



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 MEETING

Wednesday, September 28, 2022 – 4:00 p.m.

Rapid Central Station Conference Room (250 Cesar E Chavez, SW)

AGENDA

1. PUBLIC COMMENT

2. MINUTES REVIEW – August 24, 2022

Mayor Carey Approval

3. CEO'S REPORT

Deb Prato Information

4. ACTION ITEMS

- | | | |
|--|-----------------|----------|
| a. Federal Lobbying Services | Kevin Wisselink | Approval |
| b. Transit Asset Management Policy – FTA 4-Year Update | Kevin Wisselink | Approval |
| c. Air Purification System | Steve Clapp | Approval |
| d. Coordinated Public Transit – Human Services Transportation Plan 2022 Update | Max Dillivan | Approval |
| e. Public Transit Agency Safety Plan (PTASP) | Steve Luther | Approval |
| f. Proposed 2023 Meeting Schedule | Kris Heald | Approval |

5. PERFORMANCE REPORTS

- | | | |
|---|----------------|-------------|
| a. Paratransit Route Ridership | Jason Prescott | Information |
| 1. August 2022 | | |
| 2. On-Demand | | |
| b. Fixed Route Ridership | Max Dillivan | Information |
| 1. July 2022 | | |
| 2. August 2022 | | |
| c. Finance | Linda Medina | Information |
| 1. Operating Statement – July 2022 | | |
| a. July 2022 | | |
| 2. Grant Statement | | |
| 3. Professional Development and Travel Report | | |

6. CHAIR'S REPORT

Mayor Carey Information

7. COMMITTEE MEETING MINUTES

- | | | |
|---|------------------|-------------|
| a. Planning & Technology Committee September 12, 2022 | Terry Schweitzer | Information |
| b. Present Performance & Service Committee September 13, 2022 | David Bilardello | Information |

8. ADJOURNMENT

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



Board Members

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BOARD OF DIRECTORS MEETING MINUTES

Wednesday, August 24, 2022 – 4:00 p.m.

Rapid Central Station Conference Room (250 Caser E Chavez SW)

ATTENDANCE:

Board Members Present:

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

Board Members Absent:

Paul Troost, Mayor Maas, Rob Postema

Staff Attendees:

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

Other Attendees:

Craig Stevenson, Chris Swank, Mara Gericke, Clover Brown, Melvin Turnbo, Louis DeShane, Yemny Garcia, Terron Smith, Patricia Parbel, Colette Cummings, Kevin Tracy, Charli Clonan, Adam Schurman, Tony Kirkland

Mayor Carey called the meeting to order at 4:02 p.m.

1. PUBLIC COMMENT

Chair Carey called for public comment and asked that speakers keep their comments to two (2) minutes. Ms. Heald invited Craig Stevenson to the podium. Mr. Stevenson expressed concern regarding the removal of a bus stop near his residence.

The next speaker invited to speak was Louis DeShane, a Bus Operator at The Rapid. He expressed concern regarding the transition of contractors for GO! Bus, livable wages, and not servicing the public as we should with the Route 10 realignment.

The next speaker invited to speak was Terron Smith, a Bus Operator at The Rapid. He is asking not only as a union member but also as an employee of the company, for the board to consider finding ways of increasing employee compensation.

The next speaker was Charli Clonen, a long-time Rapid bus rider. He is here to support the ATU and would like to echo the comments made by other ATU members that the compensation is not adequate for bus operators, and conditions are less than ideal.

The last speaker invited to speak was Adam Schurman. He was speaking to show union solidarity with the ATU.

2. MINUTES REVIEW – July 27, 2022, Board Budget Workshop

Chair Carey entertained a motion for approval and support. Mayor Bliss moved to approve the minutes, and Mayor Favale supported it.

3. CEO'S REPORT

Ms. Prato thanked all the speakers and asked that they leave their phone numbers with Ms. Heald for follow-up. Ms. Prato stated today is the culmination of 6-months of work and the team has continued to refine the numbers since the since the Board Budget Workshop in July. She pointed out there have also been adjustments to the Capital Budget Plan that Mr. Wisselink will explain. Ms. Prato highlighted the work that continues to prepare for our Go!Bus transition from MV Transportation to Transdev. She indicated the team at Transdev has been making progress in hiring, while we are busy working on the new facility at Busch Drive. Ms. Prato thanked the Procurement and Facilities teams for working so diligently to ensure we are ready for October 1st.

4. ACTION ITEMS

a. Operating Budget – Ms. Medina

Ms. Medina presented the final operating budget for approval. She thanked the leadership team for their collective effort. Ms. Medina noted this is a conservative budget and has decreased by \$1.4M from the budget presented at the July Board Budget Workshop. This reduction is largely attributed to a change in our purchased transportation calculation, moving from revenue trips to revenue hours which matches the negotiated contract terms, as well as Vanpool will be outsourced to Enterprise the State of Michigan contractor effective October 1, 2022. The Rapid will maintain rideshare in-house. Attached to these meeting minutes is the slide deck Ms. Medina presented.

Mr. Hoffman inquired about the GO!Bus contract and wanted to know what we supply and what they supply. Ms. Medina answered they supply the driver and the service, and we provide the facility, vehicle, and the fuel.

b. Capital Budget – Mr. Wisselink

Mr. Wisselink reported one significant change to the capital budget. The Rapid's application for discretionary funding for hydrogen fuel cell buses was not approved, and The Rapid did not receive either congressionally directed funding we had anticipated therefore, the capital budget was reduced by \$16M.

Mr. Schweitzer wondered if the discretionary grant application awards were received? Mr. Wisselink replied they were awarded for similar types of bus and bus facilities projects across the country and big cities like Massachusetts, as well as Rochester, NY were awarded large grants.

Mr. Bilardello asked if there were hydrogen fuel cells awarded? Mr. Wisselink answered yes, there were some. Most awards were smaller.

Ms. Prato added The Rapid has scheduled a debriefing with the Federal Transit Administration (FTA) concerning our grant application to see where we can strengthen our application for the next round of funding.

Chair Carey entertained a motion for approval and support for both the Operating and Capital Budgets, taken as separate items.

Mr. Baker stated the three (3) year picture FY 26/27 we are at an \$8M loss and asked what work was being done before we hit the cliff?

Ms. Prato responded that is exactly the value of a 5-year projection. The Rapid leadership works on the annual budget beginning in March, to present it to the board in August. The decrease in customer fares represent a large loss in revenue, as we stand at approximately 60% of pre-pandemic ridership. The Rapid will continue to reimagine our services and seek new opportunities. Mr. Frazier and Mr. Erber are continuously working to establish new contractual partnerships to sell our excess capacity. We will continue to be customer-led and our work to expand innovative services such as the Rapid Connect/On-Demand.

Chair Carey entertained a motion for approval and support for the Operating Budget. Mr. Gilbert motioned to approve, and Mayor Favale supported it.

Chair Carey entertained a motion for approval and support for the Capital Budget. Mayor Bliss motioned for approval, and Mayor Favale supported it.

Both Operating and Capital Budgets passed unanimously.

5. PERFORMANCE REPORTS

a. Paratransit Route Ridership – Mr. Prescott

1. July 2022
2. On-Demand

No questions or comments were provided for this report.

b. Fixed Route Ridership – Mr. Dillivan

1. July 2022

No questions or comments were provided for this report.

c. Financial Reports – Ms. Medina

1. Operating Statement – June 2022
2. Professional Development and Travel Report
 - a. May 2022
 - b. June 2022
3. Grant Statement

No questions or comments were provided for this report.

6. CHAIR'S REPORT

Mayor Carey echoed the concern related to the five (5) year projection, as expenses due to the economy are out of control. He sees there are potentially hard decisions to make down the road, stating we need to be ahead of this, and he feels we have that focus to accomplish it.

7. COMMITTEE REPORTS

a. Planning & Technology Committee

Mr. Schweitzer is looking ahead to the TMP.

b. Present Performance & Service Committee

Mr. Bilardello publicly commended Ms. Prato and the team for working diligently to get the fall service level route 10 realignments. He appreciates the hard work and making progress in a tough environment.

c. Finance Committee

Mayor Kepley highlighted the Finance Committee meeting stating that discussion of self-funding for health insurance consumed much of the discussion of the meeting. Mayor Kepley stated, “when you look at the numbers there is a strong case to do it”, however, he respects the decision to wait, based on internal capacity to handle the program. The committee will revisit self-funding for the next fiscal year.

8. ADJOURNMENT

The meeting was adjourned at 4:51 p.m.

The next meeting is scheduled for September 28, 2022

Respectfully submitted,



Kris Heald, Board Secretary

SUPPORT "Public Transit Workers" STOP "Privatization" !!!

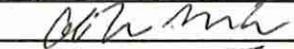
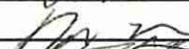
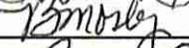
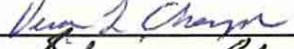
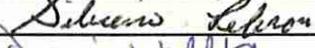
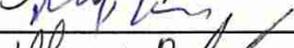
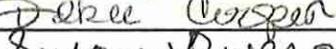
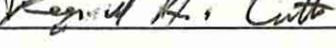
Petition summary and background	First The Rapid came for our Pensions, now they are letting the ship burn and sink. The Rapid hasn't made changes to Recruit and Retain Workers claiming they are broke while upgrading existing and creating new infrastructure . They are making it look like they can't manage their business and meet the public's service needs. Contracted Go Bus work to Transdev the World's largest Private Transit Provider.
Action petitioned for	WE Demand: 1. Liveable Wage Increase. 2. Safe Workplace For Everyone. 3. Provide Equitable Service For All.

Printed Name	Signature	Comment	Date
Barbara Jones			8/15/2022
Michelle West			8/15/2022
Michelle Martin			8/15/2022
DIANE STOPA			8/15/22
Justin Grala			8/15/22
John Haseck			8-15-22
David Hart			8/15/22
Anthony Ph...			8-15-22
Kathy...			8-15-22
Kerry...			8-15-22
Jorge...			8/15/22
Leonard...			8/15/22
Chase...			8/15/22
Robby Jewett			8/19/22
Mandy...			6/6-389-3550
Kimberly...			8/19/2022
Richard...			8/19/2022
Harold...			8-19-2022
CURT BUCKLEY			8-19-2022
Norel Plaska			8-19-2022
Ken Lywks			8-20-2022
STEVE HANE			8-21-2022

2

SUPPORT "Public Transit Workers" STOP "Privatization" !!!

Petition summary and background	First The Rapid came for our Pensions, now they are letting the ship burn and sink. The Rapid hasn't made changes to Recruit and Retain Workers claiming they are broke while upgrading existing and creating new infrastructure . They are making it look like they can't manage their business and meet the public's service needs. Contracted Go Bus work to Transdev the World's largest Private Transit Provider.
Action petitioned for	WE Demand: 1. Liveable Wage Increase. 2. Safe Workplace For Everyone. 3. Provide Equitable Service For All.

Printed Name	Signature	Comment	Date
Louis DeShane			8-16-2022
THANUN SMITH			8-16-22
Charles TewBrent			8-16-22
Dobson McLeod			8-16-22
Drew Sligh			8/16/22
Patricia Parbel			8-16-22
Brenda Mosley			8-16-22
Jorge Casarez			8-16-22
ZUBERI OLUSHOLA			8-16-22
Brenda S. Bullus			8-16-22
VERA CHORYAN			8-16-22
SILVERIO LEBRON			8-16-22
Janic Williams			8-16-22
Jana S. Garcia			8-16-22
MADEE KAMR			8-16-22
Abrom Riley			8-16-22
Moscow D. Bryant			8-16-22
Matt Whiting			8-16-22
Debra Cooper			8-16-22
Susan Rivera			8-16-22
TANPEA WILLIAMS			8-16-22
Kergie Catts			8-16-22

The Rapid Board Budget Approval August 24, 2022



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- FY 22/23 Capitalized Operating Expenses

Five Year Operating Projection

- Revenue
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- Highlights

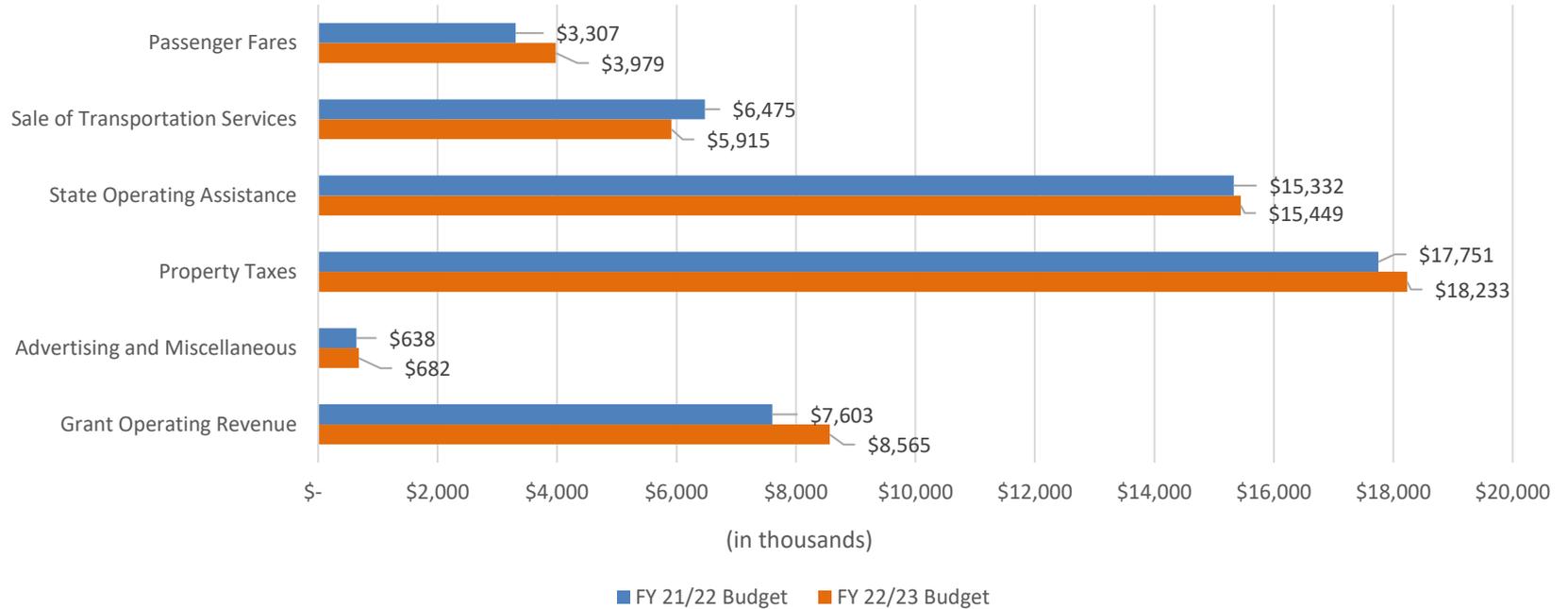
Summary

Revenues

FY 22/23 Operating Budget – Revenue

	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Proposed	FY 22/23 Proposed vs. FY 21/22 Budget \$	%
Revenues and Operating Assistance					
Passenger Fares					
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%
Subtotal Passenger Fares	\$ 2,820,986	\$ 3,307,467	\$ 3,978,849	671,382	20.3%
Sale of Transportation Services					
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%
Vanpool Transportation	29,428	84,000	-	(84,000)	-100.0%
Subtotal Sale of Transportation Services	\$ 6,189,687	\$ 6,474,950	\$ 5,914,736	\$ (560,215)	-8.7%
State Operating	\$ 16,254,784	\$ 15,332,303	\$ 15,448,739	\$ 116,436	0.8%
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%
Subtotal Revenues and Operating Assistance	\$ 43,416,129	\$ 43,504,229	\$ 44,257,199	\$ 752,970	1.7%
Grant Operating Revenue	20,253,576	7,603,447	8,564,938	961,491	12.6%
Total Revenues and Operating Assistance	\$ 63,669,705	\$ 51,107,676	\$ 52,822,137	\$ 1,714,460	3.4%

Comparison to Previous Fiscal Year



- FY 21/22- with COVID funding budget is \$51.1M
- FY 21/22- without COVID funding budget is \$43.5M

- FY 22/23- with COVID funding- budget is \$52.8M
- FY 22/23- without COVID funding- budget is \$44.3M

Revenue Highlights Compared to FY 21 /22

Assumptions:

- \$671,382 (20.3%) increase in Total Fares, which reflects a 212,855 increase in linehaul trips and a 20,686 increase in paratransit trips
- \$560,215 (8.7%) decrease in Sale of Transportation Services, due to the reduction of service frequency on DASH and GVSU starting September 2022, and removal of vanpool program
- New contract express service rate is \$66.73 and \$76.37 for linehaul and GO!Bus
- Property Taxes reflects a \$481,417 (2.7%) increase, at a rate of 1.4074 mills

Revenue Highlights Compared to FY 21 /22

- State Operating Assistance is flat at 29.5%, but the overall operating budget has increased due to the increase in expenses
- \$43,949 (6.9%) increase in Advertising and Miscellaneous, driven by the increased bus advertising contracts by Mesmerize
- \$8.2M in eligible operating expenses reimbursed by ARPA

Expenses

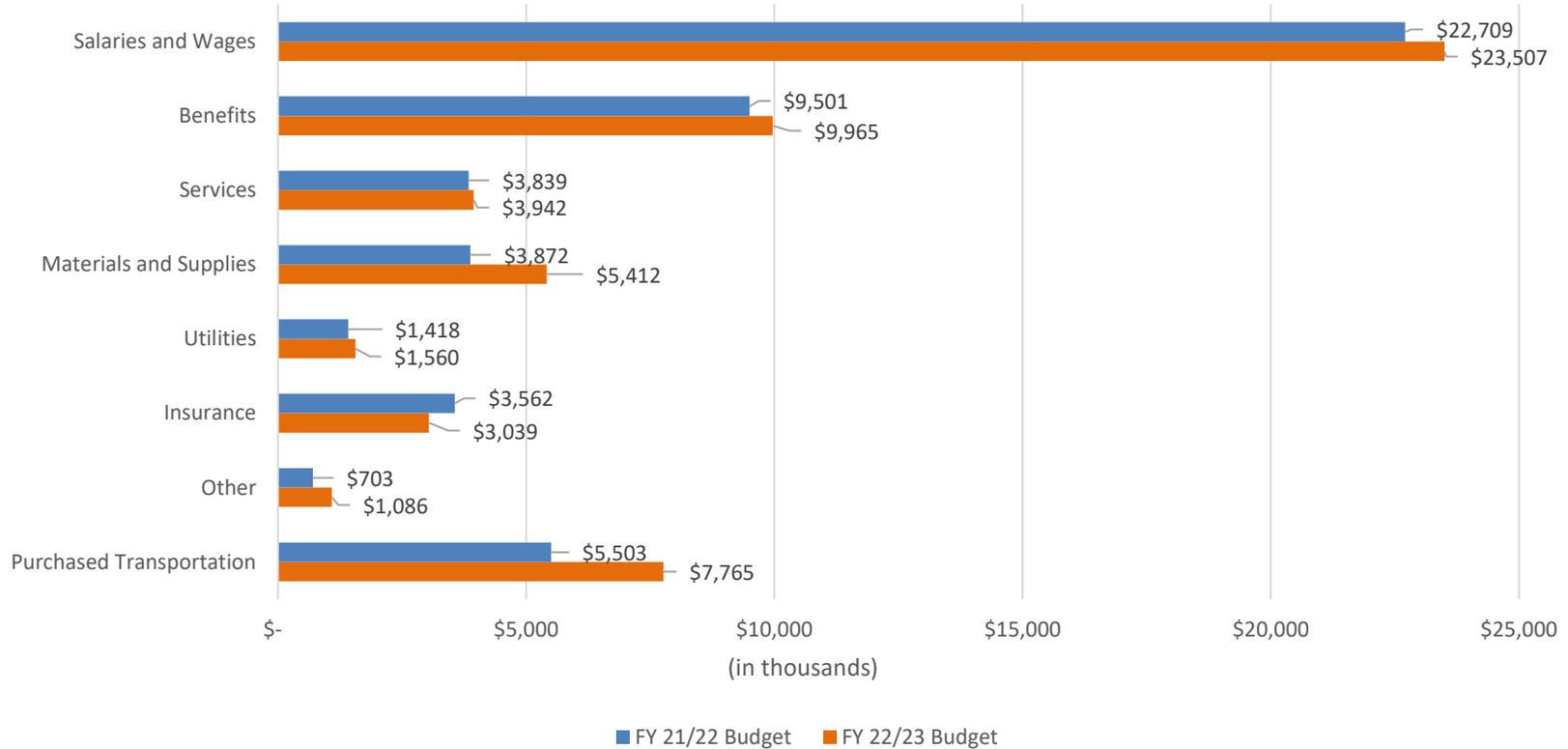
FY 22/23 Operating Budget – Expenses

	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Proposed	FY 22/23 Proposed vs. FY 21/22 Budget \$	%
Operating Expenses					
Salaries and Wages					
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%
Subtotal Salaries and Wages	\$ 19,636,807	\$ 22,709,099	\$ 23,506,661	\$ 797,562	3.5%
Benefits					
FICA/Medicare	\$ 1,419,940	\$ 1,737,246	\$ 1,798,260	\$ 61,014	3.5%
Pension	2,549,458	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%
Subtotal Benefits	\$ 8,801,550	\$ 9,501,484	\$ 9,965,287	\$ 463,803	4.9%
Services					
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	1,513,476	112,595	8.0%
Subtotal Services	\$ 3,350,166	\$ 3,839,277	\$ 3,942,021	\$ 102,744	2.7%
Materials and Supplies					
Fuel and Lubricants	\$ 1,806,260	\$ 2,111,337	\$ 3,421,740	\$ 1,310,403	62.1%
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%
Subtotal Materials and Supplies	\$ 3,298,264	\$ 3,872,190	\$ 5,412,428	\$ 1,540,238	39.8%

FY 22/23 Operating Budget – Expenses

	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Proposed	FY 22/23 Proposed vs. FY 21/22 Budget \$	%
Utilities					
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%
Subtotal Utilities	\$ 1,226,094	\$ 1,417,589	\$ 1,559,630	\$ 142,041	10.0%
Insurance					
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	341,012	23,612	7.4%
Subtotal Insurance	\$ 3,249,605	\$ 3,561,967	\$ 3,038,968	\$ (522,998)	-14.7%
Other					
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%
Subtotal Other	\$ 360,686	\$ 702,995	\$ 1,086,188	\$ 383,193	54.5%
Purchased Transportation					
Purchased Transportation - GO!Bus	\$ 4,259,651	\$ 4,729,268	\$ 6,301,500	\$ 1,572,232	33.2%
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	-	-	409,682	409,682	100.0%
Subtotal Purchased Transportation	\$ 5,137,991	\$ 5,503,075	\$ 7,765,004	\$ 2,261,929	41.1%
Operating Expenses before Capitalized Operating	\$ 45,061,163	\$ 51,107,676	\$ 56,276,189	\$ 5,168,512	10.1%
Capitalized Operating Expenses	-	-	(3,454,052)	(3,454,052)	0.0%
Total Expenses	\$ 45,061,163	\$ 51,107,676	\$ 52,822,137	\$ 1,714,460	3.4%

