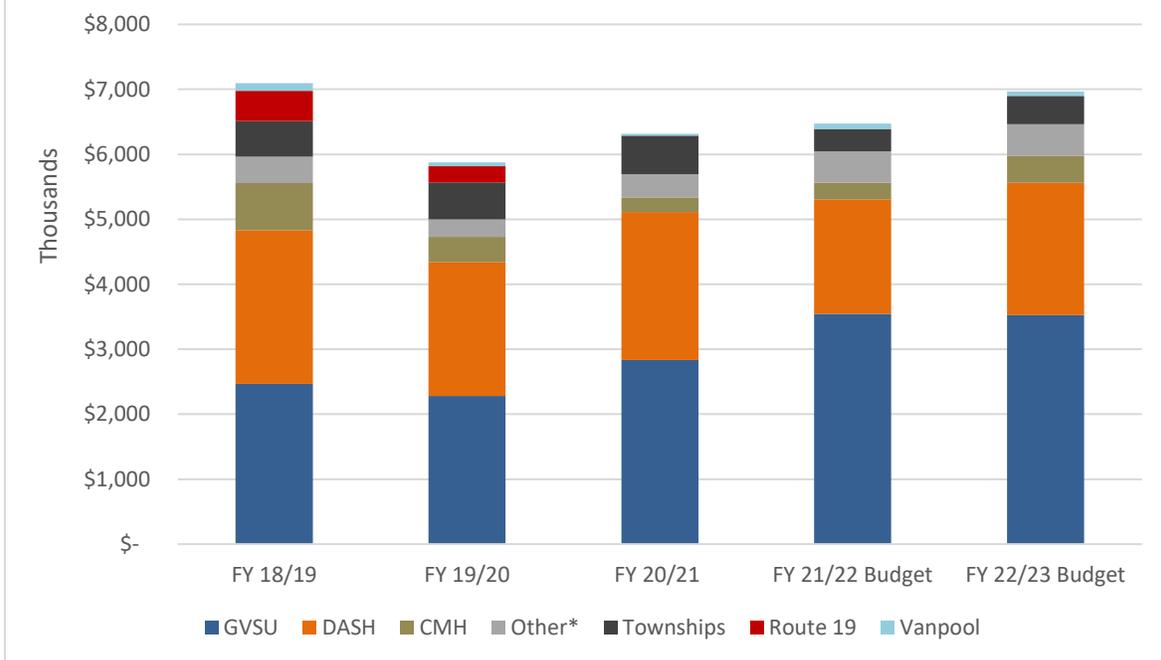
# PASSENGER FARES



# SALE OF TRANSPORTATION SERVICES

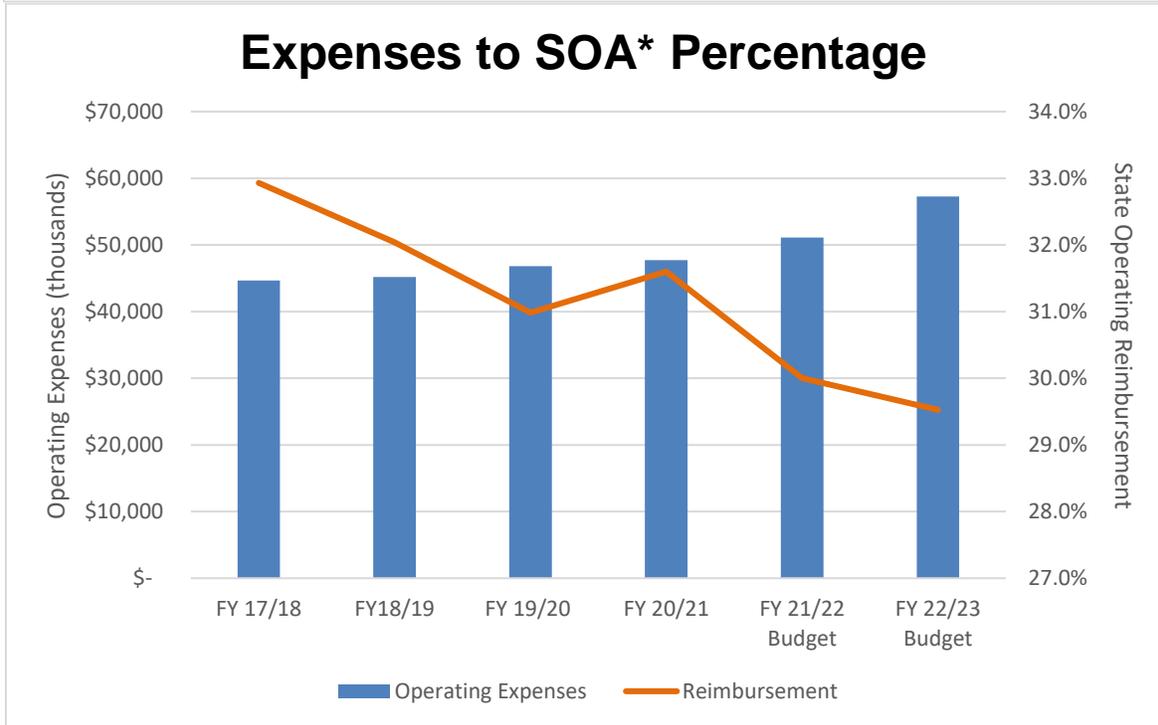
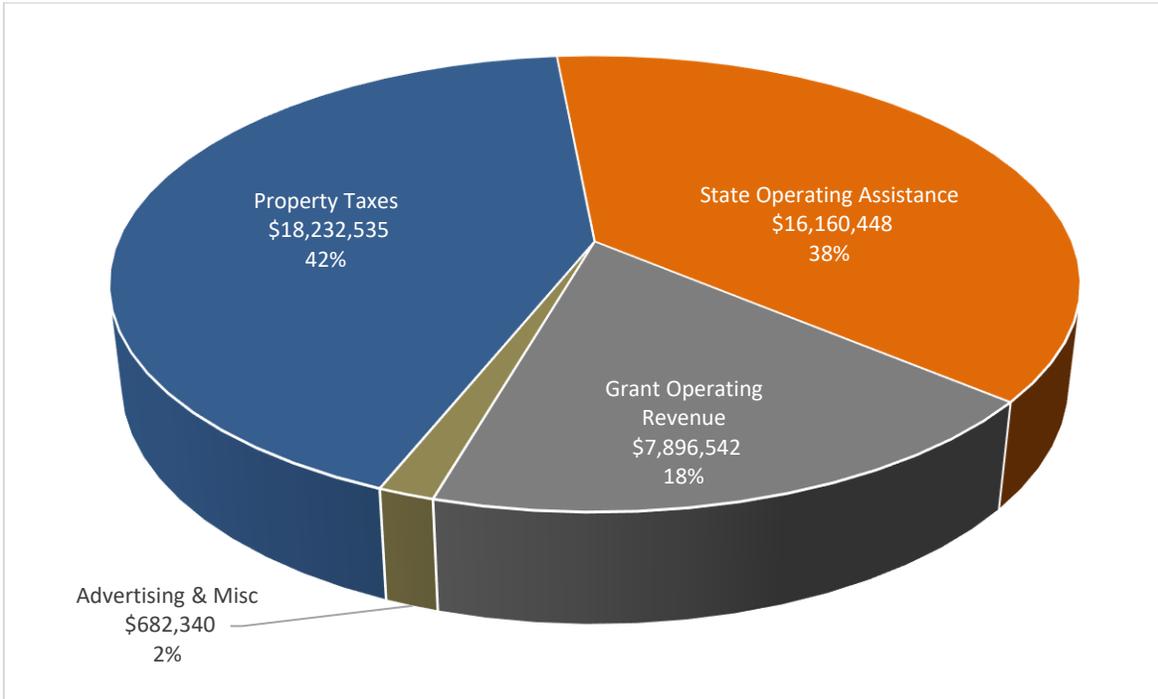


## 5 Year Comparison



\*Other transportation services include GRCC shuttle, Ferris, KCCA, and Ridelink

# OTHER REVENUE AND SUPPORT



\*SOA = State Operating Assistance

## PERSONNEL

	FY 21/22 Authorized	FY 22/23 New positions	FY 22/23 Authorized	FY 22/23 Budgeted
<b>Administration</b>				
Full Time	90	1	91	89
Part Time	4	1	5	5
<b>Total Administration</b>	<b>94</b>	<b>2</b>	<b>96</b>	<b>94</b>
<b>Maintenance</b>				
Fleet	33	1	34	34
Facilities	8	2	10	10
<b>Total Maintenance</b>	<b>41</b>	<b>3</b>	<b>44</b>	<b>44</b>
<b>Operators</b>				
Full Time	272	0	272	245
Part Time	49	0	49	20
<b>Total Operators</b>	<b>321</b>	<b>0</b>	<b>321</b>	<b>265</b>
<b>Total Positions</b>	<b>456</b>	<b>5</b>	<b>461</b>	<b>403</b>

Staffing levels are reviewed annually as part of the budget process to ensure desired outcomes and projected service levels are met. With the focus on meeting the communities' needs during recovery, as well as improving service and remaining flexible, additional positions were added to Administration and Operators.

The FY 22/23 budget includes five new positions, increasing the full-time authorization for administration to 96 FTE's (part and full time), and maintenance to 44 FTE's:

- Dispatcher
- Specialized Services Mobility Assistant (part time)
- Fleet Technician
- Utility Technician (2)

Also, during this process positions were reclassified to improve the desired outcomes. The following positions were reclassified:

- Reclassed Transportation Superintendent to a Dispatcher
- Reclassed Purchasing Manager to new Project Management position
- Reclassed IT Project Manager to new Project Management position

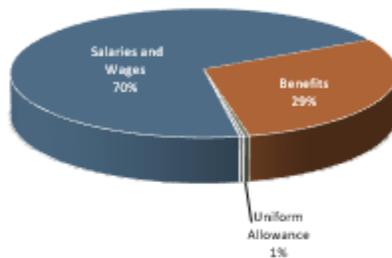
# Individual Departmental Budgets

## TRANSPORTATION

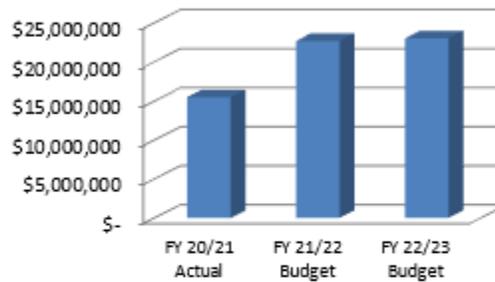
### FUNCTIONS

- Operation of fixed-route bus service, including DASH, Laker Line and the Silver Line
- Responding to customer concerns related to the above services
- Ensure adequate number of bus operators for daily service
- Mentoring bus operators toward the reduction of accident frequency, potential liability, and improved customer service

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 11,221,364	\$ 15,933,954	\$ 16,110,353	\$ 176,398	1.1%
Benefits	4,151,905	6,563,895	6,723,584	159,690	2.4%
Uniform Allowance	70,197	94,300	96,300	2,000	2.1%
Education Reimbursement	-	-	-	-	-
Contract Service	13,591	14,952	16,200	1,248	8.3%
Consultant	-	50,000	50,000	-	0.0%
CDL License	-	-	-	-	0.0%
Office Supplies	1,271	3,750	2,100	(1,650)	-44.0%
Printing	751	1,200	2,400	1,200	100.0%
Electronic Communications	-	-	-	-	0.0%
Employee Engagement	315	2,700	-	(2,700)	-100.0%
Travel & Meetings	4,205	19,400	17,400	(2,000)	-10.3%
<b>Total Operating Expenses</b>	<b>\$ 15,463,599</b>	<b>\$ 22,684,151</b>	<b>\$ 23,018,337</b>	<b>\$ 334,186</b>	<b>1.5%</b>
Administration	16	16	17	1	6.3%
Operators - FT	268	265	245	(20)	-7.5%
Operators - PT	0	20	20	0	100.0%
<b>Total Full Time Employees</b>	<b>284</b>	<b>301</b>	<b>282</b>	<b>(19)</b>	<b>-6.3%</b>

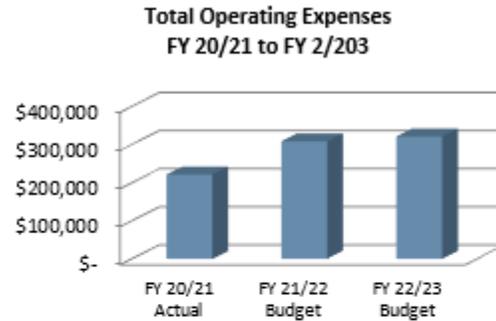
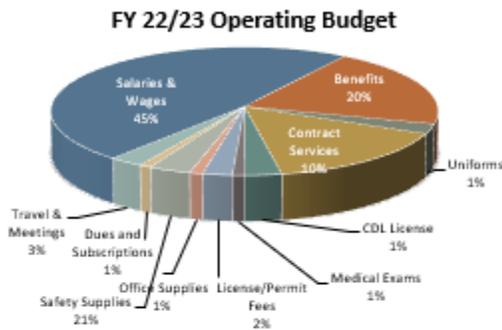
**Notes:**

Increase in full time employees is due to the addition of a Dispatcher.  
Operators are budgeted at 245 full time and 20 part time

# SAFETY

## FUNCTIONS

- Managing the Safety Management System (SMS) program as recommended by FTA
- Developing safety, health, security, and emergency preparedness plans
- Conducting site safety inspections and monitoring remediation of safety hazards
- Researching and reporting on accidents to upper management and the FTA with a view to reducing accidents
- Developing and coordinating new employee, remedial and refresher training programs to operators, technicians and supervisors



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries & Wages	\$ 121,249	149,831	154,473	\$ 4,641	3.1%
Benefits	44,862	61,722	64,468	2,746	4.4%
Uniforms	373	7,411	7,980	569	7.7%
Contract Services	22,827	40,365	49,199	8,834	21.9%
CDL License	3,400	8,000	9,200	1,200	15.0%
Medical Exams	-	6,500	2,990	(3,510)	-54.0%
License/Permit Fees	3,994	5,800	7,425	1,625	28.0%
Office Supplies	1,507	2,140	3,242	1,102	51.5%
Safety Supplies	19,431	13,840	10,550	(3,290)	-23.8%
Dues and Subscriptions	1,551	2,649	2,955	306	11.6%
Travel & Meetings	1,913	9,819	8,530	(1,289)	-13.1%
<b>Total Operating Expenses</b>	<b>\$ 221,107</b>	<b>\$ 308,077</b>	<b>\$ 321,012</b>	<b>\$ 12,935</b>	<b>4.2%</b>
<b>Total Full Time Employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>0.0%</b>

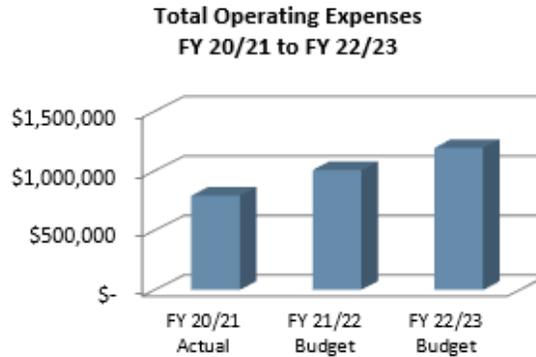
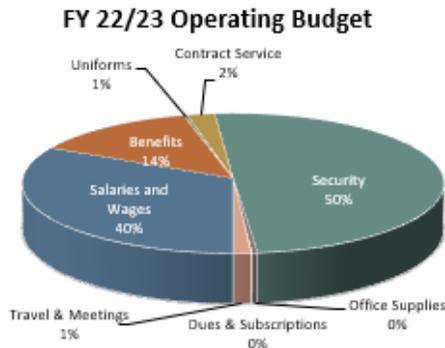
**Notes:**

Contract service increased as the number of fire extinguisher inspections increase  
 CDL license and office supplies increase as the goal is to hire additional operators  
 License/Permit fees increase is due to overall economy price increases

# SECURITY

## FUNCTIONS

- Coordination of Rapid Central Station security and other Rapid property
- Fare enforcement and education for the Silver Line and Laker Line
- Developing safety, health, security, and emergency preparedness plans as recommended by the FTA, TSA/Homeland Security and OSHA



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 344,380	\$ 400,526	\$ 386,735	\$ (13,791)	-3.4%
Benefits	127,421	164,994	161,402	(3,592)	-2.2%
Uniforms	4,654	4,120	3,500	(620)	-15.0%
Contract Service	20,048	23,500	27,000	3,500	14.9%
Security	289,005	403,993	593,682	189,689	47.0%
Office Supplies	5,870	4,890	4,750	(140)	-2.9%
Dues & Subscriptions	245	490	490	-	0.0%
Travel & Meetings	1,153	3,975	15,415	11,440	287.8%
<b>Total Operating Expenses</b>	<b>\$ 792,776</b>	<b>\$ 1,006,488</b>	<b>\$ 1,192,973</b>	<b>\$ 186,485</b>	<b>18.5%</b>
<b>Total Full Time Employees</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>0.0%</b>

**Notes:**

Contract service increase is due to overall economy price increases

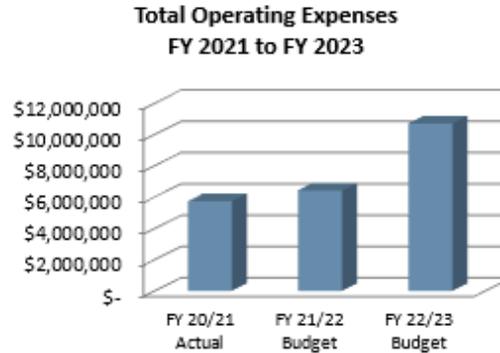
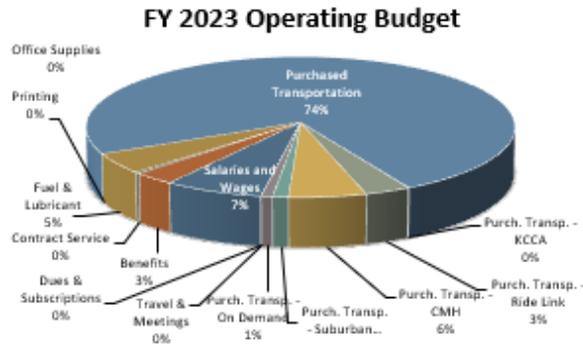
Security reflects the increase in cost for the new contract - officers increased 68%, supervisors increased 43% and GRPD increased 6%

Travel & Meetings includes additional training for the security software

# SPECIALIZED SERVICES

## FUNCTIONS

- Certify ADA eligibility; provide door-to-door transportation through contracted providers, monitor service for compliance with all ADA requirements
- Coordinate demand response services (PASS and network 180) with contracted providers
- Provide the call center to schedule RideLink service as well as provide trips for this contracted countywide senior transportation service.