Comparison to Previous Fiscal Year



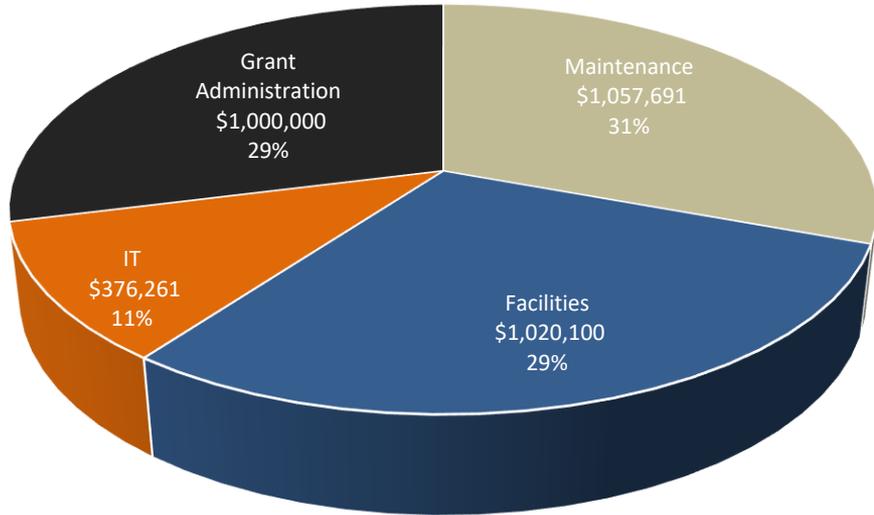
Expense Highlights Compared to FY 21 /22

- \$797,562 (3.5%) increase in wages and salaries which includes the addition of project management, specialized services, dispatching, facilities and maintenance management
- \$463,803 (4.9%) increase in benefits driven by the anticipated increase from 299 to 320 employees
- \$102,744 (2.7%) increase in Services as the security contract rate went from an average rate per hour of \$20.27 to \$33.71
- \$1,540,238 (39.8%) increase in Materials & Supplies driven by diesel and CNG fuel costs and the decision to buy fuel for paratransit services versus paying at the contractor's price

Expense Highlights Compared to FY 21 /22

- \$142,041 (10%) increase in Utilities due to current economic factors
- \$383,193 (54.5%) increase in Other focusing on customer retention, website redesign for easier accessibility, recruiting, and employee engagement
- \$2,261,929 (41.1%) increase in Purchased Transportation services as our contract rate increased 25% from \$53 to \$66.68 and paratransit ridership is projected to grow

FY 22/23 Capitalized Operating Expenses



TOTAL - \$3,454,052

- Preventative Maintenance
 - Maintenance includes daily fueling, vehicle parts, repairs, and inspections
 - Facilities includes cleaning contracts, building repairs, TVM and HVAC maintenance
 - IT includes hardware and software maintenance expenses
- Grant Administration
 - Expenses for grant project administration

5-Year Operating Projection - Revenue

	FY 21/22 AMENDED	FY 22/23 PROJECTED	FY 23/24 PROJECTED	FY 24/25 PROJECTED	FY 25/26 PROJECTED	FY 26/27 PROJECTED
Revenues and Operating Assistance						
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	5,914,736	6,470,906	6,724,433	6,971,035	7,228,770
State Operating Assistance	15,332,303	15,448,739	17,686,633	19,123,756	20,589,979	22,147,412
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	44,257,199	47,914,049	50,315,392	52,648,625	55,055,272
Grant Operating Revenues (COVID Relief)	22,748,574	8,296,842				
Total Revenues and Operating Assistance	66,252,803	52,554,041	47,914,049	50,315,392	52,648,625	55,055,272

5-Year Operating Projection - Expenses

	FY 21/22 AMENDED	FY 22/23 PROJECTED	FY 23/24 PROJECTED	FY 24/25 PROJECTED	FY 25/26 PROJECTED	FY 26/27 PROJECTED
Expenses						
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	9,965,287	10,843,437	11,328,619	11,838,609	12,374,701
Contractual Service	3,839,277	3,942,021	4,178,543	4,403,899	4,433,016	4,521,676
Materials and Supplies	3,872,190	5,412,428	5,725,427	5,890,296	6,060,263	6,176,738
Utilities, Insurance, and Miscellaneous	5,682,551	5,684,787	5,909,679	6,142,187	6,384,688	6,637,640
Purchased Transportation	5,503,075	7,765,004	8,187,000	8,432,610	8,685,588	8,946,156
Expenses Before Capitalized Operating	<u>51,107,676</u>	<u>56,276,189</u>	<u>62,455,443</u>	<u>65,189,535</u>	<u>67,843,686</u>	<u>70,620,508</u>
Capitalized Operating Expenses	<u>-</u>	<u>(3,454,052)</u>	<u>(3,500,000)</u>	<u>(3,500,000)</u>	<u>(3,500,000)</u>	<u>(3,500,000)</u>
Total Operating Expenses	<u>51,107,676</u>	<u>52,822,137</u>	<u>58,955,443</u>	<u>61,689,535</u>	<u>64,343,686</u>	<u>67,120,508</u>
Reserved Used	7,603,447	8,564,938	11,041,394	11,374,143	11,695,061	3,920,375
Reserve Balance	\$ 38,299,068	\$ 38,030,972	\$ 26,989,579	\$ 15,615,435	\$ 3,920,375	\$ -
Deficit						\$ (8,144,862)

5-Year Operating Projection Highlights

- Revenues are conservatively budgeted at a 5% increase from year to year, with the exception of FY 23/24, due to an increase in expenses
- Expenses are increasing at an average of 6.73% over the next 5 years, with the largest increases happening in the next two years:
 - FY 22/23 increases are due to fuel and purchased transportation
 - FY 23/24 increases reflect a renegotiation of union contracts
- Forecasted \$8.1M in revenue shortfall in FY 26/27
- Our options are to identify alternative funding sources, increase current revenue streams, or reduce expenses

Summary

- Ridership is projected to climb 7% for linehaul and 10% for paratransit trips over the next year
- Approximately \$8.2M in ARPA funds will be received
- \$3.4M in capital funds will be used in operating environment
- \$8.6M from reserves will be used to offset lost revenue in the wake of COVID
- Continued focus on retaining and recruiting employees

DATE: September 14, 2022
TO: ITP Board
FROM: Kevin Wisselink, Director of Procurement and Capital Planning
SUBJECT: Federal Lobbying Services – Project 2022-21

ACTION REQUESTED

Authorization to execute a three-year with Cardinal Infrastructure for federal lobbying services, at a cost of \$96,000 per year.

BACKGROUND

ITP has contracted with Cardinal Infrastructure for the past three years for federal lobbying services. They have provided valuable service over that time in bringing The ITP’s priorities to the federal level. The three-year contract expires on 10/31/22. ITP is required to go out to bid for the services.

PROCUREMENT

The Rapid advertised this opportunity by directly advertising on the Michigan Inter-governmental Trade Network (MITN) from July 14, 2022, through August 19, 2022. The proposal was downloaded by nine different firms from that site. Additionally, seven firms were directly contacted about the availability of the bid.

ITP elected to pursue the services of a Federal Lobbyist using a Request for Proposals, versus a low-bid process, as it was important to consider more than cost when evaluating proposals. The proposal was downloaded by nine different firms yielding two submitted proposals, Cardinal Infrastructure and Dykema.

Both proposals were found to be responsive and were evaluated by an internal team for their technical approach, organizational quality, and pricing. After the first round of scoring, Cardinal emerged as the clearly preferred option.

FEDERAL LOBBYIST SERVICES SCORING		
FIRM	PRICE PER YEAR	SCORE
CARDINAL INFRASTRUCTURE	\$96,000	97
DYKEMA	\$94,000	79

While both firms submitted competitive proposals, Cardinal presented some clear advantages. They focus on transit-related lobbying at the federal level and have extensive experience working with the Federal Transit Administration and with federal legislators on transit issues. Cardinal also has performed very well for The Rapid over the past three years, giving the reviewers confidence that this excellent level of service would continue. Their respective costs differed by only two percent and did not significantly impact scoring.

FUNDING

These services are covered in the Operating Budget and are not eligible for state operating reimbursement.



INTERURBAN TRANSIT PARTNERSHIP BOARD OF DIRECTORS

RESOLUTION No. 092822-1

Fiscal Year: 2021-2022

Moved and supported to adopt the following resolution:

Approval to enter a three-year contract with Cardinal Infrastructure for federal lobbying services at the rate of \$96,000 per year.

BE IT RESOLVED that the ITP CEO is hereby authorized to execute a contract with Cardinal Infrastructure to provide federal lobbying services at the rate of \$96,000 per year, in accordance with the information presented to the ITP Board on September 28, 2022.

CERTIFICATE

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

Kris Heald, Board Secretary

Date

Date: September 15, 2022
To: ITP Board
From: Kevin Wisselink, Capital Planning, and Procurement Manager
Subject: TRANSIT ASSET MANAGEMENT POLICY UPDATE

ACTION REQUESTED

Authorization of the update to ITP's Transit Asset Management Policy.

BACKGROUND

The Federal Transit Administration (FTA) requires that all transit agencies update their Transit Asset Management (TAM) Plan every four years, which for us is October 2022. This plan determines how ITP manages and maintains our capital assets and optimizes the investment of our capital dollars. ITP's original plan was finalized in September 2018, and an update to the plan was brought to the Board in March 2021.

The staff has reviewed and updated the TAM Plan. This includes bringing inventory lists, vehicle condition ratings, timelines, and other elements up to date. With this update, there are six new areas of focus that have been implemented since the adoption of the original TAM Plan and are worth noting.

First, a Capital Planning Committee was formed to guide ITP's capital planning and Transit Asset Management processes.

Second, ITP has produced four Capital Improvement Plans to Guide Capital Investments.

Third, ITP staff have developed vehicle scoring matrixes to determine bus conditions and facilities conditions which will guide ITP fixed asset investments. These matrixes provide much more detailed analysis than basic FTA tools and will better guide vehicle and facility assessments. We will be scoring the condition of all fixed route buses and all facilities using this tool moving forward.

Fourth, all parts are now incorporated into Trapeze EAM as directed by the original TAM Plan.

Fifth, ITP staff have submitted annual updates to the National Transit Database as required by the FTA, documenting asset conditions.

Sixth, ITP has hired an Asset Management Specialist who works closely with vehicle and facilities maintenance to ensure that all assets are tracked within ITP's EAM and decision-making is prioritized by the State of Good Repair.

The major change that will affect ITP's capital purchases moving forward is the adoption of a Zero-Emission Fleet Transition Plan. This plan calls for ITP to transition to purchasing a mix of zero-emission and Compressed Natural Gas (CNG) buses later this decade, with an eventual transition to a 100% zero-emission bus fleet by 2050. This creates a whole new set of assets that must be purchased to fuel/charge and maintain the new bus fleet, and the buses are generally about two times the price of existing CNG-fueled buses.

The TAM Plan laid out capital investment strategies that balanced investment in our fleet against all the other needs including facilities and information technology. When analyzing ITP's current Capital Improvement Plan, it is found that fleet funding levels are within 8% of recommended funding levels under the original TAM Plan, indicating we are following the overall investment strategies outlined in the plan and balancing our capital investments.

As part of the review of the TAM Plan, staff analyzed ITP's Transit Asset Management Policy, which guides TAM activities and was approved by the Board in August 2018. While the overall policy still holds true in guiding ITP's TAM program, it is necessary to change the listed Accountable Executive for the plan from the Chief Financial Officer to the Chief Executive Officer to update the policy.



INTERURBAN TRANSIT PARTNERSHIP BOARD OF DIRECTORS

RESOLUTION No. 092822-2

Fiscal Year: 2021-2022

Moved and supported to adopt the following resolution:

Approval to update the ITP's Transit Asset Management Policy.

BE IT RESOLVED that the ITP CEO is hereby authorized to update ITP's Transit Asset Management Policy, in accordance with the information presented to the ITP Board on September 28, 2022.

CERTIFICATE

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

Kris Heald, Board Secretary

Date



Interurban Transit Partnership



ITP Transit Asset Management Plan

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ITP Transit Asset Management Plan

Executive Summary

This Transit Asset Management Plan (TAM Plan) presents a long-term action strategy for management of the assets of Interurban Transit Partnership (ITP). The TAM Plan addresses ITP’s current and recommended governance, business practices, processes and tools; asset condition and performance requirements; and lays out a blueprint on how ITP intends to achieve and maintain its assets in a state of good repair (SGR).

A. Background and Purpose

The Moving Ahead for Progress in the 21st Century Act (MAP-21) required the development of rules to establish a system to monitor and manage public transportation assets to: (1) improve safety and increase reliability and performance, (2) establish performance measures and (3) use the condition of assets to guide the optimal prioritization of funding. The Fixing America’s Surface Transportation (FAST) Act reaffirmed this requirement. On July 26, 2016, the United States Department of Transportation (USDOT) Federal Transit Administration (FTA) published the National Transit Asset Management (TAM) System Final Rule. The purpose of the Final Rule is to help achieve and maintain an SGR for the nation’s public transportation assets. FTA's National Transit Asset Management System Final Rule:

- Defines "state of good repair";
- Requires grantees to develop a TAM Plan;
- Establishes performance measures; and
- Establishes annual reporting requirements to the National Transit Database (NTD).

The Interurban Transit Partnership (ITP) was formed in 2000 to operate a public transport system known as “The Rapid” to provide services for the Grand Rapids metro area and beyond. It is organized and operates under Michigan Public Act 196 of 1986 with a 15-member Board of Directors representing the 6 municipalities in the service area. ITP operates fixed-route buses including a bus rapid transit (BRT) line and 68 paratransit vehicles. ITP’s service area is 185 square miles and in FY 2019, ITP had a ridership of approximately 10.5 million passengers.

The six (6) cities in the Grand Rapids metro area opted to partner with each other to support The Rapid, and The Rapid, in turn, promised to provide a return on that investment by delivering service as effectively and efficiently as possible. ITP is committed to embodying the following values in how it carries out its 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

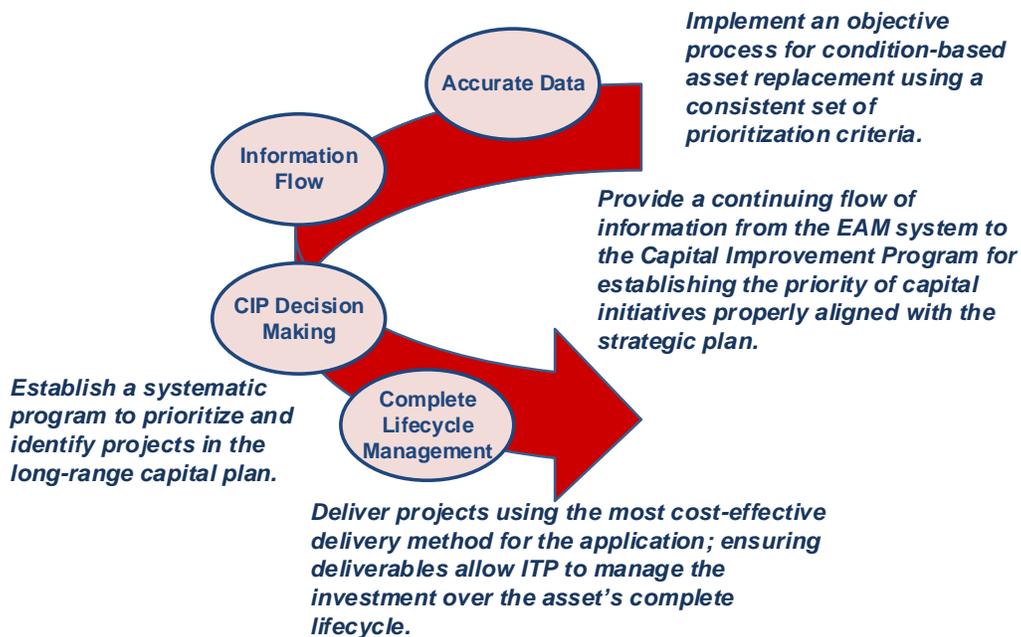
- **Employees.** ITP sees its employees as the first line of contact with its customers and, therefore, ITP values its employees as integral to the success of the organization.

This TAM Plan will assist ITP in meeting its vision through the implementation of a comprehensive and forward-looking Asset Management Program.

ITP engaged eVision Partners, Inc. to assist with preparation of the original TAM Plan. Project activities were conducted over the course of five (5) months by a combined ITP and eVision Partners team. This revision builds upon the original plan, updating actions that have been implemented since the adoption of the original plan and evaluating the current State of Good Repair ITP’s assets.

This TAM Plan provides the entire ITP organization with a blueprint for communicating the importance of good asset management practices to its employees, customers, local and state jurisdictions and other external stakeholders. Figure 1 depicts ITP’s vision for asset management.

Figure 1 – ITP’s Asset Management Vision



The development of the TAM Plan is facilitated by ITP’s Capital Planning Committee, with participation from many members of the ITP organization. Staff participating in the continued development of the TAM Plan include representatives from Maintenance, Facilities, Grants, Finance/Accounting, Transportation, Risk Management/Safety, and Information Technology.

B. TAM Policy, Goals and Objectives

ITP's overall asset management goal is to maintain its assets in an SGR. To meet this goal, ITP developed the following asset management objectives:

- Establish and maintain a comprehensive asset management program that ensures full regulatory compliance;
- Implement an asset management program that is authority wide, involves all levels of the organization and is committed to the control of activities across the whole asset lifecycle;
- Establish an asset management system that will meet the objectives of and fosters a commitment to continued improvement in ITP's SGR management programs;
- Utilize asset data to serve as an information platform for asset reporting and tracking;
- Track and use information on asset performance, demand, condition and remaining useful life, risk and consequence of failure, feasible renewal options (repair, refurbish, replace), and the cost of those options for asset maintenance and optimization;
- Deploy assets in a manner that creates value and maintains good stewardship of the assets for the organization's stakeholders;
- Utilize proactive lifecycle asset management to reduce the exposure to risk and improve safety; and
- Base investment decisions on the lowest lifecycle cost strategies for sustained performance.

C. TAM Plan Summary

ITP's Asset Management Program is in its developing stages. ITP developed an Asset Management Policy which was approved by the ITP Board on August 29, 2018. The original TAM Plan was finalized in September 2019, and the plan was updated in March 2021 and now again in September 2022. Asset management goals and objectives were developed and included as part of the Policy. ITP currently utilizes Key Performance Indicators (KPIs), and ITP is in the process of determining additional KPIs for implementation. ITP recognizes that a formal asset management program is critical. ITP appointed an Accountable Executive (Chief Operating Officer) to provide executive sponsorship for the program and assigned the Director of Capital Planning and Procurement to lead the program on a day-to-day basis. ITP utilizes a robust Enterprise Asset Management (EAM) system known as Trapeze EAM for managing its vehicle assets. ITP has completed its condition assessment of all assets, including vehicles, facilities, and parts

Opportunities for improvement going forward are largely focused on inventory, processes, capital planning and technology. These opportunities include:

- Developing operating and data standards, policies and procedures covering all aspects of asset management;
- Developing a plan for a centralized database to track all of ITP's assets;
- Continue to develop better linkages between operating and maintenance budgets and the capital improvement program's multi-year planning horizon, considering the effects of aging assets and the estimated costs of new assets; and
- Expanding the availability of asset management data agency wide and providing training on how to access and utilize the information.

D. Activities Since Implementation of the TAM Plan

Since adoption of the TAM plan implemented several elements identified in this plan.

First, a Capital Planning Committee was formed to guide The Rapid's capital planning and Transit Asset Management processes.

Second, The Rapid has produced three Capital Improvement Plans to Guide Capital Investments.

Third, Rapid staff have developed a vehicle scoring matrixes to determine bus condition and facilities conditions which will guide Rapid fixed asset investments. We will be scoring the condition all fixed route buses and all facilities using this tool moving forward.

Fourth, all parts are now incorporated into Trapeze EAM as directed by the original TAM Plan.

Fifth, Rapid staff have submitted annual updates to the National Transit Database as required by the FTA, documenting asset conditions.

Fifth, The Rapid has hired an Asset Management specialist who works closely with vehicle and facilities maintenance to ensure that all assets are tracked within The Rapid's EAM and decision-making is prioritized by State of Good Repair.

It should be noted that the COVID-19 pandemic continues to have significant effects on The Rapid's capital plans. The infusion of CARES funding for Rapid operations has reduced the need to divert Capital funding for preventative maintenance, potentially increasing capital funding availability. It has also necessitated looking at how capital funds are spent, with greater priority being placed on safety investments such as driver shields on the buses.

The other major change affecting The Rapid's capital purchases moving forward is the adoption of a Zero-Emission Fleet Transition Plan. This plan calls for The Rapid to transition to purchasing a mix of zero-emission and Compressed Natural Gas (CNG) buses later this decade, with an eventual transition to 100% zero-emission bus fleet by 2050. This creates a whole new set of

assets that must be purchased to fuel/charge and maintain the new bus fleet, and the buses are generally about two times the price of existing CNG fueled buses.

E. Results of Condition Assessment Program

Another key activity of the TAM Plan project was completion of a condition assessment for rolling stock, facilities and infrastructure. Condition assessment scores for all asset classes were based on FTA’s Transit Economic Requirements Model (TERM) five-point rating scale (low scores = poor condition, high score = good condition).

Rolling Stock

Below, Table 1 shows a condition assessment of each vehicle based on vehicle age and useful life sorted by asset class (excluding the motorized and non-motorized pieces of equipment).

Table 1 – Summary of Condition of ITP Vehicles by TERM Condition Score

Asset Class Condition Rating	Count by Asset Class by Condition	Average Asset Class Condition
Fixed Route Vehicle Count by Condition	152	3.3
5	26	
4	31	
3	52	
2	43	
1	0	
Paratransit Vehicle Count by Condition	68	3.6
5	14	
4	12	
3	42	
2	0	
1	0	
Support Vehicle Count by Condition	53	2.2
5	2	
4	8	
3	87	
2	16	
1	20	
Vehicle Summary	311	

The analysis completed on the ITP mainline bus inventory shows that the average condition score for the revenue fleet is 3.3. This indicates a relatively young fleet based on the largest population of vehicles and buses, having a useful life of 12 years.



The Rapid is implementing an internally designed SGR analysis tool for its bus fleet in 2021. This tool will be used to evaluate the fixed route bus fleet on an annual basis, considering the age, mileage and condition of the bus to come up with an asset score. The score will be used to make bus purchase and replacement decisions when prioritizing capital funding.

Facilities

FTA directs agencies to aggregate the facility condition data to report condition by the facility asset classes of Administrative, Maintenance, Passenger and Parking facilities. eVision Partners developed a weighted average approach, assigning each level in the hierarchies weighting values to aggregate the condition scores up to the facility or facility asset class level. This weighted average model, captured in Table 2, shows the calculation of the facilities condition rating by asset class. Overall, ITP’s facilities are in good condition as evidenced by the ratings for each facility’s asset class showing a condition value of 3 or higher.

Table 2 – ITP Summary of Facilities Asset Condition by Facilities Classification

Facility Classification	Total Number of Facilities	Facilities Assessed	Condition Score	Facilities Included in Each Classification
Administrative Facilities	1	1	3	Rapid Administration (Ellsworth),
Maintenance Facilities	3	3	4.5	Rapid Operations Center (.5), Laker Line Operations Center (0.5) Rapid Facilities Maintenance, CNG Fueling Station
Passenger Facilities			4	Rapid Central Station, Amtrak, Kentwood Station, Silver Line Park and Ride
Garages	1	1	4	Rapid Operations Center (.5), Lake Line Operations Center (0.5)
Total: Facilities	9	9	4	
Parking Lots	1	1	4	
BRT Stations	52	52	4	

Infrastructure

The condition of the track segment at the Amtrak station is a four (4). The track is inspected twice a week under a contract.

F. Prioritized Investments

A 10-year prioritized list of projects was developed as part of the original TAM Plan project based on a backlog analysis in TERM Lite, available funding and the priorities defined in the ITP Capital Project Investment Decision Model developed as part of this project. To develop the revenue vehicles replacement program, the vehicle schedule was guided by the

Table 3 – Summary of the Prioritized List of Projects

Project	TAM Plan Funding	% of TAM Funding	Current CIP Funding	% of Total CIP Funding	Change in % of funding
Vehicle Replacement - Bus	\$59,298,673	48.8%	\$33,792,585	48.6%	-0.4%
Vehicle Replacement - Paratransit	\$7,568,241	6.2%	\$8,349,576	12.0%	92.9%
Vehicle Replacement - Vanpool	\$1,033,961	0.9%		0.0%	-100.0%
Associated Capital Maintenance	\$8,869,141	7.3%	\$9,208,226	13.2%	81.5%
ITS	\$5,126,440	4.2%	\$1,410,000	2.0%	-51.9%
Bus Tire Lease	\$4,556,836	3.7%	\$850,673	1.2%	-67.4%
Vehicle Program Total	\$86,453,292	71.1%	\$53,611,060	77.1%	8.4%
Service Vehicles	\$831,471	0.7%	\$510,000	0.7%	7.2%
Shop Equipment	\$391,660	0.3%	\$141,111	0.2%	-37.0%
Office Furniture/ Equipment	\$739,836	0.6%	\$0	0.0%	-100.0%
Surveillance/Security Equipment	\$1,876,345	1.5%	\$1,791,300	2.6%	66.9%
Equipment Program Total	\$3,839,312	3.2%	\$2,442,411	3.5%	11.2%
General IT Initiatives	\$10,052,171	8.3%	\$600,000	n/a	n/a
Computer Hardware	\$2,836,856	2.3%	\$1,296,500	1.9%	-20.1%
Computer Software	\$1,351,863	1.1%	\$990,000	1.4%	28.0%
IT and Communications Program Total	\$14,240,890	11.7%	\$2,886,500	4.2%	-64.6%
Facility Maintenance Program	\$11,227,925	9.2%	\$1,483,580	2.1%	-76.9%
Rehab Admin/Maintenance Facility	\$4,096,417	3.4%	\$250,000	0.4%	-89.3%
Passenger Shelters	\$626,565	0.5%	\$1,100,000	1.6%	207.0%
Facility Equipment	\$260,857	0.2%	\$254,000	0.4%	70.3%
New Facility Purchase/Construction	\$0	0.0%	\$7,523,005	10.8%	n/a
Facility Program Total	\$16,211,764	13.3%	\$10,610,585	15.3%	14.4%

Table 33 provides a high-level summary of the projected 10-year funding by asset class and a comparison to how these items were funded in the five-year FY 2023 Capital Improvement Plans.

An examination of Table 3 shows that The Rapid has largely followed the recommended investment scenario as laid out in the original TAM plan. Investments in the Rapid's assets are within 10% of the original projections except for two areas. One is Information Technology investments which are lower than the plan recommended. This is primarily due to past investments in IT infrastructure, and the upcoming study of The Rapid's passenger facing IT assets which will guide future funding decisions as the Capital Improvement Plan is created in future years. The other departure is that Facilities Maintenance is funded at a lower level while investment due to the construction and rehabilitation of current facilities, while new facilities investments have increased significantly. This is due to the purchase of the Busch Drive facility and future planned expansion of the site.

G. TAM Implementation Roadmap

ITP has organized its Implementation Plan activities in each of the baseline assessment areas into three (3) relative maturity stages defined as:

- Foundation: Current year through year 2 (2018-2020).
- Emerging maturity: Years 3 and 4 (2021-2024).
- Maturity achievement: Four+ years (2025 and beyond).

Table 44 maps the baseline assessment areas to these three (3) increasing stages of asset management maturity.

Table 4 – Mapping of Assessment Areas to Maturity Stages

Assessment Areas	Stage		
	Foundation (2019- 2020)	Emerging (2021- 2024)	Mature (2025 and beyond)
<i>AM Policy, goals, objectives</i>	→		
<i>Processes, roles, responsibilities</i>	→		
<i>Asset and inventory management</i>	→		
<i>Asset condition assessments</i>	→		
<i>Performance monitoring</i>	→		
<i>Lifecycle management</i>	→		
<i>Capital planning and programming</i>	→		
<i>Operations and maintenance budgeting</i>	→		
<i>Enterprise asset management system</i>	→		

Eight (8) implementation projects have been designed to achieve 20 of the 21 identified actions (the action related to evaluating KPIs is an ongoing activity that will be performed annually as part of updating the TAM Plan). Of these actions, five of the proposed actions have been implemented, while others on the table are being implemented and evaluated as The Rapid continues to move forward. Table 5 outlines each of the planned implementation projects and identifies the primary owner of each project as well as its current status towards implementation.

Table 5 – ITP High-Level Asset Management Implementation Schedule

ITP Project	Stage	Current Status	Target Completion Date	Budget	Performance Indicators (to measure success)
P01-Implement Asset Management Governance	Foundation	Implemented	February 2019	\$0	Steering Committee Charter, Meeting minutes and asset and process criteria.
P02-2019 CIP Implementation	Foundation	Implemented	June 30, 2019	\$0	Completed Project Definition documents and Scoring sheets.
P03-Fuel Management Implementation	Foundation	Implemented	December 2019	\$200,000	Fuel Management at all ITP Fueling Facilities. Less than 5% fuel and mileage data in error.
P04-Facility Management Implementation	Foundation	Implemented	July 2021	0	Facilities able to be reported from EAM using the approved hierarchy and alignment to 2018 TAM Plan inventory adjusting for facility inventory changes from August 2018.
P05-SGR Implementation	Emerging	Implemented	September 2021	\$	Reports or screens showing current condition and performance of at least vehicle and facility assets.
P06-Warranty Management	Emerging	Currently evaluating options	n/a	\$80,000	Process and data showing warranty information attached to new asset onboarding.
P07-Parts Integration	Emerging	Revised start date is January 2022	April 2022	\$50,000	Current part list and cost in the EAM system.
P08-Implement ISO standards	Mature	Planning Phase	December 2024	\$250,000	Successfully implemented and follow ISO Standards.

The Rapid's Transit Asset Management Policy

Revised September 2022

1. General

1.1 Scope

The Interurban Transit Partnership (ITP) was formed in 2000 and operates a public transport system named The Rapid to provide transportation services to the Grand Rapids metropolitan area and beyond. The mission of The Rapid is to create, offer and continuously improve a flexible network of regional public transportation options and mobility solution.

The Rapid envisions a future in our growing community in which:

- The public can live conveniently without owning a car;
- More individuals choose public transportation because it is an easy, economical and efficient way of getting where they want to go;
- Employers choose the 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; and
- Public transportation supports sustainability and economic development.

The asset management program at The Rapid involves all levels of organization and guides the to the control of activities across the whole asset life cycle. With proactive project life cycle management, The Rapid will:

- Reduce the exposure to risk and improve safety;
- Have actionable information on asset performance, demand, condition and remaining useful life; and
- Have the knowledge to understand asset risk and consequences of failure; and
- Be able to determine feasible renewal options (repair, refurbish, replace) and the cost of these options.

The higher the confidence that investment decisions are based on the lowest life cycle cost strategies for sustained performance. Maintaining The Rapid's assets in a state of good repair is critical to achieving The Rapid's mission and objectives.

1.2 Purpose

The purpose of this policy is to communicate management, employees, contractors and consultants, The Rapid's commitment to maintaining all Authority assets in a state of good repair. This policy provides the framework for The Rapid's Asset Management Program and enables the asset management strategy, objectives and plans to be developed and implemented in accordance with FTA's 2012 Moving Ahead for Progress-21 (MAP-21), the 2015 Fixing America's Surface Transportation Act (FAST Act) and the FTA final Transit Asset Management (TAM) rule, 49 CFR parts 625 and 630 which became effective October 1, 2016.

1.3 Review

This policy shall be reviewed on an annual basis, and updated as circumstances dictate, to ensure that it remains relevant and consistent with the organizational strategic plan. The FTA requires the plan is revised every four years, with the current update occurring in September 2022.

1.4 Responsibilities/Applicability

The Rapid's Asset Management Program requires a comprehensive approach to the efficient and effective use of The Rapid's resources. All The Rapid's organization participate in the collection and dissemination of information necessary for high-level and complex decision-making in planning capital asset operation, maintenance, rehabilitation or replacement.

The Chief Executive Officer will facilitate the overall development and management of the Asset Management Program. Responsibilities include:

- Monitoring and reporting on the status of The Rapid's asset management program for both current use and short, medium and long-range forecasting;
- Working with The Rapid's staff in development asset-based projects for inclusion in the capital plan;
- Developing asset and component forecasts and replacement;
- Developing and maintaining asset management policies, plans, procedures, standards, templates and performance measures;
- Monitoring the asset database for data completeness, accuracy and integrity, and tracking assets for inclusion in the capital plan; and
- Assisting staff in identifying asset related issues and risks and preparing proposed corrective action plan.

2. Policy

The Rapid has established and will maintain a comprehensive asset management program that ensures full FTA regulatory compliance and deploys assets in a manner that creates value and maintains good stewardship of the organization's stakeholders. Asset Management responsibilities include:

- Implementing policies, programs, plans and procedures that define and support the Asset Management Program;
- Continuously measuring, analyzing and improving the comprehensive asset management system;
- Maintaining records related to the acquisition, recording, inventory and disposal of the Authority's capital assets and
- Ensuring a safe, reliable and secure environment for patrons and employees through improvement best practices.

3. References

- Federal Transit Administration legislation (FTA's Map-21 Legislation Statutory References 49 U.S.C. Section 6326 / MAP-21 Section 20019
- Federal Transit Administration legislation 2015 Fixing America's Surface Transportation Act (FAST Act, 2015)
- Federal Transit Administration legislation final Transit Asset Management (TAM) rule, 49 CRF parts 625 and 630 which became effective October 1, 2016

Date: September 9, 2022
To: ITP Board
From: Steve Clapp – Director of Fleet Maintenance
Subject: Purchase of Bus Air Purification Systems (Project 2022-15)

ACTION REQUESTED

Authorization is requested from the ITP Board to execute an agreement with United Safety & Survivability Corporation (USSC) for the purchase and installation of air purification systems for eight-five (85) Gillig buses and seventeen (17) New Flyer buses in the amount of \$384,775.

BACKGROUND

The request to purchase bus air purification units for Gillig buses from the Florida Department of Transportation (FDOT) contract was presented to the Board for approval earlier this year. Subsequent to the Board approval, FDOT realized that their contract did not allow for assignments of units to ITP and regrettably informed us of their error and rescinded the assignments. Per FTA procurement rules ITP was required to initiate and release a new solicitation for air purification units. This also gave ITP the opportunity to include air purification units for New Flyer buses in the total number of units required.

PURCHASE

A Request for Proposals (RFP) was issued for this procurement which allowed ITP to select the winning proposal on the basis of factors other than price alone as the performance and service component of this contract was of significant importance. The RFP was posted to MITN, ITP's electronic digital bid site which provides national reach to interested firms. RFP packages were downloaded by twenty-six (26) firms. A total of five (5) firms submitted proposals and one (1) proposal was deemed non-responsive and was not scored. The remaining firms were:

- United Safety & Survivability Corporation (USSC)
- Thermo King Michigan (TK)
- The Climate Comfort Technologies (CCT)
- The Aftermarket Parts Company (APC)

The Evaluation Team included ITP staff Steve Clapp – Director of Fleet Maintenance, Steve Luther – Director of Training & Safety, Casey O'Rourke – Rapid Operations Center Maintenance Supervisor, and Rob Spurgis – Laker Line Maintenance Supervisor.

- After reviewing and scoring of proposals, USSC clearly stood out above the rest of the proposals. They presented an air purification unit that provides continuous purification of air and surfaces inside buses using UV-C technology often found in hospitals. Mitigation is constant while the buses are in operation. USSC provided the largest list of the

proposers that their product has shown to prove effective against viral and bacterial pathogens, including SARS-COV-2, H1N1, Avian Flu, MRSA, Listeria, Staph, E-Coli, Mold, Fungus, Odors, among several others. It utilizes RGF's proprietary PHI-CELL® technology, which combines a UV-C light on an advanced catalyst to create low concentrations of gaseous hydrogen peroxide in the air that disperses throughout the space.

- It is designed to provide comprehensive coverage of occupied areas from the front to the back of the bus with minimal recovery times associated with door opening cycles and requires minimal maintenance.

Units proposed by TK & CCT do not use the preferred UV-C method of mitigation and although they are similar unit to USSC, the Aftermarket Parts product shows a lower unit cost, their annual maintenance costs were excessively high eliminating them from further consideration.

EVALUATION SCORES & COST SUMMARY		
BIDDER	SCORE RESULTS	TOTAL COST
ACP	77	218,340
CCT	80	283,850
TK	82	304,409
USSC	92	384,775

Additionally, USSC is committed to completing the installation of the units in buses by October 31 of this year.

FUNDING SOURCE

Funding for this project is coming from federal and state resources.

RESOLUTION NO. 092822-3

Fiscal Year 2022

Moved and supported to adopt the following resolution:

Approval to execute an agreement with United Safety & Survivability Corporation (USSC) for the purchase of and installation of air purification systems for eight-five (85) Gillig buses and seventeen (17) New Flyer buses in the amount of \$384,775.

BE IT RESOLVED that the CEO is hereby authorized to execute an agreement with United Safety & Survivability Corporation to provide and install bus air purification systems in accordance with information presented to the ITP Board on September 28, 2022.

CERTIFICATE

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

Kris Heald, ITP Board Secretary

Date: September 14, 2022
To: ITP Board
From: Maxwell Dillivan, AICP – Senior Planner
Subject: COORDINATED PUBLIC TRANSIT – HUMAN SERVICES TRANSPORTATION PLAN 2022 UPDATE

ACTION REQUESTED

Board adoption of the Kent County Coordinated Public Transit – Human Services Transportation Plan.

BACKGROUND

Every three to five years The Rapid updates a Human Services Transportation Plan in conjunction with its partner human services agencies and the public. This is in response to requirements to create such a plan from the Federal Transit Administration (FTA) and the Michigan Department of Transportation (MDOT).

The purpose of this transportation plan is to coordinate public transportation services in Kent County, primarily those relating to human service organizations such as senior transportation, medical transportation, and transportation specific to people with disabilities. The need for coordinating senior transportation services under the RideLink program originated with a prior Coordinated Public Transit – Human Services Transportation planning effort. The primary bodies that have overseen these processes are The Rapid’s Consumer Advisory Committee (CAC) and the Kent County Essential Needs Task Force (ENTF) Transportation Subcommittee, as well as public input gathered during the 2018 ALIGN study and 2021 Comprehensive Operational Analysis planning efforts.

Over the last several months, this effort was undertaken again resulting in an updated Coordinated Public Transit – Human Services Transportation Plan. ITP staff met with members of the ENTF Transportation Subcommittee and the CAC receiving their input and refining the coordination plan. These reviewed the previous plan’s recommendations, provided feedback, and input, and assisted in the development of this plan’s recommendations. This plan analyzes all the available human service transportation options in the county and prioritizes transportation needs including the need for greater capacity, expanded funding resources, and improved coordination of transportation services.

The FTA requires that the Board formally adopt this plan. Once adopted, this plan will be submitted to the FTA, MDOT, and Grand Valley Metro Council.



**KENT COUNTY COORDINATED PUBLIC TRANSIT – HUMAN SERVICES
TRANSPORTATION PLAN**

INTERURBAN TRANSIT PARTNERSHIP

Revised September 2022

Contact: Maxwell Dillivan, AICP
Senior Planner
The Rapid (Interurban Transit Partnership)
Email: mdillivan@ridetherapid.org
Phone: (616) 774-1159

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SECTION I. OVERVIEW OF THE RAPID

The Interurban Transit Partnership, known as The Rapid, is the public transportation provider for the metropolitan Grand Rapids region. It is organized and operates under Michigan Public Act 196 of 1986. The activities of The Rapid are overseen by a 15-member board of directors that represents the six municipalities in The Rapid's service area: East Grand Rapids, Grand Rapids, Grandville, Kentwood, Walker, and Wyoming.

The Rapid operates two bus rapid transit (BRT) lines, the Silver Line, and the Laker Line, 21 fixed routes, demand-response services for people with disabilities and senior citizens, rideshare and vanpooling programs, and most recently an on-demand microtransit service in select geographic zones within the service area. The Rapid coordinates the RideLink senior transportation program that is funded through a county-wide senior millage. The Rapid has been embarking on an on-going effort to ensure the ADA accessibility of all its fixed route bus stops.

The Rapid's service area includes 155 square miles and a population of 615,273. Prior to the COVID-19 pandemic, The Rapid provided 10.5 million trips in FY 2019/2020 and most recently provided 4.1 million trips in FY 2020/2021. Like most transit agencies throughout the country, ridership severely declined to begin in March 2020 with the outset of the pandemic. Since that time, ridership levels have been incrementally returning through remaining significantly below pre-pandemic levels.

The Rapid operates primarily in Kent County, Michigan, located in the western portion of Michigan's Lower Peninsula. Kent County's population is 656,955 situated over the county's 847 square miles. Kent County has an estimated 92,706 people 65 years or older, equaling 14.1% of the population in the County, up from 12.5% in 2015 (US Census Bureau, 2019). The number of individuals aged 65 or older has been steadily increasing in Kent County over the last 15 years. Further, the percent of persons living with a disability (as defined by the US Census Bureau) in Kent County is 10.6%

SECTION II. OUTREACH EFFORTS

The Rapid primarily utilized existing organizations to get input on this plan. The Rapid presented the plan to the Essential Needs Task Force (discussed later in this document) and invited additional key stakeholders to this meeting as well. The Rapid also presented the plan to its Consumer Advisory Committee. These bodies include local transportation providers, human service agency personal and seniors and individuals with disabilities as well as those representing those consumers, providing an excellent cross-section of Kent County.

Furthermore, public outreach obtained during The Rapid's 2018 ALIGN study and 2021 Comprehensive Operational Analysis (COA) was utilized as part of this planning process to help inform unmet transportation needs and strategies to address gaps.

For a list of stakeholders who were invited and participated in this study, please see Appendix A.

SECTION III. ASSESSMENT OF AVAILABLE SERVICES

A. Fixed Route Transportation Services

The primary accessible transportation service in the greater Grand Rapids, Michigan area is The Rapid's fixed route bus system (see attached system map). The Rapid's service area is primarily concentrated within the six cities in southwestern Kent County that are members of the Interurban Transit Partnership. All Rapid buses are accessible and equipped with ramps, and all but a small percentage The Rapid's fixed route bus stops are accessible, although in certain cases there are no sidewalks serving all stops. The latest significant expansion of fixed route services occurred in August 2018, when The Rapid's Route 19 was adjusted to serve the Bridge / Michigan Street corridor and enhanced to provide 15-minute service. The service was established due to a partnership between The Rapid, the City of Grand Rapids, and Spectrum Health. However, the service ceased operations in March 2020 due to the pandemic. Since that time, The Rapid has had to reduce service levels due to operator shortages and long-term funding uncertainties.

In August 2021, The Rapid implemented the Preferred Service Alternative of an 18-month long planning process referred to as the COA (Comprehensive Operational Analysis). The COA focused on maximizing the efficiency and accessibility of The Rapid's fixed route network and culminated in a series of recommendations to adjust route alignments, and route schedules, and established the parameters for the agency to implement a new, on-demand micro-transit service.

While over 90% of fixed route services compared to the pre-pandemic period have been restored, the system's weekday late evening service remains absent. Currently, The Rapid's hours of operation are as follows:

- Weekdays: 5:30 am – 11:00 pm
- Saturdays: 5:30 am – 10:00 pm
- Sundays: 7:00 am – 7:00 pm

Regular fares on The Rapid's fixed route system are set at \$1.75 per ride. Since January 2022, The Rapid has fully transitioned to the use of its electronic fare card system, called the Wave card, and no longer accepts paper tickets and transfer cards, though cash payments are still accepted. The Wave card allows riders to take advantage of a fare-capping system and is categorized by adult cards, youth cards (for those 19 years and younger), reduced (for those 65 or older or who have a qualifying disability), and partner cards (available for qualifying passengers eligible through agreements between partner agencies and The Rapid).

In late 2022, The Rapid will be initiating an update of its Transit Master Plan (TMP). The TMP is a 20-year visionary document that guides the future development of The Rapid's array of transportation services. The plan will assess the feasibility of regional commuter services, improved span and frequency of existing services, and alternative funding mechanisms. The plan update is anticipated to conclude in late 2023.

B. ADA-Accessible Paratransit Services

The Rapid's GO!Bus paratransit service provides door-to-door ADA transportation to seniors and people with disabilities who cannot access the fixed route bus service in The Rapid's primary service area. Prior to the pandemic in FY 2018/2019, GO!Bus provided approximately 335,000 rides. Most recently in FY 2020/2021, GO!Bus provided 195,000 rides. The Rapid Board oversees GO!Bus, with input from its Consumer Advisory Committee (CAC) which is made up of consumers (seniors aged 65 and older and individuals with disabilities) and members of organizations representing seniors and individuals with disabilities. These members include human service agency representatives, the Area Agency on Aging of Western Michigan, Senior Neighbors, Hope Network, and Deaf and Hard of Hearing Services.

C. Ancillary Rapid Services

The Rapid provides an array of additional transportation services. These include the RapidVan, a vanpool program for long-distance commuters; PASS, a demand response service available to anyone living more than a third of a mile off a bus line yet within The Rapid's service area; and Rapid Connect, an on-demand micro transit pilot service operating in northwest Walker and southeast Kentwood designed to provide public transit connections in areas which are inefficient to serve with traditional 40-foot fixed route buses. As of March 2022, Rapid Connect is still operating as a pilot service from 6 am to 10 pm on weekdays.

D. Contracted Paratransit Services

The Rapid holds a contract with Network 180, Kent County's Community Mental Health (CMH) agency, to provide trips for CMH clients for whom public transportation is not appropriate or who live outside the Rapid service area or need service outside

The Rapid’s hours of operation. This contract provides approximately 30,000 trips per year, and service is currently provided by Hope Network of West Michigan. Hope Network used Federal 5310 grant money for capital equipment used for this contract.

E. RideLink

The Essential Needs Task Force (ENTF) is a local committee that examines the accessibility of essential needs in Kent County and has produced a transportation resource guide that is available online (<http://www.kentride.org>), detailing all human service transportation services available throughout western Michigan, including Kent, Ottawa, and Muskegon counties. The listed services include The Rapid’s array of transportation options located in its primary urban service area. Service options outside The Rapid’s primary service area, however, are more limited.

In response, the ENTF facilitated the creation of RideLink, a local human services transportation coordination effort. In addition to The Rapid, the region’s largest human service transportation provider, Hope Network of West Michigan, United Methodist Community House, Senior Neighbors, and Kent County Community Action (formerly) now coordinate their transportation services under RideLink. The organization is funded primarily through the Kent County Senior Millage and as such the service is reserved for individuals aged 60 and older. The Area Agency on Aging of Western Michigan is the contract manager for these funds.

The RideLink call center (housed in The Rapid’s Special Services office) is the single point of contact for older adults over the age of 60 to arrange countywide transportation. The Rapid, which coordinates and schedules all RideLink trips, uses its trip scheduling software to schedule the best service provider for the trip. This has led to easier access to transportation services for clients, as well as leading to efficient use of our region’s transportation resources. Ridership has grown overall since the program was implemented and spread amongst all the member agencies. However, due to COVID-19, ridership dropped significantly in 2020 and 2021.

As of May 2017, Red Cross no longer provides transportation services.

Table 1 – RideLink Ridership by Partner Agency, 2015-2021

Agency	2015	2016	2017	2018	2019	2020	2021
KCCA (form. ACSET)	13,254	13,952	11,698	14,059	13,042	6,668	7,702
Red Cross	3,041	5,124	1,518	0	0	0	0
Hope Network	10,206	16,792	20,296	25,856	26,525	13,963	19,311
Senior Neighbors	12,459	12,653	11,107	9,267	10,161	13,559	7,934
United Methodist	9,210	9,085	7,931	8,236	8,005	5,172	5,505
The Rapid	10,971	11,674	12,110	12,345	12,277	9,425	8,207
Total Trips	61,156	69,280	64,660	69,763	70,010	48,787	48,659

Access to RideLink is limited to people 60 years or older with or without disabilities. It currently does not provide options for anyone less than 60 years of age. Since there is

no “required” fare to ride RideLink (there is a \$2.00 suggested donation per trip) this service is especially helpful to low-income seniors in the county.