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 477,417	\$ 615,092	\$ 749,580	\$ 134,488	21.9%
Benefits	190,967	253,383	312,834	59,450	23.5%
Contract Service	29,098	44,350	39,350	(5,000)	-11.3%
Fuel & Lubricant	-	-	500,000	500,000	100.0%
Office Supplies	11	450	500	50	11.1%
Printing	-	2,800	2,500	(300)	-10.7%
Purchased Transportation	4,259,651	4,729,268	7,948,171	3,218,902	68.1%
Purch. Transp. - KCCA	5,787	10,000	5,000	(5,000)	-50.0%
Purch. Transp. - Ride Link	289,893	311,829	345,598	33,769	10.8%
Purch. Transp. - CMH	479,486	367,092	584,100	217,008	59.1%
Purch. Transp. - Suburban	100	84,886	119,125	34,239	40.3%
Purch. Transp. - On Demand	-	-	86,928	86,928	
Dues & Subscriptions	750	100	100	-	0.0%
Travel & Meetings	-	1,200	2,250	1,050	87.5%
<b>Total Operating Expenses</b>	<b>\$ 5,733,160</b>	<b>\$ 6,420,450</b>	<b>\$ 10,696,035</b>	<b>\$ 4,275,585</b>	<b>66.6%</b>
<b>Total Full Time Employees</b>	<b>12</b>	<b>14</b>	<b>15</b>	<b>1</b>	<b>7.1%</b>

**Notes:**

Proposing the addition of a part time Specialized Service Mobility Assistance

The new purchase transportation contract does not include fuel so this item is new this year

Purchased Transportation's per revenue hour cost for GO Bus, KCCA, Ridelink, Suburban and On Demand increased from \$53 to \$66.68 along with a 10% increase in trips

Purchase Transportation - CMH cost increased from \$18.35 to \$19.47 along with a 50% increase in trips

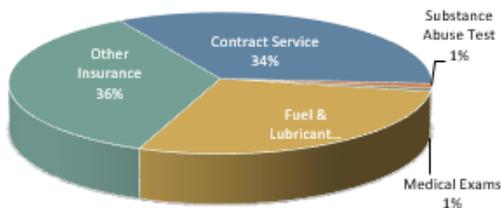
Travel & Meetings includes attendance to the MPTA fall conference

# VANPOOL

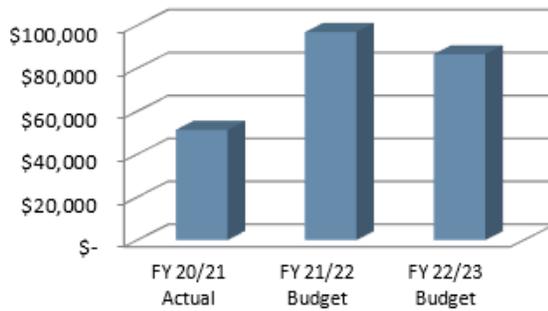
## FUNCTIONS

- Vanpools are designed to help participants get to work or to work-related job appointments
- RapidVan vanpools include fuel, maintenance, driver testing and training, inside/outside carwashes and insurance
- Traditional vanpools are currently insured through Lancer, a company that specializes in vanpool insurance

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

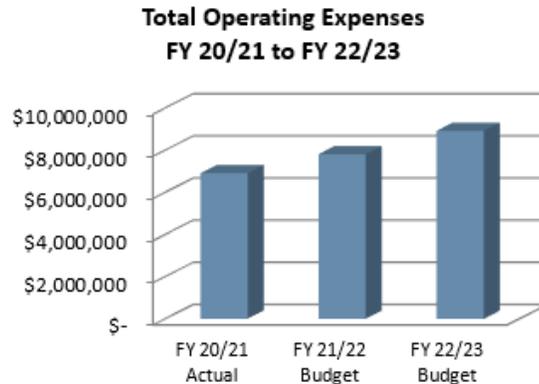
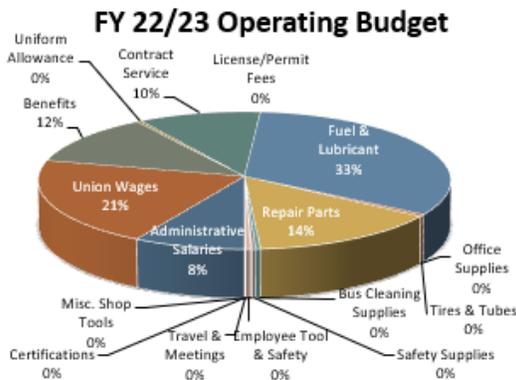


Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 12,521	\$ 13,770	\$ 29,794	\$ 16,024	116.4%
Substance Abuse Test	43	2,310	840	(1,470)	-63.6%
Medical Exams	35	1,925	700	(1,225)	-63.6%
Fuel & Lubricant	9,902	37,901	24,222	(13,679)	-36.1%
Other Insurance	28,857	40,992	30,960	(10,032)	-24.5%
<b>Total Operating Expenses</b>	<b>\$ 51,359</b>	<b>\$ 96,898</b>	<b>\$ 86,516</b>	<b>\$ (10,382)</b>	<b>-10.7%</b>
<b>Total Part Time Employees</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0.0%</b>

**Notes:**

Contract Service includes the addition of Wi-Fi to the vehicles

# FLEET MAINTENANCE SUMMARY



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Administrative Salaries	\$ 544,012	\$ 710,305	\$ 734,138	\$ 23,833	3.4%
Union Wages	1,510,718	1,694,080	1,830,858	136,778	8.1%
Benefits	755,928	990,470	1,070,490	80,020	8.1%
Uniform Allowance	31,628	30,103	35,611	5,507	18.3%
Contract Service	992,766	1,020,621	904,360	(116,260)	-11.4%
License/Permit Fees	143	768	502	(266)	-34.6%
Fuel & Lubricant	1,796,358	2,073,436	2,921,740	848,304	40.9%
Tires & Tubes	25,534	40,048	41,616	1,568	3.9%
Office Supplies	2,299	4,580	4,386	(194)	-4.2%
Repair Parts	1,169,304	1,120,397	1,268,911	148,514	13.3%
Bus Cleaning Supplies	27,950	44,814	33,207	(11,607)	-25.9%
Safety Supplies	19,127	29,868	22,200	(7,668)	-25.7%
Misc. Shop Tools	6,299	8,905	9,390	485	5.4%
Employee Tool & Safety	28,393	31,700	33,550	1,850	5.8%
Certifications	306	995	1,795	800	80.4%
Travel & Meetings	1,142	6,545	5,750	(795)	-12.1%
Employee Engagement	321	400	-	(400)	-100.0%
<b>Total Operating Expenses</b>	<b>\$ 6,912,229</b>	<b>\$ 7,808,035</b>	<b>\$ 8,918,504</b>	<b>\$ 1,110,469</b>	<b>14.2%</b>
<b>Total Full Time Employees</b>	<b>44</b>	<b>44</b>	<b>45</b>	<b>1</b>	<b>2.3%</b>

**Notes:**

The budget includes the addition of 1 fleet mechanic, another position is proposed but not presently budgeted.  
 Uniform Allowance includes the addition of 1 fleet mechanic  
 Fuel and Lubricants increase is due to the dramatic change in diesel and CNG fuel costs (\$3.74 for diesel and \$1.50 for CNG)  
 Repair Parts and Safety Supplies increase is due to overall economy price increases

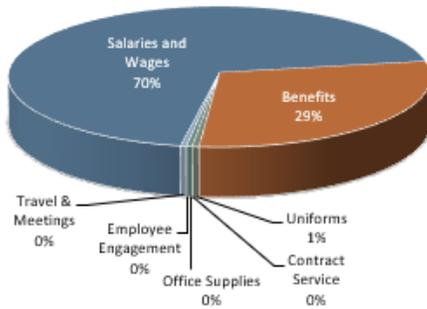
# FLEET MAINTENANCE ADMINISTRATION

## FUNCTIONS

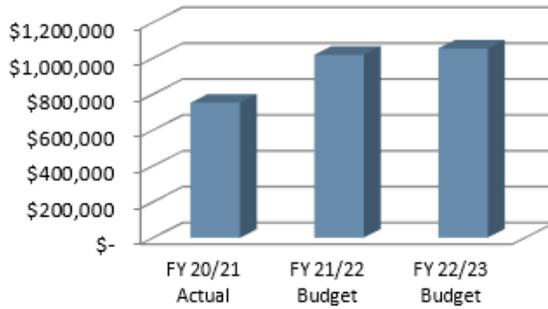
- Responsible for the maintenance of The Rapid's linehaul, Bus Rapid Transit (BRT), Dash and service vehicles
- Provision of fixed-route maintenance in accordance with FTA requirements
- Provision of 60-day maintenance of service vehicles
- Management of parts inventory
- Continued skill development of Maintenance Technicians

## MAINTENANCE ADMINISTRATION

**FY 2223 Operating Budget**



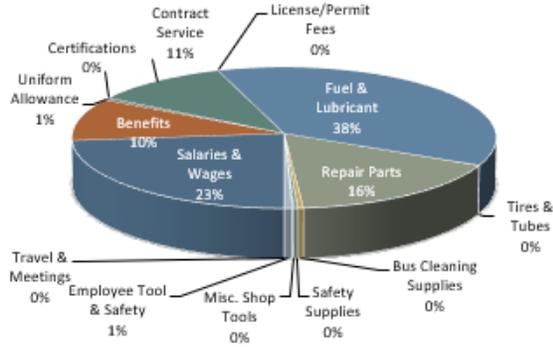
**Total Operating Expenses  
FY 20/21 to FY 22/23**



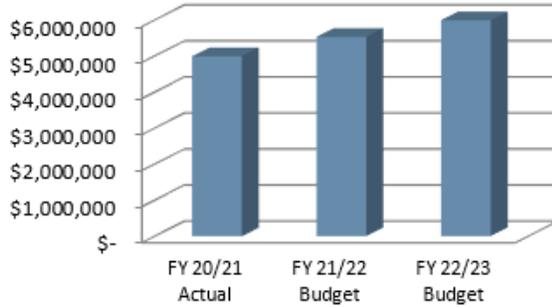
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 544,012	\$ 710,305	\$ 734,138	\$ 23,833	3.4%
Benefits	201,284	292,606	306,389	13,784	4.7%
Uniforms	4,077	6,700	5,159	(1,541)	-23.0%
Contract Service	-	-	-	-	0.0%
Office Supplies	2,299	4,580	4,386	(194)	-4.2%
Employee Engagement	321	400	-	(400)	-100.0%
Travel & Meetings	388	4,470	4,400	(70)	-1.6%
<b>Total Operating Expenses</b>	<b>\$ 752,381</b>	<b>\$ 1,019,061</b>	<b>\$ 1,054,472</b>	<b>\$ 35,412</b>	<b>3.5%</b>
<b>Total Full Time Employees</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>0</b>	<b>0.0%</b>

# LINEHAUL MAINTENANCE

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

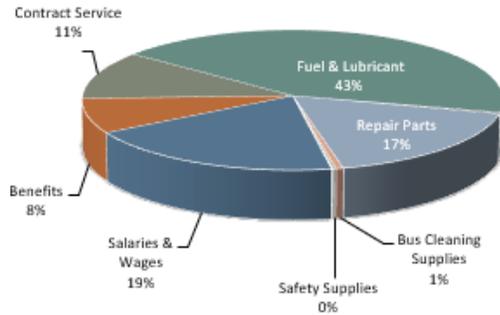


**FY 21/22 vs FY 22/23**

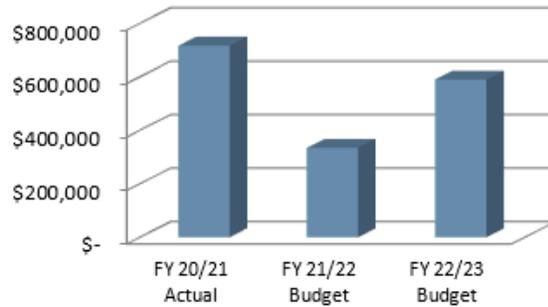
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries & Wages	\$ 1,307,152	\$ 1,558,552	\$ 1,401,848	\$ (156,704)	-10.1%
Benefits	483,646	642,036	585,055	(56,981)	-8.9%
Uniform Allowance	27,551	23,403	30,452	7,048	30.1%
Certifications	306	995	1,795	800	80.4%
Contract Service	820,969	724,623	656,472	(68,151)	-9.4%
License/Permit Fees	-	508	181	(327)	-64.4%
Fuel & Lubricant	1,351,598	1,590,739	2,256,027	665,287	41.8%
Tires & Tubes	2,077	7,414	5,344	(2,070)	-27.9%
Repair Parts	930,194	897,456	974,256	76,800	8.6%
Bus Cleaning Supplies	21,656	32,232	23,305	(8,927)	-27.7%
Safety Supplies	14,995	13,968	17,352	3,384	24.2%
Misc. Shop Tools	5,627	7,040	6,850	(190)	-2.7%
Employee Tool & Safety	28,393	31,700	33,550	1,850	5.8%
Travel & Meetings	755	1,825	1,050	(775)	-42.5%
<b>Total Operating Expenses</b>	<b>\$ 4,994,921</b>	<b>\$ 5,532,492</b>	<b>\$ 5,993,537</b>	<b>\$ 461,045</b>	<b>8.3%</b>
<b>Total Full Time Employees</b>	<b>34</b>	<b>33</b>	<b>34</b>	<b>1</b>	<b>2.9%</b>

# SILVER LINE BRT MAINTENANCE

**FY 22/23 Operating Budget**



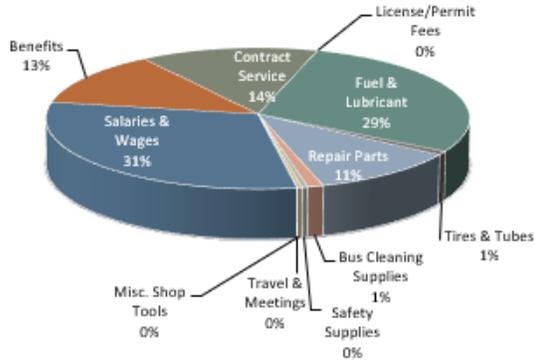
**Total Operating Expenses  
FY 20/21 to FY 22/23**



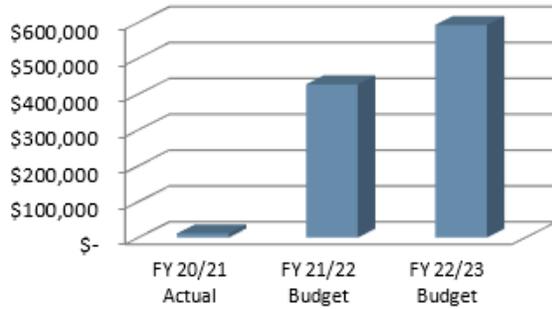
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries & Wages	\$ 117,952	\$ 26,063	\$ 113,013	\$ 86,950	333.6%
Benefits	43,642	10,736	47,166	36,430	339.3%
Contract Service	106,341	61,452	66,020	4,568	7.4%
License/Permit Fees	-	20	-	(20)	-100.0%
Fuel & Lubricant	321,100	177,585	254,832	77,247	43.5%
Tires & Tubes	684	1,728	1,740	12	0.7%
Repair Parts	117,213	46,739	101,765	55,026	117.7%
Bus Cleaning Supplies	6,294	3,963	3,195	(768)	-19.4%
Safety Supplies	2,956	5,676	1,320	(4,356)	-76.7%
Misc. Shop Tools	672	540	540	-	0.0%
Travel & Meetings	-	-	50	50	100.0%
<b>Total Operating Expenses</b>	<b>\$ 716,854</b>	<b>\$ 334,502</b>	<b>\$ 589,641</b>	<b>\$ 255,139</b>	<b>76.3%</b>

# LAKER LINE BRT MAINTENANCE

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

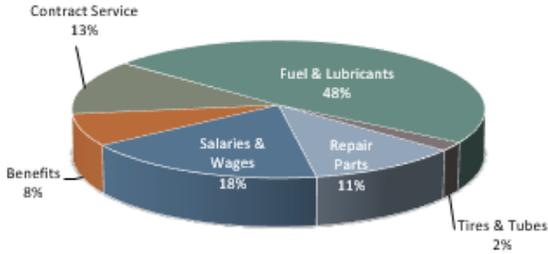


**FY 21/22 vs FY 22/23**

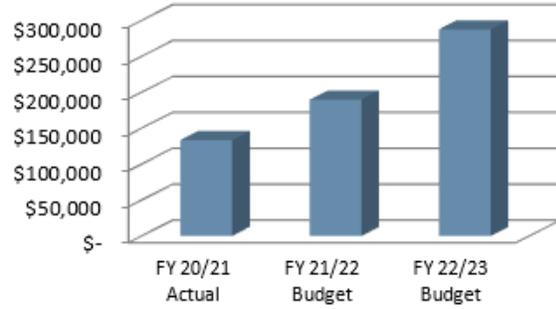
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries & Wages	\$ 14,617	\$ 41,701	\$ 180,821	\$ 139,120	333.6%
Benefits	-	17,178	75,465	58,287	339.3%
Contract Service	-	121,430	85,256	(36,175)	-29.8%
License/Permit Fees	-	-	28	28	100.0%
Fuel & Lubricant	-	152,121	170,734	18,612	12.2%
Tires & Tubes	-	2,634	4,920	2,286	86.8%
Repair Parts	(3,272)	72,932	64,291	(8,641)	-11.8%
Bus Cleaning Supplies	-	8,618	6,707	(1,911)	-22.2%
Safety Supplies	-	9,072	2,424	(6,648)	-73.3%
Misc. Shop Tools	-	1,325	2,000	675	50.9%
Travel & Meetings	-	250	250	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 11,345</b>	<b>\$ 427,262</b>	<b>\$ 592,896</b>	<b>\$ 165,634</b>	<b>38.8%</b>

# SERVICE VEHICLE MAINTENANCE

**FY 2023 Operating Budget**



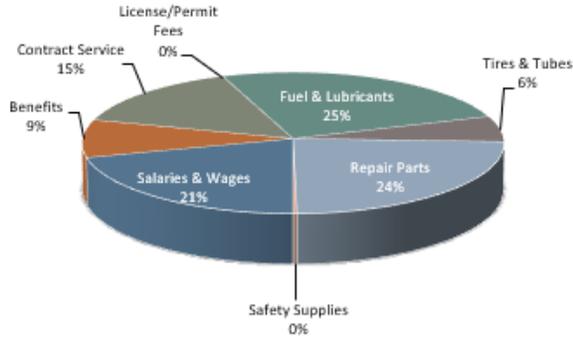
**Total Operating Expenses  
FY 2021 to FY 2023**



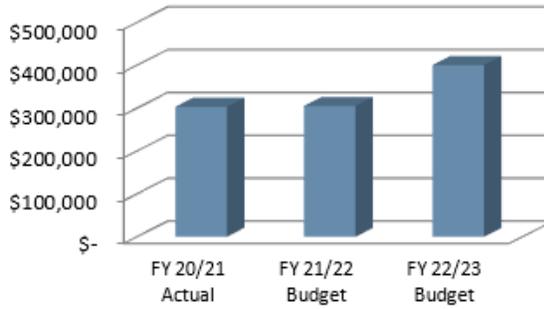
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries & Wages	\$ 36,199	\$ 33,882	\$ 52,191	\$ 18,309	54.0%
Benefits	14,479	13,957	21,782	7,825	56.1%
Contract Service	12,072	37,911	36,972	(939)	-2.5%
License/Permit Fees	143	215	268	53	24.7%
Fuel & Lubricants	37,182	60,991	137,876	76,885	126.1%
Tires & Tubes	3,735	6,264	6,008	(256)	-4.1%
Repair Parts	29,629	36,480	32,340	(4,140)	-11.3%
<b>Total Operating Expenses</b>	<b>\$ 133,440</b>	<b>\$ 189,700</b>	<b>\$ 287,437</b>	<b>\$ 97,737</b>	<b>51.5%</b>

# DASH MAINTENANCE

**FY 22/23 Operating Budget**

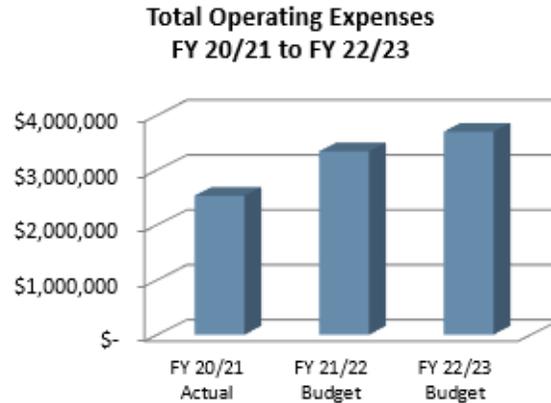
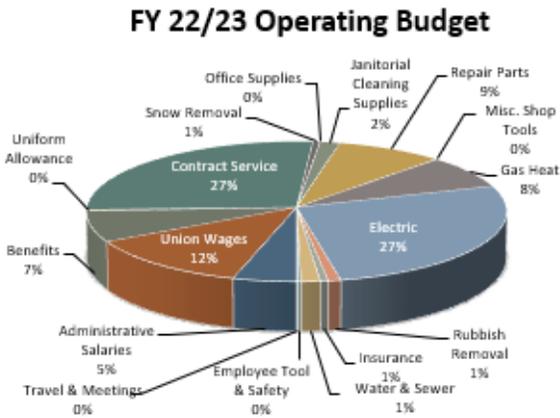


**Total Operating Expenses  
FY 20/21 to FY 22/23**



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries & Wages	\$ 34,798	\$ 33,882	\$ 82,984	\$ 49,102	144.9%
Benefits	12,875	13,957	34,633	20,676	148.1%
Contract Service	53,384	75,204	59,641	(15,563)	-20.7%
License/Permit Fees	-	25	25	-	100.0%
Fuel & Lubricants	86,477	91,999	102,271	10,272	11.2%
Tires & Tubes	19,038	22,008	23,604	1,596	7.3%
Repair Parts	95,540	66,790	96,259	29,469	44.1%
Safety Supplies	1,176	1,152	1,104	(48)	-4.2%
<b>Total Operating Expenses</b>	<b>\$ 303,289</b>	<b>\$ 305,017</b>	<b>\$ 400,520</b>	<b>\$ 95,503</b>	<b>31.3%</b>

# FACILITIES MAINTENANCE SUMMARY



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Administrative Salaries	\$ 129,017	\$ 160,721	\$ 170,195	\$ 9,474	5.9%
Union Wages	128,333	394,313	460,399	66,086	16.8%
Benefits	95,220	228,643	263,176	34,533	15.1%
Uniform Allowance	6,740	8,000	9,820	1,820	22.8%
Contract Service	936,065	918,176	994,085	75,909	8.3%
Snow Removal	6,446	14,400	20,600	6,200	43.1%
License/Permit Fees	-	-	-	-	0.0%
Office Supplies	95	300	300	-	0.0%
Janitorial Cleaning Supplies	40,549	54,000	60,000	6,000	11.1%
Repair Parts	105,759	268,000	322,500	54,500	20.3%
Misc. Shop Tools	943	2,100	1,980	(120)	-5.7%
Gas Heat	157,952	252,500	285,800	33,300	13.2%
Electric	842,289	933,400	991,000	57,600	6.2%
Rubbish Removal	25,079	26,364	33,900	7,536	28.6%
Insurance	2,309	23,155	21,267	(1,888)	-8.2%
Water & Sewer	46,314	46,850	50,650	3,800	8.1%
Employee Tool & Safety	6,682	7,700	7,900	200	2.6%
Travel & Meetings	341	2,500	4,100	1,600	64.0%
Employee Engagement	72				
<b>Total Operating Expenses</b>	<b>\$ 2,530,205</b>	<b>\$ 3,341,122</b>	<b>\$ 3,697,672</b>	<b>\$ 356,550</b>	<b>10.7%</b>
<b>Total Full Time Employees</b>	<b>10</b>	<b>10</b>	<b>12</b>	<b>2</b>	<b>20.0%</b>

**Notes:**

- Uniform Allowance increase is due to the addition of 2 utility technicians
- Contract Services increase issue to the cleaning of the canopy at Central Station
- Snow Removal, Janitorial Supplies, and Repair Parts increases are due to overall economy price increase
- Utilities all increased due to rising costs
- Travel & Meeting increase includes CNG training for staff

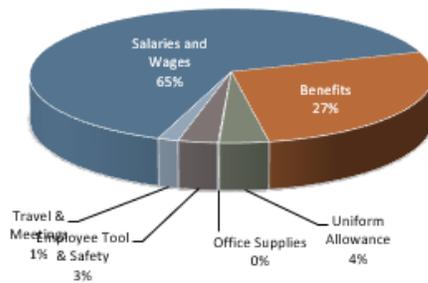
# FACILITIES MAINTENANCE ADMINISTRATION

## FUNCTIONS

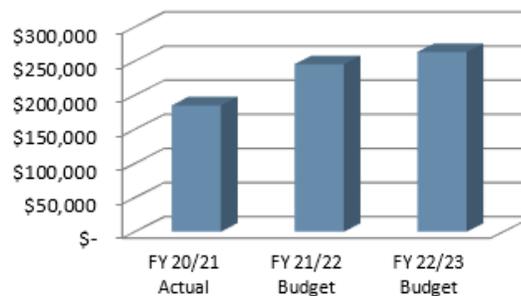
- Responsible for the maintenance of the Rapid's administration buildings (Ellsworth, Rapid Central Station, Wealthy and Butterworth) Kentwood Hub and Amtrak stations, CNG Fueling Station, Bus Transit stations and bus stop/shelter program
- Timely repairs/response to building and grounds requests and needs
- Implementation of conservation initiatives to reduce our energy use
- Continued development of Building and Grounds Technician skills
- Management of facility construction projects

## FACILITIES ADMINISTRATION

**FY 22/23 Operating Budget**



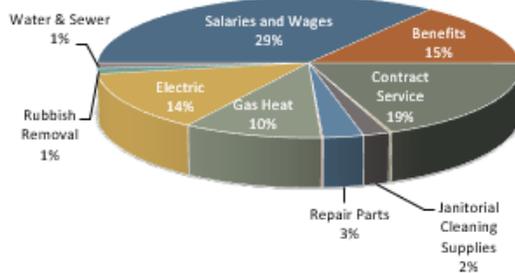
**Total Operating Expenses  
FY 20/21 to FY 22/23**



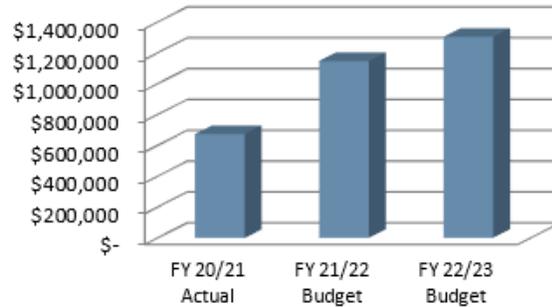
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 129,017	\$ 160,721	\$ 170,195	\$ 9,474	5.9%
Benefits	47,736	66,208	71,030	4,822	7.3%
Uniform Allowance	6,740	8,000	9,820	1,820	22.8%
Education Reimbursement	-	-	-	-	-
Office Supplies	95	300	300	-	0.0%
Employee Tool & Safety	1,093	7,700	7,900	200	2.6%
Travel & Meetings	341	2,500	4,100	1,600	64.0%
Employee Engagement	72	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 185,095</b>	<b>\$ 245,429</b>	<b>\$ 263,346</b>	<b>\$ 17,916</b>	<b>7.3%</b>
<b>Total Full Time Employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0.0%</b>

# WEALTHY BUILDING

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

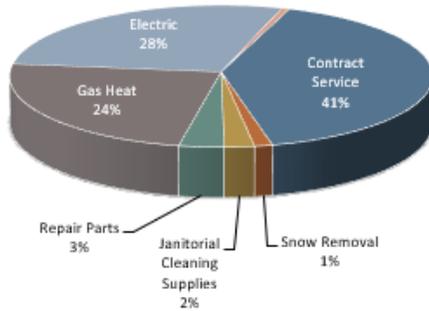


**FY 21/22 vs FY 22/23**

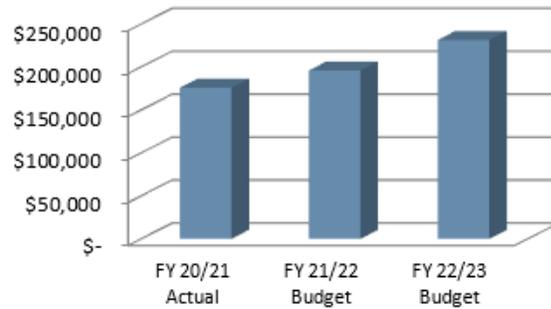
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 128,333	\$ 394,313	\$ 460,399	\$ 66,086	16.8%
Benefits	47,483	162,435	192,146	29,711	18.3%
Contract Service	187,619	218,993	246,610	27,617	12.6%
Snow Removal	1,042	2,000	2,600	600	30.0%
License/Permit Fees	-	-	-	-	0.0%
Janitorial Cleaning Supplies	19,457	23,500	25,000	1,500	6.4%
Repair Parts	24,137	34,000	38,000	4,000	11.8%
Misc. Shop Tools	943	1,500	1,680	180	12.0%
Gas Heat	85,956	110,000	130,000	20,000	18.2%
Electric	149,107	170,000	175,000	5,000	2.9%
Rubbish Removal	13,233	14,400	16,680	2,280	15.8%
Water & Sewer	10,301	16,000	16,000	-	0.0%
Employee Tool & Safety	5,589	-	-	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 673,201</b>	<b>\$ 1,147,141</b>	<b>\$ 1,304,115</b>	<b>\$ 156,974</b>	<b>13.7%</b>
<b>Total Full Time Employees</b>	<b>8</b>	<b>8</b>	<b>10</b>	<b>2</b>	<b>25.0%</b>

# ELLSWORTH BUILDING

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

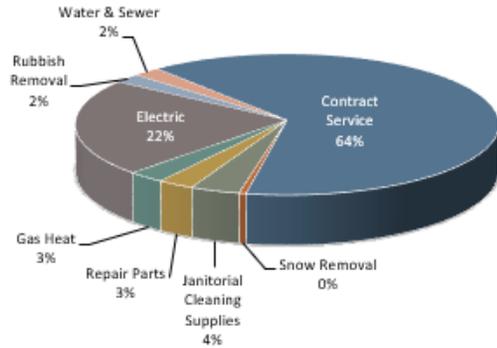


**FY 21/22 vs FY 22/23**

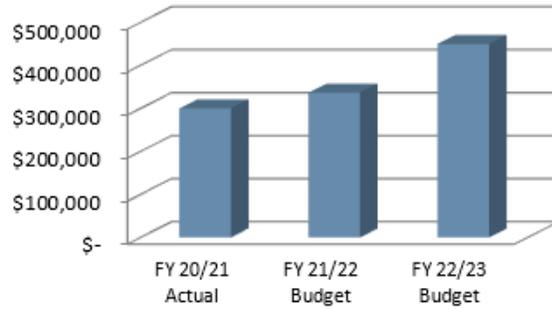
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 65,276	\$ 70,934	\$ 94,320	\$ 23,386	33.0%
Snow Removal	1,243	2,500	3,000	500	20.0%
License/Permit Fees	-	-	-	-	-
Janitorial Cleaning Supplies	3,318	4,700	5,000	300	6.4%
Repair Parts	2,788	6,500	7,500	1,000	15.4%
Gas Heat	37,796	45,000	55,000	10,000	22.2%
Electric	64,168	65,000	65,000	-	0.0%
Water & Sewer	1,180	1,200	1,500	300	25.0%
<b>Total Operating Expenses</b>	<b>\$ 175,768</b>	<b>\$ 195,834</b>	<b>\$ 231,320</b>	<b>\$ 35,486</b>	<b>18.1%</b>