F. Ancillary Non-Profit Transportation Services

Hope Network provides a variety of services in Kent County as well, namely Kent Community Transit (KCT) service to several communities outside The Rapid’s service area. KCT is a curb-to-curb service for people with disabilities and seniors that provides paratransit service for individuals residing in participating municipalities. The number of one-way trips per month for individuals is capped at 20. Hope Network also provides Community Mental Health trips through a contract with The Rapid and Network 180 and.

Hope Network launched its Wheels to Work program in July 2016. Wheels to Work assists employees with transportation to and from work for an agreed-upon fee as determined by an agreement between Hope Network and the employer. The program operates through payroll deductions with the employer and employee sharing the cost. The employee portion of the fee is deducted from the employee’s paycheck, and Hope Network bills employers for their total usage.

Another source of transportation services is Health Maintenance Organizations (HMOs) that either provide or reimburse clients for Non-Emergency Medical Transportation (NEMT) services. Hope Network is an example of an agency that contracts with HMOs to provide some of these rides. However, little is known about the extent of the transportation provided or the method by which most of this transportation service is administered.

G. City of Grand Rapids Mobility Services

The City of Grand Rapids as of early 2022 is piloting two alternative mobility initiatives, the Grand Rapids Autonomous Vehicle Initiative (AVGR) and a shared-use micro-mobility system, designed to provide transportation services beyond traditional demand-response paratransit and scheduled fixed route services. Both mobility initiatives leverage recent technology advancements in the surface transportation realm and are being evaluated in terms of utilization, cost-effectiveness, and performance.

The AVGR program offered self-driving, autonomous vehicles along the DASH West route alignment in downtown Grand Rapids throughout 2019 and 2020. The service was expanded in 2021 as part of the second phase of the project to an on-demand mobility service covering a designated area of four-square miles around the city’s downtown and immediate westside neighborhoods. The self-driving AVGR vehicles could be requested using the May Mobility smartphone app to pick up passengers at the nearest designated pickup location and drop off passengers at designated stops closest to their points of interest. The program was funded through a partnership among the City of Grand Rapids, May Mobility, Via, and Gentex Corporation. Wheelchair-accessible vehicles were made available upon request. The pilot concluded in April 2022.

A micro-mobility pilot in the City of Grand Rapids began in late 2020 and offers bike and scooter options at designated parking zones throughout the city.

SECTION IV. ASSESSMENT OF CURRENT NEEDS

This section details unmet transportation needs and gaps in mobility identified by regional stakeholders, The Rapid's Consumer Advisory Committee (CAC), the Kent County Essential Needs Task Force (ENTF) Transportation Subcommittee, public input received during The Rapid's ALIGN study, and Comprehensive Operational Analysis (COA), and demographic data obtained from the US Census Bureau.

A list of stakeholders who were invited to participate in this effort is available in Appendix A of this plan.

Workshops were held with the CAC and ENTF Transportation Subcommittee in early 2022 with the aim of obtaining feedback and insights into unmet mobility needs across Kent County. These two groups include several individuals representing seniors, individuals with disabilities, and representatives of public, private, and non-profit transportation providers, human services providers, and other members of the public with a focused interest in mobility and transportation-related issues. Additional individuals and organizations who are not members of the ENTF Transportation Subcommittee were invited to the workshop to capture a broader range of perspectives.

Along with transportation needs identified in previous plans and studies and an analysis of recent demographic data, a series of mobility needs and barriers to transportation in Kent County were developed as contained in this section. The consensus of these groups includes the following:

A. Transit Services

- Not all Kent County residents living in the urbanized area are served by fixed route transit. Options for transportation outside of the urbanized area are limited.
- A patchwork of transportation services exists in Kent County with much of it having program eligibility requirements. Both program and non-program-related transportation services are limited and often rationed. This variety of transportation services can be difficult for the public to understand.
- Development continues to accelerate in areas beyond the current service area of ITP/The Rapid, leaving major employment clusters, recreation destinations, and residential areas without public transportation.
- Several portions of the county where residents are generally lower-income and have lower health outcomes, particularly the City of Grand Rapids Neighborhoods of Focus, lack adequate access to fresh food otherwise known

as “food deserts.” Transportation services are needed to link them to better food options.

- Population in Kent County is aging with the over 65 age group increasing which will result in a significant increase in the number of transportation disabled persons.
- There is no long-term, adequate, and stable funding source for public transportation outside ITP/The Rapid’s service area.
- Some existing transportation options have fares that are cost-prohibitive to low-income and fixed-income customers, particularly those with chronic, treatment-intensive conditions such as dialysis.
- Service capacity limitations, which can take many forms:
 - Limited geographical area served, particularly in rural areas outside The Rapid’s service area.
 - Limited days and hours of service, particularly for workforce transportation needs for second and third-shift employees.
 - A Limited number of drivers available.
 - Limited eligibility for riders with ADA Requirements
- Accessibility at bus stops during winter months.
- Options for transportation to neighboring Counties are very limited.
- Determination of what information is necessary for each provider/funder to make registration and/or the payment process easy for everyone
- Cost of transportation to the consumer over all modes (ex. GO!Bus service, late night taxi service, bus fare, etc.)
- Challenge of providing service in both urban and rural areas within Kent County and the different strategies needed to successfully provide transportation service to these areas.

B. Coordination

- Typically, human service agency-provided trips are only available for agency clients for agency-related trips.
- While significant investments and partnerships have been successfully developed recently, there is a continued need for technology enhancements to not only coordinate trips better among various agencies but to:

- Allow for easier more accurate scheduling of trips.
- Allow communication with the vehicles (GPS, AVL, etc.) and the driver.
- Allow call center and/or dispatchers to see where drivers have been and where they are going
- Allow better communication on real-time service issues
- Limited accessible non-motorized paths (sidewalks, curb ramps, paved stop pads, etc.) at core service locations
- Limited street side wheelchair accessibility to transit stops
- Limited safe pedestrian crossings, particularly in the suburban areas of the Grand Rapids region

C. Outreach/Marketing

- Improve information dissemination, particularly for hard-to-reach public who are not associated with an agency.
- Lack of awareness of available transit services.

SECTION V. STRATEGIES & ACTIVITIES TO ADDRESS GAPS

The following section includes strategies and/or activities designed to address the identified gaps between current services and needs, as well as the opportunities to achieve efficiencies in service delivery.

1. Maintain existing transportation services.
2. Expand availability of fixed-route transportation services within the Grand Rapids urbanized area and countywide transportation services to currently unserved areas.
3. Increase funding levels for operating and capital expenditures for transportation service providers/agencies.
 - a. Increased operational funding for additional days/hours/frequency of transit service
 - b. Additional equipment/maintenance support equipment
 - i. Computers
 - ii. Tablets

- iii. Global Positioning System (GPS)/Automatic Vehicle Locator (AVL) equipment
 - iv. Trip scheduling software and invoicing software
 - c. Add additional vehicles, particularly low- or no-emission vehicles
 - d. Add additional vehicles with lifts
 - e. Increase operating dollars to support equipment
 - f. Administering coordination of human service transportation efforts
 - g. Ensuring the existing funding meets the costs of the services being provided
- 4. Continue development coordinated efforts
 - a. Cross market and find solutions with all arms of the Essential Needs Task Force and The Rapid Consumer Advisory Committee as transportation is a barrier to many essential services and individuals represented by the CAC members
 - b. Continue operating RideLink as a brokerage service to increase the capacity of rides available to persons over 60 in Kent County and reduce costs of providing transportation
 - c. Expand the capacity of the RideLink coordination network
 - d. Expand RideLink beyond just service for individuals 60 years of age or older and expand its hours of service
- 5. Expanded service for individuals with disabilities and seniors
- 6. Add and expand proven technology including automatic technology, such as Automatic Vehicle Locators, GPS capability cell phones or portable vehicle navigators, and cameras to better utilize resources in providing rides in Kent County
- 7. Coordinate HMO's non-emergency medical transportation with human service transportation providers and educate the public about HMO transportation availability
- 8. Coordinate publicly funded transportation services with private transportation providers such as AmbuCab, local services, and Clocks Mobility
- 9. Advocate with local elected officials to improve support for public transportation services in Kent County and provide support/policies that encourage accessible transportation (ex. policies that incentivize transit-oriented development (TOD))

10. Continue to research and implement new transportation delivery models based on new development in transportation service delivery with a particular focus on solving first mile/last mile trips. This includes looking at Transportation Network Company models and other Mobility on Demand transportation options.
11. Promote accessible, walkable, and bikeable communities that work for all modes of transportation.

SECTION VI. PRIORITIES FOR IMPLEMENTATION

Expanding the capacity of existing transportation systems is a key priority. This includes reducing capacity constraints, improving geographic coverage of transportation services, expanding who is eligible for various transportation services, and continuing the coordination effort between private, public, and non-profit service providers. Solutions, as described by the committee members, will be implemented as funding becomes available.

SECTION VII. ADOPTION PROCESS

This section provides a description of the plan's adoption process, including what was approved, how it was approved, etc.

- The final plan will be submitted to The Rapid's Consumer Advisory Committee as well as the Essential Needs Task Force for these bodies' review and comment.
- The final plan will also be formally approved by the Interurban Transit Partnership's Board.
- The Coordinated Public Transit-Human Services Transportation Plan will be sent via e-mail to the participants for electronic approval and then forwarded to the Michigan Department of Transportation.
- The Plan will also be submitted to the Grand Valley Metropolitan Council (GVMC), the regional Metropolitan Planning Organization, for inclusion in its Long-Range Transportation Plan.

APPENDIX A. PARTNER ORGANIZATIONS

Name	Organization	Participated
Aaron Estrada	Mercy Health	x
Alejandra Meza	Hispanic Center	
Amy Kettring	Network 180	
Andrew Ryskamp	CRC	
Aruna Kamara	Kent County	x
Autumn Smith		
Barbara Hawkins-Palmer	Kent County	
Bill Cole	Hope Network	
Bill Kirk	The Rapid	x
Bob Barnes	Senior Neighbors	
Carra Oteto	Heart of W MI United Way	
Catherine Landers	North Kent Connect	
Charis Austin		
Cher Blattner	SECOM	
Cheri Birdsall	DHHS	x
Christina Hoelzle		
Claire Guisfredi	North Kent Connect	
Connie Bohatch	City of Grand Rapids	
Dan Mitchell	LARA	
Dave Bulkowski	Disability Advocates of Kent County	x
Dawn Frambes	Calvin University	
Debbi Coleman	Hope Network - Wheels to Work	
Debbie Jones	Volunteers In Service	x
Dwayne Moore	United Methodist Covenant House	
Emily Madsen	ENTF	x
Eric Kay	Assisted Non-Emergency Transport (ANET)	
Evelyn Esparza	Hispanic Center	
Fred Lovejoy	LEO	
Fungai Mboko		
Ginnie Smith	City of Grand Rapids	
Gordie Moeller	Ridge Economic Agricultural Partners	x
Heather Wallace	GVSU	
James Dischinger-Smedes	Kent County	
James Treece		
Jason Prescott	The Rapid	
Jayne Vosovic	Michigan League for Public Policy	
Jereme Vanden Heuvel	State of MI	
Joana Leatherman	Bethany	
John Mitchell	2-1-1	
Karyn Pelon	Kent County	
Kate Schramm	Feonix Mobility Rising	x
Kathy Kooistra	Hope Network	
Katie Hop	KConnect	

Keenan King	KConnect	
Ken Miguel-Cipriano	City of Grand Rapids	x
Kendrick Heinlein	AAA	
Kimberly Doyle	Senior Neighbors	x
Kimberly Groeneveld	Hope Network	
KJ Tucker		x
Kristen Gravelle	North Kent Connect	
Laura Luchies	Center for Social Research	
Laura Madison	The Rapid	
Laurel Joseph		x
Lillia Pimpleton	Cherry Health	
Lindsey DeShetler	Salvation Army	
Louanne McIntyre	Streams of Hope	
Lynn Snyder	2-1-1	
Maddie Strom	North Kent Connect	x
Marie Tubergen	The Rapid	
Marquis Beene		
Max Dillivan	The Rapid	x
Melissa Havey	State of MI	
Michael Williams	Disability Advocates of Kent County	x
Miguel Velasco	HealthNet	
Monica Light	Flat River Outreach Ministries	
Morgan Zielke		x
Neil Carlson	Center for Social Research	
Nicholas Grinwis	Salvation Army	
Nick Dobkowski	ENTF	x
Nicole Kukla	ENTF	
Patricia Dalton	Kent County Medical Society	
Rachel Kunnath	Kent County Health Dept	x
Rafael Castañon	HealthNet	
Sabrina Minarik	AAA	x
Sagar Dangal		
Sam Stortz	emPower	
Sandra Ghoston-Jones	Kent County	
Scott Kearney	Kearney Associates	
Sherrie Gillespie	Kent County Community Action	
Stacey Fish	State of MI	
Steve Hartman	Hope Network	
Sue Sefton	Kent County	x
Susan Cervantes	Kent County Community Action	
Susan Roeder		
Suzanne Reinink	Volunteers In Service	
Tammi Borucki	State of MI	
Tammy Britton	City of Grand Rapids	
Teresa Branson	Kent County	
Tiffany Pearson	United Methodist Covenant House	

Tom Gott	Trusted Rides	
Tom Oosterbaan	Senior Neighbors	
Tywanna Jones	Priority Health	
Wafa Haddad	Noors Heaven	
Walt Marston	Urban Mobility	
Wende Randall	ENTF	x
Wendie Preiss	Flat River Outreach Ministries	
Whitney Ehresman	The Rapid	
Winnie Brinks	MI State Senator	



INTERURBAN TRANSIT PARTNERSHIP BOARD

RESOLUTION No. 092822-4

Fiscal Year 2022

Moved and supported to adopt the following resolution:

Approval of the Coordinated Public Transit – Human Services Transportation Plan.

BE IT RESOLVED that the ITP Board formally adopted the Coordinated Public Transit – Human Services Transportation Plan for Kent County, in accordance with the information presented to the Board on September 28, 2022.

CERTIFICATE

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

Kris Heald, Board Secretary

Date



Interurban Transit Partnership

Date: September 28, 2022
To: ITP Board
From: Steve Luther, Director of Safety and Training
Subject: Annual Renewal of the Public Transit Agency Safety Plan

ACTION REQUESTED

Staff is requesting the Board to approve The Rapid’s annual renewal of its Public Transit Agency Safety Plan (PTASP) with additional requirements from the Bipartisan Infrastructure Law, amending 49 U.S.C. § 5329(d) (Section 5329(d)) as required by the Federal Transit Administration.

BACKGROUND

On February 17, 2022, FTA published a Dear Colleague Letter to transit agencies required to have a PTASP. Among the changes, the Bipartisan Infrastructure Law requires transit agencies to:

- Establish a Safety Committee comprised of equal representation between frontline employees and management.
- Conduct initial and continuing safety training to include de-escalation training.
- Include strategies for the management of workplace exposure to infectious diseases, employee assaults, injuries, and bus accidents.
- Expand funding available from safety-related projects eligible under 5307.

The Safety Committee approved the PTASP on May 12, 2022.

This approval allows the Accountable Executive, in this case, the CEO, to certify that The Rapid has completed the changes listed above and included them in the PTASP according to the requirements under 49 CFR Part 673.

Interurban Transit Partnership

Public Transportation Agency Safety Plan

The Interurban Transit Partnership, aka The Rapid, is required to maintain a written safety plan along with supporting documents, including those related to program implementation and results from its safety management system as required in 49 CFR Part 673, and amended in the *Bipartisan Infrastructure Law changes to 49 U.S.C. §5329(d)*. The Rapid has existing documentation describing processes, procedures, and other information that are now incorporated into the Public Transit Agency Safety Plan (PTASP). If these documents are not a physical part of the PTASP, they are referenced by specifying the document names and locations within the appropriate sections of the plan.

1. Transit Agency Information

Transit Agency Name	Interurban Transit Partnership, AKA The Rapid		
Transit Agency Address	300 Ellsworth Ave SW, Grand Rapids, MI 49503		
Name and Title of Accountable Executive	Deb Prato, CEO		
Name of Chief Safety Officer	Stephan Luther, Director of Safety and Training		
Modes of service covered by this plan	MB DO: Fixed Route Service, directly operated. VP DO: Van Pool, directly operated. DR PT: Paratransit, currently operated by MV Transit. RB DO: Bus Rapid Transit, directly operated	FTA Funding Types	5307 5339 CMAQ
Modes of service provided by the Transit Agency	MB DO: Fixed Route Service, directly operated. VP DO: Van Pool, directly operated. DR PT: Paratransit, currently operated by MV Transit. RB DO: Bus Rapid Transit, directly operated		
Transit services provided on behalf of another entity.	Yes X	No <input type="checkbox"/>	Description of Arrangement The Rapid provides bus operators and maintenance services to the City of Grand Rapids to operate DASH service.
Name and Address of entity for which service is provided	City of Grand Rapids 300 Monroe Ave NW Grand Rapids, MI 49503		

2. Plan Development, Approval, and Updates

Name of person who drafted this plan		Stephan Luther, Director of Safety and Training, The Rapid (CSO)	
Signature by the Accountable Executive (updated annually)		Signature of Accountable Executive	Date of Signature
Approval by the Safety Committee		Name of Committee Chair	Date of Approval
		Robert Olejniczak	05/12/2022
		Relevant Documentation (title and location)	
		Signed PTASP Approval (3/3/2022). Located in Exec. Office	
Approval by the Board of Directors or an Equivalent Authority		Name of Individual/Entity That Approved This Plan	Date of Approval
		Mayor Gary Carey	
		Relevant Documentation (title and location)	
		Signed Board resolution (). Located in Exec. office	
Certification of Compliance		Name of Individual/Entity That Certified This Plan	Date of Certification
		Steve Schipper	See Below
		Relevant Documentation (title and location)	
		Certified in TrAMS	
Version Number and Updates			
Version Number	Section(s) Affected	Reason for Change	Date Issued
001	All	Original Document	12/2/2020
002	All	FTA recommendations	07/08/2021
003	All	Bipartisan Infrastructure Law Changes to 49 U.S.C. § 5329(d) and Annual Review	05/01/2022
004	6	Addition of air purification and ADAS initiatives	08/01/2022
Annual Review and Update of the PTASP			
Annual review of this PTASP will occur near the beginning of each calendar year by the Safety Committee and Management Team. Accountable Executive for review, approval, and presentation to the Safety Committee and Board of Directors. The updated plan will replace all previous plans and will be distributed to employees at the time of implementation. The Plan review and updates will occur as close to the beginning of the year as feasible.			

3. Safety Performance Targets

Safety Performance Targets

The Rapid will provide safety performance targets for the upcoming year and compare them to actual safety performance during the previous 5 years in this plan, beginning in 2017 and advancing each year.

Safety performance targets are based on the measures established under the National Public Transportation Safety Plan.

- Fatalities: Total number of fatalities reported to NTD and rate per total vehicle revenue miles (VRM) by mode.
- Injuries: Total number of injuries reported to NTD and rate per total VRM by mode.
- Safety Events: Total number of safety events reported to NTD and rate per total VRM by mode.
- System Reliability: Mean distance between major mechanical failures by mode.

Annual Mileage	MB DO	RB DO	VP DO	DR PT			
CY 2021	5,094,313	328,597	N/A	1,340,684			
Actual Reported CY 2021 (based on performance measures)							
Mode	Fatalities Reported to NTD		Injuries Reported to NTD		Safety Events Reported to NTD		Mean Distance Between Major Failures
	Total	Rate per 100,000 VRM	Total	Rate per 100,000 VRM	Total	Rate per 100,000 VRM	
MB DO	0	0	16	0.314	28	0.55	53,553
RB DO	1	0.479	3	0.913	5	1.522	28,435
VP DO	0	0	0	0.0	0	0.0	0.0
DR PT	0	0	2	0.96	2	0.96	64,427
DR DO	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Target CY 2022 (based on performance measures)							
Mode	Fatalities Reported to NTD		Injuries Reported to NTD		Safety Events Reported to NTD		Mean Distance Between Failures
	Total	Rate per 100,000 VRM	Total	Rate per 100,000 VRM	Total	Rate per 100,000 VRM	
MB DO	<1	0.0	<20	<0.393	<20	<0.393	>69,000.0
RB DO	<1	0.0	<3	<0.88	<5	<1.522	>82,000.0
VP DO	<1	0.0	0	0	0	0	0
DR PT	0	0.0	<2	<0.12	<2	<0.96	>322,000.0
DR DO	<1	0.0	<1	N/A	<1	N/A	N/A
Safety Performance Target Coordination							

At the beginning of each fiscal year, The Rapid communicates its safety performance targets listed above with the State of Michigan Department of Transportation and Grand Valley Metropolitan Council, our regional MPO. The Rapid reports fatality, injury, and event data to NTD on a monthly basis and conducts a CEO certification of the data in February of the following year. Safety Performance Indicators (SPI) and Safety Performance Targets (SPT) are reported to the Management Team, CEO and the Board on a regular basis throughout the year.

Targets Transmitted to the State	State Entity Name and Address	Date Targets Transmitted
	Michigan Department of Transportation Office of Passenger Transportation State Transportation Building 425 W. Ottawa St. P.O. Box 30050 Lansing, MI 48909	07/15/2021
Targets Transmitted to the Metropolitan Planning Organization(s)	Metropolitan Planning Organization Name and Address	Date Targets Transmitted
	Grand Valley Metropolitan Council 678 Front Ave. N.W. Ste. 200 Grand Rapids, MI 49504 (616) 776-3876	07/15/2021
Statement of Compliance	This PTASP addresses all applicable requirements and standards as set forth in FTA's Public Transportation Safety Program and the National Public Transportation Safety Plan.	

5-YEAR SAFETY PERFORMANCE FOR THE RAPID (based on the aggregate of all modes per 1,000,000 VRM)						
SPT Category	2017	2018	2019	2020	2021	5-Year Average
Annual VRM	7,471,640	7,612,934	7,855,234	5,923,912	6,763,594	7,125,463
Total Number of Fatalities	1	0	0	2	1	0.8
Fatality Rate per 100,000 VRM	0.026	0.0	0.0	0.033	0.0148	0.011
Total Number of Injuries	66	64	38	36	21	45.0
Injury Rate per 100,000 VRM	0.883	0.840	0.484	0.608	0.310	0.625
Total Number of Safety Events	16	21	12	10	35	18.8
Safety Event Rate per 100,000 VRM	0.214	0.276	0.153	0.169	0.157	0.194
Mean Distance between Major Failures	N/A	N/A	N/A	156,609	48,805	N/A

4. Safety Management Policy

SAFETY MANAGEMENT POLICY STATEMENT

The management of safety and security are core business functions. The Rapid is committed to developing, implementing, maintaining, and improving processes that ensure the highest practical level of safety and security performance in all our transit service delivery and organizational activities.

All employees are accountable for following safe work behaviors, understanding safety and security standards, and encouraging safe performance from coworkers and patrons, starting with the CEO, and spreading throughout the agency.

The Rapid is committed to:

- Supporting the management of safety and security through the provision of adequate and appropriate resources, resulting in an organizational culture that fosters safe practices.
- Including safety and security input, reviews, and certification, in the planning and design of new and remodeled buildings, systems, processes or equipment.
- Encouraging effective employee safety and security reporting and communication.
- Devoting the same high level of attention to safety and security as is demonstrated in its provision of exceptional transportation service.
- Integrating the management of safety among the primary job descriptions and responsibilities of all employees.
- Establishing and operating hazard identification, hazard analysis, and safety risk evaluation activities, including an employee safety reporting program as a fundamental source for identifying safety hazards and concerns.
- Establishing a program to track near miss events to identify and mitigate potential hazards before accidents, incidents or injuries occur.
- Ensuring that no action will be taken against employees who disclose safety or security concerns unless disclosure reveals an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures.
- Meeting or exceeding legislative and regulatory requirements.
- Ensuring that sufficiently skilled and trained personnel are available to administer the safety and security management processes.
- Ensuring that employees are provided with sufficient safety and security information and training to safely perform assigned jobs or tasks.
- Establishing and measuring safety performance targets against realistic data-driven safety performance indicators.
- Improving safety performance through management processes that ensure appropriate safety management action is taken and is effective.
- Ensuring that subcontractors, third party systems and contracted services conform, and can demonstrate continued conformance, to our safety performance standards.

Safety Management Policy Communication:

The Safety Management Policy is communicated directly to The Rapid's leadership, management and to each employee at the beginning of their employment, in periodic refresher training, and as an addition to the Employee Handbook and Operations Policy and Procedures Manual. It is also posted on the Vista and Blink sites as part of Safety communication. The policy statement is also shared with The Rapid's contractors or directly to the contractors' employees working onsite.

Authorities, Accountabilities, and Responsibilities	
Accountable Executive	<p>The authorized Accountable Executive is the CEO of The Rapid. They have responsibility to ensure that SMS and all safety activities are accomplished under their authority. The CEO has ultimate accountability and responsibility for:</p> <ul style="list-style-type: none"> • Directing the implementation and maintenance of SMS at The Rapid. • Directing the implementation and maintenance of the <i>Transit Asset Management (TAM)</i> plan. • Ensuring the allocation of the human and capital resources needed to develop and maintain SMS and TAM. • Ensuring transparency in safety management priorities for both the Board of Directors and the agency's employees. • Establishing guidance on the acceptable level of safety risk for The Rapid; and • Ensuring that the safety management policy statement is appropriate and communicated throughout the agency. • Ensuring that The Rapid's Safety Management System is effectively implemented, and action is taken to address substandard performance of the program.
Chief Safety Officer or SMS Executive	<p>The Chief Safety Officer (CSO) is the Director of Safety and Training. They are adequately trained in safety management, is responsible for day-to-day implementation and operation of the SMS reports directly to the Accountable Executive regarding safety.</p> <p>They are responsible for:</p> <ul style="list-style-type: none"> • Managing the safety programs under SMS. • Directing hazard identification and safety risk evaluation and/or analysis. • Reviewing designs, plans, processes, procedures and/or equipment to ensure safety. • Monitoring mitigation activities. • Providing periodic reports on safety performance. • Certifying safety critical elements of new or remodeled construction. • Maintaining safety documentation; and • Organizing the content of safety management training (not technical skills training) • Collecting and analyzing safety data. • Acting as a conduit for communicating safety from and to departmental/operational managers, front-line employees, and executive management, as necessary. • Reviewing, revising, maintaining, and communicating The Rapid's safety plans and programs. • Acting as a subject area expert and advisory resource in local, state, and federal safety regulations and standards. • Providing safety information and intelligence to line managers and front-line employees. • Monitoring safety performance. • Advising senior management on safety matters. • Conducting safety audits, inspections, and investigations; and • Maintaining safety documents and records. <p>The CSO, along with other directors, managers, supervisors, and employees, has the authority to stop any activity or process that puts The Rapid's employees, guests, and/or</p>

	patrons at risk of immediate death or injury. The CSO reports directly to the Accountable Executive for safety critical items.
Board of Directors and Agency Leadership	The Board of Directors will have free access to the PTASP and will be informed of any plan changes. A copy of the annual plan review will be presented to the Board as close to the first Board meeting as feasible of each calendar year.
Key Staff	<p>TAM Manager: The position of TAM Manager is delegated to the Grants and Capital Projects Manager. He or she is responsible for:</p> <ul style="list-style-type: none"> • Creating and maintaining the Transit Asset Management (TAM) plan for The Rapid. • Creating and maintaining documents and records related to asset management at The Rapid. • Coordinating with the Maintenance Manager, Facilities Manager and SMS Manager to establish benchmarks for a state of good repair to include safety assessments and evaluations. <p>Security Director: The Security Director reports to the COO and, in times of threat or disaster, to the CEO. They are responsible for:</p> <ul style="list-style-type: none"> • Managing security threats and vulnerabilities through both human and capital resources as needed. • Directing threat and vulnerability identification, analysis, evaluation, and mitigation. • Collecting and analyzing security data. • Acting as a conduit for communicating security from and to departmental/operational managers, front-line employees, and executive management, as necessary. • Acting as liaison between The Rapid and local, state, and Federal law enforcement. • Reviewing, revising, maintaining, and communicating The Rapid's security and emergency response plans and programs. • Acting as a subject area expert and advisory resource in local, state and federal security regulations and standards. • Providing security information and intelligence to line managers and front-line employees • Security performance monitoring. • Advising senior management on security matters. • Stopping processes in situations that are immediately dangerous to life and health. • Conducting security audits, inspections, and investigations; and • Maintaining security documents and records. <p>Transportation Director: The Transportation Director has a duty to support and communicate SMS principles, policies and procedures to supervisors, front-line bus operators and staff.</p> <p>The Transportation Director is responsible for:</p> <ul style="list-style-type: none"> • Communicating safety and security initiatives, processes and practices to supervisors, bus operators, department staff and ridership. • Forwarding reports of hazards from supervisors and bus operators, both real and potential, to the appropriate department. • Participating in and delegating authority to the investigation of accidents, incidents and occurrences using SMS principles and providing written data for later analysis.

- Participating in safety and security meetings and training.
- Directing the collection and storage of accident and incident reports for analysis.
- Stopping processes in situations that are immediately dangerous to life and health.
- Encouraging safe and secure behaviors; and
- Monitoring, evaluating, and providing feedback concerning safety behaviors to supervisor and bus operators.

Transportation Supervisors: Transportation supervisors have a responsibility to support and communicate SMS principals, policies and procedures to front-line bus operators and are responsible for:

- Communicating safety and security initiatives, processes and practices to operators, dual-class staff, and ridership, as necessary.
- Reporting hazards, both real and potential, to management.
- Forwarding reports of hazards from bus operators and ridership, both real and potential, to management.
- Investigating accidents, incidents and occurrences using SMS principles and producing written data for later analysis.
- Participating in safety and security meetings and training.
- Stopping processes in situations that are immediately dangerous to life and health.
- Encouraging safe and secure behaviors; and
- Monitoring, evaluating, and providing feedback concerning safety behaviors to personnel.

Facilities Director: As one of the keys to SMS success, the Facilities Director works closely with the Safety Department to remove or reduce hazards in the workplace, especially when it involves facilities, grounds, or infrastructure. The Facilities Director is responsible for:

- Assisting the agency with personnel and materials in support of SMS.
- Participating in safety committees and initiatives.
- Encouraging safe and secure behaviors.
- Directing the collection and storage of accident and incident reports for analysis.
- Maintaining facility-related TAM policies, procedures, and records.
- Monitoring, evaluating, and providing feedback concerning safety behaviors to personnel.
- Stopping processes in situations that are immediately dangerous to life and health.
- Communicating and enforcing safety initiatives, policies and/or procedures as necessary; and
- Responding to employee safety concerns and providing feedback.

Fleet Maintenance Director: The Fleet Maintenance Director and maintenance supervisors are responsible for:

- Aiding the agency with personnel and materials in support of SMS.
- Participating in safety committees and initiatives.
- Encouraging safe and secure behaviors.
- Directing the collection and storage of accident and incident reports for analysis.
- Maintaining vehicle/equipment-related TAM policies, procedures, and records.
- Monitoring, evaluating, and providing feedback concerning safety behaviors to personnel.

- Stopping processes in situations that are immediately dangerous to life and health.
- Communicating and enforcing safety initiatives, policies and/or procedures as necessary; and
- Responding to employee safety concerns and providing feedback.

Department Directors and Managers: All department directors and managers are responsible for:

- Helping the agency with personnel and materials in support of SMS.
- Participating in safety initiatives.
- Communicating and enforcing safety initiatives, policies and/or procedures, as necessary.
- Responding to employee safety concerns and providing feedback.
- Stopping processes in situations that are immediately dangerous to life and health.
- Determining the human and financial needs for each department to provide safe and secure work environments for employees and agency patrons; and
- Allocating human and financial resources related to SMS to department staff.

Bus Operators, Maintenance Technicians, Facilities Technicians and Administrative Staff: Front-line employees are the eyes and ears of the organization and are the most likely to identify specific hazards and safety risks in the workplace. Employee activities include:

- Reporting hazards, both real and potential, to supervisors, managers, and safety personnel.
- Performing safety functions diligently.
- Participating in safe work behaviors.
- Stopping processes in situations that are immediately dangerous to life and health.

Safety Committee Members: Employee-driven to identify and report hazards. Membership is an equal number of frontline employee representatives and management representatives that includes personnel from Transportation, Maintenance, Facilities, Planning/Scheduling, Administration, Security and Safety. Activities and responsibilities include:

- Reporting accidents, incidents, near miss events, injuries from employee groups.
- Directing employee safety reports to the appropriate committee or department for review and mitigation.
- Providing feedback to employee work groups.
- Identifying and recommending risk-based mitigations or strategies necessary to reduce the likelihood and severity of consequences identified through the agency's safety risk assessment.
- Identifying mitigations or strategies that may be ineffective, inappropriate, or were not implemented as intended.
- Identifying safety deficiencies for purposes of continuous improvement.

Accident/Incident Review Committee: The Accident/Incident Review Committee is intended to review accident/incident reports to determine causation and recommend mitigation. This committee does not determine accident preventability but looks at other factors that may affect safety. Activities include:

- Reviewing accident, incident, injury and near miss reports to determine causation.
- Analyzing reports to determine human and organizational factors leading to

- accidents, incidents, and injuries, both real and potential; and
- Recommending methods to mitigate safety risk at the agency.

Contractors and Contractors' Employees: Contractors and their employees play an integral role in safety at The Rapid. Contractors are responsible for ensuring that the same degree of safety protections and training are supplied to their employees as is afforded to The Rapid's personnel. Copies of The Rapid's programs, including the PTASP and other appropriate safety programs are made available to the contractors. If contractors have safety programs and plans, a copy will be made available to The Rapid.

Employee Safety Hazard Reporting System

All employees are encouraged and expected to report real or potential safety hazards, accidents, injuries, other incidents, and near misses to The Rapid using one or more of the following methods:

Verbal Report: An employee may report a safety hazard, accident, or incident directly to their supervisor, manager, Safety Committee representative, or safety officer who will then report it to the Safety and Training Department for tracking and resolution. Verbal reports are entered into the Hazard Reporting System by the Safety and Training Department.

Written Operator Report: For accidents and incidents involving a transit vehicle, a written *Operator Report* is completed and turned into the supervisor's office before or at the end of the day on which the accident or incident occurred. The report is written by the operator involved in the incident and is included in the finished accident packet for scanning and storage.

Written Supervisor Report: A supervisor is assigned to each accident/incident and completes a written *Supervisor/Investigator Report* after compiling photos, video, operator, bus rider and witness reports. It becomes part of the finished accident packet.

Blink Report (see sample): Close calls and near misses can voluntarily be reported by following a link on Blink or by using a QR code distributed through posters and handouts. Reports are entered directly into the Safety Hazard, Near-Miss Report Survey and are managed by the Safety and Training Department.

All reports are tracked and collated to determine the types of events that may lead to accidents, property damage or injuries. The data is used to determine hazard trends and resources will be applied to reducing or mitigating the risk. If a near miss report describes a risk of greater concern, it can be added to the Hazard Log for assessment and tracking.

Employee Hazard Identification and Near Miss Reporting Program

The National Safety Council describes a near miss as "an unplanned event that did not result in injury, illness or damage – but had the potential to do so." When an employee experiences a close call, or near miss, they can report it voluntarily and anonymously, if they wish, using the Near Miss Report. Under normal circumstances, employees who report a near miss will not be subject to potential discipline related to the event unless:

- The employee's actions were the result of a willful violation of law or policies.
- The employee's actions contributed directly or indirectly to an injury, illness or damage.
- The employee was impaired by alcohol or illegal drugs (including marijuana) at the time of the event.
- Facts related to the event were proven to have been omitted; statements were falsified, or reports were exaggerated to put the employee in a better light.

Examples of a near miss includes:

- Loss of control on an icy road resulting in no accident or injury.
- An incident contributing to a close call involving a pedestrian.

- An operator almost passes up a customer at a stop.
- Someone slipping on an icy sidewalk resulting in no fall and no injury.
- An object falling off a shelf almost hits an employee.
- A bus left in neutral with the parking brake off rolls forward and comes to rest on a curb.

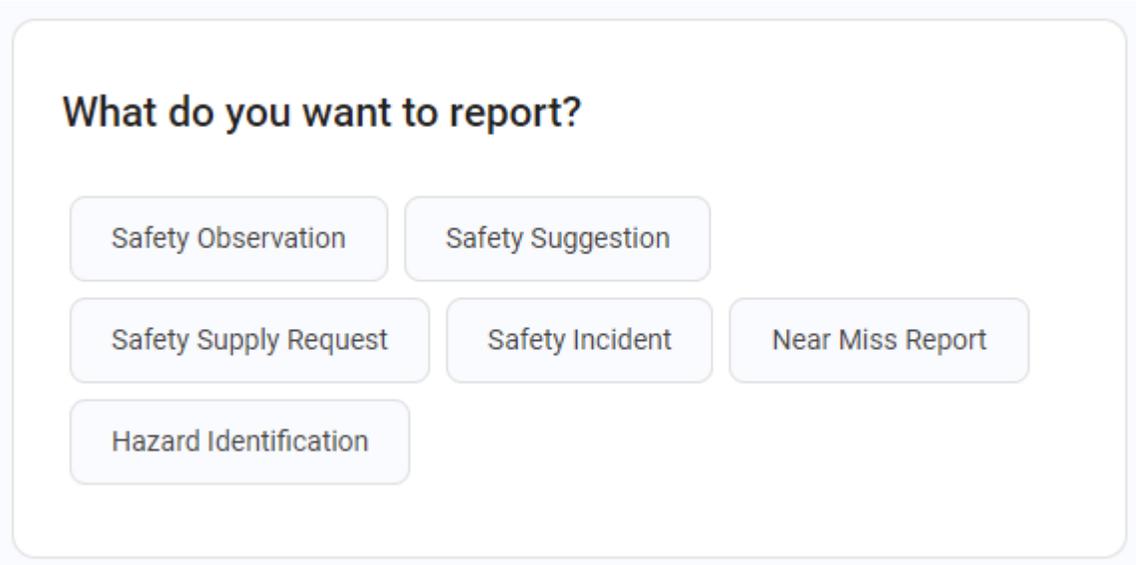


Figure 1: Blink sample

5. Safety Hazard Management

Safety Hazard Identification

General information regarding hazards, incidents, and injuries for all The Rapid’s employees, departments and contractors can be found through information from the FTA National Transit Database, Michigan’s Department of Licensing and Regulatory Affairs, as well as other federal and state oversight agencies. This data is tracked, and in some cases reported to, for identifiable workplaces hazards and illnesses.

Internally, hazards are identified through employee observations and reporting or by means of periodic safety inspections and audits by a Safety Officer. Current records of inspection items and results are available from the Safety/Training Office. During the hazard assessment process, the potential consequences of unresolved hazards are highlighted.

The contracted paratransit service provider is expected to have its own hazard identification process as part of its safety plan or adopt The Rapid’s plan as outlined in the PTASP.

Hazard Assessment

Hazard analyses may occur within an individual department, during one of the monthly Safety Team meetings, or through other meetings with small groups or individuals. The assessment should include a description of the hazard, supporting test results, documents and/or photos and recommendations for resolution.

When a hazard has been identified and analyzed, it is resolved by determining its risk value, using the Risk Assessment Matrix, or RAM, (figure 2) to compare a hazard’s severity and probable frequency, assessing

the appropriate response to the hazard, and then determining the best method for remediation. Hazards with higher risk values should be addressed as soon as practical, with those posing imminent danger being given immediate attention. Work stoppages may be necessary when an activity is deemed too hazardous to continue without additional support or proper equipment.

The Rapid looks at existing hazard mitigations to determine if they are effective and sufficient before replacing them or adding other measures. This is also true for The Rapid's contractors and vendors, each of which must provide copies of their mitigation methods and must allow The Rapid to inspect equipment and review their safety programs.

The Risk Assessment Matrix (RAM) is used to determine risks to people, the environment, the agency's assets, and its reputation. The Rapid recognizes that the safety of the agency has a bearing on its employees and takes a holistic approach to determining risks.

This process is the same for The Rapid's paratransit service provider if they do not have separate, equally effective methods.

Safety Hazard Log and Issue Tracker

The Safety Hazard Log and Issue Tracker is designed to allow employees to follow identified hazards from the initial report to conclusion in a format that contains a summary of the hazard or concern, date reported, recommendations for remediation, responsible parties, actions taken, results obtained and date of completion. Other documentation, such as inspection reports, environmental tests, hazard monitoring reports, are referenced for review if needed.

RISK ASSESSMENT MATRIX – The Rapid

Risk Assessment Matrix RAM		SEVERITY			
		1. Catastrophic	2. Critical	3. Marginal	4. Negligible
LIKELIHOOD	A. Frequent	High (1A)	High (2A)	Serious (3A)	Medium (4A)
	B. Probable	High (1B)	High (2B)	Serious (3B)	Medium (4B)
	C. Occasional	High (1C)	Serious (2C)	Medium (3C)	Low (4C)
	D. Remote	Serious (1D)	Medium (2D)	Medium (3D)	Low (4D)
	E. Improbable	Medium (1E)	Medium (2E)	Medium (3E)	Low (4E)
	F. Eliminated	Eliminated			

RESOLUTION REQUIREMENTS		
High	Unacceptable	Correction to ALARP required
Serious	Undesirable	Correction to ALARP may be required, decision by management
Medium	Acceptable w/ review	With review and documentation by management
Low	Acceptable	without review
Eliminated	Acceptable	no action needed

ALARP = As low as reasonably possible

LIKELIHOOD	Likelihood of event in specific item	MTBE*in Operating Hours	Occurrence in time	Occurrence Description
A Frequent	Will occur frequently	< 1,000 oh	Once per day, week, or month	Continuously Experienced
B Probable	Will occur several times	1,000 – 100,000 oh	Semi-annually or once per year	Will likely occur
C Occasional	Likely to occur sometimes	100,000 – 1,000,000 oh	Once every 1-2 years	Will occur several times
D Remote	Unlikely but possible to occur	1,000,000 - 100,000,000	Approximately once every 5 years	Unlikely, but can be expected to occur
E Improbable	So unlikely, occur may not be experienced.	> 100,000,000 oh	Historically possible not in the last 10 years.	Unlikely to occur, but possible
F Eliminate	Risk removed / eliminated	Never	N/A	Will not occur

*Mean Time Between Events The likelihood that hazards will be experienced during the planned life expectancy of the system can be estimated in potential occurrences per unit of time, events, population, items, or activity.

SEVERITY BY SYSTEM	1. Catastrophic	2. Critical	3. Marginal	4. Negligible
Total System Disruption	> 24 hrs.	12 - 24 hrs.	4 – 12 hrs.	< 4 hrs.
Service Operations	Substantial or total loss of operation	Partial shutdown of operation	Brief disruption to operation	No disruption
People	Multiple permanent injuries or a fatality	Permanent or long-term injury of at least one person	Injury requiring medical treatment away from work	Minor injury requiring first aid at the scene

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SEVERITY BY SYSTEM cont.	1. Catastrophic	2. Critical	3. Marginal	4. Negligible
Financial	> \$ 1,000,000	< \$ 1,000,000	< \$ 250,000	< \$ 100,000
Legal and Regulatory	Significant breach of the law. Individual or company law suits.	Breach of law; report /investigation by authority. Attracts compensation/ penalties/ enforcement action	Breach of regulatory requirements; report /involvement of authority. Attracts administrative fine	Technical non-compliance. No warning received; no regulatory reporting required
Environment	Permanent impact; affects a whole region; highly sensitive environment	Lasting months; impact on an extended area, area with some environmental sensitivity	Lasting weeks; reduced area, no environmentally sensitive surroundings	Lasting days or less; limited to small area, low significance/ sensitivity
Social	Major widespread social impacts	Significant , ongoing social issues	Some impacts on local population, mostly repairable	Minor disturbance of culture/social structures
Reputation	Noticeable reputational damage; national /international public attention and repercussions	Suspected reputational damage; local/regional public concern and reactions	Limited, local impact; concern/complaints from certain groups/organizations	Minor impact, awareness/concern from specific individuals
Injury	Death (not include suicides or by natural causes)	Fracture, Severe Bleeding, Brain injury, Dismemberment	Bruising, Abrasions, Bleeding (Ambulance transport)	Bruising, Abrasions, Sprains (No Ambulance transport)
Health	Exposure with irreversible impacts with loss of quality of life of a numerous group/ population or multiple fatalities	Exposure with irreversible impact on health with loss of quality of life or single fatality	Exposure with reversible impact on health or permanent change with no disability or loss of quality of life	Exposure to health hazard resulting in symptoms requiring medical intervention, with full recovery
Safety	Severe accident with major service disruption or loss of life, Potential Federal agency involvement, damages over \$250,000	Accident with serious injuries, damages exceed \$100,000	Reportable accident with over \$25,000 in damages	Incident with minor damage
Technology	Technology infrastructure: Applications that are categorized as critical infrastructure and/or system(s):			
	cannot be accessed via Primary or DR infrastructure which includes data and major fiscal loss.	has an outage but can restore services at the primary or DR datacenter site in an allotted SLA timeframe. Causing Operations and fiscal loss.	has an outage, but UTA can restore services at the primary or DR datacenter site in an allotted SLA timeframe. Causing No Operations nor fiscal loss.	or not on list, has a brief outage that is not noticed by the users, nor affects any Operation, nor causes fiscal loss.
Information Security	A breach of patron, employee information, network infrastructure, security systems:			
	where PII/PCI data is exposed/ accessed by malware, virus or ransomware, an external or internal hacker, employee abusing trusted elevated permissions and breach is of non-encrypted data or cause the encryption of data causing data loss	where no PII/PCI data is exposed/accessed by malware, virus, or ransomware, an external or internal hacker, employee abusing trusted elevated permissions and breach is of non-encrypted data or cause the encryption of data. Data is recoverable by backup or DR.	where No PII/PCI data is exposed/accessed by malware, virus or ransomware, an external or internal hacker, employee abusing trusted elevated permissions and breach is of non-encrypted data information, but quickly fail-over to DR site.	Malware or other type of Virus is identified on a PC, Server, or another network node, but does not affect any process nor accesses data, and is quickly eliminated.
Security / Police	Criminal or terrorism attack of system resulting in death or serious bodily harm to customers. Violent attack/ terrorism at UTA business unit or administrative facility with grave loss of life or significant bodily harm to multiple employees.	Non-life-threatening workplace violence incident or significant targeted criminal damage to business unit facilities, vehicles, or UTA critical infrastructure.	Suspicious package resulting in minor system delays; or trespasser (suicide) on the alignment (classified as security incident).	Assault of employee or customer; minor criminal activity on system or at business unit/ administrative facility.

August 2021

Figure 2: Risk Assessment Matrix (Sample)

Safety Risk Mitigation

Many hazards can be resolved through more than one means, but the general process for determining the best method should be by considering engineering controls, administrative work practices or employee protective equipment and training, in that order. A combination of methods to mitigate hazards may be necessary and both current methods and their effectiveness are to be considered during the decision-making process.

Risk Reduction Program

The Safety Committee will establish performance targets for the risk reduction program using a 3-year rolling average of data submitted to NTD as a means of measurement.

The Rapid will establish a safety set aside of not less than 0.75 percent of its annual 5307 funding to go directly to safety-related projects, if The Rapid fails to meet any identified safety performance targets to assist in remediation.

Examples of eligible projects for fund allocation include, but are not limited to, modifications of rolling stock and de-escalation training.

Among risk reduction targets are the following:

- Reducing the numbers and rates of accidents, injuries, and incidents as reported to NTD.
- Reducing visibility impairments for bus operators that contribute to accidents and injuries.
- Mitigating assaults on transit workers through training and technology designed to protect employees as they work.