# RAPID CENTRAL STATION

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

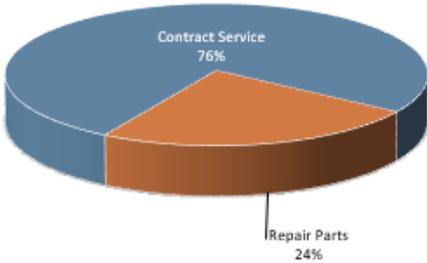


**FY 21/22 vs FY 22/23**

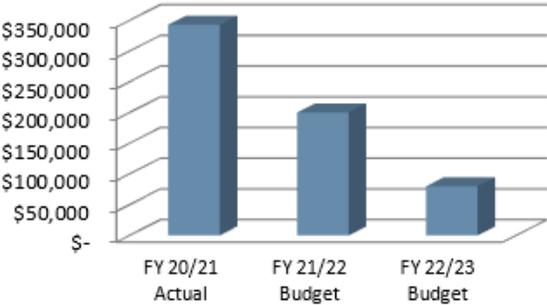
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 172,221	\$ 180,640	\$ 287,980	\$ 107,340	59.4%
Snow Removal	1,171	2,300	2,300	-	0.0%
Janitorial Cleaning Supplies	14,579	15,000	16,000	1,000	6.7%
Repair Parts	5,665	10,800	11,800	1,000	9.3%
Gas Heat	7,568	10,000	12,000	2,000	20.0%
Electric	84,931	100,000	100,000	-	0.0%
Rubbish Removal	7,763	7,848	9,600	1,752	22.3%
Water & Sewer	6,156	10,000	10,000	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 300,054</b>	<b>\$ 336,588</b>	<b>\$ 449,680</b>	<b>\$ 113,092</b>	<b>33.6%</b>

# BUS STOP AND SHELTER PROGRAM

**FY 22/23 Operating Budget**



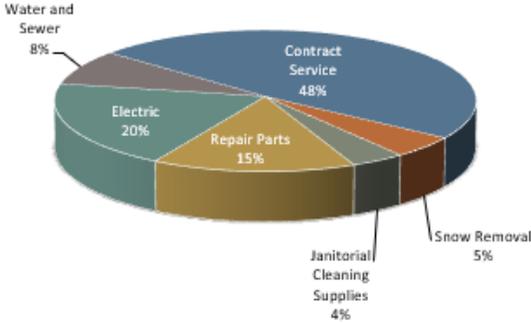
**Total Operating Expenses  
FY 20/21 to FY 22/23**



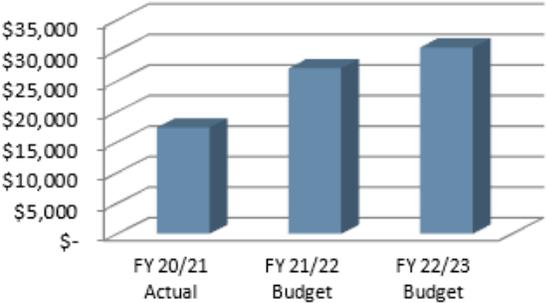
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 324,475	\$ 182,500	\$ 61,000	\$ (121,500)	-66.6%
Repair Parts	18,399	17,500	19,000	1,500	8.6%
<b>Total Operating Expenses</b>	<b>\$ 342,874</b>	<b>\$ 200,000</b>	<b>\$ 80,000</b>	<b>\$ (120,000)</b>	<b>-60.0%</b>

# KENTWOOD STATION

**FY 22/23 Operating Budget**



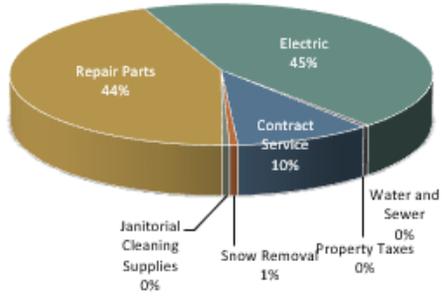
**Total Operating Expenses  
FY 20/21 to FY 22/23**



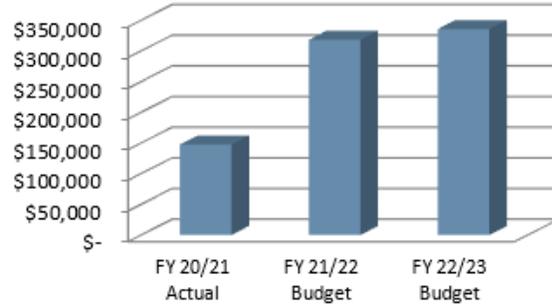
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 9,891	\$ 13,100	\$ 14,800	\$ 1,700	13.0%
Snow Removal	560	1,300	1,500	200	15.4%
Janitorial Cleaning Supplies	660	1,000	1,200	200	20.0%
Repair Parts	517	4,200	4,500	300	7.1%
Electric	4,189	5,000	6,000	1,000	20.0%
Water and Sewer	1,573	2,500	2,500	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 17,391</b>	<b>\$ 27,100</b>	<b>\$ 30,500</b>	<b>\$ 3,400</b>	<b>12.5%</b>

# SILVER LINE BRT STATIONS

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

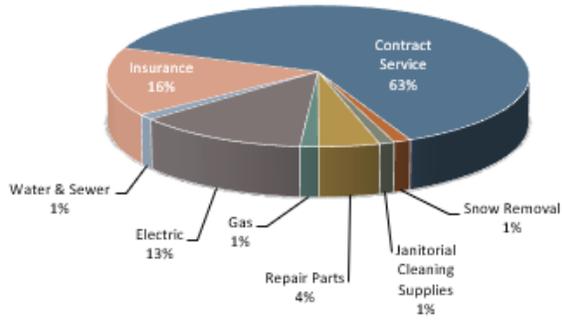


**FY 21/22 vs FY 22/23**

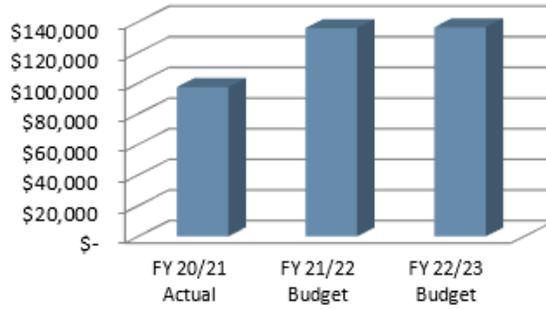
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 24,605	\$ 31,950	\$ 33,250	\$ 1,300	4.1%
Snow Removal	606	1,000	2,000	1,000	100.0%
Janitorial Cleaning Supplies	400	1,700	1,700	-	0.0%
Repair Parts	16,250	146,900	146,900	-	0.0%
Electric	104,457	135,000	150,000	15,000	11.1%
Water and Sewer	1,080	1,500	1,500	-	0.0%
Property Taxes	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 147,398</b>	<b>\$ 318,050</b>	<b>\$ 335,350</b>	<b>\$ 17,300</b>	<b>5.4%</b>

# AMTRAK STATION

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

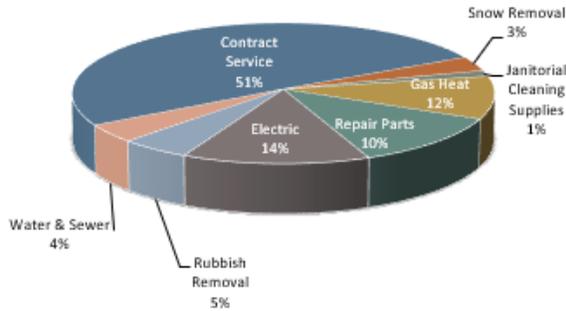


**FY 21/22 vs FY 22/23**

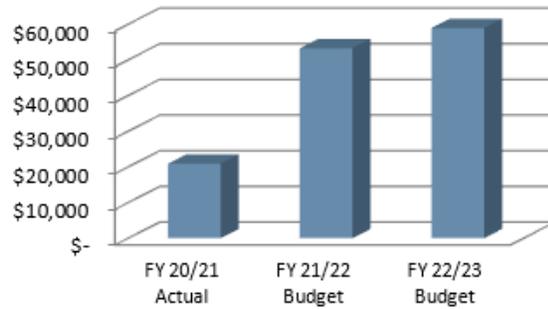
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 76,893	\$ 84,570	\$ 85,470	\$ 900	1.1%
Snow Removal	-	1,500	1,700	200	13.3%
Janitorial Cleaning Supplies	732	1,500	1,500	-	0.0%
Repair Parts	110	5,000	6,000	1,000	20.0%
Gas	797	1,500	1,800	300	20.0%
Electric	1,221	17,000	17,000	-	0.0%
Water & Sewer	15,361	1,650	1,650	-	0.0%
Insurance	2,309	23,155	21,267	(1,888)	-8.2%
<b>Total Operating Expenses</b>	<b>\$ 97,424</b>	<b>\$ 135,875</b>	<b>\$ 136,387</b>	<b>\$ 512</b>	<b>0.4%</b>

# BUTTERWORTH BUILDING

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

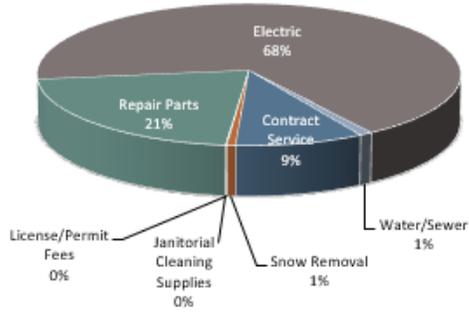


**FY 21/22 vs FY 22/23**

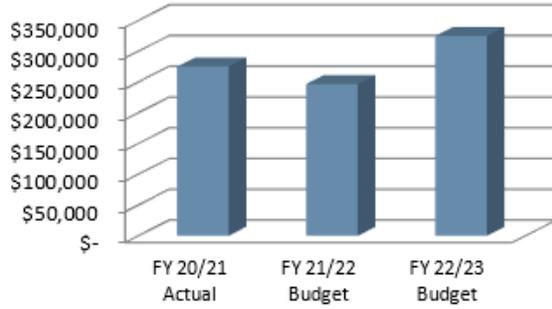
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 1,640	\$ 29,820	\$ 29,820	\$ -	0.0%
Snow Removal	431	1,000	2,000	1,000	100.0%
Janitorial Cleaning Supplies	82	800	800	-	0.0%
Repair Parts	3,811	5,800	5,800	-	0.0%
Gas Heat	3,887	6,000	7,000	1,000	16.7%
Electric	8,036	6,400	8,000	1,600	25.0%
Rubbish Removal	2,413	2,436	3,000	564	23.2%
Water & Sewer	599	1,000	2,500	1,500	150.0%
<b>Total Operating Expenses</b>	<b>\$ 20,899</b>	<b>\$ 53,256</b>	<b>\$ 58,920</b>	<b>\$ 5,664</b>	<b>10.6%</b>

# CNG FUELING STATION

**FY 22/23 Operating Budget**



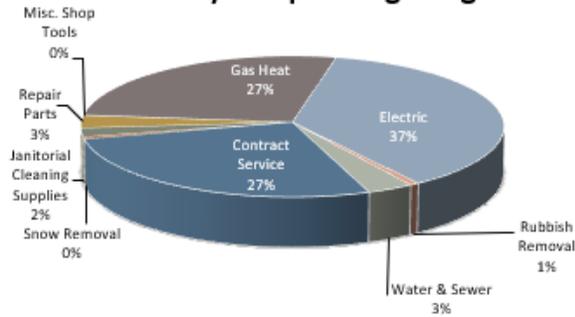
**Total Operating Expenses  
FY 20/21 to FY 22/23**



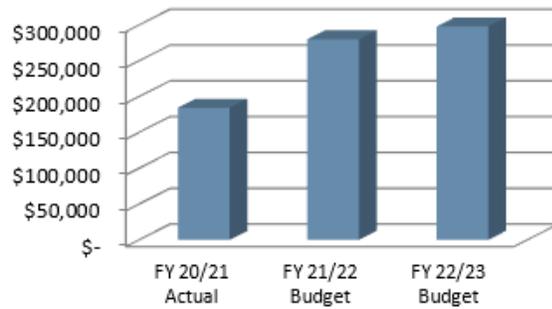
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 43,858	\$ 23,175	\$ 30,175	\$ 7,000	30.2%
Snow Removal	531	1,000	2,000	1,000	100.0%
License/Permit Fees	-	-	-	-	-
Janitorial Cleaning Supplies	32	300	300	-	0.0%
Repair Parts	28,933	29,000	69,300	40,300	139.0%
Electric	200,778	190,000	220,000	30,000	15.8%
Water/Sewer	1,040	3,000	3,000	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 275,172</b>	<b>\$ 246,475</b>	<b>\$ 324,775</b>	<b>\$ 78,300</b>	<b>31.8%</b>

# LAKER LINE BUILDING

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

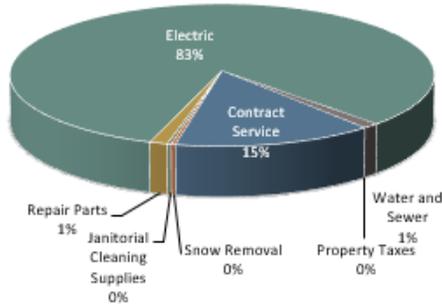


**FY 21/22 vs FY 22/23**

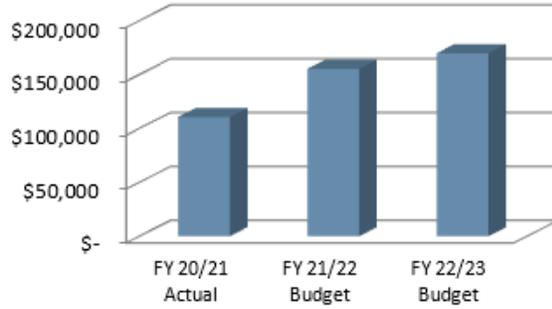
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 24,126	\$ 68,494	\$ 79,660	\$ 11,166	16.3%
Snow Removal	861	1,500	1,500	-	0.0%
Janitorial Cleaning Supplies	1,288	5,000	6,000	1,000	20.0%
Repair Parts	4,746	7,800	8,500	700	9.0%
Misc. Shop Tools	-	600	300	(300)	-50.0%
Gas Heat	21,948	80,000	80,000	-	0.0%
Electric	120,667	105,000	110,000	5,000	4.8%
Rubbish Removal	1,671	1,680	1,920	240	14.3%
Water & Sewer	9,024	10,000	10,000	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 184,332</b>	<b>\$ 280,074</b>	<b>\$ 297,880</b>	<b>\$ 17,806</b>	<b>6.4%</b>

# LAKER LINE BRT STATIONS

**FY 22/23 Operating Budget**



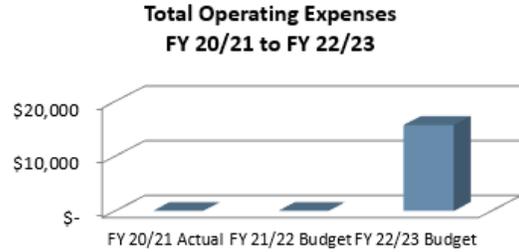
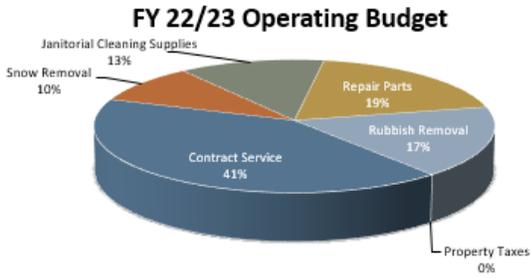
**Total Operating Expenses  
FY 20/21 to FY 22/23**



**FY 21/22 vs FY 22/23**

Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 5,460	\$ 14,000	\$ 24,500	\$ 10,500	75.0%
Snow Removal	-	300	500	200	100.0%
Janitorial Cleaning Supplies	-	500	500	-	0.0%
Repair Parts	403	500	2,200	1,700	340.0%
Electric	104,735	140,000	140,000	-	0.0%
Water and Sewer	-	-	2,000	2,000	100.0%
Property Taxes	-	-	-	-	100.0%
<b>Total Operating Expenses</b>	<b>\$ 110,597</b>	<b>\$ 155,300</b>	<b>\$ 169,700</b>	<b>\$ 14,400</b>	<b>9.3%</b>

# DEMAND RESPONSE FACILITY

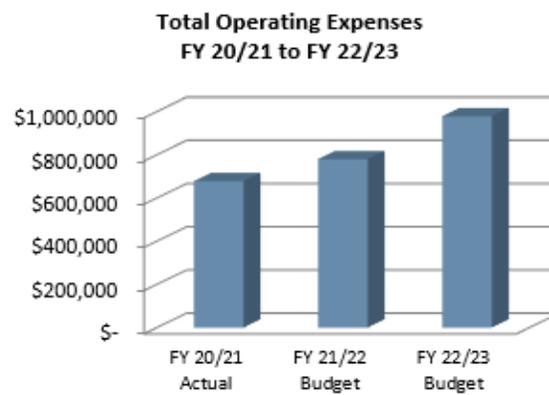
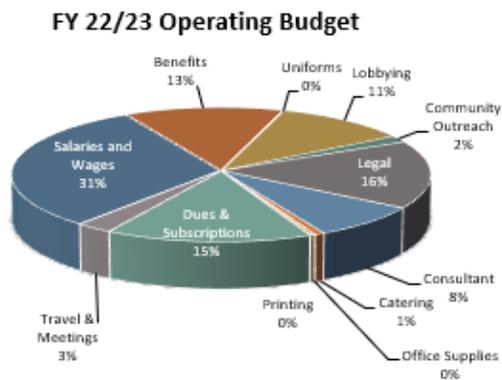


Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ -	\$ -	\$ 6,500	\$ 6,500	100.0%
Snow Removal	-	-	1,500	1,500	100.0%
Janitorial Cleaning Supplies	-	-	2,000	2,000	100.0%
Repair Parts	-	-	3,000	3,000	100.0%
Gas Heat	-	-	-	-	-
Electric	-	-	-	-	-
Rubbish Removal	-	-	2,700	2,700	100.0%
Water and Sewer	-	-	-	-	-
Property Taxes	-	-	-	-	100.0%
<b>Total Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,700</b>	<b>\$ 15,700</b>	<b>100.0%</b>

# OFFICE OF THE CEO

## FUNCTIONS

- Internal and external direction of The Rapid's divisions
- Managing The Rapid's Work Plan
- Increasing community support for our objectives
- Obtaining continued operating and capital financial support
- External communications and media relations
- Cost-efficient and customer-accountable
- New service development



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 236,910	\$ 268,783	\$ 303,280	\$ 34,497	12.8%
Benefits	127,623	110,723	126,572	15,849	14.3%
Uniforms	-	500	500	-	0.0%
Lobbying	108,078	108,000	108,000	-	0.0%
Community Outreach	11,948	10,000	15,000	5,000	50.0%
Legal	68,734	136,000	161,000	25,000	18.4%
Consultant	44,885	30,000	80,000	50,000	166.7%
Catering	8,283	13,000	6,500	(6,500)	-50.0%
Office Supplies	1,629	950	1,500	550	57.9%
Printing	245	-	2,500	2,500	0.0%
Dues & Subscriptions	67,887	80,700	148,000	67,300	83.4%
Travel & Meetings	2,309	21,000	25,500	4,500	21.4%
<b>Total Operating Expenses</b>	<b>\$ 678,531</b>	<b>\$ 779,656</b>	<b>\$ 978,352</b>	<b>\$ 198,696</b>	<b>25.5%</b>
<b>Total Full Time Employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0.0%</b>

### Notes:

Legal increased for potential arbitration fees due to current labor market frailty

Consultant increase reflects an investment in how to improve and educate employees to be ambassadors for transit

Office Supplies increase is due to overall economy price increases

Dues and Subscriptions increased due to joining TransDash association and the Hydrogen Bus Coalition

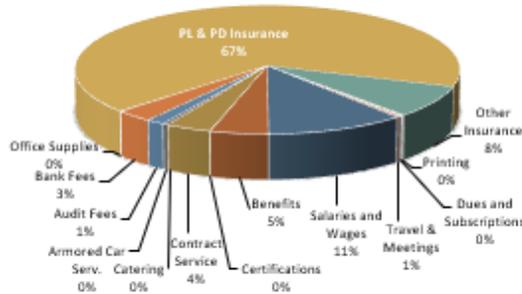
Travel & Meetings increased due to rise in costs in various travel expenses

# FINANCE

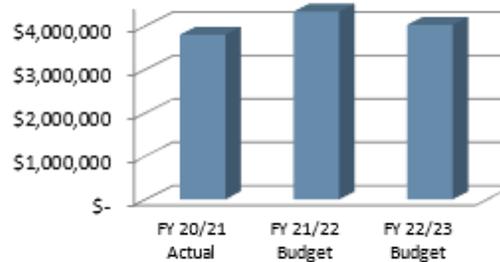
## FUNCTIONS

- Develop and maintain financial and internal controls in alignment with ITP, State and Federal rules as well as GAAP
- Manage the annual budget through financial analysis and reporting
- Preparation of internal and external financial reports
- Collection of revenues and disbursement of expenditures
- Provide executive leadership for budgetary, fiscal and financial management of the Rapid's activities

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 319,171	\$ 355,406	\$ 443,104	\$ 87,698	24.7%
Benefits	109,207	146,407	184,927	38,520	26.3%
Certifications	-	1,500	1,500	-	0.0%
Contract Service	-	141,000	145,000	4,000	2.8%
Catering	-	-	-	-	0.0%
Armored Car Serv.	12,536	13,200	18,000	4,800	36.4%
Audit Fees	49,225	55,000	58,000	3,000	5.5%
Bank Fees	95,232	90,000	120,000	30,000	33.3%
Office Supplies	2,406	3,700	4,200	500	13.5%
PL & PD Insurance	2,962,773	3,244,566	2,697,956	(546,610)	-16.8%
Other Insurance	236,000	253,254	319,745	66,491	26.3%
Printing	5,491	3,000	7,000	4,000	133.3%
Dues and Subscriptions	280	3,600	3,600	-	0.0%
Travel & Meetings	657	19,000	18,500	(500)	-2.6%
<b>Total Operating Expenses</b>	<b>\$ 3,792,980</b>	<b>\$ 4,329,633</b>	<b>\$ 4,021,533</b>	<b>\$ (308,100)</b>	<b>-7.1%</b>
<b>Total Full Time Employees</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>1</b>	<b>16.7%</b>

### Notes

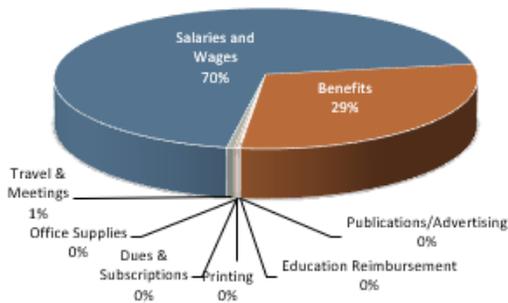
Total number of employees has increased due to an IT functional internal transfer  
 Armored Car Service, Bank Fees, and Printing increased due to overall economy price increases  
 PL & PD insurance has decreased compared to budget, but the actual expense on budgeted with a 25% increase  
 Travel has increased due to a number of professional development conferences that were not available over the past few years  
 Cost of printing Go Bus and Pass tickets has increased due to inflation

# PURCHASING

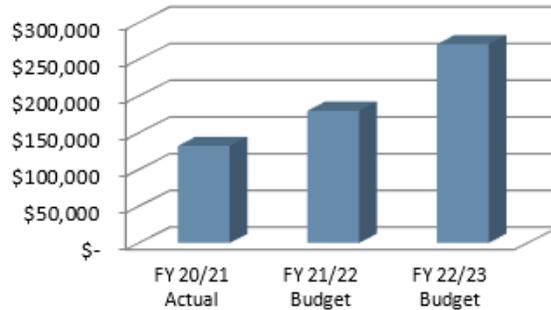
## FUNCTIONS

- Procure good and services that are the best overall value
- Encourage maximum competition while adhering to agency, State and Federal rules and regulations
- Develop and maintain the use of Disadvantaged Business Enterprises (DBE) firms

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 95,583	\$ 122,732	\$ 189,146	\$ 66,414	54.1%
Benefits	35,366	50,559	78,939	28,381	56.1%
Education Reimbursement	106	-	-	-	0.0%
Certifications	-	-	-	-	0.0%
Publications/Advertising	115	250	300	50	20.0%
Office Supplies	442	500	250	(250)	-50.0%
Printing	-	-	-	-	0.0%
Dues & Subscriptions	614	550	550	-	0.0%
Travel & Meetings	-	5,500	1,500	(4,000)	-72.7%
<b>Total Operating Expenses</b>	<b>\$ 132,225</b>	<b>\$ 180,091</b>	<b>\$ 270,686</b>	<b>\$ 90,595</b>	<b>50.3%</b>
<b>Total Full Time Employees</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0.0%</b>

Notes:

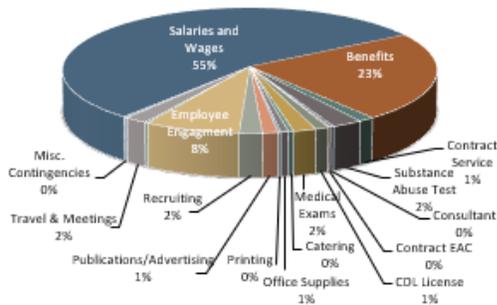
Purchasing Manager role has been replaced with a Project Management Officer (PMO)

# HUMAN RESOURCES

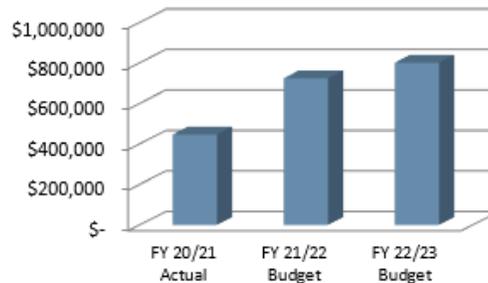
## FUNCTIONS

- Promoting and recruiting the best qualified people, recognizing and encouraging the value of diversity in the work place
- Providing a competitive salary and benefit package that encourages retention
- Establishing, administering and effectively communicating sound policies, rules and practices that treat employees with dignity and equality while maintaining company compliance with employment labor laws and labor agreements
- Developing and coordinating employee development programs for agency wide employees as training needs are identified

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 224,218	\$ 398,729	\$ 441,455	\$ 42,726	10.7%
Benefits	82,961	164,254	184,239	19,985	12.2%
Education Reimbursement	-	3,371	-	(3,371)	100.0%
Temporary Help	3,937	-	-	-	-
Contract Service	2,011	19,500	10,500	(9,000)	-46.2%
Substance Abuse Test	13,936	19,945	19,828	(117)	-0.6%
Consultant	58,771	41,200	2,500	(38,700)	-93.9%
Contract EAC	5,806	7,337	1,500	(5,837)	-79.6%
CDL License	3,315	8,710	8,710	-	0.0%
Medical Exams	18,790	14,700	14,700	-	0.0%
Catering	926	3,500	3,500	-	0.0%
Office Supplies	1,441	876	5,076	4,200	479.5%
Printing	-	1,000	1,800	800	100.0%
Publications/Advertising	398	5,000	10,000	5,000	100.0%
Recruiting	-	-	15,000	15,000	100.0%
Employee Engagement	17,735	16,694	62,600	45,906	275.0%
Dues & Subscriptions	1,677	2,972	2,072	(900)	-30.3%
Travel & Meetings	9,118	14,000	14,500	500	3.6%
Misc. Contingencies	1,754	2,906	3,000	94	3.2%
<b>Total Operating Expenses</b>	<b>\$ 446,794</b>	<b>\$ 724,694</b>	<b>\$ 800,980</b>	<b>\$ 76,286</b>	<b>10.5%</b>
<b>Total Full Time Employees</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>0.0%</b>

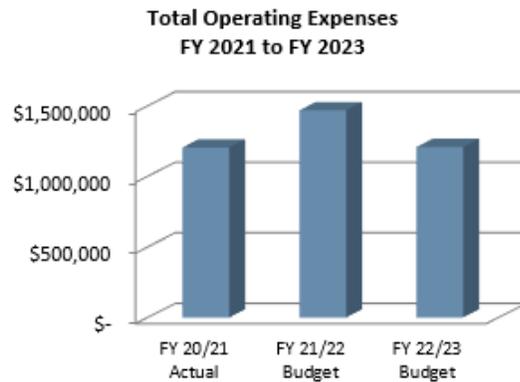
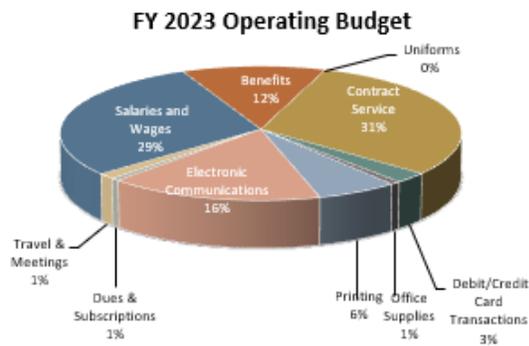
## Notes

Office supplies is increased for birthday cards, onboarding supplies, and printing of onesies for newborns  
 All service awards & employee appreciation costs across all departments have been moved to Employee Engagement  
 \$15K increase in Recruiting to assist with filling open vehicle operator positions via job fairs

# INFORMATION TECHNOLOGY

## FUNCTIONS

- Install, configure and manage IT infrastructure, software solutions, and data that support business requirements
- Purchase and maintain hardware, software, and computer equipment/supplies
- Operate centralized Helpdesk to support end users with routine immediate support
- Plan and maintain disaster recovery/business continuity for IT infrastructure and services
- E Fare manager is included within IT and monitors the operation and compliance of the electronic fare collection system
- Ensure Title VI compliance



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 364,686	\$ 504,985	\$ 355,434	\$ (149,550)	-29.6%
Benefits	134,934	208,025	148,339	(59,686)	-28.7%
Uniforms	-	900	-	(900)	100.0%
Contract Service	505,888	463,316	368,720	(94,596)	-20.4%
Debit/Credit Card Transactions	21,076	33,370	30,970	(2,400)	-7.2%
Office Supplies	7,568	9,200	9,200	-	0.0%
Printing	8,984	75,000	75,000	-	0.0%
Electronic Communications	152,947	158,475	198,280	39,805	25.1%
Dues & Subscriptions	5,852	366	7,630	7,264	1984.7%
Travel & Meetings	3,203	14,995	16,500	1,505	10.0%
<b>Total Operating Expenses</b>	<b>\$ 1,205,138</b>	<b>\$ 1,468,632</b>	<b>\$ 1,210,074</b>	<b>\$ (258,558)</b>	<b>-17.6%</b>
<b>Total Full Time Employees</b>	<b>6</b>	<b>7</b>	<b>5</b>	<b>(2)</b>	<b>-28.6%</b>

### Notes:

Total employees have decreased due to a Finance internal transfer and Grants internal transfer

Contract Service decreased as Avail system licensing and INIT warranty hardware are being funded via Grants

Electronic Communications increased due to overall economy price increases

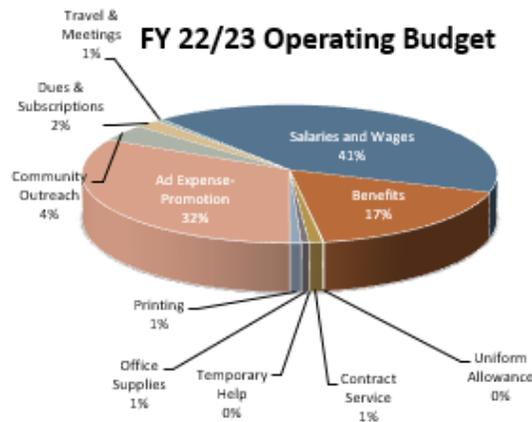
Dues and Subscriptions increased as several subscriptions for separate divisions are being managed under IT (Adobe Creative Cloud Suite, Survey Planet, Zoom, etc.)