Accident Reporting, Investigation and Review

The ultimate purpose for providing in-house management and investigation of work-related accidents, injuries and incidents is to limit injury and damage, identify facts, establish causes, suggest methods for preventing recurrence, and eliminate or reduce safety risks for The Rapid's employees and customers.

Human Factors Analysis and Classification System, or HFACS (fig. 3), is a method for determining all factors related to an accident, incident, or event. HFACS considers both active and latent factors and attempts to discover factors beyond the employee's involvement.

The four main categories of HFACS are Physical Actions, Pre-Conditions, Supervision and Organizational Influences. Within each of these are sub-categories that are designed to consider other specific factors involved in an event.

Types of accidents include:

- Motor Vehicle Collisions
- Falls on the same or to a lower level.
- Getting caught in, on or between equipment or vehicles.
- Exposure to chemicals, infectious diseases, electricity, heat, cold, or radiation.
- Bodily reaction from either voluntary or involuntary motion.
- Being struck against or by a moving, flying or falling object.
- Being rubbed or abraded by friction, pressure, or vibration.

Examples of incidents include:

- Acts of violence against an employee
- Acts of violence by an employee against a person or persons

- Reports of unsafe acts by employees or customers
- Bomb threats or other threats of violence
- Evacuations for life safety reasons

Employee Injury

Injuries are reported by the injured employee, or a witness, to Dispatch or his or her immediate supervisor as soon as possible. If the injured employee needs medical attention, the appropriate response by coworkers is to:

- Assess the injury.
- Call 911 if necessary.
- Call for assistance, if available.
- Begin emergency medical treatment, if willing and able.
- Continue treatment until emergency responders arrive.
- Contact the Safety/Training Officer and complete a written report as soon as practical.

As soon as possible, the injured employee must complete an Employee Injury Report for the Human Resources Department. In compliance with MIOSHA regulations, all reportable employee injuries will be recorded by a representative from the Human Resources Department and a summary will be posted from February 1 to April 30 each year for employee review.

The Safety/Training Office will investigate to determine the potential causes of the incident surrounding the injury and will issue a written report for review by the CEO, the Chief Operating Officer, department Manager and the Safety Team. Remedial recommendations may be issued by the Safety/Training Office or Safety Team and will follow normal channels of communication. Investigative resources will include the Employee Injury Report, eyewitness accounts, employee interviews, equipment testing and any other reasonable means to determine root causes. Injury reports will be kept on file for future analysis.

Vehicle Collisions

All vehicle collisions are reported to the Transportation Department by the operator while still at the scene. Bus Operators are instructed to contact Dispatch at the time of the incident. In most cases, the vehicle operator, and a Transportation Supervisor complete separate reports. When the collision is minor and does not involve a safety hazard, the vehicle operator may be instructed to continue in service. A written report is completed at the end of the Operator's work and may be accompanied by a Supervisor's and other reports. Reports are reviewed by the Transportation Director, who determines preventability. Reports may also be reviewed by The Rapid's insurance carrier and the Safety/Training Office.

Copies of the accident/incident reports and a summary are kept for review and reporting, as necessary.

Safety Program (MIOSHA and Transit Specific) Management:

The Rapid's safety program consists of many different plans and programs. The list below is a sampling of the separate modules.

- HVAC 608 and 609 Technician Certification
- Abrasive Wheel Program
- Accident Prevention
- Aerial Work Platform Licensing
- Automotive Operations Program
- Bloodborne Pathogen Exposure Program
- Confined Spaces Program
- CPR/AED Training Program
- Defensive Driving

- Drug and Alcohol Awareness
- Electrical Safety Plan
- Eyewash and Emergency Shower Maintenance Program
- Fall Protection Program
- Fire Protection Plan
- Hand and Foot Safety
- Hand Tool Safety
- Hazard Communication (Right to Know)
- Hearing Conservation
- Incident Investigation
- Infectious Disease Exposure Program
- Job Safety Analysis
- Lockout/Tagout Program
- OSHA 10- and 30-Hour Training
- Overhead Cranes
- Operator Assault Prevention Program
- Portable Ladders
- Powered Industrial Truck Licensing
- Personal Protective Equipment Program
- Respiratory Protection
- Safety Meetings and Committees
- Safety Policy
- Snow Removal
- Spill Cleanup
- Underground Storage Tanks
- Walking/Working Surfaces
- Weather Safety
- Welding Safety

The Rapid's safety programs are regularly monitored, reviewed, and revised as needed. Program reviews include the safety department and other stakeholders involved in implementing and maintaining the program. The standard method for program reviews is as follows:

- The review for a specific program is scheduled and the current program is shared with stakeholders who review it individually.
- The stakeholders meet to discuss changes and a draft is produced.
- The draft is approved, and the revised program is dated and signed

6. Safety Assurance

Safety Performance Monitoring and Measurement

Members of the Safety and Training Department are responsible for monitoring and measuring safety programs, processes, and procedures at The Rapid. The results of monitoring activities are reviewed by the Safety and Training Department along with department managers, supervisors, and individual employees to determine potential consequences.

When encountering non-compliance or insufficiencies, the Safety and Training Department will work with affected employees to determine the best methods for improvement. The same applies to contractors and vendors. The Rapid will attempt to work directly with any affected employees and will actively elicit ideas

and suggestions before determining the best course of action.

Information will be documented on the Hazard Log or, if the investigation is lengthy, a separate report will be generated and stored electronically in one of the Safety and Training Department folders. If contractors have a separate program, they will supply copies of any activities related to hazard monitoring, measurement, and mitigation.

To monitor and measure the success and quality of The Rapids' hazard management efforts, the methods below are used.

- **Safety Audits and Inspections:** Safety audits and inspections refer to on-site visual inspections of the physical environment. An audit refers to a broad, general inspection of a work area or vehicle, and an inspection is focused on a specific feature (i.e., the Maintenance Shop would undergo a safety audit and the eyewash station in the shop would be inspected).
- **HFACS Reviews:** HFACS reports are tracked on the HFACS Summary for analysis and review. Accident/Incident factors that may not be evident in the original reports may be highlighted through a closer look at other potential causes.
- **Operator Evaluations:** Evaluations of bus operator performance can determine errors occurring with the individual and with operators in general. As common errors are discovered, methods for mitigating the hazards can be implemented. Operator evaluations can be conducted by the Transportation or Safety departments.
- **Technician Evaluations:** Evaluations of technician performance can determine errors occurring with the individual and with technicians in general. As common errors are discovered, methods for mitigating the hazards can be implemented. Technician evaluations can be conducted by the Maintenance, Facilities, or Safety Departments.
- **Safety Compliance Reviews:** As safety program reviews are completed, a compliance review is conducted to ensure that employees continue to perform safely. Any changes in a safety program must be communicated to all affected employees.
- **Trend/Statistical Analyses:** Accident, injury, incident, or close call trends are analyzed monthly, risk levels are determined, and appropriate changes or mitigations are applied. Each affected department is notified.
- **Safety Program Reviews:** Periodic reviews of The Rapid's safety programs are conducted to determine their validity and effectiveness. If a safety program undergoes revision or updating, all affected employees must be informed through training or other appropriate means. Safety compliance is also reviewed.
- **MIOSHA CET Inspections:** Third party (particularly MIOSHA's CET Division) audits of The Rapid's safety program are periodically scheduled to discover any deficiencies, inefficiencies, or inappropriate applications. When reported, the Safety Department will determine the level of risk to the agency and begin mitigation.
- **Reviews of Potential Practical Drift:** Not all instances of practical drift have negative results. The purpose of reviewing instances of practical drift, or employee non-compliance, is to determine if a safety rule needs to be refreshed with the affected workgroup (i.e., the importance of wearing safety glasses) or perhaps revised to conform to a more appropriate safety rule.

Activities to Conduct Investigations of Safety Events to Identify Causal Factors

Organizational and Human Factors:

The Rapid views safety events from an organizational perspective and is expressed in terms of safety defenses and causal factors. Initial investigations are based on gathering data as reported in accident/injury/incident reports conducted by supervisors or department managers. The Safety and Training department uses these initial reports and applies its own techniques and procedures in discovering factors or causes based on a review using HFACS (see figure 3). The intent of each investigation is to compare the type of failures in each area of defense to apply effective mitigations or remedies. A failure in supervision, for example, cannot be fixed by retraining an individual employee.



Employee Incident HFACS	Name: Click here to enter text.		Today's Date: 10/15/2014	
Accident/Incident Report No.: Click here to enter text.	Assessment by: Steve Luther		Incident Date: Click here to enter a date.	
Incident Description: Click here to enter text.				
Type of Failure	Category 1	Category 2	Category 3	Notes
Latent	<input checked="" type="checkbox"/> Outside Influences	<input type="checkbox"/> Social <input type="checkbox"/> Economic <input type="checkbox"/> Other		Click here to enter text.
Latent	<input type="checkbox"/> Organizational Influences	<input type="checkbox"/> Resource Management <input type="checkbox"/> Organizational Climate <input type="checkbox"/> Organizational Process		
Latent	<input type="checkbox"/> Supervision	<input type="checkbox"/> Inadequate Supervision <input type="checkbox"/> Planned Inappropriate Operations <input type="checkbox"/> Failed to Correct Known Problem <input type="checkbox"/> Supervisory Violations		
Active or Latent	<input type="checkbox"/> Preconditions	<input type="checkbox"/> Environmental Factors	<input type="checkbox"/> Physical Environment	
			<input type="checkbox"/> Technological Environment	
		<input type="checkbox"/> Operator Conditions	<input type="checkbox"/> Cognitive Factors	
			<input type="checkbox"/> Psycho-Behavioral Factors	
<input type="checkbox"/> Adverse Psychological States				
<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Physical/Mental Limitations			
	<input type="checkbox"/> Perceptual Factors			
Active	<input type="checkbox"/> Unsafe Acts	<input type="checkbox"/> Errors	<input type="checkbox"/> Coordination, Communication, Planning	
			<input type="checkbox"/> Self-imposed Stress	
			<input type="checkbox"/> Condition of Vehicle	
		<input type="checkbox"/> Violations	<input type="checkbox"/> Skill-based Errors <input type="checkbox"/> Judgment and Decision Errors <input type="checkbox"/> Perceptual Errors <input type="checkbox"/> Routine <input type="checkbox"/> Exceptional	

Figure 3 – HFACS Form (Sample)

Data Review and Analysis:

<p>Data collected by the Safety and Training Department is monitored through periodic reviews and analyses. It is used to determine the success and appropriateness of safety performance indicators and targets. If an indicator or target is determined to need adjustment, all stakeholders will be involved in review and revision if necessary. Safety indicators and targets are useful to determine when change is needed, and resources need to be redirected.</p> <p>Areas for data monitoring include:</p> <ul style="list-style-type: none"> • Accident/Incident reports and summaries • Injury reports and summaries • Near Miss data • NTD Safety data
<p>Management of Change</p>
<p>Management of change is accomplished through the following:</p> <ul style="list-style-type: none"> • Retention and control of documents, blueprints, and floorplans • Inserting safety certification in plans, designs, and documents. • Review and recertification of changes in plans, designs, and documents.
<p>Continuous Improvement</p>
<p>The process of continuous improvement is designed to identify potential or real deficiencies in the PTASP and to address them in a systematic and efficient manner. It is achieved through data collection, analysis, planning, designing and execution of safety programs and mitigations. As new technology, equipment, and techniques for working environments become available; the Safety Department will assist with the review, analysis, and testing for possible inclusion at The Rapid. Safety rule testing is applied when appropriate to ensure that any risks from new hazards introduced by system improvements are reduced to the lowest level practical.</p> <p>Two notable improvements include methods for air purification on buses and in facilities, and the addition of Advanced Driver Assist Systems (ADAS) on fleet vehicles to better improve the safety of our operators, customers, and the public. The Rapid will continue to study these two improvements and implement them on our system if the opportunity arises.</p> <p>Activities involving continuous improvement are subject to review and approval by the Safety Committee.</p>

7. Safety Promotion

<p>Competencies and Training</p>
<p>Safety Communication and Training Information concerning workplace safety issues is provided to employees through company-wide or departmental meetings, Safety Team briefings, bulletin board postings, memos, and other written communications. All employees are encouraged to report hazardous conditions or safety concerns by reporting it to the Safety/Training Department, a Safety Team Member, Dispatch, or the appropriate Supervisor. These reports form the foundation for Safety Team analyses, reviews, and recommendations. Workplace safety training is conducted under the direction or approval of the Safety/Training Department. The primary goal of safety training is to give employees the information and skills necessary to perform their assigned tasks without endangering themselves or others. The training complies with current State and federal standards and covers potential safety and health hazards as well as safe work practices and procedures to eliminate or minimize hazards. Safety training occurs during initial training, at sufficient intervals to refresh employees on safe practices, when safety protocols change, when deficiencies in safety programs or procedures are identified, and as new hazards are</p>

identified in the workplace. An example of a new hazard might include the recent COVID-19 pandemic.

Examples of subjects eligible for safety training include:

- Safe driving best practices.
- Procedures designed to improve general safety in the workplace.
- Infectious disease prevention and exposure minimization, as guided by the Centers for Disease Control or local health departments.
- Safe practices for using tools and equipment.
- Ergonomic best practices.

Training records will be kept by the Safety/Training Officer and will include:

- Dates of training
- Employee names
- Copies of training materials
- Training subject

Employee sign-in sheets and/or course certification. The Human Resources Department will keep copies of individual training records.

All safety training is considered mandatory for affected employees. Other training, such as Basic First Aid and CPR, are considered voluntary and will be offered to employees as time and resources permit. All employees are encouraged to participate in community safety training and will receive credit for the classes as it applies to the work environment.

Safety Communication

The following processes and activities are used to communicate safety and safety performance information throughout The Rapid:

Safety Training: Safety training includes initial employee training, classroom style training for new employees, online courses for new and current employees, and recurring training as needed with individuals.

Safety Memos: Memos are issued by the Safety Department and include information regarding new or updated safety rules, policies or procedures, warnings about recognized hazards, or critical safety notices

Digital Communication Displays: The digital communication displays are used for transmitting the same information as issued in safety memos and includes periodic safety reminders.

Blink: The communication platform allows safety communication with occasional postings, surveys, access to elements of the safety program, electronic forms, employee chats, and critical safety notices.

Vista: The software, primarily used by the Human Resources Department, houses the chemical inventory and additional safety program material.

Agency Website: The agency website is used for communicating safety information to The Rapid's customers and the community at large.

Agency Social Media: The agency social media is used for communicating safety information to The Rapid's customers and the community at large in a similar way as the agency website.

Public Media: Personnel from the Communications Department are responsible for interacting with public media and can issue prepared statements, participate in interviews and share information as approved by management.

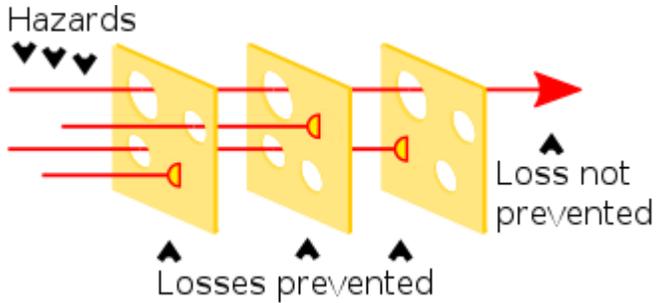
The Safety Committee: The Safety Committee is comprised of the C.E.O., C.O.O., and department managers, members from supervision, the union, and insurance providers to share information across the organization. The purpose of the Safety Committee is to identify and discuss possible mitigations for safety hazards, to promote safety education and to act as a conduit between the various work groups with safety concerns.

Additional Information

Supporting Documentation
<ul style="list-style-type: none"> • Military Standard 882E • The Rapid Emergency Response Plan (ERP) • The Rapid Security Plan • Individual safety plans and programs • Transit Asset Management Plan (TAM)

Definitions of Special Terms Used in the PTASP

Term	Definition
Accident	An unexpected event that causes injury, loss of life to a person, or damage to property and/or equipment. A collision is contact by a vehicle with another vehicle, pedestrians, bicyclists, animals, or objects.
Accountable Executive	Person at a transit agency responsible for ensuring that SMS and all safety activities are accomplished under their authority. The AE has ultimate responsibility for guaranteeing that adequate resources and personnel are available to provide safety.
Chief Safety Officer	Person at a transit agency responsible for management of SMS and the PTASP.
Event	An accident, incident, or occurrence.
Hazard	Any real or potential condition that can cause injury, illness or death, damage to or loss of the facilities, equipment, rolling stock, or infrastructure, damage to the environment, public perception, or reputation of a public transit system.
Incident	An unexpected event that has the potential to cause but does not result in serious injury, and/or damage to property and/or equipment.
Military Standard 882E	<p>The basis for Safety Management Systems in public transportation. This system safety standard practice identifies the Department of Defense (DoD) Systems Engineering (SE) approach to eliminating hazards, where possible, and minimizing risks where those hazards cannot be eliminated. This Standard covers hazards as they apply to systems / products / equipment / infrastructure (including both hardware and software) throughout design, development, test, production, use, and disposal.</p> <p>http://everyspec.com/MIL-STD/MIL-STD-0800-0899/MIL-STD-882E_41682/</p>
Near Miss (also known as a Close Call)	An unplanned event that did not result in injury, illness or damage – but had the potential to do so.
Occurrence	An event without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a transit agency.

Practical Drift	The slow uncoupling of practice from written procedure. It usually occurs to fit the needs of the individual but may indicate an undocumented improvement in procedures.
Root Cause	The basic condition that leads to an accident or incident. The root cause does not always produce accidents and injuries but does produce an environment where accidents and injuries become more likely to occur.
Safety	Freedom from conditions that can cause death, injury, occupational illness, damage to or loss of equipment or property, or damage to the environment. Safety is freedom from unintentional harm.
Safety Management System (SMS)	SMS is a comprehensive, collaborative approach to managing safety in the agency. It brings management and labor together to control risk better, detect and correct safety problems earlier, share and analyze safety data more effectively, and measure safety performance more precisely.
Security	Freedom from conditions that can cause death, injury, occupational illness, damage to or loss of equipment or property, or damage to the environment caused intentionally by others. Acts of vandalism, violence or terrorism are considered security events. Security is freedom from intentional harm.
Swiss Cheese Model of Accident Causation	<p>As described by James Reason, organizations build defenses to reduce or eliminate safety risks. Each defense contains weaknesses or “holes” through which a hazard can move forward. If the holes in defenses line up, an accident, injury or catastrophic event can occur.</p> 
Work Injury	Any injury, occupational disease or disability that arises out of, or in the course of any work-related activity and requires first aid or medical treatment. Worker’s Compensation and MIOSHA related injuries are considered work injuries for the purposes of this policy.

List of Acronyms Used in the PTASP

Acronym	Word or Phrase
ADA	Americans with Disabilities Act
AED	Automated Electronic Defibrillator
APTA	American Public Transportation Association

CAP	Corrective Action Plan
CBA	Collective Bargaining Agreement
CCTV	Closed Circuit Television
CDL	Commercial Driver's License
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CFR	Code of Federal Regulations
CM	Change Management (aka Configuration Management)
CNG	Compressed Natural Gas
COO	Chief Operations Officer
COOP	Continuity of Operations Plan
CPTED	Crime Prevention Through Environmental Design
CPR	Cardiopulmonary Resuscitation
CSO	Chief Safety Officer
DOJ	Department of Justice
DOT	Department of Transportation
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
ERP	Emergency Response Plan
FMCSA	Federal Motor Carrier Safety Administration
FMLA	Family Medical Leave Act
FOIA	Freedom of Information Act
FTA	Federal Transit Administration
HFACS	Human Factors Analysis and Classification System

HIPAA	Health Insurance Portability and Accountability Act
HR	Human Resources
IT	Information Technology
MDT	Mobile Data Terminal
MIOSHA	Michigan Occupational Safety and Health Administration
MOA/MOU	Memorandum of Agreement/Memorandum of Understanding
MPO	Metropolitan Planning Organization
NFPA	National Fire Protection Association
NIMS	National Incident Management System
NIOSH	National Institute for Occupational Safety and Health
NTD	National Transit Database
NTSB	National Transportation Safety Board
OEM	Original Equipment Manufacturer/Manufacturing
OHA	Operational Hazard Analysis
OSHA	Occupational Safety and Health Administration
PA	Public Address
PHA	Preliminary Hazard Analysis
PIO	Public Information Officer
PMP	Project Management Plan
PPE	Personal Protective Equipment
PTASP	Public Transit Agency Safety Plan
SMS	Safety Management System
SSI	Sensitive Security Information
SSMP	Safety and Security Management Plan
SSP	System Security Program
SSPP	System Safety Program Plan

TRB	Transportation Research Board
TSI	Transportation Safety Institute
TSSP	Transit Safety and Security Program (certificate)
TVA	Threat and Vulnerability Assessment
VIPR	Visible Intermodal Protection and Response Team
WMD	Weapons of Mass Destruction



INTERURBAN TRANSIT PARTNERSHIP BOARD OF DIRECTORS

RESOLUTION No. 092822-5

Fiscal Year: 2021-2022

Moved and supported to adopt the following resolution:

Approval to accept the Public Transit Agency Safety Plan as amended.

BE IT RESOLVED that the Board of Directors approves the Public Transit Agency Safety Plan for The Rapid as amended to include changes recommended in the Bipartisan Infrastructure Law (amending Chapter 53 of Title 49 of the U.S. Code.)

CERTIFICATE

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

Kris Heald, Board Secretary

Date



Proposed 2023 MEETING SCHEDULE

RAPID BOARD MEETINGS

Location: Rapid Central Station Conference Room
Time: 4 p.m. – 5:30 p.m. (Wednesdays)
January 25 (Annual Meeting / Election of Officers)
March 29
April 26
May 24
June 28
August 23
September 27
October 25
December 13

RAPID BOARD SPECIAL MEETINGS

Location: Rapid Central Station Conference Room
Board Meeting and Retreat
February 22, 2023
Time: 3 p.m. – 5 p.m.

Board Budget Workshop
July 26, 2023
Time: 3 p.m. – 4:30 p.m.

PLANNING & TECHNOLOGY COMMITTEE

Location: Rapid Central Station Conference Room
Time: 8:30 a.m. – 9:30 a.m. (Mondays)
January 9
March 13
May 8
July 17
September 11
November 6

PRESENT PERFORMANCE & SERVICE COMMITTEE

Location: Rapid Central Station Conference Room
Time: 4 p.m. – 5 p.m. (Tuesdays)
January 17
March 21
May 16
July 18
September 19
November 14

FINANCE COMMITTEE

Location: Rapid Central Station Conference Room
Time: 4 p.m. – 5 p.m. (Wednesdays)
January 18
April 19
June 14
August 16
November 8

CONSUMER ADVISORY COMMITTEE FOR SENIORS & PERSONS WITH DISABILITIES

Location: Rapid Ellsworth Conference Room
Time: 3 p.m. – 4 p.m. (Tuesdays)
January 17
March 14
April 18
June 20
August 15
September 19
October 17
November 14

MEETING LOCATIONS:

- Rapid Central Station Conference Room: 250 Cesar E Chavez Avenue, SW
- Rapid Ellsworth Conference Room: 300 Ellsworth Avenue, SW

Note: All meetings are held within the standards of the Michigan Open Meetings Act.

INTERURBAN TRANSIT PARTNERSHIP BOARD OF DIRECTORS

RESOLUTION No. 092822-6

Fiscal Year: 2021-2022

Moved and supported to adopt the following resolution:

Approval of the 2023 meeting schedule for all Board meetings and committee meetings is being provided for the ITP Board to review and approve.

BE IT RESOLVED that the 2023 Board and Committee meeting schedule is approved.