Travel & Meetings increased for PowerBI training and instructor-led technical training

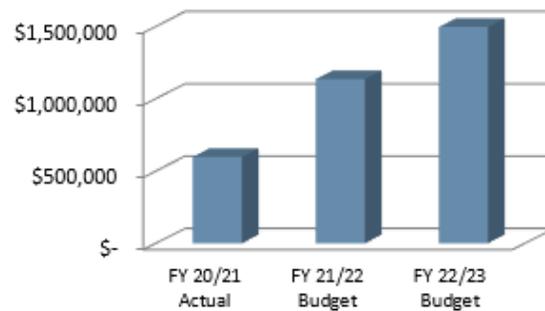
# COMMUNICATIONS

## FUNCTIONS

- Public education & outreach
- Creative & strategic communications for external and internal stakeholders and events
- Proactively engage with the business community, government, and media
- Process, track, and report customer feedback to deliver a positive customer experience
- Maintain The Rapid's brand identity
- Support mobility for all with communications efforts, special events, and West Michigan Rideshare activities
- Develop & direct revenue generation from The Rapid's advertising program



**Total Operating Expenses  
FY 20/21 to FY 22/23**



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 326,210	\$ 535,221	\$ 618,970	\$ 83,749	15.6%
Benefits	120,698	220,482	258,324	\$ 37,842	17.2%
Uniform Allowance	661	1,275	1,175	\$ (100)	-7.8%
Contract Service	-	15,000	15,000	\$ -	0.0%
Temporary Help	-	4,320	-	\$ (4,320)	100.0%
Office Supplies	2,989	6,000	8,500	\$ 2,500	41.7%
Printing	3,191	11,500	12,500	\$ 1,000	8.7%
Ad Expense- Promotion	119,470	258,500	483,500	\$ 225,000	87.0%
Community Outreach	4,933	43,000	60,000	\$ 17,000	39.5%
Dues & Subscriptions	18,489	29,575	29,575	\$ -	0.0%
Travel & Meetings	838	11,400	9,150	\$ (2,250)	-19.7%
<b>Total Operating Expenses</b>	<b>\$ 597,480</b>	<b>\$ 1,136,273</b>	<b>\$ 1,496,694</b>	<b>\$ 360,421</b>	<b>31.7%</b>
<b>Total Full Time Employees</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>0.0%</b>

### Notes:

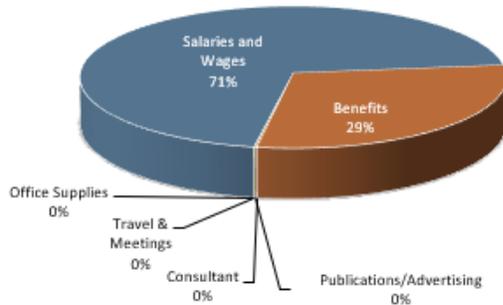
Office Supplies, Printing and Community outreach increase is due to increasing our campaign with community partners  
 Ad Expense - Promotion increase is due to a website redesign and rebranding  
 This budget currently includes External Relations/Governmental personnel and budget

# GRANTS AND CAPITAL PROJECTS

## FUNCTIONS

- Submission and administration of all capital and operating grants to both Federal Transit Administration (FTA) and Michigan Department of Transportation (MDOT)
- Liaison with FTA and MDOT staff
- Preparation of the annual elements for the Transportation Improvement Program (TIP)
- Reporting on all grant activities
- Continual review and preparation for Triennial
- Seek opportunities and apply for new sources of capital and operating funds

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 137,004	\$ 162,338	\$ 245,207	\$ 82,869	51.0%
Benefits	50,691	66,874	102,336	35,462	53.0%
Consultant	-	10,000	-	(10,000)	100.0%
Publications/Advertising	467	1,200	600	(600)	-50.0%
Office Supplies	-	100	100	-	0.0%
Travel & Meetings	-	100	-	(100)	-100.0%
<b>Total Operating Expenses</b>	<b>\$ 188,162</b>	<b>\$ 240,612</b>	<b>\$ 348,244</b>	<b>\$ 107,632</b>	<b>44.7%</b>
<b>Total Full Time Employees</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>50.0%</b>

Notes:

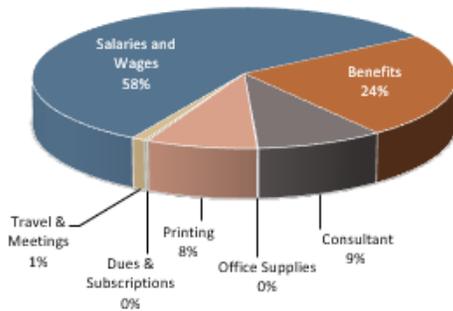
Total employees have increased due to an internal transfer from Electronic Fares

# PLANNING

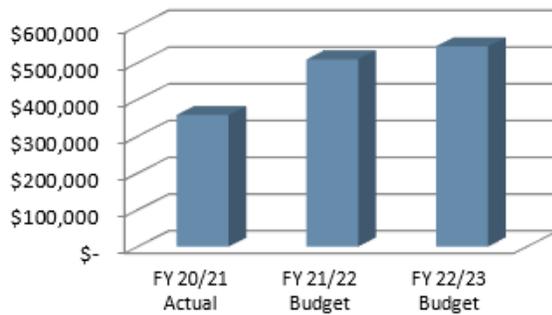
## FUNCTIONS

- Short and long range planning and reporting
- Fixed route planning, route scheduling, mapping and Geographic Information System services
- Monthly route data entry and analysis
- Quarterly report card data and reporting
- Bus stop/shelter data and location analysis

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**



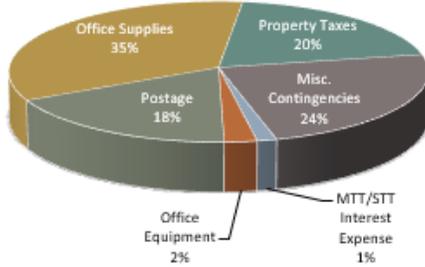
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 246,048	\$ 302,083	\$ 313,335	\$ 11,253	3.7%
Benefits	91,038	124,441	130,769	6,328	5.1%
Publications/Advertising	-	500	-	(500)	-100.0%
Temporary Help	-	-	-	-	0.0%
Contract Service	623	-	-	-	0.0%
Consultant	-	46,000	50,000	4,000	8.7%
Office Supplies	347	500	500	-	0.0%
Printing	19,513	30,500	43,500	13,000	42.6%
Dues & Subscriptions	564	600	1,350	750	100.0%
Travel & Meetings	-	5,000	5,500	500	10.0%
<b>Total Operating Expenses</b>	<b>\$ 358,132</b>	<b>\$ 509,624</b>	<b>\$ 544,954</b>	<b>\$ 35,330</b>	<b>6.9%</b>
	4	4	4	0	0.0%

**Notes:**

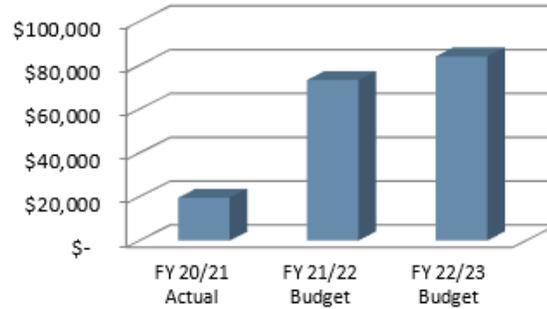
Consultant, Printing and Dues and Subscriptions increased due to overall economy price increases

# GENERAL FUNCTION

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**



**FY 21/22 vs FY 22/23**

Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Courier Service	\$ -	\$ 250	\$ -	\$ (250)	-100.0%
Office Equipment	-	1,800	2,000	200	11.1%
Postage	17,499	13,000	15,000	2,000	15.4%
Office Supplies	-	20,000	29,000	9,000	45.0%
Property Taxes	-	16,188	16,856	668	4.1%
Misc. Contingencies	1,771	20,000	20,000	-	0.0%
MTT/STT Interest Expense	299	2,000	1,200	(800)	-40.0%
<b>Total Operating Expenses</b>	<b>\$ 19,570</b>	<b>\$ 73,238</b>	<b>\$ 84,056</b>	<b>\$ 10,818</b>	<b>14.8%</b>

Notes:

Postage and Office Supplies increased due to overall economy price increases

# FIVE-YEAR OPERATING PROJECTION

	FY 21/22 AMENDED	FY 22/23 PROJECTED	FY 23/24 PROJECTED	FY 24/25 PROJECTED	FY 25/26 PROJECTED	FY 26/27 PROJECTED
<b>Revenues and Operating Assistance</b>						
Passenger Fares	\$ 3,307,467	\$ 3,978,849	\$ 4,177,792	\$ 4,386,681	\$ 4,518,282	\$ 4,608,647
Sale of Transportation Services	6,474,950	5,986,736	6,538,334	6,790,612	7,036,269	7,292,870
State Operating Assistance	15,332,303	16,160,448	18,137,962	19,604,322	21,101,149	16,376,042
Property Taxes	17,751,118	18,232,535	18,693,818	19,166,772	19,651,691	20,148,879
Advertising & Miscellaneous	\$638,391	\$682,340	\$884,901	\$913,750	\$917,637	\$921,564
Subtotal Revenues and Operating Assistance	43,504,229	45,040,908	48,432,808	50,862,138	53,225,027	49,348,001
Grant Operating Revenues (COVID Relief)	22,748,574	8,296,842				
<b>Total Revenues and Operating Assistance</b>	<b>66,252,803</b>	<b>53,337,750</b>	<b>48,432,808</b>	<b>50,862,138</b>	<b>53,225,027</b>	<b>49,348,001</b>
<b>Expenses</b>						
Salaries and Wages	22,709,099	23,506,661	27,611,357	28,991,925	30,441,522	31,963,598
Benefits	9,501,484	9,965,286	10,843,437	11,328,619	11,838,609	12,374,701
Contractual Service	3,839,277	3,973,355	4,211,757	4,438,109	4,468,253	4,557,618
Materials and Supplies	3,872,190	5,436,650	5,751,102	5,916,741	6,087,502	6,204,521
Utilities, Insurance, and Miscellaneous	5,682,551	5,715,747	5,942,187	6,176,320	6,420,528	6,675,272
Purchased Transportation	5,503,075	9,088,921	9,600,034	9,888,035	10,184,676	10,490,216
Expenses Before Capitalized Operating	51,107,676	57,686,621	63,959,875	66,739,749	69,441,089	72,265,926
Capitalized Operating Expenses	-	(3,454,052)	(3,500,000)	(3,500,000)	(3,500,000)	(22,634,417)
<b>Total Operating Expenses</b>	<b>51,107,676</b>	<b>54,232,569</b>	<b>60,459,875</b>	<b>63,239,749</b>	<b>65,941,089</b>	<b>49,631,509</b>
Reserved Used	7,603,447	9,191,661	12,027,067	12,377,612	12,716,062	283,508
Reserve Balance	\$ 38,299,068	\$ 37,404,249	\$ 25,377,182	\$ 12,999,570	\$ 283,508	\$ 0

## Five Year Budget Projection

In developing the five-year project conservative revenue and expense amounts were used. FY 23/24 increased with the anticipation of a labor contract. The other additional year are all based on the same assumptions. Each year preventative maintenance is used to minimize the use of reserves.

Based on our forecast, we are expecting to utilize all recent federal funding by the end of FY 26/27. Because of this, we will need to identify avenues available to either increase our revenue streams or locate any excess spending that can be removed from our expenditures. Our goal for the next few years is to identify alternative funding sources, potentially including millage increase, additional grant opportunities, and attracting new business partnerships. While the continual rise in ridership bodes well for the Rapid's future, it is imperative that we examine all our funding sources to ensure that we can continue to provide our optimal level of service to the community.



## 5-Year Capital Improvement Plan

FY 2023 to FY 2027

Revised July 2022



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## I. The Rapid at a Glance

The Rapid is the public transportation provider for the greater Grand Rapids region. It is a regional body, comprised of the member cities of East Grand Rapids, Grand Rapids, Grandville, Kentwood, Walker and Wyoming, formed as an Act 196 Authority under Michigan Public Act 196 of 1986. There is a 15-member board of directors appointed by the member cities. The Rapid is authorized to have taxing authority and currently levies a 1.47 mil property tax on the member communities that is used to operate The Rapid's services.

The Rapid operates several different services. These include:

**Bus Rapid Transit:** The Rapid operates two Bus Rapid Transit (BRT) lines, The Silver Line, on Division Avenue and the Laker Line out to GVSU's Allendale Campus. These are the first two BRT lines in Michigan and have enhanced features such as dedicated lanes, substantial stations at all stops, and level boarding. These are the two highest ridership lines in The Rapid's system.

**Fixed Route:** The Rapid operates 24 fixed route bus lines, making up the core of The Rapid's services. This includes service throughout the member communities as well as limited contract service into some of the surrounding townships. The service is fully accessible and carries the majority of The Rapid's trips.

**GO!Bus Paratransit:** The Rapid provides Americans with Disabilities Act (ADA) transportation throughout its six-city service area. This service provides door-to-door service for people with disabilities and seniors who cannot access The Rapid's fixed-route system. The Rapid also operates the PASS system that provides service to the public who live in the service area but are not on a fixed route bus line.

**Rapid Connect:** The Rapid provides on-demand transportation service to two low-density industrial employment centers, in Kentwood around the Gerald R. Ford Airport and Walker along the 3-Mile Corridor. This service provides transportation access to the jobs offered in these areas which have limited to no fixed-route bus service.

**Ridesharing:** The Rapid coordinates West Michigan Rideshare, a service that promotes alternatives to single-occupancy vehicle travel throughout the West Michigan region. The Rapid provides a technology solution that matches potential carpool riders using the West Michigan Rideshare platform and works directly with local employers on transportation needs.



The Rapid has been dramatically impacted by the COVID pandemic. The Rapid was on course for a modest ridership increase in 2020 before the pandemic hit, but experienced a sharp decline in ridership at the beginning of the pandemic. The Rapid always ran service throughout the pandemic and provided essential service to essential workers, showing the value of transit to the community. Ridership has been improving over the past year, but still is set at about 60% of what it was before the pandemic, which is in line with ridership trends seen around the county.

## II. The Rapid's Goals and Objectives

The Rapid's Mission is to "create, offer, and continuously improve a flexible network of regional public transportation options and mobility solutions." The Rapid's vision for the future is a growing community in which:

- Citizens can live conveniently without owning a car.
- More citizens choose public transportation because it is an easy, economical, and efficient way of getting where they want to go.
- Employers choose our community because it provides multiple solutions for getting employees to work.
- Public transit serves as an economic engine.
- Public transportation is an integral part of the life of every citizen in the region and creates opportunities.
- Public transportation supports sustainability and economic development.

Further refining The Rapid's goals are its Transit Asset Management (TAM) Plan, which directs how The Rapid is to most efficiently and effectively utilize its assets. The Plan outlines three core values that drive The Rapid's mission:

- **Customer service orientation.** ITP will provide service that is convenient, affordable, accessible, timely, and responsive to customer needs;
- **Customer loyalty.** ITP will earn its customers' trust by providing service that is friendly, respectful, safe and dependable; and
- **Employees.** ITP sees its employees as the first line of contact with its customers and, therefore, ITP values its employees as integral to the success of the organization.

In evaluating future projects at The Rapid, the TAM Plan determined a Capital Investment Decision Matrix (see Figure 1) that provides a structured framework linked to The Rapid's strategic priorities. This model is what The Rapid is using to score and evaluate the capital projects within the 5-Year Capital Improvement Plan (CIP). This matrix has been adjusted for the FY 2023 Capital Plan to put more value on The Rapid's community impacts. These criteria facilitate a system that is customer focused, prioritizes our employees as an asset, and maximizes The Rapid's capital investments to leverage the greatest community benefit.

Figure 1: The Rapid's Capital Planning Investment Decision Matrix

<b>Capital Planning Investment Decision Criteria</b>		<b>Weighting</b>
<b>Safety</b>		<b>25</b>
	Provide safe, secure, and reliable customer service	10
	Mitigate risk to ITP and the community	10
	Support an urgent business need	5
<b>Modernization</b>		<b>25</b>
	Maintain assets and operation capability	10
	Reduce operational cost impacts	10
	Apply continuous improvement to service delivery	5
<b>Climate</b>		<b>20</b>
	Reduce the release of emissions and contaminants	10
	Promote sustainable energy and technology	10
<b>Equity</b>		<b>20</b>
	Positively Impacts Environmental Justice Populations	10
	Improves Regional Mobility	5
	Improves Quality of Life in the Community	5
<b>Financial Return</b>		<b>10</b>
	Minimizes the Operations Budget	5
	Optimizes external funding sources	5

### III. Five-Year Service Projections

Given the rapidly evolving nature of transportation provision due to disruption in the transportation sector as well as disruption from the COVID pandemic, The Rapid's service provision and operating environment will change dramatically over the five-year period of this capital plan. The Rapid is responding to this disruption through the investments contained in this plan, placing a greater emphasis on customer needs and community impacts. Below are the key known factors that will be affecting The Rapid's services and subsequently our capital planning efforts over the next five years:

**Infrastructure Investment and Jobs Act (IIJA)** – Congress passed this bill at the end of 2022 which increased formula transit funding by approximately 30%, starting with the FY 2022 allocation. As a result, The Rapid created a revised capital plan for FY 2022 (see Figure 2 on Page 9) and has 30% more in federal capital funding, allowing The Rapid to implement additional projects such as a Rapid Central Station platform amenity refresh. This additional funding applies to the next four years of capital funding, which directly affects the funding available in this plan as well.

Also, the IIJA contains substantial increases to Federal Transit Administration (FTA) competitive grant programs such as the Low/No Emission program, and The Rapid currently has a grant proposal for this program and intends to make future applications as well. One requirement of these programs is that transit agencies begin the transition to Zero-Emission Bus fleets, which The Rapid is embarking on through its Zero-Emission Bus Plan.

**Zero-Emission Bus Plan** – The Rapid has completed a Zero-Emission Bus Plan (ZEB Plan) which shows The Rapid converting its fleet to 100% hydrogen fuel cell buses by 2050. The Rapid is focusing on hydrogen fuel cell technology as it most closely matches CNG fueling, with shorter fueling times and a bus range that is close to CNG, whereas electric battery buses' shorter range would mean having to buy multiple buses to replace one bus to maintain operations throughout the day. This plan is a living document and will evolve and technology and funding situations change.

**COVID-19 Pandemic** – The onset of the pandemic in Michigan caused a shelter in place order and limited travel on The Rapid's services to essential trips only. As a result, service continued but was reduced, and ridership decreased to approximately 15% of usual volumes. Ridership has recovered over time, and as of July 2021, The Rapid is still back to carrying about 60% of pre-pandemic ridership levels.

The Federal CARES Act funds provide some emergency funding to help The Rapid through this time. However, this is not a long-term solution and The Rapid will face lower fare revenues

as well as uncertainty regarding other funding sources moving forward. Additionally, costs for personnel and materials have increased dramatically, which affects the cost of many of The Rapid's projects, driving up what The Rapid has to allocate to successfully complete them.

**Transit Master Plan** – The Rapid will be initiating a new master planning process in the fall of 2022. The purpose of the plan is to take a look at transit service throughout our region, to look at what The Rapid is doing now but focus on what The Rapid should be doing in the future. While the COA was focused on the utilization of existing resources, the Transit Master Plan (TMP) is an aspirational document that envisions what transit service in the greater Grand Rapids area should look like over the next 20 years. The plan will also look at multiple ways of delivering service, a 40-foot transit bus may not be the best solution for many transit-related opportunities in the region. Concurrently, Grand Valley Metropolitan Council is conducting a Transit Demand Management (TDM) study of the region looking at overall travel patterns and how travel patterns can be optimized, including the promotion of public transportation options. The TDM and TMP studies will be closely coordinated, and the results of both studies should complement each other.

**Transit Asset Management** – The Rapid completed a Transit Asset Management (TAM) plan in the fall of 2018. This plan presents a long-term action strategy for management of the assets of The Rapid, laying out a blueprint on how The Rapid intends to achieve and maintain its assets in a state of good repair. This will ensure The Rapid optimally maintains its assets, decreasing overall lifecycle costs. The various elements of this plan are now in the process of being implemented and will have an impact on The Rapid's operational and capital project selection. The TAM Plan is currently being updated with a completion date of October 1, 2022.

**Rapid Connect** – The Rapid launched an on-demand service in Kentwood and Walker in January 2022, serving industrial employment zones, and targeting job centers that had little to no transit service previously. This opens up significantly more employment opportunities to transit users and potential employees to employers who are having difficulty filling jobs in these areas. The Rapid is constantly monitoring this program to refine and improve it as we move forward.

#### IV. Capital Planning Process Overview

The Rapid's Capital Planning program is overseen by the Capital Planning Committee, which was first convened in the fall of 2018.

The mission of the Capital Planning Committee is to strategically guide the capital planning process at The Rapid. This will be achieved by evaluating the lifecycle benefits and costs of each proposed capital project to determine its value in furthering the mission of The Rapid. This information will be used by the Committee to formulate a plan to prioritize The Rapid's capital investments.

The committee includes multidisciplinary representation from across The Rapid to guide our Capital Planning and Asset Management efforts. The standing members include:

Director of Communications	Director of Paratransit, ADA, and Mobility Services
Chief Operating Officer	Director of Maintenance
Director of Facilities	Director of Transportation
Financial Analyst	Director of Safety
Finance Manager	Director of Security
Director of Procurement and Capital Planning	Director of Planning
Grants Officer	Asset Management/Warranty Administrator
Director of Human Resources	Chief Executive Officer
Director of Information Technology	

Other Rapid staff members may be asked to periodically participate depending on what the committee is discussing.

This is the Capital Improvement Plan formulated by The Rapid. The Capital Planning Committee has spent the first part of 2022 formulating The Rapid's this 5-Year Capital Improvement Plan which covers FY 2023 through FY 2027. This process included the following steps:

- Reviewed the capital project application process and project scoring criteria.
- Sent out a call for projects internally for capital projects within the 5-year horizon.
- Reviewed submissions and scored them based on scoring criteria.
- Formulated 5-Year Capital Plan based on this review process.

The major change to federal capital funding was the adoption of the IIJA in 2022, which increased transit formula allocations by approximately 30%, starting with 2022 capital funding. The Rapid's

capital plan for these funds had already been passed in August 2021, so the Board was presented with a revised Capital Plan for FY 2022 in March 2022, which can be found in the table below.

Figure 2: The Rapid's Revised FY 2022 Capital Plan

<b>FY 2022 Capital Plan - Revised</b>				
	Project Description	Approved Capital Plan	Change	Revised Total
Vehicle Purchase	Fixed Route Buses	\$ 1,233,228	\$ 1,772,014	\$ 3,005,242
	Demand Response Buses	\$ 397,324	\$ (250,000)	\$ 147,324
	Non-Revenue Vehicles	\$ 230,000	\$ -	\$ 230,000
	Rapid Van Vehicles	\$ 125,000	\$ -	\$ 125,000
	<b>Vehicle Purchase Subtotal</b>	<b>\$ 1,985,552</b>	<b>\$ 1,522,014</b>	<b>\$ 3,507,566</b>
New/Rehab Facilities	New Campus	\$ 9,275,000	\$ (3,025,000)	\$ 6,250,000
	Ellsworth Rehabilitation	\$ 400,000	\$ 2,168,700	\$ 2,568,700
	RCS Rehabilitation	\$ -	\$ 1,397,200	\$ 1,397,200
	RCS Platform Rehabilitation	\$ -	\$ 1,512,000	\$ 1,512,000
	RCS Drive Repaving	\$ 882,000	\$ -	\$ 882,000
	New Shelters	\$ 137,018	\$ 265,000	\$ 402,018
	Division United	\$ 818,361	\$ -	\$ 818,361
	<b>New/Rehab Facilities Subtotal</b>	<b>\$ 11,512,379</b>	<b>\$ 2,317,900</b>	<b>\$ 13,830,279</b>
Vehicle Main.	Bus Mid-Life Overhaul	\$ 86,549	\$ -	\$ 86,549
	On-Board Bus Air Purifiers	\$ -	\$ 375,000	\$ 375,000
	Bus Capital Maintenance	\$ 700,000	\$ -	\$ 700,000
	<b>Vehicle Maintenance Subtotal</b>	<b>\$ 786,549</b>	<b>\$ 375,000</b>	<b>\$ 1,161,549</b>
Facility Main.	General Facility Needs	\$ 20,000	\$ 240,000	\$ 260,000
	Facility Equipment	\$ 20,000	\$ 160,000	\$ 180,000
	<b>Facility Maintenance Subtotal</b>	<b>\$ 40,000</b>	<b>\$ 400,000</b>	<b>\$ 440,000</b>
IT	IT Hardware	\$ 176,500	\$ 300,000	\$ 476,500
	IT Software	\$ 160,000	\$ 600,000	\$ 760,000
	Intelligent Transportation Systems	\$ 240,000	\$ 100,000	\$ 340,000
	<b>Information Technology Subtotal</b>	<b>\$ 576,500</b>	<b>\$ 1,000,000</b>	<b>\$ 1,576,500</b>
Operations	GO!Bus Operations	\$ 700,000	\$ -	\$ 700,000
	Preventative Maintenance	\$ -	\$ -	\$ -
	<b>Operations Subtotal</b>	<b>\$ 700,000</b>	<b>\$ -</b>	<b>\$ 700,000</b>
Security	Replacement Cameras	\$ 230,000	\$ 108,000	\$ 338,000
	General Security Maintenance	\$ 10,000	\$ -	\$ 10,000
	<b>Security Subtotal</b>	<b>\$ 240,000</b>	<b>\$ 108,000</b>	<b>\$ 348,000</b>
Grant Awards	Laker Line Expanded Scope	\$ 5,091,000	\$ -	\$ 5,091,000
	Low-No Grant Application	\$ 2,944,000	\$ -	\$ 2,944,000
	Areas of Persistent Poverty Application	\$ -	\$ 220,000	\$ 220,000
	<b>Laker Line Subtotal</b>	<b>\$ 8,035,000</b>	<b>\$ -</b>	<b>\$ 8,255,000</b>
Planning	UPWP Activities	\$ 780,000	\$ 300,000	\$ 1,080,000
	<b>UPWP Subtotal</b>	<b>\$ 780,000</b>	<b>\$ 300,000</b>	<b>\$ 1,080,000</b>
		<b>\$ 24,655,980</b>	<b>\$ 6,022,914</b>	<b>\$ 30,898,894</b>

This increased funding applies to the FY 2023 to FY 2027 Capital Improvement Plan, allowing for greater investment in capital projects.

The project scoring helps to determine which projects are selected for funding in the Capital Plan. The results of the scoring can be seen below in Figure 3, sufficient funding exists that all projects are receiving some level of funding in the plan. The projects are all scored out of a total of 100 possible points.

Figure 3: Summary of FY 2023 Capital Project scoring

<b>Project</b>	<b>Points</b>	<b>Rank</b>
<b>Demand Response Vehicle Replacements</b>	<b>85.3</b>	<b>1</b>
<b>Revenue Vehicle Replacements</b>	<b>83.3</b>	<b>2</b>
<b>Rolling Stock Overhaul</b>	<b>82.0</b>	<b>3</b>
<b>Shop Equipment</b>	<b>75.0</b>	<b>4</b>
<b>Non-Revenue Vehicle Replacements</b>	<b>74.8</b>	<b>5</b>
<b>Demand Response Operations Center</b>	<b>73.5</b>	<b>6</b>
<b>ADA Parts</b>	<b>72.0</b>	<b>7</b>
<b>ADP Hardware</b>	<b>71.8</b>	<b>8</b>
<b>ADP Software</b>	<b>71.8</b>	<b>8</b>
<b>ERP System Implementation</b>	<b>70.8</b>	<b>10</b>
<b>Bus Simulator for Training</b>	<b>70.0</b>	<b>11</b>
<b>Facility Equipment</b>	<b>69.3</b>	<b>12</b>
<b>Facilities Rehab</b>	<b>68.5</b>	<b>13</b>
<b>Intelligent Transportation Systems</b>	<b>67.3</b>	<b>14</b>
<b>New Shelters/Stop Improvements</b>	<b>67.3</b>	<b>14</b>
<b>Security Gates</b>	<b>66.3</b>	<b>16</b>
<b>Security General</b>	<b>59.5</b>	<b>17</b>
<b>Avail Cloud Hosting</b>	<b>58.3</b>	<b>18</b>
<b>Portable Replacement Radios</b>	<b>57.3</b>	<b>19</b>

The 5-Year Capital Improvement Plan will be revised throughout the year as necessary, but projects for the upcoming fiscal year must be included in the plan before it is brought to the Rapid Board at its annual budget meeting held each summer. Projects included in FY 2023 for this capital plan and that are eligible for federal formula grant funding will be included in our FY 2023 grant application to the Federal Transit Administration (FTA) which begins in the fall of 2022. Funds applied for in the fall of 2022 will be available to The Rapid in the late summer of 2023.

Figure 4: FTA Capital Funding Timeline for FY 2023



## V. Capital Funding Sources

Funding sources for the projects in this plan include federal formula grants, as well as state matching funds, most federal grants are matched with 20% state funding. Funding sources included in the 5-Year Capital Program include:

**5307 Grant:** Federal formula funds for capital transit projects. Funding is distributed by formula, using population, population density, and service delivery to determine the award amount. The Rapid's 5307 funds are anticipated to increase incrementally year over year but are dependent on Congressional action.

**5337 Grant:** Fixed Guideway systems that have been in operation for at least seven years are eligible for 5337, which are used to keep them in a state of good repair. The Silver Line now qualifies for this funding, which can be used to maintain BRT stations and alignments, and purchase replacement buses.

**5339 Formula Grant:** Federal formula funds dedicated for the purchase and rehabilitation of buses and bus-related facilities. Just over half of the 5339 funds are distributed by a formula, similar to how 5307 funds are distributed. The Rapid's 5339 funds are also anticipated to increase incrementally year over year.

**Congestion Mitigation and Air Quality Grant:** Grand Valley Metropolitan Council (GVMC) receives Congestion Mitigation and Air Quality (CMAQ) funds each year, to fund projects that improve area air quality. The Rapid receives a share of these funds and uses them to fund rideshare efforts, clean air action days, and purchase additional buses. Our region recently became an attainment area meaning its air quality is improving. As a result, CMAQ funds decreased substantially starting in FY 2021 and the future availability of funding through the program for the West Michigan region is in doubt because of its cleaner air.

### **Discretionary Grants:**

These funding sources are all the sources included in the current 5-Year Capital Improvement Plan. The Rapid anticipates looking at additional funding sources in the coming years to expand our funding base and meet the capital needs identified in the capital planning process.

The IIJA contains substantial increases to FTA competitive grant programs such as the Low/No Emission as well as the Bus and Bus Facility grant programs. The Rapid currently has an application into both programs for the purchase of hydrogen fuel cell buses and will continue to apply for these grants moving forward.

Additionally, Congress is taking targeted community investments through its appropriations processes using Community Directed Spending (CDS). The Rapid was recently awarded one such project to fund the purchase of electric-powered on-demand vehicles which is reflected in the FY 2023 Capital Improvement Plan. Additionally, The Rapid has another request in for more hydrogen fuel cell bus funding from a CDS. The Rapid will continue to work with our Congressional delegation to take advantage of these opportunities as well.

**Grant Partnership Opportunities:**

Finally, The Rapid will be exploring opportunities for grants and partnerships that we have not undertaken before. For example, there is a greater possibility of using FTA grants to catalyze affordable housing, and partnering with other community partners may open other grant opportunities that can target projects beyond the traditional transit projects The Rapid has been involved in.



### VI. FY 2023 to FY 2027 Capital Improvement Plan

	Project Description	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total Funding
Vehicle Purchase	Fixed Route Buses	\$ 5,000,000	\$ 8,176,165	\$ 8,616,420	\$ 6,000,000	\$ 6,000,000	\$ 33,792,585
	Electric Bus CDS	\$ 2,355,200	\$ -	\$ -	\$ -	\$ -	\$ 2,355,200
	Demand Response Buses	\$ 2,323,081	\$ 2,449,500	\$ 1,665,656	\$ 1,911,339	\$ -	\$ 8,349,576
	Non-Revenue Vehicles	\$ 245,000	\$ 55,000	\$ 100,000	\$ -	\$ 110,000	\$ 510,000
	Vehicle Purchase Subtotal	\$ 9,923,281	\$ 10,680,665	\$ 10,382,076	\$ 7,911,339	\$ 6,110,000	\$ 45,007,361
New Facilities	Busch Drive Phase II	\$ 2,523,005	\$ -	\$ 2,500,000	\$ 2,500,000	\$ -	\$ 7,523,005
	BRT State of Good Repair	\$ 1,483,580	\$ 1,483,580	\$ 1,483,580	\$ 1,483,580	\$ 1,483,580	\$ 7,417,900
	New Shelters	\$ 300,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,100,000
	New/Rehab Facilities Subtotal	\$ 4,306,585	\$ 1,683,580	\$ 4,183,580	\$ 4,183,580	\$ 1,683,580	\$ 16,040,905
Vehicle Main.	Bus Mid-Life Repower	\$ 2,136,384	\$ 1,767,320	\$ 182,034	\$ 2,249,952	\$ 1,448,415	\$ 7,784,105
	Tire/Tube Lease	\$ -	\$ 13,769	\$ 271,140	\$ 278,968	\$ 286,796	\$ 850,673
	Bus Capital Maintenance	\$ -	\$ -	\$ 424,121	\$ 500,000	\$ 500,000	\$ 1,424,121
	ADA Vehicle Parts	\$ 15,629	\$ 12,807	\$ 22,434	\$ 12,807	\$ 22,434	\$ 86,111
	Shop Equipment	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 55,000
	Vehicle Maintenance Subtotal	\$ 2,167,013	\$ 1,803,896	\$ 909,729	\$ 3,051,727	\$ 2,267,645	\$ 10,200,010
Facility Main.	Facilities Rehabilitation	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
	Facility Equipment	\$ 54,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 254,000
	Facility Maintenance Subtotal	\$ 104,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 504,000
IT	IT Hardware	\$ 446,500	\$ 200,000	\$ 200,000	\$ 200,000	\$ 250,000	\$ 1,296,500
	IT Software	\$ 140,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 250,000	\$ 990,000
	Intelligent Transportation Systems	\$ 450,000	\$ 240,000	\$ 240,000	\$ 240,000	\$ 240,000	\$ 1,410,000
	ERP System Implementation	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
	Information Technology Subtotal	\$ 1,636,500	\$ 640,000	\$ 640,000	\$ 640,000	\$ 740,000	\$ 4,296,500
Operations	GO!Bus Operations	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 6,000,000
	Grant Administration	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
	Preventative Maintenance	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 12,500,000
	Operations Subtotal	\$ 4,700,000	\$ 4,700,000	\$ 4,700,000	\$ 4,700,000	\$ 4,700,000	\$ 23,500,000
Safety and Security	Replacement Portable Radios	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
	Security Gates	\$ 405,000	\$ -	\$ -	\$ -	\$ -	\$ 405,000
	Security Cameras	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 200,000
	General Security Maintenance	\$ 235,000	\$ 100,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 695,000
	Bus Simulator	\$ 431,300	\$ -	\$ -	\$ -	\$ -	\$ 431,300
	Security Subtotal	\$ 1,131,300	\$ 150,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 1,791,300
Grant Awards	*Hydrogen Fuel Cell Bus CDS	\$ 3,120,000	\$ -	\$ -	\$ -	\$ -	\$ 3,120,000
	*Low-No Grant Application	\$ 13,582,000	\$ -	\$ -	\$ -	\$ -	\$ 13,582,000
	Discretionary Grant Subtotal	\$ 16,702,000	\$ -	\$ -	\$ -	\$ -	\$ 16,702,000
UPWP	UPWP Activities	\$ 135,000	\$ 150,000	\$ 155,000	\$ 160,000	\$ 165,000	\$ 765,000
	UPWP Subtotal	\$ 135,000	\$ 150,000	\$ 155,000	\$ 160,000	\$ 165,000	\$ 765,000
<b>Totals</b>		<b>\$ 40,805,679</b>	<b>\$ 19,908,141</b>	<b>\$ 21,240,385</b>	<b>\$ 20,916,646</b>	<b>\$ 15,936,225</b>	<b>\$ 118,807,076</b>