CERTIFICATE

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

Kris Heald, Board Secretary

Date



Interurban Transit Partnership

DATE: September 6, 2022
TO: ITP Board
FROM: Jason Prescott
SUBJECT: AUGUST 2022 PARATRANSIT RIDERSHIP REPORT

Paratransit ridership information for August 2022, as compared to August 2021

	2022	2021	% Change
Total Paratransit Ridership	18,061	19,587	-7.8%
ADA Ridership	14,100	15,797	-10.7%
Non-Disabled Senior (NDS) Ridership	78	94	-17.0%
PASS Ridership	260	336	-22.6%
Network 180	2,848	2,704	5.3%
Cascade Township	234	590	-60%

Ridership averages, as compared to 2021

	2022	2021	% Change
Weekday Ridership	600	645	-7.0%
Saturday Ridership	199	243	-18.1%
Sunday Ridership	183	219	-16.4%

Other Performance Measures

	2022	2021	% Change
On-Time Performance	78.00%	96.37%	-19.1%
On-Time Drop-Off	83.00%	95.75%	-13.3%
Average Cost Per Trip	\$29.66	\$28.86	2.8%

August 2022 Paratransit Ridership and Operating Statistics

ADA	2022	2021	Change	% Change
Clients	1,237	1,216	21	1.7%
Passenger Trips	14,100	15,797	(1,697)	-10.7%

NDS

Clients	11	13	(2)	-15.4%
Passenger Trips	78	94	(16)	-17.0%

PASS

Clients	12	17	(5)	-29.4%
Passenger Trips	260	336	(76)	-22.6%

CONTRACTED

Clients	1	3	(2)	-66.7%
Passenger Trips	29	25	4	16.0%

RIDELINK

Clients	274	284	(10)	-3.5%
Passenger Trips (Performed by The Rapid)	746	631	115	18.2%
Phone Calls	3,956	3,072		
Total Trips sched. thru Rapid call center	3,764	3,191		

*ALL Partners

TOTALS

Clients	1,535	1,533	2	0.1%
Passenger Trips	15,213	16,883	(1,670)	-9.9%
Average Weekday Ridership	600	645	(45)	-7.0%
Average Saturday Ridership	199	243	(44)	-18.1%
Average Sunday Ridership	183	219	(36)	-16.4%
All Ambulatory Passengers	12,328	11,187	1,141	10.2%
All Wheelchair Passengers	2,885	5,696	(2,811)	-49.4%
No - Shows	236	356	(120)	-33.7%
Cancellations	1,166	3,238	(2,072)	-64.0%
MV				
Average Cost per Trip	\$29.66	\$28.86	\$0.80	2.8%
Riders per Hour	2.2	1.9	0.3	17.9%
Accidents per 100,000 Miles	2.0	1.0	1	100.0%

Trip Denials	0	0	0	#DIV/0!
NTD Travel Time (minutes)	27	32	-5	-15.6%

NETWORK 180

Passenger Trips	2,848	2,704	144	5.3%
Average Weekday Ridership	124	123	1	0.8%

TOTAL PASSENGER TRIPS	18,061	19,587	(1,526)	-7.8%
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Paratransit Service Quality Statistics: network 180 Excluded

Complaints	2022	2021	% of Trips	% Change
MV Complaints	9	4	0.1%	125.0%

On-Time Performance

On-Time Compliance - Pick-up	78.00%	96.37%	-18.4%	-19.1%
On-Time Compliance - Drop-off	83.00%	95.75%	-12.8%	-13.3%



Interurban Transit Partnership

Date: August 15, 2022
To: ITP Board
From: Maxwell Dillivan, AICP – Senior Planner
Subject: FIXED ROUTE RIDERSHIP AND PRODUCTIVITY REPORT – July 2022

OVERVIEW

Ridership and productivity through July 2022 continued to observe established patterns. Ridership recovery saw a very modest decrease of 0.4% from 56.6% to 56.2% from June 2022 to July 2022.

BACKGROUND INFORMATION

Monthly Ridership

	July 2022	July 2021	% Change
Regular Fixed Route Service (<i>Routes 1–44</i>)	295,267	254,880	↑ 15.8%
Contracted Service (<i>GVSU, DASH, GRCC, and Ferris</i>)	45,462	32,370	↑ 40.4%
Total Monthly Fixed Route Ridership	340,729	287,250	↑ 18.6%

Daily Average Ridership

	July 2022	July 2021	% Change
Weekday Total	14,239	11,364	↑ 25.3%
Weekday Evening	2,171	1,651	↑ 31.5%
Saturday	7,692	5,834	↑ 31.9%
Sunday	3,497	2,886	↑ 21.2%

Productivity Summary

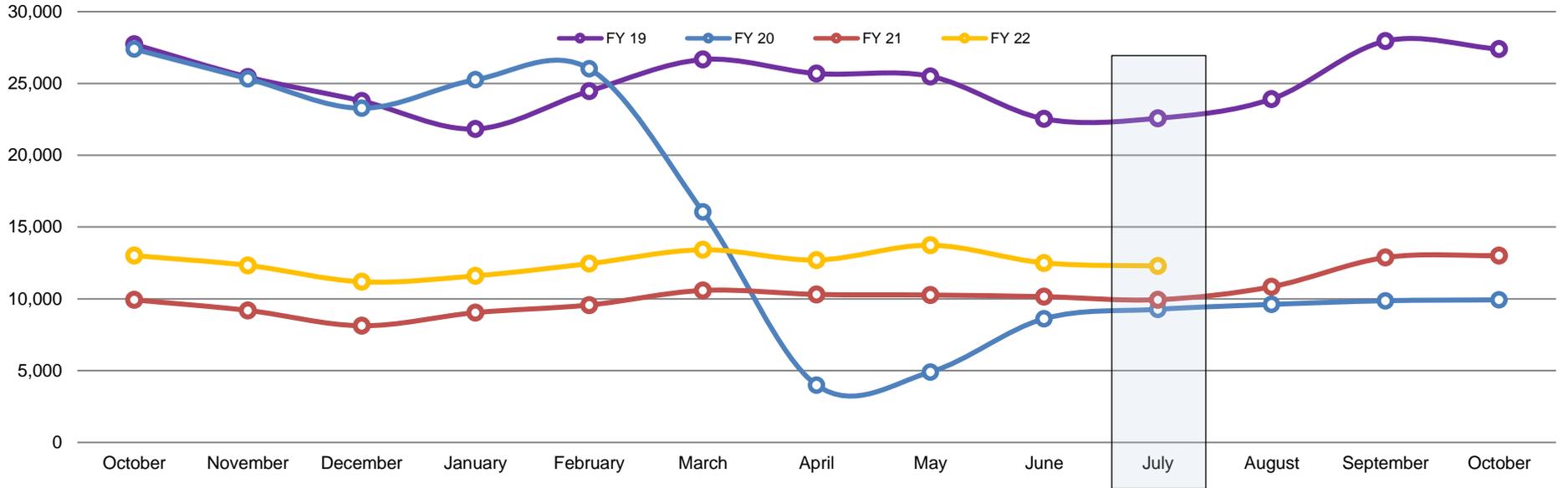
	July 2022	July 2021	% Change
Average passengers per hour per route	11.3	8.9	↑ 26.2%
Average passengers per mile per route	0.83	0.67	↑ 23.6%
Average farebox recovery percent per route	13.2%	9.4%	↑ 40.2%

Fiscal Year Ridership

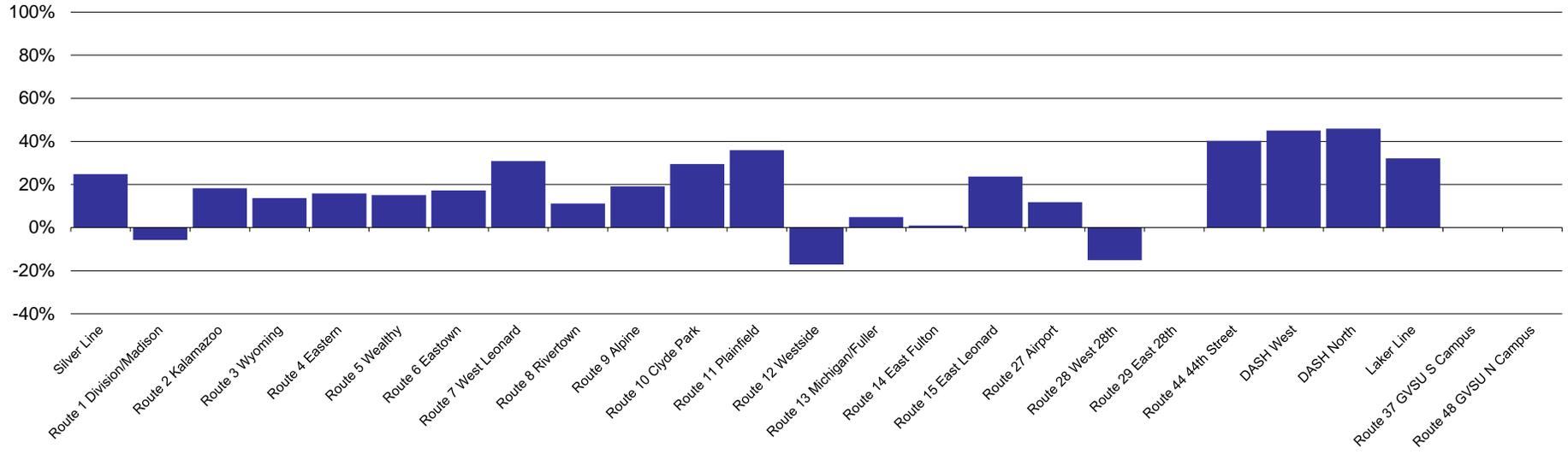
	FY 2022	FY 2021	% Change
Regular Fixed Route Service (<i>Routes 1–44</i>)	3,110,754	2,415,178	↑ 28.8%

Contracted Service (<i>GVSU, DASH, GRCC, and Ferris</i>)	1,146,005	660,971	↑ 73.4%
Total Fixed Route Ridership YTD	4,256,759	3,076,150	↑ 38.4%

Monthly Weekday Average Ridership History



Percent Change by Route: July 2022 compared to July 2021





Interurban Transit Partnership

Date: September 15, 2022
To: ITP Board
From: Maxwell Dillivan, AICP – Senior Planner
Subject: FIXED ROUTE RIDERSHIP AND PRODUCTIVITY REPORT – August 2022

OVERVIEW

August 2022 ridership and productivity levels maintained pre-established patterns from prior months earlier in the summer. A slight influx in ridership was seen toward the last few weekdays of the month as Fall semester began. Change in systemwide ridership compared to the same month in 2021 continues to hover within the range of 25-30% increase. Ridership recovery for the month of August 2022 compared to August 2019 dipped to 48.6%; however, several school semesters began earlier in the year in 2019 compared to 2022.

BACKGROUND INFORMATION

Monthly Ridership

	August 2022	August 2021	% Change
Regular Fixed Route Service (<i>Routes 1–44</i>)	336,972	278,483	↑ 21.0%
Contracted Service (<i>GVSU, DASH, GRCC, and Ferris</i>)	83,033	56,641	↑ 46.6%
Total Monthly Fixed Route Ridership	420,005	335,124	↑ 25.3%

Daily Average Ridership

	August 2022	August 2021	% Change
Weekday Total	16,275	13,385	↑ 21.6%
Weekday Evening	2,457	1,609	↑ 52.7%
Saturday	7,603	6,457	↑ 17.7%
Sunday	3,815	3,096	↑ 23.3%

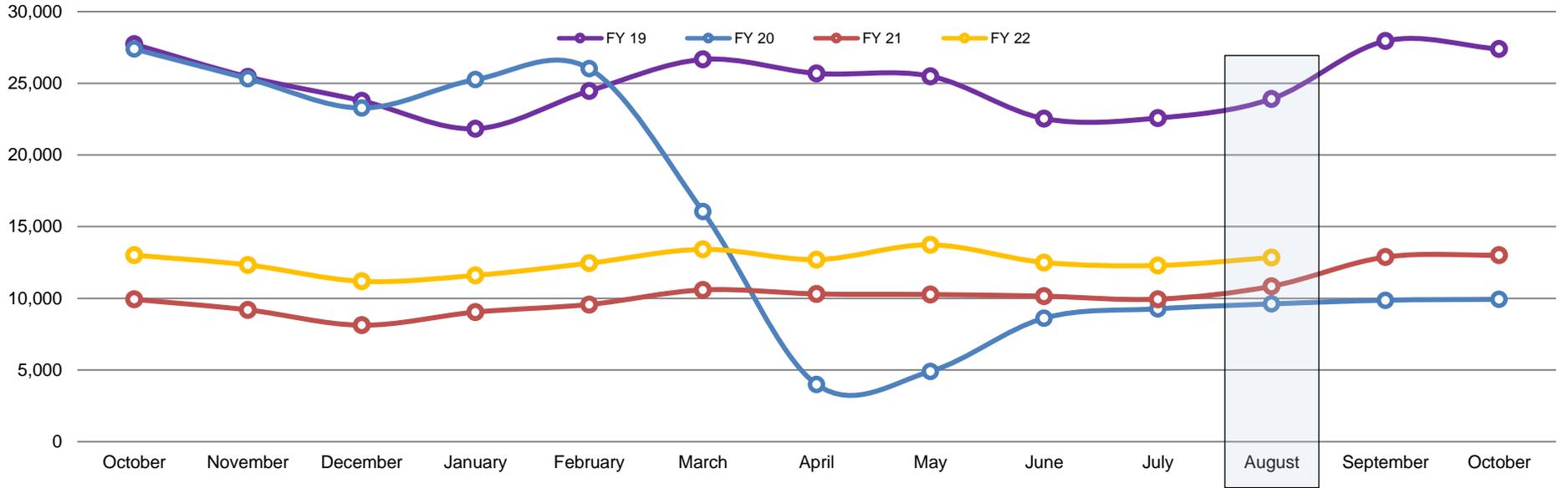
Productivity Summary

	August 2022	August 2021	% Change
Average passengers per hour per route	11.8	9.8	↑ 20.3%
Average passengers per mile per route	0.87	0.73	↑ 18.2%
Average farebox recovery percent per route	11.7%	9.1%	↑ 29.0%

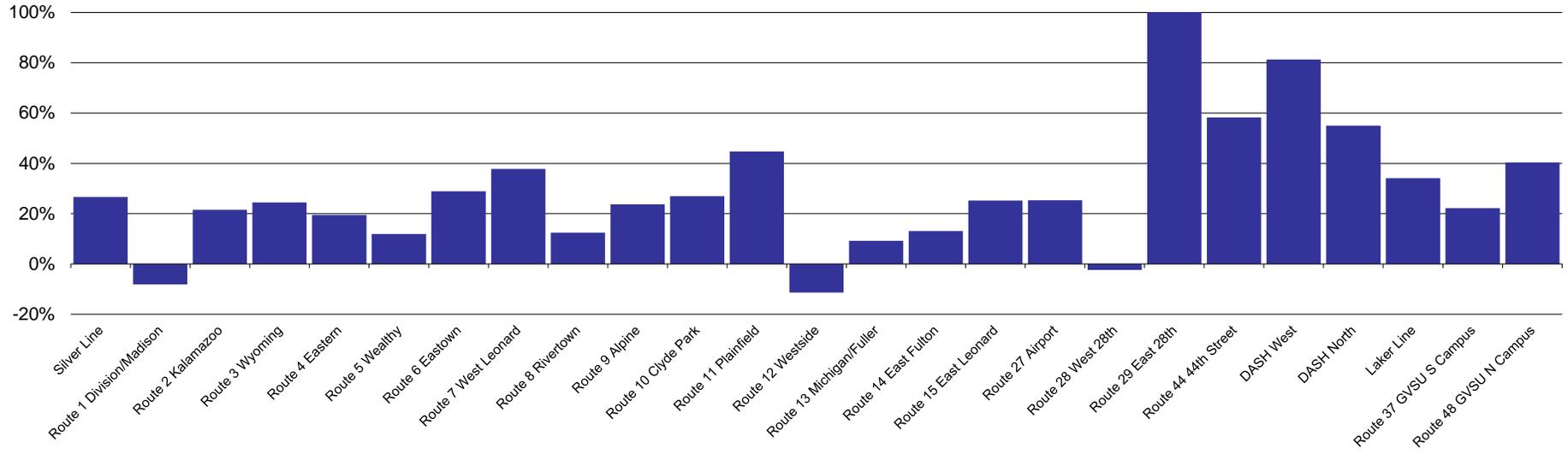
Fiscal Year Ridership

	FY 2022	FY 2021	% Change
Regular Fixed Route Service (<i>Routes 1–44</i>)	3,447,726	2,694,030	↑ 28.0%
Contracted Service (<i>GVSU, DASH, GRCC, and Ferris</i>)	1,229,038	717,613	↑ 71.3%
Total Fixed Route Ridership YTD	4,676,764	3,411,642	↑ 37.1%

Monthly Weekday Average Ridership History



Percent Change by Route: August 2022 compared to August 2021





Interurban Transit Partnership

Date: September 28, 2022
To: ITP Board
From: Linda Medina, Finance Manager
Subject: July Operating Statement

Attached are the financial reports through July 31, 2022, for general operating and grants

FY 21/22 YTD Operating Statement Analysis

Total revenues are over budget by .5% before COVID funding, the same as last month

- There are no significant changes in revenue trending compared to last month.
- \$17.4 million of COVID funding has been requested for reimbursement of eligible operating expenses

Total expenses are 7.9% under budget

- Wages and salaries overall are under budget by 10.6% even though overtime has increased due to the open operator positions
- Materials and supplies are 15.6% over budget. The main driver is fuel as costs continue to fluctuate. The cost per gallon has been declining, but still higher than the budgeted.

Included in the report is July's professional development and travel report

Please feel free to reach out to me directly at (616) 774-1149 or imedina@ridetherapid.org with any additional questions regarding the attached financial reports.

The Rapid
Operating Statement
Year to Date as of July 31, 2022

	YTD as of July 31, 2022		Variance		Last Year	Current Year	
	Budget	Actual	\$	%	FY 20/21*	FY 21/22**	
					YTD Actual	Annual Budget	
Revenues and Operating Assistance							
Passenger Fares	\$ 2,854,218	\$ 3,163,594	\$ 309,375	10.8%	\$ 2,368,427	\$ 3,307,467	3,249,843
Sale of Transportation Services							
CMH Contribution	215,999	322,678	106,679	49.4%	262,653	256,900	322,677
Dash Contract	1,505,416	1,968,275	462,859	30.7%	1,835,444	1,764,499	1,968,274
Grand Valley State University	2,767,648	2,827,028	59,380	2.1%	2,320,121	3,542,974	2,827,029
Van Pool Transportation	63,000	47,292	(15,708)	-24.9%	21,839	84,000	47,291
Township Services	308,846	357,334	48,488	15.7%	465,919	344,344	357,335
Other	266,901	276,951	10,049	3.8%	263,137	482,233	190,704
Subtotal Sale of Transportation Services	5,127,811	5,799,557	671,746	13.1%	5,169,113	6,474,950	5,713,310
State Operating	12,302,657	11,149,793	(1,152,864)	-9.4%	12,037,818	15,332,303	11,149,793
Property Taxes	14,792,598	15,117,027	324,429	2.2%	14,494,132	17,751,118	15,117,026
Advertising & Miscellaneous	538,748	546,346	7,598	1.4%	470,761	638,391	546,347
Subtotal Revenues and Operating Assistance	35,616,033	35,776,318	160,284	0.5%	34,540,251	43,504,229	35,776,319
Grant Operating Revenue (Cares Act)	6,336,206	17,420,742	11,084,536	174.9%	16,392,612	7,603,447	17,420,742
Total Revenues and Operating Assistance	\$ 41,952,239	\$ 53,197,060	\$ 11,244,820	26.8%	\$ 50,932,863	\$ 51,107,676	53,197,061
Expenses							
Salaries and Wages							
Administrative	\$ 4,784,421	\$ 4,383,574	\$ (400,847)	-8.4%	\$ 4,324,377	\$ 5,706,224	4,382,878
Operators	12,600,167	11,060,855	(1,539,312)	-12.2%	10,486,671	14,931,367	11,061,550
Maintenance	1,748,322	1,660,184	(88,138)	-5.0%	1,658,324	2,071,508	1,660,184
Subtotal Salaries and Wages	19,132,910	17,104,612	(2,028,297)	-10.6%	16,469,372	22,709,099	17,104,612
Benefits	7,850,602	6,515,881	(1,334,721)	-17.0%	7,732,637	9,501,483	6,515,881
Contractual Services	2,449,823	2,487,268	37,445	1.5%	2,732,004	3,839,278	2,487,266
Materials and Supplies							
Fuel and Lubricants	1,721,546	2,193,221	471,675	27.4%	1,390,690	2,111,337	2,193,221
Other	1,258,576	1,251,474	(7,102)	-0.6%	1,116,006	1,760,853	1,251,475
Subtotal Materials and Supplies	2,980,122	3,444,695	464,573	15.6%	2,506,696	3,872,190	3,444,696
Utilities, Insurance, and Miscellaneous	3,894,949	3,467,596	(427,354)	-11.0%	4,431,685	5,682,551	3,467,595
Purchased Transportation	4,700,451	4,757,544	57,093	1.2%	4,219,847	5,718,075	4,757,547
Expenses Before Capitalized Operating	41,008,857	37,777,596	(3,231,261)	-7.9%	38,092,240	51,322,676	37,777,597
Capitalized Operating Expenses	-	-	-	0.0%	-	-	-
Total Operating Expenses	\$ 41,008,857	\$ 37,777,596	\$ (3,231,261)	-7.9%	\$ 38,092,240	\$ 51,322,676	
Net Surplus/(Deficit) before CARES/CRRSAA		\$ (2,001,279)			\$ (3,551,989)		
Net Surplus/(Deficit) after CARES/CRRSAA		\$ 15,419,463			\$ 12,840,623		

* Fiscal year is 10/1/2020 - 9/30/2021

** Fiscal year is 10/1/2021 - 9/30/2022

Interurban Transit Partnership
Grant Revenues & Expenditures
Month Ended 07/31/22

	Adopted Budget	Amended Budget	Month To Date	Year To Date	Balance	Percent Target 83%
1. Federal Grant Assistance	15,581,754	15,581,754	1,625,447	7,663,344	7,918,410	49%
2. State Grant Assistance	3,895,438	3,895,438	406,362	1,915,836	1,979,602	49%
3. Transfer In - Operating Budget	0	0	0	0	0	100%
4. Use of Restricted Net Assets	0	0	0	0	0	100%
5. Other Local	0	0	0	0	0	100%
6. Total Grant Revenue	19,477,192	19,477,192	2,031,809	9,579,180	9,898,012	49%
7. Administrative Salaries	42,500	42,500	0	20,981	21,519	49%
8. Driver Wages	0	0	0	0	0	100%
9. Temporary Wages	0	0	0	0	0	100%
10. Fringe Benefit Distribution	17,000	17,000	0	10,123	6,877	60%
11. Total Labor	59,500	59,500	0	31,104	28,396	52%
12. Tires & Tubes	312,000	312,000	22,382	231,011	80,989	74%
13. Office Supplies	0	0	0	0	0	100%
14. Printing	3,000	3,000	130	530	2,470	18%
15. Total Material & Supplies	315,000	315,000	22,512	231,541	83,459	74%
16. Purchased Transportation	740,000	740,000	135,013	637,827	102,173	86%
17. Specialized Services	0	0	0	266,207	266,207-	100%
18. Total Purchased Transportation	740,000	740,000	135,013	904,034	164,034-	122%
19. Dues & Subscriptions	30,775	30,775	0	26,430	4,345	86%
20. Professional Development	12,200	12,200	625	625	11,575	5%
21. Miscellaneous	0	0	0	0	0	100%
22. Total Other Expenses	42,975	42,975	625	27,055	15,920	63%
23. Office Lease	0	0	0	0	0	100%
24. Transit Center Lease	0	0	0	0	0	100%
25. Storage Space Lease	0	0	0	0	0	100%
26. Total Leases	0	0	0	0	0	100%
27. Rolling Stock	3,505,131	3,505,131	0	256,108	3,249,023	7%
28. Facilities	5,910,931	5,910,931	1,064,135	4,753,386	1,157,545	80%
29. Equipment	116,000	216,000	44,822	202,304	13,696	94%
30. Other	4,535,955	4,285,955	669,009	2,723,741	1,562,214	64%
31. Total Capital	14,068,017	13,918,017	1,777,966	7,935,539	5,982,478	57%
32. Planning Services	4,251,700	4,251,700	15,453	73,558	4,178,142	2%
33. Capitalized Operating	0	150,000	80,240	376,349	226,349-	251%
34. Total Expenditures	19,477,192	19,477,192	2,031,809	9,579,180	9,898,012	49%

PROFESSIONAL DEVELOPMENT & TRAVEL REPORT
 ALL EMPLOYEES
 JULY 2022

AMOUNT	PURPOSE	EMPLOYEE (s)	LOCATION
\$ 2,120.07	GSX Annual Security Conference	M Wieringa	Atlanta, GA
\$ 2,595.75	APTA Mobility Conference	Various	Columbus, OH
\$ 625.00	Association for Commuter Transportation (ACT) International	A Erber and A Moore	Chicago, IL
\$ 1,200.00	Bus Collision Investigating	Transportation Supervisors	Kalamazoo, MI
\$ 2,500.00	<i>Leadership in a Union Environment</i>	Transportation Supervisors	Virtual
<hr/>			
\$ 9,040.82			

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



Future Planning & Technology Committee Members

Mayor Rosalynn Bliss

Jack Hoffman
Citizen Members:

Robert Postema
Ryan Anderson

Terry Schweitzer (Chair)
Dave Bulkowski

Paul Troost

PLANNING & TECHNOLOGY COMMITTEE MEETING MINUTES

Monday, September 12, 2022 – 8:30 a.m.