\*Applied for these funds, waiting for grant results

### VII. FY 2023 Capital Improvement Plan

	Project Description	Previous Funding	FY 2023 5307	FY 2023 5337 / 5339 Formula	CMAQ	Discretionary or TBD	Total Funding
Vehicle Purchase	Fixed Route Buses	\$ 1,397,200	\$ 1,530,417	\$ 1,646,684	\$ 425,699	\$ -	\$ 5,000,000
	Electric Bus CDS	\$ -	\$ -	\$ -	\$ -	\$ 2,355,200	\$ 2,355,200
	Demand Response Buses	\$ -	\$ 2,323,081	\$ -	\$ -	\$ -	\$ 2,323,081
	Non-Revenue Vehicles	\$ -	\$ 245,000	\$ -	\$ -	\$ -	\$ 245,000
	<b>Vehicle Purchase Subtotal</b>	<b>\$ 1,397,200</b>	<b>\$ 4,098,498</b>	<b>\$ 1,646,684</b>	<b>\$ 425,699</b>	<b>\$ 2,355,200</b>	<b>\$ 9,923,281</b>
New Facilities	Busch Drive Phase II	\$ -	\$ 2,523,005	\$ -	\$ -	\$ -	\$ 2,523,005
	BRT State of Good Repair	\$ -	\$ -	\$ 1,483,580	\$ -	\$ -	\$ 1,483,580
	New Shelters	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000
Vehicle Main.	<b>New/Rehab Facilities Subtotal</b>	<b>\$ -</b>	<b>\$ 2,823,005</b>	<b>\$ 1,483,580</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,306,585</b>
	Bus Mid-Life Repower	\$ -	\$ 2,136,384	\$ -	\$ -	\$ -	\$ 2,136,384
	ADA Vehicle Parts	\$ -	\$ 15,629	\$ -	\$ -	\$ -	\$ 15,629
	Shop Equipment	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
	<b>Vehicle Maintenance Subtotal</b>	<b>\$ -</b>	<b>\$ 2,167,013</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,167,013</b>
Facility Main.	Facilities Rehabilitation	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000
	Facility Equipment	\$ -	\$ 54,000	\$ -	\$ -	\$ -	\$ 54,000
	<b>Facility Maintenance Subtotal</b>	<b>\$ -</b>	<b>\$ 104,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 104,000</b>
IT	IT Hardware	\$ -	\$ 446,500	\$ -	\$ -	\$ -	\$ 446,500
	IT Software	\$ -	\$ 140,000	\$ -	\$ -	\$ -	\$ 140,000
	Intelligent Transportation Systems	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ 450,000
	ERP System Implementation	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ 600,000
	<b>Information Technology Subtotal</b>	<b>\$ -</b>	<b>\$ 1,636,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,636,500</b>
Operations	GO!Bus Operations	\$ -	\$ 1,200,000	\$ -	\$ -	\$ -	\$ 1,200,000
	Grant Administration	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000
	Preventative Maintenance	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ 2,500,000
	<b>Operations Subtotal</b>	<b>\$ -</b>	<b>\$ 4,700,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,700,000</b>
Safety and Security	Replacement Portable Radios	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000
	Security Gates	\$ -	\$ 405,000	\$ -	\$ -	\$ -	\$ 405,000
	General Security Maintenance	\$ -	\$ 235,000	\$ -	\$ -	\$ -	\$ 235,000
	Bus Simulator	\$ -	\$ 431,300	\$ -	\$ -	\$ -	\$ 431,300
	<b>Security Subtotal</b>	<b>\$ -</b>	<b>\$ 1,131,300</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,131,300</b>
Grant Application	*Hydrogen Fuel Cell Bus CDS	\$ -	\$ -	\$ -	\$ -	\$ 3,120,000	\$ 3,120,000
	*Low-No Grant Application	\$ -	\$ -	\$ -	\$ -	\$ 13,582,000	\$ 13,582,000
	<b>Discretionary Grant Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,702,000</b>	<b>\$ 16,702,000</b>
UPWP	UPWP Activities	\$ -	\$ 135,000	\$ -	\$ -	\$ -	\$ 135,000
	<b>UPWP Subtotal</b>	<b>\$ -</b>	<b>\$ 135,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 135,000</b>
<b>Totals</b>		<b>\$ 1,397,200</b>	<b>\$ 16,795,316</b>	<b>\$ 3,130,264</b>	<b>\$ 425,699</b>	<b>\$ 19,057,200</b>	<b>\$ 40,805,679</b>

\*Applied for these funds, waiting for grant results

## VIII. Capital Project Highlights

### A. Vehicle Purchases

#### 1. Fixed Route Buses – \$36,759,745

Fixed route buses provide the backbone of The Rapid's service. Replacing our fixed route buses regularly is essential to providing safe, reliable, and efficient bus service to our community. The Rapid generally operates fixed route buses for 12 years or 500,000 miles, beyond that point the repairs become prohibitively expensive and affect our operating budget. The bus replacement schedule over the course of the 5-Year Capital Plan is shown below.



	2023	2024	2025	2026	2027	Total
Cost	\$5,000,000	\$9,659,745	\$10,100,000	\$6,000,000	\$6,000,000	\$36,759,745

The Rapid has adopted a Zero-Emission Bus Plan which transitions The Rapid to a hydrogen fuel cell bus fleet by 2050. This will require substantial capital investment in The Rapid's fleet in the coming years.

#### 2. Electric Bus Congressionally Directed Spending (CDS) – \$2,355,200

The West Michigan congressional delegation included a CDS to purchase up to 6 Optimal electric battery vehicles to provide demand response service in the region. This was approved and The Rapid can now purchase these vehicles and the necessary charging infrastructure to test electric vehicles in our service area.



**3. Demand Response Buses – \$8,349,576**



GO!Bus vehicles provide complementary demand response transportation service as required by the Americans with Disabilities Act (ADA). Once again, replacing these vehicles is essential for providing safe and effective GO!Bus service to our community. The Rapid generally operates GO!Bus vehicles for 7 years or 200,000 miles, the replacement schedule over the course of the 5-Year Capital Plan is shown below.

	2023	2024	2025	2026	2027	Total
Cost	\$2,323,081	\$2,449,500	\$1,665,656	\$1,911,339	\$0	\$8,349,576

**4. Service Vehicles– \$510,000**

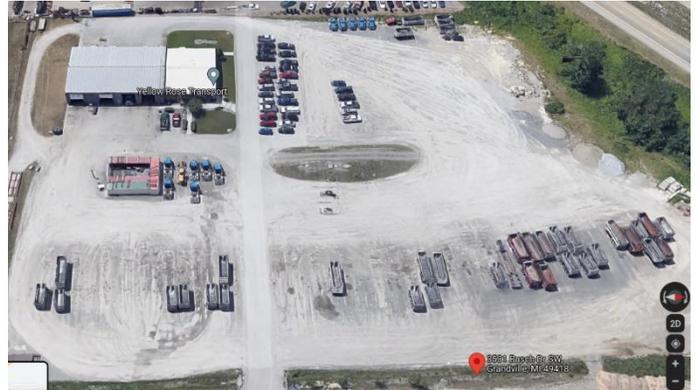
The Rapid utilizes a variety of service vehicles, including vehicles for road supervisors, facilities and fleet maintenance, and other pool vehicles. These vehicles must be replaced periodically as they complete their useful life.

	2023	2024	2025	2026	2027	Total
Service Vehicles	\$245,000	\$55,000	\$100,000	\$0	\$110,000	\$510,000

## B. Facility Construction

### 5. Busch Drive Phase II -- \$7,523,005

The Rapid recently purchased the property at 3531 Busch Drive SW to operate its GO!Bus service. This provides a dedicated demand response operations facility that matches The Rapid's needs.



The initial purchase included rehabilitation funds, but there are additional site further improvements to the site that must be made. These include the construction of additional administrative space so that our GO!Bus call center could also be housed at this location, as well as a building to store the GO!Bus vehicles indoors.

The project will be funded over several years, with the funds from FY 2023 being for the construction of expanded administrative space.

	2023	2024	2025	2026	2027	Total
Busch Drive	\$2,523,005	\$0	\$2,500,000	\$2,500,000	\$0	\$7,523,005



### 6. Bus Rapid Transit State of Good Repair – \$7,417,900

The Rapid is now eligible for 5337 funds to maintain the Silver Line in a state of good repair. In FY 2022 these funds were allocated to station rehabilitation, but the next three years of funding will be dedicated to replacing the Silver Line buses as they reach the end of their useful life.

	2023	2024	2025	2026	2027	Total
BRT State of Good Repair	\$1,483,580	\$1,483,580	\$1,483,580	\$1,483,580	\$1,483,580	\$7,417,900

**7. New Shelters – \$1,100,000**

Purchase and install new shelters to be placed around The Rapid's service area. These locations will be cleared through the NEPA process prior to the grant application. The shelters will be purchased off our existing contract with Tolar and the funds in the project include required concrete pads as well.



	2023	2024	2025	2026	2027	Total
Shelters and Stop Enhancements	\$300,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,100,000

**C. Vehicle Maintenance**

**8. Bus Mid-Life Drive Repowering – \$7,784,105**

The Rapid is conducting a mid-life bus repowering program for all its buses. In the past we would run with the original engines, and if they failed we had to react to this and repair the engines. This leads to buses failing while in service, unpredictable maintenance schedules, and reduced reliability of our service.



Under this program, The Rapid repowers bus engines as the buses enter the second half of their useful life. This will mean we can proactively maintain these buses, making them more reliable on the road and resulting in maintenance savings over time as this project is implemented. Additionally, this may extend the useful life of the buses.

	2023	2024	2025	2026	2027	Total
Bus Mid-Life Drive Repowering	\$2,136,384	\$1,767,320	\$182,034	\$2,249,952	\$1,448,415	\$7,784,105

**9. Bus Capital Maintenance and Parts – \$2,415,905**



The Rapid must purchase high-value bus parts, including fuel pumps, particulate filters, air compressors, driver seats, and alternators to maintain its fleet in a state of good repair. This line item will be used to ensure our maintenance staff has the necessary bus parts on hand to carry out necessary bus maintenance and repairs. The cost of bus capital maintenance is decreasing because of the

investment in bus mid-life drive repowering.

	2023	2024	2025	2026	2027	Total
Bus Capital Maintenance	\$0	\$0	\$424,121	\$500,000	\$500,000	\$1,424,121
Tire/Tube Lease	\$0	\$13,769	\$271,140	\$278,968	\$286,796	\$850,673
ADA Vehicle Parts	\$15,629	\$12,807	\$22,434	\$12,807	\$22,434	\$86,111
Shop Equipment	\$15,000	\$10,000	\$10,000	\$10,000	\$10,000	\$55,000

**D. Facility Maintenance**

**10. General Facility Rehabilitation and Facilities Equipment – \$504,000**

The Rapid owns several facilities across the region. All these facilities need periodic rehabilitation to keep them in a state of good repair. This line item will be used to purchase such things as flooring, doors, HVAC units, and other items that are necessary for the proper operation of The Rapid's facilities as well as certain facilities equipment.



	2023	2024	2025	2026	2027	Total
General Facility Rehabilitation	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Facility Equipment	\$54,000	\$50,000	\$50,000	\$50,000	\$50,000	\$254,000

## E. Information Technology

### 11. IT Hardware – \$1,296,500

The Rapid has various hardware needs, including computer replacements, projectors, network switches, and servers. This fund will be used to ensure that The Rapid's hardware requirements are met, ensuring the necessary IT infrastructure is in place.

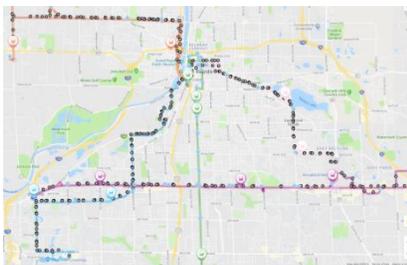
	2023	2024	2025	2026	2027	Total
IT Hardware	\$446,500	\$200,000	\$200,000	\$200,000	\$250,000	\$1,296,500

### 12. IT Software – \$1,590,000

The Rapid has specific software needs over the next five years. These include replacing older software systems and getting the necessary licenses for our required software programs. One specific project in FY 2023 is the purchase of an Enterprise Resource Planning software that will replace the existing financial and procurement software with a program with significantly greater capabilities.

	2023	2024	2025	2026	2027	Total
IT Software	\$140,000	\$200,000	\$200,000	\$200,000	\$250,000	\$990,000
ERP Software	\$600,000	\$0	\$0	\$0	\$0	\$600,000

### 13. Intelligent Transportation Systems – \$1,410,000



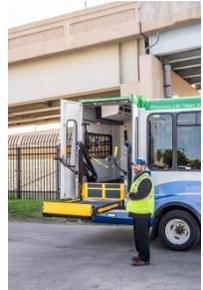
Rapid buses carry a host of technological enhancements onboard allowing for better operation, data generation, enhanced security, and real-time bus information for our passengers. These systems need to be upgraded, including bus camera system replacement for our older buses and expanding the capability of our ITS systems.

	2023	2024	2025	2026	2027	Total
Intelligent Transportation Systems	\$450,000	\$240,000	\$240,000	\$240,000	\$240,000	\$1,410,000

## F. Operations Funding

### 14. GO!Bus Operations – \$6,000,000

The Federal Transit Administration allows transit systems to use a portion of their capital funds to fund the operation of federally mandated ADA demand response service. The Rapid takes advantage of this to fund a portion of our GO!Bus costs from the capital budget. The cost of providing GO!Bus service has increased, so the amount eligible to be funded through capital grants has increased which is reflected in the increases below.



	2023	2024	2025	2026	2027	Total
GO!Bus Operations	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000

### 15. Preventative Maintenance – \$12,500,000

The Federal Transit Administration allows transit systems to use a portion of their capital funds for preventative maintenance activities to keep federal assets in a state of good repair. The Rapid has identified specific budget items that qualify for this and included them in the Capital Improvement Plan on an annual basis.

	2023	2024	2025	2026	2027	Total
Preventative Maintenance	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$12,500,000

### 16. Grant Administration – \$5,000,000

A portion of capital federal awards can be used to fund the administration of these awards. The Rapid is coordinating with the FTA to create a plan to allocate these funds and we will finalize this amount as we jointly develop this plan.



	2023	2024	2025	2026	2027	Total
Grant Administration	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000

## G. Safety and Security

### 17. Security Equipment – \$1,360,000

Funding for security-related projects, including new and replacement security cameras, security gates, access control, and upgrades of existing security assets.

	2023	2024	2025	2026	2027	Total
Security Projects	\$235,000	\$100,000	\$120,000	\$120,000	\$120,000	\$695,000
Security Cameras	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
Replacement Portable Radios	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Security Gates	\$405,000	\$0	\$0	\$0	\$0	\$405,000

### 18. Bus Simulator – \$431,300

Purchase of a bus simulator will aid with operator training, enabling trainers to supplement behind-the-wheel training to promote the safe and efficient operation of a standard fixed-route transit bus. This will allow new operators to realistically train before setting out on the road and for the creation of specific scenarios for refresher training while reducing the demands on The Rapid's bus assets.



	2023	2024	2025	2026	2027	Total
Bus Simulator	\$431,300	\$0	\$0	\$0	\$0	\$431,300

## H. Grant Applications

### 19. Hydrogen Fuel Cell Bus Grant Application – \$13,582,000



The Rapid submitted grant applications to the Low/No Emission as well as the Bus and Bus Facility grant programs for the purchase of up to 6 hydrogen fuel cell buses, fueling infrastructure, and necessary building modifications. This would boost the implementation of The Rapid's Zero-Emission Bus Plan and allow for the testing of this technology in the West Michigan operating environment. Awards

are expected to be announced sometime in August 2022.

### 20. Hydrogen Fuel Cell Bus Community Congressionally Directed Spending (CDS) Request – \$3,120,000

Senators Stabenow and Peters both submitted requests to provide further funding for the Rapid to purchase hydrogen fuel cell buses. These requests are currently going through the congressional appropriations process and would help further The Rapid's transition to a zero-emission bus fleet.

## I. Planning

### 21. Unified Planning Work Program – \$765,000

The Unified Planning Work Program (UPWP) is prepared and submitted annually and describes the major transportation planning activities that will take place in the upcoming fiscal year in the Grand Rapids area. Any transportation-related planning projects must be contained in an approved UPWP to be eligible for federal and/or state funding. The UPWP is developed jointly by The Rapid staff and the Grand Valley Metropolitan Council (GVMC).

The Rapid's 2023 UPWP projects include community outreach funds and planning funds to follow up on the Transit Master Plan.

	2023	2024	2025	2026	2027	Total
Planning Projects	\$135,000	\$150,000	\$155,000	\$160,000	\$165,000	\$765,000