Rapid Central Station Conference Room (250 Cesar E Chavez, SW)

ATTENDANCE:

Committee Members Present:

Terry, Schweitzer, Jack Hoffman, Paul Troost, Dave Bulkowski, Ryan Anderson

Committee Members Absent:

Mayor Bliss, Rob Postema

Staff Attendees:

Deb Prato, Kris Heald, Jason Prescott, Nick Monoyios, Steve Schipper, Steve Clapp, James Nguyen, Kevin Wisselink, Nancy Groendal, Andy Prokopy, Steve Luther, Linda Medina

Other Attendees:

Mr. Schweitzer called the meeting to order at 8:35 a.m.

1. PUBLIC COMMENT

Mr. Schweitzer asked for public comment. No public comment was offered.

2. MINUTES May 9, 2022

Mr. Schweitzer asked for approval of the May 9, 2022, meeting minutes. Meeting minutes were unanimously approved as submitted.

3. Information

a. TMP RFP Scope of Work

Mr. Monoyios started his report by saying that he is looking forward to the board helping to define the tasks of the Transit Master Plan (TMP) and to get an overall umbrella of direction on how to proceed and develop the outline that was created from the scope of work. To date, we have received submissions from nationally recognized consultants who submitted proposals based on the tasks outlined in the scope of work.

Mr. Hoffman did read and reflected on the questions. He stated he has an additional question and will explain how he got there. His question is "The Rapid has a large investment in bus infrastructure including vehicles and repair and fueling facilities; Is downsizing the fleet to free up funds for other modes an option in what would be a realistic transition period to take full advantage of existing investments?" Mr. Hoffman explained he always advocated for public transportation from a new urbanist perspective and the key principles in that were the recovery of the natural and built environments and the recovery of urban and public space. The paradigms he came up with were ridership mode share and the traction of riders of choice. He felt we had a chance even with the limited tools available to us under the existing auto-centric paradigm. COVID has thrown off his thinking and he feels doubtful,

however, he still retains his new urbanist ideals and goals. For the foreseeable future, he is prepared to recognize public transportation is not going to be the main driver of the world he wants to see given our present low ridership the cost per passenger mile seems prohibitive. He feels the goal should be to provide the highest possible service to those who cannot operate a personal vehicle themselves. In other cases, is it the goal to put the person into a personal vehicle as soon as possible and use public funds to do so in cases of financial hardship? Are we looking at a paradigm change, and how do we plan to transition to that?

Mr. Anderson asked Mr. Hoffman, "Are you giving up on public transit or specifically on certain modes?" Mr. Hoffman does not know what public transit is anymore. With Uber, we have that in spades. Do we take our pot of money and knock 30% off everyone's uber charge and is that public transportation? He sees it going to a regional system which is probably good for the future. Mr. Hoffman doesn't see bus transportation going out in a regional way except on highly specialized routes.

Ms. Prato added that we did think about the Uber/Lyft model in subsidizing when we talk about Rapid Connect. Do we have as many Uber/Lyft as we think would meet demand? We might. One of the main things that dissuaded us from going that way is data. We don't have the data and does NTD have the formula to get data?

Mr. Hoffman agrees they are all good questions, and he is trying to be realistic.

Ms. Prato asked Mr. Monoyios to tee up the two (2) approaches that we have received and to give a summary of each bidder.

Mr. Monoyios restated that we have received two (2) Proposals, and both are highly regarded in the industry. One Proposal is very technical and very data-driven. The other one had more equitable attention to each of the tasks. He asked as you review these proposals, what attributes are jumping out at you? Do we envision a future where abandoning the cost-effectiveness of riders per square foot in vehicles so that we can build our environment, not around the scale and speed of the car?

There are new data analytics tools that both proposers used such as cell phone movement, freight travel, and credit card interactions

There are four (4) or five (5) data buckets that they can gain information from in terms of travel patterns.

Mr. Hoffman stated that he understood the strong technical group, however, he asked Mr. Monoyios to elaborate on the strength of the other. Mr. Monoyios stated the other side was more nuanced and there was more attention to the internal strategic organizational focus.

Mr. Anderson feels that Mr. Monoyios has already formed a strong preference for one of the proposals.

Mr. Monoyios answered "No, he is on the 50-yard line". Mr. Anderson replied that in both descriptions, it sounds like one is one-dimensional and the other is multi-faceted.

Mr. Anderson also added that tasks three (3) and five (5) stood out to him largely because of what Mr. Hoffman stated, in that it's difficult to envision the future for The Rapid where fixed routes and a fixed schedule are a vast majority of what's done. He feels we need someone who can segment user needs and begin to augment that with something that could be grown. The cost will always hold back innovation.

Ms. Prato added that we only had these two (2) proposals. She sees this as a stuck and wonders if we place this on hold and go back out to market later to see if there are more players. Are these the right proposers for where we want to go?

Mr. Anderson asked if we would consider someone outside NA.

Mr. Wisselink answered when it comes to Americans, we want to buy American.

Mr. Monoyios stated there would be legislative constraints.

Mr. Anderson is wondering about B & C players if perhaps holding off a bit and waiting for other bidders.

Mr. Monoyios also wondered about what the political environment was like during the pandemic in Austin. There were many improvements and the voters approved. The community may think if it doesn't impact me, I'm voting no.

Ms. Prato added Austin was way behind the times for a large city. She agrees it was a smart play, however, innovative probably not.

Mr. Monoyios replied that the peer cities are telling us not to do what they didn't do when they were our size. If you can minimize the disparity where people need to go with a limited pot of public money is a win-win.

Mr. Hoffman asked if there was a necessity to proceed if we are not totally comfortable with the bids,

and he also added that he is still a little unclear.

Mr. Monoyios answered that both bidders have political viability, and they will proceed the way we want them to.

Ms. Prato confirmed that one bidder is more strategic, and the other bidder is more traditional.

Mr. Monoyios gave West Michigan Express as an example. Is it important to consider parking lots, the first mile/last mile? Should there be shuttle buses? How big do we want to scale the task? What about financing? We want to refine it appropriately as possible.

Mr. Troost stated that West Michigan Express has been talked about for years. I do think it's worth studying and he is interested in what Mr. Bulkowski has to say.

Mr. Bulkowski stated Covid took a lot of things away. We are big enough to have every user group represented. How long did we plan the Silverline? And has the Silverline made it better? He was shocked that 15 vehicles were in the park N ride lot at 60th Street. What is the vision of our community? What about flexibility? How do we get in the heads of current users? He also feels that the market is a collection of individual choices.

Mr. Hoffman stated we all agree it's a confusing situation.

Mr. Bulkowski wants to know who is really getting into people's brains.

Mr. Anderson stated that what Mr. Bulkowski says translates into requirements. Number one we need somebody that understands this market, two, someone who understands the alternative approaches to solving these problems, and three who could potentially pilot it. I don't think mobile GR is an end game.

Mr. Hoffman is wondering if Mr. Bulkowski feels we are missing some sort of PR program that can turn empty buses into full buses; I don't agree with that.

Mr. Bulkowski is not saying we need a PR program. He was told by a marketing staff that we don't want to invite people on the bus because it's still not useable. Not at the level that it's comparable to your own vehicle. What are the intercept surveys?

Mr. Hoffman stated that he and Mayor Kepley have discussed our present system, at the cost per rider, cannot last. The cost of providing that is going to collapse the whole system. He feels going to our ridership is not the solution.

Mr. Anderson said the world of employers is focused on flexible working. All studies go back to the commute. We are on a 5-year trajectory. He would like to explore how to support flexible working. Understanding the employer's shifts is a huge opportunity. There is always a need to get dedicated workers in the facility.

Mr. Monoyios agrees that is exactly what we are looking for. He also added that we are hearing from the Right Place about mobility needs.

Mr. Anderson believes corporate fleets are entering the conversation, helping employees to have flexible options. School drop-off and then off to work.

Mr. Bulkowski added that there are tons of conversations about affordable housing. With the zoning piece, you can build mass transit in most communities.

Back to the effectiveness of what we are doing. How is it not this beehive of transit opportunities? You need one (1) or two (2) micro vehicles. Flexibility will be key.

Mr. Anderson believes people are trying to get downtown. Getting to Kentwood, Walker, and the lakeshore seems to be challenging.

Mr. Schweitzer stated that he was concerned about Mr. Hoffman's comments. The shift is where the transportation piece is.

Mr. Hoffman believes if we are going to move, we must plan the move. He would like to do real long-distance planning for this transition.

Mr. Schweitzer added that perhaps we need the public approach to public funding.

Mr. Anderson wants to come up with scenarios. Find parts of the community who feel under-served.

Mr. Monoyios feels we are all biased. By engaging with nationally recognized consultants to see similarities and differences with layers of expertise to see a vision. Mr. Monoyios also added that your comments have aligned well with what the bidders have laid out.

Mr. Anderson asked, you mentioned Austin, who might we take inspiration from that might address this?

Mr. Monoyios answered Minnesota's very progressive tax structure. They have a very easy and convenient way to get around and it doesn't rely on sprawl.

Mr. Troost asked when we look at peers, do we look internationally or just in the United States? Mr. Monoyios feels it is a great idea to ask. Mr. Troost also feels it is not too hard to get into the heads of the users and non-users. They ride the bus because they need to. It's hard to see until we get more

density for the Great Lakes Region. He feels the future is in the diversification of mode either in electrical or hydrogen use.

Mr. Monoyios feels we need to identify what the public ridership wants and why others do not ride.

Ms. Prato added that she struggles with a lack of unified planning. She would like to see how we help create what could be the future of transit without waiting for it. She wants innovators and people who think differently. Her vision is focused on leading the way; not following.

Mr. Anderson feels we need to reach beyond the users. Grand Rapids is poised for growth, and we need to separate this from the day-to-day business.

Mr. Schweitzer thanked everyone for the great discussion.

b. TDM Study

Mr. Monoyios shared a high-level report on key lessons we found from existing conditions in stakeholder discussions.

Ultimately, there is capital spending on the infrastructure side and then there is the operational programmatic side. There are so many fragmented fiefdoms of mobility that are owned and operated differently. The idea behind Transportation Demand Management is how can we solidify this into a case manager, ie: a social worker for improving the efficiency of the experience of moving around. Park N Ride came up a lot. If we could give it wings, how would we market that? How do we optimize the fiscal sustainability of the existing transportation we have? We want to promote an array of opportunities. We are also looking at our peers to see what they are doing (Portland, San Louis Obispo) what programs they have in place that we can get insight from. Optimizing that experience.

c. Mr. Bulkowski on working with the County

Mr. Bulkowski reported that there will be more capacity in the administrative office and Mark will be staffing the task force. The county wants to instigate pilots and a set of solutions, modeled more toward senior millage. He is hopeful that the issues with mobility will get traction at the county level. It will not be township by township it will be a countywide system of solutions. Countywide transit millage is on the ballot. So far nothing has moved on the charge since May.

Mr. Schweitzer added that it would be remiss not to align so we are not moving in different directions. The people outside of Byron are the ones who want to go there.

4. ADJOURNMENT

This meeting was adjourned at 9:48 a.m.

The next meeting is scheduled for November 7, 2022

Respectfully submitted,



Kris Heald, Board Secretary



Present Performance & Service Committee Members

Charis Austin

David Bilardello (Chair)

Tracie Coffman

Steven Gilbert

Andy Guy

PRESENT PERFORMANCE & SERVICE COMMITTEE MEETING MINUTES

Tuesday, September 13, 2022 – 4 p.m.

Rapid Central Station Conference Room | 250 Cesar E Chavez, SW

ATTENDANCE:

Committee Members Present:

Charis Austin, Tracie Coffman, Dave Bilardello

Committee Members Absent:

Steve Gilbert, Andy Guy

Staff Attendees:

Deb Prato, Kris Heald, Steve Schipper, Andy Prokopy, Linda Medina, Nancy Groendal, Deron Kippen, Steve Luther, Jason Prescott, James Nguyen, Kevin Wisselink, Jeffrey King, Amanda Moore, Adam Erber, Wardell Frazier, Max Dillivan, Steve Clapp

Other Attendees:

Mr. Bilardello called the meeting to order at 4:08 p.m.

1. PUBLIC COMMENT

Mr. Bilardello asked for public comment. No comments were offered.

2. MINUTES – July 26, 2022, Present Performance & Service Committee Meeting

Mr. Bilardello asked for approval of the July 26, 2022, Minutes. Ms. Coffman motioned to approve, and Ms. Austin supported it.

3. DISCUSSION

a. Fixed Route Ridership

Mr. Dillivan reported over the last few weeks we welcomed an influx of students. This influx is greater than last year's numbers and GVSU is up 6% from last year, and GRPS is up by 10%. For DASH North we are seeing a 12% decline in that service. The recovery on the system is just north of 57%. Also, we are seeing a 300% increase in ridership than last year.

b. Paratransit

Mr. Prescott wishes he had better news to report. Our customers are our number one priority; however, we are struggling with the operators. Some issues stem from our transition from MV to TransDev, and the lack of oversight at the MV location on cottage grove. October 1, 2022, is the official start date for TransDev to take over.

Ms. Coffman inquired about what kind of message we are putting out to our customers regarding the transition and the issues that are happening. Mr. Prescott replied communication is coming through our Consumer Advisory Committee (CAC) and letting the customers know where we are and what we are doing.

Ms. Prato added that when the team is scheduling rides, the call takers use a script that addresses issues that are happening in real-time. Also, Mr. Prescott added that there is a dedicated person on the team looking at potential issues with any rides and is working with customers to help resolves issues in a satisfactory way.

Ms. Coffman asked if we have communication with community partners. Ms. Austin added that Disability Advocates and the Hard of Hearing Association are aware of what is going on. She does compliment the call takers for the phenomenal job they are doing under the circumstances. As for the other organizations she cannot speak to that. Mr. Prescott also added that another partner we work with is Hope Network.

Mr. Bilardello inquired about the August numbers. Is it still the same story? Mr. Prescott confirmed the number has remained consistent and not gotten worse.

Mr. Bilardello asked if there is anything the Board can do to help. Mr. Prescott replied historically we bounce back from these things. He feels that word of mouth would be paramount in letting your peers know that great changes are coming to The Rapid.

Mr. Bilardello thanked Mr. Prescott for his report and believes we need to keep everything in perspective as we transition.

c. On-Demand

Mr. Prescott reported that there is a 33 % increase in sign-ups. While that sounds great, we would like to see more user activity. We are tracking some of our super users. We picked three (3) customers in Walker and three (3) in Kentwood. They are consistent users, and these are the folks we need to target. Mr. Prescott and Mr. King went out and talked with some customers and the feedback has been very positive.

Ms. Coffman commented that she likes the map. It looks like Kentwood has a lot of employer engagement. Are we feeling work trips are more prevalent? Mr. Prescott confirmed that yes that has been consistent.

Mr. Bilardello likes the graphics as well. He is wondering if these are being shared with the other board members. Mr. Prescott replied yes, He sends these documents weekly to both Mayor Carey and Mayor Kepley.

Ms. Coffman asked, do we intend to have any conversations with the employers that we've identified as frequent stops and pickups in Kentwood? Mr. Prescott replied, yes you will hear more later in the meeting.

d. On-Time Performance

Mr. Dillivan gave a verbal update of his report on On-Time Performance. In late July we are hovering around 88% which is a few points below our standard 90% for the non-Contract fixed routes. In terms of August, we are around the 86% range which is a little bit down.

Most of the routes are performing very well. All are in the 90th percentile or above!

e. Customer Perception Surveys (Go!Bus, Rapid Connect, Route 27)

Ms. Prato teed up this report by saying these are three (3) surveys we have never had before. Mr. King looks at all the data to drive our decision-making and how to use it.

Mr. King shared some of the preliminary results of the three (3) surveys.

The methodology was based on a selection of recent riders, and we conducted a phone survey over a 2-day period using a standard Likert rating scale to gauge how the service is perceived and how it changed over the years. For Rapid Connect, an electronic survey was conducted over two (2) days.

The primary focus of that survey was to identify the Net Promoter Score (NPS). Mr. King and Mr. Prescott rode around on the bus and surveyed customers on the spot.

Customer perception themes

GOBus: It was the first-time riders were asked to survey. These are long-time riders. Some of the

feedback from the survey was about freedom and access to the community. High marks were given for cleanliness and safety. There were a few issues with timeliness and logistical grievances. This is being used as a benchmark so the new vendor can make an impact on the customer's perspective.

The intent is to continue to conduct a survey either bi-annually or on a quarterly base as we move forward with the new vendor. In hopes to see improvements in timeliness, and logistics.

There is general satisfaction with the service. Customers primarily use the service for medical, but some use it for employment purposes.

Ms. Austin added that she has been asking for a survey for years. She feels this will change part of the perception. She feels it will help improve customer attitudes to ride the bus.

Ms. Coffman commented that she is pleased to see such positive feedback surrounding drivers, cleanliness, and courteous service.

Mr. Bilardello thanked Mr. King for a great presentation. He asked Mr. King to review the graphic as the graphics do not match the narrative.

Rapid Connect and Route 27

Mr. King reported that there is a dedicated group of users, however, several customers signing up and not using the service, and we want to find the disconnect. The general sentiment around this survey was issued with Technology. This was an NPS survey. The outcome was not negative, but we are not in a great space either. The score was zero. A key factor is it's affordable and drivers are showing up on time. When there is a glitch no matter the size, it's perceived negatively. In addition, we are looking at evaluating the APP vendor.

Ms. Coffman asked regarding the app. When we chose the app was it the best vendor?

Ms. Prato replied that we started with an app for paratransit scheduling software. It did not work, so we moved to Ecolane. We interviewed several vendors and then decided to take it on ourselves.

Originally Rapid Connect was not to be run by the Rapid.

Last, is the results of the EPIC MRA survey. It took place in May/June 2022. The survey was conducted on the bus. Comparing trends year over year. It's a long survey with a lot of overlapping data. This was our first year including the NPS Fixed Route of 49%, Silver Line BRT did not do as well. Fixed Route did see a 9% increase for service on time as needed. This was the highest rate since 2015. In some areas, riders asked for improvements such as more evening routes. We are moving forward in a way to utilize something that is measurable, actionable, and has some national comparisons so we can see where we are.

Ms. Prato stated as far as we can tell we don't have data year over year. She has asked Mr. King to distill the survey from EPIC/MRA to the things we want to know as a baseline.

Mr. Schipper, Mr. King, and Ms. Prato will be involved in a national transit dashboard, valued based on a wide variety of different scoring metrics. This adds to our future on our 5-year plan. We will need additional funding streams. We need to talk about the value transit brings to the community.

Mr. Bilardello asked if there are plans to transition out. Ms. Prato does not want to transition out until we have a solution for our customers. We need to transition people over to Connect so we can make sure riders have an option.

B. Community Engagement/Outreach

Mr. Frazier reported that he and Mr. Erber have been doing community outreach by going into the community to organizations and employers to educate them on Rapid Services. Most recently they had the opportunity to present to the faculty of Western Michigan University as well as Ferris State Universities' incoming students. They have an upcoming presentation for Grand Rapids Neighborhood Associations. They will also participate in virtual meetings as well as quarterly partner meetings with over 110 community organizations and we will be there talking about the services the Rapid offers. Workforce solutions. They go to 10 community events per month. In addition to meeting with employers, we pop in to introduce ourselves.

They have Linked in Rock the block and visited Sr living locations to help sign up customers for GoBus. Mr. Frazier will be presenting at GR Chambers Meeting.

Mr. Erber talked about building business relationships. They have been out in the Walker area to

educate the businesses on Rapid Connect. The businesses appreciated the information however they felt that some people were not able to operate the app or they didn't have a phone. Mr. Erber advised that they did put a survey together for Northridge Drive as several businesses are out there. All companies engaged with them. Most businesses said they appreciate the program; however, they feel a fixed route would be most beneficial for them. They are looking forward to working with the planning department to see what we can do to help with service.

On Route 27 there was a route that looped in cascade township. We are meeting with Cascade Engineering to see what solution can be provided.

On the Government relation side, we are making connections with Peter Ross from Senator Peter's office.

Mr. Bilardello thanked both Mr. Frazier and Mr. Erber for their reports. He asked that this information be shared with Mr. Gilbert and Mayor Carey. Ms. Prato will be sharing with Mayor Carey.

C. Silver Line Technology

Ms. Prato reported that it is hard to hire Fare Enforcement Officers (FEO). This has turned into a technology initiative in terms of getting rid of the TVMs as we will be moving to an open payment option. There is a big potential for ridership. We already have fare boxes. The plan is to transition the FEO team to the Laker Line.

Mr. Prokopy reported that open payments were to be slighted for release this fall. Open payment allows you to use your chip-enabled credit cards as their fare on a bus. This will be coming very soon. TVMs on the Silver Line are nine (9) years old and parts are hard to find or not being produced anymore. Also, vandalism has ramped up, we have had 3 instances in one week.

Mr. Bilardello asked if open payment for every bus. Mr. Prokopy confirmed yes, for everyone on every bus. We are working with a vendor for the cards and with the shortage, in microchips, the cards are over a year out.

D. Employees

Ms. Groendal reported that we are having classes every month. A Job fair coming up on Oct 6th. The Job Fair will be out on the platform. Recruiting campaign will be underway as well.

Ms. Prato also added that we are struggling with finding and retaining employees.

E. Safety

Mr. Luther reported that in 2019 the FTA issued a final rule that replaces all our training. It will be a Safety Management System Approach. Infrastructure law has added money to transit for the plan. More balance frontline employees with management. One addition to it is PTASP which will be going to the board at the September board meeting.

F. Fleet and Facilities

Mr. Kippen reported that the Butterworth project is ending. They have been in approximately a month, and they love the facility. On August 31 we took possession of Busch Drive. Currently, we are in the process of a remodel floors, lighting, and painting. We are installing propane tanks. Standale park N ride storm tech system is going in. We have three (3) dates in Oct for paving and then landscaping should be done in the middle of November.

G. Paratransit Contractor Transition

Mr. Prescott reported that we are hoping for the contractor TransDev to move on September 26th. We have weekly meetings with them, and we are very optimistic about partnering with them.

Ms. Prato also added that it's been a tough time, but we are working hard for a positive solution for our customers. We are failing them right now, but we are working to change that.

Mr. Bilardello thanked the team for the great presentations.

4. ADJOURNMENT

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

This meeting was adjourned at 5:25 p.m.
The next meeting is scheduled for November 8, 2022

Respectfully submitted,



Kris Heald, Board Secretary